### Wolters Kluwer 2022 Half-Year Results

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### Forward-looking statements

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Growth rates are cited in constant currencies unless otherwise noted.



### Agenda

- Introduction
- Financial Review
- Operating and Strategic Review
- Outlook 2022
- Appendix: Financial Supplement
- Appendix: ESG Metrics



### Introduction

The first half saw strong organic growth and margin improvement; we made early progress on our 2022-2024 strategic plan

Accelerate Expert Solutions

Expand Our Reach

Evolve Core Capabilities **Financial Results** 

Organic growth +7%

Adjusted operating margin 28.2%, up 130 bps

**Diluted adjusted EPS +11%** in constant currencies

Adjusted free cashflow €497 million, down 4% in constant currencies

**ROIC improved to 14.8%** 

Balance sheet remains strong

2022 share buyback increased to €1 billion

Strategic and ESG Progress

Grew *expert solutions* to 56% of total revenues

Grew cloud software revenues 20% organically

Increased product development spending to 10% of revenues

Further expanded HR efforts to attract and retain talent amid tight global markets for skills

Developed TCFD<sup>1</sup> roadmap and made early progress in assessing Scope 3 footprint

1. TCFD = Task Force on Climate-Related Financial Disclosures.



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### First-half 2022 results

Strong organic growth and margin improvement; cash flow development as expected

(€ million, unless otherwise stated)	HY 2022	HY 2021	Δ	ΔCC	ΔOG
Revenues	2,600	2,280	+14%	+7%	+7%
Adjusted operating profit	734	613	+20%	+10%	+11%
Adjusted operating profit margin	28.2%	26.9%			
Diluted adjusted EPS	2.04	1.66	+23%	+11%	
Adjusted free cash flow	497	476	+4%	-4%	
Net-debt-to-EBITDA ratio	1.3x	1.7x			
ROIC <sup>1</sup>	14.8%	12.8%			

Δ: % Change; Δ CC: % Change in constant currencies (€/\$ 1.18); Δ OG: % Organic growth. Note: 1. ROIC is based on twelve-months rolling figures.



### **Revenues by division**

All four divisions delivered strong organic growth

<b>(</b> € million)	HY 2022	HY 2021	Δ	Δ CC	ΔOG
Health	674	579	+16%	+6%	+6%
Tax & Accounting	843	732	+15%	+9%	+9%
Governance, Risk & Compliance	638	544	+17%	+7%	+6%
Legal & Regulatory	445	425	+5%	+3%	+6%
Total revenues	2,600	2,280	+14%	+7%	+7%

Δ: % Change; Δ CC: % Change in constant currencies (€/\$ 1.18); Δ OG: % Organic growth.



#### HY 2022 Revenues by Division



### **Revenues by type**

Organic Growth (%)

Digital & services subscriptions posted +8% organic growth; growth in nonrecurring revenues slowed, with mixed trends

**Recurring Revenue Types (81% of total)** Non-recurring Revenue Types (19% of total) 30% 30% 6% of total 73% of total revenue revenue 20% 20% 8% 8% 7% 10% 6% 10% 6% 5% 0% 0% -10% -10% 9% of total -20% revenue -20% -30% -30% 2H 19 1H 20 2H 20 1H 21 2H 21 1H 22 2H 20 1H 21 1H 22 2H 19 1H 20 2H 21 LS transactional Digital & services subscription revenues •••••• FS transactional, excl. PPP<sup>1</sup> Print subscription revenues Print books Other recurring revenues Other non-recurring

1. PPP refers to the U.S. Small Business Association's Paycheck Protection Program.



Organic Growth (%)

