



London Stock Exchange & Refinitiv Deal

Merger & acquisition E2

C number: C2042409

May 2022

List of Contents

Summary	1
Introduction To Companies	2
Introduction To the Deal Condition.....	3
The strategic importance of the deal	3
Position LSEG for future growth and as a leader	3
Globalization & Geographic diversification.....	5
Enhancing LSEG's customers' demands.....	6
Creating a diversified multi-asset capital markets business	6
Financial synergies (Revenue & Cost saving).....	8
Its potential to disrupt the market	9
Trading and clearing competition concerns.....	9
Supply of financial data	9
Market power for platforms- Sovereign debt trading	9
Defenses Mechanism	10
Changes in lock-up and standstill condition	10
Directors and Ownership positions.....	10
Investment and deal value.....	11
Was the deal justified? - Post-merger integration.....	11
Financial & Strategic point	11
Conclusion	18
References	19

List of Figures

Figure 1: Group total income by segment-2019	3
Figure 2: 2018 Revenue diversification of LSEG & Refinitiv	5
Figure 3: Market data industry boom from 2005 to 2018	6
Figure 4: a diversified multi-asset capital markets business.....	7
Figure 5: Rival Comparison 2020.....	13
Figure 6: Market data industry Revenue 2021.....	14
Figure 7: Data services recurring income for the LSE- 2020	14
Figure 8: LSEG revenue 2021	15
Figure 9: LSEG financial performance 2021.....	15
Figure 10: share prices	16
Figure 11: Market Capitalization 2022	16
Figure 12: Revenue and Earning forecasting of LSEG - 2023	17
Figure 13: Share price forecasting of LSEG – 2023	17

List of Tables

Table 1: The acquisitions by LSEG from 2014 -2022.....	4
Table 2: Financial Comparison.....	8
Table 3: Financial Synergies.....	8

Summary

LSEG as a global financial market's infrastructure started to expand its information and data services and tried to serve its customer's needs more in terms of global connectivity, accessing to data and trading, risk, and analytical tools. This development started over a decade, with different acquisitions and the Refinitiv acquisition announced in 2019.

Most importantly, we cannot ignore its aim of creating a global multi-asset capital market, foreign exchange, and fixed income venues and establishing the British company as a rival to Bloomberg which led it to make an offer to Refinitiv.

LSEG has been trying to consolidate with Germany's Deutsche Boerse before, but proposed tie-ups between major competitors have failed several times in the past because of resistance from government authorities who either had antitrust concerns or did not want a foreign company running a national symbol. Although, LSEG was successful in this deal but it was after accepting to sell Borsa Italiana and do some other regulatory agreements.

However, there were some tiny postoffer defenses by target and there were some authorities concerns, but combined business could position in crucial geographies and offered significant customer benefits. Finally, we will discuss how much the deal was successful or unsuccessful from the financial and strategic point of view and whether the customers were benefited from sufficient data and technology and growth opportunities.

Introduction To Companies

“London Stock Exchange Group, headquartered in London (UK) is one of Europe's chief financial infrastructure companies, it also owned “Borsa Italiana, the Italian stock exchange” (European commission, 2021).

FTSE Russell is “wholly owned by London Stock Exchange Group. FTSE Russell is a global index leader that provides innovative benchmarking, analytics and data solutions for investors worldwide in more than 70 countries, covering 98% of the investable market globally” (Refinitiv, 2019).

Refinitiv is “one of the world’s largest providers of financial markets data and infrastructure. It provides leading data and insights, trading platforms, and open data and technology platforms that connect a thriving global financial markets community (Refinitiv, 2019) it headquartered in New York City (US)” (European commission, 2021).

Thomson Reuters is a “Canadian leading provider of business information services, combined with the world’s most global news service – Reuters. Refinitiv is Thomson Reuters former Financial & Risk business which was sold to Blackstone’s consortium in October 2018” (Thomson Reuters, 2021).

Blackstone is “one of the world’s leading investment firms” (Blackstone, 2018) and “it rely heavily on the data provided by Thomson Reuters on its Eikon terminal and through Mr Bloomberg’s ubiquitous terminals” (Espinoza and Rovnick, 2018).

Bloomberg is the biggest in the financial data world, headquartered in New York City (US). they opened their own news outlet 1991 called Bloomberg Business News, and run their own TV channel, called Bloomberg information TV, have their own magazine called Bloomberg Businessweek (Wallstreetprep, 2022)

Introduction To the Deal Condition

Thomson Reuters, Refinitiv's owner for the decade after the financial crisis, sold it to Blackstone in 2018 with the value of \$17.3bn. Within 18 months the Blackstone had sold the business to the LSE, though it retained a 29 per cent stake (Stafford and Barker, 2021). Blackstone with 55% and Thomson Reuters with 45%, are the "Refinitiv Shareholders" (Sweney, 2019).

"London Stock Exchange has agreed to buy Refinitiv in \$27 billion. Refinitiv shareholders will own a stake of around 37% in LSE but have less than 30% of total voting rights. LSE will issue around \$14.5 billion of new shares to fund the deal and take on Refinitiv's net debt of \$12.5 billion and will pay Refinitiv a break fee of 198.3 million pounds if the merger is blocked by regulators" (Hussain and Jones, 2019).

The strategic importance of the deal

Position LSEG for future growth and as a leader

According to LSEG reports, its long-term strategy is to expand its information services business and as we see in figure 1 in 2019, the main part of total income is belonged to information services. In fact, investment in mergers and acquisitions by LSEG didn't start with Refinitiv, it is a long story that started in 2014 as "table 1" with a description for the exact aim of each acquisition and it is completely clear that they were planned in advance and each of them was an accomplished target for the previous one that prepares LSEG for growth in its planned field and globalization.

