

# Global leadership, sustainable growth

Investor Seminar

27 & 28 January 2011

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# Welcome

Don Robert  
Group Chief Executive Officer

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# Agenda

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Strategic overview	Don Robert
Global Credit Services and Decision Analytics	Kerry Williams
Building Business Information in North America	Allen Anderson
Q&A	
Coffee break	
Delivering high growth from small business in Brazil	Ricardo Loureiro
Building Experian India	Richard Fiddis
Evolution of Consumer Direct strategy	Mike Dean
Q&A	

# Strategic overview

Don Robert  
Group Chief Executive Officer

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## Our strategic planning goals



- Sustain and extend market leadership
- Leverage our unique market position
  - global span
  - proprietary data and analytics
  - high cash generation
- Three-year strategic planning cycle
  - invest in core
  - take advantage of emerging opportunities

**Delivering growth on a sustained basis**

## Strategic overview

### Market influences

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**New data requirements driven by regulation**

**Accelerating shift to digital targeted marketing**



**New segments and emerging markets adopt risk management tools**

**Consumer need to manage own personal content**

## Our global strategic objectives

**To sustain and grow our market-leading position in credit data and value-added analytics**

**To maximise high-growth expansion opportunities in new customer segments**

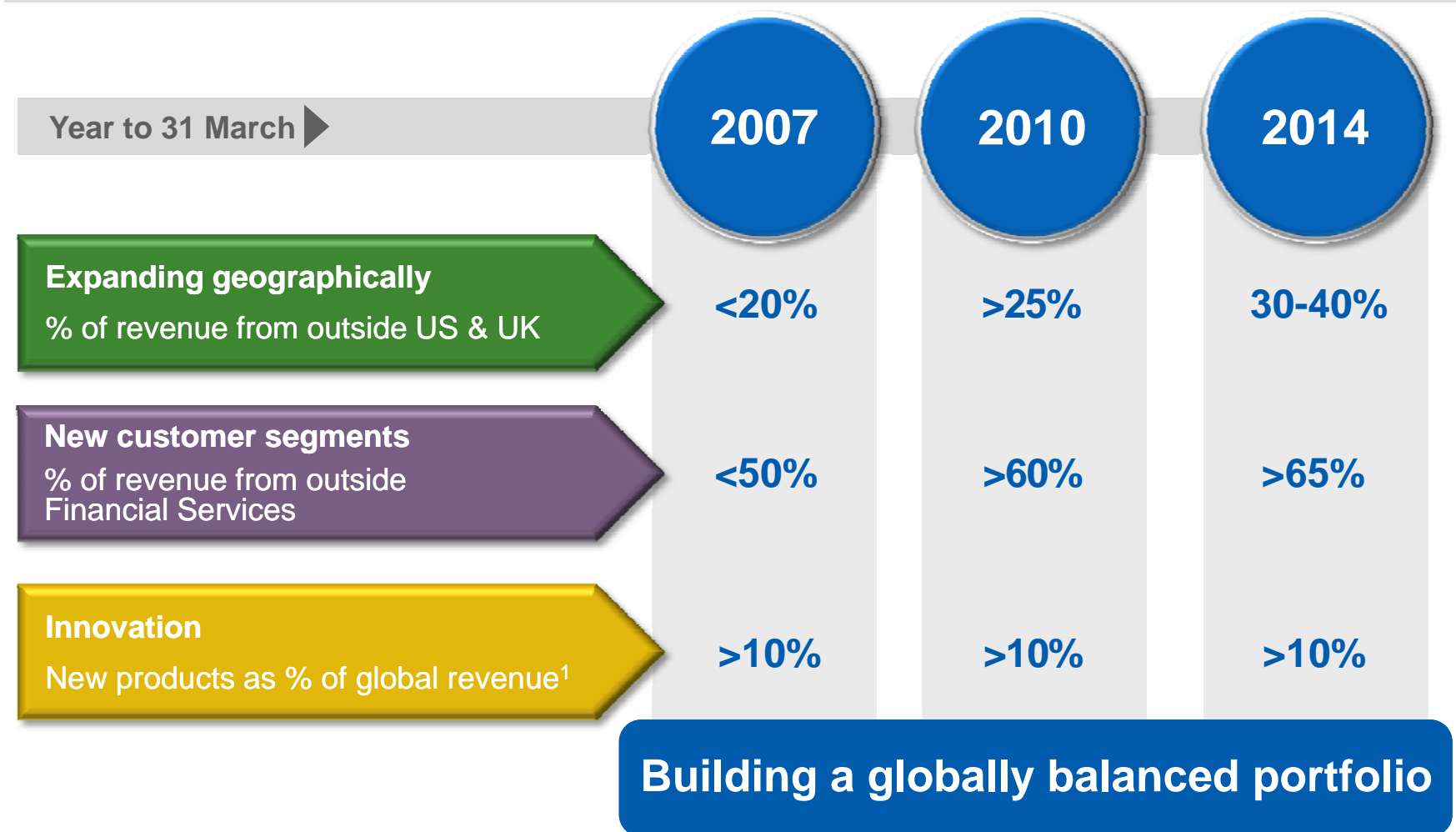
**To build scale operations in targeted fast-growth emerging markets**

**To establish global leadership in digital marketing services**

**To become the leading global consumer brand for credit information and identity protection services**

## Strategic overview

# Our three year vision



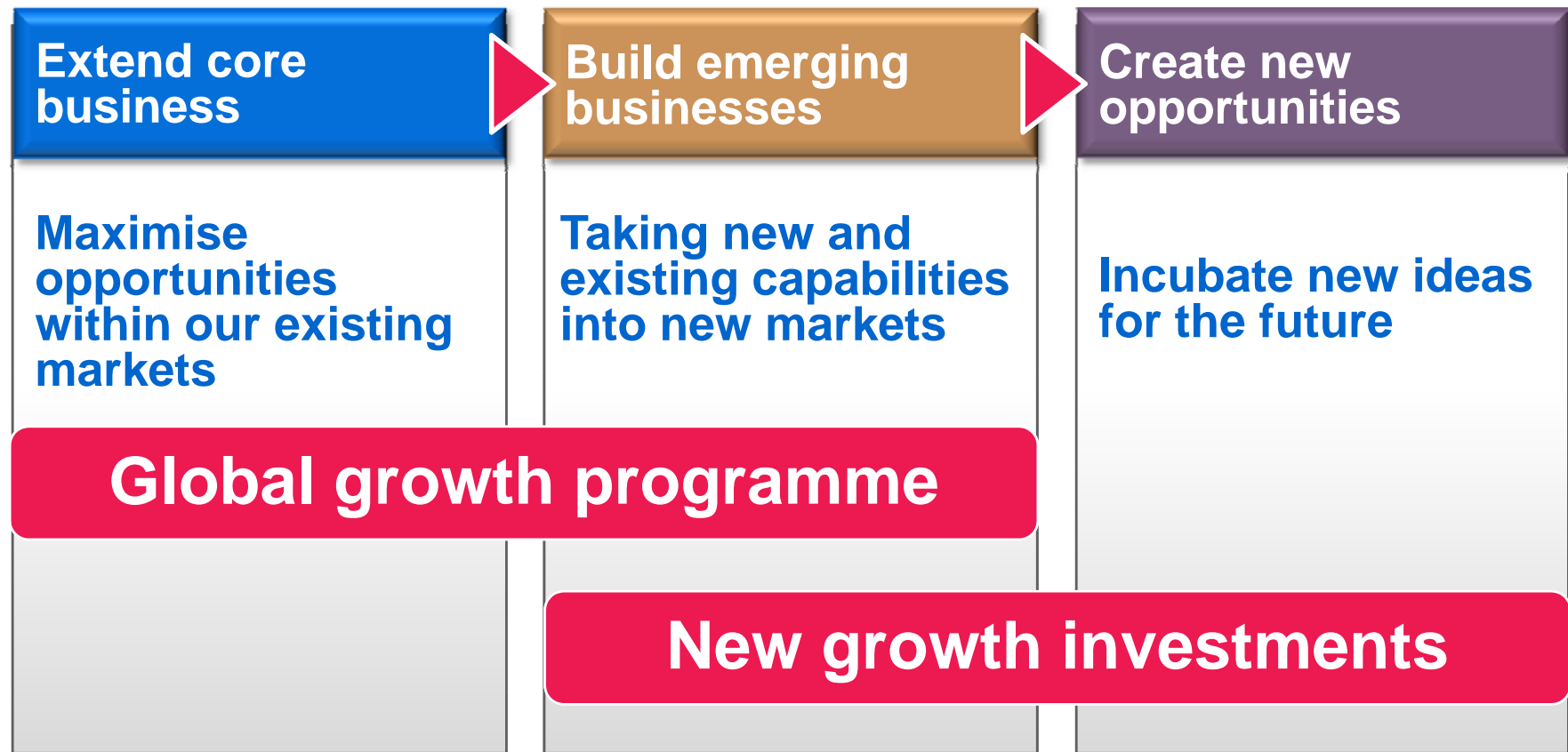


## Sustained growth through disciplined investment process

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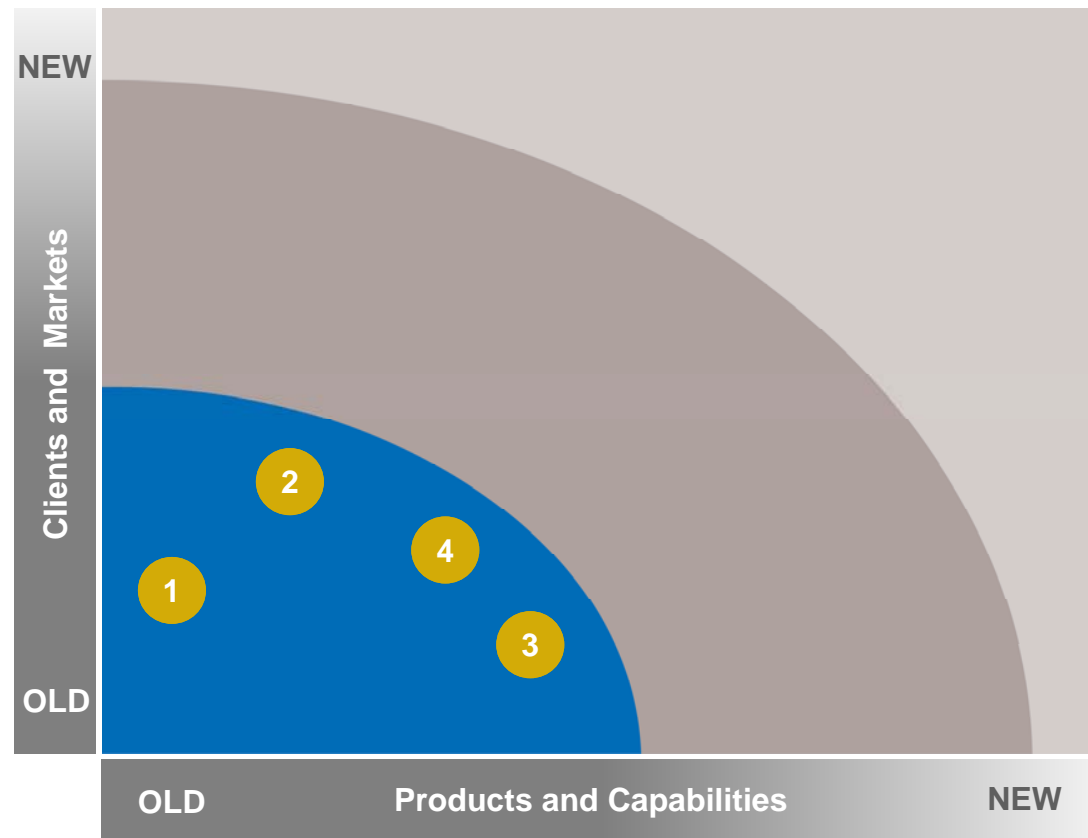


## Delivering high-impact growth sustainably



# Prioritising high-impact growth initiatives

## Extend core business



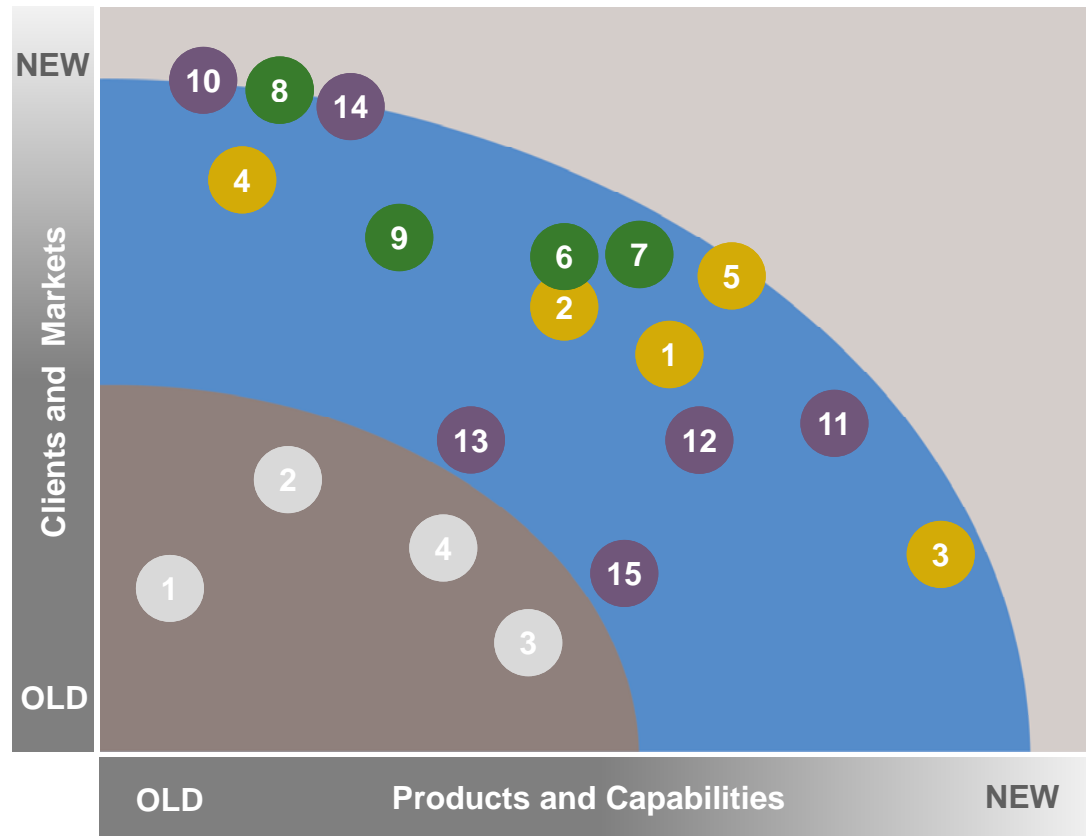
Cumulative incremental revenue potential (FY12-16): >\$50m



1. Sales and service excellence and cross-selling
2. Decision Analytics consultancy expansion
3. New data sources in existing markets
4. Local market based growth initiatives, including NA business information

# Prioritising high-impact growth initiatives

## Build emerging businesses



Cumulative incremental revenue potential (FY12-16): >\$50m

### Product innovation

1. Next generation bureau
2. New Decision Analytics platform
3. New Marketing Services platforms
4. Fraud management
5. Consumer protection

### Expanding geographically

6. India credit bureau
7. New bureau initiatives and positive data
8. Marketing Services product rollout
9. Consumer Direct geographic rollout

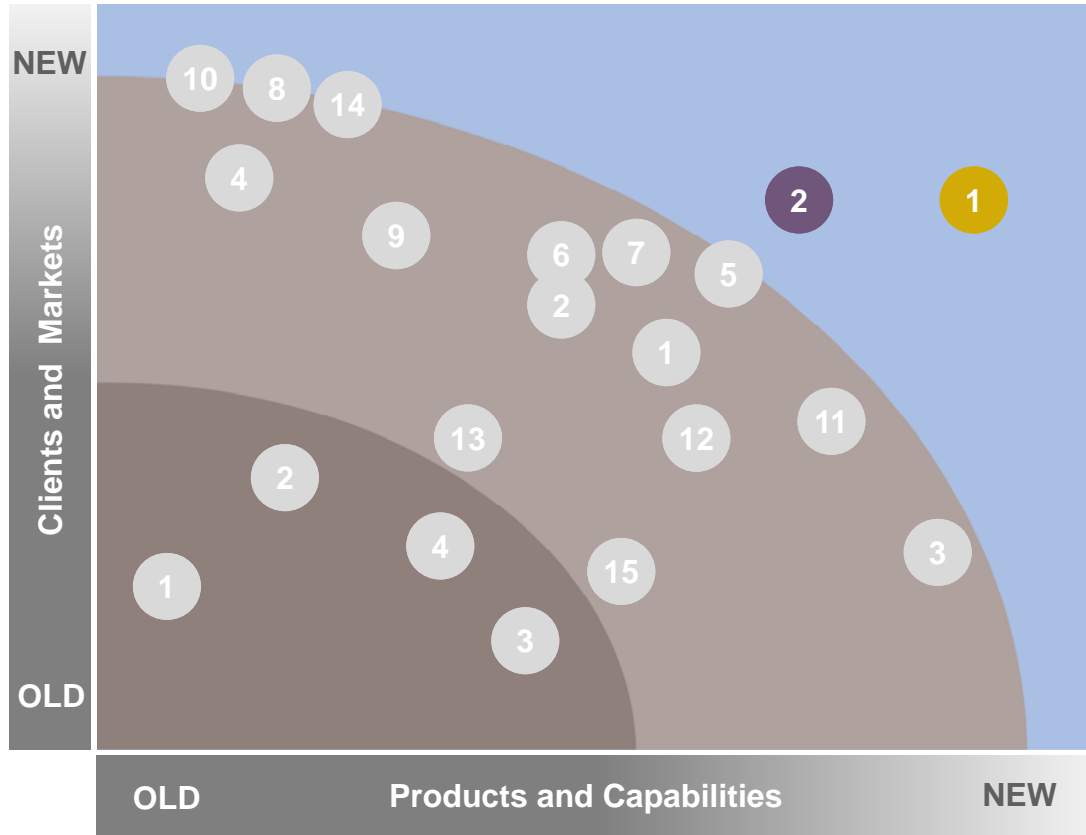
### New customer segments

10. SME
11. Healthcare payments
12. Insurance
13. Public Sector
14. Telecommunications
15. Utilities



## Prioritising high-impact growth initiatives

### **Incubate new ideas for the future**



**Cumulative incremental revenue potential (FY12-16): >\$50m**



## Product innovation:

## 1. Various initiatives

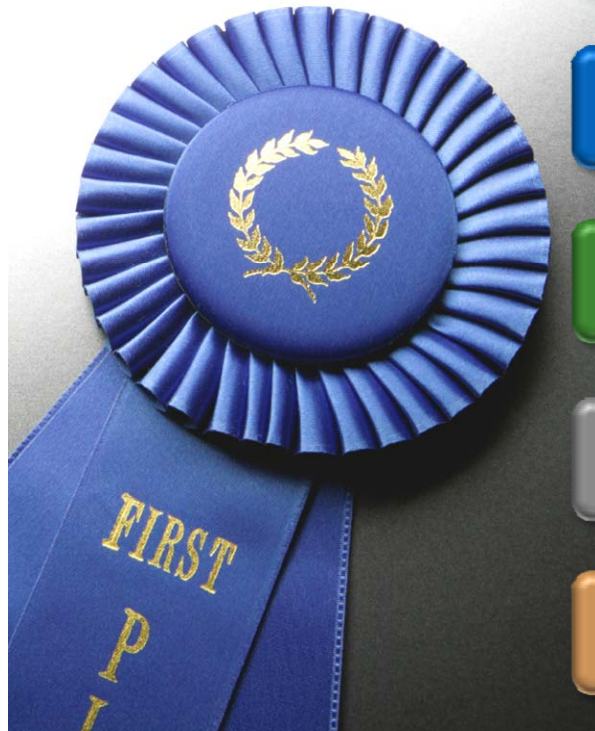
### New customer segments:

## 2. Various initiatives

## Prioritising high-impact growth initiatives

### **Execution: factors that drive success**

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- Global products
- Global organisation
- Global project management
- Control of our own technology
- International management team and talent

