

American Express Company

Fixed Income Investor Presentation

JULY 2021



Summary Financial Performance

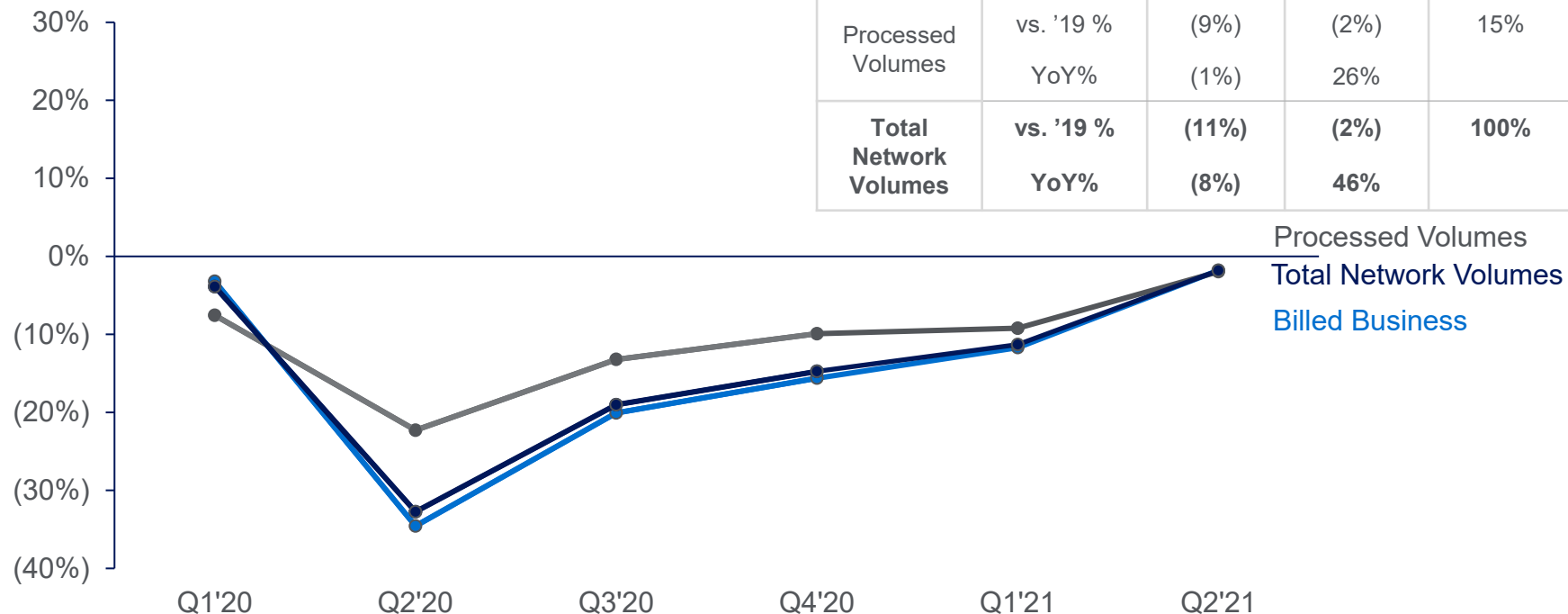
(\$ in millions; except per share amounts)

	Q2'21	Q2'20	YoY% Inc/(Dec)
Total Revenues Net of Interest Expense	\$10,243	\$7,675	33%
<i>FX-Adjusted*</i>		\$7,811	31%
Net Income	\$2,280	\$257	#
Diluted EPS [†]	\$2.80	\$0.29	#
Average Diluted Shares Outstanding	802	805	(0%)

* 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 Q2'21 foreign exchange rates apply to Q2'20 results). [†]Attributable to common shareholders. Represents net income less earnings allocated to participating share awards, dividends on preferred shares and other items. # Denotes a variance of 100 percent or more.

Total Network Volumes Growth

% Increase/(decrease) vs. 2019:

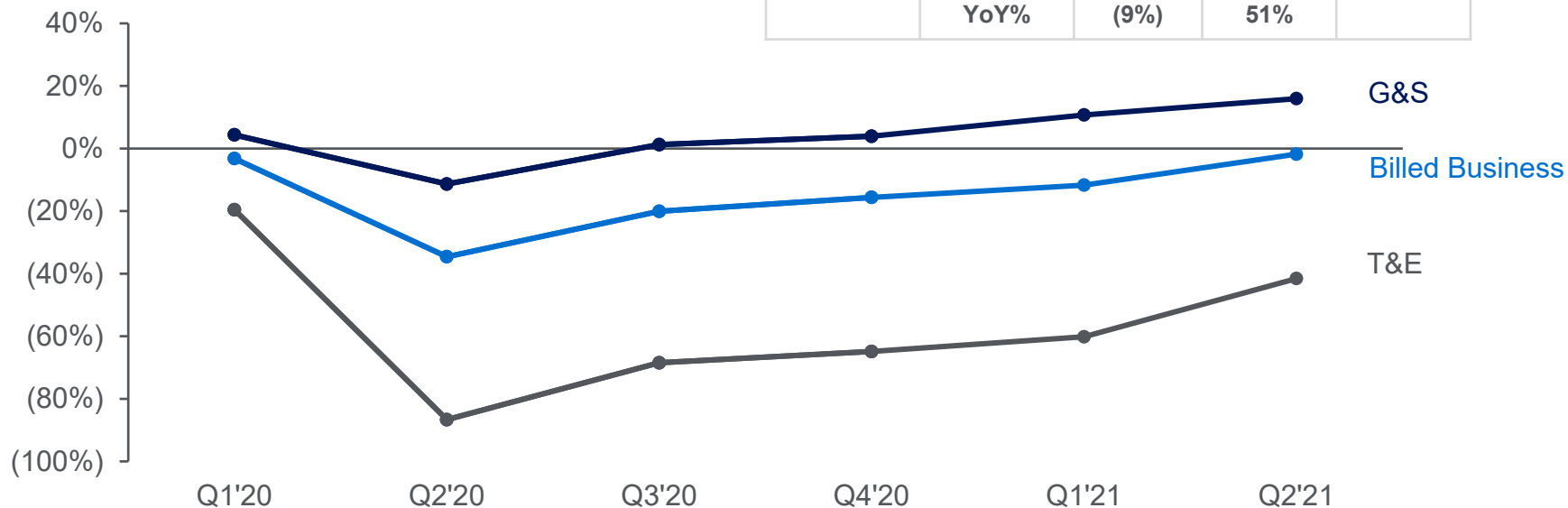


Note: All growth rates reflect FX-adjusted rates. See Annex 1 for reported billings growth rates. Billed business represents proprietary billed business on cards issued by AXP. Processed volumes represent GNS and alternative payment solutions facilitated by AXP.

Billed Business Growth

		Q1'21	Q2'21	% of Total
G&S	vs. '19 %	11%	16%	82%
	YoY%	6%	31%	
T&E	vs. '19 %	(60%)	(42%)	18%
	YoY%	(50%)	340%	
Total	vs. '19 %	(12%)	(2%)	100%
	YoY%	(9%)	51%	

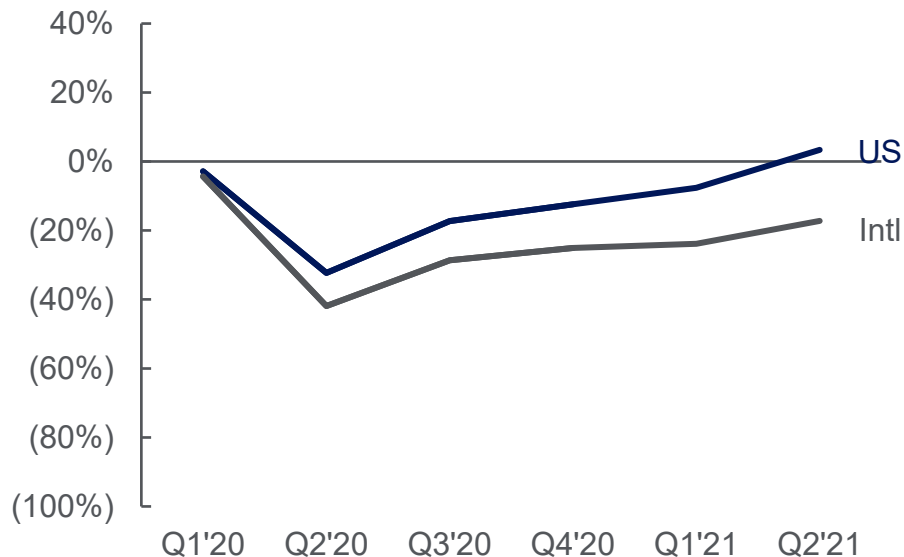
% Increase/(decrease) vs. 2019:



Billed Business Growth by Region

US vs. International

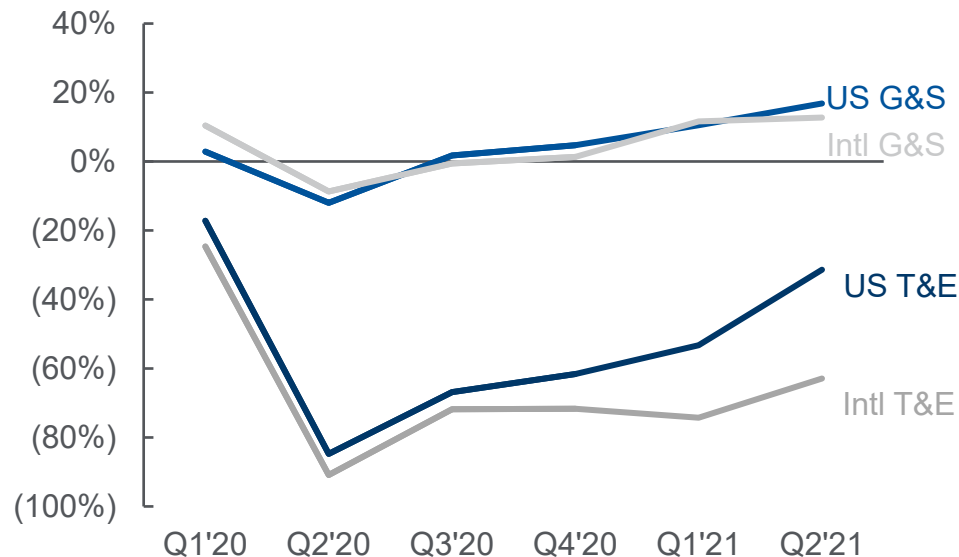
% Increase/(decrease) vs. 2019 (FX-adjusted):



