

MasterPass-enabled wallets. The MasterCard Commerce for Every Device program enables any device—whether it's a gadget, refrigerator, washing machine, car, smart band and even a luxury watch or haute couture dress—to become a payment device.

We're leading the industry with new ways to make payments safe and secure. Our work with the EMV migration in the U.S. has helped bring advanced technology and global consistency to the payments industry. We're pioneering the use of tokenization and biometric authentication, such as "selfies" and fingerprints in online payments. With MasterCard Identity Check™ a cardholder's identity can be verified in as fast as the blink of an eye. Meanwhile, MasterCard Safety Net™, our real-time fraud monitoring service, backs up the security programs of our issuers and partners in every part of the world, while our global Zero Liability policy protects consumers from responsibility for unauthorized charges.

In addition to safety and security, we're hyper-focused on creating value-added services from the power of our data and analytics, our loyalty solutions, our payments consulting and processing. Yes, we're all about the transaction, but we also recognize that there are attractive growth opportunities across many consumer and commercial payment types—even beyond cards.

We know that game-changing ideas can come from anywhere, and we welcome them through platforms like our MasterCard Developer Zone, Commerce.Innovated™ and Start Path®. All of these showcase the breadth of opportunity and our commitment to building for the future. It's a never-ending focus for us.

CULTURE OF PRICELESS POSSIBILITIES

We're achieving our vision. This couldn't be possible without our 11,000-plus employees bringing their hearts and minds to work every day. Our new *Priceless Possibilities* campaign puts the magic of our consumer brand—our iconic, award-winning Priceless campaign that runs in 53 languages and 112 countries—into the employee life cycle, from recruiting to career development.

We're building a world-class company. Our board works collaboratively to shape our business and talent as we prepare for the next challenges and opportunities—by

reviewing our long-term strategic plans, ensuring the resilience of our vision and keeping a watchful eye on our financial stability. Throughout the years, the guiding principles for our capital structure have not changed. We aim to preserve a strong balance sheet, liquidity and credit rating—making sure we remain a strong counterparty for our acquirers and issuers in the settlement of transactions on our state-of-the-art network. We also returned excess capital to our shareholders. In fact, since 2007, we've returned more than \$15 billion to shareholders through dividends or share repurchases. We continue our disciplined capital allocation strategy, preserving our credit rating while investing in critical areas to drive long-term growth for our shareholders.

We're giving back. From local projects to global initiatives, we aim to have an enduring impact on the communities where we live and do business. Our global employee volunteer initiative, Girls4Tech™, has reached more than 4,000 young girls and engaged more than 1,000 of our employees so far.

THE NEW DIGITAL WORLD
WE LIVE IN HAS DRIVEN
MORE PAYMENTS INNOVATION
IN THE PAST FIVE YEARS
THAN THE PREVIOUS 50.