



STAGWELL

TRANSFORMING MARKETING

Investor Presentation

SEPTEMBER | 2024

DISCLAIMER

Forward-looking statements involve inherent risks and uncertainties. A number of important factors could cause actual results to differ materially from those contained in any forward-looking statements. Such risk factors include, but are not limited to, the following:

- risks associated with international, national and regional unfavorable economic conditions that could affect the Company or its clients;
- the continued impact of the coronavirus pandemic (“COVID-19”), and evolving strains of COVID-19 on the economy and demand for the Company’s services, which may precipitate or exacerbate other risks and uncertainties;
- inflation and actions taken by central banks to counter inflation;
- the Company’s ability to attract new clients and retain existing clients;
- the impact of a reduction in client spending and changes in client advertising, marketing and corporate communications requirements;
- financial failure of the Company’s clients;
- the Company’s ability to retain and attract key employees;
- the Company’s ability to compete in the markets in which it operates;
- the Company’s ability to achieve its cost saving initiatives;
- the Company’s implementation of strategic initiatives;
- the Company’s ability to remain in compliance with its debt agreements and the Company’s ability to finance its contingent payment obligations when due and payable, including but not limited to those relating to redeemable noncontrolling interests and deferred acquisition consideration;
- the Company’s ability to manage its growth effectively, including the successful completion and integration of acquisitions that complement and expand the Company’s business capabilities;
- the Company’s ability to develop products incorporating new technologies, including augmented reality, artificial intelligence, and virtual reality, and realize benefits from such products;
- an inability to realize expected benefits of the combination of the Company’s business with the business of MDC Partners Inc. (“MDC”);
- adverse tax consequences in connection with the combination of MDC and Stagwell Marketing Group LLC and its direct and indirect subsidiaries (the “Transactions”) for the Company, its operations and its shareholders, that may differ from the expectations of the Company, including that future changes in tax law, potential increases to corporate tax rates in the United States and disagreements with the tax authorities on the Company’s determination of value and computations of its attributes may result in increased tax costs;
- the occurrence of material Canadian federal income tax (including material “emigration tax”) as a result of the Transactions;
- the Company’s unremediated material weaknesses in internal control over financial reporting and its ability to establish and maintain an effective system of internal control over financial reporting;
- the Company’s ability to protect client data from security incidents or cyberattacks;
- economic disruptions resulting from war and other geopolitical tensions (such as the ongoing military conflict between Russia and Ukraine), terrorist activities and natural disasters;
- stock price volatility; and
- foreign currency fluctuations.

Investors should carefully consider these risk factors and the additional risk factors outlined in more detail in the Company’s filings with the SEC, including the Company’s Annual Report on Form 10-K for the year ended December 31, 2023.

DISCLAIMER

Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended (the “Securities Act”), and Section 21E of the Securities Exchange Act of 1934, as amended (the “Exchange Act”). The Company's representatives may also make forward-looking statements orally or in writing from time to time. Statements that are not historical facts, including, but not limited to, statements about the Company's beliefs and expectations, future financial performance, growth targets, market opportunity and future prospects, business and economic trends, potential acquisitions, and estimates of amounts for redeemable noncontrolling interests and deferred acquisition consideration, constitute forward-looking statements. Forward-looking statements, which are generally denoted by words such as “anticipate,” “assume,” “believe,” “continue,” “could,” “create,” “estimate,” “expect,” “focus,” “forecast,” “foresee,” “future,” “guidance,” “intend,” “look,” “may,” “opportunity,” “outlook,” “plan,” “possible,” “potential,” “predict,” “project,” “should,” “target,” “will,” “would” or the negative of such terms or other variations thereof and terms of similar substance used in connection with any discussion of current plans, estimates and projections, are subject to change based on a number of factors, including those outlined in this section.

Forward-looking statements in this presentation are based on certain key expectations and assumptions made by the Company. Although the management of the Company believes that the expectations and assumptions on which such forward-looking statements are based are reasonable, undue reliance should not be placed on the forward-looking statements because the Company can give no assurance that they will prove to be correct. The material assumptions upon which such forward-looking statements are based include, among others, assumptions with respect to general business, economic and market conditions, the competitive environment, anticipated and unanticipated tax consequences and anticipated and unanticipated costs.

These forward-looking statements are based on current plans, estimates and projections, and are subject to change based on a number of factors, including those outlined in this section. These forward-looking statements are subject to various risks and uncertainties, many of which are outside the Company's control. Therefore, you should not place undue reliance on such statements. Forward-looking statements speak only as of the date they are made, and the Company undertakes no obligation to update publicly any of them in light of new information or future events, if any.



STAGWELL

at a Glance

\$2.5B

FY23 GAAP REVENUE

57%

DIGITAL IN FY23

\$360M

FY23 ADJ. EBITDA

~\$270M

FY23 NET NEW BUSINESS

4,000+

BLUE-CHIP CUSTOMERS

\$1.3T

ADDRESSABLE MARKET



Mark Penn

CHAIRMAN & CEO

“Stagwell is a holistic, technology-first enterprise services company, owing to its combination of ad agency creative and technology enterprise.”

