Visa

2025 CDP Submission

Important: This export excludes unanswered questions. This document is an export of Visa's CDP questionnaire response. It contains all data points for questions that are answered.

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C1. Introduction

1.1 In which language are you submitting your response?
English

1.2 Select the currency used for all financial information disclosed throughout your response
USD

1.3 Provide an overview and introduction to your organization

Organization type: Publicly traded organization

Description of organization: Visa Inc. (NYSE: V) is one of the world's leaders in digital payments. Our purpose is to uplift everyone, everywhere by being the best way to pay and be paid. We facilitate global commerce and money movement across more than 200 countries and territories among a global set of consumers, merchants, financial institutions and government entities through innovative technologies.
Since Visa's early days in 1958, we have been in the business of facilitating payments between consumers and businesses. As a trusted engine of commerce and with new ways to pay, we are working to provide payment solutions for everyone, everywhere. We are focused on extending, enhancing and investing in our proprietary network, VisaNet, to offer a single connection point for facilitating payment transactions to multiple endpoints through various form factors.
Through our network, we offer products, solutions and services that facilitate secure, reliable and efficient money movement for participants in the ecosystem. Visa is not a financial institution, and we do not issue cards, extend credit or set rates and fees for account holders of Visa products.
Through our Visa-branded payment products, our financial institution clients develop and offer business solutions, credit, debit, prepaid and cash access programs. Other value-added services we provide to our clients include fraud and risk management, debit issuer processing, loyalty services, dispute management, digital services such as tokenization and consulting and analytics. Behind these products lies VisaNet, one of the world's most advanced processing networks. VisaNet is a secure, convenient and reliable system, capable of processing up to 76,000 transaction messages per second between financial institutions, merchants and account holders while providing fraud protection for consumers and assured payment for merchants.
In Fiscal Year (FY) 2024, we updated our Science-based targets, and they are as follows. Visa Inc. commits to reach net-zero greenhouse gas emissions across the value chain by FY2040. Visa Inc. commits to reduce absolute scope 1 and 2 GHG emissions 81.22% by FY2030 from a FY2019 base year. Visa Inc. also commits to reduce absolute scope 3 GHG emissions 46.2% within the same timeframe. In FY24, we saw 303 billion payments and cash transactions with Visa's brand.

At a Glance (as of September 30, 2024)

- Global Offices and Data Centers: 135
- Visa Network: 14,500 financial institution clients
- More than 150 million merchant locations
- 4.7 billion credentials available worldwide
- $39.5 billion net revenue

This CDP response contains forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. Forward-looking statements generally relate to future events or our future financial or operating performance, such as statements regarding our CR&S priority areas, commitments and work, including goals, targets, metrics, aspirations and related strategies. In some cases, you can identify forward-looking statements because they contain words such as “anticipates,” “aims,” “aspires,” “believes,” “commits,” “estimates,”

“expects,” “intends,” “may,” “projects,” “plans,” “could,” “should,” “will,” “continue” and other similar expressions. All statements other than statements of historical fact could be forward-looking statements. Forward-looking statements 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. These statements may be based on historic or current assumptions, estimates, standards, commitments, methodologies, targets, diligence, third-party information, internal control frameworks and currently available data, which continue to develop and evolve. 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 SEC filings, including our most recent Annual Report on Form 10-K and our subsequent reports on Forms 10-Q and 8-K. In addition, actual results may vary due to changes in the macroeconomic and geopolitical environment, technology, weather patterns and climate, regulation and legislation, engagement with stakeholders, energy prices and other unforeseen events or conditions. 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.
The inclusion of information in this report, including the appendix and other data tables or indices, is otherwise not an indication that it is considered material to us, our business operations, or stakeholders, or our impacts on other parties or CR&S matters, under U.S. securities or any other law or requirement that may be applicable to us.

1.4 State the end date of the year for which you are reporting data and indicate whether you will be providing emissions data for past reporting years.

End date of reporting year	Alignment of this reporting period with your financial reporting period	Indicate if you are providing emissions data for past reporting years
09/30/2024	Yes	No

1.4.1 What is your organization’s annual revenue for the reporting period?

$ 35,926,000,000

1.5 Provide details on your reporting boundary. Is your reporting boundary for your CDP disclosure the same as that used in your financial statements?

Yes

1.6 Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Unique identifier	Does your organization use this unique identifier	Provide your unique identifier
ISIN code—bond	No	N/A
ISIN code—equity	No	N/A
CUSIP	No	N/A
Ticker symbol	Yes	V
SEDOL	No	N/A
LEI	No	N/A
DUNS	No	N/A
Other unique identifier	No	N/A

1.7 Select the countries/areas in which you operate.

Countries

Argentina
Belarus
Cambodia
Costa Rica
Democratic Republic of the Congo
Ethiopia
Ghana
India
Japan
Lebanon
Netherlands
Panama
Slovenia
Switzerland
United Arab Emirates
Australia
Belgium
Canada
Côte d'Ivoire
Denmark
Finland
Greece
Indonesia
Jordan
Malaysia
New Zealand
Peru
Qatar
Saudi Arabia
South Africa
Taiwan, China
United Kingdom of Great Britain and Northern Ireland
Austria
Bosnia & Herzegovina
Chile
Croatia
Dominican Republic
France
Ireland
Kazakhstan
Malta
Nigeria
Philippines
Republic of Korea
Serbia
Spain
Thailand
United States of America
Azerbaijan
Brazil
China
Cyprus
Ecuador
Georgia
Guatemala
Israel
Kenya
Mexico
Norway
Poland
Romania
Singapore
Sri Lanka
Turkey
Venezuela (Bolivarian Republic of)
Bangladesh
Bulgaria
Colombia
Czechia
Egypt
Germany
Hungary
Italy
Latvia
Morocco
Pakistan
Portugal
Russian Federation
Slovakia
Sweden
Ukraine
Viet Nam

1.24 Has your organization mapped its value chain?

Value chain mapped	Value chain stages covered in mapping	Highest supplier tier mapped	Description of mapping process and coverage
Yes, we have mapped or are currently in the process of mapping our value chain	Upstream value chain	Tier 1 suppliers	In FY24, Visa implemented a GHG management software solution which provides more detail into our value chain. We mapped our tier 1 suppliers using the software to gain visibility into intervention options where Visa could feasibly drive emission reduction throughout our value chain. Since Visa is a technology company, the majority of our emissions in our supply chain come from professional services, information technology, software, marketing, and cloud. Our efforts to engage suppliers include incorporating environmental sustainability expectations in our Supplier Code of Conduct and participating in the CDP Supply Chain program, through which we engage our leading suppliers around measuring their emissions footprints, setting targets, reporting to the CDP and attributing their footprint back to Visa. Visa recognizes that the GHG emissions from our value chain are much larger than those from our direct operations. Supplier emissions from purchased goods and services made up over 84% of total Scope 3 emissions in 2024. Given the relative size of our emissions that come from suppliers, we are looking to drive engagement to reduce our total footprint. Over the last few years, Visa has taken part in the CDP Supply Chain Program which allows us to monitor which suppliers are the largest contributors to our Scope 3 inventory and helps us to identify areas for further supplier engagement. We have also undergone further analysis to understand emissions hotspots in our supply chain to understand where areas of engagement will be required to reduce these emissions. Our SBTi-approved target, in line with the 1.5-degree Celsius pathway, will result in the need for further engagement with our supply chain partners to decrease emissions.

1.24.1 Have you mapped where in your direct operations or elsewhere in your value chain plastics are produced, commercialized, used, and/or disposed of?

Plastics mapping	Primary reason for not mapping plastics in your value chain	Explain why your organization has not mapped plastics in your value chain
No, and we do not plan to within the next two years	Judged to be unimportant or not relevant	Visa does not use or consume plastics in our value chain.

C2. Identification, assessment and management of dependencies, impacts, risks, and opportunities

2.1 How does your organization define short-, medium- and long-term horizons in relation to the identification, assessment and management of your environmental dependencies, impacts, risks, and opportunities?

Time horizon	From (years)	Is your long-term time horizon open ended?	To (years)	How this time horizon is linked to strategic and/or financial planning
Short-term	0	N/A	3	These time horizons were established by Visa's Enterprise Risk Management (ERM) team to support consistent risk identification, assessment, and planning across the organization. By aligning our climate risk assessment with the ERM framework, we ensure that climate-related risks and opportunities are evaluated alongside other strategic and financial risks over the same short-, medium-, and long-term periods. This integration allows Visa to embed climate considerations into our strategic and financial planning processes, ensuring that risk management actions are relevant to our business objectives and planning cycles.
Medium-term	3	N/A	6	These time horizons were established by Visa's Enterprise Risk Management (ERM) team to support consistent risk identification, assessment, and planning across the organization. By aligning our climate risk assessment with the ERM framework, we ensure that climate-related risks and opportunities are evaluated alongside other strategic and financial risks over the same short-, medium-, and long-term periods. This integration allows Visa to embed climate considerations into our strategic and financial planning processes, ensuring that risk management actions are relevant to our business objectives and planning cycles.
Long-term	6	No	30	These time horizons were established by Visa's Enterprise Risk Management (ERM) team to support consistent risk identification, assessment, and planning across the organization. By aligning our climate risk assessment with the ERM framework, we ensure that climate-related risks and opportunities are evaluated alongside other strategic and financial risks over the same short-, medium-, and long-term periods. This integration allows Visa to embed climate considerations into our strategic and financial planning processes, ensuring that risk management actions are relevant to our business objectives and planning cycles.

2.2 Does your organization have a process for identifying, assessing, and managing environmental dependencies and/or impacts?

Process in place	Dependencies and/or impacts evaluated in this process
Yes	Both dependencies and impacts

2.2.1 Does your organization have a process for identifying, assessing, and managing environmental risks and/or opportunities?

Process in place	Risks and/or opportunities evaluated in this process	Is this process informed by the dependencies and/or impacts process?
Yes	Both risks and opportunities	Yes

2.2.2. Provide details of your organization's process for identifying, assessing, and managing environmental dependencies, impacts risks and/or opportunities.

Environmental issue	Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue	Value chain stages covered	Coverage	Supplier tiers covered	Type of assessment	Frequency of assessment
Climate change	• Dependencies • Impacts • Risks • Opportunities	• Direct operations • Upstream value chain • Downstream value chain	Full	Tier 1 suppliers	Qualitative and quantitative	More than once a year

Environmental issue	Time horizons covered	Integration of risk management process	Location-specificity used	Type of tools and methods used
Climate change	• Short-term • Medium-term • Long-term	Integrated into multi-disciplinary organization-wide risk management process	Site-specific	Commercially/publicly available tools • Other commercially/publicly available tools, please specify: TCFD Enterprise Risk Management • Enterprise Risk Management Other • Desk-based research • External consultants • Materiality assessment • Scenario analysis Other, please specify: • CSRD-aligned double materiality assessment

2.2.2.13 Risk types and criteria considered

Risk types and criteria considered	Criteria considered
Acute physical	• Flood (coastal, fluvial, pluvial, ground water)
Chronic physical	• Heat stress • Sea level rise
Policy	• Carbon pricing mechanisms • Changes to national legislation
Market	• Availability and/or increased cost of raw materials • Changing customer behavior
Reputation	• Increased partner and stakeholder concern and partner and stakeholder negative feedback
Liability	• Exposure to litigation

2.2.2.14 Partners and stakeholders considered

- Customers
- Employees
- Investors
- Regulators
- Suppliers

2.2.2.15 Has this process changed since the previous reporting year?

No

2.2.2.16 Further details of process:

Visa maintains an overall ERM Framework with supporting sub-frameworks covering specific risk categories (e.g., Strategic, Operational, Technology, Ecosystem and Financial risks). The frameworks formalize a consistent and pragmatic approach to identify, assess, treat, monitor and report on Visa's most substantive risks, including those that may be driven by climate change. Visa's Board is responsible for overseeing our aggregate risk profile and monitoring how we address material risks. In addition, Visa's CEO and other members of the senior leadership team are responsible for the day-to-day management of risk and meet with each of the Board Committees to discuss risks and exposures. Specifically, the Nominating and Corporate Governance Committee oversees risks related to our overall corporate governance, including around sustainability.

Visa's ERM process occurs more than once a year and covers our direct operations as well as upstream and downstream value chain, with climate-related considerations integrated into this overarching process. All time horizons are covered by these overarching and climate-related risk processes. Climate-related dependencies and impacts are also assessed through Visa's CSRD-aligned double materiality assessment and Task Force on Climate Related Financial Disclosures (TCFD) reporting. This evaluation is integrated with Visa's overall ERM process and is conducted bi-annually. Visa also conducted a TCFD aligned climate risk deep dive in 2024. This process included climate scenario analysis across key geographies to identify and assess the risks and opportunities related to our operations and the broader transition to a low-carbon economy. This scenario analysis is used to inform Visa's short-, medium- and long-term business strategy, provide a detailed, global assessment of climate related risks and opportunities (including a low-carbon future), and has also helped Visa formulate responses to climate-related risks and opportunities.

Visa considers climate a risk driver which may cause disruptions to our operations and overall business. The assessment screened over 100 risks, opportunities, insights, and controls identified through 14 interviews across 23 key stakeholders and 12 business functions. Visa consolidated and scored 12 risks and opportunities against our risk taxonomy. Six were prioritized for further analysis, including shifts in consumer spending, changing customer behavior, carbon pricing mechanisms, investor pressure to set and meet GHG targets, enhanced climate reporting obligations, and access to low-carbon markets. This assessment is in-line with industry best practices and leverages four climate scenarios to quantify the potential financial impacts to Visa's business. It also included scoring the risks and opportunities against our ERM framework and evaluating their effects on Visa's strategic and financial position.

To better understand the impact that climate-related risks and opportunities have on our business, we intend to update the TCFD assessment on a periodic basis and further leverage the findings into our existing ERM process. Visa employs strategies to manage risks and opportunities and enhance our resilience through adaptability, data analytics for better insights, consumer behavior analysis, integration of climate risk factors, supplier engagement, renewable energy procurement and effective disclosure.

2.2.7 Are the interconnections between environmental dependencies, impacts, risks, and/or opportunities assessed?

Interconnections between environmental dependencies, impacts, risks and/or opportunities assessed	Description of how interconnections are assessed
Yes	Visa evaluates climate-related risks and opportunities using the TCFD framework and integrating those into our Enterprise Risk Management (ERM) process and strategy. Dependencies and interconnections are a key element of our climate risk and opportunity analysis. Visa completed our second climate risk analysis in which over 100 risks and opportunities were evaluated for their financial impact, likelihood, and Visa's ability to take action or mitigate those risks and opportunities. Risks and opportunities were consolidated and scored against Visa's risk taxonomy. Four climate scenarios were used. The dependencies and interdependencies between those risks were considered in the analysis. Please see 5.1.1 for more details about the scenarios used. For example, the changes in consumer spending associated with the transition to a low carbon economy could present Visa with both risks and opportunities. The transition to a low-carbon economy may alter consumers' long-term spending habits towards sustainable alternatives. For instance, airlines may increase travel costs by passing on higher expenses on sustainable aviation fuels to customers, resulting in a increase in average transaction value of air travel transactions. The widespread use of electric vehicles (EVs) will reduce spending on gas and other ancillary purchases at gas stations. Consequently, Visa may potentially lose a significant portion of its revenue associated with fuel and fueling station related consumer transactions. Alternatively, the transition to a low-carbon economy may lead to customers adopting more sustainable alternatives which could alter their long-term spending habits. For example, widespread adoption of electric vehicles (EVs) will lead to an increase in transactions associated with EV charging. In the NZE scenario, electric car sales reach around 65% of total car sales in 2030 and public EV charging infrastructure is expected to grow in tandem.

2.3 Have you identified priority locations across your value chain?

Identification of priority locations	Value chain stages where priority locations have been identified	Types of priority locations identified	Description of process to identify priority locations	Will you be disclosing a list/spatial map of priority locations?
Yes, we have identified priority locations	Direct operations	Sensitive locations: Areas of limited water availability, flooding, and/or poor quality of water	As part of our water inventory process, Visa uses WRI Aqueduct, a qualitative water stress indicator, to identify locations in our direct operations that may present water-related risk. Locations assessed as having 'high' or 'extremely high' water stress where Visa has operations are considered our priority locations.	No, we have a list/geospatial map of priority locations, but we will not be disclosing it

2.4 How does your organization define substantive effects on your organization?

Effect type	Type of definition	Indicator used to define substantive effect	Change to indicator	Absolute increase/ decrease figure	Metrics considered in definition	Application of definition
Risks	Quantitative	Revenue	Absolute decrease	50,000,000	Likelihood of effect occurring	Visa maintains an enterprise risk scoring methodology which assesses likelihood and impact to Visa. A substantive financial impact is defined as loss of revenue or unplanned expenses (quantifiable indicators) greater than $50M, or the inability to achieve key strategic objectives with cause for concern of Visa's operating or financial viability in a product, market or country. Visa also maintains thresholds for other risk impacts, including but not limited to, operational and reputational impact. Given climate risk is a risk driver, it has the ability to drive all Visa's risk landscape (e.g., Operational, Technology, Strategic risks) and, as such, is monitored as part of Visa's Risk Management practices.
Opportunities	Quantitative	Revenue	Absolute increase	12,000,000	Likelihood of effect occurring	Visa developed a threshold to evaluate substantive climate-related opportunities by assessed our current business model, products, and solutions against emerging trends. This process was used to forecast the growth of the low carbon economy and leveraged in the designation of the threshold disclosed above. The opportunity presented by EV charging transactions was evaluated and passed this threshold achieving a material positive financial impact on Visa in the mid-term time horizon. Ongoing monitoring and reporting of this opportunity is now embedded in our strategy as well as updates to leadership.

C3. Disclosure of risks and opportunities

3.1 Have you identified any environmental risks which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

Environmental issue	Environmental risks identified	Primary reason why your organization does not consider itself to have environmental risks in your direct operations and/or upstream/downstream value chain	Please explain
Climate change	Yes, both in direct operations and upstream/downstream value chain	N/A	N/A
Plastics	No	Not an immediate strategic priority	Visa does not manufacture or produce credit cards. Plastics are not an immediate strategy priority for Visa at this time.

3.1.1 Provide details of the environmental risks identified which have had a substantive effect on your organization in the reporting year or are anticipated to have a substantive effect on your organization in the future.

Climate change

Risk identifier	Risk types and primary environmental risk driver	Value chain stage where the risk occurs	Country/area where the risk occurs	Organization-specific description of risk
Risk 1	**Market:** Changing customer behavior	Downstream value chain	United States of America	Climate change induced shifts in consumer spending leads to higher prices of goods (e.g. food) and services (e.g. travel) and a decline in discretionary spending. As a company reliant on consumer spending patterns, Visa is vulnerable to unexpected disruptions, and climate-related events can have far-reaching impacts on transactions and revenue. Additionally, Visa's revenue is expected to mirror GDP trends, and an economic slowdown due to climate change could have a significant impact on business.

Risk identifier	Primary financial effect of the risk	Time horizon over which the risk is anticipated to have a substantive effect on the organization	Likelihood of the risk having an effect within the anticipated time horizon	Magnitude	Anticipated effect of the risk on the financial position, financial performance, and cash flows of the organization in the selected future time horizons
Risk 1	Decreased revenues due to reduced demand for products and services	Short-term Medium-term Long-term	Likely	Medium	As a company reliant on consumer spending patterns, Visa is vulnerable to unexpected disruptions, and climate-related events can have far-reaching impacts on transactions and revenue. Additionally, Visa's revenue is expected to mirror GDP trends, and an economic slowdown due to climate change could have a substantial impact on business. Utilizing the NGFS (NiGEM) GCAM 6.0 Delayed Transition and Net Zero 2050 GDP Loss Scenarios, the annual impact of climate change induced consumer behavior shifts on Visa's total revenue is from 7 - 10% across the short to long term.

Risk identifier	Are you able to quantify the financial effect of the risk?	Anticipated financial effect figure in the short-term – minimum (currency)	Anticipated financial effect figure in the short-term – maximum (currency)	Anticipated financial effect figure in the medium-term – minimum (currency)	Anticipated financial effect figure in the medium-term – maximum (currency)	Anticipated financial effect figure in the long-term – minimum (currency)	Anticipated financial effect figure in the long-term – maximum (currency)
Risk 1	Yes	2,000,000,000	2,000,000,000	3,000,000,000	3,000,000,000	5,000,000,000	5,000,000,000

3.1.1.25 Explanation of financial effect figure

The anticipated financial effect figures provided are representative of the annual impact on Visa's total revenue from climate change induced consumer behavior shifts. Visa's long term time horizon is 6-10 years, but Visa has not quantified the financial impact of shifts in consumer behavior for this exact time period, therefore the figure provided for the anticipated financial effect figure in the long-term is relevant for 2040. As a company reliant on consumer spending patterns, Visa is vulnerable to unexpected disruptions, and climate-related events which, in turn, may have far-reaching impacts on various aspects of the economy. For example, increases in inflation due to climate change may result in a global economic slowdown and increase in prices of goods (e.g., food) and services (e.g., travel). This, in turn, can impact Visa's customers as they may be faced with diminished purchasing power resulting in a subsequent decline in discretionary spending. Visa's business is expected to grow at the same rate as historical averages at >10% year over year. The relationship between Visa's business and GDP was modeled based on nominal GDP. The modeling assumes an average transaction value and fees approach and did not include different types of transactions which might be material to Visa. Furthermore, the scenario from NGFS included GDP risk from acute and chronic climate damages as well as mitigation policy costs associated with climate transition.

Risk identifier	Primary response to risk	Cost of response to risk	Explanation of cost calculation	Description of response
Risk 1	Compliance, monitoring, and targets: Improve monitoring of upstream and downstream activities	0	The cost of the response to this risk is absorbed into Visa’s business as usual activities.	Visa assesses the impact and likelihood of climate change related trends on its business as part of its Geopolitical and Macroeconomic Snapshot which helps the firm to consider the strategy implications of climate change.

3.1.2 Provide the amount and proportion of your financial metrics from the reporting year that are vulnerable to the substantive effects of environmental risks.

