

# Winning Insight

Investor Presentation December 2014



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

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

**GAAP/Non-GAAP** Reconciliation



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



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



## Insights:

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

# Insight examples:

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





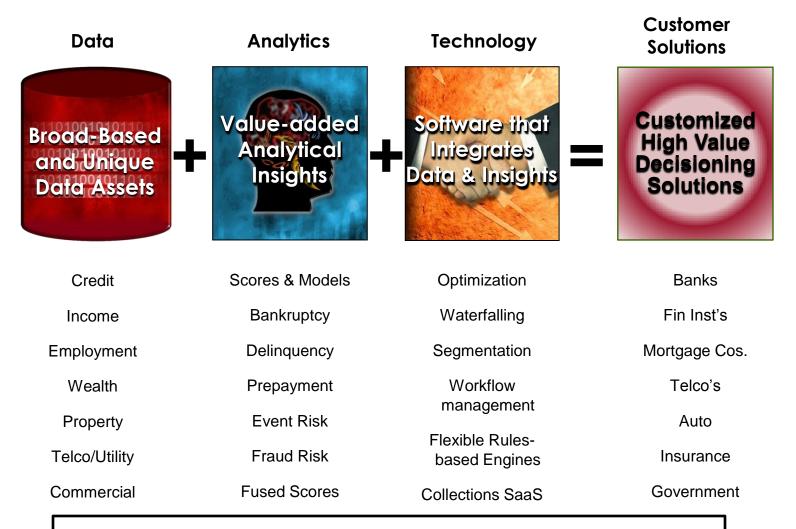
### We Are A Leader in Unique Data Assets

Broad-Based and Unique Data Assets





# **Our Business Model Is Robust and Expansive**



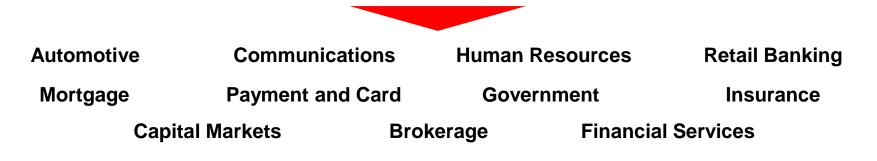
# We have developed critical competencies that will continue to have great leverage and opportunity

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A comprehensive view that applies across industry verticals

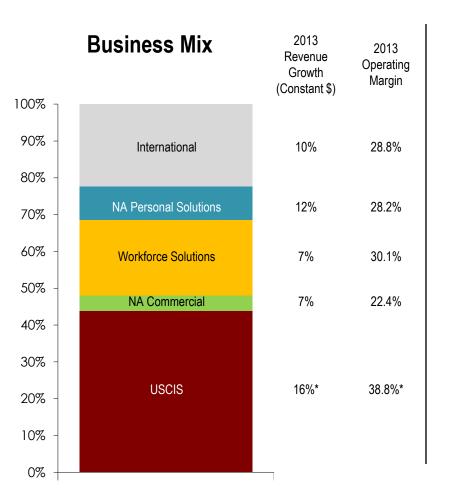


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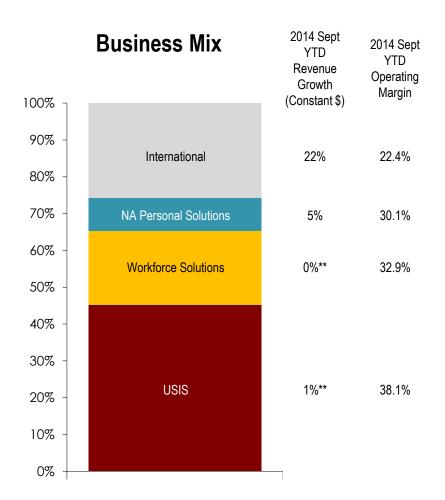


