Transforming the commerce experience

Jim McCarthy

Senior Vice President
Innovation and Strategic Partnerships
Visa, Inc.

VISA

What is driving today's environment?

New technologies are increasing the interplay among payments-linked industries and empowering consumers and merchants

| Mobile devices | Cloud computing | Big Data | Social networking |

Platformization and personalization

Increased interplay between finance, technology and commerce

Empowerment of consumers and merchants

Uber – embedded payments to enable frictionless commerce

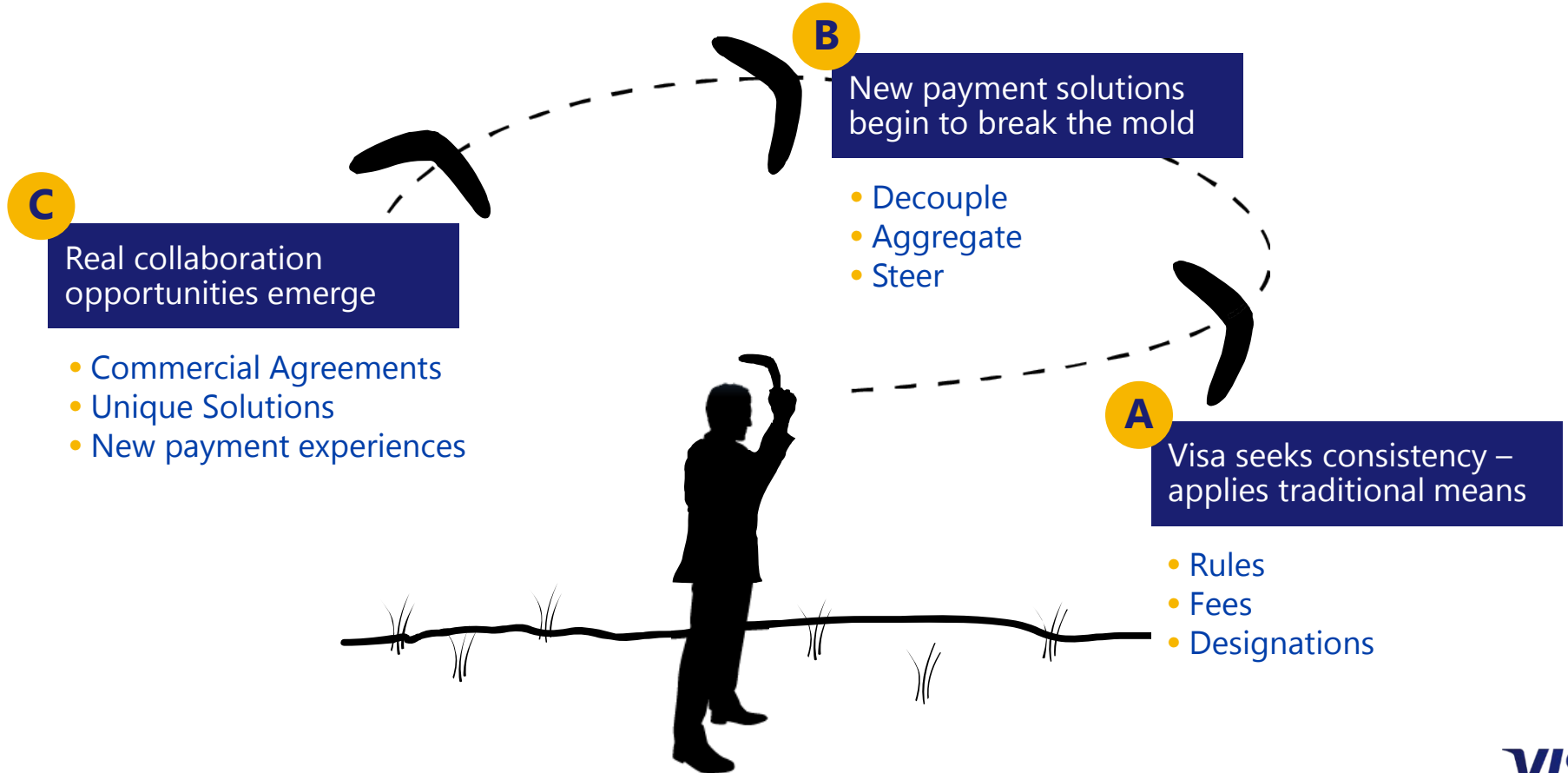**Lending Club** – platform to connect borrowers with lenders

