Forward-looking statements

This presentation contains certain forward-looking information to help you understand Equifax and its business environment. All statements that address operating performance and events or developments that we expect or anticipate will occur in the future, including statements relating to future operating results, improvements in our IT and data security infrastructure, our strategy, our ability to mitigate or manage disruptions posed by COVID-19, the impact of COVID-19 and changes in U.S. and worldwide economic conditions, and similar statements about mortgage and financial markets, our outlook and our business plans are forward-looking statements.

We believe these forward-looking statements are reasonable as and when made. However, forward-looking statements are subject to risks and uncertainties that could cause actual results to differ materially from our historical experience and our present expectations or projections. These risks and uncertainties include, but are not limited to, those described in our 2019 Form 10-K and subsequent SEC filings.

As a result of such risks and uncertainties, we urge you not to place undue reliance on any forward-looking statements. Forward-looking statements speak only as of the date when made. We undertake no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law.
Non-GAAP disclosure statement

This presentation contains certain non-GAAP financial measures, including adjusted EPS attributable to Equifax and adjusted EBITDA, which reflect adjustments for certain items that affect the comparability of our underlying operational performance.

Adjusted Revenue is defined as GAAP revenue adjusted for a charge related to settlements with commercial customers.

Adjusted EPS attributable to Equifax is defined as net income adjusted for acquisition-related amortization expense, costs related to the 2017 cybersecurity incident, gain on fair value adjustment of equity investment, foreign currency impact of certain intercompany loans, income tax effects of Q1 2020 gain on fair market value adjustment of equity investment, income tax effect of stock awards recognized upon vesting or settlement, Argentina highly inflationary foreign currency adjustment, income tax adjustments, and settlements with commercial customers.

Adjusted EBITDA is defined as net income excluding income taxes, interest expense, net, depreciation and amortization expense, costs related to the 2017 cybersecurity incident, gain on fair value adjustment of equity investment, foreign currency impact of certain intercompany loans, Argentina highly inflationary foreign currency adjustment, and settlements with commercial customers.

Free Cash Flow is defined as Cash Provided by Operating Activities Less Capital Expenditures.

Local currency is calculated by conforming the prior period results to the comparable prior period exchange rates. Local currency can be presented for numerous GAAP measures, but is most commonly used by management to analyze operating revenue without the impact of changes in foreign currency exchange rates.

These non-GAAP measures are detailed in reconciliation tables which are included with our earnings release and are also posted at www.equifax.com under "Investor Relations/Financial Information/Non-GAAP Financial Measures."
Who we are

- Differentiated, unique data assets
- Best-in-class, advanced analytics
- Cloud native technology
- Industry leadership in security
- Customer first culture
- Global footprint in key regions

What we are doing

- Moving to cloud native technology and single cloud based data fabric
- Investing in innovation and product centricity to drive new product acceleration
- Strengthening our data portfolio with new, unique data assets that complement our view of consumers
- Leveraging advanced analytics and cloud technology to deliver multi-data solutions to customers
- Differentiating business portfolio by acquiring new capabilities and entering new areas of growth
Favorable market trends persist in COVID-19 era

<table>
<thead>
<tr>
<th>Pre-existing market trends</th>
<th>Changes driven by COVID-19 impact</th>
<th>Implications for EFX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better insights require <strong>multiple and alternative data types</strong></td>
<td><strong>Accelerated</strong></td>
<td>Higher demand for Integrated insights that leverage alternative, fresher data</td>
</tr>
<tr>
<td>Increasing <strong>governance and control of data by consumers</strong></td>
<td><strong>Continuing</strong></td>
<td>ID &amp; Fraud expanding to almost all types of transactions</td>
</tr>
<tr>
<td>Data volumes require <strong>real-time analytics and AI / ML</strong></td>
<td><strong>Continuing</strong></td>
<td>Digital rising expectations on CX and flexibility in doing business</td>
</tr>
<tr>
<td>Revamped customer expectations driven by <strong>digitalization</strong> of businesses</td>
<td><strong>Accelerated</strong></td>
<td></td>
</tr>
<tr>
<td>Rise of fintechs and alternative lending</td>
<td><strong>Challenged</strong></td>
<td></td>
</tr>
</tbody>
</table>
Unique EFX data and insights drive better decisions

Utilizing both credit data and TWN enables financial institutions to extend more loans to consumers who need them while maintaining a target risk level.

Equifax has the gold standard!
Very strong 3Q2020 results

Revenue +$1B first time ever, highest growth rate in 10+ years

Third straight quarter of double-digit revenue growth

Highest adjusted EBITDA margin since 2017

Customer collaboration driving engagement, pipelines and innovation

On track with cloud data, technology transformation with customers accessing data in the cloud

Expanding product resources and NPI roll-outs

Helping customers make better decisions during turbulent times
EWS and USIS continuing strong performance

**USIS**
- Revenue Growth: +15% (AS REPORTED)
- Adjusted EBITDA Margin: 46.0% (+160bps)
- Highest 3Q YTD revenue ever

**EWS**
- Revenue Growth: +57% (AS REPORTED)
- Adjusted EBITDA Margin: 57.8% (+900bps)
- Records up ~20% vs. 2019

**INTL**
- Revenue Growth: -5% (LOCAL CURRENCY)
- Adjusted EBITDA Margin: 32.3% (+130bps)
- Revenue trends improved in key markets

**GCS**
- Revenue Growth: -2% (LOCAL CURRENCY)
- Adjusted EBITDA Margin: 24.8% (-10bps)
- Highest Global Direct revenue growth since 2017
Strong EFX growth in COVID Recession

Note: 08/09 growth was calculated by taking the average growth rates from 4Q08 through 4Q09. Mortgage Market growth is that portion of total growth attributable to fluctuations in mortgage volumes, with USIS inquiries utilized as a proxy. UC growth is attributable to the EWS unemployment claims business. Core growth is the remainder of total growth and excludes growth attributable to the Mortgage Market and UC. Figures may not foot due to rounding.
EFX outperforming US mortgage market

US B2B Mortgage

<table>
<thead>
<tr>
<th>Year</th>
<th>Mortgage Market</th>
<th>Core</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>13%</td>
<td>28%</td>
</tr>
<tr>
<td>2017</td>
<td>14%</td>
<td>14%</td>
</tr>
<tr>
<td>2018</td>
<td>12%</td>
<td>7%</td>
</tr>
<tr>
<td>2019</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>2020 YTD</td>
<td>76%</td>
<td>43%</td>
</tr>
</tbody>
</table>

EWS Mortgage

<table>
<thead>
<tr>
<th>Year</th>
<th>Mortgage Market</th>
<th>Core</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>13%</td>
<td>24%</td>
</tr>
<tr>
<td>2017</td>
<td>11%</td>
<td>13%</td>
</tr>
<tr>
<td>2018</td>
<td>14%</td>
<td>7%</td>
</tr>
<tr>
<td>2019</td>
<td>21%</td>
<td>8%</td>
</tr>
<tr>
<td>2020 YTD</td>
<td>74%</td>
<td>45%</td>
</tr>
</tbody>
</table>

