



## **Risk & Business Analytics teach-in**

November 8, 2018

London

# Disclaimer regarding forward-looking statements

This presentation contains forward-looking statements within the meaning of Section 27A of the US Securities Act of 1933, as amended, and Section 21E of the US Securities Exchange Act of 1934, as amended. These statements are subject to a number of risks and uncertainties that could cause actual results or outcomes to differ materially from those currently being anticipated. The terms “outlook”, “estimate”, “project”, “plan”, “intend”, “expect”, “should be”, “will be”, “believe”, “trends” and similar expressions identify forward-looking statements. Factors which may cause future outcomes to differ from those foreseen in forward-looking statements include, but are not limited to: current and future economic, political and market forces; changes in law and legal interpretations affecting the RELX Group intellectual property rights; regulatory and other changes regarding the collection, transfer or use of third party content and data; demand for the RELX Group products and services; competitive factors in the industries in which the RELX Group operates; compromises of our data security systems and interruptions in our information technology systems; legislative, fiscal, tax and regulatory developments and political risks; exchange rate fluctuations; and other risks referenced from time to time in the filings of RELX PLC and, historically, RELX N.V. with the US Securities and Exchange Commission.

## Definitions

Underlying figures are additional performance measures used by management, and are calculated at constant currencies, excluding the results of all acquisitions and disposals made in both the year and prior year, assets held for sale, exhibition cycling, and timing effects. 2017 revenue and adjusted operating profit restated for the adoption of IFRS 9, 15 & 16.

# Introduction to Risk & Business Analytics

**Mark Kelsey**

Chief Executive Officer, Risk & Business Analytics

# Agenda

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Introduction to Risk & Business Analytics

Mark Kelsey  
CEO, Risk & Business Analytics

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Approach to technology, AI and ML  
across RELX

Vijay Raghavan  
CTO, Risk & Business Analytics

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Business Services

Rick Trainor  
CEO, Business Services  
  
Ian Spanswick  
Vice President, ThreatMetrix

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Data Services - Accuity

Hugh Jones  
CEO, Data Services

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Concluding remarks

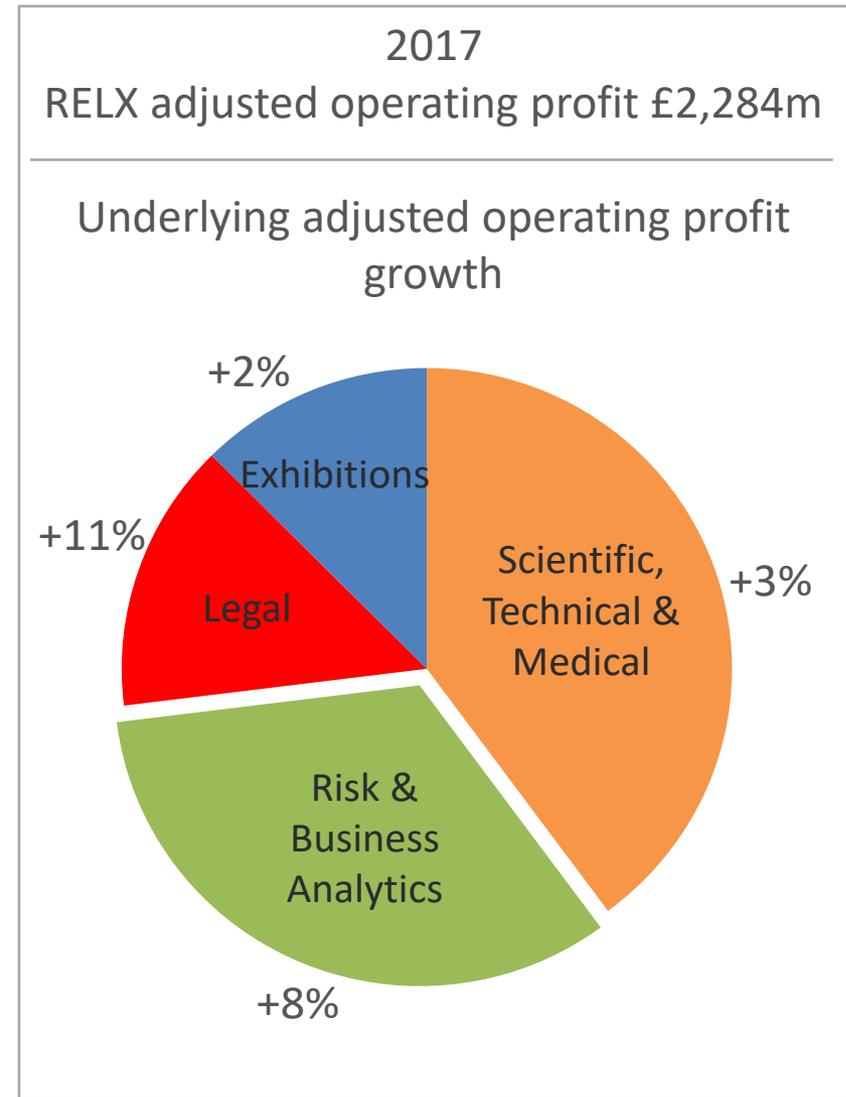
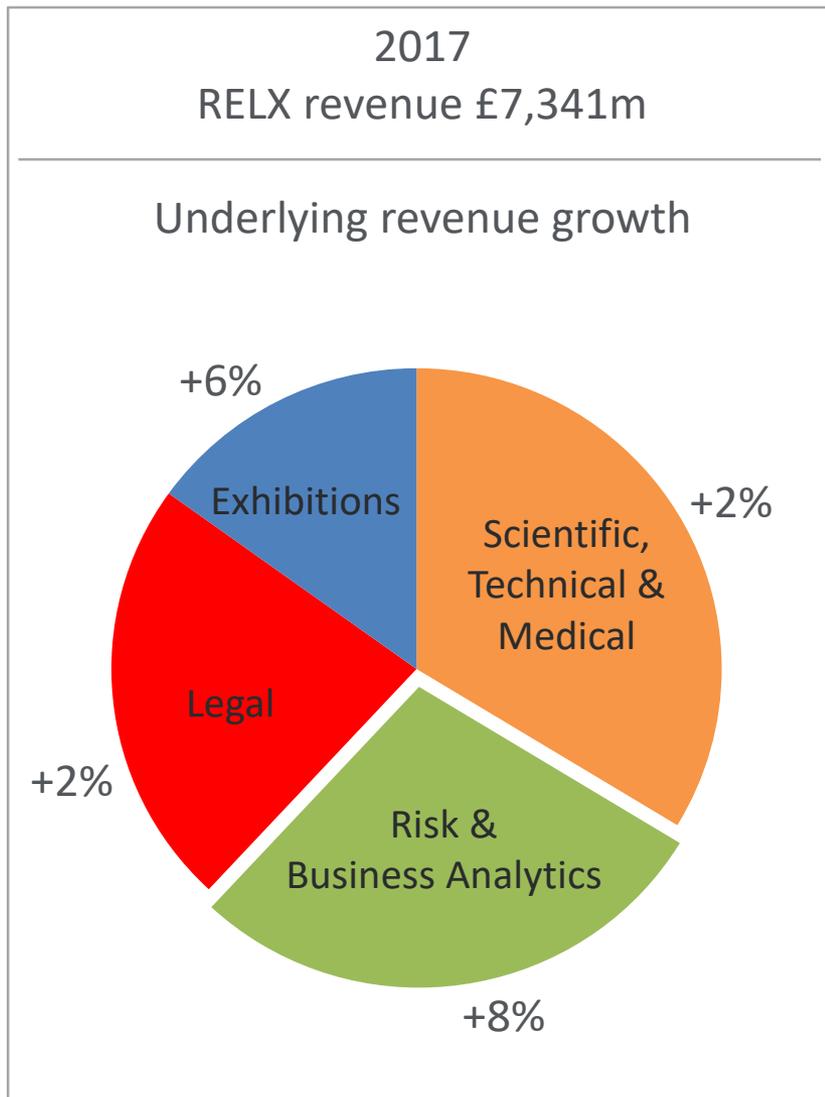
Mark Kelsey  
CEO, Risk & Business Analytics

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Q&A

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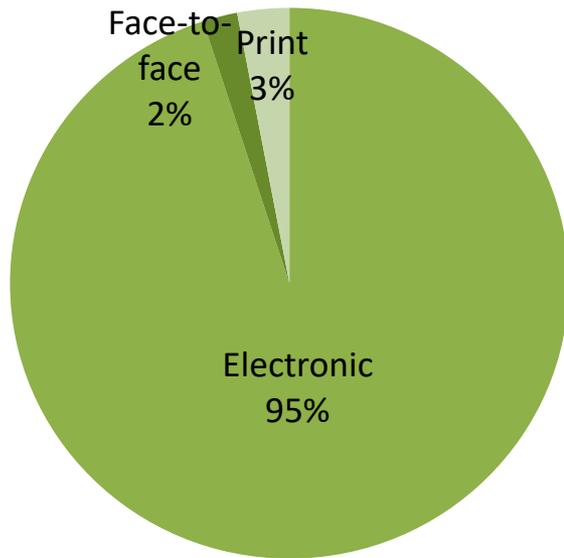
# Risk & Business Analytics – position within RELX Group



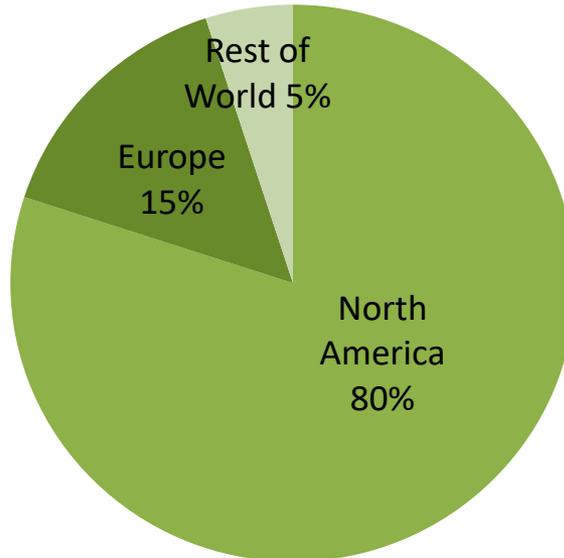
# Risk & Business Analytics

2017 revenue £2,073m

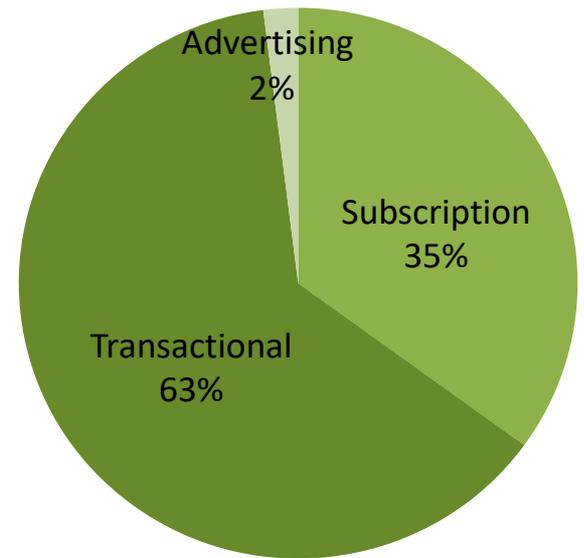
**Format**



**Geography**

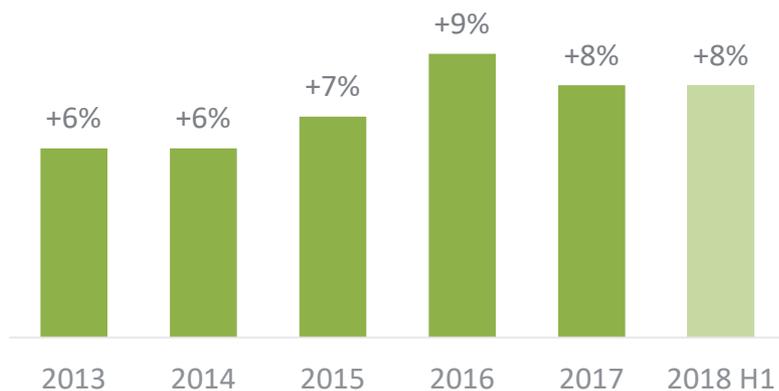


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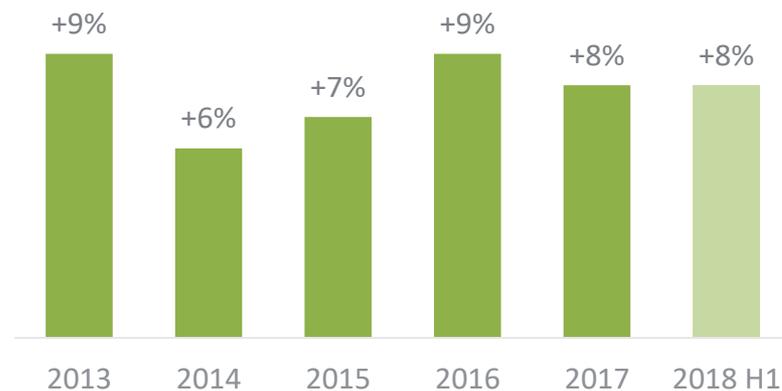


# Delivering strong financial performance

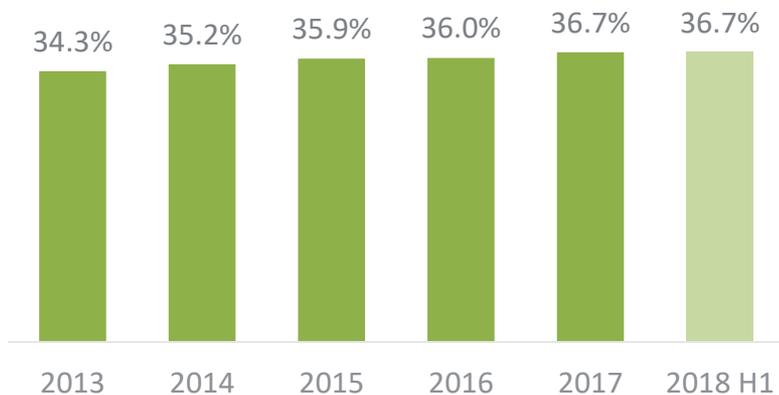
## Underlying revenue growth



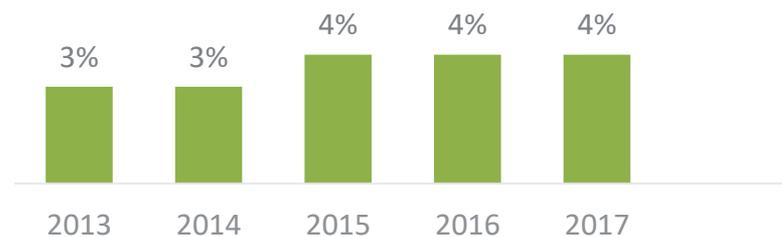
## Underlying adjusted operating profit growth



