



### H1 2019 Results

13 December 2018

### Today's agenda

Business Highlights Michael Bruce Financial Highlights James Davies Strategic Overview Michael Bruce



# **Business Highlights**

Michael Bruce, CEO





### H1 2019 highlights

#### Group revenue growth up 75%

- UK up 39%
- Australia up 40% on a constant currency basis
- US was just starting in H1 18 in H1 19 achieved £5.9m

#### Year on year instructions growth

- Group up 18%
- UK up 15%
- Australia down 9% YoY

### Year on year average revenue per instruction (IAS 18 basis)

- UK up 6%
- Australia up 6%
- US up 121%

### Year on year group sales force

- LPEs, AVs and Academy totalling 851
- Australia is up 24% versus H1 18
- 140 LREEs in the US

### Conversion from instruction to sale agreed

- UK consistent half on half at 78%
- Australia 77%, 83% H1 18
- 91% in the US

### Sold and completed

- £5.43bn in the UK up 17.5%
- Steady in Australia at AUD 0.8bn
- USD 337m in the US

# **Financial review**

James Davies, CFO





### Income Statement UK

	H1 2019	H1 2018
	£m	£m
Revenue	48.3	34.8
Cost of Sales	(17.1)	(14.7)
Gross Profit	31.2	20.1
Gross Margin %	64.6%	57.7%
Adjusted administrative expenses	(9.3)	(7.8)
Depreciation, amortisation, share based payments and non-recurring aquisition costs	(2.7)	(1.5)
Sales and Marketing costs	(13.5)	(10.1)
Operating Profit/(Loss)	5.7	0.8
Reconciliation of operating profit to adjusted EBITDA		
Operating Profit/(Loss)	5.7	0.8
Add back: depreciation and amortisation	1.1	0.6
EBITDA	6.8	1.4
Add back: Less Share based payments	1.2	0.9
Add back: Acquisition costs	0.4	0.0
Adjusted EBITDA	8.4	2.3

- Significant revenue increase against a tough market backdrop
  - Revenue up 39.1% under IFRS 15 (22%, IAS 18)
  - Ancillary revenue represents 44% of the total
  - ARPI<sup>1</sup> up 6.3% to £1,209
  - Stabilisation of LPEs, productivity focus
  - 74% share of hybrid space

#### Gross profit margin

- Headline increase of 690 bps YoY
- Like for like up 180 bps

#### Administrative expenses

- Adjusted admin expenses of £9.3m up 19.2%
- Underlying operating leverage continues

#### Sales and marketing

- Total marketing including portals is up 33.7%
- Market share gains, brand strength development and competitive dynamics drive CPI

### Adjusted EBITDA margin of 17.4%

#### (1) ARPI = Average Revenue per Instruction

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### Income Statement Australia

	H1 2019	H1 2018	
	£m	cc£m	
Revenue	6.6	4.7	
Cost of Sales	(4.6)	(2.1)	
Gross Profit	2.1	2.6	
Gross Margin %	31.1%	55.5%	
Adjusted administrative expenses	(4.6)	(2.8)	
Depreciation, amortisation and share based payments	(0.4)	(O)	
Sales and Marketing costs	(7.2)	(5.3)	
Operating Profit/(Loss)	(10.2)	(5.5)	
Reconciliation of operating profit to adjusted EBITDA			
Operating Profit/(Loss)	(10.2)	(5.5)	
Add back: depreciation and amortisation	0.0	0.0	
EBITDA	(10.2)	(5.5)	
Add back: Less Share based payments	0.4	0.0	
Adjusted EBITDA	(9.7)	(5.5)	

#### Revenue

 A tough period driven by external and internal factors which stunted growth. Despite this revenue growth was 40% (IAS 18 was 2%)<sup>1</sup>

#### ■ ARPI up >6%

#### Proposition change as of 1 October

- 38% instruction growth in October over September
- Stepped increase in conversion

#### Gross margin

- Model developments unwound to return to agile variable cost approach
- LPE numbers increasing/SAs reducing
- Gross margin hit as unwind happens
- Operating costs and administration expenses not representative of new model going forward
- Investment to date of £27.8m

(1) cc = Constant currency

### Income Statement USA

	H1 2019	H1 2018	
	£m	cc£m	
Revenue	5.9	0.1	
Cost of Sales	(2.2)	(0.0)	
Gross Profit	3.7	0.1	
Gross Margin %	62.1%	56.5%	
Adjusted administrative expenses	(7.5)	(3.8)	
Depreciation, amortisation and share based payments	(0.4)	0.0	
Sales and Marketing costs	(16.2)	(2.5)	
Operating Profit/(Loss)	(20.5)	(6.3)	
Reconciliation of operating profit to adjusted EBITDA			
Operating Profit/(Loss)	(20.5)	(6.3)	
Add back: depreciation and amortisation	0.0	0.0	
EBITDA	(20.4)	(6.3)	
Add back: Less Share based payments	0.4	0.0	
Adjusted EBITDA	(20.0)	(6.3)	

