



IHS Markit

A global leader in critical information, analytics, and solutions

August 2018

Forward-looking statements

This presentation contains “forward-looking statements” within the meaning of the federal securities laws, including Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. In this context, forward-looking statements often address expected future business and financial performance and financial condition, and often contain words such as “expect,” “anticipate,” “intend,” “plan,” “believe,” “seek,” “see,” “will,” “would,” “target,” “aim” and similar expressions, and variations or negatives of these words. Without limiting the generality of the foregoing, forward-looking statements contained in this presentation may include the expectations of management regarding plans, strategies, objectives and anticipated financial and operating results of IHS Markit. IHS Markit’s estimates and forward-looking statements are mainly based on its current expectations and estimates of future events and trends, which affect or may affect its businesses and operations. Although IHS Markit believes that these estimates and forward-looking statements are based upon reasonable assumptions, they are subject to several risks and uncertainties and are made in light of information currently available to IHS Markit. These and other forward-looking statements are not guarantees of future results and are subject to risks, uncertainties and assumptions that could cause actual results to differ materially from those expressed in any forward-looking statements. Important risk factors that may cause such a difference include, but are not limited to, those risks discussed in IHS Markit’s filings with the US Securities and Exchange Commission (the “SEC”), including its Annual Report on Form 10-K. IHS Markit’s SEC filings are available at www.sec.gov or on the investor relations section of its website, www.ihsmarkit.com. However, those factors should not be considered to be a complete statement of all potential risks and uncertainties. Other factors may present significant additional obstacles to the realization of forward-looking statements. Consequences of material differences in results as compared with those anticipated in the forward-looking statements could include, among other things, business disruption, operational problems, financial loss, legal liability to third parties and similar risks, any of which could have a material adverse effect on IHS Markit’s consolidated financial condition, results of operations, credit rating or liquidity. IHS Markit does not assume any obligation to publicly provide revisions or updates to any forward-looking statements, whether as a result of new information, future developments or otherwise, should circumstances change, except as otherwise required by securities and other applicable laws. You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this presentation. All forward-looking statements are qualified in their entirety by this cautionary statement.

Important Information

IHS Inc. was the accounting acquirer in the merger with Markit Ltd. IHS operated, and IHS Markit operates, under a fiscal year that ends on November 30th of each year, while Markit operated under a fiscal year that ended on December 31st of each year. As a result, financial results for the fiscal year ended November 30, 2016 include 12 months of results of IHS and results of Markit from and after the July 12, 2016 closing date of the merger in the new Financial Services segment that IHS Markit has created.

Unless otherwise indicated in this presentation, the combined historical information presented is based on the reported GAAP results of IHS for its fiscal year ended November 30th and the historical IFRS results of Markit (now reported as the Financial Services segment of IHS Markit) adjusted to reflect a fiscal year ended November 30th. The combined historical financial information set forth in this presentation has not been prepared in accordance with SEC rules, including Article 11 of Regulation S-X, and it therefore does not reflect any of the pro forma adjustments that would be required by Article 11 of Regulation S-X. In addition, certain stand alone historical results of Markit (now reported as the Financial Services segment of IHS Markit) are presented based on the reported results of Markit for its December 31st fiscal year without any adjustment for the new fiscal year.

Non-GAAP measures

Non-GAAP financial information is presented only as a supplement to IHS Markit’s financial information based on GAAP. Non-GAAP financial information is provided to enhance the reader’s understanding of the financial performance of IHS Markit, but none of these non-GAAP financial measures are recognized terms under GAAP and should not be considered in isolation from, or as a substitute for, financial measures calculated in accordance with GAAP. Definitions and reconciliations of IHS Markit non-GAAP measures to the most directly comparable GAAP measures are provided with the schedules to the IHS Markit quarterly earnings releases (or the IHS Inc. quarterly earnings releases as applicable) and are available on IHS Markit’s website (www.ihsmarkit.com).

IHS Markit uses non-GAAP measures in its operational and financial decision making, and believes that it is useful to exclude certain items in order to focus on what it regards to be a more reliable indicator of the underlying operating performance of the business and its ability to generate cash flow from operations. As a result, internal management reports used during monthly operating reviews feature non-GAAP measures. IHS Markit also believes that investors may find non-GAAP financial measures for IHS Markit useful for the same reasons, although investors are cautioned that non-GAAP financial measures are not a substitute for GAAP disclosures.

Non-GAAP measures are frequently used by securities analysts, investors and other interested parties in their evaluation of companies comparable to IHS Markit, many of which present non-GAAP measures when reporting their results. These measures can be useful in evaluating IHS Markit’s performance against its peer companies because it believes the measures provide users with valuable insight into key components of GAAP financial disclosures. However, non-GAAP measures have limitations as an analytical tool. Non-GAAP measures are not necessarily comparable to similarly titled measures used by other companies. They are not presentations made in accordance with GAAP, are not measures of financial condition or liquidity and should not be considered as an alternative to profit or loss for the period determined in accordance with GAAP or operating cash flows determined in accordance with GAAP. As a result, you should not consider such performance measures in isolation from, or as a substitute analysis for, results of operations as determined in accordance with GAAP.

This presentation also includes certain forward looking non-GAAP financial measures. IHS Markit is unable to present a reconciliation of this forward looking non-GAAP financial information because management cannot reliably predict all of the necessary components of such measures. Accordingly, investors are cautioned not to place undue reliance on this information.

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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 strong revenue visibility and high renewal rates
- > High operating leverage, strong free cash flow, and capital structure flexibility

Driving toward and consistently achieving our long-term financial goals should produce strong shareholder returns

Long-term annual financial goals

4%-6% organic revenue growth (5-7% when Ipreo moves into organic in 2020)

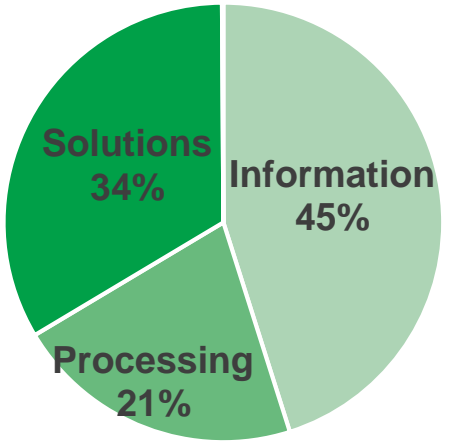
44-46% adj EBITDA margin

\$500M+ annual share buy back

Solid double-digit adj EPS growth

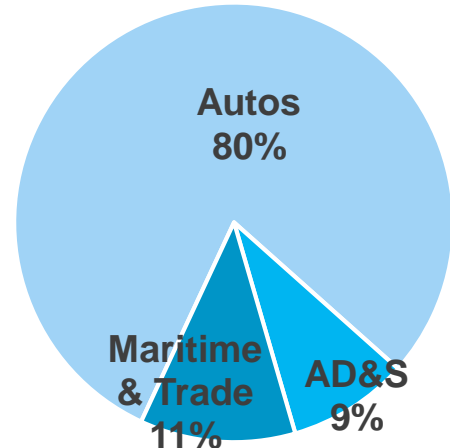
Our diversified portfolio of leading assets reflects multiple areas of strong performance in high-growth industries

