

Cameron Judson, CEO Glynn Wright, CFO

## McGrath Limited (ASX: MEA)

Results for the 6 months ended 31 December 2017 15 February 2018

# **McGrath**

## 1H18 – A SNAPSHOT

**REVENUE DOWN** 

23% то \$51.6M GOODWILL IMPAIRMENT (\$21.8) IN COMPANY OWNED SALES SEGMENT

MKT SHARE 3% <sup>2</sup>

5 TO 97<sup>3</sup>

STATUTORY EBITDA DOWN



101% TO (\$0.1M) Pro forma NPAT (\$0.7M)<sup>1</sup> OXYGEN LOAN
BOOK
VALUE
\$2.9Bn

AGENT NUMBERS
DOWN 73 TO
583

Pro forma
EBITDA DOWN
34% to
\$3.1m

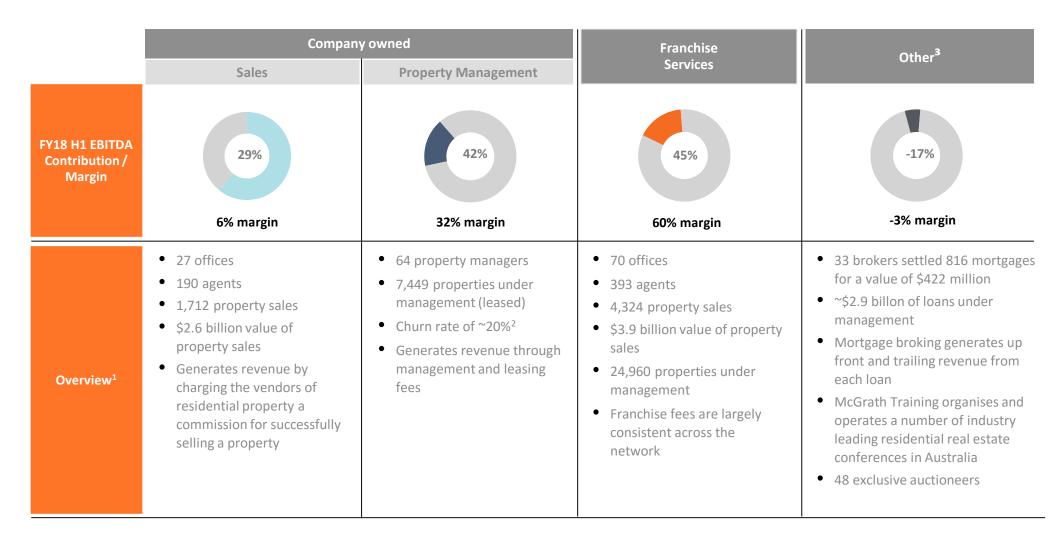
CASH AT BANK \$3.4M

LISTINGS DOWN
34%

NO INTERIM
DIVIDEND FY18

Note: Financial performance above compares 1H18 statutory results vs 1H17 statutory results unless indicated. 1. Underlying NPAT details on slide 4 2. McGrath settled sales volume data for 12 months to 30 September 2017 and total market size by value derived from CoreLogic data, 12 months to 30 September 2017. 3. Comparison between 30 June 2017 and 31 December 2017

#### **BUSINESS OVERVIEW BY SEGMENT**



Note: 1. Data as at 31 December 2017 unless otherwise stated. 2. Churn rate is defined as the total number of properties lost as a percentage of total properties managed each year and does not account for the addition of new properties. 3. Incorporates the mortgage broking, auctioneering and training businesses.

### CHALLENGING OPERATING ENVIRONMENT

Statutory \$m	1H18	1H17	% Change
Revenue	51.6	67.3	(23%)
EBITDA	(0.1)	9.6	(101%)
NPAT	(25.5)	2.7	(1043%)
Cash	3.4	5.3	(35%)
Net assets	74.4	127.8	(42%)
Operating cash flow	0.5	6.3	(92%)
Pro forma \$m	1H18	1H17	% Change
Revenue	51.6	67.3	(23%)
EBITDA	3.1	9.6	(68%)
NPAT	(0.7)	4.2	(116%)

#### Revenue

- Co Owned listings value down
- 5 Franchise office exits, 1 transfer from Co Owned

