

Summary



Segment Revenue - Percent Change



Revenue Mix



Balance Sheet



“We also saw record levels of annual Card Member spending, record net card fee revenues, and a record 13 million new card acquisitions, and we continued to add millions of merchant locations to our network globally. We exited the year with increased momentum, with billings growth accelerating to 8 percent in the fourth quarter, driven by stronger spending from our consumer and commercial customers during the holiday season.”

- Stephen J. Squeri, CEO

Operating Statistics

Average basic Card Member spending
(in dollars)



Card Member loans
(\$ in billions)



Other Highlights

Average fee per card



Consolidated expenses



Net card fees



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