



## Interim Results Presentation 5th December 2016

## Today's agenda

- 1. Business Highlights Michael Bruce
- 2. Financial Highlights Neil Cartwright
- 3. Strategic Overview Michael Bruce
- 4. Summary



**No. 1** Startups 100 List



**Winner** Tech Business of the Year 2015 Innovative Business of the Year 2015 Business of the Year 2014



Winner



Shortlisted

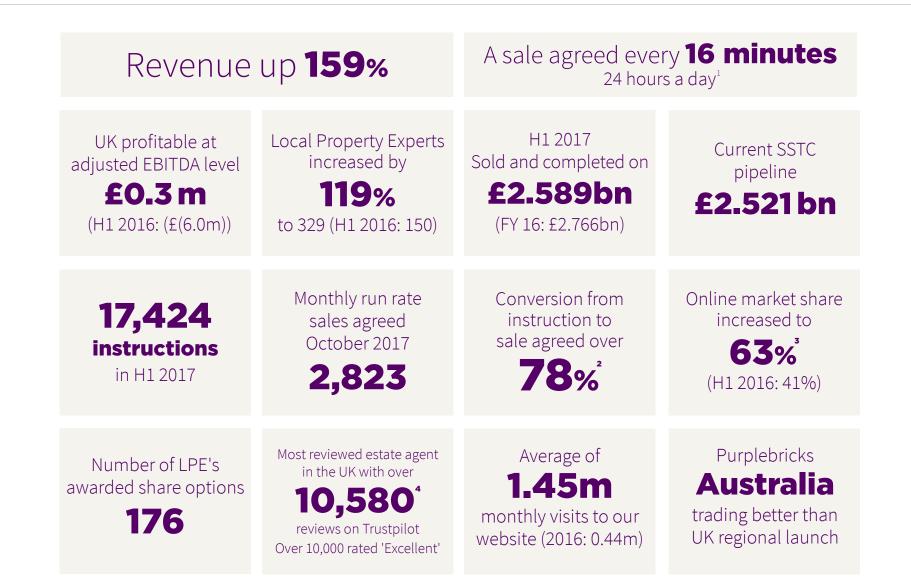


**Shortlisted** Innovative Company of the Year



# 1. Highlights

# Business Highlights





## 2. Financial review

# Financial Highlights



<sup>1</sup>Defined by the Group as (loss)/profit before tax, depreciation, amortisation, net non recurring fund raising / IPO costs and share based payment charges. <sup>2</sup>Actual number £1,000.06p

## Income statement - UK

	UK	
	H1 2017	H1 2016
	£m	£m
Revenue	18.3	7.2
Cost of sales	(8.1)	(3.1)
Gross Profit	10.2	4.1
Administrative expenses	(3.8)	(3.8)
Sales and marketing costs	(6.6)	(6.6)
Operating loss	(0.3)	(6.4)
Finance expenses	0.0	0.0
Loss before tax	(0.3)	(6.4)
Taxation	0.0	0.0
Loss for the period	(0.3)	(6.4)
<b>Reconciliation of Operating Profit to</b>	Adjusted EBITDA	L
Operating loss	(0.3)	(6.4)
Less: Depreciation and amortisation	0.2	0.1
EBITDA	(0.1)	(6.3)
Less: Share based payments charge	0.4	0.3
Adjusted EBITDA	0.3	(6.0)

- Strong topline growth at 154% vs. H1 2016
- H1 2017 revenue of £18.3m vs. FY 2016 revenue at £18.6m
- Gross profit improvement of +149% to £10.2m (H1 2016: £4.1m)
- Operational gearing continues to improve:
  - H1 2017 overhead and marketing costs at H1 2016 levels but delivered scaling of growth of sales instructions
- Adjusted EBITDA profit of £0.3m for H1 2017 vs. H1 2016 £6.0m loss
- Initial tranche of share options granted to LPE's in June 2016, further awards in December 2016

Notes

- 1. Adjusted EBITDA is defined by the Group as loss/profit before tax, depreciation, amortisation, net finance costs and Share based payments charge.
- 2. Certain financial data have been rounded. As a result of this rounding, the totals of data presented in this document may vary slightly from the actual arithmetic totals of such data.

## Income statement - Australia

	AUS	
	H1 2017	H1 2016
	£m	£m
Revenue	0.4	0.0
Cost of sales	(0.2)	0.0
Gross Profit	0.2	0.0
Administrative expenses	(1.7)	0.0
Sales and marketing costs	(1.0)	0.0
Operating loss	(2.5)	0.0
Finance expenses	0.0	0.0
Loss before tax	(2.5)	0.0
Taxation	0.0	0.0
Loss for the period	(2.5)	0.0
<b>Reconciliation of Operating Profit to</b>	Adjusted EBITDA	
Operating loss	(2.5)	0.0
Less: Depreciation and amortisation	0.0	0.0
EBITDA	(2.5)	0.0
Less: Share based payments charge	0.0	0.0
Adjusted EBITDA	(2.5)	0.0

- Operational set up, infrastructure, recruitment and training spring/summer 2016
- Trading commenced with our first instruction on 12<sup>th</sup> September 2016
- H1 2017 revenue £0.4m after 7 weeks (£0.57m and \$1.08m AUD)<sup>1</sup>
- Two initial launches:
  - Queensland
  - Victoria
- 50 LPEs recruited and operational by calendar year end
- Business growing more quickly than the UK business at the same point in its evolution

#### Notes

1. Total instruction fees in period. £0.4m revenue as properties are live. Remainder of revenue will be recognised when properties list go live.

