US Economic Indicators

Q2 2009 Report

This report is a compilation and analysis of US economic data. Its intent is to provide a deeper understanding of the US economy and therefore, the ability for ETA members to better assess their position in the current economic climate. ETA will release a similar report on a quarterly basis. Please reference cited sources for more detailed statistics.

Data in this report is separated into three sections, denoted by the heading color on each page:

Additional Data Available in Q1 2009 Report *(released 2/4/09)*

- GDP
- Bankruptcy
- New Business Formations
- Personal Consumption Expenditures
- US Merchant Card Acceptance
- Data Breaches

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THE STRAWHECKER GROUP

Management Consultants To The Payments Industry

State of the Overall Economy

Although the economy may not yet be in a recovery, it is no longer in the freefall it had been. Recent gains in the Dow Jones and S&P 500, particularly due to the performance of financial firms, show positive signs the overall health of the economy is improving. New bank lending resulting from government influence and spending (TALF) and banks' increased confidence in accurately forecasting the economy will be a signal the recession has bottomed-out. New home sales, manufacturing activity and retail sales data are not yet showing consistent growth over enough measurable periods of time to indicate a recovery.

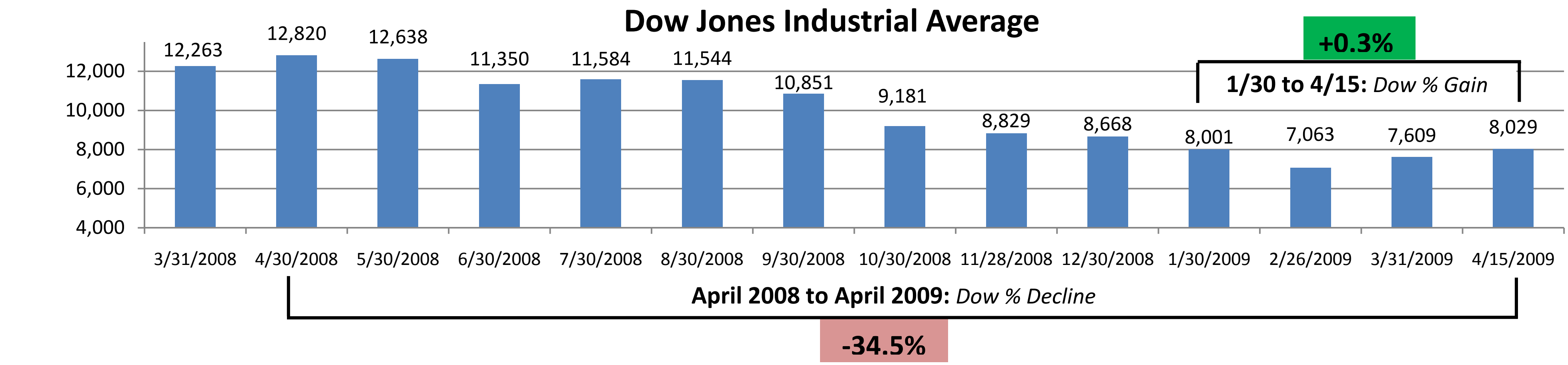
Consumers and Trends

The U.S. economy has now lost 5.1 million jobs since the recession began in December 2007, with nearly two-thirds of the losses during the past five months alone. This, along with historically low consumer confidence levels, and consumer credit data (the outstanding balances on Americans' credit cards shrank by almost 10 percent in February, the largest decline since 1978) indicate that consumers still feel like they are in the midst of a deep recession. This seems to be as important as to whether or not the economy is actually in a recession or not. Consumers' savings rates, spending rates, and credit usage reflects this perceived reality.

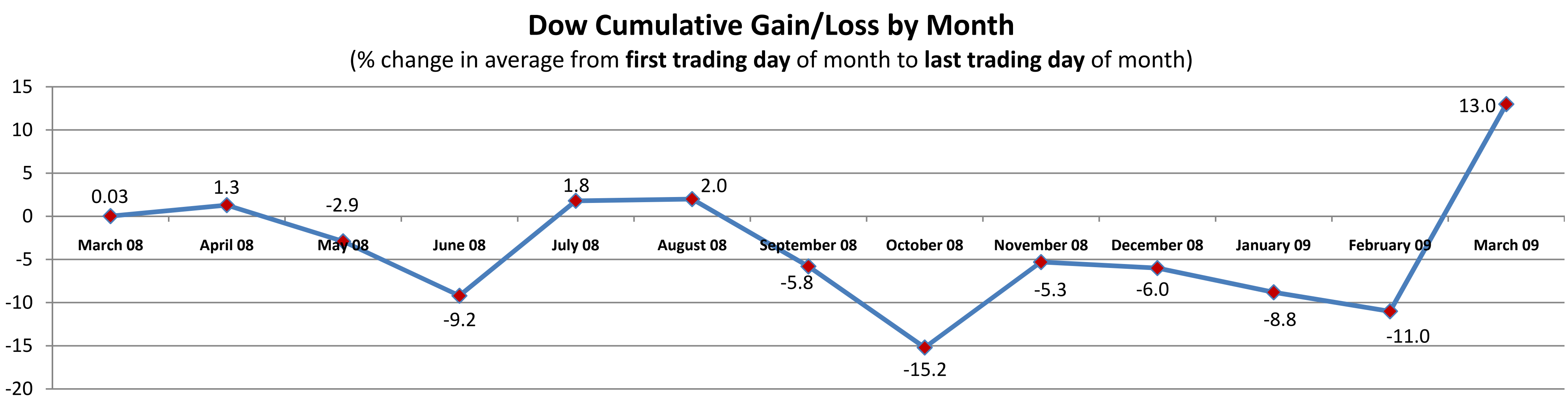
Implications for the Electronic Payments Industry

Four points are noteworthy regarding the payments industry:

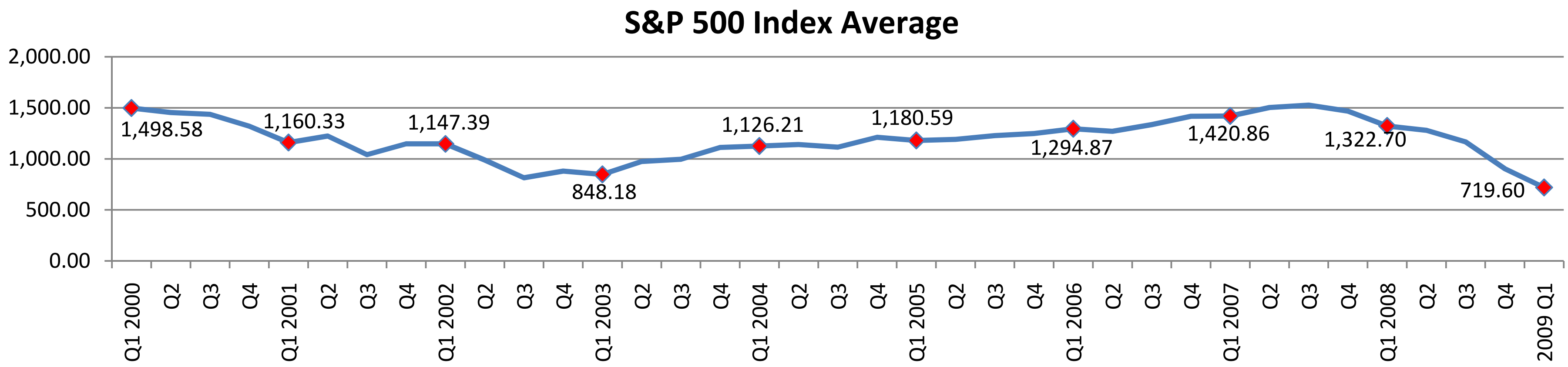
1. *Multiple data sources reveal trends toward a substantial decrease in American consumers' use of credit in general and to their availability to it. However, credit card transaction volumes continue to rise. Debit use has continued to increase as well, due to a number of factors resulting from the current economic situation.*
2. *Payments companies focused on retail segments highly affected by the economic downturn (gasoline and hospitality, for example) may need to adjust their strategies. Firms with the ability to capitalize on new merchant verticals, particularly areas that embrace emerging payments technologies, may be able to separate themselves from the rest.*
3. *The economic situation has affected publically traded payments companies immensely, as they feel the influence of Wall Street and the weight of negative economic indicators more so than privately held firms.*
4. *The payments industry continues to show its resiliency in the face of adversity. As many industries see deep revenue declines, the overall consumer and business adaptation of different electronic payment forms continues to buffer the industry as a whole. Although many indicators show downward volume trends in total payments, the use of electronic payments continue to rise.*



