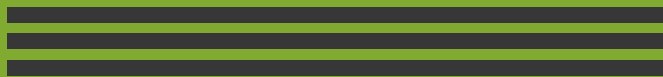


# Preliminary Results

3 March 2015



# Matthew Price



Chief Financial Officer

# Trading strongly & investing in technology

Revenue

**£248M**

 10%

EBITDA (adjusted)

**£95M**

 13%

EPS (adjusted)

**12.3p**

 14%

Capital Investment

**£16M**

 +£8M

Total Dividend

**8.0p**

 10%

Net Cash

**£13M**

 +£34M

# Revenue growth converted strongly to profit

£millions	FY 2014	FY 2013	Growth
Revenue	248.1	225.6	+10%
Gross margin %	79%	78%	
<b>Adjusted EBITDA</b>	<b>95.2</b>	<b>84.0</b>	<b>+13%</b>
EBITDA margin %	38%	37%	
Depreciation & Software Amortisation	(7.8)	(6.2)	
<b>Adjusted Operating Profit</b>	<b>87.4</b>	<b>77.8</b>	<b>+12%</b>
Amortisation of acquired intangible assets	(19.6)	(24.7)	
Adjusting items (note 1)	(3.9)	(8.6)	
<b>Operating Profit</b>	<b>63.9</b>	<b>44.5</b>	<b>+44%</b>
Net finance costs	(2.0)	(1.6)	
Profit on disposal of associate (note 2)	4.0	0.2	
Taxation	(13.1)	(8.4)	
<b>Net Profit</b>	<b>52.8</b>	<b>34.7</b>	<b>+52%</b>

Note 1 – adjusting items in 2014 are £3.9m for the contingent payable on the acquisition of MSE. In 2013 the contingent payable was £8.0m and fees of £0.6m related to the special dividend

Note 2 – Profit on disposal of associate of £3.9m and pre-disposal profits from the associate of £0.1m

# All Group businesses showing good growth

Revenues £M	FY 2014	FY 2013	Growth
MoneySuperMarket.com	219.3	201.4	9%
TravelSupermarket.com	22.6	17.7	28%
MoneySavingExpert.com	22.8	19.5	17%
Intra-group eliminations	(16.8)	(13.4)	
Other	0.2	0.3	
<b>Total Group</b>	<b>248.1</b>	<b>225.6</b>	<b>10%</b>

MoneySavingExpert.com profitable growth with EBITDA up 14% to £15.2M (2013: £13.3M)

# The Group is growing across all product lines

Revenues £M	FY 2014 £M	H1 Growth	H2 Growth	FY Growth
Insurance	138.0	4%	13%	8%
Money	58.9	6%	22%	13%
Home Services	22.4	38%	(12%)	3%
<b>MoneySuperMarket.com</b>	<b>219.3</b>	<b>7%</b>	<b>11%</b>	<b>9%</b>
<b>TravelSupermarket.com</b>	<b>22.6</b>	<b>35%</b>	<b>21%</b>	<b>28%</b>
<b>MoneySavingExpert.com</b>	<b>22.8</b>	<b>28%</b>	<b>8%</b>	<b>17%</b>
Intra-group eliminations	(16.8)			
Other	0.2			
<b>Total Group</b>	<b>248.1</b>			

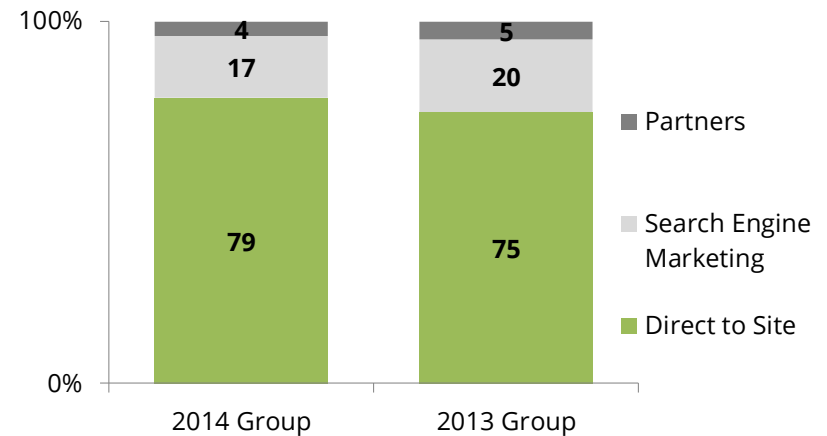
# Group marketing spend driving direct visitors

