

V&MC Card Scheme Performance, FY 2024

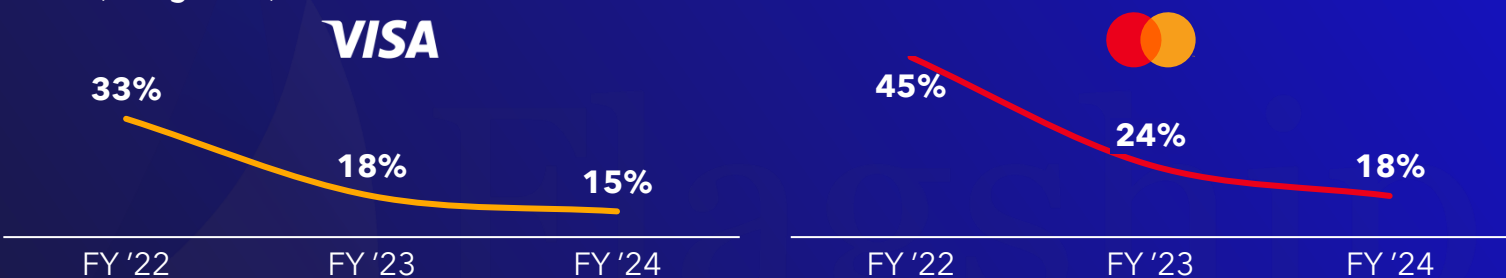


1 Total Network Gross Dollar Volume (\$ tril.; YoY growth)



Note: GDV consists both purchase and cash volumes. Visa GDV includes all form factors of Visa, Visa Electron, V PAY, and Interlink brands from December 2022 - December 2024; Mastercard GDV excludes Maestro and Cirrus cards from December 2022 - December 2024
Sources: Visa & Mastercard 2023-2024 financial filings and quarterly presentations © Flagship Advisory Partners February 2025

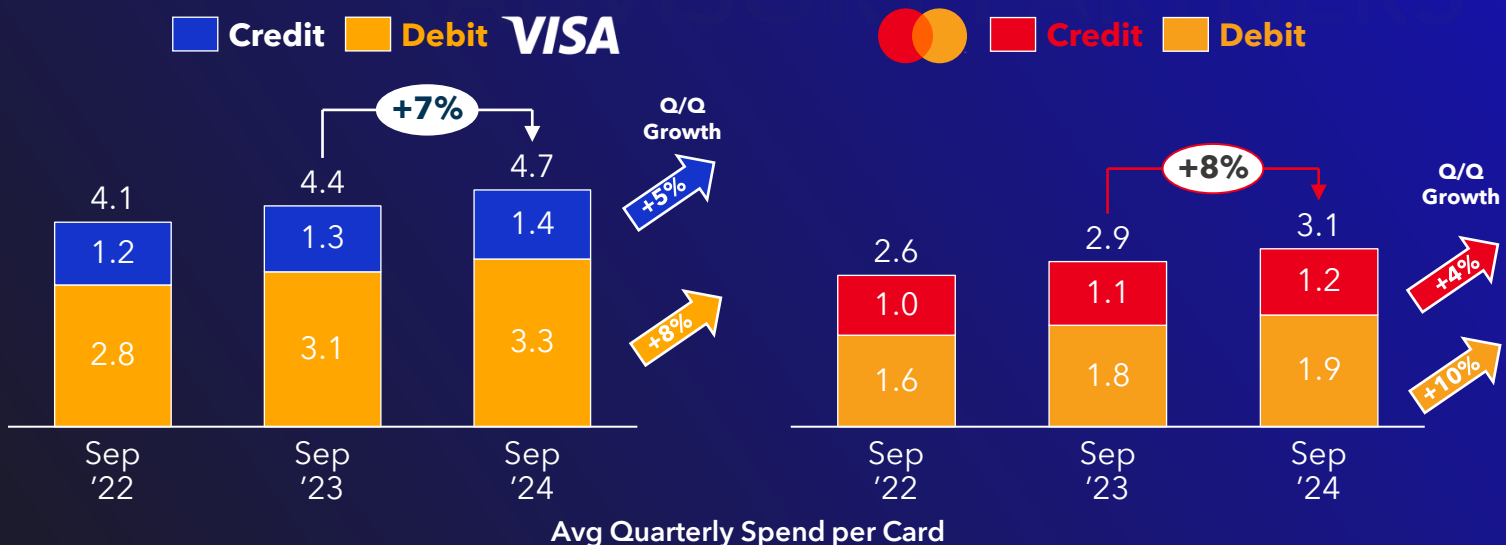
2 Cross-Border Volume Development (YoY growth)



