



# INVESTOR RELATIONS

July 2019



# Forward Looking Statements

**This document contains certain forward-looking information, including full year 2019 guidance, to help you understand Equifax and its business environment. Actual results may differ materially from the forward looking information. Factors that could cause actual results to differ materially from our expectations are set forth in filings with the SEC, including our 2018 Form 10-K and subsequent filings.**

We also present non-GAAP financial measures in this presentation. A reconciliation of those measures to the most directly comparable GAAP measure is provided under “Supplemental Financial Information”.

# Non-GAAP Disclosure Statement

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

- Adjusted EPS attributable to Equifax for the second quarter of 2019 excludes an accrual for legal matters related to the 2017 cybersecurity incident, costs related to the 2017 cybersecurity incident, acquisition-related amortization expense, certain acquisition costs, and the income tax effects of stock awards recognized upon vesting or settlement. For the second quarter of 2018, adjusted EPS attributable to Equifax excludes the foregoing items, except for the accrual for legal matters related to the 2017 cybersecurity incident and certain acquisition costs. For the full year of 2018, adjusted EPS attributable to Equifax excludes the foregoing items, except for the accrual for legal matters related to the 2017 cybersecurity incident and certain acquisition costs.
- Adjusted EBITDA is defined as Net Income Attributable to Equifax adding back Interest Expense net of Interest Income, Income Tax Expense, and Depreciation and Amortization, and also as is the case for Adjusted EPS, excluding certain non-recurring or one-time items including an accrual for legal matters related to the 2017 cybersecurity incident, costs related to the cybersecurity incident, costs related to the realignment of internal resources and other costs, and foreign currency losses from remeasuring the Argentinian peso denominated net monetary assets. For the full year of 2018 Adjusted EBITDA also excludes a charge for a legal settlement unrelated to the cybersecurity incident.
- Free Cash Flow is defined as Cash Provided by Operating Activities Less Capital Expenditures.
- Local currency is calculated by conforming the prior period results to the comparable prior period exchange rates. Local currency can be presented for numerous GAAP measures, but is most commonly used by management to analyze operating revenue without the impact of changes in foreign currency exchange rates.

These non-GAAP measures are detailed in reconciliation tables which are included with our earnings release and are also posted on our web-site.

# 2018 by the Numbers

**+2.3%**

CONSTANT DOLLAR  
REVENUE GROWTH

**\$3.41B**

REVENUE

**33.7%**

ADJUSTED  
EBITDA MARGIN

**\$5.79**

ADJUSTED EPS  
(CONTINUING OPS)

**\$307.2M**

TRANSFORMATION  
INVESTMENT

**\$1.15B**

ADJUSTED EBITDA

# Broad Based Execution to Strengthen Equifax

USIS	WS	INTL	GCS
Revenue: -1%	Revenue: +8%	Revenue: +7%	Revenue: -8%
<ul style="list-style-type: none"><li>+ Rebuilding customer trust</li><li>+ Acquired DataX (alternative credit data)</li><li>+ Leveraged partnerships to create new products</li></ul>	<ul style="list-style-type: none"><li>+ Grew TWN records to almost 90M</li><li>+ Doubled employer record contributors to +20K</li><li>+ Expanded Government vertical</li><li>+ Building foundation for International Work Number</li></ul>	<ul style="list-style-type: none"><li>+ Launched Ignite across multiple regions</li><li>+ Debuted real-time Open Banking solution in UK</li><li>+ Acquired JLR in Canada</li></ul>	<ul style="list-style-type: none"><li>+ Launched free Lock &amp; Alert and Freeze products</li><li>+ Launched myEquifax.com</li><li>+ Restarted US consumer advertising in 4Q</li></ul>
Security	Technology	D&A	2018
<ul style="list-style-type: none"><li>+ Built Security First culture</li><li>+ New 24 x 7 x 365 Security Operations Center</li><li>+ Regained compliance certifications</li><li>+ Strong CISO outreach and thought leadership</li></ul>	<ul style="list-style-type: none"><li>+ Ongoing modernization of infrastructure and applications</li><li>+ Began our strategic move to the cloud to enhance performance and returns</li><li>+ Launched Ignite in the cloud for U.K., LatAm, and Australia</li></ul>	<ul style="list-style-type: none"><li>+ Deployed and patented neurodecision technology (NDT)</li><li>+ Deployed peak attributes help customers move faster and better</li><li>+ Deployed advance model engine for speed and efficiency</li></ul>	

# Equifax Imperatives – EFX2020

## DRIVE GROWTH



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

## CLOUD-FIRST TECHNOLOGY



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

## CULTURE OF CUSTOMER CENTRICITY



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

## MARKET-LEADING D&A



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

## CONSUMER-FRIENDLY CRA



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

## INDUSTRY LEADER IN SECURITY



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

## EQUIFAX TEAM



Employee  
Experience

Leadership

Talent

Organization  
Effectiveness

## Unique Data Assets

ACRO  
The Work Number®  
NCTUE+  
IXI

## Advanced Analytics

Trended Data  
Configurable Scores  
NDT  
Attributes

24 Countries | 5 Continents

United States  
Canada  
Australia & New Zealand  
Latin America  
Europe  
India  
Russia