# A Strong Portfolio of Businesses

Total Year 2013



2014 Sept. YTD



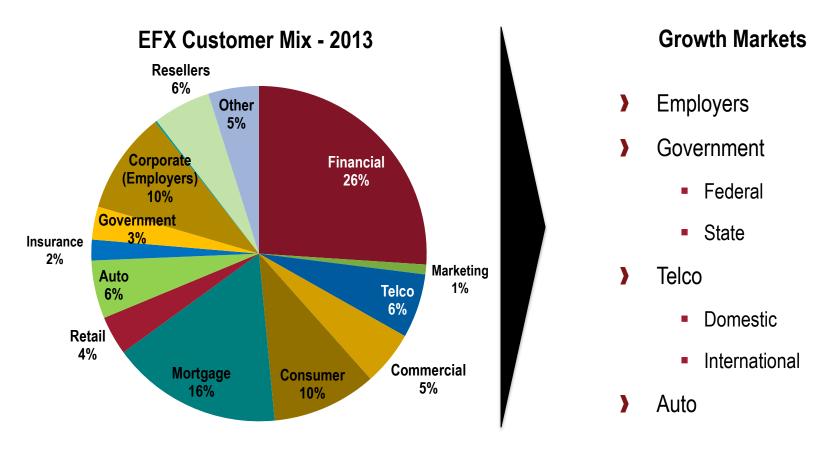
Note: Restated for the integration of North America Commercial into USCIS and Int'I \*\* Excluding the mortgage market impact, business units' core, non-mortgage market growth were consistent with long term growth targets

Note: Continuing operations basis

\* Excludes collection of certain 2012 reserved billings

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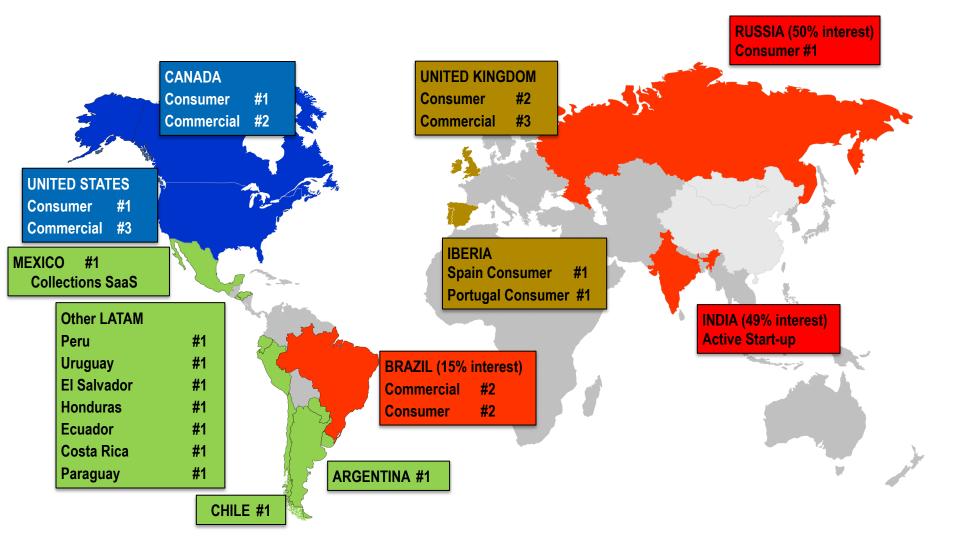




The markets we serve today require us to interpret our data, provide value-added insights, and deliver technological capabilities and solutions that enable our customers to operate more efficiently.



# A Global Presence in Important Growth Markets





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

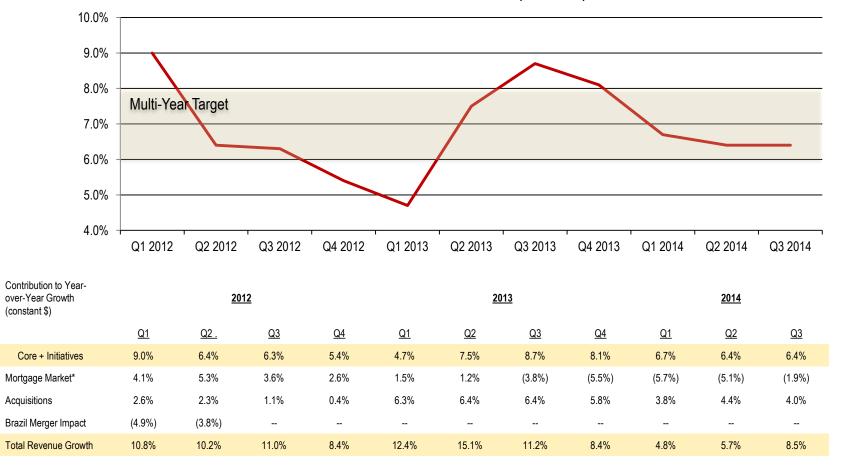
<sup>1</sup>Excludes any impact from changes in income tax rates

