

NOVEMBER 10, 2021

Mastercard

Investment Community Meeting



Agenda

- 01 **Strategic priorities**
Michael Miebach
- 02 **Expanding in payments**
Craig Vosburg, Jorn Lambert,
Linda Kirkpatrick
- 03 **Extending our services**
Raj Seshadri, Ajay Bhalla

- 04 **Embracing new networks**
Jess Turner, Steve Smith,
Chris Reid
- 05 **Break**
- 06 **Financial perspective**
Sachin Mehra
- 07 **Q&A session**
Select management



Mastercard management presenters



Michael Miebach
Chief Executive Officer



Craig Vosburg
Chief Product Officer



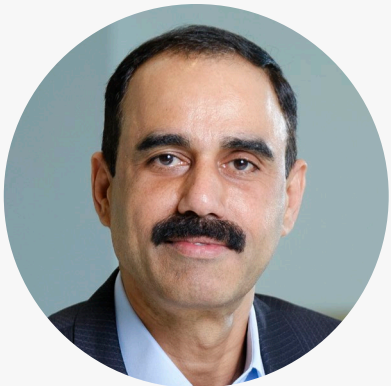
Jorn Lambert
Chief Digital Officer



Linda Kirkpatrick
President, North America



Raj Seshadri
President, Data & Services



Ajay Bhalla
President,
Cyber & Intelligence
Solutions



Jess Turner
Executive Vice President,
New Digital Infrastructure
& Fintech



Steve Smith
Chief Engagement Officer,
Open Banking



Chris Reid
Executive Vice President,
Identity, Cyber & Intelligence



Sachin Mehra
Chief Financial Officer



Forward looking statements

Today's presentation may contain, in addition to historical information, forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995.

These forward-looking statements are based on our current assumptions, expectations and projections about future events which reflect the best judgment of management and involve a number of risks and uncertainties that could cause actual results to differ materially from those suggested by our comments today. You should review and consider the information contained in our filings with the SEC regarding these risks and uncertainties.

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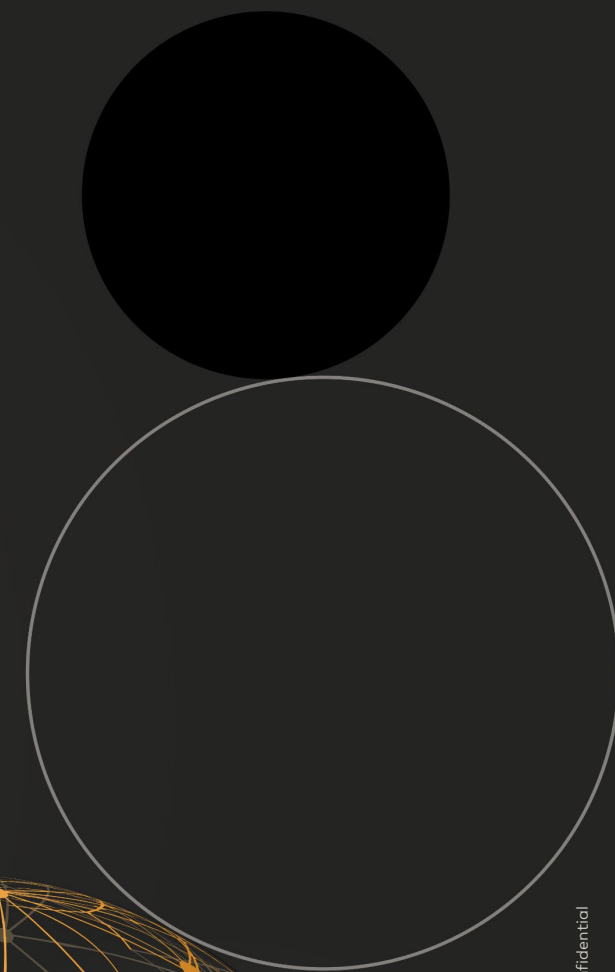
Any non-GAAP information contained in today's presentations is reconciled to its GAAP equivalent in the appendices at the end of this presentation.



Strategic priorities

Michael Miebach

Chief Executive Officer



Significant opportunity ahead

Tailwinds to payments, opportunities for technology and service leaders



Commerce

Accelerated digitization
New commerce journeys
Security, identity, trust



Society

Payments modernization
Localization
ESG



Technology

Cybersecurity
AI and analytics
Digital currencies, DLT

Consistent
winning strategy:

Grow our core
Diversify into new customers and geographies
Build new areas for the future



Executed by
focusing on three
key priorities:

**Expand
in payments**

For consumers,
businesses and
governments

**Extend
our services**

To enhance
transactions and
drive customer value

**Embrace
new networks**

To enable open
banking, digital identity
and other adjacencies

Our success is
powered by:

People
Data

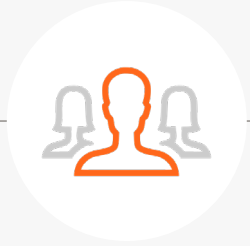
Technology
Franchise

Brand
Doing well by doing good



Realizing growth opportunity in payments

\$255T¹ in flows, fast growth, significant untapped opportunity



Driving growth in consumer purchases

Convenience, trust, ubiquity and customer experience



Capturing new payment flows

Infrastructure, applications and services



Leaning into new payments innovations

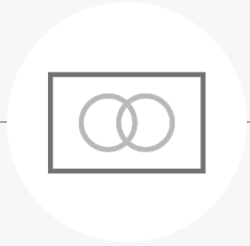
Opportunities through shifting payment preferences



1. Source: 2021 – Oxford Economics, Euromonitor, Kaiser, McKinsey, Findex (World Bank), Deloitte analysis and Mastercard internal analysis

Extending services across multiple growth vectors

>\$6.5B in forecasted 2021 revenue¹



Enhance the value of payments

Make payments
safe, secure,
intelligent, efficient



Expand to new segments and use cases

Drive growth through
broader offerings to FIs,
merchants, governments



Make new networks stronger

Add value to Open
Banking and Digital
Identity



1. Based on 2021 forecast as of October 28, 2021

Expanding into new network opportunities

Fast growing new markets, support payments



Open Banking

Help institutions and individuals exchange data securely and easily



Digital Identity

Enable identity solutions across individuals, devices and accounts



Other new networks

Explore additional opportunities in relevant adjacencies

Our success is powered by...