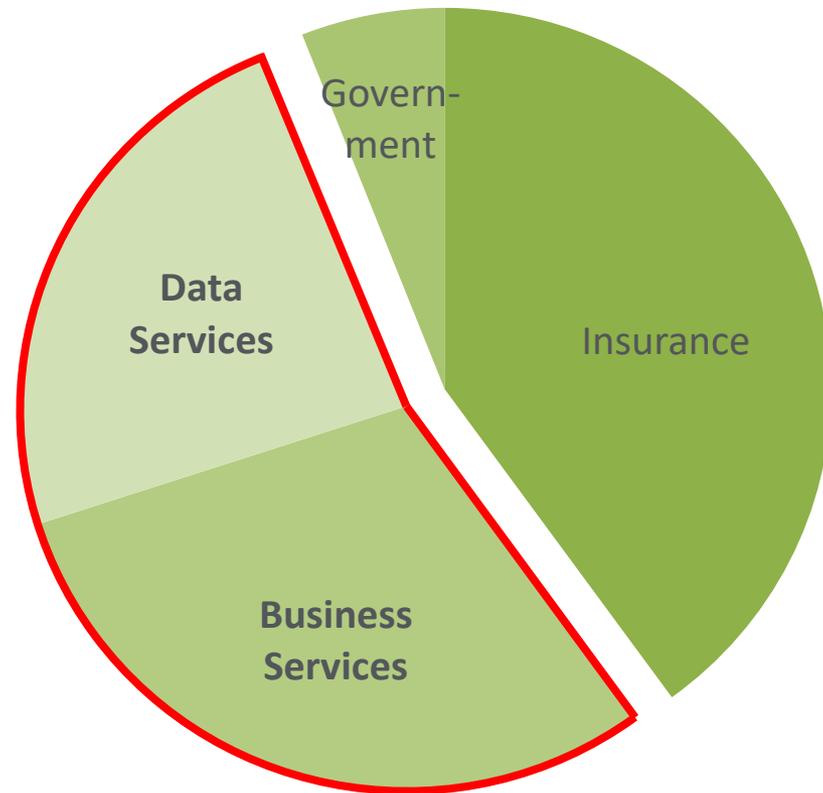
## Adjusted operating margin



## Capital expenditure as a % of revenue



# Risk & Business Analytics revenue by segment



- Evaluate and mitigate risk
- Prevent fraud and cybercrime
- Enable commerce

*Pro forma 2018 revenue*

*Government includes healthcare products for government customers*

## Our four key capabilities

- Deep customer understanding
- Leading data sets: public records, contributory, licensed, proprietary
- Sophisticated analytics
- Powerful technology in global platforms

# Strategic priorities for driving organic growth

## Core markets

- Continuous product innovation to improve customer outcomes; effectiveness, efficiency and compliance
- Drive deeper into innovative applications for additional decision points and increase penetration across customer workflows

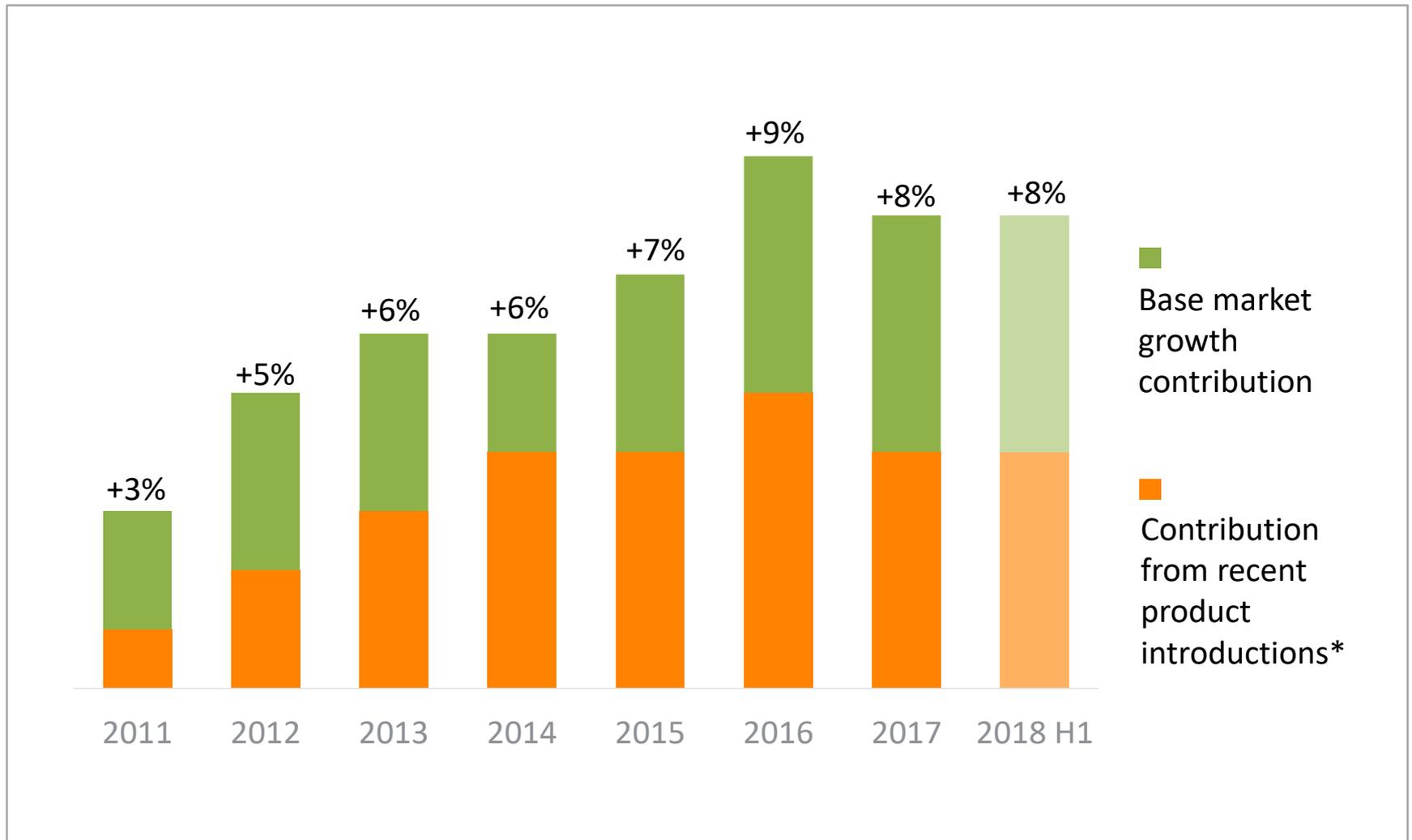
## Adjacent markets

- Pursue growth in attractive, close adjacent markets where our core strengths can be leveraged

## International

- Address opportunities in selected geographies: leveraging skill sets, technology, analytics and experiences

# Risk & Business Analytics underlying revenue growth



\* Less than 5 years old

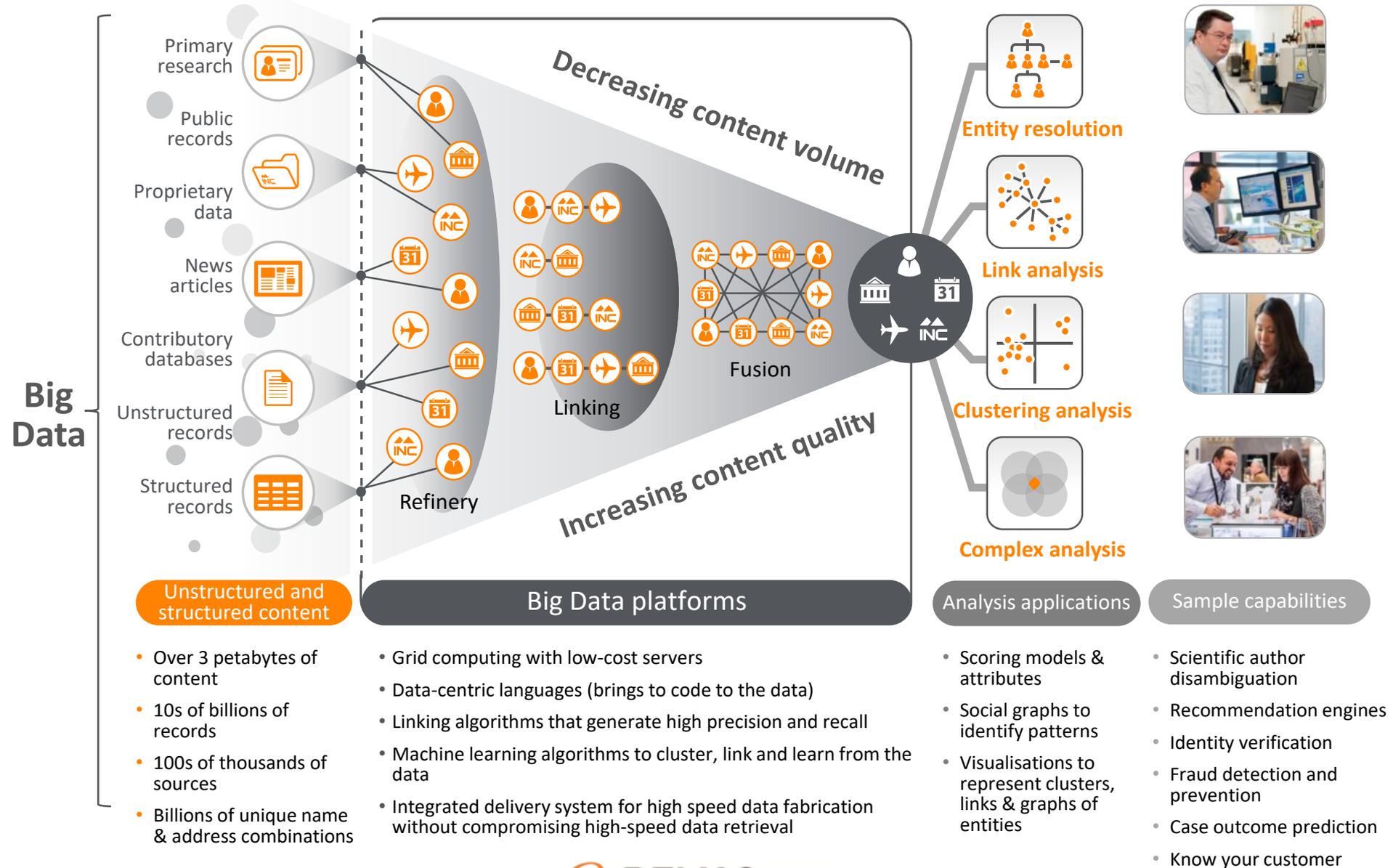


# Approach to technology, Artificial Intelligence and Machine Learning at RELX Group

**Vijay Raghavan**

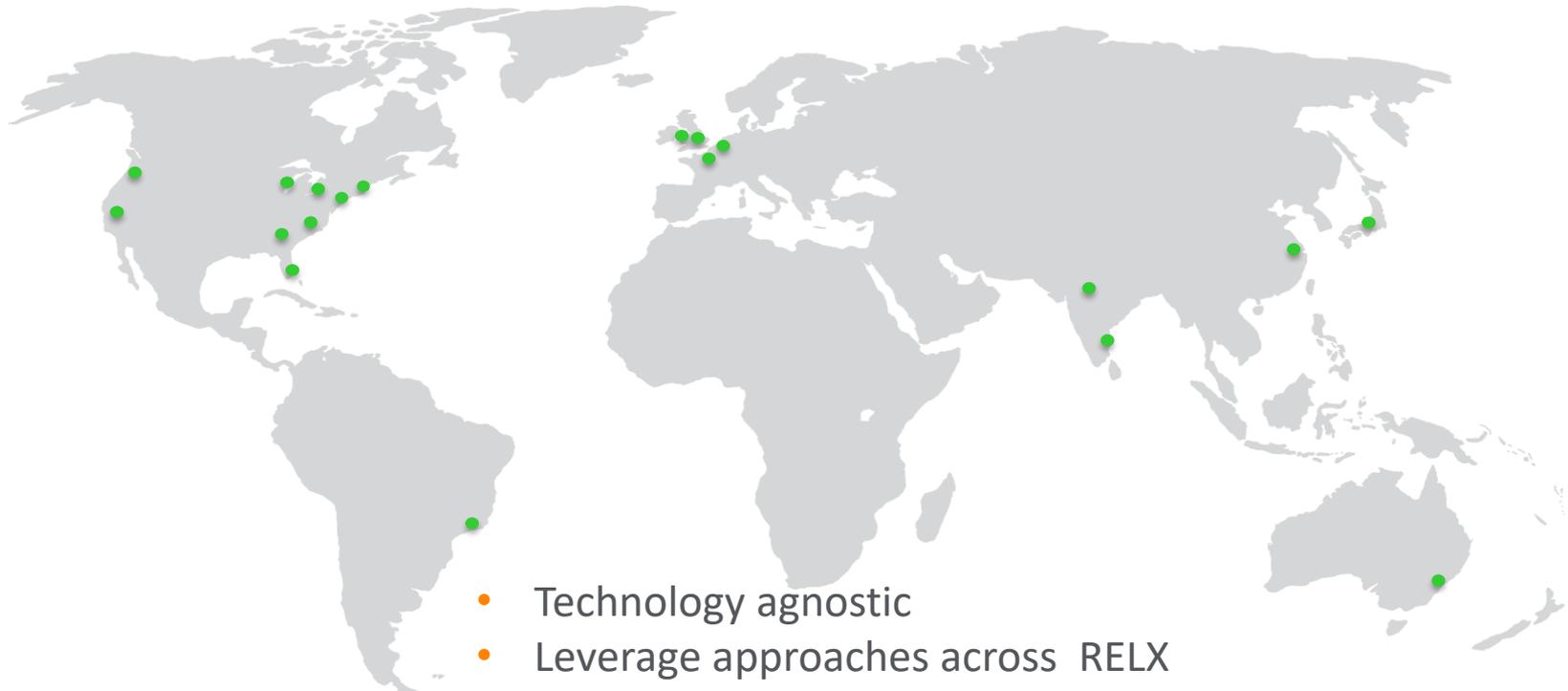
Chief Technology Officer, Risk & Business Analytics

# What do we mean by technology at RELX?



# RELX Group technology capabilities

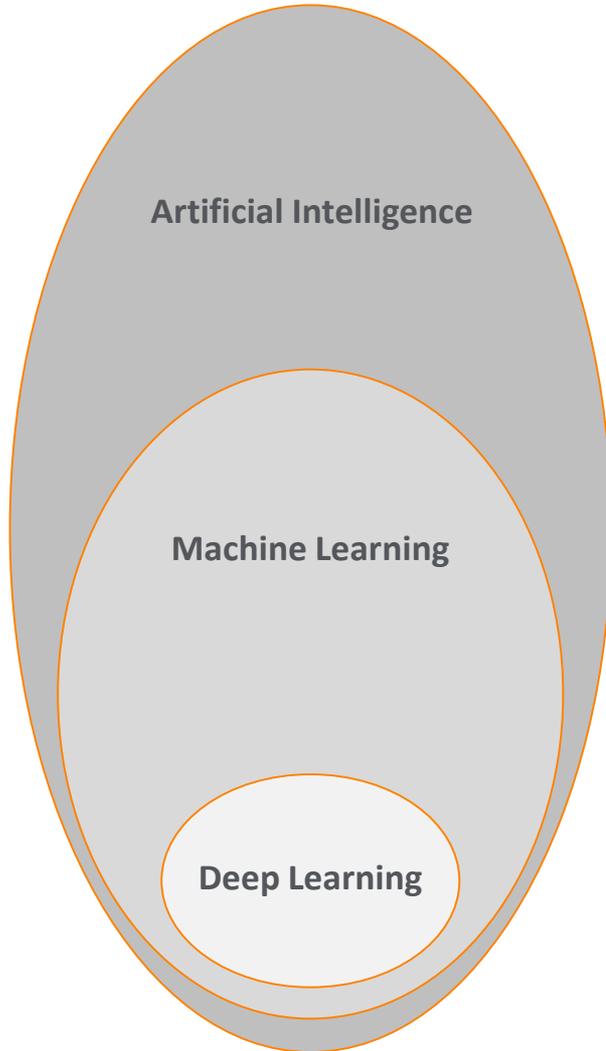
- \$1.4bn annual technology spend
- c8,000 technologists; c50% software engineers
- Low attrition at 8%



- Technology agnostic
- Leverage approaches across RELX
- Attract and retain talent