7 states and 9 DMAs within 12 months

#### Majority of revenue from LA

- Time lag in new areas
- 2.3x UK levels
- Buyside growing 10% of sellside volume
- Escrow attach rates of 77% in October
- Average revenue per instruction £4,164
- Gross margin of 62.1%
- Admin costs incurred building up West and East coast infrastructure

#### Marketing spend driving awareness

- 44% in LA
- Capital allocation
- Cost per instruction down 30%

### Income Statement Canada

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	H1 2019
	£m
Revenue	9.2
Cost of Sales	(4.2)
Gross Profit	5.0
Gross Margin %	54.1%
Adjusted administrative expenses	(2.5)
Depreciation, amortisation and share based payments	(0.4)
Sales and Marketing costs	(2.1)
Operating Profit/(Loss)	(0.0)
Reconciliation of operating profit to adjusted EBITDA	
Operating Profit/(Loss)	(0.0)
Add back: depreciation and amortisation	0.3
EBITDA	0.3
Add back: Less Share based payments	0.1
Adjusted EBITDA	0.4

### The financials cover trading from 6 July 2018 i.e. less than 4 months

- Gross margin of 54.1%
- Underlying adjusted EBITDA is encouraging despite the stage of maturity of the business outside of Quebec

#### 3 themes which will be picked up going forward

- Average revenue per instruction in the 3 main areas of Quebec, Ontario and Western Canada is up 8%, 42% and 23% respectively<sup>1</sup>
- Market share has been gained in all regions despite market headwinds
  - Full marketing campaign in the new year
- iii) Total website visits up 11% YoY, over 7m visits per month

### Income Statement Group

	H1 2019	H1 2018
	£m	cc£m
Revenue	70.1	40.1
Cost of Sales	(28.2)	(17.1)
Gross Profit	42.0	23.0
Gross Margin %	59.9%	57.3%
Adjusted admin expenses	(24.0)	(14.6)
Depreciation, amortisation & share based payments	(4.1)	(O.1)
Non- recurring acquisition costs	(0.4)	0.0
Sales and Marketing costs	(39.0)	(18.3)
Operating Profit/(Loss)	(25.6)	(11.4)
Reconciliation of operating profit to adjusted EBITDA		
Operating Profit/(Loss)	(25.6)	(11.4)
Add back: Depreciation and Amortisation	2.0	0.6
EBITDA	(23.6)	(10.8)
Add back: Less Share based payments	2.1	0.9
Add back: Aquisition costs	0.4	
Adjusted EBITDA	(21.0)	(9.8)

- Significant revenue growth
  - Increase in revenue of 75%
- Group gross margin of 59.9% up 260 bps

#### Administration expenses of £24.0m versus £14.6m PY

Expansion of global operational infrastructure

#### Sales and Marketing

 Market share growth is the primary objective as we gain traction within existing and newer markets

#### Adjusted Group EBITDA

Loss of £21.0m as US investment is prioritised

### Operating Leverage UK

UK indirect costs	H1 19	H1 18
	£m	£m
Revenue	48.3	34.8
Underlying administration costs	8.9	7.8
% of revenue	18.5%	22.3%
Sales & marketing costs	13.5	10.1
% of revenue	28.0%	28.9%
Adjustments <sup>1</sup>	3.1	1.5
Total non direct costs	25.6	19.4

#### Under IFRS 15 notable opertaing leverage continues

#### Slightly different under IAS 18

- Admin cost % down 120bps instead of 360bps
- Despite tech and infrastructure investment

#### Marketing as a % of revenue up 250bps

Increase in CPI including portals of 17% although a reduction of 5% from H2 last year

### (1)Excludes depreciation, amortisation, share based payments charge, aquisition costs and non recurring investments such as insourcing property management and integration costs

