

Global vision, local focus

We're working with customers around the world to embrace the significant potential of cloud software, digital technologies and data insights to deliver improved public services.

Advancing cloud solutions and digital enablement

Civica is well placed to deliver a stronger performance for our customers and our company through the local execution of our global strategy. Focused on improving outcomes, we operate in a large and growing market where innovation and automation are increasingly helping to solve complex challenges and enable technology-based transformation.

Our market is shaped by the need to provide an improved experience for people and professionals alike and to extract greater value from data. We aim to bring about an ambitious vision for our customers through the use of innovative and cloud-based software, digital

solutions and data expertise. Our clear and invested strategy is enabled by an exceptional combination of software and sector expertise, purpose-driven culture and our global operating platform.

Civica's strategy is aligned with the evolving needs of our customers and delivered through market-specialist divisions with a strong record of local execution. And during 2019, we accelerated the Group's strategic development, strengthening our resources and capabilities organically and through acquisition, and advancing cloud solutions, digital technology and innovation.



Expand use of Civica software and progress innovation

- 20% of revenue invested in software development
- 3 new digital platform products launched
- 17% increase in volume of major sales



Accelerate adoption of cloud software and digital solutions

- 3,200 cloud customers
- 65% of major sales were cloud based in 2019
- 30 million users of customer-facing platforms



Enhance employee and customer satisfaction worldwide

- +32 employee Net Promoter rating
- +17 customer Net Promoter rating
- More than 98% customer retention



Expand business activities globally on existing platform

- 4 UK products launched into Asia Pacific
- 5 new acquisitions adding cloud software assets
- 480 colleagues in Vadodara, India



Market-leading products and services

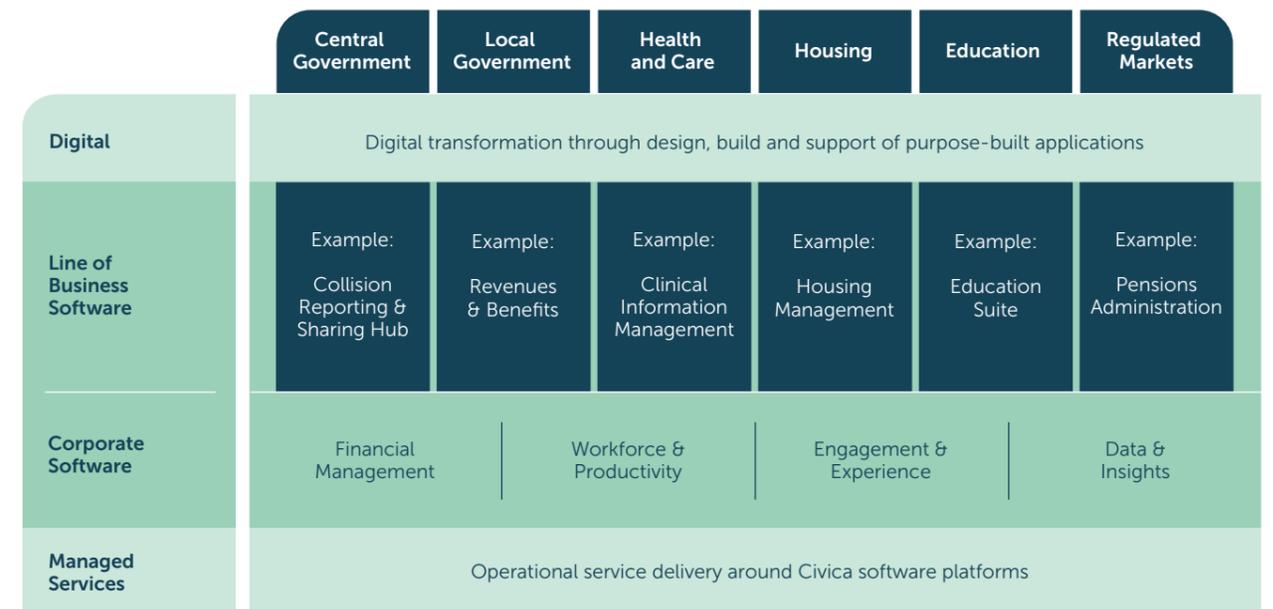
With 25 years of proven experience, we combine deep software, sector and customer expertise with a purpose-driven culture to build smart software that helps our customers deliver better outcomes.

