



# INVESTOR RELATIONS

December 2018

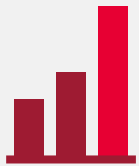


# Forward Looking Statements

**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](http://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.

# Imperatives



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



Develop **unparalleled analytical insights** leveraging our unique data



**Innovate** for market leadership in key **industries and capabilities**



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



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



**Invest in transformation...**  
consumer, customer, data security, and Technology infrastructure

# Focus Following the Cybersecurity Incident

## STRENGTHENING CORPORATE STRUCTURE AND GOVERNANCE PROCESSES

- ❖ Chief Security Officer and Chief Transformation Officer reporting directly to CEO
- ❖ Adopting a robust enterprise risk management framework similar to the FFIEC
- ❖ Established a Risk Office with independent reporting to the Board
- ❖ Risk escalation processes revised to support rapid escalation of potential data security events

## INVEST IN DATA SECURITY TO BE AN INDUSTRY LEADER

- ❖ Reinforcing culture of security
- ❖ Strengthening accountability mechanisms
- ❖ Retaining expert advisors
- ❖ Hardening networks
- ❖ Streamlining and simplifying our networks
- ❖ Implementing new detection tools
- ❖ Continuing public cloud enablement
- ❖ Establishing industry forums for sharing of information

## GIVING CONSUMERS MORE CONTROL OVER PERSONAL CREDIT DATA

- ❖ Lock & Alert service gives U.S. consumers the power to lock and unlock personal credit data free, for life
- ❖ Teams exploring opportunities to provide services to empower consumers across our global markets
- ❖ Enhanced consumer education available through the Equifax website

## IMPROVING SERVICE FOR CONSUMERS

- ❖ TrustedID Premier product offered to all U.S. consumers free for one year
- ❖ Product includes three bureau credit monitoring, ability to lock & unlock Equifax file, ID theft insurance, social security number monitoring and access to Equifax credit files
- ❖ Web site and call center improvements
- ❖ Free File Freeze available to all U.S. consumers



- › **Investing \$275M** in data security infrastructure & resources
- › Adding **significant Technology and Cybersecurity employees**
- › Strengthening our **enterprise risk-management framework**
- › Engaging **industry experts** to assist in data security enhancements
- › **35+ meetings with regulators** including FTC, State Attorneys General
- › U.S. and International **meetings with partner/customer CISOs**
- › Appointed a new **Chief Transformation Officer** to drive our response

# 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.)

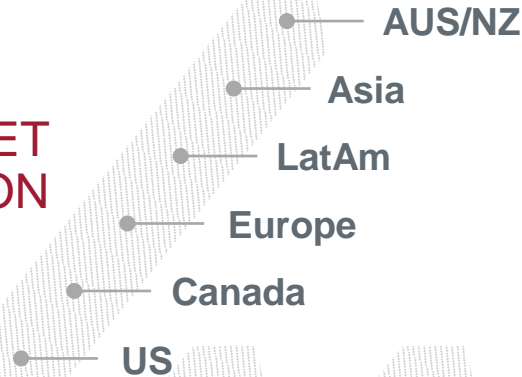


**Information solutions – positioning Equifax as an insights company – represent a long term, sustainable growth opportunity**

- 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

# Numerous Sources of Competitive Advantage Developed Over Time

## 2a MARKET EXPANSION



## 1 UNIQUE DATA ASSETS

Credit +  
Alt Credit

Telco &  
Utility

Employment  
& Income

Wealth

Property

ID &  
Fraud

3rd Party

## 3 LINKAGE & ANALYTICS

SCORES

DELIVERY

CONFIGURABLE  
INSIGHTS

## 2b VERTICALS & USE CASES (Domains)

Mortgage, Auto, Communications, Commercial,  
Insurance, Employer, Consumer, Government

