

We Are
Mastercard



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Our Story





OUR STORY

Who We Are

Mastercard is a global technology company in the payments industry. Our mission is to connect and power an inclusive, digital economy that benefits everyone, everywhere by making transactions safe, simple, smart and accessible. Using secure data and networks, partnerships and passion, our innovations and solutions help individuals, financial institutions, governments and businesses realize their greatest potential. Our decency quotient, or DQ, drives our culture and everything we do inside and outside of our company. With connections across more than 210 countries and territories, we are building a sustainable world that unlocks priceless possibilities for all.

OUR PURPOSE

Connecting Everyone to Priceless Possibilities

PURPOSE MANIFESTO

We see a connected world.
Where humanity unites,
prosperity is possible
and opportunity is open to us all.

We believe our responsibility
is to innovate with purpose
and to unlock potential for people everywhere.

We grow trust in every touchpoint,
use data for good,
and build networks that empower society.

We nurture the entrepreneurial spirit
and show the world that borders aren't boundaries for partnership,
because of the exponential power of people coming together.

We see beyond what technology can build,
to what passion can do—
transforming economic growth into inclusive, sustainable growth,
rewriting the future as we go.

Our connection with each other
fuels us to connect the world.
And when we believe and build together,
it creates Priceless possibilities for everyone.

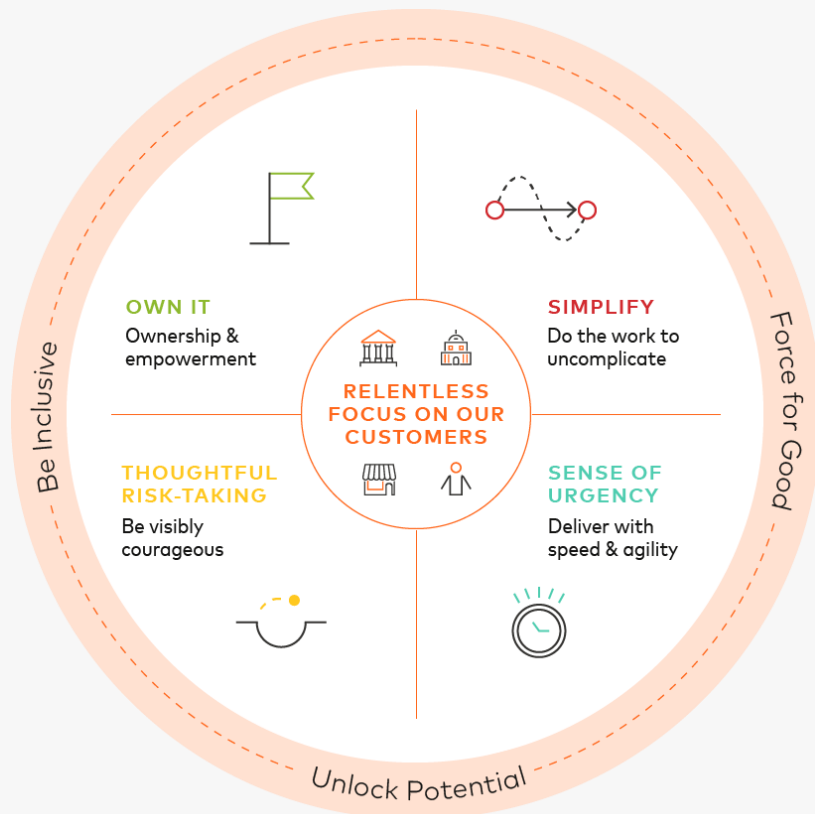
OUR STORY



Our Culture

We strive to be a place where the best people choose to be. We invite our employees bring their hearts, minds and whole selves to work every day to push boundaries and dream up new possibilities.

THE MASTERCARD WAY



Our People

We have 20,071 employees



WHAT DO OUR PEOPLE SAY ABOUT US?

- 93%** are proud to work for Mastercard
- 89%** recommend Mastercard as a place to work
- 60%** of our employees are Business Resource Group members
- 77%** feel they have the opportunity for personal growth & development

We have global teams spanning:

5 continents

82 countries

over 130 office locations



Our Brand

For over 20 years, Priceless has been the soul of our brand. And while the soul of our brand remains, we have evolved to become the multisensory brand we are today.