USIS Mortgage

<table>
<thead>
<tr>
<th>Year</th>
<th>Mortgage Market</th>
<th>Core</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
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</tr>
<tr>
<td>2018</td>
<td>14%</td>
<td>7%</td>
</tr>
<tr>
<td>2019</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td>2020 YTD</td>
<td>48%</td>
<td>42%</td>
</tr>
</tbody>
</table>

33% EWS/USIS core mortgage growth  74% EWS core mortgage growth  6% USIS core mortgage growth

Note: Mortgage Market growth is that portion of total growth attributable to fluctuations in mortgage volumes, with USIS inquiries utilized as a proxy. Core growth is the remainder of total growth and excludes growth attributable to the Mortgage Market. Figures may not foot due to rounding.
EWS revenue growth is accelerating... ... and driving 2020 YTD EFX revenue and EBITDA growth

Note: 08/09 growth was calculated by taking the average growth rates from 4Q08 through 4Q09. Mortgage Market growth is that portion of total growth attributable to fluctuations in mortgage volumes, with USIS inquiries utilized as a proxy. UC growth is attributable to the EWS unemployment claims business. Core growth is the remainder of total growth and excludes growth attributable to the Mortgage Market and UC. Figures may not foot due to rounding. Adjusted EBITDA figures exclude general corporate expense.
Continuing TWN record growth

Number of Records (M)

- 2014-2019 CAGR 11%

- ~20% INCREASE 3Q-2020 vs. 3Q-2019

Number of Contributors (K)

- 2014-2019 CAGR 163%

- 16X INCREASE 3Q-2020 vs. 3Q-2019
# October 2020 US B2B Revenue Trends*

<table>
<thead>
<tr>
<th>USIS (~37% EFX Rev²)</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Online / Verific.</td>
<td>&gt;70%</td>
<td>46%</td>
<td>60%</td>
<td>55%</td>
<td>72%</td>
<td>63%</td>
</tr>
<tr>
<td>-Mortgage</td>
<td>+100%</td>
<td>+100%</td>
<td>+100%</td>
<td>+100%</td>
<td>+100%</td>
<td>+100%</td>
</tr>
<tr>
<td>-Non-Mortgage</td>
<td>(4%)</td>
<td>(3%)</td>
<td>(1%)</td>
<td>16%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Employer Svcs</td>
<td>&lt;30%</td>
<td>75%</td>
<td>37%</td>
<td>30%</td>
<td>37%</td>
<td>30%</td>
</tr>
<tr>
<td>-Unemployment Claims</td>
<td>+150%</td>
<td>73%</td>
<td>73%</td>
<td>30%</td>
<td>37%</td>
<td>30%</td>
</tr>
<tr>
<td>-WFA, W2, Talent M., others</td>
<td>(17%)</td>
<td>(4%)</td>
<td>(4%)</td>
<td>(2%)</td>
<td>(2%)</td>
<td>(2%)</td>
</tr>
<tr>
<td>Online¹</td>
<td>&gt;55%</td>
<td>25%</td>
<td>37%</td>
<td>31%</td>
<td>42%</td>
<td>36%</td>
</tr>
<tr>
<td>EWS Employer Services</td>
<td>9%</td>
<td>75%</td>
<td>37%</td>
<td>30%</td>
<td>37%</td>
<td>30%</td>
</tr>
<tr>
<td>USIS Fin. Mktg. Services</td>
<td>5%</td>
<td>1%</td>
<td>(9%)</td>
<td>(9%)</td>
<td>(9%)</td>
<td>(9%)</td>
</tr>
<tr>
<td>Total</td>
<td>70%</td>
<td>28%</td>
<td>32%</td>
<td>32%</td>
<td>32%</td>
<td>32%</td>
</tr>
</tbody>
</table>

1. USIS Online + USIS Mortgage Solutions + EWS Verification Services
2. Based on YTD 2020 revenue

* The information set forth on this slide is estimated based upon available historical internal data as of the date hereof. It is not derived from our historical financial statements or part of our financial reporting process. The information is provided for illustrative purposes only and should not be interpreted as guidance for any future period. The potential impact that COVID-19 and changes in U.S. and worldwide economic conditions could have on our financial condition and operating results remains highly uncertain.
October 2020 Revenue Trends*

<table>
<thead>
<tr>
<th>INTL (~20% EFX Rev¹)</th>
<th>% BU Rev²</th>
<th>2Q vs 2019</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>3Q vs 2019</th>
<th>Mid October</th>
</tr>
</thead>
<tbody>
<tr>
<td>APAC</td>
<td>~34%</td>
<td>(9%)</td>
<td>12%</td>
<td>(6%)</td>
<td>(6%)</td>
<td>Flat</td>
<td>Flat</td>
</tr>
<tr>
<td>LatAm</td>
<td>~22%</td>
<td>(14%)</td>
<td>(14%)</td>
<td>Flat</td>
<td>(2%)</td>
<td>(6%)</td>
<td>~(2%)</td>
</tr>
<tr>
<td>Canada</td>
<td>~17%</td>
<td>(13%)</td>
<td>Flat</td>
<td>1%</td>
<td>(1%)</td>
<td>Flat</td>
<td>Flat</td>
</tr>
<tr>
<td>Europe</td>
<td>~27%</td>
<td>(25%)</td>
<td>(15%)</td>
<td>(15%)</td>
<td>(11%)</td>
<td>(13%)</td>
<td>~(5%)</td>
</tr>
<tr>
<td>- CRA</td>
<td>~18%</td>
<td>(20%)</td>
<td>(10%)</td>
<td>(7%)</td>
<td>(4%)</td>
<td>(7%)</td>
<td>~(9%)</td>
</tr>
<tr>
<td>- Debt Management</td>
<td>~9%</td>
<td>(34%)</td>
<td>(24%)</td>
<td>(31%)</td>
<td>(23%)</td>
<td>(26%)</td>
<td>~10%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
<td>(15%)</td>
<td>(3%)</td>
<td>(6%)</td>
<td>(6%)</td>
<td>(5%)</td>
<td>~(2%)</td>
</tr>
</tbody>
</table>

| GCS (~9% EFX Rev¹)   |           |            |      |        |           |            |            |
| Consumer Direct      | ~46%      | (4%)       | (1%) | 9%     | 11%       | 6%         | 4%         |
| Partner              | ~54%      | (5%)       |      |        |           | (10%)      | ~(35%)     |
| Total                |           | (5%)       |      |        |           | (2%)       | ~(15%)+    |

1. Local currency growth rates
2. Based on YTD 2020 revenue

---

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## 4Q20 Illustrative framework

Based on October 2020 Trends*  

<table>
<thead>
<tr>
<th>Revenue</th>
<th>4Q20</th>
<th>vs 4Q19</th>
<th>% vs 4Q19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$990M - $1,010M</td>
<td>$84M - $104M</td>
<td>9.5% - 11.5%²</td>
</tr>
<tr>
<td>Adjusted EPS</td>
<td>$1.40 - $1.50 / share</td>
<td>($0.13 - $0.03 / share)</td>
<td>(8% - 2%)</td>
</tr>
</tbody>
</table>