People



Technology



Brand



Data



Franchise



**Doing well
by doing good**



Key takeaways



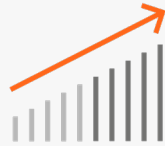
Expand leadership
in payments



Differentiated
services



Unlock adjacent
growth
opportunities



Significant short-
and long-term
growth



Focused strategy,
clear prioritization

Expanding in payments

Craig Vosburg

Chief Product Officer

Jorn Lambert

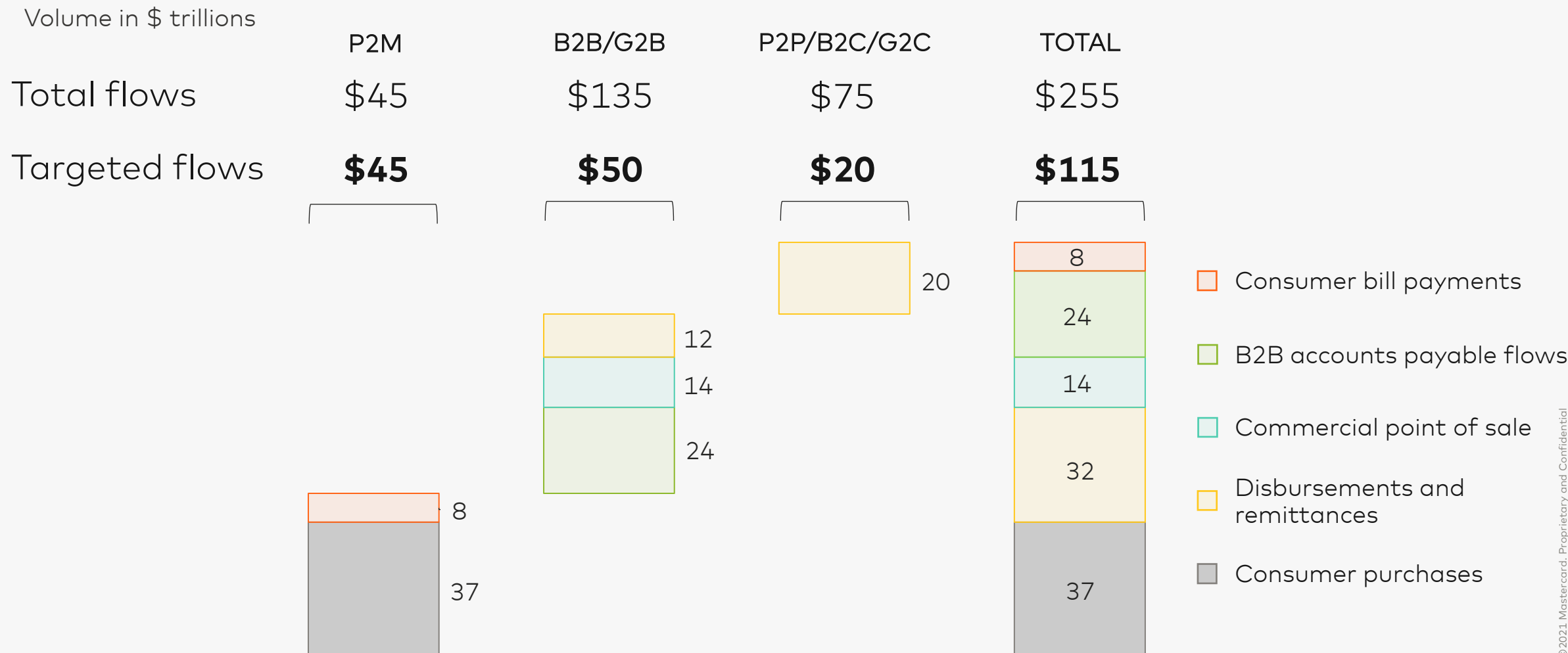
Chief Digital Officer

Linda Kirkpatrick

President, North America

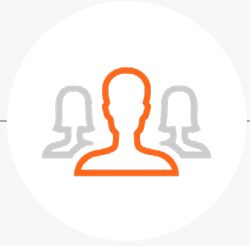


Significant opportunity with specific flows targeted for growth



Source: 2021 – Oxford Economics, Euromonitor, Kaiser, McKinsey, Findex (World Bank), Deloitte analysis and Mastercard internal analysis

Strategic priorities in payments



Driving growth in consumer purchases

Convenience, trust, ubiquity and customer experience



Capturing new payment flows

Infrastructure, applications and services



Leaning into new payments innovations

Opportunities through new technologies and shifting payment preferences

Consumer purchases

\$37T¹ market opportunity to continue driving growth in core payments



Acceptance growth



Acceleration of digital



New use cases and partnerships

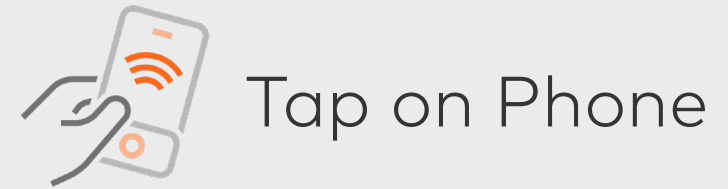


1. Source: 2021 – Oxford Economics, Euromonitor, Kaiser, McKinsey, Findex (World Bank), Deloitte analysis and Mastercard internal analysis

Acceptance growth driving cash displacement

>80M merchants and growing at a ~15% CAGR¹

Acceptance growth accelerators



1. Unique merchant locations (physical or virtual) as of Q3 2021; ~15% CAGR from 2016 through Q3 2021

Capitalizing on digital growth

Digital commerce is growing rapidly

Q3 2021 card-not-present volume as a percentage of 2019^{1,2}

145%

Card-not-present, non-travel spend increasingly driving cross-border

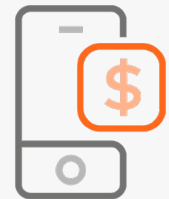
Q3 2021 cross-border card-not-present ex travel volume as a percentage of 2019^{1,2}

155%

Bolstering our position in digital with new solutions



Card on file
tokenization



Digital
issuance



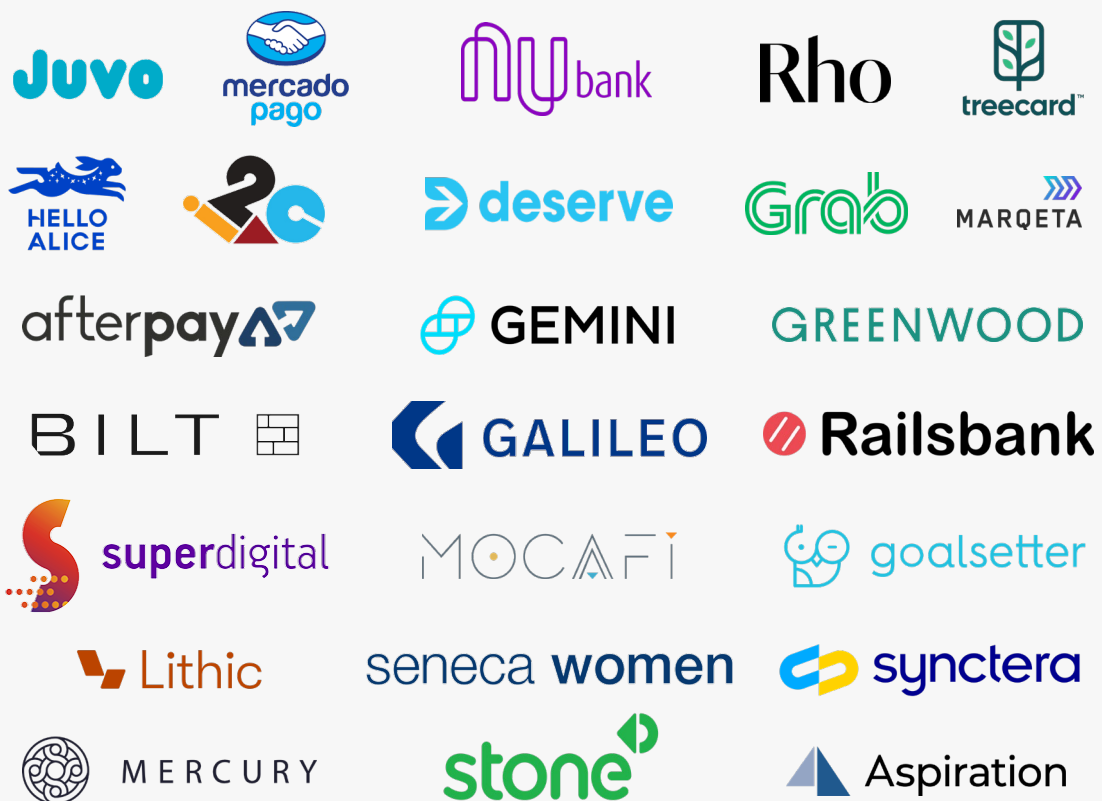
Click to Pay



1. Normalized to eliminate the effects of different switching and carryover days between periods
2. Represents 2021 switched volume on Mastercard-branded programs expressed as a percentage of the comparable 2019 amounts, adjusted for currency impacts

New economy use cases fueling growth

Innovating with fintechs



Mastercard Developers



APIs



Developer tools



Start Path



Innovating with banks and merchants

Mastercard differentiators



Our
partnership



Data
and insights



Products
and innovation



Priceless
marketing

Improved global market share position across all core products¹

Consumer credit



Consumer debit



Commercial



Prepaid



1. Source: 2018-2020 – Oxford Economics, Retail Banking Research and Mastercard internal analysis of addressable carded purchase volumes

Mastercard Installments

Buy Now Pay Later at scale

2022 launch markets



U.S.



U.K.



AUS



American
Airlines



Fiserv



- ✓ Unparalleled acceptance across Mastercard's global merchant network
- ✓ Low touch integration for merchants
- ✓ Beyond cards – enables any lender to extend installment loans through our network
- ✓ Enhanced consumer protections
- ✓ No new apps – available through consumers' existing banking apps

Capturing new payment flows

Infrastructure

Applications

Services

Go-to-market



**Expand
network access
and reach**



**Target
specific
flows**



**Overlay
services**



**Scale
distribution**



Disbursements and remittances

\$32T¹ opportunity for Mastercard Send and Cross-Border Services

Extensive reach...

10
card
networks

69
ACH
schemes

17
mobile
wallets

300+
cash out
networks

3
payment
gateways

40
RTP
markets

...and 40+ use cases



Disbursements



P2P



Remittances



Refunds



Payouts
and advances



Direct
payments



1. Source: 2021 – Kaiser, McKinsey, Aite Group and Mastercard internal analysis

Disbursements and remittances

\$32T¹ opportunity for Mastercard Send and Cross-Border Services

650+ distribution partners...