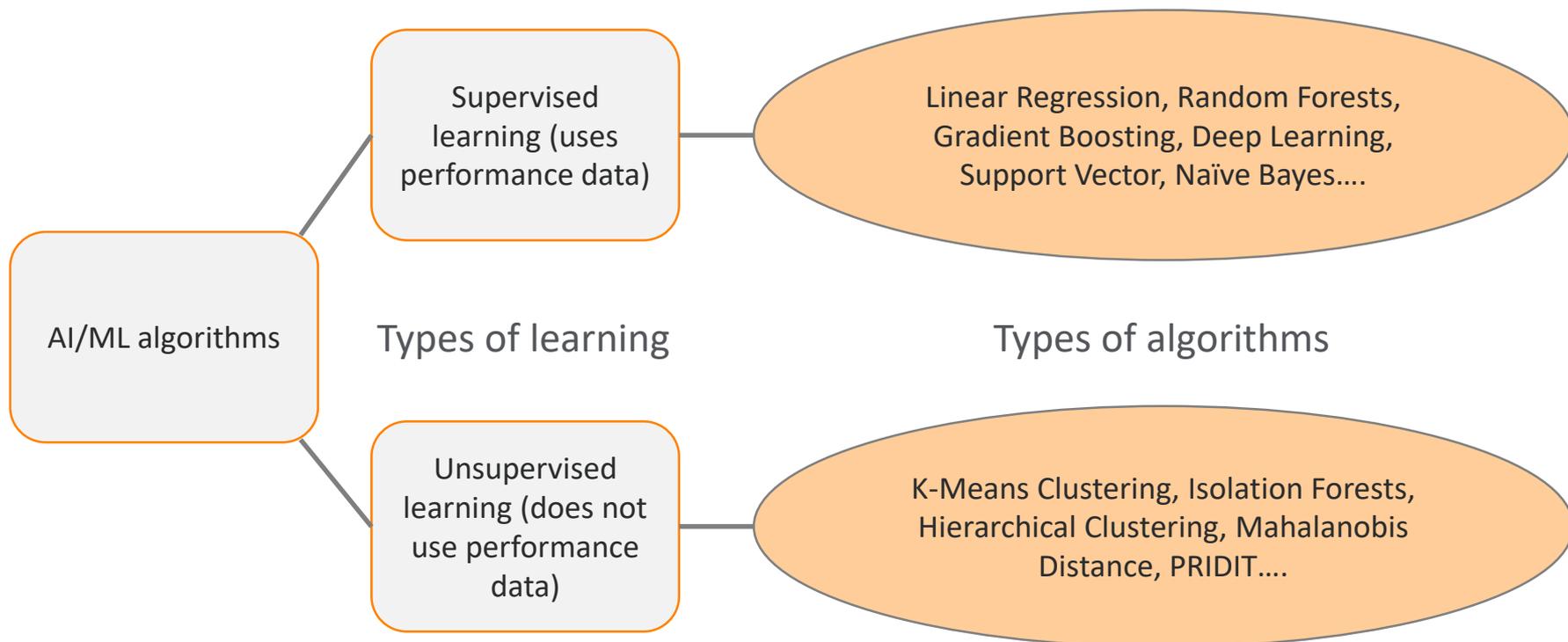
# What we mean by Artificial Intelligence

The science of getting computers to act without being explicitly programmed\*



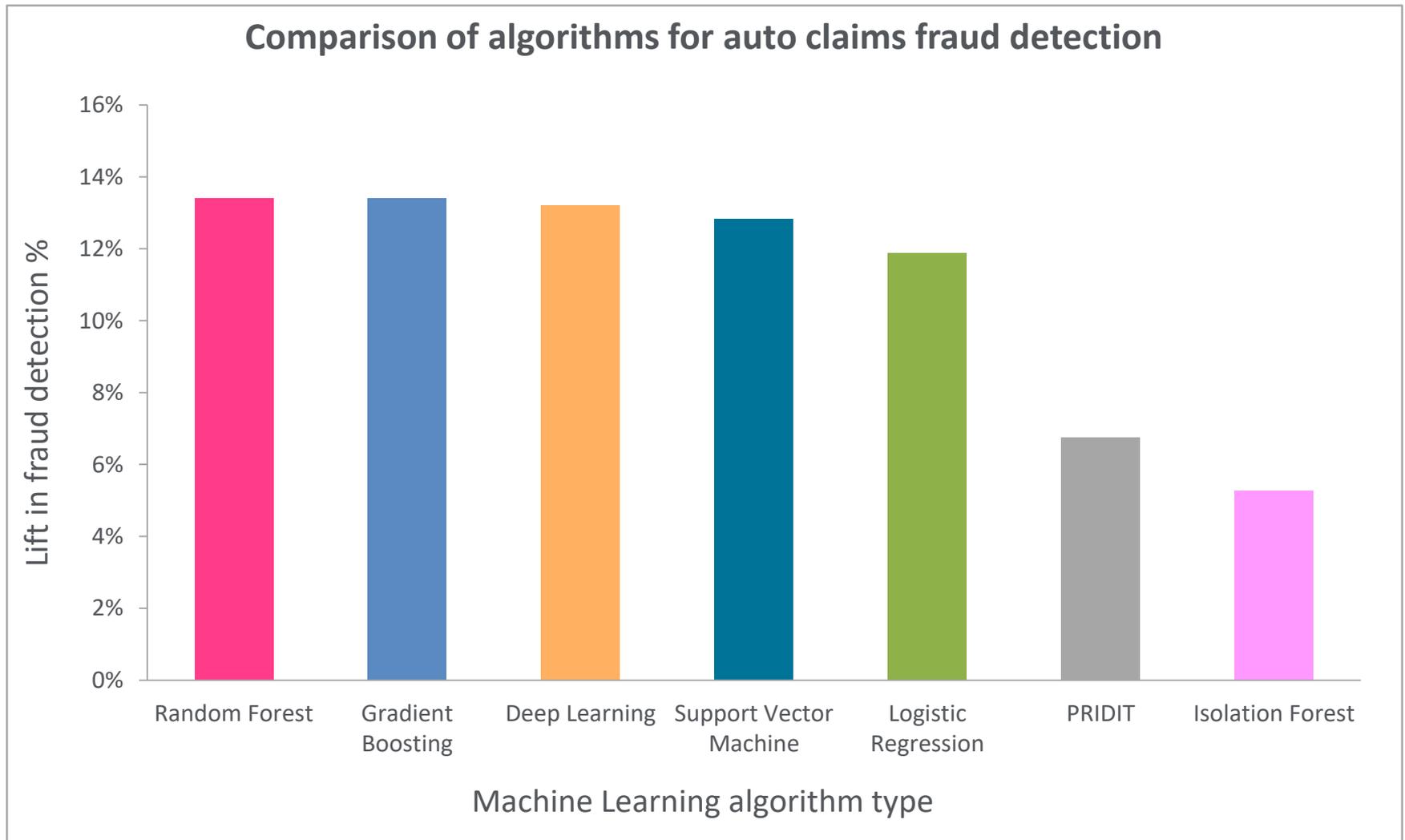
- **Artificial Intelligence (AI):** a very large and diverse part of Computer Science and Mathematics that enables machines to mimic human intelligence using logic, if-then rules, decision trees, knowledge-bases, or machine learning.
- **Machine Learning (ML):** a subset of AI that uses statistical techniques that enable machines to improve with experience, in either a supervised or unsupervised fashion.
- **Deep Learning (DL):** a subset of ML that enables software to train itself, to perform tasks such as speech and image recognition by exposing multi-layered neural networks to vast amounts of data.

# AI/ML algorithms are plentiful

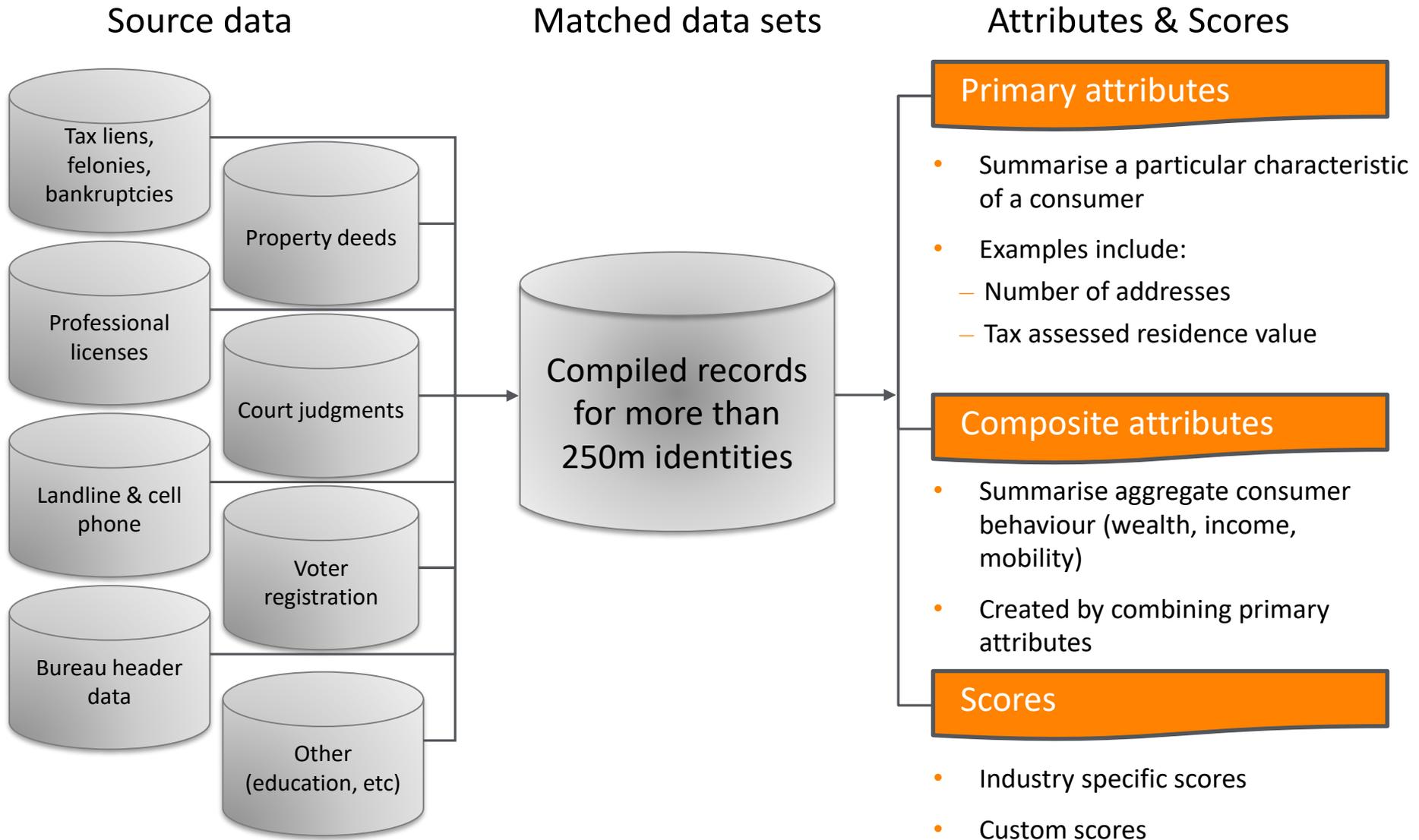


Many popular algorithms are open-source and/or available from multiple providers

# Knowing when to use which algorithm is critical



# Knowing how to create insights from big data is a core capability



R&BA example

# Growth in scoring models and attributes

	<b>2012</b>	<b>2015</b>	<b>2018</b>
Scoring models	<300	<600	>1,000
Attributes	<5,000	<20,000	>60,000

# R&BA Example 1: Driver Signature

Use case: Insurers need to determine if an insured person is the driver or the passenger in a car for usage-based driver insurance

## Key customer issues:

- A smartphone app may track movement but the insured may be the driver or the passenger

## Solutions: Driver Signature

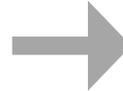
- Algorithm predicts 'likelihood of driver' using collected data only
- Second-by-second trip recording identifies location, timing, behaviour to identify driving habits
- AI/ML used to calculate driver likelihood based on Driver Signature

## Benefits to customer:

- Accurate scoring of driver trips only
- Detection of non-driver trips without user verification

# Improved data and algorithms deliver better scoring over time

Time Stamp	Lat/Long	Heading	Speed
2018-10-10 07:30:31.499	34.980010 -82.773442	364	32.324
2018-10-10 07:30:32.498	34.981203 -82.772023	363	33.419
2018-10-10 07:30:33.500	34.981302 -82.771067	352	31.702



Attribute	Value
Frequent Place	YES
Familiarity	NO
Average Speed	YES
Familiar Speeding	NO
Is Weekend	YES

Driver likelihood  
→ **60%**

Time Stamp	Lat/Long	Heading	Speed
2018-10-15 10:45:31.476	43.780010 -79.773430	299	40.129
2018-10-15 10:45:32.468	43.781203 -79.771022	297	42.224
2018-10-15 10:45:33.230	43.781302 -79.770930	305	41.715



Attribute	Value
Frequent Place	YES
Familiarity	YES
Average Speed	YES
Familiar Speeding	NO
Is Weekend	YES

Driver likelihood  
→ **90%**

## RB&A Example 2: AML/KYC reduction of false positives

Use case: Financial institutions need to identify 'bad actors' while managing costs

### Key customer issues:

- Financial institutions cast a wide net to avoid missing bad actors
- Wide net creates false positives which require a lot of people and cost to investigate

### Solutions:

- AML/KYC tools
- Clean transaction and account data
  - Match algorithms with customer-specific rules
  - Reduce false positives
  - Train AI/ML model via feedback loop
  - Aggregate data from feedback loops across customers

### Benefits to customer:

- Improved alert quality = real detections instead of false positives
- Smaller teams, lower costs

# Improved data and algorithms decrease fraud at lower cost

- Largest financial institutions have >100 analysts devoted to sanction screening\*
- 40% of alerts take more than a day to remediate. 30% take 2-5 days to remediate



- Gradient Boosting AI/ML model to reduce false positives, without missing true matches
- Weighted ensemble of over 1,200 decision trees to create 15 attributes

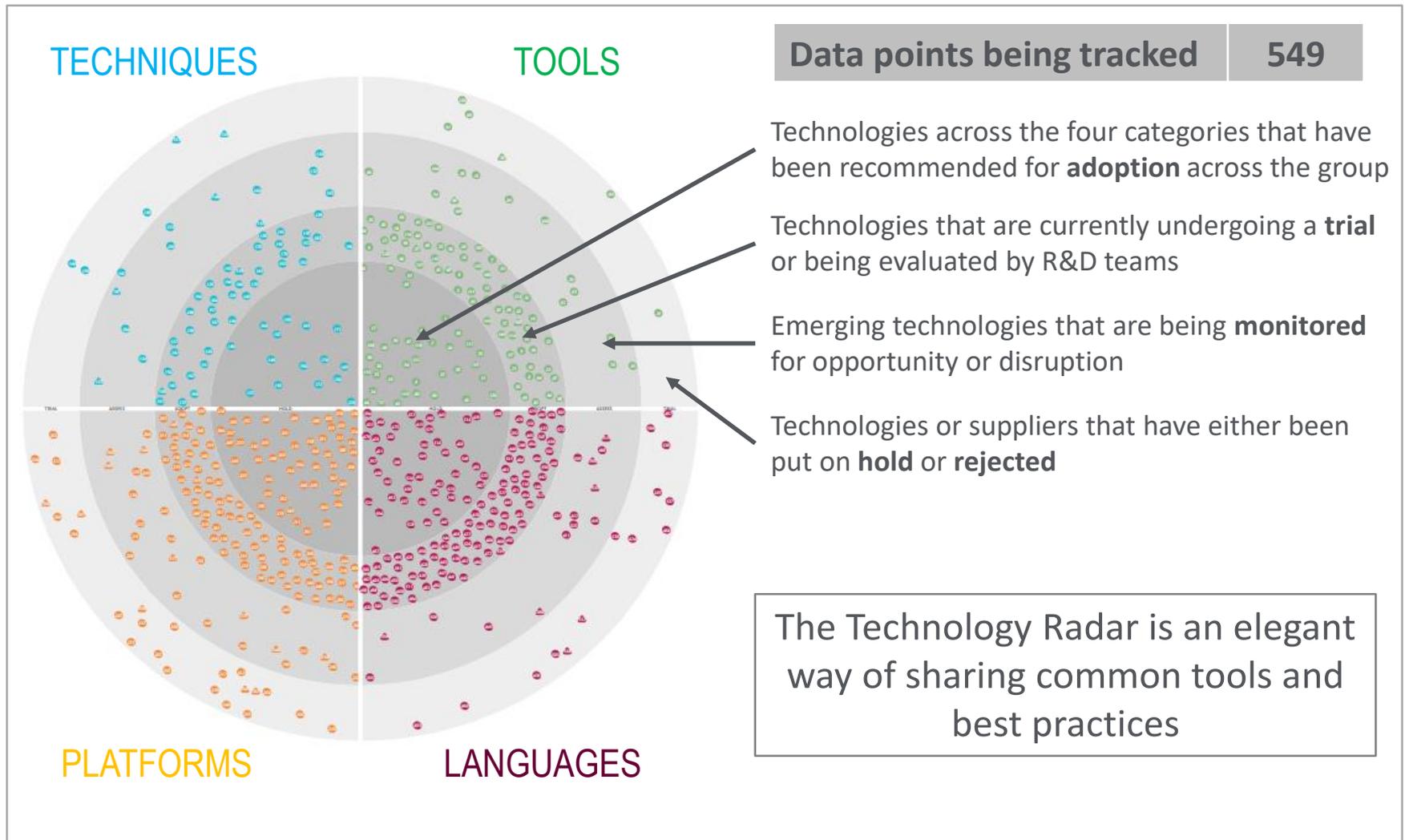


## Result:

- The model eliminated 30% of false positives without missing any true matches
- Eliminated 50% of false positives while missing only 4 true matches (0.05%)

