

## Corporate Overview

MasterCard Worldwide is a driving force at the heart of commerce, enabling global transactions and bringing insight into the payments process to make commerce faster, more secure, and more valuable to everyone involved. As a critical link among financial institutions and millions of businesses, cardholders and merchants worldwide, MasterCard provides services in more than 210 countries and territories.

MasterCard advances commerce worldwide by developing more secure, convenient and rewarding payment solutions, processing billions of payments seamlessly across the globe, and building economic connections that accelerate business.

Behind MasterCard's well-known payment card brands is a unique, three-tiered business model:

- **Franchisor:** Through the thousands of financial institutions that are MasterCard's customers, the company markets a strong portfolio of brands and products worldwide, including MasterCard, Maestro®, Cirrus® and MasterCard® *PayPass*™. With these, MasterCard opens the door to commerce at an unsurpassed network of 25 million locations around the world and, in many cases, guarantees payment through its system. (It does not, however, issue cards, set annual fees, determine annual percentage rates on cards, or solicit merchants to accept cards. MasterCard's customers, a myriad of financial institutions worldwide, manage the relationships with their cardholders and with merchants.)
- **Processor:** MasterCard's streamlined and intelligent approach to processing enables efficient commerce on a global scale. It is based on an agile network, one of the largest VPNs in the world, which offers unparalleled speed, integration, and reliability. MasterCard helps banks and merchants grow by enabling rapid adoption of new ways to pay and offering customized solutions that deliver value through technology.
- **Advisor:** MasterCard provides industry-leading insight and solutions that advance commerce by making the payment process faster, more seamless, more secure and more valuable to everyone involved. Using sophisticated processing and data-mining capabilities, for example, MasterCard tracks consumer behavior and buying trends around the globe and provides that insight to its customers. Through MasterCard Advisors, the largest and only global consultancy focused on the payments industry, the company provides strategic and operational solutions covering the payments process from end to end.

At the core of the company's business strategy is a unique and laser-sharp focus on its customers. The company's customer teams provide a single point of contact for activities across the globe and a truly unified partnership for mutual success that sets

MasterCard apart from the competition. MasterCard is an advocate for its customers' businesses, committed to driving value for their enterprises.

As it looks to the future, MasterCard is committed not only to continuing to deliver value to its customers and other stakeholders, but also to promoting the advantages of electronic payments, accelerating the displacement of cash and checks, and advancing commerce across the globe.

## **Key Facts**

### *History:*

- 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)
- 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 customer growth
- 2002 – Merged with Europay International
- 2002 – Converted from a membership association to a private share corporation
- 2006 – Transitioned to a new corporate governance and ownership structure. MasterCard Inc. begins trading on the New York Stock Exchange under ticker symbol MA. Introduced new corporate name, MasterCard Worldwide, and adopted a new corporate signature and tagline, The Heart of Commerce™.

### *Management Team:*

- Robert W. Selander**, President and Chief Executive Officer
- W. Roy Dunbar**, President, Global Technology and Operations
- Gary Flood**, President, Products and Services
- Noah J. Hanft**, General Counsel and Corporate Secretary
- Alan J. Heuer**, Vice Chairman
- Martina Hund-Mejean**, Chief Financial Officer
- Walt Macnee**, President, Global Markets
- Chris A. McWilton**, President, Global Accounts
- Michael W. Michl**, Chief Administrative Officer

## **MasterCard Worldwide Brands**

**MasterCard** is one of the most widely recognized credit and debit card brands in the world, representing instant buying power, immediate deposit access convenience, security worldwide, and flexible payment options.

**Maestro** is one of the most widely recognized global deposit access brands. It is the

only online, PIN-based debit brand that can be used to make purchases and get cash at ATMs worldwide.

**Cirrus** is the brand name that stands for the global MasterCard/Cirrus ATM Network, among the largest ATM networks in the world. The Cirrus brand represents immediate deposit account access convenience at more than one million cash machine locations worldwide.

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