## Marketing Spend

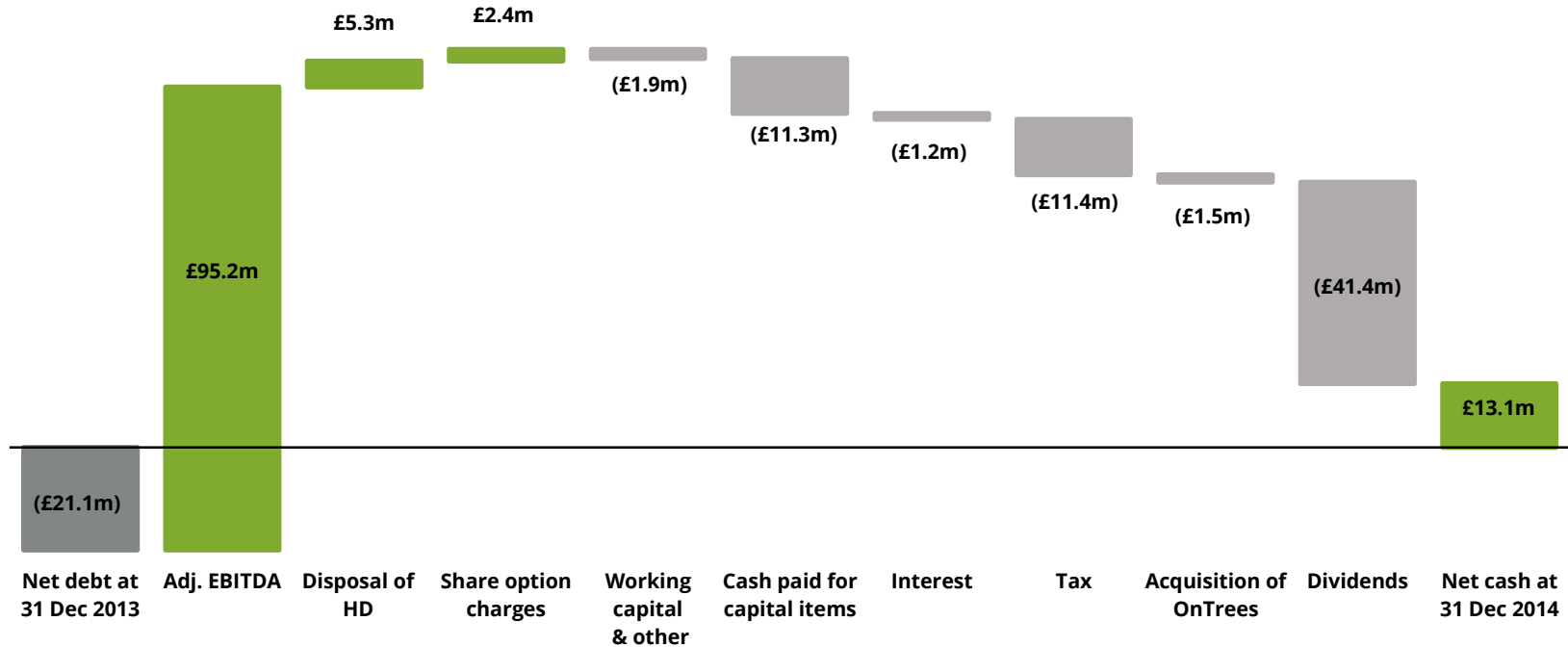
£M	FY 2014	FY 2013
Offline Spend	28.2	25.6
Online Spend	52.8	50.5
Other Marketing	5.5	4.7
<b>Total Spend</b>	<b>86.5</b>	<b>80.8</b>
<i>Marketing Margin %</i>	65%	64%

Note: Offline spend and other marketing are included in Distribution costs, the Online spend is part of Cost of Sales.

