



Results for the half year to 30 June 2016

Contents

Introduction – Alison Platt

Financial and Operational Update – Jim Clarke

Strategy and Outlook – Alison Platt

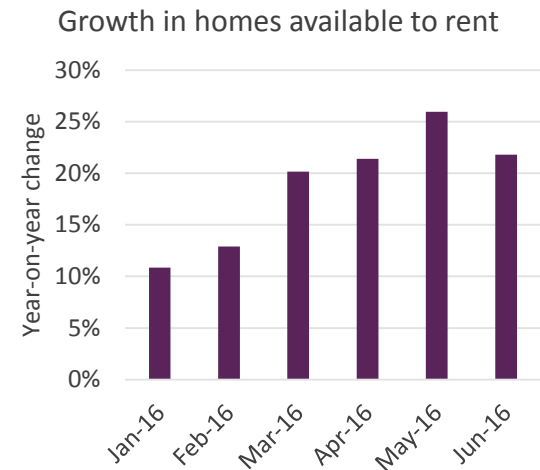
H1 2016 Highlights

Investment drives strong operational performance in uncertain markets

- Underlying performance and trends
 - Strong performance in Financial Services and Surveying
 - Market share gains in London and Retail
 - Investment in people, technology and multi-channel to underpin future growth starting to yield a return but impacting on profitability in H1 2016
 - Retail sales business sees substantial increase in net promoter score
 - Multi-channel proposition pilot initial indicators are positive
 - £28 million cash outflow on acquisitions in Q1
 - Dividend maintained

Market Overview – H1

- First half of the year was a tale of two quarters
 - Q1: introduction of 3% stamp duty charge for second home owners
 - Q2: uncertainty in the run up to the EU referendum
- Landlords purchasing to beat the stamp duty deadline has brought more supply of homes for rent to the rental market
 - 22% more homes available to rent in June 2016 than at the same time last year
- Demand has grown
 - Number of tenants looking for a home to rent up 12% in June
- Mortgage demand
 - Remained strong with mix shifting to remortgages and first-time buyers
- Cyclical slowing of commercial investment activity after a record 2015
 - Primarily driven by uncertainty caused by EU referendum



Source: Countrywide

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H1 2016 Financial Highlights

- Breadth of our business brings resilience in a volatile sales market
- Investment in core Retail, London and Financial Services is yielding top-line return
- Key focus now is to build on this momentum and bring efficiency and productivity gains to the fore

Group Summary H1 2016 Financials

	2016 H1 £m	2015 H1 £m	
Income	370.3	338.6	+9%
EBITDA	37.9	41.0	-8%
Depreciation\amortisation\JV	(12.1)	(9.2)	
Operating profit	25.8	31.8	
Finance costs	(4.0)	(2.9)	
PBT	21.8	28.9	
Tax	(4.2)	(6.3)	
PAT	17.6	22.6	
Adjusted EPS	8.0p	10.3p	-22%
Total ordinary dividend	5.0p	5.0p	

