

Half-yearly results for six months ended 30 September 2016 9 November 2016





# Strategic and operational overview Brian Cassin, Chief Executive Officer





### H1 progress

- 5% organic revenue growth
- Positive progress in EBIT and EPS

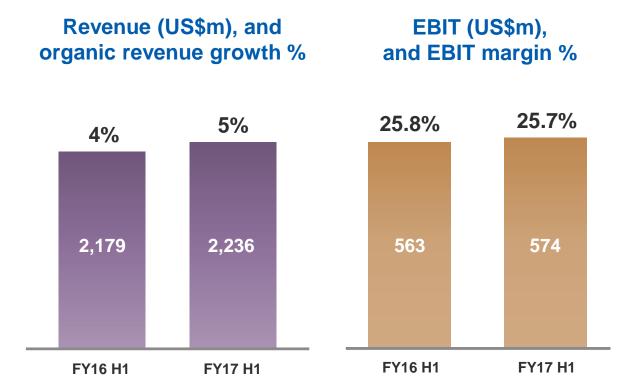
## Strategic progress

- Consistently strong growth in North America, Latin America and EMEA/Asia Pacific. Transitioning UK Consumer Services
- Strong growth in Credit Services and Decision Analytics
- Marketing Services improving and significant progress in Consumer Services
- Delivering on key strategic initiatives

## Capital allocation

- Raised first interim dividend by 4%
- Completed US\$79m of expected US\$400m FY17 share repurchase programme





- Revenue growth of 5% at constant rates, up 3% at actual rates
- EBIT up 5% at constant currency, up 2% at actual rates
- Benchmark EPS up 3% at constant currency

Revenue, EBIT growths and EBIT margin are on an ongoing activities basis. FY16 H1 adjusted to exclude the businesses divested in FY16 H2. Organic revenue growths have not been restated.





- Strong growth in core credit bureau and verticals
- Growing wallet share through One Experian
- Decision Analytics back to growth
- Marketing Services returned to growth in Q2; strength in targeting
- Transition in Consumer Services progressing well



- New client wins and expanded engagements across sectors
- Combined capabilities of Credit Services and Decision Analytics create a full solution
- Limited Brexit impact; volumes are stable
- Launched free offer in Consumer Services
  - Accelerating transition to diverse revenue model





- Strong, resilient performance
- Growing pipeline of future opportunities; innovative new products
- Decision Analytics becoming bigger part of the mix
  - Creates competitive edge
  - Bigger deals, longer contracts
- Launched free report offer to consumers



- Building scale and enhancing profitability
- Strong progress in Decision Analytics
  - Asia Pacific wins 6
     PowerCurve contracts, each US\$1m+
- Big wins in Australia for decisioning software
- EMEA 20 new contracts for crosschannel marketing

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- Investment in customer service, agile development, technology, security and innovation
- Aimed at sustainable growth



#### Portfolio review

- Focus on bigger businesses with scale advantages
- Create competitive differentiation through synergies
- Actions last year resulted in six disposals; the email/cross-channel marketing business will be the largest



### **Targeting**

- Proprietary data asset driving digital advertising
- Data also used across Experian business units
  - Fraud detection
  - Consumer Services
  - Credit Services
  - Future use health

#### **Data Quality**

- Data clean-up: consistent, accurate and complete data for every consumer
- Front end to data loading across Experian businesses
- Embedded in products like DataArc 360



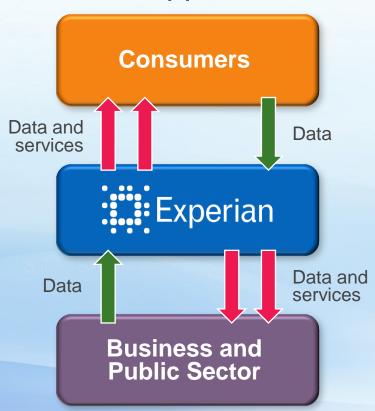
# **Email/cross-channel marketing business;** prospective divestment