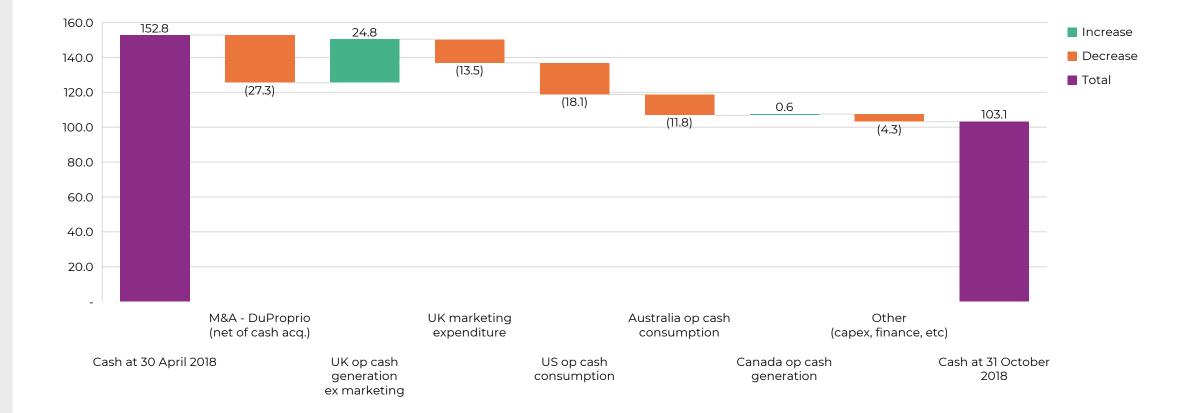
#### UK CPI including portals



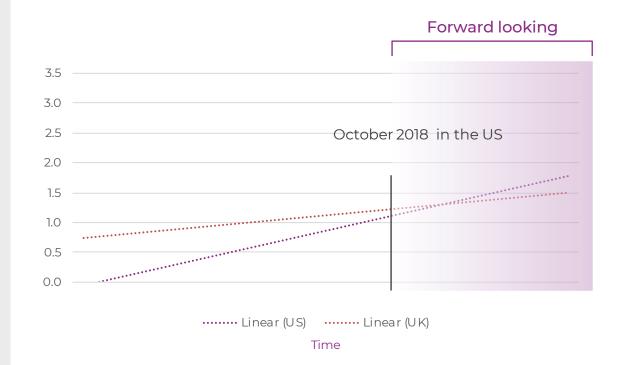
#### Key themes around CPI

- Total category spend up c.19% over H2 18
- Our share of voice has been maintained
- TV as a % of total v H1 last year down 420 bps when compared to FY18
- Generic PPC market volume is down
- Media inflation
- Stabilisation expected in H2, last year H2 was up 23.9% on H1)

### Cash Bridge 30 April – 31 October 2018



### Unit revenue per unit marketing spend



- This table compares \$ revenue generated in the US per \$ of marketing spend since launch compared to the equivalent metric and period in the UK (£ of revenue per £ of marketing spend)
- US revenue generated as a proportion of marketing spend has lagged the UK, but the gap is reducing and the US is forecast to reach parity with the UK within H2 2019

Strategic overview

### **Leading lasting change** Michael Bruce, CEO





# Leading lasting change

 Well positioned for what is a challenging market

### A significant industry shift

- Starting to see more aggressive shake out
- Business models being tested like never before
- More pressure on capital and access to capital
- Industry debt is proving a heavy burden on competitors ability to compete, to innovate, to invest and to attract and retain exceptional people
- With no debt and a very healthy balance sheet we are better placed than ever to capitalise on our strategy to be the largest, most loved and most profitable estate agent

## Four pillars to exceptional growth

Leading lasting change



## Four pillars to exceptional growth

Leading lasting change Building a global digital brand

Relentless Innovation

2

Operational Excellence

3

Smart allocation of capital

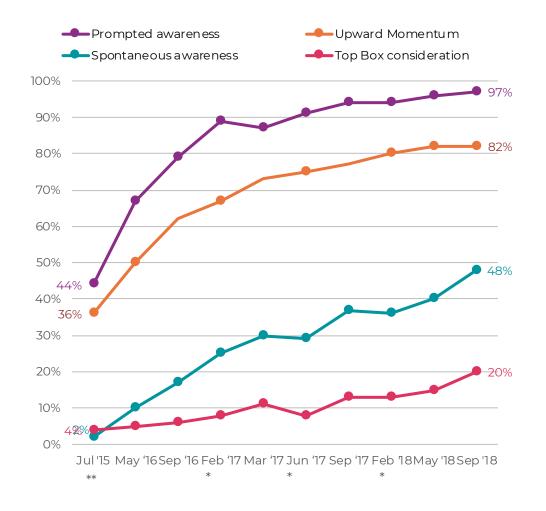
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### Building a global digital brand

