



Interpublic Group

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# **SECOND QUARTER 2018 EARNINGS CONFERENCE CALL**

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July 24, 2018

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# Overview - Second Quarter 2018

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- Net revenue increased +6.2%
  - Organic net revenue growth was +5.6%
    - U.S. organic growth was +4.6%
    - International organic growth was +7.2%
- Operating income was \$249.2 million, an increase of 10.4% from a year ago, with operating margin expansion of 50 bps
- Diluted EPS was \$0.37, and was \$0.43 as adjusted for sales of small, non-strategic businesses
- Repurchased 2.6 million shares, returning \$60 million

# Operating Performance

	Three Months Ended June 30,	
	2018	2017
<i>Net Revenue</i>	\$ 1,948.2	\$ 1,834.6
Billable Expenses	443.6	351.2
<i>Total Revenue</i>	2,391.8	2,185.8
Salaries and Related Expenses	1,292.9	1,228.9
Office and Other Direct Expenses	333.3	318.4
Billable Expenses	443.6	351.2
Selling, General and Administrative Expenses	28.8	20.3
Depreciation and Amortization	44.0	41.3
<i>Operating Income</i>	249.2	225.7
Interest Expense, net	(21.4)	(21.0)
Other Expense, net	(16.3)	(15.4)
<i>Income Before Income Taxes</i>	211.5	189.3
Provision for Income Taxes	63.6	81.6
Equity in Net Loss of Unconsolidated Affiliates	(0.1)	(0.1)
<i>Net Income</i>	147.8	107.6
Net (Income) Loss Attributable to Noncontrolling Interests	(2.0)	0.1
<i>Net Income Available to IPG Common Stockholders</i>	\$ 145.8	\$ 107.7
<i>Earnings per Share Available to IPG Common Stockholders - Basic</i>	\$ 0.38	\$ 0.27
<i>Earnings per Share Available to IPG Common Stockholders - Diluted</i>	\$ 0.37	\$ 0.27
<i>Weighted-Average Number of Common Shares Outstanding - Basic</i>	383.6	392.3
<i>Weighted-Average Number of Common Shares Outstanding - Diluted</i>	389.5	400.3
<i>Dividends Declared per Common Share</i>	\$ 0.21	\$ 0.18

# Net Revenue

	Three Months Ended		Six Months Ended	
	\$	% Change	\$	% Change
<b>June 30, 2017</b>	<b>\$ 1,834.6</b>		<b>\$ 3,509.9</b>	
Total change	113.6	6.2%	212.3	6.0%
Foreign currency	24.9	1.4%	74.4	2.1%
Net acquisitions/(divestitures)	(14.9)	(0.8%)	(26.6)	(0.8%)
Organic	<b>103.6</b>	<b>5.6%</b>	<b>164.5</b>	<b>4.7%</b>
<b>June 30, 2018</b>	<b>\$ 1,948.2</b>		<b>\$ 3,722.2</b>	

	Three Months Ended June 30,				Six Months Ended June 30,			
			Change				Change	
	2018	2017	Organic	Total	2018	2017	Organic	Total
<b>IAN</b>	\$ 1,629.1	\$ 1,534.0	6.0%	6.2%	\$ 3,110.4	\$ 2,925.1	5.2%	6.3%
<b>CMG</b>	\$ 319.1	\$ 300.6	3.7%	6.2%	\$ 611.8	\$ 584.8	2.2%	4.6%

# Geographic Net Revenue Change

	Three Months Ended June 30, 2018		Six Months Ended June 30, 2018	
	Organic	Total	Organic	Total
United States	4.6%	3.9%	4.5%	3.6%
International	7.2%	9.9%	5.1%	10.1%
United Kingdom	14.7%	24.0%	11.3%	22.5%
Continental Europe	11.7%	15.6%	6.1%	14.2%
Asia Pacific	1.9%	4.3%	0.0%	3.7%
Latin America	4.6%	(4.3%)	7.2%	0.8%
All Other Markets	3.8%	5.3%	3.0%	6.3%
<b>Worldwide</b>	<b>5.6%</b>	<b>6.2%</b>	<b>4.7%</b>	<b>6.0%</b>

"All Other Markets" includes Canada, Africa and the Middle East.



# Operating Expenses

	Three Months Ended June 30,			Six Months Ended June 30,		
	2018	2017	% Increase	2018	2017	% Increase
Salaries & Related <i>% of Net Revenue</i>	\$ 1,292.9 66.4%	\$ 1,228.9 67.0%	5.2%	\$ 2,623.2 70.5%	\$ 2,480.6 70.7%	5.7%
Office & Other Direct <i>% of Net Revenue</i>	333.3 17.1%	318.4 17.4%	4.7%	657.1 17.7%	631.1 18.0%	4.1%
Selling, General & Administrative <i>% of Net Revenue</i>	28.8 1.5%	20.3 1.1%	41.9%	63.9 1.7%	55.5 1.6%	15.1%
Depreciation & Amortization <i>% of Net Revenue</i>	44.0 2.3%	41.3 2.3%	6.5%	90.0 2.4%	82.3 2.3%	9.4%

# Adjusted Diluted Earnings Per Share

	Three Months Ended June 30, 2018		
	As Reported	Net Losses on Sales of Businesses <sup>(1)</sup>	Adjusted Results
Income Before Income Taxes	\$ 211.5	\$ (19.8)	\$ 231.3
Provision for Income Taxes	63.6		63.6
<b>Diluted EPS Components:</b>			
Net Income Available to IPG Common Stockholders	\$ 145.8	\$ (19.8)	\$ 165.6
Weighted-Average Number of Common Shares Outstanding	389.5		389.5
<b>Earnings Per Share Available to IPG Common Stockholders</b>	<b>\$ 0.37</b>	<b>\$ (0.05)</b>	<b>\$ 0.43</b>

	Six Months Ended June 30, 2018		
	As Reported	Net Losses on Sales of Businesses <sup>(1)</sup>	Adjusted Results
Income Before Income Taxes	\$ 210.0	\$ (44.2)	\$ 254.2
Provision for Income Taxes	76.3	0.4	76.7
<b>Diluted EPS Components:</b>			
Net Income Available to IPG Common Stockholders	\$ 131.7	\$ (43.8)	\$ 175.5
Weighted-Average Number of Common Shares Outstanding	388.9		388.9
<b>Earnings Per Share Available to IPG Common Stockholders</b>	<b>\$ 0.34</b>	<b>\$ (0.11)</b>	<b>\$ 0.45</b>

(1) During the three and six months ended June 30, 2018, we recorded net losses on sales of businesses.



