

# ***Credit Suisse Global Services Conference***

**Paul Brooks, Chief Financial Officer**

24-27 February 2008



# Overview Agenda

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- **Overview**
- **Navigating the short term**
- **Strategic objectives**
- **Summary**

## Overview

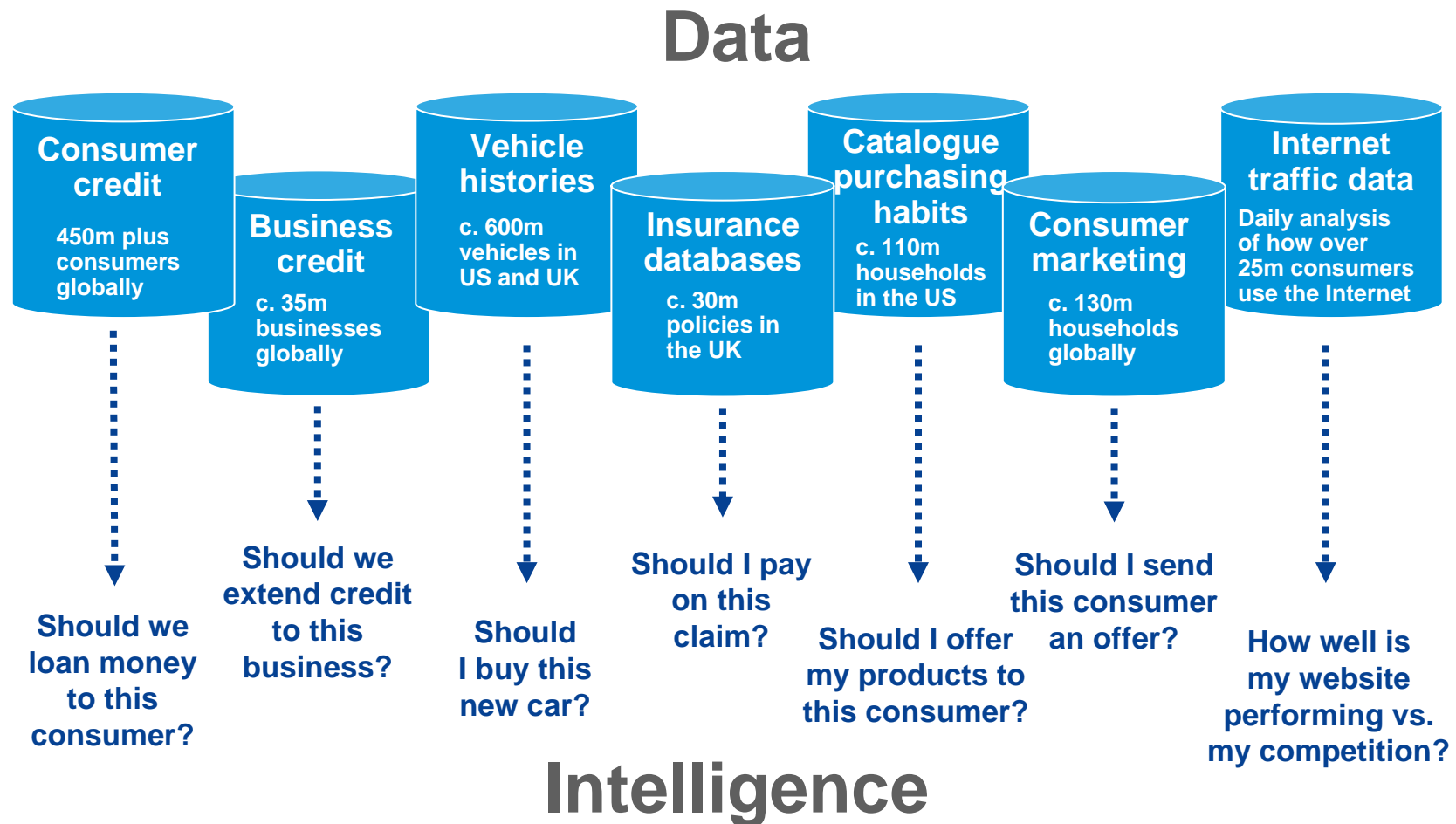
# Our vision

**For our people, data and technology to become a necessary part of every major consumer economy around the world**



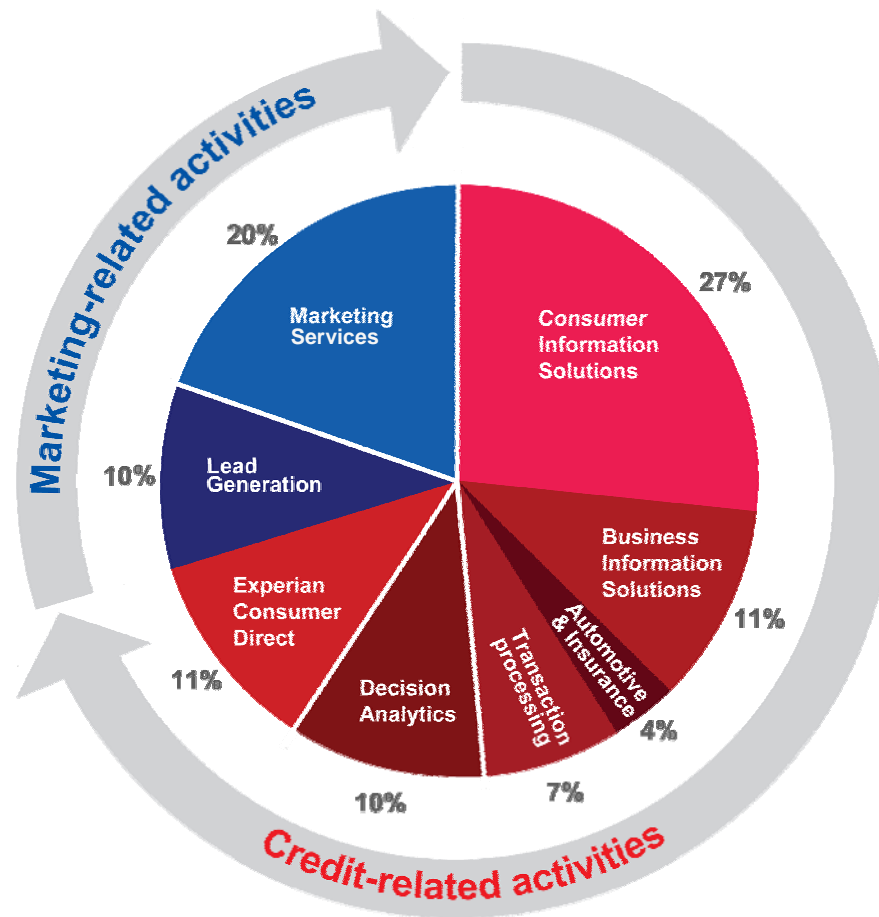
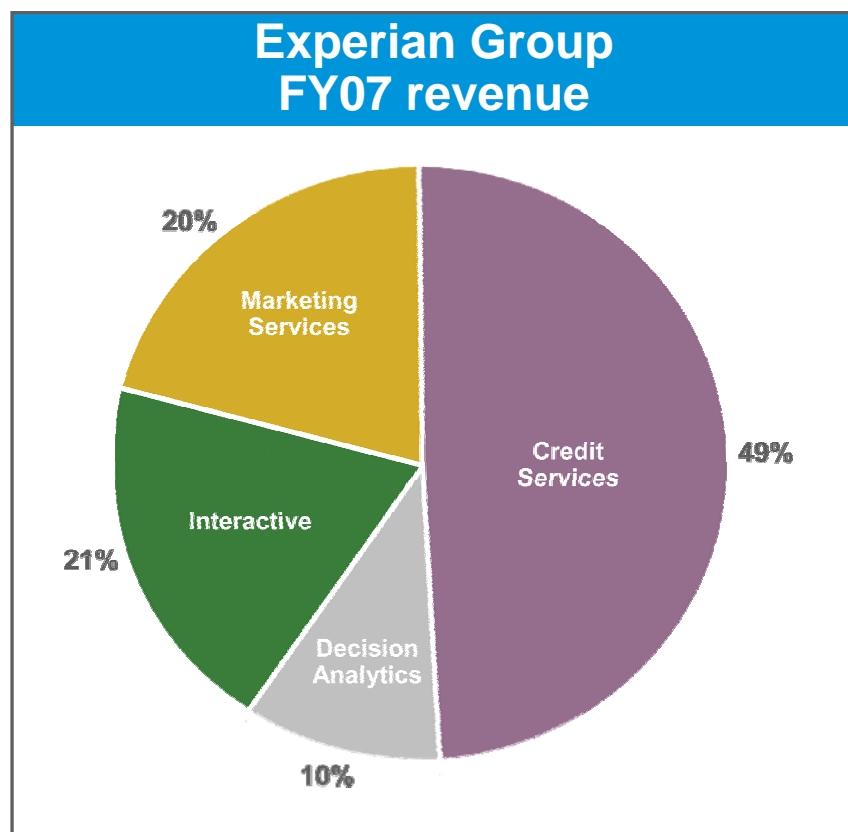
# Overview