Environmental issue	Financial metric	Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)	% of total financial metric vulnerable to transition risks for this environmental issue	Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)	% of total financial metric vulnerable to physical risks for this environmental issue
Climate change	Revenue	2,000,000,000	1-10%	0	Less than 1%

3.1.2.7 Explanation of financial figures

The figure provided for the amount of revenue vulnerable to climate change transition risks represents the short-term impact of the risk disclosed in 3.1.1 on shifts in consumer behavior. The short-term time horizon is leveraged here because it spans 0-3 years and is therefore inclusive of the reporting year. Visa is reporting zero CAPEX deployed towards this risk in the reporting year because the risk is a systemic risk and impacts society more broadly. As a company reliant on consumer spending patterns, Visa is vulnerable to unexpected disruptions, and climate-related events which, in turn, may have far-reaching impacts on various aspects of the economy. For example, increases in inflation due to climate change may result in a global economic slowdown and increase in prices of goods (e.g., food) and services (e.g., travel). This, in turn, can impact Visa's customers as they may be faced with diminished purchasing power resulting in a subsequent decline in discretionary spending. Visa's business is expected to grow at the same rate as historical averages at >10% year over year. The relationship between Visa's business and GDP was modeled based on nominal GDP. The modeling assumes an average transaction value and fees approach and did not include different types of transactions which might be material to Visa. Furthermore, the scenario from NGFS included GDP risk from acute and chronic climate damages as well as mitigation policy costs associated with climate transition.

3.5 Are any of your operations or activities regulated by a carbon pricing system (i.e., ETS, Cap & Trade or Carbon Tax)?

No, and we do not anticipate being regulated in the next three years

3.6 Have you identified any environmental opportunities which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

Environmental issue	Environmental opportunities identified
Climate change	Yes, we have identified opportunities, and some/all are being realized

3.6.1 Provide details of the environmental opportunities identified which have had a substantive effect on your organization in the reporting year or are anticipated to have a substantive effect on your organization in the future.

Environmental issue	Opportunity Identifier	Opportunity type and primary environmental opportunity driver	Value chain stage where the opportunity occurs	Country/Area where the opportunity occurs	Organization specific description	Primary financial effect of the opportunity	Time horizon over which the opportunity is anticipated to have a substantive effect on the organization	Magnitude
Climate change	Opp1	Expansion into new markets	Downstream value chain	United States of America	[see below]	Increased revenues through access to new and emerging markets	Short-term Medium-term Long-term	Low

Opportunity Identifier	Likelihood of the opportunity having an effect within the anticipated time horizon	Anticipated effect of the opportunity on the financial position, financial performance, and cash flows of the organization in the selected future time horizons	Explanation of financial effect figures	Cost to realize opportunity ($)	Explanation of cost calculation	Strategy to realize opportunity
Opp1	Likely (66–100%)	[see below]	[see below]	0	[see below]	[see below]

Opportunity Identifier	Are you able to quantify the financial effects of the opportunity?	Anticipated financial effect figure in the short-term - minimum (currency)	Anticipated financial effect figure in the short-term – maximum (currency)	Anticipated financial effect figure in the medium-term - minimum (currency)	Anticipated financial effect figure in the medium-term - maximum (currency)	Anticipated financial effect figure in the long-term - minimum (currency)	Anticipated financial effect figure in the long-term – maximum (currency)
Opp1	Yes	11,600,000	11,600,000	12,700,000	12,700,000	16,900,000	16,900,000

- **Organization specific description of opportunity:** The transition to a low-carbon economy may lead to customers adopting more sustainable alternatives which could alter their long-term spending habits. For example, widespread adoption of electric vehicles (EVs) will lead to an increase in transactions associated with EV charging.
- **Anticipated effect of the opportunity on the financial position, financial performance, and cash flows of the organization in the selected future time horizons:** As end-user transactions related to electric vehicle (EV) charging increase, there is an opportunity for Visa to capture associated incremental revenues from the growing EV market. In the business-as-usual climate change scenario, Visa anticipates that revenue from EV charging transactions could be as high as the following: $11.6M in the short-term, $12.7M in the medium-term, $13.0M in 2030, $16.9M in 2040.
- **Explanation of financial effect figures**: The anticipated financial effect figures provided are representative of the annual impact on Visa's total revenue from EV charging transactions. Visa's long term time horizon is 6-10 years, but Visa has not quantified the financial impact of EV charging transactions for this exact time period, therefore the figure provided for the anticipated financial effect figure in the long-term is relevant for 2040. The transition to a low-carbon economy may lead to customers adopting more sustainable alternatives which could alter their long-term spending habits, such as widespread adoption of electric vehicles (EVs) will lead to an increase in transactions. The NGFS Net Zero Emissions by 2050 (NZE) scenario projections for the availability of electricity demand for passenger road transportation were used to evaluate the relationship between Visa's EV charging-related transactions and revenue and the adoption of EVs. In the NGFS NZE scenario, electricity demand for passenger road transportation could see a 15% increase in 2030. These potential impacts on Visa are driven by the EV charging end-user transaction value and volume and assumes that EV transactions related to EV charging will increase at the same rate as electricity demand for passenger road transportation within the NGFS NZE scenario. Additionally, Visa's business is expected to grow at the same rate as historical averages at >10% annually.
- **Explanation of cost calculation:** Visa will not disclose the cost to realize the EV charging transactions opportunity because this information is confidential and proprietary.

- **Strategy to realize opportunity:** Visa is implementing several initiatives to realize the benefits associated with increased revenue from EV charging transactions. For example, Visa has an existing partnership with JustPark to boost EV adoption through rewarding use and supporting expansion of the JustCharge network of community EV charging points. Additionally, Visa is evaluating strategies to expand climate-tech related service offerings to seize potential opportunities arising out of global transition to a low-carbon economy.

3.6.2 Provide the amount and proportion of your financial metrics in the reporting year that are aligned with the substantive effects of environmental opportunities.

Environmental issue	Financial metric	Amount of financial metric aligned with opportunities for this environmental issue (USD)	% of total financial metric aligned with opportunities for this environmental issue	Explanation of financial figures
Climate change	Revenue	11,600,000	Less than 1%	The figure provided for the amount of revenue aligned with Visa's climate change opportunities represents the short-term impact of the opportunity disclosed in 3.6.1 on EV charging transactions. The short-term time horizon is leveraged here because it spans 0-3 years and is therefore inclusive of the reporting year. The transition to a low-carbon economy may lead to customers adopting more sustainable alternatives which could alter their long-term spending habits, such as widespread adoption of electric vehicles (EVs) will lead to an increase in transactions. The NGFS Net Zero Emissions by 2050 (NZE) scenario projections for the availability of electricity demand for passenger road transportation were used to evaluate the relationship between Visa's EV charging-related transactions and revenue and the adoption of EVs. In the NGFS NZE scenario, electricity demand for passenger road transportation could see a 15% increase in 2030. These potential impacts on Visa are driven by the EV charging end-user transaction value and volume and assumes that EV transactions related to EV charging will increase at the same rate as electricity demand for passenger road transportation within the NGFS NZE scenario. Additionally, Visa's business is expected to grow at the same rate as historical averages at >10% annually.

C4. Governance

4.1 Does your organization have a board of directors or equivalent governing body?

Board of directors or equivalent governing body	Frequency with which the board or equivalent meets	Types of directors your board or equivalent is comprised of	Board diversity and inclusion policy
Yes	Quarterly	• Executive directors or equivalent	No

4.1.1 Is there a board-level oversight of environmental issues within your organization?

Environmental issue	Board-level oversight of this environmental issue	Primary reason for no board-level oversight of this environmental issue	Explain why your organization does not have board-level oversight of this environmental issue
Climate change	Yes	N/A	N/A
Biodiversity	No, and we do not plan to within the next two years	Not an immediate strategic priority	As a payments processing company, biodiversity is not a material issue at Visa.

4.1.2 Identify the positions of the individuals or committees on the board with accountability for environmental issues and provide details of the board's oversight of environmental issues.

Environmental issue	Positions of individuals or committees with accountability for this environmental issue	Positions' accountability for this environmental issue is outlined in policies applicable to the board	Frequency with which this environmental issue is a scheduled agenda item	Governance mechanisms into which this environmental issue is integrated	Please explain
Climate change	Board-level committee	No	Scheduled agenda item in every board meeting (standing agenda item)	• Overseeing the setting of corporate targets • Monitoring progress towards corporate targets • Overseeing and guiding public policy engagement • Approving and/or overseeing employee incentives • Overseeing and guiding the development of a business strategy • Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities	[see below]

Please explain:
The Nominating and Corporate Governance Committee of our Board meets at least quarterly and has formal responsibility overseeing and reviewing Visa's management of topics related to environmental, social and governance (ESG) matters. This includes overall ESG strategy, stakeholder engagement and formal reporting, as well as policies and programs in environmental sustainability and climate change. The committee is also tasked with managing the risks and opportunities that arise from environmental issues, and as such, receive updates on internal and external sustainability developments. They also review Visa's progress on corporate responsibility and our key issues, including the reduction of GHG emissions and renewable energy procurement. The Nominating and Corporate Governance Committee provides updates to the full board on items discussed during its quarterly committee meetings. These updates cover Visa's internal corporate responsibility and sustainability initiatives, including our climate-related targets and future corporate responsibility and sustainability outlook. The Committee also reviews regulatory and external sustainability developments including increasing focus from investors, regulators and third parties on climate risk and Visa's preparedness to meet these requirements. A specific climate-related decision made by the Nominating and Corporate Governance Committee includes their review and support of Visa's set of corporate climate goals: maintain carbon neutral operations, achieve net-zero emissions by 2040, ongoing climate positive company aspiration and our setting of a science-based target in line with a 1.5 degree Celsius trajectory (which was formally approved by the SBTi in January 2025). We tie a substantial portion of our NEOs' target annual compensation to the achievement of pre-established financial and non-financial objectives that support our business strategy, with a mix that incorporates short- and long-term performance goals. Further, our annual incentive plan scorecard incorporates corporate responsibility and sustainability metrics that are tied to the Company's strategic objectives. The same scorecard is used to determine the annual funding for Visa's broad-based employee bonus plan. Detailed information on our executive compensation program can be found in our 2025 Proxy Statement.

4.2 Does your organization's board have competency on environmental issues?

Environmental issue	Board-level competence on this environmental issue	Mechanisms to maintain an environmentally competent board	Environmental expertise of the board member
Climate change	Yes	• Having at least one board member with expertise on this environmental issue	• Other, please specify :Previously held Board and/or executive experience, currently holding executive level roles for organizations that are considered ESG or climate leaders, and/or actively engaging on climate-related topics.

4.3 Is there a management-level responsibility for environmental issues within your organization?

Environmental issue	Management-level responsibility for this environmental issue	Primary reason for no management-level responsibility for environmental issues	Explain why your organization does not have management-level responsibility for environmental issues
Climate change	Yes	N/A	N/A
Biodiversity	No, and we do not plan to within the next two years	Not an immediate strategic priority	Biodiversity is not an immediate strategic priority for Visa at this time.

4.3.1 Provide the highest senior management-level positions or committees with responsibility for environmental issues.

Environmental issue	Position or committee	Environmental responsibilities of this position	Reporting Line	Frequency of reporting to the board on climate-related issues via this reporting line	Please explain
Climate change	Executive level - Other C-Suite Officer, please specify: Vice Chair, Chief People and Corporate Affairs Officer	• **Dependencies, impacts, risks, and opportunities**: Managing environmental dependencies, impacts, risks, and opportunities • **Engagement**: Managing public policy engagement related to environmental issues • **Policies, commitments, and targets**: Measuring progress towards environmental corporate targets; Measuring progress towards environmental science-based targets • **Strategy and financial planning**: Developing a climate transition plan	Reports to the Chief Executive Officer (CEO)	Quarterly	Visa's Vice Chair, Chief People and Corporate Affairs Officer provides corporate oversight of how climate-related issues are integrated into relevant functions and divisions across the organization. The Vice Chair, Chief People and Corporate Affairs Officer provides corporate responsibility and sustainability updates (including on climate-related issues) to the Nominating and Corporate Governance Committee of the Board of Directors on a quarterly basis. These updates include an overview of external corporate responsibility and climate-related trends, as well as specific actions that Visa is taking on climate-related topics. The Vice Chair, Chief People and Corporate Affairs Officer is also supported by the Chief Sustainability Officer, Director of Corporate Responsibility and Sustainability, and the Director of ESG Management. The Director of Corporate Responsibility and Sustainability is responsible for engaging key parts of the business on initiatives around climate change. The Director of Corporate Responsibility and Sustainability is supported by internal cross-function collaborations focused on renewable energy, carbon strategy and related topics. These engagements are taking action on opportunities for Visa's business to focus on the low carbon economy transition around the world. They make tactical decisions related to investments and projects and monitor Visa's progress towards our climate and energy goals. The Director of ESG Management is responsible for ESG strategy, disclosure, external stakeholder engagement on ESG performance and the support of Visa's layered approach to strong executive Board oversight of the company's ESG performance, including on climate-related issues. This includes monitoring current and emerging regulatory requirements and stakeholder expectations on climate-related issues as well as the management of disclosure in alignment with climate-related frameworks and standards.

4.5 Do you provide monetary incentives for the management of environmental issues, including the attainment of targets?

Environmental issue	Provision of monetary incentives related to this environmental issue	% of total C-suite and board-level monetary incentives linked to the management of this environmental issue	Please explain
Climate change	Yes	0	We tie a substantial portion of our named executive officers' (NEOs') target annual compensation to the achievement of pre-established financial & non-financial objectives that support our business strategy, with a mix that incorporates short- & long-term performance goals. Further, our annual incentive plan incorporates corporate responsibility and sustainability metrics that are tied to the Company's strategic objectives. This approach does not link a specific environmental metric with a specific weighting, therefore it cannot be determined what % of Visa's incentives are directly related to climate. In FY24, we reported exceeding our goals to deliver positive corporate responsibility and sustainability outcomes, including goals related to rankings in industry ratings, maintaining 100% renewable electricity, & achieving green office certification for 80% of global office space. Detailed information on our executive compensation program can be found in our 2025 Proxy Statement.

4.5.1 Provide further details on the monetary incentives provided for the management of environmental issues (do not include the names of individuals).

Environmental issue	Position entitled to monetary incentive	Incentive(s)	Performance metrics	Incentive plan the incentives are linked to	Further details of incentive(s)	How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan
Climate change	Chief Executive Officer (CEO)	Bonus - % of salary	**Targets**: • Progress towards environmental targets • Achievement of environmental targets • Reduction in absolute emissions in line with net-zero target **Emission reduction** • Increased share of renewable energy in total energy consumption **Resource use and efficiency** • Reduction in total energy consumption **Engagement:** • Increased engagement with suppliers on environmental issues • Increased engagement with customers on environmental issues • Other engagement-related metrics, please specify: Increased engagement with investors on climate-related issues	Both Short-Term and Long-Term Incentive Plan, or equivalent	Visa's incentive plan incorporates ESG metrics that are tied to the Company's strategic objectives, with a mix that balances short- and long-term performance goals. The compensation program rewards high performance, promotes alignment with stakeholders' interests and attracts, motivates and retains key talent. We tie a substantial portion of our NEOs' target annual compensation to the achievement of pre-established financial & non-financial objectives that support our business strategy. Our annual incentive plan incorporates sustainability metrics.	For the CEO in FY24, 93% of the target total direct compensation of the annual compensation components for our CEO was variable and at-risk. The FY24 annual incentive plan scorecard included performance goals designed to align with our strategic objectives, including Corporate Responsibility & Sustainability initiatives. The Compensation Committee established the goals early in the FY, reviewed progress against each goal quarterly, & evaluated achievement of the goals at year-end. The Compensation Committee determined a payout percentage based on its evaluation of results against the scorecard. In FY24, we met our goal of maintaining 100% renewable electricity and carbon neutral operations & our goals of advancing on our aspiration of being a climate positive company.

4.6 Does your organization have an environmental policy that addresses environmental issues?

Yes

4.6.1 Provide details of your environmental policies

Environmental issues covered	Level of coverage	Value chain stages covered	Explain the coverage	Environmental policy content	Indicate whether your environmental policy is in line with global environmental treaties or policy goals	Public availability	Attach the policy
Climate change	Organization-wide	Direct operations	The contents of Visa's Protecting the Planet webpage are related to our direct operations.	**Environmental commitments**: • Commitment to take environmental action beyond regulatory compliance • Commitment to implementation of nature-based solutions that support landscape restoration and long-term protection of natural ecosystems **Climate-specific commitments:** • Commitment to 100% renewable energy • Commitment to net-zero emissions **Social commitments:** • Adoption of the UN International Labor Organization principles • Commitment to respect internationally recognized human rights **Additional references/Descriptions:** • Description of environmental requirements for procurement • Reference to timebound environmental milestones and targets	Yes, in line with the Paris Agreement	Publicly available	Protecting the Planet _ Visa 081825.pdf

4.10 Are you a signatory or member of any environmental collaborative frameworks or initiatives?

Yes

Environmental collaborative framework, initiative, and/or commitment	Describe your organization's role within each framework or initiative
RE100	• As a member of RE100, Visa helps to champion the broader corporate renewable energy movement.
Science-Based Targets Initiative (SBTi)	• Our SBTs were updated and approved by the SBTi in January 2025. We are committed to achieving net zero emissions by 2040.
Task Force on Climate-related Financial Disclosures (TCFD)	• Visa reports in alignment with TCFD in our annual CR&S report.
The Climate Pledge	• As a signatory of The Climate Pledge, a net zero initiative co-founded by Amazon and Global Optimism, Visa agrees to regularly report and measure GHG emissions, implement decarbonization strategies in line with the Paris Agreement and neutralize any remaining emissions with additional, quantifiable, real, permanent, and socially beneficial offsets.
World Business Council for Sustainable Development (WBCSD)	• Visa is a contributing member of the WBCSD, a global, CEO-led organization of over 200 leading businesses working together to accelerate the transition to a sustainable world.

4.11 In the reporting year, did your organization engage in activities that could directly or indirectly influence policy, law, or regulation that may (positively or negatively) impact the environment?

External engagement activities that could directly or indirectly influence policy, law, or regulation that may impact the environment	Indicate whether your organization has a public commitment or position statement to conduct your engagement activities in line with global environmental treaties or policy goals	Global environmental treaties or policy goals in line with public commitment or position statement	Attach commitment or position statement
• Yes, we engaged indirectly through, and/or provided financial or in-kind support to a trade association or other intermediary organization or individual whose activities could influence policy, law, or regulation	Yes, we have a public commitment or position statement in line with global environmental treaties or policy goals	Paris Agreement	Protecting the Planet Visa 081825.pdf

Indicate whether your organization is registered on a transparency register	Type of transparency register your organization is registered on	Disclose the transparency registers on which your organization is registered & the relevant ID numbers for your organization	Describe the process your organization has in place to ensure that your external engagement activities are consistent with your environmental commitments and/or transition plan
Yes	Voluntary government register	European Union Transparency Register. Visa's register number is 61954192201-58	Our Corporate Responsibility and Sustainability (CR&S) function coordinates our positions by engaging with internal teams on developing and communicating the overall climate change strategy. Government engagement, risk, legal, and operations meet to review, revise and implement our environmental strategy, including climate-related issues as a part of the greater CR&S Strategy. Through their leadership and engagement, we discuss climate issues and align activities across business divisions and geographies with the broader environmental strategy. At Visa, we believe in the importance of supporting public policy dialogue and engagement as part of our approach to sustainable commerce, decarbonization and net zero.

4.11.2 Provide details of your indirect engagement on policy, law, or regulation that may (positively or negatively) impact the environment through trade associations or other intermediary organizations or individuals in the reporting year.

Type of indirect engagement	Trade Association	Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position	Indicate whether your organization's position is consistent with the organization or individual you engage with	Indicate whether your organization attempted to influence the organization or individual's position in the reporting year	Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position	Funding figure your organization provided to this organization or individual in the reporting year (currency)	Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment	Indicate if you have evaluated if your engagement is aligned with global treaties or policy goals	Global environmental treaties or policy goals aligned with your organization's engagement on policy, law, or regulation
Indirect engagement via a trade association	North America: US Chamber of Commerce	Climate change	Consistent	Yes, and they have changed their position	The US Chamber of Commerce believes that there is much common ground on which all sides can come together to address climate change with policies that are practical, flexible, predictable and durable. The Chamber believes in a policy approach that is supported by market-based solutions, developed through bipartisan legislation in Congress and acknowledges the costs of action and inaction and the competitiveness of the US economy. The Chamber works with policymakers to forge climate solutions and engage in the UN COP on behalf of the business community. Visa is an active member of the Chamber and is directly involved in multiple working groups. Visa frequently engages with the Chamber to get to a position that we agree with.	1	Visa participated in the Chamber's session forming their Climate Working Group	Yes, we have evaluated, and it is not aligned	N/A

Type of indirect engagement	Trade Association	Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position	Indicate whether your organization's position is consistent with the organization or individual you engage with	Indicate whether your organization attempted to influence the organization or individual's position in the reporting year	Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position	Funding figure your organization provided to this organization or individual in the reporting year (currency)	Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment	Indicate if you have evaluated if your engagement is aligned with global treaties or policy goals	Global environmental treaties or policy goals aligned with your organization's engagement on policy, law, or regulation
	North America: Other trade association in North America, please specify: Business Roundtable	Climate change	Consistent	Yes, and they have changed their position	The Business Roundtable (BRT) states that addressing climate change and its impacts demands a robust, coordinated effort with a sound policy portfolio. BRT CEOs are calling for a well-designed market-based mechanism and other supporting policies to provide certainty and unleash innovation to lift America toward a cleaner, brighter future. BRT believes that corporations should lead by example, support sound public policies and drive the innovation needed to address climate change. As such, BRT CEOs call for a complimentary suite of policies to drive innovation, significantly reduce greenhouse gas emissions and limit global temperature rise. In 2024, Visa continued our participation in the sustainability and environmental-focused committees of our leading trade associations, including the Energy and Environment Coordinating Committee of the BRT.	1	Visa has participated in BRT efforts to engage member organizations around climate action including signing a CEO letter and participating in a CEO quote campaign	Yes, we have evaluated, and it is aligned	Paris Agreement

4.12 Have you published information about your organization's response to environmental issues for this reporting year in places other than your CDP response?

Yes

4.12.1 Provide details on the information published about your organization's response to environmental issues for this reporting year in places other than your CDP response. Please attach the publication.

Publication	Environmental issues covered in the publication	Status	Content elements	Page/section reference	Attach the Document	Comment
In mainstream reports	• Climate change	Complete	• Governance • Strategy • Emissions figures	Starting on page 42 which is our Corporate Responsibility and Sustainability section, page 37	Visa 2025 Proxy.pdf	Please see our Proxy for relevant information.
In voluntary sustainability reports	• Climate change • Water	Complete	• Governance • Strategy • Value chain engagement • Emissions figures • Emission targets	Pages 8, 18-21, 23, 43, 49, 54-55	2024-visa-corporate-responsibility-and-sustainability-report.pdf	Please see our Corporate Responsibility and Sustainability website for our most recent Corporate Responsibility and Sustainability report as well as all historical reports.

