

INVEST R DAY 21

Thank you for joining.

We will begin shortly.

Forward-looking Statements

This presentation contains certain forward-looking information, including information related to our long-term financial framework and capital allocation plan, 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 plans and results, our financial and business strategy, improvements in our IT and data security infrastructure, expected financial and operational benefits, synergies and growth from our technology transformation and acquisitions, 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 2020 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 and adjusted EBITDA, which reflect adjustments for certain items that affect the comparability of our underlying operational performance.

These are important financial measures for Equifax but are not financial measures as defined by GAAP. These non-GAAP financial measures should be reviewed in conjunction with the relevant GAAP financial measures and are not presented as an alternative measure of net income, EPS or revenue as determined in accordance with GAAP.

Reconciliations of these non-GAAP financial measures to the most directly comparable GAAP financial measures can be found under “Financial Results/Non-GAAP Financial Measures” on the Investor Relations section of our website at investor.equifax.com.

INVEST R DAY 21

The New Equifax

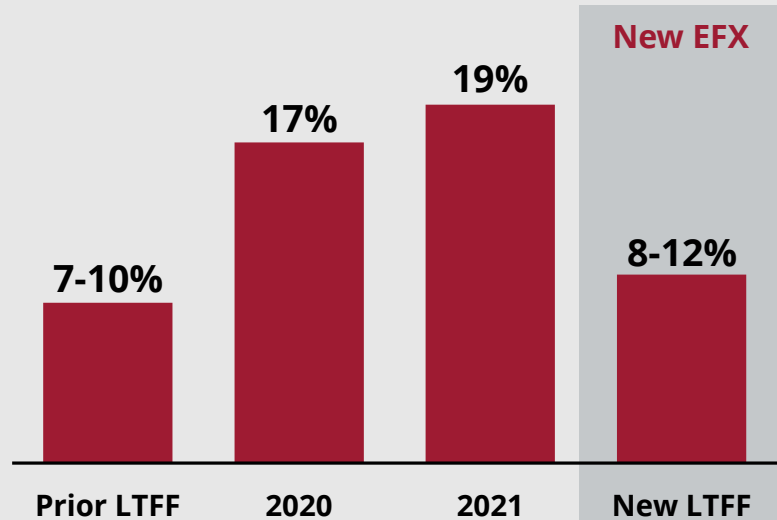
Mark Begor

Chief Executive Officer



The New EFX

Revenue Growth



EFX Growth Drivers

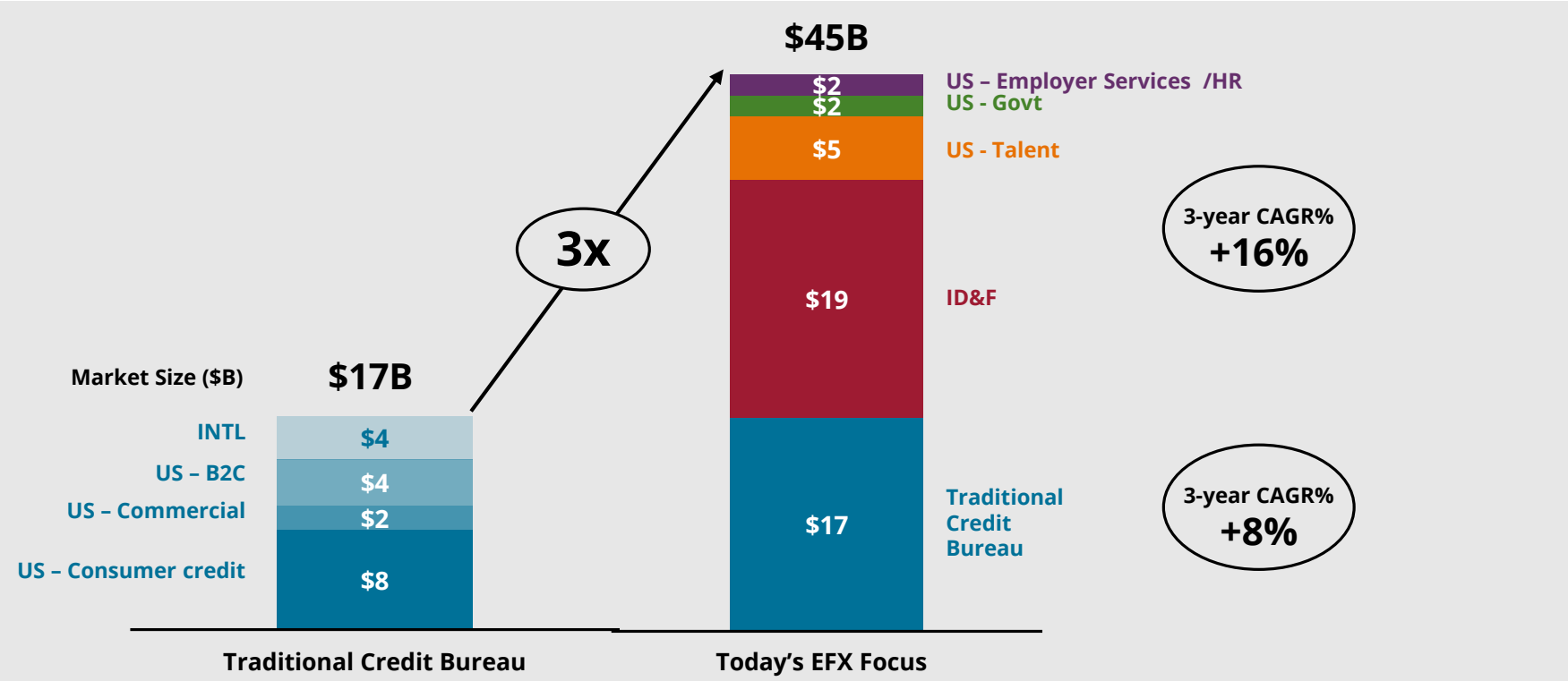
- ✓ EFX Cloud
- ✓ More differentiated data
- ✓ Single data fabric
- ✓ EWS growth and margins
- ✓ NPI acceleration
- ✓ New verticals... ID & Fraud, Talent, Government
- ✓ Bolt-on M&A
- ✓ Industry-leading security
- ✓ New team

Higher growth, higher margins, free cash flow accelerating

Macro Trends Advantage EFX

Key Macro Trends	2021	Future	EFX Response
More data	++	++	Single data fabric, multi-data solutions
Speed of data	++	++	EFX Cloud capabilities
Tech acceleration	++	++	
Digital explosion	++	++	ID & Fraud: \$19B TAM...EFX + Kount
Mortgage market	-	+	Normalizing... EFX will outgrow
Talent / Hiring	++	+	TWN + Insights...data hub
Social services	+	+	More services needed... TWN + Insights
Compliance & regulation	+	+	

Much More Than a Credit Bureau



New EFX focus 3x larger in faster growing markets

EFX 2023 Growth Strategy

EFX 2023

Leveraging cloud for innovation,
new products, and growth



The New EFX Leadership



Mark Begor
Chief Executive Officer



Bev Anderson
President, Global
Consumer Solutions



Sunil Bindal
Senior Vice President,
Corporate Development



Carla Chaney
Chief Human
Resources Officer



Jamil Farshchi
Chief Information
Security Officer



John Gamble
Chief Financial Officer



Dorian Hare
Senior Vice President,
Investor Relations



Julia Houston
Chief Strategy and
Marketing Officer



J. Kelley
Chief Legal Officer

Helping people live their financial best



Bryson Koehler
Chief Technology Officer



Cecilia Mao
Chief Product Officer



Lisa Nelson
President, International



Rudy Ploder
President, Workforce
Solutions

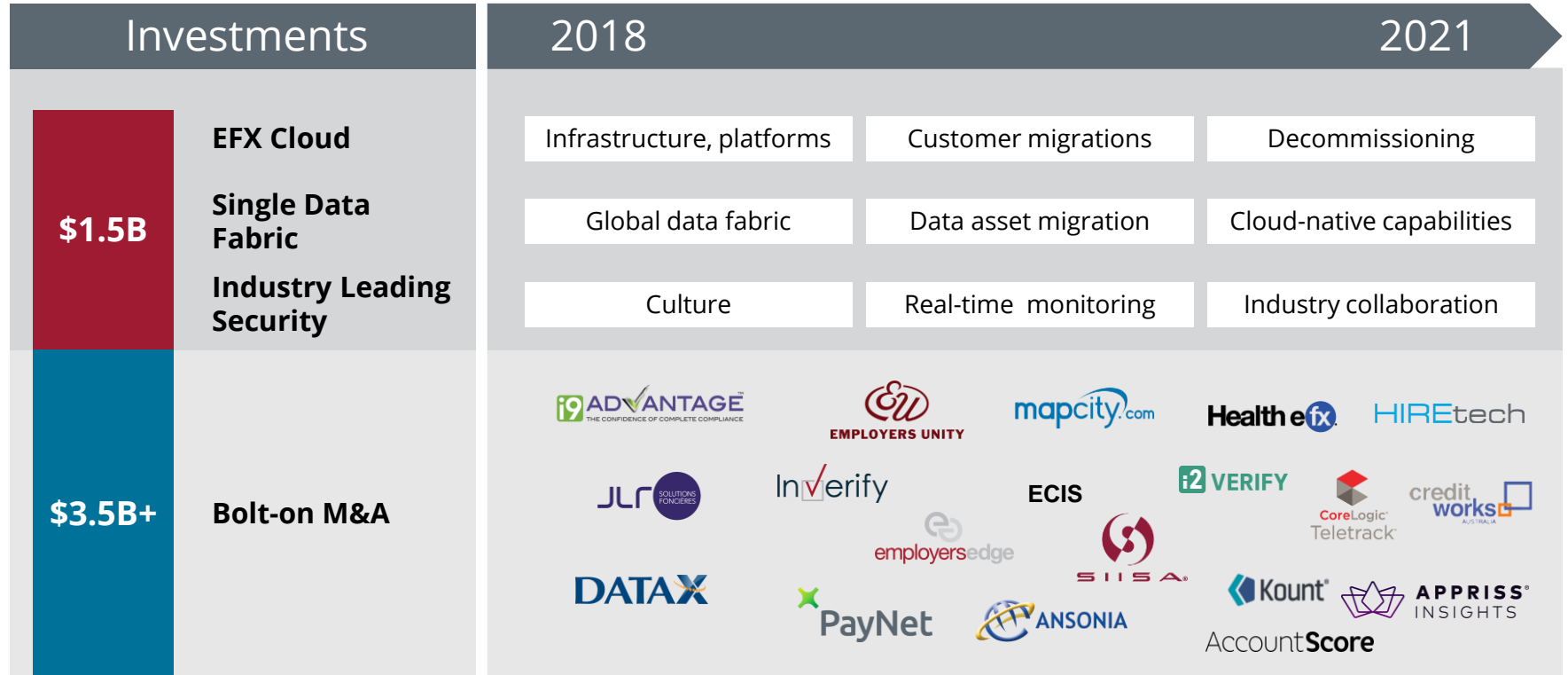


Sid Singh
President, U.S.
Information Solutions

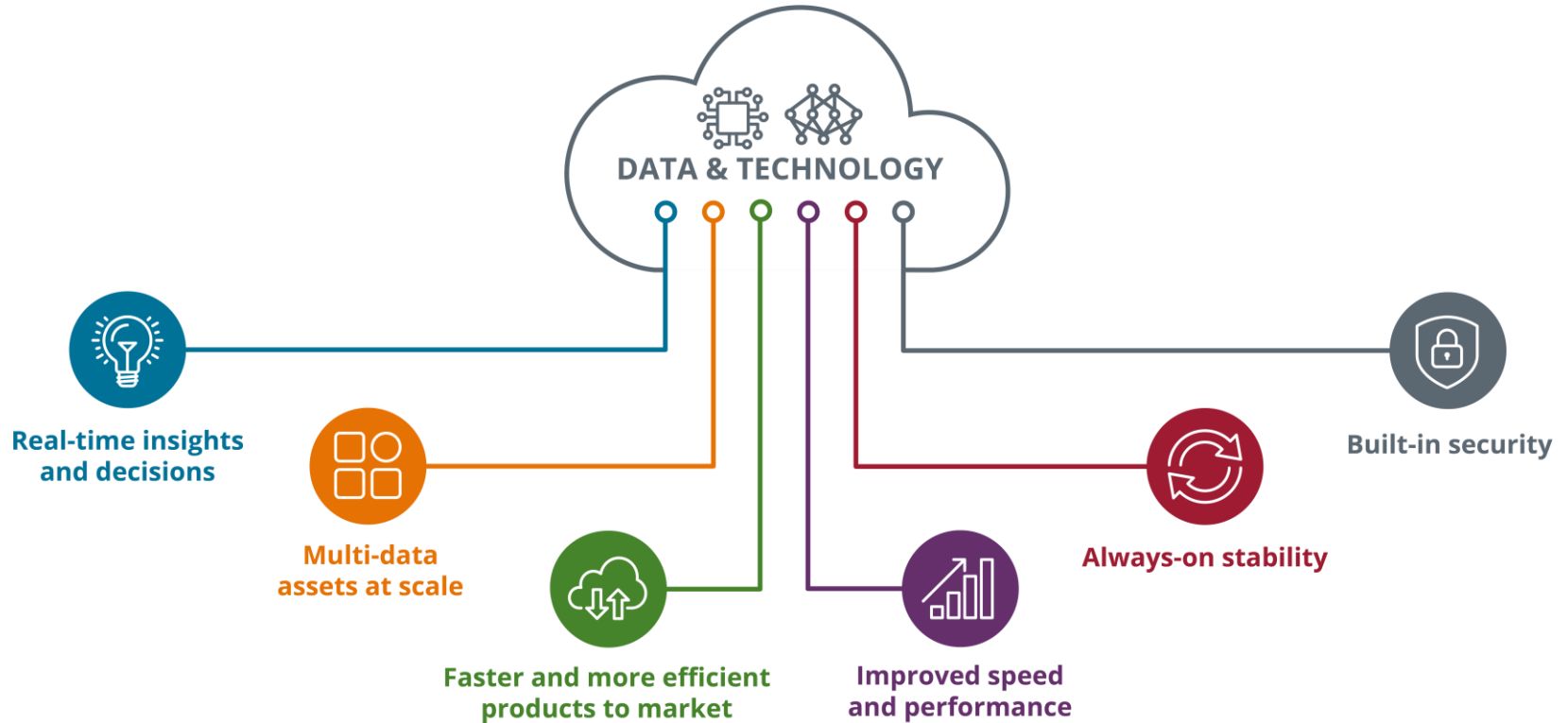


Joy Wilder Lybeer
USIS Chief Revenue Officer
SVP, Global Partnerships

Spent Last 4 Years Investing in EFX



The EFX Cloud

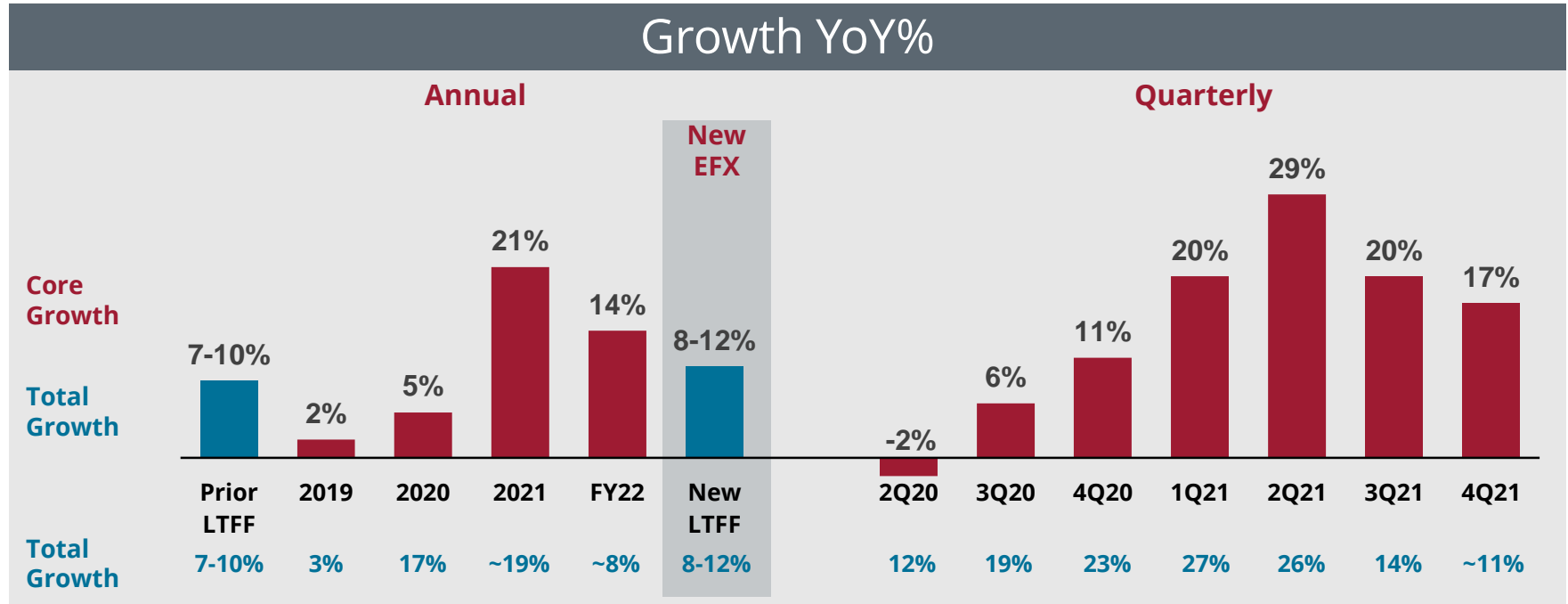


Differentiated Data Now in Single Data Fabric



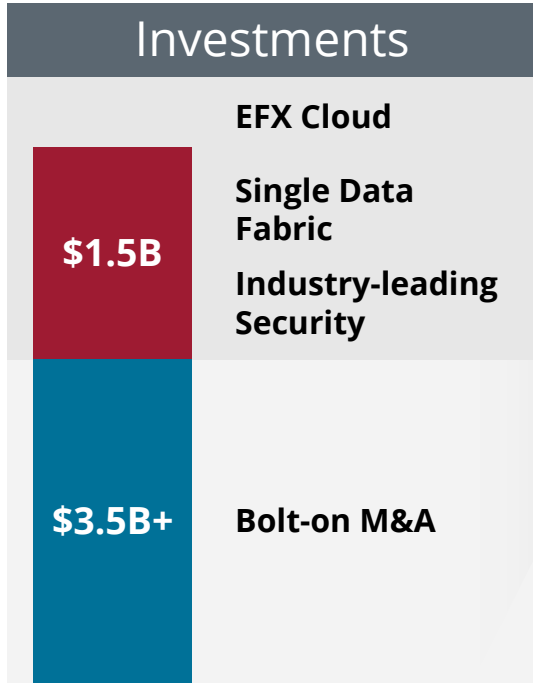
Drives rapid multi-data solutions

Early Days of EFX Cloud Driving Outperformance



5 consecutive quarters of double-digit core growth

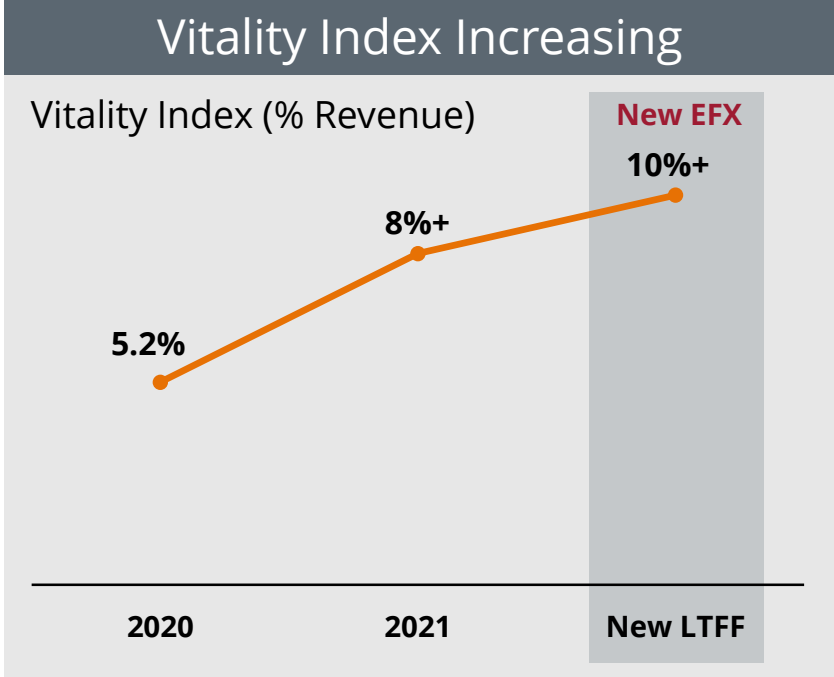
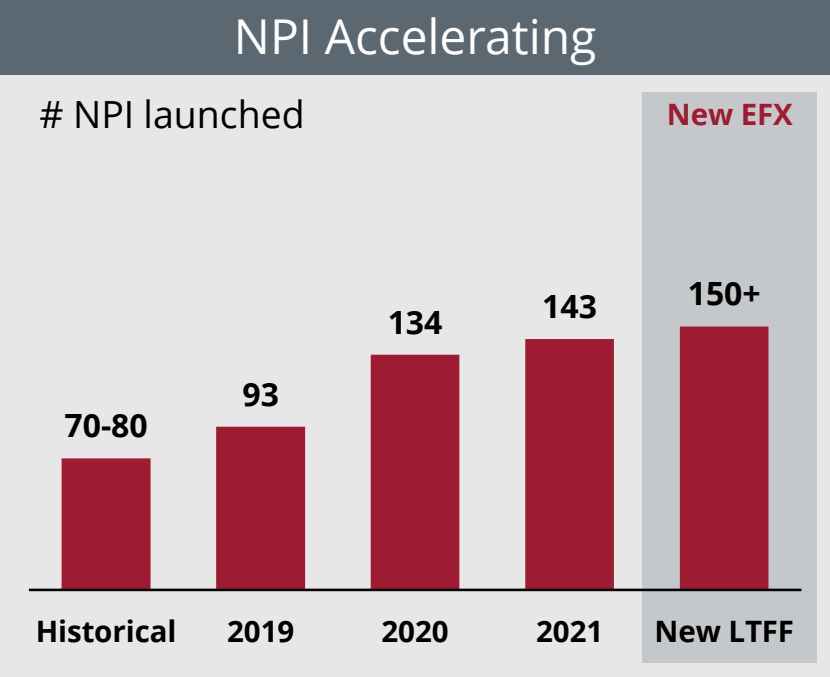
EFX Cloud Benefits Starting To Kick In



Key Benefits	Examples
✓ Superior system performance	<i>Always-on stability, speed</i>
✓ Higher competitiveness	<i>Only cloud-native provider in the industry</i>
✓ Multi-data solutions	<i>More predictive, differentiated insights</i>
✓ Agile innovation	<i>2x YoY increase in new concepts</i>
✓ NPI acceleration	<i>143 launches planned in FY2021</i>
✓ Faster M&A integration	<i>8x faster onboarding of new data</i>
✓ M&A driving growth	<i>\$0.2B in growth from M&A in 2021</i>

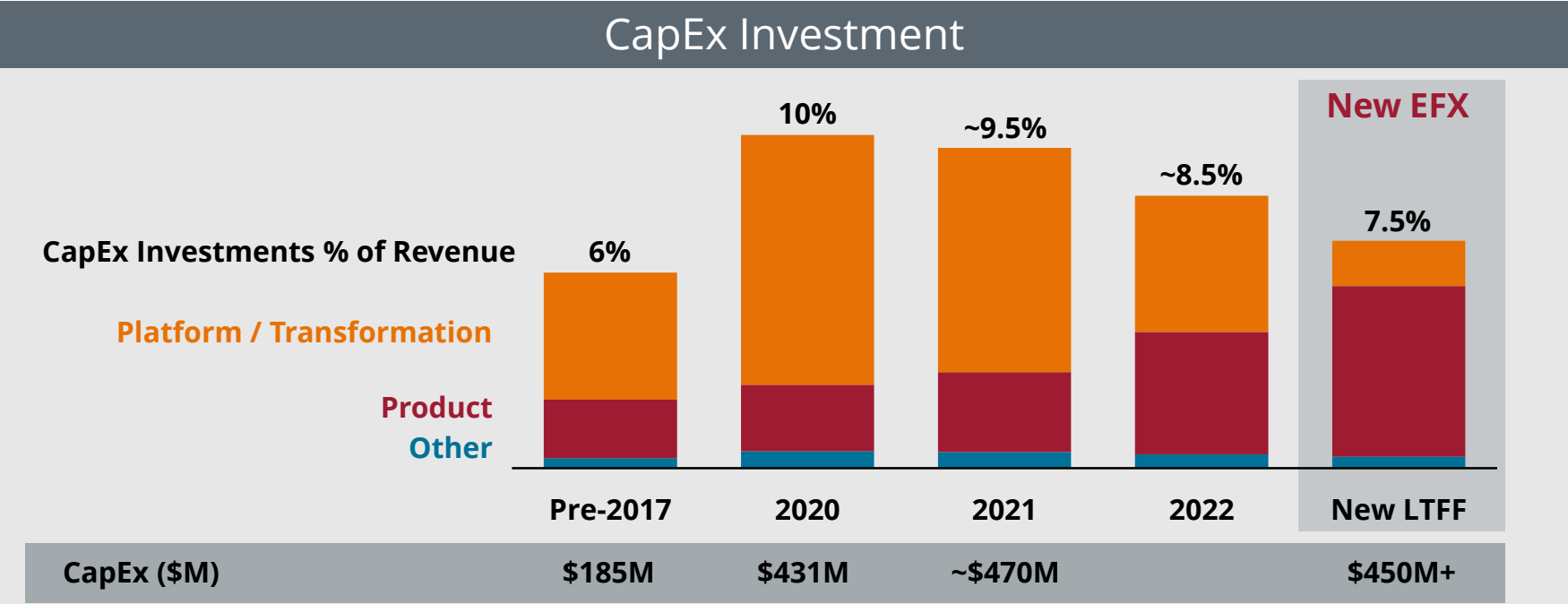
Early innings for EFX Cloud

NPI Leveraging EFX Cloud Accelerating and Driving Growth



EFX Cloud and NPI driving 200 – 300 bps of incremental growth

NPI Investments Expanding



NPI leveraging EFX Cloud a key driver to future growth

EFX Cloud Expanding EFX Product Offerings

Data Fabric

Data Ingestion & Purposing



Differentiated Data Solutions Leveraging Unique, Acquired Data

Employment Indicator
Mortgage Complete
B2B Connect for Logistics
Data as a Service

Data Keying & Linking



Multi-data Products Possible Only by Industry Leading Matching

OneView Credit report
MarketMix Premier

Data Foundries



Multi-data Insights

Person Centric Key
Document Verification

Analytics

Analytics Authoring & Training



Attributes Engine and Insights Manager Supporting Ignite Apps

Credit Trends
Scorecard monitoring
Customer segment monitoring
Commercial real estate / tenant risk

Analytics Execution



Analytics to Production

Neighborhood View Plus
IQS Inflection
Commercial OneScore
NCTUE+ Attribute Bundle

Co-Innovation



Analytics Tools for Customers to Unlock the Power of Their Data

Ignite Direct
Ignite Direct Flex

Decisioning

Verifications



Mortgage, Talent, Government

SSA Payroll Exchange
Mortgage 36
Talent Report Staffing
Government - Enhanced Solutions
I-9 Starter-Standard Packages