## Prioritising high-impact growth initiatives

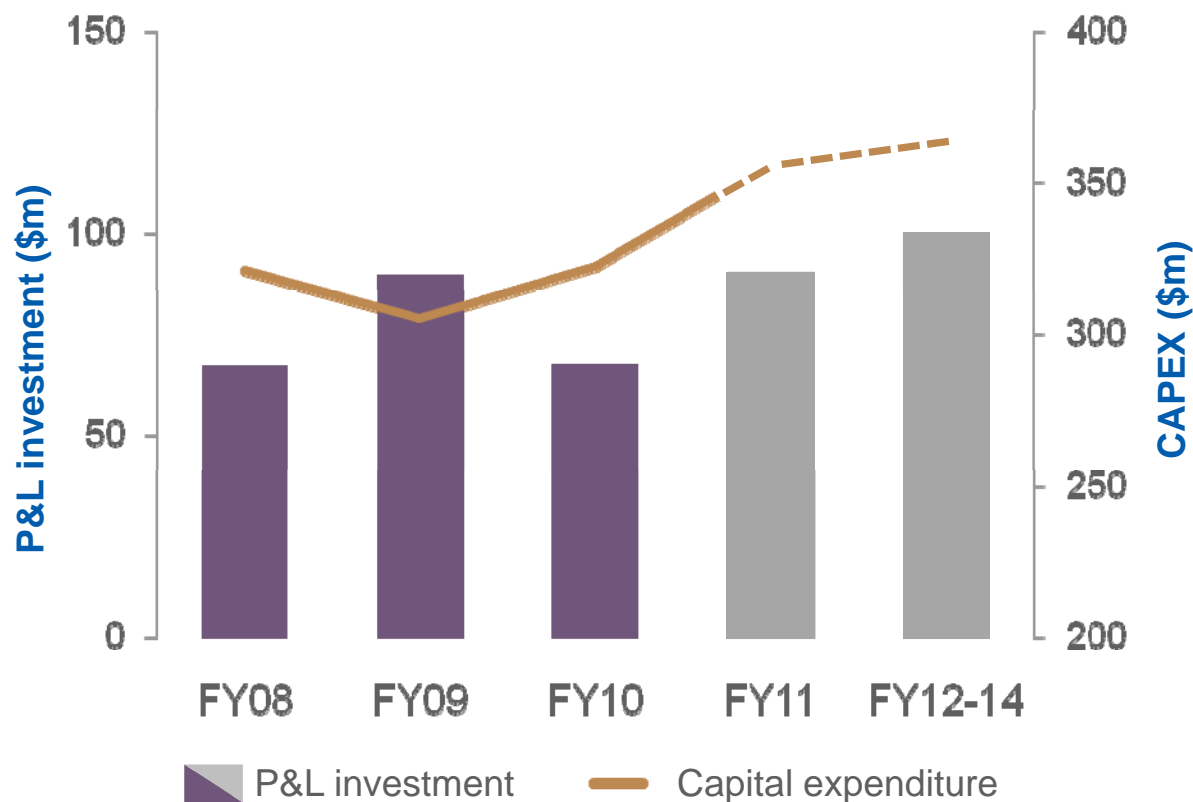
### **FY11 achievements**

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- **Results of global growth programme increasingly apparent**
- **Expect c.2% contribution to organic revenue growth in FY11**
- **Top contributors:**
  - Fraud management and authentication
  - Consumer protection
  - Telecommunication vertical
  - Utilities vertical
  - SME market

## Investing to grow: organic investment trends



- Organic investment to fund future growth
- Modest step-up to support global growth programme
- Goal is to at least maintain or improve margins

**Supplement organic investment  
with targeted acquisitions**



## Strategic overview

# Summary



- **Strategy to sustain and grow Experian's leading global market position**
- **Three-year vision to:**
  - **increase exposure to high growth markets**
  - **establish scale in new customer segments**
  - **lead through innovation**
- **Aim to deliver sustained mid-high single digit organic revenue growth of premium quality**
- **Investment for growth through defined programme is delivering and set to grow**

**Create value for shareholders on a sustained basis**

# Global Credit Services and Decision Analytics

Kerry Williams

Group President, Credit Services and Decision Analytics

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## Investing for growth

# Priorities and growth opportunities

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- **Business principles**
- **Global coverage**
- **Trends**
- **Market focus**
- **Key initiatives**
  - **Thought leadership**
  - **Data**
  - **Analytics**
  - **Geographic expansion**
  - **Technology**

# The business of Credit Services and Decision Analytics

## Core principles

**We are focused on data, analytics and technology**

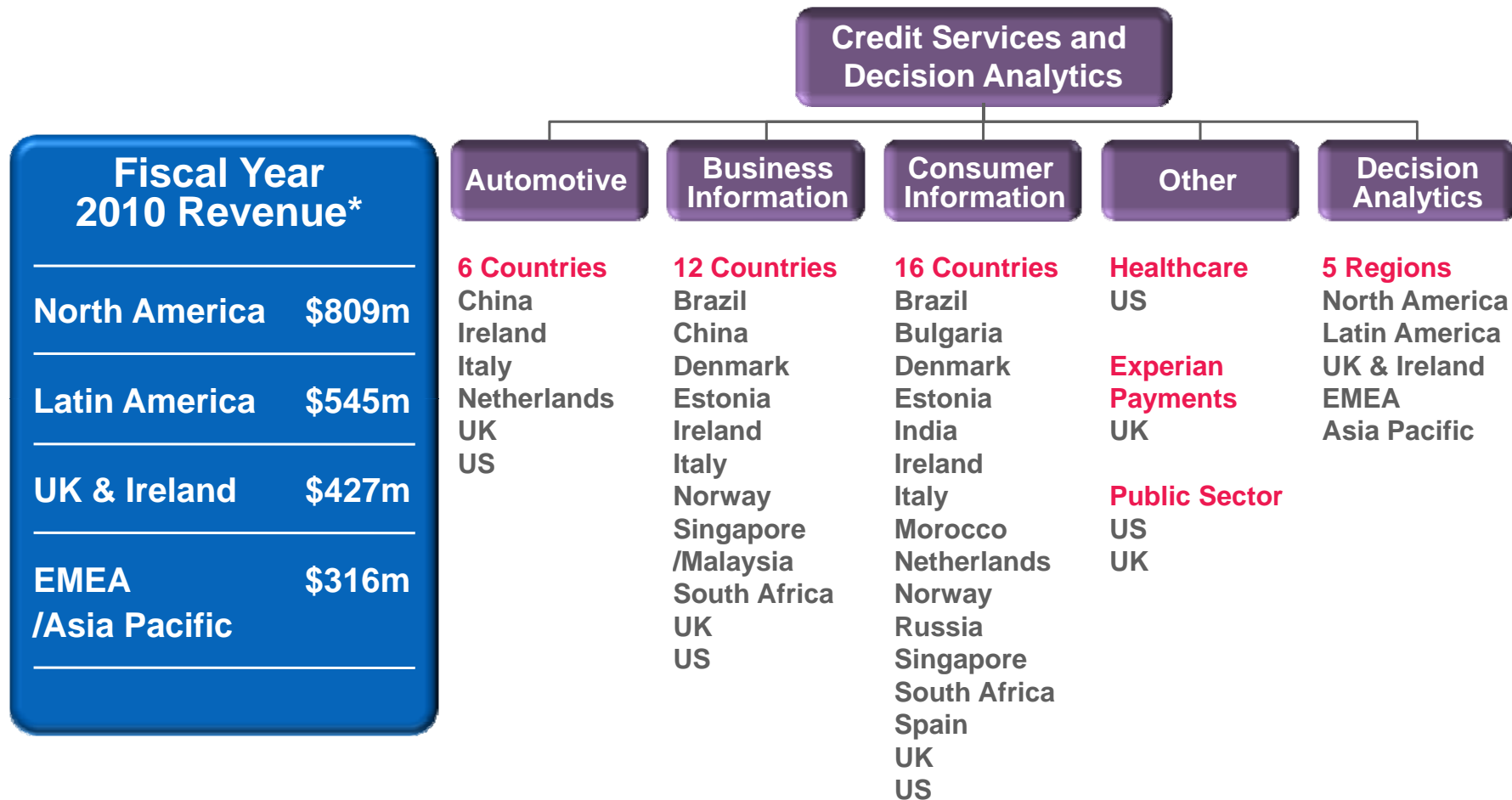
- **We take data and analytics and create decisions and solutions for our clients**
- **We distribute these decisions and solutions via technology platforms to help our clients successfully manage their business**





# Credit Services and Decision Analytics

## A global business



## Trends

# Markets are in different stages

### North America

- Moving into recovery
- Emerging software buying cycle
- Growth opportunity in vertical markets
- Regulatory activism

### EMEA

- Mixed recovery
- Pockets of opportunity
- Migration to positive data

### Latin America

- Strong growth
- Growing middle class
- Positive data
- Banks expanding portfolios

### Asia Pacific

- Economies strengthening
- Growing middle class
- Growth in lending
- Evolving credit reporting legislation

### United Kingdom

- Moving into recovery
- Muted credit demand
- Growth opportunity in vertical markets
- Government austerity program

Market focus

## Focused on the unique needs of our clients

Industry experts aligned to support the needs of vertical markets



**Financial  
Institutions**



**Telco**



**Public  
Sector**



**Automotive**



**Healthcare**



**Small  
Medium  
Enterprises**



**Capital  
Markets**



**Collections**



**Payments**

# Key initiatives

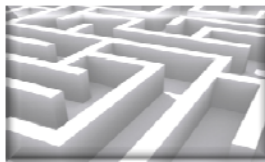
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**Thought leadership**



**Data acquisition and innovation**



**Analytics capabilities**



**Geographic expansion**



**Technology platforms**

## Key initiatives

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### Thought leadership





Thought leadership

## Experian's approach to engaging with our clients

**Helping clients drive value and measure results from the data and analytics solutions we deliver**

### Expanding our global consulting practice



#### Client benefit:

Clear understanding of return on investment and continuous measurement of the benefits derived from our solutions

#### Experian benefit:

Deeper understanding of client challenges and solution impact increases loyalty and creates additional recurring revenue opportunities

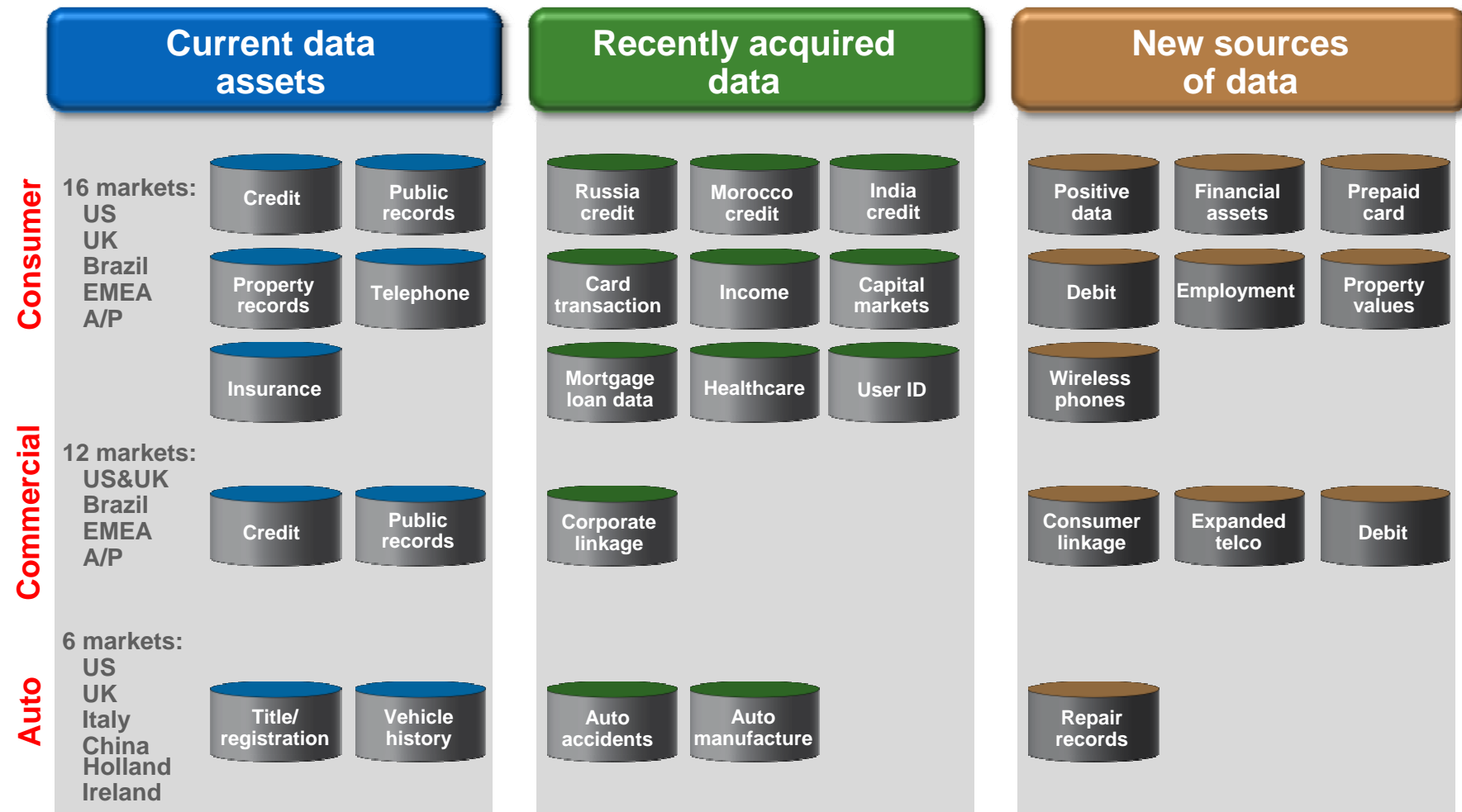
# Key initiatives

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**Data acquisition and innovation**

# Data

## Data assets across Credit Services



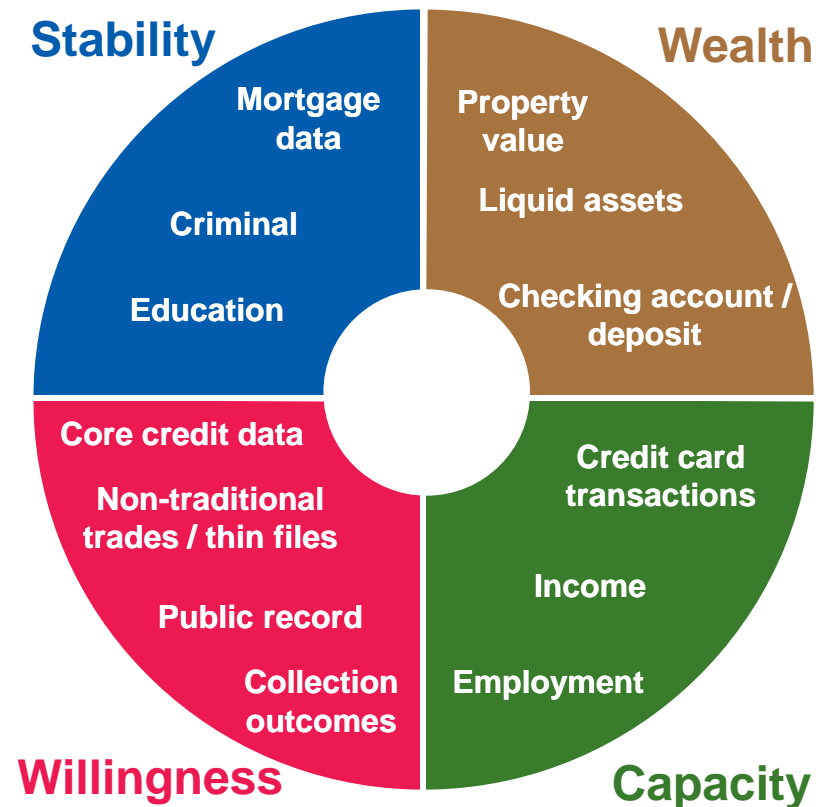
## Expanding beyond traditional credit data

Clients today require a more complete view of consumers and businesses to optimize decisions

### More predictive outcomes for:

- Risk assessment
- Fraud prevention
- Identity verification
- Customer cross-sell and up-sell
- Collections prioritization and debt recovery

Broader data supports changing underwriting practices



## Data

# Recent acquisition of new data across the globe

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### North America

- Rental history
- Income estimation
- Card transactions
- Corporate linkage
- Auto accident, manufacturer
- Healthcare payments

### UK & Ireland

- Cheque account data
- Utility data
- Insurance data
- Payday loans
- Extended trade history

### EMEA

- Russian credit
- Moroccan credit
- Sales ledger
- Positive data
- Application data

### Latin America

- Labor debt
- Demographic data
- Expanded negative data
- Positive data
- Voter ID
- Unstructured data

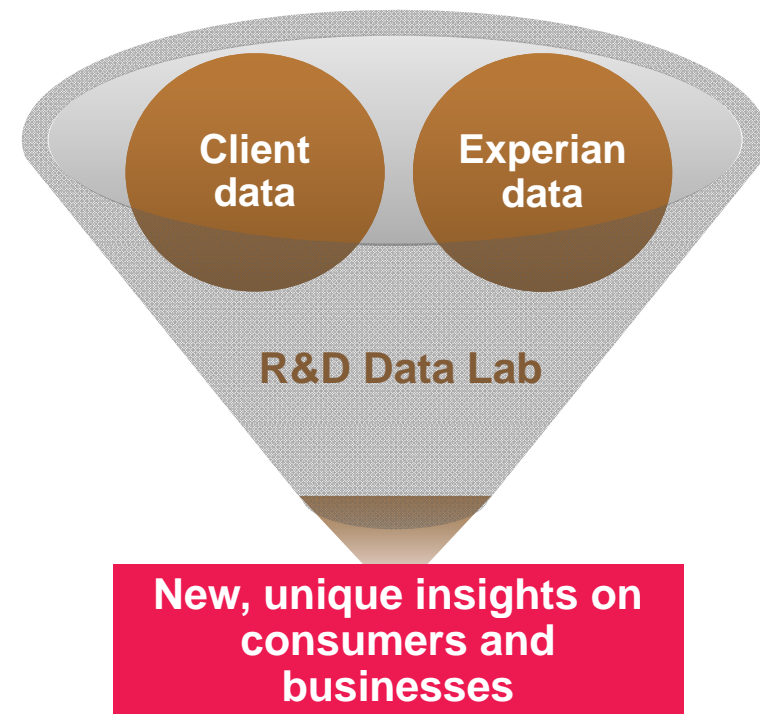
Data

## R&D Data Lab – driving innovation in North America

**Team of research-oriented scientists and business leaders focused on solving for risk and marketing business challenges**

### Types of data for analysis:

- Credit card transactions
- Credit visibility expansion
- DDA / cheque transactions
- Healthcare claims data
- Unbanked / under-banked, thin and no-hit file solutions
- Web crawling for data





