

Annual results
Visa Europe 2014

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Athens, Greece

26 February 2015

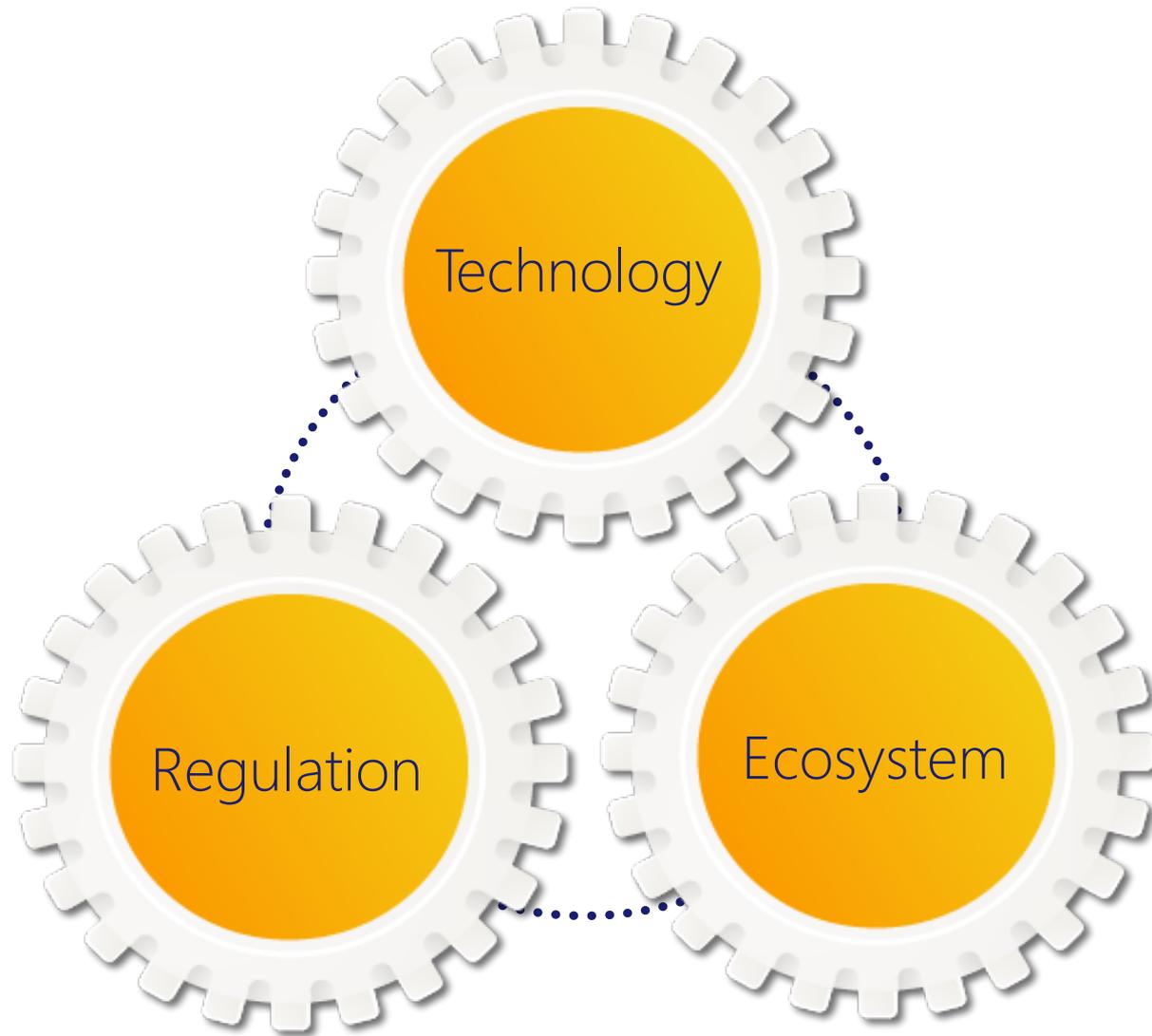
The VISA logo is displayed in a bold, white, italicized sans-serif font against a dark blue background. The letters are thick and closely spaced, with a slight slant to the right.

Our Vision:

The beating heart of payments

VISA

The world is changing



For Visa Europe this means the opportunity to...

-  Eat away at the 70% of transactions that are still settled in cash
-  Make better use of the abundance of digital technology that now surrounds us by enabling new digital payment solutions
-  Deliver a better quality of service to retailers and consumers alike – by making payment simpler, smarter and more secure than ever before

Our call to retailers - work with us to...