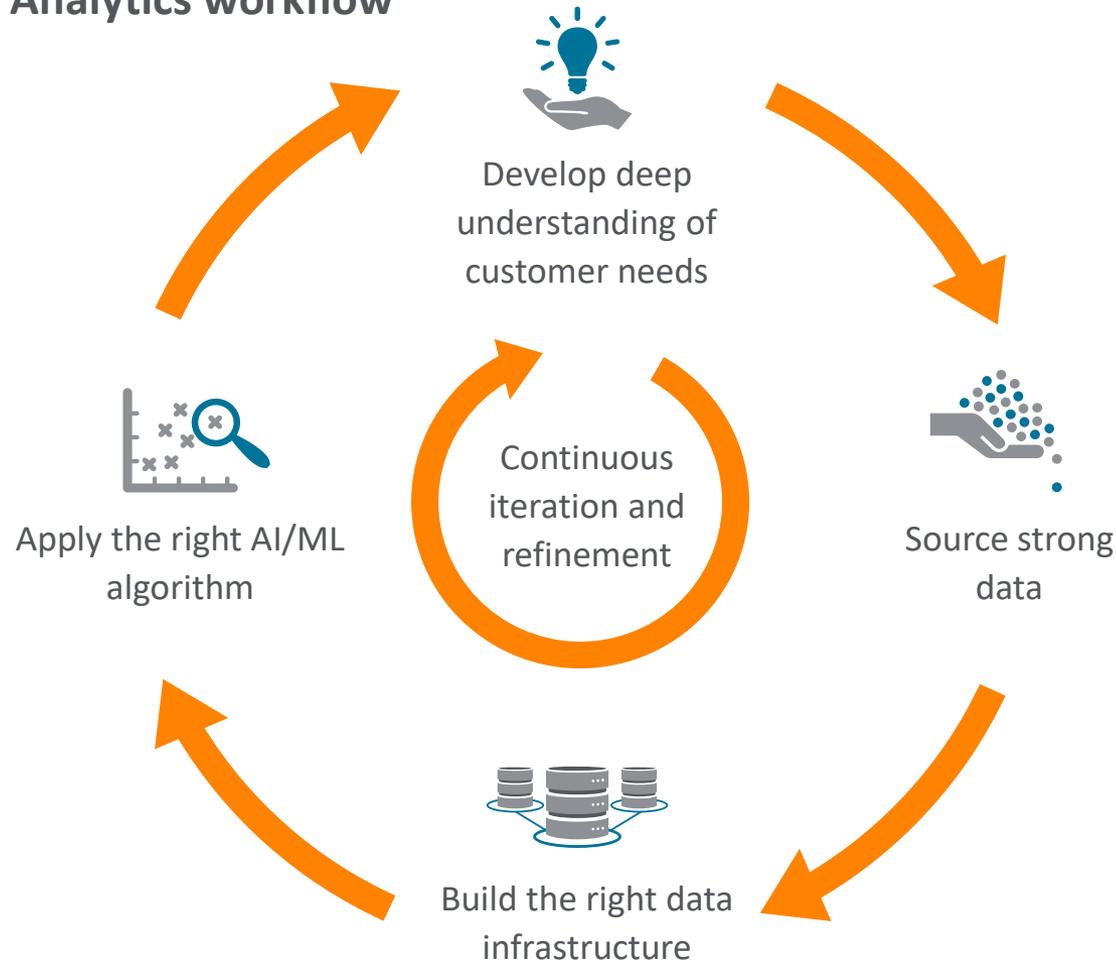
\* LexisNexis Risk Solutions "2018 True Cost of AML Compliance" Study

# Technologies (for AI/ML and beyond) are shared across RELX



# Sophisticated Analytics is a core RELX capability

## Analytics workflow



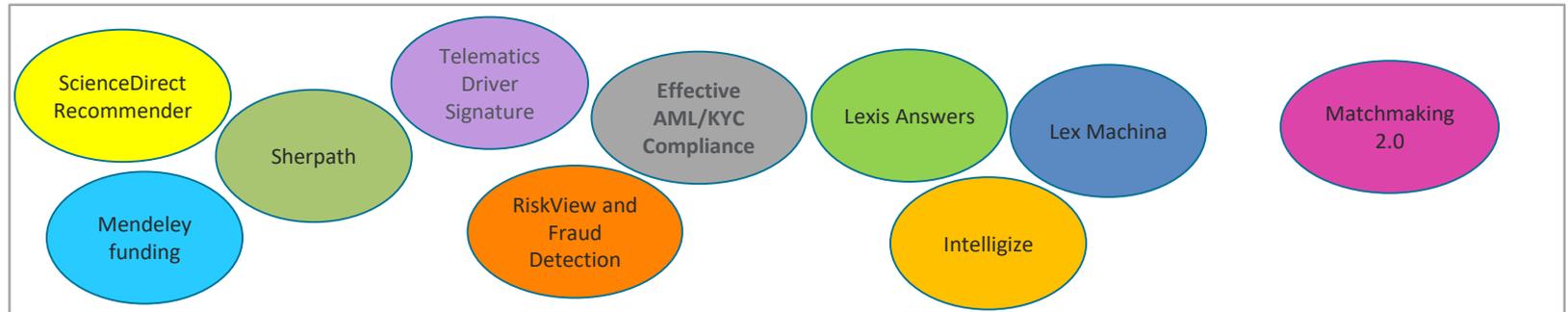
Typical industry analytics teams spend 80% of their time working with data and system issues, and only 20% of their time on mathematical algorithms to derive results

At RELX, our keys to success are to minimise the time spent in wrestling with data to less than 40% so we can focus on outcomes for our customers.

# Definitive data and applications critical to AI/ML outcomes across RELX

	Scientific, Technical & Medical	Risk & Business Analytics	Legal	Exhibitions
Content	<ul style="list-style-type: none"> <li>&gt;430k articles published p.a.</li> <li>15m article archive</li> <li>1.4bn citation records</li> </ul>	<ul style="list-style-type: none"> <li>45bn public records</li> <li>5bn unique mobile devices</li> <li>10,000+ unique data sources</li> </ul>	<ul style="list-style-type: none"> <li>81bn documents and records</li> <li>1.5m new legal documents added daily</li> <li>320m company profiles</li> </ul>	<ul style="list-style-type: none"> <li>7m event participants</li> <li>130,000 exhibitors</li> <li>500 events across 43 industries in 30 countries</li> </ul>

Sophisticated technology and algorithms



Data and technology form the foundation of our capabilities

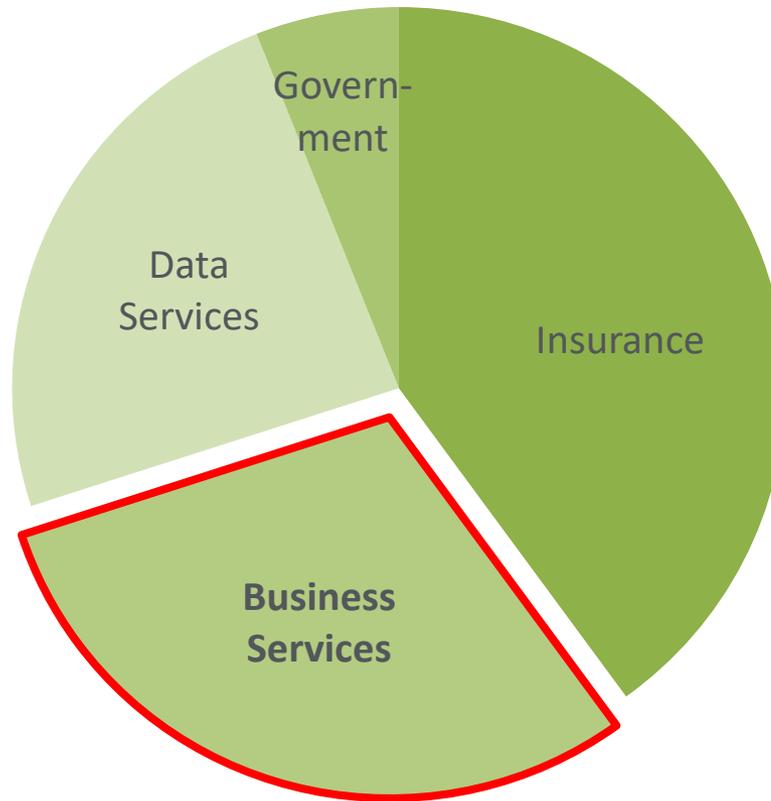


# Business Services

## Rick Trainor

Chief Executive Officer, Business Services

# Business Services within Risk and Business Analytics



*Pro forma 2018 revenue*

# We serve customers representing a vast variety of sectors

	<b>Financial Services</b>	<b>Digital markets and e-commerce</b>	<b>Corporations across other industries</b>	<b>Collections and recovery agencies</b>
<b><i>Revenue contribution by industry sector</i></b>	<i>c60%</i>	<i>c20%</i>	<i>c10%</i>	<i>c10%</i>
<b><i>Customer base</i></b>	<b><i>8 of 10</i></b> <i>world's top banks</i>	<b><i>Over 100 million</i></b> <i>daily digital interactions</i>	<b><i>More than 70%</i></b> <i>of the Fortune 500 companies</i>	<b><i>100%</i></b> <i>of the top 10 collection agencies</i>

# Our solutions help customers solve daily business challenges

Fraud and identity management	Financial crime compliance	Business and consumer credit risk	Collections and other
<ul style="list-style-type: none"><li>• Verify customer identities</li><li>• Prevent fraud while streamlining account opening</li><li>• Provide contributory intelligence</li></ul>	<ul style="list-style-type: none"><li>• Understand risks for customers and third parties</li><li>• Manage due diligence processes</li><li>• Maintain compliance</li></ul>	<ul style="list-style-type: none"><li>• Ensure compliance and transparency</li><li>• Assess credit risk for consumers and businesses</li></ul>	<ul style="list-style-type: none"><li>• Maximise effectiveness with contact data</li><li>• Increase workflow efficiency and profitability</li><li>• Vital records and specialised payments services</li></ul>

# We have a mandate that matters

*Our mission is to improve global transparency and financial inclusion*

<b>Global cybercrime<sup>1</sup></b>	<b>80 billion</b> malicious scans a day by cybercriminals	<b>\$600 billion</b> annual cost of cybercrime worldwide
<b>Identity theft<sup>2</sup></b>	<b>16.7 million</b> US consumer victims of identity fraud	<b>\$16.8 billion</b> stolen from US consumers
<b>Financial exclusion<sup>3</sup></b>	<b>2 billion</b> people excluded from formal financial services globally	<b>\$173 billion</b> annual fees and interest paid by financially underserved US consumers
<b>Financial crime<sup>4</sup></b>	<b>24%</b> of global organisations are victims of bribery & corruption	<b>\$3.8 trillion</b> lost to bribery and corruption each year

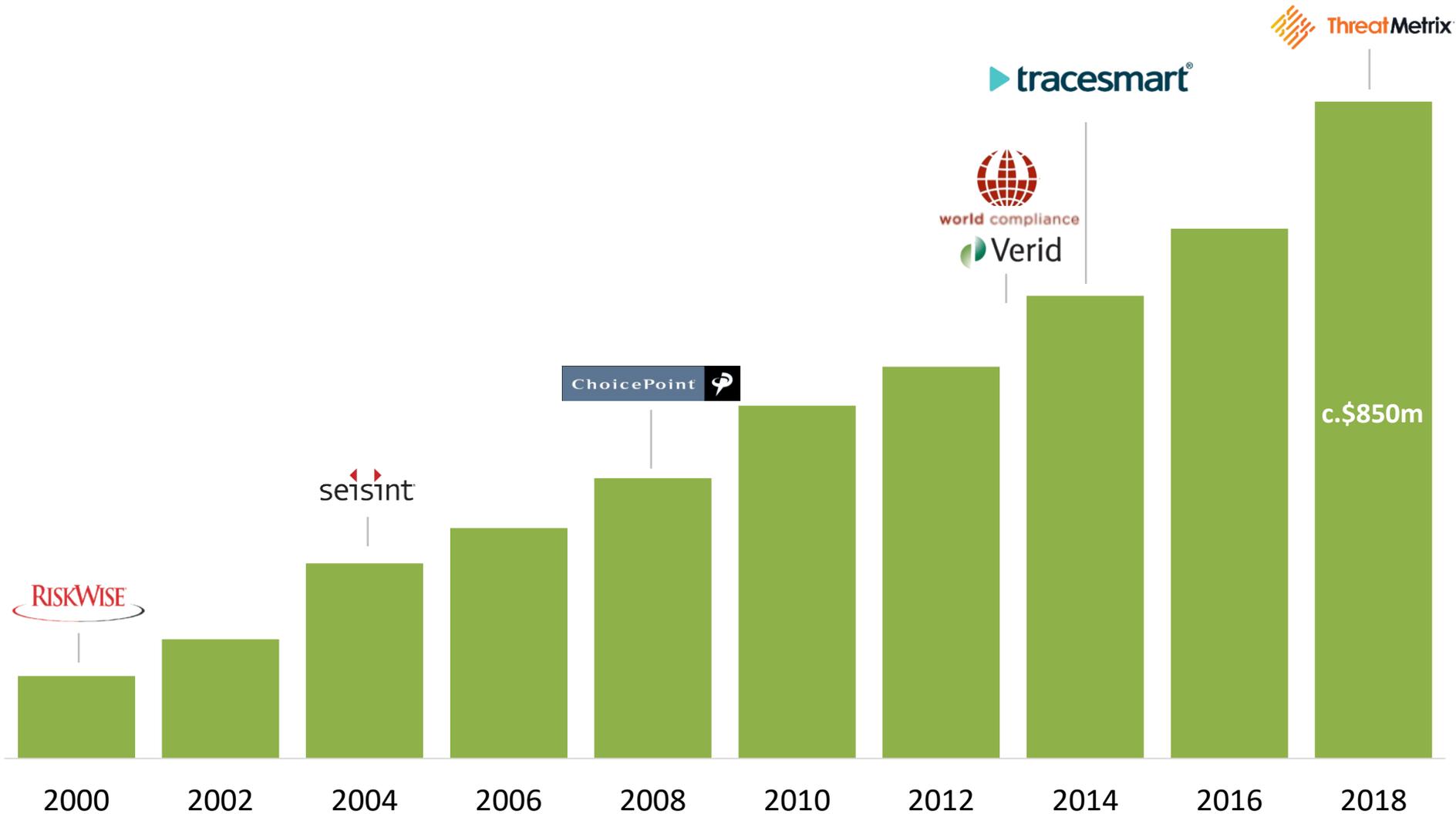
<sup>1</sup>Mcafee Economic Impact of Cybercrime— No Slowing Down

