



# **SAGA'S SUPERBRAND STRATEGY**

## **SUPPORTED BY INSIGHT, DATA AND MEDIA**

Capital Markets Event

**24 JANUARY 2023**

**SAGA**

# AGENDA



**Euan Sutherland**  
Group CEO

**Welcome and our strategy**



**Lisa Edgar**  
Insight

**Powering a 'life unlimited' through insight**



**Michael O'Donohue**  
Data

**Unlocking customer value through data**



**Aaron Asadi**  
Media

**Introducing Saga Media**



**Euan Sutherland**  
Group CEO

**Summary and Q&A**



# OUR STRATEGY

Euan Sutherland  
Group CEO

SAGA



## BUILDING SAGA INTO A SUPERBRAND

### What is a Superbrand?

A Superbrand offers consumers significant emotional and/or physical advantages over its competitors which customers want, recognise and are willing to pay a premium for through its inherent additional value

- Over the past two years, we have established a new brand conversation with older people, celebrating their experience rather than seeing age as a negative
- Insight, Data and Media are the three biggest drivers of incremental customer numbers, NPS, revenue and profit growth
- Knowing our customers, and developing products and services that older people want, encourages them to choose Saga again and again
- Harnessing this insight and connecting it to our data allows us to personalise the customer experience
- This deepens our connections with our customers, helps us reduce the cost of acquisition and deliver a predictable lifetime value



# THE SAGA VISION

By 2027, our ambition is to be  
**the largest and  
fastest-growing  
business** for older  
people in the UK,

Our priority is  
**to move to  
higher frequency,  
higher engagement  
new products and  
services** for our  
customers



...based on the  
**largest active pool of the  
most insightful data** on the  
fastest growing and  
wealthiest demographic



# OUR STRATEGY DELIVERING OUR VISION

## Increased interaction

- From once a year to twice a day - product reset and Saga Media



## More products and services

- From one to three – creation of 'the Superbrand', consent capture and cross-sell



## Creating lifetime value

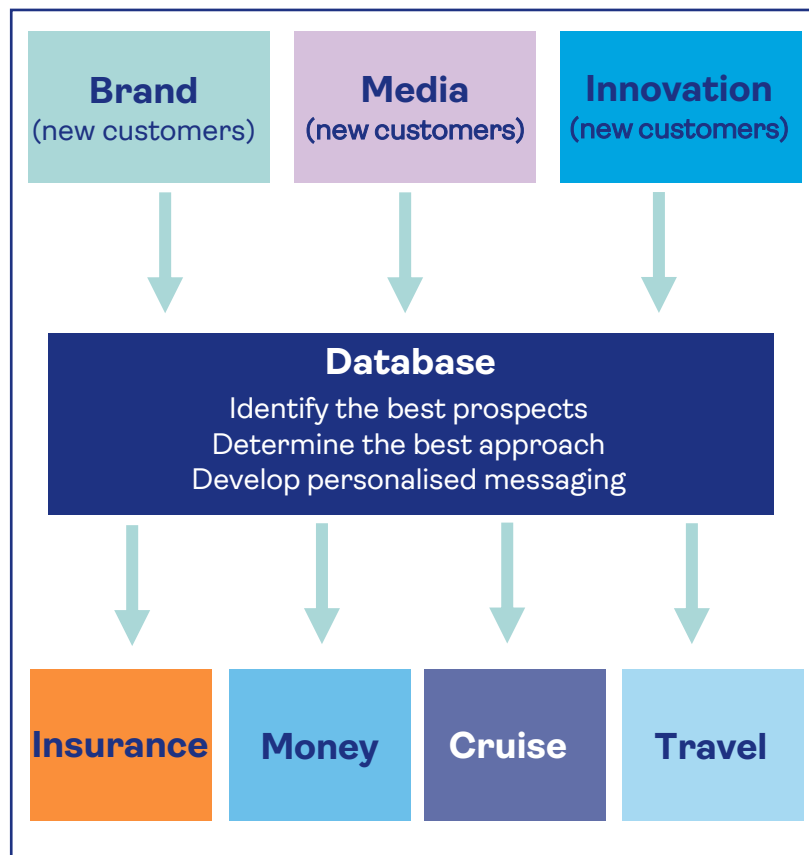
- Through database and CRM management based on existing high retention



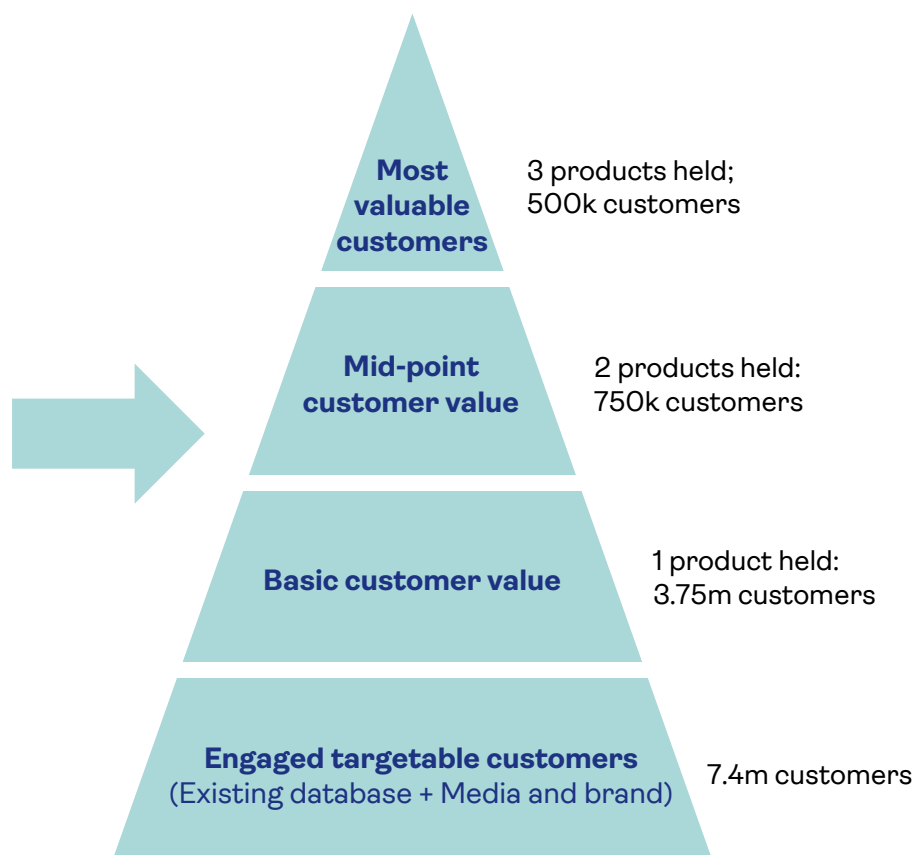
## OUR STRATEGY

# ...WITH THE KEY OUTCOME BEING MORE SAGA CUSTOMERS BUYING MULTIPLE SAGA PRODUCTS

### Database flow through to existing businesses



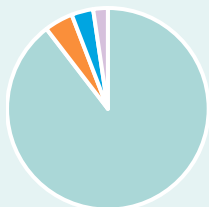
### Customer value pyramid



## OUR STRATEGY

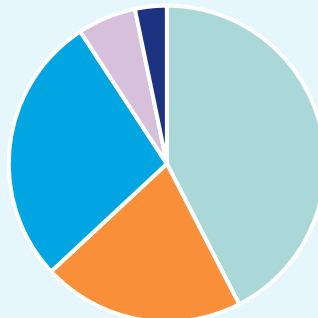
# ...WHICH WILL TRANSFORM SAGA IN THE NEXT 5-10 YEARS

2022/23



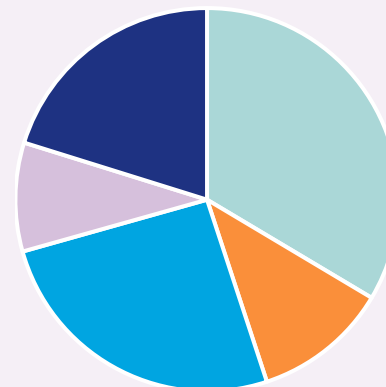
- Insurance dominates earnings with...
- Low growth
- High regulation
- Low frequency and lower customer engagement

2027/28



- Cruise and Travel growth
- Move towards a more capital-light model as Saga Money and Saga Media start to scale
- Sophisticated analysis of the Big Window insights and data investment creates LTV

2032/33



- More balanced PBT across Cruise, Travel, Media, Money and Insurance
- Growth in customer numbers, engagement and frequency of interaction

Insurance  
Travel  
Cruise  
Money  
Media

*Note that the charts on the left reflect an illustrative level of earnings and mix of business only*

Driving lifetime value



## OUR STRATEGY

# ...BY FOCUSING ON OUR THREE-STEP GROWTH PLAN

### 1.

#### Maximising our existing businesses

Specific growth plans for each business enabling growth, accountability, efficiency and delivery of a common brand purpose:

- Cruise
- Travel
- Money
- Insurance

### 2.

#### Step-changing our ability to scale while reducing debt

- Grow existing businesses while reducing debt
- Developing new businesses through innovation in a capital-light way

### 3.

#### Creating 'The Superbrand' for older people in the UK

- Re-position the brand to challenge perceptions of age
- Commercialise and grow our database
- Build exceptional insights, supported by the Saga Insights
- Develop higher frequency, higher engagement business models through Saga Media

**Create an exceptional customer and colleague experience every day**



# POWERING A 'LIFE UNLIMITED' THROUGH INSIGHT

Lisa Edgar  
CEO Saga Insight

SAGA

# POWERING A 'LIFE UNLIMITED' THROUGH INSIGHT

## INSIGHT - A DRIVER OF VALUE FOR SAGA



### **More customers engaging more often**

because Saga reflects who customers are and what they want



### **Choosing to spend with Saga**

because products are built on their needs



### **Spending a lifetime with Saga and spreading the word**

because Saga knows how needs change as you age





**The 60s  
bullseye**





# POWERING A 'LIFE UNLIMITED' THROUGH INSIGHT A SIGNIFICANT OPPORTUNITY

## Health



## Wealth



## Time



86 years



88 years

Those reaching 60 in 2023 have another **25-30 years**

15%

Those aged 65+ limited by health

9%

Those aged 65+ limited by health

and feeling **very healthy**, particularly Saga customers

£395k

average total individual wealth

Those approaching 65 years old (60-64 years) are the **wealthiest in UK society**



This group have **always been wealthier** during their lives than any other group

25m

free hours (on average)

Released when **59-year-olds move in their 60s and beyond**



6

activities

**70%** of those retired say it fills them with **excitement** and are doing an average of **six activities**

# POWERING A 'LIFE UNLIMITED' THROUGH INSIGHT REALISING THIS OPPORTUNITY

1

People change as they age...



