



STAGWELL

TRANSFORMING MARKETING

Investor Presentation

JULY | 2026

DISCLAIMER

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 noncontrolling 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," "foresee," "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 noncontrolling 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 11, 2025, and accessible on the SEC's website at www.sec.gov, under the caption "Risk Factors," and in the Company's other SEC filings.



STAGWELL

at a Glance

\$2.9B

FY25 GAAP REVENUE

\$467M

FY25 NET NEW BUSINESS

\$422M

FY25 ADJ. EBITDA

\$187M

FY25 FREE CASH FLOW

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

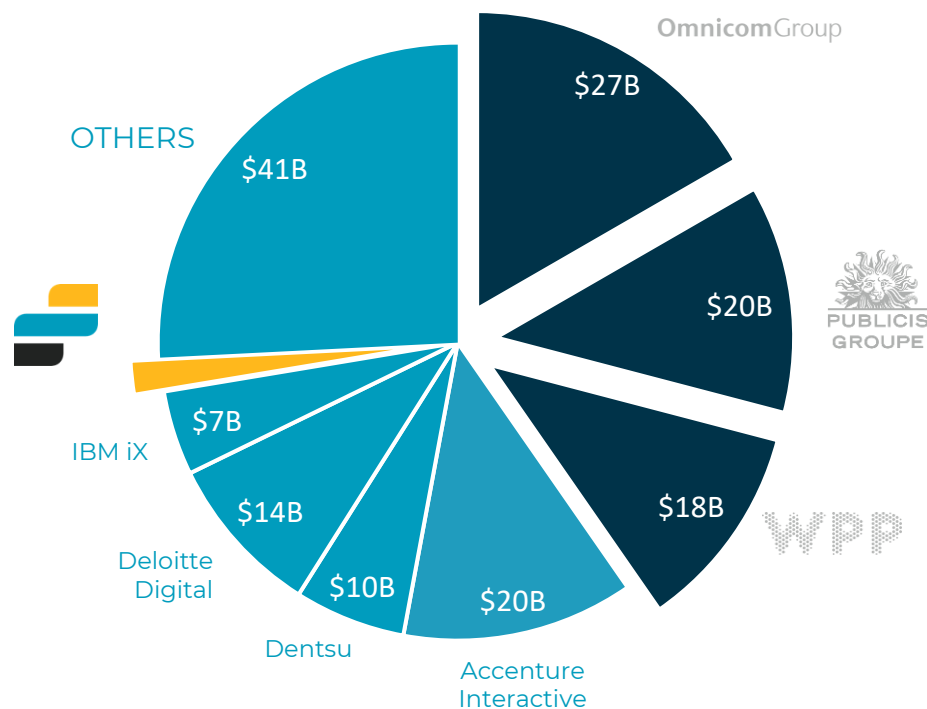


STAGWELL OPPORTUNITY

THE LEGACY ADVERTISING MARKET *Is Ripe For Disruption*

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

Ample room to continue taking market share



~ **\$64B**

spent with the top 3 legacy holding companies¹

~ **\$159B**

spent on advertising & marketing services with the Top 25 industry providers in 2025

An increase of 4% or ~\$6B

¹ Top 4 legacy holding companies: WPP, Omnicom, Publicis, IPG in 2025
Source: Company filings and AdAge Agency Report 2025



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
24 Yrs Industry Experience
10 Yrs at Stagwell

Ryan Greene
CFO
21 Yrs Industry Experience
10 Yrs at Stagwell

Jason Reid
CSO
20 Yrs Industry Experience
10 Yrs at Stagwell

Niels Laurberg
CIO
8 Yrs Industry Experience
8 Yrs at Stagwell

Lena Petersen
CBCO
20 Yrs Industry Experience
1 Yr at Stagwell

Ryan Linder
CMO
25 Yrs Industry Experience
7 Yrs at Stagwell

Stephanie Howley
CPO
16 Yrs Industry Experience
4 Yrs at Stagwell

Frank Lanuto
EVP, Finance
32 Yrs Industry Experience
6 Yrs at Stagwell

Julia Hammond
President
Stagwell Global
23 Yrs Industry Experience
5 Yrs at Stagwell

