



GoCo Group

2020 Interim Results



30th July 2020

Group continues transformation despite Covid-19

- Strong Group performance:
 - Revenue +9%
 - Trading profit +16%
 - Investment in AutoSave
 - AOP down -11%
- Good operational and strategic progress despite Covid-19 headwinds
- On-track for transformation into a higher & more sustainable margin business over the medium-term

Strong Group financials with +9% revenue growth and +16% trading profit

Group Revenue
£82.8m

+9%
Year on Year

Group Trading Profit¹
£33.1m

+16%
Year on Year

Adjusted Operating
Profit²
£11.1m

-11%
Year on Year

Adjusted EBITDA³
£14.2m

-3%
Year on Year

Leverage⁴
2.26x

Flat
to Group leverage as of 31st
December 2019 at 2.22x

Group resilience to impact of Covid-19 in H1

Covid-19 H1 Impact

Price Comparison

£3 to 4m revenue

- Loss of travel insurance revenue worth £1.7m over equivalent 2019 period
- Overall search volumes declined in April before recovering through end of H1

Rewards

£0.2 to £0.4m revenue

- Travel revenue reduced to almost nil, offset in part by other verticals (e.g. home and garden retailers)
- Loss of display advertising (*tenancy revenue*) as retailers cut marketing spend

AutoSave

Nil

- Minor impact at height of lockdown but growth rapidly recovered

Group Macro Economic Opportunities in H2

- Consumers focus on making household savings given challenging macro economic environment
- Savings sought across domestic energy, insurance and discretionary spending
- Accelerated acceptance of managing admin and shopping online

Anti-cyclical business models focused on saving customers time and money

Transforming into a higher & more sustainable margin business



GoCompare

- Strong brand with **leading awareness**
- Measured growth but **positive momentum**
- Business driving **higher customer retention**
- Highly **cash generative**

2019 Revenue ¹ £m	139	2019 AOP ¹ £m	51
2020 H1 Revenue ¹ £m	70	2020 H1 AOP ¹ £m	22

GoCompare

AutoSave

- **Significant growth** opportunity
- **Higher margin** potential in steady state
- **Recurring revenue** characteristics
- Network effect for the Group, **driving customer lifetime value**

2019 Revenue £m	7	2019 AOP £m	(12)
2020 H1 Revenue £m	11	2020 H1 AOP £m	(2)

LOOK AFTER MY BILLS

weflip

Platform Services¹



- B2B business providing 3rd parties (e.g. banks) with switching services for their end users
- Significant scalable opportunity available
- Sits in Price Comparison financial segment

Rewards



- New strategic direction
- When stabilised, cash generative
- Potential for Group network benefits

2019 Rev £m	7	2019 AOP £m	2
2020 H1 Rev £m	2	2020 H1 AOP £m	0

Resilient business model combining defensive qualities of Price Comparison with AutoSave growth story

Exciting opportunity for further growth both in terms of top-line, but also profitability of the business as the network effect continues to build, with a continued focus on efficiency and innovation and opportunity for future expansion into new verticals

1. Financials shown for Price Comparison segment which includes Platform Services revenue and costs

① Business Review

Matthew Crummack
Group CEO



2020 H1 Operational Highlights



GoCompare



- Relentless focus on optimisation driving improved sales conversion +1ppt¹
- Improved preference +12ppt² driven by GoCompare innovation
- ~1.5m signed up to £250 excess proposition with retention opportunity driving higher recurring revenue and increasing customer lifetime value

AutoSave



- 483k Live Customers³ as of the end of June
- +183k (+61%) in 6 months and +100k in 2020 Q2
- Operational gains driving improved cohort performance

Platform Services⁴



- Platform Service established from Energylinx, the energy switching business acquired by the Group in June 2018
- Development of godemand, a scalable SaaS platform providing tools to connect users with saving opportunities natively within any application

Rewards



- Focus on fixing the basics = SEO volume increase in Q2
- Versatility in relationships with growth in home and garden retailers

1. Average Conversion H1 2019 vs. H1 2020; defined as ratio of # of sales to quotes
2. Preference = those for whom GoCompare is the only, or one of the first, brands a customer would consider
3. Live Customers defined as those who have provided full switching authority to enable a switch net of churned customers. Numbers across weflip & Look After My Bills
4. Platform Services financial performance sits within the Price Comparison segment along with GoCompare

Revenue growth across key GoCompare verticals

Financial Highlights

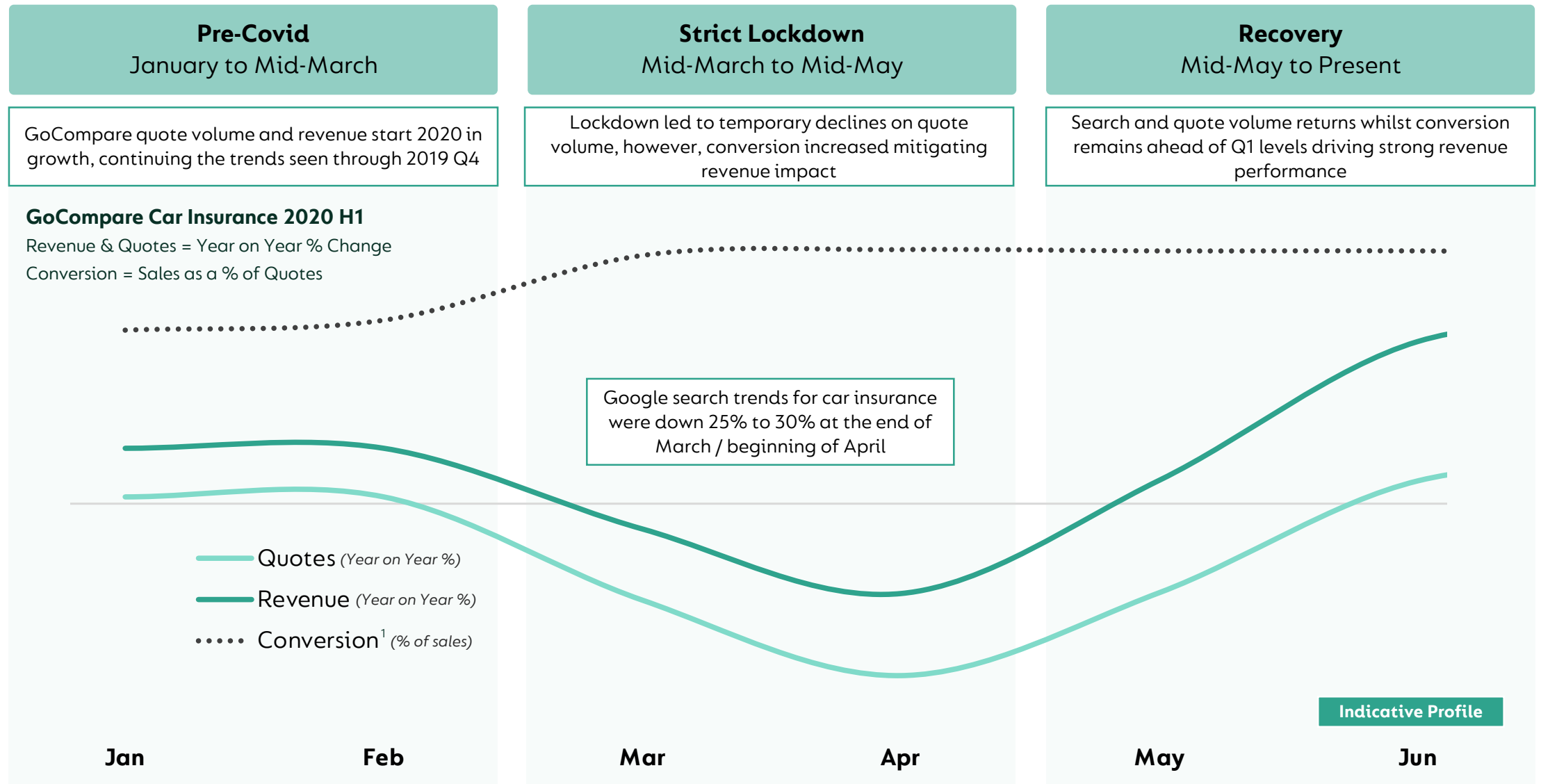
- ➡ GoCompare revenue growth of 1.3% excluding travel insurance¹
- ➡ Revenue growth on car insurance of 4%, ahead of market growth
- ➡ Continued investment into TV to drive medium term growth