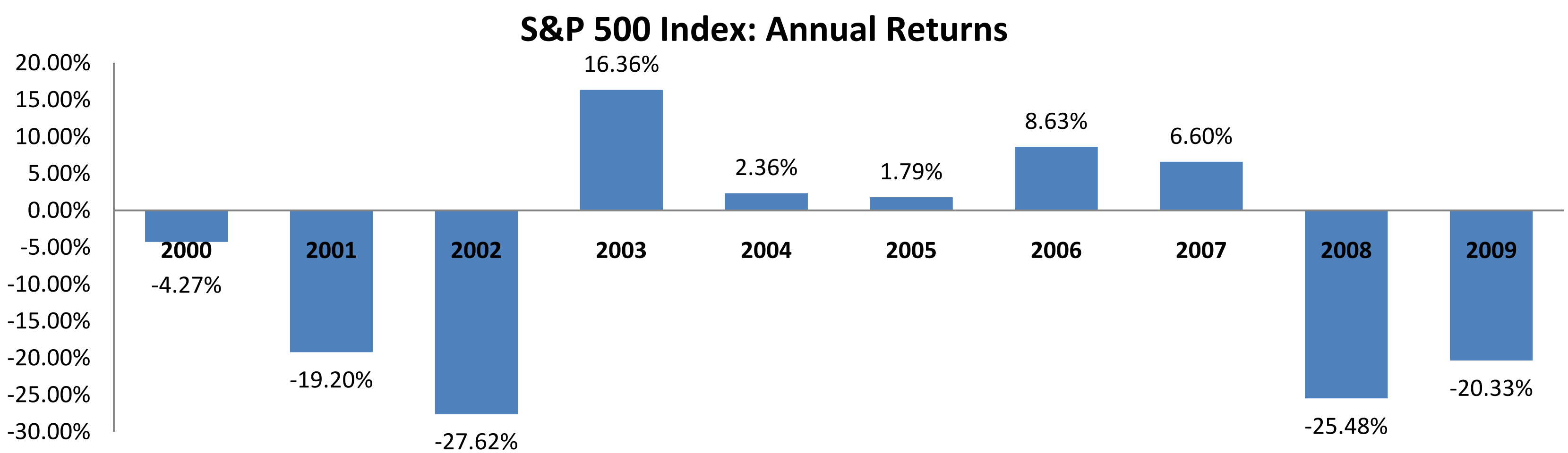
While financial companies have been among the hardest hit by the economic downturn and credit crisis, they have been a positive factor in the recent Dow Jones rally seen the past several weeks (the gains are small but apparent, particularly compared to the drastic decline over the past year). New bank lending will signal a reached bottom in the current recession, the end of the credit crisis, and in turn, positive growth in the Dow. *Sources: Google Finance, The Wall Street Journal*



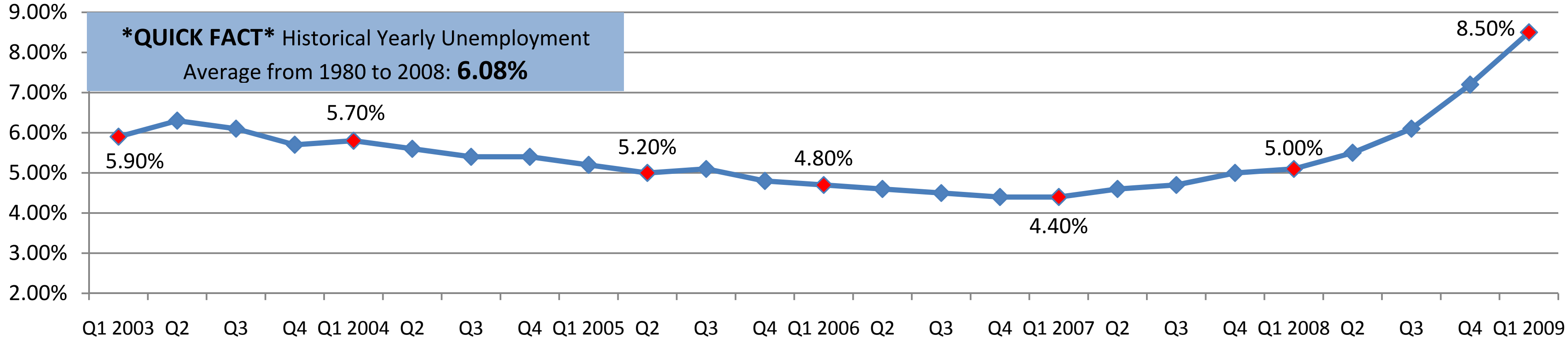
Macroeconomic Indicators: S&P 500 Index (2000 to 2009)



With more than $1.53 trillion in indexed assets, the S&P US indices have earned a reputation for not only being leading market indicators, but also a gauge of the US equities market. Overall declines in stock indexes such as the S&P 500 from Q1 2008 to Q1 2009 can be attributed to increases in risk aversion among investors as corporate profits have been shrinking. Effects of this selloff can be seen in the payments industry as P/E ratios and enterprise multiples have decreased. Some analysts predict large gains in the near future for the S&P 500, potentially reaching 1,000 in the next few months as government spending boosts bank profits. US stocks probably reached their bear market low when the S&P 500 fell to 666.79 during trading on March 6, according to investor Marc Faber, who publishes the Gloom, Boom and Doom report. Financial shares may increase further after the S&P 500 Banks Index jumped 25% on April 9, the biggest rally since at least 1989. *Sources: Google Finance, Bloomberg*

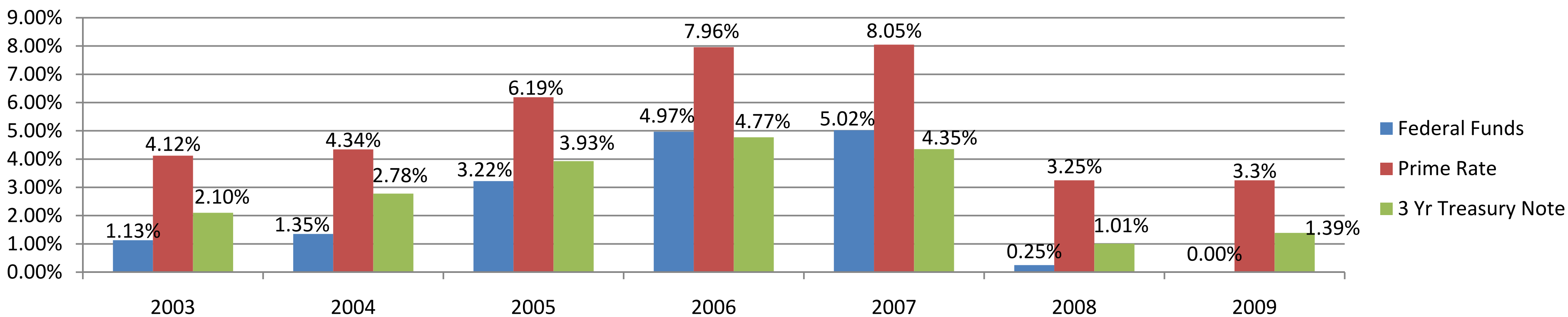


Macroeconomic Indicators: Unemployment Rates (2003 to 2009)



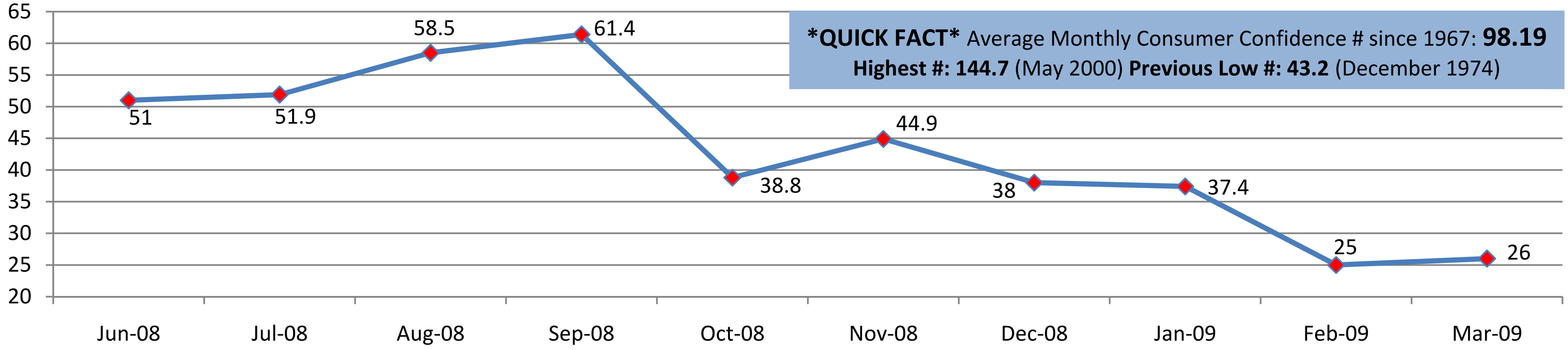
The U.S. Department of Labor reported a net loss of 663,000 jobs in March 2009, the 15th monthly decline in a row (graph displays quarterly data, not monthly). Previously estimated job losses during February were unchanged at 651,000, while January's loss was revised higher by 86,000 to 741,000 jobs. The U.S. economy has now lost 5.1 million jobs since the recession began in December 2007, with nearly two-thirds of the losses during the past five months alone. The U.S. unemployment rate jumped to 8.5% in March, the highest in 25 years, versus 8.1% in February. *Source: US Department of Labor*

Macroeconomic Indicators: Interest Rates (2003 to 2009)



