

A photograph of a young man and woman smiling and wearing sunglasses, overlaid with a semi-transparent orange filter. The woman is in the background, and the man is in the foreground.

iSelect

# 2018 Annual General Meeting

25 October 2018

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## Chairman

Mr Chris Knoblanche AM

25 October 2018

## Revitalised senior executive team



**Brodie Arnold**  
CEO, Executive Director

Brodie commenced as Interim CEO in April 2018 after having joined the board in September 2014

Brodie has over 15 years' experience in private equity and investment banking, including roles at Goldman Sachs and Nomura



**Vicki Pafumi**  
Chief Financial Officer

Vicki joined iSelect in November 2015 and held senior roles within the Company's finance and operations functions before being appointed CFO in July 2018. Prior to Vicki's appointment as CFO, she held the role of Interim CFO from 27 January 2016 to 3 July 2017 and from 17 November 2017 to 1 July 2018.

In her previous role Vicki was responsible for Workforce Planning, Dialler Operations and Project Management, as well as the management of our Cape Town business



**Henriette Rothschild**  
Chief Operating Officer

Henriette joined iSelect in August 2017 and is responsible for the performance of the individual business units, customer contact centre operations and commercial partnerships

Henriette has over 25 years' experience in sales, marketing, human resources and consulting.



**Slade Sherman**  
Chief Experience Officer

Slade joined iSelect in February 2018 and is responsible for customer and digital strategy including the Technology, Data Science and Product functions

He has extensive experience in digital transformation, having led large-scale technology based projects for leading global businesses



**Warren Hebard**  
Chief Marketing Officer

Warren joined iSelect as CMO in April 2018, tasked with undertaking a strategic review of the business' marketing strategy and mix modelling tools to build both long-term brand equity and short-term lead generation

Warren is responsible for building iSelect's brand and consumer engagement across all media channels



**David Christie**  
Chief Strategy Officer

David joined iSelect in September 2013 and leads the Group's strategy, legal, compliance, human resources, IT and company secretary functions

David has over 20 years' experience as a senior legal executive and was previously Global Head of Legal for Renaissance Capital Limited

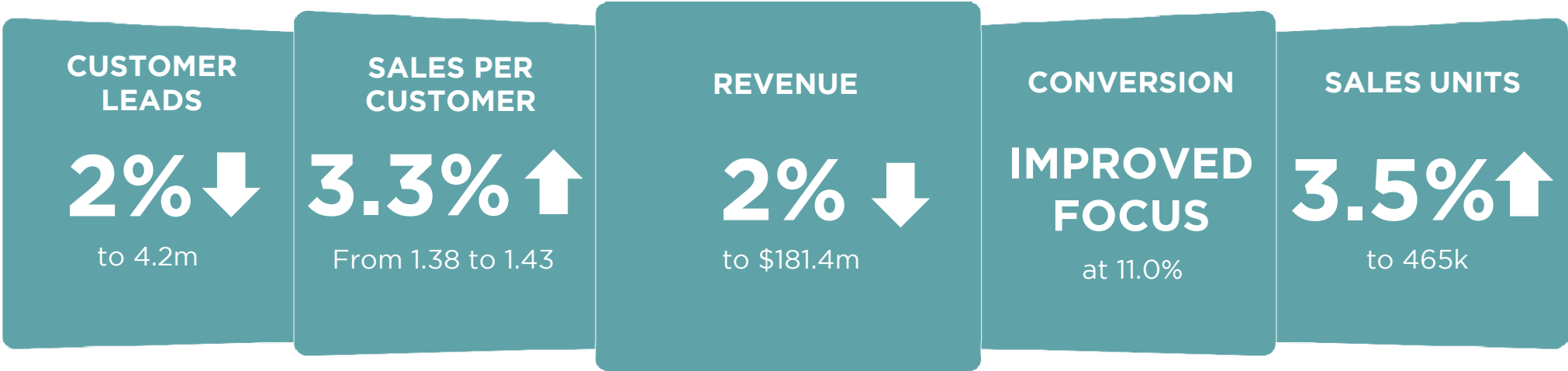
# 2018 Annual General Meeting

## CEO Presentation

### Brodie Arnhold

25 October 2018

# Overview of key operating metrics in FY18



- Energy leads growth underpinned by utility price rises
- Health leads negatively impacted by declining Private Health Insurance participation levels
- Significant investment in the ineffective Brand campaign, via 'Above the Line' channels saw overall marketing efficiency reduced. This has now been addressed

- Shift towards return customers to drive multiple sales and customer value
- Gross revenue per customer increased by 2.6% from \$463 per customer to \$475 per customer

- Health revenue impacted by an ineffective marketing campaign
- However Health RPS improved due to continued success among the older demographic
- Revenue growth in Energy & Telco as well as General Insurance, reflecting improved operating efficiency and a focus on multi-product sales, driving higher RPS per customer

- Strong operational focus saw conversion increases in Health, Life, General Insurance (GI) and Energy
- Underpinned by a greater focus on Cross-serve

- Sales growth driven by the new GI verticals
- Energy sales continued to grow on the back of strong market demand

