Wolters Kluwer 2020 Full-Year Results

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Forward-looking statements

This presentation contains forward-looking statements. These statements may be identified by words such as "expect", "should", "could", "shall", and similar expressions. Wolters Kluwer cautions that such forward-looking statements are qualified by certain risks and uncertainties that could cause actual results and events to differ materially from what is contemplated by the forward-looking statements. Factors which could cause actual results to differ from these forward-looking statements may include, without limitation, general economic conditions, conditions in the markets in which Wolters Kluwer is engaged, behavior of customers, suppliers and competitors, technological developments, the implementation and execution of new ICT systems or outsourcing, legal, tax, and regulatory rules affecting Wolters Kluwer's businesses, as well as risks related to mergers, acquisitions and divestments. In addition, financial risks, such as currency movements, interest rate fluctuations, liquidity and credit risks could influence future results. The foregoing list of factors should not be construed as exhaustive. Wolters Kluwer disclaims any intention or obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Growth rates are cited in constant currencies unless otherwise noted.



Agenda

Introduction

- Financial Review
- Operating and Strategic Review
- Outlook 2021
- Appendices



Introduction

Our global team's agile response to COVID-19 delivered strategic, financial, and ESG progress in 2020

Grow Expert Solutions

Advance Domain Expertise

Drive Operational Agility 2020 Financial Results

Positive organic growth +2%

Increased adjusted operating margin 24.4%

Diluted adjusted EPS +7% in constant currencies

Adjusted free cash flow €907 million +16% in constant currencies

Strong balance sheet Improved ROIC

Consistent returns to shareholders

2020 ESG Progress

Expert Solutions up 6% organically

Employee engagement 84% more than 10%-points above high performing norm

99% completion of security, ethics and compliance training

Accelerated programs that reduce carbon emissions

- real estate rationalization
- data center consolidation



Strategic priorities

While the pandemic diverted us from our original financial plan, it has reinforced and validated our strategy





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Full-year 2020 results

Despite the challenges of 2020, we delivered organic growth of +2% and improved margins, free cash flow, and return on invested capital

(€ million, unless otherwise stated)	FY 2020	FY 2019	Δ	ΔCC	ΔOG
Revenues	4,603	4,612	0%	+1%	+2%
Adjusted operating profit	1,124	1,089	+3%	+5%	+5%
Adjusted operating profit margin	24.4%	23.6%			
Diluted adjusted EPS	€3.13	€2.90	+8%	+7%	
Adjusted free cash flow	907	807	+12%	+16%	
ROIC	12.3%	11.8%			
Net-debt-to-EBITDA ratio	1.7x	1.6x			

Δ: % Change; Δ CC: % Change in constant currencies (€/\$ 1.12); Δ OG: % Organic growth.



Revenues by division

All divisions experienced slower growth in 2020

(€ million)	FY 2020	FY 2019	Δ	ΔCC	ΔOG
Health	1,193	1,186	+1%	+3%	+3%
Tax & Accounting	1,431	1,413	+1%	+3%	+2%
Governance, Risk & Compliance	1,074	1,068	+1%	+2%	+2%
Legal & Regulatory	905	945	-4%	-3%	-2%
Total revenues	4,603	4,612	0%	+1%	+2%

 Δ : % Change; Δ CC: % Change in constant currencies (€/\$ 1.12); Δ OG: % Organic growth.



FY 2020 Revenues by Division



Revenues by media format

Digital revenues grew 5%, more than offsetting print and services declines

(€ million)	FY 2020	FY 2019	Δ	ΔCC	ΔOG
Digital	3,736	3,604	+4%	+5%	+5%
Services	454	513	-11%	-10%	-7%
Print	413	495	-17%	-15%	-16%
Total revenues	4,603	4,612	0%	+1%	+2%

Δ: % Change; Δ CC: % Change in constant currencies (€/\$ 1.12); Δ OG: % Organic growth.



