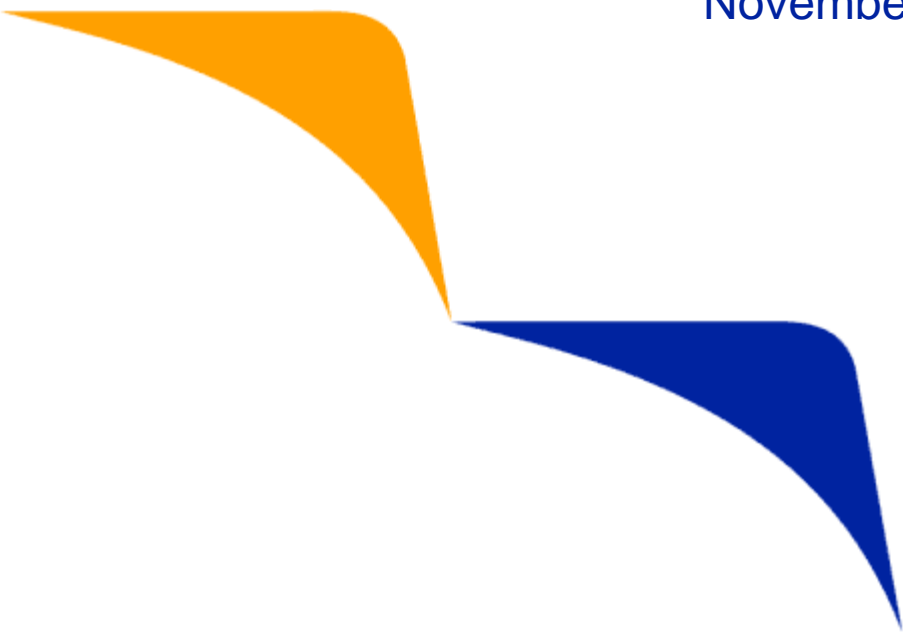




Visa Inc. Overview

November 2010



Disclaimer



The following presentation contains “forward-looking statements” within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. These statements can be identified by the terms “continue,” “initiative,” “strategy,” “maintain,” “opportunity,” “goal,” “approach,” “may,” “plan,” “trends,” “will” and similar references to the future. Examples of such forward-looking statements include, but are not limited to statements regarding opportunities for growth, initiatives or strategies for growth, Visa’s position or competitive advantages, and expected benefits of Visa’s investments.

By their nature, forward-looking statements: (i) speak only as of the date they are made, (ii) are not guarantees of future performance or results and (iii) are subject to risks, uncertainties and assumptions that are difficult to predict or quantify. Therefore, actual results could differ materially and adversely from those forward-looking statements as a result of a variety of factors, including the impact of the U.S. Wall Street Reform and Consumer Protection Act, developments in current or future disputes, macroeconomic and industry factors, systemic developments, and the other factors discussed in our most recent Annual Report on Form 10-K and our most recent Quarterly Reports on Form 10-Q. You should not place undue reliance on such statements. Unless required to do so by law, we do not intend to update or revise any forward-looking statement, because of new information or future developments or otherwise.



Corporate Overview



What Is Visa?



What We Are

- Global payments technology company
- Transaction-processing network that connects cardholders, merchants and financial institutions

What We Are Not

- Credit card issuer
- Lender
- Exposed to consumer credit risk



Payments technology company that helps power the global economy.

The Visa Inc. Organization

➤ Global public company (NYSE: V)

➤ Headquarters in San Francisco

- Major operations in Miami, London, Singapore and San Francisco Bay Area
 - More than 6,000 employees worldwide
-

➤ Visa Inc.'s “clients” are issuing/acquiring financial institutions and merchants.

➤ Visa Inc. derives revenue primarily from fees paid by financial institution clients, fees based on volume, transactions and other services provided.

A 50-year History



1958



1976



1987



1997



2008



2008

Bank of America launches BankAmericard, the first general purpose card program, in California

National BankAmericard Inc., an association of financial institutions, changes its name to Visa and introduces the first debit card

Visa introduces multi-currency clearing and settlement, increasing transaction efficiency

Total payments volume passes US\$1 trillion globally

Visa lists on the New York Stock Exchange under the ticker symbol "V" and raises US\$19.7 billion in the largest initial public offering in U.S. history

U.S. debit payments volume eclipsed that of credit for the first time in the quarter ending December 31, 2008

Statistical Overview



Visa Inc. is the world's largest retail electronic payments network, with more than \$5.0 trillion transacted on our payment products over the four quarters ended Sept. 30, 2010.



Statistical data in U.S. dollars; data as of Sept. 30, 2010 unless otherwise noted. Excludes Visa Europe, unless otherwise noted. Figures are rounded.

¹ Based on payments volume, total volume, number of transactions and number of cards in circulation.

² Includes payments and cash transactions.

³ As reported by client financial institutions as of June 30, 2010. May be subject to change; includes ATMs in the Visa Europe territory.

⁴ Includes payments and cash transactions.

