



INVESTOR RELATIONS

December 2016



Decision**360**®

Forward Looking Statements

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 www.equifax.com 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.

Enduring Business Fundamentals Support Long Term Growth

Demand for information solutions is growing as decision-making becomes more knowledge intensive AND the benefits of more accurate decisions deliver above average ROI for the customer

- Competition for customers is more intense
- Consumers are more selective in era of greater transparency
- Markets evolving toward one-to-one interaction across multiple channels

Supply of information solutions is expanding as technology facilitates access to more types and larger volumes of data for real time decisions at an increasingly lower cost

- Different ways to apply or combine existing data
- New sources of data become available (transaction data, social data, demographic data, etc.)



Information solutions – positioning Equifax as an insights company – represent a long term, sustainable growth opportunity

- End market growth through greater share of wallet
- New data sources broaden applications and increase value of installed solutions
- Becoming more embedded in clients' operations
- Penetrating new customer segments: auto, employers

Our Vision Addresses the New Environment

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



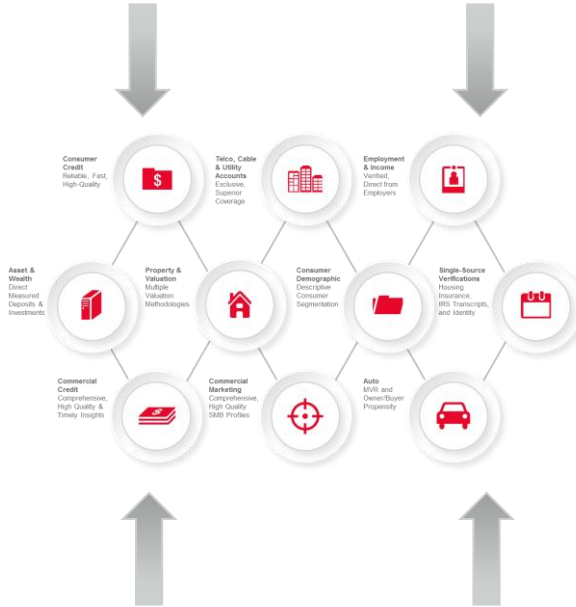
Dramatically Stronger Insights Through a Vast Array of Direct, Verified Data



Real Time Integration of Data from Multiple Sources & State-of-the-Art Analytics Drives Unique Insights

