



# Investor Relations Presentation

May – July 2024



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**Brian Cassin**  
Chief Executive Officer



**Lloyd Pitchford**  
Chief Financial Officer



**Nadia Ridout-Jamieson**  
Chief Communications  
Officer



**Jeff Goldstein**  
Senior VP,  
Investor Relations



**Evelyne Bull**  
VP Director,  
Investor Relations

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Our ambitions





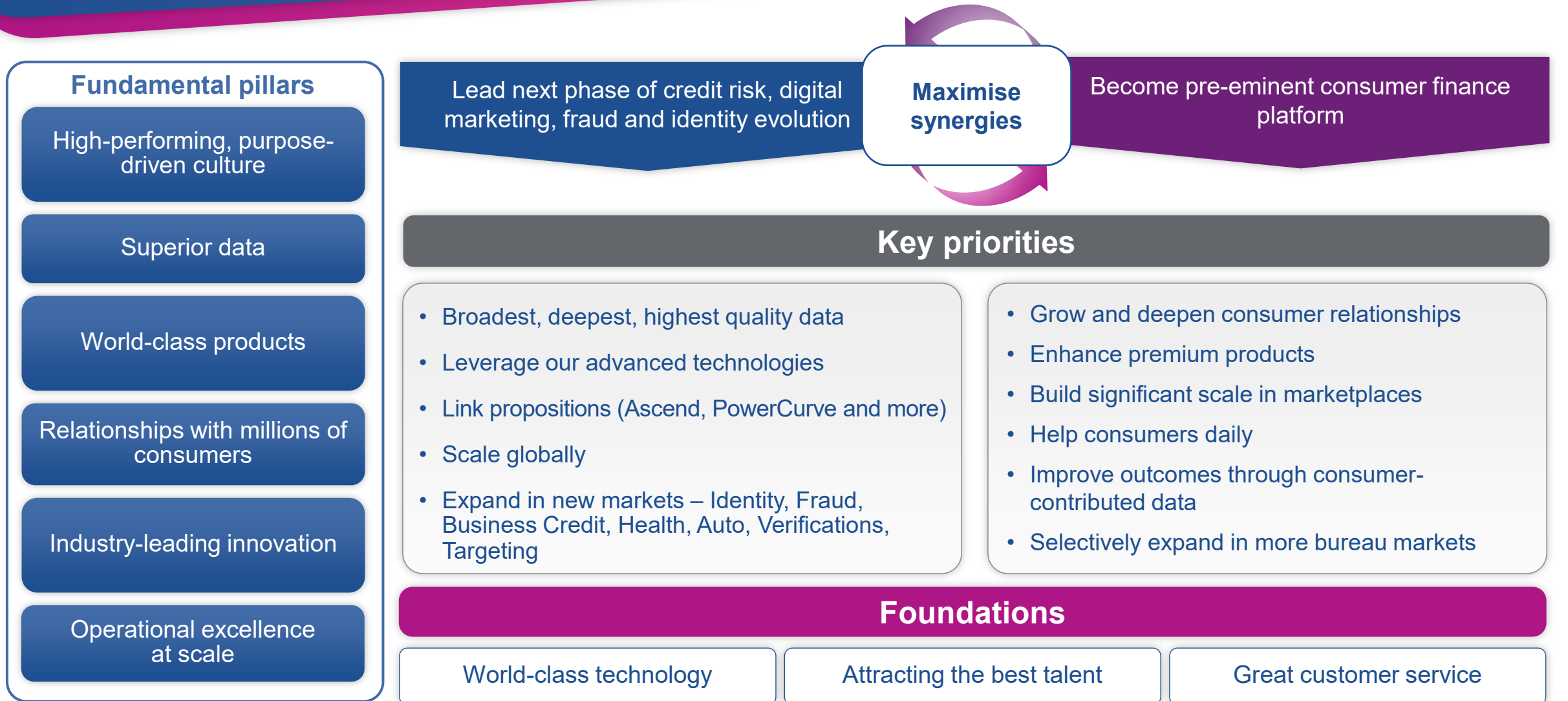
**Brian Cassin**  
Chief Executive Officer

Today we are a **data and technology** business which uses **innovative products** to modernise industries and provide real-time solutions to help consumers and businesses. At the same time, we have become a much more important company from a consumer perspective.

Our relationship with consumers has gone to being at the front and centre of our brand, and who we are, using our capabilities to really make a difference to **over 180 million** people globally.

We think we are going to develop even more in this direction. We are going to be a much larger business operating across a **much broader spectrum** than we even are today.

We power opportunities across many industries, across the world.



Leading the next phase of credit risk, digital marketing, fraud and identity evolution

Maximise synergies

Becoming the pre-eminent consumer finance platform

**World-class integrated platforms** – Ascend revenue increasing 19%. PowerCurve revenue growing double-digits

**New vertical expansion** – North America Verifications 54m<sup>1</sup> records (33% of employed population). United Kingdom contracted access to 82% of UK PAYE<sup>2</sup>

**Expansion in established verticals** –

**Auto** – Auto marketing growing double digits with continued expansion in Experian Marketing Engine products

**Health** – Average of over nine products sold per client; Wave HDC driving new wins and resonating in market

**Targeting** – Continue to transform to digitally focused set of offerings; revenue composition is now 65% digital

**Agribusiness** (Brazil) - Revenue more than doubled organically; Agrosatelite acquisition further enhances our capabilities

**Free memberships** – Grew to over 180m

**Experian Smart Money** – 640,000 connected accounts; introduced new ways to build credit through digital checking account in North America

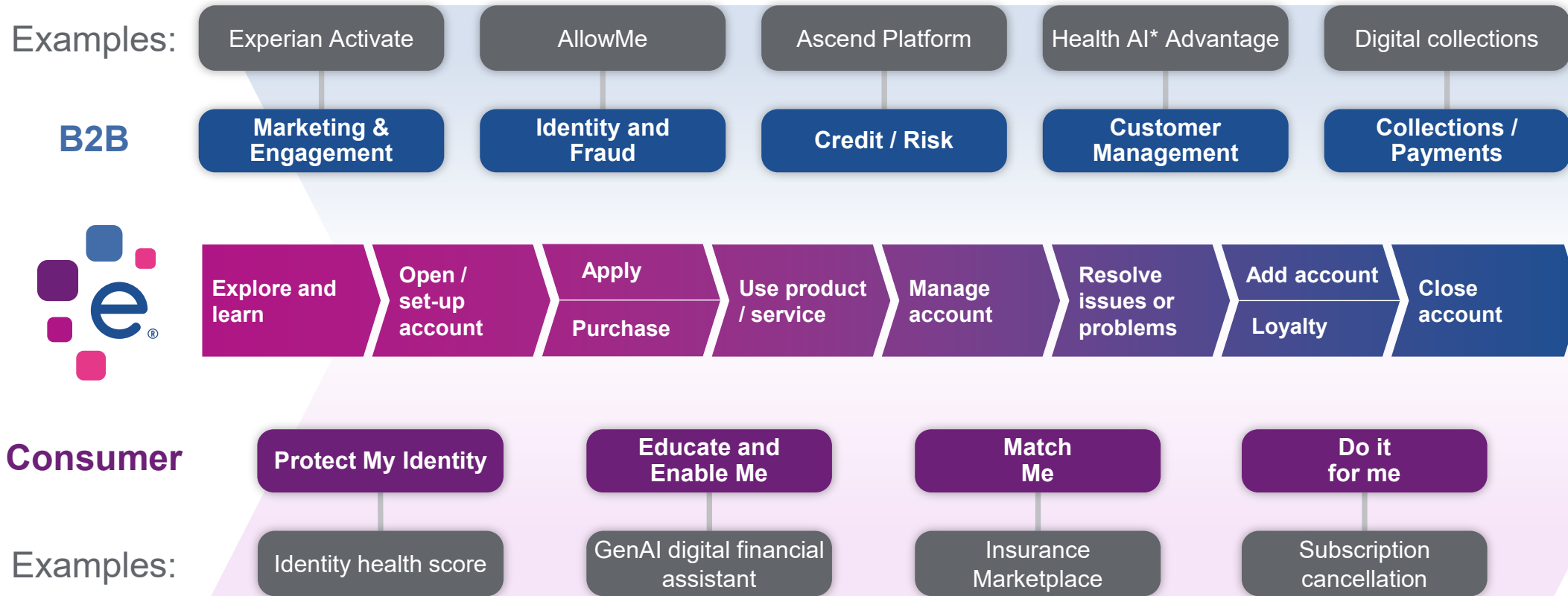
**Experian Activate** – Leverages Ascend technology to provide highly targeted offers in our marketplace; key contributor to 80% of Experian members having a preapproved offer

**Insurance** – Added major carriers to marketplace; launched Experian Boost for insurance

**GenAI<sup>3</sup>** – Launched Digital Financial Assistant to help drive more personalised consumer journey

**Serasa e-wallet** – New payment facility in Brazil, enables payment of utilities and other bills, drives engagement. Total payment volume on the platform growing significantly

# FY24 strategic progress: we continue to extend across the value chain



**Total addressable market: c. US\$150bn**



## Growth

- Address new areas of client spend with new data, product and integrated platforms
- Enter new and deepen existing verticals
- Elevate Consumer Services growth
- Secure higher contributions from Brazil, UK&I, E/AP
- Benefit from economic recovery

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**High single-digit organic revenue growth**

## Investment

- Large-scale superior data
- Comprehensive product portfolio for credit decisioning, fraud and identity resolution and digital marketing
- Increasingly sophisticated, integrated products
- Deeper and wider consumer relationships around a wider capability set

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**High single-digit organic revenue growth**

## Productivity

- Scaling strategic initiatives
- Operating leverage
- End of dual-run costs
- GenAI, automation and off-shoring

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**30-50bps annual margin progression**  
**Trending to 7% Capex as % of Revenue**

## Capital Deployment

- Organic, inorganic and partnerships
- Disciplined approach
- New data (including bureaux)
- Product capability in-fills
- Adding in adjacent verticals or Consumer Services

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**Growing contribution from capital deployment**

# Medium-term outlook: strong, sustainable EPS growth



## Revenue

Highly diversified strong growth

Scaling of high growth plays

Lending volume recovery

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**High single-digit organic growth**

## EBIT margin

Leverage of scaling growth plays

Reducing technology change & dual run costs

Productivity and automation

Lending recovery

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**Good margin progression**  
+30-50bps annually

## Organic Capex

Materially complete on cloud transition end of FY26

Improving productivity

2% reduction in Capex to Revenue ratio

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**Trending to 7% Capex % of Revenue**

## Capital Deployment

Disciplined approach

Strong financial position

Strong cash generation

Good acquisition pipeline

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**Growing contribution from capital deployment**

# EBIT margin outlook

Sustained, good margin progression



## Modest margin progression



- Underlying operating leverage
- Lending market weakness
- Technology change and dual run costs
- Investing in scale growth initiatives

## Good margin progression

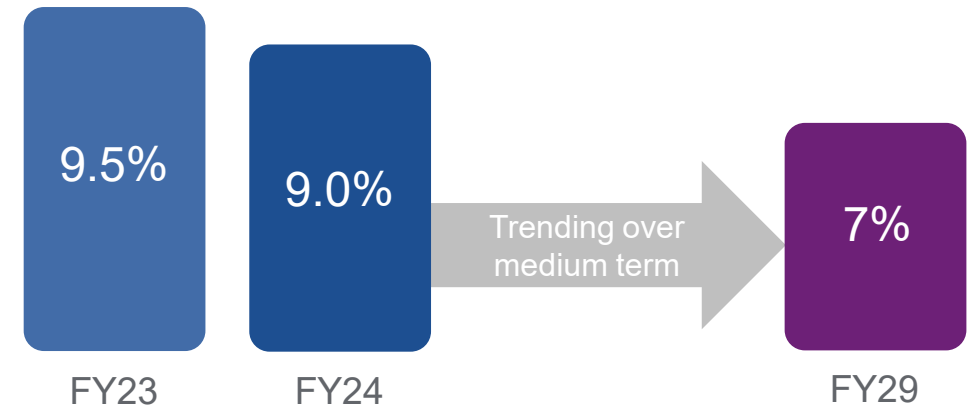


- Operating leverage and initiative scaling
- Lending recovery
- Continuing to invest in growth initiatives
- Reducing technology change and dual run costs

## Cloud transformation substantially complete by end FY26:

- US and Brazil 85-90%\* in the Cloud
- Mainframe transition in final stages
- Server migration accelerating
- UK&I and EMEA and Asia Pacific 45-50% in the Cloud

2% reduction in Capex to Revenue ratio



- Cloud migration investment trending down
- Reduction in infrastructure capex
- Scale benefits
- Net reinvestment in innovation



## Introducing Experian



We bring the power of data, analytics and technology to transform lives and deliver better outcomes for people, for businesses and for our communities:

- We are driven by our mission to **improve financial health for all**
- We champion consumers across the business, and currently have **over 180m<sup>1</sup>** free members
- We have a **diverse and growing range of clients** across **multiple geographies and industries**
- We grow our business through **innovation and technology**, and foster an **inclusive, inspiring and supportive culture** for our people

We are **large, stable** and highly **cash-generative**:

£34bn market cap<sup>2</sup>  
FTSE top 20<sup>2</sup>

23k employees  
32 countries

US\$7.1bn revenue

US\$1.9bn  
Benchmark EBIT

US\$1.9bn cash flow<sup>3</sup>  
97% conversion<sup>3</sup>

17.0% ROCE

## A market-leading, global innovator

- We have a **diversified portfolio** of businesses across different sectors and regions, with strong positions in **growing markets**
- Our business model is **scalable**, allowing us to grow revenues quickly at low incremental cost
- We achieve significant **synergies** across our operations by combining data sources, integrating analytics and using technology to create innovative, differentiated solutions

## Strong foundations support our growth prospects

- We continually invest in **product innovation, new sources of data and technology**
- We have **direct relationships** with over **180m<sup>1</sup> consumers** and growing strongly
- We have identified **significant addressable market** opportunities, estimated at US\$150bn and growing

## Proven track record and strong financial position

- **Highly recurring revenue**, as many of our products and services are integral to our clients' operating processes
- Consistently strong **cash flow** generation, low capital intensity business
- We balance **organic and strategic investments** with shareholder returns
- Strong **balance sheet**; Net debt to Benchmark EBITDA 1.7x<sup>1</sup>

## A sustainable focus and strong commitment to ESG

- We transform financial lives by **improving access to credit** and empowering people to understand their finances
- This is enabled by treating **data** with respect, inspiring and supporting our **people**, working with **integrity** and protecting the **environment**

## Business-to-Business (B2B)

### Our services

### How we help

Data  
US\$3.6bn

- 19 consumer credit bureaux
- 16 business credit bureaux
- Credit reports
- Ascend Platform
- Automotive information

We help businesses to identify and understand their customers.

We can help them to:

- lend effectively, responsibly and appropriately;
- manage credit risk and minimise the risk of fraud;
- better understand and communicate with customers;
- enhance their customer's experience with them;
- better understand their markets and allocate resources.

They benefit from more information, more accurate results, and more precise decisions.

Decisioning  
US\$1.5bn

- Decisioning software
- Advanced software and analytics
- Fraud software
- Credit scores
- Data quality
- Health
- Expert consulting

## Business-to-Consumer (B2C)

Consumer Services  
US\$1.9bn

- Over 180<sup>1</sup> million consumers on our free finance platform
- Credit visibility, improvement and monitoring for consumers
- Credit and insurance marketplaces
- Identity theft protection services
- Affinity (white label) credit and identity monitoring services

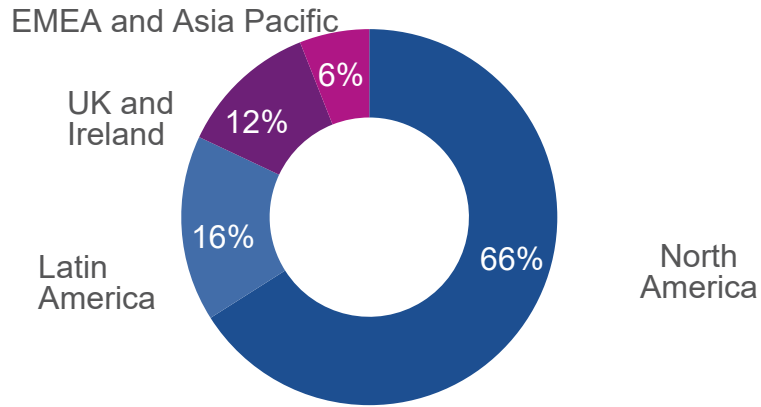
We help people and families to:

- better access financial services;
- understand and improve their financial position;
- better protect against fraud and identity theft;
- know that their data is correct, and
- learn more about credit.

