



# Investor Relations Presentation

July – September 2023



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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 **172\* million** free members
- We are entrusted with data on **1.5 billion** people and **201 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**:

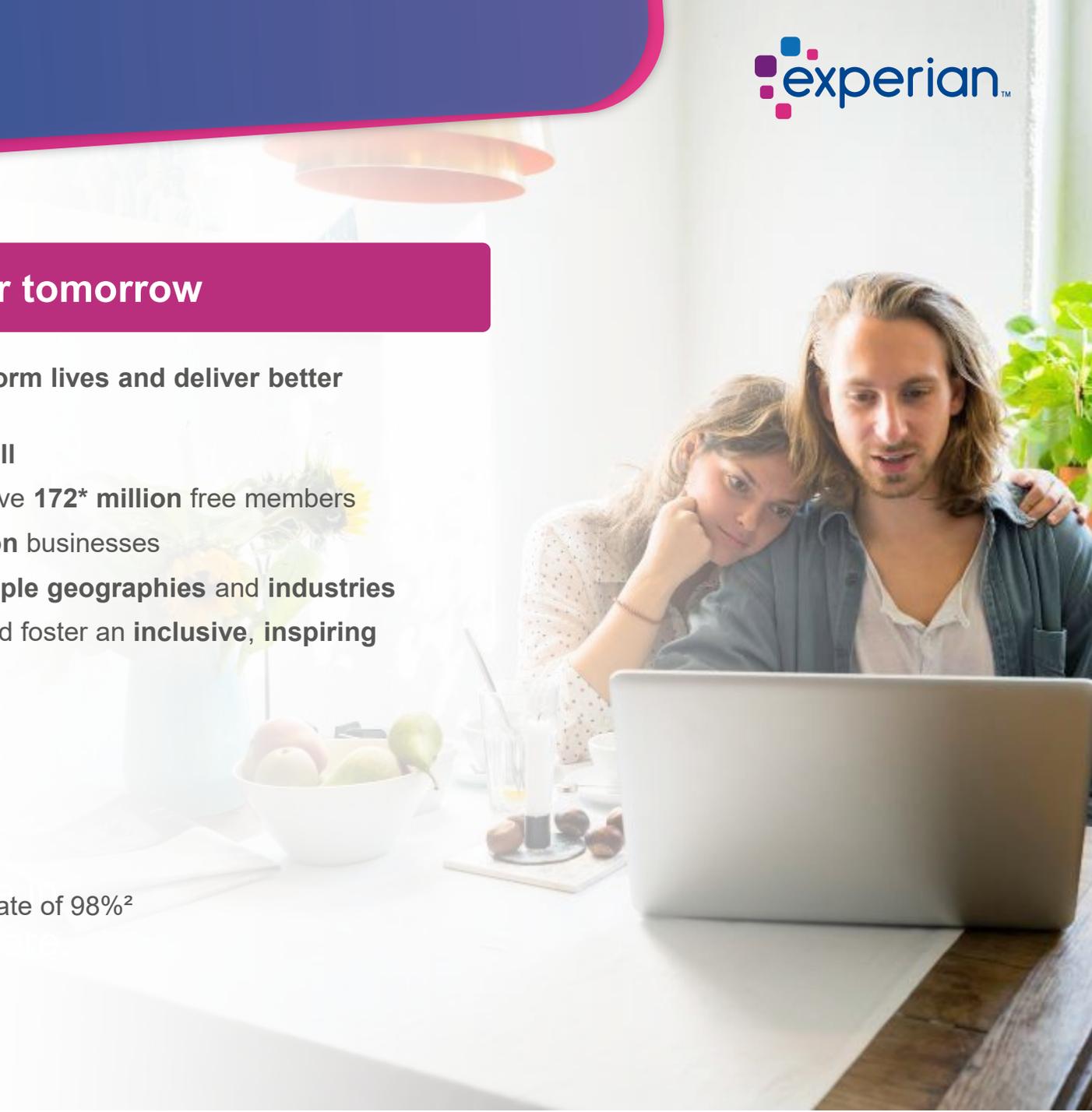
- £26bn market cap<sup>1</sup> / FTSE top 25<sup>1</sup>
- 22,000 employees; 32 countries
- US\$6.6bn revenue / US\$1.8bn Benchmark EBIT
- US\$1.8bn Benchmark operating cash flow, cash conversion rate of 98%<sup>2</sup>
- 16.5% Return on Capital Employed (ROCE)

\* As at 30 June 2023.

All metrics unless otherwise stated are for the year ended 31 March 2023.

<sup>1</sup> As at 11 July 2023.

<sup>2</sup> Conversion of Benchmark EBIT into Benchmark operating cash flow.



## 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 **172m consumers** and growing strongly
- We have identified **significant addressable market** opportunities, estimated at over US\$150bn 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\$3.4bn

- Large databases
- Credit history data on 1.5bn people and 201m businesses
- Automotive information
- 18 consumer credit bureaux
- 15 business credit bureaux
- Credit reports
- Ascend platform

Decisioning  
US\$1.4bn

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

## Business-to-Consumer (B2C)

Consumer Services  
US\$1.8bn

- 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.

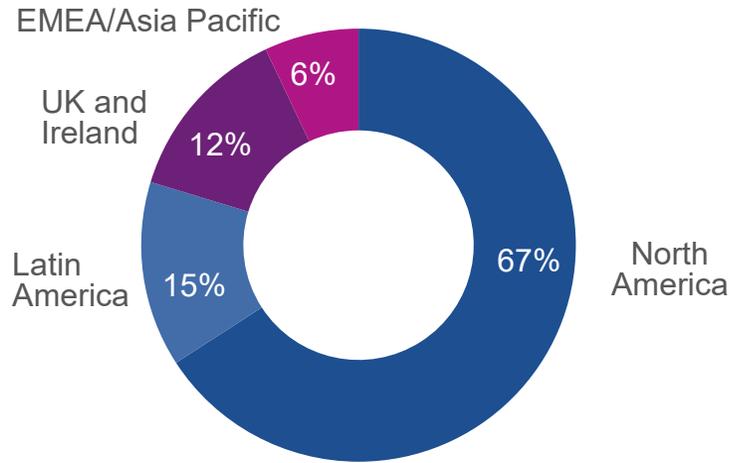
## Consumer Services

We help people and families to:

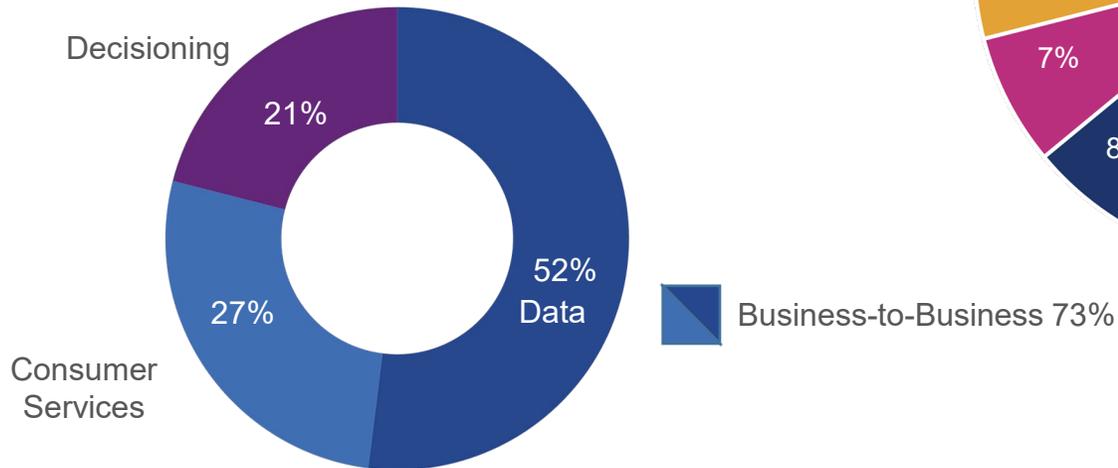
- better access financial services;
- understand and improve their financial position;
- better protect against fraud and identity theft;
- know that their data is correct, and
- learn more about credit.