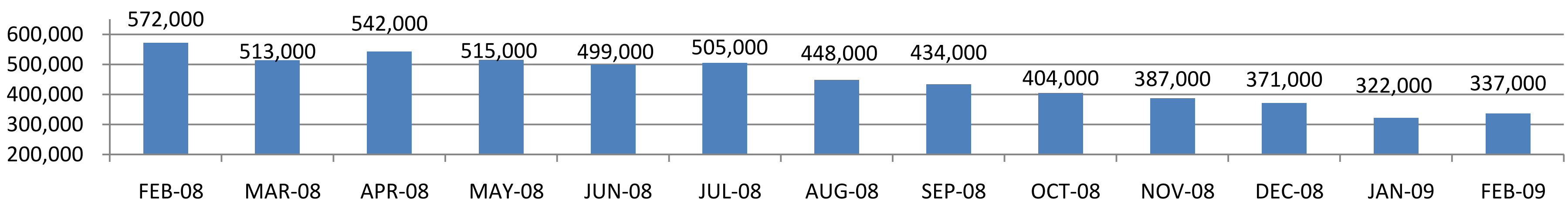
Interest rates and Treasury yields display the efforts put forth by the Federal Reserve to stimulate the economy in 2008 and 2009. The Federal Funds rate is currently targeted at 0% which has led to a decline in the Prime Rate and an increase in the price and decrease in the yield of Treasury Notes as investors prefer safety over risk. This will result in upward sloping yield curve which is good news for banks and issuers since they generally arbitrate between long and short term rates. *Source: US Federal Reserve*

Macroeconomic Indicators: Consumer Confidence (June 2008 to March 2009)



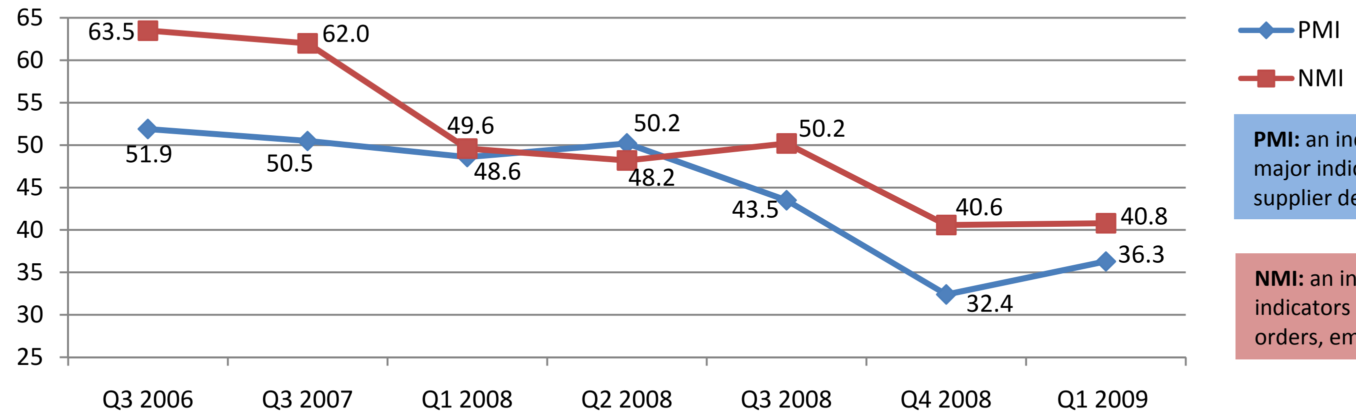
The Conference Board Consumer Confidence Index™, which had declined sharply in February, was flat in March. The Index now stands at 26.0 (1985=100), up from 25.3 in February. This index is based on a survey conducted for a sample of 5,000 households and their outlook on inflation expectations, business conditions, and the labor market. These opinions affect their overall expectation in short and long term economic growth. Recent index levels are at historical lows indicating consumers' lack of confidence in the markets which lead to less personal expenditures and increased savings rates. Decreases in personal expenditures create headwinds for processors and acquirers alike. Increased savings could create pressure on payments companies as well, as their credit card revenues will most likely suffer. *Source: The Conference Board*

Macroeconomic Indicators: New Home Sales - Seasonally Adjusted Annual Rate (Feb. 2008 to Feb. 2009)



Sales of newly constructed homes rose unexpectedly in February 2009, rebounding nearly 5% after sinking to the lowest level on record in January. While February purchases were up from January's record low, the sales rate is still down more than 41% from February 2008, when seasonally adjusted annual sales were an estimated 572,000. While the rise is a positive indicator, it does not offer concrete evidence of a trend; three months of increases are needed to conclude that the housing market is starting to recover. Anecdotally, recent construction data showed housing construction of new homes and apartments dropped 10.8 percent in March to a seasonally adjusted annual rate of 510,000 units. That was the second lowest construction pace in records that go back 50 years. *Source: US Census Bureau*

Macroeconomic Indicators: Manufacturing & Non-Manufacturing Activity (Q3 2006 to Q1 2009)

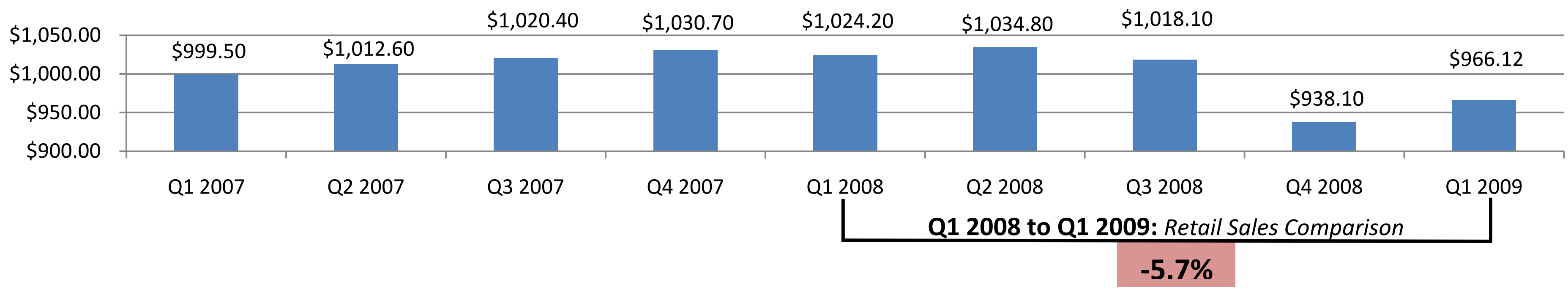


PMI: an index of manufacturing activity based on five major indicators: new orders, inventory levels, production, supplier deliveries and the employment environment.

NMI: an index of non-manufacturing activity based on indicators with equal weights: business activity, new orders, employment and Supplier deliveries.

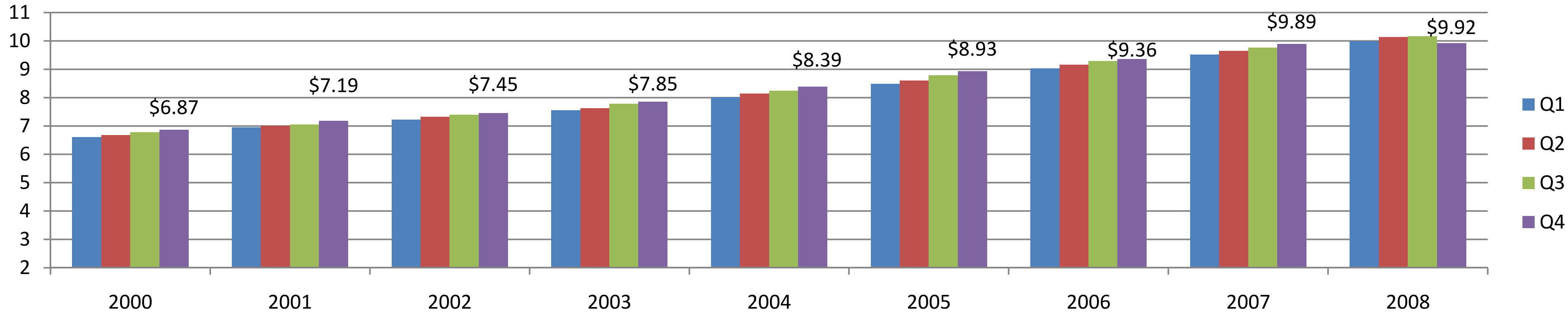
Manufacturing and non-manufacturing activity are generally viewed as an indication of current economic conditions. The brisk decline in manufacturing appears to have leveled-off with Q1 2009 PMI remaining in the mid-30s (PMI 50 is considered the manufacturing economy breakeven point). None of the 18 manufacturing industries reported growth in March while five of the 18 manufacturing industries expect to benefit somewhat from the Federal stimulus package. Non-manufacturing activity has contracted for six consecutive months; the only industry reporting growth in March (based on NMI) is Real Estate (rental and leasing). *Source: Institute for Supply Management*

Macroeconomic Indicators: Total Retail Sales (Q1 2007 to Q1 2009 - $ Billions)