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



# We Are Delivering Strong Organic Growth

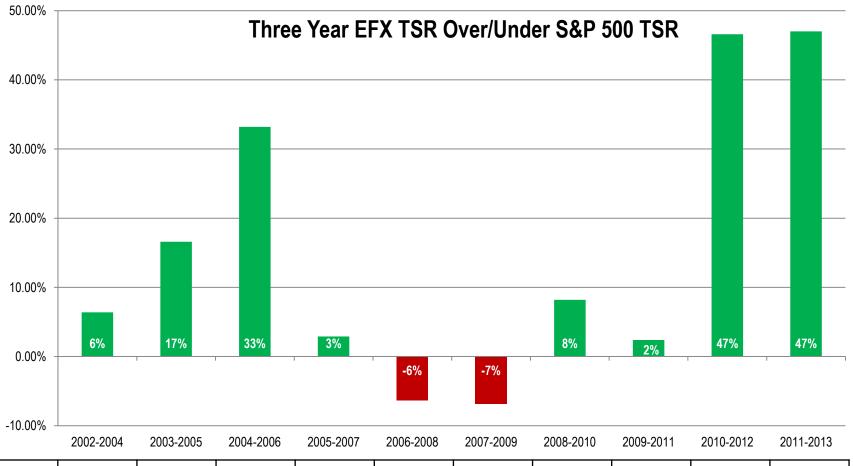
Core + Initiatives Revenue Growth (constant \$)



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







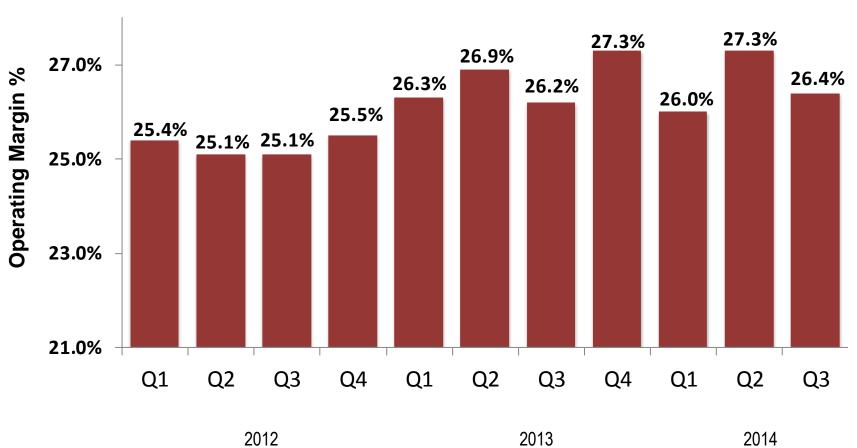
EFX TSR	17.6%	66.3%	67.9%	31.1%	-29.3%	-22.7%	-0.1%	51.0%	82.9%	103.8%
S&P 500 TSR	11.2%	49.7%	34.7%	28.2%	-23.0%	-15.9%	-8.3%	48.6%	36.3%	56.8%
Over/ <mark>Under</mark>	6.4	16.6	33.2	2.9	-6.3	-6.8	8.2	2.4	46.6	47.0





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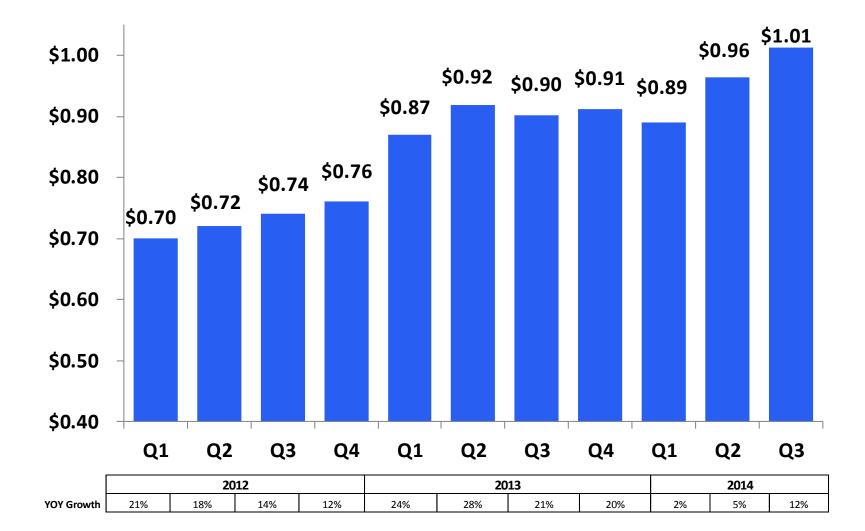