Certain financial data have been rounded. As a result of this rounding, the totals of data presented in this document may vary slightly from the actual arithmetic totals of such data.

## Income statement

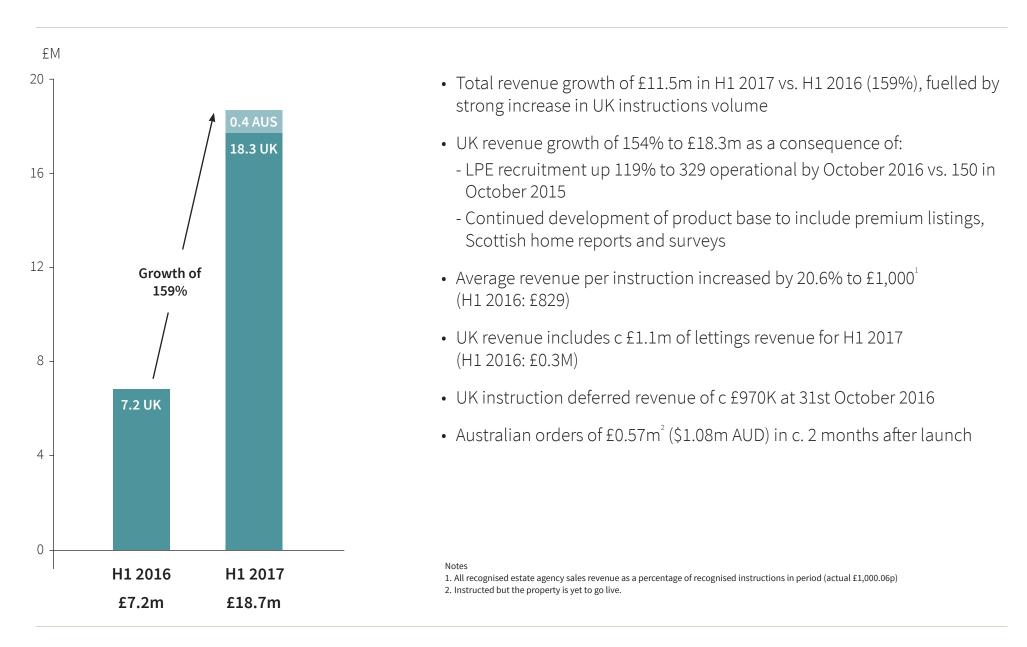
	Consolidated		
	H1 2017	H1 2016	
	£m	£m	
Revenue	18.7	7.2	
Cost of sales	(8.3)	(3.1)	
Gross Profit	10.4	4.1	
Administrative expenses	(5.5)	(3.8)	
Sales and marketing costs	(7.7)	(6.6)	
Operating loss	(2.8)	(6.4)	
Finance expenses	0.0	0.0	
Loss before tax	(2.8)	(6.4)	
Taxation	0.0	0.0	
Loss for the period	(2.8)	(6.4)	
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EBITDA	(2.6)	(6.3)	
Less: Share based payments charge	0.4	0.3	
Adjusted EBITDA	(2.2)	(6.0)	

- Consolidated Group revenue of £18.7m to H1 2017 vs. £7.2m for H1 2016 (+159%)
- Group gross profit increase of 154% to £10.4m (H1 2016: £4.1m)
- Loss in H1 2017 driven predominantly by investment in Australian operation

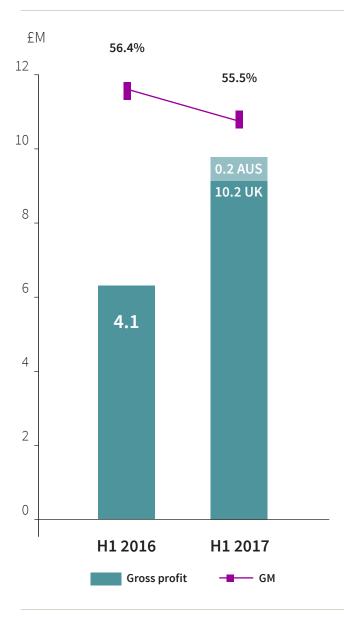
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- 2. Certain financial data have been rounded. As a result of this rounding, the totals of data presented in this document may vary slightly from the actual arithmetic totals of such data.

## Revenue growth driven by international rollout and LPE recruitment



## Gross Profit

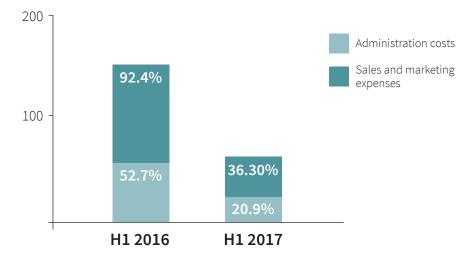


- Group gross margin at 55.5% in H1 2017
- Very slight reduction in margin as a consequence of:
- Modest dilution effect of Australian launch margins at c. 49.7%
- Mix of revenue from UK products vs. FY 2016
- Introduction of Scottish home reports at pass through rates
- Increase in London instructions relative to FY 2016 mix
- Minor price increase in late September 2016 with no effect on sales instructions volumes

## UK sales growth outpacing cost investment

		UK		
	H1 2017	H1 2016	Growth	
	(£m)	(£m)		
Sales and marketing costs	6.6	6.6	0.0%	
% of sales	36.3%	92.4%		
Administration costs	3.8	3.8	0.0%	
% of sales	20.8%	52.7%		
Total expenses	10.5	10.4	0.0%	

Evolution of administration costs and sales and marketing expenses as a % of sales



