



Full Year Results

For the year ended 31 December 2023



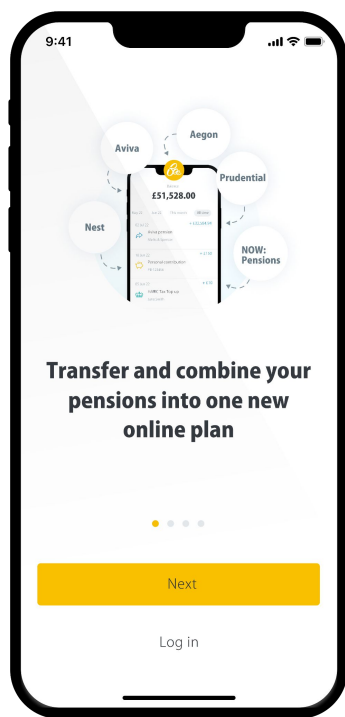
Agenda



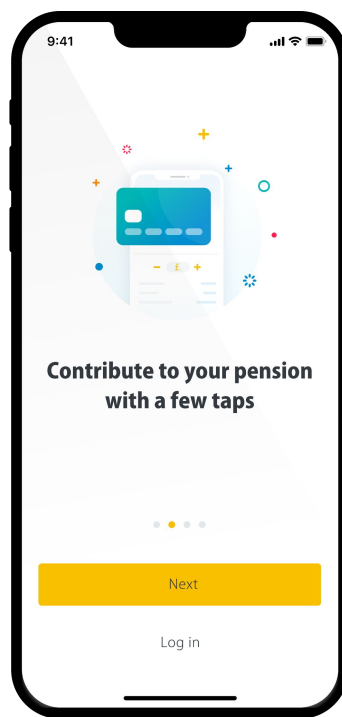
- 1 Overview
- 2 Strategic Update
- 3 Financial Update
- 4 Proposed US Expansion
- 5 Conclusion
- 6 Appendix

1 Overview

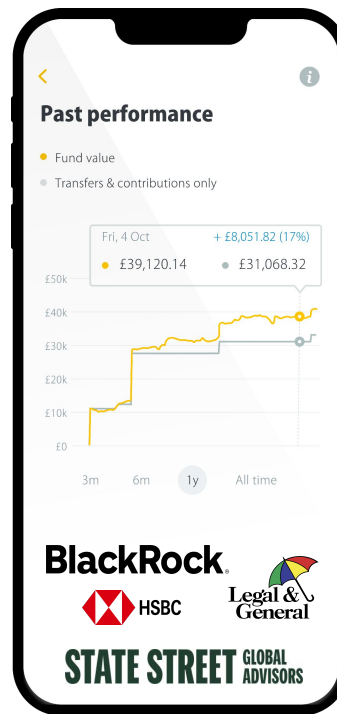
Leading Online Pension Provider: Solving Genuine Problems for Consumers



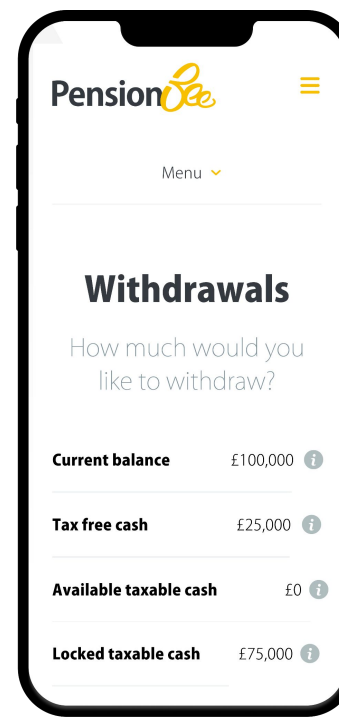
£4.4bn
Assets under Administration
Dec 2023
+44% YoY



229k
Invested Customers
Dec 2023
+25% YoY

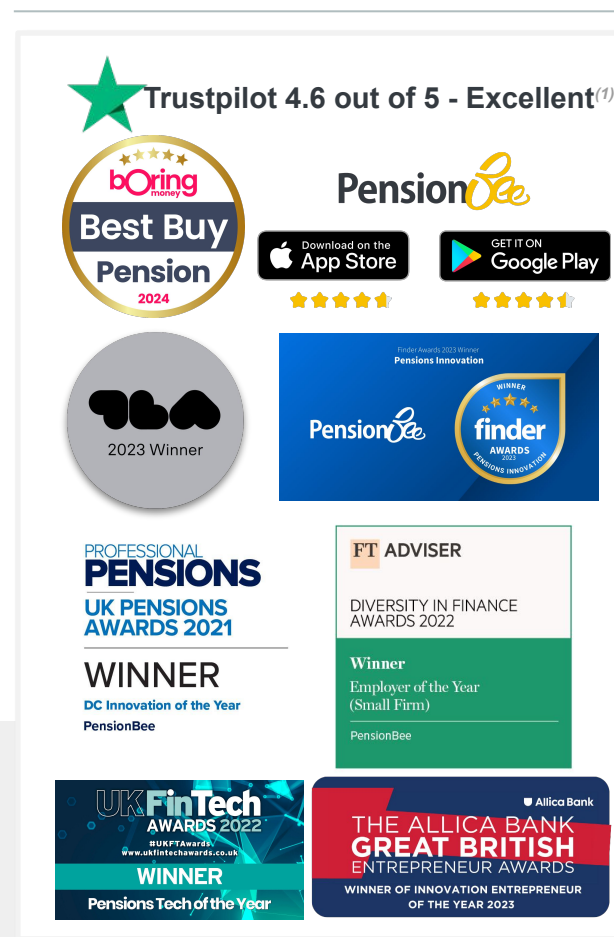


£24m
Revenue
Dec 2023
+35% YoY



>95%
Customer Retention
Dec 2023
Stable

Award-winning offering



*All figures as at 31 December 2023

(1) Trustpilot score of 4.6★ out of 5 (based on 10,313 reviews) recorded 8 March 2024.

FY 2023 Overview

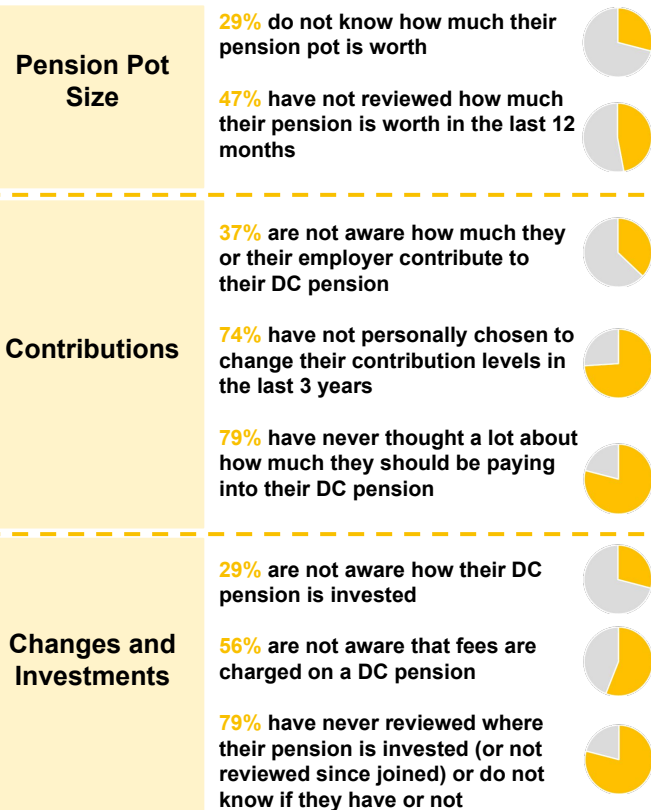
- 1 PensionBee's online pension offering continues to **make retirement planning for our customers straightforward and enjoyable**. By the end of 2023 we were serving approximately 230,000 Invested Customers, aiming to make them Pension Confident.
- 2 Since our Initial Public Offering in 2021, we have more than **tripled our Assets under Administration to £4.4 billion and quadrupled our Revenue to £24 million**. In line with our commitment at listing, we achieved ongoing **Adjusted EBITDA profitability** in the fourth quarter of the year.
- 3 Customer acquisition continued to be a core pillar of our strategy for 2023, as we maintained our **household brand name awareness** and onboarded **46,000 new Invested Customers at a declining Cost per Invested Customer**.
- 4 Our scalable technology platform enabled us to serve customers with **delightful new product initiatives** and contributed to our delivery of **exceptional customer service**, as demonstrated by over 10,000 Trustpilot reviews supporting our "Excellent" Score.
- 5 Throughout the year we experienced broader liquidity in our shares, joining the **FTSE All-Share Index** in March 2023 and the **FTSE4Good Index** in December 2023.
- 6 In early 2024 we announced our proposed expansion to the United States of America, the world's largest Defined Contribution pension market, in partnership with a US-based global financial institution. The broadening of our geographic footprint will enable us to create a world leading company in the consumer retirement market.

(1) Adjusted EBITDA is the profit or loss for the period before taxation, finance costs, depreciation, share based compensation and transaction costs.

2 Strategic Update

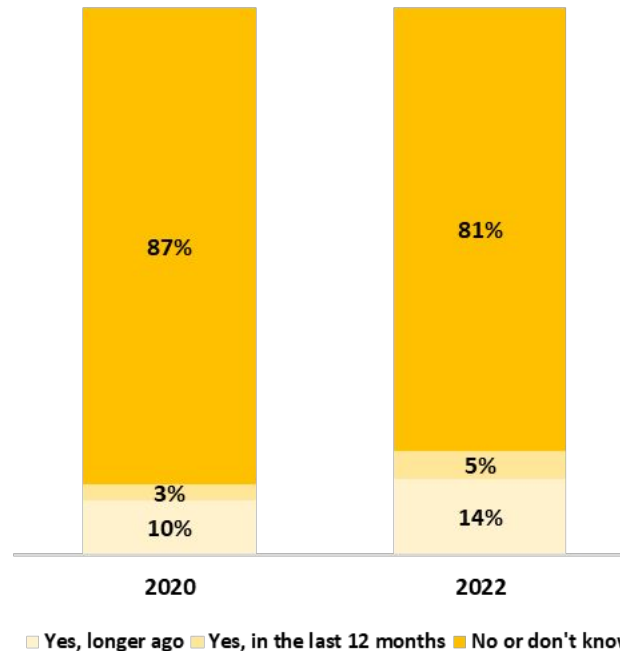
Consumer Need for Pension Engagement and Planning Remains Prominent in the Mass Market

Consumers Continue to Struggle with Pension Engagement⁽¹⁾



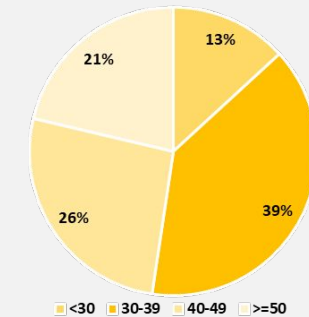
Most Consumers Have Not Consolidated Pensions, But Interest is Growing

Proportion of DC Pension Holders who have Consolidated a DC Pension⁽¹⁾

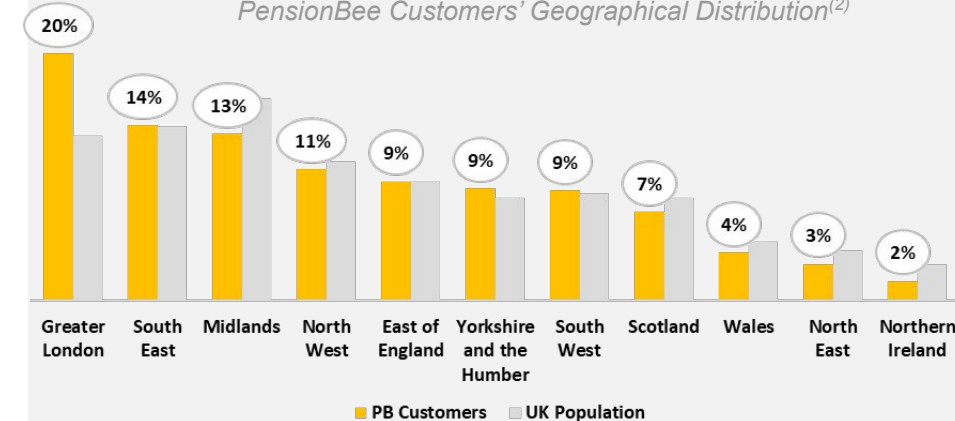


PensionBee Focuses on Serving the Mass Market

PensionBee Customers' Age Distribution



PensionBee Customers' Geographical Distribution⁽²⁾

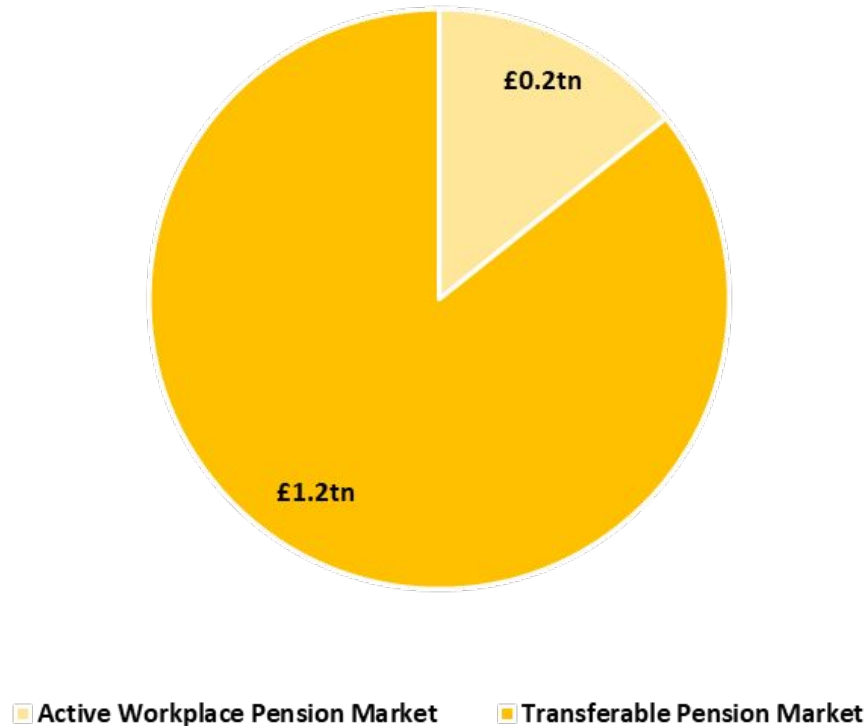


(1) Source: The Financial Lives Survey 2022, Pensions (accumulation and decumulation) Selected Findings data book July 2023, FCA. Detailed pension engagement metrics for adults currently contributing to a DC pension. Consolidation statistics for all adults with a DC pension in accumulation.