# Key initiatives

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**Analytics capabilities**



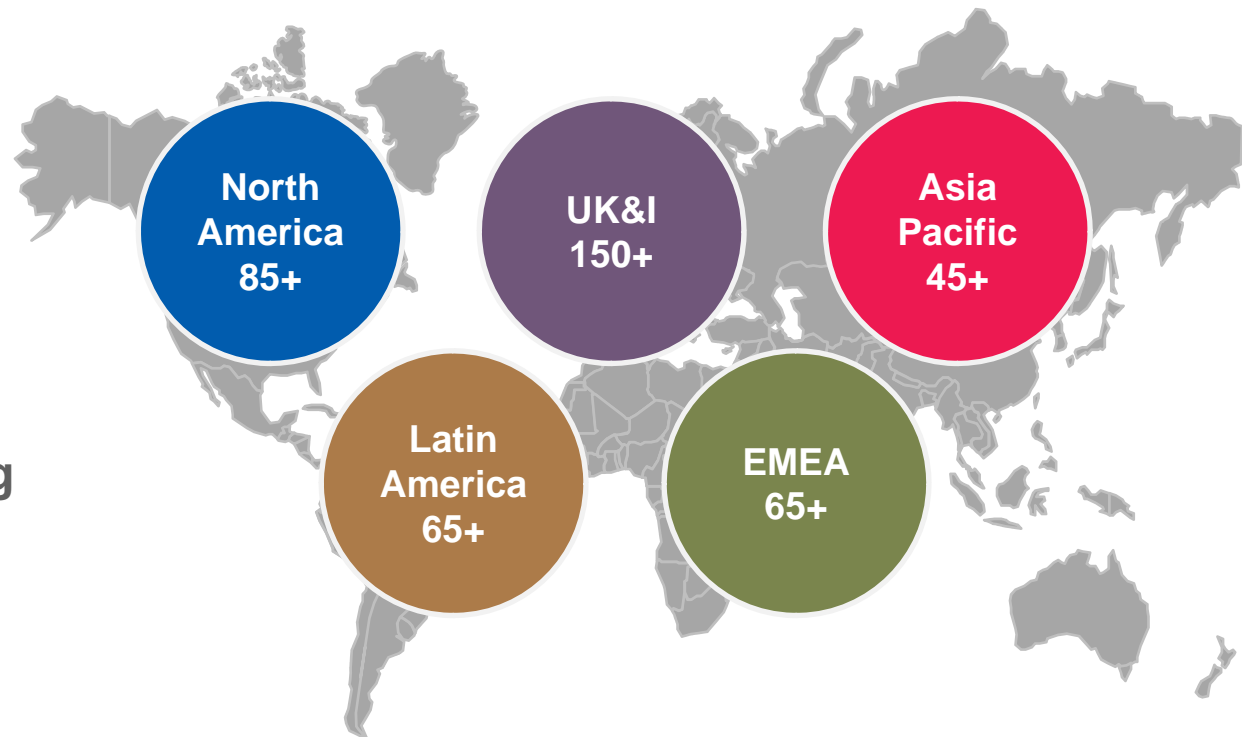
## Analytics

# Robust analytics capabilities

Over 400 statisticians, mathematicians and analysts across the globe

- New credit scores
- Bespoke and industry models:

- Risk
- Credit marketing
- Collections
- Fraud



# Key initiatives

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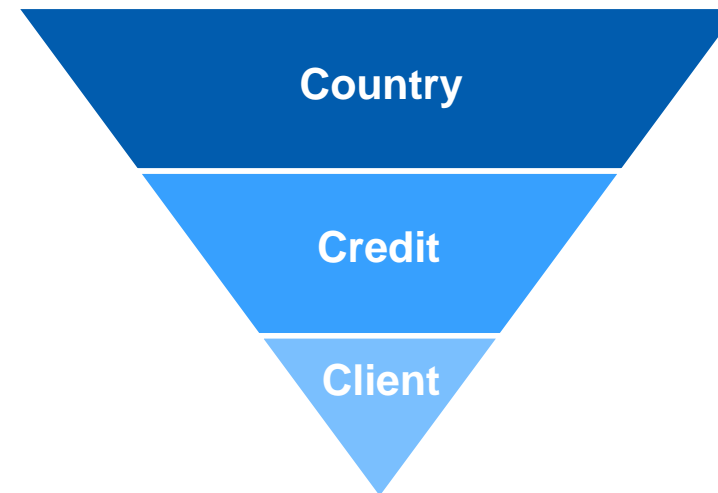
Geographic expansion

Geographic expansion

## Coordinating market expansion efforts

**Research coordinated across  
Credit Services and Decision Analytics**

**Markets are prioritized  
through data driven analyses**

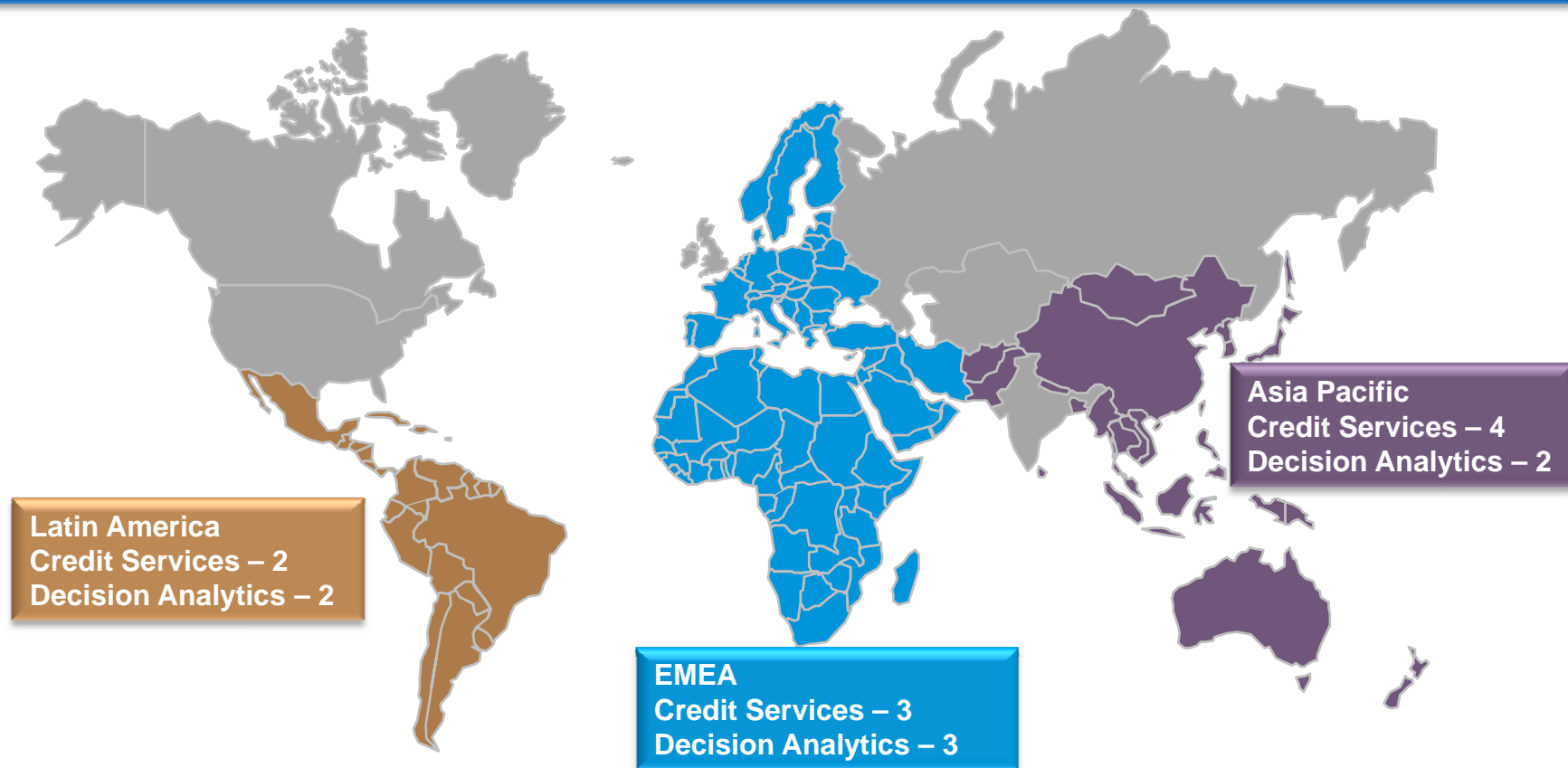


- Build
- Buy
- Joint Venture

Geographic expansion

## Top markets for Credit Services and Decision Analytics

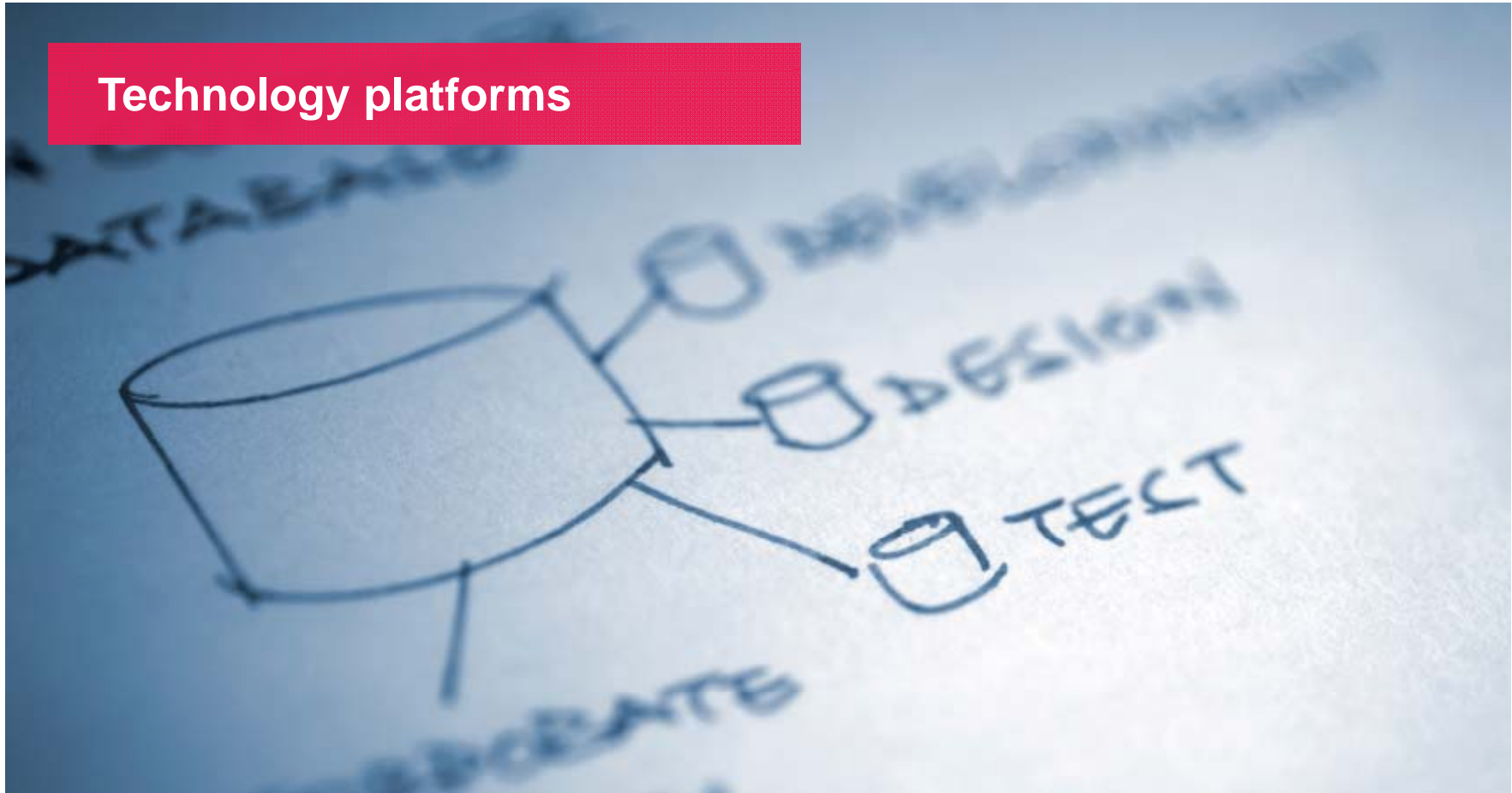
### Ongoing expansion initiatives across three regions



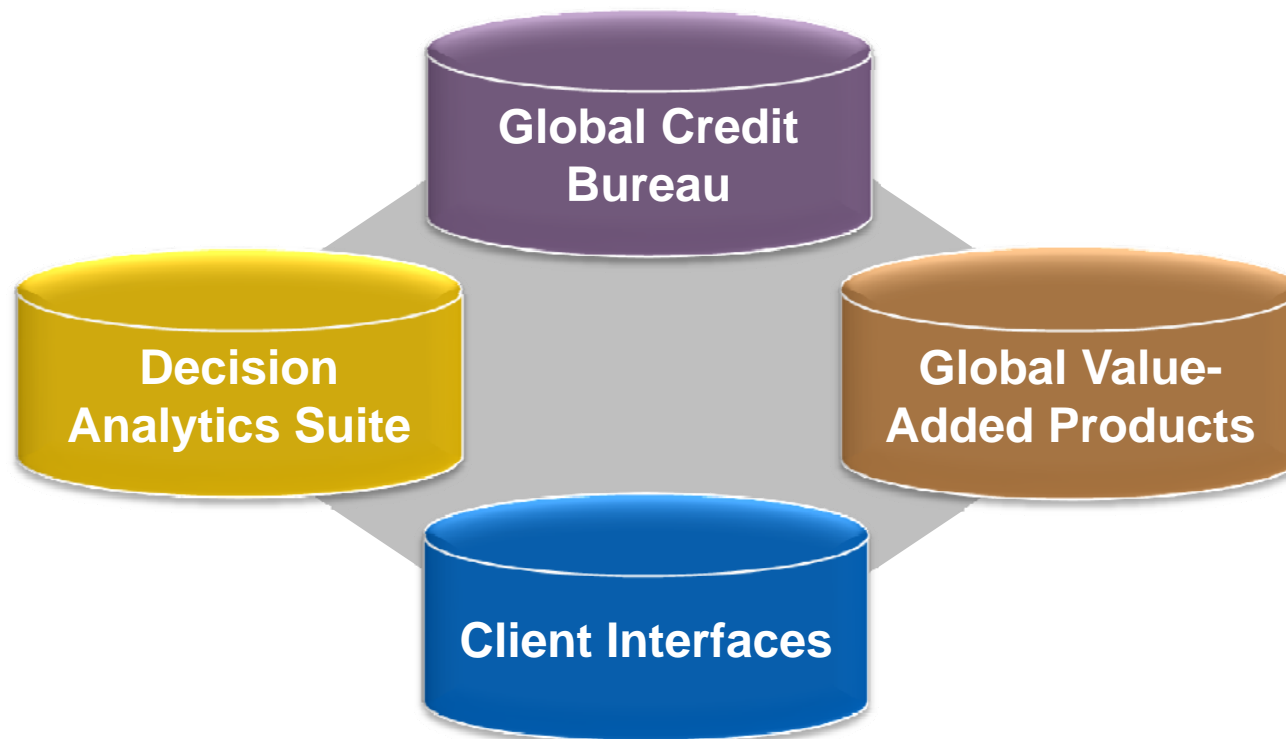
# Key initiatives

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Technology platforms



**New markets require sophisticated, flexible,  
and cost effective technology platforms**





## Global platforms drive competitive advantage



### Global Credit Bureau

- Manages data from a variety of sources
- Finds and links data seamlessly
- Produces consumer and commercial reports
- Delivers robust analytics
- Scalable, low cost of ownership

### Global Value-Added Products

- Efficient bulk data processing
- Portfolio optimization and risk mitigation
- Customized triggers
- Historical credit data
- Sophisticated attribute definition tool

**Competitive advantage:**  
Brings full suite of Experian products to markets of all sizes



# Technology

## Extending small business capabilities



### Client Interfaces

- Modular approach
- Online access to credit management tools
- User-friendly web interface

Home Expanded Search Portfolio Alerts Decisioning Collections Report Manager System Administrator Resources

Quick Search Business Name\* City\* State\* or ZIP Telephone BIN Search Expanded Search

Welcome to BusinessIQ!

TRY THE NEW BusinessIQ MODULE. FREE TRIAL. Try now

Experian has some updates for you  
Downtime Alert Tuesday Sep 29th  
New & Improved

My Tasks

Due Date	Task
06/11/2010	Pull credit profile on Lo...
06/16/2010	Cancel DNB Contract

Manage Tasks | Create a Task

Top 10 Riskiest Businesses

Business	Business ID	Score	DBT Continuous	Payment Trend	Trade Balance	Highest Credit Amt. Extended	No. Alerts This Month
SCOTT AND ASSOC LLC	700000350	2.00	105	N/A	\$ 6,343	\$ 6,300	0
MTA HOMES INC	748802450	2.00	10	N/A	\$ 1,174	\$ 14,100	0
747 DESIGN	702429680	4.00	105		\$ 20,599	\$ 20,500	0
CROWELL DIAGNOSTICS	700000522	5.00	43		\$ 151,389	\$ 178,700	0
MK SOLUTIONS	900001490	9.00	105	N/A	\$ 27,067	\$ 27,100	0
AXD INC	700000940	16.00	0	N/A	\$ 0	\$ 5,300	0
TESCH LITHOGRAPHICS	700001000	20.00	0	N/A	\$ 93,945	\$ 281,400	0
ALTY. BENEFIT & EE RPT	700001515	99.00	0		\$ 78,073	\$ 456,800	0

Alerts Summary: Top Priority Unread

Date	Business	Trigger Type	Priority
06/03/10	EQUITZ GUITAR MANUFAC	LEN (8)	40
07/05/10	TESCH LITHOGRAPHICS	L91 (6), L61 (11)	35
07/31/10	RAMEZAN PIZZERIA	L91 (2), L61 (5), CC	28

DNS Campaign Summary

Date	Campaign code	Number of letters	Outstanding debt	CUE per
No records found.				

Portfolio Risk

Legend: High, Med-High, Medium, Low-Med, Low, Recent Bankruptcy, Insufficient Data to Score

**BusinessIQ<sup>SM</sup>**  
Helps clients manage their commercial accounts



## Next Generation Decision Analytics platform

### Customer flexibility

- Component based architecture
- Unified design environment



### Decision insight

- Assisted design
- Integrated analytics
- Market-tested content

## Leveraging platforms in existing markets

### New platforms...

- Improve competitive positioning
- Lower operational costs
- Drive innovation

...across the globe



	Global credit bureau	Global value-added products	BusinessIQ <sup>SM</sup>
Brazil			●
Denmark	●	●	
India		●	
Netherlands	●	●	
Norway	●	●	
Russia		●	
South Africa	●	●	
United Kingdom		●	●
United States		●	●

# Experian Credit Services and Decision Analytics

## A growth story!

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Thought leadership creates client intimacy, competitive differentiation, and pull-through demand for our large, recurring revenue product sales



Expanding our data sources both in traditional and non-traditional credit data opens new revenue streams across markets



Analytical teams are focused on extracting all possible value from a multitude of data sources enabling product and process innovation



Geographic expansion initiatives create the right mix of mature market and growth market opportunities for Experian



Investment in technology platforms allows Experian to capitalise on expansion opportunities and the pending software buying cycle

# Building Business Information in North America

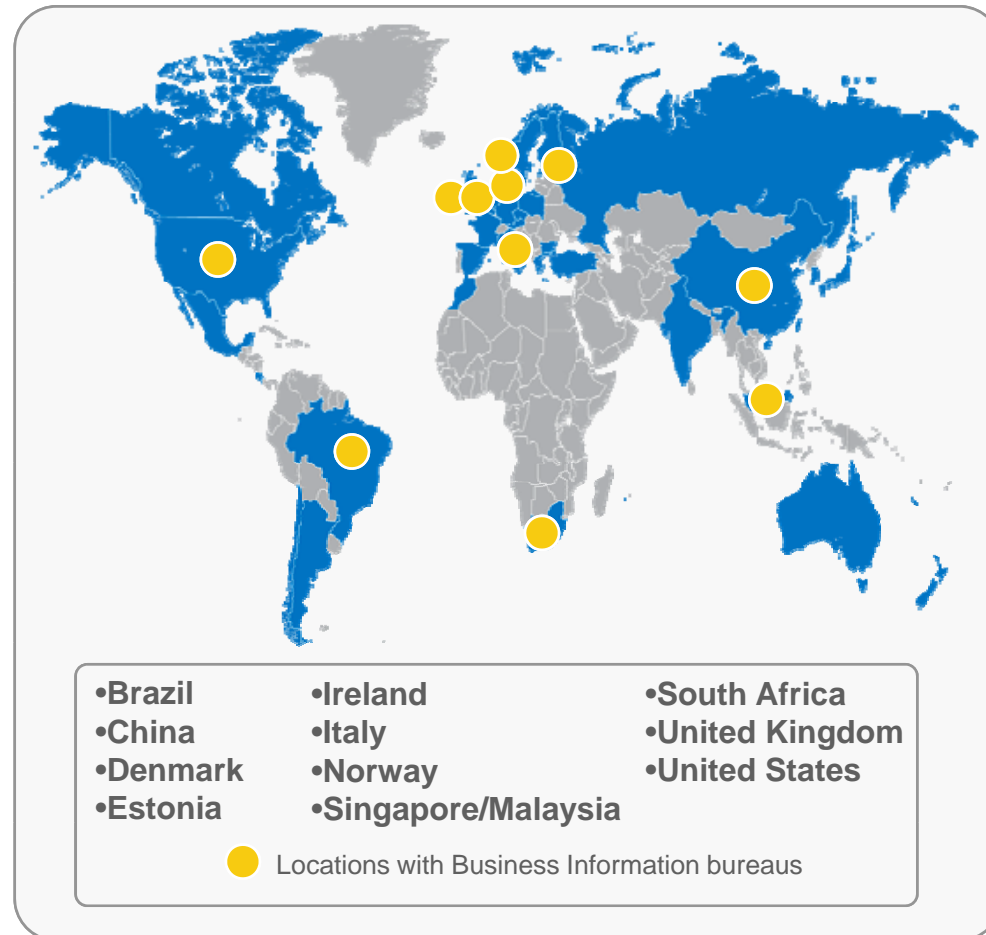
Allen Anderson

President, Business Information Services, North America

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## Business Information Global overview