### Adjusted operating profit by division

Margin benefitted from operational gearing and favorable currency mix

					Mai	SIII
HY 2022	HY 2021	Δ	ΔCC	ΔOG	HY 2022	HY 2021
216	181	+19%	+8%	+8%	32.0%	31.2%
270	229	+18%	+10%	+10%	32.0%	31.3%
206	175	+18%	+7%	+6%	32.2%	32.1%
69	53	+31%	+27%	+36%	15.6%	12.5%
(27)	(25)	+11%	+8%	+8%		
734	613	+20%	+10%	+11%	28.2%	26.9%
	216 270 206 69 (27)	2702292061756953(27)(25)	216       181       +19%         270       229       +18%         206       175       +18%         69       53       +31%         (27)       (25)       +11%	216       181       +19%       +8%         270       229       +18%       +10%         206       175       +18%       +7%         69       53       +31%       +27%         (27)       (25)       +11%       +8%	216       181       +19%       +8%       +8%         270       229       +18%       +10%       +10%         206       175       +18%       +7%       +6%         69       53       +31%       +27%       +36%         (27)       (25)       +11%       +8%       +8%	HY 2022HY 2021ΔΔ CCΔ OGHY 2022216181+19%+8%+8%32.0%270229+18%+10%+10%32.0%206175+18%+7%+6%32.2%6953+31%+27%+36%15.6%(27)(25)+11%+8%+8%

Δ: % Change; Δ CC: % Change in constant currencies (€/\$ 1.18); Δ OG: % Organic growth.



#### HY 2022 Adjusted Operating Profit by Division<sup>1</sup>



Margin

### Adjusted net profit and EPS

Diluted adjusted EPS up 11% in constant currencies, reflecting the strong operating results and a lower share count

(€ million, unless otherwise stated)	HY 2022	HY 2021	Δ	Δ CC
Revenues	2,600	2,280	+14%	+7%
Adjusted operating profit	734	613	+20%	+10%
Adjusted operating profit margin	28.2%	26.9%		
Adjusted net financing costs	(42)	(42)		
Equity-accounted investees, net of tax	0	0		
Adjusted profit before tax	692	571	+21%	+11%
Tax on adjusted profit	(165)	(134)		
Benchmark tax rate	23.8%	23.5%		
Non-controlling interests	0	0		
Adjusted net profit	527	437	+21%	+10%
Diluted weighted average shares (million)	258.2	262.7		
Diluted adjusted EPS	€2.04	€1.66	+23%	+11%

 $\Delta$ : % Change;  $\Delta$  CC: % Change in constant currencies (€/\$ 1.18).



### Adjusted free cash flow

Lower cash conversion and higher tax paid impacted adjusted free cash flow as expected

(€ million, unless otherwise stated)	HY 2022	HY 2021	Δ	<u>Δ CC</u>
Adjusted operating profit	734	613	+20%	+10%
Depreciation, amortization, and impairment of other				
intangibles	109	101		
Depreciation of right-of-use assets	34	36		
Adjusted EBITDA	877	750	+17%	+8%
Capital expenditure	(139)	(107)		
Repayment of lease liabilities and lease interest paid	(39)	(38)		
Autonomous movements in working capital	4	54		
Adjusted operating cash flow	703	659	+7%	-1%
Cash conversion ratio	96%	107%		
Paid financing costs (excl. lease interest)	(42)	(44)		
Paid corporate income tax	(175)	(127)		
Net increase/ (decrease) in restructuring provision <sup>1</sup>	(4)	(20)		
Other <sup>2</sup>	15	8		
Adjusted free cash flow	497	476	+4%	-4%

Δ: % Change; Δ CC: % Change in constant currencies (€/\$ 1.18). Notes: 1. Adjusted free cash flow excludes additions to provisions for acquisition integration and restructuring of stranded cost following divestment. 2. Other includes share-based payments (2022: €12 million; 2021: €10 million), tax adjustments relating to the net tax effects on divested assets, consolidation of platform technology, and repatriation tax, and other items.