C5. Business Strategy

5.1 Does your organization use scenario analysis to identify environmental outcomes?

Environmental issue	Use of scenario analysis	Frequency of analysis
Climate change	Yes	Every two years

5.1.1. Provide details of the scenarios used in your organization's scenario analysis

Environmental issue	Scenario used	Approach to scenario	Scenario coverage	Risk types considered in scenario	Temperature alignment of scenario	Reference year	Timeframes covered	Driving forces in scenario	Assumptions, uncertainties, and constraints in scenario	Rationale for choice of scenario
Climate change	Climate transition scenarios: IEA NZE 2050	Qualitative and quantitative	Organization-wide	• Policy	1.5°C or lower	2019	• 2030 • 2040 • 2050	Stakeholder and customer demands • Other stakeholder and customer demands driving forces, please specify: Change in consumer behavior within a low carbon economy	Assumed continued business growth of revenue, headcount, and square footage	Visa selected IEA NZE as it includes extreme low temperature options and is common amongst peers.
Climate change	NGFS scenarios framework: NZE	Qualitative and quantitative	Organization-wide	• Market • Reputation	1.5°C or lower	2019	• 2030 • 2040 • 2050	Stakeholder and customer demands • Consumer sentiment • Other stakeholder and customer demands driving forces, please specify: Changing customer behavior within a low-carbon economy (e.g., fuel and travel) Regulators, legal and policy regimes • Global regulation Macro and microeconomy • Other macro and microeconomy driving forces, please specify: Carbon price impacts on customers, Carbon price impacts on operations and suppliers	Assumed continued business growth of revenue, headcount, and square footage	Visa selected NGFS NZE as a second source for IEA NZE to reduce uncertainty that stems from a single model.

Environmental issue	Scenario used	Approach to scenario	Scenario coverage	Risk types considered in scenario	Temperature alignment of scenario	Reference year	Timeframes covered	Driving forces in scenario	Assumptions, uncertainties, and constraints in scenario	Rationale for choice of scenario
Climate change	NGFS scenarios framework: Delayed transition	Qualitative and quantitative	Organization-wide	• Policy • Market • Reputation	1.6°C - 1.9°C	2019	• 2030 • 2040 • 2050	Stakeholder and customer demands • Consumer sentiment • Other stakeholder and customer demands driving forces, please specify: Changing customer behavior within a low-carbon economy (e.g., fuel and travel) Regulators, legal and policy regimes • Global regulation Macro and microeconomy • Other macro and microeconomy driving forces, please specify: Carbon price impacts on customers, Carbon price impacts on operations and suppliers	Assumed continued business growth of revenue, headcount, and square footage	Visa selected NGFS Delayed Transition as it meets TCFD recommendation for a 2 degrees C scenario.

Environmental issue	Scenario used	Approach to scenario	Scenario coverage	Risk types considered in scenario	Temperature alignment of scenario	Reference year	Timeframes covered	Driving forces in scenario	Assumptions, uncertainties, and constraints in scenario	Rationale for choice of scenario
Climate change	Climate transition scenarios: IEA STEPS (previously IEA NPS)	Qualitative and quantitative	Organization-wide	• Policy • Market • Reputation	2.5°C - 2.9°C	2019	• 2030 • 2040 • 2050	Stakeholder and customer demands • Consumer sentiment • Other stakeholder and customer demands driving forces, please specify: Changing customer behavior within a low-carbon economy (e.g., fuel and travel) Regulators, legal and policy regimes • Global regulation Macro and microeconomy • Other macro and microeconomy driving forces, please specify: Carbon price impacts on customers, Carbon price impacts on operations and suppliers	Assumed continued business growth of revenue, headcount, and square footage	Visa selected IEA STEPS as it includes extreme high temperature options and is common amongst peers.

5.1.2 Provide details of the outcomes of your organization's scenario analysis

Environmental issue	Business processes influenced by your analysis of the reported scenarios	Coverage of analysis	Summarize the outcomes of the scenario analysis and any implications for other environmental issues
Climate change	• Risk and opportunities identification, assessment, and management • Strategy and financial planning • Resilience of business model and strategy	Organization-wide	Visa conducted a Task Force on Climate Related Financial Disclosures (TCFD) aligned climate risk deep dive in 2024. This process included a scenario-based climate assessment across key geographies to identify and assess the risks and opportunities related to our operations and the broader transition to a low-carbon economy. This scenario analysis is used to inform Visa's short-, medium- and long-term business strategy, provide a detailed, global assessment of climate related risks and opportunities (including a low-carbon future), and has also helped Visa formulate responses to climate-related risks and opportunities. Visa considers climate a risk driver which may cause disruptions to our operations and overall business. The assessment screened over 100 risks, opportunities, insights, and controls identified through 14 interviews across 23 key stakeholders and 12 business functions. Visa consolidated and scored 12 risks and opportunities against our risk taxonomy. Six were prioritized for further analysis, including shifts in consumer spending, changing customer behavior, carbon pricing mechanisms, investor pressure to set and meet GHG targets, enhanced climate reporting obligations, and access to low-carbon markets. This assessment is in-line with industry best practices and leverages four climate scenarios to quantify the potential financial impacts to Visa's business. It also included scoring the risks and opportunities against our ERM framework and evaluating their effects on Visa's strategic and financial position. To better understand the impact that climate-related risks and opportunities have on our business, we intend to update the TCFD assessment on a periodic basis and further leverage the findings into our existing ERM process. The key climate-related risk and opportunity that were identified during our TCFD assessment include climate change induced shifts in consumer spending, investor pressure to set and meet GHG targets, carbon price impacts on customers, operations, and suppliers, changing customer behavior within a low-carbon economy, enhanced climate-reporting obligations, and access to new low-carbon markets and shifts in consumer preference to sustainable alternatives. The potential cumulative financial impacts of risks and opportunities in a net zero scenario (e.g., IEA NZE, NGFS Net Zero) aligned with a 1.5 degree C target were also identified. This included impact on revenue, cost, and impact due to market exposure. Visa has identified strategic recommendations for managing, monitoring, and mitigating climate risks including incorporating climate risks into the Risk Identification & Monitoring process, reviewing potential mitigation and resilience measures and evaluating opportunities for further action, and building alignment in the business.

5.2 Does your organization's strategy include a climate transition plan?

Transition Plan	Publicly available climate transition plan	Plan explicitly commits to cease all spending on, and revenue generation from, activities that contribute to fossil fuel expansion	Explain why your organization does not explicitly commit to cease all spending on and revenue generation from activities that contribute to fossil fuel expansion	Mechanism by which feedback is collected from shareholders on your climate transition plan
Yes, we have a climate transition plan which aligns with a 1.5°C world	No	No, and we do not plan to add an explicit commitment within the next two years	Visa is a global payments network that facilitates commerce and money movement across more than 200 countries and territories.	We have a different feedback mechanism in place

Description of feedback mechanism	Frequency of feedback collection	Description of key assumptions and dependencies on which the transition plan relies	Description of progress against transition plan disclosed in current or previous reporting period	Other environmental issues that your climate transition plan considers
In calendar year 2024 we reached out to our top 75 shareholders, representing approximately 67% of our outstanding Class A common stock. When pertinent to shareholder agenda, details of Visa's climate transition plan are discussed.	Annually	Visa's climate transition plan is dependent on the following: - Utilities adopting green energy and low-carbon technologies - Refrigerant availability with no and/or low global warming potential - Sustainable aviation fuel manufacturing capacity and the feedstocks required to produce it - Electric vehicle adoption - Public transportation availability - Recycling and composting availability	This is Visa's first climate transition plan and therefore no progress can be reported at this time.	No other environmental issue considered

5.3 Have environmental risks and opportunities influenced your strategy and/or financial planning?

Environmental risks and/or opportunities have affected your strategy and/or financial planning	Business areas where environmental risks and/or opportunities have affected your strategy
Yes, both strategy and financial planning	• Products and services • Upstream/downstream value chain • Investment in R&D • Operations

5.3.1 Describe where and how environmental risks and opportunities have influenced your strategy.

Business area	Effect type	Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area	Describe how environmental risks and/or opportunities have affected your strategy in this area
Products and services	• Risk • Opportunities	Climate change	Climate-related risks and opportunities associated with shifts in consumer preferences are informing Visa's strategy around where and how our services are. Our TCFD assessment looked at potential impacts through 2030. The largest potential impact is related to how Visa positions itself to provide services in new areas and markets. According to third-party research, climate change is causing consumer preference shifts at the product, brand and behavior levels, and Visa is tracking and disseminating information on these changes. Visa is taking action to encourage the shift towards sustainable commerce and a low-carbon economy and harness the power of Visa's global network, products and services, as we work to become a climate positive organization. The Visa Economic Empowerment Institute thought leadership agenda continues to include digital payments and sustainability, sustainable travel and tourism, sustainable urban mobility and sustainable e-commerce. Initiatives include, but are not limited to: • The Visa Eco Benefits Bundle which will allow Visa issuers to add sustainability-focused benefits to existing Visa cardholder credit/debit products. • In 2024, we continued our founding partner role with Travalyst, a not-for-profit organization with a mission to change travel, for good. Another area that poses a risk and opportunity to Visa's services is the potential shift to sustainable and multimodal transportation. With this shift, the market shares of electric vehicles (EVs) and multimodal transportation alternatives, are forecasted to increase. Combustion vehicles and gas station purchases have traditionally been a source of Visa network transactions. Therefore, not evolving with the mobility landscape could pose risks to where Visa can provide services. To fully transform the passenger experience from the first mile to last, we built the Visa Global Urban Mobility team of dedicated global strategists and regional implementation specialists. Through this team, Visa is committed to helping cities, transportation authorities and operators and others create efficient and sustainable door-to-door travel experiences through connected secure digital payments solutions. Benefits of urban mobility transformation include more livable cities and can help them meet their climate change and livability ambitions.

Business area	Effect type	Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area	Describe how environmental risks and/or opportunities have affected your strategy in this area
Upstream/downstream value chain	• Risks • Opportunities	Climate change	Due to our role in financial transactions, it is common to believe that Visa operates as a financial institution. However, we are a digital platform and are active in influencing the approach to risks and opportunities throughout our value chain. We undertake an annual Scope 3 inventory to understand the impacts that our indirect operations have on climate. Our TCFD assessment also looked at the impacts of climate change on our value chain through 2030. Through these actions and programs, we have gained an understanding of potential climate-related impacts within our value chain. To mitigate these impacts, Visa actively engages with value chain members on climate-related issues. Our efforts to engage suppliers include incorporating environmental sustainability expectations in our Supplier Code of Conduct and participating in the CDP Supply Chain program, through which we engage our leading suppliers around measuring their emissions footprints, setting targets, reporting to the CDP and attributing their footprint back to Visa. Additionally, in 2024, Visa had our near-term Scope 1, 2 and 3 targets formally approved by the Science Based Targets initiative (SBTi), which in addition to our net-zero by 2040 announcement covering direct operations and our supply chain, will require work across our value chain to achieve. Visa recognizes that the GHG emissions from our value chain are much larger than those from our direct operations. Supplier emissions from purchased goods and services made up over 84% of total Scope 3 emissions in 2024. Given the relative size of our emissions that come from suppliers, we are looking to drive engagement to reduce our total footprint. Over the last few years, Visa has taken part in the CDP Supply Chain Program which allows us to monitor which suppliers are the largest contributors to our Scope 3 inventory and helps us to identify areas for further supplier engagement. We have also undergone further analysis to understand emissions hotspots in our supply chain and understand where areas of engagement will be required to these emissions. Our SBTi-approved target, in line with the 1.5-degree Celsius pathway, will result in the need for further engagement with our supply chain partners to decrease emissions.

Business area	Effect type	Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area	Describe how environmental risks and/or opportunities have affected your strategy in this area
Investment in R&D	• Risks • Opportunities	Climate change	Climate-related risks and opportunities are impacting Visa's strategy around R&D and, in particular, our role within the broader sustainable commerce ecosystem. Visa has set a goal of achieving net-zero emissions, including our supply chain, by 2040, as well as to become a climate positive company by embedding sustainability across our business. In order to work towards and achieve these goals, Visa will have to invest in R&D to develop and realize opportunities that encourage the adoption of sustainable practices and behaviors. These investments will be in the short-, medium- and long-term as we work towards becoming a climate positive organization. Climate change is causing shifts in consumer behavior and leading to the demand of new products and services that help enable the transition to a low-carbon future. As a leader in digital payments, Visa aims to harness the power of our global network, products, services, data, brand and payments expertise to support the transition to a low-carbon economy and sustainable commerce. Visa has internal teams as well as external partnerships that focus on the R&D of new products and services that enable the adoption of sustainable decisions and behaviors. A specific example is Visa's Eco Benefits Bundle, which is a package of sustainability-focused benefits for Visa accounts issuers, enabling their cardholder to understand the impact of their spending on the environment and encourage sustainable consumption and behaviors. One specific component of this bundle is ecolytiq, a software as a service product which is typically integrated into a mobile banking app that builds awareness and engagement with the customer to encourage more sustainable choices. Ecolytiq has been acquired and is now fully integrated with Clarity AI, a global sustainability technology company that uses artificial intelligence and big data to deliver transparent, scalable, and regulation-ready environmental, social, and governance (ESG) insights. Visa continues the collaboration with Clarity AI, to deliver enhanced capabilities and value to our clients.

Business area	Effect type	Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area	Describe how environmental risks and/or opportunities have affected your strategy in this area
Operations	• Risks • Opportunities	Climate change	Climate-related risks and opportunities have impacted Visa's corporate climate strategy and business continuity planning, as well as renewable energy procurement strategy in the short-, medium- and long-term. Visa has set a number of goals recently related to our operational footprint, influenced by climate-related risks and opportunities. For example, we have set a goal of net-zero emissions, covering both our operations and supply chain, by 2040. We also had our near-term targets covering Scope 1, 2 and 3 emissions and aligned with a 1.5-degree pathway approved by the SBTi. In 2024, we maintained carbon neutrality across our direct operations, business travel and employee commuting as a result of ongoing energy efficiency initiatives, our transition to 100% renewable electricity and limited use of carbon offsets to cover our residual footprint. Visa has also assessed exposure and resilience to climate-related physical risks as part of our TCFD assessment. Chronic physical risks are becoming more impactful, exacerbated by climate change. Our Foster City, CA, offices and our facility at the Oakland, CA, airport are located in areas susceptible to sea level rise. Due to growing likelihood of this risk, it is important to understand how our operations may be affected and what can be done to mitigate this risk. We modeled localized sea level projections in the San Francisco Bay Area to understand the effect it might have on our operations. The assessment found that these facilities are located in areas that are likely to see increased flooding due to sea level rise under a BAU scenario by the 2040s. Visa's business continuity team is continually monitoring possible risks to the health and safety of employees and potential service interruptions. We also see opportunities to enhance our risk management practices around chronic physical risks by performing assessments of the climate resilience of our infrastructure and further developing adaptation plans.

5.3.2 Describe where and how environmental risks and opportunities have influenced your financial planning

Financial planning elements that have been affected	Effect type	Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements	Describe how environmental risks and/or opportunities have affected these financial planning element/s
• Capital expenditures • Capital allocation	• Risks • Opportunities	Climate change	As part of our business strategy around climate change, Visa is investing in renewable energy and energy efficiency. Visa has budget areas capital allocated for energy efficiency projects, green buildings and renewable energy procurement. Capital allocation and expenditure financial planning approaches around climate-related issues are typically done on a medium-term timeframe. Specifically, our green bond, in which proceeds will go towards capital expenditures, will mature in 2027. At the end of 2024, nearly 80% of Visa's owned or leased square footage achieved or was pending green building certification. In addition to consuming renewable electricity, this achievement resulted from ongoing energy efficiency improvements and the purchase of high-quality carbon offsets to cover our residual footprint. Work towards our 2040 goal and maintaining carbon neutrality requires significant capital investments and expenditures going forward. Specific actions taken thus far to help accomplish these targets include our procurement of 100% renewable electricity, as well as issuance of and use of proceeds from our inaugural green bond. Visa has furthered our climate resilience and improve reputational standing through capital expenditure on market-based methods of renewable energy procurement. This approach began in 2018, when we announced our goal to use 100 percent renewable electricity across our global operations by the start of 2020 and joined the RE100 initiative. During FY20, we formally achieved this goal, and in 2024 we maintained our achievement of this goal, through a combination of enrolling in utility-provided renewable electricity programs that cover some of our highest energy use facilities in California, Colorado, Texas and the UK and/or purchasing RECs for the remaining usage. This opportunity to expand renewable electricity consumption through voluntary market actions resulted in an increased use of capital to procure renewable electricity covering our global operations. Our work around renewable energy procurement has continued even after achieving our goal, highlighted by our recent agreement to procure renewable electricity from in-state solar farms for our Virginia data center. As a result of our actions during 2024, we maintained our achievement of our goal of procuring 100% renewable electricity. Visa will continue to utilize market-based approaches to purchase RECs in order to maintain 100% renewable electricity in the future.

5.4 In your organization’s financial accounting, do you identify spending/revenue that is aligned with your organization’s climate transition?

Identification of spending/revenue that is aligned with your organization’s climate transition	Methodology or framework used to assess alignment with your organization’s climate transition
Yes	Other methodology or framework

Methodology or framework used to assess alignment	Financial metric	Amount of selected financial metric that is aligned in the reporting year (currency)	Percentage share of selected financial metric aligned in the reporting year (%)	Details of the methodology or framework used to assess alignment with your organization's climate transition
Other, please specify: Revenue generated by sustainability solutions team related to emissions and environmental data insights	Revenue/Turnover	7,000,000	100	Visa classifies products and solutions as sustainable when they have the potential to contribute to an organization's carbon emission reduction.

5.10 Does your organization use an internal price on environmental externalities?

Use of internal pricing of environmental externalities	Environmental externality priced
Yes	Carbon

5.10.1 Provide details of your organization's internal price on carbon

Type of pricing scheme	Objectives for implementing internal price	Factors considered when determining the price	Calculation methodology and assumptions made in determining price	Scope(s) covered	Pricing approach used-spatial variance	Pricing approach used temporal variance	Indicate how you expect the price to change over time
Shadow price	• Incentivize consideration of climate-related issues in decision making • Influence strategy and/or financial planning • Set a carbon offset budget	Price/cost of voluntary carbon offset credits	Visa applies a shadow price of $8/tCO$_2$e on corporate travel, which reflects Visa's actual costs for carbon mitigation in the current year back to the function responsible for the travel. This price covers both Visa's Scope 1 emissions associated with corporate jets, as well as emissions in Scope 3 category 6 related to business travel.	• Scope 1 • Scope 3, Category 6 - Business travel	Uniform	Evolutionary	Visa's carbon price reflects the average cost per ton of carbon using offsets and removals and is expected to fluctuate relative to this value.

Minimum actual price used (currency per metric ton CO_2e)	Maximum actual price used (currency per metric ton CO_2e)	Business decision-making processes the internal price is applied to	Internal price is mandatory within business decision-making processes	% total emissions in the reporting year in selected scopes this internal price covers	Pricing approach is monitored and evaluated to achieve objectives	Details of how the pricing approach is monitored and evaluated to achieve objectives
8	8	Operations	No	9.2	Yes	On a monthly basis, Visa monitors the reduction in business travel by employee compared to the previous year. There is a travel report produced with the total additional price due to the carbon price, which is reported on a business unit level. Visa shares emissions year over year and are planning to share the baseline cost of carbon annually in the future.

5.11 Do you engage with your value chain on environmental issues?

Value chain stakeholder	Engaging with this stakeholder on environmental issues	Environmental issues covered	Primary reason for not engaging with this stakeholder on environmental issues	Explain why you do not engage with this stakeholder on environmental issues
Suppliers	Yes	Climate change	N/A	N/A
Customers	Yes	Climate change	N/A	N/A
Investors and shareholders	Yes	Climate change	N/A	N/A
Other value chain stakeholders	No, and we do not plan to within the next two years	N/A	Not an immediate strategic priority	Engaging with additional value chain stakeholders is not an immediate strategic priority for Visa.

5.11.1 Does your organization assess and classify suppliers according to their dependencies and/or impacts on the environment?

Environmental issue covered	Assessment of supplier dependencies and/or impacts on the environment	Criteria for assessing supplier dependencies and/or impacts on the environment	% Tier 1 suppliers assessed	Define a threshold for classifying suppliers as having substantive dependencies and/or impacts on the environment	% Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment	Number of Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment
Climate change	Yes, we assess the dependencies and/or impacts of our suppliers	Contribution to supplier-related Scope 3 emissions	76-99%	Visa prioritizes engagement with their top 500 suppliers by spend. Visa has a spend-based approach for calculating supplier-related emissions.	1-25%	500

5.11.2 Does your organization prioritize which suppliers to engage with on environmental issues?

Environmental issue covered	Supplier engagement prioritization on this environmental issue	Criteria informing which suppliers are prioritized for engagement on this environmental issue	Please explain
Climate change	Yes, we prioritize which suppliers to engage with on this environmental issue	Procurement spend	In 2024, we continued to focus our supplier engagement efforts on our top 500 suppliers, representing approximately 84 percent of annual spend. Visa requires its top 500 suppliers to publicly disclose a climate change response through the CDP platform, with a supply chain response specific to Visa. Supplier responses are tracked within the CDP system and a custom report is generated that details the % of suppliers submitting a Visa specific disclosure for the reporting year, % of suppliers reporting operational emissions, % of suppliers with active GHG reduction targets, estimated emissions reduction savings and the % of suppliers engaging their own supply chain. This report is used by Visa to monitor and track supplier compliance with the public disclosure requirement.

5.11.5 Do your suppliers have to meet environmental requirements as part of your organization's purchasing process?

Environmental issue	Suppliers have to meet specific environmental requirements related to this environmental issue as part of the purchasing process	Policy in place for addressing supplier non-compliance	Comment
Climate change	Yes, environmental requirements related to this environmental issue are included in our supplier contracts	No, we do not have a policy in place for addressing non-compliance	Visa's supplier code of conduct lays states our expectations in terms of environmental performance specifically the setting of science-based climate targets.

5.11.6 Provide details of the environmental requirements that suppliers have to meet as part of your organization's purchasing process, and the compliance measures in place.

