

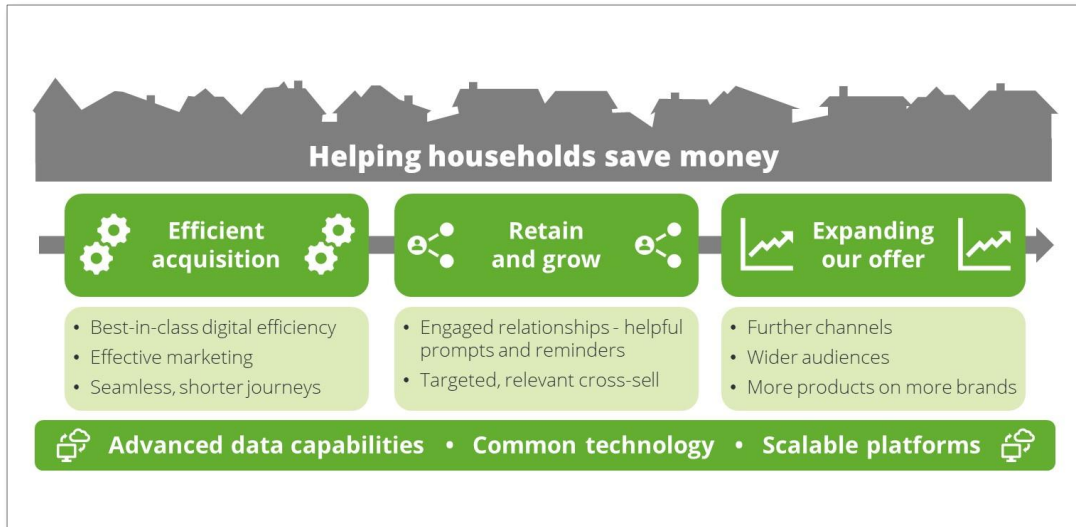
Interim results

22 July 2021



Peter Duffy
Chief Executive Officer

Strategic execution on track amid tough market conditions



Strong progress executing our strategy

- Improved digital marketing capability
- Building a leading data and analytics platform

Trading suppressed in some markets

- Revenue down 11%; adj. EBITDA down 18%
- Travel and Home Services markets suppressed
- Strong gross margin

Delivering for our stakeholders

- Helped millions of households to switch and save
- Interim dividend maintained; strong cash generation
- Confidence in meeting full-year profit expectations



Scilla Grimble

Chief Financial Officer

Financial overview



-11%

Revenue



-18%

Adjusted EBITDA



-31%

Reported EPS



+2ppt

Reinvestment rate¹



-16%

Operating cashflow



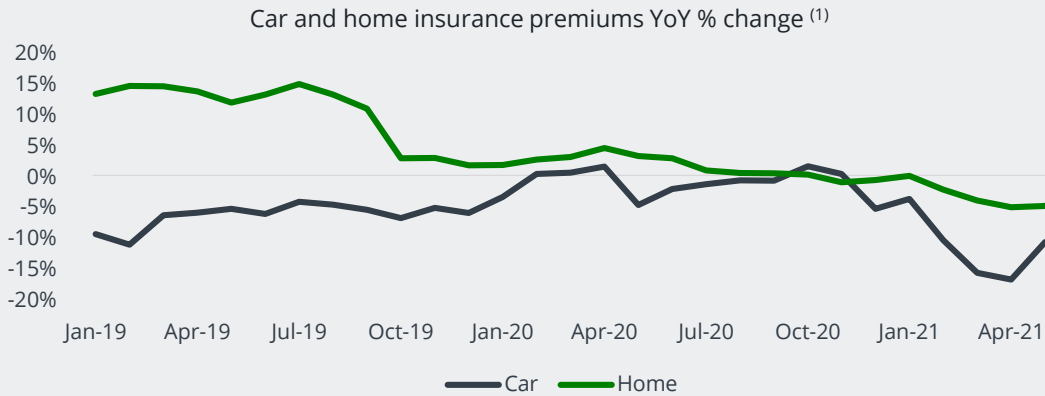
Flat

Dividend per share

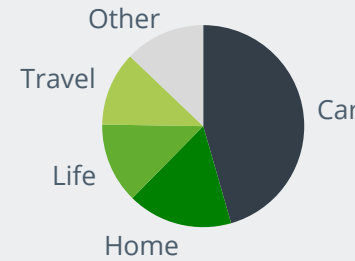


Market context – Car and home insurance

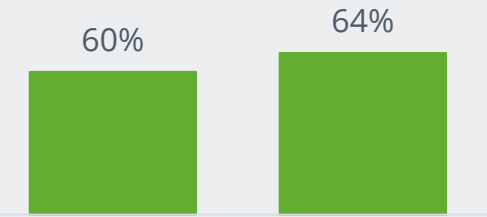
Car and home insurance premiums have declined



Diversified business, switching well ingrained



2019 Group insurance revenue split



% of car and home ins. enquirers checking a PCW each year ⁽²⁾

Signs of car insurance premium cycle starting to turn

- Car premiums lowest since 2014, home premiums in decline
- Search traffic low, good conversion
- Claims costs returning, pressuring premiums
- First signs of month-on-month increases in car premiums

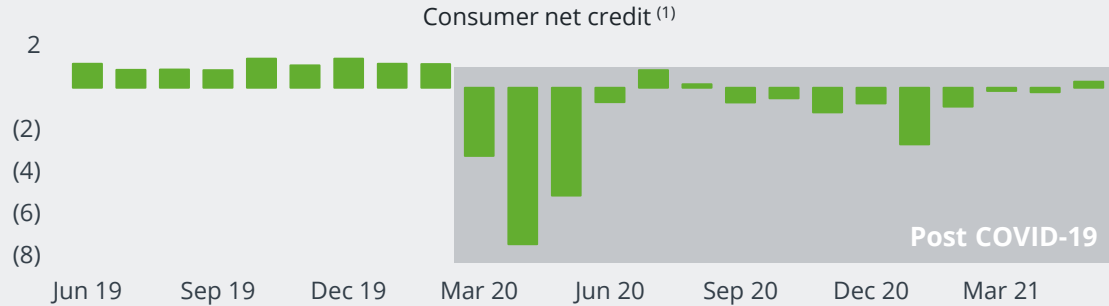
Expect FCA changes to drive 2022 enquiries

- FCA GI conclusions as expected – effective January 2022
- Ingrained behaviour for many; several reasons to switch
- Conversion benefit from auto-renewal change likely
- Price changes should drive enquiries

Market context - Money

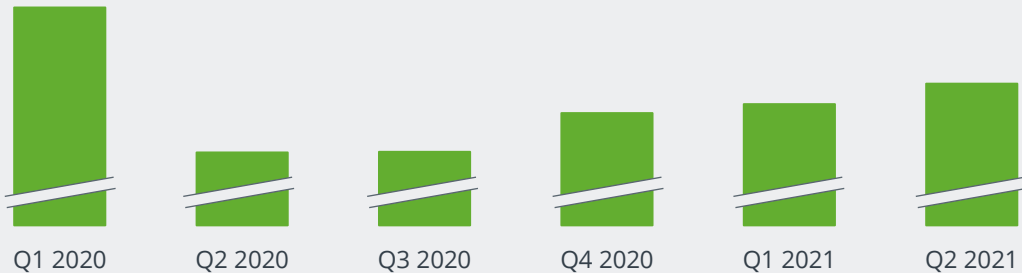
Borrowing fell during pandemic

£bn



- Consumers making substantial credit repayments since March 2020
- Some recovery in borrowing as economy now reopens

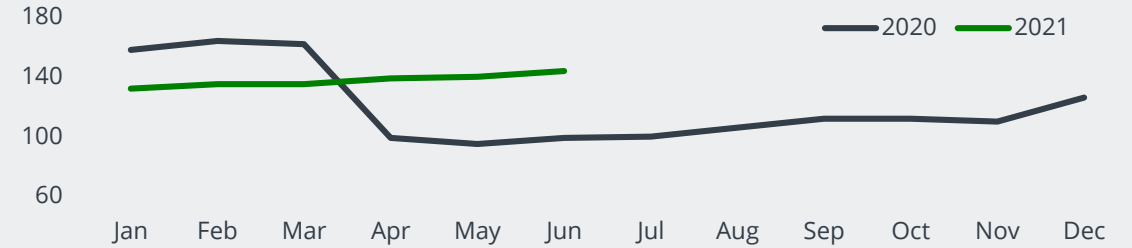
On-site conversion recovering ⁽³⁾



- Card conversion has improving from low of Q2 2020

Number of products on panel recovering well ⁽²⁾

#



- Lending product recovering well towards pre-pandemic levels
- Signs of promotional banking product returning

Lending loosening, demand at inflection point?