Identity and Fraud



Luminate Workbench & Services

Digital Identity Trust
Digital Identity-as-a-Service
Biometric Verifications

Credit Risk



InterConnect for Decisioning

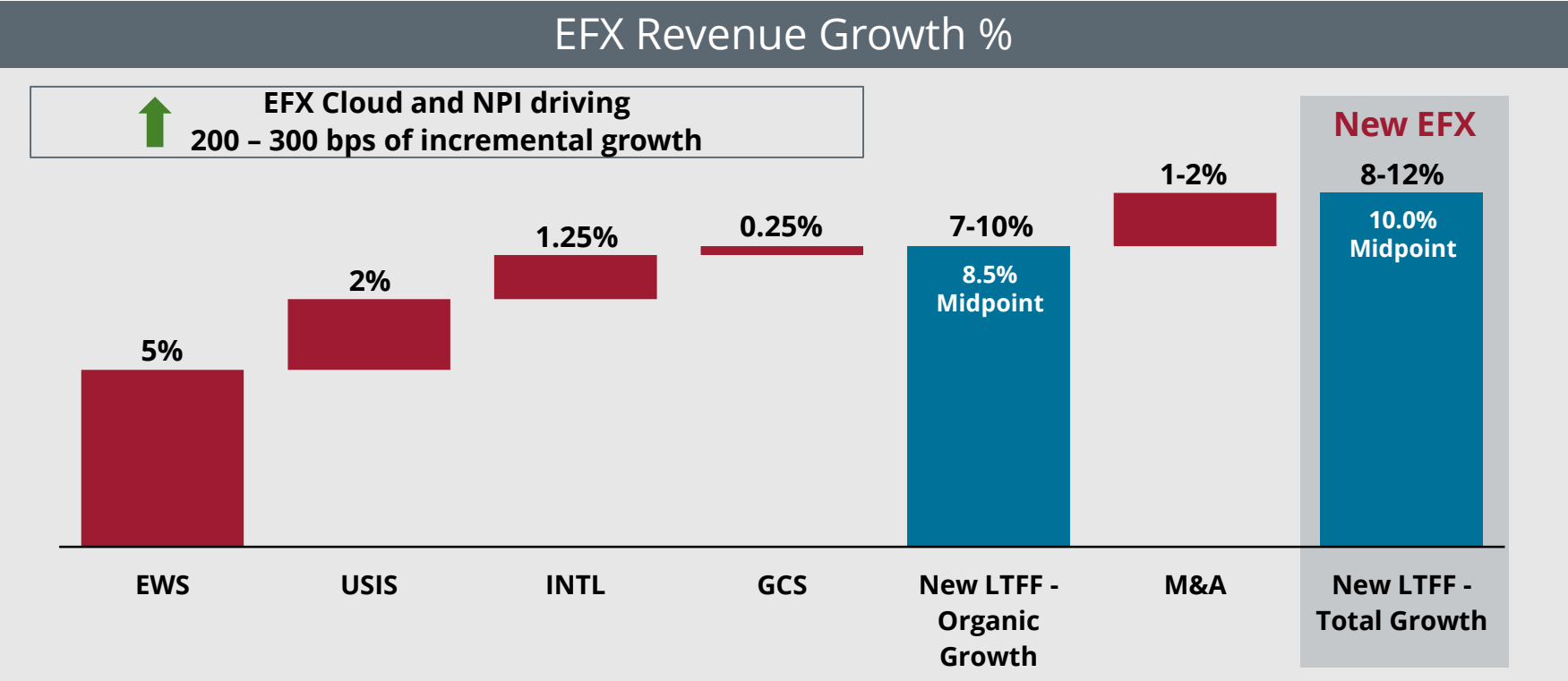
Insight score for Credit Card
Archives on Demand

New EFX Growth Framework Increased to 8-12%

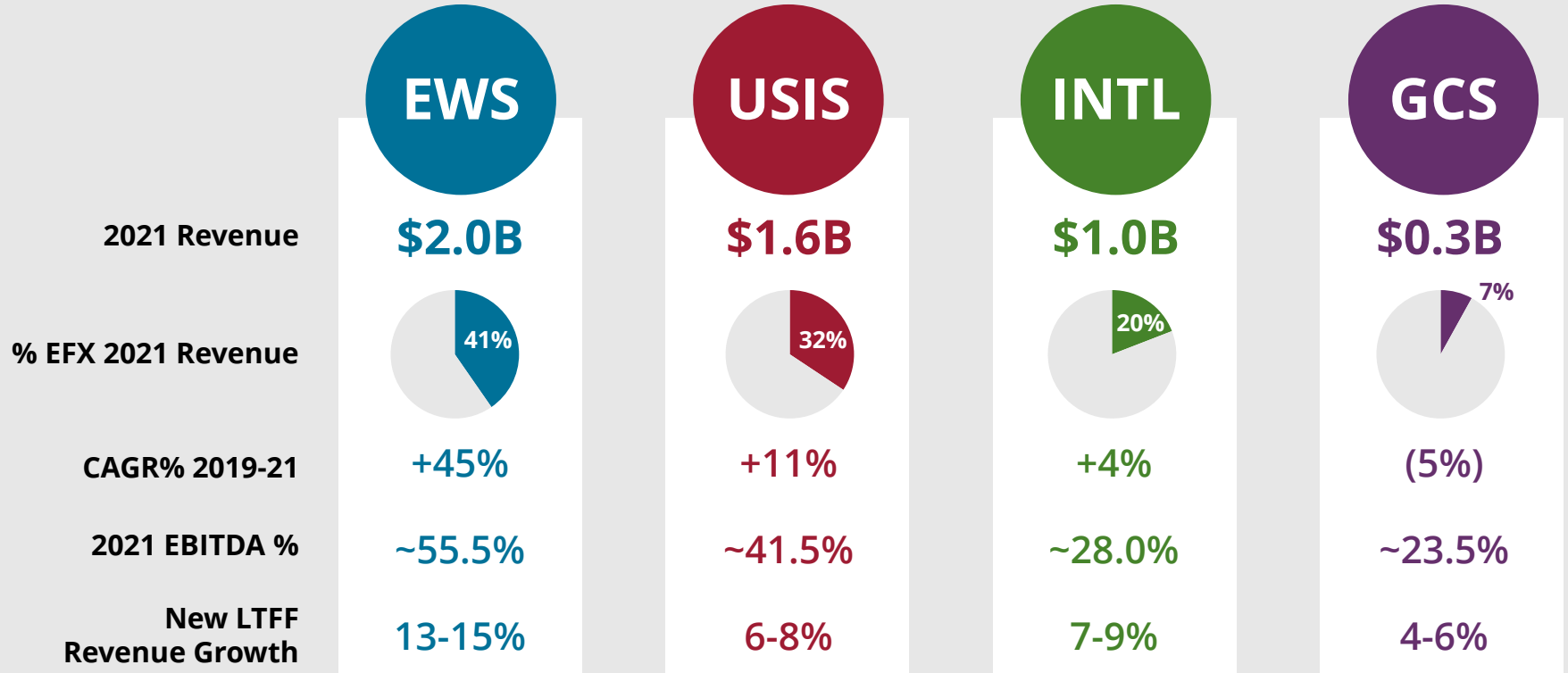
Long Term Financial Framework	Prior LTFF	New EFX	Change
Organic revenue growth	6-8%	7-10%	+100-200 bps
M&A contribution	1-2%	1-2%	=
Total growth	7-10%	8-12%	+100-200 bps
EBITDA% margin improvement	+25 bps	+50 bps	+25 bps
Cash EPS growth	11-14%	12-16%	+100-200 bps
Dividend yield	~1%	~1%	=
Annual shareholder return	12-16%	13-18%	+100-200 bps

Faster growth, higher margins and free cash flow, higher returns

New EFX Long Term Growth Rate 8-12%



EWS: EFX's Largest and Fastest Growing Business



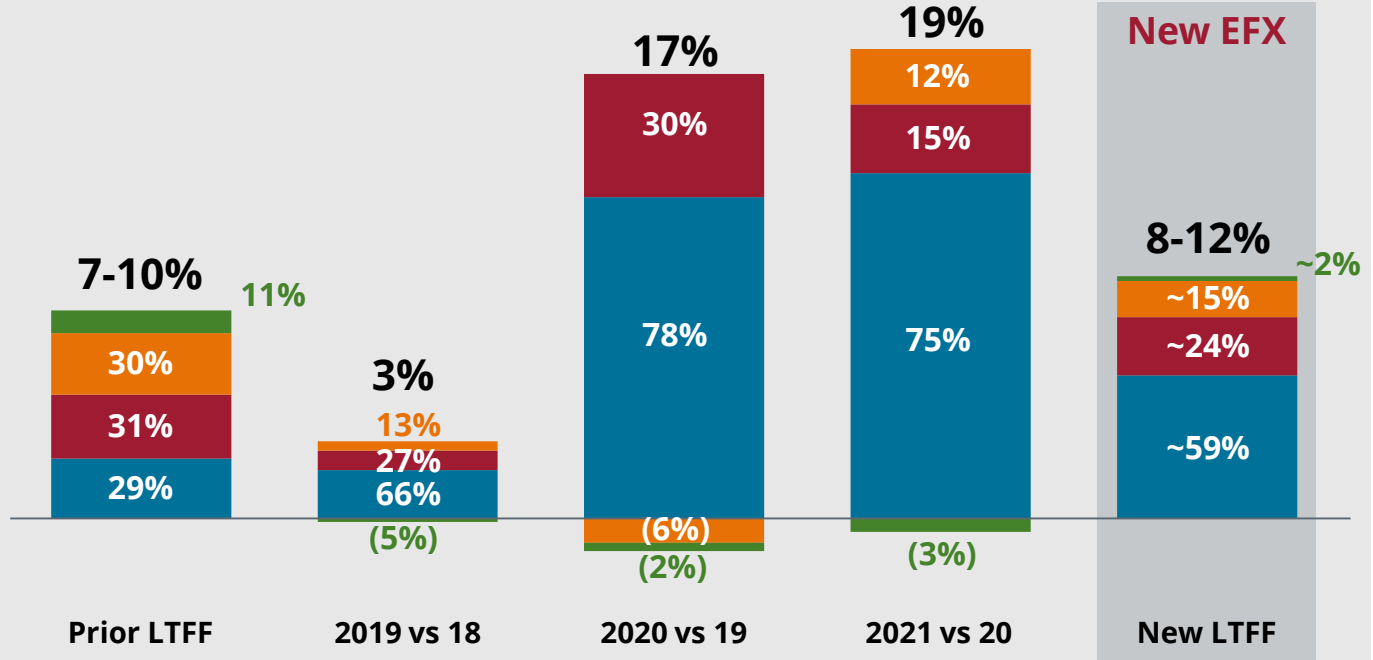
EWS Driving EFX Growth

Revenue Growth %

Total EFX Growth %

Breakdown % of Total EFX Growth

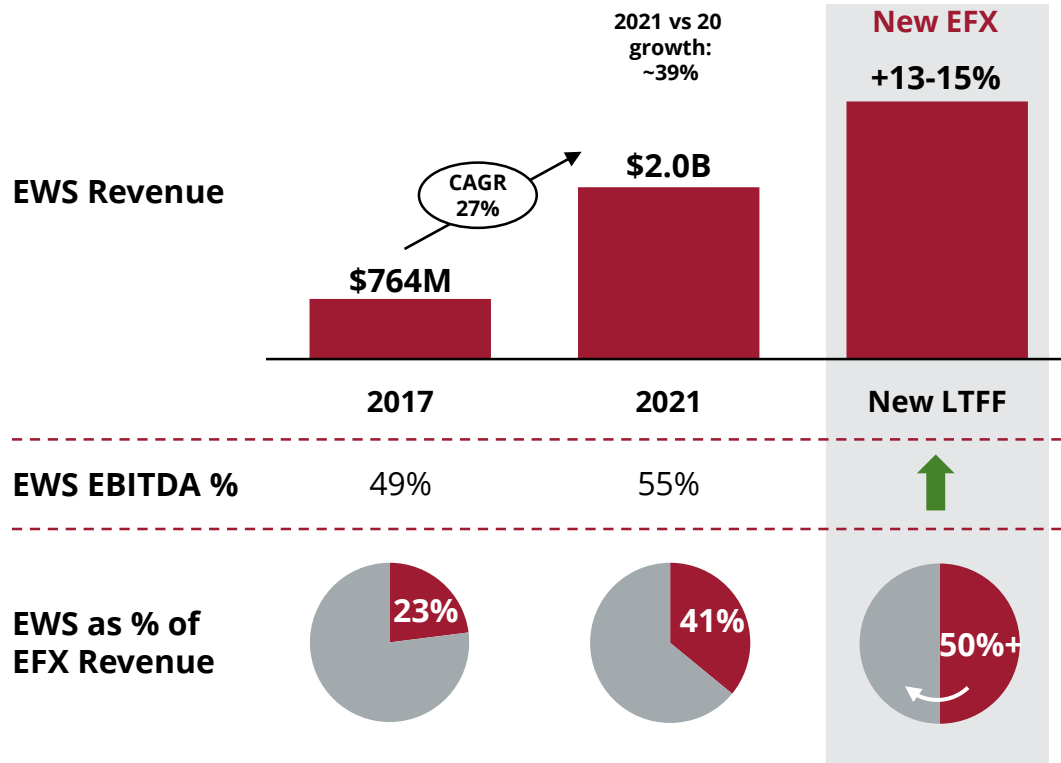
GCS
INTL
USIS
EWS



Note: 2019-2021 revenue growth rate as reported; % of total EFX growth based on constant currency

EFX Cloud and NPI driving 200 – 300 bps of incremental growth

Multiple Levers for EWS Growth

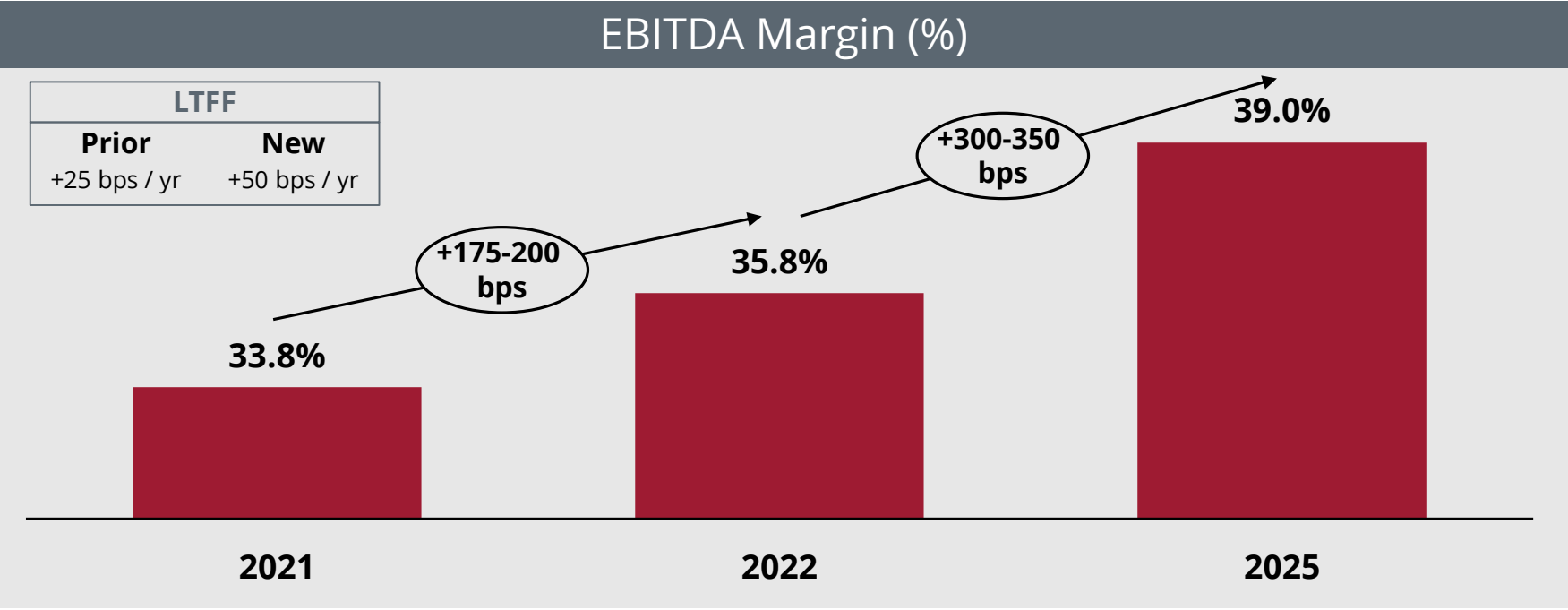


Growth Levers

- ✓ TWN record growth
- ✓ New products and pricing
- ✓ New verticals ... Talent, Government, more!
- ✓ EWS Data Hub
- ✓ Penetration, more pulls
- ✓ Bolt-on M&A

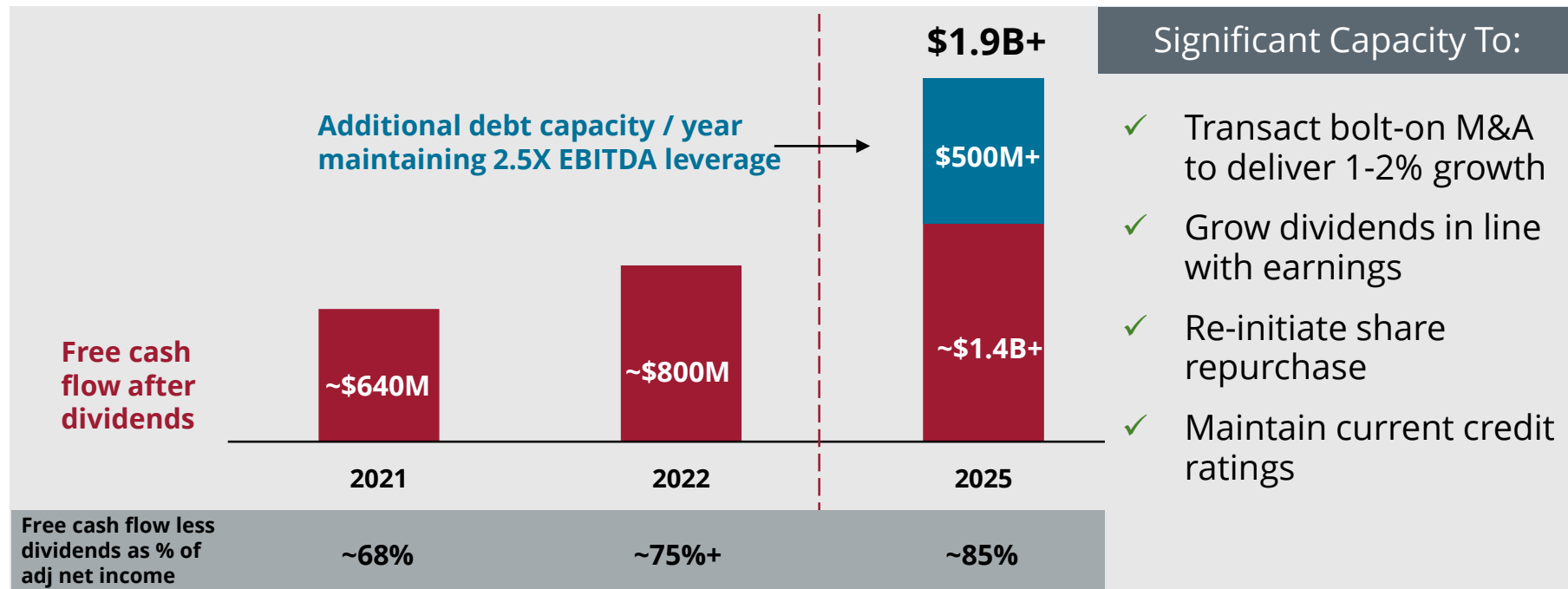
EWS highly accretive to EFX growth and margins

EBITDA Margins Expand ~500 bps by 2025



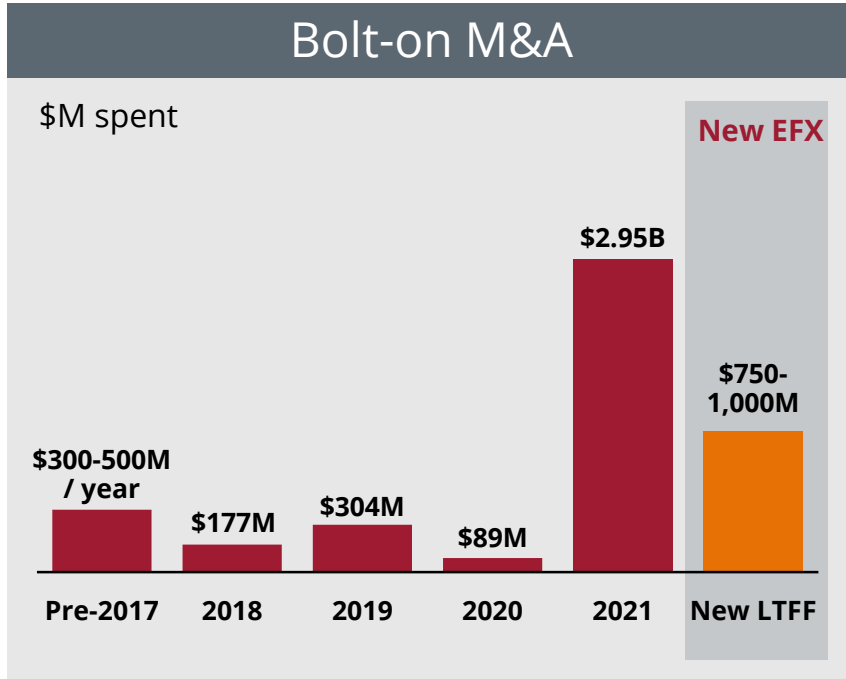
Cloud savings, NPI, EWS, and operating leverage driving strong margin growth

Capacity for M&A and Return of Capital to Shareholders



Approaching \$2B per year in spending capacity

1-2% of Growth From Bolt-on M&A



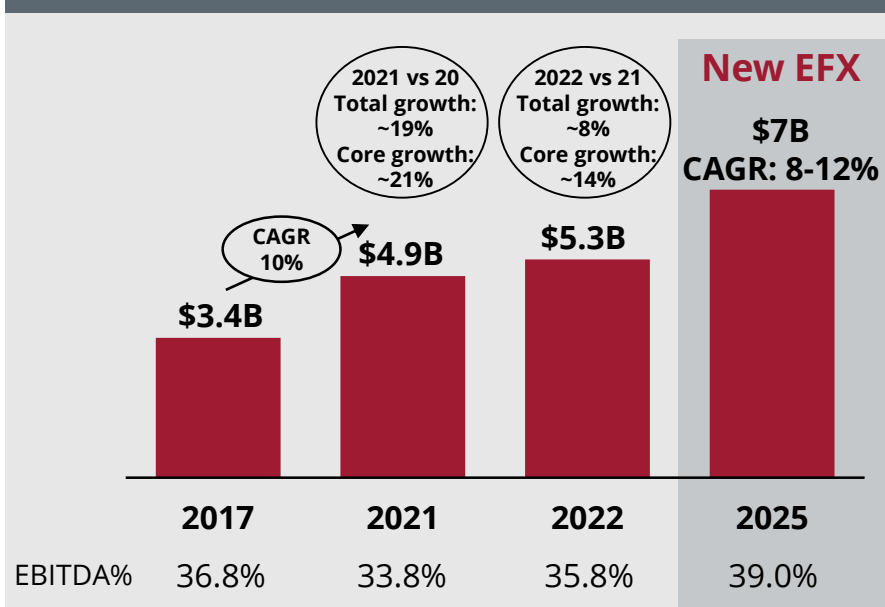
- ### M&A Strategic Priorities
1. Differentiated, proprietary data assets
 2. Strengthen and broaden EWS
 3. Grow in ID & Fraud

- ### M&A Financial Criteria
- ✓ Accretive revenue and margins
 - ✓ EPS accretive
 - ✓ Leverage EFX Cloud

Accretive and bolt-on M&A to broaden and strengthen EFX

The New Equifax...We Are Just Getting Started

EFX Revenue



The New EFX

	Yesterday	Today
Technology	Legacy	Cloud-native
Data	Siloed	Single Data Fabric
Innovation	Process-driven	Agile, customer-driven
NPI	Sales-centric	Product-centric
EWS	#2 BU	Largest business
M&A	Opportunistic	Accelerated
Security	Compliance	Industry-leading
Culture	Inward-focused	Customer-centric

Faster growth, higher margins and free cash flow, higher returns

Today's agenda



**Bryson
Koehler**

Chief Technology
Officer



**Jamil
Farshchi**

Chief Information
Security Officer



**Rudy
Ploder**

President,
Workforce
Solutions



**Sid
Singh**

President,
U.S. Information
Solutions



**Lisa
Nelson**

President,
International



**John
Gamble**

Chief Financial
Officer

The Equifax logo consists of the word "EQUIFAX" in a bold, white, sans-serif font, centered within a solid red circle. The background of the entire image is a light gray with a network of white lines and dots, resembling a data or social network graph.

EQUIFAX[®]

Powering the World with Knowledge[™]

Leveraging the Cloud to Power Innovation, NPI, Security, and Growth

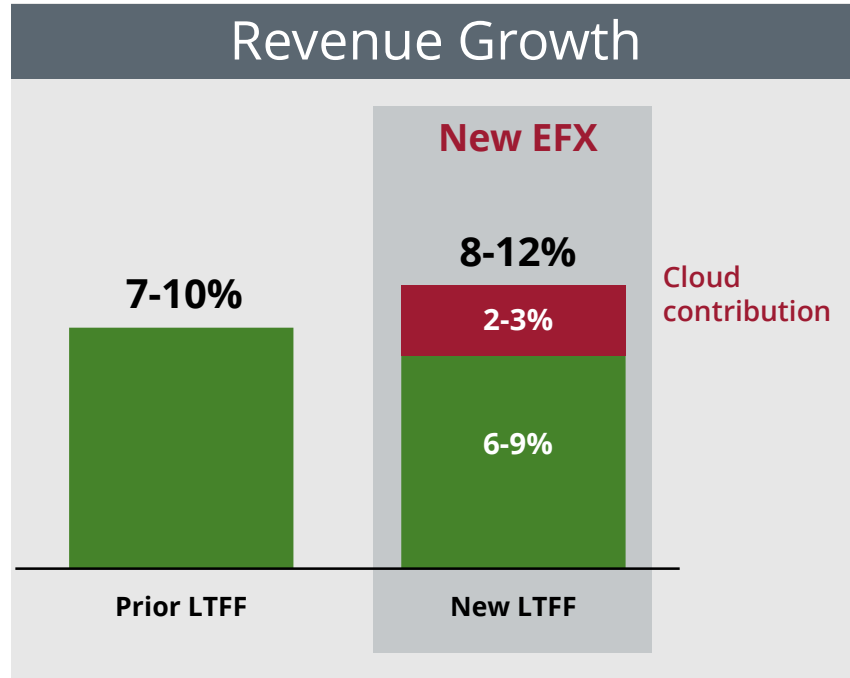
Bryson Koehler
Chief Technology Officer



Jamil Farshchi
Chief Information Security Officer



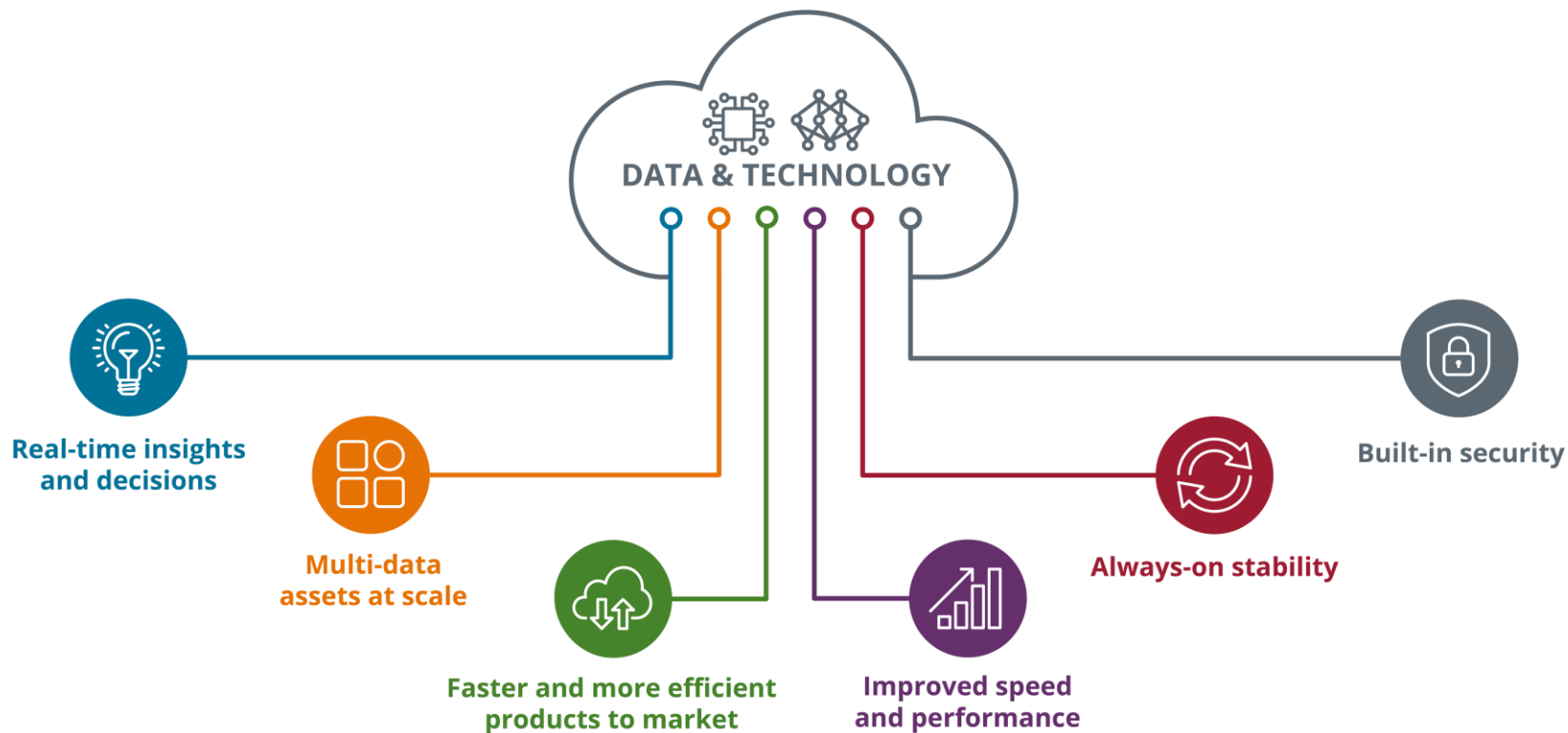
EFX Cloud and NPI Driving 2-3% of Top Line Growth