Q2'21	US	International	Total
vs. '19	3%	(17%)	(2%)
YoY	53%	43%	51%
% of Total	79%	21%	100%

G&S vs. T&E by Region

% Increase/(decrease) vs. 2019 (FX-adjusted):

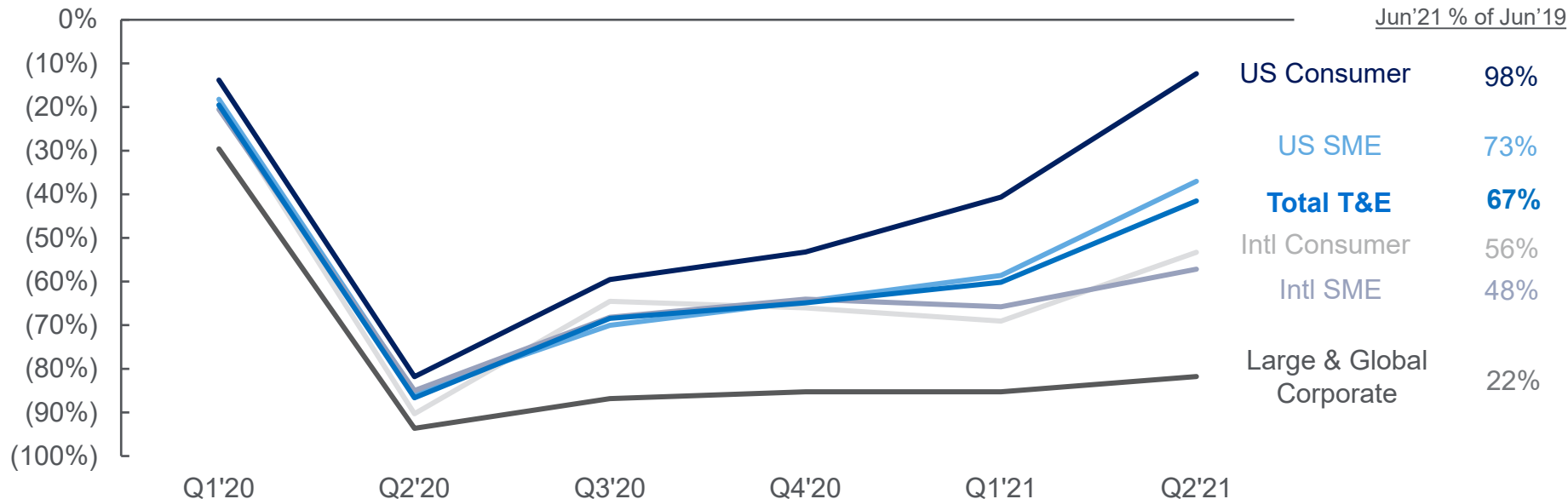


Q2'21	US G&S	Intl G&S	Total G&S	US T&E	Intl T&E	Total T&E
vs. '19	17%	13%	16%	(31%)	(63%)	(42%)
YoY	33%	26%	31%	350%	304%	340%

Note: All growth rates reflect FX-adjusted rates. See Annex 1 for reported billings growth rates.

Billed Business T&E Growth Trends by Customer Type

% Increase/(decrease) vs. 2019 (FX-adjusted):



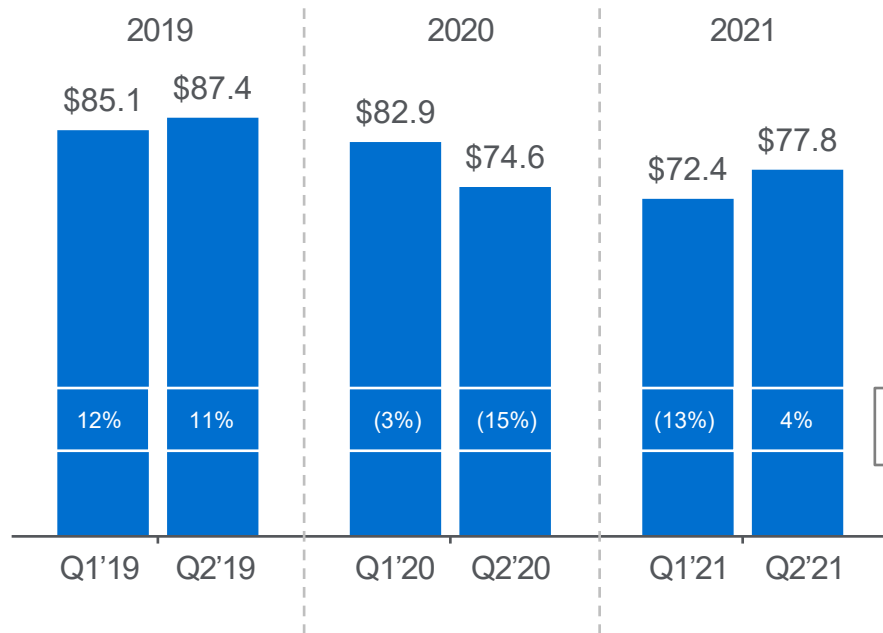
Q2'21	US Consumer	Intl Consumer	Total Consumer	US SME	Intl SME	Total SME	L&G	Total
vs. '19	(12%)	(53%)	(25%)	(37%)	(57%)	(42%)	(82%)	(42%)
YoY	382%	389%	383%	332%	189%	298%	189%	340%
% of Total	55%	14%	69%	20%	4%	24%	7%	100%

Note: All growth rates reflect FX-adjusted rates. See Annex 1 for reported billings growth rates.

Worldwide Total Loans and Card Member Receivables

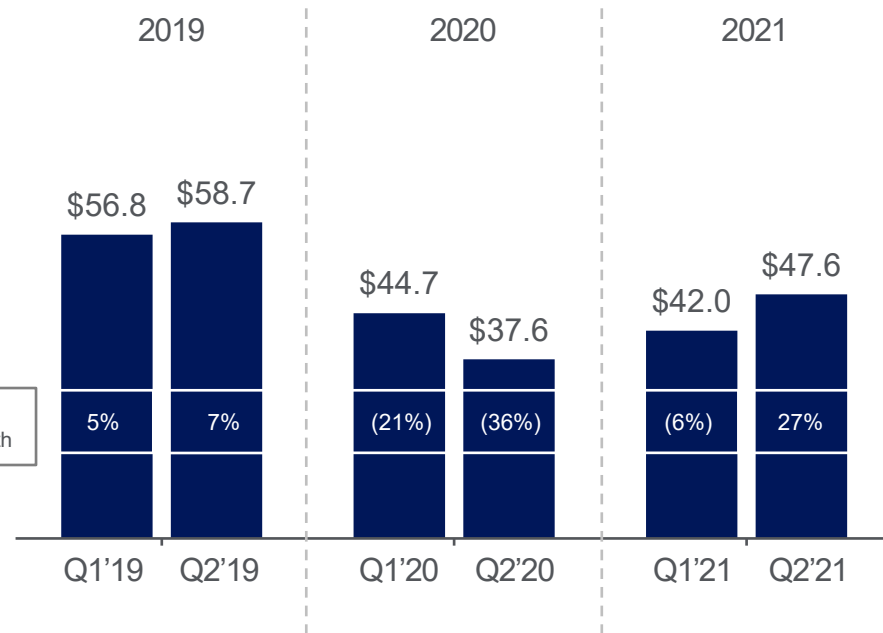
Total Ending Loans (Q1-Q2)

(\$ in billions)



Total Ending CM Receivables (Q1-Q2)

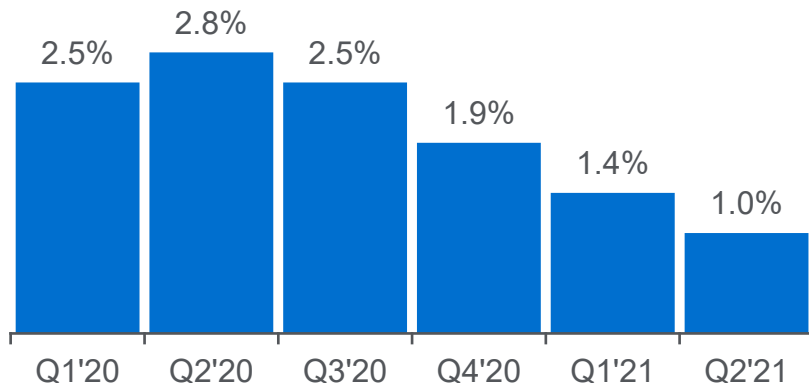
(\$ in billions)



Note: Total Loans reflects Card Member loans and Other loans.