Operational Highlights

- ➡ Relentless focus on optimisation driving improved sales conversion +1ppt²
- ➡ Improved preference +12ppt³ driven by GoCompare innovation
- ➡ ~1.5m signed up to £250 excess proposition with retention opportunity driving higher recurring revenue and increasing customer lifetime value

Solid performance in H1 2020 despite temporary impact of Covid-19

Three phases of GoCompare revenue performance



1. Conversion defined as ratio of # of sales to quotes

GoCompare innovation targets improved retention & recurring revenue

Positive impact on preference

Preference for GoCompare¹

% of Respondents

Not Aware

26%

Aware

38%

Comparison between those who are aware of the £250 excess proposition and those unaware

12ppt

12ppt increase in preference for those aware of the £250 excess proposition

Target higher retention and greater loyalty

- GoCompare innovation aiming to increase preference and **drive loyalty** leading to **greater stickiness** amongst customers
- £250 excess proposition launched in July 2019 and now ~1.5m customers with proposition and targeting increased customer retention in H2 2020
- Innovation supported by increased TV spend in H1 2020
- Evolves Price Comparison from an annual transaction funnel; improved retention and higher recurring revenue
- Greater focus on customer lifetime value, increasing switching frequency and improved marketing efficiency

Focus on execution despite Covid-19 headwinds

Financial Highlights



Rewards challenged in H1 2020 with revenue down 36% as revenue from Travel companies disappeared



Tenancy revenue, a form of on-site advertising, impacted by up to £0.4m as advertisers removed marketing spend without directly attributable return on investment

Operational Highlight



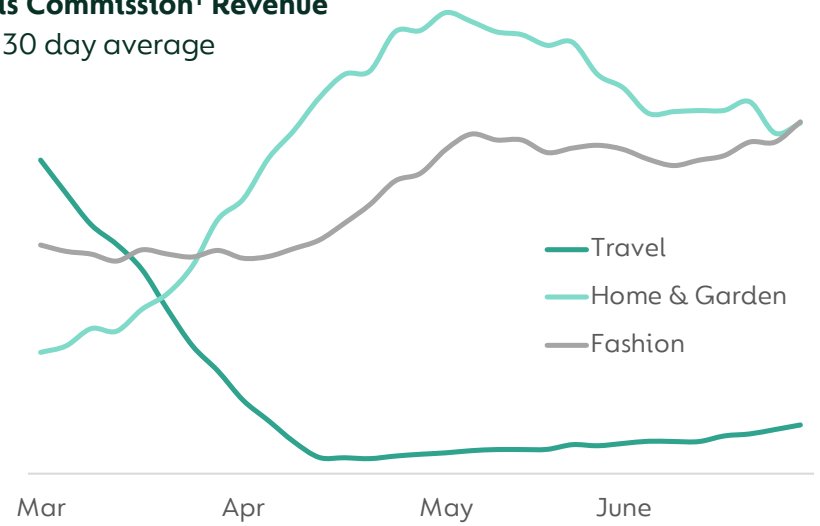
Versatility in partner relationships evidenced with growth in home and garden retailers

Challenging H1 performance stalling profit stabilisation

Rewards showing versatility and a focus on execution

Change in sector revenue shows supply versatility

Rewards Commission¹ Revenue
Rolling 30 day average

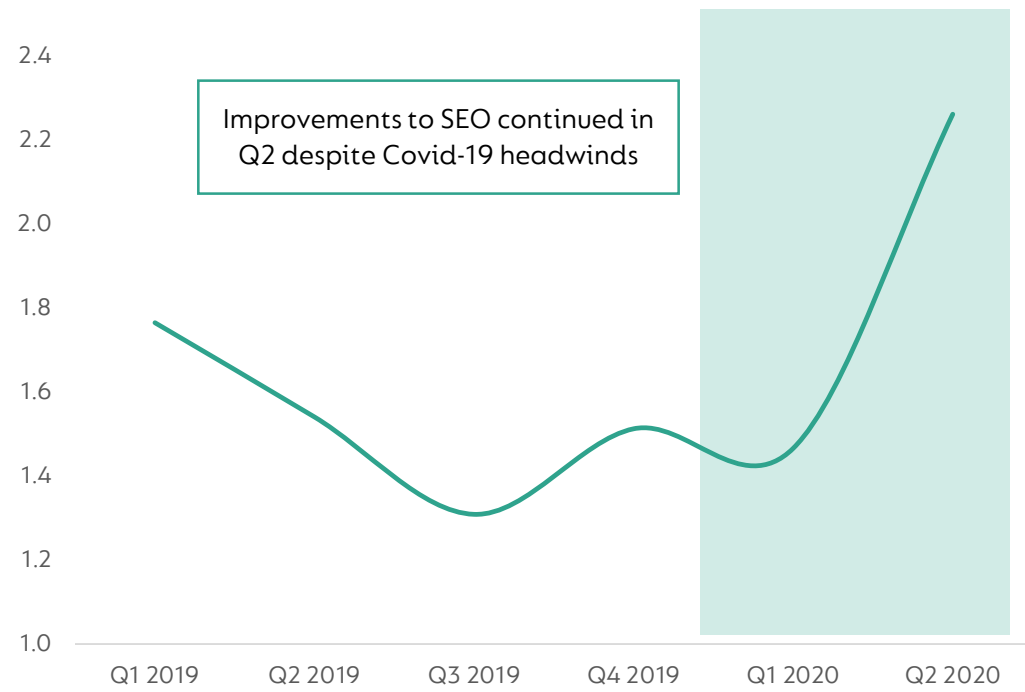


Top Retailers by Revenue

	Jan & Feb	March to June
1		
2		
3		

New leadership focused on execution

Quarterly SEO Volume
Millions



1. Revenue based on receiving a commission per basket as a % of basket size

AutoSave continues to surpass expectations

Financial Highlights

- ➡ £10.8m of revenue, +370% vs. 2019 H1 and +64% vs. 2019 H2
- ➡ £1.5m trading profit in line with guidance
- ➡ Strong unit economics with customer acquisition profitable on first switch