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

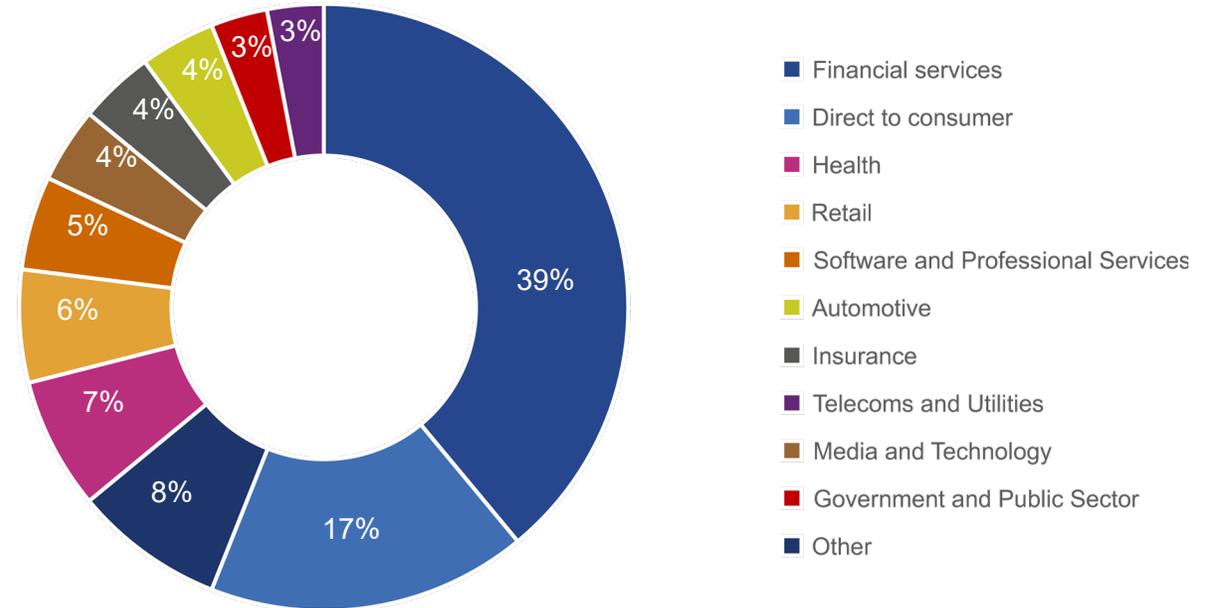
## By region



## By business activity

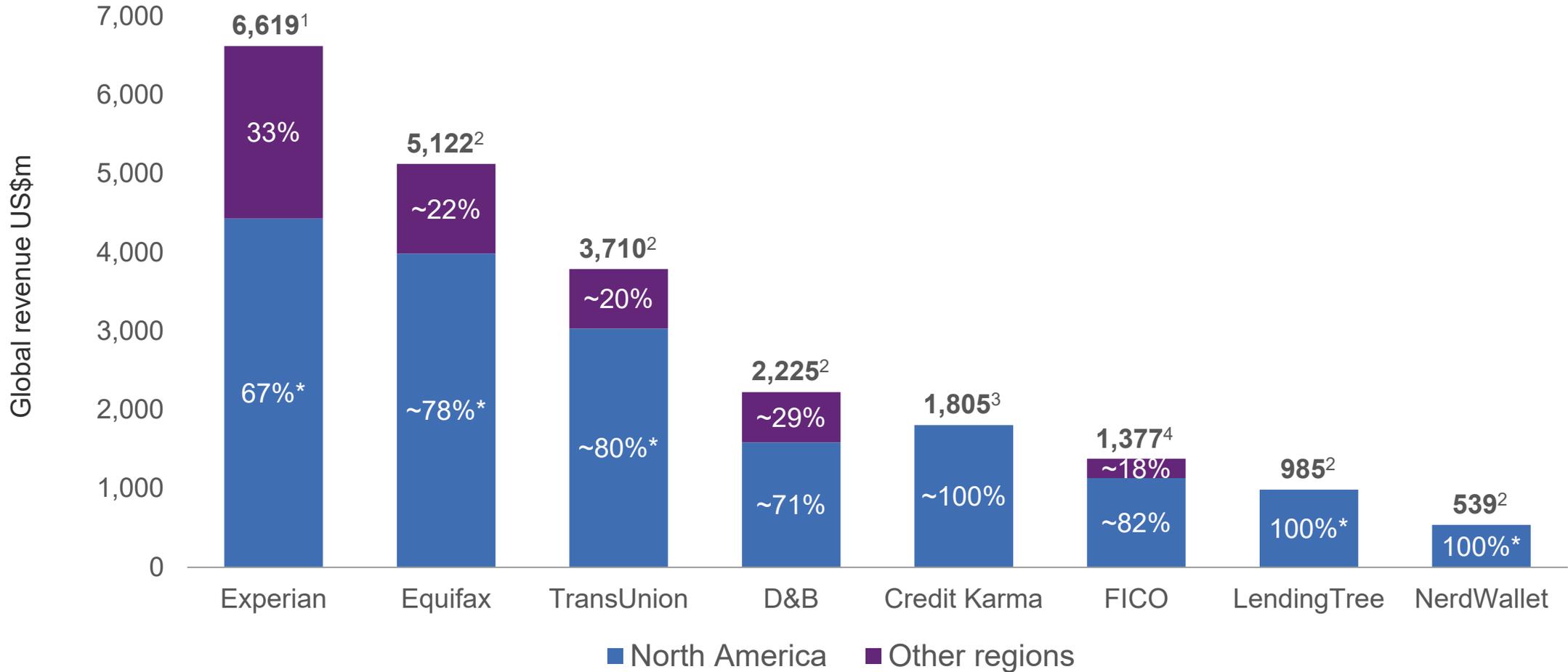


## By customer



Diverse portfolio by region, business activity and customer

# Market leader with unparalleled global reach and range



1 Year ended 31 March 2023  
 2 Year ended 31 December 2022  
 3 Year ended 31 July 2022. Credit Karma revenue are primarily US. Intuit/CK does not disclose international revenues

4 Year ended 30 September 2022  
 FICO's North America includes Latin America, which is ~5% of total revenue

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







## Strategic highlights



# Substantial strategic progress



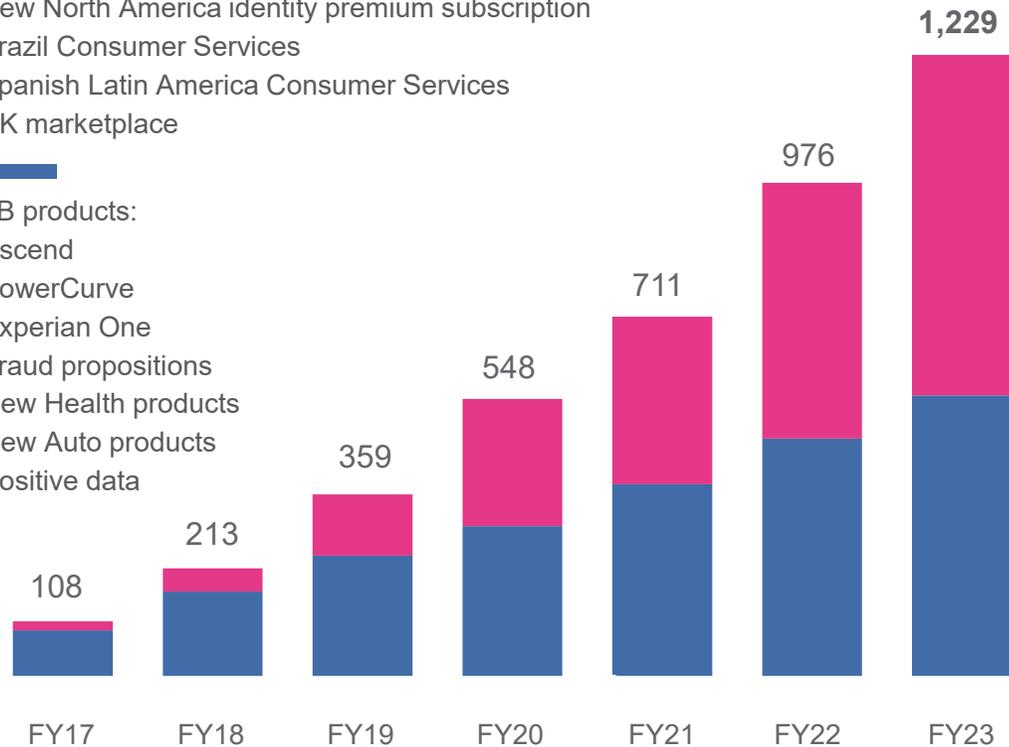
## Revenue from new product innovation (US\$m)

### Consumer Services:

- North America marketplace
- New North America identity premium subscription
- Brazil Consumer Services
- Spanish Latin America Consumer Services
- UK marketplace

### B2B products:

- Ascend
- PowerCurve
- Experian One
- Fraud propositions
- New Health products
- New Auto products
- Positive data



## Our business fundamentals



Certified in 22 countries



Net Promoter Score improvement  
2018: 23  
2022: 52



Strategic cloud partnership with AWS



Serasa Experian named one of the 'Most Innovative Companies'



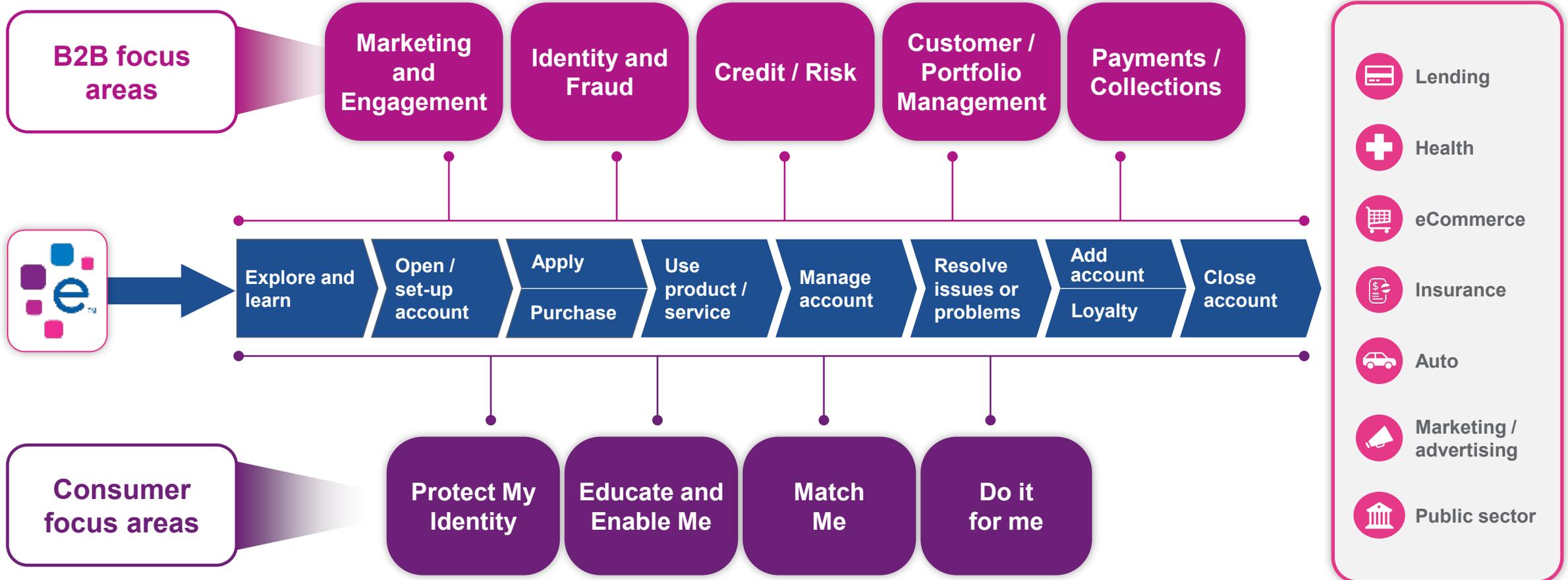
# Extending further across the customer lifecycle in our markets



We assist consumer and business interactions...

...more deeply and broadly than ever before...

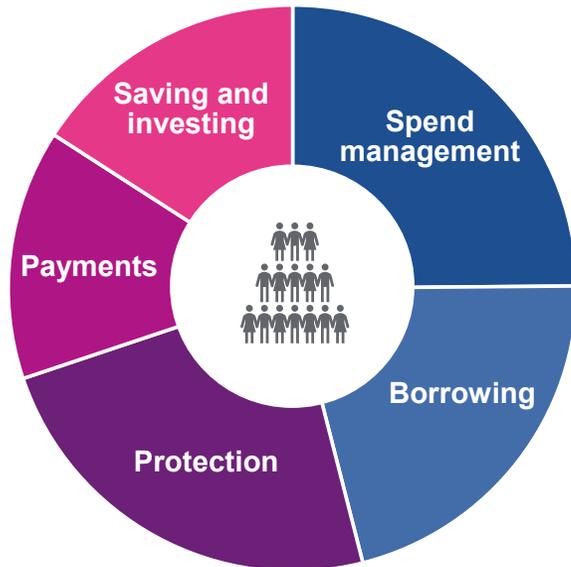
...across an expanding set of verticals



## Consumer Services

**US\$40bn+ TAM\***

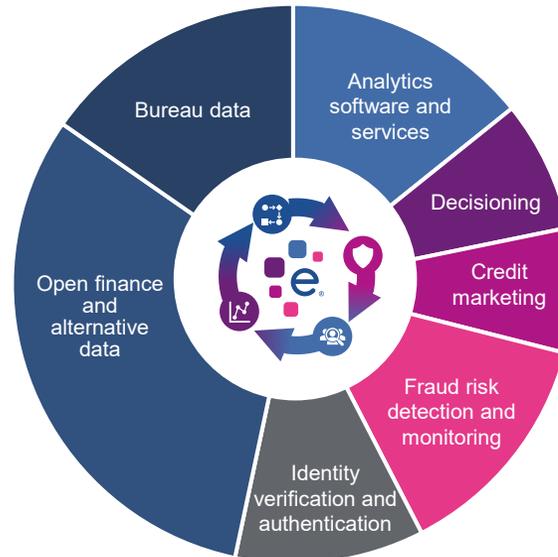
Goal: Become pre-eminent consumer financial platform