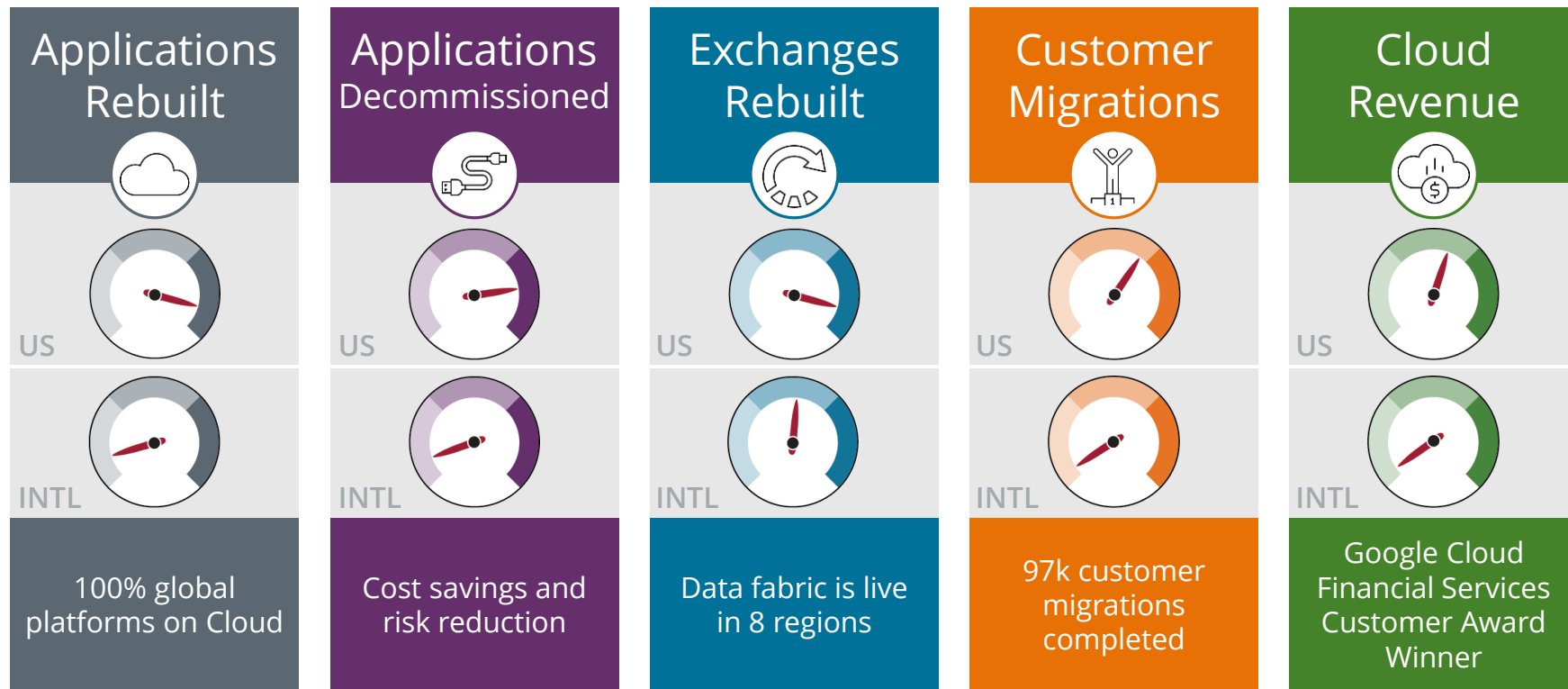
- ## LTF Growth Drivers
- ✓ Enhanced single data fabric
 - ✓ EFX Cloud competitiveness
 - ✓ Expanded global platforms
 - ✓ Faster integrations of acquisitions
 - ✓ Accelerated NPI launches
 - ✓ Advanced AI-enabled analytics
 - ✓ Built-in security and stability
 - ✓ New product leadership and team

Only cloud-native data, analytics, and technology company

The EFX Cloud



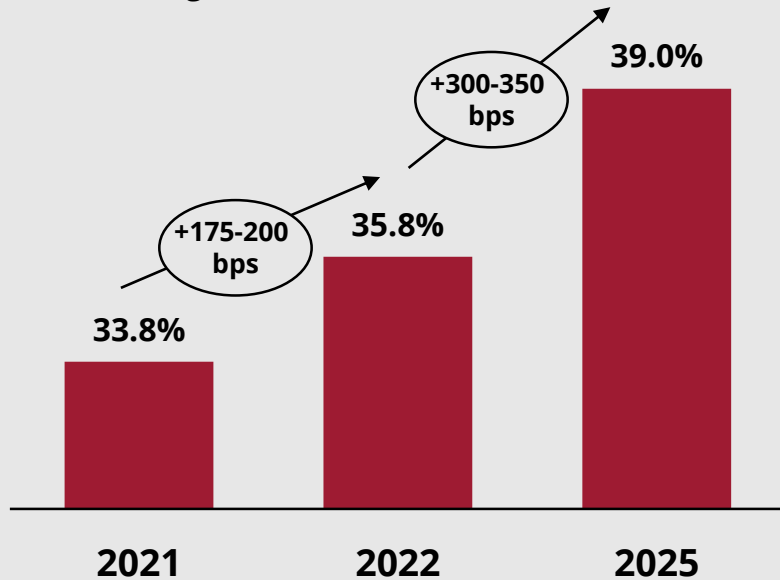
Strong Progress in Our Cloud Transformation



EFX Cloud Delivering Cost Savings and Margins

Impact of the EFX Cloud

EBITDA Margin %



+8,900 sq. ft
reduced



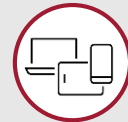
Closed 12
data centers



Over 4,170 KW
energy reduction



4MT carbon
emissions reduction



+15,000 assets
decommissioned



Over 35% EOSL
risk removed



1,200 apps
rationalized

EFX Cloud Delivering Speed and Stability



Improved speed and performance:

The cloud allows us to vastly improve speed and performance

50% less infrastructure **complexity**

Mortgage platform access **3500% faster**



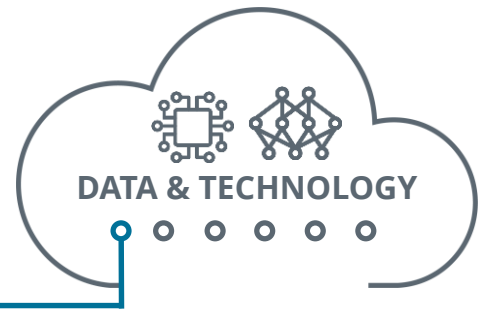
Always-on stability:

Our products, data, solutions, and services are always on and always available

Layered redundancy, **leveraging multiple availability zones and regions**

The Equifax Cloud enabled **uptime is 99.99%**

Real Time Insights and Decisions



ONE holistic view unlocks speed and intelligence, breaking historical industry barriers

Data Fabric

Single enterprise data platform

From more than **100 to 1** data platforms

Keying & Linking entity resolution
360-degree view of identity

Up to **16%** improved match accuracy

Multi-data Assets at Scale



Curating data assets from multiple sources drives unprecedented agility and NEW insights

Flexible, streamlined access to differentiated data for robust insights

250B records keyed + linked

Data isolation and management to adhere to evolving regulatory requirements

50K+ rules for data use permissibility

Faster, More Efficient Products to Market



We are improving every touchpoint from data to outcomes

Data to Outcomes



Data Fabric and Keying & Linking



Identity



Analytics & Decisions



Product Outcomes

115

New Products launched YTD (thru Q3)

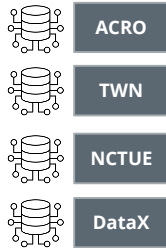
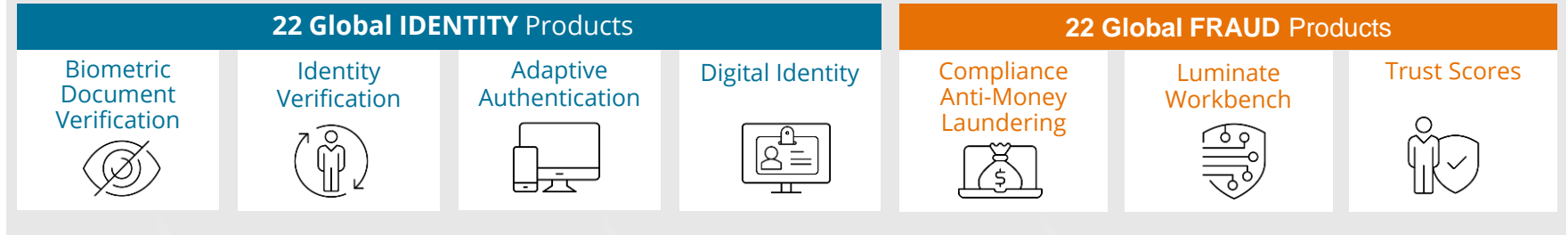
45%

Faster Time to Market over the last 24 months



Kount Expands ID and Fraud Capabilities

More data signals, stronger analytics, strengthened portfolio



Kount
High performing **Predictive Models & Scores** infused with Kount digital attributes

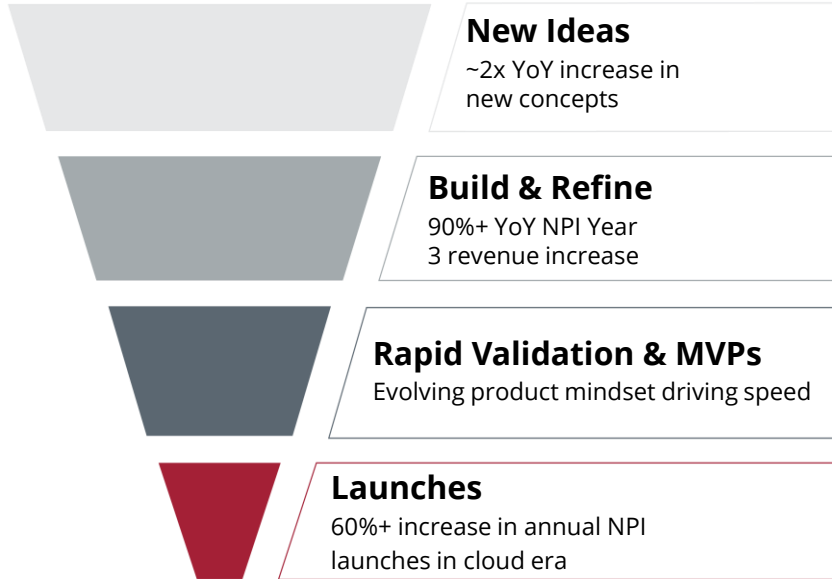
ID Foundry
Breadth and confidence in our globally **linked entity graphs**

Digital Identity as a Service
Secure, regulatory compliant handling of consumer PII

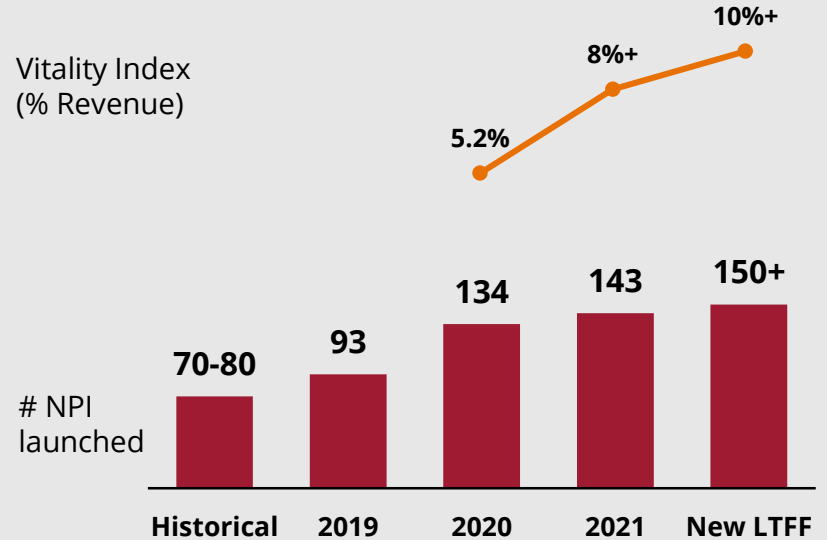
Fraud detection improved by 10%-15% through the use of Graph Analytics

Expanded Product Team and Focus Driving NPI

Agile, "learn fast" ideation approach generates a strong pipeline...



...and drives higher NPI and Vitality Index



EFX Cloud Expanding EFX Product Offerings

Data Fabric

Data Ingestion & Purposing



Differentiated Data Solutions Leveraging Unique, Acquired Data

Employment Indicator
Mortgage Complete
B2B Connect for Logistics
Data as a Service

Data Keying & Linking



Multi-data Products Possible Only by Industry Leading Matching

OneView Credit report
MarketMix Premier

Data Foundries



Multi-data Insights

Person Centric Key
Document Verification

Analytics

Analytics Authoring & Training



Attributes Engine and Insights Manager Supporting Ignite Apps

Credit Trends
Scorecard monitoring
Customer segment monitoring
Commercial real estate / tenant risk

Analytics Execution



Analytics to Production

Neighborhood View Plus
IQS Inflection
Commercial OneScore
NCTUE+ Attribute Bundle

Co-Innovation



Analytics Tools for Customers to Unlock the Power of Their Data

Ignite Direct
Ignite Direct Flex

Decisioning

Verifications



Mortgage, Talent, Government

SSA Payroll Exchange
Mortgage 36
Talent Report Staffing
Government - Enhanced Solutions
I-9 Starter-Standard Packages

Identity and Fraud



Luminate Workbench & Services

Digital Identity Trust
Digital Identity-as-a-Service
Biometric Verifications

Credit Risk



InterConnect for Decisioning

Insight score for Credit Card
Archives on Demand

Today's Cyber Challenges are Unprecedented



Security is part of our culture.

- ✓ Changed our organizational structure, elevating security to report to our CEO.
- ✓ Gave every employee visibility into their own security actions through a personalized security scorecard.
- ✓ Added a security goal to our incentive compensation plan for all bonus-eligible employees.
- ✓ Increased the security team members with technical skills from 30% in 2018 to 79% in 2021.

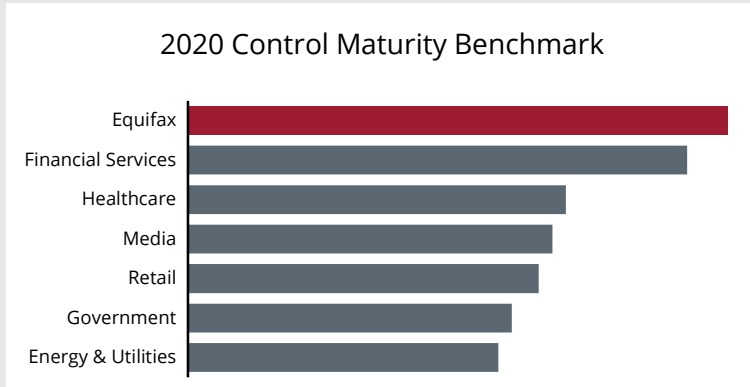
We overhauled our security capabilities.

- ✓ Built a \$7.3 million Cyber Fusion Center that supports 24-7 detection and response.
- ✓ Migrated over 20,000 users to improved multi-factor authentication (MFA) required for remote access.
- ✓ Enrolled over 3,000 suppliers and third parties into continuous risk monitoring.
- ✓ Obtained re-certifications and compliance reports including PCI DSS, ISO 27001, SOC 1, and SOC 2.

For Equifax, Security is a Competitive Advantage



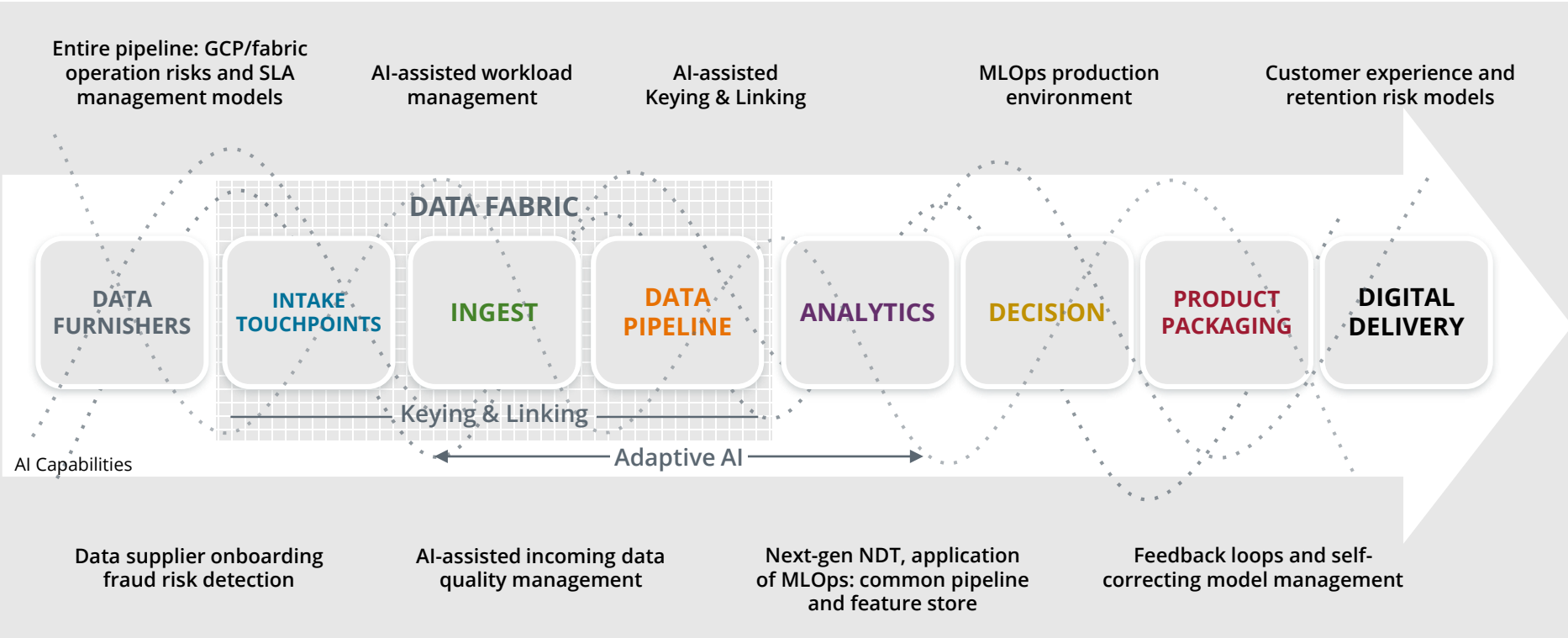
The maturity of our security program exceeds every major industry average, as measured by a third party.



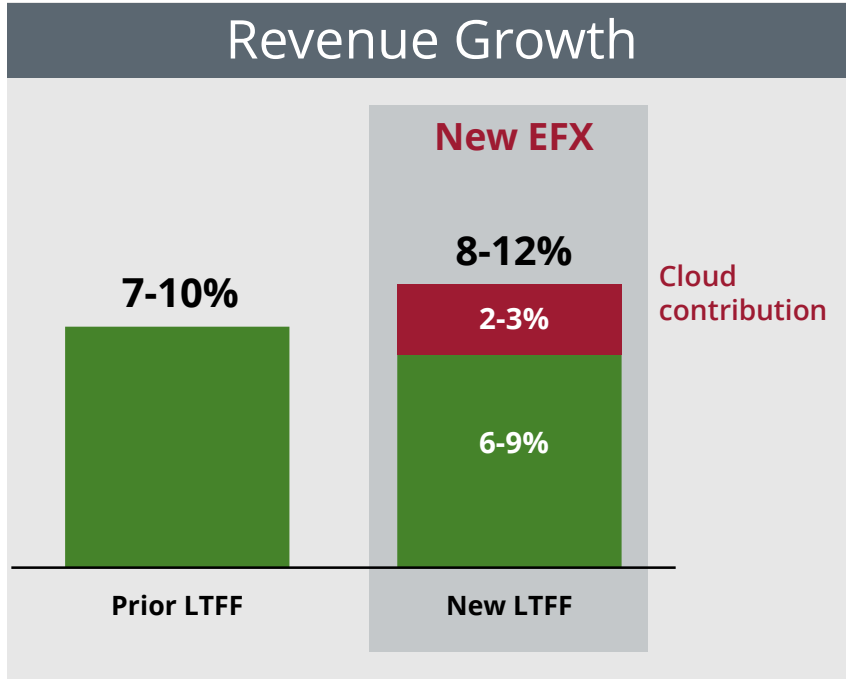
Security is no longer a baseline requirement – it's a differentiator.

- ✓ Our highly-skilled team successfully defends against millions of threats every day.
- ✓ Over 150 automated security checks enable real-time security monitoring of the Equifax Cloud.
- ✓ By leveraging our expertise in identity and fraud detection, we are helping our customers build cyber resilience.
- ✓ We are a force for good in security – collaborating with peers, policymakers, and global organizations.

Next Frontier: AI Embedded Across Data Lifecycle



Leveraging Cloud to Expand NPI and 2-3% Growth



- ## LTF Growth Drivers
- ✓ Enhanced single data fabric
 - ✓ EFX Cloud competitiveness
 - ✓ Expanded global platforms
 - ✓ Faster integrations of acquisitions
 - ✓ Accelerated NPI launches
 - ✓ Advanced AI-enabled analytics
 - ✓ Built-in security and stability
 - ✓ New product leadership and team

Only cloud-native data, analytics, and technology company

The Equifax logo is centered within a large, solid red circle. The logo itself consists of the word "EQUIFAX" in a bold, white, sans-serif font, with a registered trademark symbol (®) to the upper right of the "X". The background of the entire image is a light gray with a network of white lines and dots, suggesting a global or digital network.

EQUIFAX®

Powering the World with Knowledge™

EWS... EFX's Largest and Fastest Growing Business

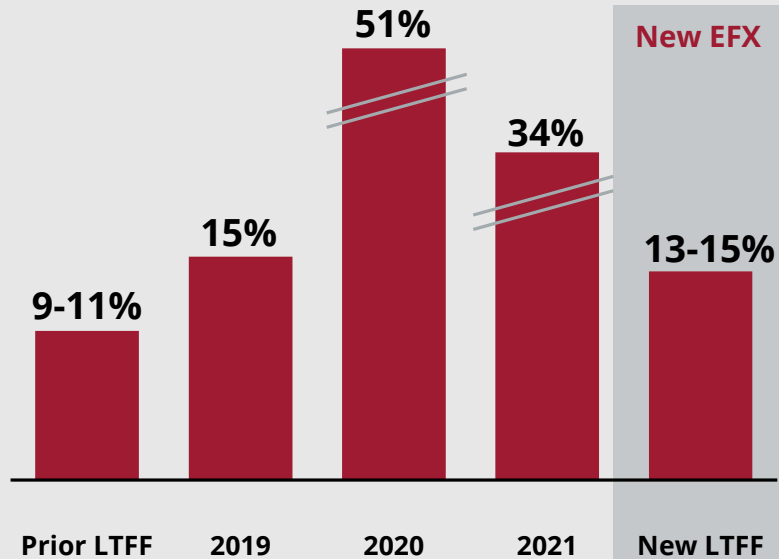
Rudy Ploder

President, Workforce Solutions



Multiple Levers to Deliver Strong Double-digit Growth

Organic Revenue Growth

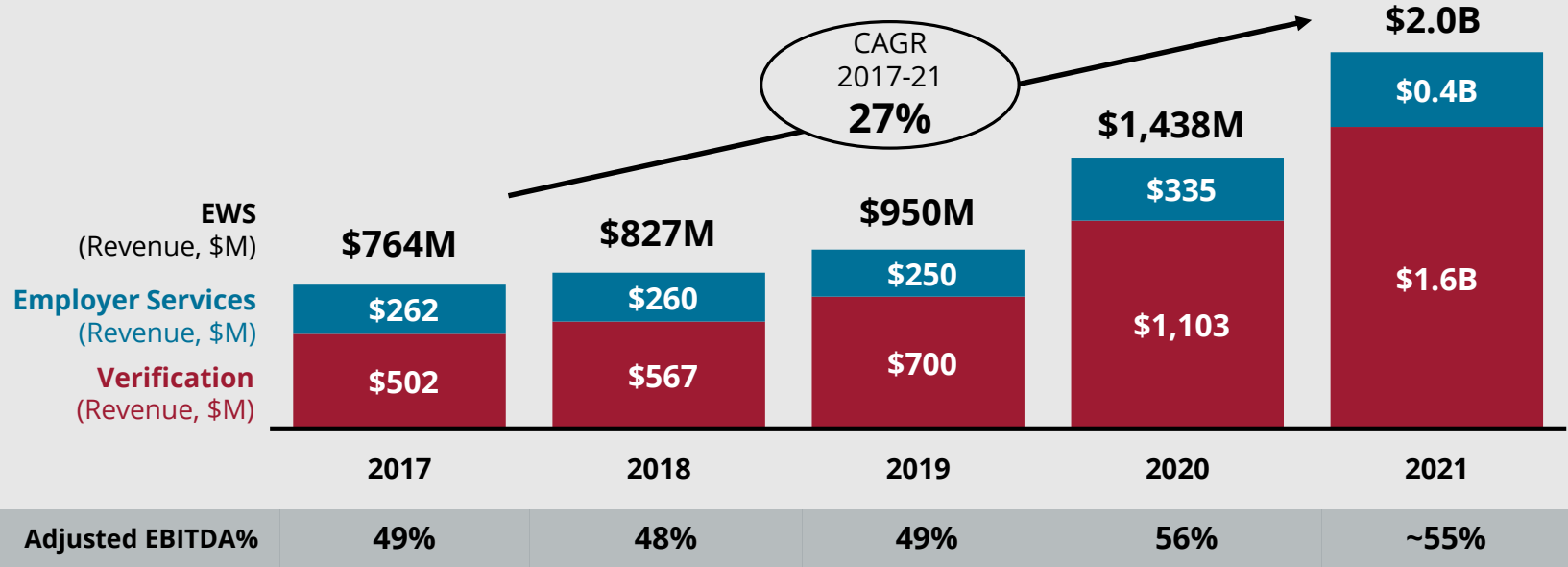


LTFF Growth Drivers

- ✓ The Work Number® record growth thru direct clients, strong partnerships and alternative data
- ✓ Growth in new verticals: Talent, Government
- ✓ Robust set of growth levers: hit rate, NPI, penetration, price-value
- ✓ Bolt-on M&A to broaden EWS
- ✓ Data hub and use case expansion

