

# Stephens Inc. Spring Investment Conference

3 June 2009

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## Overview

# Winning in the global marketplace

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Focus on  
data and  
analytics



Drive  
profitable  
growth



Optimise  
capital  
efficiency

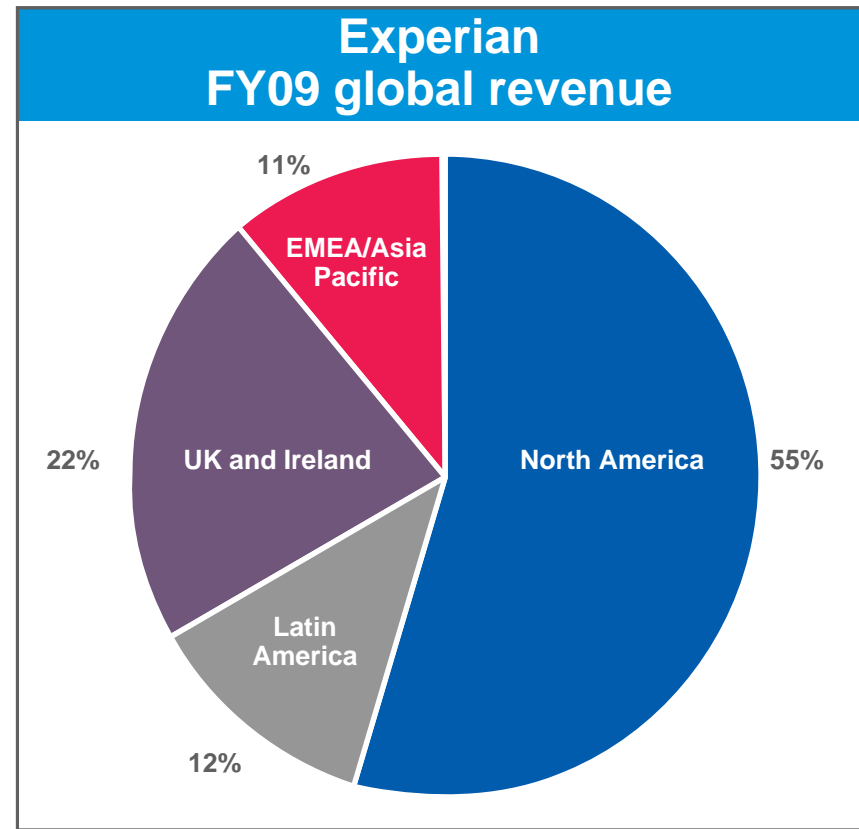
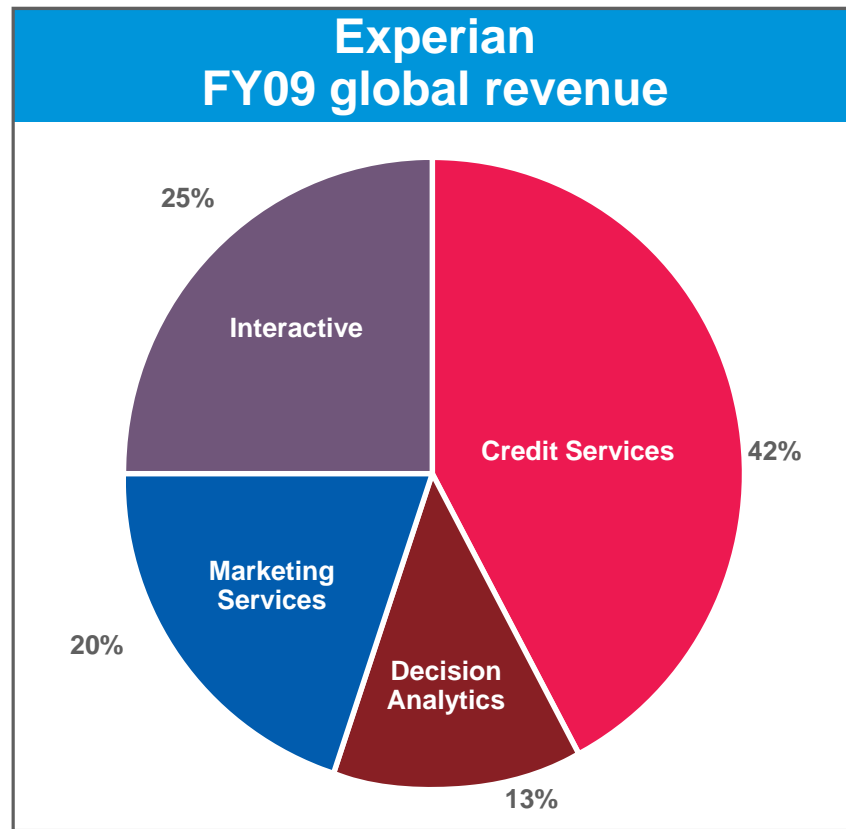
**Investing for  
growth**



**Drive growth in shareholder value**

## Overview

# Business split



# Overview

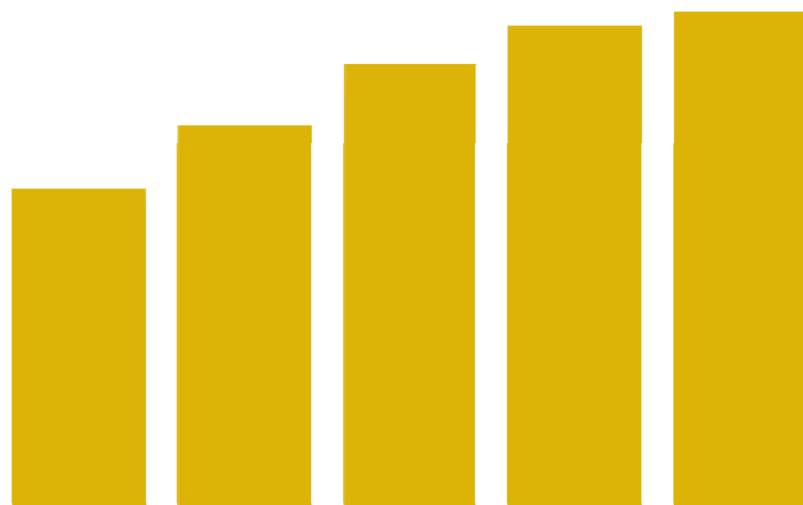
## Key financials

### Revenue US\$m

	2,461	2,930	3,407	3,712	3,821
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Total growth +30% +14% +14% +8%

