

WILMINGTON PLC

THE SILVER

THREAD

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June 2021

Wilmington plc



SAFEHARBOUR STATEMENT.

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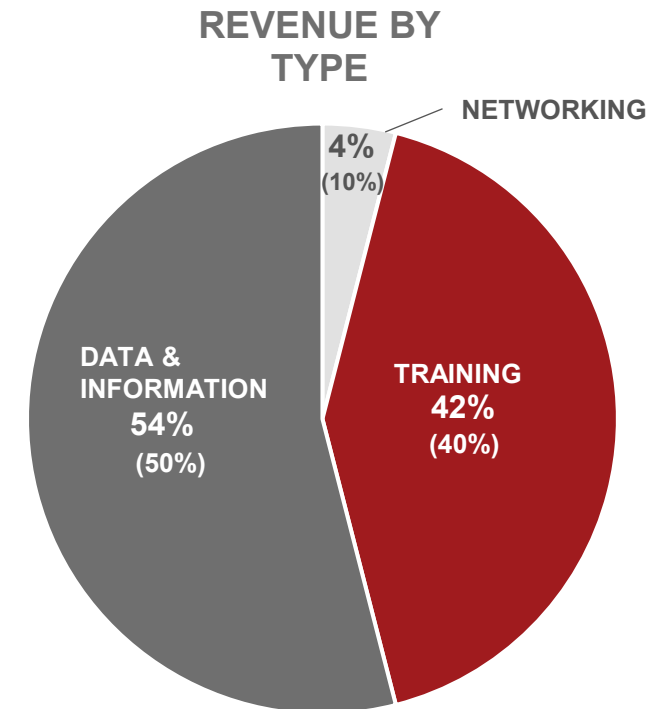
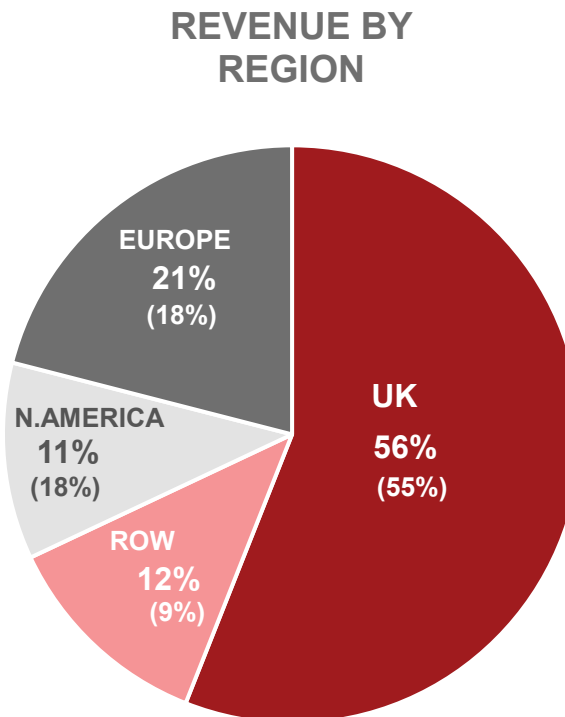
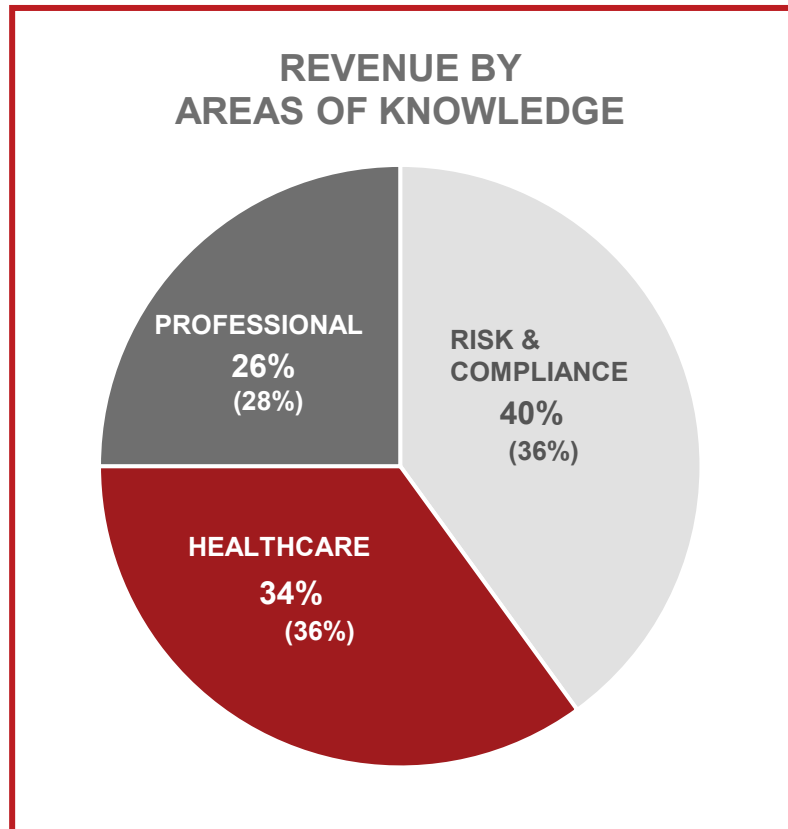
EXECUTIVE SUMMARY.

