



Investor Presentation March 2014



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 <a href="www.equifax.com">www.equifax.com</a> 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.

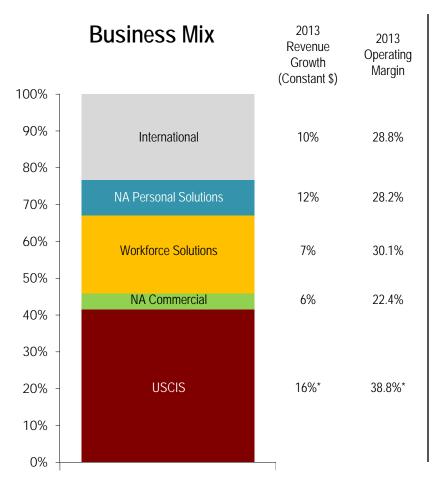
**GAAP/Non-GAAP Reconciliation** 



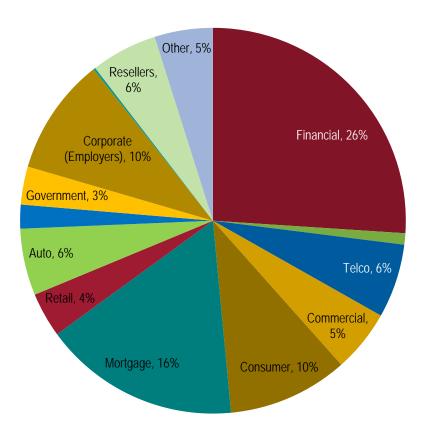
- Diverse portfolio of operating businesses and end user markets
- Strong global presence with a rich market franchise
- Increasing supply of and demand for information, combined with declining technology costs, creates continuing growth potential
- Resilient strategy/business model enabled through an intense focus on evolving customer needs
  - Growth from new products and penetration of new or underserved market segments
- Consistent & sustainable performance drive attractive shareholder returns ...
- ... and consistent outperformance in the equity market

# A Strong Portfolio of Businesses; Very Diverse Customer Base

**Total Year 2013** 



# Total Equifax - 2013

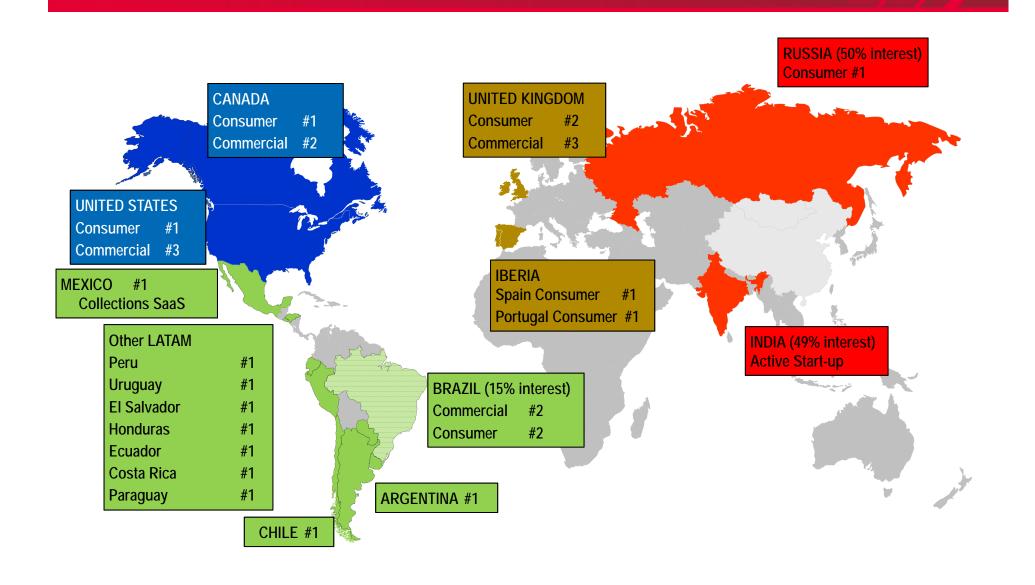


Note: Continuing operations basis

<sup>\*</sup> Excludes collection of certain 2012 reserved billings



# A Global Presence in Important Growth Markets





# Sound Business Fundamentals to Drive Long Term Growth

- Demand for information solutions is growing as decision-making becomes more knowledge intensive AND the benefits of more accurate decisions deliver above average ROI for the customer
  - Competition for customers is more intense
  - Consumers are more selective
  - Markets evolving toward one-to-one interaction across multiple channels
- Supply of information solutions is expanding as technology facilitates access to more types and larger volumes of data for real time decisioning at an increasingly lower cost
  - Different ways to apply or combine existing data
  - New sources of data becoming available (transaction data, social data, demographic data, etc.)