- H1 2017 admin expenses in line with H1 2016 at £3.8m
- Operation leverage continues to develop with overhead of 20.8% of revenue down from 52.7% in H1 2016
- In line with guidance these will increase in H2 2017 due to further investment in Data Sales Unit and Solihull premises
- Overhead costs include £400K of share based payments which will increase significantly in H2 2017 in line with new awards
- Sales and marketing costs were in line with H1 2016 at £6.6m, but as a percentage of sales decreased to 36% (2016: 92%)

# Cost contribution analysis - Australia

	Australia		
	H1 2017	H1 2016	Growth
	(£m)	(£m)	
Sales and marketing costs	1.0	0.0	100.0%
% of sales	240.0%	0%	
Administration costs	1.7	0.0	100.0%
% of sales	407.1%	0%	
Total expenses	2.7	0.0	100.0%

- Establishment of and investment in operation to enable trading to commence with our first instruction on 12th September 2016
- Establishment of national HQ in Sydney
- A number of UK staff transferred to Australian operation to preserve the Purplebricks culture and to drive the launch forward
- High profile launch of Queensland and Victoria territories with new media created for TV, radio and digital channels

## Group cash flow statement

	Consolidated	
	H1 2017	H1 2016
	£m	£m
Adjusted EBITDA	(2.2)	(6.0)
Movement in working capital	1.2	1.3
Net cash flow from operations	(1.0)	(4.7)
Cash flow from investment activities	(0.9)	(0.2)
Cash flow from financing activities	0.5	10.0
Net increase in cash	(1.4)	5.1
Cash at beginning of year	30.5	4.6
Cash at 31 October 2016	29.1	9.7

- Strong working capital management continues
- Working capital movements aided by:
  - Clients paying fees on instruction
  - Continued use of deferred payment option provided by Close Brothers
  - Supplier credit facility post listing
- Investment in eZie platform to launch Australia and new products in H1 2017
- No corporation tax payments in 2017. Expected to utilise accumulated losses until 2018

## Strong Group balance sheet

	Consolidated	
	H1 2017	H1 2016
	£m	£m
Intangible assets	0.9	0.2
Property, plant and equipment	0.4	0.1
Non current assets	1.3	0.3
Trade and other receivables	2.4	1.5
Cash and cash equivalents	29.1	9.7
Current assets	31.5	11.2
Total assets	32.8	11.5
Trade and other payables	5.5	2.9
Deferred income	1.1	0.3
Total liabilities	6.6	3.2
Share capital	2.5	0.0
Share premium	26.3	22.3
Share based payments reserve	0.7	0.4
Retained earnings	(3.3)	(14.4)
Shareholders' funds	26.2	8.3
Equity and liabilities	32.8	11.5

- Investment in intangibles represents development work performed:
  - Technology base for launch of first two Australian regions
  - Provision of new products, services and features in the UK
- Cash of £29.1m
- Trade and other receivables includes:
- Trade debtors £1.2m
- Accrued income £0.6m
- Trade and other payments includes
- Trade creditors £3.1m

## H2 2017 Guidance

- The UK business has moved into adjusted EBITDA profit in the first half of the current financial year
- LPE numbers as at 30th April 2017 raised to 380
- Incremental marketing spend of c£1.5M approved by Board for early spring market and under review
- Overheads pre share based payments, depreciation and amortisation to be c £1.2M ahead of FY2016
- No Corporation Tax payable
- Share based payment charge c£1.7M as LPE recruitment accelerates
- Australian investment re-iterated at £10M GBP to get to break even
- Likely exercise of options and warrants is c7.6M shares



# 3. Strategic Overview

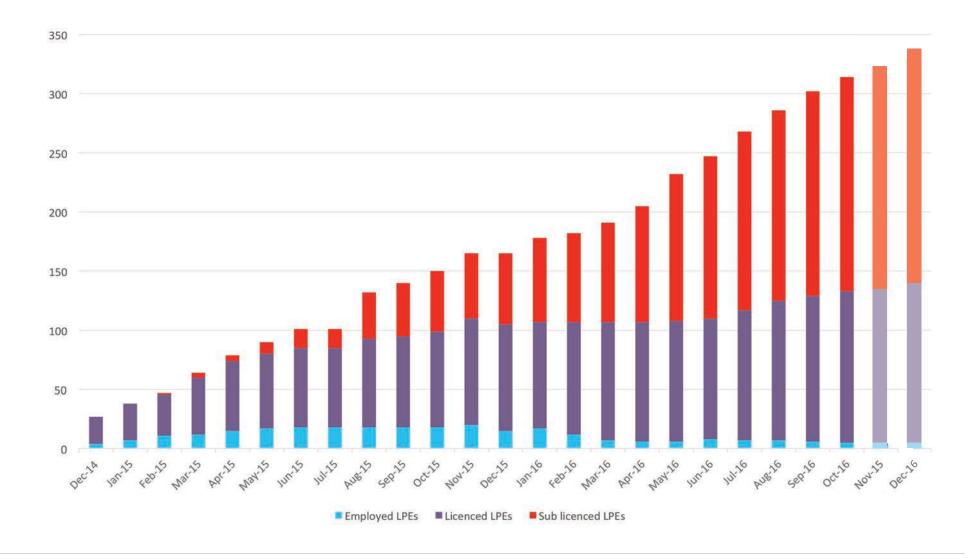
## The Next Generation Estate Agent





## Recruiting first class Local Property Experts

## Growth of Local Property Experts



# Recruitment and Training



**Kenny Bruce** Founder & Sales Director

# Training and Development

**Andrew Vass** Recruitment & **Training Director** 



**Jim Harris** Head of Training UK



**Dan Firth** Training Manager



**Debbie Fennell** 



Head of Recruitment

**Dan Fennell** 



Paul Vickerstaff



**Tom Greenacre** 



**Tom Kirk** 



**Regional Directors** 

**Christian Howes** 



**Stephen Parker** 



**Jamie Young** 

- Continued growth of quality Local Property Experts 119% growth in period
- Intelligent Profiling Thomas International
- Introduced Business Leadership Training & Development
- Purplebricks Academy