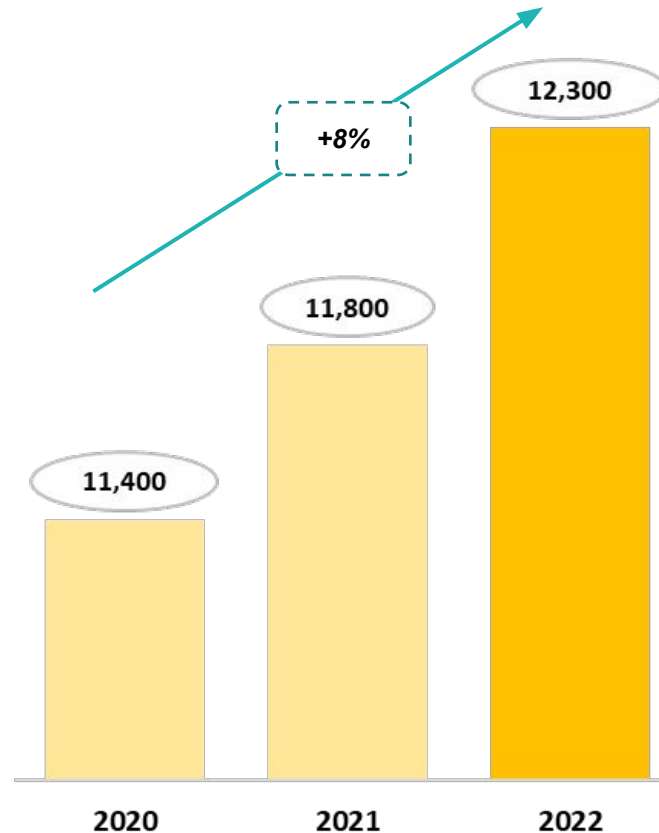
(2) PensionBee customers' distribution as of September 2023 and UK population distribution as of 2021: UK population 2021, by Region, Statista. (Available at: <https://www.statista.com/statistics/294729/uk-population-by-region>).

PensionBee's Continued Growth Underpinned by Significant Market Opportunity

The Majority of the £1.4 Trillion DC Pension Market is Transferable⁽¹⁾



Median Workplace DC Pension Pot Sizes Continue to Increase⁽²⁾



- The UK has the world's third largest pension market, with over **\$3tn⁽³⁾** of assets.
- The **median workplace DC pension pot continues to grow** as employers and employees continue to contribute through automatic enrolment.
- We estimate a conservative **UK DC market size of £1.4tn** using FCA data on the % of UK population that have a pension in accumulation and decumulation and average pension pot value data.⁽⁴⁾
- We further calculate that the active workplace pension market is approximately £200bn⁽⁵⁾, implying a **Transferable Pensions Market of £1.2tn**.
- This leaves an enormous opportunity for PensionBee's continued growth in the UK.

(1) PensionBee calculations based on market data listed below.

(2) Source: The DC Future Book 2023, Pension Policy Institute.

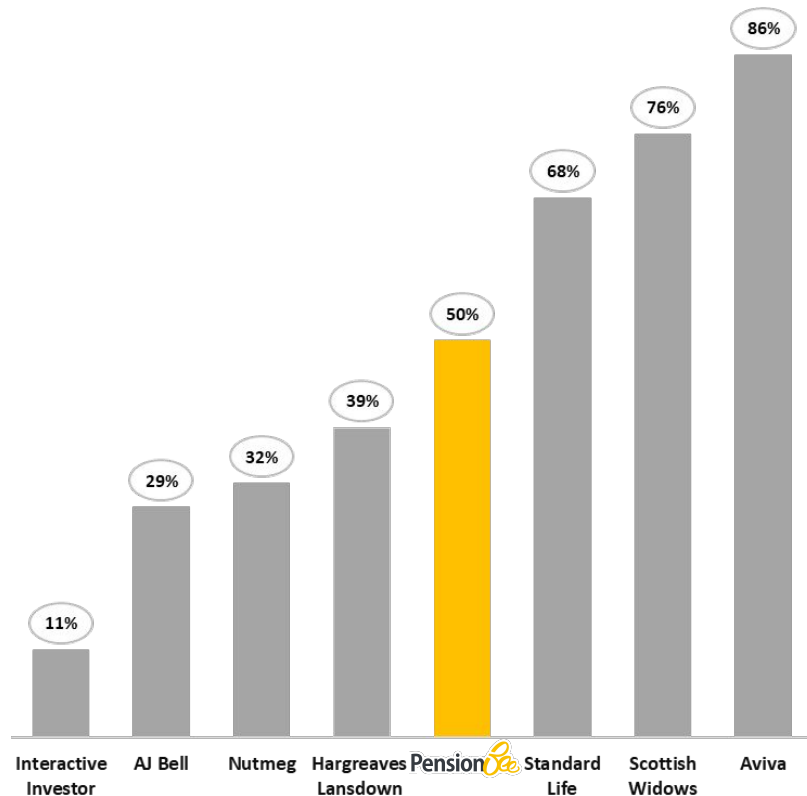
(3) Source: Global Pension Assets Study 2024, Willis Towers Watson.

(4) Sources: The Financial Lives Survey 2022, FCA. Pensions Policy Institute DC Future Book 2023.

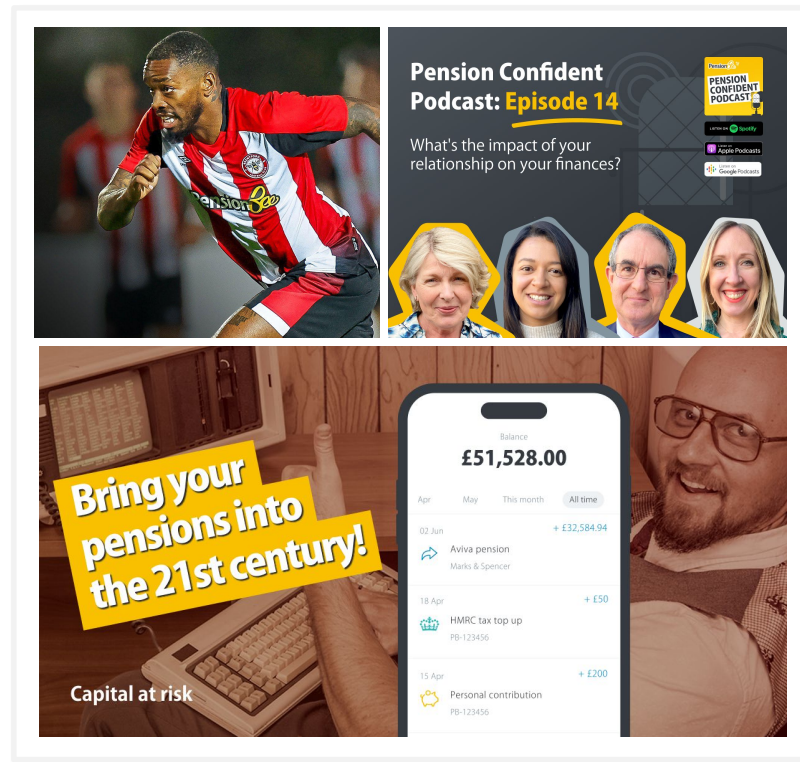
(5) Source: Pensions Policy Institute DC Future Book 2023 indicating 14 million active members. The average pot is £16.3k based on total DC assets of £600 billion (PPI) and 36.8 million workplace pots (FCA and TPR data).

Household Brand Status Generates Long Term Value and Organic Growth

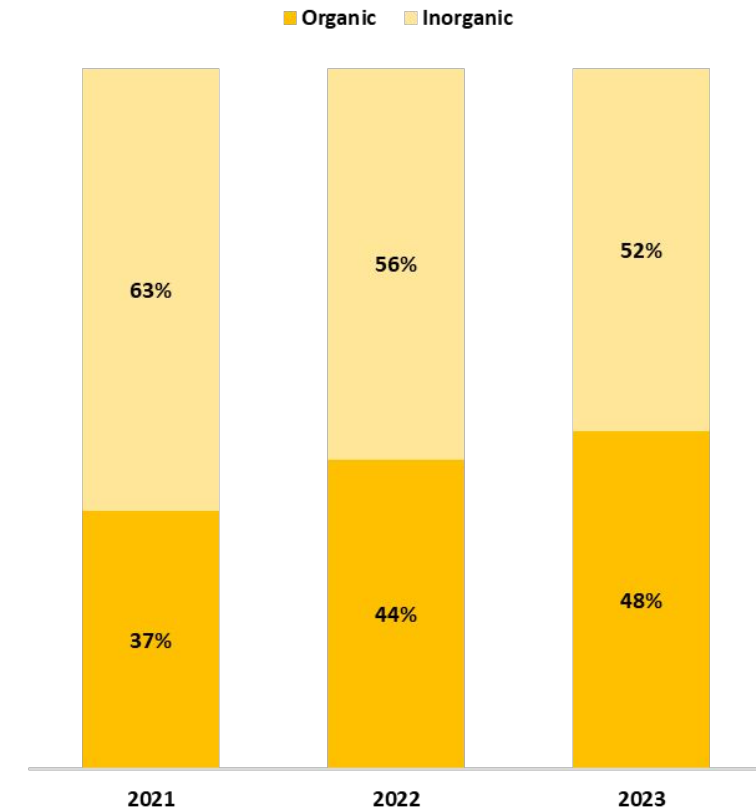
Cumulative Marketing Spend of £55 Million has Made PensionBee a Household Brand⁽¹⁾



Brand Activities in 2023 Focused on Cost-effective, High Return Channels



PensionBee's Brand Investment is Driving Organic Traffic Growth⁽²⁾



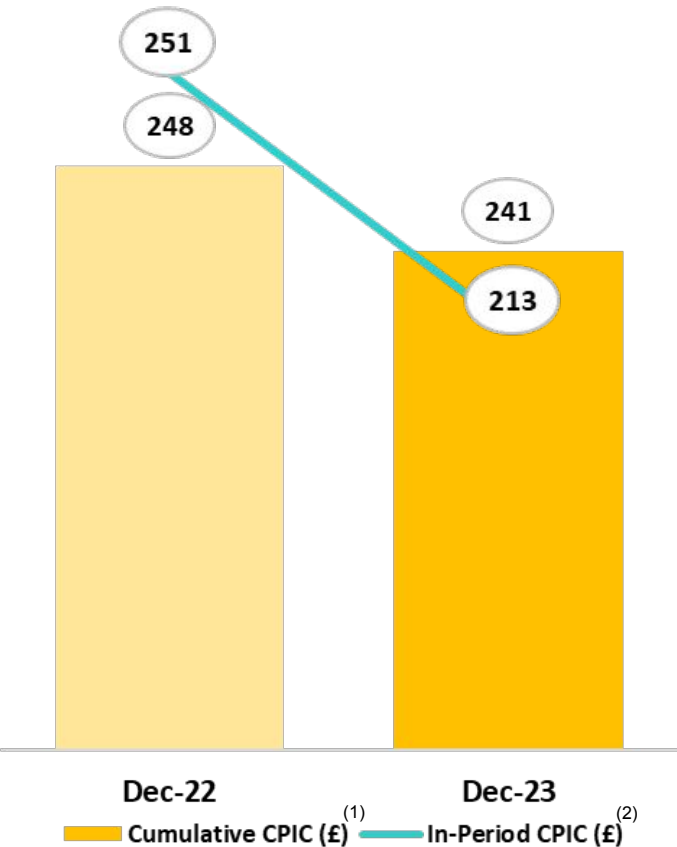
⁽¹⁾ PensionBee prompted brand awareness tracker, January 2024. Prompted brand awareness measured through a consumer survey asking 'Which of the following have you heard of?' with respect to UK financial services brands: Aviva 86%, Scottish Widows 76%, Standard Life 68%, PensionBee 50%, Hargreaves Lansdown 39%, Nutmeg 32%, AJ Bell 29%, Interactive Investor 11%

⁽²⁾ Chart includes web traffic and Android App traffic.