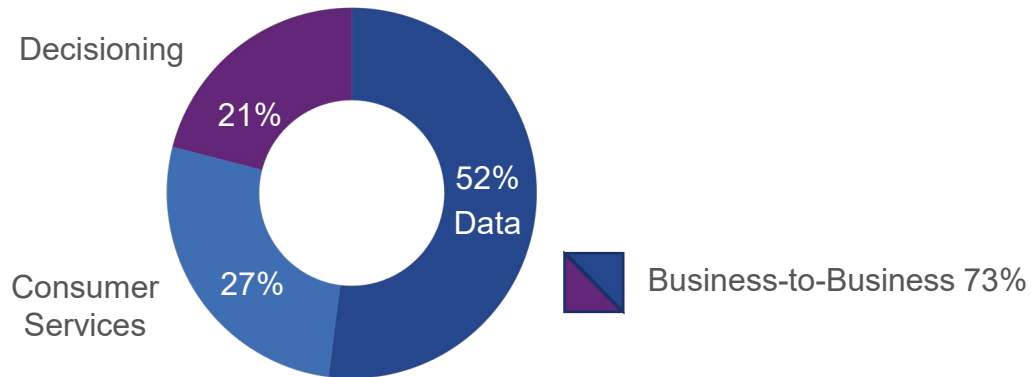
Making it easier, cheaper and faster for people and organisations to access financial services



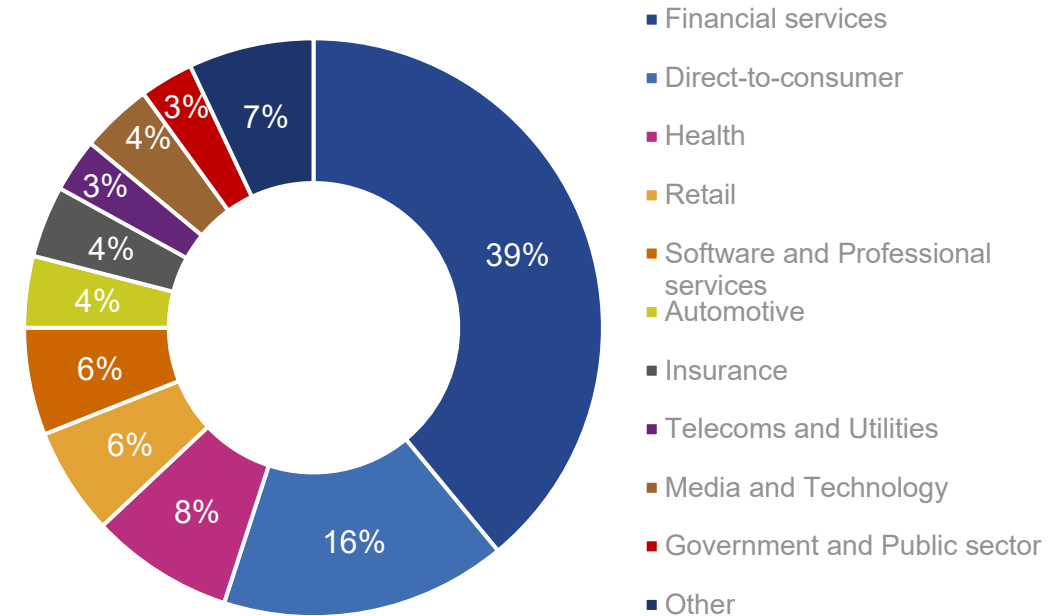
## By region



## By business activity

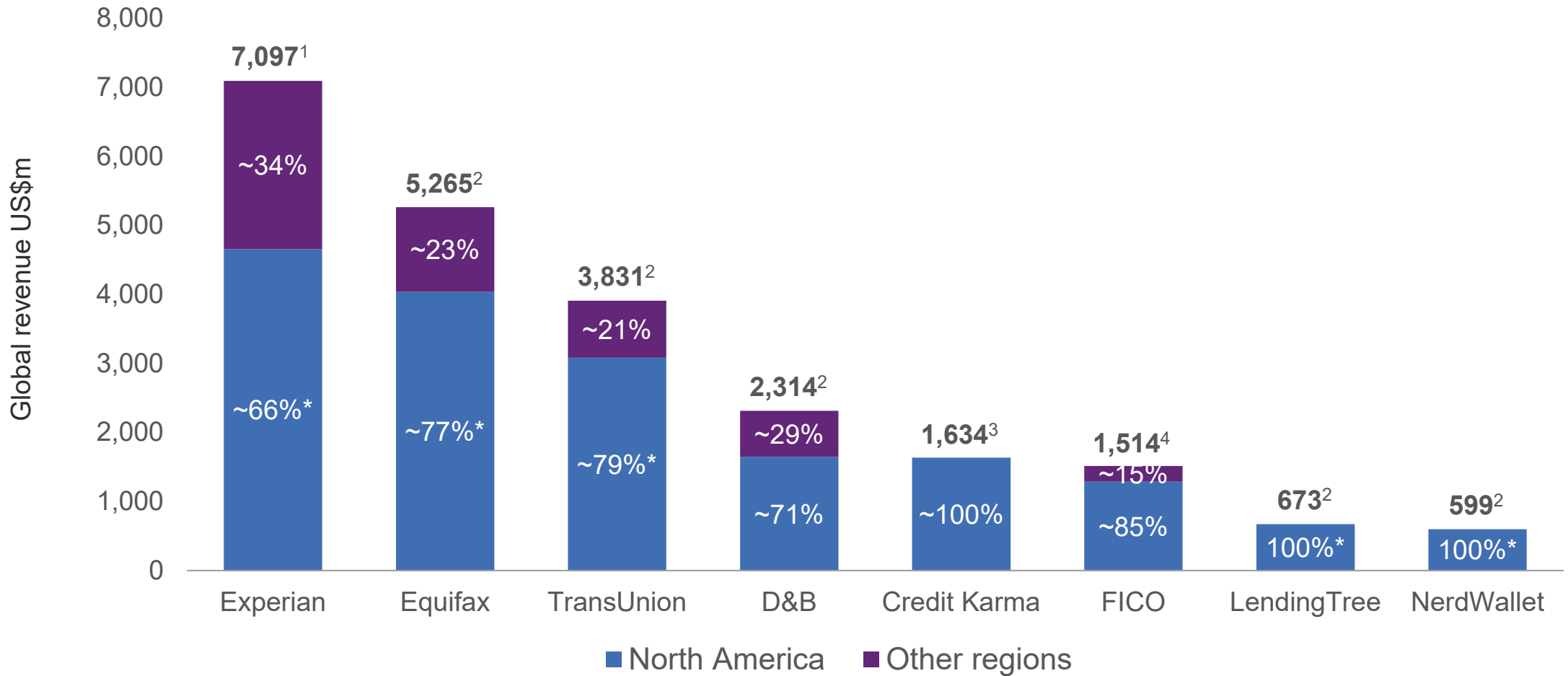


## By customer



Diverse portfolio by region, business activity and customer

# Market leader with unparalleled global reach and range



1 Year ended 31 March 2024.

2 Year ended 31 December 2023.

3 Year ended 31 July 2023. Credit Karma revenue are primarily US. Intuit/CK does not disclose international revenues.

4 Year ended 30 September 2023.

FICO's North America includes Latin America, which is ~5% of total revenue.

\*US only.

Source: Annual results & latest SEC filings.



## FY24 strategic overview



## Financials<sup>1</sup>

- Actual rate revenue growth of **8%**
- Constant rate total revenue **+7%**
  - organic revenue **+6%** for FY24 and **+8%** in Q4
  - Organic growth across all regions and segments
  - Consumer Services **+7%** and B2B **+5%**, organically
- Benchmark EBIT **+8%**<sup>2</sup>
  - Benchmark EBIT margin **+10bps**<sup>3</sup> at constant currency to **27.6%**
- Benchmark EPS **+8%**; Total dividend **+7%**
- Cash flow conversion **97%**
- Strong Balance Sheet Position: **1.7x Net Debt / EBITDA**

## Strategic progress

- Progress with new product introductions
  - Smart Money
  - Insurance Marketplace
- Breadth of capability expansion, including:
  - Ascend Platform
  - Fraud platform in Brazil
- Free consumer memberships reach over **180m**
- Acquisition of Wave HDC
- Agreement to acquire illion

## Fundamentals

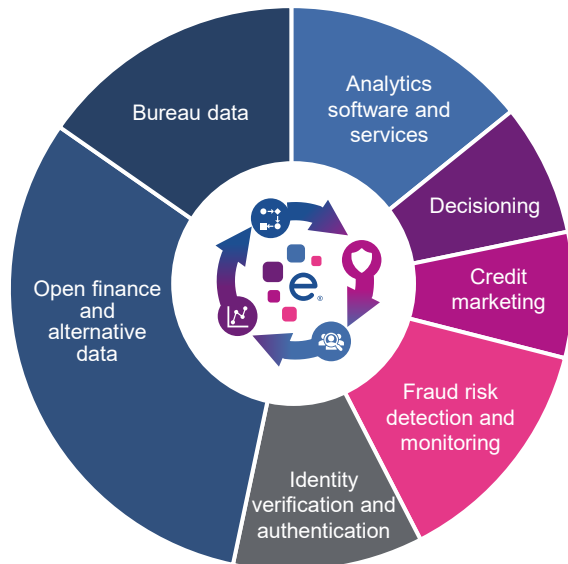
- Cloud-native technology transformation progress
- New GenAI<sup>5</sup> use cases introduced
- Client NPS has increased for five years running
  -
- Fortune's 2024 "100 Best Companies to Work For" list for fifth consecutive year
  -
- Certified as a Great Place To Work in 24 countries
  -
- Glassdoor rating of 4.3/5, up from 3.9 five years ago
  -

<sup>1</sup> Organic and Total revenue growth at constant exchange rates.  
<sup>2</sup> Benchmark EBIT growth 8% at actual exchange rates.  
<sup>3</sup> Basis points.

<sup>4</sup> B2B = Business-to-Business.  
<sup>5</sup> Generative Artificial Intelligence.

## Credit data and software

c.US\$90bn TAM\*

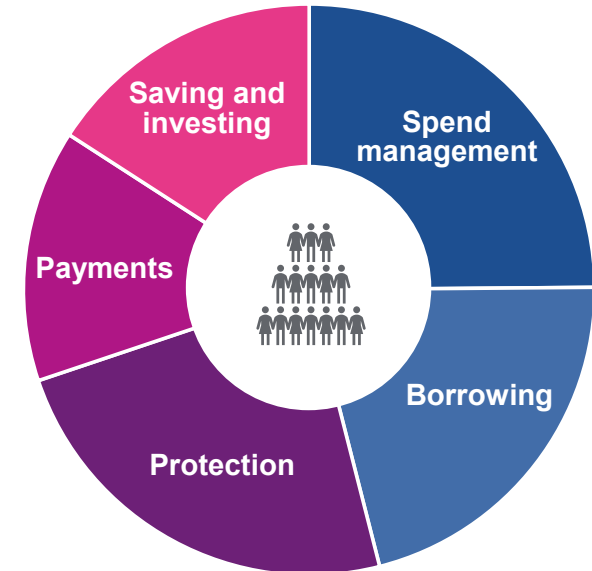


## Priority vertical opportunities



## Consumer platforms

c.US\$30bn TAM\*

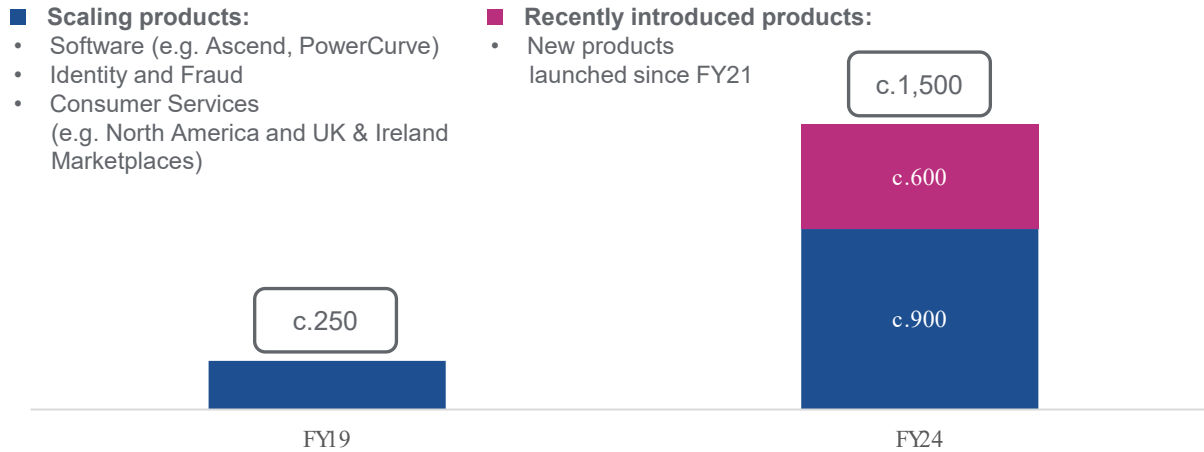


**c.US\$150bn Experian total market opportunity**

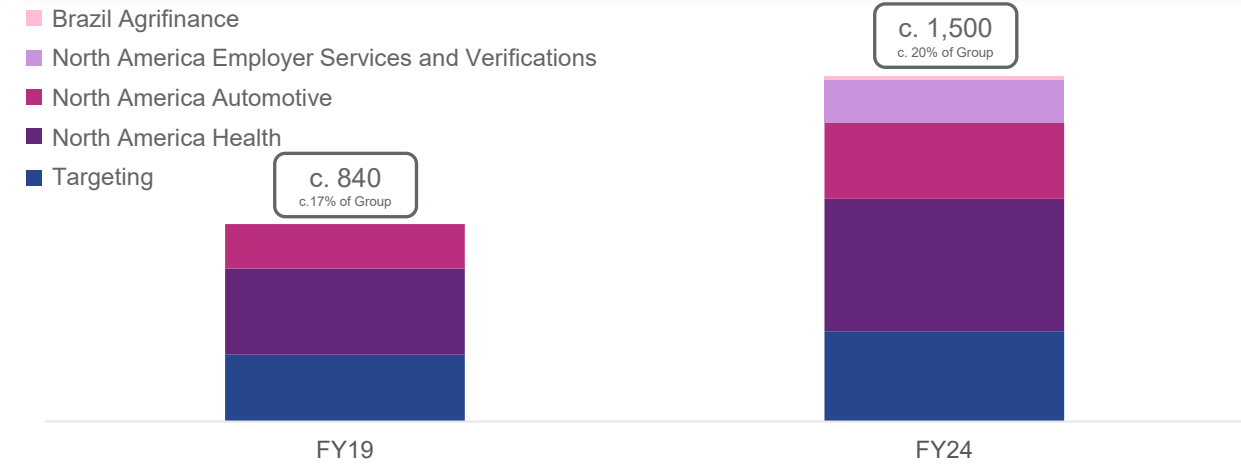
# Strategic progress – highlights



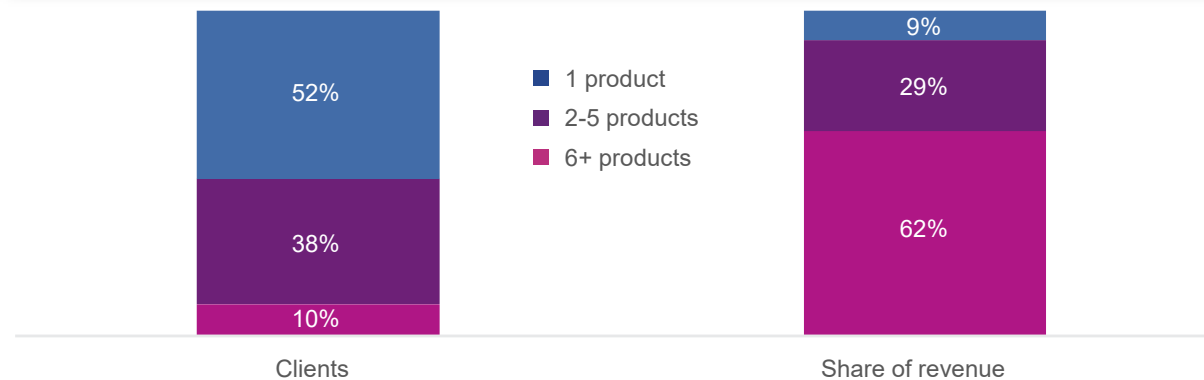
## Revenue from new and scaling products (US\$ millions)



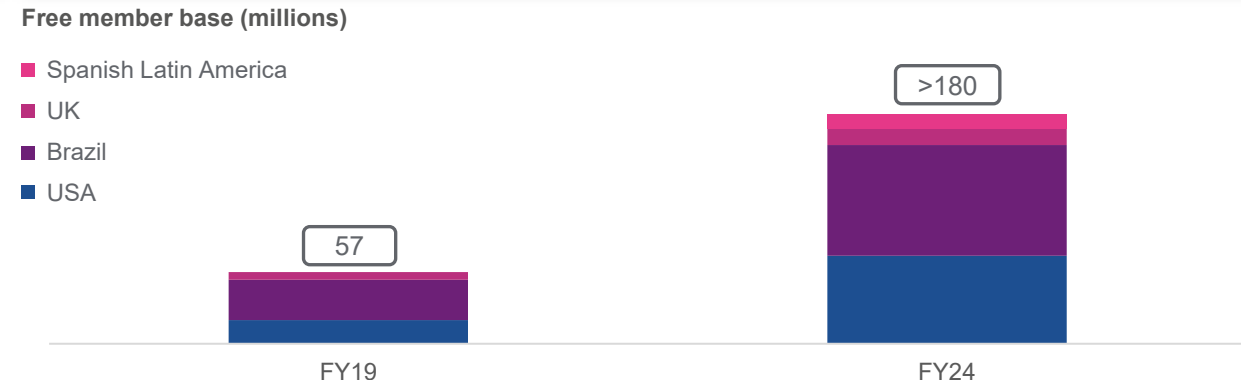
## New verticals revenue performance (US\$ millions)



## Software and analytics products purchased by customers\*



## Becoming the pre-eminent consumer finance platform



\* FY24 global revenue including software products from our Ascend, Decisioning, Analytics and ID & Fraud portfolios. Software revenue is embedded in Data and Decisioning business segments. This does not include clients generating less than \$10k revenue annually.

## Business-to-Business +5%

### North America CI / BI / DA

- Low-income lending (Clarity), Ascend, software, fraud prevention and verification growth offsets credit and mortgage volume weakness

#### Credit decisioning, analytics and fraud prevention

- Ascend performs strongly with new client wins
- More than 250 new credit decisioning product features introduced in FY24; strong roster planned for FY25
- Credit environment; unsecured credit delinquencies rise – lending standards tightened (although pace of tightening slows)

**Income and employment verification** – over 400 new client logos added during the year across; Experian Verify wins with top five US mortgage brokers. 54m record count.

