IHS Markit

A global leader in critical information, analytics, and solutions

October 2020
Non-GAAP measures

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We created the global leader in information, analytics and solutions

- Global, multi-industry scale in capital-intensive markets
- Strong competitive position supported by breadth and depth of product offerings
- Unique proprietary industry information and expertise creates exciting opportunities in analytics
- Proven track record of organic growth and economic resilience
- Recurring revenue model with high revenue visibility and renewal rates
- High operating leverage, strong free cash flow, and capital structure flexibility
Consistently achieving our long-term financial goals should produce strong shareholder returns

Long-term annual financial goals

5%-7% organic revenue growth

44-46% adj EBITDA margin (100bps of annual expansion ex FX)

$800M+ capital return through proposed dividend and share repurchases¹

Solid double-digit adj EPS growth (earnings compounder)

¹Capital policy is to return 50-75% of annual capital capacity to shareholders through share buybacks and a quarterly cash dividend.
Our diversified portfolio of leading assets reflects multiple areas of strong performance in high-growth industries

Financial Services (40% of total revenue)¹
- Solutions 41%
- Information 44%
- Processing 15%

Transportation² (27% of total revenue)¹
- Autos 91%
- Used Auto 65%
- New Auto 35%
- Maritime & Trade 9%

Resources (22% of total revenue)¹
- Downstream & Other Energy Markets 37%
- Upstream 63%

CMS³ (11% of total revenue)¹
- ECR 23%
- Product Design 71%
- TMT 6%

- Strong positions in pricing and reference data, loans, and credit
- High growth indices, compliance & regulation, and private capital markets businesses

- Sustainable strength due to continued new products
- Strong market position in legacy Polk and CARFAX

- Best-in-class assets plus upstream market stabilization
- High growth chemicals, power, gas, coal, renewables and downstream pricing businesses

- Leading distributor of technical engineering standards
- Solid market position in economic and country risk analysis

¹ Calculations represent total IHS Markit 2019 revenue distribution adjusted for impact of removing sold AD&S and sold TMT revenue
² Transportation segment shown as adjusted for impact of removing sold AD&S revenue for all of 2019
³ CMS segment shown as adjusted for impact of removing sold portion of TMT revenue for all of 2019
Financial Services

**INFORMATION**
- Pricing, Liquidity & Reference Data
- Indices & ETFs
- Valuation Services - OTC, Cash & Private
- Equities Data & Analytics
- Research, Sales & Trading
- Corporate IR Solutions
  - Consensus data from 70+ financial institutions supplemented with data from exchanges, clearing houses & interdealer brokers
  - Leading pricing provider covering 11k+ CDS curves and 6.5k+ loan facilities
  - Intraday pricing on 2.5m+ corporate & sovereign bonds, securitized products and municipal bonds
  - Leading benchmark and liquid tradable indices across wide range of asset classes
  - PMI data sets covering ~83% of global GDP
  - Alternative data and securities finance information covering $25+ trillion of global securities for alpha generation, transparency, and risk management

**SOLUTIONS**
- New Issuance Solutions
- Loans Management
- Enterprise Data Management
- Alternatives Portfolio Monitoring
- Regulation and Compliance
- Digital Solutions
  - Workflow solutions, analytics, content and managed services to support the new issuance lifecycle in the global markets
  - Platform to support all aspects of loan management and oversight that reduces risk and increases efficiency
  - Platform for acquiring, validating and distributing trade, operational, risk, financial and customer data
  - Manage flow of data and support portfolio monitoring, analytics and reporting for GPs, LPs and Fund of Funds
  - Industry-leading risk management, compliance and tax solutions

**PROCESSING**
- Derivatives across asset classes
- Loan Settlement
  - Global trade processing of 90,000+ actions per day across asset classes: reduces operational risk, streamlines workflow and improves trading certainty in FX and OTC derivatives markets
  - Connects thousands of market participants in a single network that automates post-trade processing across the global leveraged loan market

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1 Calculations represent total IHS Markit 2019 revenue distribution adjusted for impact of removing sold AD&S and sold TMT revenue

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# Transportation

## AUTOMOTIVE

### NEW CAR
- Vehicle & Technology Forecasting
- Compliance tools (VPAC)
- Sales Planning & Measurement
- Marketing audiences
- Retention & Conquest (aMM)