Strong Track Record of Revenue Growth and Margin Expansion

Remarkable Growth in the Last 5 Years



Highly Diversified Business with New Verticals for Growth

\$2.0B

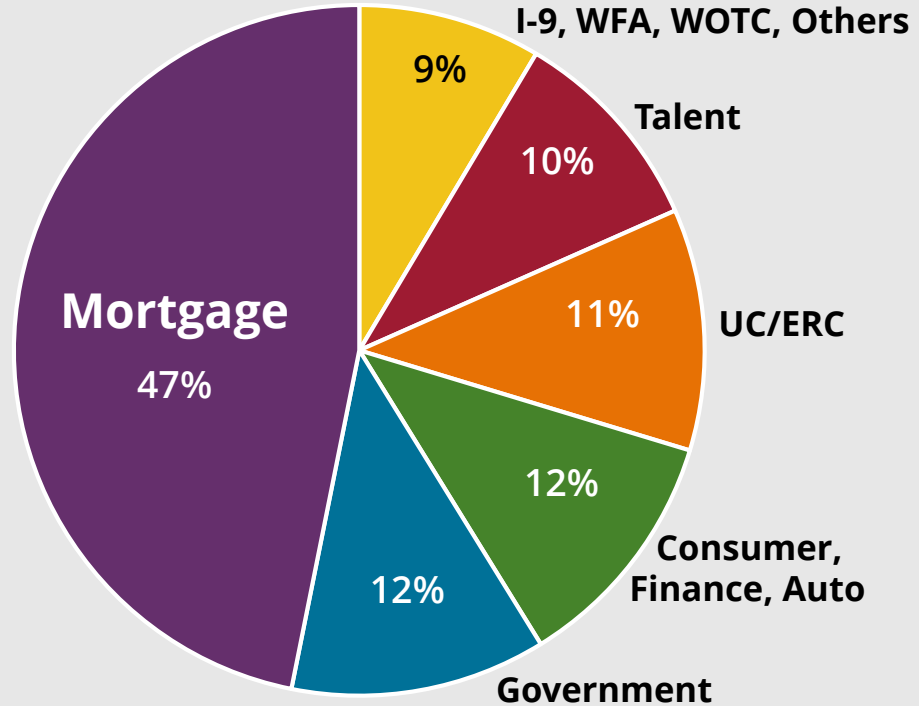
Total Revenue 2021F

\$1.6B (80% of total)

Verifier

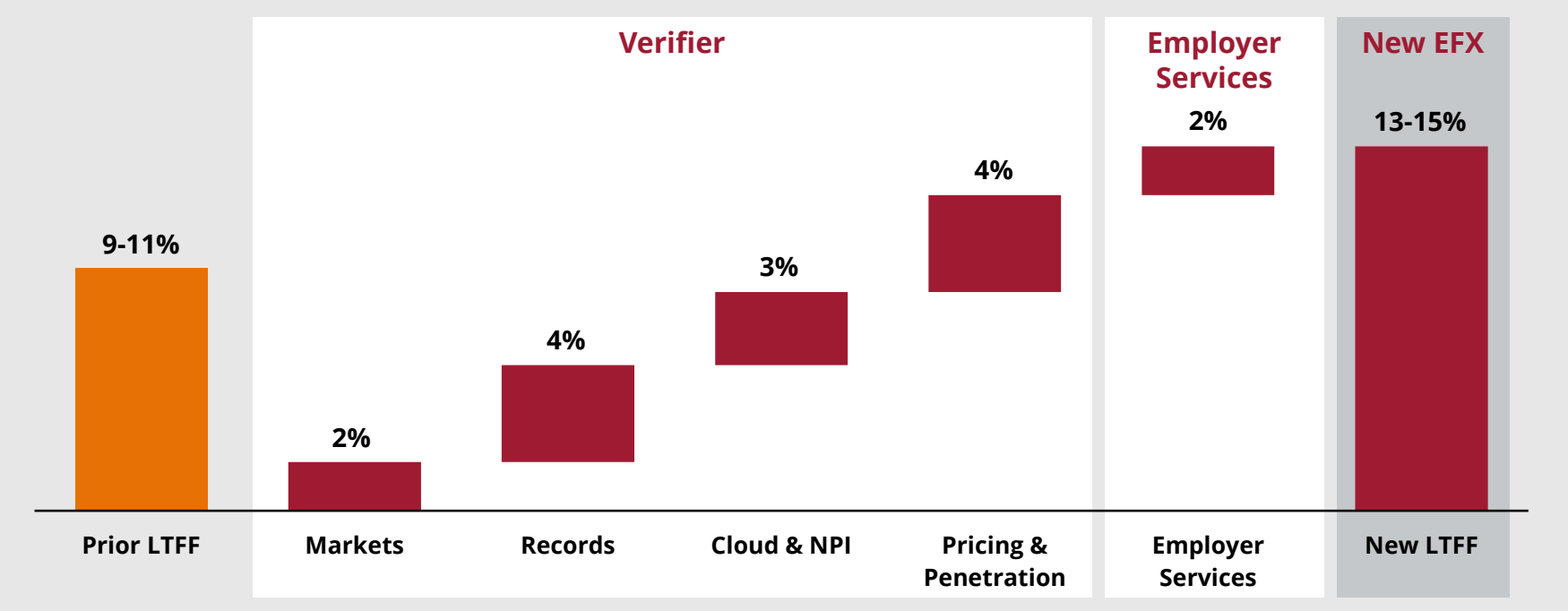
\$0.4B (20% of total)

Employer Services



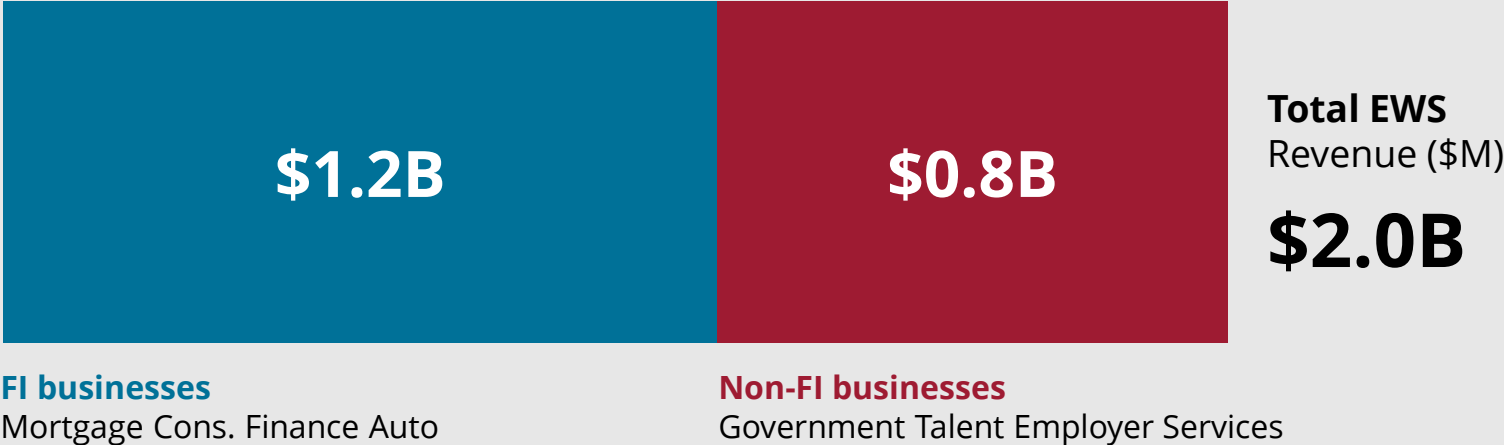
EWS Long Term Growth Framework

Organic Revenue Growth %



Non-FI Verticals Driving EWS Growth

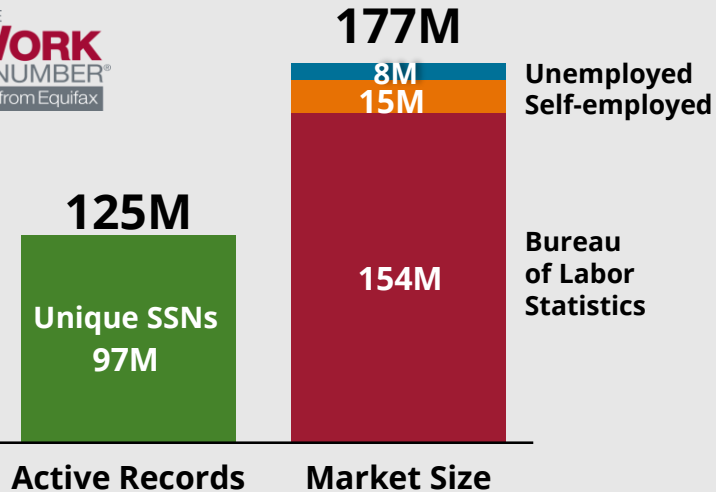
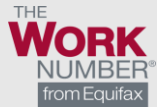
Non-FI verticals growing 2x FI businesses



Long Runway for TWN Record Growth

The Work Number® Has Grown to **2M+ Contributors**

Record opportunity



Long runway remains

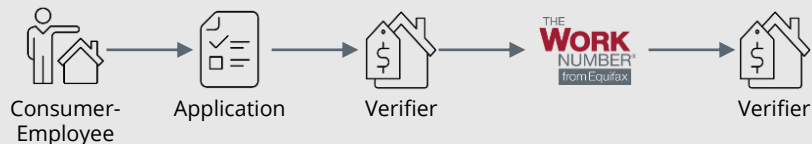
- ✓ 82% Fortune 500 companies
- ✓ 60% of records from individual companies
- ✓ Benefits Solutions offerings drive records
- ✓ Strong value prop and relationships with payroll providers
- ✓ Contractor (Gig, 1099): 40-50M
- ✓ Pension data: ~30M

500M+ active and historical records

TWN is the Frictionless “Gold Standard”

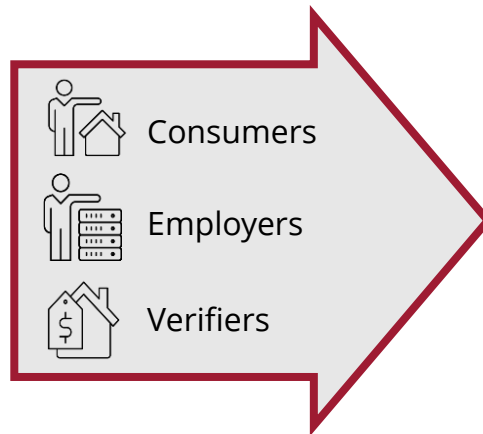
Verifications Powered by The Work Number®

TWN provides an **FCRA-governed**, fast and **frictionless** process that delivers significant **value** for all stakeholders through **instant decisioning**



Verifiers have a **one-stop-shop** for **complete coverage**, supplementing instant TWN verifications with new Priority manual verifications

The best experience for all stakeholders












✓ **Security**

✓ **Privacy**

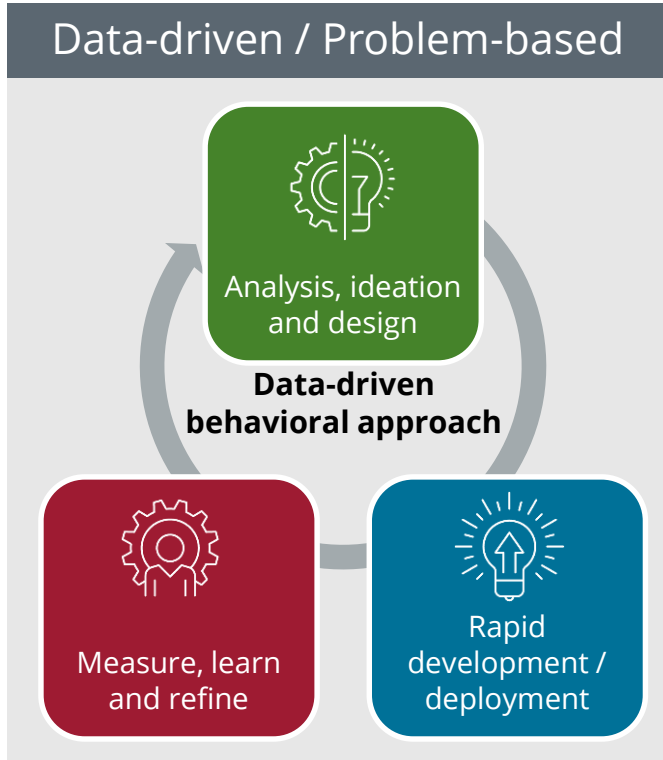
✓ **Quality**





✓ **Client Experience**

EFX Cloud Expanding Verification Product Offerings

Mortgage	Talent	Government
<p data-bbox="104 328 643 372">Enhanced Solutions</p> <div data-bbox="104 372 643 525">  <p data-bbox="291 409 454 496">Mortgage 24 Mortgage 36 Mortgage 60</p> </div>	<p data-bbox="691 328 1230 372">VOE – Employment Based</p> <div data-bbox="691 372 1230 525">  <p data-bbox="813 420 1110 480">Talent Report Select All Talent Report Select 5</p> </div>	<p data-bbox="1280 328 1819 372">Federal Exchanges</p> <div data-bbox="1280 372 1819 525">  <p data-bbox="1458 420 1651 480">Social Security Administration</p> </div>
<p data-bbox="104 547 643 590">Enhanced Solutions</p> <div data-bbox="104 590 643 754">  <p data-bbox="253 638 498 726">Mortgage Duo Mortgage Complete Mortgage Ultimate</p> </div>	<p data-bbox="691 547 1230 590">Bundles</p> <div data-bbox="691 590 1230 754">  <p data-bbox="813 649 1116 709">Talent Report Education Talent Report Express</p> </div>	<p data-bbox="1280 547 1819 590">Enhanced Solutions</p> <div data-bbox="1280 590 1819 754">  <p data-bbox="1458 638 1651 726">Enhanced Social Services Verification</p> </div>
<p data-bbox="104 776 643 820">Complete Coverage</p> <div data-bbox="104 820 643 999">  <p data-bbox="253 879 498 939">Priority Next Day™ Priority Two Day™</p> </div>	<p data-bbox="691 776 1230 820">VOE – Time Based</p> <div data-bbox="691 820 1230 999">  <p data-bbox="821 879 1110 939">Talent Report Choice 2 and Choice 3</p> </div>	<p data-bbox="1280 776 1819 820">Enhanced Solutions</p> <div data-bbox="1280 820 1819 999">  <p data-bbox="1477 879 1642 939">ACA Total Income</p> </div>

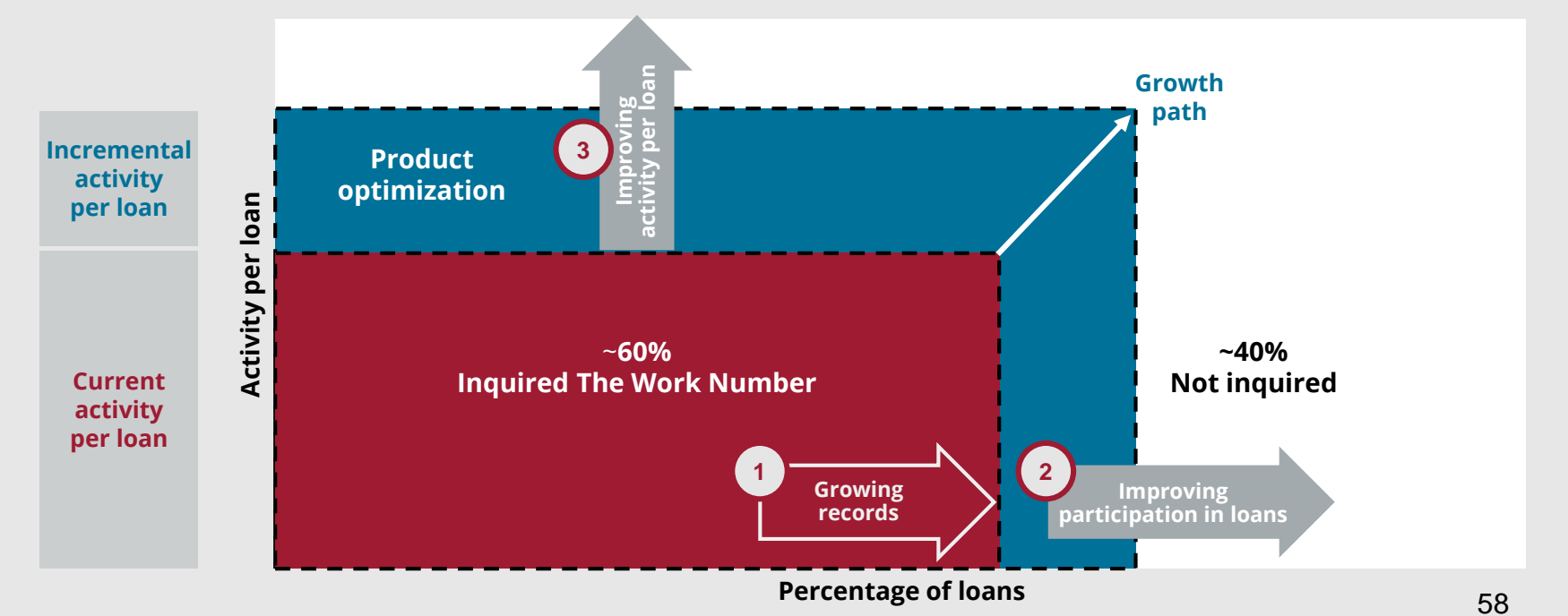
Leveraging TWN for NPI



LOB	Leading Products	Cloud Technologies			
		Data Fabric	APIs Apigee	ECP eComm	Web-Mobile Portal
	Complete Coverage Mortgage 24	✓	✓	✓	✓
	Talent Report Select All Talent Report Express	✓	✓	✓	✓
	SSA Payroll Exchange Enhanced SSV	✓	✓	✓	✓
	I-9 Premium I-9 Advanced		✓	✓	✓

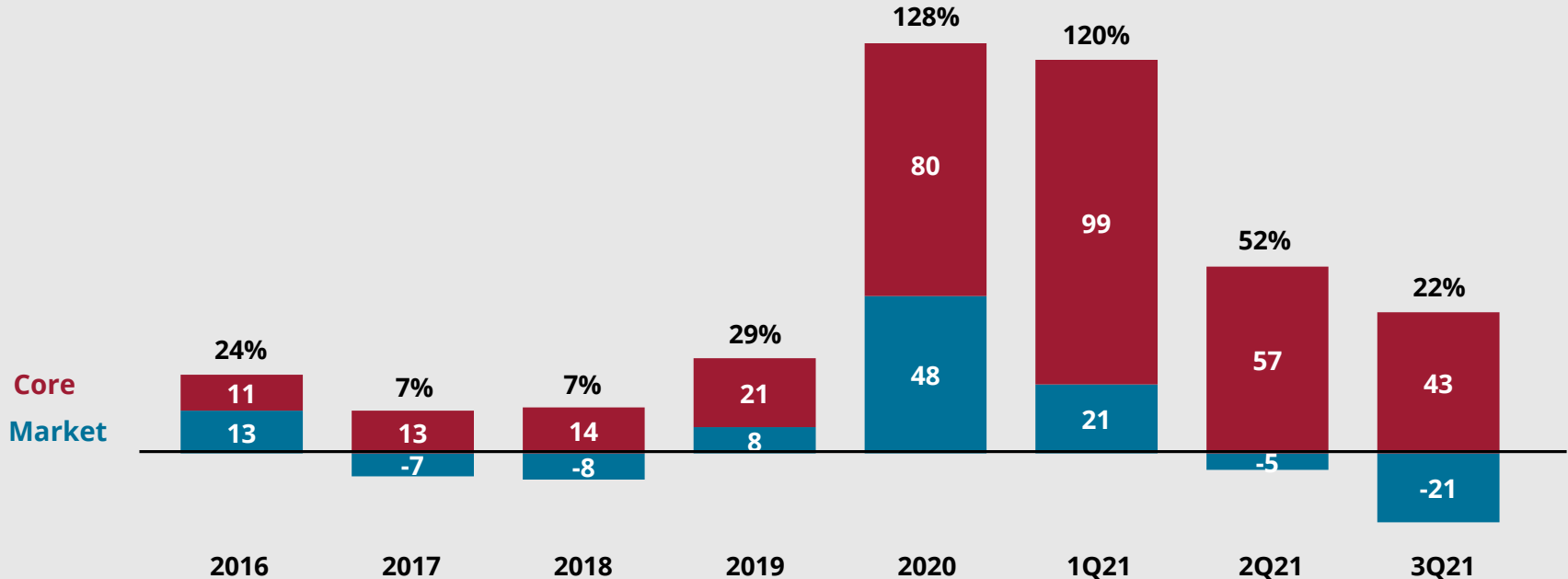
Strong Levers to Outperform the Mortgage Market

Key Strategies for Continued Growth

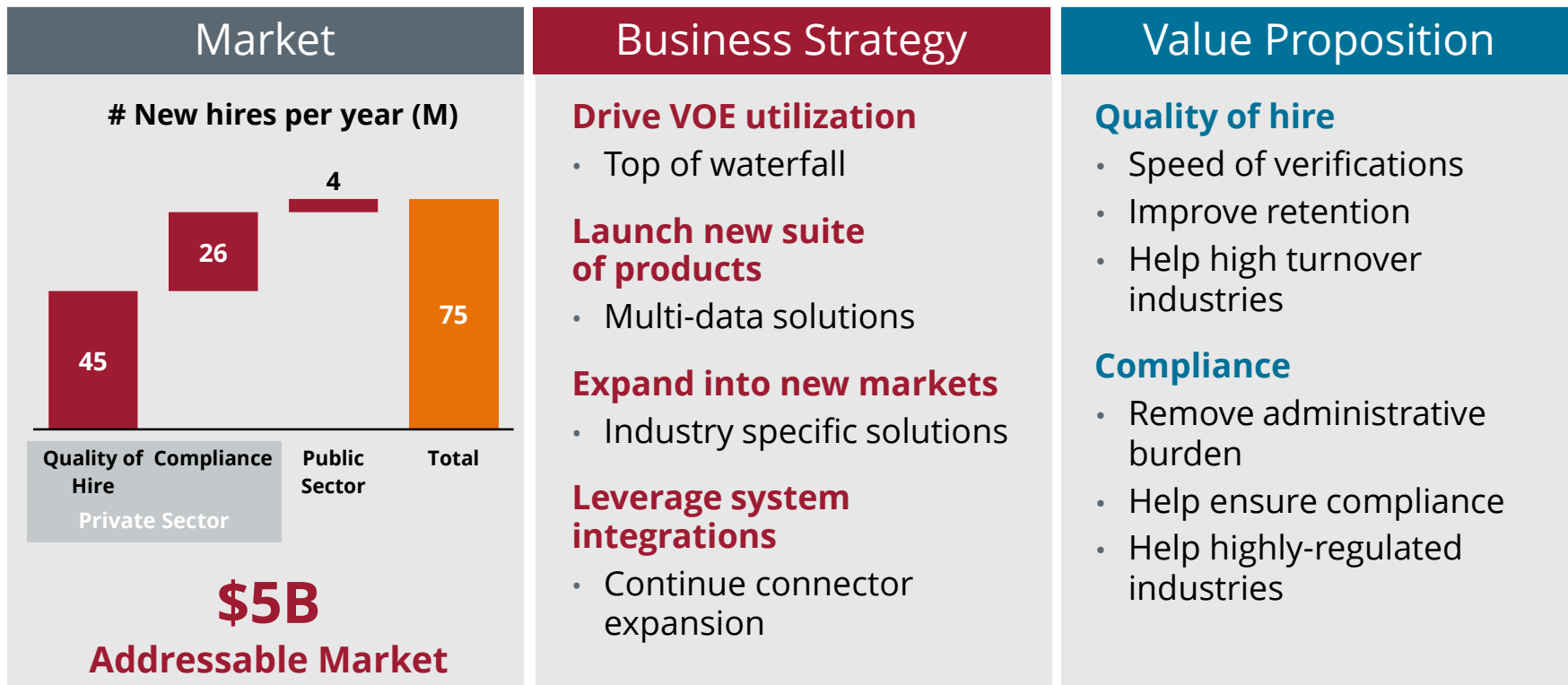


Strong History of Mortgage Outperformance

EWS Mortgage Growth



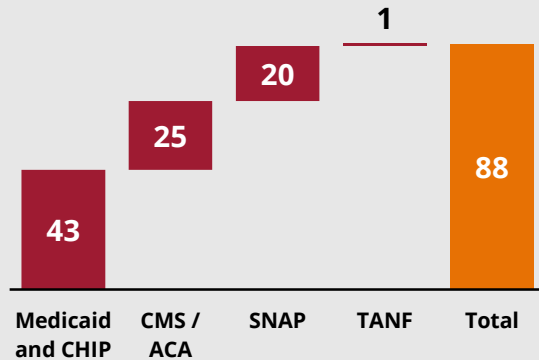
Talent Solutions: \$5B TAM and Growing



Government: \$2B TAM and Growing

Market

Social Services Verifications –
Adult benefit recipients per year (M)



~\$2B

Addressable Market

Business Strategy

Key client program

- Higher-value solutions

Increased penetration

- System-to-system integrations
- Multi-data solutions

Alliance partnerships

- Expand reach

New exchanges – products – distribution

- New federal exchanges
- Higher utilization of TWN

Value Proposition

Beneficiaries

- Easy user experience
- Faster access to benefits
- Enhanced privacy

Employers

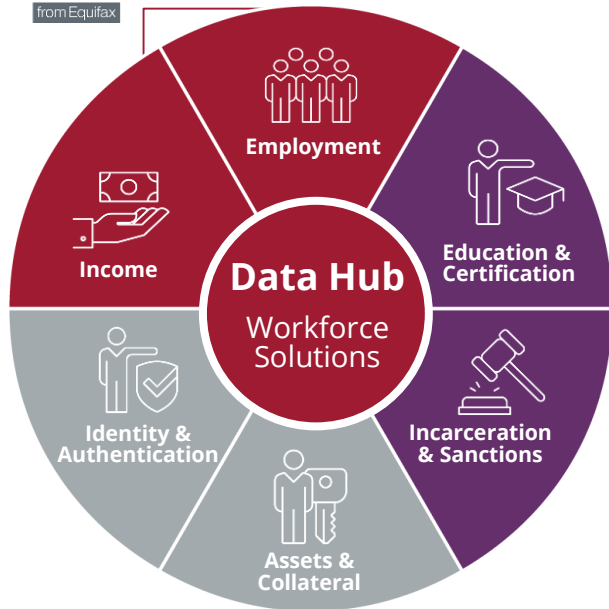
- Less administrative burden
- Faster access to benefits

Government agencies

- Higher efficiency
- Higher accuracy and speed

Appriss Insights Expands EWS Data Hub Offerings

THE
WORK
NUMBER®
from Equifax



Education & Certifications

130M degrees
99% coverage

(National Student Clearinghouse)

- Network 3,600 colleges/universities
- Exclusive partnership
- SSN only search
- Full student view

Healthcare credentials data on 5M individuals

(Insights)

- Network of 2,500 sources
- 10-year history of records



Incarceration & Sanctions

170M Incarceration records
(Insights)

- 92% real-time data: fed/state/local via VINE network
- 15 years of history
- 45M photos from 2,800 sources

600M Court records

(Insights)

- RPA proprietary platform
- "Runner" networks in 2,200+ courts
- Protective orders in 600+ jurisdictions

\$75M in Growth Synergies from Appriss Insights Integration

Talent

Top of waterfall

- Leverage product bundles to increase VOE volumes
- Increased volumes to drive position in the waterfall

Verification of employment whitespace

- New data expands value prop
- Launch new product bundles

Government

Program Integrity: Unemployment continuous monitoring

- Leverage Insights contracts
- Include TWN monitoring, alerts and reports

Program Integrity: Medicaid continuous monitoring

- Leverage EWS Medicaid enrollment
- Launch new Medicaid program integrity solutions

Insights Growth

Leverage unique EFX capabilities

- Data and analytics / Cloud transformation
- Direct distribution partners / key partners and integrations

New product innovation

- Leverage incarceration data to improve keying and linking (CrimSmart / TraceSmart)
- Warrant Exchange

Employer Services: I-9 Anywhere[®] Fueling Growth and Providing TWN Records

Employer Services is a strong engine for TWN records

Main segments	Rationale for records contribution
Employer benefits	Removes administrative burden Ensures secure verifications
Employee benefits	Improved employee experience Provides 24x7x365 verifications
I-9 and e-Verify	Ensures I-9 in compliance Provides audit trail
Tax credit	Ensures tax credits in compliance Provides audit trail
Workforce analytics / ACA	Ensures ACA in compliance Provides audit trail
Unemployment claims management	Ensures prior employees are eligible Optimizes unemployment tax rates

I-9 provides a unique value prop for clients and a great experience for employees



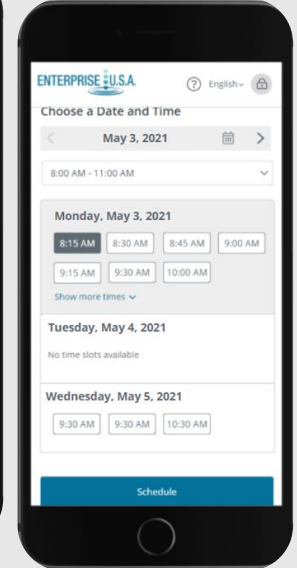
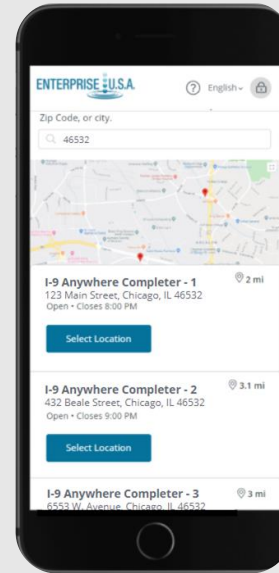
Provides accessibility



Saves time

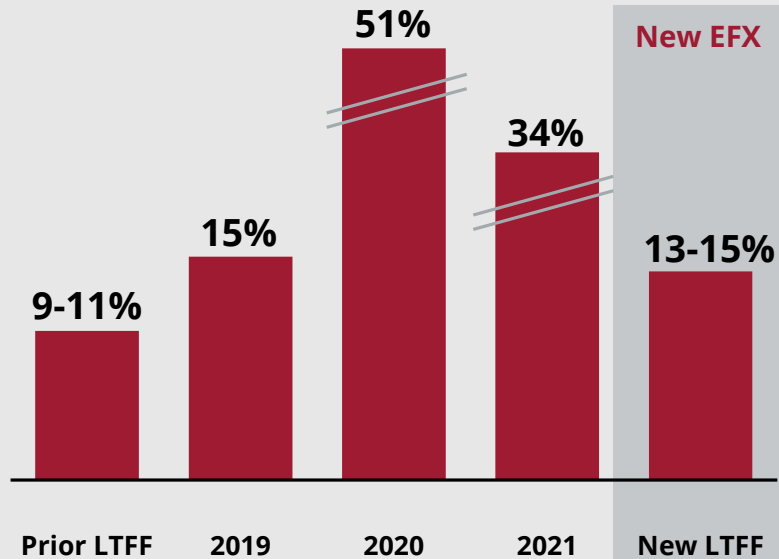


Improves experience



Multiple Levers to Deliver Strong Double-digit Growth

Organic Revenue Growth



LTFF Growth Drivers

- ✓ The Work Number® record growth thru direct clients, strong partnerships and alternative data
- ✓ Growth in new verticals: Talent, Government
- ✓ Robust set of growth levers: hit rate, NPI, penetration, price-value
- ✓ Bolt-on M&A to broaden EWS
- ✓ Data hub and use case expansion

The Equifax logo consists of the word "EQUIFAX" in a bold, white, italicized sans-serif font, centered within a solid red circle. The background of the entire image is a light gray with a network of white lines and dots, resembling a data or social network graph.

