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Visa, Inc. (V)

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Alfred F. Kelly, Jr.
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Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

MANAGEMENT DISCUSSION SECTION

Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

Okay. Thank you everybody for joining. Hope you had a good lunch. Great. My name is Tien-Tsin Huang. I cover the payments, processing and IT services sector at JPMorgan and really excited to have Al Kelly, the CEO of Visa, come here first time at the JPMorgan event. So really appreciate you taking the time out...

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

My pleasure, Tien-Tsin.

Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

...and being here with us. So fireside chat if that's okay. We're just going through...

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

Yeah.

Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

...some Q&A and then open it up to the audience.

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QUESTION AND ANSWER SECTION

Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

Q

So since this is our first time doing this kind of live chat on stage. I figured I'd ask you just to maybe summarize the biggest surprise, both positive and negative since joining Visa, and obviously you're not new to Visa, you're on the board before and I guess a competitor previously at AMEX. So love to hear sort of your insight on positive and maybe negative surprises, if any?

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

A

Well, I think on the positive side, as a board member, you tend to see the most senior folks. And so, which is a great advantage to come in. I knew everybody in the executive team and I knew everybody, not everybody, most people at the level below that. But what I didn't know were any of the people out in the regions. And we are such a global company, doing business in virtually every country in the world, minus the four or five we can't because of sanctions, and then another 40 or 50 territories. And I've been able to spend the bulk of my first six months on the road. And I've been incredibly surprised at the strength of the people in the local markets. And their experience and their knowledge base and their enthusiasm and passion for the company, its brand and its customers.

And I'd say that segues into what I think has been the second very positive surprise is that – and maybe people would give me a break in my first time as I see them. But, I probably met now 150, 160 bank or merchant CEOs around the world. And universally, people are really, really positive about the company, the brand, and very importantly how well they feel covered. I haven't had a single person say to me the person on our accounts got to go, they don't know what they're doing, they're not very good. It's been, in fact, the opposite, lots of enthusiasm.

I think, on the negative side, the payments ecosystem is changing very quickly. And I think in different corners of the world, different traditional players aren't adapting as quickly as I think they need to, and the reality is that many of the upstarts are quite aggressive and at least have created pockets of success in different places, and people are going to be left behind if they aren't careful. And I think we've been trying to make sure that every single one of our partners knows that where there is a resource, and the reality is we have financial institutions that we talk to virtually daily and interface and discuss what's going on in the marketplace in the world. And then there's ones that where the relationship is enormously transactional and they're not necessarily seeking the advice and counsel we can provide or places, quite frankly, we can point them to.

Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

Q

Yeah. It's helpful. So it's a good segue, I guess, to my next question, which is just thinking about the payments landscape evolving in this digital world. I'm curious to hear your thoughts on whether or not the four-party model needs to change, right. I always think about the swim lanes in payments and everybody's sort of in their own lane, historically, but there's been a lot more change in the last two, three, five years. How do you see payments changing now?

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

A

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Well, there's no question. I probably now have been in and around it for three decades and I would say that the last five years have been much faster and much more changed than you saw in a quarter-century before that. And a lot of that's enabled by the combination of the Internet and the mobile devices really creating almost a second foundation very quickly, much more quickly than the billions of dollars spent by networks and issuers to build these hardwired telephony-based global sets of rails that facilitate payments.

But I think the digital world opens up enormous opportunities and, of course, coming with that is some challenges. I think the major opportunity is that the biggest single competitor for form factors of payment, whether it be credit card, mobile device or whatever, is cash and check. And when you get in the digital world, cash and check is a competitor that's put to the side because it's not accepted in that space.

And I think as the Internet of Things really starts to roll out over the next five years and you see projections anywhere from 5 billion to 20 billion different devices in the home, in cars, in office buildings that will be connected, many of which will have payment capability integrated into them, there's tremendous opportunity.

