

FICO: The Decisions Company

Investor Overview – November 2019

© 2019 Fair Isaac Corporation. Confidential. This presentation is provided for the recipient only and cannot be reproduced or shared without Fair Isaac Corporation's express consent.

100

Safe Harbor



Some of the statements made by us during this meeting, including statements concerning our expectations about future operations and financial results, are forward-looking statements within the meaning of the "Safe Harbor" provisions of the Private Securities Litigation Reform Act of 1995.

These forward-looking statements are subject to risks and uncertainties that may cause actual results to differ materially, including those risks and uncertainties described from time to time in our SEC reports, including its report on Form 10-Q for the quarter ended June 30, 2019.

Product roadmaps and similar marketing materials should be considered forward-looking and subject to future change at FICO's discretion. Future functionality, features or enhancements as shown are FICO's current projections of the product direction, but are not specific commitments or obligations.

Why FICO Decisions?



More information allows for more precise decisions.

FICO analytics use available data to produce the best decisions possible.

FICO's proven science employs technology breakthroughs to drive consumer behavior insights and optimize business processes.

That's powering decisions. That's the power of FICO.

FICO Overview



Profile	Pioneer in the use of predictive analytics and data science to improve operational decisions Founded: 1956 NYSE: FICO Revenues: \$1.16B (2019)
Products and Services	Scores and related analytic models Analytic applications for customer acquisition, service and security Tools for decision management
Clients and Markets	10,000+ clients in 100+ countries Industry focus: Banking, insurance, retail, health care, telecommunications, manufacturing
Recent Rankings	 #1 in Financial Crime Risk Management Systems (Chartis)* #7 in the top 100 risk technology providers (Chartis)** Leader in Digital Decisioning Platforms by Forrester Research***
Offices	20+ offices worldwide, HQ in San Jose, California 3,900+ employees Regional Hubs: San Rafael and San Diego (CA), Bozeman (MT), New York, London, Birmingham (UK), Johannesburg, Milan, Moscow, Bensheim, Munich, Madrid, Istanbul, Sao Paulo, Bangalore, Beijing, Singapore

*Financial Crime Risk Management Systems: Enterprise Fraud; Market Update 2018 **2019 Chartis' RiskTech100® report ***Forrester New Wave™: Digital Decisioning Platforms, Q4 2018

Market Leading Products and Solutions



Customer analytics	FICO [®] Score	#1 credit risk score10+ billion credit decisions a year
Customer service	FICO [®] TRIAD [®] Customer Manager	#1 credit account management system 65% of card accounts worldwide
Fraud & security	FICO [®] Falcon [®] Fraud Manager	#1 payment card fraud solution 2.6+ billion payment cards protected
Decision management	FICO [®] Decision Management Suite	Comprehensive platform for developing decision management applications
Customer engagement	FICO [®] Customer Communication Services	Leading Omni-Channel Communications Solution 200M Communications a year

Key Technologies



Analytics

Щ

- Scorecards
- Outlier models
- Neural networks
- Tree ensembles
- Streaming analytics
- Network identification
- Entity disambiguation
- Self-learning approaches
- Multiple, massive data consortia
- Text

Decision Management

 \mathbb{Q}

- Complex rules
 management
- Data-driven strategy design
- Adaptive control systems
- Multiple metaphors
- Decision Models

Optimization

800

- Mixed Integer
- Non-linear
- Dynamic
- Programming
- Quadratic

- Rapid App Development
- Data stream
 management
- Process workflow
- · Decision workflow
- User interface development
- Mobile
- Dashboarding and data visualization

Customer Contact

- Voice
- Email
- Text
- Mobile

Strategy Overview

FCO Decisions

Scores – extend our B2B leadership and brand value into consumer market

Expand Open Access, direct-toconsumer partners, lead generation and Affinity

- Financial Inclusion Initiatives:
- FICO XD adoption
- International scoring opportunities
- UltraFICO

Applications – expand existing offerings with SaaS-enabled versions

- Expand sales coverage, services capability, client success and skills
- Expand recurring revenue and cloud growth
- Invest in "Cloudfirst" solutions