# Cash Flow

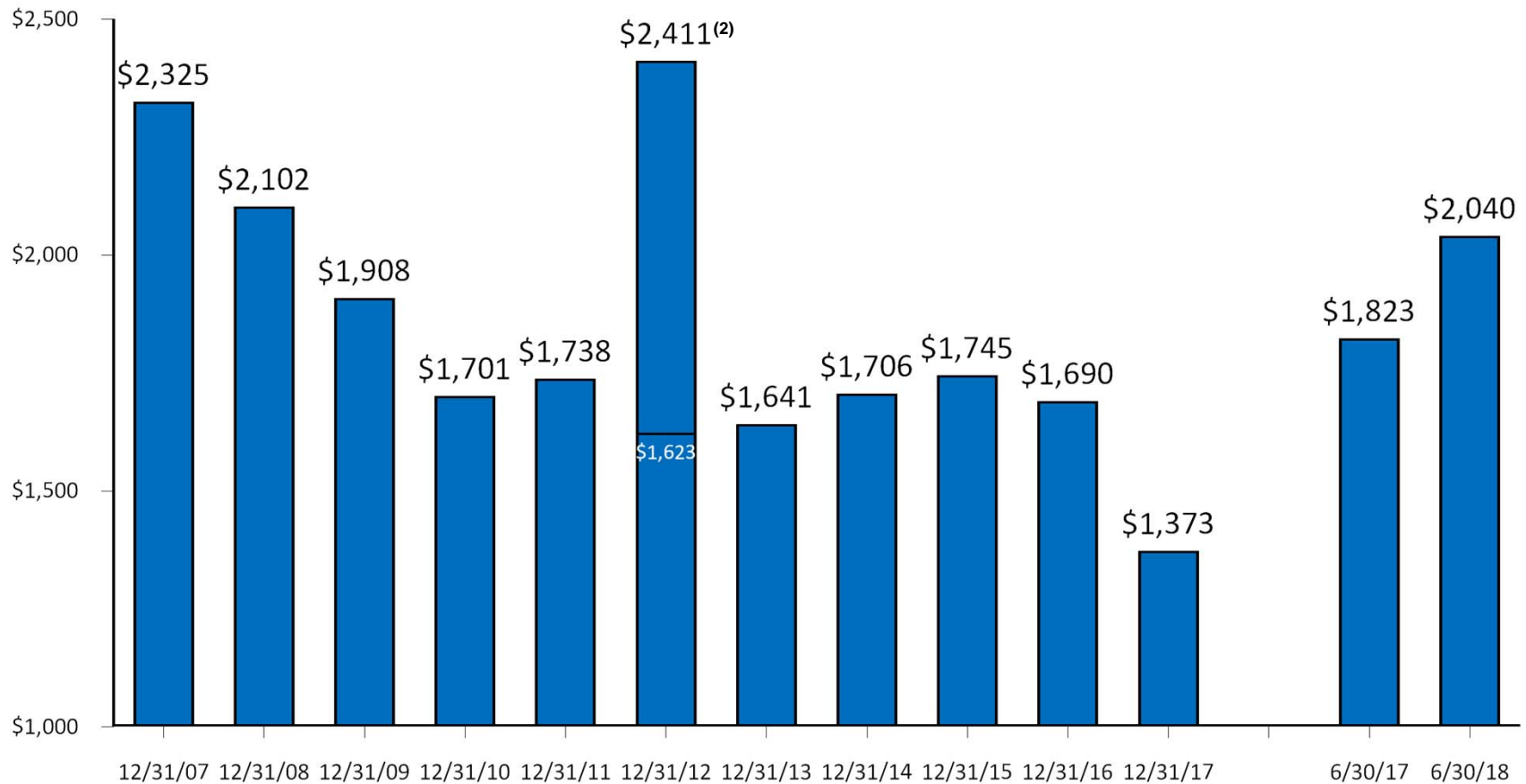
	Three Months Ended June 30,	
	2018	2017
<b>NET INCOME</b>	\$ 147.8	\$ 107.6
<b>OPERATING ACTIVITIES</b>		
Depreciation & amortization	61.3	59.0
Deferred taxes	(10.2)	21.5
Net losses on sales of businesses	19.8	13.1
Other non-cash items	(0.9)	6.2
Change in working capital, net	(62.5)	5.1
Change in other non-current assets & liabilities	16.9	6.2
<b>Net cash provided by operating activities</b>	<b>172.2</b>	<b>218.7</b>
<b>INVESTING ACTIVITIES</b>		
Capital expenditures	(38.7)	(44.1)
Acquisitions, net of cash acquired	(8.3)	(9.3)
Other investing activities	12.5	(9.4)
<b>Net cash used in investing activities</b>	<b>(34.5)</b>	<b>(62.8)</b>
<b>FINANCING ACTIVITIES</b>		
Common stock dividends	(80.4)	(70.5)
Repurchases of common stock	(59.6)	(60.0)
Net decrease in short-term borrowings	(49.5)	(71.3)
Acquisition-related payments	(14.6)	(36.3)
Distributions to noncontrolling interests	(6.7)	(4.9)
Repayment of long-term debt	(4.7)	(23.6)
Tax payments for employee shares withheld	(1.7)	(1.1)
Exercise of stock options	0.1	3.6
Other financing activities	(0.1)	0.3
<b>Net cash used in financing activities</b>	<b>(217.2)</b>	<b>(263.8)</b>
Currency effect	(24.6)	(11.8)
<b>Net decrease in cash, cash equivalents and restricted cash</b>	<b>\$ (104.1)</b>	<b>\$ (119.7)</b>