## Credit, Fraud, and Identity

**US\$55bn+ TAM**

Goal: Lead the next phase of market evolution



## Priority vertical opportunities

Goal: Grow in underpenetrated Experian adjacencies



Health

TAM  
**US\$10bn**



Marketing Data and Identity Resolution

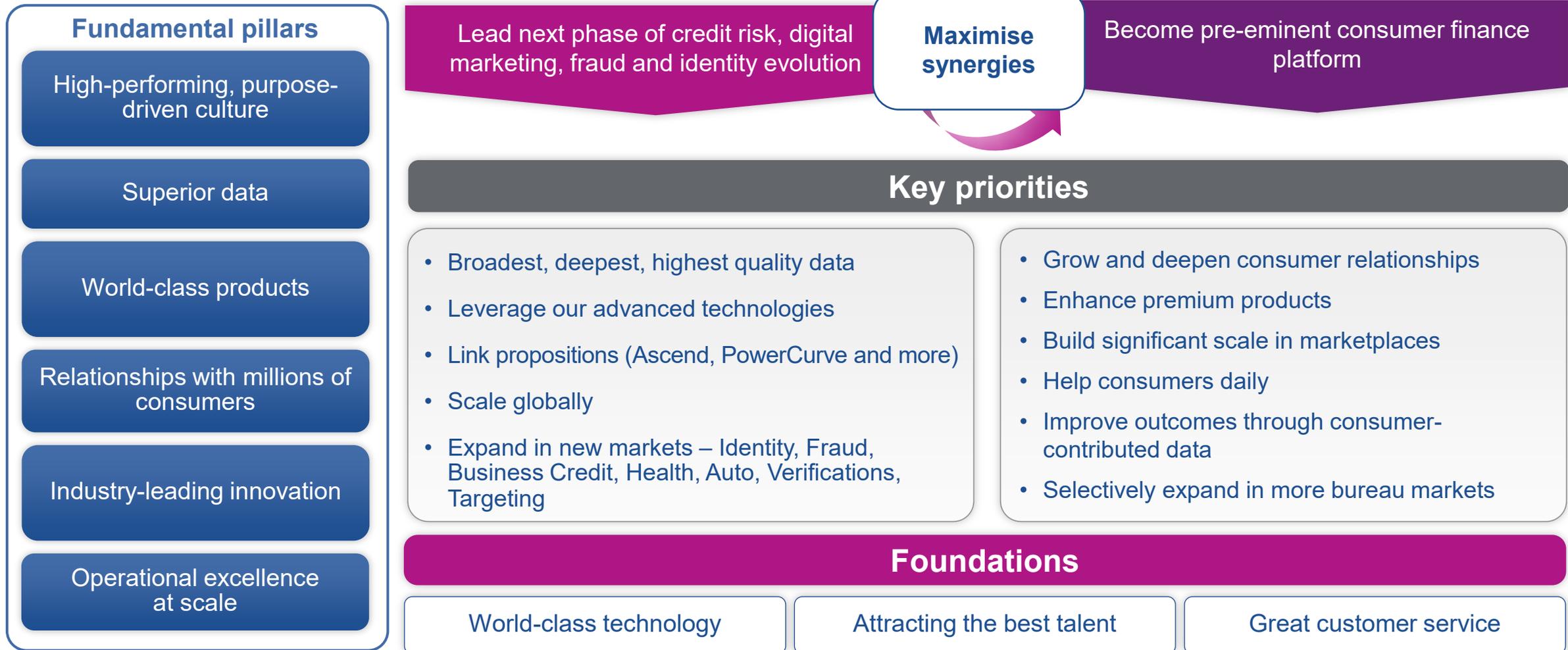
**US\$9bn**



Verification Services

**US\$3bn**

**US\$150bn+ Experian total market opportunity**



## ✓ Our advantages

- Deep expertise in artificial intelligence, machine learning, natural language processing
- Wide product set embedding AI to enhance credit risk assessment, fraud detection and identity resolution
- Unique, proprietary datasets and long history of working with structured and unstructured data and advanced analytics

DataLabs

Fraud detection

Ascend

Experian Boost

Experian Lift



## »»» Our focus ahead

- Leverage Experian strengths to deliver benefits of Generative AI
  - Accelerate product innovation
  - Drive operational productivity
- Ensure strict guardrails to protect consumers and meet all regulatory requirements

## Excited about Generative AI opportunity

# Quarterly organic growth trends



		% of Group revenue <sup>1</sup>	Q1	Q2	Q3	Q4	FY23	Q1 FY24
<b>North America (NA)</b>		<b>67%</b>	<b>7%</b>	<b>8%</b>	<b>5%</b>	<b>7%</b>	<b>7%</b>	<b>4%</b>
<b>Data</b>	CI / BI bureaux	23%	3%	2%	(2)%	2%	1%	1%
	CI / BI bureaux, excluding Mortgage	21%	11%	10%	5%	6%	8%	2%
	Mortgage	2%	(31)%	(38)%	(42)%	(21)%	(33)%	(8)%
	Automotive	5%	4%	11%	7%	7%	7%	8%
	Targeting	4%	11%	16%	14%	15%	14%	9%
<b>Decisioning</b>	Health	8%	5%	8%	4%	10%	7%	9%
	DA / Other	5%	7%	9%	7%	5%	7%	3%
<b>Consumer</b>	Consumer Services	22%	13%	11%	9%	10%	11%	3%
<b>Latin America (LA)</b>		<b>15%</b>	<b>18%</b>	<b>18%</b>	<b>16%</b>	<b>13%</b>	<b>16%</b>	<b>13%</b>
<b>Data</b>	CI / BI bureaux	9%	14%	15%	11%	10%	12%	9%
	Other	0%	5%	42%	(3)%	9%	12%	0%
<b>Decisioning</b>	DA / Other	3%	20%	22%	14%	10%	16%	15%
<b>Consumer</b>	Consumer Services	3%	42%	18%	40%	29%	32%	26%
<b>Total NA and LA</b>		<b>82%</b>	<b>9%</b>	<b>9%</b>	<b>6%</b>	<b>8%</b>	<b>8%</b>	<b>5%</b>

<sup>1</sup> Percentage of group revenue from ongoing activities calculated based on FY23 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	FY23	Q1 FY24
<b>UK and Ireland</b>		<b>12%</b>	<b>5%</b>	<b>6%</b>	<b>6%</b>	<b>2%</b>	<b>5%</b>	<b>1%</b>
<b>Data</b>	<b>CI / BI bureaux</b>	5%	9%	10%	7%	3%	7%	1%
	<b>Targeting / Automotive</b>	1%	3%	3%	9%	11%	7%	6%
<b>Decisioning</b>	<b>DA / Other</b>	3%	2%	6%	15%	4%	7%	0%
<b>Consumer</b>	<b>Consumer Services</b>	3%	0%	0%	(8)%	(7)%	(4)%	(2)%
<b>EMEA/Asia Pacific</b>		<b>6%</b>	<b>3%</b>	<b>4%</b>	<b>1%</b>	<b>5%</b>	<b>3%</b>	<b>8%</b>
<b>Total Global</b>		<b>100%</b>	<b>8%</b>	<b>8%</b>	<b>6%</b>	<b>7%</b>	<b>7%</b>	<b>5%</b>

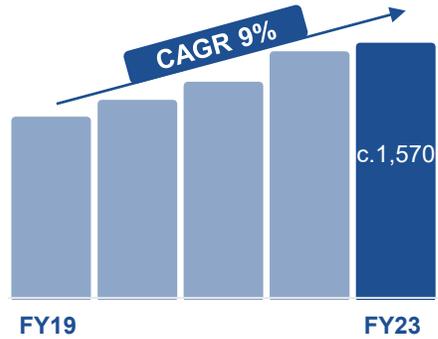
<sup>1</sup> Percentage of group revenue from ongoing activities calculated based on FY23 revenue at actual rates. Organic growth rates at constant currency. Historic growth rates as reported.



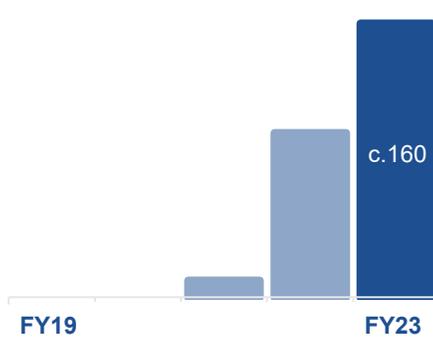
# Key market highlights



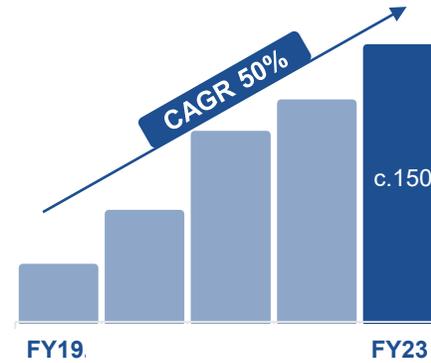
North America CI/BI Bureaux



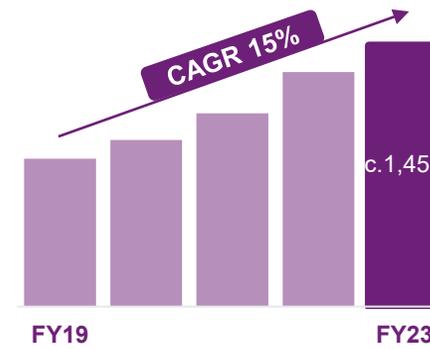
Verifications and Employer Services



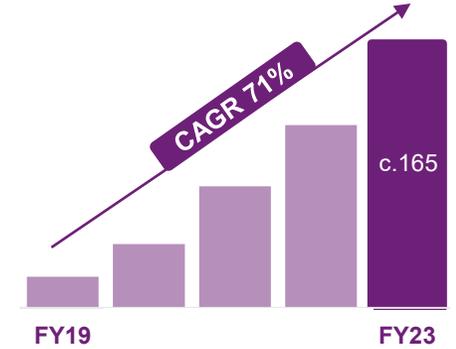
Global Ascend



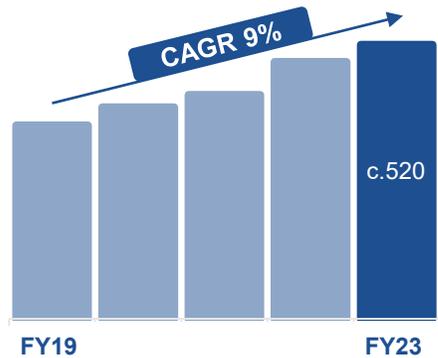
North America Consumer Services



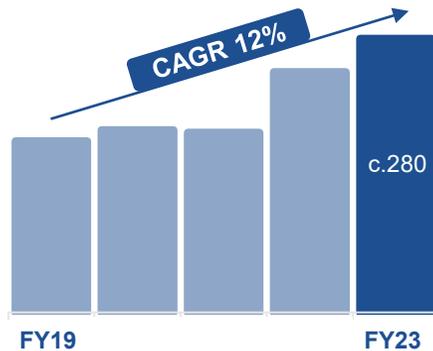
Latin America Consumer Services



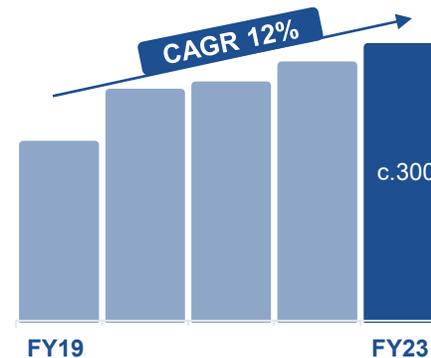
Health



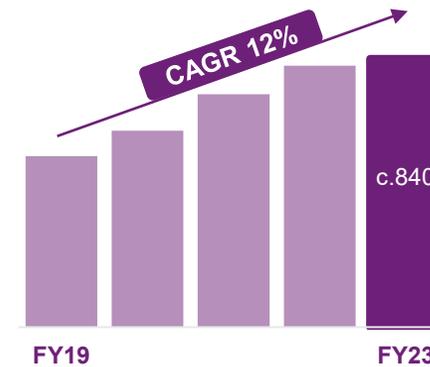
North America Targeting



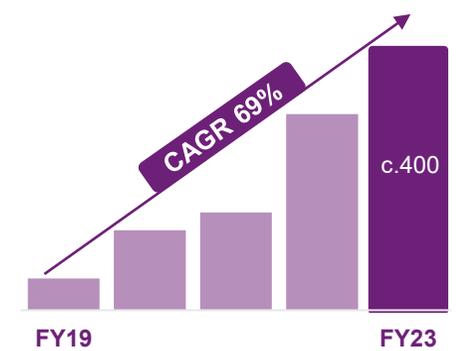
North America Auto



North America Subscription



Global Marketplace



■ Business-to-business (B2B)