# 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



# To be the global leader in information solutions that creates unparalleled insights to solve customer challenges



# Across industries, businesses require deeper insight to solve complex challenges

- Acquiring the right customers
- Making the best offers
- Optimizing credit and risk decisions
- > Building stronger customer relationships
- Streamlining and speeding up processes
- Proactively detecting and managing fraud





# Insights:

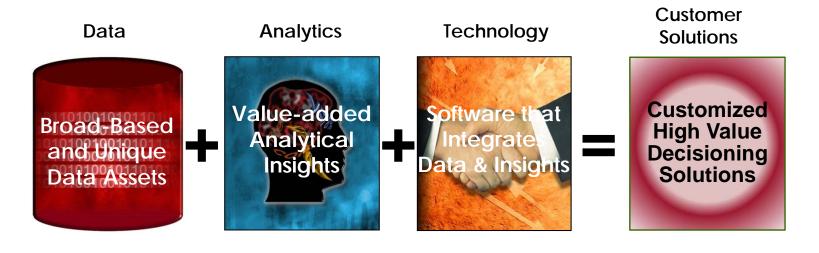
- Identify important, actionable opportunities for our customers
- Leverage our domain expertise, data, and analytics capabilities
- Focus on the "so what" for the customer

## Insight examples:

- Undisclosed Debt Monitoring
- **)** Employment Benchmarks
- Household Collateral Value
- Lost Auto Sales
- Cross-sell Triggers







Scores & Models Credit Optimization Banks Fin Inst's Bankruptcy Waterfalling Income **Employment** Delinquency Segmentation Mortgage Cos. Workflow Telco's Prepayment Wealth management **Event Risk Property** Auto Flexible Rules-Fraud Risk Telco/Utility Insurance based Engines **Fused Scores** Commercial Government