DMS – provide a simple, cost-effective way to develop/deploy analytics

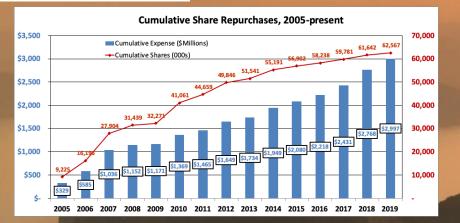
Expand pipeline, sales coverage, productivity and skills to accelerate growth within financial services and new verticals

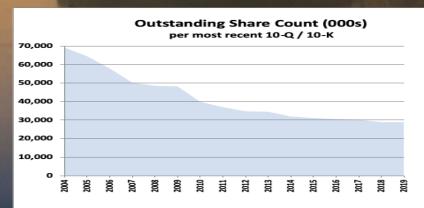
Continue to invest in the product and build out platform Invest in key areas to support growth

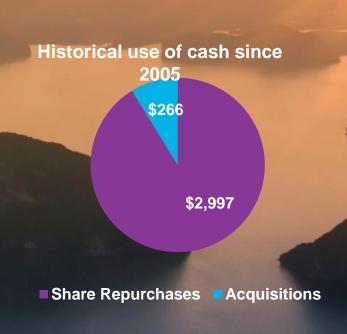
Capital Allocation

- Grow earnings faster than revenue
- Balance organic investments, share repurchases and tuck-in M&A to maintain prudent leverage levels

