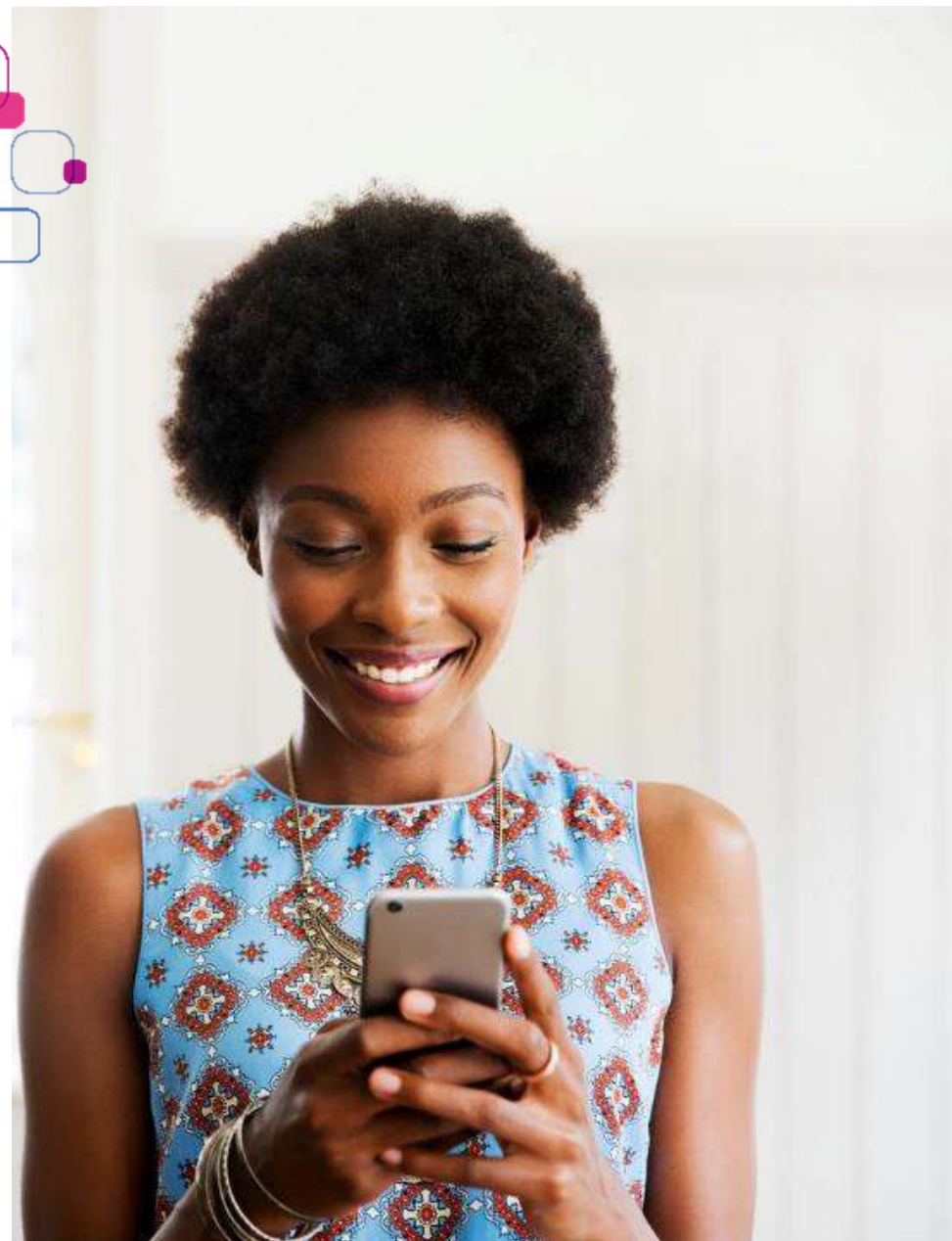


January – March 2021



# The Experian team



**Brian Cassin**  
Chief Executive Officer



**Lloyd Pitchford**  
Chief Financial Officer



**Nadia Ridout-Jamieson**  
Chief Communications  
Officer



**Evelyne Bull**  
VP Director,  
Investor Relations

## Overview

# Snapshot of Experian

Experian is the world's leading  
global information services company

**We use data to help people and organisations to assess, predict, plan and protect themselves**

We are custodians of data on over 1.3 billion people globally

We have a **diverse and growing range of clients** and **geographies...**

... and **multiple and growing uses** for our data

We are the **market leader** in this **growing market...**

... and we are securing new types of data, and finding new uses for our data

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

- £25bn market cap\* / currently FTSE top 25\*
- 17,800 employees / 45 countries
- FY20: US\$5.2bn revenue / US\$1.4bn Benchmark EBIT
- Highly cash generative with high cash conversion rate
- 16.1% Return on Capital Employed (ROCE)



## Overview

# Experian business activities – our services

### Business-to-Business (B2B)

Data  
US\$2.9bn

- Large databases
- Credit history data on >1.3bn people and 163m businesses
- Automotive information
- 24 consumer credit bureaux
- 12 business credit bureaux
- Credit reports
- Ascend platform

Decisioning  
US\$1.2bn

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

### Business-to-Consumer (B2C)

Consumer Services  
US\$1.1bn

- Direct to consumer credit monitoring
- Credit matching services / lead generation
- Identity theft protection services
- Affinity (white label) credit and identity monitoring services

# Experian business activities – how we help

## Business-to-Business

We help organisations and businesses to grow their businesses and engage with their customers.

We can help them to:

- lend effectively, manage their customer accounts, 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 easier and faster access to more information, more accurate results, and more precise decisions.

## Consumer Services

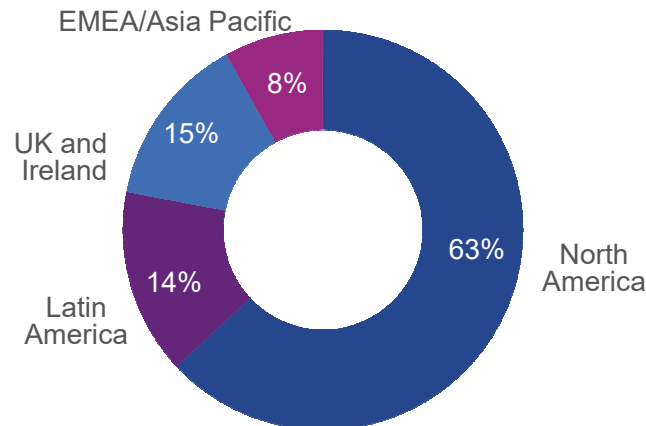
We help people and families to:

- 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.

