American Express Earnings Conference Call Q2’23

JULY 21, 2023

Summary Financial Performance

($ in millions; except per share amounts)

	Q2'23	Q2'22	YoY% Inc/(Dec)
Total Revenues Net of Interest Expense	$15,054	$13,395	12%
*FX-Adjusted**		*$13,361*	*13%*
Pretax Pre-Provision Income**	$3,932	$2,953	33%
Provision Expense	$1,198	$410	#
Net Income	$2,174	$1,964	11%
Diluted EPS†	$2.89	$2.57	12%
Average Diluted Shares Outstanding	741	753	(2%)

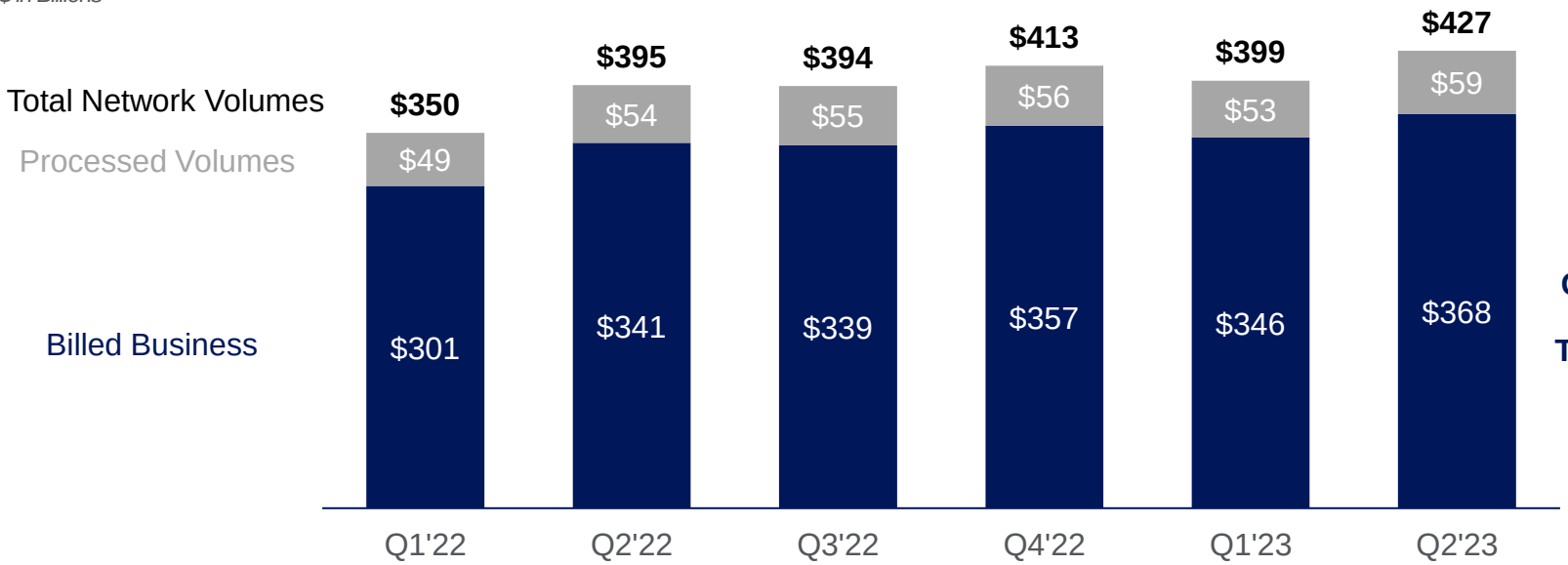
** Total Revenues Net of Interest Expense adjusted for FX is a non-GAAP measure. FX-adjusted information assumes a constant exchange rate between the periods being compared for purposes of currency translation into U.S. dollars (i.e., assumes Q2'23 foreign exchange rates apply to Q2'22 results). ** Pretax pre-provision income is a non-GAAP measure. See Annex 1 for a reconciliation to Pretax income on a GAAP basis. †Attributable to common shareholders. Represents net income less earnings allocated to participating share awards and dividends on preferred shares. # Denotes a variance of 100% or more.*

Total Network Volumes Growth

% Increase/(decrease) vs. Prior Year (FX-adjusted):

	Q1'22	Q2'22	Q3'22	Q4'22	Q1'23	Q2'23
Billed Business	35%	30%	24%	15%	16%	8%
Processed Volumes	15%	19%	19%	17%	15%	13%
Total Network Volumes	**32%**	**28%**	**23%**	**16%**	**16%**	**9%**

$ in Billions



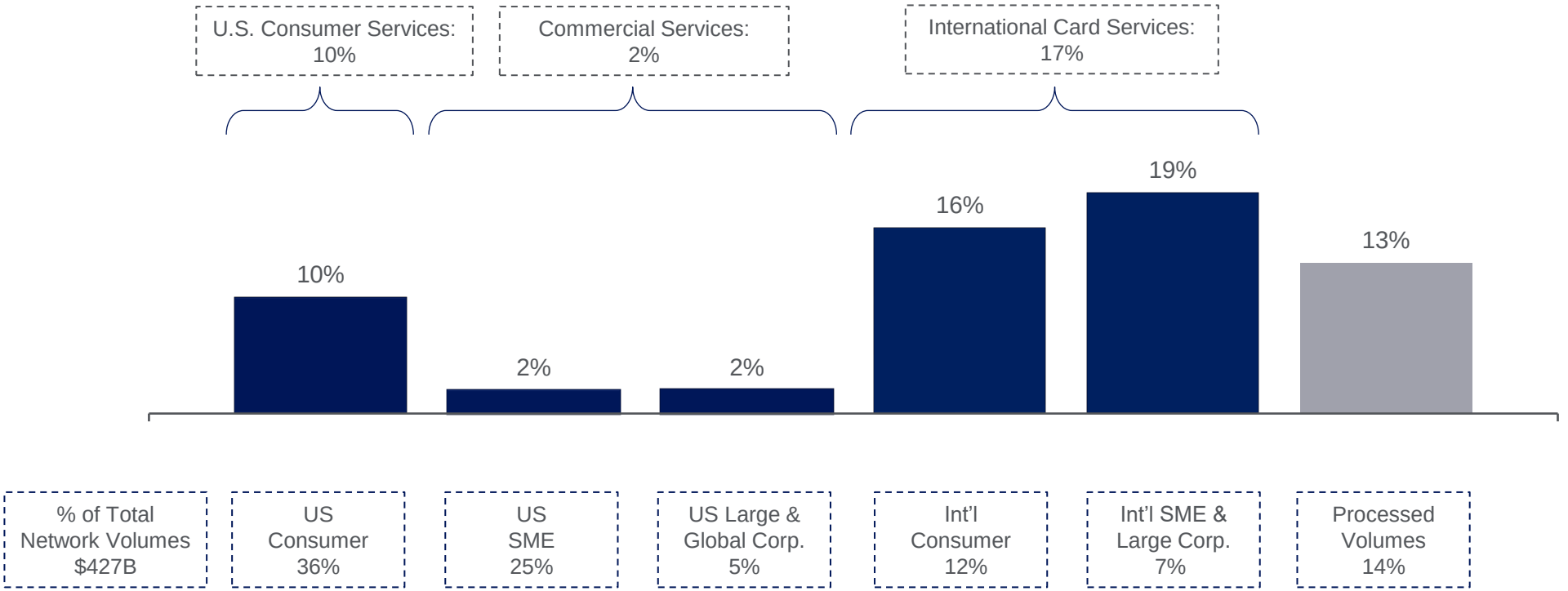
G&S, 6% YoY

T&E, 14% YoY

Note: All growth rates reflect FX-adjusted rates. See Annex 2 for reported billings growth rates. Billed business represents transaction volumes on payment products issued by American Express. Processed volumes represent transaction volumes from cards issued by network partners and alternative payment solutions facilitated by American Express. G&S = Goods & Services billed business. T&E = Travel & Entertainment billed business.

Q2’23 Network Volumes Growth by Customer Type

% Increase/(decrease) vs. Prior Year (FX-adjusted):

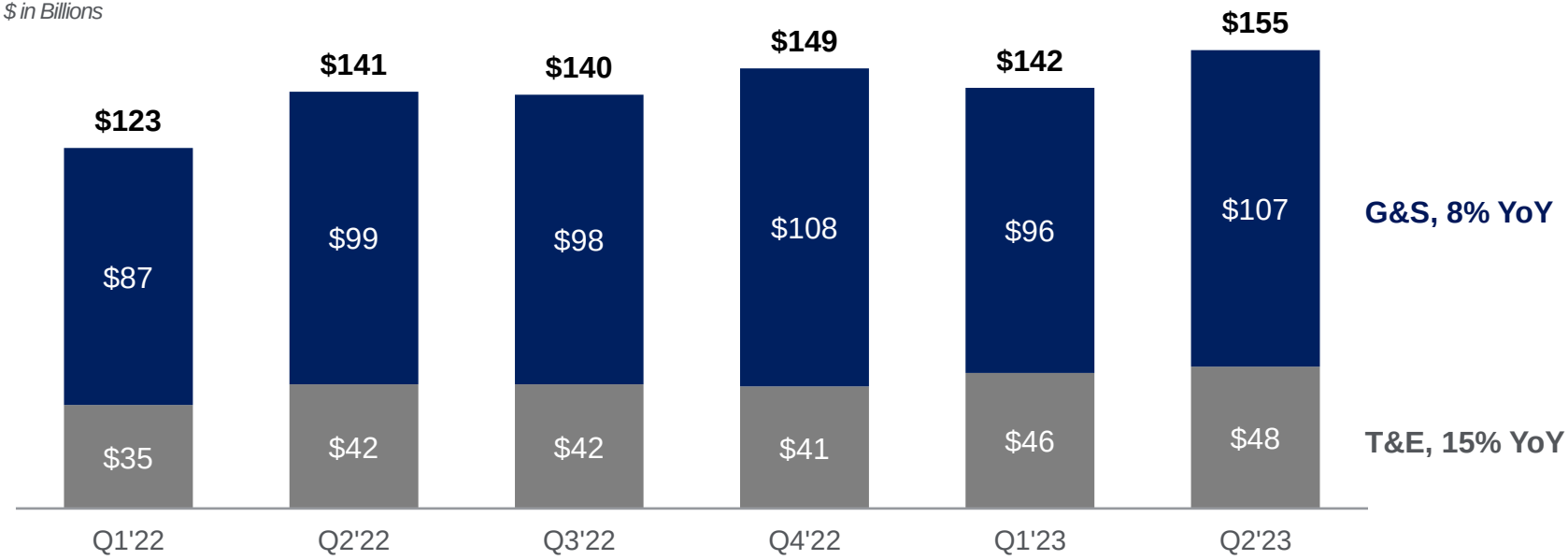


Note: SME refers to small and mid-sized businesses with less than $300MM in annual revenues. All growth rates reflect FX-adjusted rates except for US Consumer and US SME. See Annex 2 for reported billings growth rates. Subtotals may not add to 100% due to rounding.