# Balance Sheet – Current Portion

	<u>June 30, 2018</u>	<u>December 31, 2017</u>	<u>June 30, 2017</u>
<b>CURRENT ASSETS:</b>			
Cash and cash equivalents	\$ 493.2	\$ 790.9	\$ 657.6
Accounts receivable, net	4,247.7	4,585.0	3,762.2
Accounts receivable, billable to clients	1,945.8	1,747.4	1,720.9
Assets held for sale	19.6	5.7	19.7
Other current assets	439.3	346.5	362.5
<b>Total current assets</b>	<b>\$ 7,145.6</b>	<b>\$ 7,475.5</b>	<b>\$ 6,522.9</b>
<b>CURRENT LIABILITIES:</b>			
Accounts payable	\$ 5,738.8	\$ 6,420.2	\$ 5,338.9
Accrued liabilities	551.5	674.7	513.1
Contract liabilities	510.8	484.7	496.1
Short-term borrowings	757.6	84.9	237.7
Current portion of long-term debt <sup>(1)</sup>	0.1	2.0	301.7
Liabilities held for sale	26.5	8.8	21.7
<b>Total current liabilities</b>	<b>\$ 7,585.3</b>	<b>\$ 7,675.3</b>	<b>\$ 6,909.2</b>

# Total Debt (1)



(1) Includes current portion of long-term debt, short-term borrowings and long-term debt.

(2) Includes our November 2012 debt issuances of \$800 aggregate principal amount of Senior Notes, which pre-funded our plan to redeem a similar amount of debt in 2013.

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# Summary

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- Strong Q2 & H1 revenue and margin
- Driving revenue growth from key strategic initiatives
  - Quality of our agency offerings, creative talent, media services, embedded and specialty digital
  - Effectiveness of "open architecture" solutions
  - Strength in data & analytics
- Focus on continued expense discipline and additional margin improvement
- Financial strength continues to be a source of value creation
  - Solid investment grade ratings across the board
  - Foundation to further enhance revenue and earnings growth



Interpublic Group

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# Appendix

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# Operating Performance

	Six Months Ended June 30,	
	2018	2017
<i>Net Revenue</i>	\$ 3,722.2	\$ 3,509.9
Billable Expenses	838.7	739.7
<i>Total Revenue</i>	4,560.9	4,249.6
Salaries and Related Expenses	2,623.2	2,480.6
Office and Other Direct Expenses	657.1	631.1
Billable Expenses	838.7	739.7
Selling, General and Administrative Expenses	63.9	55.5
Depreciation and Amortization	90.0	82.3
<i>Operating Income</i>	288.0	260.4
Interest Expense, net	(37.3)	(36.7)
Other Expense, net	(40.7)	(14.6)
<i>Income Before Income Taxes</i>	210.0	209.1
Provision for Income Taxes	76.3	81.3
Equity in Net (Loss) Income of Unconsolidated Affiliates	(2.0)	1.1
<i>Net Income</i>	131.7	128.9
Net Loss Attributable to Noncontrolling Interests	—	3.5
<i>Net Income Available to IPG Common Stockholders</i>	\$ 131.7	\$ 132.4
<i>Earnings per Share Available to IPG Common Stockholders - Basic</i>	\$ 0.34	\$ 0.34
<i>Earnings per Share Available to IPG Common Stockholders - Diluted</i>	\$ 0.34	\$ 0.33
<i>Weighted-Average Number of Common Shares Outstanding - Basic</i>	383.5	392.0
<i>Weighted-Average Number of Common Shares Outstanding - Diluted</i>	388.9	399.6
<i>Dividends Declared per Common Share</i>	\$ 0.42	\$ 0.36

# Cash Flow

	Six Months Ended June 30,	
	2018	2017
<b>NET INCOME</b>	\$ 131.7	\$ 128.9
<b>OPERATING ACTIVITIES</b>		
Depreciation & amortization	138.7	131.1
Deferred taxes	(31.0)	9.5
Net losses on sales of businesses	44.2	12.2
Other non-cash items	8.0	18.8
Change in working capital, net	(837.5)	(438.6)
Change in other non-current assets & liabilities	(11.8)	(15.0)
<b>Net cash used in operating activities</b>	<b>(557.7)</b>	<b>(153.1)</b>
<b>INVESTING ACTIVITIES</b>		
Capital expenditures	(61.5)	(68.9)
Acquisitions, net of cash acquired	(8.5)	(12.6)
Other investing activities	12.4	(14.5)
<b>Net cash used in investing activities</b>	<b>(57.6)</b>	<b>(96.0)</b>
<b>FINANCING ACTIVITIES</b>		
Net increase in short-term borrowings	669.3	153.5
Exercise of stock options	7.0	11.8
Common stock dividends	(161.2)	(141.4)
Repurchases of common stock	(114.5)	(115.0)
Tax payments for employee shares withheld	(28.0)	(37.8)
Acquisition-related payments	(16.0)	(36.3)
Distributions to noncontrolling interests	(10.6)	(10.9)
Repayment of long-term debt	(4.7)	(23.6)
Other financing activities	(0.3)	0.3
<b>Net cash provided by (used in) financing activities</b>	<b>341.0</b>	<b>(199.4)</b>
Currency effect	(27.5)	8.2
<b>Net decrease in cash, cash equivalents and restricted cash</b>	<b>\$ (301.8)</b>	<b>\$ (440.3)</b>

# Depreciation and Amortization

	2018				
	Q1	Q2	Q3	Q4	YTD 2018
Depreciation and amortization of fixed assets and intangible assets	\$ 46.0	\$ 44.0			\$ 90.0
Amortization of restricted stock and other non-cash compensation	30.0	16.0			46.0
Net amortization of bond discounts and deferred financing costs	1.4	1.3			2.7

