

# STRATEGY

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## Our growth plan

In March 2022, we set out our ambition to become the largest and fastest-growing business for older people in the UK which we will achieve through delivery of our three-step growth plan. This plan is focused on the following three priorities:

### 1. Maximising our existing businesses

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We plan to maximise our existing businesses through a specific plan for each, enabling growth, accountability, efficiency and the delivery of a common brand purpose. The specific growth plans for each of our core businesses are outlined below:

## Cruise

Build Ocean Cruise into an exceptional experience every day, whilst maximising our returns, and build a River Cruise proposition that mirrors Ocean.

## Travel

Create a market-leading, more digital travel business from a low-cost operating platform to accelerate growth and modernise the business.

## Insurance

Move from reset to growth, focused on optimising our products and broadening the range, build customer relationship marketing capability, shift distribution from price-comparison websites to direct and refocus our product sourcing approach.

## Money

Attract new customers, accelerate growth within existing equity release and savings products and add new products to deepen our customer relationships.

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

Reducing our level of debt is a key driver in creating value for our investors.

The objective is to grow existing businesses while reducing debt and develop new businesses through innovation, in a capital-light way.

## 3. Creating 'The Superbrand' for older people

We are focused on building Saga into the largest and fastest-growing business for older people in the UK and delivering sustainable growth for our investors by creating 'The Superbrand' for this age group.

To achieve this we will:

- commercialise and grow our database;
- build exceptional insights into 'Generation Experience';
- deliver a brand re-positioning;
- create a content platform where we reach millions of customers every day; and
- deliver an exceptional colleague experience.

You can watch a video of our CEO, Euan Sutherland, outlining our growth plan below:



## Saga plc Growth Plan - July 2022

Saga Group

25:03