



# FACT BOOK 2011

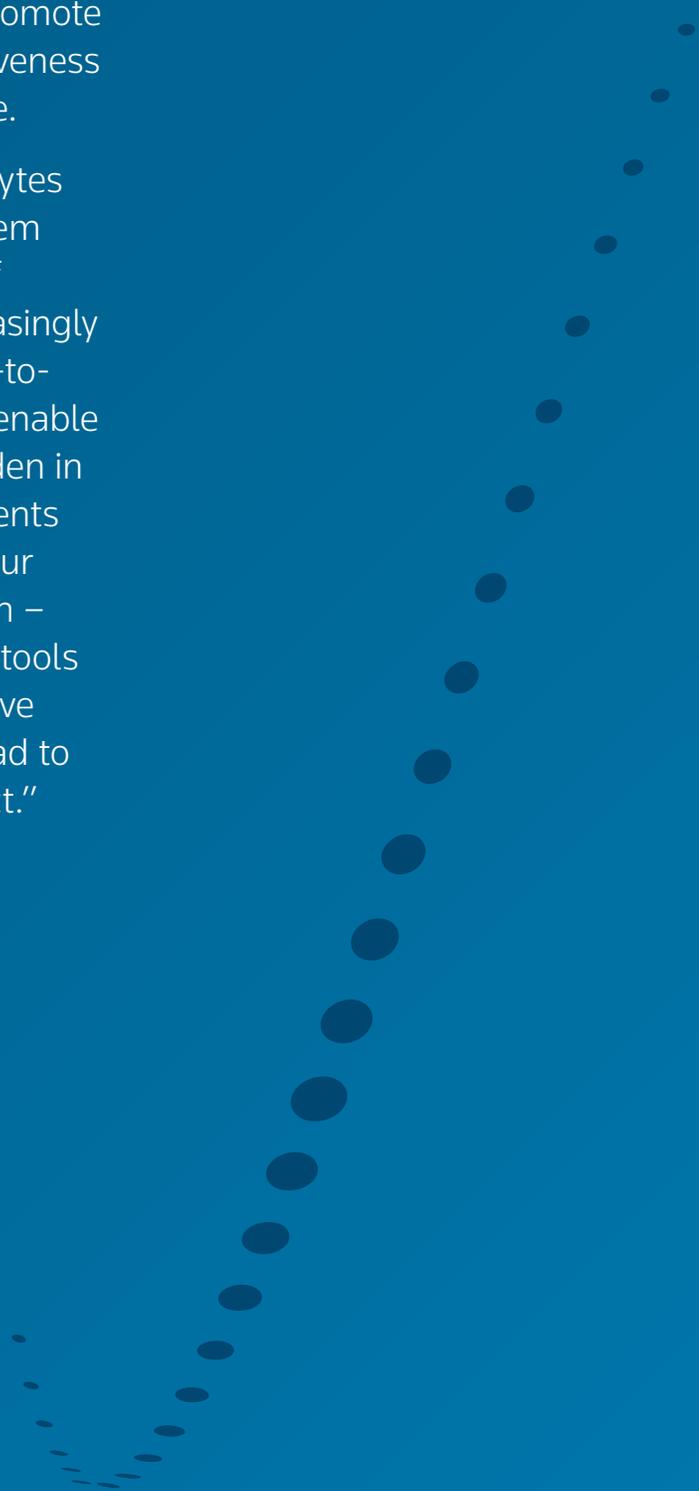


THOMSON REUTERS

Around the world, professionals need to know now. They need to explore and uncover, to decipher and inform, to decide, trade and advise. Thomson Reuters is the world's leading provider of intelligent information, enabling professionals to see further, understand more deeply and act more swiftly.

Thomson Reuters serves markets that are fundamental to global growth and prosperity. Our businesses promote the rule of law, support transparency and responsiveness in financial markets, and power discovery in science.

Although the world is awash with data – 800 exabytes and rising by our most recent estimate – the problem that professionals face is not the overabundance of information. It's the lack of good filters. In an increasingly noisy world, Thomson Reuters improves the signal-to-noise ratio for professionals around the globe. We enable our customers to detect the often faint signals hidden in big noisy data sets that point to profitable investments or highlight subtle links among legal authorities. Our diverse businesses are united by a common mission – to provide our customers with the information and tools they need to make better decisions faster. We believe that the right information in the right hands can lead to amazing things. We call this "The Knowledge Effect."



The 2011 Fact Book is intended to provide a broad-based information set to investors, and also to serve as a detailed reference guide to our shareholders.

This Fact Book provides an introduction to Thomson Reuters, from our overarching strategy to investment highlights. It also provides summary and detailed information regarding the company's operating segments and financial metrics.

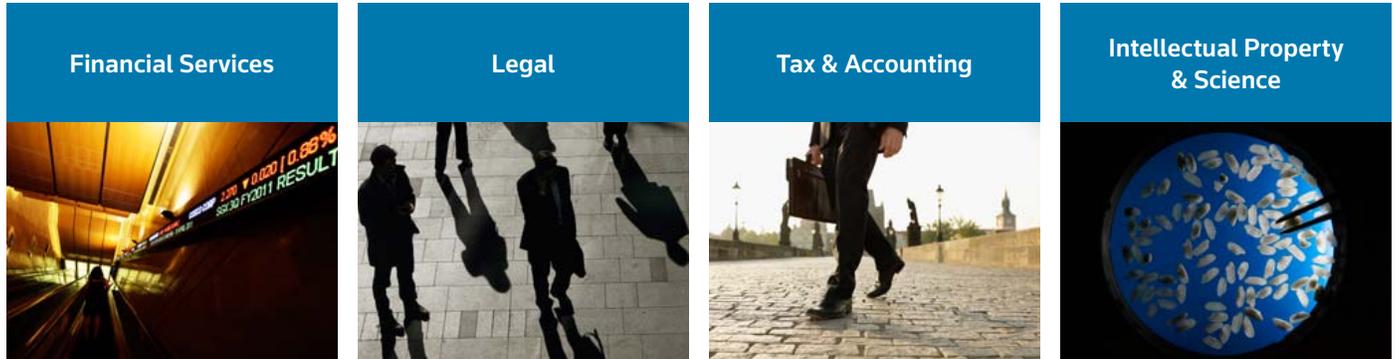
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# BUSINESS OVERVIEW

We are the leading source of intelligent information for the world's businesses and professionals, providing customers with competitive advantage. Intelligent information is a synthesis of human intelligence, industry expertise and innovative technology that provides decision-makers with the knowledge to act, enabling them to make better decisions faster. Through more than 55,000 employees in over 100 countries, we deliver this essential insight to our customers in the financial, legal, tax and accounting, science, intellectual property and media markets, powered by the world's most trusted news organization.

## Corporate Purpose

We provide intelligent information to the world's businesses and professionals, serving customers primarily in the following sectors:

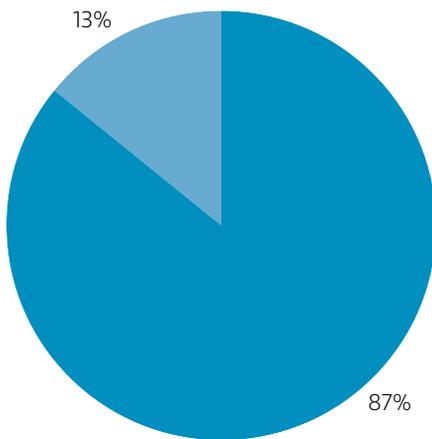


We believe these sectors are fundamental to economic development globally and consequently have strong potential for consistent long-term growth.

## 2010 Revenue Highlights\*

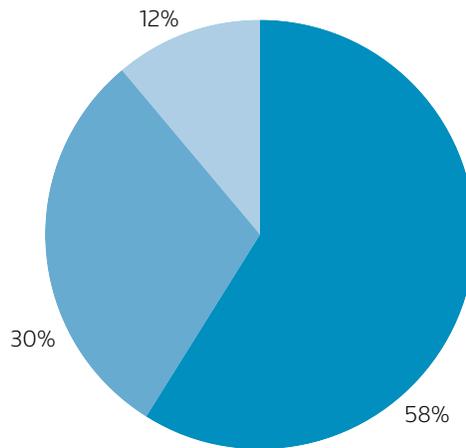
### Revenues by Type

- Recurring
- Non-Recurring



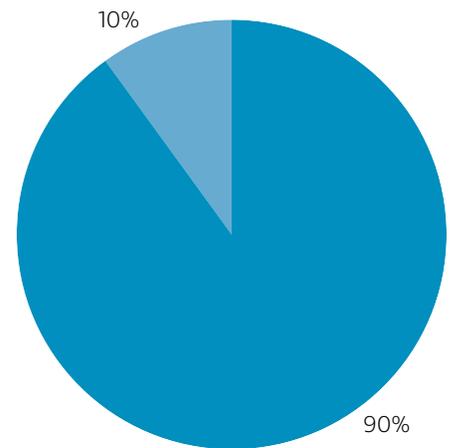
### Revenues by Region

- Americas
- Europe, Middle East & Africa
- Asia



### Revenues by Media

- Electronic, Software & Services
- Print



\* Revenues from ongoing businesses, which reflect revenues from reportable segments as of July 2011 and exclude the results of businesses that have been or are expected to be exited.

## Business Profile

We have a leading market position, with well recognized and respected brands in each of our principal markets. Our revenues in 2010 were \$12.1 billion, and we derived 87% of our revenues from subscriptions and other similar contractual arrangements, which are

generally recurring in nature. In 2010, 58% of our revenues were generated by our operations in the Americas. We deliver information electronically over the Internet, through dedicated transmission lines and to mobile devices. Electronic delivery improves our ability to rapidly

provide additional products and services to our existing customers, and to find and serve new customers around the world. In 2010, information delivered electronically, software and services comprised 90% of our revenues. We also delivered some of our products and services in print format.



## Thomson Reuters Structure

Thomson Reuters is comprised of two divisions:

### Markets Division <sup>(1)</sup>

(U.S. \$)

Revenues <sup>(2)</sup>	\$7.2 billion
Segment operating profit	\$1.3 billion
Employees	28,800

### Sales & Trading

Revenues	\$3.5 billion
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### Investment & Advisory

Revenues	\$2.2 billion
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### Enterprise

Revenues	\$1.1 billion
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### Media

Revenues	\$0.3 billion
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The company announced in July 2011 that it has streamlined the organizational structure in the Markets division. The Markets division's current organizational structure will be combined into three units: Financial Professionals & Marketplaces, Enterprise Solutions and Media.

### Professional Division <sup>(1)</sup>

(U.S. \$)

Revenues	\$5.0 billion
Segment operating profit	\$1.3 billion
Employees	26,500

### Legal

Revenues	\$3.2 billion
Segment operating profit	\$0.9 billion

### Tax & Accounting

Revenues	\$1.0 billion
Segment operating profit	\$0.2 billion

### Intellectual Property & Science

Revenues	\$0.8 billion
Segment operating profit	\$0.2 billion

In 2011, we also streamlined the organizational structure of our Professional division to make it more customer-focused and more effectively integrated. We eliminated an internal management layer and created three business units built around customer segments which will be supported by unified operating processes, common platforms and the Thomson Reuters brand.

## Corporate Headquarters

Our corporate headquarters seeks to foster a group-wide approach to management while allowing the Markets and Professional divisions sufficient operational flexibility to serve their customers effectively. The corporate headquarters' four primary areas of focus are strategy and capital allocation, technology and innovation, talent management and brand management. The corporate headquarters is also responsible for overall direction on communications, investor relations, tax, accounting, finance, treasury and legal, and administers certain human resources services, such as employee compensation, benefits administration, share plans and training and development.

Our corporate headquarters is located in New York, New York, with key operations in the United Kingdom, India, Eagan, Minnesota and Stamford, Connecticut.

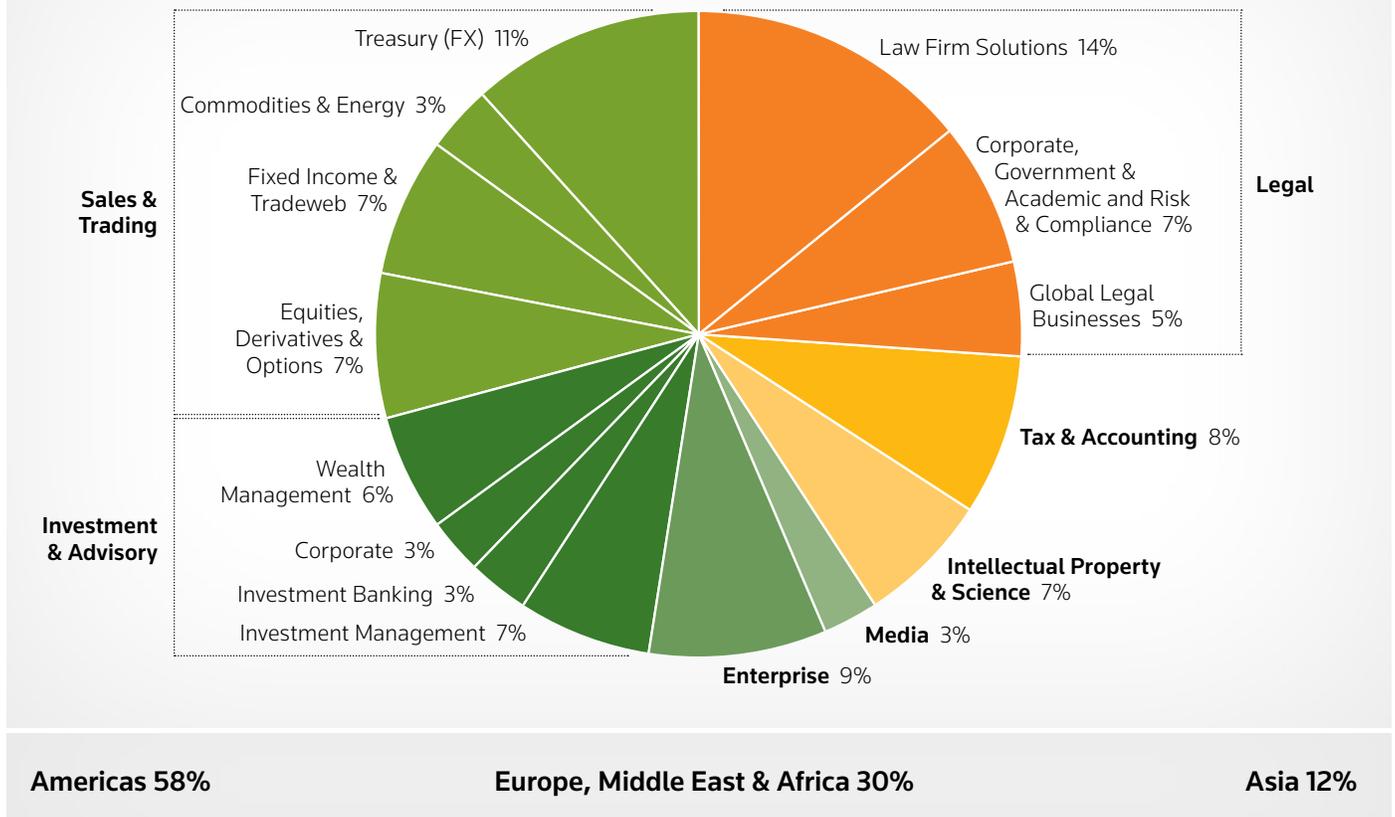
(1) Results from ongoing businesses.

(2) Due to rounding, the sum of the business segments may not add to total division revenues.

# BALANCED PORTFOLIO OF BUSINESSES

## Total 2010 Revenues from Ongoing Businesses: \$12.1 Billion

(% of total revenues)



### Diversified Portfolio

We believe our portfolio of assets is well diversified by product, geography and customer. This chart illustrates the diversity of our business in terms of our customers,

products and global footprint. In 2010, this diversity meant that our faster-growing businesses were able to compensate for those businesses that were most impacted

by the broader economic environment. As a result, we returned to revenue growth in 2010.

# INVESTMENT HIGHLIGHTS

## Industry Leadership

#1 or #2 in our markets

Ranked #39 Best Global Brands

Deep and broad industry knowledge and expertise in each market segment

Essential products and services tailored for professionals

Global presence

Our ability to continually reframe our approach to a wide range of markets allows us to develop solutions tailored to meet our customers' daily needs and increase their productivity.

## Operational Leadership

Revenue streams from several geographic areas and a wide range of customers provide balance and diversity

Business model and technology platform built for a global marketplace

Electronically delivered information, software and services comprised 90% of our revenues in 2010

Through targeted investment, we have built a company with strong technology and operating platforms that can address the global marketplace. The diverse revenue streams from our portfolio of businesses provide stability and support growth.

## Financial Leadership

87% of our 2010 revenues were recurring

Strong focus on free cash flow generation

History of annual dividend increases

Strong balance sheet

Our business generates strong free cash flow, and our prudent approach to capital management positions us well for both the short and long term.

## Management Compensation Structure

In order to align the interests of management and shareholders, we have structured an incentive program that includes both short-term and long-term targets and awards.

Short-term performance goals are based on growth in revenue, operating profit before amortization and free cash flow. Long-term incentives are balanced between stock options

and performance-related awards, which are based on EPS growth and return on invested capital (ROIC) improvement.

### Short-term incentive awards

Cash payment



Revenues (45%)  
Operating profit before amortization (45%)  
Free cash flow (10%)

### Long-term incentive awards

Equity-based payment



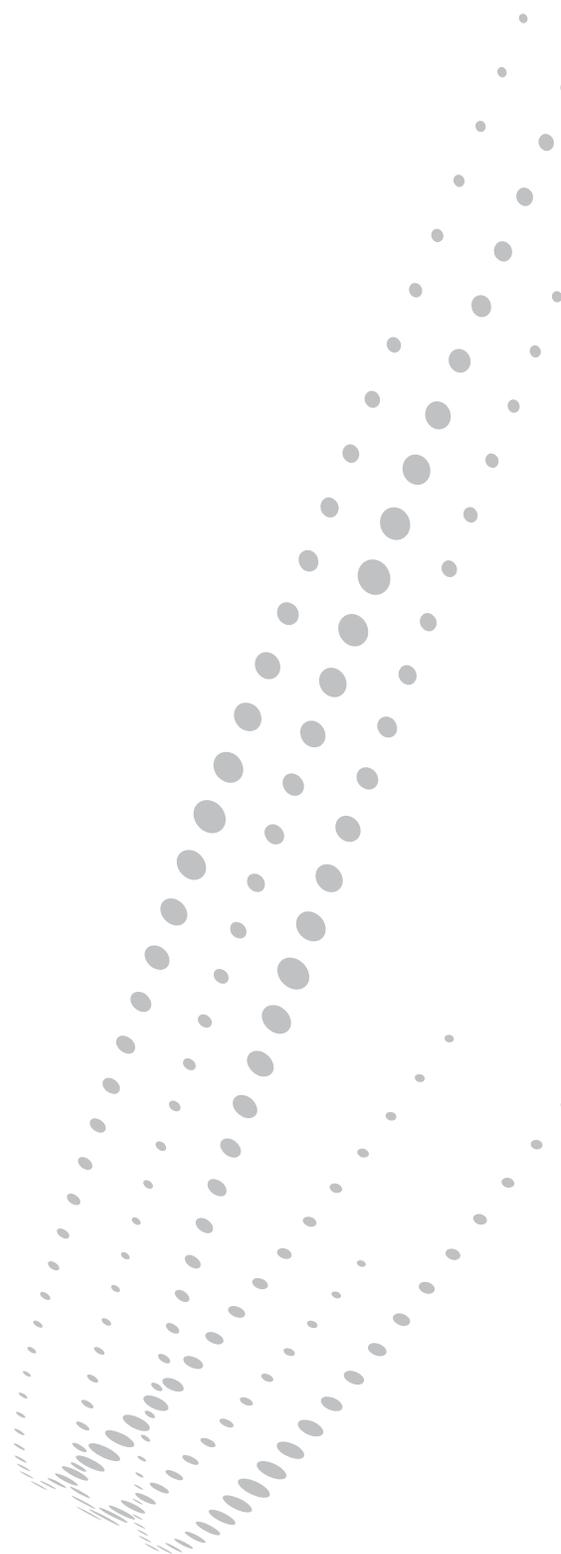
Performance restricted share units (50% EPS, 50% ROIC)  
Stock options

**Management Incentives Aligned with Creating Shareholder Value**

# THOMSON REUTERS PRIORITIES

In 2010, our two key strategic objectives were growth and efficiency. We made significant progress on these priorities, as described in more detail below. For 2011, we remain focused on the same key priorities.

2010 Priorities	2010 Progress
<b>Growth</b>	<p>We returned to revenue growth in the second half of the year. In 2010, we continued investing in growth initiatives and we launched a number of major new product platforms, including:</p> <ul style="list-style-type: none"><li>• WestlawNext, our next-generation legal research platform;</li><li>• Thomson Reuters Eikon, our new flagship financial information platform, which incorporates the innovative Reuters Insider multimedia news service;</li><li>• ONESOURCE, our global tax workstation; and</li><li>• Thomson Reuters Elektron, an ultra-low latency infrastructure for electronic trading and data distribution.</li></ul> <hr/> <p>We acquired a number of key foundational assets to support new initiatives. We invested approximately \$900 million in the acquisition of companies that include Complinet to support our new Risk &amp; Compliance business; Point Carbon for our Commodities &amp; Energy business; Serengeti, Pangea3, Canada Law Book and Revista dos Tribunais for Legal; GeneGo for Intellectual Property &amp; Science; and Aegisoft for Sales &amp; Trading.</p> <hr/> <p>We continued to target rapidly developing economies (RDEs) that we believe will be major contributors to future global growth.</p>
<b>Efficiency</b>	<p>We made significant progress on a number of initiatives that enhance our efficiency and capability, including:</p> <ul style="list-style-type: none"><li>• Consolidating and integrating technology platforms to achieve cost savings and increase flexibility and scalability;</li><li>• Transforming the technology infrastructure of our data centers through standardization, virtualization and automation;</li><li>• Rolling out new customer administration platforms, including a consolidated order-to-cash system that will streamline our interactions with customers and provide us with better usage data.</li></ul> <hr/> <p>Our Reuters integration plus legacy savings initiatives achieved approximately \$1.4 billion in annualized run-rate savings as of the end of 2010.</p>



# 2011 PRIORITIES: GROWTH & EFFICIENCY

In 2011, our top priorities remain growth and efficiency. While we are proud of what we accomplished in 2010, we are aware that more remains to be done and we are focused on accelerating the pace of change.

