



2026 Virtual Annual Meeting of Stockholders

June 16, 2026, 8:30 a.m. Eastern Time

Rules of Conduct

Welcome to the 2026 Annual Meeting of Stockholders (Annual Meeting) of Mastercard Incorporated (Company), being conducted virtually at <http://www.virtualshareholdermeeting.com/MA2026>. In fairness to all in attendance, and in the interest of conducting an orderly meeting, we require you to honor the following rules of conduct:

1. Unless otherwise announced by our Board Chairperson, the Annual Meeting will follow the agenda, which is available at the bottom of your screen under "Meeting Materials."
2. Only stockholders of record as of April 21, 2026, or their duly authorized proxies, are entitled to submit questions and vote during the Annual Meeting.
 - To be admitted to the Annual Meeting with the ability to vote and submit questions, stockholders must log in using their unique 16-digit control number included in their proxy or voting instruction card, Notice of Internet Availability of Proxy Materials, email or any additional instructions accompanying our proxy materials.
 - Only one stockholder per control number will be permitted to participate at the Annual Meeting.
 - If you are not a stockholder or do not have a control number, you may attend as a guest of the Annual Meeting, but you will not have the option to vote your shares, submit questions or otherwise participate in the meeting.
 - You are encouraged to log in to the webcast up to 15 minutes before the Annual Meeting's start time.
3. If you wish to vote your shares during the Annual Meeting, or change your previously submitted vote, you may do so while the polls are open by clicking on the vote button during the time the polls are open for voting.
4. If you have voted your shares prior to the start of the Annual Meeting, your vote has been received by our inspector of elections and there is no need to vote those shares during the Annual Meeting unless you wish to revoke or change your vote.
5. Stockholders may submit questions in advance of the Annual Meeting by entering their control number and submitting a question under the "Questions for Management" tab at www.proxyvote.com. Stockholders may also submit questions during the Annual Meeting by entering a question in the Q&A field.
6. We will respond to questions as time permits. We expect to address unanswered questions on our investor relations site in due course. When submitting a question during the Annual Meeting, please include your name and organization (if applicable), along with the text of your question. Stockholders are permitted to submit up to a total of two questions.



7. If we receive substantially similar questions from multiple stockholders, we may group them together and provide a single response to avoid repetition and allow time for additional topics to be discussed at the Annual Meeting. Please keep questions clear and concise and related to a single topic.
8. The views and comments of stockholders are welcomed. However, conducting the business set out in the agenda for the benefit of all stockholders is paramount. We do not intend to address questions that are, among other things:
 - not conforming with these Rules of Conduct;
 - in excess of the two-question limit;
 - irrelevant to the business of Mastercard or the business of the Annual Meeting;
 - substantially repetitious to other questions submitted by other stockholders;
 - in furtherance of the person's business, personal or political interests;
 - regarding pending, threatened or ongoing litigation; or
 - otherwise inappropriate for discussion at the Annual Meeting.
9. Questions or comments unrelated to the Annual Meeting or that are of an individual concern rather than of concern to stockholders may be submitted by contacting Investor Relations at investor.relations@mastercard.com.
10. Each stockholder proponent will be permitted a total of up to three minutes to present his or her proposal and will be allowed to conclude his or her remarks without interruption, subject to the time limit.
11. In the event of disorder, technical malfunction or another significant problem that disrupts the Annual Meeting, the Board Chairperson may adjourn, recess or expedite the Annual Meeting or take such action that the Board Chairperson or Secretary of the Annual Meeting determines is appropriate in light of the circumstances.
12. The Annual Meeting contains proprietary and copyrighted materials. You may not record, rebroadcast, stream, post, modify, distribute or reproduce all or any portion of the Annual Meeting in any manner or format. A webcast playback will be available after the completion of the meeting at www.virtualshareholdermeeting.com/MA2026.
13. If you encounter any difficulties accessing the Annual Meeting portal during the check-in or meeting time, please call the technical support number that will be posted on the 2026 Annual Meeting of Stockholders log-in page.

Thank you for your cooperation and for joining our Annual Meeting.