⁵ As of June 30, 2010

Visa's Role as Payments Network



Issuing Banks

- Issue cards
- Assume cardholder's credit risk
- Set and collect card fees and interest rates
- Provide customer service for consumers



- Provides processing and operational systems
- Sets standards and rules for financial institution clients
- Develops products
- Provides risk management
- Builds and manages global brand
- Develops new market opportunities (acceptance)

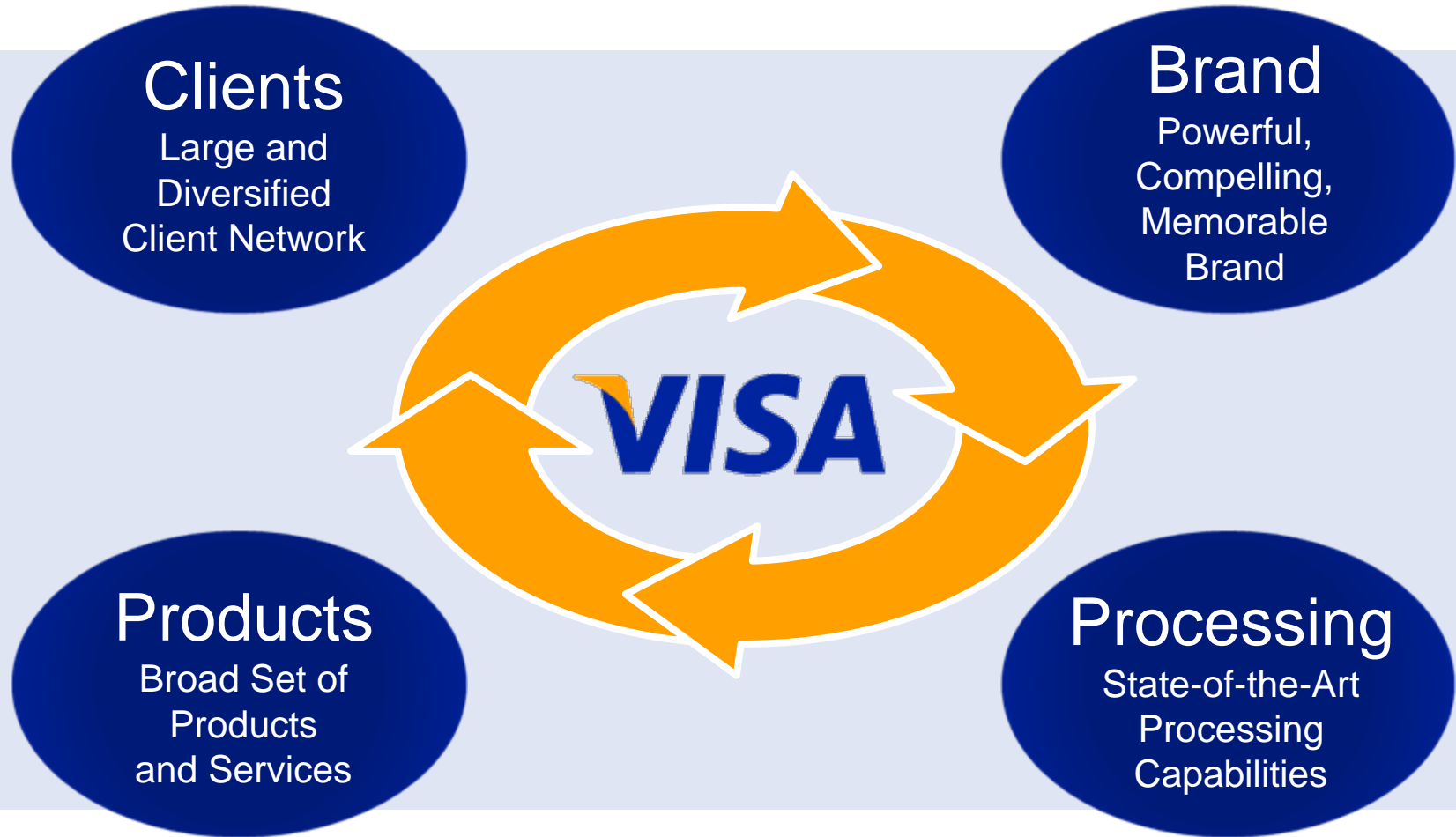


Acquiring Banks

- Sign up retailers
- Provide processing
- Manage authorization, capture and settlement
- Generate recurring reports/statements
- Provide customer service for retailers