## The Purplebricks Academy - case study



#### **Rhys Walker-Brown**

"I am proud and honoured to have been selected to take part in the Purplebricks Academy. It was important that I further developed my early experience of estate agency, completed a series of intensive training programmes over a number of months, became an expert in and of my local market and witnessed a number of the best estate agents in the industry represent the Purplebricks brand. I couldn't have been more pleased to have been signed off by Kenny Bruce, Paul Vickerstaff and Tom Kirk. All of that pressure, hard work, dedication and people's belief in me had paid off".

## **15** instructions in first month

Completed **10 month** Academy Programme

## Undertook and **PASSED** our Training course

## Rhys Walker Brown (2) feeling motivated with Kenny Bruce and 4 others.

30 November at 15:23 · East Retford · €

At the beginning of 2016 I got the opportunity to start working with Purplebricks and develop my career within the property industry. I saw something in the company that was very special, but didn't appreciate how special it really was. Since then, I have had the opportunity to meet with the Sales Director and CEO of the company who have believed in me and shown me that this is just the beginning. I have never been so inspired and am overwhelmed to be a part of something this amazing. I'm thankful to everyone that has been part of my development so far. I cannot explain how much I appreciate all the time and work that went in to get to the position I am in today. I can't wait for the future with this company and I am so grateful to work alongside such fantastic people throughout the business every day. This is just the start - 2017 is looking like a great year!

## 

"From the very start Rhys has been nothing but professional, knowledgeable, helpful and polite. He explained the process in an easy way which was easy to understand and has been available day and night 7 days a week. Nothing has been a problem and he has dealt with my questions promptly and reassuringly." Marilyn Fenton

## Long term incentives

- Michael and Kenny visit every LPE in October 2016
- 176 LPEs now have share options
- 63 employees and management have been granted share options





Mark Whincup Yesterday at 12:42 · 🚱

This time last year I was just sitting down in Purplebricks HQ to start my training, and what a year it has been since! Great way to mark it today with a motivational meeting from our inspiring leaders Kenny Bruce and Michael Bruce. Thank you for believing in me and giving me the opportunity to be part of this remarkable business! Bring on 2017, it's going to be purple! 🕙

5 Comments



Jamie Townsend Purple Bricks Friday at 18:06 · #

very inspirational day! Michael Bruce & Kenny Bruce, I will never get tired of listening to you both talk about our wonderful business! I thought I was excited for 2017 before today, I guess theres excited and EXCITED! Now to finish this year with one final big push...

🙆 Kenny Bruce and 21 others 3 Comments 1 Share

Area: South East London



Tuesday at 22:10 · Chorley · 👪

As the dust settles on another amazing Purplebricks day, the realisation of the opportunity we have been given by the most motivational and inspirational people in the business Michael and Kenny Bruce is just about computing!!

If there is anyone still out there who is an estate agent and really wants to live the dream an be part of the most amazing company get in touch..... I for one will never look back 🤎

Area: Preston



~

Shaun Turner Yesterday at 12:11 · @

After reflecting over yesterday's meeting, it's not often you get the chance to sit down with your ceo and sales director of a company at this scale. I cannot wait for next year with all the new technology in place and I'm very confident that Purplebricks will exceed all expectations for being the number 1 agent in the UK. I've never been more motivated and inspired by two great guys. Thank you Michael Bruce & Kenny Bruce.

Area: Wirral



**Michael Booth** 

Tuesday at 21:35 · Altrincham · #

Well, what an incredible day! It's a very rare business when the owners of such a fantastic company personally sit down with you and give you an amazing opportunity and a perfect future with a company.

I cannot wait for 2017 and I have never been more confident that Michael & Kenny will fulfill our expectations in making the company the number one agent in the U.K.! 🦾

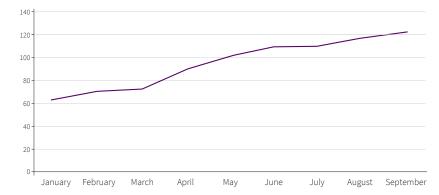
Area: Manchester

# Building a scalable business



Paul BrownAge:47Area:Sheffield and DoncasterPreviously:14 years at CountrywideTeam:8 LPEsRecruiting:3 LPEs

#### Paul Brown Instructions in 2016



### Paul's Territory Team



Jemma Harris Joined: May 2016 Previously: William H Brown (Sequence) Industry experience: 9 years



Paul Salkeld Joined: February 2016 Previously: Independent agent Industry experience: 16 years



Josh Carline

Joined: July 2015 Previously: William H Brown (Sequence) Industry experience: 5 years



Chris Evans Joined: April 2016 Previously: Independent agent Industry experience: 7 years



James Williams Joined: May 2016 Previously: Countrywide Industry experience: 4 years



Richard Johnson Joined: August 2016 Previously: Independent Agent Industry experience: 7 years



