

Experian's performance over the past year again demonstrates its global leadership, ability to drive growth and attractive financial qualities.

The Group's key objective is to extend its global lead by driving profitable growth through geographic expansion, product innovation and further penetration of new customer segments.

Group strategy and objectives

Strategic framework

Focus on data and analytics



Drive profitable

Growth drivers

Expanding geographically

Product innovation

New customer segments

Strategic goals

Extend global lead in credit information and analytics



Create successful businesses in new customer segments





growth



Optimise capital efficiency

Build large-scale operations in major emerging consumer economies



Become the global leader in digital marketing services



Become the most trusted consumer brand for credit information and identity protection services



Experian is investing in a range of initiatives designed to protect and grow the business in a profitable and value-accreting way.

Expanding geographically

Experian continues to take its capabilities into new geographies.

The new credit bureau development in India is well underway. All banks that have been approached have indicated a willingness to become members of the bureau and to share their data. Experian's competitive database will use superior matching technology and be supported by a range of complementary products, including tools for preventing fraud at the point of application.

In Brazil, regulatory changes have created the opportunity to provide clients with positive consumer payment information and to significantly expand Experian's product offering. Positive data has been shown to lower the risk of new customer acquisition, help reduce application fraud and facilitate increased automation of decision making. Experian already holds positive data on 70 million consumers in Brazil and will continue to expand this database, with the expectation of financial benefits starting to accrue in 18 to 24 months.

Another key initiative has been the continuing roll-out of Marketing Services products globally, including consumer insight and online competitive intelligence products into Brazil, France and India.

A total of 29% of Experian's global revenue is now from outside North America and the UK and this is expected to increase to 30 to 40% by 2014. This diversification is one of the ²⁰ Group's key performance indicators.

Product innovation

Product innovation is integral to Experian's strategy, helping the Group to sustain and grow client relationships and to realise new business opportunities.

Key to this is the continuing investment in new predictive data, which this year included rental payment history in the US, and current account and payday loan data in the UK. Such data sources help Experian to provide clients with a more complete view of their customers throughout economic cycles, enabling them to assess lending risk more accurately.

Experian has also been rolling out the next generation of technology platforms:

- The new global credit bureau platform enables Experian to bring

the sophistication of the US, UK and Brazilian credit bureaus into new markets more quickly and at lower cost. It is also being used for the upgrading of legacy platforms.

- The new suite of Decision Analytics software provides clients with a wide range of modular-style products that are both scalable and easily deployable into new markets. They enable clients to standardise on Experian software quickly and cost-efficiently.
- At Marketing Services, Experian is enhancing and upgrading its email marketing and contact management platforms to provide clients with improved features and functionality.

In the US, Consumer Direct continues to refresh its product brands to meet the evolving needs of consumers:

- Freecreditscore.com is an entry point for consumers wanting friendly, easy access to their credit scores.
- The recently acquired CreditReport.com brand provides consumers with comprehensive information on their credit history.
- ProtectMyID.com helps bring peace of mind with its focus on identity protection and insurance.

Consumer Direct is also making its products more accessible with the first ever mobile phone application for credit scores and identity theft alerts.

Overall, more than 10% of Experian's global revenue comes from new products developed in the past five years and the Group invests to maintain this rate of innovation.

New customer segments

Experian continues to extend its capabilities beyond the traditional areas of financial services and retail. It has successfully expanded into the small and medium enterprise (SME) sector, healthcare payments, insurance, public sector, telecommunications and utilities.

Experian invests in industry-specific sales teams that understand the unique requirements of the segment. It then adapts core products to meet the

specific needs of the new customer. Many of Experian's products can be tailored and repurposed in this way.

In Brazil, for example, Experian is creating demand for credit reference products in the large and rapidly growing SME segment. It has raised awareness of the value of good credit risk management in acquiring profitable new customers, reducing delinquency rates and preventing fraud. As a result, Experian's SME business in Brazil has expanded rapidly and there are opportunities

for replicating this success in other regions.

In the UK, Experian is well established in the public sector and is now replicating the model in the US, building a specialist sales team to focus on federal and state government.

This year, 67% of global revenue came from outside financial services, consistent with Experian's aim to generate more than 65% of revenue from new segments. This is one of the ²⁰ Group's key performance indicators.