FY 2020 Revenues by Media Format



Revenues by type

Digital & services subscriptions (70% of total revenues) held up well. Non-recurring revenue types were most impacted by the pandemic



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



olters Kluwer

Adjusted operating profit

Temporary and structural cost savings and one-off benefits allowed us to sustain investments, accelerate restructuring and deliver margin improvement

(€ million)	FY 2020	FY 2019	Δ	ΔCC	ΔOG	Margin FY 2020	Margin FY 2019
Health	343	320	+7%	+9%	+11%	28.7%	27.0%
Tax & Accounting	431	388	+11%	+12%	+12%	30.1%	27.4%
Governance, Risk & Compliance	313	341	-8%	-7%	-7%	29.1%	31.9%
Legal & Regulatory	97	104	-7%	-5%	-6%	10.7%	11.0%
Corporate	(60)	(64)	-7%	-6%	-6%		
Adjusted operating profit	1,124	1,089	+3%	+5%	+5%	24.4%	23.6%

 Δ : % Change; Δ CC: % Change in constant currencies (€/\$ 1.12); Δ OG: % Organic growth.



FY 2020 Adjusted Operating Profit¹



Adjusted net profit and EPS

Diluted adjusted EPS up +7% in constant currencies, reflecting margin increase, lower tax rate, and reduced share count

(€ million, unless otherwise stated)	FY 2020	FY 2019	Δ	Δ CC
Revenues	4,603	4,612	0%	+1%
Adjusted operating profit	1,124	1,089	+3%	+5%
Adjusted operating profit margin	24.4%	23.6%		
Adjusted net financing costs	(46)	(58)		
Equity-accounted investees, net of tax	6	3		
Adjusted profit before tax	1,084	1,034	+5%	+4%
Tax on adjusted profit	(249)	(244)		
Benchmark tax rate	23.0%	23.6%		
Non-controlling interests	0	0		
Adjusted net profit	835	790	+6%	+4%
Diluted weighted average shares (million)	266.6	272.2		
Diluted adjusted EPS	€3.13	€2.90	+8%	+7%

 Δ : % Change; Δ CC: % Change in constant currencies (€/\$ 1.12).



IFRS profit and diluted EPS

Reported net profit up 8% supported by a higher operating profit

(€ million, unless otherwise stated)	FY 2020	FY 2019	Δ
Adjusted operating profit	1,124	1,089	+3%
Amortization of acquired intangibles	(144)	(144)	
Impairment of acquired intangibles	0	(38)	
Results on divestments of operations	1	(5)	
Other non-benchmark items ¹⁾	(9)	6	
Operating profit	972	908	+7%
Financing results	(41)	(53)	
Share of profit of equity-accounted investees, net of tax	6	3	
Profit before tax	937	858	+9%
Income tax expense	(216)	(189)	
Effective tax rate	23.1%	22.0%	
Profit for the year	721	669	+8%
Non-controlling interests	0	0	
Profit for the year to the owners of the company	721	669	+8%
Diluted EPS	€2.70	€2.46	+10%

Δ: % Change. 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.



Adjusted free cash flow

Favorable working capital movements drove higher cash conversion

(€ million, unless otherwise stated)	FY 2020	FY 2019	Δ	ΔCC
Adjusted operating profit	1,124	1,089	+3%	+5%
Depreciation and amortization of other intangibles	223	220		
Depreciation of right-of-use assets	75	73		
Adjusted EBITDA	1,422	1,382	+3%	+5%
Capital expenditure	(231)	(226)		
Repayment of lease liabilities and lease interest paid	(85)	(80)		
Autonomous movements in working capital	39	(27)		
Adjusted operating cash flow	1,145	1,049	+9%	+13%
Cash conversion ratio	102%	96%		
Paid financing costs (excl. lease interest)	(54)	(46)		
Paid corporate income tax	(221)	(195)		
Net increase in restructuring provision ¹⁾	17	(6)		
Tax adjustments ²⁾	1	(2)		
Additional defined benefit pension contributions	(2)	(2)		
Other ³⁾	21	9		
Adjusted free cash flow	907	807	+12%	+16%

 Δ : % Change; Δ CC: % Change in constant currencies (€/\$ 1.12).

1) Adjusted free cash flow excludes additions to provisions for acquisition integration and restructuring of stranded cost following divestment.

2) Tax adjustments relate to the net tax effects on divested assets, consolidation of platform technology, and repatriation tax.