Household Brand Name and Data-led Approach Drives Reduction in Cost per Invested Customer over 2023

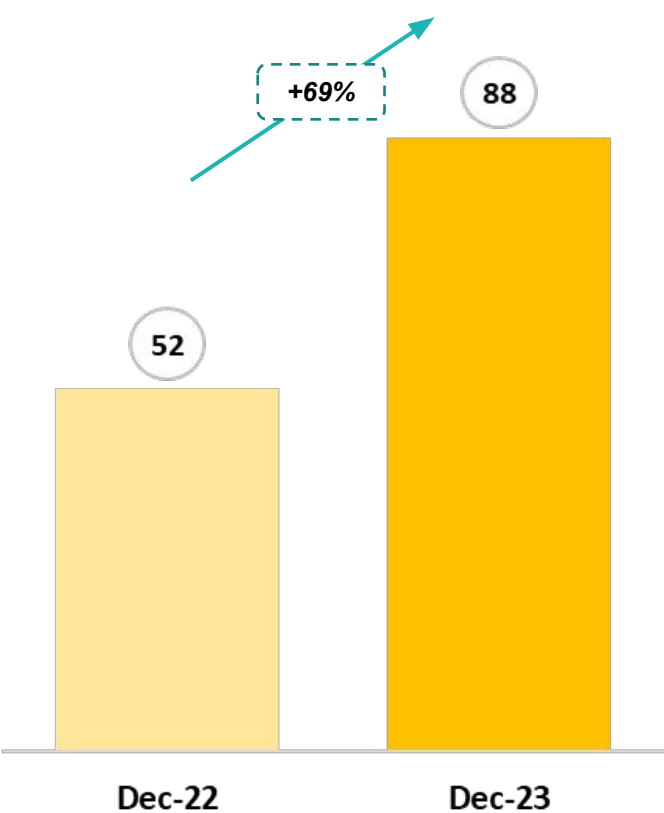
Marginal Cost to Acquire a Customer is Declining Rapidly

Cumulative and In-Period CPIC for the 12 month period ending



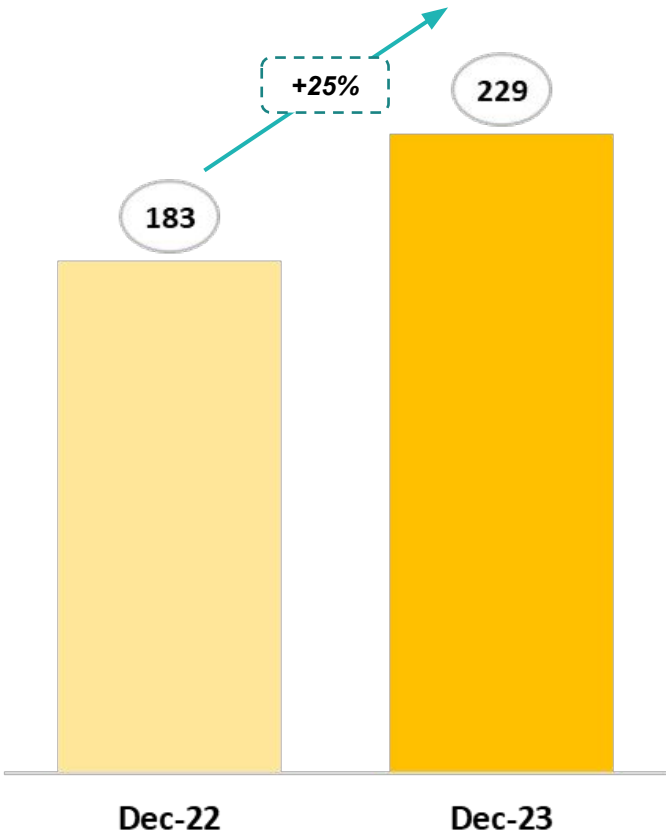
Net Flows per Marketing Spend are Increasing

Net Flows/Marketing Spend for the 12 month period ending



Customer Growth Continues

Cumulative Invested Customers (k)

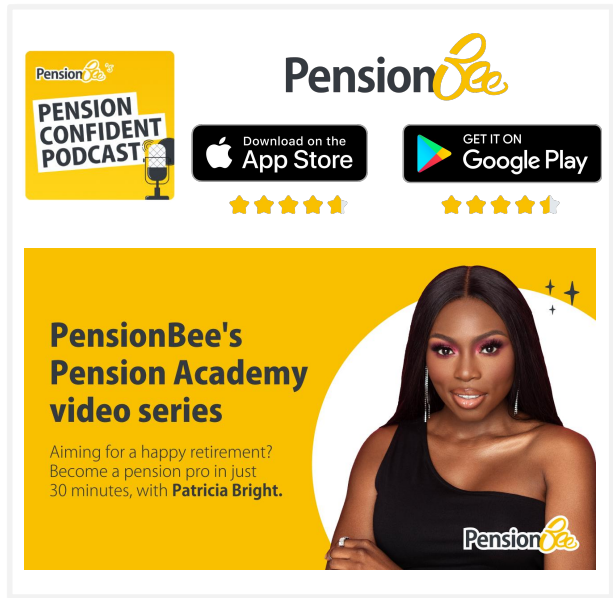


(1) Cumulative CPIC is defined as the cumulative marketing and advertising costs incurred by PensionBee since FY2015 up until the relevant point in time, divided by the cumulative number of Invested Customers at that point in time
(2) In-Period CPIC is defined as the marketing costs for the relevant period divided by the number of Invested Customers for that same period

Product Offering Extended to Help our Customers Plan for and Enjoy a Happy Retirement

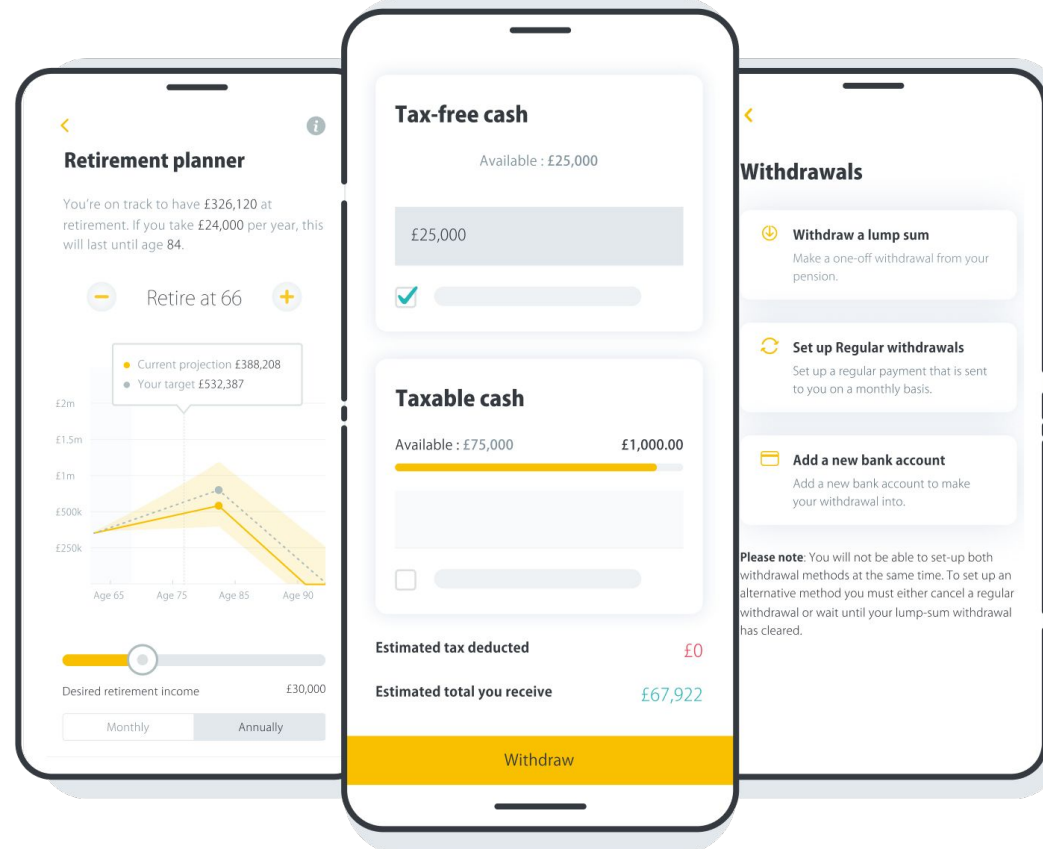
Customers Supported within the Product Through Content

We released in-product content, giving customers immediate access to our award-winning podcast and other financial planning articles.



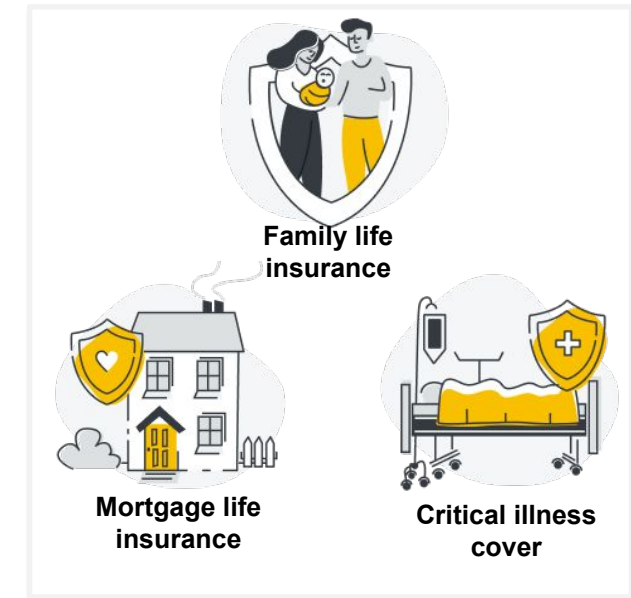
Enhanced Customer Experience, Delivering New Innovations and Improving Core Product Features

We introduced regular in-app withdrawals, enabling customers over the age of 55 to pay themselves a salary through retirement. We invested in tools to help our customers plan, including a tax relief calculator, state pension calculator and inflation calculator.



Launch of our Lifesearch Partnership

We took a broader view of our customers' needs for retirement planning, helping them to protect themselves should the worst happen.



Customer Service Continues to Distinguish Us and Gives Our Teams Purpose

High Quality, Rapid Customer Service

We continued to prioritise availability to our customers, as demonstrated by our exceptional customer response times. We introduced a new Conversation Analyser to monitor the quality of our conversations with customers automatically, helping us to solve customer queries at the first port of call.

Excellent Trustpilot Rating
4.6 out of 5⁽¹⁾



 **23seconds**

Average phone line waiting time
(of 41,622 phone calls in 2023)

 **15seconds**

Average live chat waiting time
(of 18,584 live chats in 2023)

 **87%**

Email cases closed within <72 hours
(of 194,237 emails in 2023)

(1) Trustpilot score of 4.6★ out of 5 (based on 10,313 reviews) recorded 8 March 2024.

>10,000 Reviews Support our “Excellent” Rating

We prioritised our customers’ overall experience with PensionBee, hosting in-person roadshows in Brighton, Birmingham and Manchester.

The PensionBee Roadshow



1 Dec 2023

Simply the best...

I have now completed the transfer of several private pensions to Pensionbee. The whole process was quick and very efficient. I cannot rate the transfer process highly enough.

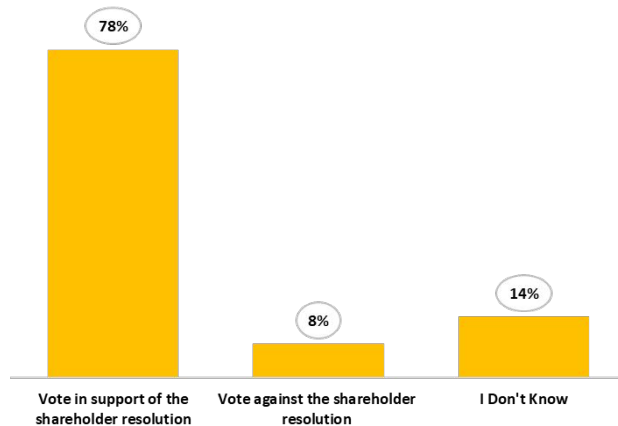
I now feel in full control of my pension and completely satisfied with my own choice of fund. I recently made my first pension drawdown which was completed well within the 7 to 10 day period stipulated by Pensionbee. As always I was kept fully informed during this process by my beekeeper Charlotte. It is also worth mentioning the various podcasts and other pension related information provided by Pensionbee and easily accessible on the app, which is all very informative and has broadened my knowledge of pensions and associated benefits as well as the risk associated with the different fund types. This information greatly assisted me in choosing my fund. Pensionbee do not provide advice but they do provide all the information to allow you to make an informed choice. The consistent excellent ratings afforded to Pensionbee are well earned in my opinion.

We Maintained a Customer-Centric Investment Offering and Delivered Value for Money

Representing the Views of our Customers⁽¹⁾

Our voting policy reflected our customers' views with respect to important issues of long term value creation.

McDonald's use of antibiotics in industrial meat production has become a threat to global health, as bacteria is developing resistance to the antibiotics. The shareholder resolution is calling for McDonalds to take these risks more seriously and reduce the use of antibiotics in its meat.



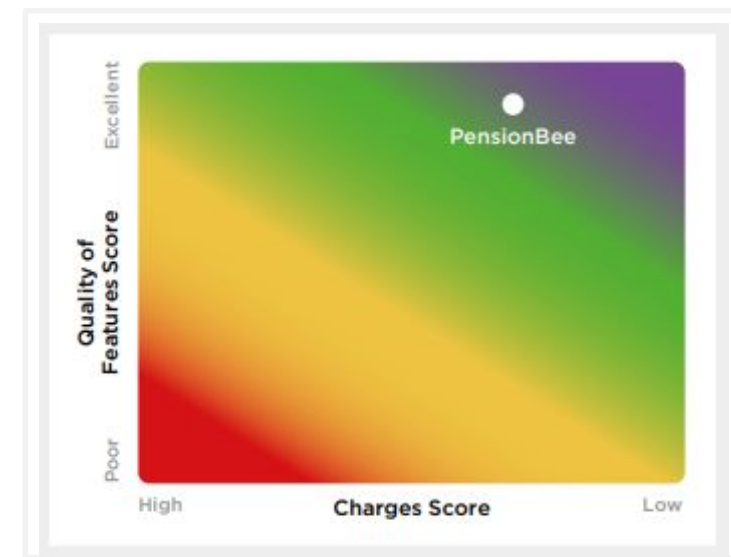
Successful Launch of Impact Plan In Line with Customer Demand

Following extensive customer engagement, we introduced a plan that invests exclusively in companies addressing the world's great social and environmental problems.