Financial Services
(34% of total revenue)¹



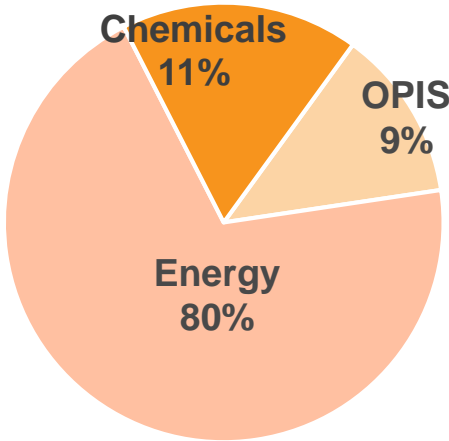
- Strong fixed income, pricing and reference data
- High growth valuation, indices, and equities businesses

Transportation
(26% of total revenue)¹



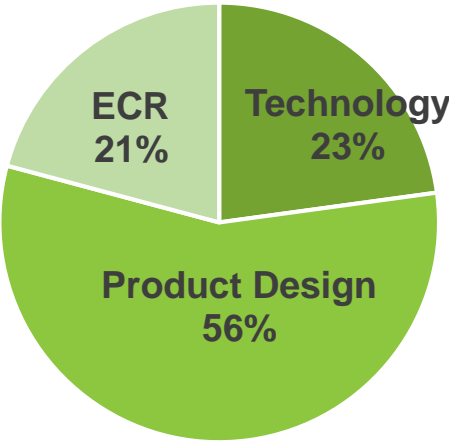
- Sustainable strength due to continued new products
- Strong market position in legacy Polk and CARFAX

Resources
(25% of total revenue)¹



- Best-in-class assets plus upstream market stabilization
- High growth chemicals and downstream pricing business

CMS
(15% of total revenue)¹



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

¹Represents 2016 revenue distribution including 12 months of Financial Services and 12 months of OPIS and CARPROOF

We have large proprietary databases in our verticals and workflows

Financial Services

- Consensus data from 70+ banks supplemented with data from exchanges, clearing houses and interdealer brokers
- Leading pricing provider covering 11k CDS curves and 6.5k Loan facilities
- Intraday pricing coverage on 2.5m corporate & sovereign bonds (GSAC), securitized products and municipal bonds
- PMI data sets that covers 83% of global GDP

Auto

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

Energy

- 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
- More than 5bn historical spot, rack and retail prices for North America which have been collected since 1980

Chemical

- 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
- Extensive library of detailed techno-economic analysis of chemicals and refining process technologies

Product Design

- 1.7mm+ engineering standards from 370+ standards organizations
- 75mm+ vetted technical publications
- 30+ leading technical publishers
- 10,000+ widely-used technical eBooks
- 1.7mm+ patents globally

Aerospace, Defense & Security

- Budget forecasts for ~98% of global defense spending
- Over 150,000 terrorism-related events on file with more analyzed and added daily
- Specifications on ~25,000 military vehicles, naval vessels and aircraft types with 115+ years of database information

Maritime

- Began tracking 250+ years ago
- Sole appointed authority for assigning mandatory International Maritime Organization 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

Technology

- Largest component database with 30+ years of history, covering 500mm+ parts
- Active monitoring of critical part changes and risks to design, sourcing & compliance
- Teardown analysis of more than 2,500 electronic devices, identifying and pricing more than 3mm components

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



Our information and insights help clients answer critical questions

Vertical	Representative Questions		
Financial Services	<ul style="list-style-type: none"> What is the value / liquidity of my portfolio? (bonds, swaps, loans, ETF, etc.) 	<ul style="list-style-type: none"> What is the counterparty risk associated with doing business with a particular entity? 	<ul style="list-style-type: none"> How can I navigate the current regulatory landscape quickly and efficiently? (Basel III, MiFID II, FRTB)
Economic Country Risk	<ul style="list-style-type: none"> Which markets offer the strongest growth potential and how can I assess and mitigate risks in those markets? 	<ul style="list-style-type: none"> When is the best time to buy inputs into my production and which sources are most reliable? 	<ul style="list-style-type: none"> How do I identify, measure and mitigate political violence risk exposures?
Auto	<ul style="list-style-type: none"> How did my dealer loyalty last month compare with my competitor set? 	<ul style="list-style-type: none"> Which households are likely to return to market in the next 3 months and are most likely to consider my vehicle? 	<ul style="list-style-type: none"> What is the optimum dealer network I need to support my growth strategy in China?
Energy	<ul style="list-style-type: none"> Where are Oil and Gas investments going and how can I organize our efforts to sell my product? 	<ul style="list-style-type: none"> Where is the competition acquiring mineral access and how can I gain an advantage? 	<ul style="list-style-type: none"> How will price differentials, environmental protection and economic security shape energy markets?
Chemical	<ul style="list-style-type: none"> Should I be building or drawing inventories? 	<ul style="list-style-type: none"> What are my expected profit levels for next month/year? 	<ul style="list-style-type: none"> What is the optimum mix of products and what geo-markets should I target?
Maritime	<ul style="list-style-type: none"> What vessels are coming into my territorial waters, who owns them and where have they been before now? 	<ul style="list-style-type: none"> What are the risks associated with this vessel carrying my cargo? 	<ul style="list-style-type: none"> How do merchandise trade flows affect my country's export opportunities?
Aerospace, Defense & Security	<ul style="list-style-type: none"> Given declining defense budgets in Western markets, where are the new opportunities? 	<ul style="list-style-type: none"> How do I quantify, understand and counter the threat from extremist terrorist organizations? 	<ul style="list-style-type: none"> Are there commercial or civilian uses for my technology?
Product Design	<ul style="list-style-type: none"> How can I recognize market, technology, and competitive trends faster than competition? 	<ul style="list-style-type: none"> How do I solve problems faster to boost engineering productivity? 	<ul style="list-style-type: none"> How do I stay in compliance with changing regulations?