EBITDA Business Unit Summary

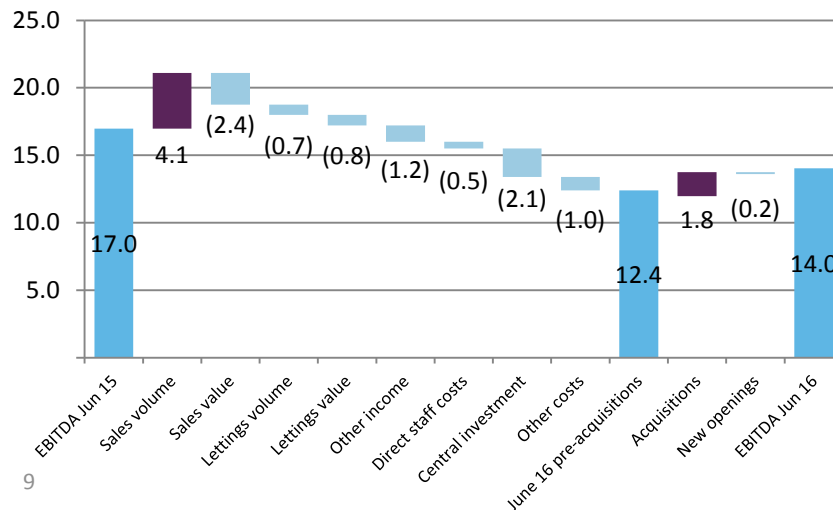
	2016 H1		2015 H1		2015 FY	
	income	EBITDA	income	EBITDA	income	EBITDA
Retail	132.7	14.0	118.4	17.0	254.5	43.3
London	80.8	9.0	80.7	12.1	178.0	34.2
FS	42.9	10.1	36.1	7.1	81.0	20.7
B2B	111.6	12.9	100.3	11.6	219.1	32.3
Central	2.3	(8.1)	3.1	(6.8)	1.1	(17.5)
	370.3	37.9	338.6	41.0	733.7	113.0

Retail

Investment driving top-line volume growth through improvements in performance

	2016 H1 £m		2015 H1 £m
Income	132.7	+12%	118.4
EBITDA	14.0	-17%	17.0
EBITDA margin	10.6%	-	14.4%

EBITDA bridge



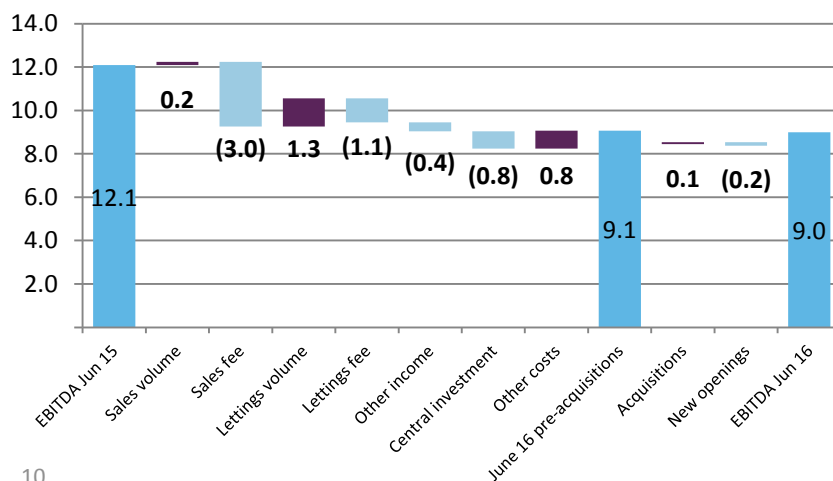
- Q1 busy ahead of stamp duty deadline and impact in run up to EU referendum evident
- Investment driving top-line volume growth with benefits from 2015 restructuring starting to be realised:
 - House sales up 11% YoY
 - Lettings properties under management up 15% YoY
- Average sales fee 3% below last year, with reductions across the majority of geographical areas
- Continued investment in operating model with greater emphasis on training
- Acquisition of market-leading Oxfordshire lettings agency, Finders Keepers