Civica has a strong track record as one of the UK's leading software providers. We're driven by a clear strategy and purpose to help our customers address rising expectations and sustained change. This strategy is focused around our broad software capability. Building on the foundation of our cloud software, we provide digital solutions and managed services to improve operational service delivery and support technology-based transformation.

Our business-critical software is used to deliver and improve essential tasks from frontline services to back-office administration. We provide a broad range of market-leading applications for customer interaction, business administration, workforce management, financial management and data insights. These are developed and delivered by market-specialist divisions.

Through 2019, we invested 20 per cent of revenues in software development and embraced new technologies. We continued to launch innovative new products together with additional product modules.

A complete software platform for public services



Customer Outcomes
Compliance & Risk Reduction
Better Citizen Experience
More Income Generation
Increased Productivity

Improving public services with cloud and innovation

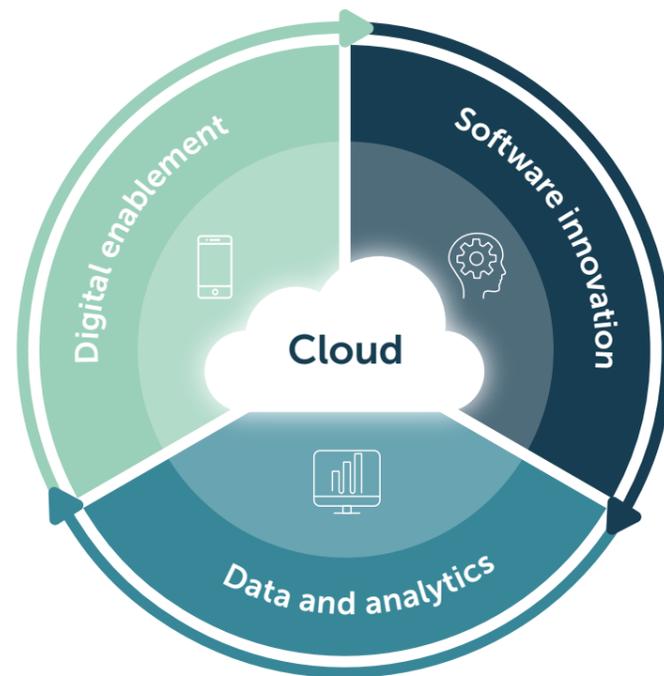
We work closely with customers to develop existing products and innovative solutions to meet growing demand for public services to transform.

In particular, cloud is a fundamental pillar for digital transformation and technological innovation, enabling organisations to tap into the enormous opportunity of emerging technology in areas like digital engagement, AI and automation. Our vision is to harness the potential

of digital, cloud and data together to support customers' transformation journeys.

We've significantly increased the adoption of cloud software to support customer migration to the cloud. Our broad suite of software, combined with our proven transformation expertise, is helping increasing numbers of customers to maximise the cloud's power. In turn, that's enabling them to deliver better, faster and more innovative public services.

With many government and healthcare organisations highlighting cloud as the most important technology in their IT strategy, we accelerated execution of our cloud strategy. Since 2017, we've quadrupled the number of cloud software customers – allowing us to invest further in our global cloud transformation team and a stronger foundation to support future growth.



3,200
customers using cloud solutions

65%
of 2019 major sales were cloud-based

30m
users of customer-facing platforms

£2.5bn
in secure payments annually

During 2019 we continued to drive innovation across the business. Examples range from our SensAI platform, which recognises and predicts patterns in the use of public spaces to improve safety and service delivery, to distributed ledger technology and robotic process automation.

At the end of the year we launched Civica North Star, our new innovation lab. North Star provides enhanced focus to accelerate innovation and harness the application of new ideas and technologies for customers. It builds on our current wide range of activity, including our work with partners and leading academic bodies. It also supports a more systematic approach to driving thought leadership, applying new technology and developing exciting opportunities for our people.