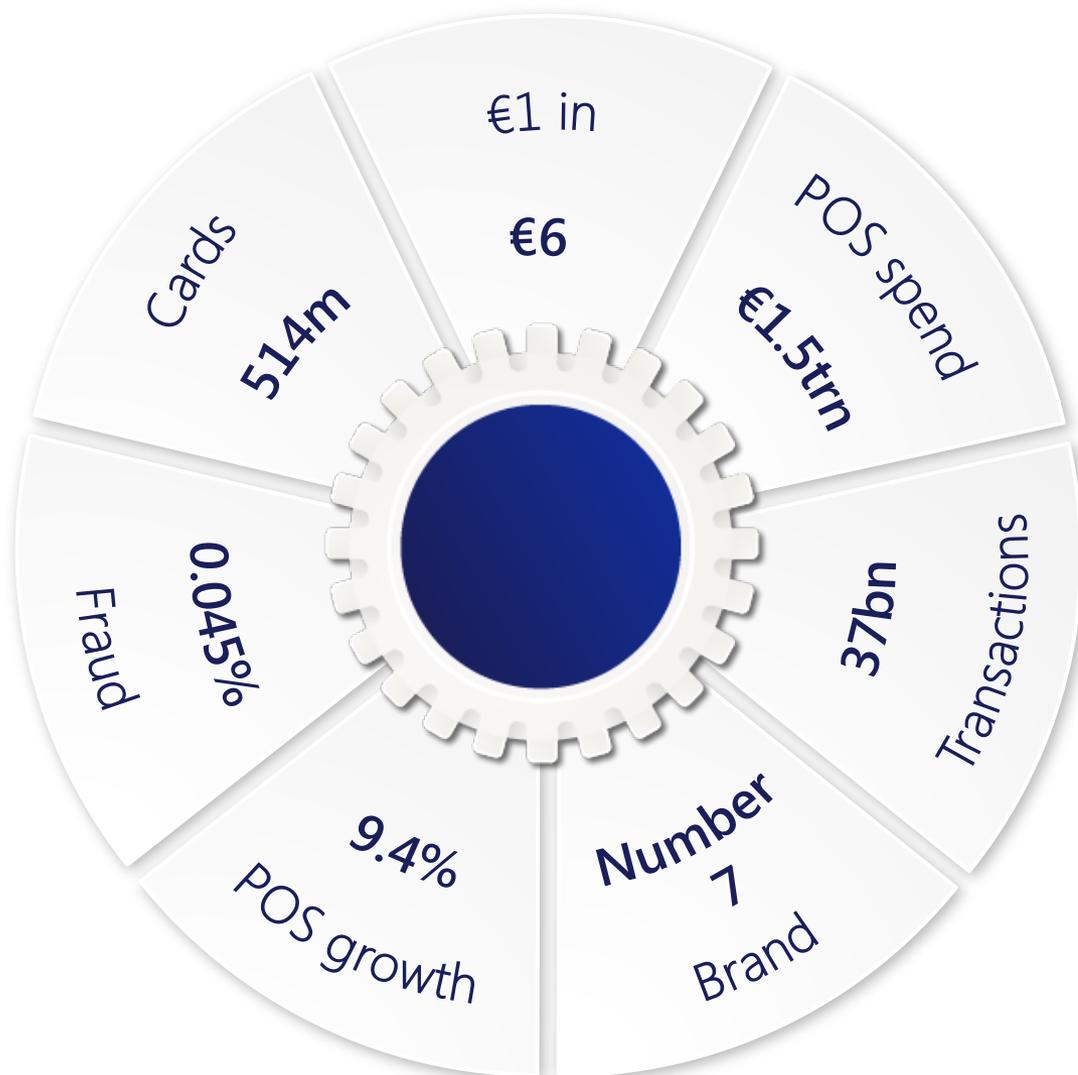
-  Invest to deliver ever better payment experiences for consumers
-  Transform payments acceptance so cards are accepted everywhere
-  Make contactless mainstream and mobile a reality
-  Streamline the online checkout experience and boost security
-  Bring more value to consumers with card-linked offers that they want

