

Morgan Stanley - Sustainable and Responsible Investment Day 14 March 2013



## What matters?



## Key risks linked to our business strategy:

- Data expansion control, management and security
- Products and services sufficient innovation, opportunities in new markets
- Consumer/customer satisfaction direct to consumer product expansion and client loyalty
- Talent attracting, motivating and keeping the right people

#### Other risks:

- Climate change flood, cost and supply of consumables, transport
- Social goodwill withdrawal of permission to trade



## Our six key responsibilities and framework for reporting

#### Data

Use and protect data properly, respecting all the relevant laws, helping evolve industry guidelines and new legislation and ensuring a culture of compliance with the highest standards of integrity.

## Products & services

Create social and economic benefit through our products and services, balancing commercial benefit with consumers' rights and needs.

## Consumers

Inform and empower consumers, and ensure that those who interact directly with our company receive fair and honest treatment.

## **People**

Be a good employer to all, establishing a set of expected behaviours and values, ensuring that everyone working for us is treated fairly, given the maximum opportunity to fulfil their potential and that all our workplaces are safe and healthy.

## **Environment**

Minimise as far as possible the environmental impacts associated with our business and enable employee participation, with a particular concentration on the reduction of energy use and its effect on global warming.

## Community

Play an active part in social and economic regeneration in our communities, be they local, national or global.



## **Our CR strategy**

## **Embedding**

 Further embed CR principles into normal business processes, taking account of the potential social benefits and risks, and the impact on climate change.

## **Focusing**

 Create a focused approach for major projects, funded with central monies but retain local flexibility for regional funds to encourage employee engagement.

## **Innovating**

 Use CR to provide a catalyst for entrepreneurial 'Big Ideas', products and services that can have a major social or environmental impact and produce life-changing results.

## **Consulting**

 Work with key stakeholders to form partnerships and gain valuable input to our CR goals, focus and strategy.





## **CR** Governance

## **Experian plc Board**

Regional and global CR achievements, plus progress on objectives

#### **Global CR**

Experian plc Company Secretary Director of Corporate Communications and CR Head of Global CR

Information

cooperation

as needed

Funding bids, Funding bid decisions, regional CR Reports

**CR Management Champions** 

Performance data, anecdotal evidence, funding bids, CR case studies

Regional CR Coordinators and data providers

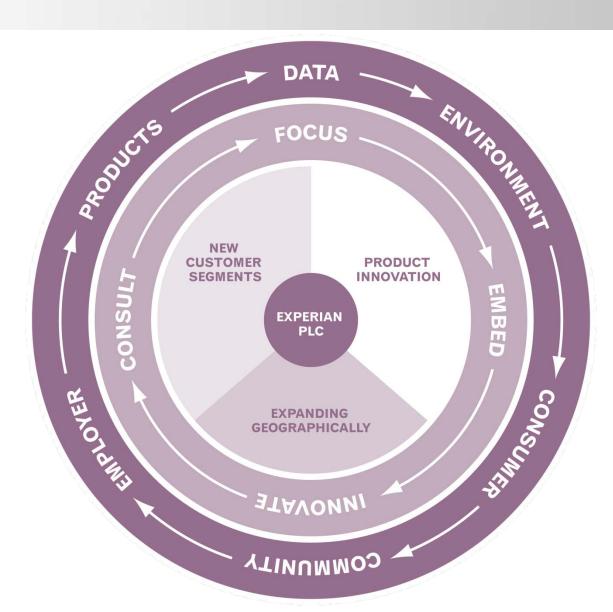
## CR case studies Global objectives and progress



Six Responsibilities



## Supporting our business strategy





## The evolving picture of our commitment to CR

"Experian people are fantastic, they give, they volunteer, they log a lot of hours, they donate a lot of money. But I have actually begun to feel a bit guilty, when I think about the size of the company, the global footprint, and the relatively small contribution we make to CR activities. That has caused me to reassess our priorities and to think about putting a little bit more balance back in that equation..."

Don Robert, CEO



# Embedding: engaging our leadership, involving them in developing the CR programme





## Focusing: identifying a theme and impact driven goals

## Our theme, of economic empowerment will enable us to:

- focus our community programme
- engage employees
- develop goals
- define impacts not inputs
- demonstrate our value to society





# Innovating: emphasising the social value of our products and setting up a framework to increase social innovation

## Risk versus opportunity

- We are encouraging a spirit of social entrepreneurship increasing innovation and addressing risk creatively.
- Using CR to provide a catalyst for entrepreneurial 'big ideas' that can have a major social or environmental impact and produce life-changing results.

## Rental Exchange + Big Issue

In partnership with Big Issue Invest, Experian has developed the first rental exchange in the UK.

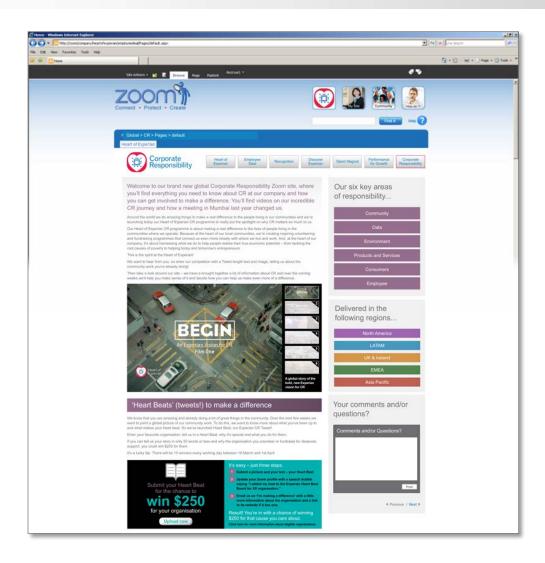
Partnering with Big Issue enabled Experian to focus on the most disadvantaged in society and tackle the issue of social and economic exclusion experienced faced by many in social housing.