Our key business strategies in 2011 to accelerate growth and capture efficiencies are to:

- Maximize the growth of our core businesses;
- Increase our investments in faster-growing international markets;
- Reallocate investment to faster-growing segments of our business; and
- Further improve efficiency as we streamline product lines, consolidate platforms and reduce technology costs.

We plan to drive customer adoption of our products launched in 2010 and improve growth by leveraging our newly acquired foundational assets and pursuing targeted investments. While 2011 marks the formal end to our integration programs, we expect to continue to capture efficiencies through technology initiatives as well as by streamlining our products, our processes and our organization.

In 2011, we continue to sharpen our focus on capital deployment, directing capital and resources to the initiatives we believe will generate the highest level of growth. Consistent with this approach, we announced our intention to divest several businesses, including our Healthcare business. We have identified several business segments that we expect to deliver above-average growth over the next five years, and we are allocating resources to serve these segments. For example, in 2010 we created a Risk & Compliance business unit that addresses the growing needs of professionals for compliance solutions and information to meet increasingly stringent regulatory requirements. We are approaching this attractive market segment by bringing together strategic assets from Legal, Tax & Accounting and our Markets division, supplemented with the acquisitions of Complinet and World-Check. In the second quarter of 2011, Thomson Reuters launched Thomson Reuters Accelus, a suite of solutions built to address the governance, risk and compliance challenges of audit, compliance, legal and risk management professionals.

The global economy is undergoing a multi-speed recovery, with developed markets expected to grow slowly while what were previously called “emerging markets” grow more rapidly. Thus, international growth is a priority for us and we plan to drive it through a combination of organic initiatives and acquisitions, including the launch of product extensions and the expansion of our sales force in key regions. Twenty percent of our acquisitions in 2010 were foundational assets in rapidly developing economies (RDEs). In 2011, we have continued to invest in RDEs with the acquisition of Mastersaf, a leading provider of tax & accounting solutions in Brazil. RDEs are increasingly important markets for our products and services, and they are also home to impressive talent pools and more than a quarter of our employees.

The same principle applies to repositioning and investing in our news offerings to make news a central asset for both our divisions – the very heart of the company. Relevant multimedia and multi-platform news has value for all the professionals we serve. We believe that the quality, integrity and independence of Reuters News are important competitive differentiators.

# INTEGRATION PROGRAMS

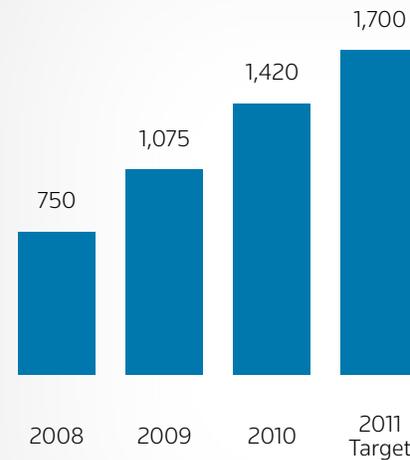
We now expect to deliver \$1.7 billion in run-rate savings by the end of 2011 for the integration program related to our Reuters acquisition and the legacy Thomson and Reuters savings programs.

While integration cost savings benefit a variety of functions, the following six areas represent the majority of integration savings:

- Product development
- Sales and support
- Technology
- Corporate functions
- Content
- Real estate

## Cumulative Run-Rate Savings Targets

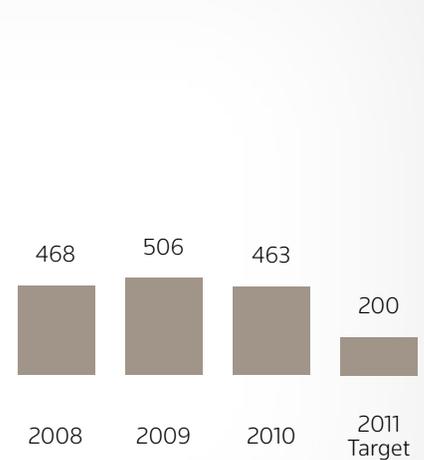
(U.S. \$ millions)



Through 2010 we achieved a combined run-rate savings of \$1,420 million. We have successfully completed the third year of integration, including the rationalization of redundant positions,

## One-Time Expenses

(U.S. \$ millions)



retirement of legacy products and systems, and consolidation of data centers, while also rolling out new strategic products and capturing revenue synergies.

# CAPITAL STRUCTURE



Thomson Reuters (TRI) shares are listed on the Toronto Stock Exchange and New York Stock Exchange, with the two listings fully fungible. As of June 30, 2011, Thomson Reuters had more than 378 million shares in its public float, and carries meaningful weight in several Canadian indices, including the S&P/TSX 60. In 2010, Thomson Reuters was added to the Russell 1000 Index.

## Common Shares

Each common share entitles its holder to receive notice of, to attend and to vote at all meetings of our shareholders (except at meetings of holders of a particular class or series of shares other than the common shares required by applicable laws to be held as a separate class or series meeting). Each common share also entitles its holder to receive dividends when declared by our board of directors, subject to the rights of holders of the preference shares. All dividends declared by our board of directors are paid equally on all common shares.

Holders of common shares will participate equally in any distribution of our assets upon liquidation, dissolution or winding-up, subject to the rights of the holders of the preference shares. There are no preemptive, redemption, purchase or conversion rights attached to our common shares.

In September 2009, we began issuing Depositary Interests (DIs) as an alternative way to hold our common shares. DIs are designed to facilitate the transfer and settlement of our shares in the U.K. when they are traded in the secondary market. Each DI represents one common share.

The holder of DIs has beneficial ownership of the underlying common shares. Computershare Investor Services PLC, the administrator of our DI program, holds legal title to the common shares and holds the shares on behalf of and for the benefit of the DI holder. Holders of DIs have the same voting rights and receive the same dividends as other common shareholders.

As of June 30, 2011, there were 836,488,797 common shares outstanding.

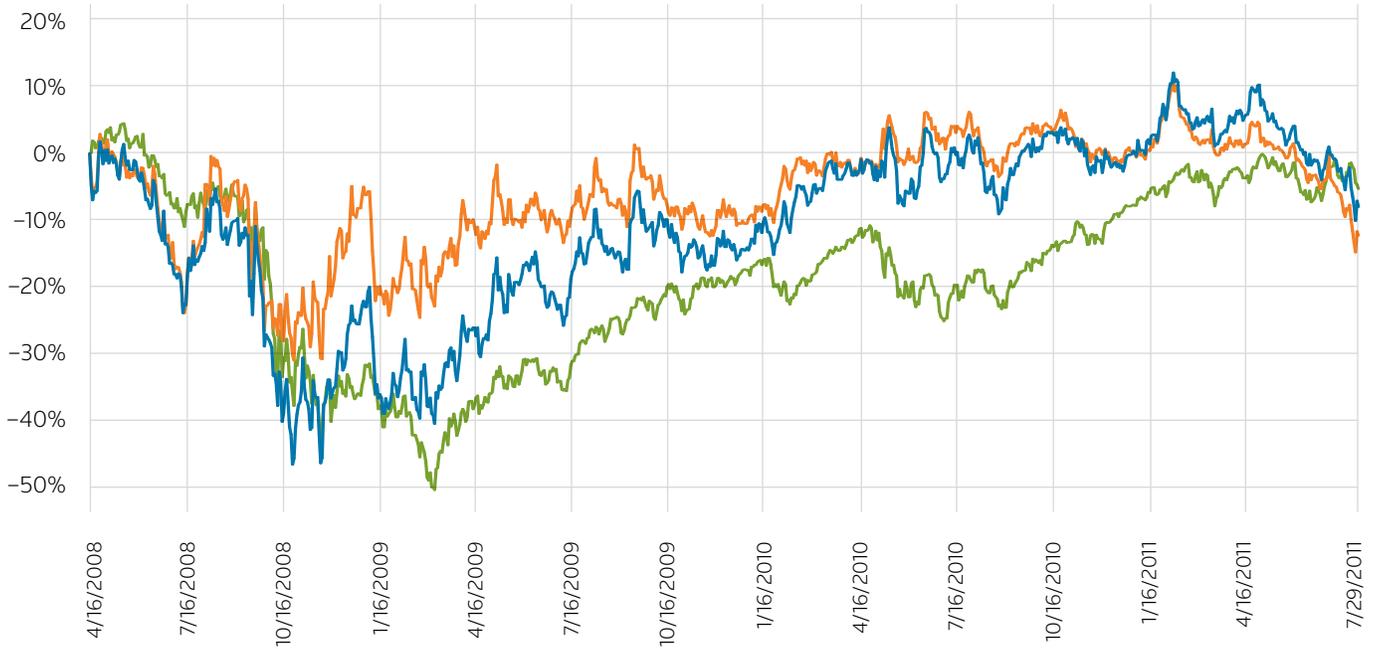
## Series II Preference Shares

Thomson Reuters also has Series II preference shares listed on the Toronto Stock Exchange under ticker symbol TRI.PR.B. Our Series II preference shares are non-voting and are redeemable at our option for C\$25.00 per share, together with accrued dividends. Dividends are payable quarterly at an annual rate of 70% of the Canadian bank prime rate applied to the stated capital of the shares.

As of June 30, 2011, there were 6,000,000 Series II preference shares outstanding.

### TRI Stock Performance

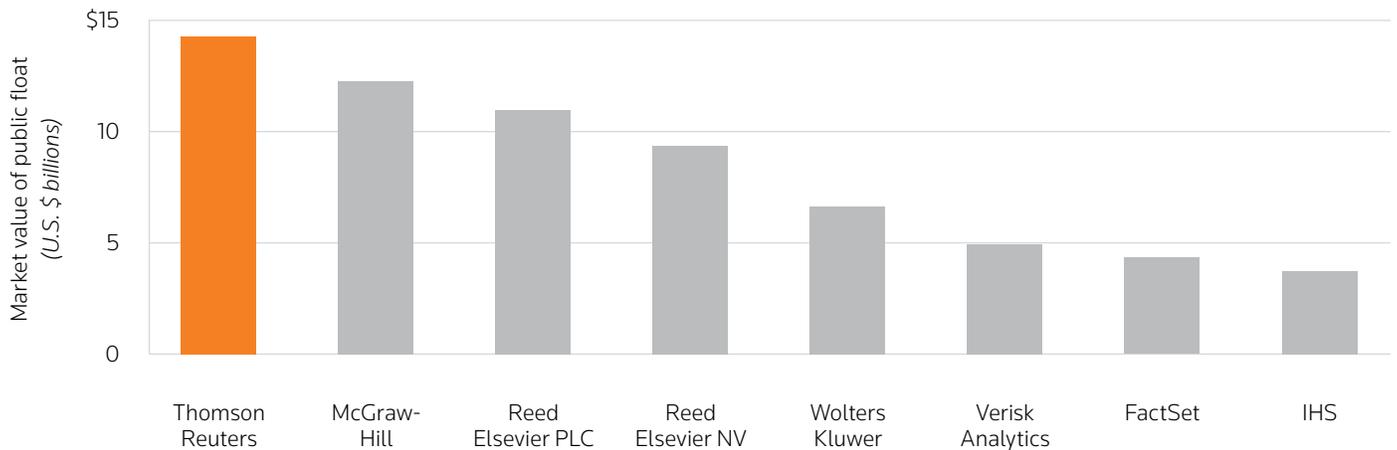
● TRI: NYSE ● TRI: TSX ● S&P 500 Index



Average 2010 daily trading volume: TSX: 1.02 million; NYSE: 668,000

### Enhanced Liquidity Profile

Thomson Reuters has the largest public float in its peer group.



As of June 2011

# SELECTIVE BUSINESS MODEL

Highly attractive **professional information market segments**...

...where we can deploy **our core competencies**



Thomson Reuters employs a highly selective business model. We have chosen to participate in market segments which exhibit these attractive characteristics.

- They have strong financial profiles: scalable markets that are growing and profitable.
- They require mission-critical information: trusted, reliable and differentiated information is critical in making high-risk/high-reward decisions.
- They have many professionals, highly distributed: market dynamics ensure no single customer represents a disproportionate amount of revenue. At Thomson Reuters, no customer represented more than 1% of our revenue in 2010.
- They are complex or risk-oriented: deep market expertise is needed to succeed.

To these markets, we apply our core competencies.

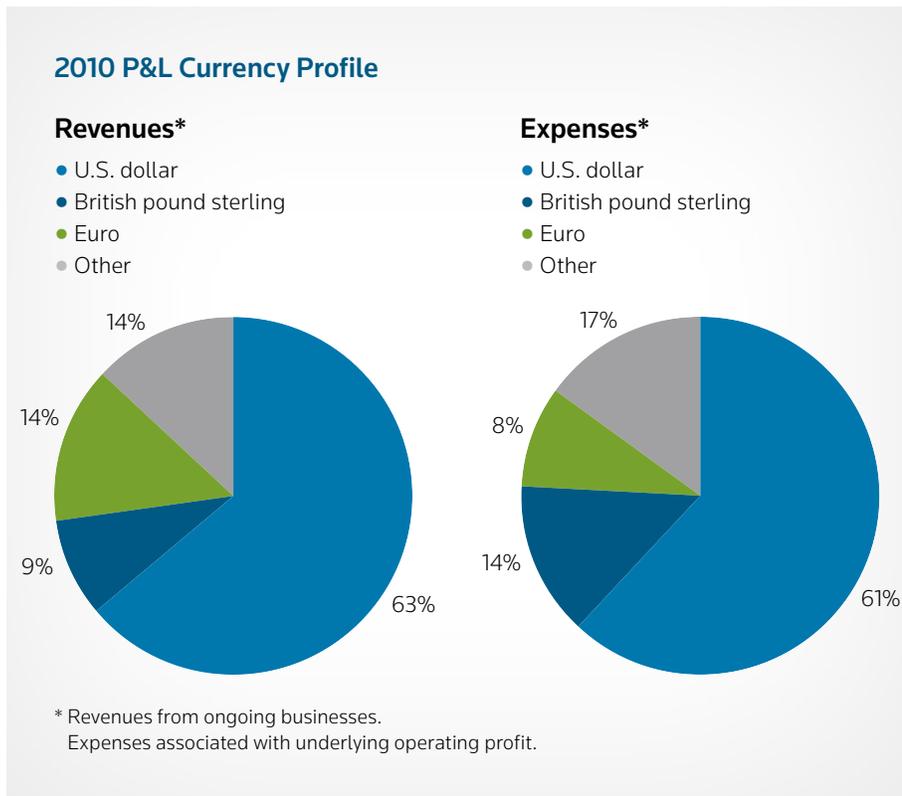
- Deep domain expertise: we have thousands of industry experts who add summaries, insights, links and examples to our offerings, easing the customer's burden of digesting massive information flows.
- Managing structured and unstructured data: we have the technological capabilities to tackle issues such as data models, symbology, metadata, search and low latency transmission.
- Application of user context: increasing the value of our content by collecting, understanding and using information about the context, history, behavior, location, network and needs of a user or customer.
- World-class technology leadership and delivery: with our advanced platforms and Front-End Customer Strategy (FECS) approach, we are able to provide sophisticated tools and applications to our customers how and when they need them.
- Global/large communities: operating as a leader and in more than 100 countries, we can provide a large, global perspective on the world's events.

# CURRENCY PROFILE

Thomson Reuters has significant geographic diversity in revenue streams, generating approximately 37% of revenues in currencies other than the U.S. dollar. Substantial revenues outside the United States, coupled with a truly global workforce, results in Thomson Reuters financial statements having exposure to movements in foreign currencies against our reporting currency, the U.S. dollar.

With a significant cost base in London, our operating expenses in British pound sterling have historically been higher than our revenues. Conversely, our revenues in the remainder of Europe have significantly outweighed our costs. The company has a program to mitigate our exposure to cash flows in currencies other than the U.S. dollar.

The following graphs show the 2010 revenue and expenses by currency:



# ACQUISITIONS AND DISPOSITIONS

Acquisitions have always played a key role in our corporate strategy. On April 17, 2008, we acquired Reuters for approximately \$16 billion in cash and equity consideration. While the Reuters acquisition was transformational to our business, our acquisitions are generally tactical in nature and primarily relate to the purchase of information, products or services that we integrate into our operations to broaden the range of our offerings and better serve our customers and expand our markets outside of the United States.

All acquisitions have been accounted for using the purchase method, and results of acquired businesses are included in the consolidated financial statements from the dates of acquisition.

Excluding the Reuters transaction, the number of acquisitions completed and the related cash consideration during 2008, 2009 and 2010 were as follows:

## Portfolio Optimization

As part of our continuing strategy to optimize our portfolio of businesses and to ensure that we are investing in the parts of our business that offer the greatest opportunities to achieve higher growth and returns, we sell businesses from time to time that are not fundamental to our strategy.

In 2011, we announced our intention to divest several businesses, including our BARBRI, Scandinavian Legal and Tax & Accounting, Enterprise Risk, Portia and Healthcare businesses. We have been evaluating Healthcare's position for several years as we sought ways to efficiently build scale and integrate the business. However, the amount of capital required to do so, coupled with our disciplined approach to capital allocation, convinced us that the proceeds expected from this sale in a consolidating market could be

better applied elsewhere in our portfolio. During this evaluation period, we built considerable value in the asset. We believe that we will achieve better all-in returns for our shareholders by divesting the Healthcare business and re-deploying the proceeds through acquisitions in our core franchises, where we have leading positions in global markets.

## Acquisition Activity

	Year ended December 31					
	2008		2009		2010	
	Number of transactions	Cash consideration (U.S. \$ millions)	Number of transactions	Cash consideration (U.S. \$ millions)	Number of transactions	Cash consideration (U.S. \$ millions)
Businesses and identifiable intangible assets acquired	19	326	31	347	26	592
Investments in businesses*	3	53	–	2	1	20
<b>Total</b>	<b>22</b>	<b>379</b>	<b>31</b>	<b>349</b>	<b>27</b>	<b>612</b>

\* Includes the purchase of non-controlling interest related to Tradeweb in January 2008.

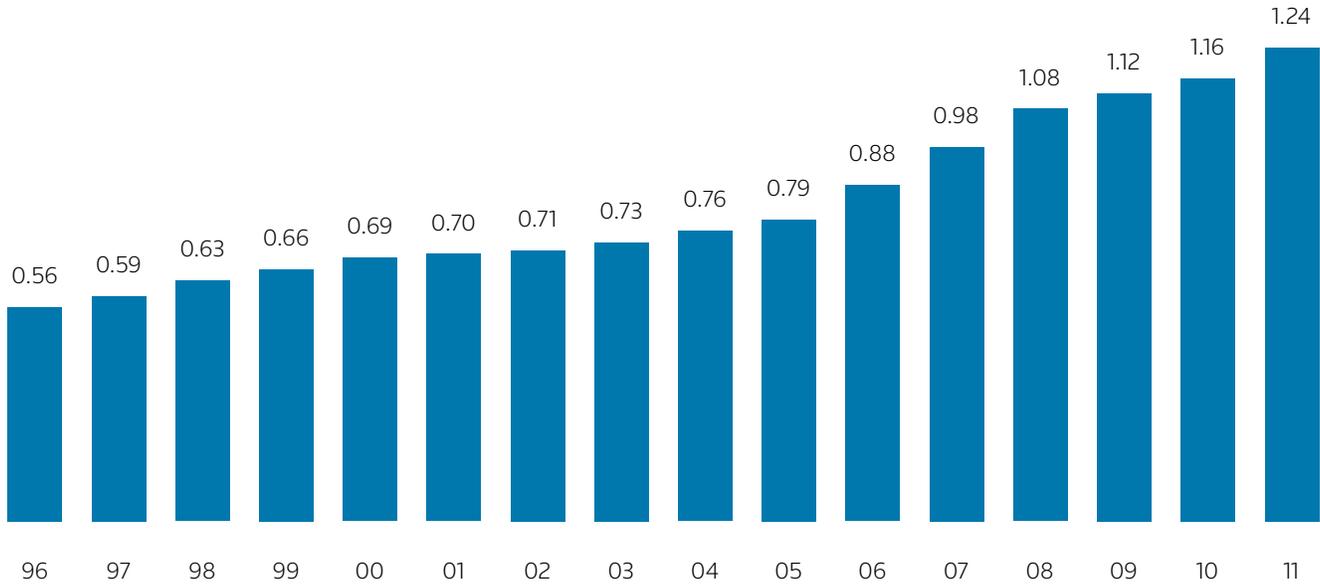
We continue to expand globally, leveraging the Reuters global footprint to grow organically and acquire foundational assets in rapidly developing economies. Our strategy is to continue to deploy capital in pursuit of the most attractive opportunities: 20% of our acquisitions in 2010 were foundational assets in rapidly developing economies. We acquired Revista dos Tribunais, establishing our Legal business in Brazil, and Pangea3 in India. In 2011, we acquired Mastersaf, expanding our Tax & Accounting business into Brazil. The map below depicts all acquisitions in 2010 and through July 2011 with a purchase price of \$50 million or greater.