Our vision for consumers

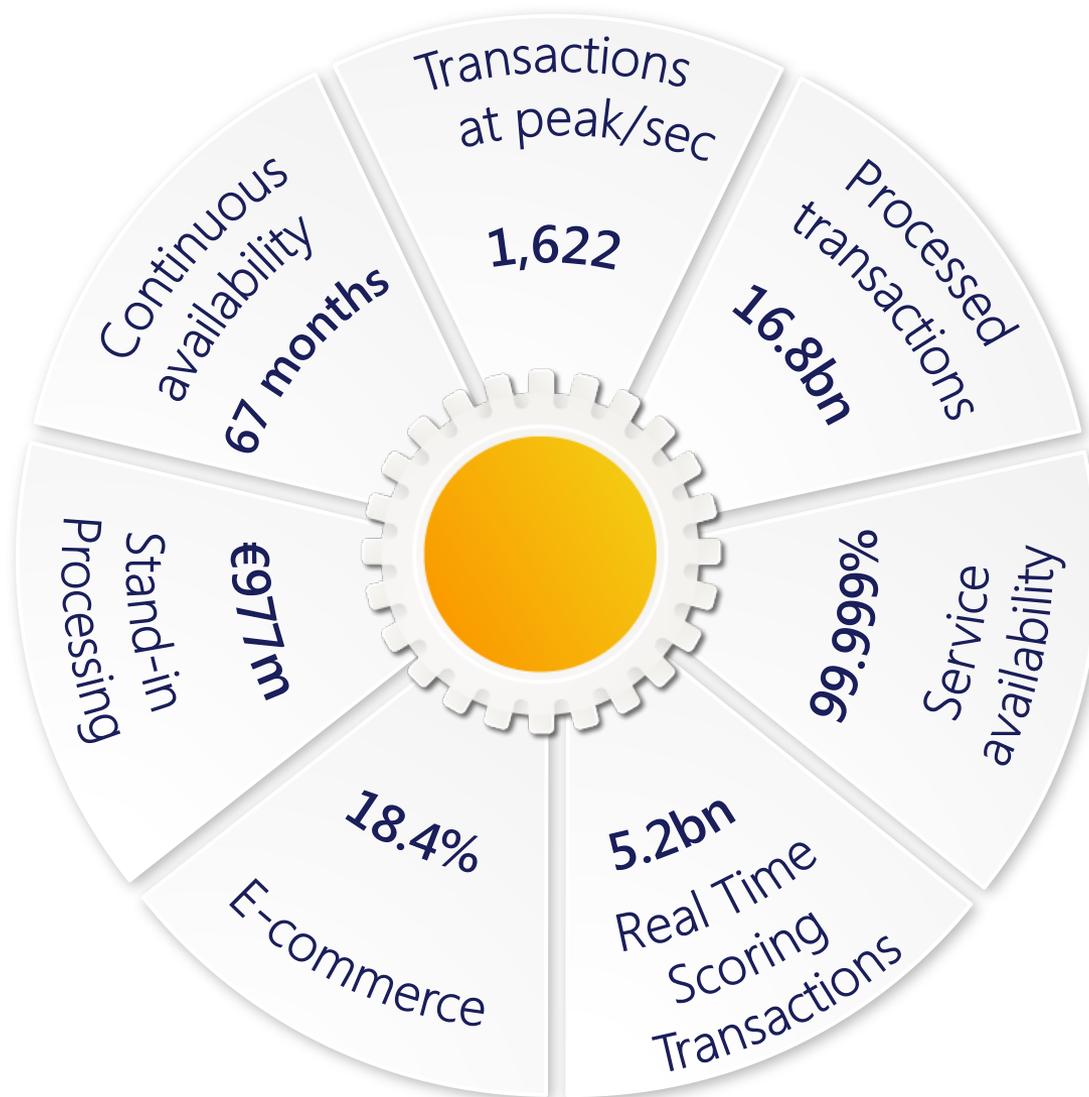
-  Payment never, ever getting in the way of buying
-  Payments that are completely indifferent to time, or place, or channel, or device
-  Never having any reason to resort to cash
-  Everyday payments just happening, with no effort and no intervention but reassuring security for your larger one-off payments
-  Benefit from the data that accompanies every digital transaction you make
-  Confidence that, if things do go wrong, you are always protected

Building on our core strengths

- Brand
- Scale
- Ubiquity
- Reliability
- Security



Always on... 24.7.365



Building on a strong base – financial performance



Gross revenues €1.9bn – up 9%



Profit €343m – up 30%

FY12	€	7	8	1	m
FY13	€	8	3	6	m
FY14	€	7	8	1	m
FY15	€	7	8	1	m

Core expenses frozen from 2012

Investing in innovation



€200m+ per year



Collaboration with tech partners



Existing digital innovations on track



Securing the future of digital payments



Inclusion

Our new corporate strategy



Build deep partnerships with a more customer-centric approach



Expand access to our products, services and network



Accelerate growth by focusing relentlessly on the full potential of our core business