Efficient Use of Cash







Decisions



Regulation G Disclosures (Unaudited) Current Non-GAAP Measures

$ \begin{array}{ c c c c c c c c c c c c c c c c c c c$,	Fiscal Year 2019	Quarter Ended September 30, 2019	Quarter Ended June 30, 2019	Quarter Ended March 31, 2019	Quarter Ended December 31, 2018	,	Fiscal Year 2018	Quarter Ended September 30, 2018	Quarter Ended June 30, 2018	Quarter Ended March 31, 2018	Quarter Ended December 31, 2017
Another of the set of	Operating Income	2010	5cptcilloci 50, 2019	vane 50, 2019	Marca 01, 2019	December 01, 2010						
Sector $\frac{12,27}{10}$ $\frac{12,42}{10}$ $\frac{10,43}{10}$ $\frac{12,42}{10}$ $\frac{12,42}{10$	Operating income, as reported	\$ 253,548	\$ 70,287 \$	85,708 \$	48,549	\$ 49,004	s	175,359 \$	47,558 \$	44,537 \$	46,439 \$	36,825
NucleAD quarking issues (space) $\frac{1}{2}$ 332.67 330.27 300.27 <t< td=""><td>Amortization of intangible assets</td><td>6,126</td><td>1,673</td><td>1,448</td><td>1,503</td><td>1,502</td><td></td><td>6,594</td><td>1,551</td><td>1,571</td><td>1,684</td><td>1,788</td></t<>	Amortization of intangible assets	6,126	1,673	1,448	1,503	1,502		6,594	1,551	1,571	1,684	1,788
$ \begin{array}{c c c c c c c c c c c c c c c c c c c $		82,973	21.042	19,595	20,482			74.813	20,183	18,882	19,238	16,510
Network S 11,040 S 3 125 S 120,01 S 220,01 S 200,01 S 200,01 S 200,01 S	Non-GAAP operating income (segment operating income)	\$ 342,647	\$ 93,002 \$	106,751 \$	70,534	\$ 72,360	s	256,766 \$	69,292 \$	64,990 \$	67,361 \$	55,123
And mark S 192,122 54,553 14,462 33,381 4007 5 124,462 22,713 32,721 31,160 32,873 Section composition convertes 8,272 12,462 12,733 14,463 1,464 1,483 1,922 1,533 1,444 1,543 2,713 32,721 31,169 32,873 Section composition converse 8,272 1,244 1,393 1,044		\$ 1,160,083	\$ 305,344 \$	314,249 \$	278,234	\$ 262,256	\$	1,000,146 \$	256,532 \$	254,993 \$	256,260	\$ 232,361
Name S 19,214 54,54 64,15 33,34 44,07 5 10,62 32,71 27,71 31,10<	Non-GAAP operating margin	30%	30%	34%	25%	28%		26%	27%	25%	26%	24%
Name S 19,214 54,54 64,15 33,34 44,07 5 10,62 32,71 27,71 31,10<	-											
Amountain of imagable search 6,15 1,673 1,643 1,603 6,594 1,513 1,644 1,753 Such Asso downsering expression exp												
Sinck and composition optimized space $12,77$ $21,442$ $19,955$ $21,442$ $11,855$ $21,442$ $11,855$ $21,442$ $11,855$ $21,442$ $11,855$ $21,442$ $11,855$ $21,442$ $11,855$ $21,442$ $11,855$ $21,442$ $11,855$ $21,442$ $11,855$ $11,8560$ $(11,800)$ $(11,80)$ $(11,80$							5					
Residue juis on sevendo intervention $1 + 1 + 1 + 1 + 1 + 1 + 1 + 1 + 1 + 1 +$												
$ \begin{array}{c c c c c c c c c c c c c c c c c c c $			21,042			21,854						16,510
Encode in the other intermed in the constraint of many base in the other intermed in the constraint of many base intermed in the constraint of the constraint of many base intermed in the constraint of the constraint of the constraint of the constraint of			-									-
Tar Can and Joho Act Tar Can a												(4,703)
Number Apply $\frac{5}{5}$ $\frac{2271}{5}$ $\frac{64.01}{5}$ $\frac{75.46}{5}$ $\frac{47.5}{5}$ $\frac{247.5}{5}$ $\frac{217.5}{5}$ $\frac{175.5}{5}$		(30,666)	(10,643)	(4,289)	(2,501)	(13,233)						(11,511)
