



**STAGWELL**  
TRANSFORMING MARKETING

*Third Quarter 2025*  
EARNINGS PRESENTATION  
November 6 | 2025

# FORWARD LOOKING STATEMENTS & OTHER INFORMATION

This document 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 in this document that are not historical facts, including, statements about the Company's beliefs and expectations, future financial performance, growth, and future prospects, the Company's strategy, business and economic trends and growth, technological leadership and differentiation, potential and completed acquisitions, anticipated operating efficiencies and synergies and estimates of amounts for redeemable non-controlling interests and deferred acquisition consideration, constitute forward-looking statements. Forward-looking statements, which are generally denoted by words such as "aim," "anticipate," "assume," "believe," "continue," "could," "create," "develop," "estimate," "expect," "focus," "forecast," "future," "goal," "guidance," "in development," "intend," "likely," "look," "maintain," "may," "ongoing," "outlook," "plan," "possible," "potential," "predict," "probable," "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 document 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.

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;
- 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 non-controlling interests and deferred acquisition consideration;
- the Company's ability to manage its growth effectively;
- the Company's ability to identify, complete and integrate acquisitions that complement and expand the Company's business capabilities and realize cost savings, synergies or other anticipated benefits of newly acquired businesses, or that even if realized, such benefits may take longer to realize than expected;
- the Company's ability to identify and complete divestitures and to achieve the anticipated benefits therefrom;
- the Company's ability to develop products incorporating new technologies, including augmented reality, artificial intelligence, and virtual reality, and realize benefits from such products;
- the Company's use of artificial intelligence, including generative artificial intelligence;
- adverse tax consequences for the Company, its operations and its stockholders, that may differ from the expectations of the Company, including that recent or future changes in tax laws, potential changes to corporate tax rates in the United States and disagreements with tax authorities on the Company's determinations that may result in increased tax costs;
- adverse tax consequences in connection with the Transactions, including the incurrence of material Canadian federal income tax (including material "emigration tax");
- the Company's ability to establish and maintain an effective system of internal control over financial reporting, including the risk that the Company's internal controls will fail to detect misstatements in its financial statements;
- the Company's ability to accurately forecast its future financial performance and provide accurate guidance;
- 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 conflicts between Russia and Ukraine and in the Middle East), terrorist activities and natural disasters;
- stock price volatility; and
- foreign currency fluctuations.

Investors should carefully consider these risk factors, other risk factors described herein, and the additional risk factors outlined in more detail in our 2024 Form 10-K, filed with the Securities and Exchange Commission (the "SEC") on March 5, 2025, and accessible on the SEC's website at [www.sec.gov](http://www.sec.gov), under the caption "Risk Factors," and in the Company's other SEC filings.

# DEFINITIONS OF NON-GAAP FINANCIAL MEASURES

In addition to its reported results, Stagwell Inc. has included in this earnings presentation certain financial results that the Securities and Exchange Commission (SEC) defines as "non-GAAP Financial Measures." Management believes that such non-GAAP financial measures, when read in conjunction with the Company's reported results, can provide useful supplemental information for investors analyzing period to period comparisons of the Company's results. Such non-GAAP financial measures include the following:

**Pro Forma Results:** The Pro Forma amounts presented for each period were prepared by combining the historical standalone statements of operations for each of legacy MDC and SMC. The unaudited pro forma results are provided for illustrative purposes only and do not purport to represent what the actual consolidated results of operations or consolidated financial condition would have been had the combination actually occurred on the date indicated, nor do they purport to project the future consolidated results of operations or consolidated financial condition for any future period or as of any future date. The Company has excluded a quantitative reconciliation of Adjusted Pro Forma EBITDA to net income under the "unreasonable efforts" exception in Item 10(e)(1)(i)(B) of Regulation S-K.

- 1) **Organic Net Revenue:** "Organic net revenue growth" and "Organic net revenue decline" reflects the year-over-year change in the Company's reported net revenue attributable to the Company's management of the entities it owns. We calculate organic net revenue growth (decline) by subtracting the net impact of acquisitions (divestitures) and the impact of foreign currency exchange fluctuations from the aggregate year-over-year increase or decrease in the Company's reported net revenue. The net impact of acquisitions (divestitures) reflects the year-over-year change in the Company's reported net revenue attributable to the impact of all individual entities that were acquired or divested in the current and prior year. We calculate impact of an acquisition as follows: (a) for an entity acquired during the current year, we present the entity's current period reported revenue as the impact of the acquisition in the current year; and (b) for an entity acquired in the prior year, we present an amount equal to the entity's current year net revenue for the same period during which we didn't own the entity in the prior year as the impact of the acquisition in the current year. We calculate impact of a divestiture as follows: (a) for a divestiture in the current year, we present the entity's prior year net revenue for the same period during which we no longer owned it in the current year as impact of the divestiture in the current year; and (b) for a divestiture in the prior year, we present the entity's prior year net revenue for the period during which we owned it in the prior year as impact of the divestiture in the current year. We calculate the impact of any acquisition or divestiture without adjusting for foreign currency exchange fluctuations. The impact of foreign currency exchange fluctuations reflects the year-over-year change in the Company's reported net revenue attributable to changes in foreign currency exchange rates. We calculate the impact of foreign currency exchange fluctuations for the portion of the reporting period in which we recognized revenue from a foreign entity in both the current year and the prior year. The impact is calculated as the difference between (1) reported prior period net revenue (converted to U.S. dollars at historical foreign currency exchange rates) and (2) prior period net revenue converted to U.S. dollars at current period foreign exchange rates.
- 2) **Net New Business:** Estimate of annualized revenue for new wins less annualized revenue for losses incurred in the period.
- 3) **Adjusted EBITDA:** defined as Net income excluding non-operating income or expense to achieve operating income, plus depreciation and amortization, stock-based compensation, deferred acquisition consideration adjustments, and other items. Other items include restructuring costs, acquisition-related expenses, and nonrecurring items.
- 4) **Adjusted Diluted EPS** is defined as (i) Net income (loss) attributable to Stagwell Inc. common shareholders, plus net income attributable to Class C shareholders, excluding amortization expense, impairment and other losses, stock-based compensation, deferred acquisition consideration adjustments, discrete tax items, and other items, divided by (ii) (a) the per weighted average number of common shares outstanding plus (b) the weighted average number of Class C shares outstanding (if dilutive). Other items includes restructuring costs, acquisition-related expenses, and non-recurring items, and subject to the anti-dilution rules.
- 5) **Free Cash Flow:** defined as Adjusted EBITDA less capital expenditures, change in net working capital, cash taxes, interest, and distributions to minority interests, but excludes contingent M&A payments.
- 6) **Financial Guidance:** The Company provides guidance on a non-GAAP basis as it cannot predict certain elements which are included in reported GAAP results.