Environmental issue	Environmental requirement	Mechanisms for monitoring compliance with this requirement	% tier 1 suppliers by procurement spend required to comply with this environmental requirement	% tier 1 suppliers by procurement spend in compliance with this environmental requirement	% tier 1 supplier-related Scope 3 emissions attributable to the suppliers required to comply with this environmental requirement	% tier 1 supplier-related Scope 3 emissions attributable to the suppliers in compliance with this environmental requirement	Response to supplier noncompliance with this environmental requirement	% of noncompliant suppliers engaged
Climate change	Environmental disclosure through a public platform	Supplier scorecard or rating	76-99%	76-99%	76-99%	76-99%	Retain and engage	None

Procedures to engage non-compliant suppliers	Comment
Providing information on appropriate actions that can be taken to address non-compliance	Visa requires its top suppliers to publicly disclose a climate change response through the CDP platform, with a supply chain response specific to Visa. Supplier responses are tracked within the CDP system and a custom report is generated that details the % of suppliers submitting a Visa specific disclosure for the reporting year, % of suppliers reporting operational emissions, % of suppliers with active GHG reduction targets, estimated emissions reduction savings and the % of suppliers engaging their own supply chain. This report is used by Visa to monitor and track supplier compliance with the public disclosure requirement. Visa incorporates environmental sustainability expectations into the Supplier Code, which suppliers receive during the onboarding process.

5.11.7 Provide further details of your organization's supplier engagement on environmental issues.

Environmental issue covered	Action driven by supplier engagement	Type and details of engagement	Upstream value chain coverage	% of tier 1 suppliers by procurement spend covered by engagement	% of tier 1 supplier-related Scope 3 emissions covered by engagement
Climate change	Emissions reduction	Information collection • Collect GHG emissions data at least annually from suppliers • Collect targets information at least annually from suppliers	Tier 1 suppliers	76-99%	76-99%

Environmental issue covered	Describe the engagement and explain the effect of your engagement on the selected environmental action	Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue	Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action
Climate change	Visa's efforts to engage suppliers include: • Incorporating environmental sustainability expectations in the Visa Supplier Code of Conduct (Supplier Code), which suppliers receive during the onboarding process. • Participating in the CDP Supply Chain program, through which we engage our leading suppliers around measuring their emissions footprints, setting targets, reporting to the CDP and attributing their footprint back to Visa. Since joining the CDP Supply Chain program in 2019, Visa has expanded outreach to suppliers who represent approximately 85 percent of Visa's emissions. Visa's supply chain emissions represent 84 percent of total scope 3 emissions. Among Visa's suppliers who responded to our request to participate in the 2024 CDP Supply Chain program: • 96 percent of suppliers reported their operational emissions. • 75 percent reported active targets, and 47 percent had validated near-term SBTi targets. • 82 percent reported emissions reduction projects resulting in an estimated 33 million metric tons of annual CO_2 savings. • 88 percent reported renewable energy use. • 82 percent reported initiatives to engage their own suppliers. In 2024, we continued to focus our supplier engagement efforts on our top 500 suppliers, representing approximately 85 percent of annual spend.	Yes, please specify the environmental requirement: Reporting GHG emissions to CDP Supply Chain	No

5.11.9 Provide details of any environmental engagement activity with other stakeholders in the value chain.

Environmental issue	Type of stakeholder	Type and details of engagement	% of stakeholder type engaged	% stakeholder-associated Scope 3 emissions
Climate change	Customers	Education/information sharing: • Run an engagement campaign to educate stakeholders about the environmental impacts about your products, goods, and/or services Innovation and collaboration: • Align your organization’s goals to support customers’ targets and ambitions • Collaborate with stakeholders on innovations to reduce environmental impacts in products and services	100%	None

Environmental issue	Type of stakeholder	Type and details of engagement	% of stakeholder type engaged	% stakeholder-associated Scope 3 emissions
Climate change	Investors and shareholders	Education/Information sharing • Run an engagement campaign to educate stakeholders about the environmental impacts about your products, goods, and/or services • Share information about your products and relevant certification schemes Innovation and collaboration: • Align your organization's goals to support customers' targets and ambitions • Collaborate with stakeholders on innovations to reduce environmental impacts in products and services	26-50%	None

Type of stakeholder	Rationale for engaging these stakeholders and scope of engagement	Effect of engagement and measures of success
Customers	Visa has developed and rolled out an increasing number of commercial solutions focused on climate change and climate action for our customers, which includes financial institutions, issuers and acquirers. These programs and services are designed for our customers, as well as end use consumers and businesses to adopt and implement over time. As a global payments network, we believe we can play an important role in helping consumers and businesses shift to more sustainable behaviors through our efforts to embed sustainable features in payment accounts. Over the past few years, we have expanded these partnerships and initiatives. One example of this is the Visa Eco Benefits Bundle, a package of sustainability-focused benefits for Visa account issuers, enabling their cardholders to understand the impact of their spending on the environment and encourage sustainable consumption and behaviors. Other offerings and partnerships include: • Ecolytiq (has been acquired and is now fully integrated with Clarity AI), is a software as a service product that builds awareness and engagement with the customer to encourage more sustainable choices. • Cloverly is a climate-action technology platform that streamlines access to verified, high-quality carbon credits worldwide. • Plan A is a sustainability platform that empowers businesses to self-manage their entire net-zero journey in one central hub. We believe that 100% of our customers have had the opportunity to be exposed to these programs through engagement efforts including public communication, client directed materials and memos, covering the topic in regional client payment forms and councils and direct one-on-one meetings with our clients and customers. In particular, there have been targeted efforts to engage directly with clients in Europe and North America, where there is the most client interest in these offerings. The rationale for making this information available to 100% of our customers is to maximize the potential impact of these programs and increase the likelihood of these offerings and solutions being adopted. These initiatives and partnerships are continuations of Visa's global aspiration to be a climate positive company, using its products, services, data, network and brand to drive sustainable commerce and support the transition to a low-carbon economy.	These offerings and partnerships are all relatively new, having launched in the past few years. Visa has quantifiable indicators of success but is not disclosing these values publicly.

Type of stakeholder	Rationale for engaging these stakeholders and scope of engagement	Effect of engagement and measures of success
Investors and shareholders	Our Board and management team greatly value the opinions and feedback of our shareholders. We have proactive, ongoing engagement with our stockholders throughout the year in addition to the ongoing dialogue among our stockholders and our CEO, CFO and IR team on Visa's financial and strategic performance. In 2024, our CR&S-focused engagement with our shareholders included contacting our top 75 investors— representing approximately 67 percent of our outstanding Class A common stock—to discuss our environmental sustainability and climate goals and progress, including our sustainability solutions, among other matters as described in our annual Proxy Statement. We engage investors through a variety of channels, including earnings calls, annual stockholder meeting, direct stockholder engagement, investor conferences, U.S. Securities and Exchange Commission (SEC) filings, disclosures posted on investor.visa.com and ratings firm profiles.	We are able to improve our understanding of stakeholder views and concerns and evolve our strategic priorities across our business through regular engagement with our stakeholders. In 2024, we held CR&S-focused meetings with 50 institutional shareholders representing approximately 39 percent of our outstanding Class A common stock. We provide the Nominating and Corporate Governance Committee of the Board of Directors a quarterly update on stockholder engagement and feedback. We also take feedback shared by investors during these calls into consideration as we develop our annual Corporate Responsibility & Sustainability Report and other related disclosures. We routinely receive positive anecdotal feedback on our investor engagement initiatives and continue to receive strong scores across a variety of investor-driven ESG ratings and rankings.

5.12 Indicate any mutually beneficial environmental initiatives you could collaborate on with specific CDP Supply Chain members.

Environmental issues the initiative relates to	Initiative category and type	Details of initiative	Expected benefits	Estimated timeframe for realization of benefits	Are you able to estimate the lifetime CO_2e and/or water savings of this initiative?
Climate change	Innovation • New product or service that reduces customers' products/services operational emissions	Visa offers sustainability products, solutions, and advisory services through a combination of Visa Global Sustainability Solutions and Visa Consulting and Analytics. Services include partnering with clients to develop their sustainability vision and strategy, conducting current state assessments, value proposition development and helping to implement and launch products that enable consumers and corporates to play their part in the shift to net zero. For many Visa clients, a key focus is also to reduce their financed emissions, e.g., by creating products that reduce their own scope 3 emissions. Visa has developed data products and models designed to support efforts to benchmark, segment and predict climate positive transactions for payments and other products. One such solution is Visa Sustainability Index, designed to provide estimates for carbon emissions, sustainability benchmarks and perspectives on sustainable cardholder segments via VisaNet data. Combined with external sources on carbon emissions of various sectors and products, this tool estimates the general carbon emissions intensity per purchase and helps individuals and businesses to better understand the impact of their transactions on the environment. As a global payments network, we believe we can play an important role in helping consumers and businesses shift to more sustainable behaviors through our efforts to embed sustainable features in payment accounts. We are working to increase awareness, engagement and action for consumer and commercial card portfolios, including merchant businesses. Specific offerings and partnership-powered solutions include: ClarityAI (formerly Ecolytiq), Cloverly, Lune, and Plan A.	Reduction of customers' operational emissions (customer scope 1 & 2)	0-1 year	No

5.13 In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's climate transition?

Environmental initiatives implemented due to CDP Supply Chain member engagement	Primary reason for not implementing environmental initiatives	Explain why your organization has not implemented any environmental initiatives
No, but we plan to within the next two years	Not an immediate strategic priority	Visa has had limited requests through the CDP Supply Chain membership and is considering them as part of a longer-term emissions data strategy.

C6. Environmental Performance—Consolidation Approach

6.1 Provide details on your chosen consolidation approach for the calculation of environmental performance data

Environmental issue	Consolidation approach used	Provide the rationale for the choice of consolidation approach
Climate change	Operational control	As a global payments technology company operating in numerous countries, Visa applies the operational-control consolidation approach to calculate its environmental performance data, reporting our greenhouse-gas (GHG) emissions from facilities and activities where we have direct control. This alignment with the GHG Protocol ensures consistency, transparency, and comparability across reporting periods, enables targeted efficiency measures and reduction initiatives in areas Visa can directly influence, and supports compliance with local regulations and international frameworks thereby providing stakeholders with accurate, actionable data and a clear view of Visa's progress toward its climate goals.

C7. Environmental Performance—Climate Change

7.1 Is this your first year of reporting emissions data to CDP?

No

7.1.1 Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Has there been a structural change?
No

7.1.2 Has your emissions accounting methodology, boundary and/or reporting year definition changed in the reporting year?

Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Yes, a change in methodology	In 2024, Visa re-baselined our greenhouse gas (GHG) emissions footprint and updated our baseline year to 2019 from 2020, consistent with guidance from the Science-Based Targets Initiative (SBTi) and to more accurately reflect our pre-pandemic operations. This effort was supported by our new GHG management software solution, which enabled us to use updated methodologies and databases to improve our emissions data calculations.

7.1.3 Have your organization’s base year emissions and past years’ emissions been recalculated as a result of any changes or errors reported in 7.1.1 and/or 7.1.2?

Base year recalculation	Scope(s) recalculated	Base year emissions recalculation policy, including significance threshold	Past years’ recalculation
Yes	• Scope 1 • Scope 2, location-based • Scope 2, market-based • Scope 3	Visa follows best practices from the SBTi. From the SBTi's Corporate Net-Zero Standard, "Companies shall apply a significance threshold of 5% or less. For base year emissions, a change of 5% in an organization's total base year emissions would trigger a base year emissions recalculation. A change of 5% or more in the base year emissions covered within a target boundary would trigger a target recalculation."	Yes

7.2 Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

7.3 Describe your organization's approach to reporting Scope 2 emissions

Scope 2 location-based	Scope 2 market-based	Comment
We are reporting a Scope 2, location-based figure	We are reporting a Scope 2, market-based figure	No additional comments.

7.4 Are there any sources (e.g., facilities, specific GHGs, activities, geographies etc.) of Scope 1, Scope 2 or Scope 3 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

7.5 Provide your base year and base year emissions

Scope	Base year end	Base year emissions (metric tons CO_2e)	Methodological details
Scope 1	09/30/2019	13,721.07	We include the assessment of GHGs associated with stationary combustion in company owned buildings or facilities, emissions of refrigerants, emissions of company-owned vehicles and aircrafts, as well as the backup generators. For fuel stationary combustion in buildings and facilities, we collect the data on fuel consumption for each building or shared workspace used by Visa. The primary data on fuel consumption typically comes from the utility-bills and internal meter readings or landlord provided consumption. If primary activity data is not available, benchmarks for fuel consumption per floor area by building type and fuel type breakdown from Building Performance Database are applied as a secondary activity data to estimate consumption. The consumption data is then multiplied by the relevant CO_2e emission factor (EF) for that fuel. We use US EPA and DEFRA EFs for fuel combustion. Fugitive emissions from refrigerants are measured using the purchase data on refrigerant refills. We use a conservative assumption that all refrigerant refills are due to the refrigerant leakage. If purchase data is not available, refrigerant leakage is estimated based on building floor area using EPA HFC accounting tool. Refrigerant quantities are multiplied by their 100-year GWP from IPCC. Company-owned and company-operated vehicle combustion emissions are evaluated as Scope 1, while company-owned electric vehicle emissions are evaluated in Scope 2. This methodology collects fuel use data or vehicle class, distance traveled, and location data. Emissions are calculated by multiplying fuel use or distance by relevant emission factors coming from US EPA, DEFRA, and ecoinvent. Company-owned and company-operated aircraft emissions are calculated using flight records, aircraft make/model, and fuel consumption data. Emissions are calculated by multiplying fuel consumed by jet fuel emission factors from the US EPA. Backup generators or other stationary sources that are not otherwise used for regular building heating result in Scope 1 combustion emissions. This methodology collects fuel use data and calculate emissions by multiplying fuel consumption by the relevant emission factors for each fuel type from the US EPA EF Hub.
Scope 2 (location- based)	09/30/2019	66,461.04	Purchased or acquired electricity emissions are evaluated in Scope 2 consistent with GHG Protocol guidance. This methodology collects data on electricity consumption for each building used by Visa. If consumption data is not available, benchmarks for electricity consumption per floor area are used as estimates. The consumption data is then multiplied by the relevant location-based CO_2e emissions factors (EFs) for electricity generation. Renewable electricity purchases and clean energy programs are also considered. Purchased heat, steam, or cooling emissions are evaluated in Scope 2 consistent with GHG Protocol guidance. This methodology collects data on district heat, cooling, and steam consumption for each building used by Visa. If consumption data is not available, benchmarks for district heat and steam consumption per floor area by country are used to estimate consumption. The consumption data is then multiplied by the relevant CO_2e EF for heat and steam generation. Company-owned vehicle combustion emissions are evaluated as Scope 1, while company-owned electric vehicle emissions are evaluated in Scope 2. This methodology collects electricity use data or vehicle class, distance traveled, and location data. Emissions are calculated by multiplying electricity use or distance by relevant EFs, using representative data where necessary. For location-based electricity EFs we use the following sources: eGRID for the US, Canada National Inventory Report (1998-2020) for Canada, Australia National GHG Accounts Factors for Australia, IEA 2022 for all other countries, and ecoinvent 3.9.1. for each country where the grid data is not available from the aforementioned sources.

Scope	Base year end	Base year emissions (metric tons CO_2e)	Methodological details
Scope 2 (market-based)	09/30/2019	29,343.94	Market-based method of estimating Scope 2 electricity emissions is based on the same principles as the location-based approach, the difference is in the emissions factors (EFs). For market-based electricity EFs we use these sources: supplier-specific EFs following the data hierarchy in the GHG Protocol Scope 2 Guidance (Table 6.3), provided that the factors meet the Scope 2 Quality Criteria; Green-e residual EFs for the US grids, European Residual Mixes with CH4 and N2O emissions added from DEFRA for EU-based grids. Market-based EFs are default for Scope 2 electricity. Location-based EFs are used to calculate electricity emissions if no other market-based EFs are available, following the data hierarchy in the GHG Protocol Scope 2 Guidance (Table 6.3).
Scope 3 category 1: Purchased goods and services	09/30/2019	497,993.74	For most purchased goods and services estimates, we calculate emissions using Watershed's CEDA database or EPA Environmentally Extended Economic Input Output (EEIO) emissions factors applied to annual supplier and procurement spend data. Spend is aggregated by each accounting category to get total spend. Each accounting category is mapped to the most accurate EEIO category. We account for the inflation or deflation to convert the EFs to the US dollars value for the year of the activity. We use the industry-level price index data (2012-2021 and 2022) published by the US. Bureau of Economic Analysis to get sector-specific inflation and deflation values. Spend with select vendors are mapped to those vendors' unique revenue intensity estimates when complete and reported to the Carbon Disclosure Project (CDP). Total spend is multiplied by the EPA EF for that category or for that vendor to calculate CO_2e emissions. To prevent double counting, supplier spend data that is accounted for under alternative scopes are removed from this analysis (e.g. electricity from facilities). For cloud computing emissions, we use either cloud usage data or spend data to estimate electricity consumed and calculate electricity emissions by applying regional EFs. We also use spend data to estimate the indirect emissions associated with the cloud vendor. For some physical goods where we have SKU data, BOMs are used to separate the SKU mass into individual commodities, which are multiplied by the total SKUs purchased to obtain the total mass per commodity per SKU. Mass is aggregated by each commodity to get total mass per commodity, and each commodity is mapped to the most accurate Emissions Factor(s). Emissions factors primarily come from ecoinvent and, in a few cases, publicly available scientific papers. We multiply total mass by the Emissions Factor(s) for that commodity to calculate CO_2e emissions. It is noteworthy that the choice of market- vs. location-based electricity emissions will also affect this category in the case of cloud usage and spending. As for Scope 2, market-based emissions are a default.
Scope 3 category 2: Capital goods	09/30/2019	0	Visa accounts for any capital goods in Category 1, purchased goods and services.

Scope	Base year end	Base year emissions (metric tons CO_2e)	Methodological details
Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)	09/30/2019	16,333.47	We estimate fuel and energy related activities emissions for three categories: 1) Transmission and Distribution (T&D) - We estimate electricity lost to transmission and distribution. We apply regional grid loss rates from eGRID and Ecoinvent to estimate electricity lost in transmission and distribution, and apply the correct electricity emissions factor to estimate emissions. 2) Natural Gas Leakage - We use fugitive emissions data from chapter 4.2 of the 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas inventories. A tier 1 approach was taken to evaluate fugitive emissions from exploration, production, processing, and transmission & storage of natural gas. Tier 1 was chosen as specific supply chain data was unavailable. 3) Upstream (well-to-tank or WTT) emissions- We calculate WTT emissions for stationary and mobile combustion, as well as WTT emissions for electricity production and electricity T&D loss. We use DEFRA EFs for WTT emissions. It is noteworthy that the choice of market- vs. location-based emissions in Scope 2 will also affect this category because electricity WTT and T&D loss emissions differ between the two methods. As for Scope 2, market-based emissions are a default.
Scope 3 category 4: Upstream transportation and distribution	09/30/2019	0.0	We estimate emissions through two methods: 1) In cases where we only have spend, logistics expenses are aggregated by category to get total spend. Each logistics category is mapped to the most accurate sector category. We multiply total spend by the EF for that category. Spend-based EFs originate from Watershed's CEDA database or the EPA Environmentally Extended Economic Input Output (EEIO) emissions factors applied to annual supplier & procurement spend data. We exclude logistics categories that are accounted for separately. We account for the inflation or deflation to convert the EFs to the US dollars value for the year of the activity. We use the industry-level price index data (2012-2021 and 2022) published by the US. Bureau of Economic Analysis to get sector-specific inflation and deflation values. 2) Where we have available data on delivery distance and mass, we map the delivered goods to metric tons and multiply by distance traveled to get tonnes-km. We then choose the appropriate EF based on transportation method from EPA and DEFRA and multiply by tonnes-KM to get emissions.
Scope 3 category 5: Waste generated in operations	09/30/2019	6,021.24	1) We estimate waste emissions by evaluating the number of employees working from each office location - this is assumed to match the number of employees that are actively commuting each day (see Scope 3.7). We use the CalRecycle benchmarks as an estimate for waste produced per employee per day. We multiply waste produced for each month by emissions factors for landfill and recycling. No waste estimate is included for work from home employees. We use emissions factors from DEFRA for landfill, composting, and recycling. We use emission factors from the USEPA EF Hub for landfill, composting, incineration, and digestion in the US. 2) Where waste other than employee-generated waste is expected to be relevant, we collect information on tonnage of waste disposal by waste type and treatment methods, total tonnage of waste disposal, or spend on waste disposal services.

Scope	Base year end	Base year emissions (metric tons CO_2e)	Methodological details
Scope 3 category 6: Business travel	09/30/2019	67,278.98	We estimate three emissions inputs for business travel. 1) Flights - We calculate the distance traveled by looking at flight routes and calculating the distance between airports. We calculate total emissions using Emissions Factors from DEFRA, grouped by category of flight (e.g. long haul, medium haul, short haul). When origin, destination, and mileage data is not available, we use spend on flights applied to the relevant EEIO emissions factor. 2) Hotels - We calculate the number of nights stayed at a hotel using the check-in and check-out dates, and apply a country specific emission factors (kg CO_2e / room per night) from DEFRA. When this data is not available, we use spend on hotels applied to the relevant EEIO emissions factor. 3) For all other types of business travel (e.g. Uber, Trains), we calculate emissions using Watershed's CEDA database or the EPA Environmentally Extended Economic Input Output (EEIO) emissions factors applied to annual spend data. Spend is aggregated by each travel category to get total spend. Each accounting category is mapped to the most accurate EEIO category. For all EEIO EFs, we account for the inflation or deflation to convert the EFs to the US dollars value for the year of the activity. We use the industry-level price index data (2012-2021 and 2022) published by the US. Bureau of Economic Analysis to get sector-specific inflation and deflation values.
Scope 3 category 7: Employee commuting	09/30/2019	43,529.27	We estimate emissions in two categories. 1) Commute. We estimate the number of employees commuting in each location by aggregating employees by location. We exclude any remote employees, and exclude any months where employees were working from home due to COVID-19. We use data published by governments to estimate average commute mix and distance for each location, and apply that to the total number of commuting employees in each location to determine miles traveled by car, public transit, walking and biking (Example sources: US Census Bureau for US states, Euro State for select EU cities). We multiply miles by the emissions factor for that commute-method category. For commute, we use EFs from EPA EF Hub for cars and public transit, while for walking and biking, we assume that EFs are 0. 2) Remote work. We estimate that the square footage occupied by a home office is 150 square feet. We use the Department of Energy's Building Performance Database to find benchmarks for electricity consumption per square foot of residential space and natural gas per square foot of residential space. We then multiply energy usage by the corresponding region's electricity and natural gas emissions factors. Since the DoE's data set does not assume homes are being used non-stop during working hours, we adjust these estimates up to correct for this. It is noteworthy that the choice of market- vs. location-based electricity emissions will also affect this category for remote work electricity usage. As for Scope 2, market-based emissions are a default.
Scope 3 category 8: Upstream leased assets	09/30/2019	0	Based on Scope 3 emissions screenings, emissions from upstream leased assets are not material as Visa does not have upstream leased assets not already accounted for in Scope 1 and 2.
Scope 3 category 9: Downstream transportation and distribution	09/30/2019	0	Based on Scope 3 emissions screenings, emissions from downstream transportation and distribution are not material as Visa does not produce goods for sale, therefore does not have any emissions from downstream transportation and distribution.
Scope 3 category 10: Processing of sold products	09/30/2019	0	Visa does not produce goods for sale and therefore has no emissions from processing sold products.
Scope 3 category 11: Use of sold products	09/30/2019	0	Visa does not produce goods for sale and therefore has no emissions from use of sold products.

