

MSCI Inc. (NYSE: MSCI)

Equity Research Pitch Deck

Information-services compounder with index toll-road economics, AI-enabled analytics distribution, and private-market optionality.

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Quarterly Highlights →

Driving Innovation from New and Enhanced Solutions

New solutions launched this quarter span AI-enabled delivery channels, an expanding suite of private credit, real assets and factor indexes, and deal-level analytics, reinforcing MSCI's position as a trusted platform for investment decision-support tools across public and private markets.



MSCI Connectors - Enabled AI Delivery

- Live integrations with OpenAI (ChatGPT), Anthropic (Claude) and Microsoft Copilot across AI Portfolio Insights, Index Intel, Private Capital Intel and Total Plan Manager; Google Gemini integration to be live soon
- Portfolio managers and wealth managers can access portfolio risk analytics in plain language within their existing AI tools
- Private Assets: Benchmarking, exposure/transparency data, Real Assets indexes and Private Capital Intel (15,200+ funds / \$12.9T) within client AI workflows
- Embedding trusted MSCI data, analytics and content into emerging AI platforms and client operating models

New Index Launches

- **Private Credit Holdings Index:** gross-of-fees performance at the holdings/loan level from LP-sourced data
- **PEPFI (Pan-European Property Fund Index):** two new sub-indexes covering Residential and Industrial funds
- **European Health & Care Index:** first thematic index for MSCI Real Assets, covering senior care and healthcare facilities
- **MSCI Quantitative Factor Index Module:** 125 new indexes targeting Momentum, Value, Quality and other style factors

Private Asset and Deal Metrics (Credit) Launch

Investor-grade private credit insights across 29,000+ loans and 13,000+ borrowers on MSCI Private Markets Console, enabling clients to screen opportunities, benchmark performance, and engage LPs with confidence.

Executive Summary: Quality compounder, but valuation discipline matters

Recommendation: preliminary Long / Buy thesis, with valuation to be refined using full comps and model work.

+18.5%

Q2 adj. EPS growth YoY

+12.1%

Q2 total run-rate growth

62.0%

Q2 adj. EBITDA margin

\$575.74

Current share price

31.5x

Current P/E

CORE INVESTMENT CASE

- MSCI operates like a toll road on institutional portfolio construction: indexes, analytics, sustainability data and private-asset tools are embedded in client workflows.
- Index remains the engine: Q2 showed strong growth and record AUM linked to MSCI indexes, supporting asset-based fee upside.
- Analytics, private assets and AI-enabled delivery broaden the story beyond passive equity markets and make MSCI more strategically relevant to asset managers and wealth platforms.
- Valuation is the main debate: high-quality economics deserve a premium, but upside requires continued run-rate growth and resilient margins.

SLIDE-LEVEL THESIS MAP

1 Index franchise ETF/passive growth keeps monetizing MSCI benchmarks

2 Workflow expansion Analytics + AI + private markets deepen client utility

3 Cash compounding High margins and buybacks support EPS growth

Preliminary valuation view Illustrative base-case target: ~\$640, implying ~11% upside from the current price. Final price target should be refreshed after peer comps and DCF are completed.

Industry Overview: financial data vendors win when workflows become harder to replace

MSCI sits inside a high-value information-services market where data, benchmarks and analytics become embedded in institutional decision-making.

WHAT THE INDUSTRY SELLS

- Recurring access to proprietary data, benchmarks, risk models, analytics and decision-support tools.
- High switching costs: data feeds, portfolio systems and benchmark choices become part of client processes.
- Growth linked to asset management complexity, ETF adoption, private markets, regulatory reporting, risk oversight and client demand for transparency.

MSCI-RELEVANT MARKET TAILWINDS

ETF / passive growth

More assets benchmarked to indexes increases licensing and asset-based fee opportunities.