### Auto, Targeting and Health

**Automotive** – strong new business performance due to data quality and product innovation. Beneficiary of higher auto marketing spend as dealers seek to stimulate the market

**Targeting** – strength in digital mitigates headwinds in retail channel linked to the macroeconomic environment

**Health** – secures Best-in-Klas ranking, strong new business bookings, good client reception for new product capability in claims management through AI Advantage and Wave HDC acquisition

Premium revenue

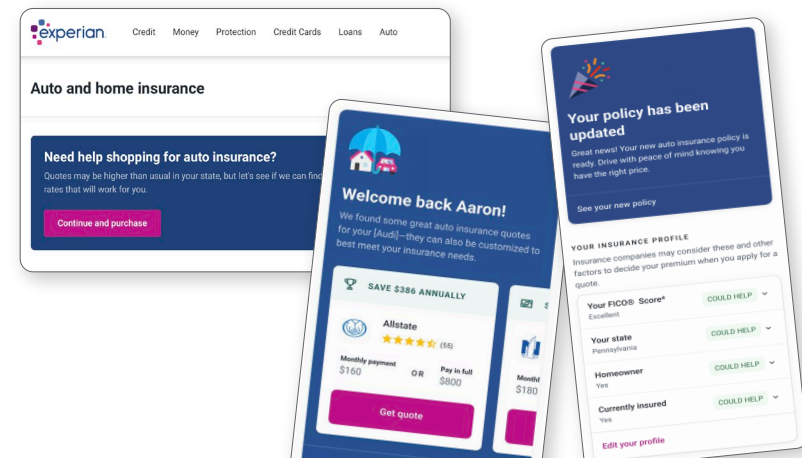
Marketplace

Partner Solutions

## Strategic highlights in FY24

- Premium enrolments progress supported by new financial health features such as bill negotiation and subscription cancellation
- Experian Smart Money 640,000 accounts opened since launch
- Credit marketplace - Experian Activate helps us to onboard new clients for cards and loans
- Insurance marketplace – accelerates growth and scale. New carriers and expanding market supply drive policy growth
- Databreach services client wins for Partner Solutions

## A transformed insurance experience for consumers and partners



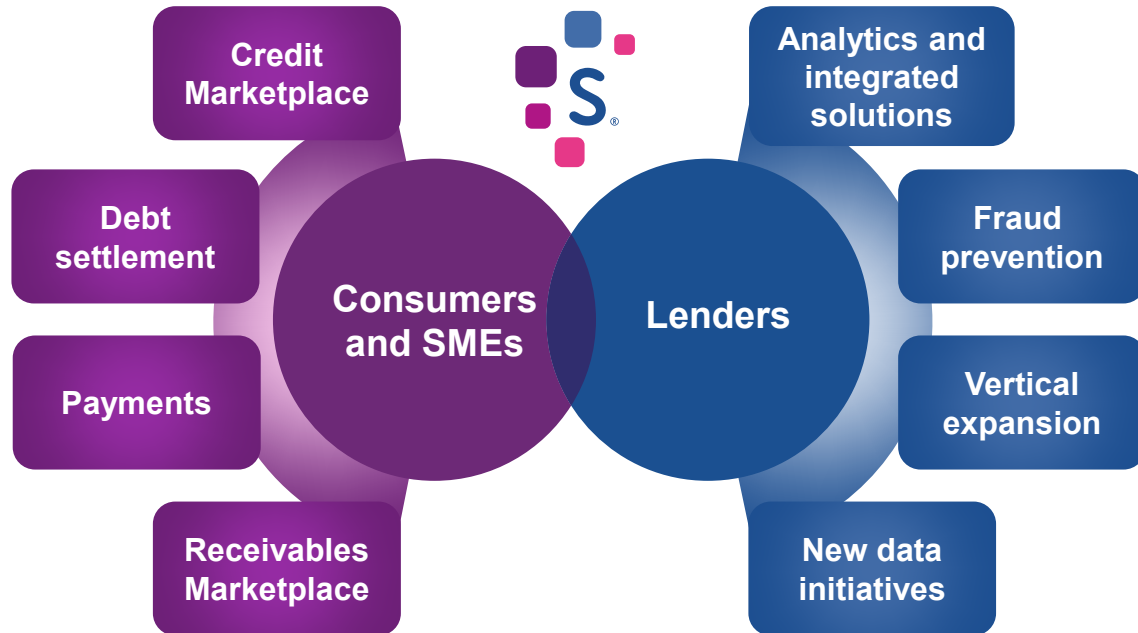
### New programmes enabled through Experian Activate

**Apply With Confidence** Find out if you're approved - before any impact to your credit scores. Terms Apply. ⓘ

**You're pre-approved** ⓘ Final approval subject to additional terms



## Unlocking new value beyond core bureau in Brazil



Total constant currency revenue growth of 16%

## B2B +9%

### Brazil

- **Credit decisioning:** growth in scores, predictive analytics and integrated solutions
- **Fraud prevention:** new contract wins
- **Small and medium enterprise (SME):** client expansion
- **Agrifinance:** revenue +133%

### Spanish Latin America

- **Credit decision and SME growth:** new data assets, product innovation and decisioning platforms

## Consumer Services +26%

- **Brazil business model diversifies:** strong contributions from Limpa Nome and total payment volumes

## B2B +3%

**New business wins sustain momentum** wins across a wide range of industry sectors, including:

- financial services
- public sector
- telecommunications

**Data superiority and breadth of capability drives differentiation** – outweighs ongoing muted credit market conditions

**Scaling our growth investments, e.g.**

- Verifications – data coverage expansion, mortgage lender in-pilot
- New product roll-out – opens new cross and upsell opportunities
- Data Quality – in-fill acquisition of IntoZetta expands product suite

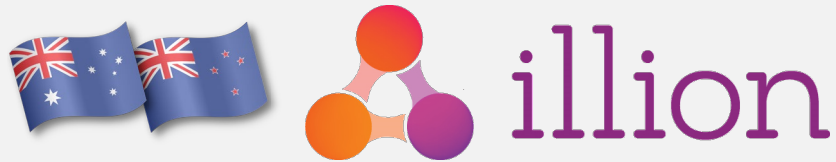
## Consumer Services +1%

**New features contribute to improved performance**

- Most downloaded UK app in our category in Q4
- Expanded lender panel and enhanced personalisation experience drives Marketplace recovery in Q4
- Product enhancements help to stabilise premium services revenue



## Asia Pacific acquisition



- Agreement to acquire illion in Australia/New Zealand (A/NZ) for A\$820m
- Complementary bureau asset in (A/NZ)
- illion – consumer bureau, commercial bureau, identity management solutions
- Experian A/NZ – consumer bureau, decisioning software, open banking solutions

## FY24 performance

**Data +4%**

**Decisioning\* +14%**



**Australia and New Zealand** – decisioning software progresses strongly



**Asia** – bureau and fraud prevention expansion in India



**Germany, Austria and Switzerland (DACH)** – weak macroeconomic environment



**Italy and Spain** – good progress driven by product innovation, bureau and decisioning software expansion



**South Africa** – significant new client wins



## FY24 financial overview



# FY24 Highlights



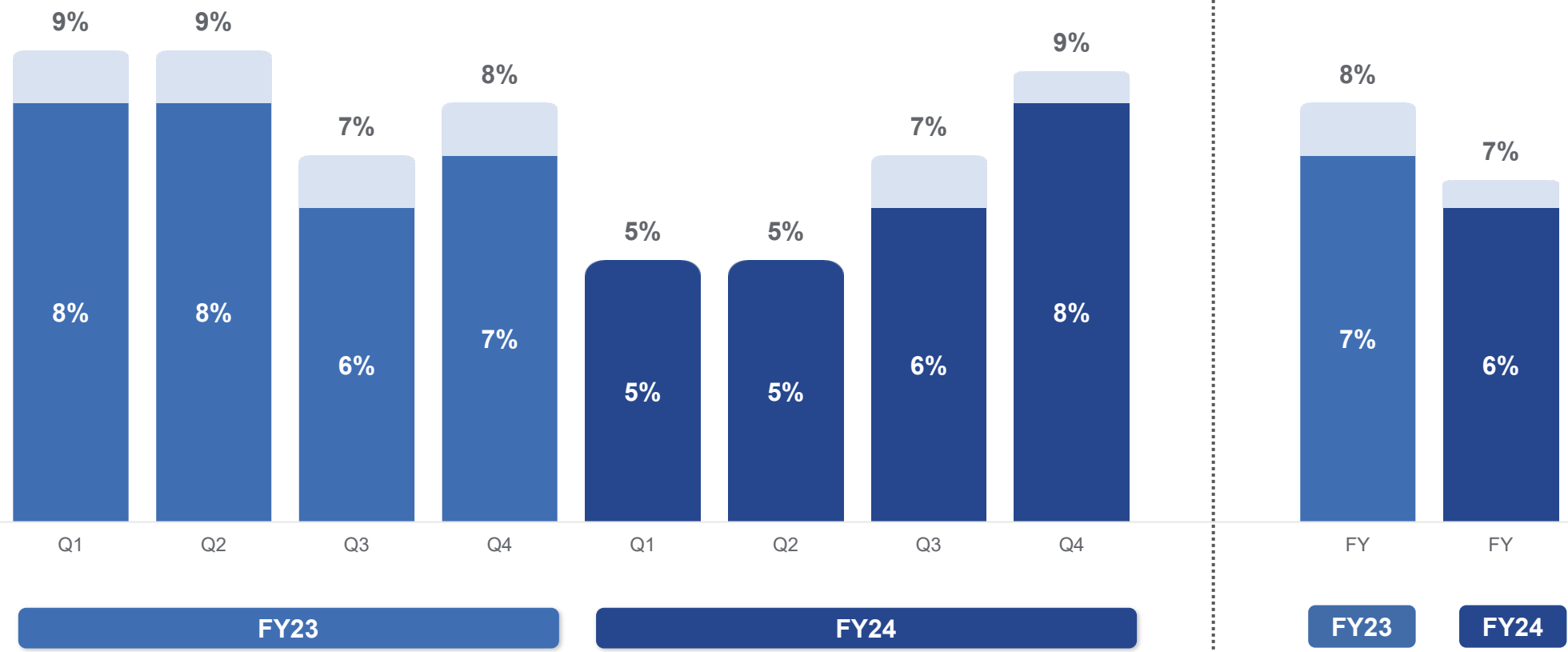
		Constant FX rates	Actual FX rates	Results
Revenue	Total revenue growth	7%	8%	US\$7,056m
	Organic revenue growth	6%		
EBIT	Benchmark EBIT growth	7%	8%	US\$1,944m
	Benchmark EBIT margin	+10bps	+10bps	27.6%
EPS	Benchmark earnings per share growth	7%	8%	USc145.5
Operating cash flow	Benchmark operating cash flow		6%	US\$1,864m
	Benchmark operating cash flow conversion			97%
ROCE	Return on capital employed			17.0%
Dividend	Total dividend per share growth		7%	USc58.50
Funding and liquidity	Net debt to Benchmark EBITDA			1.7x

Certain financial data has been rounded within this presentation. As a result of this rounding, the totals of data presented may vary slightly from the arithmetic totals of such data.

Revenue, Benchmark EBIT growth and Benchmark EBIT margin are on an ongoing activities basis. EPS is on an continuing operations basis.

ROCE (Return on Capital Employed) = Benchmark EBIT less tax at the Benchmark rate divided by average capital employed, in continuing operations, over the year. Capital employed is net assets less non-controlling interests and right-of-use assets, plus/minus the net tax liability or asset and plus Net debt.

# Good revenue growth; strong finish to the year



■ Inorganic revenue growth  
■ Organic revenue growth

# Quarterly organic growth trends



		% of Group revenue <sup>1</sup>	Organic growth				
			Q1	Q2	Q3	Q4	FY
<b>North America (NA)</b>		<b>66%</b>	<b>4%</b>	<b>4%</b>	<b>5%</b>	<b>7%</b>	<b>5%</b>
Data	CI / BI bureaux	23%	1%	2%	2%	9%	3%
	CI / BI bureaux, excluding Mortgage	21%	2%	2%	3%	8%	4%
	Mortgage Profiles	2%	(8)%	(3)%	(6)%	11%	(1)%
	Automotive	5%	8%	7%	10%	6%	8%
	Targeting	4%	9%	5%	3%	6%	5%
Decisioning	Health	8%	9%	6%	7%	7%	7%
	DA / Other	4%	3%	2%	(1)%	4%	2%
Consumer	Consumer Services	22%	3%	5%	9%	6%	6%
<b>Latin America (LA)</b>		<b>16%</b>	<b>13%</b>	<b>10%</b>	<b>13%</b>	<b>13%</b>	<b>13%</b>
Data	CI / BI bureaux	10%	9%	6%	10%	7%	8%
	Other	0%	0%	(29)%	(11)%	96%	15%
Decisioning	DA / Other	3%	15%	9%	12%	17%	14%
Consumer	Consumer Services	3%	26%	38%	26%	19%	26%
<b>Total NA and LA</b>		<b>82%</b>	<b>5%</b>	<b>5%</b>	<b>7%</b>	<b>8%</b>	<b>6%</b>

<sup>1</sup> Percentage of group revenue from ongoing activities calculated based on FY24 revenue at actual rates. Organic growth rates at constant currency.

CI = Consumer Information. BI = Business Information. DA = Decision Analytics. Ascend revenue is largely recognised in CI bureaux. Mortgage Profiles is in CI bureaux.

# Quarterly organic growth trends

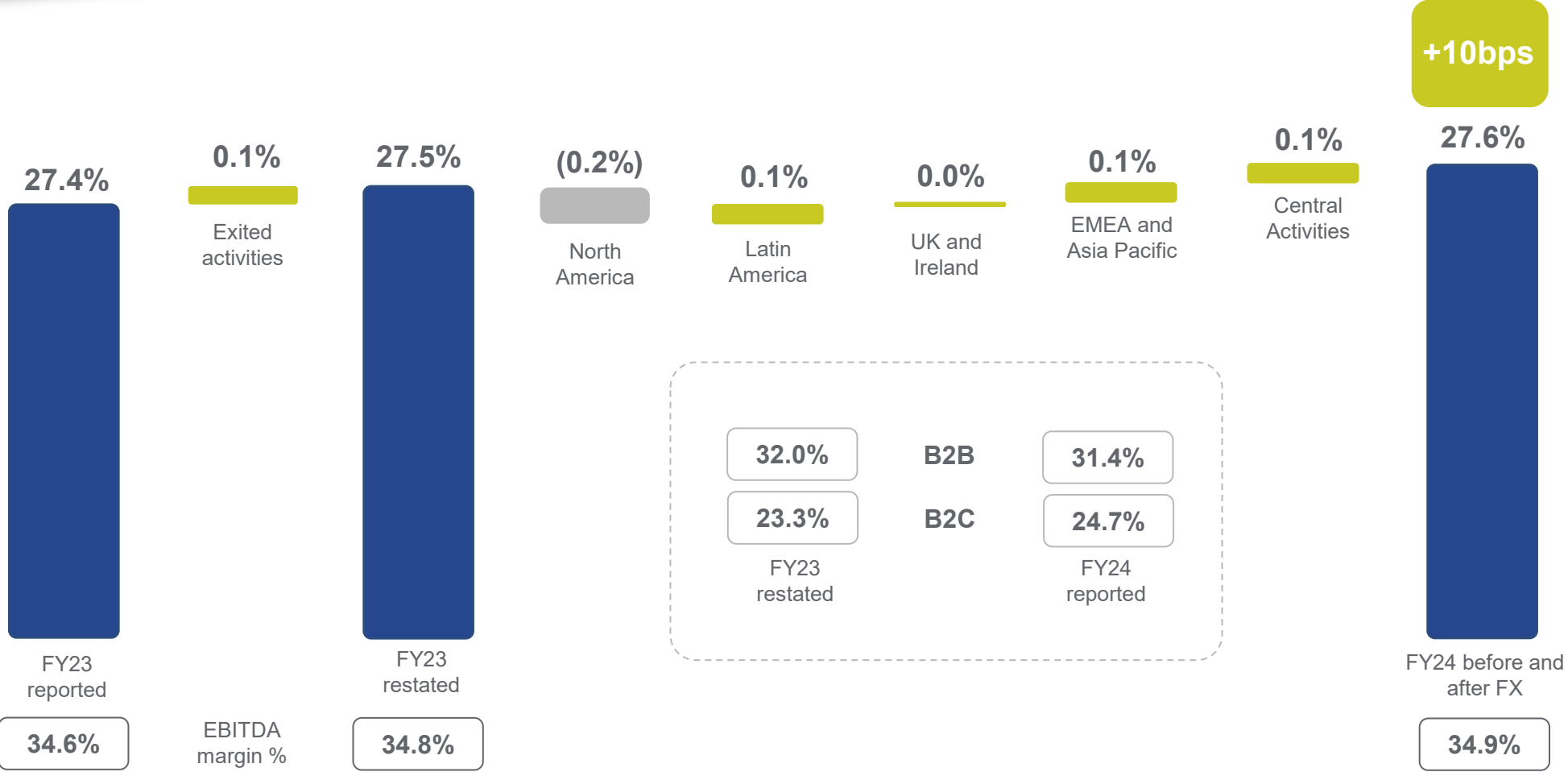


		% of Group revenue <sup>1</sup>	Q1	Q2	Q3	Q4	FY
<b>UK and Ireland</b>		<b>12%</b>	<b>1%</b>	<b>2%</b>	<b>3%</b>	<b>5%</b>	<b>2%</b>
<b>Data</b>	<b>CI / BI bureaux</b>	5%	1%	6%	9%	6%	5%
	<b>Targeting / Auto</b>	1%	6%	(1)%	11%	(9)%	1%
<b>Decisioning</b>	<b>DA / Other</b>	3%	0%	3%	(6)%	3%	0%
<b>Consumer</b>	<b>Consumer Services</b>	3%	(2)%	(5)%	0%	11%	1%
<b>EMEA and Asia Pacific</b>		<b>6%</b>	<b>8%</b>	<b>8%</b>	<b>7%</b>	<b>6%</b>	<b>7%</b>
<b>Total Global</b>		<b>100%</b>	<b>5%</b>	<b>5%</b>	<b>6%</b>	<b>8%</b>	<b>6%</b>

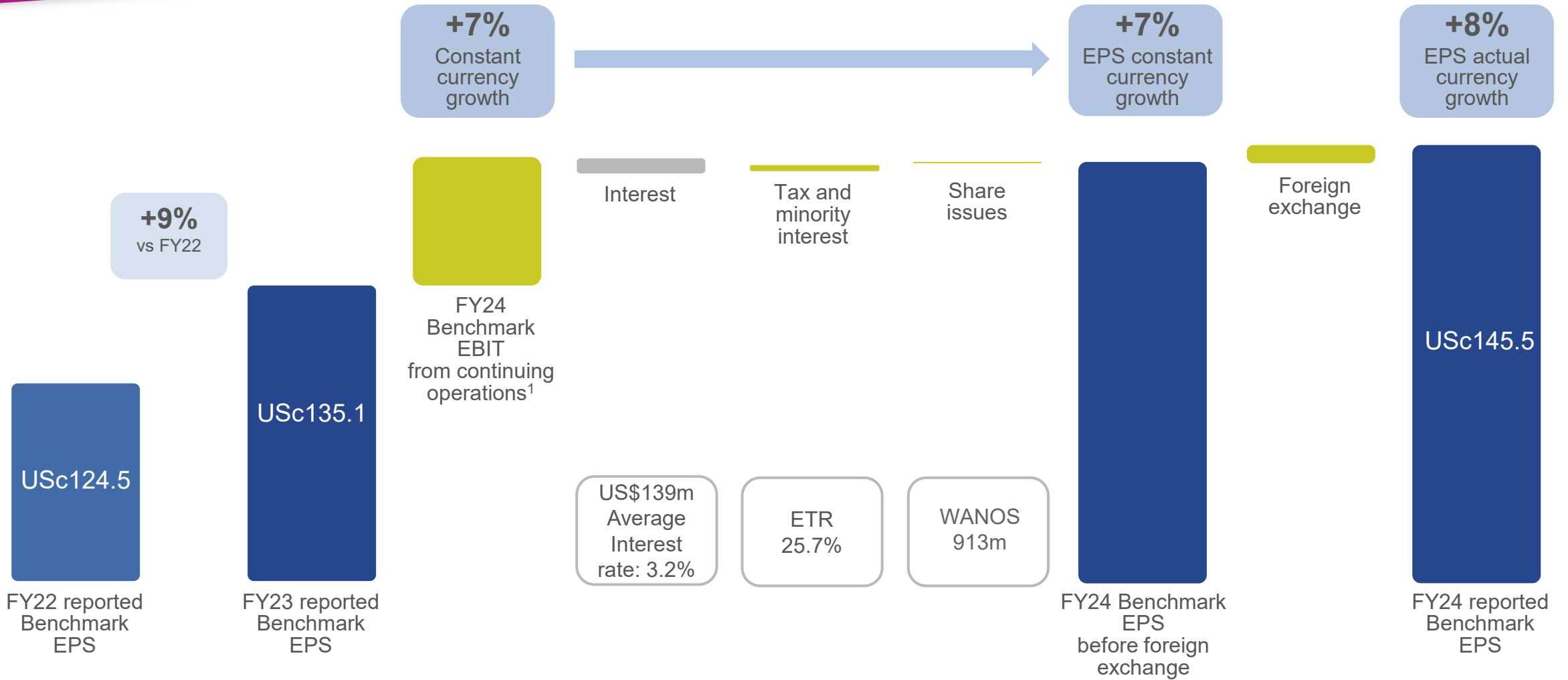
<sup>1</sup> Percentage of group revenue from ongoing activities calculated based on FY24 revenue at actual rates. Organic growth rates at constant currency. Historic growth rates as reported.