U.S. Consumer Services Billed Business

Q2'23	Millennials + Gen-Z	Gen-X	Baby Boomer +	Total
YoY	21%	8%	3%	10%
% of Total	31%	37%	32%	100%

$ in Billions

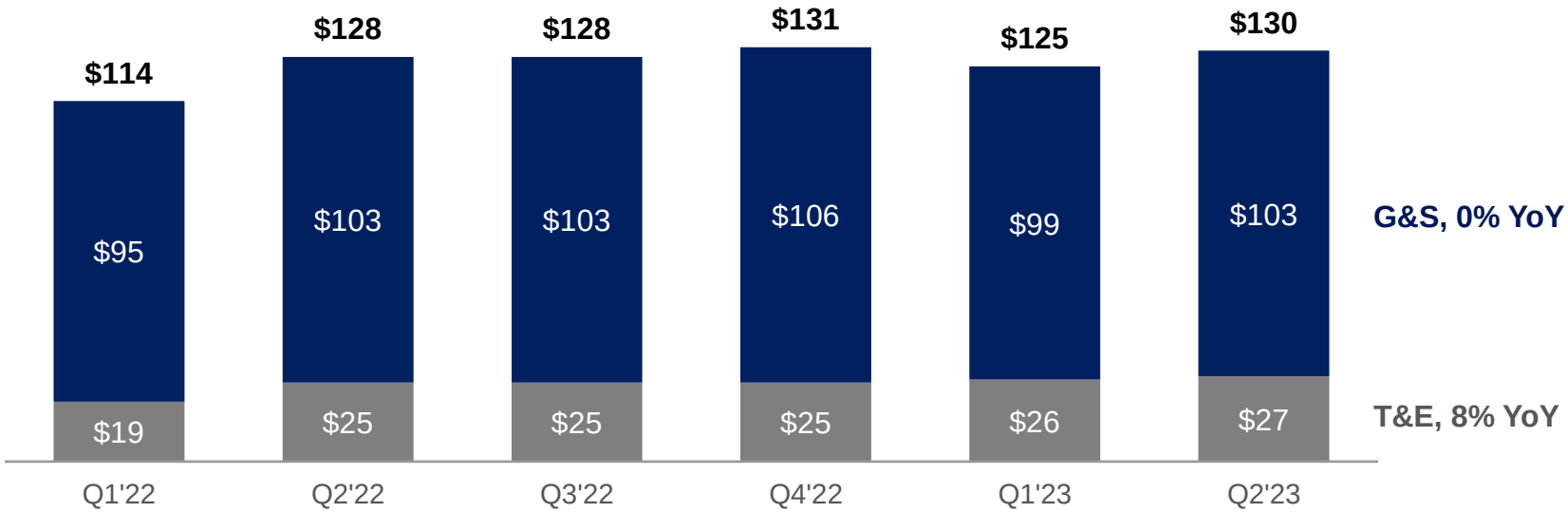


Note: Subtotals may not foot due to rounding.

Commercial Services Billed Business

Q2'23	US SME	US Large & Global Corp	Total
YoY	2%	2%	2%
% of Total	83%	17%	100%

$ in Billions

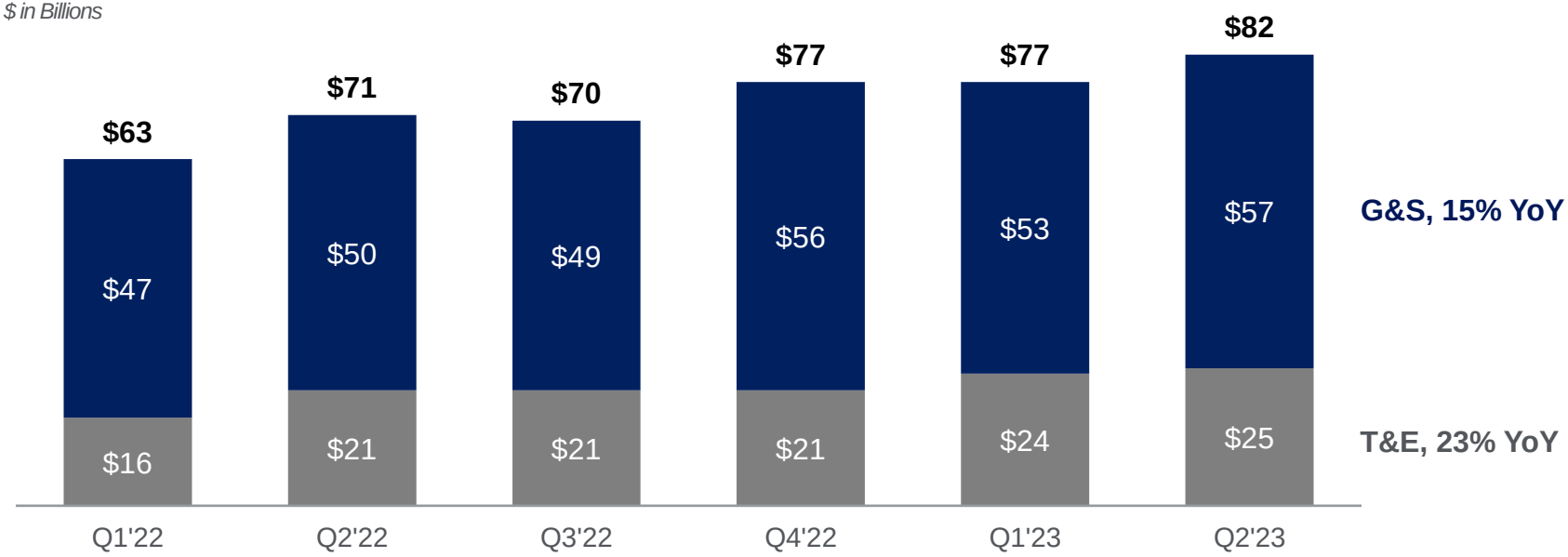


Note: All growth rates reflect FX-adjusted rates except for US SME. See Annex 2 for reported billings growth rates. Subtotals may not foot due to rounding.

International Card Services Billed Business

Q2'23	Int'l Consumer	Int'l SME & Large Corp.	Total
YoY	16%	19%	17%
% of Total	64%	36%	100%

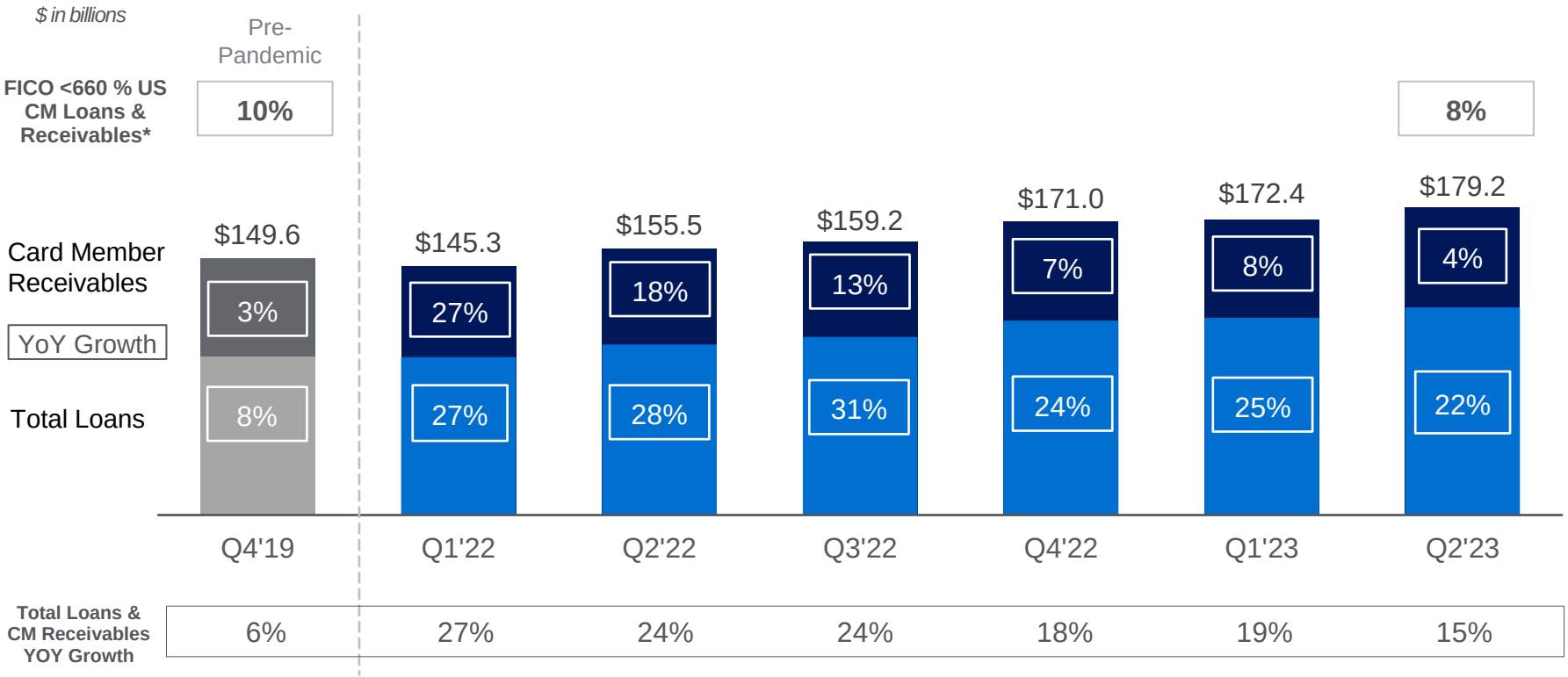
$ in Billions



Note: All growth rates reflect FX-adjusted rates. See Annex 2 for reported billings growth rates. Subtotals may not foot due to rounding.