## Consulting and engaging with stakeholders



- Employees
- Consumer groups
- NGOs
- Governments
- Clients



## **Business overview**











- Revenue: US\$4.5 bn
- EBIT: US\$1.2 bn
- Market Cap\*: £10.8 bn
- In top 50 of FTSE-100
- Employees: c. 17,000
- Offices in 44 countries
- Largest markets: US, Brazil, UK
- Corporate headquarters: Dublin

Leading global information services company, providing data and analytical tools to clients around the world



## Market leading global information company

- Unique proprietary data, coupled with value-added analytics
- Scalable business model

## **Strong market positions**

- No. 1 or 2 position across our largest markets
- High barriers to entry

## Global growth potential

By expanding geographically, in new customer segments and through innovation

## Strong financial track record

- High quality, recurring revenues
- Highly cash generative with low capital intensity

Focus on data & analytics | Drive profitable growth | Use cash wisely

Experian Public.

# **Credit Services**

- Large databases of information, used to manage risk
- 19 consumer credit bureaux
- 14 business credit bureaux
- Automotive information

47%

# Decision Analytics

- Value-added products
- Used to convert data into valuable decisions for businesses
- Provides expert consulting, analytical tools and software

11%

# Marketing Services

- Sophisticated targeted marketing
- Sell across c.30 countries
- Segmented over 2.2bn consumers
- Delivery over email, mobile, social

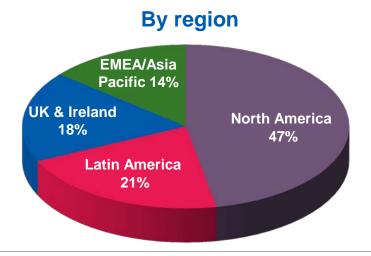
21%

# Consumer Services

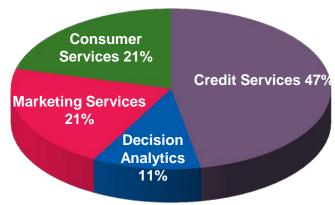
- Direct to consumer credit monitoring services
- Identity theft protection services

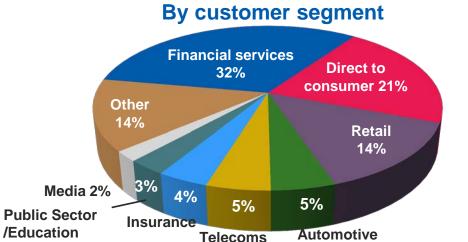
21%









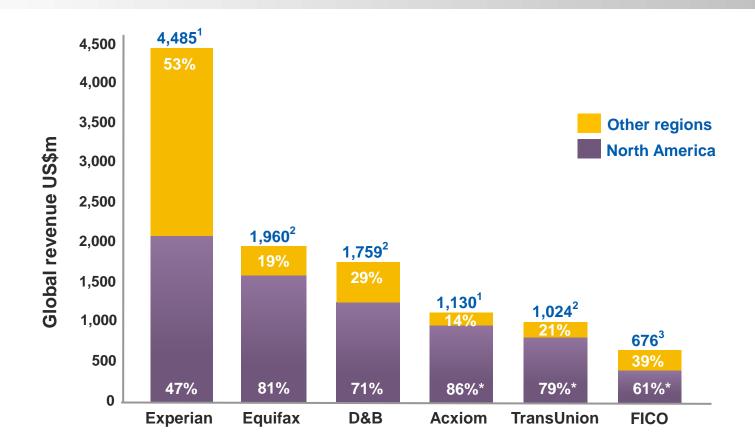


/Utilities

Diverse portfolio by geography, business line and customer segment



## Market leader with unparalleled global reach and range

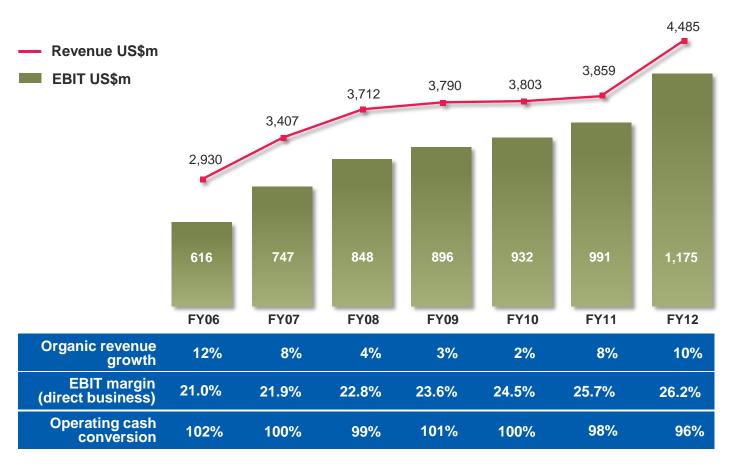


## More than double the size of nearest competitor, broader range

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<sup>1</sup> Year ended 31 March 2012 2 Year ended 31 December 2011 ©2013 Experian Limited. All rights reserved.