Saga is focused on a period of significant change. Our ageing unit is focused on what and how

2

...impacting their spending behaviours...



It then pinpoints how these changes drive changing needs and spending behaviours

3

...and translating into commercial value



Saga is realising commercial value by shaping its proposition around these changing needs

**Commercial value is derived from identifying and then fulfilling our customers' c.30-year journeys from thinking about retirement to enjoying it**

# POWERING A 'LIFE UNLIMITED' THROUGH INSIGHT

## REALISING THE OPPORTUNITY: THE JOURNEY TO TAILOR-MADE BY SAGA

- Unique customer insight supports development of products and services
- Our new travel offer, **Tailor-Made by Saga** is a prime example

**Our insight and ageing expertise revealed that older consumers want:**

**A time for me/us**

**To live a life unlimited**

**Adventure without sacrifice**

**Service wrappers not support**

**Leading to the specific design and positioning of a proposition with early signs of success:**

**Five new Tailor-Made propositions**

**300 new products**

**1,000 Tailor-Made calls**

# POWERING A 'LIFE UNLIMITED' THROUGH INSIGHT PILLARS OF SUCCESS

Our ambition is for Saga to better know and understand what it means to get older and how to make it the positive experience it should be

## An absolute focus on what it means to meet the needs of older consumers



Our existing and potential customers are confident that **Saga knows what they need as they age** and will deliver against those needs



Every Saga colleague is confident that they know **how to service the needs of our customers/potential customers**



Every stakeholder is confident that **Saga uniquely understands ageing** and will continually **develop successful products/businesses**

## A strong start, but it is just the start...



A **needs-based segmentation model built on our age-related expertise** enabling deep customer understanding



Every Saga colleague has been through the **Basics of Ageing Programme**



Our **needs-based customer personas are embedded** into the product development process



# POWERING A 'LIFE UNLIMITED' THROUGH INSIGHT OUR CUSTOMER SEGMENTATION...

We spoke to:

2,800

market  
consumers



2,500

**SAGA**  
customers

...all aged  
between

**50  
and  
90**

## What did we model?

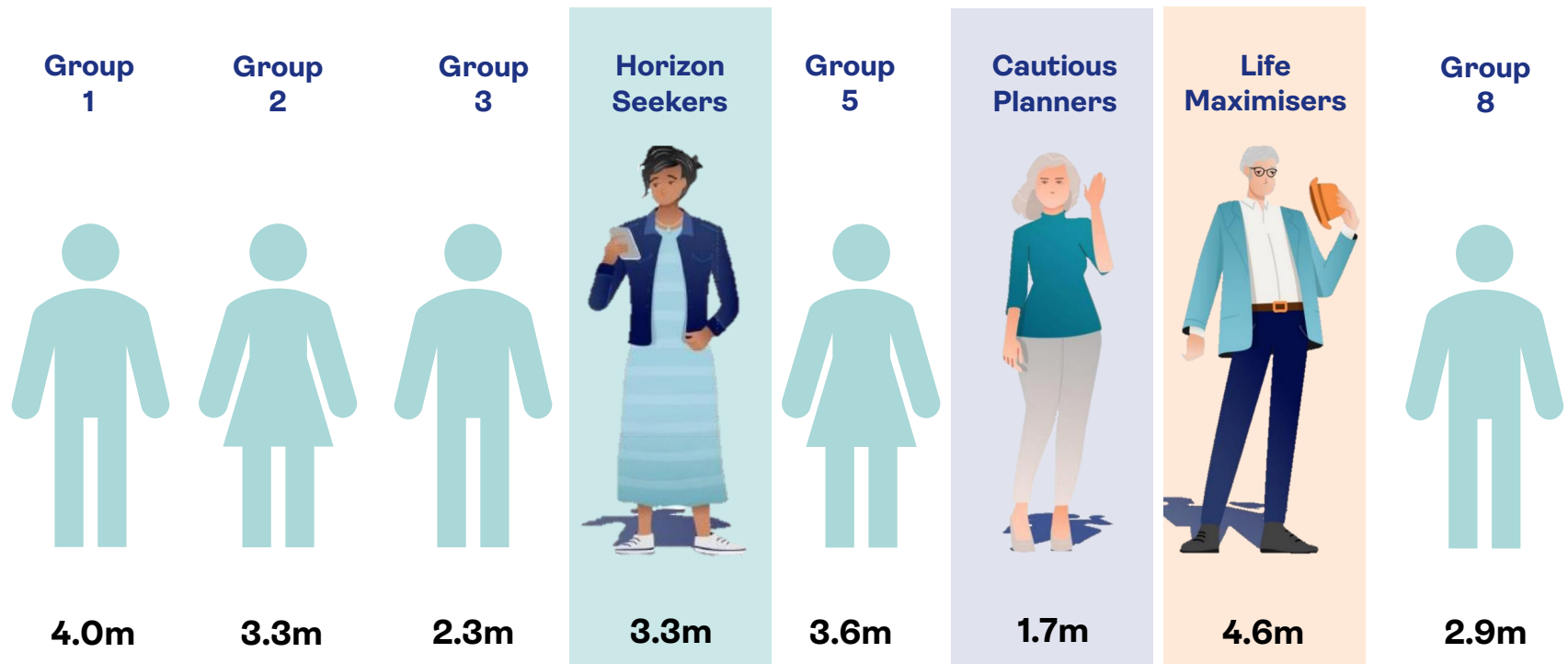


## How does this lead to value?

Customer segmentation allows us to:

- ✓ Shape our future products and services to the groups with the most potential
- ✓ Target those who might be most attracted to what Saga offers now

# POWERING A 'LIFE UNLIMITED' THROUGH INSIGHT ...IDENTIFIED THREE CORE CUSTOMER GROUPS



**Total number of 50-90 year-olds in the UK: 25.7 million**

# POWERING A 'LIFE UNLIMITED' THROUGH INSIGHT

## THERE ARE THREE CLEAR, SIZEABLE AND ATTAINABLE TARGETS



### Life Maximisers

**Saga customers:** 0.8m (47%)

**Opportunity:** 3.8m

**Pipeline:** 30 years, 60–90 year-olds

**Strategy:** cement direct relationship, grow, cross-sell

- **Financially comfortable** – affluent, retired owner occupiers with few money worries
- **Confident self-directors** – high level of self-efficacy, in control, comfortable with risk, delegators
- **Positive about age** – young at heart, not limited by age, less limited by health, embracing retirement
- **Outward looking** – meeting new people, friendships important, volunteering
- **Curious learners/seek stimulus** – intellectual and physical. Very interested in new countries and different cultures
- **Comfortable with digital use** – strong Facebook users, enjoy technology, most likely to research and buy online
- **Buy premium with value**

# POWERING A 'LIFE UNLIMITED' THROUGH INSIGHT THERE ARE THREE CLEAR, SIZEABLE AND ATTAINABLE TARGETS

## Cautious Planners

**Saga customers:** 0.3m (18%)

**Opportunity:** 1.7m

**Pipeline:** 25 years, 60-85 year-olds

**Strategy:** Grow, retain and cross-sell

- **Financially comfortable** – retired, owner occupiers
- **Some health issues** – more likely to be limited by health or health very salient
- **Family/caring orientated** – family and friends important/central to mental health
- **Seek predictability and certainty** – like the familiar and value tradition
- **Risk averse planners** – like detail, things planned well in advance, desire insurance cover, worry about financials
- **Quiet retirement but still holidaying** – safe/quiet adventure
- **Use digital but need support**
- **Buy premium for safety**





# POWERING A 'LIFE UNLIMITED' THROUGH INSIGHT

## THERE ARE THREE CLEAR, SIZEABLE AND ATTAINABLE TARGETS



### Horizon Seekers

**Saga customers:** 0.2m (13%)

**Opportunity:** 3.3m

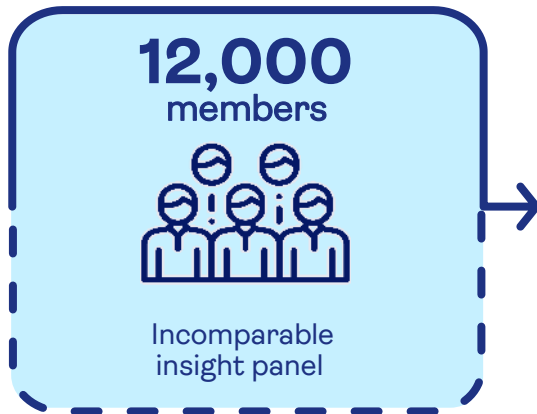
**Pipeline:** 35-40 years, 50-90 year-olds

**Strategy:** Engage, attract, convert

- **Younger, still working** – but still very likely to feel younger than their years
- **Wealthy** – highest income, high proportion are comfortable
- **Positive towards ageing and retirement** – feel confident and are starting to consider retirement
- **Love learning** – they are maximisers
- **Active travellers** – like new cultures/places and to travel the world
- **Love new tech and are early adopters**
- **Online travel bookers** – Airbnb/Booking.com/Expedia
- **Feel in control and think/plan ahead**
- **Like luxury** – the most willing to pay more for luxury accommodation and will pay for add-on services but like to seek choice

# POWERING A 'LIFE UNLIMITED' THROUGH INSIGHT STRATEGY TO TACTICAL DEPLOYMENT OF THE SEGMENTATION

A route to strategies and targeting



- UK's largest panel of people over 50
- Around 12k customers
- Segment labels for 6k of them
- Plus database and transactional variables
- Plus MOSAIC profiling
- Plus data collected from more than 50 studies since March 2022



- Database model
- Appended to 6m customers
- Rich enough to shape
- Identifiable enough to target



## What we know

- Retired and affluent
- Owns two homes
- Loves travelling
- Enjoys walks with his dog

## What we do with this insight

- Showcase pet and home insurance
- Target with Tailor-Made travel
- Propose Saga Money savings accounts

# POWERING A 'LIFE UNLIMITED' THROUGH INSIGHT BUILDING OUR TIERED TRAVEL INSURANCE PRODUCT AROUND OUR KEY CUSTOMER GROUPS

Our unique customer **insight** plays a **pivotal** role in the **development of products and services** that meet the needs and wants of our key customer groups.

Our new **tiered travel insurance** offer is ready for launch Q3 2023/4.

Our **insights enabled us** to...