In summary

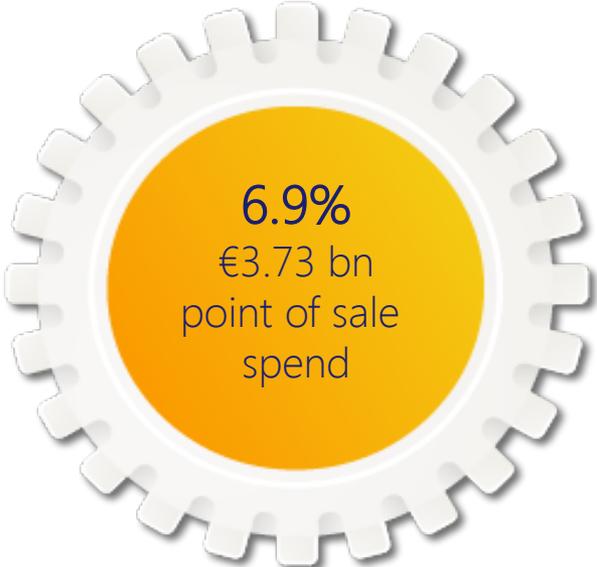
-  The stars are aligned for digital payments in 2015 with the technology, big players, consumer demand, partnerships and investment all in place
-  We're investing €200m in innovation and call on retailers to use savings to work with us on transforming the consumer experience
-  Our strong performance places Visa Europe as the beating heart of this drive to make payments simpler, smarter and more secure than ever before

Annual Results

Greece 2014

Nikos Kabanopoulos

Strong growth in 2014!



Key highlights



- **Good increase** +10% in number of POS transactions overall (57.2 million)

- High increase of 35% in number of **Debit** POS transactions (+20 million)

- **Credit** POS transactions increased by 1.5% (+34 million)

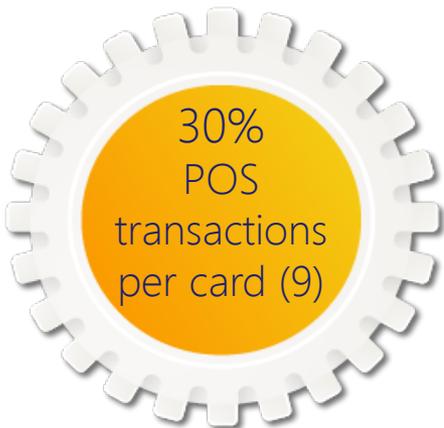
- **Commercial** POS transactions increased by 4.2% (1.5 million)



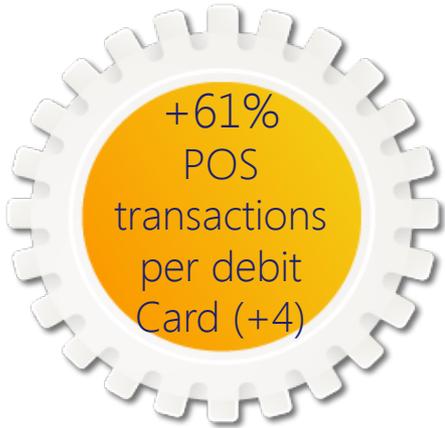
Key highlights



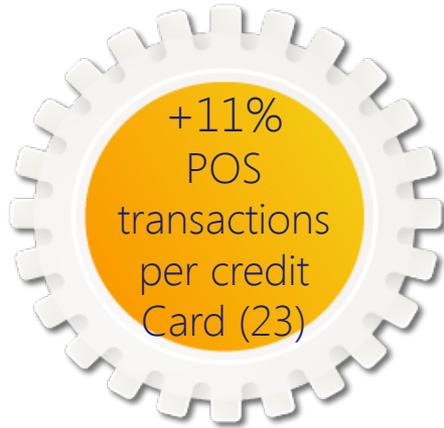
6.6 mn
Visa
cards



30%
POS
transactions
per card (9)



+61%
POS
transactions
per debit
Card (+4)



+11%
POS
transactions
per credit
Card (23)



Key highlights



+20%

€705 mn Visa spend in e-commerce



Key highlights



- 211.000 **Contactless** cards & 7.000 Contactless terminals



- Launch of the first **Mobile Contactless** program



- Higher growth is expected in **e-commerce** with the launch of the digital wallet **V.me** by Visa

2015 Priorities in Greece

- Converting ATM transactions to POS
- Further expanding the Acceptance environment
- Emphasis on Digital
- Promoting the benefits of Electronic Payments



Thank you!