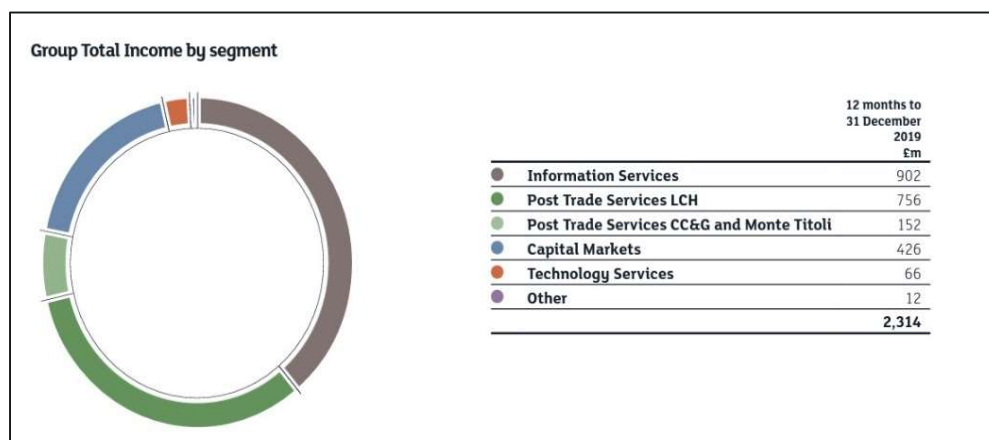


Figure 1: Group total income by segment-2019 (LSEG, 2019(a))

Table 1: The acquisitions by LSEG from 2014 -2022

Date	Acquisition (Name of target)	Description of target
December 2014	Frank Russell Company	“a US-based financial services provider whose assets include the Russell Indexes business”
January 2017	Mergent	“a leading US-based provider of business and financial information on public and private companies”
August 2017	“Yield Book and Citi Fixed Income Indices”	“a fixed income analytics platform and index business, from Citigroup”
June 2019	Beyond Ratings	“a highly regarded provider of ESG data for fixed income investors”
August 2019	LSEG agreed to buy Refinitiv	“To create a leading global financial markets infrastructure and data provider”
January 2021	“Completed the all-share acquisition of Refinitiv”	
February 2022	Tora	“Provides multi-asset class order and execution management capability to Trading & Banking, including for digital assets”

(Basar, 2022) (LSEG, 2022)

For example, the acquisition of Beyond Ratings was complementary to FTSE Russell’s ESG index and data offering as well as the analytics tools of Yield Book (Holloway and Benedict, 2019).

Globalization & Geographic diversification

According to figure 1, the revenue of Refinitiv in North America (39%) and other markets (27%) were an important factor for LSEG. Therefore, LSEG with acquiring Refinitiv was going to focus on growth opportunities in new geographies where Refinitiv had a significant presence. US as the largest financial market and also Asia (particularly China) were target markets for LSEG, in addition to keep its fixed presence in the UK and Europe.

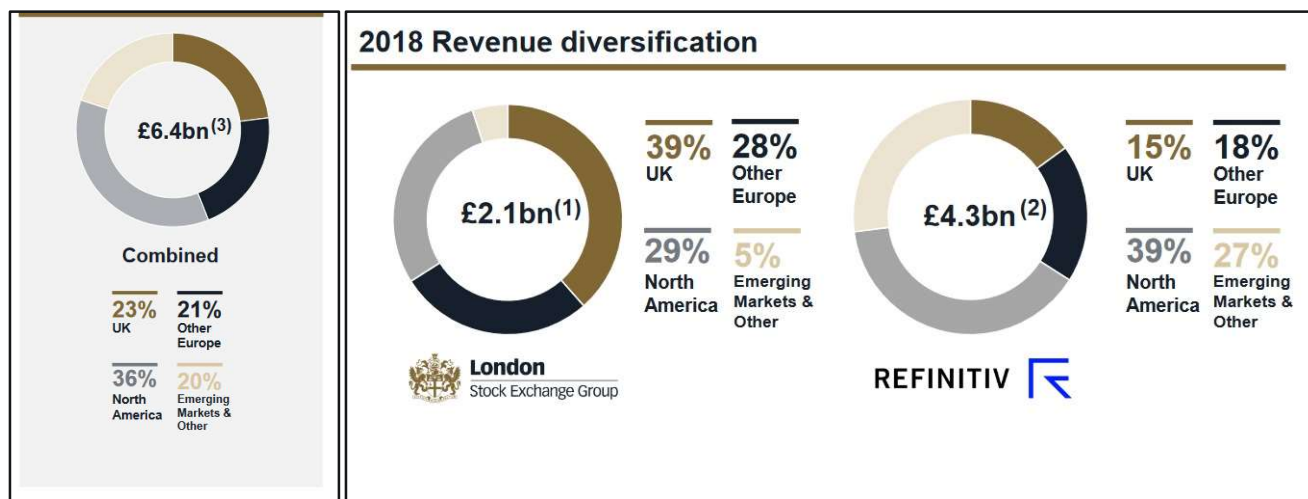


Figure 2: 2018 Revenue diversification of LSEG & Refinitiv (LSEG, 2019(b))

Refinitiv expands and diversifies LSEG's "geographic footprint and customer reach", this acquisition would create approximately 76 % of revenue outside the UK. (LSEG, 2019(b))

However, at the same time (On September 2019), the LSEG had another option for improving its presence as a world-leading market infrastructure group with "Hong Kong Exchanges and Clearing Limited (HKEX)", but LSEG found that takeover inappropriate in terms of valuation, especially when compared to the significant value through acquisition of Refinitiv and also wasn't sure about long-term positioning in Asia or China. LSEG insisted its partnership with the Shanghai Stock Exchange to access the many opportunities in China (NIKOLOVA, 2019). "FTSE Russell also entered into a long-term strategic partnership with the Singapore Exchange (SGX) to support growing demand across Asia" (LSEG annual report, 2020).

Enhancing LSEG's customers' demands

Customers' demands in data and analytics has significantly enhanced, customers look for valuable data sets with extensive distribution that help them to increase their revenue opportunities (LSEG, no date). The financial market has changed remarkably in terms of technology and clients "want to trade across different regions and asset classes" (Annual Report 2019, no date). This deal can bring the infrastructures and "client-focused approach" of both companies for their customers and can be a good partnership to meet customers need.

In terms of increasing the number of customers, "Refinitiv serves over 40,000 customer institutions across 190 countries" (LSEG,2019(b)) that can increase the customers of LSEG and help to expand its market and bring profit for it.