Credit, Marketing Svcs, ID & Fraud, Debt Mgmt

## 4 EXECUTION LEVERS

Talent

NPI

LEAN

EGI

Value Based  
Pricing

Channel

IT

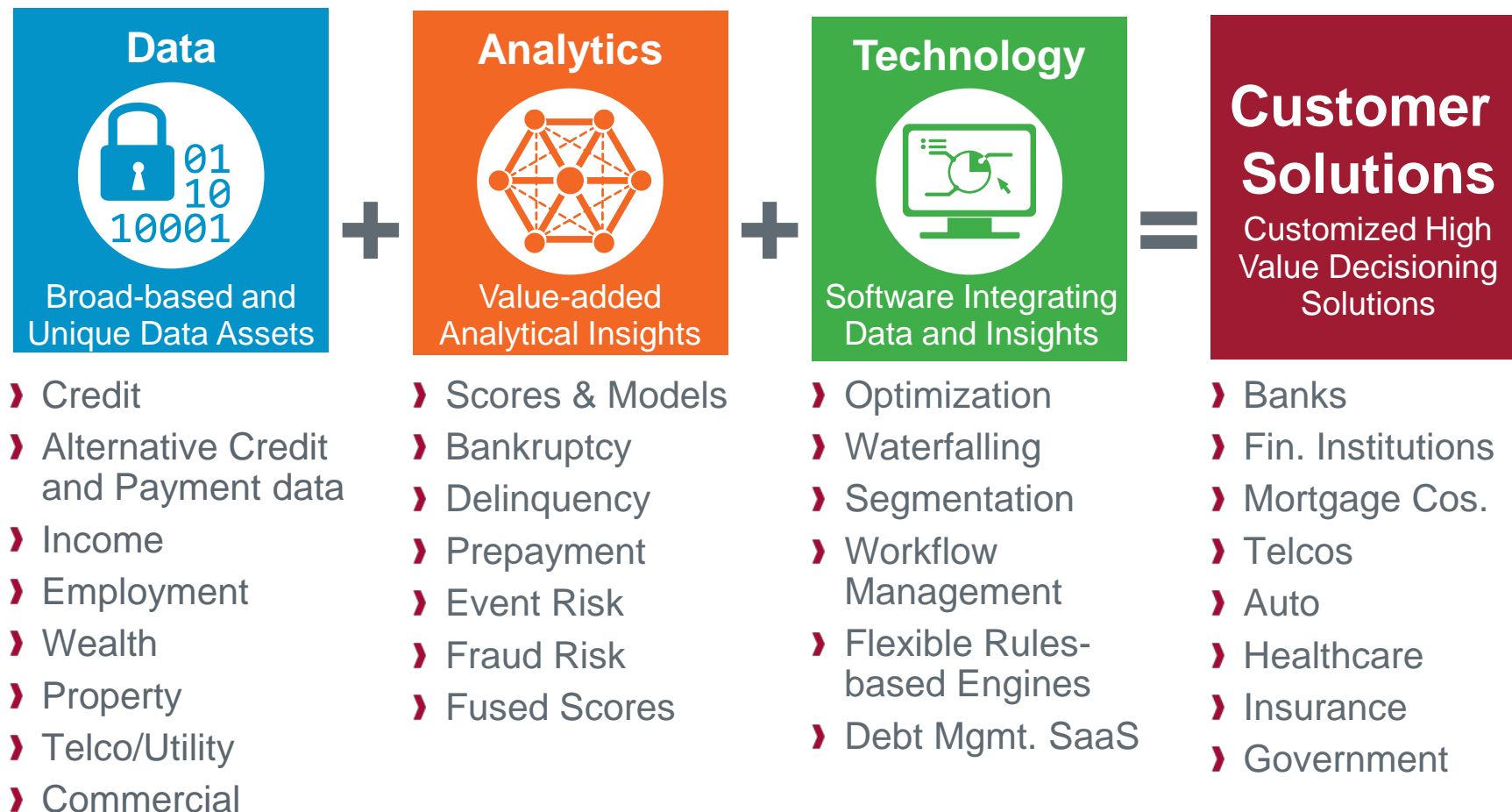
M&A

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