Organic growth +12% +8% +4% +3%



FY05

FY06

FY07

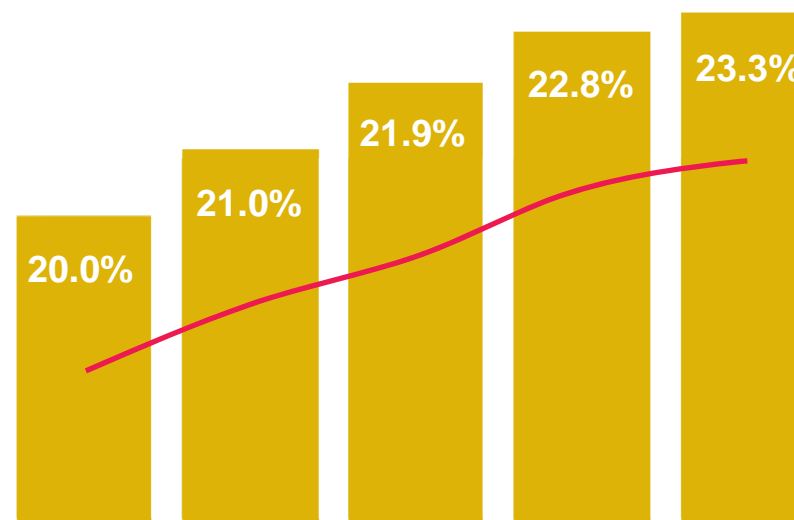
FY08

FY09

### EBIT US\$m and margin

	565	685	808	902	939
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+28% +15% +13% +8%



FY05

FY06

FY07

FY08

FY09



Global continuing sales and EBIT only  
 Growth at constant exchange rates and for continuing activities  
 EBIT margin excludes FARES  
 FY06, FY07, FY08 and FY09 sales and EBIT adjusted to exclude MetaReward and UK account processing, FY07 and FY08 sales and EBIT adjusted to exclude Loyalty Solutions, FY08 and FY09 sales and EBIT adjusted to exclude French transaction processing activities and other smaller discontinuing activities

## Overview

# 2009: Highlights

### Sustained growth

- Portfolio balance – geographically, vertically and by line of business
- Offsets marketplace challenges in US and UK credit

### Adaptation

- Countercyclical products – global initiative
- Cost efficiency programme ahead of plan

### Margin progression

- EBIT margin up 50 basis points to 23.3%

### Portfolio management

- Successful disposal of transaction processing activities
- Acquisition of KreditInform and SearchAmerica

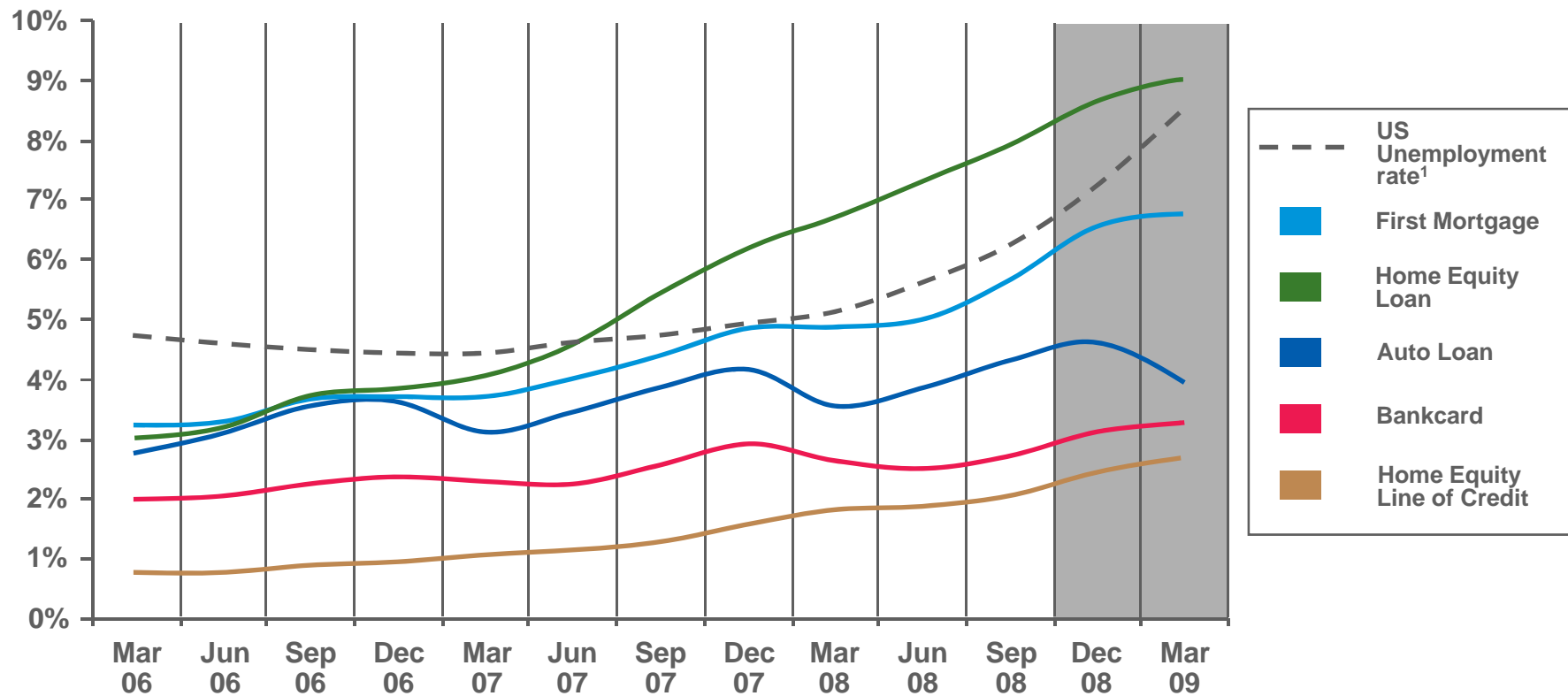
### Deleveraging

- Strong cash flow leading to significant reduction in net debt

Current market conditions

## US market trends: 30 day+ delinquencies

30+DPD



**Stabilisation in financial services: not yet moving to growth**

Current market conditions

## Client trends and Experian opportunities

### Current lender trends

- Focus remains on operational efficiencies and removing expenses

- Reviewing risk strategies and updating custom scorecards

- Mid-tier clients moving to robust account management processes

### Experian opportunity

- Deliver high value products; sell on value, not price

- Scorecard rebuilds

- New sources of growth in account management

Current market conditions

## Client trends and Experian opportunities

### Current lender trends

- Major banks rationalising platforms
- Heavy focus on deposit acquisition
- Some card issuers analysing opportunities to begin marketing later in the year