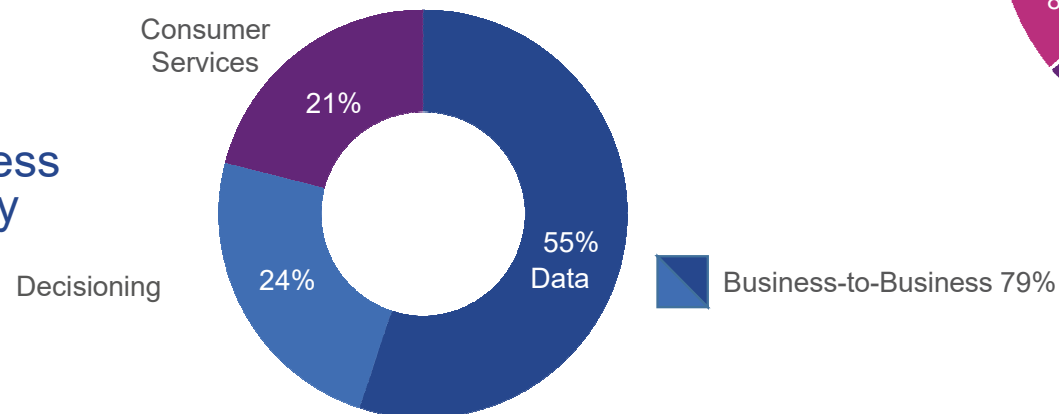
## Overview

# Global revenue FY20

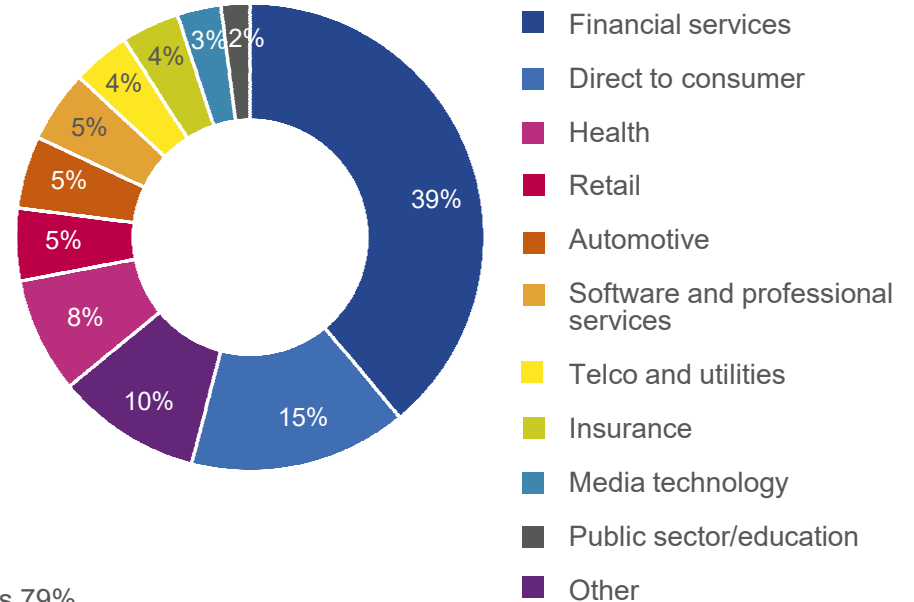
By region



By business activity



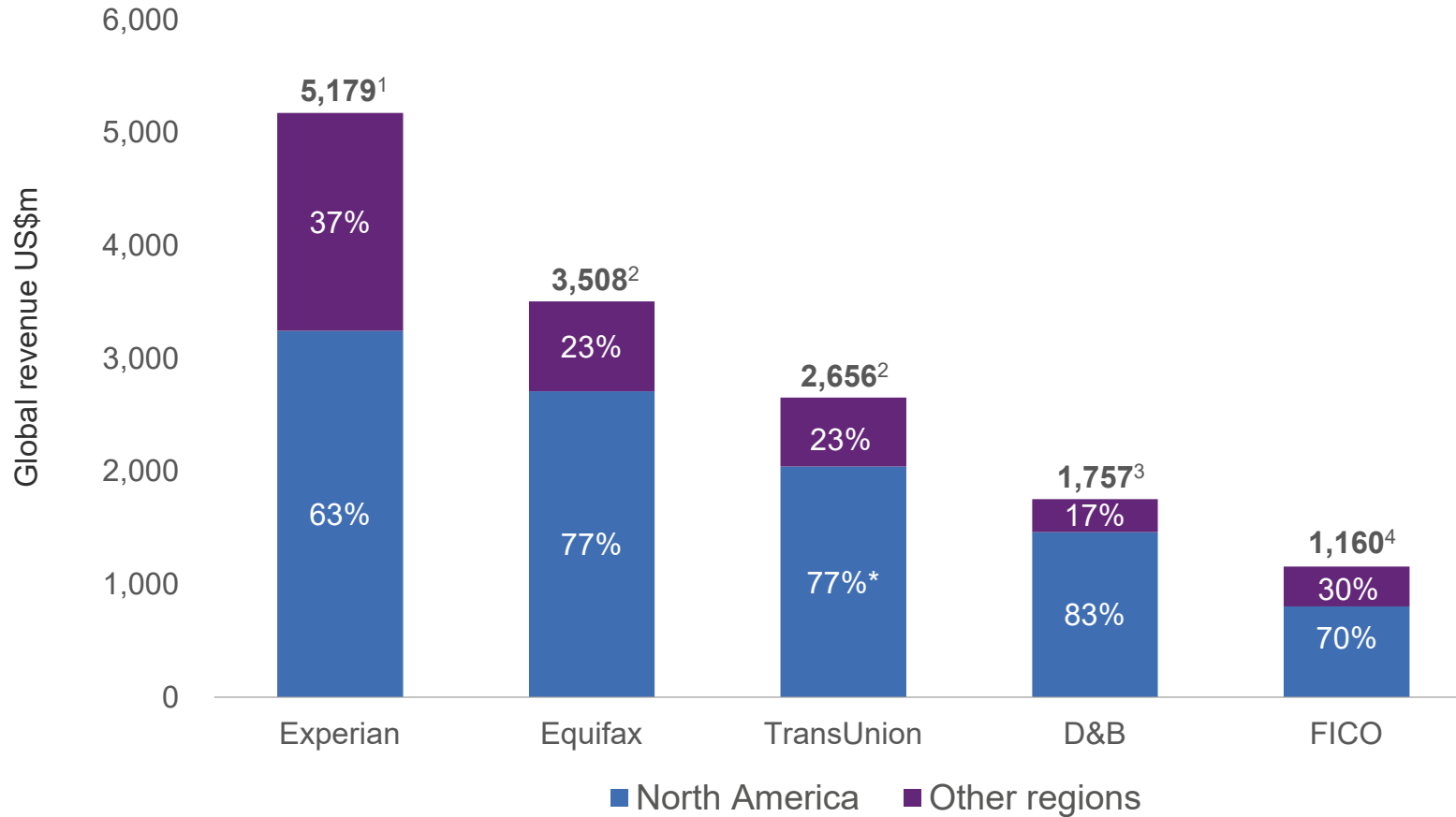
By customer



Diverse portfolio by region, business activity and customer

## Overview

# Market leader with unparalleled global reach and range



## Overview

# Our strategic focus areas

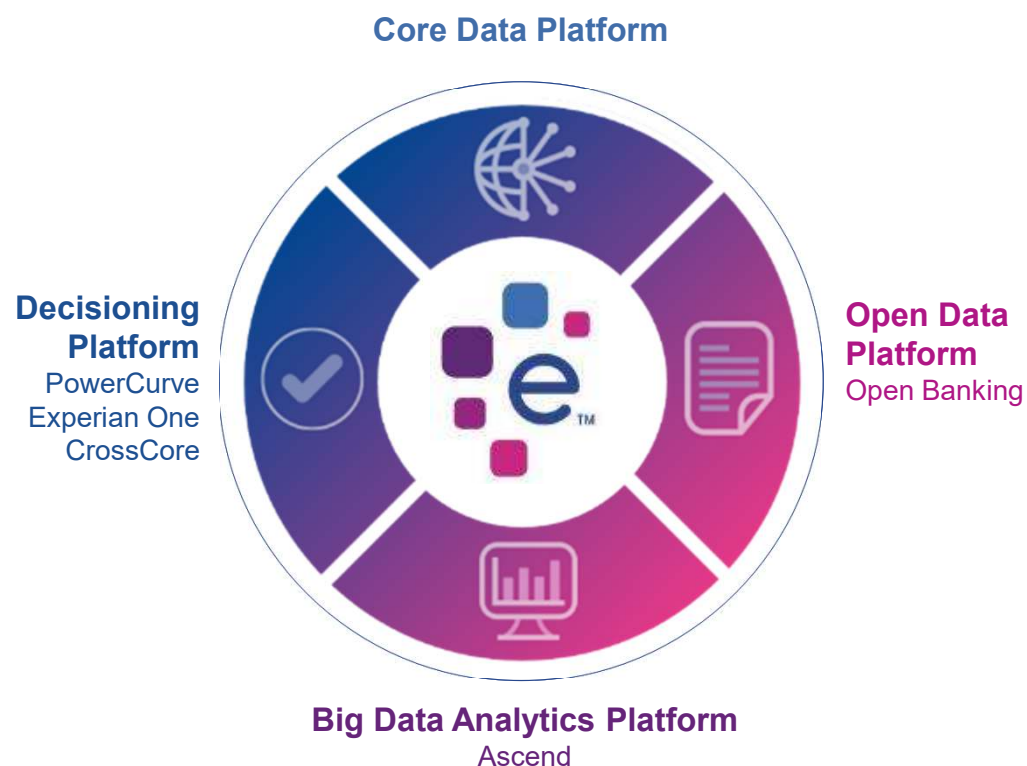




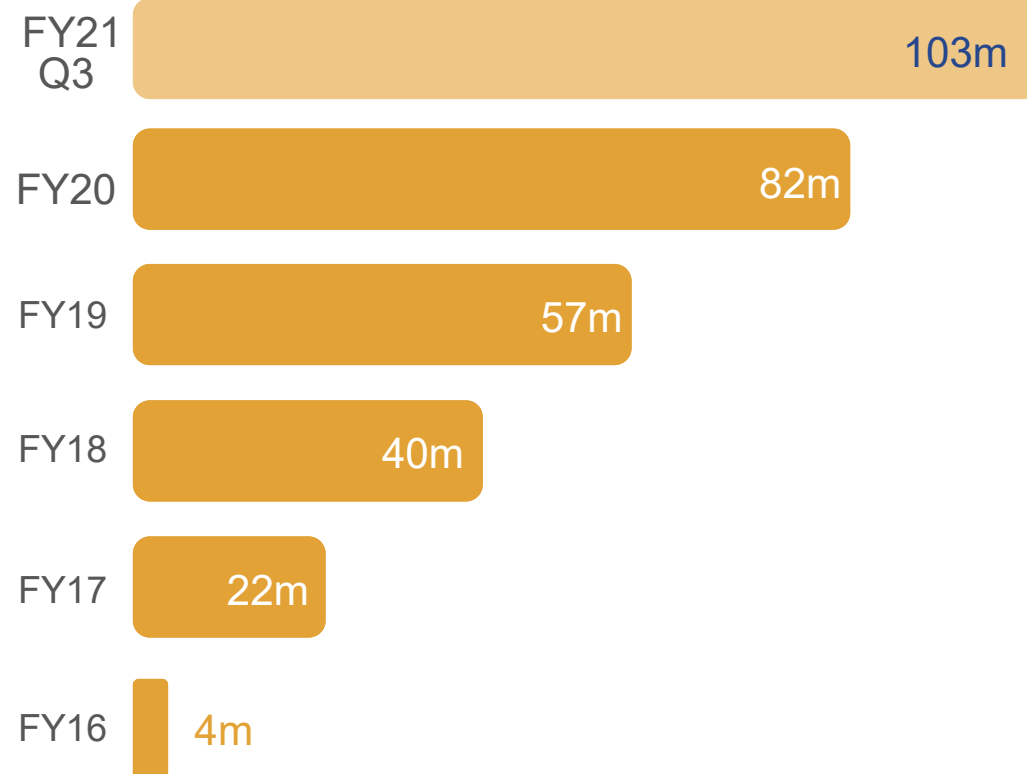
## Overview

# Strategy: innovation across our regions

### Experian B2B platforms



### Free consumer membership base\*



\* Cumulative total as at end of the period.





## Strategic progress

Strategic progress

# The COVID-19 crisis has catalysed pre-existing market trends

## COVID-19 – OUR RESPONSE

- Strong innovation pipeline, emphasis on countercyclical investment and new COVID-19-related opportunities
- Including:
  - Recovery scores
  - Downturn triggers
  - At Risk Audiences
  - Ascend Portfolio Scenario Planner
  - Affordability Passport
  - Digital Hardship Management

## MARKET TRENDS CATALYSED BY THE GLOBAL CRISIS

- Accelerated investment in digital platforms
- Increased reliance on data and analytics
- Shift towards cloud-based solutions
- Accelerated growth in fraud market
- Accelerated shift by consumers to digital

Strategic progress

## Substantial progress in North America; verticals source of resilience

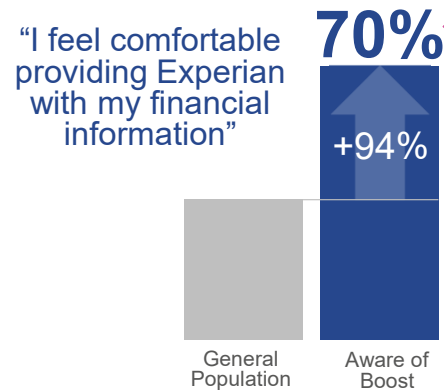