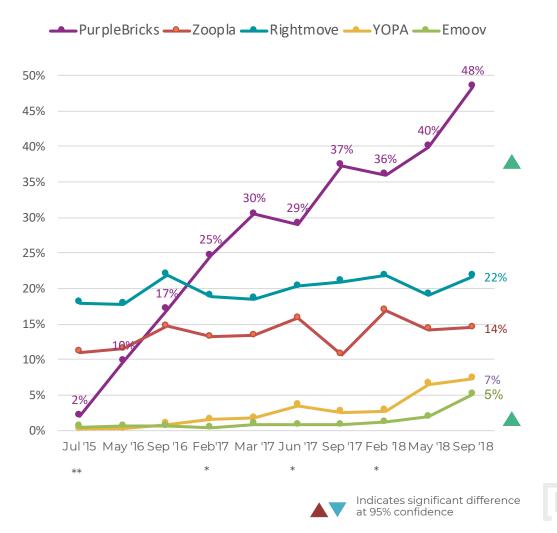
Leading lasting change



### Spontaneous awareness and consideration continue to increase significantly

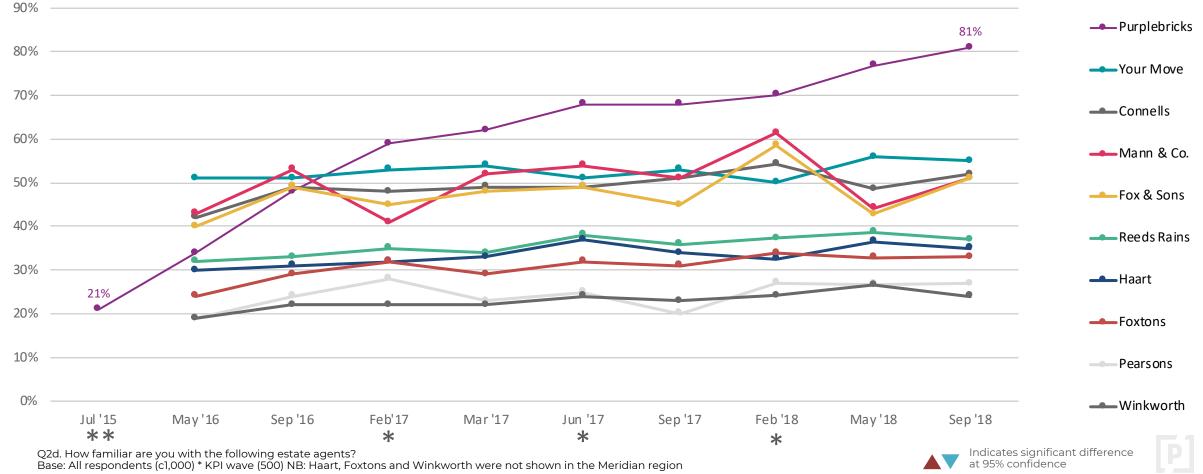


### Purplebricks outpaces the competition on total spontaneous awareness



Base: All respondents (c1,000) \* KPI wave (500) \*\* Benchmark wave, covering London and Meridian only (411)

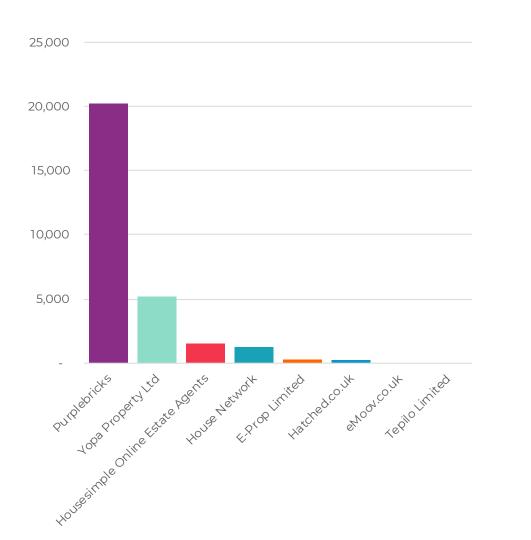
# Purplebricks has higher familiarity than national high street estate agents

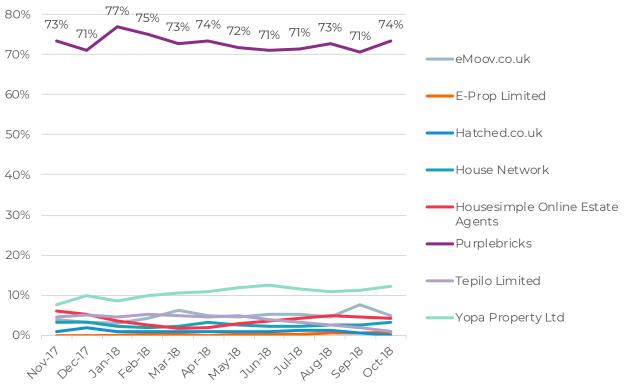


\*\* Benchmark wave, covering London and Meridian only (411)

### Share of properties for sale

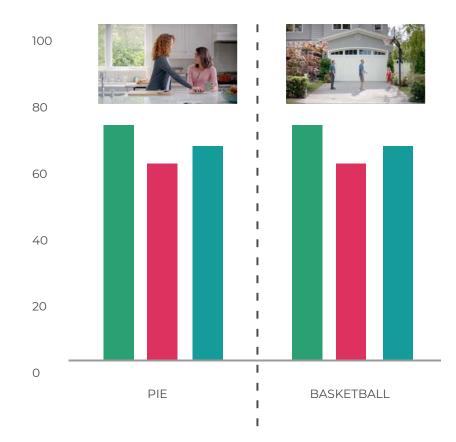
### New Listings Market Share - Online Agents