We differentiate ourselves in the marketplace through synergistic integration of technology and data with creative ad solutions to drive out-sized market share growth.”



INTRODUCTION TO STAGWELL

THE STAGWELL STORY

From Zero to Market Hero

Founded in late 2015 with a vision for a new digital-first marketing company, Stagwell has grown to become the first Marketing Services company in 40+ years to reach competitive scale

Stagwell is driven by visionary leadership from **Mark Penn**, a committed partner in **Steve Ballmer**, a best-in-class accretive acquisition approach, and renowned capabilities in Creative & Digital services.

WE ARE JUST GETTING STARTED!



THE
STAGWELL
GROUP



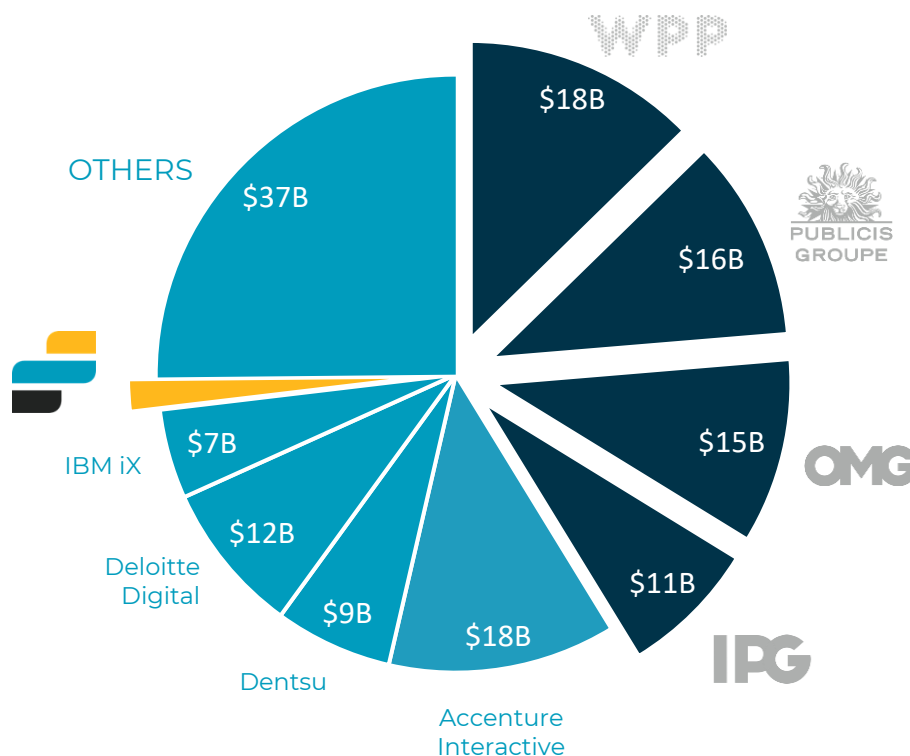
STAGWELL OPPORTUNITY

THE LEGACY ADVERTISING MARKET *Is Ripe For Disruption*

\$2.5B

Stagwell represents only 2% of the global advertising and marketing services market

Ample room to continue taking market share



~ \$60B

spent with the top 4 legacy holding companies¹

~ \$145B

spent on advertising & marketing services with the Top 25 industry providers in 202

¹ Top 4 legacy holding companies: WPP, Omnicom, Publicis, IPG in 2023
Source: Company filings and AdAge Agency Report 2024



STAGWELL OPPORTUNITY

STAGWELL IS UNIQUELY POSITIONED

To Deliver Outsized Growth



Industry Recognition Driving Increase in Opportunities & Size of Wins



M&A Engine Growing Digital & Geographical Footprint



Geographical Diversification Expanding Global Client Remit



Digital Transformation Leading Growth Driven By Emerging Technology



Stagwell Marketing Cloud Transforming Marketing Through Technology



STAGWELL OPPORTUNITY

VISIONARY LEADERSHIP

From An Industry Veteran



Mark Penn

CHAIRMAN & CEO

*A Record of Vision
& Accomplishment*



In 2015, Mark believed that the marketing industry was ripe for disruption, needing a new kind of marketing company

FOUNDED an innovative polling company in 1975

SERVED as an advisor to multiple world leaders, including Bill Clinton & Prime Minister Tony Blair

TURNED AROUND Burson-Marsteller, a global PR and public affairs firm, tripling profits

ADVISED major global companies from Ford to Intel

IDENTIFIED Soccer Moms, and wrote two best-selling books (*Microtrends*)

LED strategy and advertising at Microsoft as EVP & Chief Strategy Officer

FOUNDED Stagwell with Steve Ballmer



Steve Ballmer

FORMER CEO, MICROSOFT
FIRST INVESTOR, STAGWELL

“I have known Mark for many, many years. At Microsoft, he did some critical work for us, and worked directly for me on some path-breaking advertising and other campaigns.