London

Encouraging lettings performance in volatile market

	2016 H1 £m		2015 H1 £m
Income	80.8	–	80.7
EBITDA	9.0	-25%	12.1
EBITDA margin	11.1%	–	15.0%

EBITDA bridge

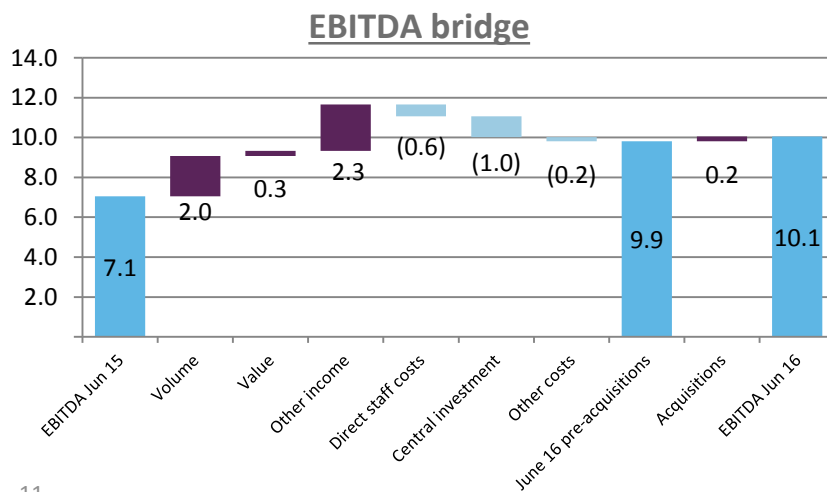


- Strong Q1 helped by stamp duty changes
- Q2 London market impacted in run up to EU referendum
- Investment driving top-line volume growth:
 - H1 sales volumes up 2% YoY
 - Outperformance in lettings with properties under management up 11%
- External data based on portal listings for H1 2016 confirms market-leading position on both sales and lettings
- Average sales fee 3% below last year driven primarily by reduction in high value property sales

Financial Services

Excellent H1 result driven by organic growth

	2016 H1 £m		2015 H1 £m
Income	42.9	+19%	36.1
EBITDA	10.1	+44%	7.1
EBITDA margin	23.5%	–	19.7%

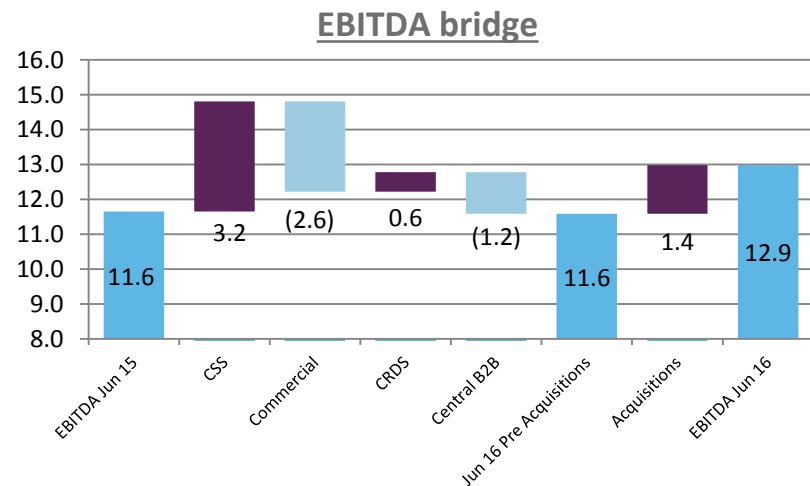


- Significant market outperformance supported by investment for growth:
 - Like-for-like mortgage volumes up 24%: including acquisitions, mortgage volumes are up by 30% year on year
 - Highest ever market share in mortgages at circa 7% of total market (May year to date)
 - Productivity/remortgage progress in core business
- Planned expansion of FS business continues:
 - The Buy-to-Let business, a specialist provider of mortgages for BTL investors
 - The Mortgage Bureau, a specialist provider of mortgages/insurance in the land and new homes sector

Business to Business

Robust overall divisional performance

	2016 H1 £m		2015 H1 £m
Income	111.6	+11%	100.3
EBITDA	12.9	+12%	11.6
EBITDA margin	11.6%	–	11.6%



- Surveying:
 - Volumes up 12%
 - Circa 30% market share
- Conveyancing:
 - Completions in H1 4% ahead of 2015
 - Total group conveyancing revenue up 3%
- Residential development solutions:
 - Significant increase in profitability with volumes up 11%
 - Performance enhanced by progress on 2015 acquisitions and newly acquired Lanes Land & New Homes
- Commercial:
 - Robust overall performance
 - Consultancy revenues holding firm
 - EU referendum concerns impacting transactional volumes across commercial market in South East