<sup>2</sup>Javelin Strategy 2018 Identity Fraud

<sup>3</sup>CFSI (Center for Financially Underserved)

<sup>4</sup>PWC: Five forces that will reshape the global landscape of anti-bribery and anti-corruption

# Business Services history and growth

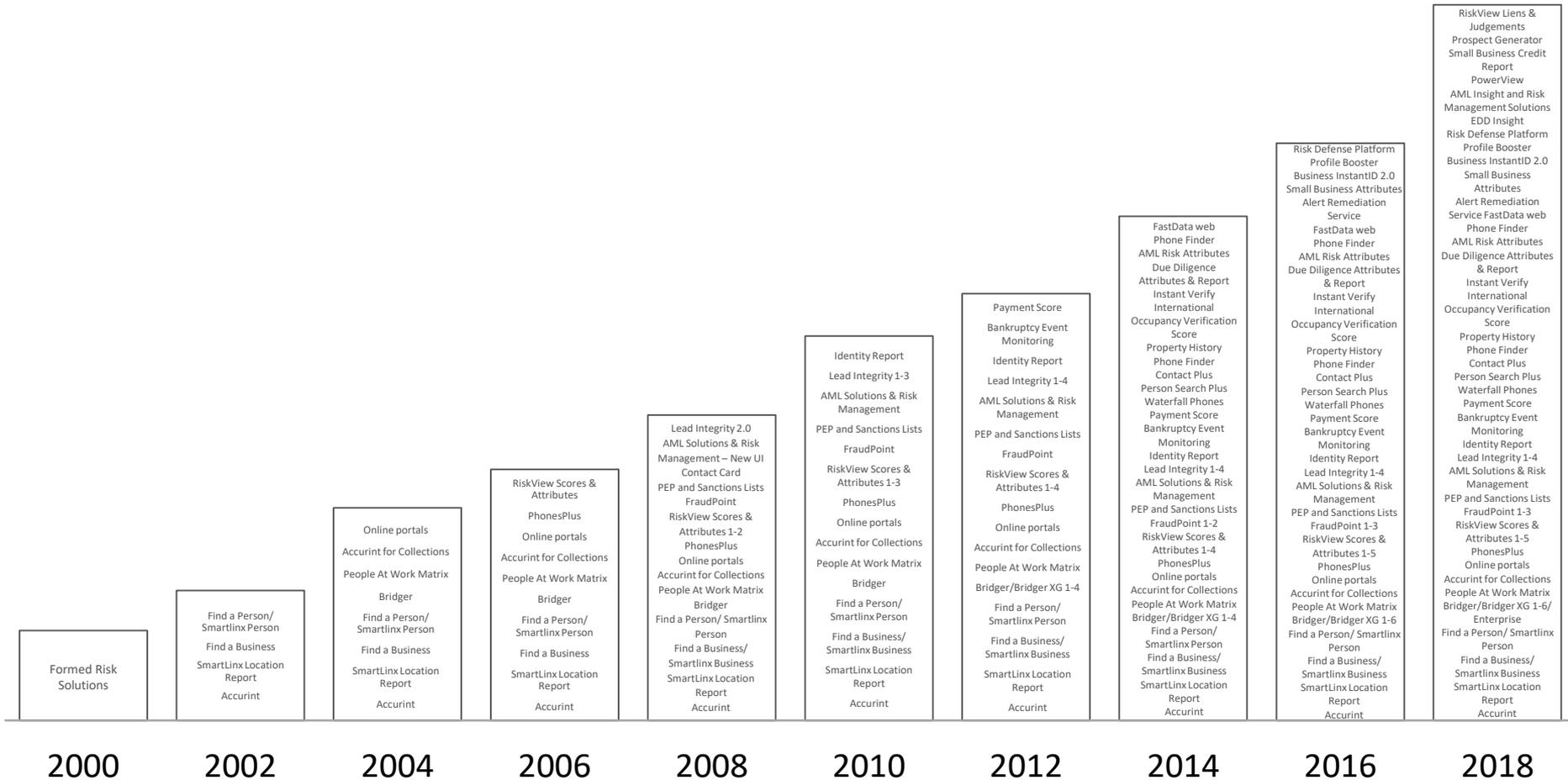


Annual revenue

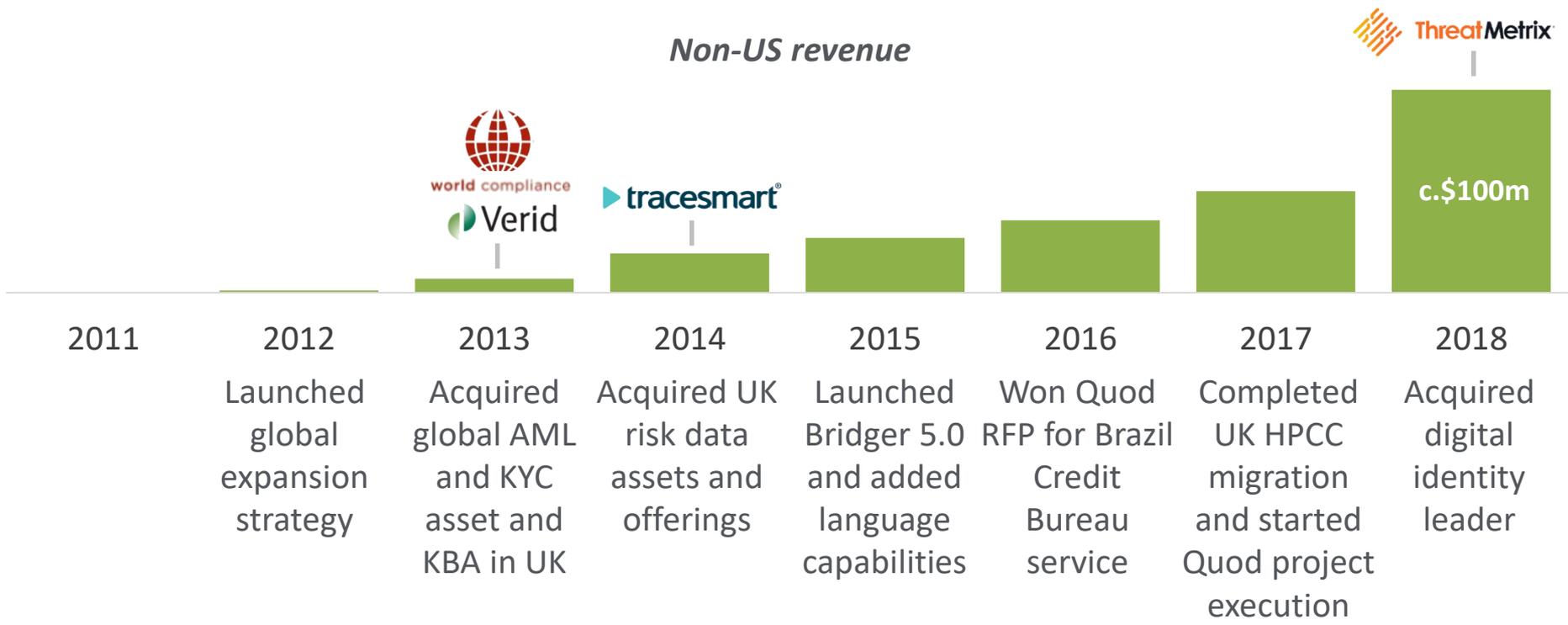
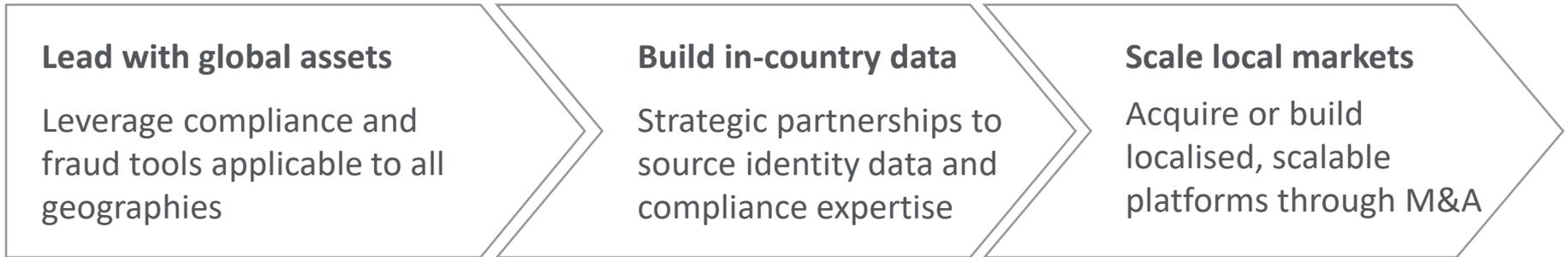
# Organic product innovation fuels our business

## 8% underlying revenue CAGR over last 5 years

c.\$850m



# Disciplined international expansion



# We solve customer problems using proprietary assets

## *Risk equation*



**Deep customer understanding**

Vertical and use case expertise

**Vast data resources**

Billions of public and proprietary records

**Analytic insights**

High speed proprietary super-computing platform and advanced proprietary linking

AI/ML and analytics

**Technology**

Complete risk and identity intelligence with global platform solutions

**Customer focused solutions**

Actionable information and answers to advance customer goals

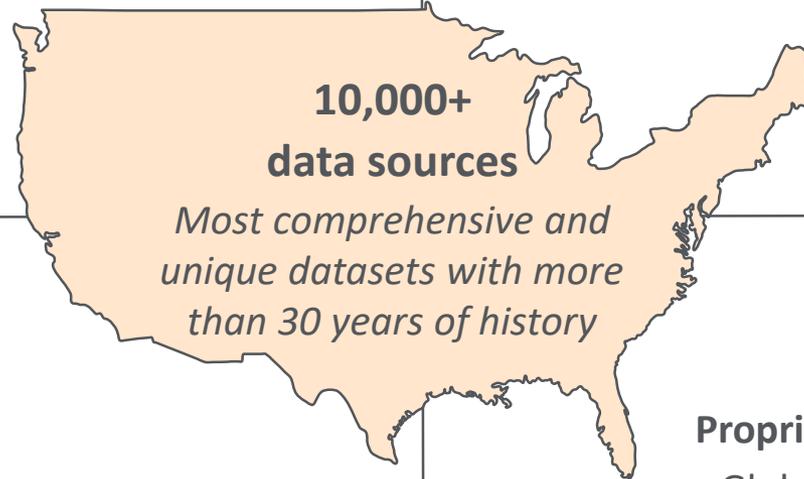
# Our vast US data coverage provides a solid foundation

## Public records

- Bankruptcies
- Secretary of states filings and UCC filings
- Liens and judgments
- etc...

## Licensed data

- Tri-bureau credit header
- Phones
- Utility header
- etc...



## Contributory

- Devices
- Mobile phones
- Email addresses
- etc...

## Proprietary data

- Global watch lists
- Politically exposed person lists
- Inquiries and attributes
- etc...

# ThreatMetrix acquisition is a natural extension for our solutions

<b>ThreatMetrix</b>	Leader in the <b>\$2.2 billion*</b> global risk-based authentication sector with one of the largest contributory networks in the world	Deep digital assets built over <b>3 billion</b> transactions per month	Analyses connections among devices, locations, anonymised identity information, and combines it with behavioural analytics to identify high-risk transactions in real time
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## *Strategic rationale*

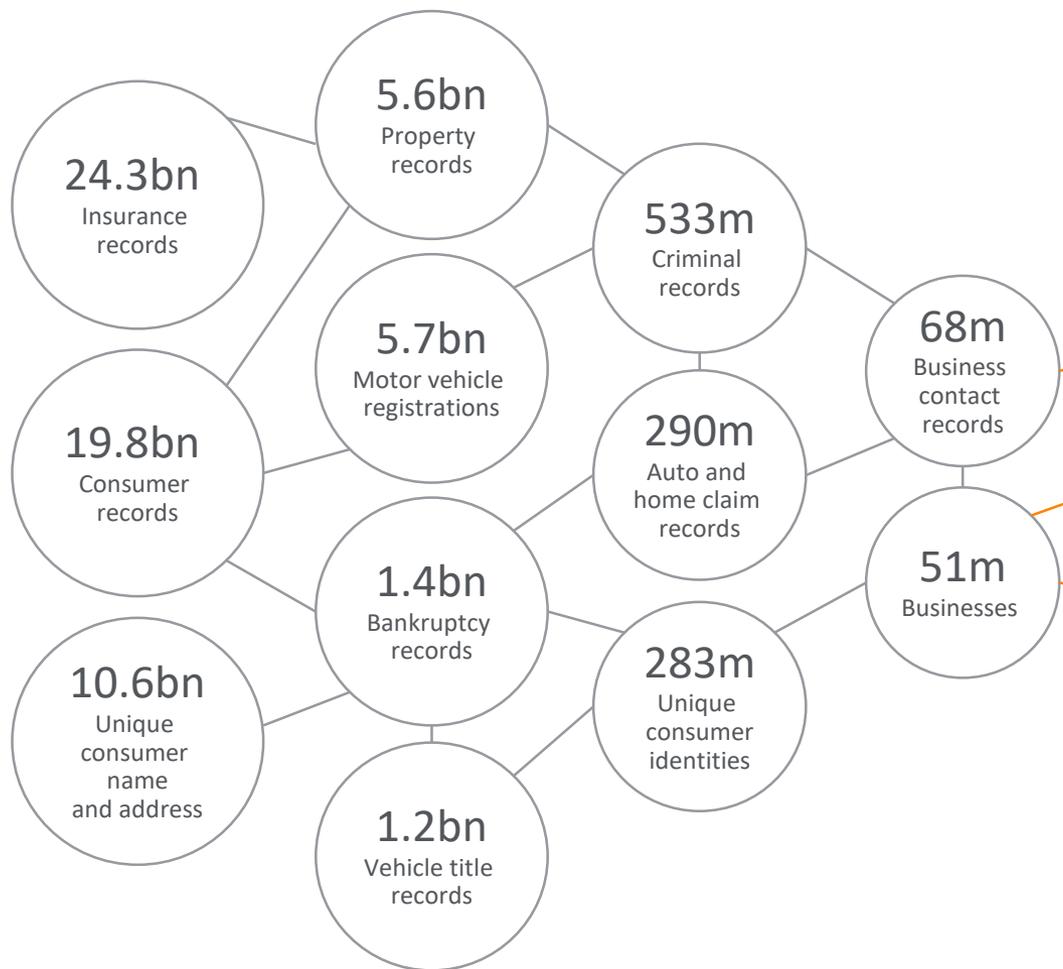
*Integration of ThreatMetrix's capabilities in digital identity will build a more complete picture of risk in today's global, mobile digital economy*

