



## Our global growth agenda

29 January 2013, London

30 January 2013, New York



## Welcome

Don Robert - Group Chief Executive Officer



# Agenda

**Credit Services – competing across the globe**

**Kerry Williams**

**Building our business in Brazil**

**Ricardo Loureiro  
& Jorge Dib**

**Spotlight on healthcare payments**

**Scott Waldron**

**Q&A**

**Coffee & tea break**

**Decision Analytics - maximising our potential**

**Joy Griffiths**

**Spotlight on fraud and identity**

**Scott Carter**

**Leveraging synergies in multi-channel marketing**

**Matt Seeley**

**The evolution of Consumer Services**

**Victor Nichols**

**Q&A**



## **Credit Services - competing across the globe**

Kerry Williams, President, Global Credit Services





Credit Services

# Competitive differentiation on a global scale



**Data**



**Technology**



**Product innovation**



**Vertical markets**



**Geographic expansion**

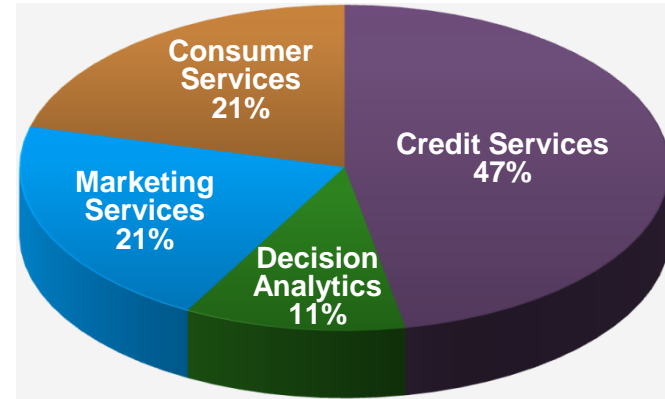
- Acquire data for competitive advantage
- Develop innovative products across the credit lifecycle
- Deploy global platforms for best in class capabilities and speed to market
- Enter emerging markets with high potential
- Maximize growth within key vertical markets
- Align resources and investments for maximum growth

## Creating global competitive distinction for Experian Credit Services

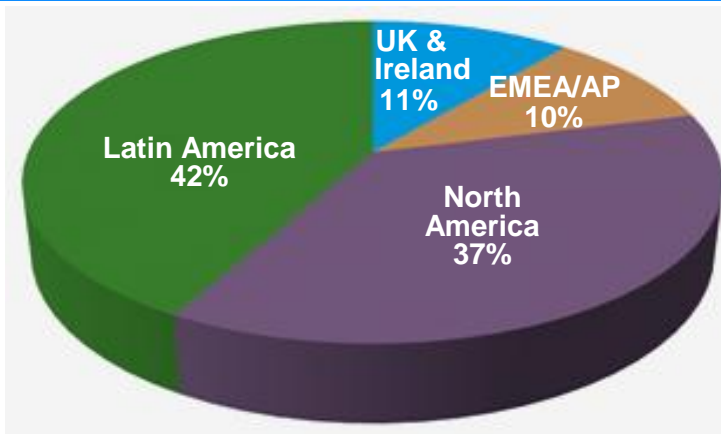


**Diverse portfolio by  
geography, business line  
and customer segment**

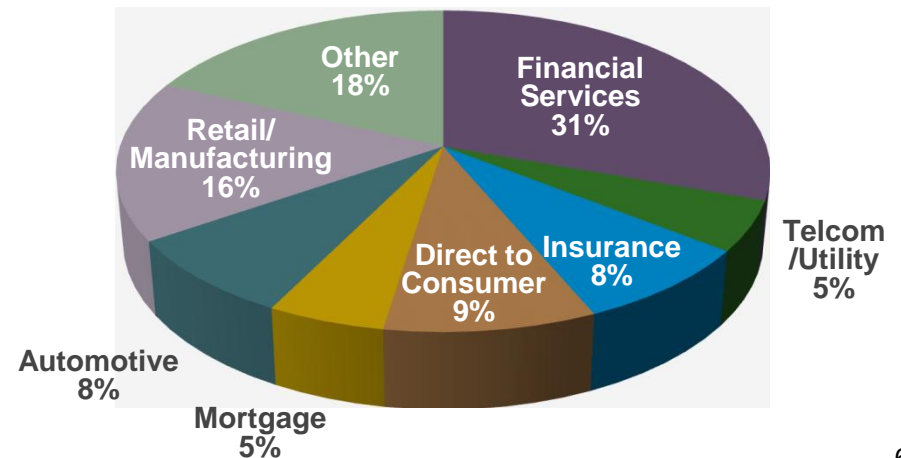
## Experian global business line



## Credit Services by region



## Credit Services by customer segment





# Credit Services Operations around the globe

## Credit bureaus

### 19 Consumer bureaus

- US
- UK
- Ireland
- Brazil
- Colombia
- Peru
- Venezuela
- Denmark
- Italy
- Morocco
- Russia
- South Africa
- Spain
- Australia
- Singapore
- India
- Estonia
- Netherlands
- Norway

### People (FTE)

1,635 US  
1,196 UK&I  
338 EMEA  
156 APAC  
1,495 LATAM

## Commercial credit bureaus

### 14 Commercial bureaus

- US
- UK
- Ireland
- Brazil
- Colombia
- Denmark
- Italy
- South Africa
- Singapore
- Estonia
- Norway
- China
- Australia
- Malaysia

### Data centers

McKinney, TX (US)  
Allen, TX (US)  
Nottingham, UK (UK, India)  
Sao Paulo (Brazil)



Credit Services

**Competitive differentiation - data**



# Data



Credit Services – data

# Competitive advantage - breadth of data assets across the globe

## Brazil

**Consumer**  
157m

**Business**  
13.8m

## UK and Ireland

**Consumer**  
46m

**Insurance**  
11.8m

**Business**  
17m

**Rental Exchange**

**Automotive**  
95.9m

## Asia Pacific and India

**Australia**  
8m Consumers

**India**  
140m Consumers

**Singapore**  
1.1m Consumers

**Malaysia**

**China**  
20m Businesses

## Spanish Latin America

**Colombia**  
19.9m Consumers  
700k Businesses

**Peru**  
20m Consumers

**Venezuela**  
3.5m Consumers

## North America

**Consumer**  
220m

**Business**  
25m

**Healthcare**  
50m Patients

**Automotive**  
660m Vehicles

**Criminal**  
690m Records

**RentBureau**  
9m Residents

## EMEA

**Denmark**  
4.2m Consumers  
600k Businesses

**Morocco**  
3m Consumers

**Russia**  
30m Consumers

**Estonia**  
1.3m Consumers  
150k Businesses

**Netherlands**  
9m Consumers  
2m Businesses

**South Africa**  
37m Consumers  
3.5m Businesses

**Italy**  
44m Consumers  
6m Businesses

**Norway**  
4.5m Consumers  
1m Businesses

**Spain**  
3.5m Consumers

## Global data coverage

- Over 790m consumers
- ~ 89m businesses





### Recent examples of data acquisition achievements

#### Organic

- Australia**
  - 50m records
  - 8m names / addresses
  - 600k public records
  - 92k credit card defaults
- India**
  - 149m tradelines
  - 1.8bn historical records
  - 10m auto loans
  - 5.7m mortgages
- US**
  - 4m telcom credit record reporting test
- UK&I**
  - 24m property ownership records
- Brazil**
  - 25m positive mortgage /card/auto records
- Colombia**
  - 35m consumers' IDs
  - 57m active accts
  - 96% updated 0-3mos

#### Inorganic

- US – Court Ventures**
  - 690m criminal records
- US – Rent Bureau**
  - 9m rental residents
  - 300 property mgmt contributors
- Colombia - Byington**
  - 25k business records with audited financial statements
- US - MPV**
  - 50m patients
  - 1bn healthcare payment records
  - 275m claims
  - 75m eligibility records
  - 25m registrations

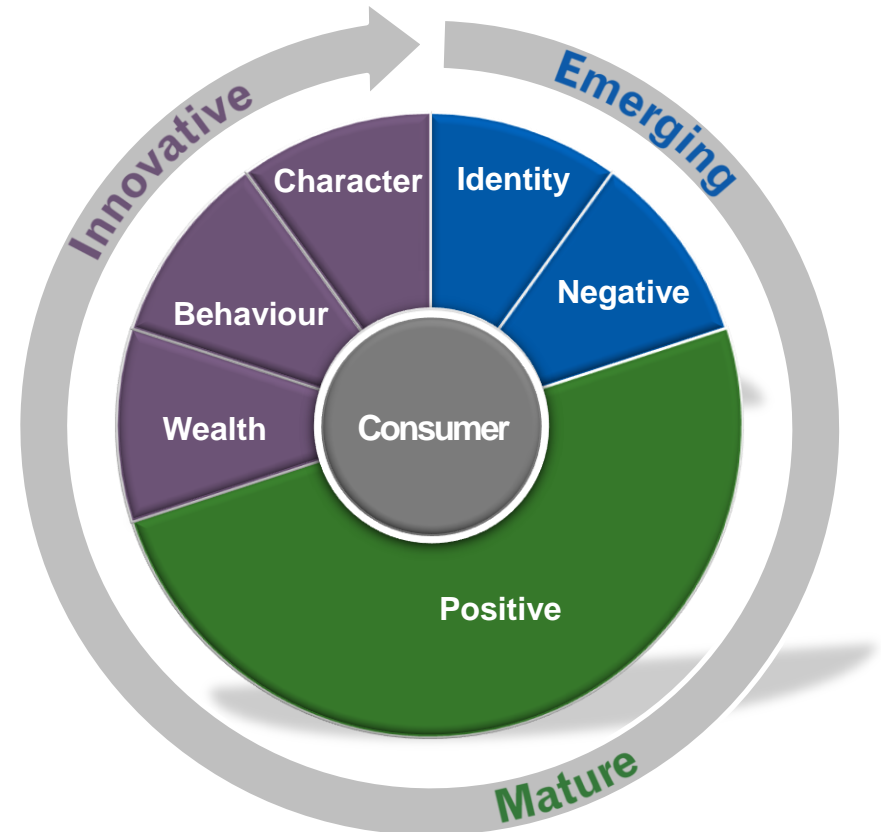
#### Partnership

- US - wealth data**
  - 97% US coverage for stock & mutual fund holdings
- US - payment data**
  - 4.7bn records
- DDA / bank data**
  - 11bn transactions
- Brazil – retail data**
  - 28.6m retail trades



## Data depth benchmarking for differentiation

- We have defined the “ideal credit bureau” to measure the depth of data coverage on a global scale
- Data depth drives revenue growth for Experian
  - Expands market coverage
  - Informs more complex decisions
  - Enables greater product innovation
  - Opens up new vertical markets
  - Drives competitive differentiation



**The ideal bureau enables a complete view of a consumer**



# Credit Services – data

## Example – UK depth scoring – phase 1

1	Identification	60%
A	Name and address	100%
A	Land phone line	96%
A	National ID	0%
B	Mobile phone	14%
B	Driver's licence	100%
B	Email address	0%
B	Fraud related	90%

3	Positive data	67%
A	Financial Institution- mortgage	98%
A	Financial Institution- card	98%
A	Financial Institution-- auto	99%
A	Financial Institution-- student loans	0%
B	Financial Institution- healthcare	0%
B	Retailers	98%
B	Utilities - water	11%
B	Utilities - gas	45%
B	Utilities - electric	45%
B	Telecom - landline	60%
B	Telecom - mobile	60%
B	Telecom - internet	60%
B	Telecom - cable	60%
B	Rental payments	0%
B	Short term loans (e.g., Payday)	50%
B	Microfinance / Peer to Peer	0%
B	Healthcare providers	0%

2	Negative data	63%
A	Public records - Bankruptcy	100%
A	Public records - Liens	0%
A	Public records - Judgments	100%
A	Debt agencies (collection bureau)	48%
A	Financial Institution- mortgage	98%
A	Financial Institution-- card	98%
A	Financial Institution-- auto	99%
A	Financial Institution-- student loans	5%
B	Financial Institution - healthcare	0%
B	Retailers	98%
B	Utilities - water	0%
B	Utilities - gas	45%
B	Utilities - electric	45%
B	Telecom - landline	60%
B	Telecom - mobile	60%
B	Telecom - internet	60%
B	Telecom - cable	60%
B	Rental payments	0%
B	Short term loans (e.g., Payday)	50%
B	Healthcare providers	0%
B	Microfinance / Peer to Peer	0%
B	Checking accounts	70%

4	Wealth	57%
A	Income – modeled	100%
A	Income – stated	60%
A	Income – verified	0%
A	Income – checking account	96%
B	Assets – property value	100%
B	Assets – auto value	100%
B	Assets - investments	0%
B	Assets – savings accounts	0%
B	Employment - stated	0%
B	Employment - verified	0%
B	Unemployment records	0%

5	Behaviours	48%
A	Inquiries	60%
B	Debit Card transactions	0%
B	Credit Card transactions	0%
B	Social media	0%

6	Character	80%
A	Criminal records	100%
B	Education records	0%
B	Professional licences	0%

UK Data depth score = 64%

A = foundational data,  
B = alternative data in that category.  
Lightly Shaded cells indicate regulatory restrictions.





# Credit Services – data Data depth analysis

Driving greater transparency  
into our data assets and  
priority alignment

Phase 1 countries	Data depth score	Market potential	% Achieved of market potential
Australia	14%	28%	50%
Brazil	38%	54%	70%
India	32%	66%	48%
UK	64%	79%	81%
US	74%	96%	77%

- Progress made
- No change
- Hurdle/on hold
- Updated quarterly

## Sampling of data initiatives

### Australia data initiatives

Description	Pipeline stage	Timing	5 year rev impact	Status
Positive data	Legislation under way	1-3 years	Modest	<span style="color: green;">●</span>
Default data	At various stages depending on industry/client.	<1 year	Significant	<span style="color: green;">●</span>

### Brazil data initiatives

Description	Pipeline stage	Timing	5 year rev impact	Status
Positive data	Acquire data	> 3 years	Significant	<span style="color: green;">●</span>

### India data initiatives

Description	Pipeline stage	Timing	5 year rev impact	Status
Transactional data	Identify sources	<1 year	Modest	<span style="color: green;">●</span>

### UK data initiatives

Description	Pipeline stage	Timing	5 year rev impact	Status
Rental data	Acquire data	1-3 years	Significant	<span style="color: green;">●</span>

### US data initiatives

Description	Pipeline stage	Timing	5 year rev impact	Status
Aggregated asset data	Business case	1-3 years	Significant	<span style="color: green;">●</span>
Verified income & employment	Business case	1-3 years	Significant	<span style="color: green;">●</span>

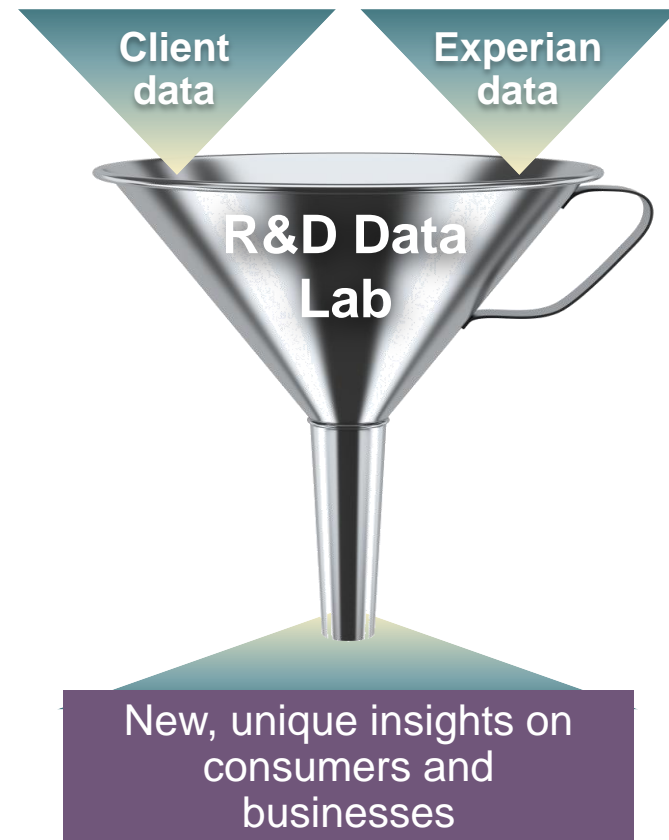


Credit Services – data

## US Data Lab – competing through research-based data innovation

**Team of research-oriented scientists and business leaders focused on innovative approaches to client challenges**

- One dozen scientists and industry experts
- Scientists with PhDs from top-tier universities
- Emphasis in Signal Processing, Machine Learning & Neuroscience
- Consultative client engagement
- Hypothesis / problem solving
- Experian owns 100% of intellectual property





Credit Services – data

## Data Lab research & development on unique competitive data sets

### Payment data



1bn credit card transactions

### Transaction data

200m wire transfers

### Wealth data

- 97% US data coverage for stock & mutual fund holdings
- Term sheet signed
- Product development commencing
- Partnering to get top 20 clients to “opt in” to consortium (90%+ of market)