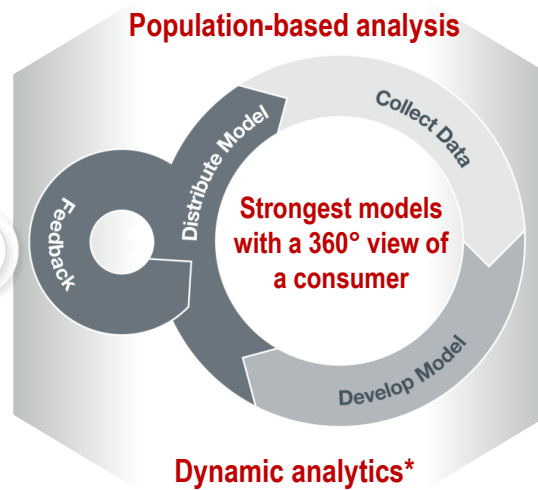
Big Data

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



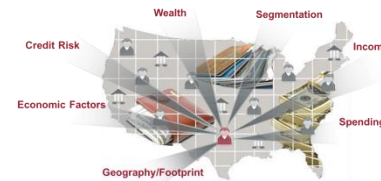
Customer/consumer data

Unique customer data integrated into models



Wide range of data, analytics and insights

VARIABLES & METHODS



Strong delivery platform to suit customer needs

SOLUTION DELIVERY

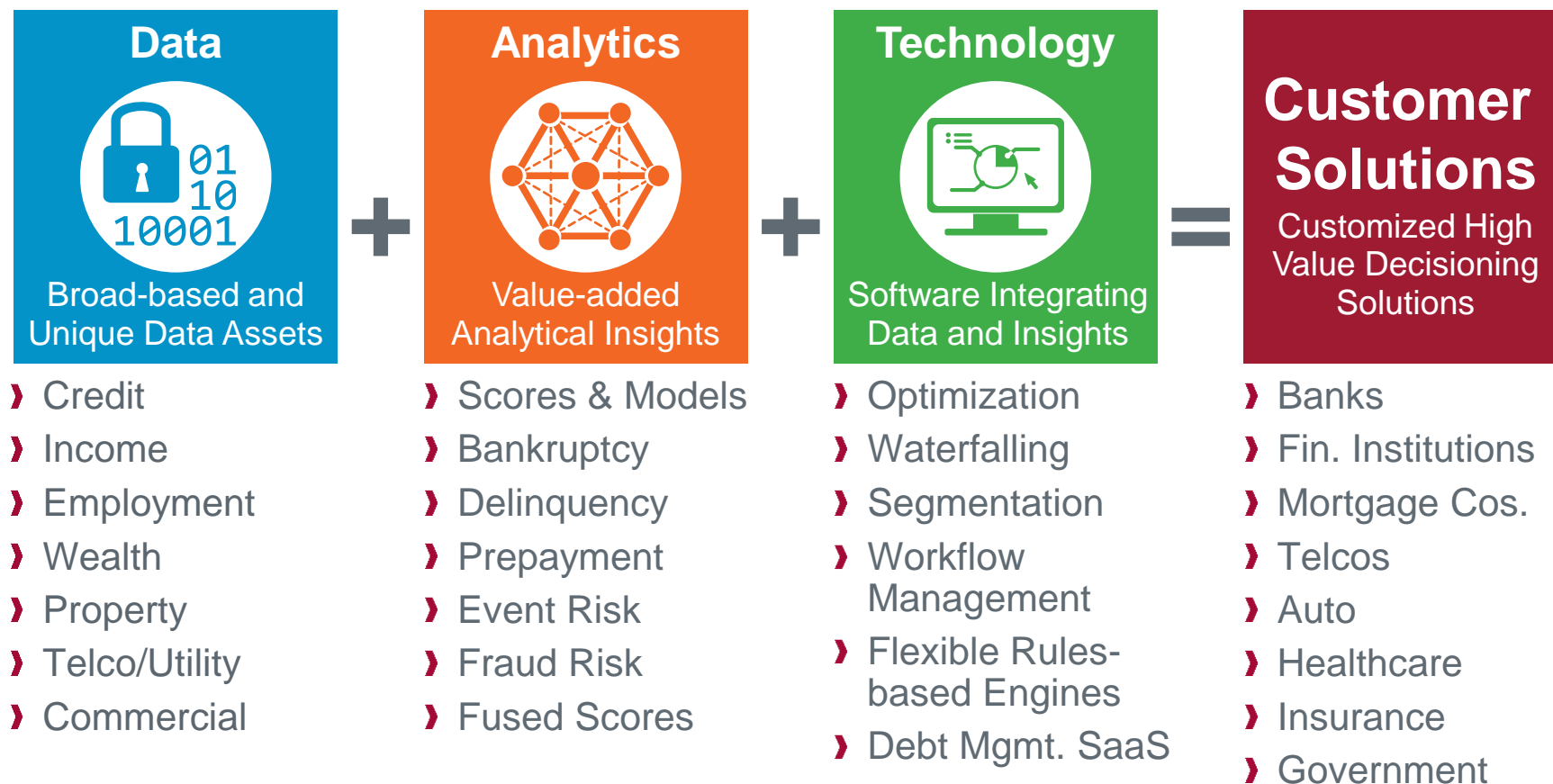


ANALYTIC DIMENSIONS



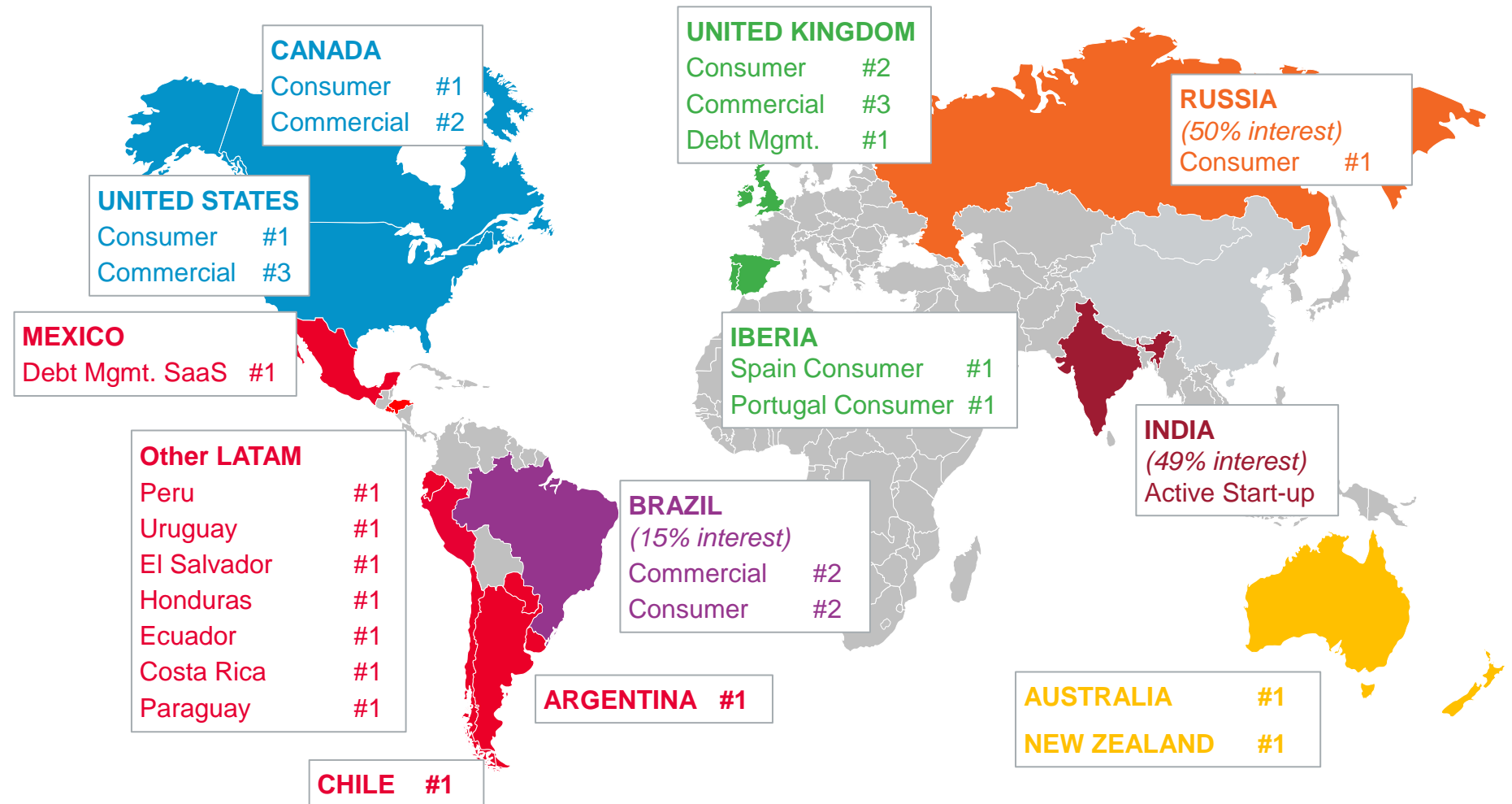
* Data, attributes, models and algorithms updated continuously