BUSINESS LEADERSHIP



Karina Wilsher
Anomaly

Laurel Burton
Instrument

Maggie Malek
Crispin

Slavi Samardzija
Global Chair,
Media &
Commerce

David DeMuth
Doner Partners
Network

Evin Shutt
72andSunny

Jessica Henrichs
Colle McVoy

Dan Gardner
Code and
Theory

Zac Moffatt
Global Chair,
Communications
Segment

Krista Webster
Veritas

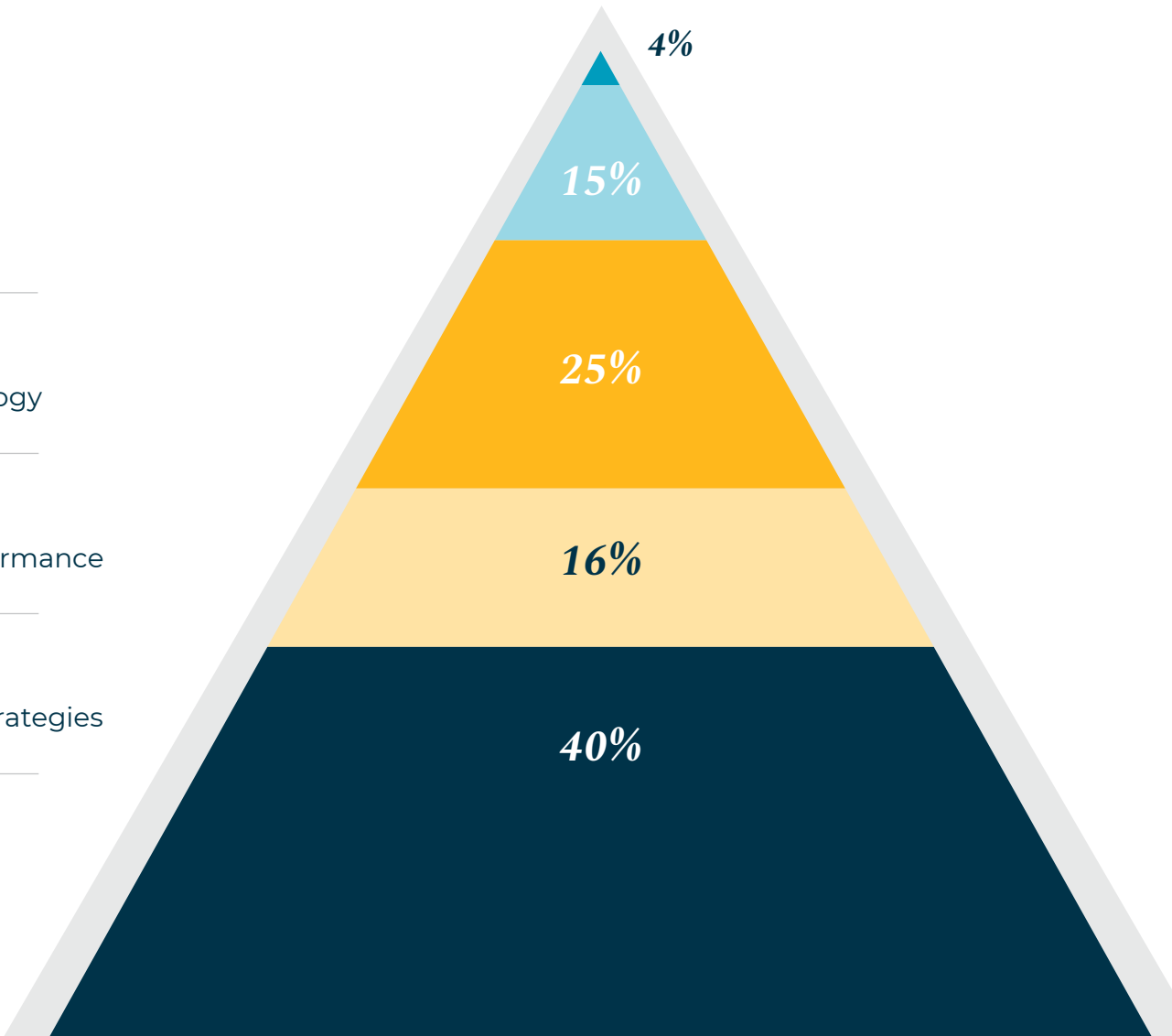


STAGWELL TODAY

INTEGRATED PLATFORM

For The Modern Marketer

- 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





STAGWELL TODAY

BLUE-CHIP CUSTOMER BASE

Demonstrated Ability To Land & Expand

\$700M+

REVENUE FROM TOP 25 CUSTOMERS¹

Johnson & Johnson



amazon



DIAGEO



Google

20%

GROWTH IN AVERAGE RELATIONSHIP TOP 25 CUSTOMERS³

\$28M+

AVERAGE SIZE OF TOP 25 CUSTOMERS

4K+

BLUE CHIP CUSTOMERS

¹ FY25 net revenue from 25 largest customers by 2025 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 25 customers by net revenue for 2025, for the same group of customers in 2024