# Benchmark EBIT margin

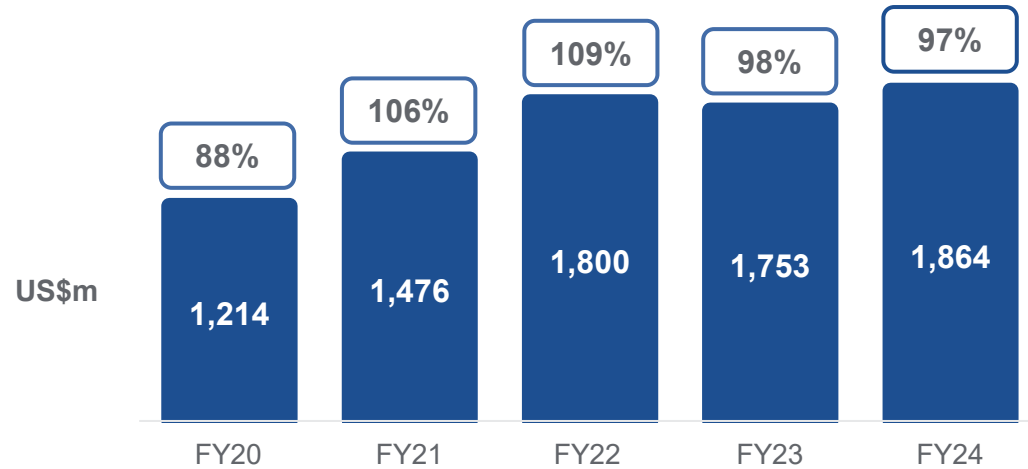


# Benchmark earnings per share (EPS)

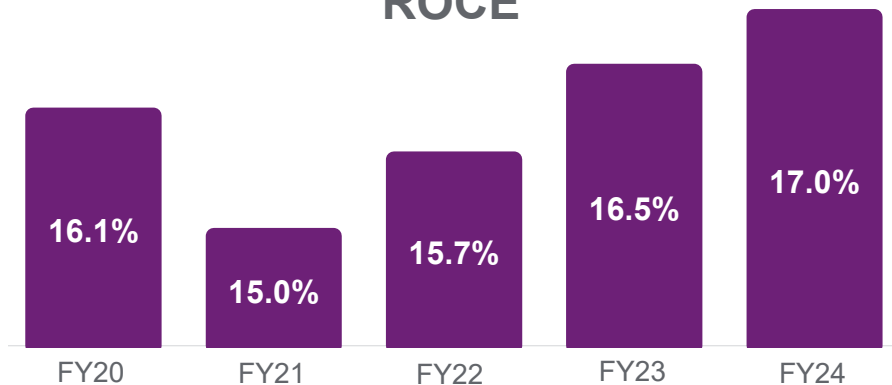


<sup>1</sup> Includes exited business activities.  
 Average interest rate = net interest expense divided by average debt.  
 ETR = Effective tax rate  
 WANOS = Weighted average number of shares

## Operating cash flow



## ROCE



- Generating high returns on capital and strong cash flow growth
- Record US\$1.9bn Operating cashflow
- Strong conversion at 97%
- Record 17% ROCE\*

# Modelling considerations for FY25



Organic revenue growth	6–8%
Inorganic revenue contribution	<1%*
Benchmark EBIT margin <sup>1</sup>	Good margin improvement
Foreign exchange	c. 0% to (1%) on revenue and Benchmark EBIT
Net interest	c.US\$135–140m
Benchmark tax rate	26–27%
WANOS <sup>2</sup>	c.914m
Capital Expenditure	c.9% of revenue
Benchmark OCF <sup>3</sup> conversion	>90%
Share repurchases	US\$150m

<sup>1</sup> At constant exchange rates.

<sup>2</sup> Weighted average number of shares.

<sup>3</sup> Operating cash flow.

\*Only includes completed acquisitions, we will update our guidance on completion of acquisitions.



## Business overview

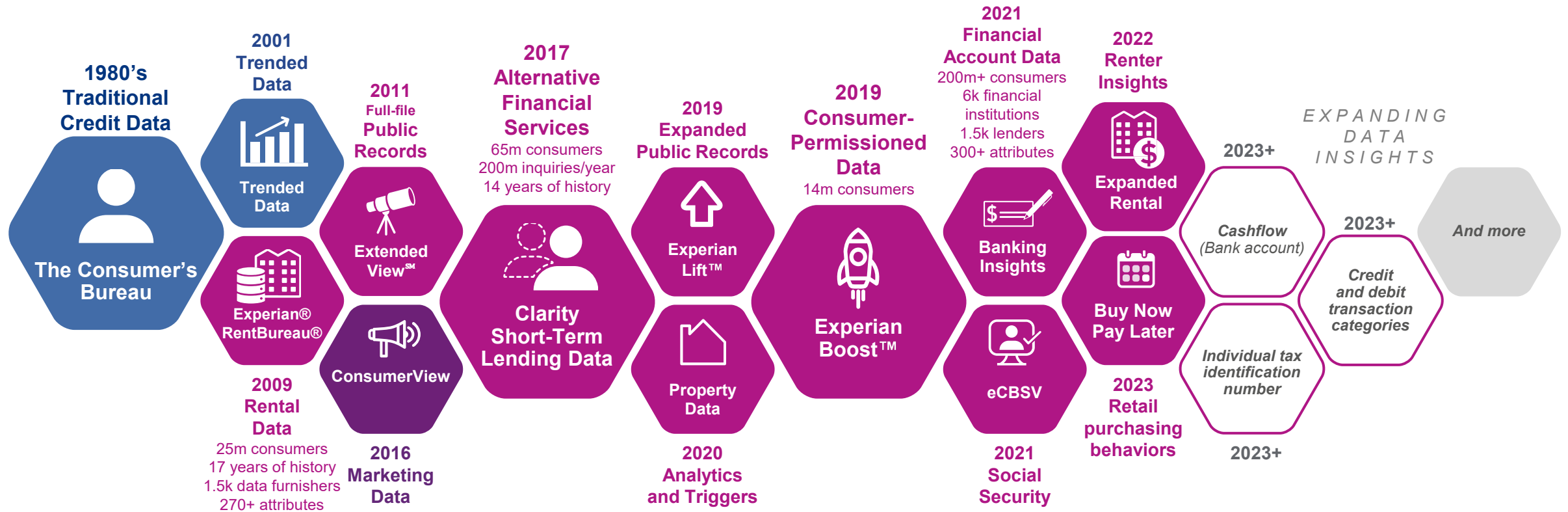




Data and technology



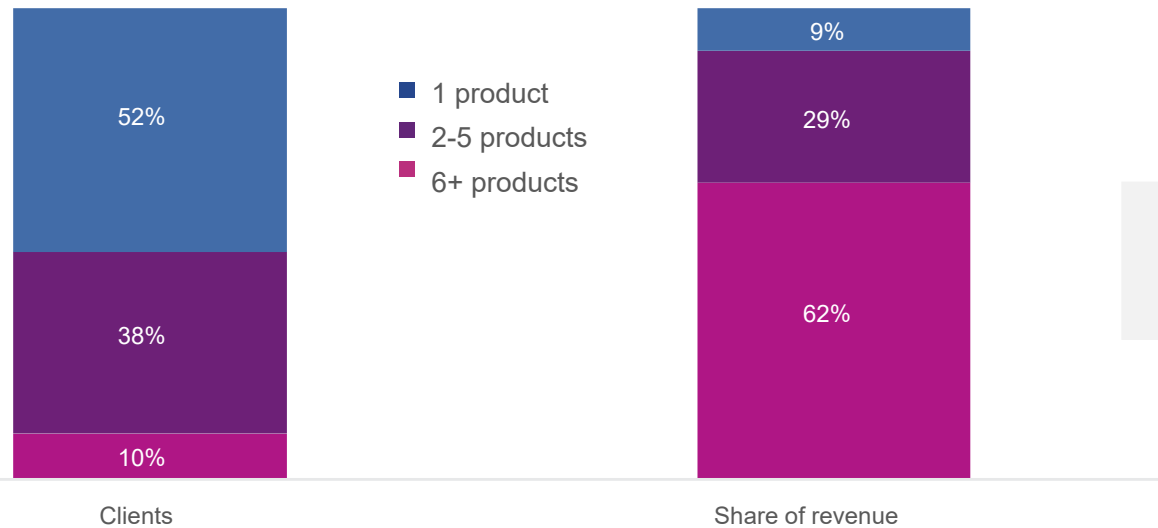
# Expanding data sources for a 360° view of consumers



# Clients are increasingly buying more products from us, unlocking the potential for integrated solutions, enhanced profitability and retention



## Software and analytics products purchased by customers\*



## Our Strategy

The only integrated platform of its kind in the market

Easy onboarding

Bundle pricing, coordinated Go-To-Market & Solution Sales

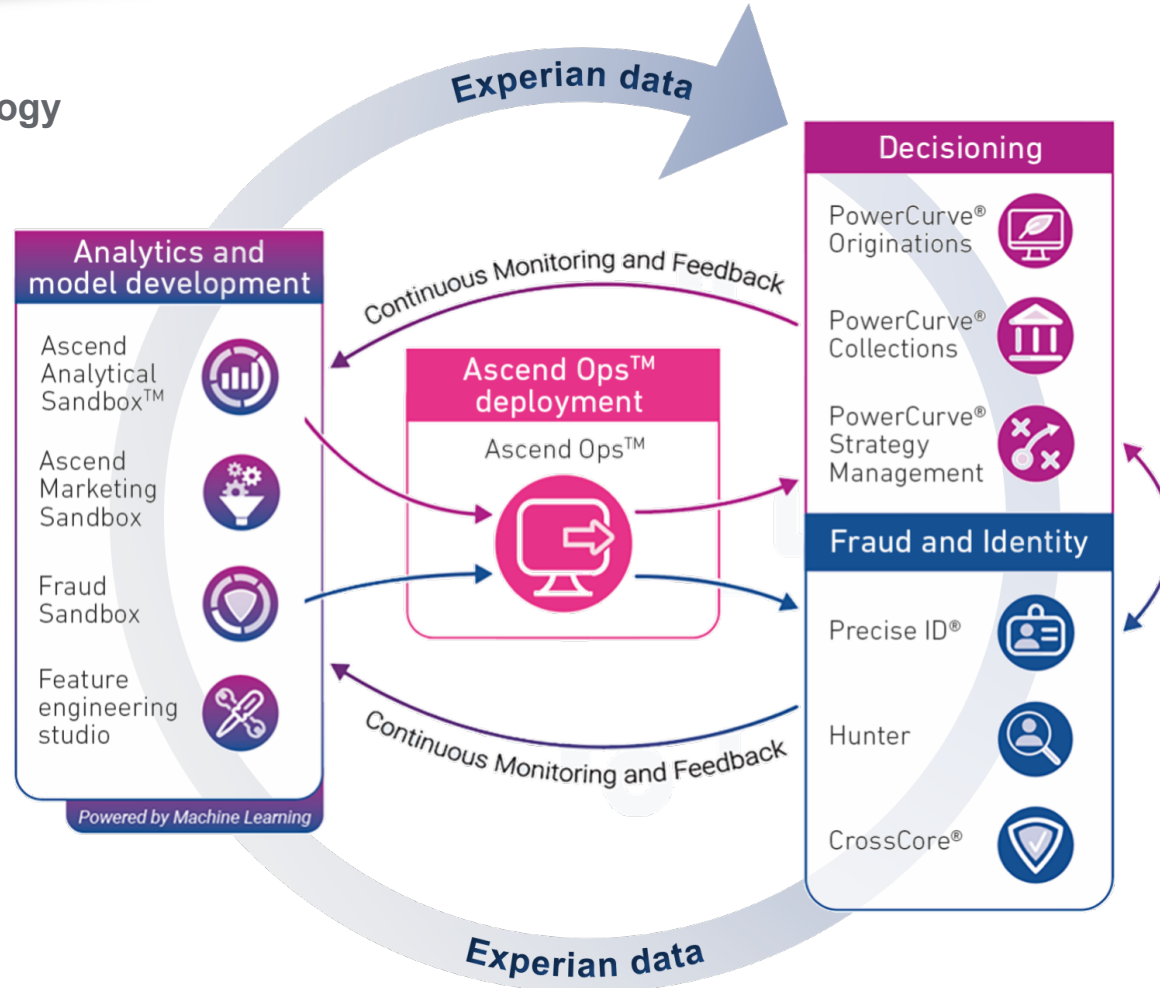
\* FY24 global revenue including software products from our Ascend, Decisioning, Analytics and ID & Fraud portfolios. Software revenue is embedded in Data and Decisioning business segments. This does not include clients generating less than \$10k revenue annually.



# As demand for integrated solutions accelerates, we are putting the industry leading Ascend platform at the centre of our strategy



## Cloud technology platform



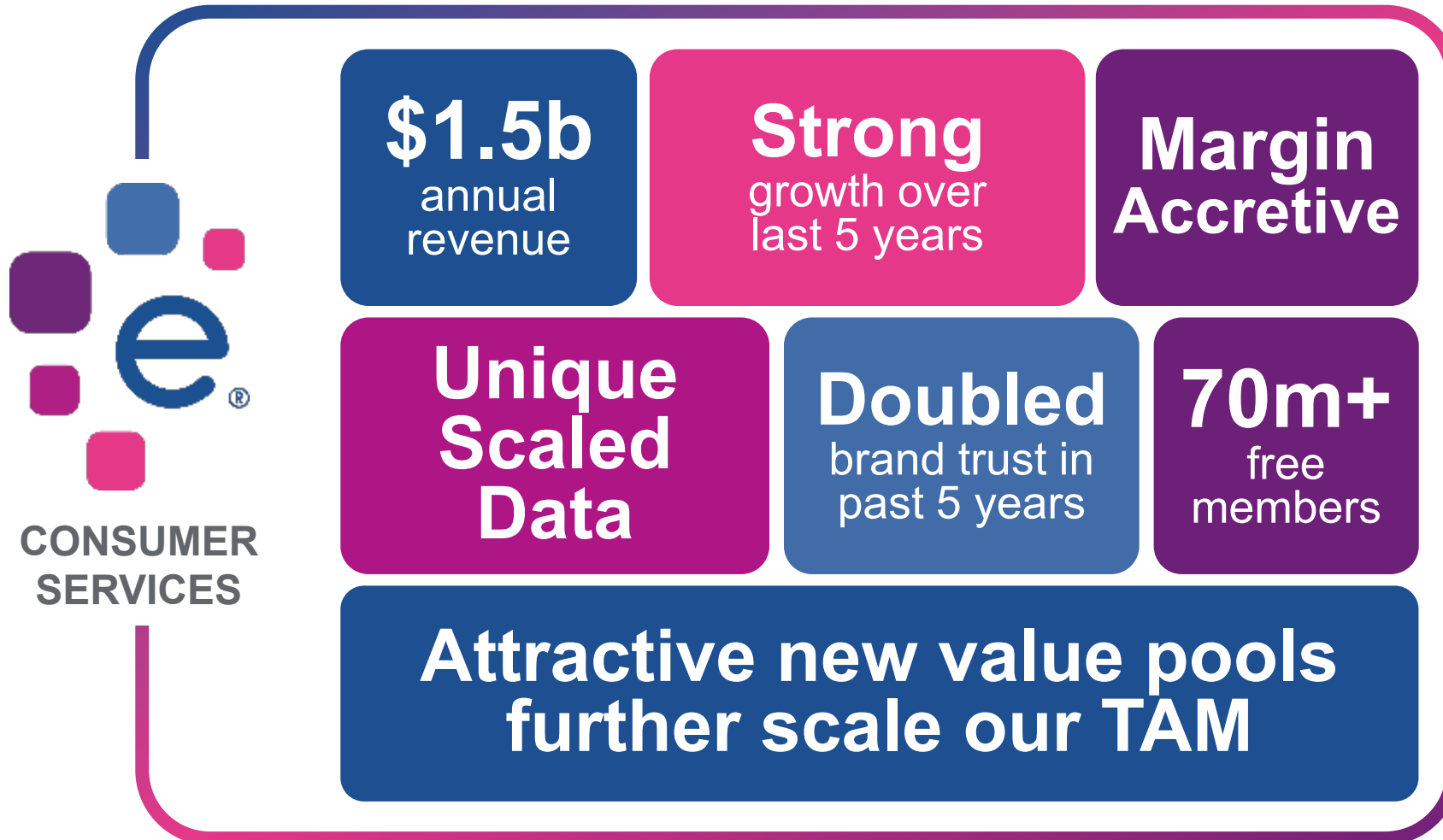
Integrated Platform – seamless integration of analytics into production for credit risk, decisioning or fraud models



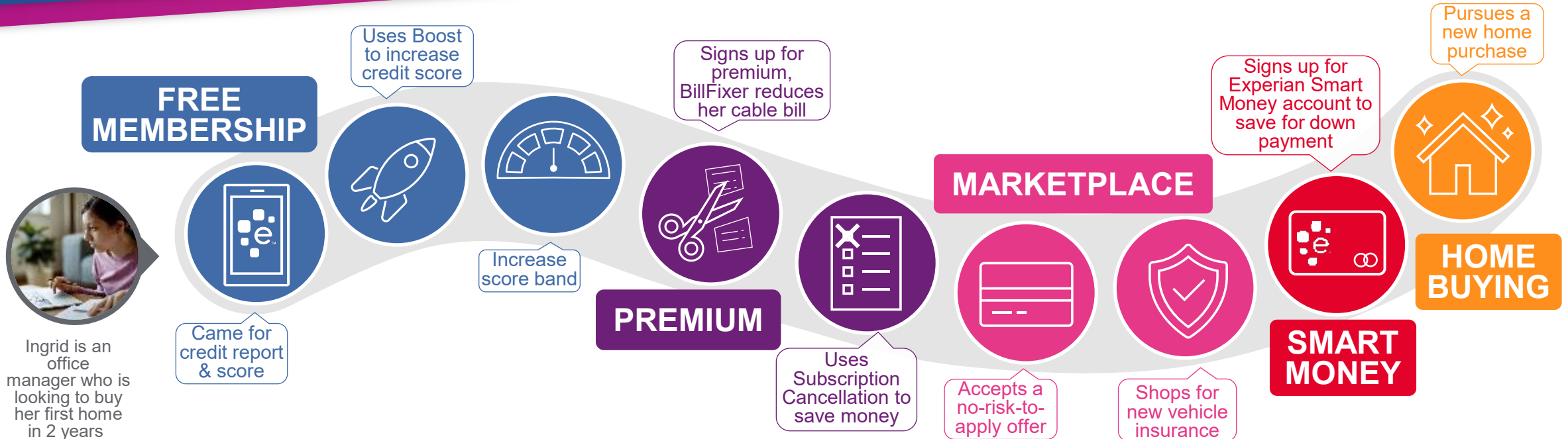
## North America Consumer Services



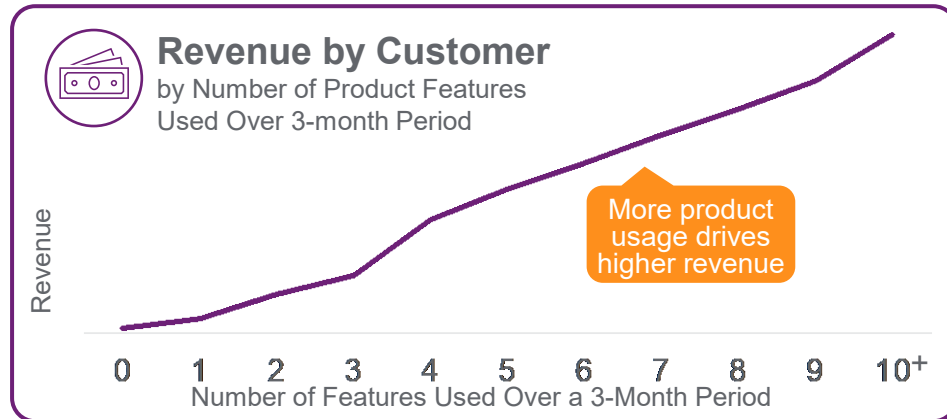
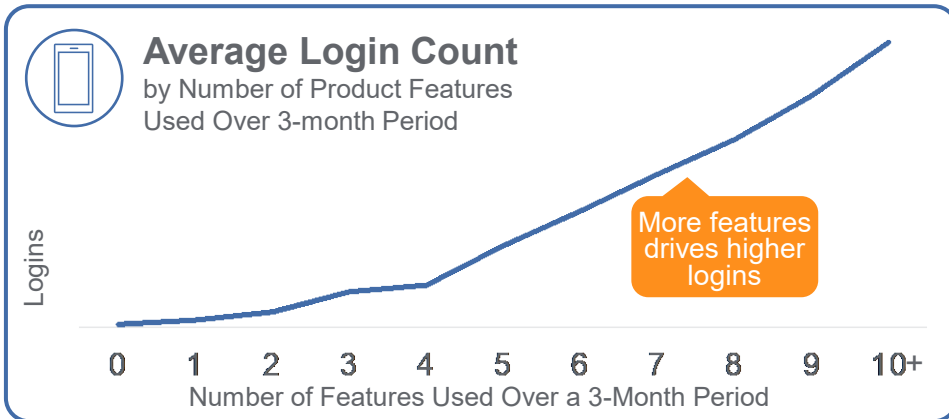
Consumer Services is a growth business with rich data and deep customer engagement that makes the whole of Experian stronger