Creating a diversified multi-asset capital markets business

Selling data have become more profitable and investors have sought more detailed data from stock exchanges. The increased demand for granular data has raised its price, doubling the size of the market data industry to \$30bn in 2018 compared with 2005 as figure 3. This growth has encouraged exchange groups to expand their data businesses and pay more attention to data industry (Henderson, 2019).



Figure 3:Market data industry boom from 2005 to 2018 (Henderson, 2019)

“LSEG is going to expand data and analytics offering to create a global multi-asset class capital markets business with the addition of high-growth foreign exchange and fixed income venues” (LSEG, 2019(a)).

According to figure 4 and comparing the activities of both companies, we can see that, the Refinitiv Data Platform provides pre-trade, trading and post trading data. Data collection would be through its trading platforms Eikon, a rival to the Bloomberg terminal” (Henderson, 2019), with 33% market share of the financial data market and Refinitiv Eikon, with 20% (Wallstreetprep, 2022) that can bring a competitive advantage for LSEG.

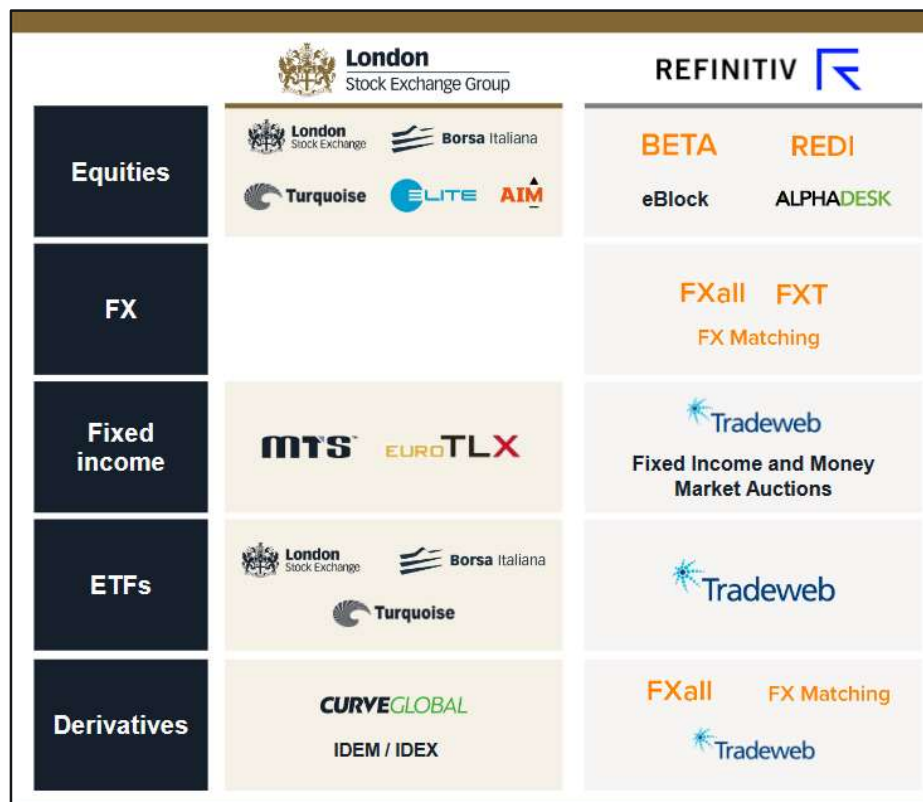


Figure 4: a diversified multi-asset capital markets business

“**FX and fixed income** are the largest two securities trading markets globally”. “With average daily trading volume of over US\$400 billion in FX and over US\$500 billion in fixed income”, Refinitiv provides access to leading sources of liquidity in FX trading markets and fixed income, in addition to create new indexes and analytics products such as environmental, social and governance (ESG) benchmarks (LSEG, 2019(b)).

Financial synergies (Revenue & Cost saving)

LSEG said “it expects to create over £6 billion revenue and cut more than 350 million pounds in annual costs for five years after the deal closes, and add to its earnings per share in the first full year after completion”. “Moreover, the areas where there were overlaps that could yield cost savings include property, technology and corporate services” (Hussain and Jones, 2019) (Jones, Dilts, 2019). As we see in table 2, Refinitiv has a significant revenue in comparison with LSEG and from the financial perspective can be a good target. The most important part of its revenue is for data (£3.2bn), this is exactly what the LSEG was looking for according to above explanation. More financial synergies have been explained in table 3.

Table 2: Financial Comparison		
	LSEG	Refinitiv
Revenue	£2.1bn	£4.3bn (£3.2bn in data, £0.8bn in Venues, £0.3bn in risk sector)
EBITDA	£1.1bn	£1.5bn

(LSEG, 2019(b))

Table 3: Financial Synergies	
Revenue	“Combined annual revenue of over £6 billion”
EBITDA	“Targeting combined adjusted EBITDA margin of around 50 per cent in the medium-term following Completion”
“Compound annual growth rate (CAGR)”	“5%-7% over the first three years”
“Recurring revenue increasing from approximately 40 per cent for LSEG standalone to around 70 per cent for the Combined Business”	“Targeted annual run-rate revenue synergy benefits in excess of £225 million by the end of year five”
“Enhanced returns for LSEG shareholder”	“Over 30 per cent in the first full year following completion”

(LSEG, 2019(b))

Its potential to disrupt the market

Trading and clearing competition concerns

Trading and clearing interest rate swaps: the EU flagged that the deal would create a “significant market power” both in trading and clearing, and would bring barriers to entry in the market and access to the customers that rarely switch between services.

To decrease the concerns, the LSE formally committed to allowing rivals and customers choice over the venues they trade swaps and the venue they use for clearing and avoid “vertical silo” that some exchanges use it to limit trading and clearing to their own exchanges (Stafford and Espinoza, 2020).

Supply of financial data

Regulators also have concerns that Refinitiv’s rivals that are licensing LSEG data could receive a slower or more inferior service or shutting out rivals in providing access to critical trading information and data feeds. LSEG addressed their concerns with selling of Borsa Italiana. (Stafford and Espinoza, 2020). We will discuss it in more details in next part.