EQUIFAX[®]

Powering the World with Knowledge[™]

Leveraging Cloud, Differentiated Data, and NPI for Growth

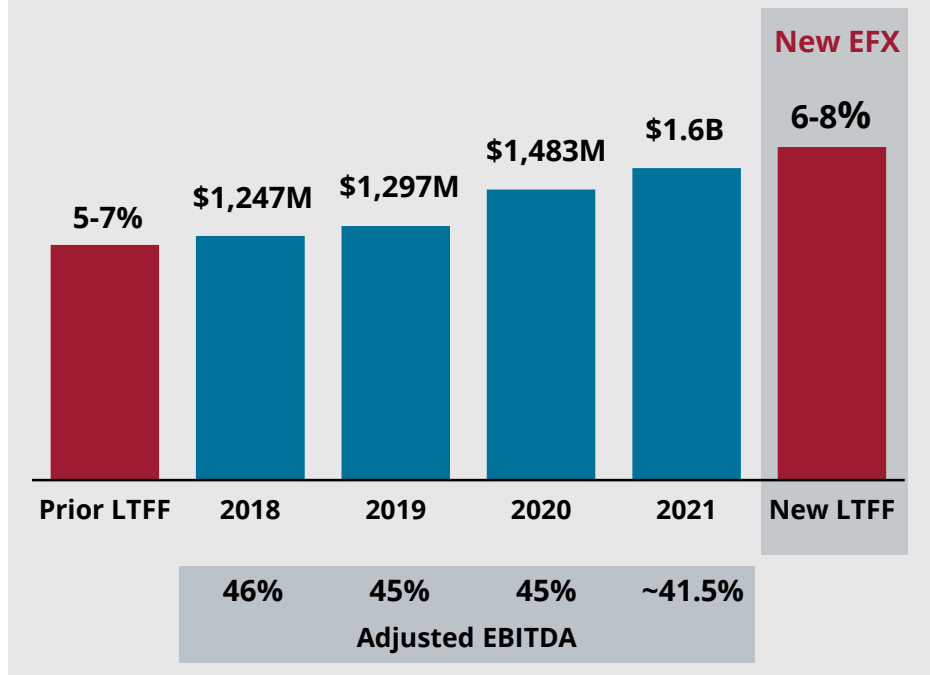
Sid Singh

President, U.S. Information Solutions



Accelerating Growth to 6-8%

USIS Revenue Growth



Long Term Growth Drivers

- ✓ Enable the digital client experience: “Say Yes More” and frictionless, personalized experiences
- ✓ Be the leader in identity solutions
- ✓ New product innovation enabled by differentiated data and EFX cloud
- ✓ Accelerate commercial B2B growth
- ✓ Above-market mortgage growth
- ✓ “Customer First” sales transformation

Helping Customers "Say Yes More"

Integrated solutions delivered...



Risk

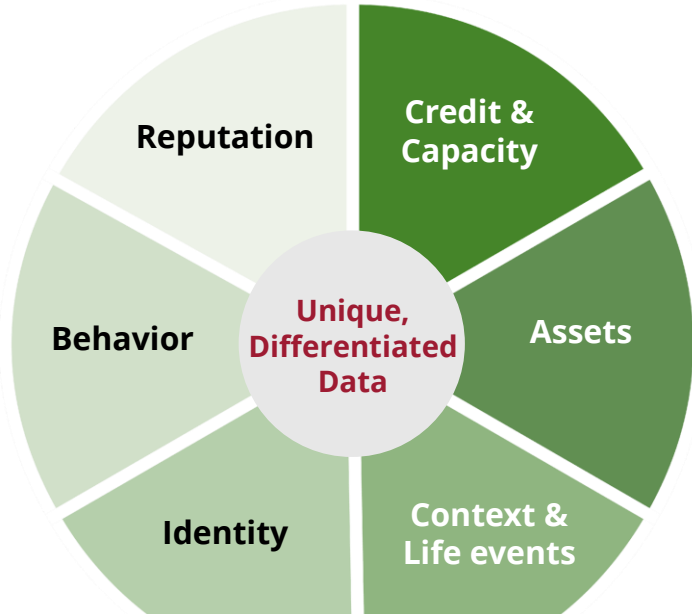


Marketing



Identity

Actionable insights that matter



Big Data and Analytics TAM = \$109B*
*IDC Spending Guide 2021

Across high opportunity markets



Mortgage
\$2B



FinTech/Buy Now Pay Later
\$2B



Financial Institutions
\$4B



Commercial B2B
\$2B

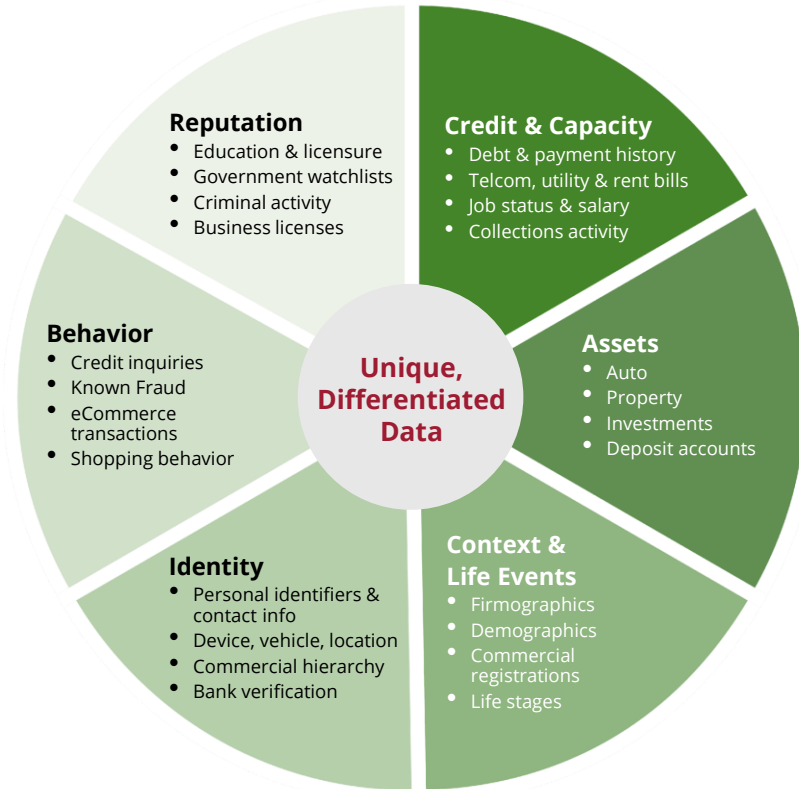


Auto
\$2B



E-Commerce
\$3B

Differentiated Data Assets at Scale



- **Core Credit:** 220M+ consumers, 1.6B tradelines
- **NCTUE:** 220M+ consumers, 0.5B accounts
- **Specialty Finance:** 80M unbanked, underbanked, and credit rebuilding consumers
- **Cash Flow:** 99% bank account transactions and statement history
- **IXI:** \$20T anonymized assets and investments
- **E-Commerce Transactions:** 32B unique interactions, +5B unique transactions
- **Commercial:** 134M business identities, 161M tradelines

Deployed \$1B+ of capital to drive differentiated assets and growth:

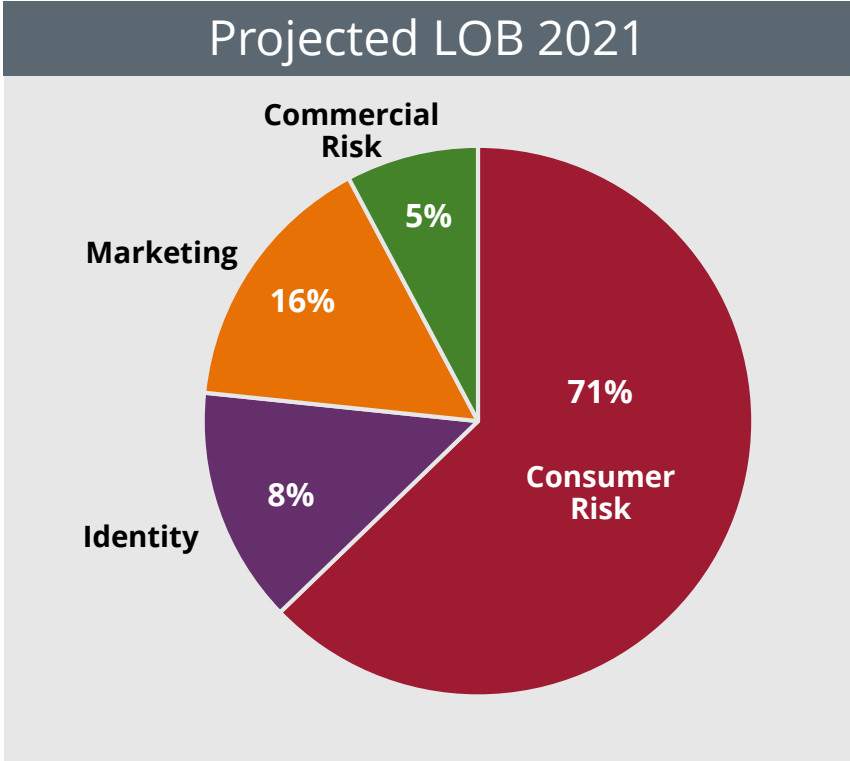
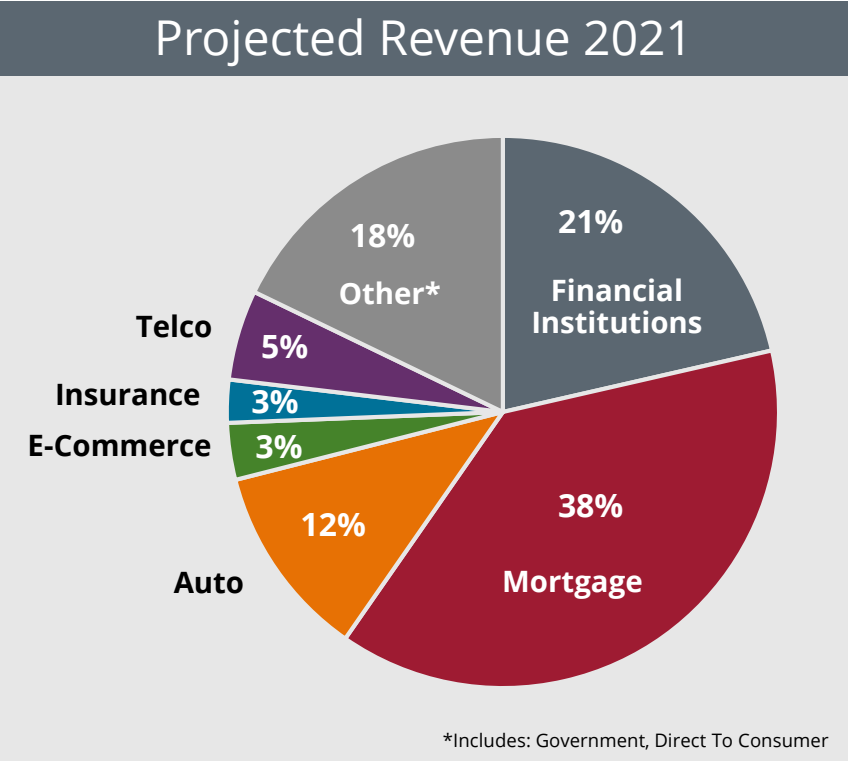


Teletrack

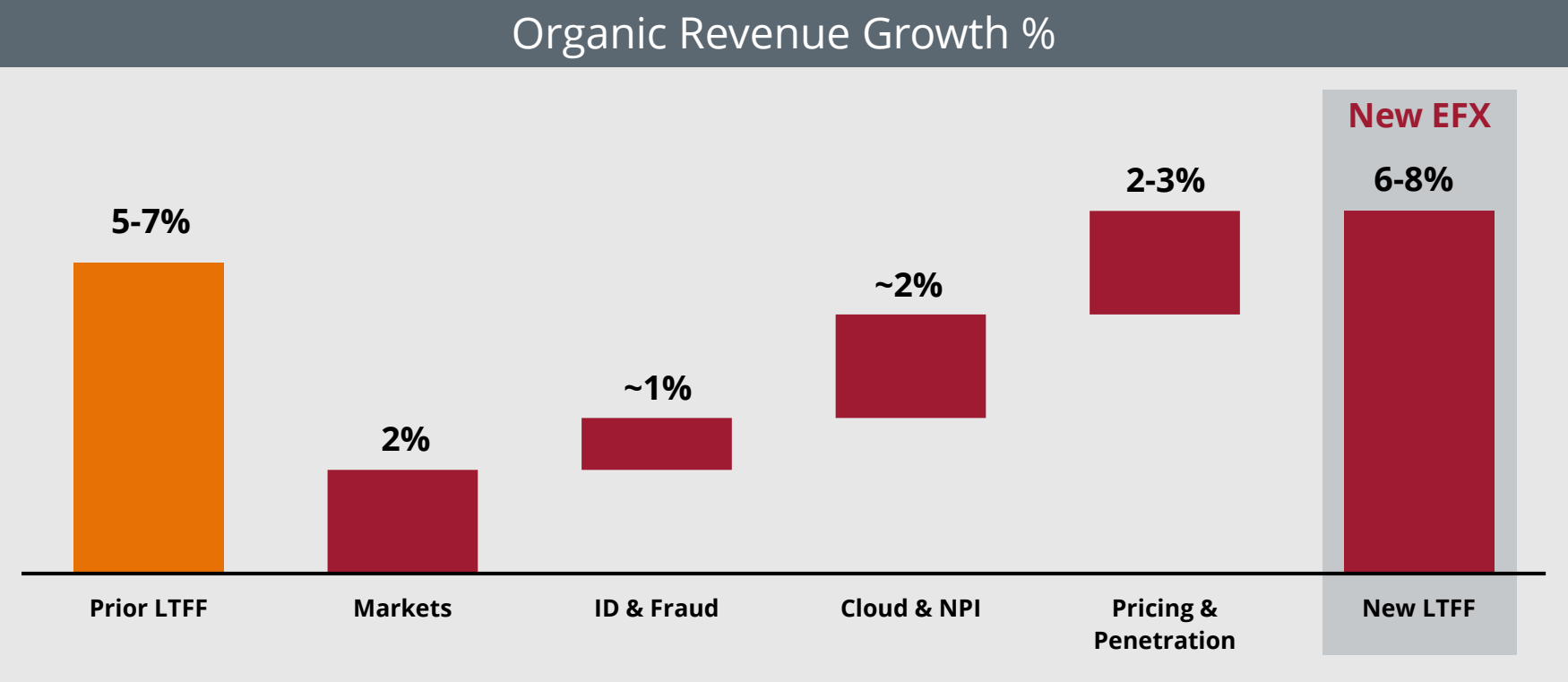
DATAx



USIS has a Diversified Business Portfolio



USIS Long Term Growth Framework



Leveraging EFX Cloud for NPI Growth

2019

12

New products launched

2020

27

New products launched

2021 and Beyond

40+

New products launched and upcoming

From...

Static views



To...

Dynamic trended views
Real-time insights

Data Marts



Data on Demand

Point solutions



End-to-end journey solutions

Fragmented data views



Integrated, multi-data views

- Attributes powered by AI
- Smart Alerts
- Loan stacking
- Synthetic ID alerts



- B2B Onboard workflow automation
- Interconnect SaaS
- Luminate fraud platform



- Ignite / Data-as-a-Service
- Authorization optimization
- B2B Connect self-service marketing portal



- OneView: Next gen credit report
- Insight Scores for Cards, FinTech, BNPL
- Digital ID Trust w/ Kount



EFX Cloud Expanding EFX Product Offerings

Risk

Complete Coverage / 360 Views



Next Gen Credit Report: OneView

OneView + TWN
OneView + DataX

Intelligent Analytics



Smart Alerts and Attributes

CoreV2 Attributes – credit card, risk, unsecured, telecom and utility
Business Credit Insights
Insight Score

Connected Platforms



Data as a Service

Commercial Real Estate Insights
Archives on demand
Mortgage Analytics Data Set 3.0
Ignite, Snowflake, Amazon

Marketing

Targeting



Optimized prospecting

B2B Connect Portal
Lead generation optimization
Prescreen with email

Segmentation



Financial capacity and profiles

Financial Spectrum
Market Mix Premier

Enhancements



Demographic data

Modeled Income

Identity

Integrated Bundles



End-to-end journey solutions

New Account Opening
B2B Onboard workflow automation
Interconnect SaaS
Luminate fraud platform

Insights



Fraud Insights

Synthetic ID Alerts
Loan Stacking

Enhanced Solutions



Powered by Equifax and Kount

Kount Command 2.0
Digital Identity Trust
Authorization optimization

Driving Customer Share of Wallet Successes...



SAY YES MORE:

Top FinTech credit card lender gets 99% scoring of applications

- FinTech encountered unscorable consumers with current provider
- Powered by EFX alternative data, coverage increased to 99% of unseen and unscorable applicants



SAY YES CONFIDENTLY:

Leading credit issuer gets real-time insight and improves risk assessment by 225%

- Dated account review process
- Used Smart Alerts – first cloud native solution and fastest in the market
- Better personalization and customer experience resulting in revenue increase and loss mitigation



ACCELERATE CONVERSION:

Increasing response rate by 50% for specialty finance provider

- Cost of acquisition and poor response rate for pre-screen offers is a challenge
- EFX proprietary data model created optimized target list powered by alternative data
- Higher response rate drove significant revenue

Leverage Battle-tested Levers to Drive Above Mortgage Market Growth of 4-6%

Innovation
1-2%

Share Gain
1-2%

Pricing
2-3%

- ✓ **Unique, dual distribution model**
- ✓ **Leveraging New Product Innovation:**
Undisclosed Debt Monitoring (UDM) +
TWN at Point Of Sale (POS)
- ✓ **Leading with analytics:**
Ignite, lost sales analysis, analytical data
panels
- ✓ **Digital mortgage and connector
ecosystem**
- ✓ **Only EFX differentiated data**

Alternative Data Driving Mortgage Underwriting

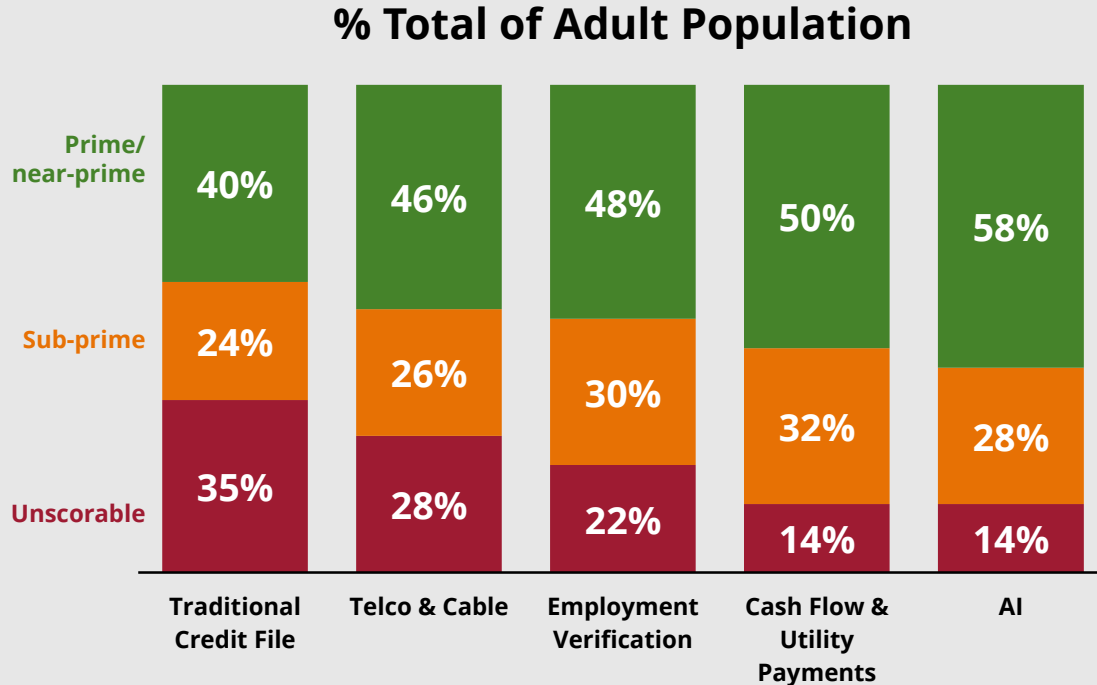
Access to housing is limited...

72M No hits

20M Young, thin-file

28% Low to Moderate Income (LMI) buyers

~60% of loans submitted and done online



Differentiated data supports expansion of homeownership goals

~150K consumers

\$23B Potential new loans

Combined with the power of TWN, optimize the digital mortgage experience

Kount Driving ID & Fraud Growth

Businesses face increased challenges...

Equifax and Kount together create safe and seamless experiences that enable the Digital CX



Identity verification



Authentication



Fraud or not



Automated decisioning



Personalization

32B
annual interactions

5B+
unique transactions

600M+
email addresses

1B+
devices and IP addresses

400M
addresses

22M
fraud feedback



TAM: \$19B

New Product Innovation



Digital Identity Trust



Kount Command 2.0



Authorization optimization

New Product Innovation Drives Significant ROI with Leading Telco



SITUATION

Leading US wireless provider wanted to improve customer experience

- Reduce friction during new account opening across all channels
- Block fraud for “bad actors”, accelerate process for vetted applicants
- Optimize decision criteria based on holistic view of consumer



SOLUTION

Multi-data solution provided 360 view of consumer

- Combined Equifax key data assets with unique Kount digital data
- Created an enhanced fraud risk scoring strategy applicable across all channels



RESULTS

Increased revenue and minimized fraud losses

- \$86M in loss avoidance annually
- \$52M in additional revenue by acquiring more customers
- Frictionless customer experience
- Streamlined providers and process, reduced cost

Closing the Data Gap with Commercial B2B Market...

Commercial B2B market is ripe for growth and is untapped...

30M

SMB
BUSINESSES

\$2B

TOTAL ADDRESSABLE
MARKET

\$10T

GDP
CONTRIBUTION



High friction for onboarding and getting access to capital



Incomplete, hard to access data to inform decisions



High transaction and data costs



Fragmented, non-nimble enterprise solutions

Equifax Commercial has proprietary data accumulated through strategic acquisitions and partnerships:



\$4.7T debt obligations



134M business identities



161M tradelines



With customer proven results:

40% hit rate vs. leading competitor for leading security services provider

6% lift in approval rates without increasing delinquency for Top 10 bank

~\$400M additional revenue that captures the right targets for a leading wireless provider

Transforming Our Sales Model to Put the Customer First...