- Provider lending criteria continuing to slowly ease
- Signs of credit usage growing, with net borrowing in May
- Borrowing product breadth returning

Expect gradual improvement to continue

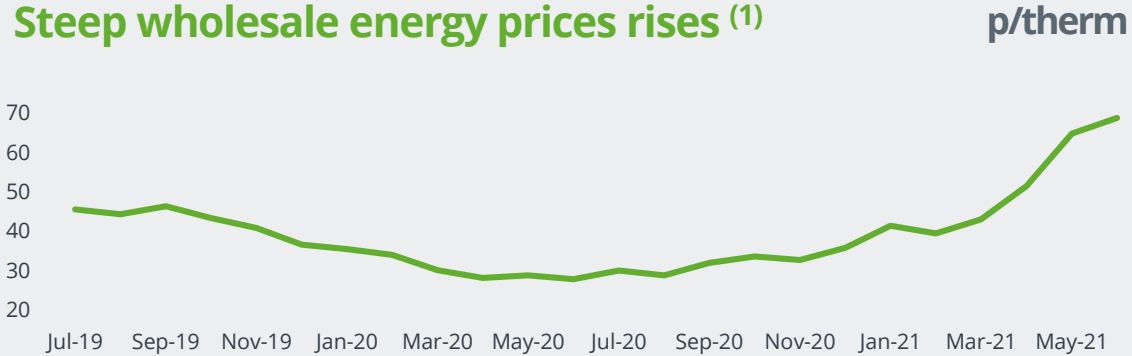
1. Source: Bank of England Money and Credit report June 2021

2. Internal data for cards and loans combined on MSM

3. Internal data for MSM credit cards

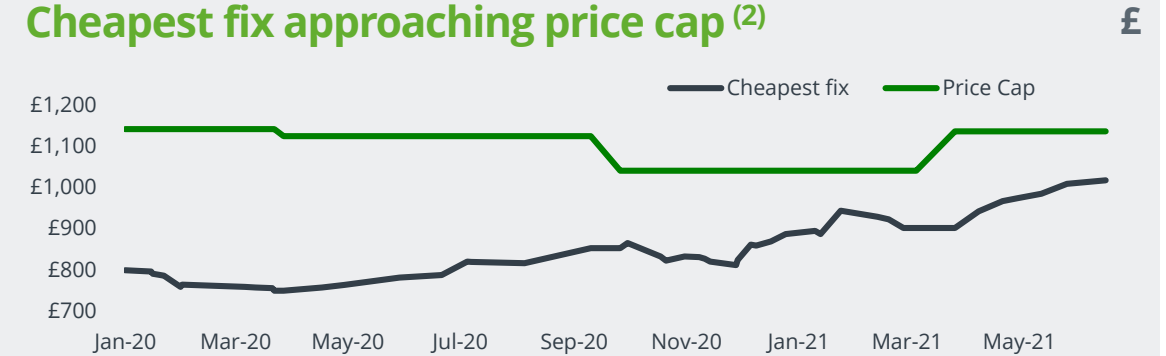
Market context - Energy

Steep wholesale energy prices rises (1)



- Wholesale prices almost doubled this year
- Increases driven by demand and supply side pressures

Cheapest fix approaching price cap (2)



- Providers increase tariffs as wholesale prices rise
- Fewer attractive deals for customers - and fewer prompts to customers

Savings levels drive conversion (3)



- Average savings less than half of 2020, conversion significantly lower
- Up to 30% of customers seeing negative savings within top three results

Savings levels squeezed by wholesale price rises

- Wholesale prices at highest level in almost 13 years
- Rapid rise from both demand and supply pressures

Price cap increase expected in H2

- Price cap rise of over £100 forecast, effective from October
- Savings levels should grow if wholesale prices improve

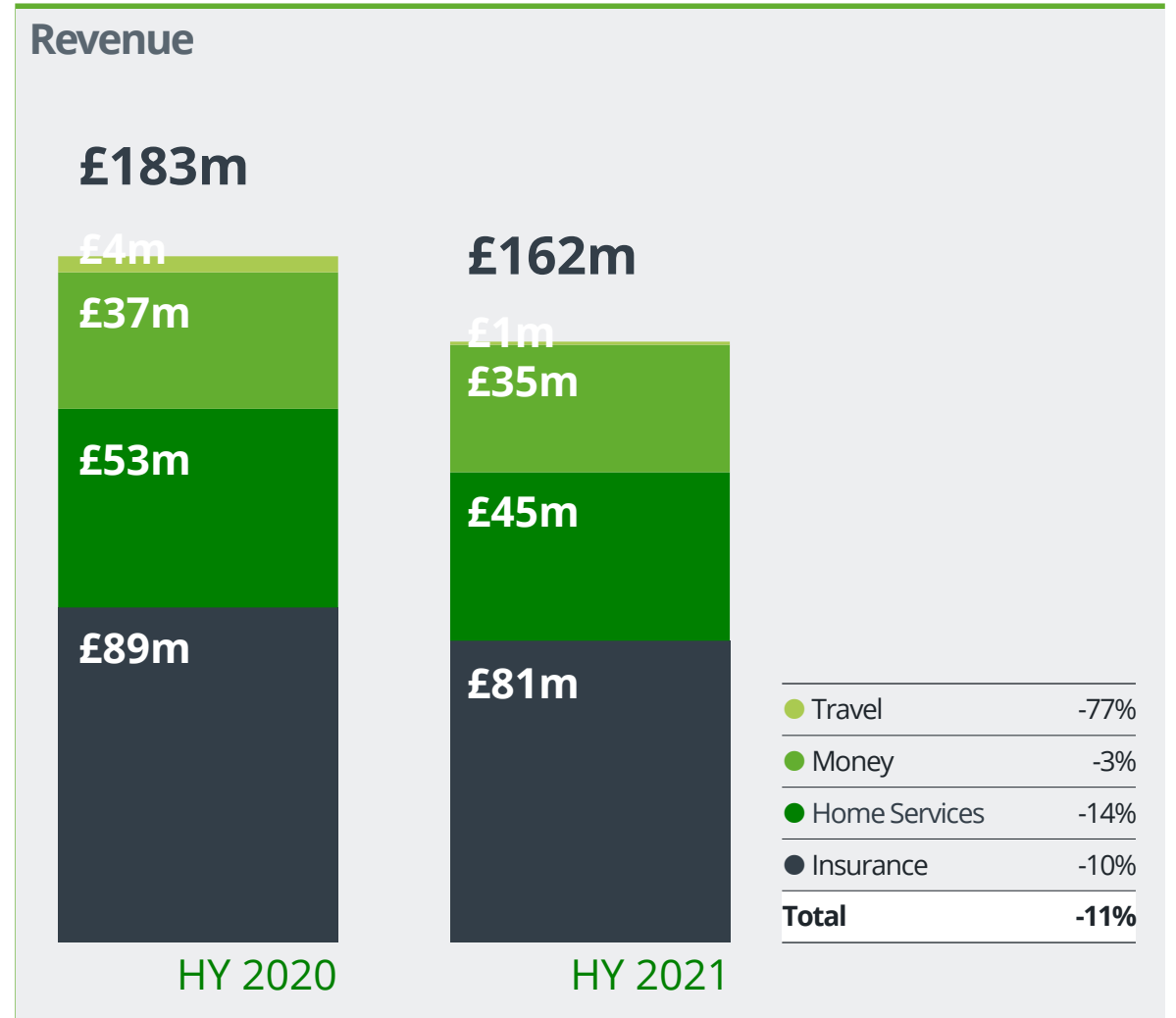
1. Source: Icf.com UK natural gas futures for August contract.

