

Moving to th<mark>e next level</mark> CMD 2021



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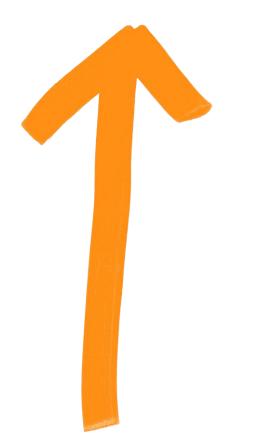
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Quarterly figures are unaudited. All numbers regarding the new segment structure are unaudited and preliminary only.



Agenda



14:00	Introduction Ursula Querette, Head of IR
14:10	Next level operating model Tobias Hartmann, CEO
14:40	Shaping Scout24's tech for real estate transactions Rowena Patrao, CTO
14:50	We evolved to capture the larger business opportunity Thomas Schroeter, CPO; Ralf Weitz, CCO
15:35	Coffee break
15:50	Our growth plan translated into numbers Dirk Schmelzer, CFO
16:25	Q&A and wrap up
17:00	End of event



From classifieds to transactions – our next level operating model

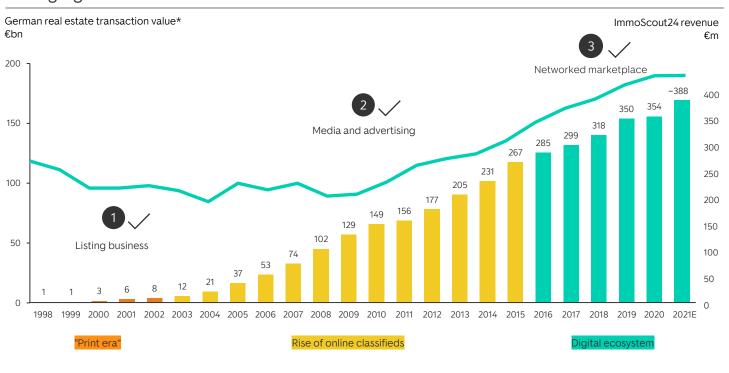
> Tobias Hartmann CEO





For over two decades Scout24 has shown **resilient and attractive growth** through **value creation** for customers and shareholders

ImmoScout24 Revenue Development in changing Real Estate Market



*Source: GEWOS (2020)

- Reflecting strong market position with superior brand perception
- Defining industry trends in an evolving market
- Growth despite several crises, including the globally changing Covid-19 era



Since CMD 2019, we strengthened our market position as the **#1 player in digital real estate**, accelerating our development towards a **fully networked marketplace**

CMD 2019 objectives		What we delivered in 2021 (vs. 2019)		
n	ransition to fully etworked narketplace	Shifting Revenue Mix	+9pp	From listings to subscriptions & leads with a revenue share of 85% for 9M 2021
	Drive number of Igents,	Agent Growth	+8.2%	Increase of residential & business partners to 20,511 as of Sep-2021
	. ARPU and	ເງິງ ARPU Growth	+8.1%	Residential ARPU up to €751 for 9M 2021 supported by membership upgrades and RLE
	TP penetration	New OTP Revenue	+41.0%	Acquired IV24 in Jul-2020 to enhance Seller Leads business since then (growth Q3 yoy)
	/alue Accretive Capital Allocation	Buybacks/ Dividends	€1.8bn	Cash returned to shareholders through share buybacks and dividends