A lot of people make a lot of promises, but Mark is someone who just gets things done, it's just the kind of person that he is.”



STAGWELL OPPORTUNITY

EXPERIENCED LEADERSHIP TEAM

With A Proven Record Of Success



Mark Penn
Chairman
& CEO

FOUNDER & POLLSTER Founded **Penn and Schoen** in 1975 with his Harvard roommate Doug Schoen

GROWER Under Penn's leadership, firm expanded to 200+ people with offices around the world.

ADVISOR Served key **corporate** (Texaco, AT&T, Microsoft, Ford, Merck, etc.) & **political** (President Clinton's pollster for six years, advisor to Hillary Clinton & Tony Blair) clients

SELLER Penn & his partners sold PSB to WPP in November 2001 after growing it from a mom-and-pop political polling firm to \$80M+ in revenue

GLOBAL CEO Served as CEO of **Burson-Marsteller** from 2006 – 2012, running a global PR and public affairs firm with an 80+ market footprint and tripling profits

CLIENT & CREATOR Asked by Steve Ballmer to join **Microsoft** & revitalize Bing in 2012; rose to EVP & Chief Strategy Officer running Microsoft's \$2 billion advertising budget

PORTFOLIO BUILDER & PUBLIC COMPANY CEO Launched **Stagwell Group** in 2015; invested in **MDC** in 2019 & assumed role of Chairman & CEO

CORPORATE LEADERSHIP



Jay Leveton
President
22 Yrs Industry
Experience
8 Yrs at Stagwell

Frank Lanuto
CFO
30 Yrs Industry
Experience
4 Yrs at Stagwell

Jason Reid
CIO
18 Yrs Industry
Experience
8 Yrs at Stagwell

Beth Sidhu
Chief Brand &
Communications
Officer
18 Yrs Industry
Experience
8 Yrs at Stagwell

Ryan Linder
CMO
23 Yrs Industry
Experience
5 Yrs at Stagwell

Stephanie Howley
CPO
14 Yrs Industry
Experience
2 Yrs at Stagwell

Ryan Greene
COO
19 Yrs Industry
Experience
8 Yrs at Stagwell

Julia Hammond
President
Stagwell Global
21 Yrs Industry
Experience
3 Yrs at Stagwell