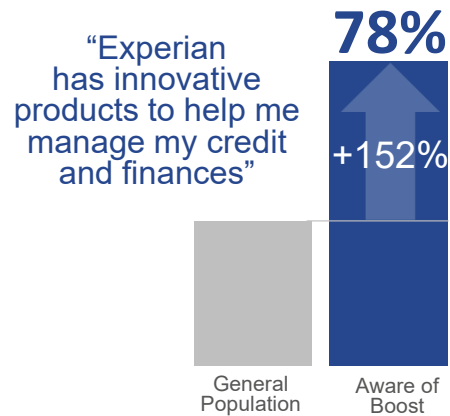
- Ongoing strength in mortgage volumes and Ascend
- Bookings for cloud-based services gather pace
- Strength of our solution set plays to our advantage

### *Health*

- Solid performance in health despite challenges in healthcare industry
- Countercyclical segments and areas of recent investment performing well

## Strategic progress

# Core market expansion and strong execution in North America Consumer Services as our brand strength grows



! Awareness of Boost improves favourability and trust

**89%**  
positive first reaction to new Boost features

! Consumers continue to be excited about Boost

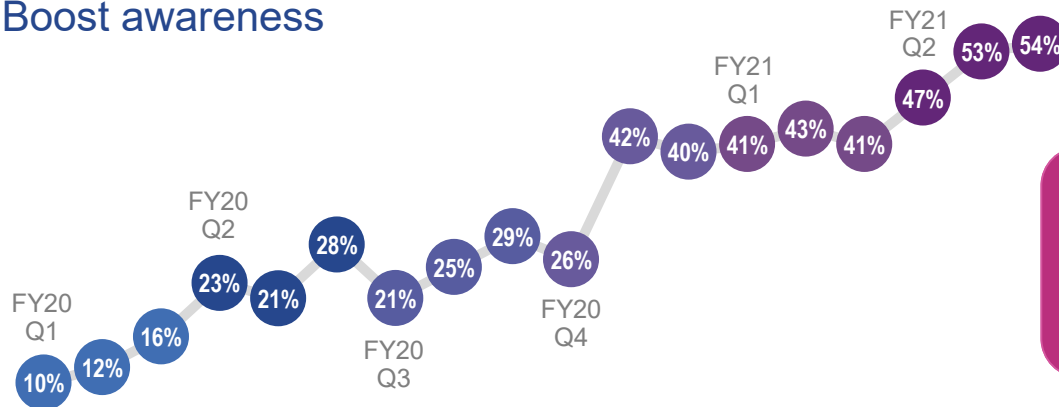
! Half of America is aware of Boost

**NOW PAYING FOR NETFLIX & HULU CAN BOOST YOUR CREDIT SCORES**

[experian.com/boost](https://experian.com/boost)



## Boost awareness



Strategic progress

## Latin America delivers growth as investments in Brazil pay-off

- Business-to-Business in Brazil recovering as Consumer Services goes from strength to strength
- Strategic initiatives make good progress:
  - Positive data implementation underway
  - Client wins for Experian innovations
  - Developing integrated propositions



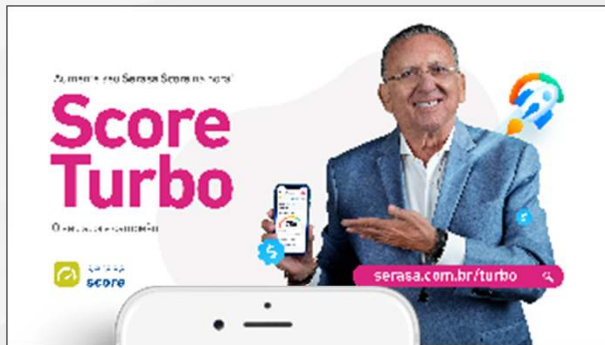
### Ascend Insights

O poder dos dados em suas mãos: segmente, compare e encontre o melhor cliente. Agora!