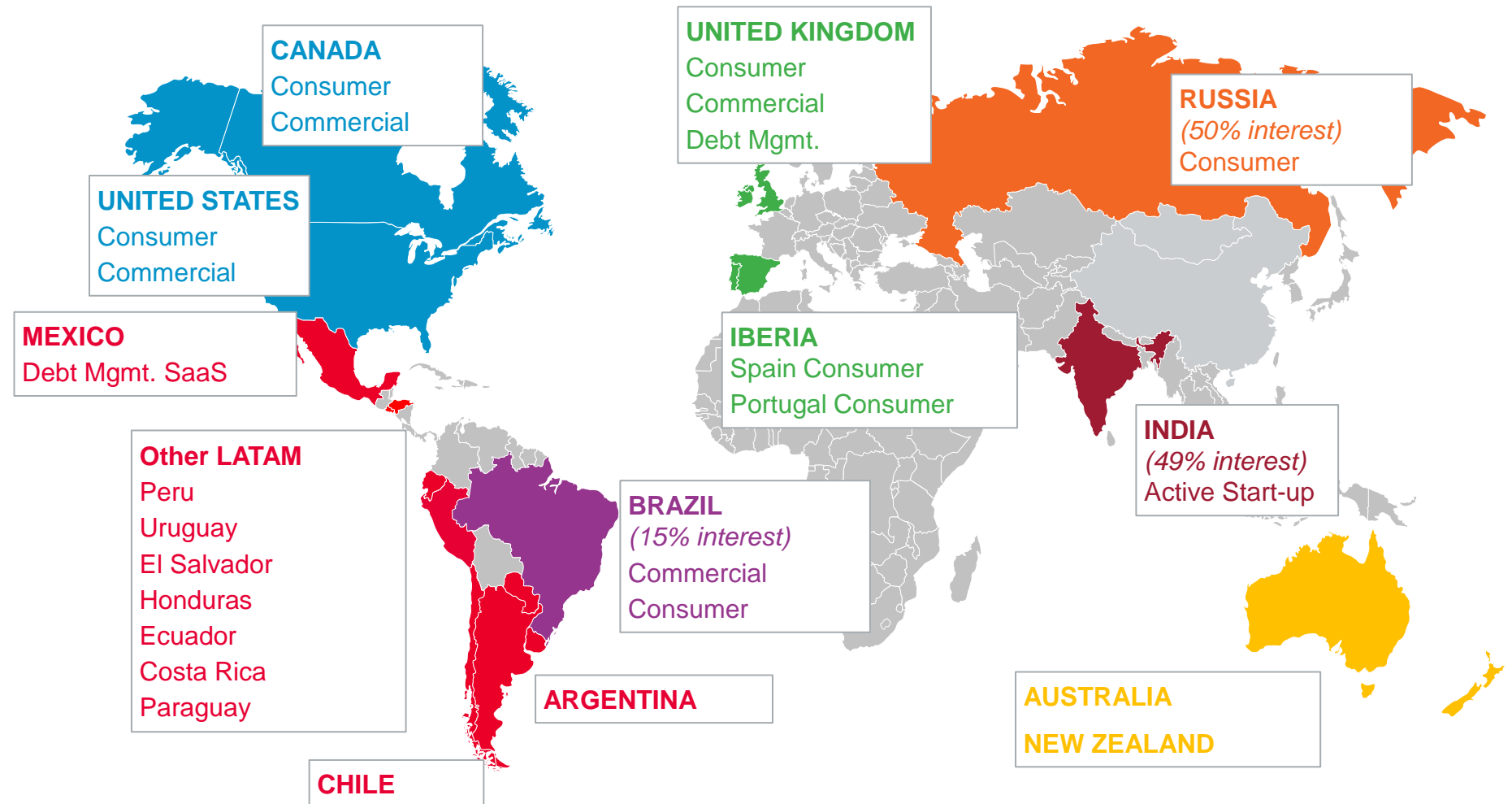


# Our Business Model is Robust and Resilient



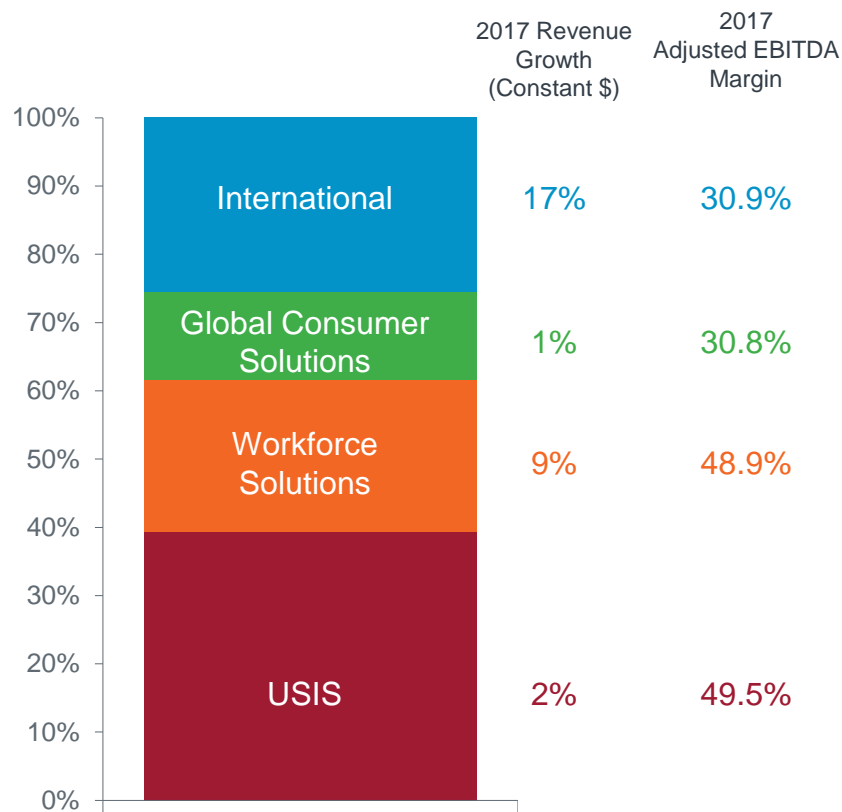
**We have developed critical competencies that will continue to have great leverage and opportunity.**