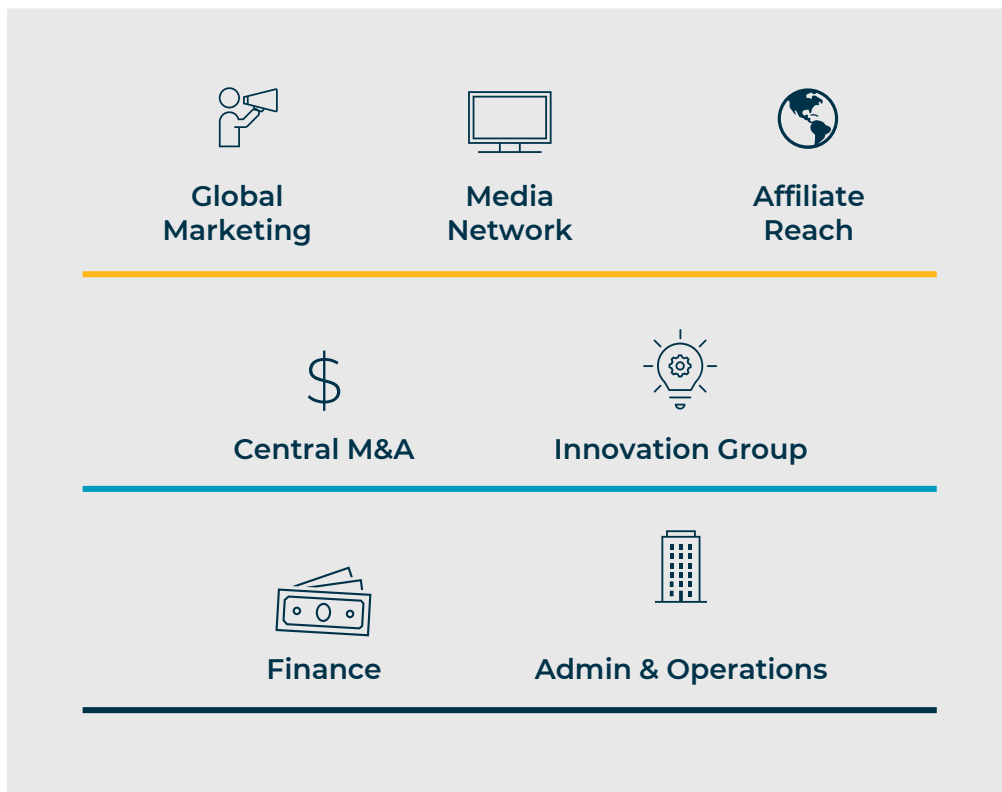
STAGWELL TODAY

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

\$486M

TRAILING TWELVE MONTH NET NEW BUSINESS¹

85%

INCREASE IN NUMBER OF WINS²

72%

INCREASE IN BUSINESS DEALS GREATER THAN \$1M²

Largest

NEW BUSINESS WIN IN COMPANY HISTORY WITH ADOBE



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”

40+
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 1Q26
² In 4Q24 relative to 4Q23



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

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



25

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?

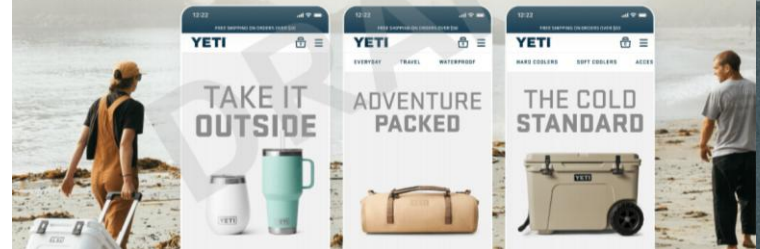
C&T rebuilt a technology stack from the ground up and changed the org structure to power a newly created design system to scale its owned platforms across its entire portfolio.