Data from Zoopla, 11 December 2018

### US advertising performance started strongly

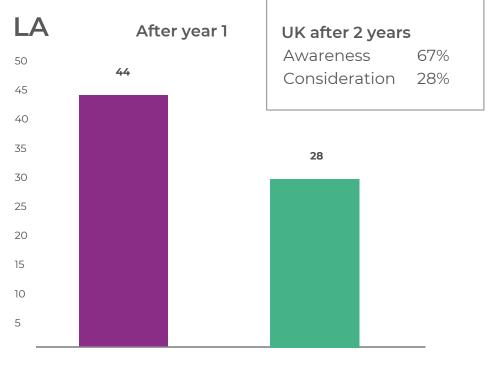


And ahead of UK performance in half the time in market

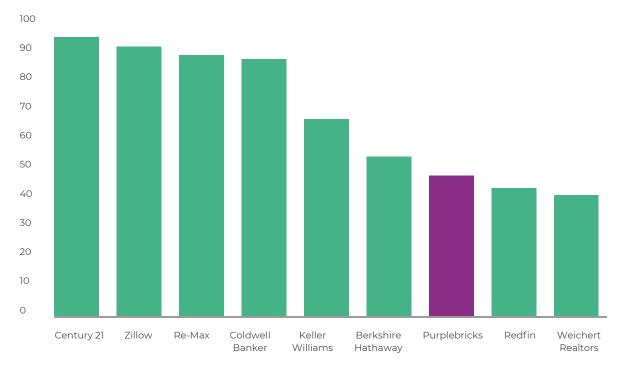
Understanding	<b>79</b> %
Appeal	<b>57</b> %
Liklihood to use	66%

# US brand metrics are performing well

# And that compares favourably with competitors at this stage



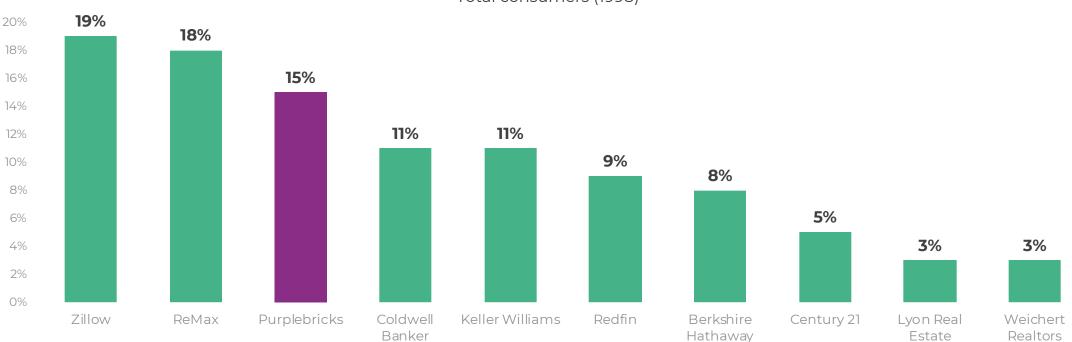
Brand Awareness Consideration - "Would Contact PB"



### Ahead of Redfin, who have been in market for 10 years

# If selling a house, which real estate expert would you contact first?

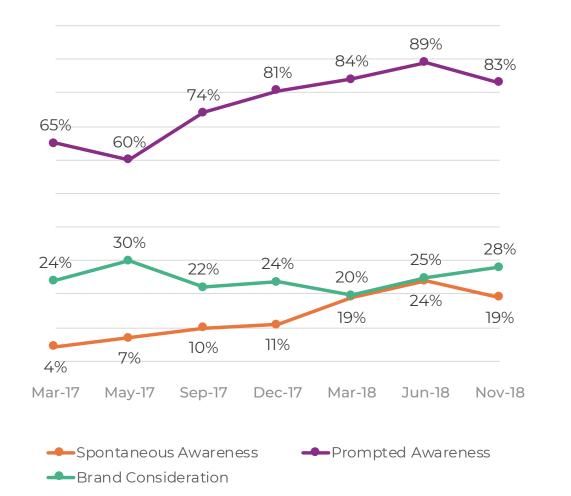
Remarkably, Purplebricks was third highest, as 15% indicated that it would be the company they contact first when thinking of buying or selling a home.

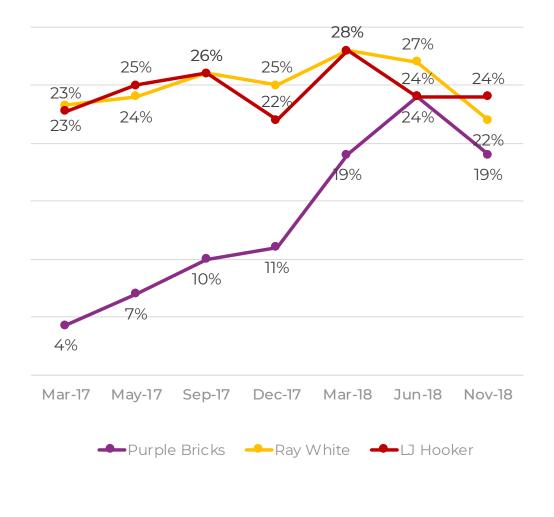


Total consumers (1998)

[Q12] And if you were thinking of buying or selling a home, which of these companies would you contact first?