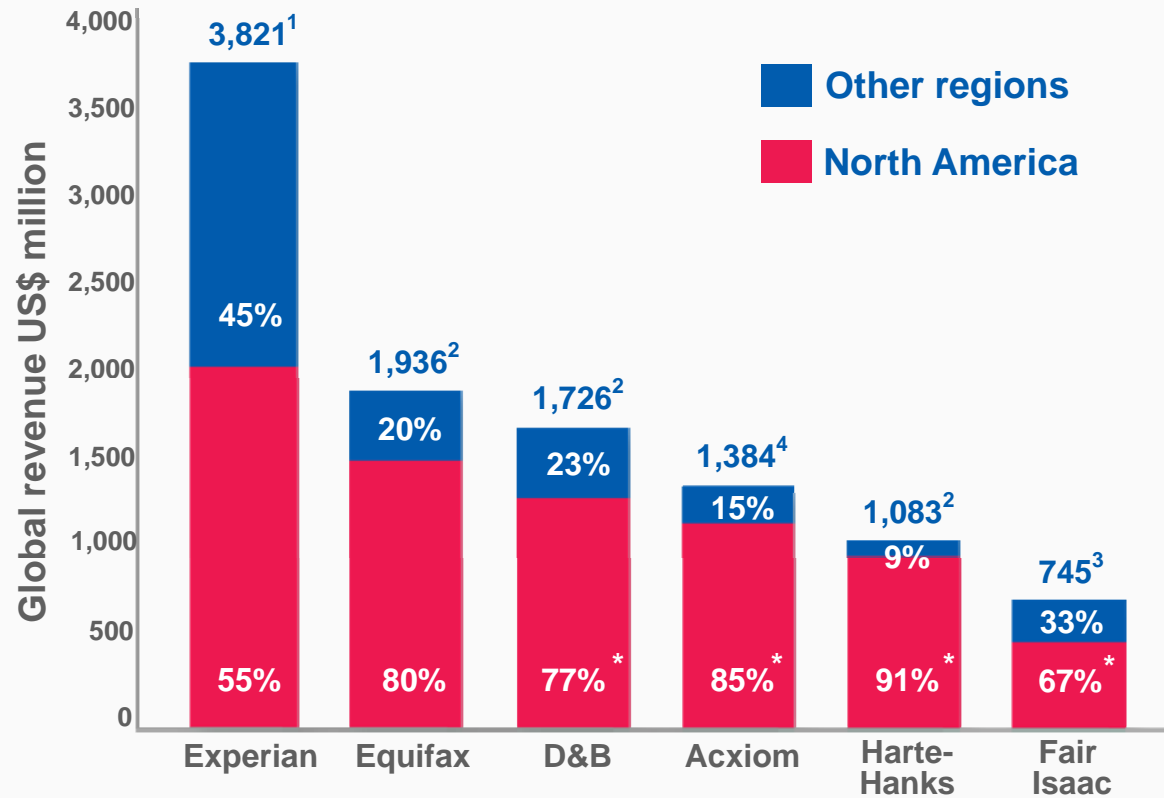
### Experian opportunity

- Enterprise software deals
- Authentication and BustOut scores
- Consulting on segmentation, analysis and acquisition strategies



## Strategic progress

# Winning in the global marketplace: extending our lead



### Winning in the marketplace due to:

- Customer-centric approach
- Investment in innovation
- Geographic reach

Strategic progress

## Why we're winning in the marketplace



**B2B**

- Excellence in sales execution
- Enterprise-wide relationships
- High RoI products
- World class delivery

**B2C**

- Scale in consumer marketing
- More value to customers
- New products with enhanced features

**New data and analytics initiatives in past 5 years now over 20% of group revenue**

Strategic progress

## Prior period investments: harvesting phase

### New geographies

- Expanding business information
- Offices in 41 countries
- Critical mass in Asia and EMEA



### New products

- Priority Score<sup>SM</sup>
- Collection Advantage Strategy<sup>SM</sup>
- Delinquency Notification Service
- Collection Recovery Tool<sup>SM</sup>



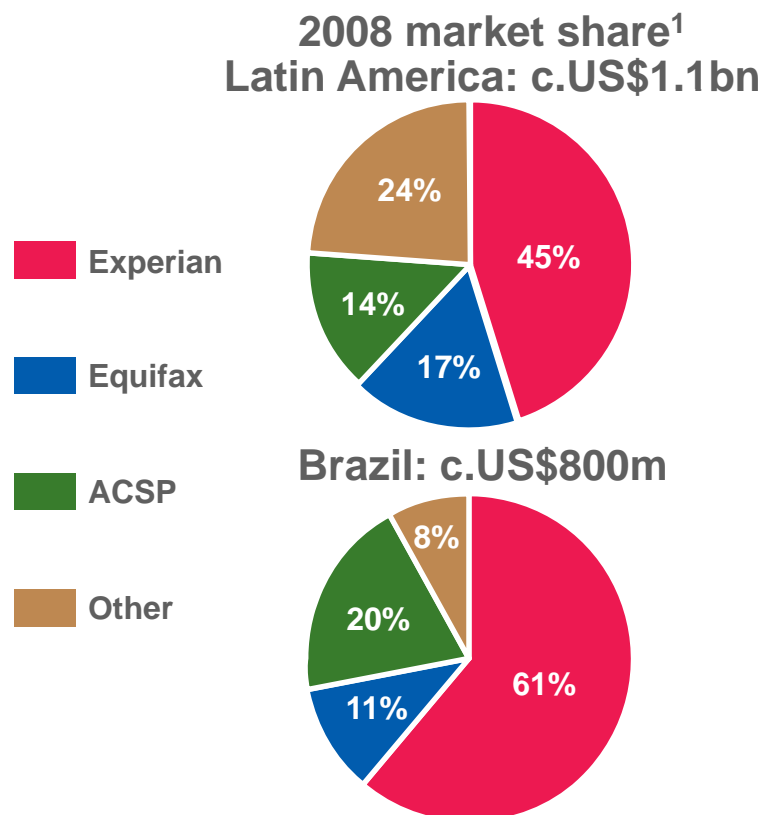
### New verticals

- Diversifying beyond financial services
- Entering new segments – US healthcare payments



## Spotlight on Brazil

### Latin America region: overview



- Market leader in consumer and business credit information
- Over 2,500 employees
- Majority ownership of Serasa Experian (70%)
- Operate as a single company under Experian ownership
- Strong financial performance