	2017				
	Q1	Q2	Q3	Q4	FY 2017
Depreciation and amortization of fixed assets and intangible assets	\$ 41.0	\$ 41.3	\$ 42.2	\$ 32.6	\$ 157.1
Amortization of restricted stock and other non-cash compensation	29.7	16.3	13.8	22.2	82.0
Net amortization of bond discounts and deferred financing costs	1.4	1.4	1.4	1.6	5.8

# Reconciliation of Organic Net Revenue

Segment	Three Months Ended June 30, 2017	Components of Change			Three Months Ended June 30, 2018	Change	
		Foreign Currency	Net Acquisitions / (Divestitures)	Organic		Organic	Total
IAN	\$ 1,534.0	\$ 19.4	\$ (16.8)	\$ 92.5	\$ 1,629.1	6.0%	6.2%
CMG	300.6	5.5	1.9	11.1	319.1	3.7%	6.2%
<b>Total</b>	<b>\$ 1,834.6</b>	<b>\$ 24.9</b>	<b>\$ (14.9)</b>	<b>\$ 103.6</b>	<b>\$ 1,948.2</b>	<b>5.6%</b>	<b>6.2%</b>
<b>Geographic</b>							
<b>United States</b>	<b>\$ 1,127.6</b>	<b>\$ 0.0</b>	<b>\$ (8.5)</b>	<b>\$ 52.4</b>	<b>\$ 1,171.5</b>	<b>4.6%</b>	<b>3.9%</b>
<b>International</b>	<b>707.0</b>	<b>24.9</b>	<b>(6.4)</b>	<b>51.2</b>	<b>776.7</b>	<b>7.2%</b>	<b>9.9%</b>
United Kingdom	141.7	10.4	2.8	20.8	175.7	14.7%	24.0%
Continental Europe	154.6	12.8	(6.8)	18.1	178.7	11.7%	15.6%
Asia Pacific	205.3	5.3	(0.2)	3.8	214.2	1.9%	4.3%
Latin America	85.7	(6.5)	(1.1)	3.9	82.0	4.6%	(4.3%)
All Other Markets	119.7	2.9	(1.1)	4.6	126.1	3.8%	5.3%
<b>Worldwide</b>	<b>\$ 1,834.6</b>	<b>\$ 24.9</b>	<b>\$ (14.9)</b>	<b>\$ 103.6</b>	<b>\$ 1,948.2</b>	<b>5.6%</b>	<b>6.2%</b>



# Reconciliation of Organic Net Revenue

Segment	Six Months Ended June 30, 2017	Components of Change			Six Months Ended June 30, 2018	Change	
		Foreign Currency	Net Acquisitions / (Divestitures)	Organic		Organic	Total
IAN	\$ 2,925.1	\$ 60.3	\$ (26.8)	\$ 151.8	\$ 3,110.4	5.2%	6.3%
CMG	584.8	14.1	0.2	12.7	611.8	2.2%	4.6%
<b>Total</b>	<b>\$ 3,509.9</b>	<b>\$ 74.4</b>	<b>\$ (26.6)</b>	<b>\$ 164.5</b>	<b>\$ 3,722.2</b>	<b>4.7%</b>	<b>6.0%</b>
<b>Geographic</b>							
<b>United States</b>	<b>\$ 2,184.7</b>	<b>\$ 0.0</b>	<b>\$ (18.4)</b>	<b>\$ 97.5</b>	<b>\$ 2,263.8</b>	<b>4.5%</b>	<b>3.6%</b>
<b>International</b>	<b>1,325.2</b>	<b>74.4</b>	<b>(8.2)</b>	<b>67.0</b>	<b>1,458.4</b>	<b>5.1%</b>	<b>10.1%</b>
United Kingdom	276.9	26.6	4.3	31.4	339.2	11.3%	22.5%
Continental Europe	295.5	33.2	(9.3)	18.0	337.4	6.1%	14.2%
Asia Pacific	379.0	14.6	(0.5)	(0.1)	393.0	0.0%	3.7%
Latin America	154.7	(7.6)	(2.4)	11.2	155.9	7.2%	0.8%
All Other Markets	219.1	7.6	(0.3)	6.5	232.9	3.0%	6.3%
<b>Worldwide</b>	<b>\$ 3,509.9</b>	<b>\$ 74.4</b>	<b>\$ (26.6)</b>	<b>\$ 164.5</b>	<b>\$ 3,722.2</b>	<b>4.7%</b>	<b>6.0%</b>

# Reconciliation of Adjusted Results <sup>(1)</sup>

	Three Months Ended June 30, 2018			Six Months Ended June 30, 2018		
	As Reported	Net Losses on Sales of Businesses	Adjusted Results	As Reported	Net Losses on Sales of Businesses	Adjusted Results
Income Before Income Taxes	\$ 211.5	\$ (19.8)	\$ 231.3	\$ 210.0	\$ (44.2)	\$ 254.2
Provision for Income Taxes	63.6		63.6	76.3	0.4	76.7
Equity in Net Loss of Unconsolidated Affiliates	(0.1)		(0.1)	(2.0)		(2.0)
Net Income Attributable to Noncontrolling Interests	(2.0)		(2.0)	—		—
<b>Net Income Available to IPG Common Stockholders</b>	<b>\$ 145.8</b>	<b>\$ (19.8)</b>	<b>\$ 165.6</b>	<b>\$ 131.7</b>	<b>\$ (43.8)</b>	<b>\$ 175.5</b>
<b>Weighted-Average Number of Common Shares Outstanding - Basic</b>	<b>383.6</b>		<b>383.6</b>	<b>383.5</b>		<b>383.5</b>
Dilutive Effect of Stock Options and Restricted Shares	5.9		5.9	5.4		5.4
<b>Weighted-Average Number of Common Shares Outstanding - Diluted</b>	<b>389.5</b>		<b>389.5</b>	<b>388.9</b>		<b>388.9</b>
<b>Earnings per Share Available to IPG Common Stockholders:</b>						
Basic	\$ 0.38	\$ (0.05)	\$ 0.43	\$ 0.34	\$ (0.11)	\$ 0.46
Diluted	\$ 0.37	\$ (0.05)	\$ 0.43	\$ 0.34	\$ (0.11)	\$ 0.45

- (1) The following table reconciles our reported results to our adjusted non-GAAP results that exclude the net losses on sales of businesses, primarily from international markets. This amount includes losses on completed dispositions and the classification of certain assets as held for sale during 2018. Management believes the resulting comparisons provide useful supplemental data that, while not a substitute for GAAP measures, allow for greater transparency in the review of our financial and operational performance.