### Movement in net debt

Balance sheet remains strong enabling increased cash returns to shareholders

(€ million, unless otherwise stated)	HY 2022	FY 2021	HY 2021
Net debt at start of period	(2,131)	(2,383)	(2,383)
Adjusted free cash flow	497	1,010	476
Dividends paid	(264)	(373)	(233)
Acquisition spending, net of cash acquired, including costs <sup>1</sup>	(71)	(113)	(99)
Divestiture cash proceeds, net of cash disposed, including costs <sup>2</sup>	(4)	68	(1)
Share repurchases	(302)	(410)	(201)
Net decrease/ (increase) in lease liabilities	(6)	17	(5)
Other <sup>3</sup>	78	53	29
Movement in net debt	(72)	252	(34)
Net debt at end of period	(2,203)	(2,131)	(2,417)
Net-debt-to-EBITDA <sup>4</sup> ratio	1.3x	<b>1.4</b> x	1.7x

Notes: 1. Includes acquisition spending, net of cash acquired (HY 2022: €69 million) and acquisition related costs (HY 2022: €2 million). 2. Includes proceeds from divestments, net of cash disposed (HY 2022: -€1 million) less divestment-related costs (HY 2022: -€3 million). 3. 'Other' includes FX differences in cash and cash equivalents (HY 2022: €74 million), changes in the fair value of derivatives, and other smaller items. <sup>4</sup>Based on 12 months' rolling EBITDA.



### **Dividends and share buybacks**

Interim dividend €0.63; 2022 share buyback increased to €1 billion



Note: in 2017, 2018, and 2021, the share buyback programs were expanded by redeploying disposal proceeds to shareholders (2017: €100 million, 2018: €350 million, 2021: €60 million).



#### **Results summary**

First half saw strong organic growth and margin increase; balance sheet remains strong; share buyback increased

Organic growth +7%	Adjusted operating margin 28.2% up +130bps	Diluted adjusted EPS +11% in constant currencies ROIC improved to 14.8%
Adjusted FCF €497 million, down 4% in constant currencies Cash conversion 96%	Strong balance sheet Net-debt-to-EBITDA 1.3x	Interim dividend €0.63 2022 share buyback increased to €1 billion



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#### Health

Organic growth +6% led by Clinical Solutions; margin reflects operational gearing and mix shift

€ million	HY 2022	HY 2021	Δ	ΔCC	ΔOG
Revenues	674	579	+16%	+6%	+6%
Adjusted operating profit	216	181	+19%	+8%	+8%
Margin	32.0%	31.2%			

Δ: % Change; Δ CC: % Change in constant currencies (€/\$ 1.18); Δ OG: % Organic growth.

#### **Clinical Solutions**

- Revenues up +8% organically, led by UpToDate and drug information
- Emmi posted high single-digit organic growth

#### Health Learning, Research & Practice

- Revenues up +4% organically against a challenging comparable
- Ovid achieved good organic growth
- Print books up +42% organically



1. Other digital includes digital information and services related to software.



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#### Revenues by:

### Tax & Accounting

Organic growth +9% driven by cloud-based software; margin increase reflects operational gearing partly offset by increased investment

€ million	HY 2022	HY 2021	Δ	ΔCC	ΔOG
Revenues	843	732	+15%	+9%	+9%
Adjusted operating profit	270	229	+18%	+10%	+10%
Margin	32.0%	31.3%			

Δ: % Change; Δ CC: % Change in constant currencies (€/\$ 1.18); Δ OG: % Organic growth.

#### **Revenues by:**

#### **Corporate Performance<sup>2</sup>**

- Revenues up +9% organically, led by CCH Tagetik
- U.S. Corporate Tax unit brought together with CCH Tagetik and Vanguard

#### **Professional Tax & Accounting Solutions**

- Revenues up +9% organically, led by cloudbased solutions
- North America benefitted from favorable timing and non-recurring items



1. Other digital includes digital information and services related to software. 2. As per January 1, 2022, TeamMate (internal audit solution) was transferred from Corporate Performance into North America Professional Tax & Accounting while our U.S. Corporate Tax unit was transferred into Corporate Performance from North America Professional Tax & Accounting.



### Governance, Risk & Compliance

Organic growth +6% supported by recurring revenues; stable margin reflects operational gearing offset by increased investment

€ million	HY 2022	HY 2021	Δ	ΔCC	ΔOG
Revenues	638	544	+17%	+7%	+6%
Adjusted operating profit	206	175	+18%	+7%	+6%
Margin	32.2%	32.1%			

Δ: % Change; Δ CC: % Change in constant currencies (€/\$ 1.18); Δ OG: % Organic growth.