## Revenue By Source



# Group moved to a net cash position in 2014

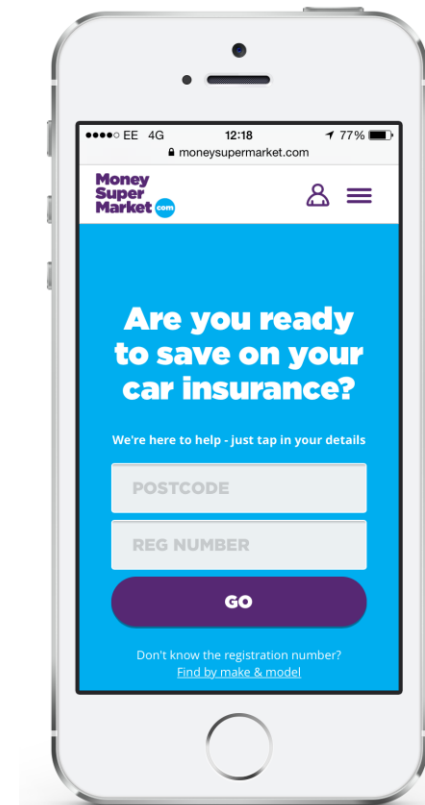
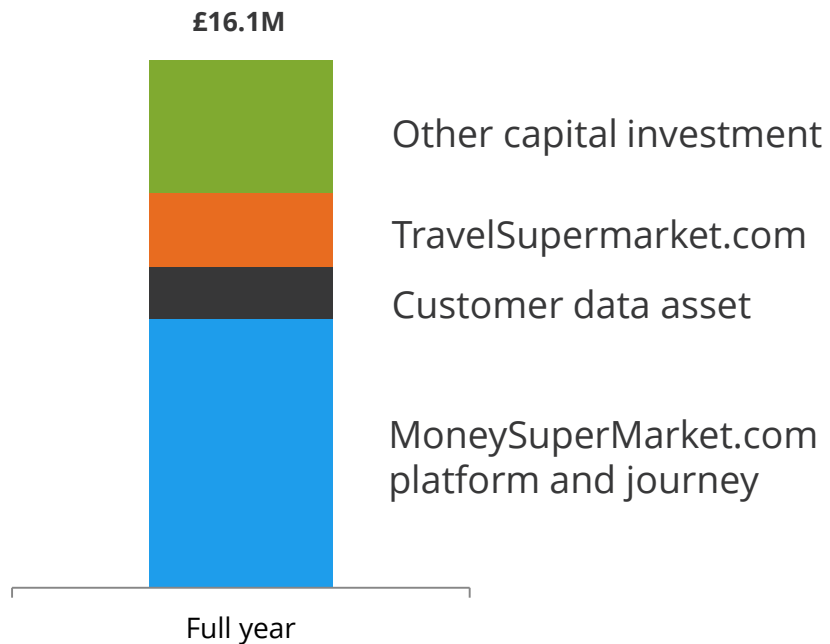


Net cash of £13.1M at 31 December 2014

£60M revolving debt facility; £30M drawn down at 31 December 2014



# Continuing investment in technology



# Dividends, EPS & Dividend Cover

Dividend (pence)	2014	2013	
Interim	2.31	2.16	
Final	5.69	5.12	
<b>Total Ordinary Dividend Declared</b>	<b>8.00</b>	<b>7.28</b>	<b>+ 10%</b>
Special Dividend	-	12.92	
<b>TOTAL</b>	<b>8.00</b>	<b>20.20</b>	
Ratios	2014	2013	
<b>Earnings Per Share</b>	<b>12.32</b>	<b>10.83</b>	
<b>Dividend Cover</b>	<b>1.5</b>	<b>1.5</b>	

Dates for Final dividend – 26th March ex-div date, and 8th May payment date

# Improved KPIs for future

Reflecting focus on customer, data and technology

## BEST SITE

Be the easiest way for customers to find providers and products

22.5M (+3%)  
Unique monthly visitors

£16M (+£8M)  
Investment in Technology

## EARN CUSTOMER LOYALTY

Be the destination brand for users and customers

15.8M (+17%)  
Adults choosing to share data

38% (+1%)  
Net Promoter Score

£1.43BN (+16%)  
Savings made by customers

## PREFERRED PARTNER

Be the best way for providers to acquire customers

723 (+12%)  
Number of providers

65% (+1%)  
Marketing margin

### Key financial metrics

Continue to focus on revenue and cash flow. Focus on Adjusted Operating Profit rather than EBITDA to reflect investment in technology

KPIs are aggregated Group measures.

# Outlook for 2015

## Cash, capital investment and Tax

- The final payment of deferred remuneration for MSE acquisition is due in September 2015. This payment is up to £27M and is based on performance against targets for brand awareness, visitors, clicks and a discretionary element. Up to half the payment can be settled with shares.
- The technology investment is part of a three-year programme. We incurred software amortisation costs of £4.4M this year, and anticipate this rising to c.£9M in 2015, based on capital investment in the region of £17M in 2015.
- Amortisation of the intangible assets related to the pre IPO reorganisation stepped down from £23M in 2013 to £18M in 2014, and is anticipated to be c.£13M in 2015.
- The Group's effective tax rate benefits from the amortisation of goodwill on the MSE acquisition. This amortisation is c.£17M pa and will run until September 2017.