Our Business Model is Robust and Resilient



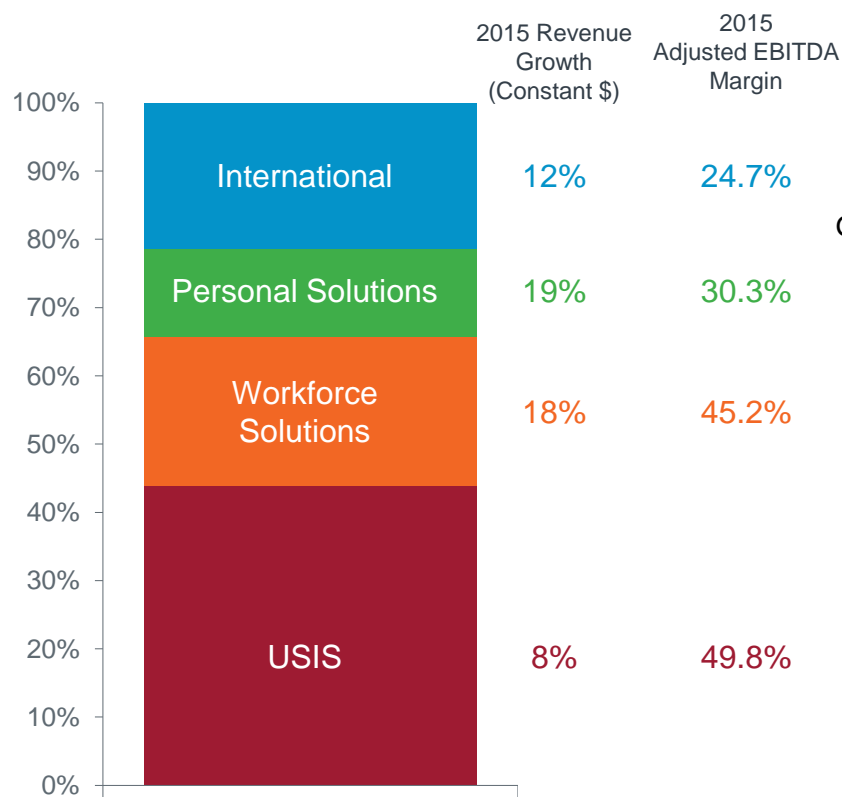
We have developed critical competencies that will continue to have great leverage and opportunity.