# Reconciliation of Adjusted Results <sup>(1)</sup>

	Three Months Ended June 30, 2017			Six Months Ended June 30, 2017		
	As Reported	Net Losses on Sales of Businesses	Adjusted Results	As Reported	Net Losses on Sales of Businesses	Adjusted Results
Income Before Income Taxes	\$ 189.3	\$ (13.1)	\$ 202.4	\$ 209.1	\$ (12.2)	\$ 221.3
Provision for Income Taxes	81.6		81.6	81.3		81.3
Equity in Net (Loss) Income of Unconsolidated Affiliates	(0.1)		(0.1)	1.1		1.1
Net Loss Attributable to Noncontrolling Interests	0.1		0.1	3.5		3.5
<b>Net Income Available to IPG Common Stockholders</b>	<b>\$ 107.7</b>	<b>\$ (13.1)</b>	<b>\$ 120.8</b>	<b>\$ 132.4</b>	<b>\$ (12.2)</b>	<b>\$ 144.6</b>
<b>Weighted-Average Number of Common Shares Outstanding - Basic</b>	<b>392.3</b>		<b>392.3</b>	<b>392.0</b>		<b>392.0</b>
Dilutive Effect of Stock Options and Restricted Shares	8.0		8.0	7.6		7.6
<b>Weighted-Average Number of Common Shares Outstanding - Diluted</b>	<b>400.3</b>		<b>400.3</b>	<b>399.6</b>		<b>399.6</b>
<b>Earnings per Share Available to IPG Common Stockholders:</b>						
Basic	\$ 0.27	\$ (0.03)	\$ 0.31	\$ 0.34	\$ (0.03)	\$ 0.37
Diluted	\$ 0.27	\$ (0.03)	\$ 0.30	\$ 0.33	\$ (0.03)	\$ 0.36

- (1) The following table reconciles our reported results to our adjusted non-GAAP results that exclude the net losses on sales of businesses, primarily from international markets. This amount includes losses on completed dispositions and the classification of certain assets as held for sale during 2017. Management believes the resulting comparisons provide useful supplemental data that, while not a substitute for GAAP measures, allow for greater transparency in the review of our financial and operational performance.





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# Metrics Update

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# Metrics Update

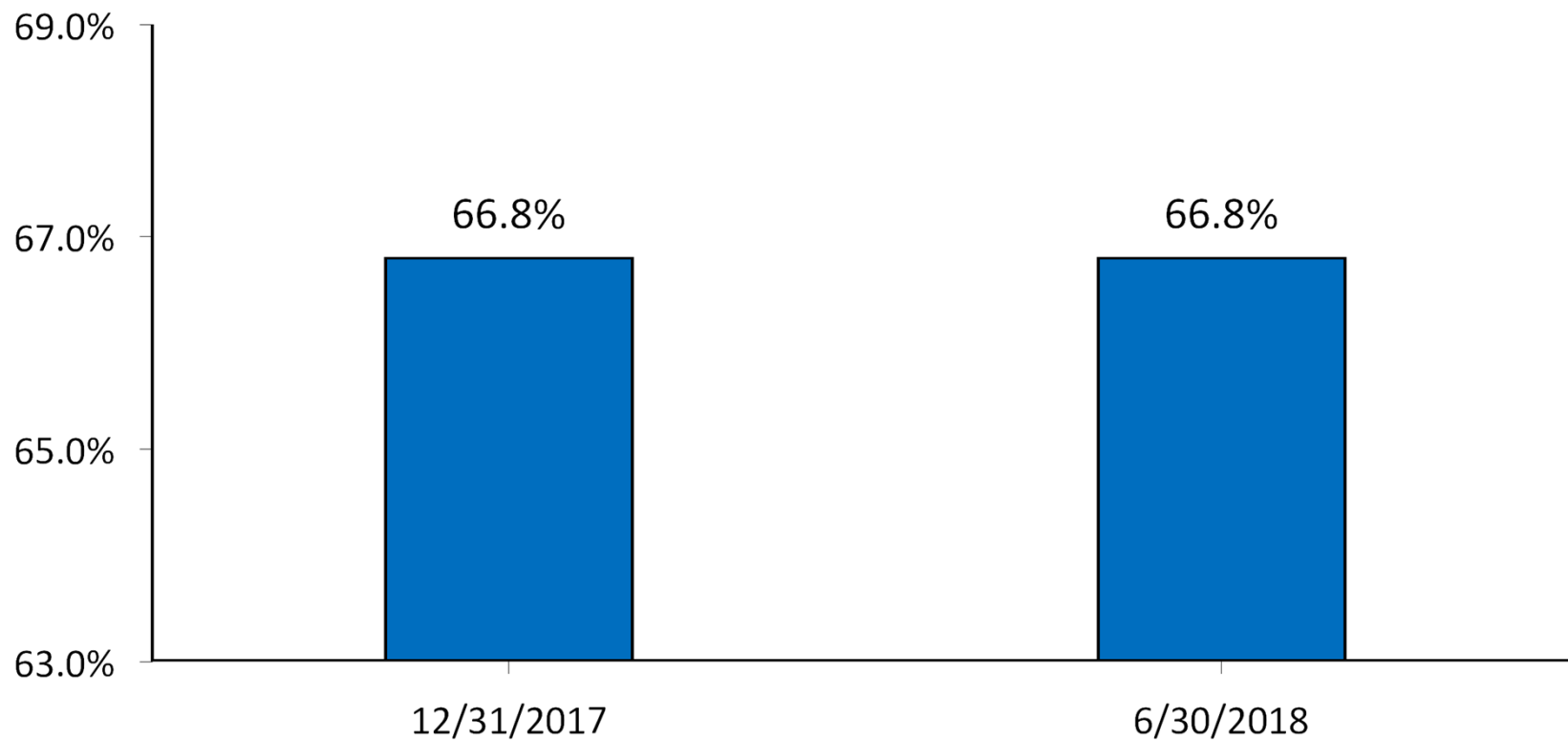
<b>Category</b>	<b>Metric</b>
SALARIES & RELATED (% of net revenue)	Trailing Twelve Months Base, Benefits & Tax Incentive Expense Severance Expense Temporary Help
OFFICE & OTHER DIRECT (% of net revenue)	Trailing Twelve Months Occupancy Expense All Other Office and Other Direct Expenses
FINANCIAL	Available Liquidity \$1.5 Billion 5-Year Credit Facility Covenants