2019 BRAND EVOLUTION:



● Simplified our brand mark



● Creation of our sonic brand



● Introduction of the Taste of Priceless



Interbrand
**Best
Global
Brands
2019**

Mastercard has been named the Top Growing Brand -- with a 25% increase in Brand Value

Inclusion & Diversity

Our company has been on an inclusion journey for many years. We believe that when we create meaningful connections, inspire acceptance and cultivate a culture where we all belong, we are a better company—one that makes better decisions, drives innovation and delivers better business results.

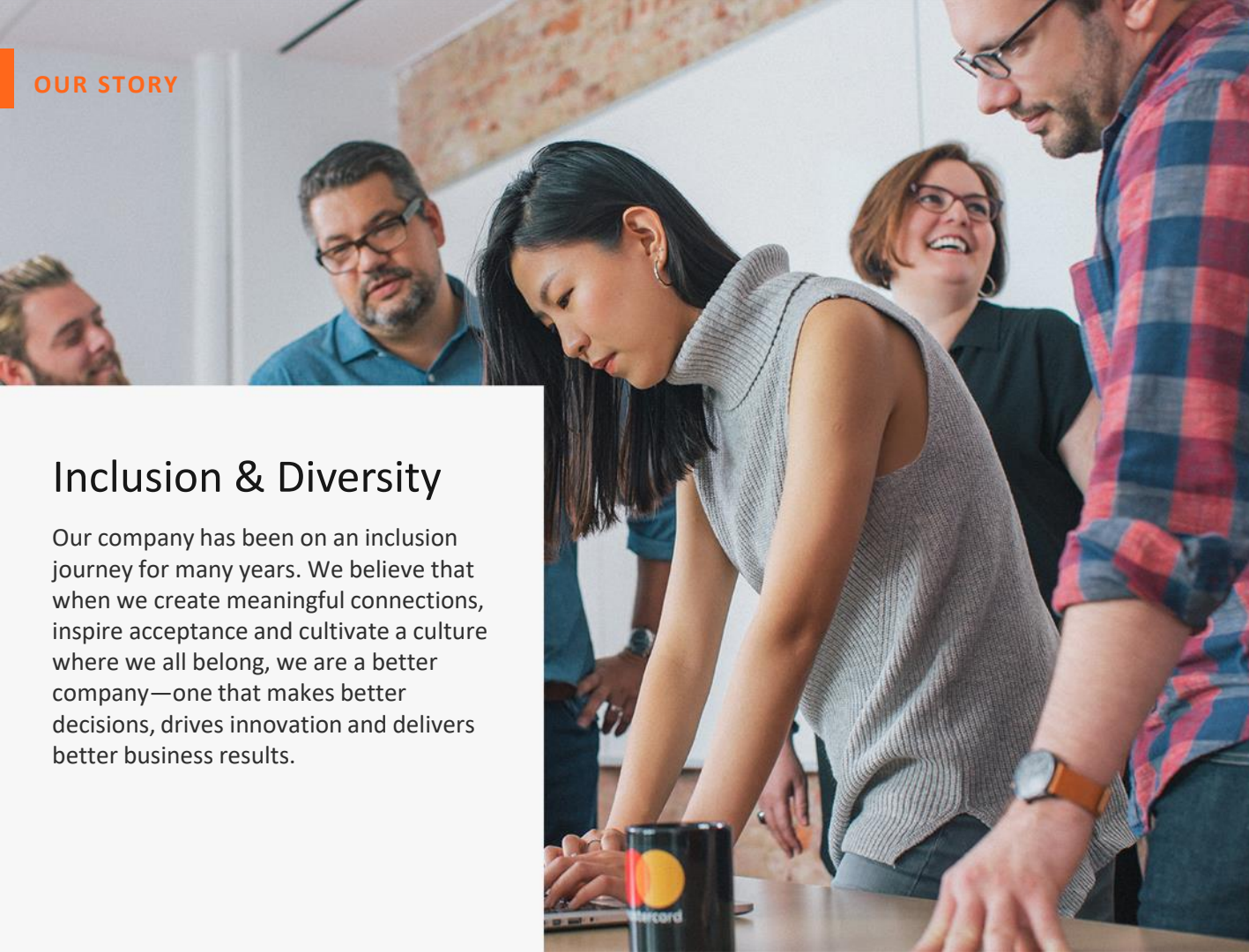
Inclusion is a leadership skill, one that allows leaders to build and keep diverse teams.