### DDA / bank data

- 7bn monetary & non-monetary transactions
- 2.1bn DDA transactions
- 1.5bn ATM transactions
- 450m credit card transactions



# Credit Services – data

## R&D Data Lab innovation pipeline

### US products launched



#### Extended View FY13

- Credit risk model for consumers with little or no credit on file

#### Asset Insight FY12

- Estimates liquid assets based on federal tax reported dividend & interest income

### US products – underway

- Historical Risk Score Stability FY14
- Balance Transfer Propensity
- Expansion of Trended Attributes
- DDA Income Segmentation
- DDA Income Estimation
- DDA Primary Account Identification
- Healthcare: Payment Fee Schedule Inference

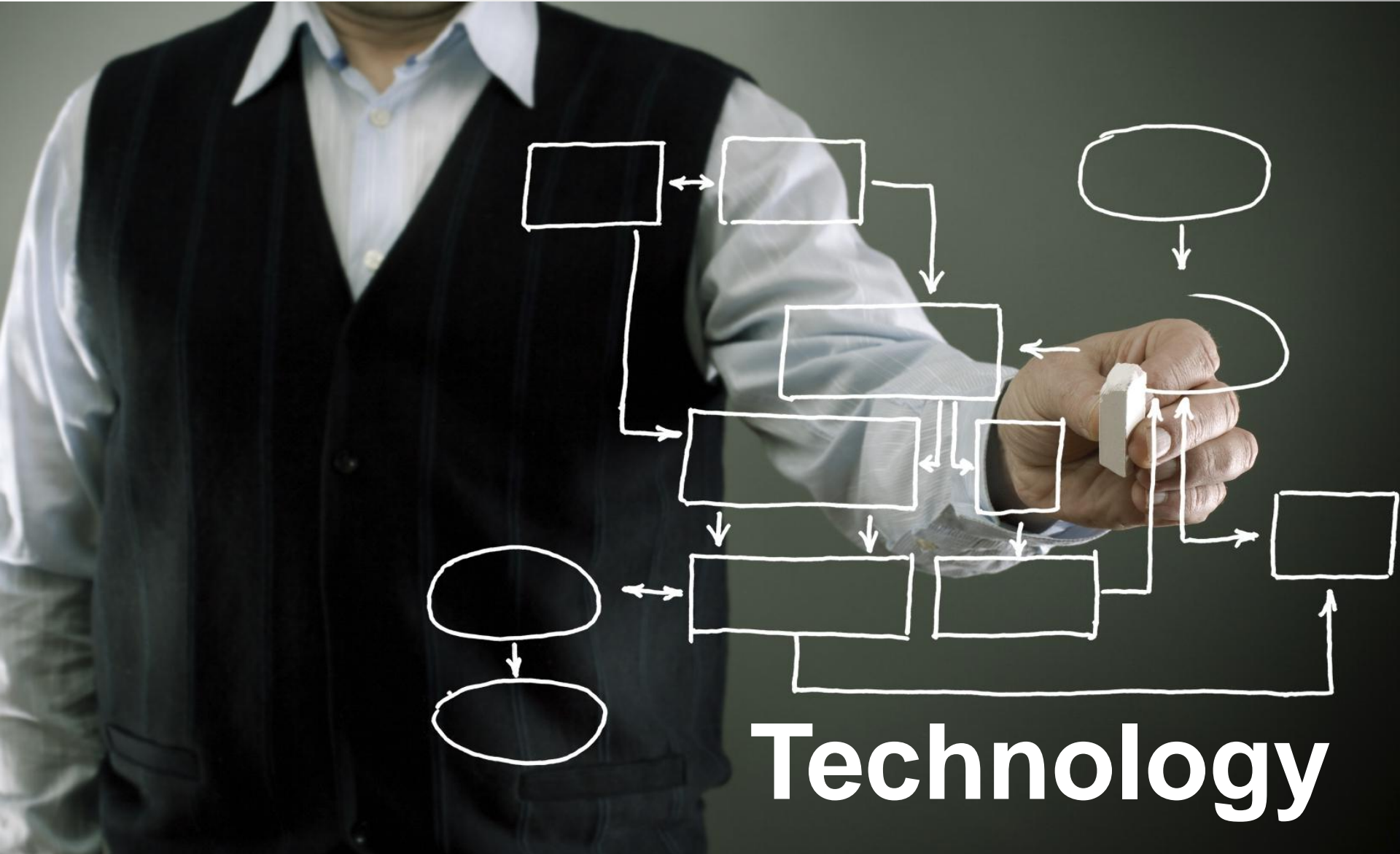
### Global scale

- India
  - Performance improvement analysis: MasterCard transaction data with India bureau data
- Australia
  - Transaction Bureau discussions
  - MasterCard



Credit Services

**Leveraging superior global scale – technology**



# Technology



## Credit Services – technology

# Global products & platforms deliver scale and competitive differentiation across markets

### Description

#### Credit Bureau Platform - NextGen

A self-contained consumer and commercial bureau platform

#### Global Value Added Products (GVAP)

A batch processing Data Warehouse and Studio tool that delivers value added batch products

#### Global Business IQ

Integrated web interface that allows businesses to evaluate new customers and monitor the health of an entire portfolio

#### Global Data Gateway

A global commercial data repository delivering batch and online international business credit reports

### Capabilities

- Data management
- Search match
- Unique identifier
- Online product delivery

- Triggers
- Account Review
- Retrospectives / Archives

- Online credit reports
- Portfolio mgmt
- Alerts
- Decisioning

- Global BIN
- Global corporate linkage
- Search match

### Capital Investment

Funded within ongoing operations

Funded within ongoing operations

Funded within ongoing operations

Funded within ongoing operations



Credit Services – technology

**Goal is to reduce costs per deployment**

## Cost effective global deployment of Global Value Added Products



































Acct mgmt	\$2.0m
Archives	\$2.1m
Triggers	\$2.1m
Trendview	\$2.1m
Commercial	<u>\$0.9m</u>
Total core development cost	\$9.2m

Global Value Added Products	US	UK	Australia	India	Russia
Declining deployment & customization cost	\$6.2m	\$2.1m	\$1.0m	\$0.45m	\$0.38m
Country Efficiency % equivalent (deploy + customization cost/applicable core investment)	67%	33%	11%	11%	9%



## Deploying global platforms in major markets

	NextGen	GVAP	BusinessIQ	Global Data Gateway
Australia				
Colombia				
Denmark				
India				
Netherlands				
Norway				
Russia				
South Africa				
UK				
US				



Development complete



Development underway



Business review / case in progress



Future interest





Credit Services – product innovation  
**Future competitive positioning**

# Product innovation

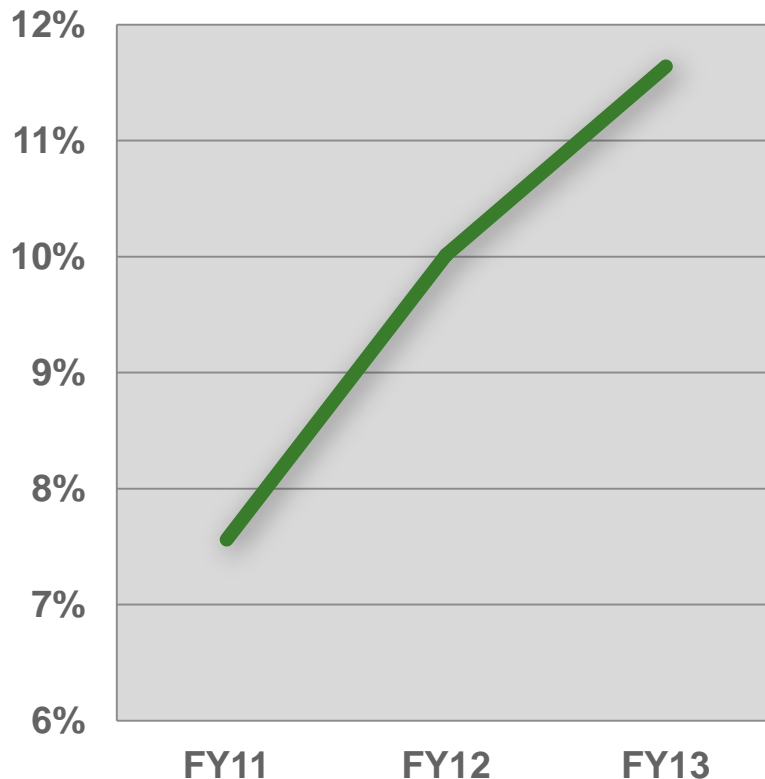




## Credit Services – product innovation

# Current and future highlights

**Credit Services**  
**Percent of revenue from products**  
**launched <3 years ago**



## Product innovation highlights

- Continued success with BusinessIQ in the US and UK
- BusinessIQ Express targeting the SME market in the US
- Connect - permission based credit sharing in the US
- US - Prequalification solution with potential global applicability
- Focus on innovation of new products in portfolio management, fraud and recovery solutions in Brazil
- Expanding international reporting capabilities in APAC



Credit Services  
**Global priorities - expansion**

# Vertical markets

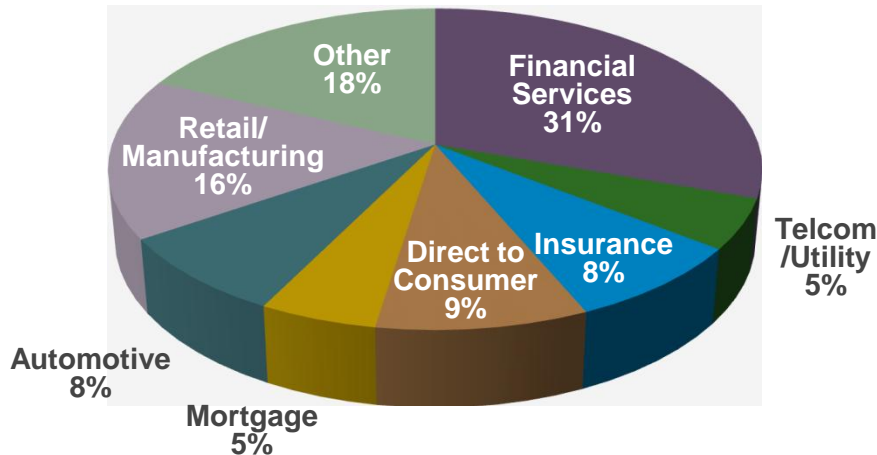




# Credit Services – vertical markets

## Growth initiatives span the globe

### Credit Services by vertical market



#### Telco

- **Markets** – US, UK, APAC, EMEA, Brazil, SP.LATAM
- **Products**
  - Credit Reports
  - Identity Verification
  - Skip Tracing

#### Healthcare

- **Markets** – US
- **Products**
  - Credit Reports
  - Skip Tracing
  - Archives

#### Financial Services

- **Markets** - US, UK, APAC, EMEA, Brazil, SP.LATAM
- **Products**
  - Credit Reports
  - Triggers
  - Prescreen
  - Account Management
  - Collections

#### Collections

- **Markets** – US, UK, EMEA, Brazil
- **Products**
  - Credit Reports
  - Skip tracing
  - Triggers

#### Public Sector

- **Markets** - US, UK
- **Products**
  - Credit Reports
  - Skip Tracing
  - Archives

#### Automotive

- **Markets** - US, UK, APAC, EMEA, Brazil
- **Products**
  - Credit Reports
  - Vehicle History
  - Prescreen

#### Insurance

- **Markets** – UK, APAC, EMEA, Brazil, SP.LATAM
- **Products**
  - Credit Reports
  - Discount Calculations
  - Claim Scores



# Credit Services **Global priorities - expansion**



















# Credit Services

## Geographic expansion

Historic	Completed FY12/13	Of interest
 Brazil	 Brazil - 30% remaining	<b>Geographic expansion criteria</b> <ul style="list-style-type: none"><li>▪ Favorable legislation</li><li>▪ GDP growth</li><li>▪ Competitive saturation</li></ul>
 China	 Colombia	
 Morocco	 Venezuela	
 Russia	 Peru	
 Singapore	 Australia	
 South Africa		
 India		



Credit Services

## Leveraging scale to compete across the globe



- **Data acquisition – implement data depth scoring across the globe**
- **Data Lab – secure global R&D partnerships for innovative solutions to client needs**
- **Leverage global technology platforms to deliver innovative solutions faster to market**
- **Deliver global product innovation – build once, deploy many**
- **Leverage insight, expertise, and innovation across markets**
- **Broaden diversification across customer segments**
- **Expand geographically for future growth**



## Building our business in Brazil

Ricardo Loureiro - Managing Director, Serasa Experian and  
Chairman, Experian Latin America

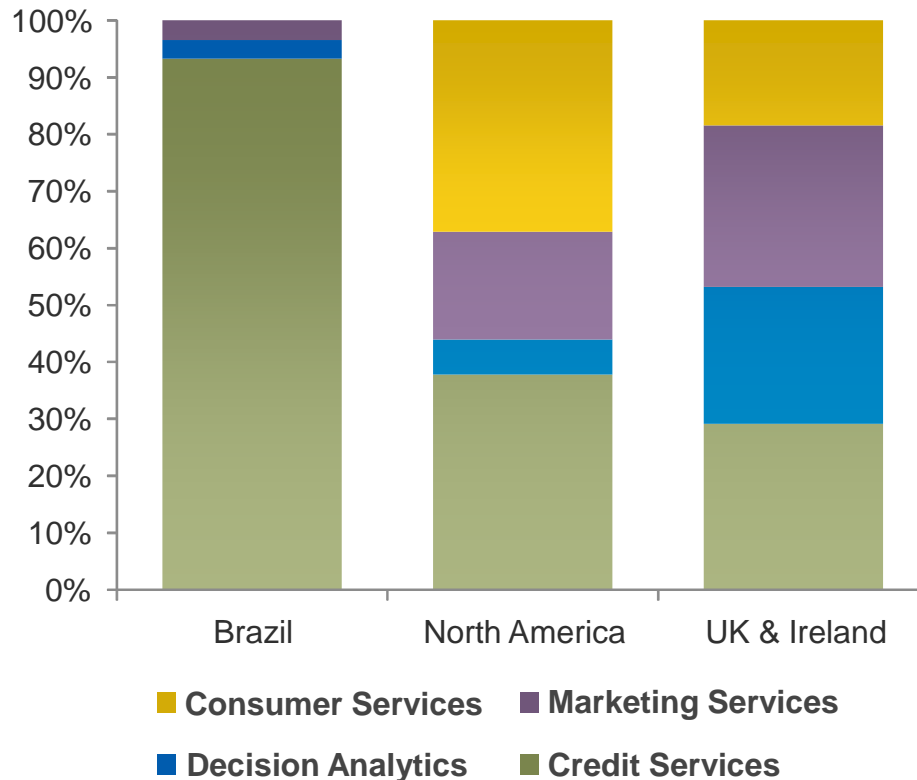
Jorge Dib - Sales & Marketing Director, Serasa Brazil Latin America





## Brazil Our business today

Experian  
revenue  
US\$bn



- Market leader in Brazil with over 60% share
- Tripled revenues since acquisition in 2007
- Still largely a Credit Services business
- Big focus on establishing full Experian capability

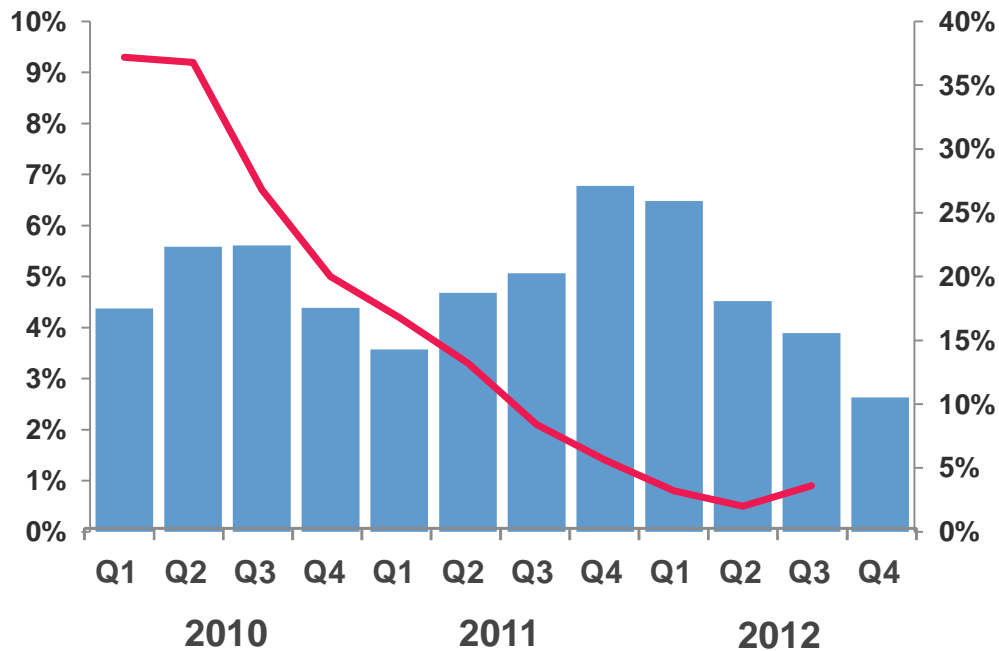
# Significant headroom for growth



# Brazil Macroeconomic environment

Brazil GDP  
growth  
(%)