# Broadening Our Global Presence in Important Growth Markets

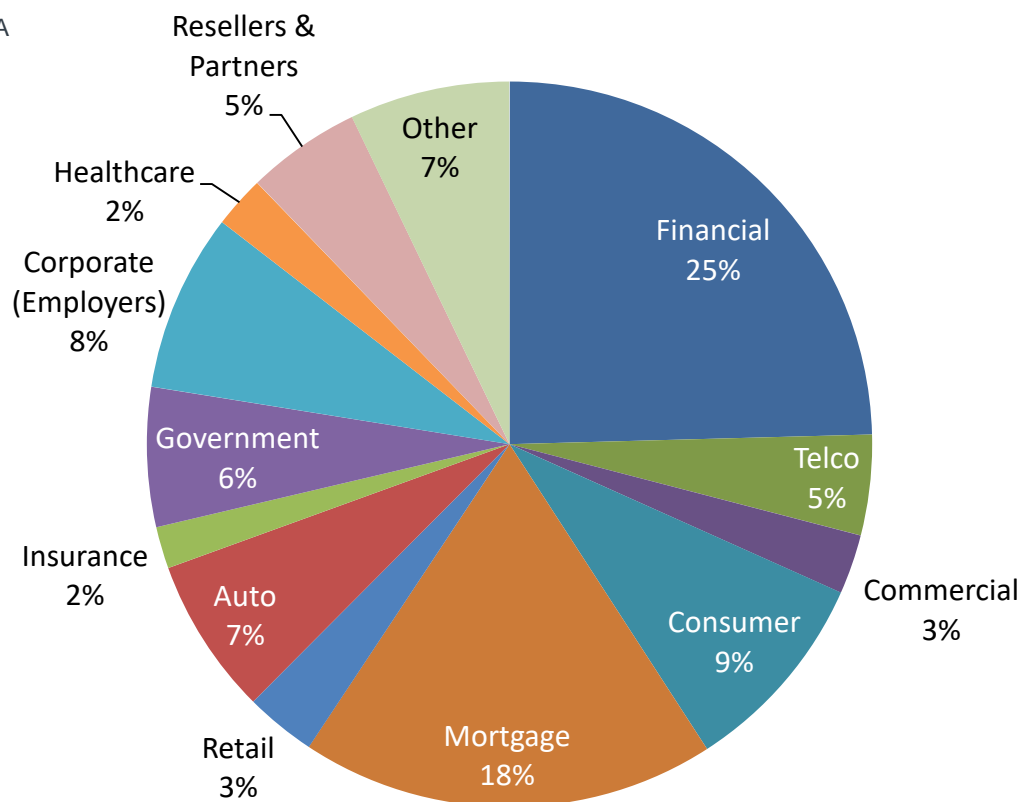


# A Strong Portfolio of Singularly Focused Businesses

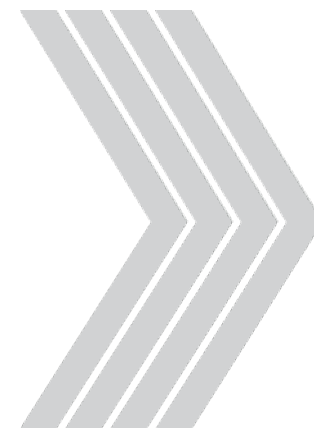
## 2017 Business Mix



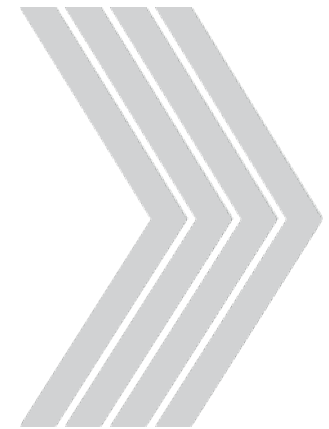
## 2017 Vertical Mix



# Q&A



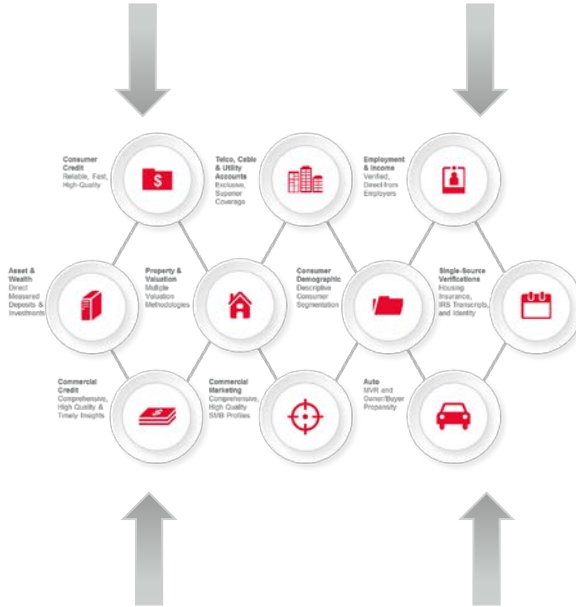
# APPENDIX



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