## Our core competencies



## Overview

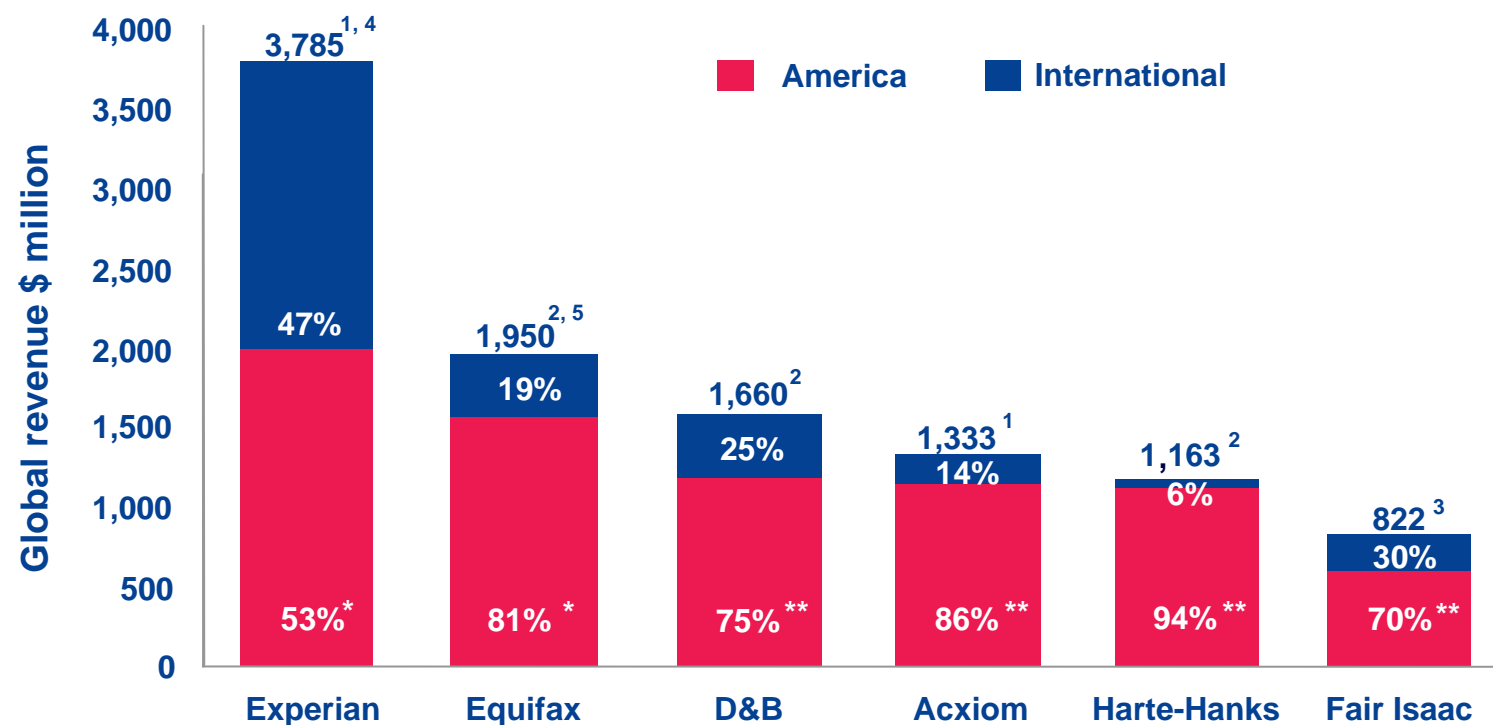
# Business split



Global continuing revenue to 31 March 2007, including pro forma Serasa revenue  
Serasa revenue split 60:40 between Consumer Information Solutions and Business Information Solutions

# Overview

## Clear global market leaders



Notes:

\* North America only  
\*\* US only

1. Year ended 31 March 2007

2. Year ended 31 December 2007

3. Year ended 30 September 2007

4. Includes revenues for Serasa, pro forma to March 2007, under Brazilian GAAP at historical average rates (FX R\$:\$2.15)

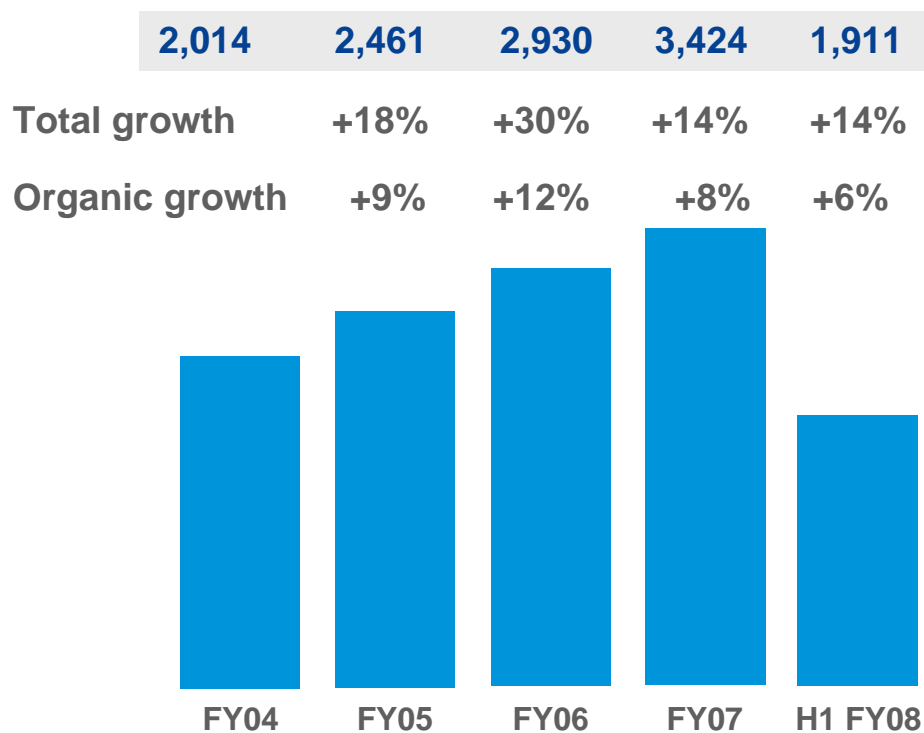
5. EFX adjusted to include TALX pro forma revenues of \$287m in 2007