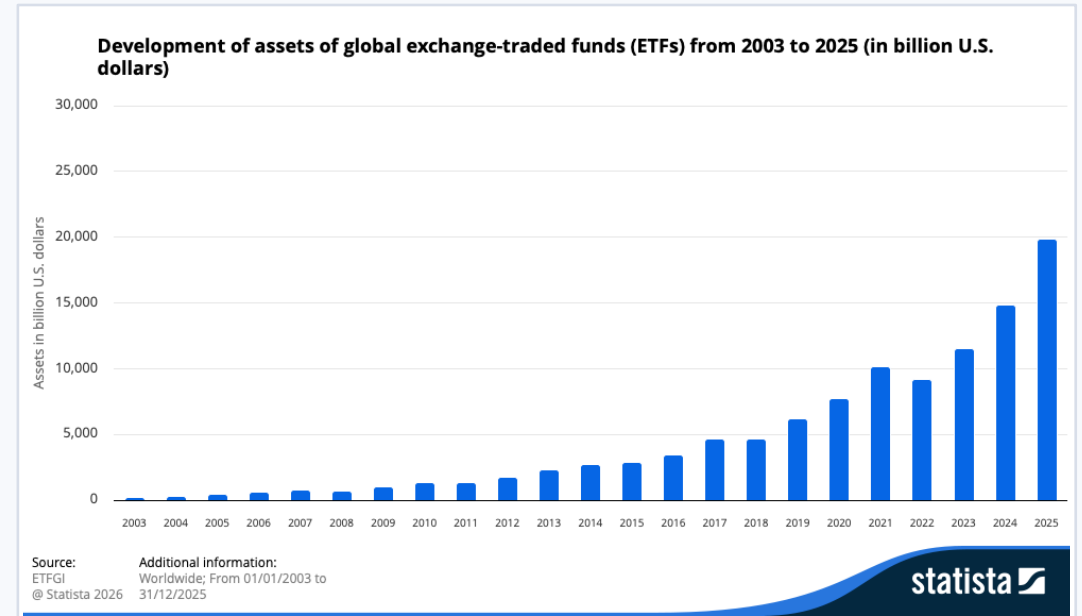
Private-market data gap

LPs, GPs and wealth channels need standardized transparency across less liquid asset classes.

AI workflow adoption

Data owners with trusted content can distribute through AI interfaces rather than being displaced.

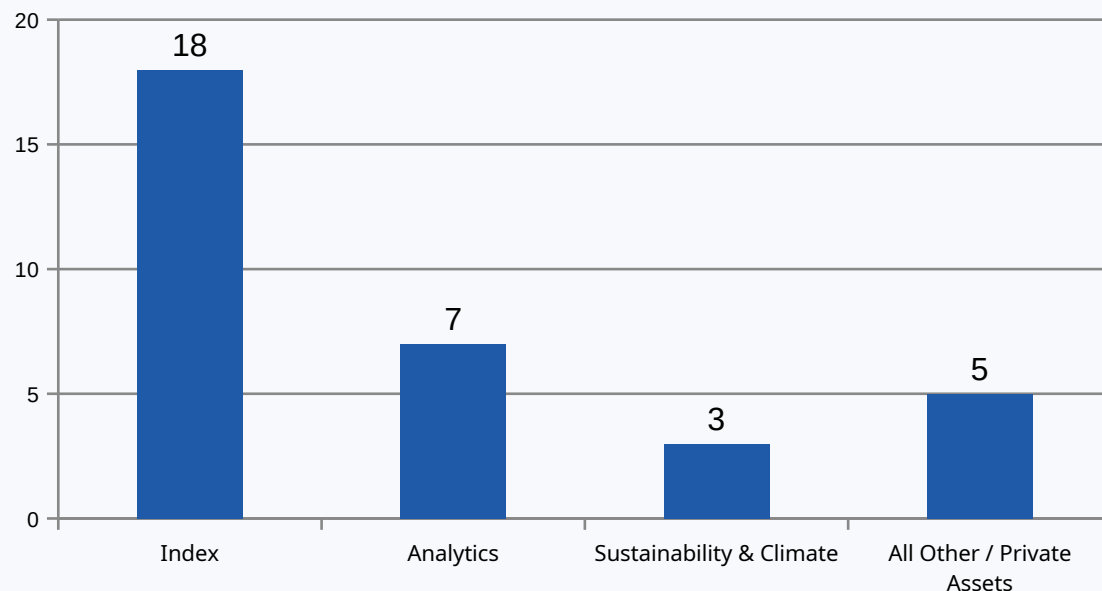
ETF GROWTH IS THE CORE INDUSTRY VISUAL



Implication: benchmark providers monetize the shift from active selection to index-linked products, especially when assets scale globally.