Scope	Base year end	Base year emissions (metric tons CO_2e)	Methodological details
Scope 3 category 12: End of life treatment of sold products	09/30/2019	0	Visa does not produce goods for sale and therefore has no emissions from disposal of sold products.
Scope 3 category 13: Downstream leased assets	09/30/2019	0	Visa does not have any downstream leased assets and therefore has no emissions associated with this category.
Scope 3 category 14: Franchises	09/30/2019	0	Visa does not operate franchises and therefore has no emissions associated with this category.
Scope 3 category 15: Investments	09/30/2019	0	Visa is not a financial institution, however Visa has various investments including joint ventures and equity investments across different sectors. Visa integrates several investments into Scope 1 and 2 footprints. The remaining companies that Visa invests in are immaterial.
Scope 3: Other (upstream)	09/30/2019	0	Not applicable
Scope 3: Other (downstream)	09/30/2019	0	Not applicable

7.6 What were your organization's gross global Scope 1 emissions in metric tons CO_2e?

Year	Gross global Scope 1 emissions (metric tons CO_2e)	Methodological details
Reporting year	13,510.1	We include the assessment of GHGs associated with stationary combustion in company owned buildings or facilities, emissions of refrigerants, emissions of company-owned vehicles and aircrafts, as well as the backup generators. For fuel stationary combustion in buildings and facilities, we collect the data on fuel consumption for each building or shared workspace used by the company. The primary data on fuel consumption typically comes from the utility-bills and internal meter readings or landlord provided consumption. If primary activity data is not available, benchmarks for fuel consumption per floor area by building type and fuel type breakdown from Building Performance Database are applied as a secondary activity data to estimate consumption. The consumption data is then multiplied by the relevant CO_2e emission factor (EF) for that fuel. We use US EPA and DEFRA EFs for fuel combustion. Fugitive emissions from refrigerants are measured using the purchase data on refrigerant refills. We use a conservative assumption that all refrigerant refills are due to the refrigerant leakage. If purchase data is not available, refrigerant leakage is estimated based on building floor area using EPA HFC accounting tool. Refrigerant quantities are multiplied by their 100-year GWP from IPCC. Company-owned and company-operated vehicle combustion emissions are evaluated as Scope 1, while company-owned electric vehicle emissions are evaluated in Scope 2. This methodology collects fuel use data or vehicle class, distance traveled, and location data. Emissions are calculated by multiplying fuel use or distance by relevant emission factors coming from US EPA, DEFRA, and ecoinvent. Company-owned and company-operated aircraft emissions are calculated using flight records, aircraft make/model, and fuel consumption data. Emissions are calculated by multiplying fuel consumed by jet fuel emission factors from the US EPA. Backup generators or other stationary sources that are not otherwise used for regular building heating result in Scope 1 combustion emissions. This methodology collects fuel use data and calculate emissions by multiplying fuel consumption by the relevant emission factors for each fuel type from the US EPA EF Hub.

7.7 What were your organization's gross global Scope 2 emissions in metric tons CO_2e?

Year	Scope 2, location-based (metric tons CO_2e)	Scope 2 market based (metric tons CO_2e)	Methodological Details
Reporting year	73,448.15	25.38	Purchased or acquired electricity emissions are evaluated in Scope 2 consistent with GHG Protocol guidance. This methodology collects data on electricity consumption for each building used by the company. If consumption data is not available, benchmarks for electricity consumption per floor area are used as estimates. The consumption data is then multiplied by the relevant location-based CO_2e emissions factors (EFs) for electricity generation. Renewable electricity purchases and clean energy programs are also considered. Purchased heat, steam, or cooling emissions are evaluated in Scope 2 consistent with GHG Protocol guidance. This methodology collects data on district heat, cooling, and steam consumption for each building used by the company. If consumption data is not available, benchmarks for district heat and steam consumption per floor area by country are used to estimate consumption. The consumption data is then multiplied by the relevant CO_2e EF for heat and steam generation. Company-owned vehicle combustion emissions are evaluated as Scope 1, while company-owned electric vehicle emissions are evaluated in Scope 2. This methodology collects electricity use data or vehicle class, distance traveled, and location data. Emissions are calculated by multiplying electricity use or distance by relevant EFs, using representative data where necessary. For location-based electricity EFs we use the following sources: eGRID for the US, Canada National Inventory Report (1998-2020) for Canada, Australia National GHG Accounts Factors for Australia, IEA 2022 for all other countries, and ecoinvent 3.9.1. for each country where the grid data is not available from the aforementioned sources. Market-based method of estimating Scope 2 electricity emissions is based on the same principles as the location-based approach, the difference is in the emissions factors (EFs). For market-based electricity EFs we use these sources: supplier-specific EFs following the data hierarchy in the GHG Protocol Scope 2 Guidance (Table 6.3), provided that the factors meet the Scope 2 Quality Criteria; Green-e residual EFs for the US grids, European Residual Mixes with CH4 and N2O emissions added from DEFRA for EU-based grids. Market-based EFs are default for Scope 2 electricity. Location-based EFs are used to calculate electricity emissions if no other market-based EFs are available, following the data hierarchy in the GHG Protocol Scope 2 Guidance (Table 6.3).

7.8 Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions

Scope 3 category	Evaluation status	Emissions in reporting year (metric tons CO_2e)	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Please explain
Purchased goods and services	Relevant, calculated	514,893	• Supplier-specific method • Average data method • Spend-based method	20.35	For most purchased goods and services estimates, we calculate emissions using Watershed's CEDA database. Spend is aggregated by each accounting category to get total spend. We account for the inflation or deflation to convert the EFs to the US dollars value for the year of the activity. We use the industry-level price index data (2012-2021 and 2022) published by the US. Bureau of Economic Analysis to get sector-specific inflation and deflation values. Spend with select vendors are mapped to those vendors' unique revenue intensity estimates when complete and reported to the Carbon Disclosure Project (CDP). Total spend is multiplied by the EPA EF for that category or for that vendor to calculate CO_2e emissions. To prevent double counting, supplier spend data that is accounted for under alternative scopes are removed from this analysis (e.g. electricity from facilities). For cloud computing emissions, we use either cloud usage data or spend data to estimate electricity consumed and calculate electricity emissions by applying regional EFs. We also use spend data to estimate the indirect emissions associated with the cloud vendor. It is noteworthy that the choice of market- vs. location-based electricity emissions will also affect this category in the case of cloud usage and spending. As for Scope 2, market-based emissions are a default.
Capital goods	Not relevant, explanation provided	N/A	N/A	N/A	There was no FY24 spend data that was classified as capital goods. Therefore, emissions from capital goods are zero (0).

Scope 3 category	Evaluation status	Emissions in reporting year (metric tons CO_2e)	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Please explain
Fuel-and-energy-related activities (not included in Scope 1 or 2)	Relevant, calculated	17,336	• Supplier-specific method • Average data method	0	We estimate fuel and energy related activities emissions for three categories: 1) Transmission and Distribution (T&D) - We estimate electricity lost to transmission and distribution. We apply regional grid loss rates from eGRID and Ecoinvent to estimate electricity lost in transmission and distribution, and apply the correct electricity emissions factor to estimate emissions. 2) Natural Gas Leakage - We use fugitive emissions data from chapter 4.2 of the 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas inventories. A tier 1 approach was taken to evaluate fugitive emissions from exploration, production, processing, and transmission & storage of natural gas. Tier 1 was chosen as specific supply chain data was unavailable, and fugitive natural gas emissions are typically not significant for Watershed customers. 3) Upstream (well-to-tank or WTT) emissions- We calculate WTT emissions for stationary and mobile combustion, as well as WTT emissions for electricity production and electricity T&D loss. We use DEFRA EFs for WTT emissions. It is noteworthy that the choice of market- vs. location-based emissions in Scope 2 will also affect this category because electricity WTT and T&D loss emissions differ between the two methods. As for Scope 2, market-based emissions are a default.
Upstream transportation and distribution	Not relevant, explanation provided	N/A	N/A	N/A	Visa does not produce or manufacture any products or goods and therefore does not purchase any transportation or distribution services. Emissions from upstream transportation and distribution are zero (0).
Waste generated in operations	Relevant, calculated	1,653	• Average data method • Waste-type-specific method	0	1) We estimate waste emissions by evaluating the number of employees working from each office location - this is assumed to match the number of employees that are actively commuting each day (see Scope 3.7). We use the CalRecycle benchmarks as an estimate for waste produced per employee per day. We multiply waste produced for each month by emissions factors for landfill and recycling. No waste estimate is included for work from home employees. We use emissions factors from DEFRA for landfill, composting, and recycling. We use emission factors from the USEPA EF Hub for landfill, composting, incineration, and digestion in the US. Where waste other than employee-generated waste is expected to be relevant, we collect information on tonnage of waste disposal by waste type and treatment methods, total tonnage of waste disposal, or spend on waste disposal services.

Scope 3 category	Evaluation status	Emissions in reporting year (metric tons CO_2e)	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Please explain
Business travel	Relevant, calculated	46,002	• Spend-based method • Distance-based method	0	We estimate three emissions inputs for business travel. 1) Flights - We calculate the distance traveled by looking at flight routes and calculating the distance between airports. We calculate total emissions using Emissions Factors from DEFRA, grouped by category of flight (e.g. long haul, medium haul, short haul). When origin, destination, and mileage data is not available, we use spend on flights applied to the relevant CEDA emissions factor. 2) Hotels - We calculate the number of nights stayed at a hotel using the check-in and check-out dates and apply a country specific emission factors (kg CO_2e / room per night) from DEFRA. When this data is not available, we use spend on hotels applied to the relevant CEDA emissions factor. For all other types of business travel (e.g. Uber, Trains), we calculate emissions using Watershed's CEDA database. Spend is aggregated by each travel category to get total spend. For all CEDA EFs, we account for the inflation or deflation to convert the EFs to the US dollars value for the year of the activity. We use the industry-level price index data (2012-2021 and 2022) published by the US. Bureau of Economic Analysis to get sector-specific inflation and deflation values.

Scope 3 category	Evaluation status	Emissions in reporting year (metric tons CO_2e)	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Please explain
Employee commuting	Relevant, calculated	33,278	• Average data method • Distance-based method	0	We estimate emissions in two categories. 1) **Commute:** We estimate the number of employees commuting in each location by aggregating employees by location. We exclude any remote employees, and exclude any months where employees were working from home due to COVID-19. We use data published by governments to estimate average commute mix and distance for each location and apply that to the total number of commuting employees in each location to determine miles traveled by car, public transit, walking and biking (Example sources: US Census Bureau for US states, Euro State for select EU cities). We multiply miles by the emissions factor for that commute-method category. For commute, we use EFs from EPA EF Hub for cars and public transit, while for walking and biking, we assume that EFs are 0. **Remote work**: We estimate that the square footage occupied by a home office is 150 square feet. We use the Department of Energy's Building Performance Database to find benchmarks for electricity consumption per square foot of residential space and natural gas per square foot of residential space. We then multiply energy usage by the corresponding region's electricity and natural gas emissions factors. Since the DoE's data set does not assume homes are being used non-stop during working hours, we adjust these estimates up to correct for this. It is noteworthy that the choice of market- vs. location-based electricity emissions will also affect this category for remote work electricity usage. As for Scope 2, market-based emissions are a default.
Upstream leased assets	Not relevant, explanation provided	N/A	• N/A	N/A	Visa does not have any upstream leased assets not already captured in our Scope 1 and 2 inventory, therefore Scope 3 GHG emissions associated with upstream leased assets are zero (0).
Downstream transportation and distribution	Not relevant, explanation provided	N/A	• N/A	N/A	Visa does not produce goods for sale therefore does not have any emissions from downstream transportation and distribution. The emissions from this category are zero (0).
Processing of sold products	Not relevant, explanation provided	N/A	• N/A	N/A	Visa does not produce goods for sale therefore does not have any emissions from processing of sold products. The emissions from this category are zero (0).
Use of sold products	Not relevant, explanation provided	N/A	• N/A	N/A	Visa does not produce goods for sale therefore does not have any emissions from use of sold products. The emissions from this category are zero (0).

Scope 3 category	Evaluation status	Emissions in reporting year (metric tons CO_2e)	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Please explain
End of life treatment of sold products	Not relevant, explanation provided	N/A	• N/A	N/A	Visa does not produce goods for sale therefore does not have any emissions from end of life treatment of sold products. The emissions from this category are zero (0).
Downstream leased assets	Not relevant, explanation provided	N/A	• N/A	N/A	Visa does not have any downstream leased assets, therefore Scope 3 GHG emissions associated with downstream leased assets are zero (0).
Franchises	Not relevant, explanation provided	N/A	• N/A	N/A	Visa does not operate franchises, therefore emissions from this source are zero (0).
Investments	Not relevant, explanation provided	N/A	• N/A	N/A	Visa is not a financial institution, however still has various investments including joint ventures and equity investments across different sectors. We integrated a number of investments into our Scope 1 and 2 footprint this year. The remaining companies that Visa invests in are immaterial.
Other (upstream)	Not relevant, explanation provided	N/A	• N/A	N/A	Visa does not have other (upstream) operations, therefore emissions from this source are zero (0).
Other (downstream)	Not relevant, explanation provided	N/A	• N/A	N/A	Visa does not have other (downstream) operations, therefore emissions from this source are zero (0).

7.9 Indicate the verification/assurance status that applies to your reported emissions

Scope	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

7.9.1 Provide further details of the verification/assurance undertaken for your Scope 1 emissions and attach the relevant statements.

Verification or assurance cycle in place	Status in the current reporting year	Type of verification assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported emissions verified (%)
Annual process	Complete	Limited assurance	report-attachment-32c6f835-a489-4e8f-8def-26a92b01e377-FY2024 - Verification Statement Limited.pdf	1-3	ISO14064-1	100

7.9.2 Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach	Verification or assurance cycle in place	Status in the current reporting year	Type of verification assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported emissions verified (%)
Scope 2 location-based	Annual process	Complete	Limited assurance	FY2024 - Visa Verification Statement Limited.pdf	1-3	ISO14064-3	100
Scope 2 market-based	Annual process	Complete	Limited assurance	FY2024 - Visa Verification Statement Limited.pdf	1-3	ISO14064-3	100

7.9.3 Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Scope 3 category	Verification or assurance cycle in place	Status in the current reporting year	Type of verification assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported emissions verified (%)
Scope 3: Purchased goods and services	Annual process	Complete	Limited assurance	FY2024 - Visa Verification Statement Limited.pdf	1-3	ISO14064-3	100
Scope 3: Capital goods	Annual process	Complete	Limited assurance	FY2024 - Visa Verification Statement Limited.pdf	1-3	ISO14064-3	100
Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)	Annual process	Complete	Limited assurance	FY2024 - Visa Verification Statement Limited.pdf	1-3	ISO14064-3	100
Scope 3: Waste generated in operations	Annual process	Complete	Limited assurance	FY2024 - Visa Verification Statement Limited.pdf	1-3	ISO14064-3	100

Scope 3 category	Verification or assurance cycle in place	Status in the current reporting year	Type of verification assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported emissions verified (%)
Scope 3: Business travel	Annual process	Complete	Limited assurance	FY2024 - Visa Verification Statement Limited.pdf	1-3	ISO14064-3	100
Scope 3: Employee Commuting	Annual process	Complete	Limited assurance	FY2024 - Visa Verification Statement Limited.pdf	1-3	ISO14064-3	100
Scope 3: Waste generated in operations	Annual process	Complete	Limited assurance	FY2024 - Visa Verification Statement Limited.pdf	1-3	ISO14064-3	100

7.10 How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compared to those of the previous reporting year?

Decreased

7.10.1 Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year

Reason	Change in emissions (metric tons CO_2e)	Direction of change in emissions	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	7,653	Decreased	45.68	In 2024, we purchased renewable energy equivalent to 73,423 tCO_2e. In 2023, we purchased renewable energy equivalent to 65,770 tCO_2e. In 2023, our total Scope 1 and 2 emissions were approximately 16,753 tCO_2e. With an increase in renewable energy consumption equivalent to 7,653 tCO_2e, we calculate our increase to be 45.68% = (73,423 - 65,770) / 16,753.
Other emissions reduction activities	805	Decreased	16.38	Increase in SAF purchases. In 2023, our emissions from jet fuel were 4,916 tCO_2e. In 2024, our emissions from jet fuel were 4,111 tCO_2e. Emissions value percentage (16.38) = (4,916 - 4,111 tCO_2e) / 4,916 tCO_2e.
Divestment	0	No change	0	None of the change in Visa's emissions are attributed to this category.
Acquisitions	0	No change	0	None of the change in Visa's emissions are attributed to this category.
Mergers	0	No change	0	None of the change in Visa's emissions are attributed to this category.
Change in output	0	No change	0	None of the change in Visa's emissions are attributed to this category.
Change in methodology	3,630	Increased	21.67	In 2024, Visa invested in a GHG management software solution, which enabled us to use updated global databases to improve our supply chain emissions data calculations. The calculations increased Visa's GHG emissions footprint due to access to new, global databases of supplier emissions and updated methodologies. The calculation is as follows: Emissions value percentage = (3,630 tCO_2e / 16,753 tCO_2e) x 100 = 21.67%
Change in boundary	0	No change	0	None of the change in Visa's emissions are attributed to this category.
Change in physical operating conditions	0	No change	0	None of the change in Visa's emissions are attributed to this category.

Reason	Change in emissions (metric tons CO_2e)	Direction of change in emissions	Emissions value (percentage)	Please explain calculation
Unidentified	0	No change	0	None of the change in Visa's emissions are attributed to this category.
Other	0	No change	0	None of the change in Visa's emissions are attributed to this category.

7.10.2 Are your emissions performance calculations in 7.10 and 7.10.1 based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Market-based

7.12 Are carbon dioxide emissions from biogenic carbon relevant to your organization?

Yes

7.12.1 Provide the emissions from biogenic carbon relevant to your organization in metric tons CO_2.

CO_2 emissions from biogenic carbon (metric tons CO_2)	Comment
1,350	Our top countries with biogenic emissions are Brazil, Singapore, United States, and India. Biogenic emissions have different data readily available. European residual mixes will derive biogenic emissions from IEA. eGRID will derive biogenic emissions for the most predominant biomass fuel type for US subregions' grids, weighted based on the percentage of biomass in each grid. Green-E residual biogenic emissions will be derived from eGRID using the same methodology. DEFRA UK separately reports Biogenic CO_2 emissions (for the calendar year of the footprint). Data is only available starting 2021, so previous years use 2021 values. Australia National Inventory Report separately reports biogenic CO_2, weighted for Australian states' grids using Australia Energy Statistics. New Zealand National Inventory Report does not report biogenic CO_2, so biogenic emissions use IEA, weighted by EMBER. Canada National Inventory Report will derive CH4 and N2O and use UNFCC Inventory to derive CO_2. Biogenic CO_2 emissions will be weighted for Canada states' grids using the "Electricity Generation" appendix from Canada Energy Regulators on Exploring Canada's Energy Future. IEA separately reports biogenic CO_2 emissions, weighted by country using EMBER. Ecoinvent will derive biogenic emissions using the 'Carbon dioxide, non-fossil exchange name' in the Life Cycle Inventory table.