# RETURNING CASH TO SHAREHOLDERS

## Dividend History

(U.S. \$ per share)



## Common Share Dividend History

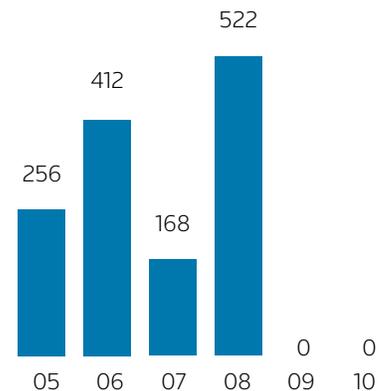
Thomson Reuters and its predecessor companies have paid out dividends consistently for over 30 years and we view dividends as a critical component of total shareholder return. In the first quarter of 2011, we announced a 7% increase in our dividend payments to \$1.24 per share annually, which reflects our view of the cash flow generation capabilities of Thomson Reuters, despite the challenging macro-economic environment. We currently have a target dividend payout ratio of 40% to 50% of annual free cash flow over the long term.

## Share Repurchases

While our primary method to return cash to shareholders has been dividends, we have also utilized share buyback programs from time to time. We have a 15 million share Normal Course Issuer Bid that was renewed in May 2011.

## Shares Repurchased

(U.S. \$ millions)

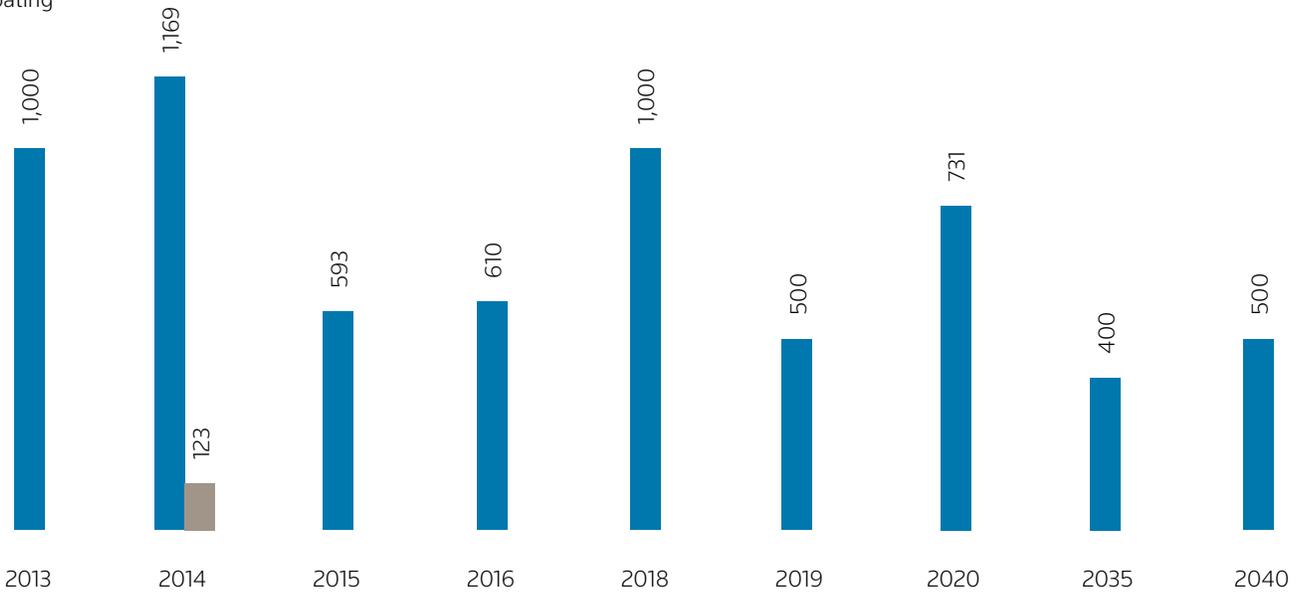


# LONG-TERM DEBT AND CREDIT RATINGS

## Long-Term Debt\*

(U.S. \$ millions)  
As of July 31, 2011

- Fixed
- Floating



\* after currency hedges

## Credit Ratings

	Moody's	Standard & Poor's	DBRS Limited	Fitch
Long-term debt	Baa1	A-	A (low)	A-
Trend/Outlook	Stable	Stable	Stable	Stable

# REUTERS NEWS



Reuters continues to win prestigious awards, including five awards from the Society of American Business Editors and Writers (SABEW) and three Diageo awards. Diageo awards are the most prestigious business news awards in Africa.

Reuters is the trusted news source that powers the world's markets, informs professionals with specialist information and reaches a billion consumers of news every day. It is the world's largest independent global news agency, with approximately 3,000 journalists in 200 bureaus who provide breaking news and insight that connect the dots for our customers and give them a competitive edge. Guided by the Thomson Reuters Trust Principles, we report on financial markets, economics, company news, commodities, politics, legal and taxation issues, and more. We delve deeper into news events and subjects to provide award-winning investigative journalism and agenda-setting commentary.

Reuters is a cornerstone asset for both our Markets and Professional divisions, with its content increasingly used across the entire company. In 2011, we expanded coverage of legal and taxation issues, adding industry-specific journalists to provide new content for the Professional division's customers. Reuters news and insight are provided to our Markets division customers via desktop products in the Financial Professionals & Marketplaces business, and content is delivered in machine-readable form in the Enterprise Solutions segment. The Media segment sells Reuters news feeds to media outlets such as broadcasters, websites and newspapers, and reaches consumers via [www.reuters.com](http://www.reuters.com).

Stephen Adler was appointed Editor-in-Chief in February 2011 and has added authoritative voices, such as Pulitzer prize winners David Rohde and David Cay Johnston, and distinguished op-ed writers, including Larry Summers, former U.S. Treasury Secretary, and Mohamed El-Erian, Chief Executive Officer of leading U.S. investment management firm PIMCO. These writers complement the insights provided by more than two dozen columnists for Reuters Breakingviews, which reaches 4.5 million investors and opinion-makers.



Reuters delivers news and insight via text, video, pictures and graphics. Reuters Insider, launched in May 2010, offers financial video programming straight to the desktop of our Markets customers. A team of more than 600 photographers and editors around the globe delivers up to

1,500 pictures each day, covering breaking news, features, entertainment, business and sports. The Reuters Pictures website offers direct access to live pictures, as well as an archive of more than four million images. Our video journalists produce approximately 85,000 video stories per year.

# TRUST PRINCIPLES AND FOUNDERS SHARE COMPANY

Our company is dedicated to upholding the Thomson Reuters Trust Principles and to preserving its independence, integrity and freedom from bias in the gathering and dissemination of information and news.

The Trust Principles are:

- That Thomson Reuters shall at no time pass into the hands of any one interest, group or faction;
- That the integrity, independence and freedom from bias of Thomson Reuters shall at all times be fully preserved;
- That Thomson Reuters shall supply unbiased and reliable news services to newspapers, news agencies, broadcasters and other media subscribers and to businesses, governments, institutions, individuals and others with whom Thomson Reuters has or may have contracts;
- That Thomson Reuters shall pay due regard to the many interests which it serves in addition to those of the media; and
- That no effort shall be spared to expand, develop and adapt the news and other services and products of Thomson Reuters so as to maintain its leading position in the international news and information business.

Thomson Reuters Founders Share Company was established in 1984 when Reuters became a public company. The directors of the Founders Share Company have a duty to ensure, to the extent possible, that the Trust Principles are complied with.

The directors of the Founders Share Company are experienced and eminent people from the world of politics, diplomacy, journalism, public service and business. They generally have all held high offices in their respective sectors. The directors are selected by a nomination committee and proposed to the board of the Founders Share Company for appointment. The nomination committee also has unique features. Two of its members are judges from the European Court of Human Rights and assist in scrutinizing candidates' suitability. Our board currently has two representatives on the nomination committee and the Founders Share Company's board has five representatives, including its chairman, who also chairs the committee. Other members are representatives of the press associations from the United Kingdom, Australia and New Zealand.

The directors have a minimum of two meetings per year. Directors receive reports on our activities in the different fields in which we operate and meet with both our board and representatives of senior management. Through the Founders Share Company's chairman, regular contact is maintained with our company. The relationship is one of trust and confidence.





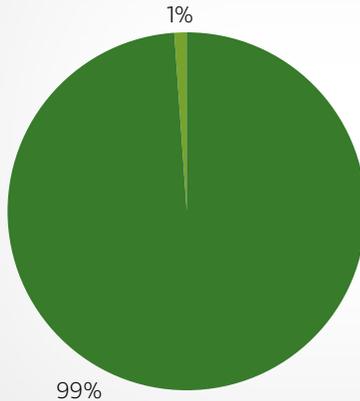
# MARKETS DIVISION



The Markets division serves financial services and corporate professionals globally, with Reuters Media serving a broader professional and consumer media market. The Markets division delivers critical information, supporting technology and infrastructure to a diverse set of customers. These solutions are designed to help our customers generate superior returns, increase access to liquidity and create efficient, reliable infrastructures in increasingly global, electronic and multi-asset class markets. Markets customers can access information and analytics through our web-based desktop solutions, datafeeds and mobile applications for a wide range of devices. The range of products covers pre-trade decision support through to post-trade processing, as well as the infrastructure necessary to deliver core applications. 88% of revenues are derived from recurring sources, with the remainder primarily transaction-based. Approximately half of Markets revenues are derived from desktop products, with the remainder from sales of infrastructure, data, software and transactions products. In 2010, our Markets division consisted of our Sales & Trading, Investment & Advisory, Enterprise and Media businesses. In July 2011, we announced a streamlined organizational structure. In place of the Markets division's current organizational structure, we are creating three business units: Financial Professionals & Marketplaces, Enterprise Solutions and Media.

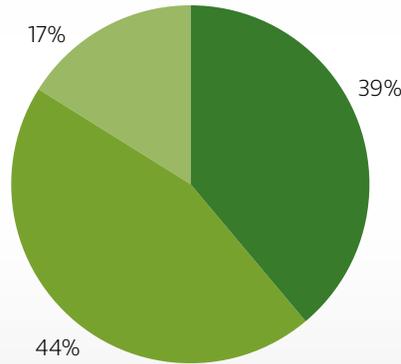
### Revenues by Media

- Electronic, Software & Services
- Print



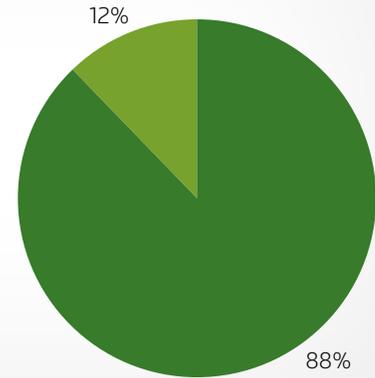
### Revenues by Region

- Americas
- Europe, Middle East & Africa
- Asia



### Revenues by Type

- Recurring
- Non-Recurring



#### Markets Division

**2010 Revenues: \$7.2 Billion**  
**2010 Segment Operating Profit: \$1.3 Billion**  
**2010 Employees: 28,800**

#### Sales & Trading

A leading provider of information, community, trading and post-trade connectivity for the trading floor requirements of buy-side and sell-side customers in foreign exchange (FX), fixed income and derivatives, equities and other exchange-traded instruments, as well as in the commodities and energy markets

#### Investment & Advisory

A leading provider of information, analytics and workflow solutions that enable effective decision-making and drive performance for customers in investment management, investment banking, wealth management and corporate services

#### Enterprise

A leading provider of technology and content for the financial markets, which enable firms to efficiently obtain real-time and non-real-time content to make business and trading decisions and meet regulatory requirements

#### Media

A leading provider of indispensable news and information tailored for media and business professionals that can drive decision-making around the globe with speed, accuracy and independence

In 2010, we launched two innovative product platforms. The first, **Thomson Reuters Elektron**, is a neutral, open, ultra-high speed and resilient global financial markets network and hosting environment. Thomson Reuters Elektron allows financial firms of all sizes to trade faster, gain access to electronic pricing data from over 350 exchanges and trading platforms, and interact with each other across a resilient global infrastructure. The second is **Thomson Reuters Eikon**, a significantly updated desktop platform that can integrate content and trading technologies from across our company

and provide a common platform to achieve scalable and profitable growth. We are focused on simplifying the company by streamlining the number of products we sell and migrating our clients to these two platforms.

In 2011, we are moving to become an integrated platform company, simplifying the business to drive growth. In July, we announced a streamlined organizational structure. In place of the Markets division's current organizational structure (Sales & Trading, Investment & Advisory, Enterprise and Media), we are creating three business units:

- **Financial Professionals & Marketplaces:** Focusing on services for professionals delivered to screens and trading marketplaces, combining the former Sales & Trading and Investment & Advisory businesses
- **Enterprise Solutions:** Focusing on services and infrastructure for financial firms as a whole, maintaining and expanding the current Enterprise unit
- **Media:** Providing news and information tailored for media and business professionals



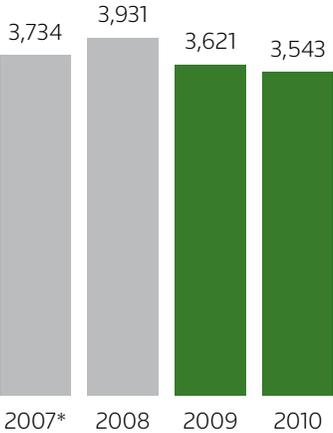
# SALES & TRADING

Sales & Trading delivers pre-trade, trading and post-trade processing solutions that drive global markets. Sales & Trading provides content, liquidity, transaction and collaboration services that meet the needs of our buy-side and sell-side trading customers in the treasury (foreign exchange), exchange-traded instruments, fixed income, and commodities and energy markets.

### Revenues

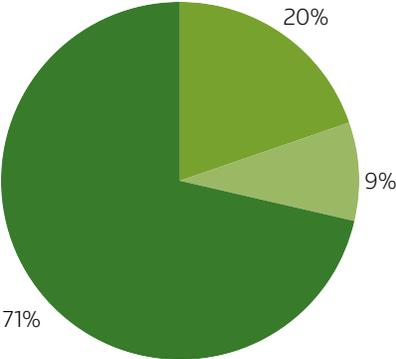
(U.S. \$ millions)

- Pro forma figures
- \* Canadian GAAP



### Revenues by Type

- Transactions
- Recoveries
- Recurring



Sales & Trading provides a combination of information, community, trading and post-trade connectivity that supports the trading floor activities of our buy-side and sell-side customers in foreign exchange (FX), fixed income and derivatives, equities and other exchange-traded instruments, as well as in the commodities and energy markets. As of December 31, 2010, Sales & Trading provided services to professionals in over 34,000 locations worldwide. Customers include trading professionals, salespeople, brokers and financial analysts. Sales & Trading's revenues are predominantly

derived from subscription-based products, with transaction revenues from **Tradeweb** and **Thomson Reuters Matching** comprising the balance.

**Thomson Reuters Eikon**, a new premium desktop solution, combines the latest in multimedia and content in a new, easy-to-use interface. We plan to utilize Thomson Reuters Eikon as the platform for all of our financial desktop products, eventually replacing **Reuters 3000 Xtra**, **Reuters Trader** and other solutions. Thomson Reuters Eikon users are financial markets professionals who require a comprehensive

combination of deep, global, cross-asset news and content combined with sophisticated pre-trade decision-making, communication and trade connectivity tools. Thomson Reuters Eikon also includes **Reuters Insider**, our new on-demand video service for financial news, content and information. Customers can personalize Reuters Insider to watch and focus directly on what is important to them.

Sales & Trading's suite of products allows customers to trade with each other and connect their systems to electronic markets. Products include Thomson Reuters Eikon,

## Featured Solution

# THOMSON REUTERS EIKON

Thomson Reuters Eikon redefines how financial professionals work. It is a single source for the essential news, data, commentary, analytics and liquidity they need to turn ideas into action. By providing innovative new tools for communication and collaboration that are completely integrated, Thomson Reuters Eikon enables users to connect to the largest network of financial professionals in the world and share live data and analytics in real time. It gives them the

power to share expertise and interact seamlessly with colleagues, clients and contacts wherever they are. Users can tap into some of the world's deepest pools of foreign exchange, equities and fixed income liquidity and trading venues, such as Tradeweb, with trading capabilities that enable them to act in real time. It provides a completely mobile experience by allowing users to access their desktops at work, at home or on a mobile device.





Major Brands	Type of Product/Service	Target Customers
<b>Thomson Reuters Eikon, Reuters 3000 Xtra</b>	Premium desktop products providing pre-trade decision-making tools, news, real-time pricing, trading connectivity and collaboration tools	Trading professionals, salespeople, brokers and financial analysts
<b>Thomson Reuters Dealing</b>	Peer-to-peer conversational trading product primarily related to FX and money markets	FX and money market traders, sales desks, hedge funds and voice brokers
<b>Thomson Reuters Matching</b>	Electronic FX trade matching system	FX traders, sales desks and hedge funds
<b>Tradeweb</b>	Global electronic multi-dealer-to-customer marketplace for trading fixed income, derivative and money market products, connecting major investment banks with institutional clients	Institutional traders

Reuters 3000 Xtra, **Thomson Reuters Dealing, Thomson Reuters Matching, Reuters Trading for Foreign Exchange, Reuters Trading for Exchanges** and **Thomson Reuters Trade Notification.**

Reuters Trader is a financial desktop solution that provides analytics and trade connectivity for sales and trading professionals who need cross-asset data for global markets, but are primarily focused on a regional market.

Through these complete workflow solutions, Sales & Trading facilitates global and market-leading trading in foreign exchange, money markets, fixed income rates, fixed income credit, equities and derivatives, and commodities and energy. Through our solutions, users are able to develop and execute trading strategies quickly, efficiently and securely. The solutions reduce risk and promote efficiency through auto-generated trade tickets, electronic straight-through processing, electronic integration with risk and position management systems, and transaction analytic tools and capabilities.

In 2010, Sales & Trading strengthened its Commodities & Energy business by acquiring **Point Carbon**, a provider of trading analytics, news and content for energy and environmental markets. Traders and portfolio managers utilize Point Carbon's products and services to access information on the fluctuating supply, demand and price of gas, electricity and carbon, and to develop market strategies.

### Competition

Sales & Trading information products compete with Bloomberg, SunGard, Telekurs and IDC as well as local, regional and niche competitors ranging from Markit and Super Derivatives to Quick, Xinhua Finance and Yahoo! Finance. In the electronic trading business, Sales & Trading competes with Fidessa and the large inter-dealer brokers, such as ICAP's EBS platform. In addition, Sales & Trading competes with single-bank and multi-bank portals, such as FXall and MarketAxess.



**BANK  
STREET**

# INVESTMENT & ADVISORY

Investment & Advisory provides information, analytics and workflow solutions that enable effective decision-making and drive performance and efficiency for customers in investment management, investment banking, wealth management and corporate services.

### Revenues

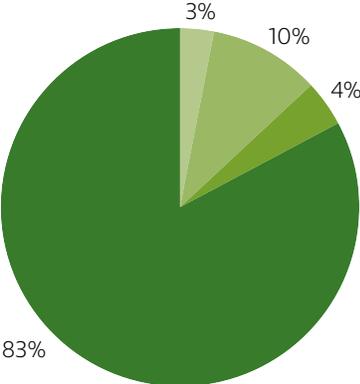
(U.S. \$ millions)

- Pro forma figures
- \* Canadian GAAP



### Revenues by Type

- Recoveries
- Transactions
- Outrights
- Recurring





Investment & Advisory customers have direct, real-time access to global, foundational content sets necessary for intelligent decision-making, such as fundamentals, estimates, economic indicators, ownership data, broker research, deals data, equity and fixed income data, filings, exchange data, tick history and time series data. Our proprietary sources of content include **I/B/E/S, First Call, Worldscope, Datastream, Lipper, StarMine, StreetEvents** and **Reuters News**. StarMine is a complement to our estimates offering that is designed to help our customers better predict future earnings and analyst revisions by placing more weight on recent forecasts from top-rated analysts. The Investment & Advisory flagship desktop platform is **Thomson ONE**, which we customize to target the needs of our customer groups. Investment & Advisory revenues are primarily subscription-based, derived from sales of desktop products, as well as content, data and analytics.

### Investment Management

The Investment Management business provides institutional asset management firms and private banking customers with solutions that enable them to manage and execute every phase of the investment decision process. Powered by a comprehensive and reliable set of referential data, our suite of integrated solutions is designed to enable customers to efficiently monitor the markets and perform fundamental and quantitative analysis, portfolio risk and performance analysis, and economic forecasting. We also provide a host of reporting solutions that allow our customers to publish their research and market their investment products. In addition, our solutions are linked on the back end, supporting enterprise efficiency and collaboration across the entire research team.