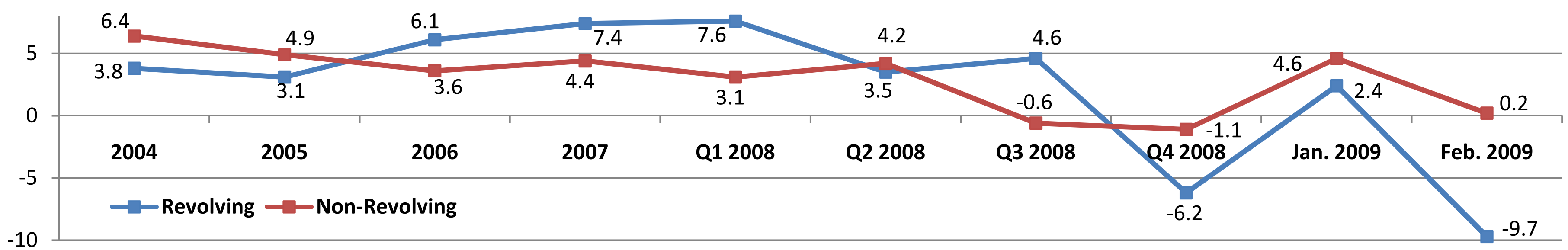
Total retail sales are a measure of all goods sold by retailers based on a sampling of different types and sizes of stores. US retail sales most likely rose in the 1st quarter of 2009 on the back of tax refunds and money from President Barack Obama's stimulus plan, giving American consumers a temporary lift. This indicator, along with others in this report, are at extremely low levels as compared to years of recent data; rather than being consistent with a recovery, they are showing that activity is no longer in a freefall as it was in 4Q 2008. *Q3 2008 data forward are estimates. Source: US Census Bureau*

Macroeconomic Indicators: Consumer Spending (2000 to 2008 - $ Trillions)

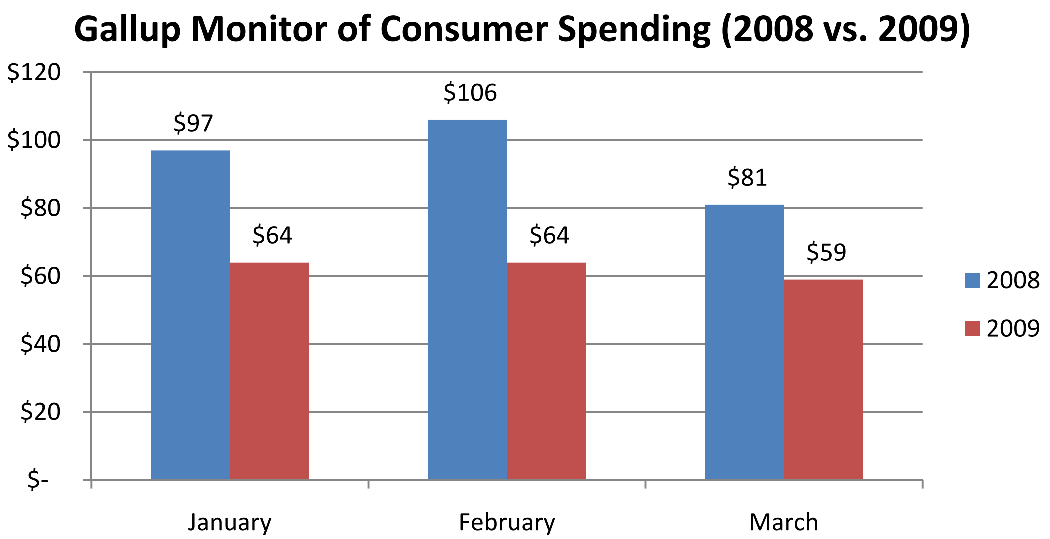


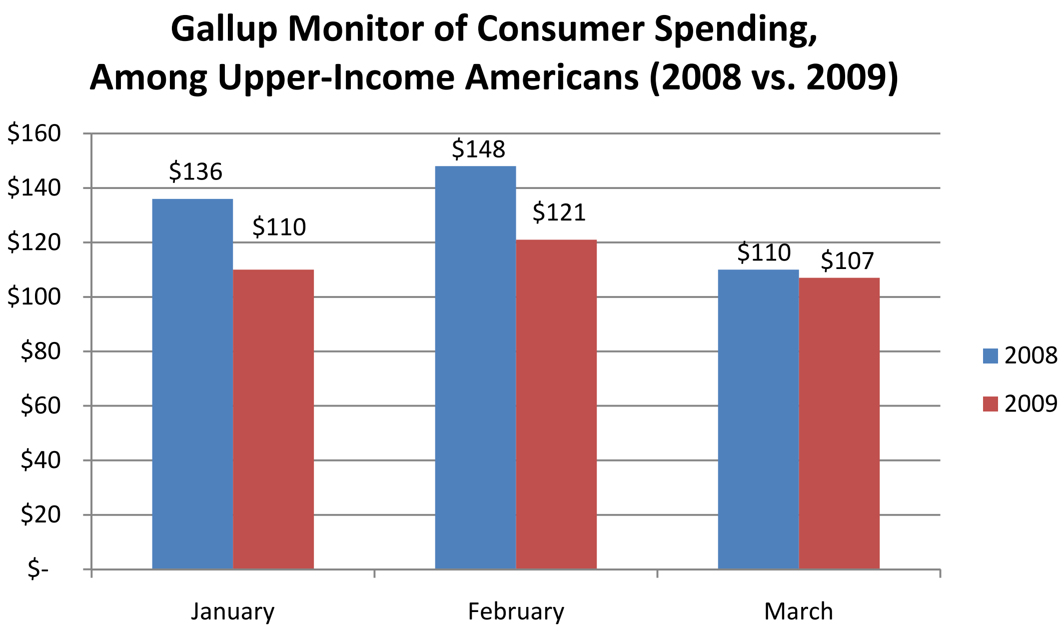
Consumer spending (shown at seasonally adjusted annual rates) accounts for about 70 percent of U.S. economic activity – this includes all funds spent on goods and services targeted for individual consumption. Consumer spending fell at an annual rate of 4.3 percent in the final quarter of 2008 and was the major factor pushing overall economic activity down by 6.3 percent during that period. The 4th quarter decline in consumer spending puts pressure on all aspects of the payments industry as revenues are derived from fees associated with processing payments for goods and services. Consumer spending rose 0.2 percent in February after climbing 1 percent in January, breaking a six-month string of declines (not included in chart). *Q4 data labeled only. Source: US Department of Commerce*

Macroeconomic Indicators: Consumer Credit (2004 to 2009 - Revolving & Non-Revolving)



The outstanding balances on Americans' credit cards shrank by almost 10 percent in February, the largest decline since 1978. According to the Federal Reserve's monthly report on consumer credit, $7.8 billion in revolving credit balances disappeared in February, an annual rate of negative 9.7 percent. Non-revolving credit balances increased at an annual rate of 0.2 percent in February. Revolving credit as defined by the Fed is comprised principally of credit cards, while non-revolving credit includes automobile loans and all other loans not included in revolving credit, such as loans for mobile homes, education, boats, trailers, or vacations. These loans may be secured or unsecured. In December, the Fed said that revolving debt shrunk at an annual rate of 8.2 percent, sending the total contraction for the fourth quarter to negative 6.2 percent. Although there was an uptick in January – a 2.4 percent expansion – credit card debt is trending lower. *Source: US Federal Reserve*

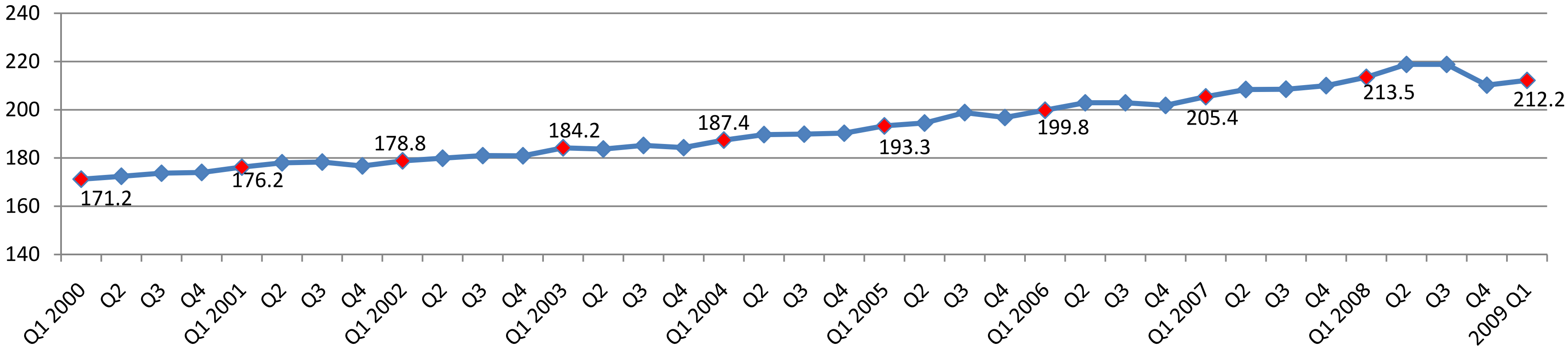




From Gallup.com:
"Americans' self-reported spending in stores, restaurants, gas stations, and online averaged $59 per day during March -- a new 15-month low, down slightly from $64 during both January and February but also down 27% from $81 in March 2008. Daily spending among upper-income consumers averaged $107 during March -- also a new low.