Broadening Our Global Presence in Important Growth Markets

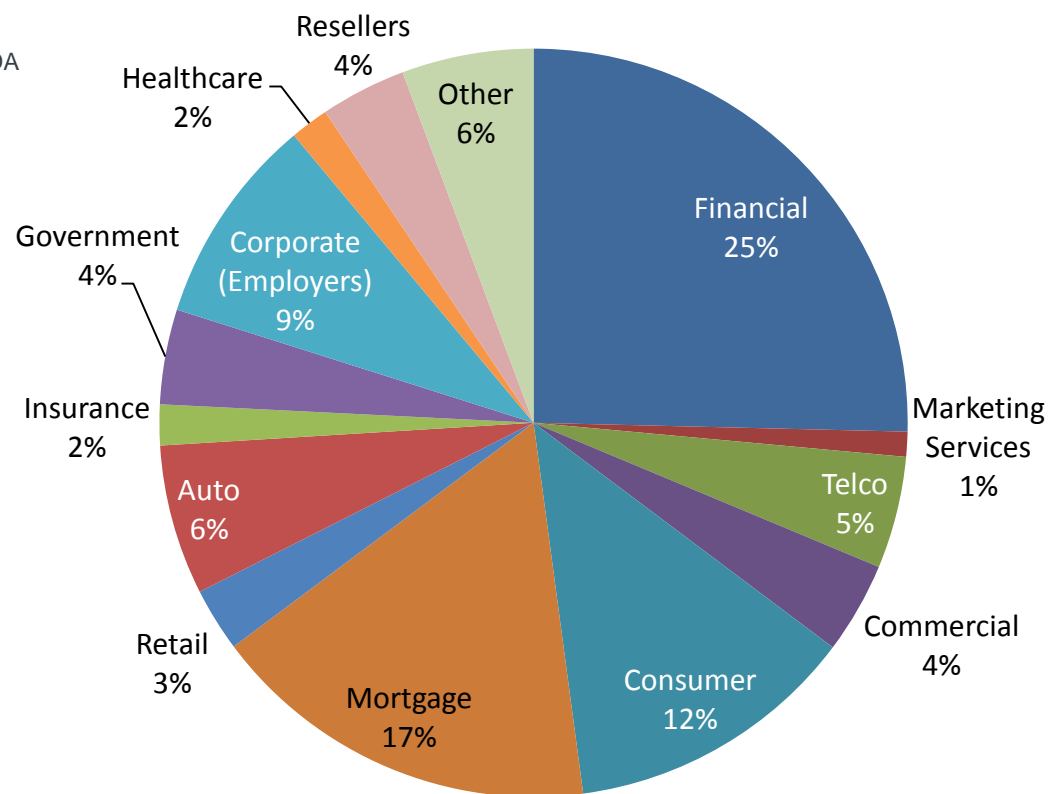


A Strong Portfolio of Singularly Focused Businesses

2015 Business Mix



2015 Vertical Mix



Numerous Sources of Competitive Advantage Developed Over Time

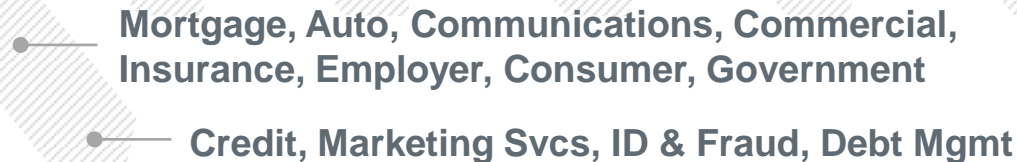
2a MARKET EXPANSION



1 UNIQUE DATA ASSETS



2b VERTICALS & USE CASES (Domains)



4 EXECUTION LEVERS



Equifax Strategy Drives Attractive, Multi-year Growth, Cash Flow & Profitability

Multi-year Outlook ²	
Total Organic Growth	6-8%
M&A	1-2%
Total Company Growth	7-10%
Adjusted EBITDA Margin	36% - 40%
Adjusted EPS Growth	11% - 14%
Dividends	25% - 35% of Net Income
Total Return to Shareholders¹	12% - 16%

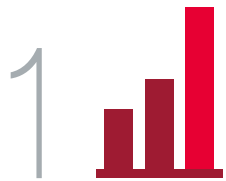
¹ Adjusted EPS growth plus dividend yield

² Constant Currency Basis

	Multi-year Organic Growth ²	Multi-year Adjusted EBITDA Margin Trend
USIS	5-7%	Low 50s
Workforce Solutions	9-11%	Low 50s
Global Consumer Solutions	5-8%	Mid 30s
International	8-10%	Mid 30s
Corporate Expenses		Mid single digits
Total Organic Growth	6-8%	36% - 40%
M&A	1-2%	
Total Company Growth	7-10%	

Strong execution on strategic initiatives and M&A will drive high single to low double digit revenue growth and mid-teen returns to our shareholders.