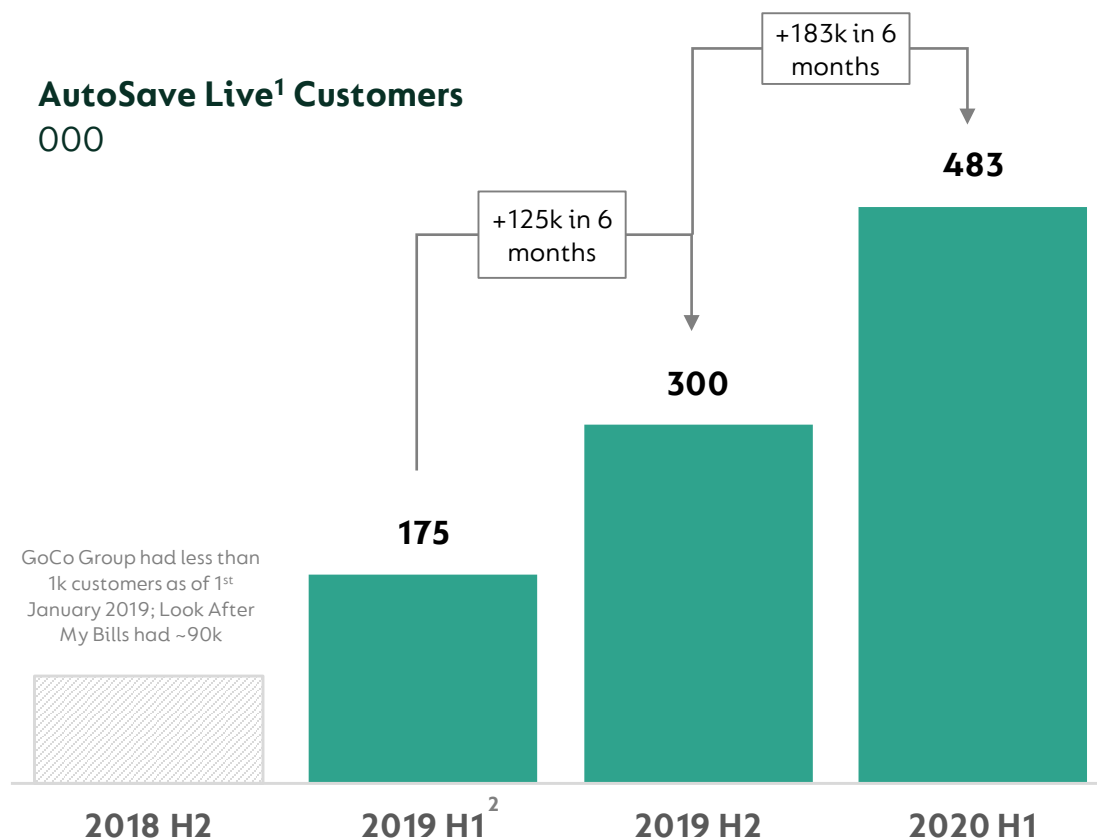
Operational Highlights

- ➡ 483k Live Customers¹ as of the end of June
- ➡ +183k (+61%) in 6 months and +100k in Q2
- ➡ Operational gains driving improved cohort performance

Excellent momentum supporting transformation to a higher & more sustainable margin business

1. Live Customers defined as those who have provided full switching authority to enable a switch net of churned customers. Numbers across weflip & Look After My Bills

AutoSave continues to grow strongly



- Annualised growth rate considerably over 100%
- 63,000 (+15%) vs. original expectations of +40%³
- +23,000 (+5%) vs. revised expectations on 3rd June following considerable outperformance in June
- Customer growth delivered within previously guided parameters of breakeven trading profit in H1

1. Live Customers defined as those who have provided full switching authority to enable a switch net of churned customers. Numbers across weflip & Look After My Bills

2. Total combined AutoSave customers post Look After My Bills completion as of 8th July 2019

3. Guidance of +40% growth provided as part of annual results on 3rd March

AutoSave has a winning business model for customers...

Simple and leading customer experience

Customers remain on a great deal automatically

Your energy

Energy services

Which services does your home have?

Gas & Electricity

Electricity

Are your gas and electricity supplied to the same company? (Don't fret)

Do you have an electricity smart meter?

Simple
sign-up &
first switch

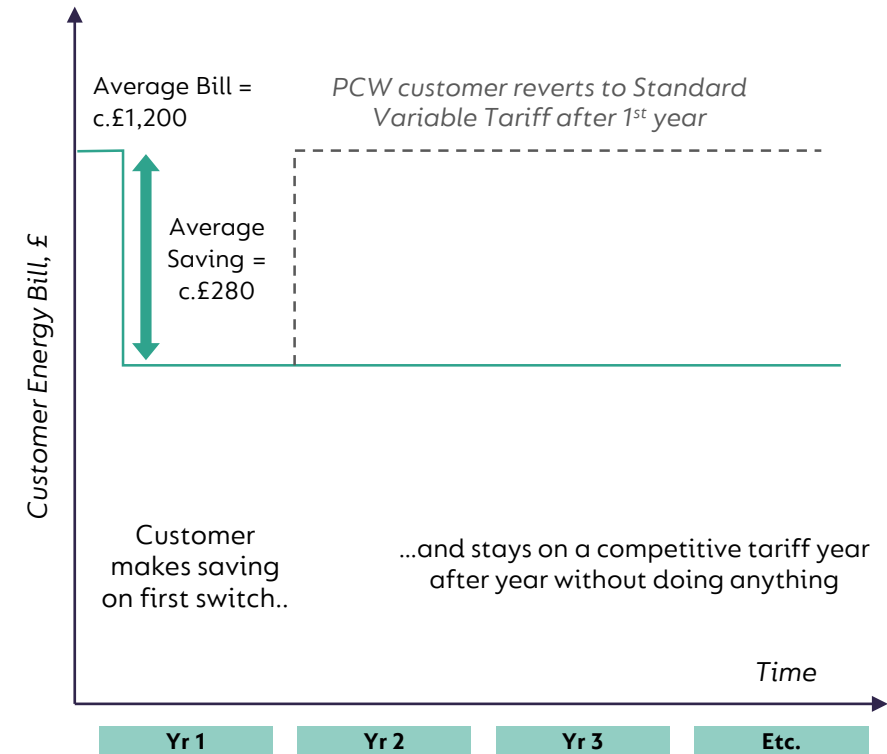
Sign-up once,
automatically save
forever with no more
user action

Data

Customer **automatically**
moves to a better deal
and continues to save

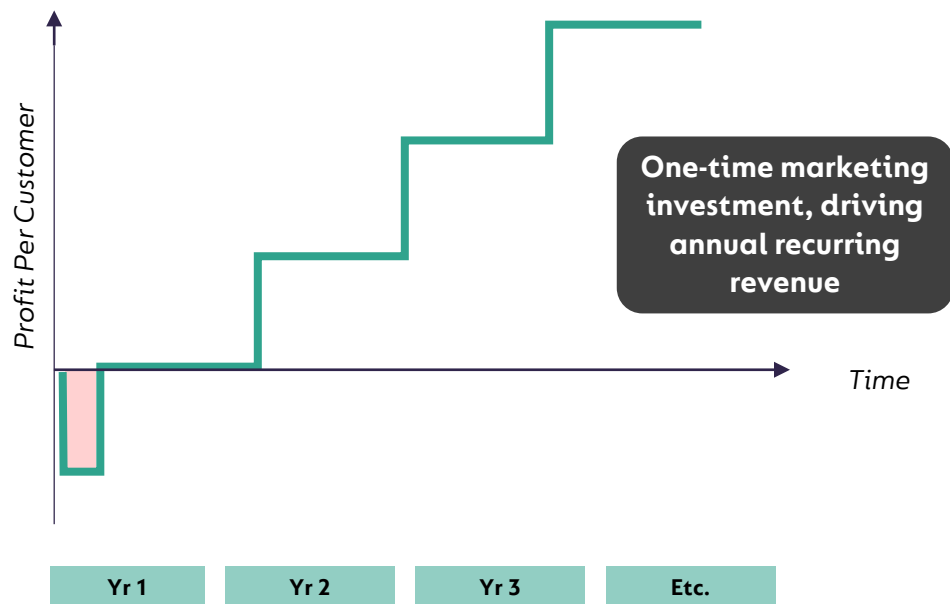
Upcoming switch
communicated to customer,
but switch happens **automatically**
with **no action** required on customer's side

