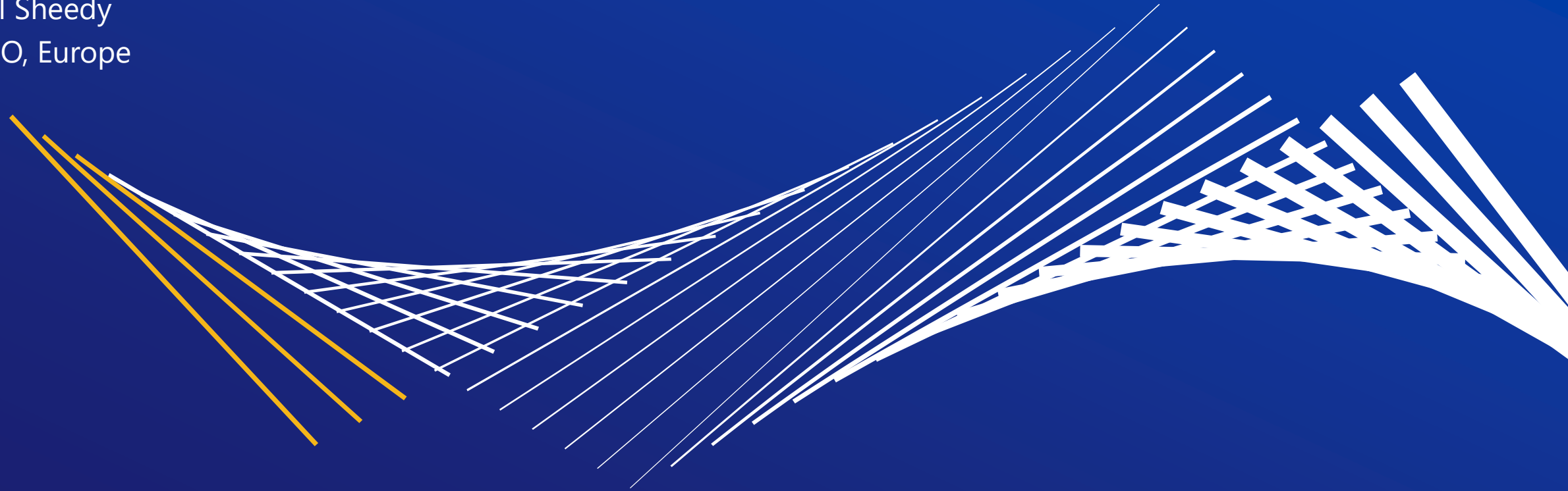


Europe

Bill Sheedy
CEO, Europe



Everywhere You Want to Be



VISA

Key Takeaways

- Acquisition integration **on track**
- **Market structure and diversity** present growth opportunities
- Complex **regulatory landscape** creates challenges and opportunities
- **Digital capabilities** position us to compete with faster payments
- Engaging with merchants and domestic processors to **accelerate our processing growth**
- Our approach is **tailored by market**



Europe Acquisition Integration Status Update



Leverage Global Scale



Deliver Innovation and Digital Capabilities



Deepen Client Relationships and Secure Volumes



Transform from Association

Leverage Global Scale



Our Thesis

- Bring benefits of global scale and resources
- Fully integrate systems
- Achieve efficiencies in headcount, purchasing, and technology
- Capture \$200MM in pre-tax cost synergies annually by FY20

Status

- Acquisition integration on track
- Streamlined organization and outperforming on cost metrics

Deliver Innovation and Digital Capabilities



Our Thesis

- Accelerate roll-out of innovation platforms and solutions including Visa Developer Platform, Checkout, and Token Service
- Leverage strategic partnerships
- Enhance product suite with value added services such as TrialPay, Cardinal Commerce, and CyberSource

Status

- Accelerated launch of Visa Checkout and Token Service
- Opened London innovation center and launched Visa Developer Platform
- Leveraging global partnerships like PayPal and Uber
- Initiated fresh product roadmap across Europe

Deepen Client Relationships and Secure Volumes



Our Thesis

- Deliver a seamless experience for global clients
- Facilitate client growth via innovative products, services and competitive mindset

Status

- Migrating to longer-term contracts with performance triggers
- Unified global client service

Transform from Association



Our Thesis

- Improve net revenue yield
- Align pricing with client value
- Instill client-centricity in culture and decision-making

Status

- Introduced faster decision-making and international pricing
- Net revenue yield exceeding our expectations
- Strengthening management team