- Began tracking automotive data in 1922
- Data covers 99% of global vehicle production and 97% of global vehicle sales
- 3.2bn vehicleownership records relating to 650mn US vehicles over a 20-year period
- Production and sales forecasts for 40,000+ global make, model, body-type, and transmission variants

### USED CAR
- CARFAX
  - Vehicle History Reports
  - Used Car Listings
  - Banking & Insurance Solutions
  - Carfax 4 Life
  - Retail
  - Recall (OEM customers)

- Data from 112,000 sources including vehicle agencies, auto auctions, fire and police departments, collision repair shops, fleet mgmt. and rental agencies
- Vehicle History Reports are available on all used cars and light trucks from 1981 or later. Using the VIN a Carfax report is instantly generated from database of over 24 billion records

## MARITIME

### MARITIME AND TRADE
- Risk & Compliance
- Commodity Analytics
- Trade Data & Market Intelligence

- Began tracking 250+ years ago
- Sole appointed authority for assigning mandatory International Maritime Org ship and company numbers
- Data on over 200,000 active large ships in international waters
- Monthly import/export stats covering 85 countries tracking > 90% of international trade value

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1 Calculations represent total IHS Markit 2019 revenue distribution adjusted for impact of removing sold AD&S and sold TMT revenue
2 Transportation segment shown as adjusted for impact of removing sold AD&S revenue for all of 2019
Resources

**UPSTREAM**
- Data
  - Technical and Economic Data on 5.8m Wells
- Software/Analytics
  - Exploration, Production and Valuation
- Insights
  - Supply and Demand Forecasts
  - M&A Data and Analysis
  - Events
  - Consulting
- Worldwide data, some dating from 1850s
  - 5.8mm wells
  - 1.2mm oil and gas pipeline miles
  - 4.4mm regulatory, mineral rights, and contract documents
  - 30,000 power plants and 21,000 industrial plants
- Track over 5,000 conventional and unconventional exploration plays

**DOWNSTREAM AND OTHER ENERGY MARKETS**
- Supply and Demand Forecasts, Data, and Analytics
  - Chemicals
  - Gas
  - Power
  - Renewables
  - Agriculture
- OPIS – Pricing, News and Market Analysis
- Data for 1,400+ manufacturing processes, some dating back 50+ years
- Production, trade and capacity industry analysis and forecasts for 250+ chemicals in 50+ countries
- Detailed techno-economic analysis of chemicals and refining technologies
- 5bn+ historical spot, rack and retail prices for North America collected since 1980
- Pricing and forecasts for 75 fertilizers in 160 countries, crop protection & seeds for 55+ countries, and 400k data series in commodities in 50+ countries.

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1 Calculations represent total IHS Markit 2019 revenue distribution adjusted for impact of removing sold AD&S and sold TMT revenue
Consolidated Markets and Solutions (CMS)

PRODUCT DESIGN
- Leading distributor of technical engineering standards
- 1.7mm+ engineering standards from 370+ standards organizations
- Largest component database with 30+ years of history, covering 500mm+ parts
- 75mm+ vetted technical publications
- 30+ leading technical publishers
- 10,000+ widely-used technical eBooks

ECONOMICS & COUNTRY RISK
- Economic and financial data, forecasts, and scenario analysis tools
- 7 million time series, sovereign risk ratings, & short, medium, and long-term forecasts for 206 countries
- Country risk ratings for 211 countries and territories covering political, economic, business environment and security risk

TMT
- Performance analysis for the TMT industry (Rootmetrics)
- Scientific testing of mobile network performance
- Crowdsourced mobile performance results
- 5G readiness and deployment

CMS²
(11% of Revenue)¹

1 Calculations represent total IHS Markit 2019 revenue distribution adjusted for impact of removing sold AD&S and sold TMT revenue
2 CMS segment shown as adjusted for impact of removing sold portion of TMT revenue for all of 2019
## Representative Questions

