

# Financial Results for the Year ended December 31 2012

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### **Executive Summary (Grenville Turner)**

#### 2012 Results

- Double digit EBITDA growth trend continues
- Record contribution from Lettings
- Best ever financial result from Hamptons (1)
- Continued investment in key strategic areas
- Building momentum in H2 2012
- Positive trends going into 2013

#### **Market**

- Land Registry broadly flat in 2012
- BoE mortgage approvals up 2.8% in 2012
- House prices generally stable with regional variations

#### **Outlook**

- Strong profit trajectory with no market assistance
- Positive impact from Government initiatives
- Improving lender sentiment



<sup>(1)</sup> Excluding new branches

# **Key Group Financials (Jim Clarke)**

2012 2012 **Excluding New Branches** £m £m Revenue 539.8 (+6%)524.7 (+4%)(+12%)• EBITDA 63.0 70.1 (+17%)• EBITDA Margin 11.7% 13.4%

- Underlying EBITDA<sup>1</sup> growth in all divisions
- Significant investment in branch expansion
- Q4 EBITDA £20.9m (+29% v. Q4 2011)



# **Estate Agency (Excluding Hamptons)**

 2012
 Excluding New Branches

 £m
 £m

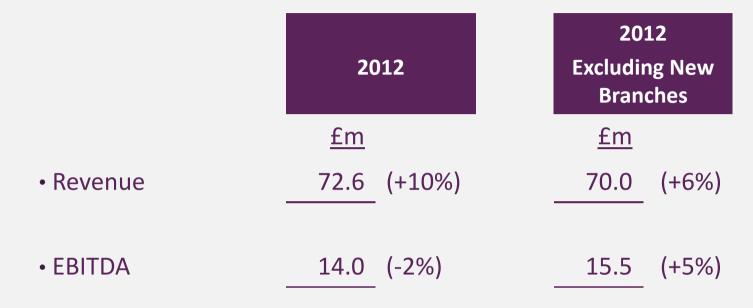
 • Revenue
 214.3 (-1%)
 211.2 (-1%)

 • EBITDA
 12.8 (-3%)
 15.8 (+9%)

- 20 new branch openings in 2012
- Structural cost savings continue
  - > national administration centre
  - centralised marketing function
- Resilient market share and average cash fee



### **Hamptons**



- Network expanded by circa 10% in last 18 months
- Record financial performance from Lettings
- Stamp duty changes disrupting £2m+ market but now returning
- Core business EBITDA margin 22%



### **Lettings**

 2012

 Excluding New Starts

 £m
 £m

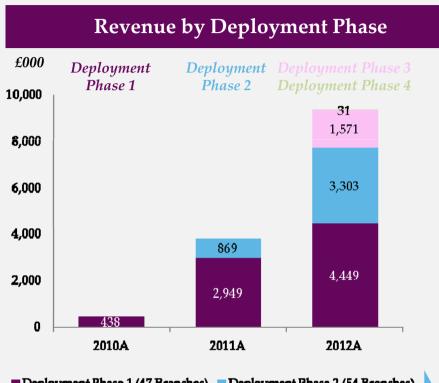
 • Revenue
 95.8 (+18%)
 86.5 (+12%)

 • EBITDA
 21.7 (+42%)
 24.4 (+41%)

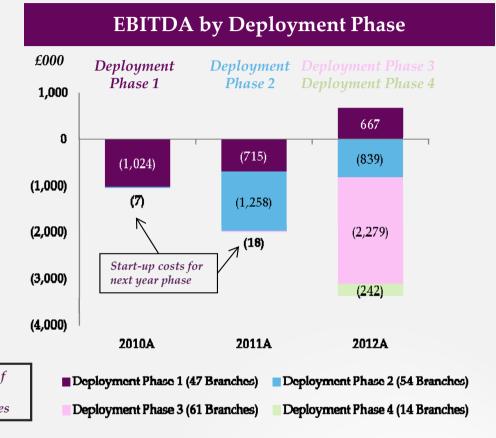
- Key driver of recent group growth
- Clearly defined expansion plan:
  - > 176 new starts now completed with further openings planned
  - acquisitions continue
  - £20m agreed acquisitions budget for 2013
- Underlying EBITDA margin 28%<sup>1</sup>



### **Lettings New Starts Phasing**







Program demonstrates strong growth in line with expectations

Initial investment moving into profit



### **Financial Services**

|           | 2012 |       |
|-----------|------|-------|
|           | £m   |       |
| • Revenue | 64.7 | (+4%) |
| • EBITDA  | 9.8  | (+4%) |