### Investment Banking

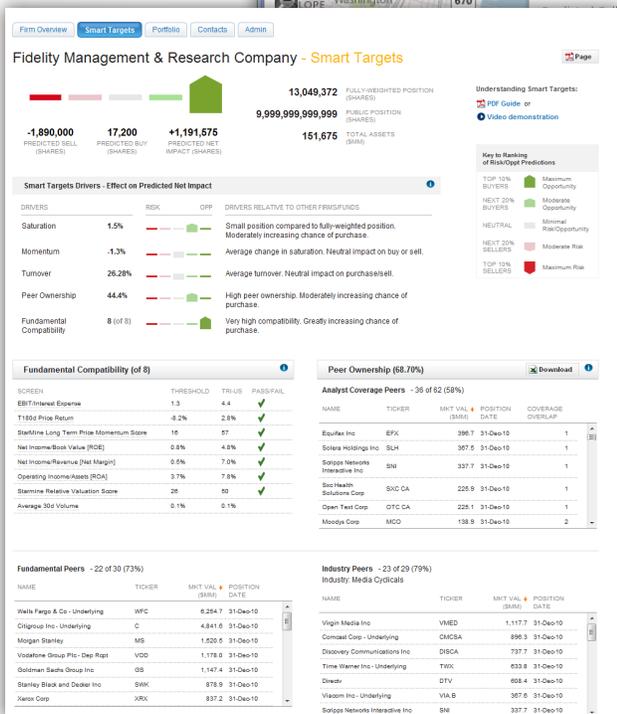
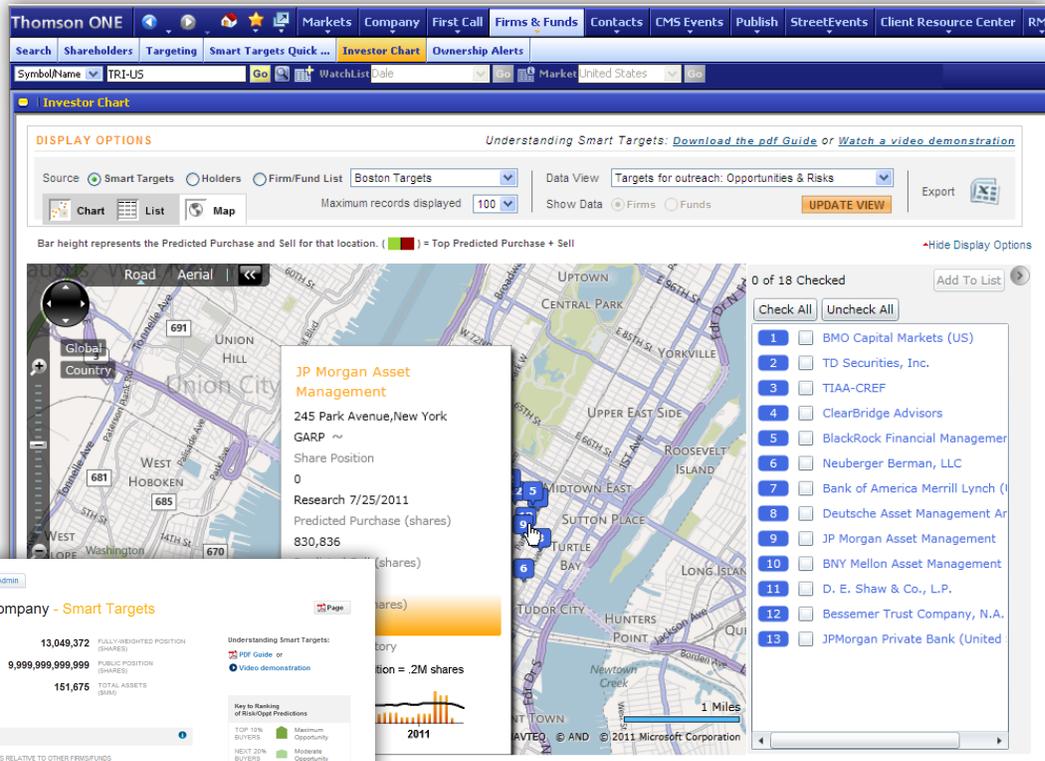
The Investment Banking business provides workflow solutions for investment bankers, advisors, private equity and venture capital professionals, as well as sell-side researchers. Our solutions support our

customers' decision-making by providing access to information and research from over 1,600 sources, a global transactions database covering two million financial market transactions, and comprehensive fundamentals data. This market insight and information supports the generation of ideas for deal-making and enables our customers to undertake the detailed analyses and valuations fundamental to their business.

### Wealth Management

Our Wealth Management business provides workflow solutions for the wealth management community, including private banking professionals and managers working with high net worth investors. Our front-to-back office solution gives advisors the tools to streamline back-office processes and workflows. Our scalable solution sets offer proposal generation, portfolio management, asset allocation, rebalancing, financial planning, alerts, investment selection tools and performance reporting to wealth management professionals.

<b>Major Brands and Product Categories</b>	<b>Type of Product/Service</b>	<b>Target Customers</b>
<b>Thomson ONE Platform</b>	Integrated access to information, analytics and tools delivered within workspaces designed specifically for each target customer's workflow	Portfolio managers, buy-side research analysts and associates, investment bankers, consultants, lawyers, private equity professionals and wealth management professionals  Corporate clients, including investor relations professionals, public relations professionals, strategy and research professionals, and treasury and finance professionals
<b>Thomson Reuters Datastream</b>	Sophisticated historical time-series analysis that enables the visualization of economic and asset class trends and relationships	Economists, strategists, portfolio managers and research analysts
<b>QA Studio and QA Direct</b>	Comprehensive data management and analytics solutions for sophisticated quantitative research	Quantitative portfolio managers and research analysts
<b>Thomson Reuters Deal Analytics</b>	Screening, targeting, financial and comparable analysis and valuations, pitch book building, M&A league tables	Investment bankers and private equity professionals
<b>Thomson Reuters Deals Business Intelligence</b>	Analysis and reporting tools for business planning, including performance, market share and targeting	Business management and strategy teams in investment banks
<b>SDC Platinum</b>	Database for analyzing investment banking and deal trends	Investment bankers, consultants, lawyers and private equity professionals
<b>Thomson Reuters Knowledge Direct for Wealth Management</b>	Premium content, including exchange data, news, company fundamentals, broker research and consensus reports	Wealth management professionals and individual investors
<b>BETA Systems</b>	Brokerage processing system	Retail and institutional wealth management professionals
<b>Lipper</b>	Mutual fund information, benchmarking data, performance information and analysis	Asset managers, financial intermediaries and individual investors
<b>Multimedia Solutions</b>	Webcasting solutions and web publishing tools with unique distribution networks and analytics	Corporate communications, employee communications, marketing, IR and PR professionals



## Featured Solution

# SMART TARGETS

Thomson Reuters Smart Targets provides a unique window into the proven drivers of investor behavior for investor relations professionals. By mining global ownership data, Smart Targets uses our proprietary quantitative models to show which fundamental factors an individual investment firm or fund favors and if those factors are compatible with a customer's stock. Smart Targets uses peer compatibility factors to identify both the best new prospects and current holders, and provides a ranking of the best targets for outreach, the most likely sellers and the factors supporting the ranking. Smart Targets is based on two quantitative models that explain buying and selling behavior. One model is for firms and funds without any current equity holdings in the customer's company, and the other is for its existing shareholders. Both models have been back-tested on 10 years of global ownership data to ensure they can be accurately applied to all regions, companies and public investors. With Smart Targets, investor relations professionals can deepen their understanding and anticipate the behavior of both existing shareholders and prospective investors. These insights can be decisive in effectively prioritizing investor outreach efforts and ensuring that companies are telling the right story to the right investors.



## Corporate Services

Our Corporate Services business provides targeted solutions that cross key corporate functions, such as investor relations, public relations, corporate communications, corporate development, finance and treasury. With our solutions, companies can access market-moving information and coordinate decision-making across the enterprise. Customers can also gain competitive advantage with our institutional-quality information, analytics and tools, and they can benefit from operational and cost efficiencies by consolidating the sources of outside services.

Solution sets include an integrated platform for investor relations (IR) professionals who need to understand key factors that affect their company's share price, anticipate investor behavior, communicate with key stakeholders and measure the impact of IR efforts. Business Intelligence solutions are used by corporate development, strategy, corporate finance, treasury and information professionals to define their company's growth strategy and help assess its counterparty risk. Corporate communications professionals rely on our quantifiable webcasting solutions and unique distribution networks to cost-effectively reach and engage internal and external audiences with their business-critical communications.

In 2010, the Corporate Services business launched a series of innovative solutions to complement our existing offerings, including **Smart Targets** and **Web Disclosure** for IR professionals, **Thomson ONE Public Relations** for public relations professionals, and advanced visual analytics for corporate development and strategy professionals.

## Competition

Investment & Advisory competes with Bloomberg, FactSet, S&P/Capital IQ, Morningstar, SunGard, Broadridge Financial Solutions and other companies.

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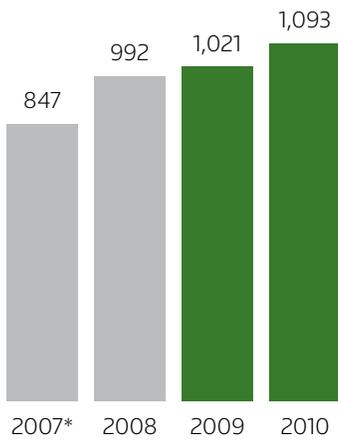
# ENTERPRISE

Enterprise delivers technology and content for the financial markets, which enable firms to efficiently obtain real-time and non-real-time content to make business and trading decisions, improve pricing transparency and meet regulatory requirements.

## Revenues

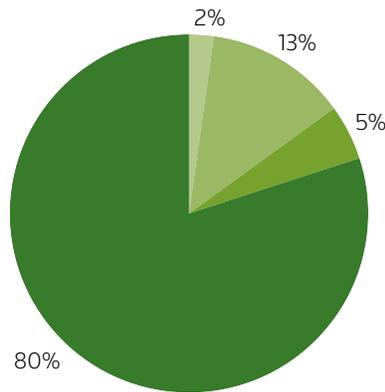
(U.S. \$ millions)

- Pro forma figures
- \* Canadian GAAP



## Revenues by Type

- Recoveries
- Transactions
- Outrights
- Recurring





Enterprise solutions enable firms to efficiently extend their reach and obtain both real-time and non-real-time data to make business decisions and meet regulatory requirements with less risk.

In 2010, Enterprise launched **Thomson Reuters Elektron**, an open, interactive, high-speed and resilient global network for the financial services industry. Thomson Reuters Elektron allows financial firms of all sizes to connect to trading partners anywhere, share information and trade on a single platform at a scale and speed not previously achieved.

A key component of Thomson Reuters Elektron is our **Thomson Reuters Enterprise Platform for Real Time**, which enables the open exchange of financial data, liquidity and business opportunities between participants in the financial community.

The **Enterprise Content** business delivers pricing and reference data used by middle and back offices for trade matching and settlement, risk management and analysis and portfolio evaluation. This includes independent, accurate and timely pricing information for 2.5 million fixed income, derivative instruments and loan obligations. Our non-real-time coverage also powers applications used for corporate actions processing, reconciliation, and compliance accounting and audit.

Part of the Enterprise Content offering is its unique content and technology, which allows the development and back-testing of quantitative and event-based trading strategies. Our **Machine-Readable News** offering is the industry's most advanced service for automating the systematic analysis of news. Additionally, we offer the only **Tick History** service in the market with global tick data dating back to 1996 across all asset classes, as well as the industry's

first complete end-to-end quantitative trading solution.

**Omgeo**, our joint venture with The Depository Trust & Clearing Corporation, enables timely and accurate post-trade operations by automating and confirming the details of trades executed between investment managers and broker-dealers. As of December 31, 2010, Omgeo served over 6,000 financial services customers in 46 countries.

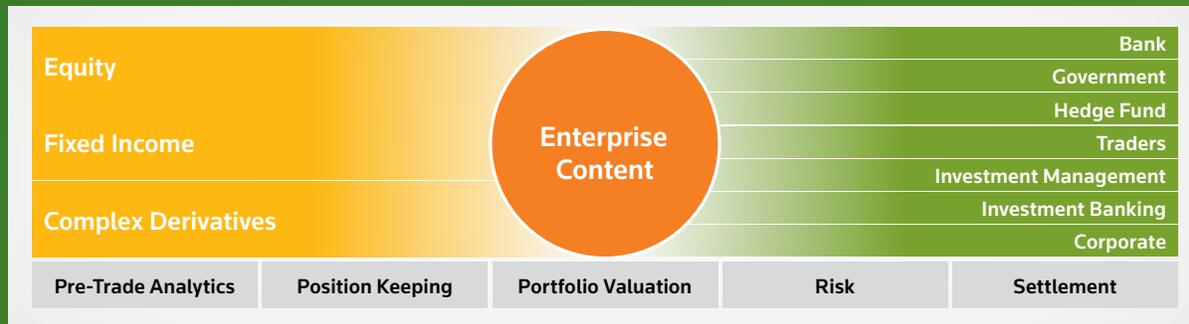
### Competition

Enterprise's real-time datafeeds and pricing and reference data offerings compete with Bloomberg, S&P, IDC and Telekurs. In addition, our market data delivery offerings compete with specialty technology providers, exchanges such as NYSE Euronext and large IT vendors such as IBM.

Major Brands	Type of Product/Service	Target Customers
<b>Thomson Reuters Elektron</b>	High-speed, resilient global financial markets network and hosting environment	Investment banks, asset managers, custodians, liquidity centers and depositories, hedge funds, prime brokers, proprietary traders, inter-dealer brokers, multilateral trading facilities, central banks and fund administrators
<b>Thomson Reuters Real Time</b>	Real-time datafeeds related to programmatic and automated trading	Financial institutions
<b>Thomson Reuters Enterprise Platform for Real Time</b>	Software platform for publishing, aggregating, distributing and managing real-time market data	Financial institutions
<b>Thomson Reuters Datascope</b>	Delivery platform for all Thomson Reuters unique and timely pricing and cross-asset reference data	Custodians, banks, insurance companies, fund administrators, pension firms, mutual funds, hedge funds, sovereign funds, underwriters, market makers, accounting firms and government institutions

Featured Solution

# ENTERPRISE CONTENT



Automation in the capital markets over the past decade, together with financial product innovation and an increasingly stringent regulatory environment, have fueled demand for high-quality data and new types of content. These trends have been a catalyst for remarkable growth in data volumes, while also creating demand for improved timeliness and accuracy. To manage financial information in this age of change, firms need flexible, innovative and scalable content solutions that enable them to respond to these challenges.

Enterprise Content delivers an open suite of invaluable global content and market intelligence spanning news sentiment, cross-asset pricing services, theoretical price valuation services, corporate actions and reference data, terms and conditions, legal entity hierarchy and counterparty data, as well as intraday and historical database services. In addition, we provide the tools for distribution, analysis and calculations to support Thomson Reuters and third-party content. Our content solutions are in use across all critical market processes – from pre-trade analytics to post-trade clearing and settlement. Our customers include a broad spectrum of participants in the capital markets arena – buy-side and sell-side firms, banks, inter-dealer brokers, hedge funds, government institutions and regulators.

With regulation staying at the top of firms’ agendas for the foreseeable future, clean, accurate and timely data will become increasingly critical for managing internal governance and compliance while also remaining essential for effective risk management. Focusing on these needs has led the Enterprise Content business to build highly relevant solutions such as an evaluated daily pricing service which covers 2.5 million fixed income, derivative instruments and loan obligations, providing firms

with a reliable independent benchmark to value their portfolios. We carry cleansed intraday and end-of-day pricing from over 300 exchanges and electronic trading venues, foreign exchange information rates on 175 currencies and the market’s most comprehensive source of corporate actions on over 50,000 companies globally – ensuring firms can accurately value their assets and market exposure.

In addition to providing an unrivaled pricing and reference data solution, we strive to provide innovative content sets and technology to support emerging, high-value businesses. Our data storage and back-testing solutions, together with the market’s most comprehensive tick history database, providing millisecond time-stamped price data dating back to 1996 for over 40 million OTC and exchange-traded instruments, are used extensively by algorithmic trading and quantitative analysis firms. Clients in this segment of the market are also increasingly incorporating news, Internet content and other unstructured data into their investment and trading strategies, and we have worked closely with industry participants to build out a leading-edge machine-readable news offering. We offer ultra-low latency economic news feeds, highly structured news to enhance programmability and automated sentiment analysis.

Uniquely, Enterprise Content enables our customers to access all of our content using a common symbology that allows them to navigate seamlessly between asset classes. Together with a range of flexible delivery options, our content is accessible via modern, standardized and open formats to promote ease of use. Working closely with third parties, this ensures that our customers can integrate our content with the widest choice of databases, processing engines, analytical solutions and order management systems to help grow their business.



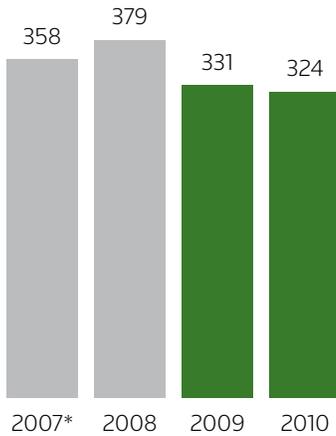
# MEDIA

Reuters Media provides indispensable news and information tailored for media and business professionals that drives decision-making around the globe with speed, accuracy and independence. Our news and information are important components of products and services across all of Thomson Reuters.

## Revenues

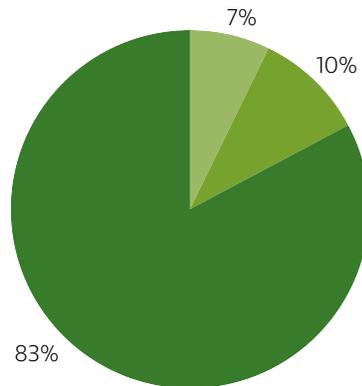
(U.S. \$ millions)

- Pro forma figures
- \* Canadian GAAP



## Revenues by Type

- Transactions
- Outrights
- Recurring





**Reuters text** provides fast, accurate and extensive coverage of regional, national and international news and events in 20 languages, covering general, political, business, financial, entertainment, lifestyle, technology, health, science, sports and human-interest news.

Our extensive global network of **video** journalists and camera crews delivers live and file-based video news coverage to the world's broadcasters, production houses and numerous publishing and online customers.

Every day, the Reuters global network of photojournalists documents up-to-the-minute events. In 2010, we distributed more than 540,000 **pictures** from our award-winning photographers, covering news, sports, features, entertainment and business.

**Reuters news graphics** enhance information and capture attention, providing a visual analysis of world events through news and information, sports, technical, scientific and environmental graphics, as well as economic and financial charts.

Our **digital multimedia** products include prioritized online reports, online video and online pictures for digital platforms. Our teams of specialized editors bring together the latest breaking news in ready-to-publish and multimedia formats.

Our **Consumer Publishing** products include the advertising-supported, direct-to-consumer publishing activities of **Reuters.com** and its global network of websites, mobile services, smartphone applications, online video and electronic out-of-home displays. These products deliver professional-grade news, opinion and analysis to business professionals. In 2010, the Reuters.com global family of websites attracted an audience of more than 30 million visitors per month.

## Competition

Major global competitors of our News Agency business include the Associated Press, Agence France-Presse, Getty and Bloomberg. Competitors of Media's consumer products and services include WSJ.com, Bloomberg.com, Forbes.com, CNNMoney and FT.com.

Reuters Media is powered by approximately 3,000 journalists reporting from 200 bureaus around the world. Reuters News Agency provides the world's media companies with text, pictures, graphics, video and digital multimedia products.

In 2010, Media launched **Reuters America for Publishers** as part of its planned transformation from a traditional news

agency business model to a platform-oriented business model focused on providing coverage, content solutions and services that meet our customers' needs. This new service provides U.S.-based print and online publishers with broader and deeper coverage of U.S. news, as well as tools and on-demand services designed to increase efficiency, reduce cost and increase revenues.

Major Brands and Product Categories	Type of Product/Service	Target Customers
<b>Reuters America for Publishers</b>	Tailored solutions providing deeper U.S. domestic coverage, flexible delivery formats and services designed to increase newsroom efficiencies	U.S.-based print and online publishers
<b>Text</b>	Fast, accurate and extensive coverage of regional, national and international news and events in 20 languages, covering general, political, business, financial, entertainment, lifestyle, technology, health, science, sports and human-interest news	Newspapers, magazines, television and cable networks, radio stations and websites
<b>Video</b>	Live breaking news and file-based delivery of general, financial, sports, entertainment and lifestyle news videos, as well as access to video archives	Newspapers, websites, creative industry, television and cable networks
<b>Pictures</b>	Up-to-the-minute news photographs from our global network of 600 photojournalists and an online picture archive that consists of over four million images covering news, sports, features, entertainment and business	Newspapers, magazines, book publishers, websites, creative industry, television and cable networks
<b>Graphics</b>	Graphics that enhance information and provide a visual analysis of world events through news, sports, technical, scientific, business, environmental, economic and financial charts and information graphics	Newspapers, magazines, book publishers, websites, creative industry, television and cable networks
<b>Multimedia</b>	Prioritized, ready-to-publish online reports, video and picture selections for digital platforms	Digital platforms, including websites and mobile services
<b>Consumer Publishing</b>	Advertising-supported websites, mobile services, smartphone applications, online video and electronic out-of-home displays	Global business professionals



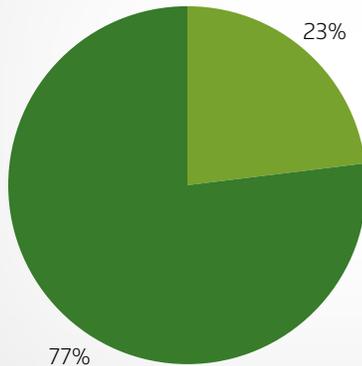
# PROFESSIONAL DIVISION

The Professional division provides sophisticated tools and services to professionals in information-intensive industries. This includes highly specialized offerings for lawyers, accountants, corporate tax professionals and compliance officers. Our authoritative content is increasingly integrated with software and services that support customers in data-driven activities such as scientific research, new product innovation and the protection and monetization of intellectual property.

The Professional division is organized into three primary business units: Legal, Tax & Accounting, and Intellectual Property & Science. Each of these business units provides intelligent information that enables our customers to work more efficiently, with greater precision, and to benefit from having the right information delivered where, when and how it can best serve their needs. The core strength of the three units is a deep understanding of our customers that comes from serving the changing demands of their professions, rather than simply meeting the information needs of their tasks. We specialize in frequently changing environments, where the accuracy and timeliness of our information and insights are critical to our customers' success. While the businesses of the Professional division are each leaders in their own right, the division's focus includes collaboration and integration across businesses to leverage expertise, information and best practices that add value to our products and services for the benefit of our customers.