...driving volume and revenue growth

Volume growth²

~45%

Percentage of
Mastercard revenue³

~2%



1. Source: 2021 – Kaiser, McKinsey, Aite Group and Mastercard internal analysis
2. Q3 2021 volume growth
3. Based on Q3 2021 Mastercard net revenue

Commercial point of sale transactions

\$14T¹ opportunity with targeted solutions by segment



Target specific flows

- Small business cards
- Corporate cards (T&E)
- Purchase cards
- Fleet cards



Overlay services

- Consulting
- Fraud management
- Cyber security solutions
- Loyalty solutions

Volume growth²

~13%

Percentage of Mastercard revenue³

~7%



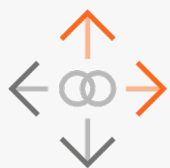
Scale distribution



1. Source: 2021 – Kaiser and Mastercard internal analysis
2. 2019 volume growth, as current growth rates were impacted by the pandemic
3. Based on Q3 2021 Mastercard net revenue

B2B accounts payable flows

\$24T¹ opportunity for Track Business Payment Service, virtual cards and supply chain financing



Expand access and reach

- Virtual cards
- Account to account rails
- Real-time payments



Overlay services

- Fraud management
- Consulting
- Data and analytics
- Third-party services



Scale distribution



Volume growth²

~20%

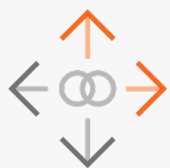
Percentage of Mastercard revenue³

~2%

1. Source: 2021 – McKinsey and Mastercard internal analysis
2. 2019 volume growth, as current growth rates were impacted by the pandemic
3. Based on Q3 2021 Mastercard net revenue

Consumer bill payments

\$8T¹ bill payment opportunity



Expand access and reach

- Card payments
- Real-time payments
- ACH



Overlay services

- Consulting
- Fraud management
- Identity solutions
- Loyalty solutions



Scale distribution



Percentage of Mastercard revenue²

~2%



1. Source: 2021 – Euromonitor, Findex (World Bank), Deloitte analysis and Mastercard internal analysis
2. Based on Q3 2021 Mastercard net revenue

Building solutions to support the crypto economy



Crypto enablement

Buy
Spend
Cash out
Rewards



Crypto services

Security and fraud
services (CipherTrace)
Identity services (Ekata)
Custody services
CBDC sandbox



Network access

Stablecoins
CBDCs
Interoperability



Key takeaways



Driving growth in
consumer purchases



Investing to capture new
payment flows



Leaning into payments
innovation

A long and attractive runway for continued growth in payments for Mastercard



Extending our services

Raj Seshadri

President, Data and Services

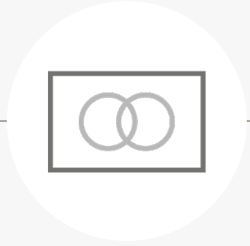
Ajay Bhalla

President, Cyber and Intelligence Solutions



Driving growth, differentiation and diversification

>\$6.5B in forecasted 2021 revenue¹



Enhance the value of payments

Make payments
safe, secure,
intelligent, efficient



Expand to new segments and use cases

Drive growth through
broader offerings to FIs,
merchants, governments



Make new networks stronger

Add value to open
banking and digital
identity



1. Based on 2021 forecast as of October 28, 2021

The evolution of services

	2012		2018		2021
Solutions	<ul style="list-style-type: none"> • Early fraud tools • Consulting • Marketing services • Affluent card benefits • Rewards platform • SpendingPulse 	+	<ul style="list-style-type: none"> • Cyber solutions • Biometrics • Data analytics • Test & Learn • Loyalty services • AI solutions • Processing assets 	+	<ul style="list-style-type: none"> • Real-time, AI-driven analytics • Digital first services • Performance-based, contextual marketing • Digital engagement and personalization • Digital identity services • Open Banking data analytics • Crypto services
Audiences	<ul style="list-style-type: none"> • Issuers 	+	<ul style="list-style-type: none"> • Merchants • Acquirers 	+	<ul style="list-style-type: none"> • Fintechs • Governments
Percent of Mastercard revenue	Mid-teens		Mid-twenties		~35% ¹



1. Based on 2021 forecast as of October 28, 2021

Our advantage—unique data-driven intelligence



Portfolio benchmarking

Intelligence Center
Daily Trends



Cybersecurity

CyberQuant
Risk Recon



Consumer engagement

Loyalty Rewards
Contextual Marketing



Macroeconomic

SpendingPulse
Economics Institute



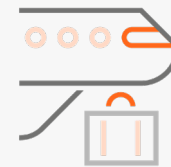
Identity

Consumer Identity
Device Verification



Fraud and crypto

Decision Intelligence
CipherTrace



Travel and tourism

Travel Propensity Models
Destination Insights



Small business

Trust Center
Credit Risk Decisioning



Data and Services









Raj Seshadri

President, Data and Services

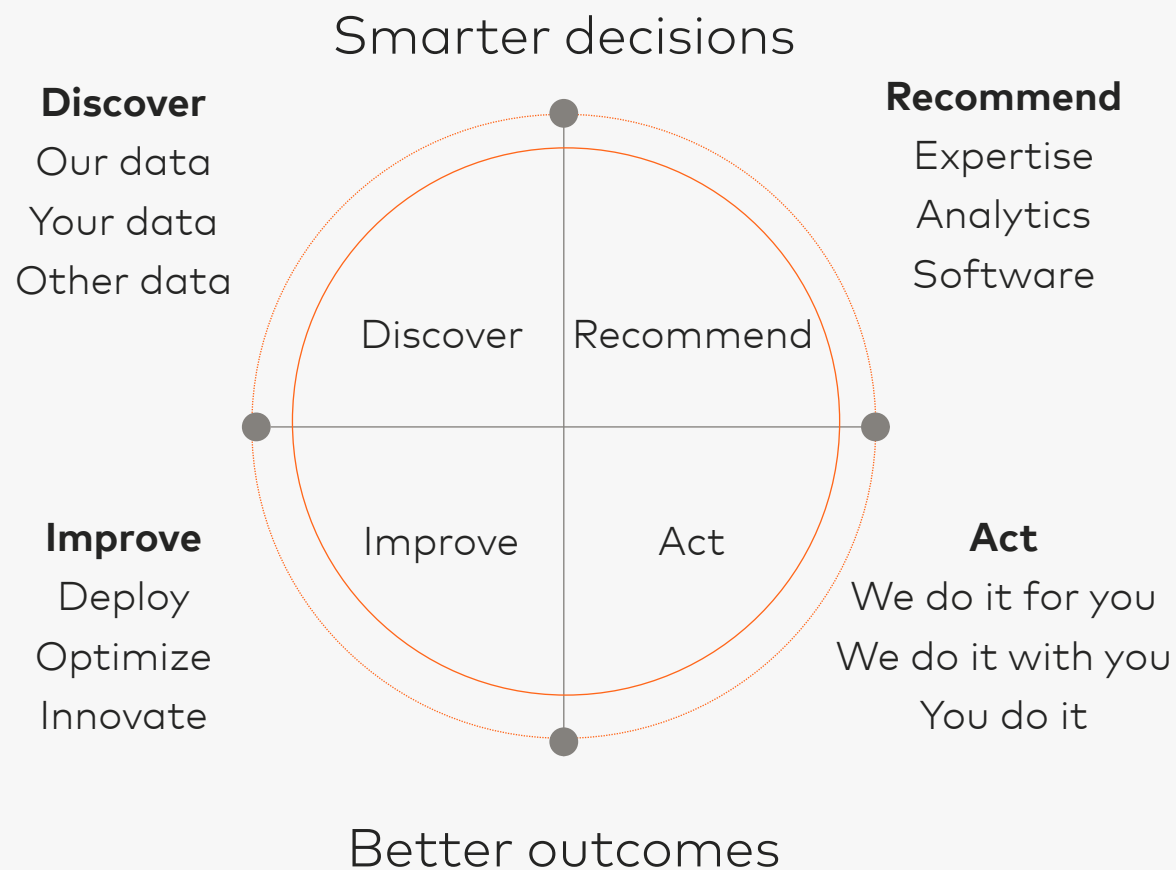


Enabling smarter decisions with better outcomes

Data and Services areas

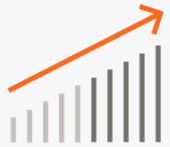
-  Innovation
-  Insights
-  Analytics
-  Test and learn
-  Issuer loyalty
-  Merchant loyalty
-  Consulting
-  Marketing services

Customer-centric solutions



Critical driver of customers, talent and technology

Growing customer footprint



>3,000

Customers
banks, merchants, governments



~4/5

Of the top 20 U.S. retailers
use at least one service²

Key source of global talent



>2,000

Data scientists,
engineers and consultants



70+

Nationalities

Cutting-edge technology



~600

Patents¹



15B+

Customer API calls
annually



1. Granted and pending
2. Based on National Retail Federation Top 2020 Retailers

Enhancing and expanding customer relationships



Financial institutions



CommonwealthBank



First Hawaiian Bank.