Market power for platforms- Sovereign debt trading

“The combination of LSEG’s MTS platform and Refinitiv’s Tradeweb as we have shown in figure 4, will significantly increase their market share in electronic trading of European government bonds, which could reduce competition and make it more difficult for new platforms to enter the space” (McDowell, 2020).

Defenses Mechanism

“A firm’s board and management may use defenses to reject, negotiate a higher purchase price or protect their current position within the firm. Takeover defenses can be grouped in two categories, those put in place before receiving an offer **preoffer** and those implemented after receipt of an offer **postoffer**”. In this deal we put more focus on “postoffer” defense (DePamphilis, 2021).

Defense mechanisms differ between countries. Generally, in the US corporations are governed by state law and it governs the directors’ actions with takeover regulations and sometimes defense mechanisms are allowed to be taken by the target board. In the UK, the decision for merger or acquisition mainly rests in the hands of the shareholders (Koryogdiev and Nechaeva, 2022). In this deal as Refinitiv has not invested some years and was eager to invest and was looking for opportunities, to the best of my knowledge no preoffer defense happened but there were some postoffer defense strategies as below that improved the deal condition for Refinitiv and its shareholders.

Changes in lock-up and standstill condition

“Refinitiv shareholders was subjected to a lock-up at the first announcement but at the end, LSEG agreed to vary the Relationship Agreement to permit the Refinitiv Sellers to sell a small number of LSEG Shares in order to enable certain persons with interests in Refinitiv, including UK resident members of Refinitiv management, to satisfy certain tax liabilities that they will incur in connection with completion of the Transaction” (LSEG, 2021(b)). Such a change in the deal can consider as a successful defense strategy by the target that could improve the strict conditions of selling the shares. As the deal was all-share deal without any cash, so changing the condition of selling the shares can be a good advantage for the target.

Directors and Ownership positions

According to above explanation, directors try to protect their current position within the firm as a defense strategy, while Refinitiv CEO David Craig will join LSE’s executive committee and continue to run that business, 3 new members to be added to the Board: 2 from Blackstone and

1 from Thomson Reuters, then we conclude that the managers could defense their positions well. (Hussain and Jones, 2019)

Investment and deal value

Before the takeover, Refinitiv had finished a \$650m cost-cutting operation that eliminated jobs in expensive cities such as London and New York while shifting some product development to China. More functions have been outsourced to TCS, the Indian IT services group. However, the Eikon terminal and its long-term replacement, Workspace, were thirsty for investment (Stafford and Barker, 2021), and Refinitiv hasn't done investment many years on its products, so it needed to famous and powerful investors and LSEG was completely aware of this investment, but finally Refinitiv with focusing on its strengths (as a defense strategy), could fade the investment problem and related costs and keep the deal value and deal condition.

Was the deal justified? - Post-merger integration

For analyzing how a merger or acquisition has been successful or unsuccessful, we have to look at how much the deal has been brought for both parties according to the synergies that was willing to achieve. It can start from the time on first announcement to some years after the deal but mostly the real benefits of the deal would be gained more than 3 years after the deal.

Financial & Strategic point

- ❖ **Investing in platform & Outages:** Outages are unacceptable by the customers and after some outages, LSEG started an investment programme in Refinitiv and its terminals. "In March LSE shares tumbled from around 9,300 pence to just over 8,000 pence as details emerged of costs for upgrading the Refinitiv platform", slightly since the investor event began (Jones, 2021).
- ❖ **30-year Reuters contract:** Refinitiv is also embroiled in a dispute with news provider Reuters over an unusual three-decade long contract costing \$325m a year (Stafford and Barker, 2021) Blackstone has agreed it as part of the deal (Espinoza and Rovnick, 2018). As the LSEG tries to decrease costs from the business, Refinitiv's contract with Reuters is emerging as a significant obstacle. However, LSEG distributes news and commentary from

Reuters as part of its products but Thomson Reuters has put the partnership between the data provider and news service under considerable strain. (Stafford and Barker, 2021)

- ❖ **Duration of deal and its cost:** Approval from EU competition authorities and Brussels was as the last major hurdle for a merger that is set to deliver a payday of more than \$1.1bn to the advisers that worked on it and the pandemic has added to the legal process in Brussels (Espinoza and Stafford, 2021).
- ❖ **Deal cost:** The higher spending, consisting of £850m of capital expenditure and £150m of operating expenditure, prompted fears the LSE would fail to hit some of the deal's financial targets until several years later than expected. (Stafford, 2021(b)).
- ❖ **Job Cuts:** LSEG employed “about 5,000 staff while Refinitiv had 19,000 employees”. The CEO of LSEG at the time of deal announcement said “it is too early to comment on possible job losses”, but “in March LSEG said it was cutting about 250 staff, 5% of its global workforce, to save £30m” (Sweney, 2019) (Hussain and Jones, 2019).
- ❖ **Selling of Borsa Italiana:** “Borsa Italiana Group has played an important part in LSEG's development” (LSEG annual report, 2020). The purchase of Borsa Italiana by Euronext for €4.3bn turned it into one of the biggest market operators in the EU (Espinoza and Stafford, 2021). LSEG did not predict the sale of Borsa Italiana and its strategies for Refinitiv deal was according to keeping Borsa Italiana (Stafford, 2021)(Espinoza and Stafford, 2021). Euronext saw its trading revenue swell to €465.3 million in 2021, driven by its completed and in its fourth quarter and full year results, the exchange operator confirmed a 27% growth of trading revenues (Smith, 2022).
- ❖ **Culture differences:** Melding businesses with sharply contrasting different cultures will take time. Except from being in US or UK (different culture in countries), the LSEG is a highly regulated, centralized business accustomed to running critical market infrastructure, while Refinitiv is a sprawling technology and data group dotted with dozens of teams working on

small projects. According to table 2, Refinitiv commanded twice the revenues of the LSE and also roughly four times its workforce, it brings the belief that it would dominate the combined company (Stafford and Barker, 2021).