### AU Brand tracking





### **Relentless Innovation**

Leading lasting change



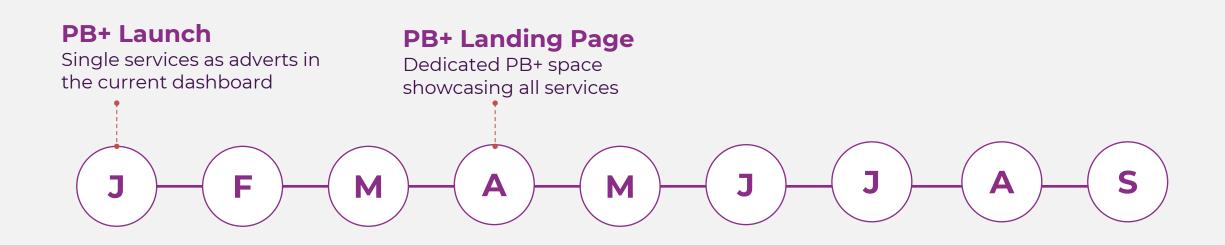
# **Relentless innovation**

Leading lasting change

- Supercharge Innovation, efficiency and service for customers
- Greater productivity and efficiency for LPEs
- More automated delivery but better experience
- Share learnings across the Group eg LPE equivalents in Canada can be over 200% more productive than UK LPEs, whilst maintaining a first class customer experience



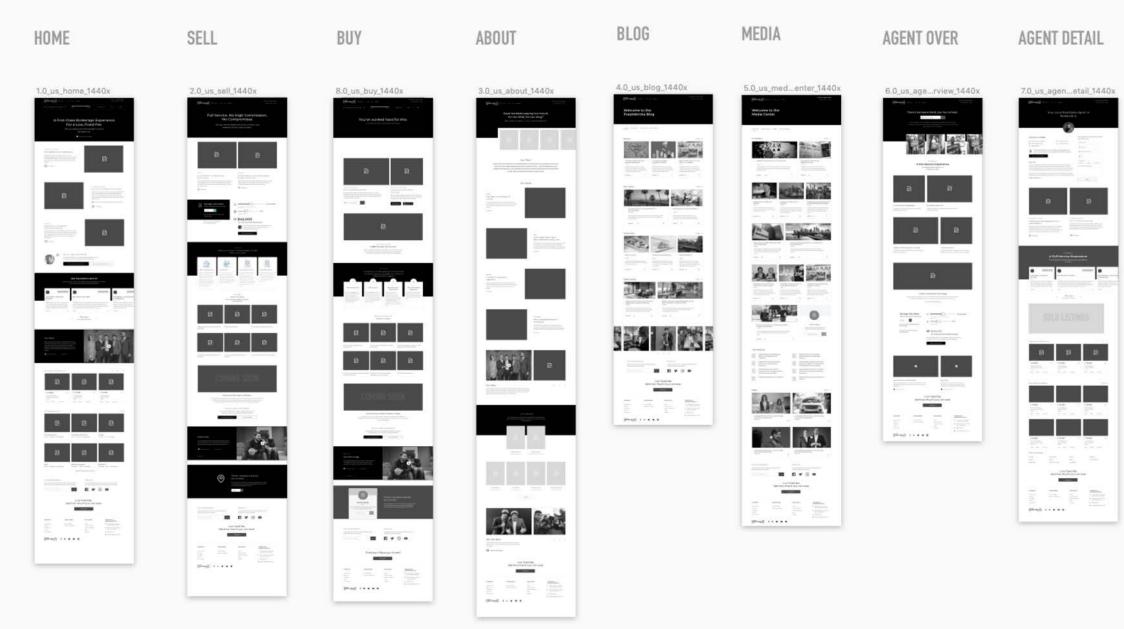
High level aspirational road map for 2019

