



Corporate Overview

MasterCard is a technology company in the global payments industry. We are leading the way toward a world beyond cash with the power to expand connectivity, opportunity and prosperity for individuals, businesses and communities.

We operate the world's fastest payments processing network, connecting consumers, financial institutions, merchants, governments and businesses in more than 210 countries and territories. Our products and services make everyday commerce activities—such as shopping, traveling, running a business and managing finances—easier, more secure and more efficient for everyone. Through our payment solutions, we deliver value and connect close to two billion cardholders with tens of millions of merchants around the world.

With our state-of-the-art network, MasterCard is in a prime position to roll out the next generation of products and services—whether it's EMV migration in the United States, data analytics for merchants or advancing mobile wallets around the world. Our network maintains a processing performance of 130 milliseconds per transaction, two times faster than the blink of an eye and nearly four times faster than our main competitor.

The MasterCard brand is among the most recognized in the world. We offer a wide range of payment solutions, including credit, debit, prepaid and related payment programs, through a family of well-known brands, including MasterCard®, Maestro® and Cirrus®. And since we launched *Priceless Cities*® in 2011, we have expanded that program to more than 20 cities around the globe, enabling our cardholders—from New York to Singapore, and from London to Rio—to enjoy exclusive experiences.

We generate revenue based on the volume of activity on cards that carry our brands, the number of transactions we process for our customers as well as other payment-related services that we provide.

As we move toward a world beyond cash, we are helping to secure a better, more inclusive future for everyone. We are committed to continuing to use our technology and expertise to deliver better ways to pay, creating a more connected world.

Key Facts

1966: Founded as the Interbank Card Association (ICA)

1969: "Master Charge" purchased by the California Bank Association

1979: Renamed MasterCard to reflect a commitment to international growth

1985: Acquired an interest in EuroCard (predecessor to Europay International)

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1988: Acquired the Cirrus® ATM Network

1991: Launched Maestro®, the world’s first online point-of-sale debit network

1997: Launched the “Priceless” advertising campaign

2001: Launched MasterCard Advisors, the largest global consultancy focused on the payments industry

2002: Merged with Europay International

2002: Converted from a membership association to a private share corporation

2006: Transitioned to a public company with a new corporate governance and ownership structure

- MasterCard begins trading on the New York Stock Exchange under ticker symbol MA
- Renamed MasterCard Worldwide
- The MasterCard Foundation was formed

2010: Ajay Banga is named CEO

2010: Launches MasterCard Labs to promote greater innovation in electronic payments

2010: MasterCard acquires DataCash Group plc, to expand e-commerce payment solutions

2011: Completes acquisition of the prepaid card program management operations of Travelex (now referred to as Access Prepaid Worldwide) and announces a joint venture with Telefónica to offer mobile financial solutions in Latin America

2012: Acquires Truaxis, Inc., a Silicon Valley, California-based provider of credit and debit card-linked offers made to consumers through merchants and financial institutions

Executive Committee

- **Ajay Banga**, President and Chief Executive Officer
- **Ann Cairns**, President, International Markets
- **Gary Flood**, President, Global Products and Solutions
- **Ron Garrow**, Chief Human Resources Officer
- **Noah Hanft**, General Counsel, Chief Franchise Integrity Officer and Corporate Secretary
- **Martina Hund-Mejean**, Chief Financial Officer
- **Walt Macnee**, Vice Chairman
- **Chris McWilton**, President, North America
- **Rob Reeg**, President, MasterCard Technologies

Global Headquarters

Purchase, New York

Employees

Approximately 7,500 (globally as of December 31, 2012)

Global Regions

MasterCard is organized geographically into the following regions: Asia Pacific, Middle East and Africa; Europe; Latin America & Caribbean; and North America (Canada and the United States).

2012 Key Operational Statistics

The gross dollar volume of purchases and cash transactions made on MasterCard-branded cards in 2012 increased 15% percent, on a local currency basis, to \$3.6 trillion. Processed transactions grew 25% from 27.3 billion to 34.2 billion. As of December 31, 2012, the company's customers had issued approximately 1.9 billion MasterCard and Maestro-branded cards.

2012 Key Financial Statistics

Revenues for 2012 were \$7.4 billion, an increase of 10% over 2011. During 2012, approximately 61% of our revenue was generated from activities outside the U.S.

The company also generated net income of \$2.8 billion for the year, or \$21.94 per diluted share, compared with \$1.9 billion, or \$14.85 per diluted share in 2011. These net income and EPS figures include the impact of pre-tax charges of \$20 million and \$770 million taken in 2012 and 2011 respectively. Excluding these special items, our 2012 net income remained \$2.8 billion, or \$22.04 per diluted share; and 2011 net income was \$2.4 billion, or \$18.70 per diluted share.

For more details on the company's financial statements, please refer to MasterCard's 10-K on the Investor Relations page on www.mastercard.com.