7.15 Does your organization break down its Scope 1 emissions by greenhouse gas type?

No

7.16 Break down your total gross global Scope 1 and 2 emissions by country/area

Country	Scope 1 (metric tons CO_2e)	Scope 2 location-based (metric tons CO_2e)	Scope 2 market-based (metric tons CO_2e)
Argentina	14.843	59.442	0
Australia	29.479	107.669	0
Austria	0.543	1.64	0.143
Azerbaijan	1.414	10.308	0.202
Bangladesh	3.128	27.979	0
Belarus	0.688	8.218	1.356
Belgium	5.955	13.175	0.068
Bosnia & Herzegovina	0.285	4.318	0.068
Brazil	62.896	216.133	0
Bulgaria	1.023	11.124	0.146
Cambodia	1.497	*7.571*	0
Canada	33.488	13.216	0.026
Chile	5.49	22.51	0
China	84.006	752.026	0
Colombia	29.131	1.547	0
Costa Rica	2.964	0.013	0
Côte d'Ivoire	4.189	15.811	0
Croatia	0.667	2.109	0.042
Cyprus	0.508	4.238	0
Czechia	3.778	32.239	0.529
Democratic Republic of the Congo	2.668	0.036	0
Denmark	0.277	0.806	0.061
Dominican Republic	2.411	23.06	0

Country	Scope 1 (metric tons CO_2e)	Scope 2 location-based (metric tons CO_2e)	Scope 2 market-based (metric tons CO_2e)
Ecuador	1.015	2.593	0
Egypt	30.175	184.681	0
Ethiopia	8.47	0.013	0
Finland	0.482	1.146	0.227
France	34.319	17.272	1.299
Georgia	1.834	2.919	0
Germany	47.655	220.298	0.84
Ghana	0.099	0.454	0
Greece	3.194	15.2	0
Guatemala	2.433	5.672	0
Hungary	0.987	3.082	0.049
India	115.299	3,745.128	0
Indonesia	6.347	76.034	0
Ireland	1.748	7.235	0
Israel	3.618	23.931	0
Italy	9.749	46.831	0.142
Japan	21.466	80.33	0.879
Jordan	0.478	2.73	0
Kazakhstan	3.692	38.577	2.467
Kenya	16.852	25.466	0
Latvia	0.141	0.238	0.025
Lebanon	3.014	20.668	0
Malaysia	3.853	36.786	0

Country	Scope 1 (metric tons CO_2e)	Scope 2 location-based (metric tons CO_2e)	Scope 2 market-based (metric tons CO_2e)
Malta	0.126	0.551	0
Mexico	27.35	127.294	0
Morocco	4.147	77.204	0
Netherlands	22.816	27.531	0.575
New Zealand	58.945	54.262	0
Nigeria	26.427	17.307	0
Norway	0.565	0.454	0.377
Pakistan	4.568	18.542	0
Panama	2.443	10.124	0
Peru	4.651	14.936	0
Philippines	85.769	1,542.781	0
Poland	28.519	325.9	3.785
Portugal	3.374	8.022	0.048
Qatar	4.159	12.328	0
Republic of Korea	5.253	35.416	0.292
Romania	5.032	23.524	0.233
Russian Federation	0.651	3.453	0
Saudi Arabia	15.65	147.269	0
Serbia	5.368	68.775	1.285
Singapore	269.626	1,211.636	0
Slovakia	0.47	0.998	0.034
Slovenia	0.117	0.465	0.014
South Africa	45.144	437.911	0

Country	Scope 1 (metric tons CO_2e)	Scope 2 location-based (metric tons CO_2e)	Scope 2 market-based (metric tons CO_2e)
Spain	29.668	72.424	0
Sri Lanka	1.092	7.663	0
Sweden	15.842	12.553	8.571
Switzerland	3.474	0.434	0.303
Taiwan, China	13.675	97.194	0.001
Thailand	8.723	64.209	0
Turkey	18.501	99.414	0.099
Ukraine	40.716	55.339	0
United Arab Emirates	91.12	437.982	0
United Kingdom of Great Britain and Northern Ireland	811.661	3,092.857	1.193
United States of America	11,237.579	59,413.441	0
Venezuela (Bolivarian Republic of)	3.475	8.278	0
Viet Nam	5.156	27.214	0

7.17 Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

- By business division
- By activity

7.17.1 Break down your total gross global Scope 1 emissions by business division

Business division	Scope 1 emissions (metric ton CO_2e)
Central Europe, the Middle East and Africa	442
Asia Pacific	492
Latin America	242
North America	10631
Europe	1702

7.17.3 Break down your total gross global Scope 1 emissions by business activity

Activity	Scope 1 emissions (metric tons CO_2e)
Emissions from stationary combustion	4,235.26
Emissions from mobile combustion	4,113.678
Emissions from fugitive emissions	5,144.93
Emissions from other activities (0.12% of scope 1)	16.232

7.20 Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

- By business division
- By activity

7.20.1 Break down your total gross global Scope 1 emissions by business division

Business division	Scope 2 location-based (metric tons CO_2e)	Scope 2 market-based (metric tons CO_2e)
Central Europe, the Middle East and Africa	3,262	5
Europe	9,287	12
Asia Pacific	6,636	6.9
Latin America	1,208	1.2
North America	53,056	0.43

7.20.3 Break down your total gross global Scope 2 emissions by business activity

Activity	Scope 2 location-based (metric tons CO_2e)	Scope 2 market-based (metric tons CO_2e)
District heat	25.38	25.38
Electricity (onsite renewables)	0	0
Electricity	73,422.772	0

7.22 Break down your gross Scope 1 and Scope 2 emissions between your consolidated accounting group and other entities included in your response.

Group of entities	Scope 1 emissions (metric tons CO_2e)	Scope 2, location-based emissions (metric tons CO_2e)	Scope 2, market-based emissions (metric tons CO_2e)	Please explain
Consolidated accounting group	13,510.1	73,448.15	25.38	All emissions are included in the consolidated accounting group.
All other entities	0	0	0	All emissions reporting falls within the consolidated accounting group - there are no other entities included in the response.

7.23 Is your organization able to break down your emissions data for any of the subsidiaries included in your CDP response?

No

7.26 Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

Scope of emissions	Allocation level	Allocation method	Major sources of emissions	Allocation verified by a third party?	Please explain how you have identified the GHG source, including major limitations to this process and assumptions made	Where published information has been used, please provide a reference
Scope 2: market-based	Company wide	Other allocation method, please specify: We encourage our customers to take our published total payments and transaction volumes as well as GHG emissions and apportion according to individual usage.	N/A	No	N/A	N/A

7.27 What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Allocation challenges	Please explain what would help you overcome these challenges
Customer base is too large and diverse to accurately track emissions to the customer level	N/A

7.28 Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Do you plan to develop your capabilities to allocate emissions to your customers in the future?	Describe how you plan to develop your capabilities
Yes	Visa plans to improve our ability to allocate emissions to customers using our newly implemented GHG management software solution tool and with improved transparency into data center vs. cloud data use and the energy and emissions from our cloud vendors.

7.29 What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

7.30 Select which energy-related activities your organization has undertaken

Activity	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	Yes
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	No

7.30.1 Report your organization's energy consumption totals (excluding feedstocks) in MWh

Activity	Heating Value	MWh from renewable sources	MWh from nonrenewable sources	Total (renewable + non-renewable MWh)
Consumption of fuel (excluding feedstock)	Unable to confirm heating value	0	39,398.37	39,398.37
Consumption of purchased or acquired electricity	Unable to confirm heating value	210,820.29	0	210,820.29
Consumption of purchased or acquired heat	Unable to confirm heating value	0	188.7	188.7
Total energy consumption	Unable to confirm heating value	210,820.29	39,587.07	250,407.36

7.30.6 Select the applications of your organization's consumption of fuel.

Fuel application	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Yes
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

7.30.7 State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Fuels (excluding feedstocks)	Heating value	Total fuel MWh consumed by the organization	MWh fuel consumed for self-generation of electricity	MWh consumed for self-generation of heat	Comment
Sustainable biomass	Unable to confirm heating value	0	0	0	Visa does not use this fuel source.
Other biomass	Unable to confirm heating value	316.43	0	316.43	This is from 100% biodiesel and/or biofuels and waste. Our offices in the United Kingdom, Brazil, Morocco, and France use biomass.
Other renewable fuels (e.g., renewable hydrogen)	Unable to confirm heating value	0	0	0	Visa does not use this fuel source.
Coal	Unable to confirm heating value	125.07	0	125.07	Our offices in South Africa, Turkey, Poland, and New Zealand use coal.
Oil	Unable to confirm heating value	18,419.3	1,156.79	17,262.51	This is predominately jet fuel along with small quantities of heavy gas oils, diesel fuel, and motor gasoline for our limited fleet.
Gas	Unable to confirm heating value	20,537.57	0	20,537.57	This is predominately natural gas and a small amount of propane.
Other non-renewable fuels (e.g., non-renewable hydrogen)	Unable to confirm heating value	0	0	0	Visa does not use this fuel source.
Total fuel	Unable to confirm heating value	39,398.37	1,156.79	38,241.58	Visa is unable disaggregate the destination of all other energy produced

7.30.16 Provide a breakdown by country/area of your electricity/heat/steam/cooling consumption in the reporting year

Country/area	Consumption of purchased electricity (MWh)	Consumption of self-generated electricity (MWh)	Is this electricity consumption excluded from your RE100 commitment?	Consumption of purchased heat, steam, and cooling (MWh)	Consumption of self-generated heat, steam, and cooling (MWh)	Total electricity/heat/steam/cooling energy consumption (MWh)	Provide details of the electricity consumption excluded
Argentina	190.64	0	No	0	49.19	239.83	No electricity consumption is excluded.
Australia	151.62	0	No	0	89.97	241.59	No electricity consumption is excluded.
Austria	11.84	0	No	1.34	1.31	14.49	No electricity consumption is excluded.
Azerbaijan	23.95	0	Yes	0.63	4.75	29.33	Electricity consumed in this region meets RE100's exclusion criteria, thus is excluded.

Country/area	Consumption of purchased electricity (MWh)	Consumption of self-generated electricity (MWh)	Is this electricity consumption excluded from your RE100 commitment?	Consumption of purchased heat, steam, and cooling (MWh)	Consumption of self-generated heat, steam, and cooling (MWh)	Total electricity/heat/steam/cooling energy consumption (MWh)	Provide details of the electricity consumption excluded
Bangladesh	47.32	0	No	0	10.62	57.94	No electricity consumption is excluded.
Belarus	22.34	0	Yes	4.24	0.77	27.35	Electricity consumed in this region meets RE100's exclusion criteria, thus is excluded.
Belgium	88.26	0	No	0.64	19.17	108.07	No electricity consumption is excluded.
Bosnia & Herzegovina	5.42	0	Yes	0.21	1	6.63	Electricity consumed in this region meets RE100's exclusion criteria, thus is excluded.
Brazil	868.97	0	No	0	195.08	1,064.05	No electricity consumption is excluded.
Bulgaria	22.98	0	No	1.37	3.79	28.14	No electricity consumption is excluded.
Cambodia	22.65	0	No	0	5.08	27.73	No electricity consumption is excluded.
Canada	405.71	0	No	0.08	111.3	517.09	No electricity consumption is excluded.
Chile	69.56	0	No	0	15.62	85.18	No electricity consumption is excluded.
China	1,270.74	0	No	0	285.27	1,556.01	No electricity consumption is excluded.
Colombia	10.4	0	No	0	94.65	105.05	No electricity consumption is excluded.
Costa Rica	44.83	0	No	0	10.06	54.89	No electricity consumption is excluded.
Côte d'Ivoire	45.67	0	Yes	0	14.23	59.9	Electricity consumed in this region meets RE100's exclusion criteria, thus is excluded.
Croatia	11.15	0	No	0.4	2.1	13.65	No electricity consumption is excluded.
Cyprus	7.19	0	No	0	1.61	8.8	No electricity consumption is excluded.
Czechia	71.99	0	No	4.98	11.18	88.15	No electricity consumption is excluded.
Democratic Republic of the Congo	40.36	0	No	0	9.06	49.42	No electricity consumption is excluded.

Country/area	Consumption of purchased electricity (MWh)	Consumption of self-generated electricity (MWh)	Is this electricity consumption excluded from your RE100 commitment?	Consumption of purchased heat, steam, and cooling (MWh)	Consumption of self-generated heat, steam, and cooling (MWh)	Total electricity/heat/steam/cooling energy consumption (MWh)	Provide details of the electricity consumption excluded
Denmark	7.5	0	No	1.16	0.52	9.18	No electricity consumption is excluded.
Dominican Republic	36.48	0	No	0	8.19	44.67	No electricity consumption is excluded.
Ecuador	15.35	0	Yes	0	3.45	18.8	Electricity consumed in this region meets RE100's exclusion criteria, thus is excluded.
Egypt	456.45	0	No	0	102.47	558.92	No electricity consumption is excluded.
Ethiopia	128.12	0	Yes	0	28.76	156.88	Electricity consumed in this region meets RE100's exclusion criteria, thus is excluded.
Finland	13.14	0	No	2.14	0.81	16.09	No electricity consumption is excluded.
France	249.18	0	No	12.23	111.58	372.99	No electricity consumption is excluded.
Georgia	27.74	0	Yes	0	6.23	33.97	Electricity consumed in this region meets RE100's exclusion criteria, thus is excluded.
Ghana	1.5	0	Yes	0	0.34	1.84	Electricity consumed in this region meets RE100's exclusion criteria, thus is excluded.
Germany	598.3	0	No	7.91	156.85	763.06	No electricity consumption is excluded.
Greece	44.67	0	No	0	10.03	54.7	No electricity consumption is excluded.
Guatemala	36.81	0	No	0	8.26	45.07	No electricity consumption is excluded.
Hungary	16.31	0	No	0.46	3.2	19.97	No electricity consumption is excluded.
India	5,094.72	0	No	0	401.99	5,496.71	No electricity consumption is excluded.
Indonesia	96.01	0	No	0	21.55	117.56	No electricity consumption is excluded.
Ireland	24.94	0	No	0	5.6	30.54	No electricity consumption is excluded.
Israel	54.72	0	No	0	12.29	67.01	No electricity consumption is excluded.

Country/area	Consumption of purchased electricity (MWh)	Consumption of self-generated electricity (MWh)	Is this electricity consumption excluded from your RE100 commitment?	Consumption of purchased heat, steam, and cooling (MWh)	Consumption of self-generated heat, steam, and cooling (MWh)	Total electricity/heat/steam/cooling energy consumption (MWh)	Provide details of the electricity consumption excluded
Italy	149.26	0	No	1.34	32.17	182.77	No electricity consumption is excluded.
Japan	170.64	0	No	2.75	69.99	243.38	No electricity consumption is excluded.
Jordan	7.24	0	No	0	1.62	8.86	No electricity consumption is excluded.
Kazakhstan	67.11	0	Yes	7.72	7.34	82.17	Electricity consumed in this region meets RE100's exclusion criteria, thus is excluded.
Kenya	218.22	0	No	0	57.23	275.45	No electricity consumption is excluded.
Latvia	2.94	0	No	0.24	0.42	3.6	No electricity consumption is excluded.
Lebanon	45.59	0	Yes	0	10.24	55.83	Electricity consumed in this region meets RE100's exclusion criteria, thus is excluded.
Malaysia	58.29	0	No	0	13.09	71.38	No electricity consumption is excluded.
Malta	1.57	0	No	0	0.35	1.92	No electricity consumption is excluded.
Mexico	345.63	0	No	0	77.59	423.22	No electricity consumption is excluded.
Morocco	101.87	0	No	0	22.87	124.74	No electricity consumption is excluded.
Netherlands	94.48	0	No	5.41	76.95	176.84	No electricity consumption is excluded.
New Zealand	755.21	0	No	0	169.54	924.75	No electricity consumption is excluded.
Nigeria	43.81	0	No	0	101.42	145.23	No electricity consumption is excluded.
Norway	10.88	0	No	1.18	1.26	13.32	No electricity consumption is excluded.
Pakistan	46.86	0	No	0	15.51	62.37	No electricity consumption is excluded.
Panama	36.95	0	No	0	8.29	45.24	No electricity consumption is excluded.
Peru	70.35	0	No	0	15.79	86.14	No electricity consumption is excluded.
Philippines	2209.34	0	No	0	291.26	2500.6	No electricity consumption is excluded.

Country/area	Consumption of purchased electricity (MWh)	Consumption of self-generated electricity (MWh)	Is this electricity consumption excluded from your RE100 commitment?	Consumption of purchased heat, steam, and cooling (MWh)	Consumption of self-generated heat, steam, and cooling (MWh)	Total electricity/heat/steam/cooling energy consumption (MWh)	Provide details of the electricity consumption excluded
Poland	508.63	0	No	35.63	78.55	622.81	No electricity consumption is excluded.
Portugal	50.62	0	No	0.45	10.91	61.98	No electricity consumption is excluded.
Qatar	26	0	Yes	0	14.12	40.12	Electricity consumed in this region meets RE100's exclusion criteria, thus is excluded.
Republic of Korea	81.27	0	No	0.92	17.33	99.52	No electricity consumption is excluded.
Romania	84.08	0	No	2.2	16.68	102.96	No electricity consumption is excluded.
Russian Federation	9.85	0	Yes	0	2.21	12.06	Electricity consumed in this region meets RE100's exclusion criteria, thus is excluded.
Saudi Arabi	236.73	0	Yes	0	53.14	289.87	Electricity consumed in this region meets RE100's exclusion criteria, thus is excluded.
Serbia	87.9	0	No	4.02	15.71	107.63	No electricity consumption is excluded.
Singapore	3,186	0	No	0	915.6	4,101.6	No electricity consumption is excluded.
Slovakia	7.88	0	No	0.32	1.45	9.65	No electricity consumption is excluded.
Slovenia	2.14	0	No	0.13	0.35	2.62	No electricity consumption is excluded.
South Africa	441.58	0	No	0	99.13	540.71	No electricity consumption is excluded.
Spain	423.03	0	No	0	94.97	518	No electricity consumption is excluded.
Sri Lanka	16.51	0	No	0	3.71	20.22	No electricity consumption is excluded.
Sweden	352.36	0	No	80.68	23.55	456.59	No electricity consumption is excluded.
Switzerland	5.15	0	No	0.95	11.27	17.37	No electricity consumption is excluded.
Taiwan, China	175.31	0	No	0	39.35	214.66	No electricity consumption is excluded.
Thailand	131.95	0	No	0	29.62	161.57	No electricity consumption is excluded.

Country/area	Consumption of purchased electricity (MWh)	Consumption of self-generated electricity (MWh)	Is this electricity consumption excluded from your RE100 commitment?	Consumption of purchased heat, steam, and cooling (MWh)	Consumption of self-generated heat, steam, and cooling (MWh)	Total electricity/heat/steam/cooling energy consumption (MWh)	Provide details of the electricity consumption excluded
Turkey	234.96	0	No	0.31	52.44	287.71	No electricity consumption is excluded.
Ukraine	206.33	0	No	0	187.64	393.97	No electricity consumption is excluded.
United Arab Emirates	1,044.55	0	No	0	309.43	1,353.98	No electricity consumption is excluded.
United Kingdom of Great Britain and Northern Ireland	14,924.71	0	No	6.63	2,963.02	17,894.36	No electricity consumption is excluded.
United States of America	173,705.1	0	No	0	31,638.04	205,343.1	No electricity consumption is excluded.
Venezuela (Bolivarian Republic of)	52.56	0	Yes	0	11.8	64.36	Electricity consumed in this region meets RE100's exclusion criteria, thus is excluded.
Viet Nam	53.3	0	No	0	17.51	70.81	No electricity consumption is excluded.

7.30.17 Provide details of your organization’s renewable electricity purchases in the reporting year by country/area

Country/area of consumption of purchased renewable electricity	Sourcing method	Renewable electricity technology type	Renewable electricity consumed via selected sourcing method in the reporting year (MWh)	Tracking instrument used	Country/area of origin (generation) of purchased renewable electricity	Are you able to report the commissioning or re-powering year of the energy generation facility?	Vintage of the renewable energy/attribute (i.e., year of generation)	Supply arrangement start year	Ecolabel associated with purchased renewable electricity	Comment
Argentina	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	191	I-REC	Argentina	No	2024	2024	No additional, voluntary label	No additional data available.
Australia	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	152	Australian LGC	Australia	No	2024	2024	No additional, voluntary label	No additional data available.

Country/area of consumption of purchased renewable electricity	Sourcing method	Renewable electricity technology type	Renewable electricity consumed via selected sourcing method in the reporting year (MWh)	Tracking instrument used	Country/area of origin (generation) of purchased renewable electricity	Are you able to report the commissioning or re-powering year of the energy generation facility?	Vintage of the renewable energy/attribute (i.e., year of generation)	Supply arrangement start year	Ecolabel associated with purchased renewable electricity	Comment
Austria	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	13	GO	Austria	No	2024	2024	No additional, voluntary label	No additional data available.
Azerbaijan	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	24	I-REC	Turkey	No	2024	2024	No additional, voluntary label	No additional data available.
Bangladesh	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	48	I-REC	Bangladesh	No	2024	2024	No additional, voluntary label	No additional data available.
Belarus	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	23	GO	Belarus	No	2024	2024	No additional, voluntary label	No additional data available.
Belgium	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	95	GO	Belgium	No	2024	2024	No additional, voluntary label	No additional data available.
Bosnia & Herzegovina	Unbundled procurement of Energy Attribute Certificates (EACs)	Wind	5	GO	Bosnia & Herzegovina	No	2024	2024	No additional, voluntary label	No additional data available.
Brazil	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	869	I-REC	Brazil	No	2024	2024	No additional, voluntary label	No additional data available.
Bulgaria	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	25	GO	Bulgaria	No	2024	2024	No additional, voluntary label	No additional data available.

Country/area of consumption of purchased renewable electricity	Sourcing method	Renewable electricity technology type	Renewable electricity consumed via selected sourcing method in the reporting year (MWh)	Tracking instrument used	Country/area of origin (generation) of purchased renewable electricity	Are you able to report the commissioning or re-powering year of the energy generation facility?	Vintage of the renewable energy/attribute (i.e., year of generation)	Supply arrangement start year	Ecolabel associated with purchased renewable electricity	Comment
Cambodia	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	30	I-REC	Cambodia	No	2024	2024	No additional, voluntary label	No additional data available.
Canada	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	406	US-REC	Canada	No	2024	2024	Green-e Certified(R) Renewable Energy	No additional data available.
Chile	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	70	I-REC	Chile	No	2024	2024	No additional, voluntary label	No additional data available.
China	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	1,271	I-REC	China	No	2024	2024	No additional, voluntary label	No additional data available.
Colombia	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind, solar, or water	168	I-REC	Colombia	No	2024	2024	No additional, voluntary label	No additional data available.
Democratic Republic of the Congo	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	66	I-REC	Uganda	No	2024	2024	No additional, voluntary label	No additional data available.
Costa Rica	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	45	I-REC	Costa Rica	No	2024	2024	No additional, voluntary label	No additional data available.
Côte d'Ivoire	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	46	I-REC	Nigeria	No	2024	2024	No additional, voluntary label	No additional data available.

Country/area of consumption of purchased renewable electricity	Sourcing method	Renewable electricity technology type	Renewable electricity consumed via selected sourcing method in the reporting year (MWh)	Tracking instrument used	Country/area of origin (generation) of purchased renewable electricity	Are you able to report the commissioning or re-powering year of the energy generation facility?	Vintage of the renewable energy/attribute (i.e., year of generation)	Supply arrangement start year	Ecolabel associated with purchased renewable electricity	Comment
Croatia	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	12	GO	Croatia	No	2024	2024	No additional, voluntary label	No additional data available.
Cyprus	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	8	GO	Cyprus	No	2024	2024	No additional, voluntary label	No additional data available.
Czechia	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	77	GO	Czechia	No	2024	2024	No additional, voluntary label	No additional data available.
Denmark	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	9	GO	Denmark	No	2024	2024	No additional, voluntary label	No additional data available.
Dominican Republic	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	37	I-REC	Dominican Republic	No	2024	2024	No additional, voluntary label	No additional data available.
Ecuador	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	16	I-REC	Ecuador	No	2024	2024	No additional, voluntary label	No additional data available.
Egypt	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	457	I-REC	Egypt	No	2024	2024	No additional, voluntary label	No additional data available.
Ethiopia	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	129	I-REC	Uganda	No	2024	2024	No additional, voluntary label	No additional data available.

Country/area of consumption of purchased renewable electricity	Sourcing method	Renewable electricity technology type	Renewable electricity consumed via selected sourcing method in the reporting year (MWh)	Tracking instrument used	Country/area of origin (generation) of purchased renewable electricity	Are you able to report the commissioning or re-powering year of the energy generation facility?	Vintage of the renewable energy/attribute (i.e., year of generation)	Supply arrangement start year	Ecolabel associated with purchased renewable electricity	Comment
Finland	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	15	GO	Finland	No	2024	2024	No additional, voluntary label	No additional data available.
France	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	250	GO	France	No	2024	2024	No additional, voluntary label	No additional data available.
Georgia	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	18	I-REC	Turkey	No	2024	2024	No additional, voluntary label	No additional data available.
Germany	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	633	GO	Germany	No	2024	2024	No additional, voluntary label	No additional data available.
Ghana	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	1	I-REC	Nigeria	No	2024	2024	No additional, voluntary label	No additional data available.
Greece	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	48	GO	Greece	No	2024	2024	No additional, voluntary label	No additional data available.
Guatemala	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	37	I-REC	Guatemala	No	2024	2024	No additional, voluntary label	No additional data available.
Hungary	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	35	GO	Hungary	No	2024	2024	No additional, voluntary label	No additional data available.