But it does come with challenge, and I think at the top of that list is security. The payment system, at the end of the day – you can talk about all the fancy new stuff that's going on, at the end of the day, it's got to be convenient. In other words, I have to be able to easily use my card. When I do, it has to be reliable. And when I do it, I have to trust that the payment is going to go through and work as it's intended to work. And I think to the degree that any of us give up on security, in essence, potentially putting ecosystem in a tough spot because the trust will break down and that will be a real hassle.

The other is the entrant of new players, Alipay and Tencent. Tencent's WeChat in the last 18 months has been able to really drive a Mack truck through payments in China. And the reality is that, A, they certainly have had the advantage of not being regulated as a bank. And I don't think that's going to be the case as they ultimately migrate out of China. But also, I think China UnionPay took their eye off the ball as they probably put more emphasis on looking at growing acceptance outside of China.

And as a result, we've seen what happens. And I was in China about five weeks ago and a regulator said, 18 months ago, those players were too small to worry about. And today, they're too big to do anything about, which is probably one of the great lines I've heard in the six months I've been in the job but also, at some level, concerning.

When we think about the four-party model, we're absolutely committed to the four-party model. I think that issuers and acquirers bring very, very important elements to the table. And the reality is that the credit and the money spent on acquiring card members done by issuers and the ability of acquirers to actually set up and grow acceptance are extremely important.

I do think, though, that the players in the four-party model must be open to consider other partnerships and other entrants into the marketplace and not shut out anybody. I think we should all be listening to everybody and see who can add value and could come into the system. And I hope we've been doing that. I think somebody from PayPal will be here later. We've done a deal in North America and more recently announced a deal in Asia with PayPal, where we're trying to take some of the friction out of the system in terms of Visa card users not being pushed to ACH. And PayPal has been a tremendous partner. So while we compete with them in many ways, we partner with them in other ways.

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The same thing with the pays, we've opened up our rails and our Visa Checkout to Android Pay, Samsung Pay. And again, that's an example of us in the four-party model having to be open to some of these other players. I think to the degree that we try to isolate ourselves, it's only going to cause us problems.

Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

Q

Yeah. No, that's helpful to hear your views on partnership there. You mentioned China, maybe let's skip to that and get it out the way. With your comments around partnership, you mentioned PayPal. What happens with Alipay and Tencent? You have some rule changes going on in China and that seem to be a little bit more friendly, right, to Visa and networks coming in there. I mean, how do you view that opportunity? Who are their friends and who are their potential foes within China? Can you maybe set that up for us?

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

A

So I'll start, Tien-Tsin, by saying China is a medium to long-term play for us. Even if China was to shoot a gun off today or whatever they wanted to do to signify that the domestic market was now open to foreign players, it's going to take a long time to get through all the approvals.

When I was in Beijing, they told me that we would have to – once we filed an application, which we have not done, we are in the midst of another iteration of a potential application, and our hope is to have something ready later this year simultaneous with the People's Bank of China issuing new and expanded guidelines of what it will take to actually have a foreign company get a domestic license. So we're waiting for some clarification on those rules.

But what I learned is that we're going to have to go through 10 to 12 government agencies, many of them in a serial fashion as opposed to consecutive fashion having to review our application. So I don't see us as a domestic player there for some period of time, and we're not counting on it.

Recently, you saw or you might have seen that in the – there was a draft list that came out from the Chinese government and the White House relative to certain elements that might be included in a bilateral agreement between the two countries. And one of the things on the list is the opening up of the domestic markets to foreign players. I think it remains still – well, that's optimistic and I'd rather be on the list than not on the list. The reality is that I don't think just because it's on a draft list for a potential bilateral agreement puts it on any kind of faster track than I saw it on before.

All that said, China continues to be a very important market for us. We have 55 banks that issue cards in China and they either issue dual-badged cards where it's China UnionPay and Visa and the Visa card is the rails on which their transaction rides when it's outside of China and it's China UnionPay inside of China.

