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# TRI Legal Business

## Changing with a changing market

### Capitalizing on a changing marketplace

- Efficiency and the proliferation of technology are driving change
- We are capitalizing on these changes to drive improved growth
- Our business mix has evolved to include a number of solutions offerings, including:

### Our Solutions Businesses target the “evolving” needs of lawyers

- Legal Managed Services
- Investigative Solutions
- Business Development
- Legal Enterprise Solutions

### Re-imagining Legal workflows to give competitive edge

- Providing “know how” guidance leveraging our successful Practical Law acquisition
- Delivering lawyers the “how” and not just the “what”

# Disruptions in the legal market = Opportunity

Economic Pressures



Regulatory Changes



Technology Evolution



## Evolving customer needs

### Law firms:

Focusing on increased efficiency

- Power has shifted to Corporations
- Alternative service providers taking on commoditized work

### Corporations:

Managing risk & legal/compliance costs

- Regulatory burden growing
- Cost of non-compliance increasing

### Government:

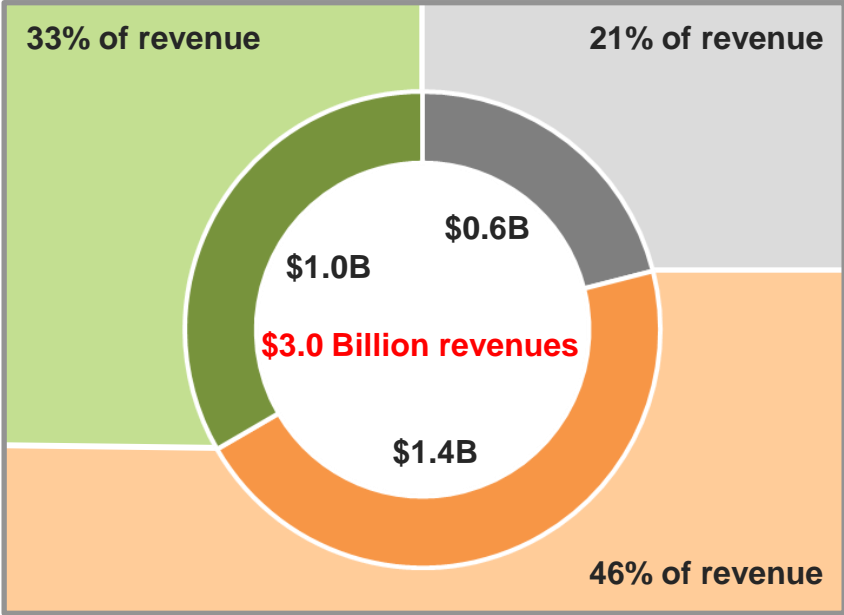
Modernizing legal & regulatory systems

- New technologies enabling greater access to justice
- Antiquated or paper based systems costly to maintain