12 months
after first switch,
AutoSave analyses energy
market to obtain competitive
tariffs with energy suppliers



... and for GoCo

Strong unit economics >> high LTV



Increasing retained customer base



Transforming Group into a higher & more sustainable margin business

Operational resilience

Socially Responsible

- ➡ All employees working from home with no impact to business operations
- ➡ Considerable employee flexibility and support focused on mental health and wellbeing
- ➡ Doing the right thing by the customer (e.g. removing travel insurance)
- ➡ £598m of savings for the customer, +27% year on year



Financially Resilient

- ➡ The Group has not called on government-assisted schemes relating to employment or loans nor made any redundancies through Covid-19 pandemic
- ➡ Leverage¹ of 2.3x at 30th June 2020, broadly flat to 31st December 2019, well below covenant of 3.0x
- ➡ Maintained Dividend payment



Working to deliver a sustainable business for all stakeholders



2 Financial Review

Nick Wrighton
Group CFO

Strong trading performance and investment into the Group

£m	2020 H1 ^{1,2}				YoY % Abs £m			
	Price Comparison (GoCompare & Platform Services)	Rewards (MyVoucherCodes)	AutoSave (Look After My Bills & weflip)	Total	Price Comparison	Rewards	AutoSave	Total
Revenue ¹	69.7	2.3	10.8	82.8	-1% -0.4	-36% -1.3	370% +8.5	9% +6.8
Trading Profit ²	30.2	1.3	1.5	33.1	-7% -2.3	-38% -0.8	n/a +7.5	16% +4.5
Group Adjusted Op Profit ²				11.1				-11% -1.4

Resilient performance at GoCompare despite Covid-19

Price Comparison H1 P&L^{1,2}

£m

			Year on Year Movements	
	2020 H1	2019 H1 ³	Abs, £m	YoY %
Revenue	69.7	70.1	(0.4)	-1%
Marketing Costs	(39.5)	(37.6)	(1.9) ⁴	5%
Trading Profit	30.2	32.5	(2.3)	-7%
Marketing Margin (%)	43.3%	46.4%		-3ppt

- GoCompare revenue +1.3%, excluding Travel Insurance £1.7m impact from Covid-19
- Car insurance momentum maintained with revenue +4%, ahead of the market
- Planned investment into TV to drive medium term revenue growth in H2 2020 and beyond, leading to a reduction in marketing margin to 43%

1. Price Comparison segmental P&L includes GoCompare and Platform Services (see appendix for detail)
 2. Totals based on exact figures and hence slight differences may occur due to rounding
 3. 2019 H1 restated with Look After My Bills revenue and profit previously reported in Price Comparison and now moved to AutoSave
 4. Adverse movement to trading profit

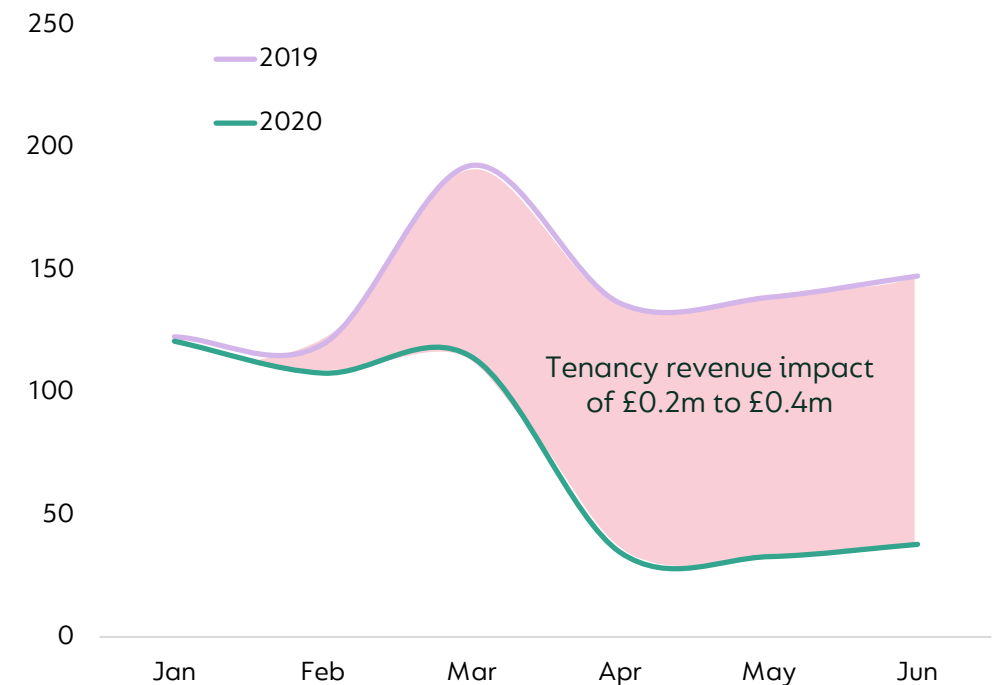
Rewards showing versatility but Covid-19 stalled profit stabilisation

Rewards P&L, £m			Year on Year Movements	
	2020 H1	2019 H1	Abs, £m	YoY %
Revenue	2.3	3.6	(1.3)	-36%
Marketing Costs	(1.0)	(1.5)	0.5 ²	-33%
Trading Profit	1.3	2.1	(0.8)	-38%
Marketing Margin (%)	56.5%	58.3%		-1.8ppt