Increasingly, because of regulation that came out last year, we're seeing more single companion cards where you have a China UnionPay card and then a companion Visa card; and use one domestically and one internationally. So, we still get with 1.4 billion people in China and every week and month and quarter and year, more and more of those people are travelling, it's still a very important business for us from a cross-border perspective, but we certainly would like to get a domestic license, but we're going to have to be patient and patient we will be given the size of the marketplace there's – we're not going to turn our back or turn our attention away from this.

We have a full-fledged Visa team on the ground in Shanghai and Beijing. We're investing way ahead of the ability to get a license. We're investing in some of the technology that would be required of a foreign company to have a

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domestic license. So, it's that important a market that we're investing ahead and putting a lot of capability in there, but I wouldn't count on it in the medium- to – short- to medium-term.

Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

Q

Understood, yeah. So, clearly, patience is going to be required. And it sounds like there's still a lot of rules and regs to get through. So, maybe bring it back to the U.S. and thinking about rules and regs there and maybe deregulation being a theme in the U.S. I think Jamie Dimon was talking about that a little bit at the lunch keynote. So, how would deregulation impact your business? You had mentioned that you have a lot of new upstarts coming in and competing, maybe deregulation could help the incumbents be more competitive. Thoughts there?

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

A

Well, as you know, in the U.S., Visa is pretty lightly regulated as a company itself, but all of our financial institution clients are very heavily regulated and have had to put a lot of time, money and talent against complying with the incredible onslaught of regulations that have come into play in the last 10 years. So, I think to the degree that that regulation can be cut back, it can only be a good thing for our partners here in the United States freeing up people and money and time to ideally go back into growth in their businesses of which payments would be part of that. And I think based on my visits to Washington, despite the fact clearly nothing is going to happen as fast as anybody initially hoped it would happen, I still think there is a great deal of interest on the part of the White House and the Treasury Department to cut back regulation. And I think there definitely will be some reduction and it could be fairly significant, but it's just not going to happen tomorrow.

Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

Q

Yeah. No, I appreciate that. So, what about – to put you on the spot a little bit, Al, and ask you about Durbin and, theoretically, if Durbin is repealed and interchange regulations go back to free market set by [ph] Visa, (15:26) how impactful could that be? What would be your philosophical approach to that?

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

A

Well, Tien-Tsin, we're thinking about it, but I think the chances of it happening are not super high. I've met with Representative Hensarling, I don't know, about a month ago in Washington and, as you probably know, the current state of affairs as it got out of committee with the repeal in place in the CHOICE Act, last week, Representative Budd from North Carolina has called for a up or down vote of the entire House on this issue. And what's clear is that the House doesn't want to vote on this issue. Every member of the House is being pressured big time by every community bank in their district to repeal, and they're being inundated by merchants in their district to have Durbin stand. And so, it's not a vote they actually want to take.

During either the week of June 5 or the week of June 12, it's going to be taken up again in committee. And I think that while I'm still hopeful that it gets repealed, I happen to think and have a philosophy that the government being involved in pricing of any type is just a fool's errand and doesn't make any sense. But this is a tough one because it's already in place and I think it's more likely than not that the repeal comes out of the bill. But who knows, and especially who knows when you're talking about Washington these days?

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If it does get repealed, then I think the free markets take over and we'll see over time what exactly happens. I mean, we've kind of been playing it out and doing our own game theory on it, which I'd rather not get into the specifics. So, we're ready to engage if it does get repealed, but I'm not holding my breath.

Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

Q

So, assuming status quo on debit and how – anything else we should be paying attention to? Is debit still a good business from a structural standpoint? I know there's a lot of debate around PIN and signature. I get a lot of questions around trends and economics there. Can you shed some light on that?

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

A

Yeah. So, let's talk about that a second because it is important. I get a lot of questions about it, too, so with an audience this size, it would be great to address it. So, about two-thirds of the U.S. is signature, one-third is PIN. And I think we certainly have been very clear that the PIN economics are not particularly attractive. We see signature, though, continuing to be a strong part of the market for some time to come, and I'll give a number of reasons why.