- **Commercial credit insight helps clients make better decisions**
- **Commercial credit bureaus in 12 countries**
- **\$500m global organization**
- **30% of Credit Services revenue**
- **Regional businesses united under single global strategy**
- **Largest business credit information provider outside of the US**



## US is critical to global growth strategy

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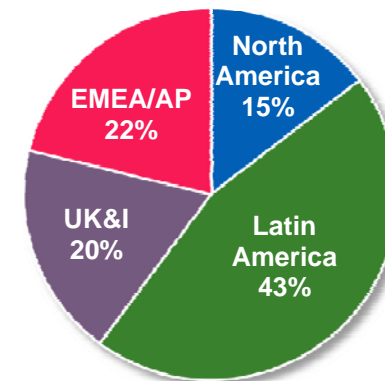
- **US business credit market is over \$1billion today**
- **A single player represents over 80% market share**
- **Significant untapped potential in the small business market**
- **Synergy with the consumer credit business**
- **Strength in the US is critical to success in other global regions**

## Business Information

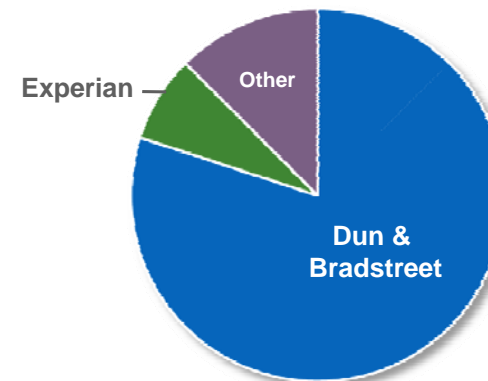
# US market overview

- Represents 15% of global BI revenue
- 8% of US commercial credit risk market
- Clients include
  - 8 of top 10 banks
  - 15 of top 20 card issuers
  - 7 of the largest property and casualty insurers
- Trend of innovative product launches
- Leveraging Experian's analytics and consumer data strength
- Experiencing strong growth rate

Experian Business Information<sup>1</sup>

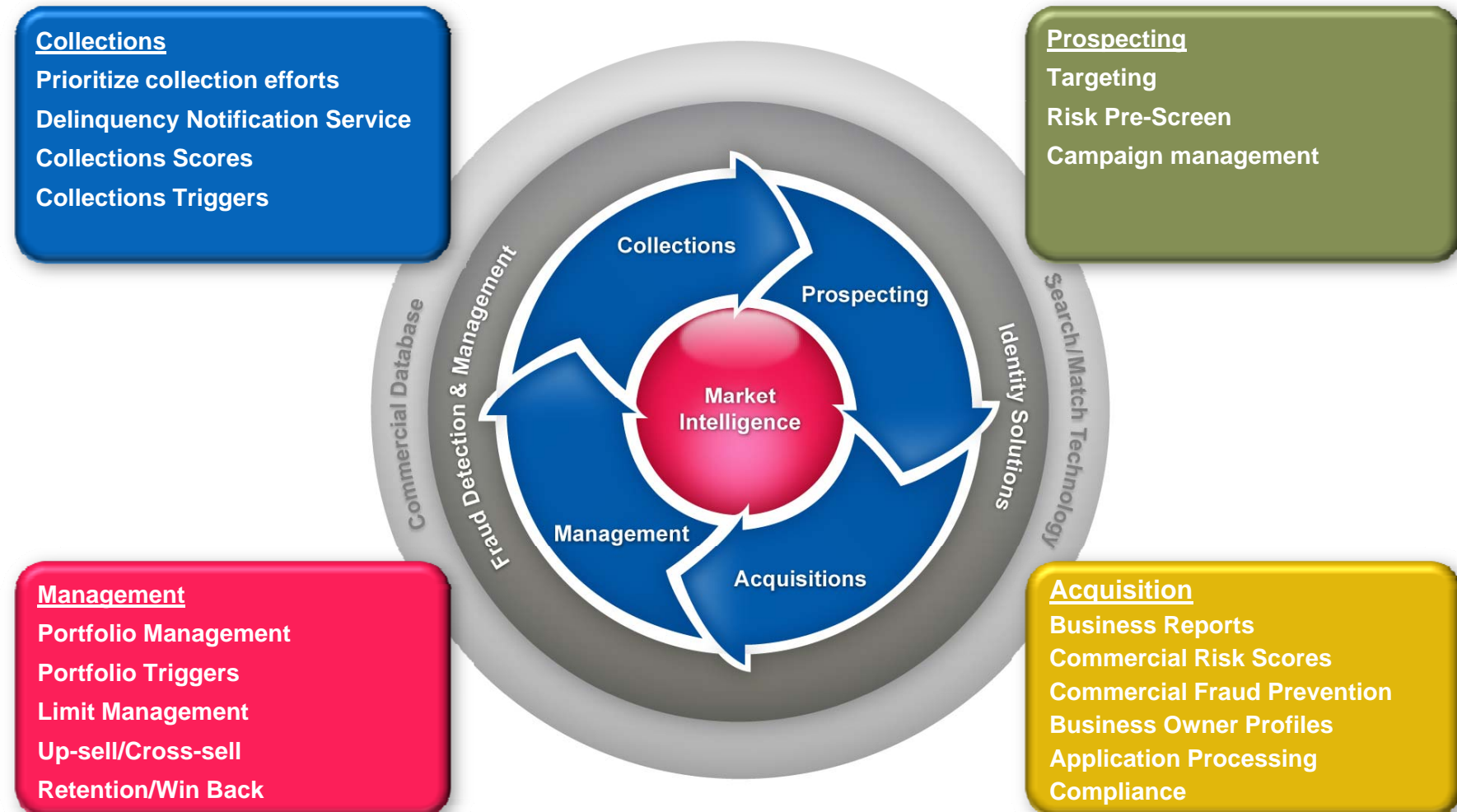


US commercial credit risk market share



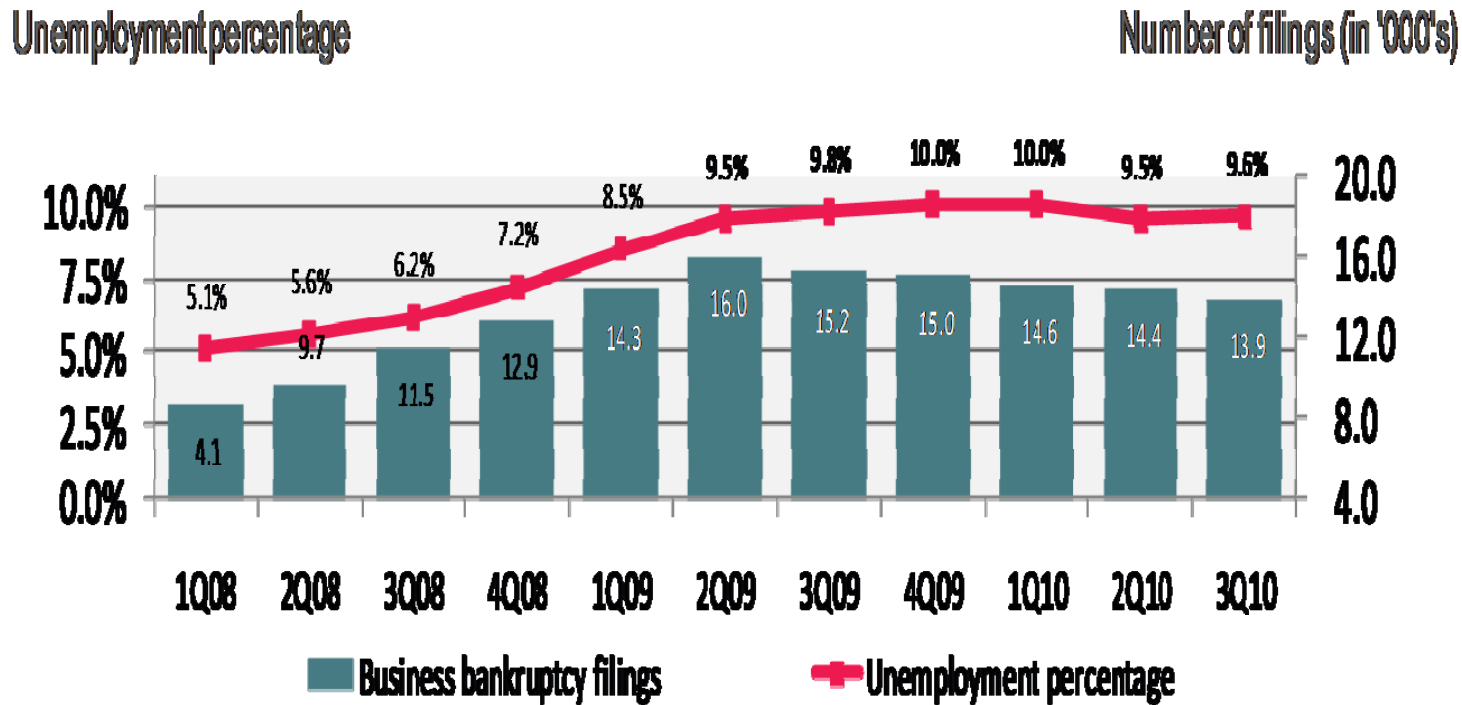
# Business Information

## Products across the credit life cycle



## Business Information

# Capitalizing on market trends

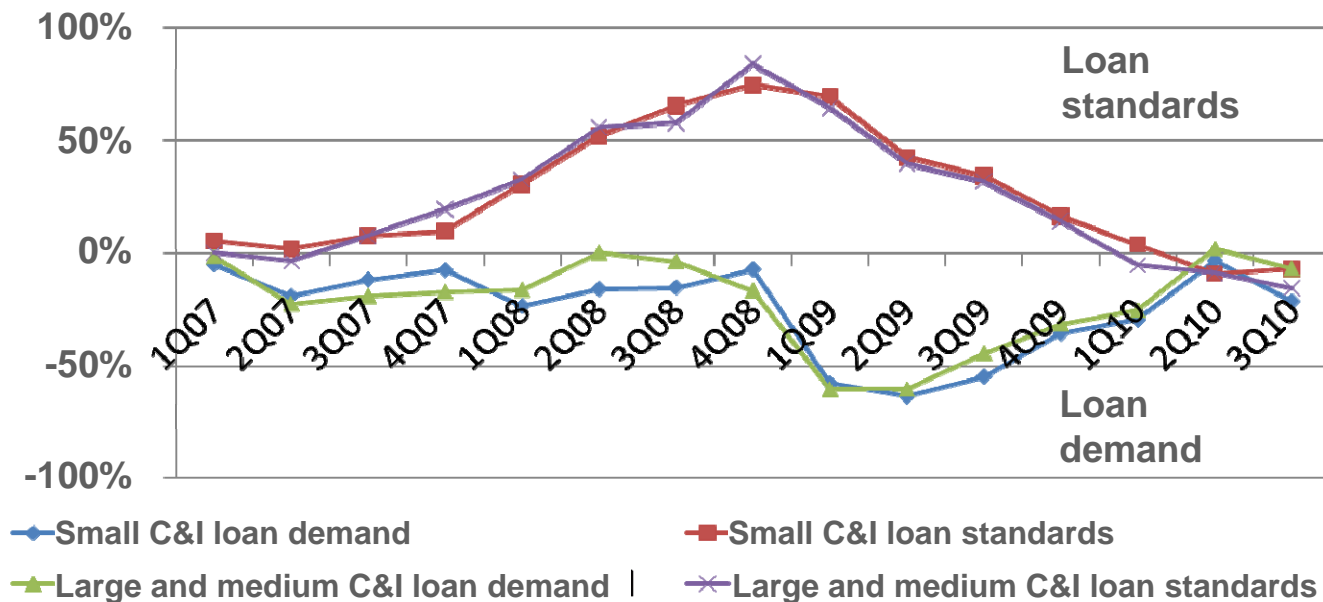


**Business bankruptcies decline  
but unemployment remains high**

**Portfolio management and  
collections products**

## Business Information

# Capitalizing on market trends



**Loan standards and demand remain challenging**

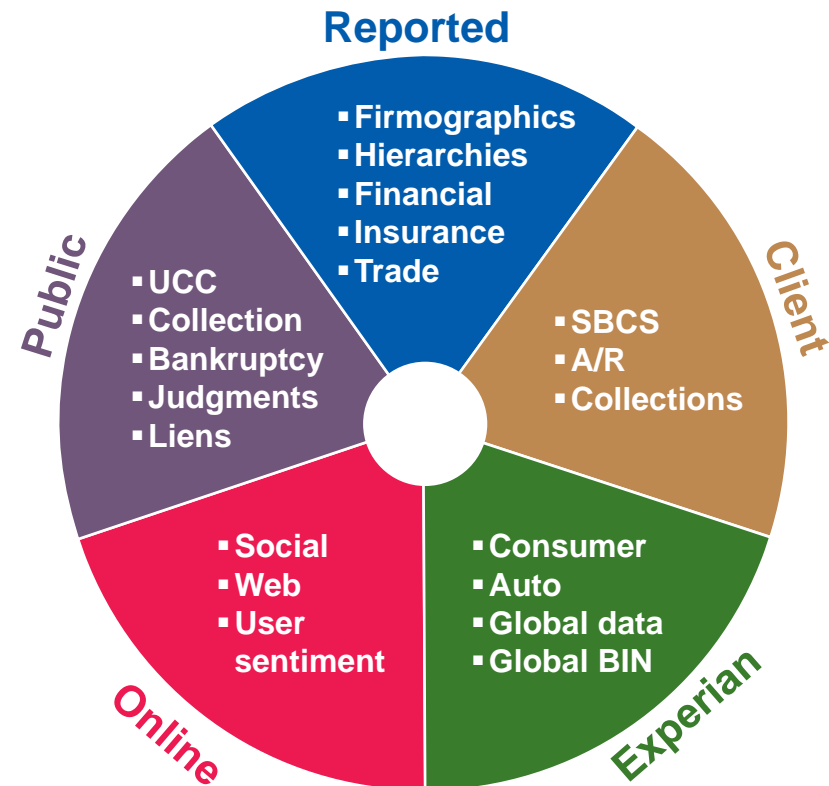
**Analytics and platforms to manage policy and risk**

## Business Information

# US data coverage

### US data coverage provides key insights to clients

- 23 million active business credit records
- 142 million lines of credit data
- In the last 30 days we updated 44 million trade records
- 100% coverage of bankruptcy updates, judgments, tax liens, and UCC filings
- New and differentiating data





## Business Information **Growth strategy**

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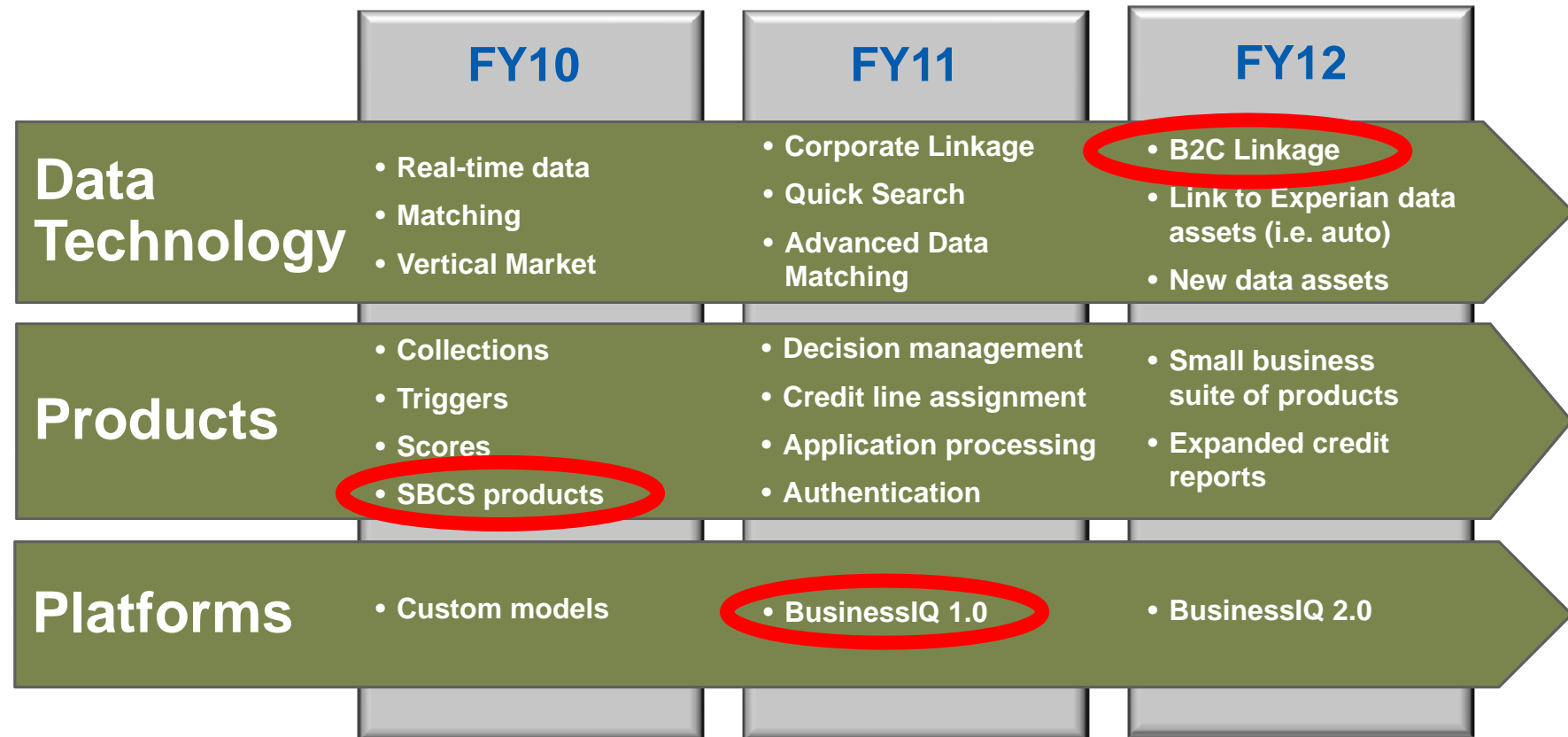


- Leverage Experian consumer data, analytics and global presence
- Advance technology infrastructure
- Data superiority and continuous quality improvement
- Product innovation
- Sales force expansion and excellence
- New verticals and small business segment
- Partnerships and alliances
- Targeted acquisitions

## Business Information

# Investing in innovation

Innovation is the foundation of our success



## US product innovation

# Small Business Credit Share<sup>SM</sup>

- Member only data consortium
- 36-40 million tradelines
- More predictive industry based scores
- Robust aggregates for modeling
- Increases member's visibility of small businesses
- Industry benchmarking and analysis



## US product innovation

# Business-to-Consumer linkage

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- **Leverages Experian's consumer data assets**
- **Links individuals to affiliated businesses**
- **Provides visibility to business principals' liabilities**
- **Helps detect fraud**
- **Improves success of collections activities**