#### • EBITDA

- Co Owned Listing volumes down
- McGrath Future costs (\$1.5m)
- Restructuring costs (\$0.47m)
- Debtor provisions & write-offs (\$0.8m)

#### NPAT

 Impairment of Goodwill (\$21.8m) & Property Management rights assets (\$1.1m)

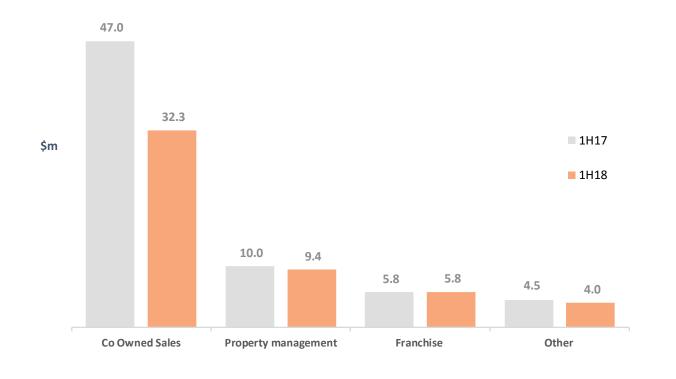
#### Underlying revenues

- Co Owned sales segment down
- Property Management down
- Franchise in line with last year
- Other marginally down

#### Underlying EBITDA

- Sales segment main contributor to decline

### **REVENUE BY SEGMENT**



#### Co Owned Sales

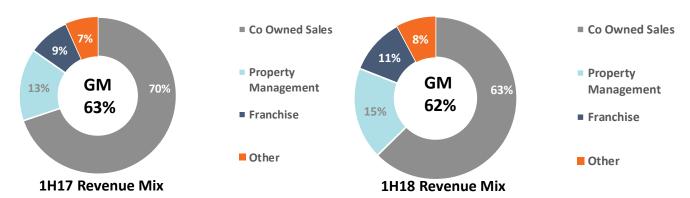
- Listings down
- Lower agent numbers
- Projects slowdown

#### Property Management

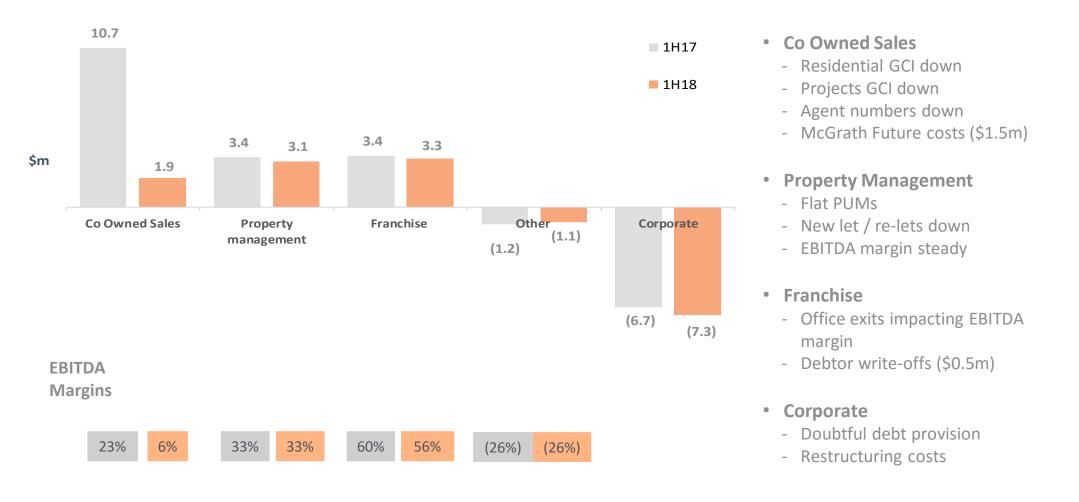
- PUM down
- Lower new let / re-lets

#### Franchise

- Franchise fees up
- 1 grant fee signing
- Down 4 offices (net)