Broad and deep customer relationships in our verticals

>80%

of the Fortune
Global 500

>70%

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



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)

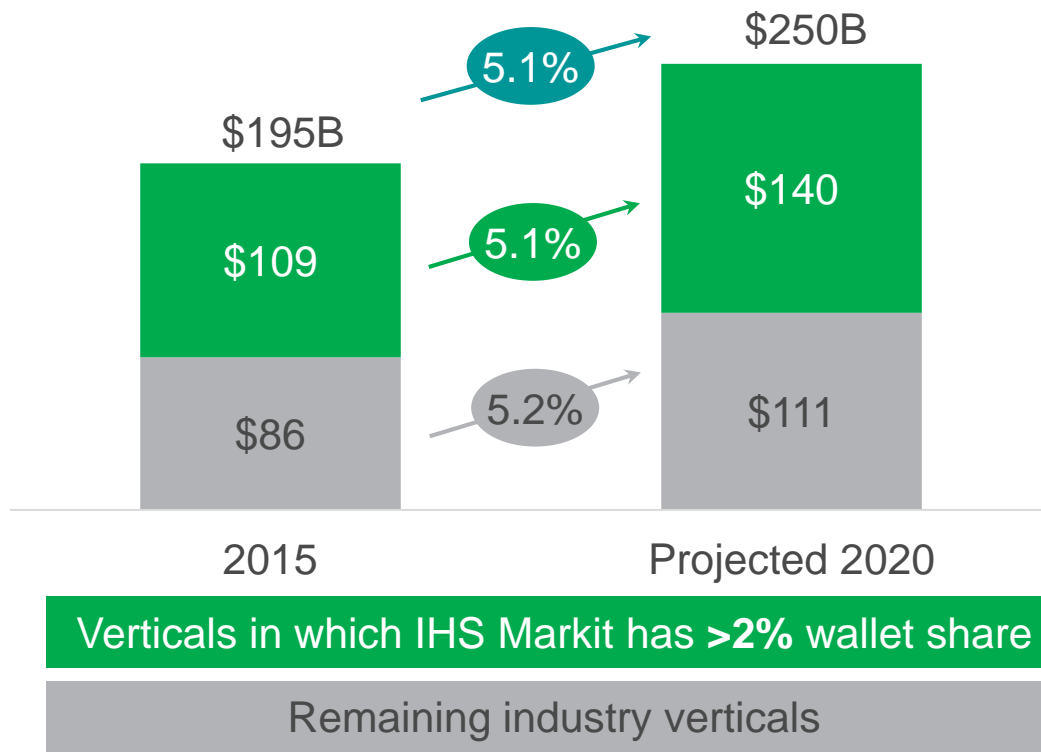
Our path forward

Our strategy will aid us in consistently achieving our long-term financial goals

- The information services industry is very attractive globally
- We have leading assets, talent and competitive positioning in large growing global markets
- Merger cost synergies over \$125M provide financial flexibility for targeted investments to realize further value from our assets
- Advanced analytics present a significant opportunity
- Strategy supports a higher propensity to achieve upper-end of growth targets, expand margins and return capital to shareholders

Information Services is poised to grow at 5.1% vs 2.8% GDP growth due to demand for information

Total revenue (\$B)



	2015		2020
Global GDP	~\$68T	→ 2.8%	~\$78T
Information intensity	28 bps	→ 2.7%	32bps

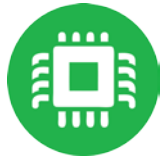
Source: IHS Markit and BCG

We have a strong foundation that positions us well 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

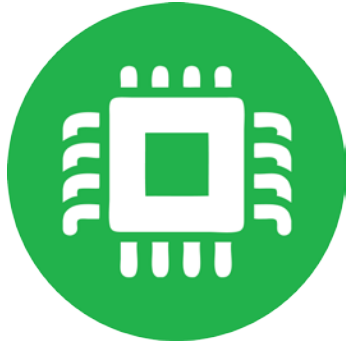
Broad and deep trusted relationships in attractive end-markets



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 machine learning, artificial intelligence and cloud-based delivery



PRODUCT

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



CUSTOMERS

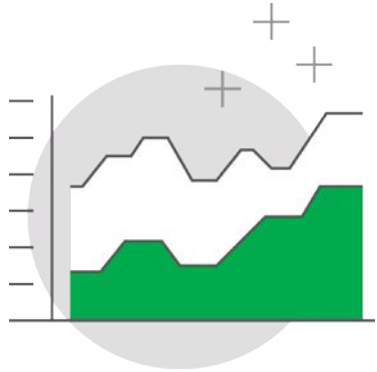
Leveraging our customer relationships to increase retention and cross-sell



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

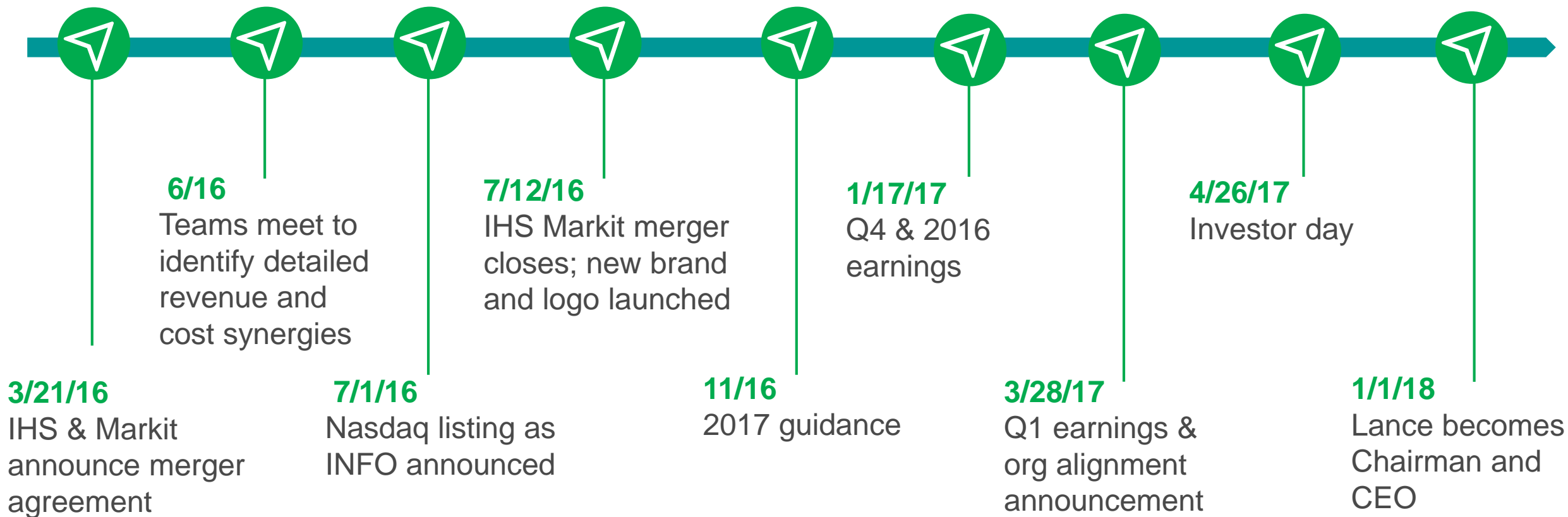


Leveraging our proprietary data and industry expertise positions us to benefit from increasing demand for analytics