Ray Day
Vice Chair
35 Yrs Industry
Experience
4 Yrs at Stagwell

BUSINESS LEADERSHIP



Carl Johnson
Anomaly

Laurel Burton
Instrument

Brad Simms
GALE

Maggie Malek
Crispin

James Townsend
Brand
Performance
Network

David DeMuth
Doner Partners
Network

Evin Shutt
72andSunny

Christine Fruechte
Colle McVoy

Dan Gardner
Code and
Theory

Toby Southgate
F&B

Krista Webster
Veritas



STAGWELL TODAY

INTEGRATED PLATFORM

For The Modern Marketer

Stagwell Marketing Cloud Group

SaaS and DaaS Tools for the In-House Marketer

Digital Transformation

Building Digital Platforms & Consumer Experiences

Performance Media & Data

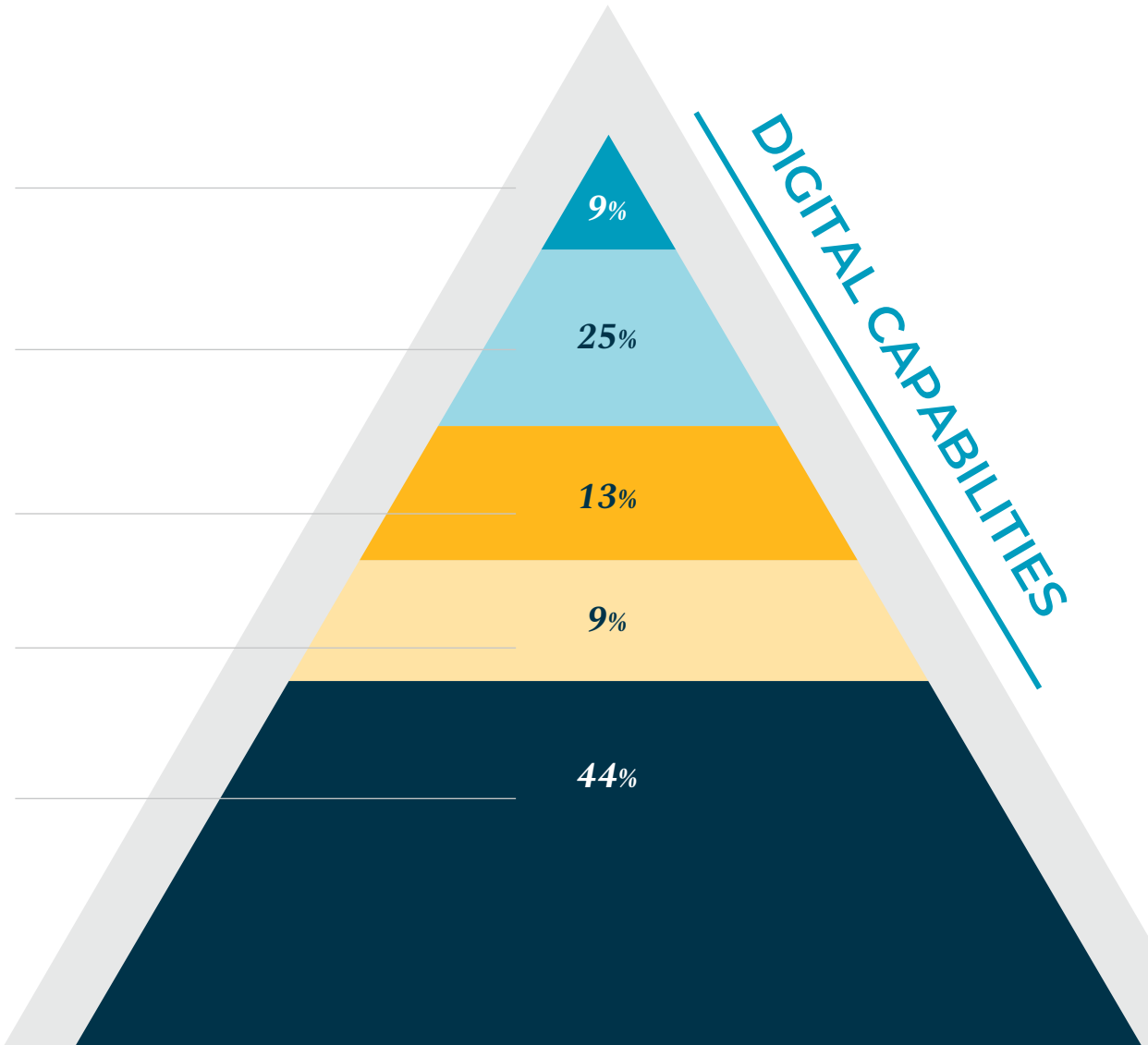
Integrated Omnichannel Media, Data & E-Commerce

Consumer Insights & Strategy

Tracking Across the Consumer Journey

Creativity & Communications

Blue-Chip Customer Base





STAGWELL TODAY

BLUE-CHIP CUSTOMER BASE

Demonstrated Ability To Land & Expand

\$375M

REVENUE FROM TOP 10 CUSTOMERS¹

Johnson & Johnson



amazon



DIAGEO



Google

80%

CLIENT
RETENTION
YEAR-OVER-YEAR²

11%

GROWTH
IN AVERAGE
RELATIONSHIP
TOP 10
CUSTOMERS³

4K+

BLUE CHIP
CUSTOMERS

¹ LTM net revenue from 10 largest customers by 2023 net revenue

² Client relationships over \$100K in revenue (representing 95% of revenue), over past two years

³ Year over Year growth of revenue for Top 10 customers by net revenue for 2023, for the same group of customers in 2022