Diversity enables us to bring together the best talent, with similarities and differences we can and cannot see – from age, gender, race and ethnicity to ability, thinking style and perspectives.

FOCUS AREAS:

Inclusion and Education Awareness

Ensure all employees can reach their greatest opportunity



Our Business



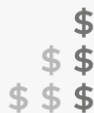
Key Results

We authorize, clear and settle transactions through our core network for our issuer customers around the world.



We power transactions in more than

**150 currencies &
210 countries**



\$6.46 trillion

gross dollar volume



2.6 billion

Mastercard and
Maestro-branded cards
in use



87.3 billion

transactions switched

**Switching includes: Authorization – ensuring the transaction is valid; Clearing – ensuring availability of funds; Settlement – ensuring accounts are credited and debited appropriately.*

How We Make Money

Mastercard does not issue cards or other payment devices, extend credit to account holders or determine the interest rates or other fees charged to account holders. Each issuer determines these and most other competitive payment program features. In addition, we do not establish the discount rate that merchants are charged for acceptance, which is the responsibility of our acquiring customers.

01

Assessing our customers based on the gross dollar volume (“GDV”) of activity on the products that carry our brands

02

The fees we charge to our customers for providing transaction-processing

03

Other payment-related products and services



Strategic Framework

Mastercard is continuing on a journey to drive long-term growth. Leveraging our global innovations capability, we work to digitize payment services across all channels and devices.



GROW

- Credit
- Debit
- Commercial
- Prepaid
- Digital-Physical Convergence
- Acceptance



DIVERSIFY

- Financial Inclusion
- New markets
- Businesses
- Governments
- Merchants
- Digital Players
- Local schemes/switches



BUILD

- Data Analytics
- Consulting, Managed Services
- Safety and security
- Loyalty and processing
- New payment flows

Enabled by Brand, Data, Technology and People

Our Product Strategy



WHO

Diverse partners
Consumers
Businesses

HOW

Best in-class experiences
Payment choice & flexibility
Locally relevant solutions

WHAT

Enable our partners
Multi-rail network
New tech & business models

Grow, Diversify, Build

Our Offerings

We provide a wide variety of integrated products and services supporting payment products that customers can offer to their account holders.

Core Products

CONSUMER CREDIT

We power payment products that let our customers provide purchasing power with global service and access to valuable benefits to their account holders.

DEBIT

We support a range of payment products and solutions that allow our customers to provide consumers with convenient access to funds in deposit and other accounts.

PREPAID

Prepaid programs involve a balance that is funded prior to use and can be accessed via one of our payment products.

COMMERCIAL

We offer commercial payment products and solutions that help large corporations, midsize companies, small businesses and government entities.



Our Offerings

Value-added offerings

We provide a wide variety of integrated products and services supporting payment products that customers can offer to their account holders.



SAFETY AND SECURITY

We offer integrated products and services to prevent, detect and respond to fraud and cyberattacks and to ensure the safety of transactions made using Mastercard products.

PROCESSING

We extend our processing capabilities in the payments value chain in various regions and across the globe with an expanded suite of offerings. These include issuer solutions and payment gateways that offer a single interface to provide e-commerce merchants with the ability to process secure online and in-app payments. We also offer value-added solutions and mobile gateways that facilitate transactions routing and processing for mobile-initiated transactions.