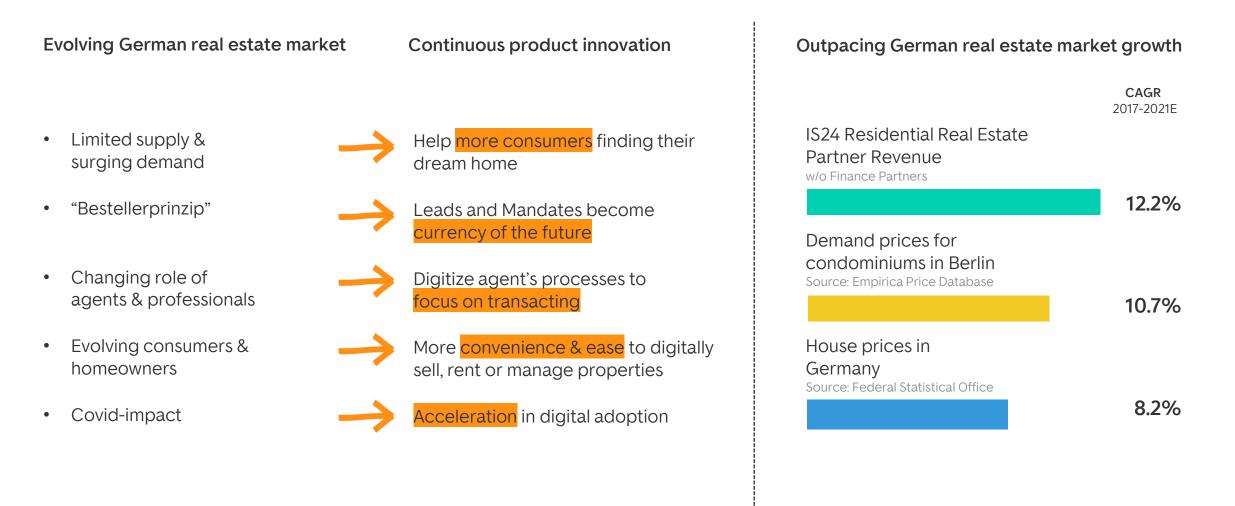


Evolving market opens up new opportunities for value creation



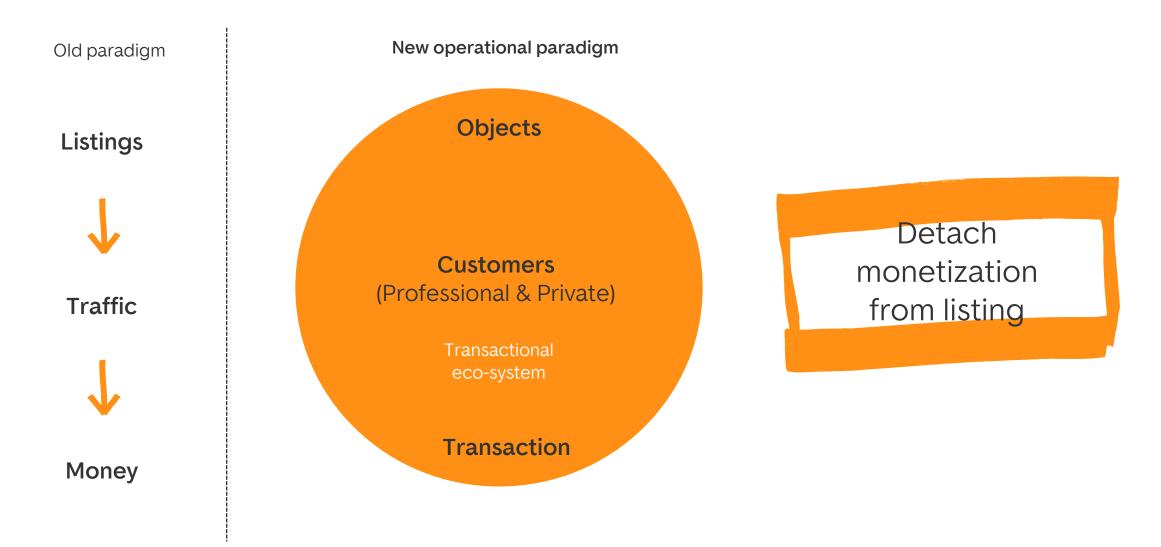


We have the **most developed digital product suite** in place solving for the current market challenges





To capture the market opportunities, we have a **new operational paradigm** allowing us to move **closer to the transaction**



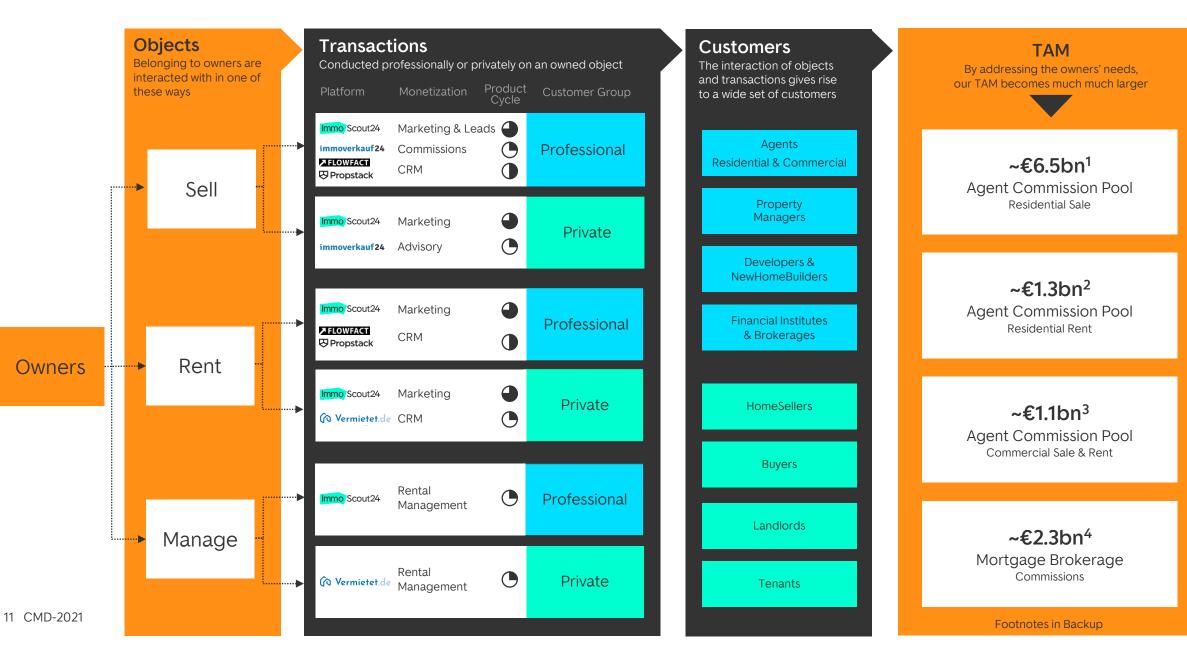


With our new paradigm we are getting serious in **expanding** from our classifieds core ...





... to a significantly bigger playing field



With bolt-on strategic assets we accelerate our execution



IV24 brings us closer to the sale transaction

Immoverkauf24:

- > Help **Homeowners** find the right Agents
- > Deliver prequalified seller leads to Agents
- > Allow Agents spend more time transacting

Interaction between IV24 & RLE

- > Accelerate seller lead generation
- > Optimizing split between:
 - Direct lead sales
 - Commission-share transactions
- > Maximize lead monetization potential

TAM Perspective

375k+

Residential Sale Transactions w/ Agents (~60% of total 626,000 transactions* p.a.)

*Source: Gewos; 2020 number

Directly participating in:

€6.5bn

Residential Sale Agent Commission Pool



Vermietet.de brings us closer to the rental transaction

Vermietet.de:

- State-of-the art platform helping Landlords manage their rentals
- > Freemium model
- > Starting to monetize in late 2022

Interaction between Vermietet.de & IS24:

- > Seamless single log-in experience
- > From listing & tenant selection (IS24) ...
- > ... to end-to-end rental management

TAM Perspective



Privately owned Rental Units in Germany (~36% of total 42m living units in Germany)

Source: BBSR Online Publication 02/2015

Creating a network effect allowing us to participate in:

€7.8bn

Residential Rent <u>and</u> Sale Commission Pool



We worked hard behind the scenes on people & technology foundations



Our investments in Tech and People are paying off in building the leading digital real estate network of the future



Strong Lead generation capabilities

Leading seller & mortgage leads in Germany

Fully-fledged Cloud platform

One cloud for all our brands (IV24, IS24, Flowfact)



Top-notch Digital Tools

FlowFact & Propstack digitizing agent processes



Rental Management

IS24 & Vermietet.de integration to deliver seamless experience for landlords Diverse & Engaged Talent