Cash flow reconciliation/capital structure and leverage

	2016 H1 £m	2015 H1 £m	2015 FY £m		2016 H1	2015 FY
Cash from operations	34.2	33.1	90.2	Net debt	£258.3m	£184.9m
Working capital	(20.7)	(20.7)	(16.8)	Leverage (multiple)	2.4	1.6
PI provisions outflow	(8.8)	(4.3)	(10.8)			
Interest	(3.3)	(2.4)	(5.2)	<ul style="list-style-type: none"> • New £340 million facility in place (2020 maturity) • H1 leverage impacted by the timing of: <ul style="list-style-type: none"> – M&A – Capex – Dividends – Profits • Working capital impacted by timings of bonus/ commission payments • Leverage expected to reduce by year end 		
Tax	(3.5)	(8.2)	(13.7)			
Dividends	(22.1)	(22.1)	(33.4)			
Share buy-back	(17.1)	(7.3)	(7.8)			
Capex	(14.9)	(9.8)	(22.0)			
Acquisitions	(27.9)	(32.7)	(62.9)			
Disposals	19.1	–	4.3			
Other	(8.4)	(2.3)	(3.7)			
Movement in net debt	(73.4)	(76.7)	(81.8)			

Financial Summary

- Good progress on total sales market share:

	2015 H1	2015 H2	2016	
Land Registry	6.5%	6.3%	7.1%	YTD March

- Revenue growth across all business units
- H1 profits impacted by investment to underpin future growth and sales market slowdown evident in May/June
- Geographic spread and breadth of services provide resilience in current market environment with 48% of our revenues coming from Lettings, Financial Services and Commercial
- Exceptional gain on part disposal of Zoopla shares in H1 2016
- Interim dividend maintained
- Completed share buy-backs produced £17 million return to shareholders for H1
- Robust balance sheet and financial position

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Progress on our strategy – building our future

- Better for customers
 - Multi-channel proposition pilot launched in June combining local expertise and extended opening hours combined with control and convenience of online service
 - Landlord retention in lettings significantly improved with attrition falling by around a third
- Align the business to growth – both organically and through M&A
 - Properties under management up by 14% to 84,500 (June to June year on year)
 - Mortgages written up by 30% in volume and 44% in value with significant growth in the underlying business
 - Improved performance in remortgaging activity
 - New homes exchanged up by 11% year on year
 - M&A targeted to more strategic acquisitions such as ‘Finders Keepers’ and ‘The-Buy-to-Let’ mortgage business
- Continued investment in our people and technology
 - Improved ratios for property management teams, roll out of Fixflo app
 - Training to support new propositions and improved tablet technology
 - Net promoter scores rising

Better, more personalised, customer experience



- Multi-channel proposition pilot launched in June 2016, combining local expertise and extended opening hours, with control and convenience of online service

What

- Extended operating hours with no additional headcount through creating regional listing teams
- Online booking of valuations and viewings supported by call centre, which has delivered seven day, extended opening hours
- Customers can provide/view feedback online, see property performance analytics and negotiate offers online
- Improved tablet presentation content – part of new sales framework backed by our largest ever training investment
- Flexi-service proposition for an up-front fixed fee with peace of mind (switch to full-service at any time without any loss of upfront fees paid)

Better, more personalised, customer experience



Why

- Appeal to sellers interested in an online agent who might not otherwise have put us on their shortlist
- Improve conversion of full service
- Reduce withdrawals
- Create more opportunities to introduce mortgage, legal and surveying services
- Create economies of scale from our national network and support teams
- Respond proactively to competitive pressure on fees:
 - Differentiated full service proposition
 - Attractive entry price point
 - Winning on true value for money for customers

Better, more personalised, customer experience



- Too early to fully analyse pilot KPIs, but initial indications positive...
 - Technology an enabler but advice, local experience and personal connections are key, investment in our people is paying off
 - Positive performance - increased website traffic, leads and valuation to listing conversion
 - Conversion upside on full-service plus potential to win incremental flexi-service customers outweighs cannibalisation risk
 - Opportunities to enhance the multichannel customer journey (the pilot is just v1.0)