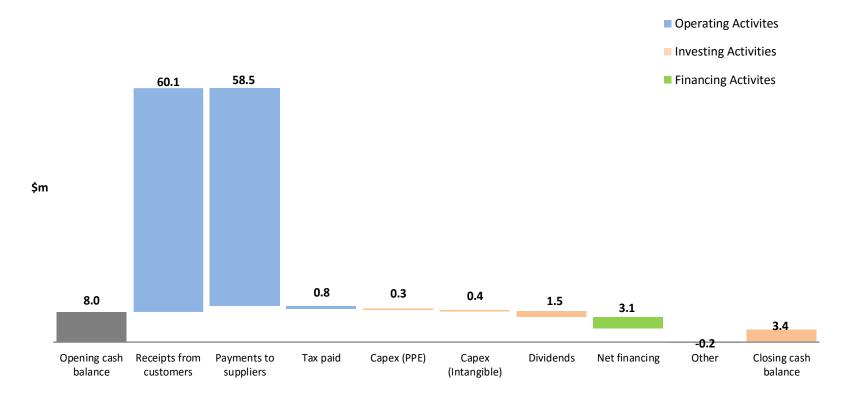
#### **EBITDA BY SEGMENT**



### **McGrath**

## **CASH FLOW**

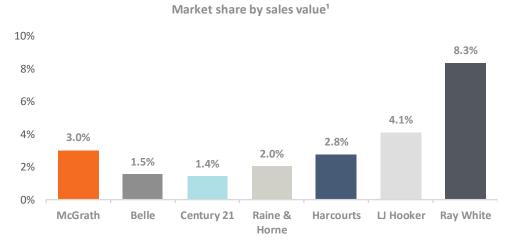
#### 30 June 2017 to 31 December 2017

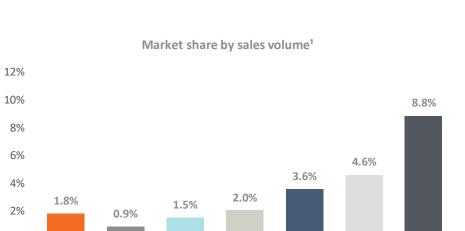


- Slowdown on capital expenditure (\$0.7m 1H18)
- Final Dividend Payment FY17
- Second deferred consideration payment made to Smollen Group \$3.1m

**McGrath** 

### McGRATH MARKET POSITION REMAINS CONSTANT





Century 21 Raine &

Horne

- Market share by sales value at 3%
- 19 of top 100 agents work for McGrath<sup>2</sup>

#### Market share by sales value<sup>3</sup>

Addressable	12 mths to	12 mths to	
Markets	Sep17	Sep16	
NSW	6.1%	6.8%	
QLD	1.9%	1.9%	
ACT	4.7%	4.0%	
VIC	0.4%	0.2%	
National	3.0%	3.2%	

Harcourts LJ Hooker Ray White



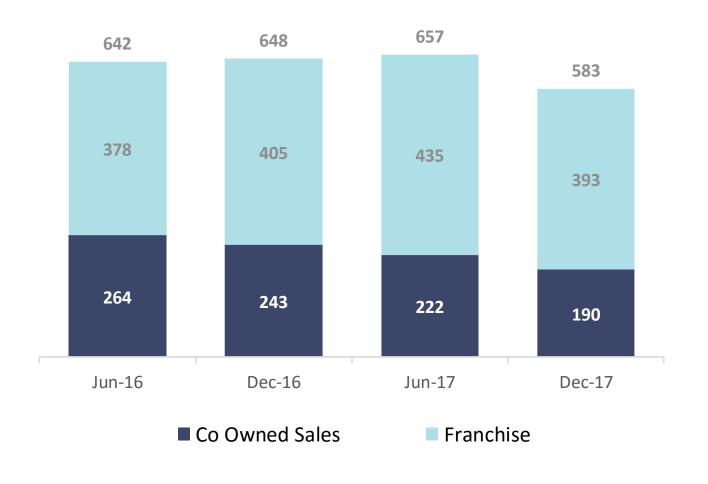
0%

McGrath

Belle

<sup>1.</sup> McGrath management estimates based on published sales data where an agent was recorded in that data. Total market size derived from CoreLogic data, 12 months to 30 September 2017. 2. Real Estate Business: Top 100 Ranking April 2017. 3. Prior period comparative CoreLogic data, for 12 months to 30 September 2017 re-run. NB Core Logic underestimates individual agency numbers as a result of data collection processes.