+9pp Women in Leadership¹ & +13pp in Employee Engagement²



Leadership Team Completion

Executive Leadership Team complete with new CTO & CHRO

) Internal data – 9M 2021 compared with 2019

2) May 2021 Employee Engagement Score compared with Dec 2019



We developed the recipe for accelerating future growth

Reengineered the Company towards Customer Focus

Professional & Private

Introduced a new Operational Paradigm

Objects – Customers – Transactions Created a Product Suite to target a much larger TAM

From €1bn to €11bn+

Complemented the product offering by the right acquisitions

> ImmoVerkauf24 + Vermietet.de

Making sustainable double-digit revenue growth possible and strengthening our market position



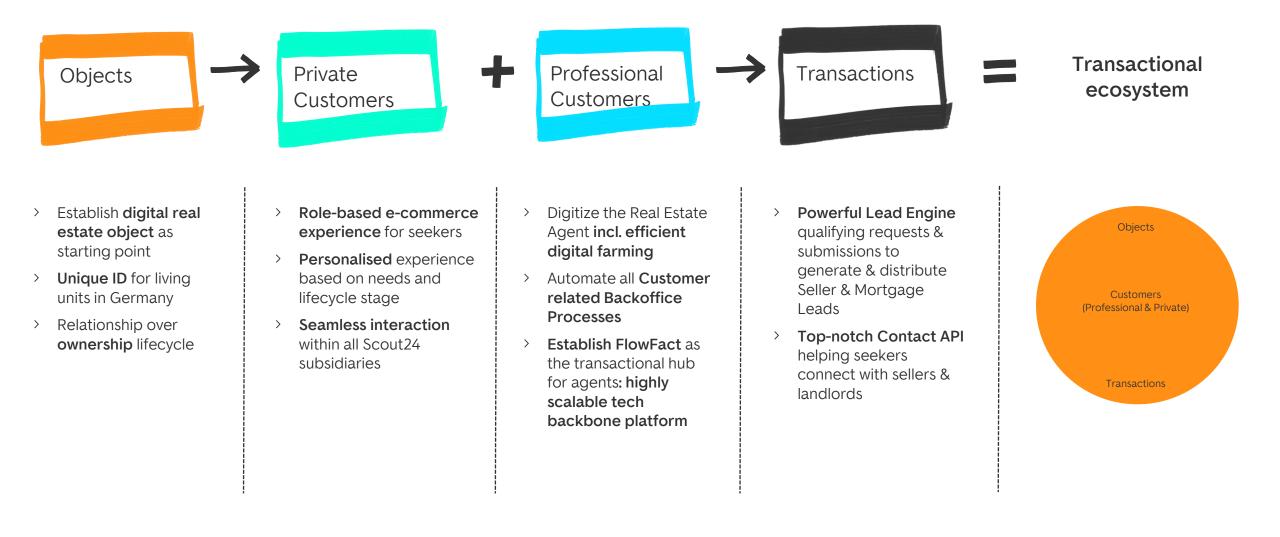
Shaping Scout24's tech for real estate transactions

Rowena Patrao CTO





By focusing on these building blocks, we bring our **new paradigm to life** ...





... reflected in **key metrics** from our platform ...



... with a clear focus for the future

Lead distribution algorithm

Smarter distribution of **qualified leads** to the right agents to increase conversion

Act on insights

Monitor changes in an object and take action on new opportunities ahead of competitors Someone selling a house might be looking to buy another property > actively engage with homeowners

Match **demand** to supply

Match **agents** and **landlords** to **seekers** with the highest probability of **conversion**

Any device, anywhere, **any time**

A world class **secure**, **reliable**, **performant** platform where everyone goes to find their home



We evolved to capture the larger business opportunity

Thomas SchroeterRalf WeitzCPOCCO



Professional Customers

The wave of digitization is redefining the industry

Private Customers Users are looking for a customized and efficient experience

A **new generation** of digital-savvy real estate agents understand that they need to be **fast** in a highly competitive & more digitized market environment.

Post-COVID virtualized environment is redefining the traditional business processes, job roles & skill requirements.

Data analysis offers a fast, affordable and transparent way to provide address-specific property valuations and rental rate predictions.

A **new generation** of digital-savvy home seekers and sellers expect personalized, simple & smooth **user experiences** for higher engagement.

Mass adoption of remote working accelerated the shift from physical processes to the **virtual world**.

The share of private sellers who have **sold their properties online** has significantly increased over the last years but remains distinct from the mainstream real estate agent market.



Both customer groups are becoming increasingly digitized with more transactions initiated through **online channels**

Younger buyers

Average age of the buyers will decrease by 4% by 2025.

>70%

Of young audience willing to sell a property through online channels.

Mortgage rates

ECB not expecting any significant uplifts until 2025; the rates will stay low potentially fuelling more demand.

Small Agents

The market share of smaller agents will decrease significantly in the next 10 years.

Digital Agents

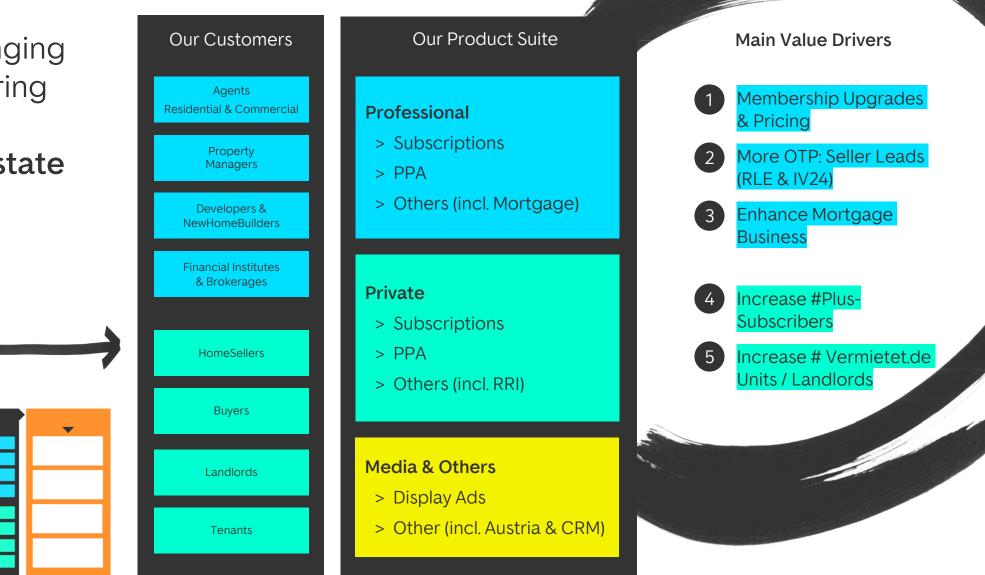
Share of transactions originated digitally will increase from4% in 2021 up to ~10% in 2030.