#### **EFX Reported**

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USIS	<ul> <li>Strengthen our foundation of assets and capabilities while investing in adjacencies that enable and feed growth to our core position in key markets.</li> <li>Drive growth and share gain by investing in vertical expertise, unique data and analytics (Decision360), and optimizing distribution.</li> </ul>
Workforce Solutions	<ul> <li>Transform by growing The Work Number (TWN), increasing record value, and repositioning from BPO to insights.</li> <li>Diversify Verification Services (Decision360), grow and transform Employer Services (Insights) and maximize Affordable Care Act (ACA) opportunities.</li> </ul>
PSOL	<ul> <li>Adapt to changes in the environment (regulatory pressure, free scores).</li> <li>Grow by focusing on executing in the core, building indirect channels, business model innovation, and growing presence in international markets.</li> </ul>
International	<ul> <li>Be the #1 or #2 Credit and Marketing information bureau in all markets where we operate.</li> <li>Focus on vertical industry growth, anchored by data and analytics, decision solutions (including Collections), and geographic expansion.</li> </ul>

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#### Key growth drivers

Gain deep vertical insights Invest in vertical expertise and capabilities to drive innovation, improve our capabilities and go-to-market efforts

Invest in unique data & analytics Expand our analytics scope by combining unique data with our Insights Engine to support vertical market expansion

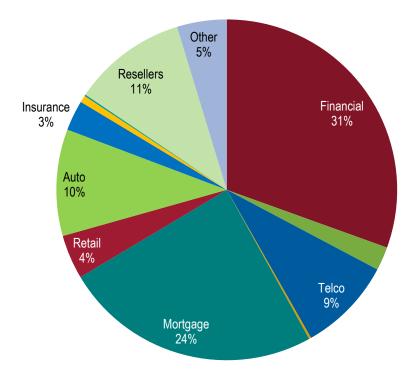
Optimize distribution

Extend Decision360 through USCIS distribution, indirect channels and technology connectors

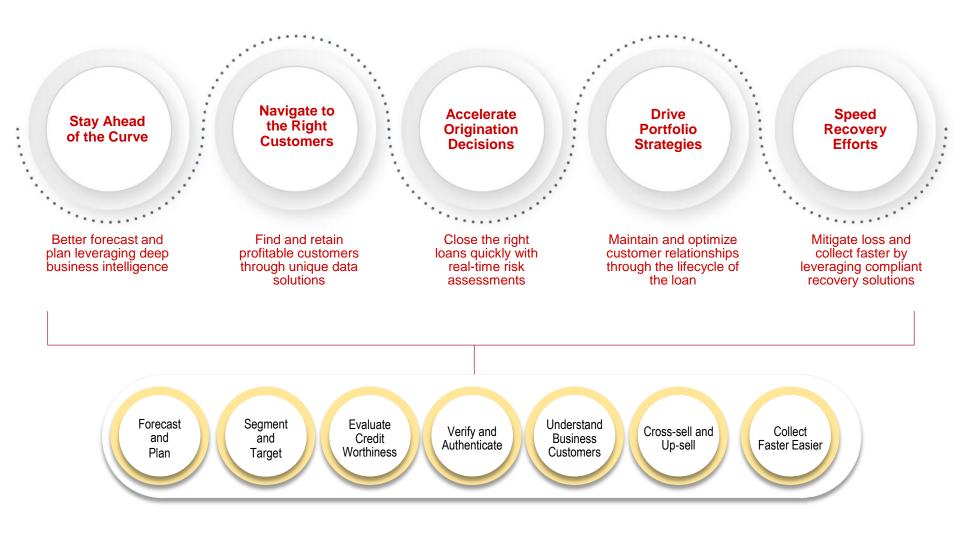
Diversify our portfolio

Extend our assets into value chain adjacencies that feed and anchor Equifax's core business in key verticals











#### Key growth drivers

Grow and expand TWN

Grow to 75M records by 2017 while enriching the value of our data asset

Continue to diversify Verifications Diversify through accelerated penetration in home equity, auto, card and government