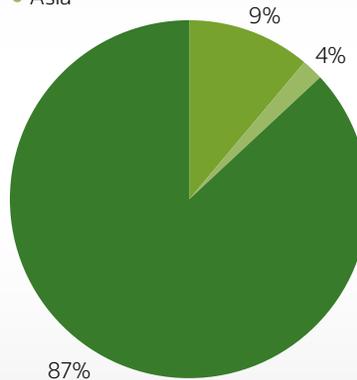
### Revenues by Media

- Electronic, Software & Services
- Print



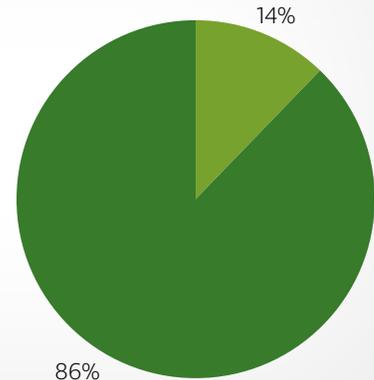
### Revenues by Region

- Americas
- Europe, Middle East & Africa
- Asia



### Revenues by Type

- Recurring
- Non-Recurring



## Professional Division

**2010 Revenues: \$5.0 Billion**  
**2010 Segment Operating Profit: \$1.3 Billion**  
**2010 Employees: 26,500**

### Legal

A leading provider of critical information, decision support tools, software and services to legal, compliance, business and government professionals around the world, offering a broad range of products and services that utilize our electronic databases of legal, regulatory, news and business information

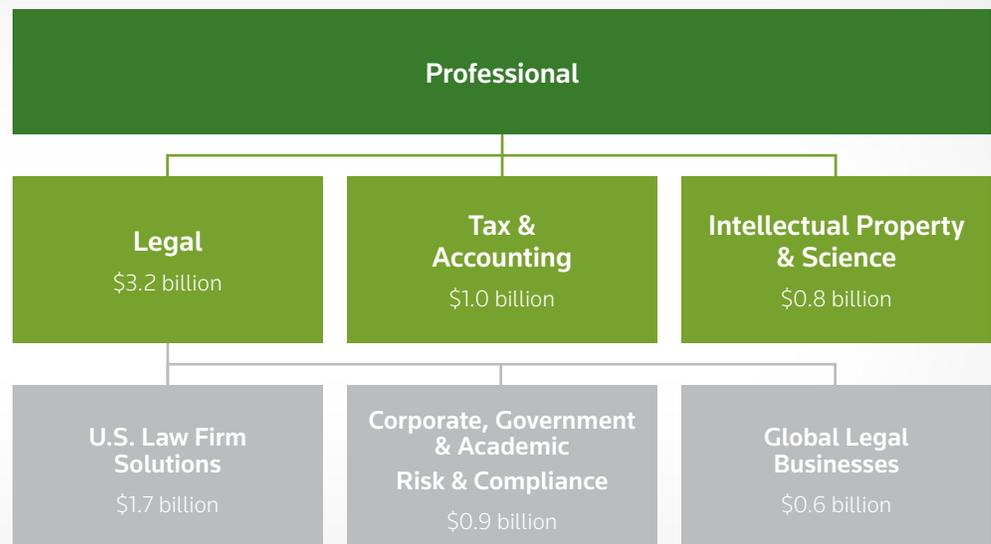
### Tax & Accounting

A leading provider of technology and information solutions, as well as integrated tax compliance software and services to accounting, tax and corporate finance professionals in accounting firms, law firms, corporations and government agencies

### Intellectual Property & Science

A leading provider of information, decision support tools and services to governments, academia, corporations and law firms that drive the discovery, development and delivery of innovations

In 2011, we streamlined the organizational structure of our Professional division to make it more customer-focused and more effectively integrated. We eliminated an internal management layer and created three business units built around customer segments which will be supported by unified operating processes, common platforms and the Thomson Reuters brand.



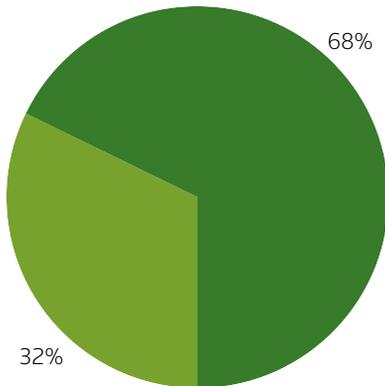


# LEGAL

Legal is a leading provider of critical information, decision support tools, software and services to legal, compliance, business and government professionals around the world. Legal offers a broad range of products and services that utilize our electronic databases of legal, regulatory, news and business information.

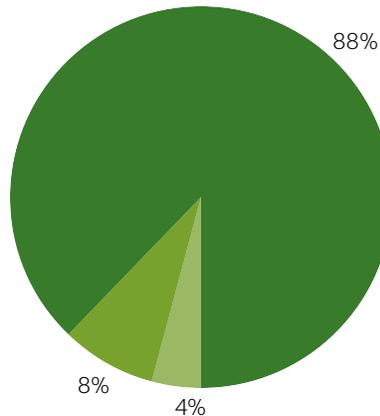
## Revenues by Media

- Electronic, Software & Services
- Print



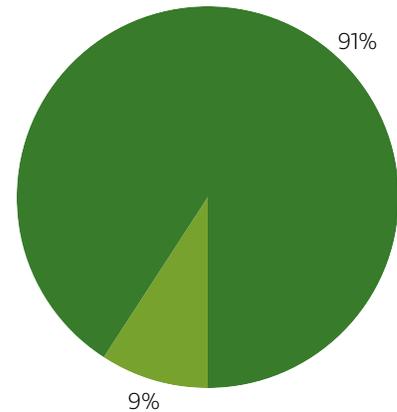
## Revenues by Region

- Americas
- Europe, Middle East & Africa
- Asia



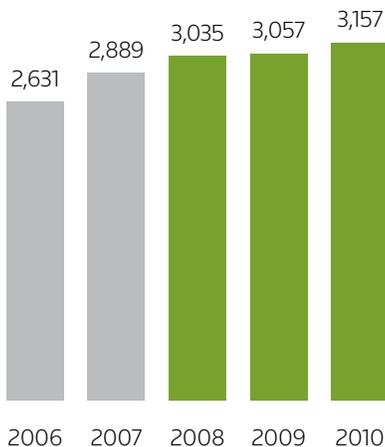
## Revenues by Type

- Recurring
- Non-Recurring



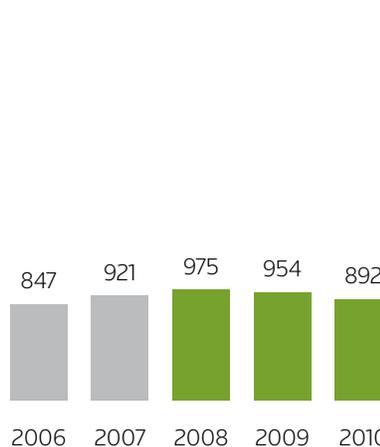
## Revenues

(U.S. \$ millions)

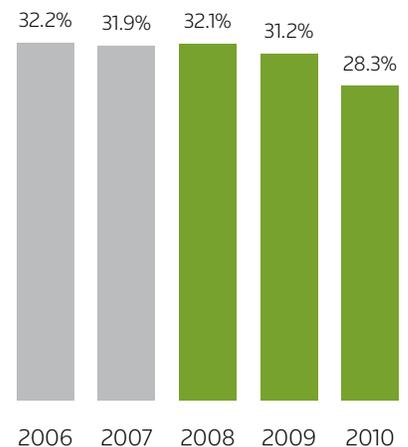


## Segment Operating Profit

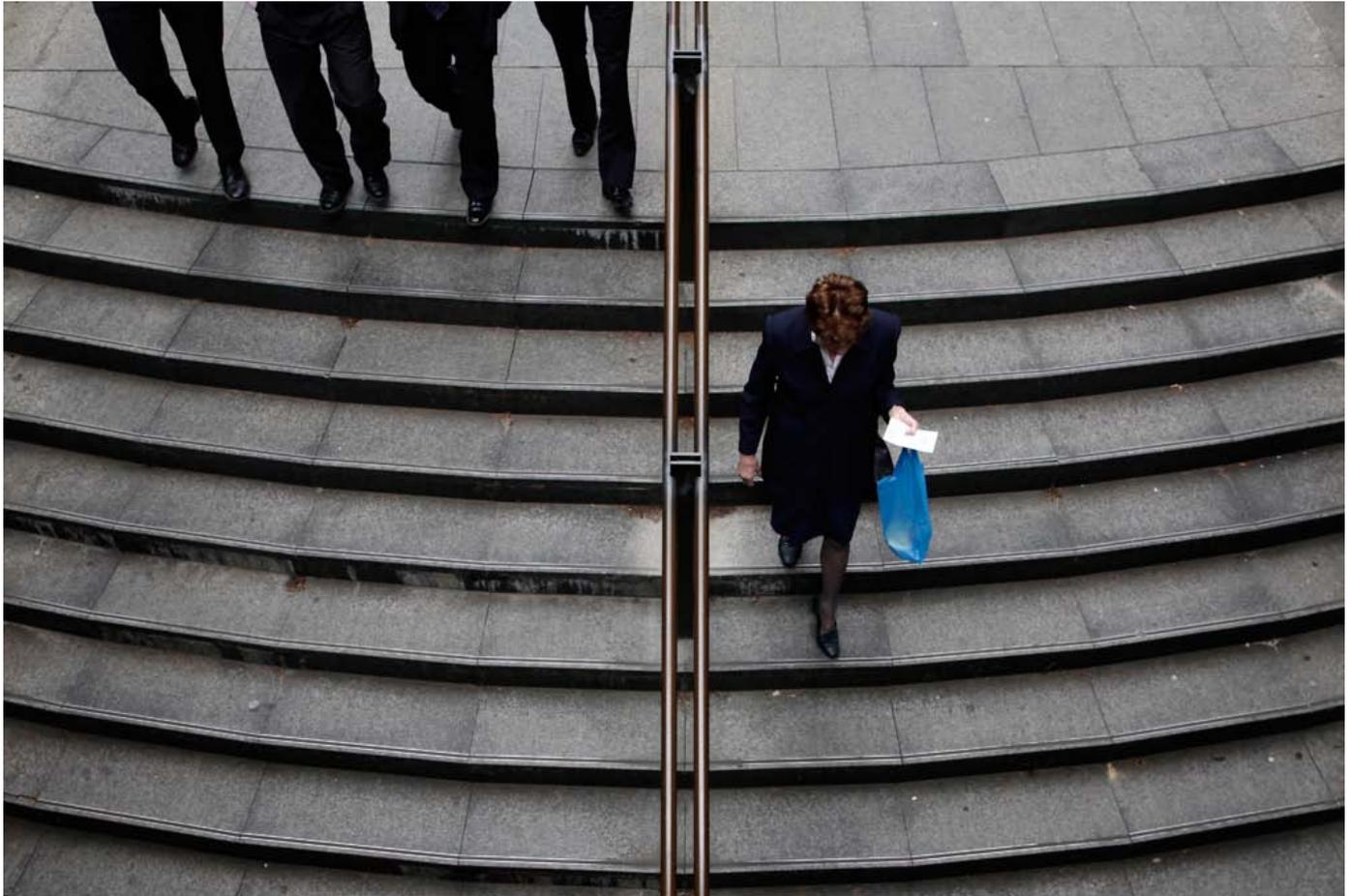
(U.S. \$ millions)



## Segment Operating Profit Margin



- Canadian GAAP
- IFRS



Legal has three segments: U.S. Law Firm Solutions, Corporate, Government & Academic and Risk & Compliance, and the Global Legal businesses.

### U.S. Law Firm Solutions

**U.S. Law Firm Solutions** provides information, decision support tools, software and services to law firms in the United States. **Westlaw** is Legal's primary online legal research delivery platform. Westlaw offers authoritative content, powerful search and collaboration features and navigation tools that enable customers to find and share specific points of law and search for topical commentary. In 2010, Legal launched **WestlawNext** in the United States. WestlawNext delivers improved search, research organization and collaboration capabilities. These capabilities help researchers get the right answers faster and provide higher-quality, more cost-efficient information.

**Business of Law** provides law firms with tools and services to manage and grow their businesses. **Elite** provides financial

and practice management systems that maximize performance and profits for legal and professional services organizations. **Elite® 3E** is a web-based business process platform that offers powerful core financial and practice management features for professional services firms of all sizes. **FindLaw** is the legal profession's leading provider of client development services, including online marketing services, website development and online legal directories. **Hubbard One** is the premier provider of marketing, business development and practice management software and solutions for law firms.

### Corporate, Government & Academic and Risk & Compliance

**Corporate, Government & Academic (CGA)** provides information, decision support solutions and services to businesses (corporate general counsels), governments and law schools. In 2010, Legal's acquisitions included **Serengeti**, a provider of electronic billing and matter

management software for corporate counsel, and **Pangea3**, a leading provider of legal process outsourcing services. Both of these acquisitions expand Legal's position in the general counsel market and complement our existing legal offerings. CGA is also a leading provider of educational information, textbooks and solutions to law students, librarians and professors in the United States. **West LegalEdcenter** offers one of the largest online collections of continuing legal education programs.

In 2010, Legal formed a new **Risk & Compliance** business unit following the acquisition of Complinet, a leading provider of global compliance information and solutions for financial services institutions. The new business unit also includes a number of other Thomson Reuters assets. Risk & Compliance information, tools and services connect business transactions, strategy and operations to the ever-changing regulatory environment for firms in highly regulated markets.

Major Brands	Type of Product/Service	Target Customers
<b>West</b> <b>WestlawNext</b> <b>Westlaw</b>	Information-based legal, regulatory and compliance products and services	Lawyers, law students, law librarians and other legal professionals
<b>Westlaw Litigator</b> <b>Westlaw Case Notebook</b> <b>West LiveNote</b> <b>Westlaw CaseLogistix</b> <b>Westlaw Round Table Group</b>	Online research tools, case analysis software and deposition technology, as well as expert witness and document review services that support each stage of the litigation workflow	Lawyers, paralegals, courts and court reporters
<b>Elite</b> <b>Elite 3E</b> <b>ProLaw</b>	Suite of software applications that assist with front- and back-office management functions, including document management, case management, general ledger accounting, timekeeping, billing and records management	Lawyers and law firm finance and operations professionals
<b>FindLaw</b>	Online legal directory, website development and hosting services, and law firm marketing solutions	Lawyers and legal professionals
<b>Hubbard One</b>	Software and solutions for law firm marketing, business development and practice management	Lawyers and legal professionals
<b>Foundation Press</b> <b>West Law School Publishing</b> <b>West LegalEdcenter</b>	Textbooks, study aids, continuing education materials and seminars	Law students, lawyers and legal professionals
<b>Serengeti</b>	Electronic billing and matter management software	Corporate counsel and law firm professionals
<b>Pangea3</b>	Legal process outsourcing services	Corporate and law firm legal professionals
<b>Accelus</b>	Information-based governance, risk and compliance products and services	Corporate compliance, audit and risk management professionals
<b>CLEAR</b> <b>PeopleMap</b>	Public records products and services	Government, law enforcement, legal and corporate investigative professionals
<b>Sweet &amp; Maxwell (U.K.)</b> <b>Aranzadi (Spain)</b> <b>La Ley (Argentina)</b> <b>Lawtel (U.K. and E.U.)</b> <b>Revista dos Tribunais (Brazil)</b> <b>Carswell (Canada)</b> <b>Canada Law Book</b>	Information-based legal products and services	Lawyers, law students, law librarians, corporate legal professionals, government agencies and trademark professionals

## Featured Solution

# ELITE 3E



Elite 3E is a next-generation business process and financial management platform that is changing the way firms do business. 3E is not just a new software application, but a high-performance system designed specifically for professional services firms, providing the tools they need to automate their business and adapt to the marketplace.

With its built-in application development capabilities and a highly scalable foundation, firms can customize 3E to match their operations by embedding their own unique processes within 3E applications. They can add or modify screens, create new database tables or columns and change business logic. The entire solution has one consistent look and feel, shares a common set of services and provides a highly scalable foundation.

Each screen in 3E is collaboration-enabled, allowing ad-hoc input and comments from other individuals, and workflow-enabled, allowing

firms to automate processes in accordance with established policy. Workflow is a structured series of process steps governed by business rules, enabling further process automation.

3E's financial and practice management systems are delivered through a consistent web-based user experience, allowing firms to easily track and manage activity on a multi-office, multi-currency, global scale. 3E is equipped with powerful metrics, analytics and reporting tools for valuable built-in performance management. Firms that use 3E also benefit from Elite's partner relationships with leading companies, which offer best-of-breed technologies and services to deliver integrated, custom solutions to our customers.

A reliable, stable and consistent solution that helps firms respond to client needs and adapt to changing business and technology requirements, 3E has quickly become the new standard for law firm software solutions.



In 2011, Legal acquired **World-Check**, adding to its Risk & Compliance business with the leading global provider of financial crime and corruption prevention information. World-Check provides information that profiles entities and individuals and is used in the due diligence processes of the international business community. More than 5,400 customers in over 150 countries, including 49 of the world's top 50 banks, 200 enforcement and regulatory agencies and 45 of the world's top 100 corporations, rely on the World-Check database.

### Global Legal Businesses

**Global Legal Businesses** offer products and services in developed and developing markets. In 2010, we launched country-specific versions of Westlaw in India and Hong Kong. We also provide versions

of Westlaw for legal professionals in Canada, Chile, China, Ireland, Japan, Spain, the United Kingdom and other countries. Legal also has country-specific online legal research services, some of which are marketed under brand names other than Westlaw, including services in Argentina, Australia, Brazil, France and New Zealand. In 2010, Thomson Reuters acquired **Revista dos Tribunais**, a leading provider of legal research services in Brazil, and launched a new online service in Brazil early in 2011. Through **Westlaw International**, we offer our online products and services to customers in geographic regions where we may not have an existing publishing presence or have not yet developed a fully customized Westlaw service. As of December 31, 2010, Westlaw International was being used by practitioners in 65 countries.

### Competition

Legal's primary global competitors are Reed Elsevier (which operates LexisNexis) and Wolters Kluwer. Legal also competes with other companies that provide legal and regulatory information, as well as practice and matter management software, client development and other services to support legal professionals.

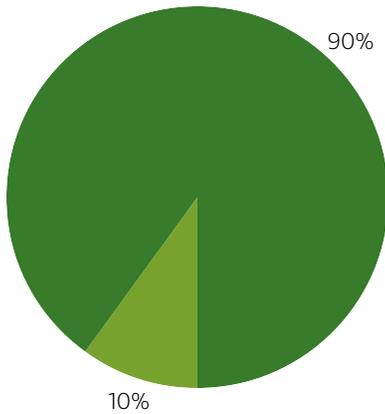


# TAX & ACCOUNTING

Tax & Accounting is a leading provider of technology and information solutions, as well as integrated tax compliance and accounting software and services, to accounting, tax and corporate finance professionals in accounting firms, law firms, corporations and government agencies.

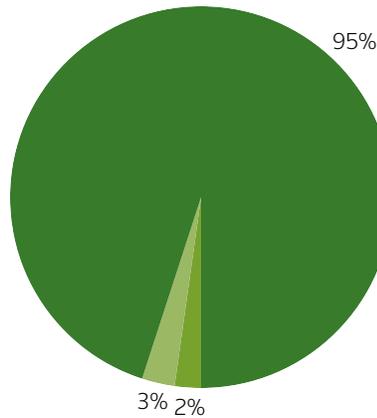
**Revenues by Media**

- Electronic, Software & Services
- Print



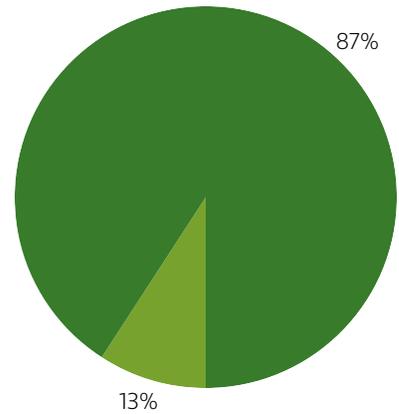
**Revenues by Region**

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- Europe, Middle East & Africa
- Asia



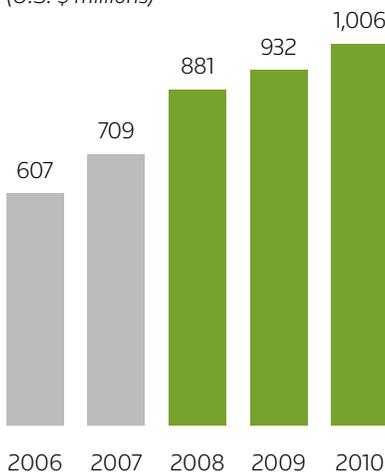
**Revenues by Type**

- Recurring
- Non-Recurring



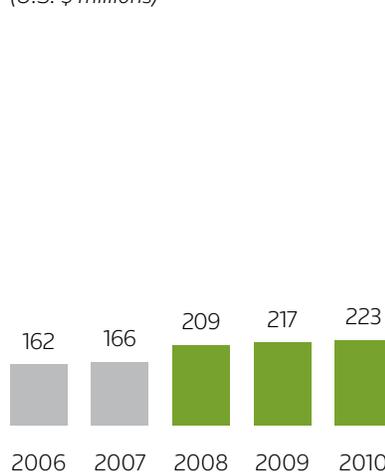
**Revenues**

(U.S. \$ millions)

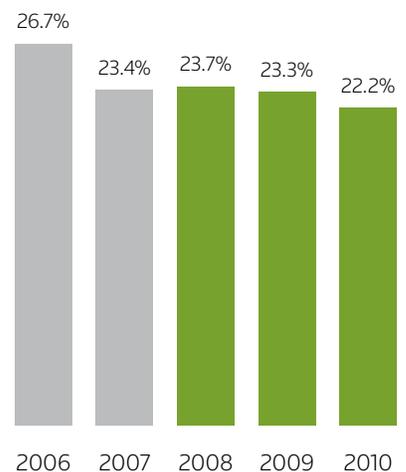


**Segment Operating Profit**

(U.S. \$ millions)



**Segment Operating Profit Margin**



- Canadian GAAP
- IFRS



Tax & Accounting is comprised of four segments: Corporate, Professional, Knowledge Solutions, and Government.