Guy Harden

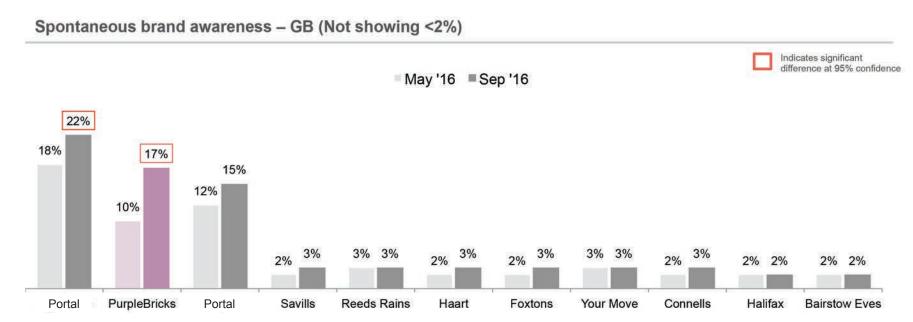
Joined: September 2016 Previously: Independent Agent Industry experience: 9 years



Josh Beazeley Joined: September 2016 Previously: William H Brown (Sequence) Industry experience: 2 years



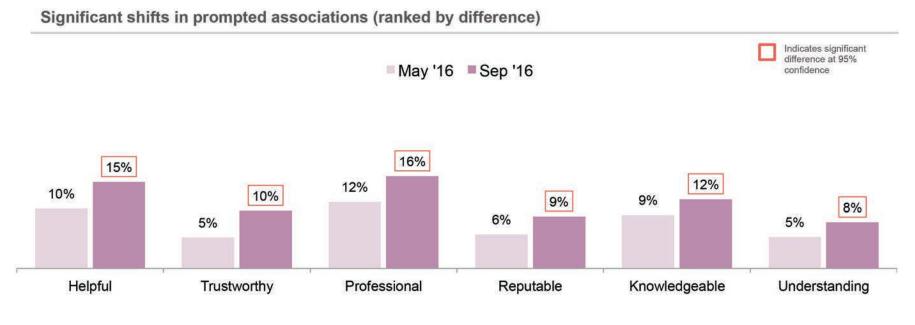
Top of mind awareness of Purplebricks has increased significantly, overtaking Zoopla. Rightmove has also increased following recent TV activity



Q2a. If you were thinking of selling your home, what companies would you think of contacting first? Base: All respondents (1131, 1,133)

Source: Independent research agency The Nursery - www.the-nursery.net

The brand is gaining credibility, as prompted associations with helpful, trustworthy, professional, reputable, knowledge and understanding have increased significantly



Q3b. Which of the following words do you associate with \_\_\_\_\_? Base: All aware of Purplebricks (753, 961)

Source: Independent research agency The Nursery - www.the-nursery.net

Purplebricks has now pulled significantly ahead of high st. estate agents on perceptions of best price, control of the sales process and selling quickly



Q3f. Please drag and drop the following boxes on to the scale below based on the extent to which you agree with the following statements. 1 – 11 point agreement scale.. Base: All respondents (1,236), aware of Purplebricks (961)

Source: Independent research agency The Nursery - www.the-nursery.net

# Engaging Campaigns

## **TV Campaigns**

Finishing Sentences

BBQ



Muffins



Australia - A bit of a difference



## Tightmove Campaign



## Your own Local Property Expert from valuation to completion.

Bryony Dewhirst One of our Local Property Experts for Leeds

From over 5,500 reviews



# Capitalising on activity



Website

Page Views 46.5m (October 16)

- Growing our customer base
- New website coming
- Booking a valuation less friction
- Diary getting those "golden slots"
- Working harder with buyers the buyers App, innovations and experiences
- Creating a "lifetime relationship with our customers, sellers, buyers, landlords and tenants"

# Innovating for lifetime loyalty







Sellers and buyers App



Booking a valuation or viewing



Reducing diary friction



Making our people even more productive



Interactive relationships with everyone



Sales Task Force



Post Sale Support



Longer lifetime relationships

# Creating lifetime relationships with customers

We have the management team to achieve it



Ed Hughes CMO UK



James Kydd Marketing Director



Anna Essex Head of Design



Nicola Hamilton Head of PR



David Kelley Head of UX & Conversion



Frances Bradley Head of Email Marketing



**Neil Jones** Head of Digital Marketing



**Carrianne Walker** Graphic Design



**Grace Kelly** Social Media Specialist



## Building on our success

# Intelligence through data



**Stephanie Walker** Head of Customer Support & Data Sales Unit



Jazmin Stones Customer Concierge



Nevdesh Gill Head of Conveyancing Services

Over **14,000** valuations booked in period from data sales

## **Increase in**

- Valuations Instructions
  - Sales Surveys
    - Conveyancing





"Kash has been superb. He was professional, friendly and gave good, sound advice. He was always available to talk and I never once needed to chase him. I liked the technology too - the portal and app were very convenient and easy to use. I saved over a thousand pounds using Purplebricks."

Sultan Ali



## We sell houses

### Selling houses and supporting customers is what we do



<sup>1</sup>Percentage of sale agreed to instructed from 16th May 2016 to 15th November 2016. This may represent the minimum conversion assuming those properties still on the market sell hereafter. <sup>2</sup>Based on sales agreed in October 2016.