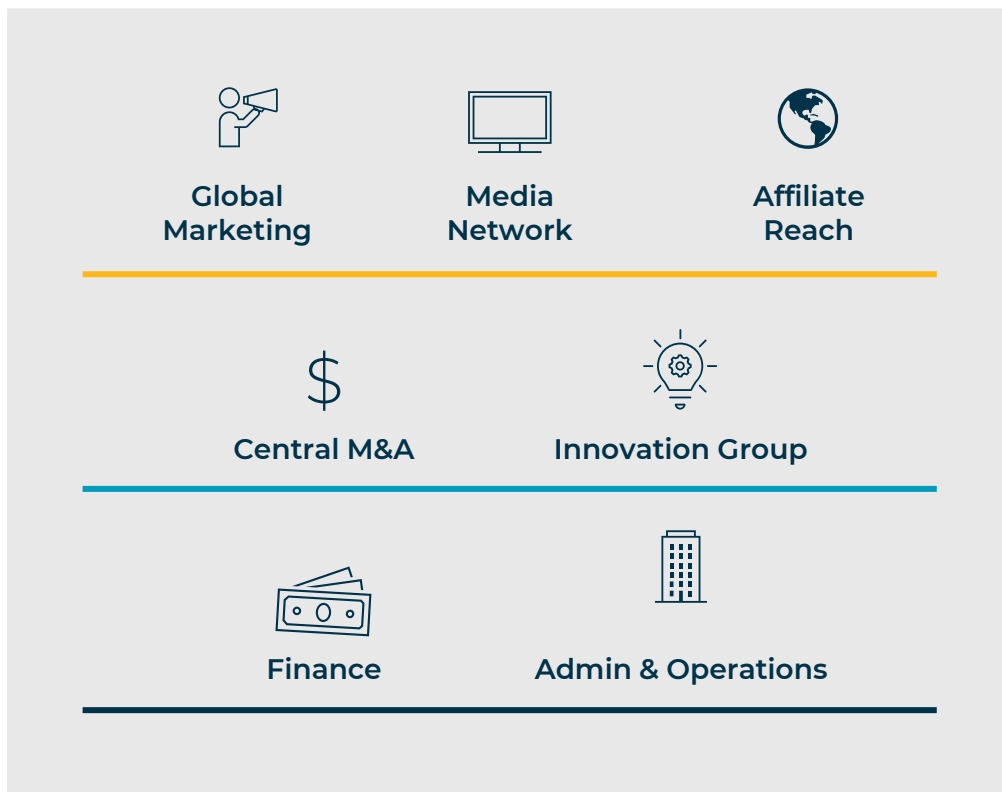
STAGWELL TODAY

STRATEGIC VALUE-ADDED

Investment Platform

Unified & engaged corporate team delivering value-added shared services driving both revenue & cost synergies

Incentives to collaborate and drive overall network growth



Client Services

Growth Investment

Shared Services



STAGWELL GROWTH ACCELERATORS

INCREASING INDUSTRY RECOGNITION

Driving Significant Growth In Opportunities & Wins

\$324M

TRAILING TWELVE MONTH NET NEW BUSINESS¹

20%+

ANTICIPATED GROWTH IN VALUE OF RFP'S IN FY24

65%

INCREASE IN SIZE OF WINS²

57%

INCREASE IN BUSINESS DEALS GREATER THAN \$1M²

Largest

NEW BUSINESS WIN IN COMPANY HISTORY WITH GENERAL MOTORS



VOGUE BUSINESS

"Stagwell's Sport Beach was the highlight of the festival"



"Sport Beach was a masterclass in how to stand out from the sea of sails, with amazing curated content"

25+
A-LIST ATHLETES

110+
BRANDS ON STAGE

300+

TOP AWARDS
YTD ACROSS THE STAGWELL GLOBAL NETWORK

- › 10+ "Agency of the Year" Distinctions
- › 50+ Technology, Product and Innovation Awards
- › Award Winner at Ceremonies including:



¹ LTM NNB as of end of 2Q24
² In 2Q24 relative to 2Q23



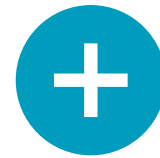
STAGWELL GROWTH ACCELERATORS

ACQUISITION STRATEGY

Systematically Expanding Our Digital & Global Footprint

INCREASING OUR
DIGITAL REVENUE MIX

57% → 65%



GROWING OUR REVENUE FROM
OUTSIDE OF NORTH AMERICA

20% → 40%

**FOCUS
AREAS**

Digital Transformation: Platform design, optimization, and analytics with a focus on cloud, AI, and Web3 technologies

Digital Media: Leveraging emerging media trends and production capabilities to engage tomorrow's consumer

Increasing our global footprint
to win the largest \$25M+ global contracts





STAGWELL GROWTH ACCELERATORS

GLOBAL DIVERSIFICATION

To Service Widening Global Client Remits

\$355M

FY23 INTERNATIONAL NET REVENUE¹

13%

FY23 INTERNATIONAL NET REVENUE GROWTH¹

\$2.6M

INCREMENTAL REVENUE DRIVEN BY EMEA "ONE MORE THING" INITIATIVE

5

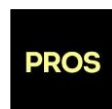
GLOBAL HUBS IN U.S., CANADA, LONDON, BRAZIL, AND SINGAPORE

5

INTERNATIONAL ACQUISITIONS
TO GROW FOUNDATIONAL SERVICES IN KEY REGIONS²



Adds digital creative capabilities in **France**.



Adds social and PR capabilities in **Brazil**.



Adds scale in **Canada** and luxury PR expertise.



Adds **global** travel media to Ink's portfolio.



Adds global influencer management technology and social capabilities in the **Middle East**.

80+

GLOBAL AFFILIATES
EXTENDING OPERATIONAL RESEARCH FOR THE COMPANY

- › Affiliates partner with Stagwell firms to help clients activate locally.
- › Potential acquisition targets if synergies identified (see: Brand New Galaxy Acquisition, 2021)



¹ All non-US Net Revenue for FY23
² Completed in the period from 1/1/2024 to 8/31/2024

STAGWELL GROWTH ACCELERATORS

DIGITAL TRANSFORMATION

Leading Growth Driven By Emerging Tech

EXPERIENCE CHANGE

THIS REQUIRES TECHNOLOGY & CREATIVITY TO CONVERGE

Emerging technologies, like AI and AR, are driving monumental shifts in the way consumers interact with the world around them.

The C-Suite are focused on accelerating growth by harnessing these technologies to revolutionize the way Customers interact with Brands

CODE AND THEORY

UNIQUELY BALANCED BETWEEN TECHNOLOGY & CREATIVITY TO DELIVER END-TO-END CX NEEDS



Stagwell has brought its Best-in-Class Digital Transformation agencies under the C&T banner



23

YEARS AS INDUSTRY-LEADING CHANGE AGENTS

50/50

BALANCE BETWEEN CREATIVE & ENGINEERING TALENT

10+

YEARS OF AI EXPERIENCE ACROSS STRATEGY & IMPLEMENTATION

25

FORTUNE 100 COMPANIES IN THE CODE & THEORY PORTFOLIO

How does **CNN** transform election coverage to an industry leading data storytelling platform?