Tax & Accounting's global expansion strategy extends across all business areas. In 2010, we established regional organizations in Europe and Asia to better serve these markets. We have made a number of acquisitions that have expanded our footprint in international markets, including Abacus, which gave us European VAT and U.K. corporate tax capabilities, and Mastersaf, which established us as the leader in the complex Brazilian tax automation market. Our non-U.S. offerings are platform-based, leveraging the shared ONESOURCE platform architecture.

### Corporate

Our Corporate segment provides tax compliance software and workflow solutions to corporate tax departments around the world under the **ONESOURCE** brand. Our integrated software and services help corporations automate the processing of income tax, property tax, trust tax, tax provisions, transfer pricing

and various forms of indirect tax, including sales and use tax and VAT. **ONESOURCE** enables corporate tax departments to manage their entire tax workflow, linking staff and outside advisors globally on a single system across tax types.

In 2010, Tax & Accounting began to execute its global expansion strategy, which included launching the **ONESOURCE global tax workstation**. The only true "one-stop" workflow solution for multinational corporations and large accounting firms, it integrates existing global tax compliance software with local tax compliance tools in a growing number of countries. The **Abacus Enterprise** suite of products and related business operations offers corporate income tax software products to customers in the U.K., Ireland, the Netherlands, New Zealand and Hong Kong and supplies VAT compliance software for 19 countries across Europe and Asia-Pacific.

**Sabrix** is a leading provider of global transaction tax software and services. Sabrix has expanded our expertise in tax determination, as well as our **ONESOURCE** transaction tax compliance offering.

### Professional

Our Professional segment serves accounting firms of all sizes with a full range of software solutions. **CS Professional Suite** is a suite of products and services for accountants that help manage the full range of workflow processes in professional accounting firms, including tax, audit and practice management. **Enterprise Suite** is an integrated family of tax preparation, engagement, practice management, and document and workflow management solutions developed exclusively for large firms. **myPay Solutions** is a service-bureau payroll offering specifically designed for accounting firms, allowing them to provide comprehensive payroll services to their clients.

Major Brands	Type of Product/Service	Target Customers
<b>Corporate:</b>		
<b>ONESOURCE</b> <b>ONESOURCE Workflow Manager</b> <b>ONESOURCE Income Tax</b> <b>ONESOURCE Tax Provision</b> <b>ONESOURCE Transfer Pricing</b> <b>ONESOURCE Sales &amp; Use Tax</b> <b>ONESOURCE Property Tax</b> <b>ONESOURCE Trust Tax</b> <b>ONESOURCE 1099</b> <b>Abacus (U.K.)</b> <b>PowerTax (Australia)</b> <b>Sabrix</b>	Global tax workstation that integrates existing global tax compliance software with local tax compliance tools in a growing number of countries and can manage a company's entire tax workflow – linking staff, controllers, finance, and even tax advisors and auditors globally on one system – by providing solutions to handle tax planning, transfer pricing compliance, tax return compliance, indirect tax, and global tax reporting needs. The products and services are available separately or as a suite	Corporate, legal, bank and trust and large accounting firms
<b>Professional:</b>		
<b>CS Professional Suite</b> <b>Enterprise Suite</b> <b>Digita (U.K.)</b>	Integrated suite of software applications that provides solutions for every aspect of a firm's operations, from collecting client data and posting finished tax returns to the ongoing management of engagements, practice management and document management	Professional accounting firms
<b>Knowledge Solutions:</b>		
<b>Checkpoint</b>	Integrated platform that includes information-based solutions, expert guidance and workflow tools from various Tax & Accounting products, such as RIA, WG&L and PPC	Accounting firms, corporate tax, finance and accounting departments, law firms and governments
<b>Checkpoint Learning</b>	Integrated online offering that combines global research, training and certification with course and credit tracking capability for individuals and large groups, and includes continuing professional education and training solutions from various products, such as PPC, PASS Online, GearUp, MicroMash, Required and AuditWatch	Accounting firms and corporate finance, accounting and tax departments
<b>RIA</b> <b>PPC</b> <b>WG&amp;L</b> <b>Quickfinder</b> <b>Brookers Online</b> <b>Carswell</b> <b>La Ley</b>	Expert guidance and research from around the globe available on the Checkpoint platform or in print	Accounting firms, corporate tax, finance and accounting departments, law firms and governments
<b>Government:</b>		
<b>Manatron</b>	Property tax automation and land registry software	Governments

## Featured Solution

# CHECKPOINT LEARNING

**Checkpoint Learning**

Shopping Cart | My Profile | Help | Sign Out

Home | Status Reports | Activity History | Learning | Competencies | Settings | Resources

Course Catalog | Online Grading | Applications

Powered by Required

User: Stephen Perreault

**CPE Status Reports**

Regulator	Compliance Deadline	Credits Needed
Nevada	12/31/2012	37.0
New York	12/31/2011	39.0
Ohio	12/31/2011	119.0

Search My Courses

Advanced Search

**Search**

**Record Type**

Course Activities will return records describing relevant learning opportunities (e.g., Live Seminars, Webinars, etc.).

With at least one of the following terms:

The search will return results where any of the search terms are found in the profiles of course activities. Search terms should be separated by commas.

**Training & Solutions**

Online Learning

Live Seminars & Conferences

In-House Training

Self-Study Courses

Online Grading

**Sales and Support**

For CPE brand-specific sales or customer support contact information, click the link below.

Sales & Support

**Homeroom**

**CHECKPOINT LEARNING SUBSCRIPTION SERVICES**

NEW!

Bring all your CPE and training together, with a single purchase! There is no comparison.

More Info

**News & Updates**

**Hot Topics**

- Year-End Web Conference **Now!**
- Competency Model
- Concrete Curriculum
- ONESOURCE Integration
- Small Business Central
- Single Audit CPE
- View All Hot Topics...

**Upcoming Webinars**

View Schedule of Upcoming Webinars (PDF)

**Class Information**

Course Finder

CPE & Training Integration Catalog

CPE & Training Catalog - Mirror (PDF)

**Press Releases**

- 9921 TR Releases Checkpoint Learning Curriculum for Corporations (PDF)
- 9929 Competency Model for Checkpoint Learning (PDF)

**In Progress**

Title	Sponsor	Format	NASBA Field of Study/Credits	% Complete	Launch
2010 Tax Relief Act, Estate and Gift Tax	MicroMash	Online (Self-Study)	Taxes: 1.0	80	Launch
Companion to PPC's 1040 Deskbook - Course 1 - Passive Activities and Pass-through Entities (TDRTG101) (Exam)	Thomson	Print Based	Taxes: 8.0	0	Launch Exam
CPEs and Independence	PASS Online	Online (Self-Study)	Regulatory Ethics: 1.0	11	Launch

**Thomson Reuters University On Demand Learning (Courses Available)**

Title	Sponsor	Expiration Date	NASBA Field of Study/Credits	Get My Course
2010 Tax Relief Act, Estate and Gift Tax	MicroMash	04/29/2012	Taxes: 1.0	Get My Course
Companion to PPC's 1040 Deskbook - Course 1 - Passive Activities and Pass-through Entities (TDRTG101)	Thomson	11/30/2011	Taxes: 8.0	Get My Course
CPEs and Independence	PASS Online	01/07/2012	Regulatory Ethics: 1.0	Get My Course

Click here for the complete list of courses you can...

Checkpoint Learning is an innovative integrated online platform for managing and delivering continuing education for Tax & Accounting professionals, serving customers of all sizes, from individual practitioners to Big Four accounting firms and large government agencies. Checkpoint Learning is the first solution of its kind in the accounting and tax professions that links research and guidance to learning. Both Checkpoint Learning and our award-winning Checkpoint research platform contain links to tax law and accounting and auditing guidance from relevant courses, and the courses themselves contain hyperlinks to key terms and tax citations in Checkpoint. Regardless of whether a learner prefers live instruction, webinars or interactive online courses, hundreds of courses in each type of format can be accessed through Checkpoint Learning as individual products or as part of subscription packages.

Course completions are automatically tracked by a sophisticated rules engine against the requirements of all 50 state boards of

accountancy in the U.S. and more than 20 other professional designations. Automated e-alerts are sent to users when they are nearing a critical reporting deadline but have failed to meet their continuing education requirements. The e-mail alert specifies the reporting area that the user must comply with, along with the relevant suggested courses from the Checkpoint Learning lineup. Larger organizations are also provided with tools to analyze learning across their organization and administer any in-house training they may provide their employees, and a Competency Model to assist in evaluating employee skills and creating meaningful learning plans that align with their organizational career paths. All of these key learning features can also be part of a larger integrated workflow through the Checkpoint research platform and the ONESOURCE tax workstation. The Checkpoint Learning platform was recognized by *Accounting Today* as its top new learning product of 2010 and the Checkpoint Learning Competency Model received the same recognition in 2011.



## Knowledge Solutions

Knowledge Solutions provides tax and accounting research and guidance information, online media and CPA certification services to corporations, accounting firms and law firms around the world. **Checkpoint**, a flagship offering of Tax & Accounting, provides information-based solutions, expert guidance and workflow tools on a single integrated platform. In 2010, we launched **Checkpoint World**, an online tool for cross-border tax research. We also offer local tax research content in select international markets, including Canada and Australia. Checkpoint provides expert analysis from other Tax & Accounting products and brands, such as **RIA**, **WG&L** and **PPC**. PPC's Accounting & Auditing Guidance on Checkpoint provides professionals with access to PPC guidance and practice aids, all hyperlinked with RIA and WG&L editorial materials and news. Knowledge Solutions also offers a full range of customized certification and training solutions. The centerpiece of our certification offering is the **Checkpoint Learning** portal for continuing professional education (CPE), launched in 2010 to provide CPAs with a single integrated source at which to receive news, carry out research, complete testing and instantly determine compliance with CPE licensing requirements.

## Government

In 2011, we announced the acquisition of **Manatron**, a provider of property tax automation for local governments. This marked our entry into the market for tax automation workflow tools for governments on a global basis. Manatron provides property tax automation and land registry software for governments and municipalities around the world, with 1,400 customers in 20 countries. Our flagship solution, **Government Revenue Management**, is an integrated suite of web-based property recording, assessment and tax software that addresses the operational, informational and planning needs of assessors, auditors, treasurers, tax collectors and other government officials.

## Competition

Tax & Accounting's primary competitor across all customer segments is Wolters Kluwer (which includes CCH). Other major competitors include Intuit, CORPTAX (owned by MLM Information Services) and Vertex. Tax & Accounting also competes with other providers of software and services.

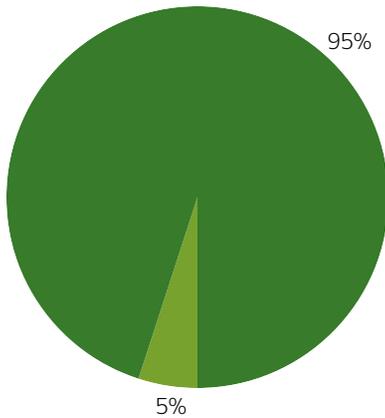


# INTELLECTUAL PROPERTY & SCIENCE

Our Intellectual Property (IP) & Science business is a leading provider of information, decision support tools and services to governments, academia, corporations and law firms that drive the discovery, development and delivery of innovations.

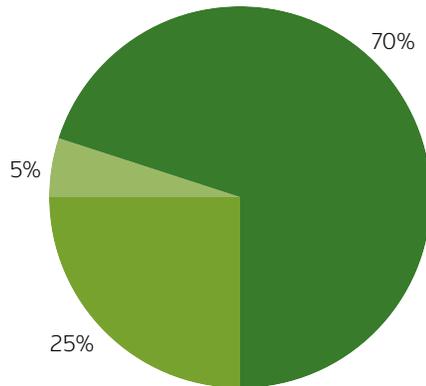
## Revenues by Media

- Electronic, Software & Services
- Print



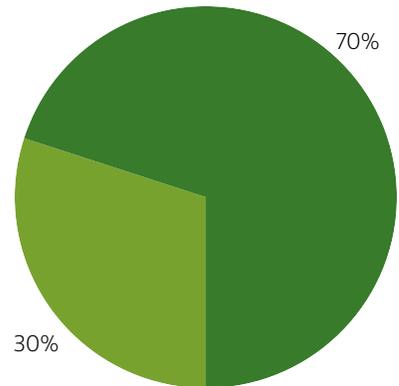
## Revenues by Region

- Americas
- Europe, Middle East & Africa
- Asia



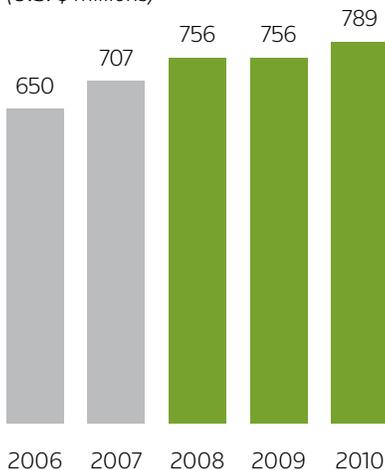
## Revenues by Type

- Recurring
- Non-Recurring



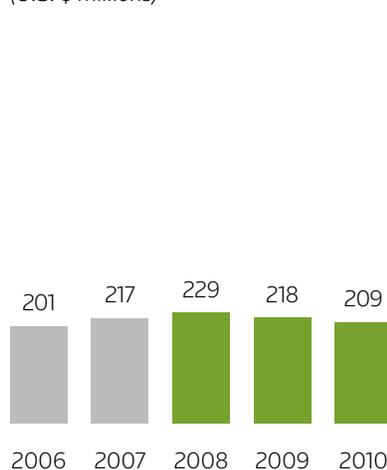
## Revenues

(U.S. \$ millions)

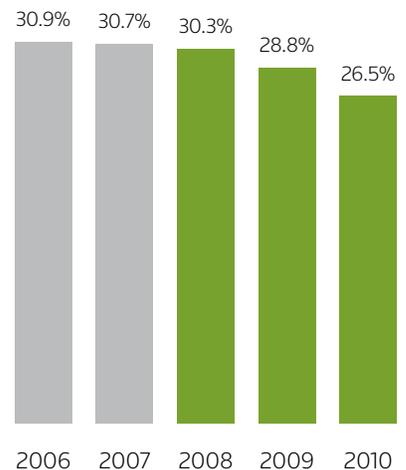


## Segment Operating Profit

(U.S. \$ millions)



## Segment Operating Profit Margin



- Canadian GAAP
- IFRS

## Intellectual Property

Our IP solutions provide business professionals and attorneys with information, software and services that support the entire IP life cycle, from ideation and maintenance to protection and commercialization. Our patent, trademark and intellectual asset management solutions provide the foundation for innovation and support the assertion and protection of intellectual property rights.

**Thomson Innovation** is an IP intelligence platform that delivers powerful search, analysis and workflow tools combined with access to the most relevant and comprehensive patent data, scientific literature and business information. As of December 31, 2010, the **Derwent World Patents Index** had assessed, classified, summarized and indexed 42.5 million patent documents from 47 international patent-issuing authorities. **Westlaw IP** delivers superior legal content and exclusive research tools for patent prosecution and litigation support. **Thomson IP Manager** is an enterprise-class, highly customizable IP portfolio management solution, allowing organizations to track and manage their intellectual assets, collaborate on a common platform, and make better decisions across the IP life cycle. Our **Professional IP Services** team provides organizations with a scalable global network of experts to support their patent search and analytics, patent licensing, patent preparation

and prosecution, IP management administration, and IP litigation efforts.

**Techstreet** offers immediate online purchase of documents from, and online subscriptions to, a database of more than 500,000 industry codes, standards and technical books aggregated from over 350 of the world's leading authorities.

**Thomson CompuMark** offers the **SERION** suite of solutions – a trademark research environment with a web-based workflow tool and related services for screening, searching and watching trademarks – and **SAEGIS**, comprising the world's largest collection of trademark data, covering brands in more than 200 countries as of December 31, 2010.

## Science

Our science solutions provide professionals in academia, governments and industry with content, technologies and expertise that assist them in all stages of the research and development (R&D) cycle, from scientific discovery to product release. Our Science business consists of our Scientific & Scholarly Research and Life Sciences units.

### Scientific & Scholarly Research

Scientific & Scholarly Research provides solutions that support scholars and researchers across the research workflow. Our **Thomson Reuters Web of Knowledge** platform provides access to an integrated collection of databases which, as of December 31, 2010, covered approximately 50 million records comprised of 23,000



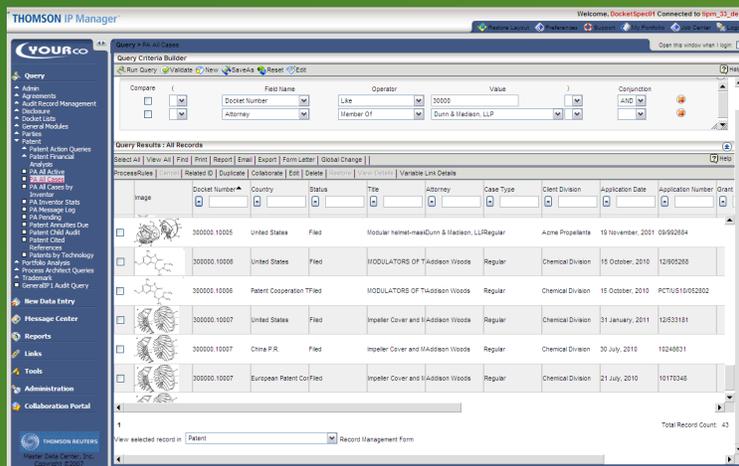
peer-reviewed professional journals, leading scientific and patent information databases, journal citation reports, and approximately 110,000 meeting and conference proceedings. **EndNote** is used by millions of researchers, scholarly writers, students and librarians to search online bibliographic resources, organize references and locate full text automatically. **EndNote Web** allows users to share and transfer references between the desktop and the Internet, making collaboration easier. **Discovery Logic** provides decision support analytics and enterprise management solutions to help academic, government, non-profit and commercial professionals manage their research and grant portfolios. **ScholarOne's** workflow solutions allow

Major Brands	Type of Product/Service	Target Customers
<b>Thomson Reuters Web of Knowledge</b>	Comprehensive integrated platform that includes proprietary Thomson Reuters databases, as well as third-party-hosted content, editorially selected websites and tools to access, analyze and manage research information	Research scientists and scholars, government agencies, research libraries and universities and colleges
<b>Thomson IP Management Services</b>	Intellectual asset management	Legal and intellectual property professionals
<b>Thomson Innovation</b>	Patent research and analysis	Legal, intellectual property, research & development and business professionals
<b>Thomson CompuMark SAEGIS</b>	Trademark search and protection	Trademark attorneys and agents
<b>Thomson Reuters Cortellis</b>	Integrated platform designed to give professionals access to the most trusted, authoritative drug R&D information	Pharmaceutical, biotechnology and other life sciences professionals

## Featured Solution

# THOMSON IP MANAGER

Thomson IP Manager® is an enterprise-class intellectual property (IP) management solution that facilitates collaboration among inventors, attorneys, licensing executives and business strategists, reducing the time from ideation to commercialization. By integrating patent and trademark data, workflow rules, document management systems and corporate user directories, Thomson IP Manager brings together all the necessary components for streamlined IP management – all in a centralized repository. Bringing together both internal and external stakeholders on a common, secure platform speeds decision-making, improves productivity and ensures ongoing protection of critical IP assets. An exclusive patent-pending technology, Process Architect™, allows an organization to define and implement structured processes tailored to its IP workflow. Routine, repetitive tasks are automated and IP matters move seamlessly from specialist to specialist



via a Collaboration Portal, ensuring input and accelerating communication. As a company's IP strategy evolves, Process Architect provides unsurpassed flexibility by enabling workflows to be easily modified. Implementation services, backed by a highly experienced IP management consulting team, help clients optimize their IP practices by advising on process engineering and connecting enterprise systems.

research authors, peer reviewers, journal editors and conference organizers to streamline and accelerate processes for article and conference-related submissions, reviews and evaluation.

## Life Sciences

Life Sciences provides content and analytics to pharmaceutical, biotechnology and other life sciences companies to improve R&D productivity by reducing the cost and time involved in bringing a product to market. Life Sciences provides extensive pharmaceutical information for all stages of the drug development process to customers in the fields of biology, chemistry, licensing, business development and competitive intelligence. **Thomson Reuters Cortellis** is an integrated platform designed to give professionals access to the most trusted,

authoritative drug R&D information. Cortellis supports key drug program decisions such as phase gate milestones and launch strategy. As of December 31, 2010, our Life Sciences businesses supplied information about the R&D portfolios of more than 40,000 organizations involved in drug development. **Thomson Reuters IDRAC** is a regulatory intelligence solution for professionals involved in the clinical development, launch and post-marketing surveillance of drugs. IDRAC covers 62 countries and provides reference documents, regulatory summaries and expert reports that are critical for defining the global drug launch strategies of major pharmaceutical companies. **Thomson Reuters Newport** is a business development solution for professionals in generic pharmaceuticals. It supports the

identification and evaluation of new product development and licensing opportunities covering information on more than 40,000 launched drugs, 10,000 active ingredients and 25,000 organizations.

## Competition

The principal competitors to Intellectual Property & Science in the Intellectual Property solutions market include LexisNexis (Reed Elsevier), CPA Global and Corsearch (Wolters Kluwer). Principal competitors in the Scientific & Scholarly Research market are Reed Elsevier, Wolters Kluwer, ProQuest and EBSCO, and the Life Sciences business competes with Reed Elsevier, Wolters Kluwer, Informa and Chemical Abstracts Services (CAS).