#### **Legal Services**

- Revenues up +6% organically, supported by CT Corporation recurring revenues
- ELM saw improved organic growth due to non-recurring fees

#### **Financial Services**

- Revenues up +7% organically
- Compliance Solutions up +4% despite decline in transactional revenues
- Finance, Risk & Reporting saw robust growth



#### Revenues by:

#### 😔 Wolters Kluwer

### Legal & Regulatory

Organic growth +6%, supported by double-digit organic growth in software; margin increase reflects operational gearing and underlying cost savings

€ million	HY 2022	HY 2021	Δ	ΔCC	ΔOG
Revenues	445	425	+5%	+3%	+6%
Adjusted operating profit	69	53	+31%	+27%	+36%
Margin	15.6%	12.5%			

Δ: % Change; Δ CC: % Change in constant currencies (€/\$ 1.18); Δ OG: % Organic growth.

#### EHS/ORM & Legal Software

- Organic growth +20%, led by Enablon
- Legal Software tools, mainly Kleos and Legisway, delivered double-digit growth

#### Legal & Regulatory Information Solutions

- Organic growth +3%, with digital revenues up +7% organically
- Print returned to historical rates of decline



1. Other digital includes digital information and services related to software. 2. EHS/ORM includes Enablon; Legal Software includes Legisway and Kleos.



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#### Revenues by:

#### Strategy 2022-2024

Our strategic plan aims to deliver good organic growth, improved margins and returns, and advance sustainability over the coming three years



1. Includes Capex and Opex.



### Cloud-based expert solutions

Cloud software revenues grew +20% organically and account for more than a third of software revenues



1. Other digital includes digital information and services related to software. 2. Other software revenues include ancillary revenues sold with software, such as returns filing fees, invoice volume fees, and mortgage filing fees.

Note: total software revenues excluding revenues associated with the PPP were up +10% organically (HY 2021: 7%).



### **Expert solution:** CCH Axcess

We expect revenues for CCH Axcess cloud solution for U.S. professional firms will overtake those of the on-premise version in 2023

#### Cloud Platform for North American Professional Firms Open Integration Platform CCH ALCON CCH Vorkstream Financia admin. Manage Practice CCH Axcess iQ **CCH** Axcess Common An<sub>SWer</sub>Connect E-payments Client & Staff Financial Trial Data Tax Balance Mobile נננ Document Validate Portal CCH Client Axcess CCH ProSystem M Scan with Autoflow Technolog

#### CCH Axcess

- The only integrated cloud-based tax and accounting platform for U.S. accounting firms, first launched in April 2013
- Advanced technology increases productivity and improves quality
- Modular platform, now offering 13 modules
- CCH Validate, launched in 2021 and patented, is the first blockchain confirmation solution in the U.S. market
- CCH Axcess platform is used by 90% of the top 100 U.S. accounting firms and 75% of *Accounting Today's* 20 fastest-growing CPA firms
- Over 50% of U.S. professional firm customers subscribe to at least one module
- In 2023, CCH Axcess revenue is expected to overtake that of the on-premise solution (CCH ProSystem fx)



### Innovation

Investment in product development at record level: our talented, innovative teams are generating and realizing ideas and bringing these to market

- Investment in product development increased to 10% of total revenues in HY 2022
- We are currently rolling out scores of product enhancements that leverage advanced technologies, including robotic process automation, blockchain, and other AI tools
- Bringing productivity and effectiveness to our customers
- Selected examples:
  - vSim for Nursing | Advanced Medical-Surgical/Critical Care
  - OneSumX Proviso
- Our annual Global Innovation Awards for employees received a near-record number of submissions this year – over 450
- Our annual Code Games tournament generated more than 200 ideas from participants



vSim for Nursing



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### Guidance 2022

Raising outlook for adjusted operating profit margin and ROIC in reporting currency and for adjusted EPS growth in constant currencies