Card Member Credit Metrics

Card Member Loans Net Write-off Rates

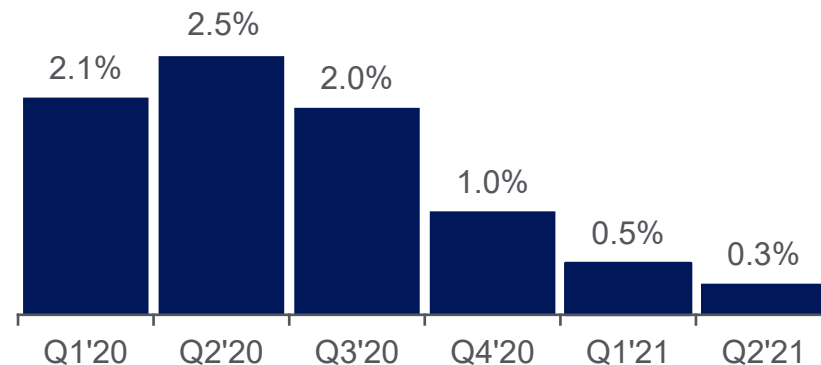


30+ Days
Past Due

1.7%	1.6%	1.2%	1.0%	0.9%	0.6%
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Card Member Receivables Net Write-off Rates

(excluding GCP)



30+ Days
Past Due*

1.9%	1.7%	0.9%	0.6%	0.6%	0.5%
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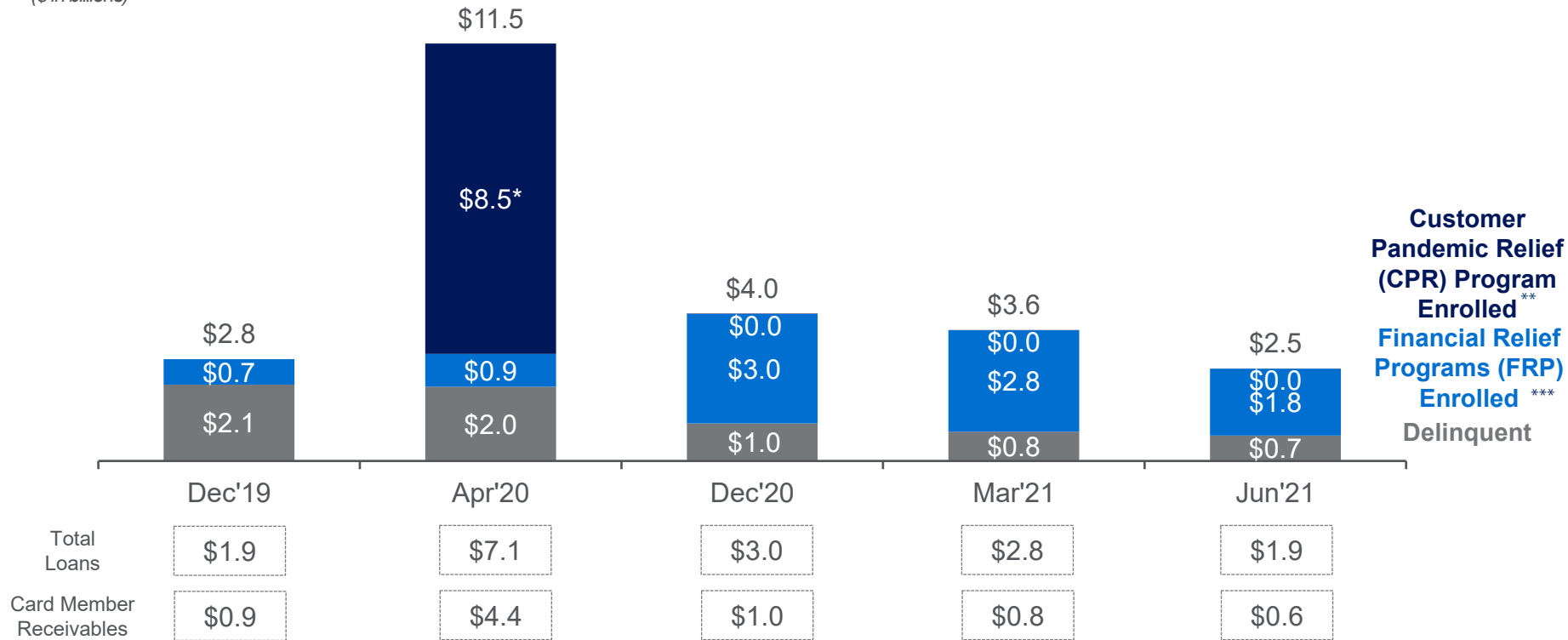
GCP Net
Write-off
Rates**

1.0%	4.0%***	2.4%	0.7%	0.4%	(0.9%)***
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Net write-off rates based on principal losses only (unavailable for Global Corporate Payments (GCP)). See Statistical Tables for the second quarter of 2021, available at ir.americanexpress.com, for net write-off rates including interest and fees. * 30+ Days past due as a % of Global Consumer and Global Small Business Services Card Member receivables (unavailable for GCP). ** GCP net write off rates include principal and fees. *** Includes Corporate Client bankruptcy impact of \$53M and (\$37M) for Q2'20 and Q2'21, respectively, partially offset by a credit insurance claim recovery and subsequent repayment in Other, net. See Slide 21 for adjusted rates.

Delinquent and Financial Relief Program Balances

(\$ in billions)



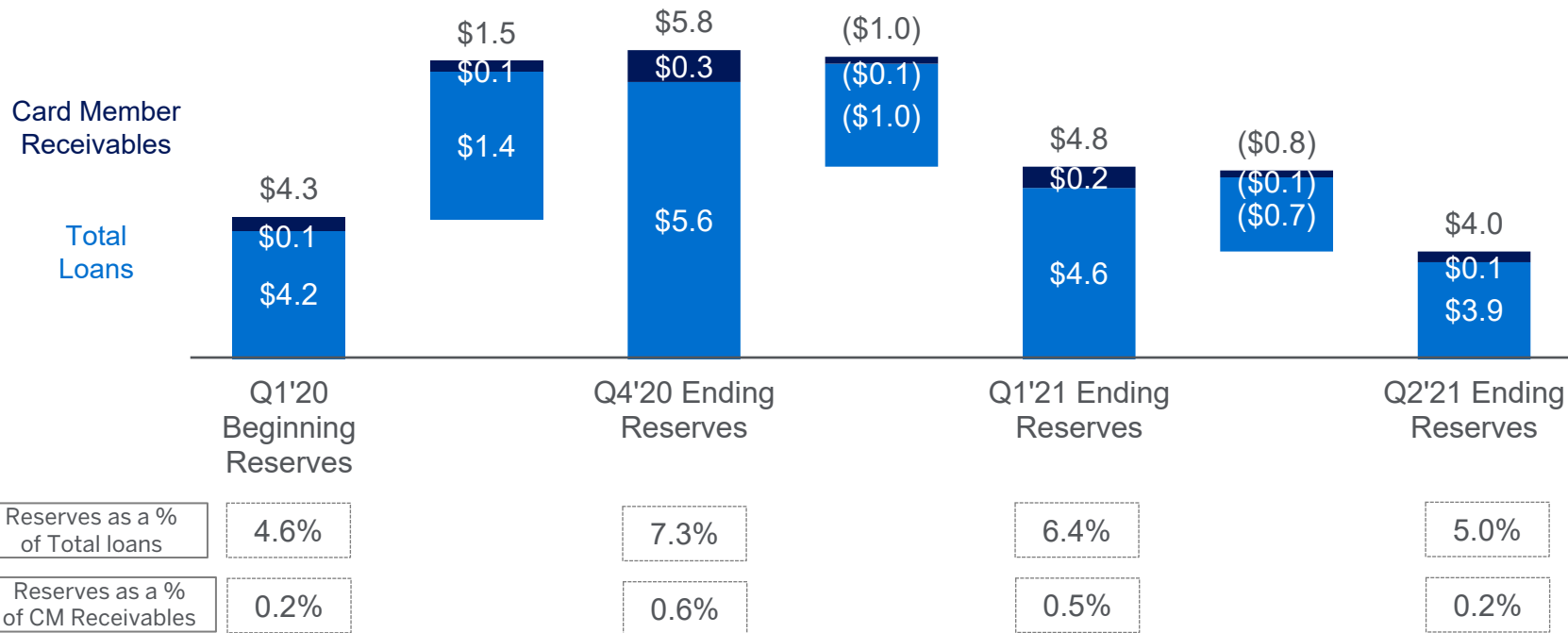
*Note: Total Loans reflects Card Member loans and Other loans. CPR = Customer Pandemic Relief Program – a program designed for customers who were impacted by COVID-19 and provided 1-3 months of payment deferral. Financial Relief Programs are designed to give customers financial assistance; short-term payment plans can provide relief benefits for 12 months following enrollment and the long-term payment plan can provide relief benefits for 36 or 60 months following enrollment. Delinquent means loans and receivables that are 30+ days past due, (90+ days past billings for GCP). Subtotals may not foot due to rounding. * Represents the balances at enrollment for card members in the CPR program as of April, 19 2020.*

*** Includes balances that are also FRP enrolled and/or Delinquent and thus also included in those categories. *** FRP balance is a non-GAAP measure and excludes delinquent balances that are also reported in the Delinquent category. See Annex 2 for a reconciliation to In-program Troubled Debt Restructuring (TDR) Balance.*