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

THE 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

TMC Advanced Media Platforms

Proprietary & Premium Owned Media Channels

TMC Media Studio

Platform for In-House Media Planners & Buyers

TMC Real-Time Research

Suite of Solutions for Market Researchers

TMC Comms Tech

AI-Driven Platform for Modern Communicators



The Marketing Cloud

\$106M

NET REVENUE
from Group in FY25

230%

Y/Y GROWTH
in Group net revenue in FY25



SCALING ACCESS
To TMC influencer and content tools to MNTN clients



Google Cloud

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



STAGWELL GROWTH ACCELERATORS

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

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



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

THE MACHINE

Agentic Operating System



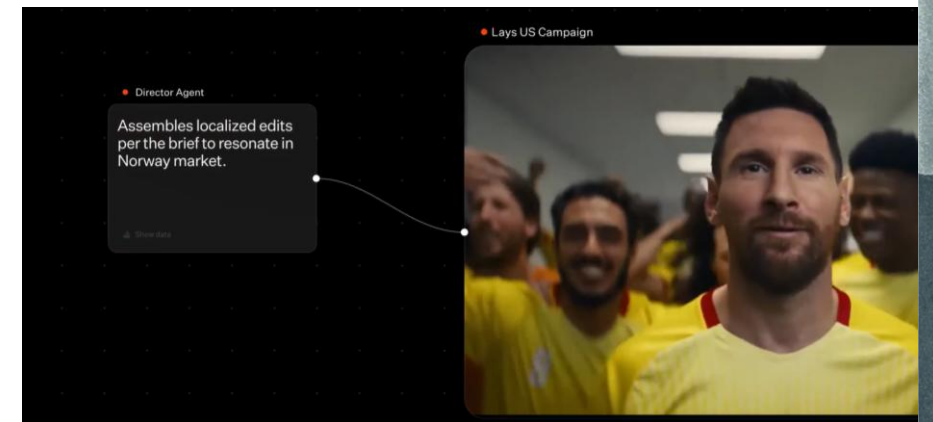
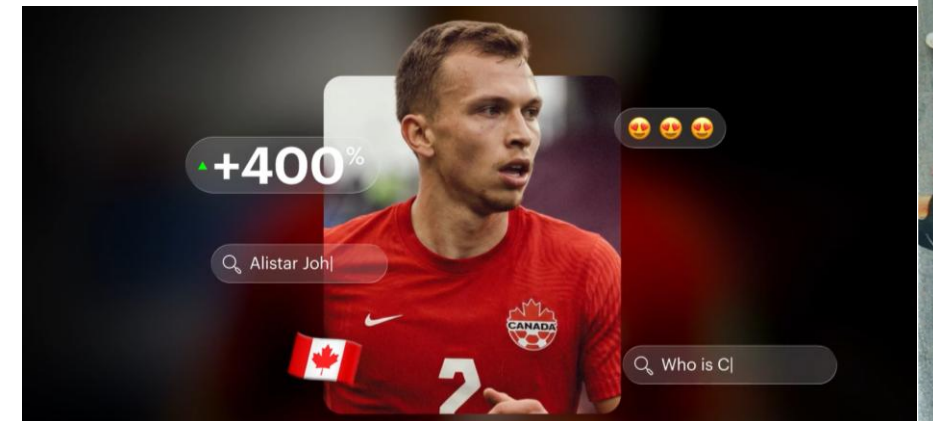
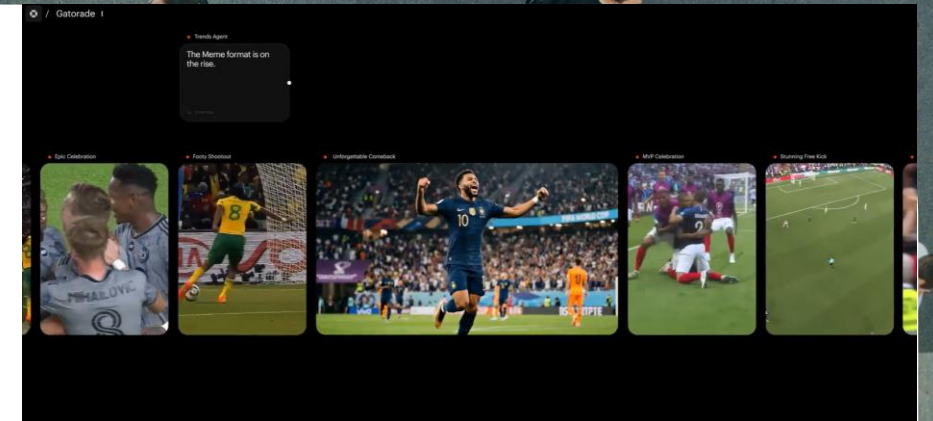
The Machine is an agentic marketing orchestration and operating system that unifies people, tools, and data to create breakthrough work – intelligently.

WHAT IT DOES

Turns fragmented workflows into one connected system that learns & improves with every campaign.

WHY IT MATTERS

- **Compounding Speed:** Never start from scratch again.