...so it is our aim for around one quarter of our network to have access to the product by year end

Award winning teams



THE ESTAS AWARDS 2016
ESTATE & LETTING AGENT
GOLD WINNER
BEST LARGE AGENCY GROUP
'RATED BY OUR CLIENTS'

THE ESTAS AWARDS 2016
ESTATE AGENT
GOLD WINNER
SOUTH EAST (KENT)
'RATED BY OUR CLIENTS'

THE ESTAS AWARDS 2016
ESTATE AGENT
GOLD WINNER
SOUTH WEST
'RATED BY OUR CLIENTS'

THE ESTAS AWARDS 2016
ESTATE AGENT
GOLD WINNER
WEST MIDLANDS (HERE, SHROP, WORC)
'RATED BY OUR CLIENTS'

THE ESTAS AWARDS 2016
ESTATE AGENT
GOLD WINNER
YORKSHIRE (NORTH & EAST)
'RATED BY OUR CLIENTS'

THE ESTAS AWARDS 2016
LETTING AGENT LANDLORD
GOLD WINNER
EAST MIDLANDS
'RATED BY OUR CLIENTS'

THE ESTAS AWARDS 2016
LETTING AGENT LANDLORD
GOLD WINNER
SOUTHERN (BERKS, BUCKS, GLOUC, OXON)
'RATED BY OUR CLIENTS'

THE ESTAS AWARDS 2016
LETTING AGENT LANDLORD
GOLD WINNER
SOUTHERN (HAMPSHIRE & WILTSHIRE)
'RATED BY OUR CLIENTS'

THE ESTAS AWARDS 2016
LETTING AGENT LANDLORD
SILVER WINNER
SOUTHERN (HAMPSHIRE & WILTSHIRE)
'RATED BY OUR CLIENTS'

THE ESTAS AWARDS 2016
ESTATE AGENT
SILVER WINNER
EAST MIDLANDS
'RATED BY OUR CLIENTS'

THE ESTAS AWARDS 2016
ESTATE AGENT
SILVER WINNER
LONDON (NORTH)
'RATED BY OUR CLIENTS'

THE ESTAS AWARDS 2016
ESTATE AGENT
SILVER WINNER
WEST MIDLANDS (HERE, SHROP, WORC)
'RATED BY OUR CLIENTS'

THE ESTAS AWARDS 2016
PEOPLE
HIGHLY COMMENDED
MATTHEW BROWN
'RATED BY OUR CLIENTS'

mortgage strategy
AWARDS '16
Best Network - Up to 300 ARs
WINNER

M WINNER
Moneyfacts
Award 2016

Mortgage Club of the Year

Market Overview – Outlook

- It is difficult to interpret the volatile early sales trends following the EU referendum, although early data points show:
 - Sales transactions close to legal completion are generally going ahead
 - A sharp fall in instructions, viewings and registered buyers in week one has stabilised
 - Deals at early stages saw high levels of cancellations
 - The trend on cancellations is improving although London remains challenging
- Lettings and mortgage trends have been largely unaffected
- The near-term impact on the residential property market is uncertain
 - Too early to speculate what this means for house prices and volumes
- The rental market will see less of an impact than sales in 2016 as potential purchasers chose to rent
 - Typically a slowdown in sales activity drives increased demand
 - Tenant numbers will likely grow in the second half of 2016
- Mortgage market likely to remain robust
 - Banks and building societies are much better capitalised than they were in 2008
 - Tighter lending criteria already in place
- Commercial investment activity likely to be subdued over 2016

Summary

- Strategy built on customer focus remains sound
 - Exploit strengths of the business; accelerating our plans
 - Multi-channel proposition demonstrates organic growth opportunities
 - Pause on M&A continues given current market conditions
 - Increased focus on productivity and efficiency driven by encouraging signs of organic growth
 - Benefits emerging from Retail model – sales and lettings businesses combined
 - Consolidating brands and rationalising branch network and multi-channel pilot suggests real opportunity for further amalgamation
- Continuing investment in people – experience and advice matters
- Robust balance sheet and financial position