**Assess  
customer  
needs**

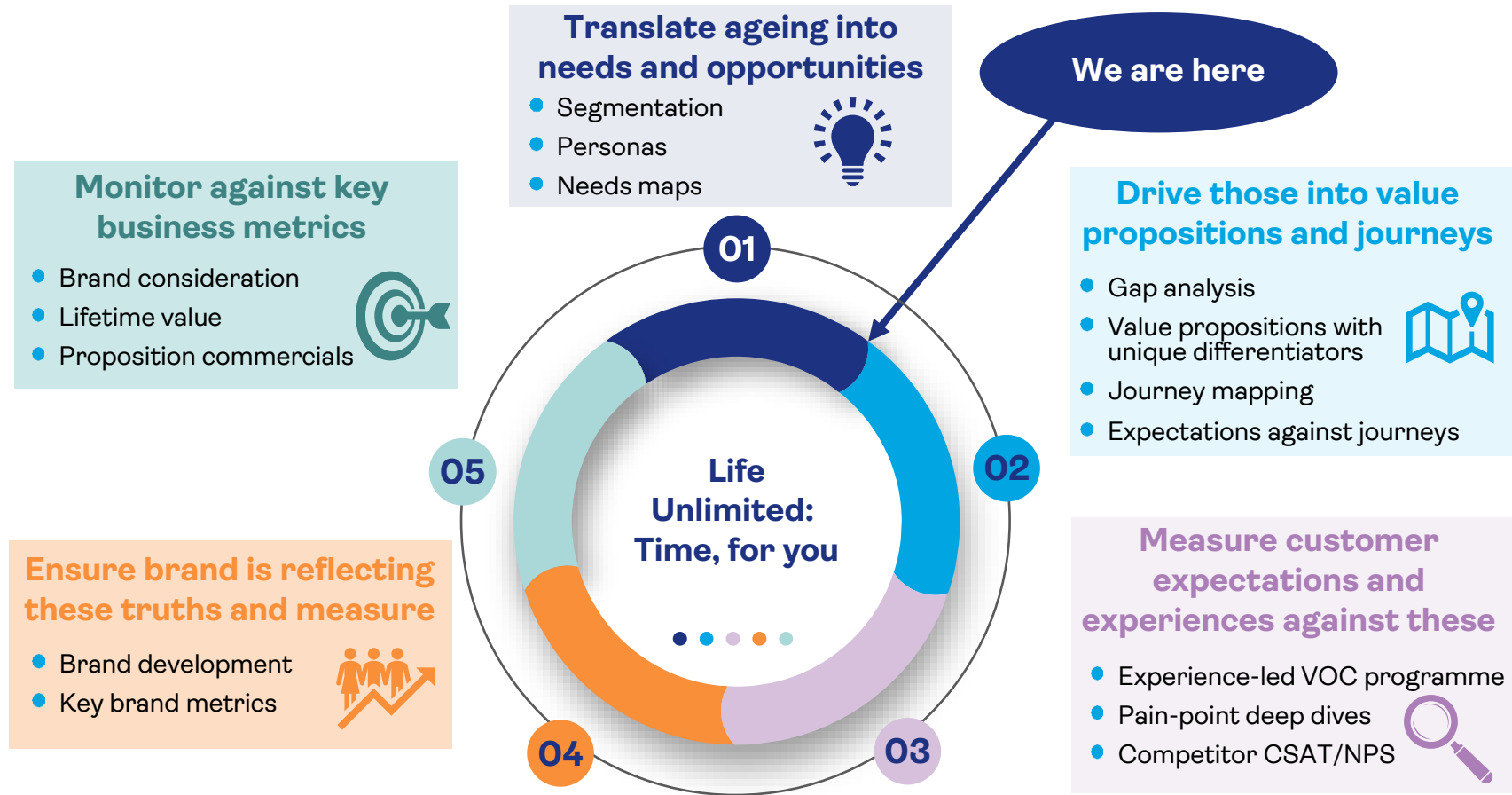
**Understand  
the  
opportunity**

**Scope  
tiered  
propositions**

**Test using  
our  
customer  
panel**

**Shape  
ready for  
launch**

# POWERING A 'LIFE UNLIMITED' THROUGH INSIGHT HUMAN-CENTERED DESIGN AS PART OF OUR ECOSYSTEM...





# POWERING A 'LIFE UNLIMITED' THROUGH INSIGHT

## INSIGHT - A DRIVER OF VALUE FOR SAGA



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because Saga reflects who they  
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### **Choosing to spend with Saga**

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### **Spending a lifetime with Saga and spreading the word**

because Saga knows  
how needs change as you age



# UNLOCKING CUSTOMER VALUE THROUGH DATA

Michael O'Donohue  
Chief Data Officer

SAGA

**Our database  
covers 40% of  
the market...**



**...containing rich,  
actionable  
information...**



**... that gives us unrivalled  
access to customers...**

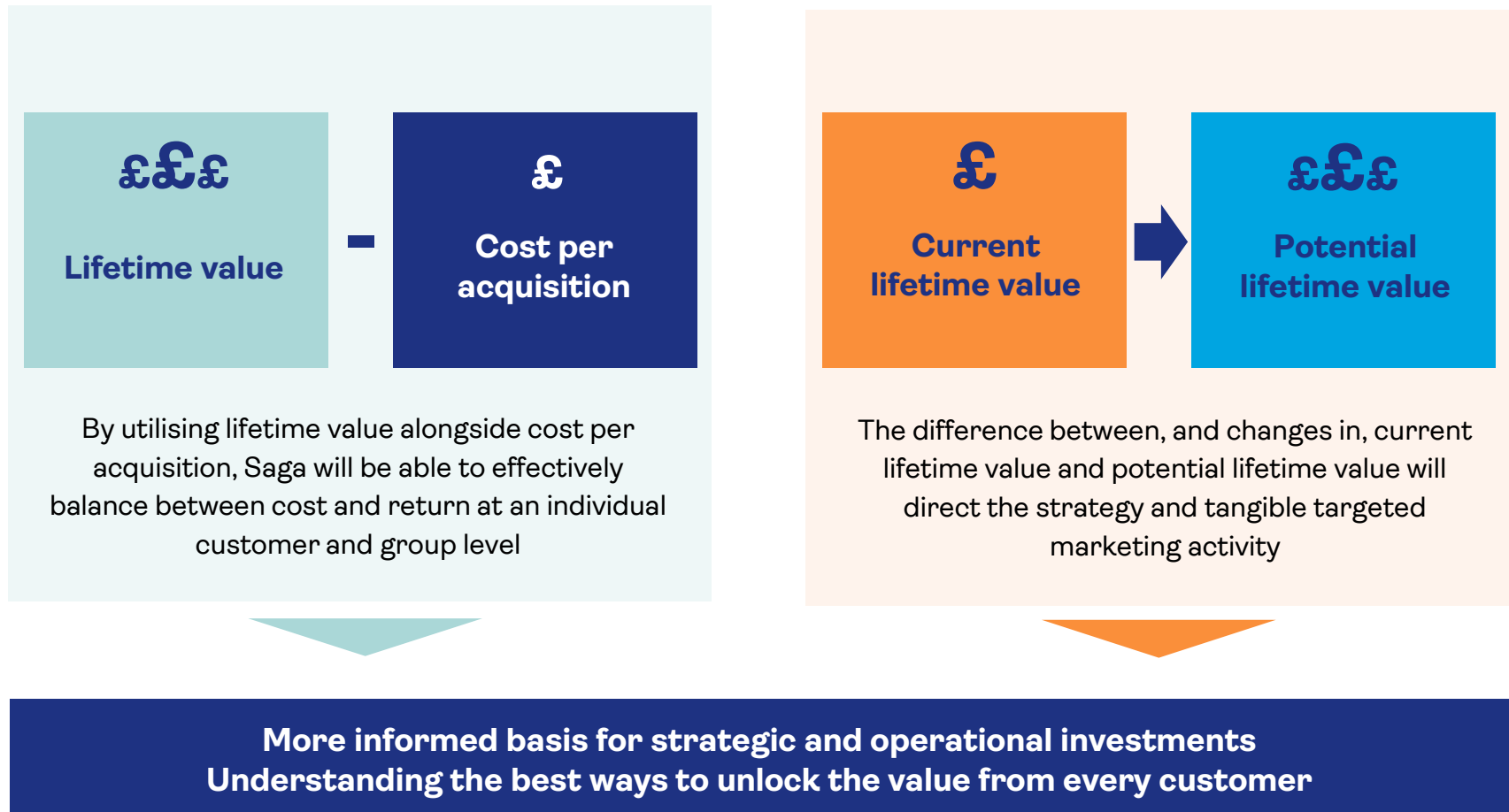


**...at a much  
lower cost**



# UNLOCKING CUSTOMER VALUE THROUGH DATA

## A CUSTOMER MANAGEMENT APPROACH BASED ON LIFETIME VALUE IS AT THE HEART OF OUR STRATEGY





# UNLOCKING CUSTOMER VALUE THROUGH DATA

## FOCUSING ON LIFETIME VALUE HAS THREE DISTINCT ADVANTAGES

Lifetime value recognises that...

1

The value of a customer relationship extends beyond one year

**13** years

Average Saga customer

**17** years

Most valuable customers

2

The value of a customer relationship extends beyond one product

**1.4** products

Average

**2.7** products

Most valuable

3

Some customers have greater potential than others, requiring greater investment

Our most valuable customers are

**17x**

more valuable than some others

# UNLOCKING CUSTOMER VALUE THROUGH DATA

## A LIFETIME VALUE APPROACH INVOLVES MANAGING THE RELATIONSHIP WITH THE CUSTOMER OVER TIME



# UNLOCKING CUSTOMER VALUE THROUGH DATA

## SAGA IS NOW WELL-PLACED TO DELIVER THIS

### Platform

- Re-platforming all data
- Linking multiple datasets together
- New cloud-based data warehouse, processing large volumes in real time



### Tools

- State of the art tools for analytics, modelling and marketing
- New machine learning toolset



### Operating model

- Holistic customer management





## UNLOCKING CUSTOMER VALUE THROUGH DATA

# WE ARE ALREADY TAKING STEPS TOWARDS THIS



### **Grow our database**

- Drive digital sign-up
- Enrich our existing data
- Increase the number of customers opting in