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# Salaries & Related Expenses

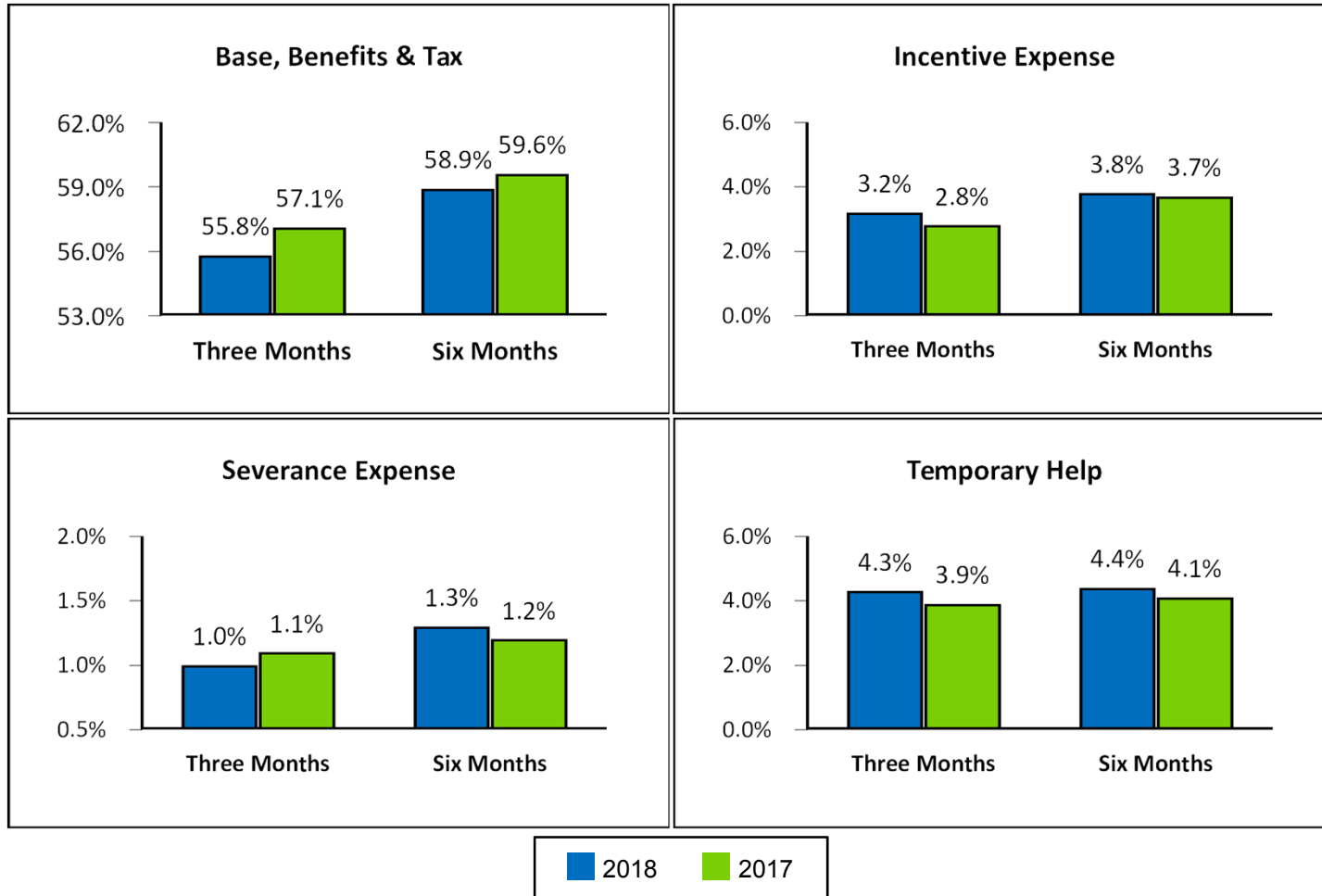
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**% of Net Revenue, Trailing Twelve Months**



# Salaries & Related Expenses (% of Net Revenue)

## Three and Six Months Ended June 30



“All Other Salaries & Related,” not shown, was 2.1% for the three months ended June 30, 2018 and 2017 and 2.1% for the six months ended June 30, 2018 and 2017.