- Limited synergies with Experian portfolio; pursuing disposal
- Invested to improve performance and capture optionality value:
  - Launched world-class cross-channel platform; triple digit CAGR over 3 years to c. US\$90 million (US\$290m total)
  - Stabilised email platform and improved delivery
- Back on path to sustainable growth with good long-term prospects

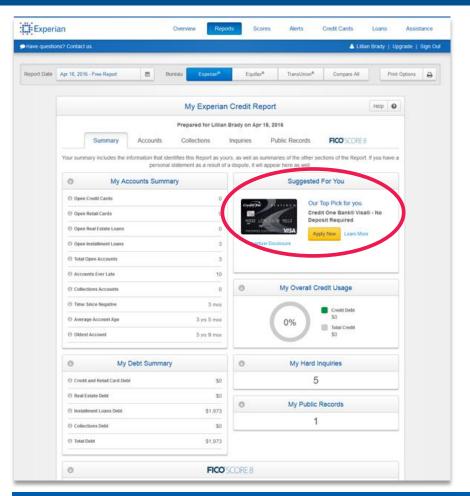


### Our approach



Developing longlasting relationships with the 1 billion people whose data we hold on file

# NA Consumer Services: RightOffer solution Differentiated approach to lead generation



- Preapproved offers utilising Experian's decisioning capabilities
- Rank-orders offers based on fit with consumer needs, not highest bounty paid
- Beta system in production, optimising performance before adding more lenders

Providing a better consumer experience results in a stronger relationship with lenders

# NA Consumer Services: partnering for growth Affinity, data breach and CSID



- Revitalising our approach to affinity and data breach
  - Credit and identity offers
  - Products, platforms and mobile apps
- Expanding beyond financial services partners
- Early wins in data breach, already benefitting from CSID

Broader distribution to engage with millions more consumers



# Consumer Services: strategy update Building relationships with consumers in our biggest credit markets



#### US

- Rapidly expanding base of free and premium members
- Free membership of over 6.5 million people
- 170,000 upgrades and downgrades each month



#### UK

- · 'Free for life' score offer
- Over 700,000 enrolments
- Credit Matcher price comparison gaining traction



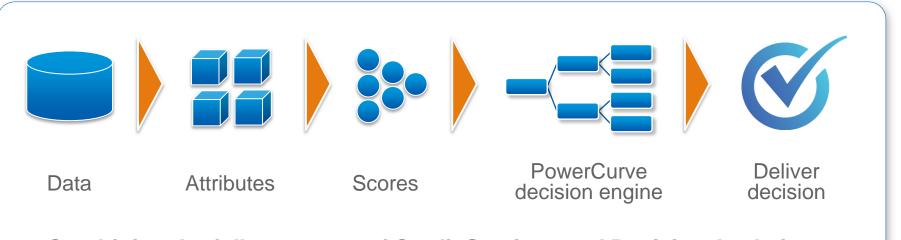
#### **Brazil**

- Launched free report offer, building out consumer propositions;
   1.6 million enrolments
- Online collection of positive data opt-ins; 4.2 million to date
- Enhanced Limpa Nome debt resolution



#### **Instant Credit**

moving beyond reports and scores



Combining the full resources of Credit Services and Decision Analytics

Delivering decisions in less than one second



### Case study: solving the challenges of digital credit marketing

### One Experian team

**Credit Services** 

Bureau data, Data quality **Decision Analytics** 

Fraud and Identity, DaaS scores Marketing Services

**Targeting** 

**Data Lab** 

Data insights

Consumer Services

Online partners, RightOffer

Email pre-screen offers

Re-targeting offers on display advertising

Digital prescreen on authenticated sites



Good progress executing against our strategy, focussing on biggest opportunities and innovating across the business

- Delivering organic growth within our target range
- Creating greater value for shareholders