<table>
<thead>
<tr>
<th>Vertical</th>
<th>Representative Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial Services</strong></td>
<td>- What is the value / liquidity of my portfolio? (bonds, swaps, loans, ETF, etc.)</td>
</tr>
<tr>
<td></td>
<td>- What is the counterparty risk associated with doing business with a particular entity?</td>
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<td></td>
<td>- How can I navigate the current regulatory landscape quickly and efficiently? (Basel III, MiFID II, FRTB)</td>
</tr>
<tr>
<td><strong>Economic Country Risk</strong></td>
<td>- Which markets offer the strongest growth potential and how can I assess and mitigate risks in those markets?</td>
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<tr>
<td></td>
<td>- When is the best time to buy inputs into my production and which sources are most reliable?</td>
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<td></td>
<td>- How do I identify, measure and mitigate political violence risk exposures?</td>
</tr>
<tr>
<td><strong>Auto</strong></td>
<td>- How did my dealer loyalty last month compare with my competitor set?</td>
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<tr>
<td></td>
<td>- Which households are likely to return to market in the next 3 months and are most likely to consider my vehicle?</td>
</tr>
<tr>
<td></td>
<td>- What is the optimum dealer network I need to support my growth strategy in China?</td>
</tr>
<tr>
<td><strong>Energy</strong></td>
<td>- Where are Oil and Gas investments going and how can I organize our efforts to sell my product?</td>
</tr>
<tr>
<td></td>
<td>- Where is the competition acquiring mineral access and how can I gain an advantage?</td>
</tr>
<tr>
<td></td>
<td>- How will price differentials, environmental protection and economic security shape energy markets?</td>
</tr>
<tr>
<td><strong>Chemical</strong></td>
<td>- Should I be building or drawing inventories?</td>
</tr>
<tr>
<td></td>
<td>- What are my expected profit levels for next month/year?</td>
</tr>
<tr>
<td></td>
<td>- What is the optimum mix of products and what geo-markets should I target?</td>
</tr>
<tr>
<td><strong>Maritime</strong></td>
<td>- What vessels are coming into my territorial waters, who owns them and where have they been before now?</td>
</tr>
<tr>
<td></td>
<td>- What are the risks associated with this vessel carrying my cargo?</td>
</tr>
<tr>
<td></td>
<td>- How do merchandise trade flows affect my country's export opportunities?</td>
</tr>
<tr>
<td><strong>Product Design</strong></td>
<td>- How can I recognize market, technology, and competitive trends faster than competition?</td>
</tr>
<tr>
<td></td>
<td>- How do I solve problems faster to boost engineering productivity?</td>
</tr>
<tr>
<td></td>
<td>- How do I stay in compliance with changing regulations?</td>
</tr>
</tbody>
</table>
More than 5,000 analysts, data scientists, financial experts and industry specialists worldwide

- Unsurpassed know-how to interpret data to create information and insight
- Award-winning forecasting
- Trusted relationships with industry leaders
- Our colleagues share a single focus on serving our customers
Broad and deep customer relationships in our verticals

- 80% of the Fortune Global 500
- >80% of the Fortune US 1000
- 94/100 Largest U.S. corporates
- 49/50 Largest U.S. banks
- 10/10 Largest automobile companies in the world
- 49/50 Largest global oil companies

ALL

- Global investment banks (14/14)
- Largest hedge funds (50/50)
- Largest global asset managers (50/50)
- Largest global custodians (10/10)
- G20 governments (20/20)
Our path forward
Information Services is poised to grow at 5.1% vs 2.8% GDP growth due to demand for information.

Global GDP
- 2015: ~$68T, 2.8%
- Projected 2020: ~$78T

Information intensity
- 2015: 28 bps
- Projected 2020: 32 bps

Total revenue ($B)
- 2015:
  - $109
  - $86
- Projected 2020:
  - $140
  - $111

Verticals in which IHS Markit has >2% wallet share

Remaining industry verticals

Source: IHS Markit and BCG
We have strong positioning which will allow us to compete over the long term

**PRODUCT**
Strong offerings, many with #1 market positions, many that can attain that status

**TECHNOLOGY**
Powerful diverse technology and expertise we can leverage

**COLLEAGUES**
Talented colleagues with common vision, mission and values

**CUSTOMERS**
Broad and deep trusted relationships in attractive end-markets

**BRAND**
Strong, well-known brand and sub-brands in many key verticals
We will make targeted investments across four key areas

