MOODY'S | Better decisions

1Q 2021 Investor Presentation

May 13, 2021

Disclaimer

Certain statements contained in this release are forward-looking statements and are based on future expectations, plans and prospects for the business and operations of Moody's Corporation (the "Company") that involve a number of risks and uncertainties. Such statements may include, among other words, "believe", "expect", "anticipate", "intend", "plan", "will", "predict", "potential", "continue", "strategy", "aspire", "target", "forecast", "project", "estimate", "should", "could", "may" and similar expressions or words and variations thereof that convey the prospective nature of events or outcomes generally indicative of forward-looking statements. Stockholders and investors are cautioned not to place undue reliance on these forward-looking statements. The forward-looking statements and other information in this release are made as of the date hereof and the Company undertakes no obligation (nor does it intend) to publicly supplement, update or revise such statements on a going-forward basis, whether as a result of subsequent developments, changed expectations or otherwise, except as required by applicable law or regulation. In connection with the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, the Company is identifying examples of factors, risks and uncertainties that could cause actual results to differ, perhaps materially, from those indicated by these forward-looking statements. 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 Company's own operations and personnel. Many other factors could cause actual results to differ from Moody's outlook, including 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 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 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 Moody's Investors Service's rating opinions, as well as any other litigation, government and regulatory proceedings, investigations and inquiries to which the Company may be subject from time to time; 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 the Company's global tax planning initiatives; exposure to potential criminal sanctions or civil remedies if the Company fails to comply with foreign and U.S. laws and regulations that are applicable in the jurisdictions in which the Company 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 the Company to successfully integrate such 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. 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 the Company's annual report on Form 10-K for the year ended December 31, 2020 and in other filings made by the Company 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 the Company'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 the Company's business, results of operations and financial condition. New factors may emerge from time to time, and it is not possible for the Company to predict new factors, nor can the Company assess the potential effect of any new factors on it.

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Moody’s Overview

Company Overview

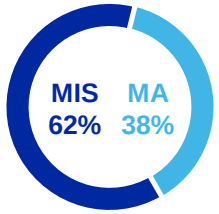
Moody's Investors Service

- 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

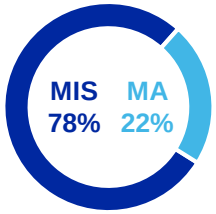
Moody's

Global integrated risk assessment firm, providing credit rating opinions, insight and tools for risk measurement and management

Revenue of $5.7 billion



Adjusted Operating Income of $2.9 billion



Adjusted Operating Margin

MIS	MA
61.8%	30.4%

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 March 31, 2021.



Moody's Has Evolved Over the Last 15 Years

...as our customers' needs changed and we expanded our capabilities

2006 – 2016

Expanded beyond the rating agency

- Established *Moody's Analytics*
- Built the *ERS* business (e.g., Fermat, B&H)
- Expanded *ratings to China* (i.e., CCXI)

2017 – 2020

Built-out substantial data and analytics capabilities

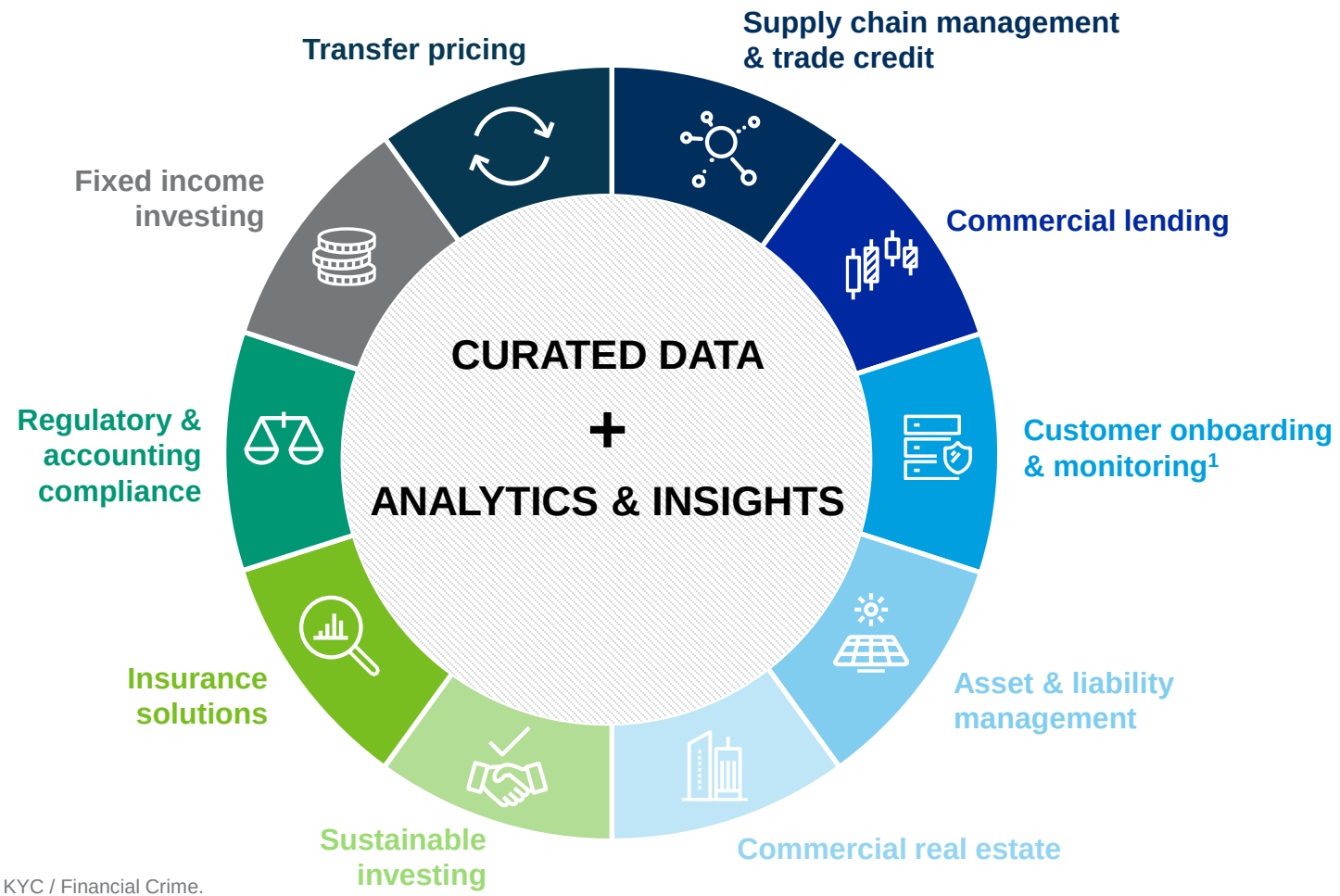
- Complemented ERS business with *private company information* (i.e., BvD)
- Accelerated *capability expansion*, including:
  - One of the world's *largest company databases* with ~400 million firms
  - Data on 20 million+ *U.S. properties*
  - *Physical risk scores* on 1 million+ global facilities
  - 20 years of *ESG data* on 5,000+ entities

2021 and Beyond

Positioned to serve a wide range of risk assessment markets

- *Competitive differentiator:* integration of data and analytics combined with expertise and technology enablement
- *Awarded #2 in the Chartis RiskTech100® 2021*
- Further investment in capabilities and data, such as *private company, CRE and ESG,* to serve high growth risk assessment use cases (e.g., KYC and compliance)

Moody's as an Integrated Risk Assessment Business



$35B+
Total Addressable Market

Helping customers make **BETTER DECISIONS**

CURATED DATA[2]

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
13+ million
risk profiles

1. KYC / Financial Crime.
2. Figures shown are as of March 31, 2021.

Key Strategic Investments To Drive Further Growth

COMMERCIAL REAL ESTATE

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

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

ESG

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

TECHNOLOGY

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

PRODUCT DEVELOPMENT & OTHER

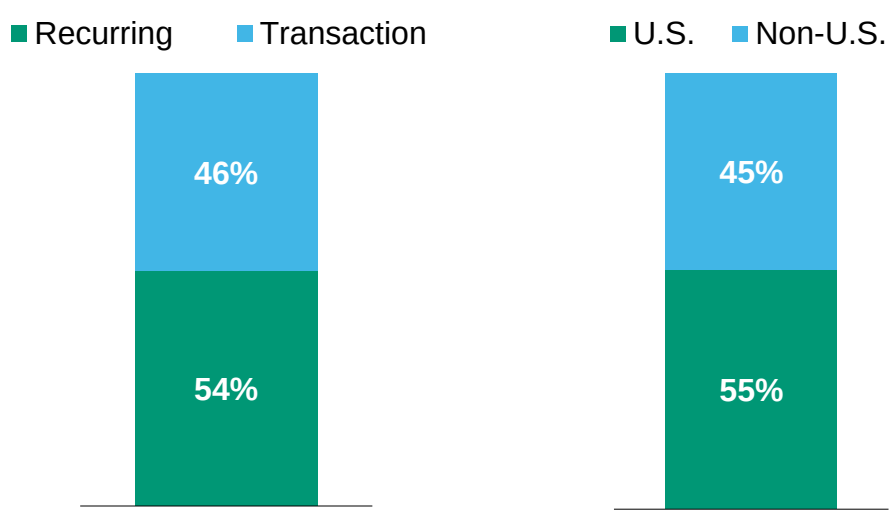
Enable greater interoperability of Moody's products, increased R&D and process improvements

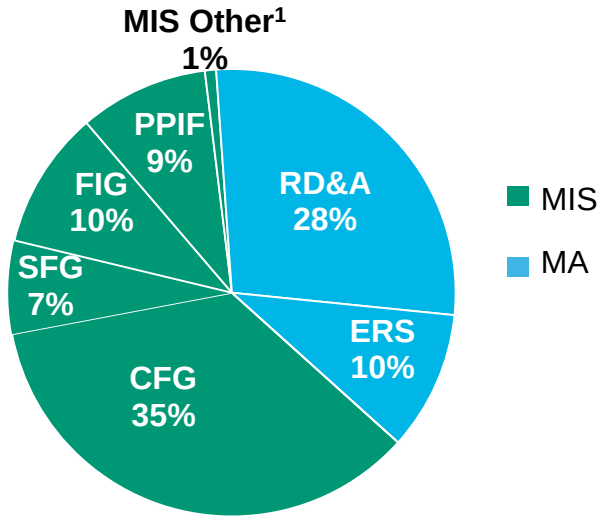
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Financial Overview

Moody's Corporation Financial Profile

1Q 2021 TTM Revenue: $5.7 billion





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

Revenue	» Increase in the high-single-digit % range	Effective Tax Rate	» 20% - 22%
Operating Expenses	» Increase in the mid-single-digit % range	Diluted EPS	» $10.40 - $10.70
Operating Margin	» Approximately 46%	Adjusted Diluted EPS[3]	» $11.00 - $11.30
Adjusted Operating Margin[3]	» Approximately 50%	Share Repurchases[4]	» Approximately $1.5 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%. 1Q 2021 TTM 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 First Quarter 2021" from April 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 and other ongoing capital allocation decisions.

Macro Assumptions Underpinning Our Outlook[1]

2021 GDP

6.0% – 7.0% United States

3.5% – 4.5% Euro area

5.5% – 6.5% Global



Benchmark interest rates remain low; U.S. high-yield spreads below 450 bps



U.S. unemployment rate of 5% - 6% by year-end



Global high yield default rate falls to 3% - 4% by year end

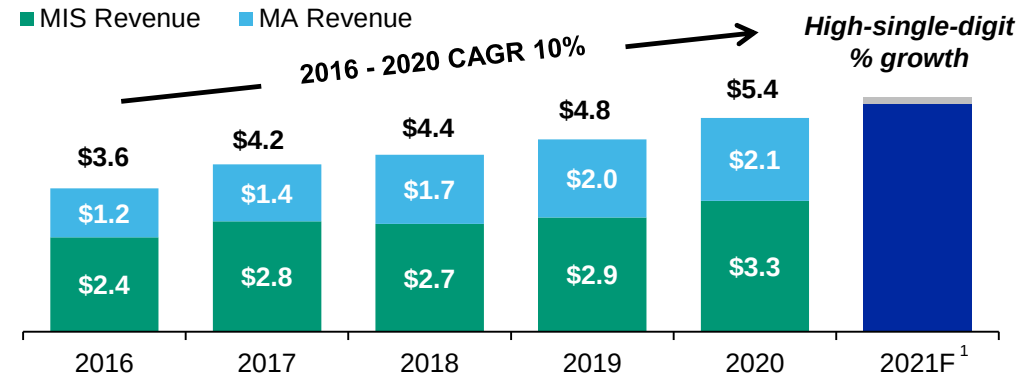


1. Guidance as of April 28, 2021. Refer to Table 12 – "2021 Outlook" in the press release for a complete list of guidance and a reconciliation between adjusted measures to U.S. GAAP, as well as assumptions used by the Company with respect to its guidance.
   Sources: High yield spreads, default rate and unemployment assumptions as per Moody's Investor Service "March 2021 Default Report"; GDP assumption as of April 28, 2021 from Moody's Investors Service and consensus estimates.

Financial Performance[1]

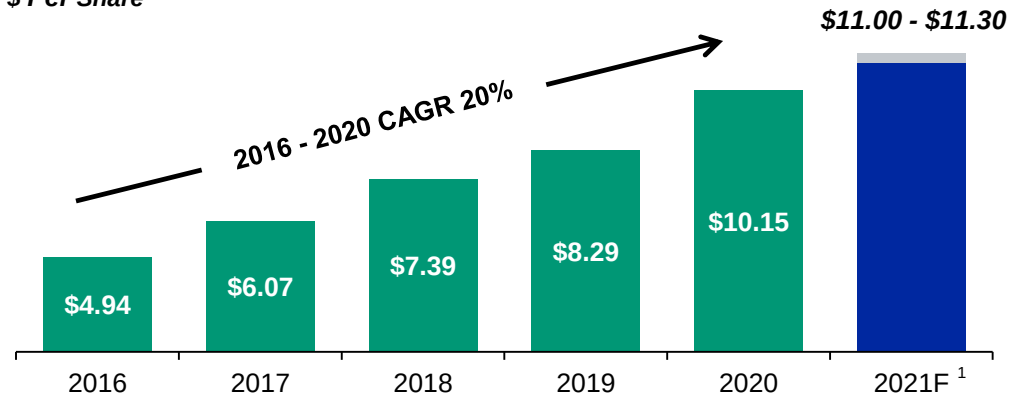
Revenue[2]

$ Billions

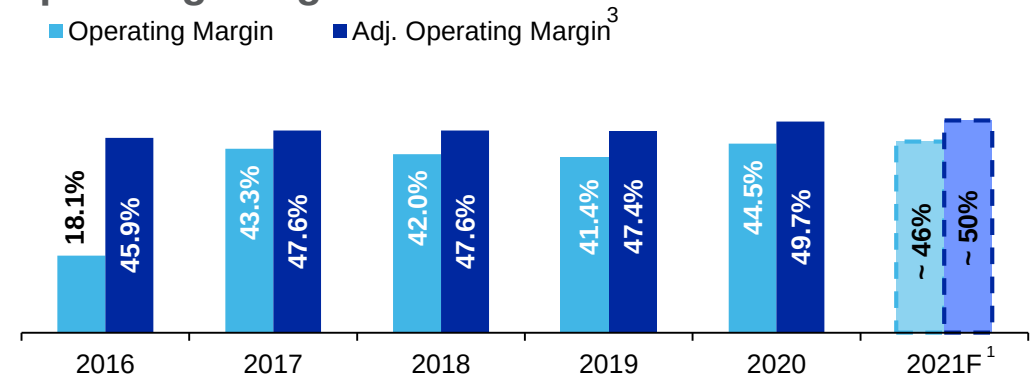


Adjusted Diluted EPS[3]

$ Per Share

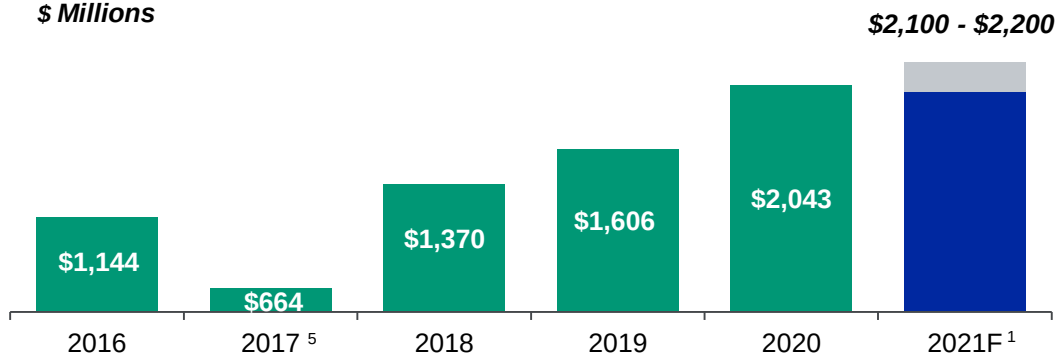


Operating Margin[4]



Free Cash Flow[3]

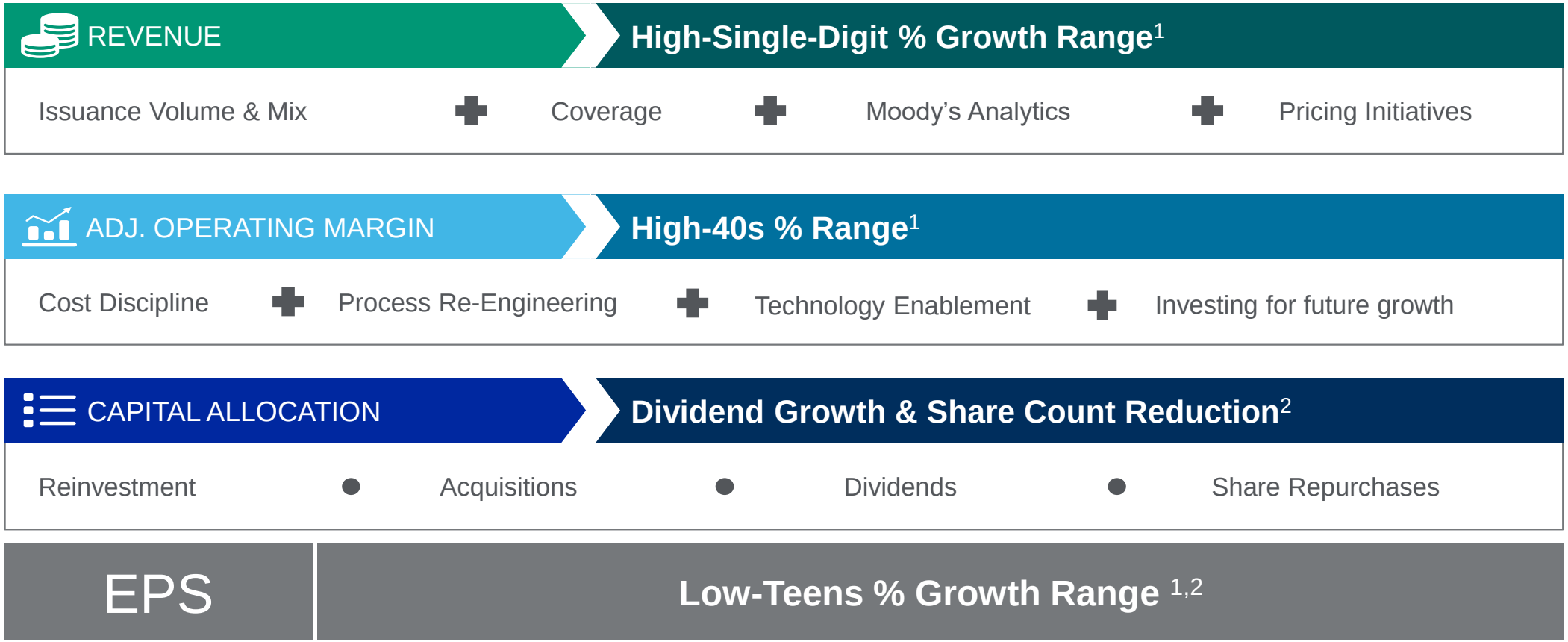
$ Millions



1. Guidance as of April 28, 2021.
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
- U.S. GAAP EPS accretive by year 3 (where applicable)
- 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 transactions >$10 million

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



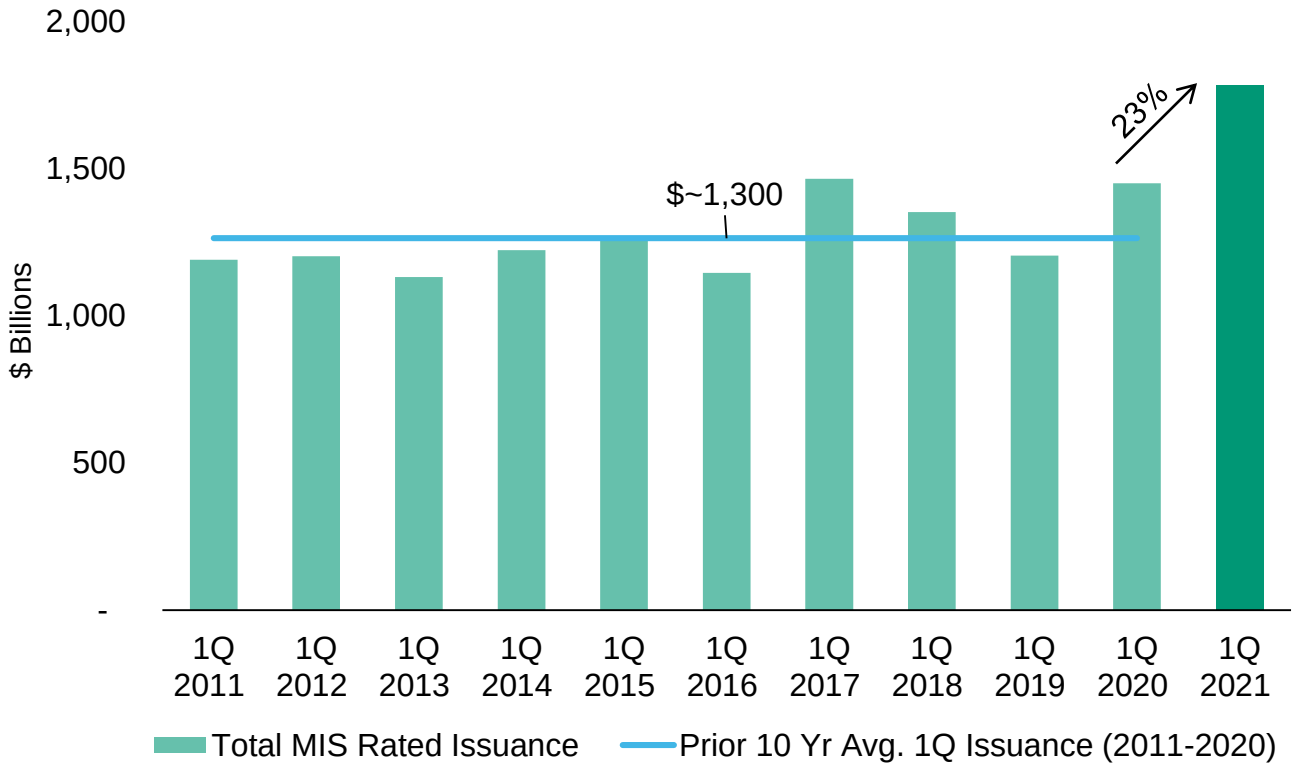
- Emphasis on returning excess capital to stockholders through dividends and share repurchases
- Strong track record of investment success
- Efficient balance sheet management

3

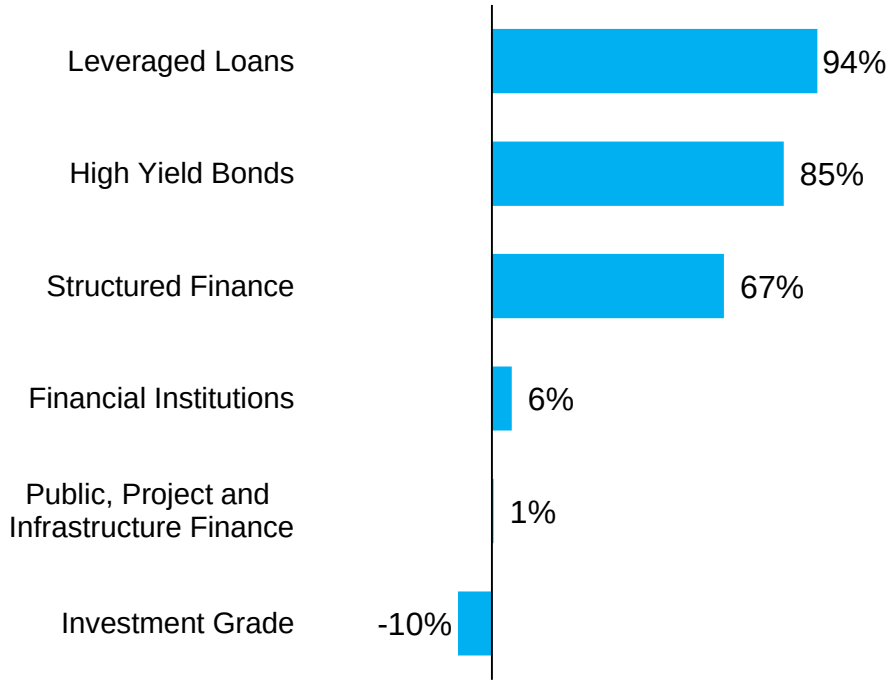
Capital Markets Overview

Leveraged Loans and High Yield Bonds Led the Strongest First Quarter Issuance in a Decade