Rapid reduction in tenancy impacting H1 profit

Monthly Tenancy¹ Revenue

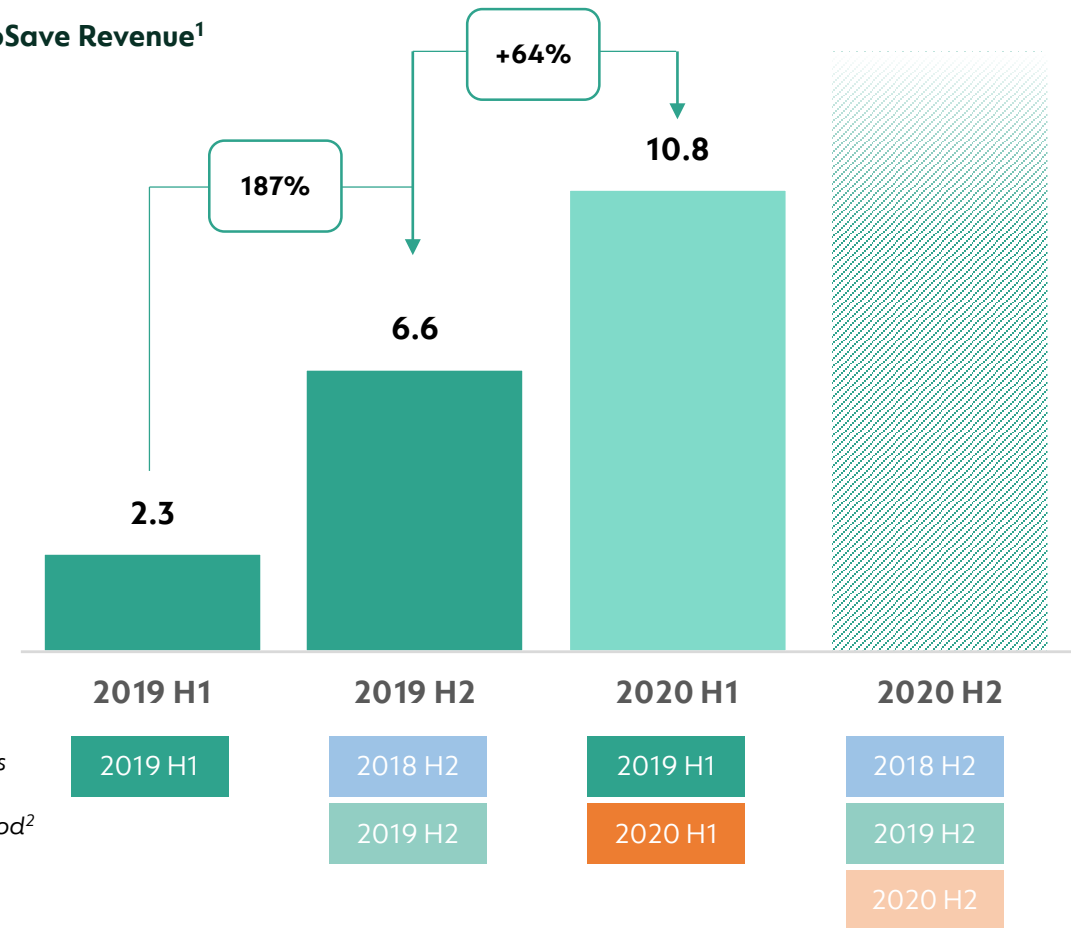
£000 per Month



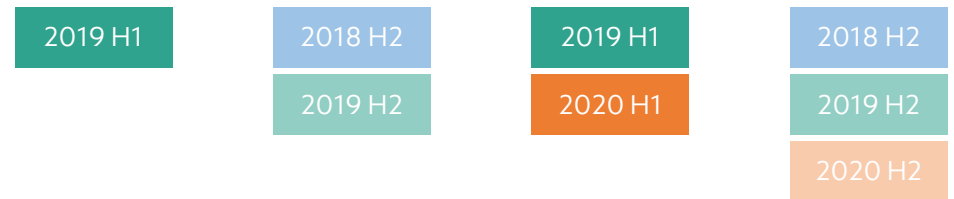
Continued strong AutoSave growth

AutoSave P&L, £m	2020 H1	2019 H1 ¹	Year on Year Movements	
			Abs, £m	YoY %
Revenue	10.8	2.3	8.5	370%
Marketing Costs	(9.3)	(8.3)	(1.0) ³	12%
Trading Profit	1.5	(6.0)	7.5	<i>n/a</i>
Marketing Margin (%)	14%	<i>n/a</i>		<i>n/a</i>

AutoSave Revenue¹
(£m)



Customer Cohorts
Available for
Switching in Period²



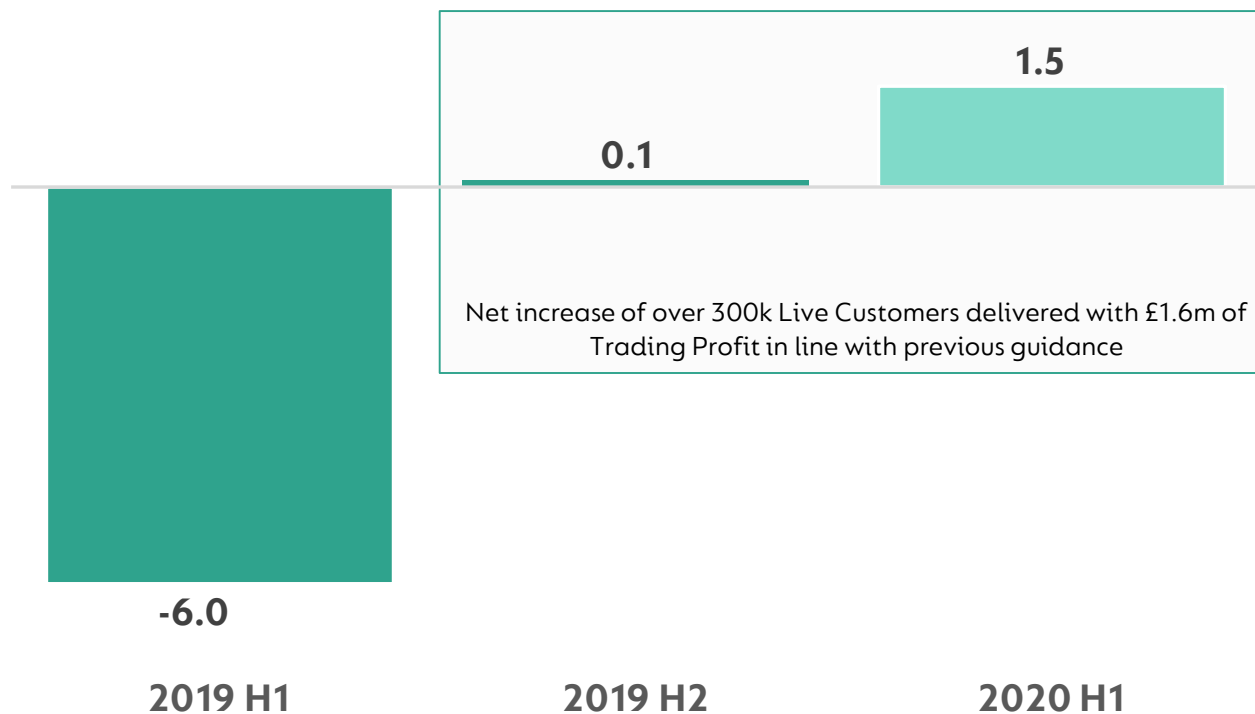
Similar customer cohorts eligible
for switching

Additional
customer cohorts
available in
2020 H2

1. AutoSave segment includes Look After My Bills revenue and cost of sales recognised by the Group in Price Comparison in H1 2019 prior to the acquisition. AutoSave H1 19 revenue has therefore been restated to £2.3m (previously reported as £0.4m) and Cost of sales has been restated to £2.0m (previously reported as £0.4m) to enable a like for like comparison
2. Negligible customers acquired in 2018 H1 or earlier
3. Adverse movement to trading profit

AutoSave on path to transform the Group into a higher margin business

AutoSave Trading Profit¹ (£m)



Net Customer Acquisition Cost
(Total AutoSave Marketing / Net
Customers Acquired)