3) Other includes share-based payments (2020: €24 million; 2019: €25 million), curtailments and plan amendments (2020: -€2 million; 2019: -€16 million) dividends received (2020: €1 million; 2019: €0 million), and other items



Movement in net debt

Higher spend on acquisitions alongside increased cash returns to shareholders

(€ million, unless otherwise stated)	FY 2020	FY 2019
Net debt at start of period	(2,199)	(2,249)
Adjusted free cash flow	907	807
Dividends paid	(334)	(280)
Acquisition spending, net of cash acquired, including costs ¹⁾	(406)	(35)
Divestiture cash proceeds, net of cash disposed, including costs ²⁾	48	39
Share repurchases	(350)	(350)
Net increase in lease liabilities	20	(113)
Other ³⁾	(69)	(18)
Movement in net debt	(184)	50
Net debt on December 31	(2,383)	(2,199)
Net-debt-to-EBITDA ratio	1.7x	1.6x

1) Includes acquisition spending, net of cash acquired (2020: €395 million) and acquisition related costs (2020: €11 million).

2) Includes receipts from divestments, net of cash disposed (2020: €50 million) less paid divestment expenses (2020: €2 million).

3) 'Other' includes FX differences in cash and cash equivalents (-€77 million) changes in the fair value of derivatives, and other smaller items.



Dividends and share buybacks

Proposing total dividend €1.36 (+15%), planning up to €350 million buyback in 2021



Note: During 2016-2018, we implemented a 3-year share buyback of €200 million per year. Amounts in excess of €200 million related to disposal proceeds return to shareholders.



Results summary

Strong performance in challenging times

Positive organic growth, despite COVID-19 +2%	Increased adjusted operating margin 24.4%	Increased diluted adjusted EPS +7% in constant currencies
Adjusted FCF €907 million, +16% in constant currencies Cash conversion 102%	Strong balance sheet Net-debt-to-EBITDA 1.7x ROIC improved to 12.3%	Substantial returns to shareholders



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Health

Organic growth +3%; margin increase reflects cost savings, lower restructuring, and the ongoing mix shift towards Clinical Solutions

€ million	2020	2019	Δ	ΔCC	ΔOG
Revenues	1,193	1,186	+1%	+3%	+3%
Adjusted operating profit	343	320	+7%	+9%	+11%
Margin	28.7%	27.0%			

Δ: % Change; Δ CC: % Change in constant currencies (€/\$ 1.12); Δ OG: % Organic growth.

Clinical Solutions

- Revenues up +6% organically, led by UpToDate
- UpToDate Advanced now over 1,150 hospitals
- Drug databases saw good organic growth, supported by cross-selling

Health Learning, Research & Practice

- Revenues broadly flat on an organic basis, despite accelerated print decline of -21%
- Digital solutions for nursing saw double-digit growth





Tax & Accounting

Organic growth +2% driven by cloud software; margin reflects cost savings, operational gearing and one-offs

€ million	2020	2019	Δ	ΔCC	ΔOG
Revenues	1,431	1,413	+1%	+3%	+2%
Adjusted operating profit	431	388	+11%	+12%	+12%
Margin	30.1%	27.4%			

 Δ : % Change; Δ CC: % Change in constant currencies (€/\$ 1.12); Δ OG: % Organic growth.

Corporate Performance Solutions

- Revenues up +8% organically (2019: +17%)
- CCH Tagetik and TeamMate cloud software revenues continued to advance at a double-digit rate

Professional Tax & Accounting

- Revenues up +1% organically, led by cloud software
- Professional segment challenged by subdued new sales, tough comparables, print and services decline





Governance, Risk & Compliance

Organic growth +2% including PPP; margin decline mainly reflects increased restructuring and investment

€ million	2020	2019	Δ	ΔCC	ΔOG
Revenues	1,074	1,068	+1%	+2%	+2%
Adjusted operating profit	313	341	-8%	-7%	-7%
Margin	29.1%	31.9%			

 Δ : % Change; Δ CC: % Change in constant currencies (€/\$ 1.12); Δ OG: % Organic growth.

Legal Services

- Revenues down -2% organically, reflecting a 10% decline in CT transactional volumes
- ELM revenues stable on an organic basis

Financial Services

- Revenues up +7% organically (+1% excluding PPP), led by TSoftPlus in Compliance Solutions
- Finance, Risk & Reporting saw mid-single-digit organic growth, despite lower license sales; Lien down -2% due to transaction volume decline





Revenues by:

Legal & Regulatory

Organic revenue decline; margin decline as increased investment and restructuring more than offset effect of cost savings

€ million	2020	2019	Δ	ΔCC	ΔOG
Revenues	905	945	-4%	-3%	-2%
Adjusted operating profit	97	104	-7%	-5%	-6%
Margin	10.7%	11.0%			

 Δ : % Change; Δ CC: % Change in constant currencies (€/\$ 1.12); Δ OG: % Organic growth.