Source: Latest full year revenue, company 10K

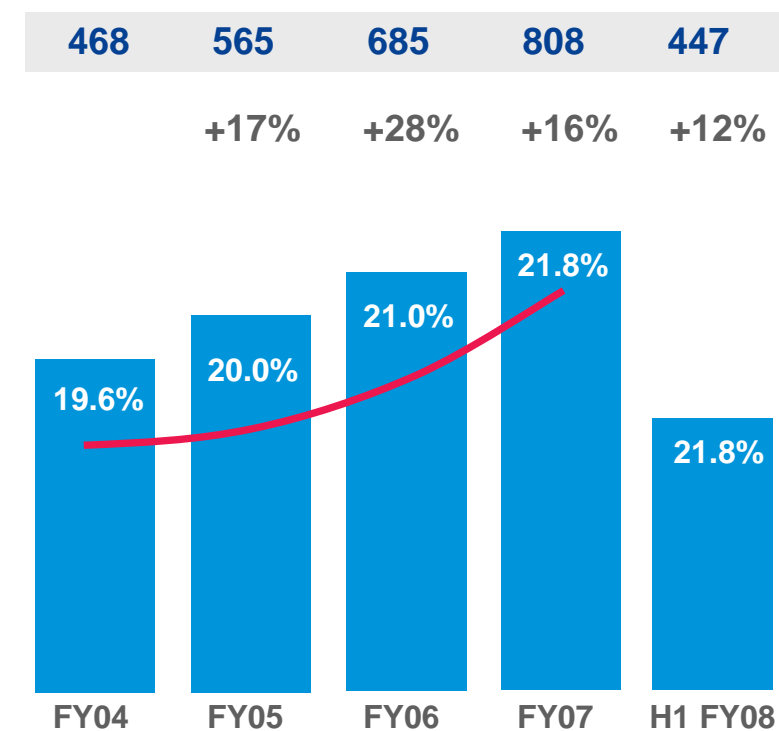
# Overview

## Strong financial track record

### Sales \$m



### EBIT \$m and margin

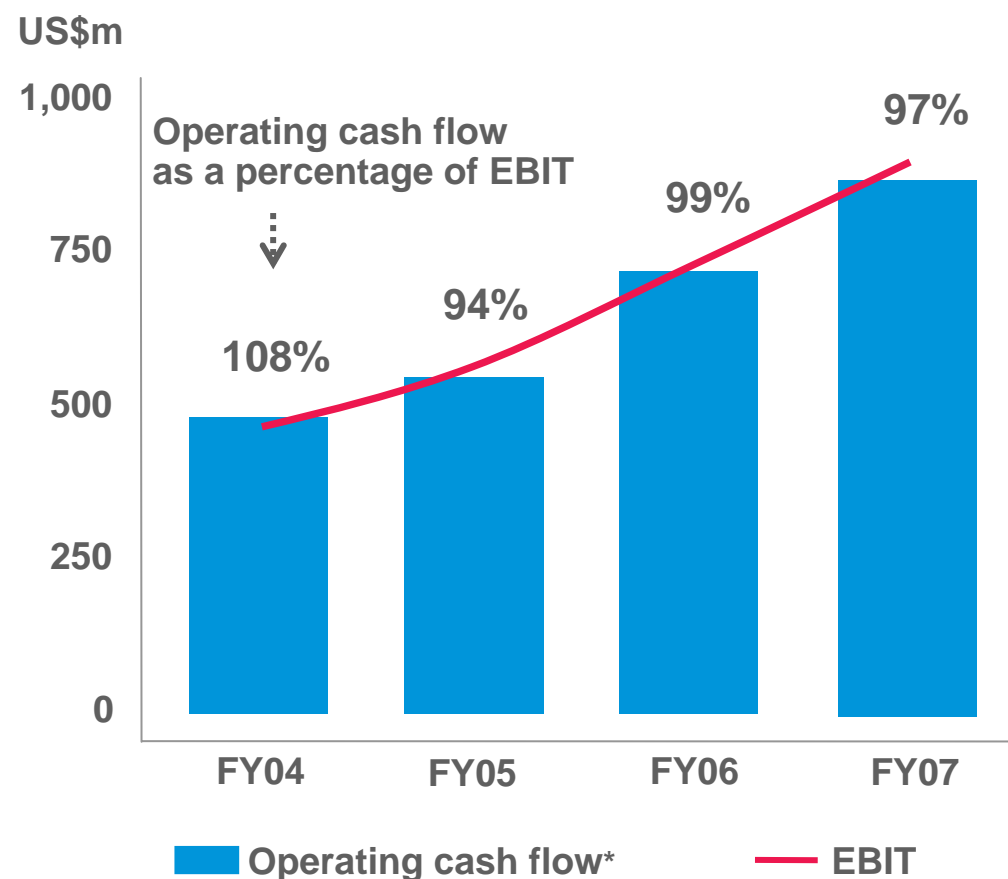


FY05 onwards under IFRS  
 Global continuing sales and EBIT only  
 Growth at constant currency and for continuing activities  
 EBIT margin excluding FARES  
 FY06 and FY07 adjusted to exclude MetaReward and UK account processing, H1 FY08 adjusted to exclude Loyalty Solutions



## Overview

# Highly cash generative



- **Attractive financial characteristics**
  - Recurring revenue
  - High margins
  - Low capital intensity
- **Goal is to convert at least 85% of EBIT to cash**

\* Operating cash flow = EBIT less trading working capital, add depreciation/amortisation, less capital expenditure and less retained in associate



## Overview

### Recent acquisitions



N4Solutions

Tallyman



- Collectively expected to be accretive to earnings in FY09
- Post tax double-digit IRR expected

\$1.7bn acquisition spend in FY08, including

- 70% stake in Serasa
  - Market leading credit bureau in Brazil
  - Fourth largest credit bureau in the world
- Hitwise
  - internet marketing intelligence
- Tallyman
  - Collections software



## Navigating the short term

# Adjusting to the cyclical downturn



- Sales of defensive products
- Focusing on clients
- Investing for long-term growth
- Implementing annualised \$80m cost efficiency measure
- Maximizing profitability and cash conversion

**Delivering short-term profit expectations while positioning the business for long-term growth**

# Strategic objectives

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- **Credit Services and Decision Analytics**

## Credit Services and Decision Analytics

# Environmental forces



**Comprehensive data and analytics in leads to:**

- Better lending decisions
- Increased private lending
- Fairer lending practices
- Economic benefits
- Increased GDP growth