Merchants



Digital



Governments



Greece

Key takeaways



Enhance the
value of payments



Expand to new
segments and use cases



Make new
networks stronger



Cyber and Intelligence

Ajay Bhalla

President, Cyber and Intelligence Solutions



Key trends continue to drive the need for trust



**Digital
convergence,
IoT, 5G & Cloud**



**Exponential
growth in data**



**Next generation
AI, quantum,
crypto**



**Digitally native
generation**



**Cyber crime as a
global industry**

Pandemic accelerated digitization and shift to online

Multi-layered security strategy

Layers

Prevent

Secure physical, digital and IoT worlds

Identify

Identify genuine consumers, devices and companies

Detect

Stop cyber attacks, reduce fraud and find weaknesses

Experience

Physical and digital experiences that grow commerce

Network

Connecting stakeholders to services

Enablers

Multiple rails

Technology

Talent

Data and AI

Standards

Brand

Segments



Banks and fintechs



Merchants



SME / B2B



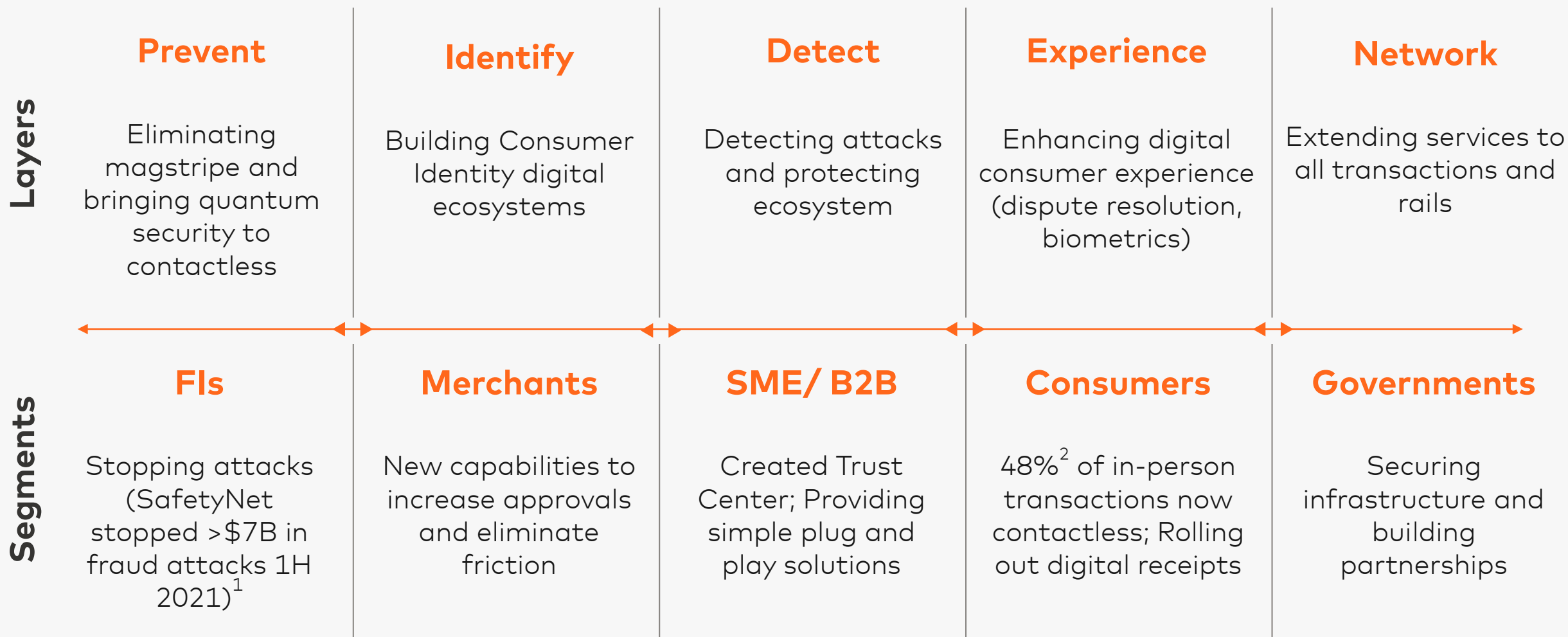
Consumers



Governments



Improving trust in the global digital ecosystem



1. Based on Mastercard internal data as of July 2021
 2. Based on Mastercard switched transactions in Q3 2021

Driving our strategy forward

	Enhance payments	Extend into new segments and use cases	Make new networks stronger
1 AI: Building a competitive advantage	✓	✓	✓
2 Multi-rail: Extending services to all flows	✓	✓	✓
3 Network of services: Connecting all stakeholders to our services	✓	✓	✓
4 Digital currencies: Launching solutions that bring trust and transparency to digital currencies	✓	✓	✓
5 Segment expansion: Adopting global solutions to needs of merchants and governments	✓	✓	✓
6 Digital Identity: Enhancing trust in digital interactions with identity services	✓	✓	✓



□ Immediate impact

□ Medium/long-term impact

Working in partnership to enable trust and enhance experience



Key takeaways

Significant new Cyber and Intelligence services opportunities



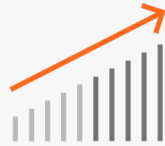
Extend trust to all rails



Leverage AI to drive competitive advantage



Enhance digital consumer experience



Increase access to services



Expand segment specific solutions



Embracing new networks

Jess Turner

Executive Vice President, New Digital Infrastructure and Fintech

Steve Smith

Chief Engagement Officer, Open Banking

Chris Reid

Executive Vice President, Identity, Cyber and Intelligence



Expanding into new network opportunities

Fast growing new markets, support payments



Open Banking

Help institutions and individuals exchange data securely and easily



Digital Identity

Enable identity solutions across individuals, devices and accounts



Other new networks

Explore additional opportunities in relevant adjacencies

Open Banking

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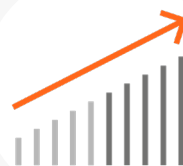
Diverse and growing set of use cases