- Wilmington has completed 3-year plans for each individual business, contributing to a Board-led Strategic Review
- **The Silver Thread** that connects Wilmington's businesses is that they operate in the **GRC and Regulatory Compliance** markets
- The Group is simplifying and will be divided into two divisions with businesses characterised by being in either the **Information & Data** or **Training & Education** sectors
- Our **FY21 reporting** will now mirror this structure
- We are **restructuring** our Group Operating Model around these two areas

HISTORIC PROFILE OF THE BUSINESS.

Previously reported as three divisions: **Risk & Compliance, Healthcare and Professional**

H1 FY21 Revenue breakdown



Profile reflecting continuing operations at 31 December 2020 (H1 FY21)

() H1 FY20 - organic

STAKEHOLDER FEEDBACK INFORMS OUR AGENDA.



1

THE SILVER THREAD

What is the linkage between the divisions in Wilmington?

2

WILMINGTON'S CORE PURPOSE

How to describe Wilmington

3

NEW STRUCTURE AND CLEARER REPORTING

Simplifying the structure & the reporting

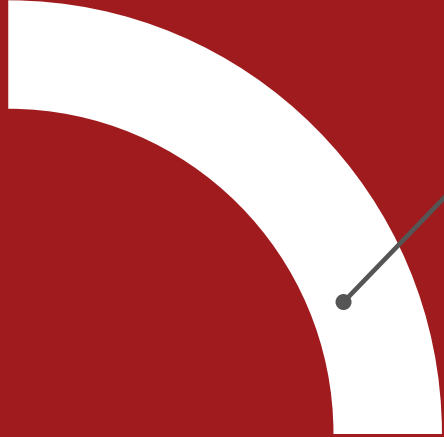
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WILMINGTON 2022

Operational excellence improvement levers & value creation

5

APPENDIX



**THE SILVER
THREAD**

THE SILVER THREAD.

There is a strong correlation between Wilmington's portfolio and **Governance, Risk and Compliance (GRC)**

GRC is a flexible and dynamic term, but focuses on three main sub-categories:

Governance, Risk & Compliance

Governance

- Conduct
- Ethics
- Corporate Governance
- Risk Management Architecture
- Operational Resilience

Risk

- Prudential
- Information Sharing
- Risk Management
- Reputational Risk

Compliance

- Financial Crime Prevention
- AML & CTF
- Sanctions
- Anti-bribery & Corruption
- Fraud
- Information & Data Security
- Market Abuse / Insider Trading
- Cyber-crime
- Conduct of Business
- Healthcare Regulations
- Diversity, Equity & Inclusion

Wilmington already operates in many of these categories, which can more broadly be described as **GRC & Regulatory Compliance**

GRC & REGULATORY COMPLIANCE.

GRC & Regulatory Compliance is an evolving domain which represents the intent of, and actions undertaken by, organisations, entities and individuals to both understand and align their activities and ethics with the relevant legal, policy and regulatory frameworks within which they operate.

Regulatory

- The policies, laws, regulations, frameworks set by regulators, governments, officials
- Quite often with punitive measures for non-compliance or breaches
- Varies by location and industry

Compliance

- Awareness of the regulators' specific requirements and regulations
- The judgement and decisions of an individual or organisation to comply or conform
- Corporate and personal risk management

ATTRACTIVE UNDERLYING MARKET.

The **GRC & Regulatory Compliance** market is underpinned by strong macro drivers

Increasing volume of regulation

Escalating regulatory enforcement

Increased risk of fraud / cyber

Increasing importance of ESG

Evolving role of Compliance

Increasing adoption of technology

Ongoing consequences of the pandemic

Complex geopolitical landscape



**OUR CORE
PURPOSE**

OUR CORE PURPOSE.

*“Helping our customers
to do the right business
in the right way”*

GRC USE CASES.