Corporate Imperatives Continue to Underpin the Execution of Our Strategy



1
Deliver consistently strong profitable **growth and shareholder returns**



2
Develop **unparalleled analytical insights** leveraging Equifax unique data



3
Innovate for market leadership in key **domains and verticals**

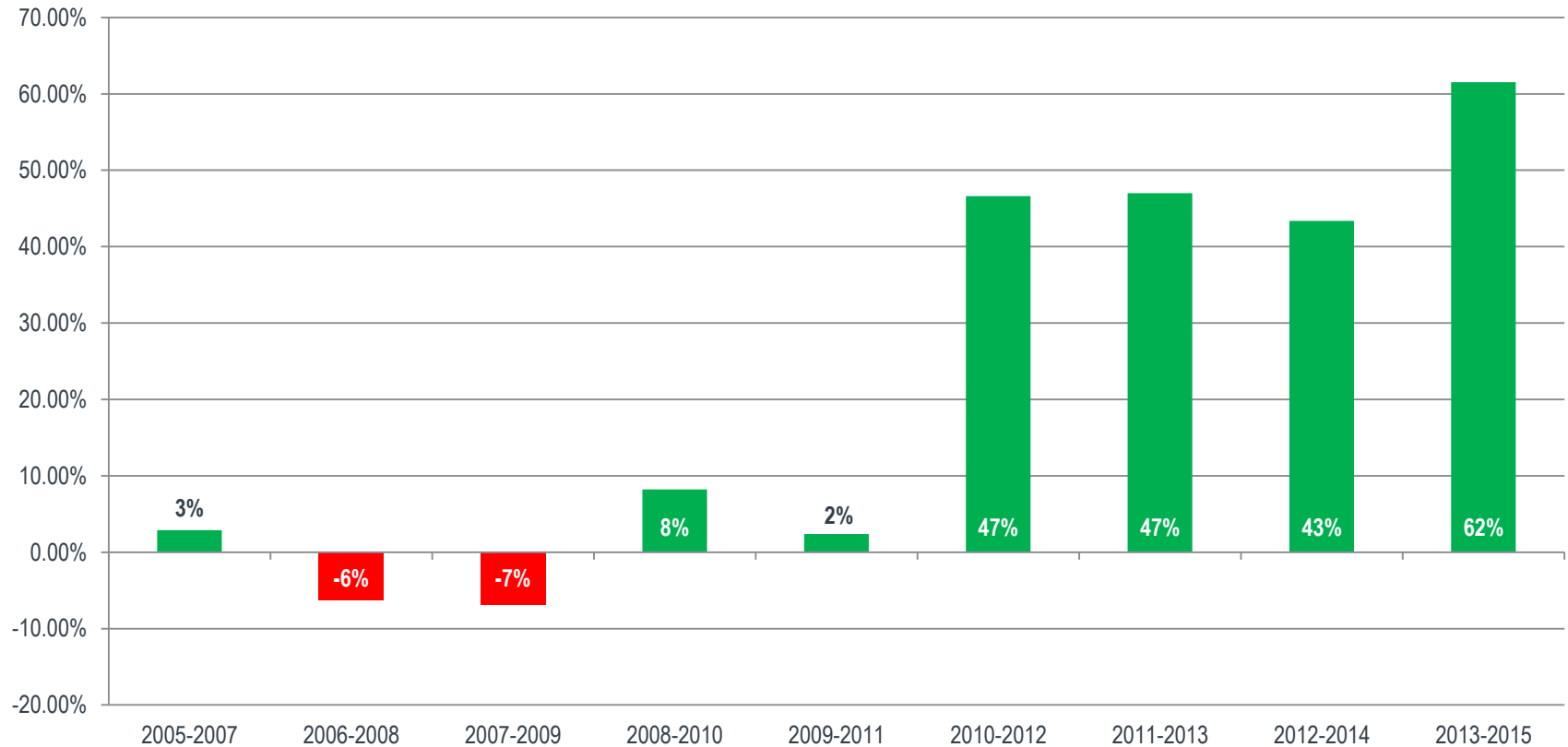


4
Serve as a **trusted steward and advocate** for our customers and consumers



5
Invest in talent to drive our strategy and foster a culture of innovation

Shareholders Have Benefitted -- 3 Year Performance vs. S&P 500



EFX TSR	31.1%	-29.3%	-22.7%	-0.1%	51.0%	82.9%	103.8%	117.9%	114.2%
S&P 500 TSR	28.2%	-23.0%	-15.9%	-8.3%	48.6%	36.3%	56.8%	74.5%	52.64%
Over/Under	2.9	-6.3	-6.8	8.2	2.4	46.6	47.0	43.4	61.6

Q&A



APPENDIX



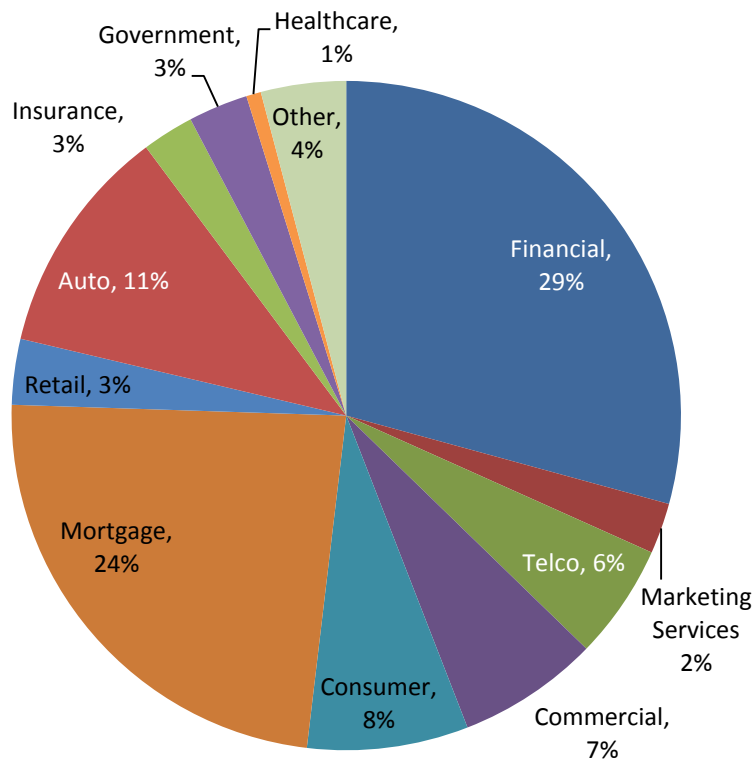
We Are a Leader in Unique Data Assets



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

2015 Revenue Mix



Focus Areas

STRENGTHEN & EXTEND CORE

- Speed Time to Market
- Execute Trended Data
- Deliver CFN (commercial database)
- Expand & Mature Auto
- Streamline On-Boarding
- Enhance Customer Experience
- Leverage trended data and employment & income verification to further penetrate the mortgage market

BUILD EMERGING BUSINESSES

- Expand Anti-Money Laundering Solutions
- Deploy Debt Mgmt
- Broaden Marketing Services Solutions

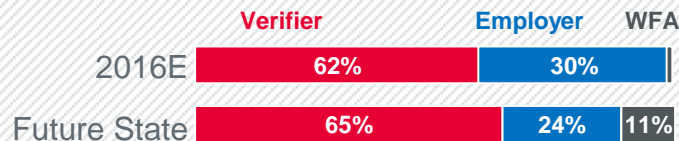
POSITION FOR FUTURE

- Gain Momentum in Mobile Innovation
- Digital Authentication Solution

Workforce Solutions (WS)

Accelerating growth through Work Number expansion, steadfast focus on regulatory-driven compliance offerings, and vertical expertise across direct and indirect channels