#### A sample of LPE performance vs. local competition\*

LPEs	INSTRUCTIONS	SOLD	LPEs	INSTRUCTIONS	SOLD
✓ Emma O'Sullivan/Paul Crump/Claire Hasse	ll <b>1st</b>	1st	✓ Dean McCluskey/Gemma Webb/		
<ul> <li>Lora Hollingworth/Jennifer Davis/</li> </ul>			Jon Lawson	1st	1st
Duncan Roe/Michelle Tromans	1st	1st	✓ Tom Bradly/Paul Gammon/		
✓ Kevin Lezar/Paul Parnell/			David Hawkes/Kate Cullen/Tony Vallis	1st	1st
David Garvey/Glen Conn	1st	1st	<ul> <li>Samanth Sullivan/Gearoid Hunt/</li> </ul>		
✓ Kash Dhaliwal/Rachel Godwin/			Donna Jones/Rhian Morgan	1st	1st
Melody Brookes	1st	1st	<ul> <li>Matthew O'Driscoll/Simon Phillips</li> </ul>	1st	1st
✓ David Catchpole/Joe Pearson/Daniel Freem	an <b>1st</b>	1st	✓ Deian Williams/Ian Wyn-Jones	1st	1st
✓ Daren Cridge/Chris Wells/Sabastian Grayso	n <b>1st</b>	1st	✓ Oliver Ball/Andrew Potter	1st	1st
✓ Andrew Butler/Jonny Clents/Richard Webb	1st	1st	<ul> <li>Phil Cook/James Skelding/Clare Hindes</li> </ul>	1st	1st
✓ Jane Catterall	1st	1st	<ul> <li>JP Downes/Jenna Cable/Adele Hollowood/ Suzanne Regan/ Tarun Chawla/Chris Young</li> </ul>		1st

\*Rightmove statistics - covers various areas: London, Central, South, South West, Wales and Yorkshire



1. Codsall Road, Wolverhampton. 2. Prospect Road, Stourport – on Severn 3. Griffiths Rd, West Bromwich 4. Rowditch Furlong, Milton Keynes. 5. Wyndhurst Road, Birmingham

# Researching Sales – A Land Registry analysis

A review of all research in the market about **SELLING HOUSES!** 

#### **Regional analysis**

- Regionally we looked at Birmingham, Bournemouth and Southampton
- Took research analysis and multiplied by 5 in those regions
- Took a random sample of 1611 properties marked as sold

#### National analysis

- National analysis on **<u>different</u>** properties
- Took a random sample of 10,000 properties marked as sold