Organic  
revenue  
growth  
(%)



— Brazil GDP growth

— Experian Latin America organic revenue growth

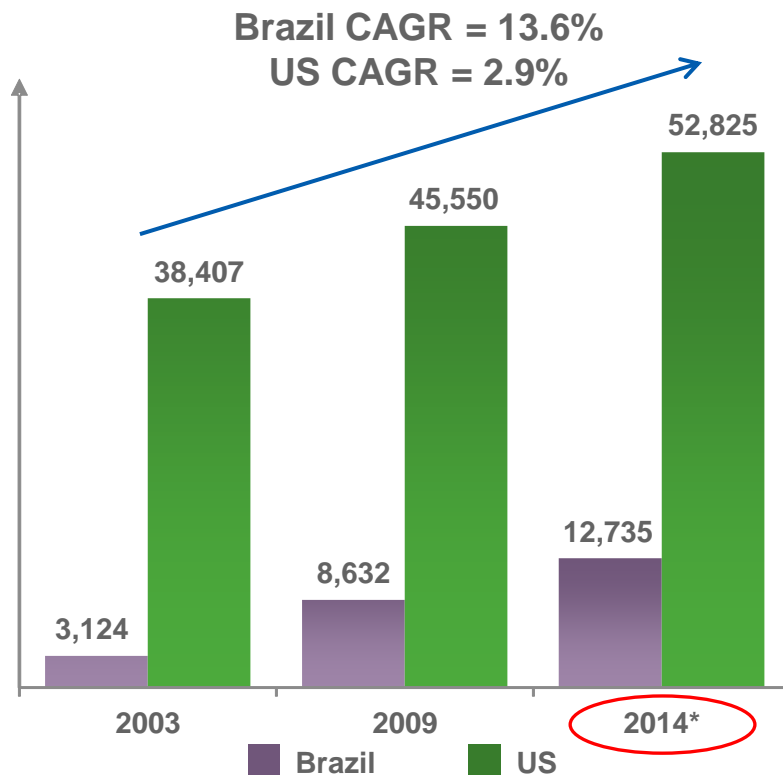
- Economic slowdown in Brazil
- Government has undertaken stimulus actions
- Experian outpacing economic growth



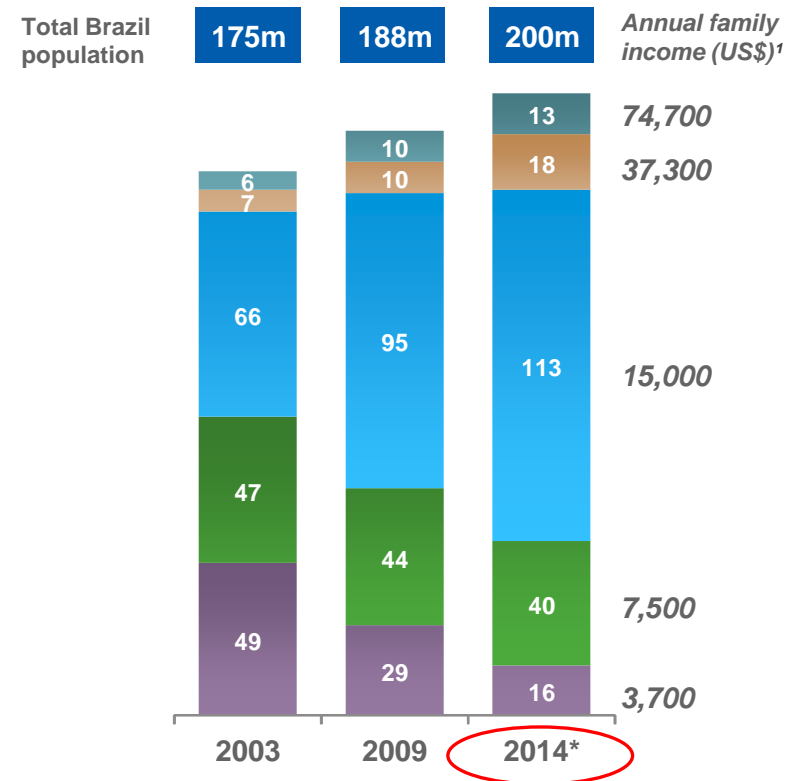
Brazil

# Demographics support a favourable long-term outlook

## GDP per Capita (US\$m)



## Expansion of the middle class



**Fast-growing middle class underpins structural growth**



Brazil

## Success factors: winning in the marketplace today



Experian

# Experian value chain



Brazil

## Winning in the marketplace today: data

Data

Value-added  
products

Go-to-market  
strategy



- 157m consumer records, of which:
  - 50m contain bank account data
  - 45m include negative data records
- 13.8m business records
- Added 29m retail payment histories in 2011
  - Unique to Experian
  - Data superiority in key regions of Brazil
  - Driving new business wins
- Leading the positive data effort

# Number 1 bureau of choice for data



Brazil

## Winning in the marketplace today: value-added products



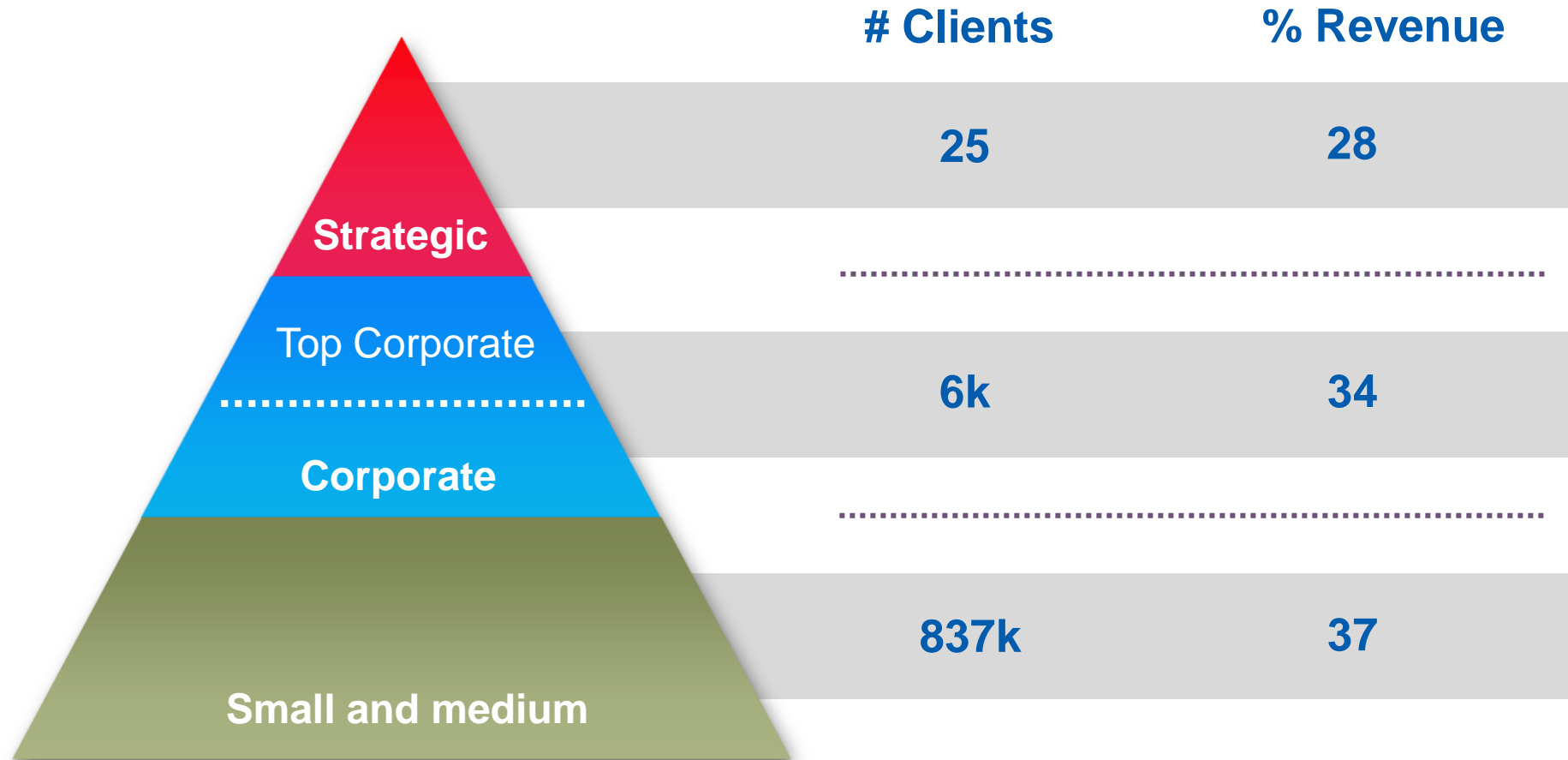
- Analytics and value-added products
- Clients investing in decision management
- Consulting engagements lay groundwork for positive data
- Growing pipeline for PowerCurve and fraud prevention

## Building Decision Analytics in Brazil



# Brazil

## Our client base in Brazil



**Growth opportunities differ by channel**



Brazil

# Creating winning strategies by client

Data

Value-added  
products

Go-to-market  
strategy

**Strategic**

**Expand relationships through  
cross and up-sell**

**Corporate**

**Increase usage of existing products  
and expand number of products sold**

**Small and medium**

**Acquire new customers  
Potential to increase loyalty**

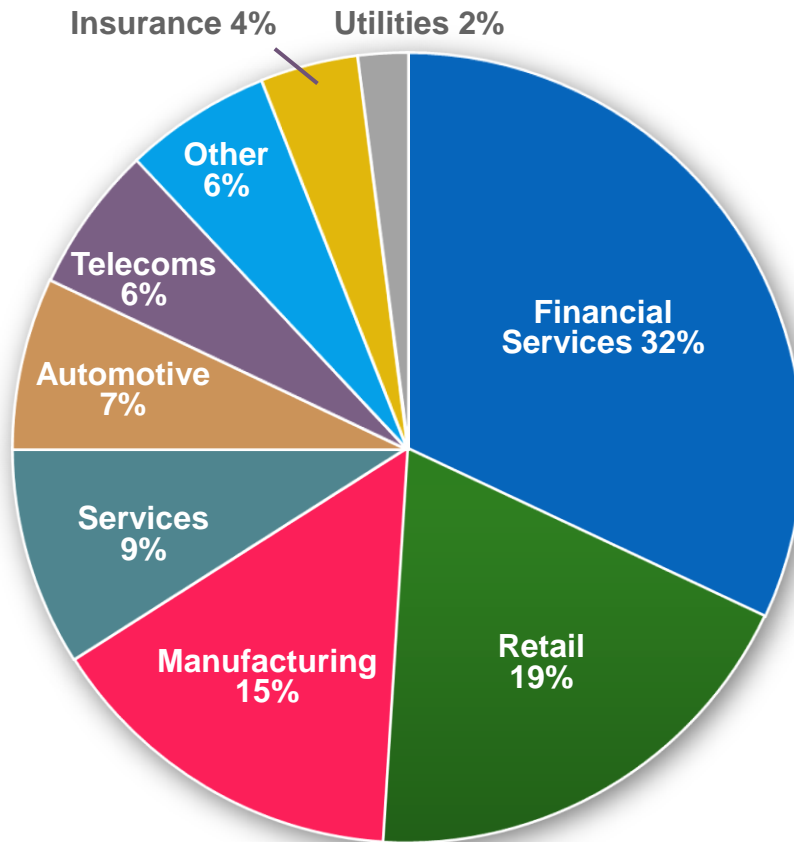




Brazil

# Winning in the marketplace today: new verticals

## Brazil - revenue by vertical



- New verticals are faster growing
- Different verticals have specialised needs
- Large wins outside financial services
- Cross-business unit approach is a competitive advantage



## Creating new value for large clients

# A large private bank



### Major Brazilian bank

#### Client problem

- Growing delinquencies
- Looking to improve efficiency

#### Solution

- New limit score and collections strategy

#### “Experian factor”

- Consultancy, Decision Analytics, bureau data

#### Result

- Improved delinquency management

## Revenue uplift for Experian



## Winning through upsell **A brewing company**



### Brewing company

#### Client problem

- Bad debt in distribution network

#### Solution

- Platform to evaluate all new and existing resellers

#### “Experian factor”

- Software, data and best practices

#### Result

- Revenue uplift from c. US\$7k to c. US\$160k pcm



# Winning in new verticals

## An insurance company



### An insurance company

#### Client problem

- Increase credit card sales
- Increase insurance policy sales

#### Solution

- Targeted approach

#### “Experian factor”

- Credit data
- Marketing data

#### Result

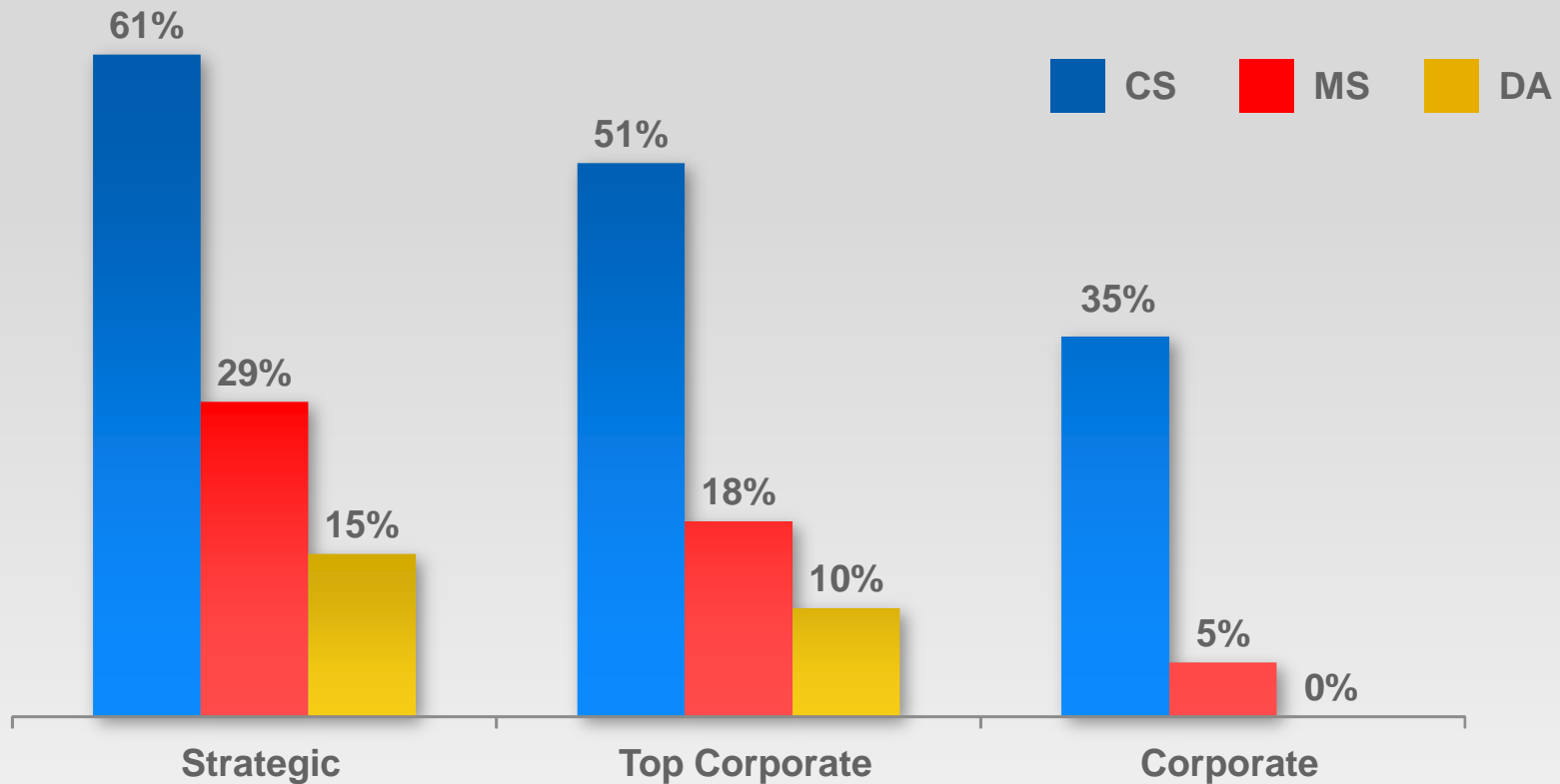
- Greater efficiency for the customer
- Expanded our presence in a new vertical



## Winning in the market today

# Product take-up rates by channel

### Product penetration by channel<sup>1</sup>



<sup>1</sup> Product penetration index is a measure of the number of products (%) that a client subscribes to relative to the total number of products it could potentially subscribe to.