■ Business-to-consumer (B2C)



## FY23 Strategic progress



## Consumer and Business Information (CI/BI)

- Sustaining growth against backdrop of lender credit tightening
- FY23 NA CI/BI<sup>1</sup> +1% organic revenue growth, +8% ex-mortgage
- New client wins – securing new logos and higher wallet share
- 77 Ascend clients
- Growing demand for expanded datasets e.g. Buy-Now-Pay-Later (BNPL) and low income lending
- New logos and higher wallet share wins in business credit
- Verification and Employer Services up 67% to >US\$160m in NA

## Income and Employment Verification (CI/BI)<sup>2</sup>



## Targeting



- Addressing a more diversified customer base
- Leveraging One Experian synergies to drive competitive advantage, e.g. Ascend

## Automotive

- Automotive supply constraints ease
- Dealers increase marketing activity to stimulate demand
- Automotive lenders seek recessionary risk models to lend effectively

## Health

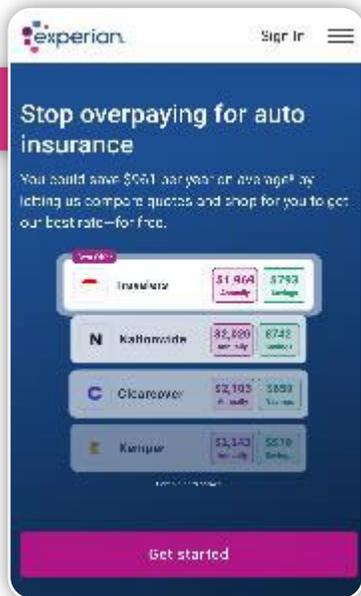
- New product introductions:
  - AI Advantage™ integrates with our Best in KLAS claims processing solution
  - Experian PowerCurve Collections build off collections optimisation solution used by hundreds of Epic clients

Adding to free memberships and frequency of engagement

**Free memberships:**  
**+19% year-on-year to 62m**

**Engagement:**  
**+18% year-on-year\***

\*Average monthly active users.



## Auto insurance

Through FY24:

- Scaling digital agency
- Enhancing user experience
- Expanding insurance carriers

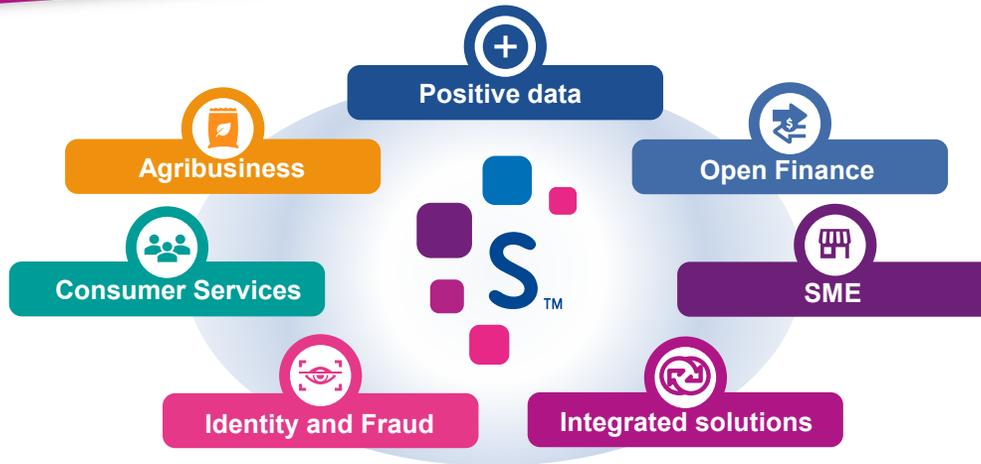
## FY23 progress

- **Growing Experian's brand awareness** – now a top US15 finance app with a 4.8 star rating\*
- **Premium enrolments grow** – supported by richer features
- **Strong marketplace performance** – supported by Experian Activate and vertical expansion

\* Source: Apple App Store

## New product features

- **Activate** – improves likelihood of approval. Lenders serve offers to consumers who are likely to be approved, based on the lenders' criteria
- **Confirm Your Car** – matches Experian Auto data to reduce friction and streamline auto loan application process
- **Auto Insurance** – match consumers to insurance carriers to help them save money
- **Boost™ with Rent**– enables consumers to add rent payment history to boost FICO Score
- **BillFixer™** – a representative helps consumers negotiate lower rates on day-to-day bills, saving US\$263 annually on average
- **Personal Privacy Scan** – shows consumers where name/address/phone number occurs on the internet. Ongoing monitoring is a premium feature



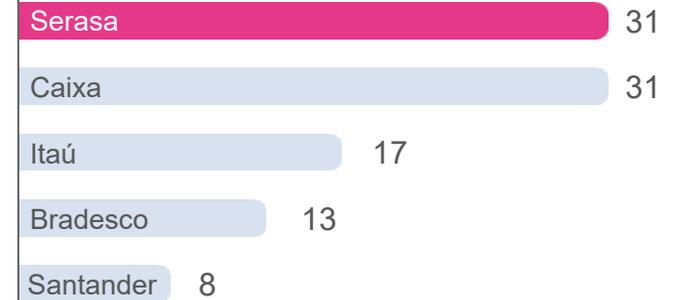
## Executing strongly on a broad opportunity set

- Positive data: c. 200 solutions in-market
- Ascend revenue +72%
- +62% new decisioning installations
- Agribusiness revenue +66%

## Our consumer app is one of the most highly ranked financial apps in Brazil\*

1	Nubank: conta, cartão e mais Nubank
2	Serasa: Consulta CPF e Score Serasa Experian
3	PicPay: conta digital, cartão PicPay
4	CAIXA Tem Caixa Economica Federal
5	FGTS Caixa Economica Federal
6	Bradesco: Conta, Cartão e Pix! Banco Bradesco

Google Trends | Popularity Index  
April 2022 - March 2023



## Scaling Latin America Consumer Services

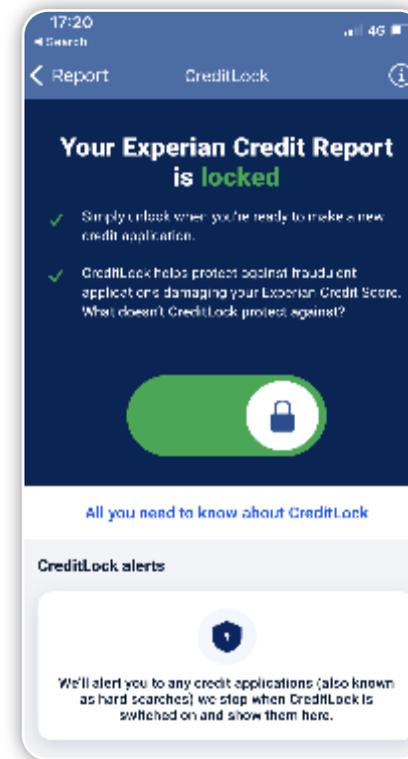
- 32% organic revenue growth, delivering profitably
- Free memberships up 10m to 81m in Brazil
- Spanish Latin America memberships add a further 13m
- Limpa Nome, credit marketplace and premium services expansion. Investing in e-wallet payment solutions

## Business-to-business

	New product examples	FY23	FY24
New Scores and Insight	Buy Now Pay Later - new data	Launched to market	Scale
	Affordability – enhancing income and expenditure features	Launched to market	Scale
	Cost of Living & Economic Risk Flags	Launched to market	Scale
New Risk Methods and Technology	Open Banking transaction instantly delivered	Onboarded First Pilot Client	Market Adoption
	Ascend – various new modules	Launched new products	Launch and Scale
New datasets	Verifications API	Set up and launched to market	Scale
	Support Hub, supporting vulnerable consumers	Launched to market	Build Consumer adoption
	Pay Dashboard payslip to access income and employment data	Launched	Scale to large employers

- Added c. 2m BNPL records; access to 77% of UK PAYE income and employment records
- Increased pace of new product introductions
- 473 new logos added in FY23

## Consumer Services



- Reduced credit supply impacts marketplace performance
- Accelerating pace of new feature introductions e.g. Credit Lock

## Progressing our transformation plan

- Revenue growth with improving margin trajectory
- Delivered organisational efficiencies
- Enhancing fundamentals by driving innovation revenues and global Experian platforms

## FY23 performance



**Australia and New Zealand** – good progress with cloud-based decisioning and data quality



**Asia** – strongly growing bureau contribution and business diversification in India



**Germany, Austria and Switzerland (DACH)** – some challenges from macro headwinds; solid performance in insurance



**Italy and Spain** – good progress driven by product innovation delivery and bureau volume strength



**South Africa** – good progress. Strong product pipeline underpins growth despite weaker macro



# Environmental, Social and Governance strategy highlights – strong progress



- Around 13 million US consumers now connected to Experian Boost
- Social Innovation and United for Financial Health both beat their 100m people targets, two and one year early, respectively
- Certified as Great Place to Work in 22 countries, 82% employee engagement (+4% year-on-year)
- Board is now 45% women and includes two ethnically diverse members
- Progress towards carbon neutral; scope 1 and 2 emissions -38% in FY23 and -65% since 2019 base year

Improving financial health for all

Treating data with respect

Inspiring and supporting our people

Working with integrity

Protecting the environment





## Environmental, Social and Governance (ESG)



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 reduce Scope 1 and 2 emissions by 50% and Scope 3 emissions<sup>2</sup> by 15%
- Offset 100% of our scope 1 and 2 emissions by 2025

## • 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.
- **CDP A- score** (leadership band) for 2022, follow **TCFD** recommendations

## • Governance:

- Independent board evaluation shows **first class corporate governance** and excellent board performance
- **Board** meets recommendations of both the FTSE Women Leaders Review on gender diversity and the Parker Review on ethnic diversity