## **Natural fit**

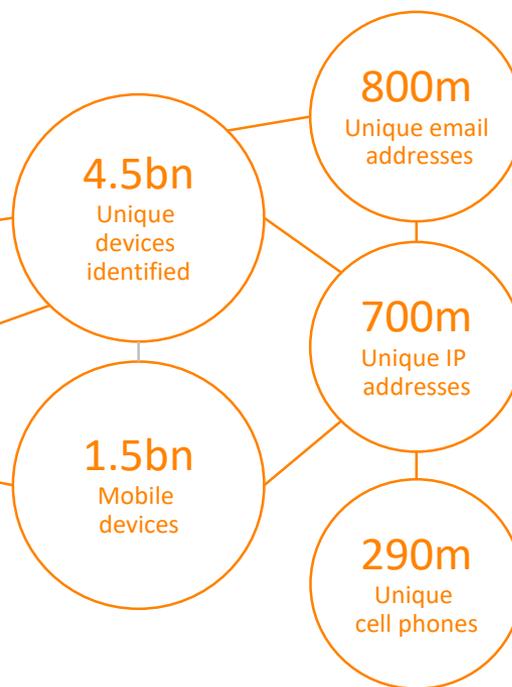
- Established commercial partnership prior to acquisition
- Both are recognised as trusted custodians of contributory data
- Both are leaders and innovators in identity management and fraud prevention
- Complementary customer and partner networks
- Together we give our clients across all forms of commerce and geographies a more comprehensive approach to fraud and identity risk management

# Combining physical and digital identity data assets positions us for strong future growth

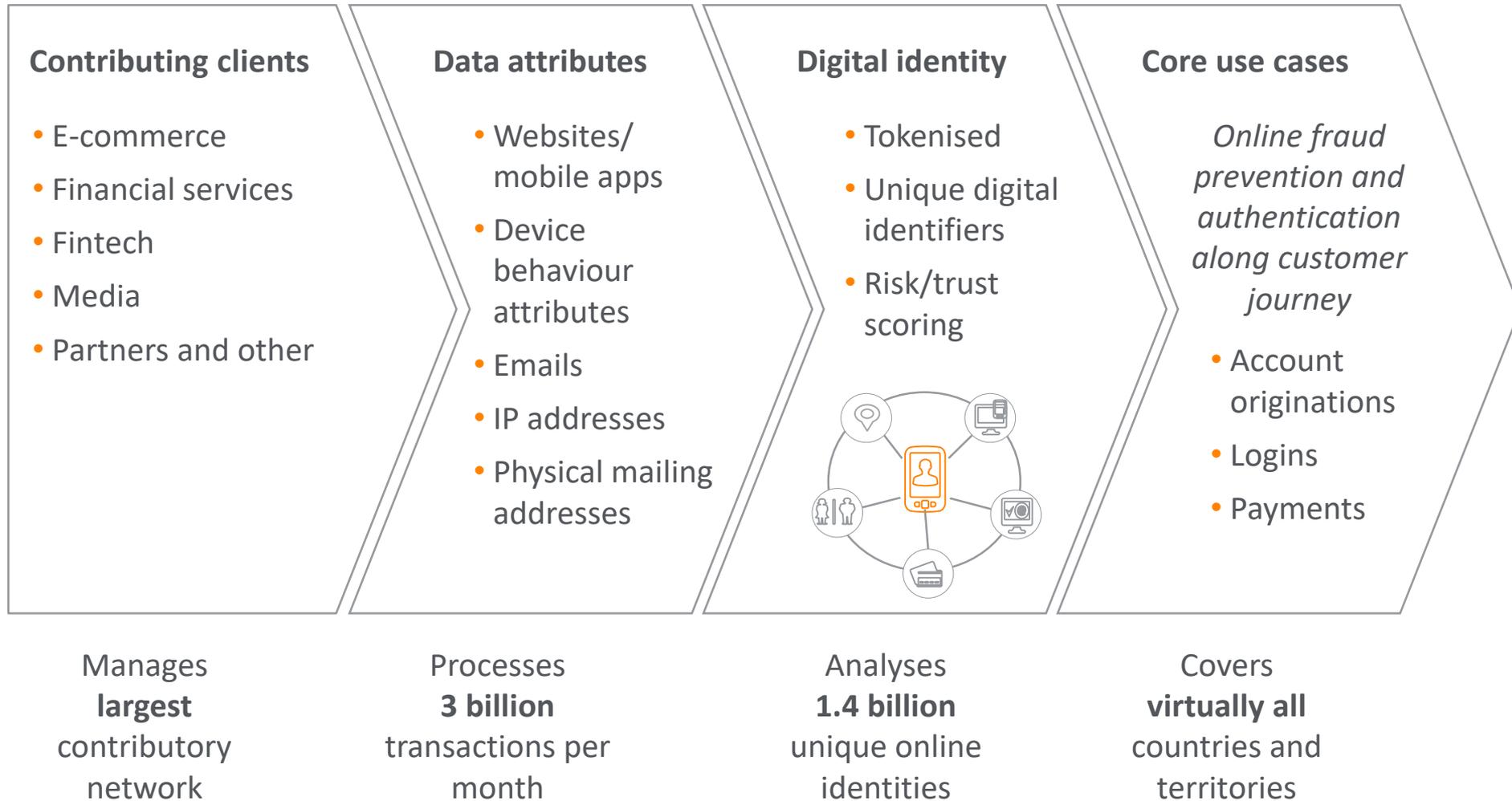
## Risk & Business Analytics



## ThreatMetrix



# How ThreatMetrix works



# The world's leading digital identity network

**\$170 billion**

e-commerce & media payments  
protected in 1 year\*

**\$19.5 billion**

fraudulent payments  
stopped in 1 year\*

**734 million**

active online  
accounts protected

**780 million**

fraud attacks  
detected & stopped  
last year\*\*

**1.6 billion**

bot attacks stopped  
*1H 2018*

**150 million**

mobile attacks stopped  
*1H 2018*

**110 million**

average daily transactions

**6,000**

customers on the network

**40,000**

websites and apps

**60%**

cross border transaction

**58%**

mobile transactions

Every minute  
ThreatMetrix sees  
transactions from  
**160 countries**

\*July 2017 to June 2018

\*\*Q3 2017, Q4 2017, Q1 2018, Q2 2018

# Business Services fraud and identity case studies

## *Market challenges*

Cybercrime costs  
**\$600 billion**  
annually

Identity theft  
represents  
**1/2**  
of consumer  
fraud

**>1 in 10**  
new account  
openings are  
fraudulent

Account takeover  
fraud tripled  
**\$5.1 billion**  
in losses

**36%**  
increase in  
money mules  
in the UK since  
2017

## *Case studies*



*New account opening and  
Account takeover fraud*



*Preventing  
“money mules”*

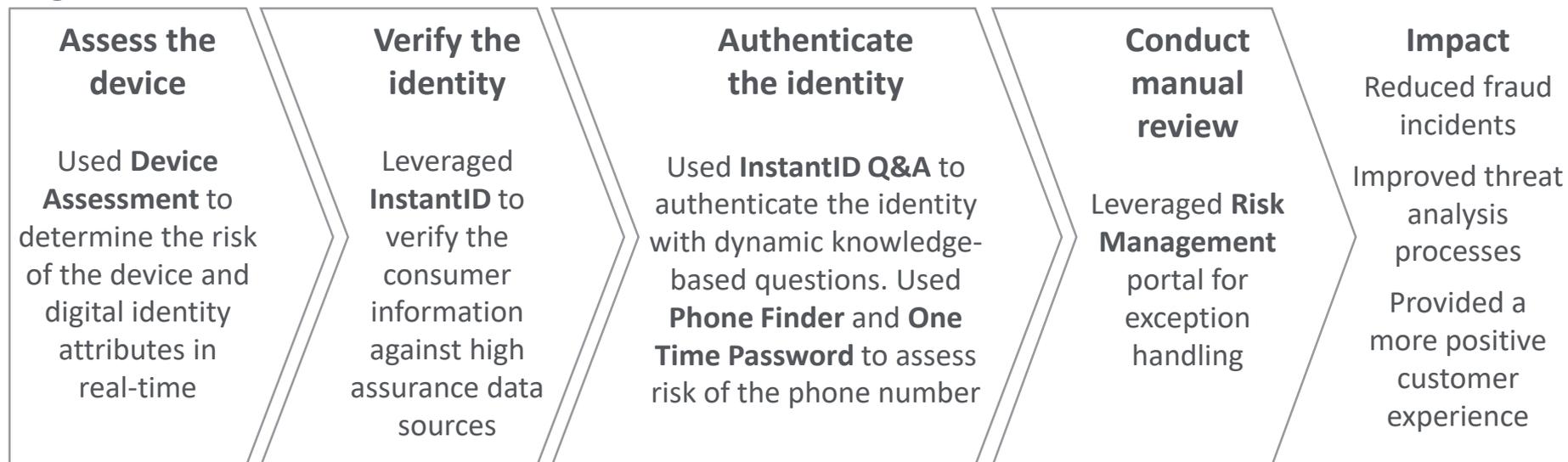
# New account opening and account takeover fraud case study



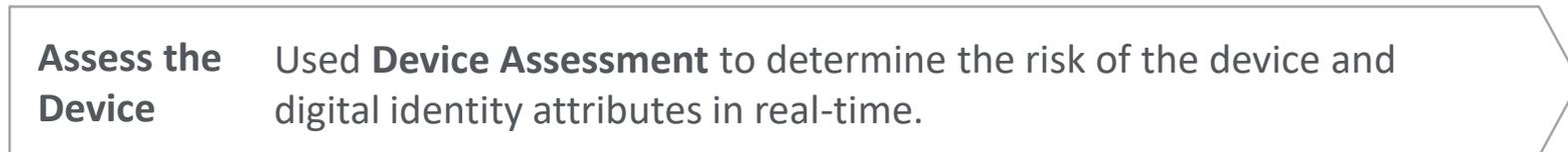
**US corporate client** *Reduce the risk of new account opening fraud for registrations and prevent fraudulent access to existing accounts from “Forgot/Reset Password” requests*

## Our approach

### Registrations



### Password Reset



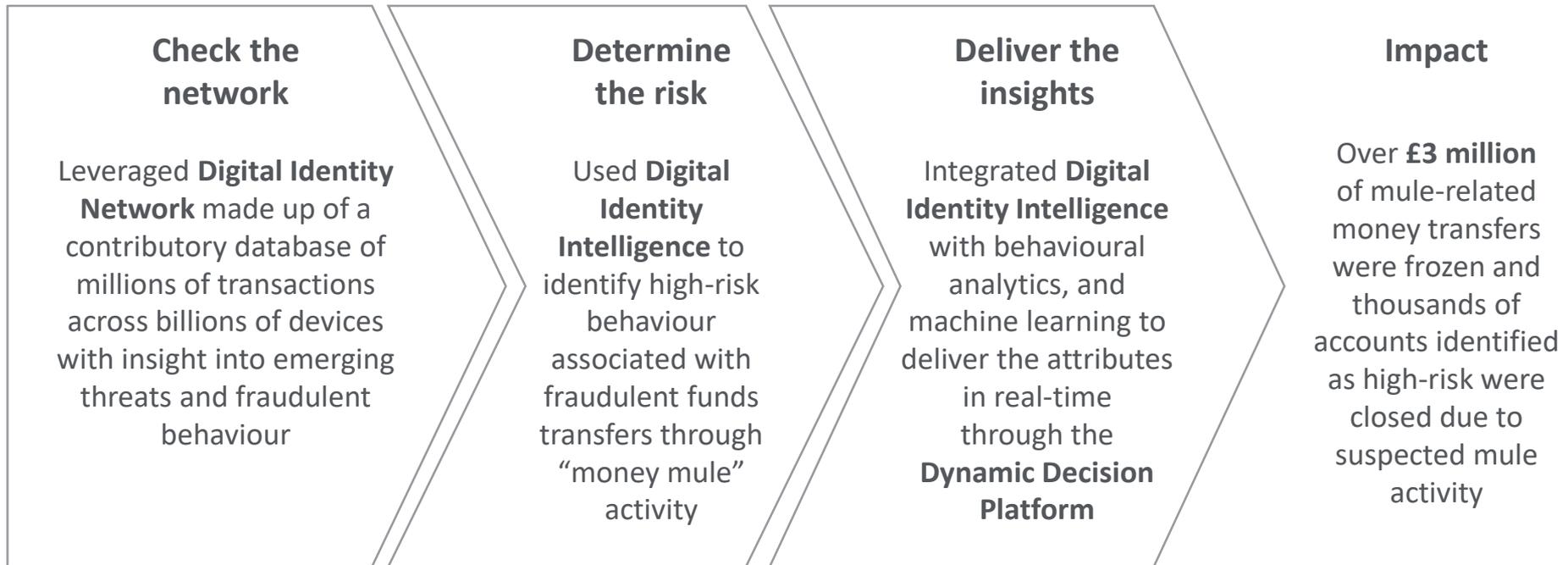
# Preventing “money mules” case study



**International bank client**

*Optimise the banking experience for active online customers while protecting accounts from fraud schemes by identifying high-risk behaviour associated with fraudulent funds transfers through “money mule” activity*

*Our approach*



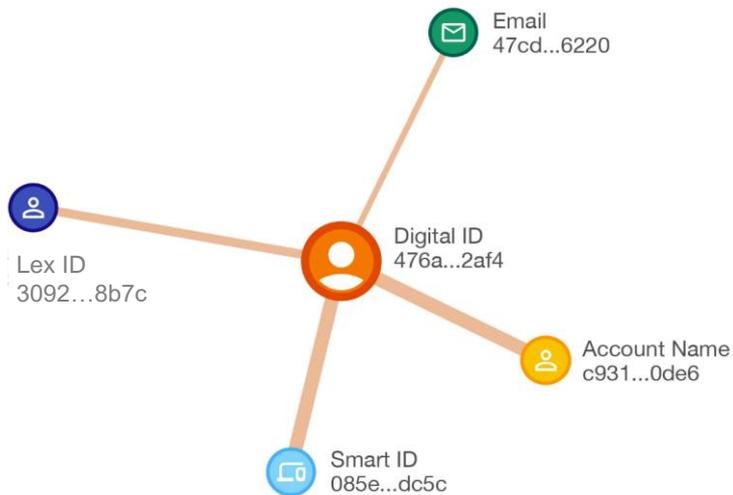


**ThreatMetrix**  
**Mules and Financial Services**

**Ian Spanswick**  
Vice President, ThreatMetrix

# ThreatMetrix ID and online behaviour

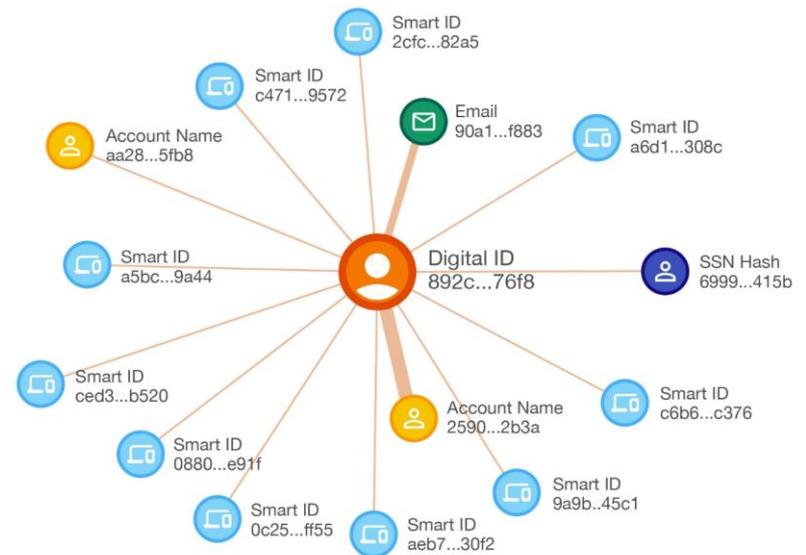
## Trusted behaviour from end user



### TRUST

- Strong, repeated links (thick lines) to a small number of Digital Attributes and establishes trust
- Displays association of multiple events from a single end user

## Suspicious behaviour on an end user's account



### RISK

- Same strong links (thick lines) to a genuine end user's Digital Attributes
- Many, weaker links to other Digital Attributes
- Indicates credentials have been shared among multiple other parties who are using multiple other devices to access

# Preying on the vulnerable

## Financially vulnerable victims: Students are being recruited

Apply now.  
Easy job, big cash pay outs.  
No experience necessary.