- **Creative + Performance Aligned:** Shared intelligence links brand ideas to real-time results.
- **Plug & Play:** Lives inside tools like Figma, Adobe, Slack, and Teams; no platform change required.



STAGWELL GROWTH ACCELERATORS

SATS

In Partnership with Palantir



Stagwell's Agentic Targeting System - Tools for scalable, data-driven marketing, built in partnership with Palantir.

WHAT IT DOES

Brings together the full power of data and AI to increase marketing ROI.

WHY IT MATTERS

- **Data to Strategy:** Combines first-party, third-party, and campaign data so marketers can precisely optimize spend across channels.
- **"Always-On" AI:** AI agents find insights and manage complex marketing programs.
- **Private and Compliant:** Integrates Harvard's differential privacy to protect client data.

The image displays three screenshots of the Stagwell Agentic Targeting System interface. The top screenshot shows a 'New Chat' window with a search bar and a 'CHOOSE AN AUDIENCE TO EXPLORE' dropdown menu. The middle screenshot shows the 'Configuration' page, including a search bar, 'Selected Segments' list, and a 'Select Target Platforms' section with checkboxes for various advertising channels. The bottom screenshot shows the 'Overview' page, featuring an 'AI Summary' section and a 'Top Segments' list with performance metrics for different audience groups.

