## MARKETING SERVICES MARKET UPDATE

Q3 2022



### **ABOUT OUR FIRM**



Houlihan Lokey is a leading global investment bank with expertise in mergers and acquisitions, capital markets, financial restructuring, and financial and valuation advisory.

Our firm is the trusted advisor to more top decision-makers than any other independent global investment bank.

We invite you to learn more about how our bankers can serve your needs:

Learn More About Corporate Finance

Learn More About Financial Restructuring

Learn More About Financial and Valuation Advisory

Learn More About Our Industry Coverage

### **Key Facts and Figures**





35
LOCATIONS
WORLDWIDE

~2,200

TOTAL FINANCIAL PROFESSIONALS

306

MANAGING DIRECTORS(1) 2,000+

CLIENTS SERVED
ANNUALLY

\$6.5B+

MARKET CAPITALIZATION<sup>(2)</sup> \$2.3B

### **Our Ranking by Service**

#### **Corporate Finance**

	1 Investment Banking Rankings Global Transactions	
	Advisor	Deals
1	Houlihan Lokey	549
2	Goldman Sachs & Co	511
3	JP Morgan	508
4	Rothschild & Co	437
5	Morgan Stanley	393
Sourc	e: Refinitiv. Excludes accounting firms and brokers.	

No. 1 Global M&A Advisor

**Leading** Capital Markets Advisor

#### **Financial Restructuring**

2021 Global Distressed Debt & Bankruptcy Restructuring Rankings									
	Advisor D								
1	Houlihan Lokey								
2	Rothschild & Co	38							
3	Moelis & Co	34							
4	PJT Partners Inc	33							
5 Lazard 24									
Source: Refinitiv.									

No. 1 Global Restructuring Advisor

**1,500+** Transactions Completed Valued at More Than \$3.0 Trillion Collectively

#### **Financial and Valuation Advisory**

	2002 to 2021 Global M&A Fairness Advisory Rankings								
	Advisor	Deals							
1	Houlihan Lokey	952							
2	JP Morgan	890							
3	Duff & Phelps, A Kroll Business	882							
4	Morgan Stanley	602							
5	BofA Securities Inc	531							
Sour	ce: Refinitiv. Announced or completed transactions.								

**No. 1** Global M&A Fairness Opinion Advisor Over the Past 20 Years

1,000+ Annual Valuation Engagements

### **Fully Integrated Financial Sponsor Coverage**

Senior officers dedicated to the sponsor community in North America and Europe

1,000+

Sponsors covered, providing market insights and knowledge of buyer behavior

650+

Companies sold to financial sponsors over the past five years

### Houlihan Lokey Is a Global Firm

# Atlanta Los Angeles Washington, Boston Miami D.C. Chicago Minneapolis Dallas New York Houston San Francisco

#### **Europe and Middle East**

Amsterdam	Manchester	Tel Aviv
Dubai	Milan	Zurich
Frankfurt	Munich	
London	Paris	
Madrid	Stockholm	

#### Asia-Pacific

Beijing	Hong Kong	Shanghai
Fukuoka	SAR	Singapore
Gurugram	Mumbai	Sydney
Ho Chi Minh	Nagoya	Tokyo
City	Osaka	

### ABOUT OUR BUSINESS SERVICES INDUSTRY GROUP

Houlihan Lokey's Business Services Group has earned a reputation for providing superior service and achieving outstanding results in M&A advisory, capital-raising, restructuring, and financial and valuation advisory services.

Based on number of transactions and according to data provided by Refinitiv, Houlihan Lokey was ranked the No. 1 investment bank for all global business services M&A transactions in 2021.\*

\*Excludes accounting firms and brokers.



Learn More About Our Business Services Industry Coverage

### **Key Facts and Figures**

121

Dedicated business services bankers

80

Completed business services M&A/ private placement transactions in CY21

\$2B

In disclosed financing deals in CY21

### **Industry Sector Coverage**

We cover a broad array of sectors, with bankers dedicated to each of our primary coverage areas.