- **Grow existing footprint:**
  - **Expand relationships through cross and upsell**
  - **Acquire new SME customers**
- **Develop new opportunities**
  - **Extend our presence in fraud prevention**
  - **Collect and deploy positive data**



Brazil

## Strategy: extending our presence in fraud prevention



### Market scenario

- Significant growth in fraud
- Explosive growth in e-commerce
- Banks deploying tighter security measures



### Our response

- Establishing a national fraud database
- Deploying a range of Experian solutions
  - Scoring
  - Alerts
  - 192 platform
  - Transaction data

**Deploying platforms from across Experian**





Brazil

## Collection and deployment of positive data



### Law

- Approved in July 2011

### Bank regulation

- Approved in December 2012
- Operational guidelines for financial institutions
- To be implemented on 1 August 2013



# Brazil Positive data collection strategy



## Implementation roadmap

**Secure consumer  
opt-in**



**Data capture**

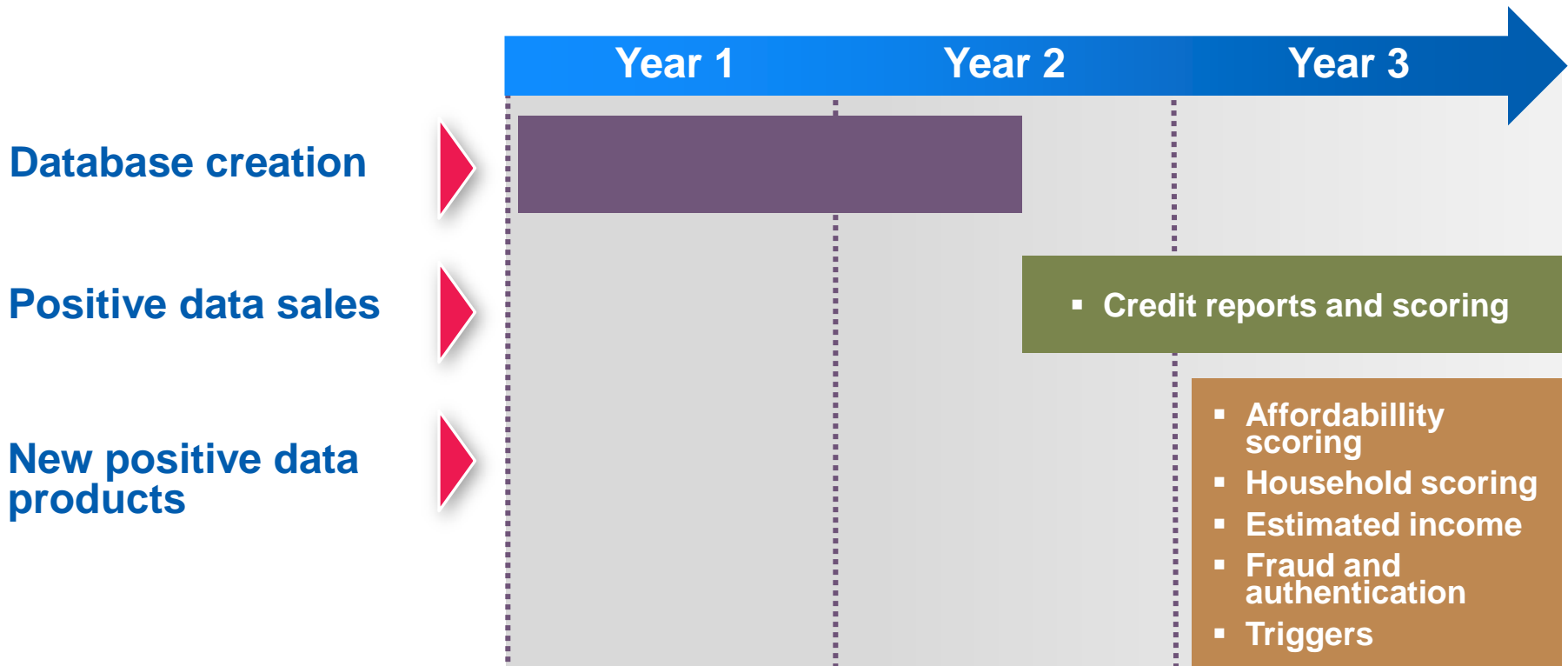
- Via banks
- Collection letters
- Consumer fairs

- Lenders obliged to supply data once consumer has authorized
- Lenders supply payment histories
- Permission applies to all lending products



Brazil

## Positive data opportunities – B2B



**Today: 60% of bureau enquiries are for credit origination**  
**Future: expand data usage across customer lifecycle**



Brazil

## Development opportunities – B2C

### Market

### Strategy

**SerasaConsumidor**  
Use a seu favor.

175

million taxpayers

114

million economically  
active people

10

million notification letters  
per month

- Develop consumers' awareness
- Developing our product portfolio
- Develop scalable operations and sales channels



# Brazil Summary



- Strong performance despite weaker economy
- Strong structural growth drivers
- Significant opportunities to sustain strong growth
  - Growing and extending existing client-base
  - Adding new sources of data
  - Exploiting the “Experian factor”





## **Growth initiative: spotlight on healthcare payments**

Scott Waldron, President, Vertical Markets, Experian North America





# Spotlight on healthcare payments

## US healthcare - a rapidly changing and challenged market

US NEWS

HOME OPINION WASHINGTON WHISPERS ELECTION 2012

### Time to Focus on Healthcare Costs

Now that the Supreme Court has issued its landmark ruling, it's time to tackle the rising cost of healthcare

By ARTHUR KELLERMANN

June 29, 2012

Art Kellermann is vice president and director of RAND Health, a division of the RAND Corporation, a nonprofit, nonpartisan research institution.

The Supreme Court decision upholding most of the Affordable Care Act after months of speculation and promises to give up to 27 million currently uninsured Americans access to health coverage, according to a RAND analysis. However, a critical aspect of reform still needs to be addressed: The rising costs of healthcare.

In the last 10 years U.S. spending on healthcare doubled, from \$1.3 trillion to \$2.6 trillion a year. The figure is expected to reach an eye-popping \$4.1 trillion by 2017, which point per-capita spending on healthcare will rise from \$1,300 to \$2,600. Much of this increase is driven by the rise in private health insurance, through an employer's plan or through an individual market, or else pay a tax penalty. Meanwhile, the government continues to enjoy key mandates of the Affordable Care Act.

#### Risks for Health Care Providers

Both types of identity theft can harm physicians. According to *American Medical News*, When a physician's personal information is stolen, it could take more than a year and thousands of dollars to clear the physician's name. According to a study by the American Medical Association, physicians who have been victims of identity theft are more likely to be sued, and the cost of defending themselves can be significant.

The New York Times

### Only the First Step in Containing Health Cost

By CHRISTINA D. ROMER  
Published: July 21, 2012

HERE'S a frightening thought: Despite the recent Supreme Court decision upholding the Affordable Care Act, serious work on more health care legislation is still needed.



Don't get me wrong: [the new law](#) is a great step forward. It is expected to expand [health insurance](#) coverage to more than 30 million uninsured Americans without increasing the deficit, and it makes an important start on reining in the rapid growth of health care costs.

But the law is whether companies will continue to offer health insurance to their employees. After a state supreme court ruling in 2011 that companies with fewer than 50 employees could opt out of the Affordable Care Act, many companies are already considering doing so. The law also requires companies to offer health insurance to their employees starting in 2014, but it doesn't specify how to pay for it.

CBS NEWS

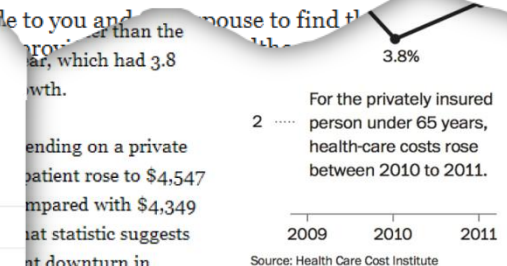
Video US World Politics Entertainment Health MoneyV

By KELLI GRANT / CBS NEWS / October 1, 2012, 1:17 AM

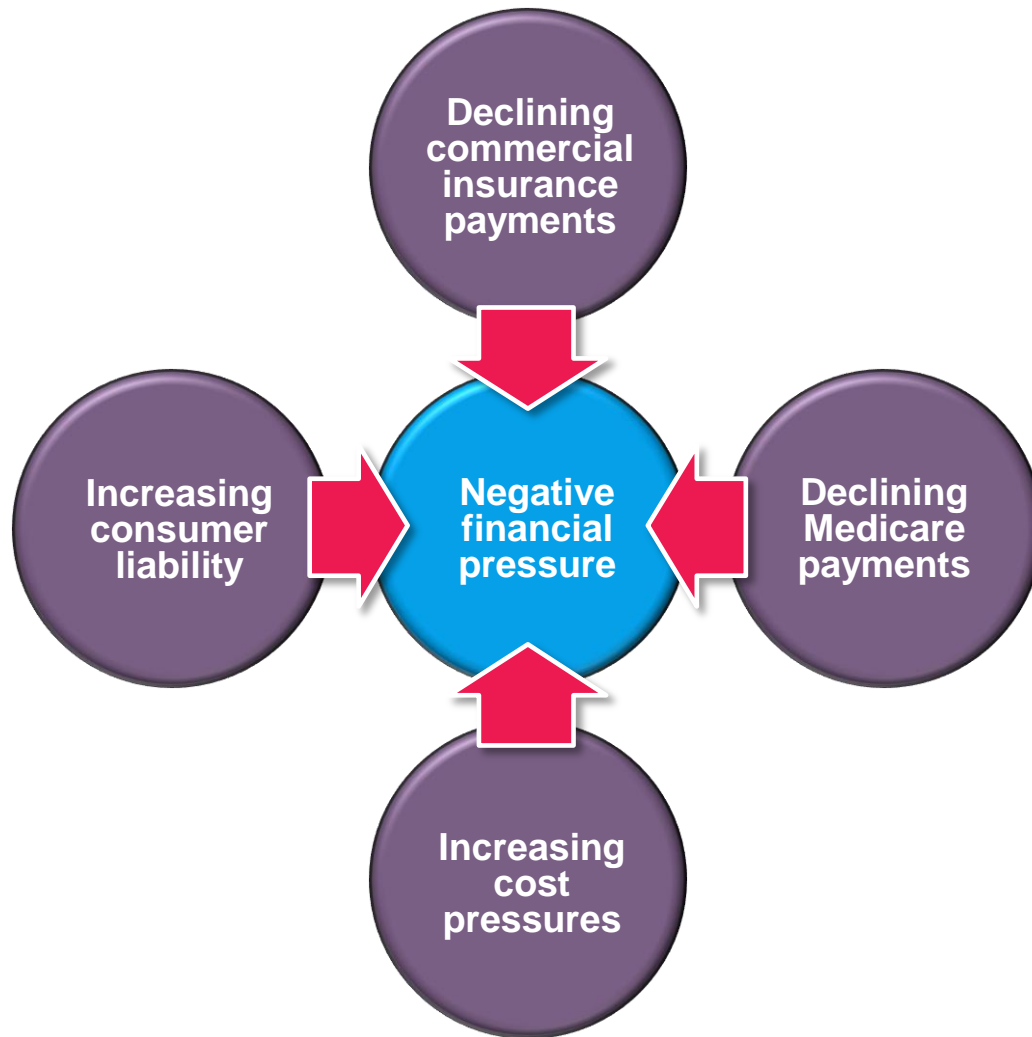
### Cutting Healthcare Costs

Healthcare costs are projected to jump as much as 8% in 2013. Now's the time of year when many consumers must brace themselves for the hike - open enrollment. Kelli Grant, Senior Consumer Reporter for SmartMoney.com, tells what to consider when picking your plan.

Healthcare costs are going up, which means your premiums are, too. More employers are offering so-called consumer-driven health plans, which offer lower premiums but higher deductibles. They're worth a look, but you'll need to have a good idea of your typical healthcare spending to see if they'll save you any cash.



- FACEBOOK
- TWITTER
- GOOGLE+
- E-MAIL
- SHARE
- PRINT
- REPRINTS



### Shift in payer model

- US\$200bn cut from federal reimbursements
- Consumer out-of-pocket portions to increase from US\$312bn to US\$449bn over next 9 years

### Provider cost pressures

- Economy drives utilization downward
- Increasing chronic disease costs



# Spotlight on healthcare payments

## Optimizing hospital and physician financial performance

### Leveraging Experian's core data and analytic assets

- Credit Services data and Decision Analytics drive product model

### Organically growing data, analytics and product profile

- 2011 launch of patient collections optimization tool
- 1bn healthcare payment records

### Strategic acquisitions

- SearchAmerica – 2008
- Medical Present Value (MPV) - 2011

**Leveraging deep collections industry knowledge and unique healthcare payment data to improve clients' ability to collect healthcare debt.**





## Spotlight on healthcare payments

### Who we are

- Headquartered in Austin, Texas
- 250+ employees
- Revenue - \$70 million
- Annual Growth Rate – 15-20+%
- 900+ existing clients – about 10% of market



SearchAmerica

**mpv**  
Medical Present Value

 **Experian**<sup>SM</sup>  
Healthcare

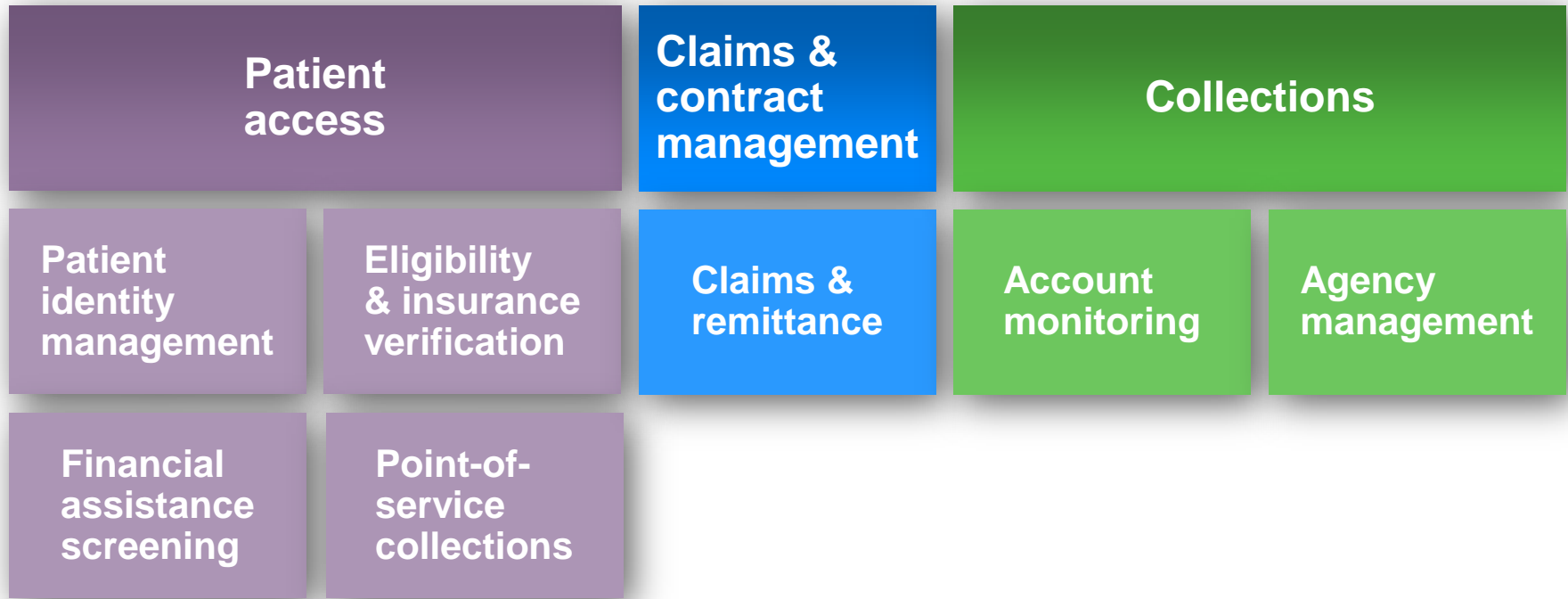
Branded 2012

**Leading provider of revenue cycle software, data and analytics to improve financial performance of hospitals and physician practices**



## Spotlight on healthcare payments

### **Innovative product mix**



**The desire to minimize suppliers in this area is a strong industry preference, as it creates less need for further integration and IT usage at a time when these are already in high demand.**



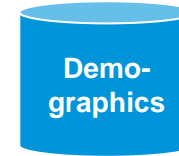


# Spotlight on healthcare payments

## How we do it



### Experian Databases



Demographics, Scores and Models

**More integration options  
reduce client IT resource  
requirements and timelines**

- Direct Hospital Information System (HIS) integrations:
  - Epic
  - Siemen's
  - Cerner
  - Eclipsys