**Our data and analytics are proven to support global economic growth**

## Credit Services and Decision Analytics

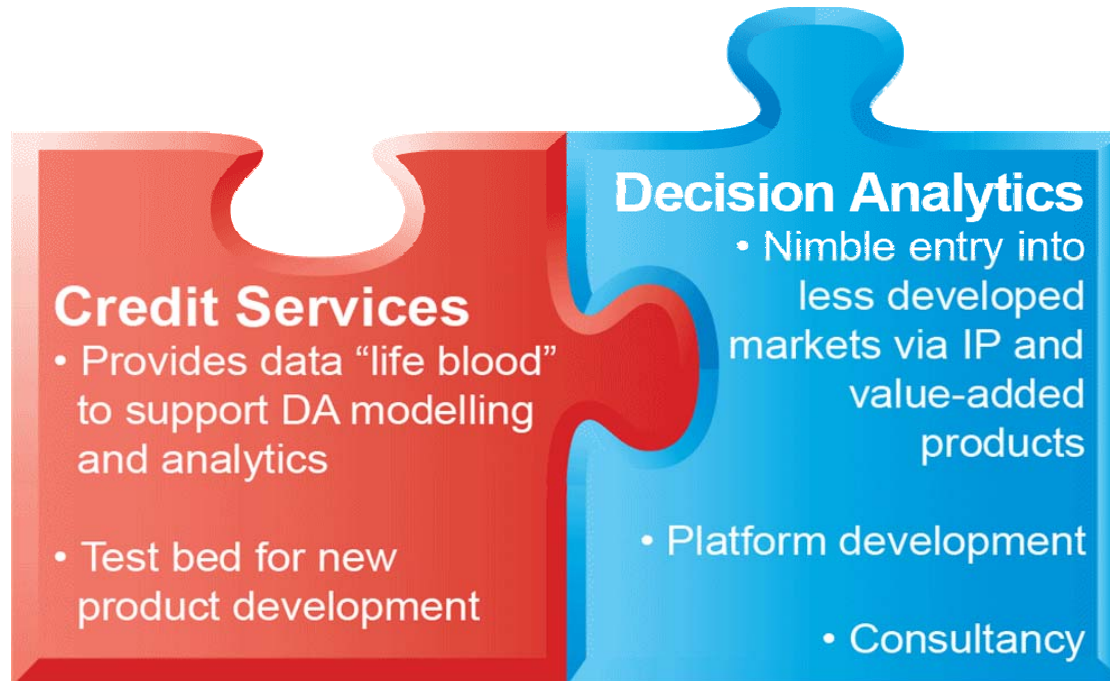
# A client driven strategy

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## Credit Services and Decision Analytics

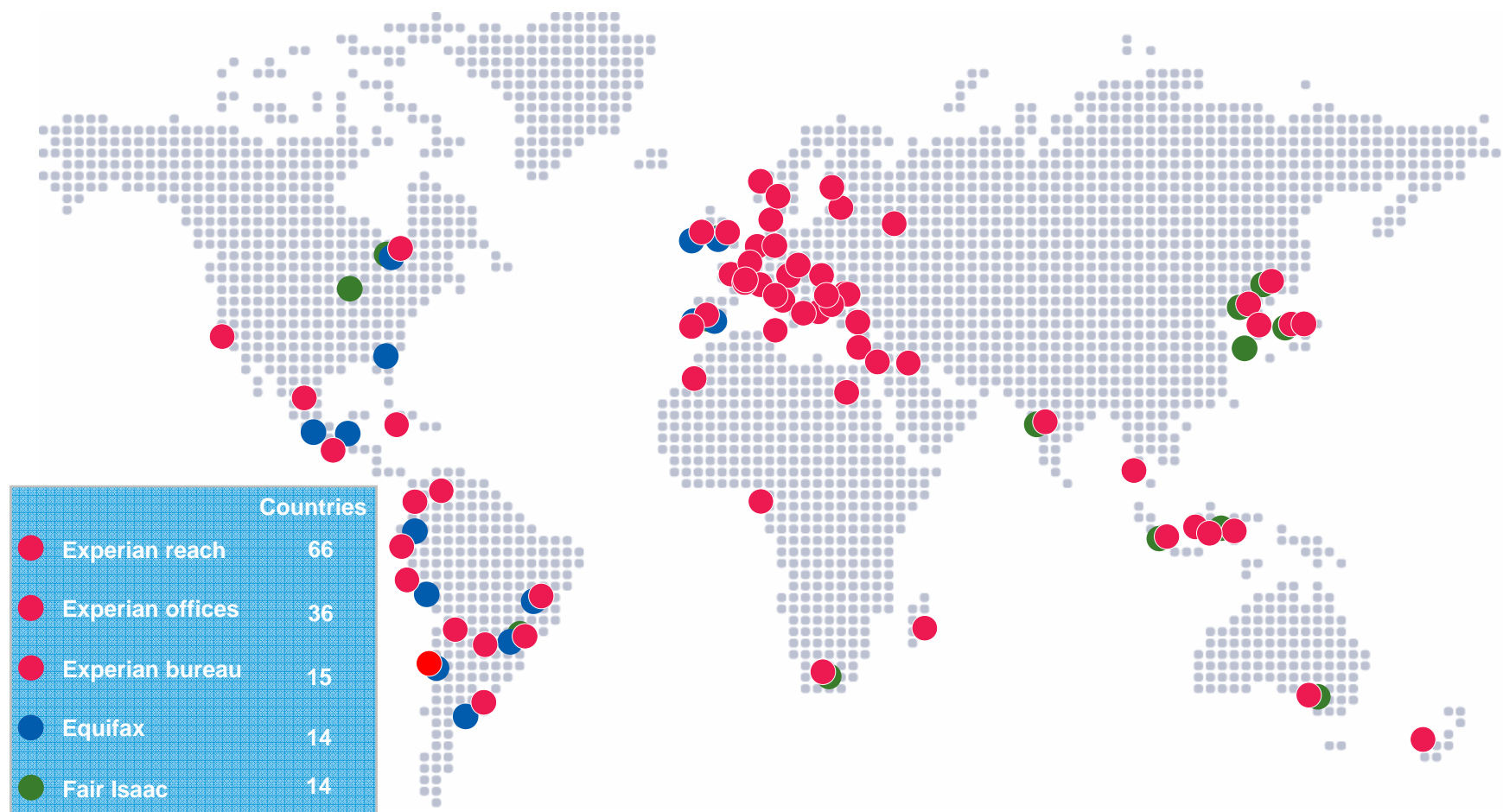
**Superior predictive performance is our competitive edge**