**BPO Services** 

Education and Training

Engineering and Infrastructure

ing and Enviror ucture Serv

Environmental Equipment-as-a-Services Service

-a- Facility and Residential Services



**HCM Services** 













IT Services

Marketing Services

Specialty
Consulting and
Risk Services

Testing, Inspection, Certification, and Compliance

Transportation and Logistics

### **Selected Business Services Industry Transactions**

























### ABOUT OUR MARKETING SERVICES TEAM



The marketing services sector operates within Houlihan Lokey's Business Services Group, which has earned a reputation for providing superior service and achieving outstanding results in M&A advisory, capital raising, restructuring, and financial and valuation advisory.

Our clients run the gamut from early-stage businesses and midsized companies to large, publicly traded corporations. We understand that an industry driven by innovation and change requires the sophistication of an advisor who can think ahead of the market and utilize solid industry relationships to help advance your vision.

We optimize client outcomes by running executed, competitive processes, by focusing on deep domain knowledge to position for synergy and scarcity value, and by leveraging our world-class strategic and private equity access to bring the right senior decision-makers to the negotiation table.

### Leadership



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Jack Fay Senior Vice President JFav@HL.com



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**Mark Martin** 



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#### **Contact Us**

Please reach out to us to schedule a call to discuss this quarter's market update or to explore how we can serve your business needs.

Request a Meeting Learn More About Us

### **Subsector Coverage**



- Communications and PR
- Customer Experience (CX) **Digital Transformation**
- Data-Driven Marketing
- **Events and Experiential**

- Pharmaceutical Marketing and Communications
- Market Research and Insights
- Vertically Focused Marketing Services

### **Featured Transactions**



























### Q3 MARKETING SERVICES MARKET UPDATE

#### Introduction

Despite ongoing global macroeconomic headwinds and uncertainty within debt financing markets, there remains a strong demand for high-quality and strategically valuable marketing services businesses. This is exemplified by transaction volumes that reached a new high in Q3 2022, growing 54% over Q3 2021. Additionally, disclosed transaction values are at their second-highest level in the past five years.

Core M&A themes remained consistent through Q3, with premium valuations ascribed to 1) assets with a critical mass of technology talent with expertise in sought-after components of the martech ecosystem or front-end development (both on-, near-, and off-shore); 2) high-ROI offerings focused on driving sales conversion as opposed to brand awareness; 3) sophisticated technology enablement, particularly in the market research subsector; and 4) firms focused on recession-resilient and highly specialized end markets.

Based on observable market activity, we project M&A volumes to stabilize in Q4 and accelerate in the first half of 2023 as high-performing firms leverage 2022 financial performance into a process early in the new year.

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#### Q3 2022 Quick Facts





\$92.3 Billion<sup>(1)</sup>

in Revenue

0.4%

**Increase Over Prior Quarter** 

Sector Index revenue remained stable despite global macro volatility, while deal volumes were much higher than in 2020 and 2021.

### **EXECUTIVE SUMMARY**

#### Sector Business Conditions(1)

- Marketing services sector M&A enjoyed record quarterly growth despite increased geopolitical and economic uncertainty. Deals were up 38% by volume in H1 2022, according to WSJ, while broader global M&A fell by 20% YOY, according to PwC.
- Social advertising spend has grown 12% from Q3 2021 to Q3 2022 and is increasingly targeting younger consumers (Gen Z and Millennials).
- Continued e-commerce growth has led to 41%
   YoY growth for CPC spending across channels,
   despite lower impressions on Facebook and
   Instagram. Paid search clicks decreased by 10%
   YoY, while organic search visits declined by 3%
   YoY, according to Merkle.
- Mobile search visits drove 64% of all organic traffic in Q3, while paid search via mobile set a record, representing 72% of paid traffic.
- Apple's iOS 14 updates have made it harder than ever for advertisers to affordably target the right demographics of Apple device users. Brands have no choice but to bid more aggressively within narrower targeting pools, and marketing services firms are seeking new ways to garner first-party data.
- Increasing social spend, a continued shift toward mobile paid/organic search, and e-commerce growth all continue to provide tailwinds across the marketing services ecosystems, while increasing privacy concerns are driving a race to acquire zero- and first-party consumer data.