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#### **Financial review**

Lloyd Pitchford, Chief Financial Officer

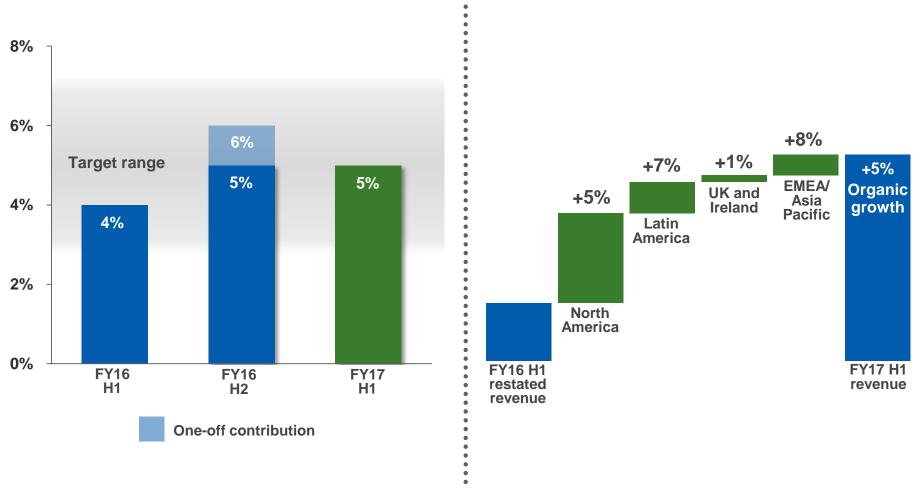




		Constant rates	Actual rates
Revenue	Total revenue growth	5%	3%
growth	Organic revenue growth	5%	
EBIT	Benchmark EBIT margin		25.7%
Earnings	Benchmark EPS growth	3%	1%
Operating cash flow	Benchmark operating cash conversion		87%
Dividend	First interim DPS growth		4%

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, EBIT growths and EBIT margin are on an ongoing activities basis.

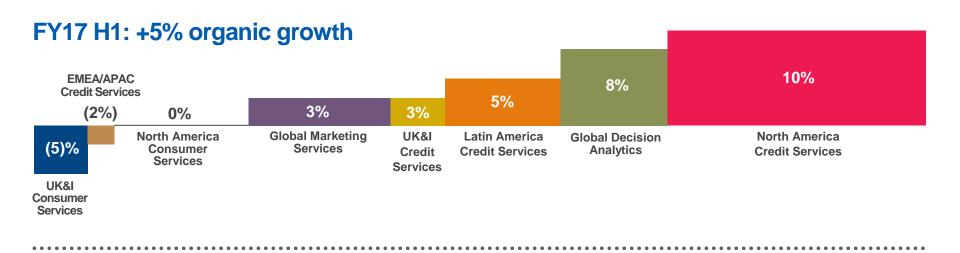
# Financial review Sustainable organic revenue growth

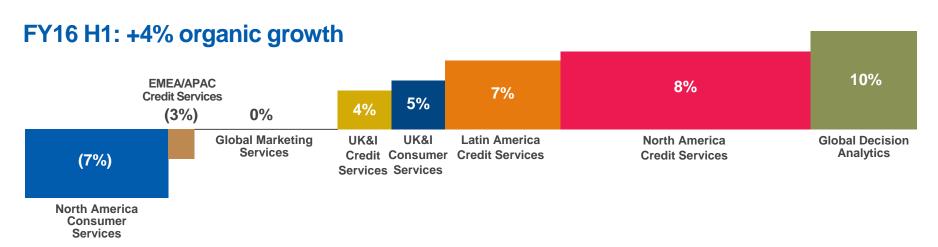


All growths are organic.

All growths in the left-hand chart are as reported and FY16 H1 growth has not been restated for any divestments made during FY16 H2. Chart on the right is not to scale.