2. Source: internal data.

3. Source: internal data. January 2020 – June 2021.

Revenue down 11% driven by Home Services

- Group revenue down 11% in the half
- Insurance fell 10% but with second-quarter growth in most channels
- Money improving with better borrowing conversion and some banking product availability
- Home Services impacted by energy market dynamics
- Travel market yet to improve



Good increase in gross margin

Gross margin H1 2020: 67.0%

Gross margin H1 2021: 70.1%

**Efficient
acquisition**
c.200 bps

- Rigorous use of data to optimise PPC bidding
- Testing incentives in Insurance

**Money
conversion gains**
– most of remainder

- Recovery in borrowing conversion as lending criteria gradually loosen

**Channel mix
neutral**

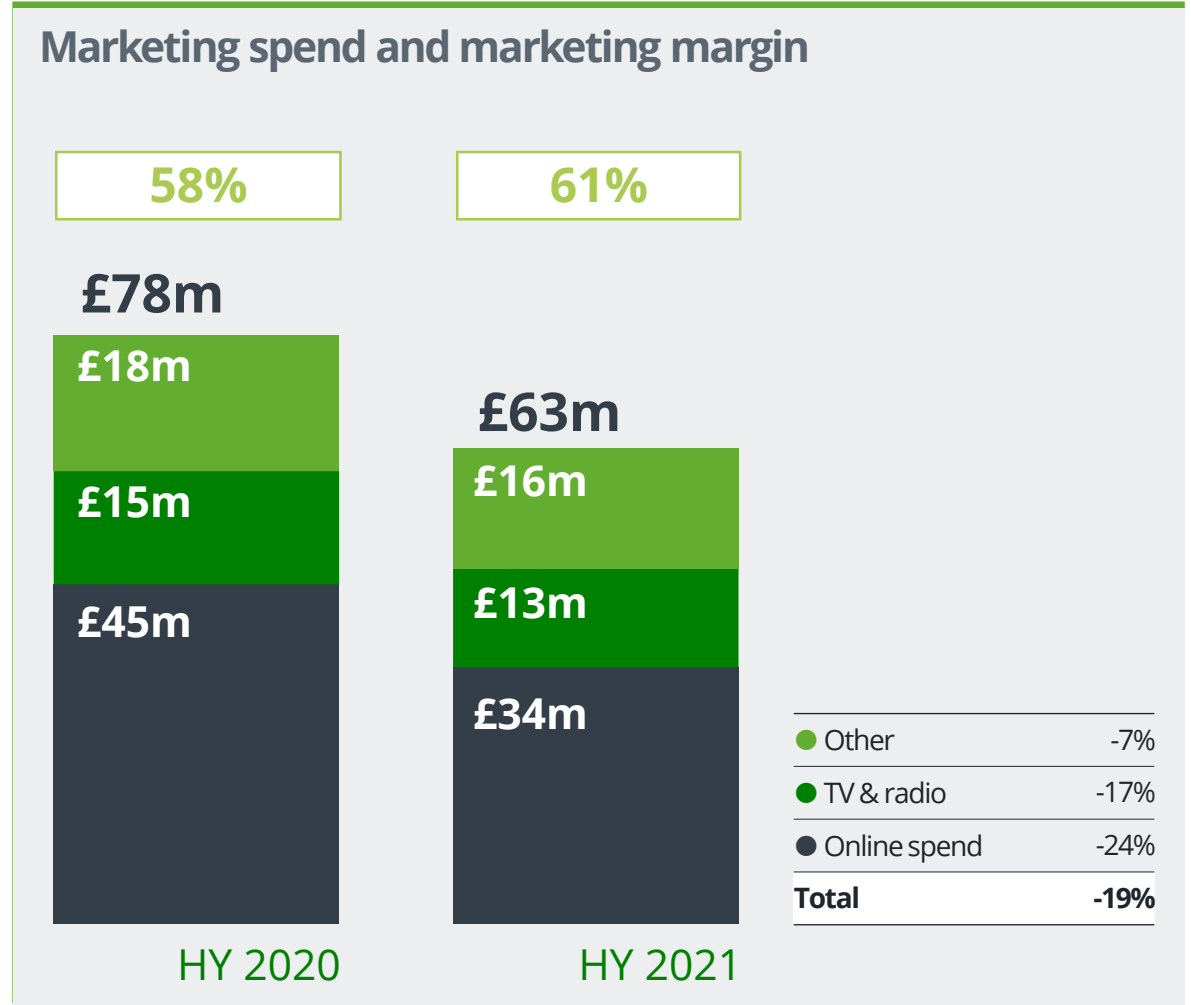
- Mix out of lower margin travel insurance and MSE Energy
- Offset by growth of lower margin B2B business

**Device mix
neutral**

- Ongoing shift to mobile
- Continued decline in tablet

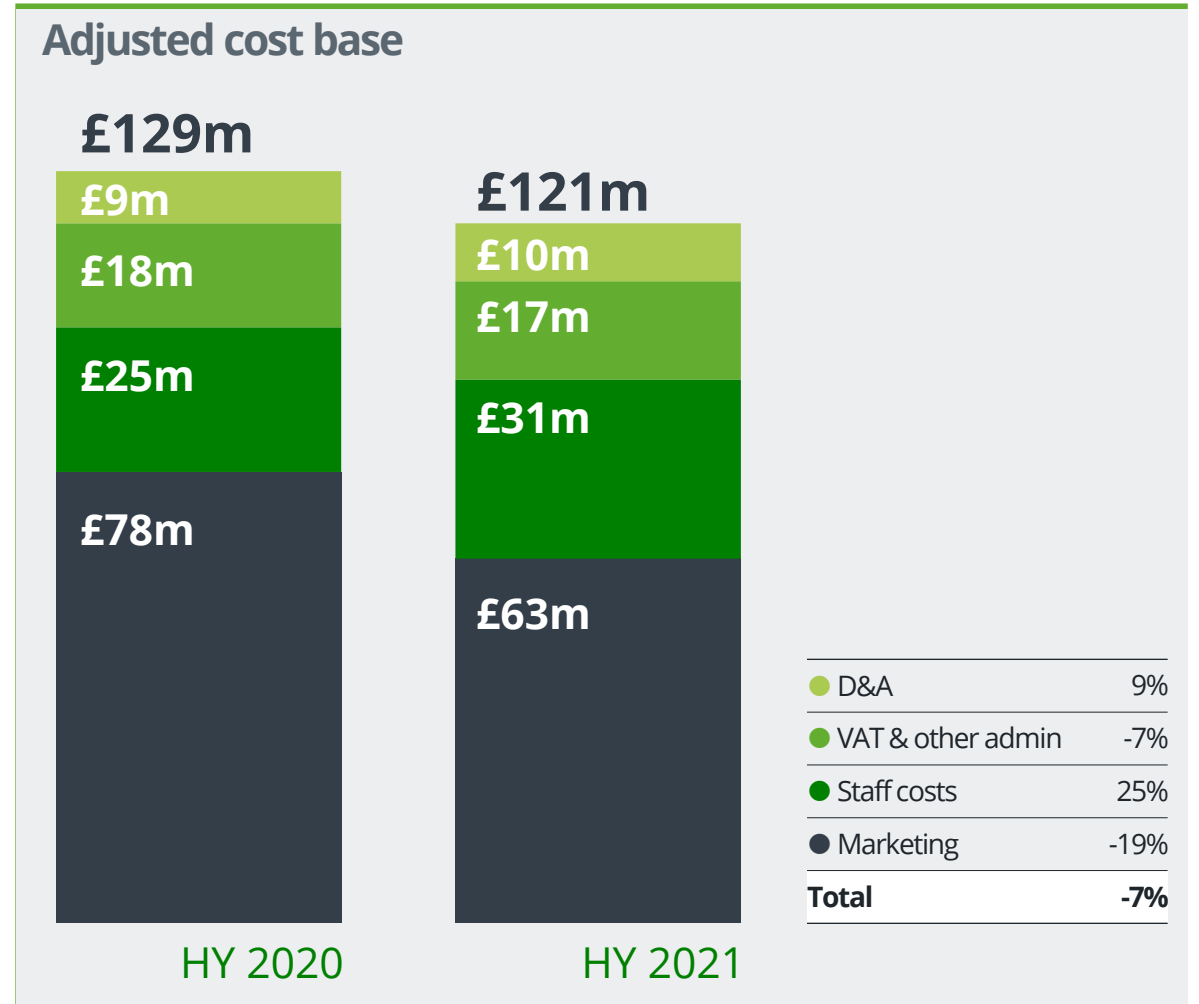
Lower online spend reducing marketing costs

- Marketing margin increase driven by gross margin performance
- Lower online spend due to more efficient customer acquisition and reduced traffic in some channels
- TV and radio in line with expectations
- Decline in Other driven by less MSE energy cashback, in line with trading