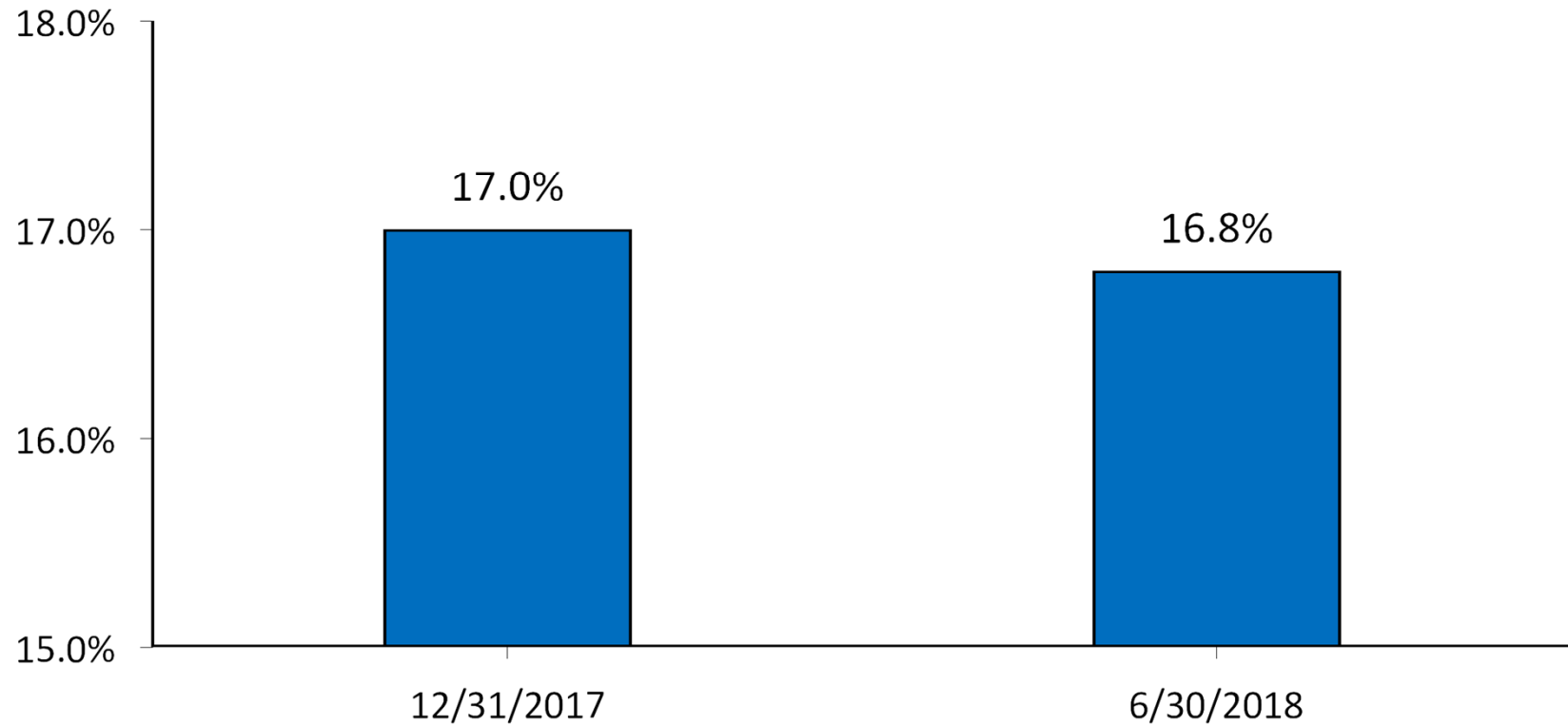


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# Office & Other Direct Expenses

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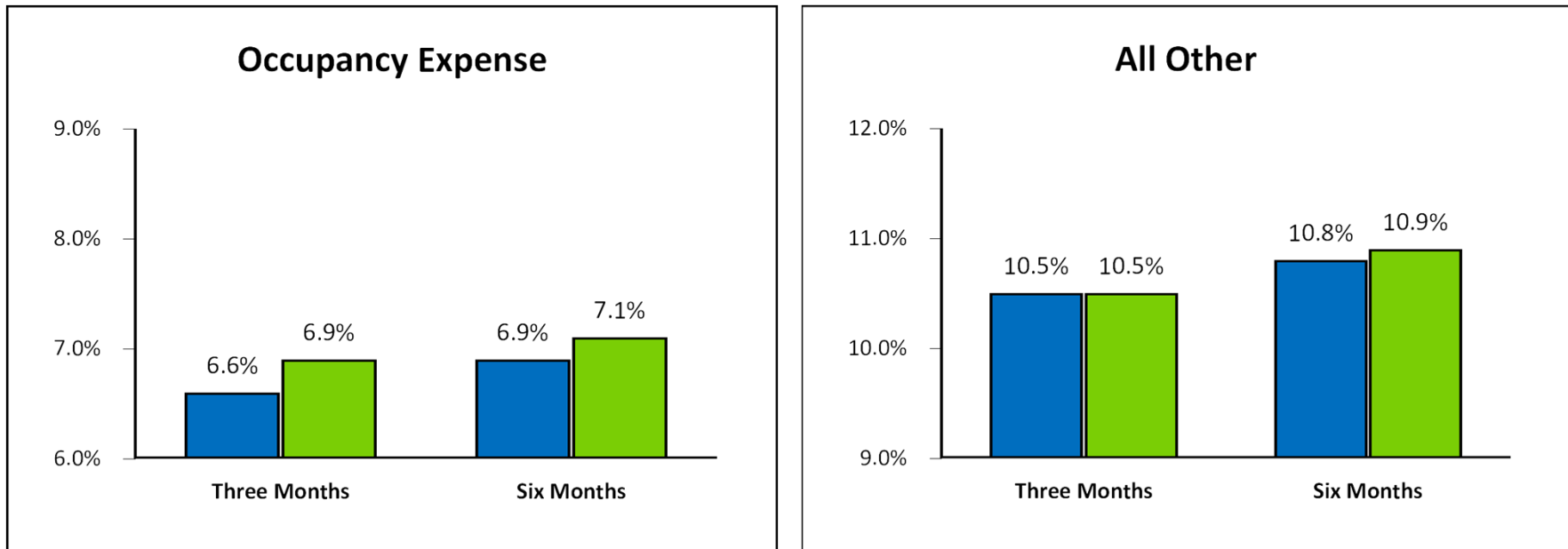
**% of Net Revenue, Trailing Twelve Months**