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



# We Are A Leader in Unique Data Assets



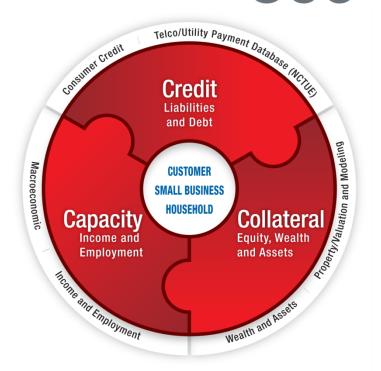




# **EQUIFAX** Enabling Customers to Operate Their Business More Efficiently



# Decision360



Core credit data

250M+ consumer credit files

Alternative data

184M+ consumers

Housing data

Property data and valuation models

Asset/wealth data

Over \$11T at the "microneighborhood" level

Tax return transcripts

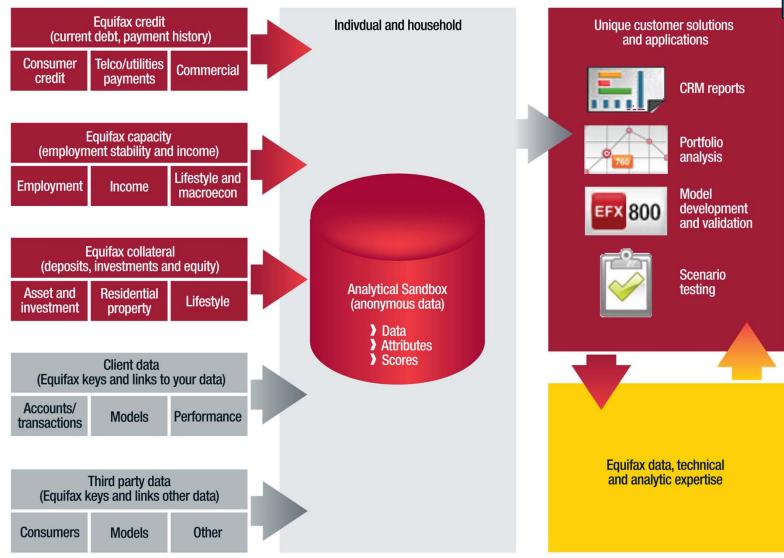
4506-T tax return data through IRS

Income and employment data

Over 56M active consumer records

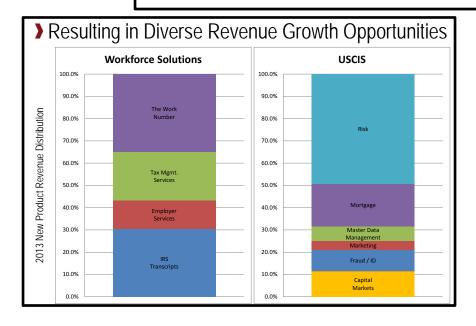
# **EQUIFAX**\* Investing in Infrastructure & Analytics to Drive High Value Insights

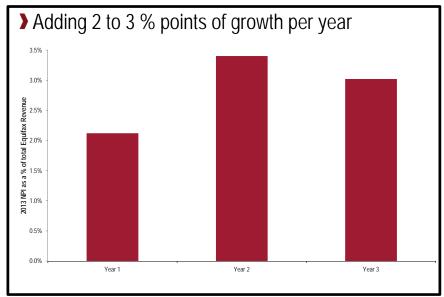






- A Well Established, Structured Discipline
  - Ideation
  - Flaboration
  - -Construction
  - -Launch
- Dedicated staff
- **)** Routine senior executive reviews & visible targets
- ▶ Drives 60 to 70 new product launches each year
- ▶ Delivering increasingly high-value decisioning insights to our customers







- New/underpenetrated Markets
  - Insurance
  - Government
    - Federal
    - State
  - Telco
    - Domestic
    - International
  - Auto

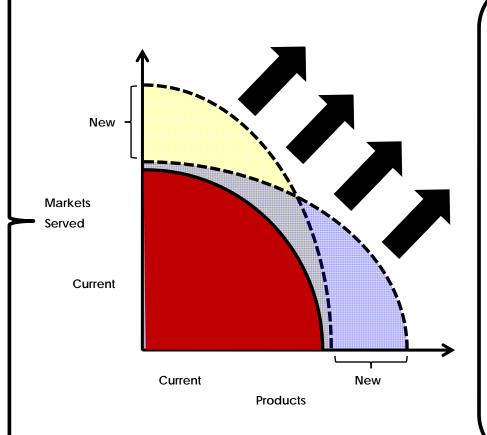
- New/High Growth End Use Segments
  - Analytic driven insights
  - Fraud detection/prevention
  - ID Authentication/Management
  - Marketing, segmentation, & pricing
  - Mobile commerce











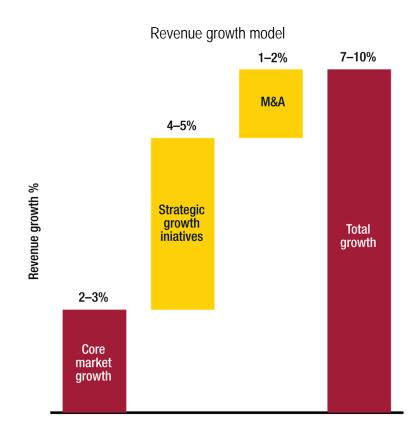
# **Growth Vectors**

- •Unique Data
- New Product Innovation
- Enterprise Growth Initiatives
- Analytics & Decisioning Technology
- ■Strategic M&A