	Data	Industry expertise	Analytics	Computing power
IHS Markit	<ul style="list-style-type: none"> Rich proprietary datasets Can comingle client data 	<ul style="list-style-type: none"> Deep subject expertise Good grasp of client needs Access to clients 	<ul style="list-style-type: none"> Analytic teams investment required 	<ul style="list-style-type: none"> Can leverage commoditized computational power
Analytics start-ups	<ul style="list-style-type: none"> Limited access to proprietary data 	<ul style="list-style-type: none"> Missing deep understanding of client specific problems 	<ul style="list-style-type: none"> State-of-the-art analytics Strong talent base 	<ul style="list-style-type: none"> Can leverage commoditized computational power
Big tech companies	<ul style="list-style-type: none"> Limited access to proprietary data 	<ul style="list-style-type: none"> Limited industry expertise 	<ul style="list-style-type: none"> Strong advanced analytics Large teams 	<ul style="list-style-type: none"> Superior computational power

Integration update

IHS Markit merger and integration timeline



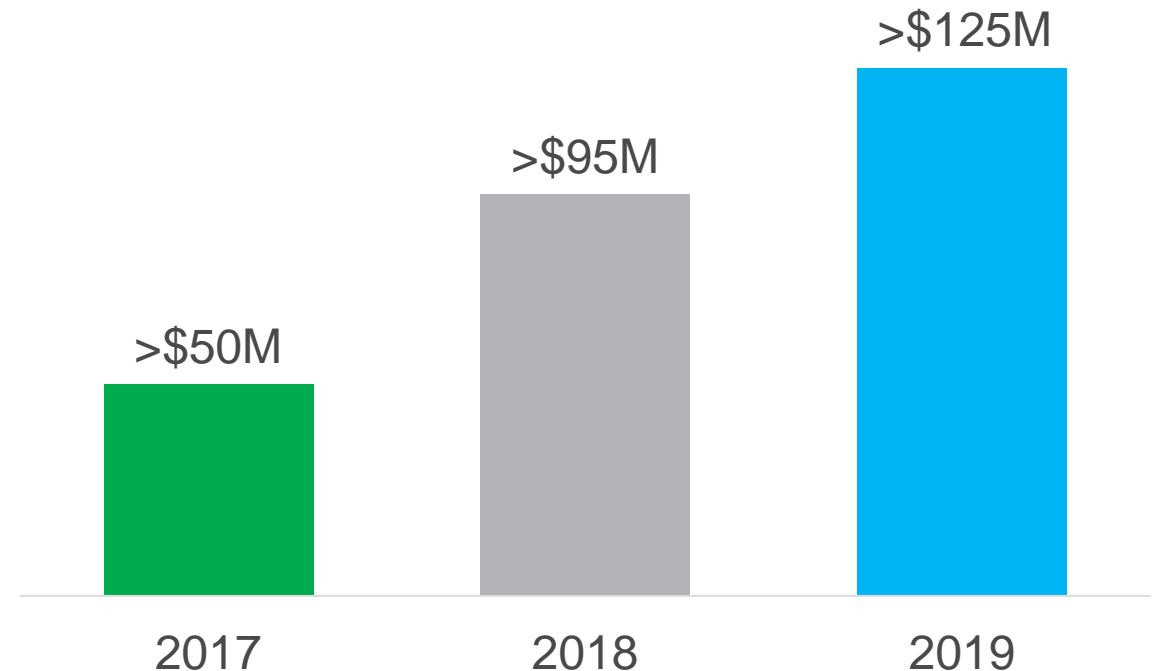
Line-of-sight to achieve cost savings targets; savings above target will be reinvested in the business

Cost savings ratio target 1:1.5x

- Integrate corporate functions
- Rationalize IT infrastructure
- Use centers of excellence in cost-competitive locations
- Optimize real estate and other costs



In-year synergies



Actual synergies and other cost savings, including the costs required to achieve these synergies and savings, may differ materially from the current expectations, and IHS Markit cannot assure investors that it will achieve the full amount of these estimated synergies on schedule or at all.

Revenue synergy groundwork now turning pipeline into sales

- Account management in place to cross-sell to financial markets and corporate customers
- Breadth and depth of products across end-markets is clear differentiator
- CRM being implemented in 2018 will help with cross-sell by having single view of customer
- Achieved 2017 revenue **synergy goal of \$10M**
- Expect run rate synergies of **\$35m** exiting 2018 and **\$100m** exiting 2019

Ipreo Acquisition

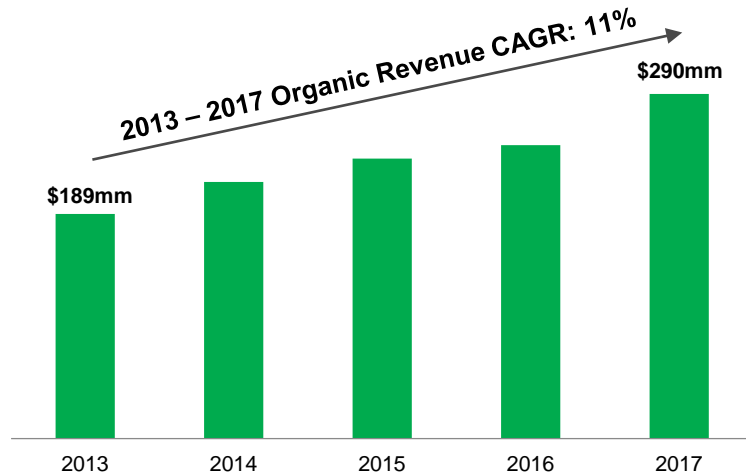
Transaction highlights

- ✓ **Ipreo is a high growth business with highly complementary Financial Services business lines**
 - ✓ Leading provider of workflow tools, data and content for over 3,500 clients globally
 - ✓ Expands the size of our addressable market, including increasing our presence in the primary and secondary capital markets, particularly in the rapidly growing alternatives sector (including private equity, private debt and real estate)
 - ✓ Significant cost and revenue synergies across all business lines enhance value creation
- ✓ **Financially compelling \$1.855 billion transaction**
 - ✓ Increases our target organic growth rate range from 4-6% to 5-7%
 - ✓ Delivers Adjusted EPS accretion in 2019 and strengthens our ability to deliver double-digit Adjusted EPS growth
- ✓ **Repositions our Financial Services businesses when combined with our planned sale of MarkitSERV**