Not just the design system, but the technical infrastructure, a data cloud, and producer tools that unlock the ability to tell stories on any touchpoint, driving monetization and lowering operational burden.

10M+ data points available in four seconds. Anywhere. That is... Experience **Change**

How does **MARS** transform its global website strategy to control costs and move quicker?

C&T rebuilt a technology stack from the ground up and changed the org structure to power a newly created design system to scale its owned platforms across its entire portfolio.

Saving millions and increasing speed. That is... Experience **Change**

How does **YETI** transform its brand from transactional to habitual?

It started with an ecomm redesign, but moved to create industry-defining lifestyle experiences that created habits and daily brand interactions.

Impact: +14% sales on yeti.com. That is... Experience **Change**



STAGWELL GROWTH ACCELERATORS

STAGWELL MARKETING CLOUD

SaaS & DaaS Tools For The In-House Marketer

Building complementary software solutions leveraging the domain expertise and distribution channels already in place at Stagwell

DIGITAL SERVICES

Digital Transformation

Building Digital Platforms & Consumer Experiences

Consumer Insights & Strategy

Tracking Across the Consumer Journey

Creativity & Communications

Blue-Chip Customer Base

Performance Media & Data

Integrated Omnichannel Media, Data & E-Commerce

TECHNOLOGY

SMC Advanced Media Platforms

Proprietary & Premium Owned Media Channels

SMC Media Studio

Platform for In-House Media Planners & Buyers

SMC Real-Time Research

Suite of Solutions for Market Researchers

SMC Comms Tech

AI-Driven Platform for Modern Communicators



STAGWELL
Marketing Cloud

\$198M

NET REVENUE
from SMC Group in FY23

31%

Y/Y GROWTH
in SMC Group net revenue in FY23



AR PLATFORM
integrated into native ballpark app at the MLB



SCALING ACCESS
To SMC influencer and content tools to MNTN clients



Google Cloud

CO-DEVELOPMENT
of GenAI marketing use-cases and cross selling opportunities



STAGWELL GROWTH ACCELERATORS

STAGWELL MARKETING CLOUD GROUP

Product Incubation Playbook

We've developed a proven strategy to develop and incubate new technologies, making informed product roadmap decisions based off agency clients while leveraging our world-class tech team

Faster

Shared infrastructure + tech expertise

DEVELOP & ITERATE FAST

CODE AND THEORY



GALE

Better

Proprietary data + the best marketers in the world

INTERNAL TESTING & INSIGHTS

THAT DELIVER BETTER PRODUCTS

Prophet



THE PEOPLE PLATFORM™

Cheaper

World's most ambitious clients + upselling opportunities

LOWER GO-TO-MARKET COSTS



WE BUILD ADVANCED PRODUCTS

MORE EFFICIENTLY *than the rest*

STAGWELL GROWTH ACCELERATORS

STAGWELL MARKETING CLOUD GROUP

Product Spotlight



Bringing a whole new level of **stadium entertainment and fan engagement to sports** and entertainment through shared AR

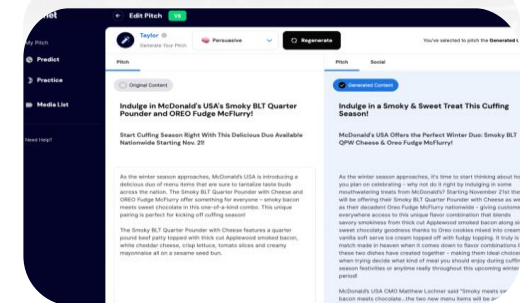


INTEGRATION WITH MLB'S NATIVE BALLPARK APP



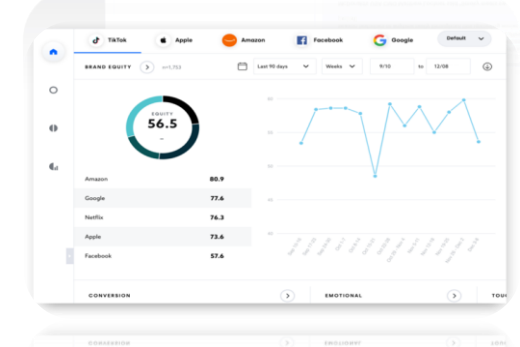
Revolutionizing the PR process through AI, saving the PR professionals from millions of tedious working hours

12 MINS
AVG. DAILY TIME ON PROPHET



Unlocking continuous brand tracking on an affordable, global, modern basis for research professionals