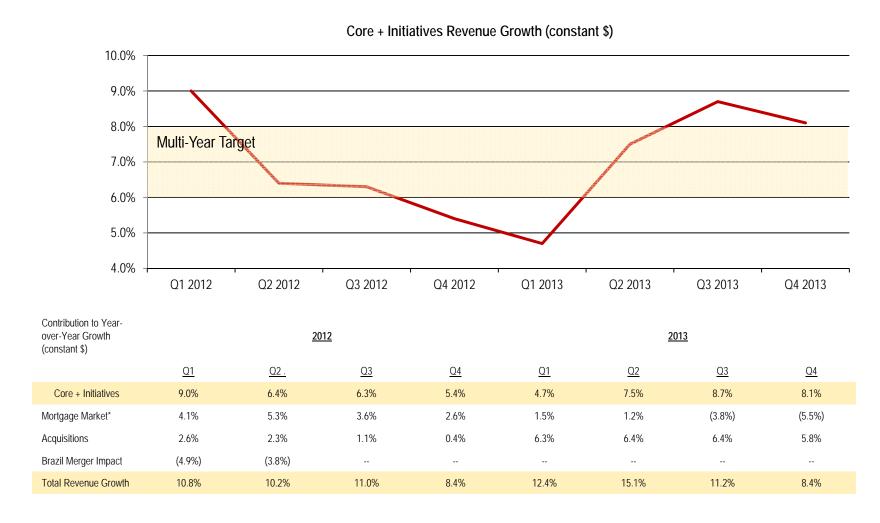
# **Equifax Strategy Drives Attractive, Multi-year Growth**

	Multi-year organic growth	Operating margin trend
USCIS	5–7%	Upper 30's/Low 40's
N.A. Commercial	6–10%	Low-to-mid 20's
Workforce Solutions	7–9%	Low 30's
N.A. Personal Solutions	8–12%	Upper 20's
International	7–10%	Upper 20's/Low 30's
Corporate expenses		Mid-single digits
Total company	6–8%	Mid-to-upper 20's



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%.





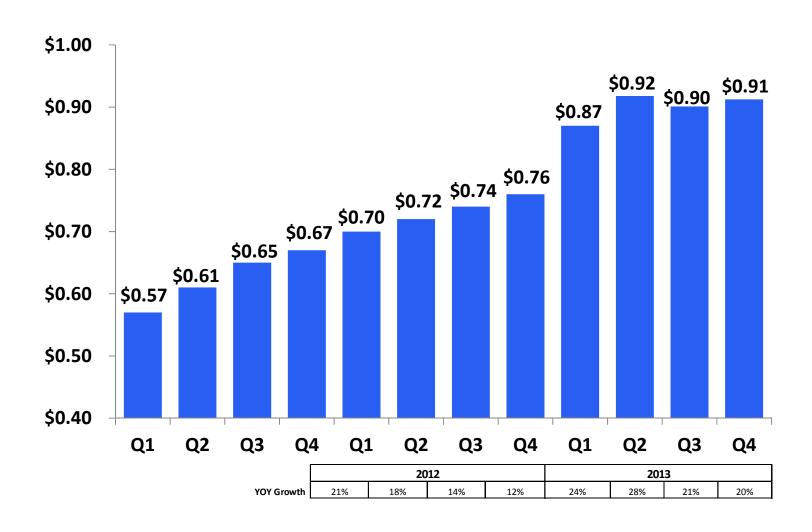
<sup>\*</sup> Mortgage market growth is based on both internal and external data on total market activity. The external market data is subject to revision in subsequent periods and is used to update our growth analyses.





<sup>\*</sup> Q3 as reported included a year-to-date adjustment for CSC acquisition amortization. Pro form margins for 2013 reflect amortization evenly across the quarters.