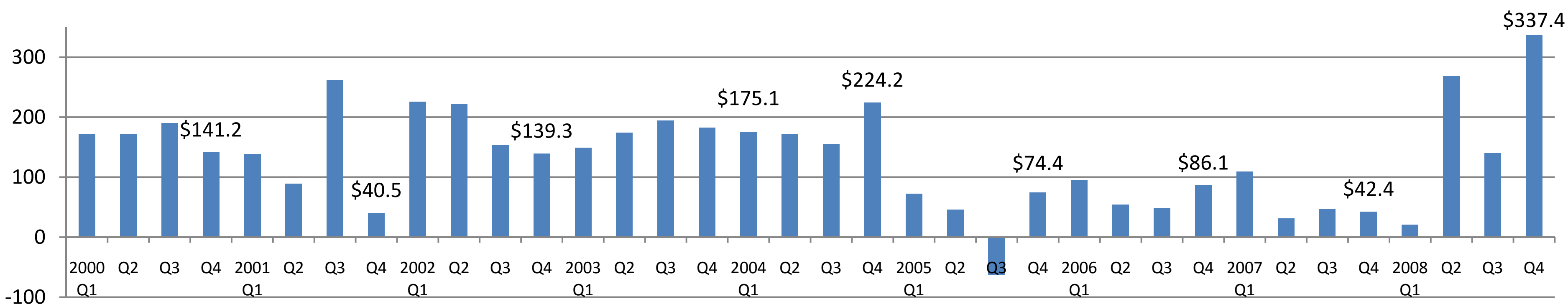
Spending patterns among the upper-income group differ from overall consumer spending patterns, in that the short-term decline in March was larger (down 12% from $121 in February) but the long-term decline was smaller (down 3% from the $110 daily average of a year ago). Of course, this smaller year-to-year decline was at least in part the result of a sharp decline in year-ago comparables. Essentially, spending, excluding big-ticket items, appears to be stabilizing, but at its lowest levels of the past 15 months." *Source: Gallup Poll Daily Tracking*

Macroeconomic Indicators: Consumer Price Index (2000 to 2009)



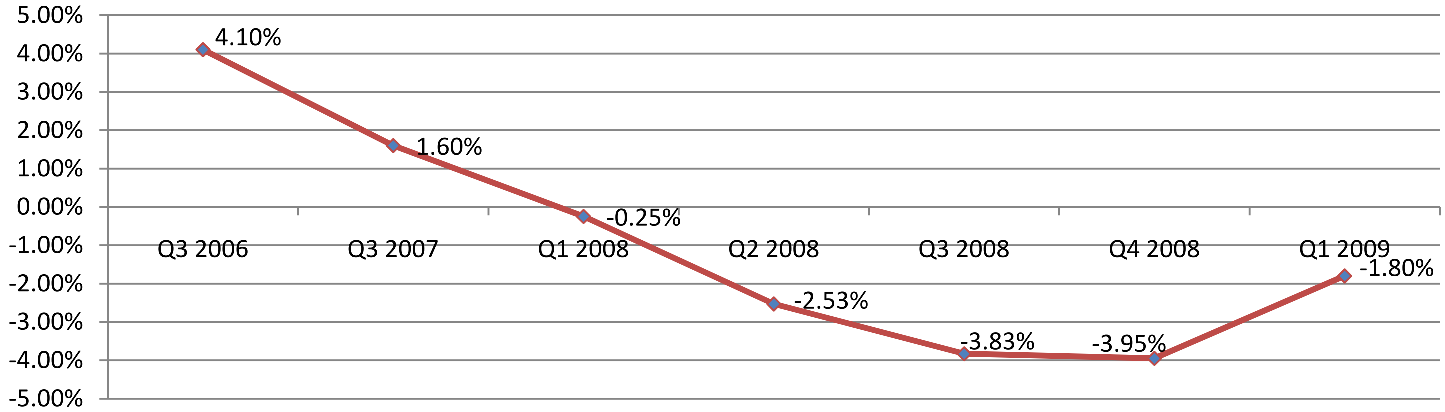
The Consumer Price Index produces monthly data on changes in the prices paid by urban consumers for a representative basket of goods and services. The most recent data showed large decreases in prices for goods in the transportation (-11.0%) and energy (-18.5%) sectors over the past year ending in February. The largest increase in prices over the past year were seen in the food and beverage sector (+4.7%) and in the education and communication sectors (+3.6%) *2009 Q1 data through February. CPI displayed per end of quarter. Source: US Department of Labor*

Macroeconomic Indicators: Personal Savings Rate (2000 to 2008 - $ Billions)



As personal savings rates increase, consumer spending will decrease. This will lead to decreases in revenues for retailers which could cause some processors to look to new sources of revenue as interchange revenues slow down. As long as consumer confidence remains weak, spending likely will not increase. High unemployment also creates downward pressure on spending. *Source: US Bureau of Economic Analysis*

Microeconomic Indicators: US Retail Sales - Same Store (2006 to 2009)

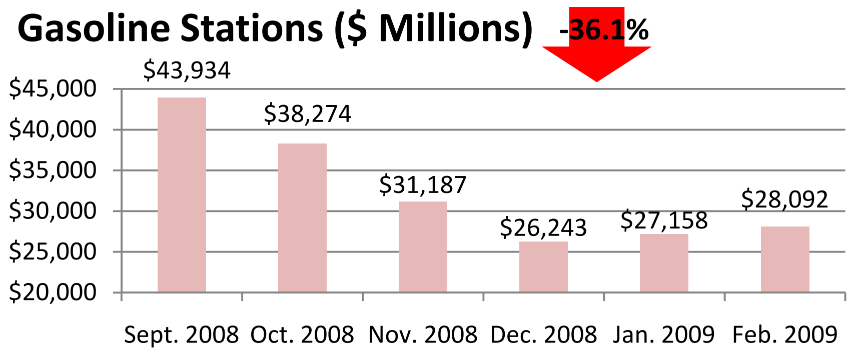


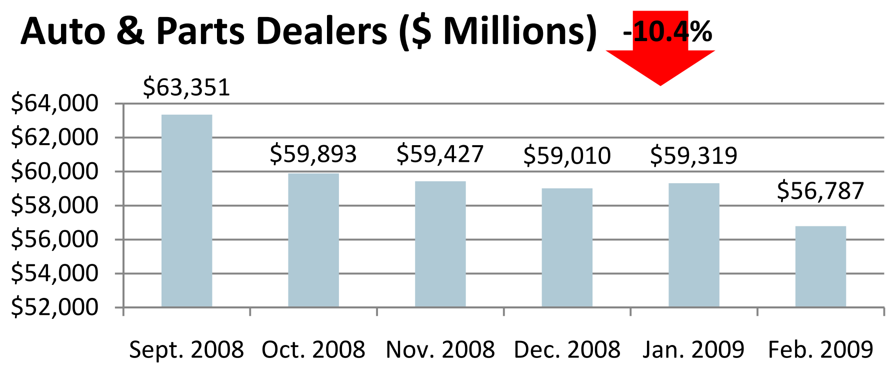
Same store sales growth (based on random sample of 5,000 retail and food service firms) has been declining at a fairly fast pace due to job losses and increases in savings rates. This could also be a result of over expansion by retailers as well, which could be taking sales away from their older stores. *Q3 2008 data forward are estimates; Q1 2009 data is for February 2009 only. Sources: US Census Bureau, Listed Company Press Releases*

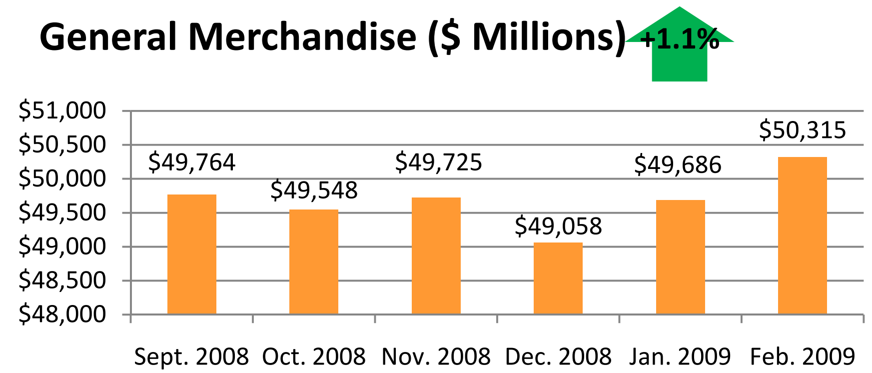
Microeconomic Indicators: Selected Same Store Sales & Overall Sales Growth (March 2009 - US only)

