



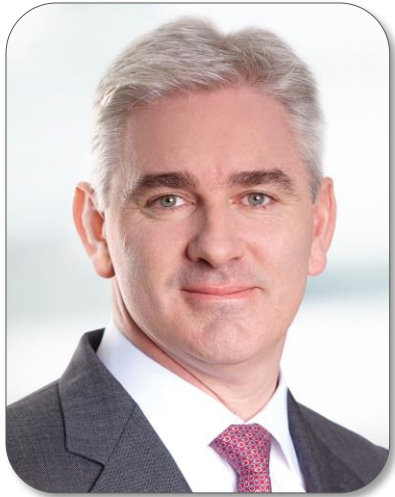
# Investor Roadshow Presentation

July – September 2022



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**Brian Cassin**  
Chief Executive Officer



**Lloyd Pitchford**  
Chief Financial Officer



**Nadia Ridout-Jamieson**  
Chief Communications  
Officer



**Evelyne Bull**  
VP Director,  
Investor Relations

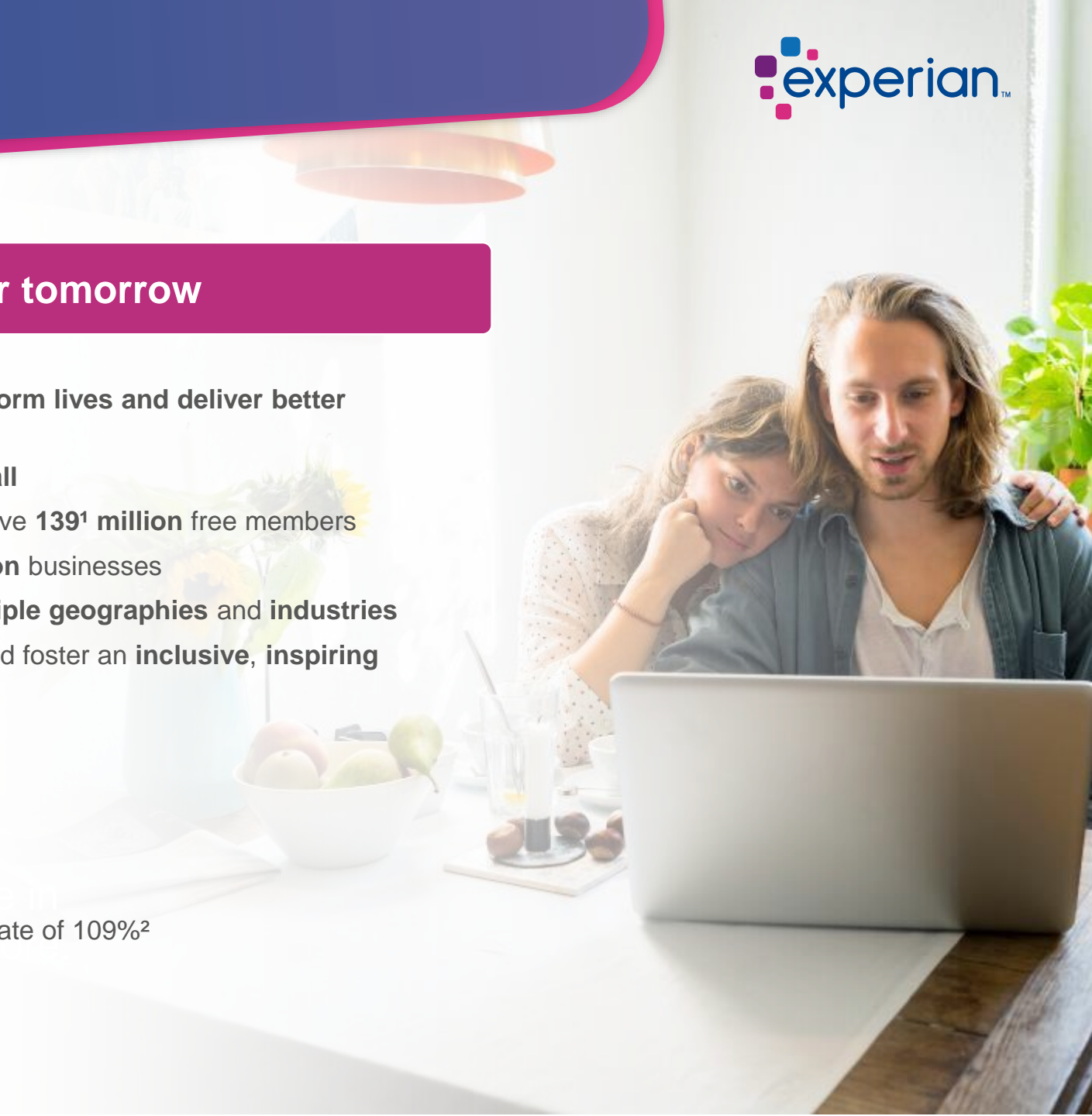
## We have a clear purpose: to create a better tomorrow

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 **139<sup>1</sup> million** free members
- We are entrusted with data on **1.4 billion** people and **191 million** businesses
- 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**:

- £24bn market cap<sup>2</sup> / FTSE top 25<sup>2</sup>
- 20,600 employees across 43 countries
- US\$6.3bn revenue / US\$1.6bn Benchmark EBIT
- US\$1.8bn Benchmark operating cash flow, cash conversion rate of 109%<sup>2</sup>
- 15.7% Return on Capital Employed (ROCE)



## We are a leader in global information services with strong positions in growing markets

- We have a **diversified portfolio** of businesses across different sectors and regions
- 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 offer differentiated propositions

## Strong foundations support our growth prospects

- We continually invest in **product innovation, new sources of data** and **technology**
- We have **direct relationships** with **139m consumers** and growing strongly
- We have identified **significant addressable market** opportunities, estimated at over US\$140bn and growing

## We remain financially well positioned

- **Highly recurring revenue**, as many of our products and services are integral to our clients' operating processes
- We are a highly **cash-generative**, low capital intensity business
- We balance **organic and strategic investments** with shareholder returns through dividends and share repurchases

## We place a strong emphasis on Environmental, Social and Governance

- 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)

Data  
US\$3.3bn

- Large databases
- Credit history data on 1.4bn people and 191m businesses
- Automotive information
- 23 consumer credit bureaux
- 15 business credit bureaux
- Credit reports
- Ascend platform

Decisioning  
US\$1.3bn

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

## Business-to-Consumer (B2C)

Consumer Services  
US\$1.6bn

- Direct to consumer credit monitoring
- Credit and insurance marketplaces
- Identity theft protection services
- Affinity (white label) credit and identity monitoring services

## Business-to-Business

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.

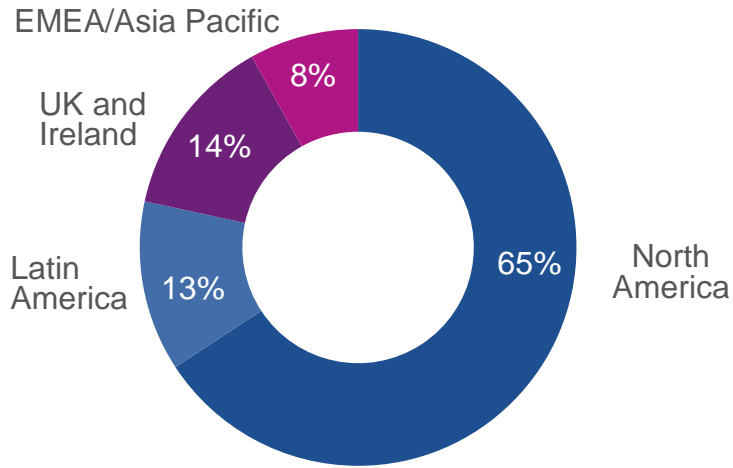
## Consumer Services

We help people and families to:

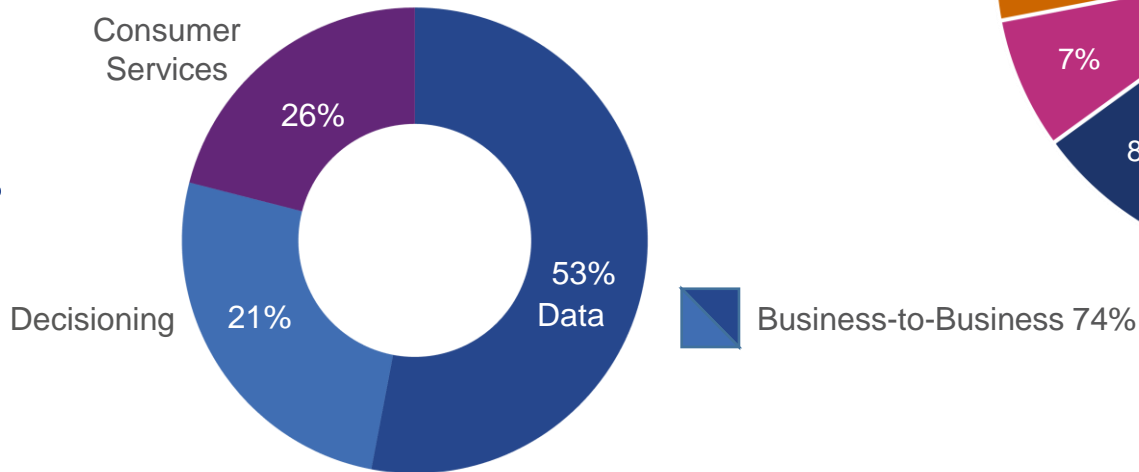
- better access financial services;
- understand and improve their financial position;
- better protect against fraud and identity theft;
- know that their data is correct, and
- learn more about credit.