### **Building value management tools**

- Create the value model
- Build the strategy for managing lifetime value



### **Enable our channels**

- Build the recommendation engine
- Use data to personalise communications



# UNLOCKING CUSTOMER VALUE THROUGH DATA

## WE ARE ROLLING OUT A GROUP-WIDE CONSENT TO COVER ALL SAGA ACTIVITIES

 **Grow our database**



**Via one of the following channels**



**We will grow the volume of consents through simplification of consent script**

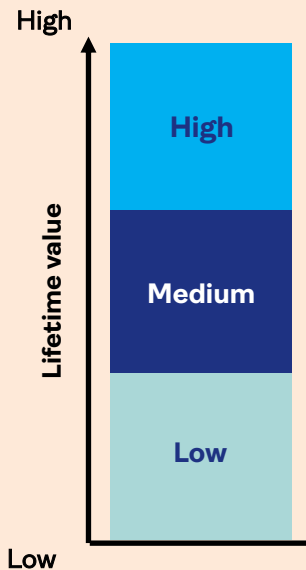
# UNLOCKING CUSTOMER VALUE THROUGH DATA

## WE ARE BUILDING DATA DRIVEN MARKETING AND SALES ACROSS ALL CHANNELS

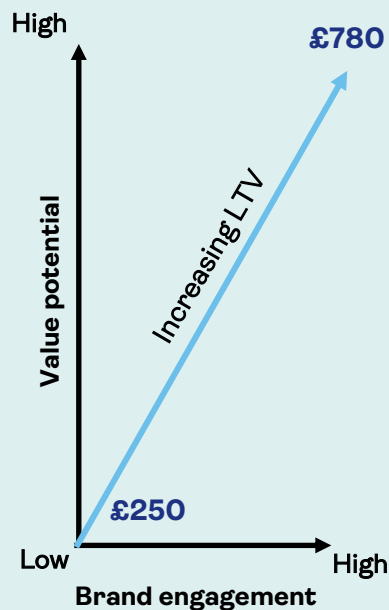


### Enable our channels

#### Assign lifetime value (LTV)



#### Use behavioural cohorts to identify drivers for growth



#### Set cohort strategies to drive LTV

- ✓ Upsell focus
- ✓ Drive consent
- ✓ Drive engagement
- ✓ Focus on efficiency

#### Test, learn and launch new initiatives

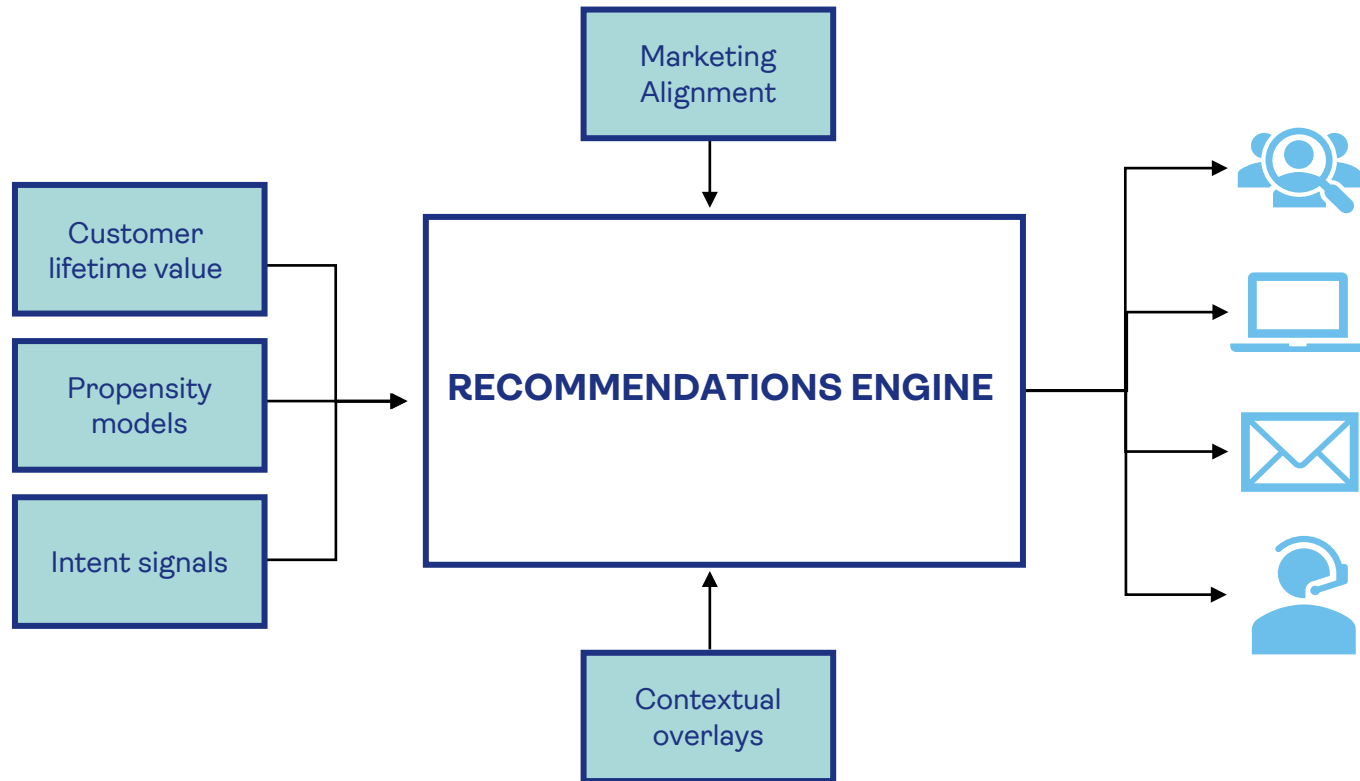
- Refined targeting of high-value groups
- Reduced focus on low-opportunity groups
- Personalised discounting
- Next-best-product recommendations
- Media spend optimisation
- Improved channel selection