ANALYTICS INSIGHTS AND CONSULTING

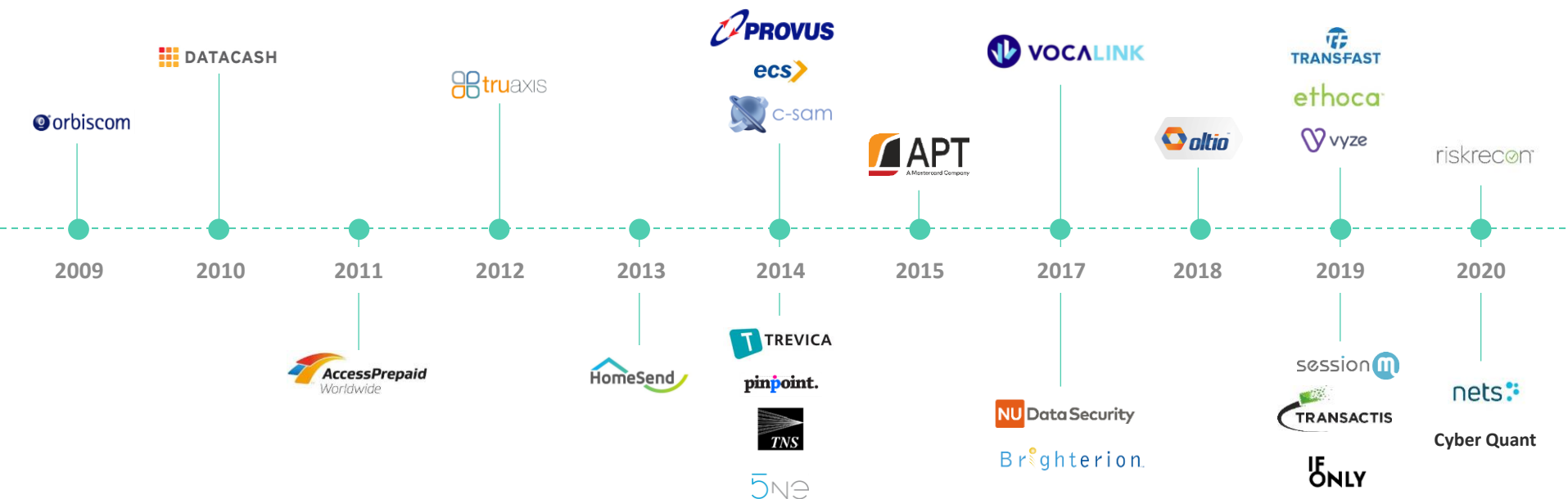
We provide proprietary analysis, data-driven consulting and marketing-services solutions to help clients optimize, streamline and grow their business, as well as deliver value to consumers.

LOYALTY AND REWARDS

We have built a scalable rewards platform that enables financial institutions to provide consumers with a variety of benefits and services.

Mergers & Acquisitions

Mastercard is continuing on a journey to drive long-term growth. Leveraging our global innovations capability, we work to digitize payment services across all channels and devices.





Our Teams



Our Teams

- + Executive Leadership
- + Data and Services (D&S)
- + Cyber and Intelligence Solutions (C&I)
- + International Markets (IMK)
- + Law and Franchise Integrity (LFI)
- + Integrated Marketing and Communications (IMC)
- + North America (NAM)
- + Operations and Technology (O&T)
- + People and Capability
- + Products and Innovation (P&I)
- + Strategic Growth (MSG)
- + Worldwide Finance (WWF)



OUR TEAMS

D&S

Data and Services

Mastercard Data & Services helps our customers win with their consumers by:

- + enhancing business performance
- + elevating consumer experiences
- + enabling innovation

With our world-renowned industry experts and proprietary data and technology, we enable smarter decisions with better outcomes.



C&I

Cyber and Intelligence Solutions

The Cyber & Intelligence Solutions team is responsible for safeguarding trust in payments, both now and in future. We ensure that transactions and interactions are safe, simple and smart.



LFI

Law and Franchise Integrity

The Law and Franchise Integrity (LFI) team contributes to the future of Mastercard by enabling growth in products, markets and innovations in an increasingly complex and competitive environment, while protecting the brand and business.



OUR TEAMS

IMC

Integrated Marketing and Communications

Integrated Marketing & Communications drives value for our company and our stakeholders: consumers, issuers, merchants, governments and our employees. Our goal is to ensure that our products and solutions drive brand affection and preference among these stakeholders, accelerate business performance and reputation and ultimately increase share for the company.



OUR TEAMS

O&T

Operations and Technology

The Operations & Technology group makes up nearly half of our company's people. They build and operate the technology that powers and supplements Mastercard's global payments network, which represents a core source of revenue – it's not a stretch to say that O&T helps to keep the lights on at Mastercard.



P&I

Products and Innovation

Products and Innovation explores new technology and trends with a customer-centric mindset to develop and deliver the best experiences with the highest levels of safety and security. The team includes consumer credit and debit, commercial, prepaid, acceptance, real-time payment, and processing solutions in both the digital and physical worlds, Mastercard Labs, customer design and experience and processing activities.



MSG

Strategic Growth

The Mastercard Strategic Growth group develops partnerships, scales new business opportunities, and advances the company's efforts to partner with governments and other institutions to address major societal, economic and CSR challenges. The team also spearheads the company's financial inclusion and inclusive growth efforts, deploying people, technology, and data insights to deliver commercially sustainable social impact at scale, for communities around the world.