- Encouraging result despite:
  - volatile lender appetite during 2012
  - reduction in intermediary mortgage market volumes
  - > short term investment in staff levels
- Mortgages arranged 54,000  $\rightarrow$  10% market share <sup>(1)</sup>
- Strong momentum going into 2013 (H2 2012 EBITDA +15% v. H2 2011)

(1) Intermediary market



# **Surveying and Valuation**

|           | 2012      |        |
|-----------|-----------|--------|
|           | <u>£m</u> |        |
| • Revenue | 65.4      | (+8%)  |
| • EBITDA  | 10.2      | (+19%) |

- Excellent financial performance in broadly flat market
- Growing market share now 32%
- New contracts with Tesco and Co-op
- Developing contribution from direct sales



# Conveyancing

|           | 2012      |        |
|-----------|-----------|--------|
|           | <u>£m</u> |        |
| • Revenue | 26.0      | (+14%) |
| • EBITDA  | 8.0       | (+4%)  |

- Third party operation now stable
- Private conveyancing and penetration into Hamptons encouraging
- Strong recent momentum (Q4 2012 EBITDA + 19% v. Q4 2011)



# **Exceptional Items**

|                                 | 2012<br>£'m | 2011<br>£'m |
|---------------------------------|-------------|-------------|
| Exceptional income              | (7.9)       | -           |
| Redundancies                    | 3.1         | 4.6         |
| Property provisions             | 2.9         | 2.2         |
| Other                           | 5.5         | -           |
| Insurance claims and litigation | 25.2        | 9.4         |
| Acquisition expenses            | 0.4         | 0.3         |
|                                 | 29.2        | 16.5        |

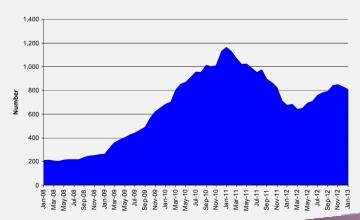


### **Professional Indemnity Claims**

#### **PI Claims**

- Our Surveying division is dealing with an abnormal level of claims from the period 2004-2007 when the residential property market was:
  - experiencing high level of volumes
  - house prices were increasing significantly
  - very competitive mortgage lending environment
- Exceptional provisions in 2010 and 2011: £21.3m
- · Exceptional provision in 2012 £25.2m
- 2012 Balance Sheet provision £39.6m
- The 6 year legal contractual limitation period expires for 2007 surveys in 2013

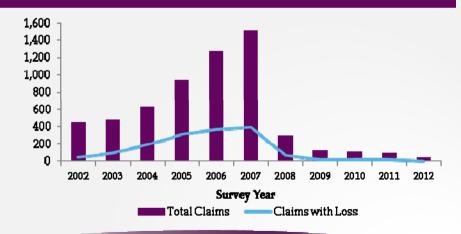




#### 2004-2007 Mortgage Valuations

| Total volumes             | 1.7m   |
|---------------------------|--------|
| Claims received           | 4,349  |
| Claims resulting in loss  | 1,262  |
| Average loss              | £31k   |
| % volumes leading to loss | 0.075% |

#### **Mortgage Valuation Claims by Year of Survey**





### Risk Management: Protection Against Future Pl Issues

#### Internal

- Completely restructured management team focused on fraud and risk controls
- Client base rationalisation we have removed 228 high risk clients (mainly second charge, brokers and bridging finance)
- AVM checks of high risk valuations launched in 2011
- Risk flags and risk based approach to audits
- Use of new technologies and imbedded comparable tools to assist valuations
- Reduction in surveyor numbers has meant the retention of better and more experienced fee earners
- Centralisation of operations ensuring greater control over instructions and clients with enhanced risk mitigation
- New Group and divisional governance structure implemented (large loss forum)
- Dedicated and experienced claim handler recruited
- Better focussed mandates and sign off authority for surveyors

#### **External**

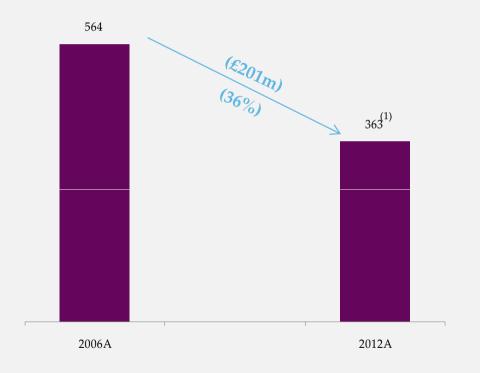
- Lender profile in industry is now mainstream rather than broker and second charge
- Cessation of sub prime lending is likely to make a difference
- Better lender underwriting and Basel requirements should lead to an improved focus on risk management
- Recent case law (Paratus vs. CSS) recognising lender contributory negligence
- Business reputation for focus on fraud and risk mitigation
- Awarded Best Anti Fraud Measures 2013 by Mortgage Finance Gazette
- Jackson Reforms April 2013