Sales Transformation



Revamped 50% of organization
Added 25% capacity to sales



New role family: 75+ Customer Success Managers



Increased leverage to variable pay by 50% to drive productivity



Launched Equifax U to enable value-based, consultative selling: 12,000 hours of training



Co-Innovation



Launched Equifax Advisors: market-relevant thought leadership and insights



Launched InnovationX



Lead with insights: drive better conversations and faster sales conversion



NPS increase of **21pts**



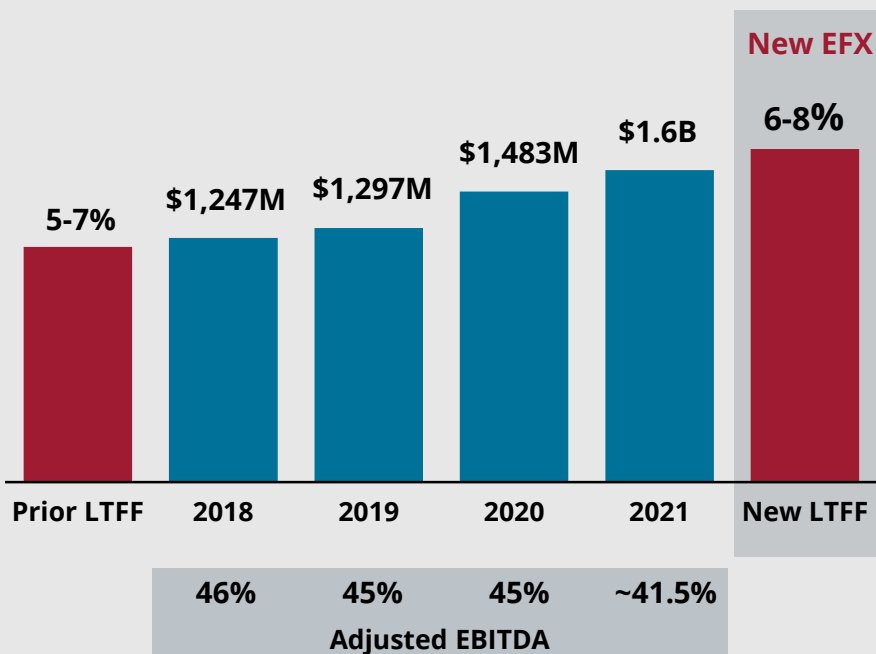
35% increase in YOY bookings



Increased account penetration

Accelerating Growth to 6-8%

USIS Revenue Growth



Long Term Growth Drivers

- ✓ Enable the digital client experience: “Say Yes More” and frictionless, personalized experiences
- ✓ Be the leader in identity solutions
- ✓ New product innovation enabled by differentiated data and EFX cloud
- ✓ Accelerate commercial B2B growth
- ✓ Above-market mortgage growth
- ✓ “Customer First” sales transformation

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EQUIFAX[®]

Powering the World with Knowledge[™]

Leveraging Cloud and NPI to Drive Growth

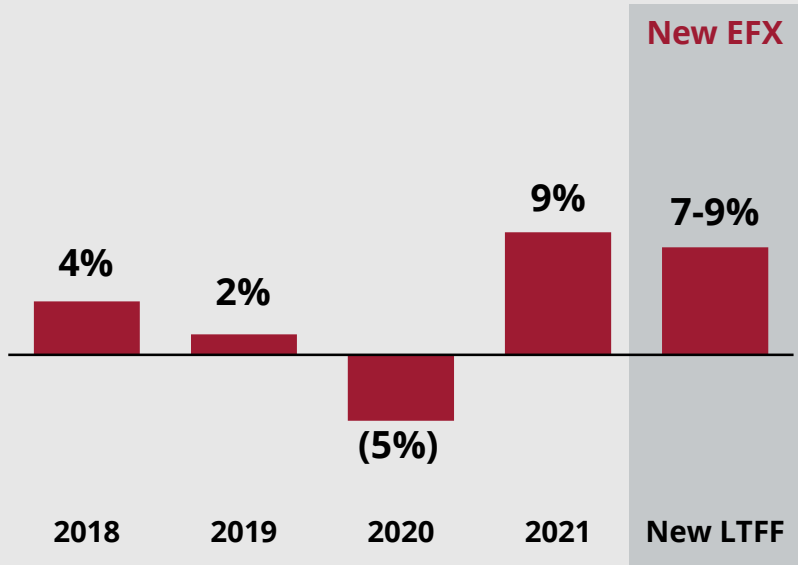
Lisa Nelson

President, International



Leveraging Cloud to Accelerate Revenue Growth

Organic Revenue Growth



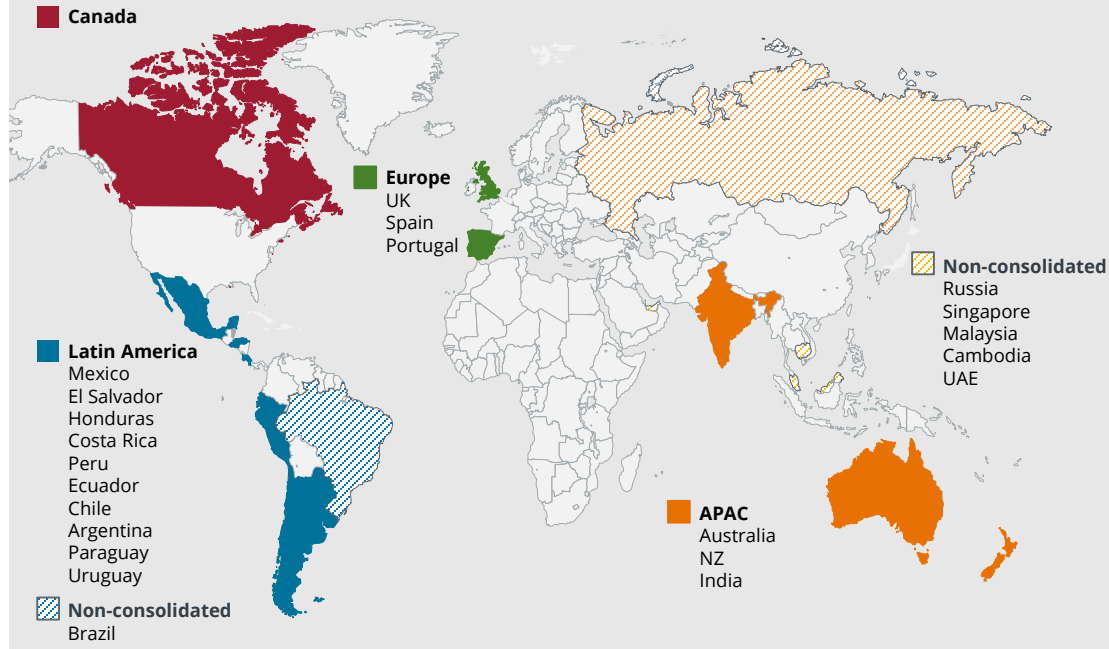
Organic excludes the impact of FX and acquisition

INTL LTFE Growth Drivers

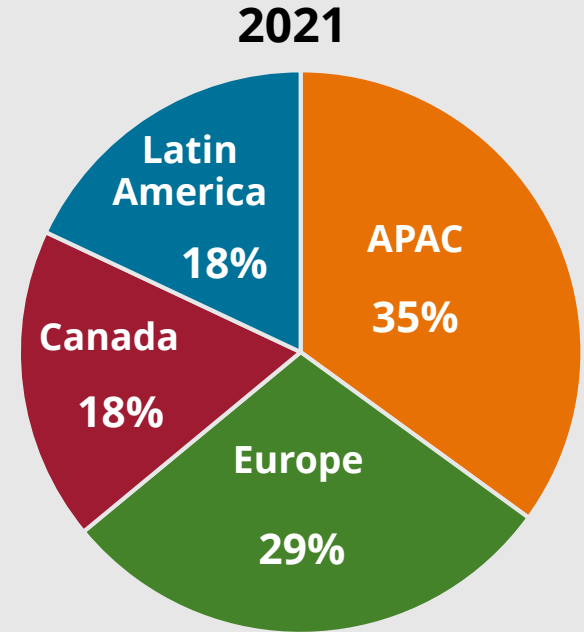
- ✓ EFX Cloud-enabled innovation
- ✓ Differentiated data and insights
- ✓ NPI acceleration across INTL platforms
- ✓ Global platforms in local markets
- ✓ Bolt-on M&A to strengthen portfolio

Diverse Global Footprint

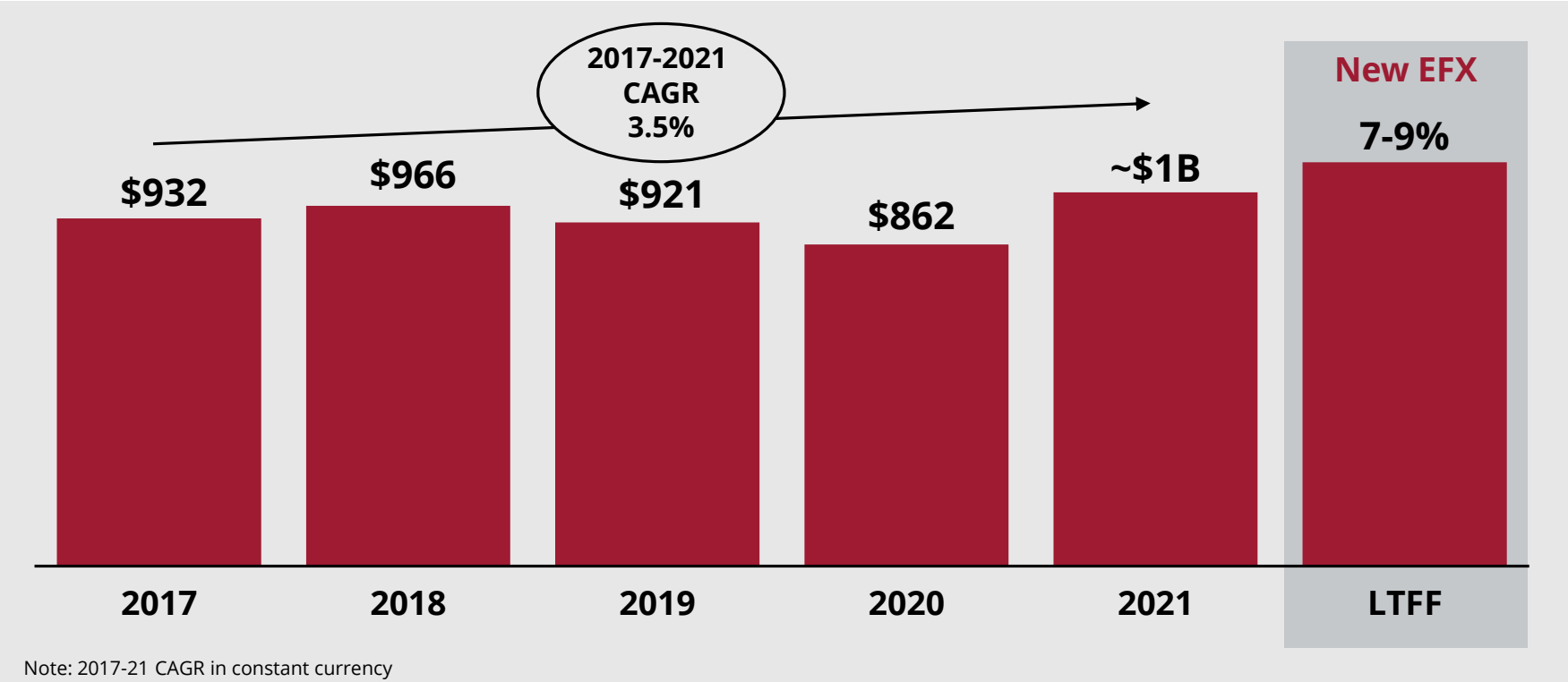
Currently Present in 23 Countries Outside the US



Operating as 4 Regions

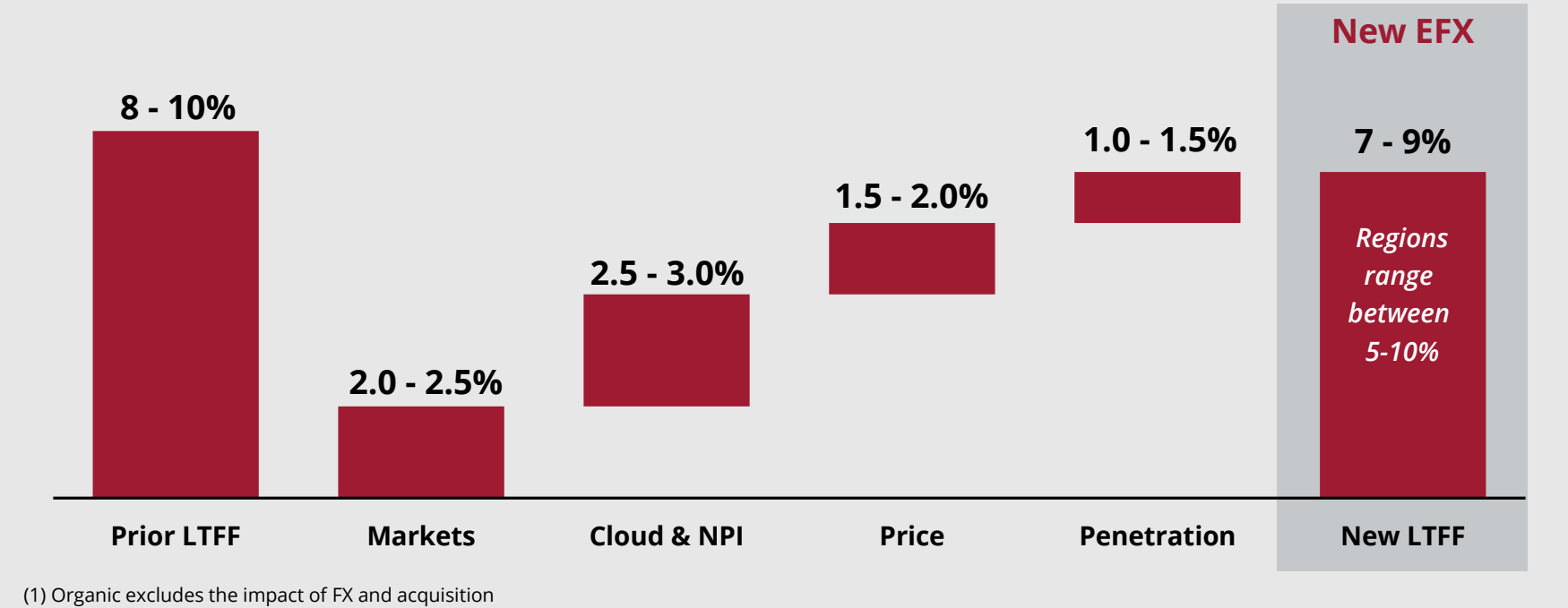


Back to Growth in 2021



EFX Cloud-enabled Innovation Will Accelerate Revenue Growth Going Forward

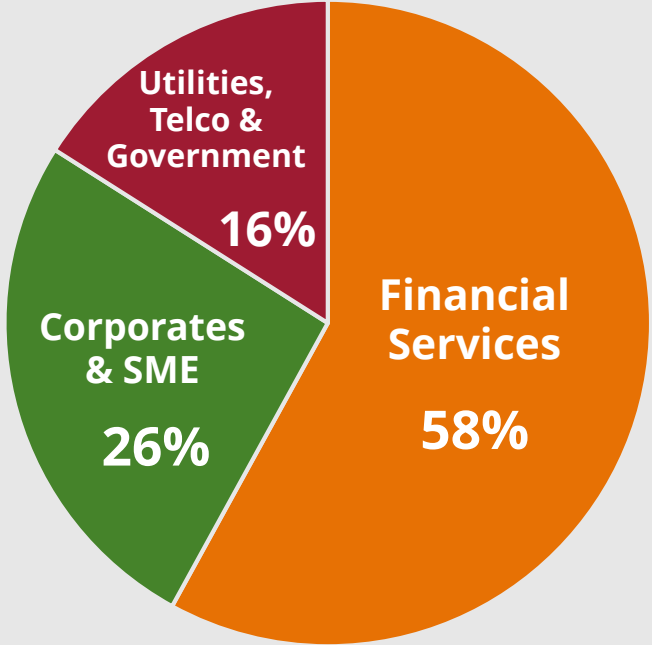
Organic⁽¹⁾ Revenue Growth



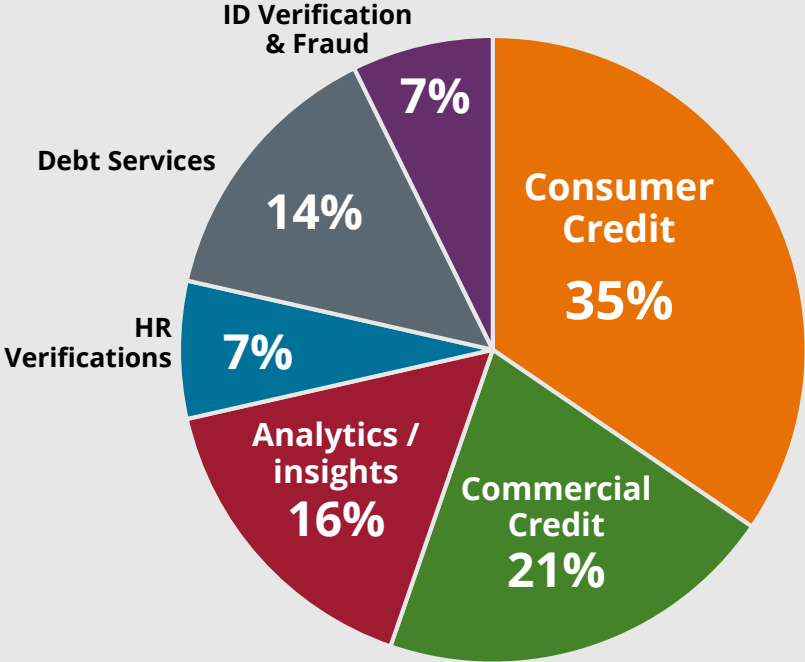
(1) Organic excludes the impact of FX and acquisition

Diverse Global Verticals and Products

Market Segments 2021



Delivering Insights 2021



Cloud-enabled Innovation in Consumer Credit, Leveraged Across Geographies

Solving Customer Problems

Customer Problem

Lack of insights on potential new customers, i.e. BNPL users, new-to-Canada

Solution

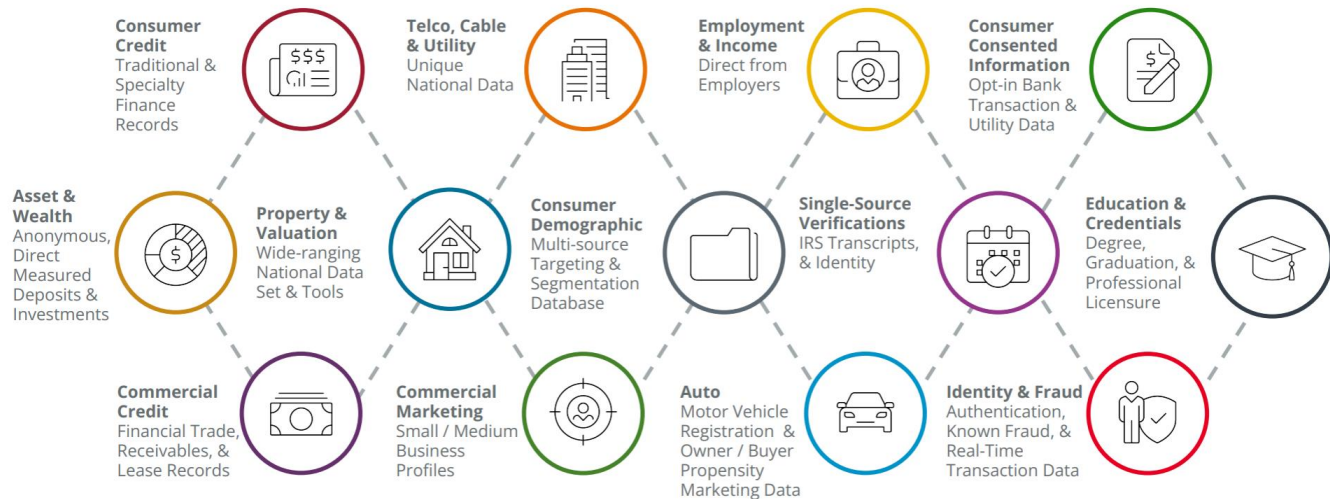
Acquiring alternative and differentiated data to build new, predictive products

Value of Cloud

Insights derived from diverse data assets delivered on global platforms

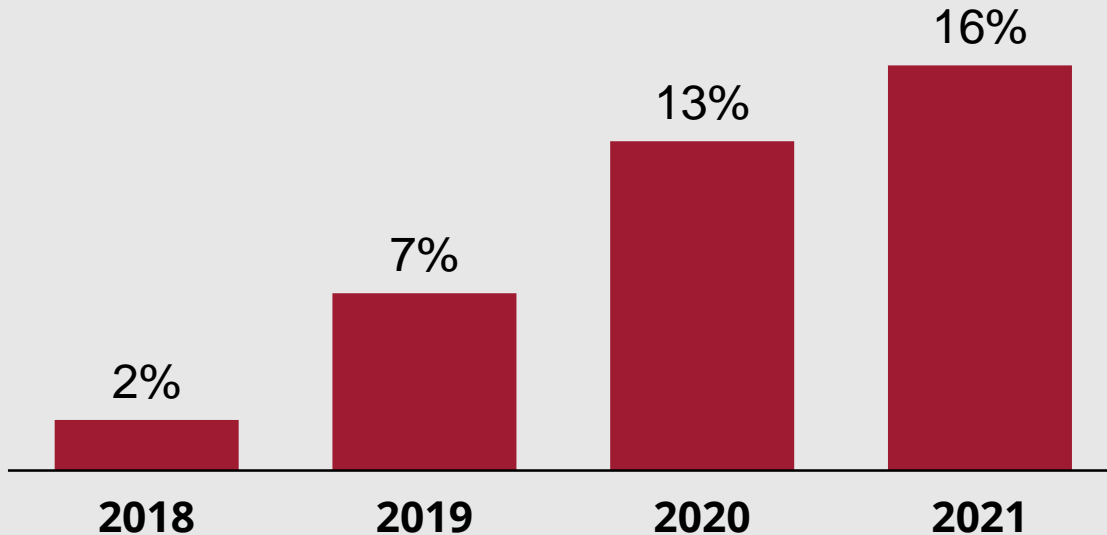
From Differentiated Data + Single Data Fabric...

...to products delivered on Cloud-enabled global platforms in multiple geographies



Accelerating Product Lift-and-Shift With Cloud

Multi-market Launches as % of Total NPI



InterConnect™

Equifax Direct™

Credit Trends

Ignite MarketPlace™

Financial Health Index

Equifax One Score

Automated Income Verification

EFX Cloud Expanding EFX Product Offerings

APAC

Consumer



Positive Data & Bank Transaction Data Solutions

InterConnect
Affordability Indicators

Commercial



Property & Risk Solutions

Asset Verification
Commercial Alert

Digital Enablement

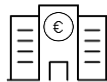


Digital ID & HR Verifications

Employment Verification
Know Your Customer

Europe

Consumer



Real-time Open Banking Solutions

InterConnect
AccountScore API
Affordability Indicator

Commercial



SMBs & Self-Employed

Vertical-Specific Reports
Commercial Alert

Digital Enablement



Digital ID Verifications

Know Your Customer
Fraud Alert

Canada

Consumer



FinTech + BNPL Solutions

New-to-Canada
InterConnect
Credit Trends

Commercial



Vertical-specific Solutions

Mortgage Brokers
JLR Property Data

Digital Enablement



Digital ID Verifications

Know Your Customer
Fraud Score

Latam

Consumer



Cloud-native Solutions

InterConnect
Ignite Marketplace
Interactive Reports

Commercial



Risk Solutions

Vertical-Specific Reports
Interactive Reports

Digital Enablement

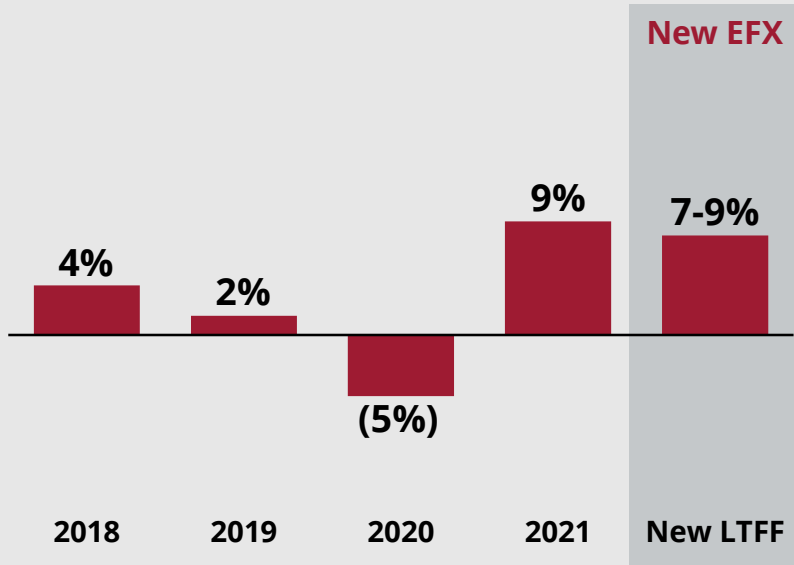


Digital ID Verifications

Know Your Customer
Digital Collections

Leveraging Cloud to Accelerate Revenue Growth

Organic Revenue Growth



Organic excludes the impact of FX and acquisition

INTL LTFE Growth Drivers

- ✓ EFX Cloud-enabled innovation
- ✓ Differentiated data and insights
- ✓ NPI acceleration across INTL platforms
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EQUIFAX®

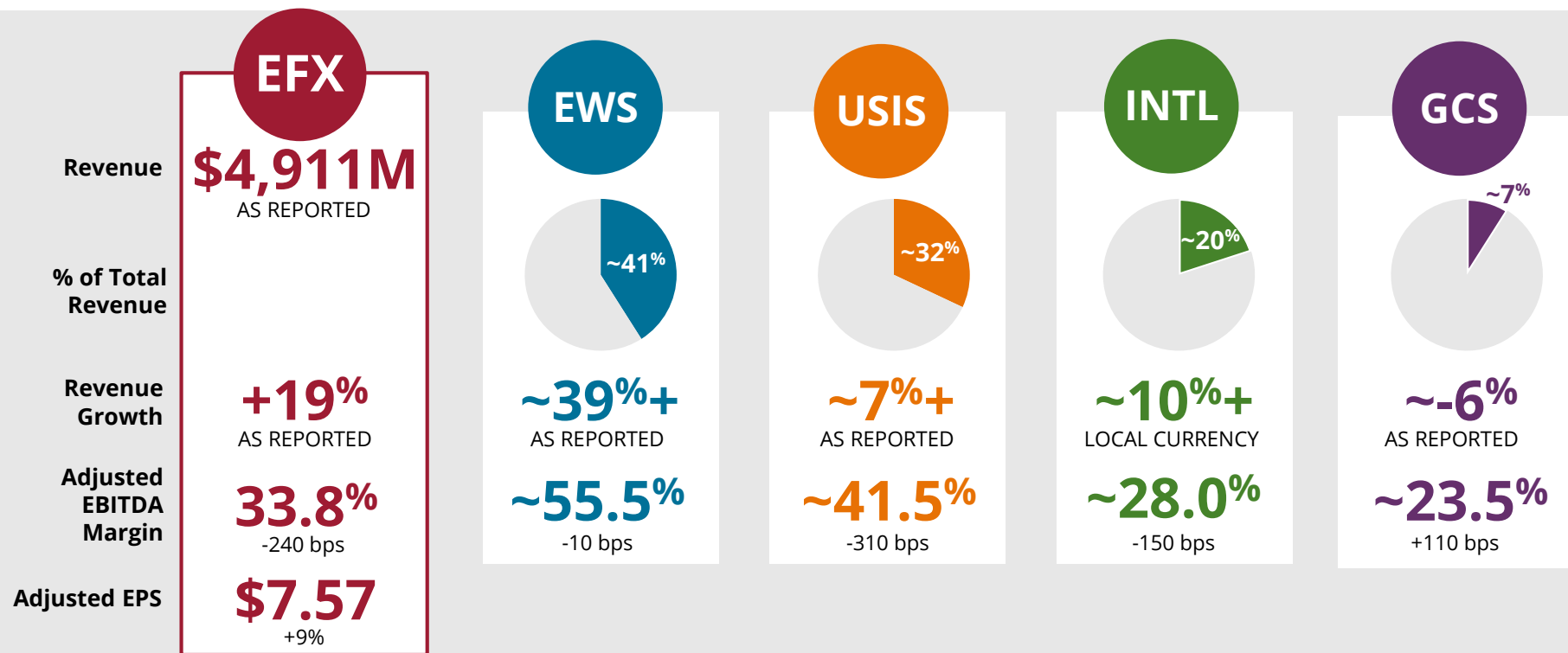
Powering the World with Knowledge™

Financial Strategy and Capital Allocation

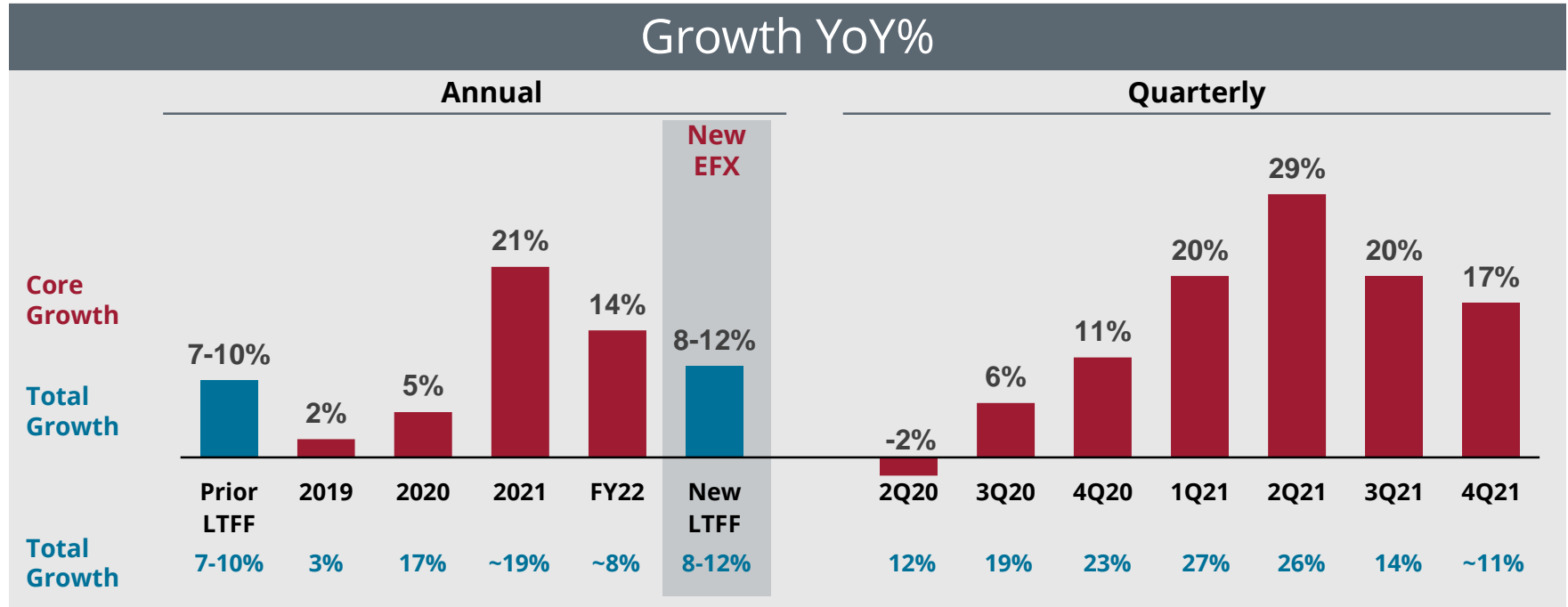
John Gamble
Chief Financial Officer



Strong 2021 Growth up 19%, Core up 21%



Early Days of EFX Cloud Driving Outperformance



5 consecutive quarters of double-digit core growth

2022 Economic and Market Assumptions

US Mortgage market credit inquiries decline down 15% from 2021

- 1H22 Mortgage market down 18%
- 2H22 Mortgage market down 12%

Equifax US Mortgage revenue growth up slightly in 2022, growing 15+ percentage points faster than overall Mortgage market