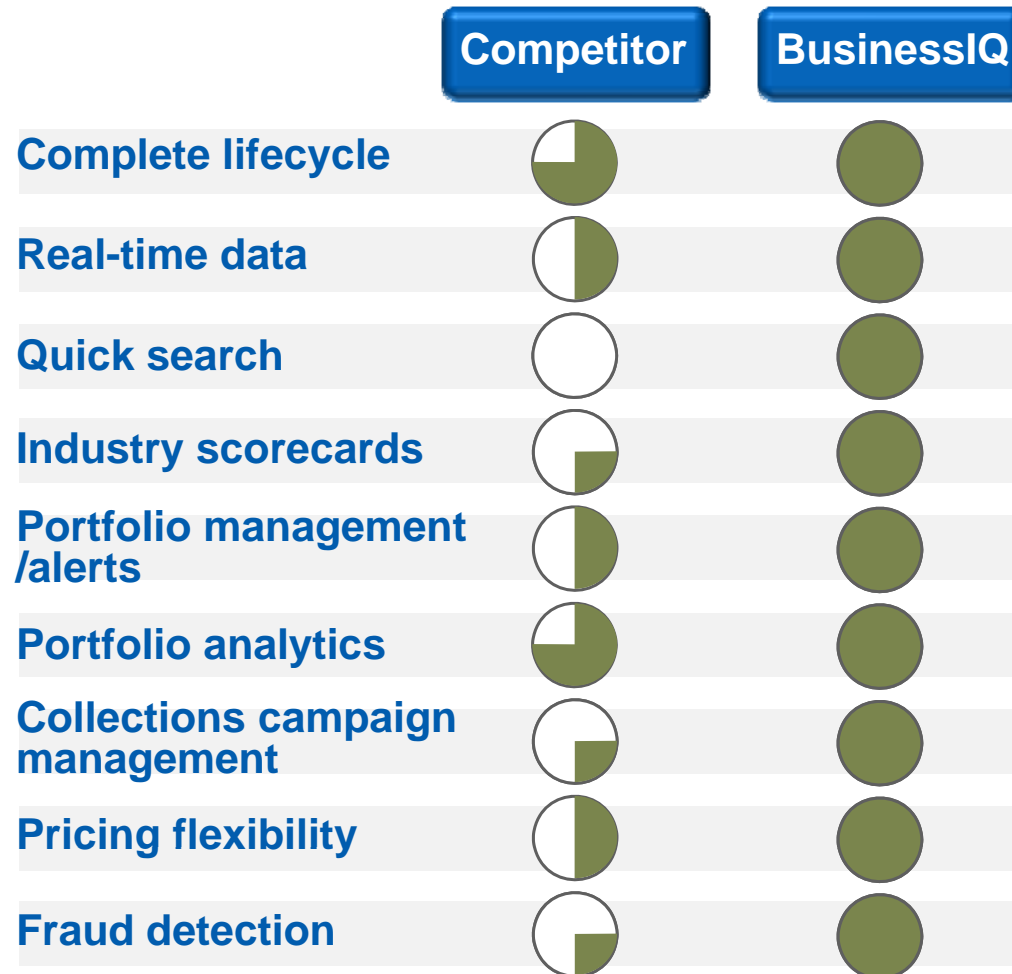
## US product innovation **BusinessIQ**



- **Web-based portal platform**
- **Integrated set of commercial credit/risk management tools**
- **Alternative to a dominant platform in billion dollar market**
- **Launched July 2010**
- **1000 clients using system including 500 new clients**
- **Strong global applicability**

## US product innovation

# BusinessIQ



- Real-time data access
- Fast, efficient access to credit information
- Pre-configure best practices
- Prioritize workflow
- Identify upsell/cross-sell opportunities



### Expanded and realigned the sales force to accelerate growth

- Combined Credit Services sales
- Sales compensation plan change
- Salesforce expansion for new business
- Telesales expansion
- Reseller channel expansion
- Alliances expansion
- Customer satisfaction results
- Pipeline at an historical high

#### Customer satisfaction outperforming D&B



Business Information  
**Winning in the US market**

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## Business Information Summary



- **Business information is a large growing market with significant potential for growth**
- **Experian's US business has turned the corner over the last two years delivering value to customers and outperforming competition**
- **Business is poised for strong future growth**

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# Highlights from our business in Brazil

Ricardo Loureiro  
Managing Director, Latin America region

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# Agenda

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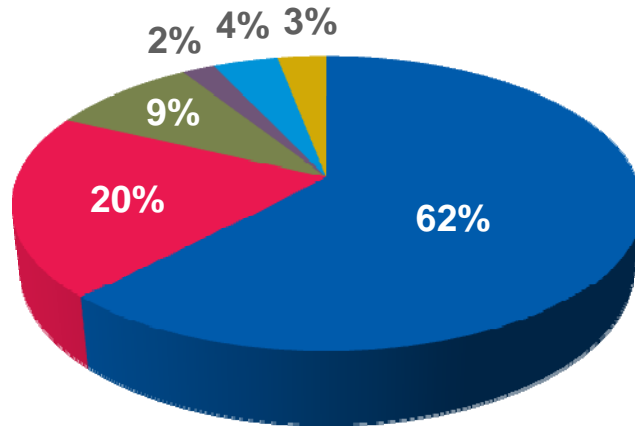


- 
- **Delivering high growth from small business in Brazil**
  - **Positive data update**



## Overview

# Brazil: strategic priorities



Brazil estimated market: US\$1,079m



- **Strategic priorities for Experian in Brazil**
  - Deepen penetration across larger B2B clients
  - Establish a leading position in targeted digital marketing
  - Maximise growth in new segments
  - Maximise growth opportunity from positive data
  - Targeted expansion across Latin America region

**Leverage scale position to sustain high growth**

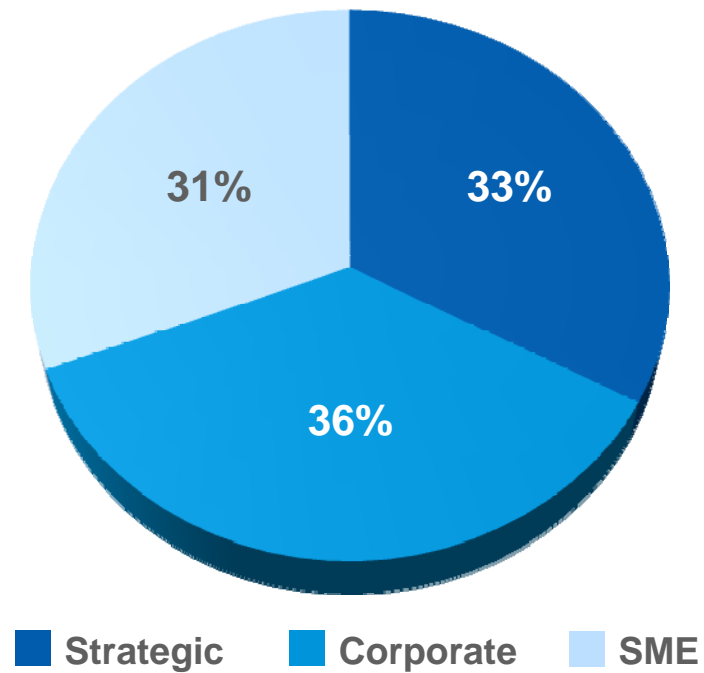
## Spotlight on SME

# A large and high growth customer base for Experian

- **SME over 30% of Brazil revenue**
- **Revenue has nearly doubled over 2 years**
- **Focus initiative since 2007**

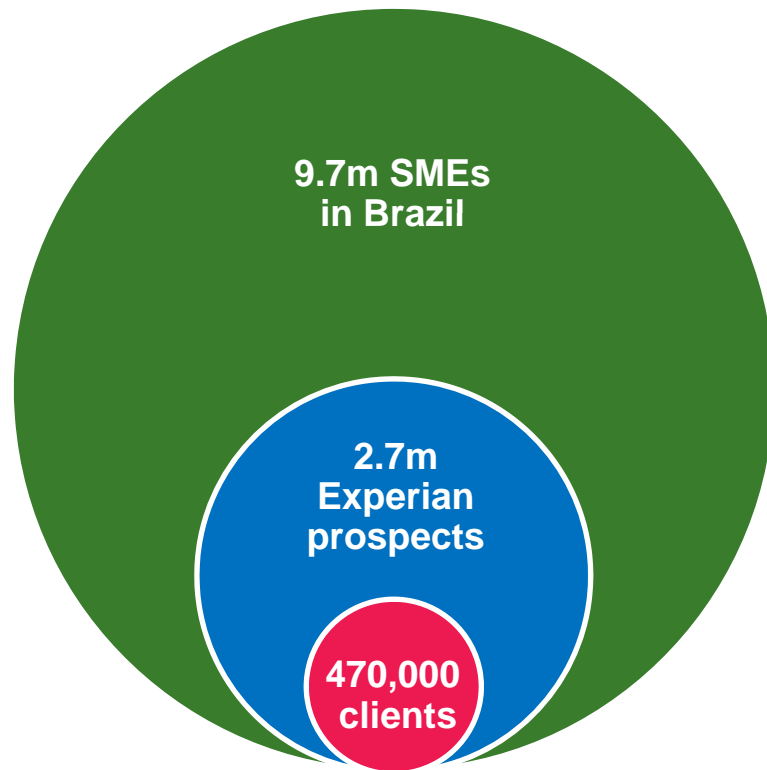


**Brazil: split by channel<sup>1</sup>**



## Spotlight on SME

### An immature market for credit data with low penetration rates



#### SME overview:

- 99% of Brazilian companies are SMEs
- 20% of Brazil GDP from SMEs
- Experian estimates 2.7m are potential clients
- Experian has 470,000 SME clients
- Rapid market expansion

**Market growth of 50% expected between 2011 and 2015**

## Spotlight on SME

# Drivers of market growth

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- **As credit availability grows:**
  - **more SMEs extending credit to consumers**
  - **more SMEs receiving credit from suppliers**

**Driving demand for Experian products across the whole credit lifecycle**

## Spotlight on SME

# Drivers of market growth



- **Understanding needs: tailored offers**
  - **SMEs were not properly served by the market**
- **Raised awareness - improved understanding of benefits**
  - **Improved customer prospecting**
  - **Reduced delinquency**
  - **Fraud prevention**

**Experian is creating demand for credit solutions in the SME Market**

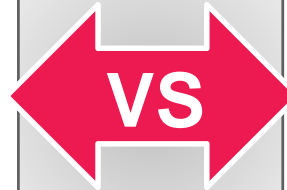
## Execution focus: market approach depends on size of client



### Large businesses

#### Customized model:

- Customized offers
- Personalized customer service
- Centralized sales structure
- Sales force: direct field



### Small business

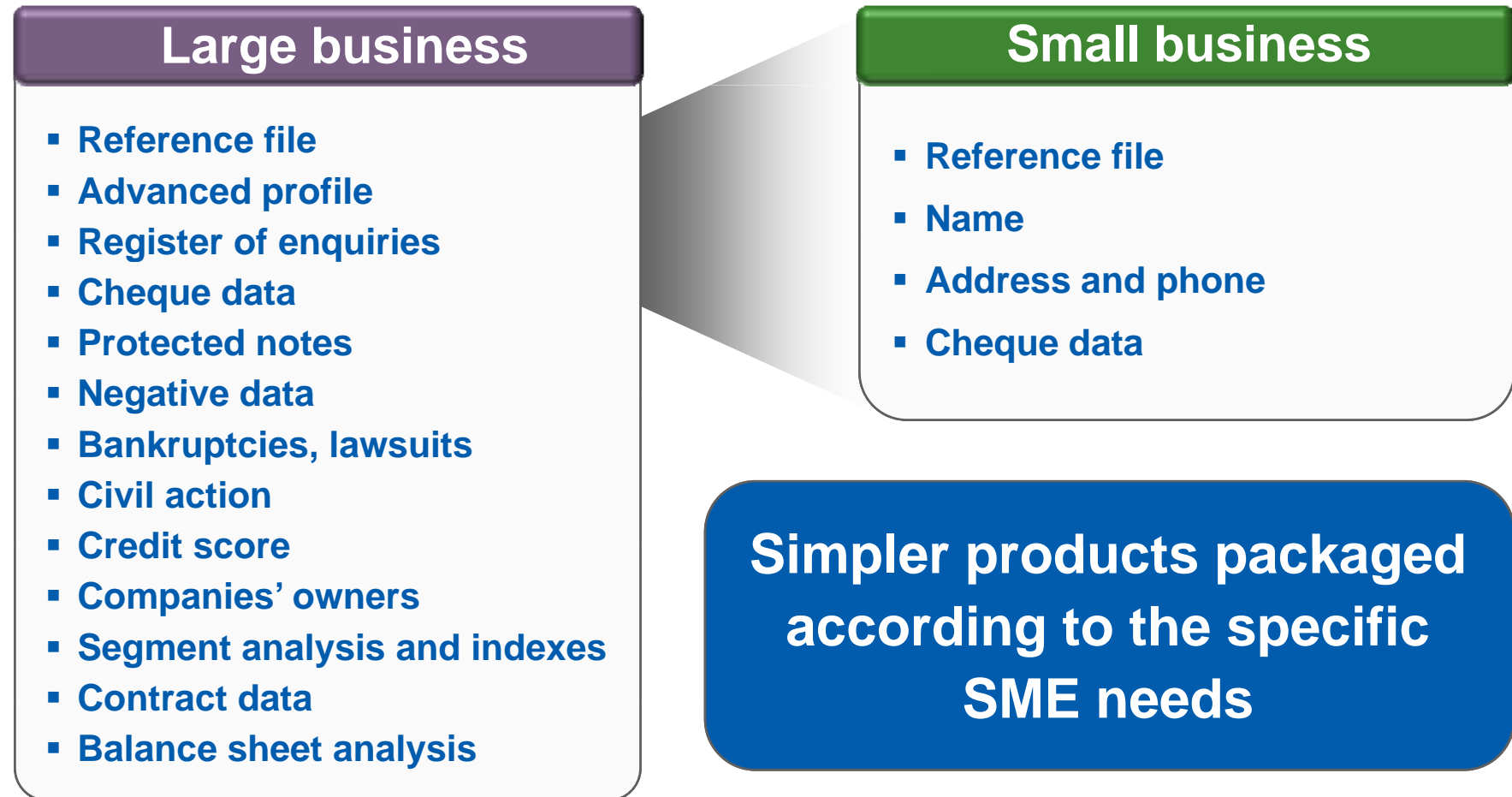
#### Mass market approach:

- Products ready to go
- Standard and fast customer service
- Maximise distribution: telesales, agents and e-commerce
- Sales force: direct + indirect



Success factors

## Execution focus: tailor and simplify the product offer



Success factors

## Future growth: building our product range

### Oferta PME

- Bundled product offered as one solution
- Launched in 2009
- Credit data through the lifecycle
- Credit check on consumers and suppliers
- Prices range from US\$33 to US\$1,940 per month
- Subscription-based product\*

### MeAvisé

- Product sold as plug-in
- Launched in 2010
- SME monitors its own credit status
- Prices range from US\$10.15 to US\$20.35 per month
- Subscription-based product\*

### Decisor de Crédito

- Offered as plug-in
- Launched in 2010
- Simplified platform for automated credit decisioning
- Helps SME to make decisions on consumers and suppliers
- Starts at US\$510 per month
- Subscription-based product\*

## Success factors Maximizing sales reach



**Further opportunities to grow through  
third-party agreements**

## Success factors

# New vertical opportunities

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### Freight market

- **\$35bn market by revenue**
- **Undergoing significant market change**
- **Plan to introduce new digital payment products targeted at truckers**



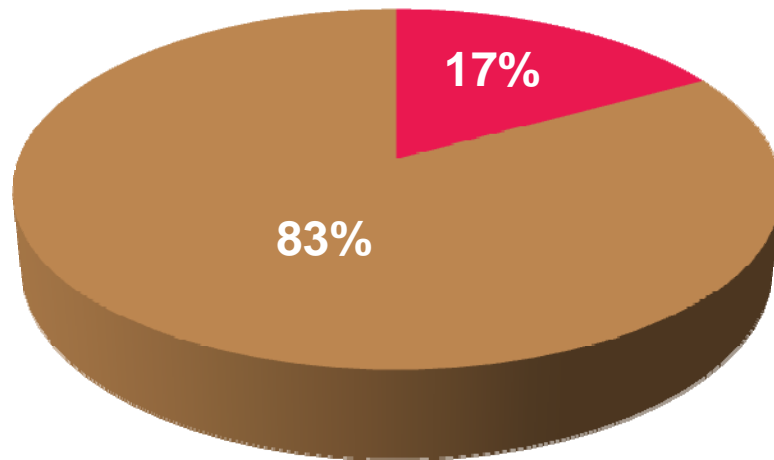
### Agribusiness

- **~ 33% of Brazil's GDP**
- **Modernization of value chain underway**
- **Opportunities to introduce new standards for credit decisioning**

## SME business model

### Key financial characteristics

% of revenue in SME channel



Recurring



Non-recurring

- 470,000 clients today
- Average price: US\$160.00 per month
- 18 months average contract length
- Recurring revenue stream with high renewal rates
- Typically higher margin driven by lower average cost of sales

**Highly attractive business model**

## Spotlight on SME Summary

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- Large underserved market; built organically
- Strong execution
  - Adapted core credit offers
  - Focused distribution strategy
- Further growth potential
- Attractive financial characteristics

**Replicate success in other Experian regions**



Brazil: positive data

## Background to introduction of positive data in Brazil



- A credit market of scale:
  - 143 million individuals registered at the internal revenue service\*
  - with 134m bank accounts<sup>1</sup>
  - generating 15bn credit transactions p.a.<sup>2</sup>
  - from 379m<sup>3</sup> credit cards
  - over 23m individuals have credit lines above \$2,700<sup>4</sup>
  - 31m fixed telephone subscribers and 55m households paying for utilities<sup>5</sup>

