

THOMSON REUTERS

2021
INVESTOR DAY
MARCH 16

Corporates

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Investor Day 2021

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Key Highlights

Attractive End Market Segments

- ✓ Est. \$10B global market segment
- ✓ Est. 6% - 10% market segment growth
- ✓ Historically stable, recession-resistant
- ✓ **Strong Prevailing Tailwinds in Our Market Segments Play to Our Strengths & Contribute to Growth**



Leadership Position

- ✓ #1 provider of Corporate Legal & Corporate Tax solutions in the U.S.
- ✓ 84% recurring revenues
- ✓ 88% retention
- ✓ ALL Fortune 100 firms are TR customers
- ✓ ~115,000 customers

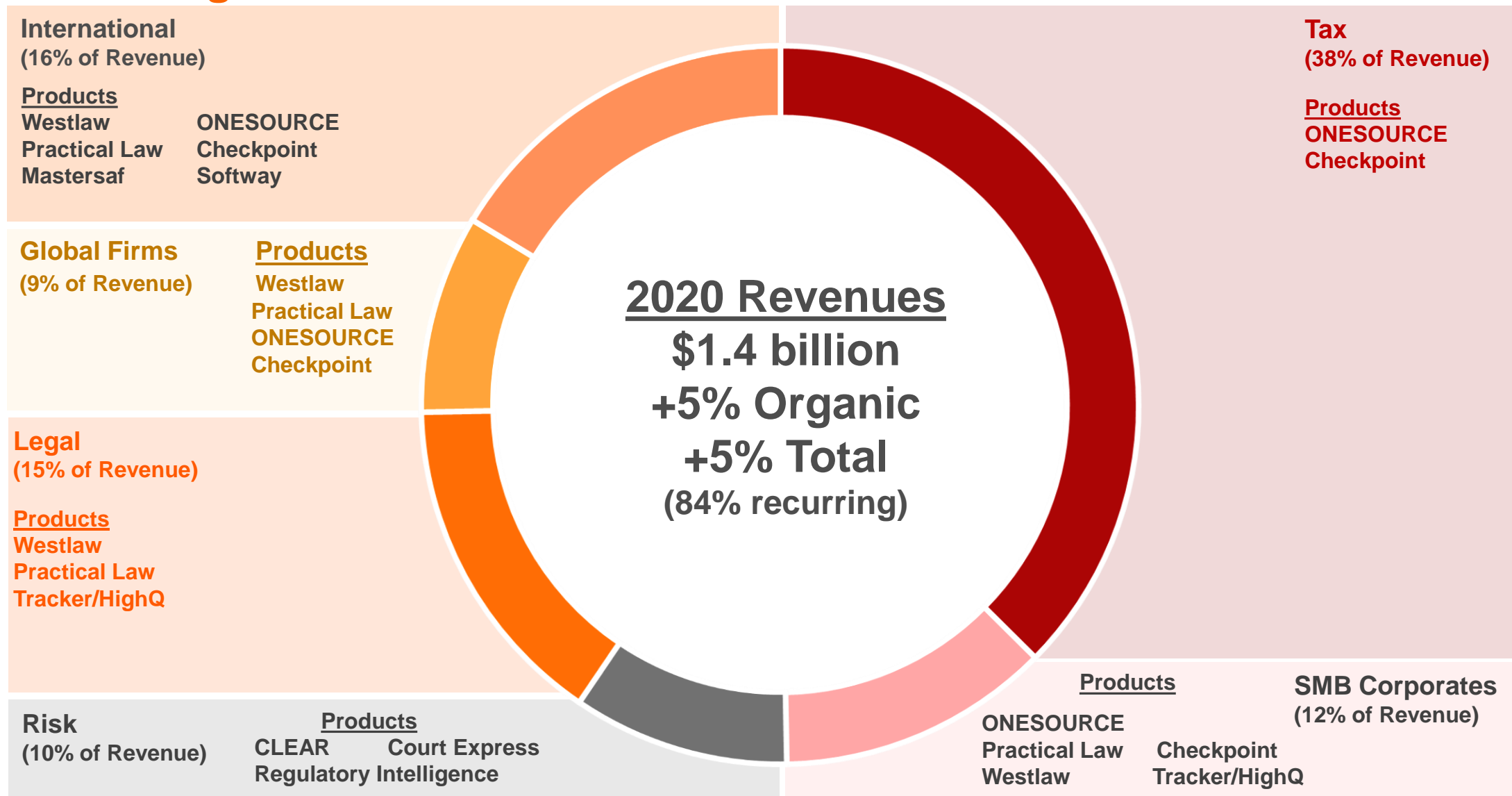


Change Program Expected to Further Accelerate Growth

- ✓ FY 2020 5% organic growth
- ✓ **Direct & Indirect Tax are Strategic Investment Priorities**
- ✓ **Change Program digital investments will improve Customer Experience**
- ✓ **Change Program innovative product solutions will bring more value to customers across workflows**
- ✓ Extend reach through Partner and Digital channel

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Customer Segments



Note: Before currency

Corporates – Tax Products

Strong Positions, High Retention, High Recurring Revenues

Powerful Businesses Built with Proprietary Content & Experts = Competitive Advantage