Included in this earnings presentation are tables reconciling reported Stagwell Inc. results to arrive at certain of these non-GAAP financial measures.

## *Full-Year 2025 Outlook*

### **FINANCIAL** *Outlook*

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**~8%** Total Net Revenue Growth

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**\$410M - \$460M** Adjusted EBITDA

**> 45%** EBITDA Conversion on Free Cash Flow

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**\$0.75 - \$0.88** In Adjusted Earnings Per Share

Note: Guidance as of 11/06/2025. The Company has excluded a quantitative reconciliation with respect to the Company's 2025 guidance under the "unreasonable efforts" exception in Item 10(e)(1)(i)(B) of Regulation S-K. See "Non-GAAP Financial Measures" below for additional information on definitions for Organic Net Revenue, Organic Net Revenue ex. Advocacy, Adjusted EBITDA, Adjusted Earnings Per Share, and Free Cash Flow. Please refer to our investor website at [stagwellglobal.com/investors](http://stagwellglobal.com/investors) for information on Forward Looking Statements and risk factors outlined in our 2024 Form 10-K, filed with the Securities and Exchange Commission (the "SEC") on March 5 2025, and accessible on the SEC's website at [www.sec.gov](http://www.sec.gov), under the caption "Risk Factors," and in the Company's other SEC filings.

# THIRD QUARTER HIGHLIGHTS

NET REVENUE: \$615M | NET LEVERAGE RATIO: 3.42x | ADJ. EBITDA: \$115M

## Accelerating GROWTH

Net Revenue of \$615M represents highest ever non-political quarter

Total Net Revenue growth ex. Advocacy of **10%**, continuing sequential improvement seen

YTD

Performance driven by growth of **9%** in Marketing Services, and **12%** in Digital Transformation

Media & Commerce inflected positive, with total net revenue growth of **6%** in 3Q25

## Continuing NEW BUSINESS MOMENTUM

\$122M of net new business in 3Q25, bringing LTM to a record-breaking **\$472M**

Secured multiple high profile new customer wins and expansions with leading companies including **Adobe, Microsoft, Diageo, and NASCAR**

Top 25 customers grew **16%** y/y in 3Q25, now average approximately **\$28M** in annual net revenue



## Improving CASH & COSTS

**YTD Cash Flow from Operations improved \$100M year-over-year**

Ex. Advocacy adjusted EBITDA grew **23%** to \$103M, representing a **18%** margin, **200bps** higher than 3Q24

Labor Ratio ex. Advocacy in 3Q25 stands at **62.1%**, on track to achieve the **lowest full-year ratio** in three years

**On schedule** to deliver **\$80-\$100M of cost savings by YE26** as announced at Investor Day

## Investing IN THE BUSINESS

Launched groundbreaking partnership with Palantir building an AI-driven centralized data and marketing platform to unlock unlimited ROI

Launched **Agent Cloud** from The Marketing Cloud, a unified platform with instant access to top LLMs, image/video tools, and customized AI assistants

Expanded owned media strategy with 35% **ownership stake in Real Clear Holdings**, publisher of RealClearPolitics and 12 other news and analysis sites

**Repurchased 7M shares** in 3Q25 bringing YTD repurchases to **17.6M** and reducing fully diluted share count by 7M shares in the last 12 months