**Credit/GDP of 46% still remains significantly below the global average of 88%<sup>6</sup>**

Brazil: positive data

## Provisional Executive Act legalizes use of positive data

### Positive data: permissible uses

**Banks and utilities**



**Granting credit to consumers**



**Commercial transactions with financial risk**



**Use of data for marketing purposes**

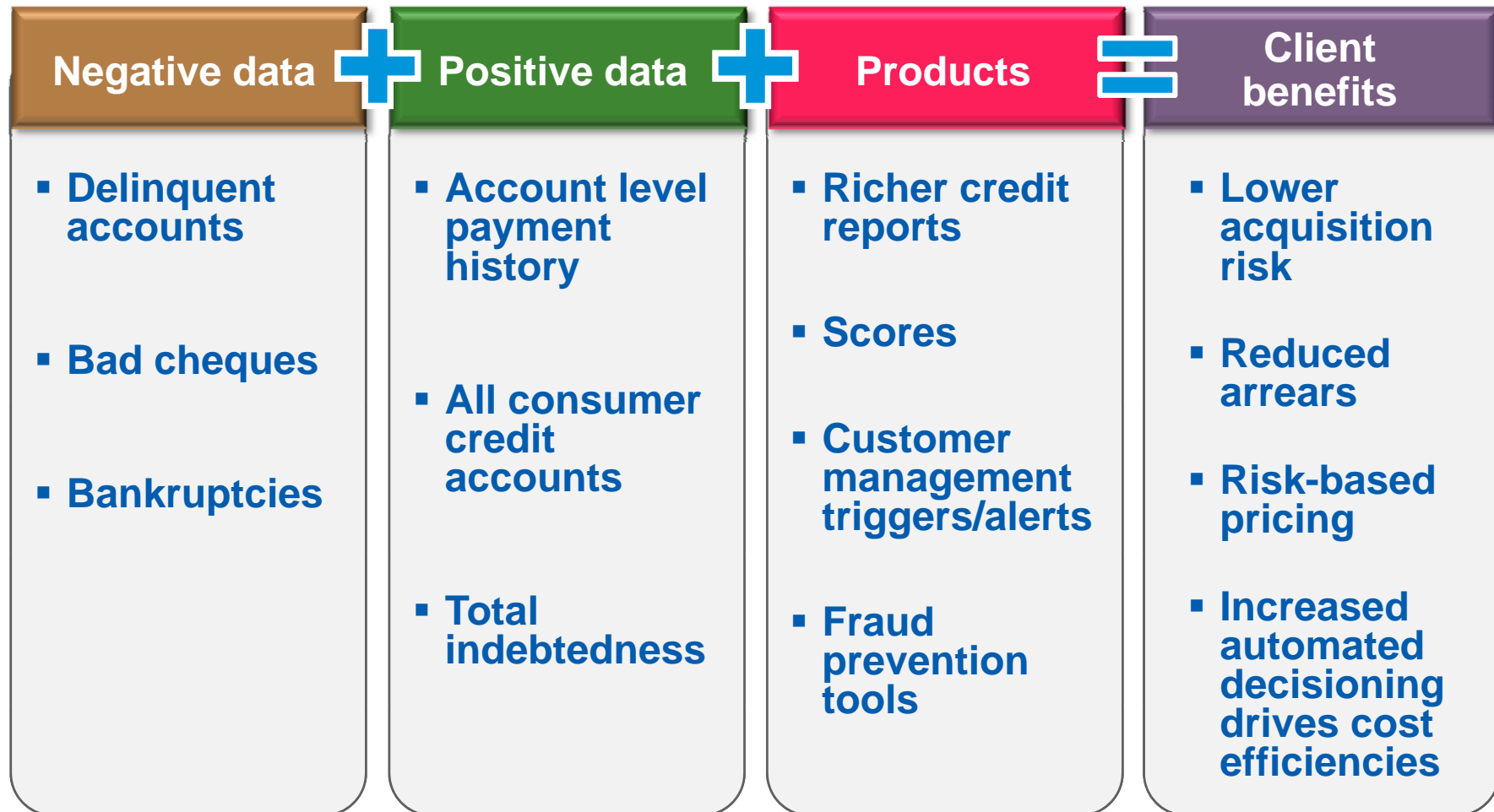


**Consumer access rights**



Brazil: positive data

## What is it? Why would clients buy it?



## Brazil: positive data

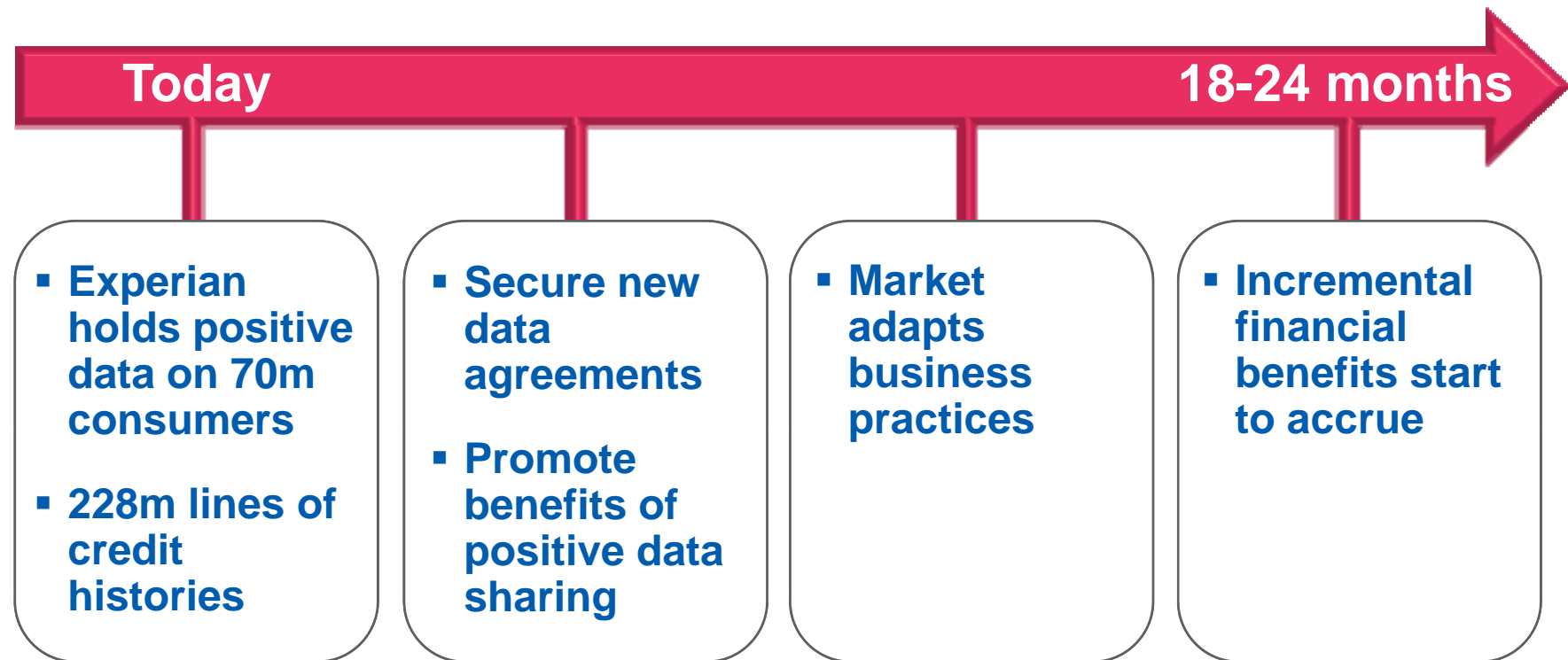
# Impact of switch to positive data



- Typically expands retail credit market
- Credit/GDP in Hong Kong, South Africa and South Korea increased by 1.8 percentage points p.a. after positive data<sup>1</sup>
- Financial innovation and wider credit availability should drive Brazil closer to global averages for credit/GDP
- Widens credit availability to lower income groups; 47% of Brazil's population

Brazil: positive data

## Roadmap for positive data in Brazil



**Strong execution is key to successful delivery**



## Brazil: positive data **Summary**

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- **A major step forward for Brazil credit market and Experian**
- **Aim to expand credit bureau and develop new products**
- **Financial benefits accrue over time; significant potential**

# Building Experian India

Richard Fiddis  
Managing Director, Strategic Markets

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# Agenda

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- Market environment
- Market dynamics - attractions for Experian
- Experian's business in India
- Strategy
- Update on current progress
- Summary

# India

## A snapshot

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### Two worlds in one country



India

## Market environment: strong fundamentals

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- **Growing youthful population**
- **Rapid urbanisation and growth of middle class**
- **Growing demand for credit products**
- **Government focus on boosting financial inclusion**
- **Vast, underserviced SME population**
- **130m Indian Internet users growing at 20% per annum**
- **650m mobile phone users growing at 10m per month**

India

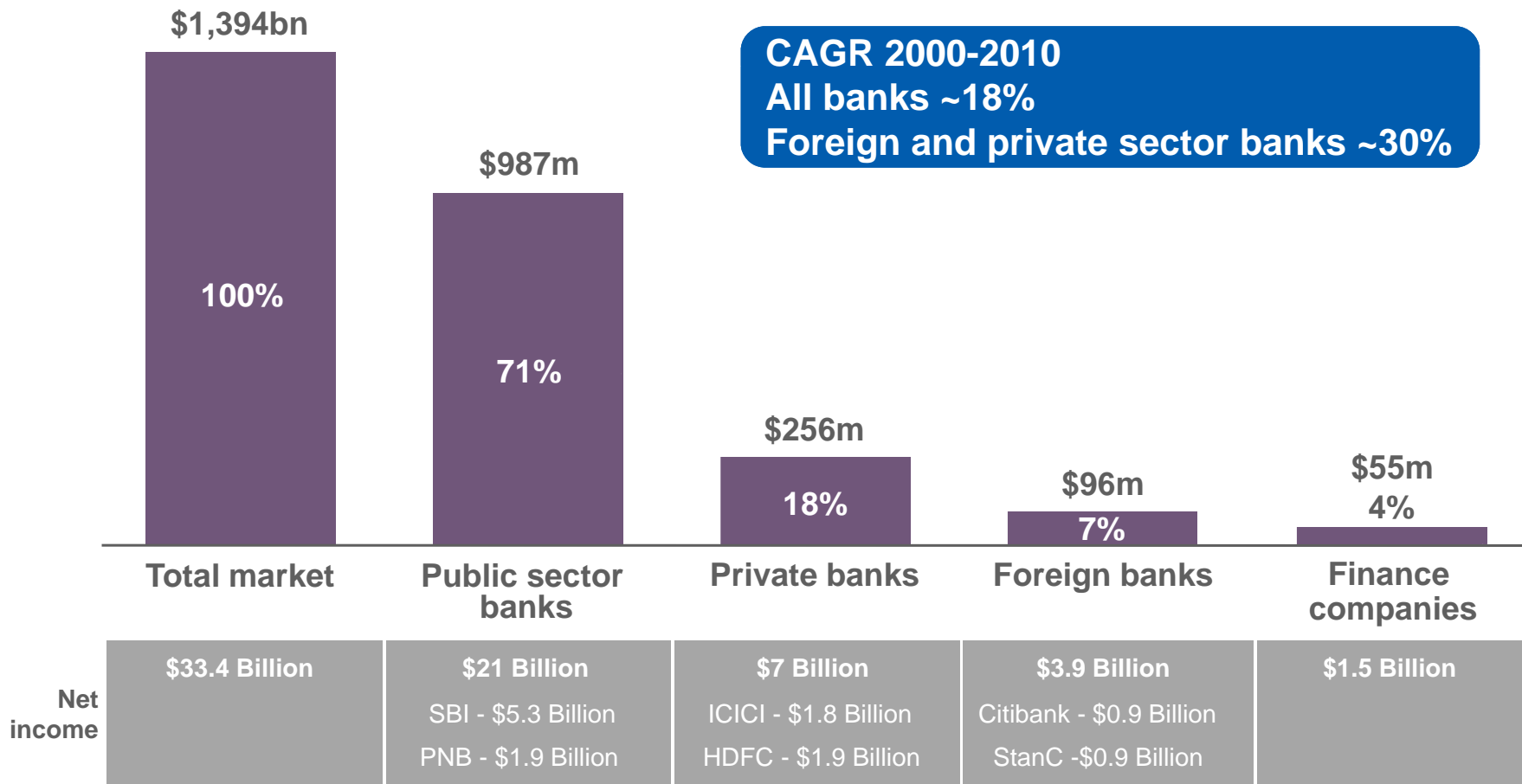
## Market attractions for Experian



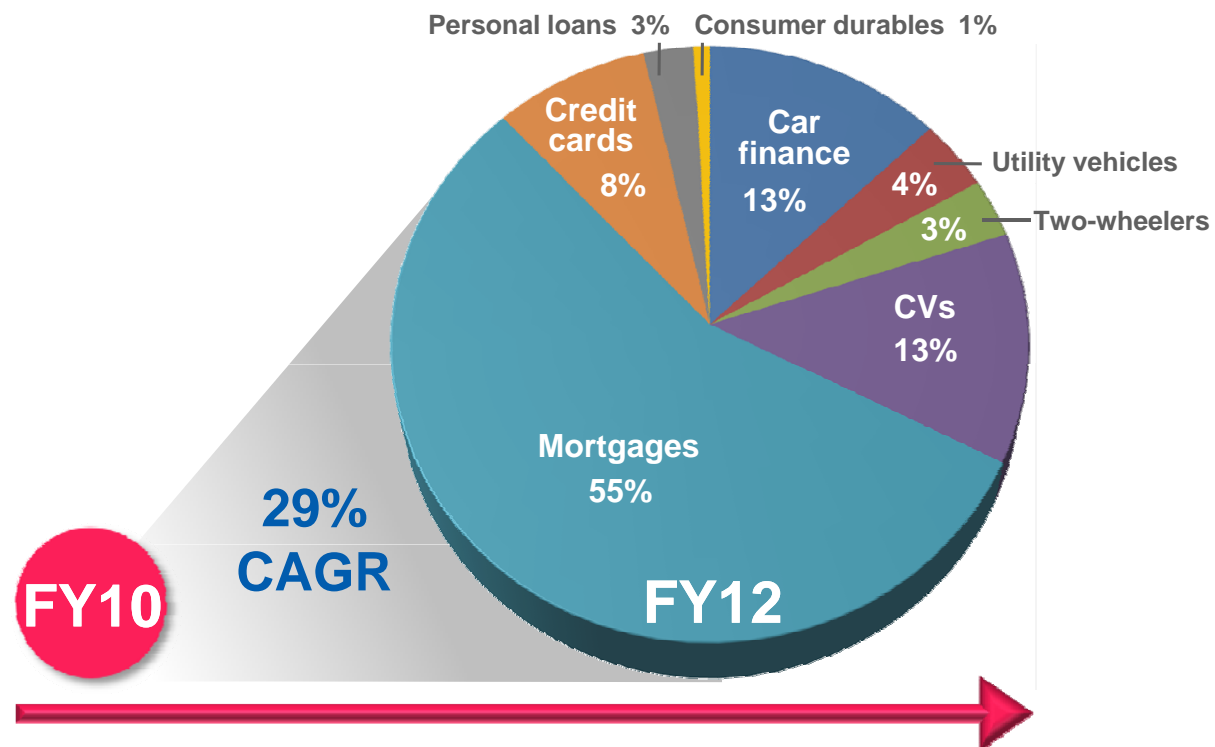
- Underpenetrated market for retail credit products
- Credit growth of more than 20% p.a.
- Home ownership growth and escalating house prices
- Large banking sector relatively new to full bureau usage and analytics
- Rising fraud losses and collections challenges
- Favourable regulatory environment: positive data market

## Market dynamics

# India financial services structure (assets)



## Projected near term retail credit portfolio growth

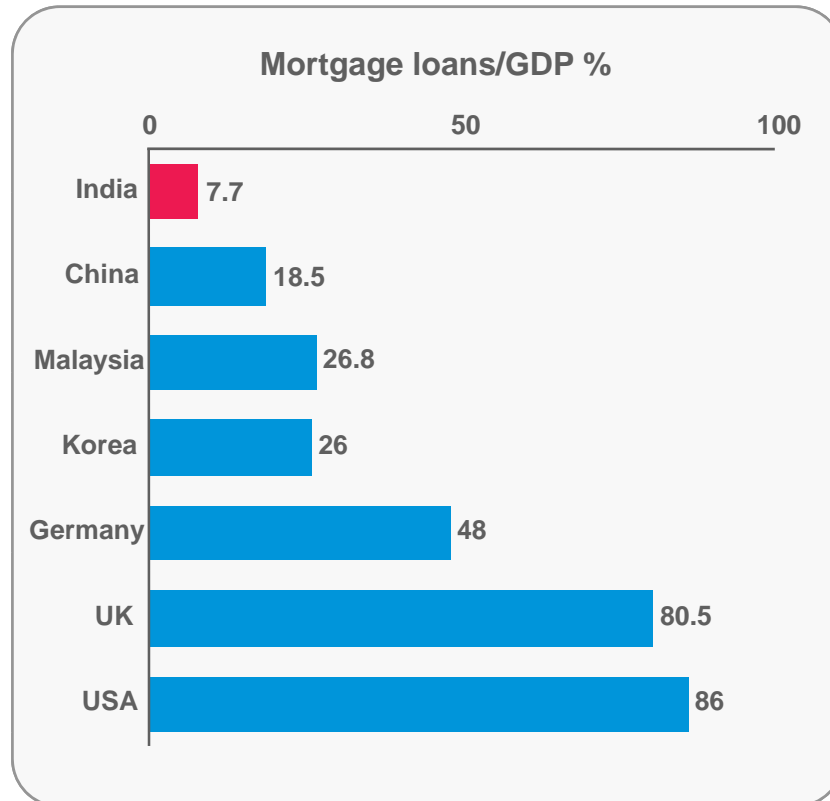


- Improving affordability
- Increasing propensity to consume
- Penetration is still very low

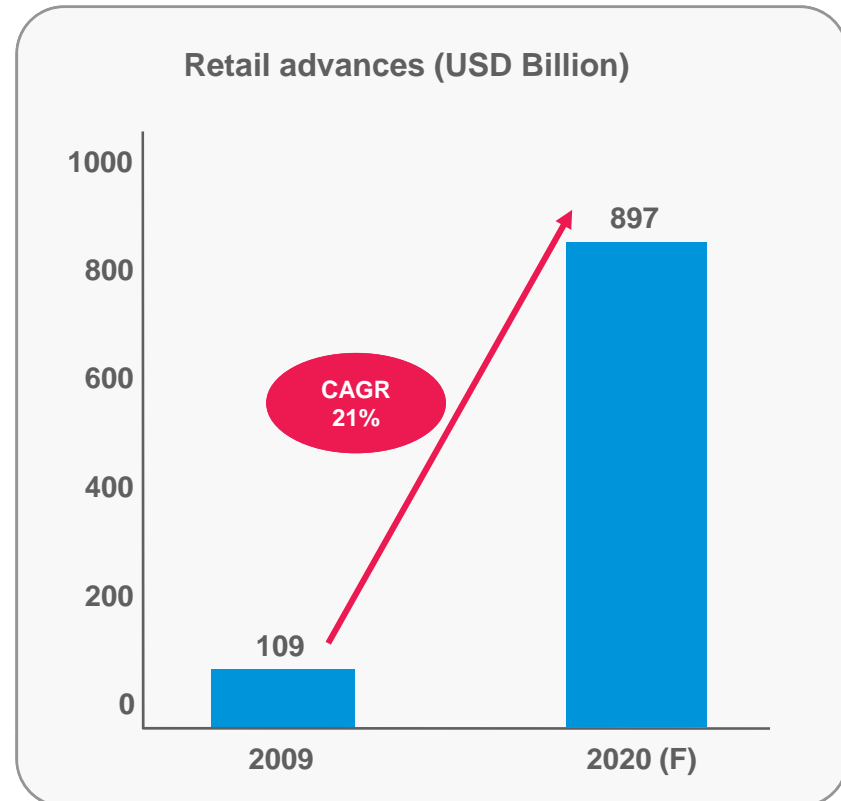


## A booming Indian mortgage market

Mortgage penetration rate



Mortgage loans nearly \$1 trillion by 2020

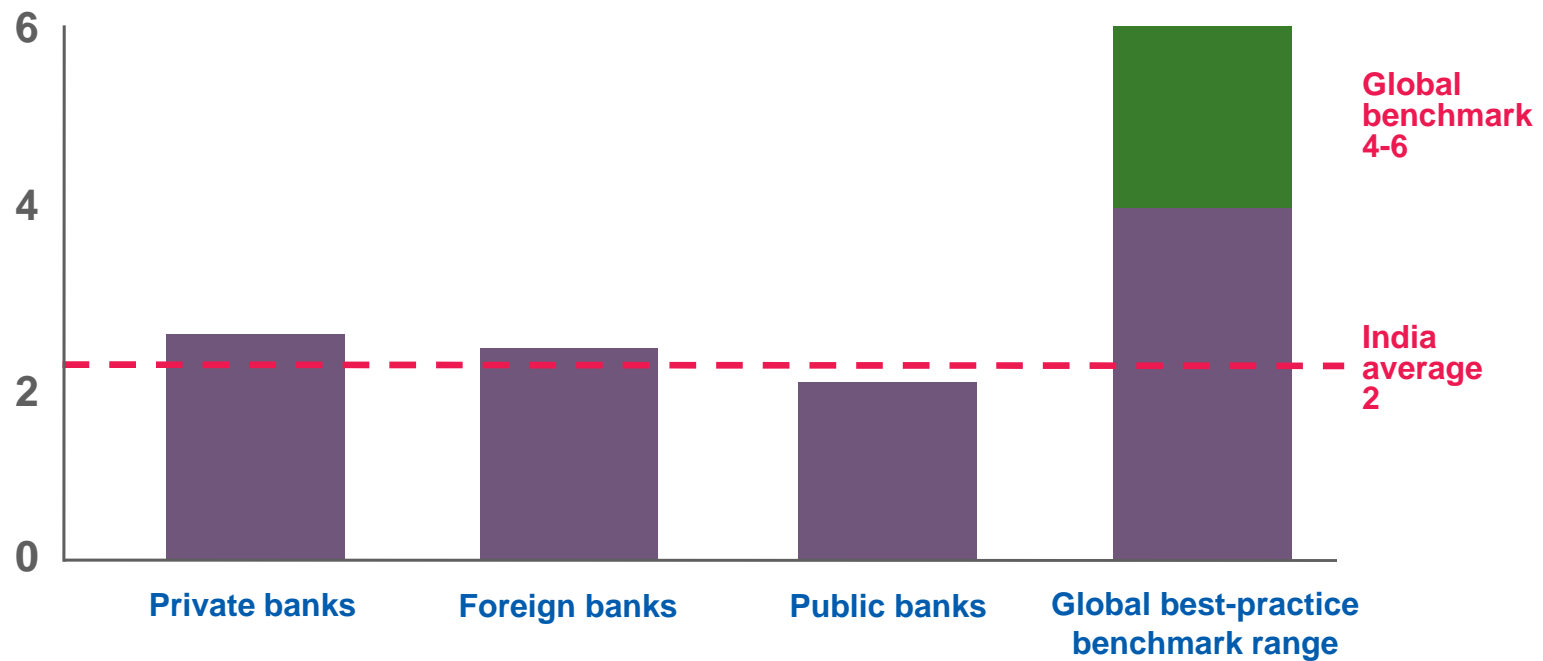




## Market dynamics

# Retail cross product holdings

Benchmark of average number of products used per customer with primary bank



## The Indian Credit Bureau opportunity



**The Indian credit  
active population  
today is equivalent to  
the UK**

**Indian credit bureau  
volumes today are  
approximately 10% of  
the UK**

- Escalating growth in credit applications as retail credit market expands
- Introduction of bureau value-added products such as scores and fraud detection tools
- Rising demand for sophisticated customer management services
- Client desire for multi bureau enablement
- Potential for additional bureau based services in areas such as ID verification
- Government push for financial inclusion and use of credit bureau in microfinance