US economic recovery continues through 2022, with ~4% GDP growth assumed for the full year

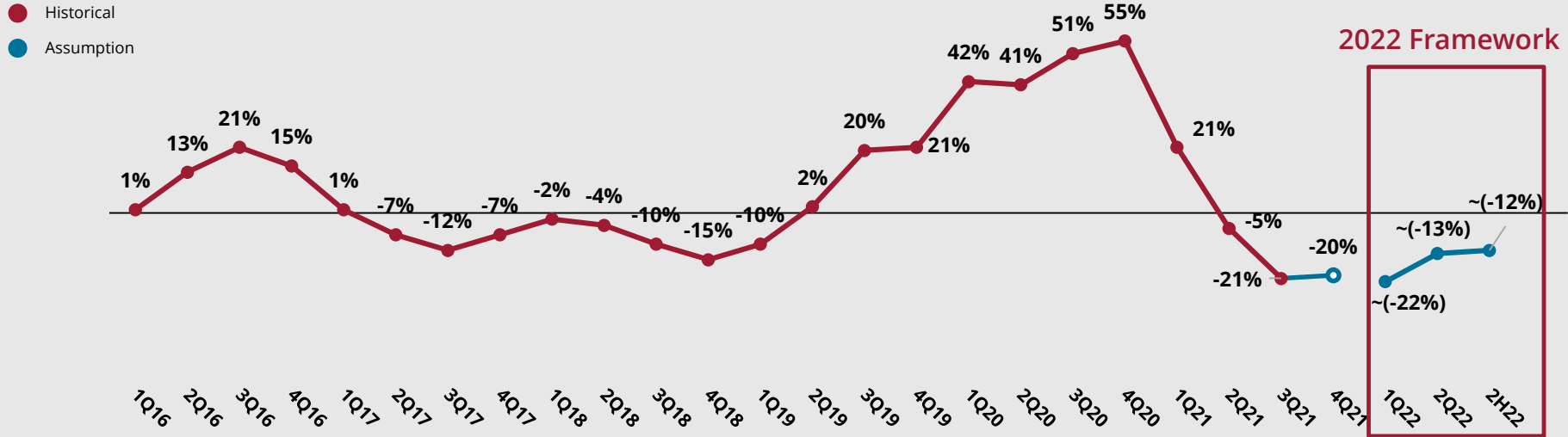
- USIS non-mortgage expected to outperform underlying markets
- EWS non-mortgage, excluding UC business, expected to significantly outperform underlying markets
- EWS UC and ERC business expected to decline by almost 30% in 2022

International economies recovery continues in 2022

- 2022 GDP growth assumptions:
 - Australia ~3.8%
 - UK ~5%
 - Canada ~4.5%

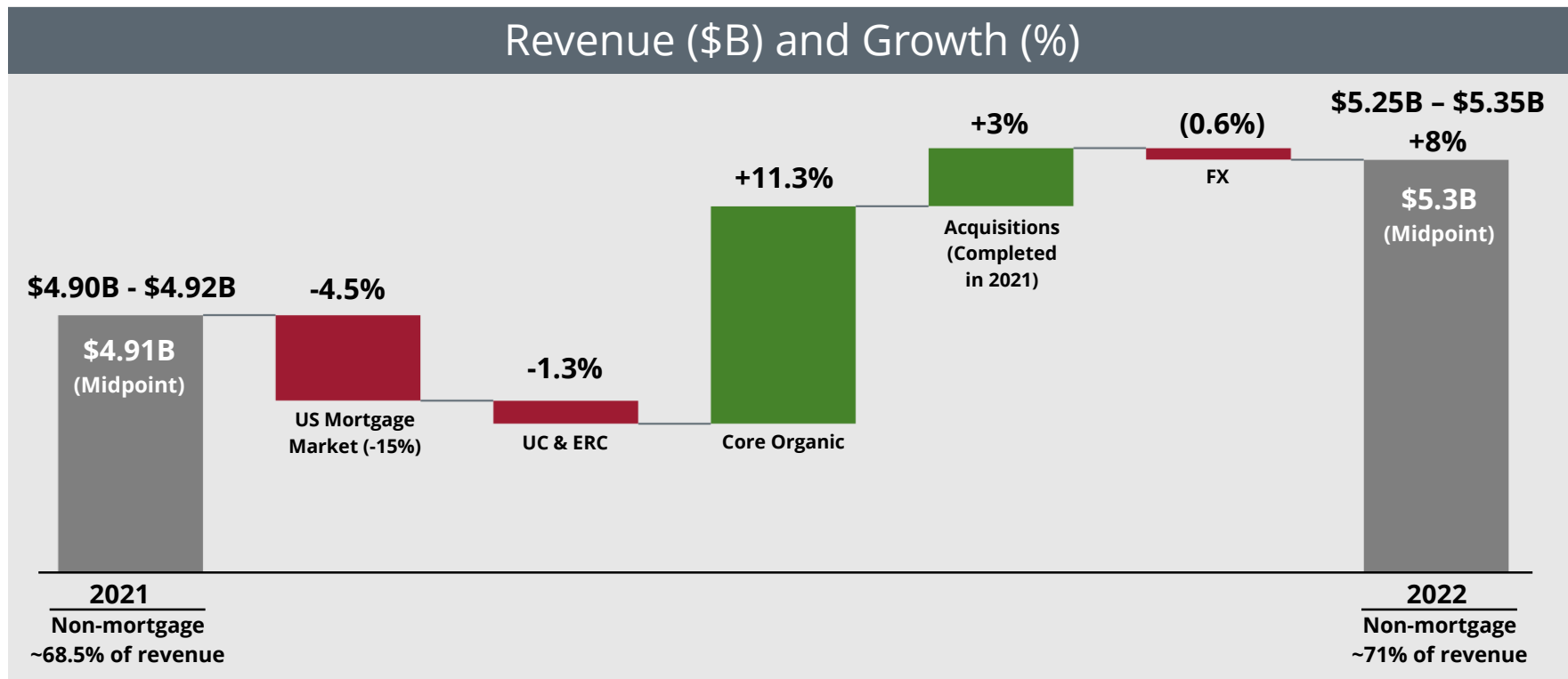
Expect US Mortgage Market Down 15%

Quarterly Change in US Consumer Credit Inquiries Serving Mortgage Market



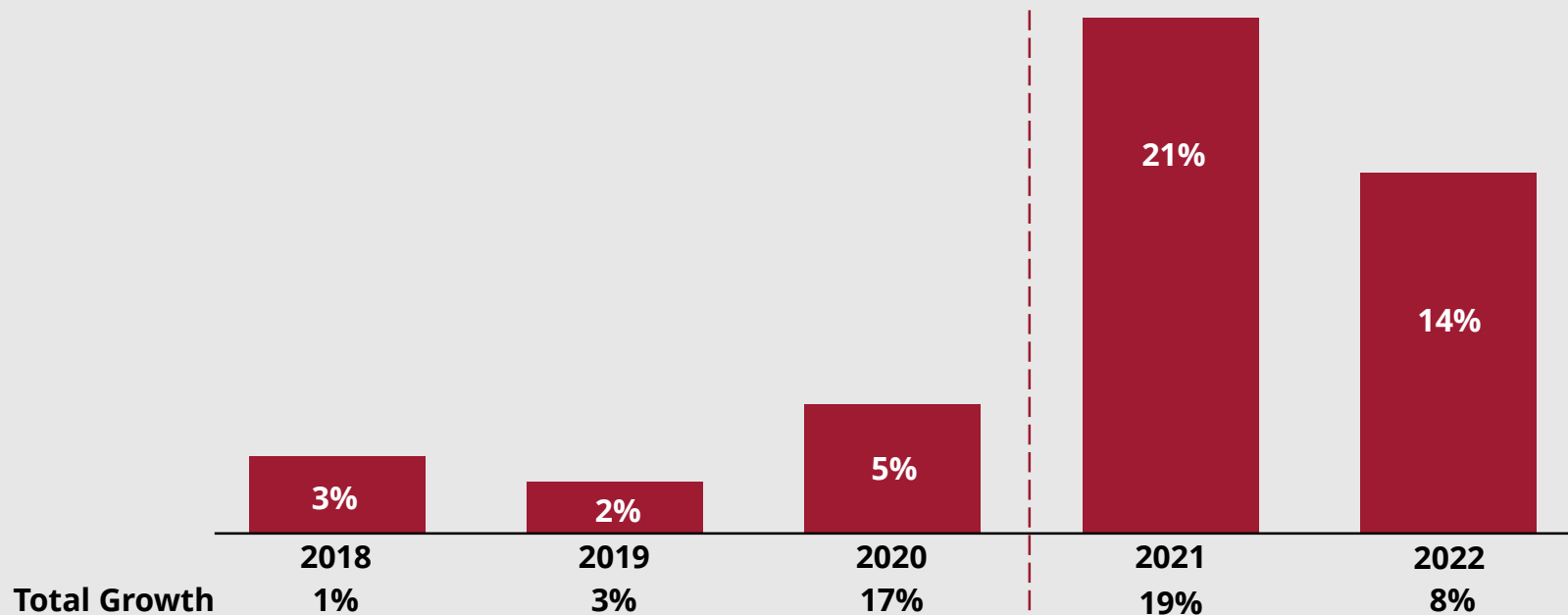
	2015	2016	2017	2018	2019	2020	2021	2022
Full Year	15%	12%	-6%	-8%	6 1/2%	47%	~(-7%)	~(-15%)

2022 Illustrative Financial Framework – Revenue Bridge



2022 Growth Up 8%, Core Up 14%

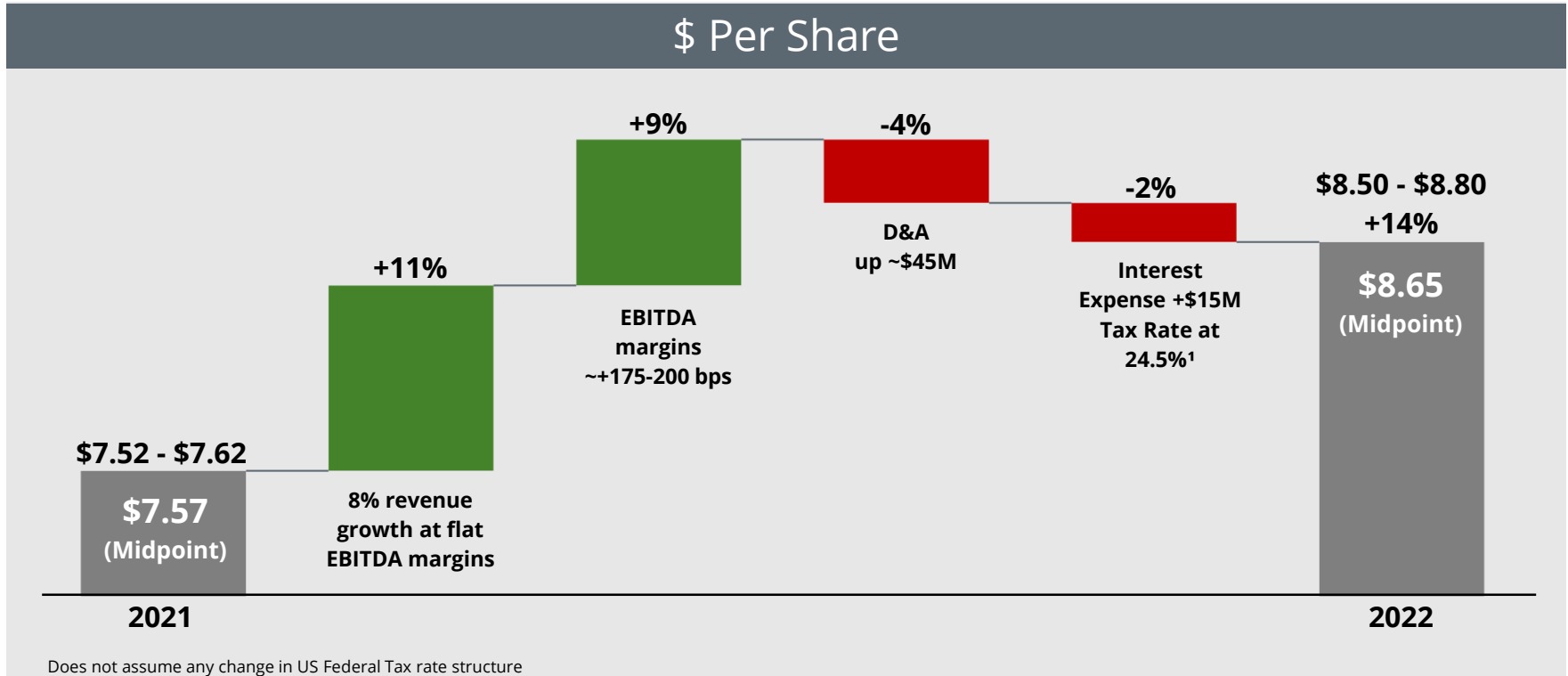
Strong Core Revenue Growth



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 mortgage related credit inquiries utilized as a proxy. UC & ERC growth is attributable to the EWS unemployment claims business. ERC growth is attributable to the EWS Employee Retention Credit revenue obtained with the HIREtech acquisition. Core growth is the remainder of total growth and excludes growth attributable to the Mortgage Market and UC & ERC; includes impact from acquisitions excluding acquired UC & ERC revenue. Figures may not foot due to rounding.

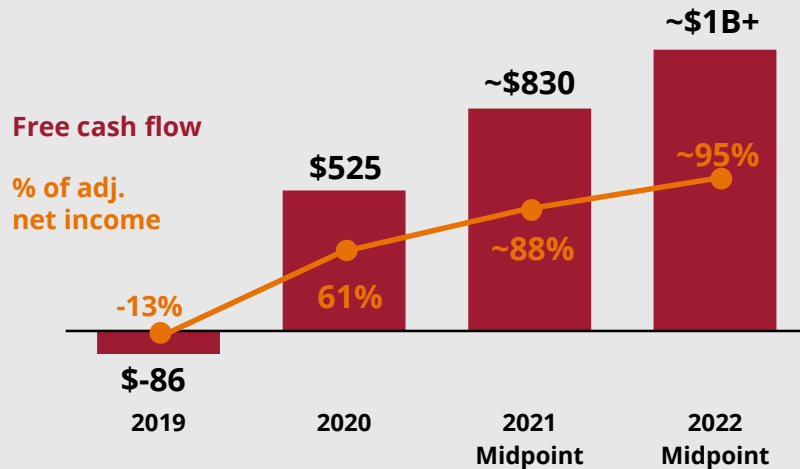
2022 Illustrative Financial Framework – Adjusted EPS Bridge

\$ Per Share



2022 Accelerating Cash Conversion / Normalizing Leverage

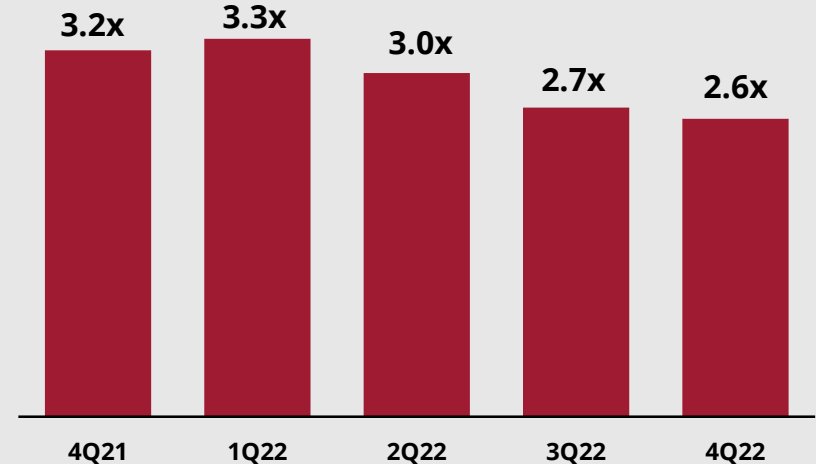
Free Cash Flow Accelerating



Free cash flow = Operating Cash Flow minus CapEx
Free cash flow excludes final payment of \$345M on MDL

Significant Capacity for Future Acquisitions and Capital Return to Shareholders

Debt to EBITDA Leverage



Maintaining BBB / Baa2 Ratings

Note: Leverage ratio equals total debt funded / Adjusted EBITDA. MDL payment of \$345M is assumed to be paid in 1Q22.

New EFX Growth Framework Increased to 8-12%

Long Term Financial Framework	Prior LTFF	New EFX	Change
Organic revenue growth	6-8%	7-10%	+100-200 bps
M&A contribution	1-2%	1-2%	=
Total growth	7-10%	8-12%	+100-200 bps
EBITDA% margin improvement	+25 bps	+50 bps	+25 bps
Cash EPS growth	11-14%	12-16%	+100-200 bps
Dividend yield	~1%	~1%	=
Annual shareholder return	12-16%	13-18%	+100-200 bps

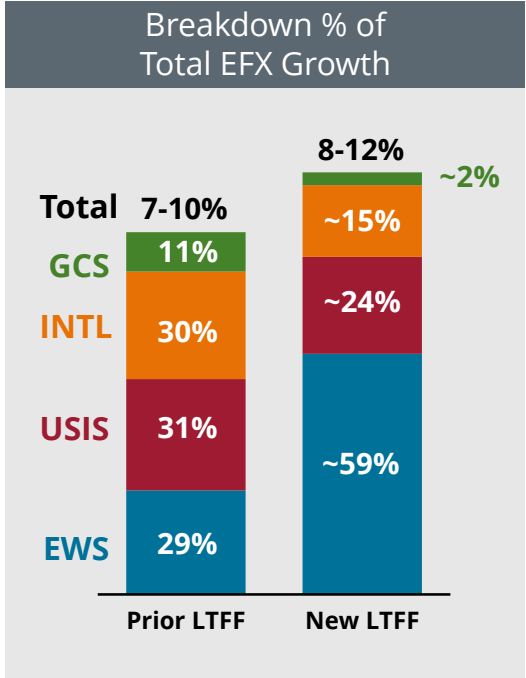
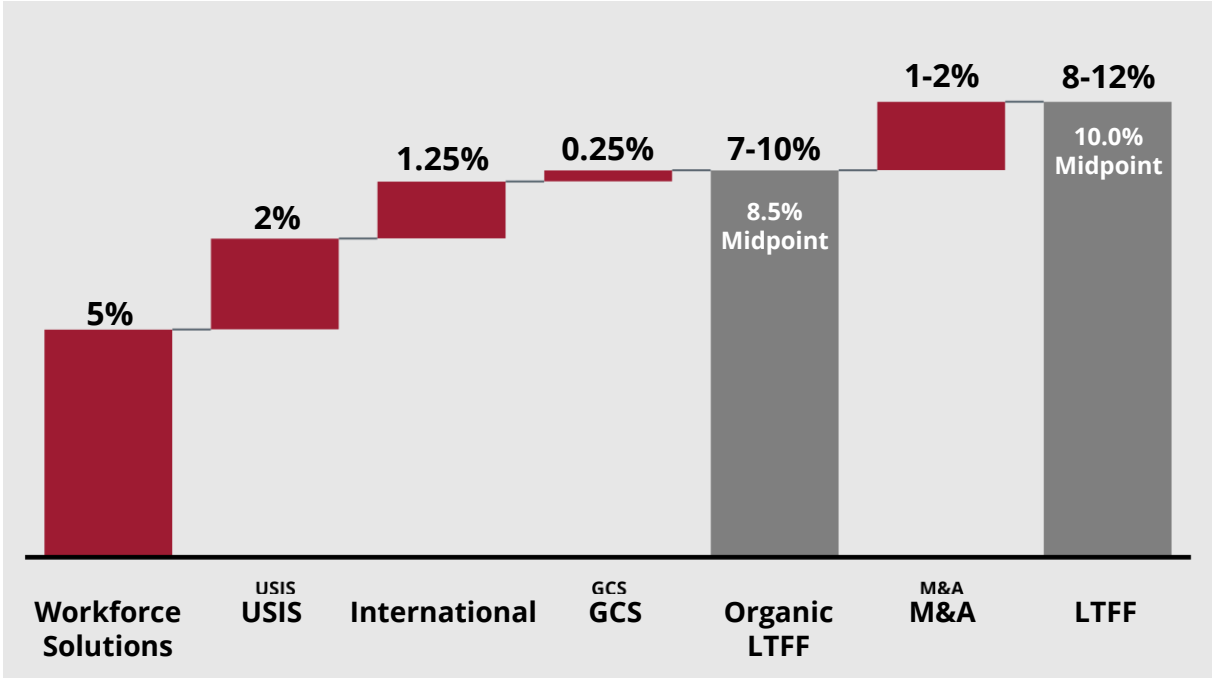
Faster growth, higher margins and free cash flow, higher returns

EWS and USIS Driving LTFF Growth

	Prior LTFF Growth	New LTFF Growth	Change vs Prior LTFF
EFX	7-10%	8-12%	+100 – 200 bps
M&A	1-2%	1-2%	Flat
GCS	5-8%	4-6%	(100 – 200 bps)
INTL	8-10%	7-9%	(100 bps)
USIS	5-7%	6-8%	+100 bps
EWS	9-11%	13-15%	+400 bps

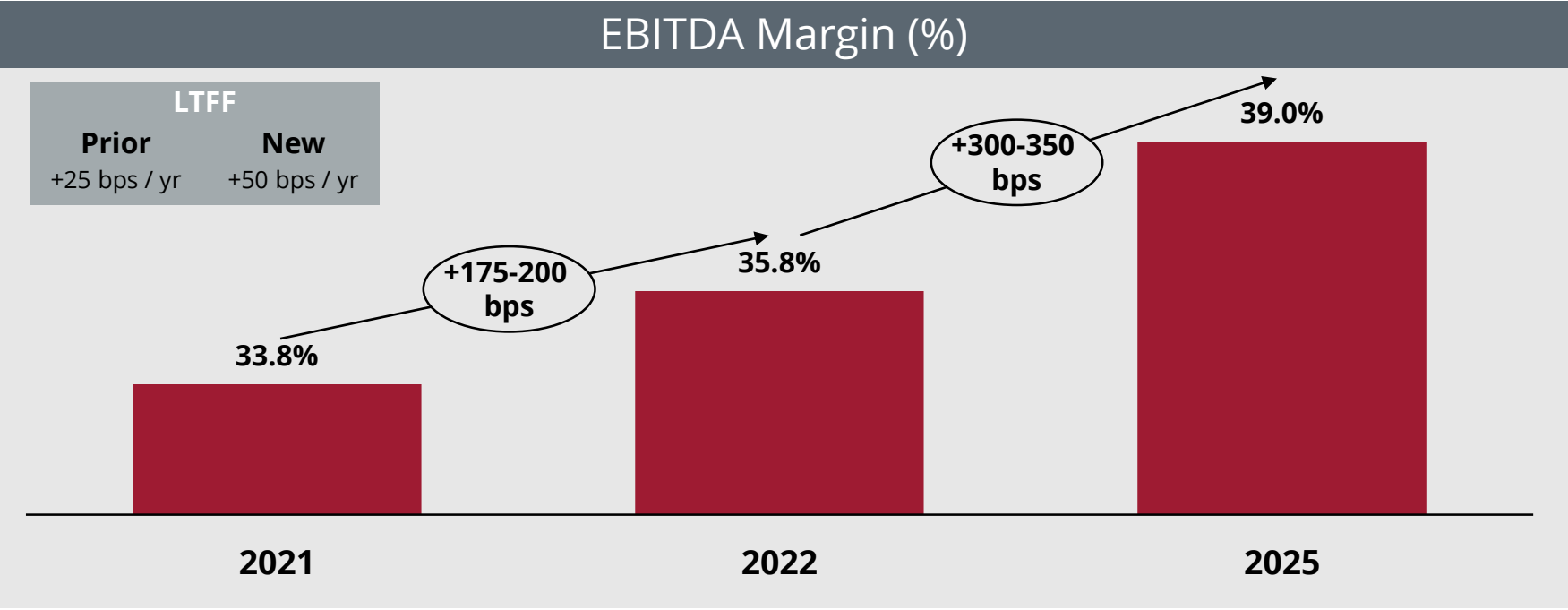
Cloud and NPIs driving accelerated growth

Long Term Financial Framework Revenue Growth Drivers



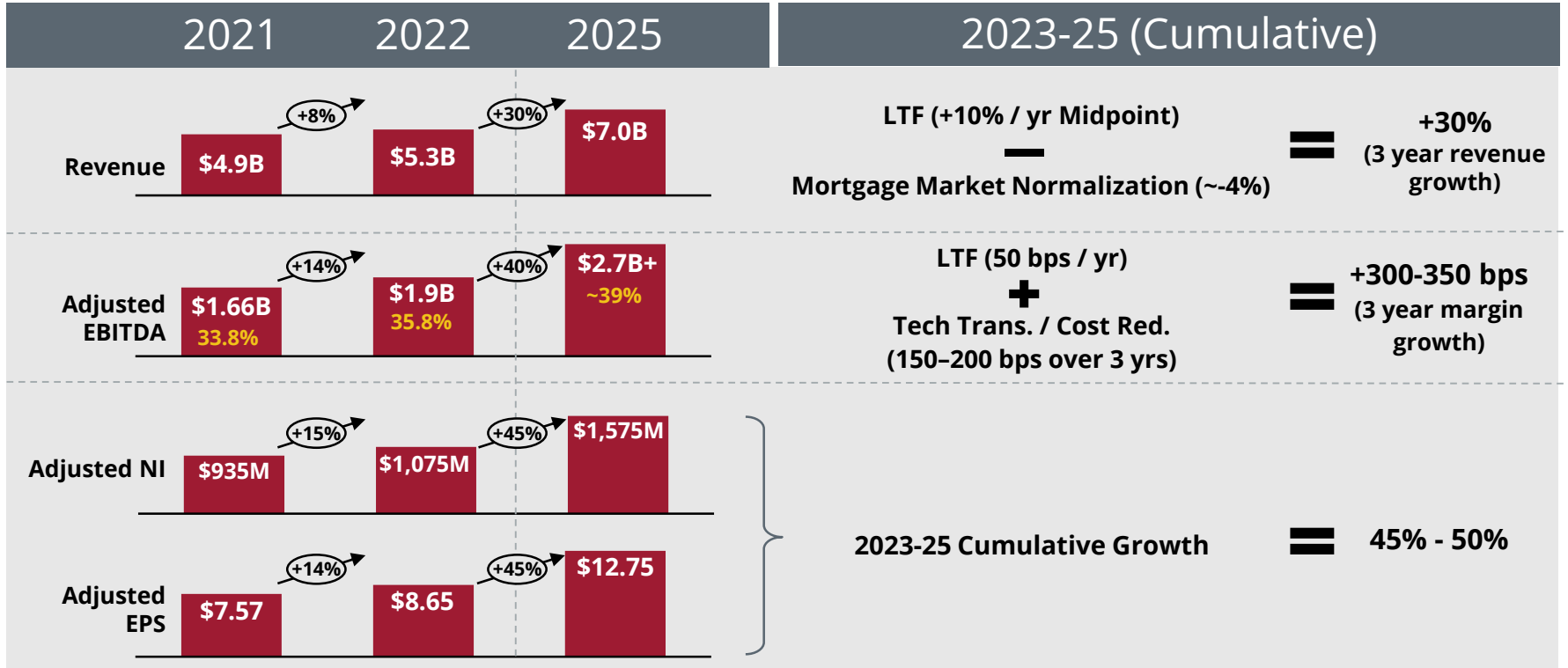
EFX Cloud and NPI driving 200 – 300 bps of incremental growth