Innovation  
IT  
Security  
Distribution

M&A  
Partnerships  
Processes  
Talent

Cambrian

InterConnect®

Equifax Ignite™

**DIFFERENTIATED  
DATA &  
ANALYTICS**

**GLOBAL  
RELEVANCE**

**INDUSTRY &  
FUNCTIONAL  
EXPERTISE**

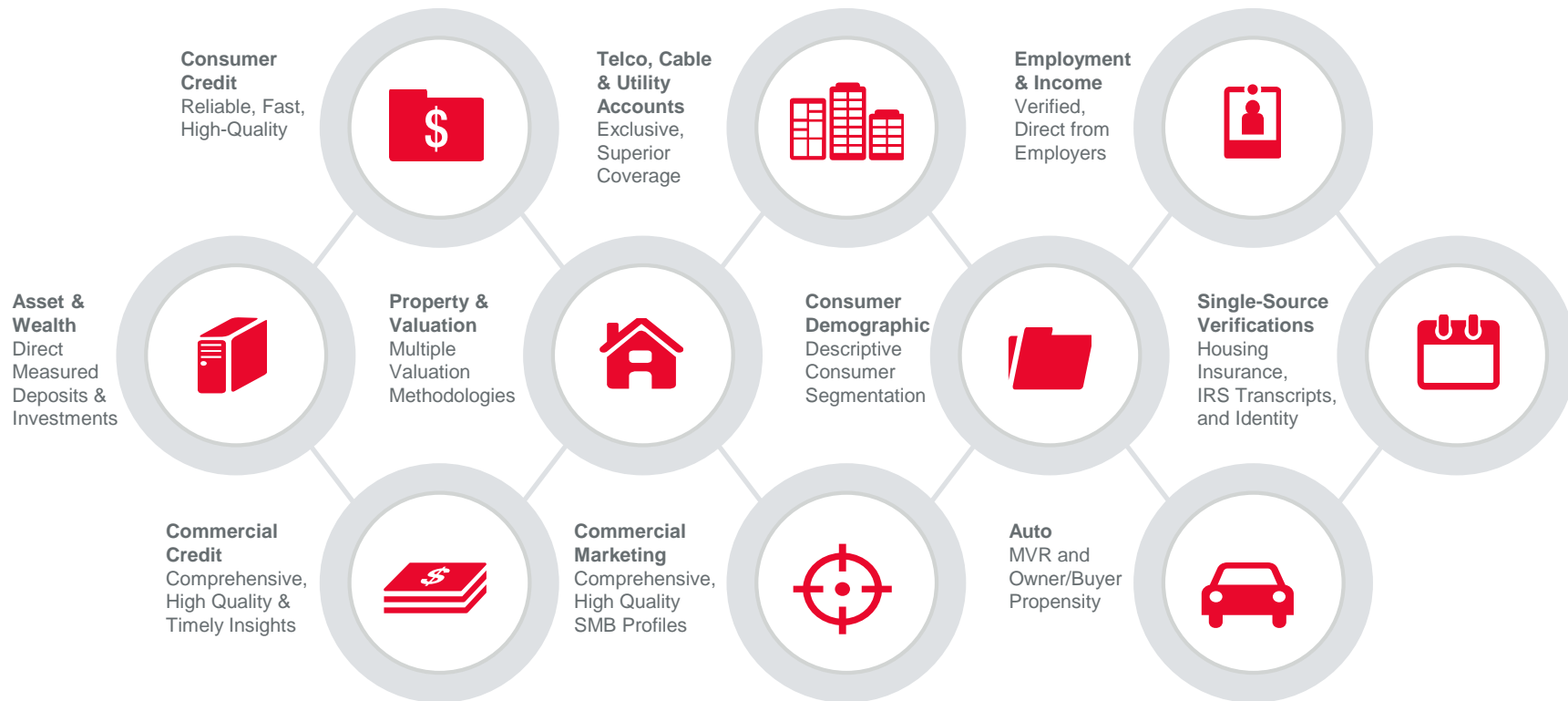
Auto  
Mortgage  
Banking & Lending  
Commercial  
Communications  
Employer Services  
Government  
Risk  
Identity & Fraud  
Data-driven Marketing  
Debt Management