MIS Rated Issuance – Historical First Quarters



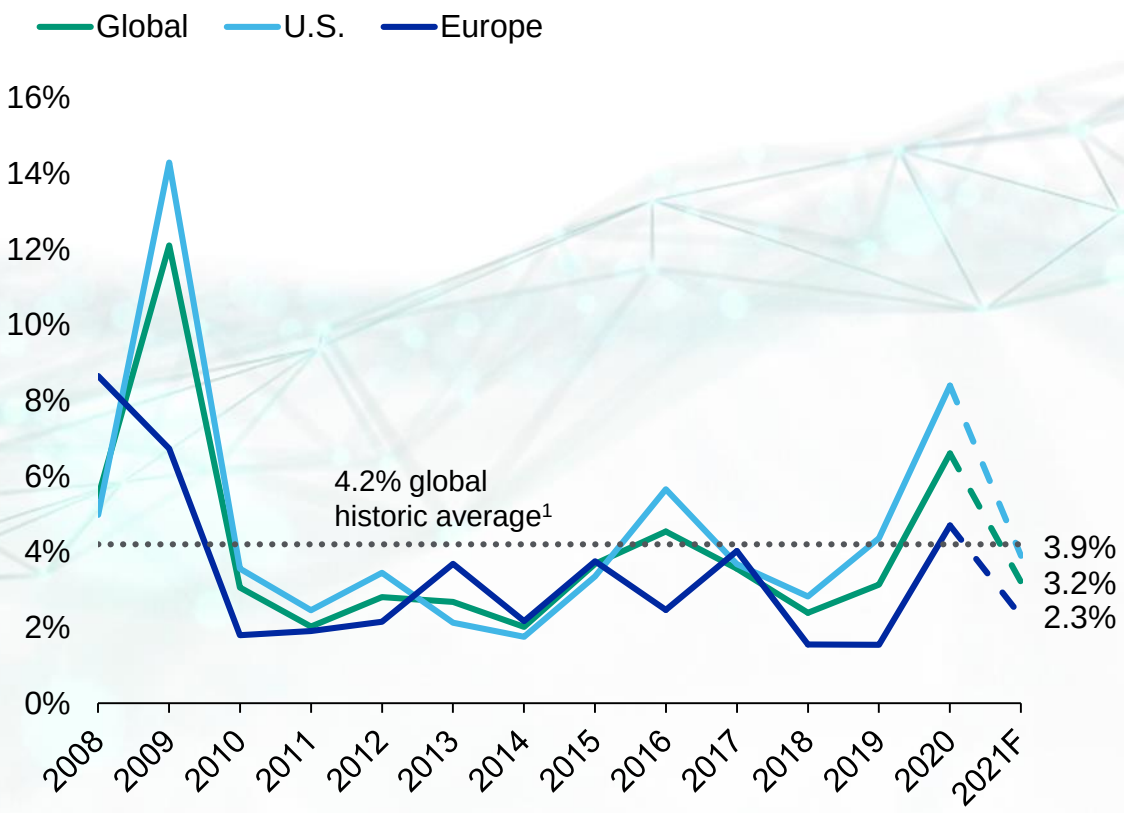
1Q 2021 Issuance Year-Over-Year Growth



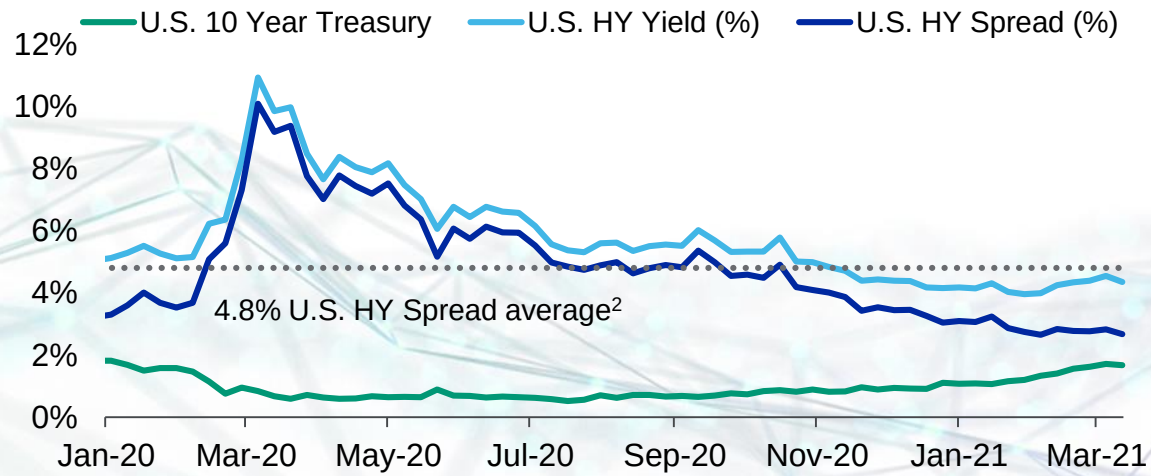
Note: MIS rated issuance, excludes sovereign debt issuance. Issuance figures displayed in billions, except for year-over-year growth calculations.

Improving Default Outlook and Tight Spreads Create Supportive Issuance Environment

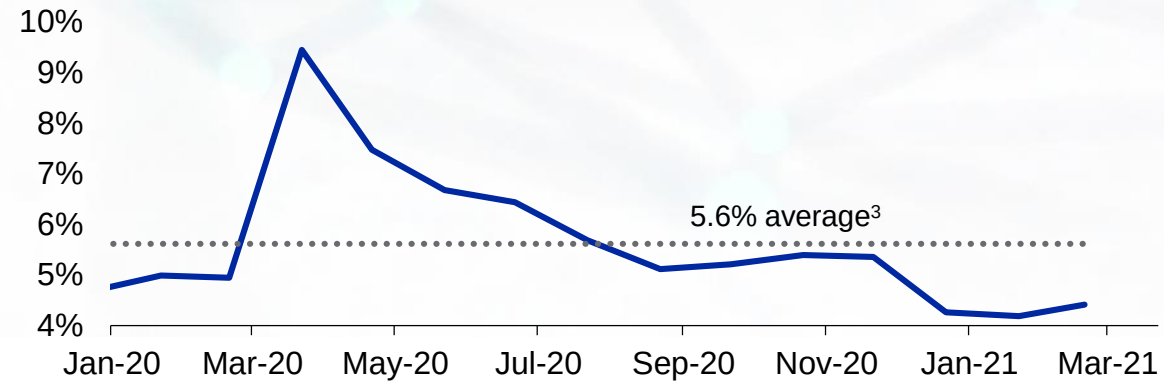
Default Rates for Speculative-Grade Corporate Rated Issuance[1]



High Yield Bond Spreads[2]



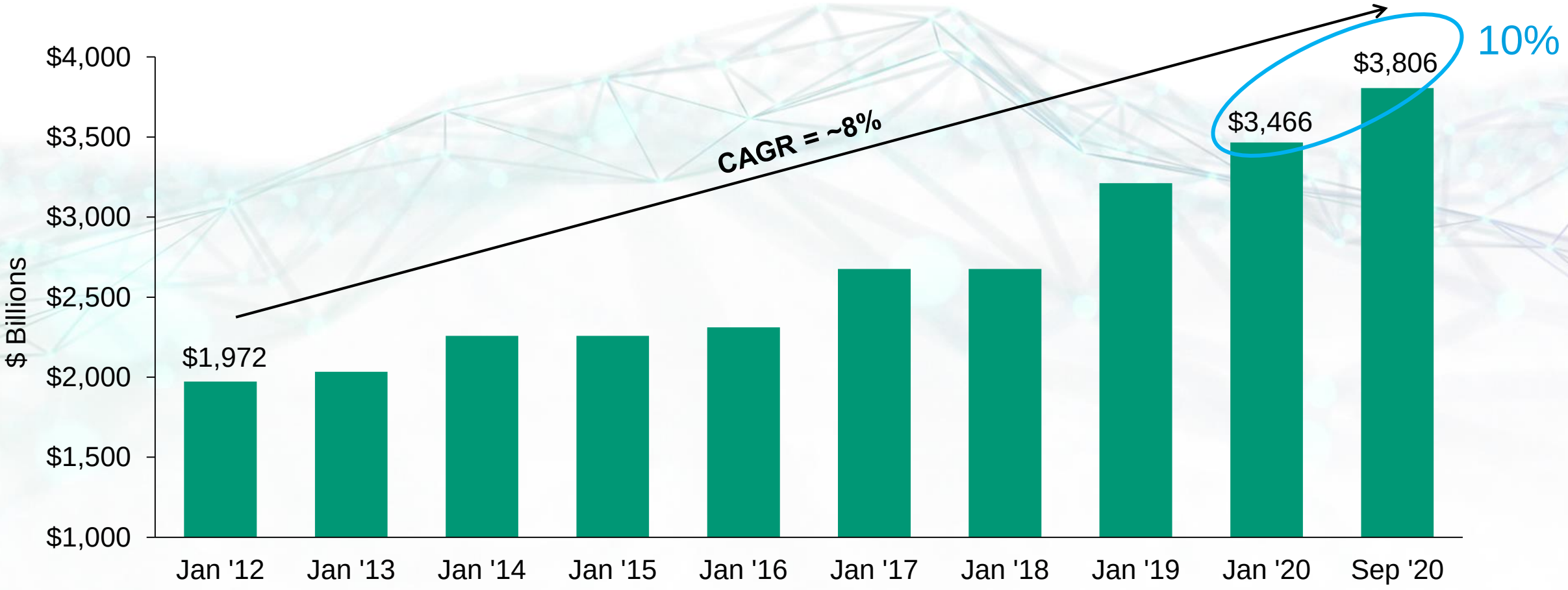
Institutional Loan Yields[3]



1. Source: Moody's Investors Service "March 2021 Default Report".
2. Source: Bloomberg.
3. Source: Refinitiv PLC. Monthly – Average yield. Deal Size >$100M to $500M.

Refunding Needs Continue to Build

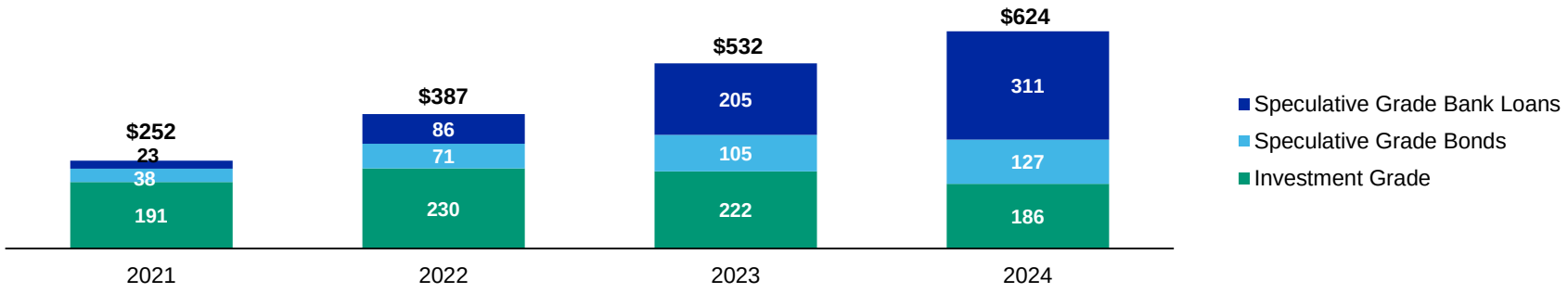
Next four years North America and EMEA total refunding needs[1] as of:



1. Amount reflects total maturities as defined in Moody's Investors Service's U.S., Canada and EMEA refunding needs reports January 2012 – October 2020.
Note: Data represents U.S., Canadian and European MIS rated non-financial corporate bonds & loans. Canadian data not available before 2015.

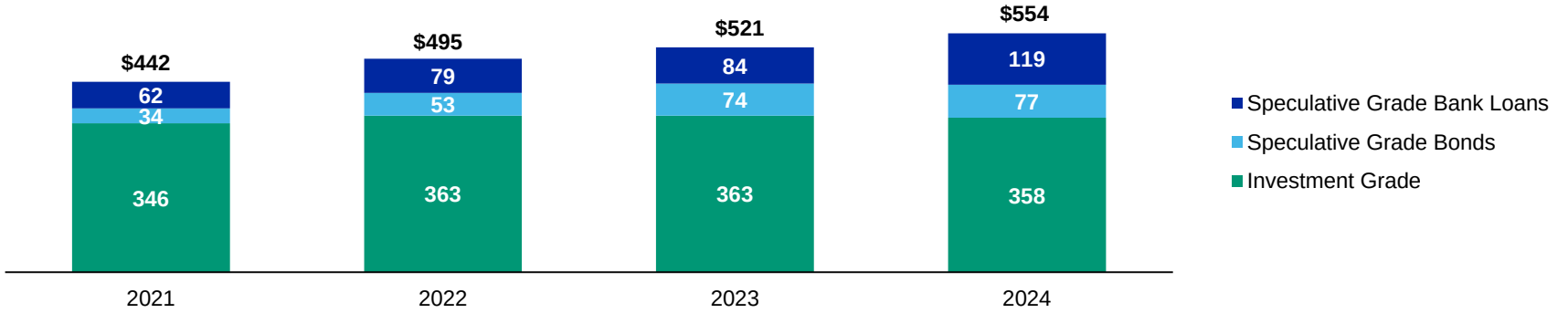
Refunding Needs[1] Support MIS Long-term Fundamentals

Debt Maturities: North America Moody's-Rated Corporate Bonds and Loans[2]



- Approximately $1.8 trillion of non-financial corporate debt maturing in North America through 2024, up ~8%[4]
- North America speculative grade bank loans refinancing needs up ~$180 billion, or ~40%[4]

Debt Maturities: EMEA Moody's-Rated Corporate Bonds and Loans[3]

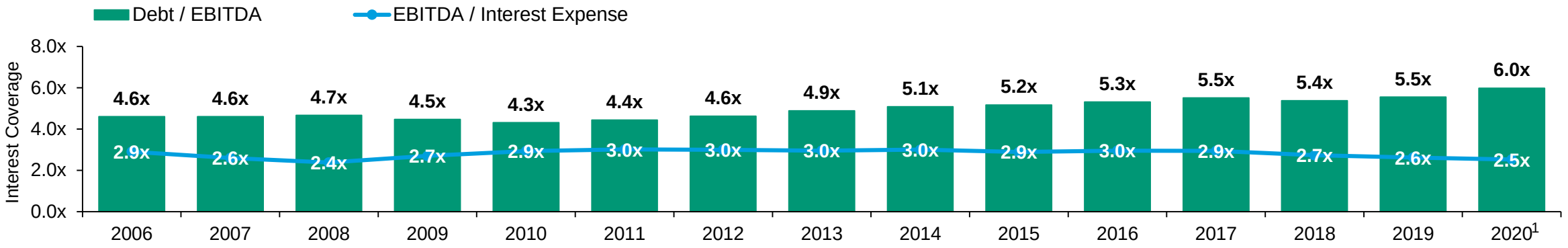


- Four-year debt maturities for EMEA non-financial corporates exceed $2 trillion, up ~$200 billion, or 11%[4]

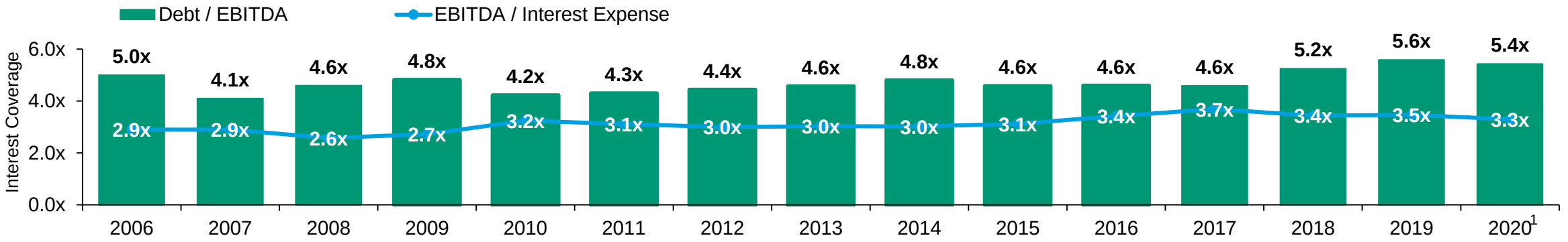
1. Non-financial corporates.
2. Source: Moody's Investors Service, October 2020. Data represents U.S. & Canadian MIS rated corporate bonds & loans.
3. Source: Moody's Investors Service, October 2020. Data represents EMEA Investment-Grade & EMEA Speculative-Grade.
4. Comparison to previously provided refinancing needs data for the upcoming four years from 1Q 2020 Investor Presentation.
   Prior data: Moody's Investors Service. U.S. & Canadian MIS rated corporate bonds & loans for North America as of January 2020 & EMEA as of July 2019.

Debt Leverage and Interest Coverage in North America and Europe

Credit Metrics: North American Speculative Grade Companies



Credit Metrics: European Speculative Grade Companies



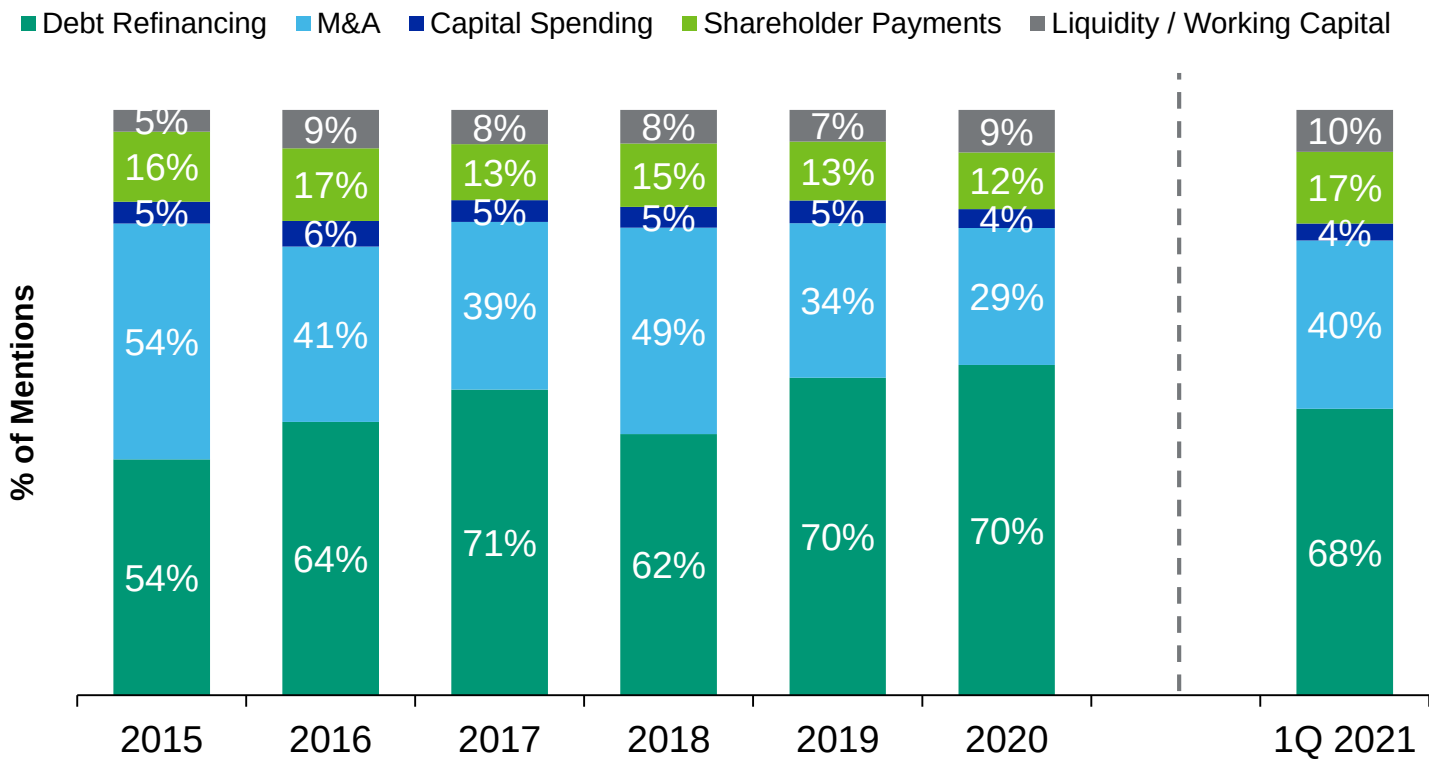
1. Annual data through year-end 2020.

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 in 1Q 2021

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



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. An issue can have multiple purposes and, as a result, percentages do not sum to 100%.
2. Data through March 31, 2021.

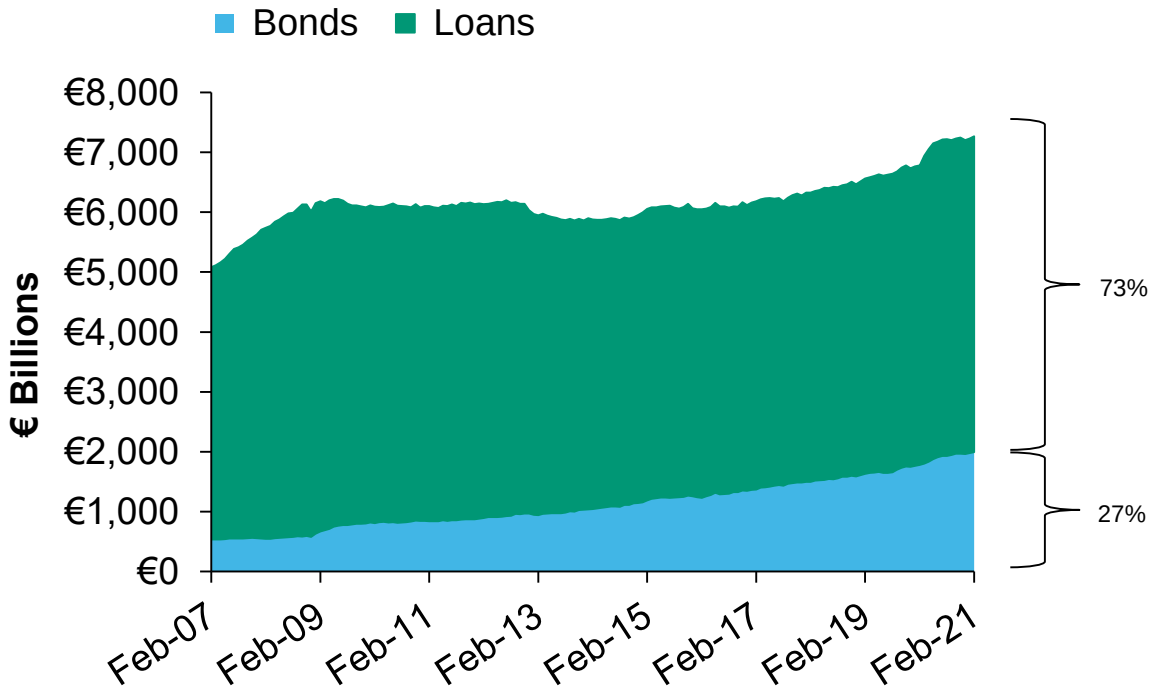
Source: Moody's Analytics.