**Common Clients**

# Credit Services and Decision Analytics

## Unparalleled global market reach





## Credit Services and Decision Analytics

# Growth opportunities in core markets

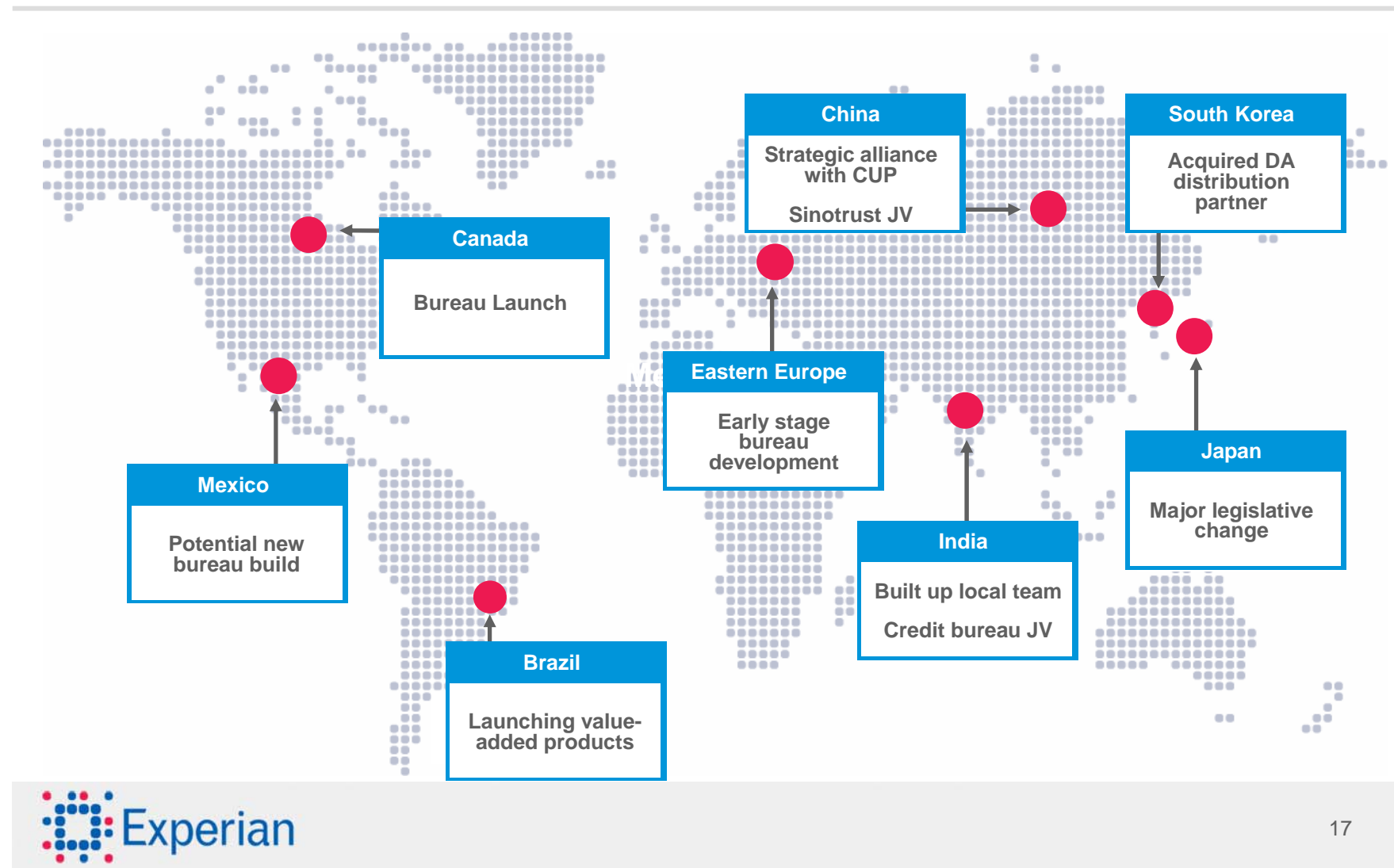
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- Invest in new products
  - Expand depth and usefulness of data, e.g. BankruptcyPredict®
  - Further develop countercyclical revenue streams
- Further expansion into new verticals
  - e.g. UK Public Sector
- Grow business information activities
- Decision Analytics share gain in US

## Credit Services and Decision Analytics

# Growth opportunities in emerging markets



# Strategic objectives

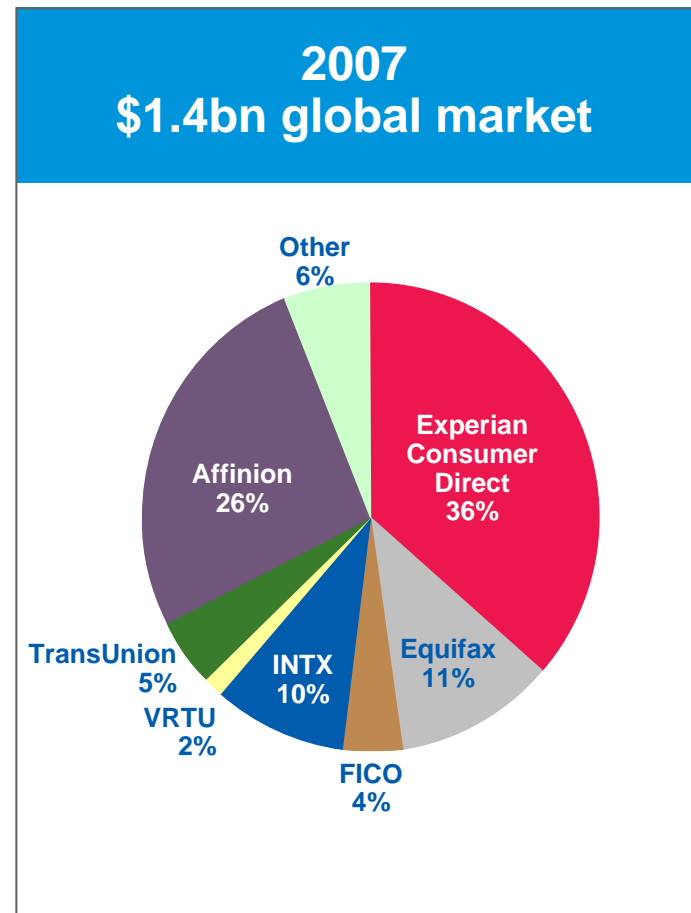
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- **Interactive and Marketing Services**