### Adjusted EPS bridge

<table>
<thead>
<tr>
<th>Item</th>
<th>4Q20 vs. 4Q19</th>
<th>$ vs 4Q19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$84M - $104M</td>
<td>$62M - $77M</td>
</tr>
<tr>
<td>Pre-tax Income</td>
<td>($16M - $1M)</td>
<td>($15M) - ($15M)</td>
</tr>
<tr>
<td>Adjusted EPS</td>
<td>($0.13 - $0.03 / share)</td>
<td>($12M) - ($26M)</td>
</tr>
</tbody>
</table>

1. If in 4Q20, October Online Revenue trends continue at levels expected and Other Revenue performs as anticipated
2. FX Impact: no material impact on revenue
3. See details in Investor Relations Deck. Includes interest on April 2020 $1B bond transaction
4. Includes SG&A, Security, Variable Compensation, Other
5. Tax rate expected to be higher in 4Q20 YTY (4Q20 expected: 24% / 4Q19: 22.7%)

---

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Cloud transformation will accelerate growth, reduce costs, and drive free cash flow

<table>
<thead>
<tr>
<th>Technology Transformation benefits</th>
<th>Cloud financial benefits</th>
<th>Product Innovation</th>
<th>NPI Velocity</th>
<th>Focus on customers</th>
<th>Delivery &amp; market reach</th>
<th>Global revenue synergies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always-on</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Speed &amp; Latency</td>
<td>Revenue growth from share, stability, new products</td>
<td>More data assets</td>
<td>Test &amp; learn</td>
<td>Easier interaction</td>
<td>Broader customer base, easier consumption, Global data views</td>
<td></td>
</tr>
<tr>
<td>Product velocity</td>
<td></td>
<td>Multi-data insights</td>
<td>Faster response to customers</td>
<td>More effective co-development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single Data Fabric</td>
<td></td>
<td>New products Data governance build-in</td>
<td>Always-on</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product portability</td>
<td>Tech costs ~(15%), Capex ~(35%)</td>
<td>Data governance build-in</td>
<td>Blue / green deploy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating scale</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Cloud transformation on track

TECHNOLOGY

- Remediation and transformation strategy
- Build out core infrastructure
- Migrate data, products, and customers
- Migrations, decom, and new capabilities

PRODUCT

- Focused on the Core
- Product rationalization showing value
- Global platforms deployed and being leveraged
- Expanding product resources and growing NPIs

Illustrative Savings at 2019 Cost / Capital Spending Levels

- ~ +15% savings in Technology cost (excl. D&A) ~ $90M
- ~ +25% reduction in Product Development expense ~ $35M
- Sub-total cost savings ~ $125M
- ~ 35% reduction from current run rate of ~11% of revenue in 2019 ~ $115M

Total cash savings (Pre-tax) ~ $240M
Accelerating new product investments

3Q Product Roll-Outs

- Expanded recession products - Response Recovery
- New core products - Commercial, I-9
- New EWS - mortgage solutions, expanding I9-anywhere roll-out
- Showcased Data & Analytics capabilities at Ignite Live conference
- Data Fabric and new data sources will accelerate innovation pipeline

New products

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020E</th>
</tr>
</thead>
<tbody>
<tr>
<td>~60</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>~90</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>~110</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3QYTD

~85 New Products

Cloud transformation and data fabric accelerating NPI roll-outs.
Strong business model delivering while investing for the future

**EFX differentiated data** delivered very strong financial results

**EWS** is a franchise business with structural growth levers

**USIS** renewed commercial focus and strong pipelines

**International broad-based execution** in challenging global environment with strong analytical focus

Executing **cloud data** and **technology transformation** for growth, costs, and cash

**Accelerating NPI focus** to leverage cloud investments and drive growth

**Strong balance sheet** ensures continued investments
Index

EFX Overview p. 23-33

Security Program p. 34-36

Technology Transformation p. 37-50

Financial Information p. 51-63

Glossary p. 64-66
Equifax Imperatives – EFX2020

DRIVE GROWTH
- Leverage global data assets in unique ways
- Bring innovative new products to market in collaboration with customers
- Expand partnerships and drive M&A

CLOUD-FIRST TECHNOLOGY
- Standardize architecture and platforms to accelerate speed to market
- Accelerate public cloud migration
- Rebuild and rationalize application portfolio for highly resilient uptime goals

CULTURE OF CUSTOMER CENTRICITY
- Exceed customer expectations by delivering solutions with speed, flexibility, stability and performance
- Achieve industry-leading risk management

MARKET-LEADING D&A
- Ongoing data perfection and acquisition of unique and differentiated assets
- Artificial intelligence, machine learning, and advanced visualization
- Integration and interoperability of analytical and delivery platforms

CONSUMER-FRIENDLY CRA
- Provide consumer-centric digital experience (regulated, non-regulated)
- Offer set of value-add services for consumers (e.g., analytics and alerts)
- Stand up call center with state-of-the-art technology and tools

INDUSTRY LEADER IN SECURITY
- Build security deep into our culture
- Enhance ID and access management
- Provide industry thought leadership

EQUIFAX TEAM
- Employee Experience
- Leadership
- Talent
- Organization Effectiveness
Dramatically Stronger Insights Through a Vast Array of Direct, Verified Data

- **Consumer Credit**: Reliable, Fast, High-Quality
- **Property & Valuation**: Multiple Valuation Methodologies
- **Telco, Cable & Utility Accounts**: Exclusive, Superior Coverage
- **Employment & Income**: Verified, Direct from Employers
- **Asset & Wealth**: Direct Measured Deposits & Investments
- **Consumer Demographic**: Descriptive Consumer Segmentation
- **Single-Source Verifications**: Housing Insurance, IRS Transcripts, and Identity
- **Commercial Credit**: Comprehensive, High Quality & Timely Insights
- **Commercial Marketing**: Comprehensive, High Quality SMB Profiles
- **Auto**: MVR and Owner/Buyer Propensity
Real Time Integration of Data from Multiple Sources and State-of-the-Art Analytics Drives Unique Insights

**Big Data**
Varied new data constantly gathered from diverse sources and at large volumes

**Customer/Consumer Data**
Unique customer data integrated into models

**Population-based Analysis**
Strongest models with a 360° view of a consumer

**Dynamic Analytics**
Data, attributes, models, and algorithms updated continuously

**Wide Range of Data, Analytics and Insights**

**VARIABLES & METHODS**

**ANALYTIC DIMENSIONS**

**SEGMENT**
ZIP+4

**INDIVIDUAL**
Our Business Model is Robust and Resilient

**Data**
- Broad-based and Unique Data Assets
  - Credit
  - Alternative Credit and Payment Data
  - Income
  - Employment
  - Wealth
  - Property
  - Telco/Utility
  - Commercial

**Analytics**
- Value-added Analytical Insights
  - Scores and Models
  - Bankruptcy
  - Delinquency
  - Prepayment
  - Event Risk
  - Fraud Risk
  - Fused Scores

**Technology**
- Software Integrating Data and Insights
  - Optimization
  - Waterfalling
  - Segmentation
  - Workflow Management
  - Flexible Rules-based Engines
  - Debt Mgmt. SaaS

**Customer Solutions**
- Customized High Value Decisioning Solutions
  - Banks
  - Financial Institutions
  - Mortgage Companies
  - Telcos
  - Auto
  - Healthcare
  - Insurance
  - Government
Broadening Our Global Presence in Important Growth Markets

- **CANADA**
  - Consumer
  - Commercial

- **UNITED KINGDOM**
  - Consumer
  - Commercial
  - Debt Mgmt.