# SUMMARY COMBINED FINANCIALS

\$ in Thousands	Three Months Ended Sept 30,		Nine Months Ended Sept 30,	
	2025	2024	2025	2024
<b>Net Revenue</b>	<b>\$ 614,522</b>	<b>\$ 580,193</b>	<b>\$ 1,776,838</b>	<b>\$ 1,667,039</b>
Billable Costs	128,476	131,088	324,718	385,469
<b>Revenue</b>	<b>\$ 742,998</b>	<b>\$ 711,281</b>	<b>\$ 2,101,556</b>	<b>\$ 2,052,508</b>
Billable Costs	128,476	131,088	324,718	385,469
Staff costs	387,210	361,979	1,136,742	1,059,485
Administrative costs	71,792	69,556	222,775	206,253
Unbillable and other costs, net	40,938	37,489	129,302	113,713
<b>Adjusted EBITDA</b>	<b>\$ 114,582</b>	<b>\$ 111,169</b>	<b>\$ 288,019</b>	<b>\$ 287,588</b>
Stock-based compensation	12,646	16,935	44,143	38,926
Depreciation and amortization	44,260	36,044	127,635	112,881
Deferred acquisition consideration	(13,348)	560	(9,911)	7,950
Impairment and other losses	466	-	466	1,715
Other items, net	9,645	15,851	23,316	36,576
<b>Operating income</b>	<b>\$ 60,913</b>	<b>\$ 41,779</b>	<b>\$ 102,370</b>	<b>\$ 89,540</b>
<b>Adjusted EBITDA margin (on net revenue)</b>	<b>18.6%</b>	<b>19.2%</b>	<b>16.2%</b>	<b>17.3%</b>

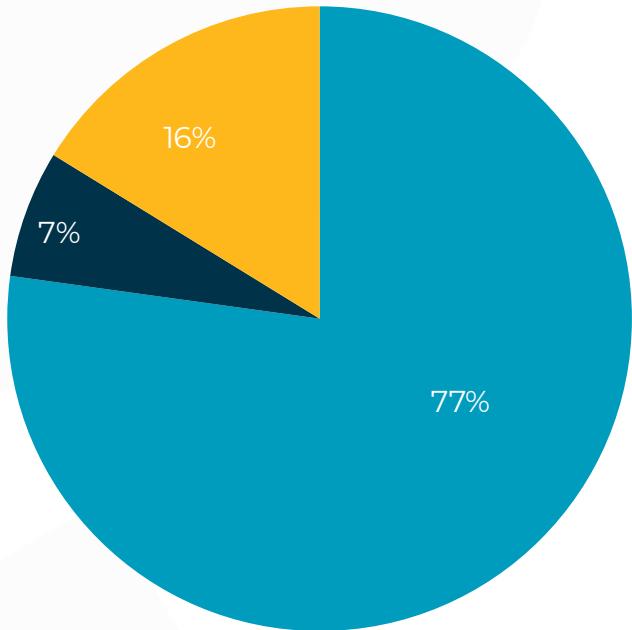
# 3 Q 25 NET REVENUE

Three Months Ended Sept 30, 2025			Nine Months Ended Sept 30, 2025		
\$ in Thousands	Net Revenue	Change	Net Revenue	Change	
<b>Sept 30, 2024</b>	<b>\$ 580,193</b>			<b>\$ 1,667,039</b>	
Organic revenue	(2,266)	(0.4)%	10,021	0.6%	
Acquisitions (divestitures), net	33,966	5.9%	96,312	5.8%	
Foreign currency	2,629	0.5%	3,466	0.2%	
<b>Total Change</b>	<b>\$ 34,329</b>	<b>5.9%</b>		<b>\$ 109,799</b>	<b>6.6%</b>
<b>Sept 30, 2025</b>	<b>\$ 614,522</b>			<b>\$ 1,776,838</b>	

# 3Q25 NET REVENUE BY GEOGRAPHY

**%** OF NET REVENUE

**3Q**



		<b>3Q25</b>	<b>YTD</b>
		<i>Organic Net Revenue Growth</i>	<i>Net Revenue Growth</i>
■	United States	0.6%	1.1%
	United States ex. Advocacy	5.2%	5.9%
■	EMEA	(0.7)%	39.6%
■	Rest of World	(10.4)%	4.3%
	<b>TOTAL</b>	<b>(0.4)%</b>	<b>5.9%</b>
	<b>TOTAL EX-ADVOCACY</b>	<b>3.2%</b>	<b>10.2%</b>
		<i>Organic Net Revenue Growth</i>	<i>Net Revenue Growth</i>
		1.7%	2.2%
		5.0%	5.7%
		(3.1)%	41.3%
		(0.2)%	(5.1)%
		<b>0.6%</b>	<b>6.6%</b>
		<b>3.2%</b>	<b>9.7%</b>