150+
ENTERPRISE CUSTOMERS SIGNED SINCE LAUNCH





STAGWELL FINANCIAL MODEL

ADDING *It All Up*

OPPORTUNITY TO GROW TO **\$4 BILLION+** **AND BEYOND**

OF GAAP REVENUE THROUGH
COMBINATION OF ORGANIC, NEW
REVENUE STREAMS & ACQUISITIONS

Potential Equation for Success* (\$M)

10-12% long-term organic growth target driven by:

- ▶ Stagwell Marketing Cloud (+20-30%)
- ▶ Digital Transformation (+10-20%)
- ▶ Consumer Insights & Strategy (+5-15%) ~\$3,500
- ▶ Performance Media & Data (+5-15%)
- ▶ Creativity & Communications (+3-7%)
- +** M&A Growth \$450

TOTAL **~\$4,000**

* Based on applying long term average growth targets to 2023 revenue. Anticipated model over the next 3-5 years.

STAGWELL is UNDER- APPRECIATED

Stock price doesn't reflect
how Stagwell is disrupting
marketing landscape

UNDER-VALUED

On Virtually All Metrics

(P/S, EV/EBITDA, P/E)



STAGWELL



Industry-leading

NET REVENUE GROWTH



Best-in-Class

ADJ. EBITDA MARGIN



Efficient

CONVERSION OF EBITDA TO FCF



Sustainable

LEVERAGE POSITION

Appendix

GAAP CONSOLIDATED OPERATING PERFORMANCE

	<i>Six Months Ended June 30,</i>	
	2024	2023
<i>\$ and Shares in Thousands</i>		
Revenue	\$ 1,341,227	\$ 1,254,709
Cost of services	883,438	816,329
Office & general expenses	331,476	321,358
Depreciation & amortization	76,837	68,965
Impairment & other losses	1,715	10,562
Total operating expenses	\$ 1,293,466	\$ 1,217,214
Operating income (Loss)	\$ 47,761	\$ 37,495
Interest expense, net	(44,498)	(41,869)
Foreign exchange, net	(3,613)	(2,148)
Gain on sale of business	-	-
Other, net	(1,074)	(196)
Other income (expenses)	\$ (49,185)	\$ (44,213)
Income tax expense (benefit)	3,750	673
Income (loss) before equity in earnings of non-consolidated affiliates	\$ (5,174)	\$ (7,391)
Equity in income (loss) of non-consolidated affiliates	507	(443)
Net income (loss)	\$ (4,667)	\$ (7,834)
Net income (loss) attributable to non-controlling & redeemable non-controlling interests	420	6,029
Net income (loss) attributable to Stagwell Inc. common shareholders	\$ (4,247)	\$ (1,805)
<u>Earnings Per Share</u>		
Basic	\$ (0.04)	\$ (0.01)
Diluted	\$ (0.04)	\$ (0.01)
<u>Weighted Average Number of Shares Outstanding</u>		
Basic	113,059	120,272
Diluted	113,059	120,272

GAAP CONSOLIDATED OPERATING PERFORMANCE

	<i>Full Year Ended Dec 31,</i>	
	2023	2022
<i>\$ and Shares in Thousands</i>		
Revenue	\$ 2,527,177	\$ 2,687,792
Cost of services	1,621,174	1,673,576
Office & general expenses	661,250	601,536
Depreciation & amortization	142,831	131,273
Impairment & other losses	11,395	122,179
Total operating expenses	\$ 2,436,650	\$ 2,528,564
Operating income (Loss)	\$90,527	\$ 159,228
Interest expense, net	(90,644)	(76,062)
Foreign exchange, net	(2,960)	(2,606)
Gain on sale of business	94,505	-
Other, net	(359)	(4,975)
Other income (expenses)	\$ 542	\$ (83,643)
Income tax expense (benefit)	40,557	25,462
Income (loss) before equity in earnings of non-consolidated affiliates	\$ 50,512	\$ 50,123
Equity in income (loss) of non-consolidated affiliates	(8,870)	(79)
Net income (loss)	\$ 41,642	\$ 50,044
Net income (loss) attributable to non-controlling & redeemable non-controlling interests	(41,508)	(30,125)
Net income (loss) attributable to Stagwell Inc. common shareholders	\$ 134	\$ 19,919
<u>Earnings Per Share</u>		
Basic	\$ -	\$ 0.16
Diluted	\$ -	\$ 0.12
<u>Weighted Average Number of Shares Outstanding</u>		
Basic	117,259	124,262
Diluted	122,170	296,596

RECONCILIATION OF GAAP NET INCOME TO ADJ. EBITDA

Six Months Ended June 30,

<i>\$ in Thousands</i>	2024	2023
Net Loss	\$ (4,667)	\$ (7,834)
Net loss attributable to noncontrolling & redeemable noncontrolling interests	420	6,029
Net loss attributable to Stagwell Inc. common shareholders	(4,247)	(1,805)
Non-operating items ⁽¹⁾	52,008	39,300
Operating income	47,761	37,495
Depreciation and amortization	76,837	68,965
Impairment and other losses	1,715	10,562
Stock-based compensation	21,991	22,550
Deferred acquisition consideration	7,390	4,480
Other items, net	20,725	19,338
Adjusted EBITDA	\$ 176,419	\$ 163,390