2021[2] Issuance Drivers:

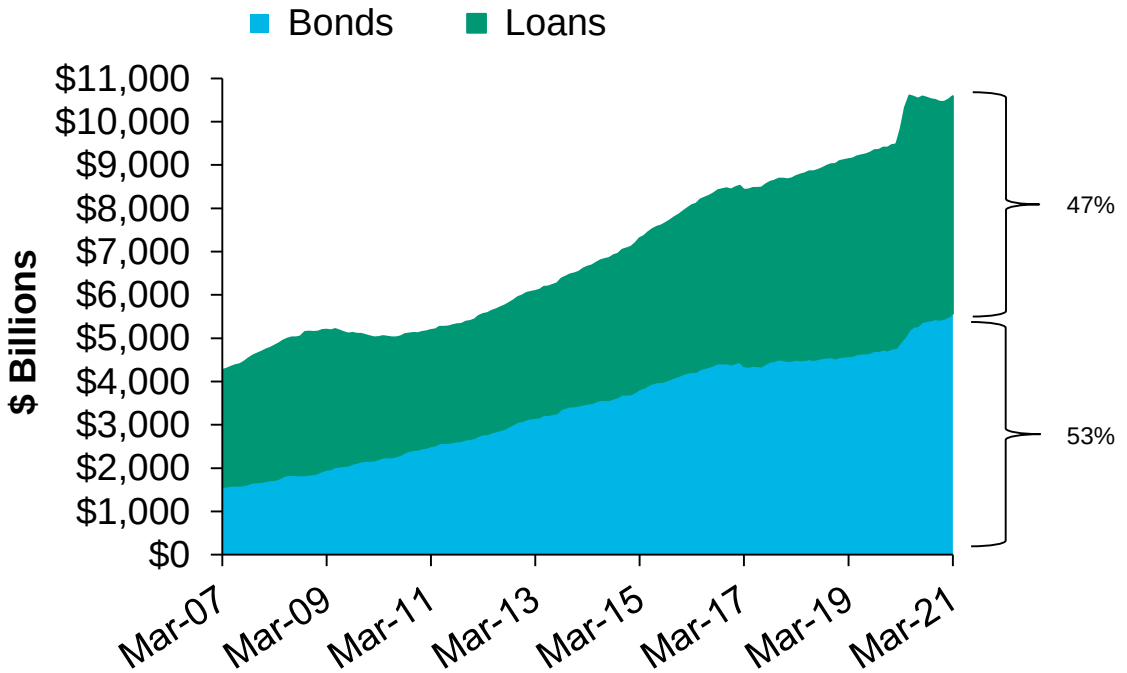
- Opportunistic refinancing driven by lower effective yields
- Increased M&A related issuance
- Shareholder payments resumed

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

European Non-Financial Corporate Bonds vs. Bank Loans Outstanding

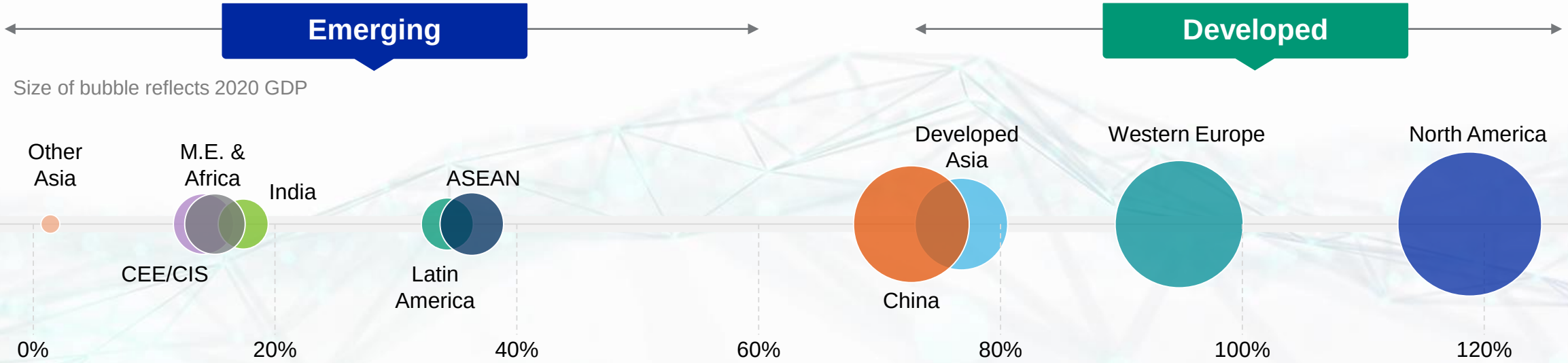


U.S. Non-Financial Corporate Bonds vs. Bank Loans Outstanding



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 February 2021 and U.S. data is through March 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 (US dollars, current prices).

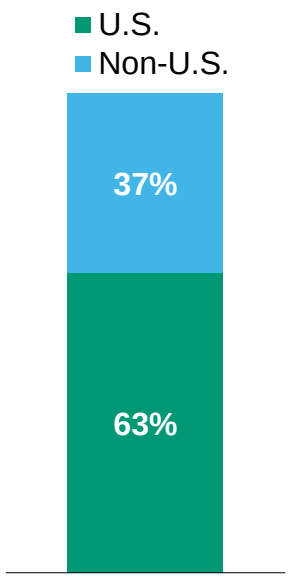
Regional definitions:
ASEAN = Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam. **CEE/CIS** = Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Georgia, Hungary, Kazakhstan, Kosovo, Kyrgyz Republic, Moldova, Montenegro, North Macedonia, Poland, Romania, Russia, Serbia, Tajikistan, Turkey, Turkmenistan, Ukraine, Uzbekistan. **Developed Asia** = Australia, Hong Kong, Japan, Macao, New Zealand, South Korea, Taiwan. **Latin America** = Mexico and all Caribbean countries and South America. **M.E. & Africa** = All African countries, Bahrain, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, Syria, United Arab Emirates, Yemen. **North America** = Canada, United States. **Other Asia** = Afghanistan, Bangladesh, Bhutan, Mongolia, Nepal, Pakistan, Sri Lanka as well as all Oceania countries except for Australia and New Zealand. **Western Europe** = All European countries except for those in CEE/CIS.

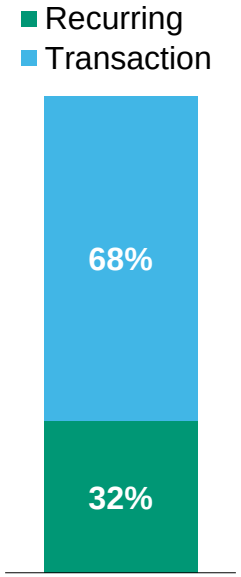
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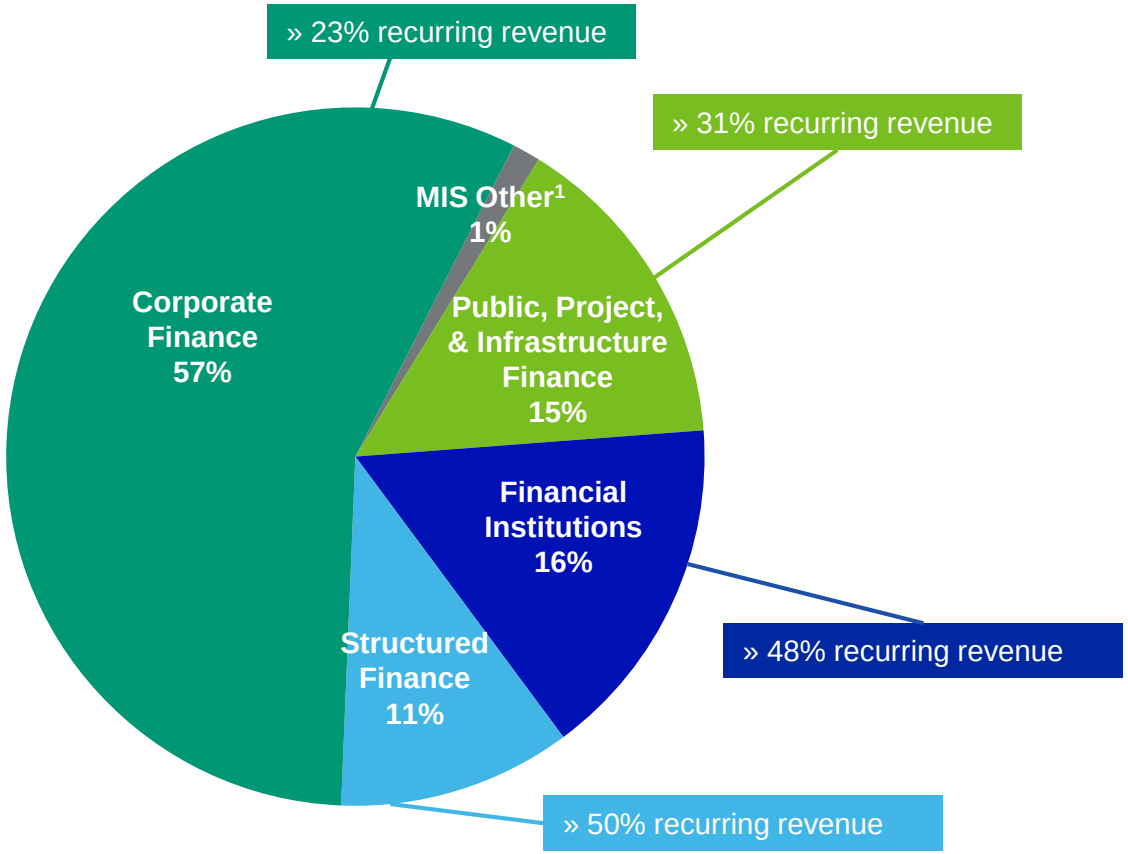
Moody’s Investors Service

Moody's Investors Service Financial Profile

1Q 2021 TTM Revenue: $3.5 billion



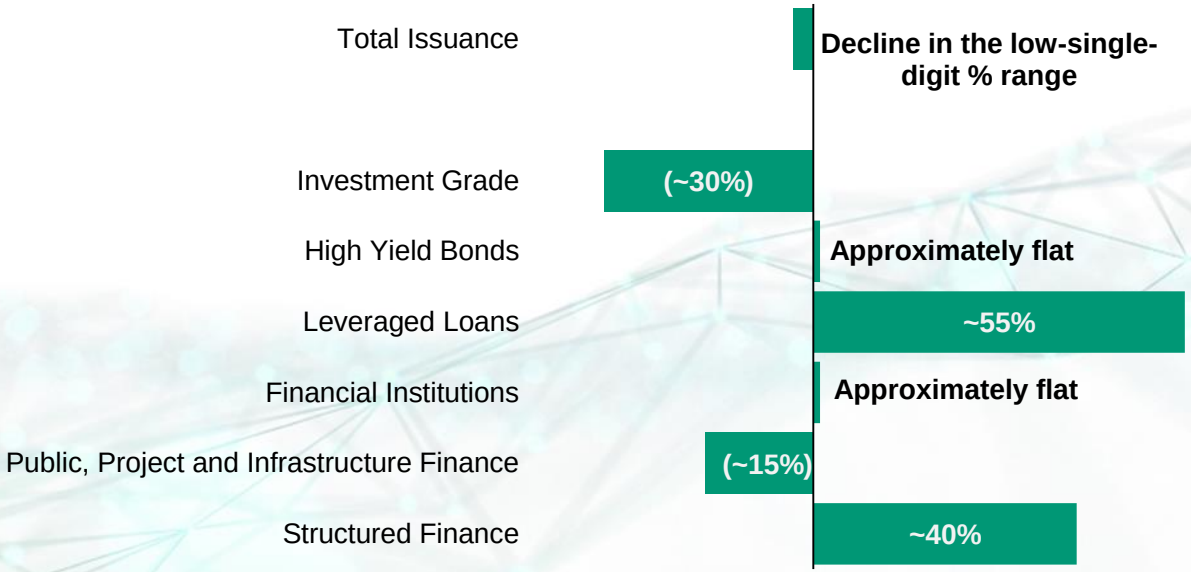




1. MIS Other consists of non-ratings revenue from ICRA, KIS Pricing, KIS Research and revenue from providing ESG research, data and assessments. During 2020, the company increased its stake in V.E from 69.2% to 99.8%. 1Q 2021 TTM revenue includes five quarters of results for V.E and Four Twenty Seven 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.

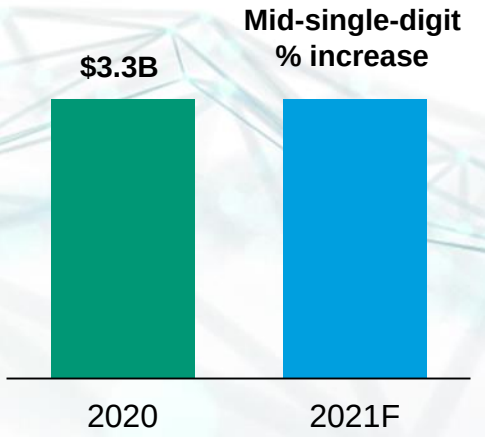
MIS 2021 Guidance: Transactional Orientation Benefits Revenue

FY 2021 Issuance Guidance[1,2]

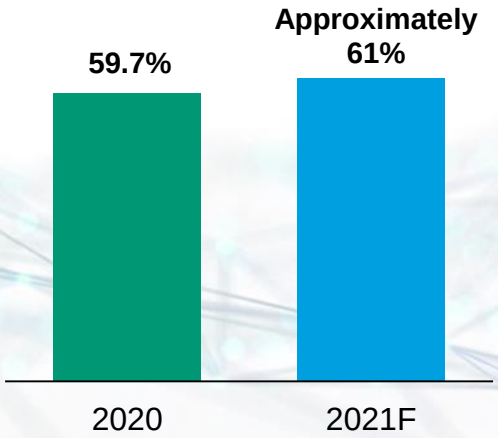


- Full year issuance expected to decline in the low-single-digit percent range
  - Impact from potential U.S. infrastructure legislation not assumed in 2021 guidance
- Refinancing and increased M&A activity have significantly raised the outlook for leveraged loans
- Growth in CLOs as loan supply increases

Revenue[1]



Adjusted Operating Margin[1]



- Raised revenue guidance due to improved issuance outlook
- Continue to expect favorable issuance mix
- Margin guidance increased as higher revenue, process efficiencies and continued savings from the remote-work environment are partially offset by modestly higher estimates for incentive compensation
- 800 – 850 first time mandates

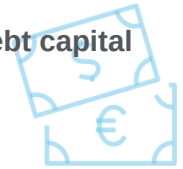
1. Guidance as of April 28, 2021. Refer to Table 12 – "2021 Outlook" in the press release for a complete list of guidance and a reconciliation between adjusted measures to U.S. GAAP, as well as assumptions used by the Company with respect to its guidance.
2. MIS rated issuance.
3. Total issuance includes CFG, SFG, FIG and PPIF. Excludes sovereign debt.

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

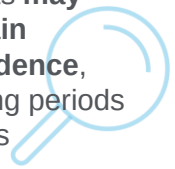
Access to capital

- 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), and who have acknowledged our track record of accuracy



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 Value of a Moody's Rating

Example: 10 year $500 million 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 rating

Note: Illustrative spread differential based on our empirical study, on a snapshot of data from July 2020, which shows that having a Moody's rating (when rated at the same level as other agencies) typically saves approximately 40 basis points per year for issuers. 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*

$70+ trillion
Total rated debt

	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

11,400+
MCO employees

1,000+
Analysts

40+
Countries/Regions



EVENTS

750+
Global events

152,000+
Global participants



AWARDS & RECOGNITION

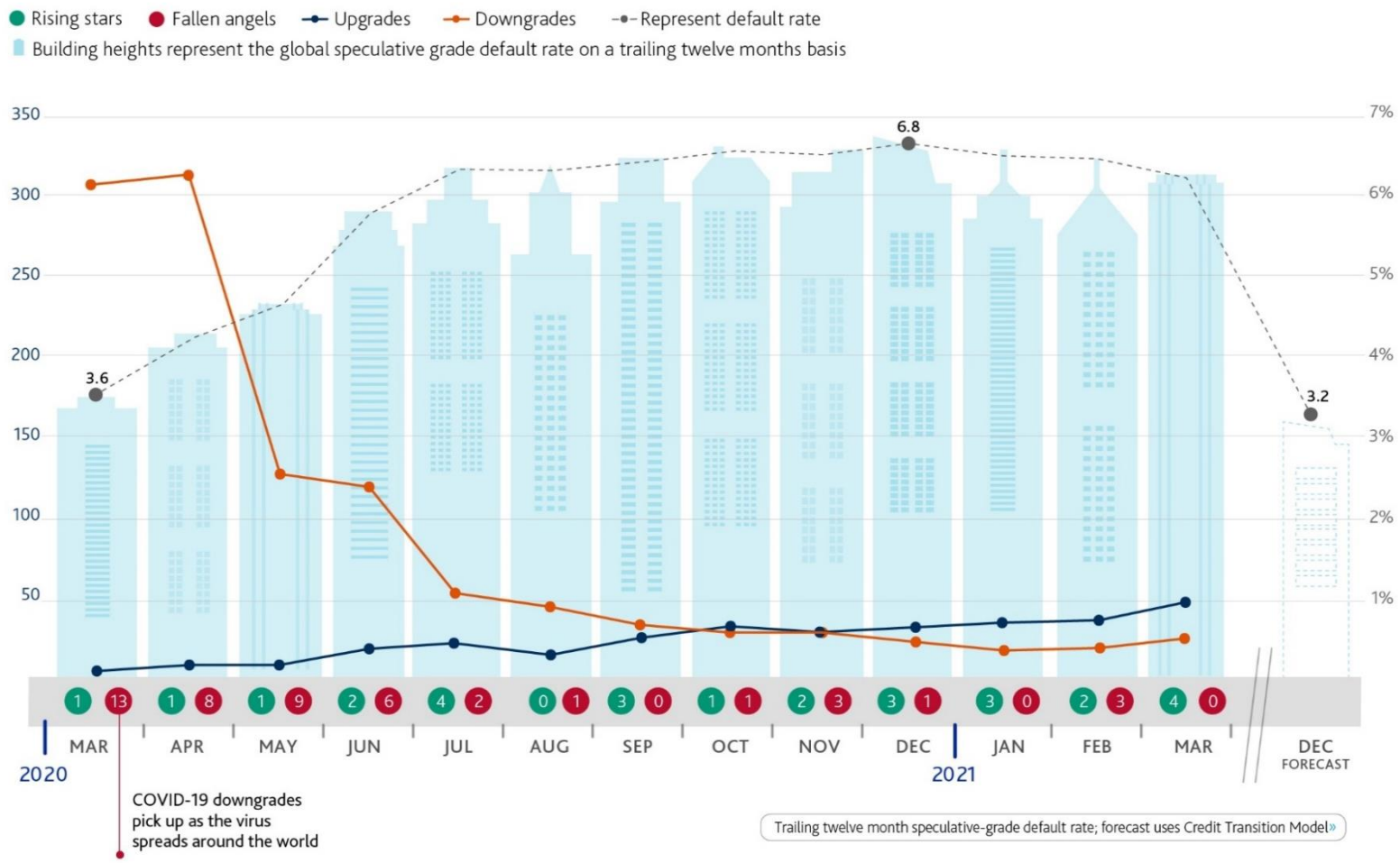
Award-winning expertise in credit ratings, research and risk analysis. For more information, visit awards.moodys.io

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 *.

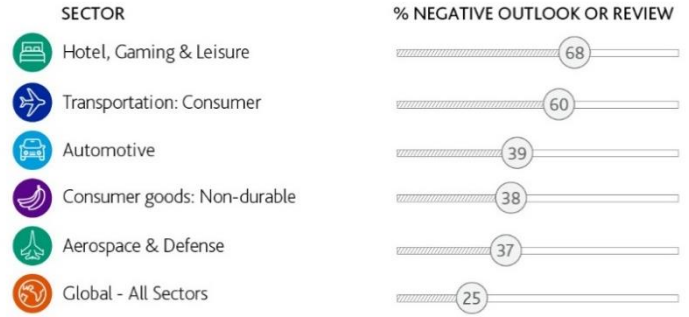
Managing Ratings[1] in Turbulent Times

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

Upgrades overtaking downgrades; speculative grade default rate to fall

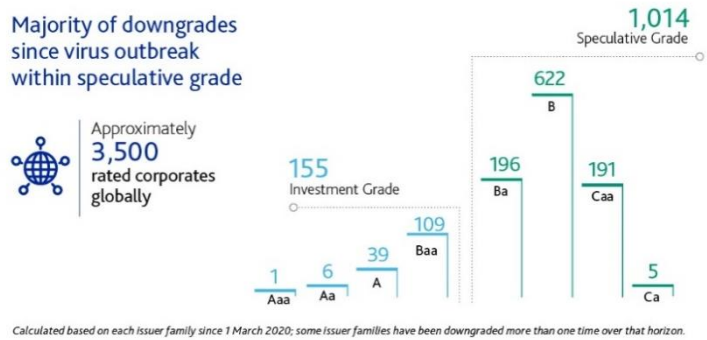


Some highly exposed sectors still under pressure



Represents the percentage of issuers within each sector with a negative outlook or under review for downgrade at 30 March 2021.

Majority of downgrades since virus outbreak within speculative grade



Calculated based on each issuer family since 1 March 2020; some issuer families have been downgraded more than one time over that horizon.

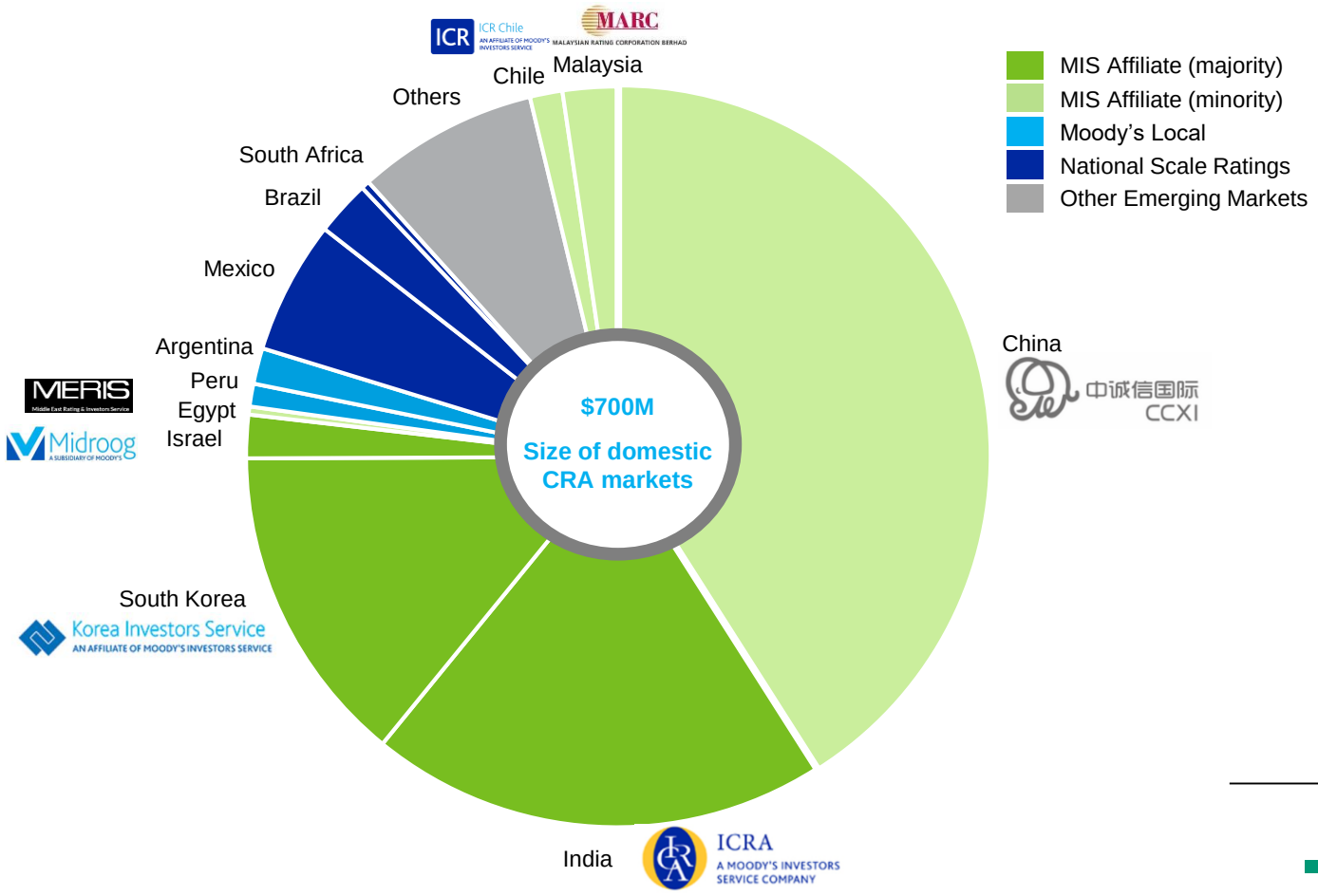
Timely analytical response to COVID-19



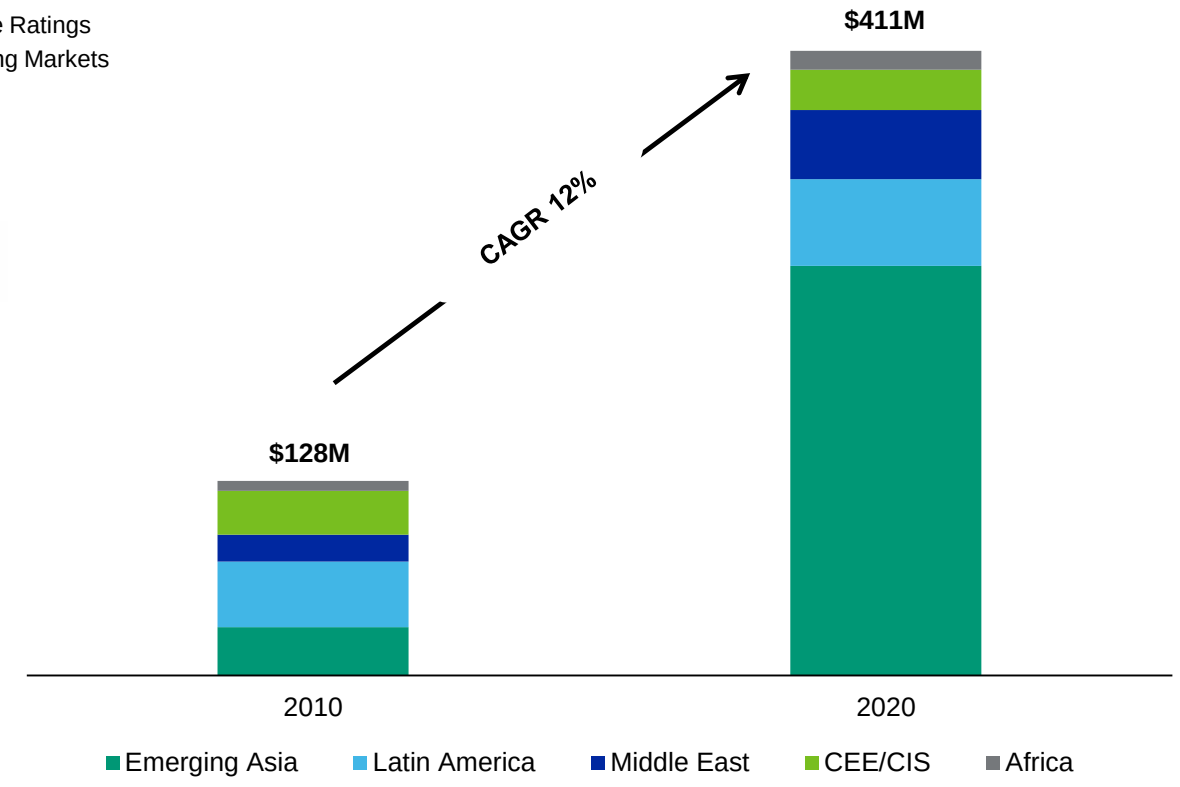
1. Non-Financial Corporates as of 1Q 2021.