Summary

- This period of uncertainty following the EU referendum will inevitably impact the level of transactional activity in the market
- However, we believe the fundamentals for the property market remain strong
- The strengths of our geographic and business stream diversification mean we are uniquely placed to capitalise on the opportunities that a post EU referendum market presents for the benefit of all our stakeholders

Appendices

1. Divisional KPIs
2. Multi-channel proposition

Appendices

1. Divisional KPIs – Retail Summary

		2016 H1	2015 H1	2015 FY	2014 FY	2013 FY
Total income	£'000	132,682	118,381	254,451	265,651	231,748
EBITDA before exceptionals	£'000	14,012	16,982	43,343	58,621	37,485
Estate Agency revenue	£'000	70,510	63,775	138,851	156,815	141,005
Lettings revenue	£'000	53,796	45,438	93,760	90,182	75,113
Conveyancing revenue	£'000	4,549	4,184	9,657	10,374	9,260
Other revenue	£'000	3,828	4,984	12,182	8,280	6,369
	£'000	132,682	118,381	254,451	265,651	231,748
Exchanges		25,799	23,164	50,396	55,422	49,356
Average cash fee (£)		2,545	2,620	2,640	2,678	2,705
Average house price (£)		190,284	182,337	188,388	181,285	168,024
Managed properties (average)		68,601	59,609	60,272	56,204	44,640
Branches (average)		793	776	777	781	733
Employees FTE (average)		5,069	4,539	4,635	4,791	4,352

1. Divisional KPIs – London Summary

		2016 H1	2015 H1	2015 FY	2014 FY	2013 FY
Total income	£'000	80,758	80,745	177,982	172,636	165,992
EBITDA before exceptionals	£'000	9,011	12,065	34,162	37,107	35,511
Estate Agency revenue	£'000	47,634	49,494	109,477	111,877	112,820
Lettings revenue	£'000	31,092	29,003	63,265	56,077	49,389
Conveyancing revenue	£'000	627	453	1,532	1,595	1,425
Other revenue	£'000	1,405	1,796	3,708	3,087	2,357
	£'000	80,758	80,745	177,982	172,636	165,992
Exchanges		5,476	5,388	11,819	13,338	12,954
Average cash fee (£)		8,173	8,439	8,535	8,145	8,330
Average house price (£)		659,835	643,774	633,039	599,802	588,879
Managed properties (average)		15,622	14,065	14,588	12,600	10,640
Branches (average)		259	264	272	259	243
Employees FTE (average)		2,086	2,008	1,951	1,886	1,762

1. Divisional KPIs – Financial Services Summary




		2016 H1	2015 H1	2015 FY	2014 FY	2013 FY
Total income	£'000	42,904	36,052	80,994	76,439	67,656
EBITDA before exceptionals	£'000	10,121	7,052	20,709	18,586	14,209
Financial services revenue	£'000	41,091	34,265	76,937	72,470	63,820
Conveyancing revenue	£'000	1,813	1,788	4,057	3,969	3,836
	£'000	42,904	36,052	80,994	76,439	67,656
Total mortgages arranged (core)*		18,845	16,735	37,084	37,216	34,261
Gross mortgage value (core)*		£2.7bn	£2.3bn	£5.1bn	£4.8bn	£4.2bn
Total mortgages arranged (non-core)		24,099	16,423	38,855	33,313	26,379
Gross mortgage value (non-core)		£4.6bn	£2.8bn	£7.1bn	£5.5bn	£4.1bn
Total mortgages arranged (total)		42,944	33,158	75,939	70,529	60,640
Gross mortgage value (total)		£7.4bn	£5.1bn	£12.2bn	£10.3bn	£8.3bn
Life policies sold		11,990	12,069	25,388	27,337	23,011
GI policies sold		13,634	14,066	31,371	35,395	32,596
Employees FTE (average)		973	967	968	998	904