Agents originating transactions online are considerably outperforming traditional peers.



We address our customers' changing needs by delivering products that facilitate real estate transactions

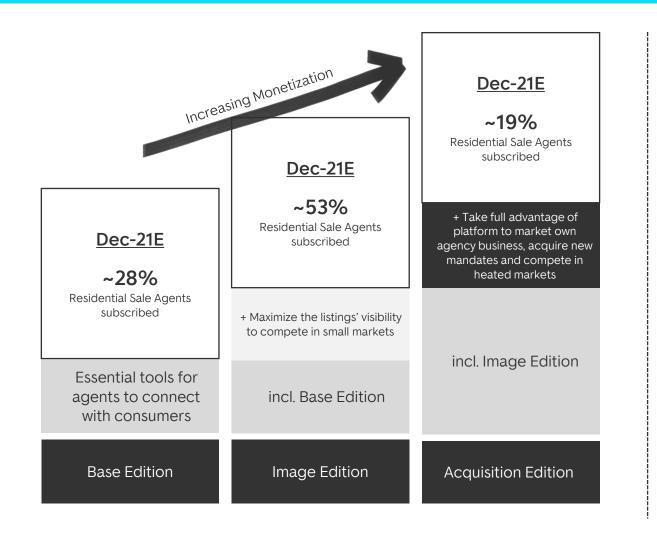




Professional Customers Value Drivers 1&2: Memberships & OTP



Value Driver 1: Membership Upgrades & Pricing



- As of Dec-21, **~100%** of Residential Sale Agents will be in one of the 3 membership tiers
- We have similar membership products for Property Managers, Commercial Agents, Developers
- Future revenue growth will follow the same logic, coming from:
 - Rate card price increases
 - Eroding discounts
 - Value-add price increases
 - Membership upgrades
 - Loyalty mechanics / Churn prevention
 - New customer acquisition

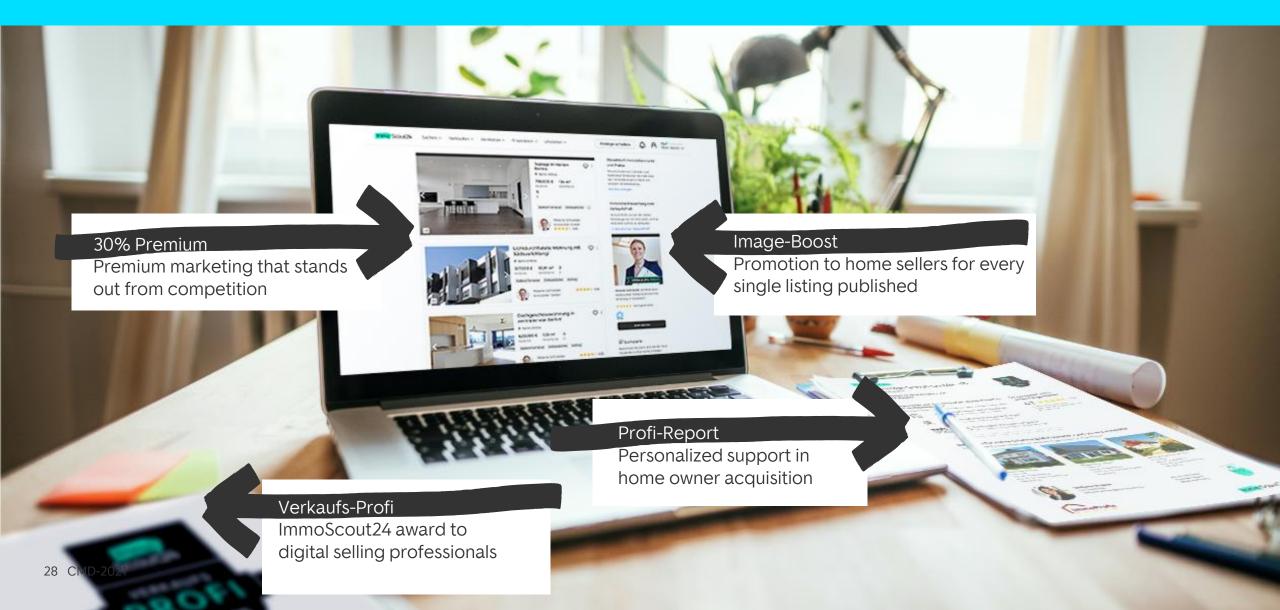


Revenue Growth targeted until 2026:



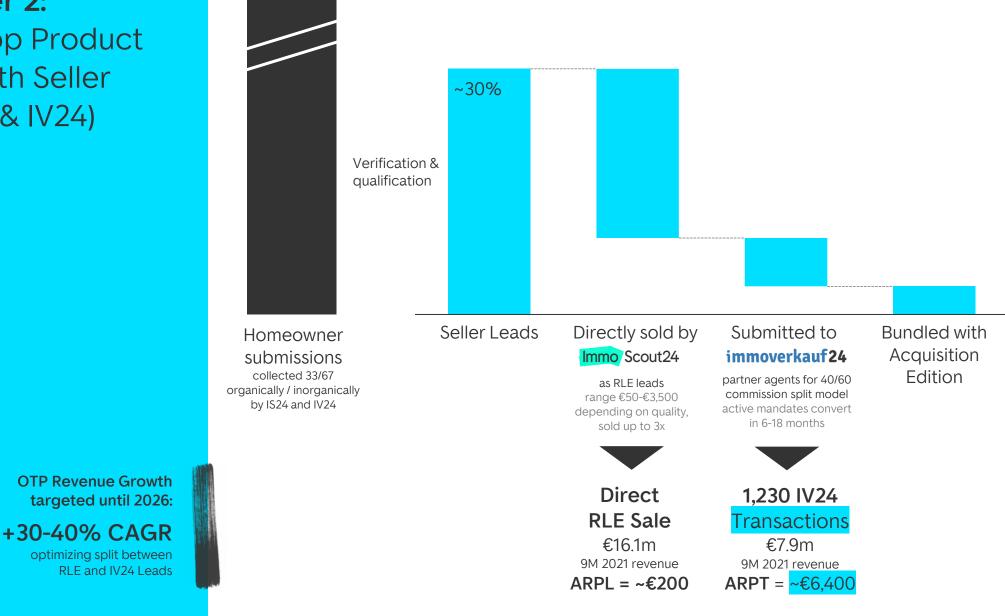


Acquisition Edition: Helping our agents to fuel their acquisition power



Value Driver 2: More On Top Product Revenue with Seller Leads (RLE & IV24)

100%





Professional Customers Value Driver 3:

We enhance our mortgage business by moving into the transaction



Value Driver 3: Move into Mortgage Transaction ...

Mortgage brokerage value chain Lead generation Advisory & brokerage Platforms Banks Generation of leads Advisory of customers either Provided by for distribution & directly by lending institutions' financial institutions & finance partners agent or through a broker other players **Mortgage Lead Engine: Direct Lead Sales** (existing mortgage business) Tapping into new TAM **Pre-qualified Leads** Inhouse Mortgage Advisory: €2.3bn¹ **Commission-split** Commission-split Transactions Transactions with Banks with Finance Partners •



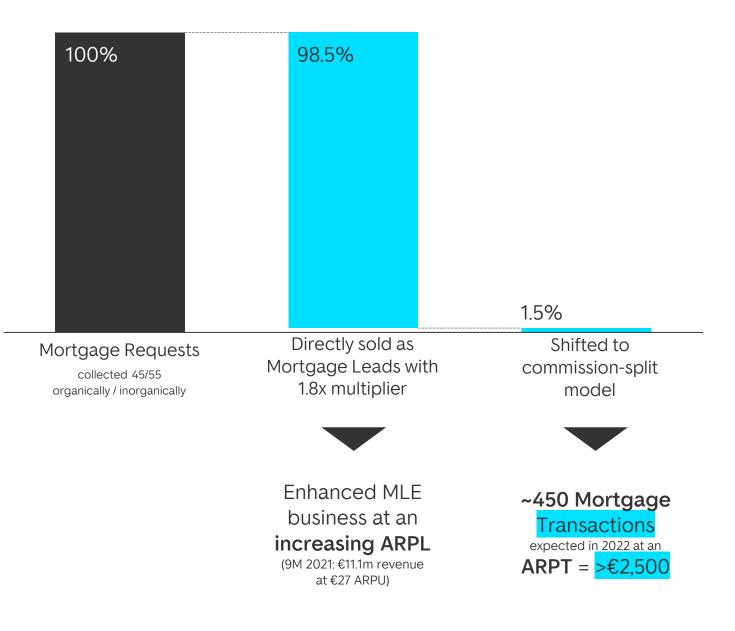
Value Driver 3: ... and enhancing existing MLE business

...through

- Improved lead generation formula
- Higher lead quality
- More leads
- Improved distribution mechanism

... complemented by Transaction business

> Mortgage Revenue Growth targeted until 2026: +18-20% CAGR





Private Customers Value Driver 4: More with **Plus**





Tenant+ Market:

3.2 million rental transactions p.a. in Germany i.e. ~270,000 new potential seekers p.m. Average time to find property: ~3-6 months

Tenant+ Product:

- **21k** Early access / exclusive presale listings (Sep-21)
- <u>۲</u>_)
- Save solvency check costs



Verified application documents

Deposit-free renting



Buy+ Market: 626,000 sale transactions p.a. in Germany i.e. ~52,000 new potential buyers p.m. Average time to find property: ~6-12 months

Buy+ Product:

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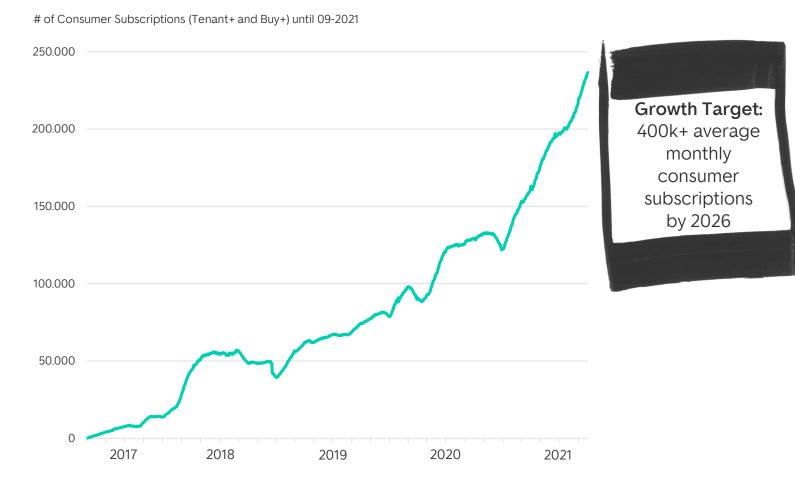
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- 5k Early access / exclusive presale listings (Sep-21)
- **Free Valuations**
 - Verified Application Documents
 - Discounts on surveyor services



Value Driver 4: Increase number of Plus-Subscribers



KPIs Sep-2021 (Δ yoy)

Tenant+ Subscribers (eop): 214k (+74%)
Buy+ Subscribers (eop): 22k (+250%)
Total Plus-Subscribers: 236k (+83%)
Blended ARPU (Sep): €18 (-14%)
Blended Lifetime: 7 months (+73%)
Blended CLV: €128 (+47%)