Company Overview: MSCI is a four-pillar investment-data platform

The earnings presentation highlights Index, Analytics, Sustainability & Climate, and All Other / Private Assets as the operating lenses for the business.



Q2 operating revenue: segment growth confirms Index as the near-term engine while the platform remains diversified across analytics, sustainability and private-asset solutions.

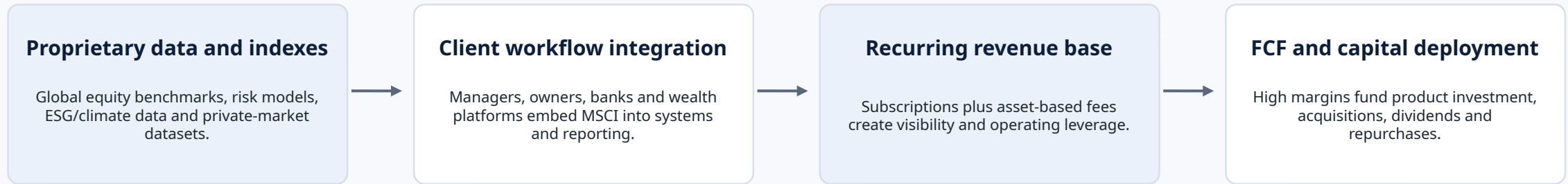


Source exhibit: Q2 2026 revenue segmentation and organic growth.

- Asset managers and ETF issuers monetize MSCI indexes through subscription and asset-based fee arrangements.
- Institutional clients use Analytics for risk, portfolio construction and multi-asset decision support.
- Sustainability & Climate and Private Assets expand the addressable market beyond traditional public-market indexes.

Business Model: embedded data creates a self-reinforcing flywheel

The economics work because MSCI combines recurring subscriptions, asset-based fees and workflow integration.



WHY THE MODEL MATTERS

- Retention and run-rate are more important than single-quarter revenue because they indicate stability of the subscription base.
- Asset-based fees introduce upside when MSCI-linked ETF assets rise, but also make part of revenue market-sensitive.
- High operating leverage means incremental revenue can convert to earnings and free cash flow if margins remain disciplined.

KEY METRICS TO TRACK

Run Rate

Retention Rate

Asset-Based Fees

Adj. EBITDA Margin

Share Repurchases

Thesis test: does MSCI continue to convert workflow importance into pricing, retention and per-share FCF growth?

Thesis 1: Index remains the primary engine of MSCI value creation

The market may underappreciate the durability of index licensing when ETF/passive adoption and benchmarked assets keep expanding.

+18%

Index organic growth

+12.1%

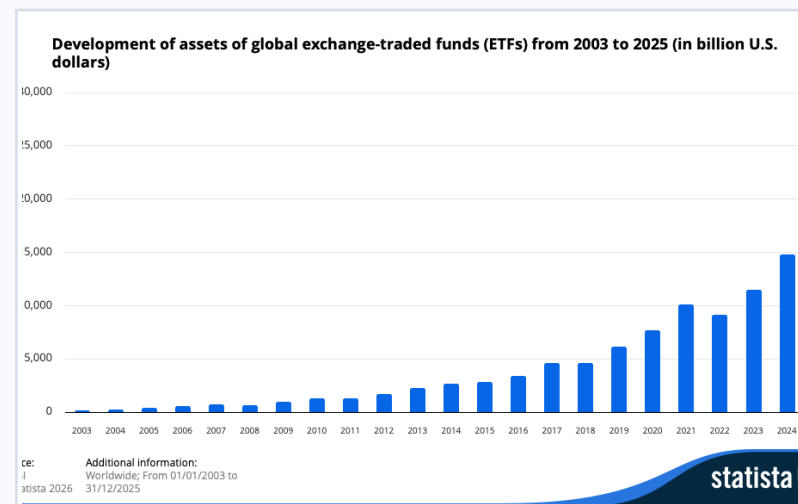
Total run-rate growth

Record

ETF-linked AUM benchmarked to MSCI

VARIANT VIEW

- MSCI is not merely selling index names; it licenses benchmarks embedded in ETF products, derivatives, asset-allocation processes and institutional mandates.
- Asset-based fees create upside when AUM rises, while non-ETF subscription products reduce reliance on any single channel.
- Q2 commentary highlighted record ETF AUM linked to MSCI indexes and strong Index subscription performance.



