

# M&C SAATCHI: MOVING FORWARD

## CAPITAL MARKETS DAY

### 8TH FEBRUARY 2023

## STRATEGY

Accelerating into high-margin, digital-led growth

1. Building capabilities, with a focus on data, tech and digital transformation.
2. New opportunities through M&A and partnerships; moving away from start ups
3. New operating model that delivers significant cost savings and enhanced productivity

## TARGETS (2022-27)

Revenue from £271m to £400m, 8% CAGR  
Operating profit (OP) from £25m to £74m, 16% CAGR  
OP margin from 13% to 18%, 5ppts  
Headline PBT from £31m to £70m, 17% CAGR  
Headline earnings from £18.2m to £50m, 22% CAGR  
Net Cash from £30m to £195m, 45% CAGR  
Improved margins in all specialisms  
2023 Headline PBT in the region of £41m

## CREATIVE SOLUTIONS COMPANY OF SPECIALIST EXPERTISE CONNECTED THROUGH DATA AND TECH TO DELIVER MEANINGFUL CHANGE

### ADVERTISING

The first frictionless creative network. Agile. Seamless. Borderless.

Net revenue 6% CAGR to 2027  
Doubling PBT from 2022 to 2027  
Investing in tech & data to deliver margin and revenue growth  
From 25% to 28% of group profit  
Margin increase of 7ppts

### CONSULTING

Transforming businesses by unlocking existing & new growth opportunities.

Net Revenue 13% CAGR to 2027  
Fastest growing division with six specialist consultancies  
Major investment in digital transformation focussing on CX  
Tripling profits

### ISSUES

World leading comms specialist, tackling global & social issues in defence, diplomacy & development.

Net revenue 9% CAGR to 2027  
EU expansion: new Brussels office  
New Global Strategic Advisory acquisition  
Threat analytics and SafetyTech investment

### PASSIONS

Engaging people through their passions to deliver brand, commercial and societal benefit.

Net Revenue 10% CAGR to 2027  
New Offers: rights holders marketing  
New products: passion pulse and a Gen-z proposition  
New Offices: Singapore and Middle East

### MEDIA

Best-in-class Performance Agency and new breed of Creative Media Solutions.

Net Revenue 8% CAGR to 2027  
Differentiating performance through investment in data clean rooms, machine learning technology and AI-driven planning.  
Build M&C Saatchi Creative Media Solutions

## STRONG FOUNDATIONS IN PLACE

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## PROVEN ABILITY TO DELIVER

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