**PLATFORMS  
& DELIVERY**

**STRONG  
BUSINESS  
ENABLERS**

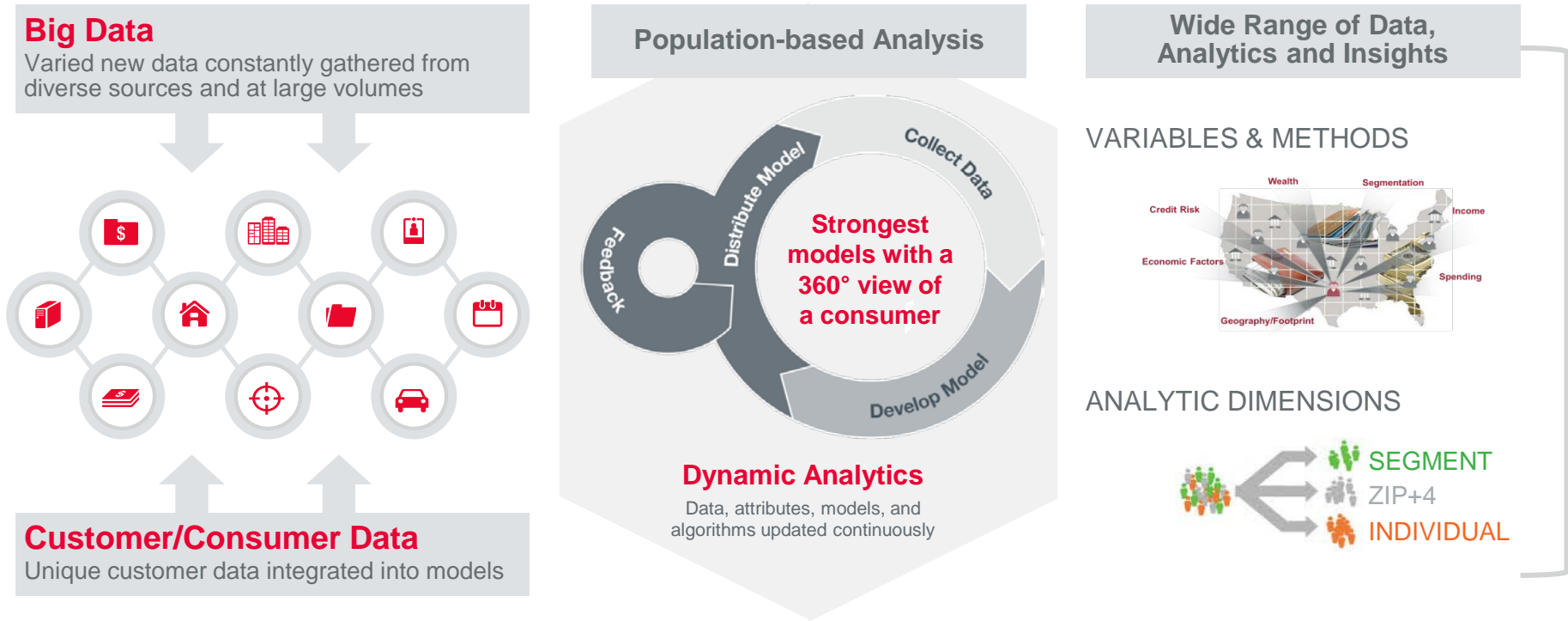
**Equifax  
Competitive  
Advantage**

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

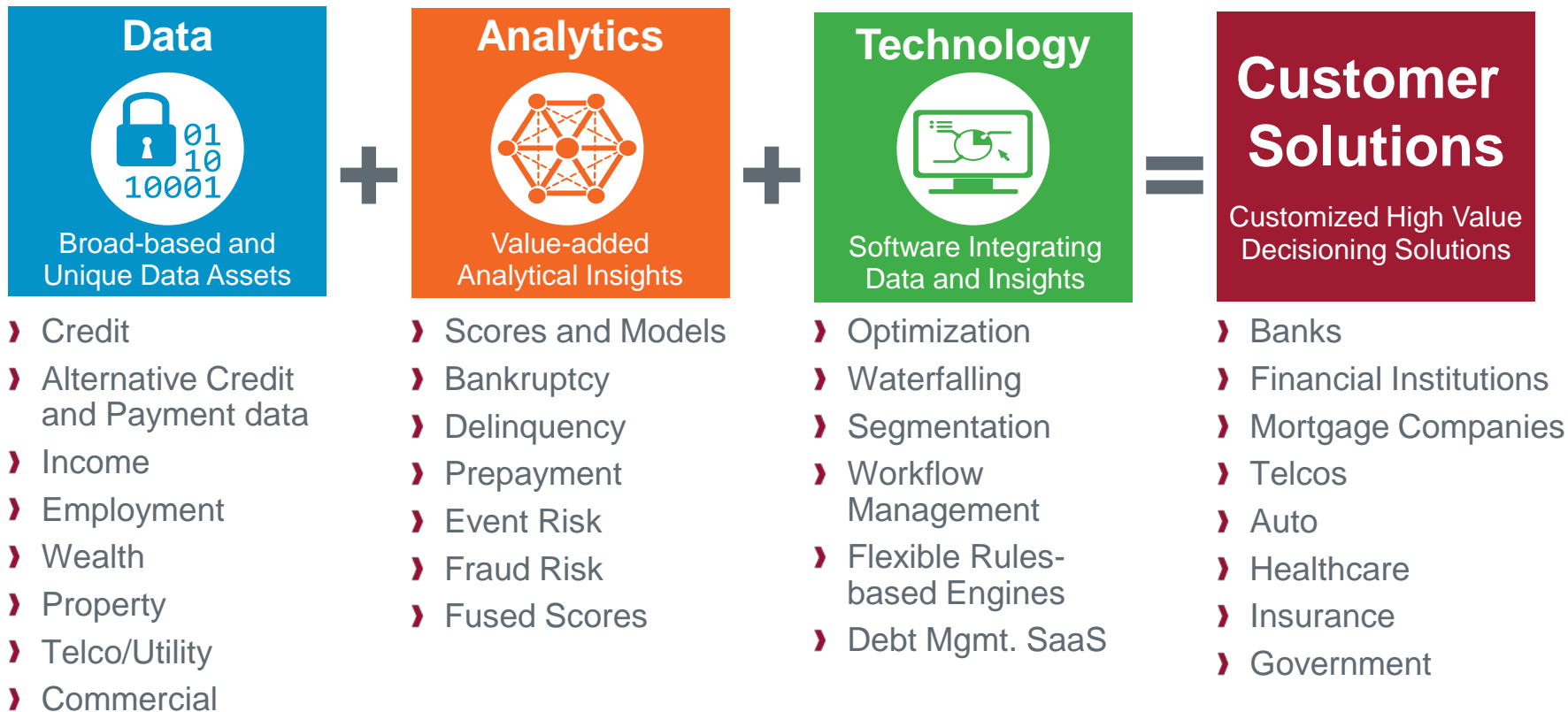




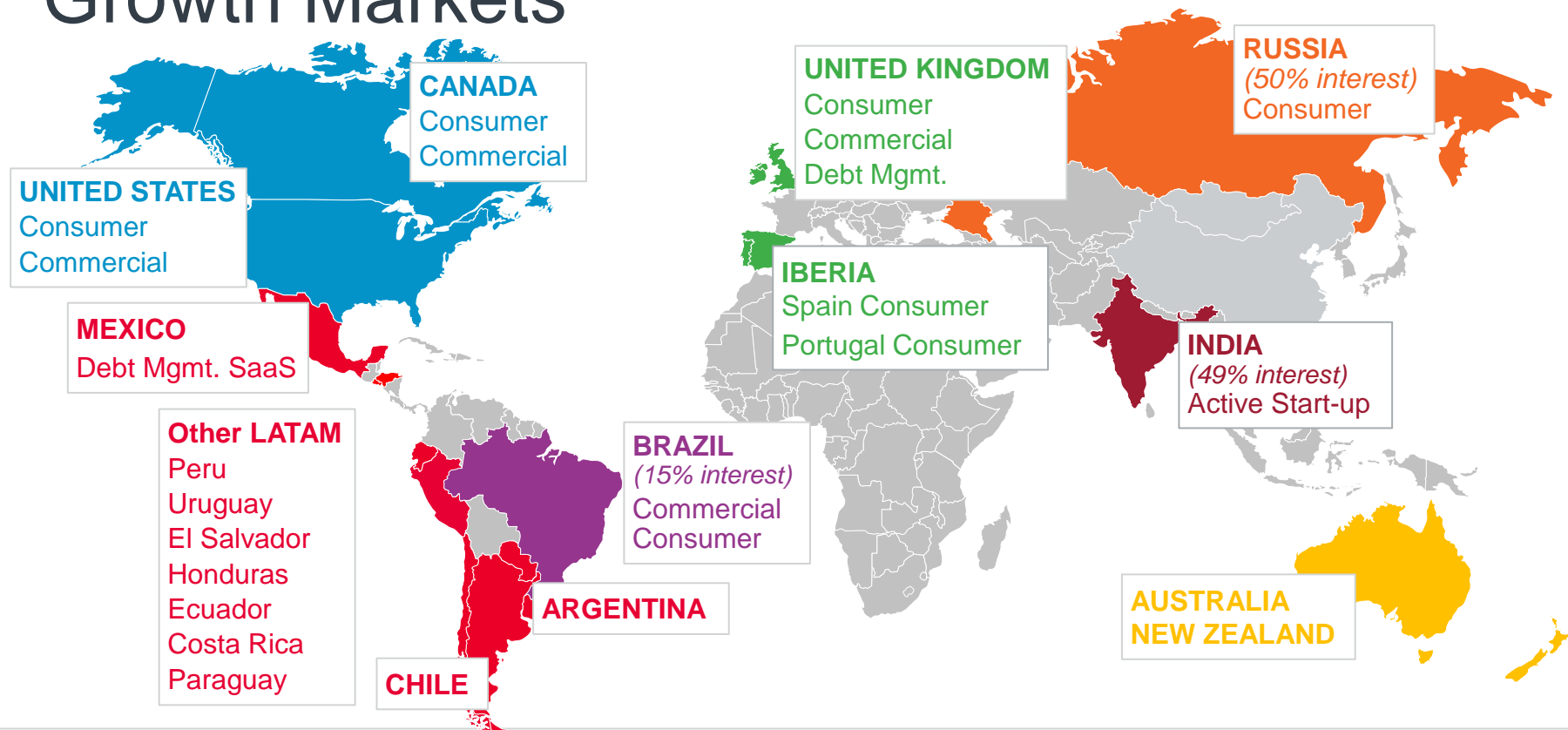
# Real Time Integration of Data from Multiple Sources and State-of-the-Art Analytics Drives Unique Insights