**Better data coverage and  
accuracy**

- Experian credit database
- Experian demographic database
- Healthcare payment database

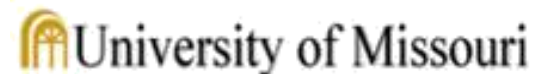
**Analytically driven  
applications and strategies**

- Healthcare industry expertise
- Healthcare specific scores
- Strong analytics
  - Benchmarking
  - Dashboards
  - Reports
- Consulting



## Spotlight on healthcare payments

# Our clients - hospitals & medical groups



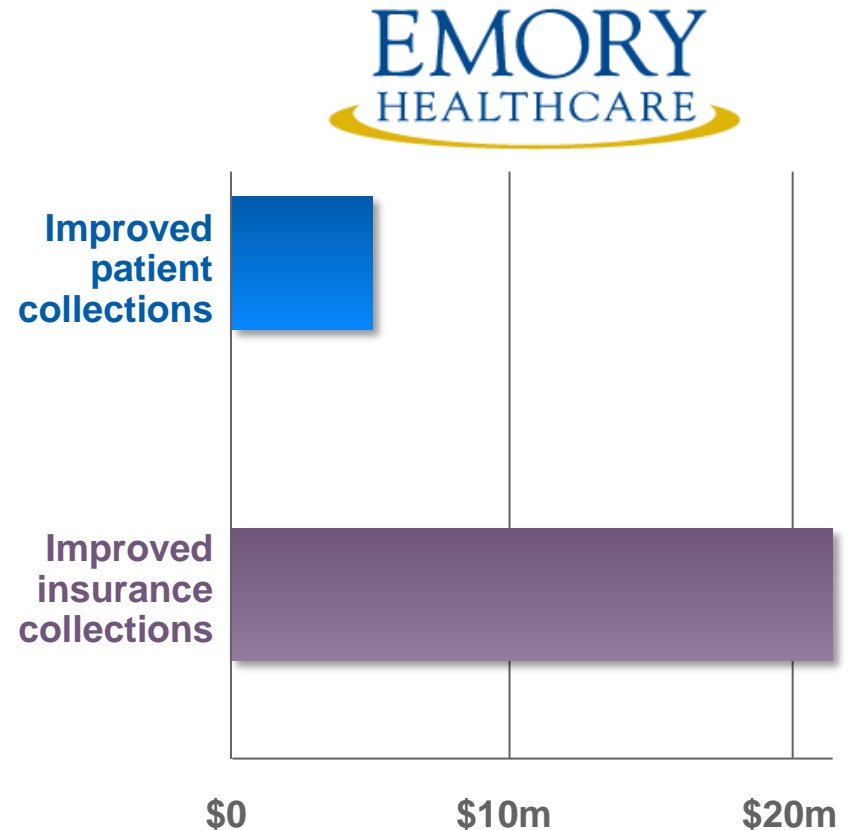




## Spotlight on healthcare payments

### Our value

- Emory Healthcare is Georgia's largest multi-specialty medical group
- 1,700 physicians, 3m annual patient visits
- Challenges with insurance company underpayments
- Account receivables grew to US\$20m
- Implemented Experian Healthcare Contract Management & Analysis
- Improved patient and insurance company payments



**US\$21.3m in insurance underpayments collected over 8-years while increasing financial counseling collections by US\$5m**

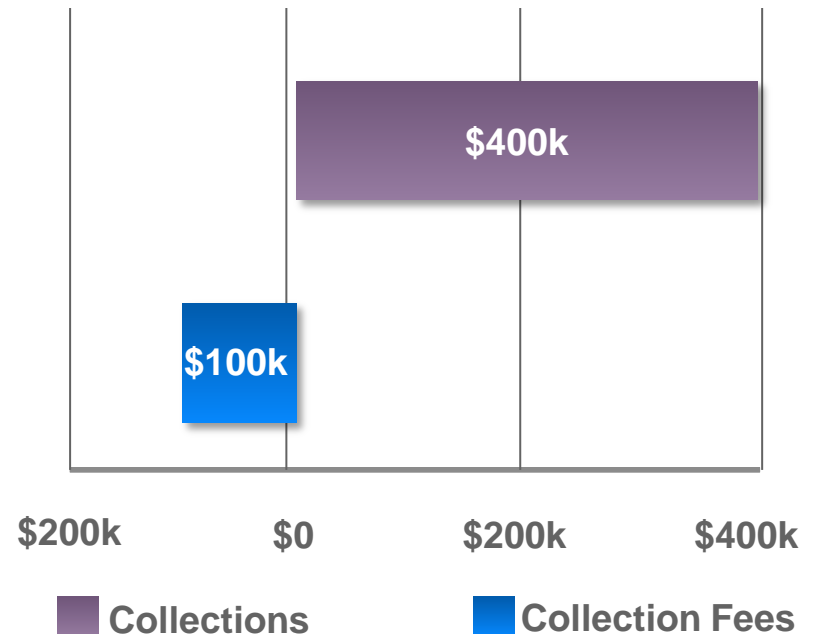


## Spotlight on healthcare payments

### Our value

- Integris Health is Oklahoma's largest health system
- 16 hospitals and 2,500 affiliated physicians
- Growing patient responsibility created significant challenge for staff
- Integris unsuccessful with prior vendor
- Purchased Experian Healthcare's Collections Optimization
- Integris more effectively aligned collections strategies to unique patient situations

**I N T E G R I S**  
*Health*



**Increased collections by US\$400k per month while reducing collections fees by US\$100k per month**



# Spotlight on healthcare payments

## Client wins

### Sales Success

- 75% win ratio
- 90%+ annual client retention
- Averaging >50 new deals per quarter

### Sales Strategy

- Bundle products to new customers
- Cross-sell existing customers
- Thought leadership drives deeper relationships

Customer	Patient identity verification	Eligibility	Financial assistance screening	Propensity to pay	Patient responsibility pricer	Contract management	Annualized revenue (in 000s)
<b>New Business</b>							
Large hospital in GA	●	●	●	●	●	●	\$900
Health system based in WA	●						\$234
Large hospital in CA	●	●	●	●			\$148
Medical group practice in IA						●	\$90
Large Hospital in PA			●	●			\$60
<b>Renewal or expansion of existing client contracts</b>							
Health system based in IL	●		●	●			\$312
Health system based in NE		●					\$198
Large hospital in GA					●	●	\$196
Physician group based in AR						●	\$168
Physician group based in MO						●	\$102
Large hospital in DC						●	\$190
Health system in PA						●	\$192
Medical group practice in MA					●	●	\$158
Physician group based in NY						●	\$92



## Spotlight on healthcare payments

# Winning in healthcare payments



- Large addressable market
- Significant cross-sell opportunities with existing clients:
  - 500 large hospitals
  - 300 physician practices
- Substantial new client acquisition opportunities (currently engaged with only 10% of market)
- Superior data and analytically-driven products
- Proven ROI



## **Decision Analytics - maximising our potential**

Joy Griffiths, Global Managing Director, Decision Analytics



## Decision Analytics **Business assessment**



- Reviewed business over past 18 months
- Identified key opportunities
- Current focus areas:
  - Innovation
  - Go-to-market strategies
  - Client satisfaction

**Scope to exploit opportunities more effectively**



## Decision Analytics Who we are



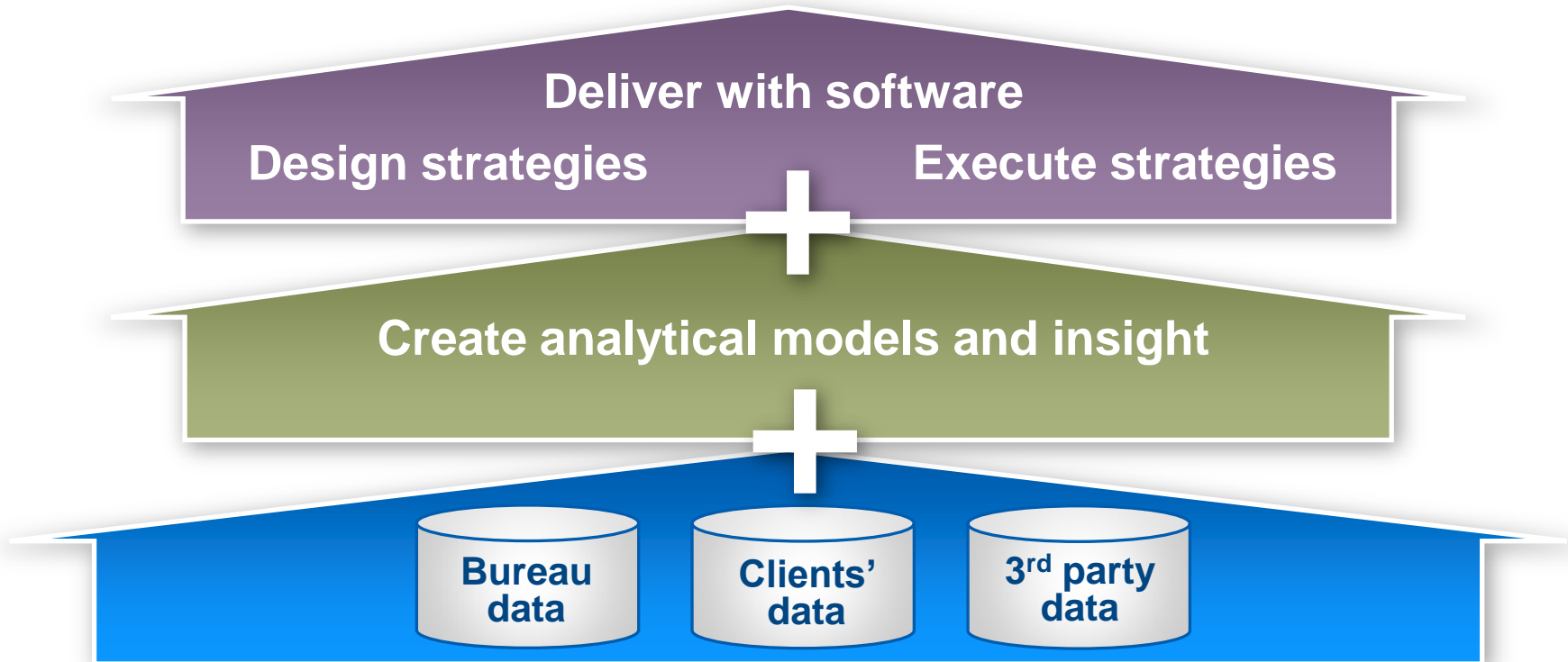
- 4,000 clients globally
- 70% of the top 100 global retail banks
- 6 of the top 10 global telecommunications providers
- However, 85% of clients take just one product

# Big opportunities for growth





## Integrated approach – unique to Experian



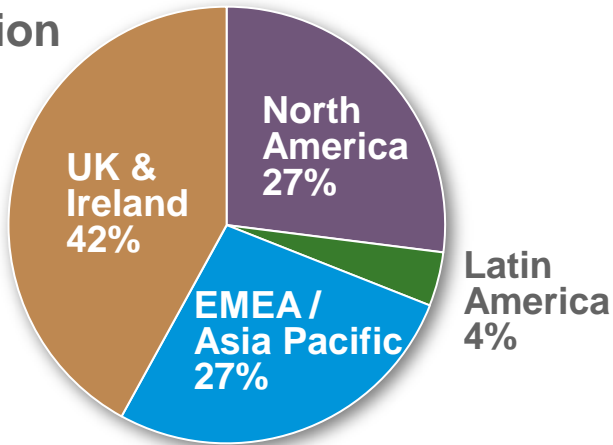
## Gather, transform and connect data



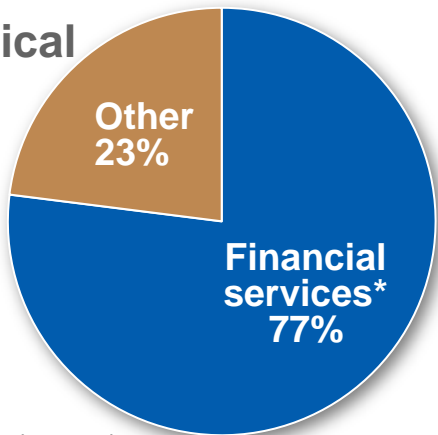
# Decision Analytics

## Our business profile

By region



By vertical



\*includes insurance and automotive.

- US\$476m FY12 revenue
- Performance varies by geography
- Revenue concentration in financial services
- Business is on an improving trend:
  - Delivering high-single digit revenue growth
  - Investments yielding results
  - Diversifying geographically

**Goal to diversify by business line, vertical and geography**



# Decision Analytics Market drivers

**Data  
explosion**

**More organisations recognising need for  
analytics**



**Emerging  
markets  
demand**

**Economic growth in developing markets  
stimulates demand for our core products**



**Hosted  
solutions**

**Simpler solutions support profitable  
expansion into mid-tier clients**



**Regulations**

**Governments and regulators are becoming  
more active**





## Three-pronged approach to accelerate and sustain growth



### Product innovation & extension

- Launching new product ranges (e.g. fraud detection & authentication, PowerCurve)
- Extending core analytics capabilities



### Clearer market focus

- Differentiated strategies for mature and emerging markets
- Vertical market expansion



### Client experience

- Expanding and investing in global consulting
- Aligning resources to best opportunities; driving down costs



Product innovation  
**PowerCurve**

- **Re-platform of core software products**
- **Delivers speed and flexibility to clients**
- **Modular components; attractive interface**
- **Secures efficiencies for Experian**

**Improving business risk strategies and decisions**



Product innovation

**PowerCurve available and actively sold in all markets**



**30 sales to date | strong pipeline**

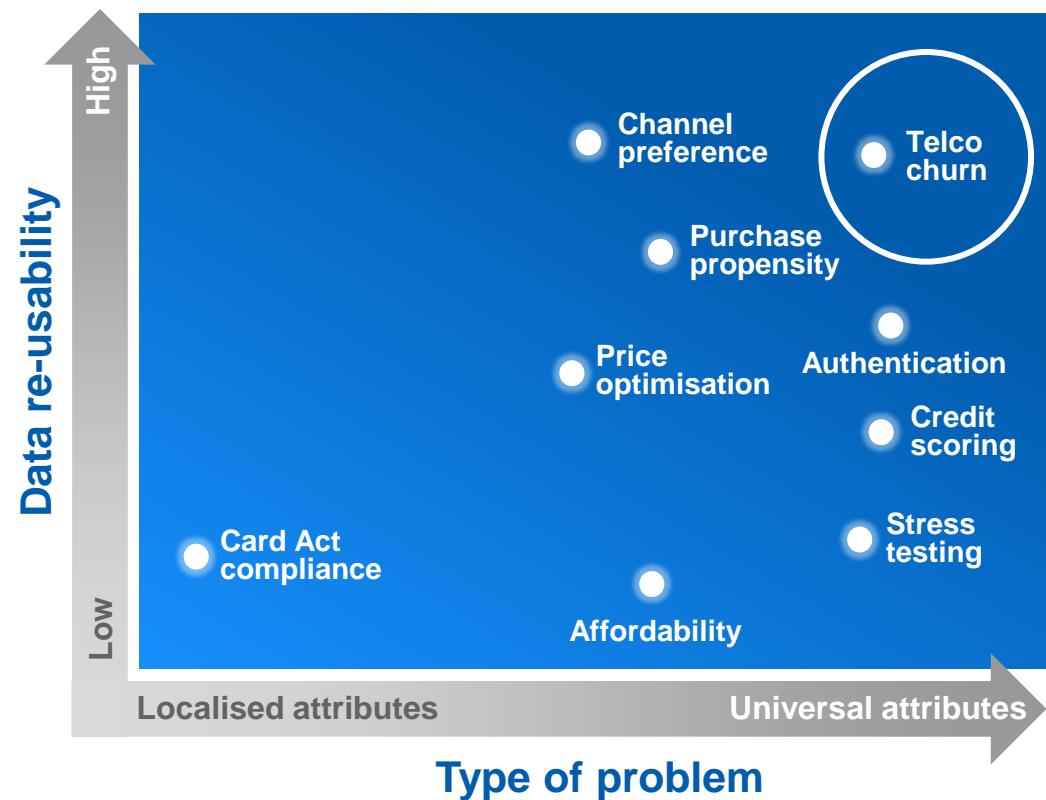


# Product extension Leveraging our analytics

## Where we are today

- 400+ analysts globally
- Analytics can be applied to many customer-types
- Bespoke models and industry scores
- Our goal is to productise analytics to make them scalable

## Where we are focusing







## Clearer market focus

# Differentiated market strategies

### Scale

#### Developed bureau markets



- Exploit adjacencies:
  - Public Sector
  - Telco
  - Utilities

### Build

#### Emerging bureau markets



- Deploy full range of DA capabilities and analytics

### Develop

#### Emerging non-bureau markets

- Lead with software and fraud & authentication



## Clear market focus **Spotlight on North America**



- **Strong growth driven by:**
  - **Leveraging the credit bureau**
  - **Rapid expansion into new verticals**
  - **Renewed growth in core software**
  - **Strong demand for fraud and identity management**
  - **Consultants improve product pull-through**