Peter  
Plumb



Chief Executive Officer

# Summary: 2014

## Helping more people make the most of their money

- Business Summary: Good growth across all brands
  - MoneySuperMarket: +9% driven by Money
  - TravelSupermarket: +28% driven by Holidays
  - MoneySavingExpert: +17% driven by Energy and Money
- Regulatory environment
  - FCA / CMA / OFGEM
- Growth: increased investment
  - Brand investment
  - New Platform
  - Acquired 'OnTrees'

# Group brands; well known, well trusted and well used

Brand investment of £28M in 2014



- Users 27M
- 5.3M Savers



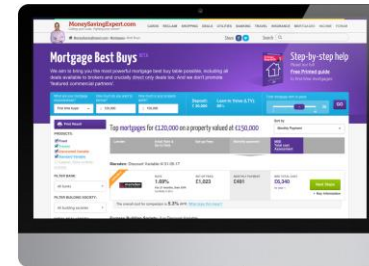
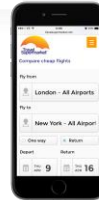
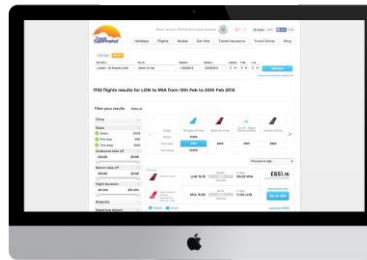
- Users 20M
- 0.8M Savers

**MoneySavingExpert.com**

- Users 35M
- Subscriber database 9.9M

# 3 Year platform upgrade programme is on track

Aggregator engine and content management system are performing well



## Technology

Content Management System



Aggregation engine / Services



Enterprise data warehouse



## Customer benefit

'Any device'



'Intuitive Journeys'



'Personalisation'



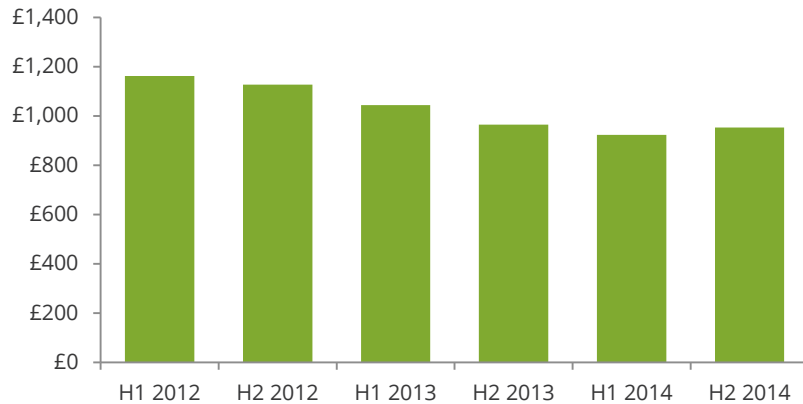


# Core market trends

Providers are having to fight to attract new customers

## Motor Insurance Premium (Mean Price Quoted)

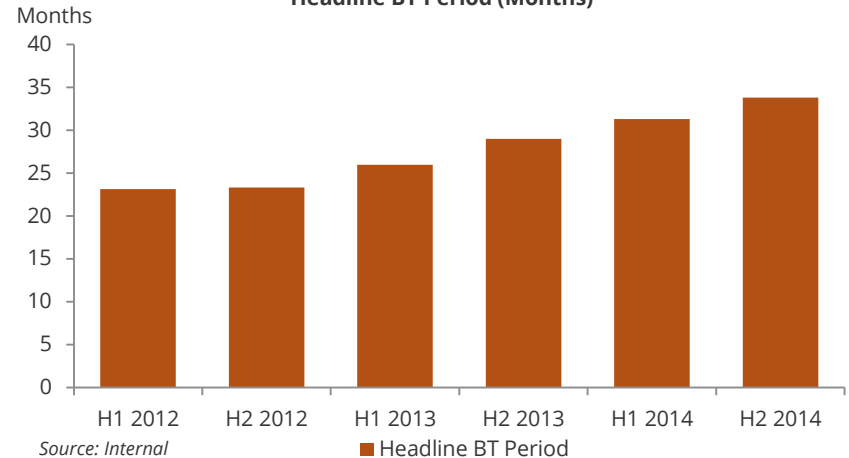
Annual Average Insurance Premium (£)



Source: MSM Motor Insurance enquiry data

## Credit Card 0% Balance Transfer Periods

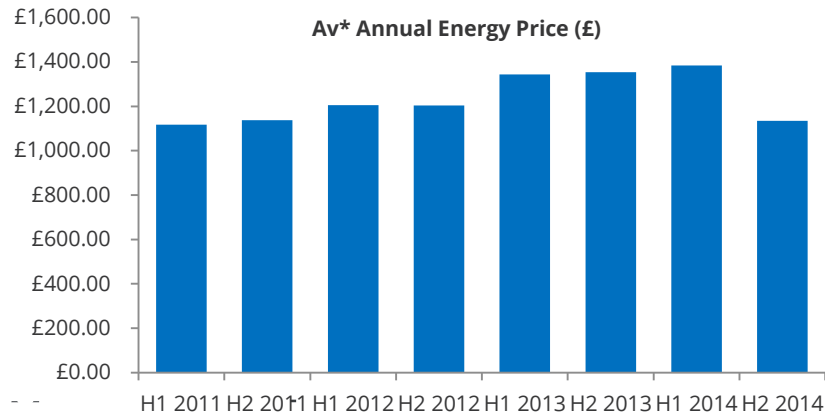
Headline BT Period (Months)