Interactive

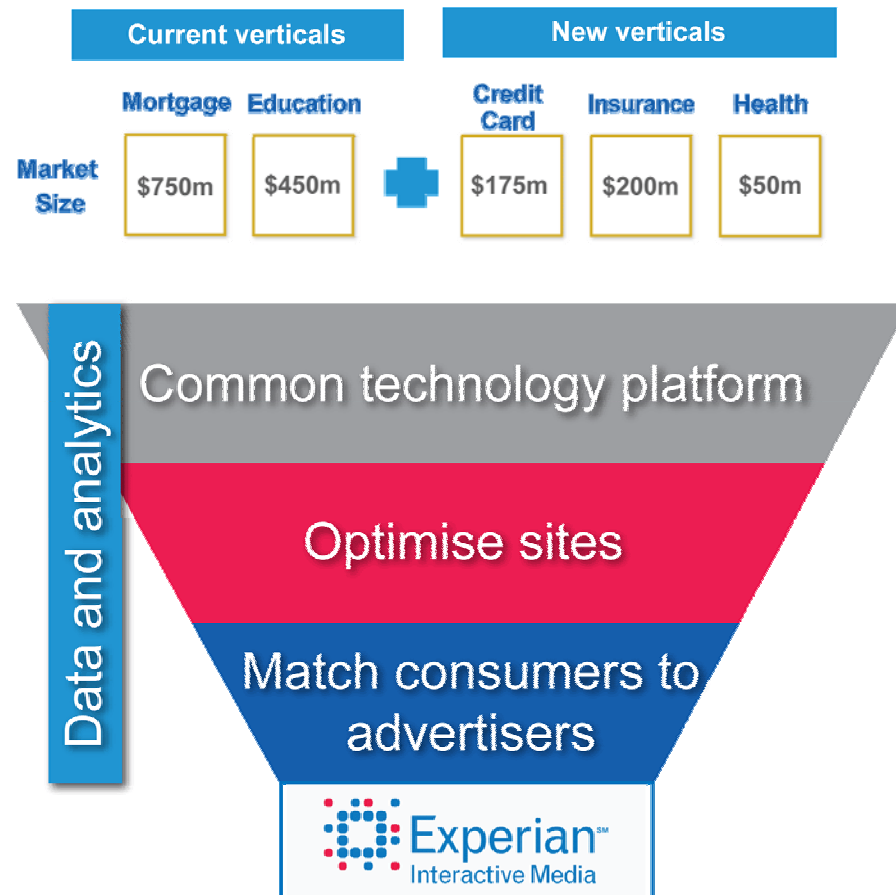
## Significant scope for growth at Consumer Direct



- Clear market leaders in US and UK
  - Revenues in excess of \$0.5bn
  - Delivering double-digit growth
- Leveraging breadth of Experian data and analytics
- Clear growth strategy
  - Leverage marketing expertise
  - Product innovation
  - Focus on membership retention
  - Geographic expansion

Interactive

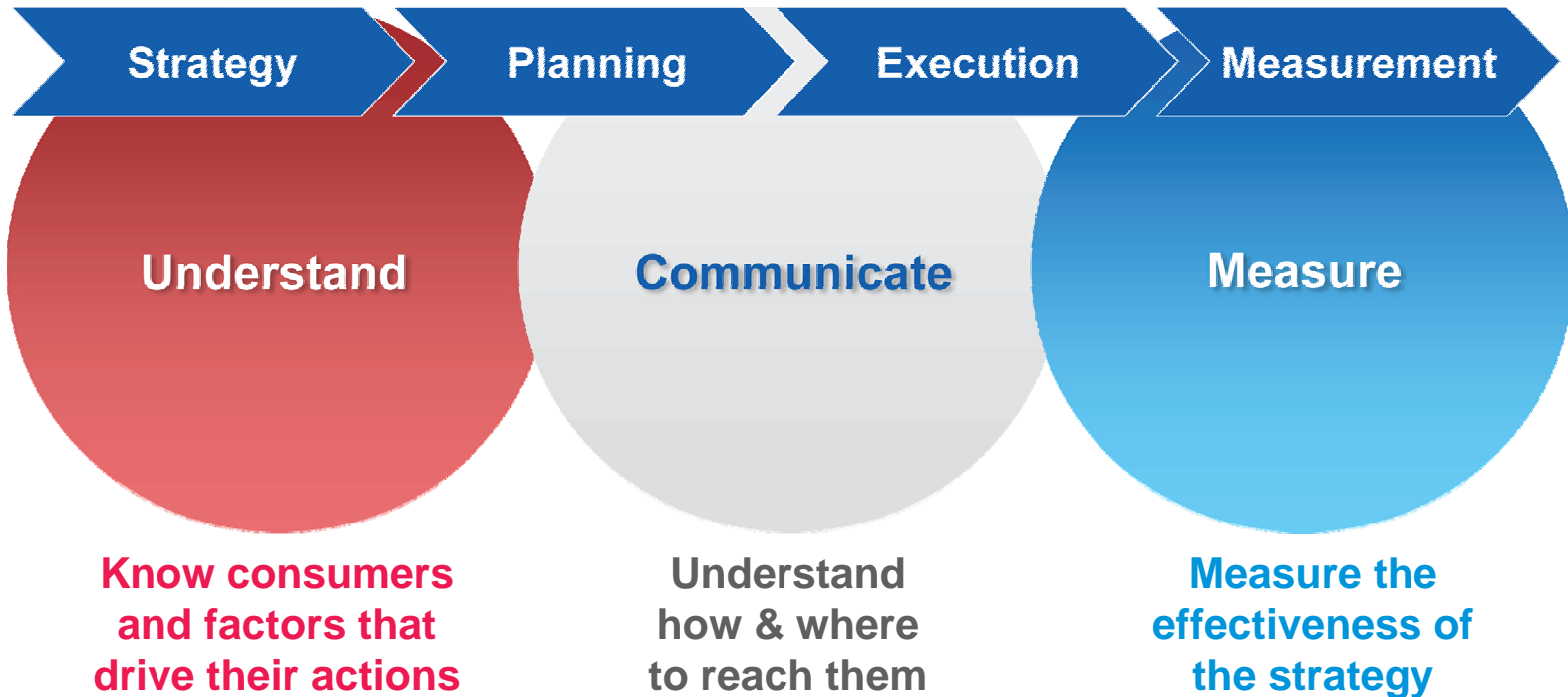
## Online lead generation structured for success



