MOODY'S | Better decisions

3Q 2021 Investor Presentation

November 10, 2021

Disclaimer

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Those factors, risks and uncertainties include, but are not limited to the impact of COVID-19 on volatility in the U.S. and world financial markets, on general economic conditions and GDP in the U.S. and worldwide, and on the Moody's own operations and personnel; future world-wide credit market disruptions or economic slowdowns, which could affect the volume of debt and other securities issued in domestic and/or global capital markets; other matters that could affect the volume of debt and other securities issued in domestic and/or global capital markets, including regulation, credit quality concerns, changes in interest rates, inflation and other volatility in the financial markets such as that due to Brexit and uncertainty as companies transition away from LIBOR; the level of merger and acquisition activity in the U.S. and abroad; the uncertain effectiveness and possible collateral consequences of U.S. and foreign government actions affecting credit markets, international trade and economic policy, including those related to tariffs, tax agreements and trade barriers; concerns in the marketplace affecting our credibility or otherwise affecting market perceptions of the integrity or utility of independent credit agency ratings; the introduction of competing products or technologies by other companies; pricing pressure from competitors and/or customers; the level of success of new product development and global expansion; the impact of regulation as an NRSRO, the potential for new U.S., state and local legislation and regulations; the potential for increased competition and regulation in the EU and other foreign jurisdictions; exposure to litigation related to our rating opinions, as well as any other litigation, government and regulatory proceedings, investigations and inquiries to which Moody's may be subject from time to time; provisions in U.S. legislation modifying the pleading standards and EU regulations modifying the liability standards, applicable to credit rating agencies in a manner adverse to credit rating agencies; provisions of EU regulations imposing additional procedural and substantive requirements on the pricing of services and the expansion of supervisory remit to include non-EU ratings used for regulatory purposes; the possible loss of key employees; failures or malfunctions of our operations and infrastructure; any vulnerabilities to cyber threats or other cybersecurity concerns; the outcome of any review by controlling tax authorities of Moody's global tax planning initiatives; exposure to potential criminal sanctions or civil remedies if Moody's fails to comply with foreign and U.S. laws and regulations that are applicable in the jurisdictions in which Moody's operates, including data protection and privacy laws, sanctions laws, anti-corruption laws, and local laws prohibiting corrupt payments to government officials; the impact of mergers, acquisitions or other business combinations and the ability of Moody's to successfully integrate acquired businesses; currency and foreign exchange volatility; the level of future cash flows; the levels of capital investments; and a decline in the demand for credit risk management tools by financial institutions. Other factors, risks and uncertainties relating to our acquisition of RMS could cause our actual results to differ, perhaps materially, from those indicated by these forward-looking statements, including risks relating to the integration of RMS's operations, products and employees into Moody's and the possibility that anticipated synergies and other benefits of the acquisition will not be realized in the amounts anticipated or will not be realized within the expected timeframe; risks that the acquisition could have an adverse effect on the business of RMS or its prospects, including, without limitation, on relationships with vendors, suppliers or customers; claims made, from time to time, by vendors, suppliers or customers; changes in the U.S., Europe (primarily the U.K.), Japan, India or global marketplaces that have an adverse effect on the business of RMS; and other factors, risks and uncertainties relating to the transaction as set forth under the caption "'Safe Harbor' Statement under the Private Securities Litigation Reform Act of 1995 " in Moody's report on Form 8-K filed on August 6, 2021, which are incorporated by reference herein. These factors, risks and uncertainties as well as other risks and uncertainties that could cause Moody's actual results to differ materially from those contemplated, expressed, projected, anticipated or implied in the forward-looking statements are currently, or in the future could be, amplified by the COVID-19 outbreak, and are described in greater detail under "Risk Factors" in Part I, Item 1A of Moody's annual report on Form 10-K for the year ended December 31, 2020, and in other filings made by Moody's from time to time with the SEC or in materials incorporated herein or therein. Stockholders and investors are cautioned that the occurrence of any of these factors, risks and uncertainties may cause Moody's actual results to differ materially from those contemplated, expressed, projected, anticipated or implied in the forward-looking statements, which could have a material and adverse effect on Moody's business, results of operations and financial condition. New factors may emerge from time to time, and it is not possible for Moody's to predict new factors, nor can Moody's assess the potential effect of any new factors on it.

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1

Moody’s Overview

Company Overview

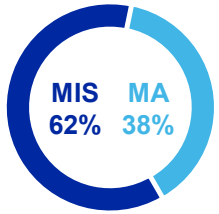
Moody's Investors Service

- Independent provider of credit rating opinions and related information for over 100 years
- Proven ratings accuracy and deeply experienced analysts
- Expanded sales and marketing activities in Commercial group

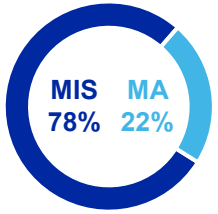
Moody's

Global integrated risk assessment firm providing credit rating opinions, analytical solutions and insights that empower organizations to make better, faster decisions

Revenue of $6.0 billion



Adjusted Operating Income of $3.0 billion



Adjusted Operating Margin

MIS	MA
61.5%	29.7%

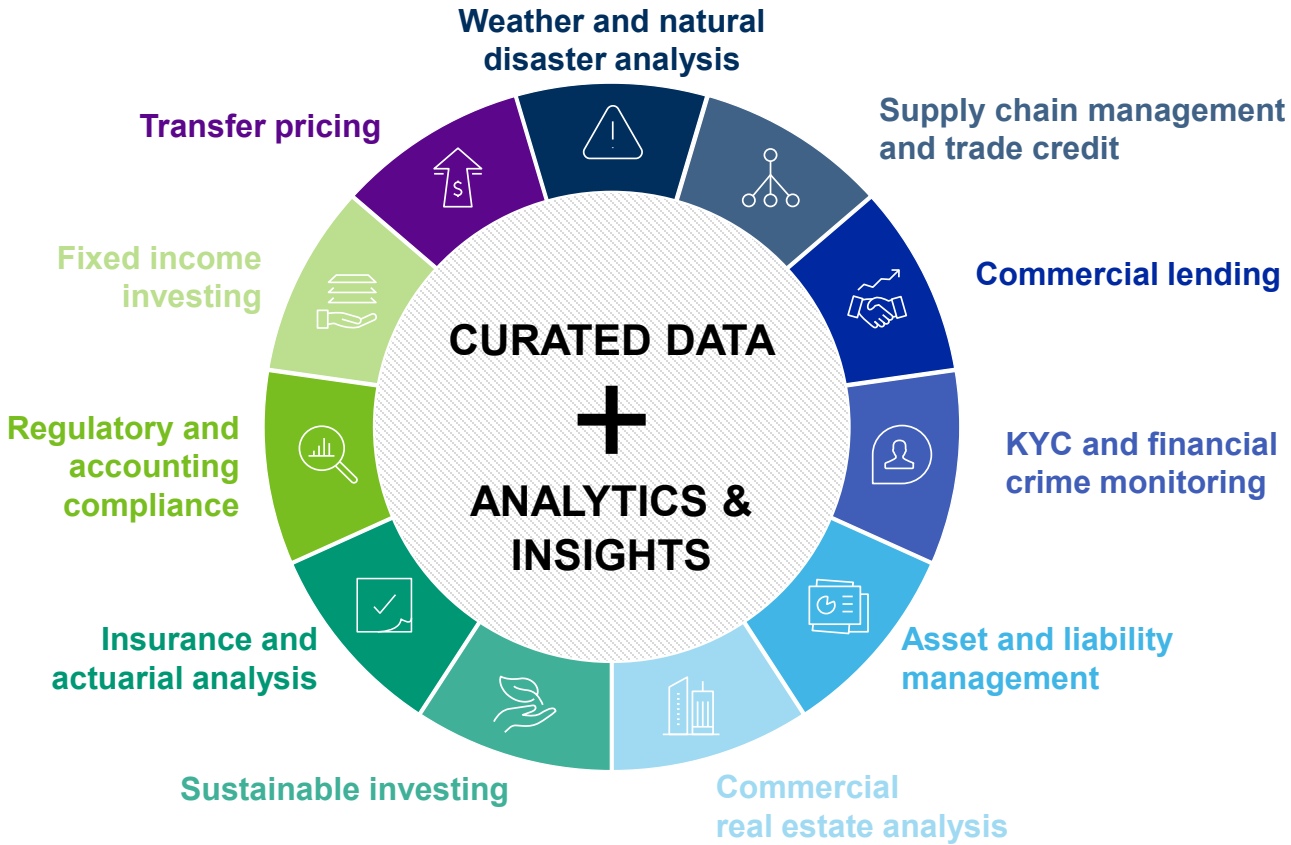
Moody's Analytics

- Provides financial intelligence and analytical tools supporting our customers' growth, efficiency and risk management objectives
- Solutions address diverse needs and customers
- Extending brand into new markets and deepening customer relationship

Note: Financial data for the trailing twelve months ended September 30, 2021.

Moody's as an Integrated Risk Assessment Business

Selection of Use Cases Addressable by Moody's Solutions



$40B+

Current Addressable Market

Helping customers make **BETTER DECISIONS**

CURATED DATA[1]

Entities
~400 million
public & private entities

Securities
$70+ trillion
rated debt

Economies
500+ million
economic, financial and demographic time series

Properties
20+ million
commercial real estate properties

People
~14 million
politically exposed people risk profiles

Physical risk
2.5+ million
scores on global facilities

1. Figures shown are as of September 30, 2021.

Key Strategic Investments To Drive Further Growth



ESG AND CLIMATE

Expand coverage, data collection and analytics; enhance distribution, improve integration and scale globally



KYC AND COMPLIANCE

Deepen curated data sets, nurture the development of new use cases and modernize data intake process



CHINA AND LATIN AMERICA

Build out local talent and enhance domain-specific expertise across multiple segments



COMMERCIAL REAL ESTATE

Develop new analytic tools to serve diverse CRE market, accelerate data aggregation and increase sales capacity



TECHNOLOGY

Secure an agile technology platform, leveraging new capabilities to improve operational efficiency and promote interoperability



PRODUCT DEVELOPMENT AND OTHER

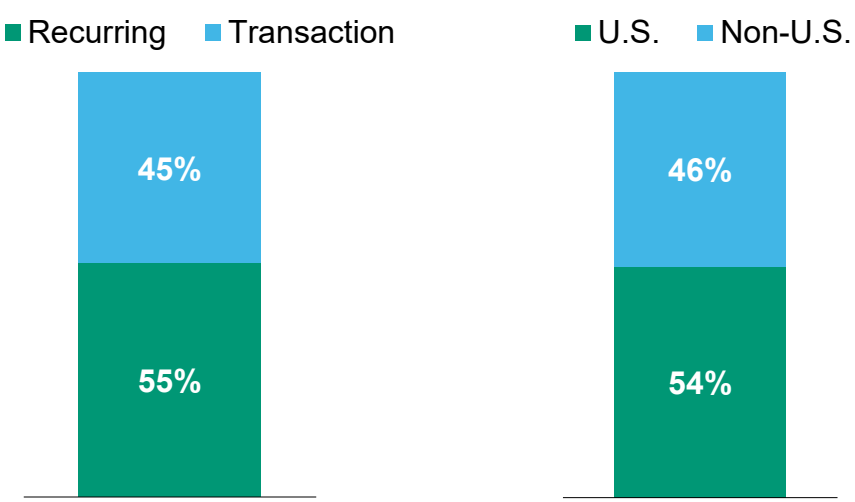
Robust product development pipeline – strong track record of launching new products and continued focus on integrated risk assessment capabilities

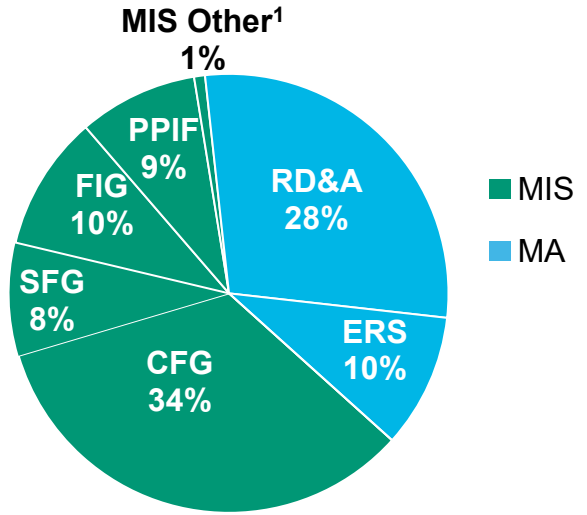
2

Financial Overview

Moody's Corporation Financial Profile

3Q 2021 TTM Revenue: $6.0 billion





Full Year 2021 Guidance as of October 28, 2021[2]

Revenue	» Increase in the low-teens % range	Effective Tax Rate	» 19.5% - 20.5%
Operating Expenses	» Increase of approximately 10%	Diluted EPS	» $11.65 - $11.85
Operating Margin	» 46% - 47%	Adjusted Diluted EPS[3]	» $12.15 - $12.35
Adjusted Operating Margin[3]	» Approximately 51%	Share Repurchases[4]	» Approximately $750 million

1. MIS Other consists of non-ratings revenue from ICRA, KIS Pricing, KIS Research and revenue from providing ESG research, data and assessments. During 2020, the company increased its stake in V.E from 69.2% to 99.8%. 3Q 2021 trailing twelve months revenue includes five quarters of results for V.E and Four Twenty Seven due to the close of a financial reporting lag pursuant to the integration of these businesses. The incremental revenue resulting from the closing of this reporting lag was not material to Moody's financial results.
2. See press release titled "Moody's Corporation Reports Results for Third Quarter 2021" from October 28, 2021 for Moody's complete full year 2021 guidance.
3. These metrics are adjusted measures. See Appendix for reconciliations from adjusted financial measures to U.S. GAAP.
4. Full year 2021 share repurchase guidance is subject to available cash, market conditions, M&A opportunities and other ongoing capital allocation decisions.

Macro Assumptions Underpinning Our Outlook[1]

2021 GDP

5.5% – 6.5% United States

4.5% – 5.5% Euro area

5.5% – 6.5% Global



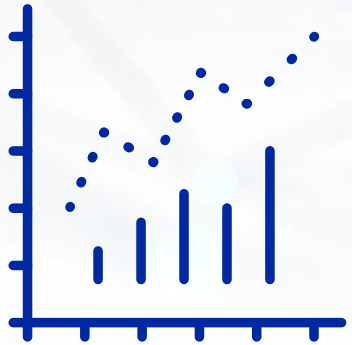
Benchmark rates to increase gradually from historic lows; U.S. high yield spreads to slightly widen but remain below the historical average of ~500 bps



U.S. unemployment rate to remain below 5%



Global high yield default rate to fall below 2% by the end of 2021

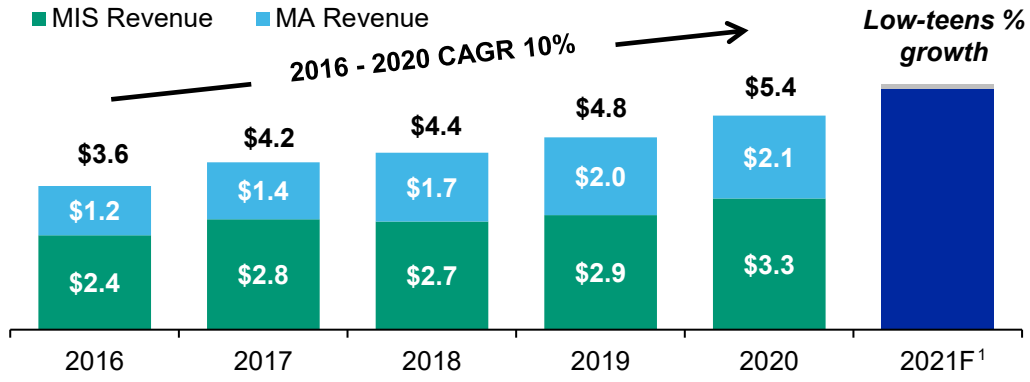


1. See press release titled “Moody's Corporation Reports Results for Third Quarter 2021” from October 28, 2021 for Moody’s complete full year 2021 guidance.
Sources: High yield spreads, default rate and unemployment assumptions sourced from Moody’s Investors Service “September 2021 Default Report” published October 11, 2021; GDP assumption as of October 28, 2021 from Moody’s Investors Service and consensus estimates.

Financial Performance[1]

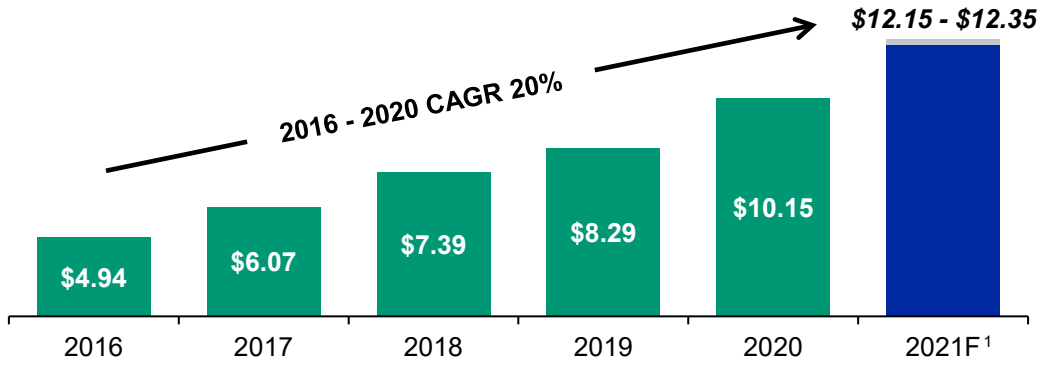
Revenue[2]

$ Billions

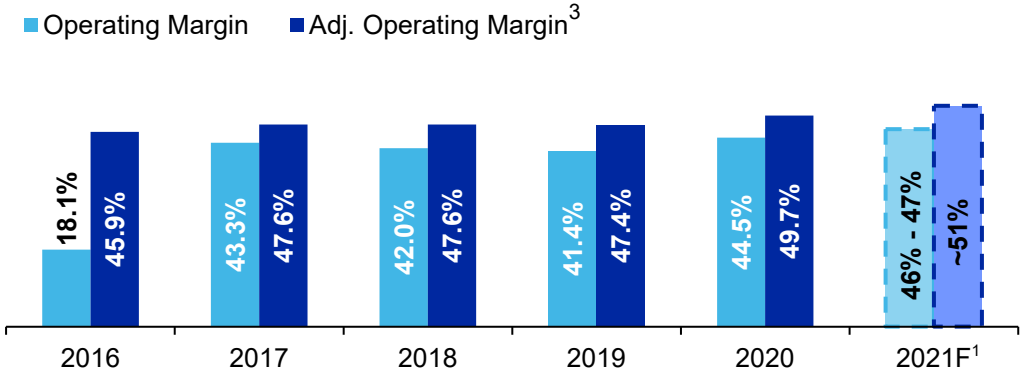


Adjusted Diluted EPS[3]

$ Per Share

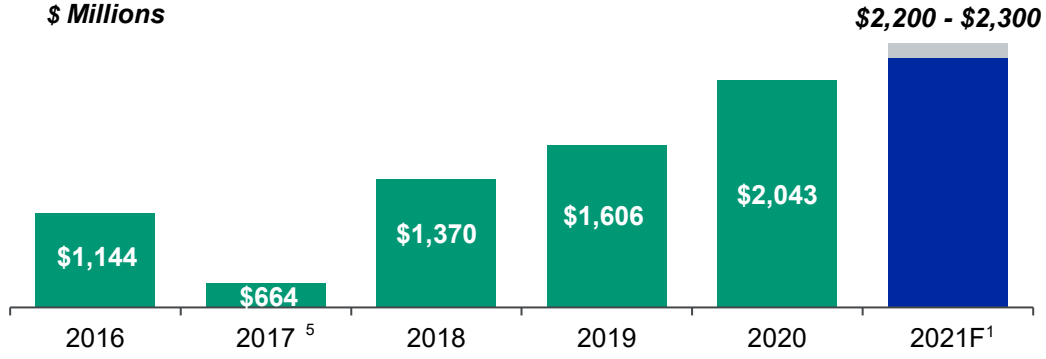


Operating Margin[4]



Free Cash Flow[3]

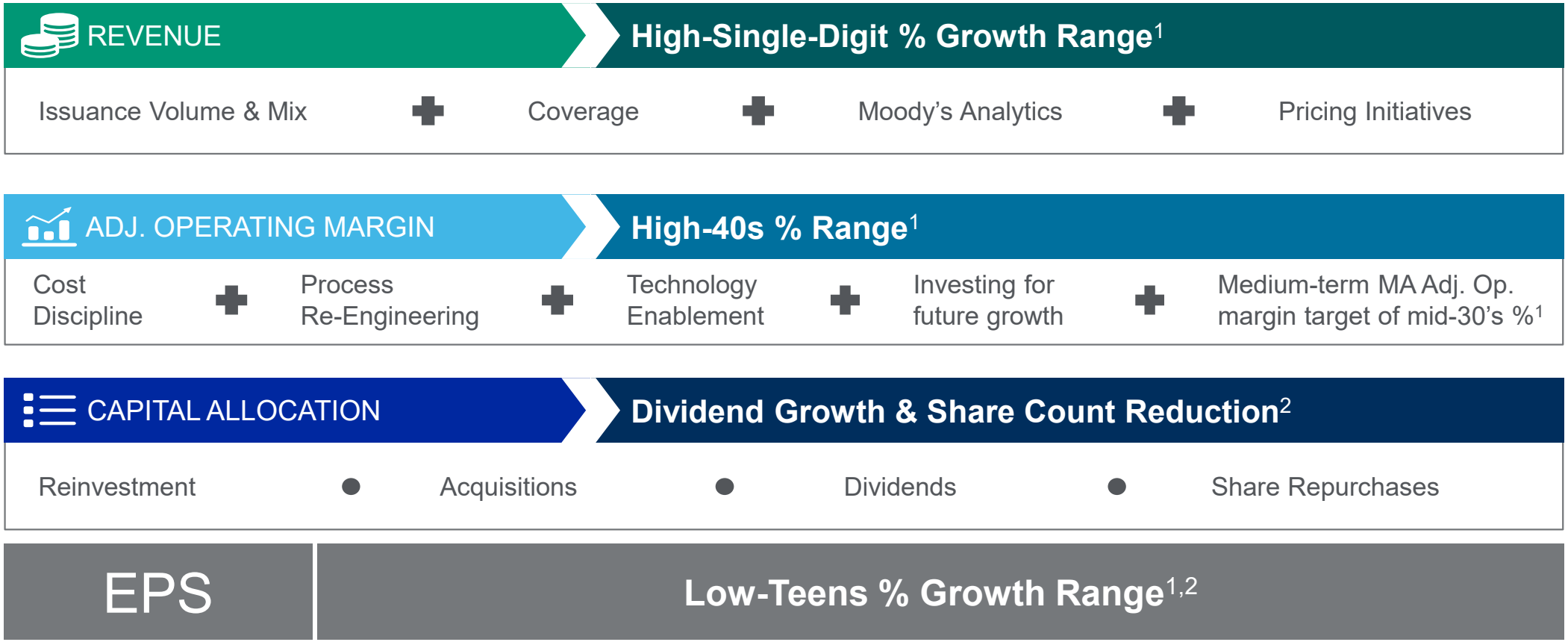
$ Millions



1. See press release titled “Moody's Corporation Reports Results for Third Quarter 2021” from October 28, 2021 for Moody’s complete full year 2021 guidance.
2. Totals may not sum due to rounding.
3. These figures are adjusted measures. See appendix for reconciliations from adjusted financial measures to U.S. GAAP.
4. 2016 – 2017 operating and adjusted operating margins have been restated to conform to the new presentation for pension expenses.
5. Includes approximately $700 million in net payments pursuant to a settlement charge.

Long-Term Growth Opportunities

Three levers to achieve EPS growth



1. Assumes no material change in effective tax rate, foreign exchange rates, leverage profile and/or capital allocation policy.
2. Subject to market conditions and other ongoing capital allocation decisions.

Note: Long-term growth opportunities presented on this slide are on average over time.

Prudent Approach to Capital Allocation

Capital allocation goals



- Anchored around a BBB+ rating
- Ensure adequate financial flexibility
- Provide necessary capital to pursue growth opportunities
- Meet return thresholds and create long-term value for shareholders
- Manage risk

Capital allocation levers

INVESTING IN GROWTH OPPORTUNITIES

- Reinvestment
- Acquisitions

RETURN OF CAPITAL

- Dividends
- Share repurchases

Investment Criteria and Post-Acquisition Review



Clear Industrial Logic

Strategic fit, the most important factor, is the first screen

- Complementary ratings, content, data, analytics, risk management, etc., in existing and / or high growth markets
- Financial services and adjacent client base that can leverage Moody's brand, distribution, core credit expertise and analytic capabilities
- Preference for recurring or "repeat" revenue and low capital intensity



Disciplined Financial Targets

Long held, clear financial framework for external (and internal) investments

- IRR at / above Moody's cost of capital
- >10% annual cash return yield within 3-5 years
- Cash payback within 7-9 years
- Adjusted EPS accretive by year 2
- Transactions evaluated on an unlevered basis



Post-Acquisition Review

Disciplined and rigorous monitoring post-close

- Clear accountability with regular reporting to senior management and Board
- Integrate within acquiring business unit while maintaining unique and / or entrepreneurial characteristics
- Acquisition tracking for minimum of 3 years after close for substantive transactions

Key Takeaways

Growth Company



- Long-term financial expectations remain robust
- Balanced revenue model maximizes growth potential while ensuring resilience
- Strong free cash flow generation

Operational Excellence



- Strategic initiatives generate cost efficiencies, enabling reinvestment and margin improvement
- Continued MA margin expansion
- Strategic investments create sustainable value

Disciplined Capital Allocation



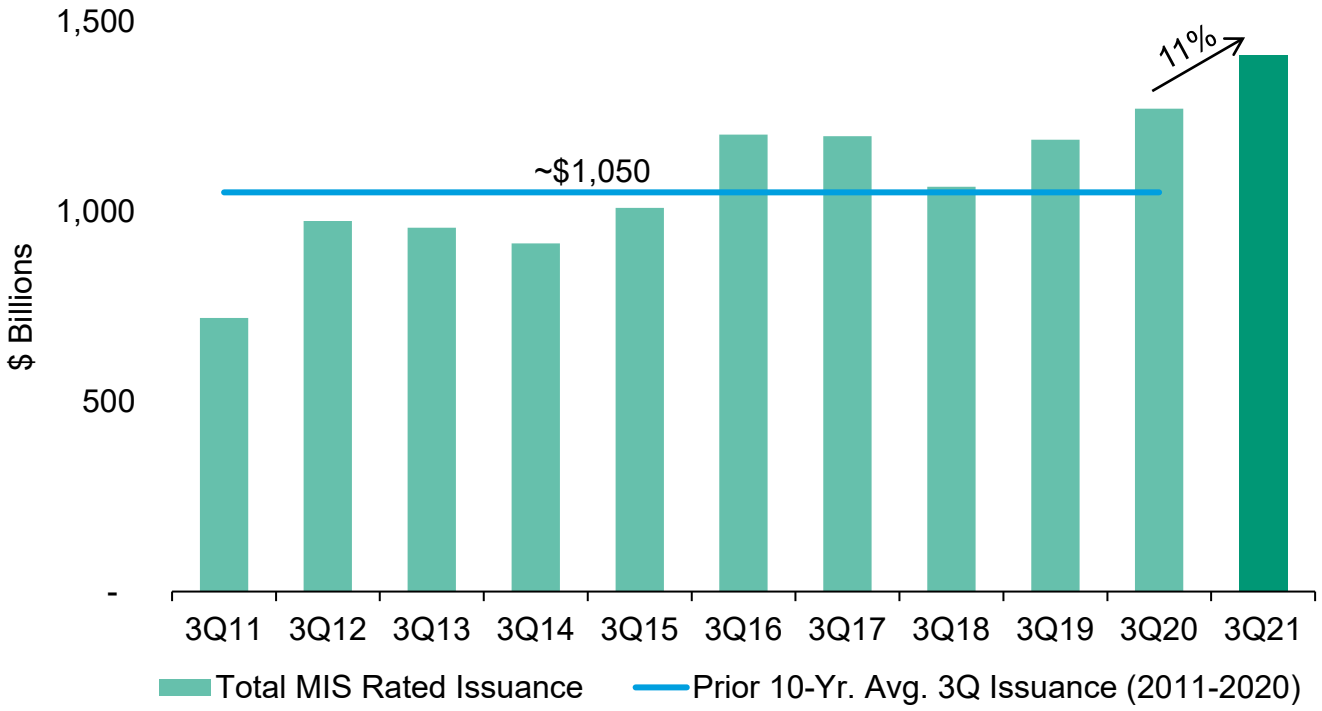
- Emphasis on returning excess capital to stockholders through dividends and share repurchases
- Strong track record of investment success
- Efficient balance sheet management

3

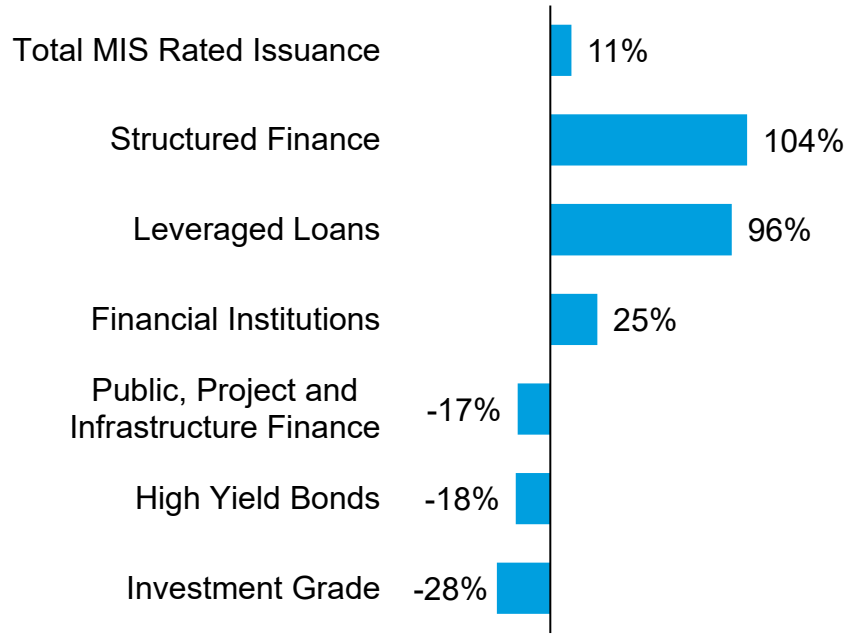
Capital Markets Overview

Heightened Issuance Activity Continued in 3Q 2021

Historical MIS Rated Issuance[1] – Third Quarters



3Q 2021 Year-Over-Year Issuance[1] Growth



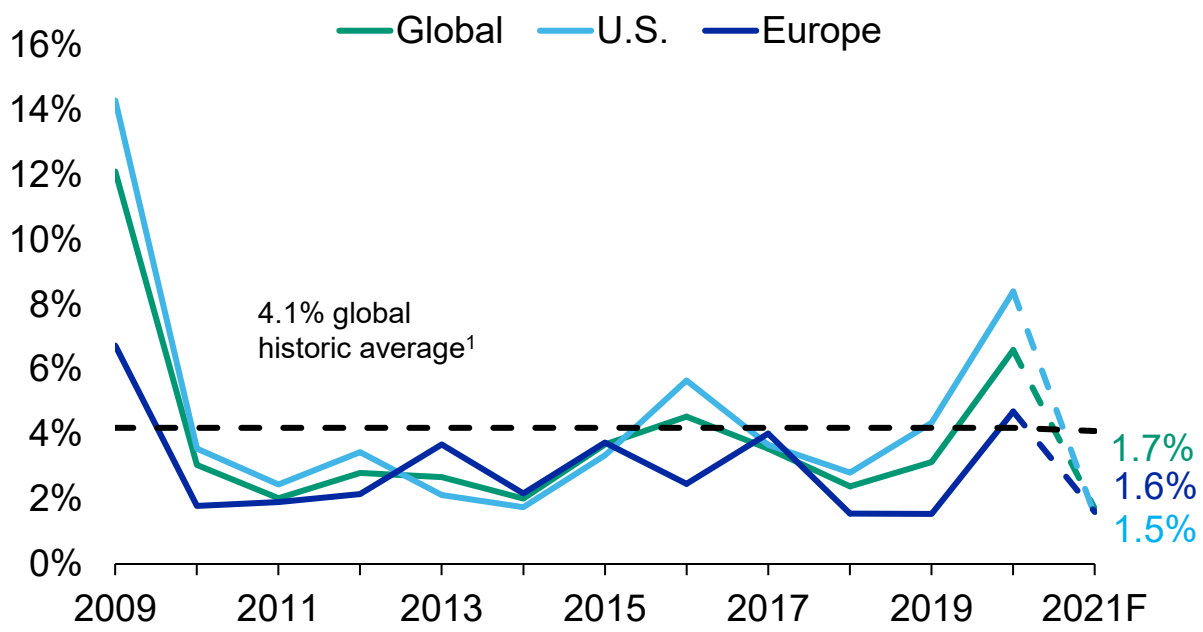
- Overall issuance volumes remained above the prior 10-year average; while investment grade issuance declined in 3Q 2021, activity was still 5% above the historical average[2]
- Ongoing momentum in leveraged loans and structured finance issuance

1. Issuance figures are subject to amendment given face amount variations that may occur following the reporting cycle.
2. MIS-rated investment grade prior 10-year 3Q quarterly average.