Europe

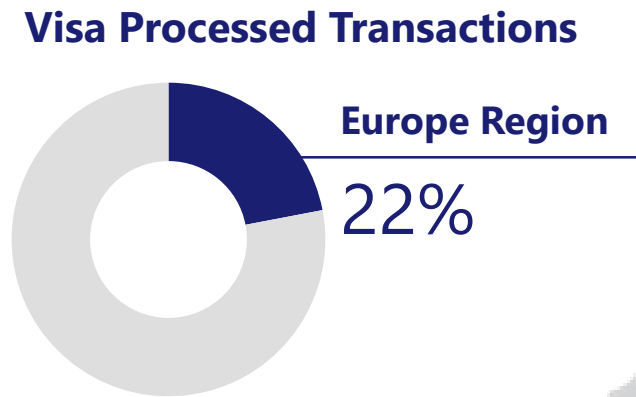
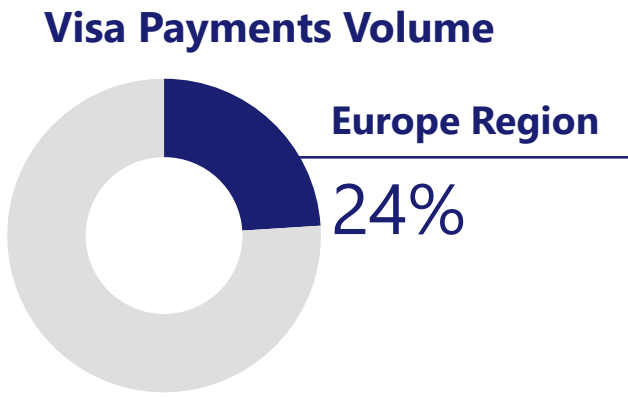
45 Countries and Territories