EHS/ORM¹ & Legal Software

- Organic growth +5%, driven by double-digit growth in cloud-based software
- Enablon, eVision and CGE integrated

Legal & Regulatory Information Solutions

- Revenues down -5% in constant currencies, reflecting 2019 and 2020 disposals
- Organic decline -3%, as print decline more than offsets digital revenue growth of +6%



1) Environmental, Health and Safety (EHS) and Operational Risk Management (ORM)



Revenues by:

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Strategic progress

In 2020, we made progress on growing expert solutions and driving agility

Grow Expert Solutions

Advance Domain Expertise

Drive Operational Agility

- Expert solutions reached 54% of total revenues and delivered +6% organic growth, including PPP
- Acquired three software partners: CGE, XCM Solutions, and eOriginal
- Divested eight non-strategic businesses
- Sustained investment in digital information products to enhance content and functionality
- Most development is focused on applying artificial intelligence and analytics to our health and legal content
- Strong innovation across all divisions
- Continued migration of applications to the cloud
- Drove further improvements in infrastructure and security
- Enhanced digital marketing efforts
- Completed the modernization of HR systems



Cloud-based expert solutions

Cloud software solutions drove double-digit organic growth



Note: other software revenues includes ancillary revenues sold with software, such as implementation services, returns filing fees, invoice volume fees, mortgage filing fees.



CCH Tagetik

Corporate performance management platform to streamline finance workflows from consolidation and close to budgeting, planning, reporting and analytics

Tax & Accounting CCH Tagetik for *The Office of the CFO*



CCH Tagetik 2020 Performance

- Strong organic growth driven by double-digit growth in cloud-based version
- Rapidly expanding network of implementation partners
- Broadening across sectors: banking, insurance, automotive, telecoms, and manufacturing

CCH Tagetik 2020 Innovation

- Smart NOW planning module for rapid scenario analysis during COVID-19
- Account Reconciliation to automate back-office and accelerate the close
- *Smart Insight* for real-time reporting and analytics
- Predictive Intelligence to speed up and improve decision-making with artificial intelligence and machine learning



2020 acquisitions

Acquisitions of two cloud software partners extend our leading positions into adjacent market segments

Tax & Accounting XCM Solutions	Governance, Risk & Compliance eOriginal
 Resource scheduling and planning software for professional tax and accounting firms 	 Digital lending software enabling banks to perform electronic closing and vaulting
Price: €137 million in cash	Price: €244 million in cash
2019 revenues: €19 million (un-audited)	2020 revenues: €31 million (un-audited)
 Approx. 65% of revenues recurring, cloud-based 	 Approx. 95% of revenues recurring, cloud-based
 Based in Quincy, Massachusetts, with approx. 440 employees, located in U.S. and India 	 Based in Baltimore, Maryland, with approx. 100 employees, located in U.S.
 Already integrates with CCH Axcess, Wolters Kluwer's cloud-based tax compliance software suite 	 Already integrates with Expere, Wolters Kluwer Compliance Solutions' loan origination solution
 Completed September 16, 2020 	 Completed December 16, 2020

- Return on invested capital to exceed Wolters Kluwer weighted average cost of capital (8%) within 3 to 5 years
- Near term impact on earnings immaterial



Employee engagement

Leadership focus on health, safety and connectivity drove record employee engagement in times of COVID-19



Employee Engagement

- In 2020, employee engagement score increased to 84%
- Score was more than 10%-points above the benchmark for high-performing companies
- Success attributed to leadership focus on health & safety, communication and connectivity
- New HR system in place, providing a global view on workforce and real-time insights in talent management and acquisition
- Continued focus on developing employee skills and careers

Source: Engagement score is based on 'pulse' surveys in 2015, 2017 and 2019 and on all-employee surveys in 2016, 2018 and 2020.