Strongly Positioned in Emerging Markets

Emerging Markets - Domestic TAM



MIS Emerging Markets Revenue[1]

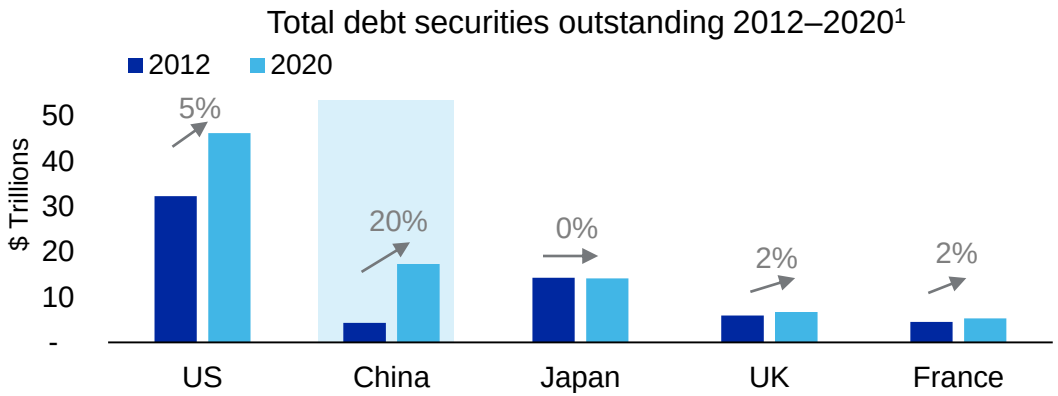


1. Includes revenue from cross border issuance.

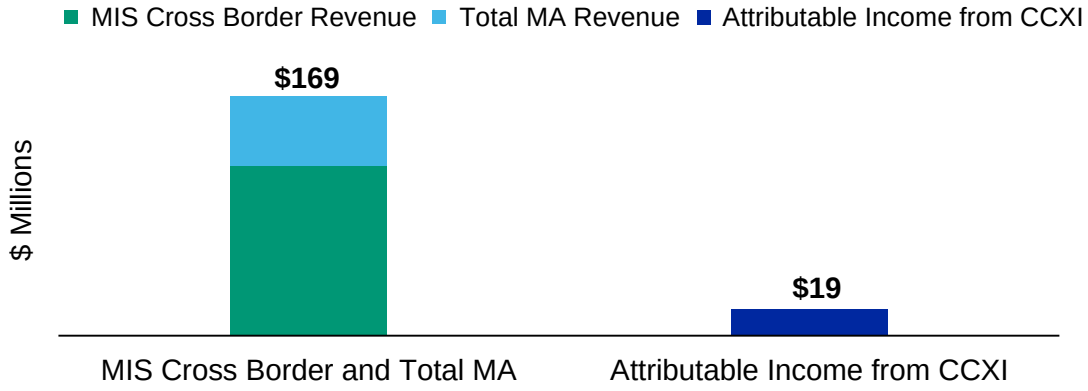
Note: Size of pie represents the estimated total CRA revenue from domestic markets ($700 million) as of June 30, 2020.

Moody's in Greater China

2nd Largest Onshore Bond Market at $17 Trillion

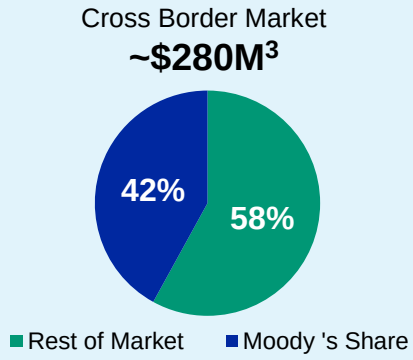


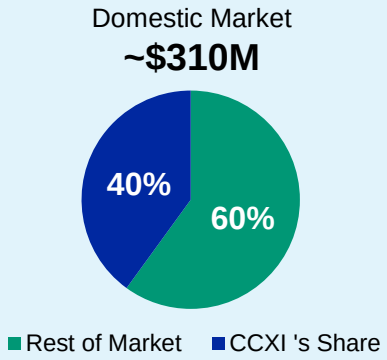
Revenue and Attributable Income from China[2]



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





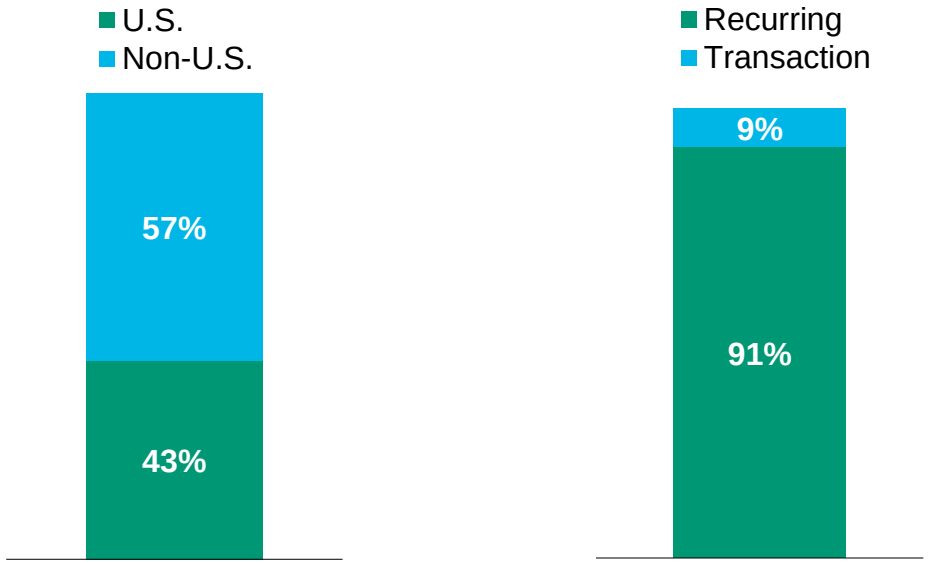
1. Percentage growth numbers are rounded compound annual growth calculations. Source: Bank for International Settlements' latest data available as of 3Q 2020.
2. Greater China: Mainland, Hong Kong and Macau. Revenue and attributable income data for full year 2020.
3. Revenue as of 4Q 2020; USD 1 = RMB 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.

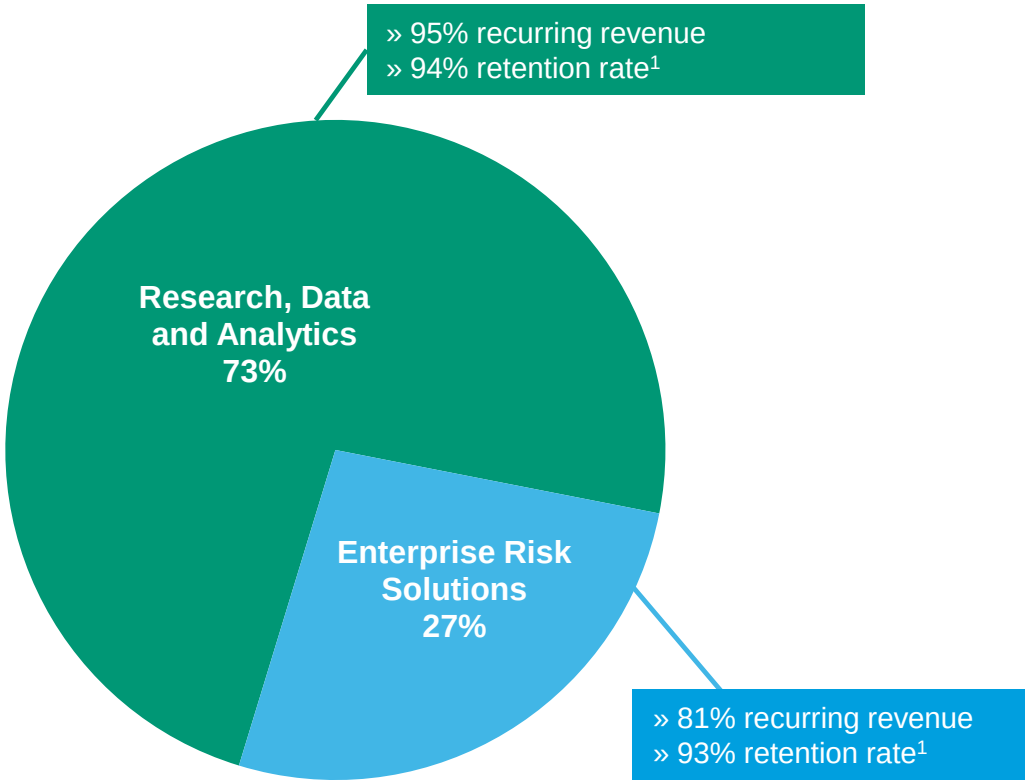
5

Moody’s Analytics

Moody's Analytics Financial Profile

1Q 2021 TTM Revenue: $2.1 billion

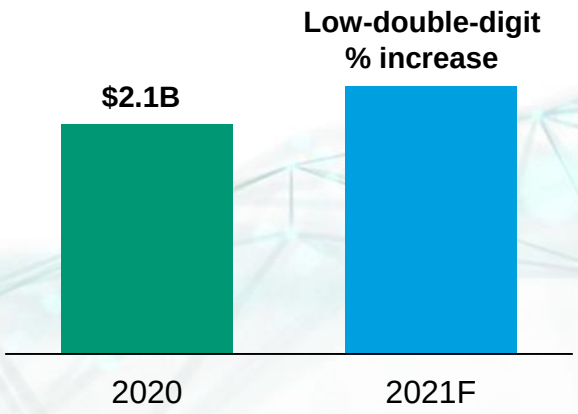




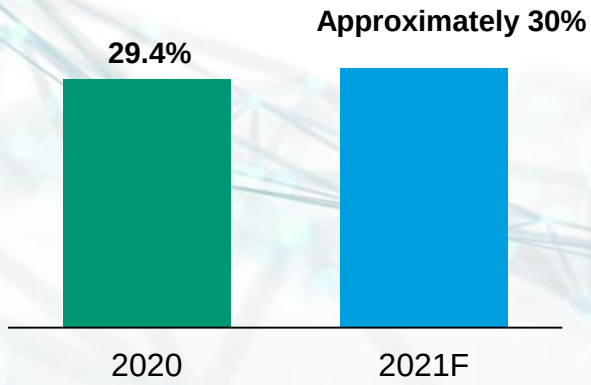
1. TTM as of March 31, 2021.

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

Revenue[1]



Adjusted Operating Margin[1]



Key drivers of MA FY 2021 outlook[1]

- ~93% recurring revenue
- Retention in the mid-90's percentage
- RD&A: Continued strength in KYC and compliance solutions, research and data feeds
- ERS: Strong growth in recurring revenue due to ongoing emphasis on subscription-based products and services
- M&A activity: Revenue growth benefit of 2% to 3% and downward impact on adjusted operating margin of 100 to 150 bps

1. Guidance as of April 28, 2021. Refer to Table 12 – "2021 Outlook" in the press release for a complete list of guidance and a reconciliation between adjusted measures to U.S. GAAP, as well as assumptions used by the Company with respect to its guidance.

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

Revenue has more than tripled since inception

2007

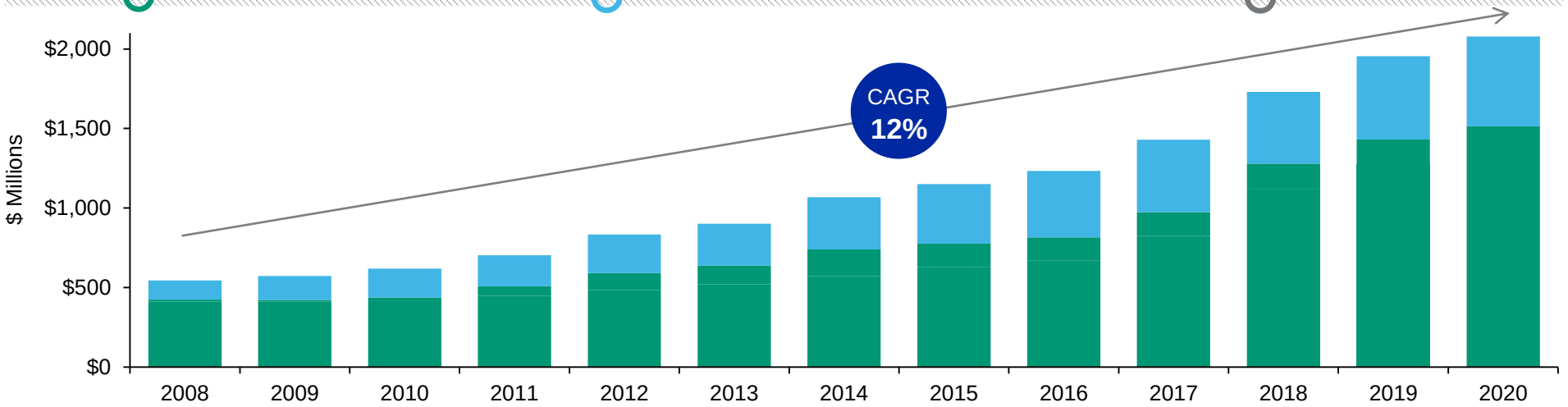
- Moody's Analytics founded
- Established risk assessment franchise with banks and insurance companies

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
- Commercial real estate (REIS and Catylist) – extended reach into CRE customer ecosystem
- Private entity data (BvD) – largest database of private companies, provided thousands of customers

2017 - 2020

- Acquired RiskFirst to extend ALM franchise into pensions market
- Divested MAKS to focus on data and analytic products
- Acquired RDC 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[1]

2020 Revenue: $1,514M

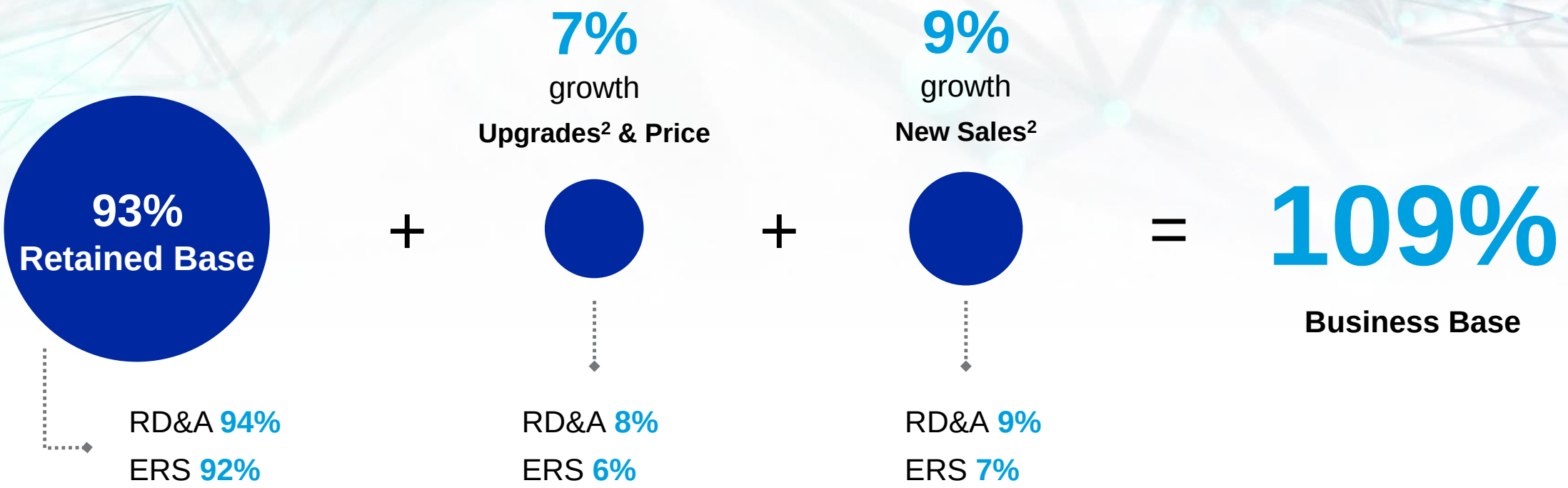
2008 – 2020 CAGR: +11% (~61% organic)

1. 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.

High Sales Retention Provides Solid Base for Growth

Moody's Analytics 2020 renewable sales and growth[1]

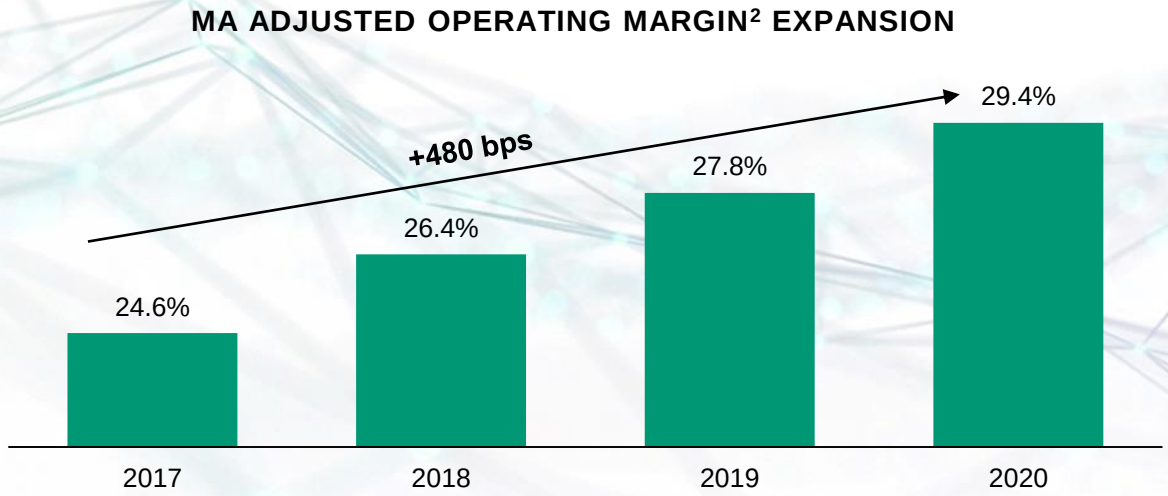


1. Constant currency.
2. Upgrades reflect amendments to existing customer contracts. New Sales reflect new contracts with new and existing customers.

Healthy Growth in MA's Recurring Revenue Supports Long-Term Margin Expansion Amidst Investment

MA's strategic shift towards subscriptions and SaaS-based products





Robust 2020 recurring revenue growth of 14%

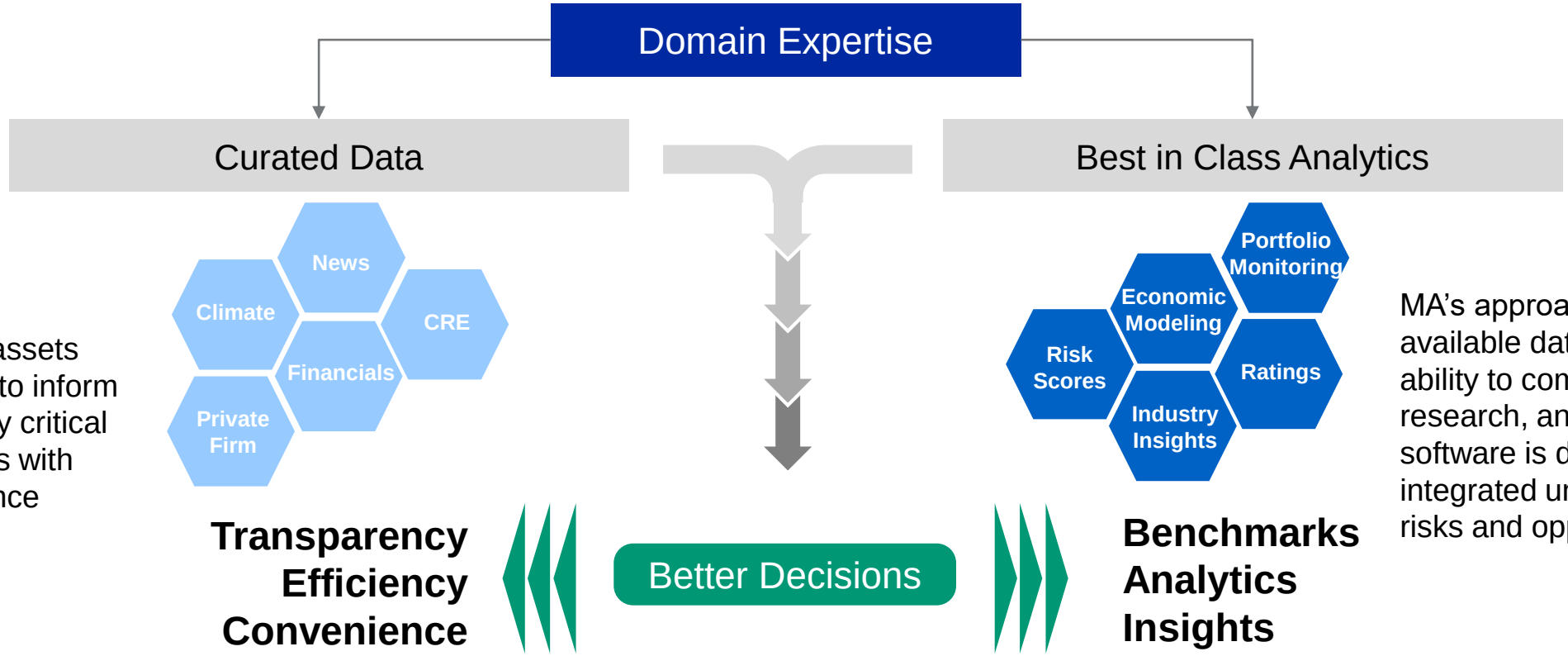
- Solid retention in mid-90's percentage[1]
- Strength in KYC and compliance solutions
- ERS shifted to ~80% recurring revenue

High growth in recurring products drives margin expansion

- ~160 bps of margin expansion in 2020
- M&A strategy accelerates shift to recurring revenue
- 189 product awards from 2017 onwards

1. Full year 2020.
2. Includes intercompany revenue and expenses. Changes in expenses include the impact of adjusting items.