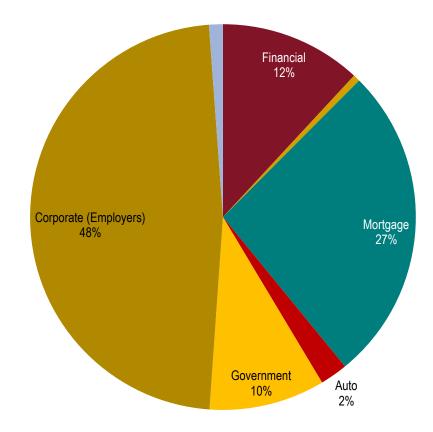
Grow and transform Employer Services

Maximize ACA opportunities

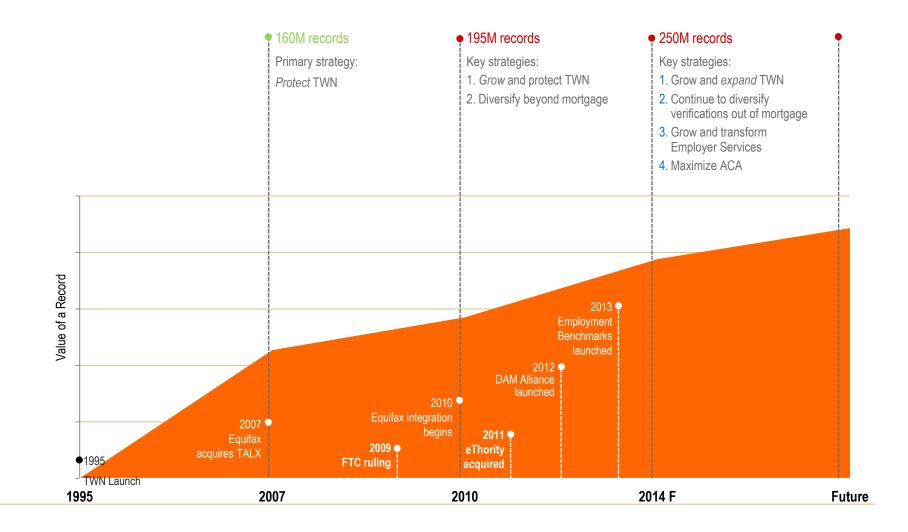
Overcome record low initial jobless claims, through vertical transformation and broader account management to leverage increasing compliance and workforce requirements

Becoming the de-facto ACA compliance and verifications solution for government and employer clients

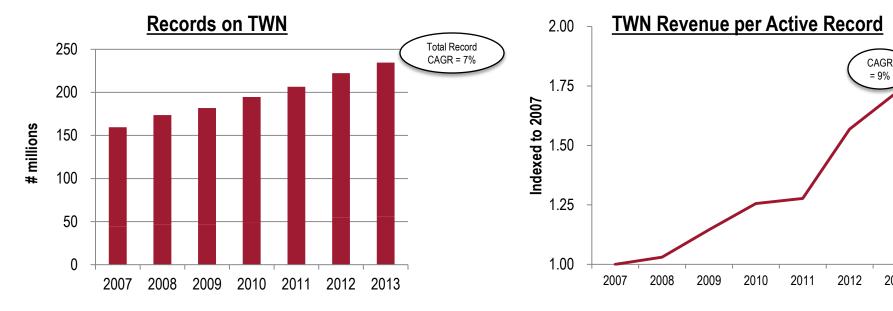












#### Strategies to Grow Records in the Database

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

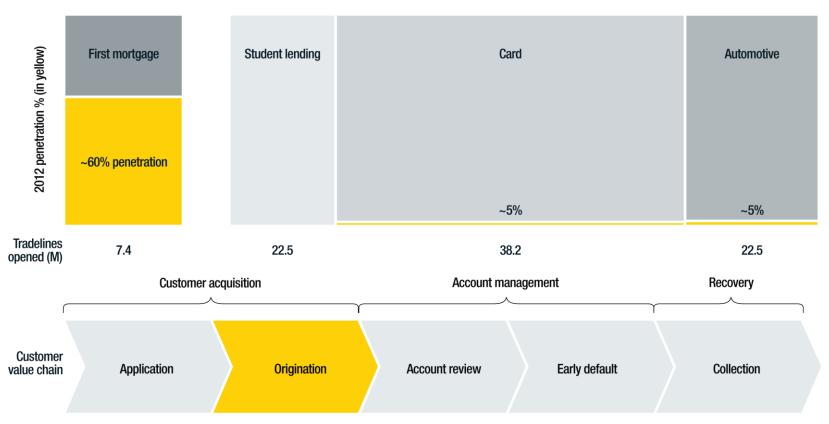
#### Strategies to Grow Average Revenue per Record