“Excellent” Value for Money Rating for At-Retirement Product Range⁽²⁾

We offered value for money to our customers, as reflected by an external evaluation.



(1) A customer survey from our customers in our Tailored, Tracker and 4Plus plans for our McDonalds vote in the 2023 AGM.

(2) ZEDRA GAA PensionBee 2022, Value for Money Report. Available at <https://www.pensionbee.com/governance-advisory-arrangement>.

Scalable Technology Platform Continues to Underpin Sustainable Competitive Advantage

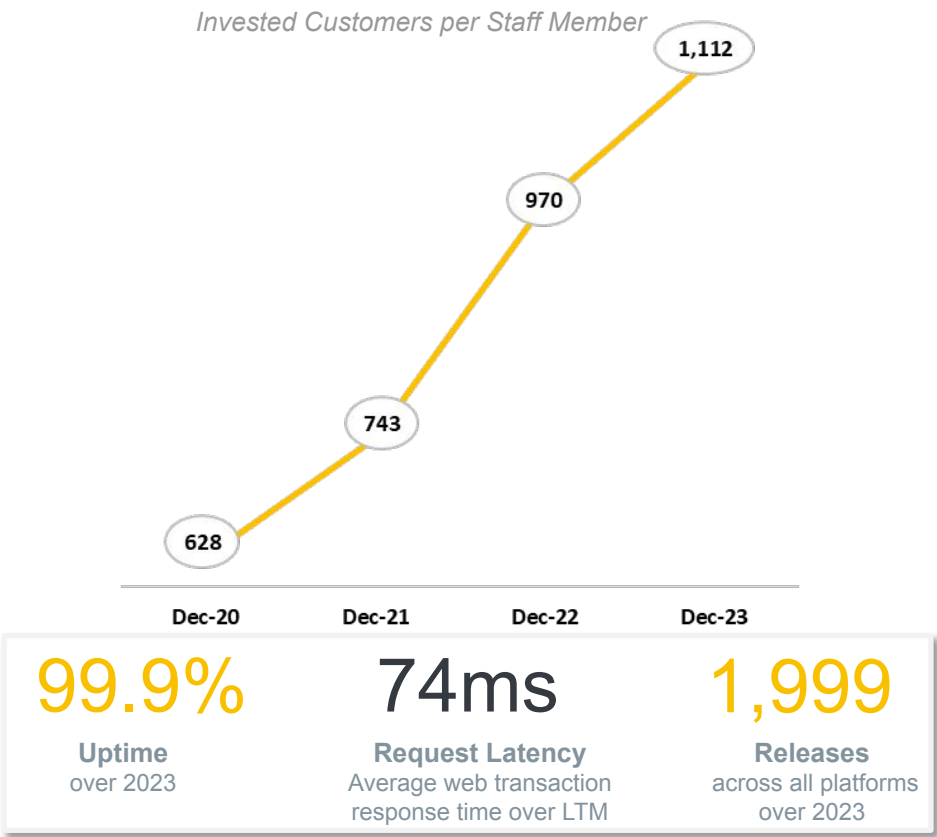
Decade Long Investment in Customised Technology

We invested in the user experience and security of our product, launching two-factor authentication for our customers and recertifying to the ISO 27001 security standard. We extended our data capabilities to promote data-led decision making.



Resulting in Productivity Gains and Generating Operational Leverage

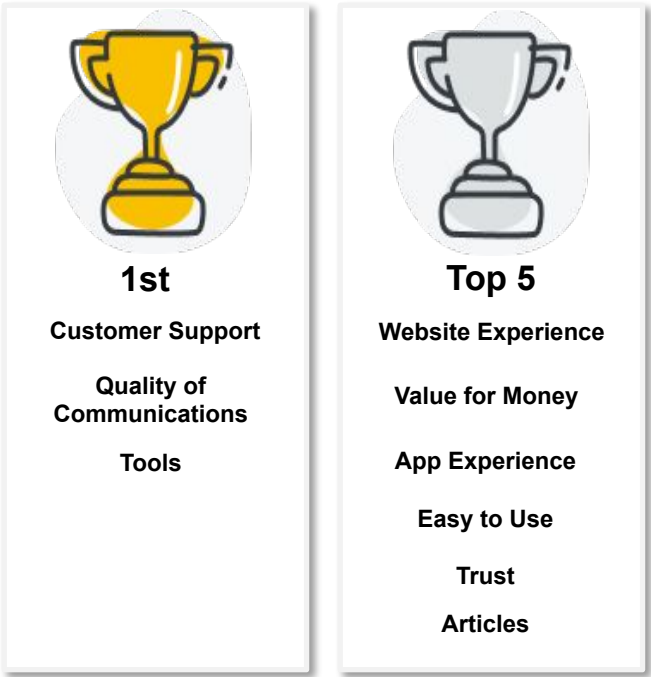
We continued to improve efficiency through automation, further developing straight through processing capabilities of pension transfers, and also through improved internal tooling. As a result, employee productivity continued to increase.



Consumer Ratings Demonstrate Standout Industry Position

Across the Market PensionBee Ranked Highly in Core Consumer Categories

PensionBee’s ranking compared to 24 companies⁽¹⁾ demonstrates top position in three categories and top five position in nine categories (out of a total ten categories).



Winner of 6 Boring Money Awards Based on 2023 Performance

PensionBee has been recognised for bringing our customers the best value for money, the best investment app, industry leading customer service and simplicity.















(1) Boring Money data based on quantitative study of over 6,000 consumers. On a scale of 0 to 10, where 0 is “very poor”, and 10 is “excellent”, how would you rate each of the following aspects of service you get from [provider]? Base: H1 and H2 2023 combined, All DIY investors, n=6,006; All Robo Platforms, n=820; AJ Bell Youinvest, n=383; Aviva, n=1414; Barclays, n=896; Bestinvest*, n=73; Charles Stanley Direct*, n=87; Fidelity, n=492; Freetrade, n=197; Halifax Sharedealing, n=613; Hargreaves Lansdown, n=1164; HSBC, n=394; IG, n=115; Interactive Investor, n=230; Lloyds Sharedealing, n=401; NatWest Invest, n=354; Nutmeg, n=181; Santander, n=416; Vanguard, n=333; Wealthify, n=178; Virgin Money, n=113; Moneybox, n=175; Trading 212, n=264; PensionBee, n=261; eToro, n=208; iWeb*, n=60.

PensionBee’s Corporate Development Continues with Index Inclusion and Governance Achievements

PensionBee has received recognition across numerous ESG frameworks, rating agencies and indices

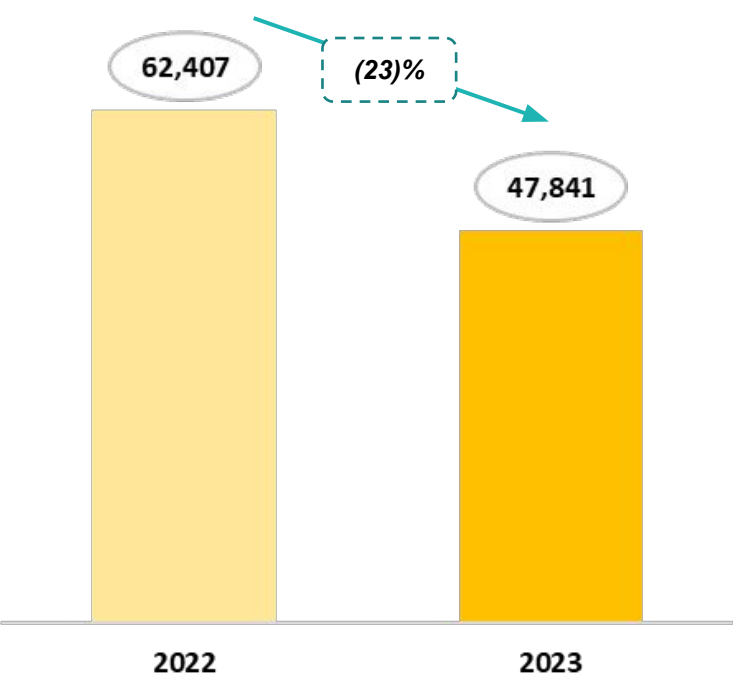
In 2023 PensionBee joined both the FTSE All Share and the FTSE4Good Index. We became an active participant in the UN Global Compact and made a commitment to conduct our business in alignment with universal sustainability principles.

| | |
|---|------------------------------|
|  | 3 / 10 (lower scores better) |
|  | 63 / 100 |
|  | 11 / 11 metrics |
|  | 77 / 100 |
|  | Participant member |
|  | Participant member |

| | |
|--|---|
|  | Submitted |
|  | GEI data published on pensionbee.com/gender-equality |
|  | GRI data published on pensionbee.com/investor-relations/esg |
|  | Third year of SASB disclosure under Asset Management & Custody Activities / Software & IT Services industries |
|  | 99 / 100 |
|  | Constituent from December 2023 |

PensionBee’s Energy Consumption (kWh, Scope 2)

We received recognition in the Mayor of London’s Business Climate Challenge as a leading business, reducing energy consumption and carbon emissions.



2024 Strategic Priorities for the UK



Efficient investment in customer acquisition and growing brand awareness

- **Cost effective brand investment**, including through radio and sports sponsorship, to **maintain brand awareness**.
- Continuing to **Reduce CPIC and increase net inflows per £ of marketing spend** by optimising performance channels using our data.



Leadership in product innovation

- **Invest in customer experience** and encourage customers to add more contributions and transfer more pensions.
- Establish **product market fit for additional products**, including life insurance.



Industry leading technology platform

- **Invest in productivity and automation**, with a focus on pension transfer automation, developer tooling and AI trials.
- Use **domain driven design** techniques to increase development efficiency further.



Excellent customer service

- **Maintain excellent response times** and availability for customers while increasing quality of service.
- Streamline content and tooling on website to **enable customers to self-serve further**.



Investment solutions designed for our customers

- **Review core plan range** and ensure alignment with customers and customer expectations over the next 5-10 years.
- Engage further with customers through **voting on holdings** in line with their views.



Resilience

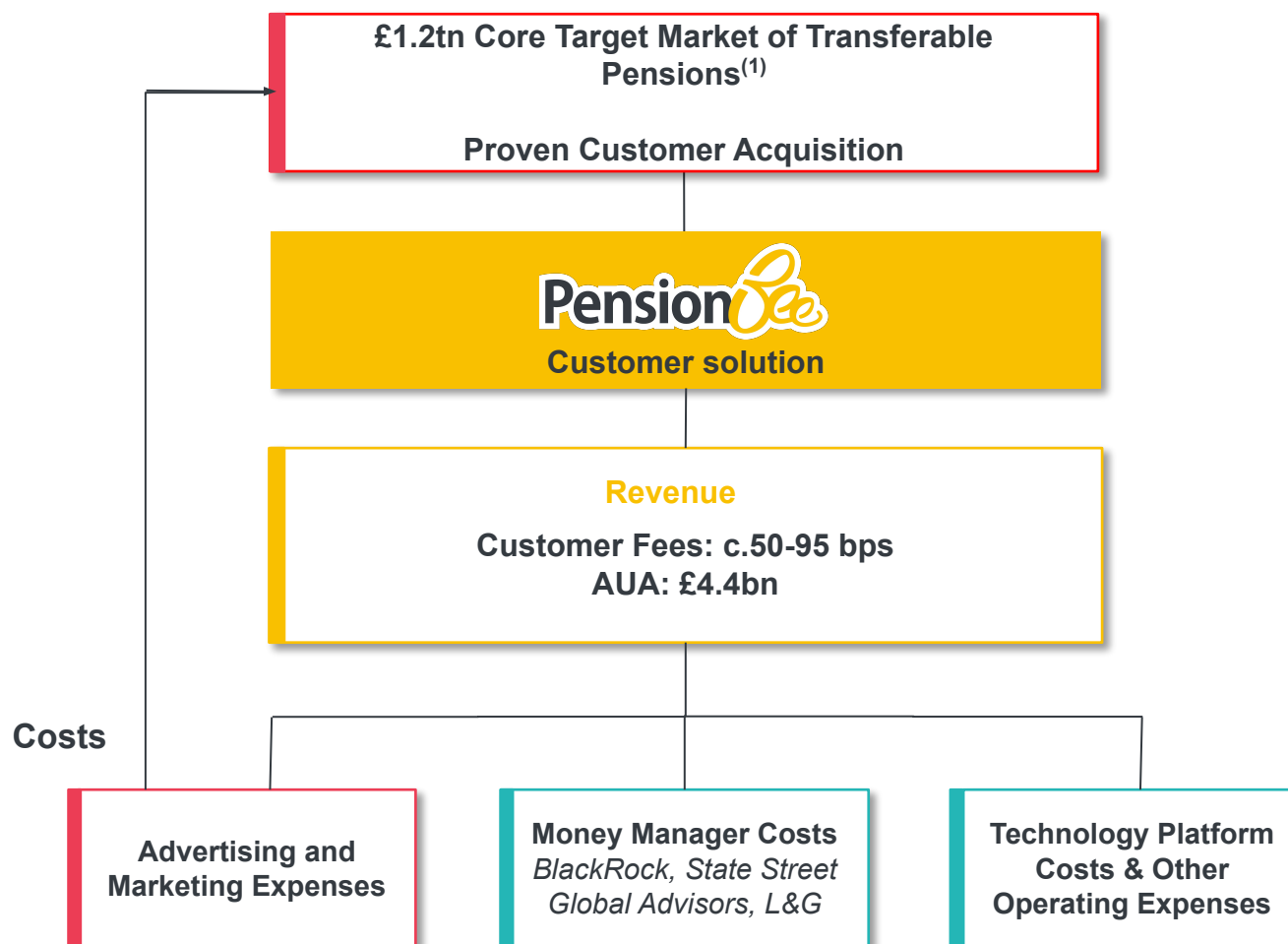
- Invest in appropriate frameworks, policies and systems to ensure **operational resilience**.
- Introduce further **cutting edge cyber security tooling and training**.