“ In an era of unprecedented change, we aim to bring about an ambitious vision for our customers focused around cloud software, digital enablement, technology innovation and data. ”



Sustaining our development

Over the last three years, we have moved on significantly. We've advanced the strategic development of the Group, building around our core software capability to enhance all our activities and ensure we remain a strong partner for our customers.

In 2019, the Group continued to focus on activities aligned to the five pillars of our development strategy. This includes attracting the best talent, delivering new opportunities and innovations to drive better outcomes for our customers and strengthening our robust operating platform.

By continuing to focus our efforts on cloud adoption, software innovation and digital transformation, alongside our sustained emphasis on investing in people, the Group has delivered net revenue growth of 90 per cent since 2015. As we move into 2020, we'll continue to focus our effort and energy based on the same five-pillar model.



A strong foundation for growth and innovation

Civica's standard operating platform provides a foundation to support our business globally. As well as strong progress with customer business activities, we've continued to develop our platform to support our sustainable growth with multiple initiatives to ensure consistency and performance globally. These underpin our ongoing development and include: talent development, brand and positioning; product development and innovation; sales and service optimisation; cross-market product adoption; systems and processes; and acquisitions.

Development and innovation

In Vadodara, India, we've grown significantly from 60 employees in 2016 to almost 500 today. They support our global business with software and innovation expertise as well as back-office services. The team provided expert resource for 23 product streams during 2019, accelerating delivery and progressing innovation through our CodeIT 'hackathon' programme. With a highly successful record of talent acquisition and development, we extended our graduate programme this year and expanded our office space, with the next phase due for completion in early 2020.

Cross-border sales

During the year we strengthened our focus on growing the use of Civica's software across borders with a more systematic approach to meet the needs of a wider customer base and increase our addressable market. With four UK-developed products launched in Asia Pacific to address similar market requirements, we won new customers and grew our sales momentum. Following the year-end September 2019, the first customers in the region were signed for CostMaster cloud software – and we continue to see exciting new opportunities.

Sales Academy

We launched a new sales programme in 2019 to sustain high-quality engagement in meeting customer needs and to support our continued growth. The initiative is focused on maintaining a high-performing sales culture, with key elements including enhanced sales leadership and sales team effectiveness. This ensures a common approach across the Group with aligned tools and processes supported by our new Sales Academy.