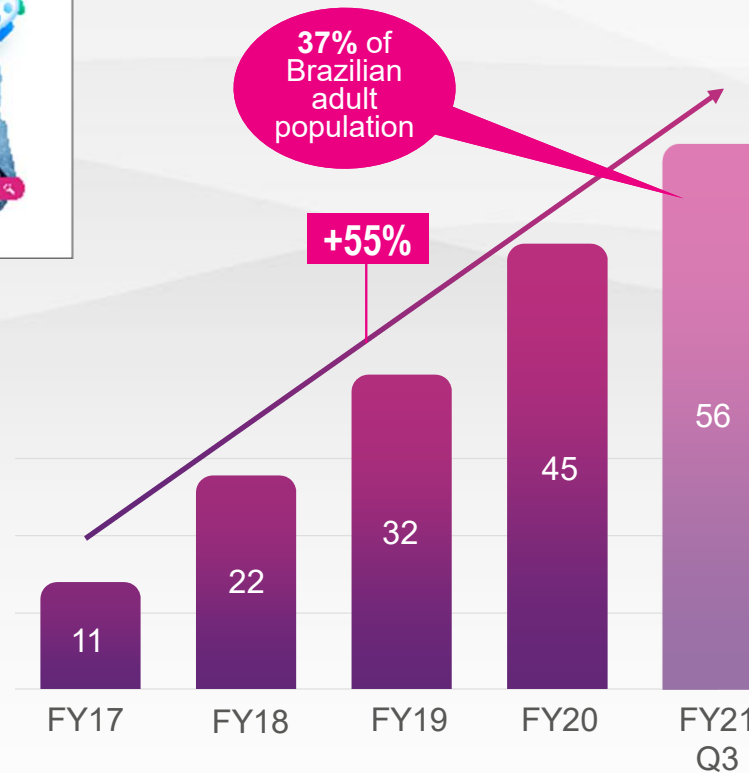
Saiba mais!

## Strategic progress

Connecting to 56m consumers in Brazil with significant commercial success



Free membership enrollments (million)



- 88% of consumers in Brazil are aware of the Serasa brand
- Score Turbo – helps consumers to pay their bills, can enhance credit scores
- Revenue model diversifies as credit matching adds to traditional strength of Limpa Nome

Strategic progress

# Transformation underway in UK and Ireland

## TRANSFORMATION PROGRAMME OBJECTIVES

Simplify our estate

---

Enhance customer service

---

Get back to profitable growth

## PROGRESS ON TRANSFORMATION

Reorganised business structure

---

Improved service levels

---

Enhanced operating efficiency



Strategic progress

Moving forward with innovation investment in UK to address numerous opportunities;  
Experian Boost goes live



Strategic progress

## EMEA/Asia Pacific - challenging macro, German acquisition performing strongly

- Lockdowns affect volumes and software implementations
- Bureau acquisition in Germany has had a good start
- Some markets have good momentum; securing deals for collections, cloud and open banking solutions





## Recent performance

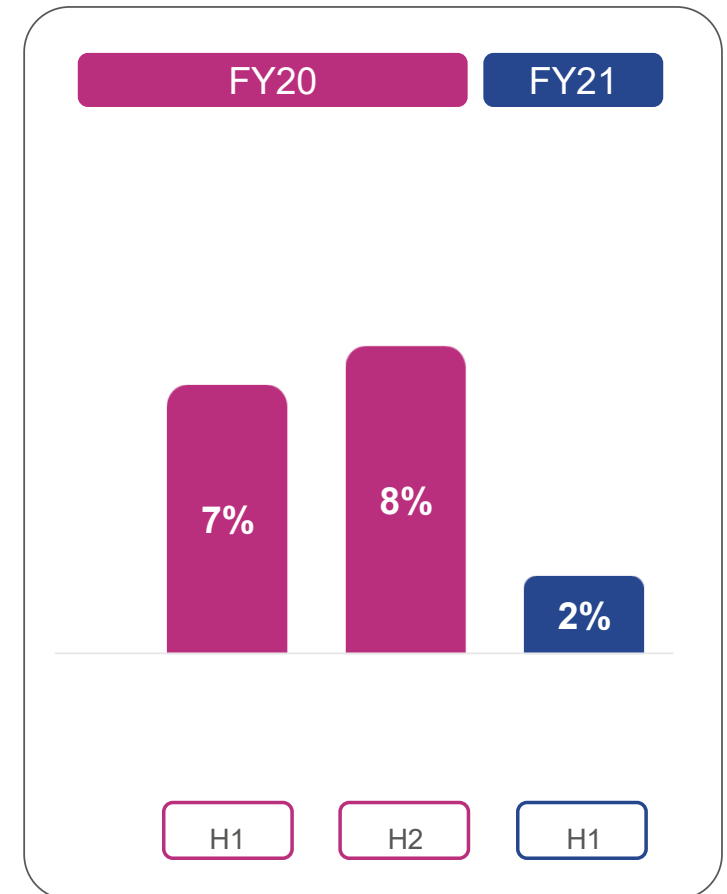
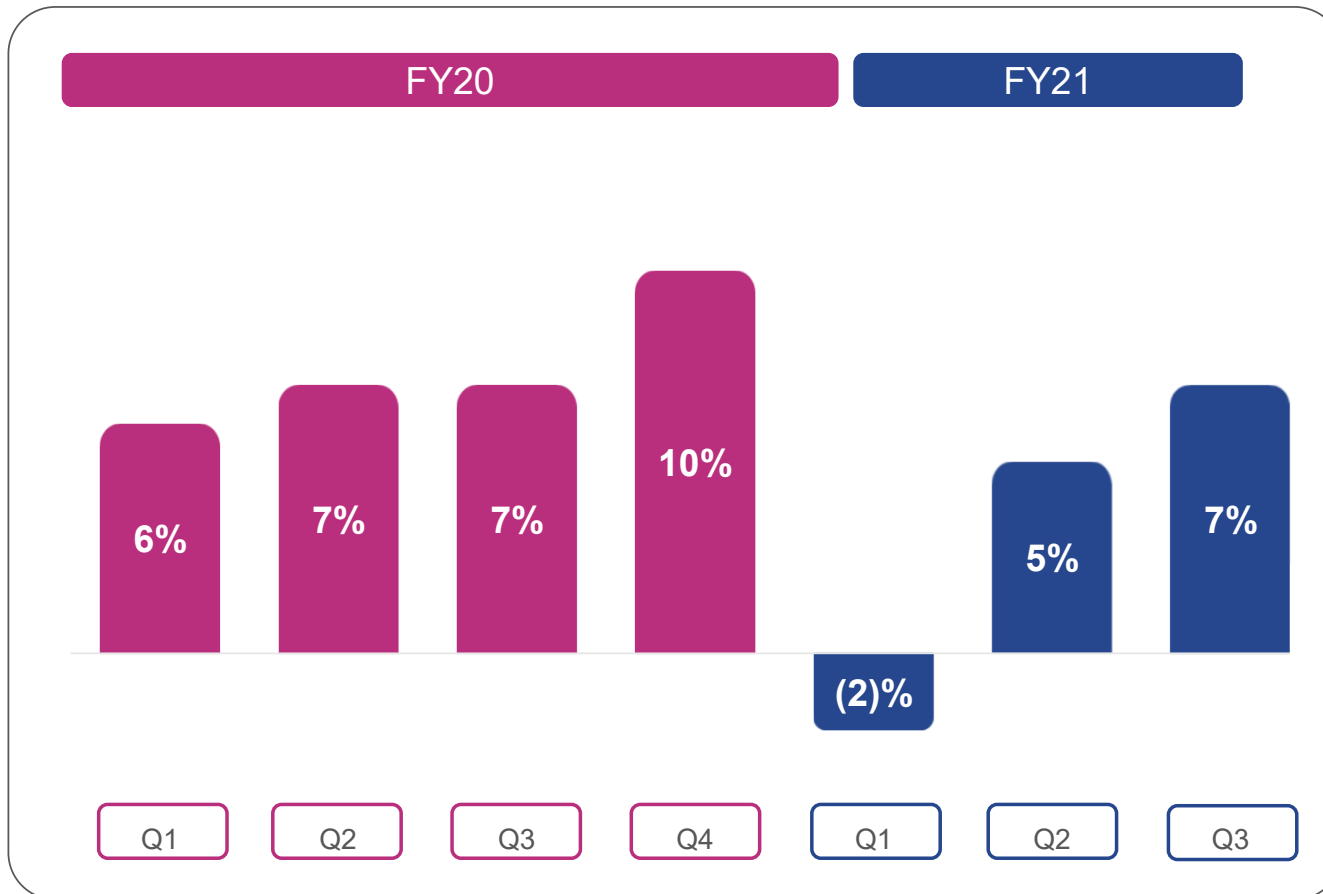
# Recent performance Highlights