**TECHNOLOGY**
Continued investment in data lake, machine learning, artificial intelligence and cloud-based delivery

**PRODUCT**
Additional investment in organic growth, including predictive analytics and business tools

**CUSTOMERS**
Leveraging our customer relationships to increase retention and cross-sell

**COLLEAGUES**
Inspiring and investing in our global team to drive our growth
Advanced analytics present a significant opportunity for IHS Markit

**OPPORTUNITY**
- Leverage combined proprietary datasets and apply new analytical methods
- Streamline data infrastructure to optimize operations

**WHY NOW?**
- Customer demand is strong for deeper insight
- Required technology is well established, accessible and economically feasible
  - Able to capture and store massive amounts of complex data
  - Cluster computing enables rapid, near real-time processing of data
Leveraging our proprietary data and industry expertise positions us to benefit from increasing demand for analytics

<table>
<thead>
<tr>
<th></th>
<th>Data</th>
<th>Industry expertise</th>
<th>Analytics</th>
<th>Computing power</th>
</tr>
</thead>
<tbody>
<tr>
<td>IHS Markit</td>
<td>• Rich proprietary datasets</td>
<td>• Deep subject expertise</td>
<td>• Continued investment required</td>
<td>• Can leverage commoditized computational power</td>
</tr>
<tr>
<td></td>
<td>• Can comingle client data</td>
<td>• Good grasp of client needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Access to clients</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analytics start-ups</td>
<td>• Limited access to proprietary data</td>
<td>• Missing deep understanding of client specific problems</td>
<td></td>
<td>• Can leverage commoditized computational power</td>
</tr>
<tr>
<td>Big tech companies</td>
<td>• Limited access to proprietary data</td>
<td>• Limited industry expertise</td>
<td>• State-of-the-art analytics</td>
<td>• Superior computational power</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Strong talent base</td>
<td></td>
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</tr>
</tbody>
</table>

IHS Markit has rich proprietary datasets and can comingle client data, offering deep subject expertise and a good grasp of client needs, access to clients, and continued investment required. Analytics start-ups have limited access to proprietary data, missing deep understanding of client specific problems, state-of-the-art analytics, and a strong talent base. Big tech companies also have limited access to proprietary data, limited industry expertise, strong advanced analytics, and large teams, with superior computational power.
Financial Performance and Capital Strategy
IHS Markit business model creates a cycle of profitable growth and reinvestment capacity

**Predictable** and highly resilient recurring revenue streams

Proprietary “must-have” offerings

**Incremental margin growth** from “build once sell many times” model

**Strong cash conversion creates** continuous cash flow and investment capacity for growth and return

1. Recurring sales model
2. + Profitable incremental growth
3. = Strong cash flow
4. $800m+ annual capital return

5%-7% long-term revenue growth

+100 basis points annual expansion

Mid 60s % Adj EBITDA conversion

= Investment capacity for growth and return

= Investment capacity for growth and return

= Strong cash flow

= Strong cash flow
Highly recurring revenue delivers strong and resilient growth

**Total Revenue ($B)**\(^1\)

**+10% Annualized Growth**

<table>
<thead>
<tr>
<th>Year</th>
<th>Combined Revenue</th>
<th>Total Growth</th>
<th>Organic Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>$2.3</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>$2.6</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>$3.1</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>$3.3</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>$3.4</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>$3.6</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>$4.0</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>$4.4</td>
<td>10%</td>
<td></td>
</tr>
</tbody>
</table>

**2019 Revenue Sources**

- **Recurring**
  - Fixed: 72%
  - Variable: 13%
- **Non-Recurring**: 15%

85% recurring revenue

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\(^1\) 2012-2014 includes Markit’s reported revenue for year ended December 31. All other periods represent 12 months ended November 30 for both IHS and Markit.
Scaled segments drive solid long-term growth potential

2019 Revenue Distribution\(^1\)

- Financial Services: 40%
- Transportation: 27%
- Resources: 22%
- CMS: 11%

Organic Growth Profile

<table>
<thead>
<tr>
<th>Segment</th>
<th>3-Year Average</th>
<th>Long-Term Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Services</td>
<td>6%</td>
<td>6-8%</td>
</tr>
<tr>
<td>Transportation</td>
<td>10%</td>
<td>7-9%</td>
</tr>
<tr>
<td>Resources</td>
<td>2%</td>
<td>4-6%</td>
</tr>
<tr>
<td>CMS(^2)</td>
<td>1%</td>
<td>Low / Mid single digit</td>
</tr>
<tr>
<td>Total IHS Markit</td>
<td>5%</td>
<td>5% - 7%</td>
</tr>
</tbody>
</table>