# We help consumers across life stages, creating mutual value through product utilisation



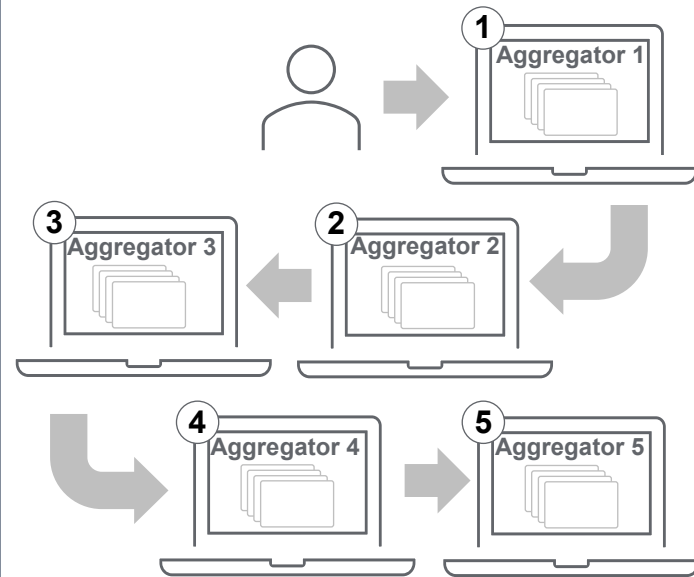
Ingrid is an office manager who is looking to buy her first home in 2 years



## INSURANCE LEAD AGGREGATOR EXPERIENCE

5 sites

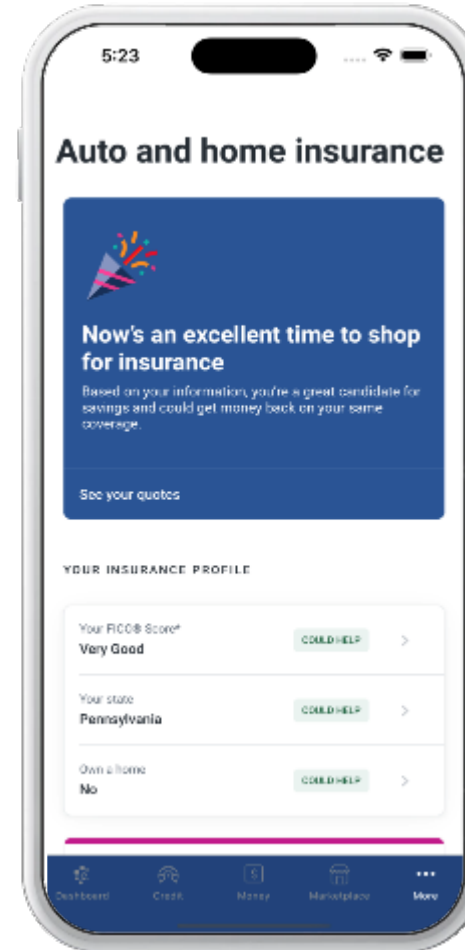
50 steps



Consumers can use multiple aggregators and still shop a portion of the market

Consumers face high friction and effort

Carriers receive unqualified leads, unclear profitability, and fragmented sourcing



## EXPERIAN INSURANCE

1 site

3 steps  
*for consumers w/  
completed profiles*

Consumer get a holistic insurance solution where they comparatively shop, with one insurance profile in under 5 minutes!

Carriers receive robust targeting, improved profitability, gaining a persistent consumer relationship

We are reimagining insurance through product innovation for both consumers and carriers

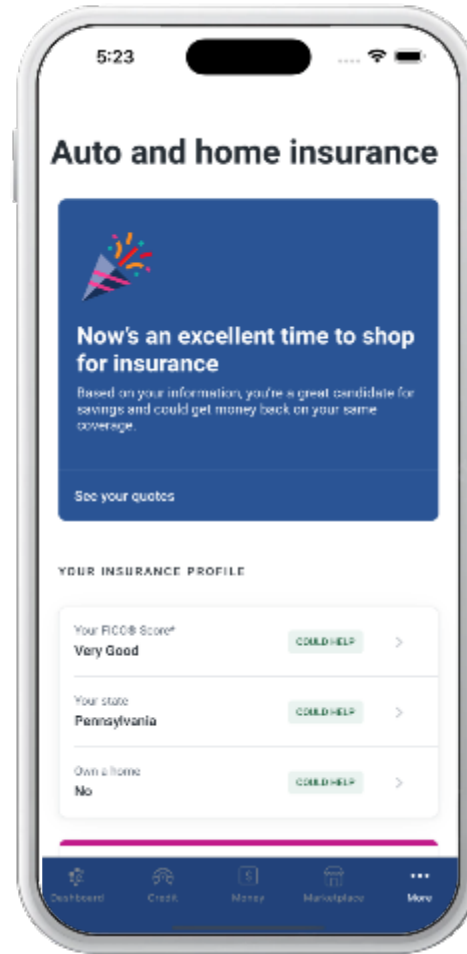


Insurance Boost drives engagement and member growth

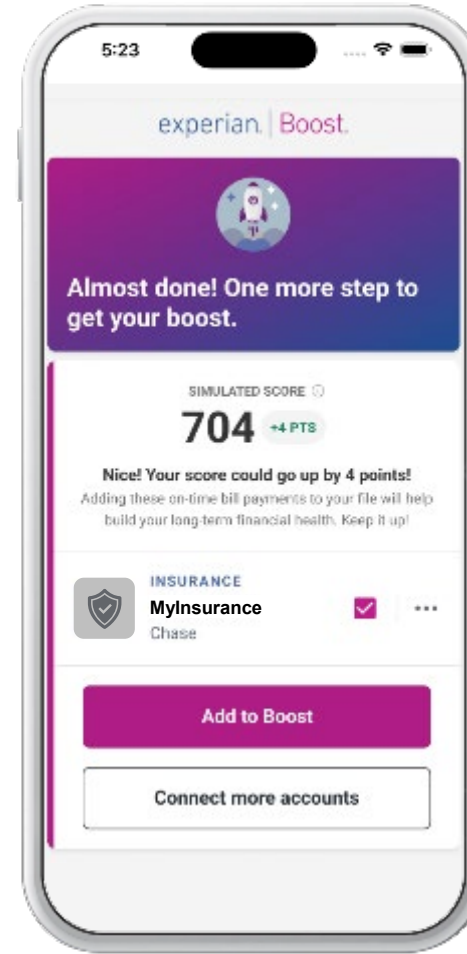
Insurance Hub streamlines shopping experience

Direct carrier (#1 personal insurance brand) integrated with Experian

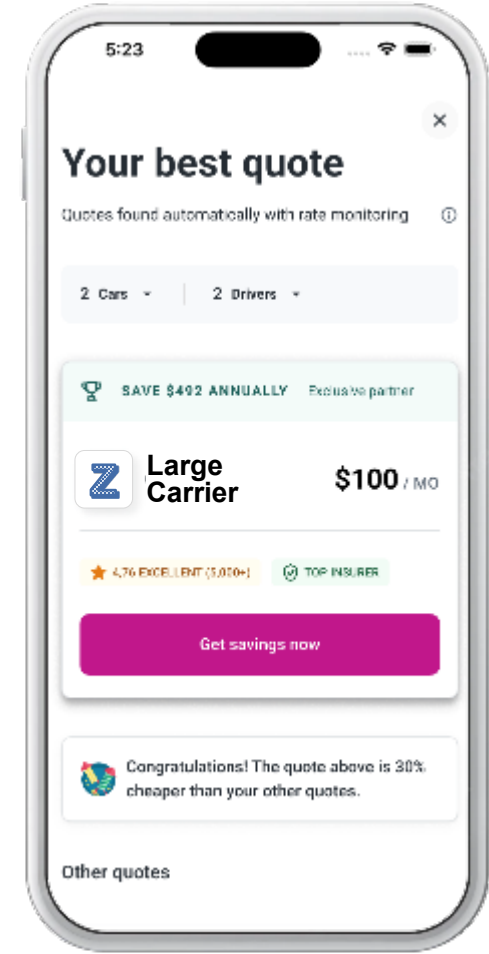
Expanding to direct carriers who traditionally do not participate in marketplace



Insurance Hub



Insurance Boost

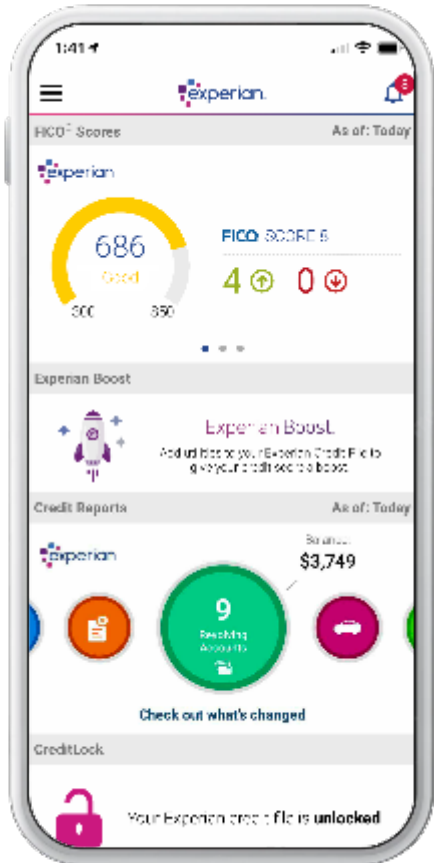


Direct Carrier Inclusion

# Our products are evolving into a platform that helps consumers improve their financial health every day



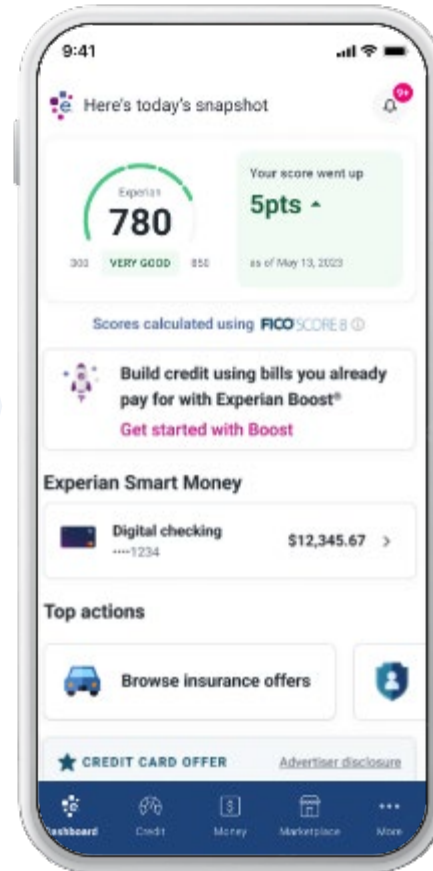
## BEFORE



See your credit report and score, read to learn more about credit, upgrade to identity theft protection.

- Scores and Reports
- Credit Monitoring
- Alerts
- Score Simulator

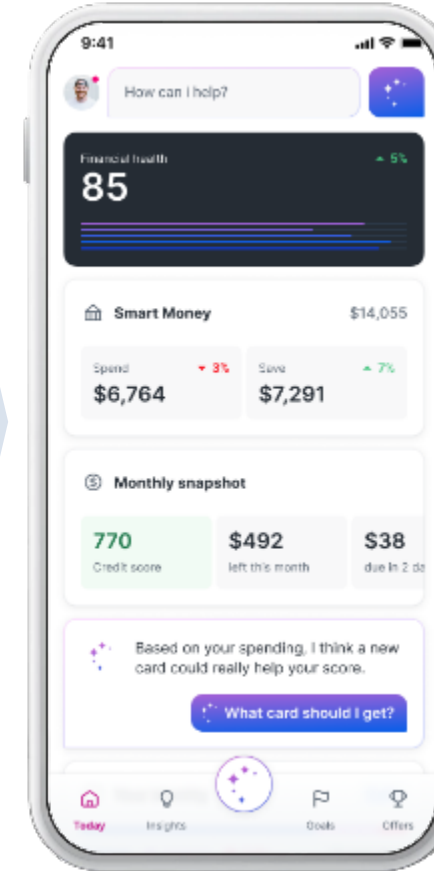
## TODAY



Tools to improve your score or begin your financial journey. Solutions to reduce bills and save.

- Expanded Experian Boost
- Experian Smart Money
- Experian Go
- Personal Financial Management
- Marketplace with pre-approved and no risk offers powered by Activate
- BillFixer
- Personal Privacy Scan
- Dark Web Scan

## FUTURE



An AI-powered daily financial co-pilot that reinvents how consumers make big and small money decisions with minimal friction. Consumers share information when it suits them.

- AI-fueled recommendations with do-it-for-me budgeting and savings tools
- A user experience that secures a complete view of a consumer's balance sheet and financial profile
- Automatic shopping and switching for insurance and other services
- 'On Your Terms' Passport which removes the friction of applying
- Automatic credit and debt improvement



Automotive





# Comprehensive portfolio of unique Auto products and data assets powered by all US Experian Units



## OUR PRODUCTS



### AutoCheck®

- Vehicle History Reports
- Summary Reports
- Report Elements



### Auto Marketing

- Targeting
- Retention
- Engagement
- Attribution



### Auto Statistics

- Market Analysis
- Statistical Reports
- Industry Loyalty



### Credit Solutions

- Profiles
- Prescreen / Prequal
- Account Management & Analytics



### Fraud/Value Recovery

- Fraud prevention/identity
- "Power booking\*" by dealers
- Diminished value for lenders'

## EXPERIAN DATA



### North American Vehicle Database<sup>SM</sup>

**1 of only 2** vehicle databases that knows every vehicle on the road.



### File One<sup>SM</sup> Credit Database

**1 of only 3** credit bureau databases.



### Consumer View<sup>SM</sup> Marketing Database

**1 of only 3** consumer databases.



### Online Activity Database

**5.4 billion+** digital actions from all device types.



### National Fraud Database<sup>SM</sup>

Multi-industry database of verified fraud records.

## Experian Automotive



### Manufacturers

Over **85%** of the top manufacturers use at least one:  
**Vehicle Market Stats, Owner Loyalty, Owner Tracking, Customer Data Management, and Recall.**



### Dealers

Over **15,000** dealers draw on our broad-range of solutions including **Marketing Insights, AutoCheck®, Credit Reporting and Customer data hygiene.**



### Lenders

Over **90%** of the top-50 auto lenders rely on **AutoCount®** vehicle finance market reporting. Over 30 lenders using the **Auto ID®** recovery product.



### Commercial & consumer

Over **1.2 billion AutoCheck® vehicle history reports** run annually.



### Aftermarket

Over **50%** of key clients use our **Vehicles in Operation** market statistics solution, which includes data from almost 80 countries.



## Market Position

**Scale:**  
#1 or 2 in 4 of 5  
Product Lines



## Data Assets

**Unique data assets:**  
Car, Consumer,  
and Credit



## One Experian

**Leverage:**  
CIS\*, DA\*, EMS\*, Partner  
with ECS\*



## Expertise

**Dedicated Vertical:**  
Proven Track Record  
20+ years

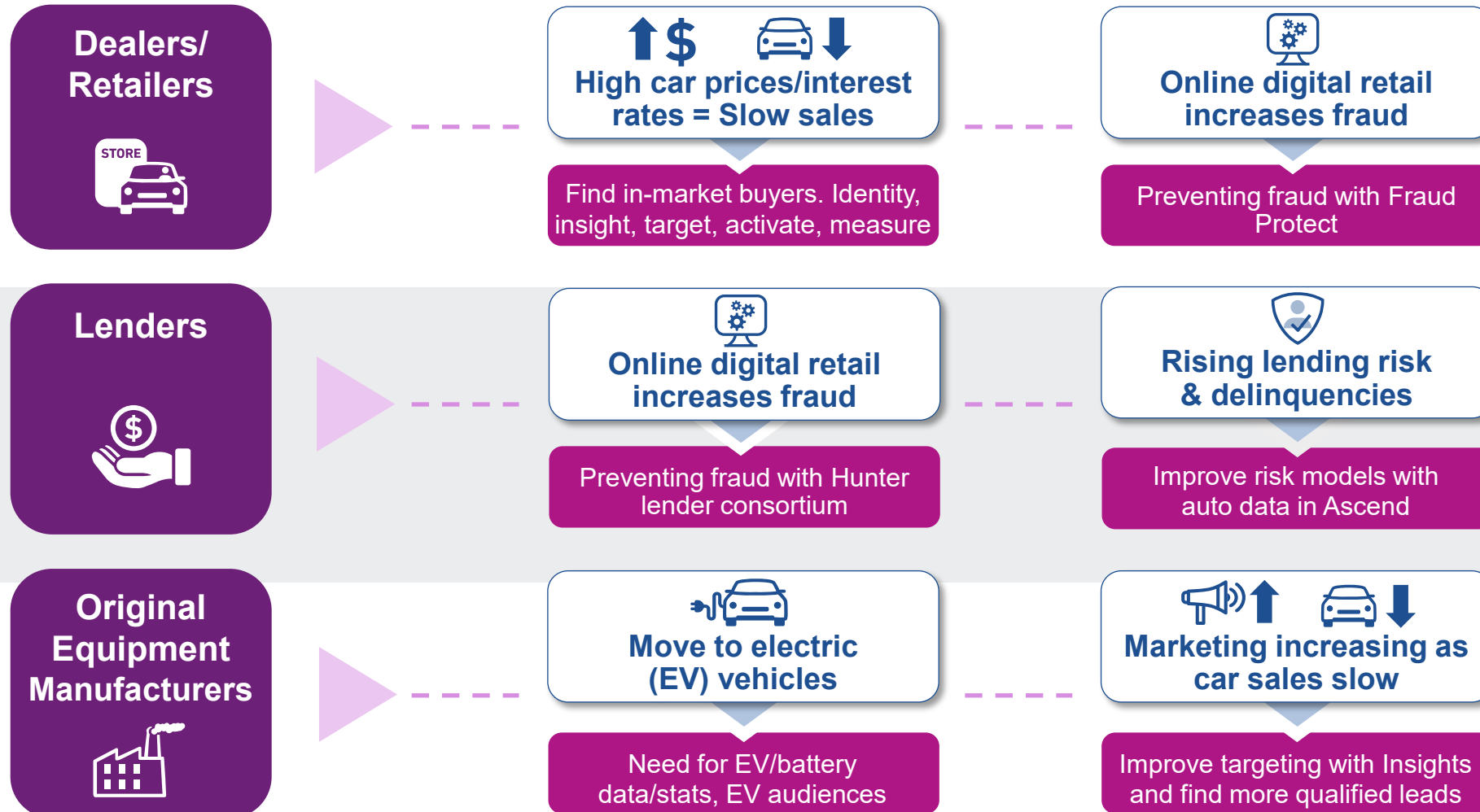


# Why we win!



\*Notes: Consumer Information Services (CIS), Decision Analytics (DA), Experian Marketing Services (EMS), Experian Consumer Services (ECS).