- **IBERIA**
  - Spain Consumer
  - Portugal Consumer

- **MEXICO**
  - Debt Mgmt. SaaS

- **CHILE**
  - Commercial

- **ARGENTINA**
  - Consumer

- **BRAZIL**
  - (<15% interest) Commercial

- **RUSSIA**
  - (50% interest) Consumer

- **INDIA**
  - Active Start-up

- **OTHER LATAM**
  - Peru
  - Uruguay
  - El Salvador
  - Honduras
  - Ecuador
  - Costa Rica
  - Paraguay

- **AUSTRALIA**

- **NEW ZEALAND**
A Strong Portfolio of Businesses

2019 Business Mix

<table>
<thead>
<tr>
<th>Business</th>
<th>2019 Adjusted Revenue Growth (Constant $)</th>
<th>2019 Adjusted EBITDA Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Consumer Solutions</td>
<td>3%</td>
<td>30.4%</td>
</tr>
<tr>
<td>Workforce Solutions</td>
<td>(3%)</td>
<td>24.6%</td>
</tr>
<tr>
<td>USIS</td>
<td>15%</td>
<td>48.6%</td>
</tr>
<tr>
<td>USIS</td>
<td>4%</td>
<td>44.6%</td>
</tr>
</tbody>
</table>

2019 Vertical Mix

- Financial: 24%
- Consumer: 6%
- Mortgage: 20%
- Auto: 7%
- Insurance: 2%
- Retail: 3%
- Resellers: 6%
- Other: 8%
- Corporate (Employers): 9%
- Government: 7%
- Healthcare: 1%
- Commercial: 3%
- Telco: 4%
US Information Solutions (USIS)

Strengthen our foundation of assets and capabilities while investing in solutions and adjacencies that accelerate sustainable growth in existing and new markets.

Focus Areas

**STRENGTHEN & EXTEND CORE**
- Speed time to market
- Execute Trended Data
- Expand & mature Auto
- Streamline on-boarding
- Enhance customer experience
- New product innovation

**BUILD EMERGING BUSINESSES**
- Expand Anti-Money Laundering Solutions
- Deploy Debt Mgmt
- Broaden Marketing Services Solutions

**ENABLE TECHNOLOGY**
- Migrate customers to Ignite & Interconnect in the cloud
- Move unique data assets to the Data Fabric to increase speed to market of new products

2019 Revenue Mix

- Mortgage: 33%
- Financial: 27%
- Auto: 13%
- Retail: 3%
- Consumer: 5%
- Commercial: 7%
- Insurance: 3%
- Government: 3%
- Telco: 6%
- Telco: 6%
- Telco: 6%
- Telco: 6%
Workforce Solutions (WS)

Accelerating growth through Work Number expansion, advanced analytical solutions, and vertical expertise across direct and indirect channels

2019 Revenue Mix

- Corporate (Employers) 35%
- Mortgage 31%
- Government 15%
- Financial 11%
- Commercial 1%
- Healthcare 4%
- Auto 3%

Focus Areas

**RECORD GROWTH**
- Enhance partnerships and connector relationships to expand The Work Number® coverage, particularly in small to medium businesses

**DIGITAL**
- Emphasis on a self-service, mobile-first customer experience
- Transform technology platforms to accelerate speed-to-market and increase flexibility

**MORTGAGE**
- Expand the portfolio of verification solutions that empowers a fully digital mortgage lending experience
- Drive penetration and utilization growth

**GOVERNMENT**
- Drive penetration with increased usage, system-to-system integration, and new states and programs
- Introduce new data solutions for the eligibility decision waterfall

**TALENT SOLUTIONS**
- Increase customer value and digital access to data through enhanced solutions
- Leverage employment data in new use cases to grow penetration

*All Healthcare revenue is ACA Verifications & Compliance*
International (INTL)

Address customer needs through unique data assets to drive insights delivered via strategic technology platforms complemented by M&A for geographic and domain expansion.

2019 Revenue Mix

- Financial: 41%
- Telco: 6%
- Commercial: 1%
- Retail: 5%
- Insurance: 2%
- Auto: 5%
- Government: 8%
- Resellers: 2%
- Other: 30%

Focus Areas

INSIGHTS
- New data & exchanges
- Analytics enabled by Cambrian and Ignite
- Global InterConnect delivery platform
- Build ID & Fraud exchanges
- Identity authentication

DEBT SVCS
- Expand across markets
- Focus on government
- Deploy solutions across markets

EXPLORE & DEVELOP
- Intl Work Number
- Access to consumer and commercial transaction data
- Australia positive data
Global Consumer Solutions (GCS)

Giving consumers more control over personal credit data

2019 Revenue Mix

- Direct to Consumer: 46%
- Indirect Partners: 54%

Focus Areas

**CONSUMER CONTROL**
- Meet consumer interest in increased transparency and control for their credit data
- Free lifetime Lock and Alert & Freeze services

**PARTNERS**
- Co-innovating new solutions with existing strategic partners
- Help digital lending networks and marketplaces grow

**TECHNOLOGY**
- Launch new platforms that enhance digital consumer services and membership capabilities

**STRATEGIC MARKETING**
- Engage consumers with targeted media, content and services that help consumers monitor their credit health
Security Transformation
Equifax Security Transformation

We have completed the second year of our 3-act security transformation.

ACT 1
BUILD | 2018
• Talent
• Capabilities
• Compensating Controls

ACT 2
MATURE | 2019
• Cloud
• Expand Coverage
• Certifications

ACT 3
LEAD | 2020
• Risk Awareness
• Capability Automation
• Control Assurance

The 4 C’s represent the pillars of our transformation.

CULTURE
We’re embedding security into our DNA. This means making sure that all employees understand how they contribute to the security of our data and systems and treat security as a personal priority.

CONTROLS
The best offense is a good defense. We employ a defense-in-depth approach with multiple primary and compensating controls designed to prevent or limit the success of an attack. Our controls work in concert – no control is viewed in isolation.

COMPLIANCE
We are in the spotlight – but we view it as an opportunity to become stronger. Addressing compliance standards improves our security program and is critical for growing our customer relationships.

CUSTOMERS
We exist to serve our customers, and maintaining their trust is non-negotiable. Each day we strive to prove our commitment by partnering with our customers and industry organizations to share what we have learned for the collective good.
Transformation Highlights

**CULTURE**
Continued to hire a significant number of security employees
Achieved a technical to non-technical talent ratio of 79:21 (exceeding our goal)
Trained 100% of crisis teams on how to respond in the event of an incident

**CONTROLS**
Prioritized and implemented fit-for-purpose controls tailored to the specific threats we face
Launched the new Equifax Global Security Fusion Center, enhancing our detection, response, and recovery capabilities
Demonstrated improvement in our security program, as measured by 3rd parties

**COMPLIANCE**
Obtained key security industry re-certifications and continue to focus on achieving and maintaining relevant certifications
Built compliance programs to address privacy regulations such as the California Consumer Privacy Act (CCPA)
Operationalized key processes to make security “business as usual”

**CUSTOMERS**
Conducted “lessons learned” briefings with customer security teams and participated in multiple industry events to share insights
Engaged with external organizations including World Economic Forum Centre for Cybersecurity, Better Identity Coalition, and the World Bank
Announced that we will be an early adopter of the National Institute of Standards and Technology (NIST) Privacy Framework

**2020 Priorities**
In 2020 we will continue to execute our transformation, build trust, and pursue security leadership as we mature capabilities throughout our security program.