Worldwide Total Loans and Card Member Receivables

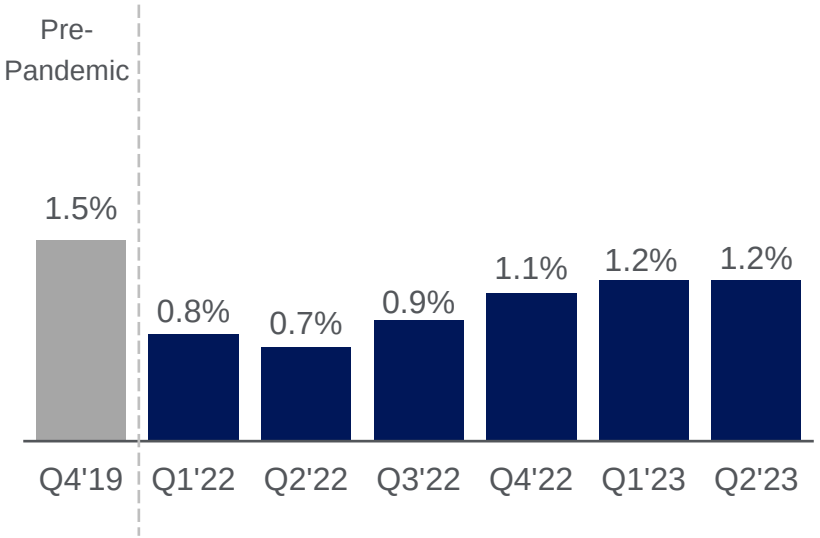
Total Ending Loans and Card Member Receivables



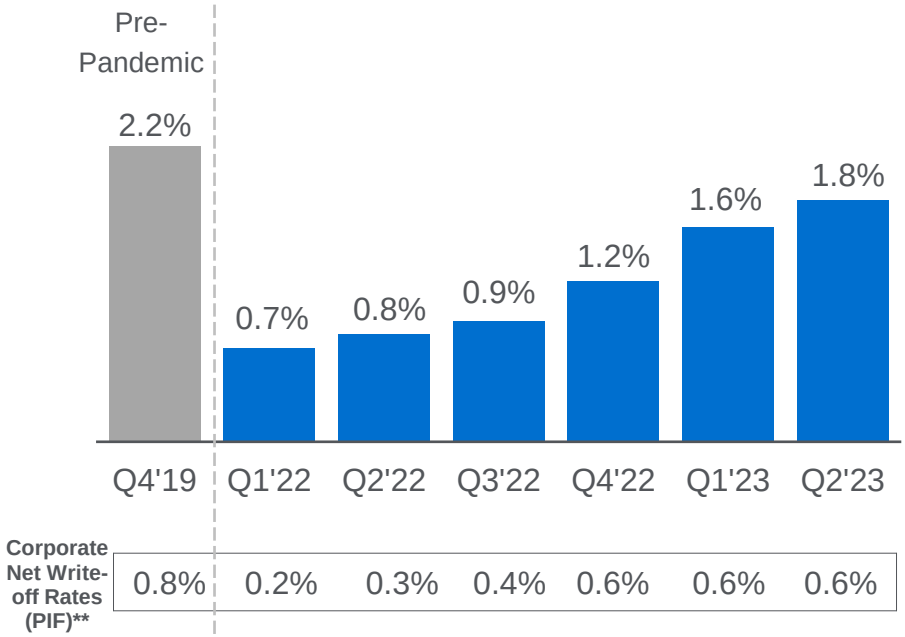
*Note: Total Loans reflects Card Member loans and Other loans. *Represents quarterly average of U.S. Consumer and U.S. Small Business Card Member Loans and Receivables statement balances for Card Members with < 660 or unavailable FICO.*

Card Member Loans and Card Member Receivables Credit Metrics

30+ Days Past Due*



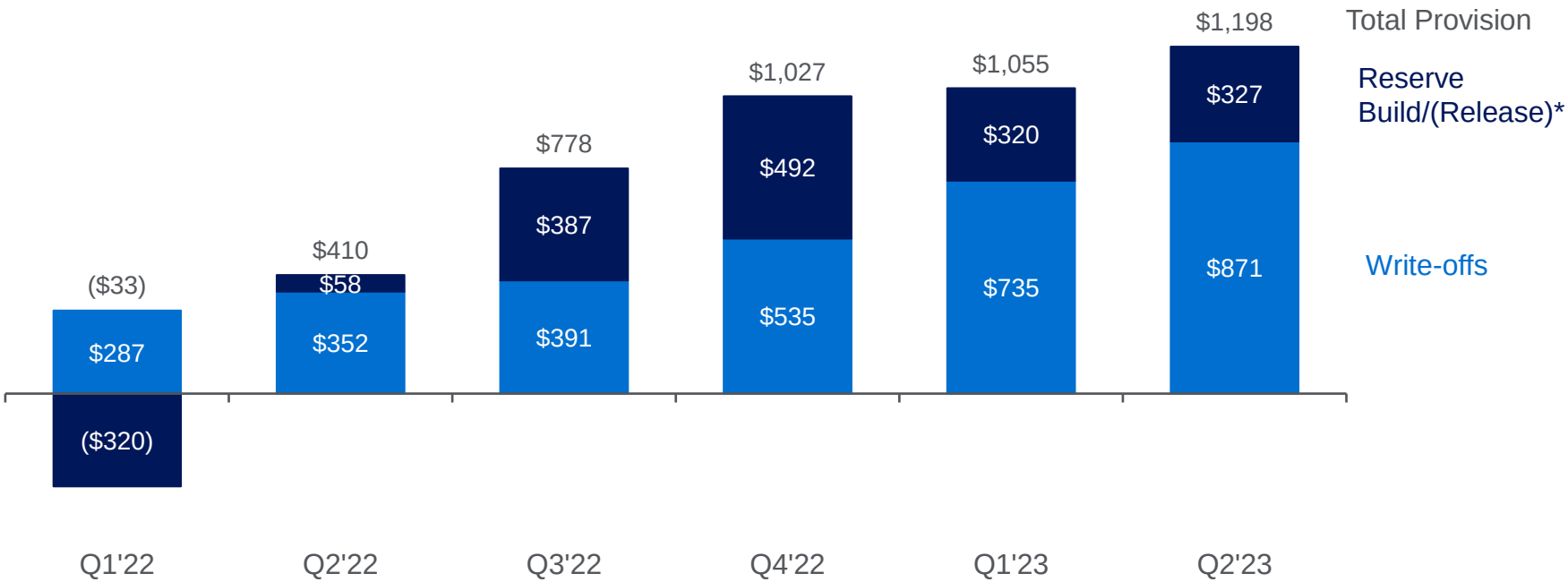
Net Write-off Rates*



Note: See Slide 22 for credit metrics for Card Member Loans and Card Member Receivables presented separately. Net write-off rates based on principal losses only unless otherwise indicated. See Statistical Tables for the second quarter of 2023, available at ir.americanexpress.com, for net write-off rates including interest and fees. Card Member Loans and Card Member Receivables Net Write-off Rates and 30+ Days past due as a % both represent Global Consumer and Global Small Business Services Card Member Loans and Card Member Receivables (unavailable for Corporate). ** Corporate Net Write-off Rate based on principal and fee losses related to U.S. Corporate, International Corporate and Global Clients Receivables.*

Total Provision

($ in millions)

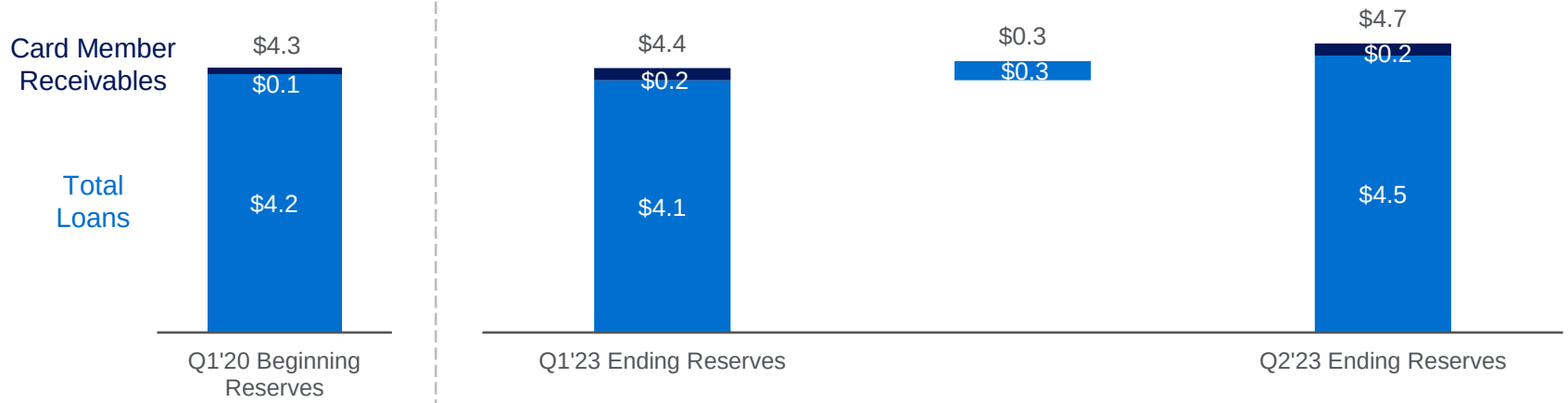


*See Variance Commentary in the appendix section for an explanation of the provision variance versus last year. * Reserve Build/(Release) represents the portion of the provisions for credit losses for the period related to increasing or decreasing reserves for credit losses.*

Total Reserves

Balance Sheet Credit Reserves*

($ in billions)



Reserves as a % of:

	Q1'20 Beginning Reserves	Q1'23 Ending Reserves	Q2'23 Ending Reserves
Total Loans & CM Receivables	2.9%	2.5%	2.6%
Total Loans	4.6%	3.6%	3.7%
CM Receivables	0.2%	0.4%	0.4%

* *Q1'20, Q1'23 and Q2'23 Balance Sheet credit reserve builds differ from P&L credit reserve builds due to other receivables and FX impacts. Reserve subtotals may not foot due to rounding.*

Revenue Performance

($ in millions)