# Our Business Model is Robust and Resilient

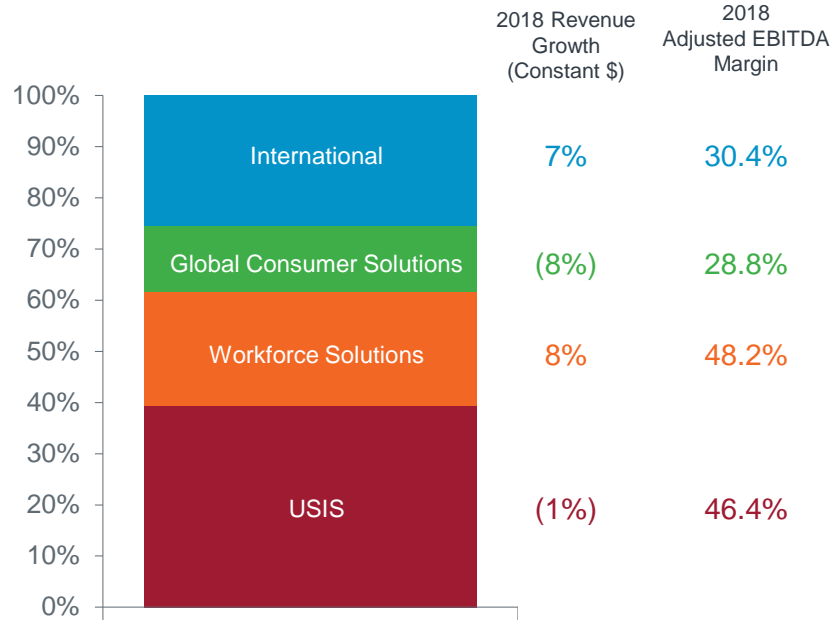


# Broadening Our Global Presence in Important Growth Markets

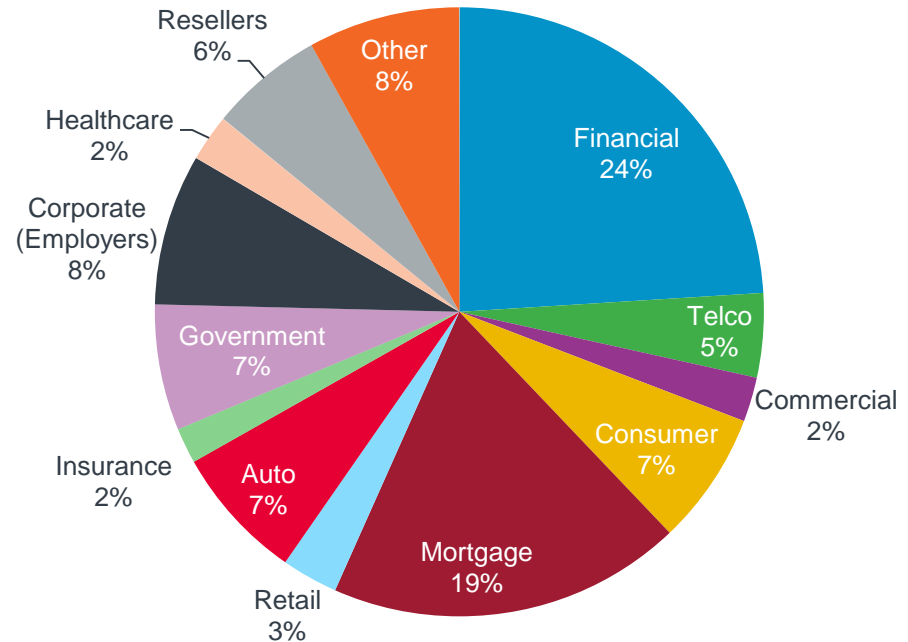


# A Strong Portfolio of Businesses

## 2018 Business Mix



## 2018 Vertical Mix

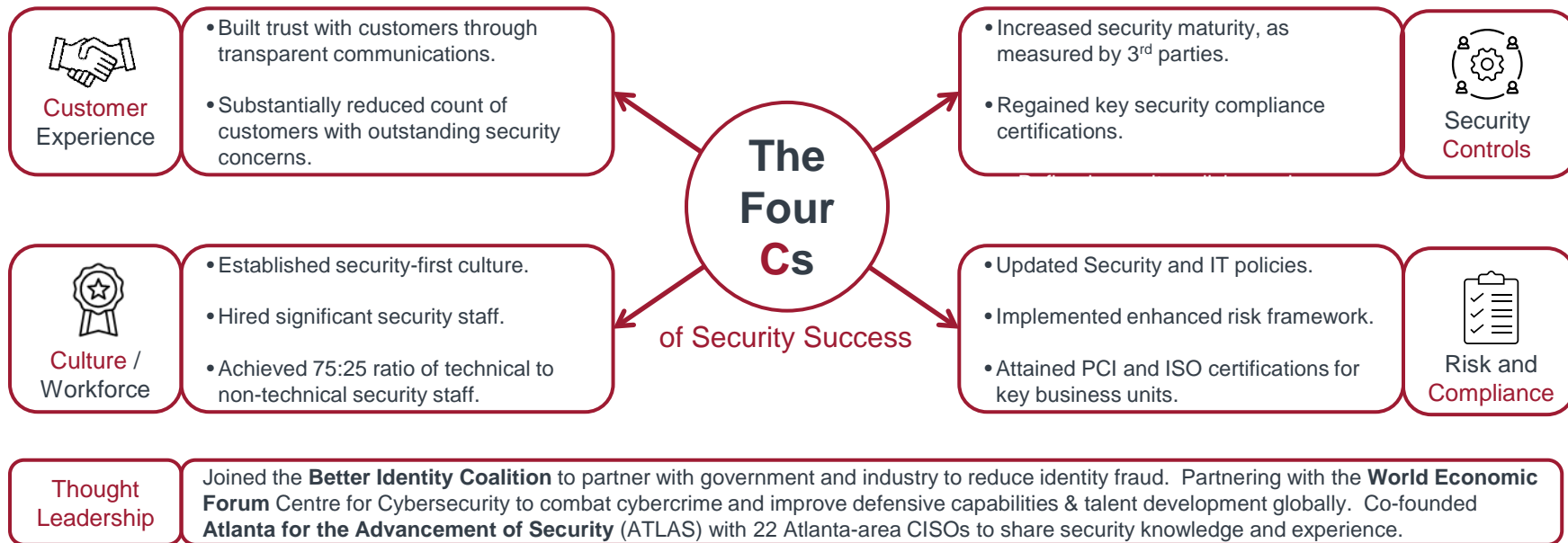


# Equifax Security Transformation



In 2018, we began a 3 year initiative to transform our security workforce, processes, and technologies.

## 2018 Highlights



# Security Transformation (con't)



We will continue to take major strides in 2019 to help protect consumers and our customers, with the following goals:

## › Programmatic Improvements

- Execute against security program targets with the goal of becoming an industry leader.
- Continue engaging with customers and industry peers in public forums with a goal to be a trusted and recognized leader in the industry.
- Recruit, retain and develop security talent.

## › Capability Improvements

- **Client Security and Risk Management:** Enhance risk-based decision making by business and technology leaders, supported by improved data and insights.
- **Infrastructure Security:** Integrate with cloud transformation, and further implement enhancements across the Equifax ecosystem.
- **Cyber Defense:** Continue to expand breadth and depth of detection, response, and recovery capabilities.

# SUPPLEMENTAL INFORMATION



# Our Technology Transformation Is Empowered by the Following Focus Areas

## People

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



## Discipline

Standardized platforms and applications that reduce complexity and enable innovation.



## Data

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



## Cloud

Technologies that are highly automated, secure, scalable and evergreen.





It's about harnessing technology to better anticipate and deliver on our customers' needs.