Remain New GAAP S 1,166,48/l 2015 S 345,24/l 2015 S 222,256 1075 S 1,064,14/l 2015 S 256,09/l 2015 5 256,09/l 2016 7 256,09/l 2016 7 256,09/l 2016 7 256,09/l 2016 7 256,09/l 2016 7 256,09/l 2016 256,09/l 2017 266,00/l 2016 26		-	-	-	-		_					3,836
Nuc GAAP on margin 28% 28% 17%												
Bind Earling or Share S 6.34 S 1.09 2.12 S 1.10 S 4.06 S 1.07 S 0.05 0.05 0.05 Amorization of intengible easts 0.29 0.06 0.05 0.05 0.05 0.05 0.01 0.05 0.05 0.05 0.01 0.01 0.01 0.01 0.05 0.05 0.01 <							\$					
	Non-GAAP net margin	20%	20%	24%	17%	17%	-	17%	16%	17%	18%	17%
	Diluted Faminer ner Sham											
Anomization 0.0 0.0 0.05 0.06 0.05 0.05 0.06 0.05 0.06 0.05 0.06 0.05 0.06 0.06 0.05 0.06 0.06 0.05 0.06 0.06 0.06 0.05 0.06		6 34	\$ 180 \$	2 12 5	1 10	\$ 132	s	4.06 \$	107 \$	0.95 \$	1.00	\$ 1.04
Stock-based compension expense 2.74 0.69 0.65 0.68 0.72 0.03 0.05 0.01 0.03 0.01 0.01 0.01 0.01 0.01 0.01 0.01 0.01 0.01 0.01 0.01 0.01 0.01 0.01 0.01												
Related plin or cost-method investment . <td></td>												
Income tax algorithments $(0,76)$ $(0,19)$ $(0,17)$ $(0,10)$ $(0,12)$ $(0,17)$ $(0,10)$ $(0,13)$ $(0,17)$ $(0,10)$ $(0,11)$ $(0,12)$ $(0,17)$ $(0,12)$ $(0,17)$ $(0,12)$ $(0,17)$ $(0,12)$ $(0,17)$ $(0,12)$ $(0,17)$ $(0,12)$ $(0,17)$ $(0,16)$ $(0,17)$ $(0,12)$ $(0,17)$ $(0,12)$ $(0,17)$ $(0,16)$ $(0,17)$ $(0,12)$ $(0,17)$ $(0,12)$ $(0,17)$ $(0,16)$ $(0,17$			0.09							0.01	0.01	
Ecos tab bendi(1.01)(0.25)(0.14)(0.08)(0.44)(0.71)(0.25)(0.05)			-							-	-	
Tax Cuts and Jobs Act 1000^{-1} $1000^$			()							()	()	
Nor-GAAP diluted earnings per share \overline{s} 7.51 \overline{s} 2.01 \overline{s} 2.50 \overline{s} 1.56 \overline{s} 1.44 \overline{s} 1.34 \overline{s} 1.43 \overline{s} 1.44 \overline{s} 1.43 \overline{s} 1.43 \overline{s} 1.45		(1.01)	(0.35)	(0.14)	(0.08)	(0.44)						
Reconciliation to Adjusted EBITDA S 192,124 S 54,584 S 64,152 S 33,381 S 40,007 S 126,482 S 32,713 S 29,721 S 31,169 S 32,87 Interest exprese, net 39,752 9,957 10,111 10,008 9,967 12,481 1,512 8,223 7,116 6,464 Provision for income taxes 22,948 6,304 13,902 6,593 (2,851) 30,459 16,277 8,181 7,993 (2,000 Other express (norme), net (2,276) (558) (2,477) 5,995 6,144 2,633 5,518 1,571 1,684 1,78 Depreciation 24,205 5,887 6,179 5,995 20,482 21,884 7,813 20,183 18,882 19,238 16,51 Adjusted EBITDA 5 366,852 \$ 98,889 5 17,659 5 7,839 5 7,273 5 70,338 5 22,493 5		-	-	-	-	- 145						
Net norms, as reported S 192,124 S 54,584 S 64,152 S 33,181 S 440,07 S 126,482 S 32,713 S 227,11 S 31,107 S 31,107 S 31,107 S 31,107 S 31,107 S 31,107 S 31,117 S 32,713 S 32,713 S 31,107 S 31,107 S 31,117 S 32,713 S 31,116 G 64 Provision for income taxes 23,248 6,344 1,3902 6,693 (2,851) (16,277 8,181 7,993 6,204 1,613 Other expanse fincome, net 6,126 1,673 1,448 1,603 1,502 6,594 1,511 1,544 5,797 Stock-sneet compension expense 24,207 21,492 19,595 20,492 21,854 7,813 20,183 18,882 19,238 26,619 226,257 2,939 5 26,403 5 26,203	Non-GAAP diluted earnings per share	\$ 7.51	\$ 2.01 \$	2.50 8	5 1.56	\$ 1.45	3	5.50 3	1.34 8	1.43 \$	1.50	5 1.23