# GLOBAL NETWORK

## Stagwell's Affiliate Network Significantly Expands Our Global Footprint



### Stagwell **Affiliates**

COUNTRIES

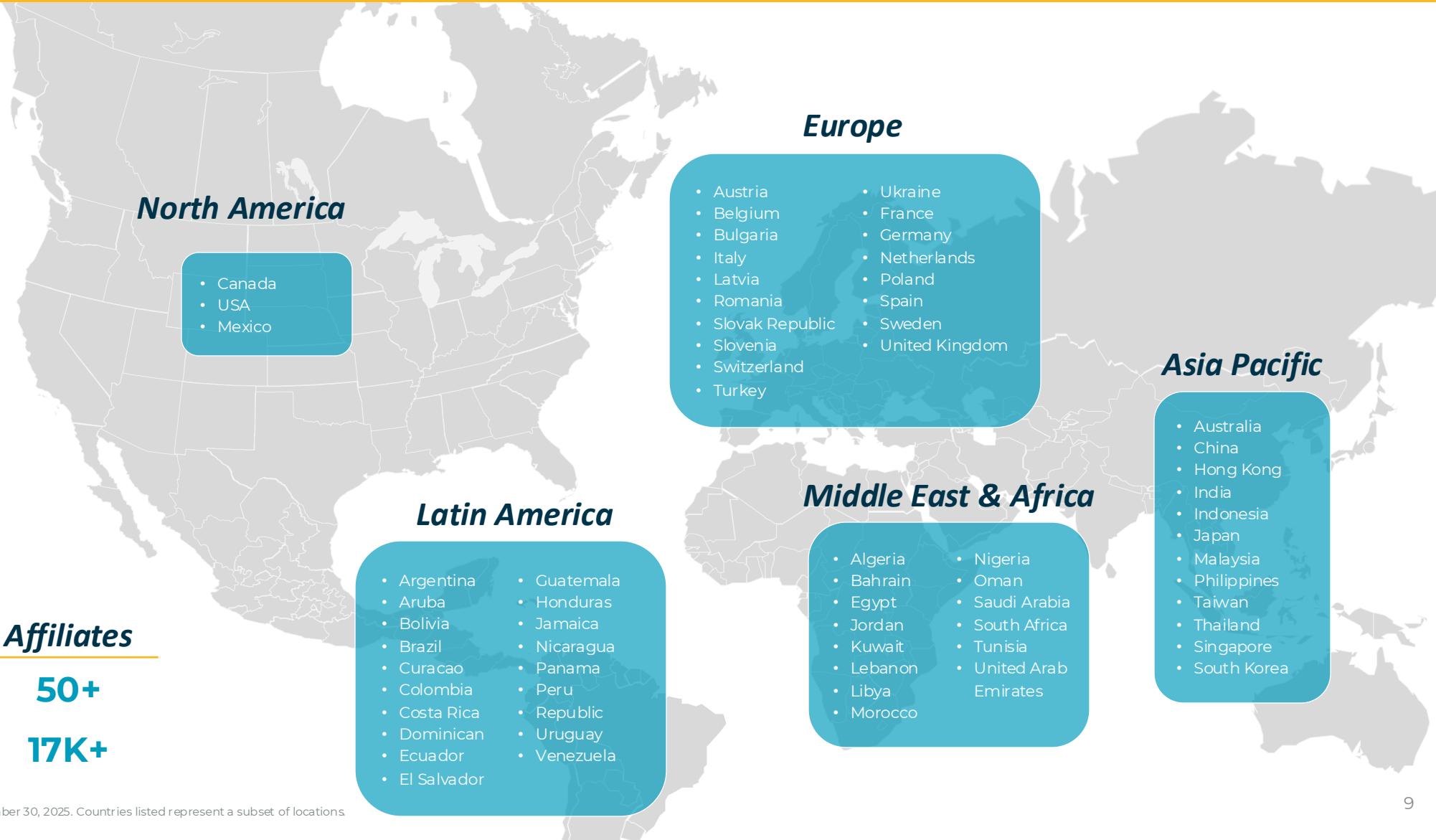
**45+**

**50+**

EMPLOYEES

**11K+**

**17K+**



Note: As of September 30, 2025. Countries listed represent a subset of locations.

# OUR OPERATING SEGMENTS

## 1 The Marketing Cloud

SaaS & DaaS Tools for the Modern Marketer

## 2 Digital Transformation

Building & Designing Digital Platforms & Technology

## 3 Media & Commerce

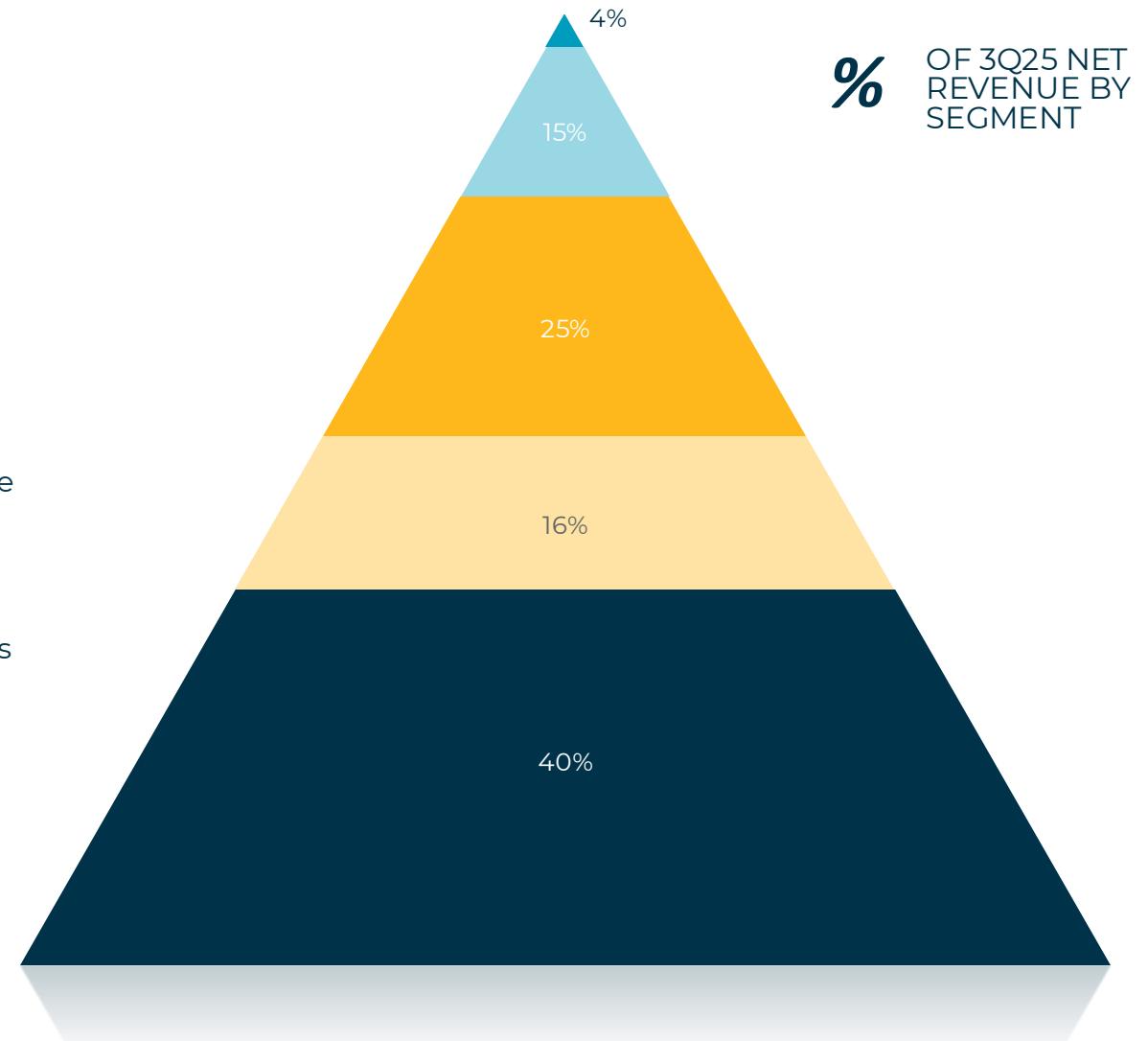
Delivering Data-Driven Outcomes for Brand Performance