# Industry trends and related opportunities to leverage



Key: Clients (purple), Trends (blue), Experian opportunities (pink)



# Targeting



How: enable leading brands, media and technology companies to better understand and reach consumers.

## Data - Consumer View

The most **robust consumer data**, grounded in years of industry setting standards, designed to cultivate the **most vivid understanding of a consumers**.

Data

Activation

Analytics



Demographics



Geography



Shopping



Automotive

Client Example:



Walmart uses Consumer View to know more about its customers so it can personalise customer experiences and offers.

## Identity – Consumer Sync

Bringing together digital identifiers (IDs), households and person-level data to support **privacy-safe collaboration and make data actionable**

Resolution

Collaboration



Email



Mobile IDs



CTV\* IDs



Postal Address

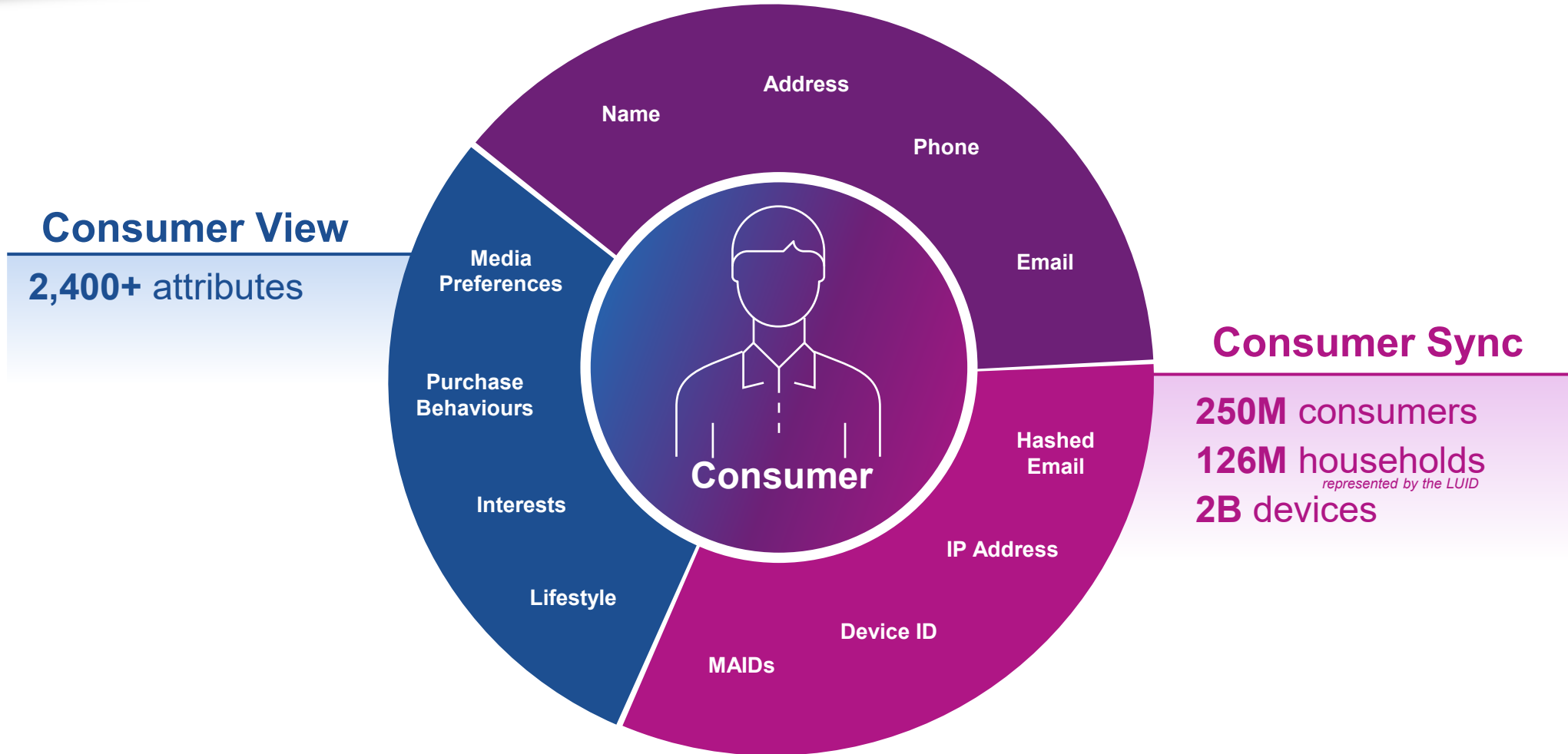
Client Example:



With Consumer Sync, Comcast is provided a complete view of their subscribers merging their offline and online interests/affinities. This unified view is then used to tailor and deliver meaningful ads and experiences.

\*Connected television

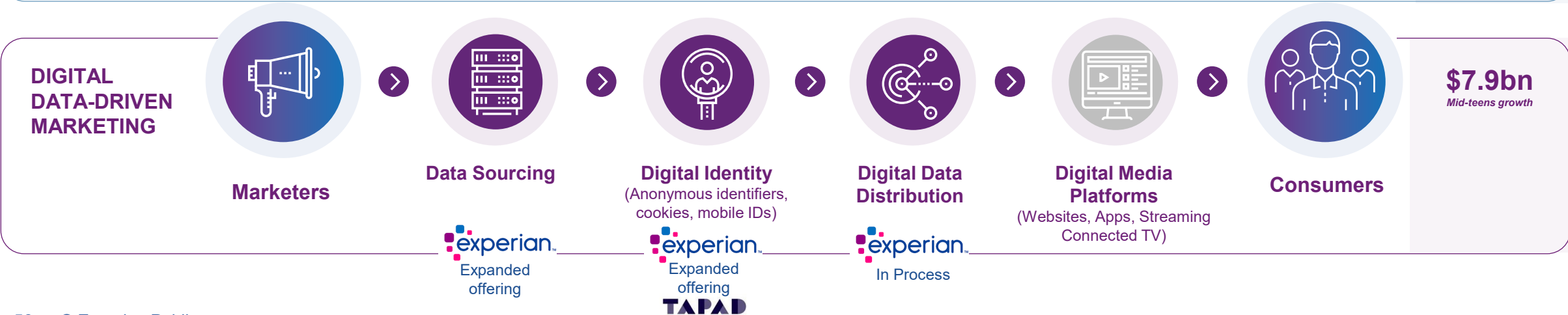
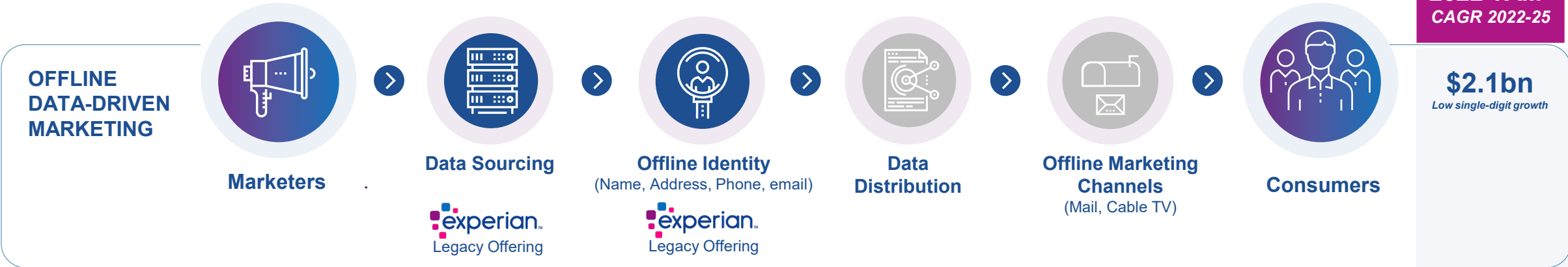
Targeting has built upon its robust, quality offline data and identity leadership with digital identity capabilities



## Investment in digital capabilities has moved EMS into a high-growth addressable market

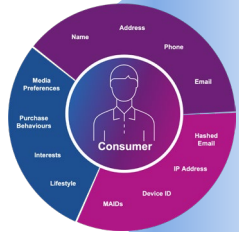
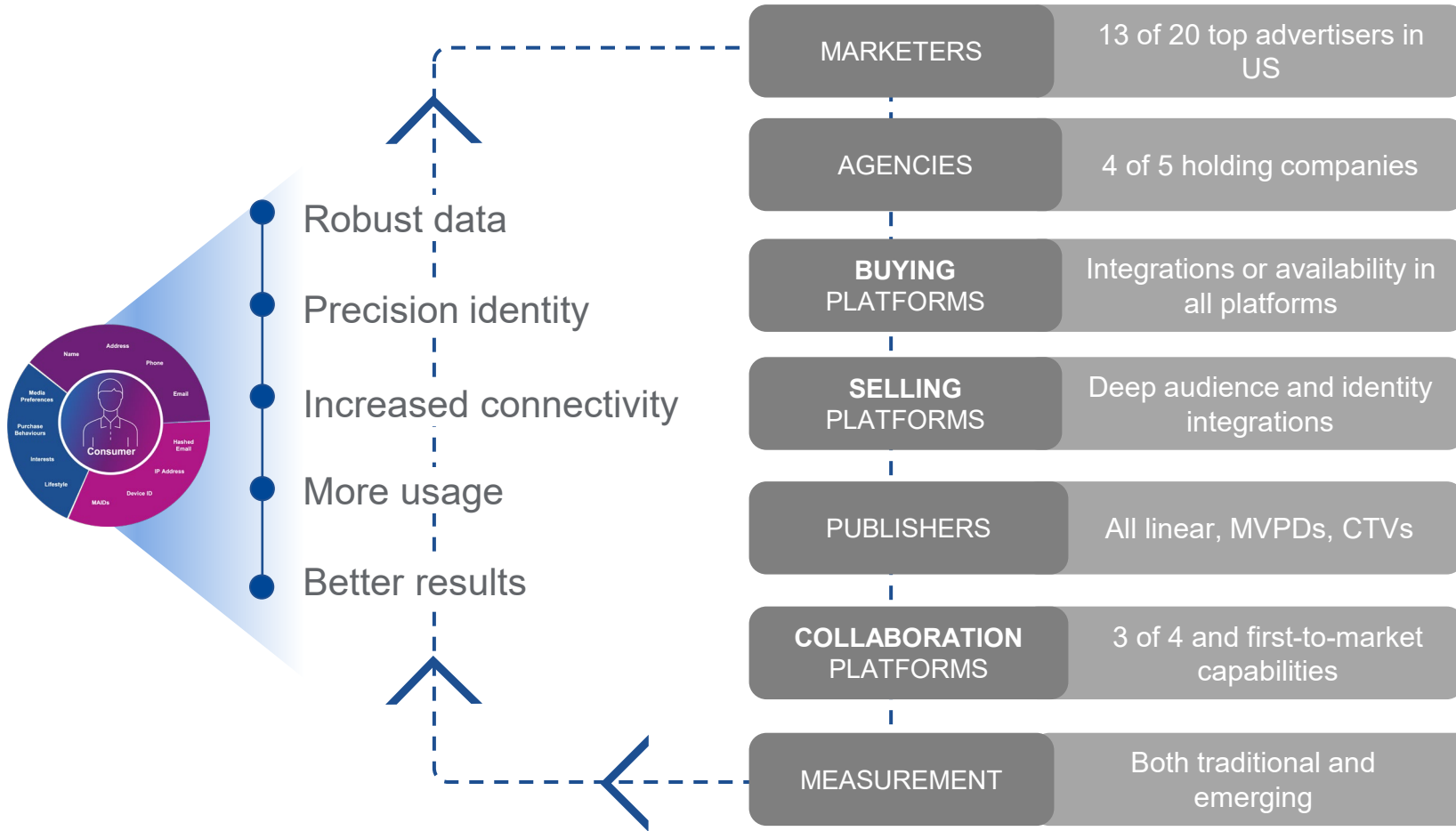
### Value Chain

**2022 TAM\***  
CAGR 2022-25





# Why we win: our embedded identity creates a flywheel effect across all customer sets





Health



# Our four-pillar strategy



**Strengthen our position in the historical core**



**Innovate in Revenue Cycle adjacency areas**



**Expand in our growth segments: Digital Front Door**



**Extend into additional end-market segments and solution areas**

**Our Purpose: To simplify healthcare**

# We automate and simplify healthcare



We facilitate the flow of payments within the **US\$1.9tn** US hospital and physician market

- **25+** years of healthcare experience
- **>60%** of all US hospitals use at least one Experian Health solution
- **3,900+** hospitals and **7,300+** medical & ancillary groups
- **8%** of Group revenue
- Our strategy focuses on strengthening our core, innovating, and expanding into new growth opportunities
- Significant market opportunity – TAM: **US\$10bn**

Demand is growing rapidly...

### Healthcare players – historically low penetration of automation

- Tight labour supply
- Razor thin and shrinking margins
- Provider scaling and consolidation
- Unbundling of services
- Tech adoption by competitors & insurers

### Increasingly empowered consumers

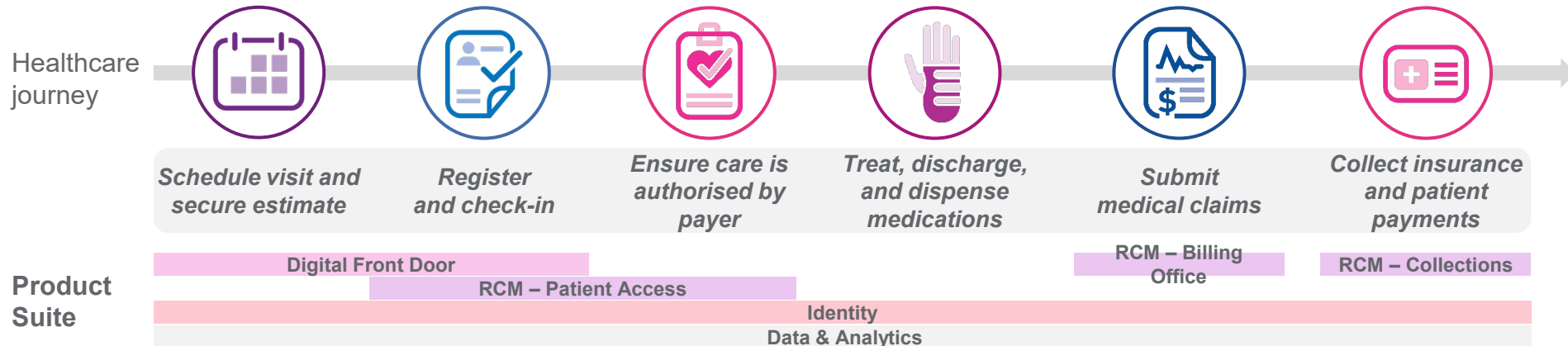
- Unmet need for a seamless financial and administrative experience

...for our innovative data, software and analytics

**Revenue Cycle Management**

**Digitisation of the patient journey**

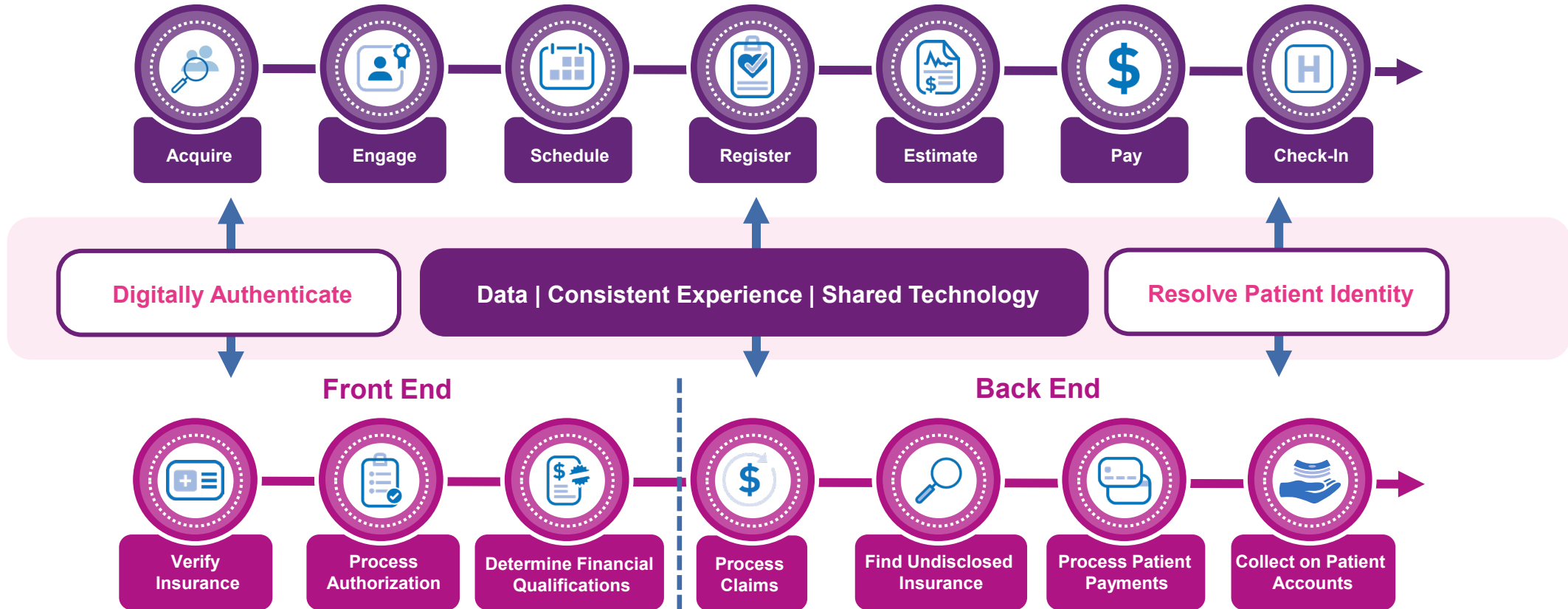
Our products touch every aspect of the healthcare journey