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

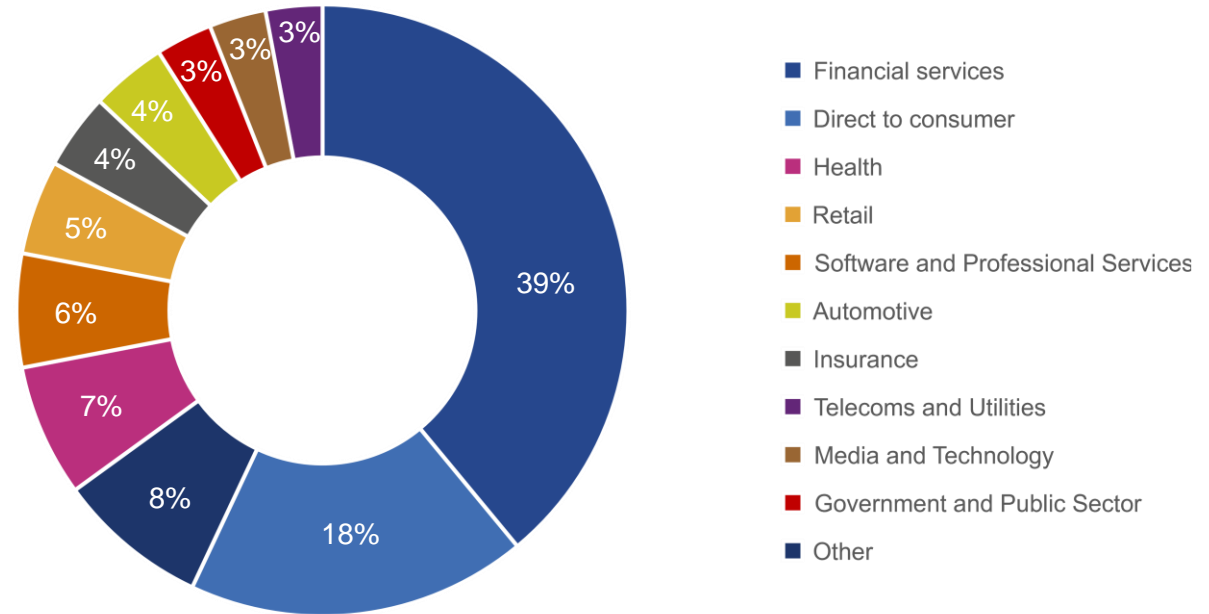
## By region



## By business activity

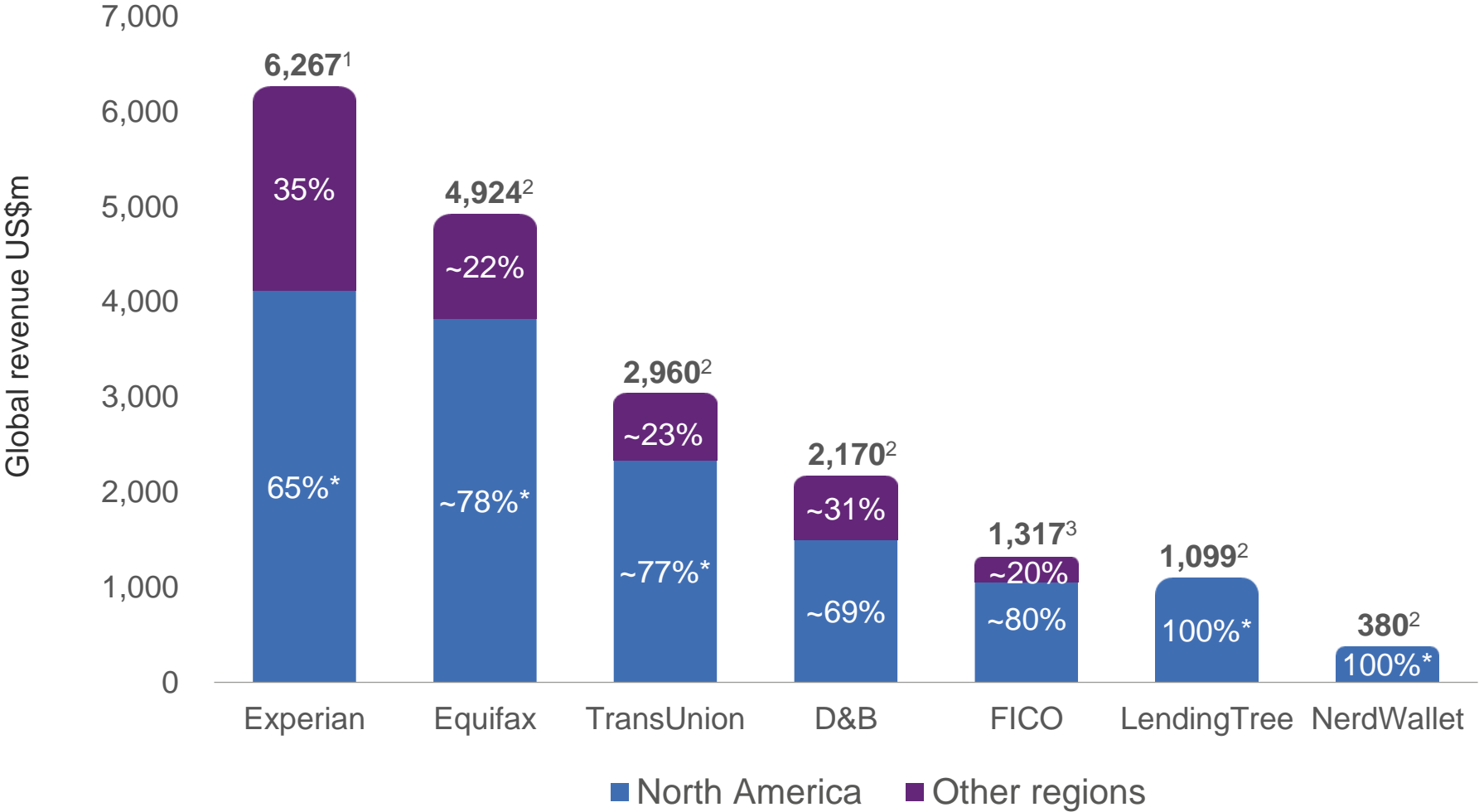


## By customer



Diverse portfolio by region, business activity and customer

# Market leader with unparalleled global reach and range



<sup>1</sup> Year ended 31 March 2022  
<sup>2</sup> Year ended 31 December 2021

<sup>3</sup> Year ended 30 September 2021. FICO's North America includes Latin America, which is ~5% of total revenue

\*US only.  
 Source: Annual results & latest SEC filings

This analysis covers traditional competitors that are publicly listed. It does not include companies where a single division competes against Experian.



# Our strategy addresses high-growth markets through defined initiatives



We're oriented to higher-growth market spaces

Addressed through a defined set of strategic initiatives

Serving a broad range of clients

Addressing critical needs

US\$55bn+

Big data and analytics

US\$22bn+

Consumer platforms

US\$20bn

Global Decision Analytics

US\$16bn

Core Consumer Information

US\$15bn

Business Information

US\$8-10bn

Health

US\$5bn

Targeting data and identity resolution



Redefining Consumer Services far beyond credit scores and monitoring



Leading the next phase of credit decisioning development



Expanding in new growth markets



Driving to scale in our smaller regions



Capitalising on a unique market opportunity in Brazil

People

Mainstream finance

FinTech

BNPL

Big Tech

Hospitals

Retail

Media

Help me to manage my finances

Help us adapt and respond to digital lending

Help us to reduce losses

Help us serve underserved communities

Help us reduce technology infrastructure costs

Help us drive digital-centric journeys

Help us deliver a frictionless but compliant journey

Help us reduce fraud risk

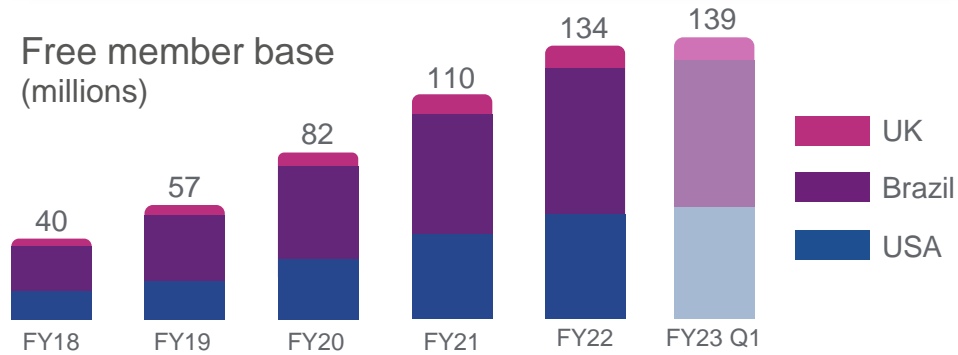
Help us to find and keep the best customers

# Strategic highlights: significant contribution from organic investment; acquisitions supplement core strategies

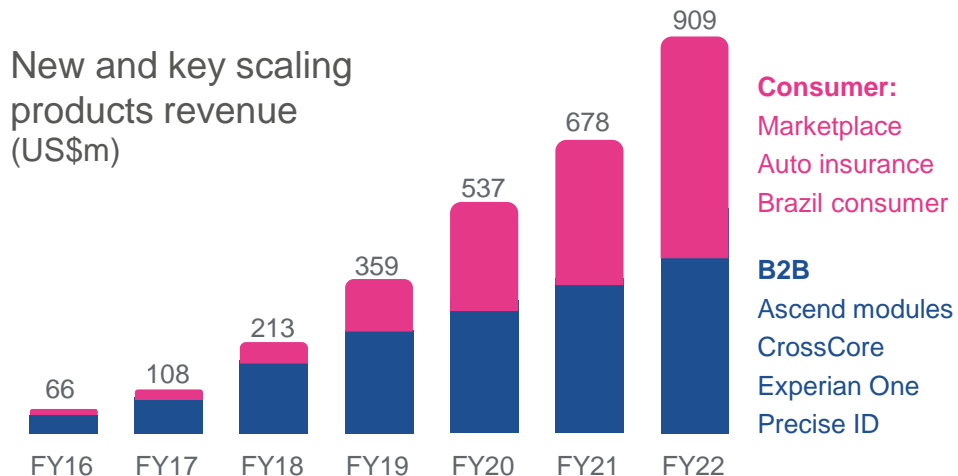


## Organic

Free member base (millions)



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



## Inorganic



Redefining Consumer Services far beyond credit scores and monitoring



Leading the next phase of credit decisioning development



Expanding in new growth markets



Driving to scale in our smaller regions



Capitalising on a unique market opportunity in Brazil



- Reached 82m people with Social Innovation and connected with 87m through United for Financial Health, making good progress towards our respective 100m targets
- Furthered our commitment on gender diversity; 33% of Senior Leaders are female and 36% of Board
- Continuing to progress on our carbon neutral commitment
  - reduced Scope 1 and 2 emissions by 44% since 2019 base year
  - commencing planning towards net zero in our own operations

Improving financial health for all

Treating data with respect

Inspiring and supporting our people

Working with integrity

Protecting the environment





## FY22 Strategic Progress



# Delivering strong growth: accelerating B2B and step-change in Consumer Services



## Financial highlights

- Total revenue +17% at actual rates, +17% at constant FX and +12% organically<sup>2</sup>
- Benchmark EBIT margin +60 basis points up at constant rates
- Benchmark earnings per share +21% at constant and actual rates
- Cash flow conversion of 109%; Net debt/Benchmark EBITDA 1.9x
- Second interim dividend raised by 10%
- US\$175m net share repurchase
- Q1 FY23: Total revenue +7% at actual rates, +9% at constant FX and +7% organically

## B2B<sup>1</sup> +9%<sup>2</sup>

- Volume growth driven by rebound and alternative data assets
- Broadening Ascend and deploying cloud-enabled platforms
- Successful expansion into new client segments, e.g. BNPL
- Executing verifications entry strategy and expanding in priority verticals
- Accelerating positive data adoption in Brazil
- Q1 FY23: +6% organic revenue growth

## Consumer +22%<sup>2</sup>

- Free membership growth, up 24m to 134m (139m Q1 FY23)
- Enriching premium offers to enhance engagement
- Significant credit marketplace growth
- Progressing our entry into insurance marketplace
- Q1 FY23: +13% organic revenue growth

## Geographic

- Double-digit organic revenue growth across our three large geographies, plus selective M&A
- UK and Ireland transformation programme on track, 550 bps margin accretion
- Taking next step to enhance performance in EMEA/Asia Pacific, 600 bps margin accretion

<sup>1</sup> Business-to-Business.