OUR TEAMS

WWF

Worldwide Finance

The Worldwide Finance team is focused on leading beyond the numbers and being a trusted strategic partner to our business. They focus on managing the business to deliver on the company's financials, enabling the business strategy, optimizing our cost structure and maintaining a robust risk and control environment.



People and Capability

People and Capability consists of two primary groups: Human Resource Business Partners (HRBPs) and Centers of Excellence. HRBPs support each of our business leaders and teams by developing the organizational and people development strategies that drive high performance and engagement. The COEs define, develop and manage the programs, offerings and services that are designed to develop and care for our people



Our Impact



Volunteering & Philanthropy

Our purpose of doing well by doing good is visible in the dedication Mastercard employees show in volunteering for causes they care about. Every day, our people commit time, energy and passion to support local projects and address global challenges, and our company encourages them in the enduring effect they have on their communities.

We provide a number of opportunities for employees to support communities and charities through our employee giving program.

4,000+

EMPLOYEES

supported

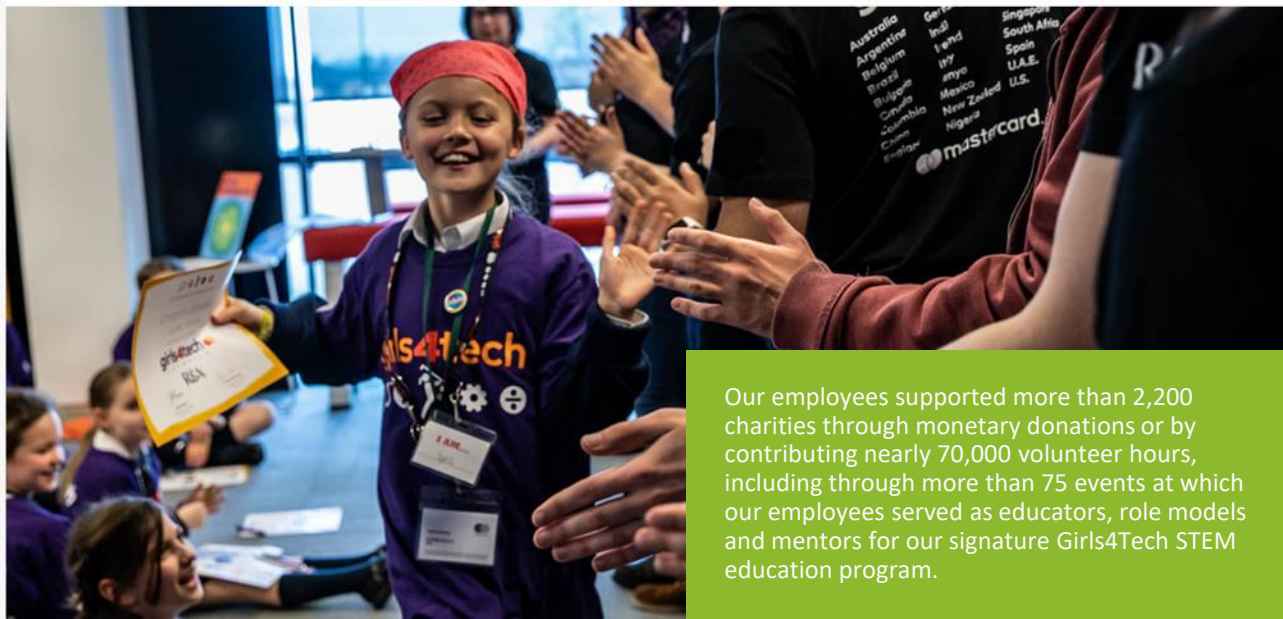
1,100+

CHARITIES

*through monetary
donations or by*

63,000+

VOLUNTEER
HOURS



Our employees supported more than 2,200 charities through monetary donations or by contributing nearly 70,000 volunteer hours, including through more than 75 events at which our employees served as educators, role models and mentors for our signature Girls4Tech STEM education program.

Social Impact & Sustainability

We contribute to a sustainable future in everything we do, every day. Our global efforts involve advancing corporate sustainability programs, conducting business with transparency and promoting environmental stewardship in our business and beyond. We are dedicated to building an inclusive world in which the digital economy works for everyone, everywhere. By creating scalable solutions for sustainable and inclusive economic growth, we can build pathways to a more secure future for everyone.