❖ Comparison between Refinitiv and Bloomberg after the deal (2020 & 2021)

“The LSEG's acquisition of Refinitiv turned the exchange into the second largest financial data company after Bloomberg LP” (Jones, 2021). In 2020 and 2021, it is still Bloomberg, rather than Refinitiv, that has been the winner. Bloomberg’s share of the market for supplying data and analytics to the financial services industry “held at 33 per cent in 2020 as Refinitiv’s slipped to 19.4 per cent” (Stafford and Barker, 2021). In 2021 we see significant changes in Bloomberg and Refinitiv and both have tried to keep their situation in the market. The cost of Refinitiv Eikon for \$22,000 per year in comparison with \$26,660 for Bloomberg is very high as it is generally considered to be the lesser option in terms of data breadth.

Platform	Pricing	Market Share (1)
Bloomberg	The cost of a Bloomberg Terminal is \$27,660/year for one license, and terminals are leased on a two-year basis. The price drops to \$24,240 per terminal per year for two or more terminals. See below for academic pricing.	33.4%
Capital IQ	The cost of Capital IQ is not published publicly, as the pricing model is tier-based and tailored to meet the specific needs of each customer. The lack of transparency around Capital IQ's pricing stems from their product offerings being customized solutions for the customer profile and specific use-cases.	6.2%
FactSet	The cost of a FactSet subscription is \$12,000 per year for the full product.	4.5%
Refinitiv Eikon	The cost of Eikon is \$22,000 per year, but a stripped-down version can cost as little as \$3,600 per year.	19.6%

(1) Source: Burton-Taylor International Consulting 2020 Financial Market Data Report

Figure 5: Rival Comparison 2020 (Wallstreetprep, 2022)

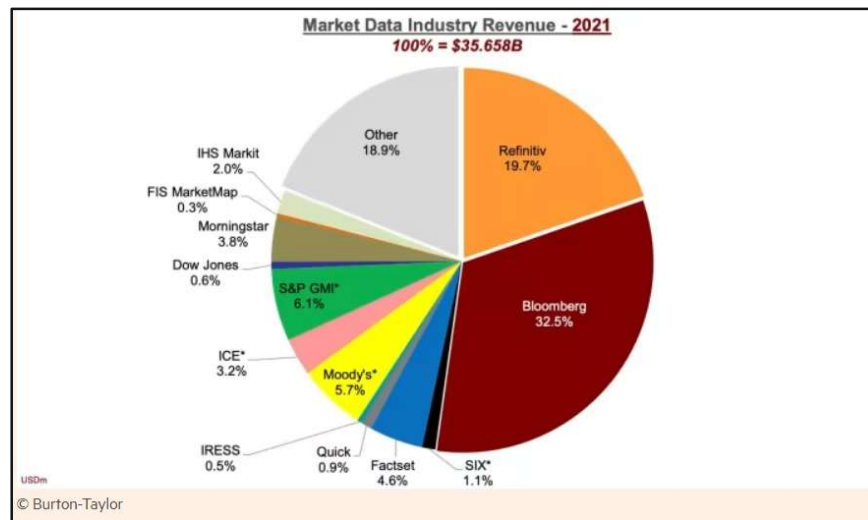


Figure 6: Market data industry Revenue 2021(Wigglesworth, 2022)

❖ **Revenue:** “So far "run rate" savings of 40 million pounds (\$55 million) have been made as integration progresses (Jones, 2021). According to table 3, “Targeted annual run-rate revenue synergy is £225 million by the end of year five”, it means that for each year approximately 45 million pounds, also “till March 2020, also by the end of March 2022, 25 million pounds in 'run rate' revenue synergies had been achieved” (Jones, 2022). Moreover, as we see in figure 7, the recurring income has been increased from 2019 to 2020 in data services.

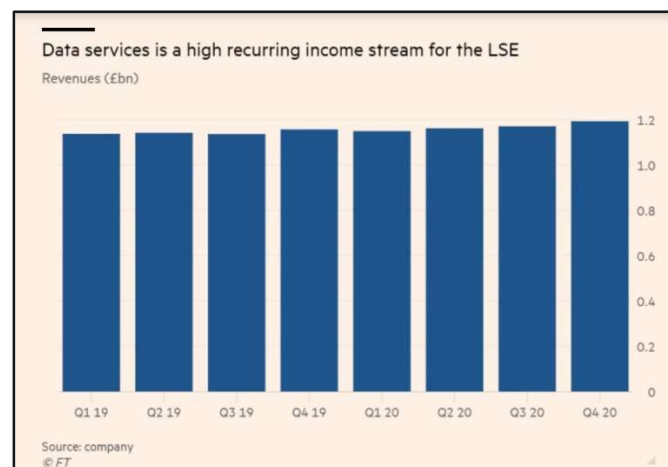


Figure 7: Data services recurring income for the LSE- 2020 (Stafford and Barker, 2021)

According to figure 8, LSEG’s revenue grew across all divisions and as we see in figure 10, the total income drove 6.1% to £6.8bn and “it will achieve the 5-7% compound annual growth rate target between 2020 and 2023” (Basar, 2022).

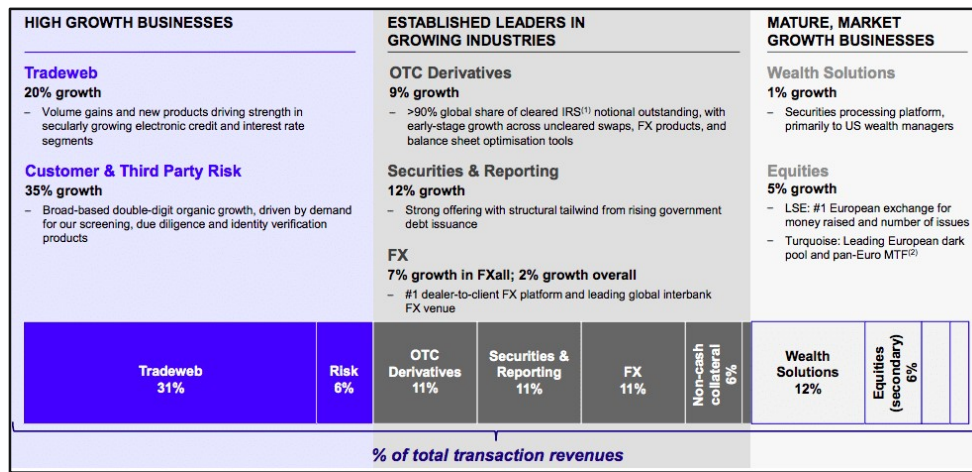


Figure 8:LSEG revenue 2021(Basar, 2022)

As integration progresses and according to figure 9, in 2021, £151m cost synergies has been achieved in comparison with total £350m that had been identified for five years. Consequently, the Adjusted EPS has been increased 46% and total dividend 27%.