## Credit bureau competitive environment

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CIBIL	Experian	Equifax	High Mark
<ul style="list-style-type: none"><li>▪ JV with TransUnion and 14 Indian banks and finance companies</li><li>▪ Launched services in 2004</li></ul>	<ul style="list-style-type: none"><li>▪ JV with 7 banks and finance companies</li><li>▪ First CICRA licensed bureau in February, 2010</li></ul>	<ul style="list-style-type: none"><li>▪ JV with 6 Indian banks and finance companies</li><li>▪ Received licence in March 2010</li></ul>	<ul style="list-style-type: none"><li>▪ JV with 10 Indian banks, finance companies, private equity, etc.</li><li>▪ Received licence in November 2010</li></ul>

## Experian India

# Two tightly coupled businesses

### 100% subsidiary

**Decision Analytics:** Retail credit risk management, multi-bureau, collections and fraud prevention products and services

**Marketing Services:** CheetahMail – email deployment, Hitwise – web analytics

### Credit bureau 49% JV

**Experian global value added products on a bespoke technical platform**

**One Experian:  
Leveraging our global capability**



## Strategy

# Indian credit bureau plan

### Preparation

- Form Joint Venture
- Obtain bureau licence
- Deploy new platform
- Load members data
- Launch operations

### Service

- Load maximum data
- Superior data matching
- Service excellence
- 24 x 7 operations
- New data assets

### Competitive Advantage

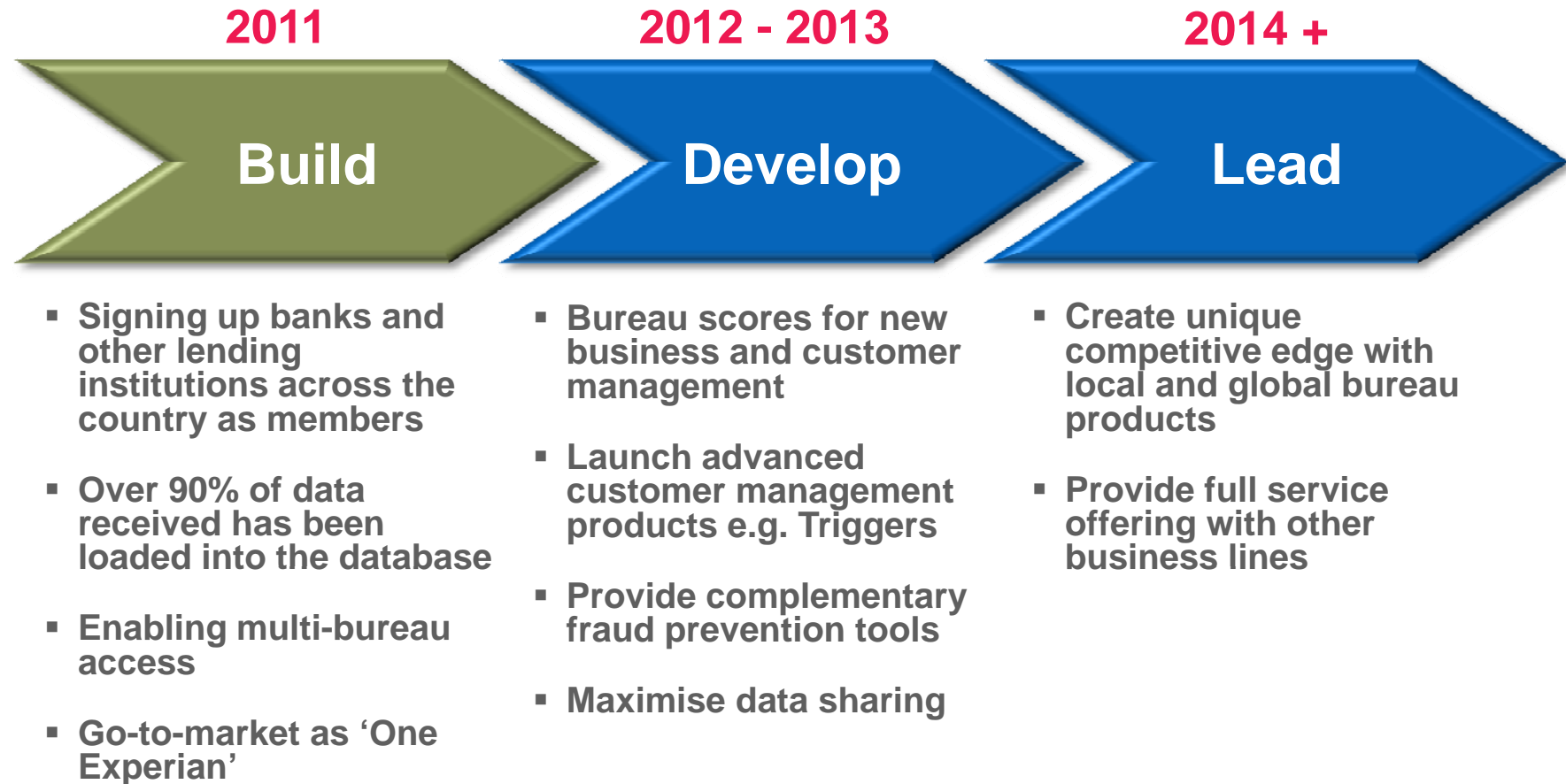
- Multi-bureau enablement
- Bureau scores / products
- Integrated sales channel
- New bureau services
- Full lifecycle support

**Create a differentiated bureau in combination with Experian's broader value-added portfolio**

## Current progress

# Building the bureau

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Current progress

## Experian Decision Analytics – key clients in India

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Hunter



Bureau Connectivity



Score Cards



Consulting

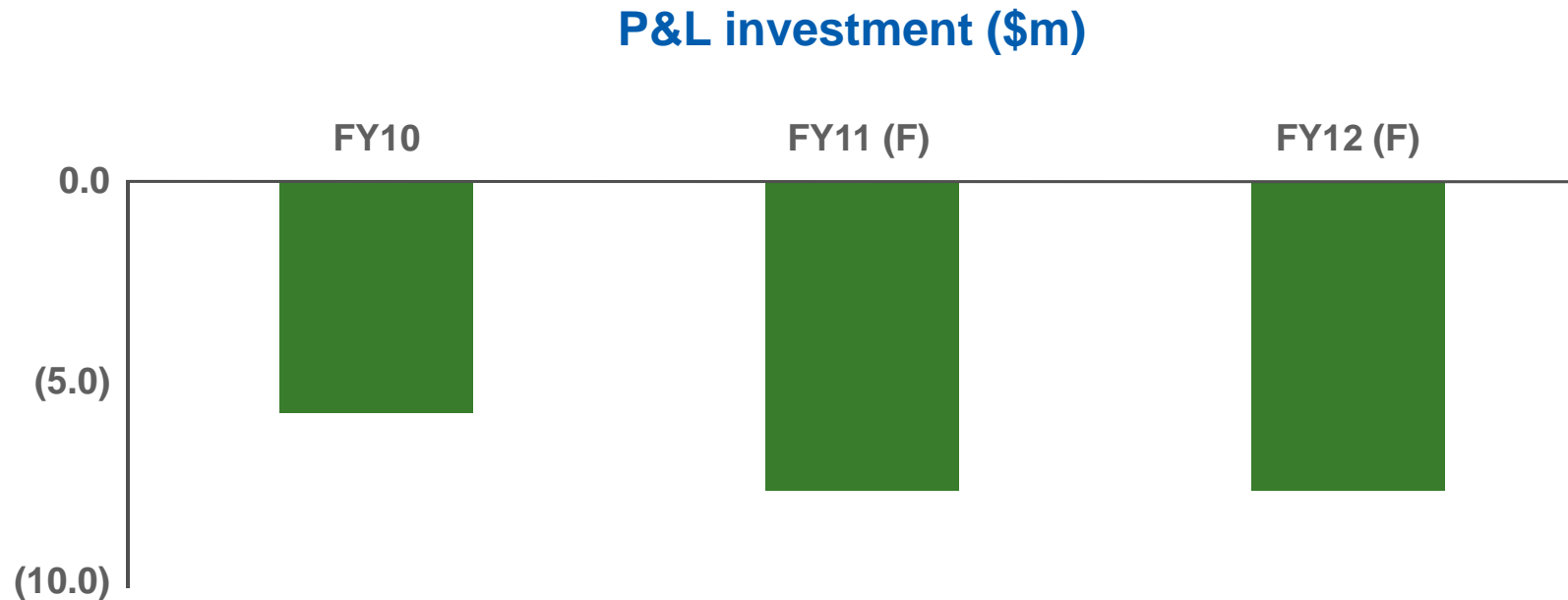




## Financials

### Currently in start-up investment phase

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**FY12: Generate revenue from Decision Analytics and Marketing Services**

## Summary

# A new Experian business in an attractive growth market



- Attractive market environment with strong fundamental drivers
- Experian is first alternative bureau to market with a clearly differentiated market proposition
- Good progress to date
  - Building the consumer credit bureau
  - Launched Decision Analytics business
  - Recent announcement of our Digital Marketing capabilities

**Objective: to build a multi-faceted Experian business replicating our developed markets**

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# Evolution of Consumer Direct strategy

Mike Dean  
President, Consumer Direct

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## Experian Consumer Direct Overview



Annual revenues of  
over \$800m  
representing over 20%  
of global sales

Leading provider of  
online consumer  
credit reports, credit  
scores and credit  
monitoring

Currently serving  
about 9 million  
consumers  
in US & UK

**Helping consumers understand, protect and improve  
personal and financial prosperity**

## Experian Consumer Direct **Agenda**

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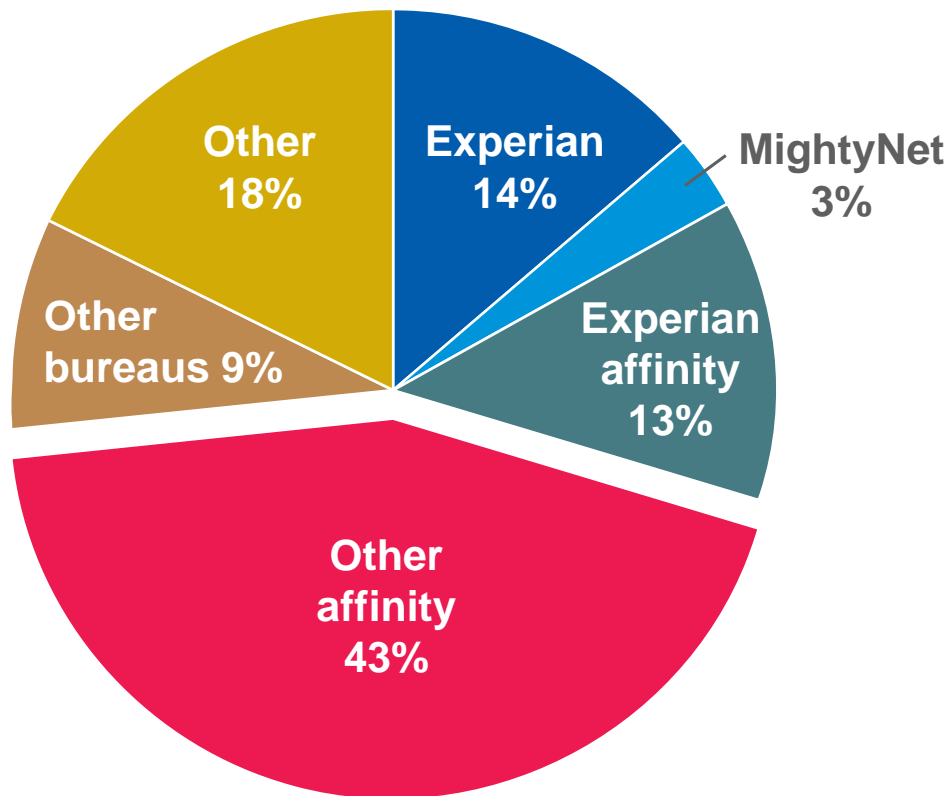


- **Defining the US market**
- **Current marketing approach**
- **FY12 and beyond**

## Defining the US market

# A large addressable market

### US market share by number of active subscribers



About 26 million US consumers subscribe to some form of credit monitoring or identity protection service today

Affinity marketing through financial services partners accounts for about 56% of the market



## Defining the US market

# Identifying consumer needs by segments

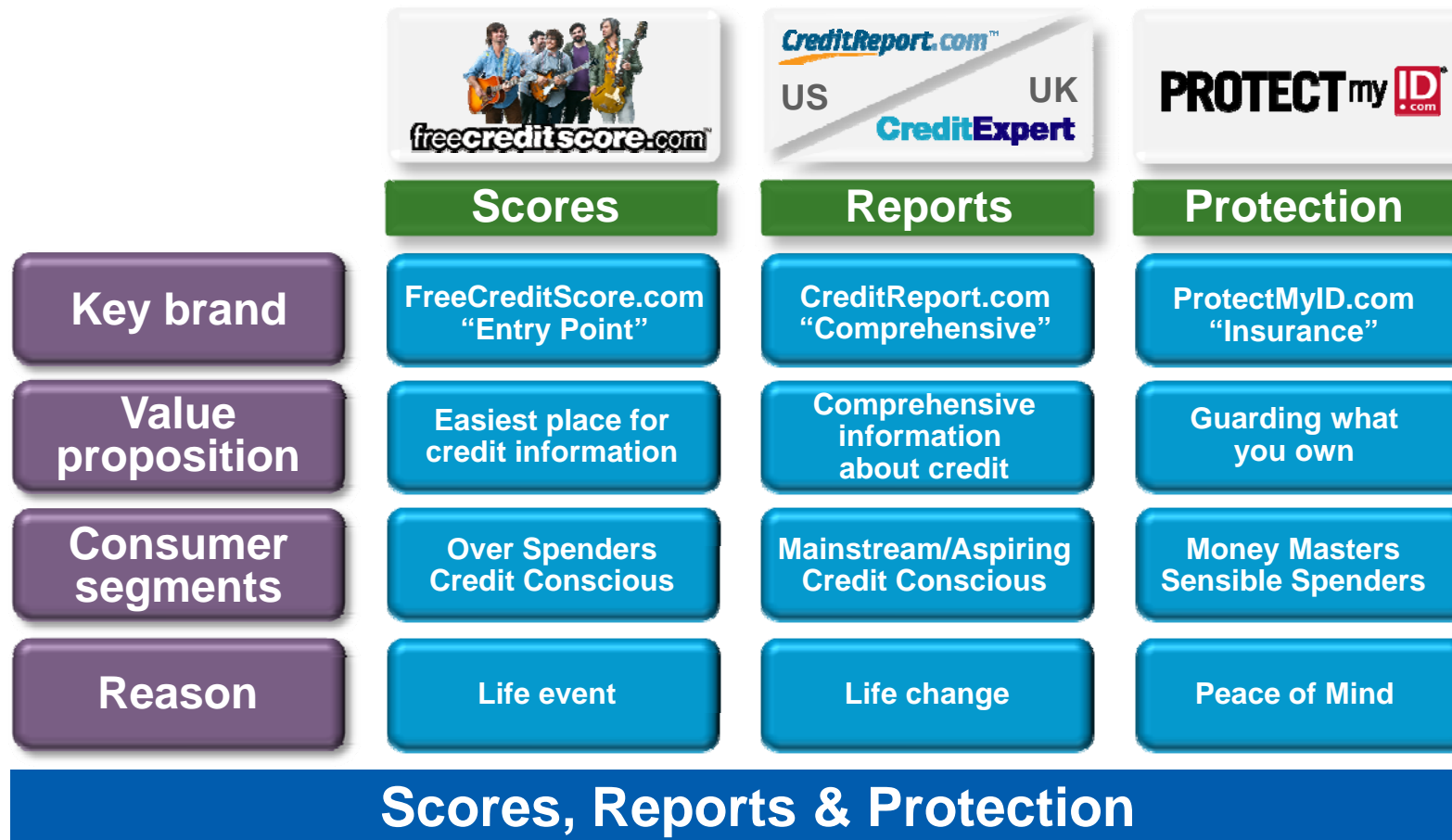
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Multi-tiered product strategy

## Targeting specific consumer segments by brand

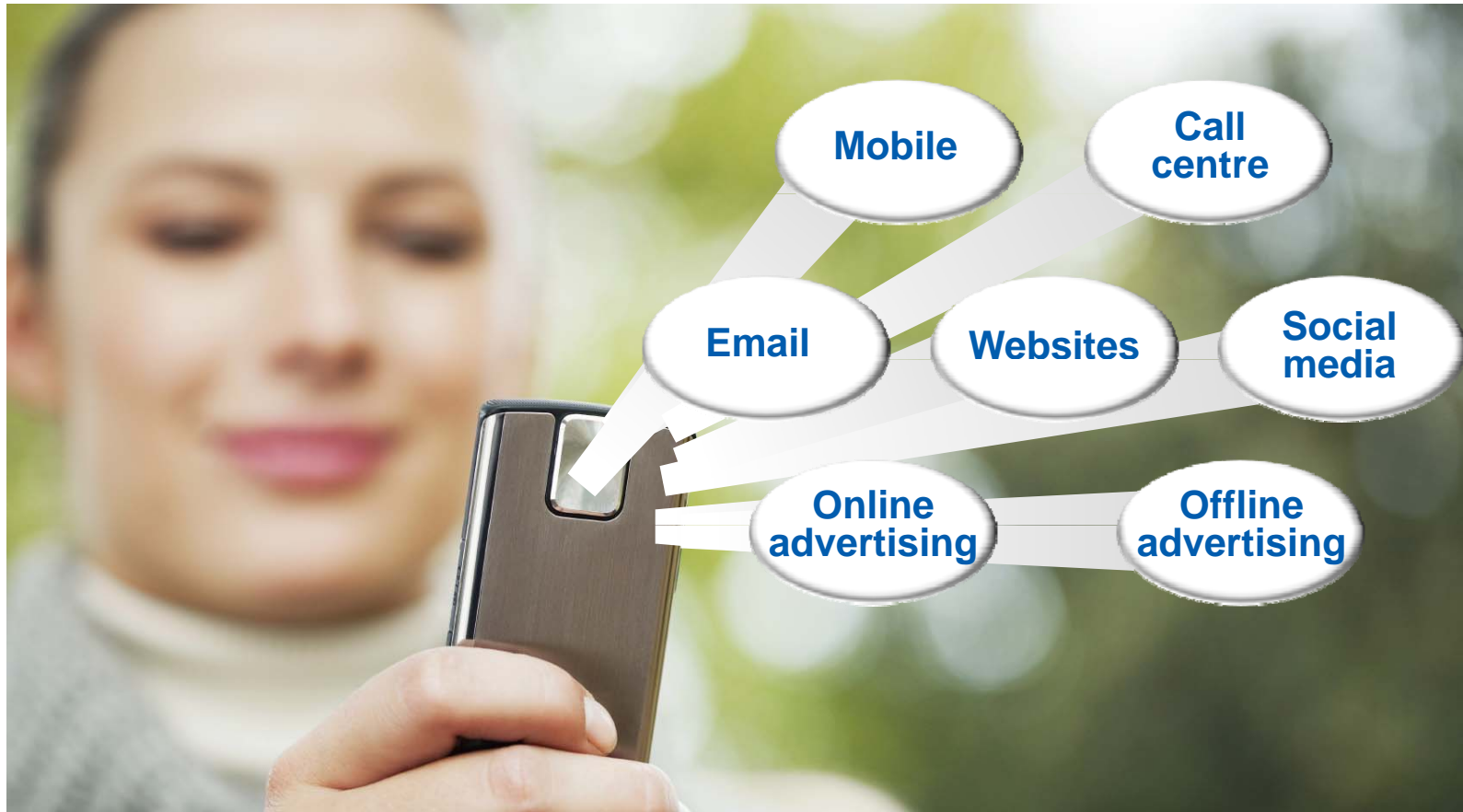
Most comprehensive marketing approach in the industry