### **News Highlights**

- Omnicom Group Inc. announced the launch of Transact, a dedicated business unit that will focus on connected-commerce consulting and eretail/e-commerce services.
- Hakuhodo DY Holdings Inc. plans to form a joint venture with Stake Technologies Pte., a Web3 infrastructure developer.
- Stagwell Inc. announced the launch of its Risk and Reputation unit to advise executives on social and political issues.
- Martin Sorrell's digital ad company S4 Capital plc plans to combine industry-leading social media agency Media Monks with influencer marketing startup XX Artists.
- Amdocs Ltd., a leading provider of communications and media software services, reported record revenues with 10% YoY growth for fiscal 2022 expected.
- The Interpublic Group (IPG) reported a 9.6% net revenue increase in H1 2022, noting strong growth in the U.S. and Latin America in particular (8.8%).
- Publicis Groupe reported 10.3% organic revenue growth and a 21% increase in net revenues for Q2 2022, and expects full-year organic revenue growth of 6% to 7%.
- Omnicom PR Group reported 15.8% YoY organic revenue growth in Q2, while Omnicom Group as a whole reported 11.3% organic revenue growth for the guarter.

### **M&A Highlights**

- Aonic Group has acquired ad tech and marketing firm Exmox, a global performance marketing agency that focuses on mobile game demographics, for \$101.4M.
- Industry-leading commerce network
   CommerceHub has agreed to acquire all shares of ChannelAdvisor Corp., a cloud-based e-commerce solutions provider, for \$732.7M.
- Award-winning B2B thought leadership publication Industry Dive has agreed to be acquired by Informa plc, a global B2B events and digital services group, for \$525M.

### **Public Comps Highlights**

- Over the past 12 months, the Houlihan Lokey Marketing Services Index (26.9%) trailed the S&P 500 (17.7%) while outperforming the S&P Comm. Index (40.6%).
- While all major subsectors ended Q3 in the red, market research (12.6%) once again showed far more resilience than other subsectors over the past 12 months. Over the past three years, market research is also the only subsector to post positive returns at 39%.
- However, the events and experiential marketing subsector had the highest LTM revenue, EBITDA, and forward P/E multiples of all subsectors, followed by market research.

<sup>(1)</sup> Sources: wsj.com, hootsuite.com, advantagesolutions.net, businesswire.com, prweb.com.

### **FEATURED SECTOR NEWS**

Just three quarters of the way through the year, 2022 has nearly matched the full-year transaction volumes of 2019 and 2020. In addition to the M&A activity focused on expanding service offerings and enhancing global reach, there were many organic initiatives across marketing services subsectors focused on launching new brands, services, and data/technology products.

Date	Company	Subsectors	Description	Article Link
09/27/2022	Hakuhodo DY holdings	Marketing Agencies	Hakuhodo DY Holdings Inc., a Japanese advertising firm, plans to start a joint venture with Singapore-based Stake Technologies Pte., a Web3 infrastructure developer.	Read More
09/22/2022	<b>Omnicom</b> Group	Marketing Agencies	Omnicom Group Inc. announced the launch of Transact, a dedicated business unit that will focus on connected-commerce consulting and e-retail/e-commerce services.	Read More
09/21/2022	<b>STAGWELL</b>	Marketing Agencies	Stagwell Inc. announced the launch of its Risk and Reputation unit, which includes political comms. firms, to advise executives on social and political issues.	Read More
09/21/2022	TGI	Digital & Performance Marketing	Bruin Capital's TGI Sport has acquired Brand Brigade, a New York-based virtual advertising and product placement firm that has worked with the NBA, NHL, and MLB.	Read More
09/20/2022	Spreetail	Digital & Performance Marketing	Spreetail, LLC announced the acquisition of Buy Box Experts, an e-commerce marketing agency that drives brand success on e-commerce sites like Amazon.	Read More
09/16/2022	infinica more than documents	CX & Digital Transformation	Doxee S.p.A. has agreed to acquire 90% of Infinica GmbH, an Austrian tech vendor that specializes in customer communications management (CCM) solutions.	Read More
09/08/2022	Dig Insights	Market Research	Beringer Capital, which specializes in information and MarTech, buys a majority stake in Toronto-based Dig Insights Inc., a consumer insights and market research firm.	Read More
09/08/2022	Digital Media Solutions*	Digital & Performance Marketing	Tech-enabled performance advertising solutions provider Digital Media Solutions received a private buyout offer from Prism Data in the ballpark of \$298M.	Read More
09/06/2022	CommerceHub	Digital & Performance Marketing	Industry-leading commerce network CommerceHub has agreed to acquire all shares of ChannelAdvisor Corp., a cloud-based e-commerce solutions provider, for \$732.7M.	Read More

Sources: Company website, press releases.