**A**lways on and available



**R**eady and agile



**E**mpowered and innovative



**Integrated Security**

# Our transformation is harnessing technology to anticipate and deliver on our customers' needs.



**Security is Integrated into Everything We Do**

# How are we putting this approach into action?

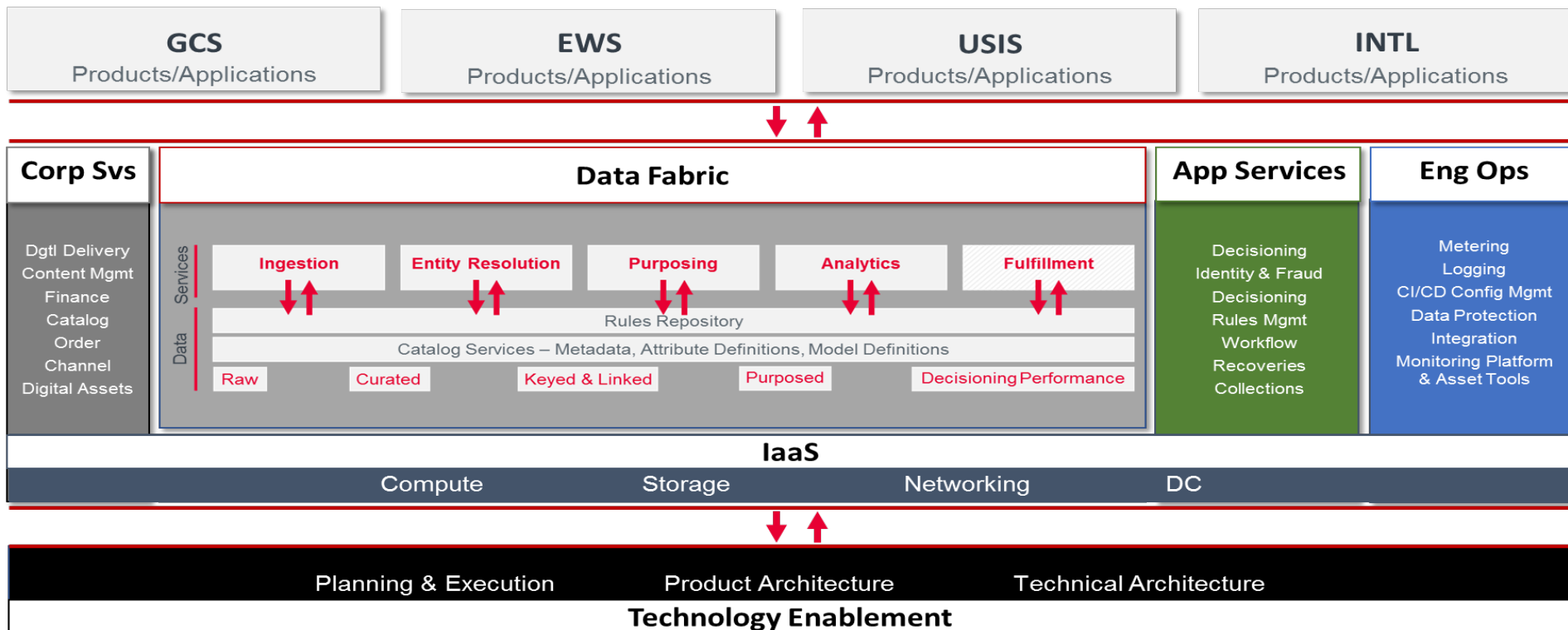
We're performing a cloud and data migration, which is critical for high velocity product innovation that fuels customer growth and prosperity.

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



But what does this look like?  
**Let's dive a little deeper.**

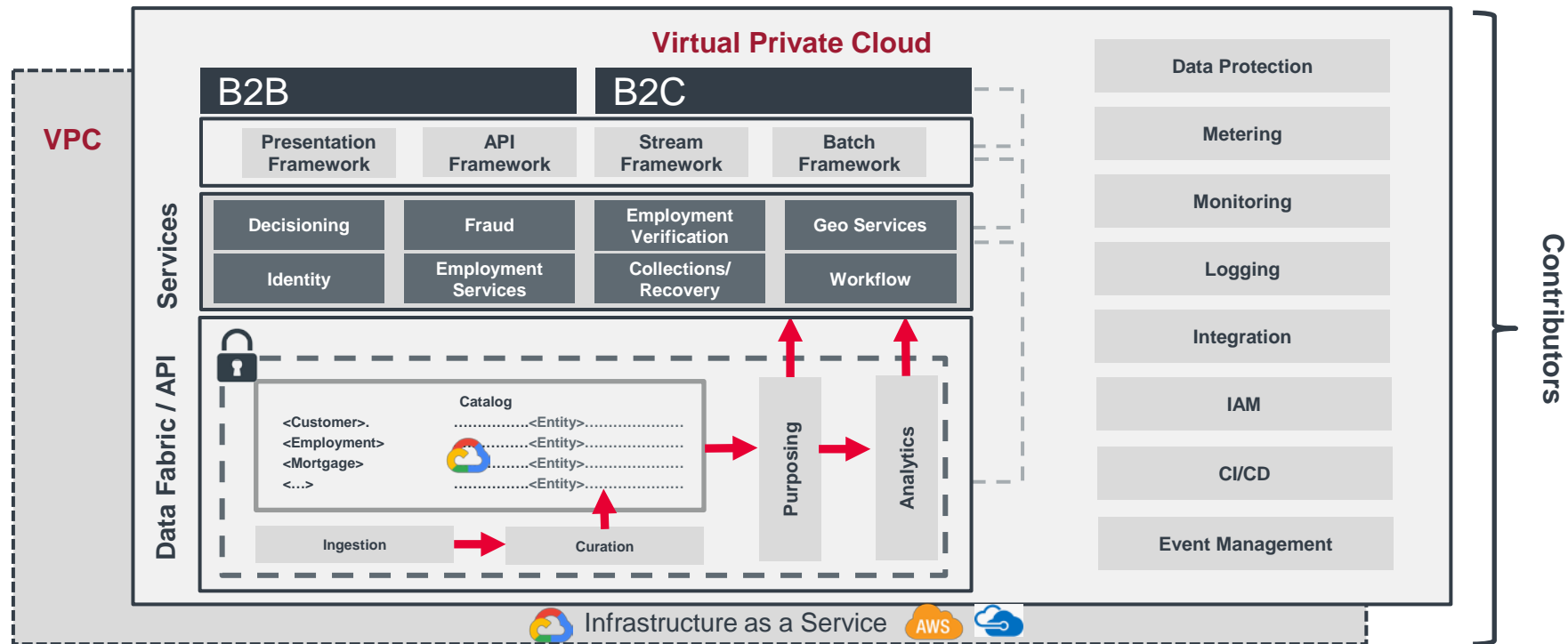
Our common **Data Fabric**, built on the standard Google Cloud Platform will enable seamless, real time integration and data access across our unique data sources