RECONCILIATION OF GAAP NET INCOME TO ADJ. EBITDA

Full Year Ended December 31,

<i>\$ in Thousands</i>	2023	2022
Net Income	\$ 41,642	\$ 50,044
Net income attributable to noncontrolling & redeemable noncontrolling interests	(41,508)	(30,125)
Net income attributable to Stagwell Inc. common shareholders	134	19,919
Non-operating items ⁽¹⁾	90,393	139,309
Operating income	90,527	159,228
Depreciation and amortization	142,831	131,273
Impairment and other losses	11,395	122,179
Stock-based compensation	57,179	33,152
Deferred acquisition consideration	13,060	(13,405)
Other items, net	45,147	18,691
Adjusted EBITDA	\$ 360,139	\$ 451,118

RECONCILIATION OF COMBINED NET REVENUE GROWTH TO COMBINED ORGANIC NET REVENUE GROWTH

	<i>Net Revenue – Six Months Ended June 30, 2023</i>	COMPONENTS OF CHANGE				CHANGE		
		<i>Foreign Currency</i>	<i>Net Acquisitions (Divestitures)</i>	<i>Organic</i>	<i>Total Change</i>	<i>Net Revenue – Six Months Ended June 30, 2024</i>	<i>Organic</i>	<i>Total</i>
Integrated Agencies Network	\$ 624,333	\$ (19)	\$ 1,502	\$ (11,174)	\$ (9,691)	\$ 614,642	(1.8) %	(1.6) %
Brand Performance Network	306,122	1,376	2,252	9,920	13,548	319,670	3.2 %	4.4 %
Communications Network	114,616	(146)	3,451	21,960	25,265	139,881	19.2 %	22.0 %
All Other	21,452	(568)	(3,296)	(4,935)	(8,799)	12,653	(23.0) %	(41.0) %
Total	\$ 1,066,523	\$ 643	\$ 3,909	\$ 15,771	\$ 20,323	\$ 1,086,846	1.5 %	1.9 %

\$ In thousands, except percentages

RECONCILIATION OF COMBINED NET REVENUE GROWTH TO COMBINED ORGANIC NET REVENUE GROWTH

	<i>Net Revenue - Year Ended December 31, 2022</i>	COMPONENTS OF CHANGE				CHANGE		
		<i>Foreign Currency</i>	<i>Net Acquisitions (Divestitures)</i>	<i>Organic</i>	<i>Total Change</i>	<i>Net Revenue - Year Ended December 31, 2023</i>	<i>Organic</i>	<i>Total</i>
Integrated Agencies Network	\$ 1,240,465	\$ (2,266)	\$ 6,677	\$ (58,172)	\$ (53,761)	\$ 1,186,704	(4.7) %	(4.3) %
Brand Performance Network	667,882	848	13,377	(14,005)	220	668,102	(2.1) %	0.0 %
Communications Network	293,844	(169)	1,918	(50,333)	(48,584)	245,260	(17.1) %	(16.5) %
All Other	19,962	(354)	35,135	(8,157)	26,624	46,586	(40.9) %	133.4 %
Total	\$ 2,222,153	\$ (1,941)	\$ 57,107	\$ (130,667)	\$ (75,501)	\$ 2,146,652	(5.9) %	(3.4) %

*\$ In thousands,
except
percentages*

CAPITAL STRUCTURE

Net Debt & Debt-Like (\$M, as of 6/30/2024)

Revolving Credit Facility	\$ 334
Bonds	1,100
NCI ¹	22
DAC ²	71
RNCI ³	23
Less: Investments ⁴	15
Less: Cash	136
TOTAL NET DEBT & DEBT-LIKE	\$ 1,399

Share Count⁵ (Thousands, as of 7/25/2024)

Class A	111,731
Class C <small>(equal voting & economic rights to Class A)</small>	151,649
Share-based awards ⁶	8,699
DILUTED	272,079

Note: Share count assumes full conversion of Class C shares to Class A on a one-to-one basis. Numbers may not foot due to rounding

1. Excludes non-controlling interest of Stagwell Class C shareholders to reflect NCI balance pro forma for full conversion of Class C shares to Class A.

2. A portion of the DAC will be paid with approximately 2.4m shares assuming conversion as of 6/30/24.

3. Includes redeemable non-controlling interest and obligations in connection with profit interests held by employees.

4. Non-consolidated investments

5. Share Count does not include unvested stock grants, unsettled SARs or portion of DAC to be settled in stock. Pro Forma total share count as of 7/25/2024 would be 111.7m Class A shares, 151.6 Class C shares, 2.9m shares to settle DAC and 8.7m share-based awards, for a total of 274.9m shares outstanding.

6. Estimated shares to be issued upon the exercise of settled SAR awards using treasury method.

Thank You