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### FEATURED SECTOR NEWS (CONT.)

Date	Company	Subsectors	Description	Article Link
09/01/2022		Marketing Agencies	WPP plc acquires Netherlands-based e-commerce consultancy firm Newcraft, which supports enterprises in operational digital commerce and marketing capabilities.	Read More
08/18/2022	R AONIC*	Digital & Performance Marketing	Aonic Group has acquired ad tech and marketing firm Exmox, a global performance marketing agency that focuses on mobile game demographics, for \$101.4M.	Read More
08/03/2022	<b>a</b> amdocs	Marketing Agencies	Amdocs Ltd., a leading provider of communications and media software services, reported record revenues with 10% YoY growth for fiscal 2022 expected.	Read More
07/29/2022	ADVANTAGE SOLUTIONS	Marketing Agencies	Advantage Solutions Inc. found that 6 in 10 young adults between the ages of 13 and 25 are more likely to share positive experiences with product samples on social media.	Read More
07/28/2022	GLOBAL ONE	Digital & Performance Marketing	Global One Media Ltd. acquires Hong Kong-based Made4Social Ltd., a social media agency with deep targeting expertise in Hong Kong, Montreal, and Oslo.	Read More
07/26/2022	ASCENTIAL	Market Research	In its annual Future of Marketplaces Report, Ascential plc revealed that third-party sales in online marketplaces may soon account for 59% of global e-commerce by 2027.	Read More
07/25/2022	<b>autoweb</b>	Vertically Focused Marketing (Auto)	One Planet Group, LLC, has acquired AutoWeb Inc., a leading automotive matchmaking platform that connects car shoppers with preferred vehicle transactions.	Read More
07/21/2022	IFG	Marketing Agencies	The Interpublic Group (IPG) reported a 9.6% net revenue increase in H1 2022, noting strong growth in the U.S. and Latin America in particular (8.8%).	Read More
07/21/2022	PUBLICIS GROUPE	Marketing Agencies	Publicis Groupe reported 10.3% organic revenue growth and a 21% increase in net revenues for Q2 2022, and expects full-year organic revenue growth of 6% to 7%.	Read More
07/19/2022	<b>Omnicom</b> Group	Marketing Agencies	Omnicom PR Group reported 15.8% YoY organic revenue growth in Q2, while Omnicom Group as a whole reported 11.3% organic revenue growth for the quarter.	Read More

Sources: Company website, press releases.

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### FEATURED SECTOR NEWS (CONT.)

Date	Company	Subsectors	Description	Article Link
07/19/2022	INDUSTRY DIVE	Digital & Performance Marketing	Award-winning B2B thought leadership publication <i>Industry Dive</i> has agreed to be acquired by Informa plc, a global B2B events and digital services group, for \$525M.	Read More
07/19/2022	Internet Brands	Marketing Agencies	Internet Brands has completed a recapitalization with its long-term investors KKR and Temasek, and a group of new investors at a valuation of more than \$12 billion.	Read More
07/1/2022	S4.	Marketing Agencies	Martin Sorrell's digital ad company S4 Capital plc plans to combine Netherlands-based social media agency Media Monks with influencer marketing startup XX Artists.	Read More
06/30/2022		Marketing Agencies	Stillwell Partners LLC sold <i>Advertising Week</i> , an award-winning, global thought leadership publication and premier events platform, to Emerald Holding Inc.	Read More

Sources: Company website, press releases.