		First-half FY21			Q3 FY21
		Growth		Results	Growth
		Constant FX rates	Actual FX rates		Constant FX rates
					Actual FX rates
Revenue	Total revenue	3%	0%	US\$2,487m	10%
	Organic revenue	2%			7%
EBIT	Benchmark EBIT	1%	(3)%	US\$648m	
	Benchmark EBIT Margin	26.2%	26.1%		
EPS	Benchmark earnings per share	2%	(2)%	USc 47.9	
Operating cash flow	Benchmark operating cash flow conversion		89%	US\$574m	
Dividend	First interim dividend per share		0%	USc 14.5	
Funding and liquidity	Net debt to Benchmark EBITDA			2.2x	

Certain financial data have 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. FX = foreign exchange.

Recent performance

## Organic revenue growth trends



## Recent performance

### Third-quarter organic revenue trends

		% of Group revenue <sup>1</sup>	Q1	Q2	Q3
North America (NA)		68%	4%	9%	9%
Data	CI / BI bureaux	26%	4%	14%	12%
	Automotive	5%	(3)%	1%	(3)%
	Targeting	3%	(15)%	(16)%	(7)%
Decisioning	Health	8%	1%	4%	5%
	DA / Other	5%	(1)%	(0)%	(2)%
Consumer	Consumer Services	21%	10%	16%	18%
Latin America (LA)		11%	(1)%	10%	13%
Data	CI / BI bureaux	7%	(5)%	1%	1%
	Other	1%	12%	7%	0%
Decisioning	DA / Other	2%	(9)%	3%	5%
Consumer	Consumer Services	1%	104%	197%	178%
Total NA and LA		79%	3%	10%	10%

- Ongoing strength in both mortgage volumes and Experian Ascend
- Strong performance in health and fraud management offset by softness in decisioning software
- Good demand for credit education and identity monitoring

- New initiatives offset weakness in credit bureau volumes: positive data, automotive and Ascend adding revenue
- Limpa Nome delivered further strength and we benefited from growth in eCred credit matching

## Recent performance

### Third-quarter organic revenue trends

		% of Group revenue <sup>1</sup>	Q1	Q2	Q3
UK and Ireland		13%	(15)%	(8)%	(2)%
Data	CI / BI bureaux	5%	(14)%	(8)%	3%
	Targeting / Auto	1%	(21)%	(3)%	(13)%
Decisioning	DA / Other	4%	(13)%	(8)%	(5)%
Consumer	Consumer Services	3%	(18)%	(11)%	1%
EMEA/Asia Pacific		8%	(20)%	(17)%	(11)%
EMEA		5%	(25)%	(16)%	(9)%
Asia Pacific		3%	(13)%	(18)%	(14)%
Total Global		100%	(2)%	5%	7%

- Sequential improvement in volume trends as credit supply started to open up, this was offset by softness in targeting
- Challenges in decisioning software, offsetting growth in fraud and ID
- Credit monitoring subscription revenue delivering growth in ECS

- Sequential improving trends in EMEA bureau volumes, although lower year-on-year
- Clients continue to delay decision-making for software acquisitions



Recent performance

# Approach to cost management

## Our cost base<sup>1</sup>

<b>15%</b> Volume variable	Royalties, commission
<b>15%</b> Discretionary	Travel, professional fees, other discretionary. Marketing
<b>45%</b> People costs	Salary and labour service costs
<b>25%</b> Near term fixed	Depreciation and amortisation, technology infrastructure and tooling, facilities, data costs. Fixed in short term