3,302 Financial Institutions

13MM Merchant Locations

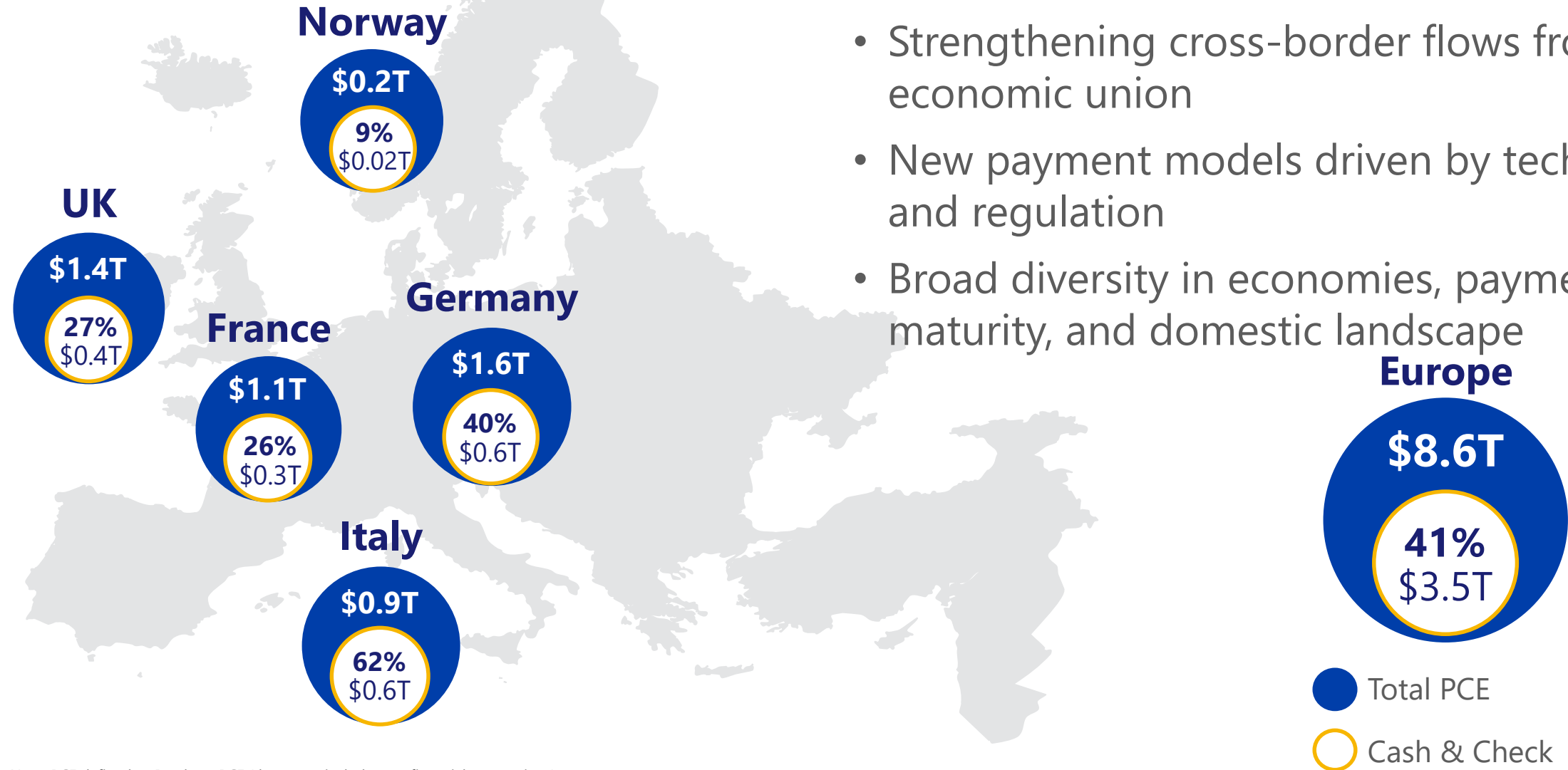
\$1.7T Payments Volume

542MM Cards



Source: Visa Operating Certificates CY2016. Merchant locations are provided by Visa's issuing and acquiring financial institutions; card counts include cards carrying the Visa, Visa Electron, V PAY and Interlink brands as well as PLUS proprietary cards.

\$3.5T Cash Opportunity Underpins Growth



- Strengthening cross-border flows from single economic union
- New payment models driven by technology and regulation
- Broad diversity in economies, payments maturity, and domestic landscape

Note: PCE defined as Purchase PCE (does not include non-financial transactions)
Source: Oxford Economics & Haver Analytics (2016) for PCE; Euromonitor & The Nilson Report (2016) for Cash & Check penetration in PCE

Managing a Complex Regulatory Landscape

Interchange Fee regulation

Fee caps on credit and debit interchange; separation of scheme & processing

Our response: maintain active dialogue with regulators and implement compliant, commercially-focused structure

PSD2

Strong authentication, faster funds and open banking

Our response: roll out robust authentication tools, support clients in navigating changing landscape, explore options to expand capability set

Local and National Regulation

36 National Regulators, EU Institutions, Standards Bodies, and Industry Associations

Our response: strengthen local market presence and government relations efforts to influence and shape the evolving requirements

Capturing the Growth Opportunity in Europe



Drive Digital

- Drive mobile, digital and IoT
- Grow eCommerce in key markets with debit and Visa Checkout
- Collaborate and co-develop



Expand Access

- Close key acceptance gaps
- Penetrate P2P, G2C, B2C, B2B
- Leverage contactless to displace cash