\(^1\) Represents 2019 revenue distribution adjusted for impact of removing sold AD&S and sold TMT revenue

\(^2\) Organic growth rate is normalized to exclude BPVC impact

Scaled Segment Organic Growth

- **Resources**
  - Performance is stabilizing after recent energy downturn
    - FY 15: -4%
    - FY 16: -9%
    - FY 17: -4%
    - FY 18: 4%
    - FY 19: 5%

- **Transportation**
  - New products and continued investment drive sustainable growth
    - FY 15: 9%
    - FY 16: 10%
    - FY 17: 10%
    - FY 18: 11%
    - FY 19: 8%

- **Financial Services**
  - Broad-based portfolio of offerings across financial markets industry
    - FY 15: 4%
    - FY 16: 3%
    - FY 17: 7%
    - FY 18: 6%
    - FY 19: 6%
Core operating leverage plus synergies will drive incrementally higher margin expansion while also allowing investment.

**Margin Expansion Sensitivity (bps)**

<table>
<thead>
<tr>
<th>Organic Revenue Growth %</th>
<th>Base Cost Inflation</th>
<th>3%</th>
<th>4%</th>
<th>5%</th>
<th>6%</th>
</tr>
</thead>
<tbody>
<tr>
<td>+0%</td>
<td>+140</td>
<td>+190</td>
<td>+230</td>
<td>+270</td>
<td></td>
</tr>
<tr>
<td>+1%</td>
<td>+80</td>
<td>+130</td>
<td>+170</td>
<td>+210</td>
<td></td>
</tr>
<tr>
<td>+2%</td>
<td>+20</td>
<td>+70</td>
<td>+110</td>
<td>+160</td>
<td></td>
</tr>
<tr>
<td>+3%</td>
<td>(40)</td>
<td>+10</td>
<td>+50</td>
<td>+100</td>
<td></td>
</tr>
</tbody>
</table>

1 Assumes 85% flow through on revenue growth

**Expense Control Levers**

- **Low incremental revenue cost**
- **Best cost locations**
- **Scaled infrastructure**
  - CRM and HR systems
  - Data Center consolidation
- **Shared services / facilities**
- **Sales efficiency**
- **Product platforms**
- **Management simplification and delayering**
We can maintain a mid 60s free cash flow conversion rate.

**Annual Free Cash Flow**
- **Reported FCF**
- **FCF / Adj EBITDA Conversion %**

- **2018**
  - Reported FCF: $1,067
  - 68% reported conversion

- **2019**
  - Reported FCF: $973
  - 55% reported conversion
  - 63% normalized (1) 2019 FCF conversion impacted by 5% for a one-time tax payment, 2% for tax payment on sale of TMT assets, and 1% for capital spend associated with Denver campus consolidation.

**Sustainable Mid-60s % Cash Conversion**
- **= % of Adjusted EBITDA**
  - 100%
  - (14% - 15%)
  - (12% - 13%)
  - (9% - 10%)
  - +1%

- **Cap Ex**
  - ~6% of revenue

- **Interest**

- **Cash Tax**

- **Working Capital**
  - Slightly positive

- **~65% conversion**

**Adjusted EBITDA**

**Free Cash Flow**
Post-merger financial policy is consistent with historical approach

- **Maintain 2.0x – 3.0x target leverage range**
  - May temporarily exceed for strategic opportunity (followed by period of rapid deleveraging)

- **Balance acquisitions and capital return within target leverage range**
  - Capital return of 50% to 75% of capacity¹
  - $800M+ of annual capital return

- **Stock repurchases Common dividend**
  - Annual share repurchases of $500m+
  - Quarterly dividend (~1% yield annually)

- **Develop and maintain diversified funding access**
  - Promotes greater transaction ease and liquidity

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¹ Capital capacity defined as annual free cash flow plus additional capacity generated through annual adjusted EBITDA growth levered at 3.0x
Multiple levers will drive achievement of long-term financial objectives and total shareholder return