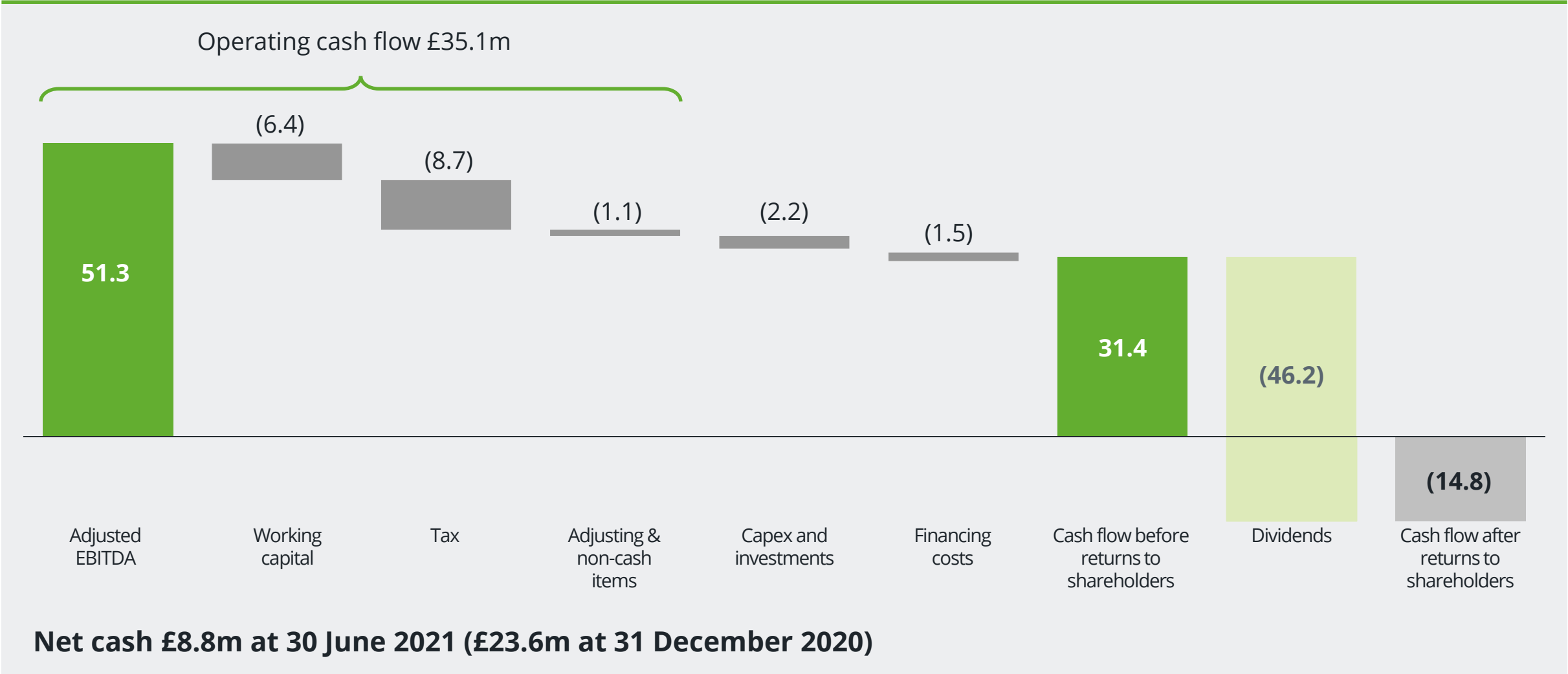


Overall costs down, driven by marketing

- Costs down 7% in the half driven by lower marketing spend
- Staff costs increase due to higher incentive accruals, CYTI consolidation and lower capitalisation of internal resource



Cash generation remains robust



Capital allocation framework remains unchanged



Organic
growth



Ordinary
Dividends



Acquisitions



Enhanced
Distributions

Outlook

Confident of delivering market expectations for the year

Anticipate second-half revenue growth, subject to market factors

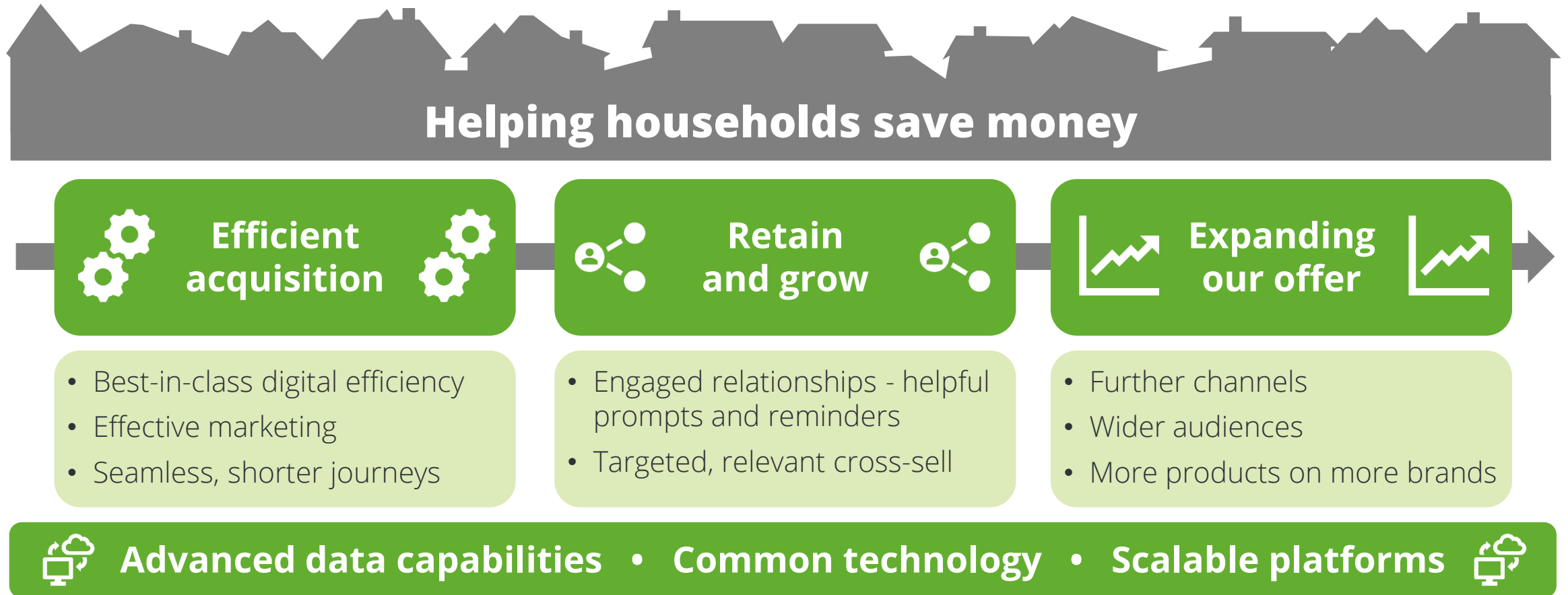
- Insurance (excluding travel) returned to more normal trading dynamics
- Lending criteria to continue to ease, subject to macro developments
- Energy price cap to increase, with savings levels to rise – depending on wholesale prices

Cost outlook unchanged, with good gross margin

- Operating costs (excluding D&A) for the full year slightly ahead of 2019 levels