## 4 Communications

Intelligent & Highly-Targeted Communications Strategies

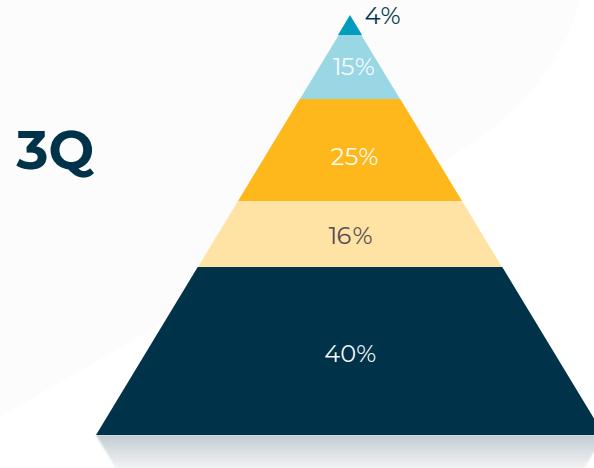
## 5 Marketing Services

Scaling Brand Reach with AI-Powered Creativity



# NET REVENUE GROWTH BY SEGMENT

**%** OF NET REVENUE

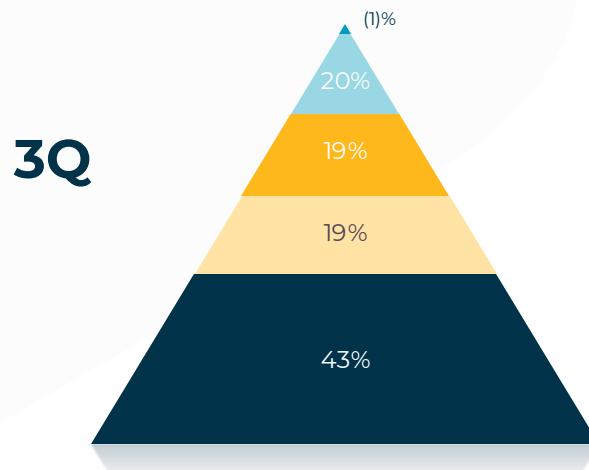


## Operating Segment

	<i>Operating Segment</i>	3Q25		YTD	
		Organic Net Revenue Growth	Net Revenue Growth	Organic Net Revenue Growth	Net Revenue Growth
	The Marketing Cloud	6.6%	137.5%	(4.0)%	205.0%
	Digital Transformation	6.9%	11.9%	11.5%	14.8%
	Media & Commerce	3.2%	5.9%	(2.8)%	(1.8)%
	Communications	(20.9)%	(14.3)%	(15.8)%	(6.2)%
	Communications ex. Advocacy	(8.2)%	5.0%	(5.9)%	12.3%
	Marketing Services	6.5%	9.2%	7.9%	8.6%
	<b>TOTAL</b>	<b>(0.4)%</b>	<b>5.9%</b>	<b>0.6%</b>	<b>6.6%</b>
	<b>TOTAL EX-ADVOCACY</b>	<b>3.2%</b>	<b>10.2%</b>	<b>3.2%</b>	<b>9.7%</b>

# ADJ EBITDA GROWTH BY SEGMENT

% OF ADJ.  
EBITDA\*



## Adj. EBITDA\* Growth Y/Y

Operating Segment	3Q25	YTD
The Marketing Cloud**	NQ	NQ
Digital Transformation	10.2%	23.5%
Media & Commerce	19.3%	(22.3)%
Communications	(41.0)%	(30.8)%
Communications ex. Advocacy	(8.6)%	5.2%
Marketing Services	30.2%	19.7%
<b>TOTAL</b>	<b>3.1%</b>	<b>0.2%</b>
<b>TOTAL EX-ADVOCACY</b>	<b>23.5%</b>	<b>14.6%</b>

Note: Advocacy includes Targeted Victory, SKDK, and TMA Direct. Figures may not foot due to rounding.