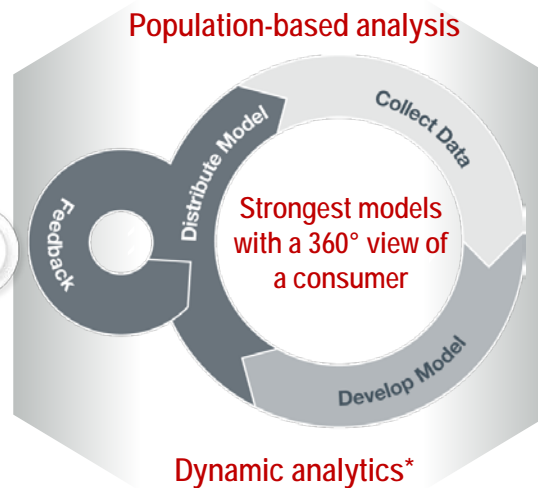
## Big Data

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



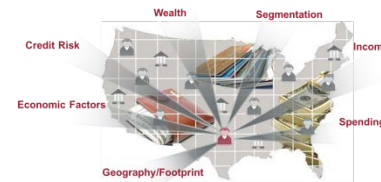
## Customer/consumer data

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

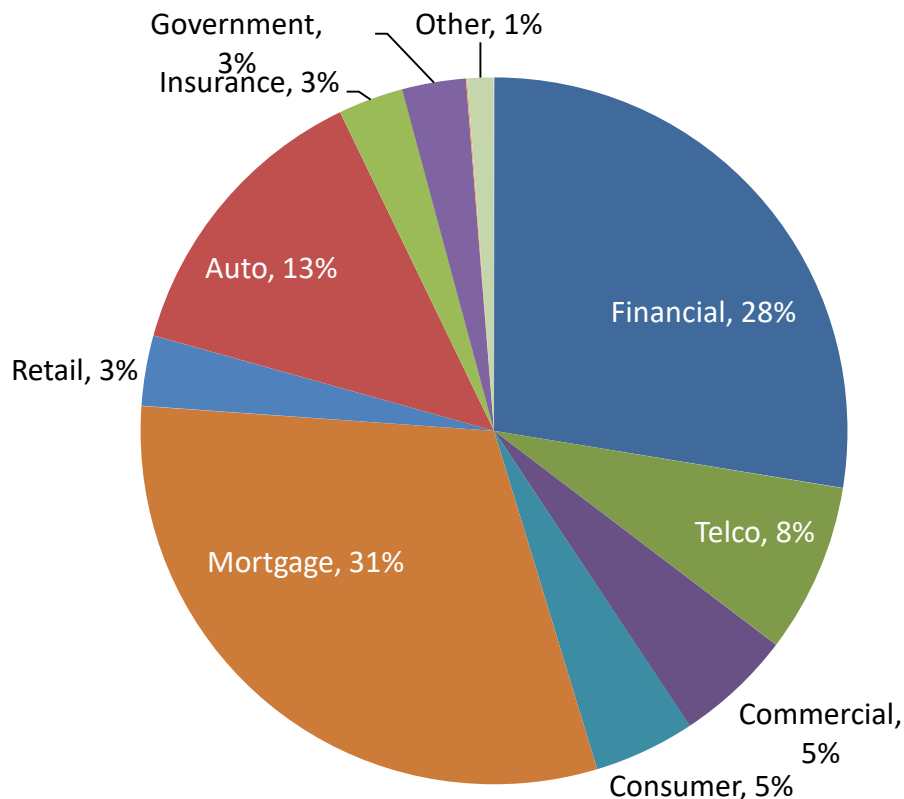


\* Data, attributes, models and algorithms updated continuously

# 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

2017 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