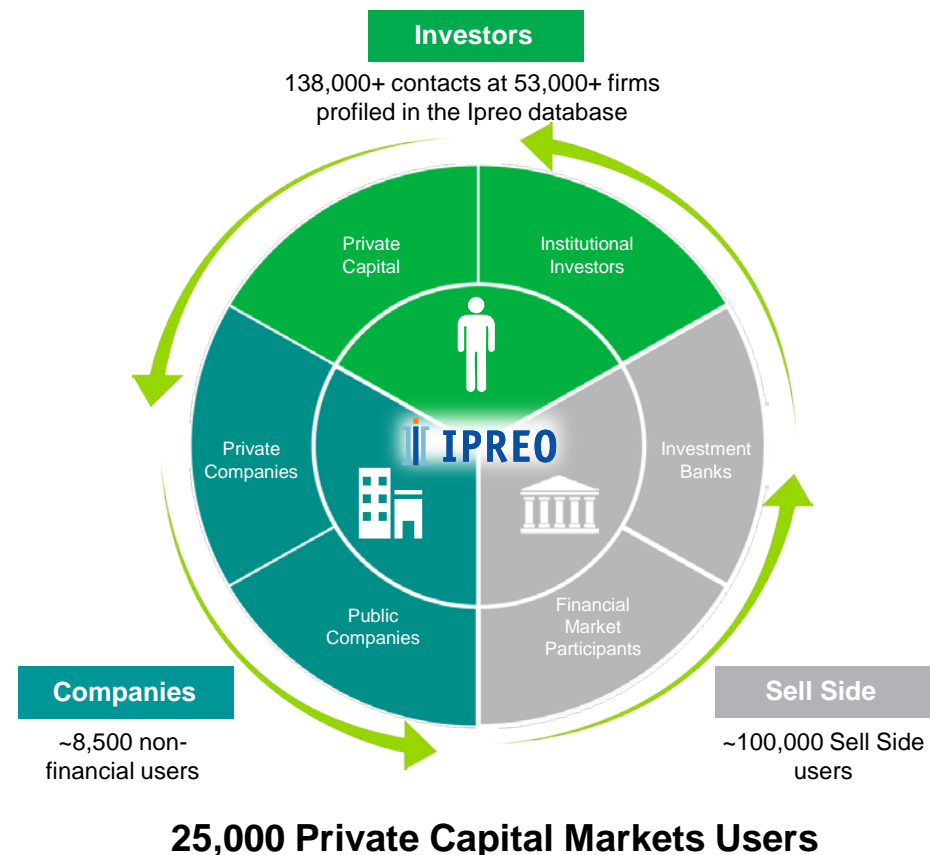
Ipreo is a leading brand providing software solutions and data to participants in the global capital markets

COMPANY SNAPSHOT

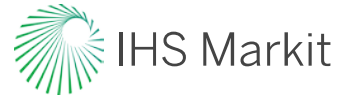
- Deep expertise in workflow tools, data and content
- Over 3,500 clients globally with 100,000+ individual users
- Global operation serving customers in every major financial center around the world
- 93% recurring revenue (65% recurring – fixed, 28% recurring – variable)



IPREO SITS AT THE CORE OF THE CAPITAL MARKETS ECOSYSTEM



Ipreo presents a unique opportunity to acquire a high growth business with highly complementary business lines



Capital Markets Workflow	<ul style="list-style-type: none"> Primary markets origination and syndication workflow 	+	<ul style="list-style-type: none"> Deep and unique asset class expertise covering secondary markets and buy side 	=	<ul style="list-style-type: none"> Cross asset end-to-end solutions covering pre and post trade workflows
Corporates	<ul style="list-style-type: none"> Investor relations offerings for corporate CFOs and Treasurers 	+	<ul style="list-style-type: none"> 50,000 corporate customers 	=	<ul style="list-style-type: none"> Integrated data and intelligence solutions for corporate CFOs, treasurers and IR
Private Capital Markets	<ul style="list-style-type: none"> Leading PCM offerings to General and Limited Partners, with first mover advantage 	+	<ul style="list-style-type: none"> Large credit-focused customer base Strong portfolio valuations offering 	=	<ul style="list-style-type: none"> Fully integrated PCM solutions across data management, reporting and independent valuations
Data	<ul style="list-style-type: none"> Deep data capabilities across the complete capital formation lifecycle 	+	<ul style="list-style-type: none"> Broad multi asset class pricing, reference data, indices and analytics 	=	<ul style="list-style-type: none"> Actionable intelligence and decision making tools

STRONG STRATEGIC RATIONALE

- ✓ Provides IHS Markit with a broad, cross asset class business in the primary markets
- ✓ Deep expertise across the capital markets, private markets and corporate solutions
- ✓ Expanded footprint in rapidly growing alternatives market
- ✓ Ipreo operates strong “network effect” businesses with large customer bases
- ✓ Large cross-selling opportunities into IHS Markit’s corporate customer base and opportunities to monetize Ipreo’s data

Ipreo is a leading player across its businesses

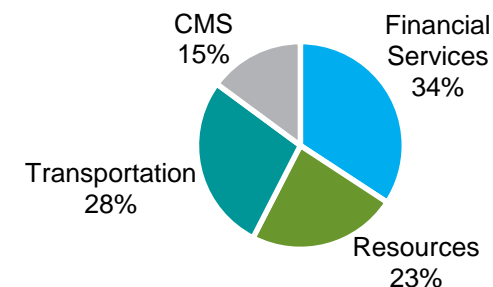
Global Markets Group	Fixed Income	<ul style="list-style-type: none"> • Fixed Income bookbuilding platforms (IssueBook) • Market standard communication network for Fixed Income issuances (IssueNet)
	Loans	<ul style="list-style-type: none"> • Market standard in European, APAC and LatAm loan syndication software • Growing base in North America
	Municipals	<ul style="list-style-type: none"> • U.S. municipal bond new issuance solutions • Investing in innovation to deepen existing client relationships
	Equity & Retail	<ul style="list-style-type: none"> • Equity and Retail bookbuilding products, with a strength in North America
	Research, Sales & Trading	<ul style="list-style-type: none"> • Investor profiles and holdings data increase product dependencies
Corporate		<ul style="list-style-type: none"> • Shareholder intelligence and workflow for the corporate suite • Corporate business consistently delivering outsized growth
Private Capital Markets		<ul style="list-style-type: none"> • Provides solutions to many of the most meaningful private markets investors: <ul style="list-style-type: none"> > 13 of the 20 largest private equity firms > 9 of the 20 largest real estate firms > 21 of the 50 largest venture capital firms

Financially compelling acquisition

- The acquisition of Ipreo is expected to increase IHS Markit's organic growth rate and create significant value
- Purchase price of \$1.855 billion
 - > Purchase price represents a multiple of 16x expected 2019 Adjusted EBITDA of \$115 million (15x adjusted for tax step-up) ⁽¹⁾
- Pro forma bank leverage of approximately 3.6x at close, delevering to below 3.0x by Q3 2019

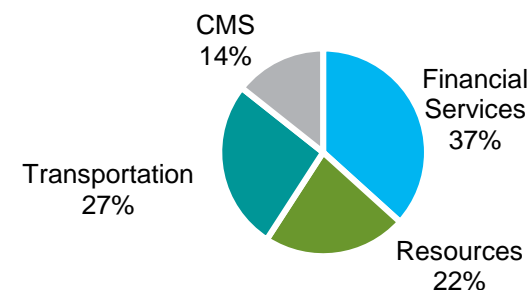
Drives Organic Growth	<ul style="list-style-type: none"> • Ipreo standalone organic growth of 10%+ • Increases IHS Markit's overall organic growth profile from 4-6% to 5-7% • Increases Financial Services growth profile to the mid- to high-single digits
Meaningful Financial Impact	<ul style="list-style-type: none"> • 2019 Revenue of \$370 million • 2019 Adjusted EBITDA contribution of \$115 million <ul style="list-style-type: none"> > Ipreo has made substantial investments in new growth initiatives > Significant operating leverage expected to drive outsized margin expansion from these growth investments over the next few years
Adj. EPS Accretive	<ul style="list-style-type: none"> • Maintain forward target of double-digit Adjusted EPS growth
Synergies	<ul style="list-style-type: none"> • Significant run-rate synergies of approximately \$55 million <ul style="list-style-type: none"> > Run-rate cost synergies of \$20 million expected to be achieved by the end of 2019 > Run-rate revenue synergies of \$35 million expected to be achieved by the end of 2021

INFO Standalone FY 2017



Total Revenue: \$3.6bn

INFO Pro Forma FY 2017 ⁽²⁾



Total Revenue: \$3.7bn

1. Tax basis step-up benefit of ~\$125 million.
 2. 2017 revenue pro forma for acquisition of Ipreo and divestiture of MarkitSERV.