**Latin America region now 12% of global Experian revenues**

## Market attractions: Brazil

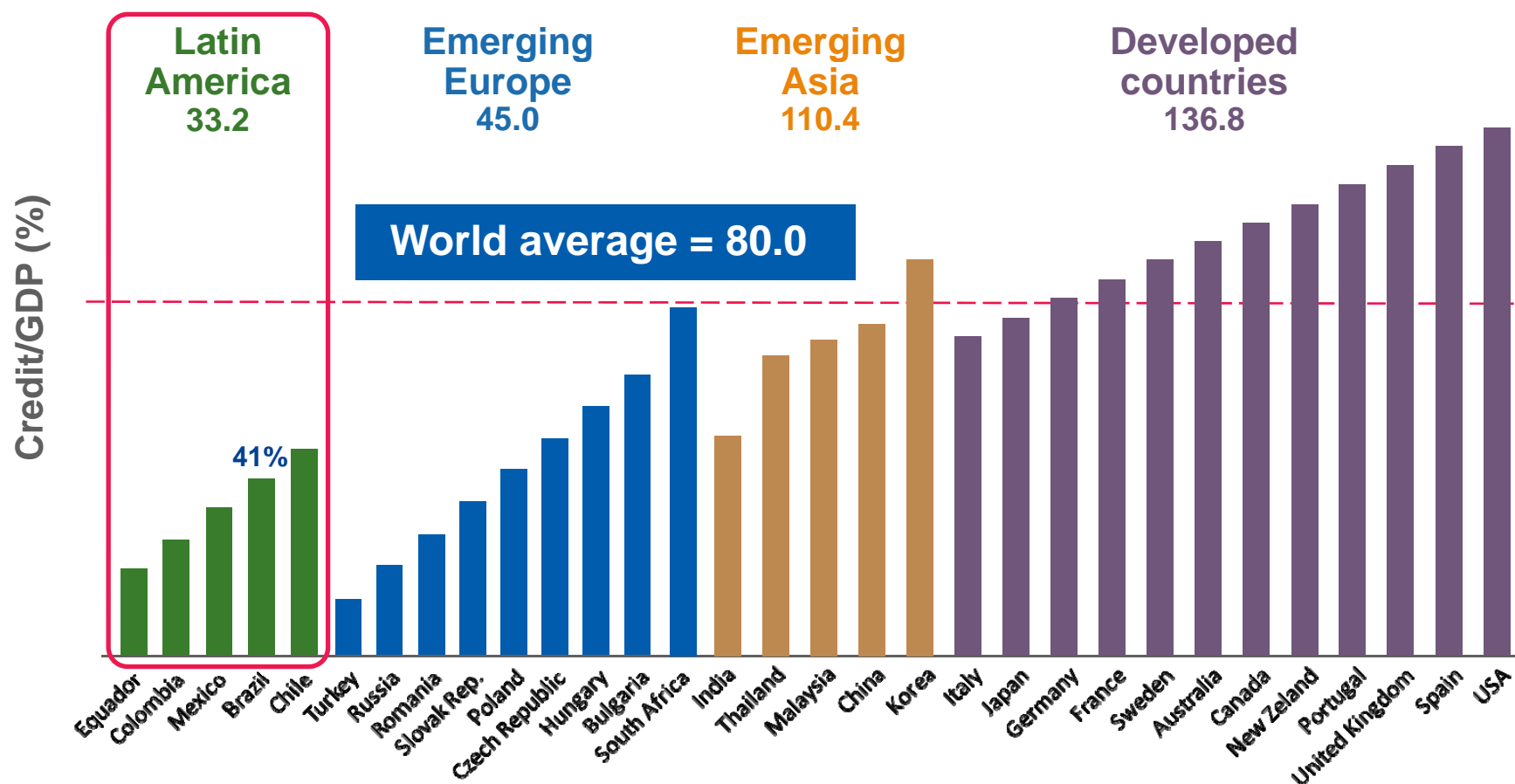
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- Population nearly 200m; large urban density
- Young demographic c. one third of population is under 20 years old
- Upward social mobility: growing middle class
- Low penetration of credit
- Favourable regulatory environment