**SUSTAINABLE DEVELOPMENT GOALS**

Supporting the UN Sustainable Development Goals



Fortune America's Most Innovative Companies 2023



Experian Go recognised at the 2023 BIG Innovation Awards



Experian Boost recognised in Fast Company's 2022 World Changing Ideas



Named as one of the Financial Times' Europe Climate Leaders 2023



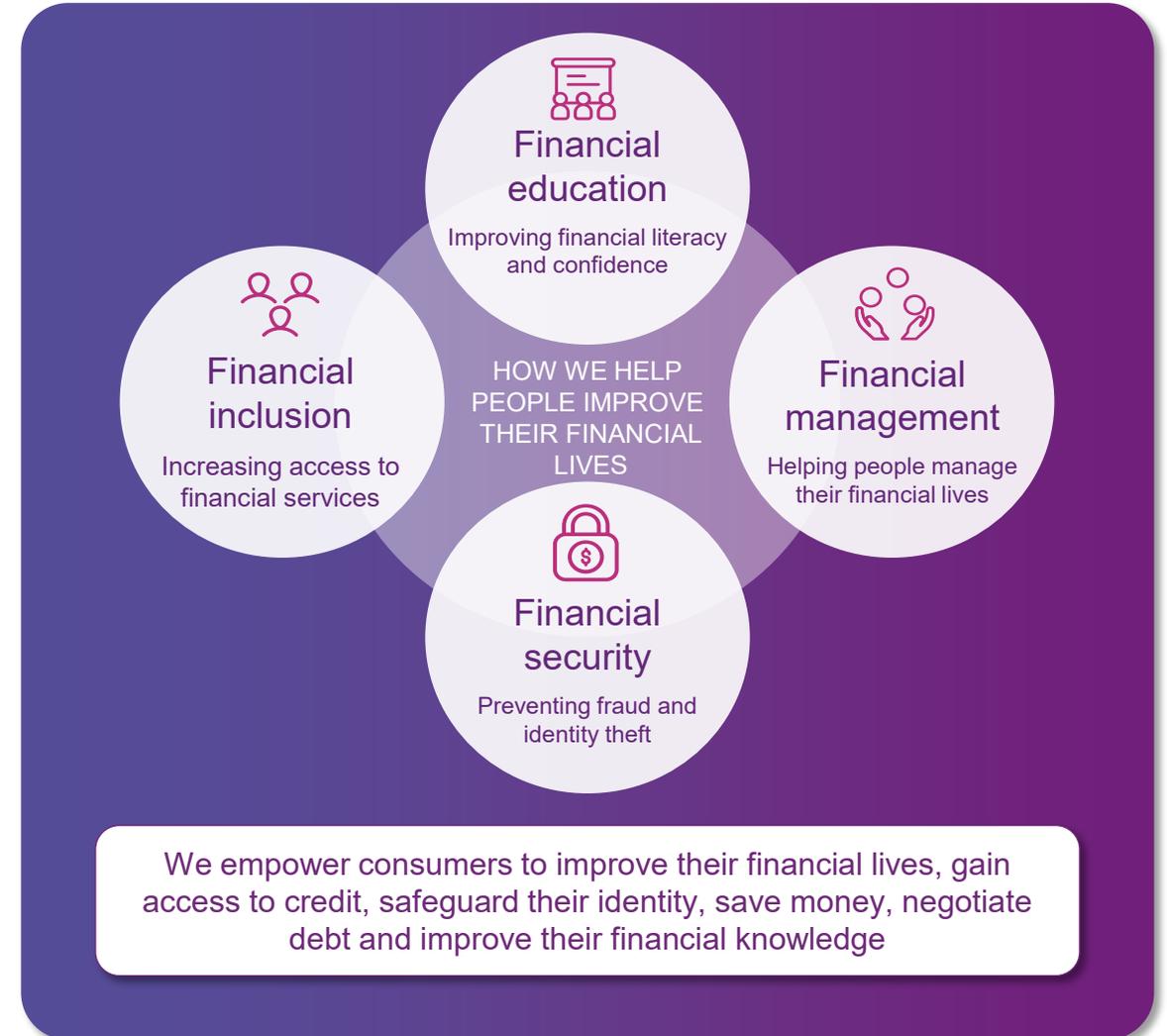
Fortune 100 Best Companies To Work For 2023

## 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



**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.

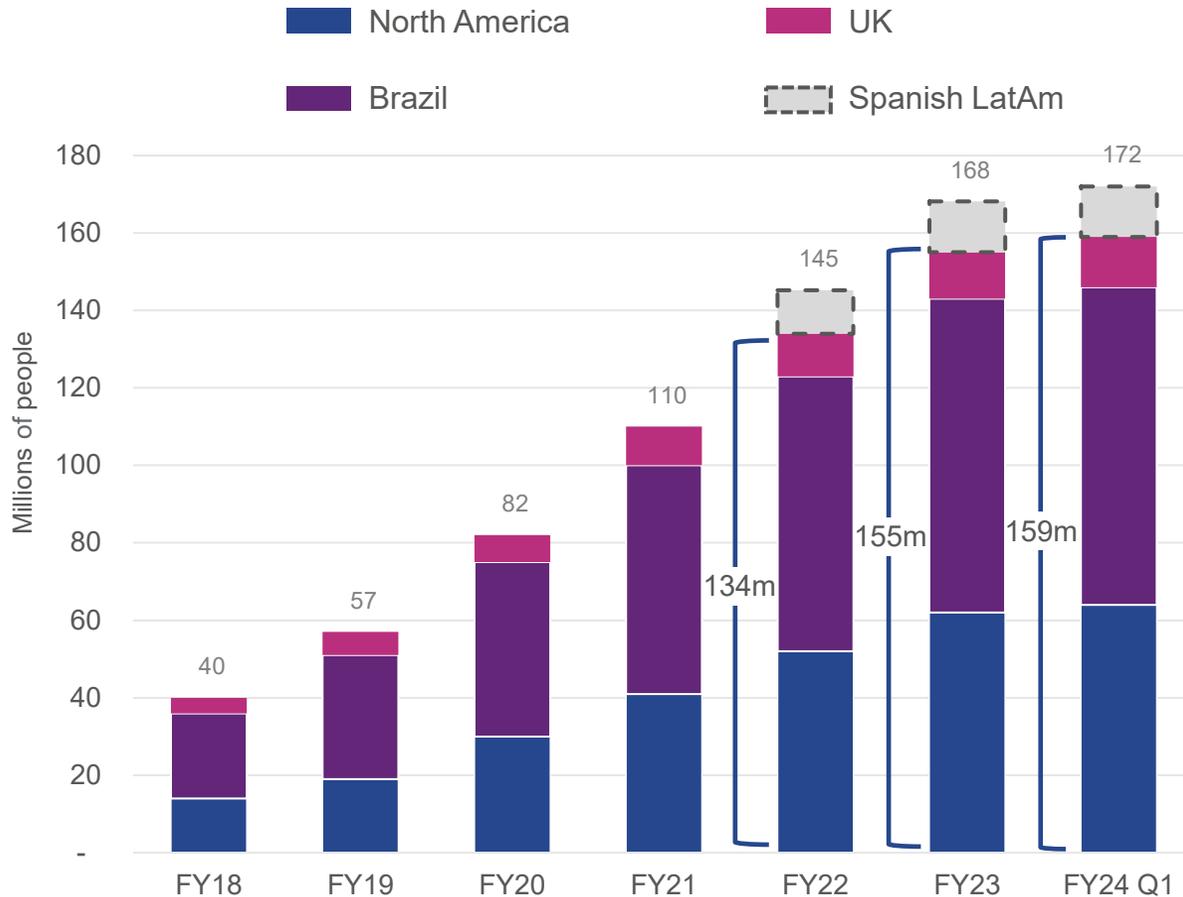
**United for Financial Health** launched to re-build financial lives post COVID-19, has connected with 113m people since 2020 launch

Priority is educating people on finances to help drive financial inclusion

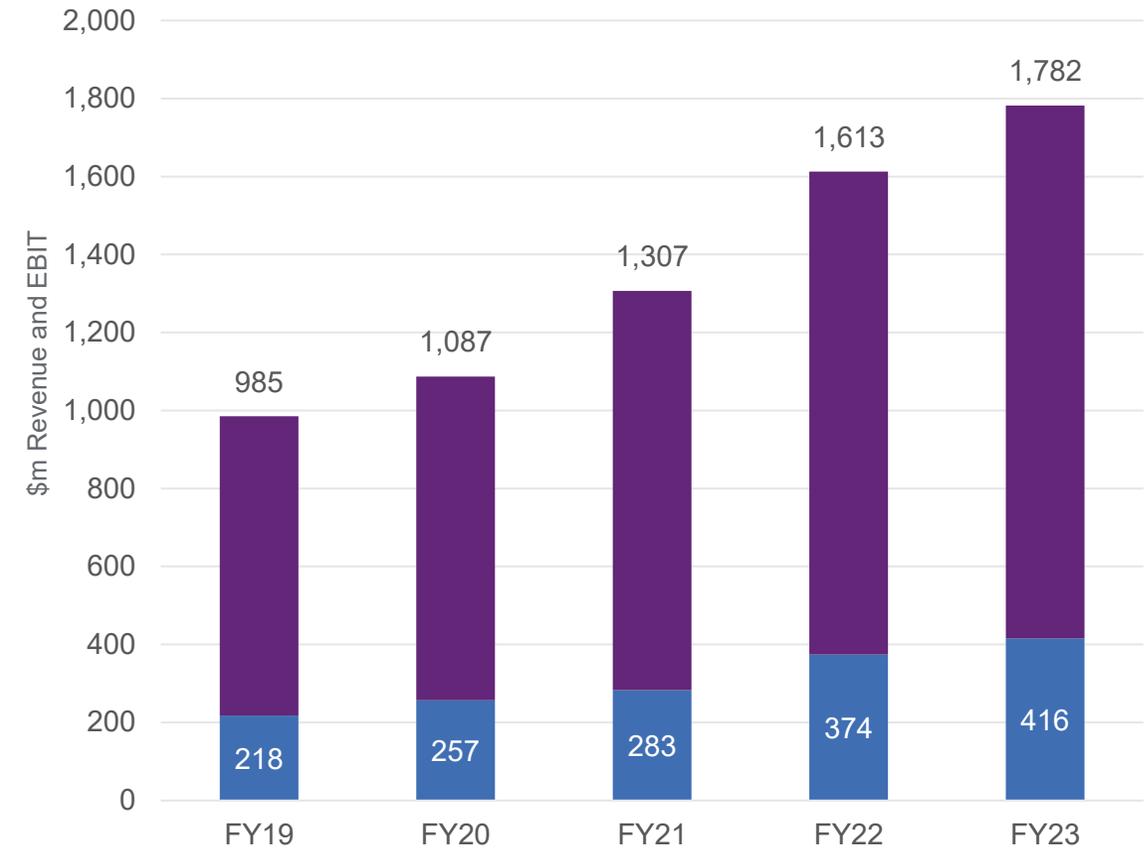


**As we help people move up the ladder of financial inclusion, more people become potential consumers of our core products**

## Free consumer members



## Consumer Revenue & EBIT



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 – **Result:** 106m people in 2023, target met 2 years early
- **Target:** Connect with 100m people through United for Financial Health by 2024 – **Result:** 113m connections in 2023, target met 1 year early



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.

## 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.

**4.4**

Glassdoor score<sup>1</sup>

**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

## 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.

**4.4**

Glassdoor score<sup>1</sup>

**16**

Employee  
diversity groups

**40%**

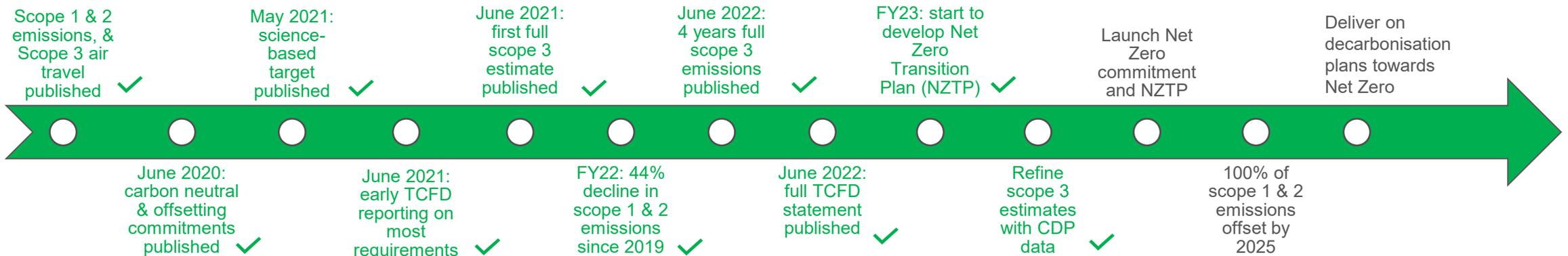
target for women  
in senior leaders

#### FY23 Great Place to Work survey

- **88%** proud to tell others that they work at Experian
- **96%** agree that people are treated fairly regardless of their sexual orientation
- **95%** agree that people are treated fairly regardless of their race
- **93%** agree that people are treated fairly regardless of their gender

## 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 have developed carbon emission reduction plans which include switching to more renewable energy, consolidating buildings, and switching to a lower carbon fleet.
- We are now developing our strategy to decarbonise our operations even further and transition to Net Zero.
- We've also committed to gradually carbon offset our scope 1 and 2 emissions over the 5 years to 2025.