# Financial review Summary of portfolio performance





Horizontal axis indicates share of revenue excluding CSIdentity and vertical axis indicates organic revenue growth. Share of revenue in both charts has been calculated at the same exchange rate. FY16 growth rates not restated for disposals.



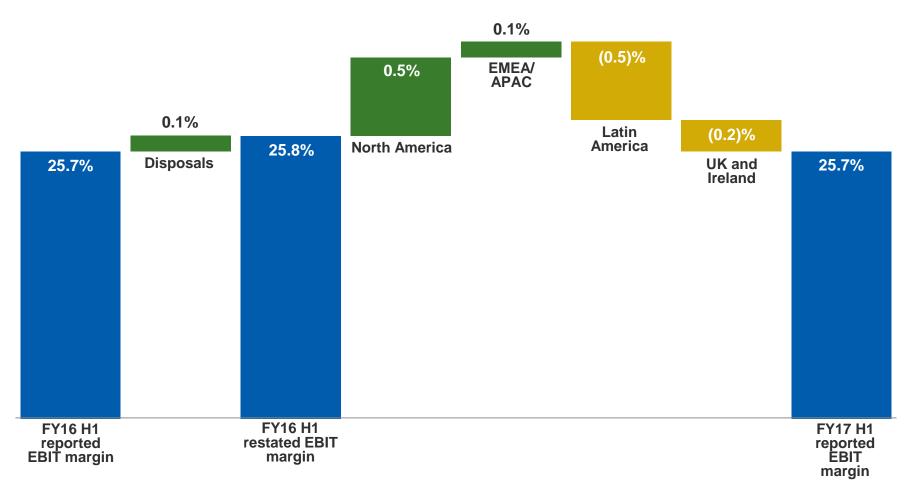


Chart is not to scale.

EBIT margins calculated on a Benchmark and ongoing activities basis.



Six months ended 30 September

US\$million 2016

OSpirillion	2016	2015	Organic	Total
Revenue	2010	20.0	growth	growth
Credit Services	652	593	10%	10%
Decision Analytics	77	75	3%	3%
Marketing Services	173	173	0%	0%
Consumer Services	360	345	0%	4%
Total revenue	1,262	1,186	5%	6%
EBIT	394	360		
EBIT margin	31.2%	30.4%		

At constant rates

- Strength in Credit Services
- Improvement in Decision Analytics
- Good margin progression

All results are Benchmark figures and are on an ongoing activities basis.

Six months ended 30 September 2015 figures have been restated to reflect disposals during the six months ended 31 March 2016.



Six months ended 30 September

<b>US</b> \$million	2016	2015	Organic	Total
Revenue			growth	growth
Credit Services	311	306	5%	5%
Decision Analytics	20	17	28%	28%
Marketing Services	11	8	32%	32%
Total revenue	342	331	7%	7%
EBIT	107	114		
EBIT margin	31.3%	34.4%		

At constant rates

- Continued growth in Credit Services
- Margin reflects investments
  - Free consumer launch
  - Sao Carlos

All results are Benchmark figures and are on an ongoing activities basis.



Six months ended 30 September

At cons	stant	rates
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	ptombol				
US\$million	2016 2015		Organic	Total	
Revenue			growth	growth	
Credit Services	122	133	3%	3%	
Decision Analytics	101	110	3%	3%	
Marketing Services	88	95	3%	3%	
Consumer Services	112	131	(5)%	(5)%	
Total revenue	423	469	1%	1%	
EBIT	121	141			
EBIT margin	28.6%	30.1%			

- Credit Services reflects tough FY16 Q2 comparable
- Momentum in Decision Analytics
- Margin reflects
   Consumer
   Services
   transition

All results are Benchmark figures and are on an ongoing activities basis. Six months ended 30 September 2015 figures have been restated to reflect disposals during the six months ended 31 March 2016.