Financial Performance and Capital Strategy

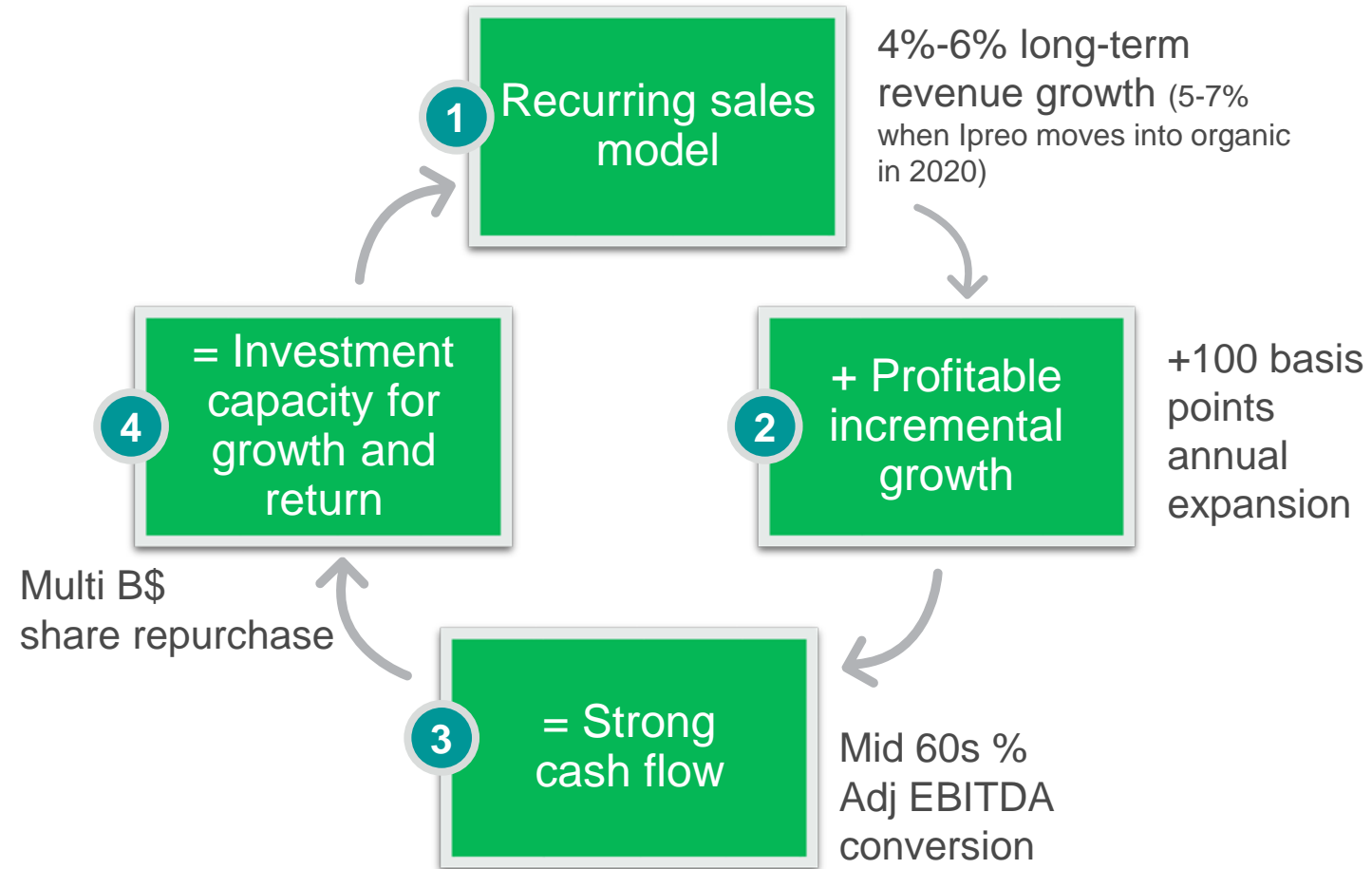
IHS Markit business model creates a cycle of profitable growth and reinvestment capacity

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



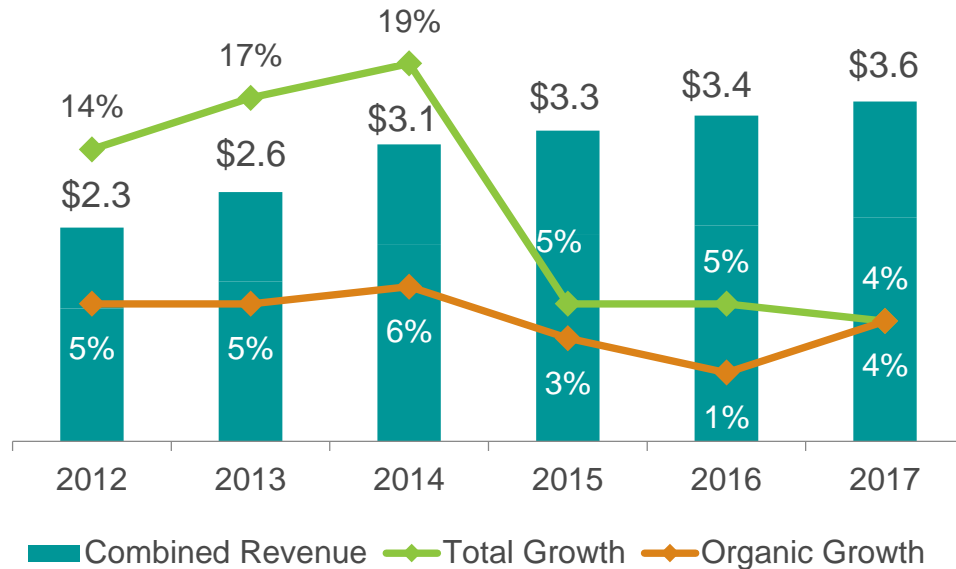
The IHS – Markit merger creates levers to drive higher combined growth and return

Operational & financial levers:	IHS and Markit stand alone	IHS Markit combined capability
Scaled verticals	IHS = 2; Markit = 1	3 scaled end market verticals
Revenue synergy	N/A	\$100M run-rate exiting 2019
Expense synergy	N/A	> \$125M by end of 2019
Adjusted tax rate	High 20s %	18-20%
Annual investment capacity	IHS = \$600 - \$700M; Markit = \$400M - \$500M	\$1.2B+ supported by efficient tax structure & global cash access
Return of capital	Less consistent	\$2.2B repurchase in 2017-18; \$500M+ annual repurchase beyond