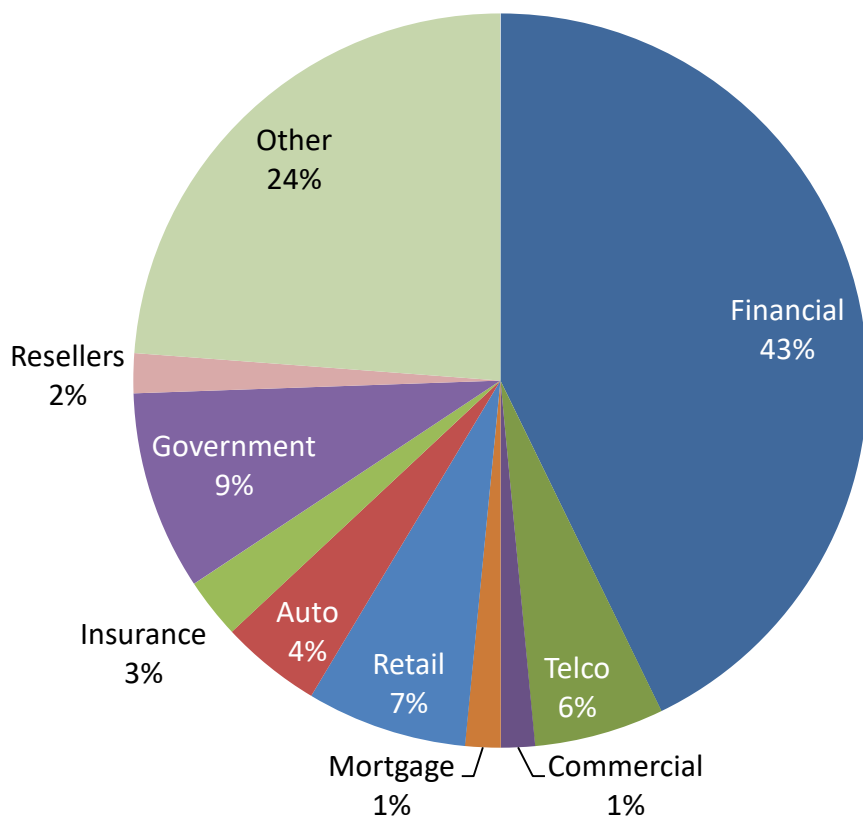
## POSITION FOR FUTURE

- Gain Momentum in Mobile Innovation
- Digital Authentication Solution

# 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.

2017 Revenue Mix



Focus Areas

## INSIGHTS

- New data & exchanges
- Analytics enabled by Cambrian and Ignite
- 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