Interst styrms, nst 39,752 9,957 10,111 10,008 9,676 31,311 9,512 8,223 7,116 6,40 Provision for income taxes 23,9752 9,957 10,111 10,008 9,676 31,311 9,512 8,223 7,116 6,40 Provision for income taxes 23,948 6,304 13,902 6,593 (2,851) 30,450 16,277 8,181 7,993 (2,40) Other expense (income), net (2,276) (558) (1,443) 1,603 1,502 6,694 1,551 1,571 1,684 1,73 Depocition 24,205 5,887 6,179 5,995 6,144 22,633 5,918 5,19 5,79 5,104 5,79 5,995 16,217 8,183 16,812 19,238 16,51 1,571 1,684 1,73 1,442 19,595 20,482 21,854 74,163 20,183 16,827 9,850 5,771 5,731 7,038 7,238 7,238 7,238 7,238 7,238 7,238 7,238 7,238 7,238 7,238 7,238 7,238	Reconciliation to Adjusted EBITDA											
Provision for income taxes 23,2484 6,304 13,902 6,693 (2,851) 30,409 16,277 5,181 7.993 (2,001) Other expanse fincome, norm in antipable asets 6,126 1,673 1,448 1,603 1,512 (1,084) (1,084) 1,051 1,644 1,673 Depocation 24,2015 5,887 6,179 5,995 6,144 2,633 5,911 5,348 5,510 5,773 Stock-based compensation expanse 82,073 21,042 19,595 20,482 21,854 74,913 20,183 18,882 19,238 16,517 Adjusted EBITDA 82,692,52 9,8489 9,112,399 5 76,529 5 76,529 5 1,644 5 66,97 5 26,933 5 26,933 5 26,933 5 26,939 5 26,939 5 26,939 5 26,939 5 26,939 5 26,939 5 26,939 5 26,939 5 26,939 5 26,939 5 26,939 5 26,939 5 26,939 5 <	Net income, as reported	\$ 192,124	\$ 54,584 \$	64,152 \$	33,381	\$ 40,007	\$	126,482 \$	32,713 \$	29,721 \$	31,169 \$	32,879
Other expanse (income), net $(2,276)$ (558) $(2,457)$ $(1,43)$ $2,172$ $(10,944)$ $(10,$	Interest expense, net	39,752	9,957	10,111	10,008	9,676		31,311	9,512	8,223	7,116	6,460
Anomization of intagable asets 6,126 1,673 1,448 1,603 1,520 6,674 1,551 1,571 1,644 1,757 Depocition 24,005 5,887 6,179 5,995 6,144 1,753 5,914 5,348 5,510 5,79 Stock-based compensation expense $82,073$ 21,042 19,595 20,482 21,854 74,913 20,183 18,882 19,238 16,51 Adjusted EBITDA 5 366,852 5 9,629 5 76,529 5 76,529 5 79,399 5 72,13 70,338 5 72,820 5 1,000,146 5 256,552 5 256,50 5 223,66 5 260,26 5 260,26 5 260,26 5 260,26 5 260,26 5 260,26 5 260,26 5 260,26 5 260,26 5 260,26 5 260,26 5 260,26 5 223,26 5 10,001,16 5 256,57 256,57 256,57 256,57 256,57 256,57 256,57												(2,001)
$\begin{array}{c c c c c c c c c c c c c c c c c c c $												(513)
Stock-based compensation expense 82,273 21,042 19,595 20,482 21,834 74,913 20,183 18,82 19,238 165,15 Adjusted EBITDA Adjusted EBITDA as a percent of revenues 5 1,600,083 5 306,342 5 76,529 5 76,529 5 79,399 5 72,73 5 70,338												1,788
Adjusted EBITDA \$ 366,852 \$ 98,89 \$ 112,930 \$ 76,529 \$ 78,544 \$ 279,399 \$ 75,273 \$ 70,338 \$ 72,871 \$ 60,91 Revenues \$ 306,852 \$ 98,899 \$ 112,930 \$ 76,529 \$ 78,544 \$ 279,399 \$ 75,273 \$ 70,338 \$ 72,871 \$ 60,91 Revenues \$ 305,344 \$ 314,249 \$ 278,234 \$ 220,256 \$ 1.000,146 \$ 2256,532 \$ 254,935 \$ 256,230 \$ 223,65 \$ 226,535 \$ 256,230 \$ 223,65 \$ 260,256 \$ 209,5 \$ 223,65 \$ 209,5 \$ 260,256 \$ 209,5 \$ 287,5 \$ 209,5 \$ 287,5 \$ 209,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 289,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,5 \$ 287,67 \$ 28,28,7 \$ 287,5 \$ 223,052 \$ 59,963 \$ 85,079 \$ 49,233 \$ 28,77 \$ 28,66,67												5,794
Revenues S 1,160,083 S 305,344 S 314,249 S 278,234 S 262,256 S 1,000,146 S 256,521 S 256,09 S 223,266 S 201,000 1/60 S 256,521 S 256,502 S 256,302 S 256,303 S												16,510