\*Adjusted EBITDA percentages in pyramid does not adjust for corporate eliminations

\*\*The Marketing Cloud adjusted EBITDA in 3Q25 improved y/y to \$(11)m from \$(3.4)m; The Marketing Cloud adjusted EBITDA YTD improved y/y to \$(5.6)m from \$(10.4)m

# EX-ADVOCACY REVENUE, NET REVENUE & ADJUSTED EBITDA

\$ in Millions

## REVENUE

	Three Months Ended,			Nine Months Ended,		
	Sept 30, 2025	Sept 30, 2024	% Change	Sept 30, 2025	Sept 30, 2024	% Change
	Total Revenue	\$743	\$711	4.5%	\$2,102	2.4%
Advocacy Revenue	57	99	(42.3)%	155	236	(34.4)%
<b>Total Ex Advocacy</b>	<b>686</b>	<b>612</b>	<b>12.0%</b>	<b>1,947</b>	<b>1,816</b>	<b>7.2%</b>

## NET REVENUE

	Three Months Ended,			Nine Months Ended,		
	Sept 30, 2025	Sept 30, 2024	% Change	Sept 30, 2025	Sept 30, 2024	% Change
	Total Net Revenue	\$615	\$580	5.9%	\$1,777	6.6%
Advocacy Net Revenue	37	56	(33.9)%	105	143	(26.9)%
<b>Total Ex Advocacy</b>	<b>578</b>	<b>524</b>	<b>10.2%</b>	<b>1,672</b>	<b>1,524</b>	<b>9.7%</b>

## ADJ. EBITDA

	Three Months Ended,			Nine Months Ended,		
	Sept 30, 2025	Sept 30, 2024	% Change	Sept 30, 2025	Sept 30, 2024	% Change
	Total Adj. EBITDA	\$115	\$111	3.1%	\$288	0.1%
Advocacy Adj. EBITDA	11	28	(58.5)%	29	62	(52.7)%
<b>Total Ex Advocacy</b>	<b>103</b>	<b>84</b>	<b>23.5%</b>	<b>259</b>	<b>226</b>	<b>14.6%</b>

Note: Advocacy includes Targeted Victory, SKDK, & TMA Direct. Actuals may not foot due to rounding

## *Net New Business*

3Q25

**\$122M**

LTM

**\$472M**

## *Avg. Net Revenue*

3Q25

**\$7.0M**

PER CLIENT AT TOP 25

## Notable Business **WINS & EXPANSIONS**

QUALCOMM



hp

Adobe

pepsico

WAYMO

# LIQUIDITY

\$ in Millions

## **Available Liquidity** *(as of 9/30/2025)*

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Commitment Under Credit Facility	\$ 750
Drawn	\$ 438
Letters of Credit	\$ 15
Undrawn Commitments Under Facility	\$ 297
Total Cash & Cash Equivalents	\$ 132
<b>Total Available Liquidity</b>	<b>\$ 429</b>

## MAINTAINING DISCIPLINE AROUND *Deferred Acquisition Costs*

DAC DECREASED BY \$25M  
FROM FY24 YEAR-END BALANCE

**\$102M**



4Q24

**\$77M**



3Q25

# ADJUSTED EARNINGS PER SHARE

\$ and Shares in Thousands	Three Months Ended Sept 30, 2025			Nine Months Ended Sept 30, 2025		
	Reported (GAAP)	Adjustments	Non-GAAP	Reported (GAAP)	Adjustments	Non-GAAP
Net income attributable to Stagwell Inc. common shareholders	\$ 24,619	\$ 38,147	\$ 62,766	\$ 16,441	\$ 131,430	\$ 147,871
Net loss attributable to Class C Shareholders	-	-	-	(6,637)	-	(6,637)
Net income – diluted EPS	\$ 24,619	\$ 38,147	\$ 62,766	\$ 9,804	\$ 131,430	\$ 141,234
Diluted - Weighted average number of common shares outstanding	259,583	-	259,583	214,557	-	214,557
Weighted average number of common class C shares outstanding (diluted)	-	-	-	52,216	-	52,216
Diluted - Weighted average number of shares outstanding	259,583	-	259,583	266,773	-	266,773
<b>Adjusted earnings per share (diluted)</b>	<b>\$ 0.09</b>		<b>\$ 0.24</b>	<b>\$ 0.04</b>		<b>\$ 0.53</b>
<b>Adjustments to net income</b>						
Amortization expense		\$ 38,707			\$ 107,281	
Impairment and other losses		466			466	
Stock-based compensation		12,646			44,143	
Deferred acquisition consideration		(13,348)			(9,911)	
Other items, net		11,928			25,599	
Total add-backs		50,399			167,578	
Adjusted tax expense		(12,252)			(36,148)	
		<b>\$ 38,147</b>			<b>\$ 131,430</b>	