~£100

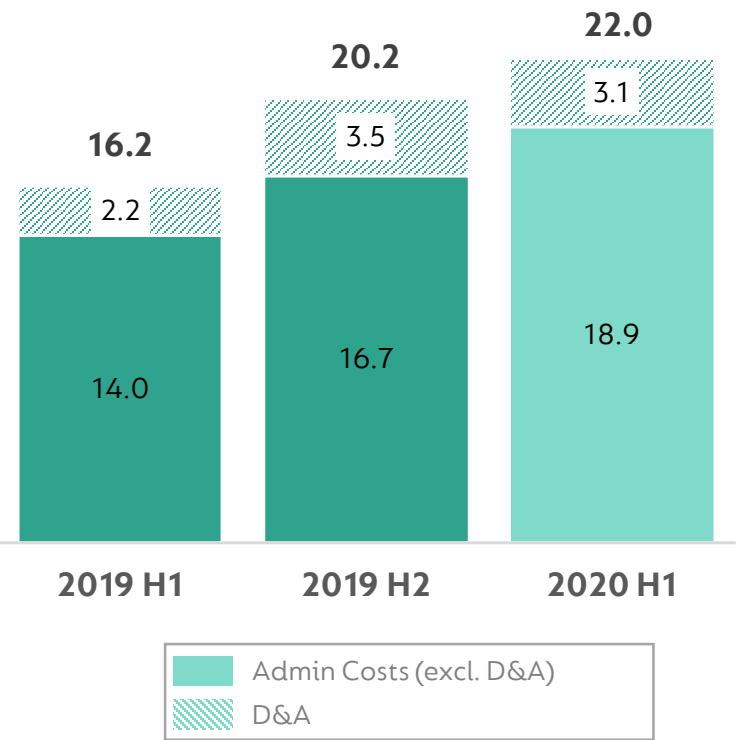
~£50

~£50

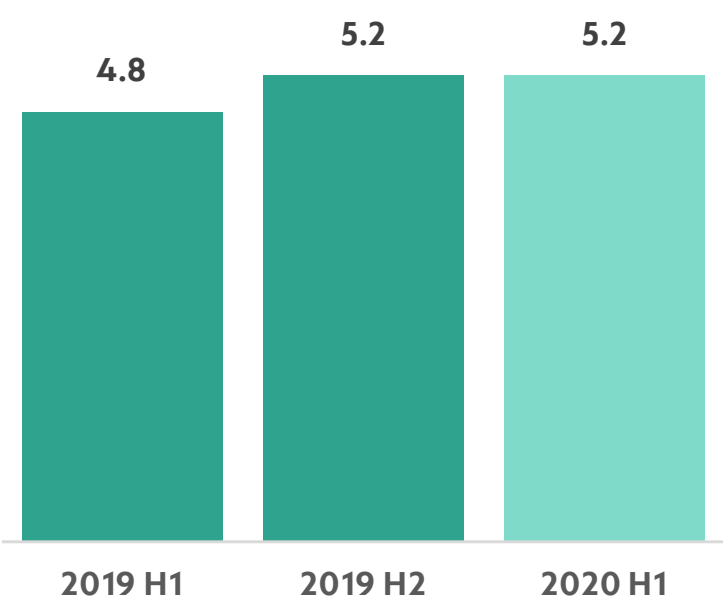
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Increase in admin costs with Capex flat