We will optimize our control environment, expand automation to remediate weaknesses, and remain a strong contributor to the advancement of security worldwide.
Technology Transformation
Equifax will spend $1.5B between 2018 – 2020 to transform our Data Security and Technology. This is a technology and business transformation.

• Become an industry leader in Data Security;

• Rebuild global decisioning, delivery and analytical platforms in the cloud – Interconnect, Ignite;

• Rebuild over 100 global data exchanges (US Credit, EWS);

• Migrate over 4,000 customers onto latest decisioning applications – over 1,000 in the US;

• 25 global markets, including Australia, UK, Canada; and

• …change the way we operate to deliver new innovative products in an always-on capacity to our customers.
$1.5B Cloud Transformation Will Accelerate Revenue Growth and Reduce Costs and Capex

<table>
<thead>
<tr>
<th>Technology Transformation benefits</th>
<th>Cloud financial benefits</th>
<th>Product Innovation</th>
<th>NPI Velocity</th>
<th>Focus on customers</th>
<th>Delivery &amp; market reach</th>
<th>Global revenue synergies</th>
</tr>
</thead>
</table>
| Always-on                         | Revenue growth from share, stability, new products | • More data assets  
• Multi-data insights  
• New products  
• Data governance build-in | • Test & learn  
• Faster response to customers  
• Blue / green deploy | • Easier interaction  
• More effective co-developmnet  
• Always-on | • Broader customer base  
• Easier consumption  
• Global data views | |
| Security                          |                          |                    |              |                    |                        |                        |
| Speed & Latency                  |                          |                    |              |                    |                        |                        |
| Product velocity                 |                          |                    |              |                    |                        |                        |
| Single Data Fabric               |                          |                    |              |                    |                        |                        |
| Product portability              | Tech costs ~(15%), Capex ~(35%) |                    |              |                    |                        |                        |
| Operating scale                  |                          |                    |              |                    |                        |                        |
Our Technology Transformation Is Empowered by the Following Focus Areas

**People**
Culture of innovation and collaboration, with a strong developer-first mindset

**Data**
Data that is highly scalable, configurable and infused with AI.

**Discipline**
Standardized platforms and applications that reduce complexity and enable innovation.

**Cloud**
Technologies that are highly automated, secure, scalable and evergreen.
It’s about harnessing technology to better anticipate and deliver on our customers’ needs.

---

**Always on and available**
- Default deployment on multiple availability zones or multiple regions that enables “Always On”

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**Ready and agile**
- Predicting customer behavior and reacting quickly to their needs

---

**Empowered and innovative**
- Our products will be globally deployable on cloud
- Our Data Fabric services and Analytics platform are built on standard architectural principles on cloud to be able to ingest, store and process multitude of data formats from our customers and data providers alike

---

**Integrated Security**
Our transformation is harnessing technology to anticipate and deliver on our customers’ needs.

<table>
<thead>
<tr>
<th>NOW</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always on and Available</td>
<td>Always-on customer experience</td>
</tr>
<tr>
<td>99% Up-time</td>
<td>Weeks → Days → Self Service</td>
</tr>
<tr>
<td>Ready and Agile</td>
<td>Months &amp; Years</td>
</tr>
<tr>
<td>Empowered and Innovative</td>
<td>Few platforms – with more capabilities built in</td>
</tr>
<tr>
<td>Many Platforms</td>
<td></td>
</tr>
</tbody>
</table>

Security is Integrated into Everything We Do
How are we putting this approach into action?

We’re performing a cloud and data migration, which is critical for high velocity product innovation that fuels customer growth and prosperity.

We are re-architecting our platforms, including developing a standardized Data Fabric for data consistency, powered by the Cloud.

But what does this look like? Let’s dive a little deeper.
Our common **Data Fabric**, built on the standard Google Cloud Platform will enable seamless, real time integration and data access across our unique data sources.
Our **Network Fabric**, cloud enabled through GCP, AWS and Azure, is integrated with our Data Fabric to enable faster delivery and increased uptimes.
Our InterConnect® ecosystem is a prime example of delivering innovative solutions, built in Ignite, to our customers on an end-to-end, standalone cloud-based architecture.
Why the Cloud?

- It provides **security — at scale**
- It has a more **scalable** infrastructure
- It offers a **faster** network
- It has **engineering services** around data (that align with our targets)
- It provides the **data fabric**
- It has **regional availability**
- **Enhanced innovation** through AI / ML
Cloud delivers **cost savings**

- Reduce maintenance on global consolidated, cloud native platforms
- Reduce costs to build, deploy and maintain cloud native products
- Leverage cloud provider scale
- Eliminate redundant hardware to support on premise stability
- Reduce technology COGS by ~+15%
- Reduce product development expense by ~25%
# Cloud Technology and Data Transformation Cost and Cash Benefits

## Cost of Goods Sold (COGS)
- ~15% savings in Technology cost (excl. D&A)
  - ~ Tech costs in 2019 or 45% of COGS

## Development Expense
- ~25% reduction in Product Development expense
  - ~ $144M (4% of revenue) run rate 4Q19

## Capital Spending
- ~35% reduction from current run rate of ~11% of revenue in 2019

<table>
<thead>
<tr>
<th>Illustrative Savings at 2019 Cost / Capital Spending Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>~$90M</td>
</tr>
<tr>
<td>~$35M</td>
</tr>
</tbody>
</table>

Sub-total cost savings ~$125M

<table>
<thead>
<tr>
<th>Total cash savings (Pre-tax)</th>
</tr>
</thead>
<tbody>
<tr>
<td>~$240M</td>
</tr>
</tbody>
</table>

---

1. At completion - The information on this slide is estimated based upon available historical internal data as of the date hereof; provided for illustrative purposes only.

---

**Instructions:**
- Identify and list all the cost savings highlighted in the document.
- Calculate the total cash savings if all the savings are achieved.
- Discuss any assumptions made in the estimation of savings.