Reducing carbon emissions

Migration to cloud platforms and increased virtual collaboration are helping to reduce our carbon emissions

Migration to Cloud



Travel-Related Emissions



- Data center consolidation program
 - Migrating applications to energy-efficient cloud platforms
 - In 2020, 11 data centers were consolidated
- Virtual collaboration and events
 - 2020 travel freeze reduced our travel-related emissions per FTE by 72%
 - Increased use of virtual collaboration tools and shift to virtual events will enable us to minimize travel even after pandemic
- Real estate rationalization program
 - In 2020, our office footprint was reduced by 7% organically



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Guidance 2021

Performance indicators	2021 Guidance	2020
Adjusted operating profit margin	24.5%-25.0%	24.4%
Adjusted free cash flow	€875-€925 million	€907 million
Return on invested capital	Around 12%	12.3%
Diluted adjusted EPS	Mid-single-digit growth	€3.13

Note: Guidance for adjusted operating profit margin and ROIC are in reported currencies and assume a 2021 average U.S. dollar rate of approximately €/\$ 1.21. Guidance for adjusted free cash flow and earnings per share are in constant currencies (€/\$ 1.14). Guidance for adjusted EPS includes the estimated the estimated effect of the announced share repurchases for up to €350 million in 2021.

Additional guidance:

Expect adjusted net financing costs of approximately €65 million in constant currencies, including approximately €10 million in IFRS 16 lease interest charges.

Expect restructuring costs in the range of €10-€15 million.

Expect the benchmark effective tax rate to be in the range of 23.0%-24.0%.

Expect cash conversion to be in the range of 95%-100%.

Expect capital expenditure to stay within our normal 5%-6% range of total revenue.

Cash payments relating to lease contracts to be in line with depreciation or right-of-use assets.



Divisional outlook 2021

Health	 Organic growth to improve over 2020 levels Adjusted operating profit margin margin to be stable year-on-year as temporary cost savings fade
Tax & Accounting	 Organic growth to improve moderately from 2020 levels Adjusted operating profit margin expected to decline due to the absence of one-time benefits and the fading of temporary cost savings.
Governance, Risk & Compliance	 Organic growth to be slightly below 2020 levels, as 2021 PPP revenues likely lower than in 2020 Adjusted operating profit margin expected to improve on the back of lower restructuring and provisions
Legal & Regulatory	 Returning to positive organic growth driven by digital information and software revenues Adjusted operating profit margin to improve as a result of lower restructuring



Appendix: 2020 Supplement



Revenues by region

(€ million)	FY 2020	FY 2019	Δ	Δ CC	ΔOG
North America	2,818	2,814	0%	+2%	+2%
Europe	1,431	1,420	+1%	+1%	+2%
Asia Pacific & ROW	354	378	-7%	-4%	-4%
Total revenues	4,603	4,612	0%	+1%	+2%

 Δ : % Change; Δ CC: % Change in constant currencies (€/\$ 1.12); Δ OG: % Organic growth.



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Revenues by type

(€ million)	FY 2020	FY 2019	Δ	ΔCC	ΔOG
Digital and services subscriptions	3,218	3,087	+4%	+6%	+6%
Print subscriptions	182	202	-10%	-10%	-9%
Other recurring	280	292	-4%	-2%	-1%
Recurring revenues	3,680	3,581	+3%	+4%	+4%
Print books	150	212	-29%	-27%	-26%
LS transactional	228	246	-7%	-6%	-6%
FS transactional	129	105	+23%	+24%	+25%
Other non-recurring	416	468	-11%	-10%	-8%
Non-recurring revenues	923	1,031	-10%	-9%	-8%
Total revenues	4,603	4,612	0%	+1%	+2%

Δ: % Change; Δ CC: % Change in constant currencies (€/\$ 1.12); Δ OG: % Organic growth.





Reconciliation: adjusted net financing costs to financing results

(€ million)	FY 2020	FY 2019
Adjusted net financing costs	(46)	(58)
Employee benefits financing component	(2)	(4)
Change in fair value of financial assets	-	-
Result on divestment of financial assets	-	2
Divestment related results on equity-accounted investees	7	7
Financing results	(41)	(53)



Balance sheet

(€ million)	Dec.	31, 2020	Dec.	31, 2019
Goodwill and intangible assets	5,638		5,694	
Property, plant and equipment	84		95	
Right-of-use assets	319		341	
Deferred tax and other non-current assets	159		169	
Total non-current assets		6,200		6,299
Cash and cash equivalents	723		899	
Trade and other receivables; other current assets	1,460		1,577	
Total current assets		2,183		2,476
Total assets		8,383		8,775
Total equity		2,087		2,380
Bonds and other long-term debt	2,300		1,818	
Long-term lease liabilities	276		293	
Deferred tax and other non-current liabilities	569		604	
Total non-current liabilities		3,145		2,715
Deferred income	1,518		1,550	
Borrowings and bank overdrafts	459		670	
Short term private placements	0		250	
Short term lease liabilities	72		75	
Trade and other payables; other current liabilities	1,102		1,135	
Total current liabilities		3,151		3,680
Total equity and liabilities		8,383		8,775


Debt maturity profile

Debt Maturity Profile – December 31, 2020



1) Total of €724 million includes cash & cash equivalents of €723 million and a deferred divestment receivable of €1 million. Cash includes €359 million used for cash management purposes.