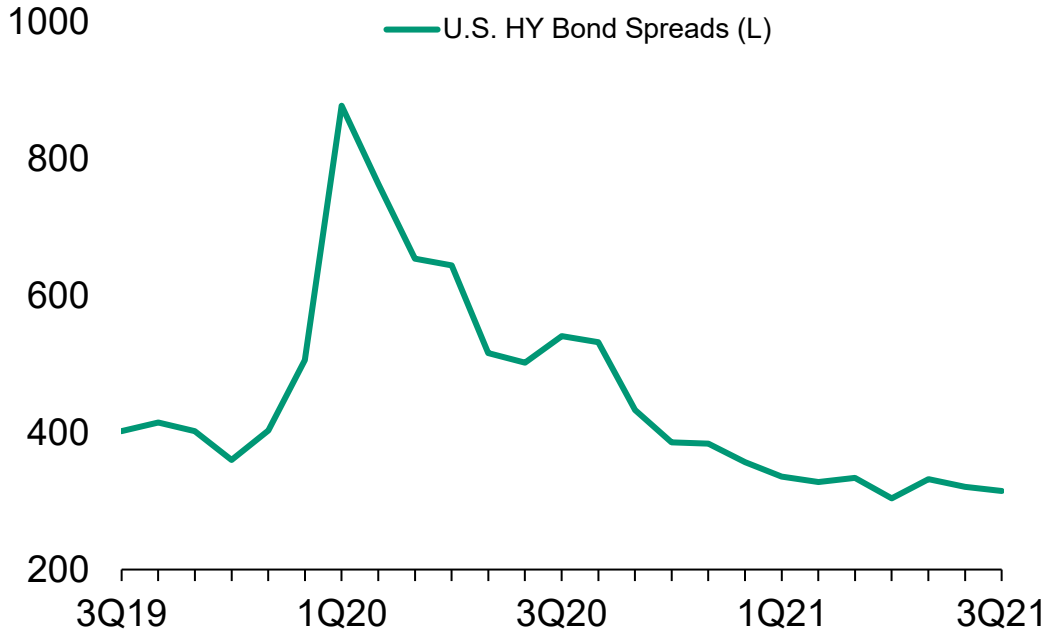
Note: MIS rated issuance, excludes sovereign debt issuance. Issuance figures displayed in billions, except for year-over-year growth calculations.

Improving Default Outlook and Tight Spreads Create Supportive Issuance Environment

Default Rates for Speculative-Grade Corporate Rated Issuance[1]



U.S. HY Bond Spreads[2,3]

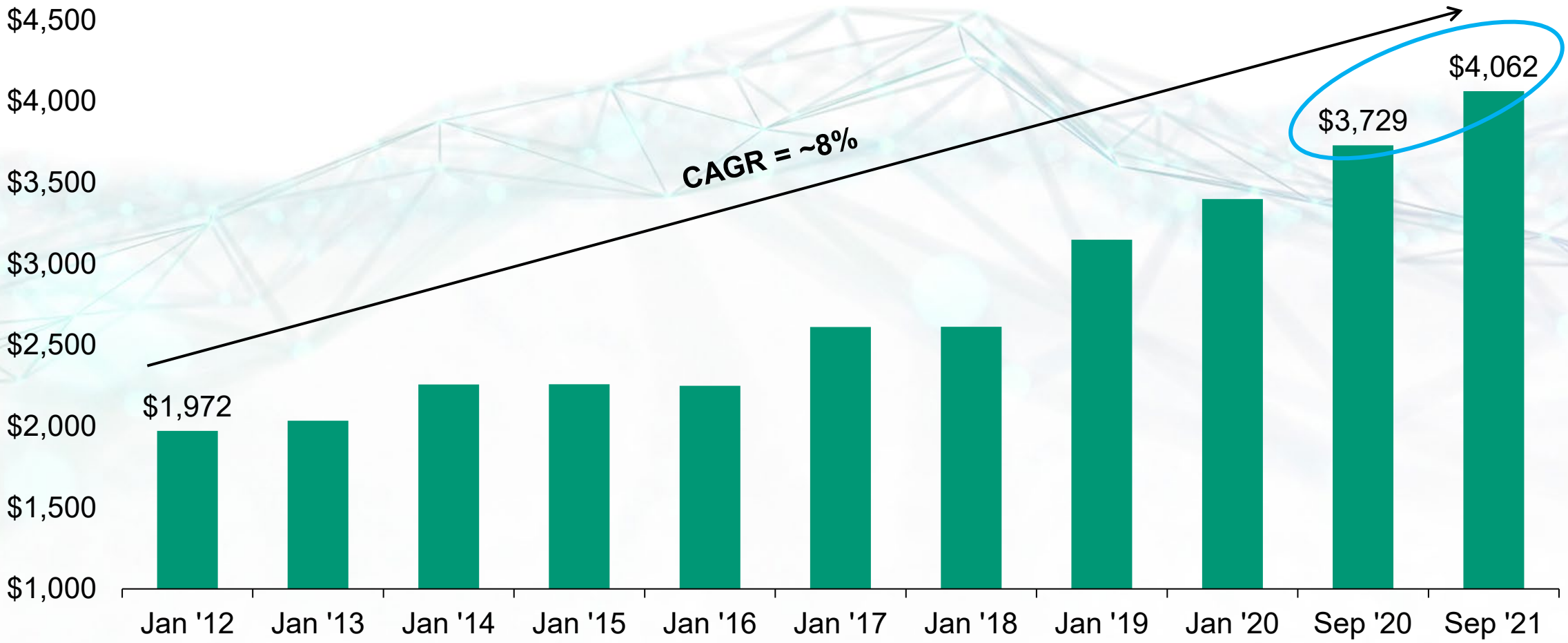


- Trailing twelve month global speculative-grade default rate fell to 2.6% at the end of September 2021
- Global trailing twelve month speculative-grade default rate will fall to 1.7% by the end of December 2021

1. Moody's rated corporate global speculative grade default historical average of 4.1% from 1983 through September 30, 2021. 2021 forecast for trailing twelve months ended December 31, 2021 from Moody's Investors Service "September 2021 Default Report" published October 11, 2021.
2. Reported data as of September 30, 2021.
3. Bond spreads as of the last day of each month. Source: St. Louis Fed Database.

Refunding Walls Continue to Build

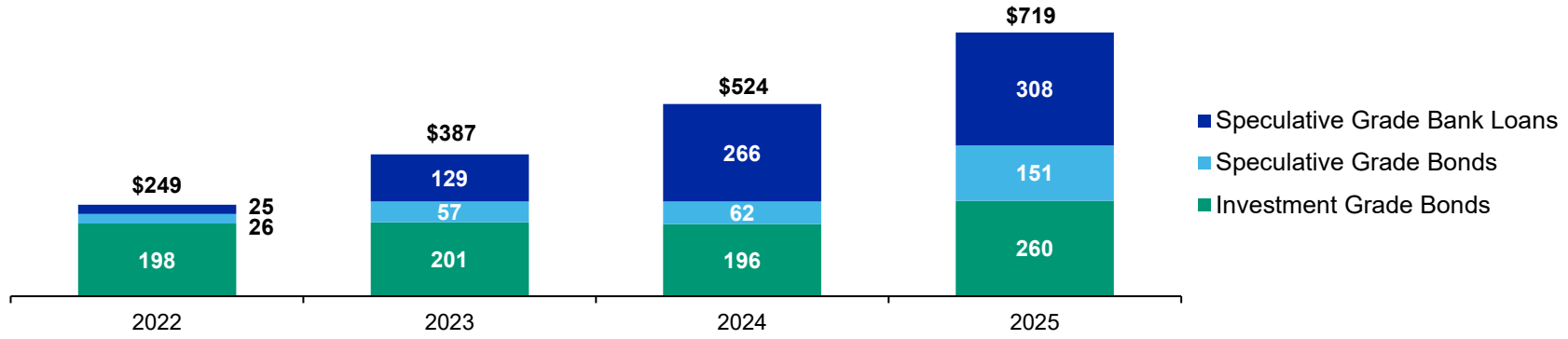
Next four years U.S. and EMEA total refunding needs[1] as of:



1. Amount reflects total MIS-rated U.S. non-financial corporate bond and loan maturities and EMEA non-financial corporate and infrastructure bond and loan maturities as defined in Moody's Investors Service's refunding needs reports (2012 – 2021).

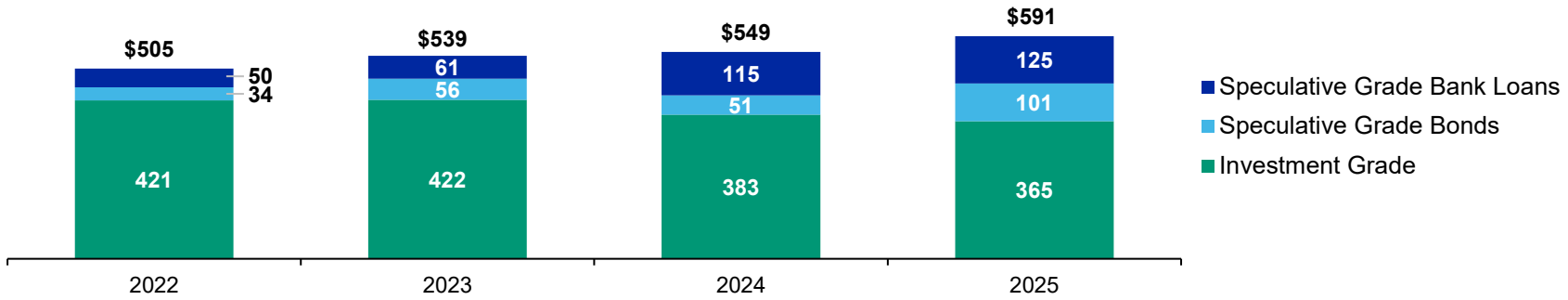
Refunding Needs[1] Support MIS Long-term Fundamentals

Debt Maturities: U.S. Non-Financial Corporate Bonds and Loans ($B)[2]



» U.S. four-year refinancing needs grew ~9%, driven by a ~19% and ~7% increase in leveraged loans and investment grade bonds, respectively

Debt Maturities: EMEA Non-Financial Corporate Bonds and Loans ($B)[3]

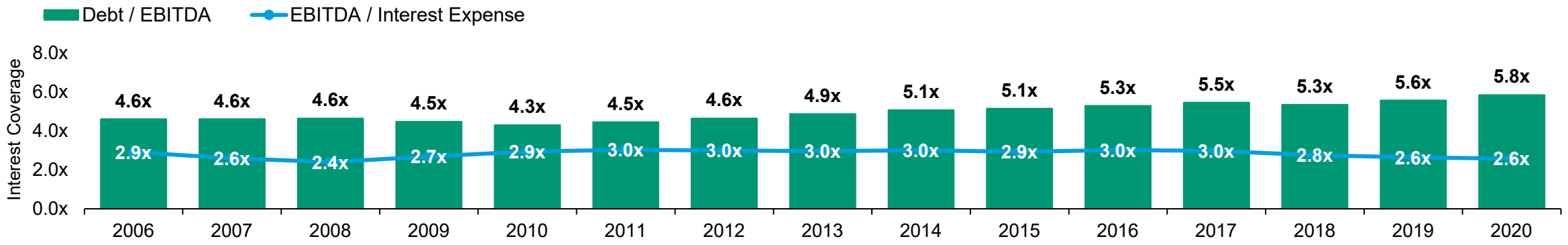


» EMEA four-year refinancing needs grew ~9%, driven by a ~2% and ~11% increase in leveraged loans and investment grade debt, respectively

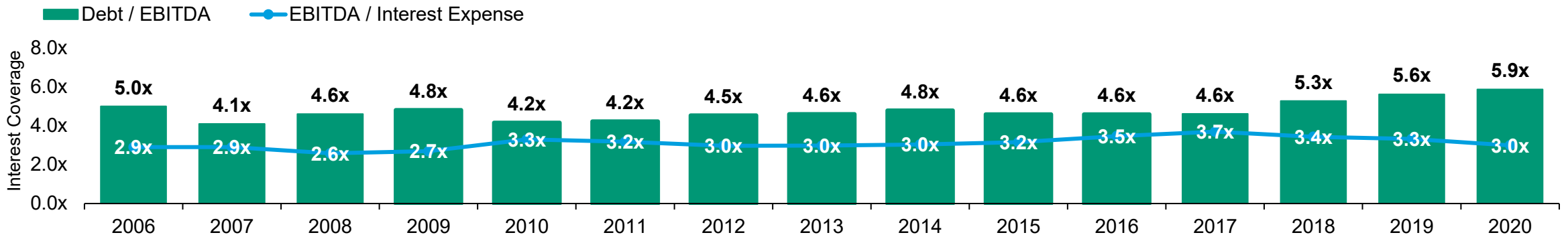
1. Non-financial corporates.
2. MIS-rated U.S. non-financial corporate bond and loan maturities as defined in Moody's Investors Service's refunding needs reports (2021).
3. EMEA non-financial corporate and infrastructure bond and loan maturities as defined in Moody's Investors Service's refunding needs reports (2021).

Debt Leverage and Interest Coverage in North America and Europe

Credit Metrics: North American Speculative Grade Companies[1]



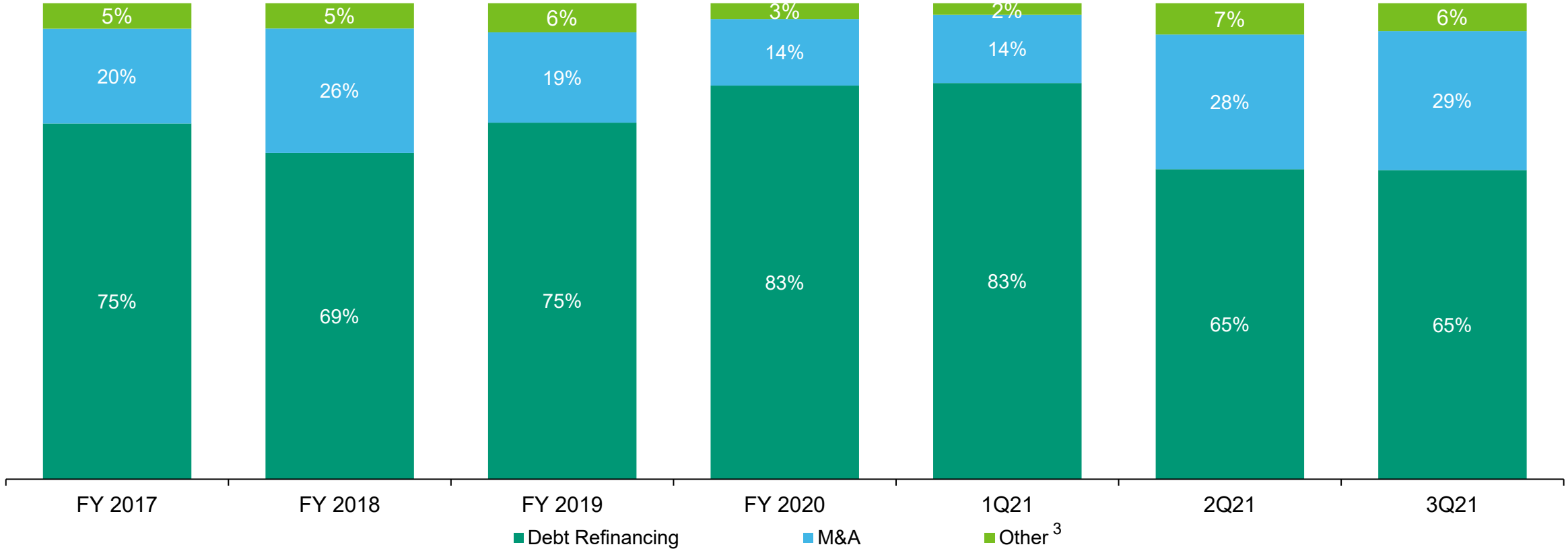
Credit Metrics: European Speculative Grade Companies[1]



1. Data as of October 28, 2021.
Source: Moody's Investors Service.
Note: Credit metrics are medians and historical figures may change due to timing differences in issuer reporting deadlines.

Leveraged Finance Issuance Driven by Refinancing and M&A Activity

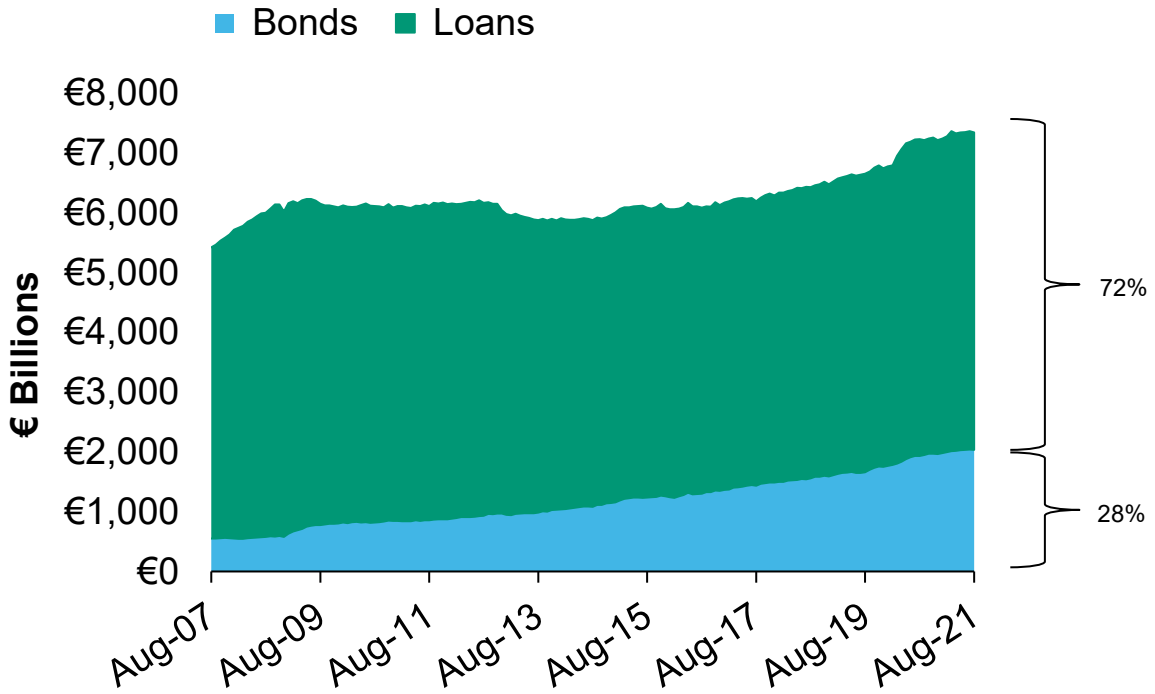
Uses of Funds from USD High Yield Bonds and Bank Loans[1,2]



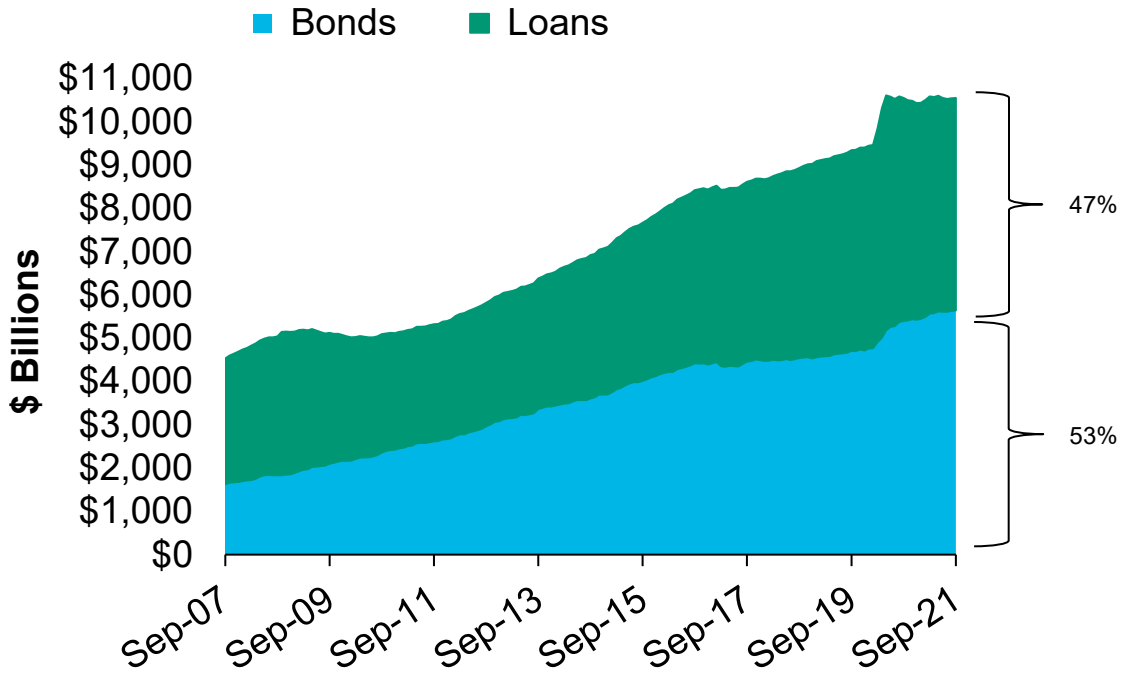
1. Percent of mentions for each respective period in bond issue or bank loan program tranche documents. Excludes issues of less than $25 million and general corporate purposes. Historical data has been restated to reflect updated methodology. Source: Dealogic.
2. Reported data as of September 30, 2021.
3. Other includes Shareholder Payments, Working Capital and Capital Spending.

Disintermediation of Credit is an Ongoing Trend in the Global Capital Markets

European Non-Financial Corporate Bonds vs. Bank Loans Outstanding

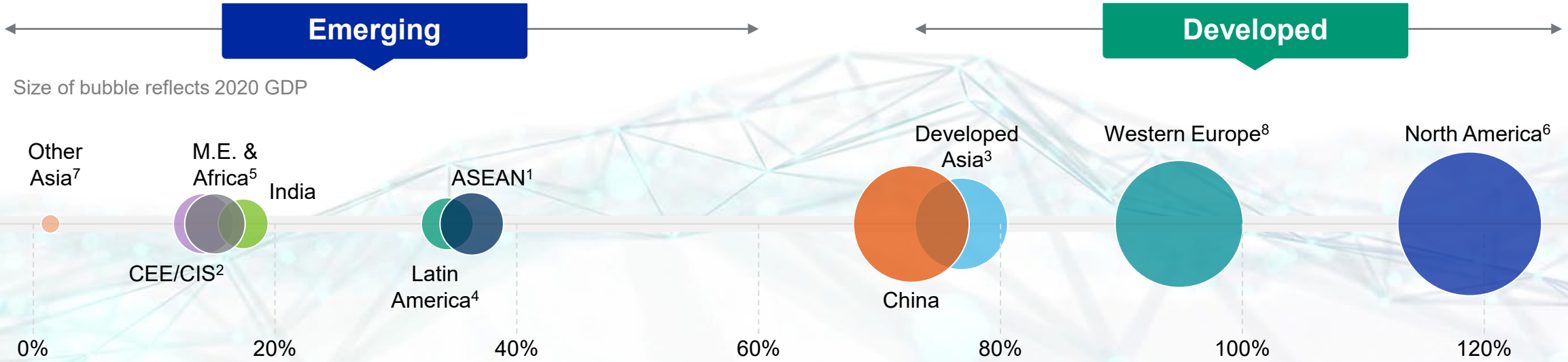


U.S. Non-Financial Corporate Bonds vs. Bank Loans Outstanding



Sources: ECB, Federal Reserve, BarCap Indices. Europe bank loan data includes Eurozone and UK bank loans. Europe bond data includes euro and sterling denominated bonds. European data is through August 2021 and U.S. data is through September 2021.

Debt Capital Market Penetration Continues



2020 Private Sector Capital Market Debt Securities (International & Domestic) Outstanding / GDP (%)

- Debt capital markets continue to grow faster than GDP, and accelerated in 2020 with high levels of issuance
- China is the second largest bond market and its size relative to GDP is approaching that of Developed Asia
- Low interest rates and investor appetite support the ongoing development of bond markets in emerging economies

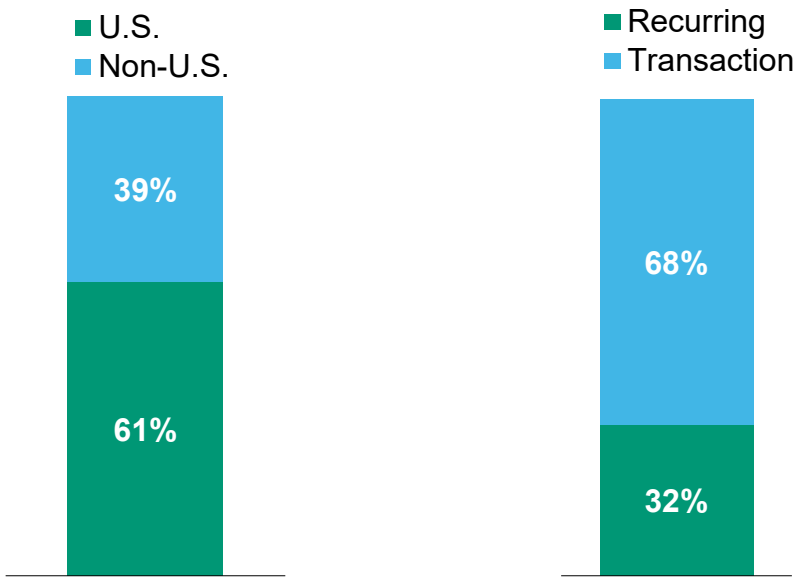
Source: International Monetary Fund World Economic Outlook as of April 2021, Bank for International Settlements as of March 2021, Securities and Exchange Board of India, Moody's Investors Service.
Note: Includes non-financial corporates and financial institutions, excludes general government. Size of bubble reflects 2020 GDP in each region (U.S. dollars, current prices).
Regional definitions:
1. ASEAN = Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam. **2. CEE/CIS** = Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Georgia, Hungary, Kazakhstan, Kosovo, Kyrgyz Republic, Moldova, Montenegro, North Macedonia, Poland, Romania, Russia, Serbia, Tajikistan, Turkey, Turkmenistan, Ukraine, Uzbekistan. 3. **Developed Asia** = Australia, Hong Kong, Japan, Macao, New Zealand, South Korea, Taiwan**. 4. Latin America** = Mexico and all Caribbean countries and South America. 5. **M.E. & Africa** = All African countries, Bahrain, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, Syria, United Arab Emirates, Yemen. 6. **North America** = Canada, United States. 7. **Other Asia** = Afghanistan, Bangladesh, Bhutan, Mongolia, Nepal, Pakistan, Sri Lanka as well as all Oceania countries except for Australia and New Zealand. 8. **Western Europe** = All European countries except for those in CEE/CIS.

