

THOMSON REUTERS

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Transitioning to a Content-Driven Technology Company

Shawn Malhotra
Head of Engineering

Investor Day 2021



Two Powerful Levers to Drive Both Growth & Efficiency

Engineering Objective: Create More Leverage & Scalable Innovation



Change How We
Operate



Change How We
Organize



Change How We
Architect



Changing How We Operate

| From Holding Co. | To Operating Co. |
|---|---|
| Each team defining their own best practices for engineering | A <u>consistent, cloud-native</u> set of engineering principles that all teams follow |

Benefits:

- 1. Easier to rotate talent across the portfolio, increases agility**
- 2. Maximizes productivity benefits of recent cloud migrations**
- 3. Enables faster innovation & higher quality products**

Changing How We Organize



| From Holding Co. | To Operating Co. |
|--------------------------------------|--|
| Thick vertical product focused teams | Thin vertical product-focused teams Powered by <u>horizontal teams</u> who produce re-usable building blocks leveraged across the portfolio |

Benefits:

- 1. Allows innovation to scale across the portfolio**
- 2. Promotes more efficient new product exploration and development**
- 3. Creates better focus in areas that impact customer experience**



Changing How We Architect

| From Holding Co. | To Operating Co. |
|--|---|
| Product lines with fit-for-purpose technology stacks operating in a closed ecosystem | Product lines enabled by <u>re-usable technology</u> building blocks Can be <u>leveraged by multiple development teams</u> , external partners & customers |

Benefits:

1. More consistent customer experience across the portfolio
2. New propositions & innovation enabled through partner and customer co-development
3. Lower expense base, better capital leverage & faster time-to-market

Example: AI/ML Helping Corporate Legal Departments Save Time & Money

Problem: Block Billing Identification During Invoice Review

| FEE LINE ITEMS | | | | | | | |
|--------------------------|----------|--|-----------------|-------|----------|--------|------------|
| Edit | Date | Code - Narrative | Timekeeper | Hours | Rate | Adjust | Amount |
| <input type="checkbox"/> | 04/04/20 | L110 - Fact Investigation/Dev. Prepare for mediation by outlining claims asserted by plaintiffs and applicable time periods for each claim | Scott Smith | 2.4 | \$175.00 | -- | \$420.00 |
| <input type="checkbox"/> | 04/08/20 | L110 - Fact Investigation/Dev. Prepare for mediation by outlining claims asserted by plaintiffs and applicable time periods for each claim | Scott Smith | 2.4 | \$175.00 | -- | \$420.00 |
| <input type="checkbox"/> | 04/11/20 | L120 - Analysis/Strategy Review and revise documents | Betty Paralegal | 3.5 | \$190.00 | -- | \$665.00 |
| <input type="checkbox"/> | 04/15/20 | L110 - Fact Investigation/Dev. Assist K. Riley with research regarding additional documents requested by plaintiffs to prepare for mediation | Eric Thomson | 1.8 | \$275.00 | -- | \$495.00 |
| <input type="checkbox"/> | 04/17/20 | L110 - Fact Investigation/Dev. Telephone conference with judge and adverse counsel | Leslie Smith | 3.0 | \$385.00 | -- | \$1,155.00 |

Legal departments spend significant time reviewing invoice line items to ensure efficient and appropriate spend

“Block billing” is a single line item including multiple, unrelated activities – makes reviewing harder

Identifying block billing is important to understand spend, but is difficult time consuming

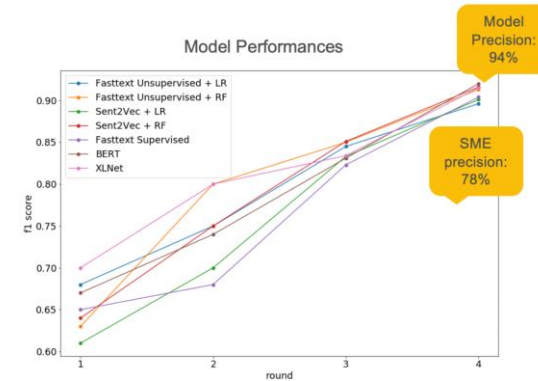
Can we use AI/ML + NLP to help customers?

Example: AI/ML Helping Corporate Legal Departments Save Time & Money

Solution: Machine Identifies Block Billing With 94% Accuracy vs. 76% for an SME



Legal Tracker



Collaboration between '**horizontal**' Labs and '**vertical**' Legal Tracker team facilitated by **API-first design**, leveraged **cloud-native services** with **AI/ML and NLP**

Saves the customer time and money

Content-Driven Technology Company - Product & Technology End-State 2023

1. Market Segment Leader

- Acknowledged by customers as forging the future for Professionals

2. Product Innovator

- Combining unique content, world class AI/ML & best of breed software
- Product driven growth by capturing the emerging eco-system opportunity & easy access to customer & TR data

3. Seamless Customer Experience Provider

- Frictionless, intuitive & personalized customer experiences supported by a simplified technology architecture & operations footprint