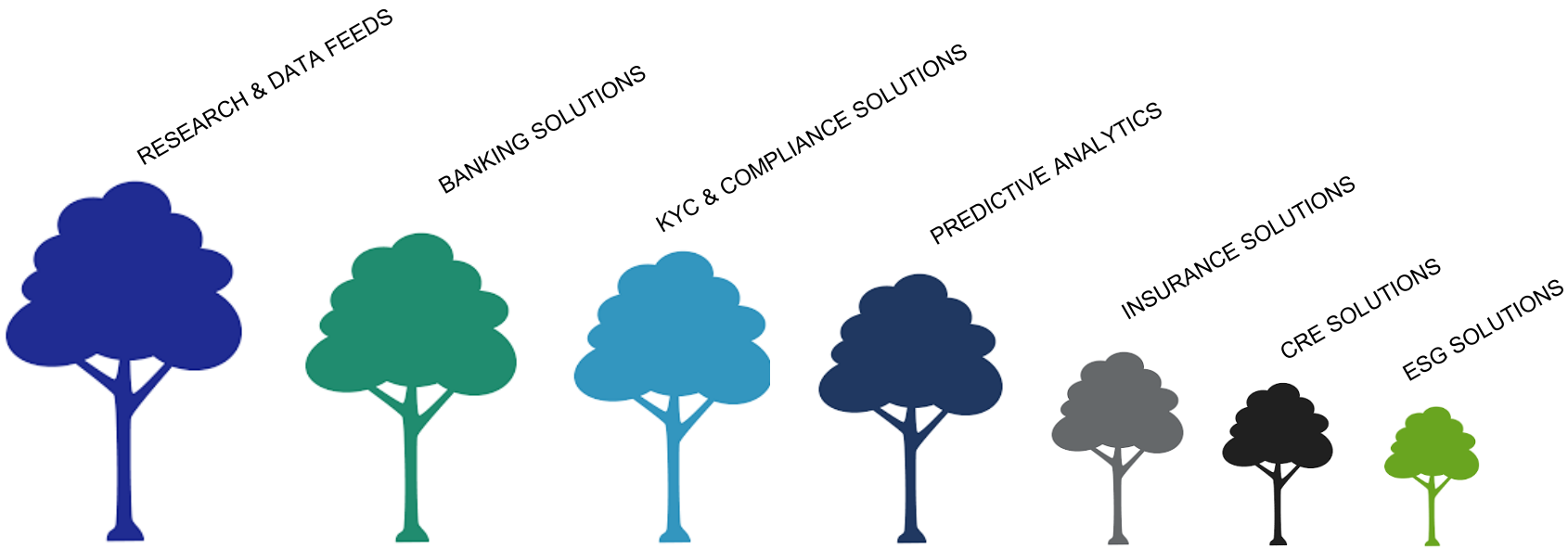
Curated Data Combined with Analytics are the Foundation of our Integrated Risk Assessment Strategy



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

1,500+ 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	

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

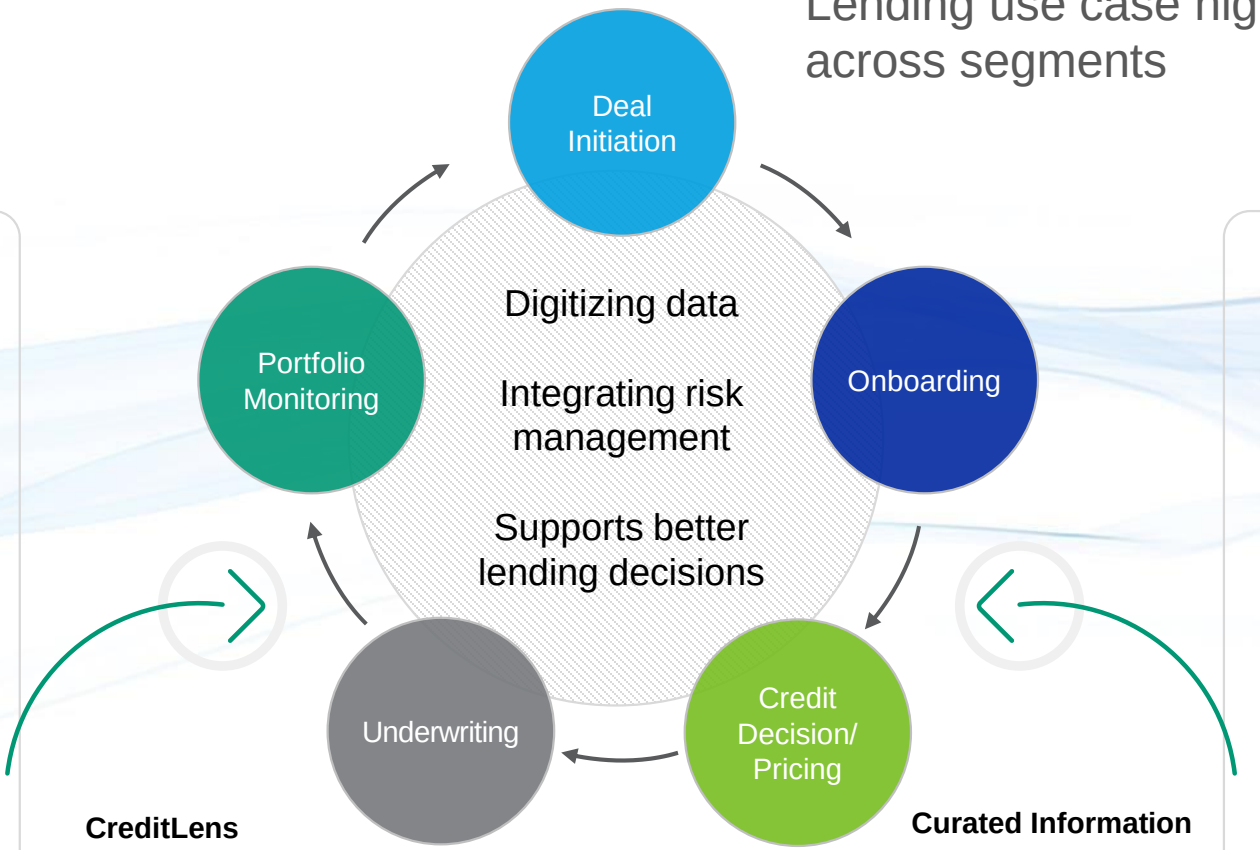
ERS solutions

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

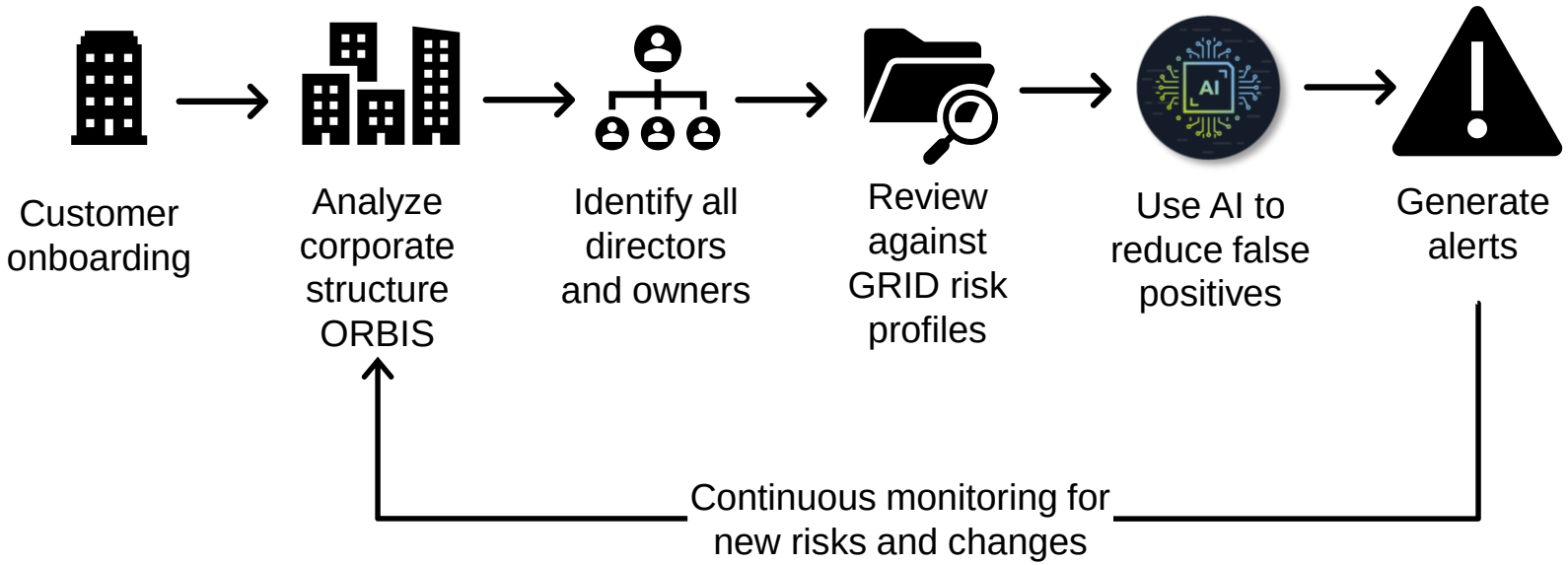
MIS Ratings

Commercial Real Estate
Workflow solutions, portfolio performance and climate impact

KYC and Compliance Use Cases



- Global coverage of ~400M companies
- Corporate hierarchy and beneficial ownership information
- Risk profiles on ~13M individuals and companies
- News, Sentiment Scores and Alerts



Natural language processing allows for faster data ingestion

Data mapping removes false positives and creates linkages

Machine learning uses prior decisions to improve accuracy

Built-in analytics allows benchmarking and tuning of risk tolerance

Note: Number of covered companies and individuals as of May 13, 2021.

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

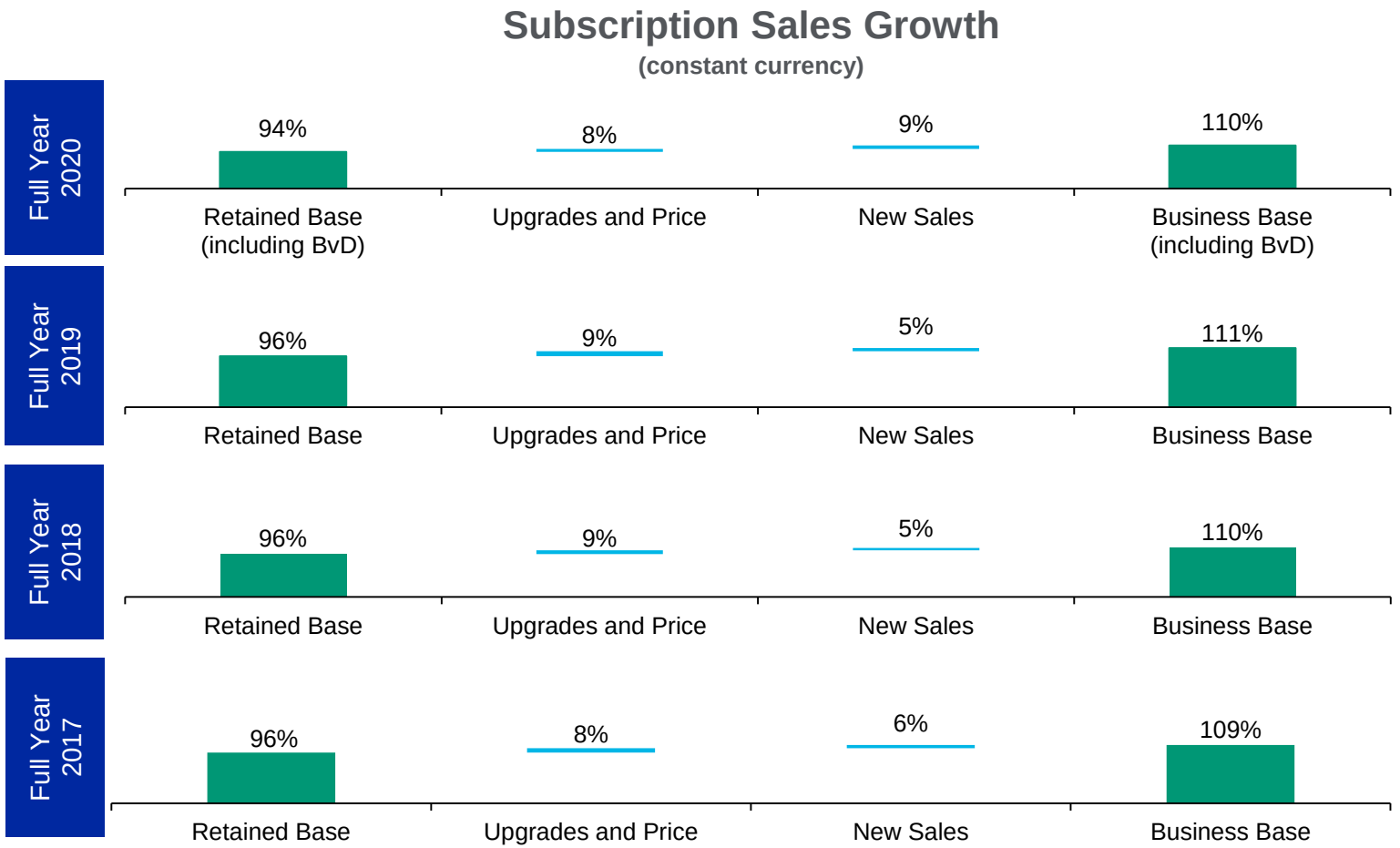
Workflow solutions, portfolio performance and climate impact

Our customers



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

2020 RD&A Growth Driven by KYC and Compliance, Research and Data Feeds



- 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

Note: The sales growth attributions presented on this slide are related to RD&A subscription sales on a constant currency basis. 2020 data includes BvD and 2020 acquisitions, pre 2020 data excludes BvD. Upgrades reflect amendments to existing customer contracts. New Sales reflect new contracts with new and existing customers. Numbers may not foot due to rounding.

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]

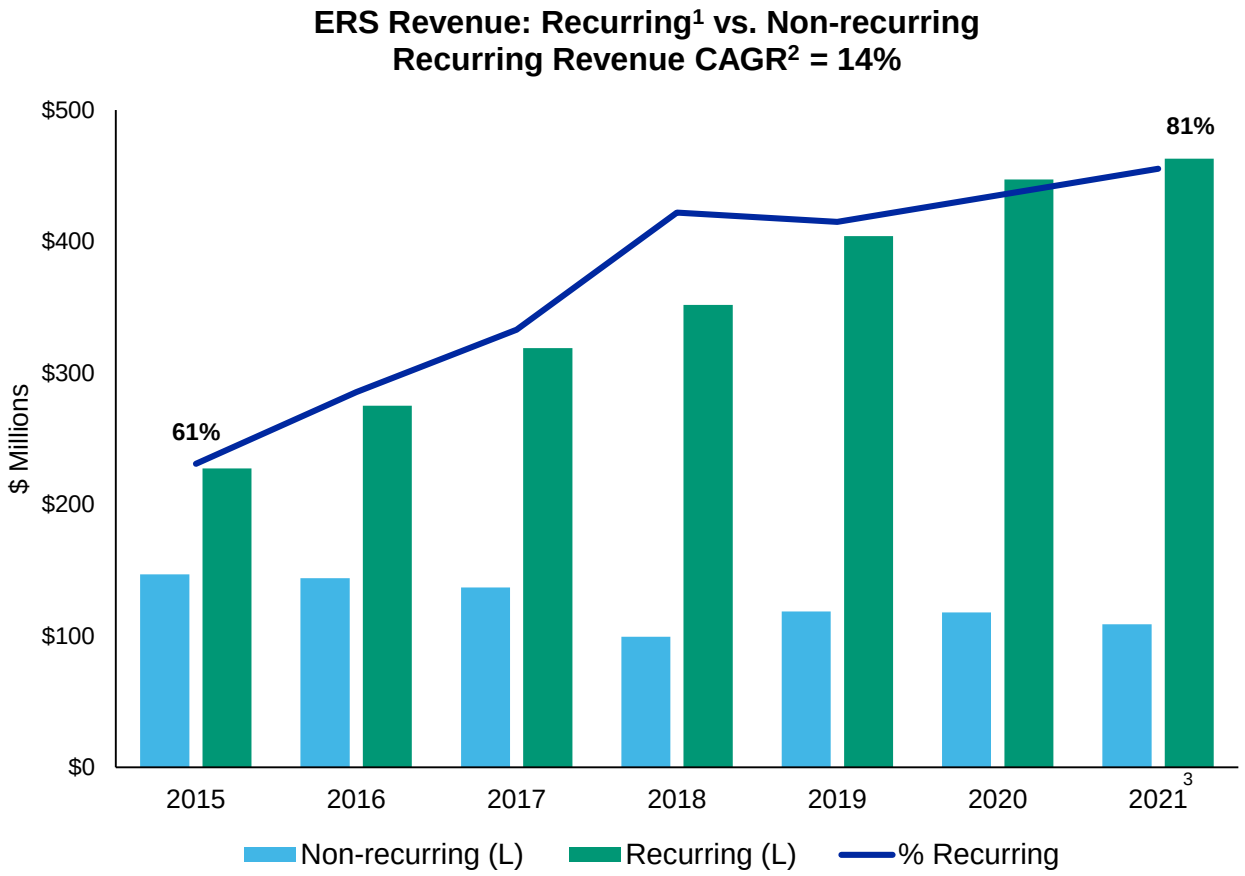
Regulatory reporting

Our customers



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

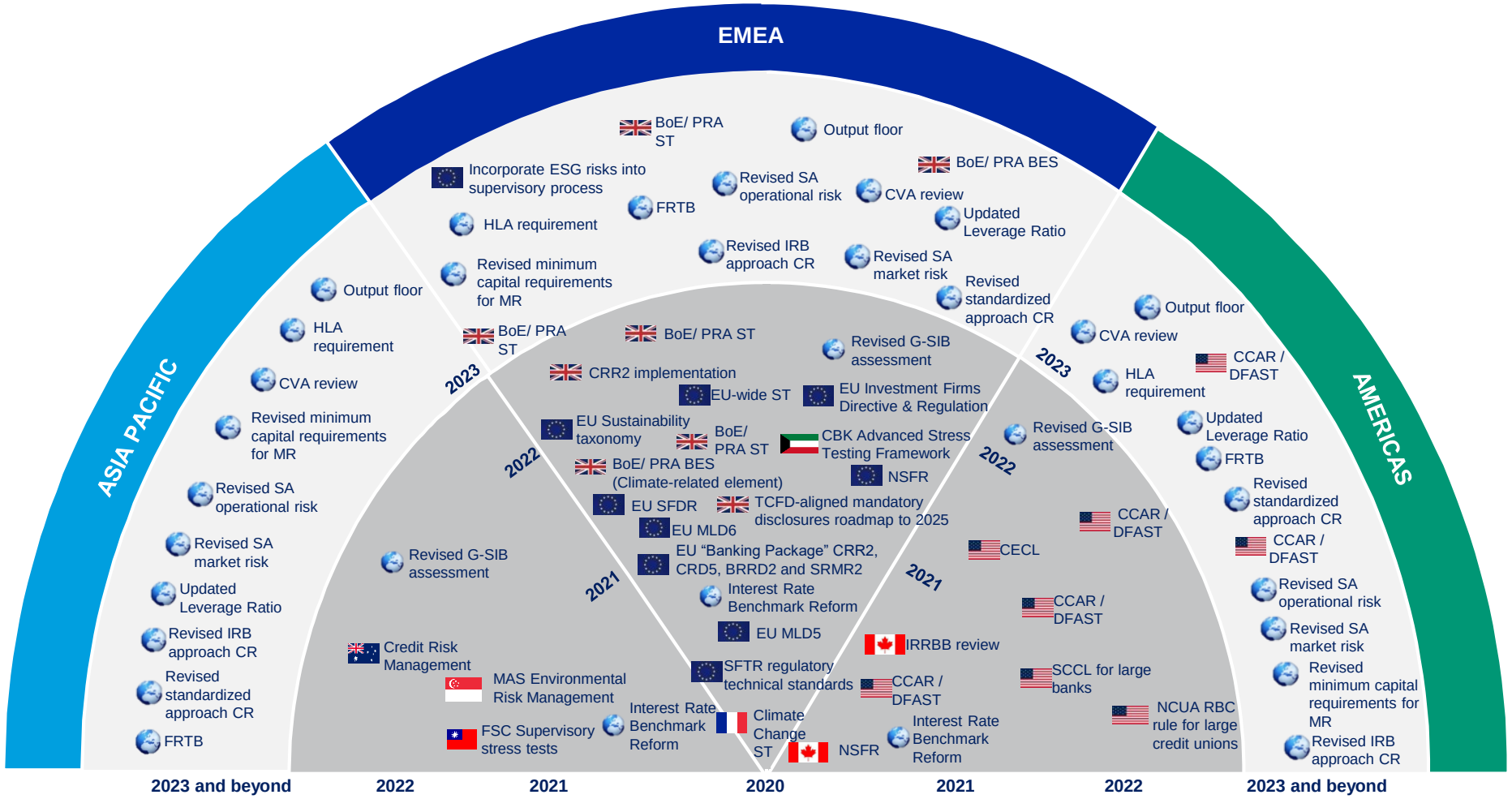
ERS: ~80% Recurring Revenue; Mid-Teens Subscription CAGR



- ERS recurring revenue has grown by more than $230 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 1Q 2021:
  - Recurring +12%
  - Non-recurring -13%

1. Recurring revenue includes maintenance and subscription.
2. Compound Annual Growth Rate, 2015 - 2020.
3. Trailing twelve months ended March 31, 2021.

Global Banking Regulatory and Accounting Landscape



Pandemic related delays noted in 2020; OSFI NSFR; FED SCCL; EBA CRD 5, CRR 2 and BRRD 2; CECL.
Source: Moody's Analytics Strategy & Analytics; May 2021.