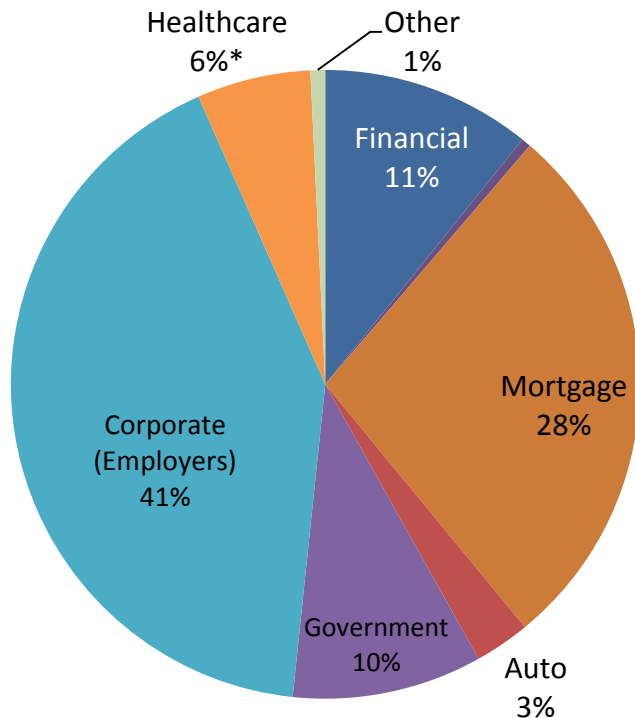
Business Mix



TWN Records *US only*

	2016	Current Goal
Records	296M	368M

2015 Revenue Mix



Focus Areas

TWN VALUE

Optimize value thru **greater demand and supply**

Down-market

Expand distribution through partner channels to penetrate mid and small employer segments

ACA VERIFICATIONS & COMPLIANCE

Maintain **leadership in Healthcare Compliance**
Expand margins to approach segment average over strategic period

GOVERNMENT

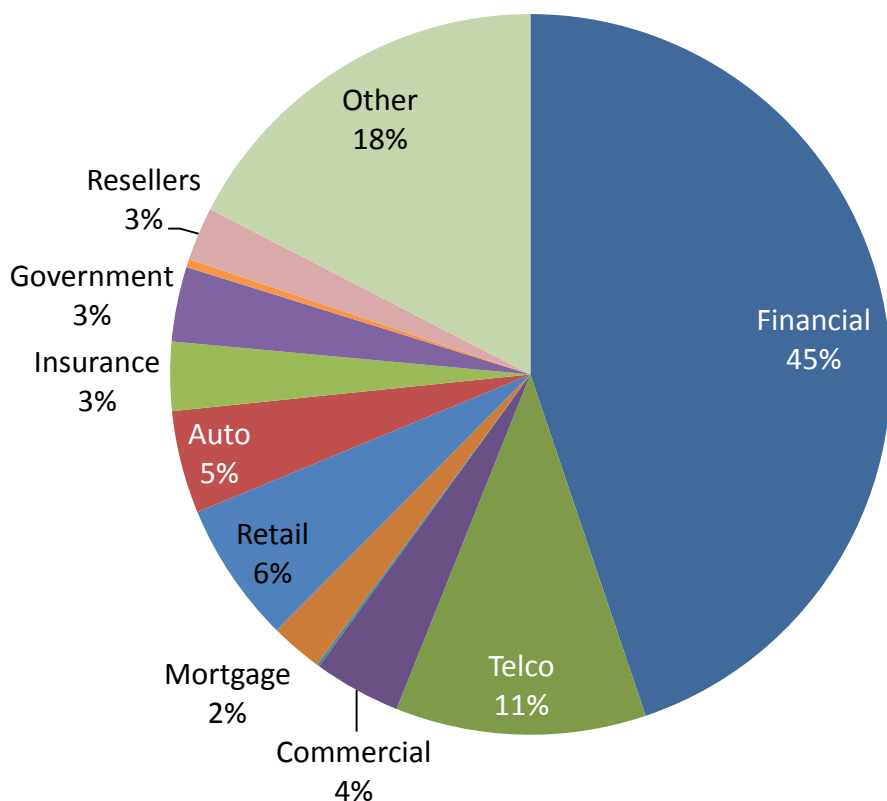
Establish EFX as **market leader to empower government** decision-makers

* 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.

2015 Revenue Mix



Focus Areas

INSIGHTS

- New data & exchanges
- Analytics enabled by Cambrian
- Global InterConnect delivery platform

ID & FRAUD

- Build ID & Fraud exchanges
- Identity authentication
- Deploy the Ostra fraud mgmt application

DEBT SVCS

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

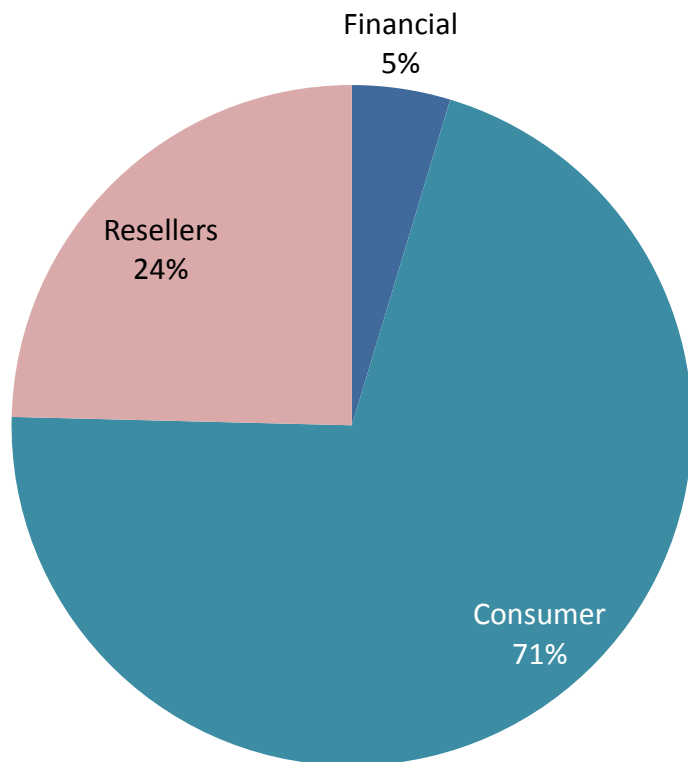
EXPLORE & DEVELOP

- Intl Work Number
- Access to consumer and commercial transaction data

Global Consumer Solutions (GCS)