**TECHNOLOGY & PRODUCT DEVELOPMENT**
- New product innovation and technology development
- New product sales and cross-selling opportunities
- 5-7% organic revenue growth

**BUSINESS MODEL**
- Operating leverage and cost synergies
- Margin expansion and high cash conversion
- Adjusted EBITDA margin growth to mid 40% range with mid 60s FCF conversion rate

**STRUCTURE**
- Investment capacity from cash conversion and efficient tax structure
- Consistent return of capital and continued investment
- Double-digit Adjusted EPS growth
Environmental, Social and Corporate Governance
Our Vision

Sustainability is about using best practices to manage our business, always with an eye to the future; delivering a thriving and inclusive environment that lets our employees succeed and have time to make a difference in the world; reducing the use of natural resources; minimizing any risks to our brand and reputation; and helping our customers understand and address their ESG challenges.
## ESG progress during 2019

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Progress</th>
<th>3rd-party Assessments</th>
<th>Employee development</th>
<th>Supply chain</th>
</tr>
</thead>
</table>
| **Governance**     | **Corporate governance**  
- Inclusion of proxy access in bye-laws  
- One third of our Board of Directors is female  
**Corporate compliance**  
- Global implementation of NAVEX compliance tool  
- Human rights and labor policy updated  
- Anti-harassment and anti-discrimination policy updated  
**Customer experience**  
- Developed feedback processes and action items from customer feedback | **MSCI rating increased to AA from A (86th percentile in professional services)**  
**FTSE rating increased to 4.1 from 3.2 (out of 5) (82th percentile)**  
**New colleague learning platform launched: “Academy”**  
**Manager academy launched**  
**ESG survey of top vendors (top 30% spend) (in progress)** | **New colleague learning platform launched: “Academy”**  
**Manager academy launched** |                                                                                                                                                                                                                                           |
| **Environment**    | **Operational eco-efficiency**  
- Carbon neutral in 2017 and 2018 for offices and air travel  
- Completed steps to meet RE100 commitments in 2020  
- Energy and waste reductions since our merger in 2016 | **1st GHG inventory of our scope 3 emissions**  
**Standardized environmental metrics reporting using GRI framework**  
**55% of offices with environmental goals for 2019** |                                                                                                                                                                                                                                           |
| **Social**         | **Philanthropy**  
- 57,412 volunteer hours YTD (104% of 2019 goal)  
- 36% of employees used the volunteer benefit in 2019 (up from 25% in 2018)  
- $452,141 raised in 2019 for St. Baldrick’s, exceeding >$4M milestone in 12 years | **Best Place to Work for LGBTQ – 2019, 2020**  
**I&D council launched – statement and targets in development**  
**Unity Week held in 9 locations (up from 3 in 2018)** |                                                                                                                                                                                                                                           |
|                    | **Inclusion and diversity**                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                           |
# ESG goals, actions and commitments for 2020

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Goals and measures of success</th>
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<tbody>
<tr>
<td><strong>Governance</strong></td>
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</table>
| Corporate governance, code conduct, employee engagement, customer service, data security and privacy, supply chain management | **Customer experience**  
• Taking action to increase our NPS score  
**Supply Chain**  
• Updating supplier code of conduct to include additional requirements around inclusiveness and climate change awareness  
**3rd-party assessments**  
• Exceed or meet expectations on 3rd-party assessments and RFPs  
• Increase external transparency around career development, IT, policies, D&I and other material ESG issues  
• Fully incorporate the GRI and SASB reporting frameworks into non-financial disclosure |
| **Environment** |  |
| Operational eco-efficiency, climate action, supply chain and customer solutions | **Operational Environmental Stewardship**  
• Achieve our RE100 commitment in 2020 for office electricity  
• Finalize our roadmap for carbon neutrality and zero emissions beyond 2020 |
| **Social** |  |
| Volunteering, corporate philanthropy, human capital development, talent attraction and retention, diversity and inclusion, human rights | **Corporate philanthropy**  
• Increase volunteer hours used and percentage of employees using the volunteer benefit  
• Increase office engagement in Charity of Year program to 100% and increase matching requests  
**Inclusion and Diversity**  
• Finalize targets for improving inclusiveness on the local, regional and global level  
• Establish baseline for non gender metrics |