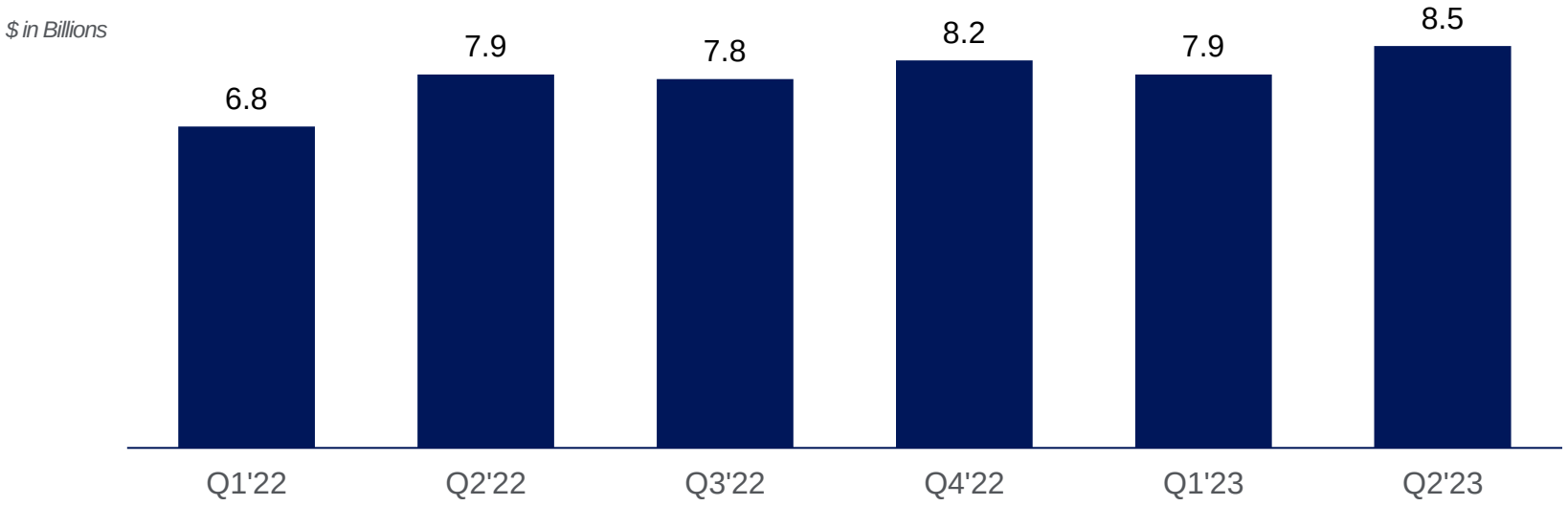
	Q2'23	Q2'22	YoY% Inc/(Dec)	Q2'23 % of Total Revenue
Discount Revenue	$8,481	$7,873	8%	56%
Net Card Fees	$1,789	$1,481	21%	12%
Service Fees and Other Revenue	$1,232	$1,265	(3%)	8%
Processed Revenue	$447	$416	7%	3%
Net Interest Income	$3,105	$2,360	32%	21%
Revenues Net of Interest Expense	$15,054	$13,395	12%	100%
*FX-Adjusted**		*$13,361*	*13%*	

*See Variance Commentary in the appendix section for an explanation of the revenue variances versus last year. Subtotals may not add to 100% due to rounding. * Total Revenues Net of Interest Expense adjusted for FX and the related growth rate are non-GAAP measures. See Slide 2 for an explanation of FX-adjusted information.*

Discount Revenue

	Q1'22	Q2'22	Q3'22	Q4'22	Q1'23	Q2'23
YoY Growth*	38%	32%	26%	16%	17%	8%

$ in billions (on a reported basis) - % Increase/(decrease) vs. Prior year (FX-adjusted):

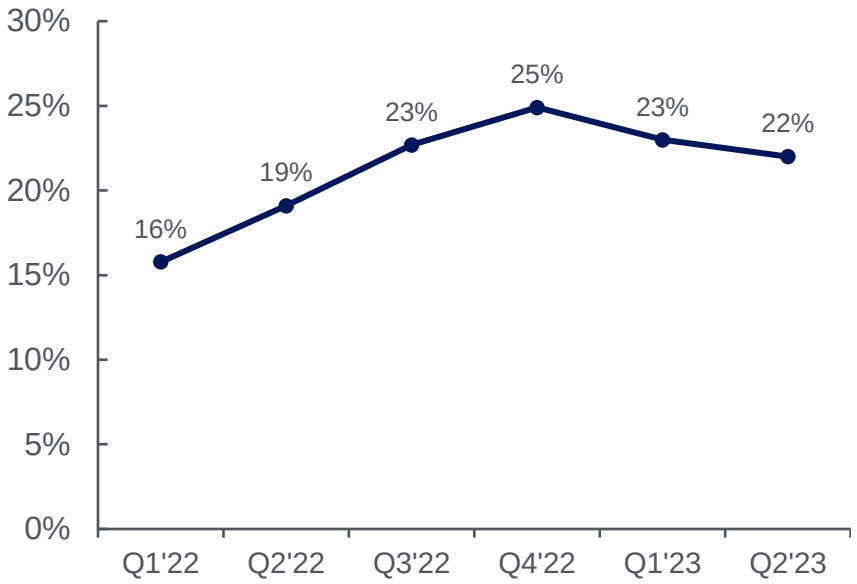


** Discount Revenue adjusted for FX and the related growth rates are non-GAAP measures. See Annex 3 for Discount Revenue on a GAAP basis. See Slide 2 for an explanation of FX-adjusted information.*

Net Card Fees and New Cards Acquired

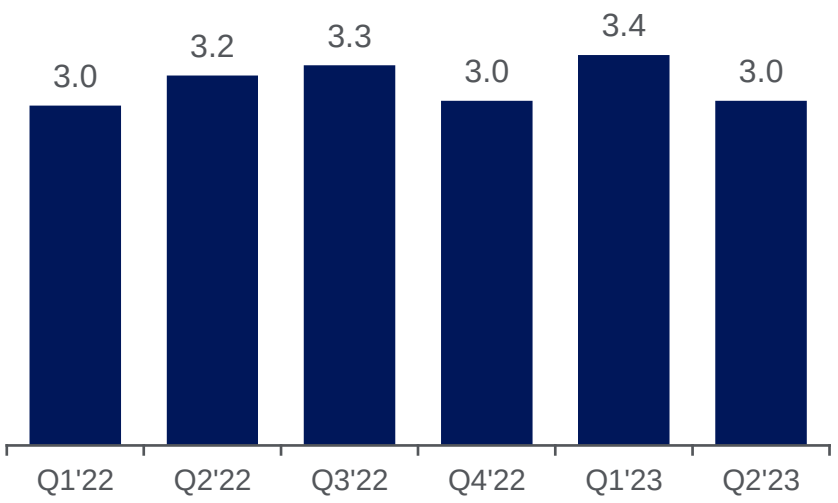
Net Card Fees Growth*

% Increase/(decrease) vs. Prior year (FX-adjusted):



Proprietary NCA

(in millions)

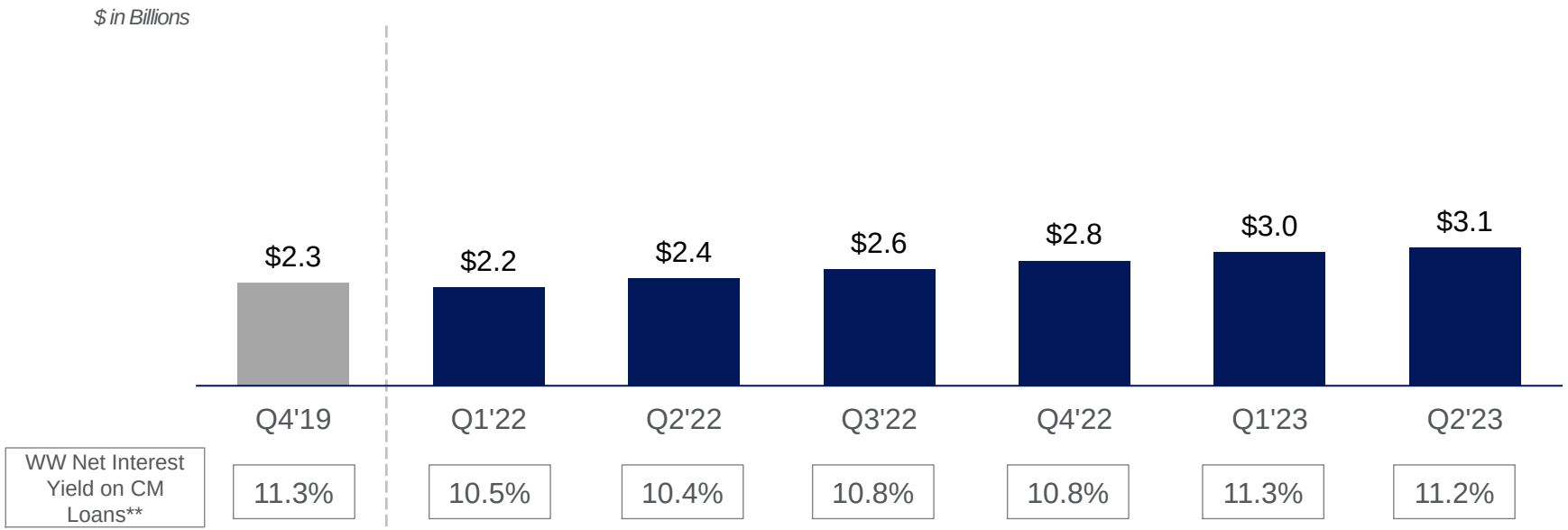


Note: Effective Q2'21 we prospectively changed the recognition of certain costs paid to a third party previously recognized over the 12-month card membership period in Net Card Fees.
** Net Card Fees YoY growth rates adjusted for FX are non-GAAP measures. See Annex 4 for Net Card Fees growth rates on a GAAP basis. See Slide 2 for an explanation of FX-adjusted information.*

Net Interest Income

	Q4'19	Q1'22	Q2'22	Q3'22	Q4'22	Q1'23	Q2'23
YoY Growth*	13%	20%	31%	30%	32%	36%	32%

$ in billions (on a reported basis) - % Increase/(decrease) vs. Prior year (FX-adjusted):