#### We are proud of our success

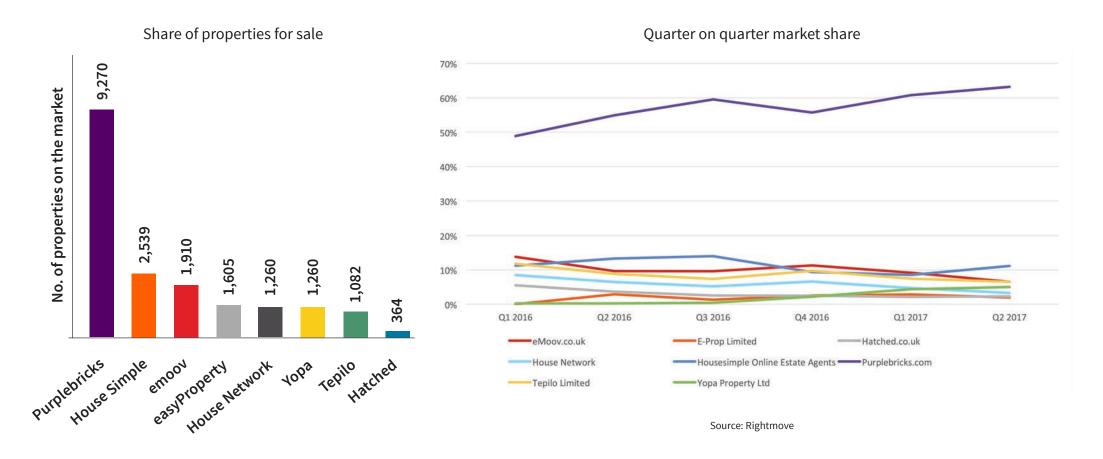


Verified by Land Registry: 87.5%

Verified by Land Registry: 91.9%

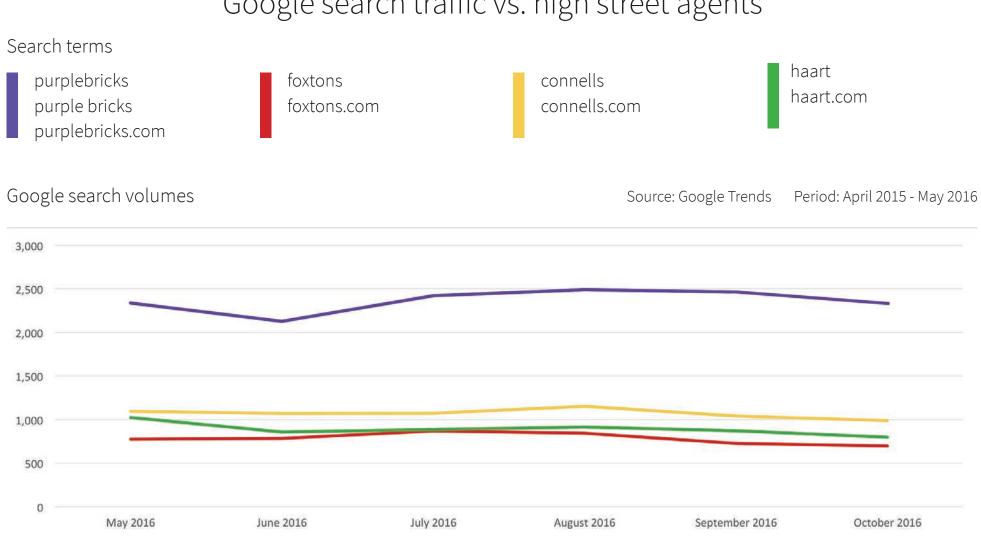
## Online market share

Purplebricks' position within the Top 7 online estate agencies



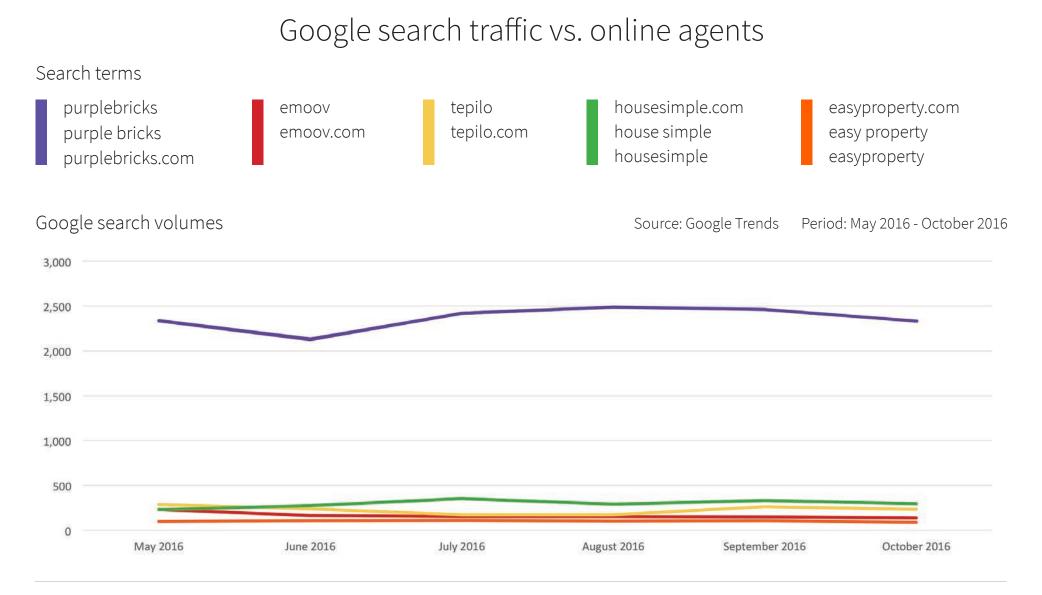
Source: Zoopla. Figures represent residential properties for sale listed as at 29/11/2016. For commercial reasons we withdraw properties from Zoopla when SSTC.