## Spotlight on Brazil

# Mid-term market drivers: low credit penetration



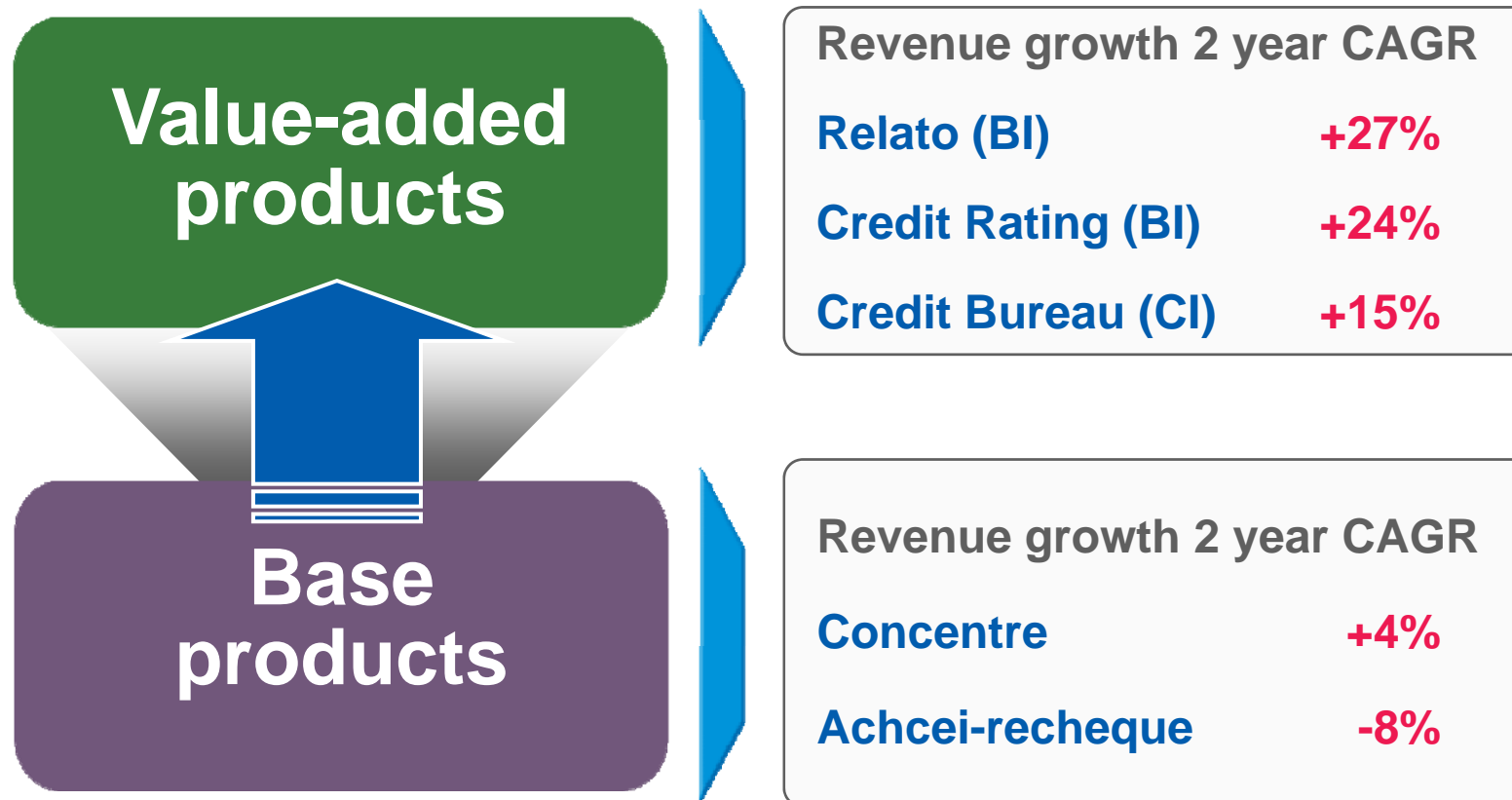
## Spotlight on Brazil

# Salesforce alignment

Client channel	Strategic	Corporate	SME
			
No. of clients	25	8,000	173,000
% of FY09 Experian Latin America revenue	35%	34%	31%
FY09 revenue growth	+10%	+24%	+26%

**Channel segmentation provides new growth opportunities**

## Trading up to higher value-added products



**Sales focus on migrating clients to higher value products**



## Trading up to higher value-added products - Consumer

### Thin file

#### Achei-recheque:

- Reference file
- Address and phone
- Limited positive data
- Cheque data



### Full file

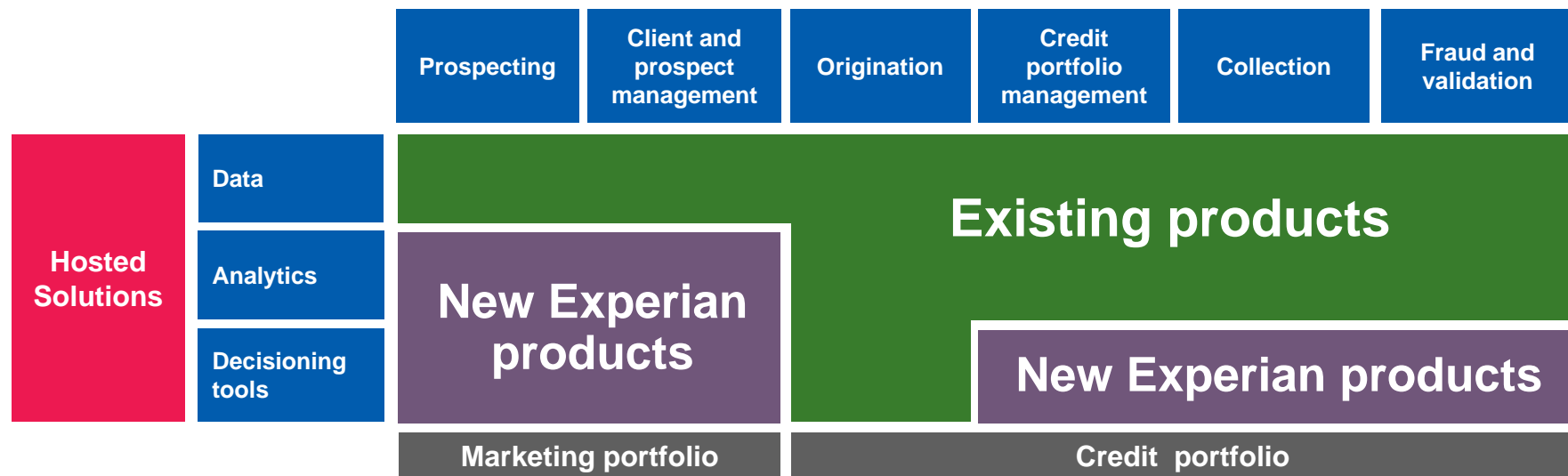
#### Credit Bureau:

- Reference file
- Address and phone
- Limited positive data
- Cheque data and fraud alerts
- Negative data
- Protected notes and fraud alerts
- Additional profile data
- Owner of bankrupt companies
- Civil action
- Credit score

## Spotlight on Brazil

# Establish portfolio across customer lifecycle

- Focus on hosted solutions to penetrate small and medium clients
- Positioned as solution providers
- Infill gaps with Experian products

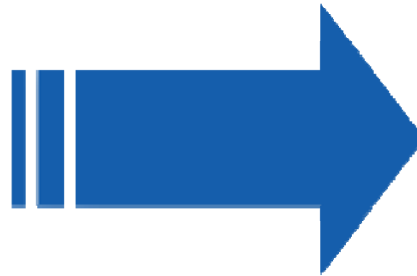


## Development of positive data in Brazil

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- Positive data legislation was just voted by House of Representatives
- Ultimatum by President Lula: “Provisional Executive Act”
- Key issues
  - May open up postage cost issues
  - Use of credit information for marketing not permitted

**Serasa Experian  
is ready to  
operate positive  
data**



- Premium pricing
- Incremental product opportunities
- Will help sustain above-average growth over time

## Summary

# Building momentum: strong foundation for future growth

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- Resilient model ..... ☒
- Financially strong ..... ☒
- More efficient organisation ..... ☒
- Taking share competitively ..... ☒
- Significant prospects for growth ..... ☒

# Appendix

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## Appendix

# 2009 highlights

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- Total revenue growth of 8%, organic revenue growth of 3%
- Direct continuing EBIT growth of 10%
- EBIT margin expansion of 50 basis points to 23.3%
- Benchmark PBT growth of 8%; Benchmark EPS growth of 8%
- Excellent cash flow conversion of 99%; free cash flow of US\$736m up 11%
- Excellent progress on cost efficiencies, delivering US\$80m savings in the year
- Dividend up 8% to 20.00 US cents

# Appendix

## Revenue and EBIT by geography

Year ended 31 March  
US\$million

Revenue	2009	2008	Total growth	Organic growth
North America	2,083	2,061	1%	1%
Latin America	462	324	51%	18%
UK and Ireland	850	959	5%	3%
EMEA/Asia Pacific	426	368	19%	6%
<b>Total revenue</b>	<b>3,821</b>	<b>3,712</b>	<b>8%</b>	<b>3%</b>
EBIT before Central Activities	948	905	10%	
Central Activities	(57)	(57)		
<b>EBIT - direct business</b>	<b>891</b>	<b>848</b>	<b>10%</b>	
FARES	48	54	(11)%	
<b>EBIT – continuing activities</b>	<b>939</b>	<b>902</b>	<b>8%</b>	
<b>EBIT margin</b>	<b>23.3%</b>	<b>22.8%</b>		

