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| Model of Excellence | Business Model: |
| Company: |  |
| CARFAX, Inc. <br> Centreville, VA 20120 <br> www.carfax.com |  |
| Business Model | Liced Models: |
| The Mixed Models: Licensed for Distribution <br> publisher creating a database that is licensed to third parties for re-distribution, often on <br> a free basis, with the third party generally using the content as a site attraction that can <br> often be monetized through advertising, or as a sales support tool. |  |
| Overview |  |
| CARFAX, a subsidiary of R.L. Polk and Company, has turned the Vehicle Identification <br> Number (VIN), a unique serial number for every car, into a remarkable business venture. |  |
| CARFAX collects title and registration information on every automobile from the 50 state <br> motor vehicle departments. On top of this base, it layers information obtained from police <br> departments, insurance, car rental, and automotive warranty companies, along with <br> dozens of other sources, building a database currently in excess of 2 billion records. |  |
| A typical CARFAX report will contain such information as: title information, whether the <br> car was salvaged or junked; flood damage history; total loss accident history; odometer <br> readings; lemon history; state emissions inspection results; number of owners; service <br> records; lien activity and whether the vehicle was ever a taxi, rental or was previously <br> leased. CARFAX doesn't claim to know everything that has happened to every vehicle, <br> but its database is so comprehensive that it offers a "CARFAX Buyback Guarantee," <br> under which it will buy back a car where its report failed to include certain key pieces of <br> information. <br> While CARFAX sells its Vehicle History Reports directly to consumers via its website, its <br> primary channel is bulk subscriptions to car dealers, who typically make the Vehicle <br> History Reports available for free to potential buyers to build confidence in the vehicle <br> and thus increase sales. CARFAX also has a number of innovative partnerships with <br> virtually all major players in the automotive industry, including the major online sites for <br> selling automobiles, automotive lenders and even federal government agencies. |  |