Apple – revolutionary design standards and connected devices

Starbucks – proprietary mobile payments and personalized rewards

Note: All brands and logos are the property of their respective owners and the above-mentioned references do not imply product endorsement

VISA

Evolving our approach

B — New payment solutions begin to break the mold

- Decouple
- Aggregate
- Steer

C — Real collaboration opportunities emerge

- Commercial Agreements
- Unique Solutions
- New payment experiences

A — Visa seeks consistency – applies traditional means

- Rules
- Fees
- Designations

VISA

Changing ecosystem

Device & Platform	Mobile Operator	Payment Platforms	Commerce Network	What's Next?
Visa licensing and distribution agreements	Visa prepaid, POS and ecommerce agreements	Strategic agreements network alignment	Strategic agreements network collaboration	

Note: All brand names and logos are the property of their respective owners and are used for identification purposes only

4

Network Programs & Capabilities

Visa Ready

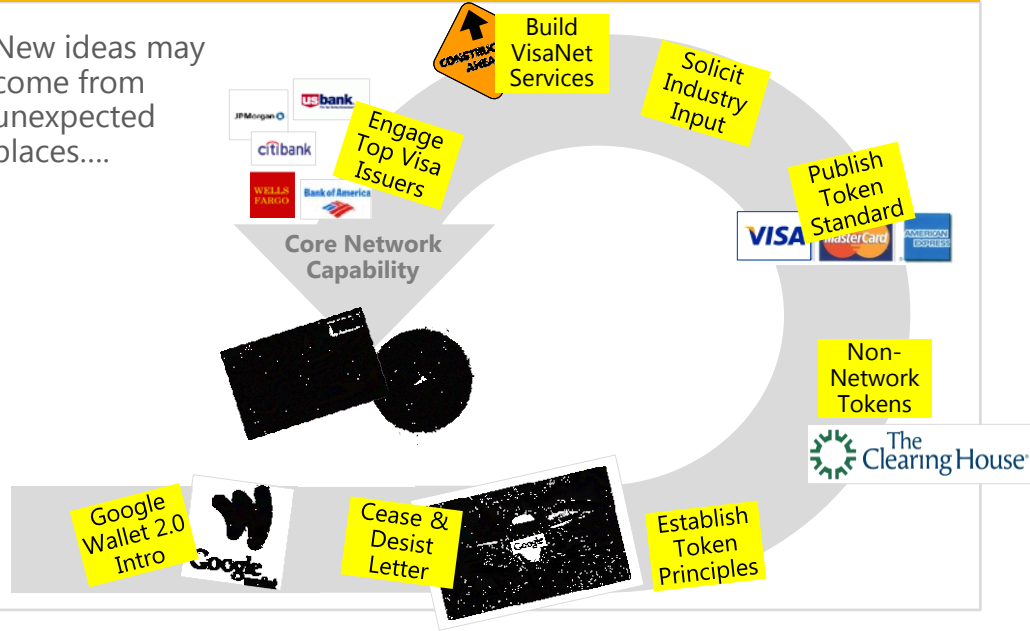Structured commercial program, certification process & branding approach

Visa Tokens

A global standard introduced by Visa, MasterCard & Amex. A new VisaNet Service offering



Case Study: Network Capabilities

New ideas may come from unexpected places....

