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J.P. Morgan Ultimate Services Investor Conference

Company Participants

- Jamere Jackson

Other Participants

- Andrew Charles Steinerman

MANAGEMENT DISCUSSION SECTION

Andrew Charles Steinerman

Okay. We're going to get going. I'm Andrew Steinerman, your Business Information Services Analyst here at JPMorgan. This is the Ultimate Services Investor Conference. It is the information services track here at the Nielsen presentation, you're welcome.

I also want to point out on the left side over there is our info services data book, which is our quarterly primer, which we update at the conference so grab it on your way out. This presentation with Jamere Jackson, CFO, is going to be a fireside chat. He and I are going to speak for a while, and then open it up for you to ask your questions. So please don't be shy, but if you are shy, I'll keep asking questions.

Jamere, welcome. Thanks for joining us.

Jamere Jackson

Thanks for having us.

Q&A

<Q - Andrew Charles Steinerman>: I don't know if you got it, but can you put a slide on. So I thought maybe before we could jump into a conversation, just there's a slide in front of us, tell us a little bit about what we should be taking away from talking to audience and to definitely what's in market and what it means to be syndicated, just a few words there?

<A - Jamere Jackson>: Yes. So...

<Q>: Can you talk closer to the microphone?

<Q - Andrew Charles Steinerman>: Thanks for the remainder.

<A - Jamere Jackson>: Can you hear me now?

<Q - Andrew Charles Steinerman>: Yeah.

<A - Jamere Jackson>: All right, great. Well, thanks for having us. We pulled the slide together, just to talk a little bit about our total audience framework. It is the framework that we are putting in the marketplace. It's a set of products that will basically measure TV, digital and video-on-demand and we'll do it on an apples-to-apples basis and will be de-duplicated across the audiences. So, one plus one actually equals two in this framework.

Today, we have in the market already our Linear Ad Ratings and the Digital Ad Ratings products. So our Total Ad Ratings products are actually in the market today and clients are actually buying those. Linear Content Ratings, obviously, we've done for a long time. The last piece for us was Digital Content Ratings, which we launched in December, or actually, our clients came out of beta in October and our clients were actually looking at the data today are on a proprietary basis and will be indicated syndicated in the first quarter of next year, which means everybody can see everybody's data. That will be followed by us having a Total Content Ratings syndicated in 2016.

And so the combination of Total Ad Ratings with Total Content Ratings is the Total Audience Framework that we've been talking about in the marketplace for a number of years. The execution has been fantastic. When we had our December Analyst Day Meeting last year, we laid out the product roadmap and all the things that we needed to get done in the marketplace, and...

<Q - Andrew Charles Steinerman>: And you did it.

<A - Jamere Jackson>: And we did it. So, the first three quarters of this year, we had – all the steps were checked if you will. And the Digital Content Ratings launching here in the fourth quarter is the last piece of that, and we've been pretty very pleased with our execution out here.

<Q - Andrew Charles Steinerman>: And is that good timing? I know the media industry, the ad industry has its Upfront, though its season in the spring of 2016, and your team on the conference call said, we will deliver a product for a common framework for the industry to use into 2016 Upfront. What does that mean to have a common framework for the Upfront? I mean, is it going to be [indiscernible] (03:16) of guarantees?

<A - Jamere Jackson>: Yeah, so what that means for us is that all of the products that you see here on the chart will actually be commercially available. And we started to have conversations with the advertising sales folks in the month of October, where we brought a group with them together to lay out some options around a new currency. We will bring the market research folks together sometime in November to have the same conversation. And then, we'll bring both groups together to talk about the total audience measurement framework.

And by the Upfronts in 2016, you will see all of the products in the marketplace and there'll be some conversations around how clients would like to trade. Ultimately, what you want to get to and what makes the ecosystem the most efficient is to have a new currency. And our role in that process, number one, is to execute on all the things that we talked about; we've done a tremendous job of doing that. But then the clients actually have to adapt and evaluate those metrics and Digital Content Ratings is currently the final phase there. So, our clients literally in some cases have to tag ads or adopt software and they look at the data on a proprietary basis to say what do the numbers mean, does this sort of jive with the folk wisdom I know about my business, if you will. And then, the final step in that process is to figure out how the industry actually will transact on those metrics. And I'd be very surprised if by the 2017 Upfronts that we don't have a new currency in the marketplace by then.