- Organic revenue growth across all regions
- Direct EBIT growth of 10%
- FARES: better H2
- Adverse forex translation effect of US\$38m
- EBIT margin up 50 basis points



All figures above on continuing basis  
Growth at constant exchange rates  
EBIT margin is for continuing business only, excluding FARES  
2008 restated to exclude French transaction processing activities (now classified as a discontinued operation)  
and small discontinuing activities in UK and Ireland

# Appendix

## Credit Services

Year ended 31 March  
US\$million

Revenue	2009	2008	Total growth	Organic growth
North America	740	771	(4)%	(5)%
Latin America	437	305	51%	17%
UK and Ireland	265	316	0%	(2)%
EMEA/Asia Pacific	172	154	14%	4%
<b>Total revenue</b>	<b>1,614</b>	<b>1,546</b>	<b>10%</b>	<b>1%</b>

<b>Total EBIT – direct business</b>	<b>506</b>	<b>484</b>	<b>9%</b>
FARES	48	54	(11)%
<b>Total EBIT</b>	<b>554</b>	<b>538</b>	<b>7%</b>
<b>EBIT margin</b>	<b>31.4%</b>	<b>31.3%</b>	

- Challenging conditions in North America and UK and Ireland
- Strong Serasa performance, significantly ahead of EBIT buy-plan
- EBIT margin improvement benefiting from cost actions and scaling of Serasa



All figures above on continuing basis  
Growth at constant exchange rates  
EBIT margin is for continuing business only, excluding FARES  
2008 restated to exclude French transaction processing activities (now classified as a discontinued operation), small discontinuing activities in UK and Ireland and the reclassification of certain businesses between segments in North America and UK and Ireland



# Appendix

## Decision Analytics

Year ended 31 March  
US\$million

Revenue	2009	2008	Total growth	Organic growth
North America	119	118	1%	1%
Latin America	10	8	31%	31%
UK and Ireland	227	247	9%	6%
EMEA/Asia Pacific	131	132	4%	4%
<b>Total revenue</b>	<b>487</b>	<b>505</b>	<b>6%</b>	<b>5%</b>
<b>EBIT</b>	<b>142</b>	<b>160</b>	<b>0%</b>	
<b>EBIT margin</b>	<b>29.2%</b>	<b>31.7%</b>		

- Organic revenue driven by demand for countercyclical products
- Margin dilution reflects product mix effects and emerging market investment

# Appendix

## Marketing Services

Year ended 31 March  
US\$million

Revenue	2009	2008	Total growth	Organic growth
North America	358	360	(1)%	(2)%
Latin America	15	10	56%	56%
UK and Ireland	274	328	(2)%	(3)%
EMEA/Asia Pacific	123	83	50%	13%
<b>Total revenue</b>	<b>770</b>	<b>781</b>	<b>5%</b>	<b>0%</b>
<b>EBIT</b>	<b>88</b>	<b>69</b>	<b>34%</b>	
<b>EBIT margin</b>	<b>11.4%</b>	<b>8.8%</b>		

- Good performance in new media reflecting deeper market penetration
- Traditional media impacted by global downturn
- Strong margin performance reflecting cost initiatives and business mix

# Appendix

## Interactive

### Year ended 31 March US\$million

Revenue	2009	2008	Total growth	Organic growth
North America	866	812	7%	7%
UK and Ireland	84	68	47%	47%
<b>Total revenue</b>	<b>950</b>	<b>880</b>	<b>10%</b>	<b>10%</b>
<b>EBIT</b>	<b>212</b>	<b>192</b>	<b>11%</b>	
<b>EBIT margin</b>	<b>22.3%</b>	<b>21.8%</b>		

- Strength in Consumer Direct drives growth in North America helped by:

- One-off data breach contracts

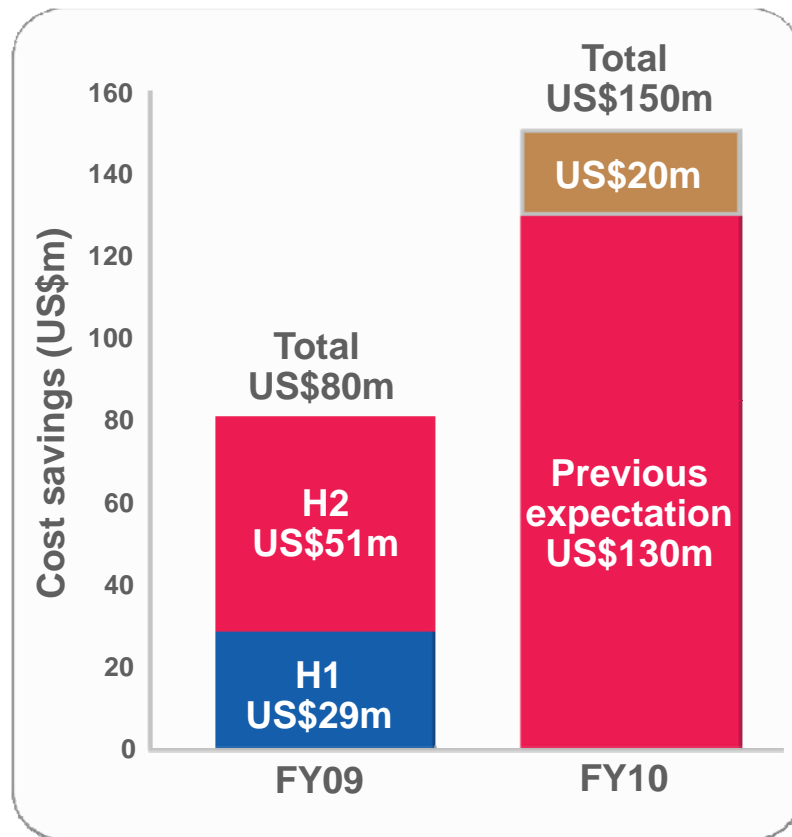
- Discover migration

- Weak market conditions for mortgage lead generation

- Margin improvement driven by business mix

## Appendix

# Cost efficiency programme



- Programme tracking ahead of plan
- Majority of projects complete or near complete
- Exceptional charge<sup>1</sup>
  - Total charge c.US\$170m
  - FY08 charge US\$52m
  - FY09 charge US\$92m
  - FY10 residual
- Other efficiency benefits