### **Structural Cost Reduction Across Our Platform**

#### **Structural Cost Savings**

Reduction in Total Group Cost Base Excluding Acquisitions (£m)



#### **Cost Saving Initiatives**

- Structural cost savings of 36% from £564m in 2006 to £363m in 2012 following a number of "Fewer: Better" initiatives, including:
  - Simplified management structure
  - Senior team changes
  - Focus on core brands
  - Closure of underperforming branches
  - Rationalisation of non-customer facing functions
  - Divisional headcount reduction
  - Administrative savings (outsourcing, procurement/fleet)
  - IT consolidation and centralisation



# **Structual Cost Changes**

### Management Believe that Cost Savings Can Be Categorised as Follows





# **Funding**

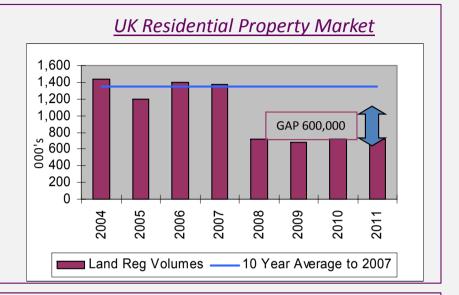
- Net debt £203.5m
- Strong funding position
  - > cash balance £47m
  - > available RCF facility
- Improving financial ratios
  - leverage 3.2 (2011 : 3.4)
  - > fixed charge cover 2.3 (2011 : 2.1)



### **Current Status of the UK Residential Market (Grenville Turner)**

#### Visibility on timing of recovery remains difficult

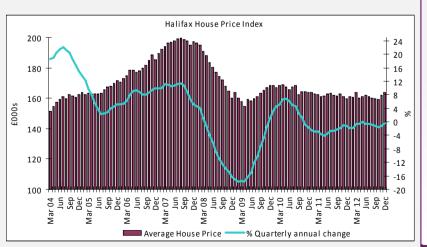
- Volumes circa 50% of long run average
- No real improvement since 2008
- 2012 broadly flat on 2011
- Some encouraging signs from lenders on 2013 mortgage appetite and general consumer confidence



#### Downward pressure but no collapse

- Peak to trough down 23%
- Peak to now down 20%
- Halifax Price Index for three months to January 2013
   up 1.9% versus previous three months
- 2012:
  - Modest reduction overall
  - Significant regional variations
  - Countrywide average house price increasing in 2012

#### Halifax House Price Index



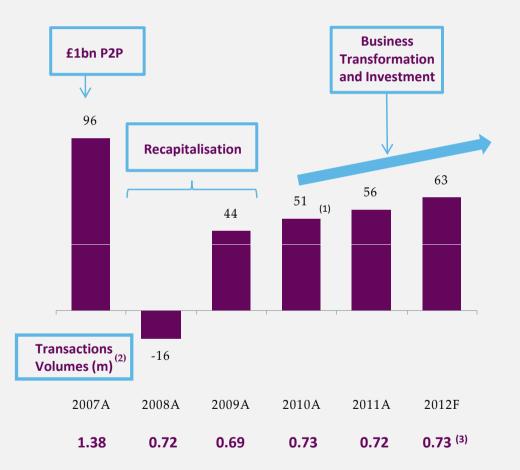


Prices

# **Transformed Under Private Ownership**

#### From a Collective Network of Estate Agencies Into a Consolidated And Cohesive Property Services Group

#### EBITDA Evolution (£m)



Management Transformation

Structural Cost Reduction Across Our Platform

Focus on Higher
Quality
Revenue
Streams

Sustained Investment in Future Growth



### **The Countrywide Story Today**

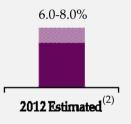
#### Market Share Gains

#### Based on transaction volumes

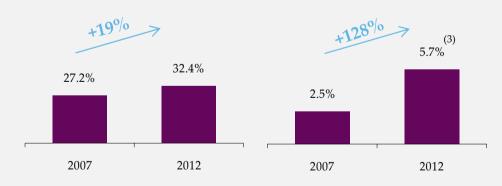


Surveying





# Mortgages



# Investment in distribution

Recurring revenue stream as lettings branches mature

Full contribution from recent investments (e.g. Hamptons)

New initiatives driving incremental revenue – Land & New Homes (L&NH), corporate contracts, online

Flow-through from housing market transaction volumes

Notes: (1) Including Hamptons.