<Q - Andrew Charles Steinerman>: But you think there will be some guarantees with your products with Upfront?

<A - Jamere Jackson>: Yeah. It's interesting, because we've always measure more things than are actually in the ratings, if you will. And so, you've seen clients not only use the ratings data, but they use a number of data sets from Nielsen in the past to help them position their inventories, things like our Nielsen Catalina Solutions, our product which takes media exposures and looks at the list that CPG companies are getting for example at retail, or Nielsen Buyer Insights that takes credit and debit card data, and looks at that relative to media exposure.

So, clients have always used other data sets to help them position inventory and transact. And so, the fact that these products will be in the marketplace and commercially available, you'll start to see some activity around those by 2016. But the market works most efficiently when you actually have a currency or a standard in place, and that's what I mean by in the 2017 timeframe that we expect the market to be trading on a new currency with some elements of that.

<Q - Andrew Charles Steinerman>: But that's not really up to Nielsen, right?

<A - Jamere Jackson>: It isn't. So, our role in the process, number one, is execute and bring the products to the marketplace, provide reasonable assurance, obviously, that we can measure all the things that need to be measured. And then to convene the meetings to bring both sides together, buyers and sellers with a discussion around here are the things that we have the capability to measure and here are some options in terms of measuring those, and we play that role. But ultimately, the currency, if you will, is decided by buyers and sellers in terms of what they want to trade on and make guarantees off of.

<Q - Andrew Charles Steinerman>: Do you agree that there's been more enthusiasm around the sellers for DCR, the broadcasters, the Web publishers than the buyers, particularly the ad agency seem to be a kind of muted group about DCR?

<A - Jamere Jackson>: What we are bringing to the marketplace is exactly what the market needs. So, this notion of bringing total audience measurement into play is what the industry needs, to have an efficient trading process, if you will. So, there has been tremendous enthusiasm around all the things that we've been working on. First, digital ad ratings, which has been in the market place for a while now got nearly all of the top advertisers who are using the product and a significant portion of them are actually getting guarantees based on that product.

And Digital Content Ratings is really important because what will typically happen in the marketplace is you'll use Digital Content Ratings to figure out where I need to go place my ads and then Digital Ad Ratings will say, did I get the audiences that I paid for. So, in this world of fragmenting media where you have consumption happening on other platforms and other places, bringing true cross-platform solution together, that is again apples-to-apples and de-duplicated across all other platforms is really important. So, exactly what the market needs and there's a lot of enthusiasm around it.

<Q - Andrew Charles Steinerman>: One thought I had why – at least, again, I don't know if you're saying ad agencies have been more muted about DCRs than the ad sellers. My thought is when DCR is successful, the value of digital ads will go up. And if you're an ad agency, a buyer, nobody likes when inventory prices goes up, and then it's the seller who likes the inventory price going up.

<A - Jamere Jackson>: Yeah, having independent third-party measurement, as part of the ecosystem, actually increases the value of the inventory, if you will. We've seen this over the years and you can go back, many, many years and look at outdoor advertising, you could look at television as it has evolved. Having independent third-party measurement on the field actually enhances the value of what's being bought and sold and traded in the marketplace.

And so, having this product will be good for – it'll be good for both buyers and sellers, ultimately. And what you're seeing today is you're in the part of the cycle, the early innings of the cycle, where people are actually trying to sort their way through. What will actually be included in the currency and there, a couple of different ways to think about that. For example, today we measure more than what's in the currency in C3 and C7. We have the capability to measure sort of the video-on-demand measurement that goes out much further than that.

There will be some clients, obviously, that will benefit more from sort of extending that horizontally, so going out to, say, to C30 if you will. And there'll be other clients that will be more focused on the trade-offs and measuring more vertical slices. So, digital, how do we treat linear versus dynamic ad insertion and those are the conversations that have to happen in the marketplace in order for the ecosystem to work most efficiently. So, I think ultimately, we've seen it over time. It is good for both buyers and sellers, and we're going to provide the capability to go measure it.