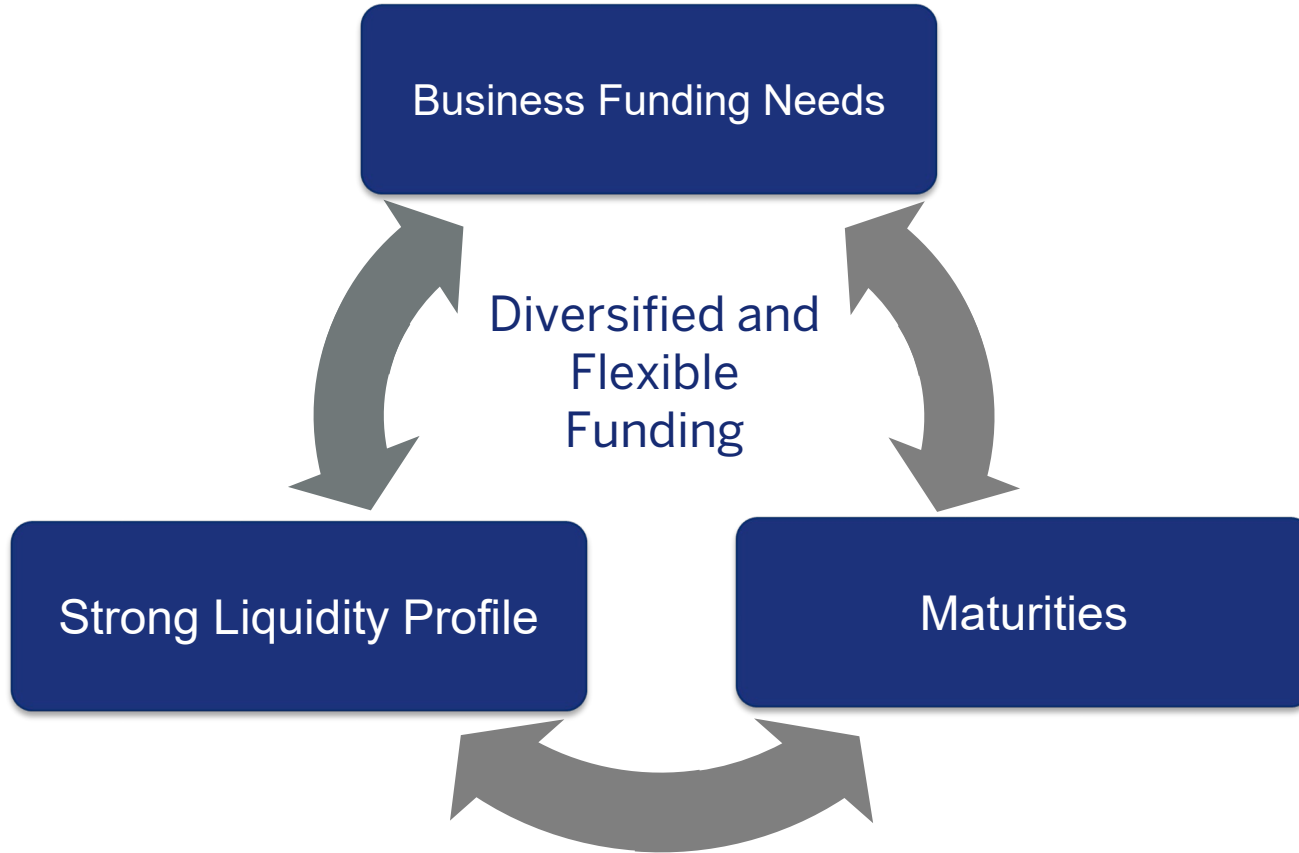
Total Reserves

Balance Sheet Credit Reserves*

(\$ in billions)

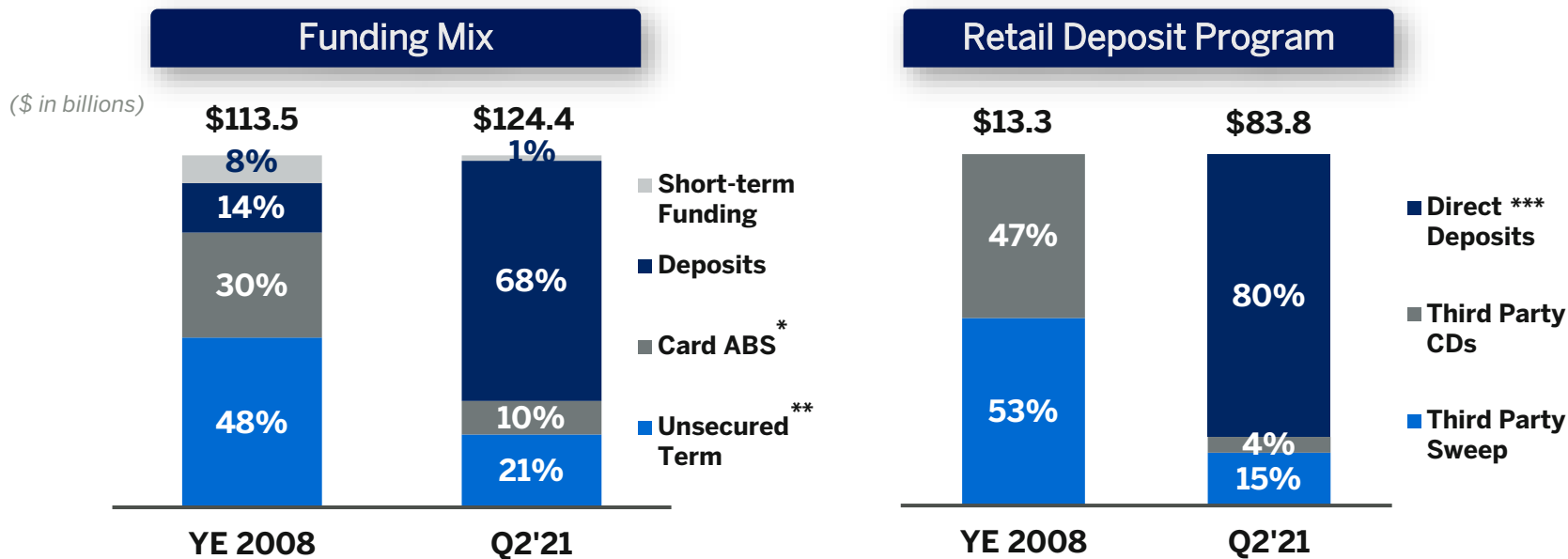


* Q1'20 – Q2'21 Balance Sheet credit reserve builds differ from P&L credit reserve builds due to other receivables and FX impacts. Reserve subtotals may not foot due to rounding.



Funding and Deposits

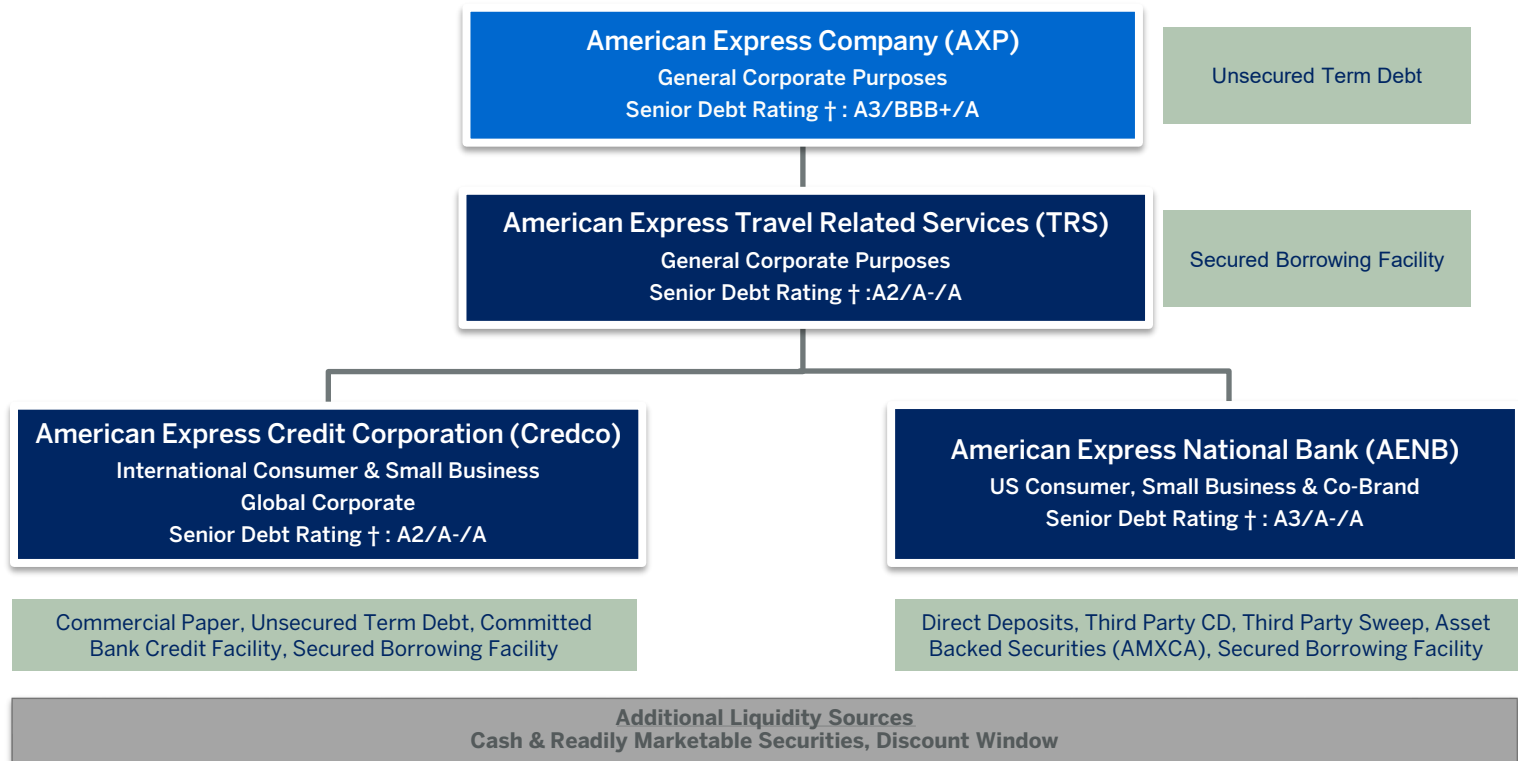
- We diversify our funding sources by maintaining scale and relevance in unsecured debt, asset securitizations and deposits.
- Direct retail deposits have become a larger proportion of our funding over time and we expect that will continue.
- Our funding plan for the full year 2021 includes, among other sources, a limited amount of unsecured and secured term debt issuance.



*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 \$65.5B from high yield savings accounts and \$2.0B from direct CDs as of June 30, 2021.