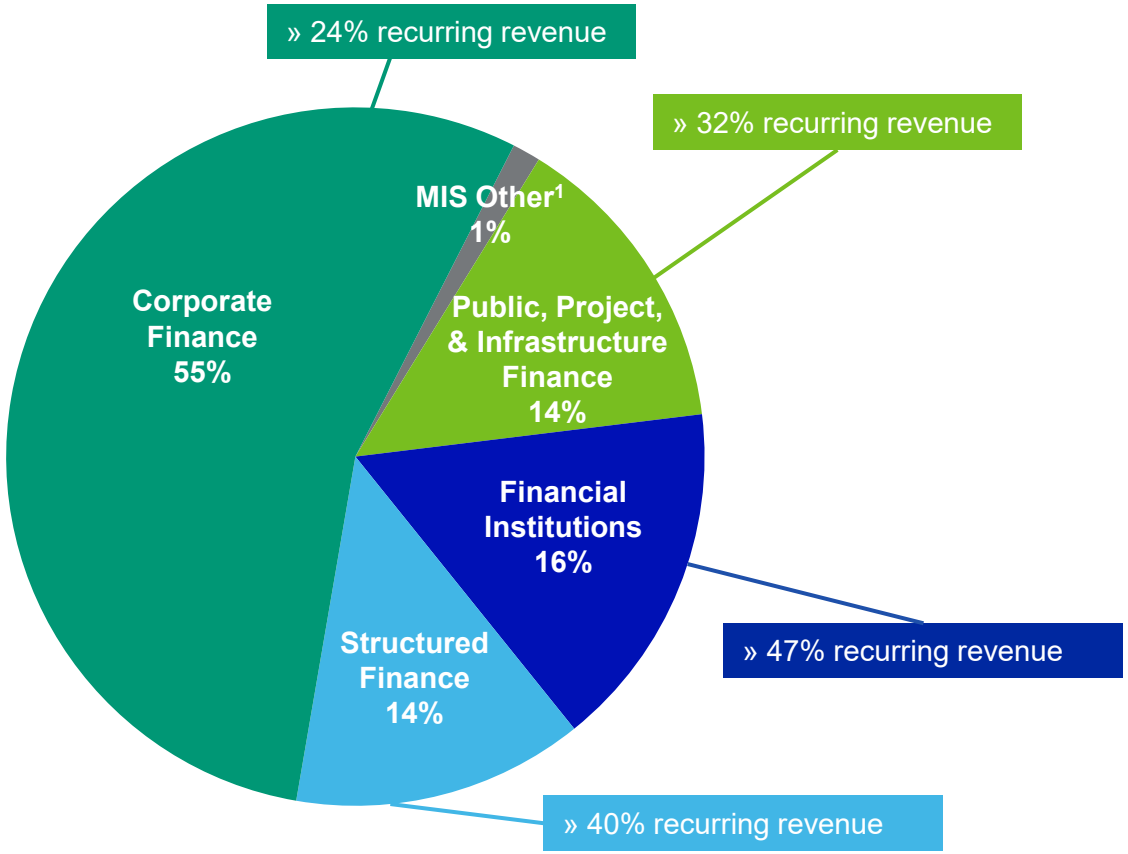
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Moody’s Investors Service

Moody's Investors Service Financial Profile

3Q 2021 TTM Revenue: $3.7 billion

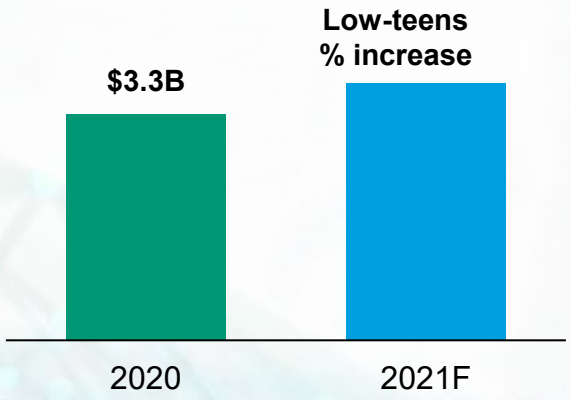




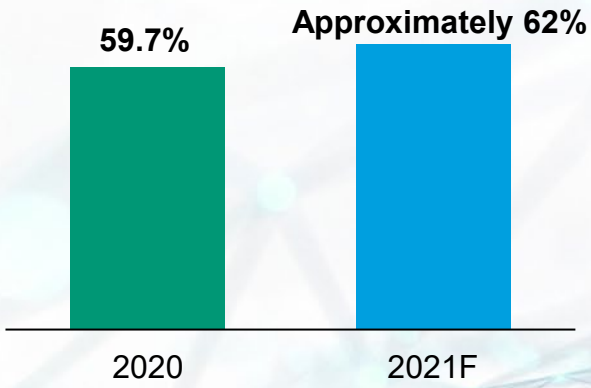
1. MIS Other consists of non-ratings revenue from ICRA, KIS Pricing, KIS Research and revenue from providing ESG research, data and assessments. During 2020, the company increased its stake in V.E from 69.2% to 99.8%. 3Q 2021 trailing twelve months revenue includes five quarters of results for V.E and Four Twenty Seven due to the close of a financial reporting lag pursuant to the integration of these businesses. The incremental revenue resulting from the closing of this reporting lag was not material to Moody's financial results.

MIS 2021 Guidance: Improvement in Issuance Outlook Driven by Leveraged Loans and Structured Finance

MIS Revenue[1]



MIS Adjusted Operating Margin[1]



Key drivers of MIS FY 2021 outlook[1]

- Total Issuance[2]: Increase in the high-single-digit percent range
  - **IG:** (~35%)
  - **HYB:** ~20%
  - **LL:** ~100%
  - **FIG:** ~10%
  - **PPIF:** (~20%)
  - **SFG:** ~100%
- Projecting 1,050 to 1,150 first time mandates
- Increased adjusted operating margin guidance driven by top-line growth and supported by ongoing operating efficiency initiatives

1. See press release titled “Moody's Corporation Reports Results for Third Quarter 2021” from October 28, 2021 for Moody’s complete full year 2021 guidance.
2. MIS rated issuance, excludes sovereign debt issuance. Issuance figures are subject to amendment given face amount variations that may occur following the reporting cycle.
Note: IG = Investment Grade. HYB = High Yield Bonds. LL = Leveraged Loans.

The Benefits of a Moody's Rating

Investors seek Moody's opinions and particularly value the knowledge of its analysts and the depth of Moody's research

Access to capital

- Moody's opinions on credit are used by institutional investors throughout the world, **making an issuer's debt potentially more attractive to a wide range of buyers**
- A Moody's rating may **facilitate access to both domestic and international debt capital**

Transparency, credit comparison and market stability

- Signals a **willingness by issuers to be transparent** and **provides market participants with an independent assessment** against which to compare creditworthiness
- Moody's ratings and research reports **may help to maintain investor confidence**, especially during periods of market stress

Responsive to investor demand

- Moody's extensive investor outreach is one reason why **Moody's is most frequently identified as the agency used most**[1] (when multiple agencies are used)

Planning and budgeting

- May help issuers when **formulating internal capital plans and funding strategies**

Analytical capabilities

- Among ratings advisors, Moody's enjoys a **strong position** and is **well-recognized for the depth and breadth of its excellence**[2]

1. 2019 Moody's Perception Study (Investors) conducted anonymously by Morpace / Stakeholder Advisory Services.
2. 2019 Moody's Global Intermediaries Perception Study conducted by Morpace / Stakeholder Advisory Services.

Illustrative Impact of Adding a Moody's Credit Rating

Example: 10 year $500 million U.S. corporate bond

Not Rated by Moody's		Rated by Moody's
$500,000,000	Bond	$500,000,000
x 2.5%	Interest rate	x 2.1%
= $12,500,000	Annual interest payments	= $10,500,000
x 10 years	Tenor	x 10 years
= $125,000,000	Lifetime interest expense	= $105,000,000

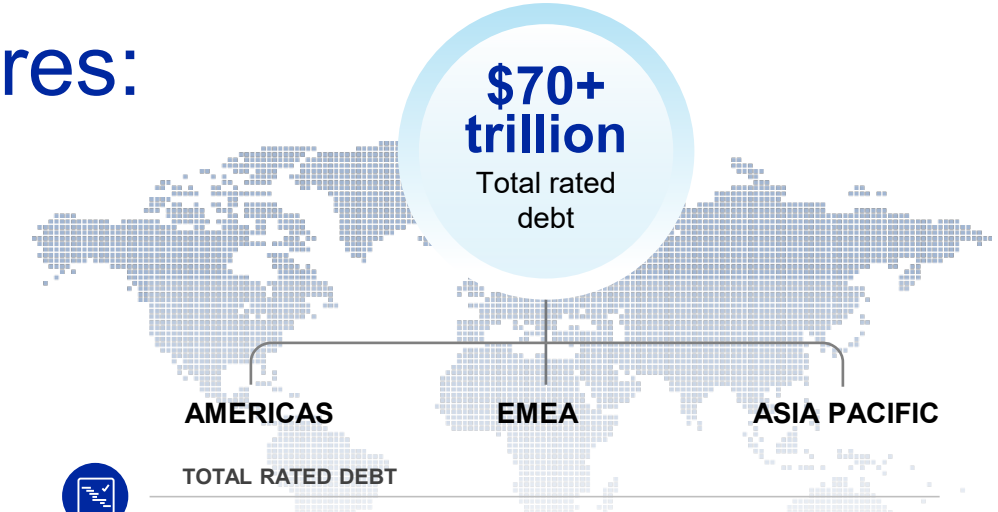
~$20 million in total interest expense
vs.
lifetime cost of a credit rating

Note: Illustrative spread differential based on an empirical study undertaken in March 2021 on a snapshot of data from July 2020, which shows that having a Moody's credit rating (when rated at the same level as another credit rating agency) typically saves approximately 40 basis points per year. Many factors go into the pricing of a bond.

MIS Facts and Figures: Full Year 2020

35,000+
Rated Organizations and Structured Deals

- 5,000+ Non-Financial Corporates
- 3,600+ Financial Institutions
- 16,000+ Public Finance Issuers
- 9,100+ Structured Finance Deals
- 1,000+ Infrastructure & Project Finance Issuers
- 459 Sub-Sovereigns*
- 145 Sovereigns*
- 47 Supranational Institutions*



	AMERICAS	EMEA	ASIA PACIFIC
TOTAL RATED DEBT	$37.8+ trillion	$19.8+ trillion	$11.7+ trillion
RATED ORGANIZATIONS AND STRUCTURED DEALS	28,500+	4,700+	2,200+
PUBLICATIONS	22,900+	15,200+	5,200+

47,000+ Publications

23,000+	3,600+	21,000+	202
Issuer Research	Sector Research	Other Reports	Rating Methodologies



PEOPLE

1,000+
Analysts

40+
Countries / Regions



EVENTS

750+
Global events

152,000+
Global participants



AWARDS & RECOGNITION

Award-winning expertise in credit ratings, research and risk analysis. For more information, visit awards.moodys.io

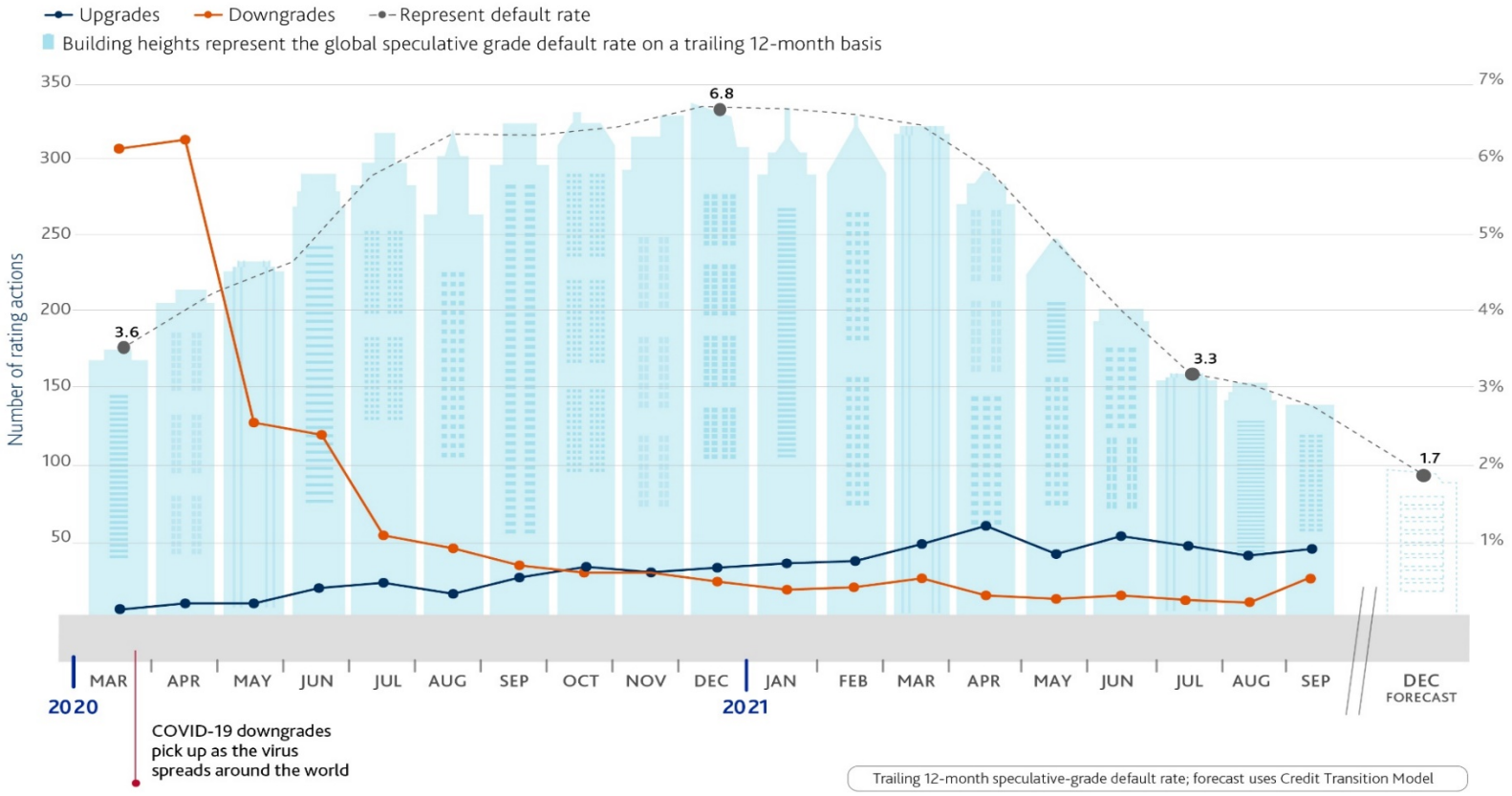
Source: Moody's Investors Service.
Total rated outstanding debt as at January 10, 2021 and includes supranational rated debt ($1.8tn+).
Publications breakdown includes "Global" which accounts for an additional 4,000+ publications.
All numbers are rounded other than those marked *.

Managing Ratings[1] in Turbulent Times

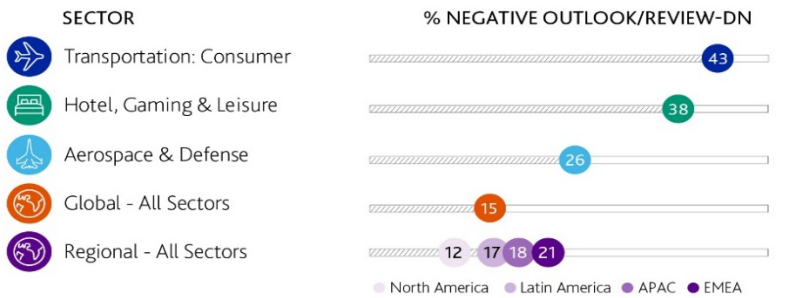
Non-Financial Corporates: COVID-19 Dashboard (Q3 2021)

Recovery in credit quality underway; corporate rating actions reveal a thoughtful and measured approach to credit

Upgrades surpass downgrades in late 2020; speculative-grade default rate falling significantly

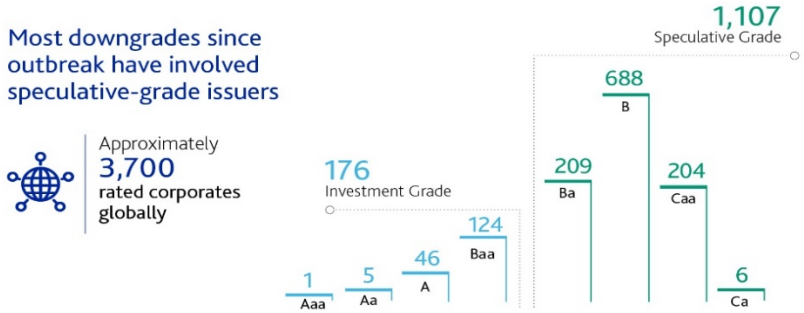


Certain sectors remain more pressured than others



Represents the percentage of issuers within each sector with a negative outlook or under review for downgrade at 30 September 2021. Sectors shown are at least 10 points above the global average.

Most downgrades since outbreak have involved speculative-grade issuers



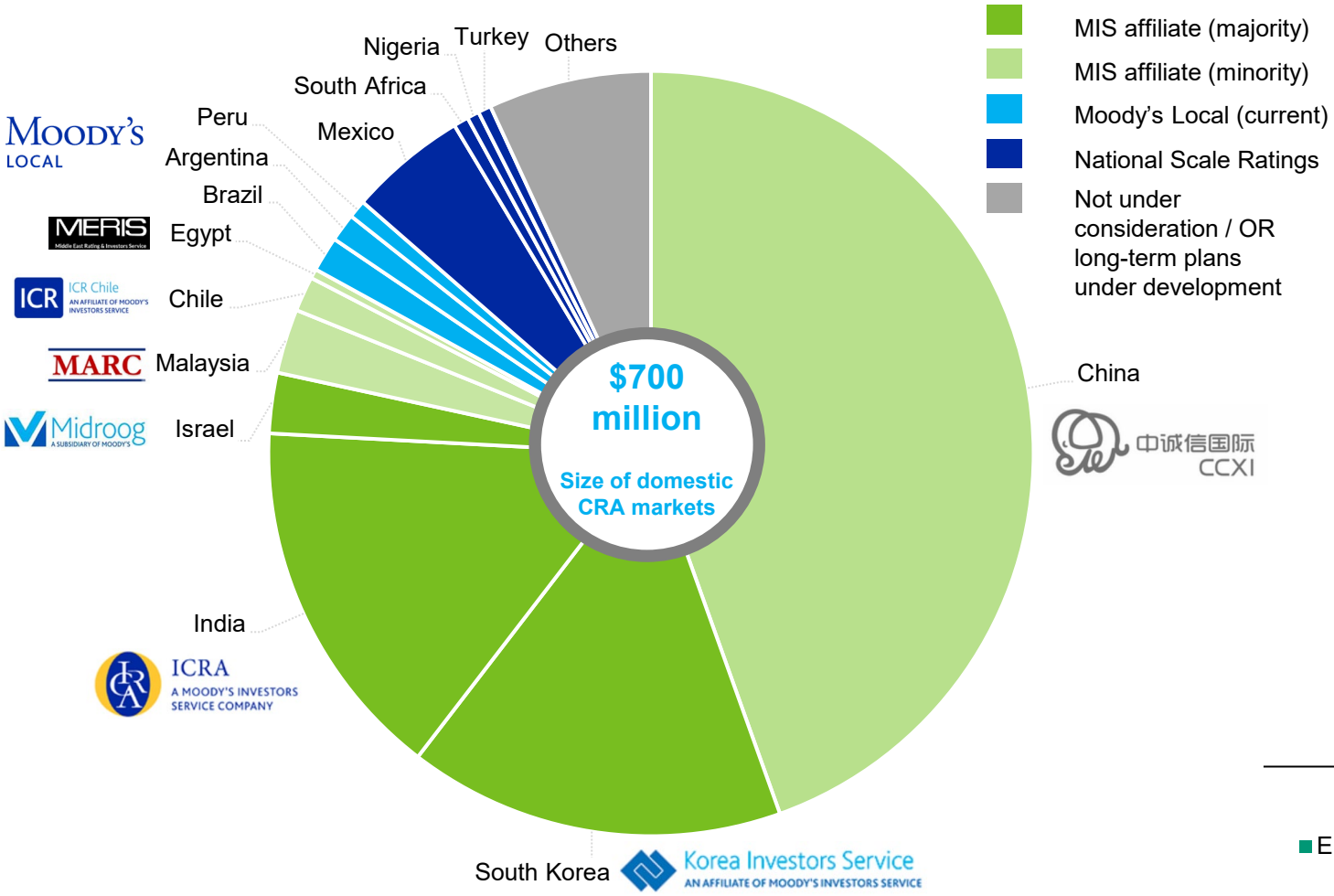
Calculated based on each issuer family since 1 March 2020; some issuer families have been downgraded more than one time over that horizon. Some issuers have changed legal entities or otherwise do not align perfectly with entities present at 1 March 2020. A significant number of new issuers were also added.

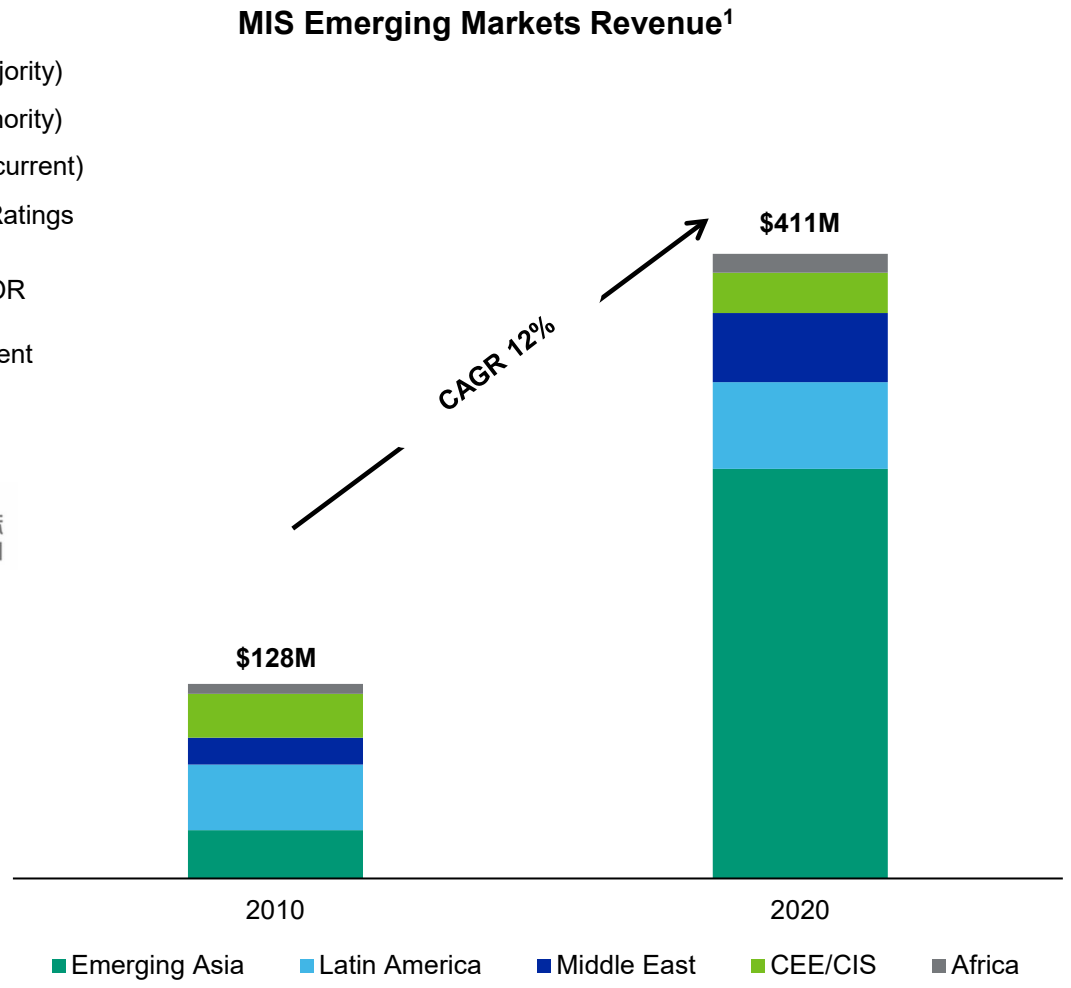
Timely analytical response to COVID-19



1. Non-Financial Corporates as of 3Q 2021.

How We Participate in Global Domestic Markets



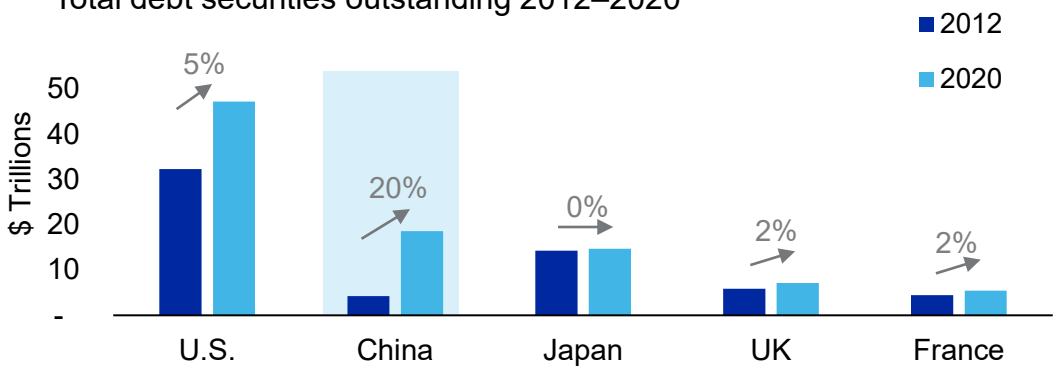


1. Includes revenue from cross border issuance.
Note: Size of pie represents the estimated total CRA revenue from domestic markets ($700 million) as of September 30, 2021.

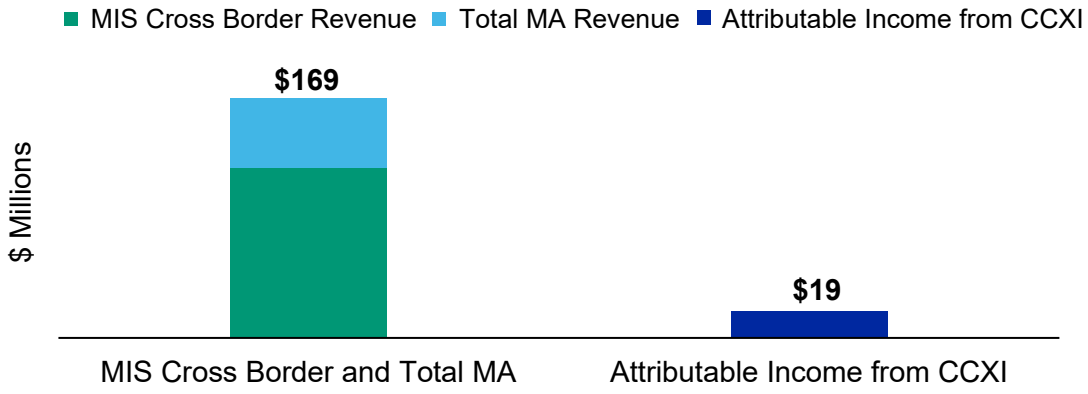
Moody's in Greater China

2nd Largest Onshore Bond Market at $17 Trillion

Total debt securities outstanding 2012–2020[1]

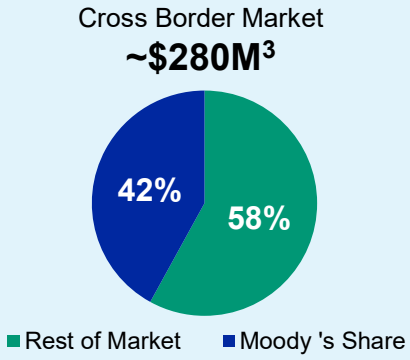


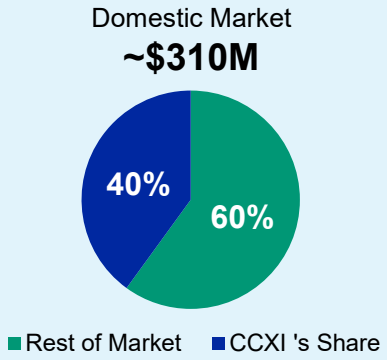
Revenue and Attributable Income from China[2]



Estimated China Ratings Market Size: Domestic and Cross Border[3]

- **Moody's participates directly** in the cross-border China issuance market through MIS **and in the domestic market** through a 30% interest in CCXI
- **Long-term growth prospects** enabled by **participation** in the ongoing **development** of **China's domestic credit markets**
- **Continuing to foster constructive relationships** and partnerships with issuers, regulators and other market participants





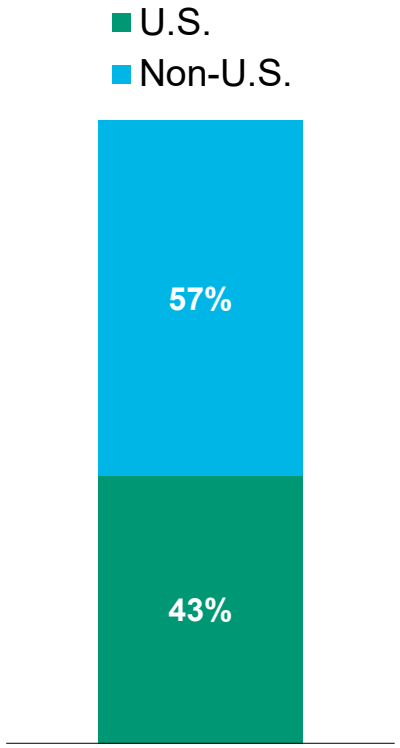
1. Percentage growth numbers are rounded compound annual growth calculations. Source: Bank for International Settlements' latest data available as of 4Q 2020.
2. Greater China: Mainland, Hong Kong and Macau. Revenue and attributable income data for full year 2020.
3. Revenue as of 4Q 2020; USD 1 = RMB 6.53 RMB exchange rate as of December 31, 2020 is used for conversion for domestic CRAs' estimated revenue. Note: These are high level estimates based on MIS & CCXI 4Q 2020 revenue / market coverage in domestic market; in cross border, market share is coverage/sum of coverage for three major CRAs.