1. Includes all scope 1 and 2 emissions and the categories of 'purchased goods & services', 'business travel' and 'well to tank' within scope 3 (which represent 83% of our baseline emissions in scope 3).  
 2. Purchased goods & services, business travel and well to tank

## 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 both the FTSE Women Leaders Review on gender diversity and the Parker Review on ethnic diversity

**73%**  
Independent<sup>1</sup>  
Board members<sup>2</sup>

**45%**  
Women on Board<sup>2</sup>

**2**  
Ethnically diverse  
Board members<sup>2</sup>

**100%**  
Independence  
of Audit and  
Remuneration<sup>1</sup>  
Committees

## 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>172m</b>
Connections with people United for Financial Health since launch	<b>113m</b>
Revenue from Social Innovation products since 2013 launch	<b>\$241m</b>
Debt renegotiated via Limpa Nome	<b>\$8.9bn</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>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>82%</b>
Glassdoor rating (increased 7 years running) <sup>3</sup>	<b>4.4</b>
Three-year gender diversity targets set	<b>Yes</b>
Voluntary employee attrition	<b>11.9%</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 (2022)	<b>A-</b>
CDP Supplier Engagement Rating (2022)	<b>A-</b>
Scope 1 & 2 emissions since 2019 <sup>4</sup>	<b>-65%</b>
% FY23 scope 1 & 2 emissions offset	<b>60%</b>
Electricity from renewable sources FY23	<b>62%</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





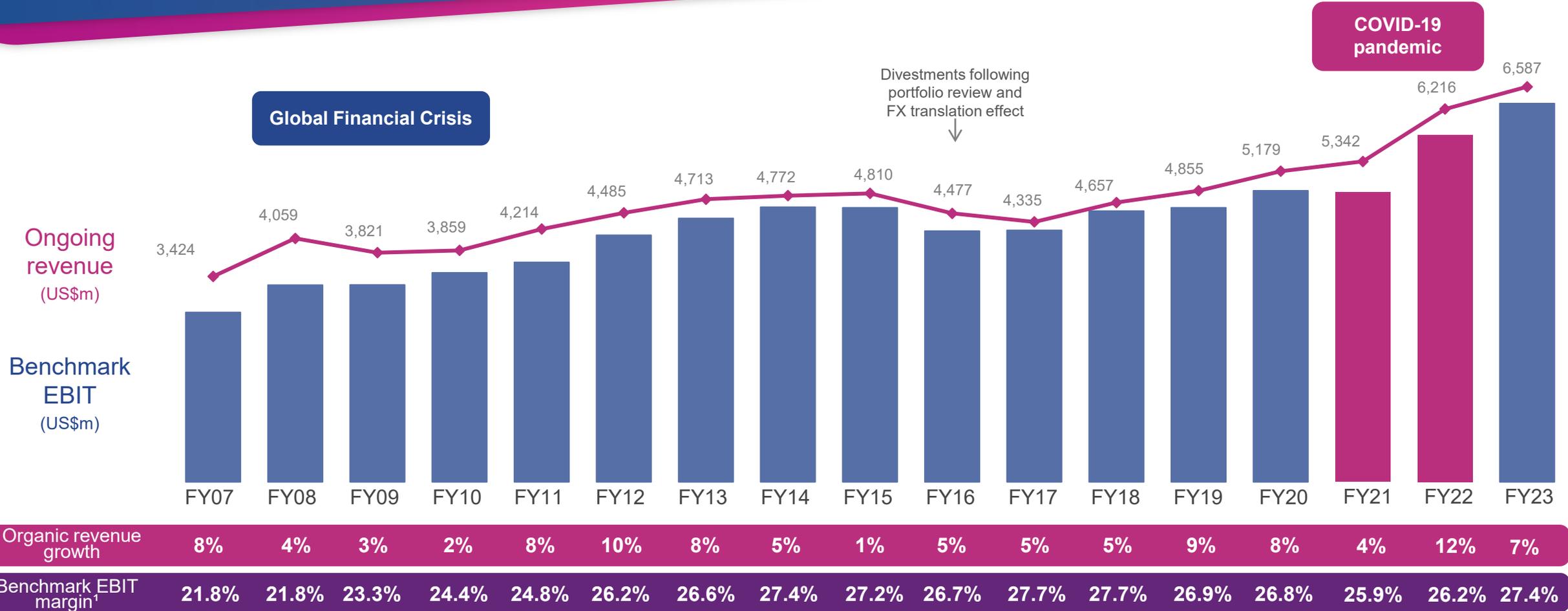
## Appendix



Organic revenue growth	4–6%
Benchmark EBIT margin <sup>1</sup>	Modest margin improvement
Foreign exchange	c. 0% to +1% on revenue and Benchmark EBIT
Net interest	c.US\$125–130m
Benchmark tax rate	26–27%
WANOS	c.914m
Capital Expenditure	c.9% of revenue
Benchmark OCF <sup>2</sup> conversion	>90%
Share repurchases	US\$150m



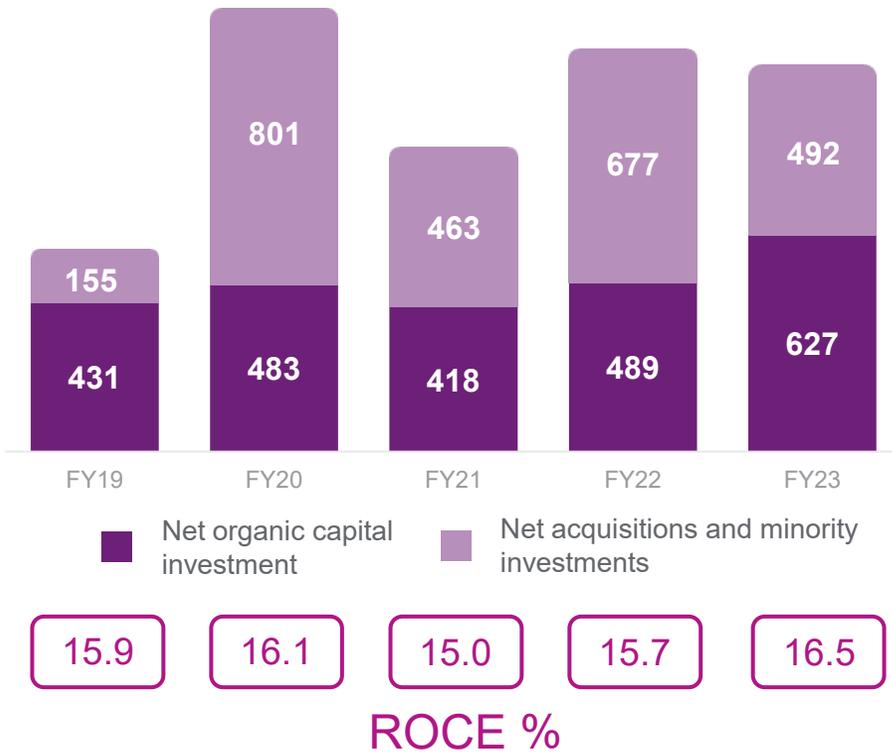
# Organic revenue growth and stable margins in every year since 2007



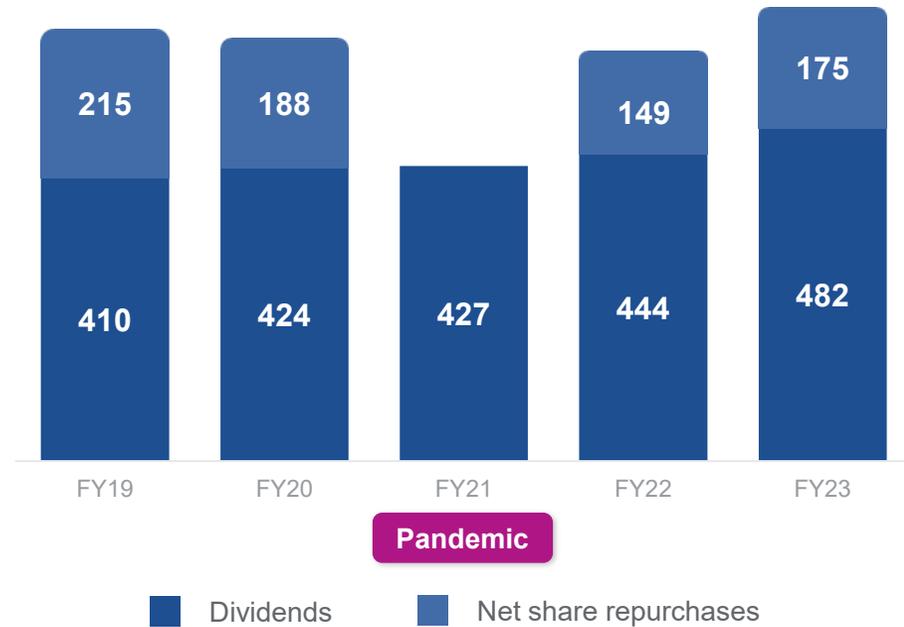
1. Conversion of Benchmark EBIT into Benchmark operating cash flow.

Global ongoing activities revenue and Benchmark EBIT only. Excluding growth rates, FY07 to FY23 revenue and Benchmark EBIT may have been adjusted to exclude various exited business activities and discontinued operations. Growth rates are not restated. All revenue and Benchmark EBIT are as reported. Source: Experian's Annual Reports from FY07 to FY23 (see <https://www.experianplc.com/investors/results-and-presentations/>).