Country/area of consumption of purchased renewable electricity	Sourcing method	Renewable electricity technology type	Renewable electricity consumed via selected sourcing method in the reporting year (MWh)	Tracking instrument used	Country/area of origin (generation) of purchased renewable electricity	Are you able to report the commissioning or re-powering year of the energy generation facility?	Vintage of the renewable energy/attribute (i.e., year of generation)	Supply arrangement start year	Ecolabel associated with purchased renewable electricity	Comment
India	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	8,546	I-REC	India	No	2024	2024	No additional, voluntary label	No additional data available.
Indonesia	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	97	I-REC	Indonesia	No	2024	2024	No additional, voluntary label	No additional data available.
Ireland	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	27	GO	Ireland	No	2024	2024	No additional, voluntary label	No additional data available.
Israel	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	59	I-REC	Israel	No	2024	2024	No additional, voluntary label	No additional data available.
Italy	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	160	GO	Italy	No	2024	2024	No additional, voluntary label	No additional data available.
Japan	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	39	J-Credit (Renewable)	Japan	No	2024	2024	No additional, voluntary label	No additional data available.
Jordan	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	8	I-REC	Jordan	No	2024	2024	No additional, voluntary label	No additional data available.
Kazakhstan	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	68	I-REC	China	No	2024	2024	No additional, voluntary label	No additional data available.

Country/area of consumption of purchased renewable electricity	Sourcing method	Renewable electricity technology type	Renewable electricity consumed via selected sourcing method in the reporting year (MWh)	Tracking instrument used	Country/area of origin (generation) of purchased renewable electricity	Are you able to report the commissioning or re-powering year of the energy generation facility?	Vintage of the renewable energy/attribute (i.e., year of generation)	Supply arrangement start year	Ecolabel associated with purchased renewable electricity	Comment
Kenya	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	219	I-REC	Kenya	No	2024	2024	No additional, voluntary label	No additional data available.
Latvia	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	4	GO	Latvia	No	2024	2024	No additional, voluntary label	No additional data available.
Lebanon	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	46	I-REC	Israel	No	2024	2024	No additional, voluntary label	No additional data available.
Malaysia	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	59	I-REC	Malaysia	No	2024	2024	No additional, voluntary label	No additional data available.
Malta	Unbundled procurement of Energy Attribute Certificates (EACs)	Wind	2	GO	Malta	No	2024	2024	No additional, voluntary label	No additional data available.
Mexico	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	346	I-REC	Mexico	No	2024	2024	No additional, voluntary label	No additional data available.
Morocco	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	102	I-REC	Morocco	No	2024	2024	No additional, voluntary label	No additional data available.
Netherlands	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	98	GO	Netherlands	No	2024	2024	No additional, voluntary label	No additional data available.

Country/area of consumption of purchased renewable electricity	Sourcing method	Renewable electricity technology type	Renewable electricity consumed via selected sourcing method in the reporting year (MWh)	Tracking instrument used	Country/area of origin (generation) of purchased renewable electricity	Are you able to report the commissioning or re-powering year of the energy generation facility?	Vintage of the renewable energy/attribute (i.e., year of generation)	Supply arrangement start year	Ecolabel associated with purchased renewable electricity	Comment
New Zealand	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	756	NZECS	New Zealand	No	2024	2024	No additional, voluntary label	No additional data available.
Nigeria	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify :Wind, solar, or water	44	I-REC	Nigeria	No	2024	2024	No additional, voluntary label	No additional data available.
Norway	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	12	GO	Norway	No	2024	2024	No additional, voluntary label	No additional data available.
Pakistan	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	47	I-REC	Pakistan	No	2024	2024	No additional, voluntary label	No additional data available.
Panama	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	37	I-REC	Panama	No	2024	2024	No additional, voluntary label	No additional data available.
Peru	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	71	I-REC	Peru	No	2024	2024	No additional, voluntary label	No additional data available.
Philippines	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify :Wind, solar, or water	4,487	I-REC	Philippines	No	2024	2024	No additional, voluntary label	No additional data available.
Poland	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	509	GO	Poland	No	2024	2024	No additional, voluntary label	No additional data available.

Country/area of consumption of purchased renewable electricity	Sourcing method	Renewable electricity technology type	Renewable electricity consumed via selected sourcing method in the reporting year (MWh)	Tracking instrument used	Country/area of origin (generation) of purchased renewable electricity	Are you able to report the commissioning or re-powering year of the energy generation facility?	Vintage of the renewable energy/attribute (i.e., year of generation)	Supply arrangement start year	Ecolabel associated with purchased renewable electricity	Comment
Portugal	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	55	GO	Portugal	No	2024	2024	No additional, voluntary label	No additional data available.
Qatar	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	27	I-REC	United Arab Emirates	No	2024	2024	No additional, voluntary label	No additional data available.
Romania	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	85	GO	Romania	No	2024	2024	No additional, voluntary label	No additional data available.
Russian Federation	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	11	GO	Russian Federation	No	2024	2024	No additional, voluntary label	No additional data available.
Saudi Arabia	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	237	I-REC	United Arab Emirates	No	2024	2024	No additional, voluntary label	No additional data available.
Serbia	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	88	GO	Serbia	No	2024	2024	No additional, voluntary label	No additional data available.
Singapore	Unbundled procurement of Energy Attribute Certificates (EACs)	Solar	3,186	I-REC	Malaysia	No	2024	2024	No additional, voluntary label	No additional data available.
Slovakia	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	9	GO	Slovakia	No	2024	2024	No additional, voluntary label	No additional data available.

Country/area of consumption of purchased renewable electricity	Sourcing method	Renewable electricity technology type	Renewable electricity consumed via selected sourcing method in the reporting year (MWh)	Tracking instrument used	Country/area of origin (generation) of purchased renewable electricity	Are you able to report the commissioning or re-powering year of the energy generation facility?	Vintage of the renewable energy/attribute (i.e., year of generation)	Supply arrangement start year	Ecolabel associated with purchased renewable electricity	Comment
Slovenia	Unbundled procurement of Energy Attribute Certificates (EACs)	Wind	2	GO	Slovenia	No	2024	2024	No additional, voluntary label	No additional data available.
South Africa	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	554	I-REC	South Africa	No	2024	2024	No additional, voluntary label	No additional data available.
Republic of Korea	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	126	I-REC	China	No	2024	2024	No additional, voluntary label	No additional data available.
Spain	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	424	GO	Spain	No	2024	2024	No additional, voluntary label	No additional data available.
Sri Lanka	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	17	I-REC	Sri Lanka	No	2024	2024	No additional, voluntary label	No additional data available.
Sweden	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	377	GO	Sweden	No	2024	2024	No additional, voluntary label	No additional data available.
Switzerland	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	6	GO	Switzerland	No	2024	2024	No additional, voluntary label	No additional data available.
Taiwan, China	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	176	I-REC	Taiwan, China	No	2024	2024	No additional, voluntary label	No additional data available.

Country/area of consumption of purchased renewable electricity	Sourcing method	Renewable electricity technology type	Renewable electricity consumed via selected sourcing method in the reporting year (MWh)	Tracking instrument used	Country/area of origin (generation) of purchased renewable electricity	Are you able to report the commissioning or re-powering year of the energy generation facility?	Vintage of the renewable energy/attribute (i.e., year of generation)	Supply arrangement start year	Ecolabel associated with purchased renewable electricity	Comment
Thailand	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	132	I-REC	Thailand	No	2024	2024	No additional, voluntary label	No additional data available.
Turkey	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	235	I-REC	Turkey	No	2024	2024	No additional, voluntary label	No additional data available.
Ukraine	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	207	GO	Ukraine	No	2024	2024	No additional, voluntary label	No additional data available.
United Arab Emirates	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	1,045	I-REC	United Arab Emirates	No	2024	2024	No additional, voluntary label	No additional data available.
United Kingdom of Great Britain and Northern Ireland	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	582	REGO	United Kingdom of Great Britain and Northern Ireland	No	2024	2024	No additional, voluntary label	No additional data available.
United States of America	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	59,428	US-REC	United States of America	No	2024	2024	Green-e Certified(R) Renewable Energy	No additional data available.
Venezuela (Bolivarian Republic of)	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	53	I-REC	Colombia	No	2024	2024	No additional, voluntary label	No additional data available.

Country/area of consumption of purchased renewable electricity	Sourcing method	Renewable electricity technology type	Renewable electricity consumed via selected sourcing method in the reporting year (MWh)	Tracking instrument used	Country/area of origin (generation) of purchased renewable electricity	Are you able to report the commissioning or re-powering year of the energy generation facility?	Vintage of the renewable energy/attribute (i.e., year of generation)	Supply arrangement start year	Ecolabel associated with purchased renewable electricity	Comment
Viet Nam	Unbundled procurement of Energy Attribute Certificates (EACs)	Renewable electricity mix, please specify: Wind or solar	54	I-REC	Viet Nam	No	2024	2024	No additional, voluntary label	No additional data available.

7.30.20 Describe how your organization’s renewable electricity sourcing strategy directly or indirectly contributes to bringing new capacity into the grid in the countries/areas in which you operate.

Visa's strategy when procuring 100% renewable electricity is to focus on our largest energy using sites. This is particularly the case for our global data centers, which are our primary electricity consumers. This includes actions to reduce our reliance on unbundled RECs and explore procurement opportunities that will also contribute to bringing new capacity into the grid in the areas we operate. For example, our data center in Ashburn, VA is our largest energy consumer, and accounts for over 43% of total global electricity use.
In March 2021, we entered a multi-year agreement with MP2 Energy to power this data center with renewable electricity. This agreement will support renewable electricity generation coming online to the grid from new solar projects in Virginia, from which MP2 Energy will procure renewable electricity. Another example is at our data center in Highlands Ranch, CO, where we were among the first participants in Xcel Energy's Renewable Connect program, which sources energy from the new Sun Mountain solar project in Colorado. Visa continues to champion the broader corporate renewable energy movement, including through our membership in RE100 and the Clean Energy Buyers Association.

7.30.21 In the reporting year, has your organization faced barriers or challenges to sourcing renewable electricity?

Challenges to sourcing renewable electricity
Yes, in specific countries/areas in which we operate

7.30.22 In the reporting year, has your organization faced barriers or challenges to sourcing renewable electricity?

Country/area	Reason why it was challenging to source renewable electricity within selected country/area	Provide additional details of the barriers faced within this country/area
Singapore	Prohibitively priced renewable electricity	Limited supply in the market and prohibitively expensive

7.45 Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO_2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure	Metric numerator (gross global combined scope 1 and 2 emissions, metric tons CO_2e)	Metric denominator	Metric denominator: Unit total	Scope 2 figure used	% change from previous year	Direction of change	Reasons for change	Please explain
0.0000003768	13,535	Unit total revenue	$ 35,926,000,000	Market-based	27	Decreased	• Change in renewable energy consumption • Change in methodology	In 2024, Visa re-baselined our greenhouse gas (GHG) emissions footprint and updated our baseline year to 2019 from 2020, consistent with guidance from the Science-Based Targets Initiative (SBTi) and to more accurately reflect our pre-pandemic operations. We subsequently updated our 2030 Near-Term SBTi goal and formalized our 2040 Net Zero goal with the SBTi. This effort was supported by our new GHG management software solution, which enabled us to use updated methodologies and databases to improve our supply chain emissions data calculations. In FY24, Visa's net revenue was $35.9 billion, an increase of 10% from FY23. In that same period, electricity consumption increased, and headcount grew by 10% to 31,600 employees globally. Our global square footage also increased by 6.8% compared to FY23 when accounting for the portion of the year the buildings that were occupied. Notwithstanding the significant growth in our business, our total Scope 1 and 2 market-based GHG emissions decreased by 19% from FY23 in part due to the purchase of RECs. Visa continues to work toward decoupling corporate growth from GHG emissions.

7.53 Did you have an emissions target that was active in the reporting year?

Absolute target

7.53.1 Provide details of your absolute emissions target(s) and progress made against those targets

Target reference number	Is this science-based target?	Science-based targets official validation letter	Target ambition	Date target was set	Target coverage	Greenhouse gases covered by target	Scope(s)	Scope 2 accounting method	End date of the base year	Base year Scope 1 emissions covered by target (metric ton CO_2e)	Base year Scope 2 emissions covered by target (metric ton CO_2e)	Base year Scope 3 emissions covered by target (metric ton CO_2e)	Total base year emissions covered by target in all selected Scopes (metric ton CO_2e)
Abs1	Yes, and this target has been approved by the Science Based Targets initiative	Visa Inc. Net-Zero Approval Letter.pdf	1.5°C aligned	10/03/2024	Organization-wide	Carbon dioxide (CO_2)	Scope 1 Scope 2	Market-based	09/30/2019	13,721	29,344	0.000	43,065.000

Target reference number	Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1	Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2	Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes	End date of target	Targeted reduction from base year (%)	Total emissions at end date of target covered by target in all selected Scopes (metric tons CO_2e)	Scope 1 emissions in reporting year covered by target (metric tons CO_2e)	Scope 2 emissions in reporting year covered by target (metric tons CO_2e)	Total emissions in reporting year covered by target in all selected scopes (metric tons CO_2e)	Land-related emissions covered by target	% of target achieved relative to base year	Target status in reporting year)
Abs1	100	100	100	09/30/2030	81.22	8,087.607	13,510	25	13,535.000	No, it does not cover any land-related emissions (e.g., non-FLAG SBT)	84.43	Revised

Target reference number	Explain the reasons for the revision, replacement, or retirement of the target	Explain target coverage and identify any exclusions	Target objective	Plan for achieving target, and progress made to the end of the reporting year	Target derived using a sectoral decarbonization approach
Abs1	In 2024, Visa re-baselined our greenhouse gas (GHG) emissions footprint and updated our baseline year to 2019 from 2020, consistent with guidance from the Science-Based Targets Initiative (SBTi) and to more accurately reflect our pre-pandemic operations. We subsequently updated our 2030 Near-Term SBTi goal and formalized our 2040 Net Zero goal with the SBTi. This effort was supported by our new GHG management software solution, which enabled us to use updated methodologies and databases to improve our supply chain emissions data calculations. The calculations increased Visa’s GHG emissions footprint in the FY2019 baseline due to access to new, global databases of supplier emissions and updated methodologies. Visa continues to monitor our decarbonization initiatives and progress against science-based near-term targets, which were approved by the SBTi at the 1.5° Celsius ambition level. We disclose performance against SBTi targets using relevant metrics such as absolute emissions reduction.	Visa SBTi-approved target was formally approved in 2025. This target covers 100% of Visa's global operations, inclusive of all Scope 1 and 2 emissions.	Visa Inc. commits to reduce absolute scope 1 and 2 GHG emissions 81.22% by FY2030 from a FY2019 base year.	Given the nature of Visa's Scope 1 and 2 footprint, the primary method for achieving our target was our continued procurement of 100% renewable electricity. Visa set a goal to cover electricity consumption for 100% of our global operations with renewable electricity, which was achieved in 2020 and maintained through the reporting year. In addition to renewable electricity procurement, Visa also made efforts to reduce our Scope 1 emissions. This includes through energy efficiency projects at our data centers and offices, prioritizing the occupancy of green facilities and buildings, and taking steps to lower the emissions impact of our global fleet.	No

For ease of reading, please see Abs2 separately below:

Target reference number	Is this a science-based target	Science-based targets official validation letter	Target ambition	Date target was set	Target coverage	Greenhouse gas covered by target	Scope (s)	Scope 3 category(ies)	End date of base year
Abs2	Yes, and this target has been approved by the Science Based Targets initiative	Visa Inc. Net-Zero Approval Letter.pdf	1.5°C aligned	10/03/2024	Organization -wide	Carbon dioxide (CO_2)	Scope 3	- **Category 1** – Purchased goods and services - **Category 3** – Fuel- and energy- related activities (not included in Scope 1 or 2) - **Category 5** – Waste generated in operations - **Category 6** – Business travel - **Category 7** – Employee commuting	09/30/2019

Target reference number	Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO_2e)	Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO_2e)	Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO_2e)	Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO_2e)	Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO_2e)	Base year total Scope 3 emissions covered by target (metric tons CO_2e)	Total base year emissions covered by target in all selected Scopes (Metric tons CO_2e)
Abs2	497,994	16,333	6,021	67,279	43,529	631,156.000	631,156.000

Target reference number	Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO_2e)	Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO_2e)	Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO_2e)	Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO_2e)	Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO_2e)	Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)	Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
Abs2	100	100	100	100	100	100	100

End date of target	Targeted reduction from base year (%)	Total emissions at end date of target covered by target in all selected Scopes (metric tons CO_2e)
09/30/2030	46.2	339,561.928

Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO_2e)	Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO_2e)	Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO_2e)	Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO_2e)	Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO_2e)	Total Scope 3 emissions in reporting year covered by target (metric tons CO_2e)	Total emissions in reporting year covered by target in all selected scopes (Metric tons CO_2e)	Does this target cover any land related emissions?	% of target achieved relative to base year
514,893	17,336	1,653	46,002	33,278	613,162.000	613,162.000	No, it does not cover any land related emissions (e.g., non-FLAG SBT)	6.17

Target status in reporting year	Explain the reasons for the revision, replacement, or retirement of the target	Explain target coverage and identify any exclusions	Target objective	Plan for achieving target, and progress made to the end of the reporting year.	Target derived using a sectoral decarbonization approach
Revised	In 2024, Visa re-baselined our greenhouse gas (GHG) emissions footprint and updated our baseline year to 2019 from 2020, consistent with guidance from the Science-Based Targets Initiative (SBTi) and to more accurately reflect our pre-pandemic operations. We subsequently updated our 2030 Near-Term SBTi goal and formalized our 2040 Net Zero goal with the SBTi. This effort was supported by our new GHG management software solution, which enabled us to use updated methodologies and databases to improve our supply chain emissions data calculations. The calculations increased Visa's GHG emissions footprint in the FY2019 baseline due to access to new data, global databases of supplier emissions and updated methodologies. Visa continues to monitor our decarbonization initiatives and progress against science-based near-term targets, which were approved by the SBTi at the 1.5° Celsius ambition level. We disclose performance against SBTi targets using relevant metrics such as absolute emissions reduction.	Visa SBTi-approved target was formally approved in 2025. This target covers 100% of Visa's Scope 3 emissions. Total may not add up to the sum of the categories due to rounding.	Visa Inc. commits to reduce absolute scope 3 GHG emissions 46.2% by FY2030 from a FY2019 base year.	The primary contributor to Visa's Scope 3 emissions is from our purchased goods and services, accounting for 84% of total Scope 3 emissions in 2024. Therefore, our primary plan for achieving this target will be the implementation of our supplier engagement program. This program, and its accompanying initiatives, will focus on engaging with suppliers to improve disclosure and drive climate-related action. This program will aim to help suppliers reduce their own emissions, which will also reduce the upstream impact of Visa's business. In addition, there are other Scope 3 categories that were larger contributors to our overall footprint prior to the Covid-19 pandemic. This includes business travel and employee commuting. Visa is also undertaking efforts to limit these impacts, including our joining of the United Eco Skies Alliance to help accelerate sustainable aviation. To continue advancing Visa's ambitious climate goals, we are developing a Climate Transition Plan. This plan is designed to guide progress towards Visa's net zero target, details our reduction pathways and provides insight on key initiatives such as supplier engagement, policy engagement, board oversight and reporting.	No

For ease of reading, please see Abs3 separately below:

Target reference number	Is this a science-based target	Science-based targets official validation letter	Target ambition	Date target was set	Target coverage	Greenhouse gas covered by target	Scope (s)	Scope 2 accounting method	Scope 3 category(ies)	End date of base year
Abs3	Yes, and this target has been approved by the Science Based Targets initiative	Visa Inc. Net-Zero Approval Letter.pdf	1.5°C aligned	10/03/2024	Organization-wide	Carbon dioxide (CO_2)	Scope 1 Scope 2 Scope 3	Market-based	- **Category 1** – Purchased goods and services - **Category 3** – Fuel- and energy- related activities (not included in Scope 1 or 2) - **Category 5** – Waste generated in operations - **Category 6** – Business travel - **Category 7** – Employee commuting	09/30/2019

Target reference number	Base year Scope 1 emissions covered by target (metric tons CO_2e)	Base year Scope 2 emissions covered by target (metric tons CO_2e)	Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO_2e)	Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO_2e)	Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO_2e)	Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO_2e)	Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO_2e)	Base year total Scope 3 emissions covered by target (metric tons CO_2e)	Total base year emissions covered by target in all selected Scopes (Metric tons CO_2e)
Abs3	13,721	29,344	497,994	16,333	6,021	67,279	43,529	631,156.000	674,221.000

Target reference number	Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1	Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2	Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO_2e)	Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO_2e)	Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO_2e)	Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO_2e)	Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO_2e)	Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)	Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
Abs3	100	100	100	100	100	100	100	100	100

End date of target	Targeted reduction from base year (%)	Total emissions at end date of target covered by target in all selected Scopes (metric tons CO_2e)
09/30/2040	90	67,422.100

Scope 1 emissions in reporting year covered by target (metric tons CO_2e)	Scope 2 emissions in reporting year covered by target (metric tons CO_2e)	Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO_2e)	Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO_2e)	Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO_2e)	Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO_2e)	Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO_2e)	Total Scope 3 emissions in reporting year covered by target (metric tons CO_2e)	Total emissions in reporting year covered by target in all selected scopes (Metric tons CO_2e)	Does this target cover any land related emissions?	% of target achieved relative to base year
13,510	25	514,893	17,336	1,653	46,002	33,278	613,162.000	626,697.000	No, it does not cover any land related emissions (e.g., non-FLAG SBT)	7.83