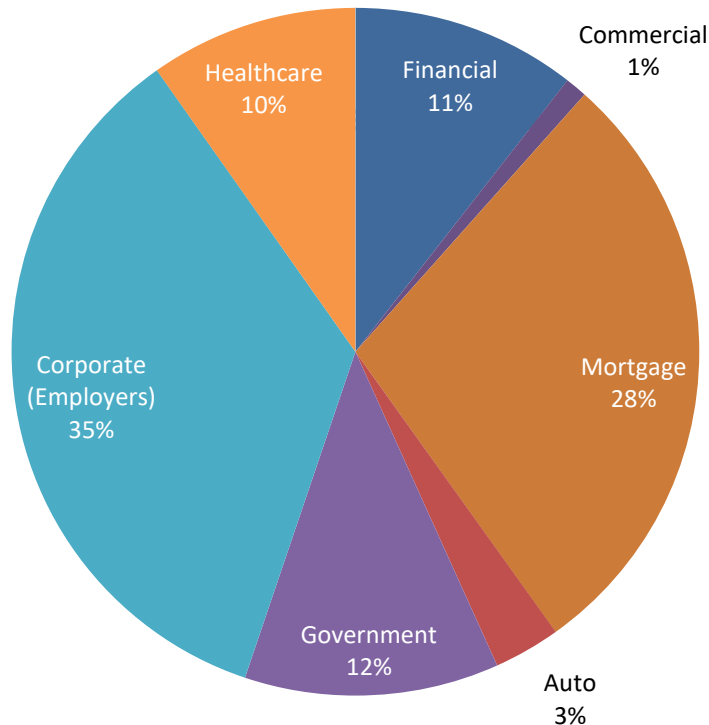
- Intl Work Number
- Access to consumer and commercial transaction data



# Workforce Solutions (WS)

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

2017 Revenue Mix



## Focus Areas

### TWN VALUE

Optimize value through greater demand and supply

### ACA VERIFICATIONS & COMPLIANCE

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

### Down-market

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

### GOVERNMENT

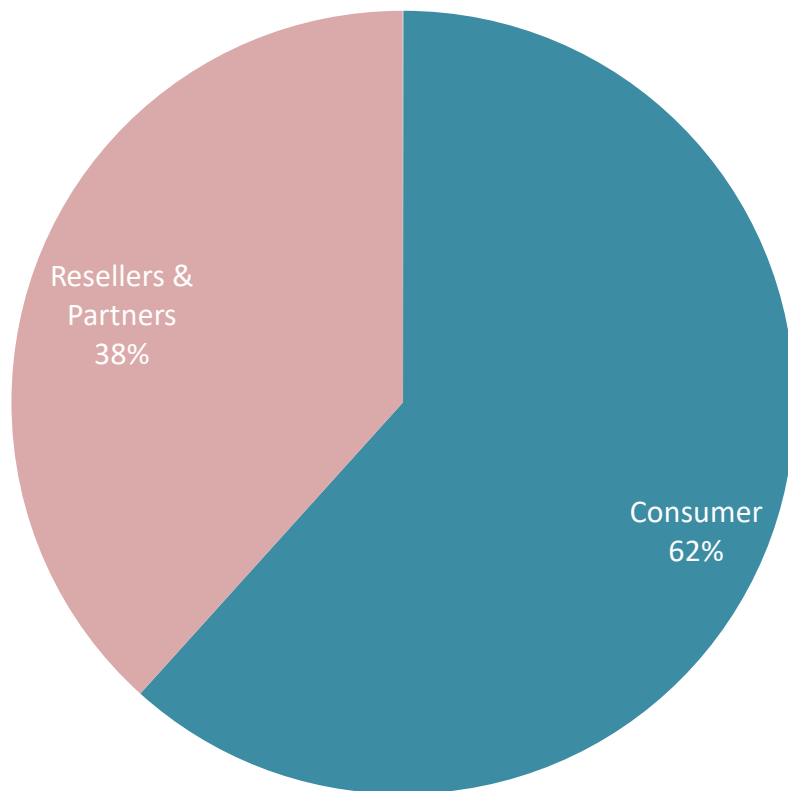
Establish EFX as market leader to empower government decision-makers

\* All Healthcare revenue is ACA Verifications & Compliance

# Global Consumer Solutions (GCS)

Giving consumers more control over personal credit data

2017 Revenue Mix



Focus Areas

## CONSUMER CONTROL & EMPOWERMENT

- Consumer demand for transparency and control of personal credit data
- Free TrustedID Premier offering
- Free lifetime Lock and Alert & Freeze services

## PARTNERS

- Execute and expand vertical reach and major partnerships (e.g. Credit Karma)
- Integrate ID Watchdog acquisition into Benefits Channel

## FINANCIAL WELLNESS

- Reach new consumers through employer relationships and empower financial wellness

## GLOBAL INNOVATION

- Deploy Technology in priority markets to advance offerings while improving customer experience

# 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, 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)