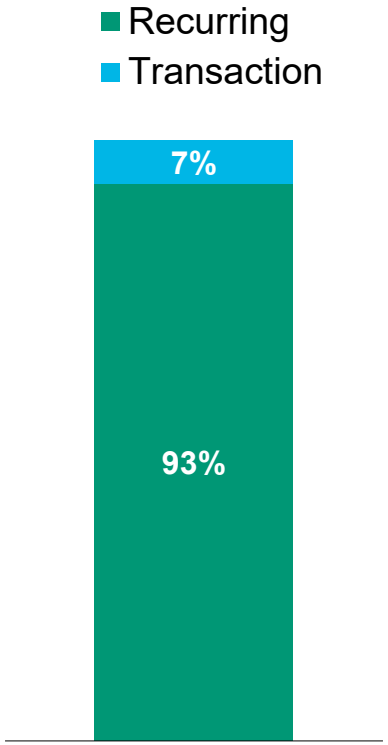
5

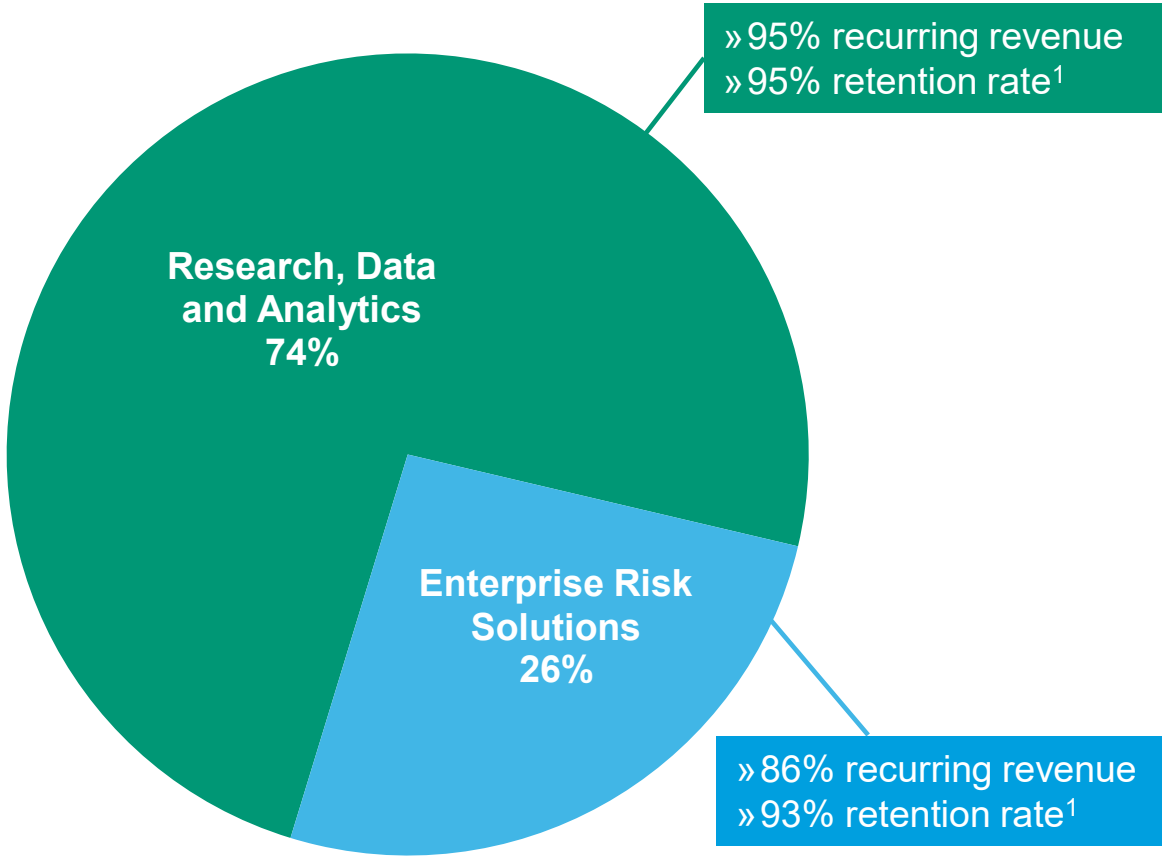
Moody’s Analytics

Moody's Analytics Financial Profile

3Q 2021 TTM Revenue: $2.3 billion



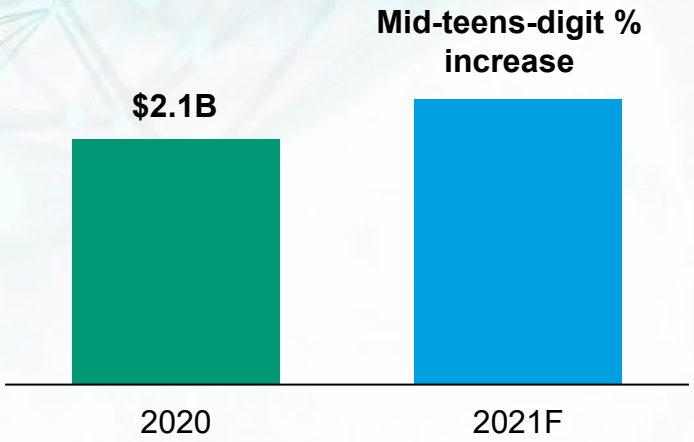




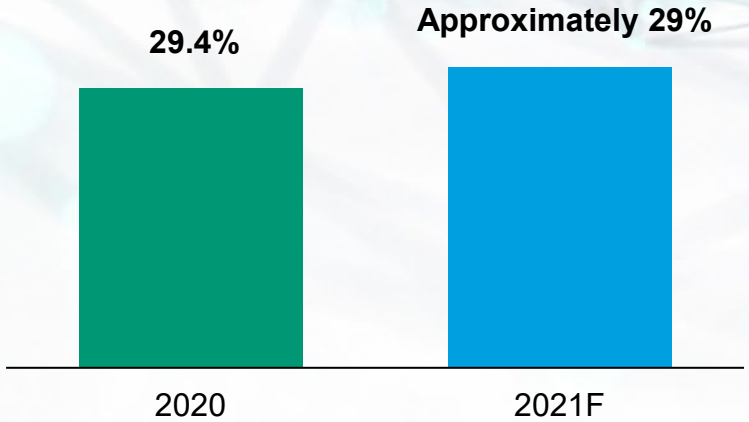
1. Trailing twelve months as of September 30, 2021.

MA 2021 Guidance: Revenue Growth and Reinvestment to Drive Future Expansion

MA Revenue[1]



MA Adjusted Operating Margin[1]



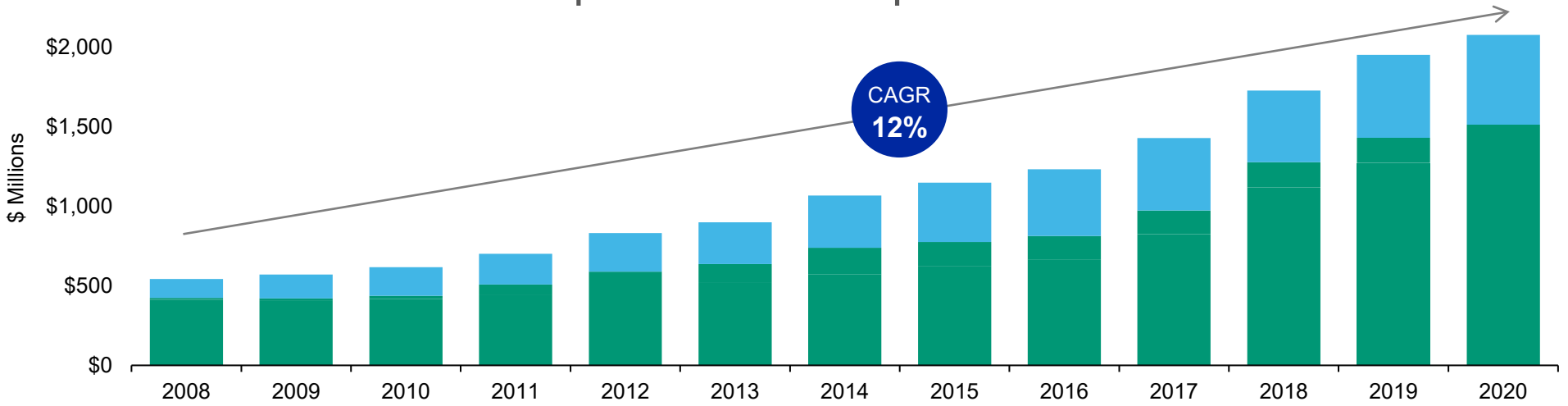
Key drivers of MA FY 2021 outlook[1]

- Overall mid-90's percent retention rate
- Strategic shift to subscription-based products accelerates recurring revenue growth
- Expense discipline funds organic strategic investments
- M&A improves revenue growth by ~6%; lowers margin by ~300 bps

1. See press release titled "Moody's Corporation Reports Results for Third Quarter 2021" from October 28, 2021 for Moody's complete full year 2021 guidance.

Moody's Analytics: Consistent Execution Drives Long-Term Growth

Revenue has more than tripled since inception



2007

- Moody's Analytics founded
- Established risk assessment franchise with banks and insurance companies

2010 - 2016

- Continued to develop and enhance Moodys.com
- Expanded economic data and modeling capabilities
- ERS – software and analytics created a chassis for MA integration and growth

2017 - 2020

- Investments to further Commercial Real Estate capabilities
- Private entity data – largest database of private companies, provided thousands of customers
- Extended ALM[1] franchise into pensions market
- Divested MAKS to focus on data and analytics products
- Combined private entity data with profiles on politically exposed individuals to form top tier KYC solutions

Moody's Analytics

2020 Revenue: $2,079m

2008 – 2020 CAGR: +12% (~63% organic)

Enterprise Risk Solutions

2020 Revenue: $565M

2008 – 2020 CAGR: +14% (~68% organic)

Research, Data & Analytics[2]

2020 Revenue: $1,514M

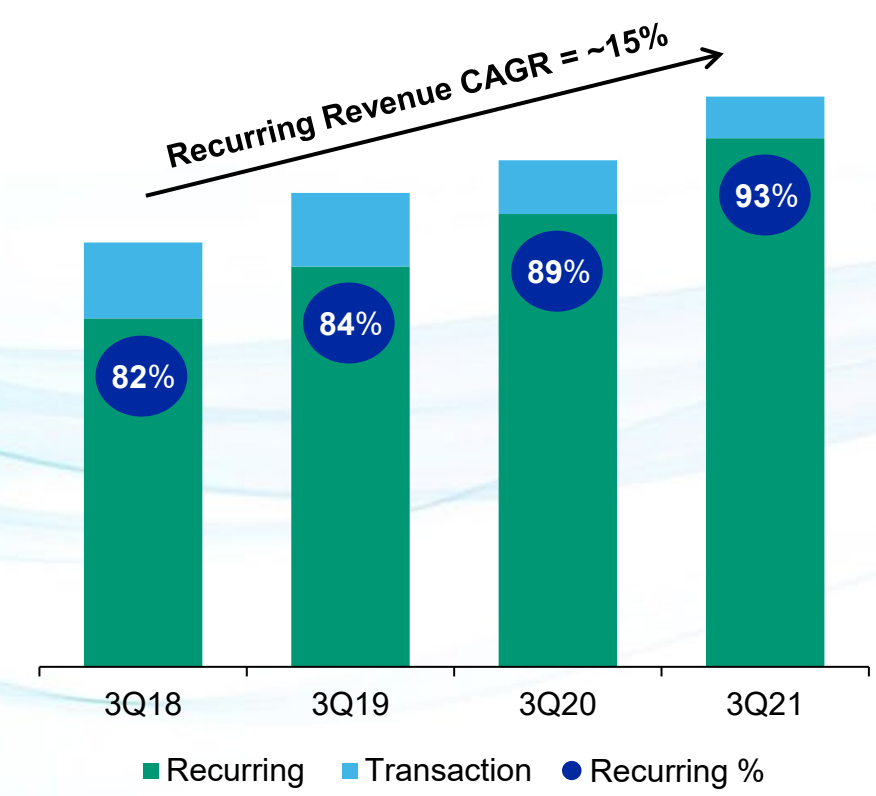
2008 – 2020 CAGR: +11% (~61% organic)

1. Asset and liability management.
2. Includes Professional Services line of business ("LOB"). Subsequent to the divestiture of MAKS in 2019, revenue from the Moody's Analytics Learning Solutions ("MALS") unit, which previous to 2020 was reported in the Professional Services LOB, is now reported as part of the RD&A LOB.

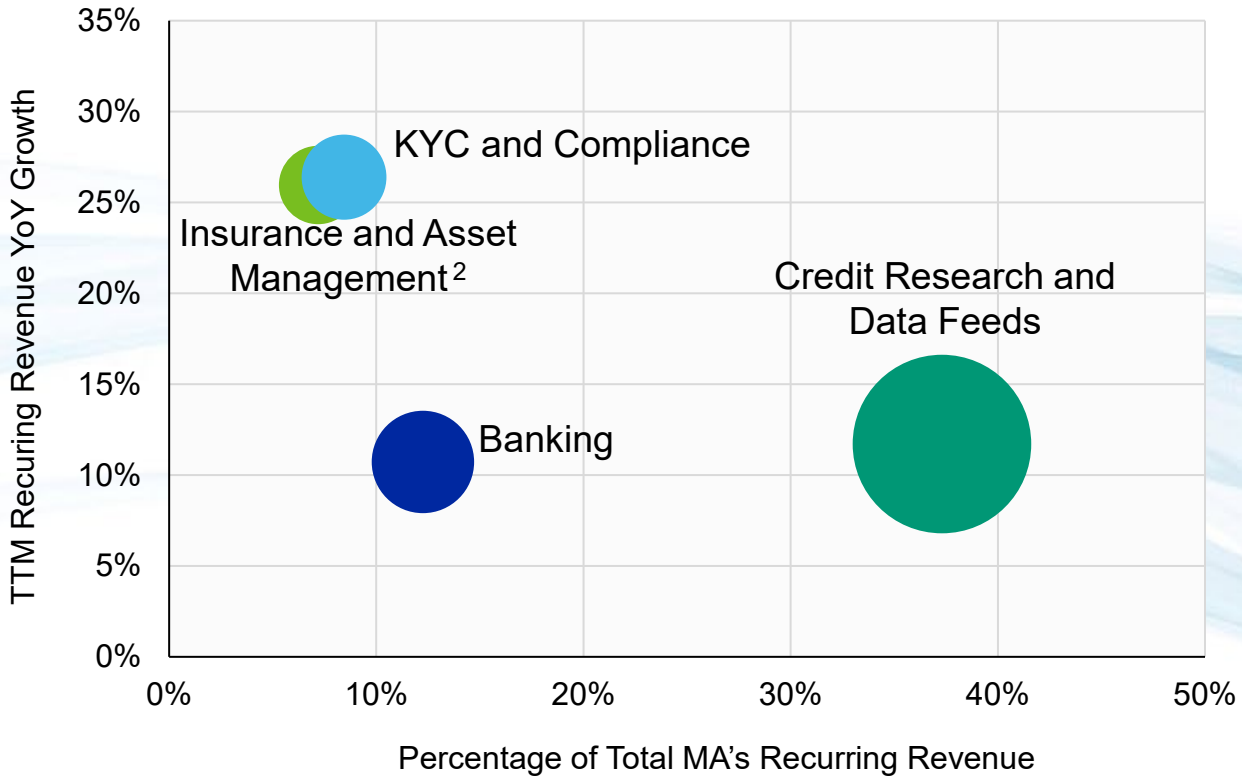
Note: Individual line of business revenues may not add up to total Moody's Analytics revenue due to rounding.

MA Recurring Revenue Above 90%

TTM MA Recurring and Transaction Revenue[1]



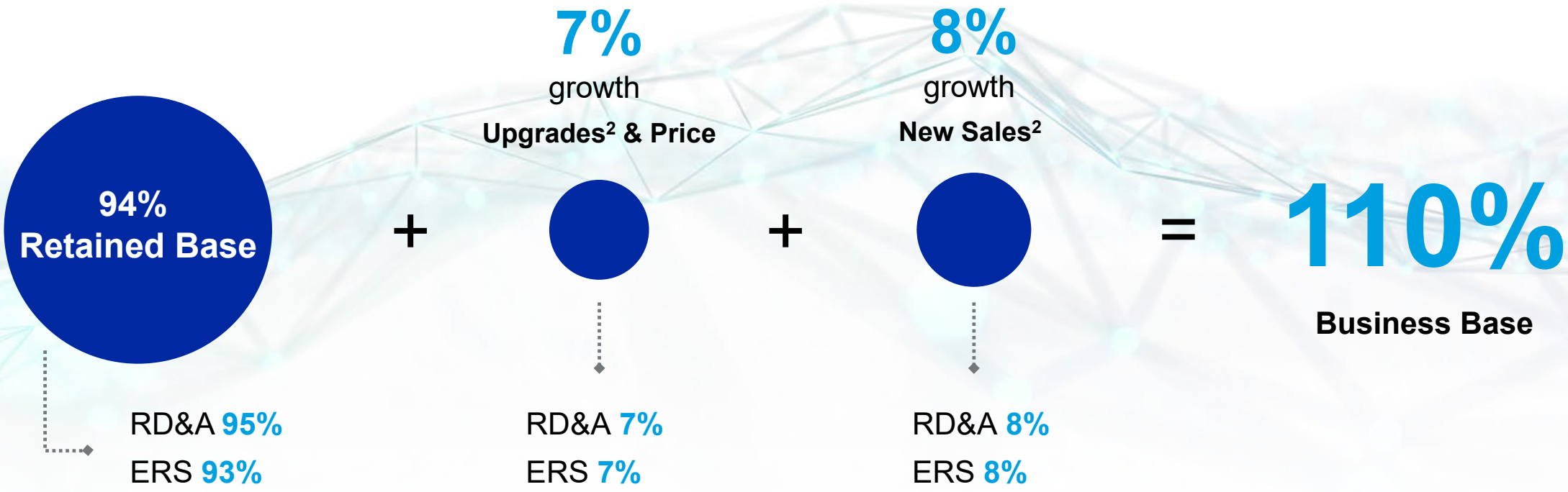
Key Contributors to TTM MA Organic Recurring Revenue[1]



1. Trailing twelve months as of September 30, 2021.
2. Insurance and Asset Management excludes RMS.

High Retention Provides Solid Base for Growth

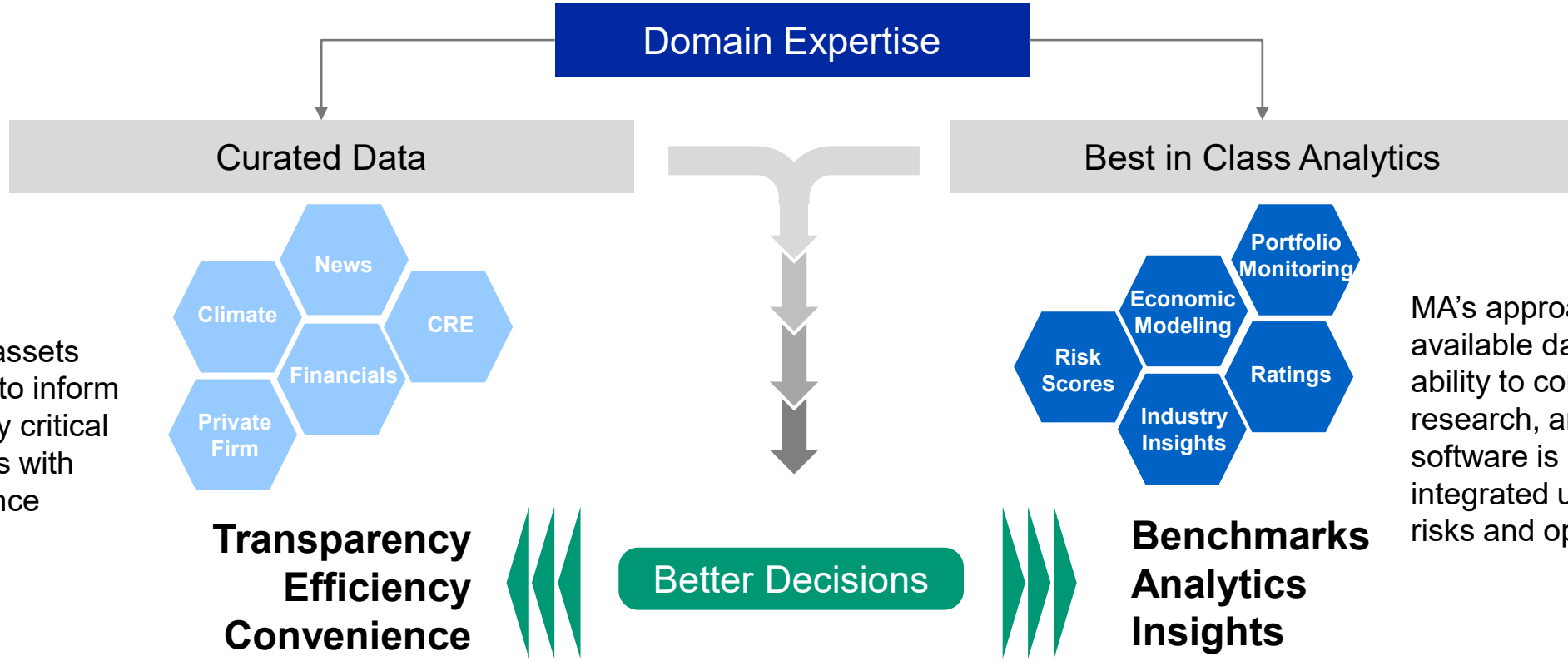
Moody's Analytics 3Q 2021 TTM renewable sales and growth[1]



1. Constant currency. Excludes RDC, Acquire Media, ZM Financial, Catylist, Cortera and RMS.
2. Upgrades reflect amendments to existing customer contracts. New Sales reflect new contracts with new and existing customers.

Curated Data Combined with Analytics are the Foundation of our Integrated Risk Assessment Strategy

Proprietary data assets allow companies to inform and perform many critical business activities with trust and confidence



MA's approach to deepening available data sets and ability to combine with research, analytic tools and software is driving a more integrated understanding of risks and opportunities

Diverse Product and Customer Base Enables Growth Across Sectors



Moody's CreditView | orbis | AXIS | CreditLens | grid | Economic Data & Forecasts

Customers[1]

1,500+ Asset Managers	**2,900+** Commercial Banks
3,100+ Corporations	**225+** Securities Dealers and Investment Banks
675+ Insurance Companies	**4,000+** Governments & Other Entities
300+ Real Estate Entities	

1. As of full year 2020, excludes RMS.
Note: Trees are in size order but not to scale and therefore don't provide a proportional comparison of the product lines' current or anticipated size.

Moody's Software Serves as a Chassis for Integrated Risk Assessment

Lending use case highlights synergies across segments

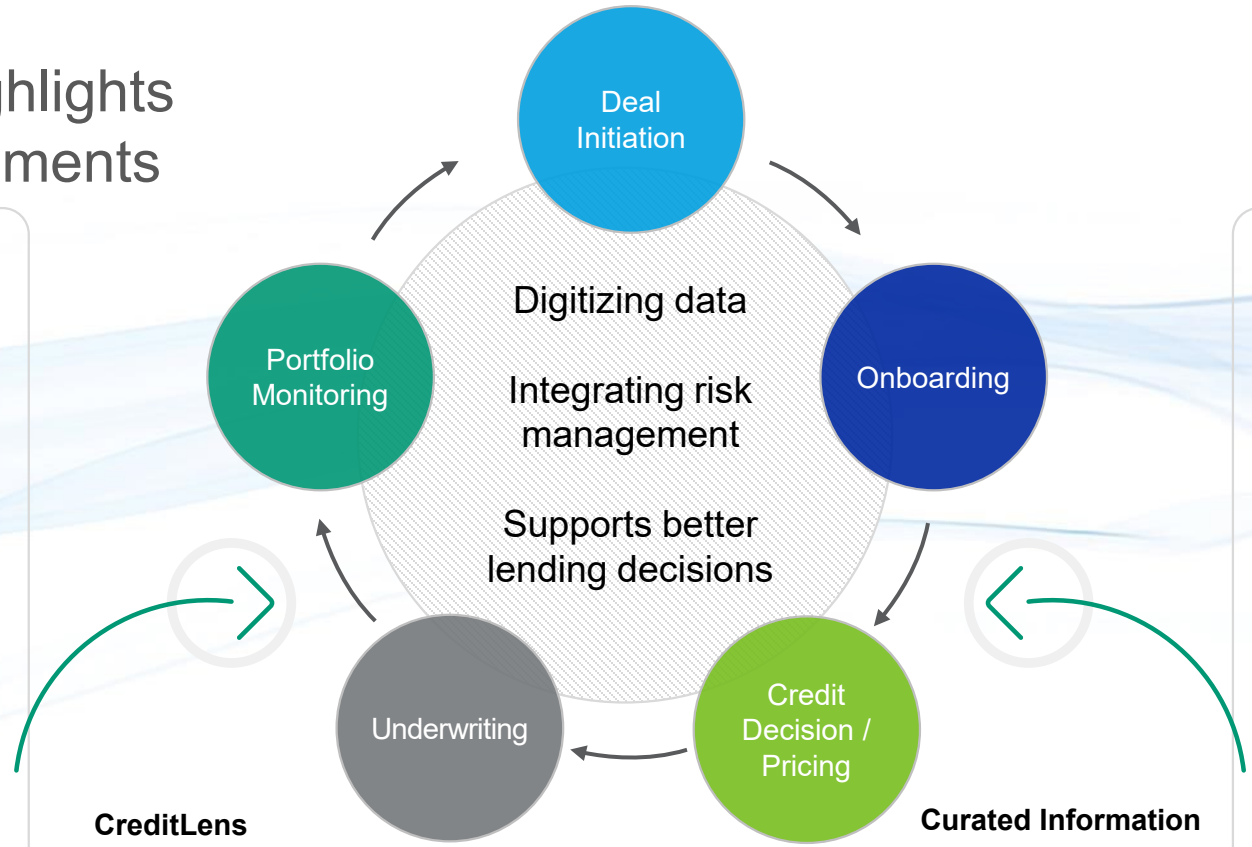
ERS solutions

Accounting
Impairments:
CECL, IFRS-9, IFRS-17

Credit decisioning & lending
Credit origination, spreading and scoring, pricing

Balance sheet management
Portfolio management, ALM, stress testing, planning

RegTech
Regulatory reporting



CreditLens

Digitizes data, integrates analytics, and provides SaaS workflow software to help loan officers make better decisions, faster

Curated Information

Company information, analytic models, economic and ESG scenarios to integrate best practices in risk management