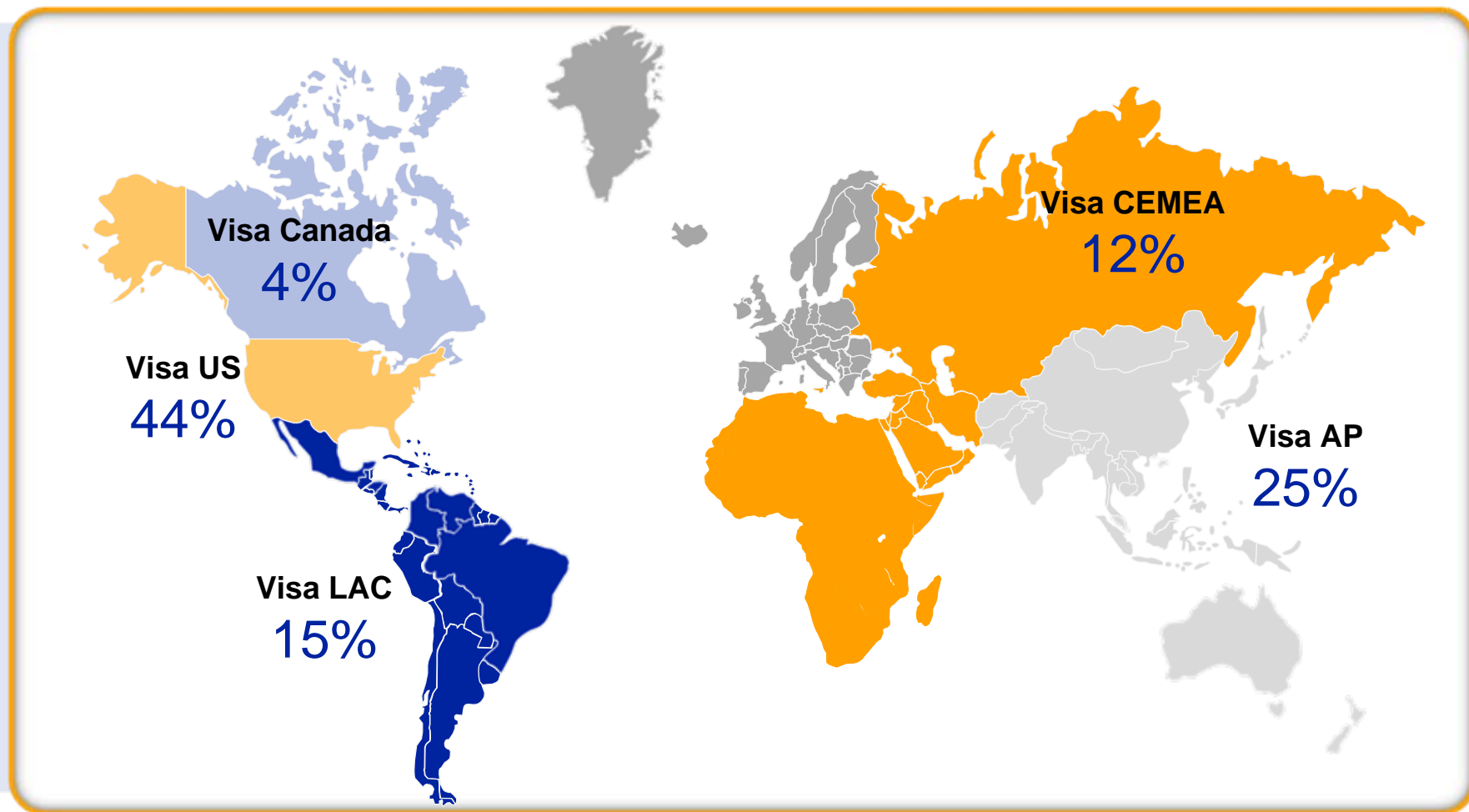


Visa's Unique Competitive Advantages



Globally Diversified Business

Total volume by region, four quarters ended September 30, 2010*



* Includes payments and cash transactions. Figures are rounded.

Strong Secular Trends Are Driving a Shift to Electronic Payments.

Consumers

Increasingly attracted to convenience, security, enhanced services and rewards

Business and Governments

Looking to improve efficiency, visibility, control and security

Merchants

Accepting electronic payments to improve customer convenience

Evolving Beyond Credit

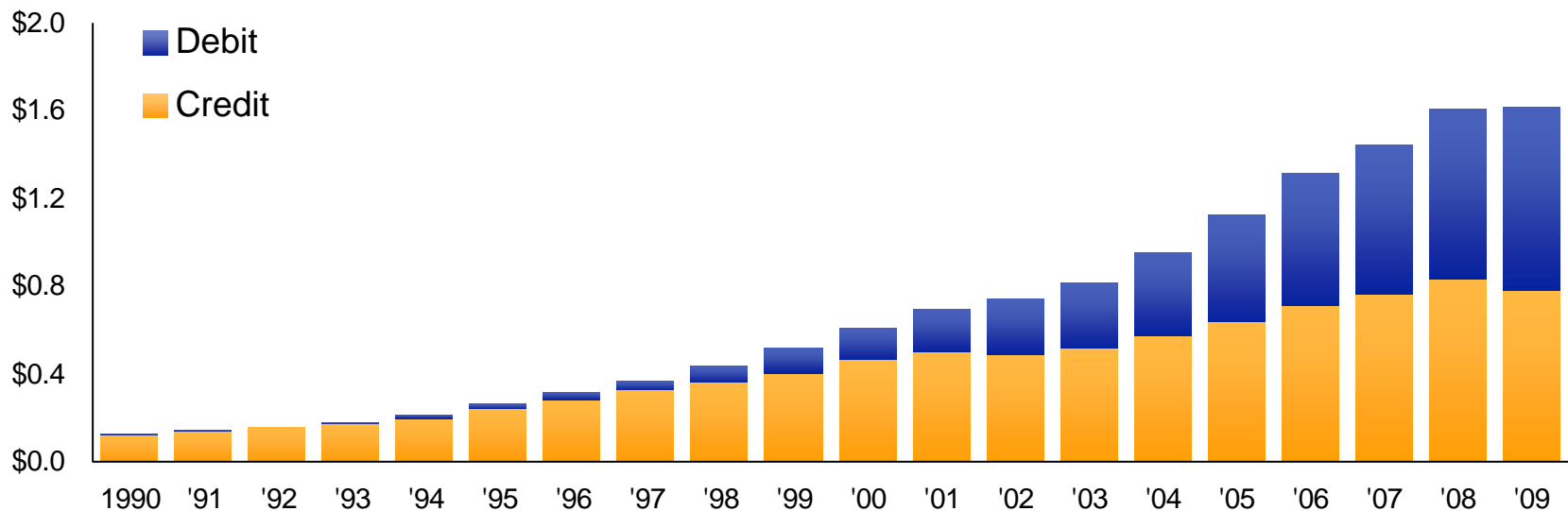


➤ Visa has rapidly evolved beyond its credit roots to offer a broader range of payment products and transaction processing.