3 Financial Update

Finance Overview

- 1 We are solving a genuine customer problem and thereby serving the vast, structurally growing and underserved transferable pensions market with our scalable long-term business model.
- 2 A high customer retention rate of 96%, coupled with mid-career customer base in the pension accumulation phase, leads to compounding AUA, which drives recurring and predictable Revenue.
- 3 The scalable technology platform generates operating leverage and visibility on profitability.
- 4 Guidance Framework: The market opportunity coupled with the ability to grow and drive operating leverage is expected to generate a high-growth, high-margin business financial profile.

Scalable Long-Term Business Model



Proven Customer Acquisition

- Large and Structurally Growing TAM
- Strong Brand Awareness Coupled with Data-Driven Acquisition Strategy

Simple, Focused Customer Solution

- Leading UK Pension Platform
- Combine, Contribute, Invest, Withdraw

Attractive Recurring Revenue Profile

- Simple Recurring Revenue Model – % of AUA daily charge
- 96% Retention Rates

Scalable Platform Model

- Marketing Costs** – Future investment in our brand and data capabilities
- Money Manager Costs** – Institutional fee rates
- Technology Platform Costs** – Proprietary scalable technology solutions coupled with continuous focus on automation to drive productivity improvements

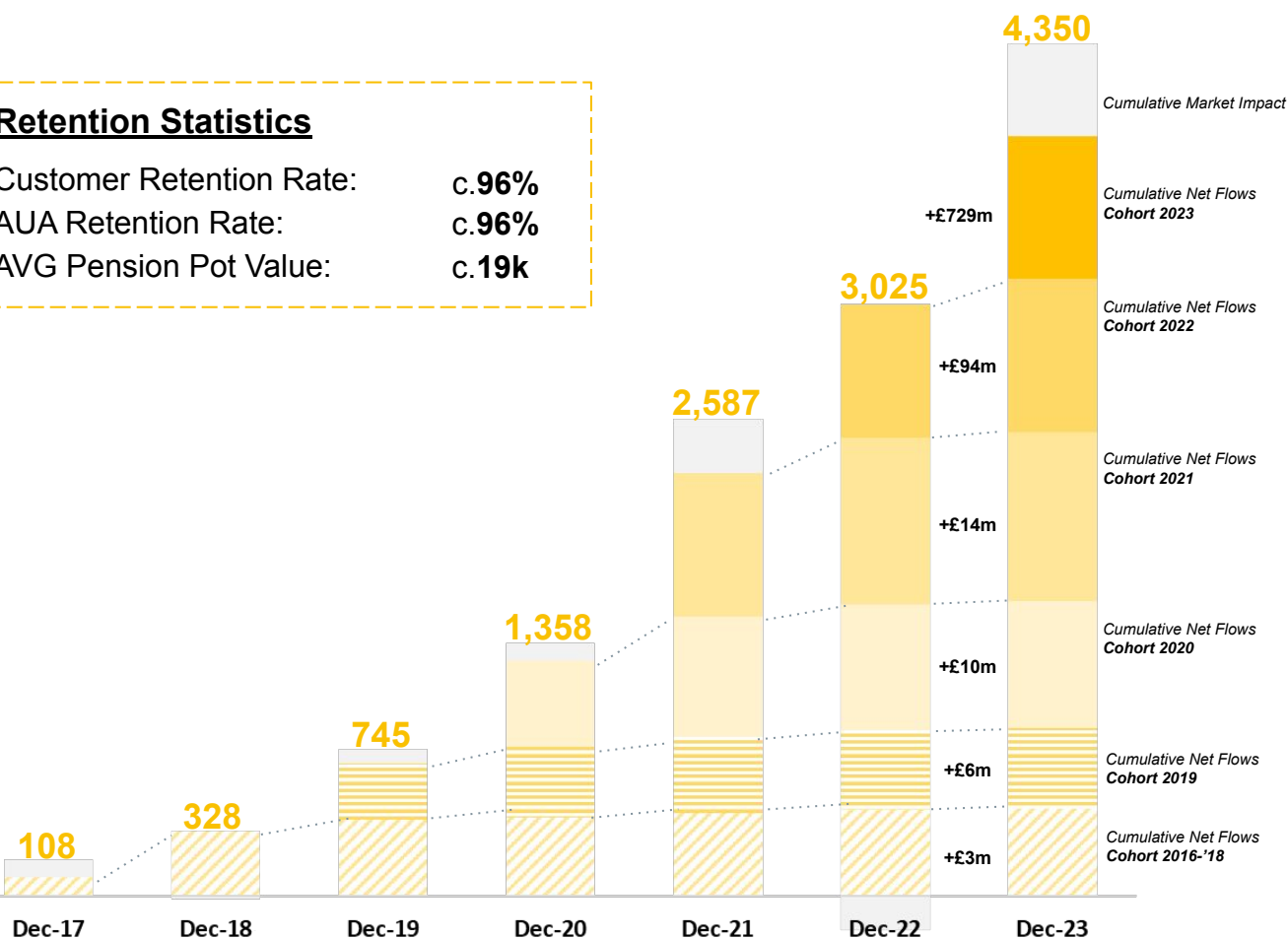
(1) PensionBee's calculations based on market data (see earlier slides).

Compounding AUA Drives Recurring and Predictable Revenue

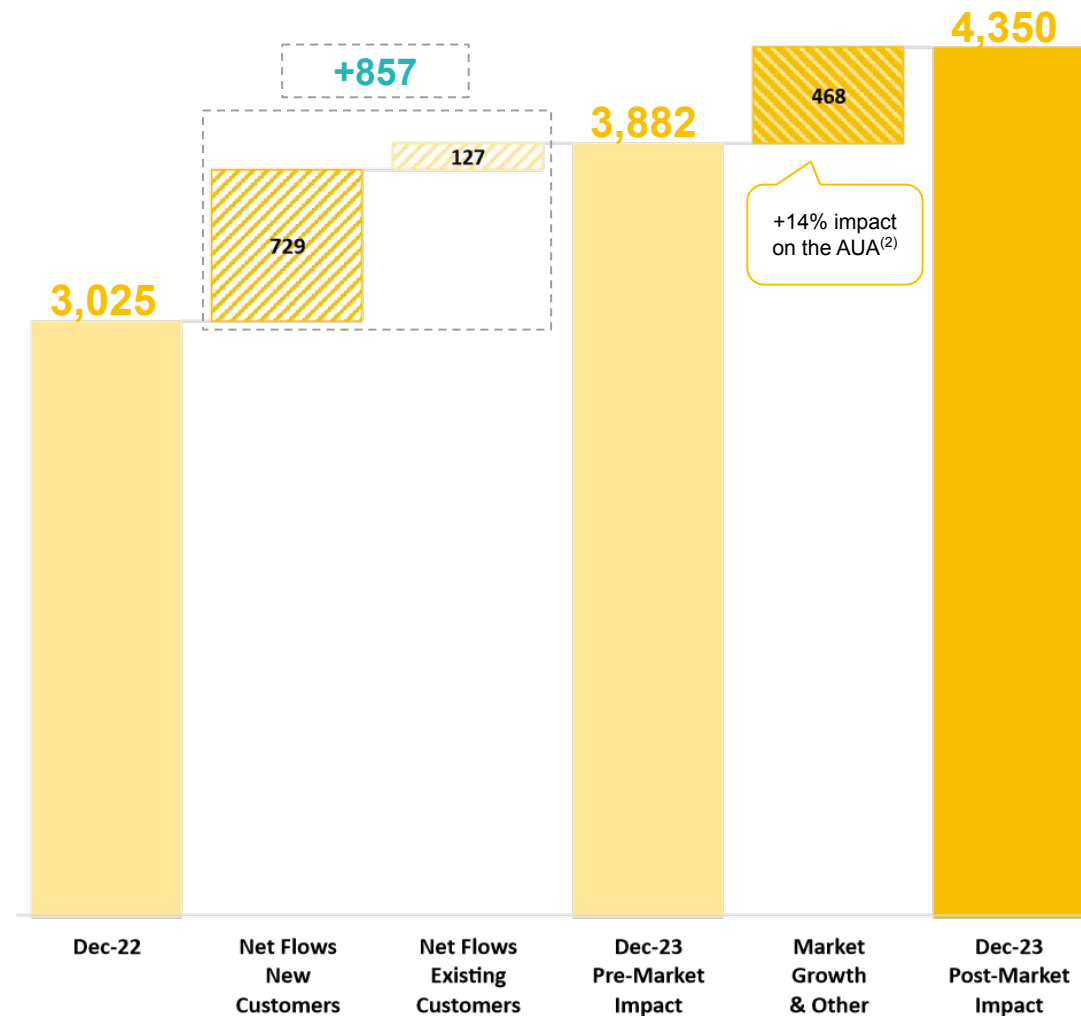
AUA Underpinned by New Customers and Existing Cohorts (£m)

Retention Statistics

Customer Retention Rate: c.96%
 AUA Retention Rate: c.96%
 AVG Pension Pot Value: c.19k



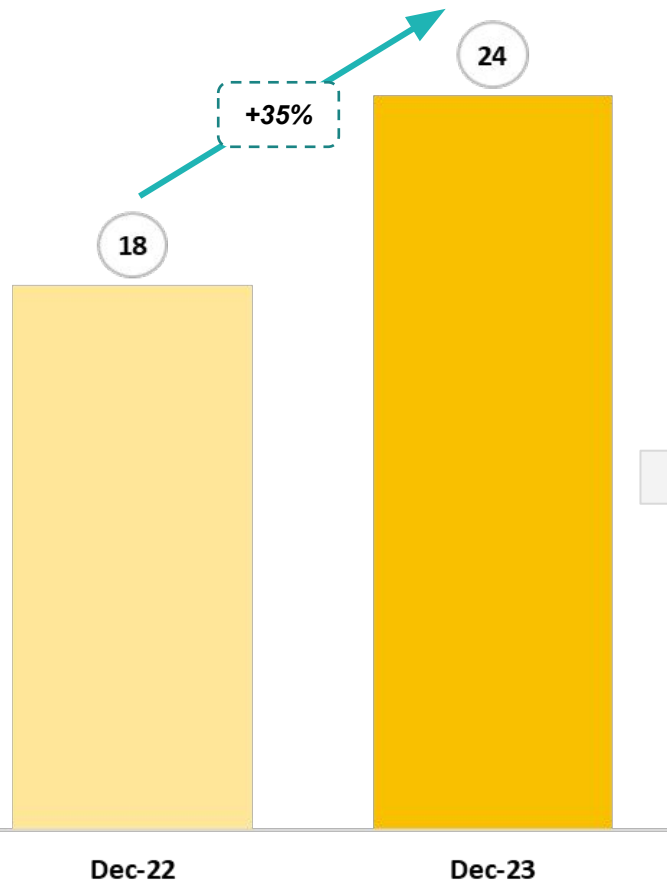
Strong 2023 Net Flows⁽¹⁾ (£m)



3 Scalability Drives Operating Leverage & Visibility on Profitability

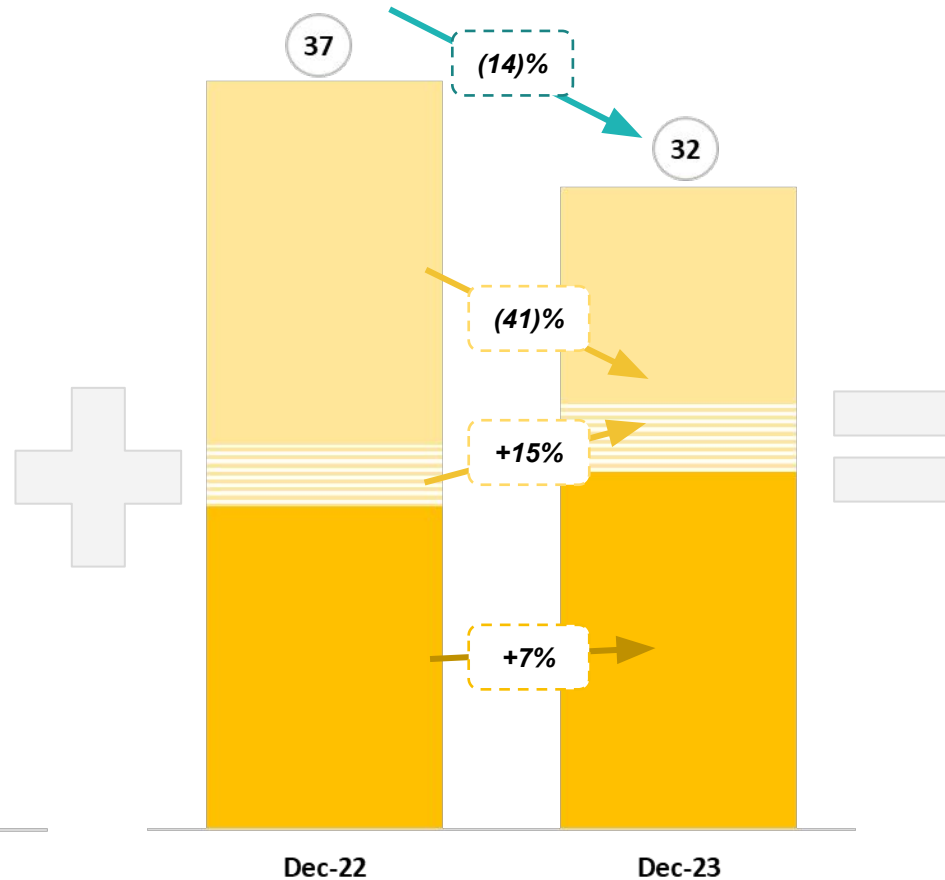
Recurring & Predictable Revenue ...