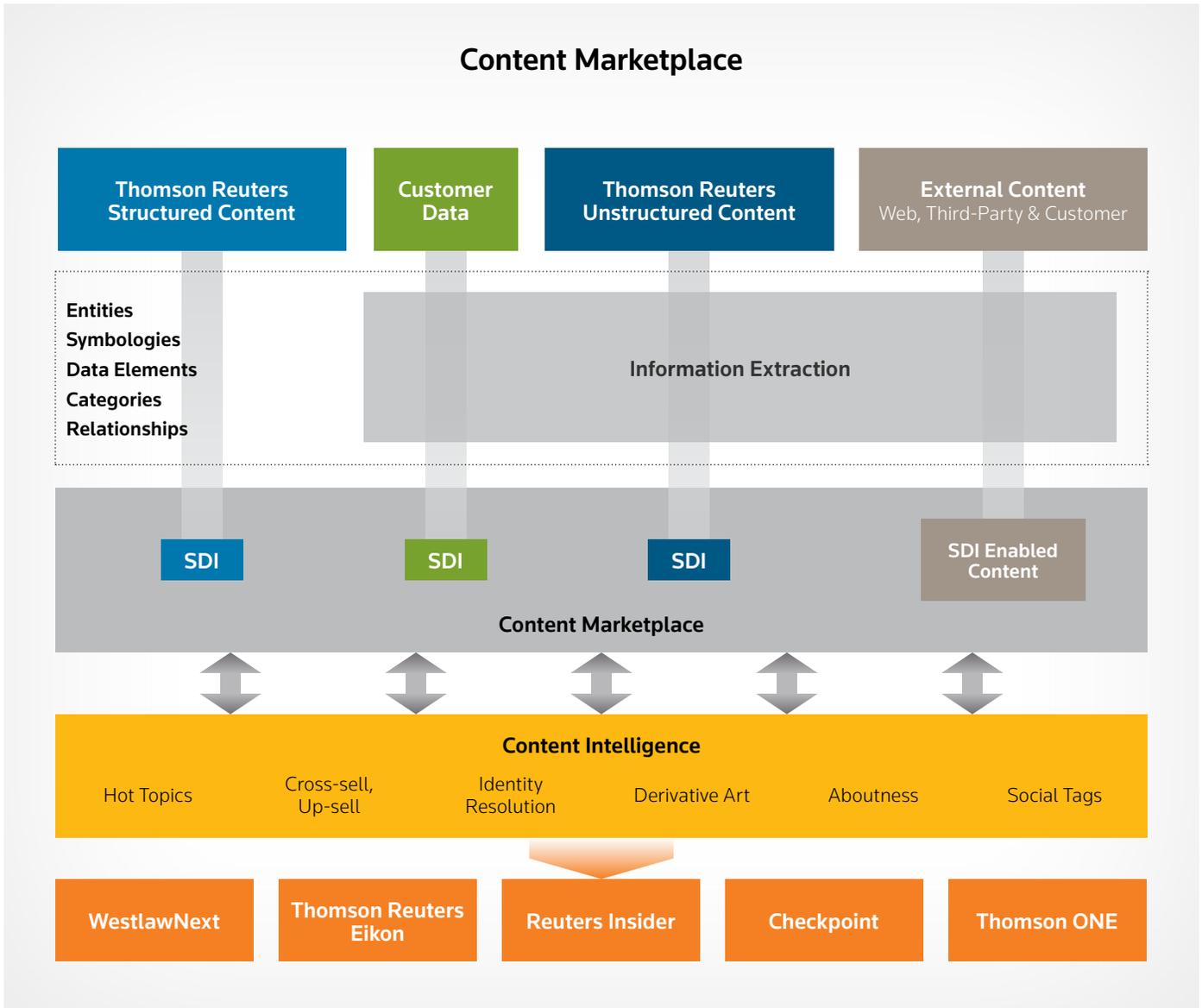
## TECHNOLOGY: POWERING OUR INDUSTRY-LEADING PRODUCTS AND SERVICES

Behind our industry-leading products and services is a unique combination of expert-enriched content and innovative use of technology. We deliver a blend of rich data assets, unbiased analysis and contextual intelligence that makes it easier for our customers to get the right information at the right time and helps them achieve amazing things.

Technology plays a key role in achieving our core business objectives of accelerating growth and capturing efficiencies. We continue to invest in innovation and product development, and these investments are now bearing fruit, as evidenced by the launch of four major new products and platforms in 2010: WestlawNext, Thomson Reuters Elektron, ONESOURCE global tax workstation and Thomson Reuters Eikon.

The rapid growth of data, coupled with ever more demanding scale, volatility and latency requirements, is demanding significant changes in the way we build and manage our systems. The volumes of information our customers need require us to think differently about how we apply context to these information sources. Factors that give us a competitive advantage in technology are our scalability, infrastructure and integrated content, and our application of emerging technologies to manage and store big data.





### Driving Scale While Creating Meaning

**We have petabytes of unstructured and structured content residing in a multitude of databases.** Finding new ways to combine and leverage these deep and broad assets will give us a competitive advantage.

For example, our Content Marketplace solution brings otherwise disparate content together in a seamless, interoperable way. It's about making connections and uncovering relationships across data sets. We have integrated core entities, such as companies, instruments and quotes, as well as other content, such as corporate actions, categorization schemas and taxonomies, to

create a common language of content. This enables us to make a vast number of connections across content in all of our data verticals, including the finance, legal and science sectors, for our customers.

#### Leveraging company-wide infrastructure and platforms reduces operating costs while improving access to new markets.

Our powerful Novus platform – used by our Legal and Tax & Accounting businesses and our highly flexible Multiple Application Framework (MAF), which sits on Novus – enables us to leverage infrastructure across businesses and geographies. Following recent implementations of online legal services on MAF in Chile, Paraguay and Uruguay, we're able to re-use and share

more than 85% of this code base when introducing Westlaw to new countries. This allows us to deploy our platform in rapidly developing economies faster (weeks versus months) and at a substantially reduced cost. Revista dos Tribunais Online, the first and leading online legal information solution in Brazil, was built on MAF and leverages the features and applications found in Westlaw. Other examples of leveraging MAF include Checkpoint Brazil, the La Ley Online thesaurus and the customized Reuters news feed for Brazil.

Thomson Reuters Elektron is transforming the way we and our customers operate in a world of machine-based trading. The migration from a hub-and-spoke

network to a cloud data distribution network allows financial firms to trade faster, connect to more markets and interact freely with their trading partners. The use of local hosting sites allows us to collect and distribute data from as close to the major sources of liquidity as possible, reducing latency dramatically in key markets compared to more conventional data distribution platforms. On top of this infrastructure, we offer real-time data from more than 350 exchanges and over-the-counter markets covering more than 14 million instruments.

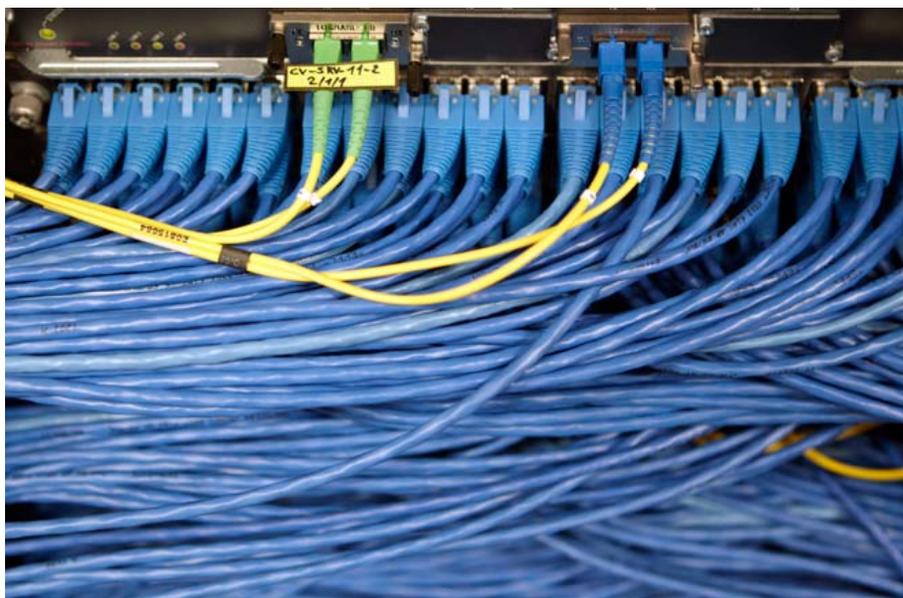
### Streamlining Systems and Processes for Efficiency

Intelligently managing systems and workloads across a network of servers has long been a core competency of our business.

**Through virtualization efforts taking place across the organization, we reduce the capital and operational costs of resources in our data centers and deliver significantly higher utilization rates and time-to-market improvements.**

The Markets division is averaging a consolidation ratio of 10 virtual machines to a single physical server, which has shortened the average system build time by 80% through automation. We reduced the number of Markets data centers from 172 in 2008 to 27 in March 2011, and we will continue this consolidation as we simplify our product range, refresh our technology platforms and virtualize machines. Our goal is to decrease the Markets division's data center floorspace from 400,000 square feet to 50,000 square feet and reduce our carbon footprint by significantly lowering power consumption.

The centralization of technology business services organizations within Thomson Reuters, including Management Information Systems (MIS), is simplifying our footprint in other ways. We have reduced our internal business systems footprint by 5% in 2011, and we expect to achieve further reductions of 15% in 2012 with the consolidation of the MIS function across the company. This is part of our strategy to standardize and streamline our processes and tools, while leveraging our talent and innovation to maximize efficiency and cost savings.



### Delivering Content When, Where and How Customers Want It

The networked mobile workforce demands ubiquitous access to connectivity, information and communication.

**This development has given us new opportunities to provide mobile services to professionals that support and enhance their on-the-move lifestyles while also providing new levels of context based on where they are and how they need information.** We offer business models and applications for a variety of operating systems, device types and geographic areas to keep pace with the speed of adaptation and change in the industry.

In the past year, we unveiled new mobile applications, including WestlawNext, Thomson Reuters Eikon, BoardLink and Thomson ONE, to complement our existing mobile offerings of Reuters News Pro, Black's Law Dictionary and Reuters Insider. Reuters Insider has more than 100,000 subscribers in 160 countries, and 200 content partners. Integrated within Thomson Reuters Eikon and Thomson ONE, it has had more than two million video views since launch. This year also saw the launch of Reuters Live Stream, an online service providing live video access to breaking and scheduled news events around the world.

# SENIOR MANAGEMENT



**Thomas H. Glocer**  
Chief Executive Officer



**Robert D. Daleo**  
Executive Vice President  
& Chief Financial Officer



**James C. Smith**  
Chief Executive Officer,  
Professional Division



**Stephen Adler**  
Editor-in-Chief of Reuters  
News & Executive Vice  
President, News



**Stephen G. Dando**  
Executive Vice President  
& Chief Human Resources  
Officer



**Deirdre Stanley**  
Executive Vice President  
& General Counsel



**James Powell**  
Executive Vice President  
& Chief Technology Officer

As of August 2011.

# BOARD OF DIRECTORS\*

## David Thomson



Toronto, Ontario, Canada  
 Director since 1988  
 Non-independent

### Thomson Reuters Board/Committee Membership    Other public company board memberships

Chairman, Board of Directors

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David Thomson is Chairman of Thomson Reuters. He is also a Chairman of Woodbridge, the Thomson family investment company, and Chairman of The Globe and Mail Inc., a Canadian media company. Mr. Thomson is an active private investor with a focus on real estate and serves on the boards of several private companies. Mr. Thomson has a MA from Cambridge University.

## W. Geoffrey Beattie



Toronto, Ontario, Canada  
 Director since 1998  
 Non-independent

### Thomson Reuters Board/Committee Membership    Other public company board memberships

Deputy Chairman, Board of Directors  
 Corporate Governance Committee  
 Human Resources Committee

General Electric Company  
 Maple Leaf Foods Inc.  
 Royal Bank of Canada

W. Geoffrey Beattie is a Deputy Chairman of Thomson Reuters. He is President and a director of Woodbridge, the Thomson family investment company. In addition to his public company board memberships, Mr. Beattie is a director of The Globe and Mail Inc., a Canadian media company. He is also a trustee of the University Health Network. Mr. Beattie has a law degree from the University of Western Ontario.

## Thomas H. Glocer



New York, New York,  
 United States  
 Director since 2008  
 Non-independent

### Thomson Reuters Board/Committee Membership    Other public company board memberships

Board of Directors

Merck & Co., Inc.

Tom Glocer is Chief Executive Officer of Thomson Reuters. Prior to April 2008, Mr. Glocer was CEO of Reuters. He joined Reuters in 1993, holding a number of key leadership positions within the organization prior to becoming CEO in 2001. Mr. Glocer practiced law at Davis Polk & Wardwell in New York, Paris and Tokyo from 1984 to 1993. He joined the board of Reuters in 2000. Mr. Glocer serves on several academic / not-for-profit organizations and advisory councils including the American Law Institute, the Council on Foreign Relations and the International Business Council of the World Economic Forum. He has a bachelor's degree from Columbia University and a law degree from Yale University.

## Manvinder S. Banga



London, United Kingdom  
 Director since 2009  
 Independent

### Thomson Reuters Board/Committee Membership    Other public company board memberships

Board of Directors  
 Human Resources Committee

Maruti Suzuki Ltd.

Manvinder (Vindi) Banga joined Clayton, Dubilier & Rice, LLC, a private equity investment firm, as an Operating Partner based in London in June 2010. Prior to that, he held a number of senior executive positions over his 33 year career with Unilever, including President, Food, Home & Personal Care of Unilever PLC, Business Group President of Unilever's Home and Personal Care business in Asia and Chairman and Managing Director of Hindustan Unilever Ltd. Mr. Banga is a member of the Prime Minister of India's Council on Trade & Industry as well as several other academic boards. He is a graduate of the Indian Institute of Technology (IIT), Delhi, where he completed his Bachelor of Technology in Mechanical Engineering and the IIM Ahmedabad where he obtained a post graduate degree in Management.

\* As of August 2011.

# BOARD OF DIRECTORS\*

## Mary Cirillo



New York, New York,  
United States  
Director since 2005  
Independent

### Thomson Reuters Board/Committee Membership    Other public company board memberships

Board of Directors  
Corporate Governance Committee  
Human Resources Committee

ACE Ltd.  
Dealer Track Holdings Inc.

Mary Cirillo is a corporate director. Ms. Cirillo was Chair and Chief Executive Officer of Opcenter, LLC, an Internet consulting firm, from 2000 to 2003. Prior to that, she was a senior banking executive at Bankers Trust and Citibank for over 20 years. Ms. Cirillo is a member of the Advisory Board of Hudson Venture Partners, L.P., a venture capital firm, and serves on the boards of several cultural and educational organizations. She has a BA from Hunter College.

## Steven A. Denning



Greenwich, Connecticut,  
United States  
Director since 2000  
Independent

### Thomson Reuters Board/Committee Membership    Other public company board memberships

Board of Directors  
Human Resources Committee Chairman

Genpact Limited

Steven Denning is Chairman of General Atlantic LLC, a private equity investment firm that focuses exclusively on investing in growth companies globally. Mr. Denning has been with General Atlantic (or its predecessor) since 1980. He serves on the boards of several cultural and educational organizations. Mr. Denning has an MBA from Stanford Business School.

## Lawton Fitt



New York, New York,  
United States  
Director since 2008  
Independent

### Thomson Reuters Board/Committee Membership    Other public company board memberships

Board of Directors  
Corporate Governance Committee Chairman  
Audit Committee

CIENA Corporation  
The Progressive Corporation

Lawton Fitt is a corporate director. She joined the board of Reuters in 2004. Ms. Fitt served as Secretary (CEO) of the Royal Academy of Arts in London from 2002 to 2005. Prior to that, she was an investment banker with Goldman Sachs & Co., where she became a partner in 1994 and a managing director in 1996. She is a director of several not-for-profit organizations. Ms. Fitt has a bachelor's degree from Brown University and an MBA from the University of Virginia.

## Roger L. Martin



Toronto, Ontario, Canada  
Director since 1999  
Independent

### Thomson Reuters Board/Committee Membership    Other public company board memberships

Board of Directors  
Audit Committee

Research In Motion Ltd.

Roger Martin is Dean of the Joseph L. Rotman School of Management at the University of Toronto, a post-secondary educational institution, a position he has held since 1998. Previously, Mr. Martin was a Director of Monitor Company, a global strategy consulting firm. Mr. Martin is Chair of the Ontario Task Force on Competitiveness, Productivity and Economic Progress and is the Director of the AIC Institute for Corporate Citizenship. He also serves on the boards of several not-for-profit organizations. He has an MBA from Harvard University.

\* As of August 2011.

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**Sir Deryck Maughan**

New York, New York,  
United States  
Director since 2008  
Independent

**Thomson Reuters Board/Committee Membership**

Board of Directors  
Corporate Governance Committee

**Other public company board memberships**

BlackRock Inc.  
GlaxoSmithKline plc

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Sir Deryck Maughan is a Partner of Kohlberg Kravis Roberts & Co., a global asset management company. He was Chairman and Chief Executive Officer of Citigroup International until 2004 and served as Vice Chairman of the New York Stock Exchange from 1996 to 2000. Sir Deryck joined the board of Reuters in 2005. He also serves on the boards of several charitable organizations. Sir Deryck is a graduate of King's College, University of London and the Graduate School of Business, Stanford University.

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**Ken Olisa**

London, United Kingdom  
Director since 2008  
Independent

**Thomson Reuters Board/Committee Membership**

Board of Directors  
Audit Committee

**Other public company board memberships**

Eurasian Natural Resources Corporation plc

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Ken Olisa is a corporate director. He joined the board of Reuters in 2004. From 1992 to 2006, Mr. Olisa was Chair and CEO of Interregnum PLC, a technology merchant bank. Prior to that, he was a senior executive for over 20 years at Wang Labs and IBM. From 1995 to 2000, Mr. Olisa was a director of Open Text Corporation. Mr. Olisa is a founder and Chairman of Restoration Partners, a boutique technology merchant bank. He serves on the boards of several U.K. not-for-profit organizations. He has a MA from Fitzwilliam College, Cambridge.

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**Vance K. Opperman**

Minneapolis, Minnesota,  
United States  
Director since 1996  
Independent

**Thomson Reuters Board/Committee Membership**

Board of Directors  
Audit Committee Chairman

**Other public company board memberships**

TCF Financial Corporation

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Vance Opperman is President and Chief Executive Officer of Key Investment, Inc., a private investment company involved in publishing and other activities. Previously, Mr. Opperman was President of West Publishing Company, an information provider of legal and business research which is now owned by Thomson Reuters. He serves on the boards of several educational and not-for-profit organizations. He has a law degree from the University of Minnesota and practiced law for many years.

# BOARD OF DIRECTORS\*

## John M. Thompson



Toronto, Ontario, Canada  
 Director since 2003  
 Independent

### Thomson Reuters Board/Committee Membership

Board of Directors  
 Audit Committee  
 Corporate Governance Committee

### Other public company board memberships

Royal Philips Electronics N.V.  
 The Toronto-Dominion Bank

John Thompson served as non-executive Chairman of the Board of The Toronto-Dominion Bank, a Canadian financial institution, for eight years until January 1, 2011. Prior to that, he was Vice Chairman of the Board of IBM from 2000 until 2002. Mr. Thompson also held a number of senior management positions in his career at IBM including having oversight responsibility for the company's worldwide technology, manufacturing and business strategy. He is a graduate of the University of Western Ontario with a degree in Engineering Science and completed executive management programs at the Richard Ivey School at the University of Western Ontario and the Kellogg Graduate School of Business at Northwestern University. Mr. Thompson is also Chancellor of the University of Western Ontario.

## Peter J. Thomson



Toronto, Ontario, Canada  
 Director since 1995  
 Non-independent

### Thomson Reuters Board/Committee Membership

Board of Directors

### Other public company board memberships

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Peter J. Thomson is a Chairman of Woodbridge, the Thomson family investment company. Mr. Thomson is an active private equity investor and serves on the boards of several private companies. He has a BA from the University of Western Ontario.

## Wulf von Schimmelmann



Munich, Germany  
 Director since 2011  
 Independent

### Thomson Reuters Board/Committee Membership

Board of Directors

### Other public company board memberships

Accenture  
 Deutsche Post DHL  
 Maxingvest AG (Supervisory Board)  
 Western Union

Wulf von Schimmelmann was Chief Executive Officer of Deutsche Postbank AG from 1999 to June 2007, where he transformed the organization from a check processing division of Deutsche Post to one of Germany's leading retail banks. Since 2007, he has served as Chairman of the Supervisory Board of Deutsche Post DHL AG, an international leader in mail and logistics services. Prior to his lengthy career in banking, he was a partner at McKinsey & Co., working in Switzerland, the U.S. and Germany. Mr. von Schimmelmann received a degree in economic sciences and his Ph.D. in economics from the University of Zurich.

\* As of August 2011.

# CONTACT INFORMATION

## Corporate Headquarters

3 Times Square  
New York, New York 10036  
United States  
tel: +1 646 223 4000

[www.thomsonreuters.com](http://www.thomsonreuters.com)

## Stock Exchange Listings

### Common Shares

Toronto Stock Exchange (TSX)  
(symbol – TRI)

New York Stock Exchange (NYSE)  
(symbol – TRI)

### Series II Preference Shares

Toronto Stock Exchange  
(symbol – TRI.PR.B)

## 2011 Financial Calendar

Year end: December 31

Quarterly results: April 28 (Q1), July 28 (Q2),  
November 1 (Q3)

## Dividends

At the discretion of the directors. Paid on  
March 15/June 15/September 15/December  
15, or on the first business day thereafter.

## Employees

As of December 31, 2010, we had  
more than 55,000 employees.