### AGENT NUMBERS WITHIN McGRATH NETWORK

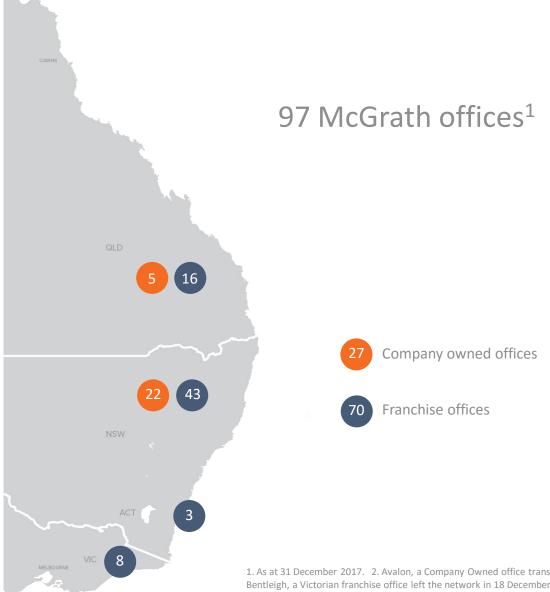


#### Continued focus on

- Talent identification
- Develop and retain high performing and emerging agents
- 19 of top 100 agents work for McGrath<sup>1</sup>

1. Real Estate Business: Top 100 Ranking April 2017.

## FOOTPRINT IN CORE MARKETS

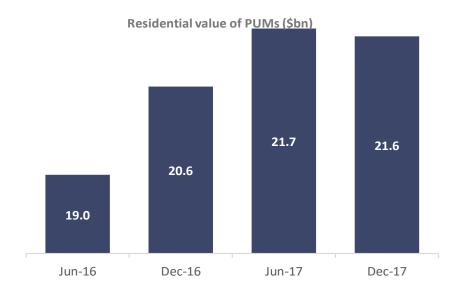


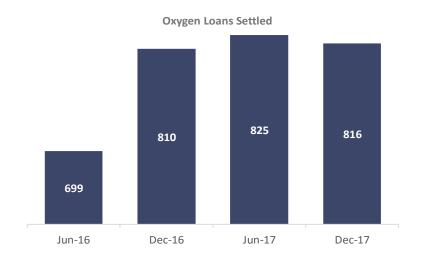
- Company Owned Sales
  - -1 Avalon, NSW<sup>2</sup>
- Franchise
  - +1 Avalon, NSW<sup>2</sup>
  - -1 Wollongong, NSW<sup>3</sup>
  - -1 Thirroul, NSW<sup>3</sup>
  - -1 Shellharbour, NSW<sup>3</sup>
  - -1 Bentleigh, NSW<sup>4</sup>
  - -1 Kiama, NSW<sup>5</sup>

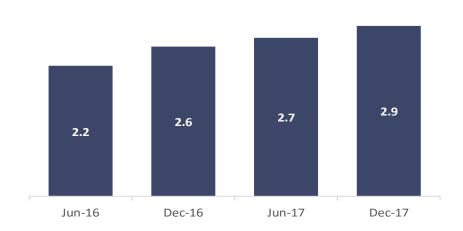
1. As at 31 December 2017. 2. Avalon, a Company Owned office transferred to Franchise on October 3, 2017 3. The Wollongong Franchise group exited on 23 October, 2017 4. Bentleigh, a Victorian franchise office left the network in 18 December, 2017 5. Kiama office closed 30 November 2017

## GROWING PROPERTY MANAGEMENT AND HOME LOANS









Oxygen Loan Book (\$bn)

#### OUTLOOK

- Focus is on improving productivity and performance of the Company Owned Sales Segment.
- Continued stable contributions of our annuity style business in Property Management, Franchise and Oxygen.
- Maintain a disciplined approach to investment in the business to build long term shareholder value.

# **APPENDIX**

## STATUTORY SEGMENT PERFORMANCE

\$m	1H17	1H18
Revenue		
Co Owned Sales	47.0	32.3
Property management	10.0	9.4
Franchise	5.8	5.8
Other	4.5	4.0
Total Revenue	67.3	51.6
EBITDA		
Co Owned Sales	10.7	1.9
Property management	3.4	3.1
Franchise	3.4	3.3
Other	(1.2)	(1.1)
Corporate	(6.7)	(7.3)
Total EBITDA	9.6	(0.1)