Multi-channel marketing

## Reaching consumers through their preferred channels

Deliver valuable information to consumers wherever and whenever



Integration update

## What did MightyNet bring to the strategy?

- **Creditreport.com URL is a core component of our multi-tiered product strategy –**
  - Enables marketing to consumer segments interested specifically in credit reports
- **Integration is ahead of schedule**
  - All new traffic is already on Experian Consumer Direct platform
- **New ad campaigns underway**



## FY12 and beyond - maximizing growth

### **Near term addressable opportunities**

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- Affinity partners
- Mobile delivery
- Consumer education
- Improved retention



FY12 and beyond - maximizing growth

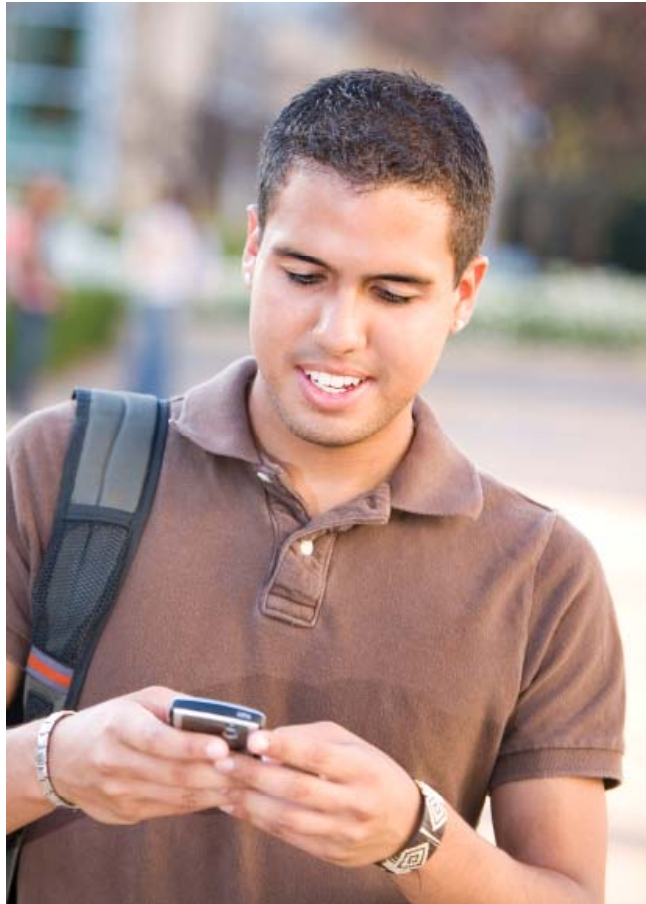
## Affinity partners – a significant opportunity for growth



- Why financial services partners choose to market Experian products?
  - Value-added services are an increasing focus of affinity partners
    - Adds retention value
    - Significant revenue streams
    - Creates competitive advantage
- What Experian offers
  - Turn-key white label service
  - Fee paid per account
  - Online expertise & experience
  - Long term strategic relationships
  - Innovative products

FY12 and beyond - maximizing growth

## Going mobile – a driving force for future product offers



- **Making our products more accessible and powerful**
  - **Moving beyond our websites to reach customers where they are**
  - **Consumers ages 18-30 use mobile devices to access the internet**
  - **Today –**
    - **Mobile apps for credit scores, identity theft alerts**
  - **FY12 –**
    - **Modify products to accept orders by mobile**
  - **Beyond –**
    - **Transform all products to full engagement with consumer through mobile**



FY12 and beyond - maximizing growth

## Focus on acquisition and retention – Consumer Education

Consumer education is fundamental to increased member retention and higher value products

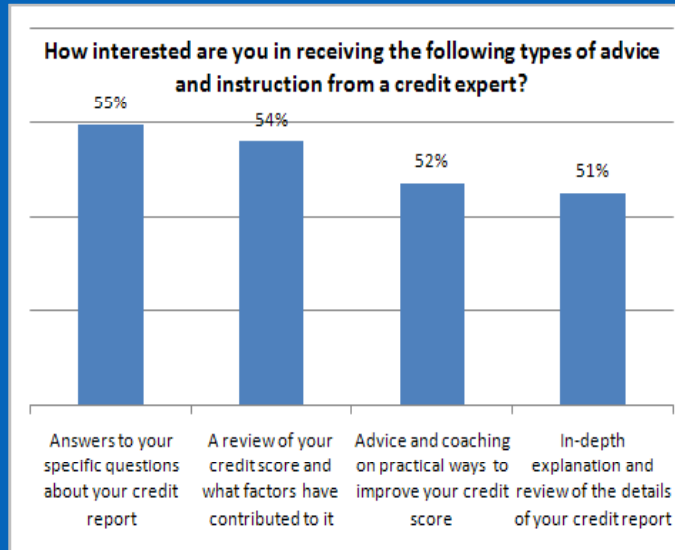


- Provide proactive service: pilot credit education
- Increase content, ie: social media, blogs, user feedback

## FY12 and beyond

# Credit advisory services – pilot project

**Our consumers want help understanding their credit report and figuring out what they can do to improve it**



- A call center-based offering with credit experts
- Provided by a partner with the needed expertise and certifications
- Three levels of help depending on consumer needs and credit knowledge
- Launched on 17 January

Make a plan to improve your credit picture in 2011.



Talk to a Credit Advisor and see what you can do.

**Start Here!**

FY12 and beyond - maximizing growth

## Focus on acquisition and retention – building loyalty

Over past four years, member retention improved by double digit percentage growth due to quality of product offerings

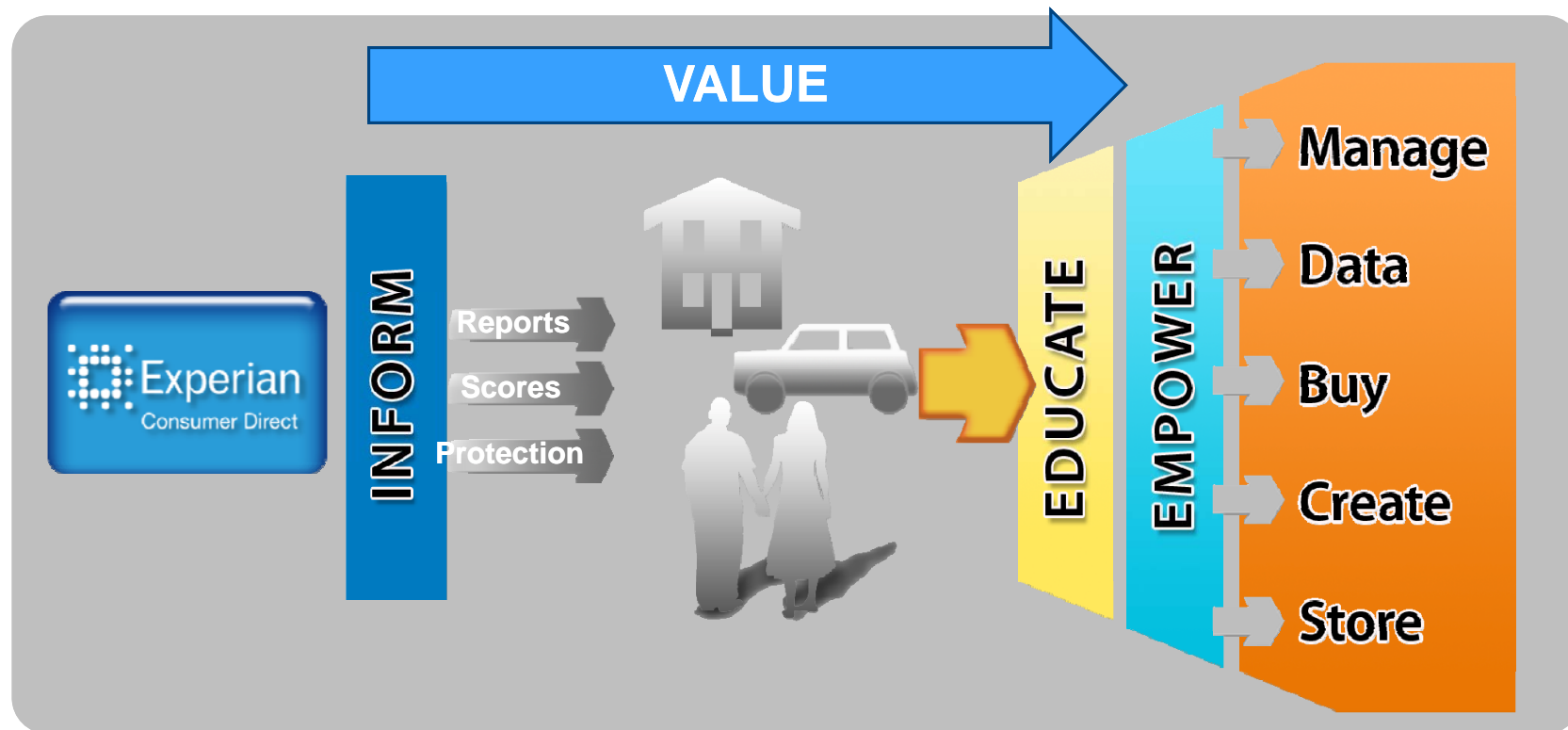


- Loyal users – 30% to 40% of our new members are repeat users.
- Longevity – over half of our members have subscribed for more than one year
- Product – ongoing investments
- Product and customer care improvements:
  - User-friendly credit centre
  - Monthly credit statements
  - Member rewards programme

FY12 and beyond

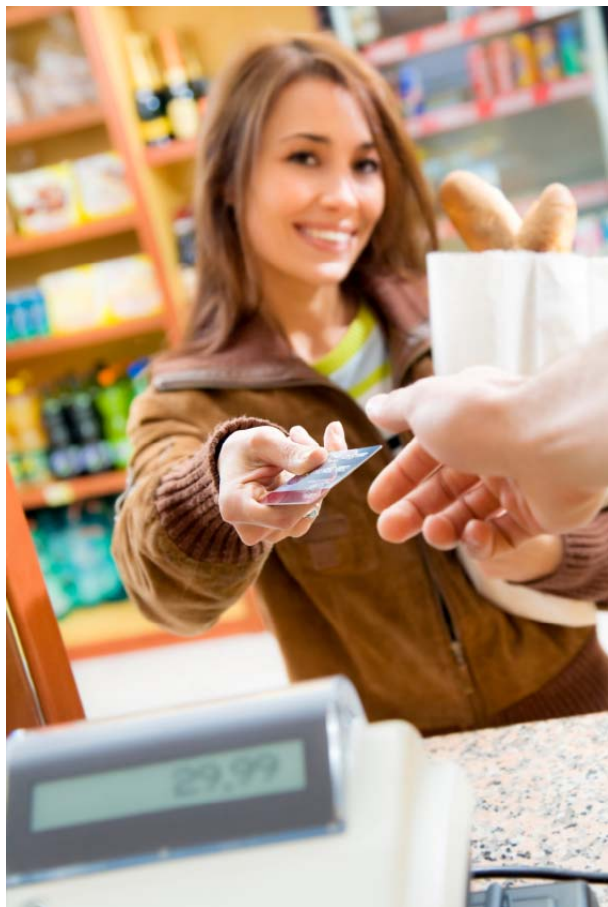
## Our future direction – proactive engagement with consumers

As we expand the business and product offerings Experian becomes a more important element of the daily consumer life



# Summary

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- **Experian Consumer Direct is the global leader**
- **Large addressable market**
- **Three-pronged marketing strategy leveraging strong consumers brands**
- **Focus on consumer education and accessibility**
- **Natural relationship with financial institutions for future affinity programs**
- **Longer-term vision aimed at evolving needs of the consumer**



# Summary

Don Robert  
Group Chief Executive Officer

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## Summary **Experian**

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- **Executing on our growth plan**
- **Prioritising the right opportunities**
- **Global span with unparalleled data and analytics**
- **Our aim is premium-quality sustained growth**

**Creating shareholder value**



# Appendix

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## Biographies

# Kerry Williams

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- Kerry Williams was appointed **Group President of the Credit Services and Decision Analytics Group, North America** in June 2005.
  - He was previously President of Experian's Consumer Information Solutions business unit and, before this, the Senior Vice President of Sales.
  - Prior to joining Experian in 2003, Kerry was President of ERisk Holdings Incorporated, an enterprise-wide risk-management company.
- 
- He was also a Senior Vice President/General Manager with Bank of America, where he formed and developed the Bank's commercial credit card business.
  - Kerry is a member of the board of directors for the Consumer Data Industry Association, VantageScore Solutions LLC and the Institute for Intergovernmental Research, a consulting and technical assistance firm in the law enforcement arena.
  - He earned his Bachelor of Science degree in Business from Florida State University and a Master of Business Administration from Arizona State University.

## Biographies

# Allen Anderson

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- Allen Anderson was appointed **President of Experian Business Information Services** in June 2008.
  - Previously he was Executive Vice President of Synergy and Innovation and, before this, Global Head of Audit.
  - Before joining Experian in 2003, Allen held several executive positions with J.D. Edwards, a leading global enterprise resource planning software company, including Regional Controller, Director of Finance and Administration for Latin America, and Director of Internal Audit.
- 
- Prior to his tenure at J.D. Edwards, he held several financial management positions at TRW.
  - Allen has a degree in Chemical Engineering from the University of Colorado. He holds a Masters in Business Administration (Corporate Finance) from the University of Southern California, was part of Stanford University's Executive Financial Management Program and is a Certified Public Accountant (CPA).

## Biographies

### Ricardo Loureiro

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- Ricardo Loureiro became **Managing Director of Experian Latin America** in January 2010.
  - Prior to this appointment, he was Chief Operating Officer of Experian Latin America and President of Consumer Information.
  - Ricardo joined Experian in 1998 as Consumer Products Superintendent.
- 
- He was previously Director of CSU CardSystem and Director of Credicard (Citibank, Brazil) in such areas as operations, technology, products and sales.
  - Ricardo has a degree in production engineering and a post-graduate degree in quality engineering, both from Escola Politécnica of São Paulo University. He also holds a Master of Business Administration from Universidade Presbiteriana Mackenzie.

## Biographies

### Richard Fiddis

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- Richard Fiddis was appointed **Managing Director for Strategic Markets** following Experian's listing as a UK FTSE company in 2006 and has responsibility for driving the Group's development in new strategic markets, with a particular focus on India.
- He was previously Managing Director of UK, Ireland & Northern Europe.
- Before joining Experian in 1999, Richard was Managing Director of Lorien plc, an IT Consultancy and Services business and European Vice President for Marcam Corporation, a US software and services provider.
- Prior to that he spent 14 years with IBM, where he progressed to managing its UK Northern Region, before setting up and running an IBM joint venture company.
- Richard graduated from the University of Sussex and Rochester (USA) and completed a PhD in Biomedical Engineering. He is a Non-Executive Director of Nottingham Building Society and a member of Warwick Business School's MSc Advisory Board.

## Biographies

### Mike Dean

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- Mike Dean was appointed **President of Experian Consumer Direct (ECD)** in June 2009.
  - Mike Dean joined ECD in 2003 as Vice President of Business Development for FreeCreditReport.com. He most recently served as the Chief Marketing Officer and was responsible for the strategic direction of the brand's marketing efforts.
  - Before this Mike Dean was Vice President of Business Development for PriceGrabber.com and on the team that took MediaRing.com public.
- 
- Mike spent the first 10 years of his career in international business, working for Ashton-Tate, Epson and Ingram Micro in Asia, South Africa and the Middle East. Mike also founded and managed a company that built sales and marketing relationships for U.S. companies looking to establish an international presence in Asia.
  - Mike holds a bachelor's degree in economics from the University of California, Irvine.

## Appendix

# Credit Services: 43% of group revenue

6 months ended 30 September  
US\$million

Revenue	2010	2009	Total growth	Organic growth H1 FY11	Organic growth Q3 FY11
North America	349	348	0%	0%	5%
Latin America	335	245	22%	22%	16%
UK and Ireland	108	116	(4)%	(4)%	(1)%
EMEA/Asia Pacific	88	93	(2)%	(2)%	(3)%
<b>Total revenue</b>	<b>880</b>	<b>802</b>	<b>6%</b>	<b>6%</b>	<b>7%</b>
<b>EBIT</b>	<b>297</b>	<b>271</b>	<b>6%</b>		
<b>EBIT margin</b>	<b>33.8%</b>	<b>33.8%</b>			



## Appendix

# Decision Analytics: 11% of group revenue

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6 months ended 30 September  
US\$million

Revenue	2010	2009	Total growth	Organic growth H1 FY11	Organic growth Q3 FY11
North America	52	55	(5)%	(5)%	1%
Latin America	5	4	33%	33%	86%
UK and Ireland	82	89	(5)%	(5)%	10%
EMEA/Asia Pacific	56	53	6%	6%	5%
<b>Total revenue</b>	<b>195</b>	<b>201</b>	<b>(1)%</b>	<b>(1)%</b>	<b>7%</b>
<b>EBIT</b>	<b>50</b>	<b>53</b>	<b>(3)%</b>		
<b>EBIT margin</b>	<b>25.6%</b>	<b>26.4%</b>			

## Appendix

# Marketing Services: 19% of group revenue

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6 months ended 30 September  
US\$million

Revenue	2010	2009	Total growth	Organic growth H1 FY11	Q3 FY11
North America	175	156	12%	12%	9%
Latin America	10	6	36%	36%	57%
UK and Ireland	102	103	3%	3%	2%
EMEA/Asia Pacific	83	59	42%	13%	24%
<b>Total revenue</b>	<b>370</b>	<b>324</b>	<b>15%</b>	<b>10%</b>	<b>11%</b>
<b>EBIT</b>	<b>53</b>	<b>32</b>	<b>70%</b>		
<b>EBIT margin</b>	<b>14.3%</b>	<b>9.9%</b>			

## Appendix

# Interactive: 27% of group revenue

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6 months ended 30 September  
US\$million

Revenue	2010	2009	Total growth	Organic growth H1 FY11	Q3 FY11
North America	491	451	9%	9%	9%
UK and Ireland	57	52	13%	13%	9%
Total revenue	548	503	9%	9%	9%
EBIT	109	111	(2)%		
EBIT margin	19.9%	22.1%			

## Appendix

# Experian American Depositary Receipt (ADR) program

**Experian ADR shares trade on the OTCQX under the following information:**

Symbol	EXPGY
CUSIP	30215C101
Ratio	1 ADR : 1 ORD
Country	United Kingdom
Effective Date	October 11, 2006
Underlying SEDOL	B19NLV4
Underlying ISIN	GB00B19NLV48
U.S. ISIN	US30215C1018
Depository	BNY Mellon

**For ADR shareholder enquiries, please contact:**

Shareholder Relations  
Bank of New York Mellon  
PO Box 358516  
Pittsburgh  
PA 15252 - 8516  
United States

T: + 1 201 680 6825 (From the US: 1-888-BNY-ADRS, toll free)  
E: [shrrelations@bnymellon.com](mailto:shrrelations@bnymellon.com)  
W: [www.adrbnymellon.com](http://www.adrbnymellon.com)



## Appendix

# Contacts

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**Website: [www.experianplc.com](http://www.experianplc.com)**

**Paul Brooks**  
**Chief Financial Officer**  
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**Peg Smith**  
**Executive Vice-President**  
**Email: [peg.smith@experian.com](mailto:peg.smith@experian.com)**

**Nadia Ridout-Jamieson**  
**Director of Investor Relations**  
**Email: [nadia.rjamieson@experian.com](mailto:nadia.rjamieson@experian.com)**

**Sarah Schibli**  
**Investor Relations Analyst**  
**Email: [sarah.schibli@experian.com](mailto:sarah.schibli@experian.com)**

## Appendix

# Event calendar

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**18 May 2011**

**Preliminary results announcement**

**15 July 2011**

**Interim management statement, first quarter**

**10 November 2011**

**Half-yearly results announcement**

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