Issuance Entities

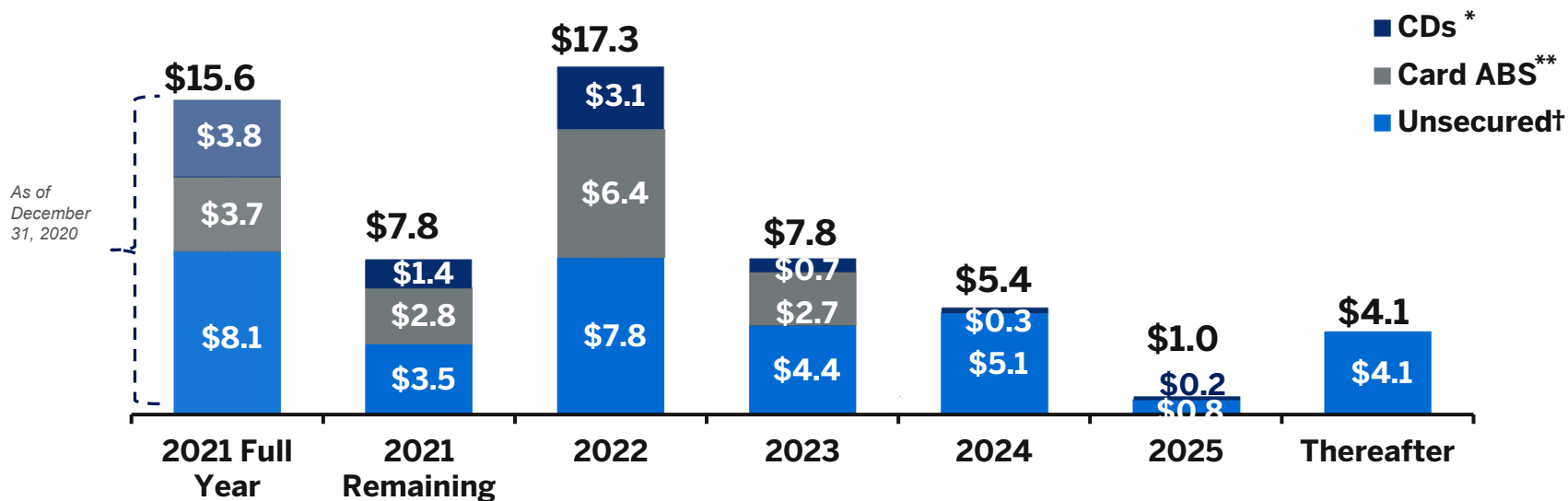
- Our issuance entities can access a range of funding sources to support our global business.



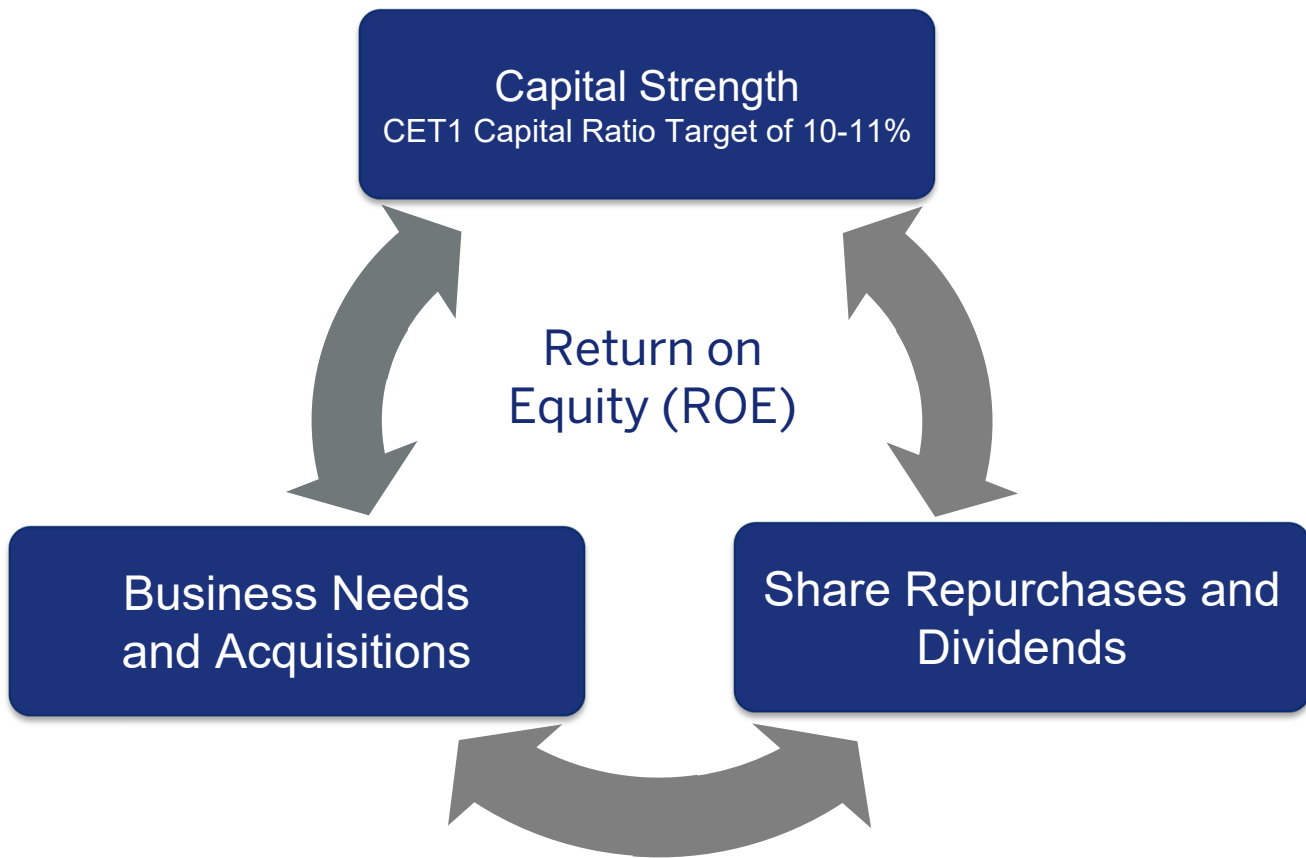
Term Maturity

(\$ in billions)

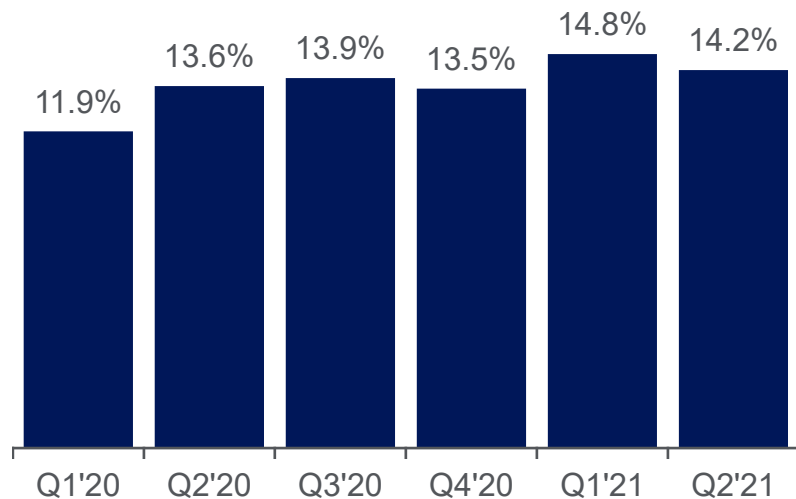
06/30/21



*Reflects long-term CDs issued with an original maturity of 12 months or greater. **Reflects the face amount of Card ABS, net of securities retained by the company. Excludes drawn amounts (if any) on the secured borrowing facilities. †Reflects face amount of Unsecured Term Debt; the long-term debt balance on the Company's consolidated balance sheet includes capitalized leases and certain other items that are not included in these balances. Note: totals may not sum due to rounding.

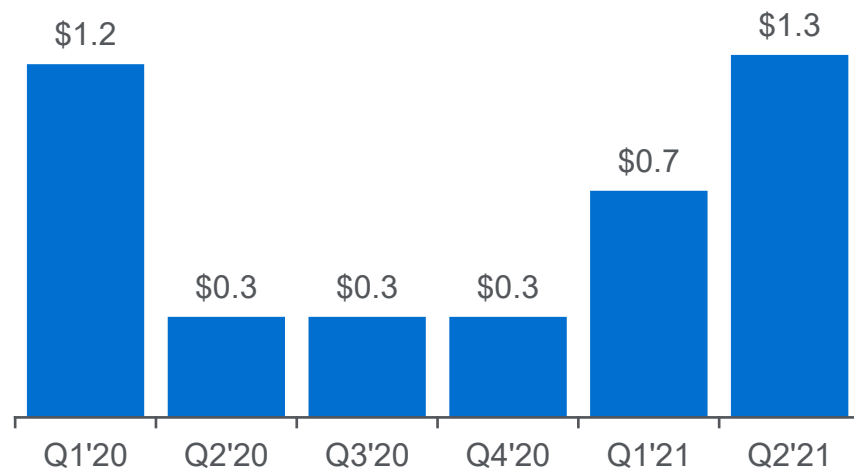


Common Equity Tier 1



Capital Return

(\$ in billions)



Payout Ratio

409%	111%	31%	23%	35%	54%
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Note: Payout Ratio is calculated by dividing the total amount returned to shareholders through dividends and share repurchases during the respective period by the total capital generated through net income attributable to common shareholders and employee plans during the respective period.

Takeaways

Business Results

- Q2'21 Net Income of \$2.3B
- Q2'21 Diluted EPS [†] of \$2.80

Strong Balance Sheet

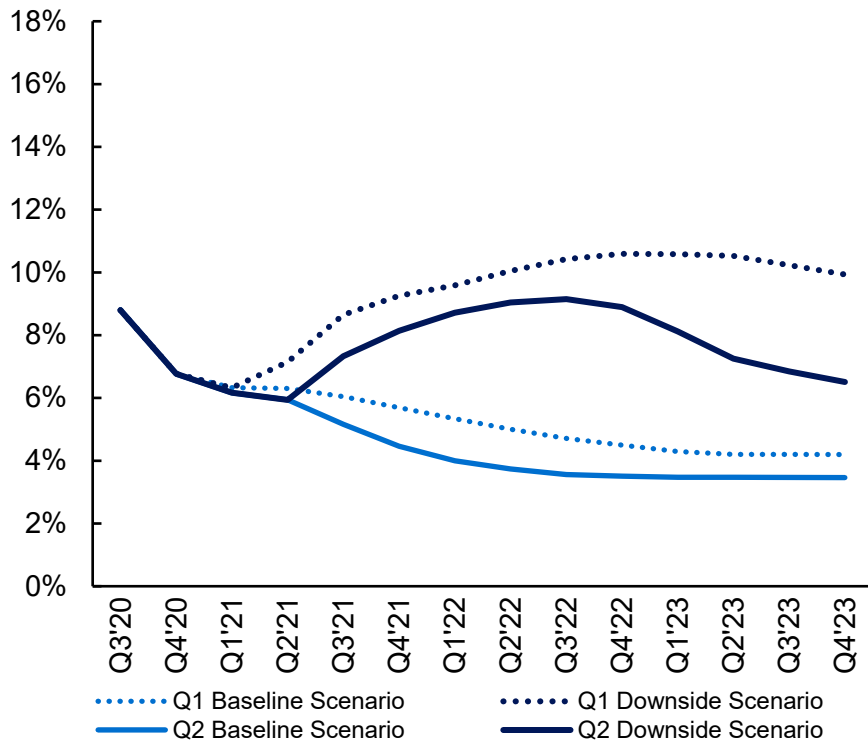
- We continued to maintain a robust liquidity position and capital ratios well above targets.
- As of June 30, 2021
 - 14.2% CET1 Ratio
 - Strong liquidity position with \$43.2B in Cash and Investments