# Developing a business of scale in North America



## Clear market focus **Spotlight on Colombia**



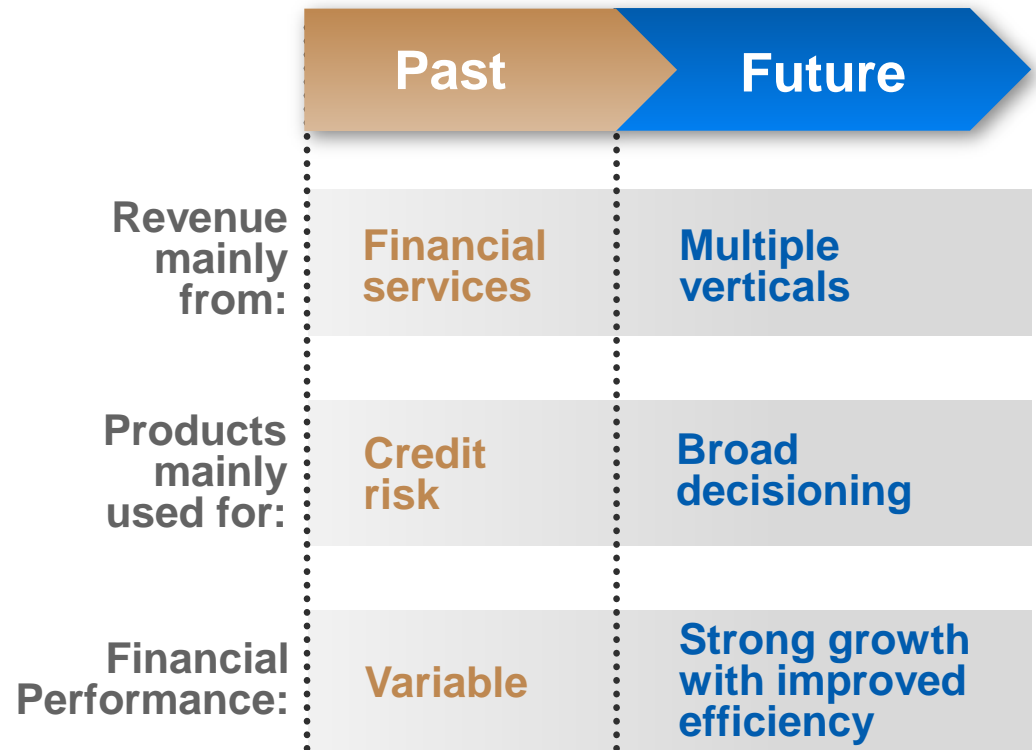
- **Start-up market for Decision Analytics**
- **Focused approach**
- **Prioritising:**
  - **Analytics**
  - **Identity authentication**

**Building our presence in emerging bureau markets**



## Sustaining growth through:

- **Markets**
  - Build scale in US and other developed bureau markets
  - Differentiated strategy for other markets
- **Products**
  - Leveraging recent innovations
  - Scaling analytics
- **Operations**
  - Improved operational efficiencies





## Spotlight on fraud and identity

Scott Carter, Senior Vice President, Global Analytics and Fraud Solutions



## Spotlight on fraud and identity

# The market opportunity



**Growth in e-commerce  
and mobile commerce**



**Dynamic cross-border,  
global economy**



**Increased regulatory  
complexity**



**Constantly evolving  
fraud threats**



**Demand for seamless  
consumer experience**

**Market size:  
US\$1.5-3bn**

**Annual growth:  
20%**


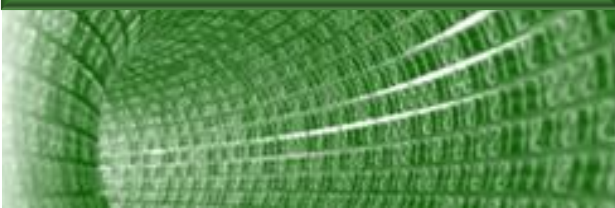






# Spotlight on fraud and identity

## What we do

		Identity authentication	Fraud detection
		 <p>Is the person who they say they are?</p>	 <p>Is this person's behavior suspicious?</p>
Key question answered			
What makes us unique?		Breadth of data coverage	Advanced analytics

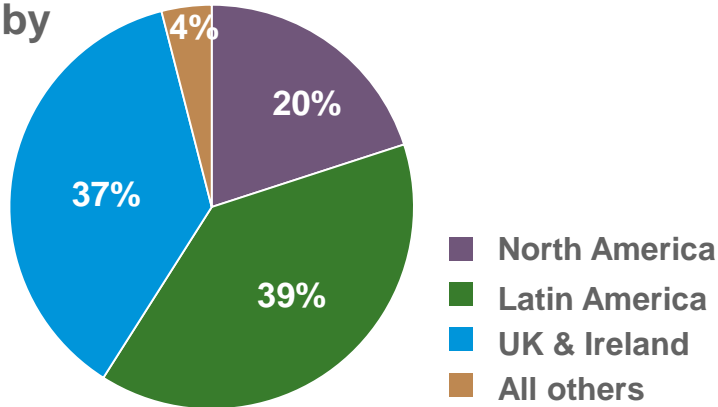




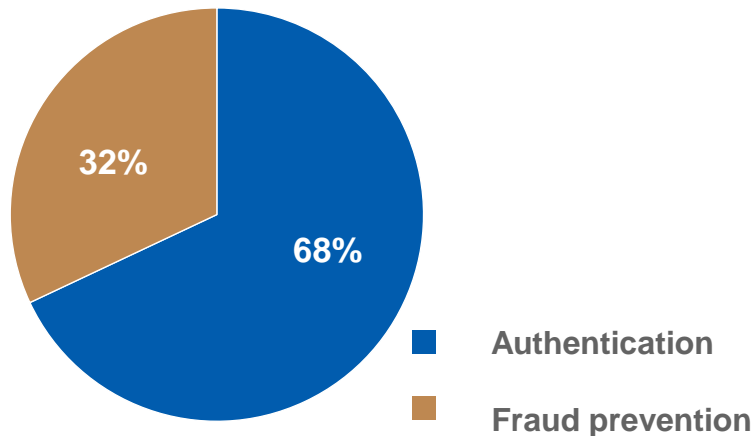
## Spotlight on fraud and identity

# Our business today

Revenue by region



Revenue by vertical



FY12 revenue

- Over US\$250m in annual revenues across Experian
- Significant potential to grow beyond core geographies
- Recent investments have enhanced global applications
- Authentication is highly portable, and addresses a large prospective market

## Global leader in fraud and identity



Spotlight on fraud and identity

## How it works: a differentiated model

ID screening | Account opening | Compliance

**Calculates**

- Custom scores
- Standard scores
- Action path
- Model variables
- Fraud classification type
- Decisions

**Experian decision engine**

Demographic data

Cross database matching algorithms

Known fraud consortia

Credit variables

Risk indicators

Sanctions lists

3<sup>rd</sup> party data partners

Unique local data sources

Name, address, social security number, phone, date of birth, drivers license, internet protocol



## Spotlight on fraud and identity

### Recent investments



- **Acquired 192business**
- **Enables rapid delivery of authentication in new geographies**
- **Links our credit and fraud bureau with other data**

**Accelerates global roll-out**



## Spotlight on fraud and identity

### Case study: money-transfer industry



- Helps consumers to transfer funds cross-borders
- Enables compliance with anti-money laundering and know-your-customer requirements
- Client uses Experian to authenticate individuals across 23 countries

## Expanding into new customer segments



## Spotlight on fraud and identity

# Our business model



- **Transaction-based per click fees**
- **High proportion of recurring revenue**
- **Scalable**
- **Value added consulting and other services**

**Model scales to support a large addressable market**



# Spotlight on fraud and identity Strategy for growth

## Key market focus:

### Scale and grow:

- US
- UK
- Brazil

### Aggressively pursue:

Experian bureau markets

## New verticals:



E-commerce



Mobile phone



Public sector



Online banking



## Spotlight on fraud and identity **Summary**



- **Favorable market trends**
- **Competitive differentiation through data and analytics**
- **Growth in new geographies and new verticals**

**Capitalize on a large market opportunity that plays to our strengths**





## Leveraging synergies in multi-channel marketing

Matt Seeley, Group President, Experian Marketing Services, North America



## Global focus



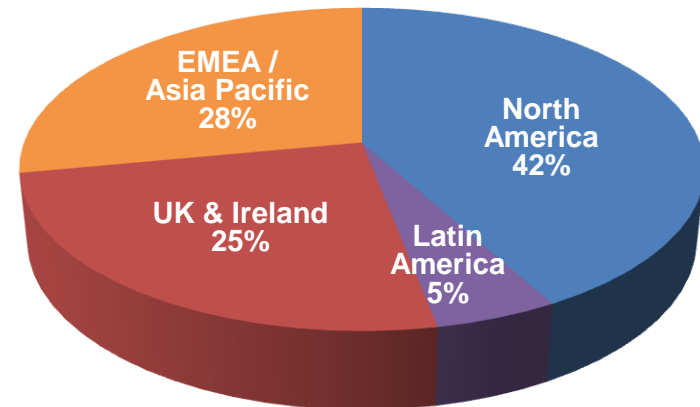
- C. US\$1bn of revenues in FY12
- Over 10,000 clients in 30 countries
- Heavy cross-sell strategy

## Unique offerings

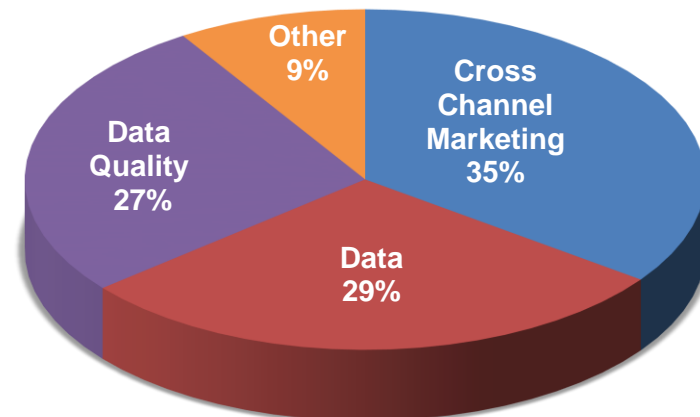


- Global segmentation of over 2.2bn consumers
- Demographic data on c.500m individuals in 260m households
- Deliver over 300bn permission-based, targeted emails annually
- Online behavior data for 25m users across 5m websites
- 1.2bn cookies profiled, powering hundreds of billions of impressions

## Revenue by region



## Revenue by product





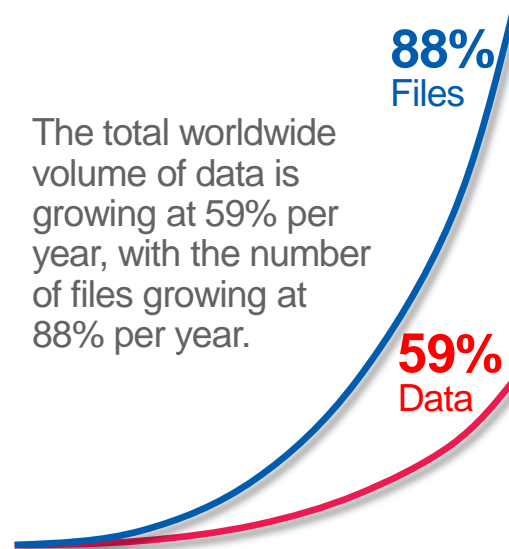
## Marketing Services

# Chief marketing officers struggle to cope with the customer data explosion...

In 2012, the amount of information created and replicated was 2.8 zettabytes (2.8 trillion gigabytes).

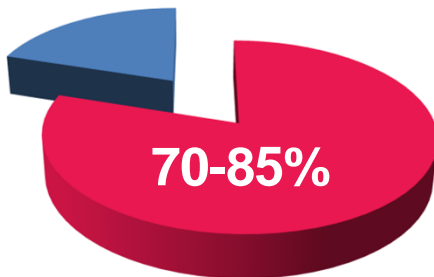


The total worldwide volume of data is growing at 59% per year, with the number of files growing at 88% per year.



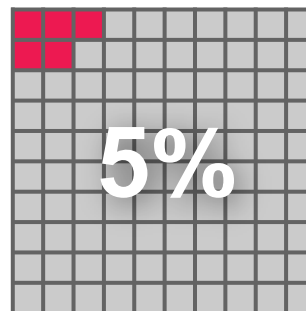
# 0.6%

- McKinsey estimates that retailers could improve operating margins by c.0.6% by better leveraging their customer data



Gartner estimates that 70-85% of data is "unstructured".

On average, firms use less than 5% of the data available to them.