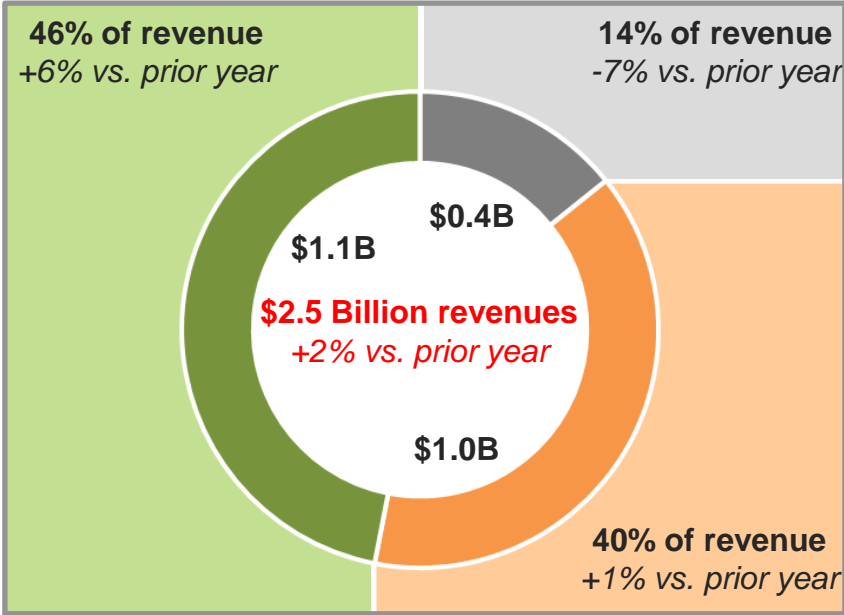


# Business mix transitioning to faster growing services

**FY 2010**



**Nine Months 2015**

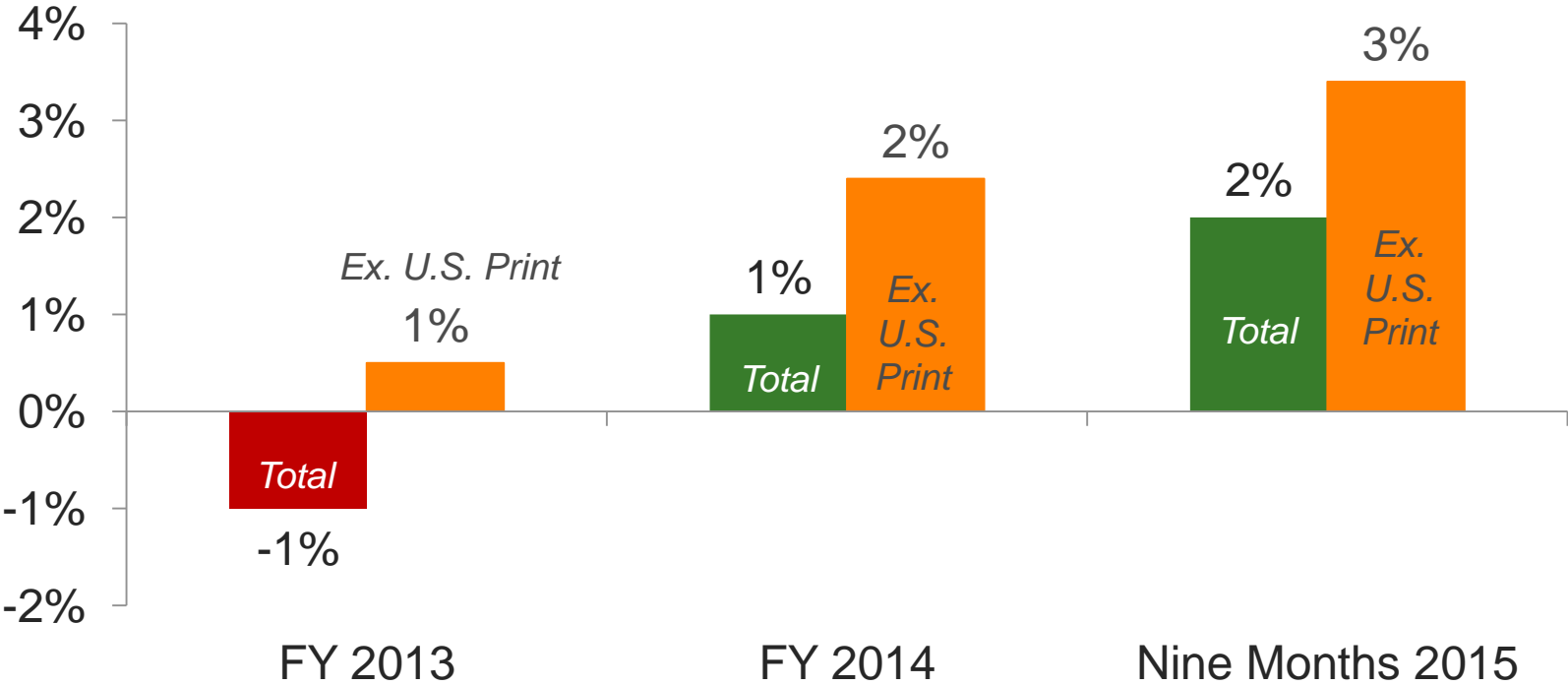


 Solutions Businesses

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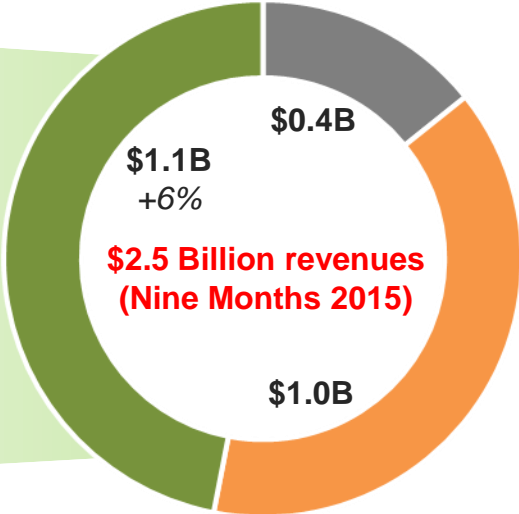
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# TRI Legal Organic revenue growth



# TRI Solutions Businesses = Legal's growth engine

**Legal Managed Services**  
Solution: E-Discovery and Managed Services  
Customer: Global Corporations and Global Law Firms