First is dual-message functionality. So, Visa and Mastercard can allow or have the capability to allow the authorized amount of money to be different than the final settlement amount of money. And that comes into play when you rent a car, because you get – the charge is authorized at the cost of the rental car and then some assumption on how much gas you'll use, et cetera. But the initial authorization and the final settlement are never going to be the same. That's the same in hotels. It's the same in restaurants. So, they run the charge through at a restaurant, they don't know what you're going to tip is going to be. So, again, the authorized amount is going to be different than the final settlement amount. And that dual-message capability is not available in most of the PIN networks. So, to the degree that's required, that's going to be important.

Second, in about 50% of the POS devices in the U.S., PIN pads are not enabled for all kinds of different reasons including, in many cases, merchant choice, because they perceive it as slowing down the point of sale.

Third, about 40% of merchants in the United States only connect for debit through Visa or Mastercard's rails. They've just chosen to just connect through those rails and not take advantage of what Durbin allowed in terms of having a second routing option that you can get over.

The last point I'd make is that being competitive as we are, we're not sitting on our hands. So, we have done dozens, approaching 100-plus routing deals with merchants and issuers to, in fact, make sure that we incent traffic on signature debit through our rails and through our network.

So, I see it out into the foreseeable future as a good, strong, viable business, and because of its size and our size in the United States, it's something we're going to continue to invest behind and watch very, very closely.

Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

Q

Okay, good. That's a helpful summary. So, let's talk about U.S. credit maybe. Visa has had a lot of big wins there, I mean, Costco being the most noteworthy one. I wanted to ask you just your overall pricing philosophy on striking deals. I know that with Chase and American Express, there was quite a bit of talk around those being creative,

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customized contracts. So, what's your view on pricing overall and could that change with the next big deal or two or three as they come through out?

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

A

Well, I think we want to be very thoughtful and smart and pragmatic when it comes to pricing, and I think pricing has to ideally be tied to value. I think those two things go hand-in-hand. I think crazy aggressive pricing does nothing for anybody in the medium- to long-term, maybe it helps win a deal in the short-term. But if it kind of disrupts the whole economics of the system in the medium- to longer-term, that's not something I'm very anxious to be involved in.

Look, I think in the specific case of Costco, it was a very unique situation. And our logic in Costco was driven almost 100% by our desire for acceptance ubiquity. Visa – if you travel the world and you carry a Visa card, among your worries wherever you're going is not whether you're going to be able to use your Visa card to shop or eat or stay in a hotel. It just doesn't even enter your mindset, because Visa is accepted everywhere.

But in the case of Costco, one of the biggest players in the world, we weren't accepted. It was, in essence, a bit of an Achilles heel in that logic of we're accepted everywhere. And you don't like to have those slogans where we're accepted everywhere but, but, but, but. So, we – our logic here was that, this was a huge player, our customers and the customers of our issuers were disadvantaged because they didn't have the opportunity to use it. And so, for sure, in conjunction with Citigroup who happens to be our partner, on the issuing side on that one absolutely made a pretty aggressive bid for Costco. But I view it as really kind of a one-off very special circumstance.

Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

Q

Okay.

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

A

You also asked about Chase. Chase is our biggest customer in the world. And as such, we listen very hard when they came to us and wanted to talk about doing something special in terms of the relationship with Visa. It's something that we're open to discuss with any of our big clients. There's nothing that stops us from doing some kind of similar creative deal with somebody else. But, I think, it was something that Chase had put a lot of thought to and was very thoughtful about, and we were able to strike a deal with them that I think worked for them or worked for us.

Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

Q

For what it's worth, I have a Costco card, I use it a bunch. I shouldn't say it as a Chase employee, but I also have a United card. So, for the record, but...

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

A

And I have a Chase Reserve card.