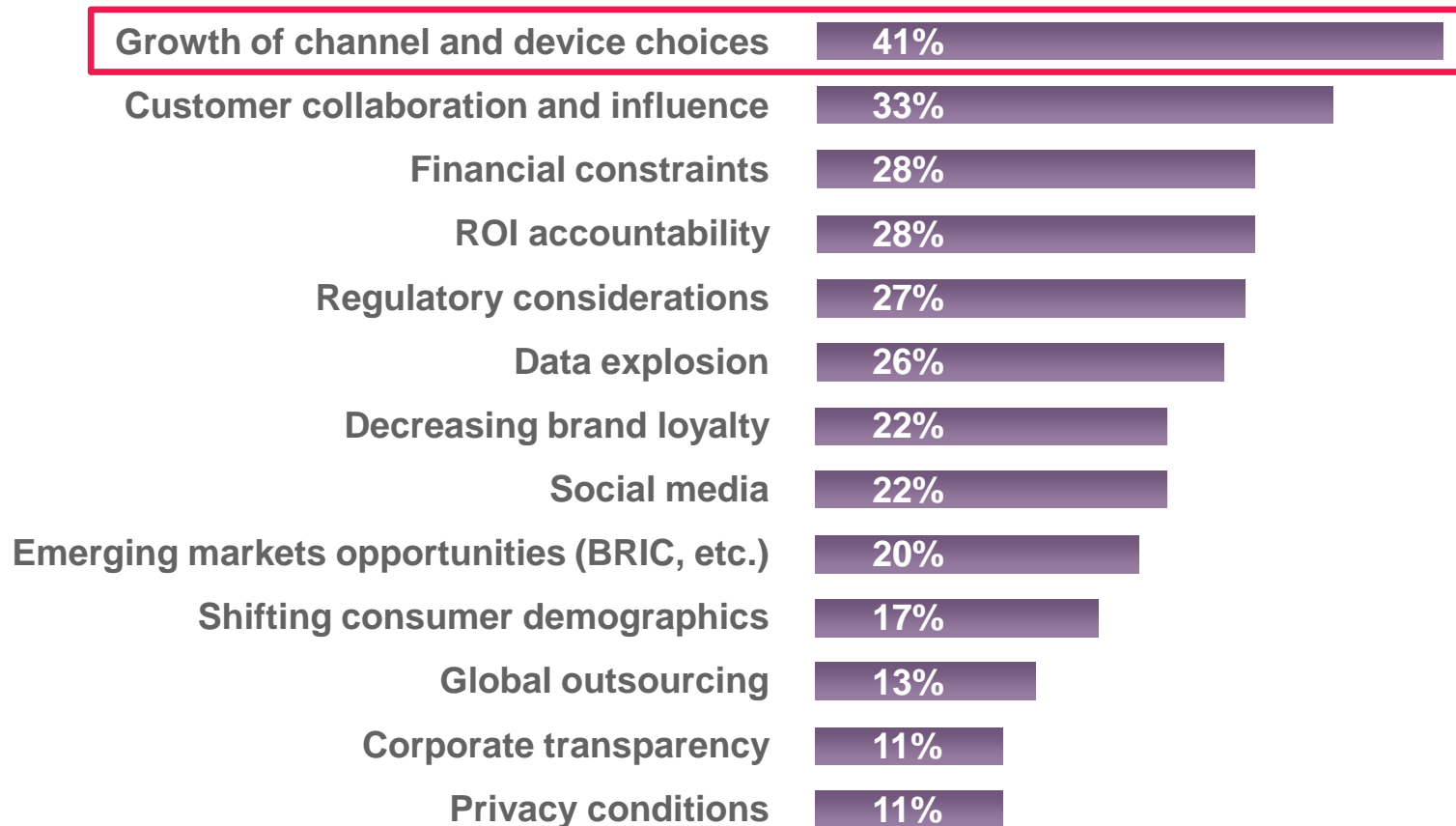




## Marketing Services

**... and must manage customer relationships across more channels every day**

### Top Chief Marketing Officer challenges





Marketing Services

## Today's CMO: the voice of the customer and guide to business marketing

**“By 2017 the CMO will spend more on IT than the CIO ”**

Gartner analyst report  
January 2012



**The convergence of data driven marketing and technology is creating unique opportunities for Experian**



# Marketing Services

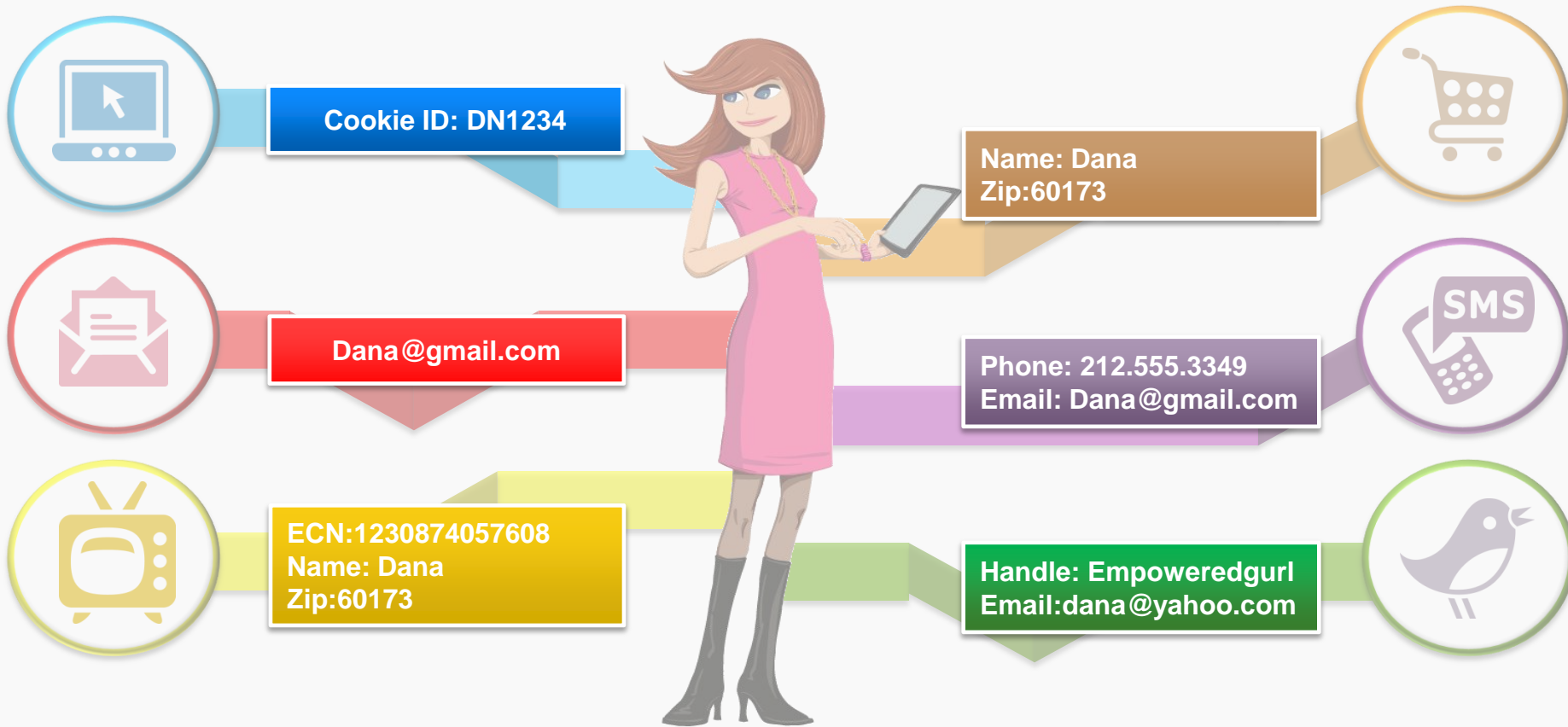
## It's about... understanding





Marketing Services

## It's about... connecting – Experian data quality







## Data and Analytics

- Offline and digital consumer behavior
- Segmentation & audience creation
- Consumer insight

## Data quality

- Linkage and identity resolution
- Data verification
- Customer data management

## Cross-channel marketing

- Email
- Online
- Mobile
- Social
- Addressable TV



## Marketing Services Investment in innovation



- **New data sources**
- **Cross-channel marketing expansion**
- **Linkage and identity resolution**
- **Marketing insights & analytics**



## Marketing Services

# Recent major client wins





## Marketing Services

# Major global retailer – case study



### Client challenge

- Enhance e-commerce personalization
- Optimize site user experience
- Better understand how online investments impact in-store sales

### Experian's unique solution

- Tag retailer's site with Experian "cookie"
- Utilize Experian Audience IQ to understand website visitors
- Append ConsumerView demographic data in real time to provide a personalized website experience
- Integrate with Experian Data Management to link retailer's online visitors with their customer database

### Results

Innovative Experian solution won. Offering launching in calendar 2013.



Marketing Services

# Positioning Experian as a leader in digital marketing

## Case study: global card issuer



### Client challenge

- Increase online acquisitions of new premium card members
- Improve card approval rate

### Experian's unique solution

- Used **ConsumerView** to tap into consumers with good financial standing and luxury item propensity
- Utilized **Experian's Audience IQ** to acquire new super-prime card customers

### Results

- 70% reduction in CPA,
- Increased card-approval rate by 2x



	FY10	FY13	Medium term
Revenue from outside US & UK	c. 23%	c. 40%	> 50%
Financial performance	Declining	Mid-single digit growth	Premium growth with improving margins
Revenue mainly from:	Point solutions		Integrated products
Experian products used mainly for:	Customer acquisition		Cross channel digital marketing





# Marketing Services

## Experian's edge: growing, diverse, sustainable, defensible, proven



### Our competitive advantages

- Blue chip client base and client-centric focus
- Unique data and data management competency
- Global breadth and scale
- Leading digital oriented assets, & the world's largest email marketing business
- Trusted third party
- World-class talent





# The evolution of Experian Consumer Services

Victor Nichols, Global Business Line Leader, Experian Consumer Services





# Consumer Services

## A snap shot of today...the Experian value equation



**Product**

**Three core vertical markets**



**Channel**

**Diversification across markets**



**Geographies**

**Two mature, others emerging**

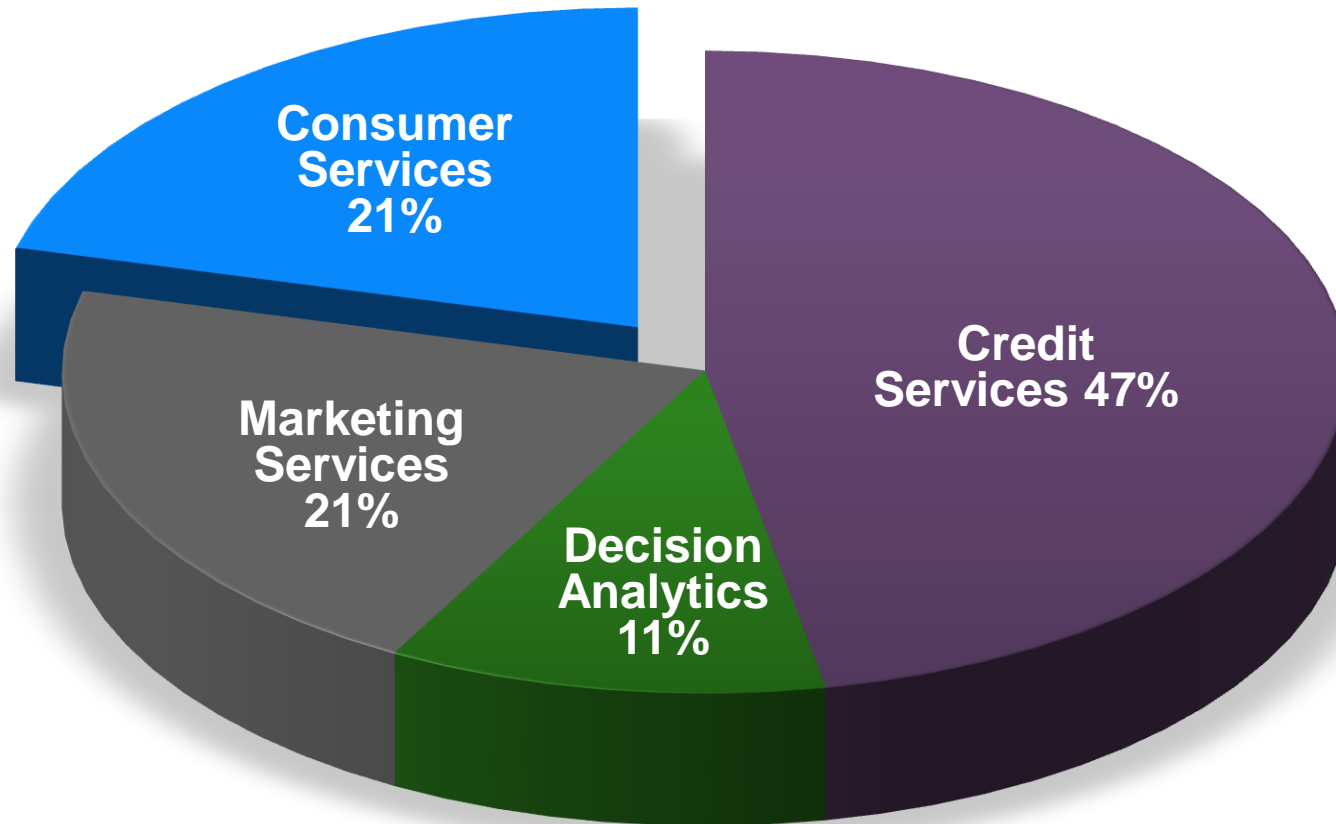
**Technology**



**Scalable | Flexible | Compliant**



## Consumer Services Important to the growth of Experian



**US\$1.2bn business inside a \$5bn portfolio**



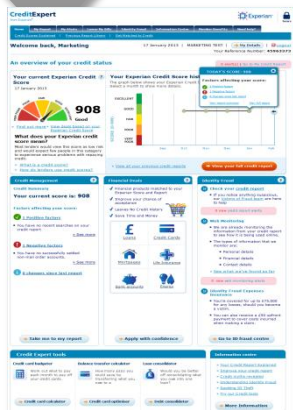
# Consumer Services

## A snap shot of today... the consumer value equation



Meet the Grays

We wanted to buy a home and needed to make sure we had good credit...



So we went online to CreditExpert UK and...



Meet Veronica

I was alerted to a change on my report but I never opened a credit card...



So I called my fraud resolution specialist. I didn't know what to do...



Meet Brandon

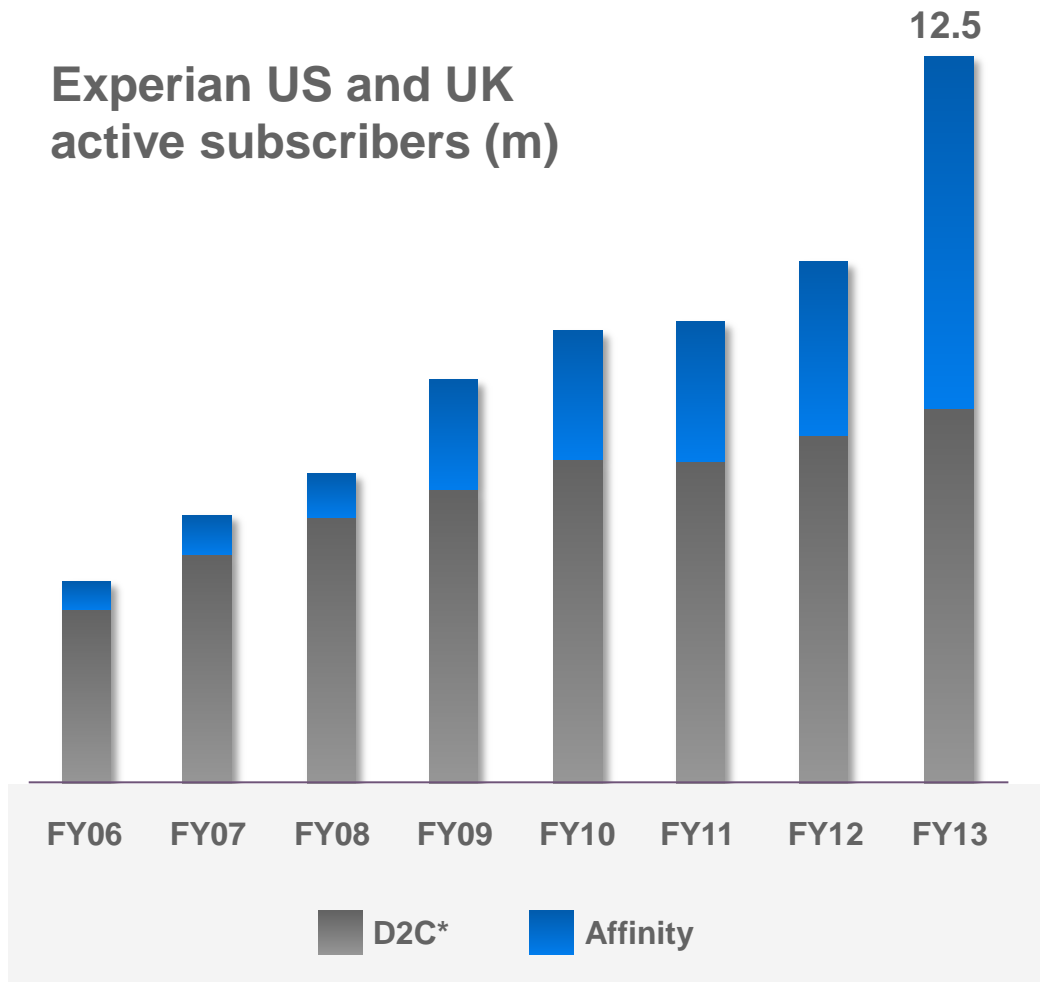
I thought I had good credit but when I looked at my free credit score I was wrong...



So I used the online tools to help me improve my credit score



## Experian US and UK active subscribers (m)



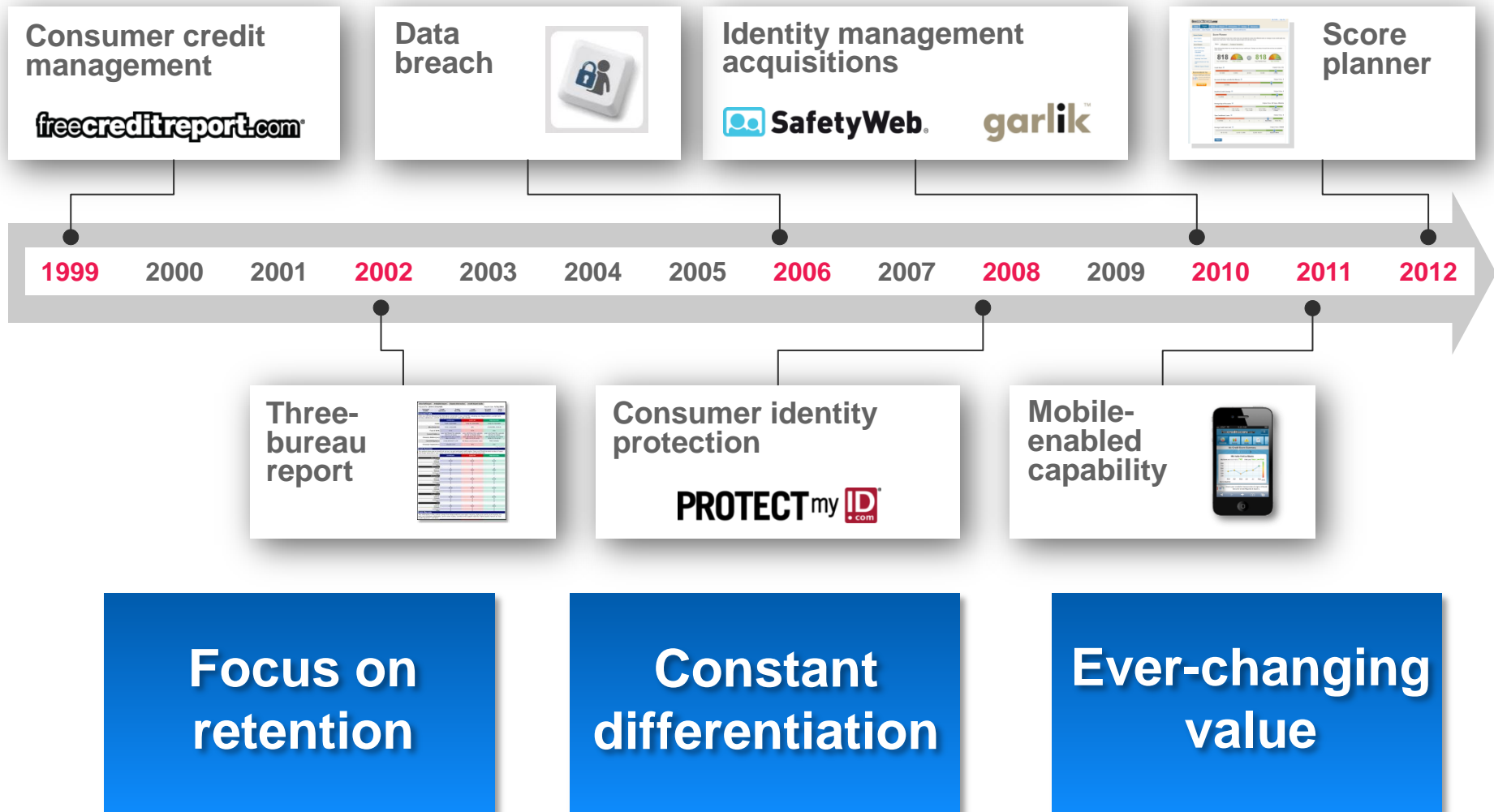
Affinity marketers, such as credit card issuers, account for about half of the US market