<sup>2</sup> Organic revenue growth for the year ended 31 March 2022.

BNPL: Buy Now Pay Later.

BPS: Basis Points.

North America: performing strongly, successful strategic execution; +13%\* (Q1 FY23: +7%)



## Data and innovation-led growth

- Bureau volume growth reflecting:
  - Client loan book expansion; clients seeking to acquire new customers
  - Strength in short-term lending
  - New client mandates
  - Broadening of our data assets; e.g. investment to ensure more of the US population becomes scoreable
- Clients investing in digital capabilities:
  - Further progress with Ascend. Expanding the range of Ascend use cases and integrating Ascend with cloud-enabled decisioning
  - Extending cloud-enabled decisioning and analytics to new client segments, e.g. in mid-market

## Realising new opportunities in key verticals

- Expanding our position in Buy Now Pay Later. Introducing new specialty bureau
- Verification Services exceeds expectations in first full year:
  - Over 100 clients signed
  - Record count reaches 42m
- Strong demand in Health for propositions which drive digital patient interactions, some COVID-19 one-off contribution
- Automotive traction with key innovations including Experian Audience Engine, despite external headwinds
- Tapad synergies drive new business momentum in Targeting

# North America Consumer Services: moving ahead by bringing new value to our members, +21%\* (Q1 FY23: +13%)



## Building our next growth horizons...

- Free members rise by 11m to 52m (Q1 FY23: 55m)

## Expanding the Experian marketplace

- Scaling our credit marketplace as lenders introduce more pre-approved offers
- Integration of Gabi enables us to provide a unique way to bring car insurance shopping to our member base

## Establishing the next generation of premium services

- Expanding credit monitoring to financial health, starting with bill negotiation through Billfixers
- Expanding identity theft protection to include privacy features

## More to come for our members

- New ways to Boost
- Next generation-propositions in development to drive daily utility

# Latin America: seizing the opportunity in Brazil; expanding regional footprint; +17%\* (Q1 FY23: +18%)



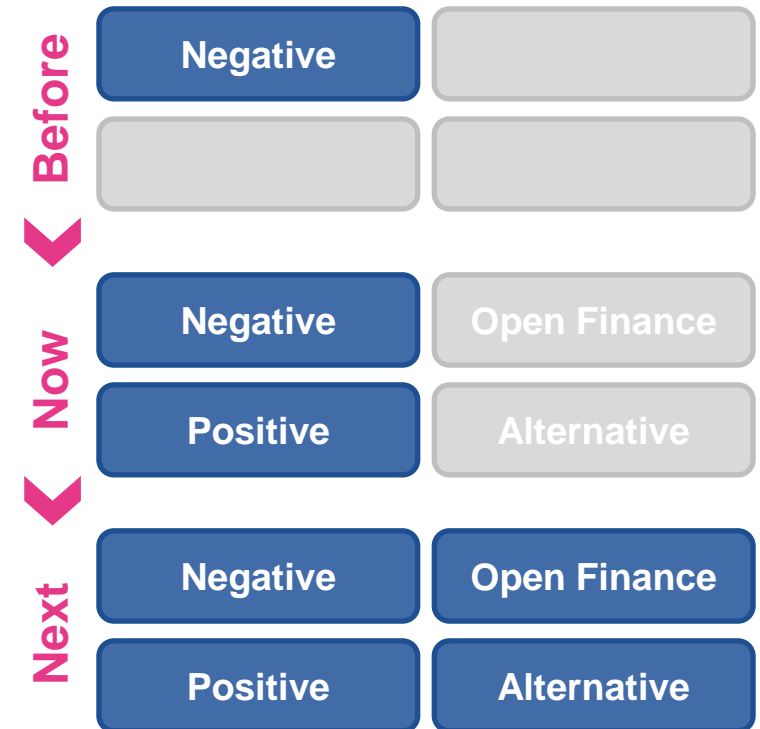
## Extending in core credit and laying foundations in new verticals

- Extended our range of positive data attributes and scores. Enriching our data assets with alternative and consumer-permissioned sources
- More clients for Ascend, growing decisioning software, investing in Serasa Score and expanding our range of analytics
- BrScan acquisition has expanded our opportunity in fraud and identity management
- Developing new vertical opportunities, e.g. agribusiness where credit allocation methodologies have scope to improve in efficiency

## Broadening our revenue streams in Consumer Services

- Free membership of 71m (45% of adult Brazilian population) (Q1 FY23: 73m)
- Serasa eCred is becoming the go-to platform for millions of consumers to access credit, driving marketplace growth
- PagueVeloz integration underway. Adds opportunity in SME debt negotiation
- New premium features like 'lock/unlock' are extending our ecosystem into premium services

## Regulatory reforms are unlocking new sources of data





UK and Ireland: on a stronger trajectory, with improved margins; laying foundations for sustained growth, +11%\* (Q1 FY23: +5%)



## B2B drivers

- Very strong year for new business performance, which underpins FY23 growth prospects
  - Wins across a broad spectrum of clients, including FinTech and BNPL
  - Driven by our data superiority, strength in analytics, and fraud and identity management
- Clients focusing on new credit acquisitions, with greater appetite to understand disposable income

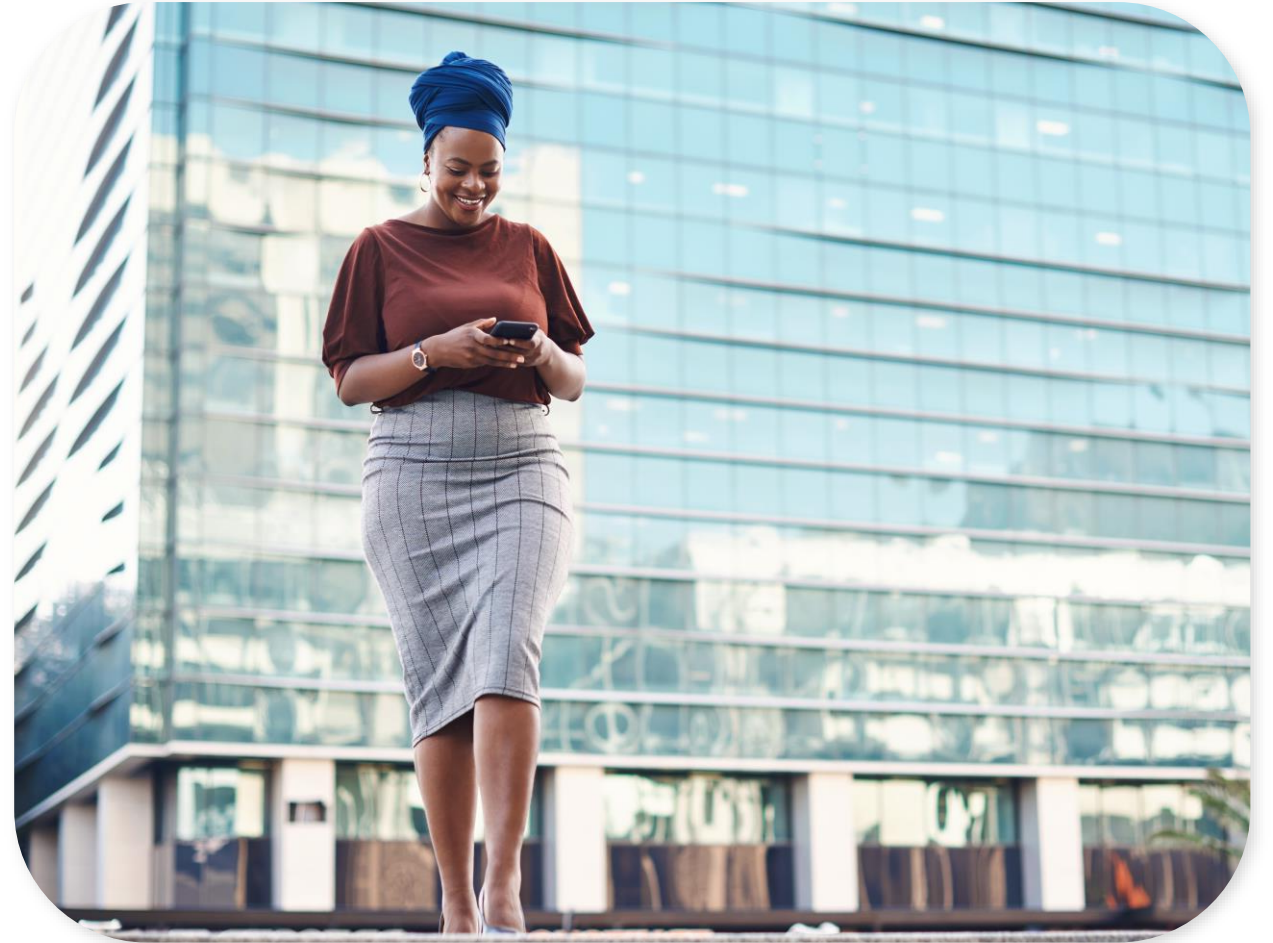
## Consumer Services

- Further free membership growth, +1.5m to 11m
- Credit marketplace continues to scale, providing consumers with choice, transparency and more ways to save money

# EMEA/Asia Pacific – positioning to drive meaningful value for Experian; +3%\* (Q1 FY23: +1%)



- Focusing on our scale markets
- Further streamlining our operational and geographic footprint
- Ambition to increase proportion of recurring revenue and deliver more profitable growth





## Recent performance – Q1 FY23



# Financial highlights



		FY22			Q1 FY23	
		Constant FX rates	Actual FX rates	Results	Constant FX rates	Actual FX rates
Revenue (Ongoing activities)	Total revenue growth	17%	17%	US\$6,267m	9%	7%
	Organic revenue growth	12%			7%	
EBIT (Ongoing activities)	Benchmark EBIT growth	19%	19%	US\$1,640m		
	Benchmark EBIT margin progression	60 bps	40 bps			
EPS	Benchmark earnings per share growth	21%	21%	USc 124.5		
Operating cash flow	Benchmark operating cash flow conversion		109%	US\$1,800m		
	Benchmark operating cash flow growth		22%			
Dividend	Total dividend per share growth		10%	USc 51.75		
Funding and liquidity	Net debt to Benchmark EBITDA			1.9x		