# Office & Other Direct Expenses (% of Net Revenue)

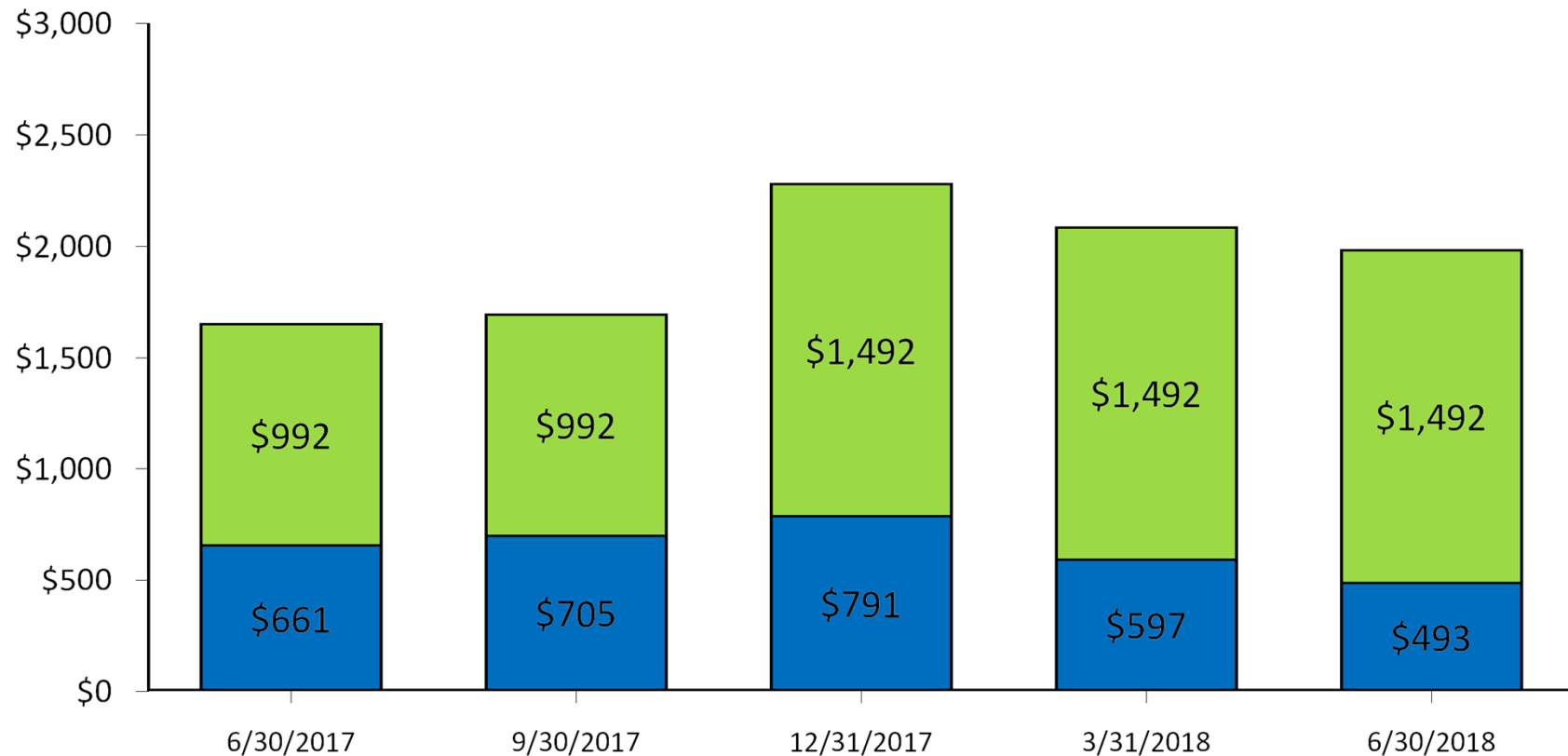
## Three and Six Months Ended June 30



“All Other” primarily includes production expenses, travel and entertainment, professional fees, spending to support new business activity, telecommunications, office supplies, bad debt expense, adjustments to contingent acquisition obligations, foreign currency losses (gains), long-lived asset impairments and other expenses

# Available Liquidity

## Cash, Cash Equivalents and Short-Term Marketable Securities + Available Committed Credit Facility



■ Cash, Cash Equivalents and Short-Term Marketable Securities ■ Available Committed Credit Facility

# \$1.5 Billion 5-Year Credit Facility Covenants

Covenants	Last Twelve Months Ended June 30, 2018
I. Interest Coverage Ratio (not less than):	5.00x
Actual Interest Coverage Ratio:	16.55x
II. Leverage Ratio (not greater than):	3.50x
Actual Leverage Ratio:	1.67x
<u>Interest Expense Reconciliation</u>	<u>Last Twelve Months Ended June 30, 2018</u>
Interest Expense:	\$90.2
- Interest Income	18.2
- Other	(2.0)
Net Interest Expense <sup>(1)</sup> :	<u>\$74.0</u>
<u>EBITDA Reconciliation</u>	<u>Last Twelve Months Ended June 30, 2018</u>
Operating Income:	\$966.0
+ Depreciation and Amortization <sup>(1)</sup>	258.9
EBITDA <sup>(1)</sup> :	<u>\$1,224.9</u>

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# Cautionary Statement

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This investor presentation contains forward-looking statements. Statements in this investor presentation that are not historical facts, including statements about management's beliefs and expectations, constitute forward-looking statements. These statements are based on current plans, estimates and projections, and are subject to change based on a number of factors, including those outlined in our most recent Annual Report on Form 10-K under Item 1A, Risk Factors, and our other filings with the Securities and Exchange Commission ("SEC"). Forward-looking statements speak only as of the date they are made, and we undertake no obligation to update publicly any of them in light of new information or future events.

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 statement. Such factors include, but are not limited to, the following:

- potential effects of a challenging economy, for example, on the demand for our advertising and marketing services, on our clients' financial condition and on our business or financial condition;
- our ability to attract new clients and retain existing clients;
- our ability to retain and attract key employees;
- risks associated with assumptions we make in connection with our critical accounting estimates, including changes in assumptions associated with any effects of a weakened economy;
- potential adverse effects if we are required to recognize impairment charges or other adverse accounting-related developments;
- risks associated with the effects of global, national and regional economic and political conditions, including counterparty risks and fluctuations in economic growth rates, interest rates and currency exchange rates; and
- developments from changes in the regulatory and legal environment for advertising and marketing and communications services companies around the world.

Investors should carefully consider these factors and the additional risk factors outlined in more detail in our most recent Annual Report on Form 10-K under Item 1A, Risk Factors, and our other SEC filings.