\*D2C: Direct-to-Consumer



## Consumer Services

# Winning with product - driving membership value over time





Driving trends

Over 1.4bn active members in top-3 social media sites <sup>1</sup>



Sony data breach affected 77m in 14 countries in 2011 <sup>2</sup>



1.8m U.S. victims of medical identity fraud year to date <sup>3</sup>



Our strategy

**Progression  
of credit to  
identity**

**Products that  
know no  
borders**

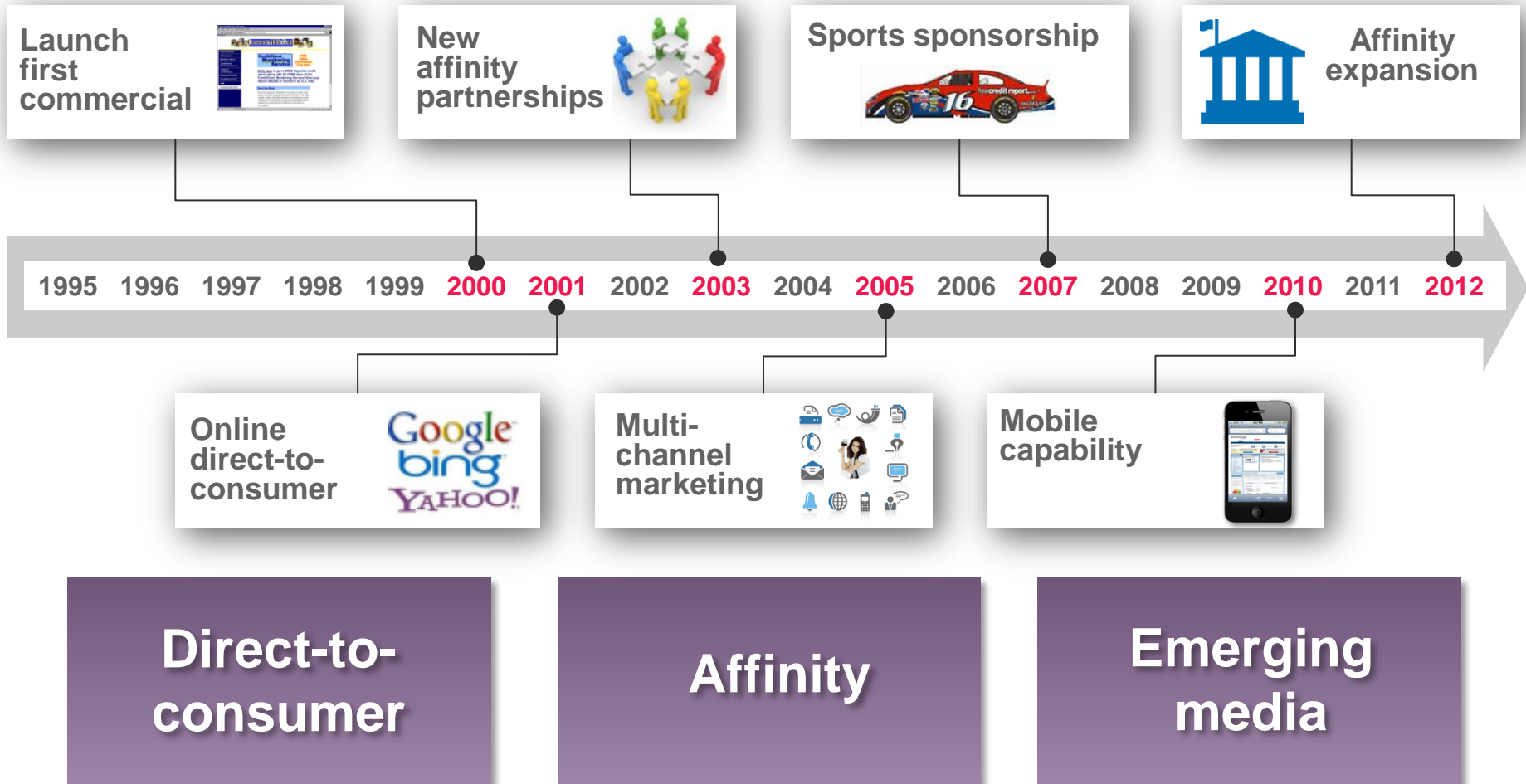
**Exploring  
new verticals**

<sup>1</sup> Source: Facebook, Twitter, LinkedIn, Nov 2012

<sup>2</sup> Source: Reuters, April 2011

<sup>3</sup> Source: Ponemon institute, June 2012







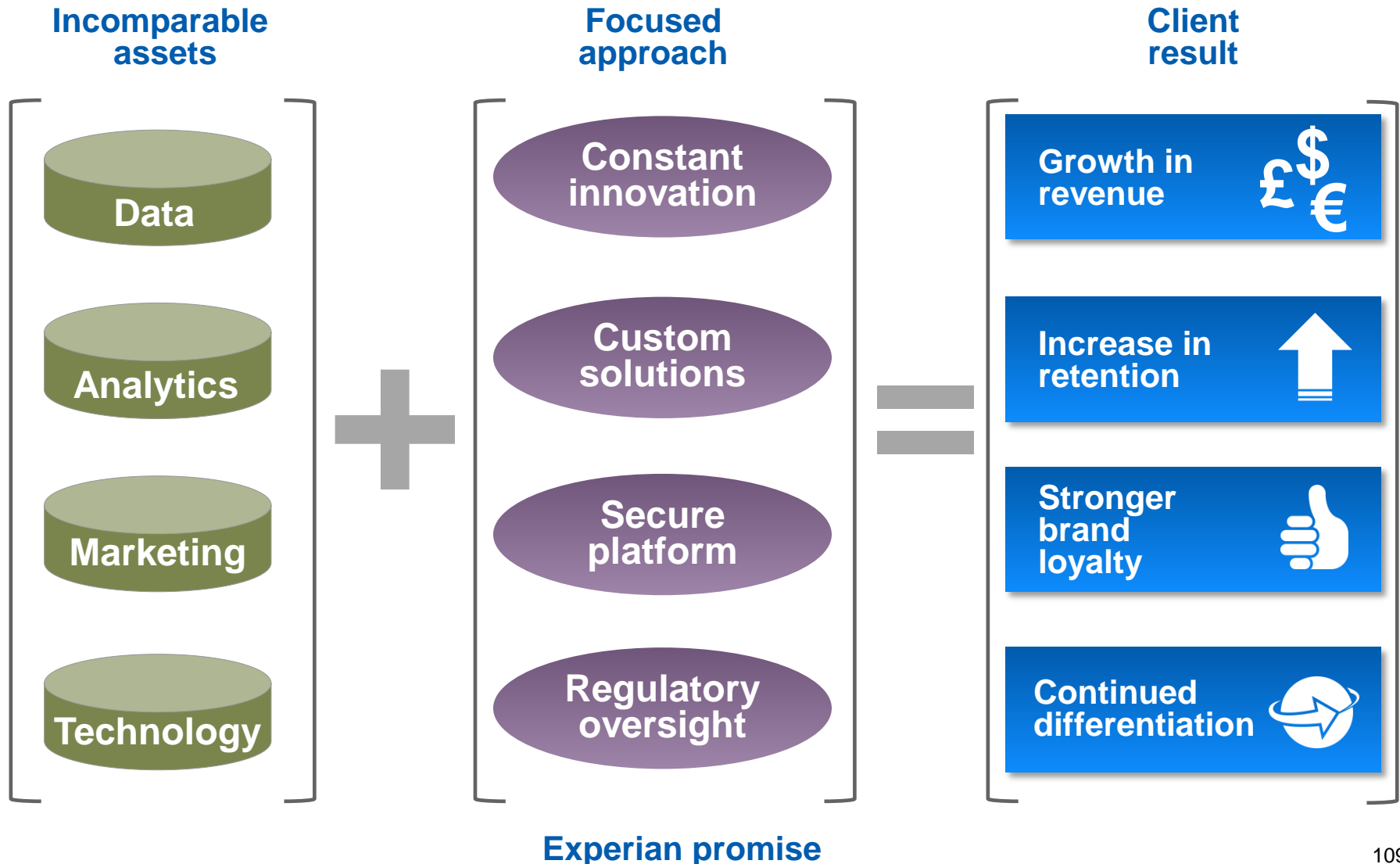
# Sustaining growth - why Affinity partners

- Large organizations with substantial installed base
- Future growth in established markets
- Immediate scale in new regions
- Diversification to current revenue model





# The Experian advantage - the Affinity equation

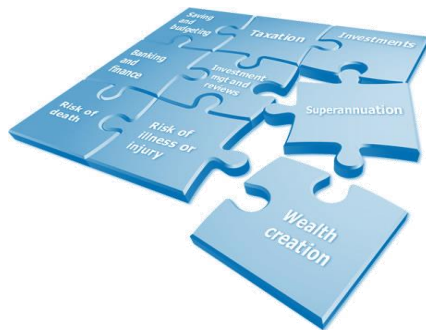




# Consumer Services Driving premium growth

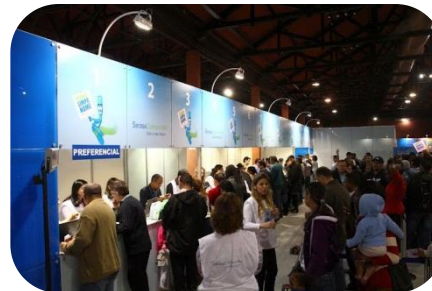
Driving trends

87% of consumers expect to receive a monitoring product from their bank <sup>1</sup>



**Expansion of Affinity in all geographies**

12% of a business' most loyal customers contribute 55% total sales <sup>2</sup>



**Brand development in specific markets**

47% of consumers say Facebook has the greatest impact on purchase behavior <sup>3</sup>



**Regional approach on mobile and social**

Our strategy

<sup>1</sup> Source: Javelin 2012 Identity Theft Research

<sup>2</sup> Source: Loyalty 360 Feb 2012

<sup>3</sup> Source: Edison Research June 2012



## Consumer Services

# Win with geographic expansion – serving a global consumer market





The evolution will continue...

## The future of Experian Consumer Services



**Product expansion**

**Expand into two new  
verticals**



**Affinity growth**

**Double the number of  
partners**



**Emerging regions**

**Established in  
eight countries**

**Technology**

**Technology will be the driver of marketing**



## Summary remarks

Don Robert - Group Chief Executive Officer





## Appendix



# Appendix Credit Services

## Six months ended 30 September US\$million

Revenue	2012	2011	Total growth	Organic growth H1 FY13	Q3 FY13
North America	418	377	11%	8%	11%
Latin America	438	429	24%	14%	8%
UK and Ireland	118	116	5%	1%	3%
EMEA/Asia Pacific	98	107	1%	1%	(1)%
<b>Total revenue</b>	<b>1,072</b>	<b>1,029</b>	<b>15%</b>	<b>9%</b>	<b>7%</b>
<b>EBIT</b>	<b>368</b>	<b>345</b>	<b>18%</b>		
<b>EBIT margin</b>	<b>34.3%</b>	<b>33.5%</b>			

All figures above on continuing basis

Growth at constant exchange rates

2011 restated for the reclassification of some products from Credit Services to Decision Analytics within Latin America



# Appendix Decision Analytics

## Six months ended 30 September US\$million

Revenue	2012	2011	Total growth	Organic growth H1 FY13	Q3 FY13
North America	70	59	18%	18%	12%
Latin America	19	17	41%	41%	47%
UK and Ireland	98	96	4%	(2)%	0%
EMEA/Asia Pacific	50	57	(6)%	(6)%	(1)%
<b>Total revenue</b>	<b>237</b>	<b>229</b>	<b>8%</b>	<b>5%</b>	<b>7%</b>
<b>EBIT</b>	<b>44</b>	<b>49</b>	<b>(10)%</b>		
<b>EBIT margin</b>	<b>18.6%</b>	<b>21.4%</b>			

All figures above on continuing basis

Growth at constant exchange rates

2011 restated for the reclassification of some products from Credit Services to Decision Analytics within Latin America and a small discontinuing activity in EMEA/Asia Pacific



# Appendix Marketing Services

## Six months ended 30 September US\$million

Revenue	2012	2011	Total growth	Organic growth H1 FY13	Q3 FY13
North America	198	191	4%	3%	4%
Latin America	42	14	227%	62%	29%
UK and Ireland	109	115	(3)%	(3)%	(1)%
EMEA/Asia Pacific	131	118	16%	13%	3%
<b>Total revenue</b>	<b>480</b>	<b>438</b>	<b>12%</b>	<b>6%</b>	<b>4%</b>
<b>EBIT</b>	<b>58</b>	<b>60</b>	<b>(1)%</b>		
<b>EBIT margin</b>	<b>12.1%</b>	<b>13.7%</b>			

All figures above on continuing basis  
Growth at constant exchange rates



# Appendix Consumer Services

## Six months ended 30 September US\$million

	2012	2011	Total growth	Organic growth H1 FY13	Q3 FY13
<b>Revenue</b>					
North America	410	383	7%	7%	4%
UK and Ireland	90	72	28%	26%	26%
<b>Total revenue</b>	<b>500</b>	<b>455</b>	<b>10%</b>	<b>10%</b>	<b>8%</b>
<b>EBIT</b>	<b>153</b>	<b>127</b>	<b>22%</b>		
<b>EBIT margin</b>	<b>30.6%</b>	<b>27.9%</b>			

All figures above on continuing basis

Growth at constant exchange rates

2011 restated to exclude the discontinued comparison shopping and lead generation businesses in North America



# Appendix

## Revenue and EBIT by geography

**Six months ended 30 September**  
**US\$million**

	2012	2011	Total growth	Organic growth H1 FY13	growth Q3 FY13	H1 EBIT margin
<b>Revenue</b>						
North America	1,096	1,010	9%	7%	7%	29.8%
Latin America	499	460	31%	17%	11%	34.5%
UK and Ireland	415	399	6%	3%	6%	28.4%
EMEA/Asia Pacific	279	282	6%	5%	1%	2.2%
<b>Total revenue</b>	<b>2,289</b>	<b>2,151</b>	<b>12%</b>	<b>8%</b>	<b>7%</b>	<b>25.8%</b>
EBIT before central activities	623	581	14%			
Central activities	(33)	(28)				
<b>EBIT – continuing activities</b>	<b>590</b>	<b>553</b>	<b>14%</b>			
<b>EBIT margin</b>	<b>25.8%</b>	<b>25.7%</b>				

All figures above on continuing basis  
Growth at constant exchange rates

2011 restated to exclude the discontinued comparison shopping and lead generation businesses in North America and a small discontinuing activity in EMEA / Asia Pacific



# Appendix

## Group benchmark earnings

**Six months ended 30 September**  
**US\$million**

	2012	2011	Growth (actual rates)	Growth (constant rates)
<b>Total EBIT</b>	<b>590</b>	<b>554</b>	<b>6%</b>	<b>14%</b>
Net Interest	(27)	(21)		
<b>Benchmark PBT<sup>1</sup></b>	<b>563</b>	<b>533</b>	<b>6%</b>	<b>13%</b>
Benchmark taxation	(141)	(120)		
<i>Benchmark taxation rate</i>	<i>25%</i>	<i>23%</i>		
<b>Benchmark PAT</b>	<b>422</b>	<b>413</b>		
Benchmark non-controlling interest	(37)	(38)		
<b>Benchmark earnings</b>	<b>385</b>	<b>375</b>	<b>3%</b>	<b>9%</b>
<b>Weighted average number of shares</b>	<b>988</b>	<b>989</b>		
<b>Closing number of shares</b>	<b>987</b>	<b>986</b>		
<b>Benchmark EPS, US cents</b>	<b>39.0</b>	<b>37.9</b>	<b>3%</b>	<b>9%</b>

Growths at constant exchange rates are estimated.

2011 restated to exclude the discontinued comparison shopping and lead generation businesses.

<sup>1</sup> Benchmark PBT is defined as profit before amortisation of acquisition intangibles, acquisition expenses, 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 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  
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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)





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## Appendix Event calendar

**9 May 2013**

Preliminary results announcement, full year

**12 July 2013**

Interim management statement, first quarter

**17 July 2013**

Annual General Meeting

**6 November 2013**

Interim results announcement, half year



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