

At a glance

Our purpose is to make home repairs and improvements easy, and our vision is to be the world's largest, most trusted provider of home repairs and improvements.

Although our operations are highly federated to respond to the needs of the geographies they serve, we share innovation and best practice across the Group. Membership and HVAC are managed closely together because of the many links between them. By offering Membership, HVAC and Home Experts, we can work towards our ambition of doing every job, in every home. We are creating a large network of skilled trades, and are committed to helping our trades make a good living, whether they are self-employed or part of our workforce. We make home repairs and improvements easy, for homeowners and trades.

Membership

 See page 12

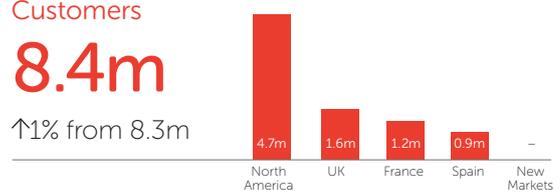
For homeowners, the peace of mind of a policy, of knowing they have one number to call if they need assistance with plumbing, heating, electrics, locks, glazing, pest control and technology.

Our Membership business proved resilient during lockdown, and customer service levels remained high. We continued to grow our global customer base, particularly in North America.

Customers

8.4m

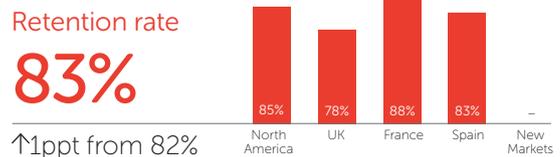
↑1% from 8.3m



Retention rate

83%

↑1ppt from 82%



HVAC (Heating, Ventilation and Air Conditioning)

 See page 12

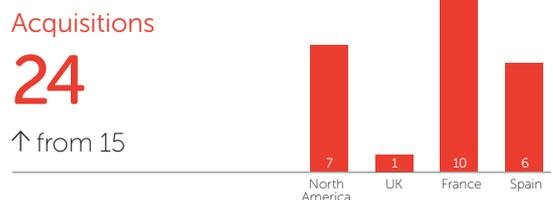
The capability to install and replace units, as well as service and repair them, so that we can provide a complete service to homeowners.

Every home has some form of heating and/or an air conditioning unit. We are creating an HVAC installations capability in all of our established Membership markets through our buy-and-build strategy, which will enable us to sell more policies and operate more efficiently.

Acquisitions

24

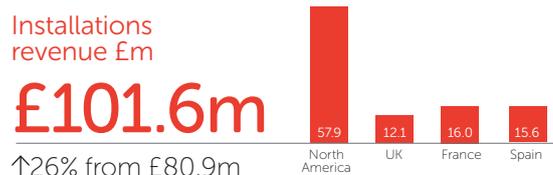
↑ from 15



Installations revenue £m

£101.6m

↑26% from £80.9m



Home Experts

 See page 12

An online marketplace to help homeowners find local trades (tradespeople) on demand, to help with a broad range of home repairs and improvements, from landscape gardening to carpet cleaning.

The pandemic accelerated the consumer demand to find trades online. This benefited our Home Experts businesses, which saw record levels of consumer engagement.

Web visits

118.0m

↑6% from 110.9m



Revenue £m

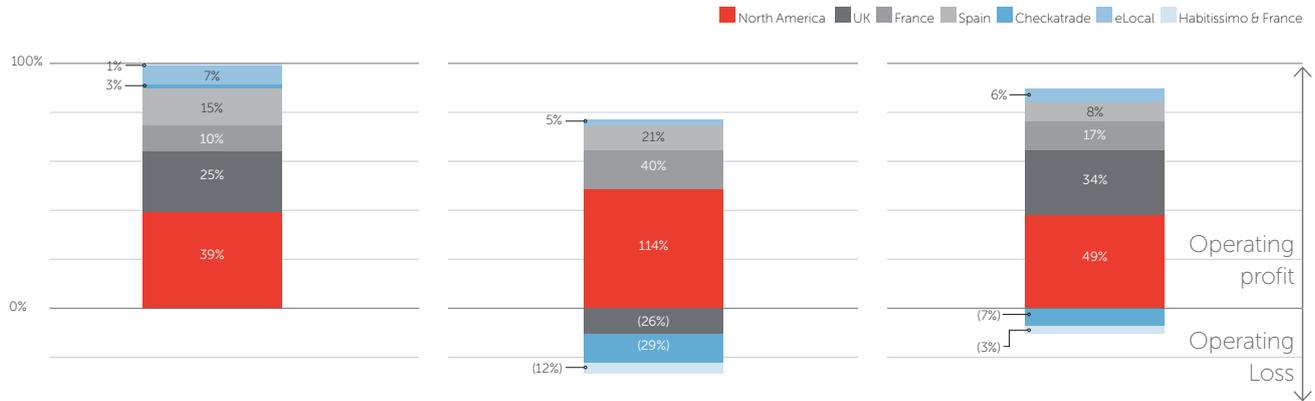
£139.8m

↑95% from £71.8m¹



In FY21, we have made significant progress on doing business responsibly, setting new environmental targets and supporting our workforce and contractor networks in tough times during the pandemic.  See page 20.

¹ eLocal FY20 revenue (£22.1m) reflected only four months trading contribution to the Home Experts total.



Revenue

£1,304.7m

↑15% from £1,132.3m

Statutory operating profit/(loss)

£71.8m

↓55% from £158.6m

Adjusted operating profit

£214.3m

↑6% from £201.7m

We run our Membership & HVAC businesses by geography with established operations in North America, UK, France and Spain, an early stage joint venture in Japan and expansion underway into Belgium and Portugal. In March 2021, we arranged our businesses into three different divisions which are at different stages of development. Each division reports to one of our Executive Directors, to ensure that each gets the focus and attention it deserves. Tom Rusin runs Membership & HVAC – North America; Ross Clemmow is responsible for Membership & HVAC – EMEA; and Richard Harpin oversees Home Experts.

See page 71 for executive biographies.



Proven track record in an under-penetrated market; strongest near-term growth potential

Our largest and fastest growing Membership business is driving the Group's near term growth and has potential to keep expanding. North America also has the Group's most established HVAC business and in FY21 acquired a further 7 businesses to support our buy-and-build strategy. See page 14



Established, cash-generative businesses in the UK, France and Spain with routes to future growth; new market in Japan

The UK is our most established Membership business. Although customer numbers are currently declining, we have opportunities to grow by opening up new channels such as energy partnerships and direct to consumer, and by harnessing technology like intelligent call routing to revolutionise customer service. See page 15.

France is a well-established Membership business with the highest customer retention rates and operating margins in the Group. FY21 saw the most new customers ever, thanks to strong partnerships with large water companies and new relationships with online aggregators. We will expand from France into Belgium in FY22, in partnership with Eneco Belgium. See page 15.

In Spain, since the end of our partnership with Endesa in 2018, our business has diversified successfully. We still service the Membership customers we recruited with Endesa, and also have growing HVAC and Claims businesses, the latter servicing a growing number of B2B bancassurance partners. We plan to expand from Spain into Portugal in FY22. See page 15.

In Japan, our joint venture with Mitsubishi Corporation is making good progress, with our first two utility partnerships and over 17,000 customers now in place. See page 15.



Our most exciting medium to long-term growth opportunity

We are investing to build an innovative business model, through Checkatrade in the UK, Habitissimo in Spain and eLocal in North America.

Our Home Experts businesses are expected to deliver their first combined profit in FY22. See page 16.