Wilmington's USP: A unique and powerful combination of **Information & Data** and **Training & Education** solutions

Do the right business

- **Customers need:**
 - access to the right information and data
 - assistance to analyse the right information and data
 - to fully understand the markets they are in or are entering
 - ensure their new and existing product types are relevant and supportable
 - protect their business and ensure products comply locally and globally

Information & Data

In the right way

- **Customers need:**
 - to ensure their policies/guidelines are up to date
 - to demonstrate to Regulators that their people are aware of the correct processes and understand how to follow them
 - to ensure their people have the right education and training programmes
 - to work with recognised suppliers, with world class solutions, and respected audit trails

Training & Education

LARGE, GROWING MARKETS.

We operate in two specific segments with strong growth drivers

Information & Data

\$1bn Regulatory Intelligence market

Key drivers:

- ✓ Increased importance of independent, authoritative and actionable intelligence
- ✓ Increased investment in technology to solve regulatory compliance challenges
- ✓ Disruptive technologies create opportunities and threats (e.g. NLP)

Training & Education

\$4bn Compliance training market

Key drivers:

- ✓ Shift from insourced to outsourced training
- ✓ Shift from F2F to digital / blended training
- ✓ Increase in continuous learning / micro-learning
- ✓ Increased focus on ROI through personalised learning experiences and outcomes-based programmes

Source: Marketquest, Grand View Research, estimates

OUR CORE PURPOSE.

A clear direction for Wilmington that builds on our strengths

“Helping our customers to do the right business in the right way.”

WHAT WE DO

We provide GRC & regulatory compliance solutions to enterprise customers and professionals.

WE OPERATE IN TWO MAIN AREAS

Information & Data

Training & Education

HOW WE WIN

Trusted, in-depth regulatory compliance data backed up by world-class delivery platforms.

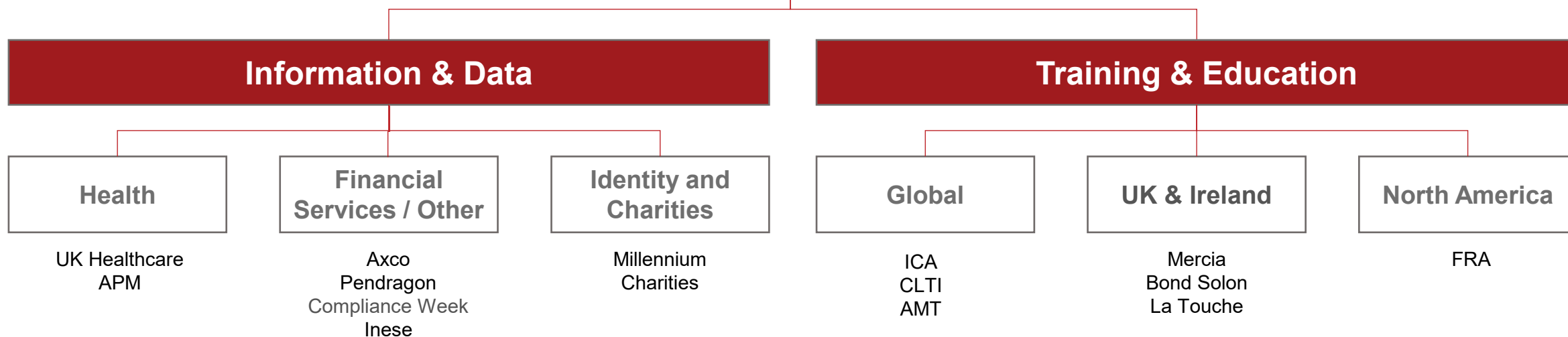
Authoritative practitioner-led learning supported by engaging and adaptive face-to-face, digital and hybrid learning experiences.