Appendix

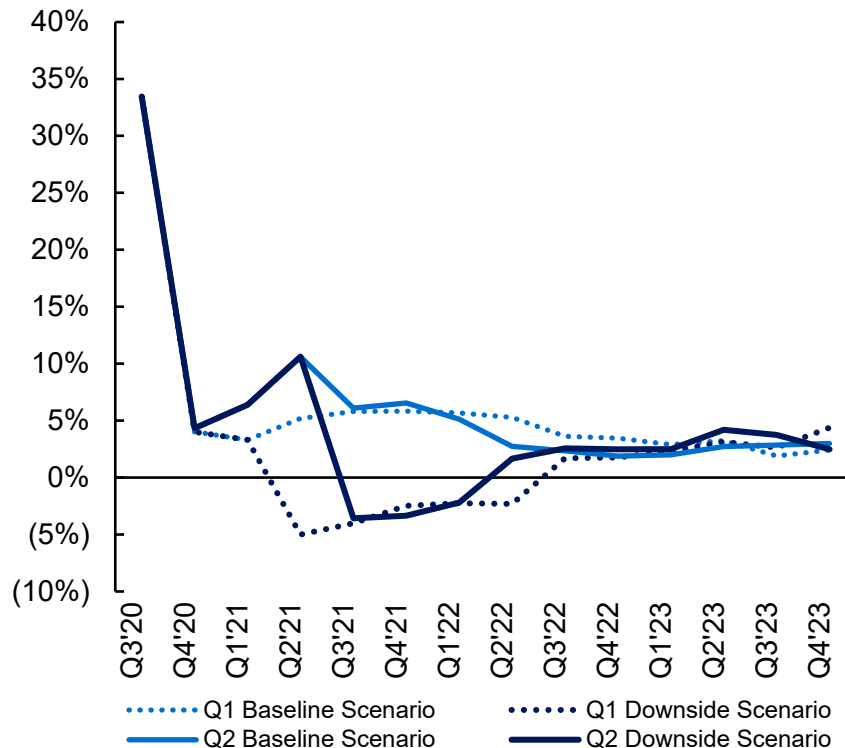


Credit Reserve Build Macroeconomic Assumptions

US Unemployment Rate %



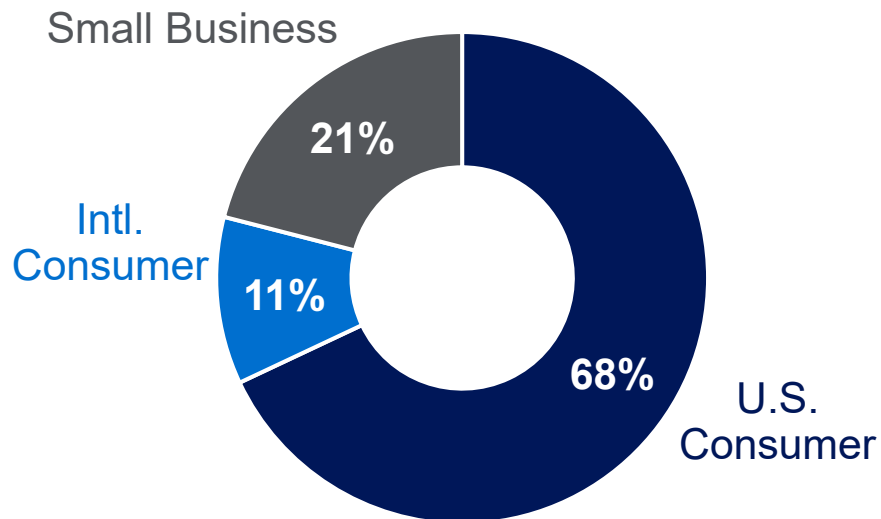
US GDP Growth* %



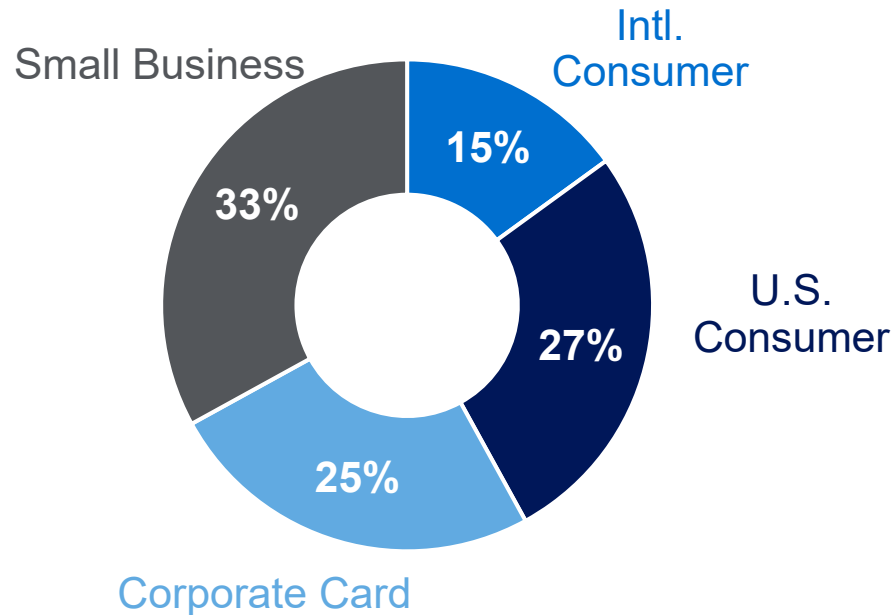
Note: Forecast assumptions are from an independent third party and represent the range of forecasts from the macroeconomic scenarios used during the quarter without applying a weight to those scenarios above. * Real GDP QoQ % Change Seasonally Adjusted to Annualized Rates (SAAR).

Worldwide Total Loans and Card Member Receivables Mix

Q2'21 Total Loan Mix

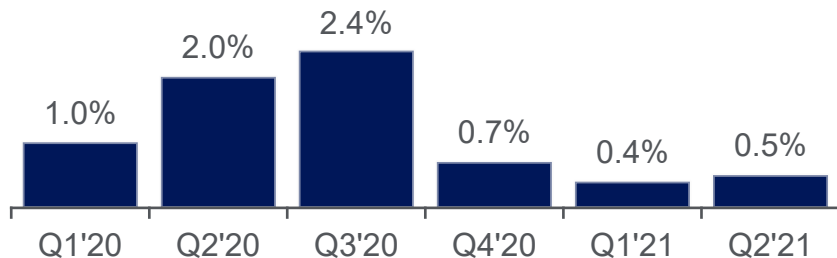


Q2'21 Card Member Receivables Mix



Global Corporate Payments Card Member Credit Metrics

GCP Card Member Receivables Adjusted Net Write-off rates*



Client Bankruptcy Recovery Impact to Net Write-Offs Increase/(Decrease)

	Q2'20	Q2'21
Net Write-Off Amount/(Recovery)	\$53M	(\$37M)
Credit Insurance Claim (Proceeds)/Repayment within Other, net	(\$47M)	\$33M
Pre-Tax Income	(\$6M)	\$4M

* Adjusted for Client bankruptcy impact of \$53M and (\$37M) for Q2'20 and Q2'21, respectively. Adjusted Net Write-off rates are a non-GAAP measure, see Annex 3 for Net Write-off rates on a GAAP basis.

ESG Strategy and Governance Structure

AMERICAN EXPRESS ESG STRATEGY FRAMEWORK



2020 Highlights

Backing our Colleagues, Customers and Communities During the COVID-19 Pandemic and Supporting a Fair and Equitable Recovery



COLLEAGUES

- Prioritized our colleagues' well-being and safety by moving to temporary **work-from-home arrangements in virtually all locations around the world**, which will be maintained as an option for colleagues through September 6, 2021
- **Provided coverage for all out-of-pocket medical and pharmacy service costs related to COVID-19** testing and treatment for colleagues enrolled in our U.S. medical plans
- **Launched the Office of Enterprise Inclusion, Diversity and Business Engagement** to expand upon our successful inclusion and diversity programs and create new initiatives to drive meaningful, long-term change.
- Achieved **100% pay equity** for colleagues across genders globally and across races and ethnicities in the U.S.



CUSTOMERS

- Spent **more than \$200 million as part of our largest-ever global Shop Small campaign** to support a Card Member offer and the associated marketing campaign to help jumpstart spending at small merchants
- **Established 'Stand for Small.'** a coalition of more than 100 companies that came together to provide support to small businesses navigating the impacts of COVID-19
- **Created a Customer Pandemic Relief Program** to provide short-term support for customers impacted by COVID-19 and **enhanced and expanded our longer-term Financial Relief Program** to provide assistance in 21 countries to customers in need



COMMUNITIES

- **\$48 million** in charitable giving globally, including grants provided by the Company, the American Express Foundation, our Center for Community Development and gift-matching programs*
- **\$8 million provided** in financial support to COVID-19 relief efforts
- Pledged **\$10 million to support Black-owned small businesses** over the next four years through a coalition that we built with the U.S. Chamber of Commerce Foundation that brings together four national Black Chambers
- **\$8 million provided in grants** to the NAACP Legal Defense and Educational Fund, the National Urban League and other People of Color-led organizations.

*Inclusive of COVID-19 relief effort grants and grants to support a diverse, equitable and inclusive society. For more information, please see our 2019-2020 Environmental, Social and Governance Report at <https://about.americanexpress.com/corporate-responsibility/reports/corporate-responsibility-reports/default.aspx> and 2021 Proxy Statement at <https://ir.americanexpress.com/financials/annual-reports-and-proxy-statements/default.aspx>.