# Financial overview Seven year performance trend



### FY13 outlook:

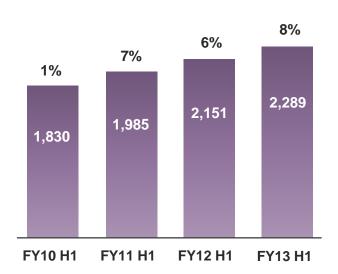
- High single digit organic revenue growth
- Modest margin improvement (at constant currency)
- Convert at least 90% of EBIT into operating cash

Global continuing revenue and EBIT only. EBIT margin excluding FARES. Operating cash conversion adjusted to exclude FARES. FY06 to FY10 EBIT adjusted to exclude FARES (discontinued operation). FY06 and FY07 revenue and EBIT adjusted to exclude MetaReward. FY07 and FY08 revenue and EBIT adjusted to exclude Loyalty Solutions. FY08 and FY09 revenue and EBIT adjusted to exclude French Transaction Processing business and other smaller discontinuing activities. FY10 and FY11 revenue and EBIT adjusted to exclude small discontinuing activities. FY11 and FY12 revenue, EBIT and operating cash conversion adjusted to exclude the comparison shopping and lead generation businesses that are held for sale.

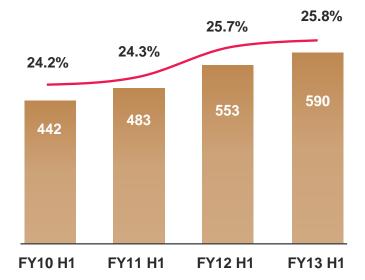
Revenue and EBIT growth shown at constant FX rates. Benchmark PBT growth shown at actual FX rates.

\* At constant exchange rates.

## Revenue (US\$m), and organic revenue growth %



## EBIT (US\$m), and EBIT margin %



- Total revenue growth of 12%, at constant currency
- Organic revenue growth of 8%
- EBIT up 14% at constant currency
- Actual revenue and EBIT up 6%
- EPS up 3% at actual rates
- Dividend up 5% to 10.75 US cents per share

Global continuing activities revenue and EBIT only. FY10 H1 revenue, EBIT and EBIT margin adjusted to exclude small discontinuing activities with EBIT further adjusted to exclude FARES. FY11 H1 revenue, EBIT and EBIT margin adjusted to exclude small discontinuing activities. FY12 H1 revenue, EBIT and EBIT margin adjusted to exclude the discontinued comparison shopping and lead generation businesses and small discontinuing activities. Organic revenue growths are shown at constant FX rates and have not been restated.

Extend our global lead in credit information and analytics
Build successful businesses in new customer segments
Build large-scale operations in major emerging consumer economies
Become global leader in digital marketing services
Become the most trusted consumer brand for credit information and identity protection services



- Public Sector
- Telecommunications
- SME
- Healthcare payments
- Insurance
- Utilities



## **Expanding geographically**

- Russia
- Turkey
- Colombia
- India
- Australia
- Marketing Services product roll-out
- Consumer Services roll-out



## **Product innovation**

- Fraud & identity management
- Cross-channel marketing
- Consumer service products
- North America business information products
- Next-generation bureau
- Decision Analytics and Marketing Services platforms

Collectively, global growth programme to contribute over 4% to FY13 revenue growth

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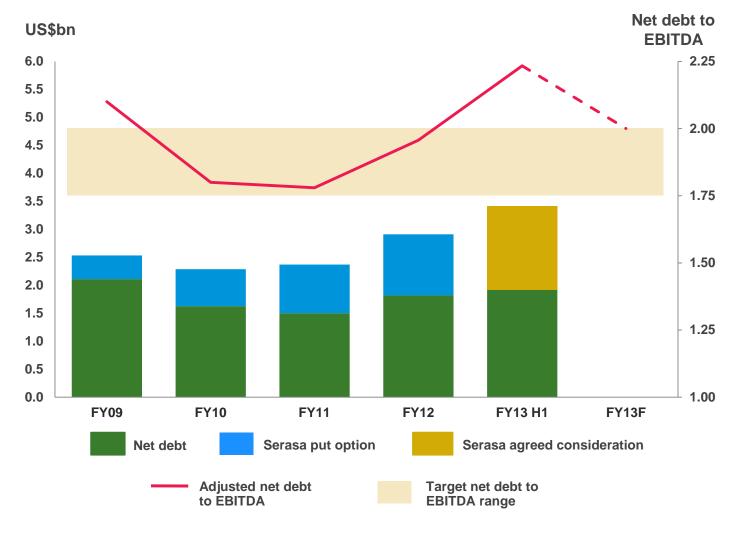
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- Increasing scale of near and off-shore facilities
- Re-engineering fixed costs
- Re-balancing resources, reducing exposure to lower growth activities
- Rationalisation of lower growth legacy products



	FY13	FY14	FY15	Total
Gross cost saving, US\$m		Two thirds	Full run rate	75
Net saving after reinvestment for growth, US\$m		Two thirds	Full run rate	25
Charge, US\$m	c. 75	c. 35	_	110



- Adjusted net debt/EBITDA of 2.2x as at 30 September 2012
- Target range is
   1.75 2.0x EBITDA

- Strong performance in H1
- Growth programme gathers momentum
- Significant opportunities for growth
- Aim to sustain premium growth into the future



## Driving shareholder value

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Six months ended 30 September

0040		Total	Organic	growth
2012	2011	growth	H1 FY13	Q3 FY13
418	377	11%	8%	11%
438	429	24%	14%	8%
118	116	5%	1%	3%
98	107	1%	1%	(1)%
1,072	1,029	15%	9%	7%
368	345	18%		
34.3%	33.5%			
	438 118 98 <b>1,072</b> <b>368</b>	418 377 438 429 118 116 98 107  1,072 1,029 368 345	418     377     11%       438     429     24%       118     116     5%       98     107     1%       1,072     1,029     15%       368     345     18%	2012     2011     growth     H1 FY13       418     377     11%     8%       438     429     24%     14%       118     116     5%     1%       98     107     1%     1%       1,072     1,029     15%     9%       368     345     18%