Core Network Capability

- Build VisaNet Services
- Solicit Industry Input
- Engage Top Visa Issuers
- Publish Token Standard
- Non-Network Tokens
- Google Wallet 2.0 Intro
- Cease & Desist Letter
- Establish Token Principles

Physical & Virtual Client Collaboration

Visa Developer Center

Elevate Visa Developer Center to an enterprise quality asset that makes it easier to connect to Visa services.
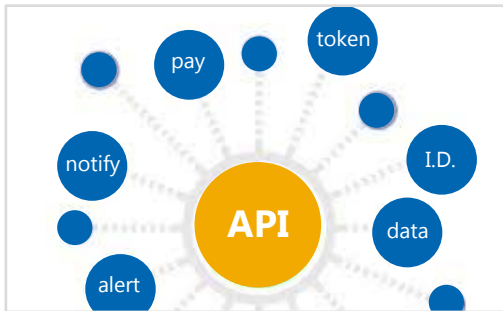
Visa Labs

Build out Visa Labs to serve as a physical & virtual center for partner experimentation and learning.
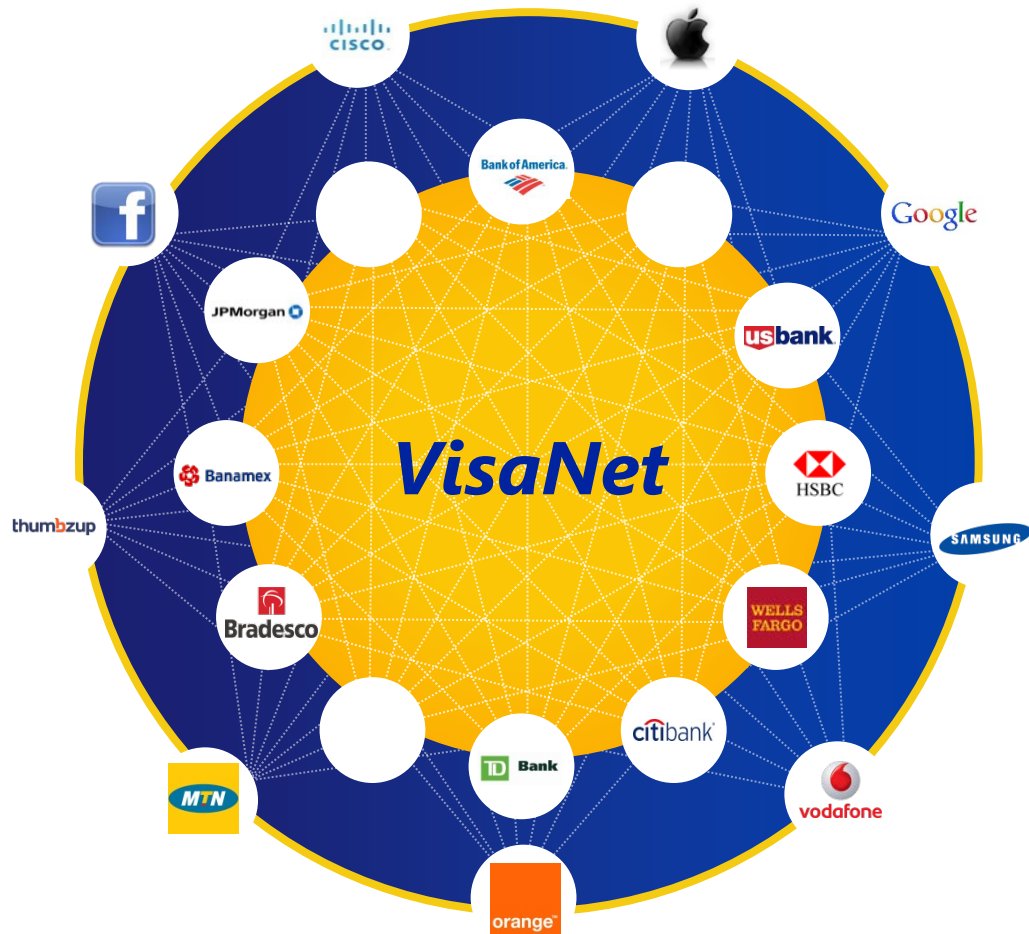
Create new network connections

Existing endpoints

New connectivity for payment enablers

Note: All brand names and logos are the property of their respective owners and are used for identification purposes only

Thank you