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# SELECT Q3 TRANSACTIONS EXECUTED BY HOULIHAN LOKEY'S MARKETING SERVICES TEAM

### Houlihan Lokey Advises RevHealth



- RevHealth, LLC, a science-focused independent provider of omnichannel healthcare communications, supporting pharma, biotech, device, and other healthcare clients with professional promotion, medical education, and patient education and advocacy communication services, has been recapitalized by WindRose Health Investors, LLC (WindRose). The transaction closed on July 22, 2022.
- WindRose makes equity investments in companies that operate within the services sectors of the healthcare industry. The firm focuses on companies with profitable business models and demonstrated abilities to deliver cost-effective solutions. WindRose manages more than \$2.6 billion in investments.
- Houlihan Lokey served as the exclusive financial advisor to RevHealth

### **Houlihan Lokey Advises Launch**



- Launch Consulting Group (Launch), a portfolio company of TA Group Holdings (TAG), has been acquired by The Planet Group, a portfolio company of Odyssey Investment Partners. The transaction closed on July 15, 2022.
- Launch navigates world-class organizations through digital transformation—specifically, empowering people by helping them to harness data, implement modern technology, and enhance the human experience so they can thrive in a digital-first world.
- Houlihan Lokey served as the exclusive financial advisor to Launch in connection with the transaction.

### **Houlihan Lokey Advises OPEN Health**



- OPEN Health, a pre-eminent global provider of scientific communications and market access services, announced that it signed a binding agreement to acquire The CM Group, a leading U.S. domestic medical communications platform, from NaviMed Capital.
- The partnership between OPEN Health and The CM Group expands the platform's global reach and portfolio of best-in-class scientific solutions for the pharma and biotech industry.
- Houlihan Lokey served as the exclusive financial advisor to OPEN Health.

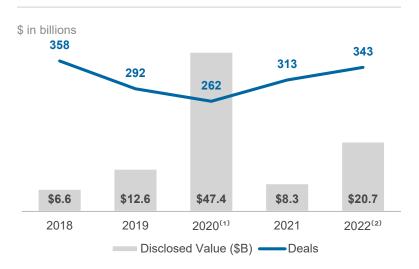
### **Houlihan Lokey Advises Go Inspire**



- Go Inspire has been acquired by Xerox to grow its digital services presence in the U.K.
- Go Inspire is a U.K.-based print and digital marketing and communication services provider serving customers throughout Europe, the Middle East, and Africa (EMEA). Go Inspire's capabilities will help transform Xerox's transactional and direct mail services into multichannel communications, aiding growth in EMEA and creating new avenues to support current and new clients.
- Houlihan Lokey served as the exclusive sellside advisor to Go Inspire and assisted its shareholders throughout the transaction, including with the preparation of marketing materials, buyer outreach, due diligence, and overall process coordination as well as transaction negotiations.

### ADDITIONAL Q3 MARKETING SERVICES M&A HIGHLIGHTS

#### **Transaction Value and Deal Volume**



### **Key Takeaways**

- As of Q3, 2022 deal volume is still on pace for the best year for marketing services M&A since 2018. Disclosed transactions values are also at their second-highest level in the past five years, lagging behind only 2020.
- Target acquisitions this quarter focused on strategic geographic expansions, digital capabilities consolidation, enhanced customer insights, and Gen Z-focused loyalty and experiential marketing.
- E-commerce marketing acquisitions stood out, resulting in some of the quarter's biggest M&A deals (e.g., CommerceHub acquiring ChannelAdvisor).

#### **Additional Notable Transactions**

Date	Acquirer	Target	Subsector	Deal Value \$M
09/15/2022	Material-	srijan:	CX & Digital Transformation	N/A
09/15/2022	SHAMROCK	Highwire	Communications & PR	N/A
09/12/2022	ACUITY SOON, EDGE PARTNERS	CIANS	Market Research	N/A
09/08/2022	BERINGER CAPITAL	Dig Insights	Market Research	N/A
09/06/2022	CommerceHub	channeladvisor 💓	Digital & Performance Marketing	732.7
08/25/2022	WestView Capital Partners	P U R	Communications & PR	N/A
08/17/2022	FORWARD >>>	SDS	Outsourced Sales & Marketing	N/A
08/10/2022	Holman	<b>∼</b> orbee	Automotive Marketing	N/A
08/05/2022	FRONTIER /	<b>/</b> ▲ atVenu	Events/Experiential Marketing	30.0
08/03/2022	PEDOWITZ	<b>■</b> BizMark	Marketing Agencies	N/A
08/01/2022	PERMIRA	Reorg	Market Research	N/A
07/28/2022	<b>WebMD</b>	<b>MNG</b> Health	Pharmaceutical Marketing	N/A
07/27/2022	ZMC	resonate	Market Research	N/A
07/25/2022	one planet.	autoweb	Automotive Marketing	12.4
07/19/2022	(informa	INDUSTRY DIVE	Digital & Performance Marketing	525.0
07/19/2022	KKR	Internet Brands*	Digital & Performance Marketing	N/A
07/11/2022	CARNEGIE	MAGUIRE ASSOCIATES	Higher Education Marketing	N/A
07/06/2022	prodege	BitBurst	Market Research	N/A

Source: S&P Capital IQ.