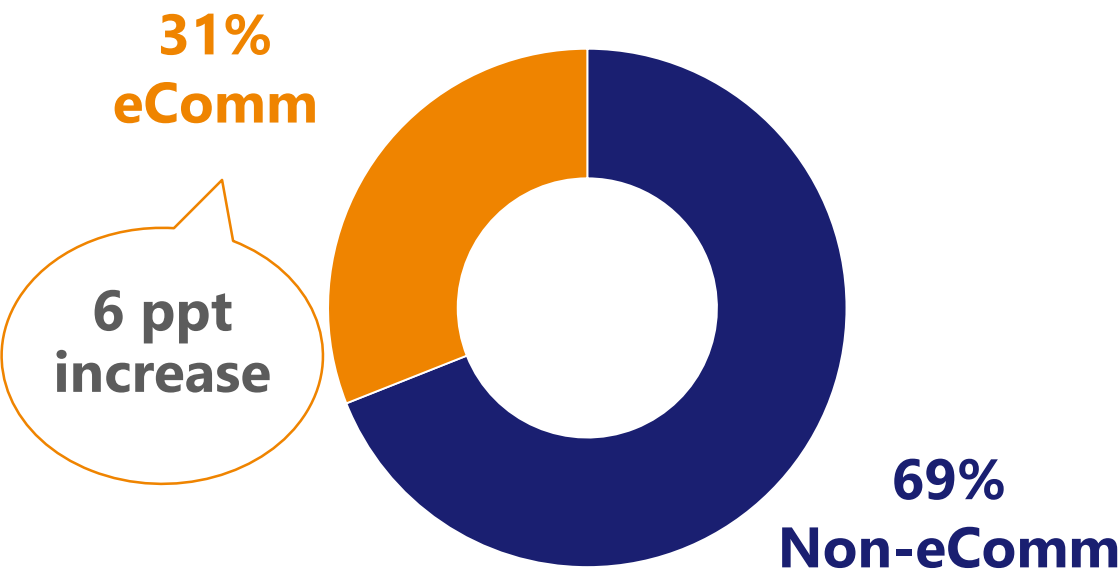
Deepen Partnerships

- Partner with new European players
- Engage Merchants and Acquirers
- Deepen engagement with domestic processors
- Partner with Governments