# Quarterly organic growth trends



		% of Group revenue <sup>1</sup>	Q1	Q2	Q3	Q4	FY22	Q1 FY23
<b>North America (NA)</b>		<b>65%</b>	<b>22%</b>	<b>11%</b>	<b>13%</b>	<b>8%</b>	<b>13%</b>	<b>7%</b>
<b>Data</b>	CI / BI bureaux	24%	20%	5%	8%	3%	9%	3%
	CI / BI bureaux, excluding Mortgage	20%	26%	13%	15%	10%	16%	11%
	Mortgage	4%	0%	(20)%	(21)%	(24)%	(16)%	(31)%
	Automotive	4%	11%	6%	4%	4%	6%	4%
	Targeting	3%	32%	16%	7%	6%	13%	11%
<b>Decisioning</b>	Health	8%	19%	13%	17%	10%	15%	5%
	DA / Other	5%	14%	7%	13%	7%	10%	7%
<b>Consumer</b>	<b>Consumer Services</b>	21%	28%	21%	19%	17%	21%	13%
<b>Latin America (LA)</b>		<b>13%</b>	<b>25%</b>	<b>16%</b>	<b>11%</b>	<b>17%</b>	<b>17%</b>	<b>18%</b>
<b>Data</b>	CI / BI bureaux	8%	17%	11%	10%	14%	13%	14%
	Other	1%	(6)%	(6)%	14%	(1)%	0%	5%
<b>Decisioning</b>	DA / Other	2%	34%	28%	9%	19%	21%	20%
<b>Consumer</b>	<b>Consumer Services</b>	2%	107%	41%	19%	33%	40%	42%
<b>Total NA and LA</b>		<b>78%</b>	<b>22%</b>	<b>12%</b>	<b>12%</b>	<b>10%</b>	<b>14%</b>	<b>9%</b>

# Quarterly organic growth trends



		% of Group revenue <sup>1</sup>	Q1	Q2	Q3	Q4	FY22	Q1 FY23
<b>UK and Ireland</b>		14%	20%	11%	8%	6%	11%	5%
<b>Data</b>	CI / BI bureaux	6%	19%	9%	6%	5%	9%	9%
	Targeting / Auto	1%	21%	1%	4%	7%	8%	3%
<b>Decisioning</b>	DA / Other	4%	8%	6%	7%	7%	7%	2%
<b>Consumer</b>	Consumer Services	3%	37%	23%	13%	6%	19%	0%
<b>EMEA/Asia Pacific</b>		8%	19%	(2)%	0%	4%	3%	1%
<b>EMEA</b>		5%	26%	(6)%	(4)%	0%	(1)%	
<b>Asia Pacific</b>		3%	10%	6%	10%	15%	10%	
<b>Total Global</b>		<b>100%</b>	<b>22%</b>	<b>11%</b>	<b>11%</b>	<b>9%</b>	<b>12%</b>	<b>8%</b>

Organic revenue growth	7–9%
Acquisitions <sup>1</sup>	1% contribution to growth
Benchmark EBIT margin <sup>1</sup>	Modest margin improvement at constant exchange rates
Foreign exchange	c. -1% on revenue, flat on Benchmark EBIT, c. +40 basis points on benchmark EBIT margin
Net interest	c.US\$120–125m
Benchmark tax rate	c.26%
WANOS <sup>2</sup>	c.914m
Capital Expenditure	c.9% of revenue
Benchmark OCF <sup>3</sup> conversion	>90%
Share repurchases	US\$175m

1 At constant exchange rates.  
2 Weighted average number of shares.  
3 Operating cash flow.



## Environmental, Social and Governance (ESG)





# Experian's sustainable business strategy



OUR PURPOSE:

**Creating a better tomorrow**

OUR SUSTAINABLE BUSINESS STRATEGIC PRIORITY:

**Improving Financial Health for all**

THROUGH OUR

Core products | Social Innovation | Community Investment

Contributing to the UN Sustainable Development Goals



1.4



8.10



9.3

ENABLED BY:

**Treating data with respect**

Security | Accuracy | Fairness | Transparency | Inclusion

SUPPORTED BY:

**Inspiring and supporting  
our people**

**Working with integrity**

**Protecting the  
environment**

## Our goals

### Improving financial health for all:

- Reach 100m people through social innovation products by 2025 (since 2013)
- Connect 100m people through United for Financial Health by 2024 (since 2020)

### Diversity:

- By 2024 increase the proportion of women in our executive committee and direct reports to 30%, in our senior leaders to 40%, in our mid-level leaders to 42%, and in our total workforce to 47%

### Environment:

- Become carbon neutral in our own operations by 2030<sup>1</sup>
- By 2030 cut Scope 1 and 2 emissions by 50% and Scope 3 emissions<sup>2</sup> by 15%
- Carbon offset scope 1 and 2 emissions gradually over the 5 years to 2025

# Experian ESG overview



## • Social

- Opportunity to significantly advance global **financial inclusion**, supporting UN Sustainable Development Goals 1.4, 8.10, 9.3
- Data security and privacy is of highest focus, **ISO 27001** standard
- Employees – recruiting and retaining **top talent**; building a high performance, inclusive culture
- Supply chain principles support UN **Universal Declaration of Human Rights**; member of the Slave-Free Alliance; supplier diversity programme

## • Environment

- Committed to **carbon neutral<sup>1</sup> by 2030**, **Science Based Target** set for 2030. Offsetting Scope 1 & 2 emissions over the 5 years to 2025.
- Follow **TCFD** recommendations and report to CDP (score B)

## • Governance:

- Independent board evaluation shows **first class corporate governance** and excellent board performance
- **Board** meets recommendations of Parker Review on ethnic diversity



Supporting the UN Sustainable Development Goals



FTSE4Good

Member of FTSE4Good ESG index since 2012



Member of Fortune's 2021 'Change the World' list



Recognised in Fast Company's 2022 World Changing Ideas Awards



CDP Supplier Engagement Leader 2021 - in top 8% of companies, 'A' score



Fortune 100 Best Companies To Work For 2022

# Improving Financial Health – at the heart of our purpose



## 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



# Improving Financial Health – the three key ways we help



1

## Core products

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

**Experian Boost** has helped millions of people in USA instantly improve their credit scores by adding on-time payments of utility bills to their financial profiles

Priority is driving revenue at scale for the business, investments prioritised by returns

2

## Social Innovation

This programme provides seed funding to explore innovative new solutions designed to offer societal benefits and new revenue streams.

**GeleZAR app** in South Africa - people can improve their financial education through fun courses on their mobile & build their credit score even without a bank account

Focus is on number of people reached with financial inclusion products, returns are secondary

3

## Community Investment

We deliver financial education programmes and support communities where we operate.

**United for Financial Health** launched to re-build financial lives post COVID-19, has reached 87 million people since 2020 launch, target of 100 million by 2024

Priority is educating people on finances to help drive financial inclusion

- Products
- Most focussed on returns
- Less financially excluded

**Sliding scale**  
(generalised characteristics, there are exceptions)

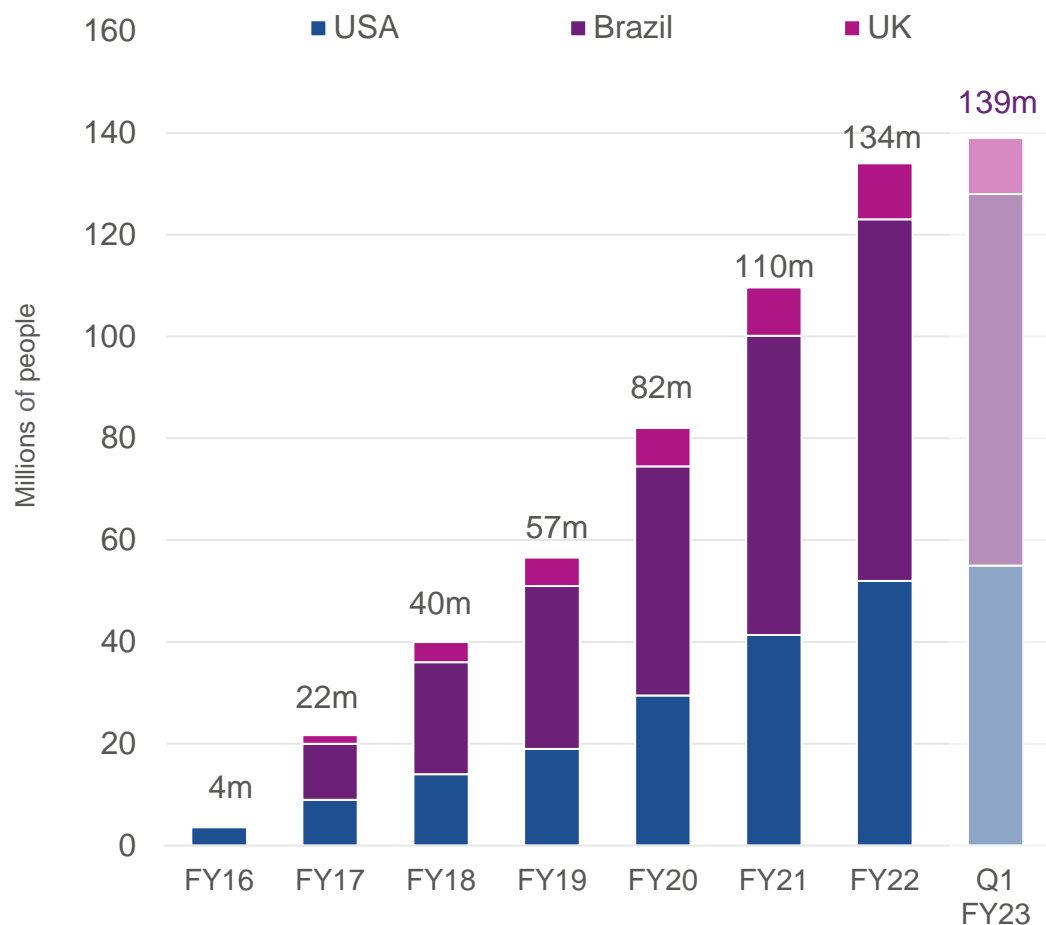
- Education
- Most focussed on helping people
- More financially excluded

**As we help people move up the ladder of financial inclusion, more people become potential consumers of our core products**

