

KEY GROWTH DRIVERS

Marketing, Sales & Cemetery Inventory Impact



Marketing, Sales & Cemetery Inventory Impact

Driving current and sustained growth



JAMIE PIERCE

Vice President — Chief Marketing Officer



GERRY HEARD

Vice President — Sales



MICHAEL JOHNSON

Vice President — Revenue Management



QUALITY & QUANTITY OF **Marketing- Driven Leads**



JAMIE PIERCE

Vice President
Chief Marketing Officer

Marketing channels are generating new and accretive leads

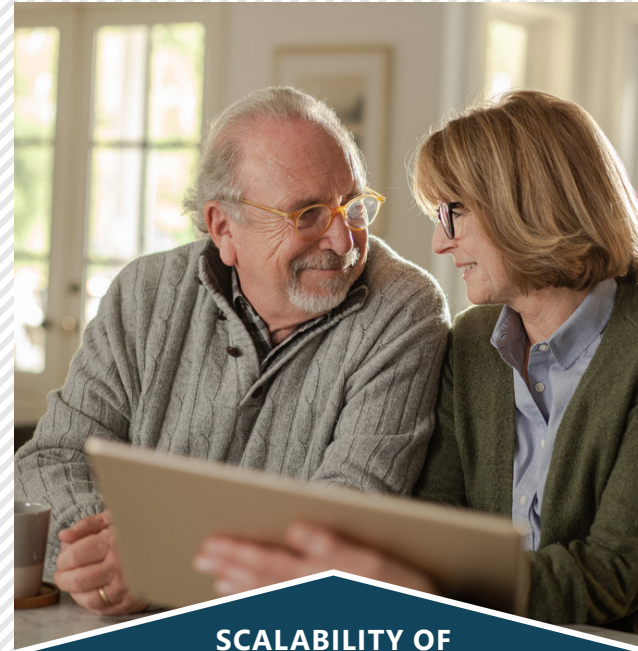
CORE LEADS

Leads driven by continued relationships and referrals from atneed families, as well as the power of our local brands



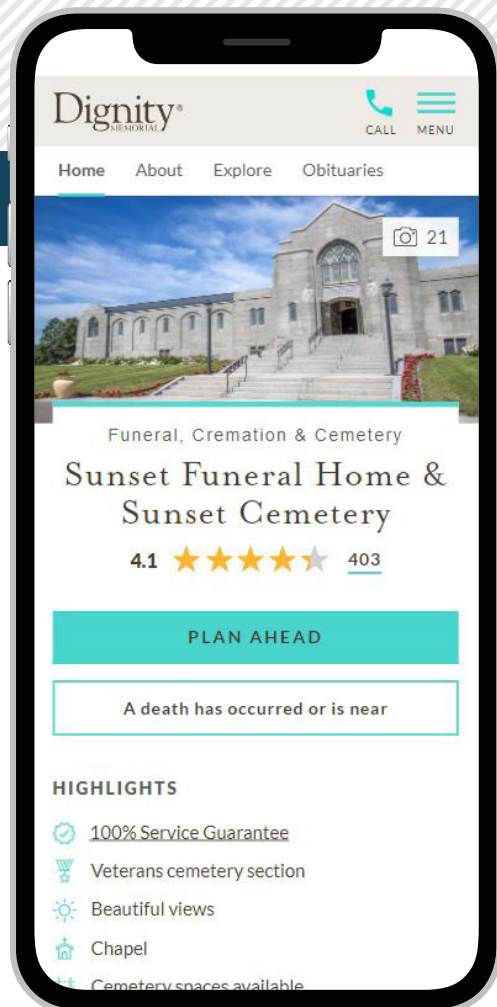
MARKETING LEADS

Proactive outreach to consumers driven primarily by paid lead generation efforts and managed by our marketing and sales teams through three primary channels – digital (website), direct mail and seminars