Total of €531 million includes short term overdrafts of €359 million (mainly used for cash management purposes), Euro Commercial Paper of €100 million, and short-term lease liabilities of €72 million.



Currency impact

FY 2020 Revenues by Currency



Impact in € million on

Adjustad

	Average	rates	Revenues	operating profit
1 Euro	FY 2020	FY 2019	FY 2020	FY 2020
U.S. dollar	1.14	1.12	(54)	(16)
British pound	0.89	0.88	(2)	0
Canadian dollar	1.53	1.49	(2)	(1)
Australian dollar	1.65	1.61	(1)	0
Polish zloty, Chinese yuan, and other			(9)	(2)
Total currency impact			(68)	(19)



Growth rates

			Δ		Δ CC		ΔOG
				%	% Change	% Net Effect	%
			%	Currency	in Constant	Acquisitions	Organic
	2020	2019	Change	Impact	Currencies	& Disposals	Growth
Revenues							
Health	1,193	1,186	+1%	-2%	+3%	0%	+3%
Tax & Accounting	1,431	1,413	+1%	-2%	+3%	+1%	+2%
Governance, Risk & Compliance	1,074	1,068	+1%	-1%	+2%	0%	+2%
Legal & Regulatory	905	945	-4%	-1%	-3%	-1%	-2%
Total revenues	4,603	4,612	0%	-1%	+1%	-1%	+2%
Adjusted operating profit							
Health	343	320	+7%	-2%	+9%	-2%	+11%
Tax & Accounting	431	388	+11%	-1%	+12%	0%	+12%
Governance, Risk & Compliance	313	341	-8%	-1%	-7%	0%	-7%
Legal & Regulatory	97	104	-7%	-2%	-5%	+1%	-6%
Corporate	(60)	(64)	-7%	-1%	-6%	0%	-6%
Total adjusted operating profit	1,124	1,089	+3%	0%	+5%	0%	+5%



Financial KPIs



ROIC (%)

16%





Adjusted Operating Profit Margin (%)



Adjusted Free Cash Flow/Revenue (%)



Note: 2013-2016 data as reported. 2017 margin and ROIC restated for IFRS15.

Appendix: ESG Metrics



ESG Metrics

- ESG Ratings
- Social: employee culture
- Social: gender diversity
- Governance: stewardship
- Governance: board skills
- Governance: management remuneration
- Governance: remuneration peers



ESG Ratings



ISS Quality Scores



Sustainalytics ESG Risk Rating



Sustainalytics: A score of 0 denotes the least risk

0 20 40 60 80 100 Environment 64 Social 77 Governance 58

Refinitive ESG Score

Refinitive score: lower score denotes lower risk. 0-25 1^{st} quartile; >25-50 2^{nd} quartile; >50 -75 3^{rd} quartile; >75-100 4^{th} quartile

Sources: MSCI, ISS, Sustainalytics and Bloomberg. As of June 2020, Wolters Kluwer received a rating of AAA (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment. As of June 2020, Wolters Kluwer received an ESG Risk Ratings of 9.4 from Sustainalytics and was assessed to be at negligible risk of experiencing material financial impacts from ESG factors.



Social: employee culture

Employee Engagement Score



Employee Turnover





Access to Learning



Social: gender diversity



Supervisory Board Members: % Female

Executive Board Members: % Female



Operating Division CEOs/MDs: % Female





Note: ESG data is not assured. Operating division refers to the four reporting segments as reported in the annual report.



Governance: stewardship

Innovation & Product Development Spend







Note: Data not assured.