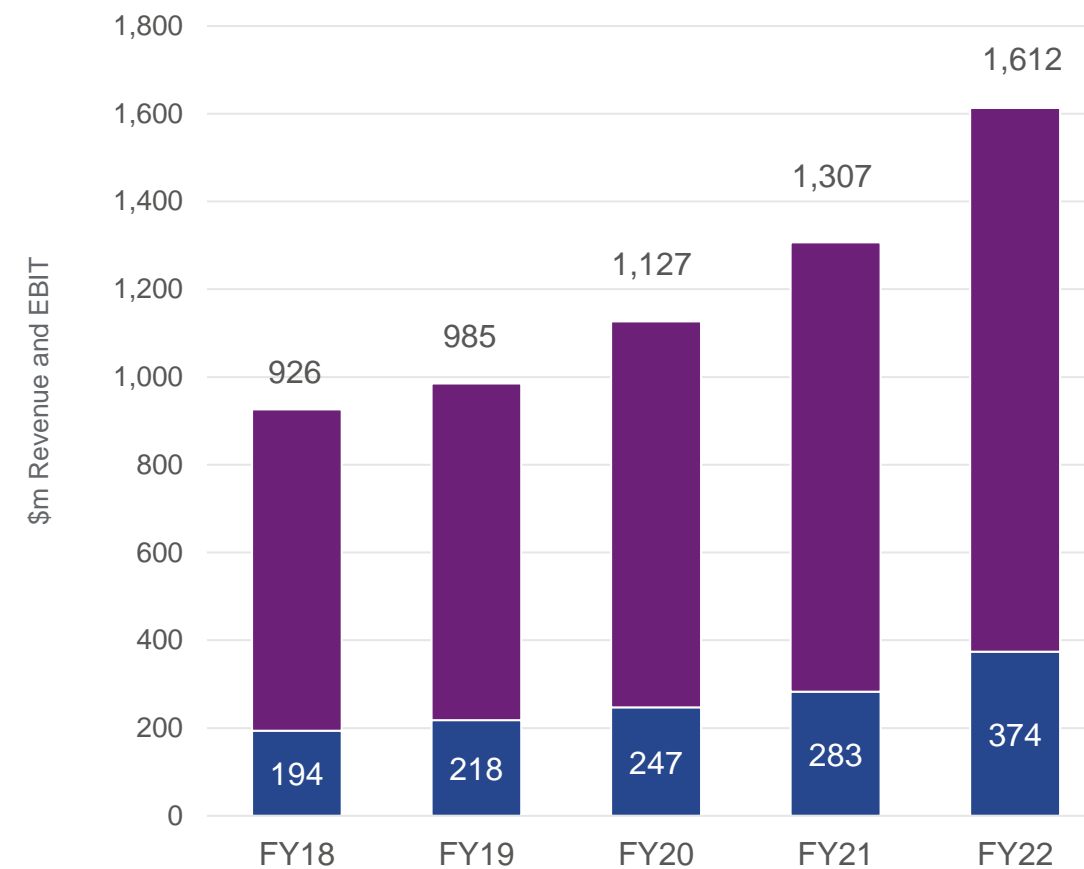
# Improving Financial Health – core product metrics



## Free consumer members



## Consumer Revenue & EBIT



# Improving Financial Health – UN Sustainable Development Goals



Given our sustainable business strategic priority of Improving Financial Health for all, we have identified three of the SDGs where we can make a meaningful contribution:

## 1 NO POVERTY



### Target 1.4

By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as **access to appropriate new technology and financial services, including microfinance.**

## 8 DECENT WORK AND ECONOMIC GROWTH



### Target 8.10

Strengthen the capacity of domestic financial institutions to encourage and **expand access to banking, insurance and financial services for all.**

## 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



### Target 9.3

**Increase the access** of small-scale industrial and other enterprises, in particular in developing countries, to **financial services, including affordable credit.**

- These specific SDG targets are related to improving access to credit, microfinance and financial services, and we contribute to these via our core products, social innovation, and community investment.
- Target: Reach 100m people through social innovation products by 2025
- Target: Connect with 100m people through United for Financial Health by 2024

## Social – Treating data with respect



We aim to be The Consumers' Bureau.

We have built our business on clear commitments to treat data with respect.

### Experian Global Data Principles:

#### Security

Data security is critical. Securing and protecting data against unauthorised access, use, disclosure and loss are key priorities for us.

#### Accuracy

We will make data as accurate, complete and relevant as possible for the manner in which it is used, always in compliance with legal requirements.

#### Fairness

We collect and use data fairly and for legitimate purposes, balancing privacy expectations with the social and economic benefits derived from the responsible use of data for individuals, businesses and clients.

#### Transparency

We are open and transparent about the types of data we collect, where we get it, how it is used and where it is shared. Where appropriate we provide individuals with access to the data we collect about them and the ability to correct, restrict or delete data.

#### Inclusion

We seek to improve financial health and inclusion for all through the innovative use of relevant data to help individuals improve their financial lives.

## Social - Employees



### We're committed to inspiring and supporting our people

- We have a high performance culture with opportunities for training and development for all employees
- We build and celebrate a diverse and inclusive culture, and we've set new gender diversity targets
- We listen to our people's views, support a positive empowering culture and do all we can to make Experian a great place to work.

**4.3**

Glassdoor score<sup>1</sup>

**40**

Employee  
diversity groups

**40%**

target for women  
in senior leaders

#### FY22 Great Place to Work survey

- **86%** proud to tell others that they work at Experian
- **82%** feel good about the ways in which we contribute to the community
- **90%+** agree that people are treated fairly regardless of their social and economic status, sexual orientation, race and gender

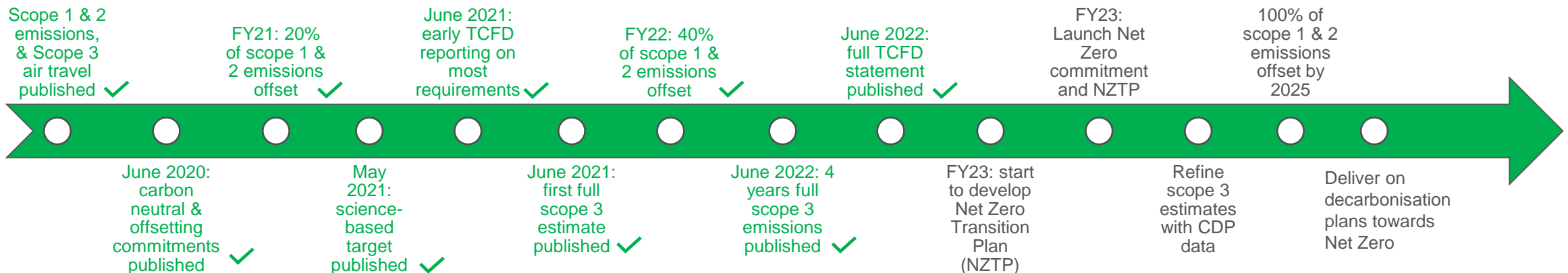


# Environment



## We've committed to become carbon neutral in our own operations<sup>1</sup> by 2030

- The SBTi have approved our science-based target that by 2030 we will reduce Scope 1 and 2 emissions by 50% and Scope 3 emissions<sup>2</sup> by 15%.
- We've committed to gradually carbon offset our scope 1 and 2 emissions over the 5 years to 2025.
- We are exploring options to reduce carbon emissions, switch to more renewable energy and using carbon offsetting or sequestration for the emissions that can't be eliminated.
- During FY23 we will develop our plans to decarbonise our operations even further and transition to net zero.





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

- We maintain the highest standards as set out in the UK Corporate Governance Code 2018
- Independent Board evaluation shows first class corporate governance and excellent board performance
- Board meets recommendations of Parker Review on ethnic diversity

**73%**

Independent<sup>1</sup>  
Board members<sup>2</sup>

**36%**

Women on Board<sup>2</sup>

**2**

Ethnically diverse  
Board members

**100%**

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

# ESG highlights



## 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>139m</b>
People reached by United for Financial Health	<b>52m</b>
Revenue from Social Innovation products	<b>\$59m</b>
Debt renegotiated via Limpa Nome	<b>\$5.9bn</b>
Unbanked people who could benefit through alternative data sources and Experian technology platforms	<b>1.7bn</b>
Data security and privacy is <b>a top priority</b>	
Robust security controls based on <b>ISO27001</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>78%</b>
Glassdoor rating (increased 6 years running) <sup>4</sup>	<b>4.3</b>
Three-year gender diversity targets set	<b>Yes</b>
Voluntary employee attrition	<b>16.1%</b>
Diversity and inclusion employee groups	<b>40</b>

## Environment

Committed to become carbon neutral by	<b>2030</b>
Science-based target approved by SBTi	<b>Yes</b>
CDP Climate Change score	<b>B</b>
CDP Supplier Engagement Leader 2021	<b>A</b>
Scope 1 & 2 emissions since 2019 <sup>5</sup>	<b>-44%</b>
% FY22 scope 1 & 2 emissions offset	<b>40%</b>
Electricity from renewable sources	<b>32%</b>

## Governance

Independent Board members <sup>6,7</sup>	<b>73%</b>
Female Board members <sup>6</sup>	<b>36%</b>
Ethnically diverse Board members <sup>8</sup>	<b>2</b>
Independence of Audit and Remuneration <sup>6</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>9</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