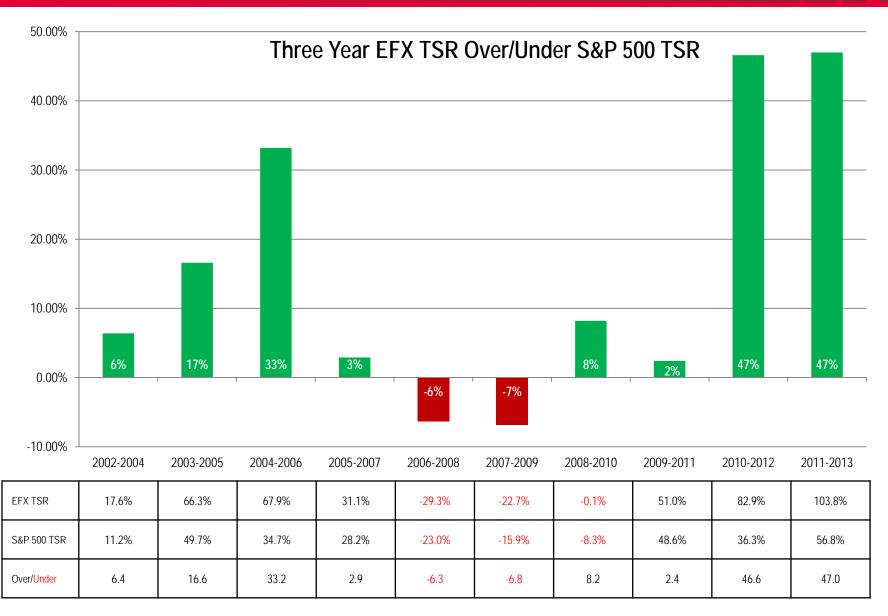


Long Term Revenue Growth (CAGR)	7-10%
Contribution from	
- Margin Improvement	1%
- Financial Leverage (share repurchase/debt reduction)	<u>2%</u>
Cash EPS Growth <sup>1</sup>	10-13%
Dividend Yield	<u>1.5-2%</u>
Consistent Annual Shareholder Returns <sup>2</sup>	11.5-15%

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

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







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











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.

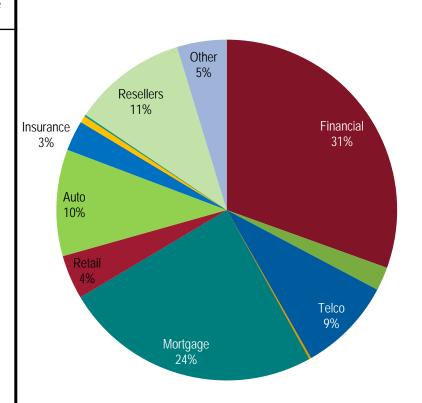
# Accessible Data/Attributes

- Credit information & attributes
- Income
- Asset profile
- Employment information
- ID authentication and verification
- Share of spend (modeled)
- Identify anomalous behavior
- Relationship between business owner & consumer

## Key Business Challenges We Solve

- Acquisition
  - Targeting and segmentation
  - Propensity to open accounts
- Origination
  - ID verification and authentication
  - Ability to pay
- Account Management
  - Payment behavior changes
  - Cross-sell and up-sell
- Business Intelligence

Total USCIS - 2013





USCIS will leverage deep vertical insights and investments in Decision360 data assets and analytics to drive profitable core business and expand across our customers' value chain.

# **Key Growth Drivers**

Gain deep Vertical Insights: Gain vertical industry expertise and knowledge to identify new innovation, better position capabilities and enhance go-to-market efforts.

**Invest in Unique Data and Analytics**: Leverage data and analytics to develop insight based innovation that strengthens core and enables expansion in key vertical markets.

To Expand Beyond Credit Risk: Expand beyond credit to help clients with marketing, fraud and regulatory issues.

**Leverage Enterprise Distribution:** Leverage Enterprise Sales Channel and Enterprise Alliance partners to broaden distribution while building deeper customer relationships.



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

# Accessible Data/Attributes

- Credit information & attributes for businesses
- Revenue, # of employees
- Business Ownership Hierarchy and Linkage
- Business ID authentication and verification
- Relationship between business owner & consumer

## Key Business Challenges We Solve

- New Customer Acquisition
  - Targeting and segmentation
  - Offer Development
  - Customer Data Management
- Underwriting
  - ID verification and authentication
  - Ability to pay
  - Bankruptcy
- Account Management
  - Payment behavior changes
  - Cross-sell and up-sell
- Asset Recovery
  - Collections