## Over US\$5.0bn invested

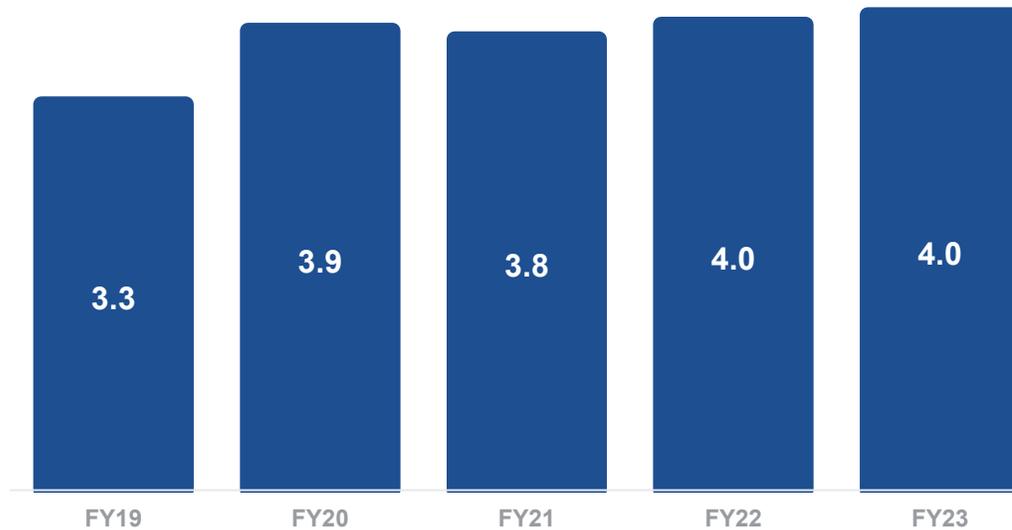


## US\$2.9bn returned to shareholders



## Strong financial position

Net debt US\$bn



2.0x

2.2x

2.2x

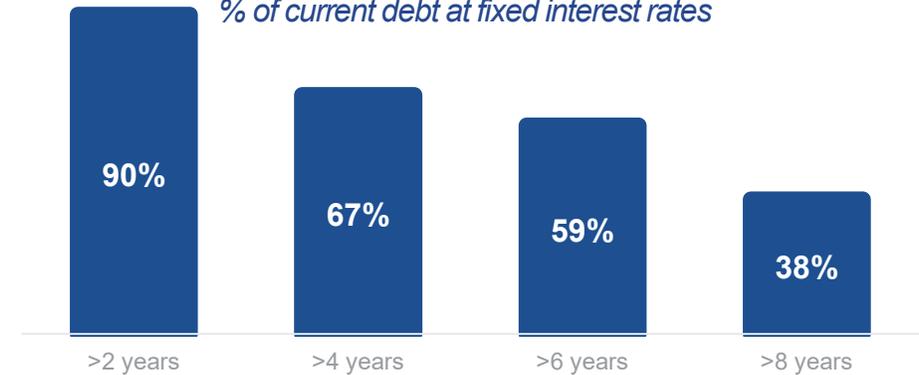
1.9x

1.8x

Net debt / EBITDA leverage

## Low interest rate exposure

% of current debt at fixed interest rates

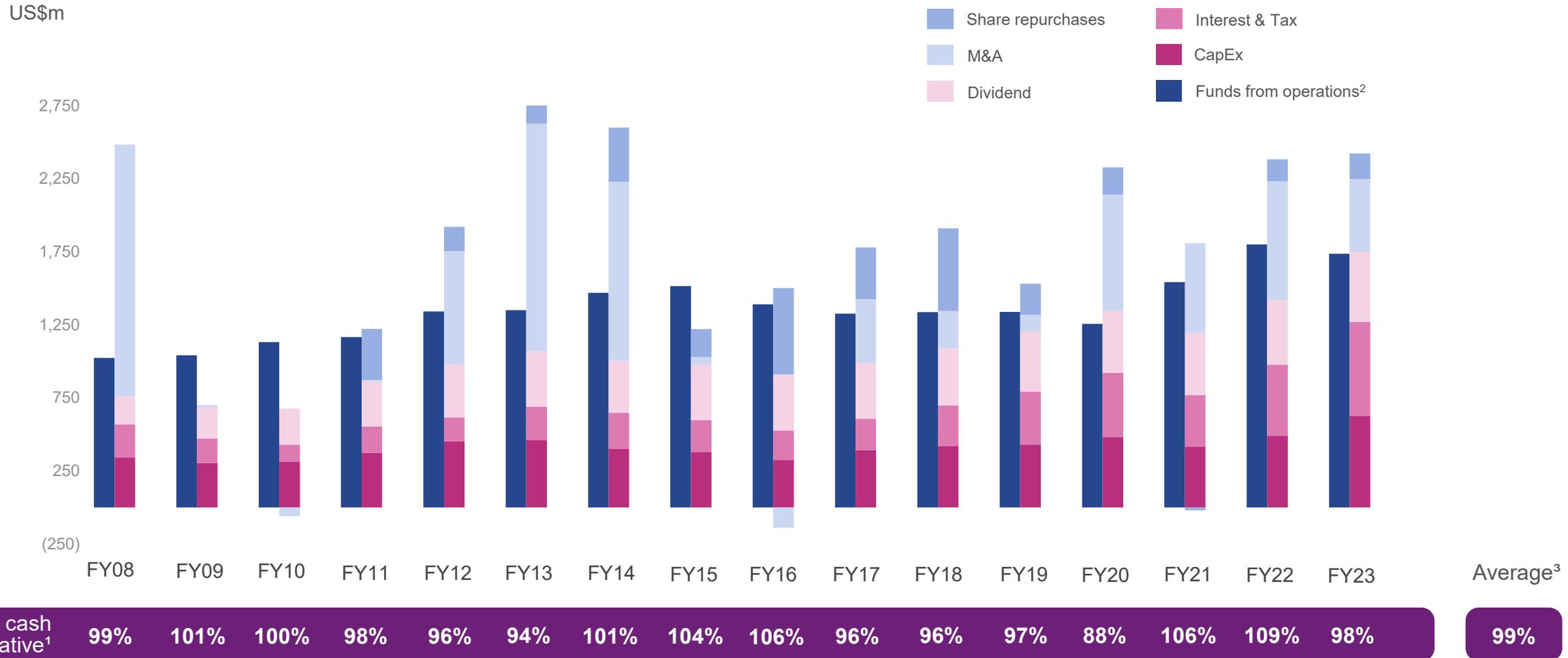


## >60% of bonds mature in five years or more

Bond maturity profile US\$m

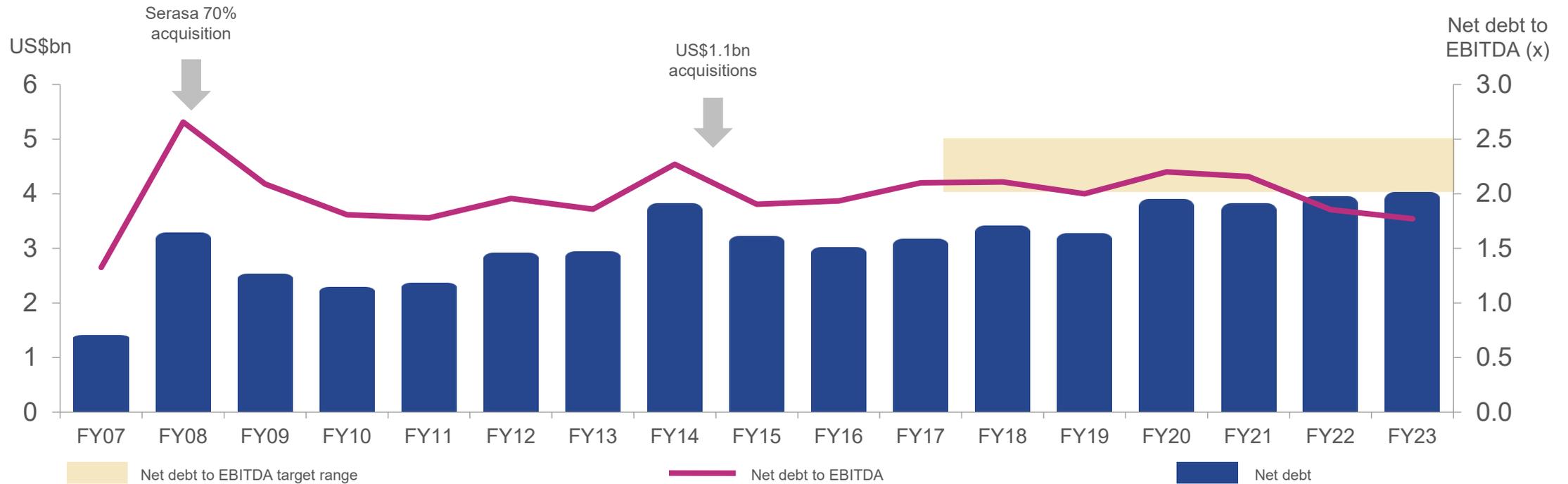


# Our cash flow is consistently strong and reliable which supports our disciplined capital allocation



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 FY23 – publicly available at [www.experianplc.com/investors/reports/](http://www.experianplc.com/investors/reports/).

# 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

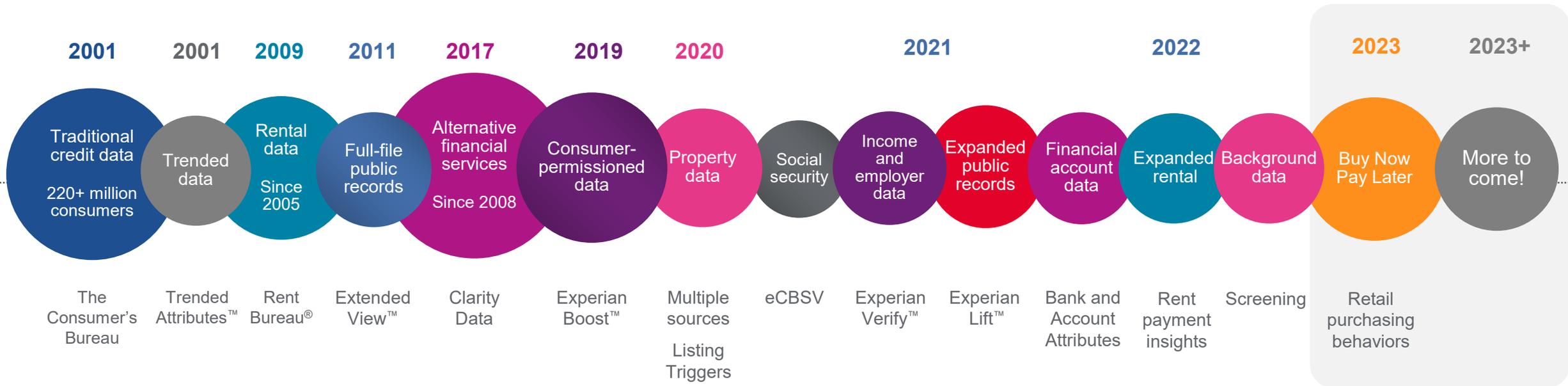
Health

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

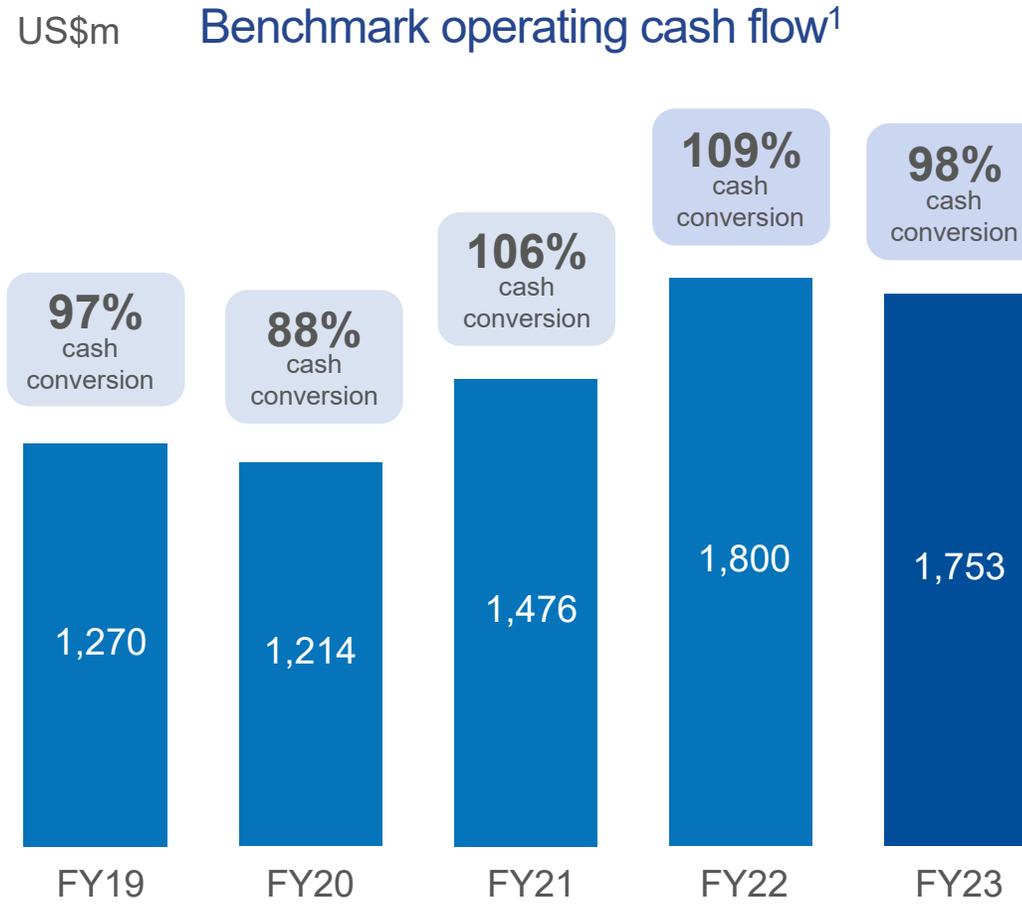
# North America data: Expanding data sources for a 360° view of consumers