- U.S. debit payments volume eclipsed that of credit for the first time in the quarter ending December 31, 2008. As of the four quarters ending September 30, 2010, more than 50 percent of Visa payments volume in the U.S. is on debit products.

➤ It is not accurate to refer to Visa as a “credit card company.”

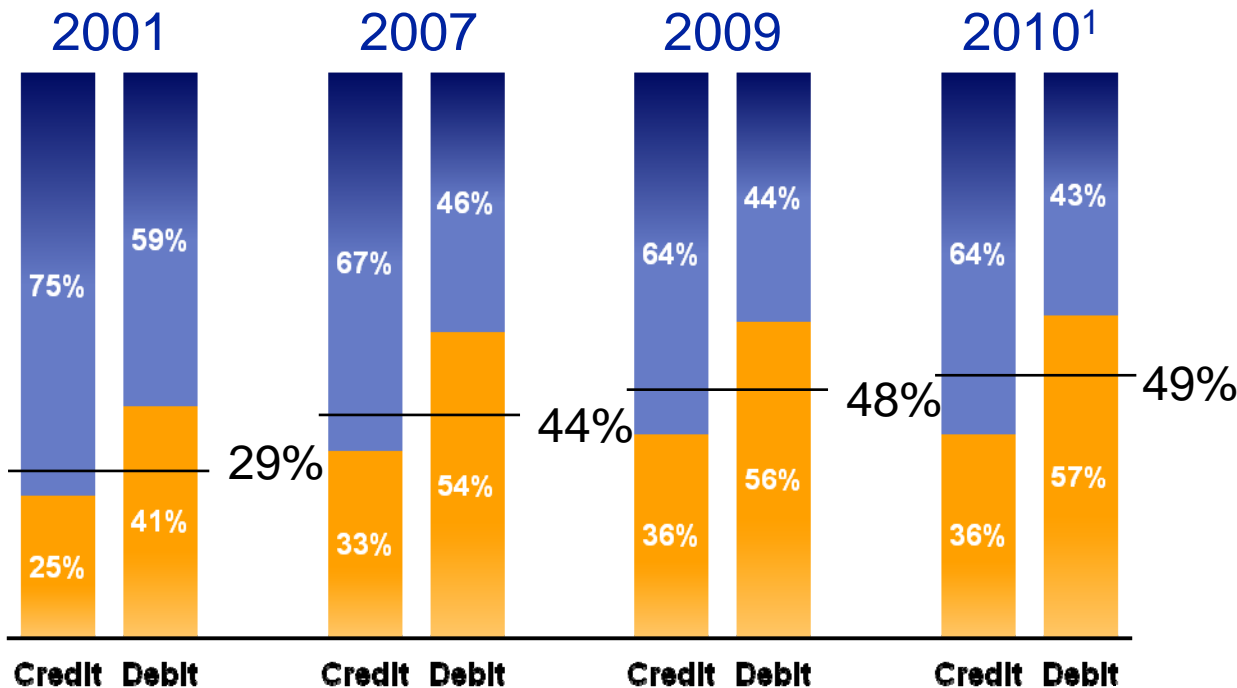
US FY Annual Payments Volume (\$ trillions)



Non-Discretionary Spend

➤ Non-discretionary consumer spend is the most resilient and fastest growing part of Visa's business

USA Region, Consumer Credit and Debit Volume



Primary Merchant Segments

Discretionary

- Discretionary retail
- Restaurants
- Lodging
- Airlines

Non-Discretionary

- Gasoline
- Bill payment
- Grocery
- Discount stores
- Drugstores
- Quick service restaurants²

Notes: Debit includes Interlink

¹ Quarter ended September 30, 2010

² Prior to Q409, quick service restaurants were classified as Discretionary. Historical data is updated to reflect current definition.



Visa Products



Visa Payment Types



➤ Visa's network facilitates a broad range of payment transactions.



Pay Later

Credit products draw funds from a **credit line**



Pay Now

Debit products, such as the Visa Check card, draw funds from a **current account**



Pay Before

Prepaid products draw funds from a **pre-funded card** account that can be funded from a variety of sources

Global Debit Strategy



Purchasing Capability



ATM Access



Full Service Issuer Processing



Authorization Processing



ATM Terminal Driving



Card Management



Exception Processing



Network Gateway



Fraud/Risk Management



Data Mining & Analytics



Call Center Services

Global Consumer Credit Platform



Mass

TARGET MARKET

Niche

Visa Classic/
Traditional



Visa Gold (Platinum)/
Traditional Rewards



Visa
Signature/Platinum



Visa Infinite/
Signature Preferred



Emerging Market/
New to Credit/
Subprime

Middle/Upper
Middle Market

New Affluent/
Value Sensitive

Affluent/
High Spenders

Global Prepaid Strategy



Over 10,000 Visa programs in more than 110 countries*



Platform Services

Partial Authorization
Advanced Authorization
Visa ReadyLink

Auto-Substantiation
Visa AuthorizeFirst
Network Services

Infrastructure

Rules & Guidelines

Regulation

Analytics

Operations

Innovation

Processing

*As of October 2009; Visa Inc. and Visa Europe. Countries in blue denote where Visa prepaid cards are issued

** Visa Inc. U.S. Prepaid Industry Segment Study, 2009. Figures represent estimated prepaid industry opportunity and do not reflect anticipated Visa volumes, transactions or prepaid segment share. The estimated opportunity sizing in this presentation is directional only and Visa is not responsible for any business decisions made using the enclosed data.