---

**Analysis:**
- **Cost of Goods Sold (COGS):**
  - ~15% savings in Technology cost (excl. D&A)
- **Development Expense:**
  - ~25% reduction in Product Development expense
- **Capital Spending:**
  - ~35% reduction from current run rate of ~11% of revenue in 2019

**Table:**
- Illustrative Savings at 2019 Cost / Capital Spending Levels:
  - ~$90M
  - ~$35M
  - Sub-total cost savings ~$125M

**Total Cash Savings:**
- ~$240M

**Tracking to 2020 Milestones:**
- All cost savings are estimated based on available historical internal data as of the date hereof; provided for illustrative purposes only.
Cloud Technology and Data Transformation
2020 Impacts

As transformed cloud native systems go into production, we are incurring **increased and redundant costs until legacy systems are decommissioned**. Increased costs reflect the following:

- **Depreciation & Amortization** on new systems
- **Cloud and Other Operating Costs** on new systems, net of savings from legacy system decommissioning
  - Cost benefits from elimination of legacy system costs will begin to ramp in 2021

**Redundant System Costs during Transition**

<table>
<thead>
<tr>
<th></th>
<th>1Q20</th>
<th>2Q20</th>
<th>3Q20</th>
<th>CY20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>$ / share</td>
<td>$0.09</td>
<td>$0.12</td>
<td>$0.15</td>
<td>$0.46-$0.56</td>
</tr>
</tbody>
</table>

**Total Redundant System Costs**

- ~ 2/3 Depreciation & Amortization
- ~ 1/3 Cloud and Other Operating Costs

**Legacy system decommissioning COGS savings are expected to exceed new Cloud Native System COGS beginning in late-2021**

- These net COGS savings will then ramp toward 15% Tech COGS Savings Goal over 2022 and 2023
Financial Information
## 3Q 2020 Equifax Results

<table>
<thead>
<tr>
<th>Dollars in millions (except per share amounts)</th>
<th>3Q20</th>
<th>3Q19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported Revenue</td>
<td>$1,068.3</td>
<td>$875.7</td>
</tr>
<tr>
<td><strong>Growth %</strong></td>
<td>22.0%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Local Currency Revenue</td>
<td>$1,068.8</td>
<td>$891.4</td>
</tr>
<tr>
<td><strong>Growth %</strong></td>
<td>19.3%</td>
<td>6.9%</td>
</tr>
<tr>
<td>GAAP Net Income</td>
<td>$224.2</td>
<td>$81.1</td>
</tr>
<tr>
<td><strong>Growth %</strong></td>
<td>176.6%</td>
<td>110.9%</td>
</tr>
<tr>
<td>Adjusted EBITDA Margin</td>
<td>36.6%</td>
<td>33.9%</td>
</tr>
<tr>
<td><strong>Growth %</strong></td>
<td>270 bps</td>
<td>90 bps</td>
</tr>
<tr>
<td>GAAP Diluted EPS</td>
<td>$1.82</td>
<td>$0.66</td>
</tr>
<tr>
<td><strong>Growth %</strong></td>
<td>175.0%</td>
<td>109.8%</td>
</tr>
<tr>
<td>Adjusted EPS</td>
<td>$1.87</td>
<td>$1.48</td>
</tr>
<tr>
<td><strong>Growth %</strong></td>
<td>26.2%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>$112.3</td>
<td>$87.8</td>
</tr>
</tbody>
</table>

See Earnings Release for reconciliation of non-GAAP measures and related disclosures.
# 3Q20 Business Unit Performance

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>Adjusted Reported Revenue Growth</th>
<th>Local Currency Revenue Growth</th>
<th>Adj. EBITDA Margin</th>
<th>Adj. EBITDA Margin Growth / (Decline)</th>
</tr>
</thead>
<tbody>
<tr>
<td>USIS</td>
<td>15%</td>
<td>15%</td>
<td>46.0%</td>
<td>160 bps</td>
</tr>
<tr>
<td>Online</td>
<td>15%</td>
<td>15%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Mortgage Solutions</td>
<td>51%</td>
<td>51%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Financial Marketing</td>
<td>(9%)</td>
<td>(9%)</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Workforce Solutions</strong></td>
<td>57%</td>
<td>57%</td>
<td>57.8%</td>
<td>895 bps</td>
</tr>
<tr>
<td>Verification Services</td>
<td>63%</td>
<td>63%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Employer Services</td>
<td>37%</td>
<td>37%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>International</strong></td>
<td>(5%)</td>
<td>(5%)</td>
<td>32.3%</td>
<td>135 bps</td>
</tr>
<tr>
<td>Canada</td>
<td>(1%)</td>
<td>0%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Latin America</td>
<td>(18%)</td>
<td>(6%)</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Europe</td>
<td>(9%)</td>
<td>(13%)</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>4%</td>
<td>0%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Global Consumer Solutions</td>
<td>(2%)</td>
<td>(2%)</td>
<td>24.8%</td>
<td>(10 bps)</td>
</tr>
</tbody>
</table>

See Earnings Release for reconciliation of non-GAAP measures and related disclosures.
## Cash Flow and Other Metrics

<table>
<thead>
<tr>
<th></th>
<th>3Q20</th>
<th>3Q19</th>
<th>FY 2019</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Cash Flow</strong>*</td>
<td>$367.0</td>
<td>($164.9)</td>
<td>$313.8</td>
<td>$672.2</td>
</tr>
<tr>
<td><strong>Capital Expenditures (Cash)</strong></td>
<td>($116.7)</td>
<td>($97.2)</td>
<td>($399.6)</td>
<td>($321.9)</td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong></td>
<td>$250.3</td>
<td>($262.1)</td>
<td>($85.8)</td>
<td>$350.3</td>
</tr>
</tbody>
</table>

**Dollars in millions**

<table>
<thead>
<tr>
<th></th>
<th>3Q20</th>
<th>3Q19</th>
<th>FY 2019</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash Capex as a % Revenue</strong></td>
<td>10.9%</td>
<td>11.1%</td>
<td>11.4%</td>
<td>9.4%</td>
</tr>
<tr>
<td><strong>Depreciation Expense</strong></td>
<td>$64.7</td>
<td>$49.0</td>
<td>$191.0</td>
<td>$157.6</td>
</tr>
<tr>
<td><strong>Depreciation and Amortization</strong></td>
<td>$100.7</td>
<td>$84.1</td>
<td>$331.1</td>
<td>$310.4</td>
</tr>
<tr>
<td><strong>Cash Paid for Acquisitions, Net and Other Investments</strong>*</td>
<td>$22.3</td>
<td>$-</td>
<td>$297.9</td>
<td>$176.1</td>
</tr>
</tbody>
</table>

*FY 2019 Operating Cash Flow includes $341M of payments for legal settlements.

**Depreciation expense does not include the acquisition-related amortization of acquired intangibles.

***Amount includes cash paid for acquisitions, net of cash acquired, investments in unconsolidated affiliates, net and purchase of redeemable noncontrolling interests appearing in our consolidated statements of cash flows.
## Cybersecurity Related Costs and Other Items