 **Solutions Businesses**

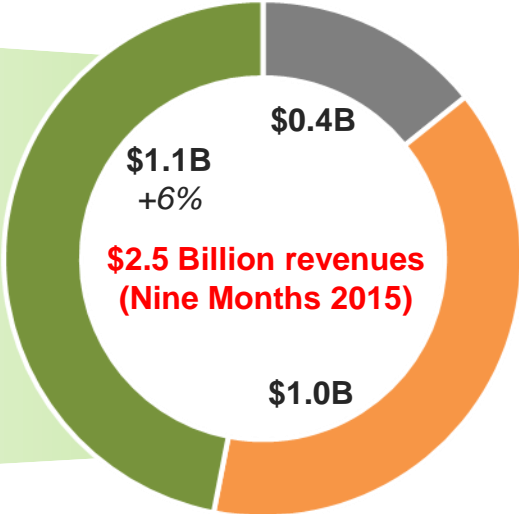
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# TRI Solutions Businesses = Legal's growth engine

**Legal Managed Services**  
Solution: E-Discovery and Managed Services  
Customer: Global Corporations and Global Law Firms

**Investigative**  
Solution: Investigations and Regulatory Compliance  
Customer: U.S. State & Federal Gov't and U.S. Corporations



 **Solutions Businesses**

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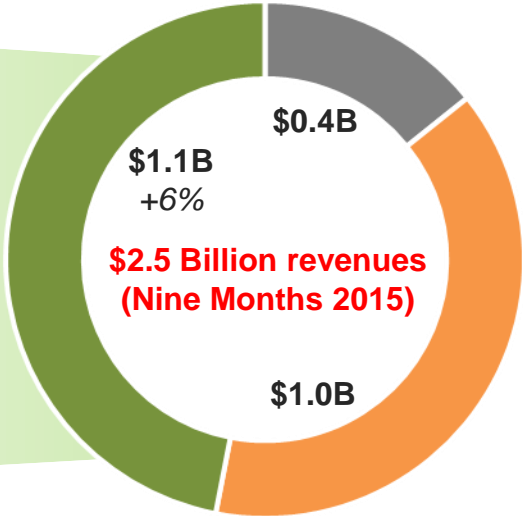
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Solution: E-Discovery and Managed Services  
Customer: Global Corporations and Global Law Firms

**Investigative**  
Solution: Investigations and Regulatory Compliance  
Customer: U.S. State & Federal Gov't and U.S. Corporations

**Business Development**  
Solution: Business Development and Marketing  
Customer: Law Firms



 **Solutions Businesses**

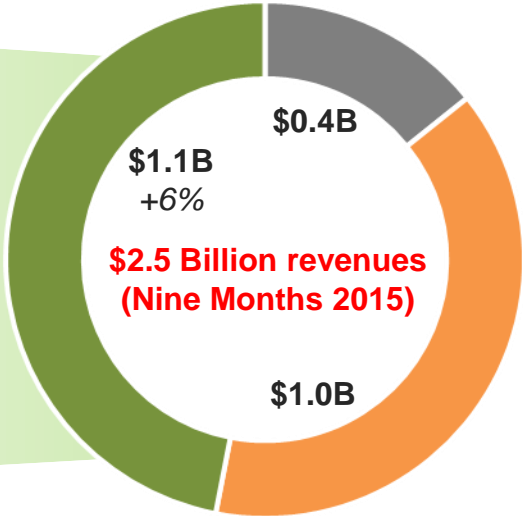
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Customer: Global Corporations and Global Law Firms
- Investigative**  
Solution: Investigations and Regulatory Compliance  
Customer: U.S. State & Federal Gov't and U.S. Corporations
- Business Development**  
Solution: Business Development and Marketing  
Customer: Law Firms
- Legal Enterprise Solutions**  
Solution: Practice and Financial Management  
Customer: Global Corporations and Global Law Firms



 **Solutions Businesses**

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# Strategy:

Leverage our traditional strengths to capitalize on changing market

## Where we were...

### Target Customer

- Law firms and librarians

### Addressable Market

- Legal research budgets

### Offerings

- Jurisdictionally specific content (via M&A)

## Leveraging our Westlaw Strengths...

- Quality content
- Customer relationships
- Technology
- Domain expertise
- Brand strength

## ...Where we are going

- **Wider Customer Base**
  - Corporate legal depts.
  - Governments
  - End-user lawyers
- **Unlocking Adjacent Budgets**
  - Technology
  - Marketing
  - Labor & 3rd party spend
- **Providing Global Solutions**
  - Integrating content & expertise with software & services



# Special Note

- This presentation consists of these slides and the associated remarks and comments, which are related and intended to be presented and understood together.
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