**Opening up a
new account**



Securing a loan



**Boosting your
credit score**



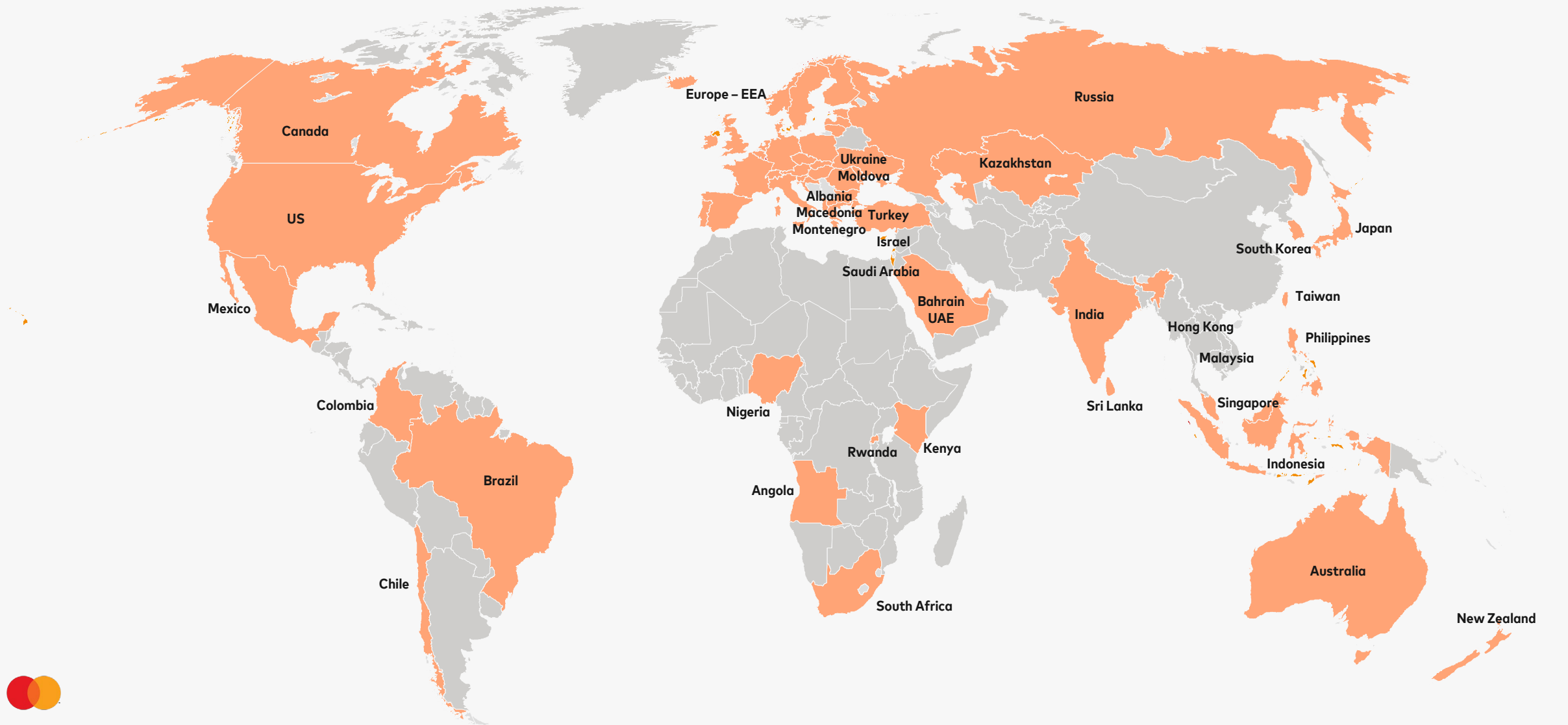
**Enabling
multi-rail for
money movement**



**Personal finance
management**



Global expansion of Open Banking in 60+ markets



Broad-based Open Banking progress

Acquisitions



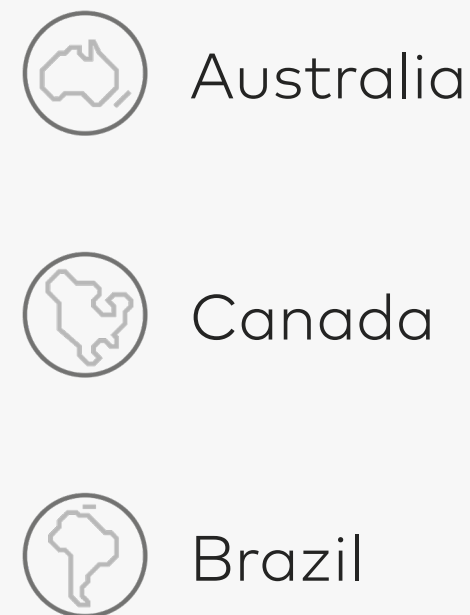
Global partners



Digitizing mortgage lending

>85%²
of digital lenders
in the top
100 using Finicity
data

Global expansion



1. Transaction has been signed and is subject to customary closing conditions
2. Source: Home Mortgage Disclosure Act (HDMA) data and Mastercard internal analysis

Key takeaways



Continue to build out
an Open Banking
network with trust at
its core



Our global footprint,
technology platforms
and value-added
services set us apart

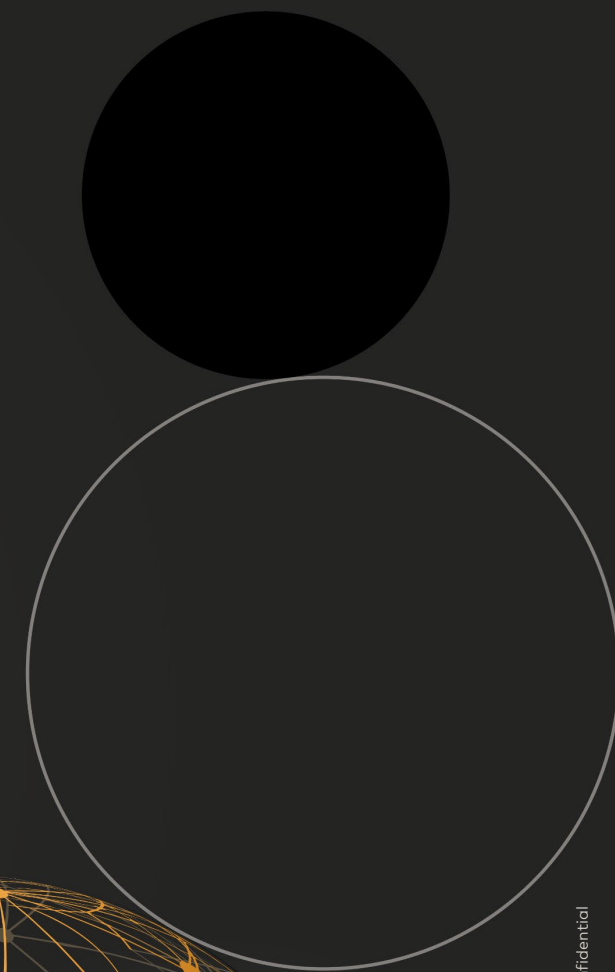


Clean, quality data
connections empower
consumers and SMBs

Digital Identity

Chris Reid

Executive Vice President, Identity, Cyber and Intelligence



Enabling frictionless and secure commerce is critical in an increasingly digital world

A bad user experience can lead to customer attrition

50%

say they would switch to a competitor after just one bad experience¹

Organizations are experiencing enormous financial impact

\$56B

in global identity fraud losses in 2020²

Identity fraud is one of the largest challenges

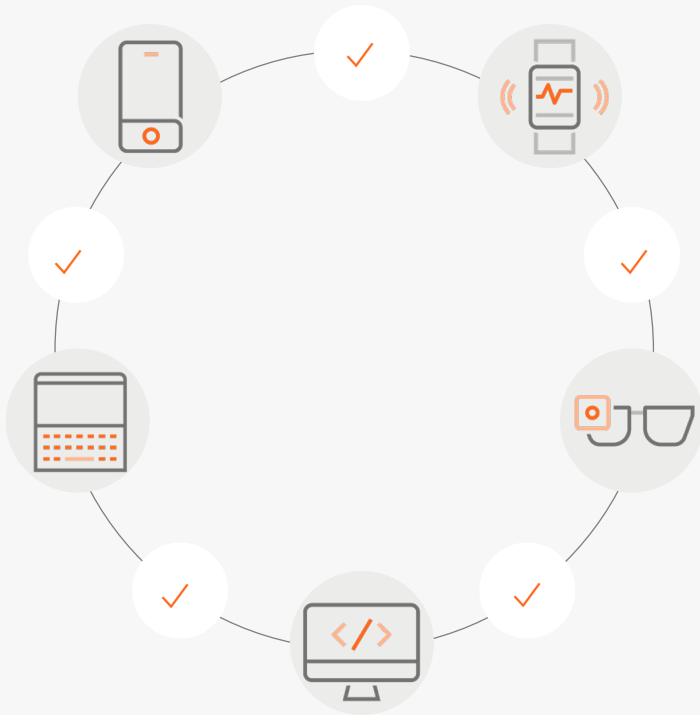
71%

of merchants cited identity theft as their top concern³



1. Source: Zendesk Customer Experience Trends Report 2020
2. Source: Javelin 2021
3. Source: Aite Group 2021

Identity is core to nearly every digital interaction



Digital front door

- Retail purchases
- Gaming
- Digital goods and subscriptions

Finance and payments

- Digital payments
- Retail investing
- Banking, credit, loans and other accounts