# GAAP CONSOLIDATED OPERATING PERFORMANCE

\$ and Shares in Thousands	<i>Three Months Ended Sept 30,</i>		<i>Nine Months Ended Sept 30,</i>	
	2025	2024	2025	2024
<b>Revenue</b>				
Cost of services	\$ 742,998	\$ 711,281		
Office & general expenses	470,937	457,018		
Depreciation & amortization	166,422	176,440		
Impairment & other losses	44,260	36,044		
	466	-		
<b>Total operating expenses</b>	\$ 682,085	\$ 669,502		
<b>Operating income (Loss)</b>	\$ 60,913	\$ 41,779		
Interest expense, net	(25,196)	(23,781)		
Foreign exchange, net	(366)	1,312		
Other, net	(2,032)	249		
<b>Other income (expenses)</b>	\$ (27,594)	\$ (22,220)		
Income before income taxes and equity in earnings of non-consolidated affiliates	33,319	19,559		
Income tax expense	9,555	5,691		
<b>Income before equity in earnings of non-consolidated affiliates</b>	\$ 23,764	\$ 13,864		
Equity in income (loss) of non-consolidated affiliates	(1)	(4)		
<b>Net income</b>	\$ 23,763	13,864		
Net (income) loss attributable to non-controlling & redeemable non-controlling interests	856	(10,593)		
<b>Net income (loss) attributable to Stagwell Inc. common shareholders</b>	\$ 24,619	\$ 3,271		
<b>Earnings (Loss) Per Share</b>				
Basic	\$ 0.10	\$ 0.03		
Diluted	\$ 0.09	\$ 0.03		
<b>Weighted Average Number of Shares Outstanding</b>				
Basic	255,952	108,198		
Diluted	259,583	112,190		

Note: Numbers may not foot due to rounding.

# CAPITAL STRUCTURE

## Net Debt & Debt-Like (\$M, as of 9/30/2025)

Revolving Credit Facility	\$ 438
Bonds	1,100
NCI <sup>1</sup>	21
DAC <sup>2</sup>	77
RNCI <sup>3</sup>	9
Less: Investments <sup>4</sup>	16
Less: Cash	132
<b>TOTAL NET DEBT &amp; DEBT-LIKE</b>	<b>\$ 1,497</b>

## Share Count<sup>5</sup> (Thousands, as of 10/30/2025)

Class A	252,118
Class C (equal voting & economic rights to Class A)	-
Share-based awards <sup>6</sup>	12,321
<b>DILUTED</b>	<b>264,439</b>

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 7.6m shares assuming conversion as of 9/30/25.

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 10/30/2025 would be 252.1m Class A shares, 7.6m shares to settle DAC and 12.3m share-based awards, for a total of 272.1m shares outstanding.