Adjusted Admin Costs
£m



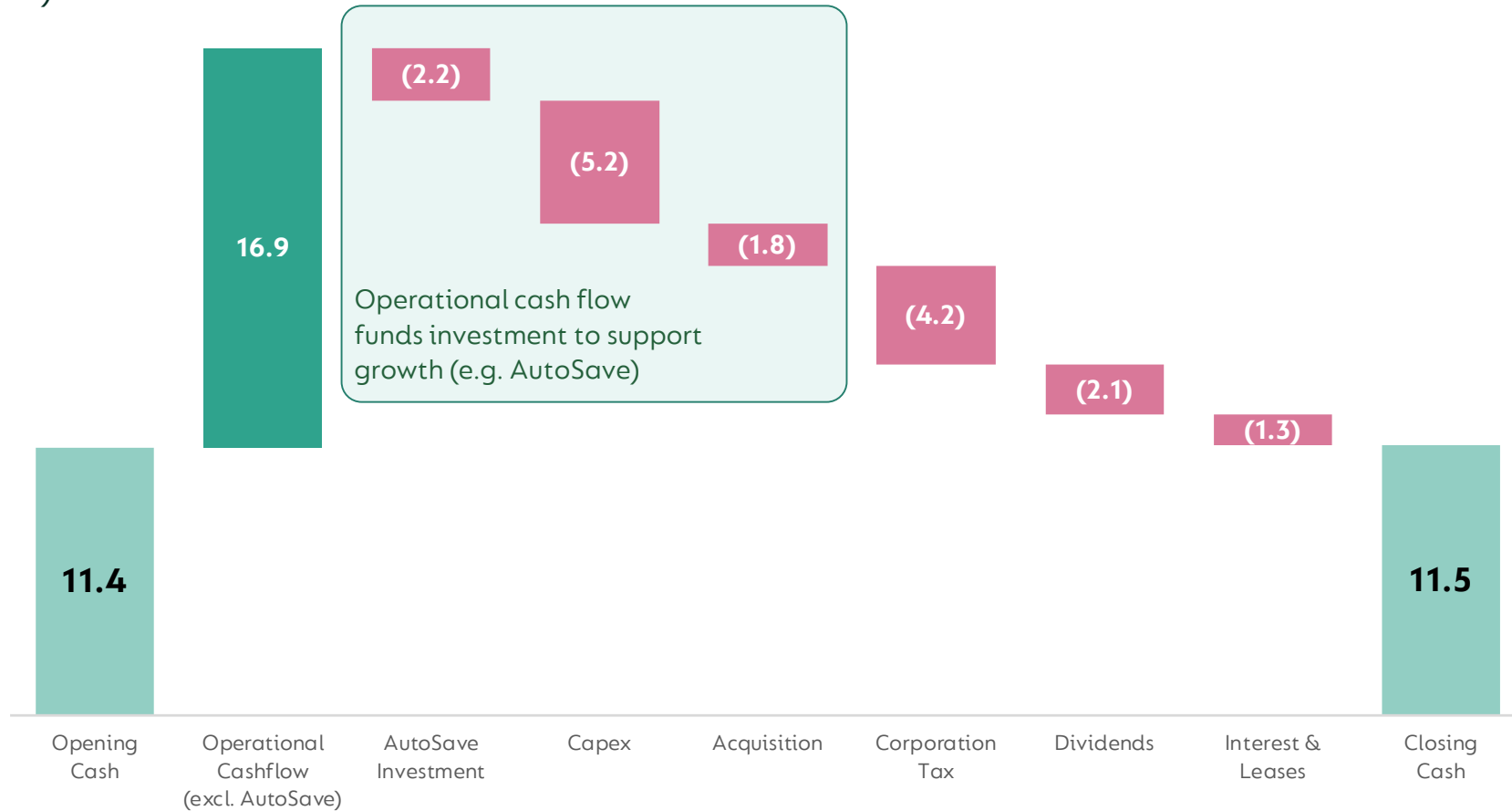
Capex
£m



Strong operational cash generation

2020 H1 Cash flow

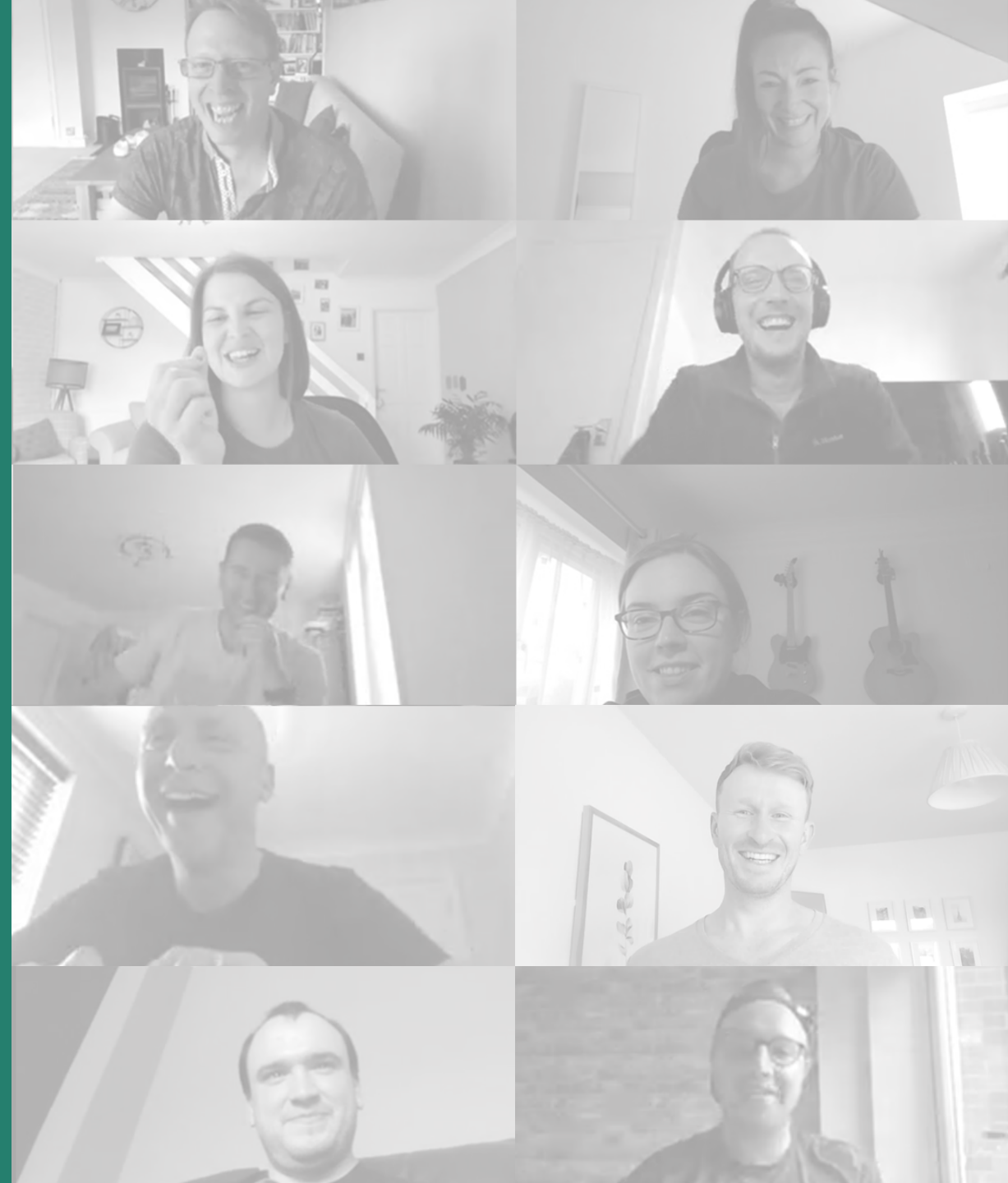
(£m)



- Net Debt of £71.5m at 30th June, flat to 31st December 2019
- Leverage¹ at 30th June 2020 of 2.3x, broadly flat to 31st December 2019 of 2.2x
- Following cash outflows are due in H2 2020:
 - Deferred and contingent consideration payments for Look After My Bills of c.£6m
 - £3m amortisation of £15m term loan
 - Interim dividend of 0.4pence per share, equating to £1.7m

③ Conclusion

Matthew Crummack
Group CEO



Transforming into a higher & more sustainable margin business



GoCompare

- Strong brand with **leading awareness**
- Measured growth but **positive momentum**
- Business driving **higher customer retention**
- Highly **cash generative**

2019 Revenue ¹ £m	139	2019 AOP ¹ £m	51
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GoCompare

AutoSave

- **Significant growth** opportunity
- **Higher margin** potential in steady state
- **Recurring revenue** characteristics
- Network effect for the Group, **driving customer lifetime value**

2019 Revenue £m	7	2019 AOP £m	(12)
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Platform Services¹



- B2B business providing 3rd parties (e.g. banks) with switching services for their end users
- Significant scalable opportunity available
- Sits in Price Comparison financial segment

Rewards



- New strategic direction
- When stabilised, cash generative
- Potential for Group network benefits

2019 Rev £m	7	2019 AOP £m	2
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Resilient business model combining defensive qualities of Price Comparison with AutoSave growth story

Exciting opportunity for further growth both in terms of top-line, but also profitability of the business as the network effect continues to build, with a continued focus on efficiency and innovation and opportunity for future expansion into new verticals

1. Financials shown for Price Comparison segment which includes Platform Services revenue and costs

Q&A





GEO GROUP

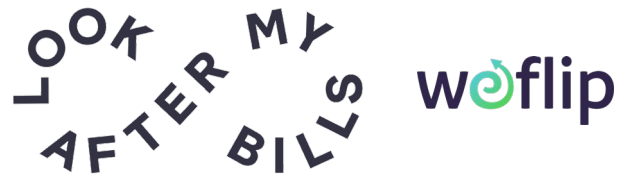
Appendix

A diversified and growing Group helping customers save time and money



Helping MORE people find MORE of the right products, saving them MORE time and MORE money

AutoSave



Customers provide full switching authority to switch to a new energy tariff when it saves them money

Price Comparison



Core GoCompare price comparison business - car insurance remains the biggest vertical

Rewards



B2B business focused on providing 3rd parties (e.g. banks) with the ability to offer switching services to their end users



Savings on necessary and discretionary spending – particularly retail, travel and recreation

SaveStack™

Flexible platform enabling us to innovate at speed and reach customers, wherever they are

1. Includes some affiliate energy revenue as part of the Energylinx acquisition
2. Platform services revenue and costs captured within Price Comparison segment

Working to deliver a sustainable business for all stakeholders

We are committed to adopting responsible business practices, delivering sustainable choices, making a difference and improving lives. We are developing our sustainability reporting and disclosures, whilst ingraining ESG into business decision making.

Our customers



- ➡ AutoSave customers saved an average of £280 on their energy bills; committed to bringing affordable energy to the UK consumer
- ➡ SaveStack™ architecture enabling scalability and agility to deliver faster innovation and ascertain data insights to forecast consumer behaviour through Covid-19

Our people



- ➡ All staff worked from home safely and fully supported with the ability to work flexibly to support their families during lockdown. No staff furloughed and we continued to recruit and onboard remotely
- ➡ Increased health and wellbeing package, sick pay guarantees and online learning provided to all

Our community



- ➡ Financially supported Show Racism the Red Card, UK Black Pride, Cheers NHS and DevicesDot Now, and donated essential items to local health boards during Covid-19
- ➡ STEM ambassadors delivered online coding quizzes for schools across the UK and internships with Cardiff University and University of South Wales continued to be onboarded

Our environment



- ➡ Achieved 100% carbon neutrality for 2019/2020¹
- ➡ Considerable improvements to ESG disclosure including, enhanced auditing and publication of environmental performance records including SECR, energy performance and waste management



1. Based on the data published in EIC 2019 SECR for GoCo Group plc. The Group have offset their carbon emissions for scope 1 & 2 for 2019/2020.