Source: Internal

## Average Energy Bills – MSM User

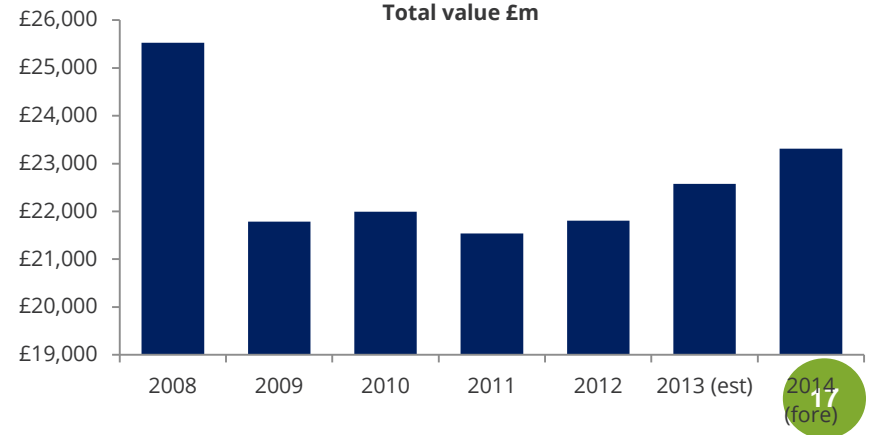
Av\* Annual Energy Price (£)



Source: Source ADM Energy Enquiry data  
Based on Cheapest annual energy price seen by customer  
Data is rolled up to latest enquiry made per customer per month

## Holidays (Packaged & Independents)

Total value £m



Source: Package vs Independent Holidays - UK - February 2014 - Market Size and Forecast, Mintel

# Customers who switch keep saving year after year

## Switching pays for customers

	Jan 2013		Jan 2014		Jan 2015	
	Product Average Policy	Average MSM Saving	Product Average Policy	Average MSM Saving	Product Average Policy	Average MSM Saving
<b>Car Insurance</b> Average Cheapest Premium	£1058	£232*	£952	£236*	£958	£245*
<b>Home Insurance</b> Average Cheapest Premium	£178	£94*	£153	£67*	£141	£66*
<b>Credit Cards</b> 0% BT Duration (***£2098 Balance Transfer)	 25 Months	£254	 30 Months (£2096 Balance Transfer)	£276	 35 Months (£2177 Balance Transfer)	£277
<b>Savings</b> Easy Access	 2.0%	£42	 1.7%	£20	 1.4%	£17
<b>Loans</b> £10k over 5 years	 5.1%	£140	 4.6%	£60	 3.9%	£55
<b>Energy</b> Average Household Bill**	 £1121	£124	 £1196	£200	 £1165	£277

# Outlook: 2015

## Trading to date

- Group: Strong trading vs a weak comparable period

## Markets

- Insurance: Motor premiums showing early inflation
- Money: Competitive lending market
- Energy: Early deflation
- Travel: Growing appetite for holidays