Peter Duffy
Chief Executive Officer

Our purpose and strategy

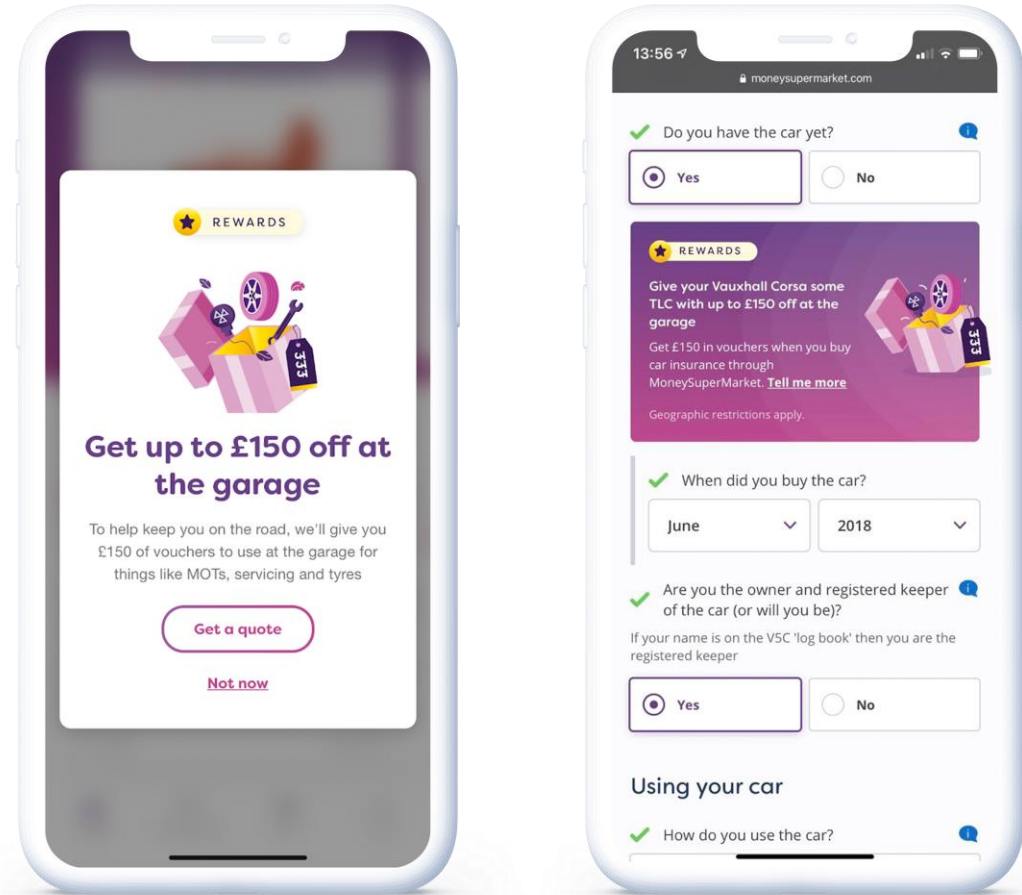


Delivering our strategy

Efficient acquisition

- Best-in-class digital efficiency
- Effective marketing
- Seamless, shorter journeys

- ✓ New PPC platform live; data insight driving margin
- ✓ SEO platform improvement; weathering Google updates
- ✓ MSM car insurance incentive scheme live



MSM car insurance incentive scheme

Delivering our strategy

Efficient acquisition

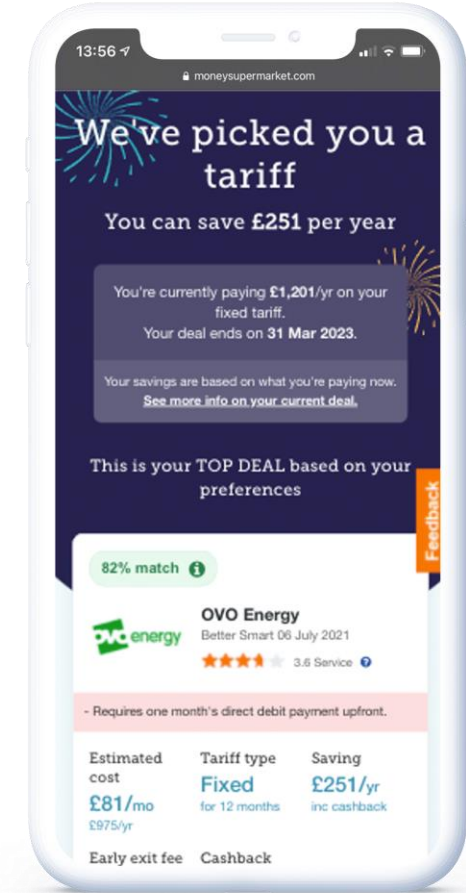
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Retain and grow

- Engaged relationships - helpful prompts and reminders
- Targeted, relevant cross-sell

- ✓ PMAT every year – over 140k users
- ✓ Transition to Google Cloud Platform well progressed
- ✓ Launch of Braze for customer engagement



Pick Me A Tariff journey

Delivering our strategy



Efficient acquisition



- Best-in-class digital efficiency
- Effective marketing
- Seamless, shorter journeys



New PPC platform live; data insight driving margin



SEO platform improvement; weathering Google updates



MSM car insurance incentive scheme live



Retain and grow



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PMAT every year – over 140k users



Transition to Google Cloud Platform well progressed



Launch of Braze for customer engagement



Expanding our offer



- Further channels
- Wider audiences
- More products on more brands



TSM and Icelolly.com to benefit from combination



Third DIP product added to re-mortgage journey

Building a leading data environment



Advanced data capabilities



Outdated data infrastructure hindered progress

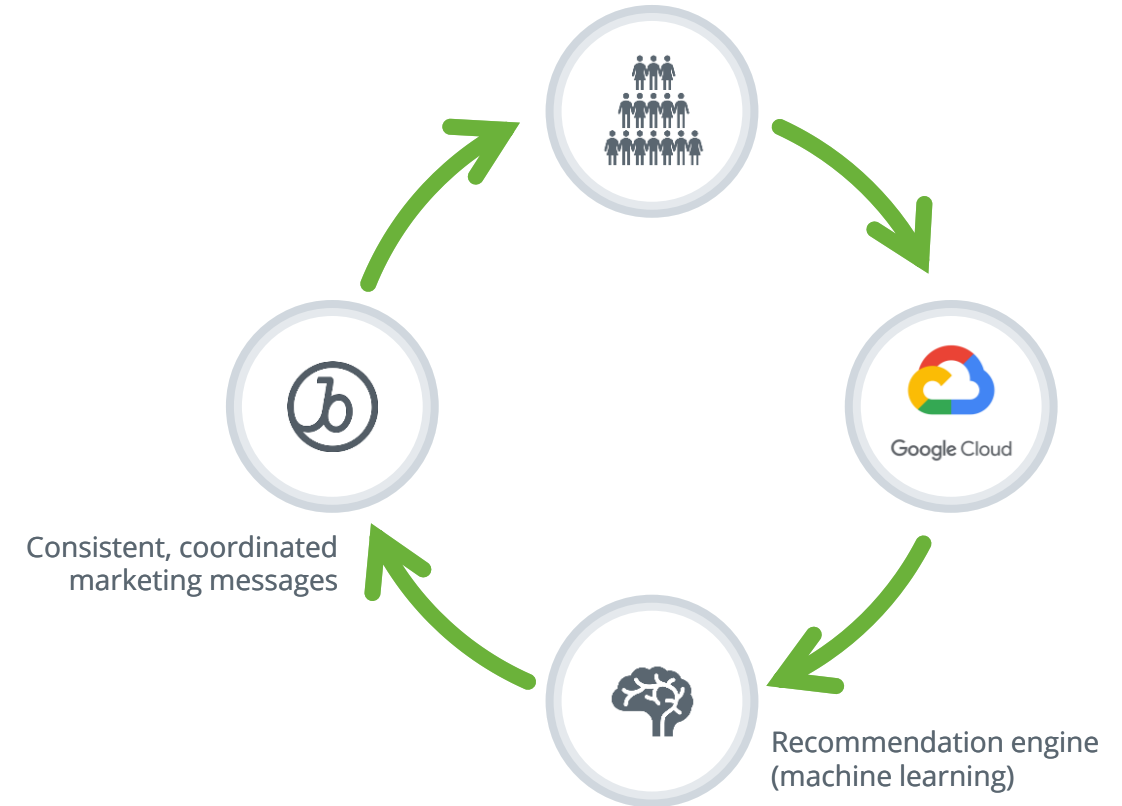
- Fragmented, incomplete datasets
- Workarounds and low-value manual activity

Good progress transitioning to Google Cloud Platform

- Ability to consolidate all our data, with strong analytical capabilities
- Receiving 5 million user events per day, in real time
- To deliver timely and accessible data to Product, Marketing & others

Braze customer engagement platform live

- Rapid deployment and integration with GCP and recommendation engine
- Coordinated campaigns and messaging across email, dashboard and app