Configuration

Select which platforms to send audiences to for activation

Select a primary platform for your campaign. For eCommerce-focused campaigns, consider adding Amazon DSP alongside your primary programmatic buy.

Social Programmatic + CTV Direct Partner Search Affiliate Ecommerce

Social

<input type="checkbox"/> Instagram	<input checked="" type="checkbox"/> Snapchat	<input checked="" type="checkbox"/> TikTok
<input checked="" type="checkbox"/> Meta	<input type="checkbox"/> Facebook	<input type="checkbox"/> Pinterest
<input type="checkbox"/> Nextdoor	<input type="checkbox"/> LinkedIn	<input type="checkbox"/> Reddit

Overview

AI Summary

Top Segments

Segment	Impressions	Clicks	Conversion Rate
Retired Customers - Midwest	32M	638K	5.7%
Modern Female Apparel Buyers	39M	727.9K	4%
Premium Athletic Shoe Buyers - High Income			



STAGWELL FINANCIAL MODEL

ADDING *It All Up*

OPPORTUNITY TO GROW TO **\$5 BILLION**

OF GAAP REVENUE THROUGH
COMBINATION OF ORGANIC, NEW
REVENUE STREAMS & ACQUISITIONS
BY YEAR-END 2029

Potential Equation for Success* (\$M)

~12% Total Revenue CAGR driven by:

- ▶ Marketing Services (~5%)
 - ▶ Media & Commerce (~10%)
 - ▶ Digital Transformation (~15%)
 - ▶ Communications (~10%)
 - ▶ The Marketing Cloud (~25%)
- +** M&A Growth (~\$100M annually)

TARGET FY29 REVENUE \$5,000

* Based on applying long term average growth targets to 2024 revenue. Anticipated model through year-end FY29.

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

Twelve Months Ended Dec 31,

<i>\$ and Shares in Thousands</i>	2025	2024
Revenue	\$ 2,909,000	\$ 2,841,216
Cost of services	1,845,958	1,842,978
Office & general expenses	732,326	711,803
Depreciation & amortization	171,249	151,652
Impairment & other losses	466	1,715
Total operating expenses	\$ 2,749,999	\$ 2,708,148
Operating income (Loss)	\$ 159,001	\$ 133,068
Interest expense, net	(96,438)	(92,317)
Foreign exchange, net	(1,640)	(1,656)
Gain (loss) on sale of business	(2,245)	-
Bargain purchase gain	9,937	-
Other, net	171	(1,372)
Other income (expenses)	\$ (90,215)	\$ (95,345)
Income before income taxes and equity in earnings of non-consolidated affiliates	68,786	37,723
Income tax expense	38,271	13,182
Income before equity in earnings of non-consolidated affiliates	\$ 30,515	\$ 24,541
Equity in income (loss) of non-consolidated affiliates	111	503
Net income	\$ 30,626	\$ 25,044
Net (income) loss attributable to non-controlling & redeemable non-controlling interests	(1,525)	(22,785)
Net income (loss) attributable to Stagwell Inc. common shareholders	\$ 29,101	\$ 2,259
Earnings (Loss) Per Share		
Basic	\$ 0.13	\$ 0.02
Diluted	\$ 0.08	\$ 0.02
Weighted Average Number of Shares Outstanding		
Basic	220,608	110,890
Diluted	264,523	115,752

CAPITAL STRUCTURE

Net Debt & Debt-Like (\$M, as of 03/31/2026)

Revolving Credit Facility	\$ 350
Bonds	1,100
NCI	18
DAC ¹	50
RNCI ²	24
Less: Investments ³	(21)
Less: Cash	(115)
TOTAL NET DEBT & DEBT-LIKE	\$ 1,406

*Share Count*⁴ (Thousands, as of 4/22/2026)

Class A	247,854
Share-based awards	9,373
DILUTED	257,227

Thank You