<sup>(1)</sup> Includes November 2020 S&P Global-IHS Markit \$45.4 billion transaction.

### **EQUITY MARKET INDEX PERFORMANCE**

- As the Federal Reserve's rate hiking war against inflation continues, both Houlihan Lokey's Marketing Services Index and the S&P Comm. Index have been moving in lockstep with the S&P 500.
- Over the past 12 months, the Houlihan Lokey Marketing Services Index (26.9%) trailed the S&P 500 (17.7%), but looked far better than the S&P Comm Index (40.6%).
- On a quarterly basis, The Houlihan Lokey Marketing Services Index remained resilient (2.8%), once again outperforming both S&P Comm. (13.5%) and the S&P 500 (6.3%)
- Several publicly traded marketing agencies (e.g., Omnicom, IPG, Publicis, Amdocs) reported higher YoY revenues, pointing to increasing demand for digital marketing services.

### LTM September 2022 Performance



### July-September 2022 Performance

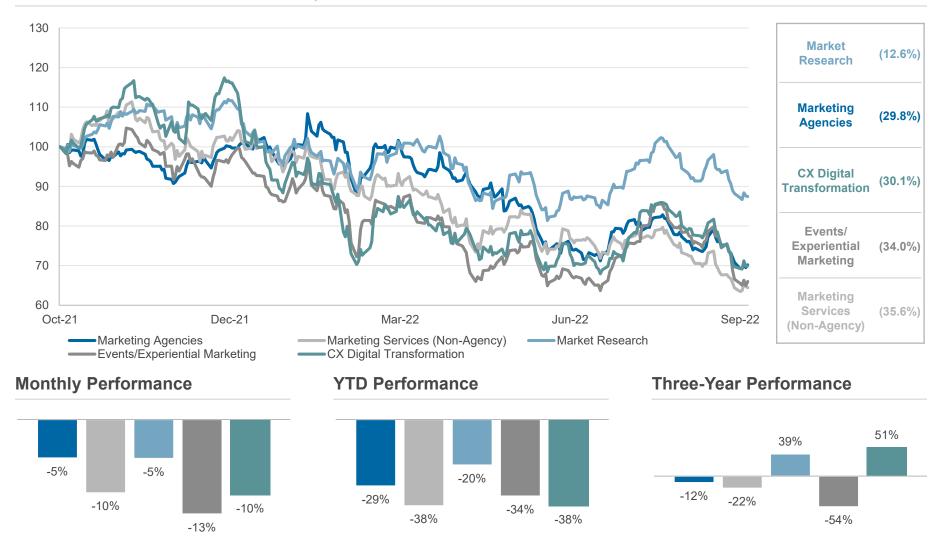


### **EQUITY MARKET INDEX PERFORMANCE**

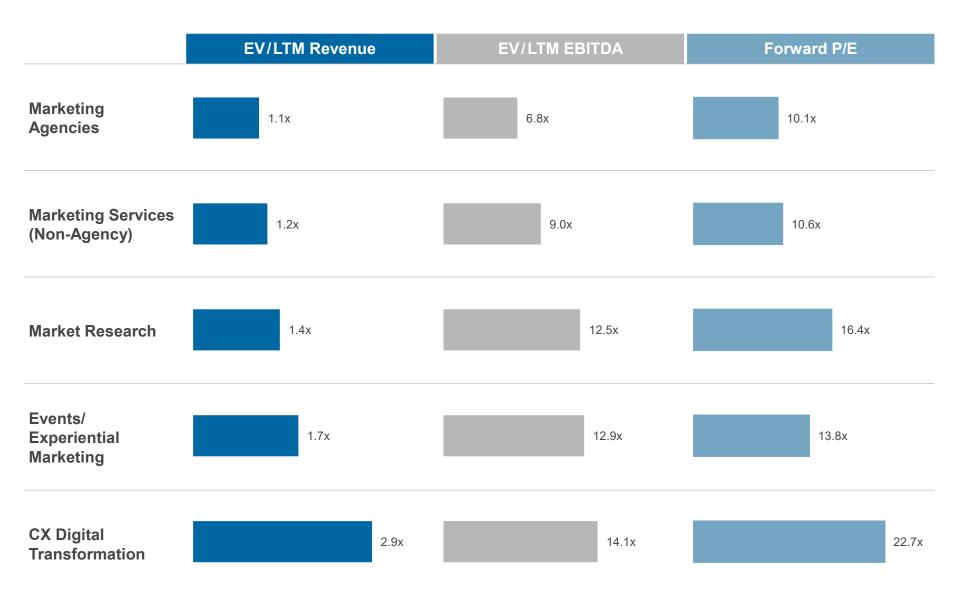
### MARKETING SERVICES SUBSECTORS

While all major subsectors ended Q3 in the red, market research (12.6%) once again showed far more resilience than other subsectors on a LTM basis. On a three-year basis, CX digital transformation subsector has shown post positive returns of 51%.

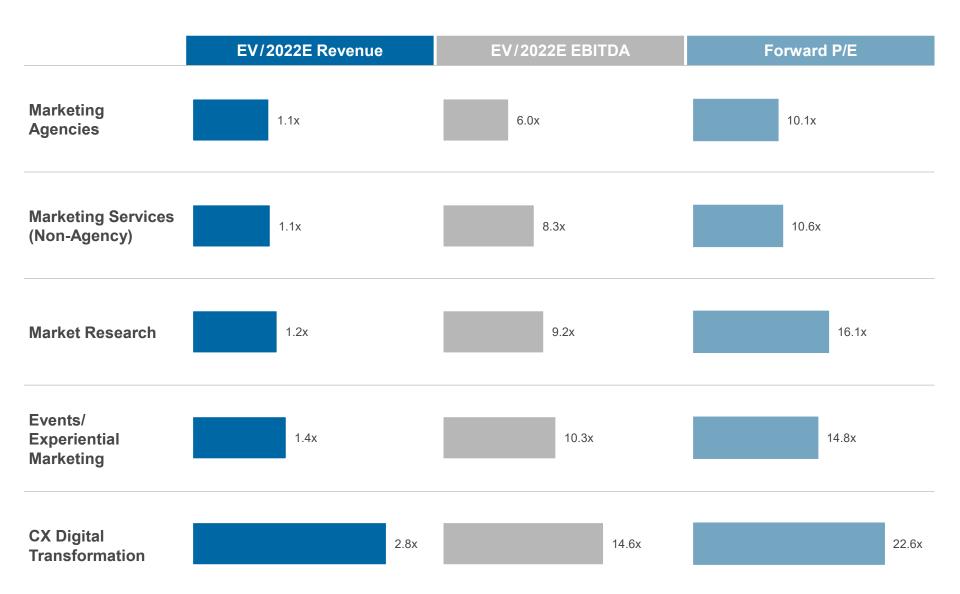
### LTM September 2022 Performance by Subsector