Note: Visa growth is based on total constant cross-border volumes from December 2022 - December 2024; Mastercard growth is based on total cross-border volume on a local currency basis from December 2022 - December 2024
Sources: Visa & Mastercard 2023-2024 financial filings, quarterly presentations and websites © Flagship Advisory Partners February 2025

3 Card Counts

(# cards in force in bil.; avg. \$ spend per card from Sept '22 - Sept '24)



\$1,247	\$1,264	\$1,269	Credit	\$954	\$993	\$1,015	Credit
\$707	\$709	\$690	Debit	\$679	\$685	\$686	Debit

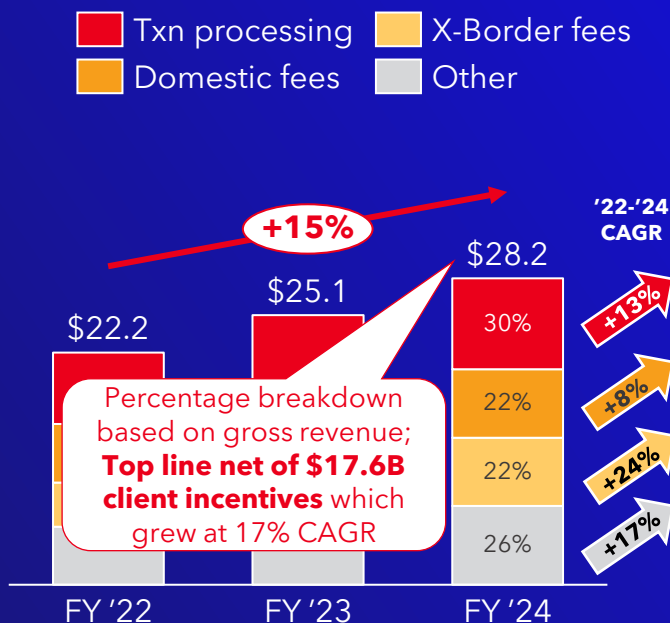
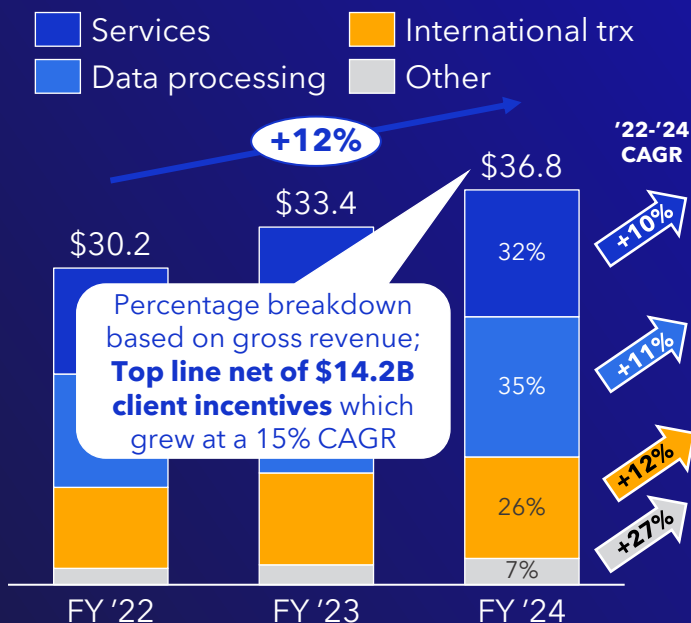
Note: Visa does not release card counts until the following quarter
Sources: Visa & Mastercard 2023-2024 financial filings and quarterly presentations © Flagship Advisory Partners February 2025



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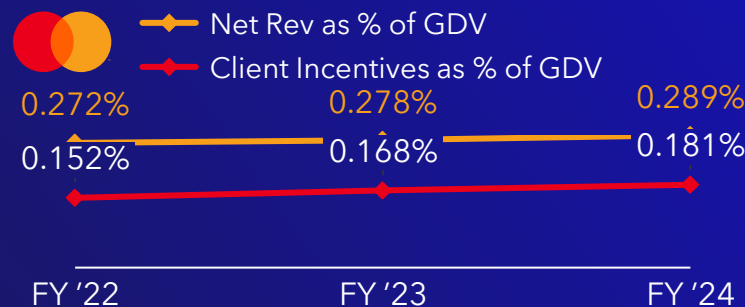
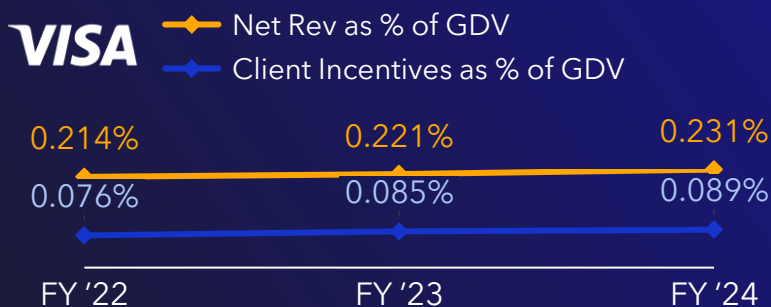
4 Net Revenue by Segment (\$ bil.; net revenue and CAGR by segment)