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

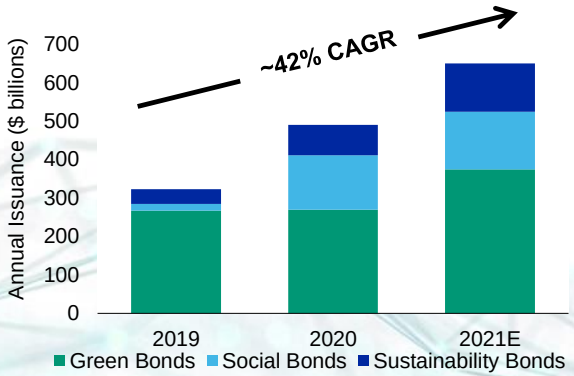
» Moody's forecasts global issuance of green, social and sustainability bonds – collectively referred to as sustainable bonds – will hit a record $650 billion in 2021[1]

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

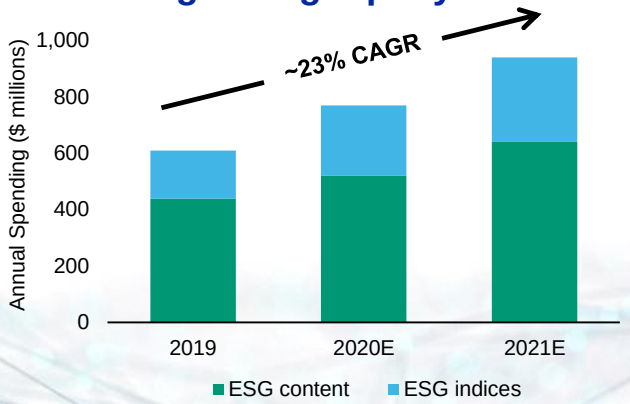
» Increasing governmental focus on climate and sustainable debt market growth and development

- 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 for record volumes[1]



Spend on ESG data & metrics growing rapidly[2]



Percentage of assets invested sustainably[3]



1. Source: Moody's Investors Service "Sector in-depth: Sustainable Finance – Global – Sustainable bond volumes to top $650 billion in 2021", February 4, 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

ESG & CLIMATE RISK

MIS Integration

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

MA Integration

- Real Estate Solutions
- Moodys.com
- 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

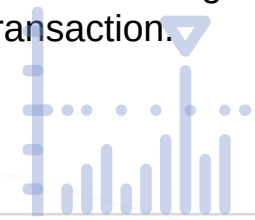
MIS: Four Components to MIS Integration of ESG

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. IPSs, where available, are inputs to 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

ESG & CLIMATE RISK

Moody's CreditView

The view that counts

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

Moody's DataHub

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



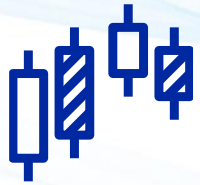
ESG Score Predictor

- Predictor tool using Artificial Intelligence / Machine Learning techniques, for use by customers with their own data
- ESG benchmark scores
- 100k+ SME proxy scores



MA Climate Risk Dashboard

- Climate adjusted scenarios, expected default frequencies (EDFs), spreads and more



REIS Network, Climate Risk Scores

- Moody's ESG provides REIS network users with aggregated climate risk scores
- Scores show the climate risk threshold levels for commercial property locations ranging from 'no risk' to 'red flag' or extremely high risk

1. Carbon Transition Assessment and Corporate Governance Assessment 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

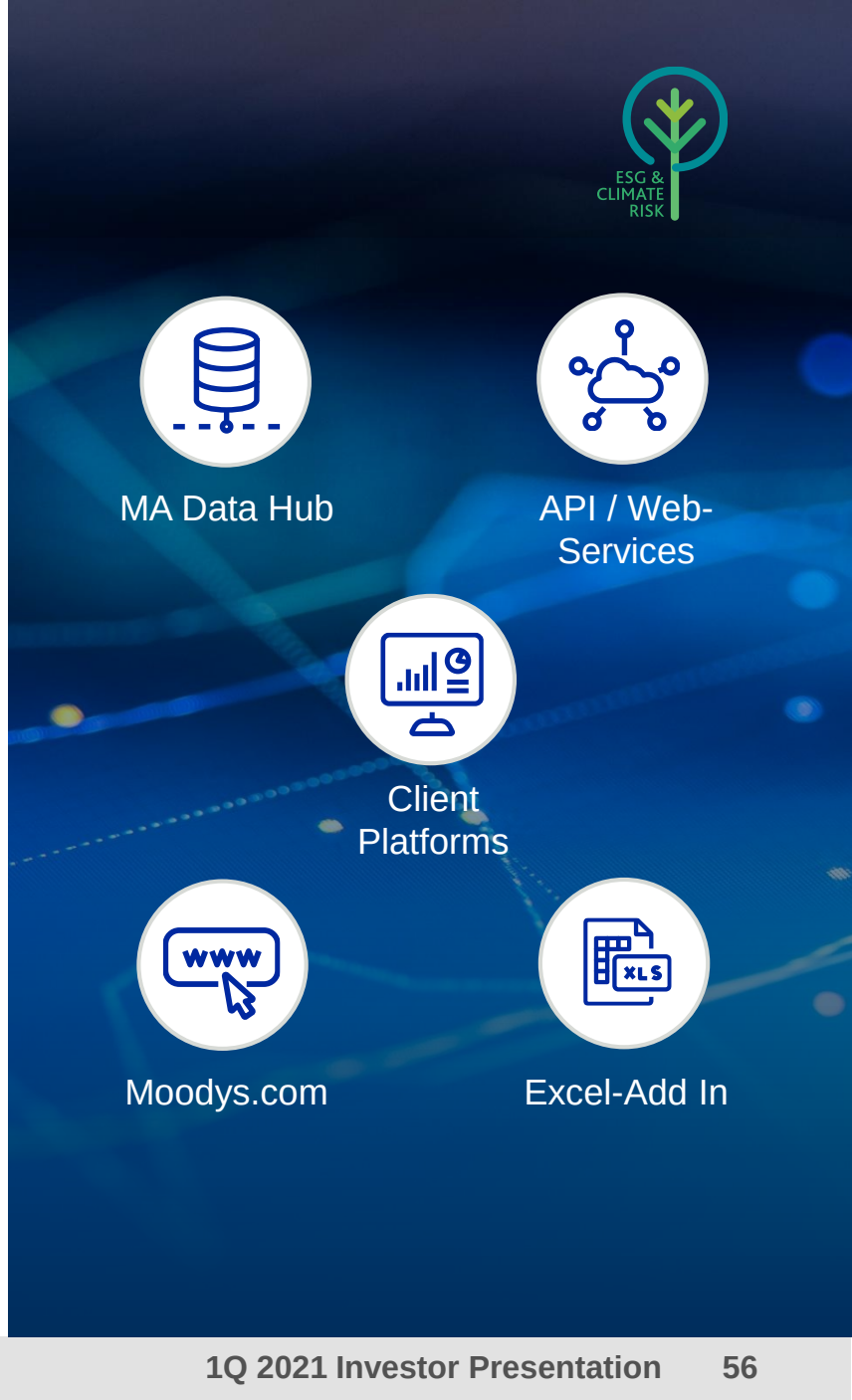
ESG Measures
- Data, Scores & Benchmarks
- Assessments & Research
- Controversy Monitoring & Alerts
- Positive / Negative Screening
- Regulatory Datasets
- Portfolio Review

Index Solutions
- ~90 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

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]

30+
Years of dedicated ESG experience
Pioneering ESG analysis since 1983[2]

~2,200
MIS research reports
Related to ESG considerations; 56% COVID-related research

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

100,000+
SME Scores
600+ industries in 180+ countries

8,000+
Controversy monitoring & alerts

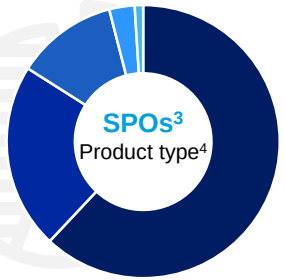
330+
Global sustainable bonds and loans
Green, social, sustainability bonds and sustainability-linked loans and bonds

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

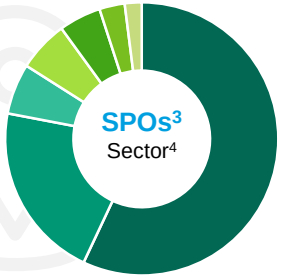
25+
Regulatory consultations
On ESG matters

250+
ESG events and speaking engagements
Related to ESG considerations, over 5,000 attendees

10
Awards in the ESG & Climate space



62% Green Bonds
22% Sustainability Bonds
12% Social bonds
3% Sustainability-Linked Loans
1% Other



57% Corporates
21% Banks & Insurance
6% Local Authorities
6% Public Entities
5% Sovereign
3% Public Utilities
2% 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 US
- 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

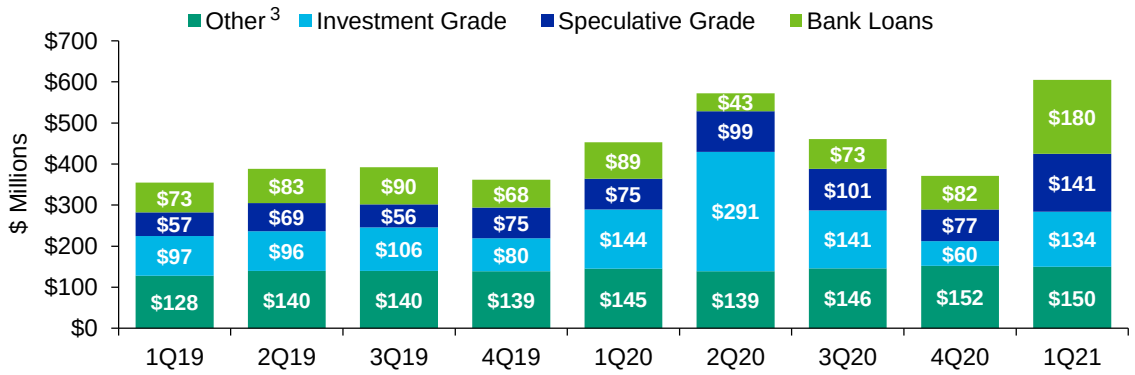
1. Data as of March 31, 2021.
2. Conducted by Moody's affiliate V.E.
3. SPOs: Second Party Opinions.
4. Source: V.E.

7

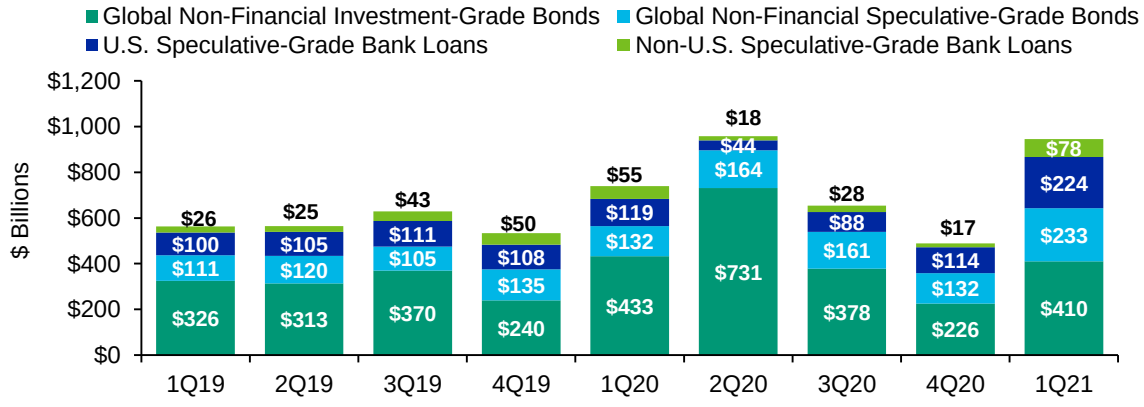
Appendix

Corporate Finance: Revenue and Issuance[1]

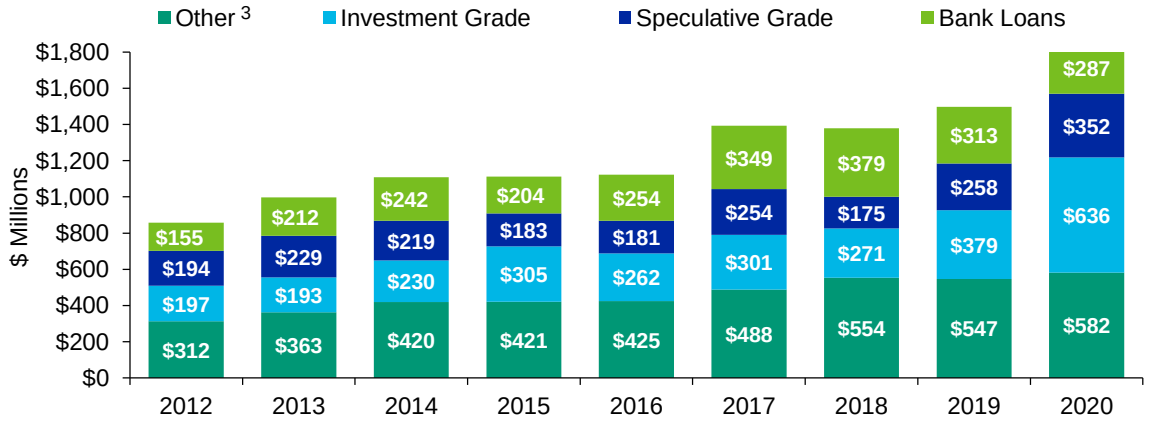
Revenue[2]: Mix by Quarter



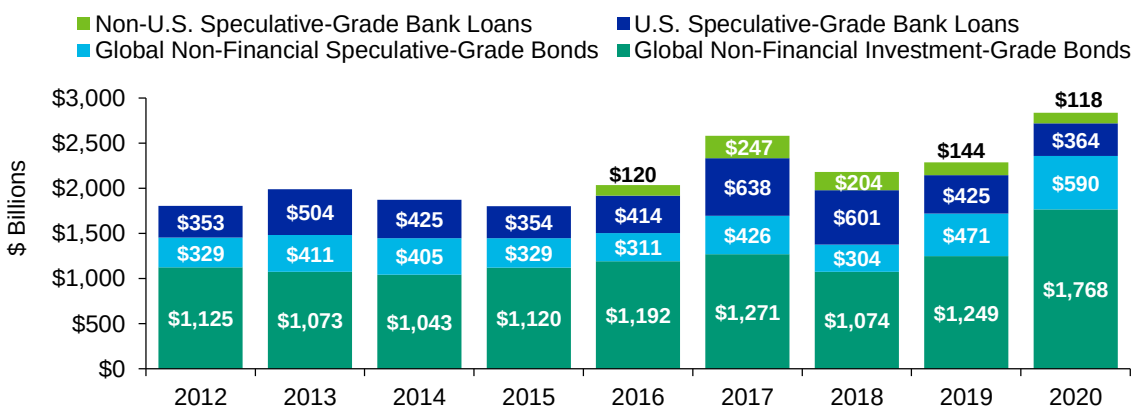
Issuance[4]: Mix by Quarter



Revenue[2]: Mix by Year



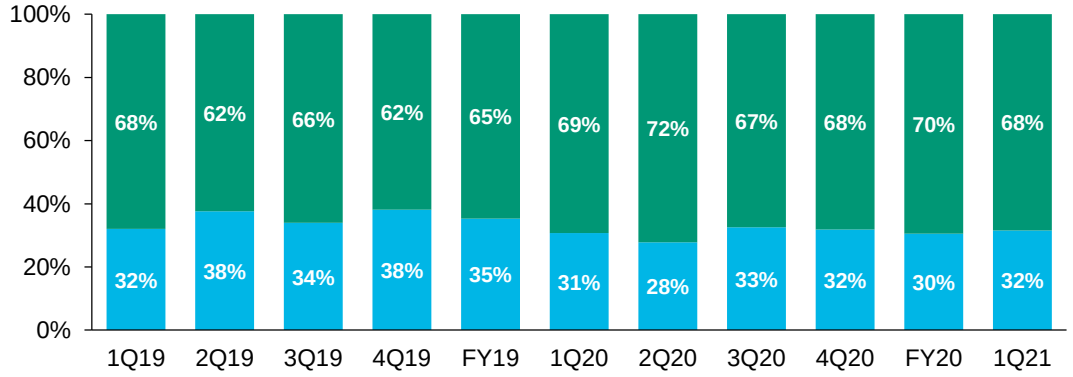
Issuance[4]: Mix by Year



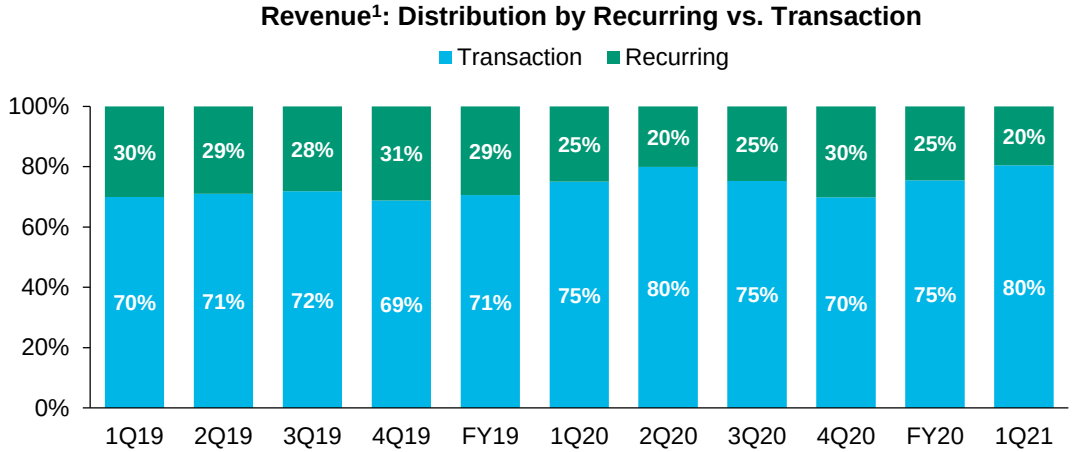
1. Total estimated market issuance unless otherwise noted.
2. Historical data has been adjusted to conform with current information and excludes intercompany revenue. The revenue reclassification of REITs to Corporate Finance from Structured Finance is reflected starting from 1Q 2018.
3. Other includes: 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

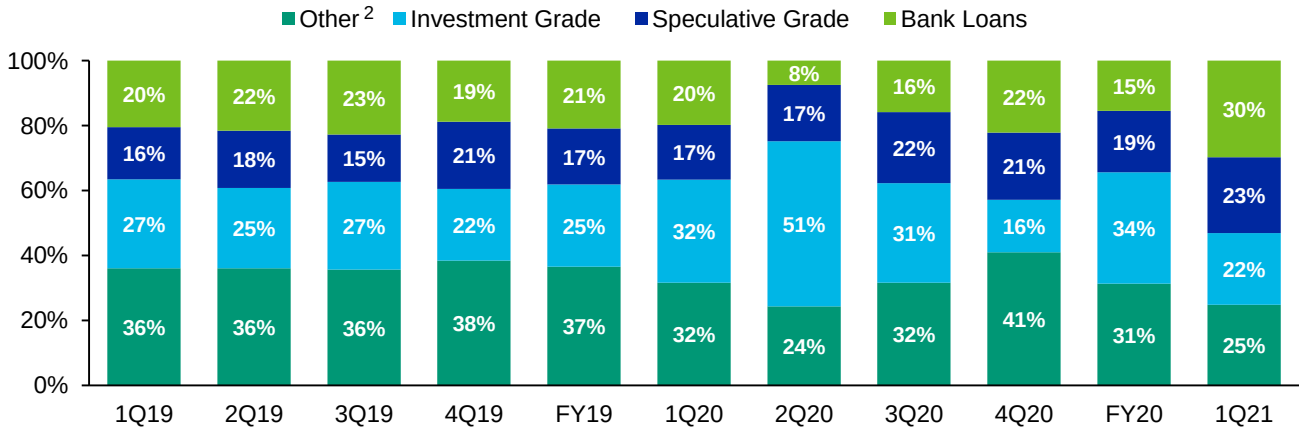
Revenue[1]: Distribution by Geography



Revenue[1]: Distribution by Recurring vs. Transaction



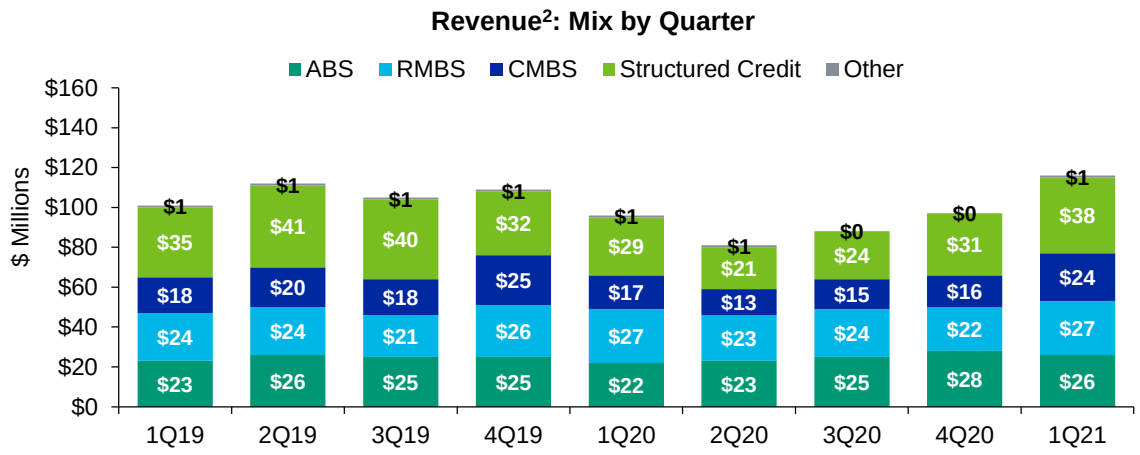
Revenue[1]: Distribution by Product

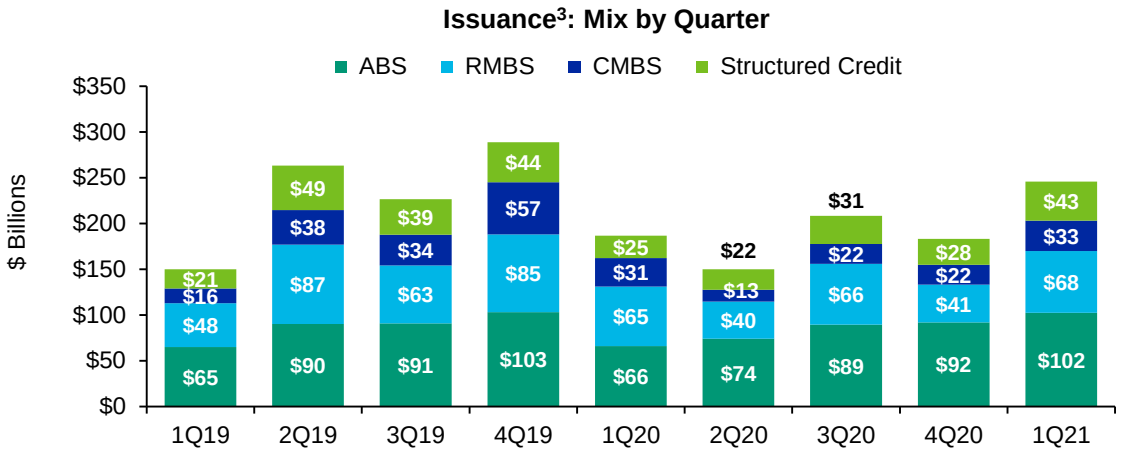


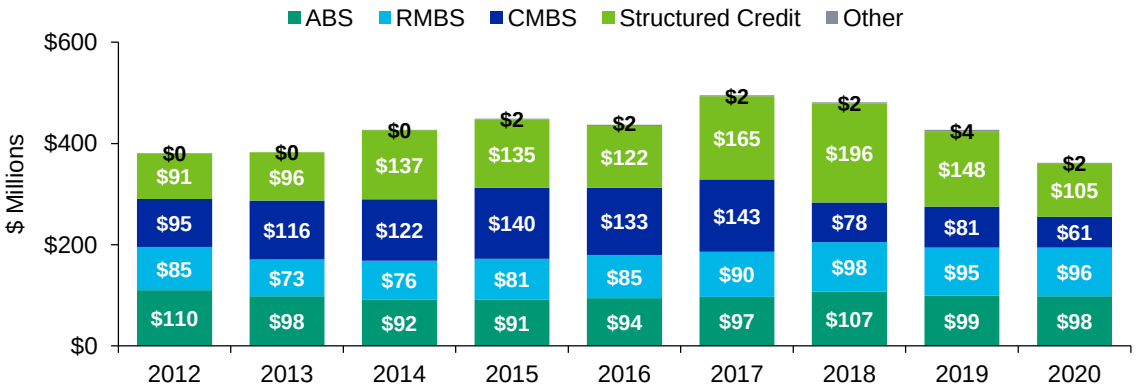
1. Historical data has been adjusted to conform with current information and excludes intercompany revenue. The revenue reclassification of REITs from Corporate Finance to Structured Finance is reflected starting from 1Q 2018.
2. Other includes: monitoring, commercial paper, medium term notes, and ICRA.

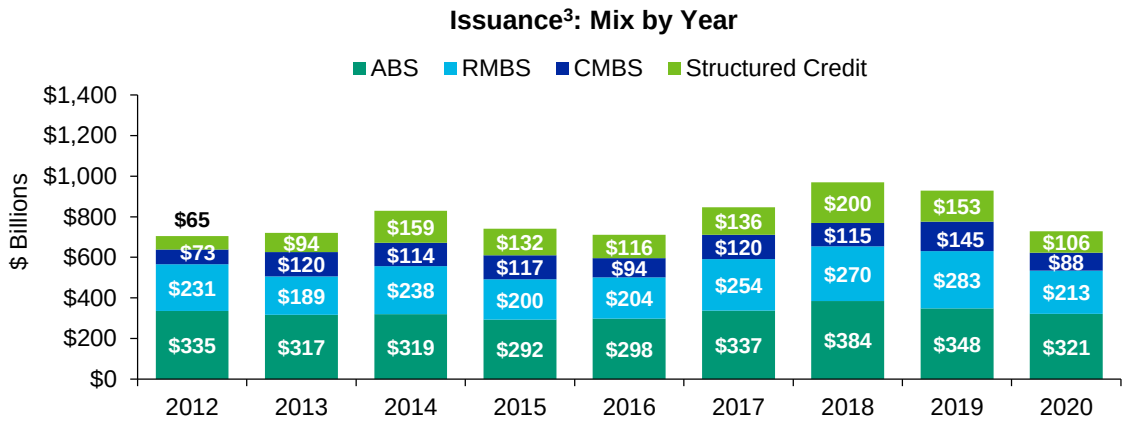
Note: Percentages have been rounded and may not total to 100%.