WHAT WOULD PROVE THE THESIS

- Continued ETF AUM inflows into MSCI-linked products.
- Growth in futures, options and custom index products.
- Run-rate growth in Index outpacing market levels over time.



Source exhibits: global ETF assets and MSCI run-rate / asset-based fee detail.

Thesis 2: Analytics, AI and private assets expand MSCI beyond public-market indexes

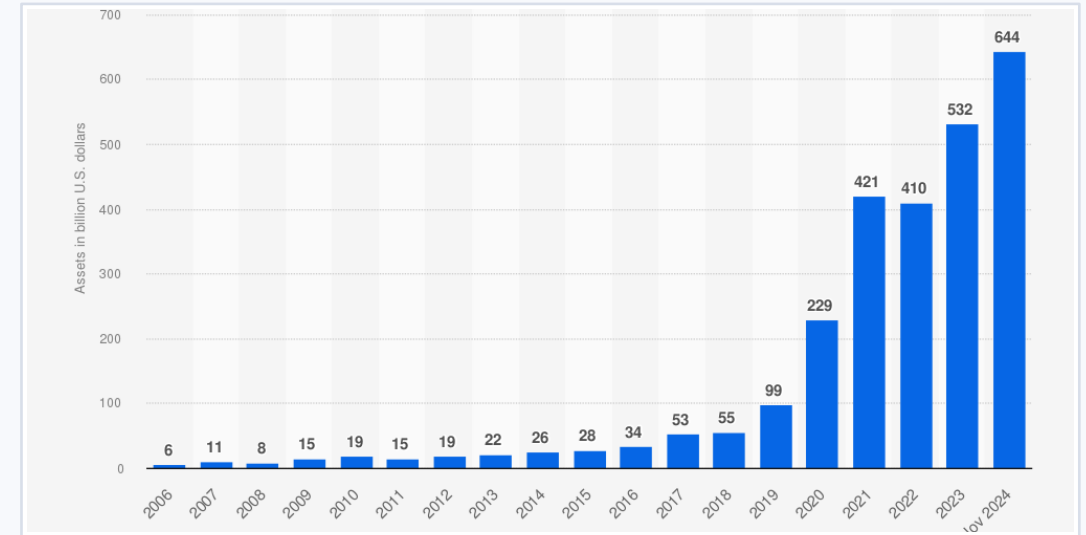
Private markets and AI-enabled delivery can make MSCI more useful across the full investment workflow.

KEY EVIDENCE FROM Q2 MATERIALS

- MSCI reported AI integrations across major interfaces including ChatGPT, Claude and Microsoft Copilot, with Google Gemini expected to follow.
- The UBS partnership is designed to combine MSCI data and analytics with UBS alternatives expertise to expand an AI-powered private-markets platform.
- The planned First Street acquisition adds physical climate-risk models across more than two billion structures globally.

WHY IT MATTERS STRATEGICALLY

- Private-market data is less standardized than public markets, making trusted data providers more valuable.
- AI interfaces could increase consumption of MSCI data inside existing workflows instead of displacing the platform.
- Physical climate risk links sustainability data to pricing, underwriting and portfolio-level risk management.



Source exhibits: ESG ETF asset growth and MSCI product / AI expansion highlights.

Thesis 3: Cash compounding supports per-share value while investors wait

High margins, recurring revenue and disciplined capital deployment are the economic backbone of the long case.

62.0%

Adjusted EBITDA margin

46.2%

Operating margin

2.8x

Net debt / LTM adj. EBITDA

CASH-FLOW LOGIC

- The business has high incremental margins because much of the product is data, analytics and licensing rather than capital-intensive operations.
- Recurring run-rate and retention metrics make revenue more visible than in cyclical financial-services businesses.
- The balance sheet leaves room for continued repurchases, dividends and bolt-on acquisitions, assuming the company protects leverage.

MARKET DEBATE

- At 30x+ earnings, the stock needs growth to stay visible.
- If market-linked asset-based fees slow, the multiple could compress.
- M&A adds optionality but also integration risk.