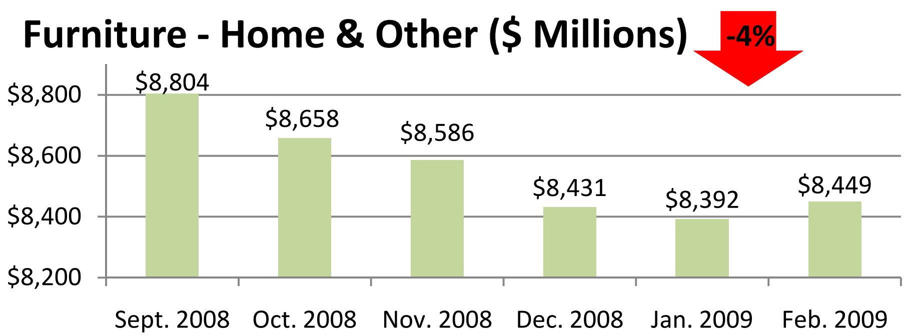
Company	Same Store Sales Growth (March)	Overall Sales Growth (March)	Overall Sales ($ Millions) (March)	Company	Same Store Sales Growth (March)	Overall Sales Growth (March)	Overall Sales ($ Millions) (March)
Wal-Mart (US, excluding fuel)	0.60%	2.60%	$23,800	**Stein Mart**	-1.40%	-2.4%	$135.3
Target	-6.30%	-2.30%	$5,543	**Hot Topic**	7.10%	10.6%	$70.5
Costco	-5.00%	-3.00%	$6,390	**Kohl's**	-4.30%	0.50%	$1,433
Walgreens	1.50%	6.80%	$5,460	**JC Penny**	-7.20%	-5.40%	$1,460
Rite Aid	-0.70%	-2.3%	$1,996	**Neiman Marcus**	-29.00%	-28.60%	$307
Macy's	-9.20%	-9.80%	$1,930	**American Eagle**	-16.0%	-9.00%	$242.6
TJ Maxx	2.00%	0.00%	$1,730	**Dillard's**	-19.00%	-21.00%	$490.1
Gap	-8.00%	-6.00%	$1,290	**Ross**	3.00%	8.00%	$682
Abercrombie & Fitch	-34.00%	-29.00%	$235.0	**Nordstrom**	-13.50%	-10.00%	$674
Aéropostale	3.00%	13.00%	$160.5	**BJ's**	-0.10%	1.70%	$870
Sak's Fifth Avenue	-23.60%	-24.2%	$209.0	**Macy's**	-9.2%	-9.8%	$1,900

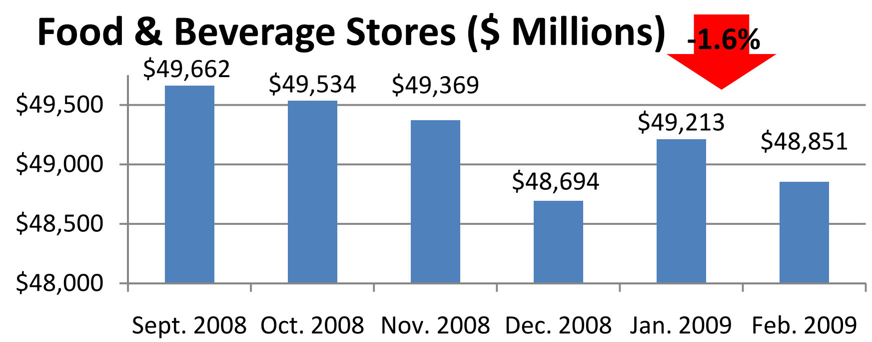
Retail sales by selected industries show percentage growth or retraction for each category from September 2008 to February 2009 (red or green arrow). It is apparent that payments companies focusing on merchants in the automobile and gasoline sectors will need to make adjustments in strategy due to the drastic drop in retail sales in these industries. *Source: US Census Bureau*





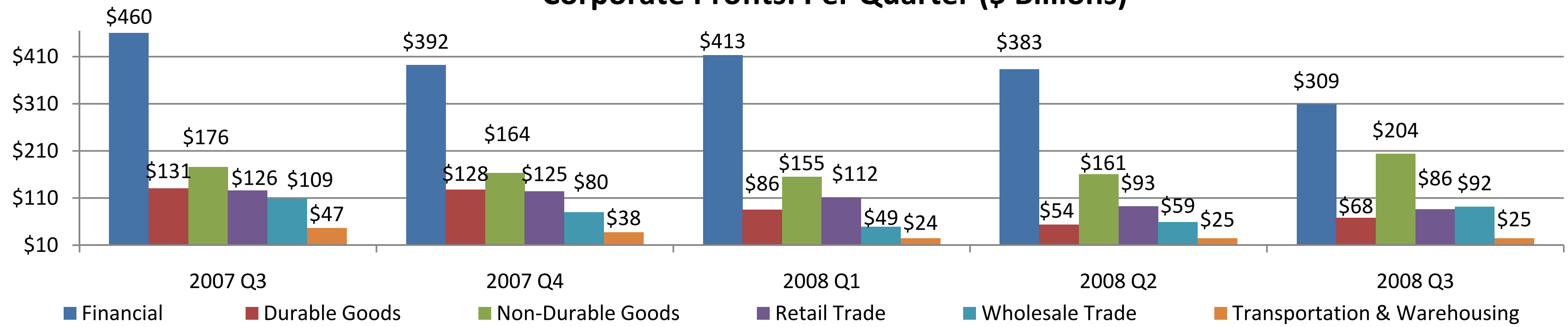






Microeconomic Indicators: Corporate Profits (Q3 2007 to Q3 2008)

Corporate Profits: Per Quarter ($ Billions)



Corporate Profits: Growth/Retraction Rate by Quarter

Sector		+/-		+/-		+/-		+/-	
Financial *Growth/Retraction Rate*	2007 Q3	-14.8%	2007 Q4	+5.4%	2008 Q1	-7.3%	2008 Q2	-19.3%	2008 Q3
Durable Goods *Growth/Retraction Rate*	2007 Q3	-2.3%	2007 Q4	-32.8%	2008 Q1	-37.2%	2008 Q2	+25.9%	2008 Q3
Non-Durable Goods *Growth/Retraction Rate*	2007 Q3	-6.8%	2007 Q4	-5.5%	2008 Q1	+3.9%	2008 Q2	+26.7%	2008 Q3
Retail Trade *Growth/Retraction Rate*	2007 Q3	-.8%	2007 Q4	-10.4%	2008 Q1	-17%	2008 Q2	-7.5%	2008 Q3
Wholesale Trade *Growth/Retraction Rate*	2007 Q3	-26.6%	2007 Q4	-38.8%	2008 Q1	+20.4%	2008 Q2	+55.9%	2008 Q3
Transportation & Warehousing *Growth/Retraction Rate*	2007 Q3	-19.1%	2007 Q4	-36.9%	2008 Q1	+4.2%	2008 Q2	+/- 0%	2008 Q3

States Ranked by # Foreclosure Filings 2008: % of Total Housing Units

Rank	State	% of Housing Units (Foreclosure Rate)	% Failed Banks/ Receiving TARP
1	Nevada	7.29%	0.91%
2	Florida	4.52%	3.63%
3	Arizona	4.49%	0.18%
4	California	3.97%	13.43%
5	Colorado	2.41%	1.27%
6	Michigan	2.35%	1.81%
7	Ohio	2.25%	2.72%
8	Georgia	2.20%	4.17%
9	Illinois	1.91%	4.90%
10	New Jersey	1.80%	2.72%
11	Indiana	1.67%	2.18%
12	Tennessee	1.65%	2.72%
13	Utah	1.65%	1.09%
14	Massachusetts	1.64%	1.81%
15	Connecticut	1.53%	0.73%
16	Virginia	1.52%	3.63%
17	Rhode Island	1.46%	0.36%
18	Maryland	1.41%	3.45%
19	Idaho	1.38%	0.73%
20	Missouri	1.19%	3.63%

Top 20 States:
2,655,368 Foreclosures in 2008

Total US Foreclosure Filings in US:
3,157,806 in 2008

Top 20 States:
84% of US Foreclosures in 2008

Failed Banks: 2008/2009 (By State, updated 4/15/09)

Bank	State	Date
ANB Financial	AR	5/9/2008
County Bank	CA	2/6/2009
Alliance Bank	CA	2/6/2009
1st Centennial Bank	CA	1/23/2009
PFF Bank and Trust	CA	11/21/2008
Downey Savings and Loan	CA	11/21/2009
Security Pacific Bank	CA	11/7/2009
First Heritage Bank	CA	7/25/2008
IndyMac Bank	CA	7/11/2008
Colorado National Bank	CO	3/20/2009
New Frontier Bank	CO	4/10/2009
Riverside Bank of the Gulf Coast	FL	2/13/2009
Ocala National Bank	FL	1/30/2009
Freedom Bank	FL	10/31/2008
First Priority Bank	FL	8/1/2008
First City Bank	GA	3/20/2009
Freedom Bank of Georgia	GA	3/6/2009
FirstBank Financial Services	GA	2/6/2009
Haven Trust Bank	GA	12/5/2008
First Georgia Community Bank	GA	12/5/2008
The Community Bank	GA	11/21/2009
Alpha Bank and Trust	GA	10/24/2008
Integrity Bank	GA	8/29/2008
Heritage Community Bank	IL	2/27/2009
Corn Belt Bank and Trust Co	IL	2/13/2009

Bank	State	Date
National Bank of Commerce	IL	1/16/2009
Meridian Bank	IL	10/10/2008
TeamBank National	KS	3/20/2009
The Columbian Bank and Trust	KS	8/22/2008
Suburban Federal Savings Bank	MD	1/30/2009
Main Street Bank	MI	10/10/2008
First Integrity Bank	MN	5/30/2008
Hume Bank	MO	5/7/2008
Douglass National Bank	MO	1/25/2008
Cape Fear Bank	NC	04/10/2009
Sherman County Bank	NE	2/13/2009
Security Savings Bank	NV	2/27/2009
Washington Mutual Bank	NV	9/25/2008
Silver State Bank	NV	9/5/2008
First National Bank of Nevada	NV	7/25/2008
Miami Valley Bank	OH	10/4/2008
Silver Falls Bank	OR	2/20/2009
Pinnacle Bank of Oregon	OR	2/13/2009
Sanderson State Bank	TX	12/12/2008
Franklin Bank	TX	11/7/2008
MagnetBank	UT	1/30/2009
Washington Mutual Bank	UT	9/25/2008
Bank of Clark County	WA	1/16/2009
Ameribank	WV	9/19/2008