Highly recurring revenue delivers strong and resilient growth

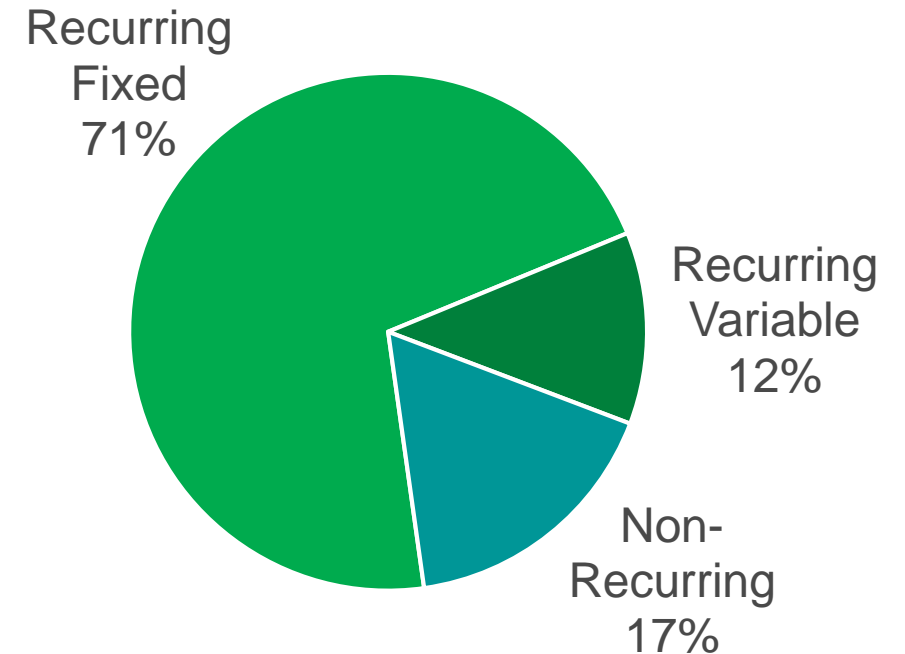
Total Combined Revenue (\$B)¹

+9% Annualized Growth



Revenue Sources

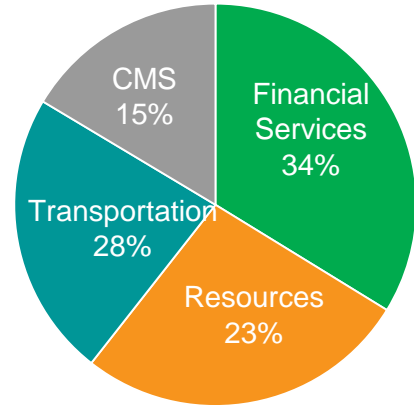
83% recurring revenue



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

2017 Revenue Distribution



Organic Growth Profile

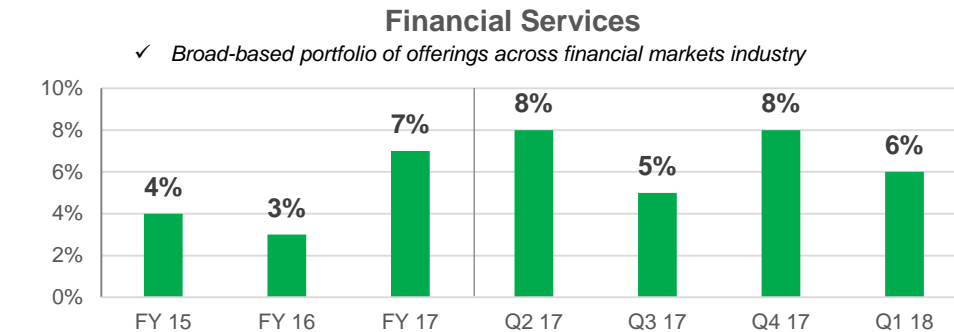
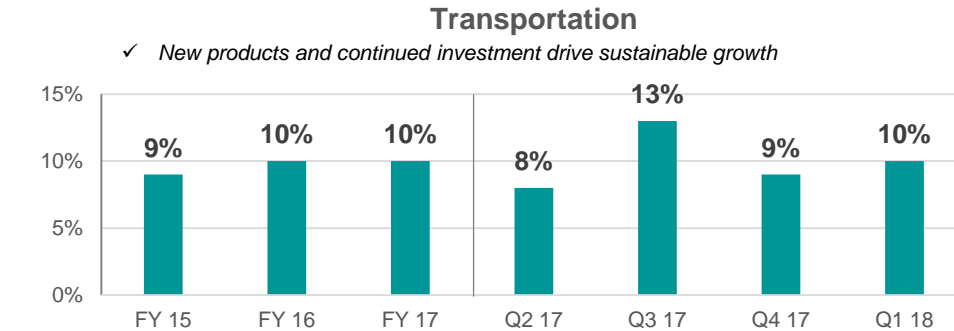
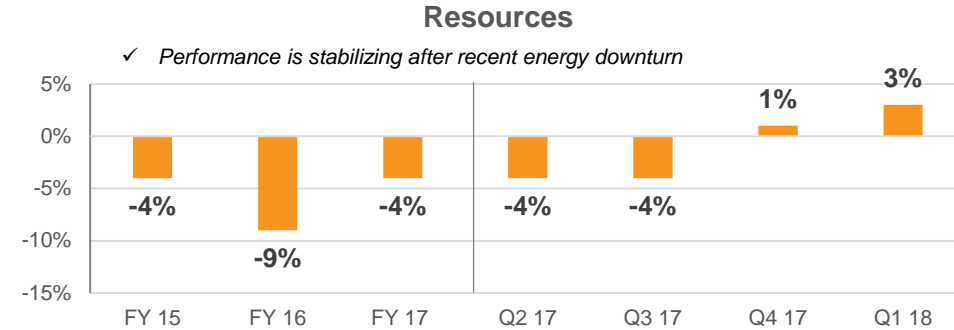
	3-Year Average	Long-Term Target
Financial Services	5%	Mid single digit ³
Transportation	10%	High single digit
Resources	(6%)	Mid single digit
CMS ¹	1%	Low / Mid single digit
Total IHS Markit	3%	4% - 6% long term

¹Organic growth rate is normalized to exclude BPVC impact

² Q1 17 and Q2 17 Resources and Transportation organic growth is normalized for event timing.

³ Long-term range moves to mid to high single digits once Ipreo revenue growth moves into organic in 2020.