VISA



Sources: Visa & Mastercard 2023-2024 financial filings and quarterly presentations © Flagship Advisory Partners February 2025

5 KPIs (from FY '22 - FY '24)



Note: Net Revenue = gross revenue less client incentives
Sources: Visa & Mastercard 2023-2024 financial filings and quarterly presentations © Flagship Advisory Partners February 2025

6 Customer Wins (non-exhaustive relationships noted by management on earnings calls as of January 2025)

VISA (N=35)



Mastercard (N=35)



V&MC Card Scheme Performance, FY 2024



7 Major M&A Announcements and Other FY'24 Highlights (select investments, M&A deals, and management commentary, non-exhaustive)

VISA



FY'24 DEALS

FEATURE SPACE
Sep 2024

- Fraud prevention
- ~£700M acquisition

FY'24 DEALS



Sep 2024

- Subscription mgmt.
- Majority acquisition



Oct 2024

- Threat intelligence
- \$2.65B acquisition

Other Earnings Call Notes

- 12.6 billion tokens issued, up 44% Y/Y
- 74% of all in-person transactions are tap-to-pay
- Visa Direct (real-time push payments to cards) surpassed \$10 billion in transactions in 2024
- Partnered with X to enable the funding of their X wallet to enable P2P payments via Visa Direct
- Launched Visa Protect for A2A payments with plans to expand to 10 new RTP networks in 2025
- Visa's share of US vs. international revenue has shifted from 44% in 2022 to 40% in 2024

Other Earnings Call Notes

- Most accepted payments network globally with over 150 million acceptance locations
- Tokenizes ~4 billion transaction per month, up 40 times over the past 6 months
- Launched the MC 1 Credential allowing cardholders to set payment preferences per trx.
- Mastercard Move transactions were up 40% Y/Y in Q4 '24

Sources: Visa & Mastercard 2023-2024 financial filings and earnings calls, Global Data © Flagship Advisory Partners February 2025

8 General Commentary & Highlights

- **Visa and MasterCard both delivered another year of strong performance**, driven by sustained growth in consumer spending and continued expansion in cross-border volumes and value-added services.
- **Cross-border remains a key growth driver, but expansion is slowing.** Visa's growth fell from 33% (2022) to 15% (2024), and Mastercard's from 45% to 18%, marking **two years of growth deceleration**. Still, both firms see cross-border as a core growth engine.
- **Visa and Mastercard card counts rose 7% and 8%, consistent with last year.** However, Visa's average spend per card fell 2%, while Mastercard's grew 1% from Dec. '23-'24.
- **Visa and Mastercard revenue rose 10% and 12% Y/Y.** However, Visa's international transaction growth slowed from 14% to 10%, and Mastercard's cross-border growth fell from 27% to 21% ('22-'24).
- **Mastercard's client incentives outpaced year-over-year net revenue growth (7% vs. 4%), while Visa's grew 5% year-over-year, aligning with net revenue.**
- **Strategic partnerships remained a core focus for both companies**, though the emphasis shifted. Visa shifted focus to banks (46% of mentions), while Mastercard balanced banks and fintechs (40% each), reversing last year's trends.
- **Visa and Mastercard prioritized fraud prevention in 2024**, acquiring Featurespace and Recorded Future, respectively.
- Visa also launched Visa Protect, its **AI-powered fraud detection model for A2A payments**. This is a shift from 2023 where Visa prioritized payment processing investments (Prosa and Pismo) and A2A expansion (Form3), while Mastercard diversified investments across money transfers, open banking, and cybersecurity.

NAVIGATING FINTECH INNOVATION

Flagship Advisory Partners is a boutique strategy and M&A advisory firm focused on payments and fintech. We serve clients globally and have a team of 40+ professionals who have a unique depth of knowledge in payments and fintech.



Thank you!

For any questions, please do not hesitate to contact the authors



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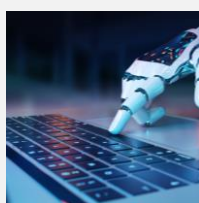


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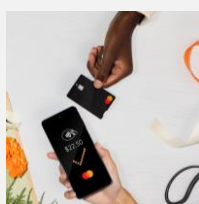
AI's Impact on Payments & Fintech, Part 2: Fraud Management

January 2025



Europe's Local Card Schemes on a Steady Decline

September 2024



Global Card Scheme Performance FY 2023

February 2024