# Growing our brand

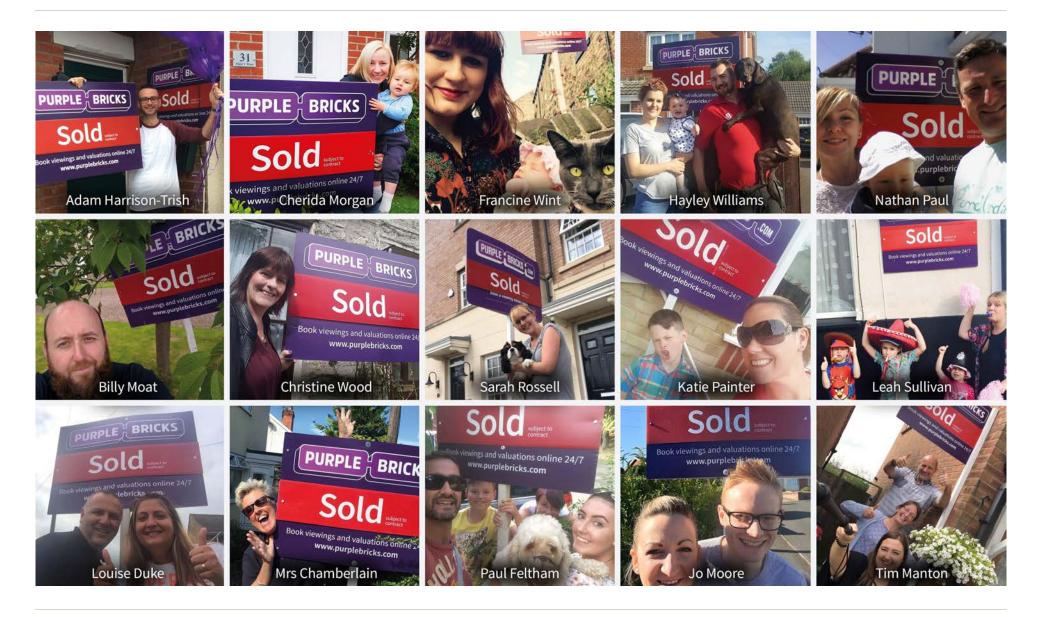


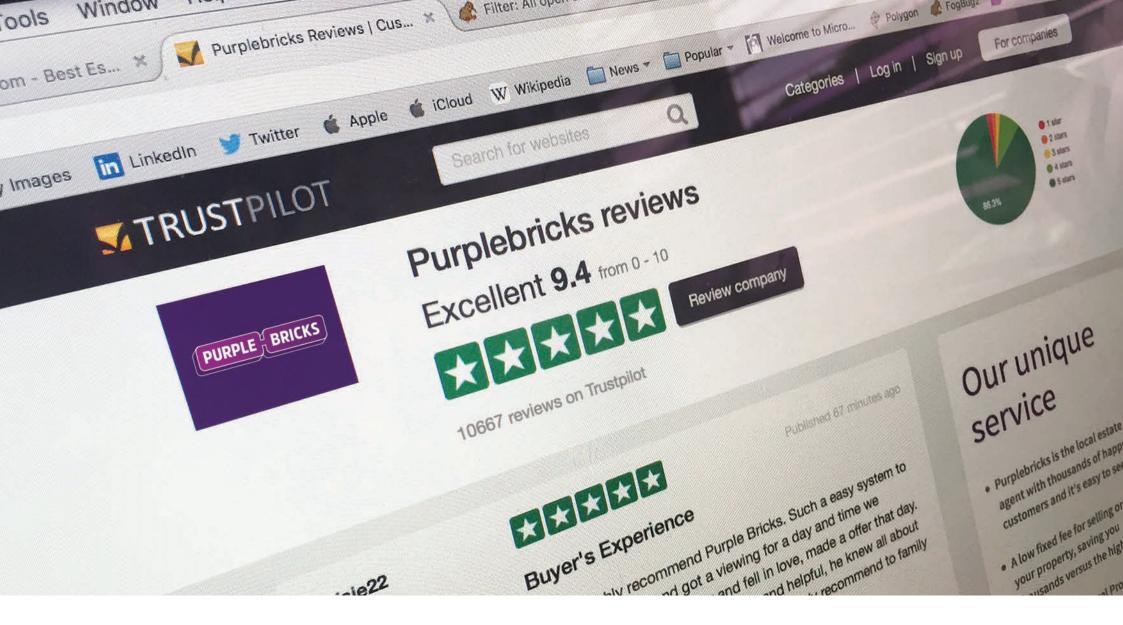
### Google search traffic vs. high street agents

# Growing our brand



### Customers celebrating success





### Our customers love us

# Purplebricks on Trustpilot



**Rebecca Brown** Head of Customer Experience

over 10,400

independent customer reviews - up **79%** since June 2016

Mark Heneghan and Sharon made the whole process of selling really easy. They were both very helpful from start to finish. We couldn't have been more happy with how the sale went. Anytime we needed to speak to mark we had no issues getting to chat with Mark or Sharon.

**Janine Quinlan** 

# rated 9.4 Excellent

**V**TRUSTPILOT

Fantastic experience with letting our property. Chris Wdowczyk was really great, gave us lots of advice and kept us up to date with the latest on viewings etc all the time. Our property was let very quickly and it was very easy and stress free to complete.

**Chris Booth** 

OVEr 10,000 of our reviews are rated 'Excellent'

Purplebricks have provided an incredible service from our initial meeting with our knowledgeable property expert, Branka, through to the post sales support. We sold quickly within 5 days and turned to Branka to help with negotiations which were handled professionally.

Penny Bell

# Australia – The revolution has started

- Launched Australia September 2016
  - Queensland & Victoria
  - Other states coming
- First class execution
- Unprecedented press coverage
- Tracking better than UK launch region
- Brand awareness
- Brand loyalty
- Selling houses show next videos as follows:
- Revenue of over \$1mAUD in first seven weeks





**Ryan Dinsdale** Australia CEO

#### Our fantastic Australian management team



Luke PervanJoby RussellAustralia Sales DirectorChief Marketing Officer



Andrew Vass Recruitment & Training Director



Andy Harris Operations Director

# Australia – Early success



### Australia – Our customers love us



Our agent Lou Lihari was fantastic. Nothing was ever too much trouble and he worked extremely hard to help us with the sale of our house. I would highly recommend Lou and the Purplebricks team!

Tania C



I had a fantastic experience with Purplebricks. Everything happened so smoothly and calmly, not one hiccup. Prue was professional, friendly and always available. I got a great price and great service.

Tanya Elsegood



Selling my property with Aaron and Purplebricks was stress-free, fast, smoothly done and not to forget very affordable. I would highly recommend Aaron to anyone looking at selling there property in the future.

Steve



Watch this space - launching in your Australian suburb soon



# 4. Appendix

# Changing the landscape

The opportunity for the very best estate agents in the UK to be their own boss

We give our Local Property Experts



Empowering them to create their own scalable, profitable business

# Combining people with technology

#### Technology that acts like the perfect professional estate agent partner

- ⊘ Reliable never ill, never late, never on holiday, never sleeps, always works at their optimum level
- Sooks their valuation
- ✓ Arranges their viewings
- Handles all of their instructions
- ✓ Orders their EPC's and boards instantly
- Gets the property particulars approved and onto the property portals
- ✓ Collects and provides their customers with feedback
- ✓ Updates their customers on their marketing when they want to be updated
- Provides advice when the customer needs it
- ✓ Changes the price when required
- ✓ Receives and negotiates offers
- ✓ And they work 24 hours a day

Delivering on our promises

## Delivering cost effective value and first class service

### What's in it for the customer?

- ✓ They pay a fraction of the cost of a traditional estate agent
- They get a first class Local Property Expert who retains responsibility for delivering on the service until they move home
- ✓ Their house can be live on the market in under an hour anytime 24/7
- ⊘ We can undertake all the viewings for an additional fee
- ✓ They get access to Purplebricks' online platform 'my purplebricks.com'
- ✓ Access to their LPE and they can speak to someone 24/7
- ✓ They can instantly see everything that is happening with the sale of their property
- ⊘ App being launched for further convenience
- ✓ They can use our mortgage and conveyancing services, purchase insurance and other products and services
- ✓ They get support from our Post Sales Support team once their house is sold through to them moving home

### Estate agents want to be LPEs

✓ All Local Property Experts go through a rigorous training and recruitment programme

- ✓ They are some of the most experienced estate agents in the industry who want to run their own businesses
- ✓ Most are self-employed (90% soon to be 98%)
- ✓ They have their own postcode to postcode region
- ✓ They engage people within their territory to act as a Local Property Expert (subject to the same recruitment and training programme) continuing the plan of becoming ultra local
- ✓ They build their business and grow capital worth in their territory
- ✓ They earn more money
- ✓ They are more productive
- ✓ Technology acts as the custodian for ensuring we deliver first class customer service

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