SCALABILITY OF
MARKETING STRATEGY IS A
COMPETITIVE ADVANTAGE

Tremendous growth in visits to our websites



ANNUAL WEBSITE VISITS IN MILLIONS

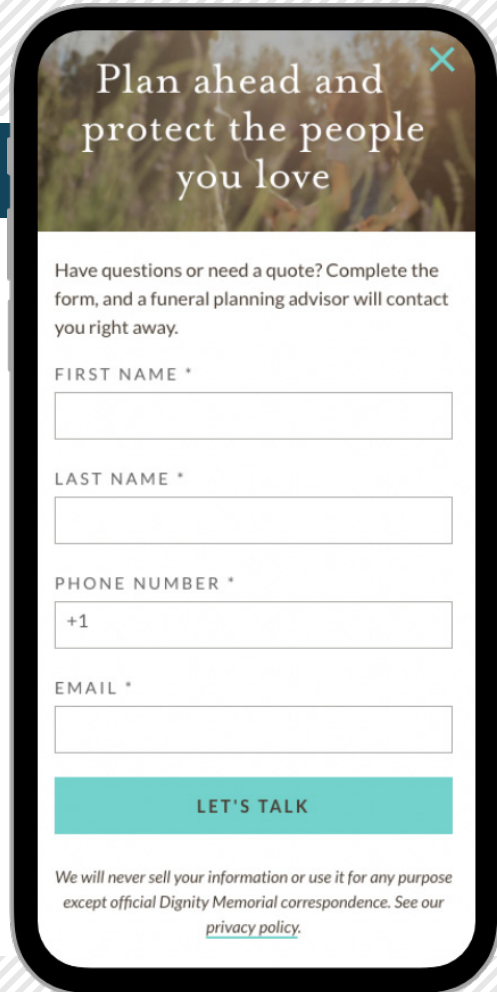
in millions



27%
CAGR
2018–2021

Our active, ongoing investments in search engine optimization (SEO) and user experience improvements (website redesigns or navigation changes) have more than doubled the number of annual visits to our websites

These visits are driving material increases in digital lead volume and preneed sales production



Plan ahead and protect the people you love

Have questions or need a quote? Complete the form, and a funeral planning advisor will contact you right away.

FIRST NAME *

LAST NAME *

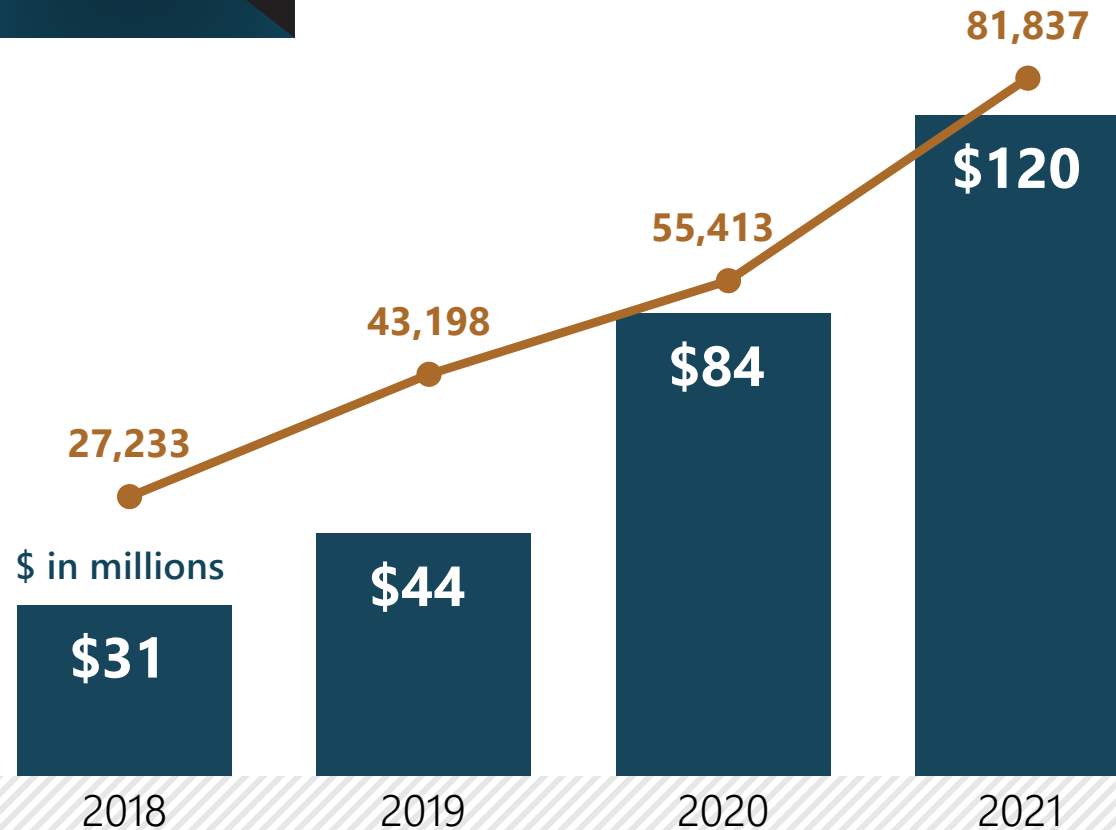
PHONE NUMBER *

EMAIL *

LET'S TALK

We will never sell your information or use it for any purpose except official Dignity Memorial correspondence. See our [privacy policy](#).