	THOMSON REUTERS ONESOURCE™			
	THOMSON REUTERS Direct Tax	THOMSON REUTERS Indirect Tax	THOMSON REUTERS Global Trade	THOMSON REUTERS Checkpoint
Description	<ul style="list-style-type: none"> Corporate Income tax solution: <ul style="list-style-type: none"> Tax compliance Tax provision Workflow management Statutory reporting 	<ul style="list-style-type: none"> Global software solution: <ul style="list-style-type: none"> Indirect tax determination Sales & use tax compliance VAT compliance Digital reporting (e.g., SAF-T) 	<ul style="list-style-type: none"> Trade compliance workflow solution <ul style="list-style-type: none"> Import & export compliance Free trade agreements Country of origin rules Verifying customer, supplier credentials (KYC/KYS) 	<ul style="list-style-type: none"> Integrated information solution <ul style="list-style-type: none"> Checkpoint Edge Checkpoint Learning Confirmation for audit verification
Position	#1	#4	#3	#1
Target Customer	<ul style="list-style-type: none"> Corporate Tax Departments Global Accounting Firms 	<ul style="list-style-type: none"> Corporate Tax Departments Global Accounting Firms 	<ul style="list-style-type: none"> Procurement / Supply Chain Corporate Compliance officers 	<ul style="list-style-type: none"> Corporate Tax Departments Global Accounting Firms
Pricing Model	Subscription	Subscription	Subscription	Subscription

Corporates – Legal Products

Strong Positions, High Retention, High Recurring Revenues

Powerful Businesses Built with Proprietary Content & Experts = Competitive Advantage

	THOMSON REUTERS Westlaw & Practical Law	THOMSON REUTERS Legal Software⁽¹⁾	THOMSON REUTERS Risk/CLEAR
Description	<ul style="list-style-type: none"> • Legal know-how solution: <ul style="list-style-type: none"> – Practical guidance – Primary, secondary sources – Checklists – Practice areas: Antitrust, M&A, Labor, Employment, IP, etc. 	<ul style="list-style-type: none"> • Solution for Corp Legal Ops: <ul style="list-style-type: none"> – External counsel spend, performance – Matter intake – Document storage, search, retrieval 	<ul style="list-style-type: none"> • Due Diligence Solution⁽²⁾ for <ul style="list-style-type: none"> – Fraud Prevention & Investigation – BSA/AML Compliance – Commercial Lending – 3rd party Due Diligence – Corporate Security
Position	#1	#2	#2
Target Customer	<ul style="list-style-type: none"> • General Counsels • Legal Operations 	<ul style="list-style-type: none"> • General Counsels • Legal Operations 	<ul style="list-style-type: none"> • Risk & Compliance Depts • Corporate Security
Pricing Model	Subscription	Subscription	Subscription

(1) Includes HighQ, Legal Tracker, Contract Express

(2) Use case defined for investigative & corporate due diligence in the US

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Market Trends - Prevailing Tailwinds Provide New Growth Opportunities

*Demand for TR's advanced, trusted & branded "how-to" products is increasing
Deep, long-term customer relationships provide advantaged position*

Global Addressable Market Segment Growing 6% - 10%

Est. \$10B



Increasing regulatory complexity



Tax admins mandating transaction-level data



Increased govt cooperation to close tax loopholes



Demand for greater KYC⁽¹⁾ & KYS information

Emphasis on efficiency



Tax departments doing more with less



General Counsels bringing more work in-house



Minimize audit & compliance risks

Technology-led transformation



Tech adoption accelerating as data volumes explode



Shift to cloud & digital delivery



AI & analytics driving actionable insights

Competitive dynamics



Active entry of startups



PE & VC driving new investments



Provider consolidation in select workflows

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Change Program Will Improve Customer Experience & Accelerate Growth

Organic Revenue Growth Drivers

ONESOURCE

Make ONESOURCE the preferred end-to-end solution at global accounting firms and corporations

- Evolve offering by providing best in class cloud platform; expand content & reporting capabilities

Practical Law

Scale Practical Law

- Leverage AI & global content to drive up-sells & retention while expanding into compliance use cases

HighQ & Legal Tracker

Best-in-class Client spend & matter management solution to control costs

- Address contract & doc management use case
- Drive effectiveness & mitigate risks in corporate legal departments

Risk

Enhance APIs & CLEAR data & features

- To address Investigative, Fraud Protection and Risk Management workflows

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Benefits of Transition to Operating Company

Digital as a significant contributor to sales & renewals & Improved Customer Experience

More targeted, integrated set of products, modular entitlement & single customer ID that drive valuable outcomes for customers

Secure, modernized & simplified technology architecture & operations

Self-replenishing pipeline of world-class internal talent








Targeting Revenue Growth of 7% - 9% by 2023 with Significant Margin Expansion

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Strong Growth Verticals Accelerating Organic Growth

Strategic Priorities

Key Focus Areas

Legal ⁽¹⁾	1		<i>Unique content – Fast growing Legal & Corporates “How-To” product</i>
	2		<i>Firms investing in productivity & efficiency solutions</i>
	3		<i>Trusted, proprietary, unique content - strong market presence WL Edge 2.0 in development</i>
Government ⁽²⁾ (Incl. Risk, Fraud & Compliance)	4		<i>Strong position & unique content Expert backed AI in rapidly growing market</i>
Tax & Accounting	5		<i>Strong market presence Migrating to next generation cloud-based suite</i>
	6 ⁽³⁾		<i>Strong content combined with global scale & comprehensive cloud-based AI & software (incl. Confirmation)</i>
Corporate Tax & Trade	7		<i>Direct Tax - Large footprint, very reliable solution, loyal customer base</i> <i>Indirect Tax – Fast-growing scalable solution & market</i>
+ SMB Opportunity			<i>Access to new customer groups</i>

(1) Products reported in Legal Professionals and Corporates Segments

(2) Government reported in Legal Professionals Segment

(3) Products reported in Tax & Accounting Professionals and Corporates Segments