## Transfer Agent and Registrar

Computershare Trust Company of Canada  
100 University Avenue, 9th Floor  
Toronto, Ontario M5J 2Y1  
Canada

tel: +1 800 564 6253 (U.S., Canada)  
tel: +44 870 702 0003 ext 1075 (U.K.)  
tel: +1 514 982 7555 (outside North America)

[www.computershare.com](http://www.computershare.com)

## Investor Relations Contacts

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### Matthew Alevy Senior Director, Investor Relations

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## Further Information

[www.thomsonreuters.com](http://www.thomsonreuters.com)  
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# APPENDIX HISTORICAL FINANCIAL INFORMATION

<i>(U.S. \$ millions, except per share amounts)</i>	Canadian GAAP		IFRS		
	2006	2007	2008	2009	2010
Revenues	6,591	7,296	11,707	12,997	13,070
Reported organic growth	6%	6%	6% <sup>(1)(2)</sup>	(1%) <sup>(2)</sup>	(1%)
EBITDA	1,926	2,021	2,984	2,753	3,001
Depreciation and amortization of computer software	438	468	896	1,057	1,029
Amortization of other intangible assets	240	256	425	499	545
Share of post-tax (loss) earnings in equity method investees <sup>(3)</sup>	n/a	n/a	(5)	7	8
Other non-operating charge	n/a	n/a	n/a	(385)	n/a
Operating profit	1,248	1,297	1,668	1,575	1,419
Net interest expense	221	12	224	410	383
Tax expense (benefit)	116	155	350	(299)	139
Diluted earnings per share from continuing operations	\$ 1.41	\$ 1.69	\$ 1.68	\$ 0.99	\$ 1.08
Diluted earnings per share	\$ 1.73	\$ 6.20	\$ 1.68	\$ 1.01	\$ 1.08
Adjusted earnings per share from continuing operations	\$ 1.33	\$ 1.69	\$ 1.62 <sup>(2)</sup>	\$ 1.65	\$ 1.56
Free cash flow	1,440	1,066	1,817	1,570	1,563
Capital expenditures / Revenues <sup>(4)</sup>	6.9%	8.3%	8.5% <sup>(2)</sup>	8.6%	8.7%
Recurring	86%	88% <sup>(2)</sup>	86% <sup>(2)</sup>	88%	87%
Electronic, software & services	78%	88% <sup>(2)</sup>	88% <sup>(2)</sup>	90%	90%
ROIC	8.2%	8.7%	6.9% <sup>(2)</sup>	6.8%	6.0%
Total debt	4,278	4,859	7,471	7,603	7,518
Net debt	3,741	(3,048)	6,760	6,383	6,389
Net debt to EBITDA	1.9x	(1.5)x	2.3x	2.3x	2.1x

Years 2006 and 2007 are historical Thomson results. Year 2008 includes the results of Reuters from the date of acquisition, except where noted.

(1) Based on Canadian GAAP.

(2) Based on pro forma figures with Reuters.

(3) IFRS only.

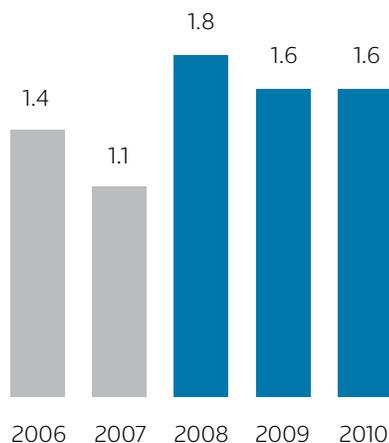
(4) Capital expenditures for 2006 through 2008 are as reported and are presented on an accrual basis. Capital expenditures for 2009 and 2010 are on a cash basis.

# APPENDIX HISTORICAL DATA

- Canadian GAAP
- IFRS

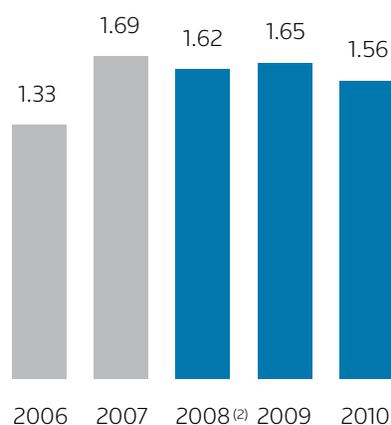
## FREE CASH FLOW

(U.S. \$ billions)

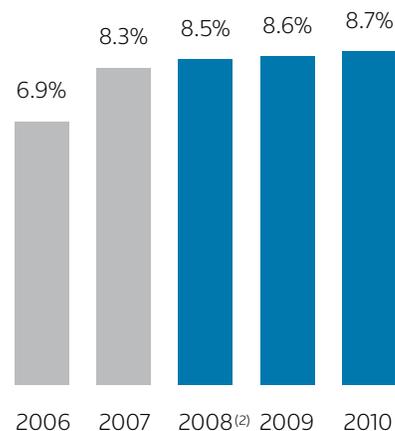


## ADJUSTED EARNINGS PER COMMON SHARE

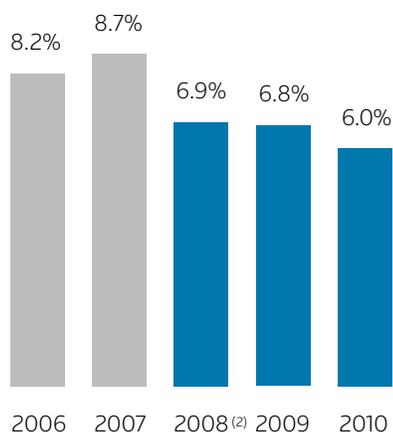
(U.S. \$)



## CAPITAL EXPENDITURES <sup>(1)</sup> / REVENUES

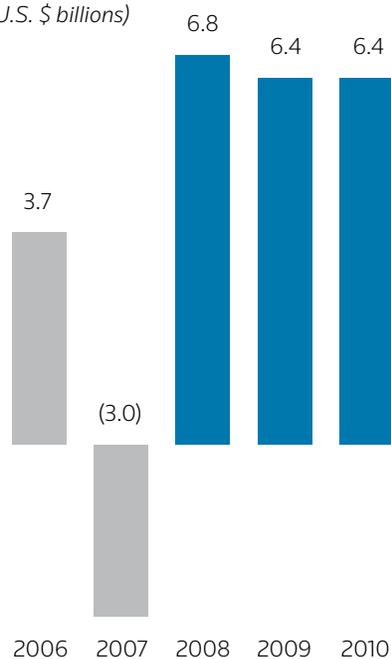


## ROIC

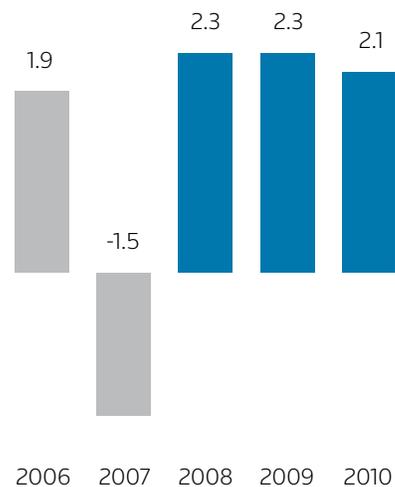


## NET DEBT

(U.S. \$ billions)



## NET DEBT / EBITDA RATIO



(1) Capital expenditures for 2006 through 2008 are as reported and are presented on an accrual basis. Capital expenditures for 2009 and 2010 are on a cash basis.

(2) Based on pro forma 2008 figures with Reuters.

# RECONCILIATIONS

## Reconciliation of Earnings from Continuing Operations to EBITDA and Adjusted EBITDA<sup>(1) (4)</sup>

(U.S. \$ millions)	Canadian GAAP (as reported)			IFRS	
	2006	2007	2008	2009	2010
<b>Net earnings from continuing operations</b>	<b>912</b>	<b>1,096</b>	<b>1,320</b>	<b>844</b>	<b>933</b>
Adjustments:					
Tax expense (benefit)	116	155	350	(299)	139
Other finance (income) costs, net <sup>(2)</sup>	–	–	(231)	242	(28)
Net interest expense	221	12	224	410	383
Other (income) expense, net <sup>(3)</sup>	(1)	34	–	–	–
Amortization of other identifiable intangible assets	240	256	425	499	545
Amortization of computer software <sup>(2)</sup>	–	–	482	548	572
Depreciation	438	468	414	509	457
<b>EBITDA<sup>(4)</sup></b>	<b>1,926</b>	<b>2,021</b>	<b>2,984</b>	<b>2,753</b>	<b>3,001</b>
Share of post-tax earnings in equity method investees				(7)	(8)
Other non-operating charge				385	–
Other operating (gains) losses, net				(9)	16
Fair value adjustments				170	117
EBITDA from Other businesses <sup>(5)</sup>				(273)	(274)
<b>Adjusted EBITDA<sup>(6)</sup></b>			<b>3,054</b>	<b>3,019</b>	<b>2,852</b>

## Reconciliation of Operating Profit to Underlying Operating Profit and Adjusted EBITDA<sup>(1)</sup>

(U.S. \$ millions)	IFRS		
	2008 <sup>(6)</sup>	2009	2010
<b>Operating profit</b>		<b>1,575</b>	<b>1,419</b>
Adjustments:			
Amortization of other identifiable intangible assets		499	545
Integration programs expenses		506	463
Fair value adjustments		170	117
Other operating (gains) losses, net		(9)	16
Operating profit from Other businesses <sup>(5)</sup>		(201)	(204)
<b>Underlying operating profit</b>	<b>2,559</b>	<b>2,540</b>	<b>2,356</b>
Adjustments:			
Integration programs expenses		(506)	(463)
Depreciation and amortization of computer software (excluding Other businesses)		985	959
<b>Adjusted EBITDA<sup>(6)</sup></b>	<b>3,054</b>	<b>3,019</b>	<b>2,852</b>

(1) Adjusted EBITDA is underlying operating profit excluding the related depreciation and amortization of computer software but including integration programs expenses. Underlying operating profit is operating profit from reportable segments and corporate expenses.

(2) IFRS-only income statement captions.

(3) Canadian GAAP-only income statement captions.

(4) Years 2006 and 2007 are historical reported Thomson results. Year 2008 includes the results of Reuters from the date of acquisition, except where noted.

(5) Other businesses are businesses that have been or are expected to be exited through sale or shut-down that did not qualify for discontinued operations classification. Other businesses do not qualify as a component of the company's four reportable segments, nor as a separate reportable segment.

(6) There is no comparable IFRS measure for pro forma results. Due to the significant impact of the Reuters acquisition on Thomson Reuters results, 2008 results are provided on a pro forma basis. Pro forma results present the hypothetical performance of the Thomson Reuters business as if Reuters had been part of Thomson for all of 2008.

# RECONCILIATIONS

## Reconciliation of Earnings Attributable to Common Shareholders to Adjusted Earnings from Continuing Operations <sup>(1) (6)</sup>

<i>(U.S. \$ millions, except per share amounts)</i>	Canadian GAAP (as reported)		Pro Forma <sup>(1)</sup>	IFRS <sup>(2)</sup>	
	2006	2007	2008	2009	2010
Earnings attributable to common shareholders	1,115	3,998		844	909
Adjustments:					
Operating profit from Other businesses <sup>(3)</sup>	-	-		(201)	(204)
Fair value adjustments	-	-		170	117
Other operating (gains) losses, net <sup>(4)</sup>	-	-		(9)	16
Other (income) expense, net <sup>(5)</sup>	(1)	34		-	-
Reuters transaction costs	-	76		-	-
Gain on settlement of pension plan	-	(34)		-	-
Other finance costs (income), net <sup>(4)</sup>	-	-		242	(28)
Other non-operating charge	-	-		385	-
Share of post-tax earnings in equity method investees <sup>(4)</sup>	-	-		(7)	(8)
Tax on above items	(16)	(17)		10	9
Amortization of other identifiable intangible assets	-	-		499	545
Discrete tax items	(33)	(60)		(531)	(47)
Discontinued operations	(208)	(2,908)		(23)	-
Dividends declared on preference shares	-	-		(2)	(3)
Adjusted earnings from continuing operations	857	1,089	1,351	1,377	1,306
<b>Adjusted earnings per share from continuing operations</b>	<b>\$ 1.33</b>	<b>\$ 1.69</b>	<b>\$ 1.62</b>	<b>\$ 1.65</b>	<b>\$ 1.56</b>

- (1) There is no comparable IFRS measure for pro forma results. Due to the significant impact of the Reuters acquisition on Thomson Reuters results, 2008 results are provided on a pro forma basis. Pro forma results present the hypothetical performance of the Thomson Reuters business as if Reuters had been part of Thomson for all of 2008.
- (2) For 2010 and 2009, adjusted earnings from continuing operations and adjusted earnings per share from continuing operations include dividends declared on preference shares and integration programs expenses, but exclude the pre-tax impacts of amortization of other identifiable intangible assets as well as the post-tax impacts of fair value adjustments, other operating gains and losses, certain impairment charges, the results of Other businesses (see note (3) below), other net finance (income) costs, Thomson Reuters share of post-tax (earnings) losses in equity method investees, discontinued operations and other items affecting comparability. Adjusted earnings per share from continuing operations is calculated using diluted weighted average shares and does not represent actual earnings per share attributable to shareholders.
- (3) Other businesses are businesses that have been or are expected to be exited through sale or shut-down that did not qualify for discontinued operations classification. Other businesses do not qualify as a component of the company's four reportable segments, nor as a separate reportable segment.
- (4) IFRS-only income statement captions.
- (5) Canadian GAAP-only income statement caption.
- (6) Years 2006 and 2007 are historical reported Thomson results.

# RECONCILIATIONS

## Reconciliation of Net Cash Provided by Operating Activities to Free Cash Flow and Underlying Free Cash Flow <sup>(1) (3) (4)</sup>

(U.S. \$ millions)	Canadian GAAP (as reported)		IFRS		
	2006	2007	2008	2009 <sup>(5)</sup>	2010 <sup>(5)</sup>
Net cash provided by operating activities <sup>(2)</sup>	2,125	1,816	2,761	2,677	2,672
Capital expenditures, less proceeds from disposals	(452)	(608)	(939)	(1,108)	(1,114)
Capital expenditures of discontinued operations	(185)	(97)	-	-	-
Other investing activities <sup>(2)</sup>	(43)	(39)	-	3	8
Dividends paid on preference shares	(5)	(6)	(5)	(2)	(3)
<b>Free cash flow <sup>(3)</sup></b>	<b>1,440</b>	<b>1,066</b>	<b>1,817</b>	<b>1,570</b>	<b>1,563</b>
One-time Reuters acquisition, integration program costs			518	488	450
Normalization adjustments			(450)	-	-
Underlying free cash flow <sup>(4)</sup>			1,885	2,058	2,013

(1) Years 2006 and 2007 are historical reported Thomson results. Year 2008 includes the results of Reuters from the date of acquisition.

(2) Includes cash flows from discontinued operations.

(3) Free cash flow is net cash provided by operating activities less capital expenditures, other investing activities, investing activities of discontinued operations and dividends paid on preference shares.

(4) Underlying free cash flow is free cash flow excluding one-time cash costs associated with integration programs.

(5) Certain prior period amounts in 2010 and 2009 have been revised in the consolidated statement of cash flow. Specifically, capital expenditures now include only cash payments, whereas previously they also included accruals relating to capital expenditures. The revision had no impact on prior periods' increase or decrease in cash and cash equivalents, financial position or results of operations.

## Reconciliation of Net Debt <sup>(1) (4)</sup>

(U.S. \$ millions)	Canadian GAAP (as reported)		IFRS		
	2006	2007	2008	2009	2010
Current indebtedness	333	183	688	782	645
Current portion of long-term debt <sup>(2)</sup>	264	412	-	-	-
Long-term indebtedness	3,681	4,264	6,783	6,821	6,873
<b>Total debt</b>	<b>4,278</b>	<b>4,859</b>	<b>7,471</b>	<b>7,603</b>	<b>7,518</b>
Less: swaps	(257)	(424)	57	(137)	(296)
<b>Total debt after swaps</b>	<b>4,021</b>	<b>4,435</b>	<b>7,528</b>	<b>7,466</b>	<b>7,222</b>
Remove fair value adjustments for hedges	54	14	26	(26)	(31)
Remove transaction costs and discounts included in the carrying value of debt <sup>(3)</sup>	-	-	47	54	62
Less: cash and cash equivalents	(334)	(7,497)	(841)	(1,111)	(864)
<b>Net debt <sup>(4)</sup></b>	<b>3,741</b>	<b>(3,048)</b>	<b>6,760</b>	<b>6,383</b>	<b>6,389</b>
<b>EBITDA</b>	<b>1,926</b>	<b>2,021</b>	<b>2,984</b>	<b>2,753</b>	<b>3,001</b>
<b>Net debt / EBITDA</b>	<b>1.9x</b>	<b>(1.5)x</b>	<b>2.3x</b>	<b>2.3x</b>	<b>2.1x</b>

(1) Years 2006 and 2007 are historical reported Thomson results. Year 2008 includes the results of Reuters from the date of acquisition.

(2) Canadian GAAP-only balance sheet caption.

(3) IFRS-only balance sheet caption.

(4) For years 2008 through 2010, net debt is total indebtedness including the associated fair value of hedging instruments (swaps) on our debt, but excluding unamortized transaction costs and premiums or discounts associated with debt, less cash and cash equivalents.

# RECONCILIATIONS

## Calculation of Return on Invested Capital (ROIC) <sup>(1)</sup>

	Canadian GAAP		IFRS		
	2006 (as reported)	2007 (excluding discontinued operations) <sup>(2)</sup>	2008 pro forma <sup>(3)</sup>	2009	2010
<i>(U.S. \$ millions)</i>					
<b>Calculation of adjusted operating profit after taxes</b>					
Operating profit	1,248	1,297	1,942	1,575	1,419
Add / (Deduct):					
Amortization of other identifiable intangible assets	240	256	505	499	545
Impairment of assets held for sale	–	–	86	–	–
Reduce amount by Thomson Learning adjustments	(19)	–	–	–	–
Fair value adjustments	–	–	(117)	170	117
Other operating (gains) losses, net	–	–	(68)	(9)	16
Segment operating profit of discontinued operations	398	–	–	–	–
<b>Adjusted operating profit</b>	<b>1,867</b>	<b>1,553</b>	<b>2,348</b>	<b>2,235</b>	<b>2,097</b>
Net cash taxes paid on operations <sup>(4)</sup>	(311)	(315)	(244)	(193)	(231)
<b>Post-tax adjusted operating profit</b>	<b>1,556</b>	<b>1,238</b>	<b>2,104</b>	<b>2,042</b>	<b>1,866</b>
<b>Calculation of invested capital</b>					
Trade and other receivables			1,818	1,742	1,809
Prepaid expenses and other current assets			766	734	912
Computer hardware and other property, net			1,556	1,546	1,567
Computer software, net			1,299	1,495	1,613
Other identifiable intangible assets (excludes accumulated amortization)			11,032	11,603	12,191
Goodwill <sup>(5)</sup>			15,217	15,723	16,351
Payables, accruals and provisions			(2,704)	(2,651)	(2,924)
Deferred revenue			(1,193)	(1,187)	(1,300)
Present value of operating leases <sup>(6)</sup>			1,559	1,344	1,322
<b>Total invested capital</b>	<b>19,466</b>	<b>14,705</b>	<b>29,350</b>	<b>30,349</b>	<b>31,541</b>
<b>Average invested capital</b>	<b>19,014</b>	<b>14,288</b>	<b>30,528</b>	<b>29,850</b>	<b>30,945</b>
<b>Return on invested capital</b>	<b>8.2%</b>	<b>8.7%</b>	<b>6.9%</b>	<b>6.8%</b>	<b>6.0%</b>

(1) In 2010, ROIC is calculated as adjusted operating profit after net taxes paid expressed as a percentage of the average adjusted invested capital during the period. ROIC provides a measure of how efficiently we allocate resources to profitable activities. The 2009 and 2008 calculation of ROIC has been restated to be comparable to the 2010 presentation. Specifically, the calculation was simplified to facilitate the reconciliation of its components to the statement of financial position reported under IFRS.

(2) For 2007, we calculated ROIC based on reported results from continuing operations. No adjustment was made to add back the results of discontinued operations given that numerous disposals occurred during the year and partial year adjustments in these circumstances distort annualized results. In particular, our largest disposal, Thomson Learning, had a significant impact due to the fact that it was a highly seasonal business which was disposed of mid-year. Accordingly, the 2007 ROIC calculation excludes all impacts from businesses classified as discontinued operations.

(3) For 2008, we calculated ROIC based on pro forma operating profit. Average invested capital was calculated assuming the Reuters acquisition purchase price and obligations assumed were included in the invested capital base as of the beginning of the period.

(4) Excludes cash taxes paid on the disposal of businesses and investments.

(5) Goodwill excludes non-cash amounts arising from the recognition of deferred taxes resulting from acquisition accounting of \$2.5 billion, \$2.4 billion and \$3.1 billion, in 2010, 2009 and 2008, respectively.

(6) Present value of operating leases primarily for real property and equipment contracted in the ordinary course of business.

# SPECIAL NOTE

## **Cautionary Note Concerning This Fact Book and Factors That May Affect Future Results**

This Fact Book is a summary of certain previously disclosed information and is not meant to substitute for filings, submissions or announcements made by Thomson Reuters with securities regulatory authorities in Canada and the United States. Investors should consult Thomson Reuters actual filings, submissions and announcements when making investment decisions. Unless otherwise indicated in this Fact Book, information is given as of March 1, 2011.

Certain statements in this Fact Book are forward-looking. These forward-looking statements are based on certain assumptions and reflect Thomson Reuters current expectations. As a result, forward-looking statements are subject to a number of risks and uncertainties that could cause actual results or events to differ materially from current expectations. Certain factors that could cause actual results or events to differ materially from current expectations are discussed in the "Risk Factors" section of our 2010 annual report and in materials that we from time to time file with, or furnish to, the Canadian securities regulatory authorities and the U.S. Securities and Exchange Commission. There is no assurance that any forward-looking statement will materialize. You are cautioned not to place undue reliance on forward-looking statements, which reflect our expectations only as of the date of this Fact Book. Except as may be required by applicable law, we disclaim any obligation to update or revise any forward-looking statements.

## **Non-IFRS Financial Measures**

This Fact Book contains disclosures of certain non-IFRS financial measures. Please see the appendices of this document for a reconciliation of each of these measures to the most directly comparable IFRS financial measure.



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