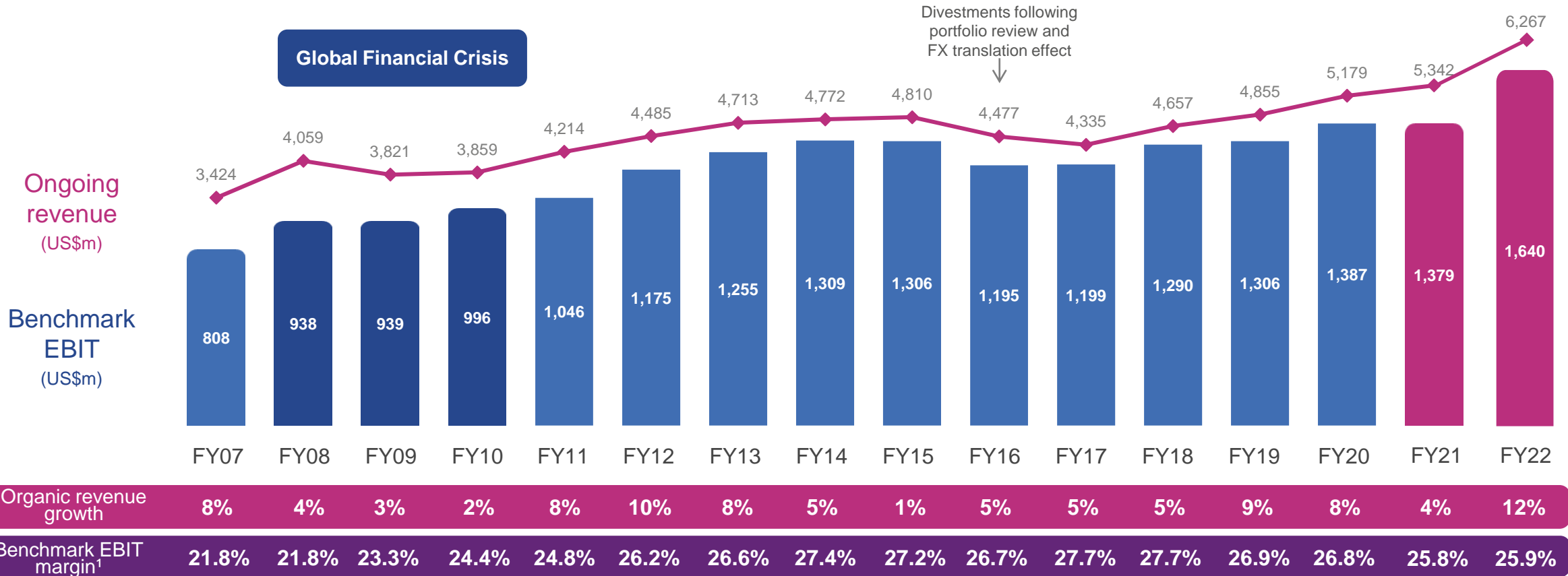
## Appendix



# Organic revenue growth and stable margins in every year since 2007



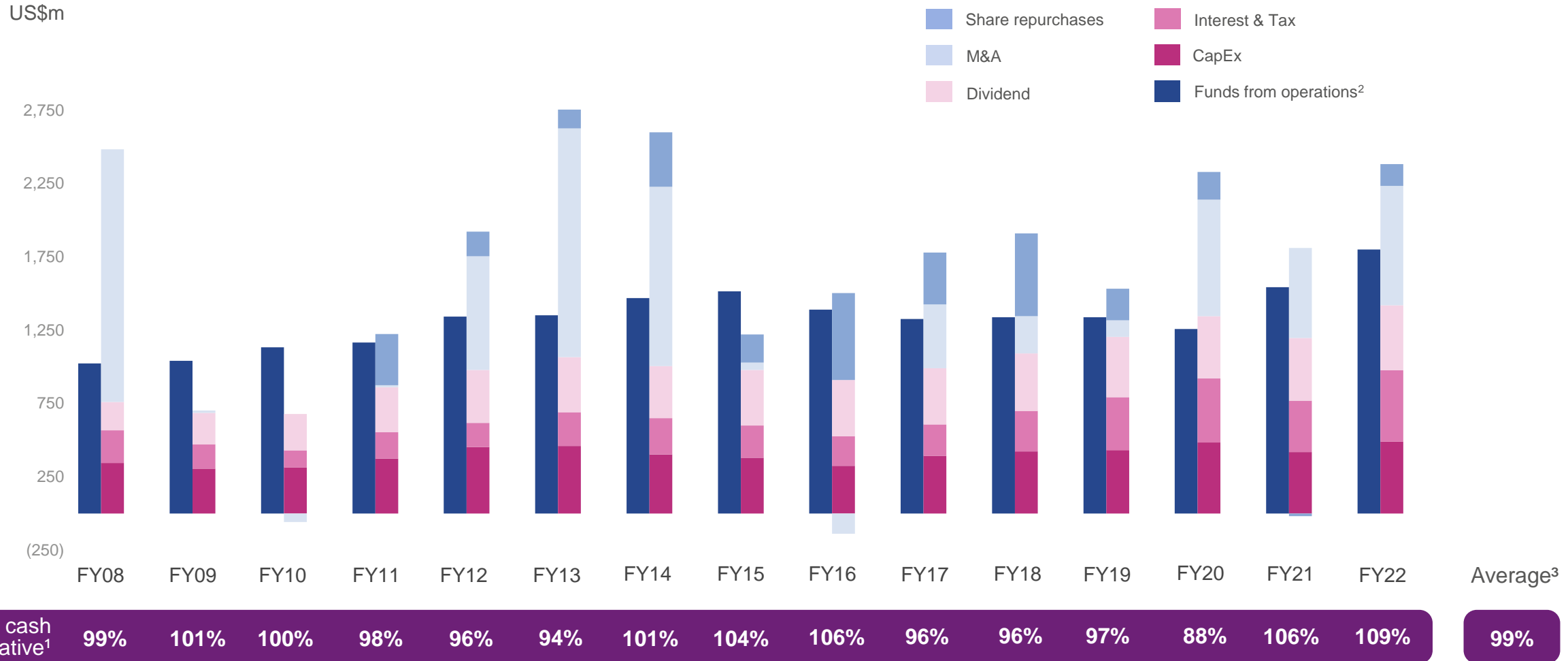
COVID-19 pandemic



1. Conversion of Benchmark EBIT into Benchmark operating cash flow.

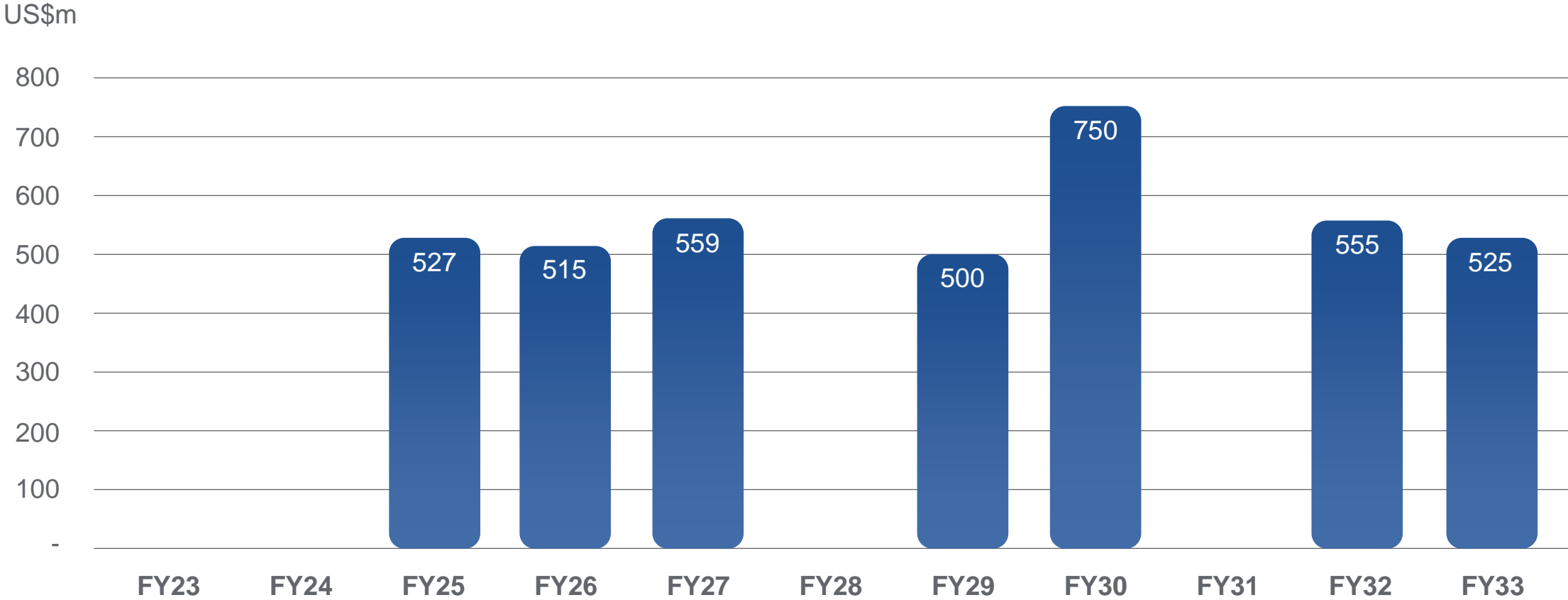
Global ongoing activities revenue and Benchmark EBIT only. Excluding growth rates, FY07 to FY20 revenue, Benchmark EBIT and cash flow conversion may have been adjusted to exclude various exited business activities and discontinued operations. Growth rates are not restated. All revenue, Benchmark EBIT and conversion of Benchmark EBIT into Benchmark operating cash flow, are as reported. Source: Experian's Annual Reports from FY07 to FY20 (see <https://www.experianplc.com/investors/results-and-presentations/>).

# Our cash flow is consistently strong and reliable which supports our disciplined capital allocation

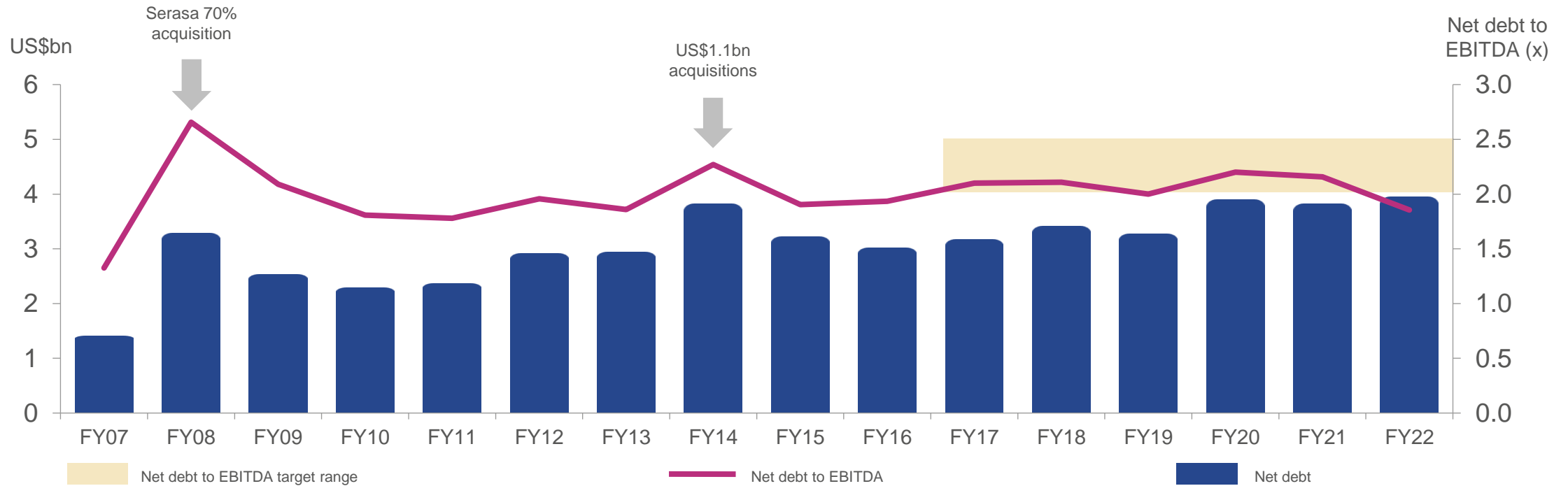


1. Conversion of Benchmark EBIT into Benchmark operating cash flow.  
 2. Funds from operations is defined as Benchmark free cash flow plus organic capital investment (capital expenditure).  
 3. Average from FY07 to FY22.  
 Source: Experian's Annual Reports from FY07 to FY22 – publicly available at [www.experianplc.com/investors/reports/](http://www.experianplc.com/investors/reports/).