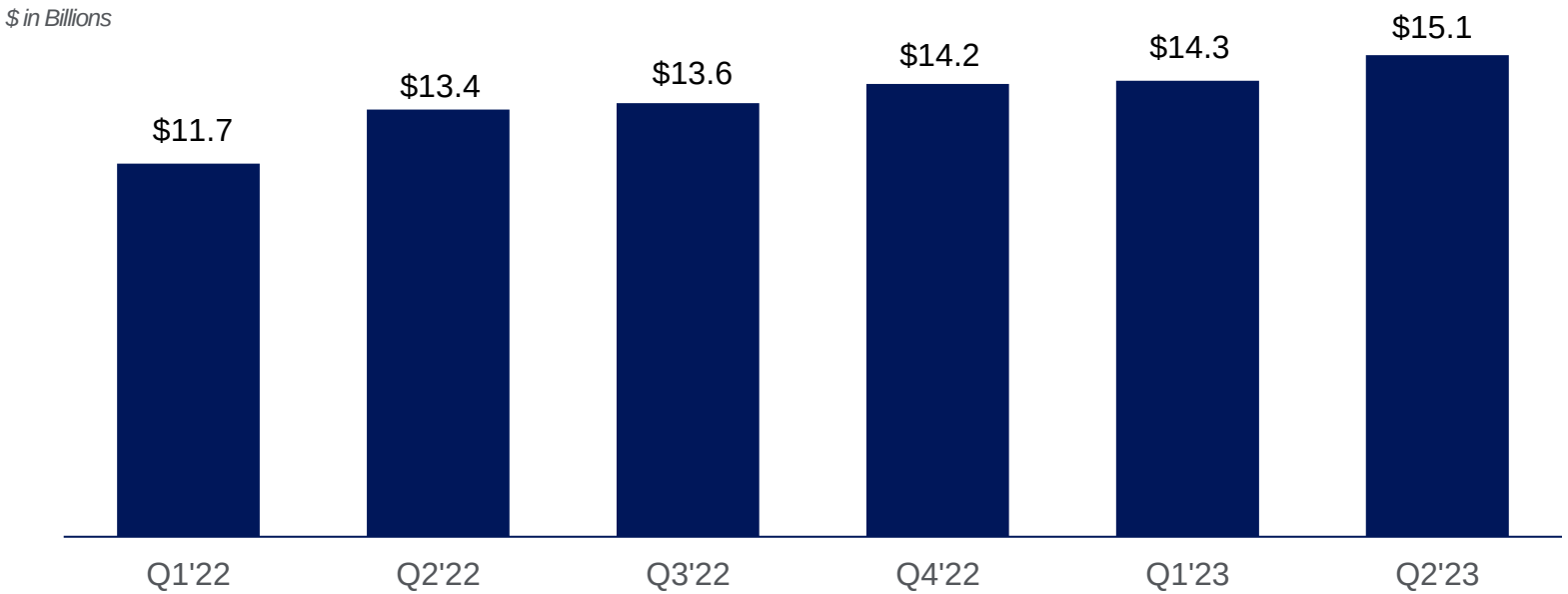


** Net Interest Income YoY growth rates adjusted for FX are non-GAAP measures. See Annex 5 for Net Interest Income growth rates on a GAAP basis. See Slide 2 for an explanation of FX-adjusted information. ** See Annex 6 for a reconciliation of net interest yield, a non-GAAP measure.*

Total Revenue Net of Interest Expense

	Q1'22	Q2'22	Q3'22	Q4'22	Q1'23	Q2'23
YoY Growth*	31%	33%	27%	19%	23%	13%

$ in billions (on a reported basis) - % Increase/(decrease) vs. Prior year (FX-adjusted):



** Revenue Net of Interest Expense adjusted for FX and the related growth rates are non-GAAP measures. See Annex 7 for Revenue Net of Interest Expense on a GAAP basis. See Slide 2 for an explanation of FX-adjusted information.*

Expense Performance

($ in millions)

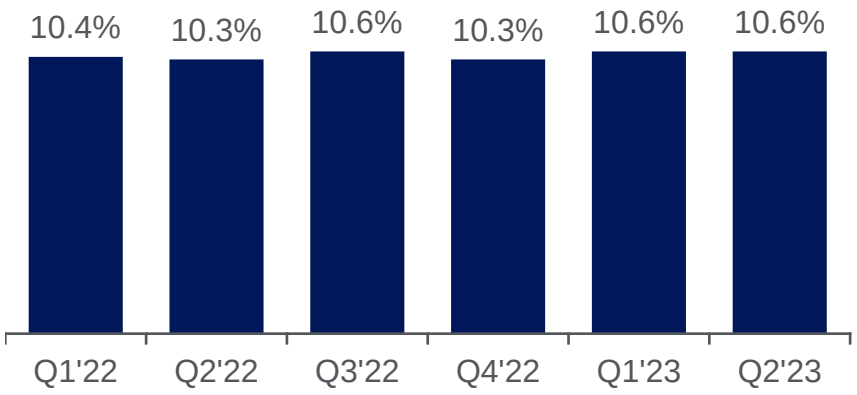
	Q2'23	Q2'22	YoY% Inc/(Dec)
Card Member Rewards	$3,956	$3,591	10%
Business Development	$1,388	$1,404	(1%)
Card Member Services	$949	$678	40%
Variable Customer Engagement Expenses	$6,293	$5,673	11%
Marketing	$1,408	$1,502	(6%)
Operating Expenses*	$3,421	$3,267	5%
Total Expenses	$11,122	$10,442	7%

Q2'23 VCE % of Revenue
42%

*See Variance Commentary in the appendix section for an explanation of the expense variances versus last year. * Represents salaries and employee benefits, professional services, data processing and equipment, and other, net.*

Capital

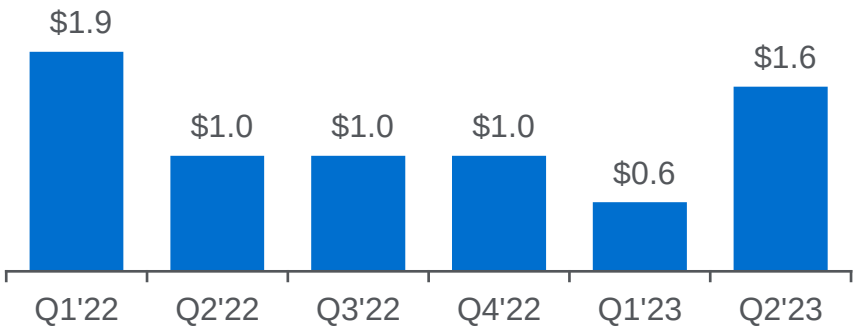
Common Equity Tier 1



CET1 Ratio Target: 10-11%

Capital Return

($ in billions)



The Growth Plan

January 2022:

2022 Guidance	2023 Expectations	2024+ Aspiration
Revenue Growth: 18% - 20% EPS: $9.25 - $9.65	Higher than long-term aspirational levels of Revenue growth	Revenue Growth: in excess of 10% EPS Growth: Mid-teens

January 2023:

2022 Actuals	2023 Guidance	2024+ Aspiration
Revenue Growth: 25% EPS: $9.85	Revenue Growth: 15% - 17% EPS: $11.00 - $11.40	Revenue Growth: in excess of 10% EPS Growth: Mid-teens

Steady State Macro Environment

Appendix



Travel & Entertainment Billed Business

Q2'23	Restaurants	Lodging	Airlines	Other	Total T&E
YoY Growth	15%	12%	12%	18%	14%
% of Total Billed Business	7%	6%	7%	8%	27%

Note: All growth rates reflect FX-adjusted rates. Subtotals may not add to 100% due to rounding

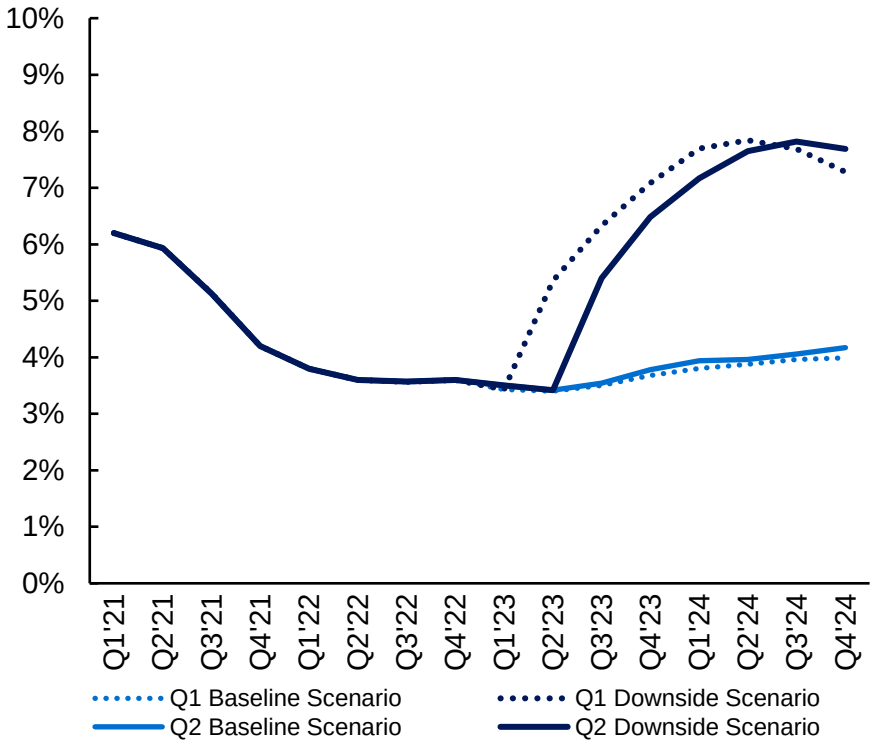
Card Member Credit Metrics

	Q4'19	Q1'22	Q2'22	Q3'22	Q4'22	Q1'23	Q2'23
Card Member Loans Net Write-off Rate*	2.3%	0.8%	0.8%	0.8%	1.1%	1.5%	1.7%
Card Member Receivables Net Write-off Rates*	1.9%	0.6%	0.8%	1.0%	1.4%	1.9%	1.9%
Corporate Net Write-off Rates**	0.8%	0.2%	0.3%	0.4%	0.6%	0.6%	0.6%
Card Member Loans 30+ Days Past Due***	1.5%	0.7%	0.7%	0.9%	1.0%	1.1%	1.1%
Card Member Receivables 30+ Days Past Due***	1.4%	0.8%	0.8%	1.1%	1.3%	1.4%	1.2%