Banks & TARP:
273 of the 503 (54%) banks that received TARP money are located in the Top 20 Foreclosure States

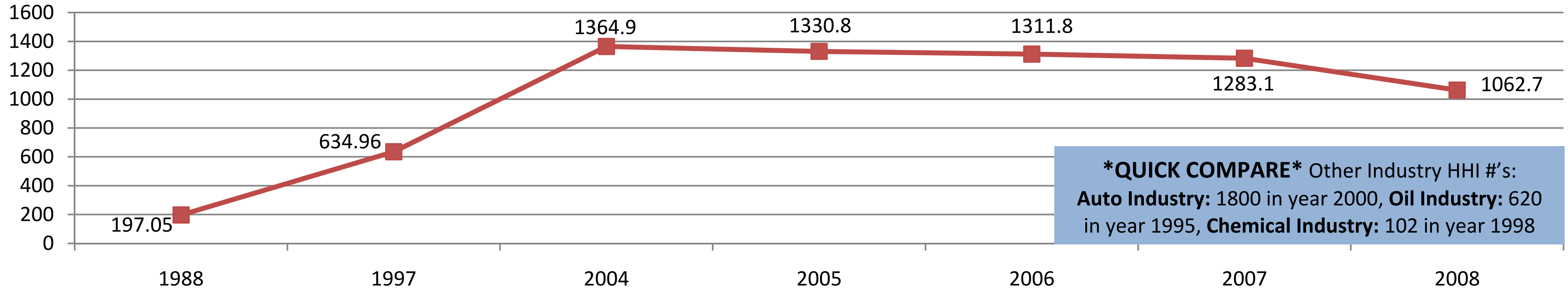
Failed Banks Location:
76% in Top 20 Foreclosure States

Payments Indicators: Payments Companies – One Year Change in Value Measures (March 2008 to March 2009)

	MasterCard	Discover Network	Alliance Data	TSYS	global payments	Heartland Payment Systems	*Average*
Multiples							
P/E ratio							
Mar-08	22.75	14.23	17.34	17.66	18.30	23.97	19.04
Mar-09	19.21	3.38	13.38	11.07	14.04	7.34	11.51
Yr/Yr Change	*-16%*	*-76%*	*-23%*	*-37%*	*-23%*	*-69%*	-40%
EV/EBITDA							
Mar-08	19.53	1.14	7.42	8.74	8.78	6.86	10.27
Mar-09	9.39	N/A	7.65	5.66	6.61	3.8	6.62
Yr/Yr Change	*-52%*	*N/A*	*3%*	*-35%*	*-25%*	*-45%*	-35%
EV/Revenue							
Mar-08	6.33	0.25	1.88	2.55	2.10	0.60	2.29
Mar-09	3.88	-1.87	2.24	1.42	1.59	0.21	1.25
Yr/Yr Change	*-39%*	*-113%*	*19%*	*-44%*	*-24%*	*-65%*	-46%
Growth Rates							
Revenue							
Q1 07 / Q1 08	29%	17%	-9%	7%	19%	19%	13.86%
Q1 08 / Q1 09	-2.71%	22.43%	-1.86%	3.96%	26.40%	10.35%	9.76%
EPS							
Q1 07 / Q1 08	65%	2%	5%	7%	5%	35%	19.87%
Q1 08 / Q1 09	-11.19%	-50.00%	10.00%	3.23%	10.00%	0.00%	-6.33%

*Averages include only those companies that have measures in both years.
*Enterprise Value divided by Earnings Before Interest, Taxes, Depreciation, and Amortization. Enterprise value is market cap plus debt, minority interest and preferred shares, minus total cash and cash equivalents.
* 2009 Enterprise Value multiples and Growth rates are calculated using estimates from Valueline Investment Survey and Yahoo Finance
* EBITDA and EPS numbers used exclude non-recurring items
* Visa, First Data and Metavante excluded as they were not public over total period examined

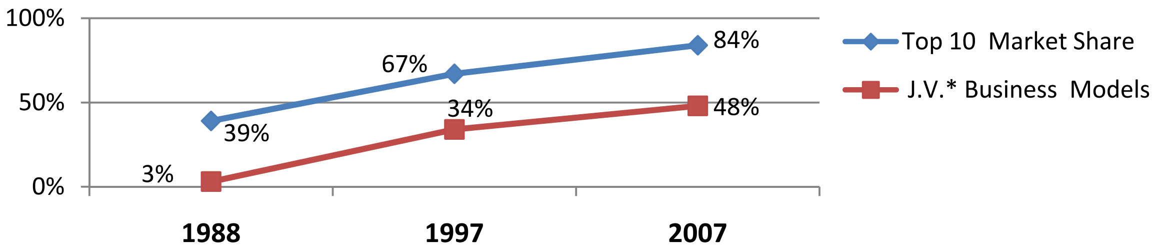
Payments Indicators: Herfindahl Hirschman Index (1988 to 2008)

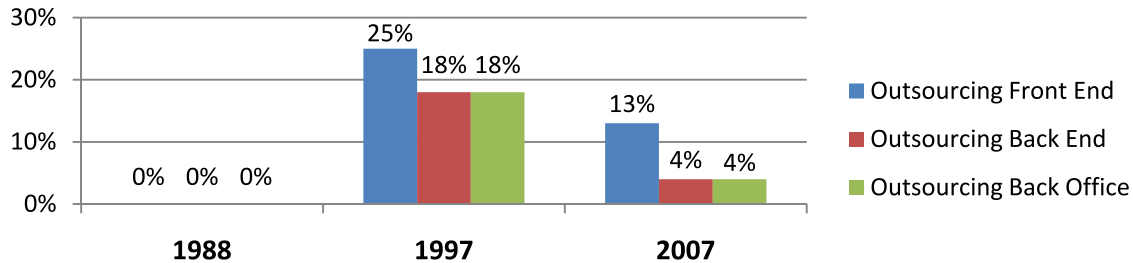


QUICK COMPARE Other Industry HHI #'s: **Auto Industry:** 1800 in year 2000, **Oil Industry:** 620 in year 1995, **Chemical Industry:** 102 in year 1998

The HHI index is a measure of the competitiveness in an industry. It is calculated by summing the squared market shares of the top firms in an industry. This HHI chart specifically compares the Top 100 acquirers in the payments industry. A measure of 10,000 would indicate a monopoly while smaller measures indicate increased competition. The rise in HHI from 1988 to 2004 shows consolidation in the industry, specifically in with regard to the top acquirer's card volume market share. From 2004 to 2008, the drop in HHI results from smaller acquirers gaining market share as these companies have been more successful in establishing a foothold in the industry. *Source: The Strawhecker Group*

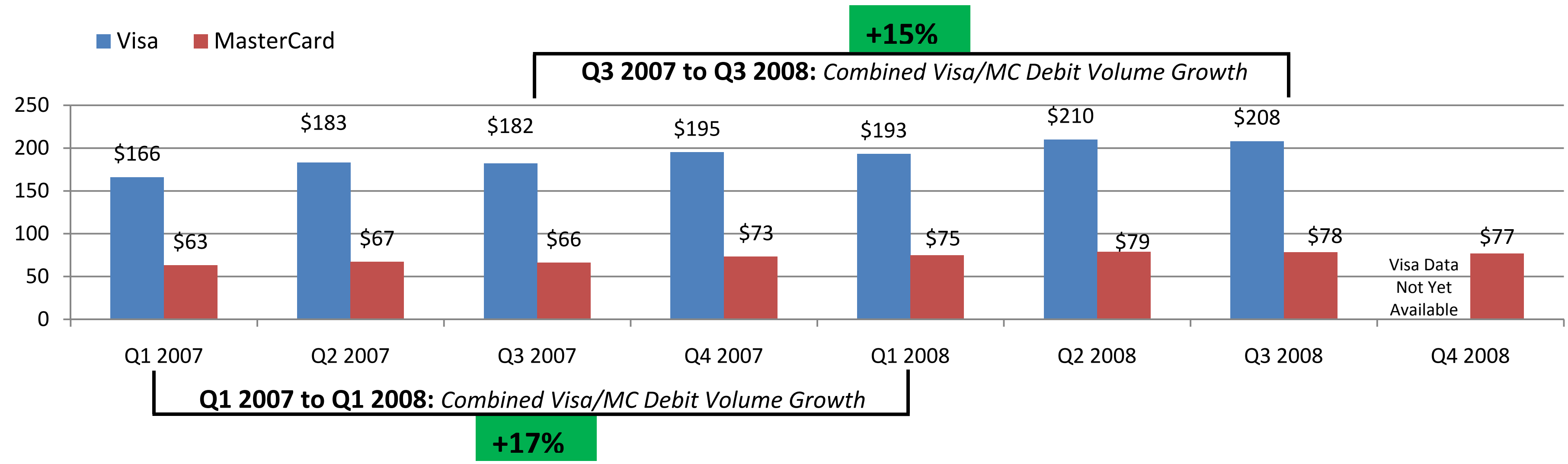
Payments Indicators: In House & Outsourcing Trends (1988 to 2007)