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





## 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

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## **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)

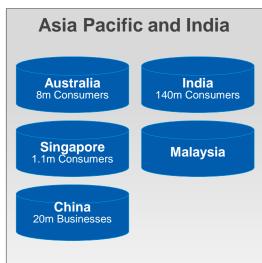


## Credit Services - data

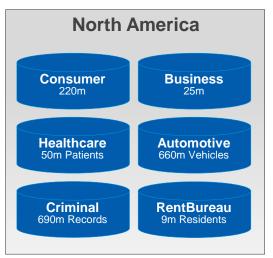
# Competitive advantage - breadth of data assets across the globe

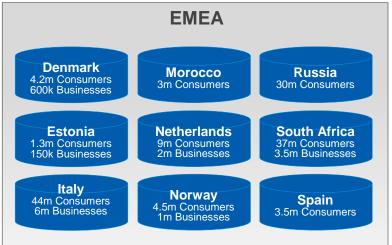
# Consumer 157m Business 13.8m











## Global data coverage

- Over 790m consumers
- ~ 89m businesses



# 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	1-3 years Modest	
Default data	At various stages depending on industry/client.	<1 year	Significant	

#### **Brazil data initiatives**

Description	Pipeline stage	Timing	5 year rev impact	Status
Positive data	Acquire data	> 3 years	Significant	

#### India data initiatives

Description	Pipeline stage	Timing	5 year rev impact	Status
Transactional data	Identify sources	<1 year	Modest	

#### **UK** data initiatives

Description	Pipeline stage	Timing	5 year rev impact	Status
Rental data	Acquire data	1-3 years	Significant	

#### **US data initiatives**

Description	Pipeline stage	Timing	5 year rev impact	Status
Aggregated asset data	Business case	1-3 years	Significant	
Verified income & employment	Business case	1-3 years	Significant	

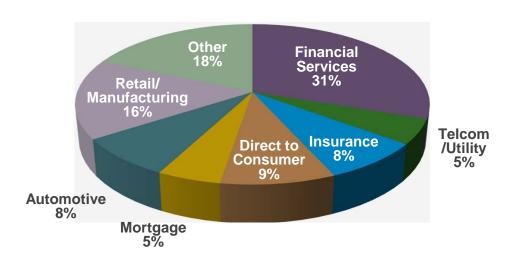


## Credit Services – technology

## Deploying global platforms in major markets

	NextGen	GVA	Business	Global Data Gateway
Australia				
Colombia				
Denmark				
India				
Netherland	s			
Norway				
Russia				
South Afric	a			
UK				
US				
Develo compl		Development nderway	Business review / case in progress	Future interest

## **Credit Services by vertical market**



#### **Public Sector**

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

#### 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**

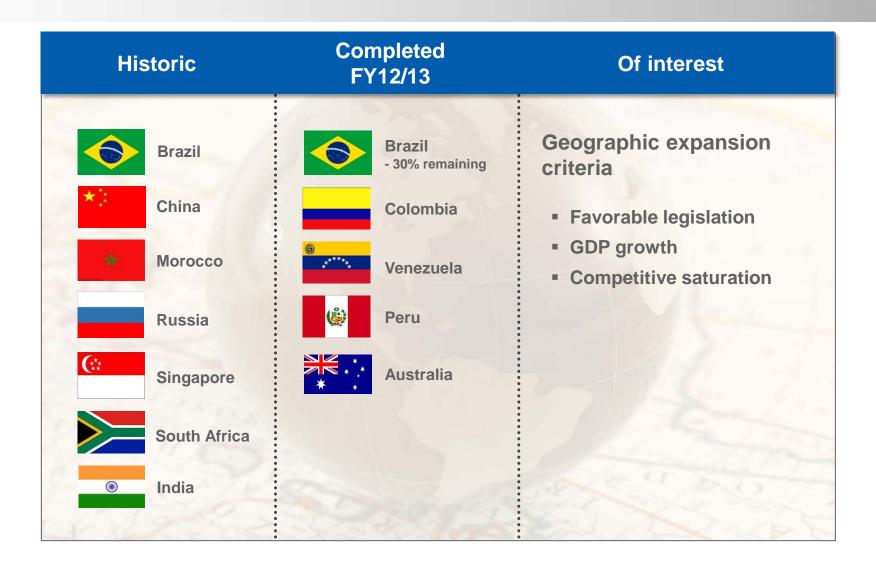
- Markets US, UK, EMEA, Brazil
- Products
  - Credit Reports
  - Skip tracing
  - Triggers

#### 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





Six months ended 30 September

US\$million			Total	Organic	growth
Revenue	2012	2011	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)%
Total revenue	237	229	8%	5%	7%
EBIT	44	49	(10)%		
EBIT margin	18.6%	21.4%			

All figures above on continuing basis
Growth at constant exchange rates
2011 restated for the reclassification of some product.