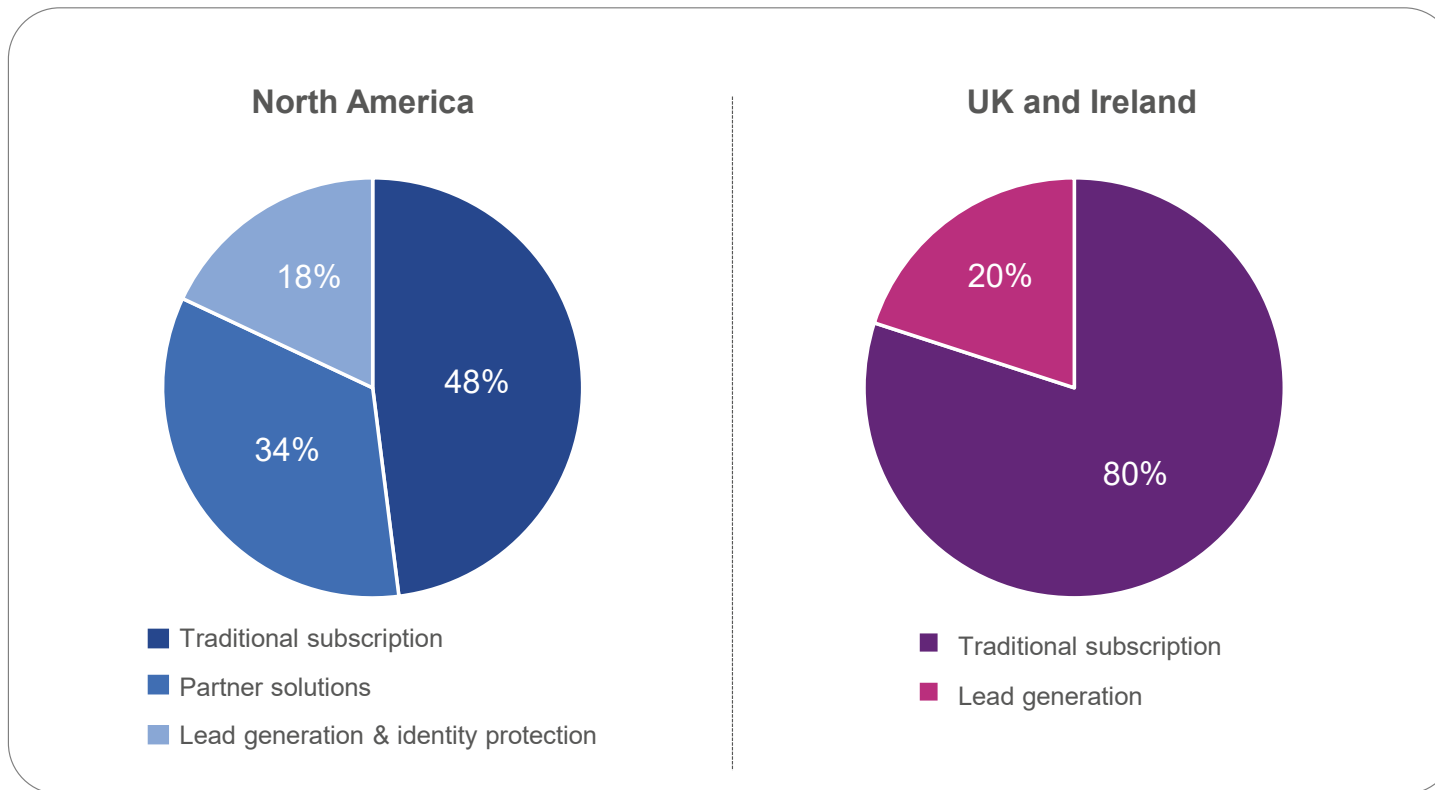
## Near-term responses

Increased broadly in line with revenue
Further Consumer Services marketing investment as we gain growth momentum. Significant reductions in travel and other discretionary costs
Strong organic cost control, while continuing to invest in innovation and growth agenda
Increasing depreciation reflecting previous investment in technology and growth programme Increasing technology dual running costs, reflecting technology transformation



Recent performance

## Consumer Services FY20 revenue breakdown

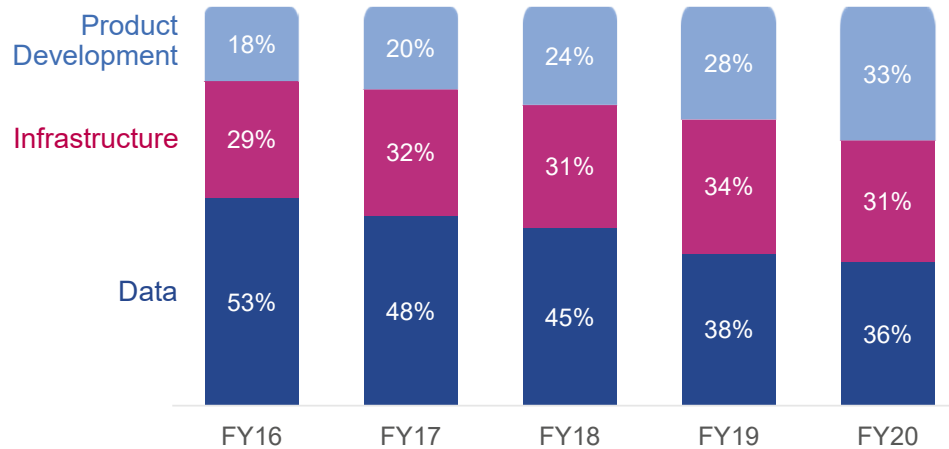


## Recent performance

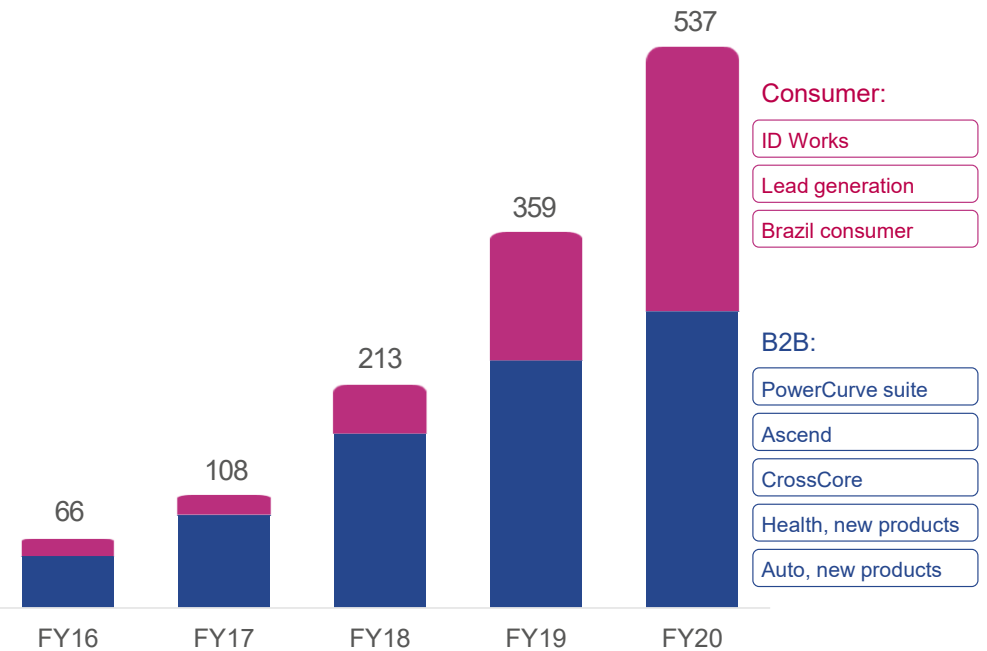
# Investment in technology and innovation

	FY16	FY17	FY18	FY19	FY20
Capex US\$m	339	399	431	439	487
Capex % of revenue	7%	9%	9%	9%	9%

Capital investment breakdown (%)



New and key scaling products revenue (US\$m)



Note: the numbers represent the revenue generated from new and key scaling products at actual FX rates.

# Summary and outlook



Better than expected

- Organic revenue growth of 7% and total revenue growth of 10%\*
- Outlook:
  - Q4 FY21 – we expect organic revenue growth in the range of 3% to 5%
  - FY21 – we expect Benchmark EBIT in the range of US\$1,360 to US\$1,380m



# Environmental, social and governance (ESG)



# First-half progress update

## TRANSFORMING FINANCIAL LIVES

- Helped governments to support the vulnerable during pandemic
- United for Financial Health: recovery programme to aid communities affected by COVID-19, aim to help 15m people in FY21

## WORKING WITH INTEGRITY

- Employee engagement score increased to 76%
- North America recertified as a Great Place to Work for third year in a row
- Board now 40% women and 70% independent Board members
- Board meets recommendations of Hampton-Alexander and Parker reviews

## PROTECTING THE ENVIRONMENT

- Carbon emissions and carbon intensity continue to reduce
- Carbon neutral in own operations by 2030
- Gradually carbon offset scope 1 and 2 emissions over next 5 years

Environmental, social and governance

# Experian's sustainable business strategy

## Our purpose

**To create a better tomorrow** - for consumers and for our clients, our people and our communities

We do this by **powering opportunities** - turning data into information, and deploying advanced technologies and analytics

## Our pillars

### Transforming Financial Lives

Helping people take control of their finances and improve their credit profiles to access credit needed to improve their lives

- Core products
- Social Innovation products
- Community investment

United for Financial Health launched 2020 to re-build financial lives post COVID-19

Reach 100m people<sup>1</sup> through Social Innovation products by 2025

### Working with integrity

#### Customer data:

Safeguarding data security, Protecting data privacy, Improving data accuracy

#### Employees:

Valuing diversity, Inspiring our people, Supporting safety & wellbeing

#### Suppliers & other stakeholders:

Strong corporate governance, Upholding high ethical standards, Respecting human rights, Partnering with suppliers

### Protecting the environment

Committed to helping tackle climate change and reducing our impact on the environment.

Carbon Neutral in our own operations by 2030

## Our goals

## Contributing to UN SDGs



goal 1.4



goal 8.10



goal 9.3

We've identified three United Nations Sustainable Development Goals we can make a meaningful contribution to, related to Transforming Financial Lives through increasing access to credit.