# UNLOCKING CUSTOMER VALUE THROUGH DATA WE ARE DEVELOPING OUR STRATEGY FOR MAXIMISING LIFETIME VALUE

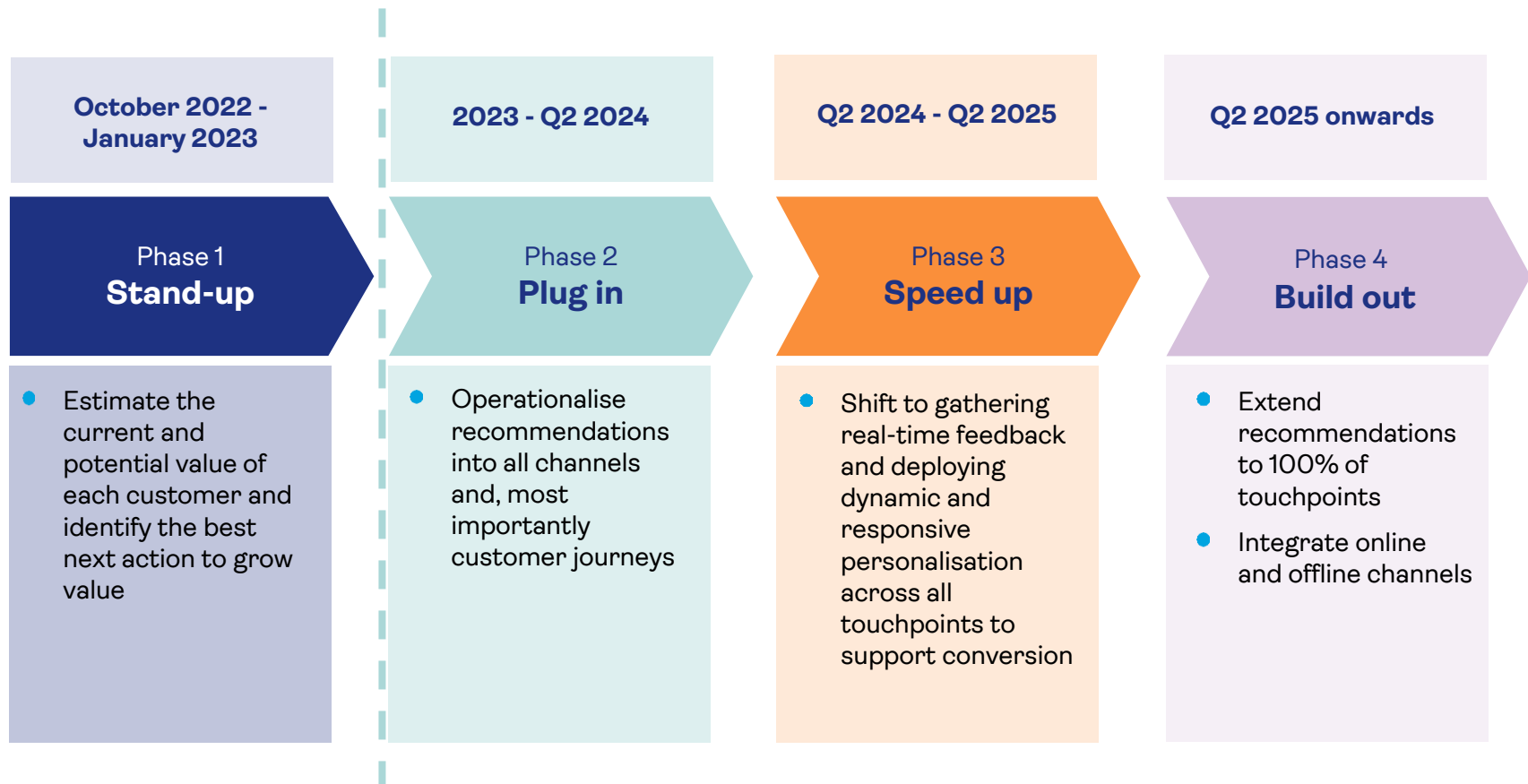


Build value management tools



# UNLOCKING CUSTOMER VALUE THROUGH DATA

## OVER THE NEXT FOUR YEARS, WE WILL DEPLOY DATA AND ADVANCED ANALYTICS TO UNLOCK GREATER CUSTOMER-VALUE





**Our database  
covers 40% of  
the market...**



**...containing rich,  
actionable  
information...**



**... that gives us unrivalled  
access to customers...**



**...at a much  
lower cost**





# INTRODUCING SAGA MEDIA

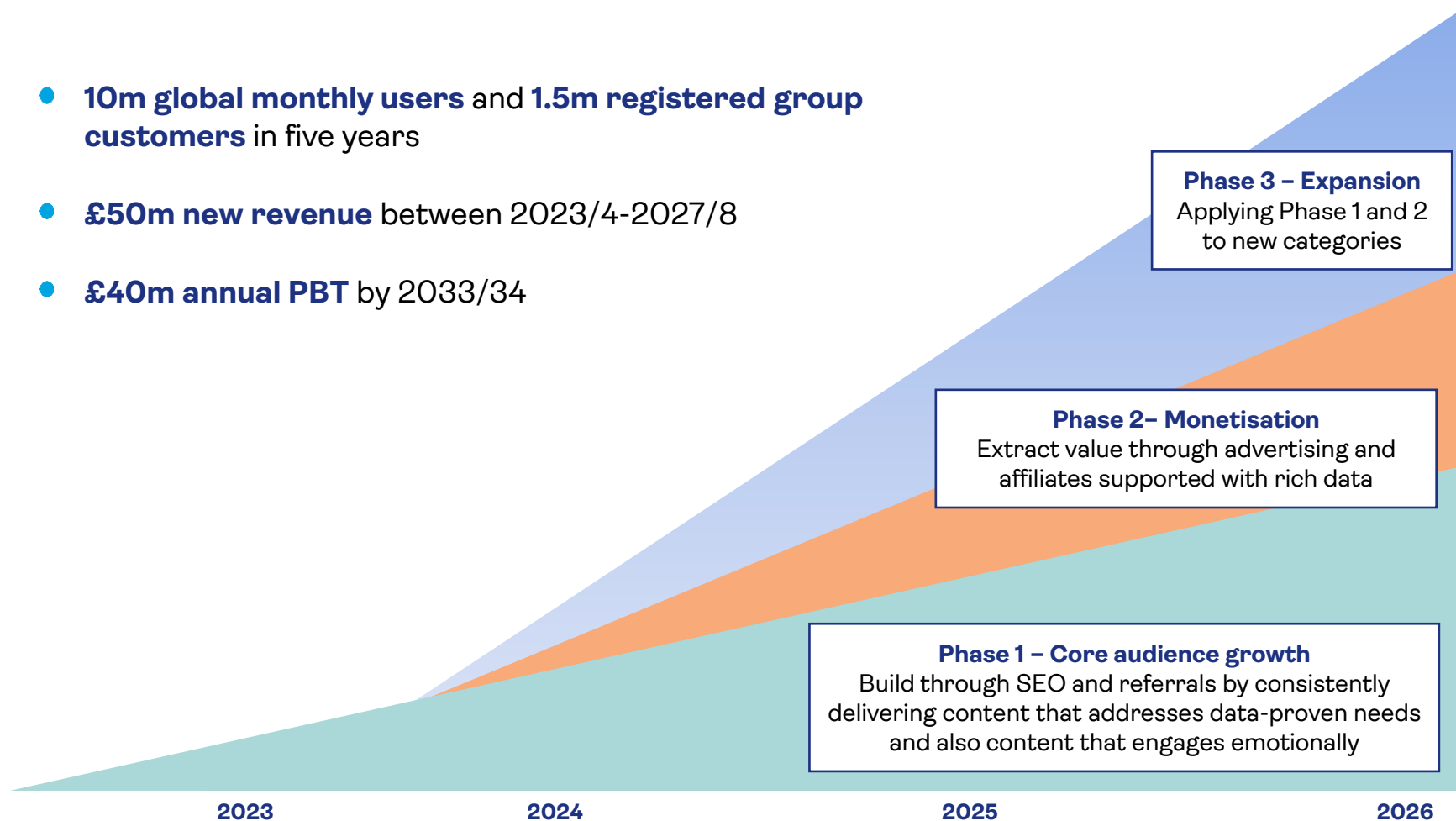
Aaron Asadi  
CEO Saga Media

SAGA

# SAGA MEDIA

## WHERE WE ARE GOING

- **10m global monthly users** and **1.5m registered group customers** in five years
- **£50m new revenue** between 2023/4-2027/8
- **£40m annual PBT** by 2033/34



*Note that all financials are indicative only*









## **OUR MISSION**

**To build and launch digital media that is proud to represent the real needs and interests of people over 50, to give advice and share stories for them, to give them a place where they can be heard and valued**



# INTRODUCING

# SAGA Exceptional

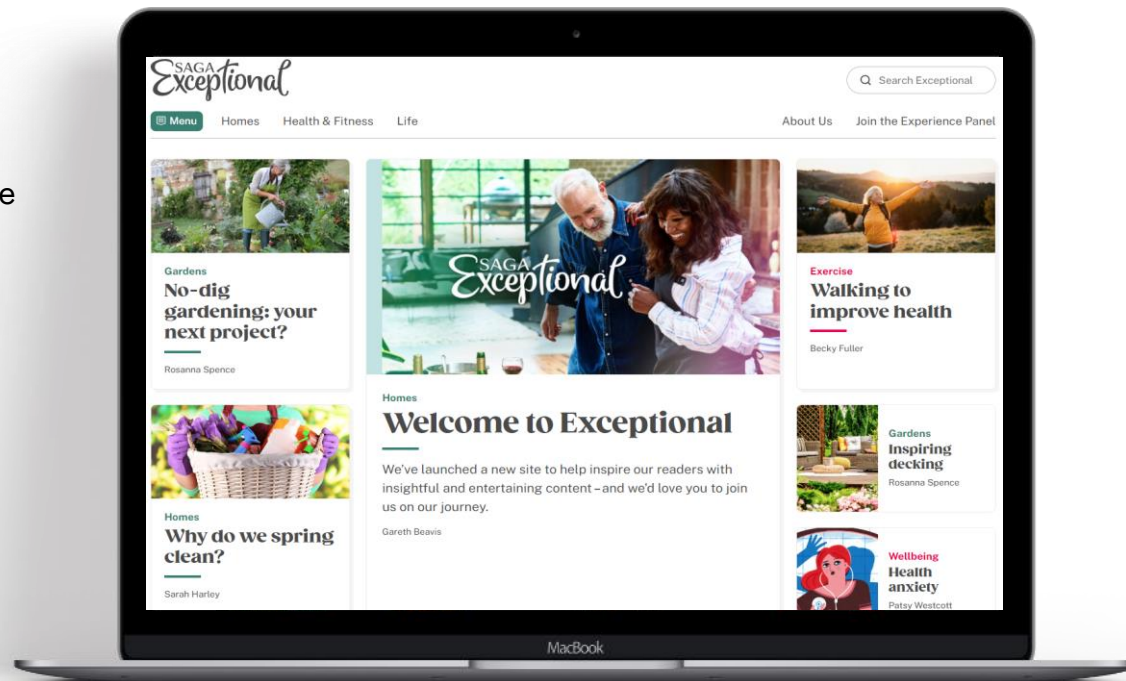
A **brand-new website** that is proud to be made for Saga customers, with **best-in-class consumer advice** and **inspirational stories** that celebrate this incredible generation



## INTRODUCING

# SAGA Exceptional

1. **Great consumer advice.** In-depth reviews of products and services for the way our audience wants to use them
2. **Inspiring stories** about our audience, celebrating the personal brilliance of these generations in a way no one has before



itv GO.COMPARE  
THOMSON REUTERS

woman&home HOW IT WORKS

REAL HOMES techradar.

tom's guide ALL ABOUT HISTORY

marie claire

Woman's Weekly GRAND DESIGNS



THE EXPERIENCE BEHIND

SAGA  
Exceptional

Exceptional.com from Saga is being led by some of the **most respected creators in specialist media** over the past decade, joining Saga from giants such as Future and TI Media

## SAGA MEDIA CONTENT

# SAGA EXCEPTIONAL WILL BE FOR THEM AND BY THEM

A USP for Exceptional.com will be its celebrated over 50s contributors, both from in-house staff and from Saga's panel.

Exceptional.com will use these Experienced Voices panelists prominently and visually throughout the site. They'll be integrated into the process in three ways:

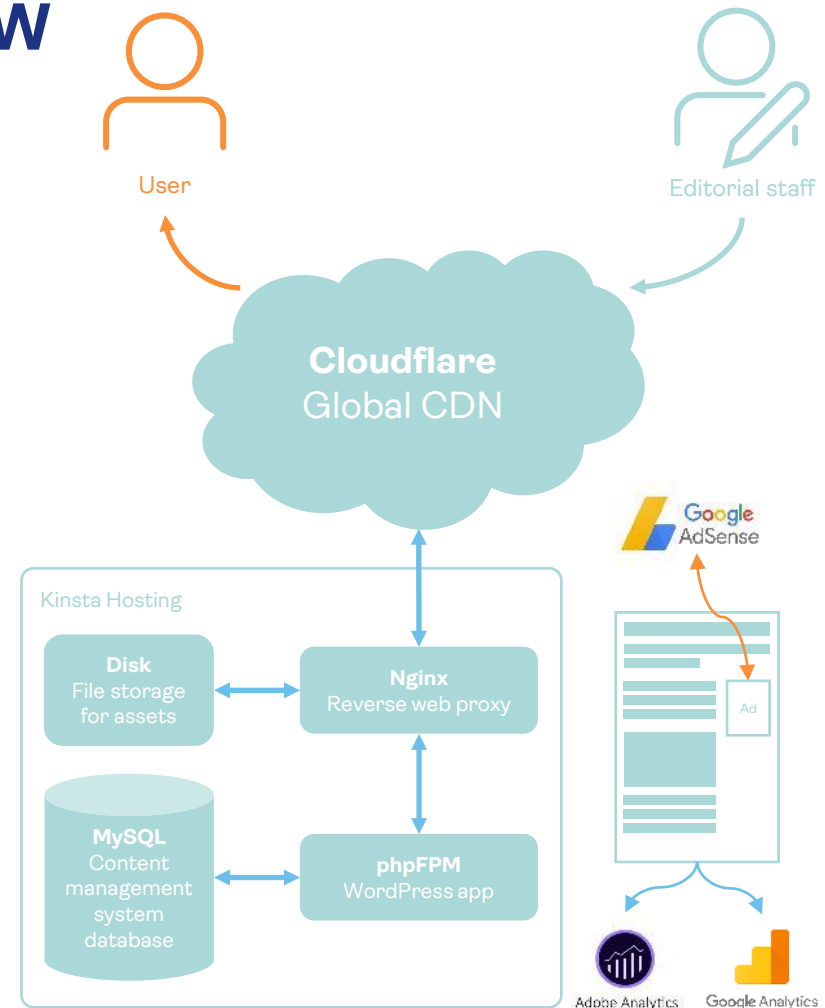
1. **Before a key review**, opinions and questions will be sought about what we should be looking for
2. **After the review is finished**, we'll pass products to our dedicated Exceptional team for them to add extra, real-life thoughts
3. **We'll feature them prominently** in video looks, which will be focused on social content as well as appearing on site



# SAGA MEDIA PLATFORM

## PLATFORM TECH OVERVIEW

- Industry seasoned and feature-rich WordPress CMS
- Customised product reviews content inputs to maximise efficiency, data governance
- A world-class user experience
- Dynamically set banner ad units served via a Google Ad Sense integration and managed in the WordPress platform
- Developed into a DSP (Demand-Side Platform) integration so that advertisers can bid for ad inventory across the platform
- An automated retailer link rewrite service displayed in clear and inviting check price buttons
- This will then evolve into an enhanced, geo-targeted retailer link service that determines the user's location and serves them the top three optimal retailer links







## SAGA MEDIA

# A COMMITMENT TO EXCEPTIONAL QUALITY

**We have two clear goals for our audience experience on Saga Exceptional:**

1. Within three seconds of arriving on the home page or article, they'll feel like this is a site for them, their corner of the internet
2. They'll leave feeling inspired to try something new or do something better