# Bond maturity profile



# 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).



# North America: expanding our data assets to offer the most robust insights



Recent additions include digital identity graph and employer records



## Consumer Credit

- Largest traditional credit bureau
- Over 245 million credit-active consumer records
- Approximately 4 billion consumer tradelines
- Approximately 12 million consumer public records
- Over 20 years of raw data
- 99.9% accuracy
- 42 million payroll and unique employer-direct records



## Consumer Marketing

- Broadest reach of consumer data available with 3,200 public and proprietary sources
- 126 million living units; 300 million consumers
- 650+ psychographics; 1500+ demographic attributes; 70+ lifestyle segments
- 700 million + Vehicle ownership data records
- 4+ billion clustered device records



## US Business Credit

- Most comprehensive source of US businesses available
- 25.1 million active business credit records
- 145.6 million business tradelines w/ 2 member consortiums
- 47.5 million US businesses in database
- 700+ Attributes
- Over 6 million sources



## Fraud & Identity

- Over 500,000 known fraud records
- Over 800,000 daily identity transactions
- 400+ million consumer demographic and credit records
- Approximately 2,000 credit and fraud attributes



## Alternative Financials

- Largest alternative FCRA regulated credit bureau
- 60+ million unique consumers
- Payday and cash advance
- Short term installment loans
- 1000+ attributes and multiple scores
- 20 million+ rental files via RentBureau®

## Augmented with best-in-class third-party datasets

Government data

Economic data

Property data

Social data

User permissioned

Cyber ID / Dark web

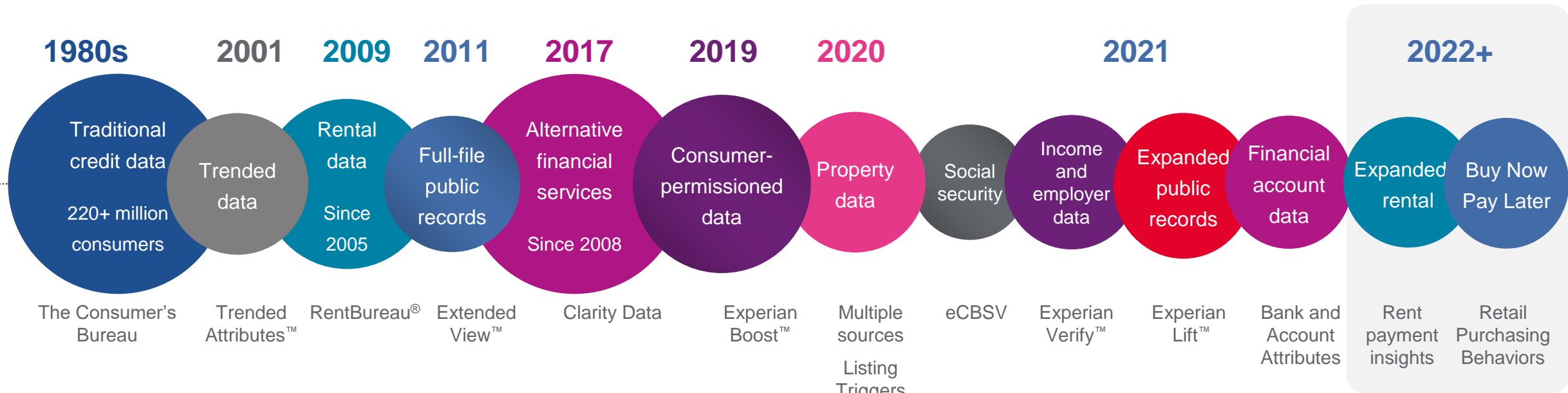
Health

**Highest quality and accuracy | Expert matching | World-class compliance and governance**

# North America data: Expanding data sources for a 360° view of consumers



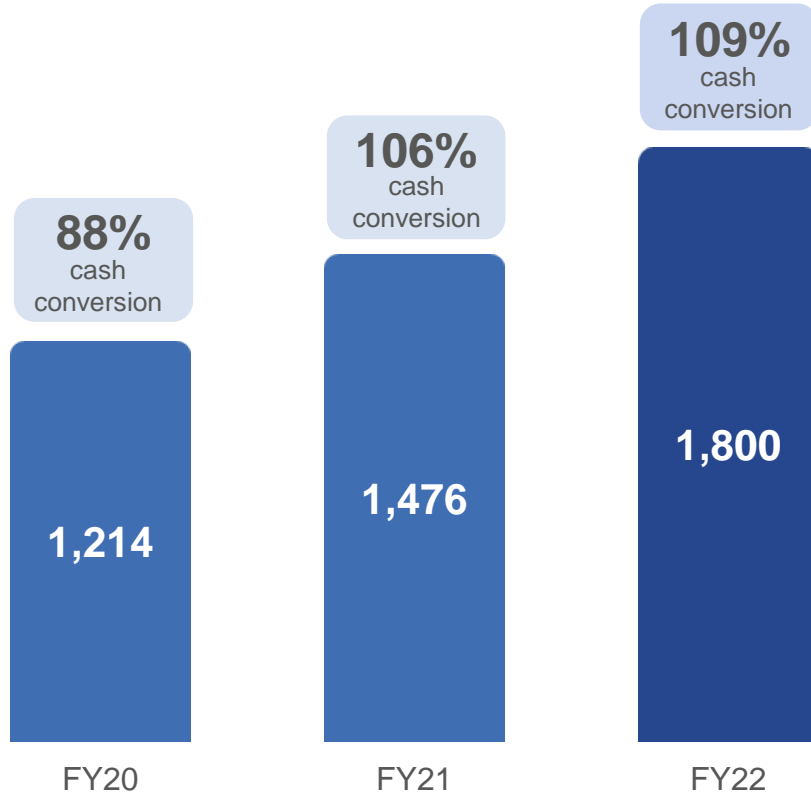
Driving results in financial inclusion, modeling, decisioning, marketing, risk management and more



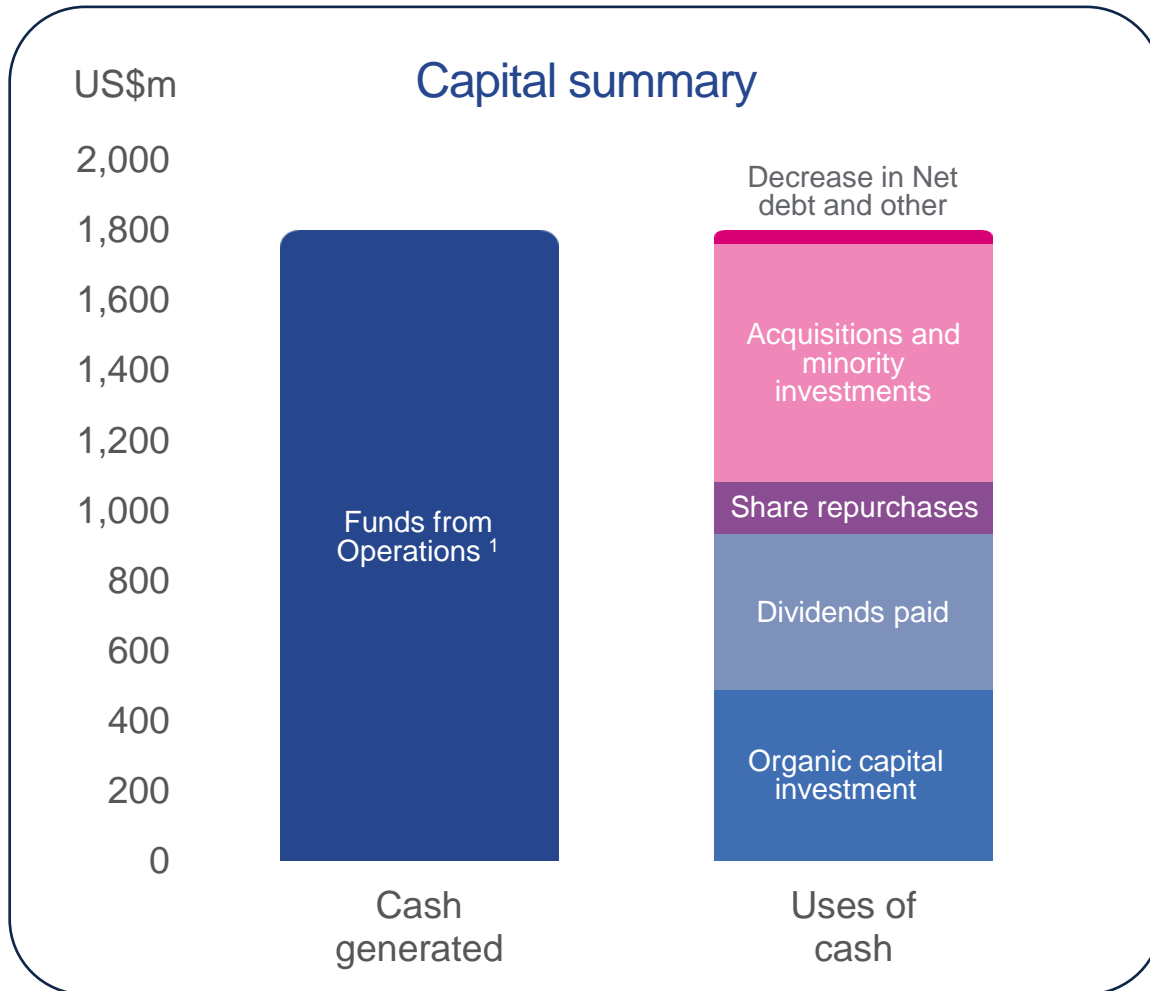
Directly sourced • Calculated • Acquired • Third-party partnerships

US\$m

## Benchmark operating cash flow<sup>1</sup>



- Strong cash flow generation and conversion
- One-off cash receipt and positive mix impact from Consumer Services
- Benchmark operating cash flow increased US\$324m, 22% up on the previous year
- Net capital expenditure represents 8% of revenue



- US\$813m acquisitions and minority investments in the year
- Shareholder returns of US\$593m:
  - US\$149m Net share repurchases
  - Cash dividends of US\$444m
  - Full-year dividend growth of 10%
- Leverage ratio 1.9x Net debt / Benchmark EBITDA<sup>2</sup>

<sup>1</sup> Funds from Operations is defined as Benchmark free cash flow plus organic capital investment (capital expenditure).

<sup>2</sup> Net debt definition has been updated to include lease obligations, following changes in market adoption of the recently implemented IFRS16.