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

#### **Verification Services**

#### **WORK NUMBER DRIVERS**

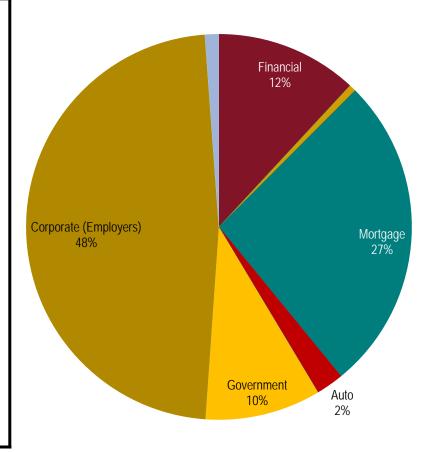
- Mortgage GSE required
- "Ability to Pay" in Card
- Government Eligibility
- Pre-Employment
- Collection and Garnishment
- Automotive and Student Lending
- Enabling Next Generation risk tools - D360

## **Employer Services**

#### **WORK NUMBER ENABLERS**

- Unemployment Claims
- I-9 and eVerify
- OnBoarding
- Tax Credits and Incentives
- Workforce Analytics
- Customer Value

## **Total Workforce Solutions - 2013**



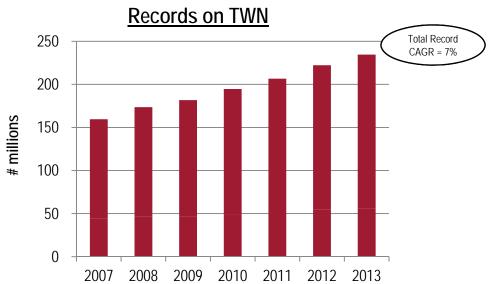


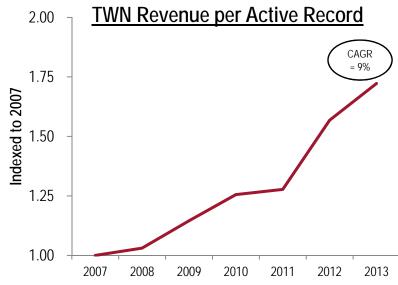
Workforce Solutions (WS) will be the de facto standard for Employment and Income Verification, covering 50+% of the US as lenders, government agencies, and employers leverage our data and the derived insights as necessary to their business decisions

# Key growth drivers

- Grow The Work Number (TWN): Achieve 250+ million total records.
- Diversify Verification Markets: Redefine credit space via D360 to diversify revenue into auto, card, telco, and credit unions.
- Grow Employer Services: Deliver a comprehensive regulatory-based solution set and extend our business proposition from an unemployment claims BPO outsourcer to an advisory insights organization enabled by TWN and Workforce Analytics.
- Go-to-Market: Continue to leverage enterprise sales model and align our HR services organization by key employer industries. Create insights to serve our customers via superior analytics.







### Strategies to Grow Records in the Database

- Direct sales to employers
- Commercial partnerships to access small to mid-size employers
- Technology and process improvement
- Penetration of high value employer services to gain and retain records

## Strategies to Grow Average Revenue per Record

- Penetration and value add in government benefits applications
- Penetration in emerging applications: Card, Auto
- Penetration from system-to-system integration
- New products for specialized applications
- Pricing
- Increase use of historic records