Platform advantages: Home Services



Common technology • Scalable platforms



Revolut

credit karma



Z O P A

sellmymobile.com

COMPARE MY MOBILE .COM

Shared technology

- Economies of scale, consolidated teams
- Rapid deployment of new features

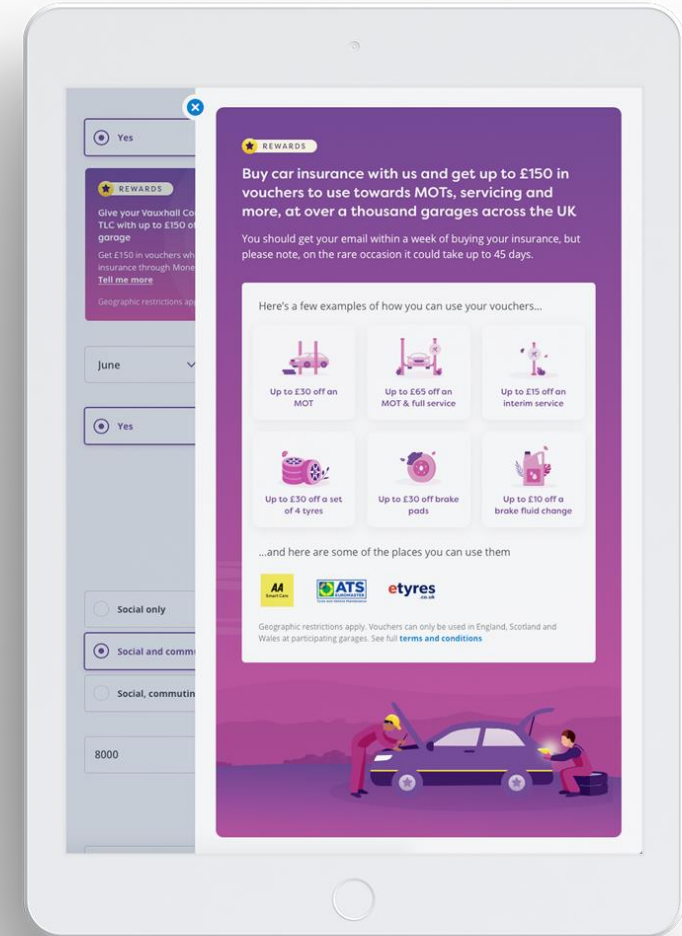
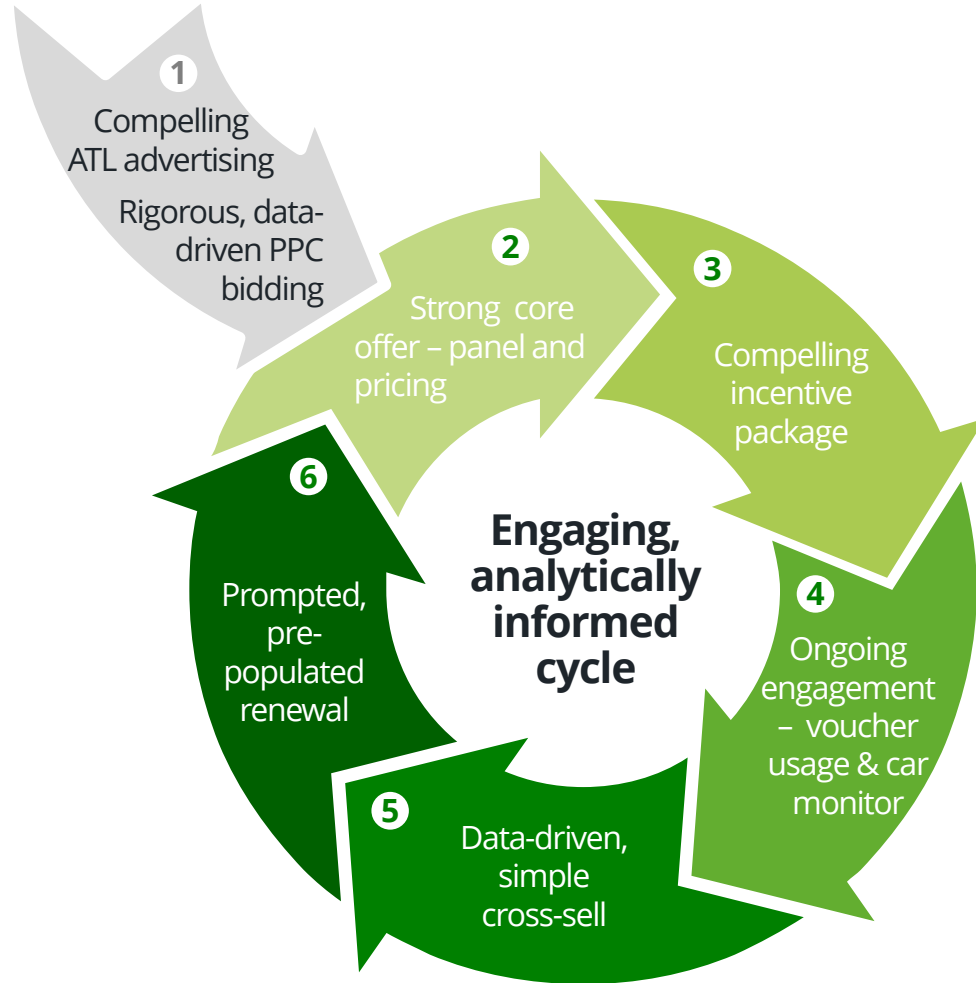
Broadband best practice

- Improved visibility of end-to-end journey
- Tenancy advertising now on MSM broadband

Energy enhancements

- Easier energy provider onboarding
- To launch simplified energy re-switch journey on MSM

Strategy in action: car insurance



Good growth in Pick Me A Tariff Every Year



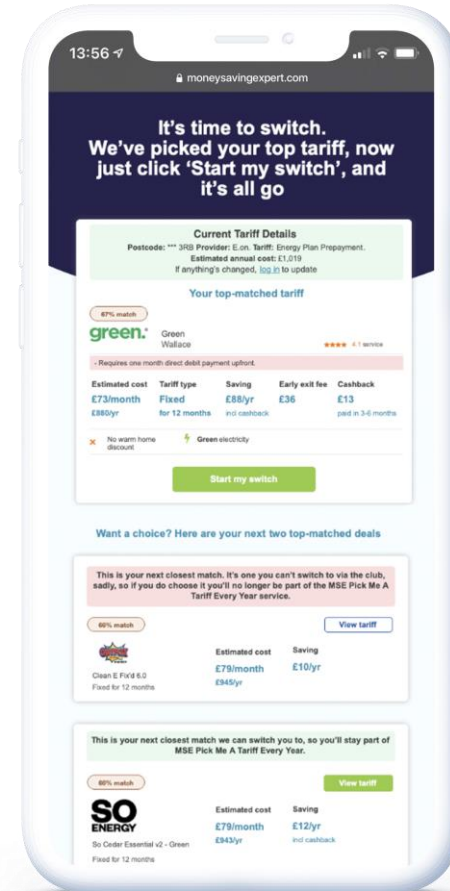
Distinctive, compelling proposition

- Tailored, preference-based results for users
- Sustainable economic model for providers
- Full commercial panel on standard commercial terms

Growing well, with strong conversion

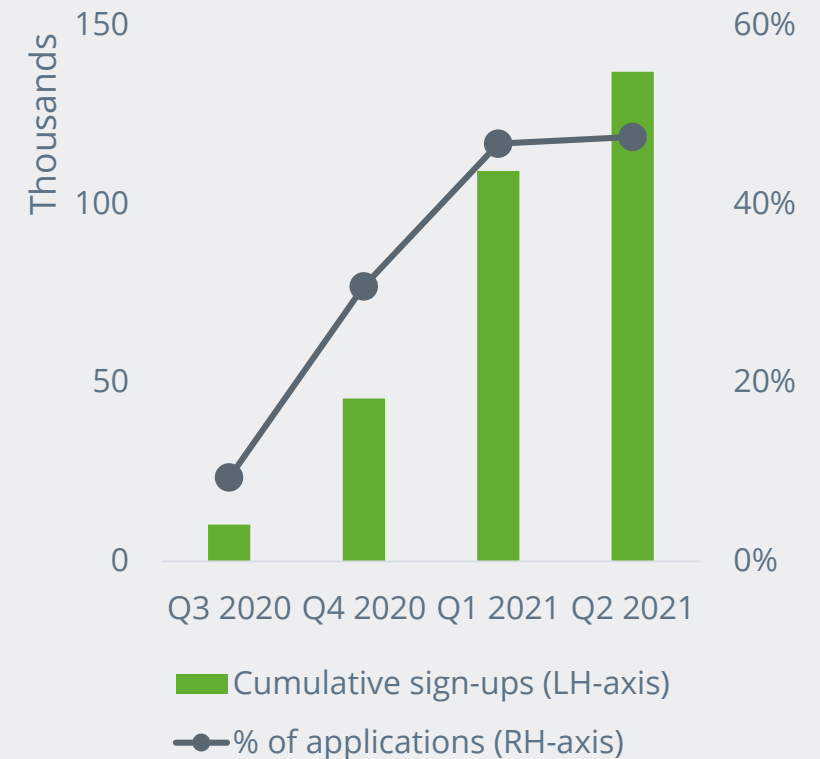
- Over 140k users signed up, c.50% of MSE energy switches
- Conversion well above MSE energy average
- Further 130k users switched via regular PMAT journey

First cohorts now in renewal cycle



*Pick Me A Tariff Every Year
reminder email*

Good PMAT Every Year uptake



TravelSupermarket to combine with Icelolly.com



Combination to strengthen both brands

- Dedicated, experienced leadership
- Opportunities to expand revenue streams
- Shared capabilities

Future flexibility

- More options to maximise shareholder returns
- Well placed for the travel recovery