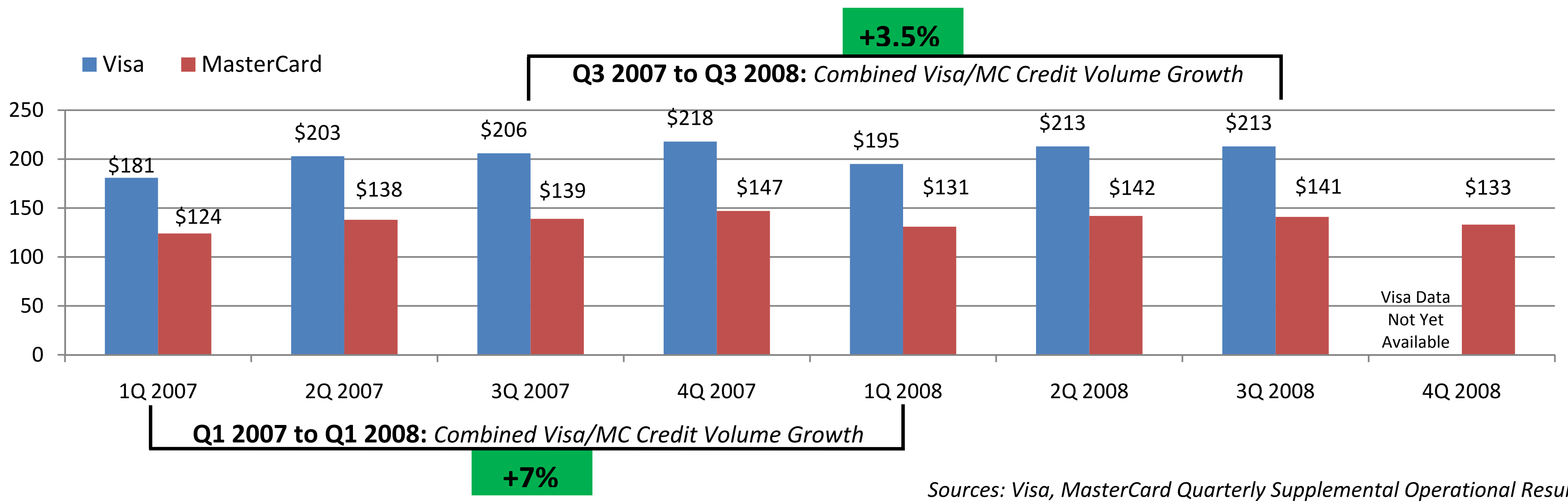


This data illustrates the trends of consolidation in the acquiring arena of the payments industry. In 1988, the top 10 acquirers controlled only 39% of the market while they had 84% market share in 2007 (top left graph). Joint venture business models have also increased along with a shift back to in-house functionalities (bottom left graph). These trends indicate consolidation in the payments industry which coincides with the activity in the HHI index. *Source: The Strawhecker Group*

Payments Indicators: Visa/MC Debit Card Purchase Dollar Volume (2007 to 2008 - US Only - $ Billions)

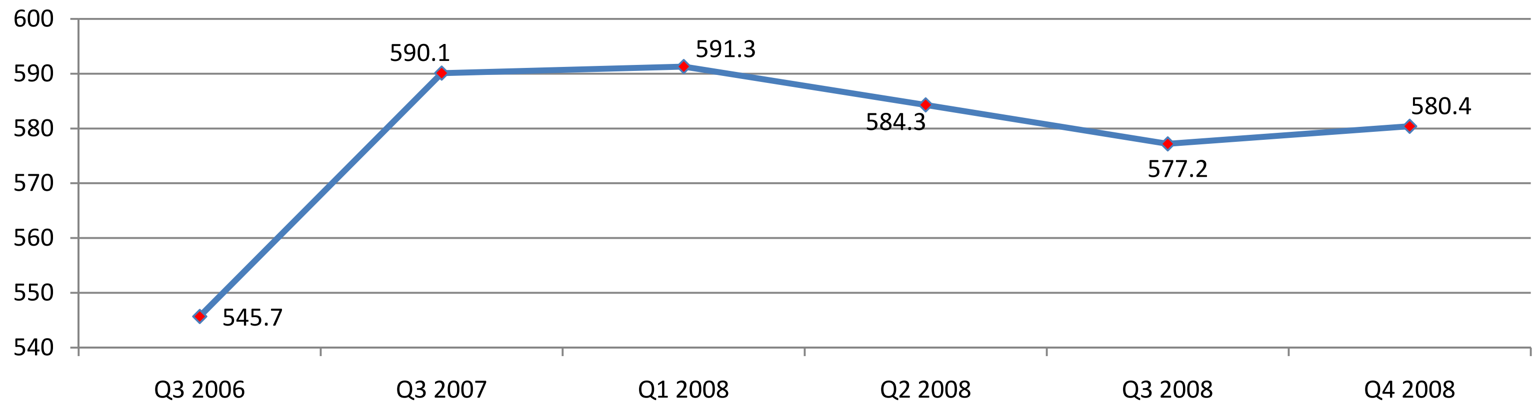


Payments Indicators: Visa/MC Credit Card Purchase Dollar Volume (2007 to 2008 - US Only - $ Billions)



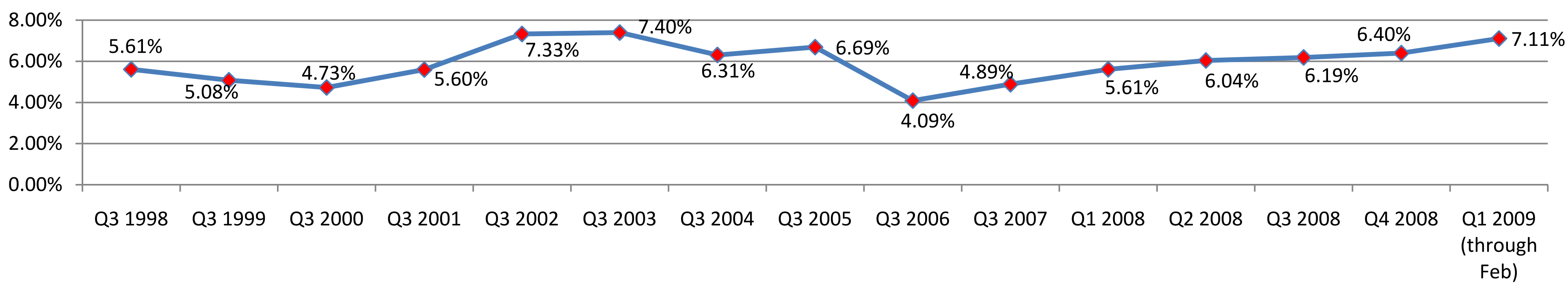
Sources: Visa, MasterCard Quarterly Supplemental Operational Results

Payments Indicators: Issuer Gross Accounts (Q3 2006 to 2008 - # millions)



Issuer gross accounts have experienced a slight uptick recently. This could be a result of holiday spending at the end of the year. Current interest rates would encourage business on the issuing side; however, previously discussed data shows consumers are more reluctant to use credit. Federal efforts such as the TALF program are aimed at increasing credit card lending, though it has yet to be implemented. *Source: CardData*

Payments Indicators: Credit Card Charge-off Rates (Q3 1998 to 2009)



Credit card charges-off rates have been increasing steadily over the last few quarters. This could be a result of multiple factors including increases in competition among issuers (causing them to take more risk), and too much debt on the consumer side, now taking its toll due to current economic conditions. Unemployment can be a major factor in charge-off rates which would indicate further increases in the future. Recent drops in issuer card portfolio yields also display the effects of charge-off rates. *Source: CardData*

About ETA

The Electronic Transactions Association (ETA) is an international trade association representing companies who offer electronic transaction processing products and services. The purpose of ETA is to influence, monitor and help shape the merchant acquiring industry by providing leadership through education, advocacy and the exchange of information.

ETA's membership spans the breadth of the payments industry, from financial institutions to transaction processors to independent sales organizations (ISOs) and equipment suppliers.

More than 500 companies worldwide are members of ETA. Please visit www.electran.org for more information.

About The Strawhecker Group

The Strawhecker Group (TSG) is a management consulting company focused on the merchant acquiring sector of the Payments Industry. The company specializes in providing financial institutions, acquirers, card associations, ISOs, processing companies and the investment community with advisory services to maximize their growth and profitability. TSG is also a resource of merchant acquiring industry research, benchmark studies and developing trends.

The Strawhecker Group is composed of seasoned veterans of the payments industry. Both Partners and Associates of the firm have held key senior management positions at leading industry companies including First Data Corporation, ICVerify, CyberCash, Humboldt Merchant Services, RBS Lynk, Cardservice International, iPayment, ClearCommerce as well as other top financial institutions and ISOs.

Over the last two years, TSG has provided services to 30 of the top 40 U.S. Acquirers and has completed over 250 projects for more than 150 different clients. Please visit www.thestrawgroup.com for more information.