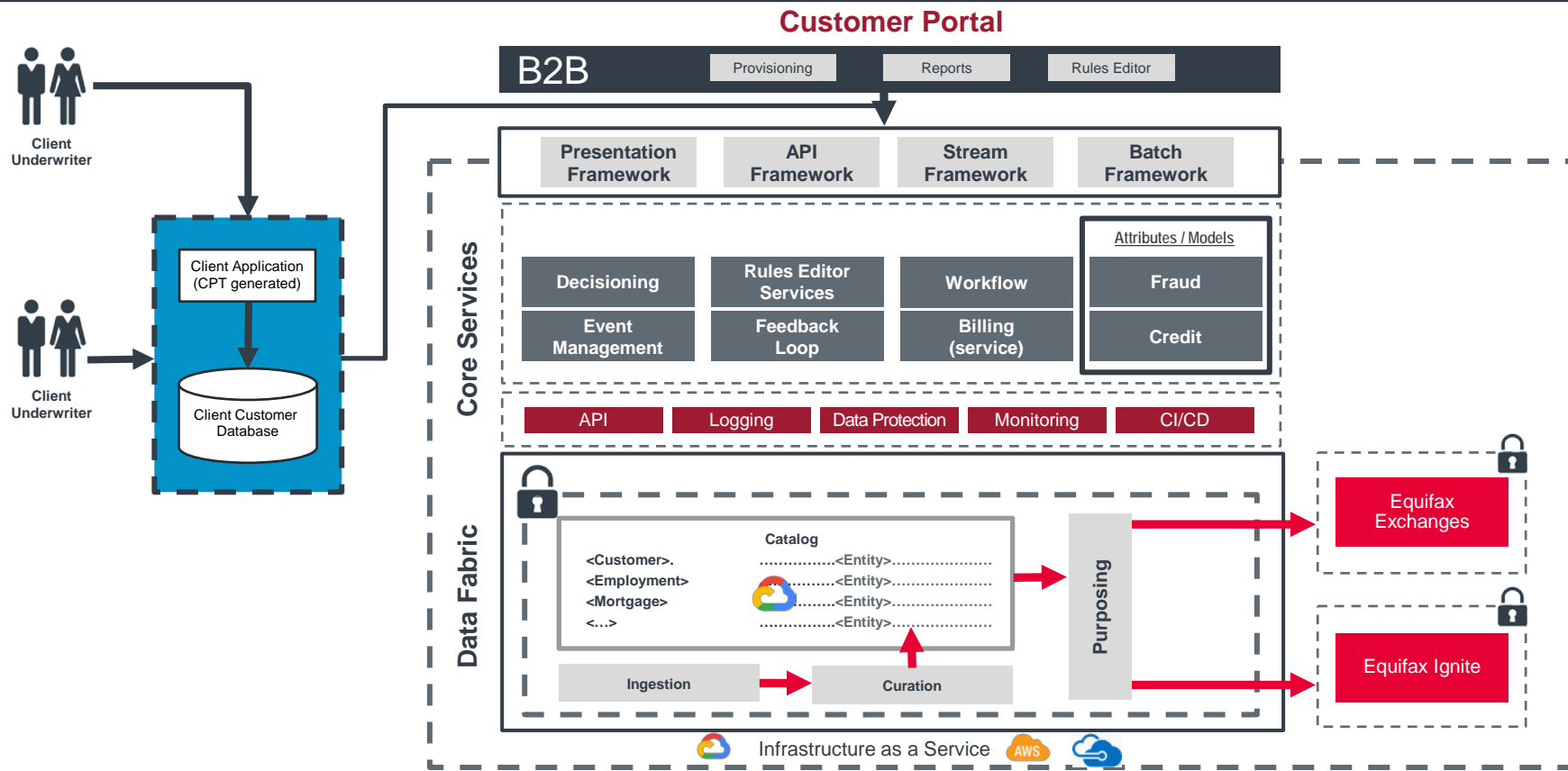
\*Our Data Fabric will be launched in 1H19 and several of our USIS and WS exchanges will migrate to the common Data Fabric by the end of 2019.

Our **Network Fabric**, cloud enabled through GCP, AWS and Azure, is integrated with our Data Fabric to enable faster delivery and increased uptimes

## Equifax Network Fabric



Our **InterConnect®** ecosystem, is a prime example of delivering innovative solutions, built in Ignite, to our customers on an end-to-end, standalone cloud-based architecture



# Driving technology results in 2019...

Already Migrated	2Q 19	3Q 19	4Q 19
Ignite & Interconnect in the public cloud in US and Canada and cloud deployments in AUS, Europe, and Latam	Data Fabric launched	US Credit exchange running in parallel with current systems, and available for multi-data insights. All new data sources ingested in Data Fabric.	USIS - IXI, NCTUE+ on Data Fabric
Ignite Marketplace deployed in all regions	InterConnect becomes cloud native	Additional Ignite & Interconnect cloud deployments in Europe / Latam	EWS - Verification Services, Unemployment Claims on Data Fabric

# Consolidated 2Q 2019 Equifax Results

Dollars in millions (except per share amounts)	2Q19	2Q18
Reported Revenue	\$880.0	\$876.9
<i>Growth %</i>	0.4%	2.4%
Local Currency Revenue	\$902.7	\$876.4
<i>Growth %</i>	3.0%	2.3%
GAAP Net Income	\$66.8	\$144.8
<i>Growth %</i>	(53.9%)	(12.4%)
Adjusted EBITDA Margin	33.7%	35.0%
<i>Growth %</i>	(130 bps)	(410 bps)
GAAP Diluted EPS	\$0.55	\$1.19
<i>Growth %</i>	(54.1%)	(12.1%)
Adjusted EPS	\$1.40	\$1.56
<i>Growth %</i>	(10.1%)	(2.5%)
Capital Expenditures	\$103.5	\$92.0

See Earnings Release for reconciliation of non-GAAP measures and related disclosures.



# 2Q19 Business Unit Performance

	Reported Revenue Growth	Local Currency Revenue Growth	Adj. EBITDA Margin	Adj. EBITDA Margin Growth / (Decline)
<b>USIS</b>	2%	2%	45.6%	(210 bps)
Online	10%	10%	N/A	N/A
Mortgage Solutions	(22%)	(22%)	N/A	N/A
Financial Marketing	(7%)	(7%)	N/A	N/A
<b>Workforce Solutions</b>	11%	11%	49.3%	170 bps
Verification Services	15%	15%	N/A	N/A
Employer Services	(1%)	(1%)	N/A	N/A
<b>International</b>	(9%)	- %	28.6%	(190 bps)
Canada	5%	9%	N/A	N/A
Latin America	(12%)	8%	N/A	N/A
Europe	(9%)	(3%)	N/A	N/A
Asia Pacific	(12%)	(5%)	N/A	N/A
<b>Global Consumer Solutions</b>	(7%)	(6%)	22.9%	(810 bps)

See Earnings Release for reconciliation of non-GAAP measures and related disclosures.

# Cybersecurity Related Costs and Other Items

Dollars in millions	1Q18	2Q18	3Q18	4Q18	FY18	1Q19	2Q19	FY19 Estimate
<b>CYBERSECURITY RELATED</b>								
Legal and Investigative Fees	\$28.9	\$16.4	\$16.1	\$12.2	\$73.6	\$12.5	\$12.4	\$48.3
Technology and Data Security	\$45.7	\$54.9	\$92.6	\$113.9	\$307.2	\$82.8	\$68.9	\$310.0
Product Liability	\$4.1	\$-	\$7.8	\$8.5	\$20.4	\$1.5	\$0.2	\$1.7
Litigation and Regulatory Accruals	\$-	\$-	\$-	\$-	\$-	\$690.0	\$11.3	\$701.3
Gross Expenses	\$78.7	\$71.3	\$116.5	\$134.6	\$401.2	\$786.8	\$92.8	\$1,061.3
Insurance Recoveries	(\$10.0)	(\$35.0)	\$-	(\$30.0)	(\$75.0)	\$-	\$-	\$-
Net Expenses	\$68.7	\$36.3	\$116.5	\$104.6	\$326.2	\$786.8	\$92.8	\$1,061.3
<b>OTHER ITEMS</b>								
Internal resource realignment	\$-	\$-	\$-	\$46.1	\$46.1	\$11.5	\$-	\$11.5
Other	\$-	\$-	\$18.5	\$-	\$18.5	\$-	\$-	\$-
Total	\$68.7	\$36.3	\$135.0	\$150.7	\$390.8	\$798.3	\$92.8	\$1,072.8

Amounts in the table above have been excluded from GAAP earnings.

See Earnings Release for reconciliation of non-GAAP measures and related disclosures.