## Investments

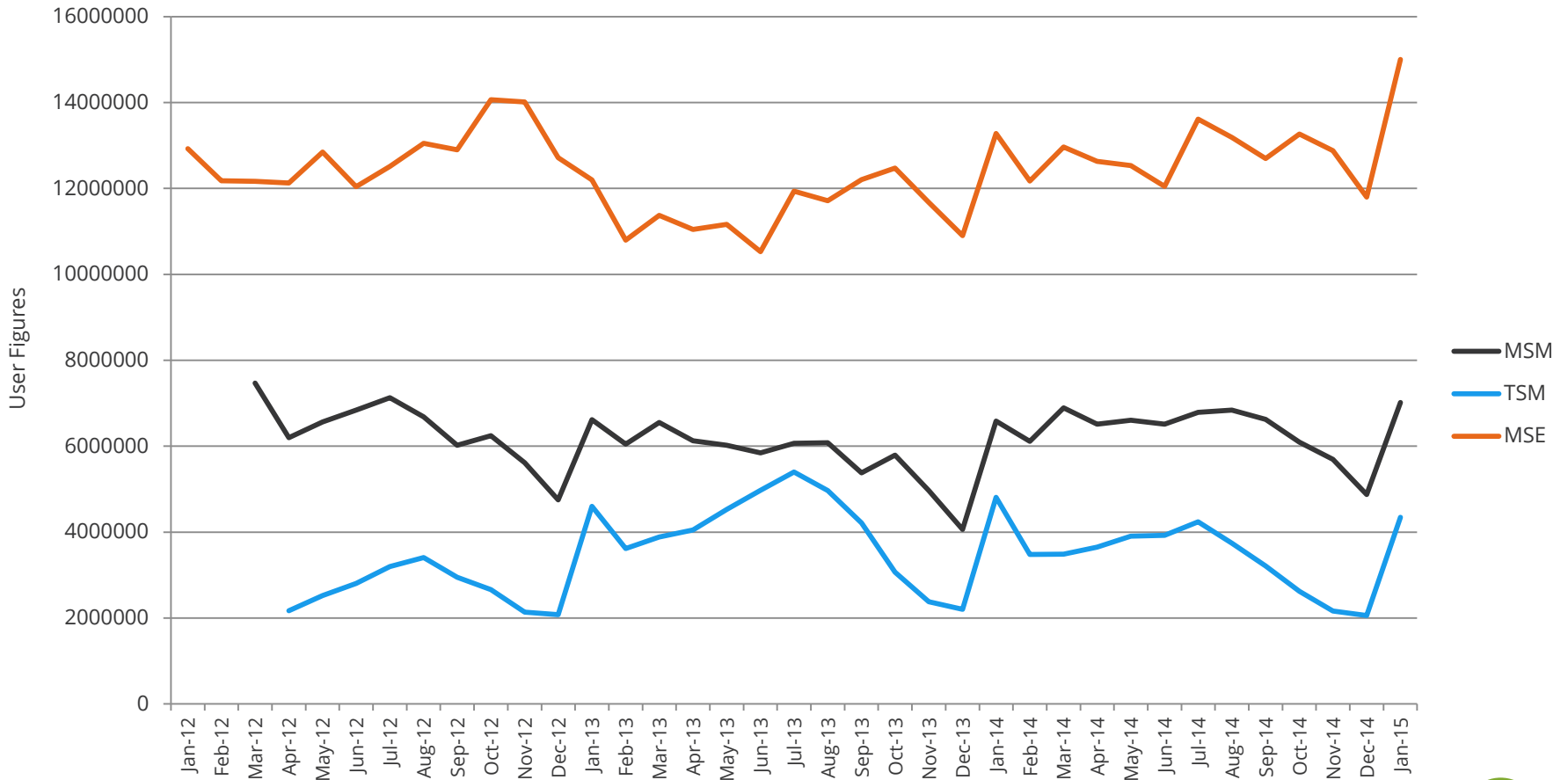
- Year 2 of platform programme
- Brands: MSM.com, TSM.com

## Board Confidence

- Group structured to deliver best customer experience across its trusted brands
- Confident in delivering boards expectations for the year

# Group brands connect with UK Adults

Google Monthly Unique Visitors



# Financial appendix slides

# Adjusted EBITDA

£millions	FY 2014	FY 2013	Variance	Variance %
Revenue	248.1	225.6	22.5	10%
Gross Profit	195.7	175.4	20.3	12%
<i>Gross Margin</i>	79%	78%		
Administrative Costs	(97.8)	(100.2)	(2.4)	(2%)
Distribution Costs	(34.0)	(30.7)	(3.3)	11%
<b>Operating Profit</b>	63.9	44.5	19.4	<b>44%</b>
Operating Profit	63.9	44.5	19.4	44%
Amortisation of acquisition related intangible assets	19.6	24.7	(5.1)	(21)%
Amortisation of technology related intangible assets	4.4	2.6	1.8	72%
Depreciation	3.4	3.6	(0.2)	(6)%
Contingent payable on MSE acquisition	3.9	8.0	(4.1)	(51)%
Corporate finance fees	-	0.6	(0.6)	n/a
<b>Adjusted EBITDA</b>	<b>95.2</b>	<b>84.0</b>	<b>11.2</b>	<b>13%</b>
<i>Adjusted EBITDA margin</i>	38%	37%		

# Adjusted cost base

£millions	FY 2014	FY 2013	Variance	Variance %
Staff costs	41.9	38.5	3.3	9%
Depreciation	3.4	3.6	(0.2)	(6)%
Amortisation of technology	4.4	2.6	1.8	72%
Irrecoverable VAT	7.4	7.7	(0.3)	(4)%
Other admin	17.2	14.5	2.7	19%
<b>Total Adjusted Admin</b>	<b>74.3</b>	<b>67.0</b>	<b>7.3</b>	<b>11%</b>
Advertising	28.2	25.6	2.4	10%
Other Marketing/PR	5.9	5.1	0.8	16%
<b>Total distribution costs per P&amp;L</b>	<b>34.0</b>	<b>30.7</b>	<b>3.3</b>	<b>11%</b>
Other online Marketing costs	52.8	50.5	2.3	5%
Intermediary Marketing costs	(0.4)	(0.4)	0.0	0%
<b>Total Marketing Costs</b>	<b>86.5</b>	<b>80.8</b>	<b>5.6</b>	<b>7%</b>
<b>Total Adjusted Cost Base below Gross Margin</b>	<b>108.3</b>	<b>97.7</b>	<b>10.6</b>	<b>11%</b>
<b>Total Adjusted Cost Base</b>	<b>160.8</b>	<b>147.8</b>	<b>13.0</b>	<b>9%</b>