Travel and experiences

- Book a flight
- Vacation rental
- Event access
- Contactless check-ins

Background checks

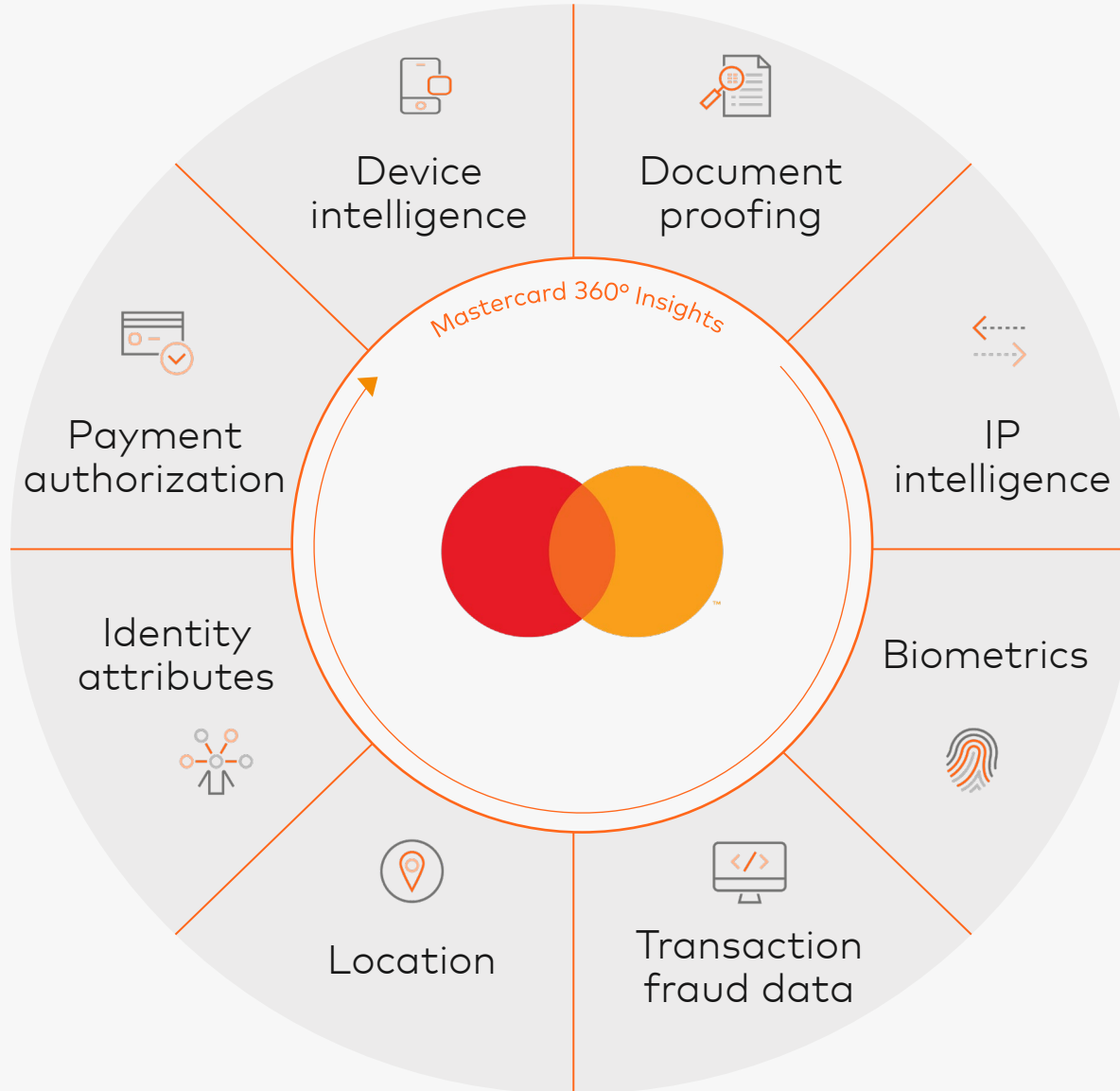
- Employment
- Immigration
- Income verification
- Applications for credit, housing, loans, etc.

Social and economic inclusion

- Health services
- Education
- Small business
- Government and social benefits



Instilling trust while enhancing the user experience

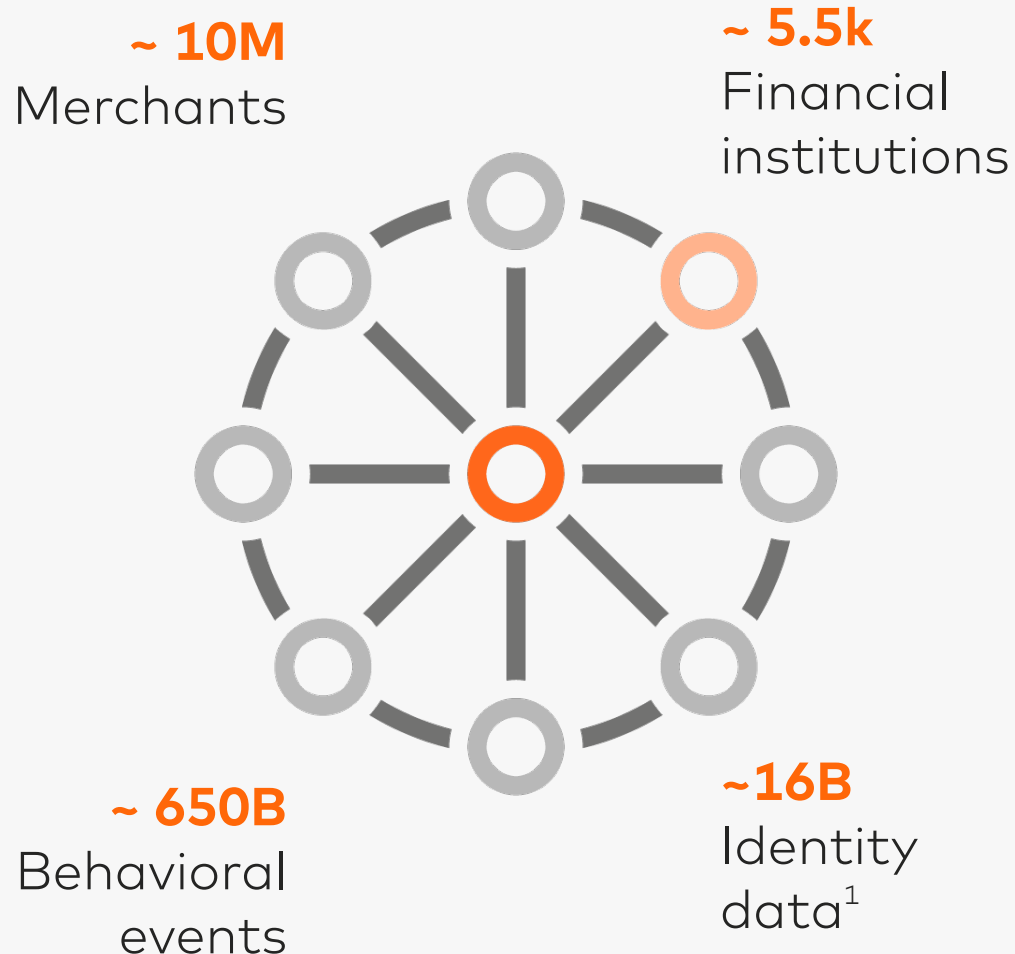


Identity is the foundation to establish trust in a thriving digital economy

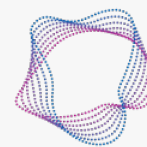
- Differentiated capabilities
- Privacy by design
- Flexible approach



Leveraging our differentiated data assets and network reach to serve a broad set of customers