RD&A data & insights

Research
Opinions and insights that explain ratings, methodologies and markets

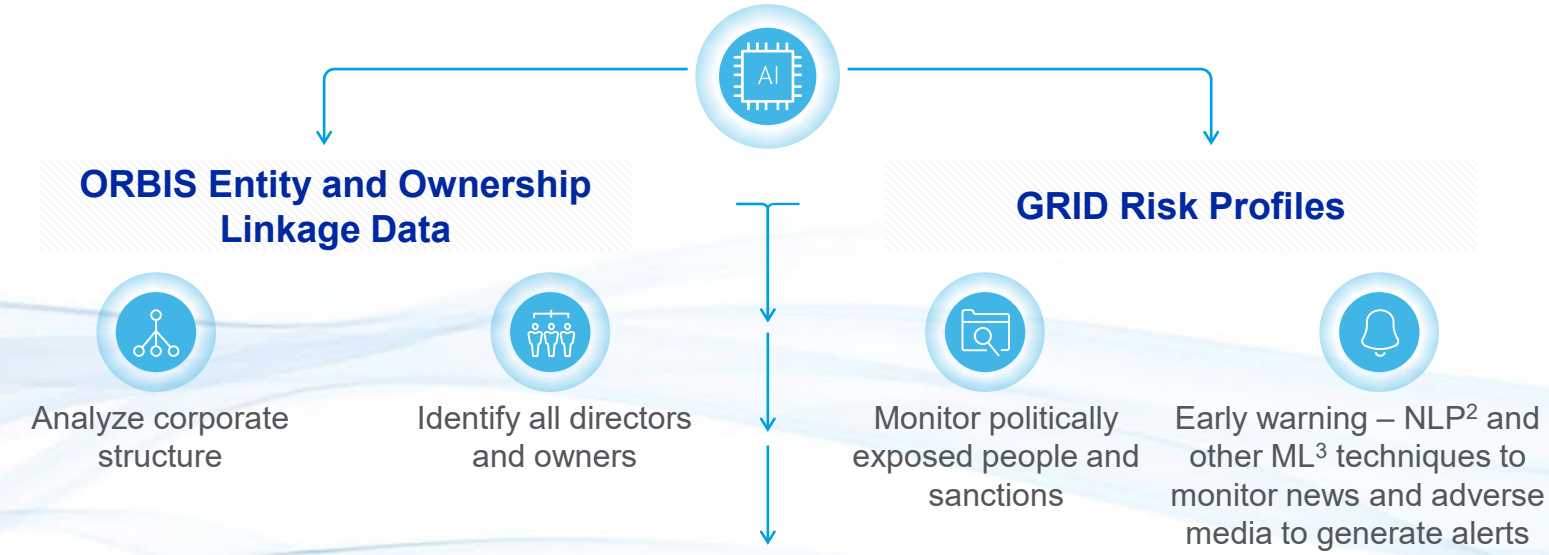
Economics
Scenarios, forecasts and indicators to support analytics

Data
Public and private company information, MIS ratings

Commercial Real Estate
Workflow solutions, portfolio performance and climate impact

Best-in-Class KYC and Compliance Solutions Driving MA Growth

AI[1] reduces false positives and increases automation



+ The world's preeminent database on companies and corporate hierarchies
+ Combined with a comprehensive database on adverse media, politically exposed people and sanctions
+ With applied proprietary analytical tools
= Moody's best-in-class KYC and Compliance customer solution set

1. AI = Artificial Intelligence.
2. NLP = Natural Language Processing.
3. ML = Machine Learning.

RD&A Enables Better Decisions through Data and Insights

Our business solutions

Research

Opinions and insights that explain ratings, methodologies and markets

Data

Public and private company information[1]

MIS Ratings

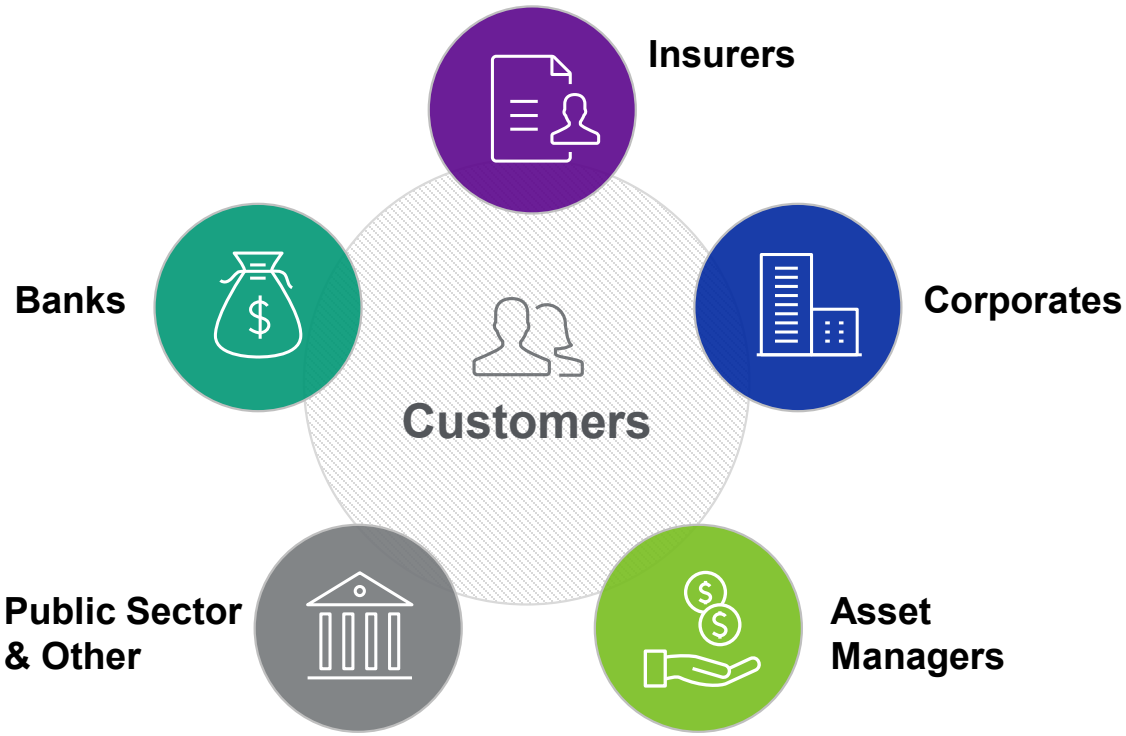
Economics

Scenarios, forecasts and indicators to support analytics

Commercial Real Estate

Workflow solutions, portfolio performance and climate impact

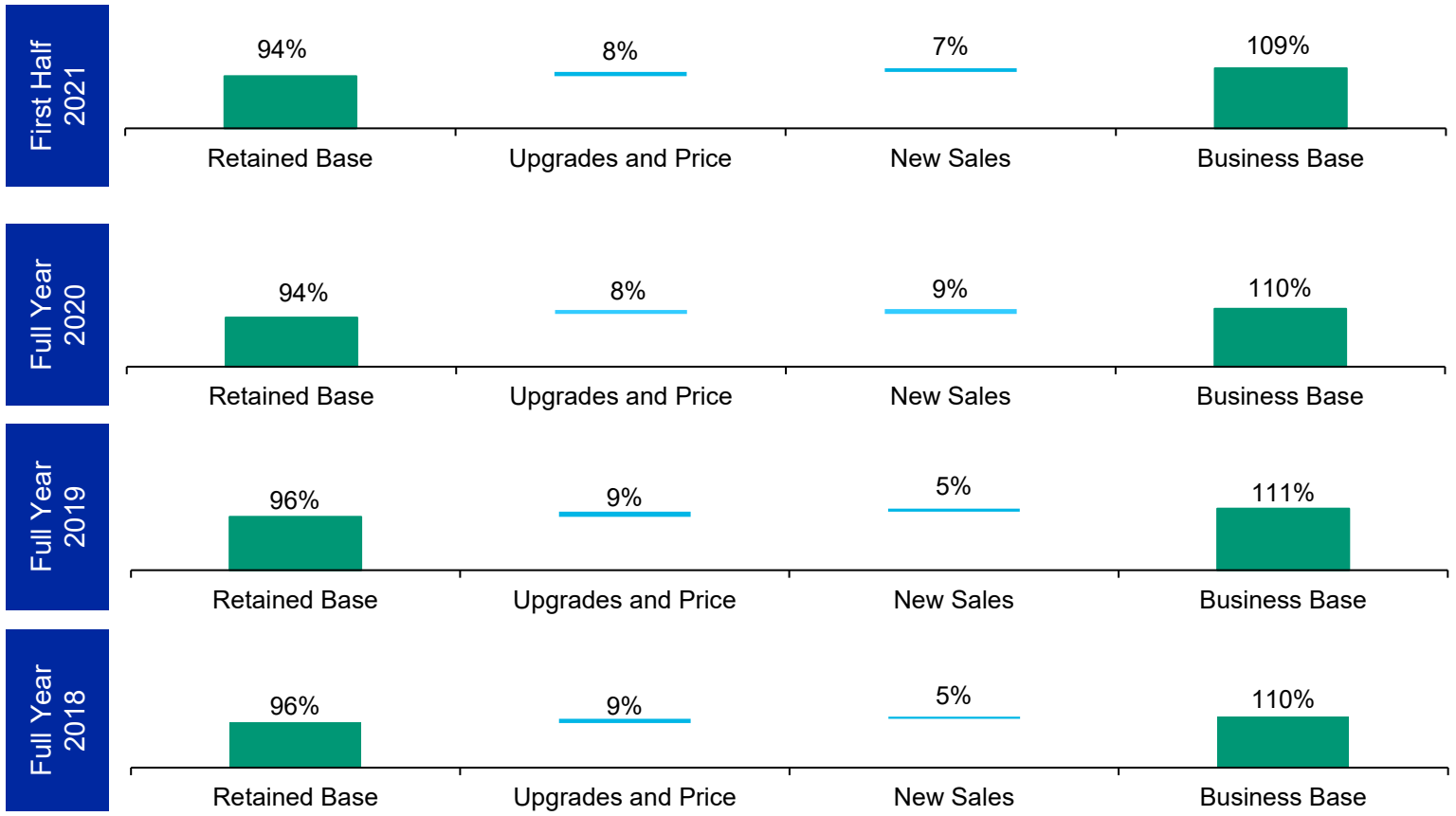
Our customers



1. Public and private company information relates to KYC and compliance solutions.

RD&A Growth Driven by Stronger Retention

Subscription Sales Growth[1]
(constant currency)



- Expansion of ratings coverage
- Production of insightful credit analysis
- New customers in geographies with developing debt capital markets
- Expansion of data sets and delivery options
- Strong customer retention

1. The sales growth attributions presented on this slide are related to RD&A subscription sales on a constant currency basis. Pre-2020 data excludes BvD. Upgrades reflect amendments to existing customer contracts. New Sales reflect new contracts with new and existing customers.

ERS Empowers Customers' Success With Analytics

Technology with a purpose – enabling better, faster decisions

Our business solutions

Accounting

Impairments, IFRS-17

Balance sheet management

Portfolio, valuation and ALM[1]

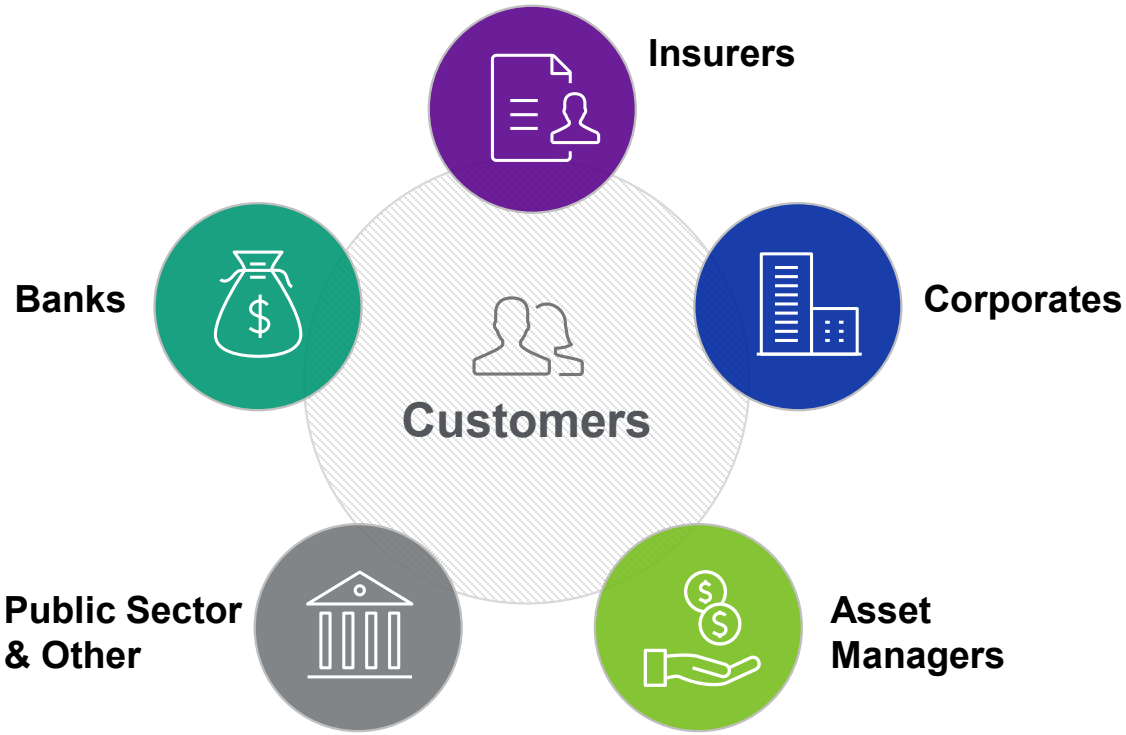
Credit decisioning & lending

Credit modeling, scoring and spreading

RegTech[2]

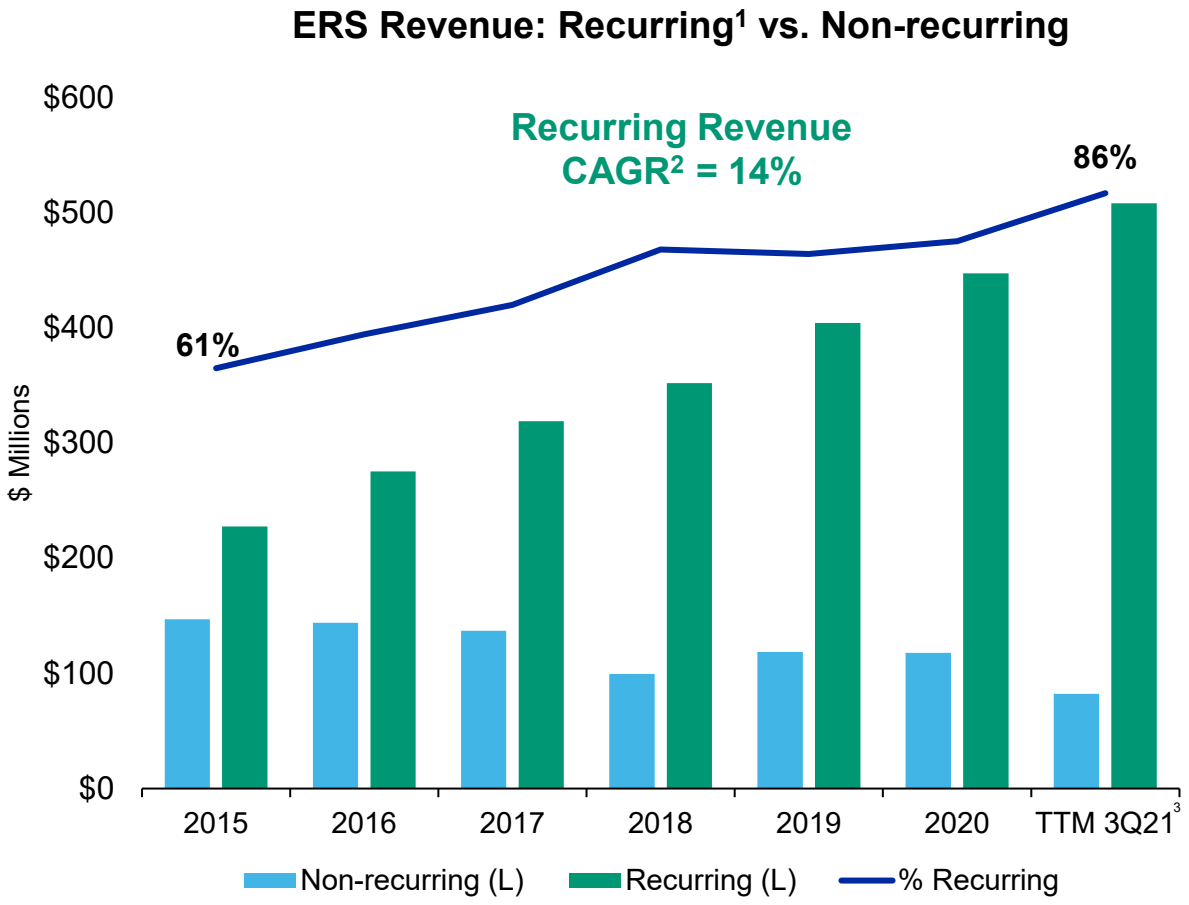
Regulatory reporting

Our customers



1. Asset and liability management.
2. Regulation technology.

ERS: 90% Recurring Revenue in 3Q 2021; Mid-Teens Recurring CAGR

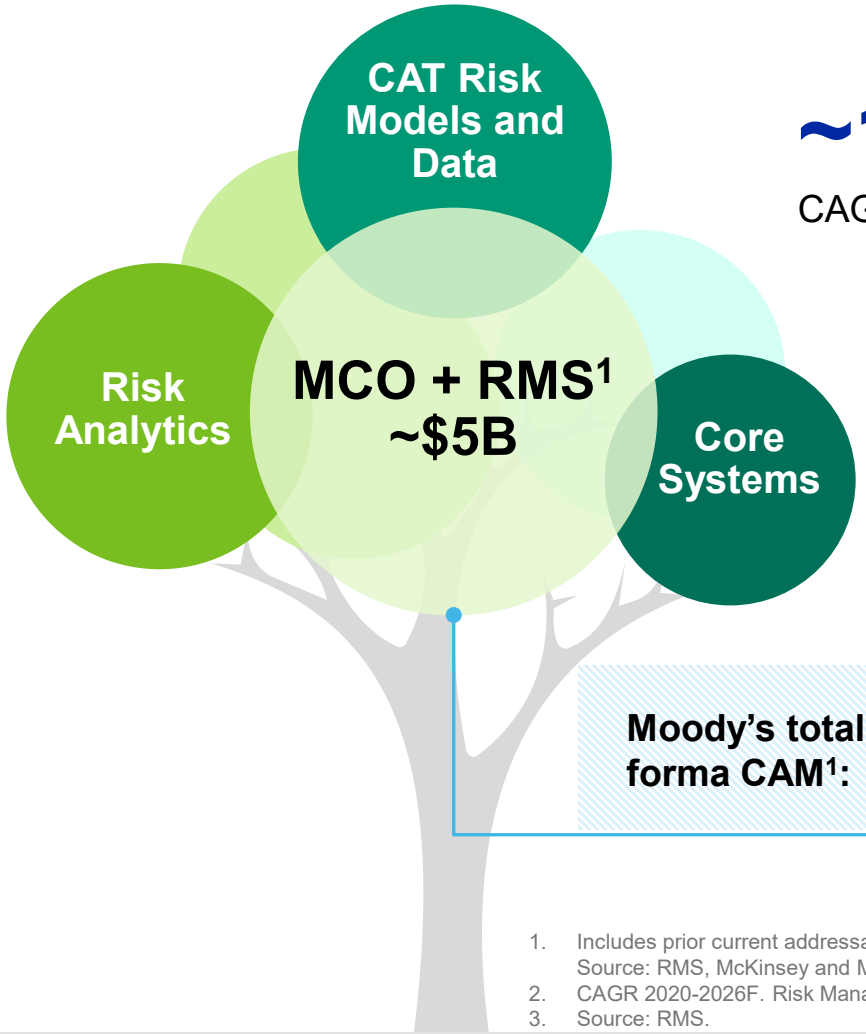


- ERS recurring revenue has grown by more than $270 million since 2015
- Emphasis on subscription products supports scalability, drives operating leverage and margin
- Ease of use and lower cost of ownership shifting customer demand to SaaS-based solutions
- Next-gen products enhance customer experience, improve adoption rates and shorten sales cycles
- TTM[3] revenue as of 3Q 2021:
  - Recurring +17%
  - Non-recurring -36%
- 3Q 2021 recurring revenue comprises 90% of total

1. Recurring revenue includes maintenance and subscription.
2. Compound Annual Growth Rate, 2015 – 2020.
3. Trailing twelve months as of September 30, 2021. Includes RMS revenue since September 15, 2021. All other periods prior to September 15, 2021 exclude RMS revenue.

Large Growth Opportunity in Insurance Data and Analytics Markets

Insurance Data and Analytics Markets are Large and Growing Rapidly…



~13%

CAGR in Risk Management[2,3]

Moody's total pro forma CAM[1]: $40B+

…While Pressures to Transform are Accelerating

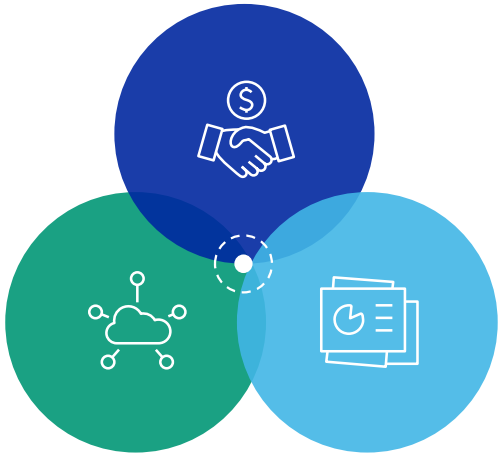
- Insurers are increasingly incorporating **ESG, Climate** and other risk factors into loss models
- **Increased awareness of uninsured risks** following COVID-19 pandemic (supply chain, resiliency, etc.); $350B of uninsured losses in the last five years[3]
- Growing gap between retail insurance customer expectations and **digital transformation required by insurers to deliver** positive user experience
- Increasing need to insure against **losses related to weather events accelerated by climate change**

1. Includes prior current addressable market (CAM) of ~$35B+ as of February 12, 2021, and incremental ~$5B CAM as of August 5, 2021 with the combination of MCO and RMS. Source: RMS, McKinsey and Moody's.
2. CAGR 2020-2026F. Risk Management is the largest sub-segment in insurance data and analytics.
3. Source: RMS.

RMS: Mission Critical Role in Global Insurance Markets

Climate capabilities further accelerate our integrated risk assessment strategy

Areas of Focus for Integration



Path to Achieving Targets

Cross-selling Opportunities

- Leveraging MA's global salesforce

Transition Customers to SaaS

- Benefitting from MA's experience and acumen

Product Development and Integration

- Prioritizing use cases related to climate risks

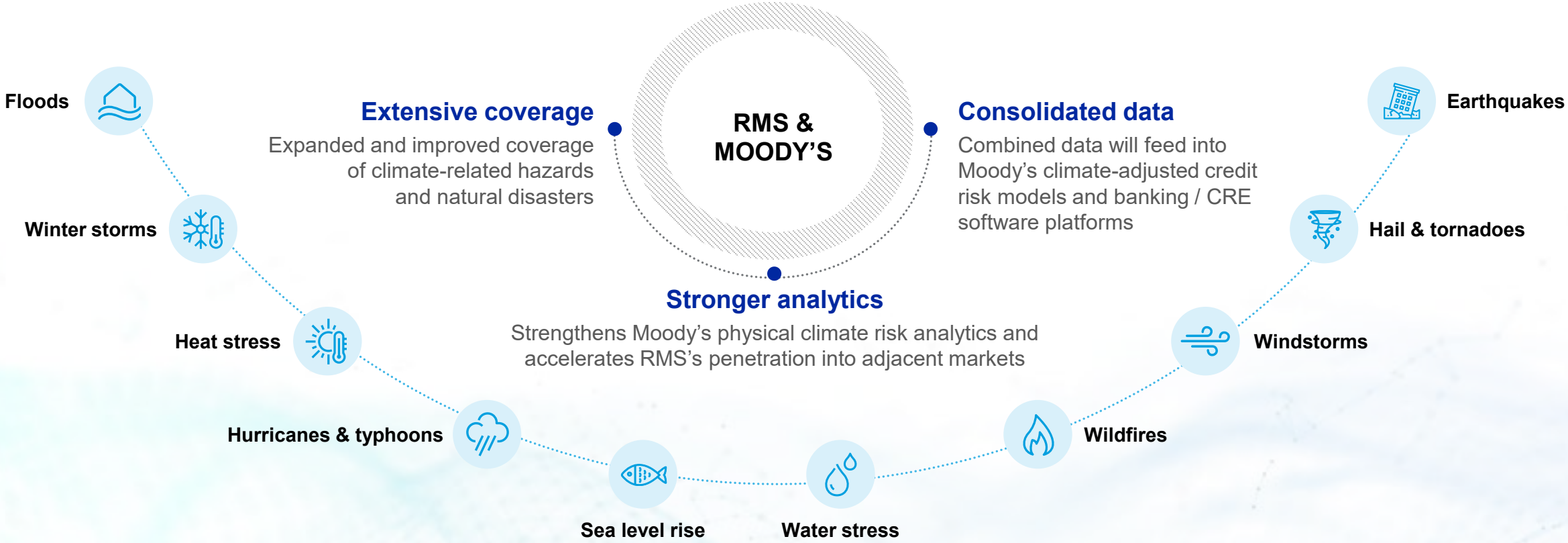
Financial Targets

- Combined revenues from RMS and Insurance and Asset Management to be ~$500M in 2021[1]
- Up to $150M in incremental RMS-related run-rate revenue by 2025[2]
- Medium-term MA adjusted operating margin target of mid-30's percent range[2]

1. RMS revenue for fiscal year ending September 30, 2021. Forecast as of October 28, 2021 for MA Insurance and Asset Management.
2. Forecast as of August 5, 2021.

Expanding Moody's Climate Solutions

RMS data can be leveraged for a wide range of Moody's applications



RMS + MOODY'S

- » Short, medium, and long-term risk
- » Forward-looking climate data
- » Global coverage

6

ESG Solutions

ESG Market Overview

Market Trends

» Multiple drivers and stakeholders supporting the growth of ESG, with increasing relevance to corporates, banks, insurers, investors, governments and consumers

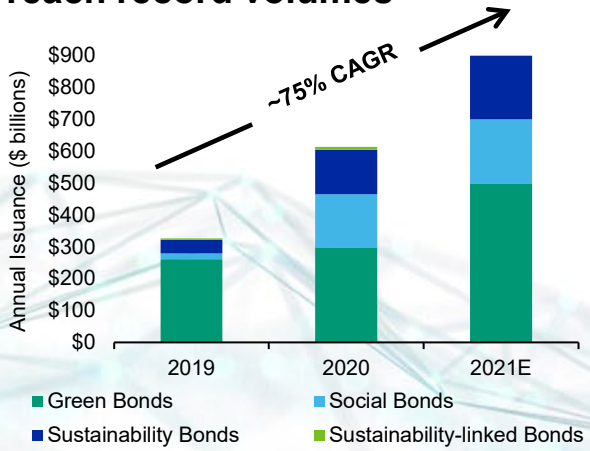
» Moody's forecasts global issuance of green, social and sustainability bonds – collectively referred to as sustainable bonds – will hit a record $1 trillion in 2021[1]

» Sustainability linked financing emerging as a key alternative to "use of proceeds" green issuance, expanding the potential issuer base

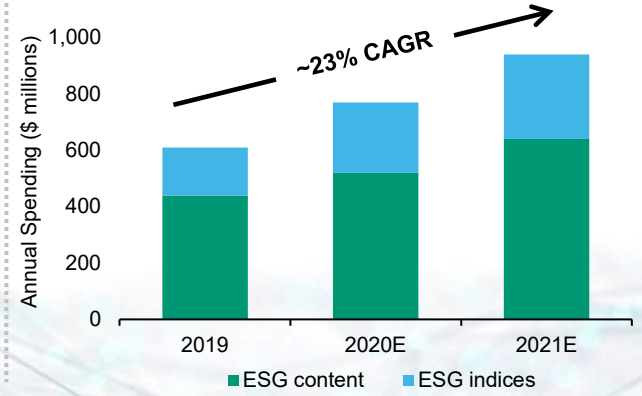
» Increasing governmental focus on climate and sustainable debt market growth and development

- Central banks focused on managing climate change-related systemic risks
- EMEA – EU driving towards standardization of ESG taxonomy, disclosures and reporting standards
- U.S. – The Biden administration is taking a whole-of-government approach to tackle climate change, including focusing on disclosures and Climate as a source of systemic risk

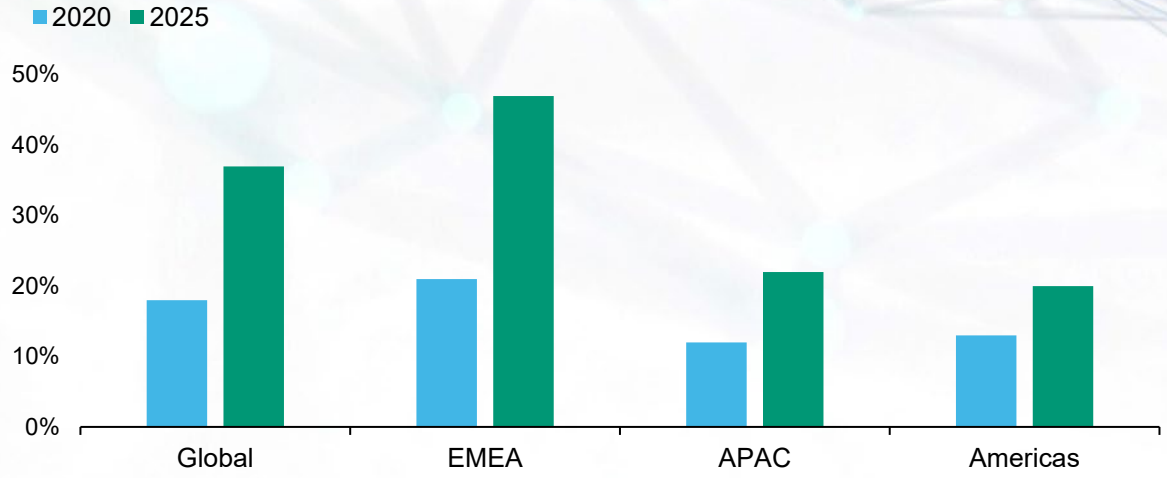
Sustainable bonds set to reach record volumes[1]



Rapidly growing spend on ESG data & metrics[2]



Percentage of assets invested sustainably[3]



1. Source: Moody's Investors Service "Sector in-depth: Sustainable Finance – Global – Sustainable bonds on course to top $1 trillion annual issuance in 2021", October 27, 2021.
2. Sources: McKinsey and Opimas, March 2020.
3. Source: Global Client Sustainability Survey, July – September 2020. BlackRock.