Income Statement and Segmental Overview

£m	2020 H1				2019 H1 (Rebased ¹)				YoY (%)			
	Price Comparison	Rewards	AutoSave	Total	Price Comparison	Rewards	AutoSave	Total	Price Comparison	Rewards	AutoSave	Total
Revenue ¹	69.7	2.3	10.8	82.8	70.1	3.6	2.3	76.0	-1%	-36%	370%	9%
COS	(14.5)	(0.8)	(8.0)	(23.3)	(20.7)	(1.0)	(2.0)	(23.7)	-30%	-20%	300%	-2%
Gross Profit²	55.2	1.5	2.8	59.5	49.4	2.6	0.3	52.3	12%	-42%	833%	14%
Distribution Costs	(25.0)	(0.2)	(1.3)	(26.4)	(16.9)	(0.5)	(6.3)	(23.6)	+48%	-60%	-79%	12%
Trading Profit²	30.2	1.3	1.5	33.1	32.5	2.1	(6.0)	28.6	-7%	-38%	n/a	16%
Marketing Margin (%) ²	43.3%	56.5%	13.9%	40.0%	46.4%	58.3%	n/a	37.6%	-3.1ppt	-1.8ppt	n/a	2.3ppt
Adjusted Admin Costs	(7.9)	(1.5)	(3.8)	(13.2)	(6.8)	(0.9)	(1.8)	(9.5)	16%	78%	111%	39%
Segment Adjusted Operating Profit²	22.3	(0.2)	(2.2)	19.9	25.7	1.2	(7.8)	19.1	-13%	n/a	n/a	4%
Group Costs				(8.8)				(6.6)				33%
Group Adjusted Op Profit²				11.1				12.5				-11%

1. AutoSave segment includes Look After My Bills revenue and cost of sales recognised by the Group in Price Comparison in H1 2019 prior to the acquisition. AutoSave H1 19 revenue has therefore been restated to £2.3m (previously reported as £0.4m) and Cost of sales has been restated to £2.0m (previously reported as £0.4m) to enable a like for like comparison
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Quarterly Revenue Performance

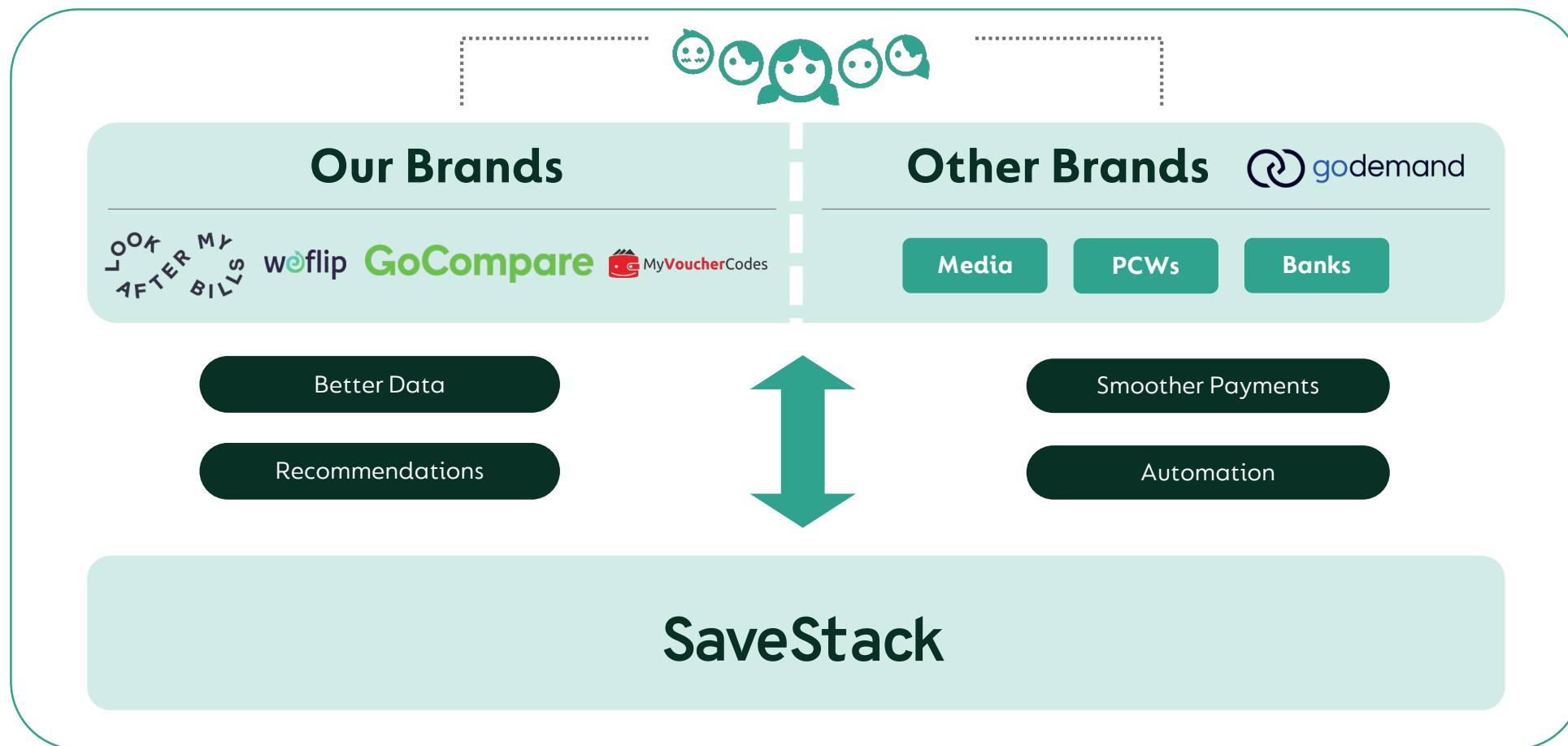
Quarterly Revenue Performance by Segment^{1,2}

(£m)

	Q1 2020	Q1 2019	YoY %	Q2 2020	Q2 2019	YoY %	H1 2020	H1 2019	YoY %
Price Comparison	36.1	35.9	1%	33.6	34.2	-2%	69.7	70.1	-1%
AutoSave	4.2	1.4	200%	6.6	0.9	633%	10.8	2.3	370%
Rewards	1.2	1.7	-29%	1.1	1.9	-42%	2.3	3.6	-36%
Total	41.5	39.0	6%	41.3	37.0	12%	82.8	76.0	9%

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2. Totals based on exact figures and hence slight differences may occur due to rounding

Our proprietary technology platform **SaveStack**



Flexible platform enabling us to innovate at speed and reach customers, wherever they are

Connecting people everywhere with savings opportunities

1 Connect

Our APIs utilise SaveStack technology to power an increasing number of products not just for GoCompare, but for other B2B partners



Energy Rewards Broadband

2 Distribute

Straightforward integration with one secure and accessible API to the godemand platform or whitelabel



 godemand

3 Partner

We are building robust partnerships based on one simple common value, to save customers time and money which resonates well with banks and fintechs



Connecting people everywhere with savings opportunities on bills and everyday spending using our SaveStack platform

GOCO
GROUP