# Transforming financial lives – at the heart of our purpose



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

- 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

## How we help

Core products

1

Social Innovation

2

Community Investment

3

We empower consumers to improve their financial lives, gain access to credit, safeguard their identity, save money, negotiate debt and improve their financial knowledge

Environmental, social and governance

# Transforming financial lives – at the heart of our purpose

## Core products <sup>1</sup>

We use our data and analytics expertise to offer a wide range of core products and services that promote financial wellbeing

## Social Innovation <sup>2</sup>

Our Social Innovation programme provides seed funding to explore solutions designed to offer societal benefits and new revenue streams

## Community Investment <sup>3</sup>

Our colleagues volunteer to help deliver financial education programmes and support communities where we operate

United for Financial Health launched to re-build financial lives post COVID-19

### Example: Boost

Experian Boost has helped 3.8 million people<sup>2</sup> in the USA instantly improve their credit scores by adding on-time payments of utility bills to their financial profiles

### Example: Limpa Nome

Limpa Nome online recovery portal in Brazil helped 5 million people renegotiate US\$4.5bn worth of debts in FY20 alone

### Example: Colombia

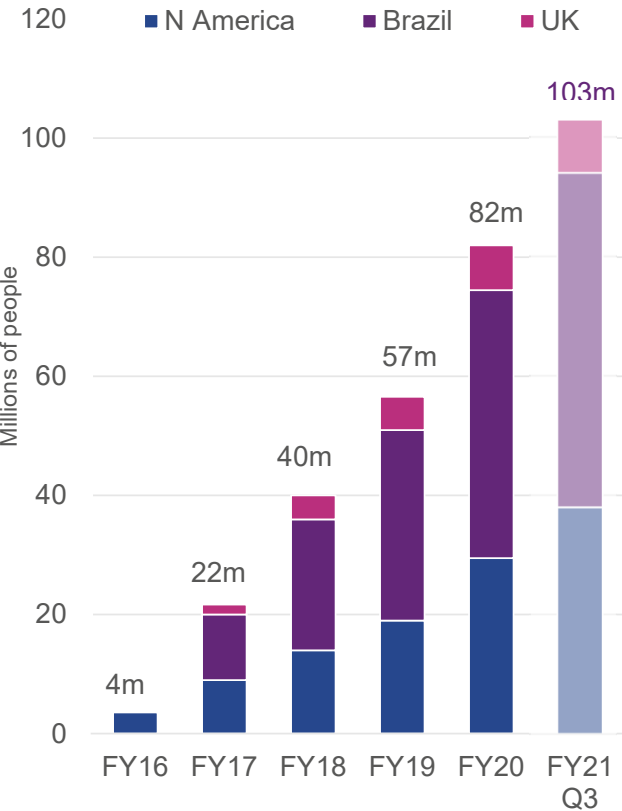
Our people volunteered 600hrs to provide financial education & tailored business management support for women microentrepreneurs



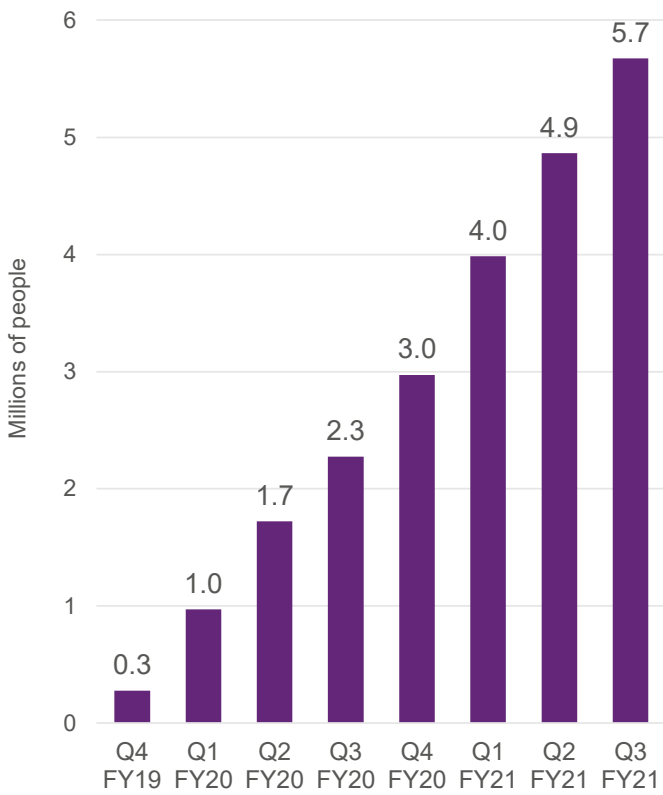
Environmental, social and governance

# Transforming financial lives – core product metrics

Free consumer members

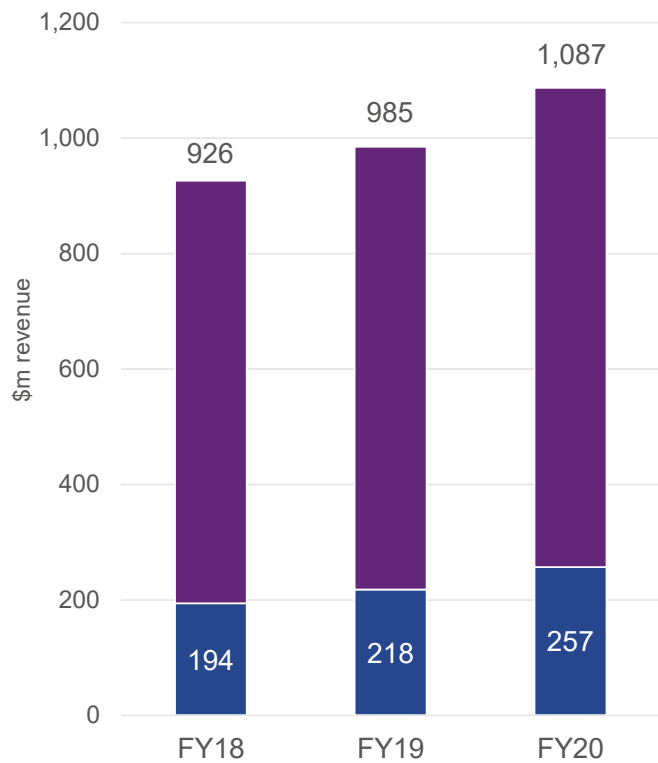


Experian Boost US customers



Figures as at the end of the quarter

Consumer Revenue & EBIT



Revenue and EBIT are Benchmark from Ongoing activities

## Environmental, social and governance

# Data security

1. Strong governance – monthly executive reviews by Security and Continuity Steering Committee (SCSC) - CEO, CFO, COO, CIO
2. Culture of security with mandatory annual training for all employees, more frequent training for employees working with data
3. We have a multi-tiered approach to security:
  - Prevention – stopping bad actors from entering the estate
  - Detection – knowing if a bad actor has entered the estate
  - Mitigation – minimising a bad actor's ability to extract anything of value if they do enter the estate
4. Global Security Operations Centre (SOC) coverage with 'follow the sun' capabilities, based in the US, UK and Malaysia
5. Major emphasis on automation and tools to improve efficiency, speed and efficacy
6. DevSecOps builds security into the design of the product during the development phase
7. Robust security controls based on ISO 27001



# Governance

## We're committed to the highest standards of corporate governance

- We comply with the UK Corporate Governance Code 2018
- Independent Board evaluation shows first class corporate governance and excellent board performance
- Diverse Board meets recommendations of Hampton-Alexander Review on gender diversity and Parker Review on ethnic diversity

**70%**

Independent<sup>1</sup>  
Board members

**40%**

Women on Board

**2**

Ethnically diverse  
Board members

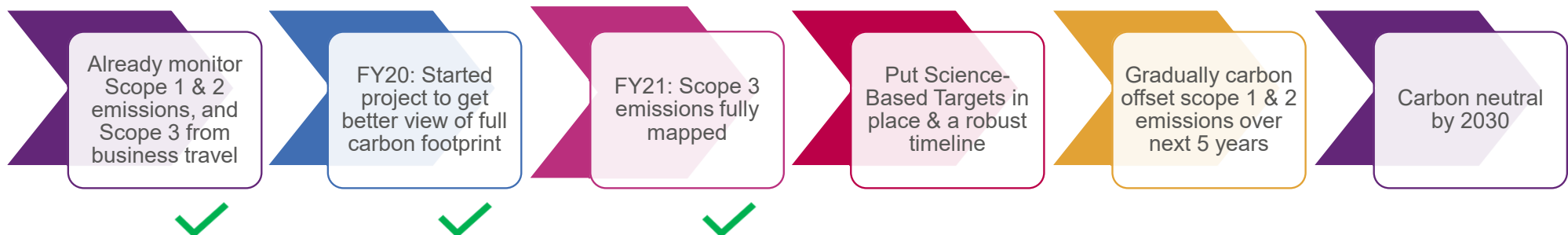
**100%**

Independence  
of Audit and  
Remuneration<sup>1</sup>  
Committees

## Carbon neutral commitment

We've committed to become carbon neutral in our own operations by 2030

- We're also committing to gradually carbon offset our scope 1 and 2 emissions over the next 5 years.
- We will explore options to reduce carbon emissions, switch to more renewable energy and use carbon offsetting or sequestration for the emissions that can't be eliminated.