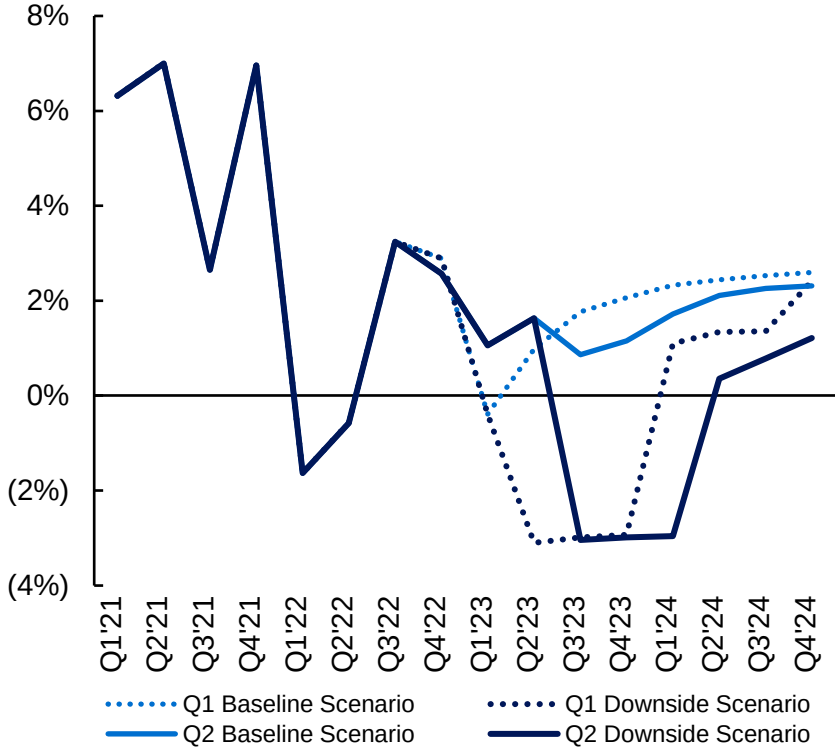
Net write-off rates based on principal losses only (unavailable for Corporate). See Statistical Tables for the second quarter of 2023, available at ir.americanexpress.com, for net write-off rates including interest and fees. ** Corporate Net Write-off Rate is based on principal and fee losses related to U.S Corporate, International Corporate and Global Clients receivables. * 30+ Days past due represent Global Consumer and Global Small Business Services Card Member Loans and Card Member Receivables (unavailable for Corporate).*

Credit Reserve Macroeconomic Scenarios: Select Variables

US Unemployment Rate %



US GDP Growth* %

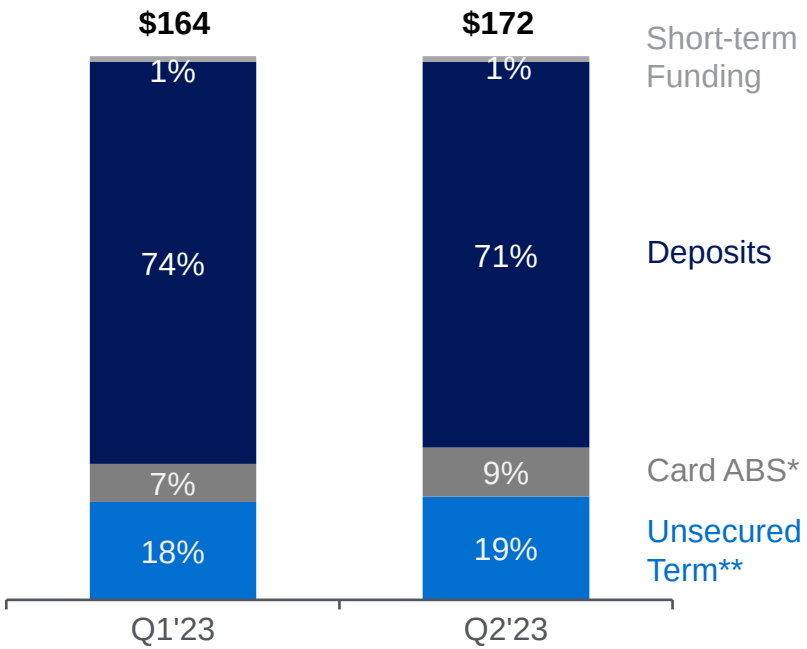


*Note: Forecast assumptions are from an independent third party and represent the range of forecasts from the macroeconomic scenarios used during the quarter without applying a weight to those scenarios. * Real GDP QoQ % Change Seasonally Adjusted to Annualized Rates (SAAR).*

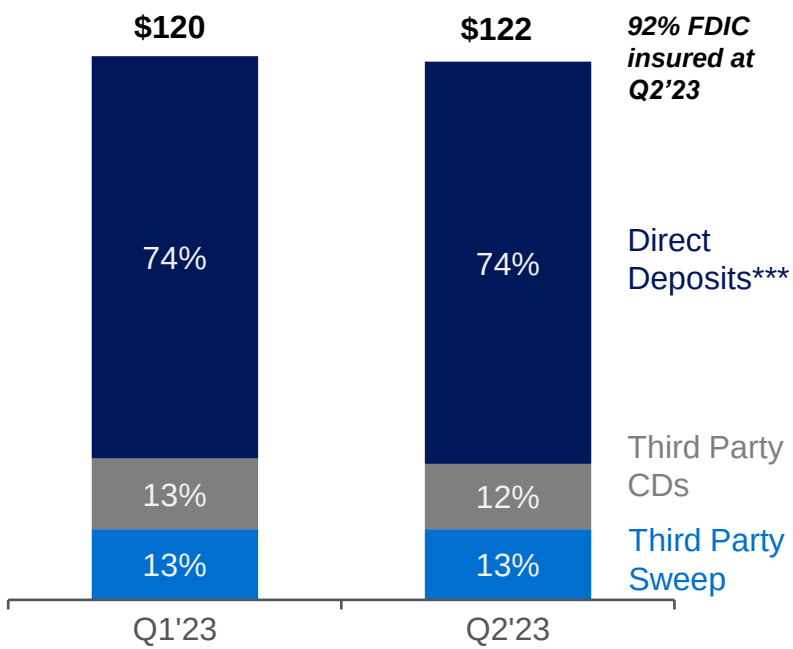
Funding and Deposits

Funding Mix

($ in billions)



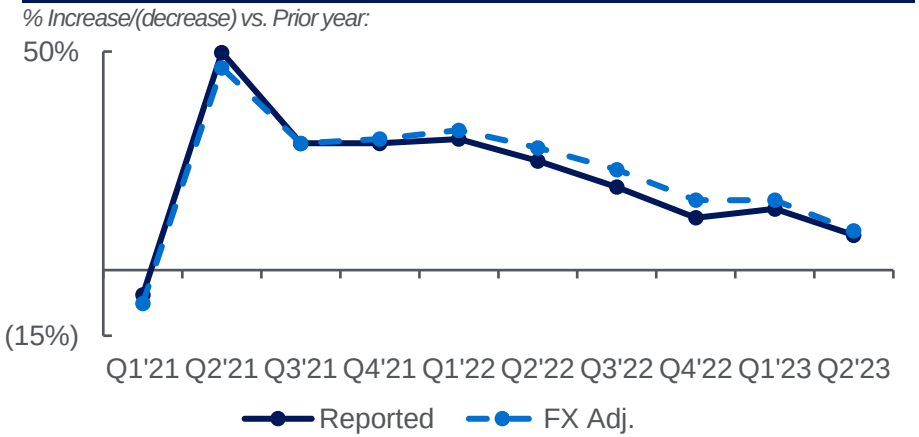
Retail Deposit Program



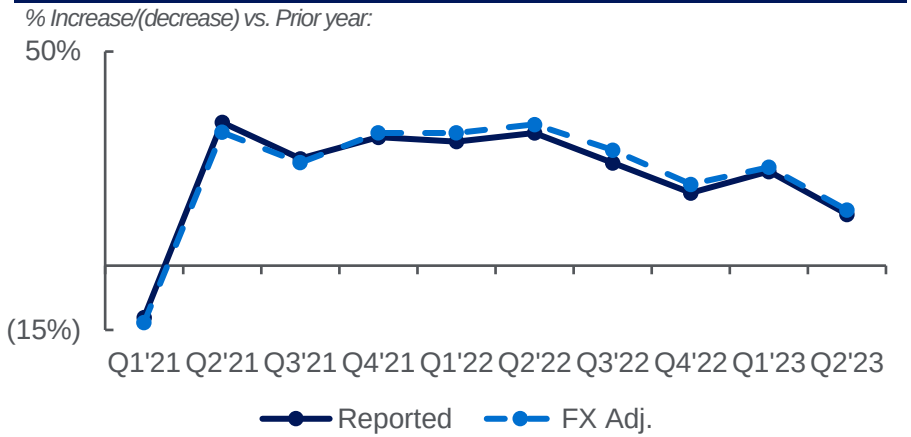
*Note: % of total may not foot due to rounding. * Reflects face amount of Card ABS, net of securities retained by the Company. Includes outstanding ABS secured borrowing facility draws. ** Reflects face amount of unsecured term debt; the long-term debt balance on the Company's consolidated balance sheet includes capitalized leases and certain adjustments that are not included in these balances. ***Consists of $85.9B from savings and transaction accounts and $4.6B from direct CDs as of June 30, 2023.*

FX Impact on Network Volumes and Revenue Growth

Network Volumes



Revenue Net of Interest Expense



	Euro €	UK £	Japan ¥	Australia $	Canada $	Mexico $
Approximate Q2'23 Network Volumes as a % of Total	4%	5%	4%	3%	2%	2%
YoY% change in USD* vs. Currency. Strengthened / (Weakened)	(4%)	(4%)	6%	4%	3%	(15%)

Note: Network volumes is based on where the issuer is located and includes both proprietary and non-proprietary cards. See Slide 2 for an explanation of FX-adjusted information.
** Represents percentage change in foreign currency exchange rates at 2023 and 2022 June month-end, respectively, per Bloomberg.*

Additional Commentary – Variance Analysis

The following summary provides selected variance information for the three months ended June 30, 2023 compared to the same period in the prior year. It should be read in conjunction with the statistical tables for Q2'23, available at ir.americanexpress.com.

- Discount Revenue: Increased 8 percent versus Q2'22, primarily driven by an increase in billed business.
- Net Card Fees: Increased 21 percent versus Q2'22, primarily driven by growth in our premium card portfolios.
- Service Fees and Other Revenue: Decreased 3 percent versus Q2'22, primarily due to lower income from equity method investments, which in the prior period included a portion of the revenue allocated to a joint venture partner as described in Business development expense below, partially offset by an increase in foreign exchange-related revenues associated with Card Member cross-currency spending and growth in delinquency fees in the current period.
- Processed Revenue: Increased 7 percent versus Q2'22, primarily driven by an increase in processed volumes.
- Net Interest Income: Increased 32 percent versus Q2'22, primarily driven by increases in revolving loan balances. Higher interest rates drove an increase in interest income, which was largely offset by the rate driven increase in interest expense.
- Provisions for Credit Losses: Increased versus Q2'22, primarily driven by higher net write offs and a higher net reserve build in the current period. The net reserve build in the current period was primarily driven by an increase in loans outstanding.