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



Directly sourced • Calculated • Acquired • Third-party partnerships



- Strong cash flow generation and conversion
- Benchmark operating cash flow decreased (3%) down on the previous year against exceptionally strong conversion
- Net capital expenditure represents 9% of revenue



Year ended 31 March  
US\$m

	2023	2022	Total growth	Organic growth	Q1 FY24 Organic growth
Data	2,142	2,033	5%	4%	3%
Decisioning	837	784	7%	7%	7%
<b>Business-to-Business</b>	<b>2,979</b>	<b>2,817</b>	<b>6%</b>	<b>5%</b>	<b>4%</b>
<b>Consumer Services</b>	<b>1,453</b>	<b>1,305</b>	<b>11%</b>	<b>11%</b>	<b>3%</b>
<b>Total revenue</b>	<b>4,432</b>	<b>4,122</b>	<b>8%</b>	<b>7%</b>	<b>4%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>1,467</b>	<b>1,381</b>	<b>6%</b>		
<b>Benchmark EBIT margin</b>	<b>33.1%</b>	<b>33.5%</b>			

Year ended 31 March  
US\$m

	2023	2022	Total growth	Organic growth	Q1 FY24 Organic growth
Data	606	528	14%	12%	9%
Decisioning	176	149	17%	16%	15%
<b>Business-to-Business</b>	<b>782</b>	<b>677</b>	<b>14%</b>	<b>13%</b>	<b>10%</b>
<b>Consumer Services</b>	<b>165</b>	<b>114</b>	<b>42%</b>	<b>32%</b>	<b>26%</b>
<b>Total revenue</b>	<b>947</b>	<b>791</b>	<b>18%</b>	<b>16%</b>	<b>13%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>294</b>	<b>223</b>	<b>30%</b>		
<b>Benchmark EBIT margin</b>	<b>31.0%</b>	<b>28.2%</b>			

Year ended 31 March  
US\$m

	2023	2022	Total growth	Organic growth	Q1 FY24 Organic growth
Data	391	409	8%	7%	2%
Decisioning	229	244	7%	7%	0%
<b>Business-to-Business</b>	<b>620</b>	<b>653</b>	<b>7%</b>	<b>7%</b>	<b>1%</b>
<b>Consumer Services</b>	<b>164</b>	<b>194</b>	<b>(4)%</b>	<b>(4)%</b>	<b>(2)%</b>
<b>Total revenue</b>	<b>784</b>	<b>847</b>	<b>5%</b>	<b>5%</b>	<b>1%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>170</b>	<b>188</b>	<b>1%</b>		
<b>Benchmark EBIT margin</b>	<b>21.7%</b>	<b>22.2%</b>			

Year ended 31 March  
US\$m

	2023	2022	Total growth	Organic growth	Q1 FY24 Organic growth
Data	301	333	0%	0%	4%
Decisioning	123	123	13%	13%	21%
<b>Total revenue</b>	<b>424</b>	<b>456</b>	<b>3%</b>	<b>3%</b>	<b>8%</b>
<b>Benchmark EBIT – ongoing activities</b>	<b>14</b>	<b>13</b>	<b>8%</b>		
<b>Benchmark EBIT margin</b>	<b>3.3%</b>	<b>2.9%</b>			

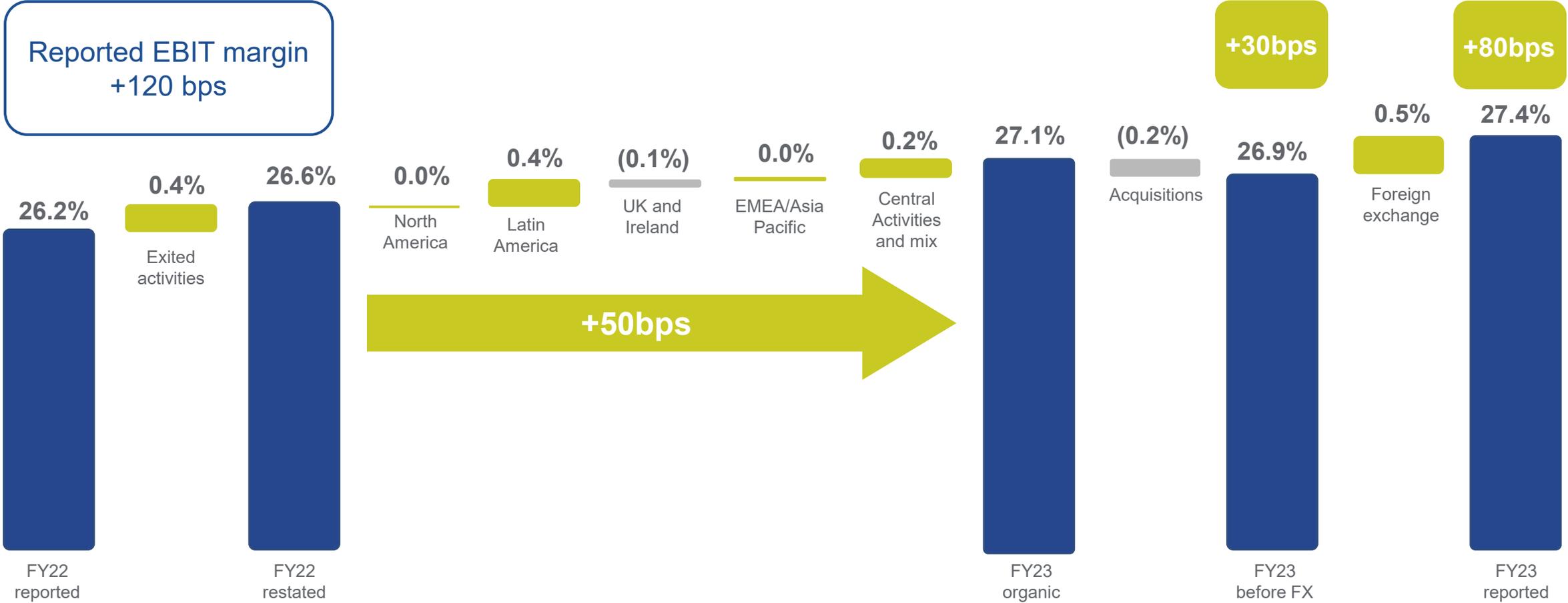
# Reconciliation of Benchmark to Statutory PBT



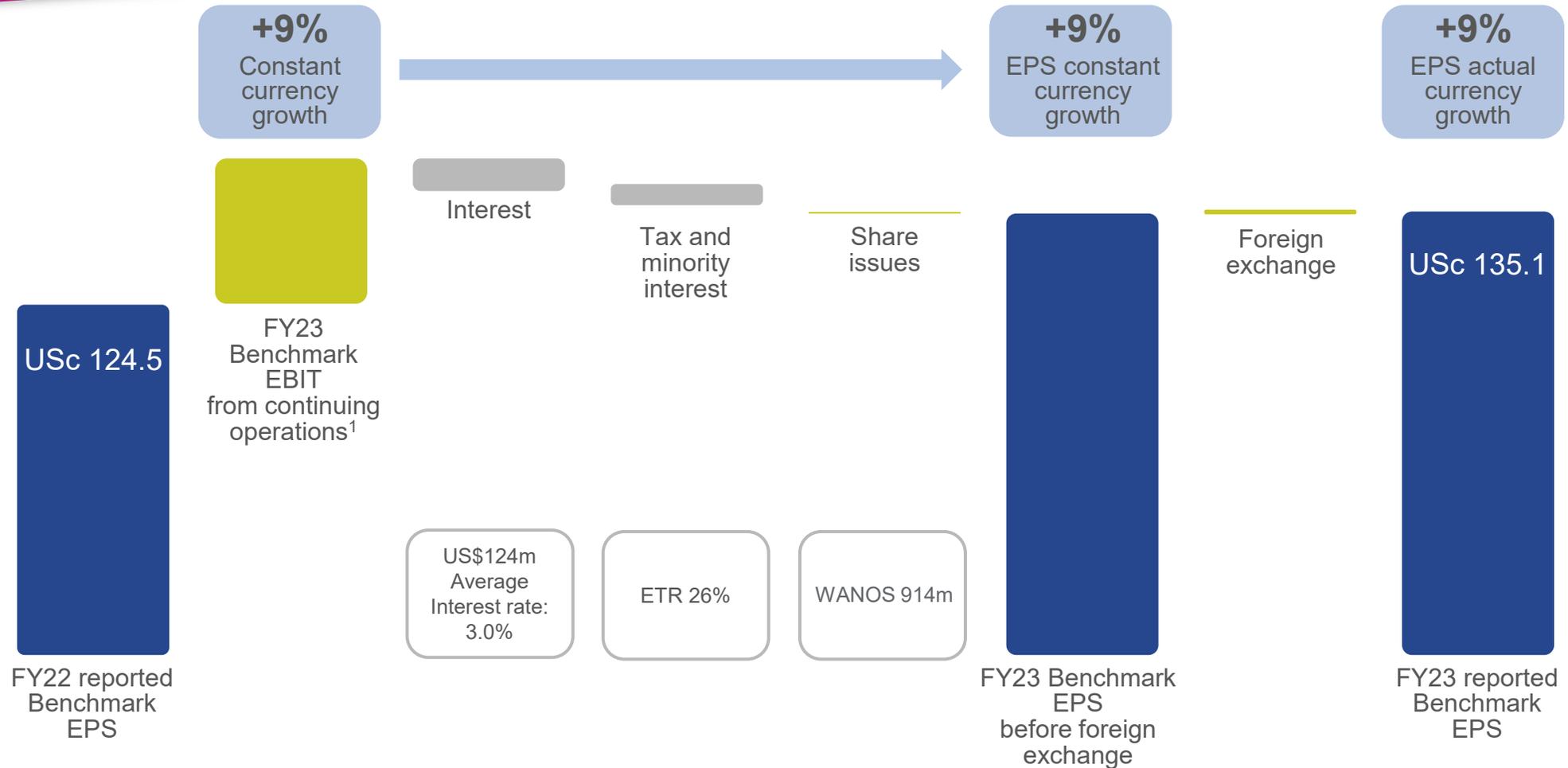
Year ended 31 March  
US\$m

	2023	2022	Growth % (actual rates)	Growth % (constant rates)
<b>Benchmark profit before tax</b>	<b>1,670</b>	<b>1,535</b>	<b>9</b>	<b>9</b>
Acquisition and disposal expenses	(46)	(47)		
Contingent consideration	(45)	(26)		
Profit and loss on disposal	-	47		
Restructuring related and other costs	(66)	(26)		
<b>Statutory profit before tax before non-cash items</b>	<b>1,513</b>	<b>1,483</b>	<b>2</b>	
Amortisation of acquisition intangibles	(192)	(174)		
Impairment charges <sup>1</sup>	(197)	(31)		
Non-cash financing remeasurements <sup>2</sup>	50	169		
<b>Statutory profit before tax</b>	<b>1,174</b>	<b>1,447</b>	<b>(19)</b>	

# 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

## Experian

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## 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.



# Event calendar

19 July 2023	Annual General Meeting
15 November 2023	Half year results, FY24
16 January 2024	Q3 FY24 trading update

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