

# Winning Insight **Investor Presentation** March 2013

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As usual, we will make statements during the presentation which are forward looking. Our 10Ks, 10Qs and other SEC documents outline the risks associated with these statements and we encourage you to review them.

We also incorporate non-GAAP financial measures in this presentation. A reconciliation of those measures to the most directly comparable GAAP measure is available on our website at <u>www.equifax.com</u> in the Investor Center. You can also reach the same information by clicking on the link included for those sections which discuss these non-GAAP measures.

**GAAP/Non-GAAP** Reconciliation

### To be the trusted provider of information solutions that empower our customers to make critical decisions with greater confidence.

### EQUIFAX<sup>®</sup>

### **Our Business Model**



### We have developed critical competencies that will continue to have great leverage and opportunity



Total Year 2012







\* Excludes Brazil which was deconsolidated in Q2, 2011

\*\*Excludes \$3.7M of severance expense in Q3

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### EQUIFAX"

### A Strong International Franchise in Key Growth Markets





#### Decision-making in businesses is becoming more knowledge intensive

- Competition for customers is more intense
- Consumers are more selective
- Markets evolving toward one-to-one interaction across multiple channels
- > Technology greatly facilitates access to large volumes of data for real time decisioning
  - Able to process large amounts of data and complex algorithms in real time
  - Increasing efficiency
- Benefits of more accurate decisions have a very high value proposition
- Information solutions represent a long term, sustainable growth opportunity
  - End market growth through greater share of wallet
  - New data sources broaden applications and increase value of installed solutions
  - Becoming more embedded in clients' operations
  - Penetrating new customer segments insurance, healthcare

### EQUIFAX<sup>®</sup>

### Being a Leader in Unique Data Assets Fuels Innovation



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### EQUIFAX"





### NPI Is A Proven Lever for Our Organic Growth



Adds 2-3% of Growth

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### **USCIS New Product Revenue**



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### Markets which have driven recent growth

- Mortgage
- Telco
- Auto
- United Kingdom & Spain
- Costa Rica

## Markets which are expected to drive future growth

- Insurance
- Fraud
- Government
- International Telco
- Russia
- India
- Brazil



M&A activity encompasses a balanced portfolio addressing short, medium and long-term growth opportunities



Strategic acquisition focus

- Unique data
- Geographic expansion
- Analytics
- Decisioning technology
- Scaling existing operations

### Acquisitions deliver 1–2% of annual revenue growth

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### Execution of Strategy Delivers Solid Growth



\*Revenue (\$ millions), excluding Brazil and Divested Operations \*\* Excludes income tax benefit from CSC Credit Services acquisition



### **Operating Margins Are Improving**



\*Note: 2012 Operating Margin excludes pension adjustment

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Strong Cash Flow Supports Investment for Organic Growth, M&A, and Cash Returns to Shareholders



### Equifax Strategy Drives Attractive, Multi-year Growth



The five business units are expected to drive 6–8% in organic growth from core market growth and their strategic growth initiatives. With an additional 1–2% from strategic acquisitions, total long-term revenue growth is expected to be 7–10%.

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### **Delivering Strong Organic Growth**



\* Mortgage market growth is based on both internal and external data on total market activity. The external market data is subject to revision in subsequent periods and is used to update our growth analyses.

Long Term Revenue Growth (CAGR)	7-10%
Contribution from	
- Margin Improvement	1%
- Financial Leverage (share repurchase/debt reduction)	<u>2%</u>
Cash EPS Growth <sup>1</sup>	10-13%
Dividend Yield	<u>1.5-2%</u>
Consistent Annual Shareholder Returns <sup>2</sup>	11.5-14.5%

<sup>1</sup>Excludes any impact from changes in income tax rates

<sup>2</sup>Excludes impact of valuation multiple expansion or contraction



**)** Revenue Growth

10 – 12 %

26 – 27% **)** Operating Margin

> Adjusted EPS Growth

\$3.56 -- \$3.64 21 – 24%



Premier provider of critical decisioning solutions Incorporating unique data and advanced analytics

Broad and diverse customer base with increasing demand for high value decisioning tools

Product offerings heavily integrated into customers' daily operating activities

Transaction driven business model with strong operating leverage

Consistent financial performance delivering stable revenue growth, strong operating margins, and high levels of free cash flow

Strong management discipline – new product innovation, LEAN, strategic acquisitions, focused growth initiatives

Commitment to shareholders – share buyback & dividends



### **Results in Consistent Outperformance Across Business Cycles**





Source: Thomson Reuters





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### **Equifax Generates Strong Free Cash Flow**



Note: Reported Net Income; Free Cash Flow is Reported Cash from Operations less Capital Expenditures

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	Multi-Year Outlook
Organic Revenue Growth Inorganic Growth	6-8% 1-2%
Operating Margin	+25 bps/year
Adjusted EPS Growth Dividends	10% - 13% 25% - 35% of Net Income
Free Cash Flow Conversion <sup>1</sup> Adjusted ROIC <sup>2</sup>	120% - 150% >15%

Note:1) Free Cash Flow / Net Income 2) Adjusted ROIC = Net Income (excluding Acquisition Amortization) / Average LT Debt & Shareholders Equity

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- > We are delivering strong, consistent growth
- > Our core competencies support continued growth and strong market position
  - Unique data assets
  - Data aggregation and management expertise
  - Analytical resources
  - Deep customer insight and strong domain expertise
  - Well established growth processes: Growth Playbook, NPI, 4G, EGI
- > Evolving strategy to changing market conditions
  - Access a broader array of data from customers and partners
  - Enhance analytics to drive insight from the data
  - Leverage innovation to create new avenues for growth
  - Expand global footprint

Our strategy is evolving as we build on our core competencies to go broader and deeper into the value chain of delivering world class decisioning tools.