Year ended 31 March  
US\$m

	2022	2021	Total growth	Organic growth	Q1 FY23 Organic growth
Data	2,033	1,761	15%	9%	4%
Decisioning	784	694	13%	13%	6%
<b>Business-to-Business</b>	<b>2,817</b>	<b>2,455</b>	<b>15%</b>	<b>10%</b>	<b>5%</b>
<b>Consumer Services</b>	<b>1,305</b>	<b>1,075</b>	<b>21%</b>	<b>21%</b>	<b>13%</b>
<b>Total revenue</b>	<b>4,122</b>	<b>3,530</b>	<b>17%</b>	<b>13%</b>	<b>7%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>1,381</b>	<b>1,201</b>	<b>15%</b>		
<b>Benchmark EBIT margin</b>	<b>33.5%</b>	<b>34.0%</b>			

Year ended 31 March  
US\$m

	2022	2021	Total growth	Organic growth	Q1 FY23 Organic growth
Data	528	457	15%	12%	30%
Decisioning	149	92	60%	21%	20%
<b>Business-to-Business</b>	<b>677</b>	<b>549</b>	<b>22%</b>	<b>14%</b>	<b>15%</b>
<b>Consumer Services</b>	<b>114</b>	<b>76</b>	<b>49%</b>	<b>40%</b>	<b>42%</b>
<b>Total revenue</b>	<b>791</b>	<b>625</b>	<b>25%</b>	<b>17%</b>	<b>18%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>223</b>	<b>172</b>	<b>27%</b>		
<b>Benchmark EBIT margin</b>	<b>28.2%</b>	<b>27.5%</b>			

Year ended 31 March  
US\$m

	2022	2021	Total growth	Organic growth	Q1 FY23 Organic growth
Data	409	361	9%	9%	8%
Decisioning	244	220	7%	7%	2%
<b>Business-to-Business</b>	<b>653</b>	<b>581</b>	<b>9%</b>	<b>8%</b>	<b>6%</b>
<b>Consumer Services</b>	<b>194</b>	<b>156</b>	<b>19%</b>	<b>19%</b>	<b>0%</b>
<b>Total revenue</b>	<b>847</b>	<b>737</b>	<b>11%</b>	<b>11%</b>	<b>5%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>188</b>	<b>123</b>	<b>51%</b>		
<b>Benchmark EBIT margin</b>	<b>22.2%</b>	<b>16.7%</b>			

Year ended 31 March  
US\$m

	2022	2021	Total growth	Organic growth	Q1 FY23 Organic growth
Data	343	284	20%	4%	1%
Decisioning	164	166	2%	1%	2%
<b>Total revenue</b>	<b>507</b>	<b>450</b>	<b>13%</b>	<b>3%</b>	<b>1%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>0</b>	<b>(27)</b>	<b>122%</b>		
<b>Benchmark EBIT margin</b>	<b>0.0%</b>	<b>(6.0)%</b>			



# Reconciliation of Benchmark to Statutory PBT

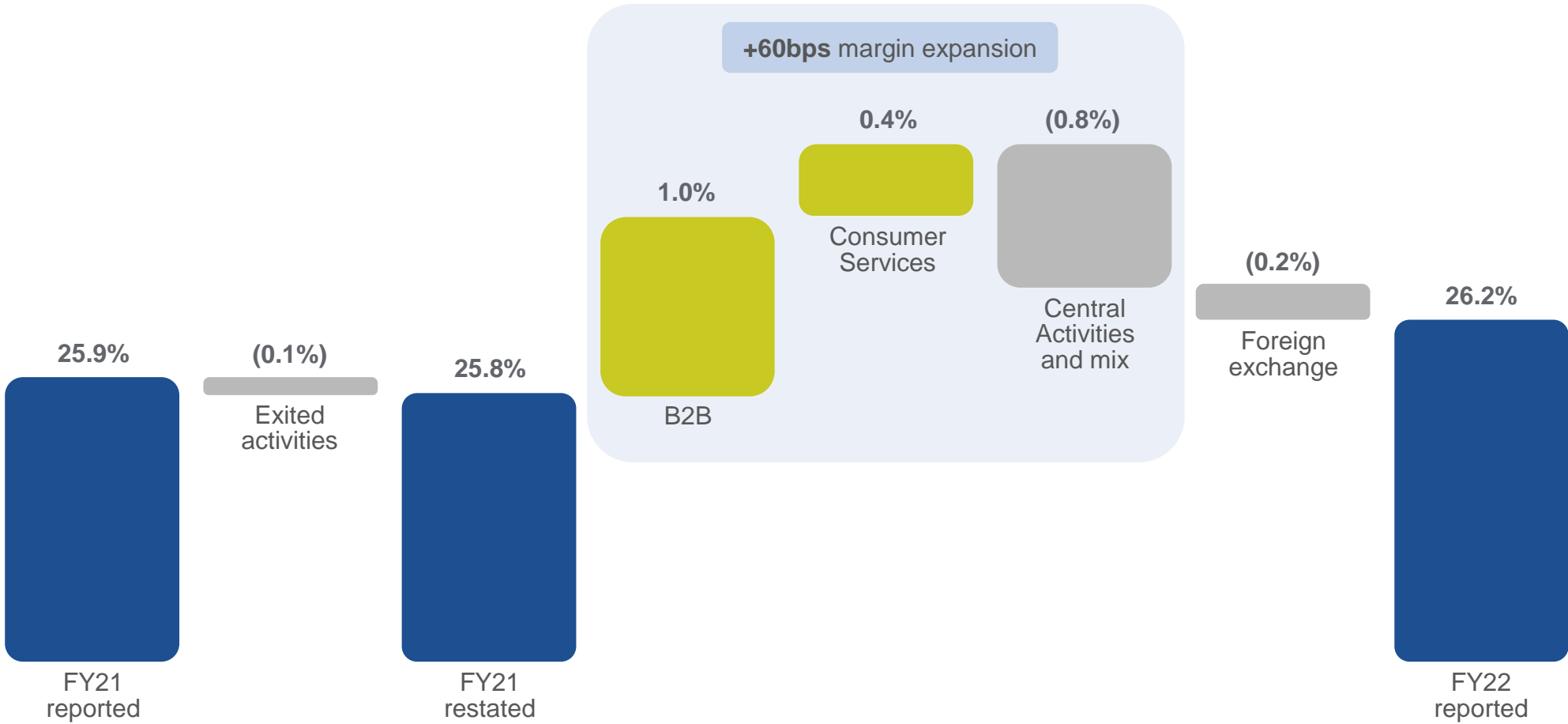


Year ended 31 March  
US\$m

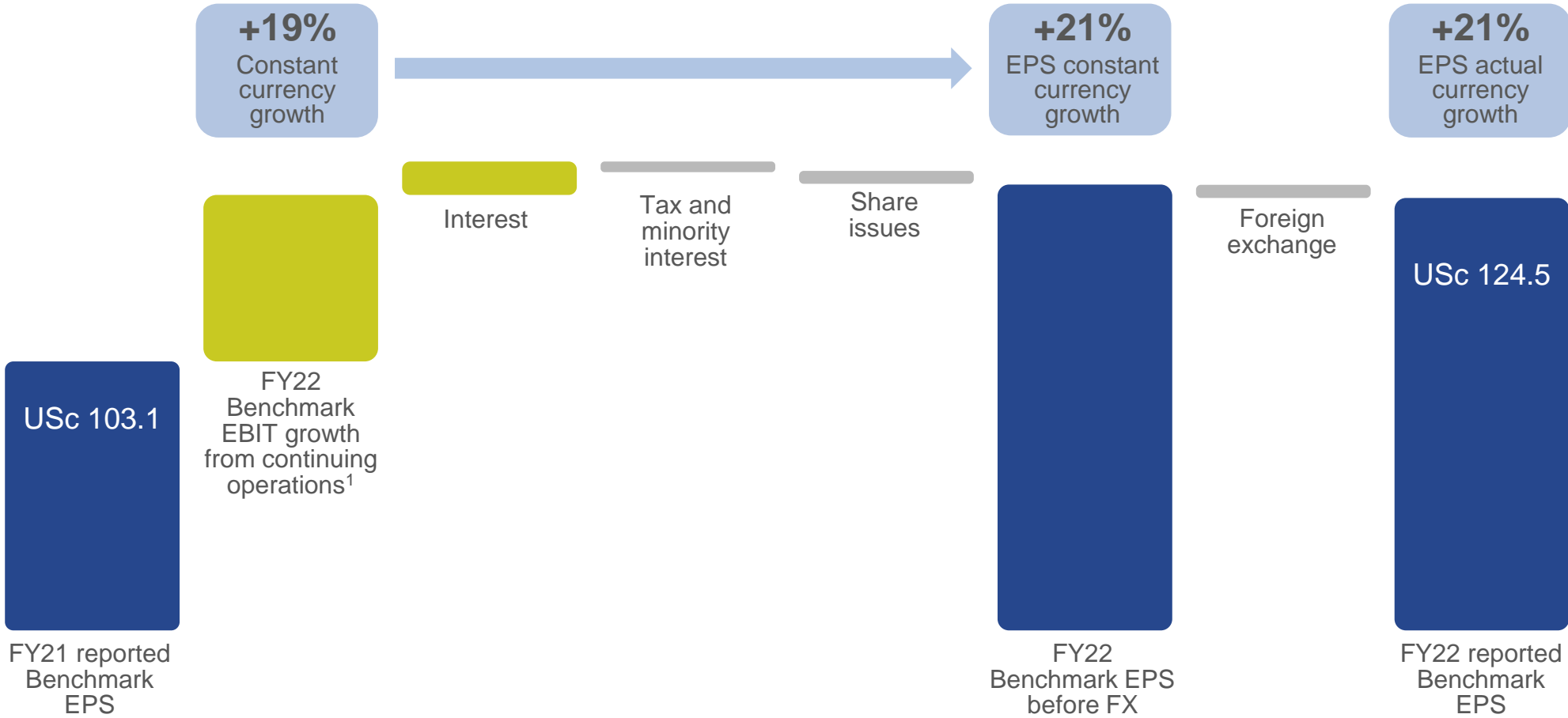
	2022	2021	Growth % (actual rates)	Growth % (constant rates)
<b>Benchmark profit before tax</b>	<b>1,535</b>	<b>1,265</b>	<b>21</b>	<b>22</b>
Amortisation of acquisition intangibles	(174)	(138)		
Acquisition and disposal expenses	(47)	(41)		
Contingent consideration	(26)	(1)		
Gains and losses on disposals <sup>1</sup>	16	83		
Other items	(25)	(96)		
<b>Statutory profit before tax before non-cash financing remeasurements</b>	<b>1,279</b>	<b>1,072</b>	<b>19</b>	
Non-cash financing remeasurements	168	5		
<b>Statutory profit before tax</b>	<b>1,447</b>	<b>1,077</b>	<b>34</b>	



# Benchmark EBIT margin



# Benchmark earnings per share (EPS)



<sup>1</sup> Includes exited business activities.

## 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.RJamieson@experian.com](mailto:Nadia.RJamieson@experian.com)

### Evelyne Bull

VP Director, Investor Relations

[Evelyne.Bull@experian.com](mailto:Evelyne.Bull@experian.com)

### Sarah Schibli

Investor Relations and  
Communications Manager

[Sarah.schibli@experian.com](mailto:Sarah.schibli@experian.com)

### Alex Sanderson

Financial Reporting Manager

[Alex.Sanderson@experian.com](mailto:Alex.Sanderson@experian.com)

## 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

T: + 1 651 453 2128 (From the US: 1-800-990-1135, toll free)

E: [Shareowneronline](http://Shareowneronline)

W: [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, N.A.

21 July 2022	Annual General Meeting
16 November 2022	Half year results, FY23
17 January 2023	Trading update, Q3 FY23

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