Differentiated Prepaid Innovation



➤ Accelerate growth by providing comprehensive products, services and infrastructure



Global Commercial Strategy



Grow core usage and penetration



Visa IntelliLink



Visa PerformSource



Visa SavingsEdge

Extend capabilities to new geographies



Visa Multinational



Visa Payables Automation

Target new customers and verticals



Verticals





Visa Network



VisaNet Today

➤ VisaNet is the world's largest and one of the most advanced payments networks.

Millions of
acceptance
locations

130 million
transactions
per day

1,600
endpoints

Processes
transactions in
1 second

1.7 million
ATMs

Processes in
175 currencies

Less than
2 seconds
unavailability
per year

15,700
financial
institutions

fast • secure • flexible • reliable • scalable

VisaNet Product Support



Domestic and International Transaction Processing Services

Authorization

Clearing and Settlement

Online Dispute Resolution

Risk Management Services

Account Monitoring

Authentication

Encryption

Information Services

Client

Commercial

Accountholder

Continuous Network Investments



1972

First data center



1983

World's first ATM network



2000

Global Online Dispute Resolution System



2008

Full account level processing across all products



2009

New state-of-the-art data center



1973

First Visa Authorization System



1993

Neural networks and loyalty launched



2005

Visa Advanced Authorization



2009

New operating system



State-of-the-Art Processing Capabilities With VisaNet



Reliable

Flexible

Secure

Scalable

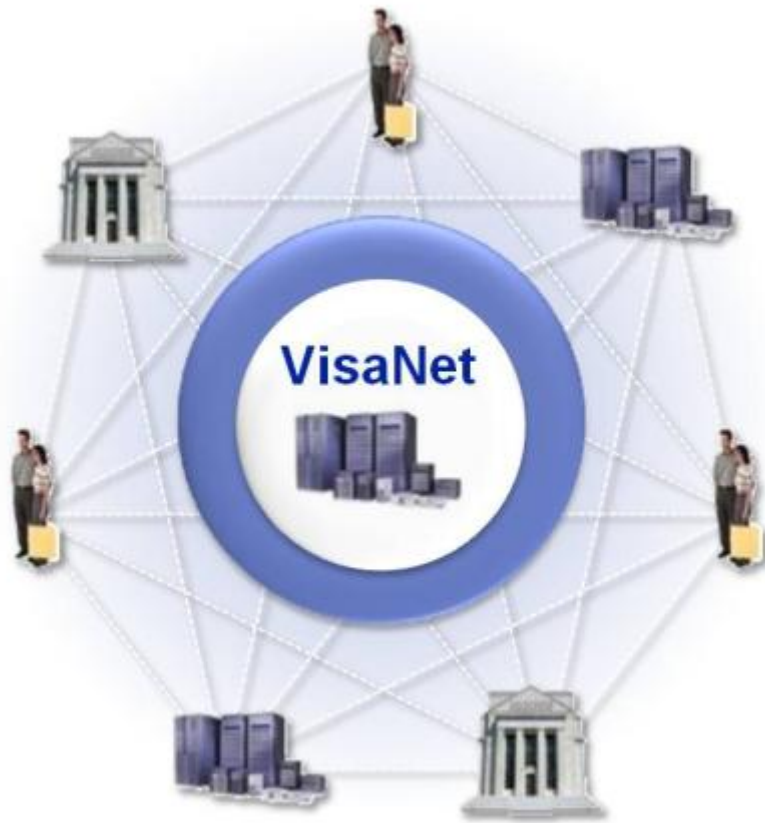


VisaNet provides cost and functional advantages.

Business Network – Growth Drivers



➤ Investments and initiatives are disciplined and focused on:



1 **Increasing** the number of participants in Visa's network

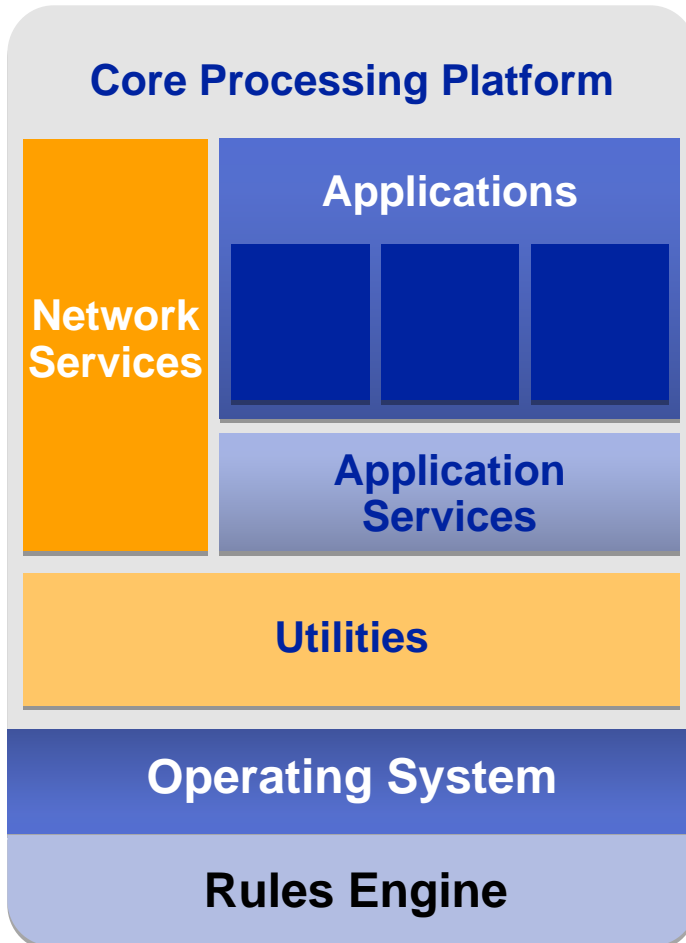
2 **Growing** the number of interactions between participants

3 **Enhancing** the value of each interaction for all stakeholders

Processing Platform Enhancements



Support for New Products and Services VisaNet Processing Platforms



Enhancements

- Speed to Market
- Services on Demand (SOA)
- Faster Transactions
- Support for product innovation
- Integrates with 3rd party software
- Simplifies processing and reduces cost

Established two technologically superior data centers in the U.S.