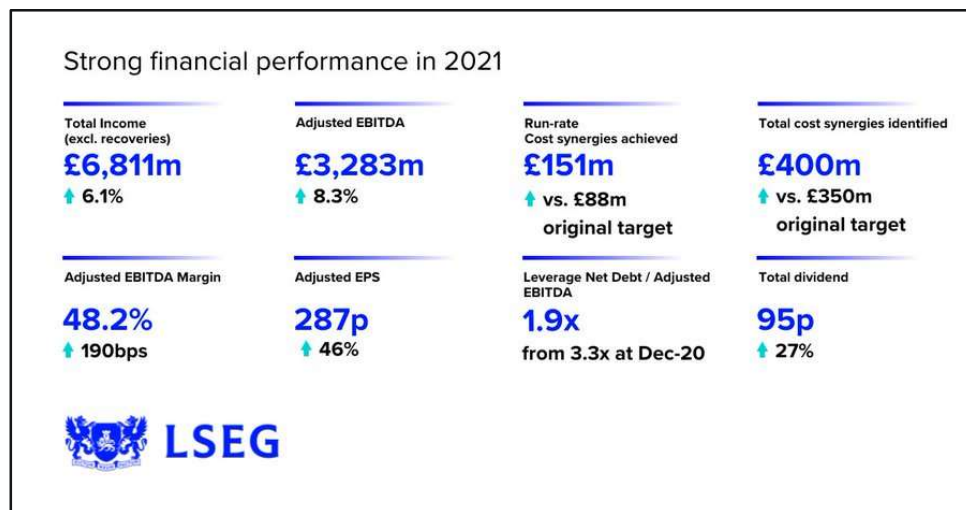


Figure 9:LSEG financial performance 2021(Basar, 2022)

❖ Share prices:

After confirmation of the deal by shareholders, LSEG's stock "rose more than 7.9% to a record high of 7,152 pence (Hussain and Jones, 2019) and rose more than 2 per cent after the Financial Times first reported that the EU had cleared the deal. (Espinoza and Stafford, 2021) Shares in the group are up more than 40 per cent since the deal was struck in August 2019"(Stafford and Barker, 2021).

But “shares in London Stock Exchange Group suffered their biggest daily fall in more than 20 years after the company unveiled higher-than-expected expenses to integrate data provider Refinitiv” and prepare for the sale of Borsa Italiana. The shares dropped 14 per cent to £81.24 after the LSE forecast it would spend £1bn this year to bed in its \$27bn January acquisition of Refinitiv (Stafford, 2021(b)).

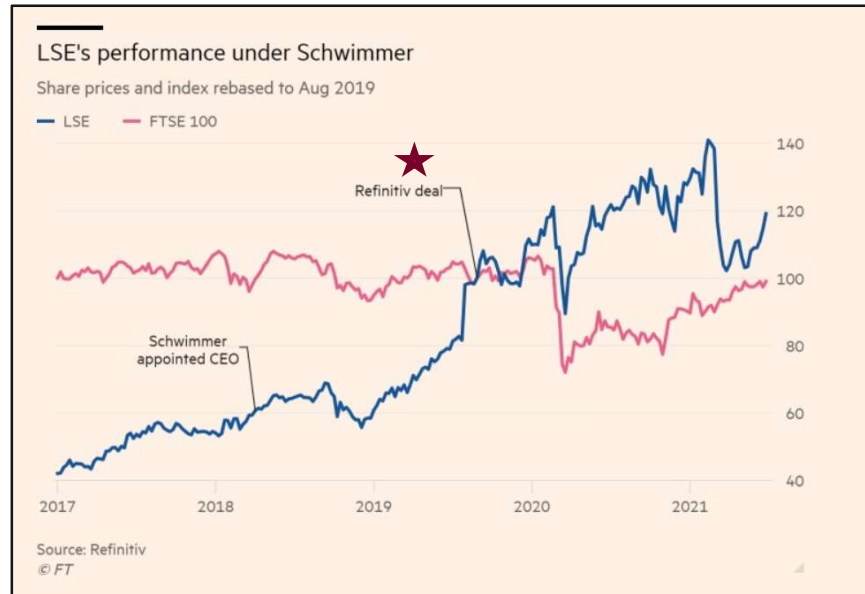


Figure 10: share prices (Stafford and Barker, 2021)

❖ Market capitalization

The purchase of Refinitiv, has made the LSEG one of the largest companies on the FTSE 100, with a market capitalization of £44bn in 2022, as we see in figure 11, It will make the LSE more reliant on annual subscriptions from data and less exposed to uneven income from trading on markets. However, the company agreed to sell Borsa Italiana to Euronext for €4.3bn to meet demands from regulators (Stafford, 2021(b)).

Peer analysis				Key Information ▼
Company	Revenue (TTM)	Net income (TTM)	Market cap	Employees
Amundi SA	4.94bn	1.16bn	9.33bn	4.89k
3i Group plc	4.08bn	4.01bn	11.89bn	234,00
Legal & General Group Plc	44.62bn	2.05bn	14.98bn	10.74k
Deutsche Boerse AG	3.95bn	1.11bn	26.10bn	10.20k
London Stock Exchange Group Plc	6.74bn	529.00m	40.58bn	23.26k
UBS Group AG	8.06bn	6.22bn	52.47bn	71.70k

Data as of May 23 2022. Currency figures normalised to London Stock Exchange Group PLC's reporting currency: UK Pound GBX

Figure 11: Market Capitalization 2022 (LSEG profile FT, 2022)

❖ Future Forecasts

According to discussed financial and strategic points, LSEG encountered some unpredictable situations in this deal that they hadn't predicted them before such as the cost of integration, more investment due to outages, selling of Borsa Italiana and job cuts that all affected the deal and LSEG significantly. Regarding the cultural integration and tolerances in share prices, as both are predictable parts (particularly cultural integration in cross border M&As), we cannot consider the related problems as a crucial issue and consider them as temporary problems. From the revenue and income point, LSEG could achieve its first-year aim, as we cannot judge a deal at the first years of the merger, so for finalizing our decision about was the deal was justified or not, we should also have a short look to future prediction, the below figures show how revenue, share price and earnings would increase in 2022 and 2023, then according to all aspects, we can consider the deal as a successful deal in future.