## Appendix

# Group benchmark earnings

Year ended 31 March US\$million	2009	2008	Growth
<b>Total EBIT</b>	<b>939</b>	<b>908</b>	<b>3%</b>
Net Interest	(96)	(125)	
<b>Benchmark PBT<sup>1</sup></b>	<b>843</b>	<b>783</b>	<b>8%</b>
Benchmark taxation	(184)	(183)	
<b>Benchmark PAT</b>	<b>659</b>	<b>601</b>	
Benchmark minority interest	(28)	(21)	
<b>Benchmark earnings</b>	<b>631</b>	<b>581</b>	<b>9%</b>
<b>Weighted average number of shares</b>	<b>1,013</b>	<b>1,009</b>	
<b>Benchmark EPS, US cents</b>	<b>62.3</b>	<b>57.5</b>	<b>8%</b>
<b>Dividend per share, US cents</b>	<b>20.0</b>	<b>18.5</b>	<b>8%</b>
<b>Benchmark EPS, GBP pence</b>	<b>36.8</b>	<b>28.6</b>	<b>29%</b>
<b>Dividend per share, GBP pence*</b>	<b>13.1</b>	<b>9.4</b>	<b>40%</b>

\* Second interim dividend for FY09 calculated on US\$/£ rate of US\$1.53/£1 (actual rate will be as at 3 July 2009)



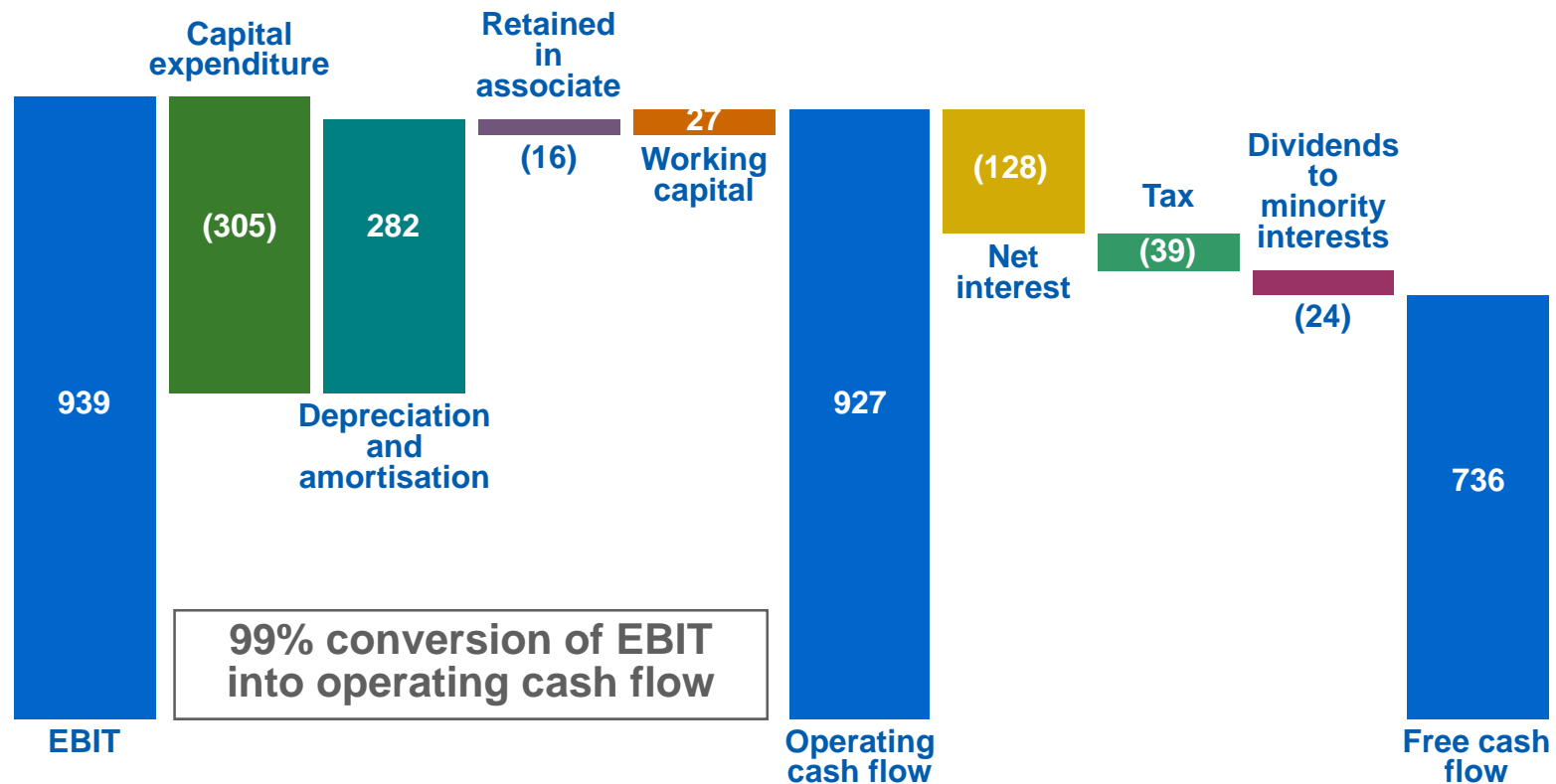
Growth at actual exchange rates

<sup>1</sup> Benchmark PBT is defined as profit before amortisation of acquisition intangibles, goodwill impairments, charges in respect of the demerger-related equity incentive plans, exceptional items, financing fair value remeasurements and tax. It includes the Group's share of associates' pre-tax profit.