Adjusted EBITDA as a percent of revenues 32% 32% 36% 28% 30% 28% 29% 28% 28% 26% 26% Reconciliation To Free Cash Flow Net each provided by operating axivities \$ 260,350 \$ 95,414 \$ 68,290 \$ 47,789 \$ 48,857 \$ 223,052 \$ 59,963 \$ 89,079 \$ 49,233 \$ 28,77 Capital expenditures 23,981 5,811 7,526 4,170 6,474 31,299 7,079 13,109 7,067 4,04 Free cash flow \$ 263,369 \$ 89,603 \$ 60,764 \$ 43,619 \$ 42,383 \$ 10,00,146 \$ 25,493 \$ 26,206 \$ 223,052 \$ 10,00,146 \$ 20,057 \$ 49,233 \$ 20,877 40,404 Free cash flow \$ 236,369 \$ 89,603 \$ 60,764 \$ 43,619 \$ 42,383 \$ 10,00,146 \$ 25,409 \$ 24,106 \$ 2							s					
Reconciliation To Free Cash Flow: S 260,350 S 95,414 S 68,290 S 47,789 S 48,857 S 223,052 S 99,63 S 49,233 S 28,77 Net cash provided by opening activities 23,981 5,811 7,526 4,170 6,474 31,299 7,079 13,109 7,067 4,044 Capital rependitures 23,981 5,811 7,526 4,170 6,474 31,299 7,079 13,109 7,067 4,044 Free cash flow 5 23,6369 5 39,633 60,764 5 43,619 5 191,753 5 52,884 5 71,970 5 42,173 5 51,000,145 5 254,093 5 242,765 5 100,714 5 256,350 5 26,069 5 242,77							5					
Net cach provided by operating activities S 260,350 S 95,414 S 68,290 S 47,789 S 48,857 S 23,961 S 49,233 S 29,77 Reduced by cash flow items: 23,981 5,811 7,526 4,170 6,474 31,299 7,079 13,109 7,067 4,04 Free cash flow items: 23,981 5,811 7,526 4,170 6,474 31,299 7,079 13,109 7,067 4,04 Free cash flow items: 23,981 5,81,608 8,96,03 5 06,764 5 43,619 5 42,383 5 191,753 5 52,884 5 71,970 5 42,166 5 24,775 5 191,753 5 52,893 5 26,726 5 24,106 5 242,165 5 242,165 5 242,165 5 242,165 5 242,165 5 242,165 5 242,165 5 242,165 5 242,165	Adjusted EBITDA as a percent of revenues	32%	32%	36%	28%	30%	-	28%	29%	28%	28%	26%
Reduced by each flow items: 23,981 5,811 7,526 4,170 6,474 31,299 7,079 13,109 7,067 4,044 Free cash flow 7 5 36,369 \$ 96,0764 \$ 43,619 \$ 42,383 \$ 7,079 13,109 7,067 4,044 Free cash flow 7 \$ 31,249 \$ 21,381 \$ 24,166 \$ 24,243 Revenues \$ 1,160,083 \$ 30,5144 \$ 218,234 \$ 10,000,146 \$ 256,512 \$ 254,993 \$ 252,626 \$ 212,326				<0.000 O								
Capital expenditures 23,981 5,811 7,526 4,10 6,474 31,299 7,079 13,109 7,067 4,04 Free cash flow \$ 25,050 \$ 89,603 \$ 60,764 \$ 43,619 \$ 42,363 \$ 19,079 \$ 1,09 7,067 4,04 Free cash flow \$ 25,060 \$ 06,764 \$ 43,619 \$ 42,363 \$ 19,073 \$ 26,069 \$ 24,364 \$ 10,0146 \$ 256,25 \$ 254,993 \$ 262,606 \$ 223,26 \$ 10,0146 \$ 266,25 \$ 254,993 \$ 262,606 \$ 223,26 \$ 10,0146 \$ 266,25 \$ 254,993 \$ 262,606 \$ 223,26 \$ 10,0146 \$ 266,25 \$ 254,993 \$ 262,606 \$ 223,26 \$ 10,0146 \$ 266,502 \$ 254,993 \$ </td <td></td> <td>5 260,350</td> <td>s 95,414 S</td> <td>68,290 S</td> <td>47,789</td> <td>\$ 48,857</td> <td>5</td> <td>223,052 \$</td> <td>59,963 \$</td> <td>85,079 \$</td> <td>49,233 \$</td> <td>28,777</td>		5 260,350	s 95,414 S	68,290 S	47,789	\$ 48,857	5	223,052 \$	59,963 \$	85,079 \$	49,233 \$	28,777
Free cash flow Free cash flow S 236,369 S 89,603 S 60,764 S 43,619 S 42,383 Revenues S 1,160,083 S 305,344 S 314,249 S 278,234 S 262,256 S 1,000,146 S 256,532 S 254,993 S 256,260 S 232,36												
Revenues \$ 1,160,083 \$ 305,344 \$ 314,249 \$ 278,234 \$ 262,256 \$ 1,000,146 \$ 256,532 \$ 254,993 \$ 256,260 \$ 232,36							_					4,044
							s					
Free cash flow as a percent of revenues 20% 29% 19% 16% 16% 19% 21% 28% 16% 114							\$					
	Free cash flow as a percent of revenues	20%	29%	19%	16%	16%	_	19%	21%	28%	16%	11%

Note: The numbers may not sum to total due to rounding.

FICO

9

© 2019 Fair Isaac Corporation. Confidential.