Drive a global consumer business model that optimizes all channels and client value

2015 Revenue Mix



Focus Areas

INDIRECT CHANNEL

Execute and expand vertical reach and major partnerships (e.g. Credit Karma, LifeLock)

CONSUMER CONTROL

Address evolving consumer demand for transparency and control

FINANCIAL WELLNESS

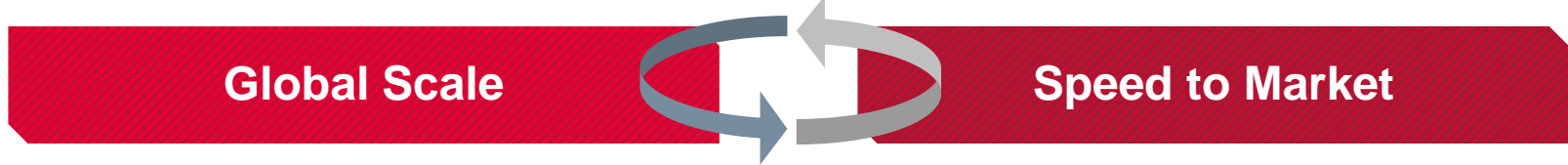
Leverage EFX's deep employer relationships to reach new consumers and evolve value proposition

GLOBAL INNOVATION

Deploy Renaissance to priority markets to advance offerings at scale while improving customer experience

IT to Drive Global Scale and Speed

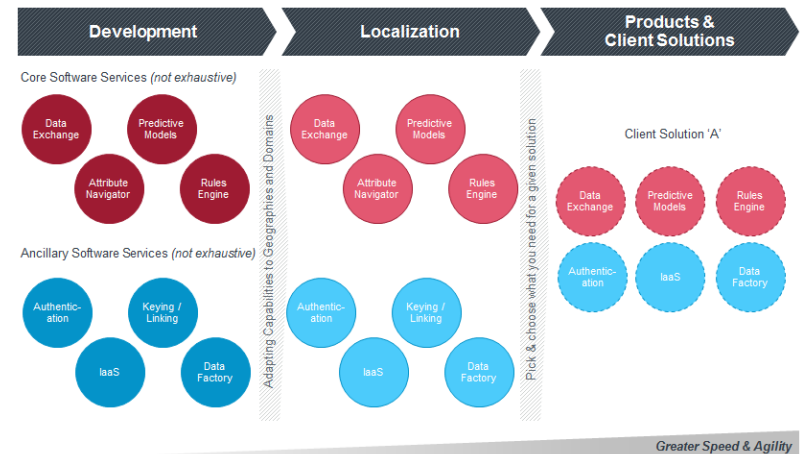
Capabilities are Complimentary



Build Enterprise,
standardized infrastructure




Engineer configurable, re-usable
solutions to accelerate time to market



Our Role as a Trusted Steward is a Key Execution Enabler



Sound Governance Practices

- › **Robust Shareholder Engagement.** In 2014, the directors initiated a shareholder engagement program designed to enhance our understanding of shareholder perspectives on key Board, governance and compensation topics and to evaluate any investor concerns. Through management's investor outreach meetings, we have connected with approximately 75% of our shareholder base, including the majority of our top 50 shareholders
 - › **Annual Director Terms.** All directors are elected on an annual basis
 - › **Majority Voting Standard.** Our Board maintains a majority voting standard for election of directors
 - › **Director Stock Ownership.** All directors are required to hold at least 5x the annual cash retainer (within 5 years of becoming a director)
 - › **Limited Outside Directorships.** None of our directors currently serve on more than two other public company boards and our CEO does not serve on any other public company boards
 - › **Board Refreshment.** The Governance Committee of the Board has established a succession plan with the assistance of an independent executive search consultant to help identify highly qualified and diverse director candidates to replace two outside directors who are scheduled to retire during 2017 and one outside director who is scheduled to retire during 2018
 - › **Annual Board Leadership Evaluation.** The Board annually reviews the leadership structure to determine whether a combined Chairman and CEO role or separate roles are in the best interest of shareholders. In addition, the Board annually evaluates the CEO's performance
 - › **Succession Planning.** The Board annually conducts a rigorous review and assessment of the succession planning process for the CEO and other top officers
 - › **Enterprise Risk Management.** We have a rigorous enterprise risk management program targeting controls over operational, financial, legal/regulatory compliance, reputational, technology, security, strategic and other risks that could adversely affect our business
- 