<Q - Andrew Charles Steinerman>: Do you think your Watch division revenues organically should accelerate in 2016 given that you're at the beginning of a DCR product cycle and then a transformational total audience measurement product cycle?

<A - Jamere Jackson>: At least aiding me in the guidance?

<Q - Andrew Charles Steinerman>: I don't know. We're just talking, right?

<A - Jamere Jackson>: I thought we were friends. Here's what you've seen, is you've actually seen our Watch business accelerate. We built the technology stack and the platforms to do a lot of the digital measurement back in the

2010-2011 timeframe. And you've seen our Watch business revenue would've accelerated from the 3% to 4% zip code to the core Watch business being in that 5% to 6% zip code.

So, you're starting to see some of that already. Obviously, if we add incremental things from a measurement capability, those are all things that are going to be good for our business and are actually going to help us accelerate revenue growth. And what's exciting about Digital Content Ratings and what's exciting about all the things that we're doing in the digital space, if you will, is that we now have an opportunity to attract sort of the native digital publishers that if you just go back a few years ago, weren't clients at all for us.

So, we talked about, on our last earnings call that Google is now a top 20 client in our Watch business and if you just go back a few years ago, the notion of having a major digital publisher be included in that client base and be one of our top 20 was not something that was on anybody's radar screen. So, we're excited about the trajectory of the business, and excited about the incremental things that we're measuring, and you'll see it in our results.

<Q - Andrew Charles Steinerman>: Do we have to worry about the Other Watch bucket? Obviously, there's a lot of excitement about new products, but the Other Watch bucket which you're going to tell me is a small and smaller bucket. It's some of the legacy products, which either are sun setting or maybe you should describe what's in the other bucket.

<A - Jamere Jackson>: Yeah, we've had roughly $250 million of revenue in that bucket that we call Other Watch as part of our Watch segment. It includes a legacy digital rankings product that's actually in run-off that will be replaced by Digital Content Ratings once it's in the marketplace fully...

<Q - Andrew Charles Steinerman>: Surpass.

<A - Jamere Jackson>: ...2016. Surpass... And then, we also have a couple of products that are in there that are – where we measure and do data and analytics for the Telco and film industries that are really non-core assets for us and we've been focusing on proving some of the those products out of the portfolio. So, we made tremendous progress this year, you're going to see that be less of an issue for us going forward. But, listen, those are the things that you have to do in a rapidly changing marketplace, where you have to prune the portfolio, make good capital allocation decisions, and create a faster growing higher margin business over time.

<Q - Andrew Charles Steinerman>: How about Watch margins? When I see you say DCR was built kind of on the back of Digital Ad Ratings, I know also you're leveraging the infrastructure of your partner, Adobe, all that sounds like a highly scalable high-margin proposition relative to the core of Watch. Do you feel like this is an accurate portrayal and this by itself could drive Watch margins up?

<A - Jamere Jackson>: Yeah. The margins over time certainly will be accretive. If you think about today the way we do measurements in a linear world where we have panels that we build that literally cost us hundreds and millions of dollars to build and hundreds and millions of dollars to maintain. This technology stack that we built to do a lot of the digital measurement, as I said, was already in place. We've built it in 2010-2011 timeframe, scales very nicely.

And in addition to that, the substitute if you will for us building the panels is our ability to leverage other big datasets from partners like Facebook's dataset or Digital Ad Ratings and Digital Content Ratings or our partnership with Adobe, where we're really leveraging their infrastructure to help us go have all of the access points to measure the content.

So, those are things that are very favorable from a margin standpoint and over time that you'll see that as part of our Watch business. It's already a great business. I mean, we have long-term contracts, pricing escalators built into those contracts and we think the market profile at that time will continue to be healthy.

<Q - Andrew Charles Steinerman>: Okay. Great. Let's open up for questions. I know you have them. Okay, go ahead. Let me just have a quick one while we're waiting for him to get... SVOD, will this ever be a notable-sized products for Nielsen or is this something that's just very helpful to provide the industry?

<A - Jamere Jackson>: I think it has an opportunity to be a notable-sized product for us. It will all depend though on what transpires in the industry. In today's world, we're measuring SVOD by using the audio signature for the program.