# Technology initiatives and marketing mix optimisation

## Key product and technology investments:

- Building internal design and technology capability through investments in best practice Product, Data Science and Technology teams in Melbourne
- Uplifting our legacy technology stack with a focus on:
  - Implementing a customer profile to better service return customers
  - Improving up-sell and cross sell opportunities for multiple products online and via our website
  - Improving customer experience, search and discovery online
  - Upgrading our telephony system to leading platform

## Key marketing initiatives

- Focus on EBIT positive ROI for all marketing activity
  - Best practice and core execution, along with improved tracking and analysis is being implemented
- Changes to marketing approach
  - Immediate shift away from underperforming marketing activity in Q4 FY18
  - Significant redirect of marketing mix to minimise non-productive marketing costs
  - Exit of under-performing agreements, contracts and agency relationships
  - Internalisation of resources and execution
  - Restructure of marketing team

## Billusionist – New marketing campaign achieving traction with consumers

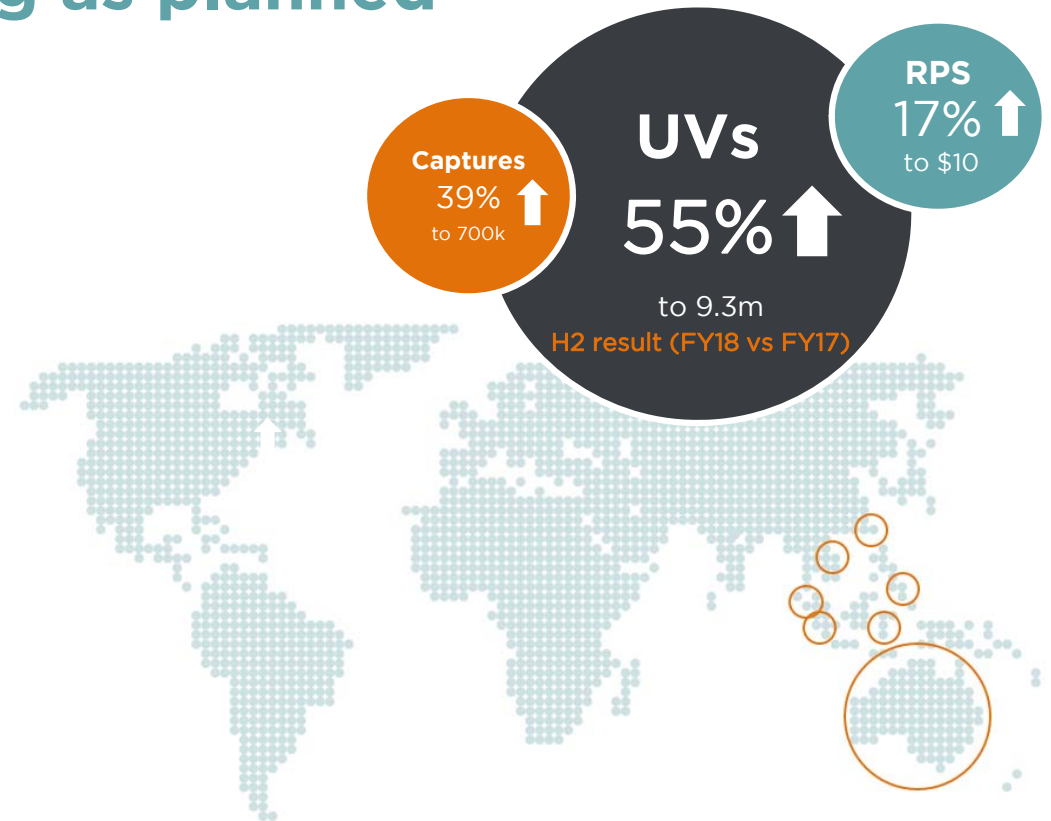






## iMoney integration progressing as planned

- Progress priority growth & governance initiatives
  - Dialler & Propensity Implementation
  - Inbound and Web optimisation
  - Regulatory & compliance survey
  - End point security
  - Finance reporting integrations
- Establish operating Rhythm
  - Periodic huddles & prioritisations
  - Joint business planning
  - Resource share & collaboration
- Strategic planning & alignment



## Strong Q1 FY19 reflects profitable growth initiatives

### Strong financial performance in Q1 FY19 vs Q1 FY18

- Positive EBIT (low single digit) result in Q1 FY19 vs loss in Q1 FY18
- Turnaround in the business reflects:
  - Optimised lead mix driving improved marketing efficiency
  - Strong conversion rates
  - Combined these are delivering strong sales units
  - Continued efficient management of overhead costs

Early signs in Q2 FY19 show continued positive trend

## Looking forward – sustainable profitable growth in FY19

- Revitalised senior executive team focused on operational performance and sustainable, profitable growth
- Strategic initiatives will continue throughout FY19
- Initiatives implemented over Q4 FY18 and Q1 FY19 are delivering tangible results. Still have changes to get right.
- Investment in technology to improve customer experience and underpin long-term growth
- Ensure iSelect continues to make it easier for customers to transparently compare services and make informed decisions to renew, buy and save through ongoing work with commercial partners, regulators and government
- Performance over Q1 FY19, featuring more effective marketing, leads optimised, strong conversion rates and higher profits ahead of budget, gives the Board confidence of a promising year ahead and a trajectory that should see iSelect return to its historic profitability over the short to medium term

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