Performance indicators	2022 Guidance	Previous 2022 Guidance	2021 Actual
Adjusted operating profit margin*	26.0%-26.5%	25.5%-26.0%	25.3%
Adjusted free cash flow	€1,025-€1,075 million	€1,025-€1,075 million	€1,010 million
ROIC*	14%-15%	Around 14%	13.7%
Diluted adjusted EPS	Mid to high single-digit growth	Mid-single-digit growth	€3.38

\*Guidance for adjusted operating profit margin and ROIC is in reporting currency and assumes an average EUR/USD rate in 2022 of €/\$1.07. Guidance for adjusted free cash flow and diluted adjusted EPS is in constant currencies (€/\$ 1.18). Guidance reflects share repurchases to €1 billion in 2022.

#### Additional guidance:

Expect adjusted net financing costs of approximately €55 million in constant currencies Expect restructuring costs will increase to within our normal range of €10-€15 million Expect the benchmark effective tax rate to be in the range of 23.0%-24.0% Expect full-year cash conversion ratio to be in the range of 100%-105% Expect capital expenditure to increase but to stay within our normal 5%-6% range of total revenues



### Divisional outlook 2022

Improved organic growth outlook in Tax & Accounting and Legal & Regulatory

Division	Outlook
Health	<ul> <li>Organic growth to slow from 2021 levels, mainly due to the absence of a contract win of the size of the ASCO titles</li> <li>Adjusted operating profit margin to improve</li> </ul>
Tax & Accounting	<ul><li>Organic growth to accelerate from 2021 levels</li><li>Adjusted operating profit margin to improve</li></ul>
Governance, Risk & Compliance	<ul> <li>Organic growth to slow from 2021 levels due to an expected decline in transactional revenues in the second half</li> <li>Adjusted operating profit margin to improve</li> </ul>
Legal & Regulatory	<ul> <li>Organic growth to improve on 2021 levels</li> <li>Adjusted operating profit margin to decline modestly due to the absence of the one-off pension amendment recorded in the second half of 2021</li> </ul>



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#### **Revenues by type**

(€ million)	HY 2022	HY 2021	Δ	ΔCC	ΔOG
Digital and services subscriptions	1,890	1,637	+15%	+8%	+8%
Print subscriptions	76	81	-5%	-8%	-8%
Other recurring	135	133	+1%	-7%	+3%
Recurring revenues	2,101	1,851	+14%	+6%	+7%
Print books	55	55	+1%	-4%	+13%
LS transactional	146	126	+16%	+5%	+3%
FS transactional	65	57	+13%	+3%	-2%
Other non-recurring	233	191	+21%	+16%	+8%
Non-recurring revenues	499	429	+16%	+8%	+6%
Total revenues	2,600	2,280	+14%	+7%	+7%

Δ: % Change; Δ CC: % Change in constant currencies (€/\$ 1.18); Δ OG: % Organic growth.

#### HY 2022 Revenues by Type

Organic growth	HY 2022	HY 2021
Print books	+13%	+16%
Legal Services transactional	+3%	+18%
Financial Services transactional	-2%	-21%
Other non-recurring	+8%	+3%



#### **Revenues by media format**

(€ million)	HY 2022	HY 2021	Δ	Δ CC	ΔOG
Software	1,136	974	+17%	+9%	+9%
Other digital <sup>1</sup>	1,029	908	+13%	+6%	+6%
Total Digital	2,165	1,882	+15%	+8%	+8%
Services	265	227	+16%	+6%	+5%
Print	170	171	-1%	-6%	-1%
Total revenues	2,600	2,280	+14%	+7%	+7%

Δ: % Change; Δ CC: % Change in constant currencies (€/\$ 1.18); Δ OG: % Organic growth.