Partner integrations



1. Consumer-permissioned
Source: Mastercard internal analysis

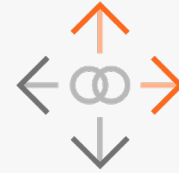
Key takeaways



Identity is core to nearly every digital transaction



Focusing on instilling trust while enhancing the user experience



Delivering differentiated capabilities and network reach



Financial perspective

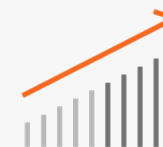
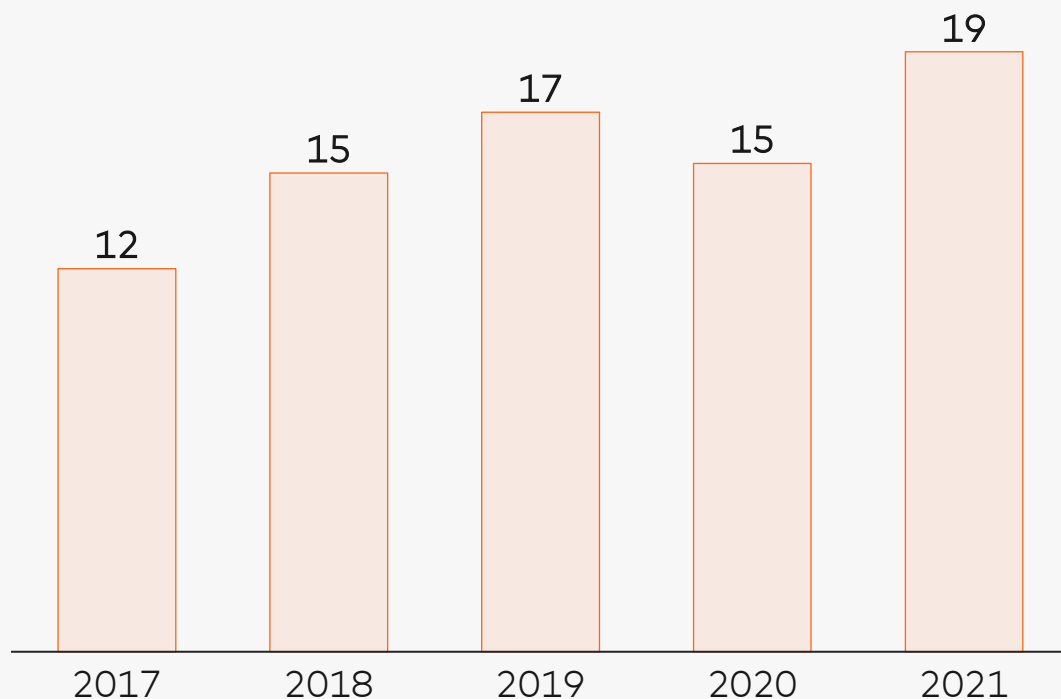
Sachin Mehra

Chief Financial Officer



2017- 2021 Net Revenue

Net Revenue (\$B)¹



2017-2019
CAGR

17%²



1. All figures rounded to the nearest billion; 2021 forecast as of October 28, 2021
2. Growth rate on a currency-neutral basis; includes acquisitions

Multiple growth vectors



Sizeable
untapped
consumer
payment
opportunity

+



Significant
opportunity
across new
flows and use
cases

+



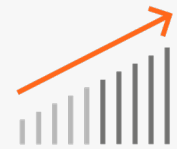
Differentiated
services
portfolio

+



Building
new
networks

=



**Strong
long-term
growth
potential**

Sizable consumer payments opportunity

Sizing the opportunity

2021
P2M opportunity
~\$45T¹

Of which
~\$20T¹
is carded

Addressing the un-carded opportunity by...



Accelerating card-not-present²

Q3 2019

41%

Q3 2021

45%



Driving contactless penetration³

30%

48%



Growing acceptance locations⁴

~61M

>80M

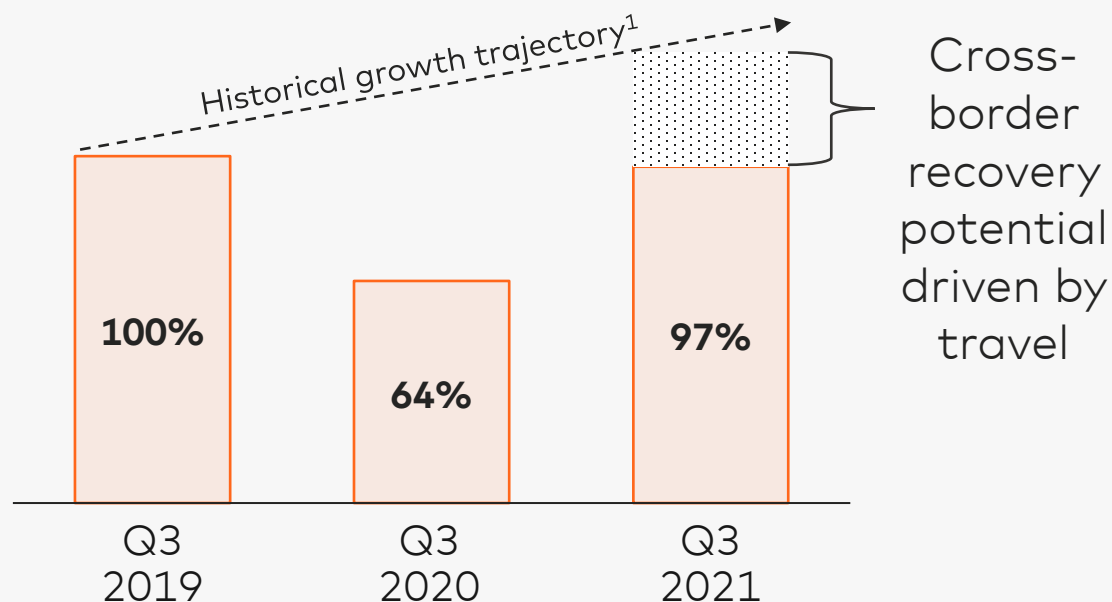
Long-term carded market volume CAGR **9-10%**^{1,5}

1. Source: Oxford Economics, Euromonitor, Kaiser, McKinsey, Findex (World Bank), Deloitte analysis and Mastercard internal analysis
2. Card-not-present as a percent of total Mastercard-branded switched volume
3. Contactless transactions as a percent of total in-person switched transactions
4. Unique merchant locations (physical or virtual) as of Q3 2021
5. Adjusted for addressable market



Sizable consumer payments opportunity

Cross-border recovery As a percent of 2019



Growing market share²



Recent wins



1. Based on currency-neutral CAGR of 17% for calendar years 2018-2019; Mastercard-branded only
2. Source: 2018-2020 – Oxford Economics, Retail Banking Research and Mastercard internal analysis of addressable carded purchase volumes

Significant opportunity across new flows and use cases

	Targeted flow (\$T)	Percentage of net revenue ^{1,2}
Disbursements and remittances	~32	~2%
Commercial point of sale	~14	~7%
B2B accounts payable	~24	~2%
Consumer bill pay	~8	~2%



- 1. Excludes account-to-account ACH infrastructure revenues
- 2. Based on Q3 2021 Mastercard net revenue

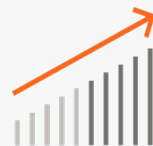
Strong services portfolio

Services by the numbers...



~21%

2018-2021
net revenue CAGR



~24%

2021 net revenue
growth



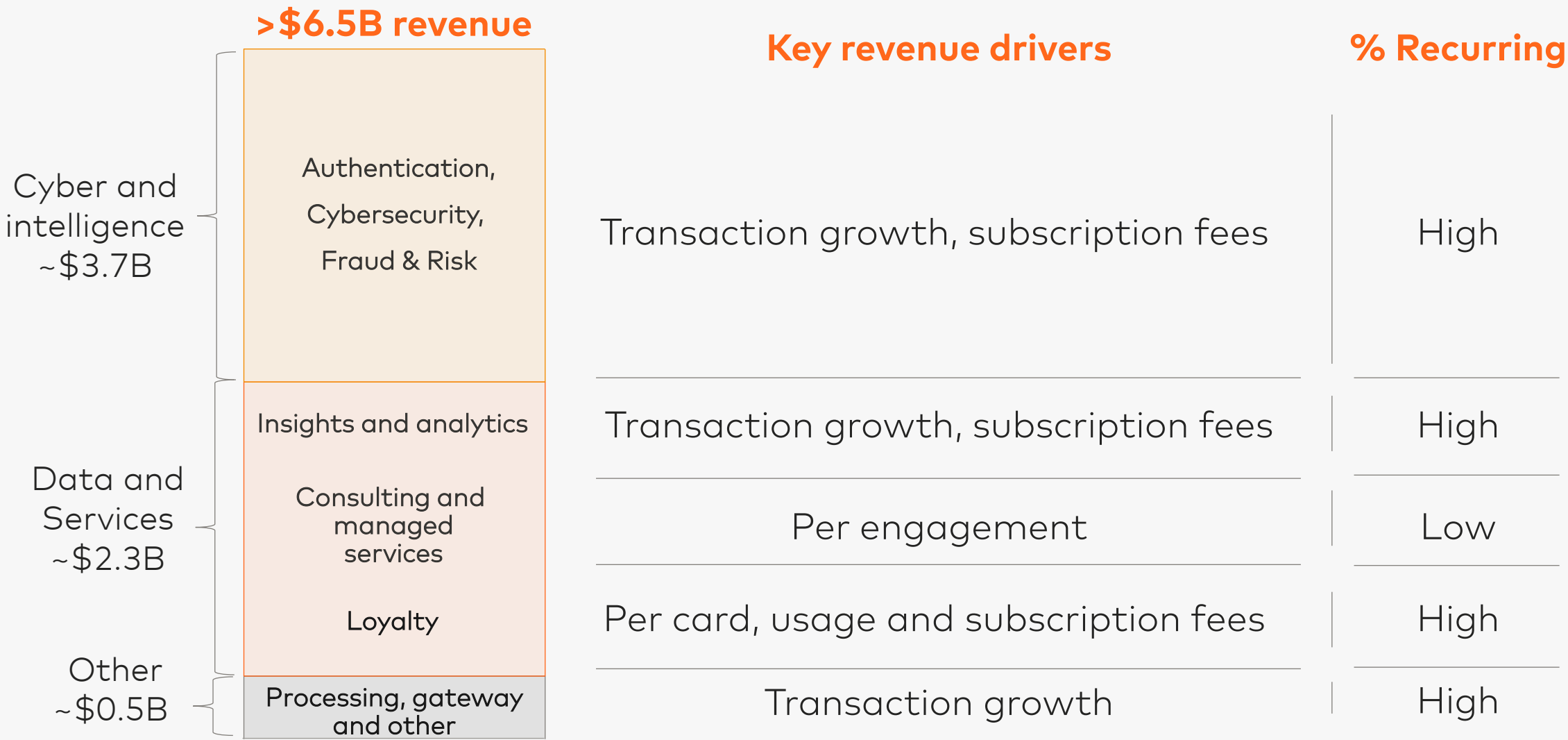
~35%

Of 2021 net revenue



Note: All figures are on a currency-neutral basis, include acquisitions and are based on 2021 forecast as of October 28, 2021