American Express Credit Account Master Trust (AMXCA)



American Express Credit Account Master Trust (AMXCA)

Eligible assets

- US Consumer Card Member loans
- US Small Business Card Member loans

Assets in trust

- Consumer Card Member loans

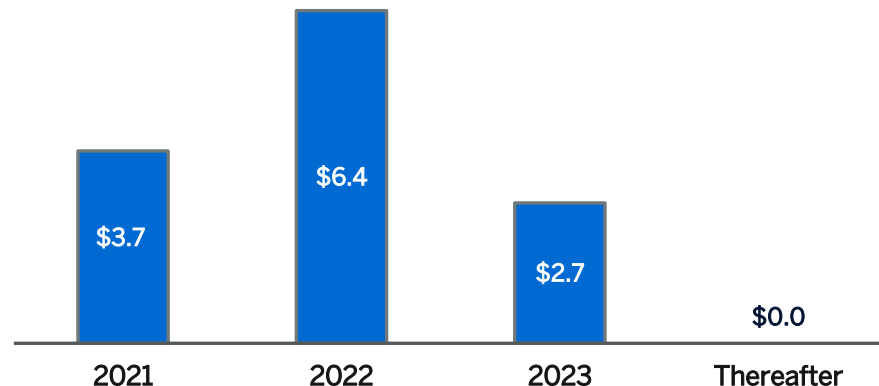
Trust Size:
Principal AR

- \$24.2 billion

Investor Interest
Seller Interest

- \$13.2 billion
- \$10.9 billion

Funding Maturities* (\$ in billions)

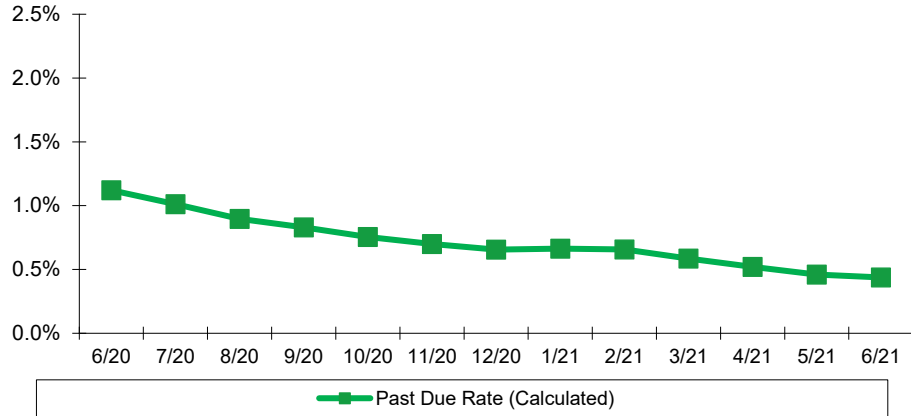


*Funding maturities reflect the face amount of Card ABS, net of retained portions, as of June 30, 2021. Excludes drawn amounts on secured borrowing facility. Source: 10-D filing dated July 15, 2021.

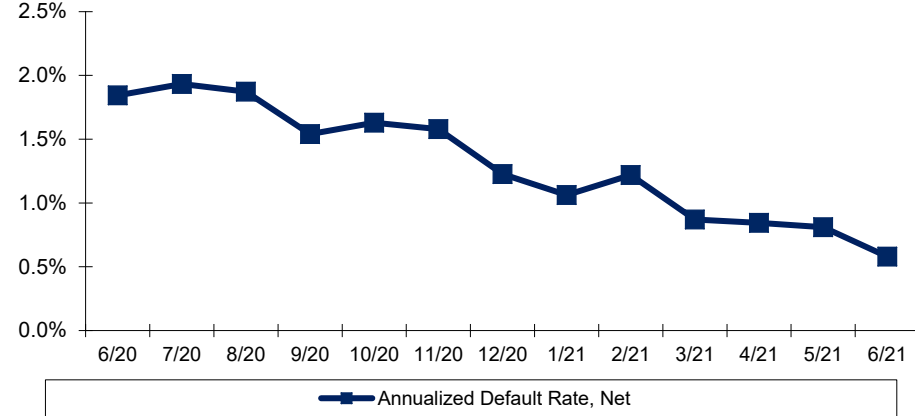
American Express Credit Account Master Trust (AMXCA)



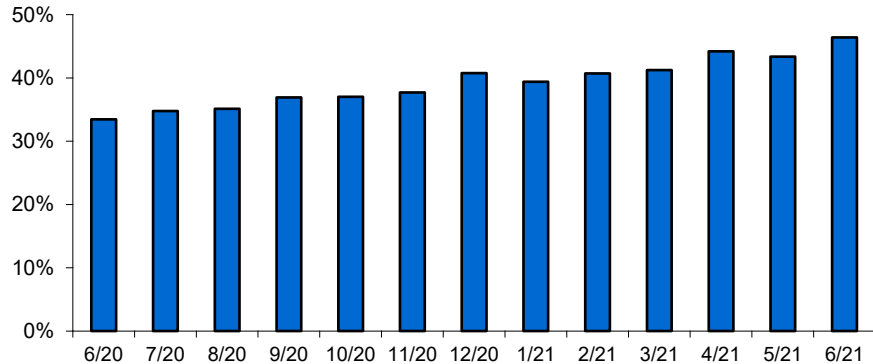
Past Due Rate



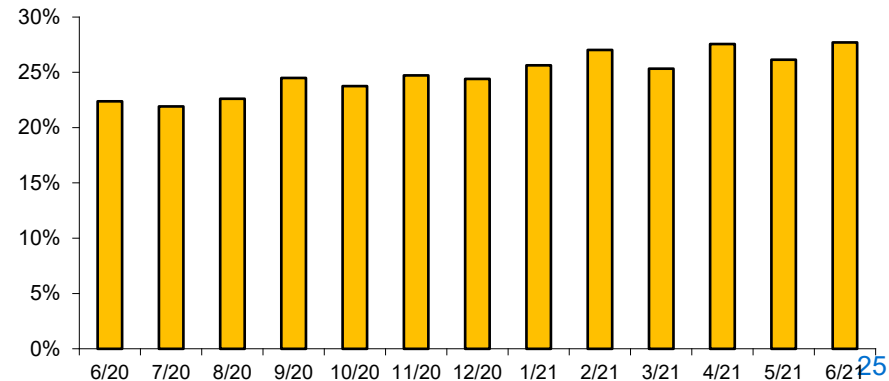
Default Rate



Monthly Payment Rate



Trust Portfolio Yield



Annex 1 (1 of 2)

➔ Network Volumes – Reported & FX-Adjusted*

% Increase/(decrease) vs. Prior year

	Q1'19	Q2'19	Q3'19	Q4'19	Q1'20	Q2'20	Q3'20	Q4'20	Q1'21	Q2'21	Q1'21 vs Q1'19	Q2'21 vs Q2'19
Int'l Consumer												
Reported	8%	10%	10%	11%	(6%)	(41%)	(21%)	(17%)	(10%)	59%	(16%)	(6%)
FX-Adjusted	16%	15%	14%	11%	(2%)	(39%)	(23%)	(20%)	(17%)	46%	(19%)	(11%)
Global Consumer												
Reported	7%	8%	9%	8%	(3%)	(35%)	(17%)	(12%)	(4%)	62%	(7%)	6%
FX-Adjusted	9%	10%	10%	8%	(2%)	(34%)	(18%)	(13%)	(6%)	58%	(8%)	4%
Global Commercial (GCS)												
Reported	7%	6%	5%	5%	(6%)	(36%)	(23%)	(18%)	(10%)	45%	(16%)	(8%)
FX-Adjusted	8%	7%	5%	5%	(5%)	(36%)	(23%)	(19%)	(12%)	43%	(16%)	(8%)
Billed Business												
Reported	7%	7%	6%	7%	(4%)	(35%)	(20%)	(15%)	(7%)	53%	(11%)	(1%)
FX-Adjusted	9%	8%	7%	7%	(3%)	(35%)	(20%)	(16%)	(9%)	51%	(12%)	(2%)
Processed Volumes												
Reported	(9%)	(6%)	(6%)	(4%)	(11%)	(25%)	(14%)	(8%)	3%	33%	(9%)	(0%)
FX-Adjusted	(3%)	(2%)	(3%)	(2%)	(8%)	(22%)	(13%)	(10%)	(1%)	26%	(9%)	(2%)
Worldwide												
Reported	4%	5%	4%	5%	(5%)	(34%)	(19%)	(14%)	(6%)	50%	(11%)	(1%)
FX-Adjusted	7%	7%	6%	5%	(4%)	(33%)	(19%)	(15%)	(8%)	46%	(11%)	(2%)

* See Slide 2 for an explanation of FX-adjusted information. 2021 vs. 2019 YoY% assumes 2021 foreign exchange rates apply to 2019 results.

Annex 1 (2 of 2)

➡ **Network Volumes – Reported & FX-Adjusted***

% Increase/(decrease) vs. Prior year

	Q1'20	Q2'20	Q3'20	Q4'20	Q1'21	Q2'21	Q1'21 vs Q1'19	Q2'21 vs Q2'19
Large & Global Corporate								
Reported	(20%)	(64%)	(54%)	(50%)	(43%)	37%	(54%)	(51%)
FX-Adjusted	(19%)	(64%)	(54%)	(51%)	(44%)	34%	(54%)	(51%)
Int'l SME								
Reported	2%	(29%)	(16%)	(10%)	(1%)	50%	0%	5%
FX-Adjusted	7%	(26%)	(17%)	(13%)	(9%)	38%	(3%)	1%
SME								
Reported	(1%)	(27%)	(13%)	(8%)	(1%)	46%	(2%)	7%
FX-Adjusted	0%	(26%)	(13%)	(9%)	(3%)	44%	(3%)	6%

* See Slide 2 for an explanation of FX-adjusted information. 2021 vs. 2019 YoY% assumes 2021 foreign exchange rates apply to 2019 results.