Figure 12: Revenue and Earning forecasting of LSEG - 2023(Financial Times, 2022)



Figure 13: Share price forecasting of LSEG – 2023 (Financial Times, 2022)

Conclusion

Data is a vital part of financial markets nowadays and it is getting more and more valuable. Considering the competitive environment and customer appeal, and as LSEG's Board continually monitors global investment trends and anticipates future needs of customers, LSE could bring a lot more than what it had before for customers and has successfully diversified its domestic product and services to a new and innovative one and turned to a global Financial Market with improving its infrastructures and acquisition of some companies, the most importantly Refinitiv, and that's why they have always tried to acquire leading companies in different financial markets.

However, LSEG was successful in convincing the authorities' concerns, but it lost a valuable partner "Borsa Italiana". It is clear that the Borsa Italiana was a great partner for LSEG, according to financial reports of LSEG and the profit that brought for Euronext. They also encounter some post-merger unpredictable issues such as outages cost, job cuts, and cultural integration that put it in trouble. Although, acquiring Refinitiv was not an easy way to make a decision, as Refinitiv needed investment and there were some discussions on the currency exchange rate, IFRS and GAAP. Finally, LSEG for meeting some financial and strategic aims decided to do this deal. Till now, as we discussed it has been unsuccessful in some aspects but also successful in another aspects, so we cannot decide exactly about the exact achievements of the deal as it's a long and complex five-year plan and should be on track to see whether it meets the cost-saving and other goals that it has set out for the deal or not, but according to my opinion and some forecasting it can be a justified deal in future.

References

1. Basar, S. (2022) 'LSEG Takes Action Against Russia', *Markets Media*, 3 March. Available at: <https://www.marketsmedia.com/lseg-takes-action-against-russia/> (Accessed: 15 May 2022).
2. Blackstone (2018) 'Blackstone-Led Consortium Completes Partnership Transaction with Thomson Reuters for Financial & Risk Business', *Blackstone*. Available at: <https://www.blackstone.com/news/press/blackstone-led-consortium-completes-partnership-transaction-with-thomson-reuters-for-financial-risk-business/> (Accessed: 18 May 2022).
3. DePamphilis, D. (2021) *Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions*. 11th edn.
4. Dummett, B. (2021) 'Bloomberg Face-Off Awaits London Stock Exchange Following Refinitiv Deal', *Wall Street Journal*, 3 February. Available at: <https://www.wsj.com/articles/bloomberg-face-off-awaits-london-stock-exchange-following-refinitiv-deal-close-11612354216> (Accessed: 12 May 2022).
5. Espinoza, J. and Rovnick, N. (2018) 'Blackstone strikes \$17bn deal for Thomson Reuters data unit', *Financial Times*, 30 January. Available at: <https://www.ft.com/content/1804c0cc-059e-11e8-9650-9c0ad2d7c5b5> (Accessed: 3 May 2022).
6. Espinoza, J. and Stafford, P. (2021) 'LSE's \$27bn Refinitiv deal approved by EU regulators', *Financial Times*, 13 January. Available at: <https://www.ft.com/content/1266dcec-e62e-4f11-8988-dfb4e5be2d3c> (Accessed: 2 May 2022).
7. Financial Times (2022) *London Stock Exchange Group PLC, LSEG:LSE forecasts - FT.com*. Available at: <https://markets.ft.com/data/equities/tearsheet/forecasts?s=LSEG:LSE> (Accessed: 26 May 2022).
8. Henderson, R. (2019) 'US regulators take a closer look at exchanges' data fees', *Financial Times*, 22 October. Available at: <https://www.ft.com/content/3d176bd4-d0be-11e9-b018-ca4456540ea6> (Accessed: 2 May 2022).
9. Holloway, L. and Benedict, T. (2019) 'London Stock Exchange Group acquires Beyond Ratings', p. 2.
10. Hussain, N.Z. and Jones, H. (2019) 'Britain's LSE delivers "defining" \$27 billion Refinitiv deal in data drive', *Reuters*, 1 August. Available at: <https://www.reuters.com/article/us-refinitiv-m-a-lse-idUSKCN1UR3N2> (Accessed: 15 May 2022).