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

2013



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



Market penetration for The Work Number instant verifications in originations



#### Key growth drivers

Customer Journey Renaissance	Drive above-market growth in the core by enhancing the customer journey (through differentiated education and experience) and extending customer life and value (through value based operation)
Attack Indirect	Develop new, innovative solutions for our business customers to offer to their consumer customers through TrustedID capabilities
Grow Global	Drive innovation and marketing efficiencies and leverage global capabilities to continue growth in Canada and the U.K. and enter new markets such as LATAM
Business Model Innovation	Change the game by embracing new sources of value and monetization such as lead generation using data and content

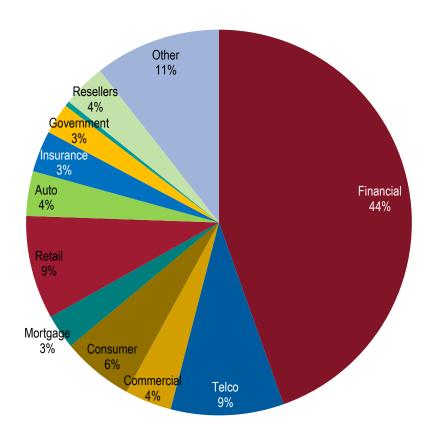


PAST	PRESENT	FUTURE
Acquisition focused, direct-response driven marketing model	Entrance of new "free score" models driving up incremental cost of acquisition	PSOL Transformation Customer Journey Renaissance (Evolving the core) ■ CPA → value-based optimization (CLV)
Free credit report → free credit score, free trial-driven marketing	Pressure on "free trial" oriented offers	• One size fits all $\rightarrow$ customer journeys
Rapidly growing, customized indirect market, limited PSOL presence	Indirect market chilled by regulatory changes	<ul> <li>Primary Direct → Direct and Indirect, unique offerings</li> <li>Grow Global</li> </ul>
Growth of identity- focused products led by LifeLock	Traditional identity products becoming saturated	<ul> <li>North America → U.K. → New Markets</li> <li>Business Model Innovation</li> </ul>
Emerging businesses in Canada, U.K.	Strong growth in Canada and U.K.	<ul> <li>Subscription based model → alternate sources of consumer traffic and monetization</li> </ul>

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#### **Total International - 2013**



#### Key growth drivers

Data 360

Expand telco Presence

Enhance decision solutions portfolio

Enter new geographies

Scalability

Drive common IT and operational platforms that enable scalability and margin sustainability across international markets

and PSOL information sources and capabilities

Accelerate development of 360° consumer view

through aggressive acquisition of additional data

Accelerate revenue via global value propositions

across the customer lifecycle: Marketing, Risk,

position with Interconnect, ID Verification/Fraud

solutions (eID and Citadel/Siran); execute plan

Grow revenue and strengthen competitive

Expand presence in Europe and LATAM,

and expand on Collections solutions

focusing on consumer, commercial

sources to drive new insights

Fraud and Collections

(TDX/Inffinix)

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#### **Decision platforms**

Expand across customer lifecycle, improve InterConnect brand

Extend the InterConnect platform

- Attribute Navigator
- Model Integration Tool
- Customer Provisioning Tool

Leverage InterConnect to create new applications

- SME Insights in U.K.
- Public Sector Gateway in U.K.
- Extend Insight Gateway

#### ID / Fraud

Expand solutions and extend across geographies

Enhance eID with new solutions

- Device reputation
- Biometrics (voice, face)

Expand Fraud platform in to Spain / LATAM Build unique data exchanges Collections

Achieve business case and leverage with local capabilities

Bring together Inffinix and TDX solutions

Expand solutions into existing International territories

Extend solutions into high priority new markets

#### Analytics capabilities

Establish leading systems, infrastructure and tools to enable analytics development

- Implement Analytics Sandbox capabilities
- Enable rapid development of deeper analytics-driven insights

#### Core Bureau platform

Standardize across markets for efficiency and scale

- Standardized platform
- Accelerate product development and optimize operational efficiency / scalability