➡ **Troubled Debt Restructurings (TDR) Balance** (\$ in billions)

In-Program TDR Balance

Delinquent Financial Relief Programs (FRP)
balance

Non-delinquent FRP balance

Dec'19	Apr'20	Dec'20	Mar'21	Jun'21
\$0.8	\$1.0	\$3.1	\$2.9	\$1.9
0.1	0.1	0.1	0.1	0.1
\$0.7	\$0.9	\$3.0	\$2.8	\$1.8

➡ **GCP Card Member Receivables Net Write-Off rates** (\$ in millions)

	Q2'20	Q2'21
GCP Net Write-Offs - Principal and Fees*	\$105	(\$24)
Client Bankruptcy Recovery Impact	(\$53)	\$37
Adjusted Net Write-Offs	\$52	\$13
GCP Average Card Member Receivables	\$10,481	\$11,087
Reported Net Write-Off rates	4.0%	(0.9%)
Adjusted Net Write-Off rates	2.0%	0.5%

* Global Corporate Payments (GCP) reflects global, large and middle market corporate accounts. Net write-off rate based on principal losses only are not available due to system constraints.

Contact Information



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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, among other matters, contain words such as "believe," "expect," "anticipate," "intend," "plan," "aim," "will," "may," "should," "could," "would," "likely" 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 be within the high end of the range of the original earnings per common share (EPS) expectations it had for 2020 in 2022 and for the company to resume its financial growth algorithm beyond 2022, which will depend in part on spending volumes and therefore on economies continuing to re-open, vaccination rates increasing, travel restrictions lifting, consumers continuing to spend online and the general public feeling comfortable traveling, shopping and dining out again; credit performance and reserve levels; identifying attractive investment opportunities to further build growth momentum, including retention and acquisition efforts; the company's ability to control operating expenses; the effective tax rate remaining consistent with current levels; and the company's ability to continue its share repurchase program; any of which could be impacted by, among other things, the factors identified in the subsequent paragraphs;
- the company's volumes, revenue growth and EPS for 2021 and beyond, which could be impacted by, among other things, uncertainty regarding the continued spread of COVID-19 (including new variants) and the availability, distribution and use of effective treatments and vaccines; a further deterioration in global economic and business conditions; consumer and business spending not growing in line with expectations, including goods and services spending not continuing to grow and travel and entertainment spending not rebounding to around 80 percent of 2019 levels by the end of 2021; an inability or unwillingness of Card Members to pay amounts owed to the company; insufficient government support and relief programs to address the ongoing impact of the pandemic; prolonged measures to contain the spread of COVID-19 (including travel restrictions) or premature easing of such containment measures, both of which could further exacerbate the effects on business activity and the company's Card Members, partners and merchants; health concerns associated with the pandemic continuing to affect consumer behavior, spending levels and preferences, and travel patterns and demand even after government restrictions are lifted and economies re-open; an inability of the company to effectively manage risk in an uncertain environment; market volatility, changes in capital and credit market conditions and the availability and cost of capital; issues impacting brand perceptions and the company's reputation; the amount and efficacy of investments in share, scale and relevance; an inability of business partners to meet their obligations to the company and the company's customers due to slowdowns or disruptions in their businesses, bankruptcy or liquidation, or otherwise; the impact of any future contingencies, including, but not limited to, restructurings, impairments, changes in reserves, legal costs, the imposition of fines or civil money penalties and increases in Card Member reimbursements; 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 partners, merchants and Card Members;

Forward Looking Statements

- future credit performance, the level of future write-off rates and the amount and timing of future credit reserve builds and releases, which will depend in part on changes in consumer behavior that affect loan and receivable balances (such as paydown and revolve rates) and delinquency rates; macroeconomic factors such as unemployment rates, GDP and the volume of bankruptcies; the performance of accounts as they graduate and exit from financial relief programs; collections capabilities and recoveries of previously written-off loans and receivables; the enrollment in, and effectiveness of, hardship programs and troubled debt restructurings; continued government support for the economy; and governmental actions that provide forms of relief with respect to certain loans and fees, such as limiting debt collections efforts and encouraging or requiring extensions, modifications or forbearance;
- net interest income and the growth rate of loans outstanding being higher or lower than current expectations, which will depend on the behavior of Card Members and their actual spending, borrowing and paydown patterns; government stimulus, liquidity and financial strength in the company's customer base and the availability of forbearance programs; the company's ability to effectively manage risk and enhance Card Member value propositions; changes in interest rates and the company's cost of funds; credit actions, including line size and other adjustments to credit availability; and the effectiveness of the company's strategies to capture a greater share of existing Card Members' spending and borrowings, reduce Card Member attrition and attract new customers;
- the actual amount to be spent on marketing in 2021 and beyond, which will be based in part on continued changes in macroeconomic conditions and business performance; management's identification and assessment of attractive investment opportunities and the receptivity of Card Members and prospective customers to advertising and customer acquisition initiatives; the pace at which the company winds down its value injections efforts; the company's ability to balance expense control and investments in the business; and management's ability to realize efficiencies and optimize investment spending;
- 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) and the redemption of rewards and offers (including travel redemptions); the costs related to reward point redemptions; Card Members' interest in the value propositions offered by the company; further enhancements to product benefits to make them attractive to Card Members, potentially in a manner that is not cost effective; and new and renegotiated contractual obligations with business partners;

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- the ability of the company to control its operating expenses and the actual amount the company spends on operating expenses in 2021 and beyond, which could be impacted by, among other things, 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, such as chat supported by artificial intelligence; restructuring activity; fraud costs; information security or compliance expenses or consulting, legal and other professional services fees, including as a result of litigation or internal and regulatory reviews; the level of M&A activity and related expenses; the payment of civil money penalties, disgorgement, restitution, non-income tax assessments and litigation-related settlements; impairments of goodwill or other assets; the impact of changes in foreign currency exchange rates on costs; and higher-than-expected inflation;
- net card fees not performing consistent with current expectations, which could be impacted by, among other things, the further deterioration in macroeconomic conditions impacting the ability and desire of Card Members to pay card fees; higher Card Member attrition rates; Card Members continuing to be attracted to the company's premium card products and the pace of Card Member acquisition activity; and the company's inability to address competitive pressures and implement its strategies and business initiatives, including introducing new and enhanced benefits and services that are designed for the current environment;
- the average discount rate not performing consistent with current expectations, including as a result of further changes in the mix of spending by location and industry (including the level of T&E spending), merchant negotiations (including merchant incentives, concessions and volume-related pricing discounts), competition, pricing regulation (including regulation of competitors' interchange rates) and other factors;
- the company's 2021 tax rate not remaining consistent with current levels, which could be impacted by, among other things, changes in tax laws and regulation, the company's geographic mix of income, unfavorable tax audits and other unanticipated tax items;
- 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 ability of the company to maintain the Platinum card franchise's leadership in the premium space, 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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- changes affecting the company's plans regarding the return of capital to shareholders, including the level of share repurchases over the next several quarters, which will depend on factors such as capital levels and regulatory capital ratios; changes in the stress testing and capital planning process and new guidance from the Federal Reserve; the company's results of operations and financial condition; the company's credit ratings and rating agency considerations; and the economic environment and market conditions in any given period;
- the company's ability to increase Card Member acquisition activities, provide additional value to Card Members and refresh its premium products, which will be impacted in part by competition, brand perceptions and reputation, and the ability of the company to develop and market value propositions that appeal to Card Members and new customers and offer attractive services and rewards programs, which will depend in part on ongoing investments in Card Member acquisition efforts, addressing changing customer behaviors, new product innovation and development, and enrollment processes, including through digital channels, and infrastructure to support new products, services and benefits;
- the ability of the company to grow commercial payments, including through cash flow and supplier payment solutions, which will depend in part on competition, the willingness and ability of companies to use such solutions for procurement and other business expenditures, the ability of the company to offer attractive value propositions to potential customers, the company's ability to enhance and expand its payment and lending solutions, and the company's ability to integrate Kabbage's digital capabilities and continue the rollout of the Kabbage platform to the company's small business customers;
- the possibility that the company will not execute on its plans to expand merchant coverage and improve perceptions of coverage, which will depend in part on the success of the company, OptBlue merchant acquirers and GNS partners in signing merchants to accept American Express, which could be impacted by the value propositions offered by the company to merchants and merchant acquirers for card acceptance, as well as the awareness and willingness of Card Members to use American Express cards at merchants and whether Card Members experience welcome acceptance for American Express cards;
- 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 its operations, reduce the use and acceptance of American Express cards and lead to regulatory scrutiny, litigation, remediation and response costs, and reputational harm;

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- 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 and U.K.; exert further pressure on the average discount rate 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 civil money penalties; materially affect capital or liquidity requirements, results of operations or ability to pay dividends; or result in harm to the American Express brand;
- changes in capital and credit market conditions, which may significantly affect the company's ability to meet its liquidity needs and expectations regarding capital ratios; access to capital and funding costs; the valuation of the company's assets; and company's credit ratings or those of its subsidiaries;
- the company's deposit rates increasing faster or slower than current expectations and changes affecting company's ability to grow retail direct deposits, including due to market demand, changes in benchmark interest rates, competition or regulatory restrictions on company's ability to obtain deposit funding or offer competitive interest rates, which could affect company's net interest yield and ability to fund its businesses;
- the company's funding plan being implemented in a manner inconsistent with current expectations, which will depend on various factors such as future business growth, the impact of global economic, political and other events on market capacity, demand for securities offered by the company, regulatory changes, ability to securitize and sell loans and receivables and the performance of loans and receivables previously sold in securitization transactions;
- changes in the financial condition and creditworthiness of the company's business partners, such as bankruptcies, restructurings or consolidations, including of cobrand partners and merchants that represent a significant portion of the company's business, such as the airline industry, or partners in GNS or financial institutions that the company relies on for routine funding and liquidity, which could materially affect the company's financial condition or results of operations; and
- factors beyond the company's control such as continued waves of COVID-19 cases, whether and when populations achieve herd immunity, 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 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, 2020, the Quarterly Report on Form 10-Q for the quarter ended June 30, 2021 and the company's other reports filed with the Securities and Exchange Commission. 35

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