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

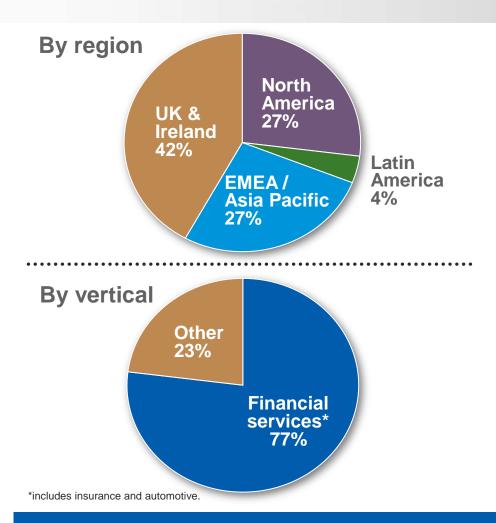


- 4,000 clients globally
- 70% of the top 100 global retail banks
- 6 of the top 10 global telecommunications providers
- However, 85% of clients take just one product

## Big opportunities for growth

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# Decision Analytics Our business profile



- 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



## Three-pronged approach to accelerate and sustain growth



- 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

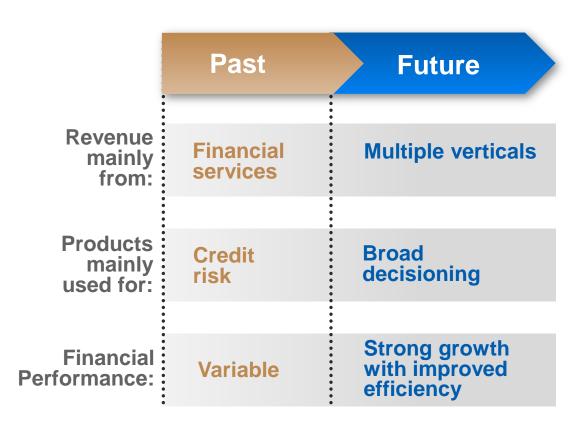


**Client experience** 

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

#### 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





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US\$million	0040	0044	Total	Organic	arowth
Revenue	2012	2011	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%
Total revenue	480	438	12%	6%	4%
EBIT	58	60	(1)%		
EBIT margin	12.1%	13.7%			

All figures above on continuing basis Growth at constant exchange rates

#### **Global focus**



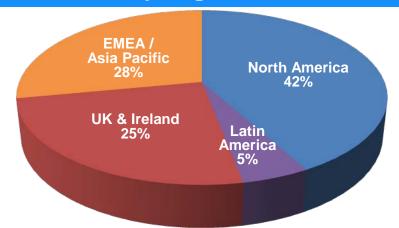
- C. US\$1bn of revenues in FY12
- Over 10,000 clients in 30 countries
- Heavy cross-sell strategy

#### **Unique offerings**

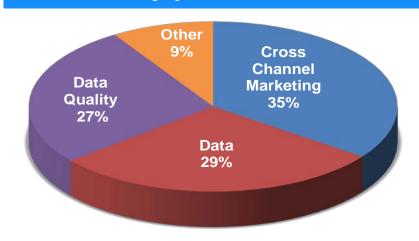


- Global segmentation of over 2.2bn consumers
- Demographic data on c.500m individuals in 260m households
- Deliver over 300bn permission-based, targeted emails annually
- Online behavior data for 25m users across 5m websites
- 1.2bn cookies profiled, powering hundreds of billions of impressions

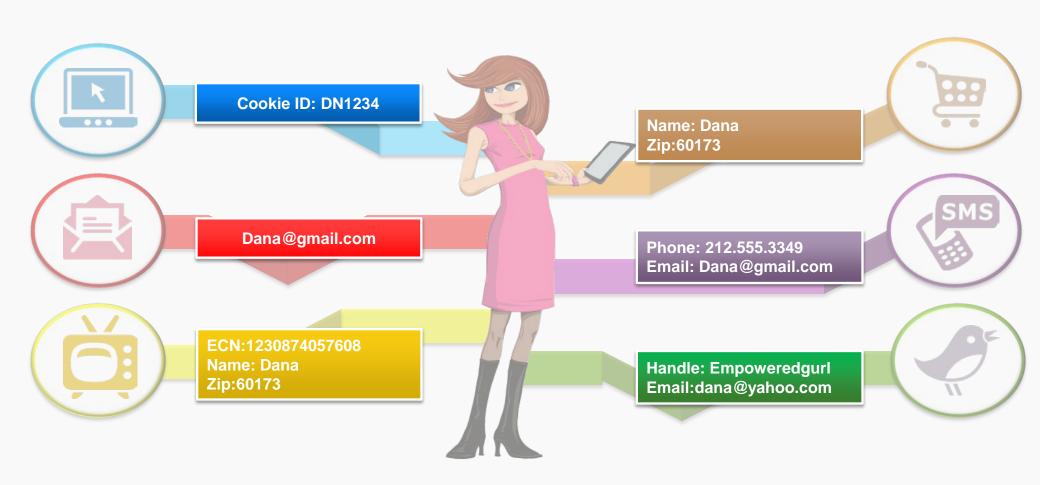
#### Revenue by region



#### **Revenue by product**







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#### **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

	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
		•	•



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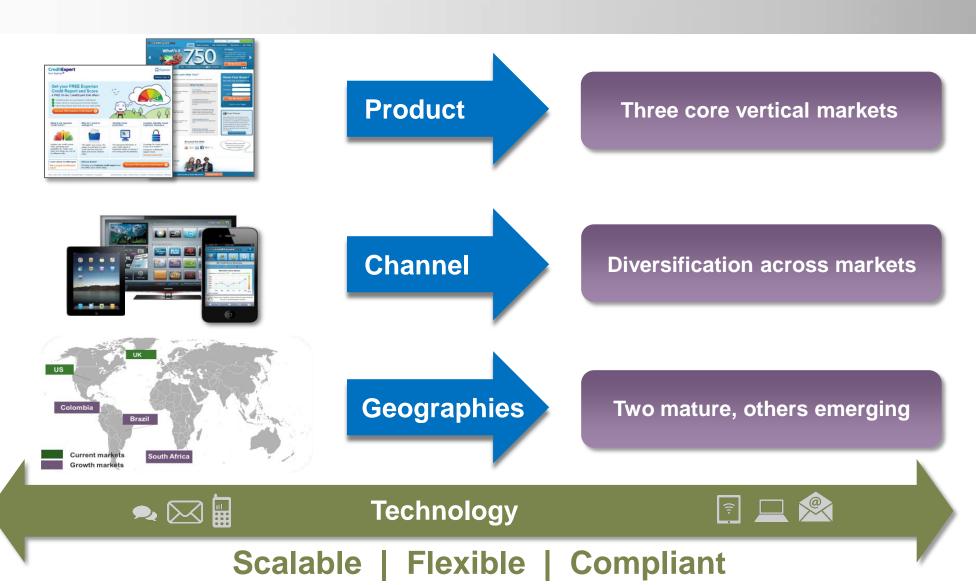
0010		Total	Organic	arowth
2012	2011	growth	H1 FY13	Q3 FY13
410	383	7%	7%	4%
90	72	28%	26%	26%
500	455	10%	10%	8%
153	127	22%		
30.6%	27.9%			
	90 <b>500</b> <b>153</b>	410 383 90 72 500 455 153 127	410     383     7%       90     72     28%       500     455     10%       153     127     22%	2012     2011     growth     H1 FY13       410     383     7%     7%       90     72     28%     26%       500     455     10%     10%       153     127     22%