#### HY 2022 Revenues by Media Format





# Reconciliation: adjusted net financing costs to financing results

(€ million)	HY 2022	HY 2021
Adjusted net financing costs	(42)	(42)
Employee benefits financing component	(1)	(1)
Change in fair value of financial assets	-	-
Result on divestment of financial assets	-	-
Divestment related results on equity-accounted investees	-	-
Financing results	(43)	(43)



### IFRS profit and diluted EPS

(€ million, unless otherwise stated)	HY 2022	HY 2021	Δ
Adjusted operating profit	734	613	+20%
Amortization of acquired intangibles & impairment	(88)	(60)	
Results on divestments of operations	(4)	(30)	
Other non-benchmark items <sup>1</sup>	(2)	(4)	
Operating profit	640	519	+23%
Financing results	(43)	(43)	
Share of profit of equity-accounted investees, net of tax	0	0	
Profit before tax	597	476	+25%
Income tax expense	(142)	(116)	
Effective tax rate	23.7%	24.4%	
Profit for the period	455	360	+26%
Non-controlling interests	0	0	
Profit for the period to the owners of the company	455	360	+26%
Diluted EPS	€1.76	€1.37	+29%

Δ: % Change. Note: 1. Non-benchmark items include acquisition-related costs including integration provisions, changes in fair value of contingent considerations and remeasurement of loss on assets held for sale.



### **Balance sheet**

(€ million, unless otherwise stated)	June 30, 2	022 Dec.	31, 2021	June 3	0, 2021
Goodwill and intangible assets	6,114	5,800		5,785	
Property, plant and equipment	83	75		80	
Right-of-use assets	306	301		323	
Deferred tax and other non-current assets	129	114		143	
Total non-current assets	6	,632	6,290		6,331
Cash and cash equivalents	1,098	1,001		951	
Trade and other receivables; other current assets	1,700	1,737		1,398	
Total current assets	2,	,798	2,738		2,349
Total assets	9,	,430	9,028		8,680
Total equity	2	,631	2,417		2,158
Bonds and other long-term debt	2,079	2,791		2,790	
Long-term lease liabilities	258	260		280	
Deferred tax and other non-current liabilities	526	504		560	
Total non-current liabilities	2,	,863	3,555		3,630
Deferred income	1,809	1,709		1,597	
Borrowings and bank overdrafts;	879	9		217	
Short term lease liabilities	79	71		73	
Trade and other payables; other current liabilities	1,169	1,267		1,005	
Total current liabilities	3,	,936	3,056		2,892
Total equity and liabilities	9,	,430	9,028		8,680



### Debt maturity profile

#### Debt Maturity Profile – June 30, 2022 (€ million)



1. Total cash & cash equivalents (€1,111 million), less bank overdrafts used for cash management purposes (€79 million) and derivative assets (€13 million), was €1,019 million. 2. Financial debt due in 2022 includes borrowings under our Euro Commercial Paper program of €100 million, short-term overdrafts of €79 million, derivatives of €18 million, and deferred and contingent considerations of €1 million. Short-term lease liabilities due in 2022 €34 million.



### **Currency impact**



#### HY 2022 Revenues by Currency

Impact in € million on	
Adjusted	

	Average	rates	Revenues	operating profit
1 Euro	HY 2022	HY 2021	HY 2022	HY 2022
U.S. dollar	1.10	1.21	158	55
British pound	0.84	0.87	2	0
Canadian dollar	1.39	1.50	3	1
Australian dollar	1.52	1.56	1	0
Polish zloty, Chinese yuan, and other			2	1
Total currency impact			166	57



#### **Growth rates**

			Δ		ΔCC		ΔOG
				%	% Change	% Net Effect	%
			%	Currency	in Constant	Acquisitions	Organic
	HY 2022	HY 2021	Change	Impact	Currencies	& Disposals	Growth
Revenues							
Health	674	579	+16%	+10%	+6%	-	+6%
Tax & Accounting	843	732	+15%	+6%	+9%	0%	+9%
Governance, Risk & Compliance	638	544	+17%	+10%	+7%	+1%	+6%
Legal & Regulatory	445	425	+5%	+2%	+3%	-3%	+6%
Total revenues	2,600	2,280	+14%	+7%	+7%	0%	+7%
Adjusted operating profit							
Health	216	181	+19%	+11%	+8%	-	+8%
Tax & Accounting	270	229	+18%	+8%	+10%	0%	+10%
Governance, Risk & Compliance	206	175	+18%	+11%	+7%	+1%	+6%
Legal & Regulatory	69	53	+31%	+4%	+27%	-9%	+36%
Corporate	(27)	(25)	+11%	+3%	+8%	-	+8%
Total adjusted operating profit	734	613	+20%	+10%	+10%	-1%	+11%

 $\Delta$ : % Change; Δ CC: % Change in constant currencies (€/\$ 1.18); Δ OG: % Organic growth.