Inclusive Growth

- + Together with our partners, we have reached nearly 500 million people previously excluded from financial services, just on the cusp of achieving our goal of providing access to this community by 2020.
- + Mastercard pledged \$500 million for inclusive growth and established the Mastercard Impact Fund. To date, the Fund has committed more than \$40 million in grant.
- + To date, the Center for Inclusive Growth has collaborated with more than 50 research organizations and fellows and invested in programs reaching more than 575,000 people in 17 countries.
- + In early 2019, we launched a Data Science for Social Impact collaborative with the Rockefeller Foundation, which increases the capacity of social sector organizations and government to solve systemic problems.



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Inspired Workforce


- + The success of our business is inextricably tied to our people. Mastercard relies on our global workforce to help us achieve our goal of building a sustainable, inclusive global economy, and we work to make our company the place where the best people choose to be.
- + It's essential for our business that we foster a workplace where all employees feel valued, respected and empowered to reach their greatest potential. That includes equal pay for equal work. Women at Mastercard earn \$1.00 to every \$1.00 men earn.
- + In addition to expanding our generous employer contributions to employee retirement plans, we strengthened our employee health and well-being programs to further support employees in their physical, emotional and financial well-being.

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Environmental Stewardship

- + We have set ambitious goals and are taking action across our company and supply chain to improve the environmental footprint of our offices and operations. We leverage our people, assets and innovation to contribute environmentally conscious solutions for a more sustainable future.
- + We are pioneering environmentally conscious solutions and cross-sector partnerships, such as the Greener Payments Partnership and the UN Global Compact Cities Programme, to help consumers, businesses and cities lessen their impact on the planet.
- + We launched City Possible, a new model for urban collaboration that brings cities, companies and communities together to identify common challenges and create solutions that can be scaled up broadly.



We are the first in the payments industry to receive external validation of our science-based target to reduce our greenhouse gas (GHG) emissions 20% by 2025, from a 2016 baseline. We source renewable energy for 100% of our global operations.

Ethical & Responsible Standards

Our success is tied in part to the trust that people place in us to deliver our products and services in the right way. For us, acting ethically and responsibly is not only the right thing to do, but also the right way to do business. Our enterprise-wide Code of Conduct guides our Ethics and Compliance system and sits at the foundation of our culture of decency. It shapes how we manage our business, treat our customers and contribute to society

01

We furthered our compliance efforts to the European GDPR by appointing a Europe-based Data Protection Officer to oversee our ongoing compliance with the General Data Protection Regulation (GDPR) and by our launch of Trūata, an independent data trust working to anonymize data and continue providing analytic services in a GDPR-compliant manner.

02

We expanded our commitment to ethical data practices by making the core consumer protections of the EU-GDPR available to individuals in other jurisdictions by the end of the first quarter of 2020.

03

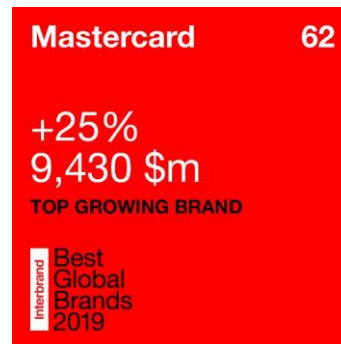
We continued to leverage our innovation expertise in developing the next generation of technologies to make payments faster, more convenient and more secure.

OUR IMPACT

Some of Our Most Recent Awards



[Click here for the
comprehensive
awards list](#)



“I consider myself incredibly lucky to work at a company where decency is the foundation for how we approach the work we do. When we lead with decency, all of our other values are supported.”

Ajay Banga
CEO, Mastercard



Appendix



Mastercard Acronyms

AMS – Account Management System
BPE –BillPay Exchange
BPS – Business Payments Service (Track)
CBA – Customer Business Agreement
CFIG – Center for Inclusive Growth
CIS – Customer Implementation Service
DML - Digital, Marketing Business Services & Loyalty
DQ – Decency Quotient
EDE – Employee Digital Experience
FRM – Fraud Rules Manager
ERM – Enterprise Risk Management
G4T – Girls4Tech
GBSC – Global Business Services Center
GCMS – Global Clearing Management Systems
GDCI – Global Destination Cities Index
GIS – Global Information Security
GSM – Global Service Management
GUSS – Global User Support Services