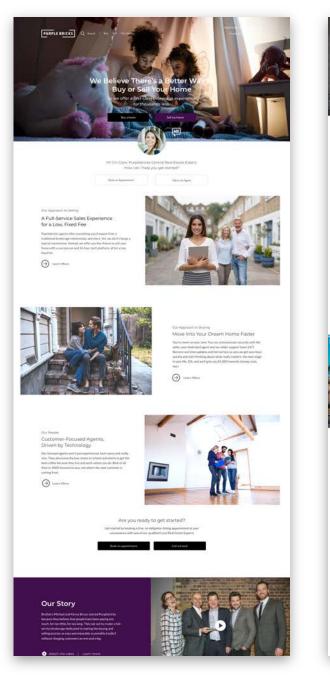


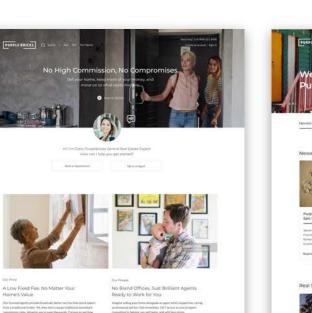
### Some of our partners



### Advanced user experience



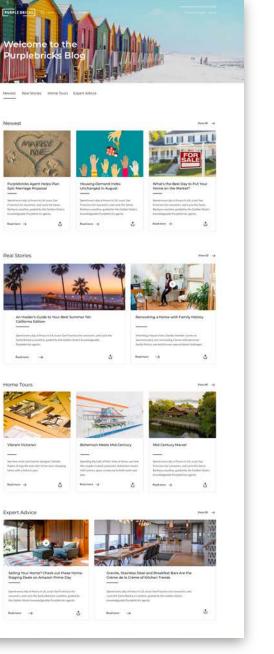












# **Relentless innovation**

Leading lasting change

- More choice and greater exposure for customers
  - Increased revenue
    - Premier and feature listing upgrades
  - Lower cost of acquisition
  - UK: H1 Assuming 30% of customers booking viewings in H1 have a house to sell – capturing those and converting at current rates equates to £15.2m of additional revenue in the period
- Purplebricks Plus Longer lifetime relationships with customers
  - Much less frictional process, better conversion
  - UK: Each average 3% attach rate increase on handful of products equates to £1.5m profit a year
  - Lower cost of acquisition of customers in the short term and marketing costs in the long term

### UX improvements

UK: H1 improving sessions to valuations booked conversion by just 0.03% equates to c £3.8m more revenue and £7.6m a year

### **Operational Excellence**



Extraordinary people with exceptional experience



#### Global COO, Vic Darvey

Recently recruited, start January

Operational Excellence and Relentless Delivery

Former Managing Director Money Supermarket 2015 – 2018

Managing Director Travel Supermarket 2012 – 2015

Group Director of Marketing & Management CMC Markets 2010 - 2012

> Vice President Lastminute.com 2004 – 2010

#### **Training & Development Director**

Recruiting

Increasing quality of service, better experiences for customers, increased revenue for LPEs and Purplebricks



### Chief Digital Officer, Giles Delafeld

Recently recruited, in post

### Industrialised output to drive more productivity, greater revenues and simpler processes

Premier and Feature listings, Purplebricks Plus and innovation initiatives can drive millions in additional revenue, productivity and low cost of acquisition



### **People Director, Stuart Perkins**

Recently recruited, in post

AAA people in every capacity, driving quality, retention and increased revenues

UK: H1 - 3% point increase in conversion to instruction by LPE's equates to £3.6m in additional revenue and £7.2m per year

### Extraordinary people with exceptional experience



#### Sales Director, Paul Vickerstaff

In post

People, technology, process and experience

UK: H1 - If we sold 5% more of our total property stock each month during the period the ancillary revenue would equate to £3.93m

UK: H1 - Only capturing 1 in 5 buyers to conveyancing services. If we captured 2 in 5 buyers it would equate to  $\pm 3.43$ m in additional revenue in the period.

Conveyancing, mortgages, PB Plus

### **Global Head of UX**

Recruiting

Global improvements, Global outcomes

UK: H1 - Improving session to val booked conversion by just 0.03% equates to c£3.8m more revenue and £7.6m a year

US: H1 - improvement in listing funnel conversion to match UK conversion would have equated to an additional \$13.9m in the period

### Customer Communications Director, Allan Warren

Recently recruited, in post

UK: H1 - Increase call to valuation conversion by 2%, would have resulted in more than 3000 additional instructions in the period and revenue of £3.62m

UK: H1 - Increase the number of connected calls by 10% on outbound calling and revenue in the period could have increased by £4.23m



### Mortgage Services Director, Verona Frankish

Recently recruited, in post

UK: H1 - If we achieved average industry conversion from sale to mortgage in the period the additional revenue would equate to £3.93m

### **Smart Allocation of Capital**



### Smart Allocation of Capital

Leading lasting change

### Canada & Germany

- Successful investment
- Proven model
- Strong, self sufficient management team
- Growing business
- Significant opportunity to grow market share
- Material progress made on plan to execute strategy
- A number of synergies and learnings to support global success