- Focus on high value segments
  - Financial
  - Insurance
  - Education
- Common marketing and technology platform enables:
  - Operating efficiencies
  - Site optimisation
- Use Experian data and analytics to generate better leads for advertisers

Note: Market size reflect online lead generation advertising spend  
Source: Krill Northgate

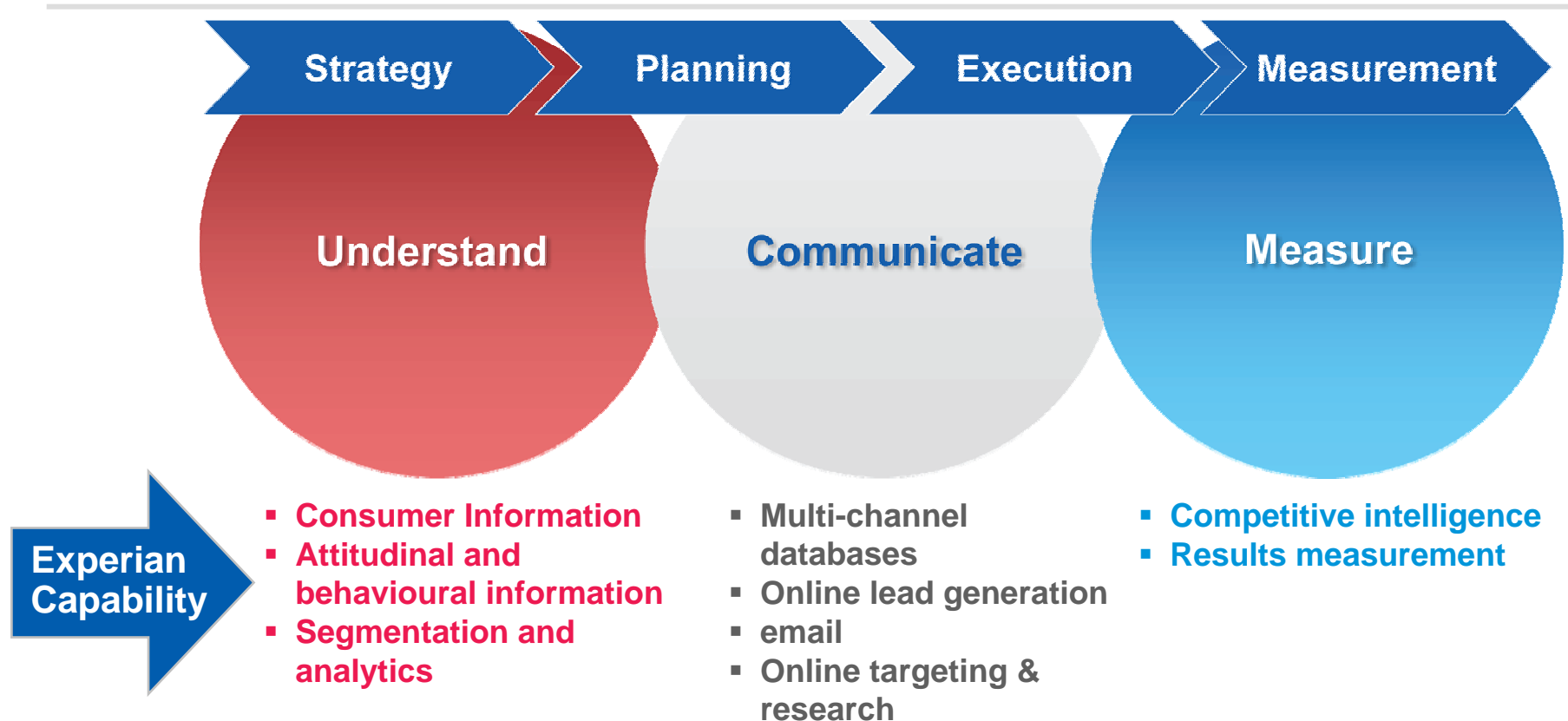
## The marketing value chain



**Targeted channels = better return on marketing spend**

## Marketing Services

# Experian is well positioned through the chain



Example:

**Simmons**  
An Experian Company

**cheetahmail**  
An Experian Company

**hitwise**  
An Experian company



## Marketing Services

# Transformation gaining momentum

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- **Capture shift in marketing spend**
    - Investment in targeted marketing and digital activities
  - **Leverage capabilities in new markets**
- 
- **Stabilise traditional media activities**
    - Repositioning
    - Cost management

**Over 50% of revenue now arises from new media activities**

## Summary

# Our goals



### Credit-related activities

- **Grow in core markets through new product development and new vertical expansion**
- **Pursue new bureau and analytics opportunities in emerging markets**
- **Sustain and expand leadership position in Consumer Direct**

### Marketing-related activities

- **Focus on targeted media and digital marketing**
- **Diversify and optimise lead generation activities**

**To be a necessary part of every consumer economy around the world**

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