So, our content is normally watermarked, and then our meters pick up that watermark to enable our measurement. And today, we have almost a work-around solution if you will to be able to go do that.

But it's very valuable to our clients, because our clients are all trying to figure out what's the best way for them to go pay for the expensive great content that they build, and SVOD is another way for them to have a bill payer for that content. So they're very interested in the data. Now, to the extent that our clients in the future change their business model, more or less SVOD, whether they decide that they're going to ask the SVOD providers to keep the watermark on to enable measurement, those are things that will determine ultimately the size of the product, but today it's a very valuable product for our clients. We're measuring roughly 1,200 shows today and almost 4,000 episodes, and it's a very valuable service to our clients there.

<Q - Andrew Charles Steinerman>: Great. Okay. We got a question at the back

<Q>: Yeah, the panel, the launched business, you said you roughly doubled it this year and surprisingly, your margin profile has just been unfazed. So, what are the costs that are falling out on the other side or how expensive really is the panel that's been doubled?

<A - Jamere Jackson>: Yeah. So, as part of what we do from a CapEx standpoint, we spend roughly 6% of our revenue on CapEx. And as part of that CapEx profile if you will, includes things like building and maintaining panels if you will, so we're able to do that within sight of the run rate that we've normally had in terms of CapEx. And then the OpEx kind of going forward is something that we're able to sort of manage and still have the same margin profile that we have. So, investments that we make in our business are pretty consistent over time, and you won't see a spike or a blip in terms of what we're able to deliver in terms of financials.

<Q>: Is there a better investment that's falling out at the same time?

<A - Jamere Jackson>: In terms of panel sizes, no. So, here's what we do over time is that as media continues to fragment, you've got to make sure that you have the investment capability and sort of invest through the cycles to make sure that you got a panel size that's big enough to be representative and give you enough granularity to go do measurement. So, this is just something – this is the way we run our business all the time and over time, you have to go expand that. And as you get more granular with the data, then it makes your service that much more valuable to your clients and you're able to charge accordingly for it. So, it's just a part of our run rate.

<Q - Andrew Charles Steinerman>: I just need to make sure I don't miss anything on the slide that [indiscernible] (18:31) able to provide for us. Is total audience measurement done when we put in DCR, where you continue to build that SVOD, is there any other subject which is sort of like next or is that the total audience?

<A - Jamere Jackson>: This is the total audience, so it is literally ads and content across TV, digital and video-on-demand and again the last piece for us was Digital Content Ratings, which again will be syndicated in the first quarter of next year. Total Content Ratings, which we'll syndicate sometime in 2016 and that is the total audience framework if you will. So, Digital Content Ratings...

<Q - Andrew Charles Steinerman>: Total, total.

<A - Jamere Jackson>: ...is literally the last piece that we needed to get into place. And the reason it's important is because we've said this for many, many years that we follow the consumer. So, a lot of what you see on this chart has required us to go innovate or build partnerships, some of which I've talked about, like our Facebook partnership or our Adobe partnership requires you to do things like expanding panels occasionally.

Our patent portfolio is up 5X since 2008. So, a lot of what we're bringing to the marketplace requires us to go innovate. But, we have the discipline to invest through the cycles in the things that allow us to follow consumers.

So, we've never just been about linear TV, or a certain distribution platform. It is always about following the consumer. So, if we wake up a decade from now and all of a sudden people are watching video on wearables, then we're going to go innovate to follow the consumer.

<Q - Andrew Charles Steinerman>: Okay, questions?

<A - Jamere Jackson>: Yeah, one here, right here. Okay.

<Q>: You've talked about some of the customers are trialing the DCR product. Can you give us a sense of how many and sort of how – once someone decides to kind of adopt it, how long does it take for them to get up and running?

And then, I think, Steve Hasker talked about how DCR – some networks will come out looking better with DCRs and some might not. So, to the extent that those networks that don't look good, favorably, what gets you comfortable that they would want to adopt it or kind of like you would – do you think everyone needs to move to that kind of together, or can there be a partial adoption of that, or how would that work?