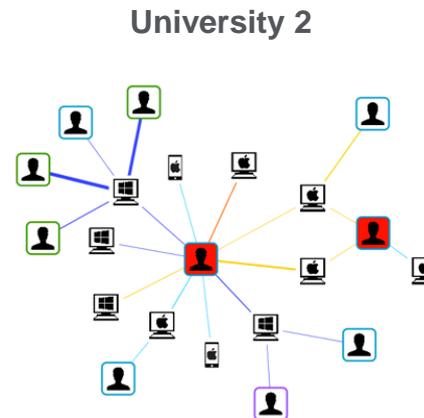
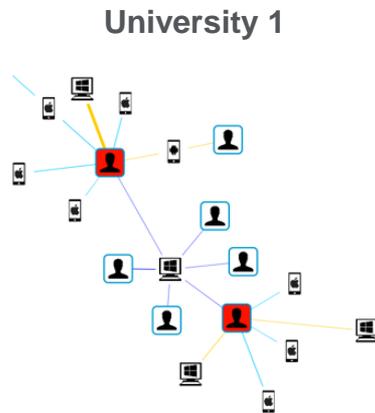
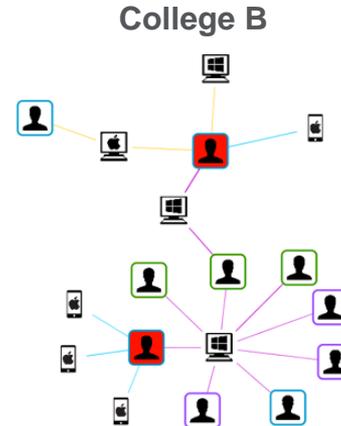
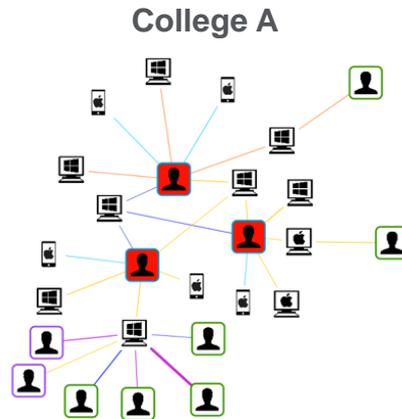
**\*must be willing to provide bank details and break the law.**

Warning: money by receiving and transferring cash for someone else makes you a money mule. When you're caught, your bank account will be closed and you'll find it hard to access further student loans, get a phone contract or apply for credit.

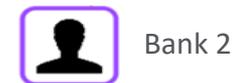
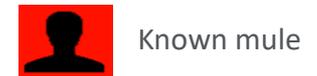
**DO NOT ENROLL** Visit [www.studentmoney.co.uk](http://www.studentmoney.co.uk) to find out more.

FFA citis

A money mule is a person who receives stolen money into their genuine account and then transfers out, often overseas.

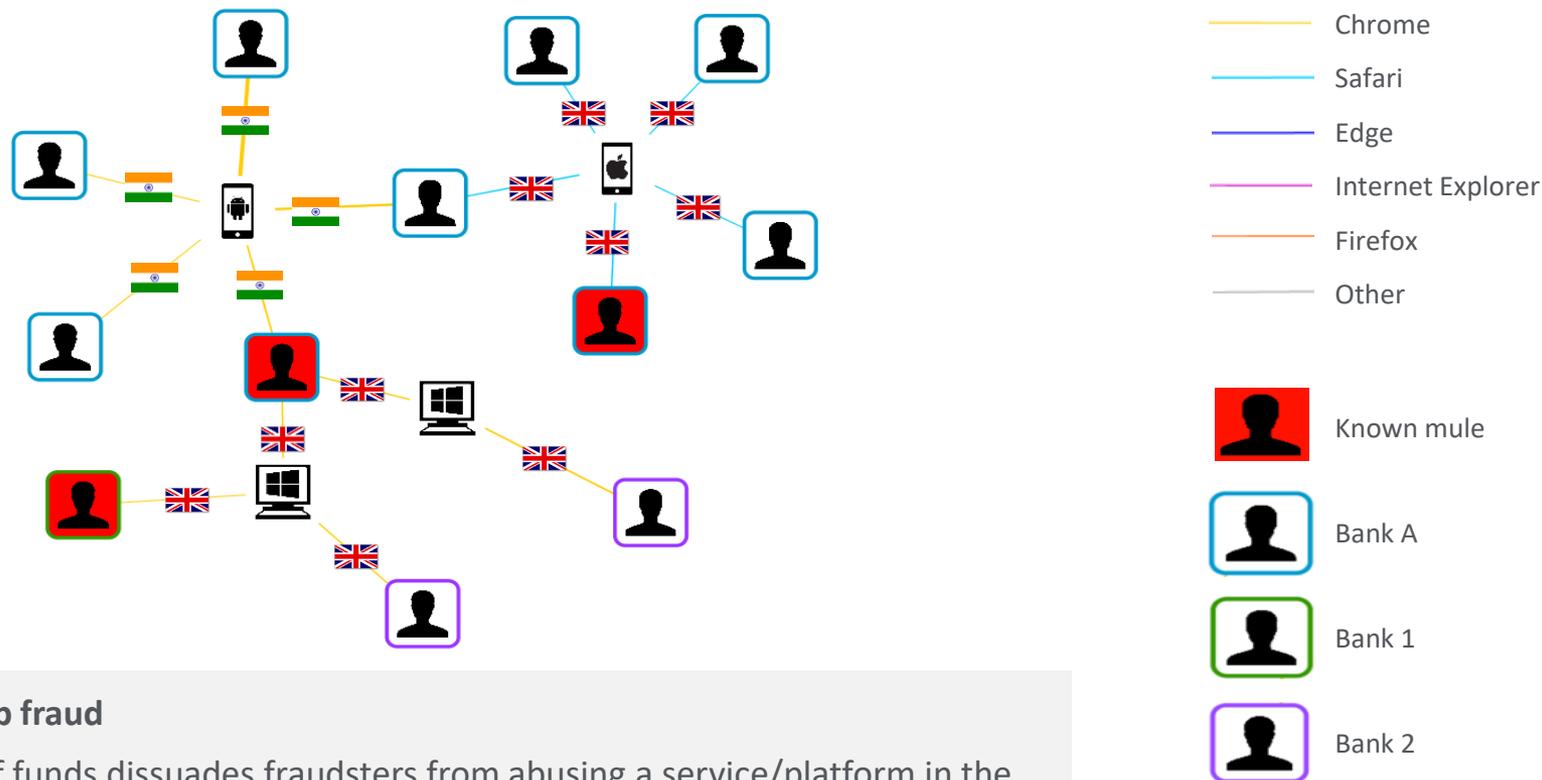


-  Chrome
-  Safari
-  Edge
-  Internet Explorer
-  Firefox
-  Other



# Global problem takes a diverse global network to beat

**Global mule networks:** Mules are recruited (sometimes unknowingly) and can inadvertently become part of an international network that spans across different financial institutions and countries

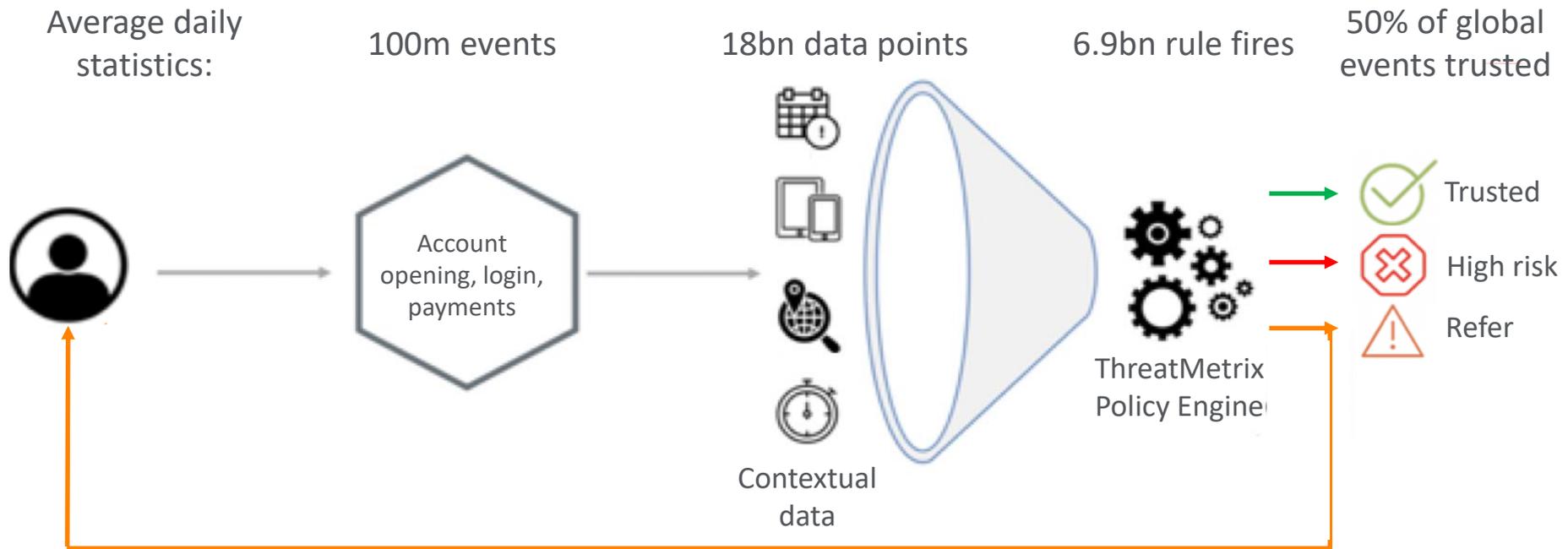


## Stop mules – stop fraud

- Blocking exit of funds dissuades fraudsters from abusing a service/platform in the first place
- Recognition/protection of victims is a priority, alongside education of the implications of becoming a mule to onward financial and digital life

# How does it work – end-to-end risk based authentication

We provide all the intelligence to enable a ThreatMetrix customer to make a real time decision



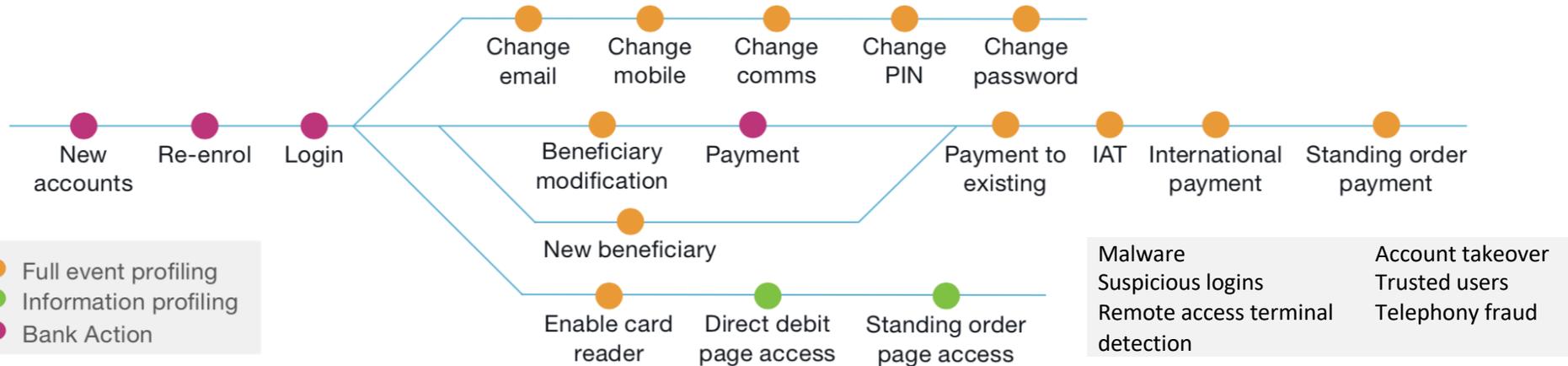
Referral loop – Leveraging integrated business services solutions to authenticate the end user

## Risk Based Authentication

- Events are processed in real time
- ThreatMetrix rules match data across the entire Global Digital Network
- Score and contextual reason codes returned to customers system for action

# ThreatMetrix - protecting financial services

Evolution of an enterprise level banking solution – implemented globally



## Multiple touch points in an end-to-end digital customer journey

- Allows normal behaviour and trust to be established
- Enables intervention when some suspicious occurs

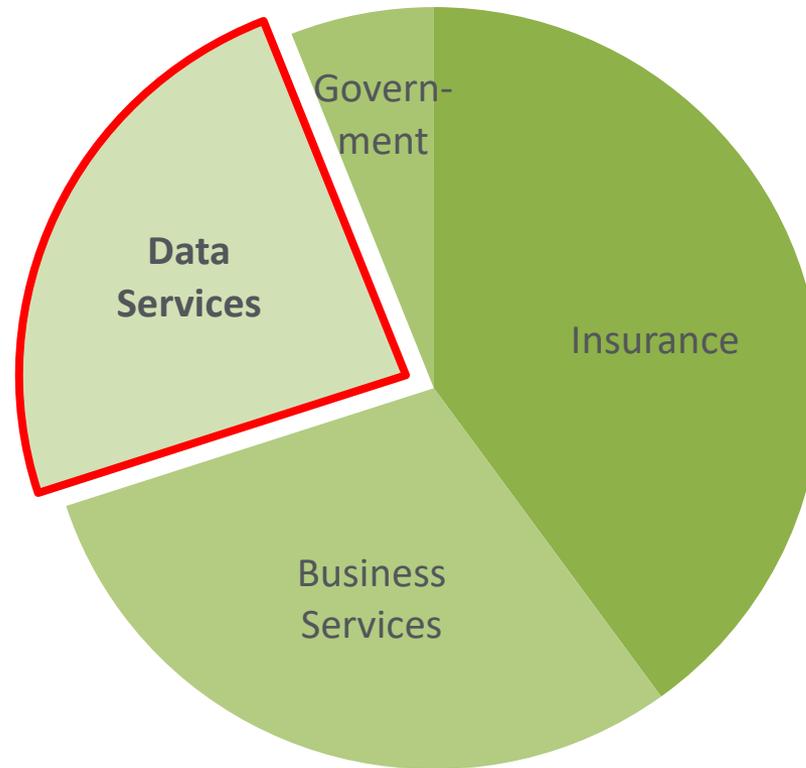
Using ThreatMetrix, a large financial institution was able to make multi-million pound fraud savings every month by implementing end-to-end behavioural profiling. The financial institution was able to detect anomalies indicative of malware or remote access software across creation of new beneficiaries, payment profiling, account registrations, logins and change of details/preferences.