ICE – Information Center Exchange
IPS – Integrated Processing Solutions
LaaS- Labs as a Service
MAS – Mastercard Authorization Services
MDES – Mastercard Digital Enablement Services
MIGs – Mastercard Internet Gateway Services
MIPs – Mastercard Interface Processors
MPMS Mastercard Prepaid Management Services
MPGS Mastercard Payment Gateway Services
MPG – Mobile Payment Gateway
MPS – Mobile Payment Solutions
OCC – Operations Command Center
PBA – Pay by Account
PME – Product Management Excellence
PSC – Product and Sales Center
PTS – Payment Transaction Services
SOC – Security Operations Center
SoPros – Social Professional, employee ambassador program
STP – Straight-Through Processing
STP – Small-Ticket Purchase

Mastercard Business Resource Groups

ADAPT – ADAPTability Business Resource Group

BRG - Business Resource Group

EAST – Exploring Asian Societies & Trends Business Resource Group

EPros – Experienced Professionals Business Resource Group

LATIN – Employees of Latin Descent Business Resource Group

LEAD – Leading Employees of African Descent Business Resource Group

PRIDE – Employees and Allies within the LGBTQ Community Business Resource Group

SALUTE – Active & Veteran Military Personnel and Their Families Business Resource Group

WLN – Women’s Leadership Network Business Resource Group

YoPros – Young Professionals Business Resource Group

Business Units

Cyber and Intelligence (C&I)
Data and Services (D&S)
Integrated Marketing and Communications (IMC)
International Markets (IMK)
Law and Franchise Integrity (LFI)
Strategic Growth (MSG)
Operations and Technology (O&T)
People and Capability
Products and Innovation (P&I)
Worldwide Finance (WWF)

Business Regions

Asia Pacific (AP)
Europe (EUR)
Latin America and Caribbean (LAC)
North America (NAM)
Middle East and Africa (MEA)

Industry Acronyms

A2A – Account to Account
ACH – Automated Clearing House
AML – Anti-Money Laundering
API – Application Program Interface
B2B – Business to Business
B2C – Business to Consumer
B2G – Business to Government
Baas – Banking as a Service
BIN – Bank Identification Number
BIPS – Bank Internet Payment System
CNP – Card Not Present
CMS - Content Management System
CRM – Customer Relationship Management
CVC – Card Validation Code
CVM – Card Verification Method
CVV – Card Verification Value
CX – Customer Experience
DCC – Dynamic Currency Conversion

DSA – Digital Sales Aid
E2E – End to End
ECR – Emergency Card Replacement
EFT – Electronic Funds Transfer
EMV – Europay, Mastercard and Visa
EPA – Emerging Payment Association
EPC – European Payment Council
F2F – Face to Face Transaction
FACH – Fast Automated Clearing House
FRID – Radio Frequency Identification
FX – Foreign Exchange
G2B – Government to Business
G2C – Government to Consumer
GDPR – General Data Protection Regulation
GDV – Gross Dollar Volume
GTM – Go to Market
IOT – Internet of Things
ISO – International Standards Organization
ISV – Integrated Software Vendor
KBA – Knowledge Based Authentication
KYC – Know Your Customer
MBS - Marketing Business Services
MNO – Mobile Network Operator
MPOS – Mobile Point of Sale
MSME - Micro-, Small- and Medium-Sized Enterprises

Industry Acronyms

NACHA- National Automated Clearing House Association

NDA – Non-Disclosure Agreement

NFC – Near-Field Communication

P2M – Person to Merchant

P2P – Person to Person

PAN – Primary Account Number

PCI – Payment Card Industry

PIN – Personal Identification Number

PLS – Product Line Strategy

POI – Point of Interaction

POS – Point of Sale

PSD2 – Open Banking

PSP – Payment Service Provider

QR – Quick Response

RBA – Risk Based Authentication

RFID – Radio Frequency Identification

RTP – Real-Time Payments

SaaS – Software as a Service

SDK – Software Development Kit

SLA – Service Level Agreement

SME – Small and Medium Enterprises

SMB – Small and Medium Businesses

SMS – Short Message Service

SOW – Statement of Work

SRC – Secure Remote Commerce

STEM – Science, Technology, Engineering and Mathematics

SWIFT – Society for World Interbank Financial

Telecommunication

UI – User Interface

UX – User Experience

VAS – Value-Added Service

VCN – Virtual Card Number

XB – Cross-Border