- Fully redundant, “24x7xForever” facilities
- Multiple authentication engines running at each data center
- Combined – 220,000 square feet
- LEED Certification



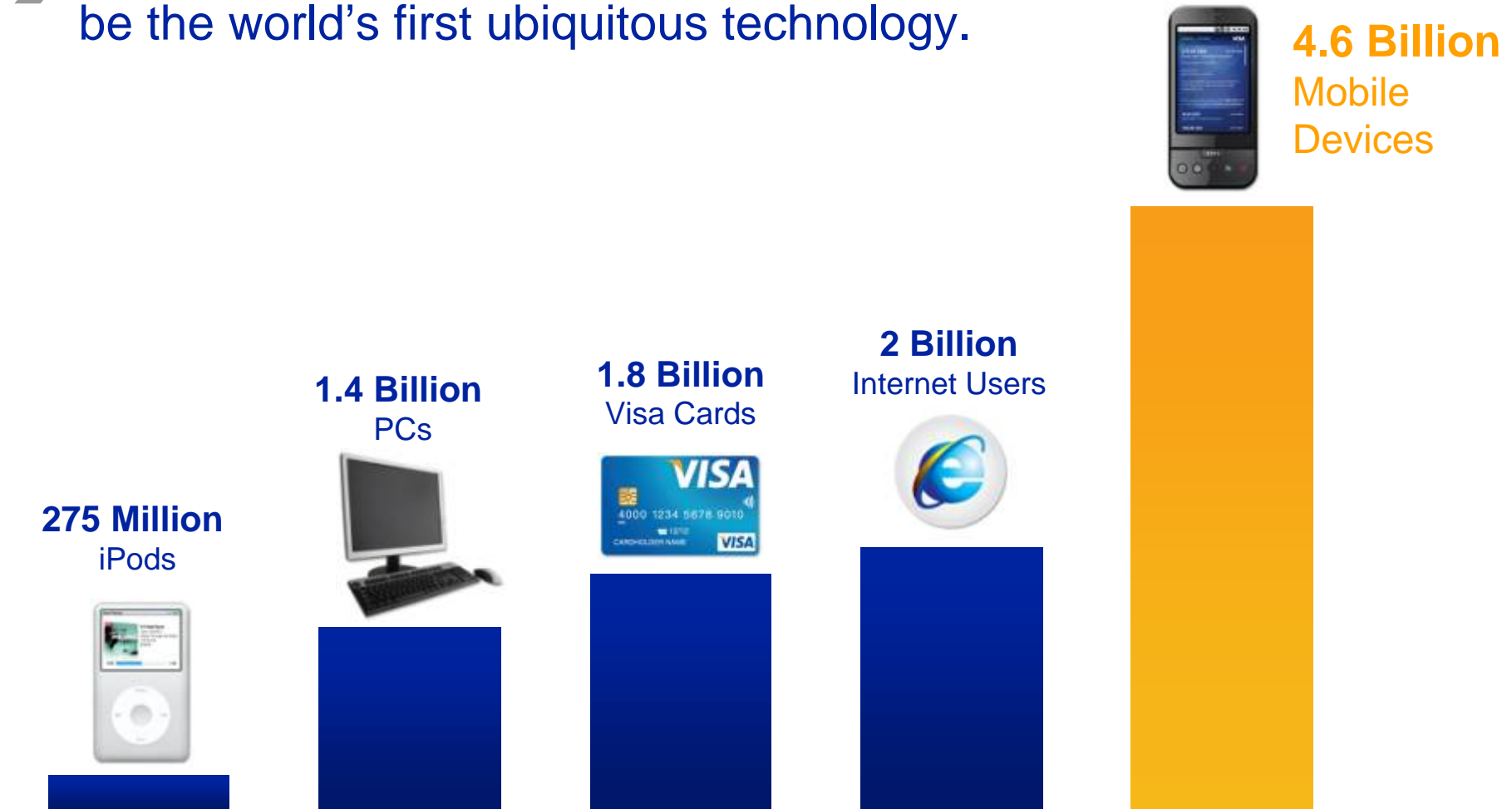
Visa Mobile



Mobile Opportunity



➤ With more than 4.6 billion devices, mobile may be the world's first ubiquitous technology.



Source: iPods: Apple.com (Sept. 2010); PCs: Reuters (Oct. 2010); Internet users: Internetworldstats.com (Oct. 2010); Mobiles: International Telecommunication Union (Feb. 2010), GSMA (Feb 2009)

Visa Mobile Payments & Related Services

➤ Extends Visa payment, money transfer, value-added services and acceptance capabilities to mobile channels.