EBITDA Margins Expand ~500 bps by 2025



Delivering 150 – 200 bps of Cloud Transformation savings from 2023 – 2025

Long Term Framework: 2023-25 Scenario

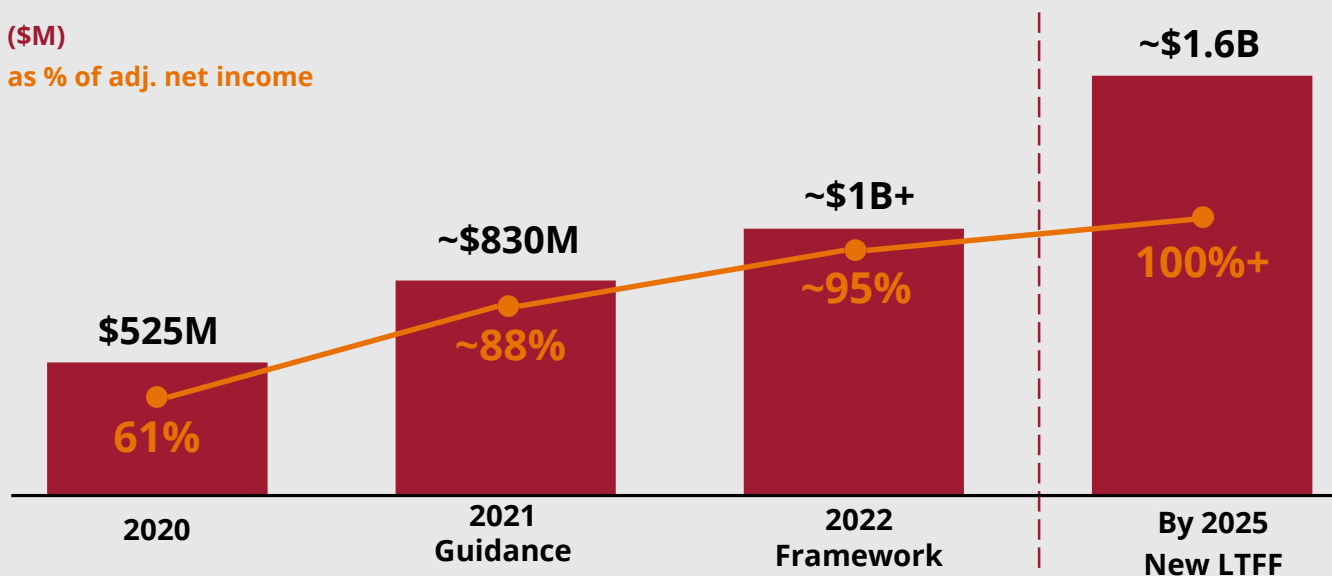


Accelerating Cash Flow Conversion

Free Cash Flow

Free cash flow (\$M)

Free cash flow as % of adj. net income



CapEx as % of Revenue

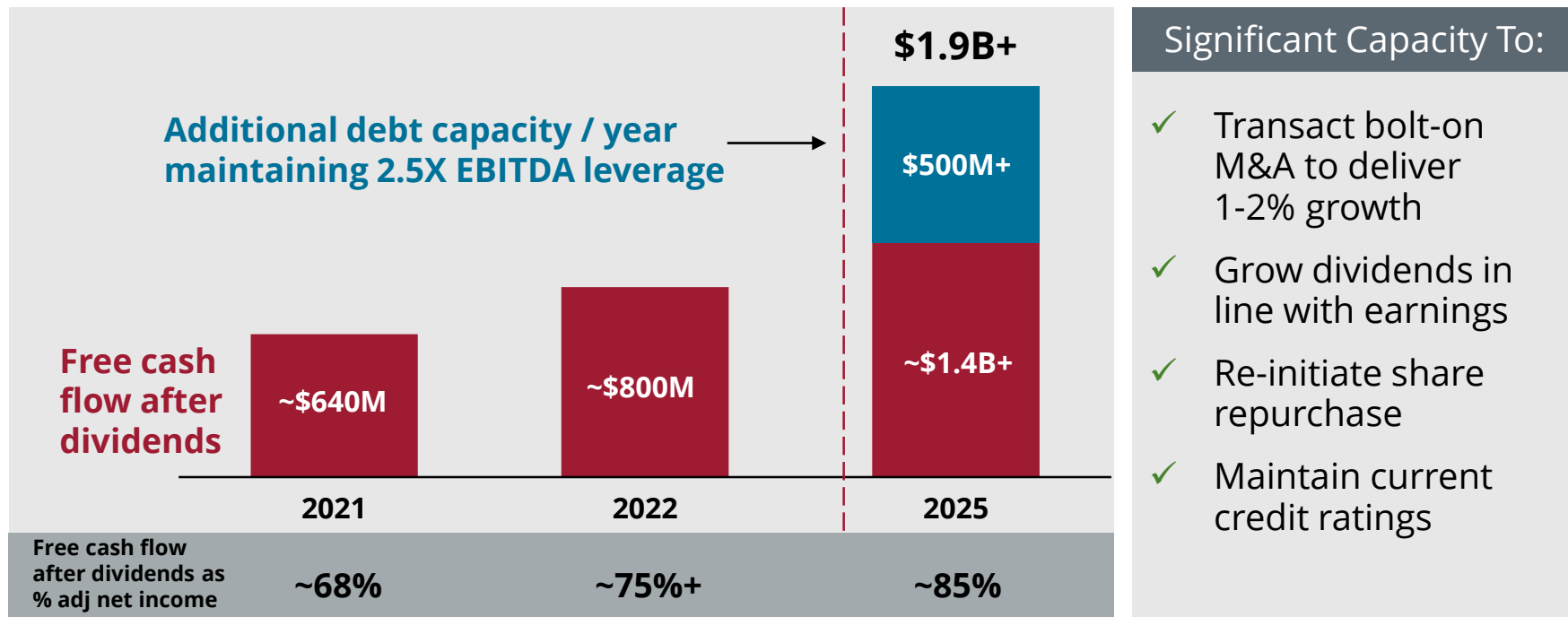
10.4%

~9.5%

~8.5%

~7.5%

Capacity for M&A and Return of Capital to Shareholders



Approaching \$2B per year in spending capacity

New Long Term Financial Framework – Capital Allocation

	Priorities	Long Term Guidance
Capital expenditures	Fund NPI for top-line growth	7.0% - 7.5% of revenue
M&A	Differentiated data, EWS, ID&F	1% - 2% of revenue growth
Dividends	Return capital to shareholders	Growth in line with adjusted net income
Share repurchases	Return capital to shareholders	Offset employee plan dilution, expand with free cash flow

Maintain BBB / Baa2 credit ratings

The Equifax logo is centered within a large, solid red circle. The logo itself consists of the word "EQUIFAX" in a bold, white, sans-serif font, with a registered trademark symbol (®) to the upper right of the letter "X".

EQUIFAX®

Powering the World with Knowledge™

The New Equifax

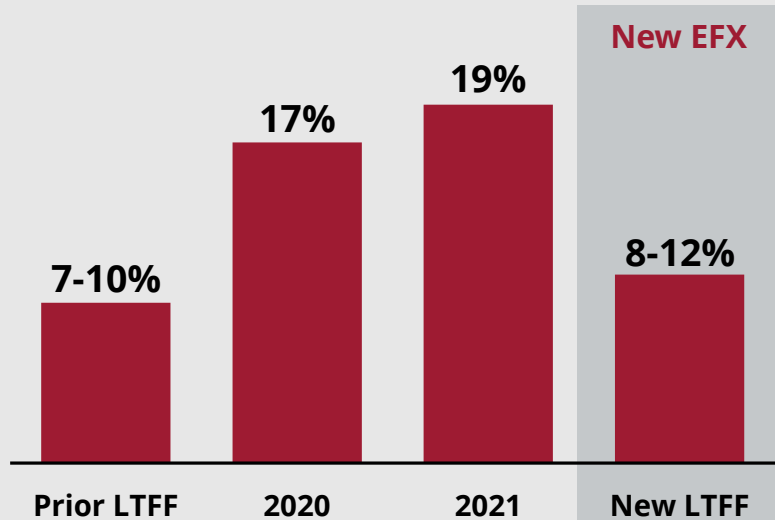
Mark Begor

Chief Executive Officer



The New EFX

Revenue Growth

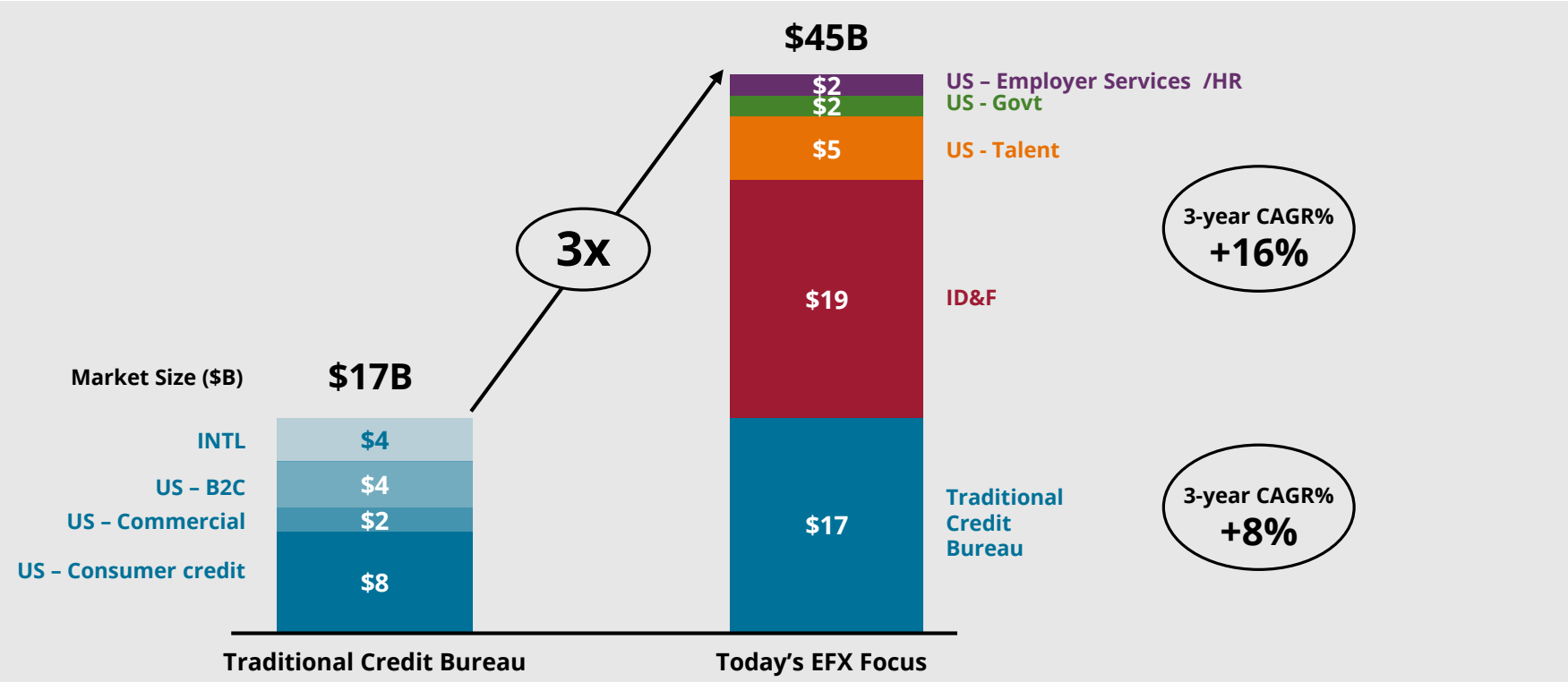


EFX Growth Drivers

- ✓ EFX Cloud
- ✓ More differentiated data
- ✓ Single data fabric
- ✓ EWS growth and margins
- ✓ NPI acceleration
- ✓ New verticals... ID & Fraud, Talent, Government
- ✓ Bolt-on M&A
- ✓ Industry-leading security
- ✓ New team

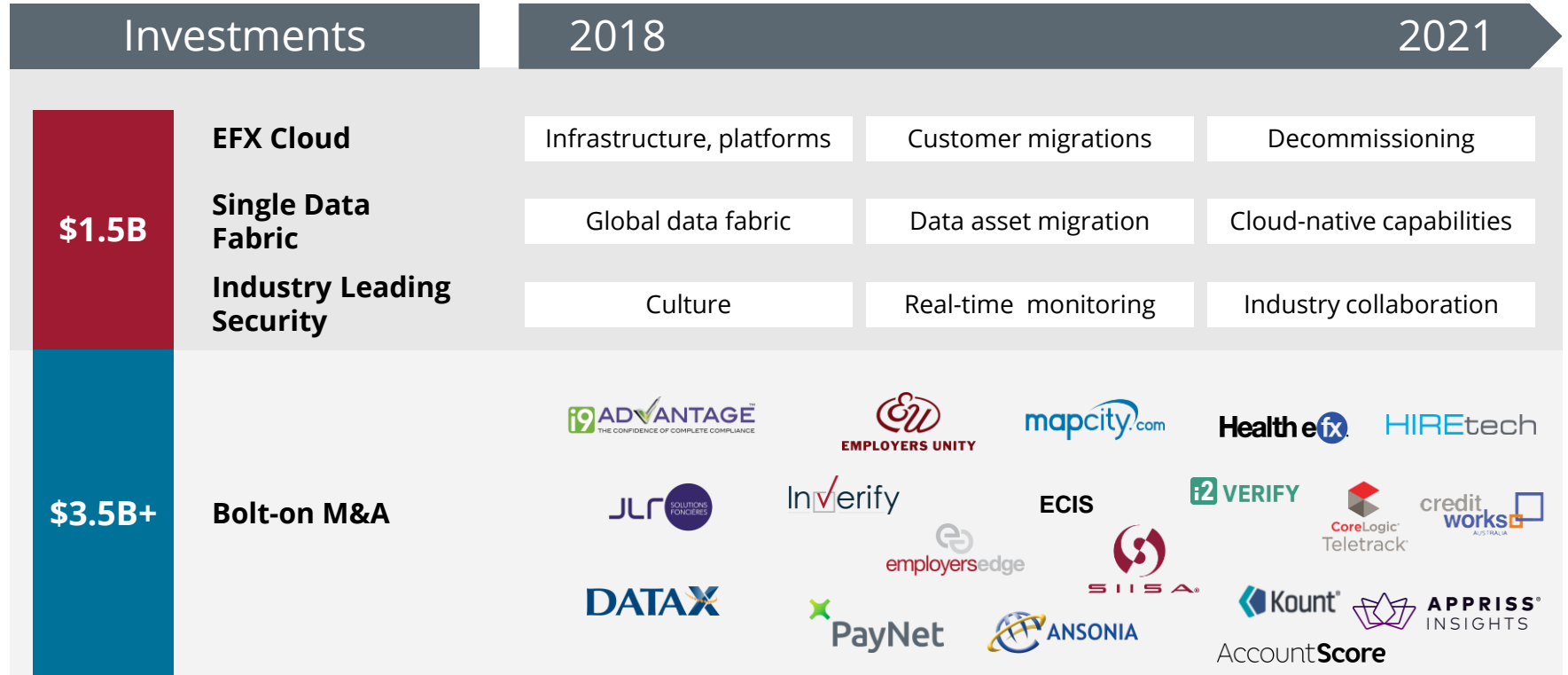
Higher growth, higher margins, free cash flow accelerating

Much More Than a Credit Bureau



New EFX focus 3x larger in faster growing markets

Spent Last 4 Years Investing in EFX



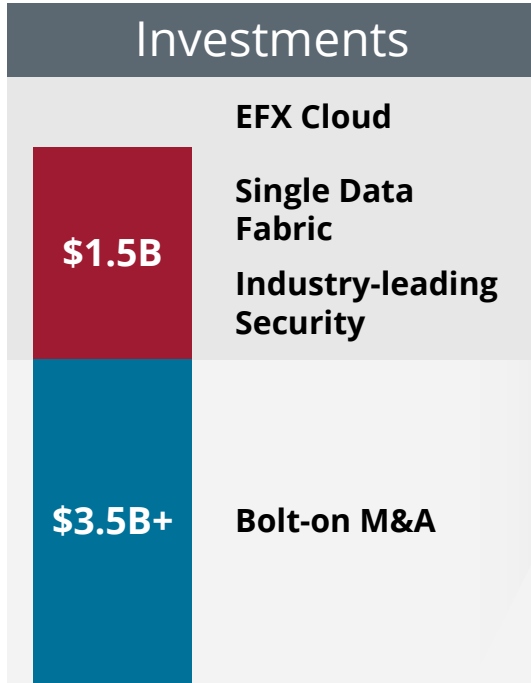
EFX 2023 Growth Strategy

EFX 2023

Leveraging cloud for innovation,
new products, and growth



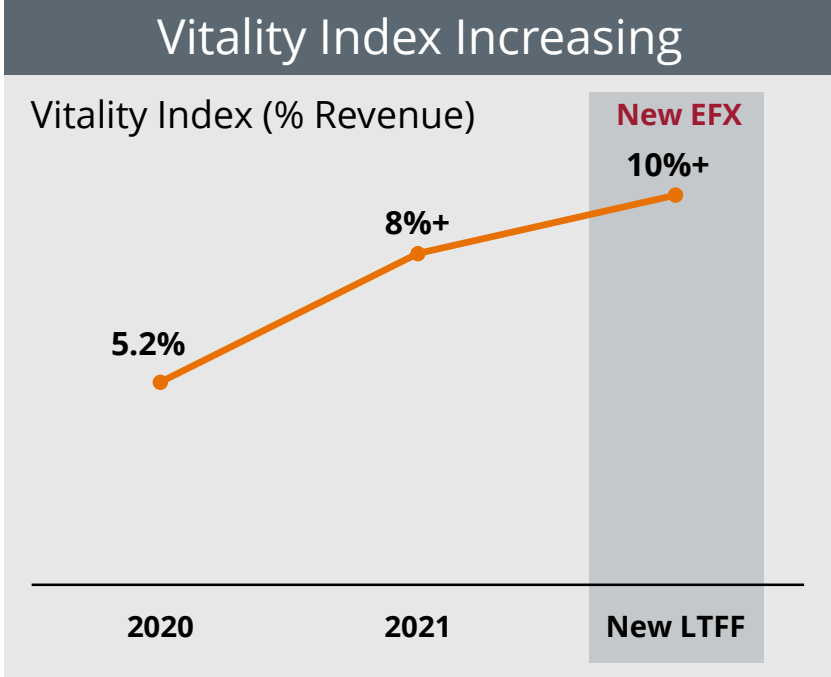
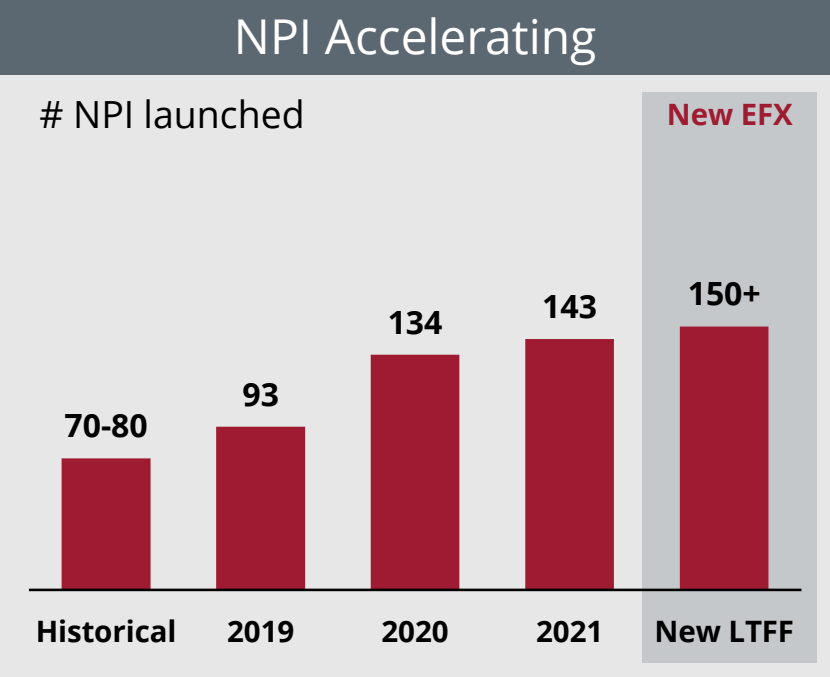
EFX Cloud Benefits Starting To Kick In



Key Benefits	Examples
✓ Superior system performance	<i>Always-on stability, speed</i>
✓ Higher competitiveness	<i>Only cloud-native provider in the industry</i>
✓ Multi-data solutions	<i>More predictive, differentiated insights</i>
✓ Agile innovation	<i>2x YoY increase in new concepts</i>
✓ NPI acceleration	<i>143 launches planned in FY2021</i>
✓ Faster M&A integration	<i>8x faster onboarding of new data</i>
✓ M&A driving growth	<i>\$0.2B in growth from M&A in 2021</i>

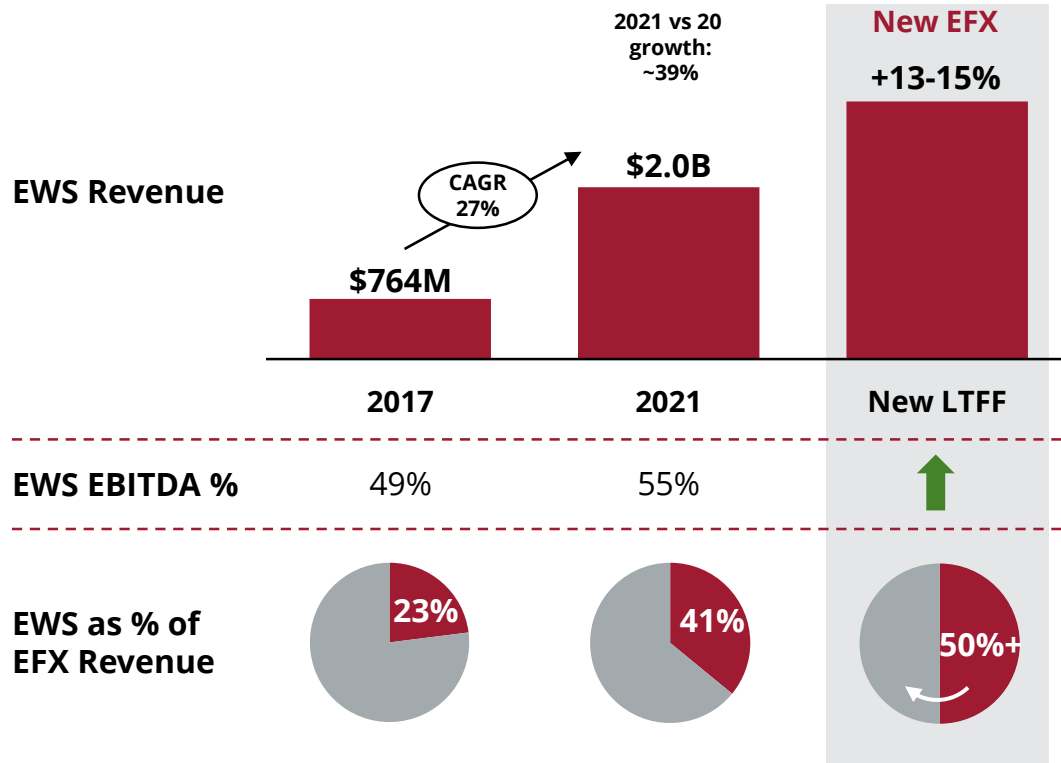
Early innings for EFX Cloud

NPI Leveraging EFX Cloud Accelerating and Driving Growth



EFX Cloud and NPI driving 200 – 300 bps of incremental growth

Multiple Levers for EWS Growth



Growth Levers

- ✓ TWN record growth
- ✓ New products and pricing
- ✓ New verticals ... Talent, Government, more!
- ✓ EWS Data Hub
- ✓ Penetration, more pulls
- ✓ Bolt-on M&A

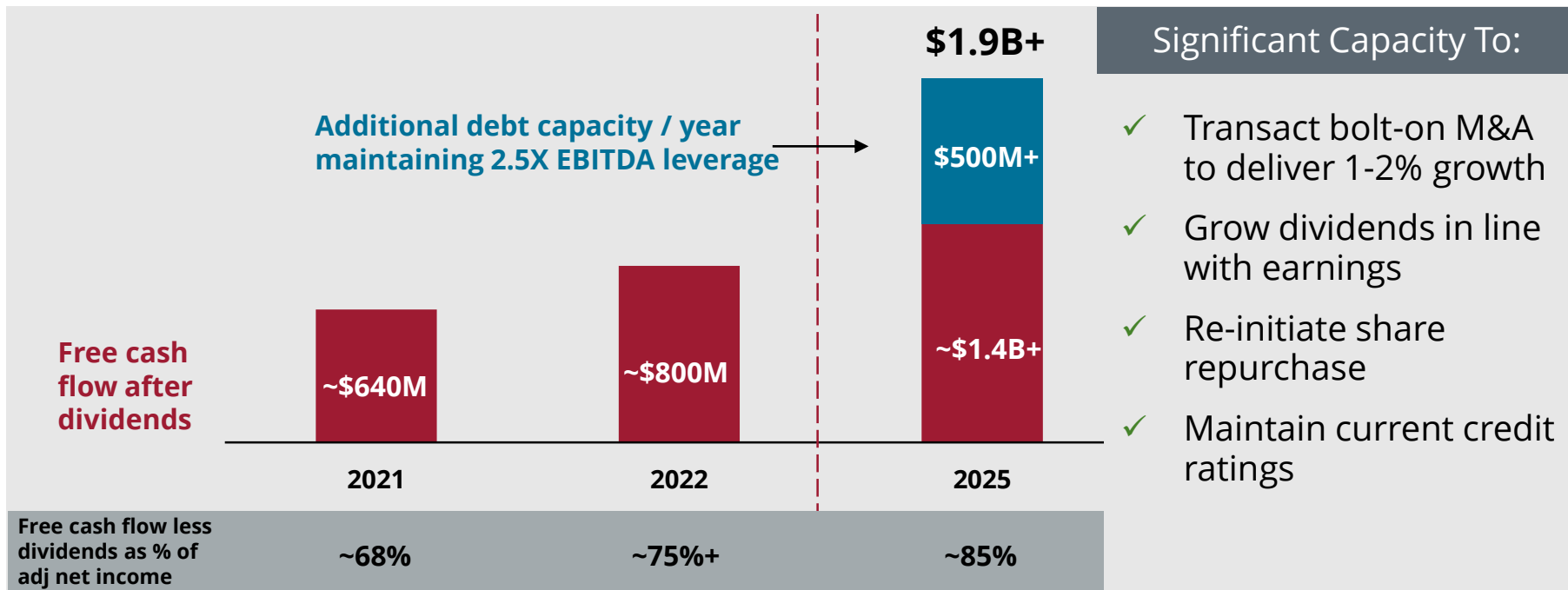
EWS highly accretive to EFX growth and margins

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Capacity for M&A and Return of Capital to Shareholders



Approaching \$2B per year in spending capacity

Strong EFX Commitment to ESG

EFX ESG Priorities



Values, Purpose
& Ethics



Consumer
Impact



Community
Engagement



Our People



Security



Privacy



Our Suppliers



Environment
and Energy



Corporate
Governance

2021 ESG Actions



EEO-1 and SASB
I&D Disclosures



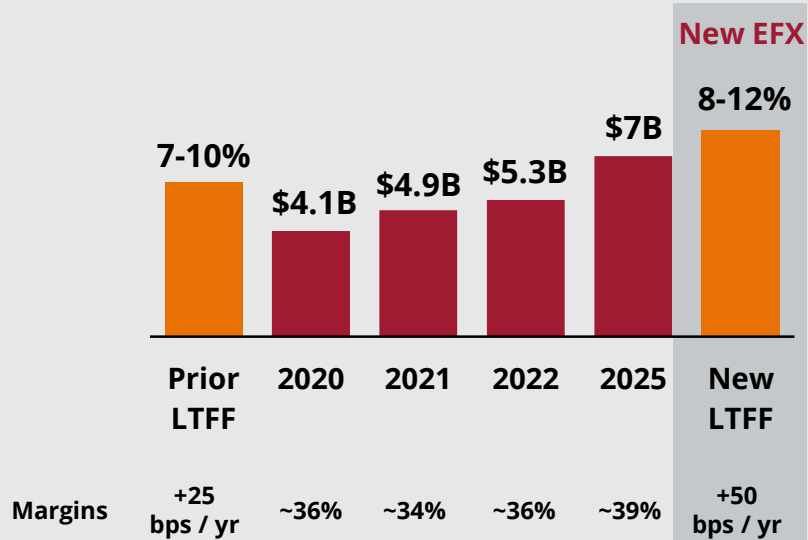
NetZero by
2040



Security Annual
Report

The New EFX

Revenue Growth



EFX Growth Drivers

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INVEST R DAY 21

Thank you for joining.

The replay will be available tomorrow.

INVEST R DAY **21**