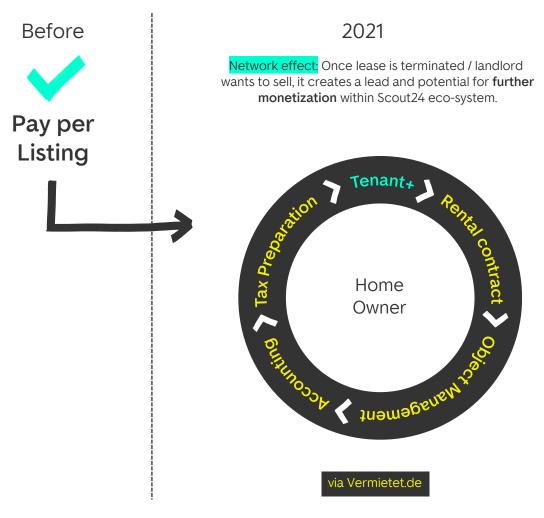
Private Customers Value Driver 5: We deploy land-grab mode to increase landlord subscriptions on Vermietet.de





Value Driver 5:

Increase Vermietet.de Units & Landlords



TAM Perspective



Privately owned Rental Units in Germany (by 9.8m Private Landlords)

~20% are newly rented out p.a.

Source: BBSR Online Publication 02/2015





We are committed to deliver on the five value drivers and will have to **invest to secure sustainable double-digit revenue growth**

Growth Targets by 2026 Main Value Drivers Membership Upgrades & +4-6% CAGR Pricing Membership Revenue More OTP: Seller Leads +30-40% CAGR **RLE & IV24 OTP Revenue** Enhance Mortgage 3 +18-20% CAGR Business Mortgage Business Revenue Increase #Plus-400k+ Subscribers Plus-Subscribers by 2026 Increase # Vermietet.de 5 ~4.5 million Units / Landlords Registered Units by 2026

Investment areas to win

1 Product- & sales-driven: Automate and upgrade

> Marketing-driven: Win the home seller

Product-driven: Win the home buyer

Product & marketing-driven: Land-grab mode for paying consumers

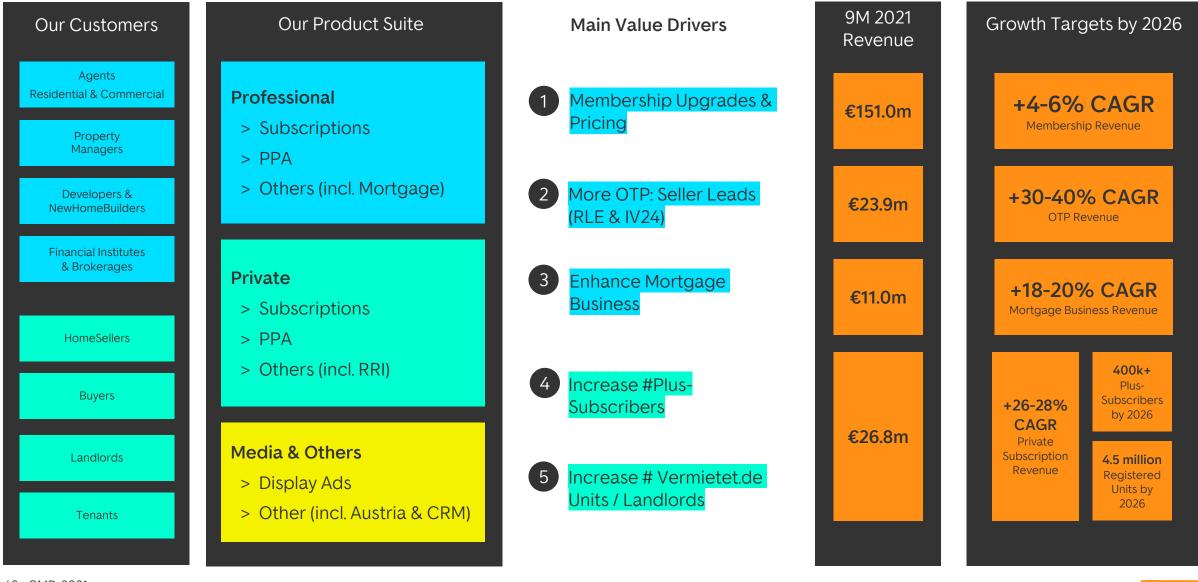
5 Product-driven: Land-grab mode for private landlords

Our growth plan translated into numbers

Dirk Schmelzer CFO



With our next level operating model we aim to achieve double-digit revenue growth





Resegmentation is a logical consequence of our **new operational paradigm**

Professional Customers

The wave of digitization is redefining the industry.

Private Customers

Users are looking for a customized and efficient experience.



The transition **from classifieds to a transactional ecosystem** is not yet reflected in the way we report our results and how analysts are modelling our future

New segment structure (in €m)	9M 2021 9	9M 2020	9M A	2020	Current segment structure (in €m)	9M 2021	9M 2020	9M Δ	2020
Group Revenue	287.2	262.6	+9.4%	353.8	Group Revenue	287.2	262.6	+9.4%	353.8
of which Professional	194.9	176.1	+10.7%	238.2	of which Residential Real Estate	212.4	188.2	+12.8%	253.4
of which Private	68.7	63.7	+8.0%	84.3	of which Business Real Estate	51.4	51.6	-0.3%	69.1
of which Media & Other	23.1	22.7	+2.0%	31.0	of which Media & Other	23.1	22.7	+2.0%	31.0
Group ordinary operating EBITDA	164.7	157.6	+4.5%	212.3	Group ordinary operating EBITDA	164.7	157.6	+4.5%	212.3
Group ordinary operating EBITDA Margin	57.4%	60.0%	-2.6pp	60.0%	Group ordinary operating EBITDA Margin	57.4%	60.0%	-2.6pp	60.0%

- The new Professional segment includes All Revenues with Professional Customers = Residential Agents + Property Managers + Finance Partners + Commercial Agents + Developers + NHB.
- It therefore includes Subscription Revenues (incl. OTP = RLE + IV24), PPA Revenues and Other Revenues (incl. Mortgage) with professional customers.
- The new Private segment includes All Revenues with Private Customers = Seekers + Private Listers + Landlords.
- It therefore includes Subscription Revenues (Plus-products + Vermietet.de), PPA Revenues and Other Revenues (incl. RRI + solvency check).
- The scope of the Media & Other segment remains unchanged.
- It therefore continues to include Flowfact + Propstack CRM Revenue, IS24 Austria Revenue + 3rd Party Media Revenue.