# STATUTORY P&L

\$m	1H17	1H18
Total revenue	67.3	51.6
Cost of sales	(25.1)	(19.9)
Gross profit	42.2	31.6
Employee benefits expenses	(18.3)	(18.2)
Other expenses	(14.3)	(13.2)
EBITDA	9.6	(0.1)
Depreciation and Amortisation	(3.5)	(3.8)
Impairment of software costs	(2.2)	0.0
Impairment of property management right assets	0.0	(1.1)
Impairment of company owned sales segment	0.0	(21.8)
EBIT	3.9	(26.8)
Net finance costs	0.0	0.0
Net profit/(loss) before tax	3.9	(26.8)
Tax expense	(1.2)	1.2
Net profit/(loss) before tax	2.7	(25.5)



# PRO FORMA P&L

\$m	1H17	1H18
Total revenue	66.9	51.6
Cost of sales	(25.0)	(18.4)
Gross Profit	41.9	33.2
Employee benefits expenses	(18.4)	(17.7)
Other expenses	(14.2)	(12.3)
EBITDA	9.3	3.2
Depreciation and Amortisation	(3.5)	(3.8)
Impairment of software costs	0.0	0.0
Impairment of Rent Roll	0.0	0.0
EBIT	5.8	(0.6)
Net finance costs	0.0	0.0
Net profit/(loss) before tax	6.0	(0.6)
Tax expense	(1.9)	(0.1)
Net profit/(loss) after tax	3.9	(0.7)



# STATUTORY CASH FLOW

\$m	1H18	1H17
EBITDA	(0.1)	9.6
Change in net working capital	0.7	(1.9)
IPO transaction costs included in EBITDA	0.0	0.0
Acquisition transaction costs included in EBITDA	0.0	0.0
Non cash EBITDA items	1.0	(0.1)
Net cash flow from operating activities before capital expenditure, financing and tax	1.6	7.6
Capital expenditure	(0.6)	(5.2)
Net cash flow before financing and tax	1.0	2.4
Net interest received / (paid)	0.0	0.0
Income tax paid	(0.7)	(1.3)
Loan repayments received	0.1	0.0
Loans granted	0.0	(0.3)
Purchase of shares and options	(0.3)	0.0
Purchase of controlled entities, net of cash acquired	0.0	(0.2)
Proceeds from borrowings	0.0	0.0
Repayment of borrowings	(3.1)	(3.0)
IPO and acquisition transaction costs	0.0	0.0
Net cash flow before dividends	(3.0)	(2.4)
Dividends and distributions paid	(1.6)	(4.8)
Net cash flow	(4.6)	(7.2)
Cash conversion ratio	-3181%	79%



# STATUTORY BALANCE SHEET

\$m	31-Dec-17	30-Jun-17
Total current assets	32.2	39.2
Total non-current assets	60.7	88.4
Total assets	92.8	127.6
Total current liabilities	13.3	21.8
Total non-current liabilities	5.1	7.1
Total liabilities	18.4	28.9
Net assets	74.4	98.7
Contributed equity	97.9	95.2
Share based payment reserve	0.7	0.7
(Accumulated losses) / retained profits	(24.2)	2.8
Total equity	74.4	98.7



### GOODWILL IMPAIRMENT OF COMPANY OWNED SALES SEGMENT

Goodwill arising on the acquisition of busines is measured at cost less accumulated impairs		Key metrics in po	ercentage	FY18 H1	FY17 H2
Goodwill is tested at each balance date for in		Discount rate (pr	e-tax)	16.3	13.8
	\$'000	Nominal average	e revenue growth	3.8	5.9
Half Year Ended 31 December 2017 Consolidated Entity		Terminal value in	n growth rate	2.5	2.5
Carrying amount at beginning of financial year Impairment Losses recognised Carrying amount at 31 December 2017	53,328 (21,800) 31,528	Forecast 5 year average	Change In Key Assumption (Per Annum)	Impairr	rther nent Loss
Key Assumption and Sensitivities					
Sales Agents		217	(5)	(5,	137)
Number of Sales per Agent <sup>3</sup>		Not Disclosed	(1)	(13,	404)
Price growth on average sale per property <sup>3</sup>		4-5%	(1%)	(8,	799)
Average commission of sales price (%) <sup>3</sup>		Not Disclosed	(0.05%)	(7,	146)
Growth in operating costs		2%	1%	(5,	982)

<sup>3</sup>Some key measures, because of the commercial-in-confidence nature of these measures have not been disclosed for competitive reasons.

15.9%



WACC (Pre-tax)

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