1. Divisional KPIs – Business to Business Summary

		2016 H1	2015 H1	2015	2014	2013
Total income	£'000	111,601	100,300	219,051	182,315	116,563
EBITDA before exceptionals	£'000	12,937	11,568	32,302	21,363	13,380
Surveying and valuation revenue	£'000	36,033	33,097	66,295	59,241	54,742
Conveyancing revenue	£'000	14,933	16,239	32,206	33,161	29,902
Estate and asset management revenue	£'000	6,346	6,324	12,691	15,033	16,649
CWRDS* revenue	£'000	15,290	11,186	27,736	23,023	18,576
Commercial revenue	£'000	49,202	44,318	101,686	72,797	16,582
Other revenue	£'000	410	740	1,726	2,027	1,414
Total gross revenue from B2B clients	£'000	122,214	111,904	242,340	205,282	137,865
Revenue paid across to other BUs	£'000	-10,613	-11,604	-23,289	-22,968	-21,302
B2B total income	£'000	111,601	100,300	219,051	182,315	116,563
Surveys and valuations (no change)		181,584	162,030	357,033	332,290	330,121
Conveyances (excluding third party) completed (no change)		15,551	14,968	34,851	36,441	33,285
Exchanges CWRDS* customers		2,665	2,394	5,187	4,690	4,172
Corporate properties under management		32,794	32,093	32,049	34,164	35,656
Employees FTE (average)		2,829	2,614	2,690	2,452	1,627

* Countrywide Residential Development Solutions (formerly CW Land & New Homes and Hamptons RDI).

2. Multi-channel proposition: what have we launched?

			
# branches	11	24	19
Online account (v1.0)		Schedule valuations or viewings online Change property description or price View up-to-date property performance analytics at any time Provide/view feedback and make/receive/negotiate offers online	
Employee training	Comprehensive technical and behavioural training programme for all branch and support centre colleagues New sales process and Launchpad (lister tablet) content		
Operating model	Extended hours for valuations, viewings and telephone support (with no additional branch headcount) Alignment of incentives to new propositions		
Flexi-service proposition	Not available	Fixed fee £995 (incl. VAT)	Fixed fee £795 (incl. VAT)
Marketing	Incremental digital marketing	New creative campaign + increased media investment Proactive customer contact from lead database	

2. Multi-channel proposition: what can sellers do online?

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Valuation | Make changes | Progress | Completion

Key events | Viewings | Availability calendar | Feedback | Manage offers | Performance

Availability calendar

State below when your property is available for viewings by clicking on a time slot. If you would like one of our property consultants to carry out the viewing for you, select 'accompanied viewing' from the list which then appears.

The number to the right is only affected if an accompanied viewing actually takes place. We will be in touch to let you know when a viewing is booked.

Accompanied viewings left: **8**

Property available for viewings | Property unavailable for viewings

Mon 6th Mar	Tue 7th Mar	Wed 8th Mar	Thu 8th Mar	Fri 4th Mar	Sat 4th Mar	Sun 4th Mar
09:00 - 09:30	09:00 - 09:30 Accompanied viewing	09:00 - 09:30 Accompanied viewing	09:00 - 09:30	09:00 - 09:30	09:00 - 09:30	09:00 - 09:30
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Previous week | Next week

Save to my calendar | Save changes

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Valuation | Make changes | Progress | Completion

Key events | Viewings | Availability calendar | Feedback | Manage offers | Performance

Performance

View my listing | Understanding Performance

Appeared in search | Property detail views

Previous 4 week view from today | Last updated 28.03.16 at 15:37

This is the total number of times your property has appeared in a search result.

01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
450	480	420	550	580	520	500	480	450	350	380	320	350	300	280	250	220	200	180	150	120	100	110	130	150	180	200	220

March

TOTAL PROPERTY SEARCHES: **4,560**

TOTAL PROPERTY DETAIL VIEWS: **2,390**

CLICK THROUGH RATIO (%): **87** ↑

Your property has a higher than average click through ratio.