DIGITAL LEAD GENERATION AND PRENEED SALES FROM DIGITAL LEADS



Digital Lead Generation



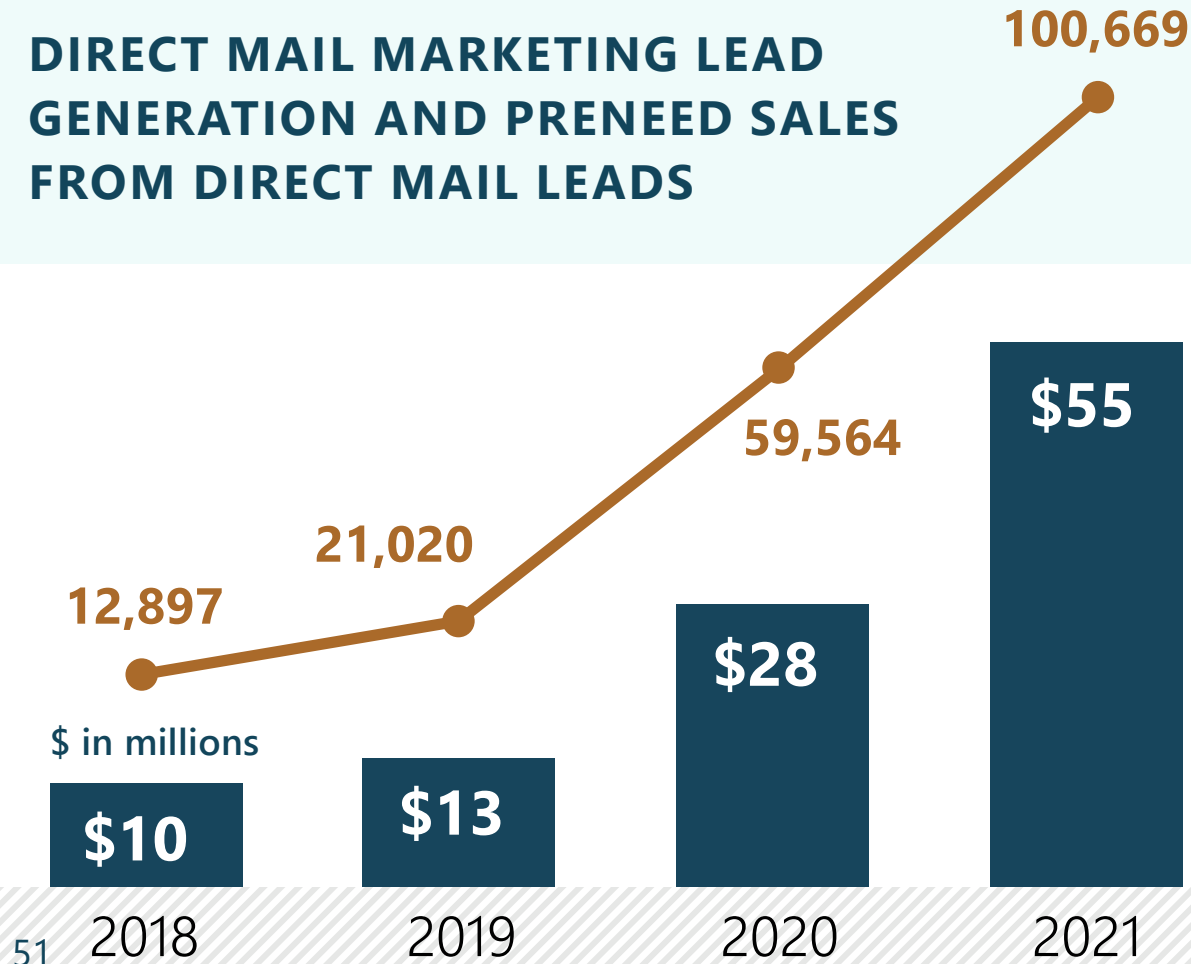
Permanent efficiencies and effectiveness from our improved lead generation efforts

Digital Lead Generated Prenneed Sales



Advanced targeting for direct mail implemented in 2019 is driving increases in production

DIRECT MAIL MARKETING LEAD GENERATION AND PRENEED SALES FROM DIRECT MAIL LEADS



Direct Mail Marketing Lead Generation



Direct Mail Marketing Lead Generated Preneed Sales

ADVANCED CONSUMER DATA MODELING



Over 2,000 variables considered with over 200 specific variables driving the model