Structured Finance: Revenue and Issuance[1]







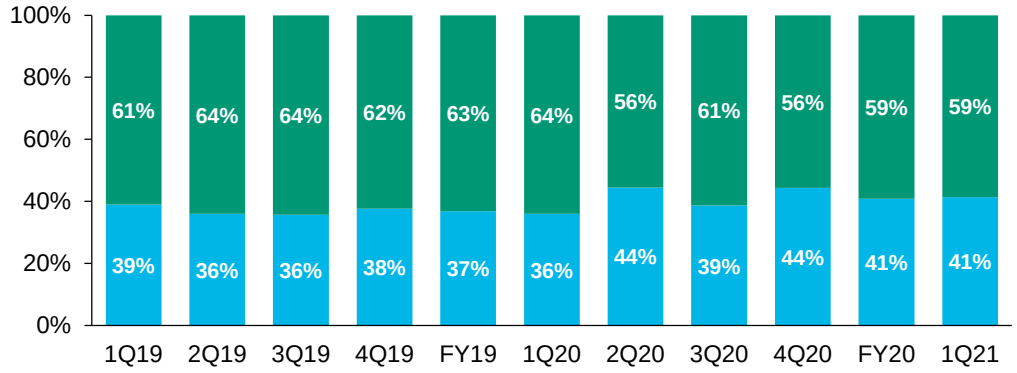


1. Total estimated market issuance unless otherwise noted.
2. Historical data has been adjusted to conform with current information and excludes intercompany revenue. The revenue reclassification of REITs to Corporate Finance from Structured Finance is reflected starting from 1Q 2018.
3. Sources: AB Alert, CM Alert, Moody's Corporation. Debt issuance categories do not directly correspond to Moody's revenue categorization.

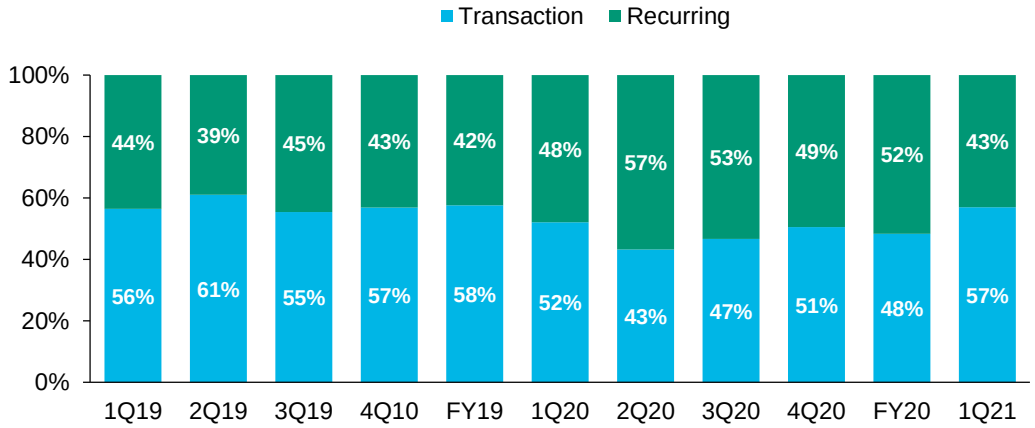
Notes: ABS (Asset Backed Securitization) includes asset-backed commercial paper and long-term asset-backed securities. RMBS (Residential Mortgage Backed Securitization) includes covered bonds. CMBS includes commercial mortgage-backed securities and commercial real estate CDOs. Structured Credit includes CLOs and CDOs.

Structured Finance: Revenue Diversification

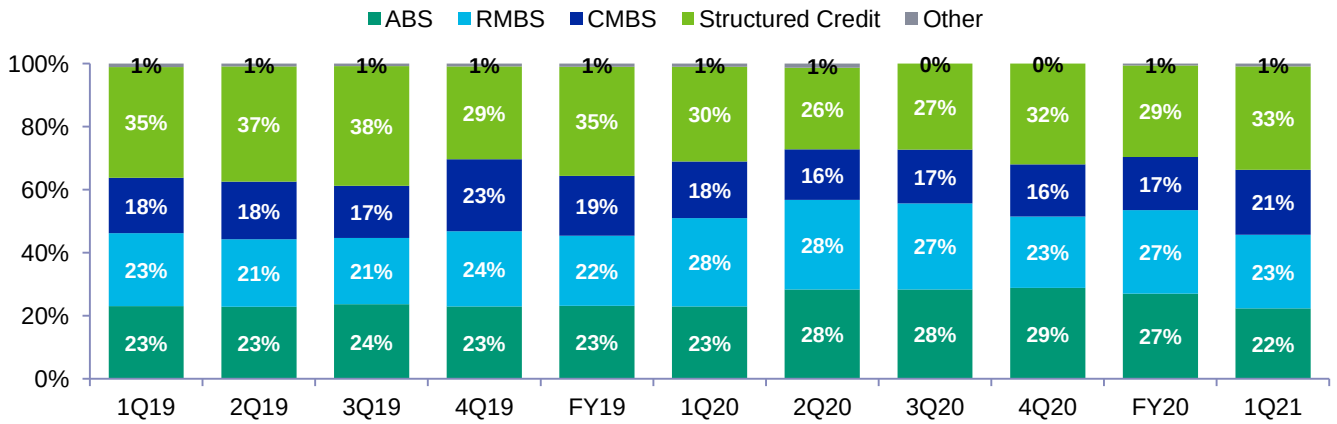
Revenue[1]: Distribution by Geography



Revenue[1]: Distribution by Recurring vs. Transaction



Revenue[1]: Distribution by Product

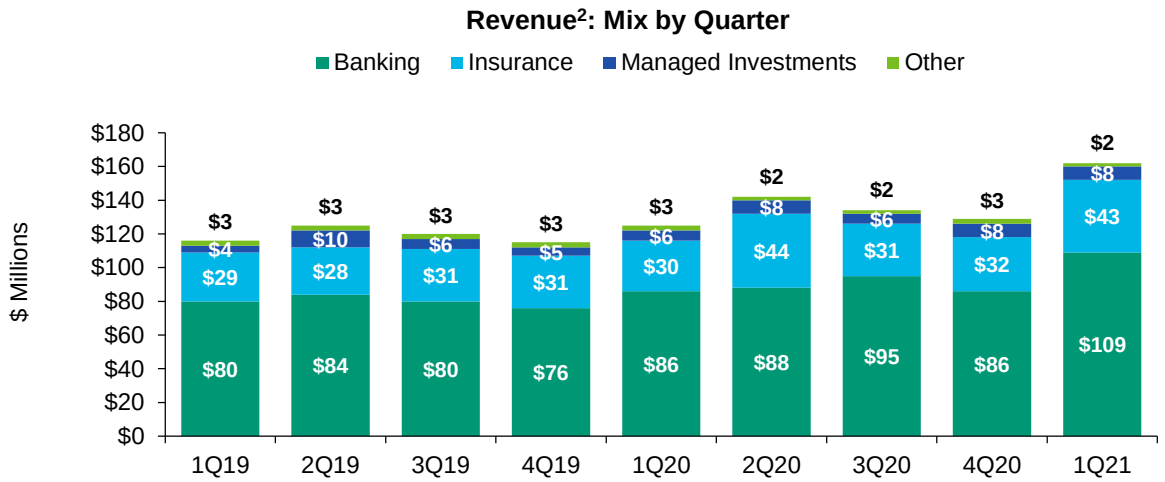


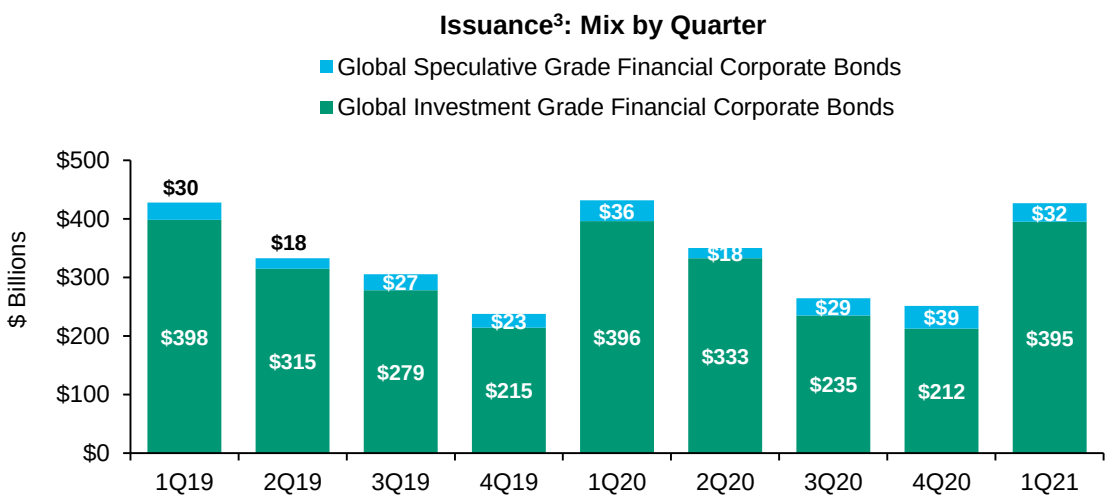
1. Historical data has been adjusted to conform with current information and excludes intercompany revenue. The revenue reclassification of REITs to Corporate Finance from Structured Finance is reflected starting from 1Q 2018.

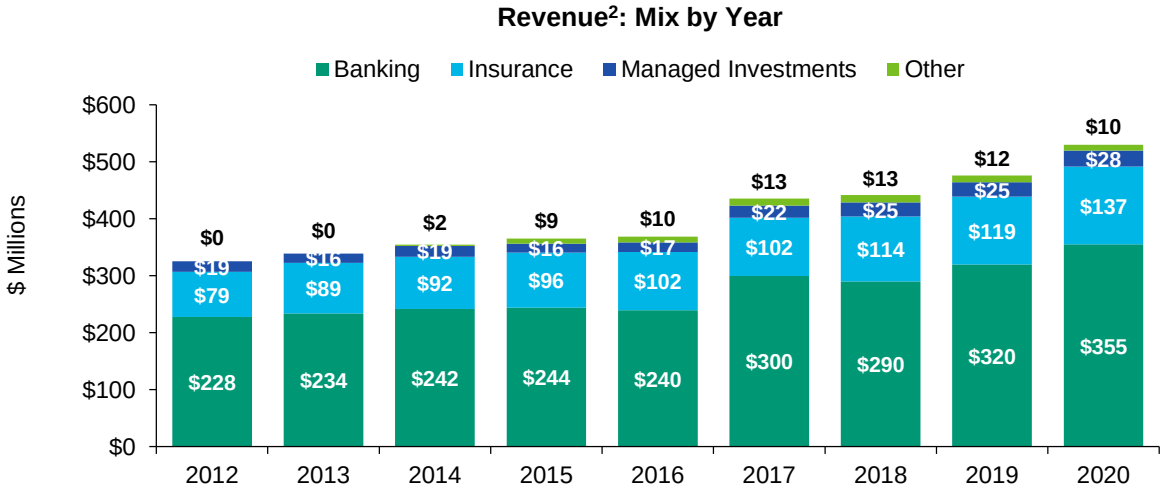
Notes: ABS (Asset Backed Securitization) includes asset-backed commercial paper and long-term asset-backed securities. RMBS (Residential Mortgage Backed Securitization) includes covered bonds. CMBS includes commercial mortgage-backed securities and commercial real estate CDOs. Structured Credit includes CLOs and CDOs.

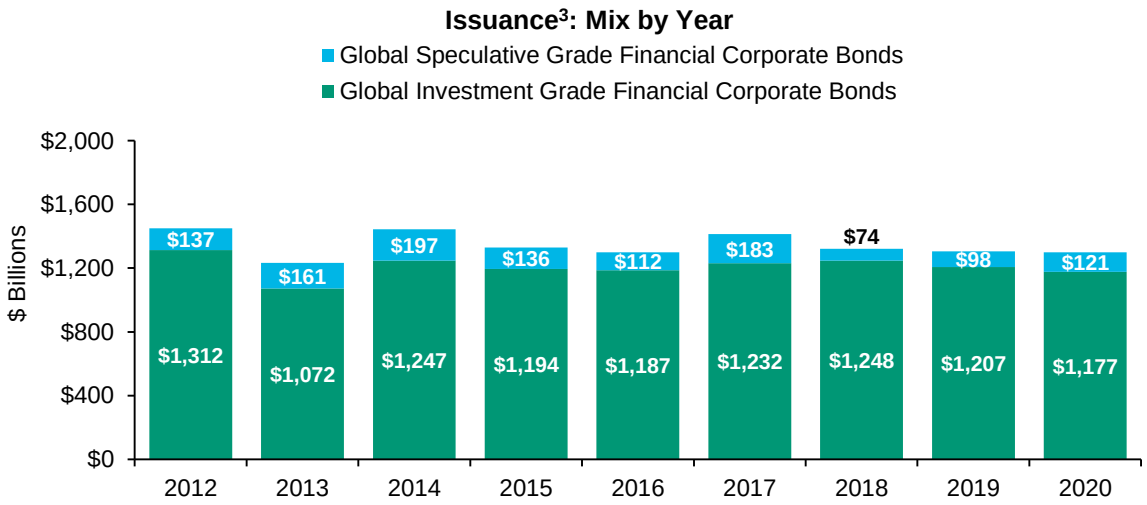
Percentages have been rounded and may not total to 100%.

Financial Institutions: Revenue and Issuance[1]





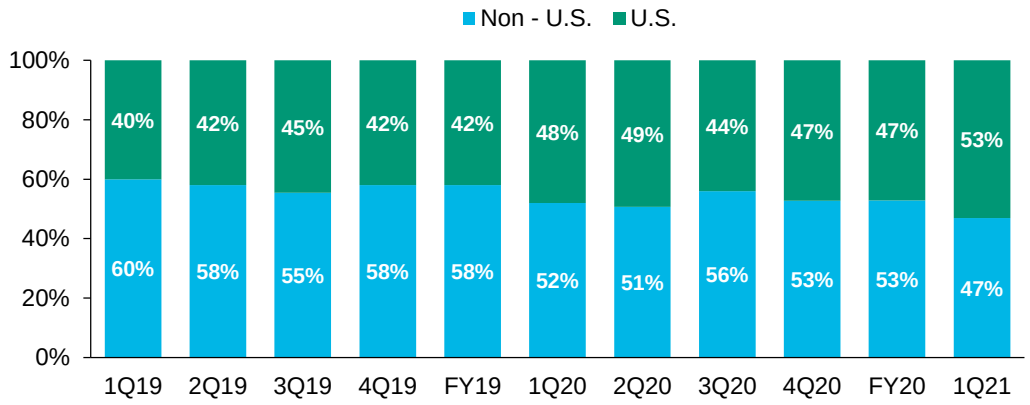




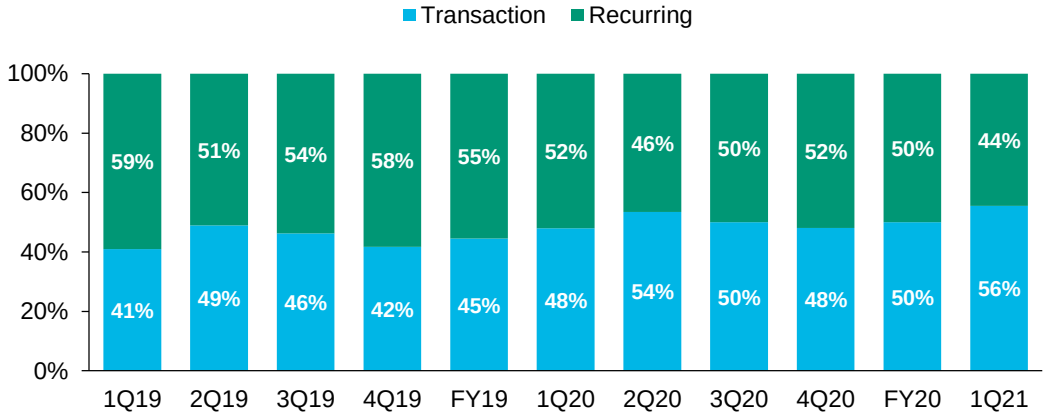
1. Total estimated market issuance unless otherwise noted.
2. Historical data has been adjusted to conform with current information and excludes intercompany revenue.
3. Sources: Moody's Analytics, Dealogic. Note: Debt issuance categories do not directly correspond to Moody's revenue categorization.

Financial Institutions: Revenue Diversification

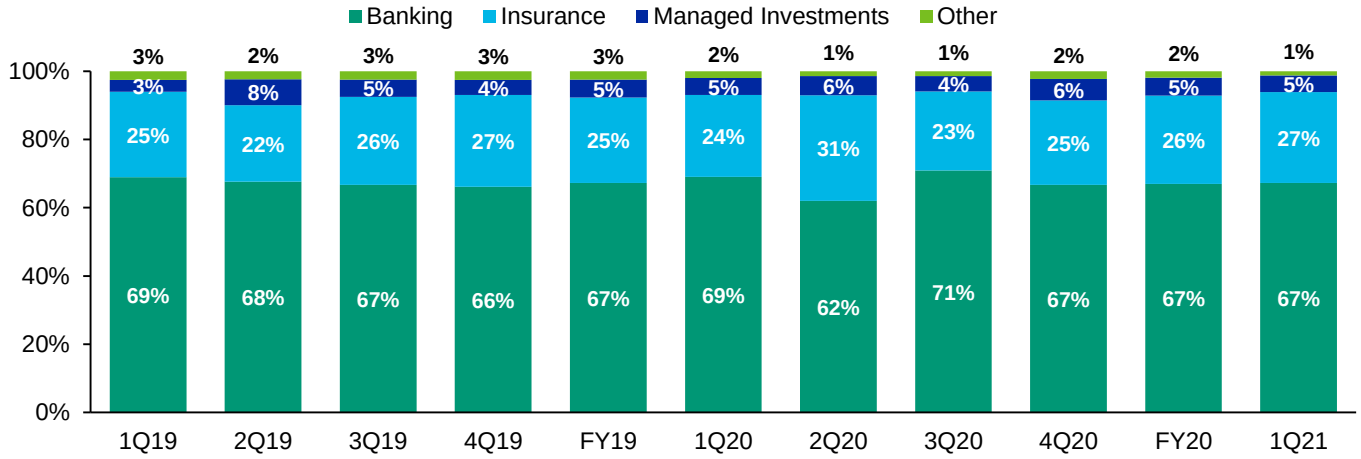
Revenue[1]: Distribution by Geography



Revenue[1]: Distribution by Recurring vs. Transaction



Revenue[1]: Distribution by Product

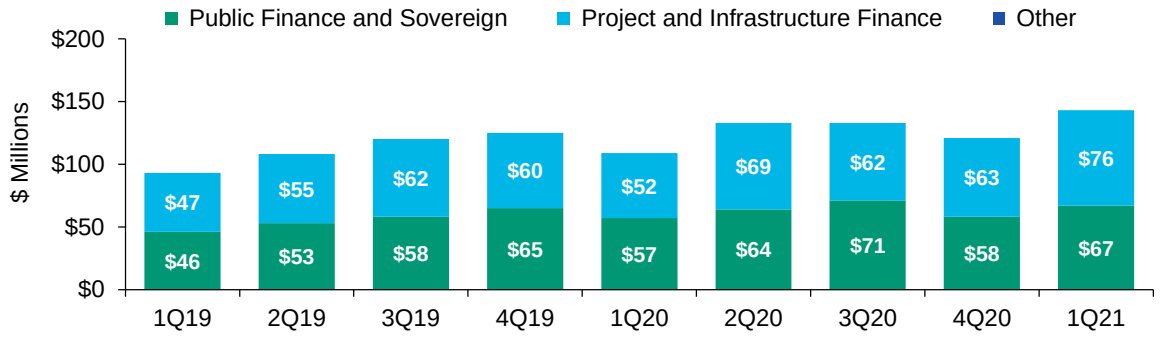


1. Historical data has been adjusted to conform with current information and excludes intercompany revenue.

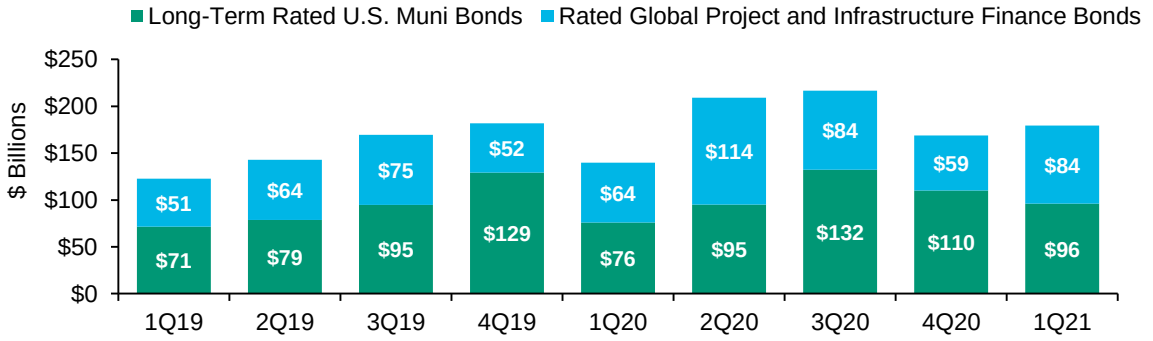
Note: Percentages have been rounded and may not total to 100%.

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

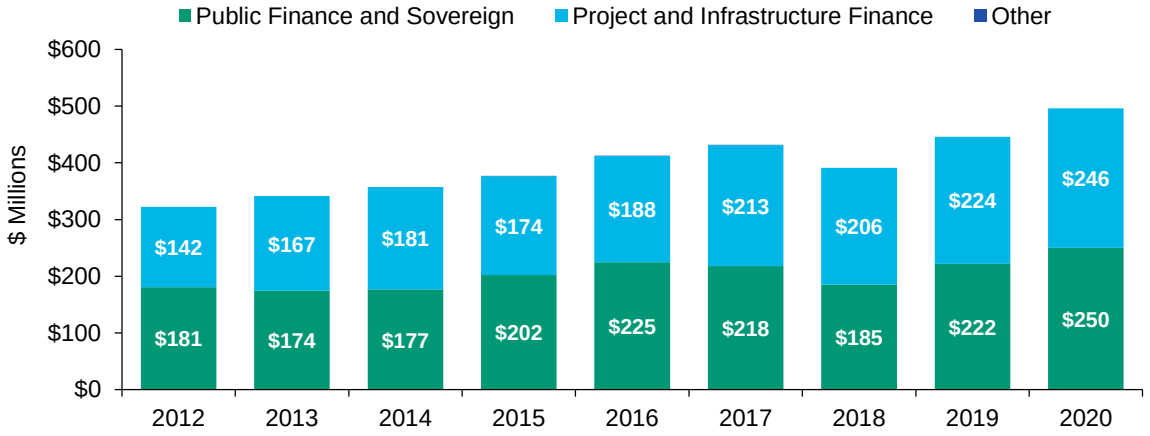
Revenue[2]: Mix by Quarter



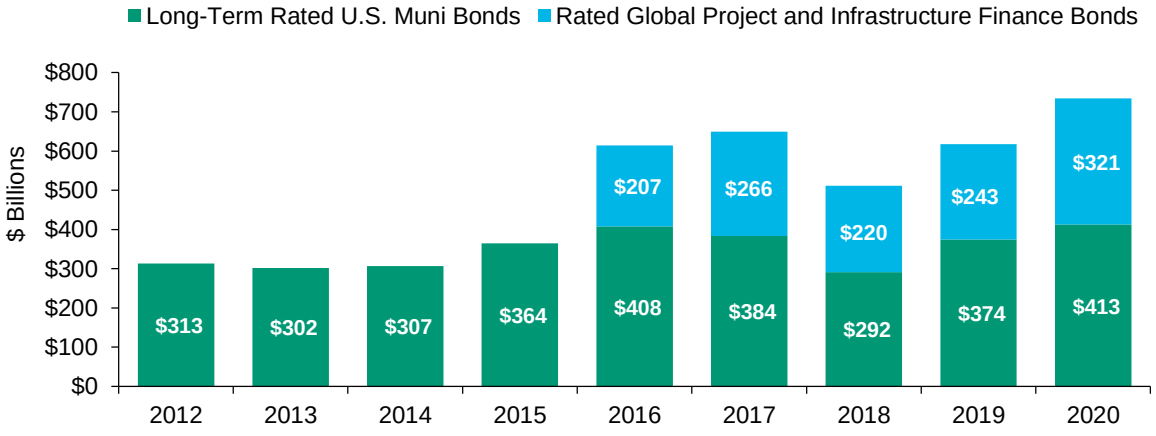
Issuance[3]: Mix by Quarter



Revenue[2]: Mix by Year



Issuance[3]: Mix by Year

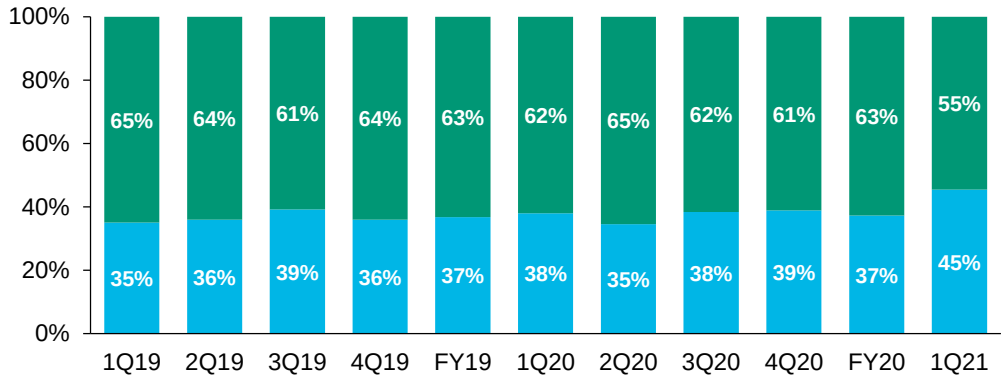


1. Total estimated market issuance unless otherwise noted.
2. Historical data has been adjusted to conform with current information and excludes intercompany revenue.
3. Global Rated Project & Infrastructure Finance available starting in 2016 and represents Moody's rated issuance.