**NEW
STRUCTURE
AND CLEARER
REPORTING**



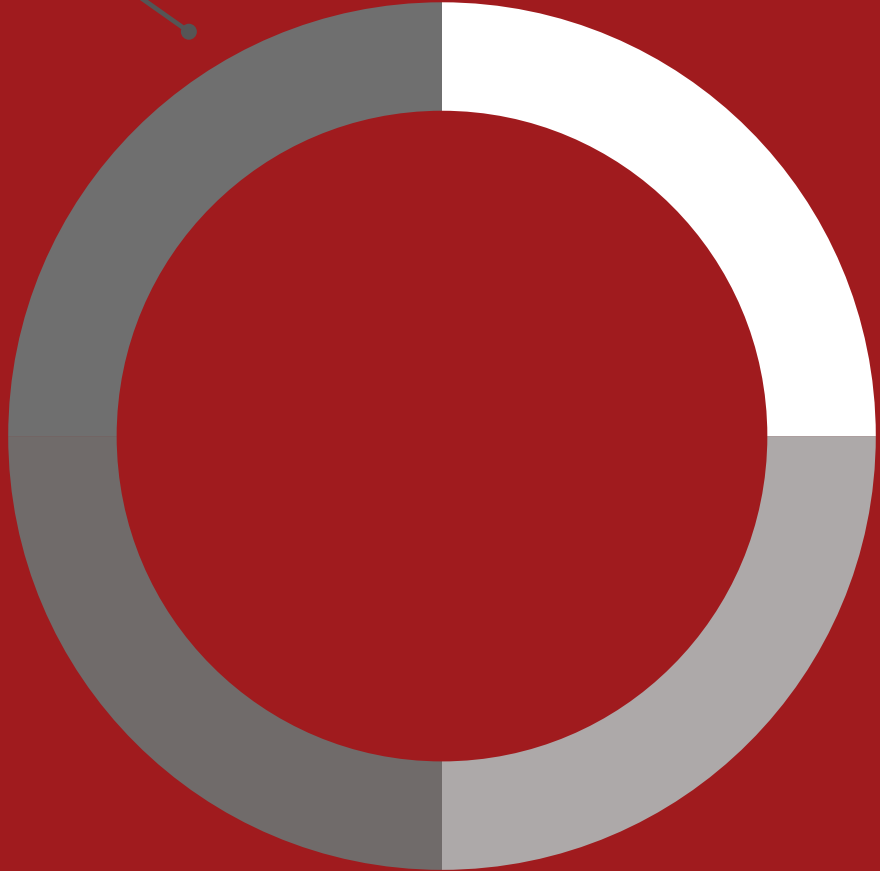
A SIMPLIFIED REPORTING AND OPERATING STRUCTURE TO REPOSITION THE BUSINESS.

Wilmington plc



	6 months to 31 Dec 2020			6 months to 31 Dec 2019			12 months to 30 June 2020			12 months to 30 June 2019		
	Revenue £m	Operating Profit £m*	Margin	Revenue £m	Operating Profit £m*	Margin	Revenue £m	Operating Profit £m*	Margin	Revenue £m	Operating Profit £m*	Margin
Information & Data	27.8	4.4	15.7%	28.5	5.0	17.7%	56.6	11.1	19.6%	58.6	12.3	20.9%
Training & Education	27.3	5.9	21.7%	31.0	5.0	16.2%	56.5	8.0	14.2%	63.9	13.5	21.2%
Total	55.1	10.3	18.7%	59.5	10.0	16.8%	113.1	19.1	16.9%	122.5	25.8	21.1%

WILMINGTON 2022



FOCUS ON OPERATIONAL EXCELLENCE.

Continued focus on investment in our areas of operational excellence

STRATEGY

- GRC & Regulatory compliance focus
- 3-year plans in place with clear objectives

STRUCTURE

- Simplified group
- New divisions and business clusters to drive synergies
- Scalable platform for acquisitions and strong and experienced integration capability

LEADERSHIP & PEOPLE

- Build on culture and drive employee engagement
- Continued focus on Learning & Development, D&I and employee wellbeing

DATA, TECHNOLOGY & PRODUCT

- Differentiated product offering
- Rigorous NPD approach
- Further investment in digital delivery capabilities, e.g. Digital Hub
- Investment in data science

SALES & MARKETING

- De-centralised / close to end-user markets
- KPI driven sales culture
- Focus on learning and development (e.g. sales academy)
- Supported through best-in-class technology
- Optimisation of pricing and packaging

VALUE CREATION OPPORTUNITY.

Well-placed to become a leading GRC platform

▪ **STRONG FOUNDATION**

- Market-leading brands in GRC
- Resilient business performance
- Strong liquidity position

▪ **EXECUTION CAPABILITY**

- Greater collaboration opportunities
- Operational Excellence levers remain key drivers
- Enhanced organic growth potential and platform for inorganic growth

▪ **ATTRACTIVE DIGITAL-FIRST MODEL**

- Enhanced learning experiences through Digital Hub
- Investment in data and new product development
- Delivery mechanic agnostic – face-to-face, hybrid or digital

▪ **BUSINESS AT INFLECTION POINT**

- New leadership team in place
- Streamlined and simplified portfolio
- Well positioned to benefit from accelerating online migration and increasing regulation

▪ **LARGE AND GROWING MARKETS**

- Strong growth drivers in GRC sectors
- Large Total Addressable Markets in Information & Data and Training & Education

WILMINGTON

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June 2021