Annual Compliance Training

(includes ethics, data privacy, IT and cybersecurity)



Suppliers Committed to Code of Conduct



Governance: board skills

Supervisory Board Skills

	Experience & Competencies											
Member	Independent	Outside Boards	Tenure	Age	Gender	General Management	Audit, Accounting, Finance	Legal	Information Technology & Cybersecurity	Marketing & Commercial	Social Policy, Organization, Mgmt Development	
Frans Cremers Chair	~	-	3	68	М	✓	~	✓		✓	✓	SC Chair
Ann Ziegler Vice Chair	✓	3	3	61	F	✓	✓	✓	✓		✓	RC and SC
Bertrand Bodson	✓	1	1	44	M	✓			✓	✓	✓	-
Jeanette Horan	\checkmark	1	4	64	F	✓			\checkmark	\checkmark	\checkmark	RC Chair
Chris Vogelzang	✓	EO*	1	57	М	✓	✓			✓	✓	AC
Jack de Kreij	✓	3	<1	61	М	✓	✓	✓	✓	✓	✓	AC Chair
Sophie Vandebroek	✓	1	<1	58	F	✓	✓		✓		\checkmark	AC
	100% Indep.		Avg. 3 Yrs	Avg. 59	43% Female							

*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 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.



Governance: management remuneration

We are proposing an updated remuneration policy to our 2021 AGM. After adoption, the following changes will be made to management remuneration

Remuneration Peer Group and Quantum	 Weighting of European companies in the remuneration peer group to increase from 50% to approx. 60%
STIP performance measures - financial	 A pre-defined list of financial measures will replace current flexible range Financial measures will have a minimum weighting of 80%, with 90% weighting in 2021
STIP performance measures - non-financial	 Non-financial (ESG, strategic, operational) measures will increase weighting from 5% to a maximum of 20% in 2021, and starting with 10% in 2021 Six strategically important ESG measures to be used in 2021
LTIP performance measures	 TSR remains at a 50% weighting Diluted adjusted EPS to replace diluted EPS and is weighted at 30% Return on invested capital (ROIC) is introduced with a weighting of 20%
CEO remuneration	 CEO LTIP target remuneration is reduced by approximately 10% over two years by reducing from 285% to 260% in 2021 and 240% in 2022 No base salary increase for CEO in 2021*
Share ownership and holding period	 Introduce minimum share ownership requirements (3x base salary for CEO, 2x for CFO) Introduce a 2-year post-vesting holding period
Disclosure	 Retrospective STIP targets will be disclosed in 2020 Annual Report Committed to prospective LTIP target disclosure in 2021 Annual Report if policy is adopted Remuneration Report to improve transparency around targets, thresholds and maximums

*Not part of remuneration policy



Governance: remuneration peers

In 2021, five industry peers will be added to the pay peer group, shifting the weight of European companies to 60%

	European peers added in 2021		
Category	2021 Pay Peer Group	2021-2023 LTIP TSR Peer Group	GICS Sub-Industry
	-	John Wiley & Sons	Publishing
	IHS Markit Ltd.	IHS Markit Ltd.	Research & Consulting Services
	Informa Plc	Informa Plc	Advertising
Volters Kluwer	Intuit Inc.	-	Application Software
ompetitors	Pearson Plc	Pearson Plc	Publishing
	RELX PIC	RELX PIC	Research & Consulting Services
	Temenos AG	-	Application Software
	The Sage Group Plc	The Sage Group Plc	Application Software
	Thomson Reuters Corporation	Thomson Reuters Corporation	Research & Consulting Services
	Bureau Veritas SA	Bureau Veritas SA	Research & Consulting Services
	Equifax Inc.	Equifax Inc.	Research & Consulting Services
Volters Kluwer	Experian Plc	Experian Plc	Research & Consulting Services
GICS Sub-Industry	Intertek Group Plc	Intertek Group Plc	Research & Consulting Services
	Nielsen Holdings Plc	-	Research & Consulting Services
	SGS SA	SGS SA	Research & Consulting Services
	Teleperformance SA	-	Research & Consulting Services
	Verisk Analytics Inc	Verisk Analytics Inc	Research & Consulting Services
	Atos SE	-	IT Consulting & Other Services
	Capgemini SE	-	IT Consulting & Other Services
Other GICS	Dassault Systemes SA	-	Application Software
Sub-Industries	MSCI Inc.	-	Financial Exchanges & Data
	News Corporation	News Corporation Class A	Publishing
	NortonLifeLock Inc.	-	Systems Software
	S&P Global, Inc.	S&P Global, Inc.	Financial Exchanges & Data

Notes: The Supervisory Board selects pay peers from companies of comparable size, complexity, financial health, industry, business profile, and international scope. In case of delisting or merger of a peer, the Supervisory Board will select a replacement that meets strict pre-determined criteria. TSR peers are also screened for correlation and volatility and historical TSR performance.