Payment



Point of Sale (POS)

Mobile Visa payWave payment

Value-Add



Offers

Mobile offers and discounts



Remote

Via IVR, SMS, mobile Internet



Alerts and Notifications

Direct to Visa account holder
SMS alerts based on transaction size, location, type

Money Transfer



Remittances

Cross border and domestic

Acceptance



Mobile Acceptance

Mobile device enabled to accept Visa payments

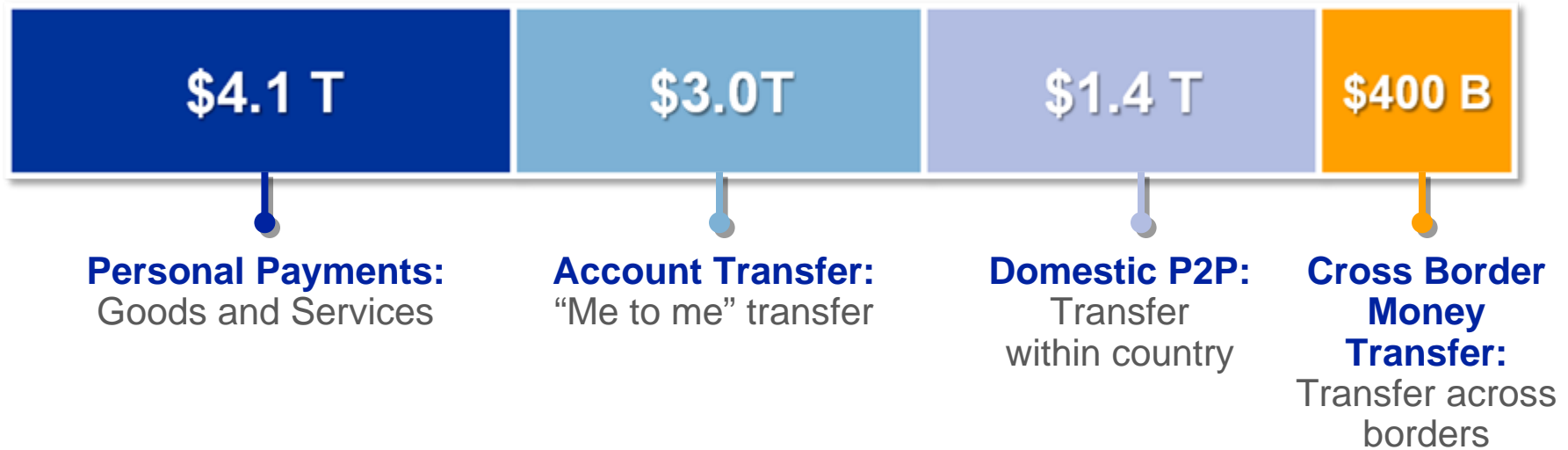


Digital Money Transfer and Personal Payments



Global Digital Money Transfer Landscape

➤ **Total 2010 Global Opportunity: \$8.9 Trillion**



One Connection to 1.8 Billion Cards



**New Consumer /
Partner Apps**

**Trusted
Global Network**

Simple Delivery

International Remittance

Domestic P2P

Account Transfer

Personal Payment



Visa Credit Account

Funds applied as payment to recipient's Visa credit account

Visa Debit Account

Funds deposited to recipient's Visa debit account (associated DDA)

Visa Prepaid Account

Funds deposited to recipient's reloadable Visa Prepaid card



eCommerce



Global eCommerce Landscape



Global eCommerce sales expected to reach \$880 billion in 2010 ⁽¹⁾



Security, convenience and reliability are key consumer concerns in the eCommerce channel



Alternative payments options are proliferating among merchants

- Moving from niche to online retail to other emerging channels
- Competitive activity ramping up from both traditional and emerging players

Global eCommerce Strategy



Enabling and optimizing the use of core payment products

- Credit, debit, prepaid and commercial
-



Optimizing the consumer shopping/ checkout experience

- Rightcliq, payclick, “Single-Click”



Ensuring parity at POS by delivering added-value products and services to merchants and acquirers

- Visa Developer Center, “Single-Click”
-



Securing the channel through best-in-class fraud and risk management tools, security features and authentication services

- VbV, CNP Authentication efforts, CyberSource



Financial Literacy



Visa's Global Commitment to Financial Literacy

➤ It's right for our business ... and the right thing to do

Visa's guiding principal is to provide economic empowerment to consumers who use our products and services. Visa stands with consumers as an ally in money management and economic growth

Visa recognizes that the payments industry has an important role to play in helping consumers avoid financial trouble

Visa has a decade long commitment to promoting financial literacy worldwide



Financial Literacy



➤ International Goals

Empower positive economic growth for individuals, businesses and countries

Provide free, relevant, accessible and innovative financial education to individuals and their communities

Facilitate entrance into the banking system for the unbanked

Reach 20 million people globally by May 1, 2013



Global Approach



Global financial literacy initiative is localized for each country, allowing for customization based on an area's level of economic development, cultural standards, educational needs, government priorities and target audiences

Personal finance messages and mediums are tailored for each region

Third-party partners (governments, schools, banks, NGOs) are actively engaged to improve reach, awareness and impact of educational programs



Program Highlights



Financial Soccer

Free, educational FIFAWorld Cup™
branded video game

Rolled out in over 30 countries

Translated and localized for each market

Co-branded by dozens of financial
institutions, NGOs and governments

Used more than 1.5 million times



Program Highlights



➤ Latin America

Finanzas Practicas

Online financial literacy program targeted at young adults

Topics include managing credit, budgeting and responsible spending

Localized content included for discussion topics

Started in 2005 and endorsed by more than 20 local partners, including financial institutions, NGOs, universities and news media