<table>
<thead>
<tr>
<th>Dollars in millions</th>
<th>FY18</th>
<th>1Q19</th>
<th>2Q19</th>
<th>3Q19</th>
<th>4Q19</th>
<th>FY19*</th>
<th>1Q20</th>
<th>2Q20</th>
<th>3Q20</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CYBERSECURITY RELATED</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology and Data Security¹</td>
<td>$307.2</td>
<td>$82.8</td>
<td>$68.9</td>
<td>$64.5</td>
<td>$75.9</td>
<td>$292.1</td>
<td>$78.6</td>
<td>$85.2</td>
<td>$83.0</td>
</tr>
<tr>
<td>Product Liability</td>
<td>$20.4</td>
<td>$1.5</td>
<td>$0.2</td>
<td>$2.2</td>
<td>$-</td>
<td>$3.9</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Legal and Investigative Fees</td>
<td>$73.6</td>
<td>$12.5</td>
<td>$12.4</td>
<td>$10.3</td>
<td>$6.1</td>
<td>$41.3</td>
<td>$2.6</td>
<td>$2.1</td>
<td>$0.7</td>
</tr>
<tr>
<td>Litigation and Regulatory Accruals</td>
<td>$-</td>
<td>$690.0</td>
<td>$11.3</td>
<td>$-</td>
<td>$212.0</td>
<td>$913.3</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Gross Expenses</td>
<td>$401.2</td>
<td>$786.8</td>
<td>$92.8</td>
<td>$77.0</td>
<td>$294.0</td>
<td>$1,250.6</td>
<td>$81.2</td>
<td>$87.3</td>
<td>$83.7</td>
</tr>
<tr>
<td>Insurance Recoveries</td>
<td>($75.0)</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>($112.4)</td>
<td>($112.4)</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Net Expenses</td>
<td>$326.2</td>
<td>$786.8</td>
<td>$92.8</td>
<td>$77.0</td>
<td>$181.6</td>
<td>$1,138.2</td>
<td>$81.2</td>
<td>$87.3</td>
<td>$83.7</td>
</tr>
<tr>
<td><strong>OTHER ITEMS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal resource realignment</td>
<td>$46.1</td>
<td>$11.5</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$11.5</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Other**</td>
<td>$18.5</td>
<td>$-</td>
<td>$6.3</td>
<td>$20.0</td>
<td>$-</td>
<td>$26.3</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Total</td>
<td>$390.8</td>
<td>$798.3</td>
<td>$99.1</td>
<td>$97.0</td>
<td>$181.6</td>
<td>$1,176.0</td>
<td>$81.2</td>
<td>$87.3</td>
<td>$83.7</td>
</tr>
</tbody>
</table>

1. Beginning in 2021, Technology and Data Security Costs will be included in Adj Oper Inc, Adj EBITDA, and Adj EPS. Detail on these expenditures will be provided in 2021 for comparability to prior periods.

*FY19 amounts are as reported for the full year, which may vary slightly from the sum of all quarters, due to rounding

**Included 2019 other items for consistency.
General Corporate Expense, excluding non-recurring costs, was $284 million in 2019 and is expected to increase by approximately $82 million in 2020 versus 2019.

- Higher incentive compensation costs are the primary driver of the increase in 2020 versus 2019.
- General Corporate Expense in 3Q20 was $109 million, up $38 million from 3Q19.

Interest Expense in 2019 was $112 million, and is expected to increase by $31 million in 2020 versus 2019.

- Interest Expense in 3Q2020 was $37 million, up $9 million from 3Q19
- Interest Expense in 4Q2020 is expected to be $38 million, up $9 million from 4Q19
- 2020 Interest Expense increases are driven by $1B bond offering in 2Q20.
  - Borrowings to fund the approximately $347 million in remaining payments to be made for the Consumer Class Action Settlement are not reflected in the interest expense estimate, as the timing of these payments is uncertain.

Effective Tax Rate for Adjusted EPS in 2020 is expected to be ~24%.
- The Effective Tax Rate for Adjusted EPS in 3Q2020 was 21.2%
- The Effective Tax Rate for Adjusted EPS in 4Q2020 is expected to be ~24%
Effective Income Tax Rate

• The effective tax rate used in calculating our GAAP and Adjusted EPS is as follows:

<table>
<thead>
<tr>
<th></th>
<th>GAAP EPS</th>
<th>Adjusted EPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2018</td>
<td>14.0%</td>
<td>22.6%</td>
</tr>
<tr>
<td>1Q 2019</td>
<td>13.7%</td>
<td>24.1%</td>
</tr>
<tr>
<td>2Q 2019</td>
<td>23.3%</td>
<td>24.6%</td>
</tr>
<tr>
<td>3Q 2019</td>
<td>14.5%</td>
<td>21.2%</td>
</tr>
<tr>
<td>4Q 2019</td>
<td>54.8%</td>
<td>22.7%</td>
</tr>
<tr>
<td>FY 2019</td>
<td>9.3%</td>
<td>23.1%</td>
</tr>
<tr>
<td>1Q 2020</td>
<td>23.9%</td>
<td>25.3%</td>
</tr>
<tr>
<td>2Q 2020</td>
<td>21.7%</td>
<td>24.4%</td>
</tr>
<tr>
<td>3Q 2020</td>
<td>25.1%</td>
<td>21.2%</td>
</tr>
<tr>
<td>4Q 2020</td>
<td>~24%</td>
<td>~24%</td>
</tr>
<tr>
<td>FY 2020</td>
<td>~24%</td>
<td>~24%</td>
</tr>
</tbody>
</table>

See Earnings Release for reconciliation of non-GAAP measures and related disclosures.
2019 by the Numbers

+5.6% CONSTANT DOLLAR ADJUSTED REVENUE GROWTH

$3.53B ADJUSTED REVENUE

33.4% ADJUSTED EBITDA MARGIN

$5.62 ADJUSTED EPS (CONTINUING OPS)

$292M TRANSFORMATION INVESTMENT

$1.18B ADJUSTED EBITDA
## Broad Based Execution to Strengthen Equifax

<table>
<thead>
<tr>
<th>USIS</th>
<th>WS</th>
<th>INTL</th>
<th>GCS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adj. Revenue: +4%</td>
<td>Revenue: +15%</td>
<td>C$ Revenue: +3%</td>
<td>Revenue: -3%</td>
</tr>
</tbody>
</table>

**USIS**
- Acquired PayNet (commercial credit data)
- Executed new partnerships to expand unique data sets into bank transaction & rental data
- Leveraged partnerships to create new products

**WS**
- Grew TWN records to over 100M
- Significantly expanded TWN record contributors
- Building foundation for International Work Number

**INTL**
- Over 100 customer instances of Ignite across multiple regions
- Expanded positive data in AUS
- Launched over 60 new products

**GCS**
- Launch myEquifax.com consumer portal
- Returned to growth in 2H19

### Security
- Strengthened cloud protection and detection controls
- Expanded coverage of data protection and access management controls
- Obtained key security industry re-certifications
- Announced early adoption of NIST Privacy Framework

### Technology
- Continued our strategic move to the cloud to enhance performance and returns
- Launched Ignite in the cloud for US, UK, LatAm, and Australia
- Deployed Data Fabric and migrated significant assets to our Data Fabric
- Began customer migrations to Cloud infrastructure

### D&A
- Ignite available on AWS and GCP, 35+ Ignite Direct and 100+ Ignite Marketplace Customers
- Integrated Ignite, IC, AME, and AE for accelerated A2P
- Extending NDT – In use in 30+ customer models
- Launched FICO Ignite Connected Platform

**2019**
We see all inquiry transactions in our Mortgage business.

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Year</td>
<td>6 ½%</td>
<td>-8%</td>
<td>-6%</td>
<td>12%</td>
<td>15%</td>
</tr>
</tbody>
</table>
Recession mix in 2008 vs. 2019

% of total EFX revenue

Counter-cyclical
Recession-resistant
Recession-impacted

Key business components

- EWS and INTL Debt Management
- EWS Unemployment Insurance Claims
- US Mortgage
- US and INTL Government
- GCS Consumer Direct
- USIS, EWS, INTL Offline Portfolio Management
- EWS Workforce Analytics