<A>: Yeah, whenever you move to a new currency or a new standard there are always winners and losers. And I think Steve was alluding to that in some of his comments. So, for example, you'll have clients that literally will benefit more from extending video-on-demand out for 30 days than they will from measuring their digital content just because of the nature of their business and their digital footprint. So, you'll have different clients that will certainly be more in favor of moving further or faster on one particular piece of the measurement than others.

But the way the ecosystem works is its buyers and sellers, and ultimately, they have to come together to agree on what's included in the currency and what's not. But that doesn't preclude clients from taking bits and pieces of other data or analytics to try and help them position their inventory. So, there are a number of clients today that will readily tell you that they didn't wait for a digital metric to hit the market as they tried to go monetize inventories based on server logs and other pieces of data to get there. But the ecosystem works most efficiently when you have a currency that clients are trading on.

So, the clients that we had in data are all looking at the proprietary data sets now to see what the numbers say, what do they mean, how to think about that in the context of their business models, and their business plans, and then you'll start to see them think about how to go transact. And that's why you have to bring in both the advertisers and the publishers together to decide on what the currency is going to be. Again, we don't actually determine that, but we certainly convene into groups and facilitate the conversations.

Go ahead.

<Q>: So, longer term, you talked about measuring TV with OCR methodology if you're going to pick a panel, which has benefits to calibration. And then there's been speculation in the press about set-top box data and so forth. Does this 2006 surprise for us or is this something a little bit longer term?

<A - Jamere Jackson>: We've been pretty open about the fact that we see the future of measurement being a combination of high-quality panels like we have today and granular big datasets like set-top box data, if you will in the linear world. If you think about what we're doing in digital, that's exactly the way we do measurements today. So, we take our panels to calibrate big datasets like the Facebook registration database or Tencent in China, for example, where there's no Facebook. So, we're executing along the lines of that framework today. But there's no question that we see, the future of measurement in this world where media is continuing the fragment is taking out a high-quality big dataset and combining that with panels.

We already have a lot of experience working with set-top box data today. In fact, we use set-top box data pretty extensively in some of our marketing effects in these products, where we take media exposures and take a look at purchase data, as a result of those media exposure. So, a lot of experience there today, very comfortable working with the data and we do see at some point that measurement will actually include the combination of the two and we know exactly what we need to do to go execute there, so...

<Q - Andrew Charles Steinerman>: I mean, on set-top box data, remind me if Nielsen currently stabilizes some of the local markets using set-top box data?

<A - Jamere Jackson>: So, in today's world, we don't use set-top box data as part of our measurement. However, we do use set-top box data, as I said, as part of analytics. What set-top box data would enable you to do is in – particularly, in some of those long-term markets, where your sample sizes obviously are going to be challenged just based on the number of sort of people in the market and how many people that are in your sample. We have more tuning data, if you will, you could use that tuning data and calibrate that with the panel. I hope you have a much more granular answer on audiences in some of those local markets and it's something that we've looked at, and again, as media continues to fragment, you'll see us do that one more.

<Q>: I wonder – looking up at the screen and the breakdowns, I wonder if you can give us a little bit more granularity in terms of how you do the pricing structure, how the pricing structure has changed, what percentage of your revenue is coming from total ad versus total content that you sell them discretely. And if you can give us a feel for the total audience revenue base, where it's going and within that overlay, can you also discuss the strategy and profit margins?

<A - Jamere Jackson>: Yeah. So, if you think about our business today, linear TV is still 90% of the viewing today. And so, this notion of fragmented audiences, while there's lots of discussions around it, it's still a very small part of the viewing but growing pretty rapidly. So, 90% of the viewing is in sort of the linear world. That's where the lion's share of our revenue comes from today.

What we're seeing with our clients though is that as media continues to fragment, we continue to bring these offerings to the table, our clients are literally saying, listen Nielsen, we just want you to measure our audiences. So, they want a contract with us on a total audience basis. They want to have a flexibility to go use those products to do the things that they need to do for their business models.

So, you're going to see Digital Ad Ratings continue to be a growing piece of that revenue. You're going to see Digital Content Ratings be a growing piece of the revenue. But it's going to be gradual because again, 90% of the viewing today is still in the linear TV world, and that's happening now.