Over the 12 month period ending Revenue (£m)



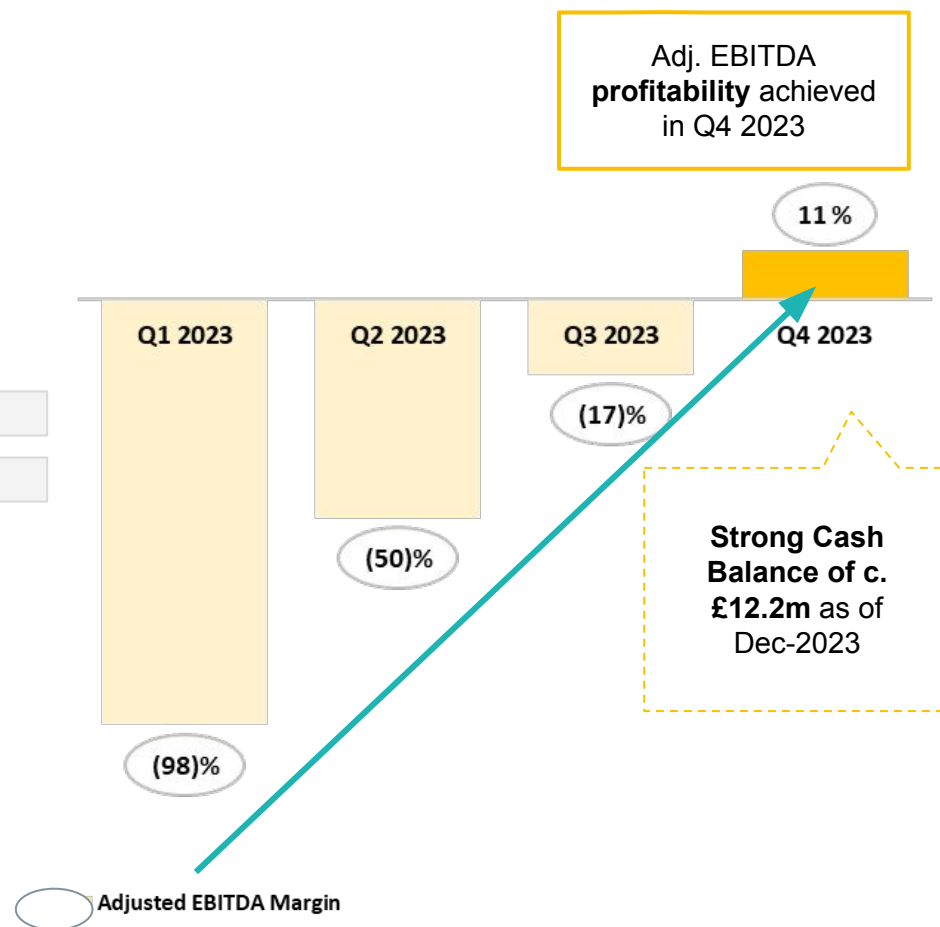
... Coupled with Scalable Cost Base ...

Over the 12 month period ending Cost Base (£m)



... Creates Operating Leverage & Visibility on Profitability

Over the 12 month period ending Adj. EBITDA (£m)

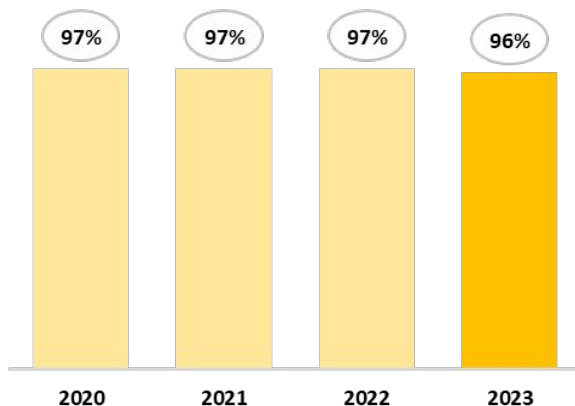


- Marketing Costs
- Money Manager Costs
- Technology Platform Costs & Other Operating Expenses

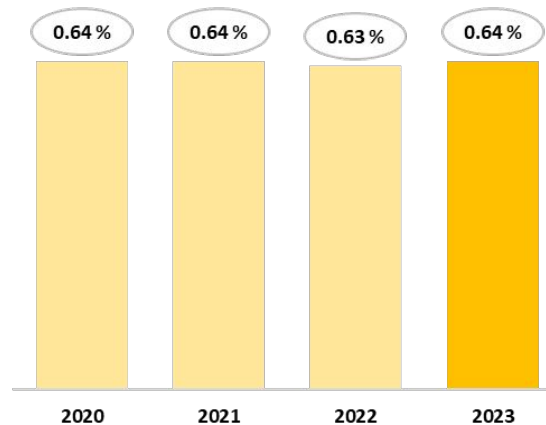
Scalability Drives Operating Leverage & Visibility on Profitability

Recurring & Predictable Revenue ...

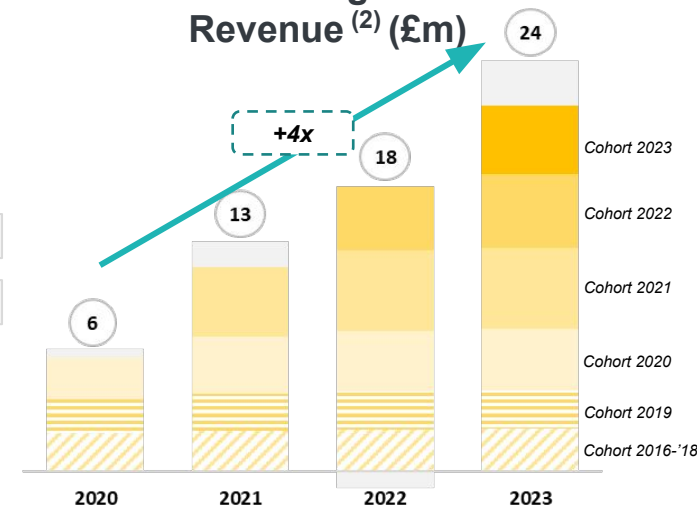
High Retention Rate⁽¹⁾ (%) ...



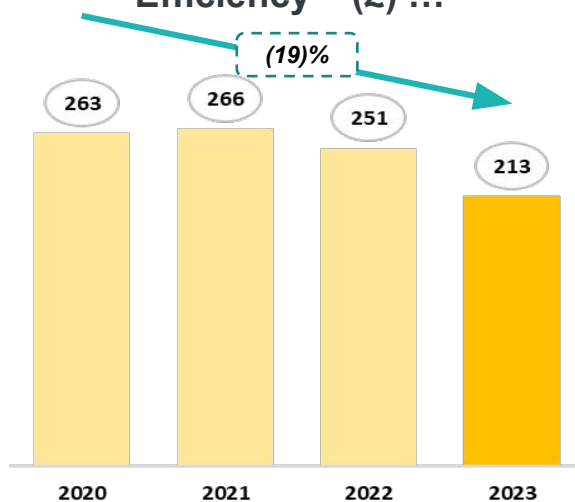
... Combined with Consistent Revenue Margin (%) ...



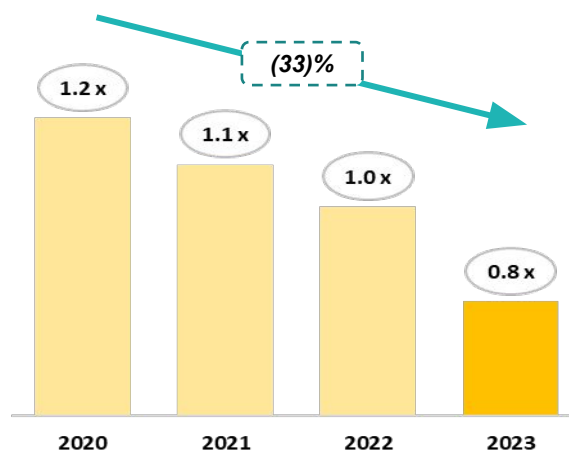
... Creates Recurring and Predictable Revenue⁽²⁾ (£m)



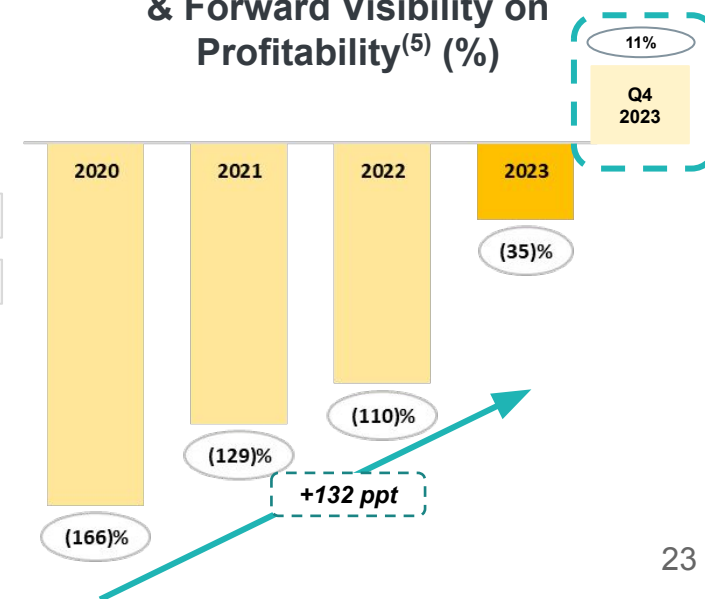
Increased Marketing Efficiency⁽³⁾ (£) ...



... Combined with Scalable Technology Platform⁽⁴⁾ (x) ...



... Leading to Margin Expansion & Forward Visibility on Profitability⁽⁵⁾ (%)



(1) Customer retention rate
(2) Revenue from cohorts approximated through cohort net flows data
(3) In-Period CPIC

(4) Technology platform and other operating expenses as a multiple of revenue
(5) Margin expansion: Adjusted EBITDA as a % of revenue

Expectations of Long Term Growth and Profitability

Objective

Guidance

Long Term Illustration

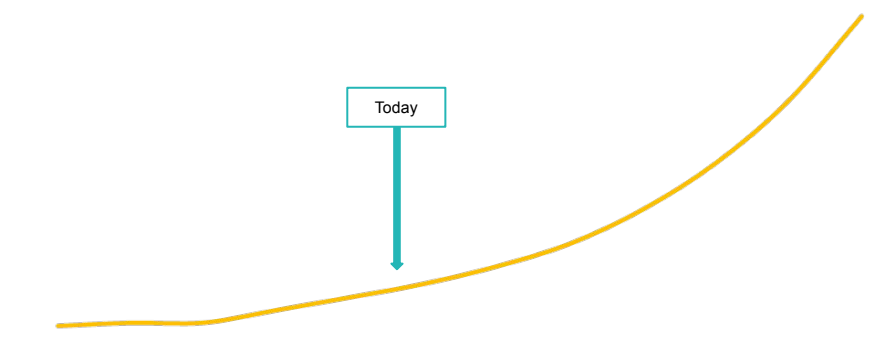
Revenue

- Aim to deliver **sustained high annual Revenue growth**.
- Continue appealing to the mass market, acquiring more new customers and growing customers' pension balances.
- Our ambition is to pursue a **c.2% market share** of the substantial **£1.2tn UK transferable pensions market** over the next 5-10 years, equivalent to **c.1m Invested Customers** (assuming an average pension pot size of £20,000-£25,000).
- Expect to maintain relative Revenue margin stability, translating into a **long term annual Revenue ambition of c.£150m**.

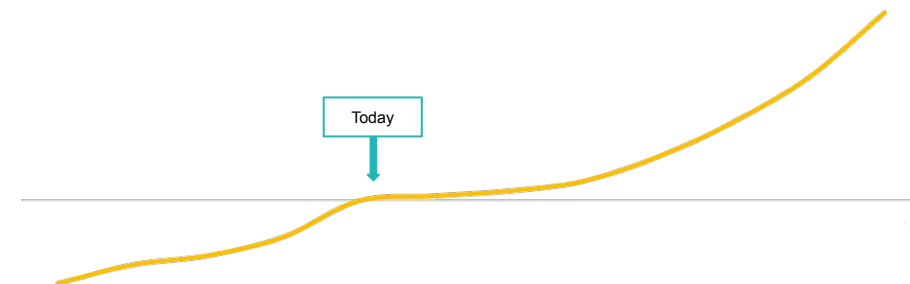
Profitability

- Having delivered **Adjusted EBITDA⁽¹⁾ profitability in Q4** we are on track to achieve **Adjusted EBITDA⁽¹⁾ profitability for the full year 2024**.
- Ambition to achieve **long-term Adjusted EBITDA⁽¹⁾ Margins of over 50%**, leveraging the scalability of the technology platform and maintaining our high quality of service.
- Will achieve this by steadily continuing to reduce the Cost per Invested Customer and focusing on the scalability of PensionBee's technology platform through further automation.

AUA and Revenue



Adj. EBITDA Margin (%)



(1) Adjusted EBITDA Margin is defined as earnings for the financial year before taxation, finance costs, depreciation, share based compensation and non-recurring items including transaction costs / Revenue.

(2) All guidance assumes relative market stability.

(3) Guidance refers to PensionBee UK.