Regional version of educational website for all Spanish-speaking countries in Latin America

Educational theater road show for school children launched in 2010



Program Highlights



➤ CEMEA

MoneySkills site – online tools for a diverse audience

Topics cover debt management, budgeting, saving and more

Middle East: Includes teaching and presentation guides for colleges in Arabic and English

Russia: Program fully backed by Visa Russia Association, a co-op of national member banks



Road show of entertaining and engaging financial education plays launched in 2005

Live performance builds on African tradition of storytelling — reached over 150,000 people

Research shows 93% audience retention of key messages



Program Highlights

➤ Asia Pacific

My Money Skills

Comprehensive financial literacy portal for consumers of all ages

Standalone online resource developed and available in English, Korean, Thai, Japanese, Hindi, Bahasa Indonesia, Malay, Chinese (traditional and simplified) versions



Visa FIFA Financial Football competition

Region wide competition across 35 countries and territories, targeted at students and consumers

More than 19,800 goals scored; close to 100,000 multiple choice questions answered correctly

Top four players attended 2010 FIFA World Cup™



Program Highlights

United States

Practical Money Skills

Free resource for teachers, students, parents and individuals

Website / online tools – 1+ million page views per month

1+ million classroom / consumer materials mailed

Facebook fan pages, Twitter and YouTube channel

Annual global summit with Federal Reserve Bank of Chicago



Wells Fargo Study

College cardholders given online tutorial in basic financial literacy

Participants did **significantly better** than a control group:

- Late fee instances **down 42.6%**
- Revolving balances **26.5% lower**
- Over-limit charges **down 42.6%**
- Over **20% higher spend**





Corporate Responsibility



➤ Our sense of global mission and purpose is driven by our concern for the economic and social well-being of people around the globe.

We group our initiatives into three areas:

1 Financial Inclusion
Using our products, services, payments expertise, financial literacy resources and philanthropic investments to bring more people into the formal financial system as a key step in lifting themselves out of poverty .

2 Humanitarian Aid and Community Support
Giving back to the communities in which we live and work by supporting global humanitarian aid as well as local community organizations through both corporate donations and employee involvement.

3 Responsible Business Practices
Upholding the highest ethical business practices and operations through governance, fair employee and supplier policies and practices, and an understanding of our environmental impact.

Spotlight: Financial Inclusion



Our Goal

- Bring more people into the formal financial system to support economic growth and contribute to poverty alleviation

Our Approach

- Create products and run a global network that can help the underserved receive and store money safely and conveniently
- Integrate these products into the daily lives of the underserved, such as through government benefits disbursement
- Provide the poor with the knowledge and skills needed to thrive in the financial system

Our Partnerships

- Visa works with leading non-government organizations, including:

ACCION



KIVA





Visa Brand



Visa Accolades



Sept.
2010



100 Best Global Brands, Interbrand

Visa rose to #82 in its third year of inclusion on the list published by *The Wall Street Journal*.

May
2010



Bloomberg BusinessWeek

Visa ranked #26 for its accomplishments in IT services in its first year of inclusion on the list.

Apr.
2010



BrandZ's Top 100 Most Valuable Global Brands

Visa ranked #18 on the list published in the *Financial Times*.

Apr.
2010



Fortune 500

Visa ranked #326 out of America's 500 largest corporations and #2 within the financial services category.

Mar.
2010



World's Most Admired Companies

Visa ranked #1 in the Consumer Credit Card and Related Services Category for the 2nd year in a row

Feb.
2010



World's Most Respected Companies

Visa ranked #32 on this list of the most highly regarded public companies.

Feb.
2010



All-American Investor Team, Institutional Investor

Visa ranked #10 overall with individual #1 rankings in five areas.

Feb.
2010



TrustR "Most Trusted" Brand List

Visa ranked #6 in the U.S. and #5 among the ten most trusted and recommended global brands

Leading Global Brand Creates Significant Value

Visa Leads Global Payment Brands in Brand Equity*

126

85

MasterCard

50

American Express

Brand Equity – Global

Key Sponsorships



FIFA WORLD CUP
BRASIL



Strong Brand Equity Attributes

Accepted

Convenient

Secure

Creates powerful “permission” to introduce new products to customers

* Source: **Brand Health Study** was commissioned by Visa and conducted by global research firm, Ipsos-ASI, using its proprietary model and normative database, most recently surveyed in Q2 2009. See appendix for details.

Appendix



Global Brand Health Tracker Methodology

Summary Purpose/Methodology Brand Health Study

Purpose	The purpose of this Visa-commissioned quantitative study is to measure the Health and Equity of the Visa brand
Vendor	Ipsos ASI Ltd.
Method	U.S.: Telephone interviewing (random digit) Outside of U.S.: Face-to-face or telephone interviewing depending on country
Dates	U.S.: Continuous interviewing from 2005 to 2009 for this report; Outside of U.S.: Interviewing waves, from 2005 to 2009 for this report
Number of interviews	U.S.: Approx. 80-90 completes per week; Outside of U.S.: Varies by country, at least 1,000 per year per country
Qualifying criteria	Those not working for conflicting interest. U.S.: adults 18+ who own at least one payment card, with a household income of at least \$10,000; Outside of U.S.: Banked adults 18+
Representation	Individual countries are weighted by composite measure (payment card penetration and PCE)
Global Countries	U.S., Canada, Brazil, Mexico, Australia, South Korea, Japan, China, India, Russia, GCC (UAE, Saudi Arabia)