# Cash Flow and Other Metrics

Dollars in millions	2Q19	2Q18	FY 2018	FY 2017
Operating Cash Flow	\$217.0	\$235.2	\$672.2	\$816.0
Capital Expenditures (Cash)	(\$93.7)	(\$62.5)	(\$321.9)	(\$218.2)
Free Cash Flow	\$123.3	\$172.7	\$350.3	\$597.8

Dollars in millions	2Q19	2Q18	FY 2018	FY 2017
Cash Capex as a % Revenue	10.6%	7.1%	9.4%	6.5%
Depreciation Expense*	\$46.8	\$38.0	\$157.6	\$115.6
Depreciation and Amortization	\$82.5	\$77.2	\$310.4	\$287.8
Cash Paid for Acquisitions, Net and Other Investments**	\$210.0	\$37.7	\$176.1	\$142.5

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

\*\*Amount includes cash paid for acquisitions, net of cash acquired; investments in unconsolidated affiliates, net; and purchase of redeemable noncontrolling interests appearing in our consolidated statements of cash flows.

# Effective Income Tax Rate

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

	GAAP EPS	Adjusted EPS
FY 2018	14.0%	22.6%
2Q 2019	23.3%	24.6%

- › We expect our 2019 tax rate for Adjusted EPS to be 24.5%.

See Earnings Release for reconciliation of non-GAAP measures and related disclosures.

# 2019 Guidance

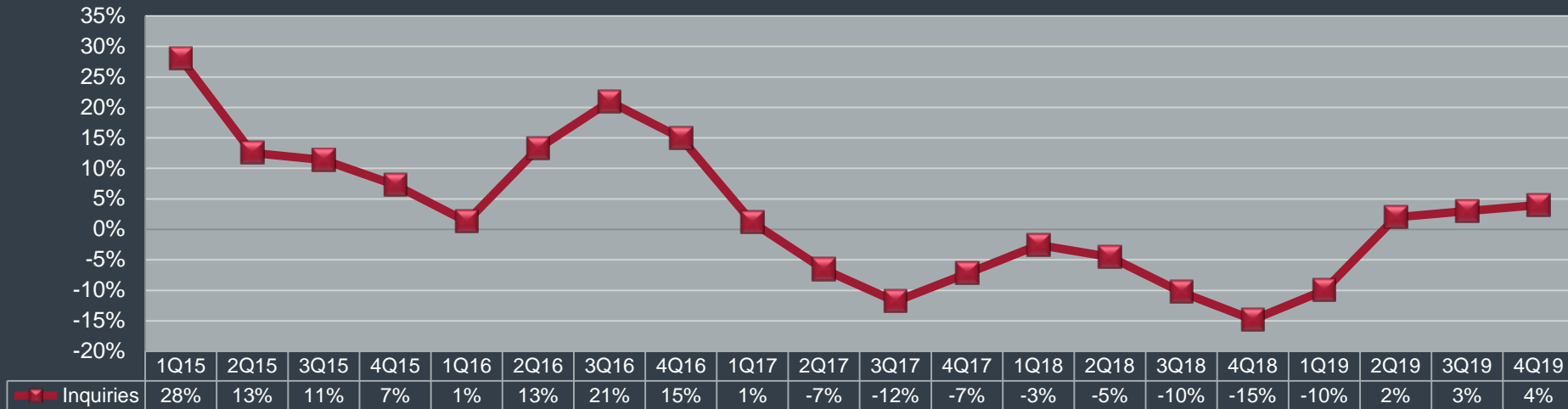
	<b>FY 2019</b>	<b>3Q 2019</b>
Revenue	\$3.425B - \$3.525B	\$865M - \$880M
Local Currency Revenue Growth	2% - 5%	4.5% - 6.0%
FX Impact on Revenue Growth	(2%)	(1.5%)
Adjusted EPS	\$5.57 - \$5.77 per share	\$1.41 - \$1.46
FX Impact on Adjusted EPS	(\$0.12) per share	(\$0.02)
Capital Expenditures	\$385M	
Cybersecurity Related Costs *	\$360M	

<b>2018 vs. 2019</b>	<b>USIS</b>	<b>WS</b>	<b>International</b>	<b>GCS</b>
YoY Revenue Growth	Up slightly	About 10%	About 5%	Down Slightly

\* Cybersecurity related costs does not include the accrual for legal matters related to the 2017 cybersecurity incident

We see all inquiry transactions in our Mortgage business.