Priorities for Strategic Growth: ESG Integrated Across All Platforms, Driving Growth and Enhanced Relevance

Moody's

MIS Integration

- Credit Ratings & Research
- ESG Credit Scores
- ESG Classification
- Heat Maps

MA Integration

- Real Estate Solutions
- Moody's CreditView
- Risk Analytics & regulatory reporting
- Lending solutions and tools
- APIs and Data Feeds

Moody's ESG Solutions

- ESG Measures
- Climate Solutions
- Index Solutions
- SME Solutions
- Sustainable Finance

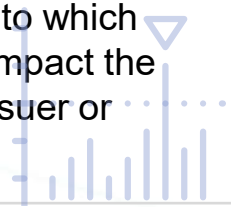
MIS: Four Components to MIS Integration of ESG

New ESG scores will assist in transparently and systematically demonstrating the impact of ESG on credit ratings

Credit Ratings & Research

How is ESG integrated into credit ratings?

- ESG factors taken into consideration for all credit ratings
- Greater transparency in press releases, as well as credit opinions
- Credit Impact Score (CIS) is an output of the rating process that indicates the extent, if any, to which ESG factors impact the rating of an issuer or transaction



ESG Credit Scores

How is a specific issuer exposed to ESG risks / benefits?

- Issuer Profile Scores (IPS) are issuer-specific scores that assess an entity's exposure to the categories of risks in the ESG classification from a credit perspective
- IPS, where available, are inputs into credit ratings



ESG Classification

What is ESG?

- Our classification reports describe how we define and categorize E, S and G considerations that are material to credit quality
- New environmental classification sharpens focus on physical climate risks



Heat Maps

Is ESG material to credit quality?

- Heat maps provide relative ranking of various sectors along the E and S classification of risks



MA: ESG Integrated into Multiple Offerings

Moody's CreditView
The view that counts

- ESG & Physical Climate Risk Scores
- ESG Company and Sector Reports
- MIS Sector Heatmaps & classifications
- MIS Entity CTA, IPS, CIS scores[1]

Moody's DataHub

- All of Moody's data on a centralized platform
- ESG, climate risk and controversy data

CreditEdge™

Moody's Analytics CreditEdge

- Climate-adjusted expected default frequencies (EDFs)

ESG Score Predictor, part of SME Solutions

- Derived from Moody's proprietary ESG scoring methodology for large-cap corporates
- 140 million predictive company ESG scores
- Moody's Orbis, Procurement, Credit Catalyst platforms and API

Moody's Analytics Climate Risk Scenarios

- Consistent with NGFS Phase II guidance
- Four alternative pathways forecasting physical & transition risks
- Available for 70+ countries in Data Buffet and Scenario Studio

Moody's Analytics | CRE Solutions

- Physical climate risk scores integrated in CRE analytics platform
- Scores for CRE properties, submarkets, markets and regions within the U.S.
- CRE properties and geographies are assigned category scores for the six climate hazards that drive business risk: floods, heat stress, hurricanes & typhoons, sea level rise, water stress, and wildfire risk

1. Carbon Transition Assessment, Issuer Profile Scores and Credit Impact Scores.

Moody's ESG Solutions Group

A leader in ESG: providing a range of risk management, equity and credit market solutions

- Brings together over 30 years of ESG expertise to meet rapidly evolving needs
- Delivers data, analytics and insight to further enhance best-in-class risk assessment capabilities from MIS and MA



Serving risk management, equity and credit markets

MESG Current Solution Suite

ESG Measures

- Data, Scores & Benchmarks
- Assessments & Research
- Controversy Monitoring & Alerts
- Positive / Negative Screening
- Regulatory Datasets
- Portfolio Review

Index Solutions

- 100 Indices (Equity & Fixed Income)
- 10+ Partnerships
- Benchmarking Data
- ETFs, Listed & OTC Derivates, Certificates & Structured Products

Climate Solutions

- Physical Risk Data & Scores
- Transition Risk Data & Scores
- Climate Governance
- On-Demand Scoring
- Portfolio Review
- Regulatory Reporting Tools

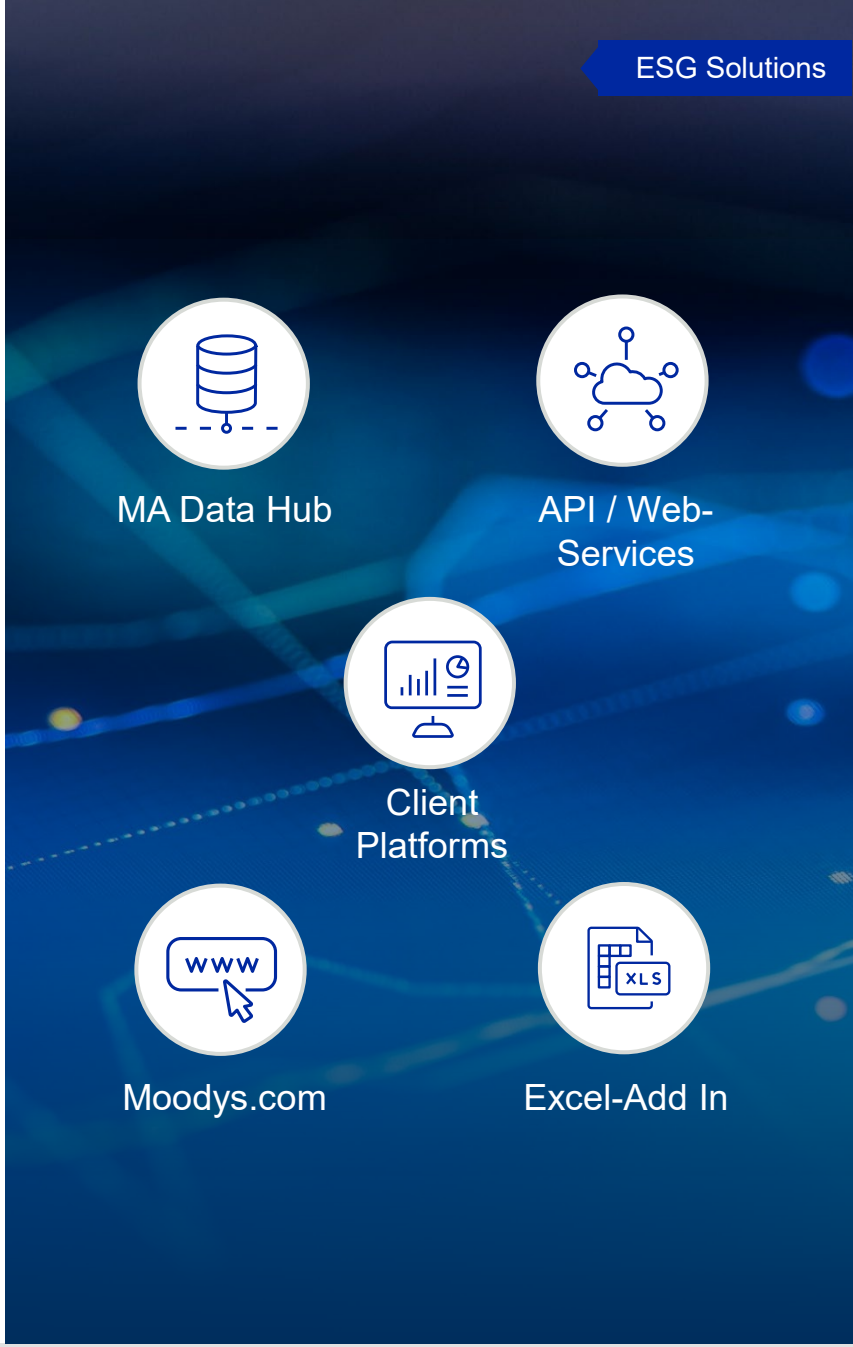
Sustainable Finance

- SPO[1] – Green, Social and Sustainable Bonds
- SPO[1] – Sustainability-Linked Loans/Bonds
- Sustainability Ratings
- CBI[1] Verification
- Company Benchmarks

SME Solutions

- ESG Score Predictor
- ESG Assessments
- Portfolio Review
- Controversy Monitoring

1. SPO: Second Party Opinion; CBI: Climate Bonds Initiative.



Moody's ESG Snapshot[1]

35+
Years of dedicated ESG experience
Pioneering ESG analysis since 1983[2]

~3,100
MIS research reports
Related to ESG considerations

100%
Systematic integration of ESG considerations into credit ratings
ESG discussion is now required in all rating committees

5,000+
ESG assessments
Covering 273 unique ESG data points

140 Million+
SME ESG Scores
600+ industries in 180+ countries

10,000+
Controversy monitoring & alerts

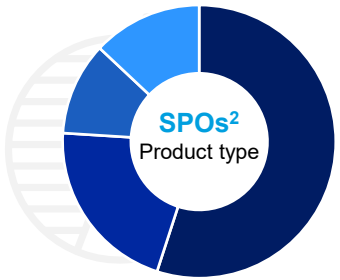
~400
Global sustainable bonds and loans
Green, social, sustainability bonds and sustainability-linked loans and bonds

10 Million+
Climate Risk Scores
Spanning countries, counties, cities, companies & real estate assets globally

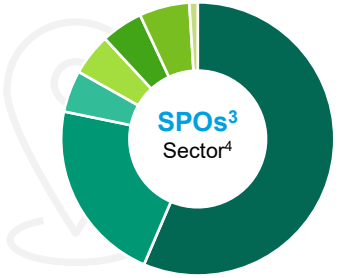
48
Regulatory consultations
On ESG matters

~380
ESG events and speaking engagements
Related to ESG considerations, over 5,000 attendees

16
Awards in the ESG & Climate space
Including 'Best ESG Data Provider' at Waters Rankings 2021



55% Green Bonds
21% Sustainability Bonds
11% Social bonds
13% Sustainability-Linked Loans



57% Corporates
22% Banks & Insurance
5% Local Authorities
5% Public Entities
5% Sovereign
6% Public Utilities
1% Other

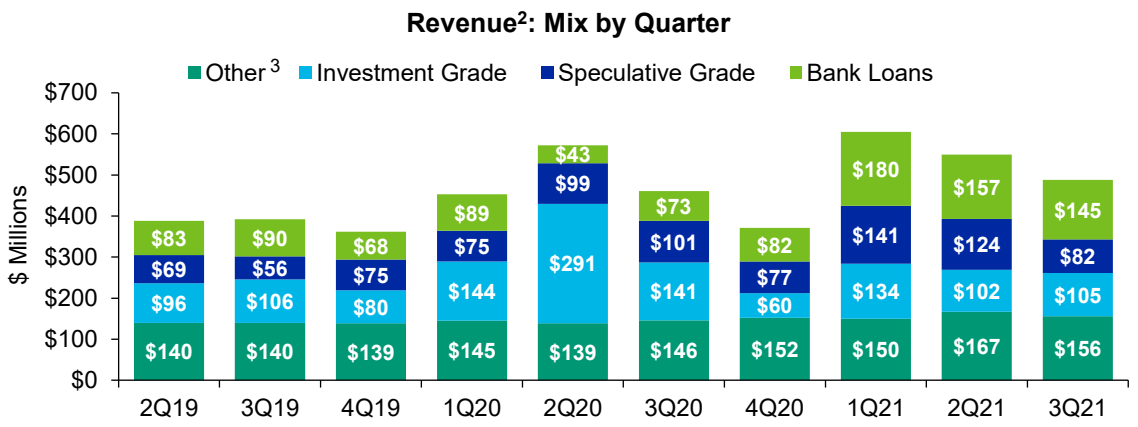
Forefront of Innovation in SPOs[3]:
- 1st Sustainability Linked Convertible Bond
- 1st Sustainability Linked Airline Loan
- 1st Sustainability Linked Sukuk
- 1st Sustainability Linked Bond in the U.S.
- 1st Gender Focused Social Bond in Columbia
- 1st Social Bonds in Brazil
- 1st Sovereign SDG Bond
- 1st Airline Sustainability Linked Bond
- 1st Green Sukuk in N. Africa / Middle East
- 1st Green Bond for the European Commission

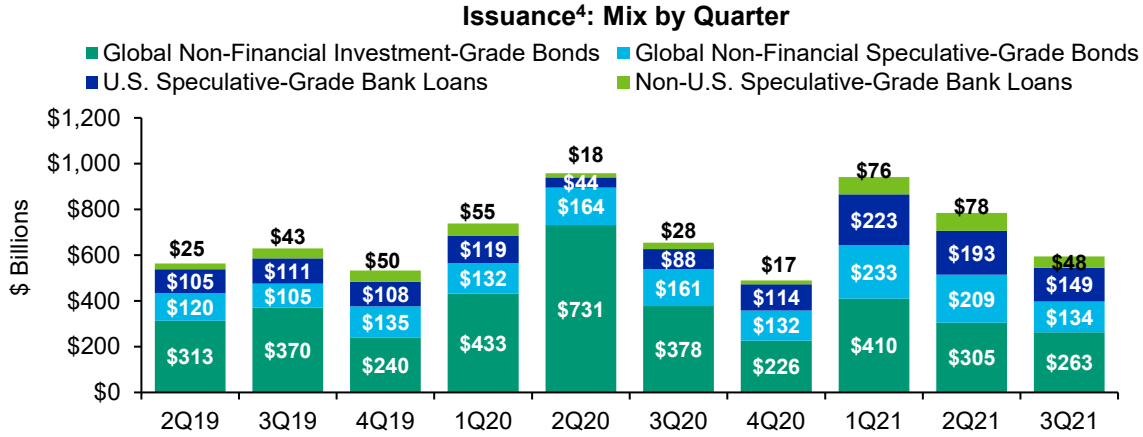
1. Data as of September 30, 2021.
2. Conducted by Moody's affiliate V.E.
3. SPOs: Second Party Opinions.
4. Source: V.E., part of Moody's ESG Solutions.

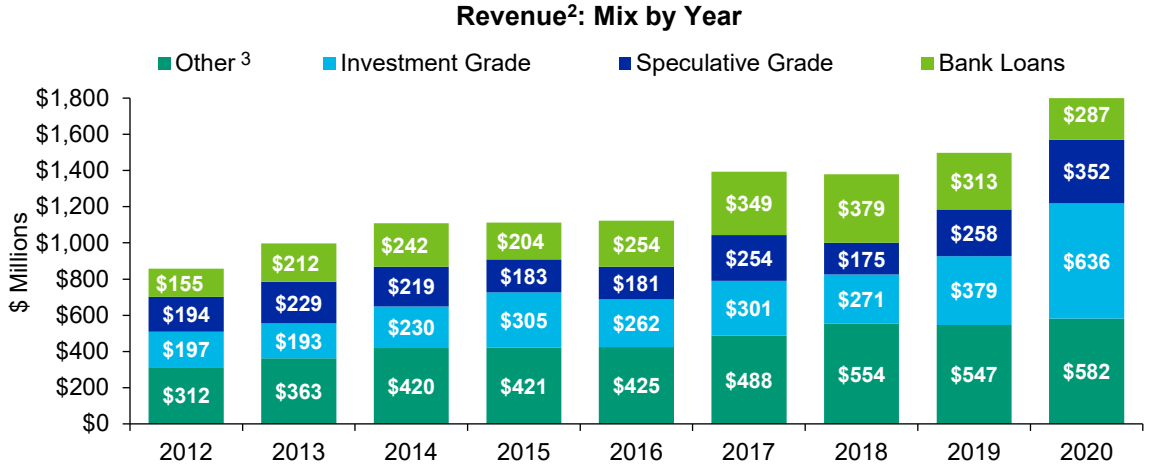
7

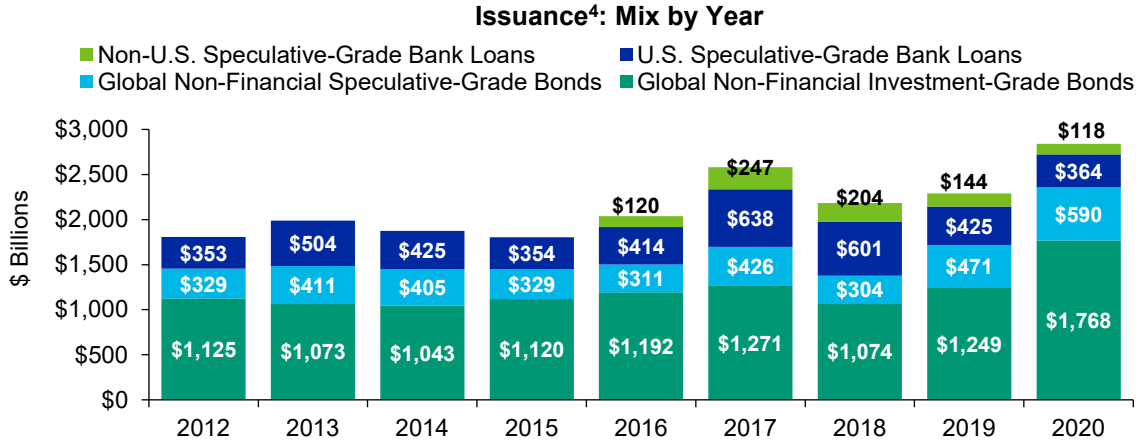
Appendix

Corporate Finance: Revenue and Issuance[1]





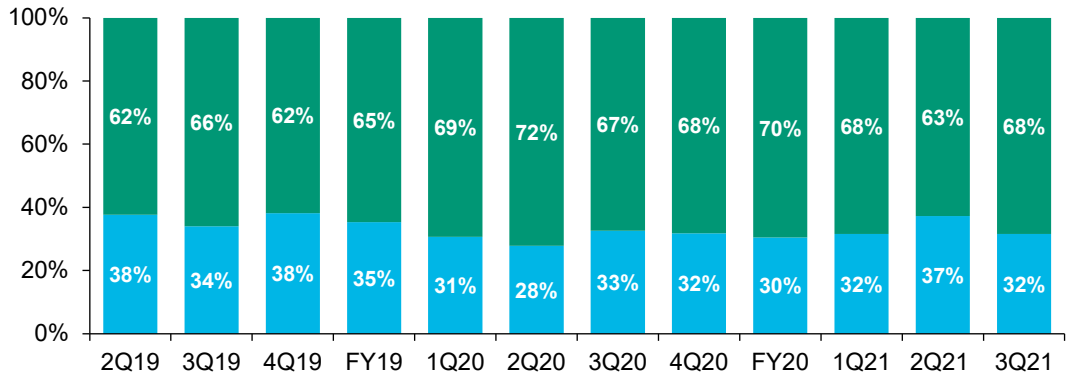




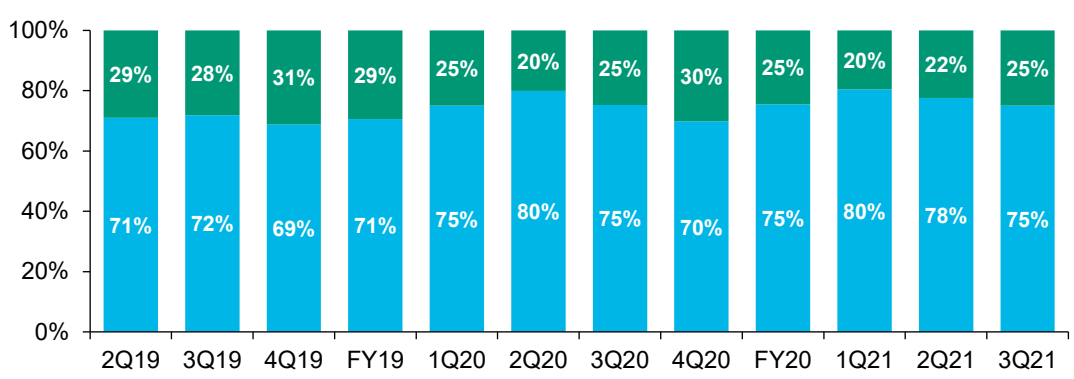
1. Total estimated market issuance unless otherwise noted.
2. Historical data has been adjusted to conform with current information and excludes intercompany revenue. The revenue reclassification of REITs to Corporate Finance from Structured Finance is reflected starting from 1Q 2018.
3. Other includes: monitoring, commercial paper, medium term notes, and ICRA.
4. Sources: Moody's Analytics, Dealogic. U.S. and Non-U.S. Speculative-Grade Bank Loans represent only Moody's rated speculative-grade bank loans. Non-U.S. Speculative-Grade Bank Loan Origination data available starting 2016.
   Note: Debt issuance categories do not directly correspond to Moody's revenue categorization.

Corporate Finance: Revenue Diversification

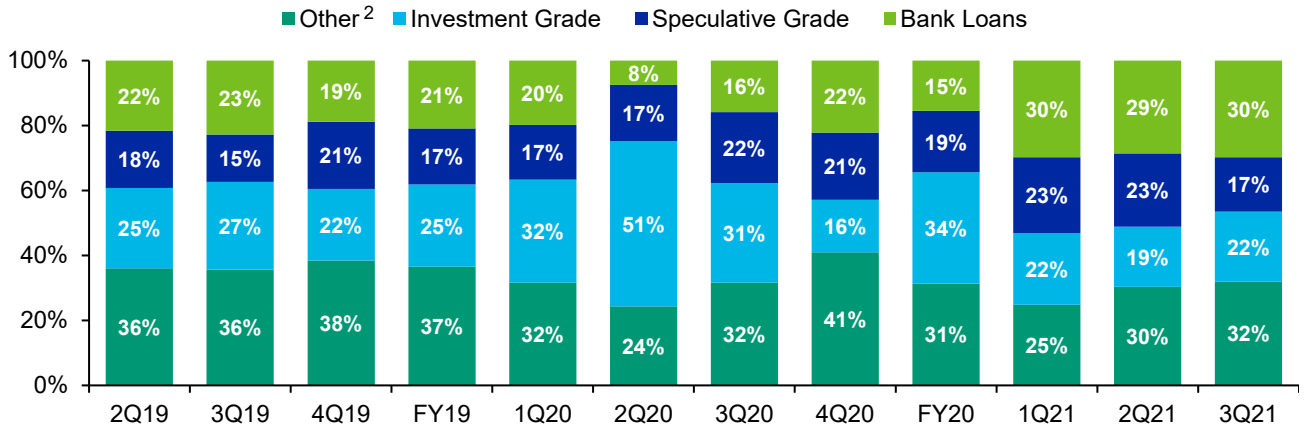
Revenue[1]: Distribution by Geography



Revenue[1]: Distribution by Recurring vs. Transaction

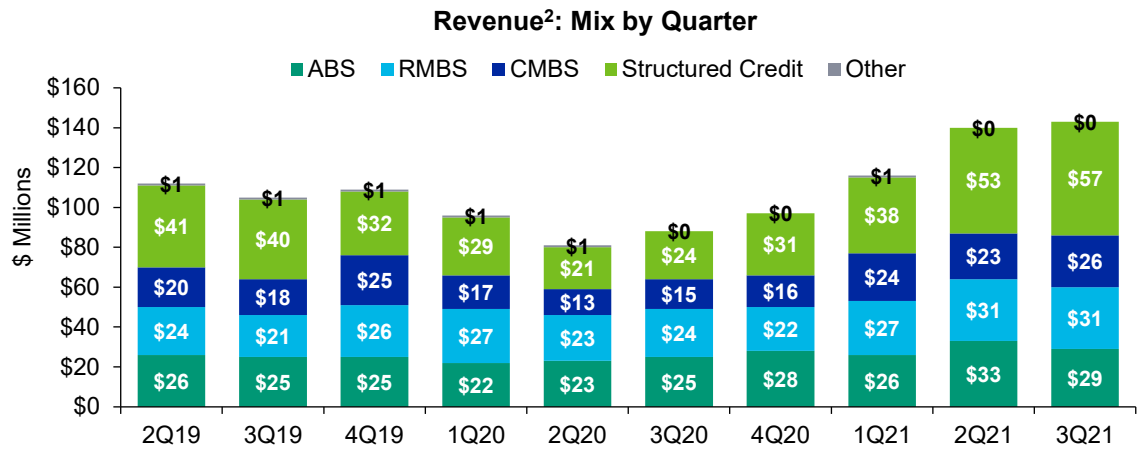


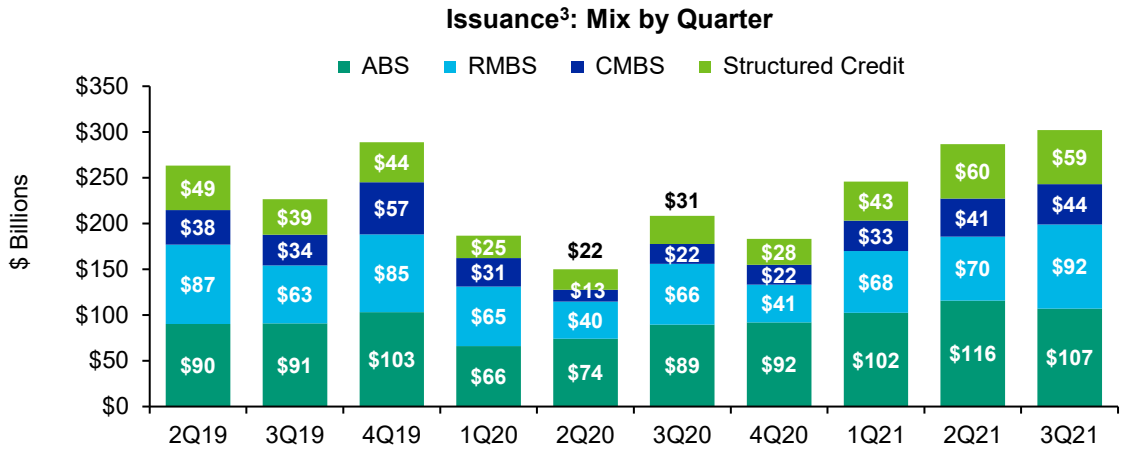
Revenue[1]: Distribution by Product

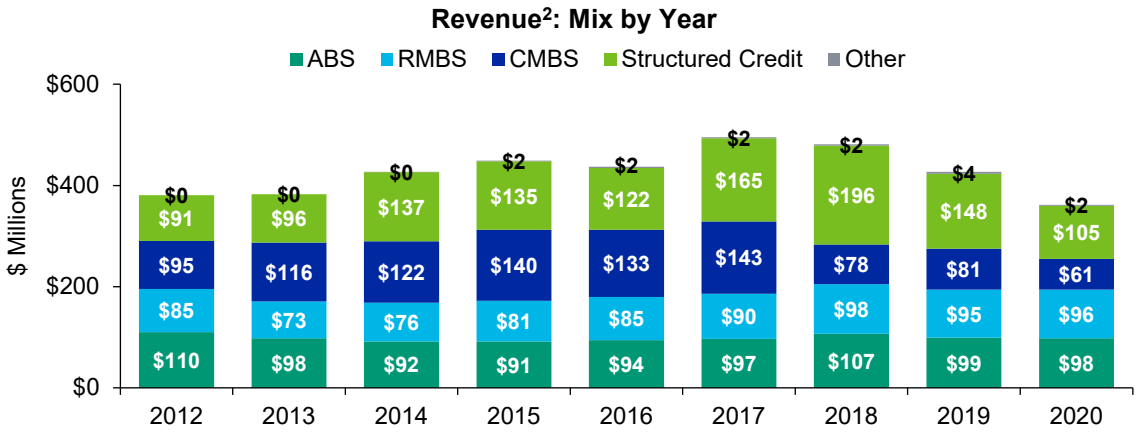


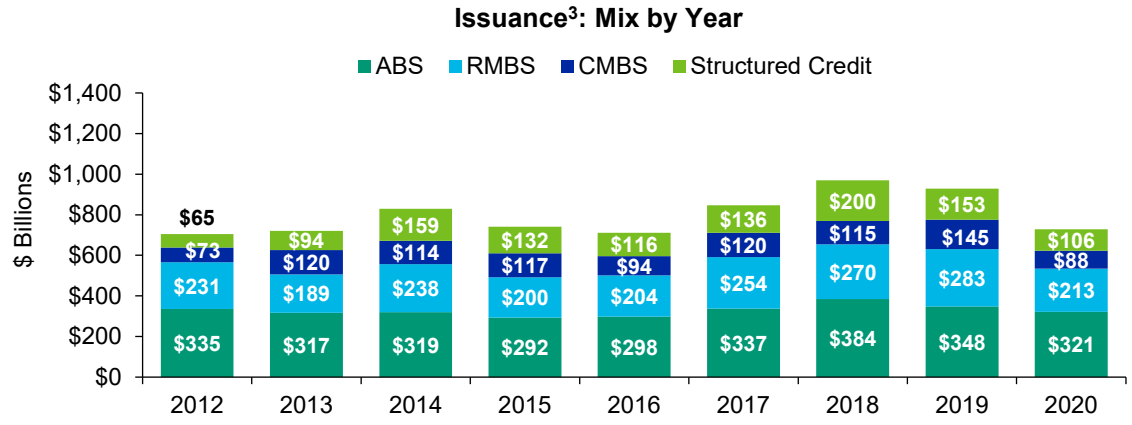
1. Historical data has been adjusted to conform with current information and excludes intercompany revenue.
2. Other includes: monitoring, commercial paper, medium term notes, and ICRA.
Note: Percentages have been rounded and may not total to 100%.