Digital Growth will Accelerate in Europe

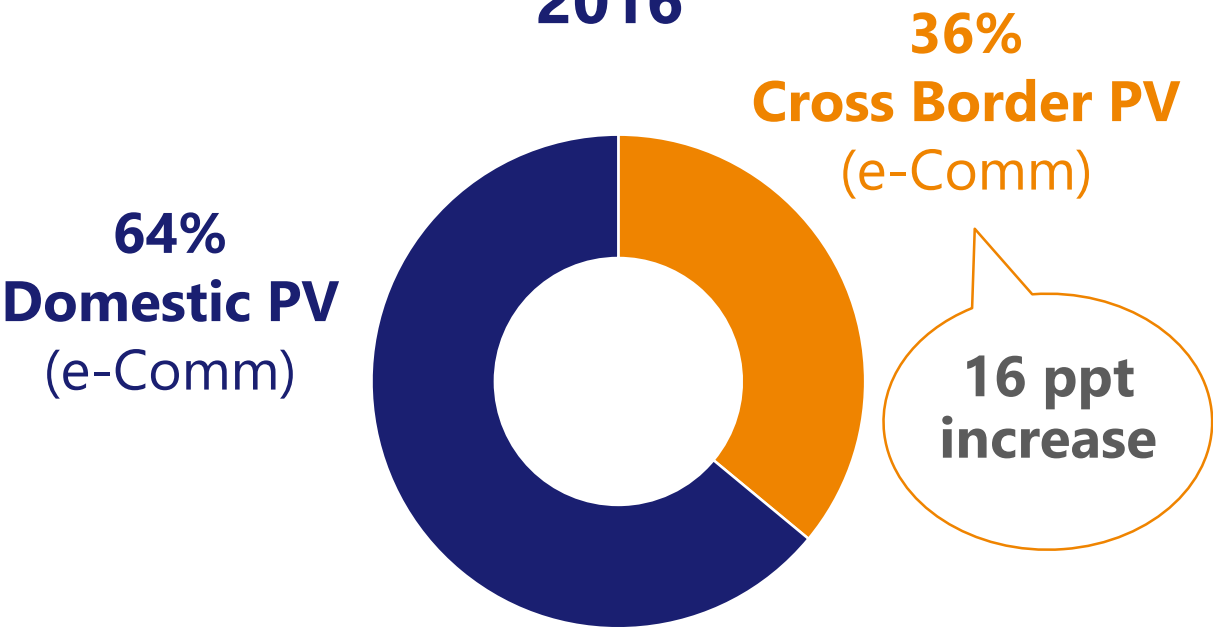
UK eCommerce

2016



Europe Developed Markets*

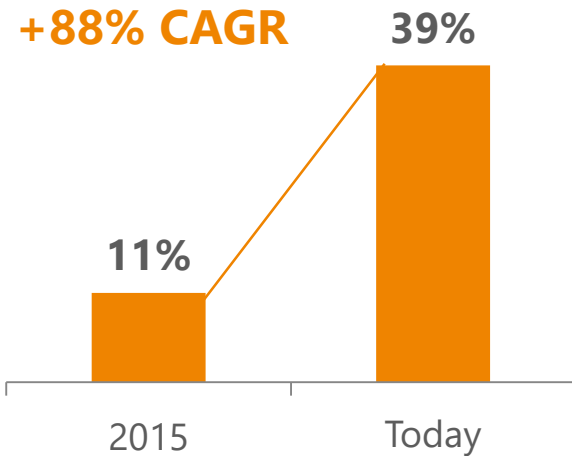
2016



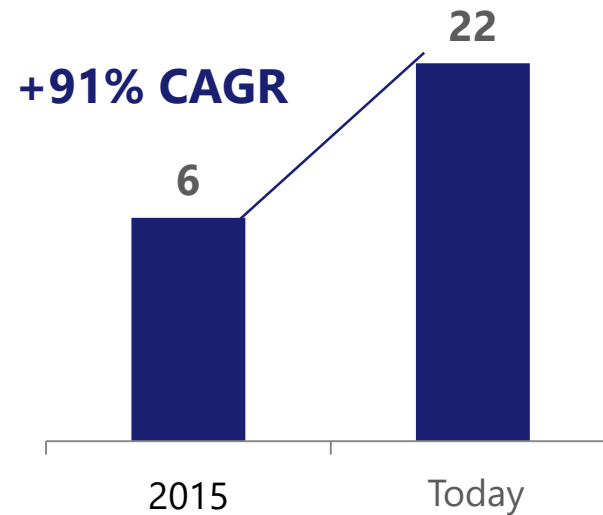
Source: VisaNet and Operating Certificate data (2013 to 2016)
*Selected countries: Denmark, France, Germany, Italy, Luxembourg, Norway, Sweden, UK

Contactless is Key in Europe to Convert Cash

Contactless Penetration of Face-to-face Transactions



Monthly Contactless Transit Transactions (MM)



- Europe leads the world in contactless infrastructure
 - More than 160MM contactless cards with 30% penetration
 - 4.6MM contactless terminals, expanding 62% in 2016
- Mandates driving contactless on all new cards from 2016 and all terminals by 2020

Source: VisaNet (2015, 2017) for Contactless penetration and Transit transactions; RBR (2016 Report) for Contactless terminals; Visa Operating Certificate (2016) for Cards

Engaging with Merchants and Domestic Networks to Drive Processing Growth

European Processing

- **Room for growth:** despite being Europe's largest payment brand, Visa processes less than 15% of the 180B interbank transactions
- **Fragmented market:** top 10 players represent less than 60% of card payments
- **Consolidation trend:** clients and networks require scale and greater functionality



Visa Processing

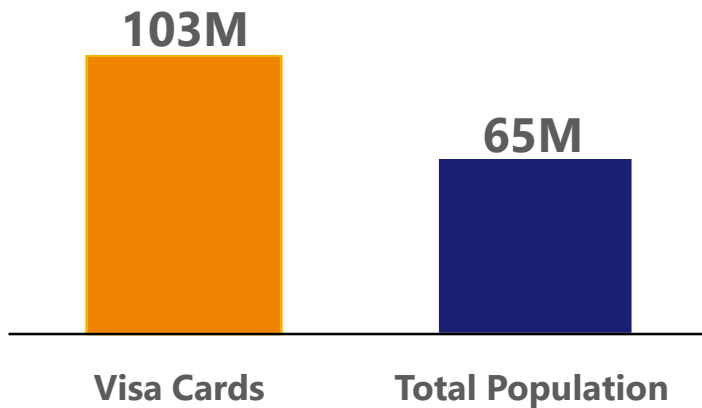
- **Market leader:** our large client base will look to Visa for support
- **Geographic expansion:** opportunity to expand beyond our four key markets via investment, partnership and acquisition
- **Expand beyond core network services:** CyberSource, APIs, token, etc.

Source: VisaNet (ERIC & GMBS, 2016) for Visa Processing, Key Markets; European Payment Report - HSBC Global Research (Sept 2015) for Interbank Transactions, Top 10 Players

Capturing the Opportunity in the UK



Leading Debit Base



Growth Opportunity

\$2.7T

PV opportunity across P2P, G2C, B2C and B2B

- Card well-positioned to capture growth
- Regulatory enablers
 - Open Banking
 - PSD2
 - Faster Funds mandate

Unique Visa Assets

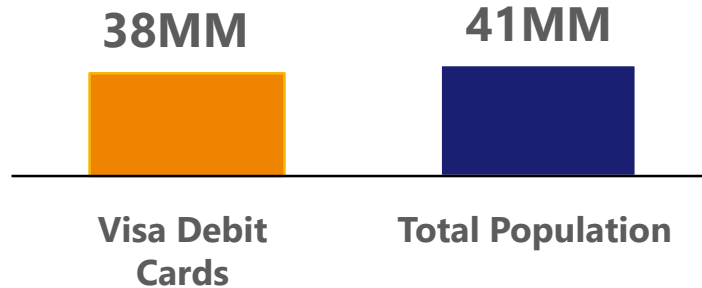
- 1 Unparalleled bank relationships
- 2 Strong consumer brand
- 3 Established VisaNet platform
 - Visa Direct
 - Open Checkout
 - Cybersecurity
 - VisaNet integration a key enabler