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- > Leverage innovation in all of our served markets to drive incremental growth
- **)** Become a worldwide leader in analytics based decisioning tools
- **)** Become a worldwide competitor in ID Management
- Continue growing the active records in The Work Number database
- > Expand and further develop international footprint; maintain strong market positions
- > Achieve consistent, above average revenue growth
- Leverage world class process management discipline to support sustainable, above average operating margins



- Generates additional \$0.45-\$0.50/share of adjusted EPS
- Contributes \$110–\$115M EBITDA
- Adds \$115–\$125M of revenue
- > Expands Equifax margins
- Allows team to focus on innovation, not managing the relationship
- Opportunity to leverage process improvement expertise
- > Very limited revenue synergies assumed

### **EQUIFAX**<sup>®</sup>

### NPI Activity Is Diverse and Deeply Imbedded In BU Strategies



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USCIS leverages a diverse and broad-based portfolio of data assets to address a wide range of customers' analytic and decisioning needs across a very diverse end user customer base.



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### Improve Cross-Product Penetration for Mid-Mkt FIs



### EQUIFAX

Delivering insights into a consumer's assets, income statement and liabilities like no one else can is core to our strategy



Protect "the core" while delivering differentiation through unique data, analytics and technology

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- **)** Expansion in key markets
- Increased penetration of Decision 360 initiatives
- Recognized leader in identity authentication/management
- > Superior decisioning solutions leveraging proprietary analytical driven insights

Multi-year organic growth 5–7%

Expanded operating margins

NACS uses it's unique data sources, expertise in the small and medium business market and advanced analytics to provide customers solutions that help them grow their business intelligently


### **EQUIFAX**<sup>®</sup>



Providing Advanced Analytics to power decision-making at top-tier financial institutions

- Next Generation Risk
  Scores
- > Early Default Scores



Delivering business risk process management to broad range of industries

- > QTC Advantage
- Enhanced business linkage



Leveraging broad range of enterprise capabilities to enhance customer experience

- Linking Equifax consumer identity with Equifax commercial identity
- > Enterprise sales model

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Use unique assets and competencies...

- Core credit data: Focus on credit data for small and medium businesses
- International credit data: Delivery of current credit reports for companies in over 50 countries
- Analytics: NPI to penetrate key verticals
- Business lending industry trends: Trended data for lending

...to penetrate key markets...

- Financial Services: Leverage strong relationships within banking and SBFE
- Telecommunications: Continue to diversify position with analytics and marketing solutions
- Manufacturing: Credit decisioning platform
- Other verticals: Transportation, Business Services

...through an enterprise channel

 Organize around the customer, leverage scale and reach to represent all of Equifax

 Significantly improve go-to-market through alignment of marketing, sales and the business units in critical vertical markets

Multi-year organic growth 6–10%

Expanded operating margins

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Work Force Solutions is building out the largest US based Employment and Income Repository - The Work Number Database – enabling two key business units.



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We have 80% of the employers with over 10,000 employees reporting and now have also gone down-market



The Work Number records market share % (non-farm, private and public)



### Building a Path to 240 Million Records





We will continue to penetrate originations and expand our presence along the lending value chain via analytic solutions and channel partners



Market penetration for The Work Number instant verifications in originations



- Solid, sustainable growth in TWN records
- Deeper penetration of Verification Services in USCIS customer base
- **)** Broaden markets served with Verification Services

Multi-year organic growth 7–9%

Expanding operating margins



# Personal Solutions Vision

We will empower people with the confidence and control to be their financial best



# <u>How</u>

Deliver unique personal financial and identity information

Offer **insights** about how that information impacts customers' lives

Engage customers in understanding their situation

Through the best customer experience





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International leverages enterprise growth initiatives, operational discipline, and new product innovation to drive growth and strong operating margins.



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# DATA 360 Strategy Diversifies & Broadens Growth Opportunities





- Increase Technology Services presence in Latin America, Canada, UK, & Spain
- Accelerate deployment of decisioning platforms in countries & regions Citadel & InterConnect
- Expand and enhance analytics capabilities in Latin America, Canada, UK & Spain
- Create new competencies in third party data (and technology) combined with Equifax data and solutions for enhanced insights for decision making
- > Expand presence in Telco

### EQUIFAX'

# Fraud Opportunity Is Broad Based



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- Focus on key market verticals Financial Institutions, Telco and SME
- > Leverage Technology and Analytical Services to deliver unique, high value solutions
- > Expand into new geographies

Multi-year organic growth 7–10%

Attractive and sustainable operating margins