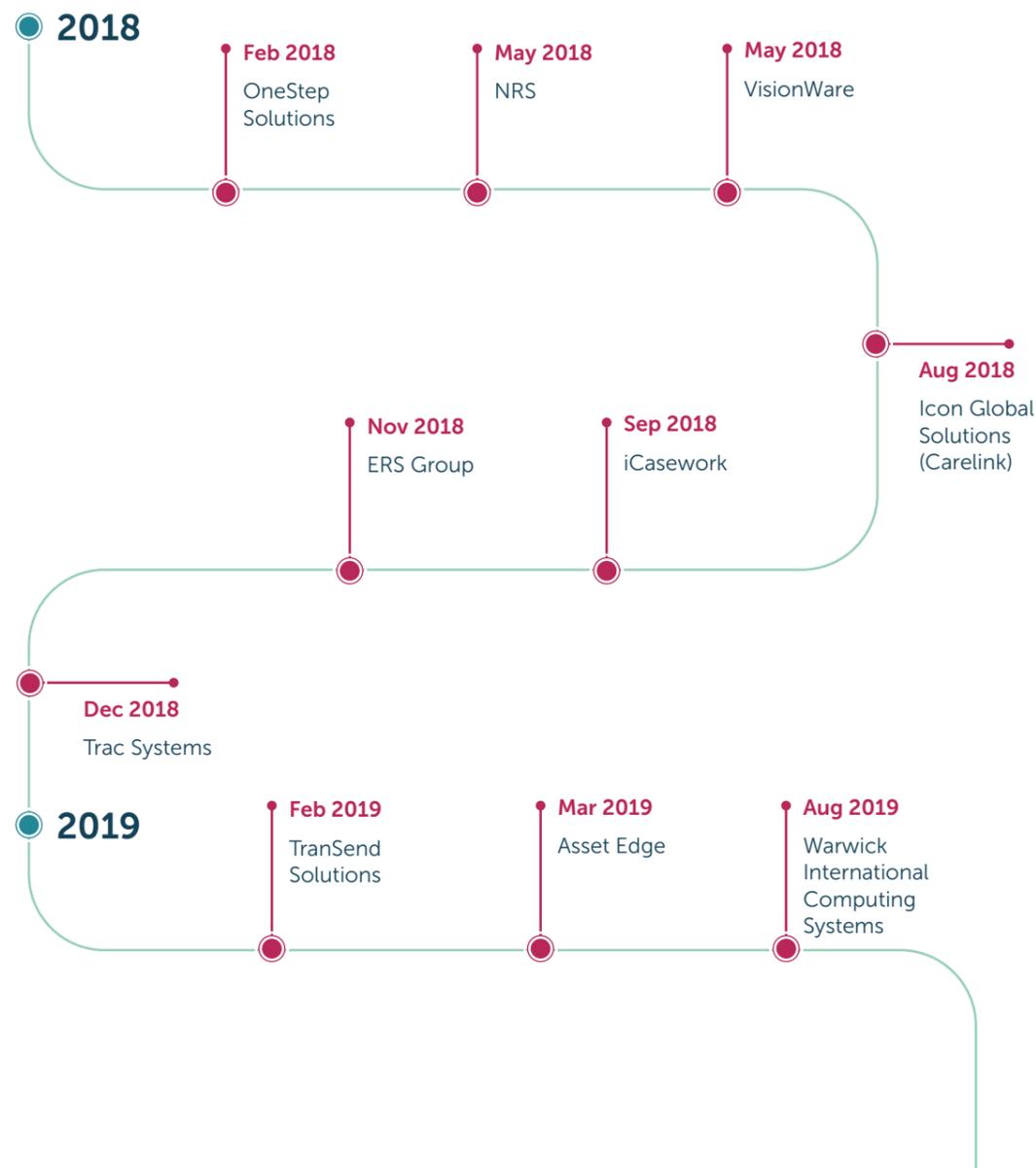
Acquiring new software capability and innovation

Acquisitions have been and remain a core element of our strategy to extend software capability and innovation in response to evolving customer needs and market developments. With a proven platform, we continued to add new cloud software assets and capabilities during 2019, complementing organic growth and strengthening our market position.

This has allowed us to offer greater value to customers, which has helped extend our base. It has also provided entry to adjacent markets, creating new cross-selling opportunities and a platform for future growth.

Driven by a clear strategy, Civica has acquired and successfully integrated 25 highly complementary businesses since 2015, underpinned by effective discovery and integration processes. A significant pipeline of future opportunities exists to add customer-relevant capability in established and adjacent markets, further strengthening our ability to support our customers.

Recent acquisitions timeline



A leader in democracy and engagement

We added a significant new capability with the acquisition of ERS Group. As the UK's leading provider of software and services for election management, membership engagement, democracy and governance, the business supports a wide range of organisations internationally.

Following integration, we launched a new Democracy and Engagement division, which has expanded our market footprint internationally. With an end-to-end capability including the latest cloud, automation and digital technologies, the business is helping to accelerate digital democracy.

Activities range from a cloud voting platform and supporting elections for 75 per cent of the UK's local authorities, to cloud software which manages stakeholders for 200 NHS Trusts and member interactions with 2.2 million people. Online meeting management software is also used by 350 customers, from Transport for London to the City of Sydney.

The business continued to perform very strongly, operationally and financially. New customers included the London Borough of Hounslow, Newcastle City Council, South Tees Hospitals NHS Foundation Trust and the University of Hertfordshire. And amid political upheaval, we ran large-scale programmes supporting local and European elections, as well as the UK's general election at the end of the 2019 calendar year.



Sustained development and growth



* Customer track record before current business formation dates back to 1983.