The Professional Segment will include subscription, PPA and other revenues

New segment structure (in €m)	9M 2021	9M 2020*	9M Δ	2020*
Professional Segment Revenue	194.9	176.1	+10.7%	238.2
of which Subscriptions	174.9	155.6	+12.4%	211.1
thereof Membership 1	151.0	144.3	+4.7%	193.6
thereof OTP 2	23.9	11.3	+111%	17.5
# Customers (period average)	20,330	19,632	+3.6%	19,640
Resulting ARPU (in €)	€956	€881	+8.5%	€896
of which PPA	9.0	10.2	-12.6%	13.8
of which Other 3	11.1	10.3	+7.8%	13.2

Current segment structure (in €m)	9M 2021	9M 2020	9M Δ	2020
Residential Real Estate Segment Revenue	212.4	188.2	+12.8%	253.4
of which Residential RE Partners	148.2	129.9	+14.0%	176.2
of which Consumers	64.2	58.3	+10.2%	77.2
Business Real Estate Segment Revenue	51.4	51.6	-0.3%	69.1
of which Business RE Partners	46.8	46.2	+1.3%	62.0
of which PPA Private Commercial	4.6	5.4	-8.5%	7.1

Main Value Drivers

Revenue Growth Targets by 2026





We will simplify the **ARPU calculation for**

professional customers going forward

Professional Customers	Q3 2021	Q3 2020	Δ
Membership Subscription Revenue (in €m; ARPU I)	50.9	48.1	+5.7%
RLE Revenue (in €)	5.6	3.5	+60.3%
Membership Subscription incl. RLE (in €m; ARPU II)	56.5	51.6	+9.4%
IV24 Revenue (in €)	2.6	1.9	+41.0%
Total Subscription incl. IV24 (in €m; ARPU III)	59.1	53.5	<mark>+10.5%</mark>
# Customers excl. IV24 (period average)	20,500	19,910	+3.0%
# Customers incl. IV24 (period average, deduplicated)	20,569	19,980	+2.9%
ARPU I (Membership Subscription) in €	828	806	+2.7%
ARPU II (Membership Subscription incl. RLE) in €	919	865	+6.3%
ARPU III (Total Subscription) in €	958	892	<mark>+7.4%</mark>

Going forward, we will only publish Professional ARPU at level III

- → Better reflection of our strategy
- → Higher transparency
- → Increasing size reflecting monetization mode



The Private Segment will also include subscription, PPA and other revenues

New segment structure (in €m)	9M 2021	9M 2020	9M Δ	2020	Current segment structure (in €m)	9M 2021	9M 2020	9M Δ	2020
Private Segment Revenue	68.7	63.7	+8.0%	84.3	Residential Real Estate Segment Revenue	212.4	188.2	+12.8%	253.4
of which Subscriptions 45	26.8	18.3	+46.3%	25.5	of which Residential RE Partners	148.2	129.9	+14.0%	176.2
# Customers (period average)	188,243	109,133	+72.5%	114,171	of which <mark>Consumers</mark>	64.2	58.3	+10.2%	77.2
Resulting ARPU (in €)	€16	€19	-15.2%	€19	Business Real Estate Segment Revenue	51.4	51.6	-0.3%	69.1
of which PPA	25.8	29.9	-13.7%	38.9	of which Business RE Partners	46.8	46.2	+1.3%	62.0
of which Other	16.1	15.4	+4.5%	19.9	of which Private PPA Commercial	4.6	5.4	-8.5%	7.1



5 Increase # Vermietet.de Units / Landlords

A strongly increasing consumer base will support our transaction strategy

Private Customers	Q3 2021	Q3 2020	Δ
Private Subscription Revenue (in €m)	9.8	7.3	+33.1%
# Customers excl. vermietet.de (period average)	219,228	127,222	+72.3%
# Customers incl. vermietet.de (period average)	220,678	127,222	+73.5%
Private Subscription ARPU in €	15	19	-23.3%
# of free sign-ups vermietet.de (period average)	138,208	113,673	+21.6%

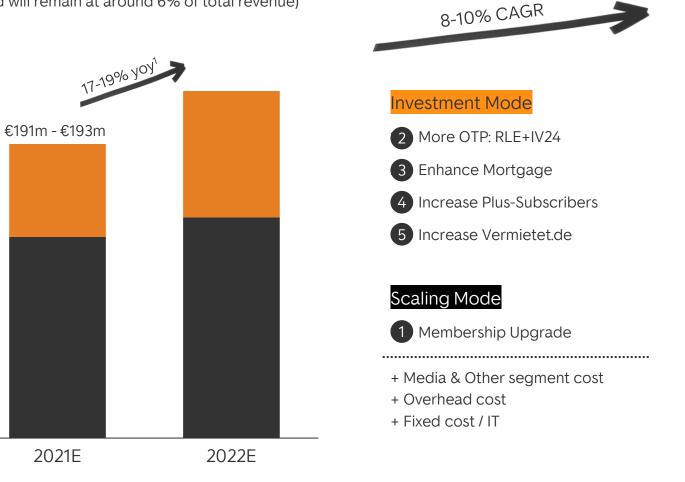
We will introduce a **consumer subscription ARPU**

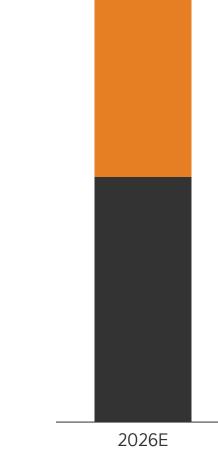
- \rightarrow Higher transparency
- → Decreasing size reflecting land-grab mode
- → Focus on increasing customer lifetime value



The acceleration of our transactional ecosystem approach will be mainly reflected by investments into value drivers, while structural costs remain under control