Services revenue breakdown



Note: All figures based on 2021 forecast as of October 28, 2021



Focused investment priorities



Payments

- Geographic expansion
- Digital enablement
- New use case applications
- Multi-rail solutions



Services

- Cyber and intelligence
- Data and analytics



New networks

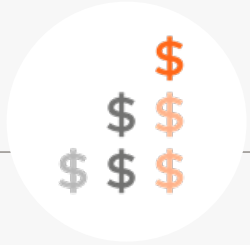
- Open Banking
- Digital Identity

Foundational enablers

Brand and technology

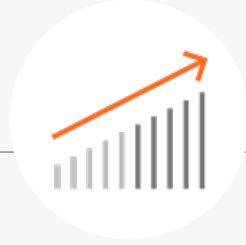


Capital planning priorities – unchanged



Strong balance sheet

Preserve strong
balance sheet,
liquidity and credit
ratings



Long-term business growth

Invest in strategy-
led organic and
inorganic
opportunities



Return excess capital to shareholders

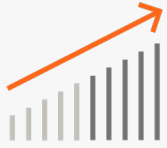
Return excess
capital with bias
toward share
repurchases



Capital structure

Migrate to a more
normalized mix of
debt and equity
over time

2022 – 2024 performance objectives¹



Net revenue
CAGR %

High-teens



Annual operating
margin²

Minimum 50%



EPS CAGR %^{2,3}

Low-twenties

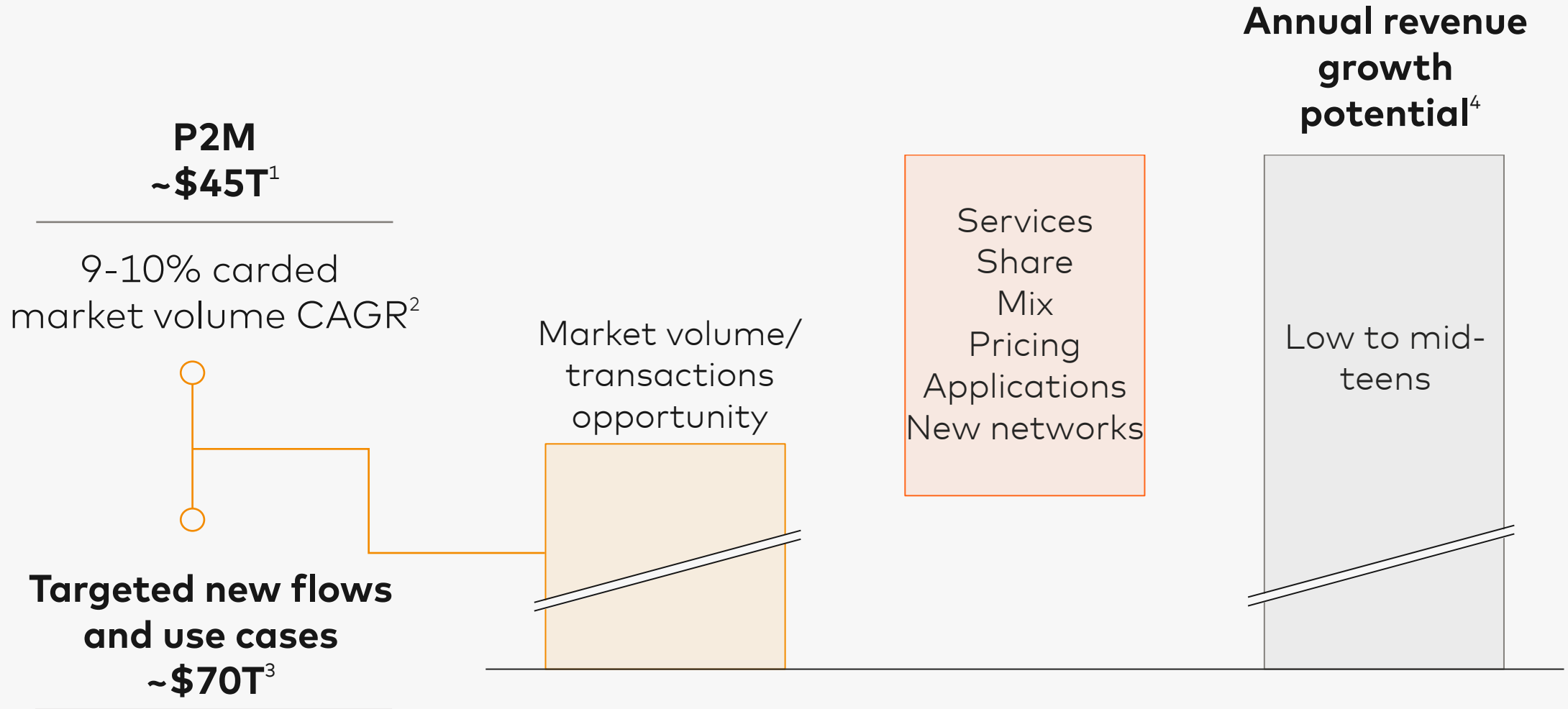
Key Highlights

- Expand in payments
 - Assumes annual carded market growth of 10-11%⁴
 - Cross-border travel⁵ returns to 2019 levels by the end of 2022
- Extend our services
 - Deliver 20%+ services revenue CAGR
- Embrace new networks
- Invest for long-term growth while delivering positive operating leverage

1. All figures are on a currency-neutral basis, exclude future acquisitions and are based on 2021 forecast as of October 28, 2021
2. Amounts exclude special items and gains/losses on equity investments; refer to Appendix A for a reconciliation of the non-GAAP earnings per share objective
3. Assumes 2022-2024 tax rate of 18-19%, based on current tax regulations and excludes any future tax reform
4. Source: Oxford Economics, Retail Banking Research and Mastercard internal analysis; adjusted for addressable market
5. Card-present plus card-not-present travel



Long-term revenue growth potential



1. Includes \$8T of consumer bill payments
 2. Currency-neutral, adjusted for addressable market
 3. Disbursements and remittances, commercial point of sale, and B2B accounts payable
 4. Currency-neutral and includes acquisitions
- Source: 2021 – Oxford Economics, Euromonitor, Kaiser, McKinsey, Findex (World Bank), Deloitte analysis and Mastercard internal analysis



Key takeaways

Strong financial outlook driven by...



Sizeable untapped
consumer payment
opportunity



Significant
opportunity across
new flows and
use cases



Differentiated
services portfolio



Building
new networks



Delivering positive
operating leverage
over the
long-term



Continue to
return capital to
shareholders






Appendix



Appendix A - non-GAAP reconciliation

Long-term performance objectives

	2022-2024 3-Year CAGR
	EPS¹
Forecasted GAAP	Low-twenties
Gains/(losses) on equity investments ²	2%
Special items ³	(1)%
Forecasted non-GAAP	Low-twenties



1. Based on 2021 forecast as of October 28, 2021, EPS utilized to measure 3-year diluted EPS target performance (2022-2024)

2. Impact of gains/(losses) on equity investments for the nine months ending September 30, 2021 (\$0.43 per diluted share)

3. Impact of special items for the nine months ending September 30, 2021, relates to litigation provisions (\$0.07 per diluted share) and an indirect tax matter (\$0.07 per diluted share)