Deal on track

- Separation of TSM within MSMG complete
- Regulatory ruling expected in coming months



Looking ahead to H2



Efficient acquisition



- Best-in-class digital efficiency
- Effective marketing
- Seamless, shorter journeys

- Full deployment of SA360 to optimise PPC bidding
- MSM brand re-positioning to launch in autumn



Retain and grow



- Engaged relationships - helpful prompts and reminders
- Targeted, relevant cross-sell

- Further MSM tariff end emails – pet and travel
- Complete Braze deployment to further enhance CRM
- Launch MSM simple re-switch service



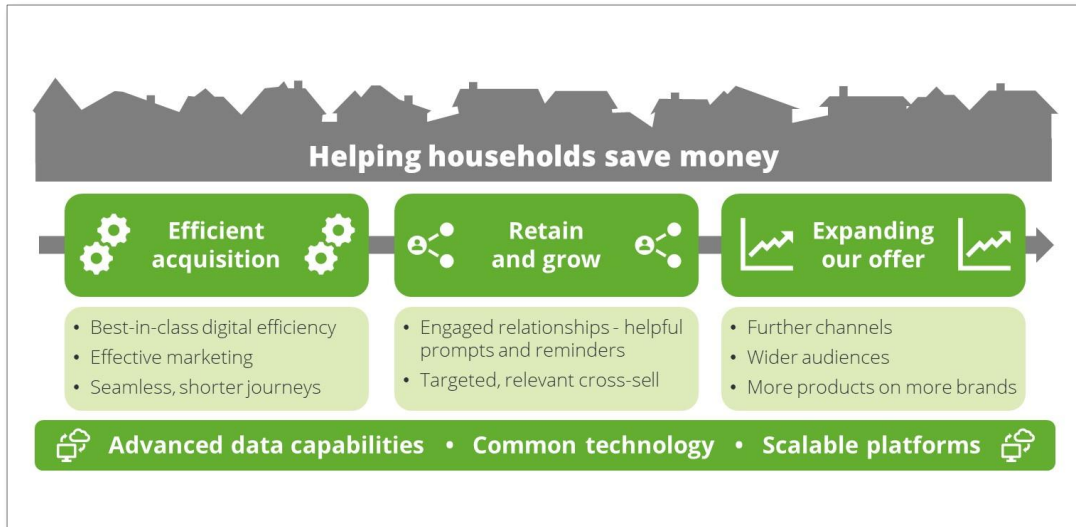
Expanding our offer



- Further channels
- Wider audiences
- More products on more brands

- Conclude TSM and Icelolly.com combination (subject to CMA)
- Remain open to logical opportunities for expansion

Strategic execution on track amid tough market conditions



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A black and white photograph of a woman with blonde hair sitting on a sofa, looking at a laptop. She is wearing a dark cardigan over a light-colored top. Behind her is a large, multi-tiered bookshelf filled with books and some decorative plants. In the foreground, there is a small vase with flowers on a table. The image is partially overlaid by a green bar on the right and a dark grey bar at the bottom.

Appendix

Strategic KPIs



£0.8bn

(2020: £1.1bn)

Savings made by customers

71

(2020: 74)

Net promoter score

61%

(2020: 58%)

Marketing margin

10.2m

(2020: 12.4m)

Active users






£17.00

(2020: £16.29)

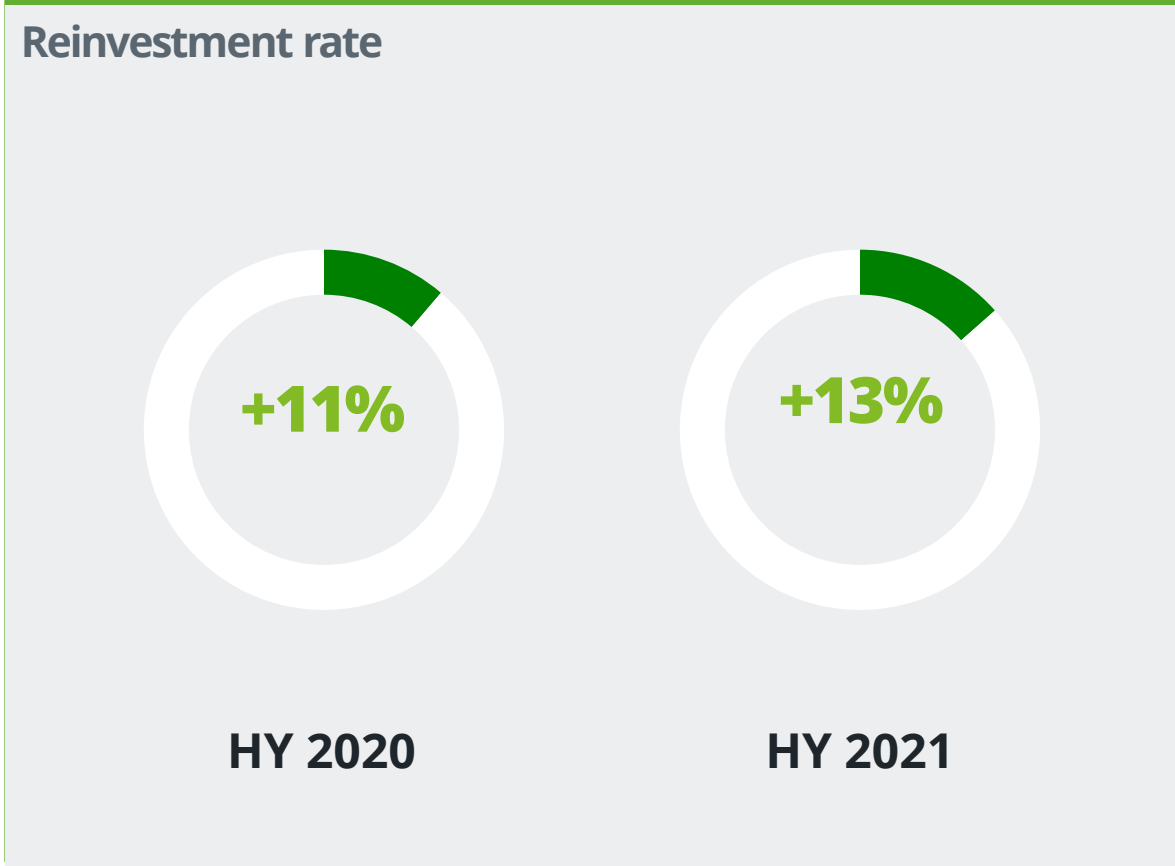
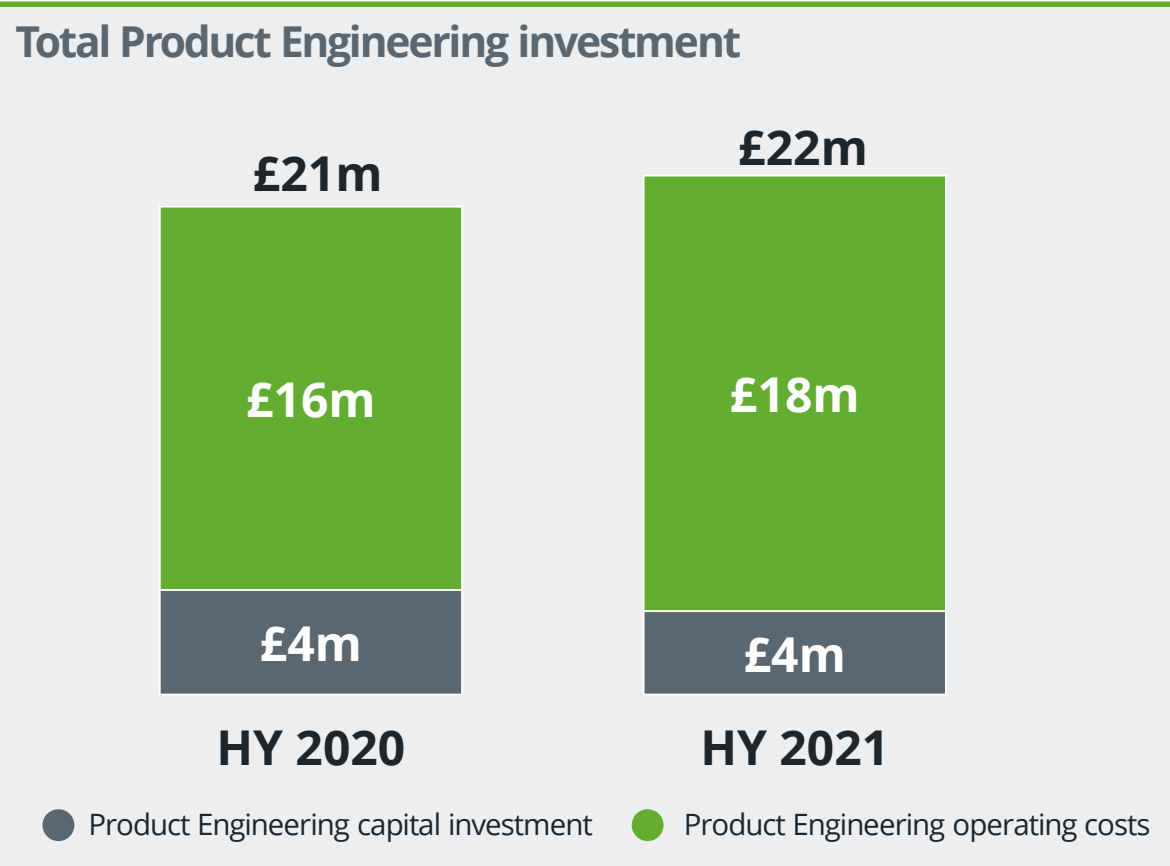
Revenue per active user