### **How will we achieve this?**

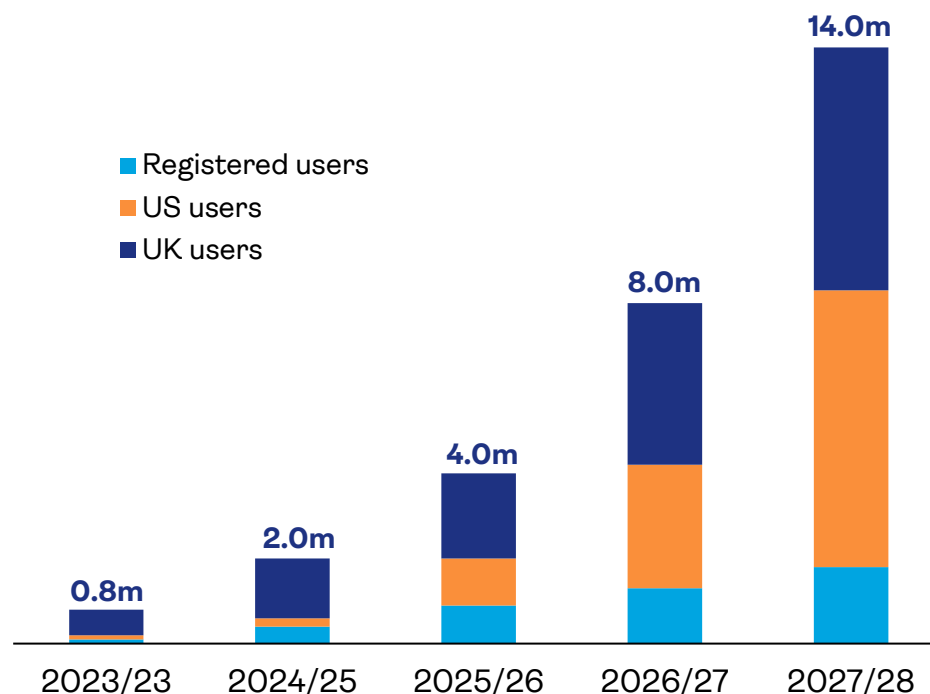
- Articles informed by in-depth knowledge
- Best tools from from day one:
  - Engagement measurement
  - SEO performance
  - Productivity management
  - Platform excellence
- Launch of our first testing centre

# SAGA MEDIA

## GROWING A GLOBAL AUDIENCE

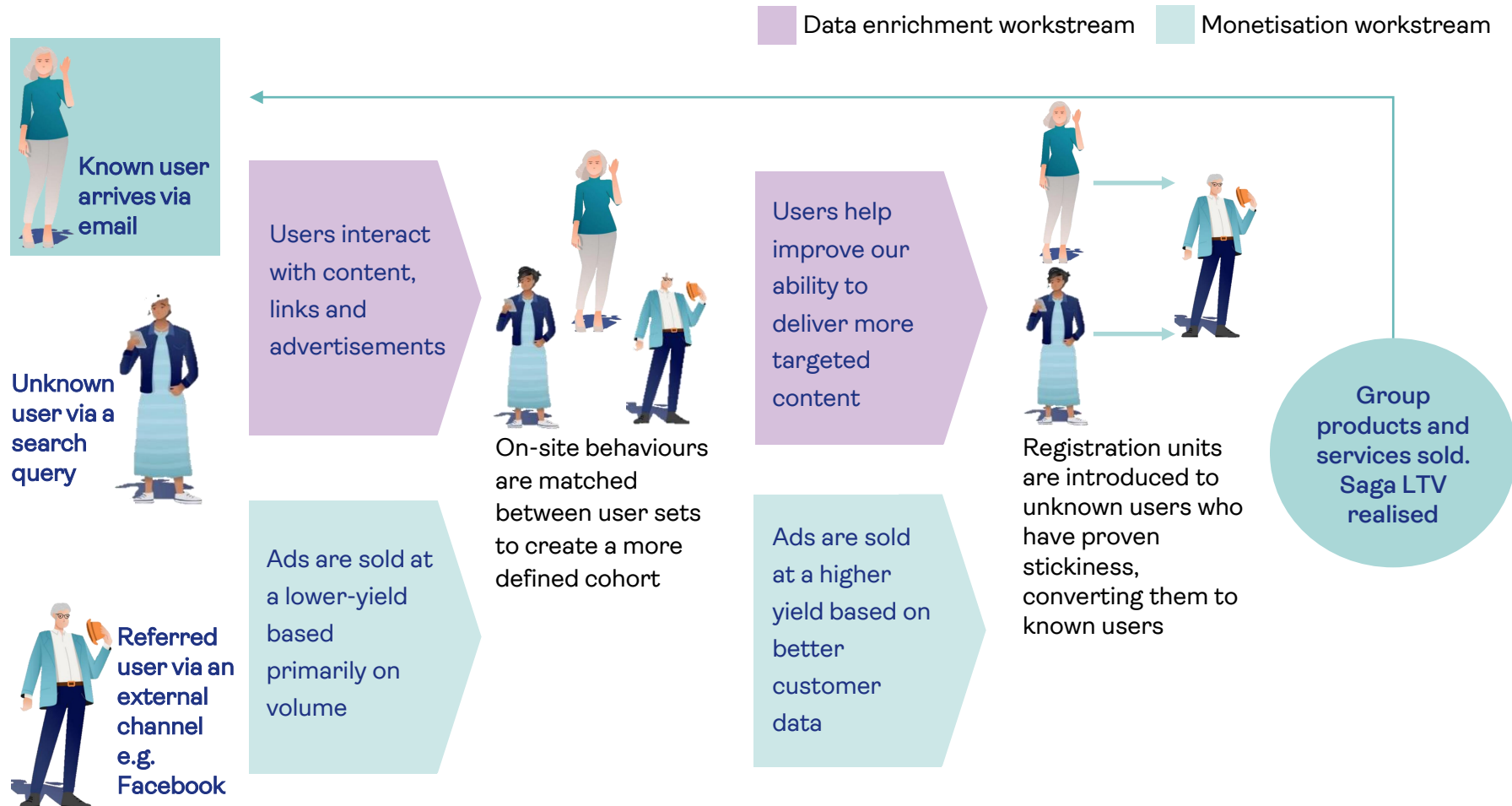
- **People over 50** account for roughly a **quarter** of internet usage
- Exceptional.com will reach approximately **0.5m users** per month by the end of 2023/24
- This will grow to **c.10m monthly users** by 2027/28, generating 136m monetisable sessions over the year
- We expect to convert c.2% of the new user proportion to registered Saga customers
- By 2027/28, we **expect 60% of the audience to be US-based**, which will mean Saga group will be able to market new affiliated products and services to **over 400k US Saga customers**