(3) 5.6% of total market / 10% of intermediary market as at Q3 2012.



<sup>(2)</sup> No clear measure of our addressable market due to social housing r enters and private renters not using a broker.

### **Track Record of Successful Acquisitions**

#### **Recent Expansion**

























#### **Contribution from Acquisitions**

#### **Lettings Acquisitions**

- 41 acquisitions (52 branches) since July 2007
- Relentless execution following acquisition
- Targeting ROI >25% post synergies (usually year 1)

#### **Blundells**



- Sheffield's leading estate agent and lettings agency
- 13 offices covering South Yorkshire and North Derbyshire
- Sells one in four properties in Sheffield
- Instructs more rental properties than any other agent
- Experienced management team
- Clear market leader in an area where we are under-represented
- Key part of our overall strategic plan
- Strong local brand which we can build on through expansion opportunities



### **Hamptons International**

### A Complete Residential Property Service





- Acquired in June 2010, Hamptons is now one of our largest single brands within the group:
  - 77 branches in the UK, offering an integrated agency and lettings proposition
  - Addition of 733 FTE
  - Fits with existing London/South East portfolio
  - Maximising opportunities in the Prime market (above £0.5m)
  - Countrywide has already realised substantial synergy benefits, with further upside to play for from roll-out of full service proposition
- Hamptons delivered a year one ROI >19%
- 2012 EBITDA of £14m

#### A Leading UK Prime Brand

December 2012 - Market Share of UK Listings

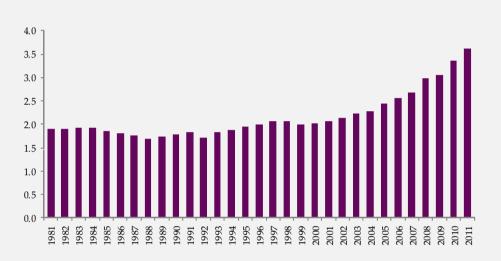
| Above £1m House Price |                            |              |
|-----------------------|----------------------------|--------------|
| Position              | Company                    | Market Share |
| #1                    | Countrywide <sup>(1)</sup> | 11.6%        |
| #2                    | Hamptons                   | 5.1%         |
| #3                    | Foxtons                    | 5.0%         |
| #4                    | Savills                    | 4.2%         |
| #5                    | Knight Frank               | 3.2%         |
| Bet                   | ween £0.5m and £1m House   | Price        |
| Position              | Company                    | Market Share |
| #1                    | Countrywide <sup>(1)</sup> | 8.4%         |
| #2                    | Foxtons                    | 3.0%         |
| #3                    | Hamptons                   | 2.1%         |
| #4                    | Connells Group             | 1.9%         |
| #5                    | Spicerhaart                | 1.7%         |
|                       | Above £0.5m House Price    |              |
| Position              | Company                    | Market Share |
| #1                    | Countrywide <sup>(1)</sup> | 9.2%         |
| #2                    | Foxtons                    | 3.5%         |
| #3                    | Hamptons                   | 2.9%         |
| #4                    | Savills                    | 1.8%         |
| #5                    | Chesterton Humberts        | 1.6%         |



### **Actively Capturing the Lettings Market Opportunity**

#### **UK Lettings Market**

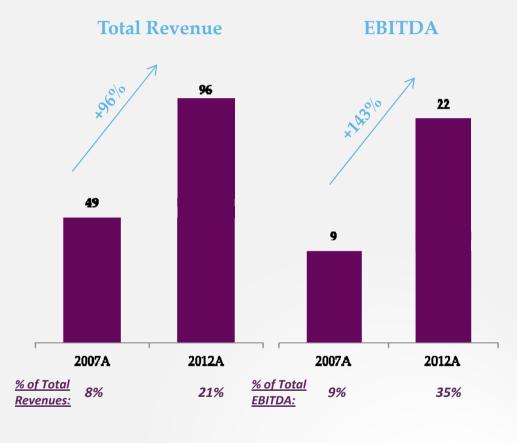
#### **UK Private Rented Sector Homes (m)**



- The UK lettings market has surged through the recent downturn as home sales have slowed
- Countrywide has capitalised on its significant national footprint to capture leading market share in this segment
  - Leading market share of 6-8% with 35,970 properties successfully let in 2012 (+29% vs. 2011)