Structured Finance: Revenue and Issuance[1]





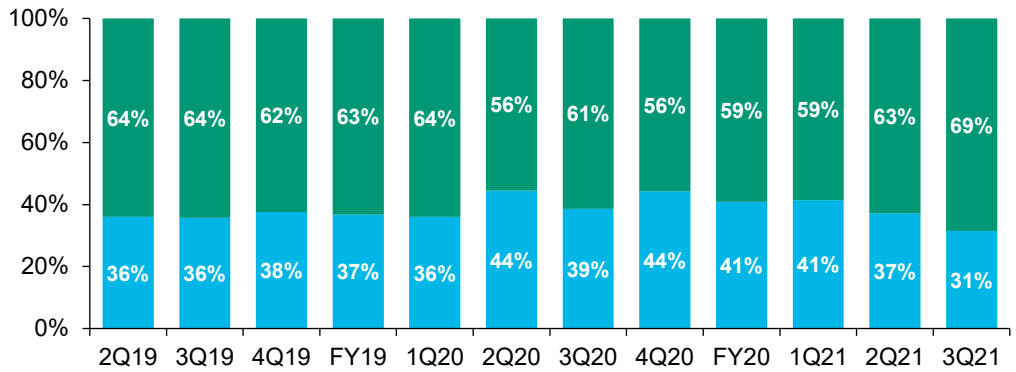




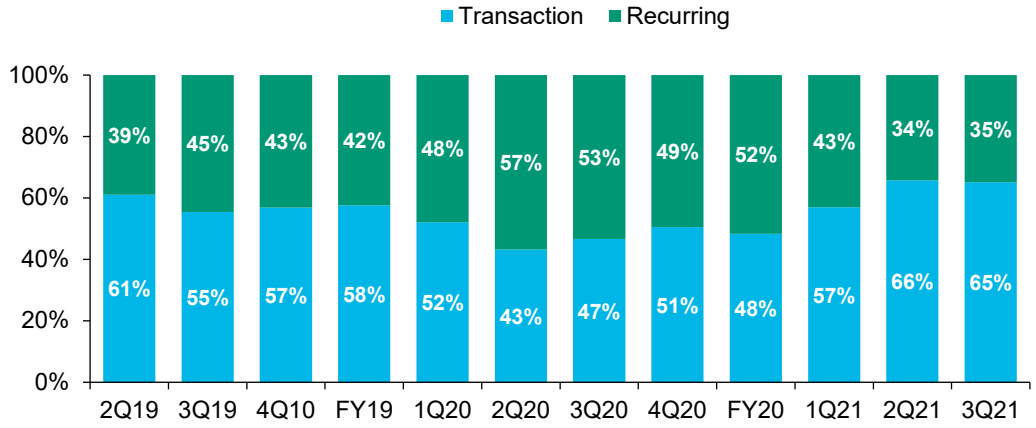
1. Total estimated market issuance unless otherwise noted.
2. Historical data has been adjusted to conform with current information and excludes intercompany revenue. The revenue reclassification of REITs to Corporate Finance from Structured Finance is reflected starting from 1Q 2018.
3. Sources: AB Alert, CM Alert, Moody's Corporation. Debt issuance categories do not directly correspond to Moody's revenue categorization.
   Notes: ABS (Asset Backed Securitization) includes asset-backed commercial paper and long-term asset-backed securities. RMBS (Residential Mortgage Backed Securitization) includes covered bonds. CMBS includes commercial mortgage-backed securities and commercial real estate CDOs. Structured Credit includes CLOs and CDOs.

Structured Finance: Revenue Diversification

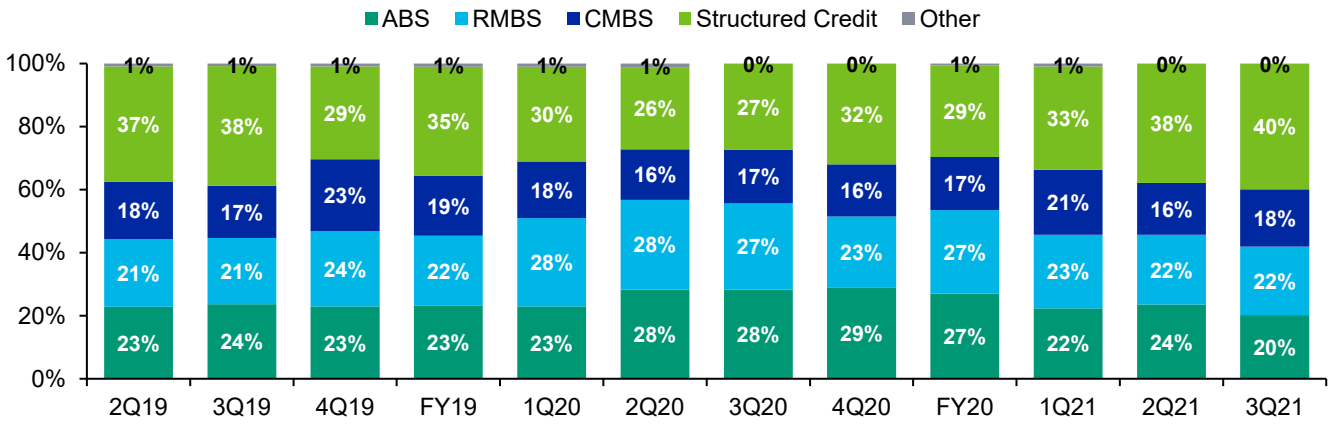
Revenue[1]: Distribution by Geography



Revenue[1]: Distribution by Recurring vs. Transaction

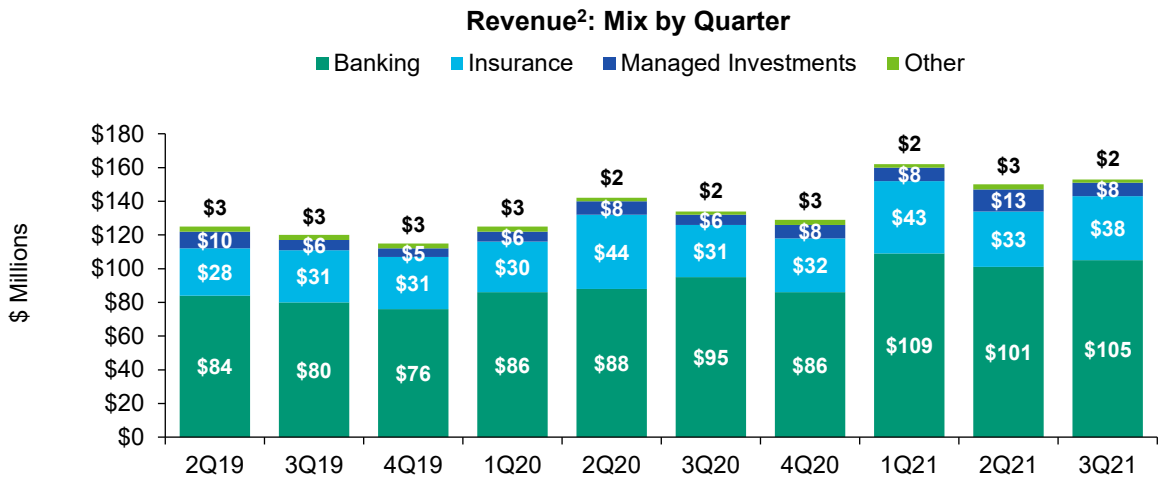


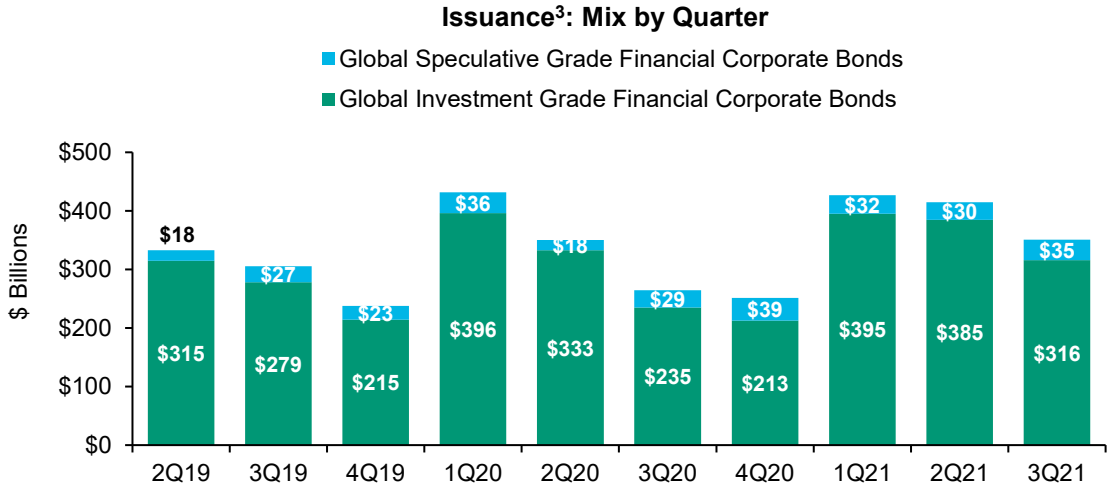
Revenue[1]: Distribution by Product

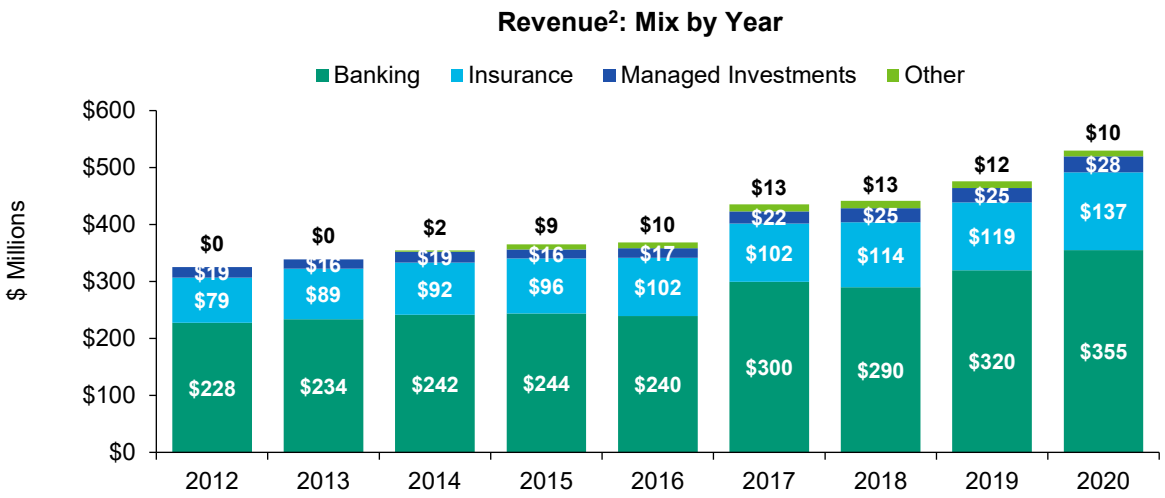


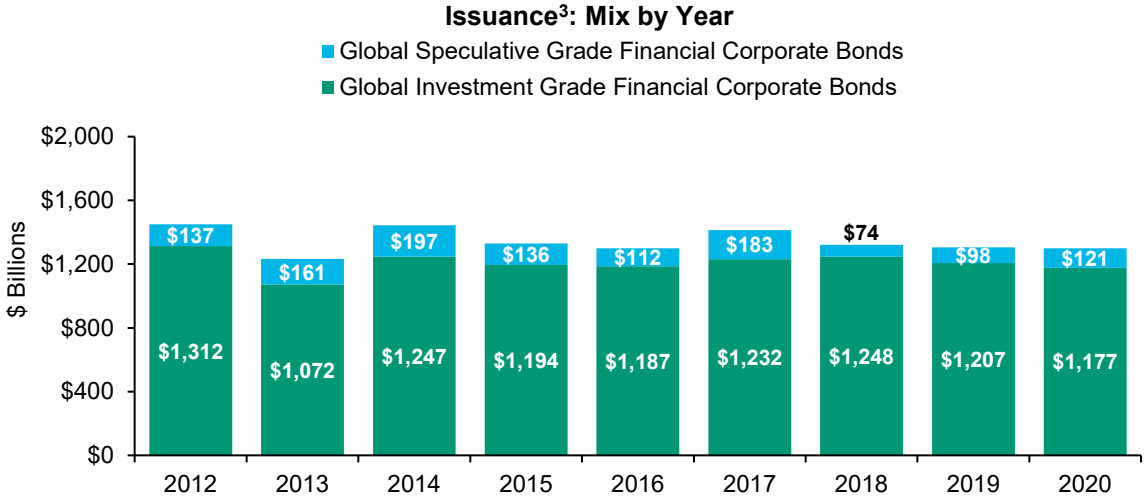
1. Historical data has been adjusted to conform with current information and excludes intercompany revenue.
Notes: ABS (Asset Backed Securitization) includes asset-backed commercial paper and long-term asset-backed securities. RMBS (Residential Mortgage Backed Securitization) includes covered bonds. CMBS includes commercial mortgage-backed securities and commercial real estate CDOs. Structured Credit includes CLOs and CDOs.
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Financial Institutions: Revenue and Issuance[1]





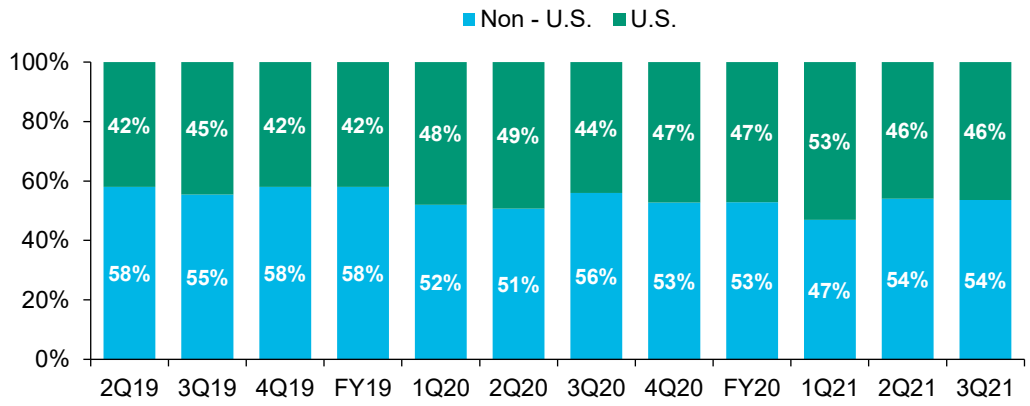




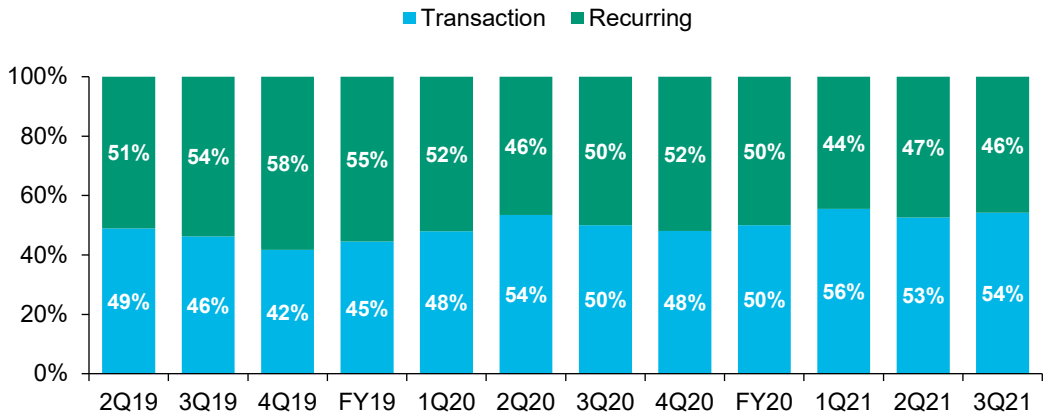
1. Total estimated market issuance unless otherwise noted.
2. Historical data has been adjusted to conform with current information and excludes intercompany revenue.
3. Sources: Moody's Analytics, Dealogic. Note: Debt issuance categories do not directly correspond to Moody's revenue categorization.

Financial Institutions: Revenue Diversification

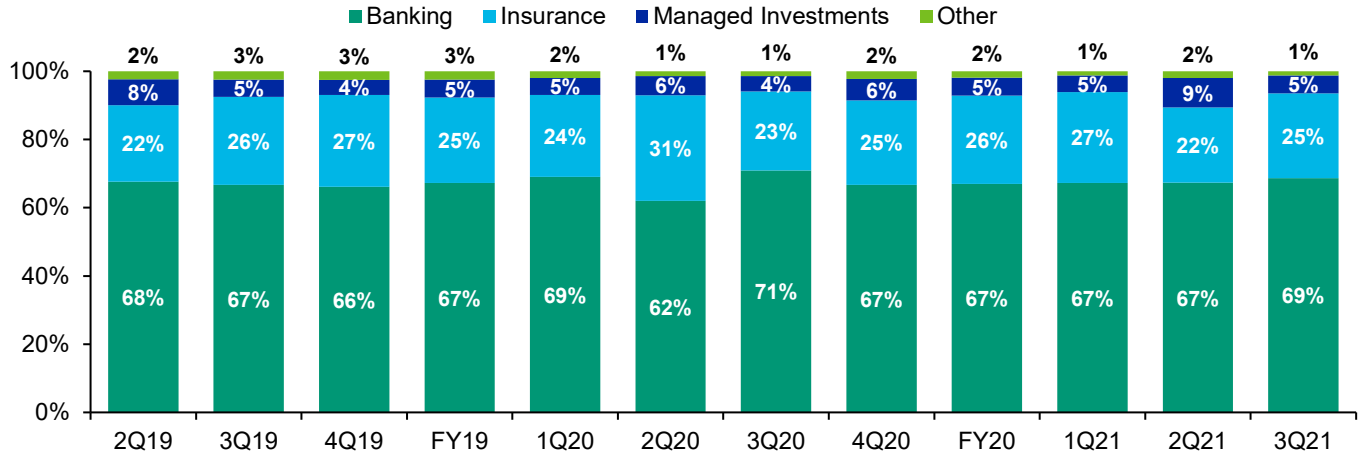
Revenue[1]: Distribution by Geography



Revenue[1]: Distribution by Recurring vs. Transaction



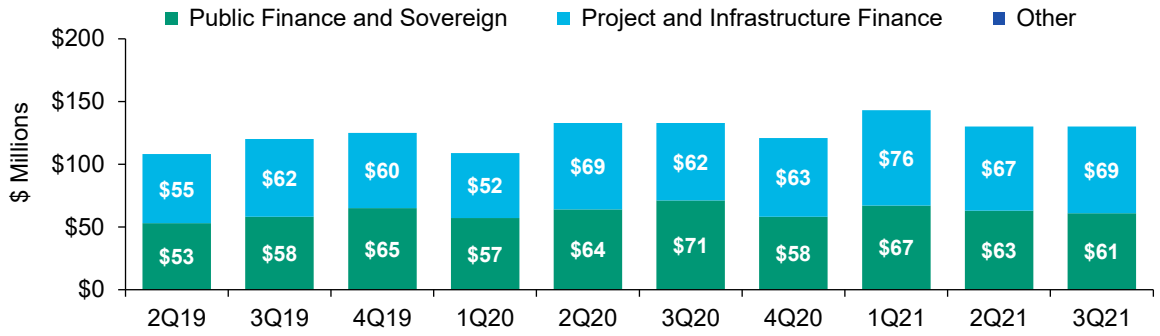
Revenue[1]: Distribution by Product



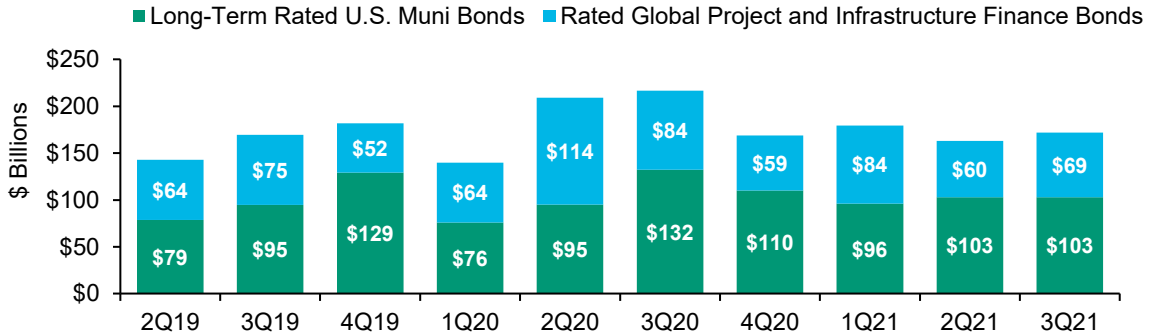
1. Historical data has been adjusted to conform with current information and excludes intercompany revenue.
Note: Percentages have been rounded and may not total to 100%.

Public, Project and Infrastructure: Revenue and Issuance[1]

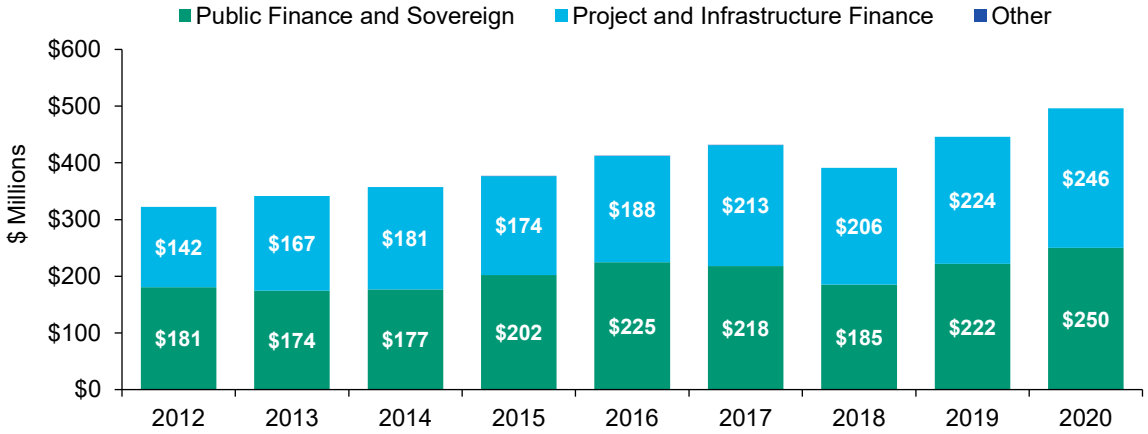
Revenue[2]: Mix by Quarter



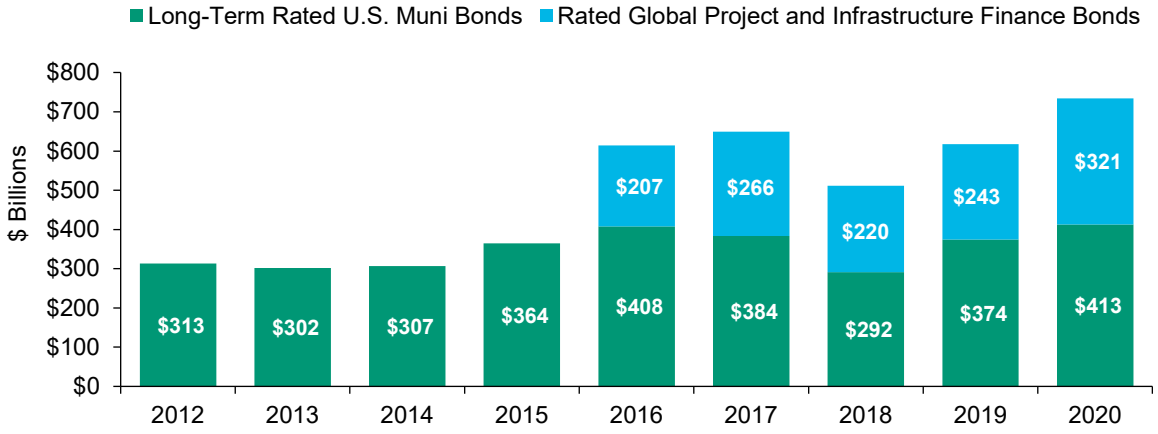
Issuance[3]: Mix by Quarter



Revenue[2]: Mix by Year



Issuance[3]: Mix by Year

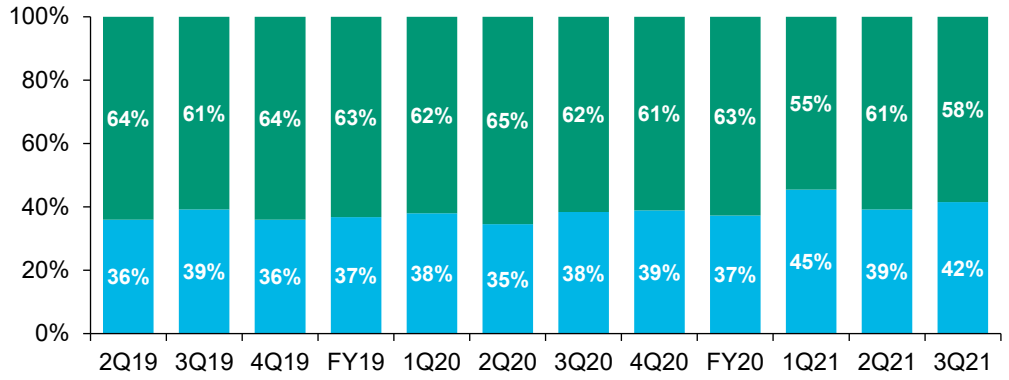


1. Total estimated market issuance unless otherwise noted.
2. Historical data has been adjusted to conform with current information and excludes intercompany revenue.
3. Global Rated Project & Infrastructure Finance available starting in 2016 and represents Moody's rated issuance.

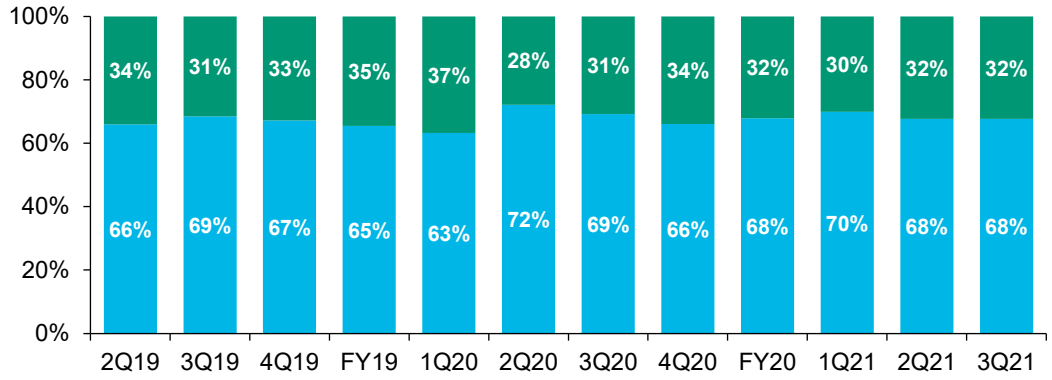
Sources: Thomson SDC, Moody's Corporation.
Note: Debt issuance categories do not directly correspond to Moody's revenue categorization.

Public, Project and Infrastructure: Revenue Diversification

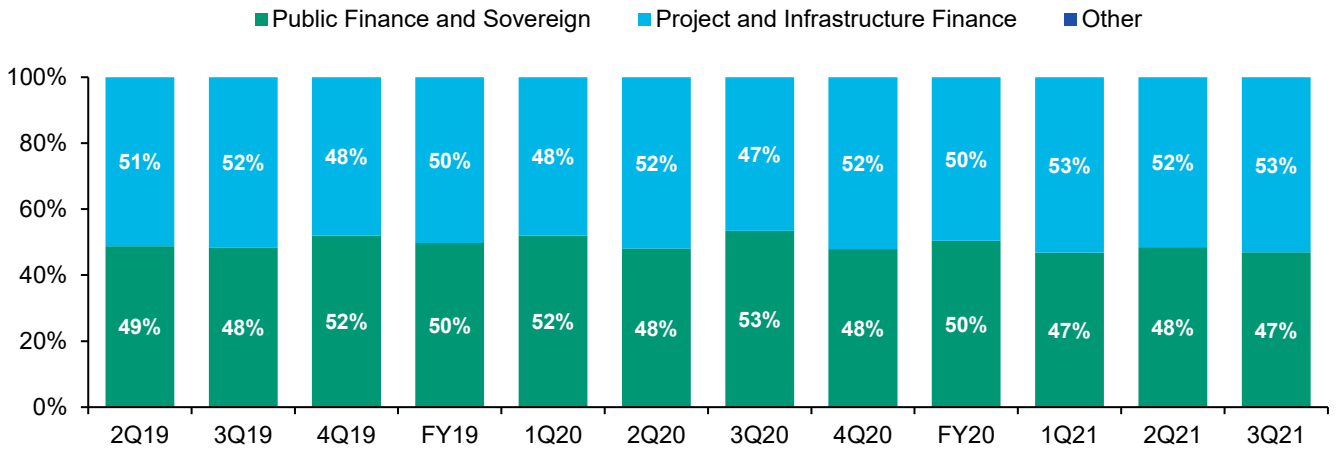
Revenue[1]: Distribution by Geography



Revenue[1]: Distribution by Recurring vs. Transaction

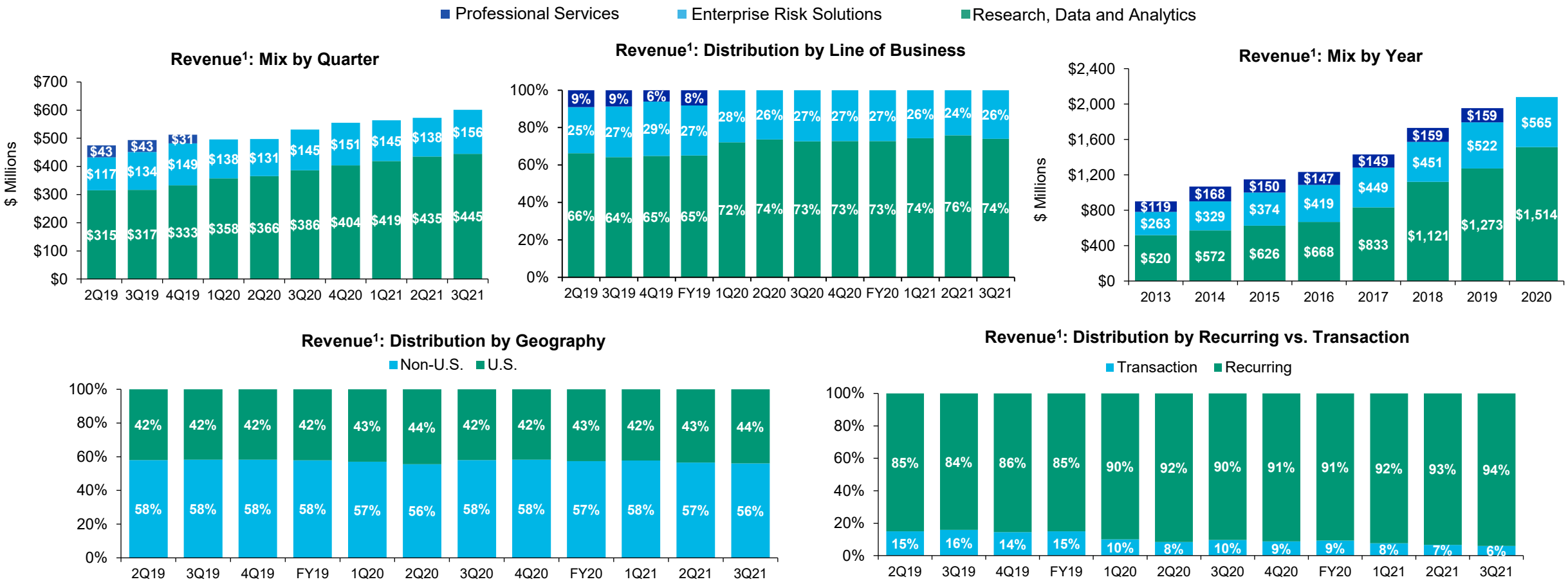


Revenue[1]: Distribution by Product



1. Historical data has been adjusted to conform with current information and excludes intercompany revenue.
Note: Percentages have been rounded and may not total to 100%.