- Represents the adjusted cost base for the Group, and therefore includes approximately £6.9m of administrative expenses, and £0.3m of distributions costs, relating to MoneySavingExpert.com in 2014 (2013: £5.6m administrative expenses, £0.3m distribution costs). Excludes contingent payable in relation to the MSE acquisition, amortisation relating to acquisitions and costs incurred in 2013 associated with the special dividend paid in July 2013.

# Gross margin expanded in the second half of 2014

£millions	FY 2014	H2 2014	H1 2014	FY 2013	H2 2013	H1 2013
Revenue	248.1	125.7	122.4	225.6	113.2	112.3
Cost of sales	(52.4)	(24.4)	(28.0)	(50.2)	(24.6)	(25.6)
<b>Gross profit</b>	<b>195.7</b>	<b>101.3</b>	<b>94.4</b>	<b>175.4</b>	<b>88.7</b>	<b>86.7</b>
GP %	78.9%	80.6%	77.1%	77.8%	78.3%	77.2%



# Earnings per share calculation

£millions	FY 2014	FY 2013
Statutory Profit Before Tax	66.0	43.1
Amortisation of MSFG intangibles	17.8	23.0
Amortisation of MSE intangibles	1.7	1.7
MSE contingent payable	3.9	8.0
Profit on disposal of associate	(3.9)	-
Corporate finance fees	-	0.6
Adjusted 'Before Tax' Earnings	85.5	76.3
Assumed tax at 21.5% (2013: 23.25%)	(18.4)	(17.7)
Adjusted Earnings	67.1	58.6
Basic average shares (millions)	544.4	540.8
Basic adjusted EPS (pence)	12.3	10.8
Diluted average shares (millions)	550.5	549.0
Diluted adjusted EPS (pence)	12.2	10.7

# Statutory balance sheet

£millions	31 December 2014	31 December 2013
Intangible assets	166.5	174.3
Other non-current assets	9.4	12.5
Net current assets	9.9	27.0
Long-term liabilities	(37.7)	(80.0)
<b>Net assets</b>	<b>148.1</b>	<b>133.8</b>

- Intangible assets include £55m of goodwill and £33m of other intangibles associated with the acquisition of MSFG; £15m of internally generated intangible assets; £53m of goodwill and £9m of other intangibles associated with the acquisition of MSE, and £1.5m of goodwill related to the acquisition of OnTrees.
- Net current assets includes cash of £43m and £15m of contingent remuneration relating to the acquisition of MSE (In the prior year, the equivalent provision of £11.1m was reflected in long term liabilities). The contingent remuneration is payable in September 2015.
- The long-term liability represents borrowings of £30m and the net deferred tax liability largely relating to the tax amortisation benefit of the intangibles assets recognised upon the acquisitions of MSFG and MSE,

# Effective tax rate stable

£millions	FY 2014	FY 2013
Profit for the year	66.0	43.1
Standard rate of tax 21.5% (2013: 23.25%)	14.2	10.0
<b>Effects of:</b>		
Expenses not deductible for tax purposes	0.3	0.1
Movement on deferred tax assets related to share-based payments	-	0.1
Impact on deferred tax of reduction in corporation tax rate to 20%	-	(1.6)
Impact of change in tax rate	(0.3)	-
Profit on disposal exempt from tax	(0.8)	-
Adjustment in relation to prior period	(0.3)	(0.2)
<b>Tax expense for the year</b>	<b>13.1</b>	<b>8.4</b>
<i>Effective tax rate</i>	19.8%	19.5%

# Group revenue quarterly analysis

<b>£millions</b>	<b>FY</b>	<b>Q4</b>	<b>Q3</b>	<b>Q2</b>	<b>Q1</b>
<b>2014</b>	248.1	58.9	66.8	61.3	61.1
<b>2013</b>	225.6	56.6	56.6	55.9	56.5
<b>Movement %</b>	<b>+10%</b>	<b>+4%</b>	<b>+18%</b>	<b>+10%</b>	<b>+8%</b>

# Acquisitions and disposals

## Purchase of OnTrees and disposal of HD Decisions

### OnTrees

- Purchased trade and assets of OnTrees on 14 March 2014 for £1.5M
- Bank account and credit card account aggregation service provider

### HD Decisions

- Disposed of business in May 2014 to third party
- Upfront consideration of £5.3M received
- Contingent consideration of up to £1.9m receivable dependent on certain financial targets over subsequent 3 year earn out period
- Profit on disposal of £3.9M