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Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

Q

There you go. So, let me ask you one more then we'll open it up. There's a lot of stuff to dig into here. But I feel like – I guess, we should ask you about Europe, right? Let's talk about Europe. Obviously, the big integration going on there, you have PSD2 rolling in. I'll ask all these at once. You can choose how to answer it, Al.

And then, Mastercard's buying VocaLink, right, giving them access to fast ACH and some differentiated rails, right, in Europe. So, what's you're thinking here on Europe, your prioritization across, again, the integration, PSD2, in terms of regulation change in the world. And then, your competitor there owning some unique rails in terms of ACH, and I'll let you decide how you want to answer that.

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

A

Quite a multipart question

Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

Q

Yeah.

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

A

So, I mentioned Achilles heel when I said Costco. Not owning Visa -Visa not owning Europe was also an Achilles heel, particularly when it came to servicing multinational companies, where we would have to say, well we can work with you in most of the world, but here's a phone number you can call – talk to somebody in Europe. We bought the business in – I guess, we closed the deal in July of last year. And I would say, largely, it's going quite well.

On the revenue side, we're rolling back all these rebates that existed when the banks owned the business and we're putting incentive deals in place. It's taking some time. Typical year, the deal pipeline might look like five to seven banks across Europe that you do a deal within any given point in time, and we're trying to do deals with about 100 of them at the same time and you yet think about how many lawyers that is. And so in many cases, this is just kind of powering through the change in terms and getting a legal work done and having it happen. Increasingly, every day we're getting more of those deals done.

On the expense side, we're really following the playbook from 2008. I mean, I wasn't there, but several members of our team were, where we had to convert from an association to a commercially viable entity. And, I would say, we're tackling the cost in two phases, and we're largely through Phase 1, which is the rationalization of staff and activities and getting rid of redundancies and that kind of thing, and we've gone through the painful consultation process in Europe, and we have pretty much gotten the team in place we want to put in place.

The team in Europe now starts to somewhat mirror the teams in regions around the world, where it's a bit of a melting pot. We've brought in – we have local people who were on the team. We have new local people we brought in from the outside. We just, last week, brought the Chief Marketing Officer from Latin America over to Europe. We just brought the Product Lead from the U.S. over to Europe. So, commonly, if you look at our regional offices, they're a bit of melting pot of people with different skills from different parts of the world, because it's a big part of how we do knowledge transfer.

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The second part of the expense side is technology migration. And there, we're in the midst of harmonizing the European and global systems, particularly VisaNet, our large off clear settle system and we're building out a new data center south of London in Basingstoke. I would say that we would expect in the first half of 2018 to begin the technology migration probably completed in the course of three or four quarters and then start seeing the expense saves associated with the second phase of technology migration some time in 2019-2020 timeframe.

Along the way, the guy who was running Visa Europe wanted to get through the transaction and then move on, so he has an – we have an executive named Bill Sheedy, who's a 25-year veteran of Visa, moved over to the UK for six months and he's running Europe, and that's a great thing. He was very centrally involved in the transaction itself and knows all the players, and I'm in the midst of a search for a permanent new executive to run Europe.

Let me quickly hit on PSD2. So, PSD2 is kind of the next phase of regulation in Europe, going to do a bunch of things. But probably the two things that get the most attention are the strong authorization, authentication requirement, and then the second is the opening of financial institution bank accounts to third parties.

I spent last week in Europe. I've been there practically every month since I took the job because of the importance of this integration. But last week, I spent most of my time out of the office with bank CEOs in Paris and in the UK.

And I think how this is all going to play out is a bit of a question mark to everybody. I'll tell you what was on everybody's mind last week was security. After the event of 10 days ago, which hit pretty hard in Europe, and this idea that now bank accounts would get opened up, I mean, weighing heavy on everybody's mind is in a world where all of these bank accounts get opened up, how does that impact security and how does that impact data protection? And furthermore, if data is compromised in any way, shape or form, whose liability is it? Who's responsible for dealing with it? And these are pretty heavy questions that are hanging out there. And I think that might force the regulators even to think a little bit more carefully or a little bit more thoroughly about this. But it's a big deal in everybody's mind.