Source: Visa Operating Certificate (2016) for Cards; Office for National Statistics (2017) for Population; McKinsey Global Payments Map – UK Country Level (2015) for Opportunity

Capturing Germany's Growth Potential

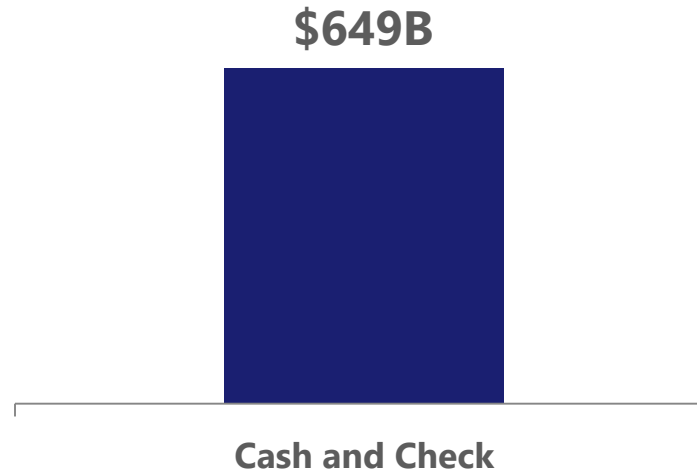


Starting Position



- \$41B Visa Payments Volume

Opportunity



- Largest single cash opportunity in Europe

Path to Accelerate

- **Expand acceptance:** 1MM terminals to 2MM
- **Drive contactless:** increase penetration from 10% to 100%
- **Introduce digital services:**
 - Tokenize V Pay cards
 - Launch Visa Checkout
- **Shape consumer perceptions via brand and larger market presence**
- **Promote Visa capabilities versus local processors**

Source: Euromonitor & The Nilson Report (2016) for Cash and Check; Retail Banking Research (2016 report) for Terminals; Visa Operating Certificate (2016) for PV & Contactless penetration

Poland: Drive to a Cashless Economy



Government-led cashless drive

*"Our goal is to **digitize the economy and society** to deliver a paperless, cashless Poland. Our vision is ... **an entirely digital, cashless society**"*

*Deputy Minister for Development,
Tadeusz Kościński – June 2017*

Objective: From 20% to 80% cashless payment penetration in a few years

Opportunity

A leading contactless market

- 70% of Visa transactions and 90% of terminals

Rapidly growing card penetration (since 2009)

- 250% increase in acceptance
- PCE penetration nearly doubled
- 400% growth in card transactions

Driving value from Visa network

- 80% PV transactions Visa-processed

Path to Accelerate

Visa/bank Market Development Fund

\$170MM investment to:

- Double acceptance over the next 4 years
- Introduce loyalty solutions and Visa Token Service
- Expand preference and cross-border volumes via trusted brand campaigns

Source: Oxford Economics (2009, 2016) & Haver Analytics (2016) for Penetration of PCE; VisaNet (ERIC, 2016) & Visa Business & Economic Insights (2016) for Contactless transactions, Visa Processed transactions & Terminals; National Bank of Poland (2009, 2016) for card acceptance, Visa Operating Certificate (2016) for Card transactions



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Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 that relate to, among other things, our future operations, prospects, developments, strategies, business growth and financial outlook. Forward-looking statements generally are identified by words such as "believes," "estimates," "expects," "intends," "may," "projects," "could," "should," "will," "continue" and other similar expressions. All statements other than statements of historical fact could be forward-looking statements, which speak only as of the date they are made, are not guarantees of future performance and are subject to certain risks, uncertainties and other factors, many of which are beyond our control and are difficult to predict. We describe risks and uncertainties that could cause actual results to differ materially from those expressed in, or implied by, any of these forward-looking statements in our filings with the U.S. Securities and Exchange Commission, including our Annual Report on Form 10-K for the year ended September 30, 2016 and our subsequent reports on Forms 10-Q and 8-K. Except as required by law, we do not intend to update or revise any forward-looking statements as a result of new information, future events or otherwise.

Note: All brand names and logos are the property of their respective owners, are used for identification purposes only, and do not imply product endorsement or affiliation with Visa. With the exception of slide titled "Acceptance Penetration Drives PCE Penetration," PCE is defined as Purchase PCE (does not include non-financial transactions).