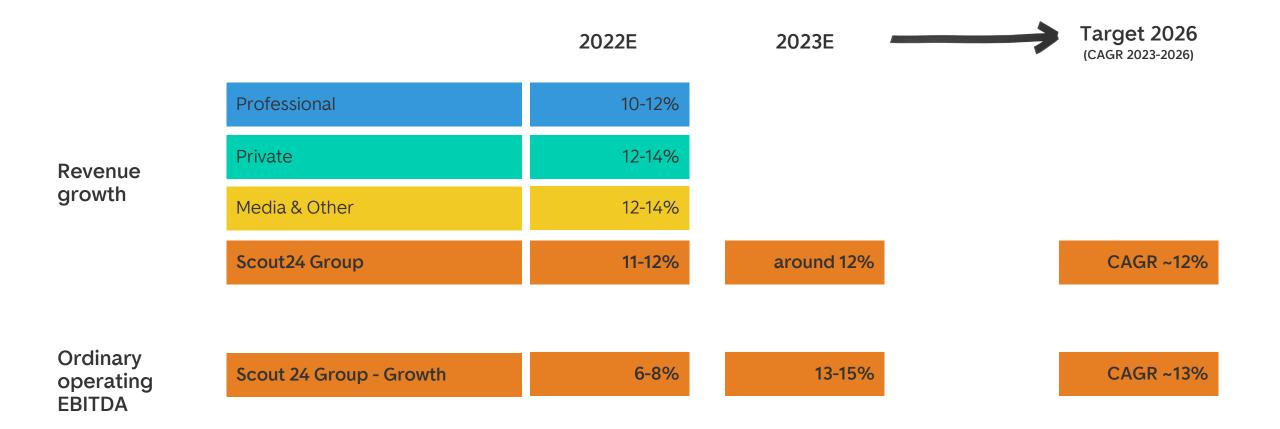
Scout24 Group expected ordinary operating cost development (own work capitalized will remain at around 6% of total revenue)







With our **new operational paradigm** and the goal to **accelerate the transaction focus**, we are targeting double-digit revenue growth in the next years



We have refined our **capital allocation strategy** after a successful capital return roadmap



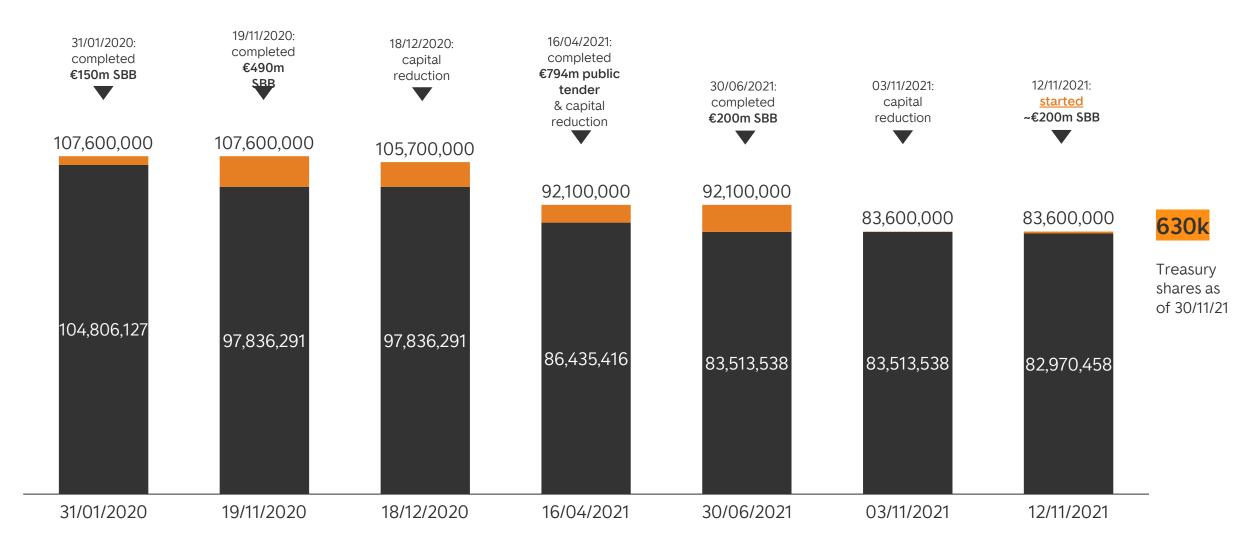
- We will continue to **re-invest into growth** as first priority.
- Any potential **M&A activities** will be undertaken in a disciplined manner with a focus on value creation and moving closer to the real estate transaction.
- For sufficient M&A firepower, we will provide for a **financing capacity** of ~€1bn (assuming a leverage of up to 3.5x).

- We will continue to pay out 30-50% of our adjusted net income in the form of annual **recurring dividends**.
- Excess cash will be returned to shareholders through **share buybacks** (targeting a leverage without M&A of around 0x (-1.4x incl. special fund assets as of September 2021).





Since CMD 2019 we have **repurchased** ~€1.6bn worth of shares





We are planning to include **ESG goals** into our upcoming refinancing

Environment

Reduce our Carbon Footprint

- Reduce yearly CO₂ emissions to the minimum possible by 2024.
- To reach climate neutrality by 2025, compensate unavoidable emissions with CO₂ reduction projects.
- From 2025 onwards, retain carbon intensity despite growing business.

Increase Women in Leadership

Social

- Improve the ratio of women in leadership positions by 1 pp per year (38% as of Sep-2021).
- Compare with and aim to outperform Tech peers.

Governance

Align suppliers with our culture

- Have all suppliers comply with the Scout24 Code of Conduct for suppliers.
- Define milestones to certify all suppliers by the end of 2026.

Bring Information Security to the next level

 Certify the information security management system according to ISO 27001 until end of 2025 and enhance data protection.



We bring Classifieds to the next level







Backup



Sources for TAM assumptions



- Extrapolated from Destatis Press Release No. 370 of 23-Sep 2019; value for 2017, Destatis Press Release No. 281 of 29-Jul 2020; value for 2019 & GEWOS – IMA info 2020
- Extrapolated from Destatis Press Release No. 370 of 23-Sep 2019; value for 2017 & BBSR-Online-Publication, Nr. 02/2015
- 3. Collier's Germany Office Letting and Investment Market Report 2019/20 & Scout24 internal analysis
- 4. Deutsche Bundesbank 6-Jan 2021, mortgage credits to private households; value for 2019





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