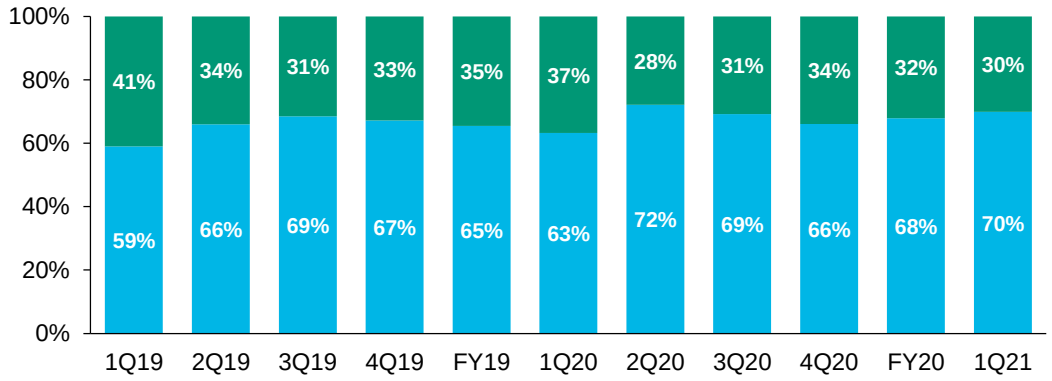
Sources: Thomson SDC, Moody's Corporation. Note: Debt issuance categories do not directly correspond to Moody's revenue categorization.

Public, Project and Infrastructure: Revenue Diversification

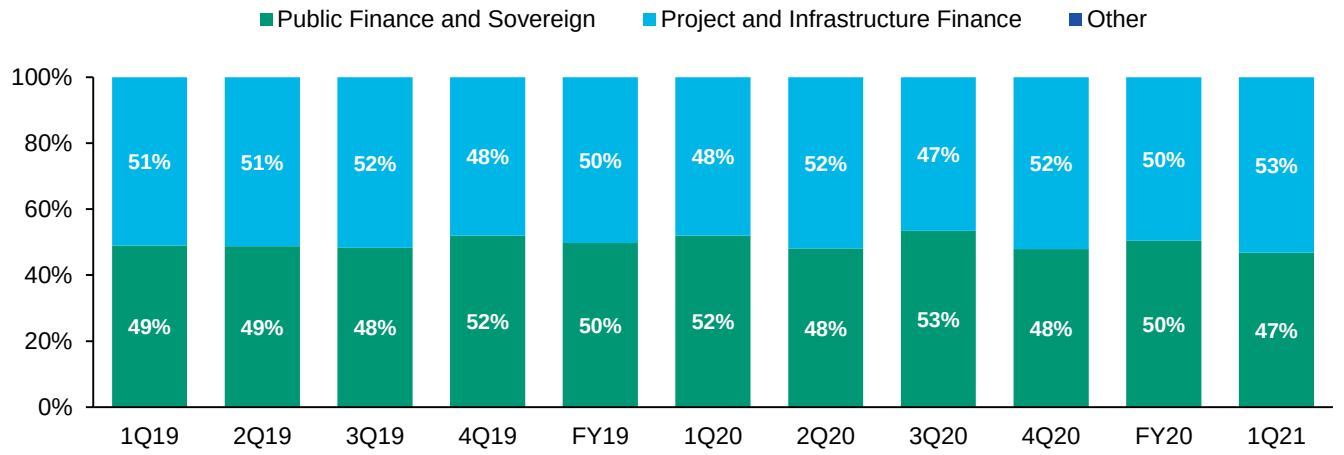
Revenue[1]: Distribution by Geography



Revenue[1]: Distribution by Recurring vs. Transaction

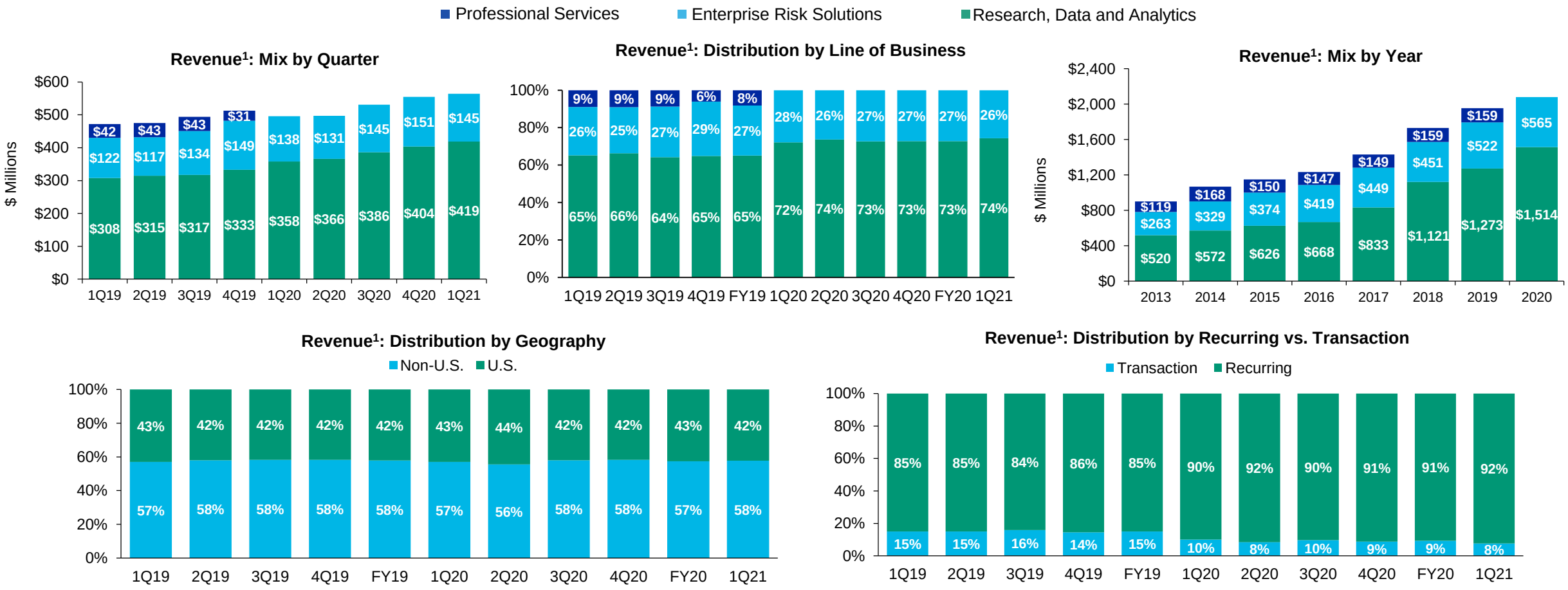


Revenue[1]: Distribution by Product



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

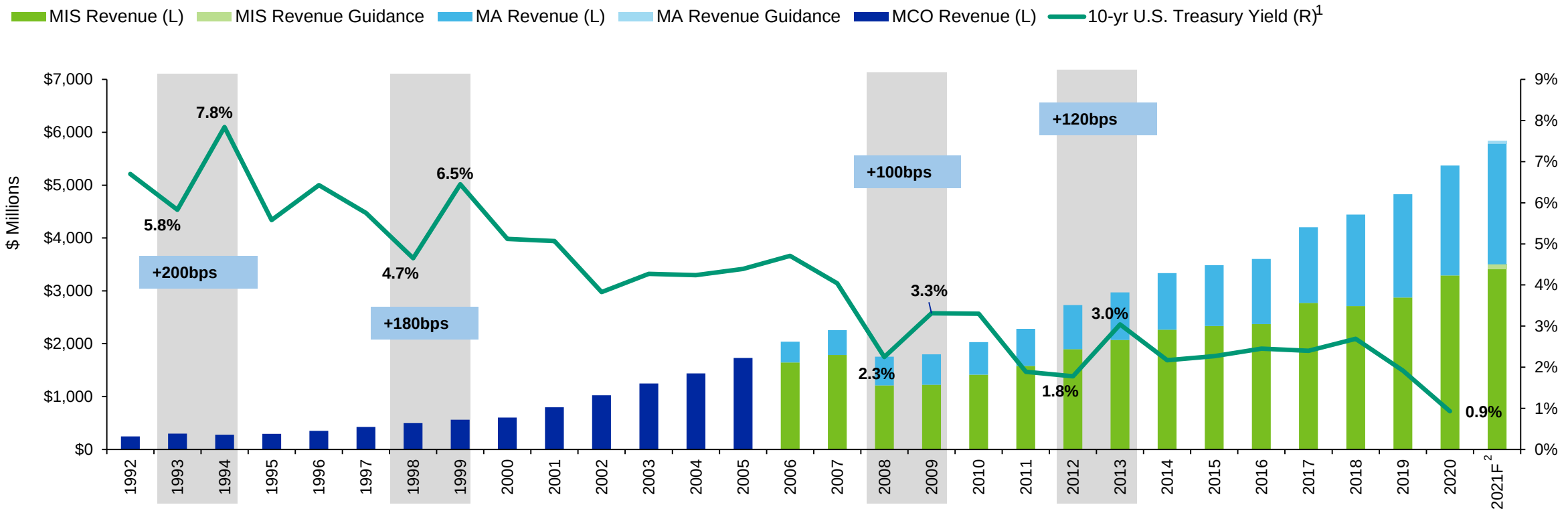


1. Historical data has been adjusted to conform with current information and excludes intercompany revenue. Research, Data and Analytics includes Bureau van Dijk revenue beginning from the acquisition close date, August 10, 2017. The revenue reclassification of the FACT product from RD&A to ERS is reflected starting from 1Q 2018. 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

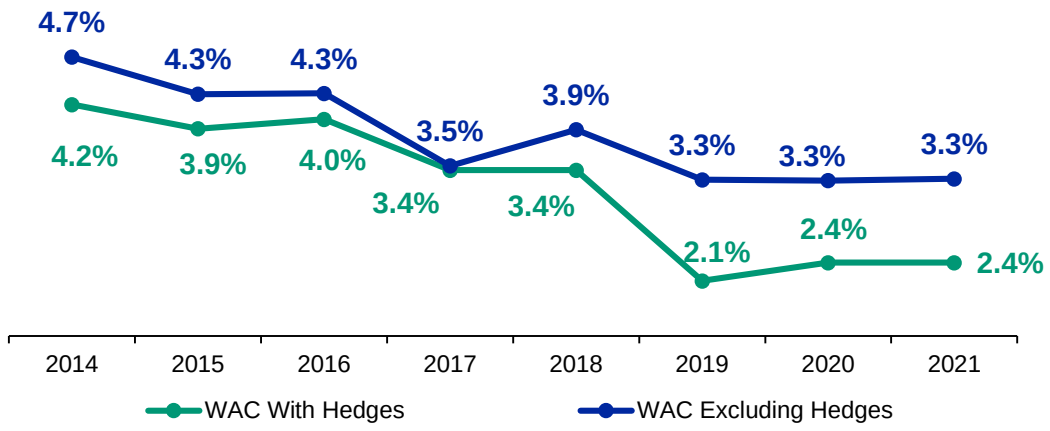
MCO revenue and interest rates



Note: Gray bars reflect periods of significant increases in the 10-year Treasury Yield.
1. 10-yr U.S. Treasury Yields are represented by the rate at the end-of-period.
2. Guidance as of April 28, 2021.
Source: www.treasury.gov.

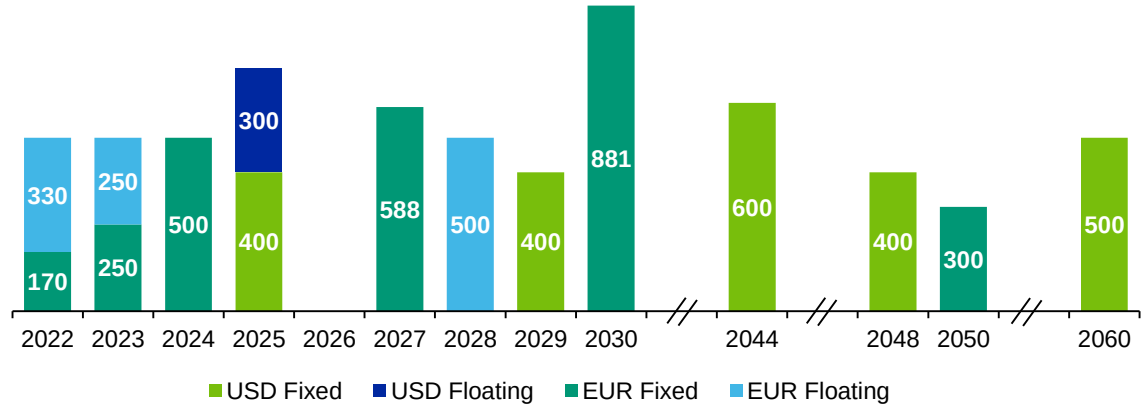
Proactive Capital and Liquidity Management

Bond portfolio WAC[1]



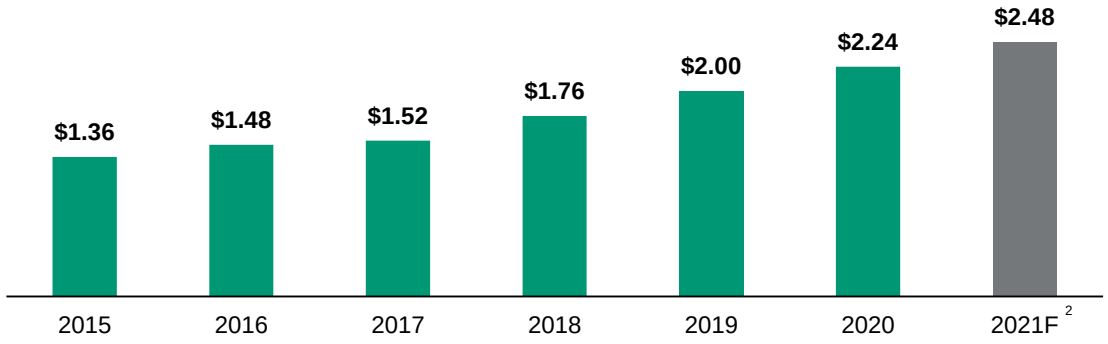
Balanced maturity schedule[5]

$ in millions



- Strong liquidity with $2.9B in cash and short-term investments, and a $1.0B revolving credit facility[2]
- 1.2x 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 March 31, 2021.
2. As of March 31, 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 converted to USD as of March 31, 2021.

Drivers of Sustainable Corporate Value

Sustainability disclosures in our public filings



ENVIRONMENTAL

- Focused on reducing greenhouse gas emissions with science-based targets[1] on our path to net-zero
  - Progress is reported within 2020 TCFD Report
  - Published Moody's Decarbonization Plan
- Procured 100% renewable electricity starting in 2020
- Committed to remaining carbon neutral on an annual basis by supporting certified offset projects covering emissions from our operations, employee commuting and business travel
  - Achieved carbon neutrality since September 2000
- Annual disclosure of our full greenhouse gas inventory including scope 1, 2 and all relevant scope 3 categories
- Moody's and its subsidiaries engages with a multitude of Sustainability parties that develop standards or frameworks and/or evaluate and assess performance
  - CDP - Awarded 'A' score in 2020
    - CDP Climate
    - CDP Supplier Engagement Rating (SER)
  - Task Force on Climate-related Financial Disclosures (TCFD)
  - Sustainability Accounting Standards Board (SASB)
  - Global Reporting Initiative (GRI)

1. The Science Based Targets initiative is a collaboration between CDP, UNGC, World Resources Institute (WRI), and the World Wide Fund for Nature (WWF), that is seeking to reduce corporate GHG emissions.

Drivers of Sustainable Corporate Value

Sustainability disclosures in our public filings

ENVIRONMENTAL
SOCIAL
GOVERNANCE

SOCIAL

- Support a diverse, equitable and inclusive workplace
- Launched DE&I portal
- Active global community and philanthropic involvement
  - Over $3.8 million in grants, including $2 million to support equal justice and educational opportunities
  - Additional U.S. and EMEA social investment programs to support entrepreneurs of color through capacity building and employee engagement led by Moody's Black Inclusion Group
- Ranked #35 on Diversity Inc's Top 50 Companies
- Recognized by *Working Mother's* list of 100 Best Companies for the 5th year in a row
- Robust data security and privacy practices
- Fair compensation practices and benefits packages
- Employee training and upskilling
- Provide employee health and well-being policies and programs

GOVERNANCE

- 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[1]:

- Members of the executive leadership team are evaluated on demonstrated commitment to diversity, equity and inclusion plans and 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.

Technology: Innovating with Purpose

Next gen tech is a defining element of our culture, setting stage for growth



Enhance Data & Analytics

- Incorporating **alternative data** sources to augment SME credit scoring accuracy
- *QuantCube* pilot program to synthesize **unstructured data** to enhance financial analysis
- *CompStak's* use of **crowd-sourced data** on CRE leases and sales



Improve Decisions

- **NLP**-based early warning and monitoring tools for MIS analysts and MA customers
- **AI** tailored credit training for MA customers – *Credit Coach*
- Faster loan approvals with **AI** powered lending decisions – *CreditLens*



Deliver Efficiencies

- **ML and deep learning** tools to automate financial data spreading at both MA and MIS
  - Award-winning **QUIQspread** solution is trained on the financials of more than 22M companies
- **AI and NLP** used to generate credit reports on 6,000 municipal issuers
- **RPA** of manual, repeatable tasks within MIS

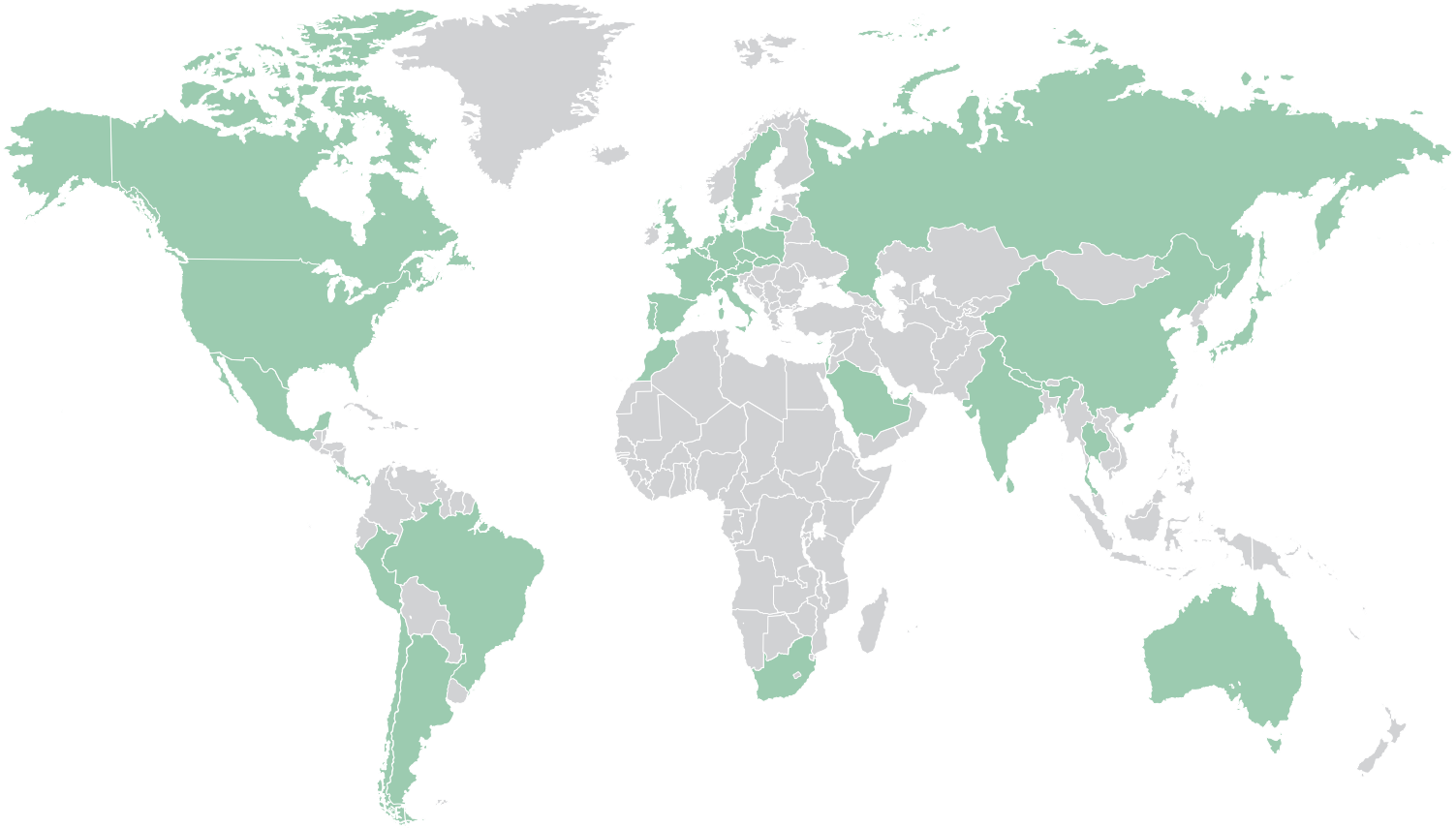


Increase Adaptability

- **SaaS** accelerating product development and improving customer experience
  - Moody's **DataHub** enables its user to explore, analyze and consume information from across Moody's on a cloud-based platform
- Leveraging **PaaS** to experiment with application of tools and techniques -- **blockchain** and **big data**
- Moody's IT moving to **IaaS** to expand capabilities and lower costs

Note: AI: Artificial Intelligence; ML: Machine learning; NLP: Natural language processing; RPA: Robotic process automation; IaaS: Infrastructure-as-a-service; SaaS: Software-as-a-service; PaaS: Platform-as-a-service.

Moody's Global Presence



Americas

Argentina
Brazil
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	4,213	+	7,345	=	11,558
	U.S. employees		non-U.S. employees		total employees[1]

2020	4,065	+	7,298	=	11,363
	U.S. employees		non-U.S. employees		total employees[2]

1. As of March 31, 2021. Reflects acquisition of Acquire Media, Catylist, Cortera and ZM Financial.
2. As of March 31, 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 1Q 2021
Operating Income	$1,491	$651	$1,821	*$1,868*	*$1,998*	*$2,388*	*$2,649*
Operating Margin	*42.8%*	*18.1%*	*43.3%*	*42.0%*	*41.4%*	*44.5%*	*46.6%*
Add Adjustment:							
Depreciation & Amortization	*114*	*127*	*158*	*192*	*200*	*220*	*230*
Acquisition-Related Expenses	*-*	*-*	*23*	*8*	*3*	*-*	*-*
Restructuring	*-*	*12*	*-*	*49*	*60*	*50*	*53*
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***	***$2,932***
Adjusted Operating Margin	*46.0%*	*45.9%*	*47.6%*	*47.6%*	*47.4%*	*49.7%*	*51.6%*

Moody's Corporation Net Debt Reconciliation

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

Note: Some numbers may not foot due to rounding.

1. 2015 - 2017 operating and adjusted operating income have been restated to conform to the new presentation of pension accounting.

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	Approximately 46%
Depreciation & Amortization	Approximately 4%
Restructuring	Negligible
Projected Adjusted Operating Margin	**Approximately 50%**

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	$2,200 - $2,300
Less: Capital expenditures	*115*	*91*	*91*	*69*	*103*	*~100*
Free Cash Flow	**$1,144**	**$664**	**$1,370**	**$1,606**	**$2,043**	**$2,100 - $2,200**

1. Guidance as of April 28, 2021.

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	$10.40 – $10.70
Legacy Tax	(0.03)	-	-	-	-	-	-
Impact of Litigation Settlement	-	$3.59	-	-	-	-	-
Captive insurance company settlement					$0.06	-	-
ICRA Gain	-	-	-	-	-	-	-
FX gain on liquidation of a subsidiary	-	($0.18)	-	-	-	-	-
Restructuring	-	$0.04	-	$0.19	$0.23	$0.20	~$0.02
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	~$0.58
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	-	-	-
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	$11.00 - $11.30

1. Guidance as of April 28, 2021.

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

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