(4) £1.2tr UK transferable pensions market is as of 2023 while £722bn reference previously used was as of 2019; as such the increase is driven due to growth over that time period (c. 10% CAGR consistent with c.12.5% CAGR in the period before that)

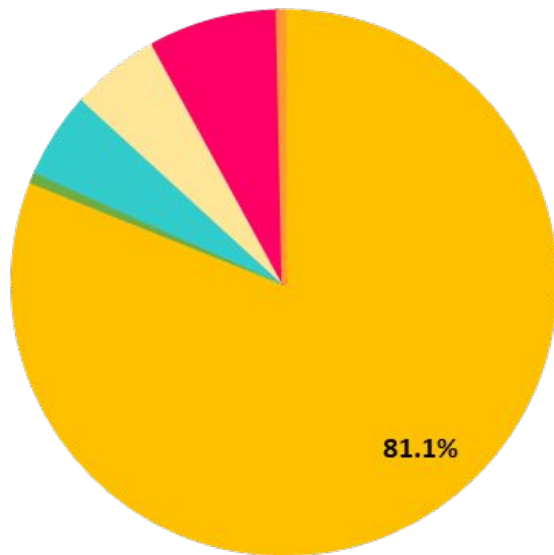
4 Proposed US Expansion

Proposed US Expansion

- 1 We have entered into an exclusive, non-binding term sheet with a large, US-based global financial institution in order to expand into the United States (US). The US has the world's largest Defined Contribution pension market, representing approximately 80% of the global total and \$22.5 trillion in assets.
- 2 Under the proposed strategic relationship, PensionBee will deliver the US service through PensionBee Inc, a Delaware-incorporated, wholly-owned subsidiary of PensionBee Group plc, with operational headquarters in New York.
- 3 PensionBee will manage the operations of the US business, including the hiring of a local team, making available its award-winning online retirement proposition and UK-based proprietary technology to consumers in the US Defined Contribution market. PensionBee will enable US consumers to easily consolidate and roll over their 401(k) plans into a new Individual Retirement Account ('IRA').
- 4 The US-based partner will provide its expertise and substantial marketing funding. Correspondingly, PensionBee's financial contribution will be financed from the existing resources of PensionBee Group plc.
- 5 Entry into a final binding agreement between the parties is subject to confirmatory due diligence, legal documentation and regulatory approvals, with launch expected in late 2024.
- 6 Given the context of the enormous US market opportunity, PensionBee sees the potential for its US business to grow rapidly, becoming at least the size of its UK business over the next decade.

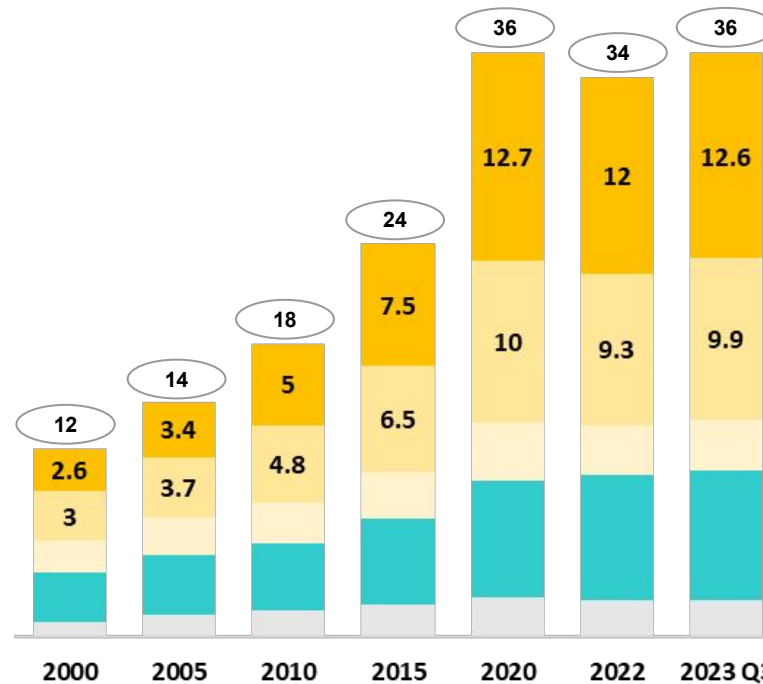
The US has the World's Largest DC Pensions Market, Structured Similarly to the UK's

The US Represents the Vast Majority of Global DC Assets⁽¹⁾



USA
Canada
Australia
Japan
UK
Netherlands

US Retirement System Components (\$tn)⁽²⁾



Annuity Reserves
Private Sector DB Plans
IRAs (personal DC)
Government DB Plans
Workplace DC

- The US has the largest pension market in the world, with approximately **\$36tn** of assets and **\$22.5tn** in defined contribution assets.
- Approximately two thirds of US retirement assets are in defined contribution plans. Similar to the UK, there has been a long term shift away from defined benefit plans.
- The US has a longstanding system of workplace DC saving, which will be further bolstered through Secure 2.0, a reform that will bring more SMEs into the workplace DC market.

(1) Sources: 2023 Global Pension Assets Study, Willis Towers Watson.

(2) Sources: ICI Releases Quarterly Retirement Market Data Third Quarter 2023.

The IRA Market is Vast but Focuses Predominantly on Affluent Consumers

Less than Half of US Households have an IRA⁽¹⁾

Current IRA owners are typically married, older and wealthier with an average age of 56 years and a household income of \$108,000.

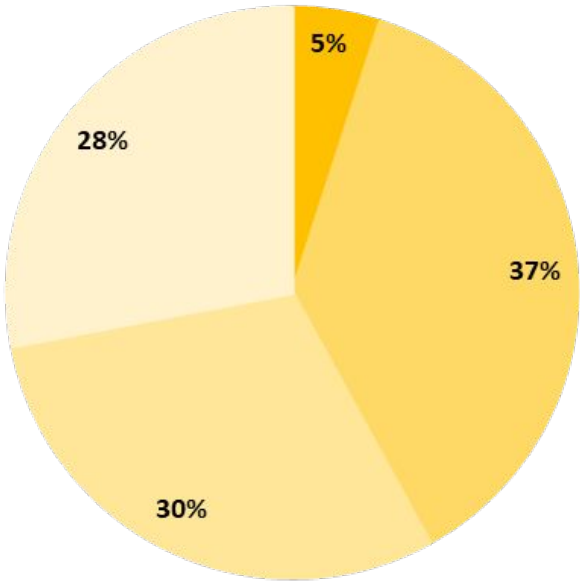
Non-IRA owners are more likely to be single, with an average age of 49 years and a household income of \$50,000.

| Median per Household | Households with IRA | Households without IRA |
|--------------------------|---------------------|------------------------|
| Proportion of households | 42% | 58% |
| Assets in IRA | \$100,000 | n/a |
| Household income | \$108,000 | \$50,000 |
| Age of decision maker | 56 years | 49 years |
| % Married or cohabiting | 71% | 58% |

More likely to be a PensionBee customer

58% of US Households do not yet have an IRA

Of the 58% of households without an IRA, 30% of households only have an employer sponsored plan (DB and/or DC) while 28% of households are not yet saving into a DC plan and may acquire assets through Secure 2.0.



- Own IRA Only
- Have IRA and Employer Sponsored Plan
- Have Employer Sponsored Plan Only
- Do not have IRA or Employer Sponsored Plan

(1) Source: The Role of IRAs in US Households’ Saving for Retirement 2022, February 2023, ICI.

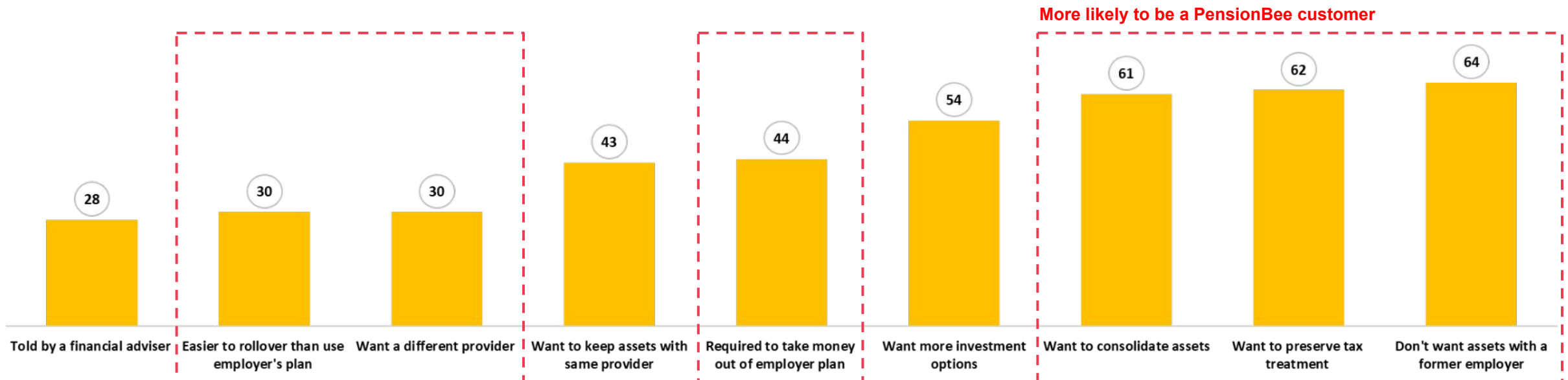
(2) An individual retirement account in the United States is a form of pension provided by many financial institutions that provides tax advantages for retirement savings.

IRA Rollovers are Motivated by Control and Consumers are Receptive to IRA Providers

US consumers are receptive to rollovers and 60% of all IRAs have been set up through rollovers, implying that approximately 25% of US households have previously rolled over workplace assets into an IRA. \$536 billion was rolled over from employer sponsored plans into IRAs in 2019 and \$618 billion in 2020.

Consumers Rollover to Maintain Financial Control (% of Respondents)⁽¹⁾

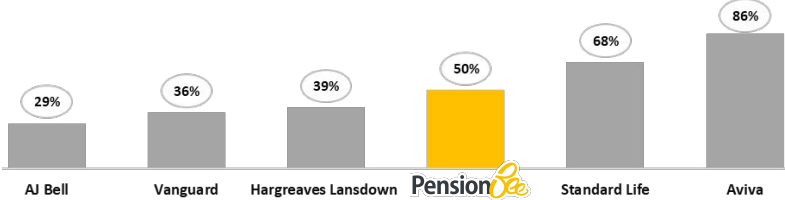



The most common reason cited for rollovers are job switches and retirement. Data indicates a strong desire to maintain control of the assets by moving them away from the former employer, maintaining the tax benefits and consolidating.



(1) Source: The Role of IRAs in US Households' Saving for Retirement 2022, February 2023, ICI.

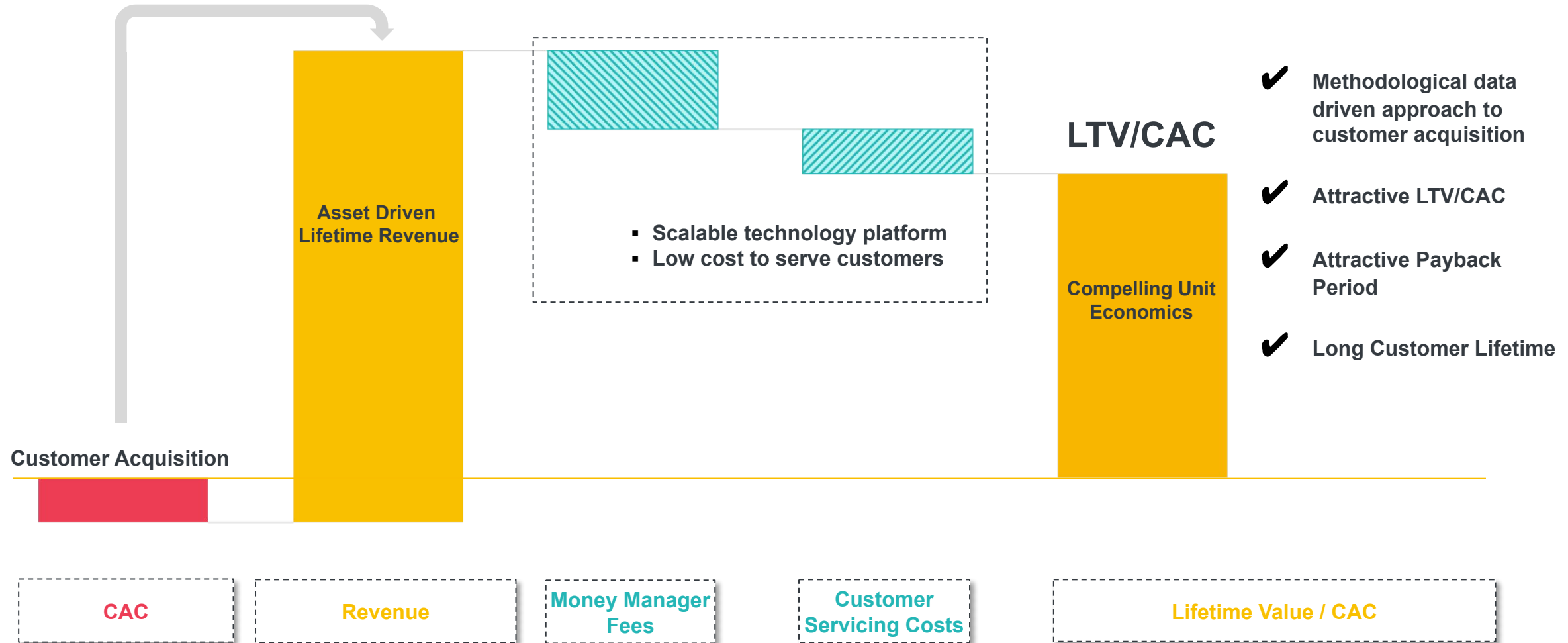
(2) A rollover Individual Retirement Account (IRA) is an account that allows for the transfer of assets from an old employer-sponsored retirement account to a traditional IRA.