Target status in reporting year	Explain the reasons for the revision, replacement, or retirement of the target	Explain target coverage and identify any exclusions	Target objective	Plan for achieving target, and progress made to the end of the reporting year.	Target derived using a sectoral decarbonization approach
Revised	In 2024, Visa re-baselined our greenhouse gas (GHG) emissions footprint and updated our baseline year to 2019 from 2020, consistent with guidance from the Science-Based Targets Initiative (SBTi) and to more accurately reflect our pre-pandemic operations. We subsequently updated our 2030 Near-Term SBTi goal and formalized our 2040 Net Zero goal with the SBTi. This effort was supported by our new GHG management software solution, which enabled us to use updated methodologies and databases to improve our supply chain emissions data calculations.	Visa SBTi-approved target was formally approved in 2025. This target covers 100% of Visa's Scope 1, 2, and, 3 emissions. Total may not add up to the sum of the categories due to rounding.	Visa Inc. commits to reduce absolute scope 1, 2 and 3 GHG emissions 90% by FY2040 from a FY2019 base year.	Given the nature of Visa's Scope 1 and 2 footprint, the primary method for achieving our target was our continued procurement of 100% renewable electricity. Visa set a goal to cover electricity consumption for 100% of our global operations with renewable electricity, which was achieved in 2020 and maintained through the reporting year. In addition to renewable electricity procurement, Visa also made efforts to reduce our Scope 1 emissions. This includes through energy efficiency projects at our data centers and offices, prioritizing the occupancy of green facilities and buildings, and taking steps to lower the emissions impact of our global fleet. The primary contributor to Visa's Scope 3 emissions is from our purchased goods and services, accounting for 84% of total Scope 3 emissions in 2024. Therefore, our primary plan for achieving this target will be the implementation of our supplier engagement program. This program, and its accompanying initiatives, will focus on engaging with suppliers to improve disclosure and drive climate-related action. This program will aim to help suppliers reduce their own emissions, which will also reduce the upstream impact of Visa's business. In addition, there are other Scope 3 categories that were larger contributors to our overall footprint prior to the Covid-19 pandemic. This includes business travel and employee commuting. Visa is also undertaking efforts to limit these impacts, including our joining of the United Eco Skies Alliance to help accelerate sustainable aviation. To continue advancing Visa's ambitious climate goals, we are developing a Climate Transition Plan. This plan is designed to guide progress towards Visa's net zero target, details our reduction pathways and provides insight on key initiatives such as supplier engagement, policy engagement, board oversight and reporting.	No

7.54 Did you have any other climate-related targets that were active in the reporting year?

- Targets to increase or maintain low-carbon energy consumption or production
- Net-zero targets

7.54.1 Provide details of your targets to increase or maintain low-carbon energy consumption or production.

Target reference number	Date target was set	Target coverage	Target type: energy carrier	Target type: activity	Target type: energy source	End date of base year	Consumption or production of selected energy carrier in base year (MWh)	% share of low-carbon or renewable energy in base year	End date of target	% share of low-carbon or renewable energy at end date of target	% share of low-carbon or renewable energy in reporting year
Low 1	02/28/2018	Organization-wide	Electricity	Consumption	Renewable energy source(s) only	09/30/2019	174,980	63	11/30/2020	100	100

Target reference number	% of target achieved relative to base year	Target status in reporting year	Is this target part of an emissions target?	Is this target part of an overarching initiative?	Explain target coverage and identify any exclusions	List the actions which contributed most to achieving this target
Low 1	100.00	Achieved and maintained	Visa has validated science-based targets by the SBTi which are as follows: Visa Inc. commits to reach net-zero greenhouse gas emissions across the value chain by FY2040. Near-Term Targets: Visa Inc. commits to reduce absolute scope 1 and 2 GHG emissions 81.22% by FY2030 from a FY2019 base year. Visa Inc. also commits to reduce absolute scope 3 GHG emissions 46.2% within the same timeframe. Procuring renewable energy is a key strategy to help us achieve our scope 1 & 2 target.	No, it’s not part of an overarching initiative	Visa aimed and achieved 100% renewable energy procurement by end of calendar year 2019.	We continue to focus on our annual goal of purchasing 100% renewable electricity for our offices and data centers. Visa pursues this through multi-year power purchase agreements for our largest data centers and utility tariff or subscription programs when available. The remainder of our energy use, primarily from leased offices, is mitigated through the purchase of certified renewable energy certificates (RECs) in the markets where the energy is used. We also champion the broader corporate renewable energy movement and support clean energy policy through our membership in RE100 and the Clean Energy Buyers Association. Visa’s long-term strategy remains focused on increasing additionality by facilitating new renewable energy generation and pursuing investments and enrollments in renewable electricity offerings, including long-term renewable electricity purchase agreements and reductions in unbundled REC purchases.

7.54.3 Provide details of your net-zero target(s).

Target reference number	Date target was set	Target coverage	Targets linked to this net zero target	End date of target for achieving net zero	Is this a science-based target?	Science Based Targets initiative official validation letter	Scopes	Greenhouse gases covered by target	Explain target coverage and identify any exclusions
NZ1	01/09/2025	Organization-wide	Abs1 Abs2 Abs3	09/30/2040	Yes, and this target has been approved by the Science Based Targets initiative	Visa Inc. Net-Zero Approval Letter.pdf	Scope 1 Scope 2 Scope 3	Carbon dioxide (CO_2)	We have set a goal to achieve net-zero emissions by 2040, 10 years ahead of the Paris Climate Agreement goal. This goal covers both direct operations and our supply chain. As part of this goal to reach net-zero emissions by 2040, Visa announced it is a new signatory of The Climate Pledge, an initiative co-founded by Amazon and Global Optimism, as well as a new member of the Climate Business Network, a World Wildlife Fund (WWF) initiative to accelerate action toward a net-zero future. Visa's net-zero goal is aligned with emerging global standards and definitions and includes efforts with suppliers to abate a significant portion of the greenhouse gas footprint of the company's purchased goods and services. Our target includes our scope 1, scope 2, and relevant scope 3 categories including purchased goods and services, business travel, and employee commuting.

Target reference number	Target objective	Do you intend to neutralize any residual emissions with permanent carbon removals at the end of the target?	Do you plan to mitigate emissions beyond your value chain?	Do you intend to purchase and cancel carbon credits for neutralization and/or beyond value chain mitigation?	Planned milestones and/or near-term investments for neutralization at the end of the target
NZ1	Overall Net-Zero Target: Visa Inc. commits to reach net-zero greenhouse gas emissions across the value chain by FY2040.	Yes	Yes, and we have already acted on this in the reporting year	Yes, we are currently purchasing and cancelling carbon credits for beyond value chain mitigation	When we are not able to drive reductions through our operational programs around efficiency and low emissions fuels, we seek to use offsets to achieve carbon neutrality. To reduce emissions, our offset portfolio primarily focuses on nature-based solutions and methane gas capture and removal projects across key global regions—including forest conservation work in Indonesia and methane projects in Turkey, Bulgaria and Brazil. These projects meet our internal criteria for regional diversification and environmental impact and reflect our continued prioritization of high-quality, verifiable projects. We strive to prioritize reducing emissions within our value chain and operations before considering the purchase of carbon offsets on our path to decarbonization. Visa plans to continue purchasing carbon offsets to achieve carbon neutrality and cover residual emissions as needed to meet our net-zero target.

Target reference number	Describe the actions to mitigate emissions beyond your value chain	Target status in reporting year	Explain the reasons for the revision, retirement, or replacement of the target	Process for reviewing target
NZ1	Visa is undertaking numerous initiatives to mitigate emissions beyond our direct value chain. Visa assists transit agencies, technology partners and financial institutions with contactless payment technology implementation for fast, convenient and secure fare collection. Contactless, open-loop payments can help reduce operational costs, fraud risks and infrastructure maintenance for transit operators, while increasing efficiency, reliability and customer satisfaction. Visa's work in urban mobility has already transformed over 800 transit systems globally, making tap-to-ride commonplace in cities around the world. We continue to partner with transit operators, issuers, acquirers, technology providers and governments to deliver innovative solutions for tolls and shared mobility services that meet the needs of the urban mobility ecosystem. As the global transition to EVs accelerates, Visa is helping to power the future of mobility by making EV charging payments simpler, more secure and more accessible. Visa's flagship EV initiative, Plug & Charge, supports the growing demand for interoperable, contactless payment experiences at public charging stations, designed to meet the needs of a rapidly expanding market. There are multiple ways for governments, businesses and consumers to reduce their environmental impact. One area that is scaling is the circular economy, a systems solution that is crucial for reducing emissions to achieve both national and global targets. We are leveraging our global network to make it easier, more rewarding and more accessible for people and businesses to rethink living choices, which can further accelerate the transition to a sustainable future. We continue to deepen our commitment to Recommerce through strategic partnerships that enable circular commerce at scale. In 2024, building on our collaboration with the Ellen MacArthur Foundation, we advanced pilot programs with clients focused on reverse vending, deposit return schemes and tokenized product identity solutions—leveraging Visa Direct and tokenization-as-a-service to power new forms of sustainable money movement. We also continue to run the Recommerce Behavioral Insight Lab, an initiative supported by the Ellen MacArthur Foundation that conducts rapid, real-world experiments to understand and share how businesses can help consumers engage in a more circular economy.	Revised	In 2024, Visa re-baselined our greenhouse gas (GHG) emissions footprint and updated our baseline year to 2019 from 2020, consistent with guidance from the Science-Based Targets Initiative (SBTi) and to more accurately reflect our pre-pandemic operations. We subsequently updated our 2030 Near-Term SBTi goal and formalized our 2040 Net Zero goal with the SBTi. This effort was supported by our new GHG management software solution, which enabled us to use updated methodologies and databases to improve our supply chain emissions data calculations.	Visa's net-zero emissions by 2040 goal aligns with and has been approved by the SBTi in 2025.

7.55 Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

7.55.1 Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO_2e savings.

Stage of development	Number of initiatives	Total estimated CO_2e savings (metric tons CO_2e)
Under investigation	0	N/A
To be implemented	0	0
Implementation commenced	0	0
Implemented	1	73,423
Not to be implemented	0	N/A

7.55.2 Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type	Estimated annual CO_2e savings (metric tons CO_2e)	Scope(s) or Scope 3 category(ies) where emissions savings occur	Voluntary/ Mandatory	Annual monetary savings (unit currency – as specified in 1.2)	Investment required (unit currency – as specified in 1.2)	Payback period	Estimated lifetime of the initiative	Comment
Low carbon Energy Consumption - Low-carbon electricity mix	73,423	Scope 2 (market-based)	Voluntary	0	255,000	No payback	<1 year	Visa is enrolled in utility renewable programs or purchased unbundled RECs to cover ~100% electricity consumption across global operations with renewables. The emissions savings represents Visa's total Scope 2 location-based emissions, as our market-based emissions for 2024 were 25 tCO_2e.

7.55.3 What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Dedicated budget for other emissions reduction activities	We have budgeted for an annual greenhouse gas emissions inventory, renewable electricity procurement, and the development of reduction targets. This effort allows us to understand the greatest sources of emissions in our operations and thus where to concentrate emissions reduction efforts, including our goal to purchase 100% renewable electricity, achieved at the start of 2020 and maintained through 2024. In sourcing renewable power, Visa assesses the options available across our global operations, identifies approaches that best align with our strategy for sourcing renewable electricity and driving the adoption of renewable energy and provide our business units with sufficient budget to source renewable electricity while achieving this target.
Employee Engagement	Visa strives to enable our employees who are interested in sustainability to pursue that interest and incorporate sustainability practices into daily life—at work, at home, and in their communities. Visa's voluntary Green Teams provide a way for employees to engage in sustainability programming and activities throughout the year with a focus on Earth Week. We host an annual speaker series that engages employees in a variety of sustainability topics. For broader learning on fundamental sustainability and climate concepts and solutions, we also offer a sustainability learning path to employees in Visa University.
Financial optimization calculations	Visa primarily considers emissions reduction projects that are also cost savings and meet our standard requirements for payback period, using a net present value methodology. However, as we have worked toward LEED EB certification for several of our largest locations, the LEED framework has driven some investments that may not have been pursued otherwise. As of the end of 2024, over 80% of these locations achieved or are pending green building certification.

7.73 Are you providing product level data for your organization's goods or services?

No, I am not providing data

7.74 Do you classify any of your existing goods and/or services as low-carbon products?

No

7.79 Has your organization canceled any project-based carbon credits within the reporting year?

Yes

Project type	Type of mitigation activity	Project description
Reforestation	Emissions reduction	The Katingan Restoration and Conservation Project ('The Katingan Project') protects and restores 149,800 hectares of peatland ecosystems, to offer local communities sustainable sources of income, and to tackle global climate change. The project lies within the districts of Katingan and Kotawaringin Timur in Central Kalimantan Province and covers one of the largest remaining intact peat swamp forests in Indonesia
Methane avoidance	Emissions reduction	The proposed CDM project aims to reduce gas leakages from components in the natural gas distribution system in Greater Dhaka and its adjacent areas in the People's Republic of Bangladesh, a Least Developed Country. The length of the natural gas distribution system operated by Titas is 12,253.22 km. Construction began on the distribution system in the mid-1960s and over the years the system has not been adequately maintained. As a result, a significant percentage of the natural gas throughput (predominately methane (CH4)) leaks from components in the system and is released into the atmosphere contributing to global warming. The project will lead to reductions of methane, a potent greenhouse gas (GHG).
Landfill gas	Emissions reduction	In order to develop a municipal solid waste management system that will be environmentally friendly and sustainable, Batman Landfill Gas (LFG) Capture and Utilization Project is being implemented by Anahtar Enerji Sanayi ve Ticaret Anonim Şirketi. The purpose of the project is to capture and utilize landfill gas for power generation. The new gas extraction and utilization systems have been installed by the project owner. Before the implementation of the project activity, landfill gas that was captured and utilized by the project was emitted into the atmosphere directly. The project is located in Merkez District in the city of Batman, in southeast of Turkey. The waste deposition at the landfill in Batman is carried out since 2005. The project activity is a Methane Gas Power Generating Plant with an installed capacity of 3,12 MWe. The project was commissioned with generation of electricity from October 30th, 2020, which is regarded as the project start date. For the purpose of a sustainable waste management in which domestic wastes will be evaluated, it is planned to rehabilitate the Batman Solid Waste Disposal Site that receives around 127,750 tons/year, corresponding to an average of 350 tons per day of municipal waste coming from districts of Batman province and to generate renewable electricity power from landfill gas and the rehabilitation project was approved by the Ministry of Environment and Urbanization in Turkey. This project adopts a crediting period of 7 years. The expected average annual emission reductions are 59,642 tCO_2eq/y. Accordingly, the project is expected to generate 417,494 tCO_2eq emissions reduction throughout its first crediting period.
Methane avoidance	Emissions reduction	This is a landfill gas project in Brazil to capture methane from a landfill.

Project type	Type of mitigation activity	Project description
Other, please specify: Grassland management	Carbon removal	Guoluo Grassland Sustainable Management Project (hereafter as 'the project') is located in Guoluo Tibetan Autonmous Prefecture, Qinghai Province, China. The project's aim is to restore the local degraded grassland ecosystem by seeding grass on black soil beach, increase carbon sequestration and contribute to local development by introducing sustainable grazing and management of grassland. The project area covers 6 counties (Maqin County, Dari County, Gande County, Jiuzhi County, Banma County and Maduo County) of Guoluo Tibetan Autonmous Prefecture which is within the boundary of Three River (Yangtze River, Yellow River and Lancang River) Source Region. According to the baseline survey, the Black Soil Type grassland degradation occurred broadly in Three River Source Region over the past decades, due to long-term impact of climate change and overgrazing, and before the implementation of the project, the planting area was black soil beach. The purpose of the project is to restore the degraded grassland ecosystem by seeding a variety of species of native grass. Totally, 160,548.96 ha of black soil beaches in Guoluo were planted with Elymus dahuricus Turcz., Poa annuaL. and Festuca sinensis Keng and then carry out sustainable grassland management. The implementation of the project will generate GHG emission removals by increasing soil organics, mitigate the impact of climate change on the local ecological environment, such as slow down the melting of snow-capped mountains, enhance the capabilities of local communities and residents by providing them with relevant technical skills and training, and increase local biodiversity.
HFCs	Emissions reduction	Foam products are manufactured using blowing agents that produce a chemical reaction to form a hardened cellular structure. These blowing agents are used in a variety of manufacturing applications, including insulation, marine buoyancy, ventilation and refrigeration. Hydrofluorocarbons (HFCs), which are often used in foam blowing agents, are extremely potent greenhouse gasses (GHGs). HFCs were developed in the 1990s to replace ozone depleting substances (ODS) like chlorofluorocarbons (CFCs). In recent years, however, scientists discovered that most HFCs have extremely high global warming potential (GWP) – trapping thousands of times more heat than carbon dioxide. To reduce climate impact, manufacturers must transition away from HFC-based foam blowing agents and adopt alternatives with much lower GWP. There is industry interest in adopting foam blowing agents that do not deplete the ozone and have low GWPs. Nevertheless, many manufacturers have not adopted low GWP blowing agents due to technical and financial barriers that currently make HFC-based blowing agents more economically attractive. Independent industry research data shows low-GWP blowing agents – such as hydrofluoroolefin (HFO) – are around 3 times more expensive than HFCs. Finance from the sale of carbon credits can help break through these barriers. Credits are determined by the emissions avoided through the integration of low-GWP blowing agents into the manufacturing process. The revenue from these credits is then used as leverage to cover upfront capital costs for manufacturers looking to transition away from traditional HFC-based blowing agents.
Hydro	Emissions reduction	Nam Long Hydropower Project is located 50 km west of Louang Namtha and 9 km northwest of Long District, Louang Namtha Province, Lao PDR. The project is a run-of -river hydropower station. The installed capacity is 5 MW, with annually 37 GWh power supplied to the power grid. The proposed project will result in CO_2 emission reduction, as it will displace the power generation that otherwise would be based on a mix of fossil fuels. The reduction in carbon dioxide emissions is estimated to be 24,035 tonnes per year.

Project type	Type of mitigation activity	Project description
Other, please specify: Improved forest management	Carbon removal	Western Rivers Conservancy (WRC), an Oregon-based non-profit conservation organization, has purchased 47,097-acres along Blue Creek in Northern California and is working to use carbon finance to transfer the forested property back to the Yurok Tribe. Today, 14,790 acres are conserved as a “salmon sanctuary” with protection from harvesting. The other 32,307 acres are managed as a tribal “community forest” with limited sustainable harvesting. WRC has also placed a carbon project on nearly 15,000-acres of the property. As the project area recovers from industrial management, the California Air Resources Board Forestry Protocol will credit the project exclusively for new carbon growth, meaning all the carbon credits generated can be considered carbon removals. The project protects Blue Creek, where the riparian and upland areas provide outstanding habitat for rare and imperiled animals like marbled murrelet, northern spotted owl, California condor, and Humboldt marten. Blue Creek also acts as a cold-water lifeline for salmon in the Klamath watershed. The Klamath was once the third largest producer of salmon on the West Coast but faces many significant threats today. Salmon and steelhead are impacted by high water temperatures resulting from low summer flows. For returning fish on their journey inland from the Pacific Ocean, Blue Creek is the first cold-water refuge they encounter, and this project ensures its long-term protection. Blue Creek’s cold water allows salmon and steelhead to lower their body temperature by as much as eight degrees, making this tributary critical to their survival.

Project type	Credits retired by your organization from this project in the reporting year (metric tons CO_2e)	Purpose of retirement	Are you able to report the vintage of the credits at retirement?	Vintage of credits at retirement	Were these credits issued to or purchased by your organization?	Carbon-crediting program by which the credits were issued	Method the program uses to assess additionality for this project	Potential sources of leakage the selected program requires this project to have assessed
Reforestation	16,000	Voluntary offsetting	Yes	2024	Purchased	VCS/Verra (Verified Carbon Standard)	• Investment analysis	• Activity-shifting • Ecological leakage
Methane avoidance	10,000	Voluntary offsetting	Yes	2024	Purchased	VCS/Verra (Verified Carbon Standard)	• Investment analysis • Barrier analysis	Other, please specify: No significant leakage is expected to occur in this type of project, it is thus reasonable to consider the leakage emissions as zero for the project.
Landfill gas	10,000	Voluntary offsetting	Yes	2024	Purchased	VCS/Verra (Verified Carbon Standard)	N/A	N/A
Methane avoidance	10,000	Voluntary offsetting	Yes	2024	Purchased	VCS/Verra (Verified Carbon Standard)	N/A	N/A
Other, please specify: Grassland management	15,360	Voluntary offsetting	Yes	2018	Purchased	VCS/Verra (Verified Carbon Standard)	• Investment analysis • Barrier analysis	Other, please specify: grazing displacement activities
HFCs	14,539	Voluntary offsetting	Yes	2024	Purchased	ACR (American Carbon Registry)	N/A	N/A
Hydro	17,889	Voluntary offsetting	Yes	2021	Purchased	Gold Standard	• Barrier analysis	N/A
Other, please specify: Improved forest management	1,252	Voluntary offsetting	Yes	2023	Purchased	ACR (American Carbon Registry)	N/A	N/A

C11. Environmental performance - Biodiversity

11.2 What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

Actions taken in the reporting period to progress your biodiversity-related commitments
No, and we do not plan to undertake any biodiversity-related actions

11.3 Does your organization use biodiversity indicators to monitor performance across its activities?

Does your organization use indicators to monitor biodiversity performance?
No

11.4 Does your organization have activities located in or near to areas important for biodiversity in the reporting year?

Areas	Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity
Legally protected areas	Not assessed
UNESCO World Heritage sites	Not assessed
UNESCO Man and the Biosphere Reserves	Not assessed
Ramsar sites	Not assessed
Key Biodiversity Areas	Not assessed
Other areas important for biodiversity	Not assessed

C13. Further information and sign-off

13.1 Indicate if any environmental information included in your CDP response (not already reported in 7.9.1/2/3, 8.9.1/2/3/4, and 9.3.2) is verified and/or assured by a third party?

Yes

13.1.1 Which data points within your CDP response are verified and/or assured by a third party, and which standards were used?

Environmental issue for which data has been verified/assured	Disclosure module and data verified and/or assured	Verification/assurance standard	Further details of the third-party verification/assurance process	Further details of the third-party verification/assurance process
Climate change	Environmental Performance - Climate Change • Year on year change in absolute emissions (Scope 1 and 2) • Year on year change in absolute emissions (Scope 3)	Climate change-related standards • ISO 14064-3	Each year, Visa conducts a global environmental footprint assessment with support from leading third-party firms to help measure and manage our environmental impact. We measure our global energy use and GHG emissions using international standards such as the GHG Protocol. We also seek external verification of our GHG emissions through an independent third party to the limited assurance level. The 2023, 2022, 2021, and 2020 emissions have been separately verified, therefore the year on year changes are covered by those verifications.	FY2024 - Visa Verification Statement Limited.pdf

13.3 Provide the following information for the person that has signed off (approved) your CDP response.

Job Title	Corresponding job category
Chief Sustainability Officer	Chief Sustainability Officer (CSO)