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



# APPLYING A PROVEN PLAYBOOK

## *to scale The Marketing Cloud Group*

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

1

2

3

4

### Digital Services



#### Digital Transformation

Building Digital Platforms & Consumer Experiences

#### Media & Commerce

Integrated Omnichannel Media, Data & E-Commerce

#### Marketing Services

Integrated Campaigns for Blue-Chip Customers

#### Communications

Data-Driven, Targeted Communications Strategies

### Technology



#### Advanced Media Platforms

Proprietary & Premium Owned Media Channels

#### Media Studio

Solution for Modern Media Planners and Buyers

#### Harris Quest Research

Market Research Products by The Harris Poll

#### Prophet Comms Tech

AI-Driven Platform for Modern Communicators



## THE 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

**WE BUILD  
ADVANCED  
PRODUCTS  
MORE EFFICIENTLY**

*than the rest*

#### **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**



STAGWELL

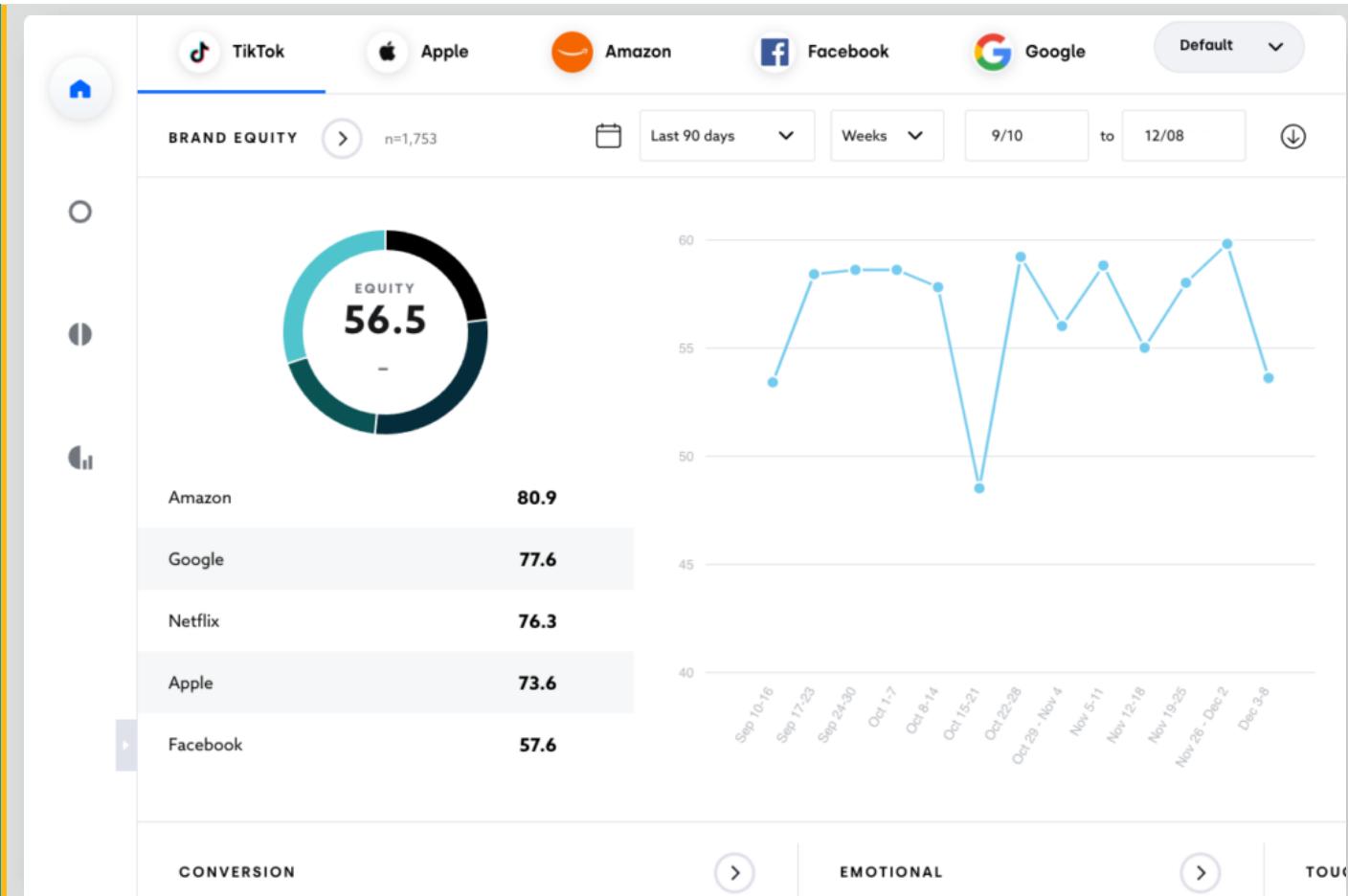


# Harris QuestBrand

REAL-TIME INSIGHTS  
*Product Spotlight*

## Customer Benefit

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





# PRohet Earn

## Customer Benefit

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

## ARTIFICIAL INTELLIGENCE *Product Spotlight*

The First Canadian to Voyage Around the Moon  
Jeremy Hansen

A look into the intense training and preparation for NASA's Artemis II mission.

The date is set. The flight plan is confirmed. Canadian astronaut Jeremy Hansen is set to become the first Canadian to voyage around the moon. As part of the international crew for the anticipated Artemis II mission in 2025, Hansen joins a selective group of astronauts who have trained rigorously for this monumental trip - one that brings us a giant leap forward in space exploration, from Mars and beyond.

It's been over 50 years since humans last escaped Earth's orbit and traveled to another world. As the Artemis II launch creeps nearer, NASA and the Canadian Space Agency have offered an exclusive look at how international astronauts are preparing for this audacious adventure.

The stakes have never been higher. Artemis II will be the first crewed mission to the Moon since the Apollo 17 mission in 1972.



## AUGMENTED REALITY

### *Product Spotlight*

#### *Customer Benefit*

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



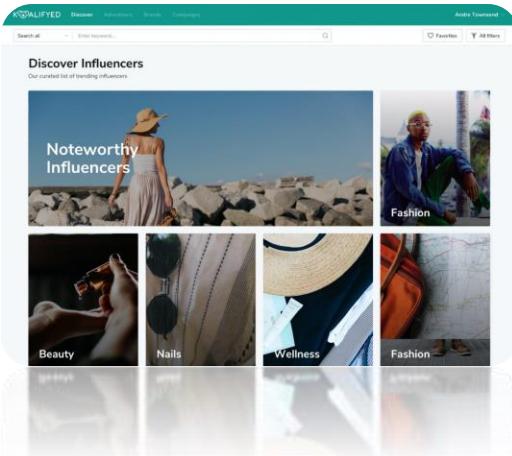


# THE MARKETING CLOUD GROUP

## *Pricing Model*

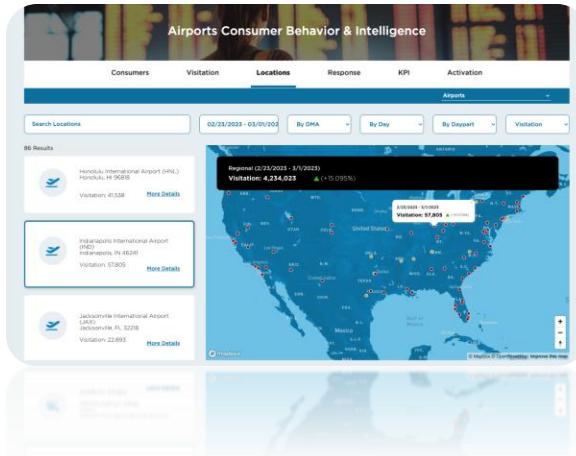
Modern, flexible pricing models that fit the needs and budgets for the modern marketer

### Subscription Pricing *Annual SaaS contract*



 **PRohphet Influence**

### Consumption Fee *Data and media spend*



 THE PEOPLE PLATFORM™

### Advertising-Based *Sponsorship fees*



 **around**

# Thank You

*Contact Us:*

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