Additional Commentary – Variance Analysis

- Card Member Rewards Expense: Increased 10 percent versus Q2'22, primarily driven by increases in Membership Rewards, cobrand rewards and cash back rewards expenses, all of which were primarily driven by higher billed business. The increase in Membership Rewards expense was also driven by a larger proportion of spend in categories that earn higher levels of rewards. The Membership Rewards Ultimate Redemption Rate (URR) for current program participants was 96 percent (rounded down) at both June 30, 2023 and 2022.
- Business Development Expense: Decreased 1 percent versus Q2'22, primarily due to a prior-year charge related to revenue allocated to a joint venture partner, partially offset by increased partner payments in the current period driven by higher network volumes.
- Card Member Services Expense: Increased 40 percent versus Q2'22, primarily due to higher usage of travel-related benefits.
- Marketing Expense: Decreased 6 percent versus Q2'22, however increased 1 percent for the six-month period, reflecting relatively consistent levels of year-over-year spending on card acquisitions and other growth initiatives.
- Salaries and Employee Benefits: Increased 3 percent versus Q2'22, primarily driven by higher compensation costs reflecting an increase in our colleague base to support business growth and higher deferred compensation expenses, partially offset by lower incentive compensation expenses.
- Other Expenses: Increased 7 percent versus Q2'22, primarily driven by higher technology costs and an increase in non-income tax reserves.

Annex 1

Pretax Pre-Provision Income

($ in millions)

	Q2'23	Q2'22	YoY% Inc/(Dec)
Pretax income	**$2,734**	**$2,543**	**8%**
Provisions for credit losses	**$1,198**	**$410**	#
Pretax pre-provision income	$3,932	$2,953	33%

Note: # Denotes a variance of 100% or more.

Annex 2 (1 of 2)

*Network Volumes – Reported & FX-Adjusted**

% Increase/(decrease) vs. Prior year

	Q1'22	Q2'22	Q3'22	Q4'22	Q1'23	Q2'23
Billed Business						
Reported	34%	27%	21%	13%	15%	8%
FX-Adjusted*	35%	30%	24%	15%	16%	8%
Processed Volumes						
Reported	12%	12%	10%	8%	8%	9%
FX-Adjusted*	15%	19%	19%	17%	15%	13%
Worldwide Network Volumes						
Reported	30%	25%	19%	12%	14%	8%
FX-Adjusted*	32%	28%	23%	16%	16%	9%

	Q2'23 Billed Business	
	Reported	FX-Adj.*
G&S	6%	6%
T&E	14%	14%

** See Slide 2 for an explanation of FX-adjusted information.*

Annex 2 (2 of 2)

*Billed Business – Reported & FX-Adjusted**

% Increase/(decrease) vs. Prior year

	Q2'23	
	Reported	FX-Adj.*
US Large and Global Corp	2%	2%
Commercial Services		
Total Billed Business	2%	2%
G&S	0%	0%
T&E	8%	8%

	Q2'23	
	Reported	FX-Adj.*
International Consumer	15%	16%
International SME & Large Corp	16%	19%
International Card Services		
Total Billed Business	15%	17%
G&S	13%	15%
T&E	20%	23%

** See Slide 2 for an explanation of FX-adjusted information.*

Annex 3

➲ *Discount Revenue – Reported & FX-Adjusted**

($ in billions)

	Q1'21	Q2'21	Q3'21	Q4'21	Q1'22	Q2'22	Q3'22	Q4'22	Q1'23	Q2'23
GAAP Discount Revenue	**$5.0**	**$6.0**	**$6.4**	**$7.1**	**$6.8**	**$7.9**	**$7.8**	**$8.2**	**$7.9**	**$8.5**
FX-Adjusted Discount Revenue*	$5.0	$6.0	$6.2	$7.0	$6.8	$7.9				
YoY% Inc/(Dec) in GAAP Discount Revenue					**37%**	**30%**	**23%**	**14%**	**16%**	**8%**
YoY% Inc/(Dec) in FX-Adjusted Discount Revenue*					38%	32%	26%	16%	17%	8%

* *See Slide 2 for an explanation of FX-adjusted information.*

Annex 4

➲ *Net Card Fees – Reported & FX-Adjusted**

($ in billions)

	Q1'21	Q2'21	Q3'21	Q4'21	Q1'22	Q2'22	Q3'22	Q4'22	Q1'23	Q2'23
GAAP Net Card Fees	**$1.3**	**$1.3**	**$1.3**	**$1.3**	**$1.4**	**$1.5**	**$1.5**	**$1.6**	**$1.7**	**$1.8**
FX-Adjusted Net Card Fees*	$1.2	$1.2	$1.3	$1.3	$1.4	$1.5				
YoY% Inc/(Dec) in GAAP Net Card Fees					**14%**	**15%**	**17%**	**21%**	**20%**	**21%**
YoY% Inc/(Dec) in FX-Adjusted Net Card Fees*					16%	19%	23%	25%	23%	22%

* *See Slide 2 for an explanation of FX-adjusted information.*

Annex 5

*Net Interest Income – Reported & FX-Adjusted**

($ in billions)

	Q4'18	Q4'19	Q1'21	Q2'21	Q3'21	Q4'21	Q1'22	Q2'22	Q3'22	Q4'22	Q1'23	Q2'23
GAAP Net Interest Income	**$2.0**	**$2.3**	**$1.8**	**$1.8**	**$2.0**	**$2.1**	**$2.2**	**$2.4**	**$2.6**	**$2.8**	**$3.0**	**$3.1**
FX-Adjusted Net Interest Income*	$2.0	$2.3	$1.8	$1.8	$2.0	$2.1	$2.2	$2.4				
YoY% Inc/(Dec) in GAAP Net Interest Income		**12%**					**20%**	**30%**	**29%**	**31%**	**36%**	**32%**
YoY% Inc/(Dec) in FX-Adjusted Net Interest Income*		13%					20%	31%	30%	32%	36%	32%

** See Slide 2 for an explanation of FX-adjusted information.*

Annex 6

Consolidated Net Interest Yield on Average Card Member Loans

($ in millions, except percentages and where indicated)

	Q4'19	Q1'22	Q2'22	Q3'22	Q4'22	Q1'23	Q2'23
Net interest income	**$2,284**	**$2,199**	**$2,360**	**$2,578**	**$2,758**	**$2,983**	**$3,105**
Exclude:							
Interest expense not attributable to our Card Member loan portfolio*	$421	$158	$211	$374	$525	$624	$728
Interest income not attributable to our Card Member loan portfolio**	($271)	($105)	($167)	($300)	($451)	($602)	($703)
Adjusted net interest income* **	**$2,434**	**$2,252**	**$2,404**	**$2,652**	**$2,832**	**$3,005**	**$3,130**
Average Card Member loans (billions)	**$85.2**	**$86.8**	**$92.4**	**$97.7**	**$103.9**	**$107.7**	**$112.4**
Net interest income divided by average Card Member loans	**10.7%**	**10.1%**	**10.2%**	**10.5%**	**10.5%**	**11.2%**	**11.1%**
Net interest yield on average Card Member loans* **	**11.3%**	**10.5%**	**10.4%**	**10.8%**	**10.8%**	**11.3%**	**11.2%**

** Primarily represents interest expense attributable to funding Card Member receivables and maintaining our corporate liquidity pool.*

*** Primarily represents interest income attributable to Other loans, interest-bearing deposits and our Travelers Cheque and other stored-value investment portfolio.*

**** Adjusted net interest income and net interest yield on average Card Member loans are non-GAAP measures. We believe adjusted net interest income is useful to investors because it represents the interest expense and interest income attributable to our Card Member loan portfolio and is a component of net interest yield on average Card Member loans, which provides a measure of profitability of our Card Member loan portfolio. Net interest yield on average Card Member loans reflects adjusted net interest income divided by average Card Member loans, computed on an annualized basis. Net interest income divided by average Card Member loans, computed on an annualized basis, a GAAP measure, includes elements of total interest income and total interest expense that are not attributable to the Card Member loan portfolio, and thus is not representative of net interest yield on average Card Member loans.*

Annex 7

➲ *Revenues Net of Interest Expense – Reported & FX-Adjusted**

($ in billions)

	Q1'21	Q2'21	Q3'21	Q4'21	Q1'22	Q2'22	Q3'22	Q4'22	Q1'23	Q2'23
GAAP Revenues Net of Interest Expense	**$9.1**	**$10.2**	**$10.9**	**$12.1**	**$11.7**	**$13.4**	**$13.6**	**$14.2**	**$14.3**	**$15.1**
FX-Adjusted Revenues Net of Interest*	$9.0	$10.0	$10.7	$11.9	$11.6	$13.4				
YoY% Inc/(Dec) in GAAP Revenues Net of Interest					**29%**	**31%**	**24%**	**17%**	**22%**	**12%**
YoY% Inc/(Dec) in FX-Adjusted Revenues Net of Interest*					31%	33%	27%	19%	23%	13%

** See Slide 2 for an explanation of FX-adjusted information.*

Forward Looking Statements

This presentation includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, which are subject to risks and uncertainties. The forward-looking statements, which address American Express Company's current expectations regarding business and financial performance, including management's outlook for 2023 and aspirations for 2024 and beyond, among other matters, contain words such as "believe," "expect," "anticipate," "intend," "plan," "aim," "will," "may," "should," "could," "would," "likely," "continue" and similar expressions. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date on which they are made. The company undertakes no obligation to update or revise any forward-looking statements. Factors that could cause actual results to differ materially from these forward-looking statements, include, but are not limited to, the following:

- the company's ability to achieve its 2023 earnings per common share (EPS) outlook, grow earnings sequentially through 2023 and achieving its longer-term EPS growth aspirations for 2024 and beyond, which will depend in part on revenue growth, credit performance and the effective tax rate remaining consistent with current expectations and the company's ability to continue investing at high levels in areas that can drive sustainable growth (including its brand, value propositions, customers, colleagues, technology and coverage), controlling operating expenses, effectively managing risk and executing its share repurchase program, any of which could be impacted by, among other things, the factors identified in the subsequent paragraphs as well as the following: fiscal and monetary policies and macroeconomic conditions, such as recession risks, effects of inflation, changes in interest rates, labor shortages or higher rates of unemployment, energy costs and the continued effects of the pandemic; geopolitical instability, including the ongoing war between Russia and Ukraine; the effects of recent stress in the banking sector; the impact of any future contingencies, including, but not limited to, restructurings, investment gains or losses, impairments, changes in reserves, legal costs and settlements, the imposition of fines or monetary penalties and increases in Card Member remediation; issues impacting brand perceptions and the company's reputation; impacts related to new or renegotiated cobrand and other partner agreements; and the impact of regulation and litigation, which could affect the profitability of the company's business activities, limit the company's ability to pursue business opportunities, require changes to business practices or alter the company's relationships with Card Members, partners and merchants;

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- the company's ability to achieve its 2023 revenue growth outlook and its longer-term revenue growth aspirations for 2024 and beyond, and the sustainability of the company's future growth, which could be impacted by, among other things, the factors identified above and in the subsequent paragraphs, as well as the following: spending volumes not being consistent with expectations, including T&E spend growing slower than expected, a further moderation in spend growth by U.S. small and mid-sized enterprise or U.S. large and global corporate customers, or a general slowdown or increase in volatility in consumer and business spending volumes; the strengthening of the U.S. dollar beyond expectations; an inability to address competitive pressures, innovate and expand our products and services, leverage the advantages of the company's differentiated business model and implement strategies and business initiatives, including within the premium consumer space, commercial payments and the global merchant network; and merchant discount rates changing by a greater or lesser amount than expected;

- net card fees not performing consistently with expectations, which could be impacted by, among other things, a deterioration in macroeconomic conditions impacting the ability and desire of Card Members to pay card fees; higher Card Member attrition rates; the pace of Card Member acquisition activity, particularly with respect to fee-based products; and the company's inability to address competitive pressures, develop attractive value propositions and implement its strategy of refreshing card products and enhancing benefits and services;

- net interest income, the effects of interest rates and the growth rate of loans and Card Member receivables outstanding, and the portion of which that is interest bearing, being higher or lower than expectations, which could be impacted by, among other things, the behavior and financial strength of Card Members and their actual spending, borrowing and paydown patterns; the company's ability to effectively manage risk and enhance Card Member value propositions; changes in benchmark interest rates, including where such changes affect the company's assets or liabilities differently than expected; changes in capital and credit market conditions and the availability and cost of capital; credit actions, including line size and other adjustments to credit availability; the yield on Card Member loans not remaining consistent with current expectations; the company's deposit levels or the interest rates it offers on deposits changing from current expectations; and the effectiveness of the company's strategies to capture a greater share of existing Card Members' spending and borrowings, and attract new, and retain existing, customers;

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- future credit performance, the level of future delinquency, reserve and write-off rates and the amount and timing of future reserve builds and releases, which will depend in part on macroeconomic factors such as unemployment rates, GDP and the volume of bankruptcies; the ability and willingness of Card Members to pay amounts owed to the company; changes in consumer behavior that affect loan and receivable balances (such as paydown and revolve rates); the credit profiles of new customers acquired; the enrollment in, and effectiveness of, financial relief programs and the performance of accounts as they exit from such programs; collections capabilities and recoveries of previously written-off loans and receivables; and governmental actions providing forms of relief with respect to certain loans and fees;

- the actual amount to be spent on Card Member rewards and services and business development, and the relationship of these variable customer engagement costs to revenues, which could be impacted by continued changes in macroeconomic conditions and Card Member behavior as it relates to their spending patterns (including the level of spend in bonus categories), the redemption of rewards and offers (including travel redemptions) and usage of travel-related benefits; the costs related to reward point redemptions; further enhancements to product benefits to make them attractive to Card Members and prospective customers, potentially in a manner that is not cost effective; new and renegotiated contractual obligations with business partners; and the pace and cost of the expansion of the company's global lounge collection;

- the actual amount the company spends on marketing in 2023 and beyond, which will be based in part on continued changes in the macroeconomic and competitive environment and business performance; the company's ability to realize marketing efficiencies, optimize investment spending and drive increases in revenue; the effectiveness of management's investment optimization process, management's identification and assessment of attractive investment opportunities and the receptivity of Card Members and prospective customers to advertising and customer acquisition initiatives; and the company's ability to balance expense control and investments in the business;

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- the company's ability to control operating expenses, including relative to future revenue growth, and the actual amount spent on operating expenses in 2023 and beyond, which could be impacted by, among other things, salary and benefit expenses to attract and retain talent; a persistent inflationary environment; the company's ability to realize operational efficiencies, including through automation; management's decision to increase or decrease spending in such areas as technology, business and product development, sales force, premium servicing and digital capabilities depending on overall business performance; the company's ability to innovate efficient channels of customer interactions and the willingness of Card Members to self-service and address issues through digital channels; restructuring activity; supply chain issues; fraud costs; compliance expenses or consulting, legal and other professional services fees, including as a result of litigation or internal and regulatory reviews; regulatory assessments; the level of M&A activity and related expenses; information or cyber security incidents; the payment of fines, penalties, disgorgement, restitution, non-income tax assessments and litigation-related settlements; the performance of Amex Ventures and other of the company's investments; impairments of goodwill or other assets; and the impact of changes in foreign currency exchange rates on costs;

- the company's tax rate not remaining consistent with expectations, which could be impacted by, among other things, further changes in tax laws and regulation, the company's geographic mix of income, unfavorable tax audits and other unanticipated tax items;

- changes affecting the company's plans regarding the return of capital to shareholders, which will depend on factors such as the company's capital levels and regulatory capital ratios; changes in the stress testing and capital planning process and new guidance from the Federal Reserve and other banking regulators, including changes to regulatory capital requirements; results of operations and financial condition; credit ratings and rating agency considerations; and the economic environment and market conditions in any given period;

- changes in the substantial and increasing worldwide competition in the payments industry, including competitive pressure that may materially impact the prices charged to merchants that accept American Express cards, the desirability of the company's premium card products, competition for new and existing cobrand relationships, competition from new and non-traditional competitors and the success of marketing, promotion and rewards programs;

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- the company's ability to expand its leadership in the premium consumer space, which will be impacted in part by competition, brand perceptions (including perceptions related to merchant coverage) and reputation, and the company's ability to develop and market new benefits and value propositions that appeal to Card Members and new customers, offer attractive services and rewards programs and build greater customer loyalty, which will depend in part on identifying and funding investment opportunities, addressing changing customer behaviors, new product innovation and development, Card Member acquisition efforts and enrollment processes, including through digital channels, continuing to realize the benefits from strategic partnerships, and evolving its infrastructure to support new products, services, and benefits;

- the company's ability to build on its leadership in commercial payments, which will depend in part on competition, the willingness and ability of companies to use credit and charge cards for procurement and other business expenditures as well as use the company's other products and services for financing needs, perceived or actual difficulties and costs related to setting up card-based B2B payment platforms, the company's ability to offer attractive value propositions and new products to potential customers, the company's ability to enhance and expand its payment and lending solutions and build out a multi-product digital ecosystem to integrate its broad product set, which is dependent on the company's continued investment in capabilities, features, functionalities, platforms and technologies;

- the ability of the company to expand merchant coverage globally and the company's success, as well as the success of OptBlue merchant acquirers and GNS partners, in signing merchants to accept American Express, which will depend on, among other factors, the company's value propositions offered to merchants and merchant acquirers for card acceptance, the awareness and willingness of Card Members to use American Express cards at merchants, scaling marketing and expanding programs to increase card usage, identifying new-to-plastic industries and businesses as they form, working with commercial buyers and suppliers to establish B2B acceptance, increasing coverage in priority international cities and countries and key industry verticals and executing on the company's plans in China and for continued technological developments, including capabilities that allow for greater digital integration and modernization of the company's authorization platform;

- the company's ability to stay on the leading edge of technology and digital payment and travel solutions, which will depend in part on the company's success in evolving its products and processes for the digital environment, developing new features in the Amex app and enhancing digital channels, building partnerships and executing programs with other companies, effectively utilizing artificial intelligence and increasing automation to address servicing and other customer needs, and supporting the use of the company's products as a means of payment through online and mobile channels, all of which will be impacted by investment levels, new product innovation and development and infrastructure to support new products, services, benefits and partner integrations;

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- the company's ability to grow internationally, which could be impacted by regulation and business practices, such as those capping interchange or other fees, mandating network access or data localization, favoring local competitors or prohibiting or limiting foreign ownership of certain businesses; the company's inability to tailor products and services to make them attractive to local customers; competitors with more scale, local experience and established relationships with relevant customers, regulators and industry participants; the success of the company's network partners in acquiring Card Members and/or merchants; and political or economic instability or regional hostilities, including as a result of the war in Ukraine;

- a failure in or breach of the company's operational or security systems, processes or infrastructure, or those of third parties, including as a result of cyberattacks, which could compromise the confidentiality, integrity, privacy and/or security of data, disrupt the company's operations, reduce the use and acceptance of American Express cards and lead to regulatory scrutiny, litigation, remediation and response costs, and reputational harm;

- legal and regulatory developments, which could affect the profitability of the company's business activities; limit the company's ability to pursue business opportunities or conduct business in certain jurisdictions; require changes to business practices or alter the company's relationships with Card Members, partners, merchants and other third parties, including its ability to continue certain cobrand relationships in the EU; exert further pressure on merchant discount rates and the company's GNS business; result in increased costs related to regulatory oversight, litigation-related settlements, judgments or expenses, restitution to Card Members or the imposition of fines or monetary penalties; materially affect capital or liquidity requirements, results of operations or ability to pay dividends; or result in harm to the American Express brand; and

- factors beyond the company's control such as a further escalation of the war in Ukraine and other military conflicts, adverse developments affecting third parties, including other financial institutions, the severity and contagiousness of new COVID-19 variants, severe weather conditions, natural disasters, power loss, disruptions in telecommunications, terrorism and other catastrophic events, any of which could significantly affect demand for and spending on American Express cards, delinquency rates, loan and receivable balances, deposit levels and other aspects of the company's business and results of operations or disrupt its global network systems and ability to process transactions.

A further description of these uncertainties and other risks can be found in American Express Company's Annual Report on Form 10-K for the year ended December 31, 2022, Quarterly Report on Form 10-Q for the quarter ended March 31, 2023 and the company's other reports filed with the Securities and Exchange Commission.

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