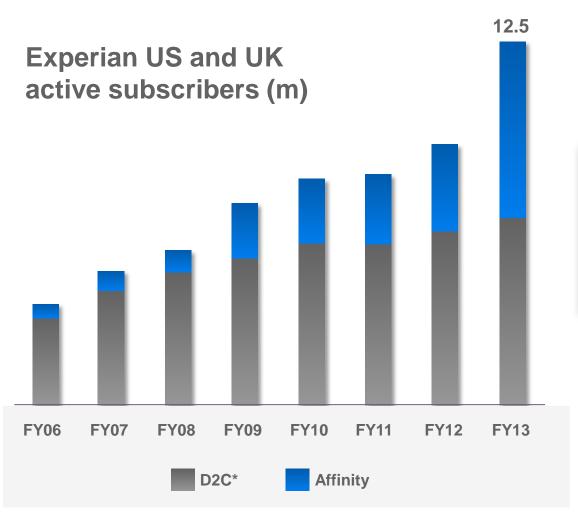
All figures above on continuing basis
Growth at constant exchange rates
2011 restated to exclude the discontinued comparison shopping and lead generation businesses in North America



#### **Consumer Services**

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





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

\*D2C: Direct -to-Consumer

Large organisations with substantial installed base



Future growth in established markets

Immediate scale in new regions

Diversification to current revenue model

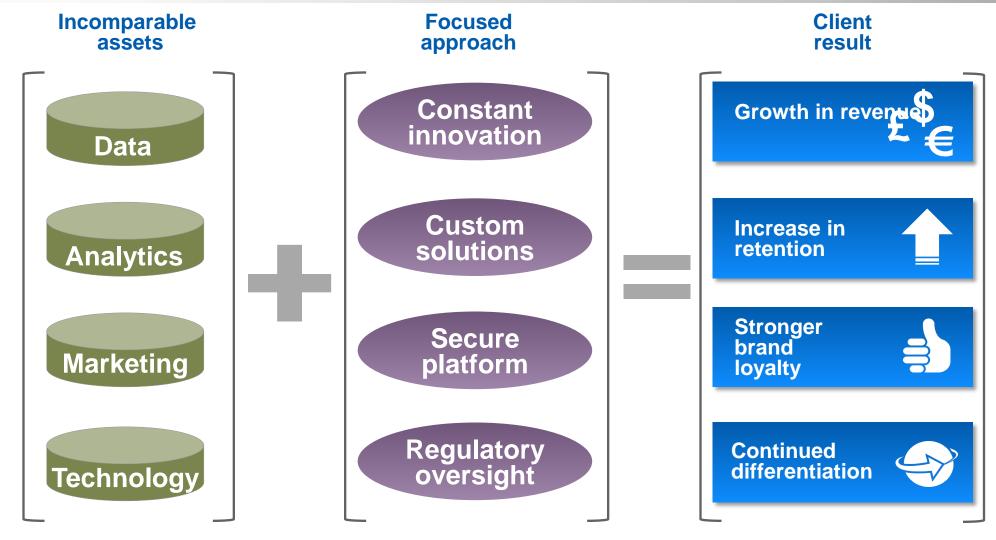






#### Consumer Services

## The Experian advantage - the Affinity equation



**Experian promise** 







## Net interest

• Net interest in the region of US\$65m to US\$70m, after a net pension credit of US\$8m, at current rates

#### Tax

Benchmark tax rate of c.25%

# Capital expenditure

Capital expenditure expected to be between US\$470m and US\$490m

# **Expenditure** on shares

 Share purchases in respect of employee incentive plans that vest expected in the region of US\$170-180m



US\$million	0040		Total	Organic growth		
Revenue	2012	2011	growth	H1 FY13	Q3 FY13	
Credit Services	418	377	11%	8%	11%	
Decision Analytics	70	59	18%	18%	12%	
Marketing Services	198	191	4%	3%	4%	
Consumer Services	410	383	7%	7%	4%	
Total revenue	1,096	1,010	9%	7%	7%	
EBIT	327	296	10%			
EBIT margin	29.8%	29.3%				

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



US\$million	0040		Total	Organic growth		
Revenue	2012	2011	growth	H1 FY13	Q3 FY13	
Credit Services	438	429	24%	14%	8%	
Decision Analytics	19	17	41%	41%	47%	
Marketing Services	42	14	227%	62%	29%	
Total revenue	499	460	31%	17%	11%	
EBIT	172	157	33%			
EBIT margin	34.5%	34.1%				