## Appendix

# Strong cash flow performance

Year ended 31 March 2009  
US\$million

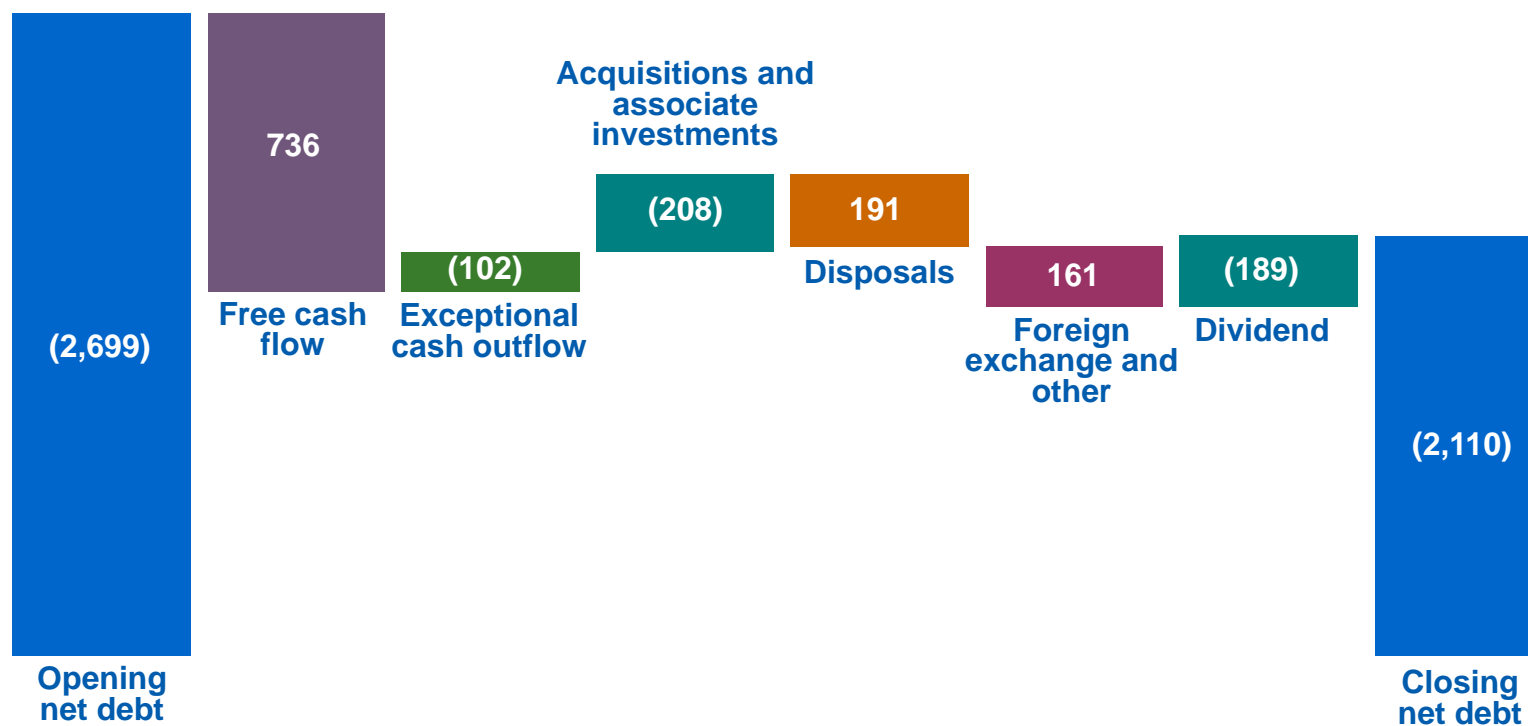


## Appendix

# Net debt reconciliation

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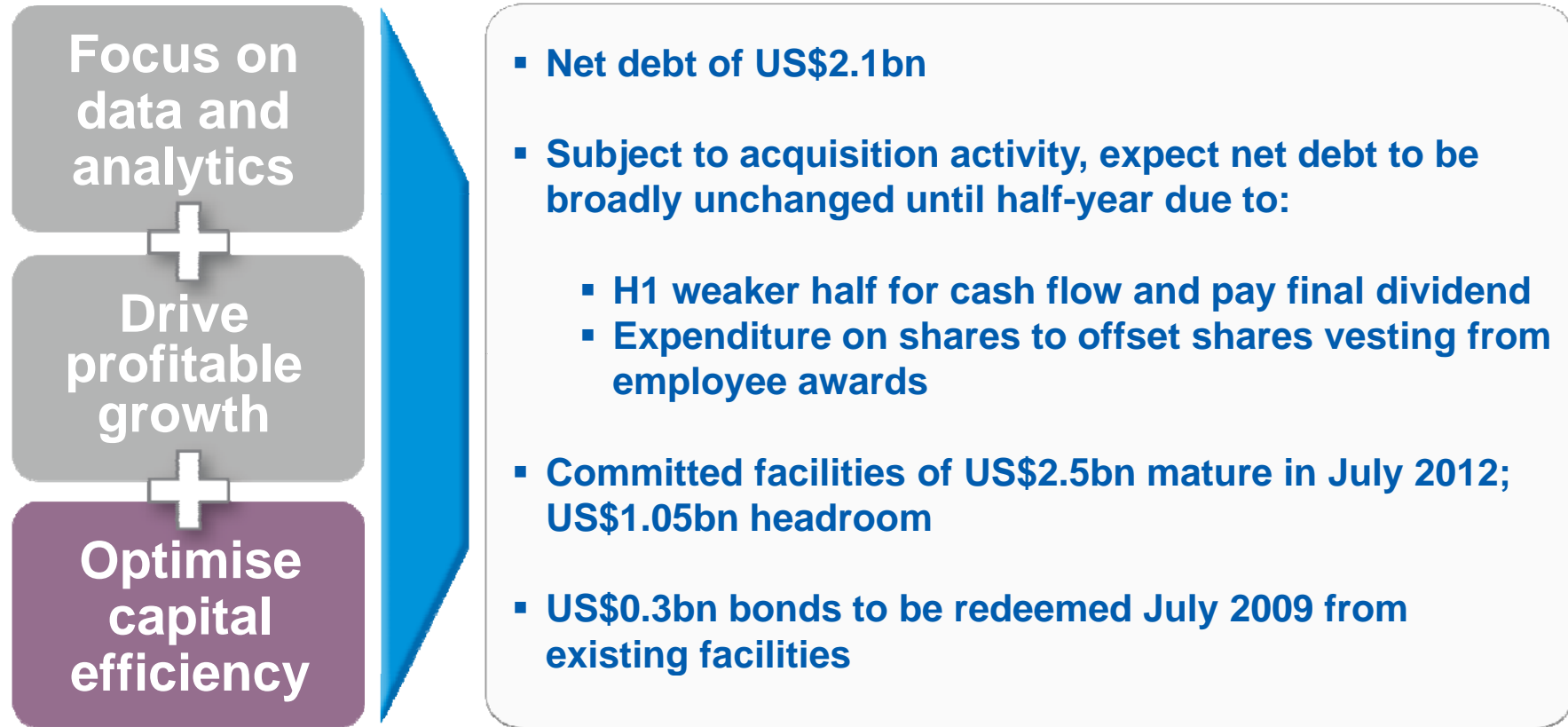
Year ended 31 March 2009  
US\$million



## Appendix

# Funding position

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## Appendix

# FY10 Modelling considerations

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### Foreign exchange

- If spot exchange rates prevailing at 31 March 2009 remain for the year ending 31 March 2010, the adverse foreign exchange variance to Benchmark EBIT would be c.US\$50m, relative to average rates in FY09

### Net interest

- Net interest in the region of US\$80m to US\$100m, after a nominal net pension charge

### Tax

- Benchmark tax rate of c.23%, cash tax rate of c.10%

### Capital expenditure

- Capital expenditure expected to be between US\$310m and US\$340m

# Contacts

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## Event calendar

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<b>13 July 2009</b>	<b>Interim management statement, first quarter</b>
<b>15 July 2009</b>	<b>Annual general meeting</b>
<b>14 October 2009</b>	<b>Trading update, first half</b>
<b>18 November 2009</b>	<b>Half-yearly announcement</b>

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