For the native digital guys, again, these are new clients for us and those are incremental opportunities for us to go sell in on the marketplace, and that's how we get our client like the Google to be one of our top 20 clients. That's how we have a client like Facebook who has embraced independent, third-party measurement to help them monetize their inventories, be a good client for us, and a number of digital players really across the spectrum that now are able to have a TV comparable, TV quality metric to help them monetize inventories. That bodes well for our business. We think the margins will be very good for us, and you'll see us over time have a growth to your business because these fast-growing slices of the marketplace will increasingly become a bigger part of our revenue stream.

<Q - Andrew Charles Steinerman>: Jamere, you're the CFO, I think that we've been talking so long about market strategy, what about a little discussion of free cash flow? In my observation, it's in place about a year and a half, it's really been transformational. Very different trajectory of free cash flow, free cash flow conversion onto to your tenure. Do you think it was just time to do it? Why is it happening now in the Nielsen evolution? Is it all about you?

<A - Jamere Jackson>: I'd love to say it's all about me. The reality is it's more about our shareholders, to be honest with you. Our free cash flow profile is a big piece of the Nielsen story, if you will. It's what gives us the fuel to grow our business and return the majority of that free cash flow back to our shareholders in terms of dividends and buybacks. So, we've been looking at it. We've been focused on it. We're running the place with intensity on all the things...

<Q - Andrew Charles Steinerman>: Yeah, what does that mean? I know you use that phrase, running the place with intensity, does that mean...

<A - Jamere Jackson>: That is a little bit of a Jamere-ism. But what it basically means is that, look, all of the things that I've learned in my industrial background about what it takes to go drive free cash flow are all applicable in an infill services world. So, the things that you do around working capital in terms of receivables and payables and unbilled activities, those are all the things that you have to go do on a day-to-day basis, rolling up your sleeves and making sure that you're driving free cash flow.

The intensity that we have around making sure that we're making the right investments from a capital standpoint is important. We're making sure that the projects that we bankroll have the right level of returns. And so, those are things that I've taken a special interest in, but it's really for all the fundamental reasons. It's what gives us the fuel to grow, as I said and return a large chunk of cash to investors in a meaningful way.

<Q - Andrew Charles Steinerman>: Makes a lot of sense. Other questions? Boy, it's funny. I take Nielsen questions every day, but I put you people in the room by yourself, you get all quiet on me.

<A - Jamere Jackson>: I think you've answered them all.

<Q - Andrew Charles Steinerman>: It's hard to answer them all. Just give a quick word on capital allocation, since you just talked about free cash flow, the various priorities from this point forward?

<A - Jamere Jackson>: Yeah, we've said that if you look at our – first of all, starting with our leverage target, we hold our leverage target somewhere in the three times area. Translate that is probably you won't see us with a two handle. Probably won't see us with a four handle, but sometimes – somewhere in the three times area. And if you look at our free cash flow that we'll allocate roughly 45% to the dividend, which we intend to grow in line with earnings, we'll toggle roughly 40% between M&A or tuck-in M&A opportunities or buybacks. And then the remainder to service the mandatory debt and this gives us tremendous flexibility to grow our business and return cash to investors in a meaningful way.

<Q - Andrew Charles Steinerman>: What are the things that you would think investors or Steinerman would be asking you that you're just not getting asked? That you think it's sort of important and somehow it's not rising to the surface because you're not being asked about it.

<A - Jamere Jackson>: We talked a little bit about free cash flow. I think the one thing that sometimes with all of the noise that's in the marketplace, whether it's the so-called media meltdown this past summer or wobbles in the emerging markets, but our business has been steady and remarkably resilient sort of through the cycles if you will.

<Q - Andrew Charles Steinerman>: And growing.

<A - Jamere Jackson>: And growing. On a constant currency basis, 37 consecutive quarters of constant currency revenue growth, we've been sort of consistent mid-single-digit revenue growers with expanding our margins 40 basis points to 60 basis points through the cycle. We've had earnings growth of sort of double-digits to mid-teens free cash flow. We've talked about a pretty good capital structure. So, sometimes because of the nature of the business that we're in, there's a lot more noise in the marketplace that ultimately doesn't impact us a lot in terms of what we're able to deliver.