US\$million	0040	0044	Total	Organic	arowth
Revenue	2012	2011	growth	H1 FY13	Q3 FY13
Credit Services	118	116	5%	1%	3%
Decision Analytics	98	96	4%	(2)%	0%
Marketing Services	109	115	(3)%	(3)%	(1)%
Consumer Services	90	72	28%	26%	26%
Total revenue	415	399	6%	3%	6%
EBIT	118	113	6%		
EBIT margin	28.4%	28.3%			

All figures above on continuing basis Growth at constant exchange rates



US\$million	0040		Total	Organic growth		
Revenue	2012	2011	growth	H1 FY13	Q3 FY13	
Credit Services	98	107	1%	1%	(1)%	
Decision Analytics	50	57	(6)%	(6)%	(1)%	
Marketing Services	131	118	16%	13%	3%	
Total revenue	279	282	6%	5%	1%	
EBIT	6	15	(41)%			
EBIT margin	2.2%	5.3%				

0040	0044	Total		Organic growth		
2012	2011	growth	H1 FY13	Q3 FY13		H1 EBIT margin
1,096	1,010	9%	7%	7%	••••	29.8%
499	460	31%	17%	11%		34.5%
415	399	6%	3%	6%		28.4%
279	282	6%	5%	1%		2.2%
2,289	2,151	12%	8%	7%	••••	25.8%
623 (33)	581 (28)	14%				
590	553	14%				
25.8%	25.7%	•••••••••••				
	499 415 279 <b>2,289</b> 623 (33) <b>590</b>	1,096       1,010         499       460         415       399         279       282         2,289       2,151         623       581         (33)       (28)         590       553	2012     2011     growth       1,096     1,010     9%       499     460     31%       415     399     6%       279     282     6%       2,289     2,151     12%       623     581     14%       (33)     (28)       590     553     14%	2012         growth         H1 FY13           1,096         1,010         9%         7%           499         460         31%         17%           415         399         6%         3%           279         282         6%         5%           2,289         2,151         12%         8%           623         581         14%           (33)         (28)           590         553         14%	2012         growth         H1 FY13         Q3 FY13           1,096         1,010         9%         7%         7%           499         460         31%         17%         11%           415         399         6%         3%         6%           279         282         6%         5%         1%           2,289         2,151         12%         8%         7%           623         581         14%           (33)         (28)           590         553         14%	2012         growth         H1 FY13         Q3 FY13           1,096         1,010         9%         7%         7%           499         460         31%         17%         11%           415         399         6%         3%         6%           279         282         6%         5%         1%           2,289         2,151         12%         8%         7%           623         581         14%           (33)         (28)           590         553         14%

2012	2011	Growth (actual rates)	Growth (constant rates)
590	554	6%	14%
(27)	(21)		
563	533	6%	13%
(141)	(120)		
25%	23%		
422	413		
(37)	(38)		
385	375	3%	9%
988	989	• • • • • • • • • • • • • • • • • • • •	• • • • • • • • • • • • • • • • • • • •
987	986	•••••	••••
39.0	37.9	3%	9%
	590 (27) 563 (141) 25% 422 (37) 385 988 987	590     554       (27)     (21)       563     533       (141)     (120)       25%     23%       422     413       (37)     (38)       385     375       988     989       987     986	590     554     6%       (27)     (21)       563     533     6%       (141)     (120)       25%     23%       422     413       (37)     (38)       385     375     3%       988     989       987     986

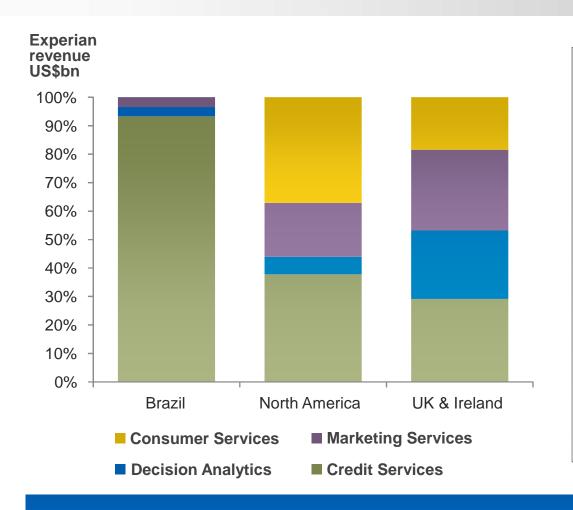
Growths at *constant* exchange rates are estimated.

<sup>2011</sup> restated to exclude the discontinued comparison shopping and lead generation businesses.

<sup>&</sup>lt;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.



### **Brazil: our business today**



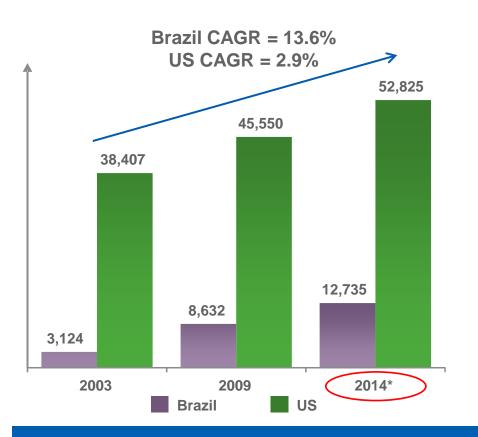
- Market leader in Brazil with over 60% share
- Tripled revenues since acquisition in 2007
- Still largely a Credit Services business
- Big focus on establishing full Experian capability