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#### **ESG Metrics**

- ESG Ratings
- Environmental: decarbonization
- Social: employee culture
- Social: diversity
- Governance: stewardship
- Governance: board skills



### **ESG** Ratings



#### **ISS Quality Scores**



Sustainalytics ESG Risk Rating



Sustainalytics risk rating: scale ranges from 0-50. A score of 0 denotes the least risk.

#### **Refinitiv ESG Score**



Refinitiv score: scale ranges from 0-100. A lower score denotes lower risk. 0-25 1<sup>st</sup> quartile; >25-50 2<sup>nd</sup> quartile; >50-75 3<sup>rd</sup> quartile; >75-100 4<sup>th</sup> quartile.

Sources: MSCI, ISS, Morningstar-Sustainalytics, and Refinitiv.



### Environmental

#### **Wolters Kluwer Decarbonization Programs**

### Cloud migration and on-premise server decommissioning program

• In HY 2022, over 450 on-premise servers decommissioned

#### Real estate rationalization program

• In HY 2022, office footprint (m<sup>2</sup>) was reduced by 3% organically

#### **Business travel related emissions**

• While business travel has increased in HY 2022, activity is still below 2019 levels due to increased use of virtual collaboration tools and virtual events



## Purchased energy-related carbon emissions<sup>1</sup>



## Business travel-related carbon emissions



1. Data for 2021 energy consumption and emissions will be reported in 2022 ESG Data Overview. Note: ESG data is not assured.



### Social: employee culture



#### Access to Learning



1. Employees having three or more direct reports. 2. Employees having less than three direct reports (0-1-2). Note: ESG data is not assured.



### Social: diversity









#### Governance: stewardship



#### Suppliers Committed to Code of Conduct



\*NIST-CSF: National Institute of Standards and Technology Cybersecurity Framework. Note: ESG data is not assured.



#### Annual Compliance Training (includes ethics, data privacy, IT and cybersecurity)



#### Cybersecurity Maturity Score Indexed (2020 = 100.0)

110exed (2020 - 100.0)



### Governance: board skills

# Supervisory Board Skills

	Experience & Competencies											
Member	Independent Outside Boards Age Age Gender General		Audit, Accounting, Finance	Legal	Information Technology & Cybersecurity	Marketing & Commercial	Social Policy, Organization, Mgmt. Development	<b>Committees</b> AC= Audit RC = Remuneration SC = Selection				
Ann Ziegler Chair	✓	3	5	64	F	✓	~	✓	√		$\checkmark$	SC Chair
Jack de Kreij Vice-Chair	V	3	2	63	М	✓	✓	√	✓	√	✓	AC Chair
Bertrand Bodson	✓	1	3	47	М	✓			✓	✓	✓	-
Chris Vogelzang	✓	EO*	3	59	М	✓	✓			✓	√	AC
Heleen Kersten	$\checkmark$	3	-	57	F	$\checkmark$	$\checkmark$	$\checkmark$			$\checkmark$	RC and SC
Jeanette Horan	✓	1	6	67	F	√			√	✓	$\checkmark$	RC Chair
Sophie Vandebroek	✓	1	2	60	F	✓	✓		✓		$\checkmark$	AC
	100% Indep.		Avg. 3 Yrs	Avg. 60	57% Female							

Experience Q Compotencies

\*EO = Executive Officer. The independence of Supervisory Board members is based on the criteria set out in the Netherlands Corporate Governance Code and Clause 1.5 of the Supervisory Board By-Laws. The number of board memberships is in compliance with the maximum number of board seats allowed under Dutch law. It is the aim of the company to have a representation of at least 30% male and at least 30% female on the Supervisory Board.