#### **Increased Contribution from Lettings**

Contribution from Lettings (£m)





### 13 Lettings Division Acquisitions 2012









Feb 12 - Poole

Feb 12 - Halifax

Feb 12 - Torpoint

Apr 12 - Christchurch









Apr 12 - Warrington

May 12 – Bow

May 12 - Enfield

Jun 12 - Leeds









Jun 12 - Woking

Jul 12 - York

Sep 12 - Bridport

Oct 12 - Scotland

Feb 13 – Acquisition of Russells Lettings – Strategic Expansion into Cambridge Market



### **Strategic Expansion in Leeds**



nest

- Year 2 EBITDA circa £1m
- Acquired LS1 and Nest to deliver Market Leader in Lettings in Leeds
- Link to Plans to develop Sales business under Bridgfords Brand from suburbs
- Additional Manchester Office combined with Hacienda flagship office



### **Strategic Expansion in Scotland**



- EBITDA with synergies circa £500k Increase to £700k from Yr2
- Cements CWD No 1 position in City Centre and West End of Glasgow
- Offices in
  - Glasgow x2
  - Paisley
  - Killwinning
  - Edinburgh



# **Online Driving Incremental Value**

#### **Online Initiatives**

#### Website





#### Mobile



#### **Apps**





#### **Online Leads Sourced by Countrywide**



#### **Zoopla Deal**



- Share grant in Zoopla at an early stage in the Company's development
- Circa 6% stake after merger with The Digital Property Group
- Combines Zoopla.com, Findaproperty.com and Primelocation.com



# **National Marketing**

### End of Year sale......

- Sale Weekend 8<sup>th</sup> 9<sup>th</sup> Dec.
- Over 10,000 properties featured
- Over 14,400 viewings during the campaign
- Over 4,450 offers during the campaign
- Over 1,250 properties sold from the campaign

The UK's biggest property 5ale

Countrywide is the UK's largest property services Group with a network of over 1300 vanches. We are holding the UK's biggest property Sale on the 8th and 9th December, where used could save thousands of pounds off 1000s of properties. To find yourself a great deal, or if you are ready to sell your home, we can help you... just call us on 0800 0484502 or visit:

O propertywide.co.

Reserve Country idea of the UK's biggest property Sale on the 8th and 9th December, where used to properties. To find yourself a great deal, or if you are ready to sell your home, we can help you... just call us on 0800 0484502 or visit:

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National

newspaper campaign

### **Award Winning Teams**

### 133 high-profiled industry awards since 2008

### **Sunday Times Estate Agency of the Year Awards 2012**

- Best New Homes Agent Gold
- Best Large Estate Agency Hamptons International (Gold)
- Best Estate Agency, Scotland Silver
- Best Customer Service Hamptons International (Bronze)

### **Mortgage Strategy Awards 2013**

Best Mortgage Distributor







### **Mortgage Finance Gazette Awards 2013**

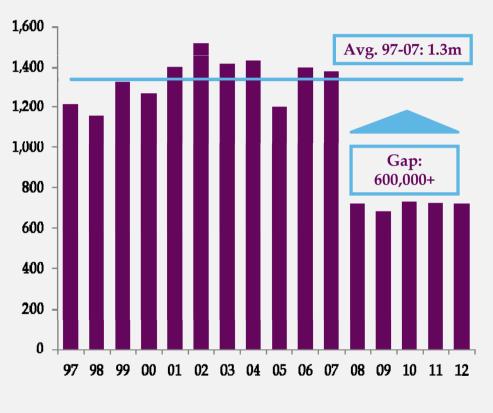
Best Anti Fraud Measure – Winner (Conveyancing & Surveying)



### Flow-Through From Housing Market Transaction Volumes

#### **UK Residential Property Transaction Volumes**

**Land Registry Transaction Volumes (000's)** 



#### **Operational Leverage**

Largely Fixed Cost Base

Full Service Proposition

Wide Geographic Coverage

4 Scalability



### Pure-play in any UK Residential Property Recovery

- Ongoing transformation and proactive period of investment by experienced management team while in private ownership
- Capitalising on market leading positions across all our core businesses
- Quality full service proposition creating continuous customer relationships with retail and corporate clients while maximising value from each transaction
- A scalable, diversified and risk-mitigated business with significant recurring revenue streams capitalising on our integrated service and product offering
- Track record of investing in growth and creation of value in the current market and the building of a scalable platform for future growth