## Quarterly Change in Mortgage Inquiries

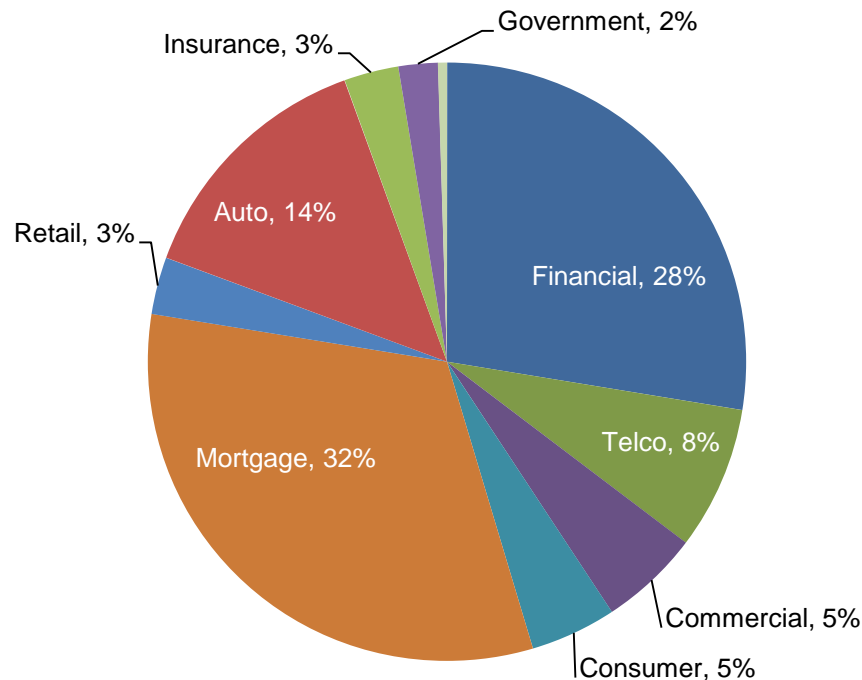


	2019	2018	2017	2016	2015
Full Year	-1%	-8%	-6%	12%	15%

# 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

2018 Revenue Mix



Focus Areas

## STRENGTHEN & EXTEND CORE

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

## BUILD EMERGING BUSINESSES

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

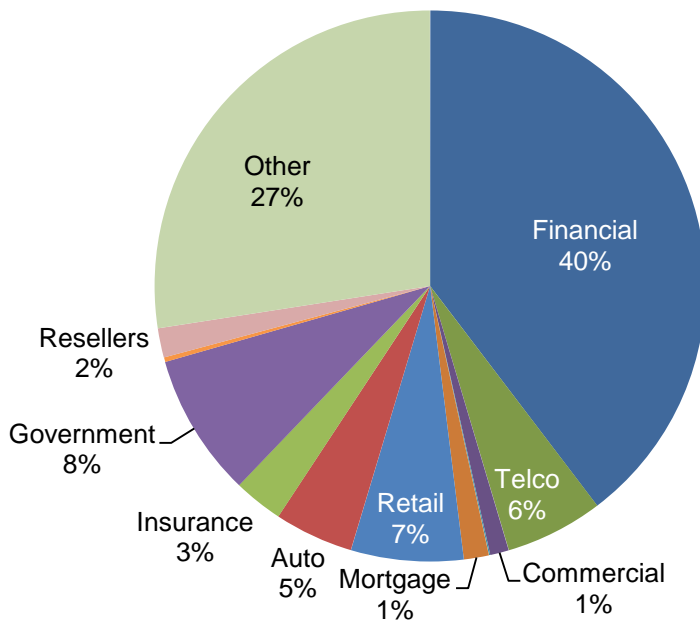
## ENABLE TECHNOLOGY

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

# 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.

2018 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

## DEBT SVCS

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

## EXPLORE & DEVELOP

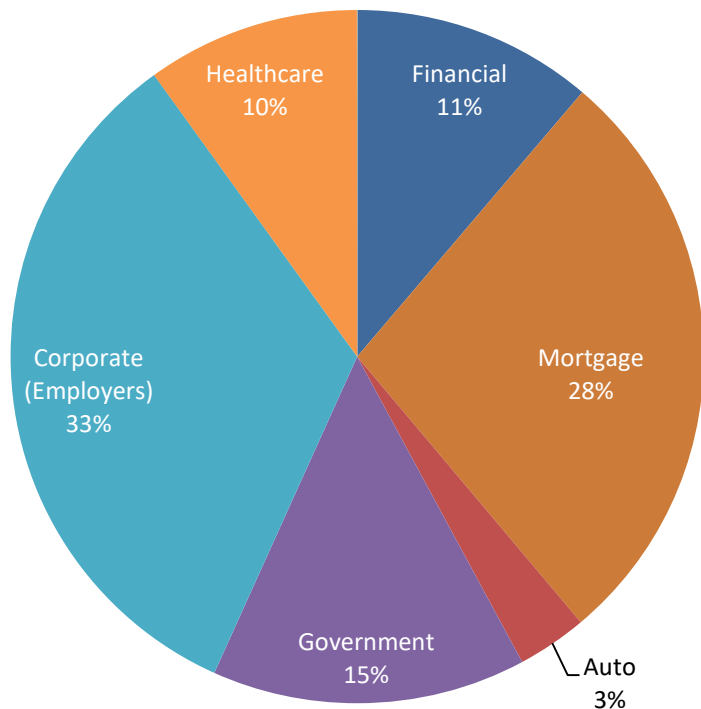
- Intl Work Number
- Access to consumer and commercial transaction data
- Australia positive data



# Workforce Solutions (WS)

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

## 2018 Revenue Mix



## Focus Areas

### RECORD GROWTH

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

### DIGITAL

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

### MORTGAGE

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

### GOVERNMENT

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

### TALENT SOLUTIONS

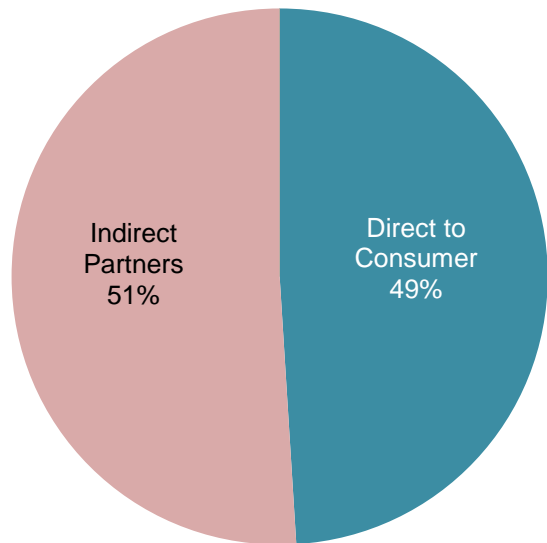
- Increase customer value and digital access to data through enhanced solutions
- Leverage employment data in new use cases to grow penetration

\*All Healthcare revenue is ACA Verifications & Compliance

# Global Consumer Solutions (GCS)

Giving consumers more control over personal credit data

2018 Revenue Mix



Focus Areas

## CONSUMER CONTROL

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

## PARTNERS

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

## TECHNOLOGY

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

## STRATEGIC MARKETING

- Engage consumers with targeted media, content and services that help consumers monitor their credit health

# GLOSSARY



Term	Our Definition	GLOSSARY
Closed Exchange	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	<p>The process of developing strategic growth plans for 3 years into the future</p> <ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>Vitality Index: an NPI metric that measures the revenue in any given year from products launched in the prior three years</li> </ul>	
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 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).	
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.	

Term	Our Definition	TECHNOLOGY GLOSSARY
Agile	A method of project management used in software development that is characterized by the division of tasks into short phases of work and frequent reassessment and adaptation of plans.	
API – Application Programming Interface	A software intermediary that allows two applications to talk to each other.	
Architecture	The process by which organizations standardize and organize IT infrastructure to align with business goals.	
Automation	The use of software to create repeatable instructions and processes to replace or reduce human interaction with IT systems.	
Cloud First	A strategy where any new or updated IT project will evaluate safe, secure cloud computing options before making any new investments.	
Cloud Native	As defined by the Cloud Native Computing Foundation (CNCF), Cloud native computing uses an open source software stack to deploy applications as microservices, packaging each part into its own container, and dynamically orchestrating those containers to optimize resource utilization.	
Data Analytics	The process of examining data to draw conclusions about the information they contain.	
Data Catalog	Metadata containing data objects definitions that enable any user to discover, understand and consume data store in an Enterprise data sources.	
Data Center	A physical facility that enterprises use to house their business critical applications and information.	
Data Encryption	The conversion of data from a readable format into an encoded format that can only be read or processed by people with access to a secret key or password.	
Data Fabric	A converged platform supporting the diverse data management, processing and access needs across all disparate data sources and infrastructure types. A data fabric focuses on the data aspect of cloud computing as the unifying factor.	
Data Ingestion	The process of obtaining and importing data for immediate use or storage in a database.	
Data Insight	Information gained from analyzing data that could be used to make better business decisions.	

Term	Our Definition	TECHNOLOGY GLOSSARY
Data Gateway	A system that connects to multiple data sources and provides a single and central point of access to connect to each data source.	
Data Governance	The overall management of the availability, usability, integrity and security of data used in an Enterprise.	
Data Lineage	Data life cycle that describes the data’s origins and where its transformations over time.	
Data Linking	A technique for connecting pieces of information that are thought to relate to the same person, family, place or event.	
Data Modeling	A set of tools and techniques used to understand and analyze how an organization should collect, update and store data.	
Data Security	The process of protecting data from unauthorized access and data corruption throughout its lifecycle.	
Data Silo	A collection of information in an organization that is isolated from and not accessible by other parts of the organization.	
Data Taxonomy	Taxonomy is the science of data classification according to a pre determined system to provide a conceptual framework for discussion, analysis of information retrieval.	
Data Tokenization	Tokenization is the process of replacing sensitive data such as a Credit Card Primary Account Number (PAN) or Social Security Number with unique identification symbols that retain all the essential information about the data without compromising its security.	
Decisioning System	A computerized information system that allows to sift through and analyze massive reams of data and compile information that can be used to solve problems and make better decisions.	
Deployment	Interrelated set of activities that make a software system available to the users.	
IVR – Interactive Voice Response	A technology that allows a computer to interact with humans through the use of voice.	
On Premises	Traditional methods of installing and customizing software on the customer’s own computers that reside inside their own data center.	