Additional Information →

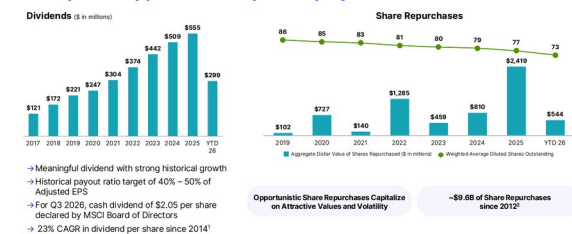
Strong Balance Sheet Provides Optionality



MSCI

Additional Information →

Disciplined Approach to Capital Deployment for Shareholders



MSCI

Financial Analysis: Q2 2026 showed broad run-rate and earnings momentum

The current facts support a quality-compounder narrative, but the deck still needs a full historical model before final submission.

Operating revenue growth	+12.2%	Organic revenue growth	+12.2%
Subscription run-rate growth	+6.7% reported / +8.0% organic	Adjusted EBITDA growth	+12.4%
Operating income growth	+14.5%	Adjusted EPS growth	+18.5%

ANALYTICAL TAKEAWAYS

- Growth is not concentrated in a single metric: revenue, run-rate, margin and EPS all improved in Q2.
- The key next step is to separate structural subscription growth from market-sensitive asset-based fee growth.
- For the final version, build a three-year historical model with segment revenue, EBITDA, FCF and share count.



Valuation: premium quality, modest preliminary upside without a full model

The initial valuation uses a quick scenario approach; it should be replaced with Capital IQ / FactSet peer data before final submission.

\$575.74

Current share price

\$42.0B

Market cap

31.5x

Current P/E

PEER SET FOR FINAL COMP WORK

S&P Global

FactSet

Moody's

Morningstar

LSEG

Verisk

FINAL MODEL BUILD

- Revenue by segment
- EBITDA margin bridge
- FCF conversion
- Share count / buybacks
- Bull / base / bear DCF

Case	Assumption	Implied value	Upside
Bull	Run-rate acceleration + multiple holds	\$720	+25%
Base	Growth holds; mild premium multiple	\$640	+11%
Bear	ABF slows; multiple compresses	\$470	-18%

Illustrative base-case target:

~\$640

Recommendation: preliminary Long, but final call depends on detailed peer multiples and DCF.

Risks and Catalysts: thesis depends on AUM, retention and successful product expansion

This slide frames what could re-rate MSCI and what could break the long case.

KEY RISKS

Market-linked fees	Falling markets or ETF outflows pressure asset-based fee revenue.
ESG slowdown	Sustainability and climate demand may remain softer than earlier expectations.
Valuation premium	Multiple compression could overwhelm good operating results.
Competition	S&P Global, FactSet, LSEG and Bloomberg compete for enterprise data budgets.
M&A integration	Private assets and climate acquisitions must convert into monetizable client workflows.

POTENTIAL CATALYSTS

Q3/Q4 results	Run-rate acceleration, retention stability and segment-level growth.
ETF AUM	Continued growth in MSCI-linked ETFs and derivatives usage.
First Street close	Adds physical climate-risk capabilities if completed on expected terms.
AI products	Client adoption of MSCI data through AI workflow integrations.
Private wealth	UBS partnership validates private-market distribution opportunity.

Decision rule: remain constructive while run-rate growth, retention and margins hold; reassess if market-linked fees or subscription cancellations deteriorate materially.

Conclusion and Sources: a strong foundation for a final investment-club submission

The deck is ready as a first full draft; final work should refine valuation, insert downloaded Statista charts and add peer multiples.

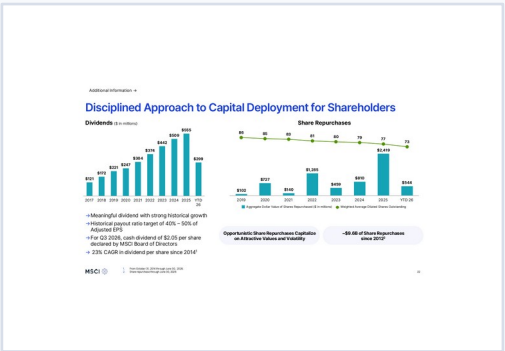
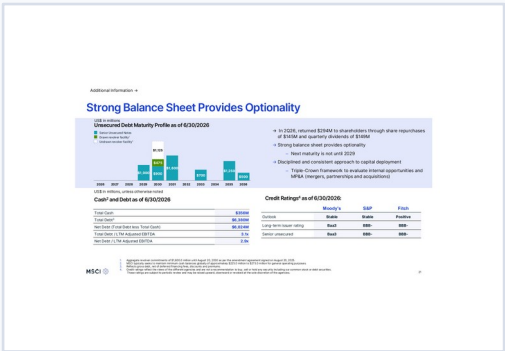
CONCLUSION