Six months	ended	<b>30</b>	September
IIS¢million			

<b>US\$million</b>	•			
Oogiiiiioii	2016 2015		<b>Organic</b>	Total
Revenue			growth	growth
Credit Services	73	76	(2)%	(2)%
Decision Analytics	64	55	18%	18%
Marketing Services	72	62	11%	11%
Total revenue	209	193	8%	8%
EBIT	(12)	(15)		
EBIT margin	(5.7)%	(7.8)%		

- At constant rates
- Continued strength in Decision Analytics and Marketing Services
- Improving EBIT margin trend

All results are Benchmark figures and are on an ongoing activities basis. Six months ended 30 September 2015 figures have been restated to reflect disposals during the six months ended 31 March 2016.

# Financial review Group Benchmark earnings

Six months ended 30 September US\$million	2016	2015	Growth (actual rates)	Growth (constant rates)
Benchmark EBIT from ongoing activities	574	563	2%	5%
Benchmark EBIT - exited business activities	-	13		
Benchmark EBIT	574	576	0%	2%
Net interest	(35)	(35)		
Benchmark PBT <sup>1</sup>	539	541	0%	2%
Benchmark taxation	(140)	(135)		
Benchmark taxation rate	26.0%	25.0%		
Total Benchmark earnings	399	406		
For owners of Experian plc	400	406	(1)%	1%
For non-controlling interest	(1)	-		
Weighted average number of shares, million	945	966		
Benchmark EPS, US cents	42.3	42.0	1%	3%

<sup>&</sup>lt;sup>1</sup>Benchmark PBT is defined as profit before amortisation and impairment of acquisition intangibles, impairment of goodwill, acquisition and disposal expenses, adjustments to contingent consideration, exceptional items, financing fair value remeasurements, tax and discontinued operations. It includes the Group's share of continuing associates' pre-tax results.

Six months ended 30 September US\$million	2016	2015	Growth (actual rates)
Benchmark profit before tax	539	541	0%
One-off items, acquisition & disposal expenses and contingent consideration	(10)	38	
Amortisation of acquisition intangibles	(52)	(56)	
Financing fair value remeasurements	43	(65)	
Statutory profit before tax	520	458	14%
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## Financial review Benchmark cash flow performance

### Six months ended 30 September 2016 US\$million

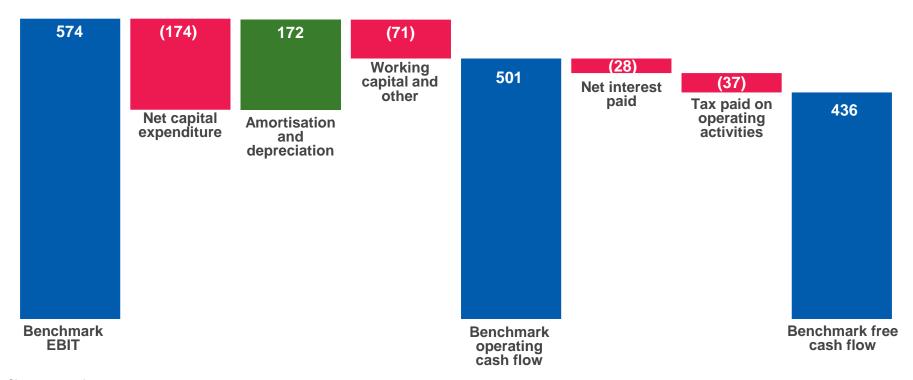
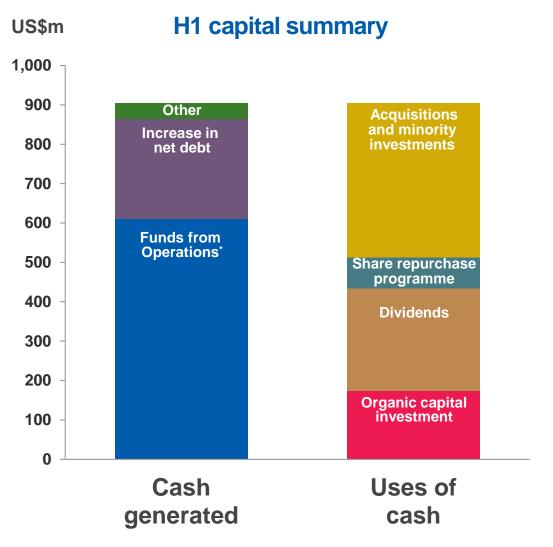