Major changes in marketing strategy are driving sizable growth in production

THREE PRIMARY MARKETING LEAD CHANNELS

DIGITAL



DIRECT MAIL



SEMINARS



BEFORE CHANGES

- Few major enhancements annually
- Static website focused on information only
- Not a driver for preneed growth
- Outsourced obituary experience
- 5M – 6M visits monthly

Changes Implemented

AFTER CHANGES

- 100+ enhancements released annually
- Dynamic website focused on consumer experience
- Key driver for preneed growth
- Ownership of obituary experience
- 17M – 20M visits monthly

- Basic-level consumer targeting (age, proximity, income)
- Decentralized management of spend and strategy

- Basic-level consumer targeting (age, proximity, income)
- Decentralized management of local seminars

- Dynamic, predictive model with over 200 demographic, behavioral and first-party predictive response data, conversion and sales
- Centralized management of spend, strategy and data model

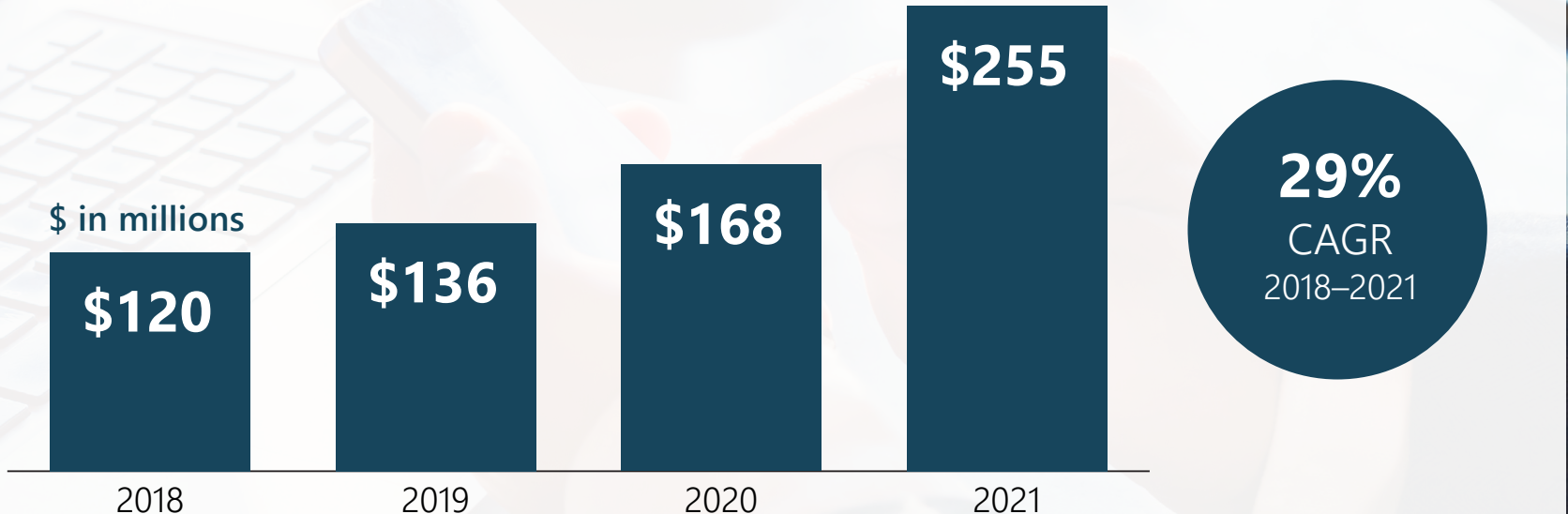
- Dynamic predictive modeling for response, conversion and sales
- Centralized management of spend, strategy and seminar locations

Enhanced capabilities have more than doubled production from marketing leads since 2018

Strong growth in marketing-generated leads resulted in significant increases in sales production, with 5% less lead-generating marketing spend since 2018

MARKETING GENERATED PRENEED SALES PRODUCTION

Comparable , Excluding SCI Direct



These marketing leads are driving differential sales production growth

Our marketing lead growth is not cannibalizing our core preneed sales growth, as both are resulting in impressive growth

TOTAL PRENEED SALES PRODUCTION BY LEAD CHANNEL

Comparable , Excluding SCI Direct

\$ in millions

\$1,605

\$120
\$1,485

2018

\$1,660

\$136
\$1,524

2019

\$1,724

\$168
\$1,556

2020

\$2,179

\$255
\$1,924

2021

Marketing-Generated
Prenneed Sales

29%

CAGR
2018–2021

Core-Generated
Prenneed Sales

9%

CAGR
2018–2021