2008  2019
<40%  55%

<40%  55%
Revenue from Divested Operations is excluded from the charts above.
Customer Segment Revenue from 2008 - 2019

* Includes revenue from government, marketing services, insurance, healthcare (if not broken out explicitly) and other misc. markets
Glossary
<table>
<thead>
<tr>
<th>Term</th>
<th>Our Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closed Exchange</td>
<td>A give-to-get model where data providers determine the content of the database, utilization requirements/obligations, and governance philosophy; generally, all data providers contribute the same amount/type of data in return for their access to the consolidated data.</td>
</tr>
</tbody>
</table>
| Growth Playbook          | The process of developing strategic growth plans for 3 years into the future  
  • Enterprise Growth Initiatives (EGI): the process whereby large strategic initiatives are developed and tracked against specific milestones/metrics; ensures continuous senior management involvement and oversight  
  • New Product Innovation (NPI): the process of developing from 55 to 65 new product launches every year which contribute approximately 3 points of revenue growth each year  
  • Vitality Index: an NPI metric that measures the revenue in any given year from products launched in the prior three years |
<p>| LEAN                     | The process of streamlining various processes to improve both operating efficiency and effectiveness.                                                                                                           |
| Data &amp; Analytics (D&amp;A)   | The organization of our data and analytic professionals responsible for developing new analytic insights used for new products and other research endeavors.                                                   |
| Insights                 | Analytical interpretations of various data assets that enable institutions to make better, more precise, real time decisions.                                                                                |
| Fused Scores             | A statistical process where multiple databases/scores are integrated into a single insight for customers to consume/integrate into their internal IT platforms.                                                  |
| Verticals                | Our various end-use markets aka industry verticals; reflects how we organize our sales professionals and go-to-market strategies.                                                                          |
| Enterprise Selling       | The process whereby our sales organizations represent ALL of Equifax’s capabilities to their respective vertical focus.                                                                                  |
| Connectors               | Institutions that enable broader, more diverse distribution of insights and information.                                                                                                                      |
| InterConnect             | The global IT platform whereby many customers consume our data and insight products; our most common decisioning platform that is and has been developed for global implementation.            |
| Cambrian                 | The analytic platform utilized by the Data &amp; Analytics team to develop analytic insights for new products.                                                                                              |
| Adjusted EBITDA          | Consolidated Net Income Attributable to Equifax adding back Depreciation &amp; Amortization, taxes, select periodic (i.e. less frequent) one-time items, e.g. restructuring charges, large tax credits, etc., and net Interest Expense (excluding Interest Income). |
| Adjusted EPS             | GAAP EPS excluding acquisition amortization and select periodic (i.e. less frequent) one-time items, e.g. restructuring charges, large tax credits, etc.                                                   |
| Adjusted Revenue         | GAAP revenue excluding charges related to settlements with commercial customers.                                                                                                                             |</p>
<table>
<thead>
<tr>
<th>Term</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Agile</td>
<td>A method of project management used in software development that is characterized by the division of tasks into short phases of work and frequent reassessment and adaptation of plans.</td>
</tr>
<tr>
<td>API – Application Programming Interface</td>
<td>A software intermediary that allows two applications to talk to each other.</td>
</tr>
<tr>
<td>Architecture</td>
<td>The process by which organizations standardize and organize IT infrastructure to align with business goals.</td>
</tr>
<tr>
<td>Automation</td>
<td>The use of software to create repeatable instructions and processes to replace or reduce human interaction with IT systems.</td>
</tr>
<tr>
<td>Cloud First</td>
<td>A strategy where any new or updated IT project will evaluate safe, secure cloud computing options before making any new investments.</td>
</tr>
<tr>
<td>Cloud Native</td>
<td>As defined by the Cloud Native Computing Foundation (CNCF), Cloud native computing uses an open source software stack to deploy applications as microservices, packaging each part into its own container, and dynamically orchestrating those containers to optimize resource utilization.</td>
</tr>
<tr>
<td>Data Analytics</td>
<td>The process of examining data to draw conclusions about the information they contain.</td>
</tr>
<tr>
<td>Data Catalog</td>
<td>Metadata containing data objects definitions that enable any user to discover, understand and consume data store in an Enterprise data sources.</td>
</tr>
<tr>
<td>Data Center</td>
<td>A physical facility that enterprises use to house their business critical applications and information.</td>
</tr>
<tr>
<td>Data Encryption</td>
<td>The conversion of data from a readable format into an encoded format that can only be read or processed by people with access to a secret key or password.</td>
</tr>
<tr>
<td>Data Fabric</td>
<td>A converged platform supporting the diverse data management, processing and access needs across all disparate data sources and infrastructure types. A data fabric focuses on the data aspect of cloud computing as the unifying factor.</td>
</tr>
<tr>
<td>Data Ingestion</td>
<td>The process of obtaining and importing data for immediate use or storage in a database.</td>
</tr>
<tr>
<td>Data Insight</td>
<td>Information gained from analyzing data that could be used to make better business decisions.</td>
</tr>
<tr>
<td>Term</td>
<td>Our Definition</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Data Gateway</td>
<td>A system that connects to multiple data sources and provides a single and central point of access to connect to each data source.</td>
</tr>
<tr>
<td>Data Governance</td>
<td>The overall management of the availability, usability, integrity and security of data used in an Enterprise.</td>
</tr>
<tr>
<td>Data Lineage</td>
<td>Data life cycle that describes the data’s origins and where its transformations over time.</td>
</tr>
<tr>
<td>Data Linking</td>
<td>A technique for connecting pieces of information that are thought to relate to the same person, family, place or event.</td>
</tr>
<tr>
<td>Data Modeling</td>
<td>A set of tools and techniques used to understand and analyze how an organization should collect, update and store data.</td>
</tr>
<tr>
<td>Data Security</td>
<td>The process of protecting data from unauthorized access and data corruption throughout its lifecycle.</td>
</tr>
<tr>
<td>Data Silo</td>
<td>A collection of information in an organization that is isolated from and not accessible by other parts of the organization.</td>
</tr>
<tr>
<td>Data Taxonomy</td>
<td>Taxonomy is the science of data classification according to a predetermined system to provide a conceptual framework for discussion, analysis of information retrieval.</td>
</tr>
<tr>
<td>Data Tokenization</td>
<td>Tokenization is the process of replacing sensitive data such as a Credit Card Primary Account Number (PAN) or Social Security Number with unique identification symbols that retain all the essential information about the data without compromising its security.</td>
</tr>
<tr>
<td>Decisioning System</td>
<td>A computerized information system that allows to sift through and analyze massive reams of data and compile information that can be used to solve problems and make better decisions.</td>
</tr>
<tr>
<td>Deployment</td>
<td>Interrelated set of activities that make a software system available to the users.</td>
</tr>
<tr>
<td>IVR – Interactive Voice Response</td>
<td>A technology that allows a computer to interact with humans through the use of voice.</td>
</tr>
<tr>
<td>On Premises</td>
<td>Traditional methods of installing and customizing software on the customer’s own computers that reside inside their own data center.</td>
</tr>
</tbody>
</table>