11. Jones, Dilts, H., Elizabeth (2019) 'LSE's bid for Refinitiv spotlights quest for data, globality', *Reuters*, 28 July. Available at: <https://www.reuters.com/article/us-refinitiv-m-a-lse-exchange-analysis-idUSKCN1UN048> (Accessed: 3 May 2022).
12. Jones, H. (2021) 'London Stock Exchange confident Refinitiv deal will deliver', *Reuters*, 2 July. Available at: <https://www.reuters.com/world/uk/london-stock-exchange-strong-financial-position-ceo-schwimmer-says-2021-07-02/> (Accessed: 2 May 2022).
13. Jones, H. (2022) *London Stock Exchange says Refinitiv integration on track* | *Nasdaq*. Available at: <https://www.nasdaq.com/articles/london-stock-exchange-says-refinitiv-integration-on-track-0> (Accessed: 21 May 2022).
14. Koryogdiev, B.U.U. and Nechaeva, E.V. (2022) 'DEFENSE MECHANISMS AGAINST HOSTILE TAKEOVERS (COMPARATIVE ANALYZE)'. doi:[10.24412/2181-1784-2022-2-124-135](https://doi.org/10.24412/2181-1784-2022-2-124-135).
15. Logically Answered (2019) *What is Bloomberg?* | *The Untold Story of Bloomberg...* Available at: <https://www.youtube.com/watch?v=NRnjM3SfNho> (Accessed: 12 May 2022).
16. *London Stock Exchange Group PLC, LSEG:LSE profile - FT.com* (2022). Available at: <https://markets.ft.com/data/equities/tearsheet/profile?s=LSEG:LSE> (Accessed: 26 May 2022).
17. LSEG., (2019 (a)). *Annual Report 2019*. Available at: <https://www.lseg.com/investor-relations/results-kpis-and-ma/annual-reports/annual-report-2019> (Accessed: 14 May 2022).
18. LSEG., (2019 (b)). *Creating a Financial Markets Infrastructure Leader of the Future*. Available at: <https://www.lseg.com/sites/default/files/content/documents/LSEG%20Proposed%20all%20share%20acquisition%20of%20Refinitiv%20Presentation%201Aug2019.pdf> (Accessed: 18 May 2022).
19. LSEG., (2019 (c)). *Proposed all share acquisition of Refinitiv to create a Financial Markets Infrastructure leader of the future*. Available at: <https://www.lseg.com/sites/default/files/content/documents/LSEG%20Proposed%20all%20share%20acquisition%20of%20Refinitiv%20RNS%201Aug2019.pdf> (Accessed: 20 May 2022).
20. LSEG., (2020). *Annual Report 2020*. Available at: <https://www.lseg.com/sites/default/files/content/documents/LSEG%20Annual%20Report%202020.pdf> (Accessed: 14 May 2022).
21. LSEG (2022) *History of London Stock Exchange Group, LSEG*. Available at: <https://www.lseg.com/about-lseg/history> (Accessed: 14 May 2022).
22. LSEG (no date) *LSEG acquires Refinitiv* | *London Stock Exchange Group, LSEG*. Available at: <https://www.lseg.com/refinitiv-acquisition> (Accessed: 12 May 2022).

23. Massoudi, A. and Stafford, P. (2020) 'Advisers rack up \$1.1bn in fees for LSE-Refinitiv deal', *Financial Times*, 9 December. Available at: <https://www.ft.com/content/a3370be7-d52c-46ff-b3fb-8a459804a850> (Accessed: 3 May 2022).
24. McDowell, H. (2020) *LSEG faces scrutiny of Refinitiv acquisition due to trading and clearing competition concerns*. Available at: <https://www.thetradenews.com/lseg-faces-scrutiny-of-refinitiv-acquisition-due-to-trading-and-clearing-competition-concerns/> (Accessed: 15 May 2022).
25. *Mergers: Commission clears acquisition of Refinitiv by LSEG* (no date) *European Commission - European Commission*. Available at: https://ec.europa.eu/commission/presscorner/detail/ro/ip_21_103 (Accessed: 2 May 2022).
26. NIKOLOVA, M. (2019) *Failed bid for London Stock Exchange leads to HK\$130m in costs for HKEX*, *FinanceFeeds*. Available at: <https://financefeeds.com/failed-bid-london-stock-exchange-leads-hk130m-costs-hkex/> (Accessed: 14 May 2022).
27. Refinitiv (2019) *FTSE Russell and Refinitiv extend fixed income relationship*. Available at: <https://www.refinitiv.com/en/media-center/press-releases/2019/january/ftse-russell-and-refinitiv-extend-fixed-income-relationship> (Accessed: 14 May 2022).
28. Smith, A. (2022) *Borsa Italiana addition grows Euronext 2021 trading revenue by a third*. Available at: <https://www.thetradenews.com/borsa-italiana-addition-grows-euronext-2021-trading-revenue-by-a-third/> (Accessed: 20 May 2022).
29. Stafford, P. (2021a) 'LSE boss says London must "move quickly" to attract prized companies', *Financial Times*, 28 January. Available at: <https://www.ft.com/content/05180624-86dc-4e3b-9ea6-baf33fbd675f> (Accessed: 2 May 2022).
30. Stafford, P. (2021b) 'LSE Group shares suffer biggest daily fall in more than 20 years', *Financial Times*, 5 March. Available at: <https://www.ft.com/content/3cd149f6-8136-42bf-9319-e861c11a89ef> (Accessed: 3 May 2022).
31. Stafford, P. and Barker, A. (2021) 'Refinitiv deal loses some of its lustre for LSE as challenges mount', *Financial Times*, 30 June. Available at: <https://www.ft.com/content/0c7c6931-9f56-4e43-87cf-91422630a146> (Accessed: 3 May 2022).
32. Stafford, P. and Espinoza, J. (2020) 'LSE and Refinitiv make commitments on trading to secure EU approval for deal', *Financial Times*, 6 November. Available at: <https://www.ft.com/content/1170dc7c-7002-4af6-ad63-a6b3416dcea9> (Accessed: 2 May 2022).
33. Sweney, M. (2019) 'London Stock Exchange agrees £22bn deal to buy Eikon-owner Refinitiv', *The Guardian*, 1 August. Available at: <https://www.theguardian.com/business/2019/aug/01/london-stock-exchange-agrees-22bn-deal-to-buy-refinitiv> (Accessed: 15 May 2022).
34. Thomson Reuters (2021) *Thomson Reuters announces closing of sale of Refinitiv to London Stock Exchange Group*. Available at: <https://www.thomsonreuters.com/en/press->

[releases/2021/january/thomson-reuters-announces-closing-of-sale-of-refinitiv-to-london-stock-exchange-group.html](https://www.thomson-reuters.com/2021/january/thomson-reuters-announces-closing-of-sale-of-refinitiv-to-london-stock-exchange-group.html) (Accessed: 3 May 2022).

35. Wallstreetprep (2022) *Bloomberg vs. Capital IQ vs. FactSet vs. Refinitiv Eikon*, *Wall Street Prep*. Available at: <https://www.wallstreetprep.com/knowledge/bloomberg-vs-capital-iq-vs-factset-vs-thomson-reuters-eikon/> (Accessed: 12 May 2022).
36. Wigglesworth, R. (2022) 'The Bloomberg Terminal can't be terminated', *Financial Times*, 22 April.