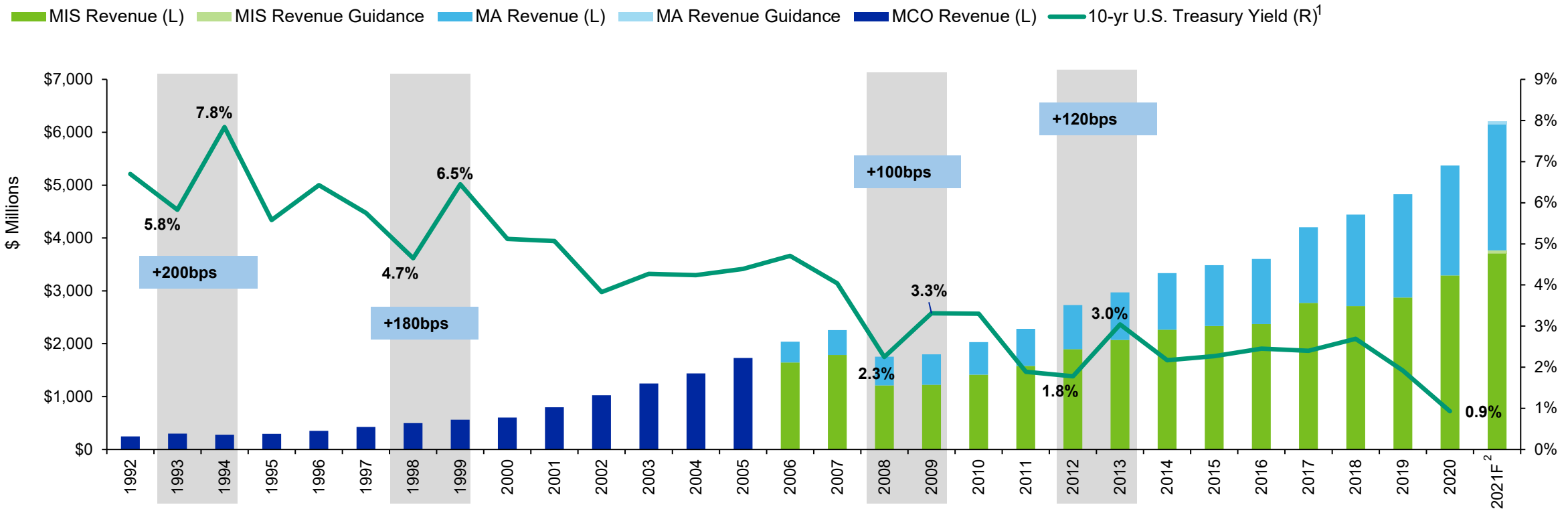
Moody's Analytics: Financial Overview



1. Historical data has been adjusted to conform with current information and excludes intercompany revenue. Subsequent to the divestiture of MAKS in 2019, revenue from the Moody's Analytics Learning Solutions ("MALS") unit, which previous to 2020 was reported in the Professional Services line of business ("LOB"), is now being reported as part of the RD&A LOB.
Note: Percentages have been rounded and may not total to 100%.

Historically, Moody's Revenue and Interest Rates Have Not Been Strongly Correlated

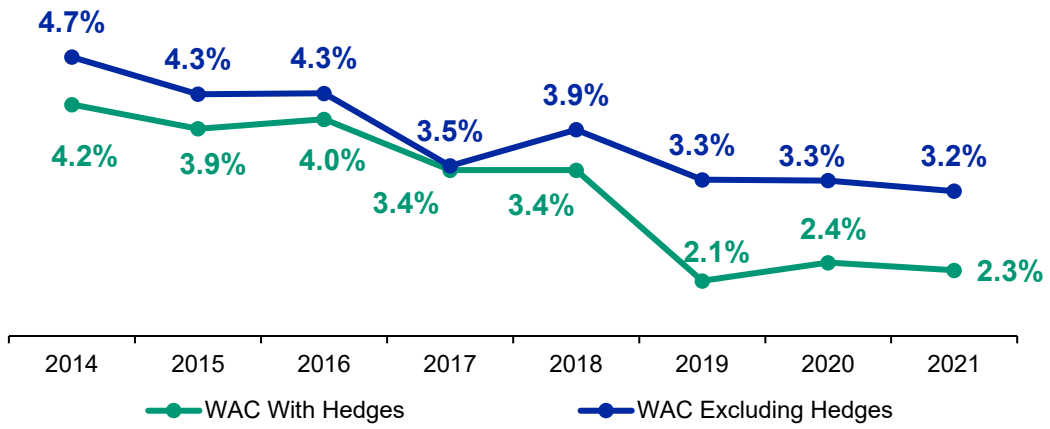
MCO revenue and interest rates



1. 10-yr U.S. Treasury Yields are represented by the rate at the end-of-period.
2. See press release titled "Moody's Corporation Reports Results for Third Quarter 2021" from October 28, 2021 for Moody's complete full year 2021 guidance.
   Note: Gray bars reflect periods of significant increases in the 10-year Treasury Yield.
   Source: www.treasury.gov.

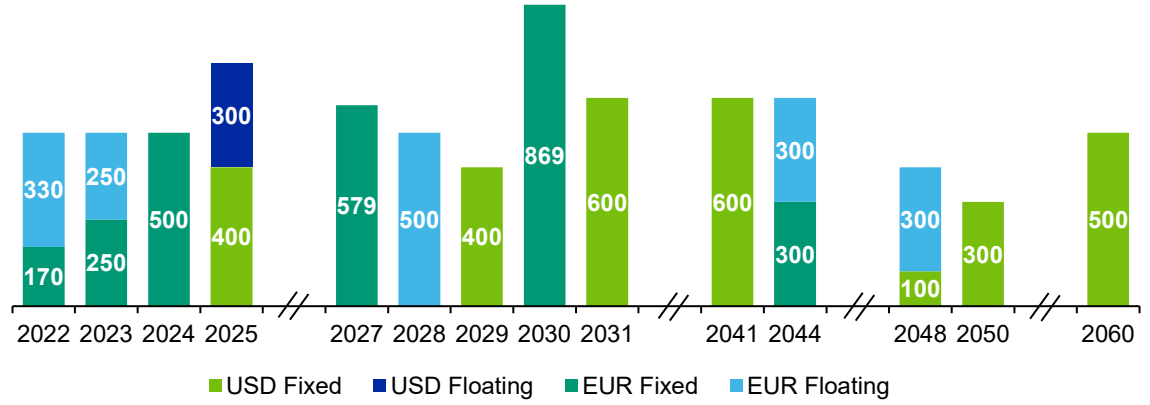
Proactive Capital and Liquidity Management

Bond portfolio WAC[1]



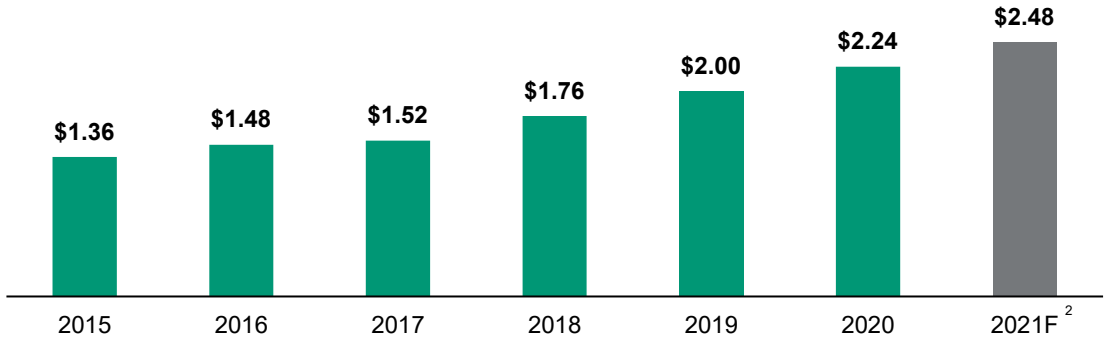
Balanced maturity schedule[5]

$ in millions



- Strong liquidity with $2.3B in cash and short-term investments, and a $1.0B revolving credit facility[2]
- 1.7x net debt to adjusted operating income[3]
- Leverage well below maximum 4.0x total debt / EBITDA covenant[4]

Annualized Dividend Per Share



1. WAC = Weighted Average Coupon. 2014-2020 data as of year-end. 2021 data as of September 30, 2021.
2. As of September 30, 2021.
3. Trailing twelve months adjusted operating income. Amounts are adjusted measures, see Appendix for reconciliations from adjusted financial measures to U.S. GAAP and gross debt to net debt.
4. Total debt (gross debt less $100M of cash and equivalents) to EBITDA ratio threshold is normally 4.0x but elevated to 4.5x for three quarters after an acquisition of >$500 million.
5. Certain USD denominated debt has been synthetically converted to EUR via cross-currency swaps. EUR bonds converted to USD as of September 30, 2021.

Drivers of Sustainable Corporate Value

Sustainability disclosures in our public filings

Better Business
Better Lives
Better Solutions

Better Business

Climate

- Committed to net-zero by 2040
  - Full greenhouse gas inventory, interim science-based targets and progress in 2020 TCFD report
  - Moody's Decarbonization Plan up for shareholder vote, first S&P 500 company to join 'Say on Climate' campaign
- Procuring 100% renewable electricity since 2020
- Internal carbon price on business travel and shadow carbon price on select new office space leases
- Offsetting the remainder of emissions from our operations, employee commuting and business travel since 2000
- Moody's engages with a multitude of Sustainability parties that develop standards or frameworks and / or evaluate performance
  - CDP - Awarded 'A' score in 2020 for Climate and Supplier Engagement Rating
  - Committed to align relevant products and services to net-zero through Net-Zero Financial Services Provider Alliance, a new GFANZ alliance launched with 17 peer companies
  - UNGC LEAD recognition

Responsible Sourcing

- Our corporate values reflected in our supply chain
  - Climate: 60% of our suppliers by spend covering purchased goods and services and capital goods to have science-based targets by 2025
  - Diversity: Pledged 5% of our 2021 addressable spend toward integrating more women-owned businesses into our supply chain
  - Due diligence: started to monitor sustainability risks in our key suppliers with Orbis, a Moody's Analytics database. We expect to use Orbis to monitor sustainability risks in 100% of our key suppliers by the end of 2021

Drivers of Sustainable Corporate Value

Sustainability disclosures in our public filings

Better Business
Better Lives
Better Solutions

Better Business

Data Privacy and Cybersecurity

» Meeting our data governance obligations through
  – Robust data security and privacy practices
  – A dedicated and specialized Privacy team, internal data privacy policies and procedures and a dedicated data subject rights process
  – Enterprise-wide data privacy training for all employees at onboarding and periodically thereafter, as well as awareness and additional role-based training and guidance for teams handling personal data
  – Information Risk & Security teams, policies and procedures, including cybersecurity, incident management response and vendor cybersecurity
  – A well-established Incident Response Management Plan

Reporting

» Announced the new Sustainability Framework and launched the Stakeholder Sustainability website, along with the following 2020 reports:
  – Stakeholder Sustainability Report
  – Task Force on Climate-related Financial Disclosures (TCFD)
  – Sustainability Accounting Standards Board (SASB)
  – Global Reporting Initiative (GRI)
  – World Economic Forum (WEF)
» Submitted PRI and UNGC CoP reports

Executive compensation tied to ESG

» Promotion of Moody's strategic pillars and sustainability focus areas is a factor considered with respect to the annual cash incentives for our top executives (as noted in the 2021 Proxy Statement)

Drivers of Sustainable Corporate Value

Sustainability disclosures in our public filings

Better Business
Better Lives
Better Solutions

Better Lives

Diversity, Equity and Inclusion

We support a diverse, equitable and inclusive workplace

- Launched DE&I portal and 2020 DE&I Report
  - Announced DE&I goals that focus on gender globally and ethnicity and race within the U.S.
- Made public its 2020 consolidated U.S. EEO-1 employment data
- Ranked #35 on Diversity Inc's Top 50 Companies
- Recognized on Seramount (formerly Working Mother Media) 100 Best Companies in the U.S. / India, and Top 10 Companies for Dads (U.S.)
- Fair compensation practices and benefits packages

Employee training and upskilling

- Top talent acceleration programs, focused on diverse employees
- Training relevant functions on ESG
- Average 21 hours of training per Moody's employees

Health and wellbeing

- 80%[1] of employees agreed Moody's took a genuine interest in their well-being in 2020
- The "Workplace of the Future" is enhancing our technology and IT infrastructure and implementing an enhanced flexible work model that will allow increased part- and full-time remote work
- Launched a virtual well-being and development series, Moody's Moments that Matter, providing employees and managers with education in an increasingly virtual world through articles, videos and weekly webinars

Communities

- $21M worth of pro bono products and services to support policymakers, governments, small businesses and others in 2020, as part of Moody's Covid response
- Active global community and philanthropic involvement

1. Unweighted average of favorability scores from April, May and September surveys. The favorability score is the percentage of employees that selected a 4 (agree) or 5 (strongly agree).

Drivers of Sustainable Corporate Value

Sustainability disclosures in our public filings

Better Business
Better Lives
Better Solutions

Better Solutions

- Through our integrated data and analytics capabilities, coupled with deep domain expertise, we provide our customers with the tools and insights to mitigate risks and to capitalize on the opportunities presented by the transition to an inclusive, green and sustainable global economy

- Through key services and solutions, we are advancing global standards and helping our customers achieve the objectives of the sustainable development agenda

Moody's ESG Solutions:

- We created Moody's ESG Solutions to serve the growing global demand for ESG insights and to deliver a comprehensive, integrated suite of ESG customer products and solutions

ESG Integration:

- We help our customers solve the most complex problems of our time by adapting our offerings to integrate ESG considerations, from Moody's Investors Service's inclusion of ESG factors in its credit analysis to our comprehensive range of data-driven and forward-looking ESG-adjusted insights, macroeconomic forecasts and credit risk tools

Corporate Governance

Adopted the principles set forth as a framework for the governance of the Company

- Professional integrity
- Systematic risk management
- Diverse Board membership and skill sets
- Separate CEO and Chairman positions
- Implementation of Lead Independent Director within the Board
- Active stockholder engagement
- Completed a materiality assessment to identify the most salient sustainability issues

Executive compensation metrics include a mix of the following, as disclosed in the 2021 Proxy Statement[1]:

- Members of the executive leadership team are evaluated on demonstrated commitment to diversity, equity and inclusion plans and other sustainability initiatives
- Moody's Corporation EPS and operating income
- MIS operating income and ratings performance
- MA operating income and sales
- Strategic and operational[2]

1. While the Company reports its financial results in accordance with U.S. GAAP, financial performance targets and results under the Company's incentive plans are based on adjusted financial measures. These metrics and the related performance targets are relevant only to Moody's executive compensation program and should not be used or applied in other contexts.
2. This measure is a qualitative assessment of strategic and operational metrics tied to key non-financial business objectives, such as sustainability goals, that contribute to the Company's business success and are certified by the Compensation & Human Resources Committee at the beginning of the performance period. The Committee assessed the achievement of the metric by evaluating performance against the following objectives: (i) business focus and innovation and growth; (ii) people and culture; (iii) operating effectiveness and efficiency; and (iv) quality and risk management.

Modernizing Our Internal Data & Technology Infrastructure to Further Enhance Business Capabilities

Cloud and Platform

- Progressing on our cloud infrastructure journey to allow "**always on**"; majority of MA workloads are in the cloud
- Built state of the art interoperable cloud platform, with data factory and API framework, to support integration of all current and future product offerings

Talent Agility

- Continue to promote a diverse and inclusive culture to enable **talent agility** that pivots on priority
- Moody's Data Science Development Program created to further our capabilities in emerging technology

Data Management

- Increasing **data interoperability** across products and solutions to assist customers' evolving needs
- Creating new data service platforms, such as Moody's DataHub, to promote data accessibility and availability



DevOps

- Continuing our DevOps journey within MIS and MA to promote high quality, secure solutions with optimal speed to market
- Most recently, MIS significantly reduced release times greatly increasing productivity, and **quadrupled release features**

Integration Management Office

- Establishing and enforcing consistent and repeatable integration processes and procedures for recent and new acquisitions
- Accelerating integration of people, commercial assets and operations to **maximize value delivery**

Finance Transformation

- Implementing a **modern cloud-based** ERP solution to further streamline processes
- Enhancing capabilities across data science, analytics, and automation through a wide array of technology

Innovation Enabled by Artificial Intelligence (AI)

Utilizing natural language processing (NLP) and machine learning (ML) across Moody's external products and solutions

mlfabric™

- Extensible **modular machine learning** framework to accelerate & scale ML across the organization
- mlfabric™ enables cloud-based deployment leveraging **reusable machine learning** components and libraries developed by Moody's Accelerator

Ratings Research

- Using **ML** models to **augment** the capabilities of our analysts by:
  - Predicting when issuers are likely to issue to improve outreach
  - Regional and company peer analysis to compare debt issuance
  - Anticipating future rating actions
  - AI and NLP used to generate credit reports on ~6,000 municipal issuers



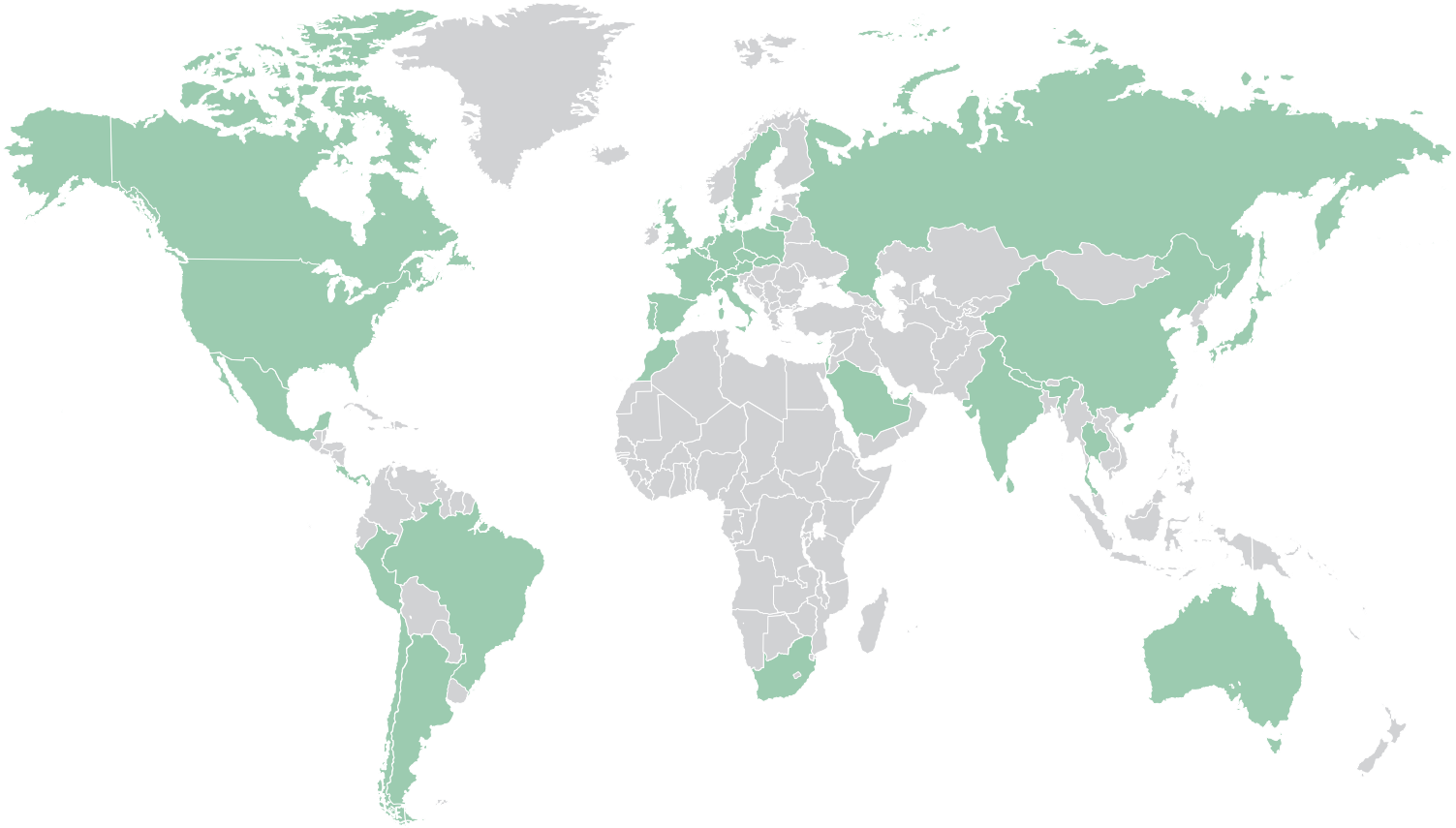
MA Products

- **QUIQspread**: product capable of automating digitization and spreading of multilingual financial statements
- Award-winning Coronavirus, Compliance, KYC and Credit Adverse Media products use **NLP** to understand risks and gain insights from **unstructured sources**

ESG

- Leveraging in house **NLP** models to improve and enhance coverage
- ESG score predictors using innovative **algorithms** employed to enhance quantitative and qualitative metrics

Moody's Global Presence



Americas

Argentina
Brazil
Bermuda
Canada
Chile
Costa Rica
Mexico
Panama
Peru
United States

Europe, Middle East & Africa

Austria
Belgium
Cyprus
Czech Republic
Denmark
France
Germany
Israel
Italy
Lithuania
Morocco
Netherlands
Poland
Portugal
Russia
Saudi Arabia
Slovak Republic
South Africa
Spain
Sweden
Switzerland
United Arab Emirates
United Kingdom

Asia-Pacific

Australia
China
Hong Kong
India
Japan
Nepal
Singapore
South Korea
Thailand
Sri Lanka

2021	4,724	+	8,299	=	13,023
	U.S. employees		non-U.S. employees		total employees[1]
2020	4,087	+	7,310	=	11,397
	U.S. employees		non-U.S. employees		total employees[2]

1. As of September 30, 2021. Reflects acquisition of Acquire Media, ZM Financial Systems, Catylist, Cortera and RMS.
2. As of September 30, 2020. Reflects acquisition of RDC.

Reconciliation of Adjusted Financial Measures to U.S. GAAP

Moody's Corporation Adjusted Operating Income and Adjusted Operating Margin Reconciliation[1]

(in $ millions)	2015	2016	2017	2018	2019	2020	TTM 3Q 2021
Operating Income	$1,491	$651	$1,821	*$1,868*	*$1,998*	*$2,388*	*$2,774*
Operating Margin	*42.8%*	*18.1%*	*43.3%*	*42.0%*	*41.4%*	*44.5%*	*46.5%*
Add Adjustment:							
Depreciation & Amortization	*114*	*127*	*158*	*192*	*200*	*220*	*237*
Acquisition-Related Expenses	*-*	*-*	*23*	*8*	*3*	*-*	*-*
Restructuring	*-*	*12*	*-*	*49*	*60*	*50*	*32*
Captive insurance company settlement	*-*	*-*	*-*	*-*	*16*	*-*	*-*
Settlement Charge	*-*	*864*	*-*	*-*	*-*	*-*	*-*
Loss pursuant to the divestiture of MAKS	*-*	*-*	*-*	*-*	*14*	*9*	*-*
Adjusted Operating Income	**$1,605**	**$1,654**	**$2,002**	***$2,117***	***$2,291***	***$2,667***	***$3,043***
Adjusted Operating Margin	*46.0%*	*45.9%*	*47.6%*	*47.6%*	*47.4%*	*49.7%*	*51.0%*

Moody's Corporation Net Debt Reconciliation

(in $ millions)	2015	2016	2017	2018	2019	2020	1Q 2021	2Q 2021	3Q 2021
Gross debt	$3,381	$3,363	$5,540	$5,676	$5,581	$6,422	$6,340	$6,355	$7,476
Less: Cash, cash equivalents and short-term investments	*2,232*	*2,225*	*1,183*	*1,818*	*1,930*	*2,696*	*2,865*	*2,897*	*2,343*
Net debt	**$1,148**	**$1,138**	**$4,357**	**$3,858**	**$3,651**	**$3,726**	**$3,475**	**$3,458**	**$5,133**

1. 2015 - 2017 operating and adjusted operating income have been restated to conform to the new presentation of pension accounting.
Note: Some numbers may not foot due to rounding.

Reconciliation of Adjusted Financial Measures to U.S. GAAP (cont.)

Moody's Corporation Operating Margin Guidance Reconciliation

	2021F[1]
Projected Operating Margin – U.S. GAAP	46% to 47%
Depreciation & Amortization	Approximately 4.5%
Restructuring	Negligible
Projected Adjusted Operating Margin	**Approximately 51%**

Free Cash Flow Reconciliation

(in $ millions)	2016	2017	2018	2019	2020	2021F[1]
Net cash flows from operating activities	$1,259	$755	$1,461	$1,675	$2,146	$2.3 to $2.4
Less: Capital expenditures	*115*	*91*	*91*	*69*	*103*	*~100*
Free Cash Flow	**$1,144**	**$664**	**$1,370**	**$1,606**	**$2,043**	**$2,200 - $2,300**

1. See press release titled “Moody's Corporation Reports Results for Third Quarter 2021” from October 28, 2021 for Moody’s complete full year 2021 guidance.

Reconciliation of Adjusted Financial Measures to U.S. GAAP (cont.)

Moody's Corporation Diluted EPS Reconciliation

	2015	2016	2017	2018	2019	2020	2021F[1]
Diluted EPS – U.S. GAAP	$4.63	$1.36	$5.15	$6.74	$7.42	$9.39	$11.65 to $11.85
Legacy Tax	(0.03)	-	-	-	-	-	-
Impact of Litigation Settlement	-	$3.59	-	-	-	-	-
Captive insurance company settlement					$0.06	-	-
FX gain on liquidation of a subsidiary	-	($0.18)	-	-	-	-	-
Restructuring	-	$0.04	-	$0.19	$0.23	$0.20	Negligible
CCXI Gain	-	-	($0.31)	-	-	-	-
Acquisition-Related Expenses	-	-	$0.10	$0.03	$0.02	-	-
Purchase Price Hedge Gain	-	-	($0.37)	-	-	-	-
Acquisition-Related Intangible Amortization Expenses	$0.11	$0.13	$0.23	$0.40	$0.42	$0.51	~$0.65
Loss pursuant to the divestiture of MAKS	-	-	-	-	$0.07	$0.05	-
Impact of U.S. tax reform	-	-	$1.28	($0.30)	-	-	-
Net Impact of U.S./European tax change on deferred taxes	-	-	($0.01)	-	-	-	-
Increase to non-U.S. UTPs	-	-	-	$0.33	-	-	-
Non-cash gain relating to minority investment in BitSight[2]	-	-	-	-	-	-	~($0.15)
Tax charge pursuant to the divestiture of MAKS	-	-	-	-	$0.07	-	-
Adjusted Diluted EPS	$4.71	$4.94	$6.07	$7.39	$8.29	$10.15	$12.15 to $12.35

1. See press release titled “Moody's Corporation Reports Results for Third Quarter 2021” from October 28, 2021 for Moody’s complete full year 2021 guidance.
2. Represents a non-cash gain expected to be recognized in the fourth quarter of 2021 pursuant to the Company’s minority investment in BitSight, which was completed in October 2021. Under the terms of the transaction, Moody’s contributed $250 million in cash and its minority investment in VisibleRisk in exchange for a minority investment in BitSight.

Note: Table may not sum to total due to rounding.

MOODY'S | Better decisions

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