### Audience growth and mix



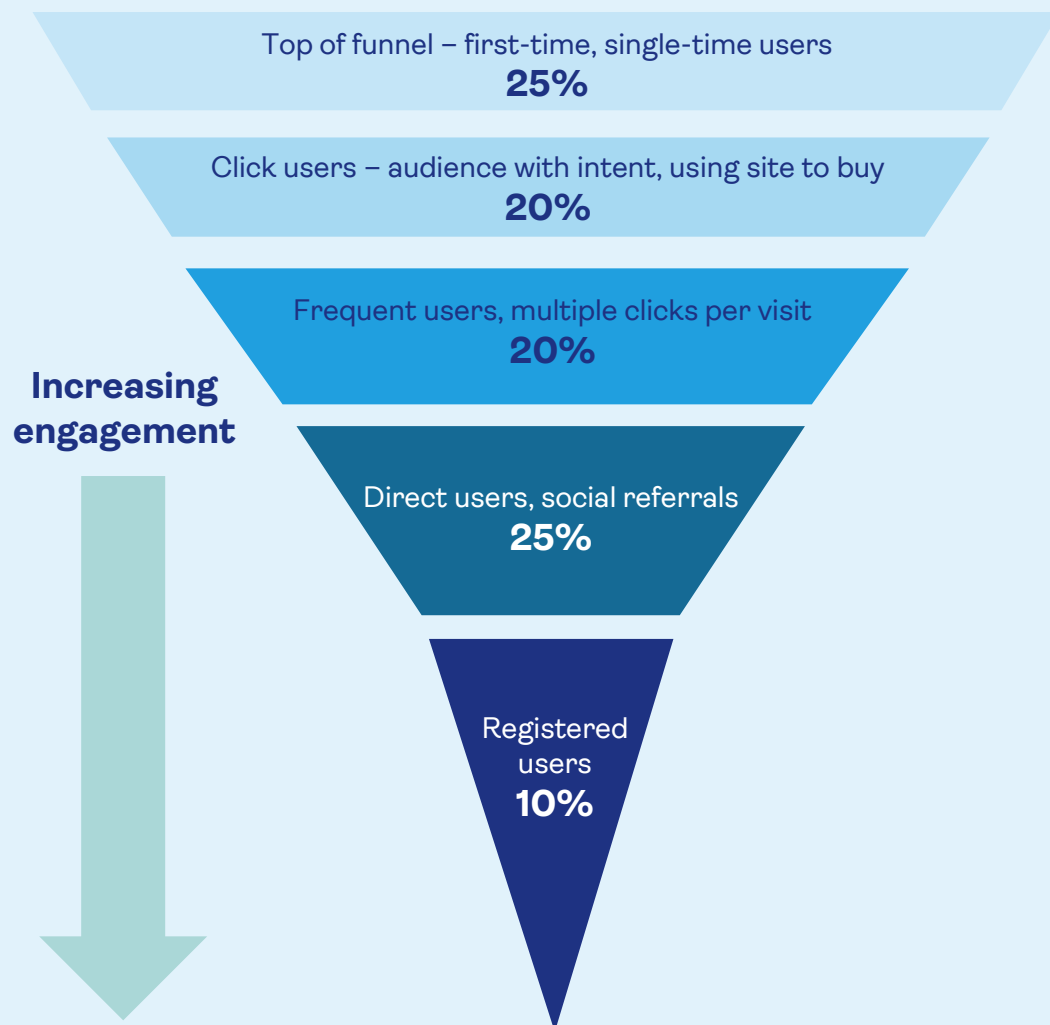
# SAGA MEDIA

## MEDIA AS A FUNNEL FOR GROUP AUDIENCE



# SAGA MEDIA AUDIENCE ENGAGEMENT

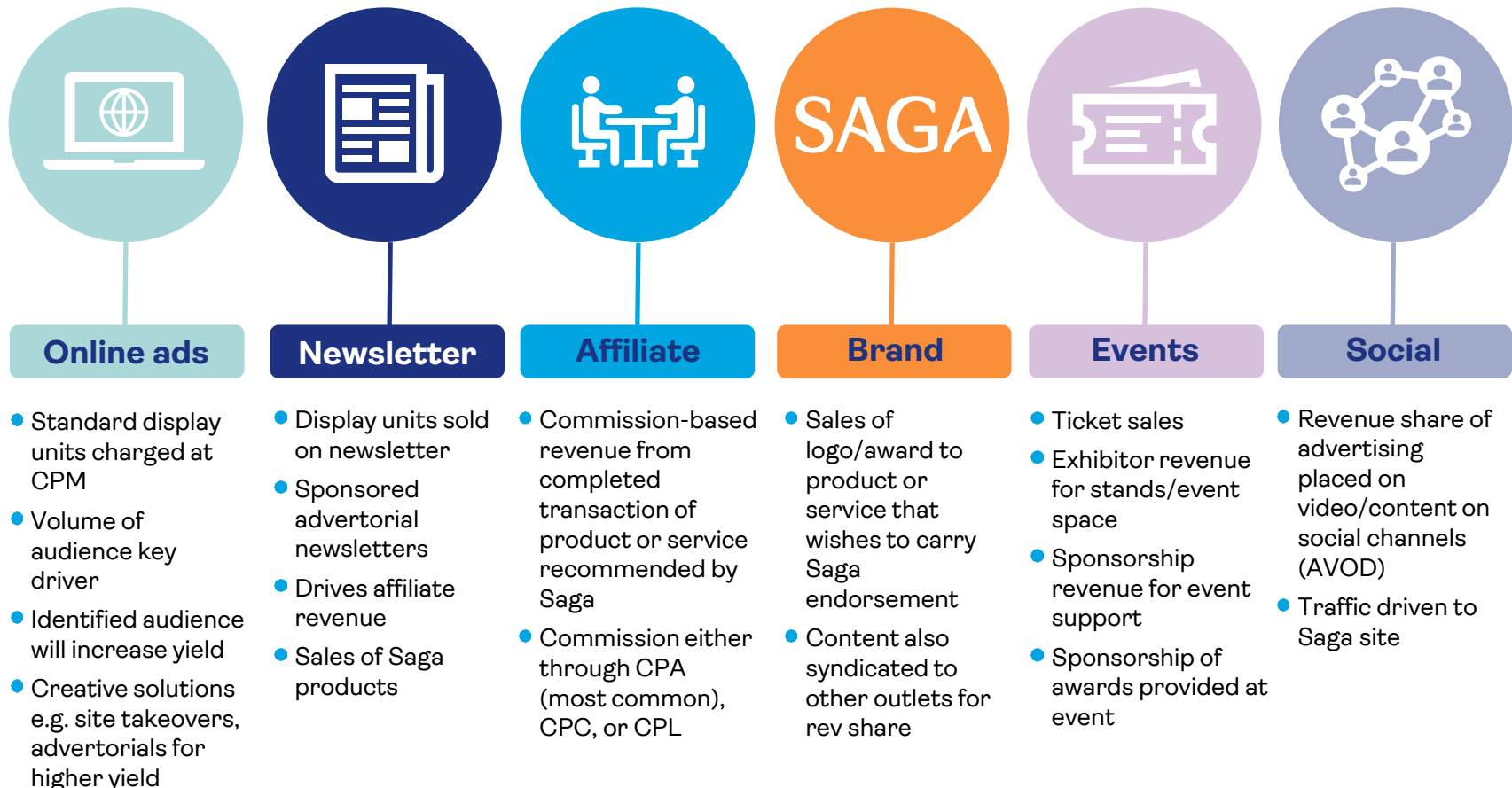
- By 2027/28, we will have an effective funnel of engagement, with new users discovering Exceptional.com every month
- 20% will be a mix of first-time and part-time users, trusting the site enough to make a purchase
- Further down will be visitors who are frequent despite arriving through referral channels e.g. search
- These convert to direct users over time or at least brand direct arriving through an associated page e.g. Facebook channel
- Eventually, these convert to registered users



# SAGA MEDIA

## HOW WE WILL CREATE VALUE

Capital-light, predictable, digital revenue delivered through incredible technology and driven by unmatched data





# SAGA MEDIA REVENUE AFFILIATE PARTNERS

Over 50,000  
affiliate agreements  
in place from day  
one with major brands



# SAGA MEDIA REVENUE ADVERTISING PARTNERS

Over 200 advertising  
agreements in place  
from day one





INTRODUCING

# SAGA Exceptional

**Free to everyone**

No wall between what our customers need and what we can provide

**Global**

Taking Saga across the world, opening up vast new opportunities

**Built on cutting-edge technology**

The very same used by market leaders

**New revenue-generative**

Multiple, high-margin revenue streams

**Incredible content**

For people over 50 and by people over 50



INTRODUCING

SAGA  
*Exceptional*

And it's live...  
**Today**



# SAGA MEDIA MORE THAN THE WEB

## Web

“I need help to buy and learn about my passions”

## Video

“I want to feel inspired, connected, and motivated”

## Newsletter

“I want to be informed on things that matter to me”

## Magazine

“I enjoy reading about things and people I love”

## Brand

“I want Saga to be with me wherever I go”

## And more...

Podcasts  
Television  
Partnerships  
Live events

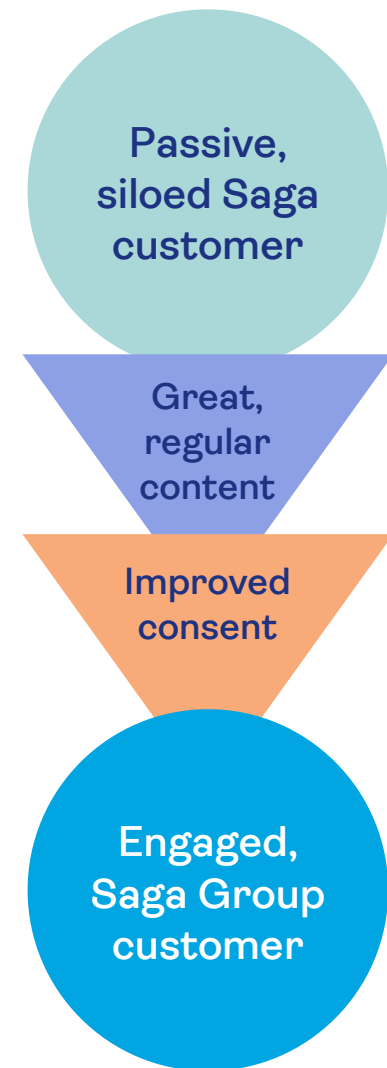


# SAGA MEDIA EMAIL

**It's clear our database will be a great advantage for marketing. But what if it was more than that?**

**What if we made email a brilliant content experience too... where our customers could feel informed and inspired in their inbox?**

- Use content to create a more meaningful experience for our customers
- Unique advantage with a large pre-existing database
- Newsletters successful media businesses in their own right e.g. Morning Brew
- Black Friday trial exceeded expectations, selling £25k worth of products with the lowest ever unsubscribe rate



# MAKING SAGA MAGAZINE EVEN BETTER

**Saga Magazine is a key part of our Saga Media plans, as such we want to transform its fortunes, creating an even better experience for our readers and a winning part of the wider business.**



**Bring print to digital and digital to print**

Make one content family at Saga, where great content is enjoyed through all media, giving the magazine a real home online, winning new subscribers

**Own our content**

Creating content that Saga owns the rights to will mean a much stronger ability to create new print products e.g. a Saga Magazine Annual

**Simpler, fairer pricing**

Better pricing that is fair to all subscribers and much more aggressive messaging of what is, so far, an understated proposition for magazine readers

**Migrate to 'Managed Service' model**

Improving our subscriptions service end to end, so customers have a better experience and the purchasing journey is easier

**Back in the black in 2023/24**

Combining pricing improvements with better marketing and improved cost management will mean we can bring this magazine to profit quickly





# SAGA MEDIA

## TAKING SAGA SOCIAL

Getting social right is a crucial part of the Saga Media plan. Audience growth and improved engagement on social platforms will mean:

- Increased traffic referred to Exceptional.com
- Monetisation of said engagement on social platforms

But now, with our brilliant new content and fantastic talent, we can finally grow our Saga social audience and engage in a way we haven't before.

Platform	Over 55 UK audience	Existing Saga channel	Saga audience size	Current penetration	Target penetration	
	9.9m	Yes	68k	0.7%	40%	4m
	3.3m	Yes	4k	0.1%	25%	820k
	0.9m	No	-	-	20%	180k
	67% of all online	Yes	2k	0%	-	-

*Current Saga social penetration*

## SAGA MEDIA AMBITIONS – CONTENT

**3,000**

**articles live** by the  
end of 2023/24

**50**

**articles produced** every week,  
increasing to...

**150**

**articles every week** by 2023/24

**Dwell time**

to **exceed industry standard** by 2024/25

**Pages per session**

to **improve over competitors** by 2024/25

**25**

**social posts**  
**per week** from  
May 2023

**200**

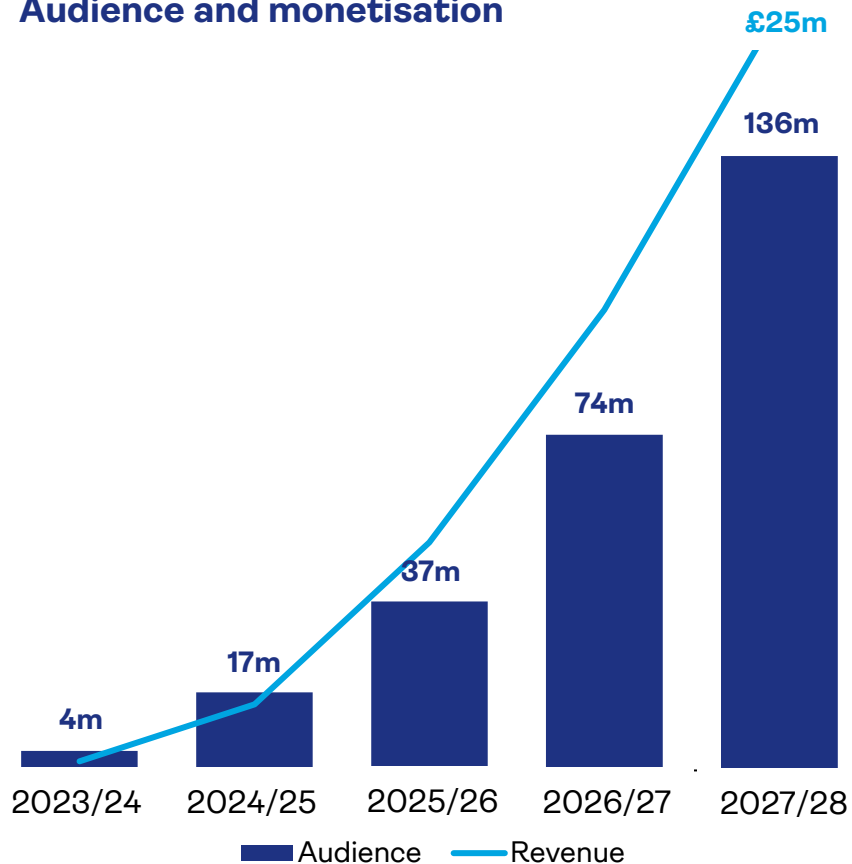
**videos created** and  
live across multiple  
platforms in 2023/24