I think the prevailing wisdom is that the initial use cases are going to be more around data aggregation and tools that will allow third parties to build personal balance sheets and income statements for their customers by going in and extracting the exact amounts of funds available in different people's bank accounts and other investment vehicles. It's unclear yet what's going to happen in terms of use cases related to payments, but it's certainly something we're spending a lot of time thinking about and talking to our bank partners about.

VocaLink, look, somebody would have to ask Mastercard what their logic is and how they feel about it and what their game plan is. Our view is that we have a perfectly terrific answer to VocaLink, which is something we call Visa Direct. We have direct connections to the banks around the world. We tend to settle with them in more of a batch mode at the end of the day, but there's no reason why our rails can't and in fact are being for push-to-push, P2P payments for various push payments being used today.

We think using the VisaNet rails for Visa Direct really keeps the four-party model alive. We think it protects interchange, we think it allows the continued use of our authentication and security capabilities that have been built in to VisaNet, and now being adopted by Visa Direct over time.

And so, we don't see the – and by the way, Visa Direct is global, whereas most ACH solutions including VocaLink, is domestic. There's no reason why they ultimately probably can't package it in such a way and offer it domestically in other markets. But it is – today, it's a UK domestic solution. So we're not really paused by it. I think that we feel like we've got a good answer in Visa Direct.

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Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

Q

Okay. Terrific. That's a good summary there. So, let me open it up to the audience. We have time for quick question too, if there are any. There's a mic runner. Anyone? Yeah. Up front here? Making him get some exercise. Sorry. Thanks.

Q

Hi. Thanks, Al. Just curious, you mentioned security and the importance of that, at least versus your primary domestic competitor, the role of services as a percentage of the franchise has just been a bit different in terms of priority there. Would be interest given that you now are at the helm, your view on potential, further pedal to the metal there in diversifying the franchise, adding more to that segment over time. Thanks.

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

A

So, I would say that I've learned not to agree with that. As I've gone around and met with all of these financial service partners, not once has somebody said to me, you've got an issue; your services are not sufficient or inferior to Mastercard. We believe, we offer virtually the same types of services to all of our customers. We sometimes charge for them, sometimes we don't. Sometimes they're built into the deal, sometimes they're not. But, across our four primary revenue lines in our P&L is, an awful lot of services. We provide help to financial institutions in terms of advertising solutions, loyalty solutions, offers platforms, reward redemption platforms. We offer a whole bunch of data and analytics and consulting types of services. We offer all kinds of fraud and risks services and then we offer all kinds of digital services in terms of tokenization, Visa Checkout, Visa Direct, which I was just talking about.

And, in many cases or in some cases, we're paid for those. In other cases, our philosophy is to provide them to our partners. And if it helps them grow their business, ours will grow in tandem with them. So, while it has tended to be broken out and made a big deal of by Mastercard, I think, I'm very comfortable with where we are. I'd like to see us do even more with merchants. They are very important part of this two-sided model, and we're increasingly putting more attention on it.

But as a CEO, it's something where I definitely see myself dialing up the attention in terms of the kinds of capabilities and services that we make available to merchants, because they're very, very important clients, just as financial institutions are.

Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

All right. Great. [ph] And let's do – can we – (35:55) we might be out of time actually. We're getting the wave off. So feel free to come through here. Thank you so much for being here; enjoyed the conversation. And we'll see you at your Analyst Day next month.

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

Thank you.

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Tien-Tsin Huang
Analyst, JPMorgan Securities LLC

Thank you, Al.

Alfred F. Kelly, Jr.
Chief Executive Officer & Director, Visa, Inc.

Thanks, Tien-Tsin.

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