### Future Allocation of Capital

### Purplebricks Canada

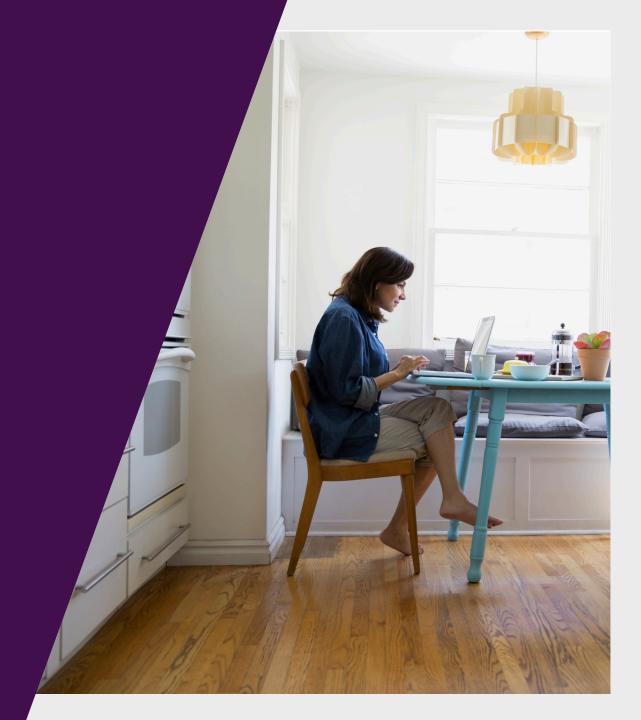
- Over 200% higher LPE productivity
- Industrialised processes to get a better conversion of every lead
- Digital acquisition of customers for less
- AAA leaders in specialist roles
- Funnelling leads to get them in front of the best people first
- More effective methods to drive from consideration into actual business
- Operational infrastructures that delivers better outcomes for customers
- Reducing friction for customers
- Increasing speed to market
- Every customer interaction graded mood rating
- Reward methodology drives better outcomes

# Outlook

Leading lasting change

- Well positioned for what is a challenging market
- UK business outperforming the industry
- Demonstrating ability to grow and win share in challenging market conditions
- No short-term improvement to market expected
- US early indications show brand recognition consideration are growing strongly - now focused on operational delivery
- Board narrows range on 2019 guidance (under IAS 18) to £165-175 million in line with consensus
- Adoption of IFRS 15 will result in c 2% downward adjustment to guidance -minimal impact on profit and no impact to cash









### IFRS 15 v IAS 18: key principles and differences

- Prior to IFRS 15, recognised instruction revenue reflected the timing of activity and costs to Purplebricks
- IFRS 15 recognises revenue based on the consumption of the service from the point of view of the customer
- Instruction revenue is therefore spread straight line over the average period to completion of the transaction
- Rate of growth and time to complete sale are key drivers of the level of deferred income
- Conveyancing revenue is no longer all recognised on completion but on referral, as the performance obligation passes to the third party partner at this point
- No impact on cash

### Revenue summary IFRS 15 vs IAS 18

	Revenue recognised under IFRS 15						Revenue rec	ognised und	er IAS 18	
	UK	Australia	US	Canada	Total	Uk	Australia	US	Canada	Total
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
H1 2019										
Instructions	31,540	5,942	3,310	6,879	47,672	32,324	5,759	4,158	6,879	49,121
Conveyancing	10,069	0	0	0	10,069	9,527	0	0	0	9,527
Other	6,732	669	2,622	2,359	12,382	6,774	669	2,512	2,359	12,314
Total	48,341	6,612	5,932	9,238	70,122	48,625	6,429	6,670	9,238	70,962
H1 2018										
Conveyancing	8,127	0	0	0	8,127	6,977	0	0	0	6,977
Other	4,932	243	31	0	5,206	4,874	243	22	0	5,139
Total	34,816	5,153	98	0	40,067	39,93	6,754	102	0	46,787
Growth	38.8%	28.3%	5954.7%	100.0%	75.0%	21.8%	-4.8%	6439.6%	100.0%	51.7%

### Balance sheet Consolidated

	H1 2019	H1 2018
	£m	£m
Deferred tax asset	3.6	3.3
Intangible assets and goodwill	41.5	6.4
Property, plant and equipment	1.7	1.0
Non current assets	46.7	10.8
Trade and other receivables	27.0	10.8
Cash and cash equivalents	103.1	64.4
Current assets	130.1	81.7
Total assets	176.8	92.5
Trade and other payables	(27.4)	(10.3)
Deferred income	(19.3)	(17.5)
Derivative financial instruments	0.1	(0.2)
Deferred tax liability	(4.8)	(0.5)
Total liabilities	(51.3)	(28.4)
Share capital and premium	179.9	78.0
Share based payments reserve	6.6	2.5
Foreign currency reserve	(0.4)	0.1
Retained earnings	(60.6)	(16.6)
Shareholders' funds	125.5	64.1
Equity and liabilities	176.8	92.5

- Movement in intangible assets primarily arises from the July 2018 acquisition of DuProprio / ComFree business in Canada. Software assets are £7.0m at October 2018, £3.6m in UK and £3.4m in Canada
- Cash is up due to funding received from Axel Springer in April 2018 (reflected also in increase in share capital and premium)
- Accrued income at October 18 of £8.8m is up from £6.1m in October 17 reflecting accrued conveyancing and brokerage revenue
- Deferred income at October 18 of £19.3m is up from £17.5m in October 17 reflecting deferred instruction revenue

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