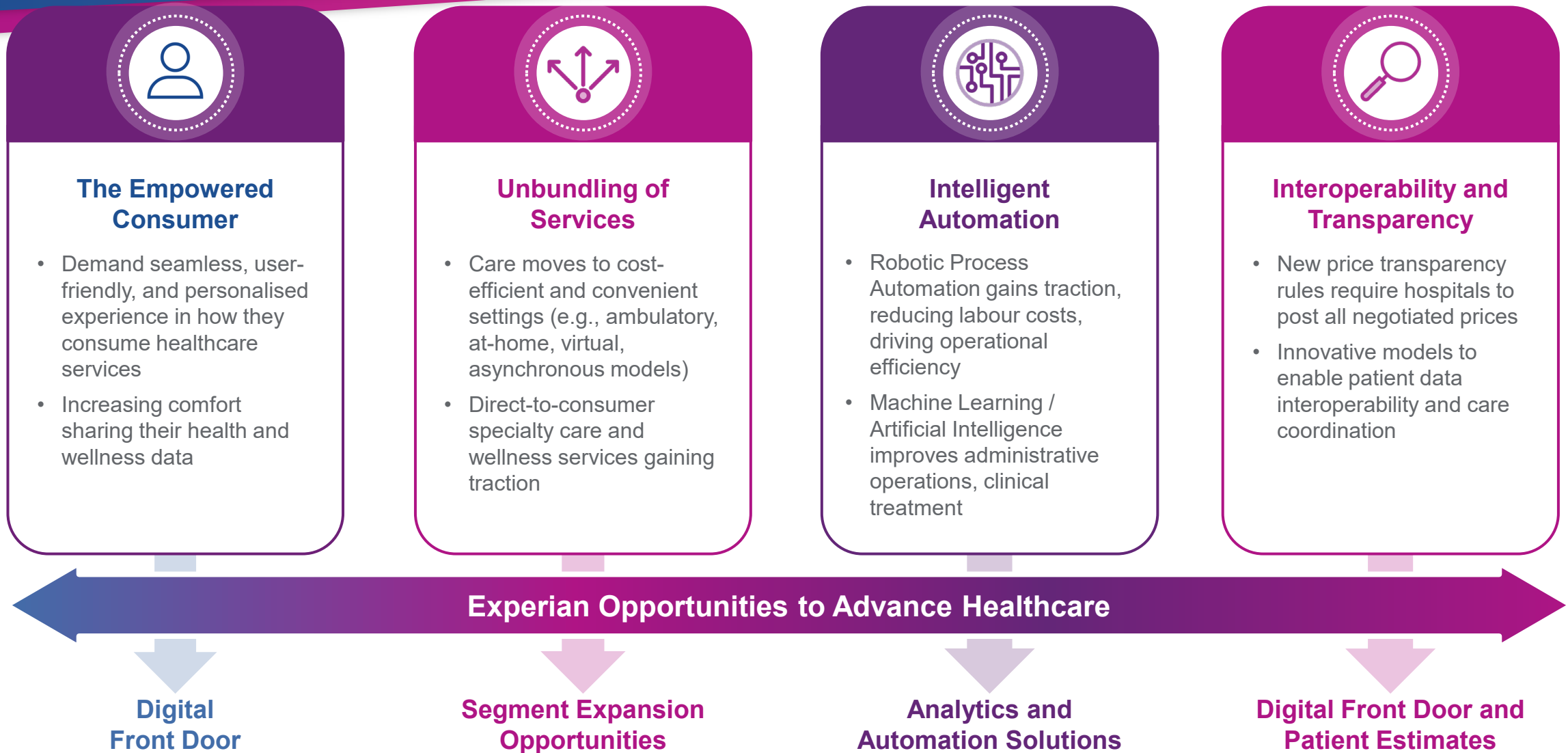
# A comprehensive suite of solutions to reduce administrative complexity for clients and improve the patient experience



## Digital Front Door (“digitise the patient journey”)



## Revenue Cycle Management (“collect every dollar due”)





Brazil



# Serasa Experian is the best positioned player in Brazil



## The broadest portfolio for the entire client journey

- **500,000+** direct/indirect clients
- Extensive commercial footprint in all verticals
- **Excellence in Client Service** with constantly improving Net Promoter Score

## One of the best companies to work for



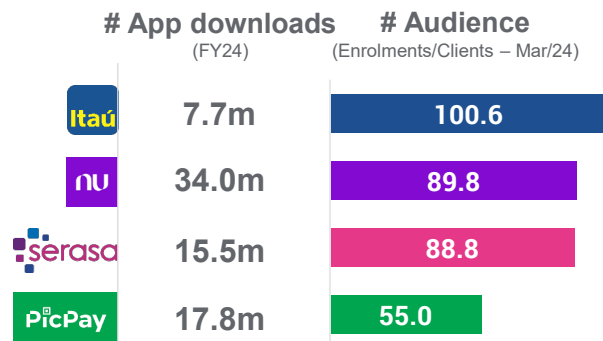
Source: Glassdoor, LinkedIn, GPTW

## Innovation is in our DNA

- **750+** people in Technology & Data
- **200+** Data Scientists
- Innovation DataLab
- Recognised as one of the **most innovative companies**



## Powerful consumer engagement

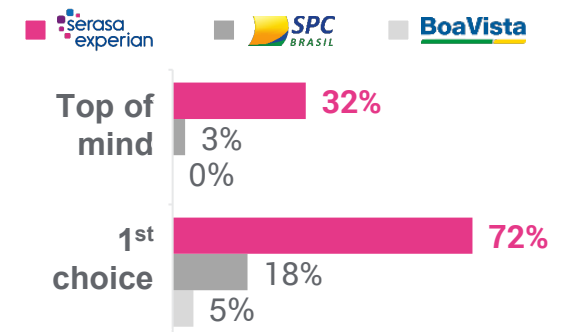


Source: App Annie and Companies Financial Results

## Unequalled data breadth and accuracy, combined with high analytical capability

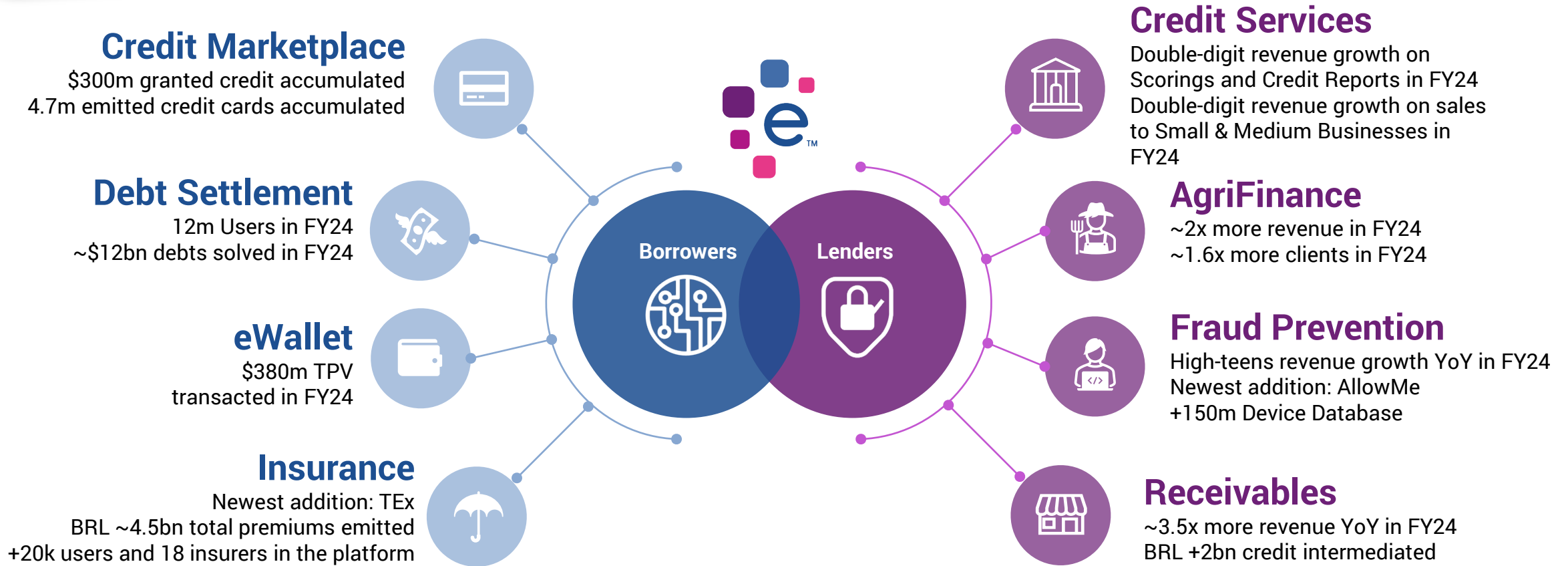
- **6.5m+** daily company and consumer credit reports
- **~10m** fraudulent transactions prevented in 2023 and **110m+** registered face biometrics
- **3m+** rural producers analysed by our Agri Score, and **~600m** hectares under ESG monitoring

## Top-of-mind brand, far ahead of the competition



Source: B2B Brand Health Research 2022





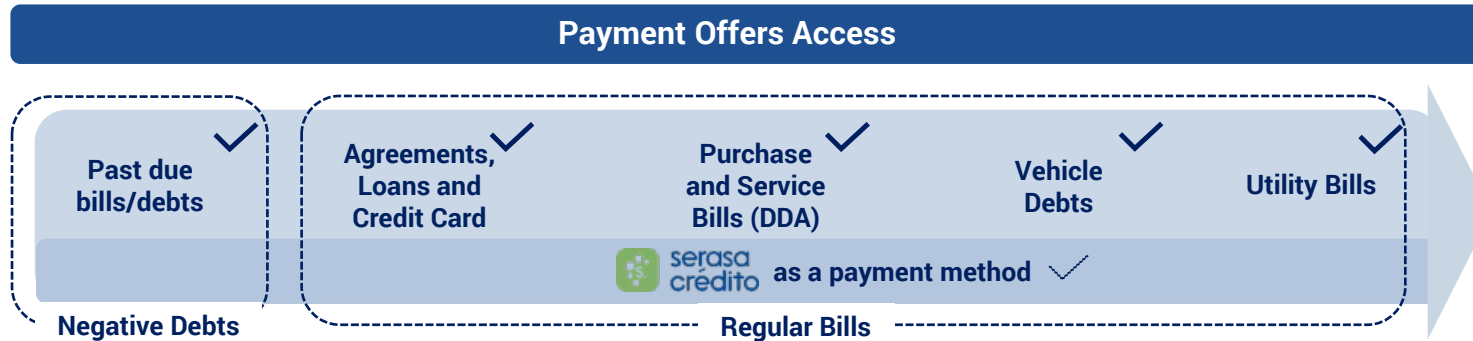
✓ Acceleration of Consumer and SMBs engagement

✓ Increasing revenue from new solutions and core protection

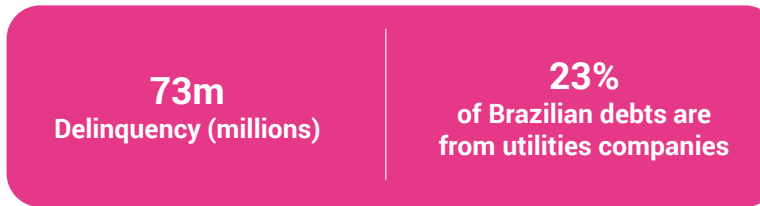
# Evolving to provide more services within a connected journey, offering the greatest E2E payment in Brazil



## The Greatest Personalized E2E Payment in Brazil



- **Consumers pay** as they want
- **Partners receive** as preference
- **Serasa controls** everything



**Consolidated position**

**Unmatchable local brand**

**Mass consumer engagement**

**Complete one-stop-shop ecosystem**

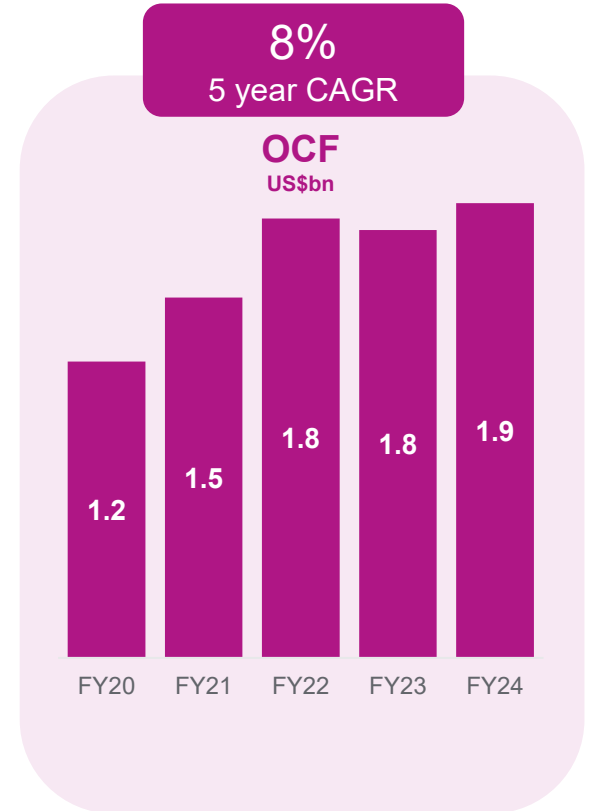
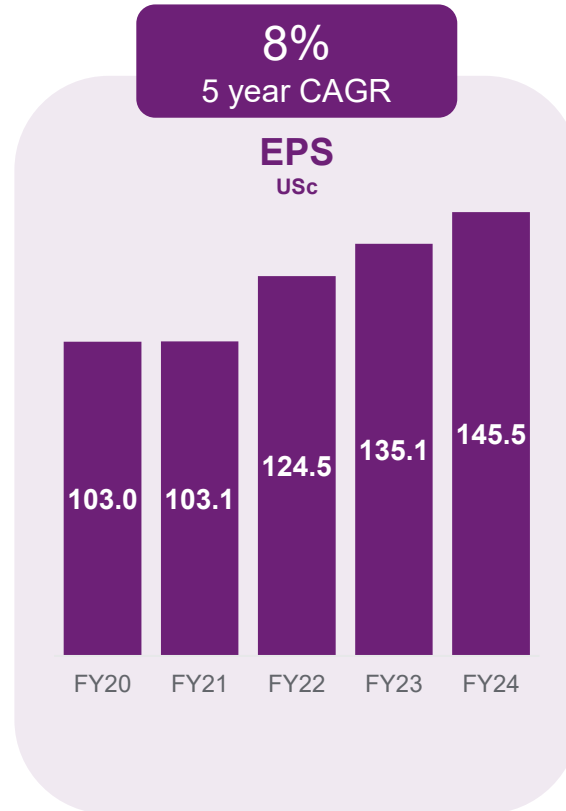
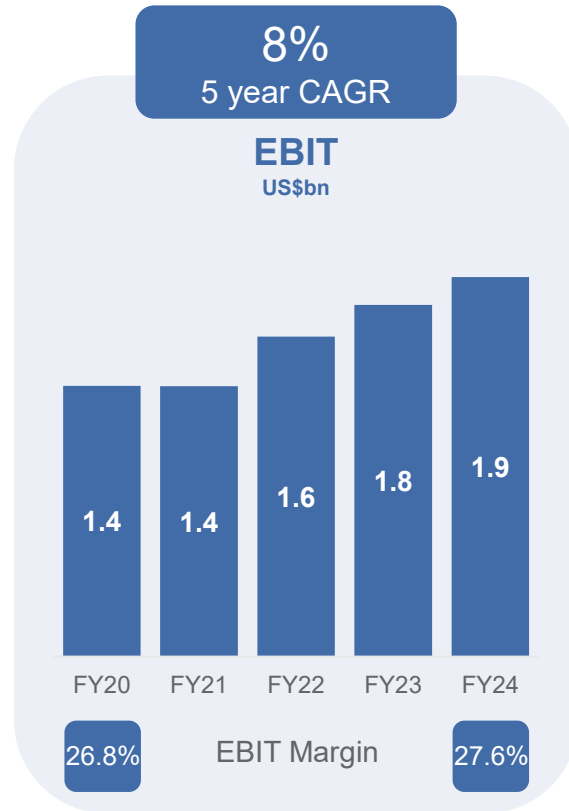
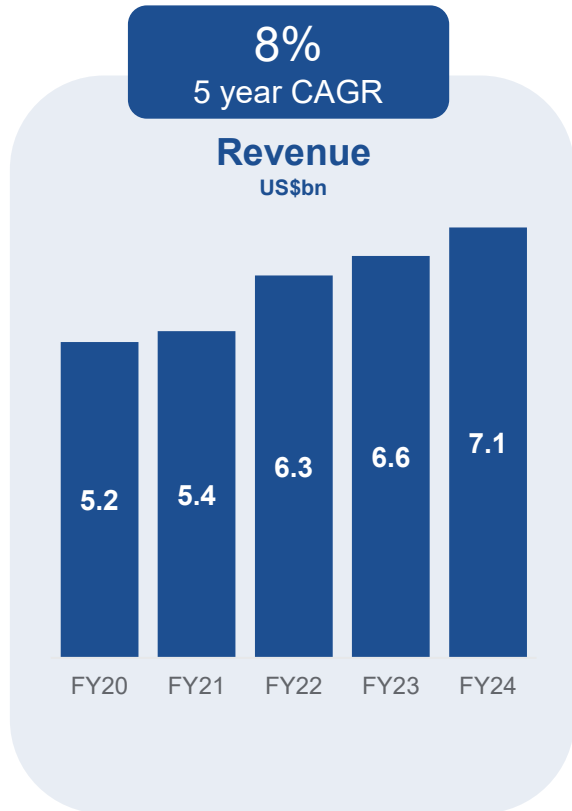




