



Bank relationship management



Antony Barnes
Director of Corporate Finance

10 February 2016



Overview Snapshot of Experian



- Revenue: **US\$4.8 bn**
- EBIT: **US\$1.3 bn**
- Market Cap*: **c.£11 bn**
- **In top 50 of FTSE-100**
- Employees: **c.17,000**
- Offices in **38** countries
- Largest markets: **US, Brazil, UK**
- Corporate headquarters: Dublin

**Leading global information services company,
providing data and analytical tools to clients around the world**

For the year ending 31 March 2015

* At 31 January 2016



Our banking needs



Lending / Commitments

- Bond Issuance
- Commercial Paper

Transactional Banking

- Merchant Acquiring
- Guarantees
- Cash Management

Advisory

Ratings, Leverage, Capital Structure



Building a banking group



- Committed undrawn facilities
- Diversity
 - Geographic footprint
 - Product range

Also:

- Banks are clients of Experian
- Acquisitions / Share purchases
- Be alert to new market entrants and changes in regulation



Experian's Core Lending Group



Experian's current banking group:

- **UK** (Barclays, HSBC, Lloyds, RBS, Santander)
- **US** (Bank of America, PNC, Wells Fargo)
- **Europe** (BNPP, Calyon, ING, SG)
- **Asia** (Bank of China, Mizuho, Tokyo Mitsubishi,)
- **Latam** (Bradesco)

\$2.9bn committed at December 2015



Cementing relationships



- Open door policy
 - Interaction at a number of levels
 - CFO access
- Bi-annual results presentations
- Engage with banks on opportunities
- Treat pitch books seriously
- Don't end relationships lightly



What do banks look for?



What do banks look for?

(1) caveat emptor

“All those years ago, there was a principle that I followed:

Try to make as much money as possible for the bank, in a way that does not break the law, or rip off the customer too shamelessly.

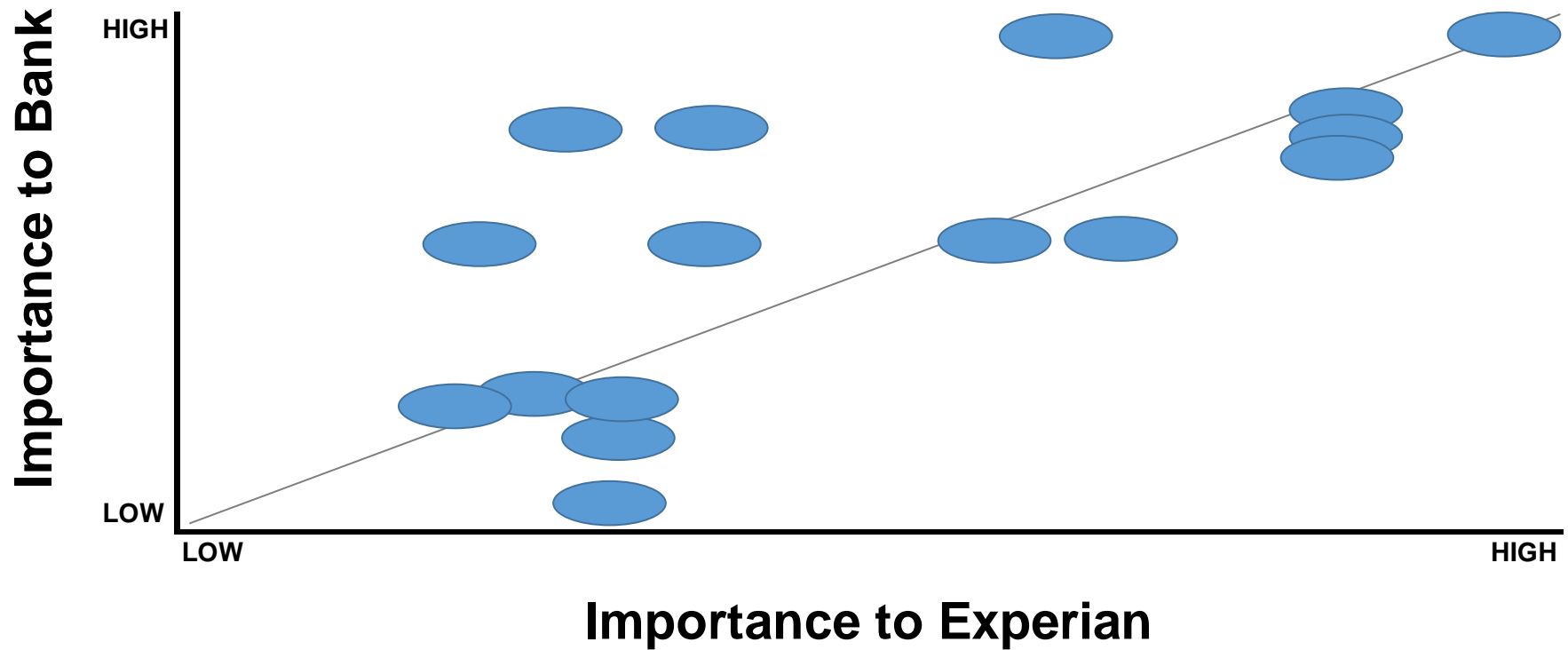
I might have been only 22 at the time, but even I could see that the trick to banking was to rip customers off only up to a point.

If they realised you had ripped them off, then you had screwed up.”

Lucy Kellaway
Financial Times journalist



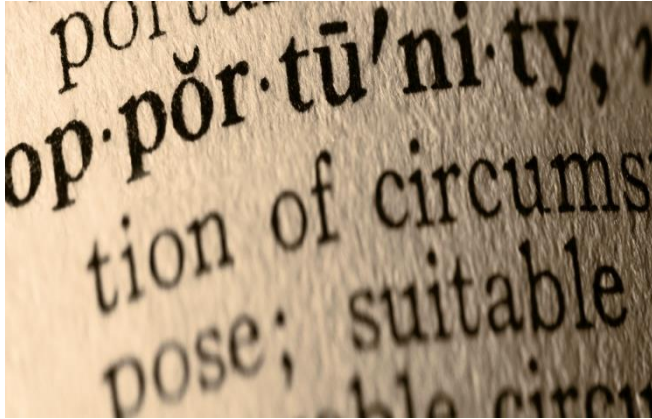
Strategic importance of Core Lending Group





What do banks look for?

(2) or this?



- It's their business. In it for the long term
- Annuity revenue streams
- Realistic ROI
- Need to see light at the end of the tunnel
- Franchise value / new business lines
- Don't like to exit relationships



Characteristics of a good Relationship Manager

- Appropriately frequent contact
- Brings relevant ideas
- Orchestrates multiple points of contact
- Involves the right people
- Precision marketing
- Updates treasury on ongoing discussions with other parts of the business