I mean, our teams are pretty focused, most of the things that we actually see in this cycle, many of the folks that have been around the business for a long time have sort of seen this movie and we've been executing through the cycles and that's important. And again, I think you hit it that growing free cash flow profile that we've talked about is increasingly becoming a bigger piece of the story. And we're committed to growing our business and returning a large chunk of that back to investors.

<Q - Andrew Charles Steinerman>: What will often happen is when you talk about Nielsen or talk – with Nielsen, you talk so much about Watch. You know, you haven't really said much about Buy today. My first question is with the dynamics of growth, emerging markets decelerating, developed markets accelerating, what do you feel about the trajectory of the growth of your Buy business, which actually is a bigger business than your Watch business?

<A - Jamere Jackson>: Yeah, so our Buy business has been consistent through the cycles as well. We've seen over the last two or three years, you've seen the developed markets be sort of low singles and you've seen the emerging markets be mid singles to high singles. And so the combination of the two dynamics in our Buy business has been remarkably resilient through the cycles as well.

And it's based on a couple of things. Number one, we continue to invest in coverage. So, if you look at where we are today, we're in 106 or so markets around the world. We've been investing in coverage and capability in those markets. And that pays off for us in terms of the growth trajectory of the business.

You have to be resilient through the cycles and invest in that coverage and you have to be disciplined about investing in that coverage and we've done that. So, we feel good about the trajectory of that business being sort of a mid-single-digit grower over time and despite all the things that you see in terms of pressures in the marketplace, we keep investing, we keep adding capabilities and our business keeps growing.

<Q - Andrew Charles Steinerman>: Okay. How about the Buy margins? It's been a big story to hear that after years and years of investment, you finally got some margins up on a constant currency basis through this year. Was that sort of easy or hard? And my question really is about sustainability of the margins continue to go up in the Buy business and you have to make much bigger changes to get the margins up further.

<A - Jamere Jackson>: There are two dynamics in our Buy business that helped our margin story. Number one is, in some of the earlier investments that we made in emerging markets call it four years or five years ago, some of those investments in our business in those markets are starting to scale and once those businesses start to scale, you start to get the margin calories out of those businesses that you would expect, just like you'd expect in the developed world.

And the second is that every year, we focus on driving productivity in the business and our operations and technology teams are working on productivity initiatives year-after-year and those actually become regenerative over time when you think about the kinds of projects that we put in place. And so, a combination of emerging markets scaling, continue to focus on driving productivity has our Buy margins moving in the right direction.

Now, the reality is that there is still a tremendous opportunity to expand coverage, particularly in the emerging markets. So, when you look at a market like China where there'll be another 200 cities or so with 1 million people or more, we're going continue to double down on investing to follow rising populations, emerging middle classes, urbanization, those are all trends that are going to drive a lot of consumption in the Buy business and we're going to invest in our coverage accordingly and it's going to payoff for us in terms of growth and earnings in the future.

<Q - Andrew Charles Steinerman>: One other thing, kind of hard, like the next thing – like when I think about a CPG company, you have a lot of people onsite, like the delivery of the data just seems kind of labor-intensive to me. Do you think that could change? And I'm sure you would say, Nielsen would like it changed, I mean do you think the customer would accept a more automated solution and do you think it's a fair question?

<A - Jamere Jackson>: Yeah. I mean, it is a fair question. I think we're always looking at new technologies that enable us to do data acquisition much more efficiently than we are today. The reality is if you look in the emerging markets, for example, we have a lot of traditional trades. So, translation, we have people literally going into stores and kiosks and card tables on the side of the road basically counting things because you don't have modern trade where you have sophisticated POS system that enable us to capture a lot of data electronically.

Now, on the one hand, that's a tremendous competitive advantage for us, but on the other hand, it also creates an opportunity for us to get a lot more productive in the future and improve the margins and the quality of the data and those sorts of things, but today, we literally have a tool that go and count things individually.

Andrew Charles Steinerman

Perfect. I think it's great place to end. Thank you, Jamere. We appreciate your time.

Jamere Jackson

Thanks. Good job. Good to see you.

Andrew Charles Steinerman

Thank you.