Key Success Factors Resonate in the US Market

| Competitive Strength | UK Competitive Position | US Resonance | KPIs |
|---|---|--|---|
| Efficient investment in customer acquisition and growing brand awareness | Likable brand and strong brand affinity; a brand that cares about its customers and is “fresh” compared to incumbents. Data-led approach to customer acquisition. Created a household brand name in under a decade. | PensionBee’s consumer testing indicates the company, brand and ethos resonates well with mass market consumers. Data-led approach can be extended to customer acquisition. |  |
| Leadership in product innovation | An intuitive customer experience with an outstanding product across desktop and the app stores. Industry-leading app store ratings. | Our product, ease of use, ease of locating information and high reviews (especially Trustpilot) resonate well. |  |
| Industry leading technology platform | Smooth, secure technology that works efficiently and enables us to serve otherwise ignored consumers. | Technology will similarly enable us to serve the mass market of consumers (\$55k balances) well. | <div><div>99.9% Uptime Over 2023</div><div>74ms Request Latency Over 2023</div><div>1,999 Releases across all platforms over 2023</div></div> |
| Excellent customer service | Outstanding customer service with individual BeeKeeper support. Industry-leading Trustpilot rating. | Testing indicated consumers were pleased to be able to find our phone numbers easily and would value personalised service. | <div>Trustpilot 4.6 out of 5 Excellent</div>  |
| Investment solutions designed for our customers | Customer-led offering from the world's largest managers. Award winning curated offering, recognising the needs of the mass market. | Testing indicates large asset manager offerings are similarly well received, with a particular affinity for target date products. |  |

US Opportunity Offers Attractive Unit Economics

Illustrative Unit Economics Suggest Strong Return Profile



5 Conclusion

Key Investment Highlights



Leading Online Pension Provider: Solving Genuine Problems for Consumers

Enormous DC Pensions Market Underpinned by Structural Growth Drivers presents Mass Market Opportunity

Household Brand Name supports Effective, Data-led Marketing Strategy to Acquire Customers

Scalable Technology Platform developed over Past Decade underpins Sustainable Competitive Advantage

Simple, Long-Term Business Model demonstrates Growth in Recurring Revenue and Margins

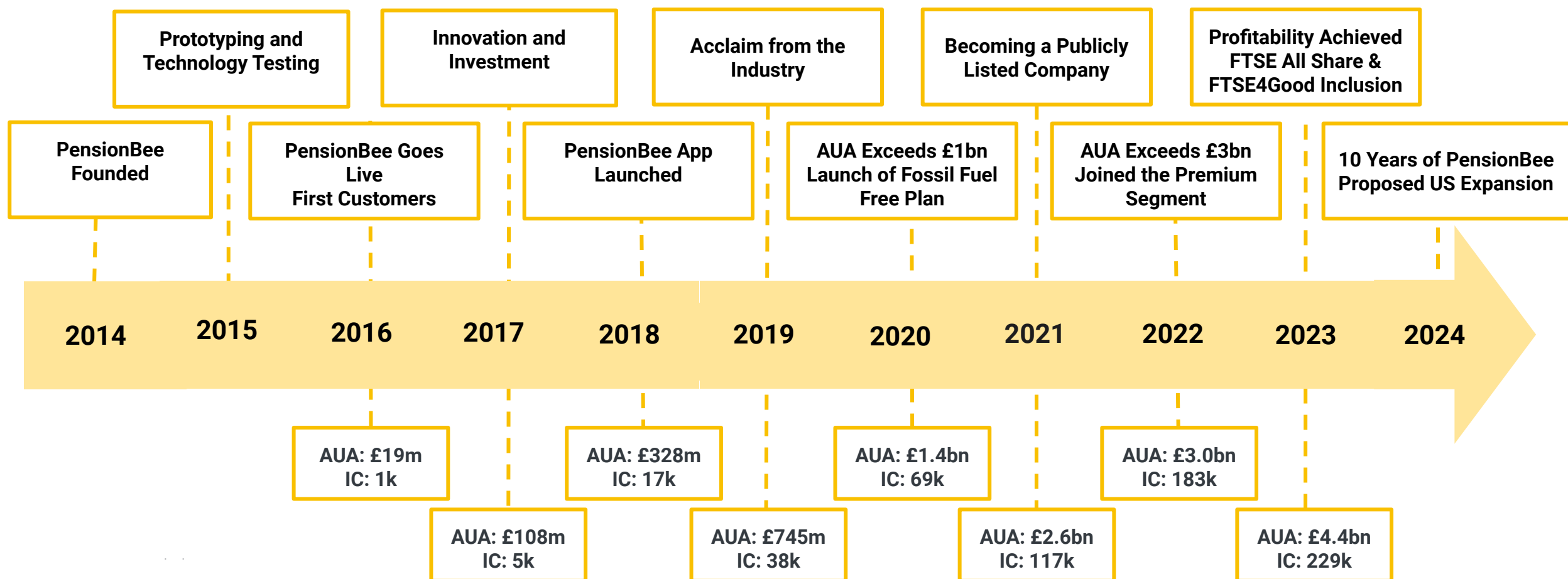
Current Trading and Upcoming Financial Calendar Dates

- Trading in 2024 is positive and tracking well against our objectives, which are to increase Net Inflows in absolute terms and Net Inflows per £ of marketing spend compared to 2023.
- Publication of Annual Report on Thursday 11 April 2024 (am).
- Q1 2024 trading update on Wednesday 24 April 2024 (post-market close).
- Annual General Meeting on Thursday 16 May 2024.

6 Appendix

A History of PensionBee and Key Milestones

Pivotal profitability milestone achieved in Q4 2023, driven by strong net inflows from new and existing customers, the inherent scalability of our technology platform and sustainable cost discipline



Q4 2023 Highlights

| KPIs | | As at Period End | | | |
|----------------------------|------------|------------------|-----------------|-----------------|------------|
| | | <u>Dec-2021</u> | <u>Dec-2022</u> | <u>Dec-2023</u> | <u>YoY</u> |
| AUA | (£m) | 2,587 | 3,025 | 4,350 | 44% |
| AUA Retention Rate | (% of AUA) | >95% | >95% | >95% | Stable |
| Invested Customers | ('000) | 117 | 183 | 229 | 25% |
| Customer Retention Rate | (% of IC) | >95% | >95% | >95% | Stable |
| Cost per Invested Customer | (£) | 246 | 248 | 241 | (3)% |
| Realised Revenue Margin | (% of AUA) | 0.64% | 0.63% | 0.64% | +1bp |

| Levels of AUA | | Over the 12-month Period Ending | | | |
|-------------------------|-------------|---------------------------------|-----------------|-----------------|------------|
| | | <u>Dec-2021</u> | <u>Dec-2022</u> | <u>Dec-2023</u> | <u>YoY</u> |
| Opening AUA | (£m) | 1,358 | 2,587 | 3,025 | 17% |
| Gross Inflows | (£m) | 1,099 | 1,060 | 1,174 | 11% |
| Gross Outflows | (£m) | (145) | (197) | (318) | 61% |
| Net Inflows | (£m) | 955 | 863 | 857 | (1)% |
| Market Growth and Other | (£m) | 275 | (424) | 468 | n/m |
| Closing AUA | (£m) | 2,587 | 3,025 | 4,350 | 44% |

| Financials | | Over the 12-month Period Ending | | | |
|------------------------|----------------|---------------------------------|-----------------|-----------------|------------|
| | | <u>Dec-2021</u> | <u>Dec-2022</u> | <u>Dec-2023</u> | <u>YoY</u> |
| Revenue | (£m) | 13 | 18 | 24 | 35% |
| Cost Base | (£m) | (29) | (37) | (32) | (14)% |
| Adjusted EBITDA | (£m) | (16) | (20) | (8) | 58% |
| Adjusted EBITDA Margin | (% of Revenue) | (129)% | (110)% | (35)% | 76ppt |

| Financials | | Over the 3-month Period Ending | | | |
|------------------------|----------------|--------------------------------|----------------|----------------|------------|
| | | <u>Q4-2021</u> | <u>Q4-2022</u> | <u>Q4-2023</u> | <u>YoY</u> |
| Revenue | (£m) | 4 | 5 | 7 | 39% |
| Adjusted EBITDA | (£m) | (5) | (1) | 1 | n/m |
| Adjusted EBITDA Margin | (% of Revenue) | (118)% | (25)% | 11% | 36ppt |

Scalable Technology Platform Generates Operating Leverage

| KPI & Financials | Over the 12-month Period Ending | | | YoY (2022 to 2023) | Drivers |
|--|---------------------------------|--------------------|------------------|-----------------------|--|
| | Dec-21 | Dec-22 | Dec-23 | | |
| Assets under Administration | £2,587m | £3,025m | £4,350m | +44% | Drivers of AUA and embedded growth include: (i) efficient customer acquisition driven by strong brand awareness (ii) retention rate >95% and (iii) continued strong Net Flows |
| Total Revenue | £12.8m | £17.7m | £23.8m | +35% | Revenue driven by recurring nature and robustness of underlying AUA and stable revenue margin |
| <i>Realised Revenue Margin</i> | 0.64% | 0.63% | 0.64% | stable | <i>Stable Realised Revenue Margin reflects demand for customer value proposition</i> |
| Operating Costs (excl. Marketing) | £(16.3)m | £(20.6)m | £(22.3)m | +8% | Scalable technology platform generates operating leverage over time |
| <i>of which Money Manager Fees</i> | £(2.3)m | £(2.8)m | £(3.2)m | +15% | <i>Money Manager costs are variable costs and remained within consistent range</i> |
| <i>of which Tech Platform & Others</i> | £(14.0)m | £(17.8)m | £(19.1)m | +7% | <i>Scalability of platform demonstrated thanks to automation and customer self-service features</i> |
| Advertising and Marketing | £(12.9)m | £(16.6)m | £(9.7)m | (41)% | Improvement in marketing efficiency drives future long-term recurring revenue growth |
| Adj. EBITDA <i>Margin</i> | £(16.4)m (129)% | £(19.5)m (110)% | £(8.2)m (35)% | n/m | As a result of recurring revenue and its scalable technology platform, PensionBee is well positioned to drive long term operating leverage |
| Profit before Tax (PBT) <i>Margin</i> | £(25)m (196)% | £(22)m (127)% | £(11)m (45)% | +82ppt | Improvement in PBT reflecting our progress towards profitability and showcasing the operating leverage in our model, whilst we continue to grow |

Balance Sheet & Capital Position

Balance Sheet & Capital Position

For the Financial Year

FY 2022

FY 2023

Comment

Balance Sheet (£m)

Net Cash Position

£21.3m

£12.2m

PensionBee has a strong cash position of £12.2m as of Dec-2023

Capital Surplus (£m)

Capital Resources

£20m

£13m

PensionBee is a capital light business. The operating subsidiary is authorised and regulated by the FCA and therefore adheres to capital requirements set by the FCA.

Capital Requirement

£(1.2)m

£(1.6)m

As of Dec 2023, the capital resources stood at £13m (unaudited) as compared to a capital resource requirement of £1.6m (unaudited), resulting in coverage of 8x.

Capital Surplus / Capital Coverage

**£19m/
17x**

**£11m/
8x**

We have maintained a healthy surplus over our regulatory capital requirement throughout and continue to manage our financial resources prudently.

Glossary

| | |
|---|--|
| Assets under Administration (AUA) | Assets under Administration (AUA) is the total invested value of pension assets within PensionBee Invested Customers' pensions. It measures the new inflows less the outflows and records a change in the market value of the assets. AUA is a measurement of the growth of the business and is the primary driver of Revenue. |
| AUA Retention Rate (% of AUA) | AUA Retention measures the percentage of retained PensionBee AUA from Transfer Outs over the average of the trailing twelve months. High AUA retention provides more certainty of future Revenue. This measure can also be used to monitor customer satisfaction. |
| Invested Customers (IC) | Invested Customers (IC) means those customers who have transferred pension assets or made contributions into one of PensionBee's investment plans. |
| Customer Retention Rates (% of IC) | Customer Retention Rate measures the percentage of retained PensionBee Invested Customers over the average of the trailing twelve months. High customer retention provides more certainty of future Revenue. This measure can also be used to monitor customer satisfaction. |
| Cost per Invested Customer (CPIC) | Cost per Invested Customer (CPIC) means the cumulative advertising and marketing costs incurred since PensionBee commenced operations up until the relevant point in time divided by the cumulative number of Invested Customers at that point in time. This measure monitors cost discipline of customer acquisition. PensionBee's desired CPIC threshold is £200-£250. |
| Net Flows | Net Flows measures the cumulative inflow of PensionBee AUA from consolidation and contribution, less the outflows from withdrawals and transfers out over the relevant period |
| Revenue Margin | Realised Revenue Margin is calculated by using the last twelve months of Recurring Revenue over the average quarterly AUA held in PensionBee's investment plans over the period. |
| Releases | Releases relates to product changes and upgrades made across all PensionBee platforms over the last 12 months. |
| Request Latency | Request latency refers to the average web request over the last 12 months. Low latency is associated with a positive user experience (UX). |
| Revenue | Revenue means the income generated from the asset base of PensionBee's customers, essentially annual management fees charged on the AUA and is recurring in nature, together with a minor revenue contribution from other services. |
| Cost Base | Cost Base is the total operating costs, including Money Manager Costs, Advertising and Marketing Expenses and Technology Platform Costs & Other Operating Expenses, for the relevant period. |
| Adjusted EBITDA | Adjusted EBITDA is the profit or loss for the period before taxation, finance costs, depreciation, share based compensation and transaction costs. |
| Adjusted EBITDA Margin | Adjusted EBITDA Margin means Adjusted EBITDA as a percentage of Revenue for the relevant period. |
| Uptime | Uptime measures the percentage of time that the product is successfully operational. PensionBee target SLA is 99.9%. |

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