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## Capital strategy Capital framework



#### **Capital allocation**

- Organic investment in key strategic initiatives
- Acquisitions and minority investments
- Completed US\$79m of planned US\$400m share purchase programme
- Raised first interim dividend by 4%

**Email/cross-channel marketing business** 

Anticipated revenue of US\$290m in FY17

<sup>\*</sup> Funds from Operations is defined as Benchmark free cash flow plus organic capital investment (capital expenditure). ©2016 Experian plc. All rights reserved. Experian public.

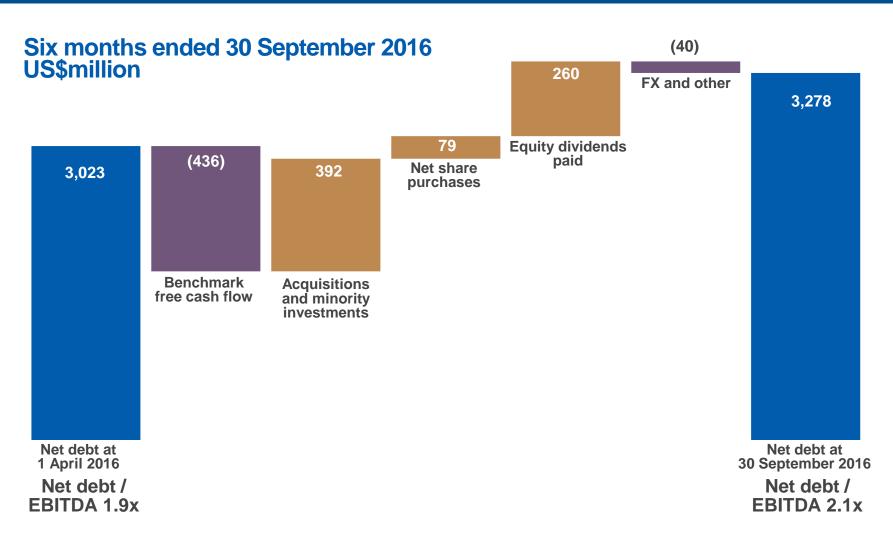


Chart not to scale.

EBITDA used for calculating net debt/EBITDA is based on the trailing twelve months.

## Outlook Modelling considerations for FY17

### Net interest

Expected to be in the region of US\$80m

#### Tax

Benchmark tax rate expected to be around 26%

### Foreign exchange

 If recent rates prevail, we expect foreign exchange to be a 2% headwind to revenue and 1% headwind to Benchmark EBIT for the full year

### Capital expenditure

Capital expenditure expected to be 8-9% of revenue

### Share repurchases

Full year WANOS expected to be in the region of c. 942m shares

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# Financial review Financial summary and outlook



- Good start to the year
- Disciplined capital management
- Full year outlook:
  - Mid-single digit organic revenue growth
  - Stable margins at constant currency
  - Benchmark earnings per share growth



### **Closing summary**

Brian Cassin, Chief Executive Officer



## First-half results Summary



- Consistent performance, within target range
- Benefiting from investments in growth
- Disciplined capital allocation
- Creating shareholder value

Building a bigger, stronger business



### **Appendix**



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18 January 2017	Trading update, third quarter
18 May 2017	Preliminary announcement, full year
18 July 2017	Trading update, first quarter
20 July 2017	Annual General Meeting



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