## Long-term financial trends



# Strong growth delivery



# Resilience and strategy execution through cycles

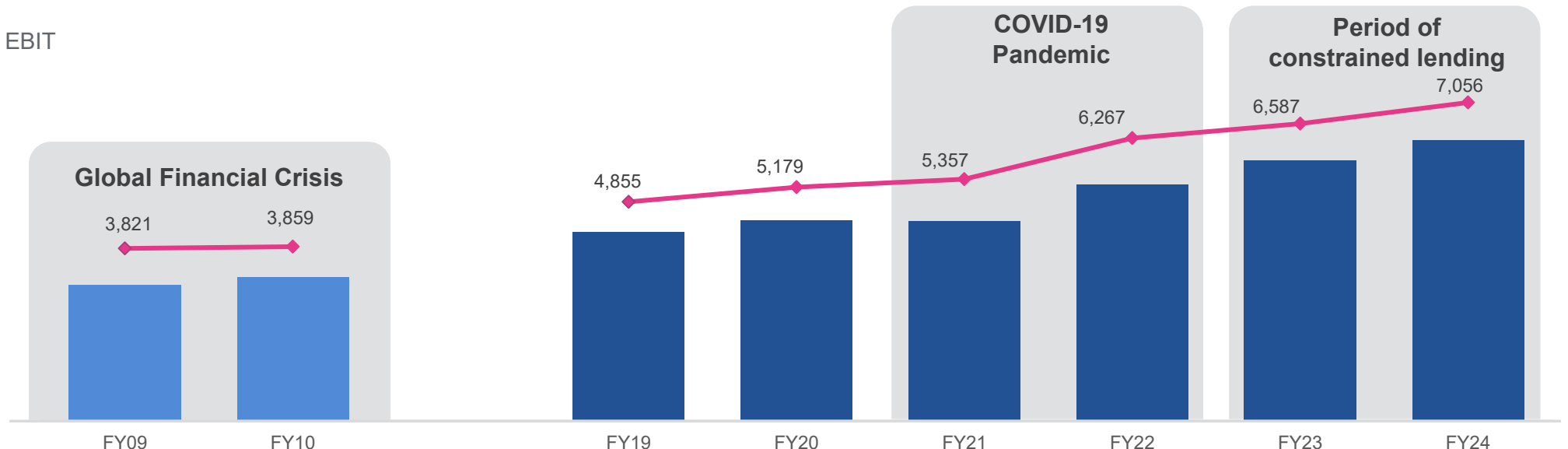
## Strong CAGR since FY19



### Five-year CAGR since FY19:

Revenue **+8%**      Operating cashflow **+8%**  
 Benchmark EBIT **+8%**      Benchmark EPS **+8%**

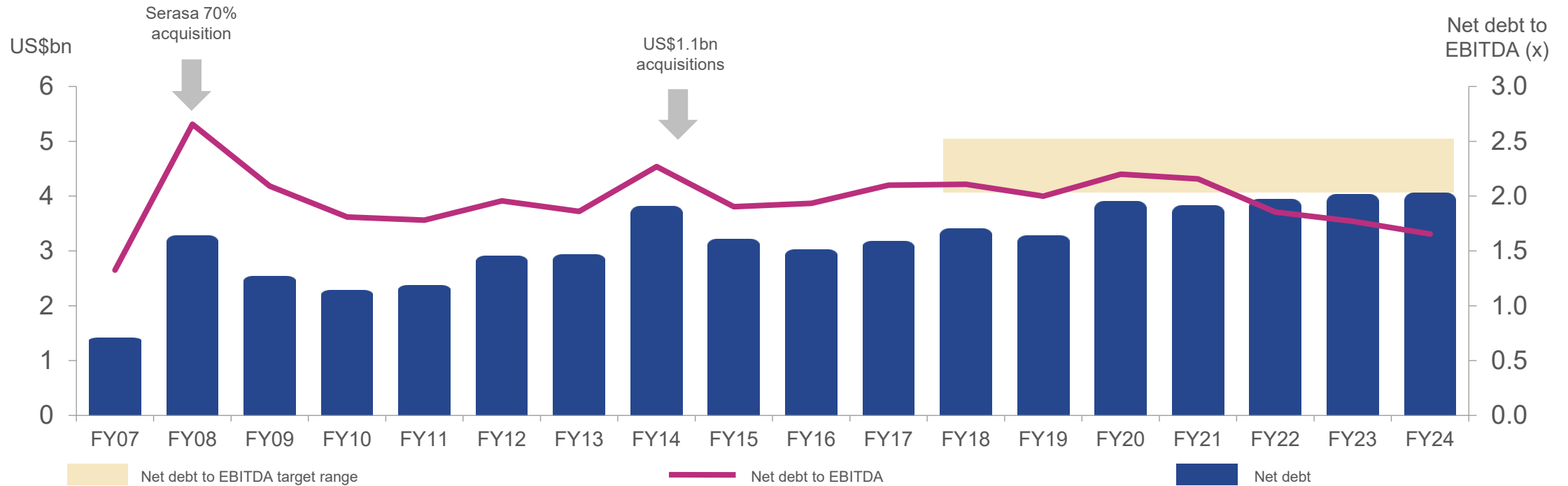
■ Ongoing Revenue (US\$m)  
■ Benchmark EBIT (US\$m)



	FY09	FY10	FY19	FY20	FY21	FY22	FY23	FY24
<b>Organic revenue growth</b>	3%	2%	9%	8%	4%	12%	7%	6%
<b>Benchmark EBIT margin</b>	23.3%	24.4%	26.9%	26.8%	25.9%	26.2%	27.4%	27.6%
<b>Benchmark EPS USc</b>	62.3	67.1	98.0	103.0	103.1	124.5	135.1	145.5

Revenue, EBIT and margins at actual rates, organic revenue growth at constant rates. Global ongoing activities revenue and Benchmark EBIT only. Excluding growth rates, FY09 to FY24 revenue, Benchmark EBIT may have been adjusted to exclude various exited business activities and discontinued operations. Growth rates are not restated. Source: Experian's Annual Reports from FY09 to FY24 (see <https://www.experianplc.com/investors/results-reports-presentations/results-presentations>)

# Historic leverage trends



**Leverage policy target: Net debt in the range of 2.0–2.5x of EBITDA**

Net debt / EBITDA leverage is calculated on a constant GAAP basis and excludes IFRS16 related operating lease liabilities, Depreciation and Amortisation, and finance charge adjustments. Net debt includes adjustment for the Serasa put option FY08-FY12. Unless otherwise stated all references to EBITDA are to Benchmark EBITDA. Source: Experian's Annual Reports from FY07 to FY21 – publicly available at [www.experianplc.com/investors/reports/](http://www.experianplc.com/investors/reports/) and results announcement at [www.experianplc.com/investors/results-and-presentations](http://www.experianplc.com/investors/results-and-presentations).



## Environmental, Social and Governance (ESG)

For detailed information, see  
our [ESG Presentation](#)



- New Positive Social Impact framework announced, to measure the impact our products have helping people thrive on their financial health journey
- Over 15 million US consumers now connected to Experian Boost
- Certified as Great Place to Work in 24 countries, 83% employee engagement (+1% year-on-year)
- Board is 45% women and includes two ethnically diverse members
- Progress towards carbon neutral; scope 1 and 2 emissions -27% in FY24 and -75% since 2019 base year. New scope 3 science based target announced.

Helping people thrive on their financial health journey

Treating data with respect

Inspiring and supporting our people

Working with integrity

Protecting the environment





## How does Improving Financial Health for all support long-term revenue growth and the success of our business?

- **Financial inclusion grows our total addressable markets by creating millions of potential new consumers for us and our clients around the world**
  - Experian Go has the opportunity to help 28m US consumers who are credit invisible establish a credit report and become visible to lenders
  - More inclusive scores like Lift Premium enable US lenders to score 21m conventionally unscorable people, and lift 6m from subprime to mainstream rates
- **Generates new revenue streams**
  - For example, our Limpa Nome debt renegotiation product significantly contributes to Brazil Consumer Services revenue
- **Drives innovation**
  - Ground-breaking core products like Experian Boost, pioneering Social Innovation products like Prove-ID, and in our annual global hackathons
- **Being a purpose-driven business attracts & retains talent, and motivates employees**
  - 89% of our employees are proud to tell others that they work at Experian
- **Enhances our reputation and strengthens stakeholder relationships**
  - Consumers, clients, employees, investors, regulators and governments

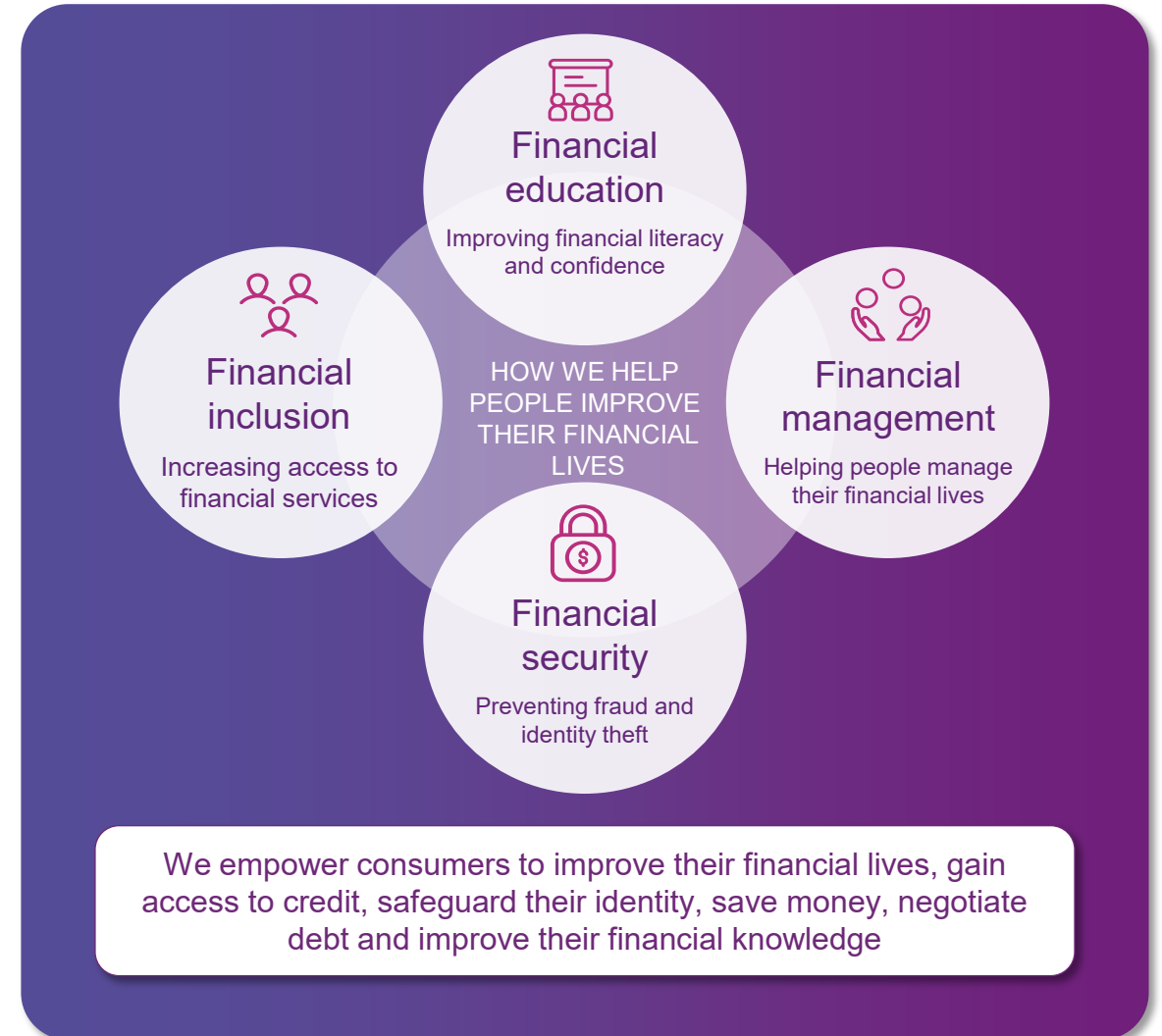


## Vital role as the world's largest credit bureau

- **The World Bank** states that credit bureaus support financial stability, lower interest rates, improve the allocation of new credit and are especially beneficial for small enterprises and new borrowers.
- We provide lenders with information needed to **offer more loans at fairer rates, reducing the cost to borrowers.**
- Extending access to credit helps **drive social and economic development** - businesses grow, families transform their lives.
- We also help people **understand, manage and improve their financial situation** – and protect themselves and their data.

### Outcome:

- ▶ Support **financial health of individuals, businesses and economies**
- ▶ Opens door to **millions of potential new customers** for us and our clients



## Social

Supporting UN SDGs	<b>1.4, 8.10, 9.3</b>
People using our platforms for free education, access to products & services <sup>2</sup>	<b>180m+</b>
Connections with people via United for Financial Health since launch	<b>146m</b>
Revenue from Social Innovation products in FY24	<b>\$114m</b>
Debt renegotiated via Limpa Nome	<b>\$14.5bn</b>
Unbanked people who could benefit through alternative data sources and Experian technology platforms	<b>1.4bn</b>
Data security and privacy is <b>a top priority</b>	
Robust security controls based on <b>ISO 27001</b>	
Founding member of the <b>Slave-Free Alliance</b>	
Suppliers must comply with <b>Supplier Code of Conduct</b>	
Mandatory annual training for all employees: <b>Code of Conduct, Security &amp; data, Anti-Corruption</b>	

## Employees

Employee engagement	<b>83%</b>
Glassdoor rating <sup>3</sup>	<b>4.3</b>
Three-year gender diversity targets set	<b>Yes</b>
Voluntary employee attrition	<b>7.9%</b>
Diversity and inclusion employee groups	<b>16</b>

## Environment

Committed to become carbon neutral by	<b>2030</b>
Science-based target approved by SBTi	<b>Yes</b>
CDP Climate Change score (2023)	<b>A-</b>
CDP Supplier Engagement Rating (2023)	<b>A</b>
Scope 1 & 2 emissions since 2019 <sup>4</sup>	<b>-75%</b>
% FY24 scope 1 & 2 emissions offset	<b>80%</b>
Electricity from renewable sources FY24	<b>75%</b>

## Governance

Independent Board members <sup>5,6</sup>	<b>73%</b>
Female Board members <sup>6</sup>	<b>45%</b>
Ethnically diverse Board members <sup>7</sup>	<b>2</b>
Independence <sup>6</sup> of Audit and Remuneration committees	<b>100%</b>
Clear division of responsibilities between the Chairman and CEO	<b>Yes</b>
Independent external evaluation of the Board's performance <sup>8</sup>	<b>Yes</b>
Executive remuneration linked to Group performance	<b>Yes</b>
Voting rights for shareholders	<b>Equal</b>

A constituent member of FTSE4Good index since 2012





# Appendix



Year ended 31 March  
US\$m

	2024	2023	Total growth	Organic growth
Data	2,231	2,142	4%	4%
Decisioning	889	837	5%	5%
<b>Business-to-Business</b>	<b>3,120</b>	<b>2,979</b>	<b>5%</b>	<b>5%</b>
<b>Consumer Services</b>	<b>1,539</b>	<b>1,453</b>	<b>6%</b>	<b>6%</b>
<b>Total revenue</b>	<b>4,659</b>	<b>4,432</b>	<b>5%</b>	<b>5%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>1,531</b>	<b>1,467</b>	<b>4%</b>	
<b>Benchmark EBIT margin</b>	<b>32.9%</b>	<b>33.1%</b>		

Year ended 31 March  
US\$m

	2024	2023	Total growth	Organic growth
Data	669	573	12%	8%
Decisioning	213	176	15%	14%
<b>Business-to-Business</b>	<b>882</b>	<b>749</b>	<b>13%</b>	<b>9%</b>
<b>Consumer Services</b>	<b>225</b>	<b>165</b>	<b>30%</b>	<b>26%</b>
<b>Total revenue</b>	<b>1,107</b>	<b>914</b>	<b>16%</b>	<b>13%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>360</b>	<b>292</b>	<b>18%</b>	
<b>Benchmark EBIT margin</b>	<b>32.5%</b>	<b>31.9%</b>		

Year ended 31 March  
US\$m

	2024	2023	Total growth	Organic growth
Data	423	388	5%	5%
Decisioning	244	229	2%	0%
<b>Business-to-Business</b>	<b>667</b>	<b>617</b>	<b>4%</b>	<b>3%</b>
<b>Consumer Services</b>	<b>173</b>	<b>176</b>	<b>1%</b>	<b>1%</b>
<b>Total revenue</b>	<b>840</b>	<b>781</b>	<b>3%</b>	<b>2%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>181</b>	<b>169</b>	<b>3%</b>	
<b>Benchmark EBIT margin</b>	<b>21.5%</b>	<b>21.6%</b>		

Year ended 31 March  
US\$m

	2024	2023	Total growth	Organic growth
Data	312	298	4%	4%
Decisioning	138	123	16%	14%
<b>Total revenue</b>	<b>450</b>	<b>421</b>	<b>8%</b>	<b>7%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>16</b>	<b>13</b>	<b>35%</b>	
<b>Benchmark EBIT margin</b>	<b>3.6%</b>	<b>3.1%</b>		





Experian ESG presentation

[ESG Presentation](#)



Helping people thrive on their financial journey

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2023 The power of YOU Diversity, Equity and Inclusion Report

[Diversity, Equity and Inclusion Report](#)



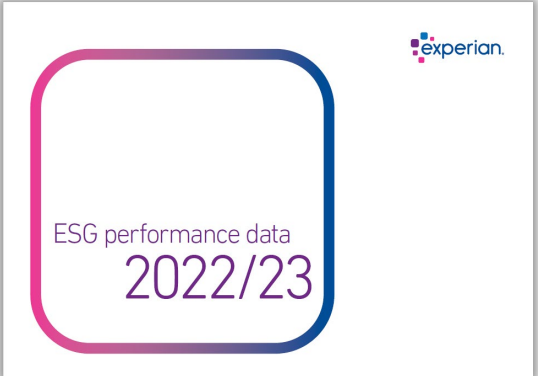
Tax Report 2023

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ESG performance data 2022/23

[ESG Performance Data](#)

## IR contact details

Experian  
+44 (0)203 042 4200  
[www.experianplc.com/investors](http://www.experianplc.com/investors)  
[investors@experian.com](mailto:investors@experian.com)

Nadia Ridout-Jamieson  
Chief Communications Officer  
[Nadia.R.Jamieson@experian.com](mailto:Nadia.R.Jamieson@experian.com)

Jeff Goldstein  
Senior VP, Investor  
Relations  
[Jeff.Goldstein@experian.com](mailto:Jeff.Goldstein@experian.com)

Evelyne Bull  
VP Director, Investor  
Relations  
[Evelyne.Bull@experian.com](mailto:Evelyne.Bull@experian.com)

Evonne Cheung  
Investor Relations and  
Communications Manager  
[EvonneYee.Cheung@experian.com](mailto:EvonneYee.Cheung@experian.com)

Alex Sanderson  
Head of Group FP&A  
Planning  
[Alex.Sanderson@experian.com](mailto:Alex.Sanderson@experian.com)

## Calendar

16 July 2024	Q1 trading update, FY25
17 July 2024	Annual General Meeting

## Experian American Depositary Receipt (ADR) programme

ADR shareholder enquiries:

Shareowner Services  
J.P. Morgan Chase Bank, N.A.  
PO Box 64504  
St Paul  
MN55164-0504  
United States  
Call + 1 651 453 2128  
Or from US: 1 800 990 1135  
[Contact us](mailto:Contact us)  
[www.adr.com](http://www.adr.com)

Experian ADR shares trade on the OTCQX:

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	J.P. Morgan Chase Bank (Sponsored)

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