# Cash Flow seasonality

- Strong cash flow generation, particularly in H2
- £30m loan repaid during the year

£millions	H1 2014	H2 2014
Adjusted EBITDA	43.6	51.5
Movement in borrowings	-	(30.0)
Dividends	(28.8)	(12.6)
Tax	(7.4)	(4.0)
Disposal of HD	5.2	0.1
Acquisition of OnTrees	(1.5)	-
Acquisitions of other fixed assets	(4.6)	(6.8)
Working capital & Other	(6.6)	4.7
Share option charges	0.7	1.8
Interest	(0.6)	(0.6)
<b>Net Cash movement</b>	<b>0.1</b>	<b>4.1</b>

# Insurance 2014

## Good revenue growth, accelerated in H2

### Revenues +8% against last year

- Good H2 revenue growth of 13% – our investment in customer experience, in CRM, and in price, together with some improvement in the switching market.

Other revenues £3m (18%) ahead of same period last year led by life insurance.

£millions	H1 2014	H2 2014	FY 2014	FY 2013	Variance	Variance %
Visitors	18.2	18.0	<b>36.2</b>	35.2	1.0	3%
Transactions	8.2	8.0	<b>16.2</b>	15.6	0.6	4%
Click revenue (£)	58.9	59.5	<b>118.4</b>	110.9	7.5	7%
Other revenue (£)	9.2	10.4	<b>19.6</b>	16.7	3.0	18%
Total revenue (£)	68.1	69.9	<b>138.0</b>	127.6	10.4	8%
RPV	£3.74	£3.89	<b>£3.81</b>	£3.63	£0.18	5%
RPT	£7.16	£7.46	<b>£7.30</b>	£7.11	£0.19	3%

# Money 2014

## Significant credit revenue growth

### Revenues +13% against last year

- Credit revenues 20% ahead driven by credit card growth

£millions	H1 2014	H2 2014	FY 2014	FY 2013	Variance	Variance %
Visitors	21.5	19.3	<b>40.8</b>	41.7	(1.0)	(2)%
Transactions	11.2	10.4	<b>21.6</b>	20.7	0.9	4%
Click revenue (£)	28.2	28.3	<b>56.5</b>	49.0	7.5	15%
Other revenue (£)	1.4	1.0	<b>2.4</b>	3.1	(0.7)	(22)%
Total revenue (£)	29.5	29.4	<b>58.9</b>	52.1	6.8	13%
RPV	£1.38	£1.52	<b>£1.45</b>	£1.25	£0.20	16%
RPT	£2.51	£2.74	<b>£2.62</b>	£2.37	£0.25	11%



# Home Services 2014

## Strong growth in Energy revenues

### Revenues +3% against last year

- Utility switching volumes increased on both MoneySavingExpert's Energy Club and on MoneySuperMarket.com where we improved the site and broadened the range of providers
- Successful 'Collective Switch' by MSE in Q4 mitigated very strong 2013 comparator

£millions	H1 2014	H2 2014	FY 2014	FY 2013	Variance	Variance %
Visitors	7.2	9.4	<b>16.6</b>	14.8	1.8	12%
Transactions	3.2	3.0	<b>6.2</b>	5.2	1.0	20%
Click revenue (£)	9.1	13.3	<b>22.4</b>	21.7	0.6	3%
Other revenue (£)	-	-	-	-	-	-
Total revenue (£)	9.1	13.3	<b>22.4</b>	21.7	0.6	3%
RPV	£1.26	£1.41	<b>£1.34</b>	£1.47	(£0.13)	(9)%
RPT	£2.83	£4.38	<b>£3.58</b>	£4.18	(£0.60)	(14)%

\*2013 has been restated to remove the shopping and vouchers channel from Home Services.

# TravelSupermarket.com 2014

## Strong growth continues

### Revenues +28% against last year

- Package Holidays, Hotels, Flights and Car Hire growing
- Invested in TV support in key sales period around Christmas and again in July
- Significant on-going investment in TravelSupermarket.com website

£millions	H1 2014	H2 2014	FY 2014	FY 2013	Variance	Variance %
Visitors	34.0	30.1	<b>64.1</b>	55.9	8.2	15%
Transactions	17.6	13.7	<b>31.3</b>	26.3	5.0	19%
Click revenue (£)	11.6	9.4	<b>21.0</b>	17.0	3.8	24%
Other revenue (£)	0.8	0.8	<b>1.6</b>	0.7	0.8	118%
Total revenue (£)	12.4	10.2	<b>22.6</b>	17.7	4.9	28%
RPV	£0.36	£0.34	<b>£0.35</b>	£0.32	£0.03	9%
RPT	£0.66	£0.69	<b>£0.67</b>	£0.65	£0.02	3%