Definitions: **Estimated Savings** made by customers in H1 2021 **Net Promoter Score:** Twelve monthly rolling average (1 July 2020 – 30 June 2021 inclusive) measured by YouGov Brand Index service Recommend Score weighted by revenue to create a Group wide NPS **Active Users:** The number of unique accounts running enquiries in our largest seven channels (Car insurance, Home insurance, Life insurance, Travel insurance, Credit Cards, Loans, Energy) on the MoneySuperMarket website in the 12 month period to 30 June 2021 **Revenue per active user:** The revenue for the equivalent main seven MoneySuperMarket channels divided by the number of active users

Fulfilling our purpose and ESG responsibilities

	<p>Purpose</p> <ul style="list-style-type: none"> • Purpose to help households save money even more relevant in uncertain times • £0.8bn household savings delivered in H1 2021 • 10.2m active users in the 12 months to 30 June 2021
	<p>MoneySavingExpert</p> <ul style="list-style-type: none"> • Consumer finance champion, successfully campaigning on mis-sold PPI, payday loan regulation, financial education in schools and more • Full editorial independence and integrity • Widely read, authoritative guides on COVID-19 finance • Free online MSE 'Academoney' educating adults on personal finances with Open University • Over 7m subscribers to weekly tip email
	<p>Community & Environment</p> <ul style="list-style-type: none"> • Group partnership with the Prince's Trust charity • MSE charity provides grants to not-for-profit groups delivering financial education • With a group of UK tech companies, launched the Tech Zero taskforce and have announced commitment to be net zero by 2030 • Achieved 'Beyond Carbon Neutral' status in 2020, offsetting 150% of carbon footprint • Working towards compliance with the Task Force on Climate-Related Financial Disclosures
	<p>Diversity & Inclusivity</p> <ul style="list-style-type: none"> • Exceed Hampton-Alexander target of 33% of women in executive management (40%) and amongst their direct reports (41%) • #17 on the Inclusive Top 50 UK Employer List, an improvement of 19 places since last year • As part of our Race Equity Action Plan, the Group signed up to the Race At Work Charter; our commitment to be anti-racist and improve multi-ethnic representation at all levels of the company
	<p>ESG Ratings</p> <ul style="list-style-type: none"> • Constituent of FTSE4Good Index • As at May 2021 rating of A (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment • As at April 2021 rating of 20.6 Medium Risk in the Sustainalytics ESG Ratings assessment - 11/210 in the internet software and services companies subsector

Product Engineering investment



Note: We have refreshed this KPI given the strategic improvements we are making to our data infrastructure, and the increasingly joint management of CRM, Product & Technology teams. Product Engineering investment includes all opex and capex spend within the Product, Technology, CRM (excluding CRM tools) and Data infrastructure areas. The reinvestment rate expresses the total investment in these areas as a percentage of revenue.

Income Statement

£million	HY 2021	HY 2020	Growth
Revenue	162.3	183.2	-11%
Gross margin	70%	67%	
Adjusted EBITDA *	51.3	62.8	-18%
<i>EBITDA margin</i>	32%	34%	
Depreciation & software amortisation	(9.6)	(8.9)	
Adjusting items **	(2.9)	(1.2)	
Operating profit	38.8	52.7	-26%
Change in fair value of financial instrument	(0.7)	-	
Net finance costs	(0.8)	(1.0)	
Share of loss of joint venture	(0.4)	(0.3)	
Profit on disposal of asset	0.1	-	
Taxation	(9.0)	(10.8)	
Net profit	28.0	40.6	-31%
Adjusted EPS	6.1	7.9	-23%
DPS	3.1	3.1	flat

Income Statement

£million	HY 2021	HY 2020	Growth
Operating profit	38.8	52.7	-26%
Deal fees and associated costs	1.4	-	
Amortisation of acquired intangible assets	1.5	1.2	
Amortisation of technology related intangible assets	7.4	6.7	
Depreciation	2.2	2.2	
Adjusted EBITDA	51.3	62.8	-18%

Segmental measure of adjusted EBITDA contribution: notes

- Interim results include a measure of segmental profit by vertical in line with IFRS 8
- Adjusted EBITDA contribution = Revenue – directly attributable cost of sales – directly attributable operating expenses. Excludes adjusting items.

Directly attributable cost of sales include:

- Paid search costs
- Cash back MSE Cheap Energy Club - relates to Home Services
- B2B revenue share – relates to Decision Tech, which sits within Home Services

Directly attributable operating expenses include:

- Directly attributable costs, for example costs of teams working exclusively within one vertical
- Directly attributable marketing costs for example specific vertical brand marketing campaigns
- Irrecoverable VAT – predominantly relates to Insurance

Shared costs:

- The Group has several teams , capabilities and infrastructure used to support all/multiple verticals e.g. data platforms, brand marketing, technology costs such as website hosting and licences, office costs
- No direct or accurate way for allocating these to segments so they are disclosed separately

Segmental measure of adjusted EBITDA contribution

£million

HY 2021

HY 2020

Segment	Insurance	Money	Home Services	Travel	Shared costs	Total	Insurance	Money	Home Services	Travel	Shared costs	Total
Revenue	80.5	35.3	45.5	1.0	-	162.3	89.4	36.5	53.0	4.3	-	183.2
Directly attributable expenses	(33.2)	(11.9)	(24.2)	(2.1)	(39.6)	(111.0)	(40.0)	(14.0)	(24.7)	(3.5)	(38.2)	(120.4)
Adjusted EBITDA contribution	47.3	23.4	21.3	(1.1)	(39.6)	51.3	49.4	22.5	28.3	0.8	(38.2)	62.8
<i>Adjusted EBITDA contribution margin</i>	<i>59%</i>	<i>66%</i>	<i>47%</i>	<i>-110%</i>	-	32%	<i>55%</i>	<i>62%</i>	<i>53%</i>	<i>19%</i>	-	<i>34%</i>
Depreciation and amortisation						(11.1)						(10.1)
Deal fees and associated costs						(1.4)						-
Change in fair value of financial instruments						(0.7)						-
Net finance costs						(0.8)						(1.0)
Profit on disposal of assets						0.1						-
Share of loss of equity accounted investments						(0.4)						(0.3)
Profit before tax						37.0						51.4
Taxation						(9.0)						(10.8)
Profit for the period						28.0						40.6

Historical quarterly revenue under new segmental reporting

£million	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021
Insurance	48.3	47.8	49.9	42.4	51.9	37.5	45.7	37.8	41.0	39.5
Money	25.3	21.3	20.6	18.8	24.5	12.0	12.5	13.9	18.1	17.2
Home Services	26.0	20.0	24.5	23.6	26.8	26.2	25.8	24.3	26.0	19.5
Travel	5.4	5.4	5.9	3.3	4.1	0.2	1.1	0.6	0.4	0.6
Total	104.9	94.5	100.9	88.1	107.3	75.9	85.1	76.6	85.5	76.8

For H1 2021 we have adjusted our verticals reporting structure to reflect the new General Manager structure put in place.

This means that Home Services now includes all the Decision Tech B2C and B2B business which has moved from the previously named Other vertical.

Travel contains TravelSupermarket revenue.

This slide has restated historical quarterly revenues for this new reporting segmentation.

CYTI was acquired in January 2021 and its revenue is included in Insurance from Q1 2021.

There has been no change to Money reporting.

On our previous vertical structure, Home Services Q2 2021 revenue would have been £11.0m and H1 2021 revenue £27.6m

Moneysupermarket
Group