## Significant headroom for growth

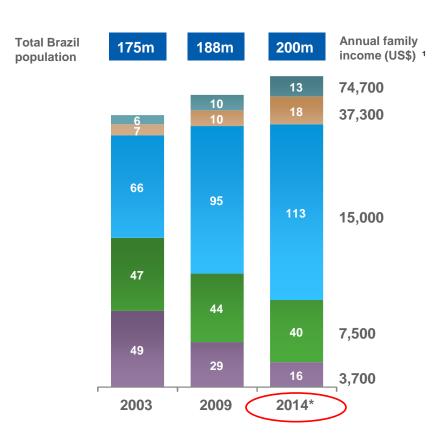


# Brazil: demographics support a favourable long-term outlook

#### **GDP per Capita (US\$m)**



#### **Expansion of the middle class**



## Fast-growing middle class underpins structural growth



## **Brazil: positive data collection strategy**



#### Implementation roadmap

# Secure consumer opt-in



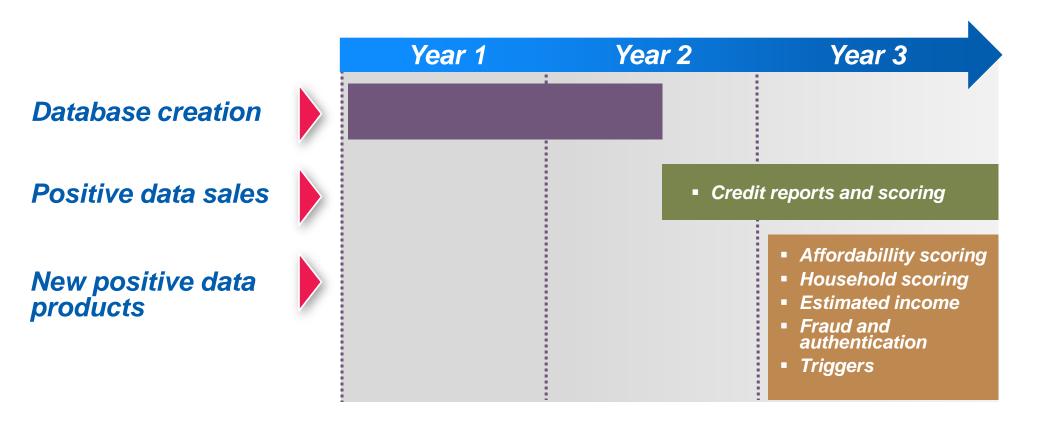
Data capture

- 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



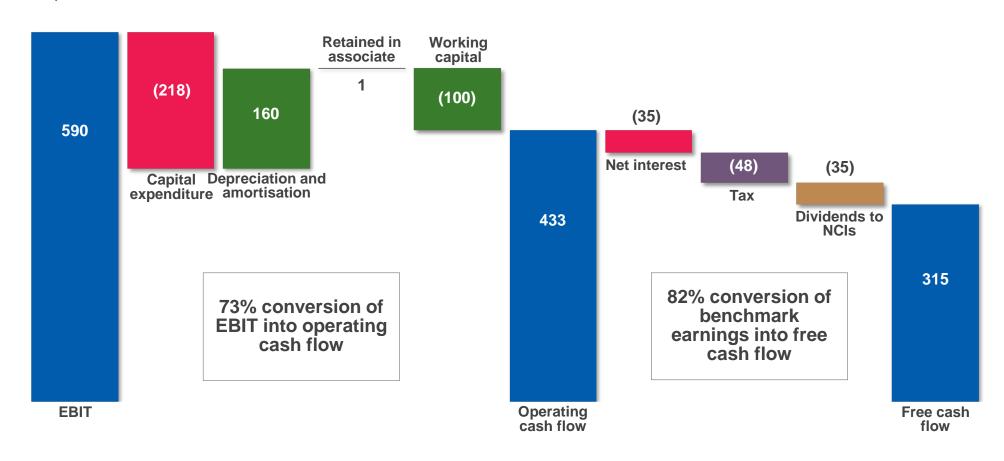
## **Brazil: positive data opportunities – B2B**

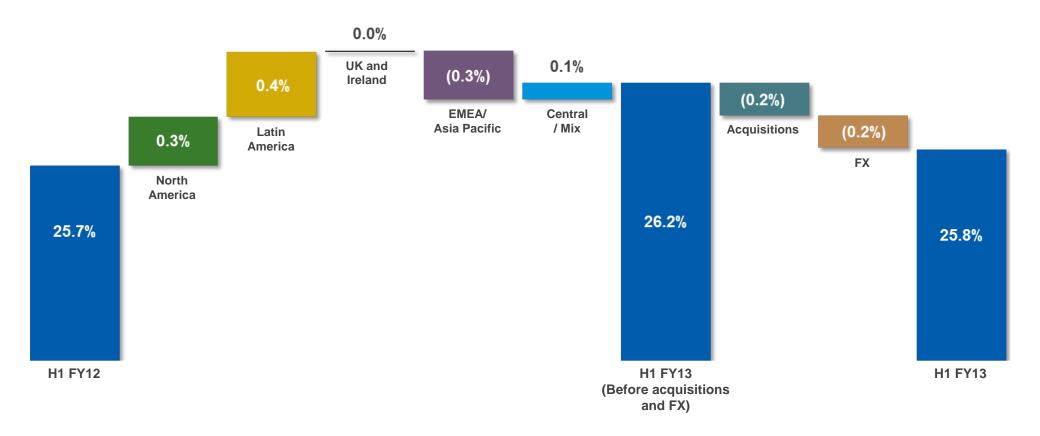


Today: 60% of bureau enquiries are for credit origination Future: expand data usage across customer lifecycle



## Six months ended 30 September US\$million





FY12 restated to exclude the discontinued comparison shopping and lead generation businesses in North America and a small discontinuing activity in EMEA / Asia Pacific



## 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
Depositary BNY Mellon

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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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