- MSCI is a high-quality information-services company with index economics, workflow stickiness and expanding private-market/AI relevance.
- The best initial pitch is not that MSCI is cheap; it is that investors may underestimate the durability of the Index franchise and the runway beyond public markets.
- The deck can be upgraded quickly by inserting the downloaded Statista charts and completing a full peer multiple table.



SOURCES USED / TO INSERT

- MSCI Q2 2026 Earnings Presentation and filings.
- Zacks Equity Research - MSCI report, July 2026.
- IBISWorld - Financial Data Service Providers in the US.
- IBISWorld - Business Information Resellers in the US.
- Statista - worldwide ETF assets and global ESG ETF assets charts.
- S&P Global Investor Fact Book and FactSet investor presentation.



Appendix source exhibits: revenue mix, AI/private assets, balance sheet and capital deployment.

Disclaimer: prepared independently by Osmane Sankara for educational and career-development purposes. Not investment advice. Estimates are preliminary.

Research Sources and Methodology

This page documents the materials used to build the independent MSCI research sample and makes the workflow transparent for internship review.

PRIMARY COMPANY MATERIALS

- MSCI Inc. 2025 Annual Report / Form 10-K.
- MSCI Inc. Q1 2026 Form 10-Q and Q2 2026 Form 10-Q.
- MSCI Q1 2026 and Q2 2026 earnings releases.
- MSCI Q1 2026 and Q2 2026 earnings presentations.
- MSCI Q2 2026 earnings call transcript, where available.

INDUSTRY AND MARKET RESEARCH

- IBISWorld: Financial Data Service Providers in the US, OD5491, Dec. 2025.
- IBISWorld: Financial Data Service Providers in the US, OD5491 Risk Report, Jul. 2026.
- IBISWorld: Business Information Resellers in the US, OD4750.
- Statista / ETFGI: worldwide ETF assets, 2003-2025.
- Statista / ETFGI: global ESG ETF assets, 2006-Nov. 2024.

COMPARABLE AND SECONDARY SOURCES

- Zacks Equity Research: MSCI Inc. research report, July 2026.
- S&P Global Investor Fact Book, 2025 edition, used for competitor context.
- FactSet investor presentation, used for competitor context.
- Oxford Alpha Fund Gartner report used only as a formatting and communication reference; no wording, valuation or thesis was copied.

ANALYTICAL PROCESS

- Source collection: company filings, earnings materials, industry reports, charts and competitor materials were organized in a research folder.
- Evidence extraction: key operating metrics, segment trends, industry drivers and risks were identified from the documents.
- Reasoning framework: each investment thesis was framed as claim -> evidence -> implication -> risk, rather than as a simple summary.
- Output: this draft is designed to demonstrate the workflow of equity research, not to replace a professional sell-side report.

Academic / portfolio note: prepared as an independent research sample by Osmane Sankara, MBA Candidate (Finance), Toronto Metropolitan University. The purpose is to demonstrate research process, financial reasoning, communication and document design for internship applications.

Disclaimer

Important notice regarding the purpose, limitations and use of this independent research sample.

- This report was prepared independently by Osmane Sankara as part of a personal investment research portfolio and career-development project.
- It is intended solely to demonstrate equity research workflow, financial analysis, valuation thinking, market research synthesis and professional communication for internship and job-application purposes.
- This document does not constitute investment advice, a solicitation, an offer, or a recommendation to buy, sell, or hold MSCI Inc. securities or any other security.
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- The analysis relies on public filings, earnings materials, industry research, third-party charts and reasonable estimates available at the time of preparation. While care was taken to use sources believed to be reliable, the information may contain errors, omissions, outdated figures or simplified assumptions.
- Any valuation, target price, recommendation language, scenario analysis, charts or estimates are preliminary, illustrative and educational. They should not be relied upon for actual investment decisions.
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Prepared by Osmane Sankara | Independent Equity Research Project | Toronto Metropolitan University MBA Candidate (Finance) | July 2026