VIEWINGS CONDUCTED	OFFERS RECEIVED	OFFER PRICE	DATE	STATUS
45	06	£275,500	28 March 2016	Accepted
		£270,000	26 March 2016	Declined
		£260,500	19 March 2016	Declined

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Accept offer

15 St. Augustins Road, Bournemouth
Guide price
£750,000

Would you like to accept Mr John Simpson's offer of

£765,000

Review offer conditions

Accept this offer

Offer conditions

Positives

- Offer is **not** subject to contract
- Offer is **not** subject to survey
- Offer is **not** subject to the sale of another property?
- They have a mortgage agreed in principle?
- They appointed legal advisors

Things to consider

- They have not appointed a surveyor
- They are an estate agent or related to an estate agent

Additional information

- The offer is dependent upon moving in by **12 March 2016**
- The offer is dependent upon the property coming off the market when the offer is accepted
- Specific conditions: Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium, totam rem aperiam, eaque ipsa quae ab illo inventore

Woud you like to accept Mr John Simpson's offer of

£765,000

Review offer conditions

Accept this offer

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Manage availability and viewings

See how your property is performing

Receive and negotiate offers

Our Full-Service package provides the ultimate peace of mind, giving you unlimited access to your dedicated agent. Alternatively, our Flexi-Service package enables you to manage the sale yourself, with the ability to switch at any time.

2. Multi-channel proposition: choice of service levels, with the peace of mind from being able to switch at any time

Flexi-service also includes 'add-on' option of accompanied viewings

All sellers start with a face-to-face valuation from our local teams

Flexi-Service package	MOST POPULAR Full-Service package
✓ Personal online property account where you can manage your property details	✓ Personal online property account where you can manage your property details
✓ Your property is displayed in our high street branch and on leading property sites including Rightmove and Zoopla	✓ Your property is displayed in our high street branch and on leading property sites including Rightmove and Zoopla
✓ Property performance details available online	✓ Property performance details available online
✓ Initial email to our extensive list of potential buyers	✓ Regular email to our extensive list of potential buyers
✓ You conduct your viewings (option to purchase accompanied viewings)	✓ We conduct viewings on your behalf when required
✓ Online management of your availability for viewings	✓ Online management of your property's availability for viewings
✓ View potential buyers' feedback on your property online	✓ View potential buyers' feedback on your property online
✓ Accept, reject and negotiate offers online	✓ Accept, reject and negotiate offers online
✓ Comprehensive videos and guides to support you through the sale process	✓ Comprehensive videos and guides to support you through the sale process
✗ We can negotiate offers to help you get the best price	✓ We can negotiate offers to help you get the best price
✗ Unlimited access to a dedicated local agent, in branch, online or by phone	✓ Unlimited access to a dedicated local agent, in branch, online or by phone
✗ We regularly call potential buyers who match your property to arrange viewings	✓ We regularly call potential buyers who match your property to arrange viewings
✗ We follow up with potential buyers to capture feedback and encourage offers	✓ We follow up with potential buyers to capture feedback and encourage offers
✗ Personalised, regular marketing reviews of your property	✓ Personalised, regular marketing reviews of your property
✗ We manage your sale to completion and keep you updated	✓ We manage your sale to completion and keep you updated
<div data-bbox="654 1219 813 1248">SWITCH ANY TIME</div> <div data-bbox="942 1269 1006 1290">£795.00*</div> <div data-bbox="942 1315 1006 1336">including VAT</div> <div data-bbox="942 1348 1006 1369">(*upfront fee)</div>	<div data-bbox="1300 1219 1439 1248">MOST POPULAR</div> <div data-bbox="1572 1269 1663 1290">No upfront fee</div> <div data-bbox="1406 1315 1831 1350">The fee is payable on completion and is based on your sale price which will be agreed with you in your valuation.</div>