# SAGA MEDIA STRATEGY

## GROWTH PROJECTIONS

### Audience and monetisation

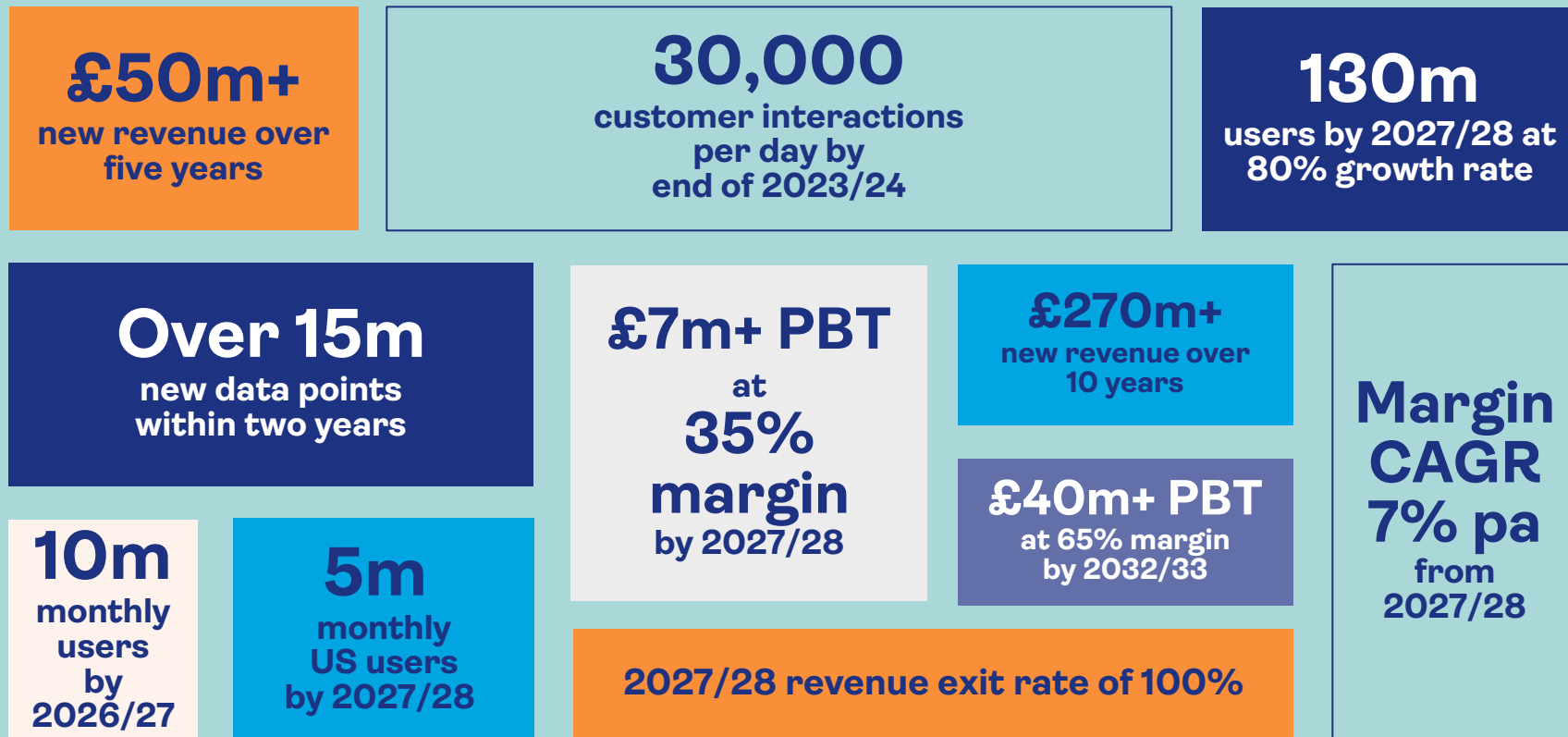


*Note that all financials are indicative only*

- Audience growth forms the basis for monetisation
- Initially, audience will outpace monetisation as it is the natural priority
- Over the five years, the rate of monetisation increases from an average yield of £40 to £85
- Yield will increase as audience volume becomes more attractive to partners
- It increases further as data enrichment improves and then further still as US more premium commercial partners are unlocked

# SAGA MEDIA

## BIG BUSINESS BENEFITS



*Note that all financials are indicative only*

## SAGA MEDIA

# 6 REASONS WHY MEDIA IS GREAT FOR SAGA...

### It delivers on our purpose

Saga is here to be a friend to people over 50. Quality advice and inspiring stories delivered to their home, browser, and inbox is the best way to support the people we care about and to win their loyalty

### High frequency, high engagement

Media moves Saga from an annual contact point for our customers to a daily one, involving more of their personal, everyday passions, creating a more emotional bond with our customers

### Gives Saga a wider reach than ever before

No longer limited to those with insurance or travel needs, Saga can reach a larger audience, bringing in millions of new customers and attracting audiences across the globe

### Media will be a great standalone business

A capital-light model, Saga Media will contribute a significant, growing, robust PBT at increasing margins with its own diversified, digital revenues

### Helps Saga become a superbrand

High frequency exposure to high quality content will win audience trust, enabling the Group to acquire for less and retain longer

### Media audience become Group customers

Millions of new website visitors will convert to Group customers, acting as a new, effective funnel for registration and retargeting

## SAGA MEDIA

# ...AND 5 REASONS WHY SAGA IS GREAT FOR MEDIA

### Exceptional experiences every day

Quality matters so much more in media than it used to – it is an algorithmic requirement. A culture and legacy that prioritises being exceptional is a great advantage

### A famous brand with meaning

Saga stands for something and is known for it. It will instantly connect with specific demographics helping them to invest trust in our content

### Incredible customer data and insight

A clearer understanding of customers means better targeted content, more personalised experiences, and better yields from commercial partners

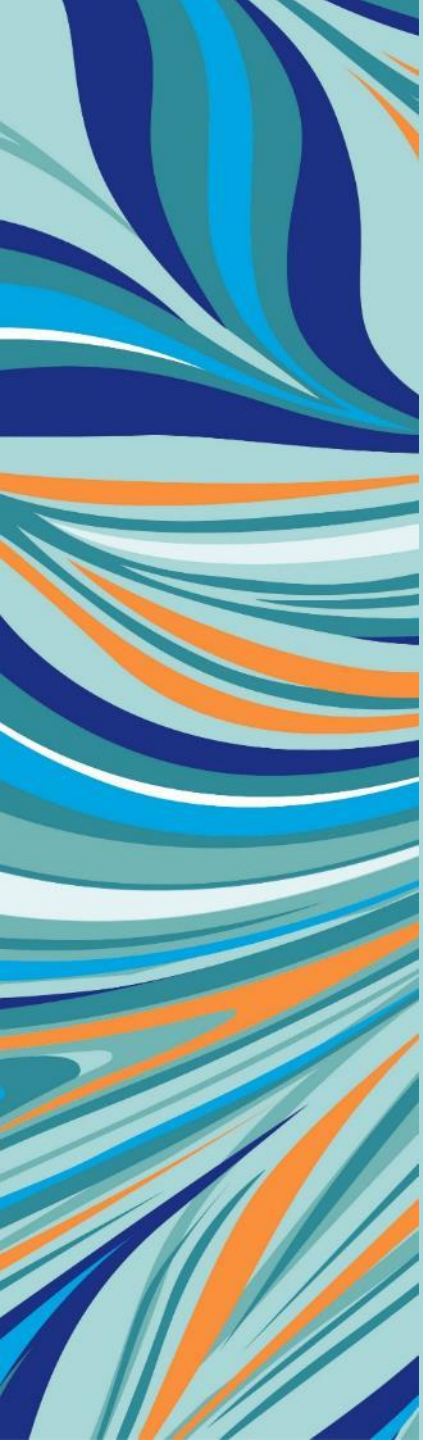
### Our ambition

Saga is transforming into a company that's larger and more diverse than it was before, so it is ready to invest in growing a great media business

### Our purpose

At our core, we want to make the lives of our customers better. A media business with daily, helpful interactions will make this even more possible





# SUMMARY

Euan Sutherland  
Group CEO

# SAGA


# THE SUCCESS OF THE SUPERBRAND

- We are committed to, and have already made progress towards, building Saga into 'The Superbrand' for older people in the UK
- Insight, Data and Media are crucial to our success
- We continue to prioritise what our customers want
- Our commitment to developing a high-engagement, high-growth capital-light model is underway
- We are developing a more profitable Saga – creating a lifetime value model approach to all of our businesses

## To do this, we will:

- Grow the size of our customer database
- Create a more personalised experience for customers
- Create compelling reasons for customers to consume three or more Saga products or services
- Increase the frequency of those interactions to daily





**Q&A**

**SAGA**



## **APPENDIX**

# **SAGA**



# SPEAKERS



**Euan Sutherland**  
Group CEO

Appointed as Group CEO in January 2020, Euan has significant experience in leading major consumer-facing businesses, through periods of change, both in the UK and globally. Prior to Saga, he was the CEO of Superdry plc for five years, the Group CEO of The Co-op Group, and Group COO of Kingfisher, the global home improvement group.



**Lisa Edgar**  
CEO Saga Insight

Lisa joined Saga in February 2022 to drive our vision of knowing our customers, and what it means to get older, better than anyone else. Prior to this, Lisa owned and led insight agencies for over 20 years and is a multi-award-winning and published speaker. Lisa is regarded as a leader in the field of what it means to age as a consumer.



**Michael O'Donohue**  
Chief Data Officer

Michael was appointed as Chief Data Officer in October 2022 and is focused on realising the potential in the way Saga uses customer insight to enhance its commercial value. Michael joined from Camelot, where he was Chief Data Officer. He has also held senior positions with Centrica and Tesco, having previously been a consultant with McKinsey and Company.



**Aaron Asadi**  
CEO Saga Media

Aaron was appointed CEO of Saga Media in September 2022 to lead Saga's media and content strategy, designed to increase the frequency and depth of Saga's interaction with customers. Aaron has held a variety of roles in publishing, including Chief Audience and Ecommerce Officer and Chief Content Officer at Future plc.