Scaled Segment Organic Growth²



Core operating leverage plus synergies will drive incrementally higher margin expansion while also allowing investment

Margin Expansion Sensitivity (bps)¹

Base Cost Inflation	Organic Revenue Growth %			
	3%	4%	5%	6%
+0%	+140	+190	+230	+270
+1%	+80	+130	+170	+210
+2%	+20	+70	+110	+160
+3%	(40)	+10	+50	+100

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

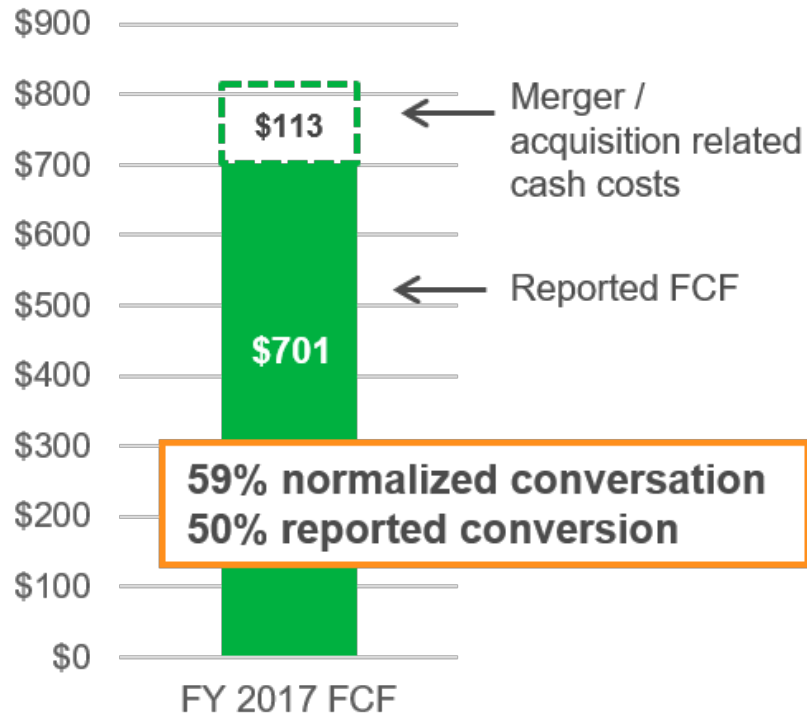
Product platforms

Management simplification and delayering

We can maintain a mid-60s free cash flow conversion rate

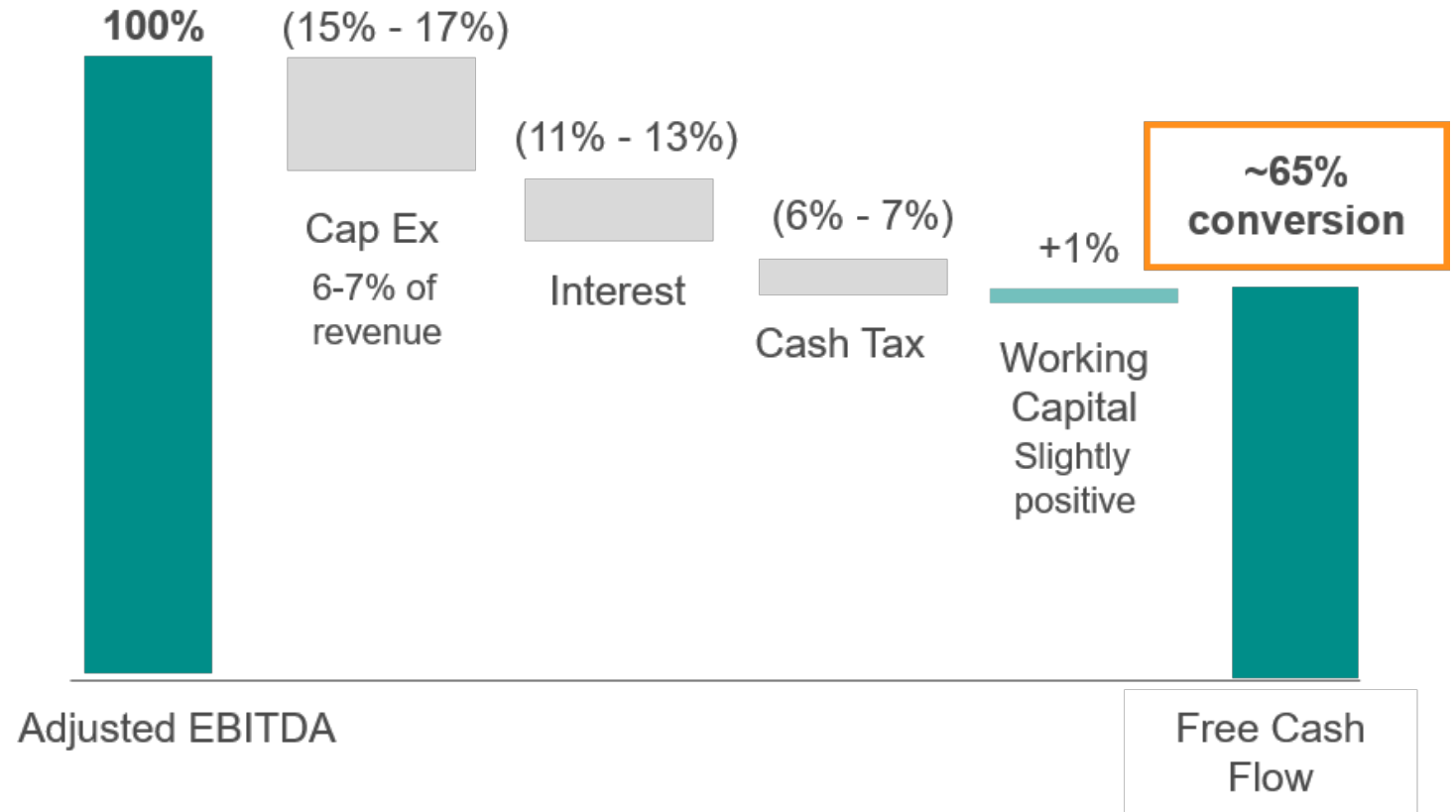
2017 Actual FCF

Normalized 2017 FCF of \$814M



Sustainable Mid-60s % Cash Conversion

█ = % of Adjusted EBITDA



Post-merger financial policy is consistent with historical approach



**Maintain
2.0x – 3.0x target
leverage
range**

In near term, operating at higher end of range

May temporarily exceed for strategic opportunity (followed by period of deleveraging)



**Balance
acquisitions and
share repurchase
within target
leverage range**

Limit acquisitions to focus on successful integration

Execute authorized \$2.2B share repurchase (2017 and 2018)

Execute \$500M + annual repurchase beginning 2019



**No common
dividend**

Maintains capital flexibility



**Develop and
maintain diversified
funding access**

Promotes greater transaction ease and liquidity

Multiple levers will drive achievement of long-term financial objectives and total shareholder return

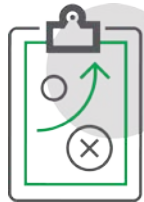
TECHNOLOGY & PRODUCT DEVELOPMENT

New product innovation and technology development

New product sales and cross-selling opportunities

4-6% organic revenue growth (5-7% once Ipreo moves into organic in 2020)

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