## Environmental, social and governance

# ESG highlights

### Environment

Carbon intensity (CO <sub>2</sub> e per US\$1,000 of revenue)	<b>-14%</b>
Overall CO <sub>2</sub> e in tonnes	<b>-8%</b>
Electricity from renewable sources	<b>29%</b>
Committed to become carbon neutral in own operations by	<b>2030</b>
CDP Climate Change score of A-, in the Leadership band	<b>A-</b>

### Employee

Favourable employee engagement	<b>76%</b>
Women in senior leadership positions	<b>30%</b>
Investment in learning and training	<b>\$10m</b>
Voluntary employee attrition	<b>11.6%</b>
Diversity and inclusion employee groups	<b>30</b>

### Social

Number of credit offers to people in emerging markets using our micro analytics every year	<b>4.3bn</b>
Unbanked people who could benefit through alternative data sources and Experian technology platforms	<b>1.7bn</b>
People using our platforms for free education, access to products and services <sup>2</sup>	<b>103m</b>
Consumers connected to Experian Boost in the US <sup>2</sup>	<b>5.7m</b>
Data privacy and security is <b>a top priority</b>	
Robust security controls based on <b>ISO 27001</b>	
A member of the <b>Slave-Free Alliance</b>	
Suppliers must comply with our <b>Supply Chain Principles</b>	
Mandatory annual training for all employees:	
• <b>Code of Conduct</b>	
• <b>Security and Data</b>	
• <b>Anti-Corruption</b>	

### Governance

Independent Board members <sup>3,4</sup>	<b>70%</b>
Female Board members <sup>3</sup>	<b>40%</b>
Ethnically diverse Board members <sup>5</sup>	<b>2</b>
Independence of Audit and Remuneration <sup>4</sup> 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>6</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 Series





# Appendix

## Appendix

# Modelling considerations for FY21

Organic revenue growth <sup>1</sup>	Q4 FY21: 3%–5%
Benchmark EBIT <sup>1</sup>	FY21: US\$1,360–US\$1,380m
Acquisitions <sup>2</sup>	c.2% contribution to growth
Foreign exchange	c.4-5% Benchmark EBIT headwind
Net interest	c.US\$120m
Benchmark tax rate	c.26%–27%
Minority interest	US\$(5)m–US\$(6)m
WANOS <sup>3</sup>	c.910m

## Appendix North America

Six months ended 30 September  
US\$m

	2020	2019	Total growth	Organic growth
Data	836	791	6%	5%
Decisioning	331	322	3%	1%
<b>Business-to-Business</b>	<b>1,167</b>	<b>1,113</b>	<b>5%</b>	<b>4%</b>
<b>Consumer Services</b>	<b>520</b>	<b>460</b>	<b>13%</b>	<b>13%</b>
<b>Total revenue</b>	<b>1,687</b>	<b>1,573</b>	<b>7%</b>	<b>7%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>610</b>	<b>544</b>	<b>12%</b>	
<b>Benchmark EBIT margin</b>	<b>36.2%</b>	<b>34.6%</b>		

Three months ended  
31 December 2020  
US\$m

Organic growth
7%
2%
6%
18%
9%

All results are Benchmark figures and are on an ongoing activities basis.  
Growth at constant exchange rates.



## Appendix Latin America

Six months ended 30 September  
US\$m

	2020	2019	Total growth	Organic growth
Data	213	286	(1)%	(2)%
Decisioning	38	52	(3)%	(3)%
<b>Business-to-Business</b>	<b>251</b>	<b>338</b>	<b>(1)%</b>	<b>(2)%</b>
<b>Consumer Services</b>	<b>27</b>	<b>14</b>	<b>156%</b>	<b>156%</b>
<b>Total revenue</b>	<b>278</b>	<b>352</b>	<b>5%</b>	<b>5%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>65</b>	<b>97</b>	<b>(4)%</b>	
<b>Benchmark EBIT margin</b>	<b>23.4%</b>	<b>27.6%</b>		

Three months ended  
31 December 2020  
US\$m

Organic growth
1%
5%
2%
178%
13%

All results are Benchmark figures and are on an ongoing activities basis.  
Growth at constant exchange rates.

## Appendix UK and Ireland

Six months ended 30 September  
US\$m

	2020	2019	Total growth	Organic growth
Data	163	182	(11)%	(11)%
Decisioning	98	109	(10)%	(10)%
<b>Business-to-Business</b>	<b>261</b>	<b>291</b>	<b>(11)%</b>	<b>(11)%</b>
<b>Consumer Services</b>	<b>70</b>	<b>80</b>	<b>(14)%</b>	<b>(14)%</b>
<b>Total revenue</b>	<b>331</b>	<b>371</b>	<b>(12)%</b>	<b>(12)%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>34</b>	<b>75</b>	<b>(56)%</b>	
<b>Benchmark EBIT margin</b>	<b>10.3%</b>	<b>20.2%</b>		

Three months ended  
31 December 2020  
US\$m

Organic growth
(1)%
(5)%
(2)%
1%
(2)%

All results are Benchmark figures and are on an ongoing activities basis.  
Growth at constant exchange rates.

## Appendix EMEA/Asia Pacific

Six months ended 30 September  
US\$m

	2020	2019	Total growth	Organic growth
Data	121	104	19%	(11)%
Decisioning	70	95	(24)%	(26)%
<b>Total revenue</b>	<b>191</b>	<b>199</b>	<b>(2)%</b>	<b>(18)%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>(33)</b>	<b>(5)</b>	<b>(491)%</b>	
<b>Benchmark EBIT margin</b>	<b>(17.3)%</b>	<b>(2.5)%</b>		

Three months ended  
31 December 2020  
US\$m

Organic growth
(8)%
(15)%
(11)%

All results are Benchmark figures and are on an ongoing activities basis.  
Growth at constant exchange rates.

## Appendix

# Strong financial position and funding liquidity

### Leverage

- Current leverage<sup>1</sup> 2.2x (Net debt / EBITDA)
- Strong investment grade ratings

### Banking facilities and bonds

- Priced £400m (US\$511m) bond in September (received October) taking advantage of preferable interest rates
- US\$2.3bn funding headroom<sup>1</sup>
- New bond provides funding for bond maturing in October 2021. Thereafter, no bonds to refinance until September 2024
- Range of maturities with no refinancing concentration

### Approach to capital allocation

- First interim dividend: USc 14.5, unchanged year-on-year. Reflecting our strong financial position

## Appendix

# Experian American Depositary Receipt (ADR) programme

### ADR shareholder enquiries:

Shareholder Relations  
BNY Mellon Shareowner Services  
PO Box 505000  
Louisville, KY 40233-5000  
United States

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

## Appendix

# Contacts

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## Appendix

# Event calendar

19 May 2021	Preliminary announcement of full-year results, FY21
15 July 2021	First quarter trading update, FY22
21 July 2021	Annual General Meeting

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