Independent & Diverse Leadership

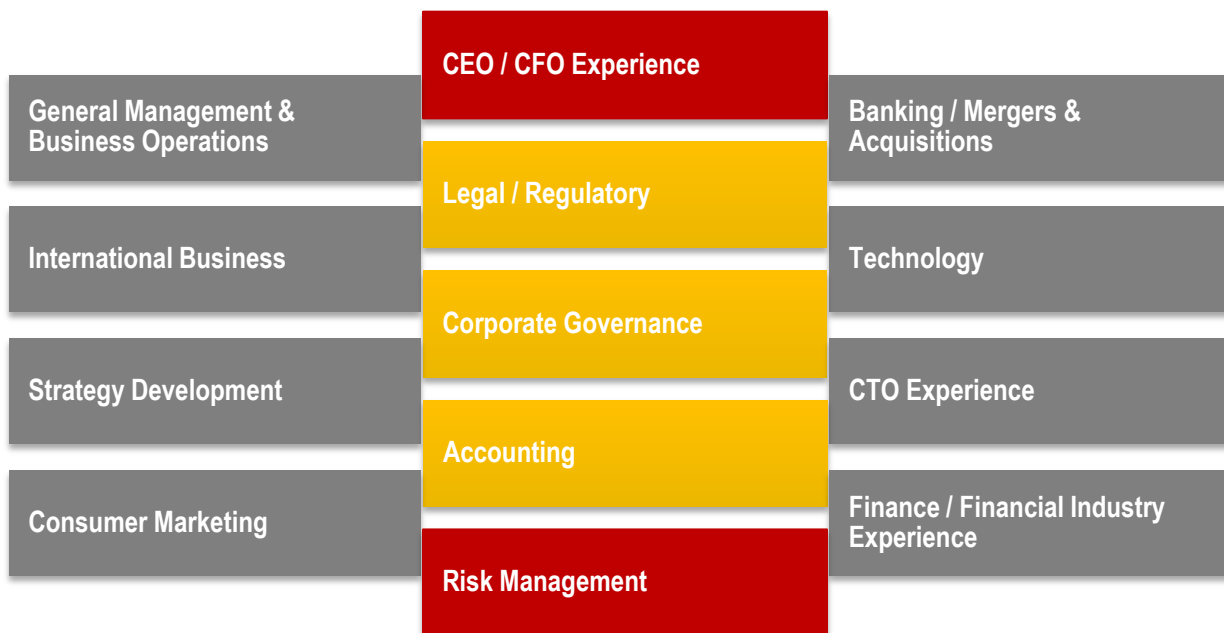
Robust Lead Presiding Director Role

- › Strong, independent counterpart for our CEO/Chair
- › Provides active, independent leadership in the boardroom
- › Robust role and responsibilities, including facilitating communication between the independent directors and the Chair/CEO, and being available for communication with shareholders

Director Tenure

< 5 Years	1 Director
5 – 10 years	6 Directors
> 10 Years	3 Directors

Diverse Backgrounds and Expertise

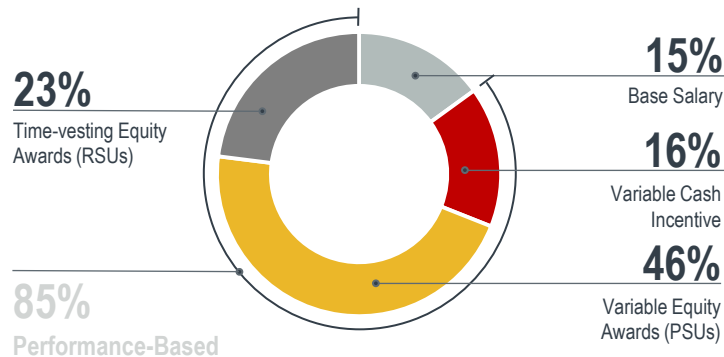


Compensation Philosophy Aligning Pay with Performance

CEO Target Pay Mix

› Emphasis on Performance.

- A substantial portion of CEO total compensation opportunity is linked directly to the company's stock price or otherwise driven by performance through our emphasis on annual performance-based cash incentive and long-term equity awards (chart below reflects 2015 payments)



CEO Pay Directly Tied to Financial Results

- › **No increase in base salary.** No increases to Mr. Smith's base salary since 2008. All pay modifications have been to the performance-based portion of his long-term incentives
- › **Achievement of challenging corporate goals.** Annual cash incentives are paid in accordance to the achievement of rigorous performance metrics including operating revenue, adjusted EPS, and measurable individual targets, such as HR and Risk management
- › **LTI linked to stock performance.** In 2015, Mr. Smith's LTI was based on a 66.67% PSU / 33.33% RSU mix, and will rise to 70% PSU / 30% RSU mix in 2016
- › **Robust shareholder returns.** The value of PSUs reflect cumulative total shareholder return over three years

Compensation Governance Practices

› What We Do.

- ✓ Strong emphasis on performance-based compensation
- ✓ Meaningful share ownership requirements for senior officers
- ✓ Strong executive compensation clawback policy
- ✓ Anti-hedging and pledging stock policies for officers and directors
- ✓ Capped annual and long-term incentive awards
- ✓ Independent Compensation Committee advised by independent compensation consultant

› What We Avoid.

- ✗ No dividend equivalents paid on unearned share units or restricted share units
- ✗ No repricing of underwater stock options
- ✗ No single-trigger change-in-control cash severance benefits
- ✗ No tax gross-ups for perquisites or new change-in-control agreements

Equifax Lexicon

- › Closed Exchanges: 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
- › 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
- › LEAN: the process of streamlining various processes to improve both operating efficiency and effectiveness
- › Data & Analytics (D&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 & Analytics team to develop analytic insights for new products
- › 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 EBITDA: Consolidated Net Income Attributable to Equifax adding back Depreciation & Amortization, select periodic (i.e. less frequent) one-time items, e.g. restructuring charges, large tax credits, etc., and net Interest Expense (excluding Interest Income)