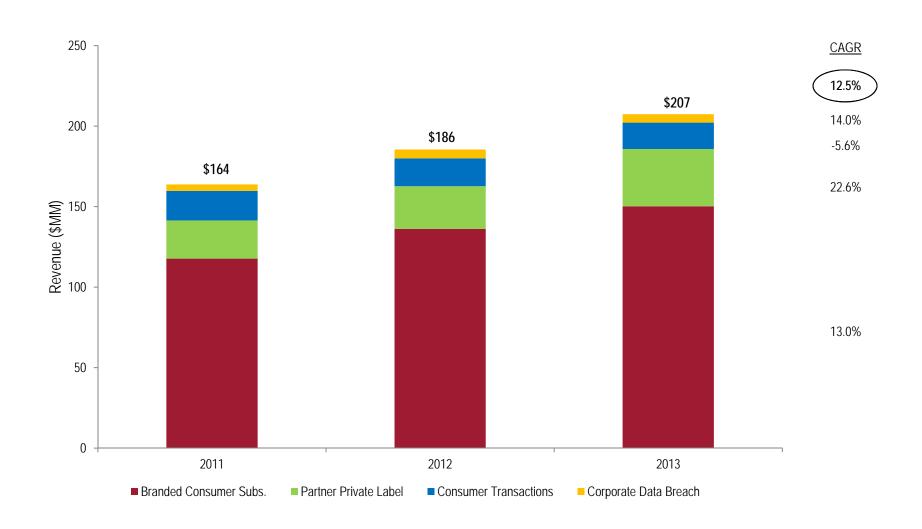


PSOL will maintain double-digit growth by investing in capabilities to scale marketing spend, strengthening the consumer value proposition, and driving market and channel expansion.

# **Key Growth Strategies**

- **Scale marketing** acquire better customers more efficiently through use of advanced analytics to better segment and target, building relevance through offline investment and launching select new storefronts
- Customer Relationship Management expand customer life through improved retention efforts in call centers, better use of technology and improving customer communications
- **Product and experience evolution** grow ARPU and customer life through expanded feature offerings in identity and financial management, better abilities to cross and upsell customers, and transforming the customer experience
- Indirect channels attack the \$1.6B indirect market with a focus on non-FI customers and utilizing TrustedID foundation
- International expansion continue to grow Canada and U.K. aggressively through leveraging of best practices and expand selectively into new markets
- **Re-platform technology** develop and launch new platform which will be more scalable, flexible, and dramatically improve speed and ease to market to enable key strategies







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

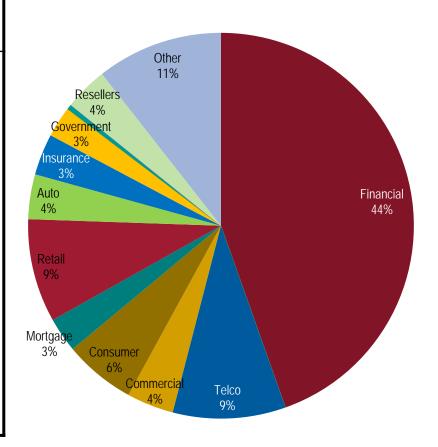
## Strong, Broad-based Geographic Presence

- Canada
- Europe
- Latin America
- Russia
- India

## **Building Blocks for Growth**

- Differentiated Data
- Fraud real time; across geographies
  - Citadel
  - FICO Partnership
- ID authentication & management
  - eID Verifier
- Decisioning platforms
  - InterConnect
  - Experto
- Personal Solutions
- NPI

## Total International - 2013





To be the #1 or #2 Credit and Marketing information bureau in all markets where we operate, focus on vertical industry growth (FIs, Telcos, SMEs) anchored by data, ID/Fraud management and TAS solutions, as well as geographic expansion.

# **Key Growth Drivers**

- **Data 360:** Continue to build a 360° consumer view by acquiring and linking credit, wealth and income data, and exploring emerging data sources. Leverage Data 360 as a basis for developing insights.
- **Expand Telco Presence:** Significantly grow revenues from telco vertical via development of global value propositions for Risk, Fraud and Marketing
- **Enhance ID and Fraud Portfolio:** Strengthen position with exportable verification/Fraud solutions, leveraging eID/Citadel, focus on Telco vertical
- **Enter New Geographies:** Expand presence in Europe and LatAm, focusing on consumer, commercial and PSOL. Seek adjacencies to expand offerings.
- > Scalability: Enable operational scalability and sustainability across international markets



Small & Medium **Financial Services** Telco **Personal Solutions Enterprise Growth Drivers** Continue to build 360° consumer view by acquiring and linking credit, wealth and income data. Acquire additional data sources to drive new insights. Build differentiated data for Consumer, Data360 Commercial and PSOL **Expand Telco** Increase revenues via global value propositions for Risk, Fraud and Marketing Presence **Enhance Fraud** Strengthen position with verification/Fraud solutions, leveraging elD/Citadel through common & ID Portfolio exportable platforms Expand presence in Europe and Latin America, focusing on consumer, commercial and PSOL **Enter New** information sources and capabilities. Geographies Collections: Evaluate acquisitions to expand collections and recovery **Expand PSOL into Explore** and Develop capabilities new geographies