# Data Services - Accuity

**Hugh Jones**

Chief Executive Officer, Data Services

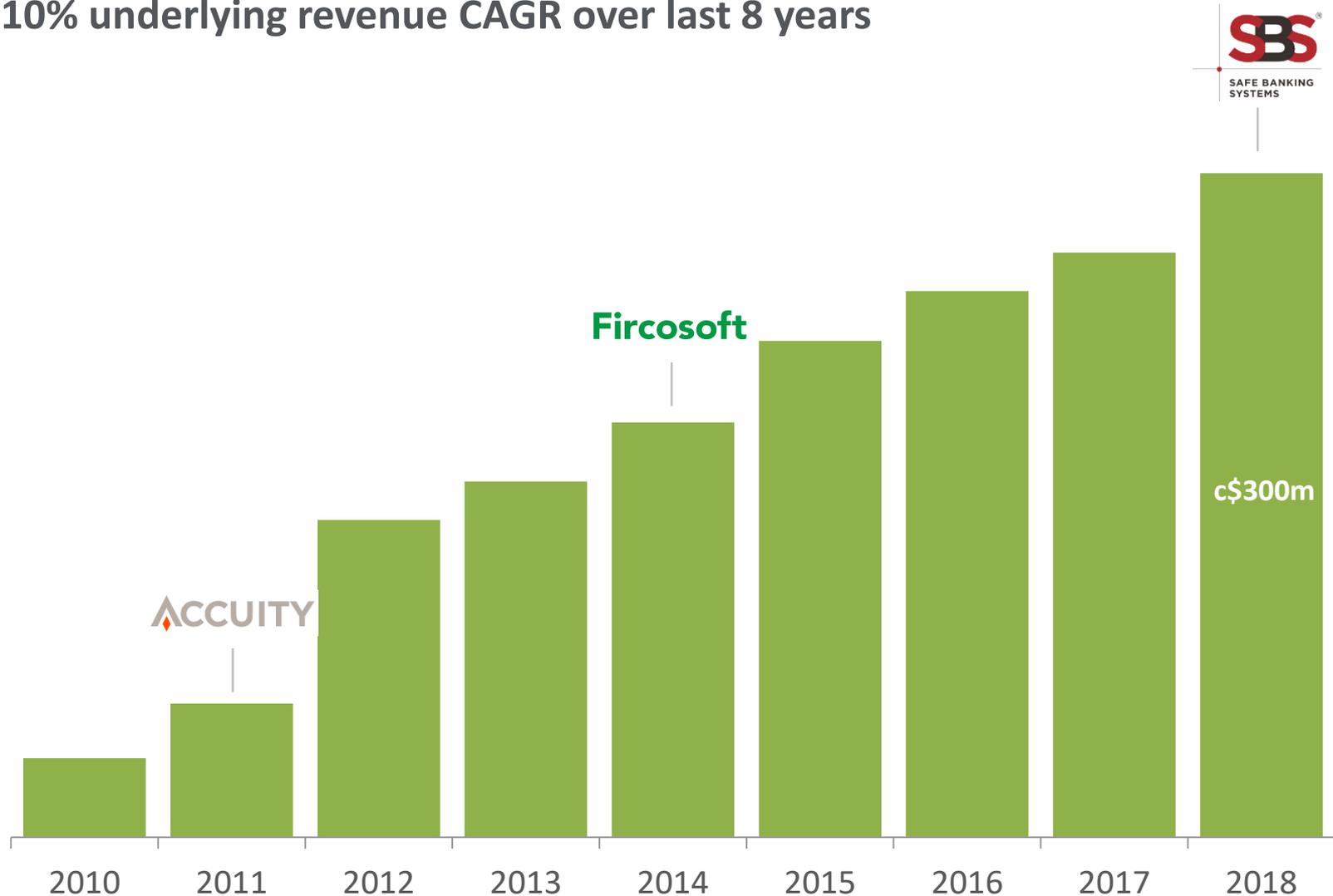
# Data Services within Risk and Business Analytics



*Pro forma 2018 revenue*

# Accuity history and growth

>10% underlying revenue CAGR over last 8 years



Annual revenue

# We work with customers across multiple industries using data-enabled technology & expertise

	Worldwide banking	Non-banking financial institutions	Multinational corporations	US government social services
<b>Revenue contribution</b>	c55%	c10%	c25%	c10%
<b>Customer base</b>	>5,000 banks including 9 of 10 world's largest banks	8 of the top 10 insurance firms globally	>70% of the Forbes 100	31 US States and social security administration
<b>Use cases we support</b>	<ul style="list-style-type: none"> <li>• Combat financial crime and avoid penalties</li> <li>• Aid straight through processing of payments</li> <li>• Evaluate and select financial counterparties for international deals</li> </ul>	<ul style="list-style-type: none"> <li>• Determine optimal route for payment flows internationally</li> <li>• Assess entities and transactions to ensure legal compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure large volumes of international payments flow efficiently through the MNC's supply chain</li> <li>• Fully monitor and screen the goods trade cycle and flag illegal activity</li> </ul>	<ul style="list-style-type: none"> <li>• Verify assets to assess payment eligibility</li> </ul>

# Accuity offers a range of solutions

	Financial Crime Screening	Financial Counterparty KYC	Payments efficiency	Asset Verification
Main Audiences	<i>Financial Institutions &amp; Global Logistics</i>	<i>Banks</i>	<i>Financial Institutions, Fintechs &amp; Corporations</i>	<i>US Federal and State Governments</i>
What we do	<ul style="list-style-type: none"> <li>• Transaction Screening</li> <li>• Account Screening</li> <li>• Trade Compliance Screening</li> <li>• Enhanced global watch list data sets</li> </ul>	<ul style="list-style-type: none"> <li>• Core banking profile data</li> <li>• Enhanced due diligence data</li> <li>• Ultimate Beneficial Ownership data</li> <li>• Alerts on sanctioned and politically exposed entities</li> </ul>	<ul style="list-style-type: none"> <li>• Official ABA Registrar</li> <li>• US domestic payment routing data</li> <li>• Global payments data &amp; web services</li> </ul>	<ul style="list-style-type: none"> <li>• US Federal Social Security payment eligibility service</li> <li>• US State Medicaid payment eligibility service</li> </ul>

***\$5 billion Risk & Compliance global addressable market\****

# We have strong market positions in many sub-segments

## Example: Financial crime screening

	Transaction screening	Account screening	Trade compliance screening
Largest global banks	Market leader	Market leader	
Regional & emerging market banks	Strong market presence		Market leader
Non-banking financial institutions	Growing market presence		
Global supply chain logistics			Growing market presence
Accurate, deep data sets, optimised for each screening use case			
Business advisory & implementation professional services & expertise			

# Volatility and nature of sanctions is driving unprecedented complexity for our customers



- \$4.5bn in banking fines from 2009 to 2017
- \$0.3bn non-banking fines 2013-2018 – 6x increase from prior 5 years
- 700 individuals, entities, aircraft and vessels added to Iran Sanctions on Nov 5 2018 by OFAC

# Firco Filter for Transaction Screening

1

Transactions and Accounts enter the filter

2

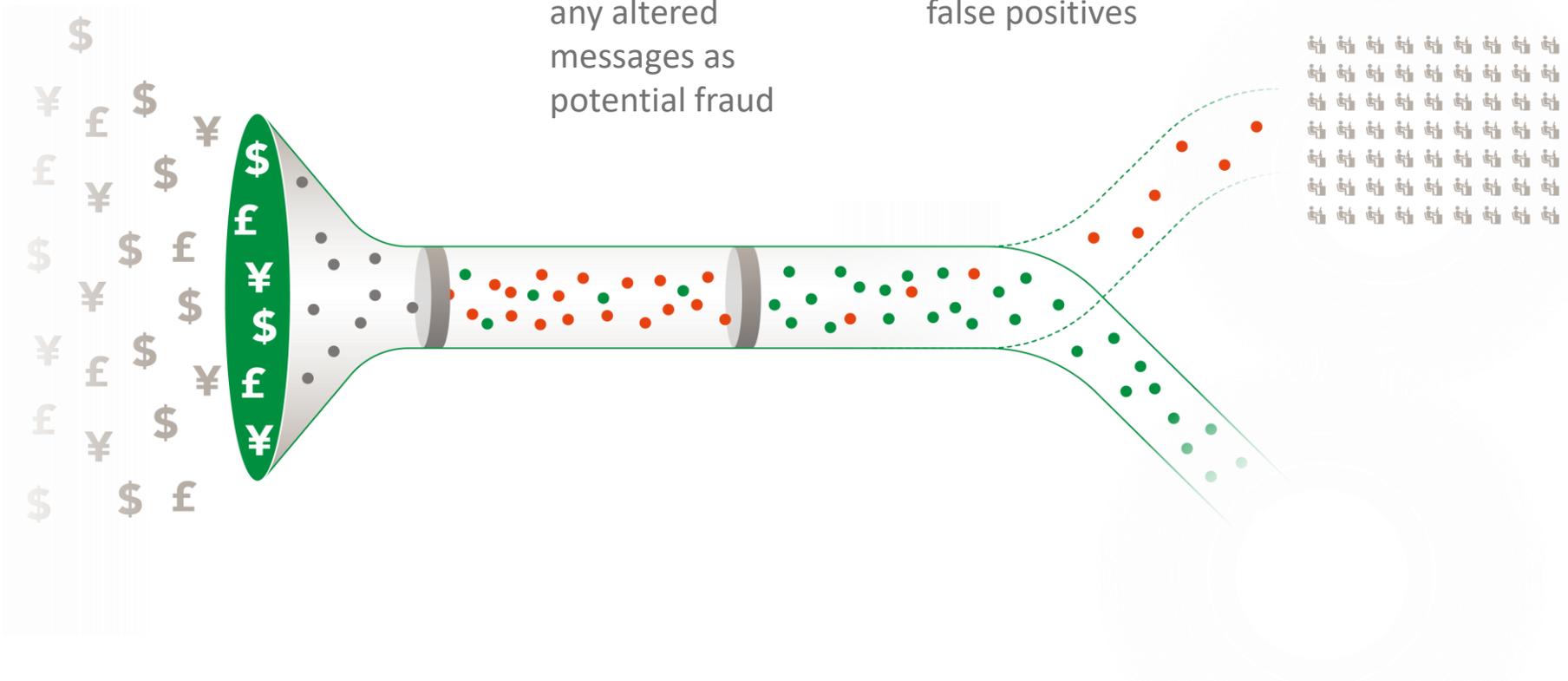
Filter uses advanced algorithms to identify potential alerts, and detect any altered messages as potential fraud

3

Flagged transactions filtered further via automation & rules to reduce false positives

4

Alerts sent for manual review



# Safe Banking Systems, acquired July 2018

- SBS founded in 1999
- Became the first Fircosoft distribution partner in 2000
- In 2004 launched first product, Safe Advanced Solutions, designed to enhance Firco Filter
- Over years have developed robust, AI-enabled offering
- Strong success in US but never expanded internationally
- Significant upsell and cross-sell opportunities

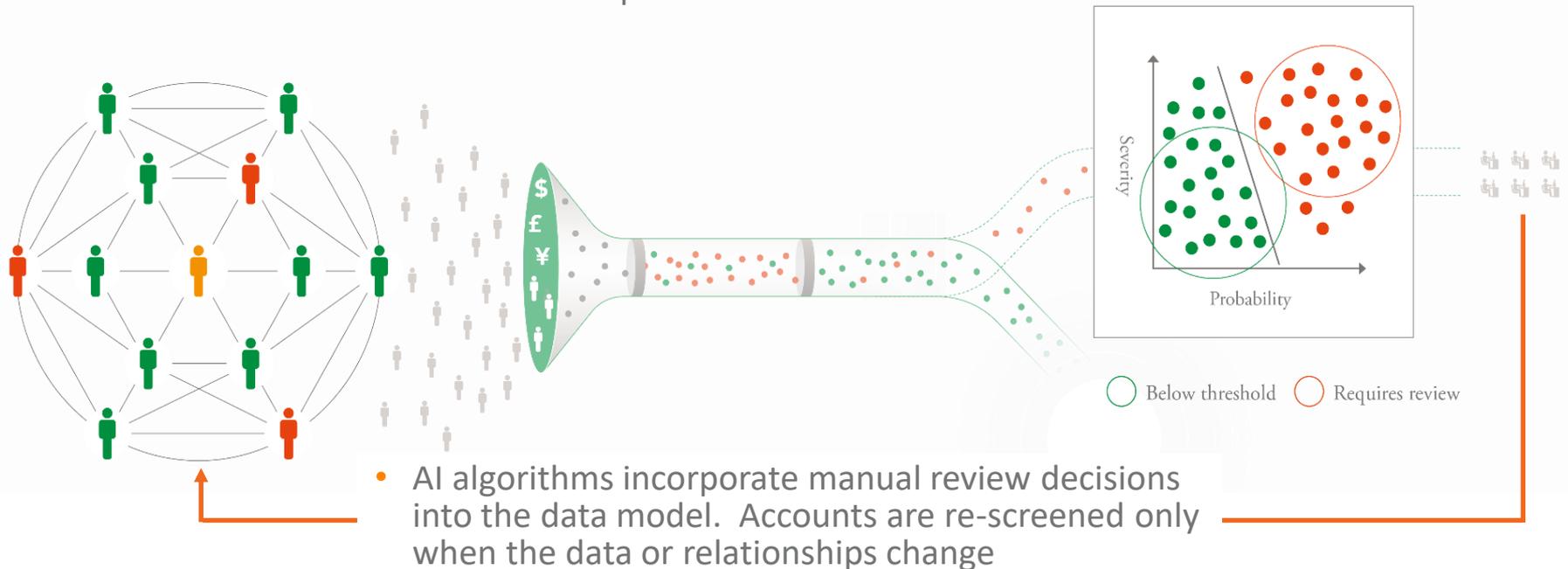


**SAFE BANKING  
SYSTEMS**

// part of Accuity

# Firco Filter with SBS AI capabilities

- All accounts are given a risk severity score based on a variety of input data
- Alerts generated by the Firco Filter are then given a probability score
- Customer selects a risk threshold based on probability and severity
- Alerts below threshold are automated and do not require human intervention
- Alerts above threshold are sent to manual and prioritised investigation



**Result: 50-90% reduction in alerts requiring manual review**

# Adjacent opportunities example: Trade compliance screening

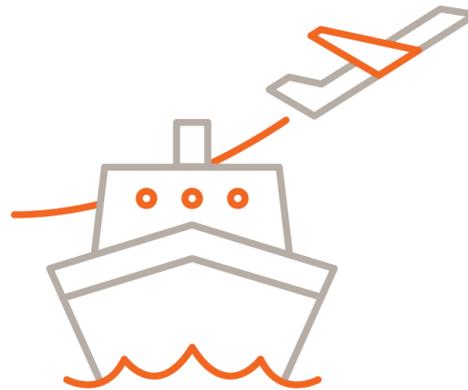
**Use case:** The cargo division of a large airline sees global logistics peers facing fines and legal scrutiny because of dual use goods being shipped to sanctioned locations

## Key customer issues:

- Reputational damage to brand if found to be supporting terrorism
- Global fines and board level liabilities
- Changing pace of sanctions and dual use goods list too difficult & complex to accurately and quickly screen shipments

## Solution:

**Trade compliance Dual Use Goods screening**



## Benefits to customer:

- Confidence that risk is mitigated by integrating screening of high volume cargo movements at speed
- Auditable proof to regulators and law enforcement of decisions taken
- No requirement for compliance & operations teams to monitor changing global sanctions and dual use good lists

**Customer impact:** Airline cargo department mitigated risk without disrupting pace and competitiveness required in fast paced global logistics market

# Adjacent opportunities example: Alternative Payment Providers

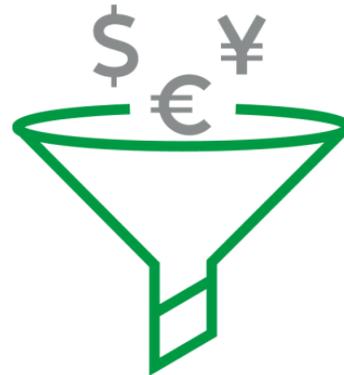
**Use case:** *Alternative Payment Providers must comply with regulation to stop illicit transactions, at a speed that does not disrupt their customer value of speed & convenience*

## Key customer issues:

- Regulatory scrutiny to screen all transactions and to stop illicit payments
- Global fines, reputational risk and board level liabilities
- Their customers expect an “instant” payment experience

## Solution:

### Firco Continuity Transaction Screening



## Benefits to customer:

- High volume, high performance screening solution e.g. 40m transactions a day, in under 100 milliseconds per transaction
- Ability to finely tune filter to reduce and automate false positive remediation burden
- Regulator ready system that provides the ability to trace and provide proof of policy in action

**Customer impact:** *Allow alternative payment providers to continue their growth and meet customer speed and convenience expectations alongside their regulatory obligations*

# Concluding remarks

**Mark Kelsey**

Chief Executive Officer, Risk & Business Analytics

# Summary

- Risk & Business Analytics well positioned in long-term growth markets
- Leveraging capabilities, including AI/ML technology
- Pursuing strong organic growth opportunities across all segments
- Strengthening organic growth with acquisitions where we are natural owner