

MEMORANDUM

Subject: 2012 GLOBAL FINANCE GOALS

Date: January 12, 2012

To: Global Finance Employees

From: Dan Henry, EVP & CFO

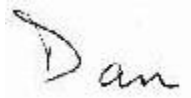
Thank you for helping to make 2011 a great year for the Company and for Finance. I appreciate the commitment of Finance employees as we help achieve the Company's mantra to drive growth, drive efficiency and deliver superior service.

Below you will find our 2012 Finance goals. Though our four strategic priorities remain the same, you will see some changes to the individual goals, including two new goals this year:

- Driving prioritization to improve quality on important issues and achieve better work/life balance
- Putting additional emphasis on career development.

Leaders will enter their goals in CareerTrack and cascade them over the next several days. Look for more communication from your FLT leader on the timing for your business unit.

I'll discuss our 2012 goals in more detail at the February Global Finance Town Hall. Again, thank you for all that you achieved last year.

A handwritten signature in cursive script that reads "Dan".



Drive Growth

- Support AXP-wide initiatives to expand growth over the moderate to long-term **(S)**
- Influence the prioritization of investments through thoughtful planning and analysis **(S)**
- Drive and maintain economic value through tax planning and exposure management **(S)**
- Allocate capital to support our business strategy, acquisitions and financial objectives **(S)**
- Effectively communicate AXP's business strategy and financial information to the AXP board, regulatory bodies and the external financial community **(C)**

Drive Efficiency

- Migrate operating margins towards historical levels enabled by tight control on opex **(S)**

- Continue to achieve a strong control, compliance and risk management environment **(S)**
- Implement new legal entity governance structure **(S)**
- Establish awareness and integrate an operational risk model within Finance **(S)**
- Implement IFRS operational model **(S)**
- Establish clear roles and responsibilities for processes involving risk and control **(S)**

- Adapt the Finance organization in support of new and evolving business priorities **(C)**
- Continue to achieve efficiency and effectiveness through process improvements and the use of automation **(S)**
- Drive prioritization to improve quality on important issues and achieve better work/life balance **(E)**

- Evolve Global Finance development strategy and training programs **(E)**
- Continue to encourage career development and drive a proactive talent strategy **(E)**
- Make diversity, work/life balance and engagement critical priorities **(E)**

<p>Long Term Goals</p> <ul style="list-style-type: none"> ■ Develop additional metrics to evaluate internal and external performance (C) ■ Continue to transform AXP funding profile (S) 	<p>Long Term Goals</p> <ul style="list-style-type: none"> ■ Effectively implement Basel II capital standards (S) ■ Support the adoption of emerging regulation and other regulatory requirements (S) 	<p>Long Term Goals</p> <ul style="list-style-type: none"> ■ Develop and implement a technology roadmap for Finance (E) 	<p>Long Term Goals</p> <ul style="list-style-type: none"> ■ Strengthen organizational effectiveness through workplace initiatives (E)
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[Click here](#) to open the 2012 Finance Goals in PowerPoint.