### **PUBLIC COMPANY VALUATIONS (LTM SEPTEMBER 2022)**



### **PUBLIC COMPANY VALUATIONS (FY 2022E)**



### MARKETING SERVICES

								LTM	LTM			TEV/		
		Market Cap USDm	EV USDm	Net Debt USDm	Net Debt/ LTM EBITDA	Revenue USDm	EBITDA USDm	EBITDA Margin	EPS	Forward P/E	LTM EBITDA	LTM Revenue		
	Dentsu Group Inc.	\$7,511.6	\$7,771.8	\$863.2	2.5x	\$8,267.2	\$1,716.6	20.8%	\$2.5	11.2x	4.5x	0.9x		
Marketing Agencies	Hakuhodo DY Holdings Inc	2,629.0	2,172.5	(705.4)	1.3x	6,521.4	668.4	10.2%	0.6	12.4x	3.3x	0.3x		
	Next Fifteen Communications Group plc	855.1	930.8	82.2	1.1x	733.1	104.2	14.2%	1.0	9.1x	8.9x	1.3x		
	Omnicom Group Inc.	12,923.5	16,090.0	2,167.4	2.3x	14,276.7	2,353.0	16.5%	6.8	9.3x	6.8x	1.1x		
	Publicis Groupe S.A.	12,041.6	15,145.0	3,335.8	3.0x	13,372.4	2,242.3	16.8%	5.9	8.1x	6.8x	1.1x		
	S4 Capital plc	898.0	1,101.9	222.2	4.5x	1,037.4	102.7	9.9%	0.1	12.0x	10.7x	1.1x		
	Stagwell Inc.	918.3	2,769.3	1,163.9	4.8x	2,591.5	274.6	10.6%	0.6	12.0x	10.1x	1.1x		
≥	The Interpublic Group of Companies, Inc.	10,010.3	11,041.7	1,190.6	1.7x	9,447.8	1,704.2	18.0%	2.5	10.1x	6.5x	1.2x		
	WPP plc	9,026.9	15,427.1	6,398.0	4.6x	16,311.9	1,841.2	11.3%	1.1	7.7x	8.4x	0.9x		
Median Mean				\$1,163.9 \$1,635.3	2.5x 2.9x	\$8,267.2 \$8,062.2	\$1,704.2 \$1,223.0	14.2% 14.3%	\$1.1 \$2.3	10.1x 10.2x	6.8x 7.3x	1.1x 1.0x		
	Advantage Solutions Inc.	\$678.4	\$2,703.5	\$1,894.0	4.2x	\$3,979.5	\$483.8	12.2%	\$0.7	3.2x	5.6x	0.7x		
(Non-	Amdocs Limited	9,689.8	9,600.6	(172.9)	4.2x 0.7x	4,576.7	874.0	19.1%	5.7	14.0x	11.0x	2.1x		
۷	Ascential plc	1,006.6	1,296.3	244.5	5.1x	553.7	69.0	12.5%	0.2	14.7x	18.8x	2.1X 2.3x		
S ice	CSG Systems International, Inc.	1,629.6	1,881.0	282.4	2.8x	1,074.9	156.1	14.5%	3.7	14.7x	12.1x	1.7x		
Services gency)	Deluxe Corporation	717.4	2,348.5	1,623.4	4.9x	2,244.6	339.5	15.1%	4.2	4.0x	6.9x	1.0x		
g S Age	Harte Hanks. Inc.	78.4	87.9	(6.6)	0.0x	203.5	18.9	9.3%	1.6	7.2x	4.7x	0.4x		
E	IAC Inc.	4,939.3	5,958.0	432.7	22.3x	5,148.3	92.0	1.8%	(1.4)	NM	NM	1.2x		
Marketing 4	Loyalty Ventures Inc.	29.8	562.4	544.7	6.6x	727.7	93.4	12.8%	0.6	2.1x	6.0x	0.8x		
Ĕ	TechTarget, Inc.	1,746.8	1,811.1	70.8	6.3x	301.4	72.0	23.9%	2.6	22.4x	25.2x	6.0x		
Median				\$282.4	4.9x	\$1,074.9	\$93.4	12.8%	\$1.6	10.6x	9.0x	1.2x		
Mean				\$545.9	5.9x	\$2,090.0	\$244.3	13.5%	\$2.0	10.2x	11.3x	1.8x		
	comScore, Inc.	\$151.8	\$336.5	(\$9.1)	4.0x	\$374.7	\$4.0	1.1%	(\$0.3)	NM	NM	0.9x		
	Forrester Research, Inc.	683.5	611.0	(68.7)	0.8x	534.6	64.0	12.0%	2.3	15.8x	9.5x	1.1x		
	Gartner, Inc.	21,884.5	24,093.1	1,929.2	2.1x	5,277.5	1,188.1	22.5%	8.6	32.1x	20.3x	4.6x		
5	ICF International, Inc.	2,048.9	2,492.9	703.9	4.7x	1,692.3	152.4	9.0%	5.9	18.5x	16.4x	1.5x		
Research	Informa plc	8,288.5	8,599.5	(9.0)	4.4x	2,682.9	686.2	25.6%	0.3	17.8x	12.5x	3.2x		
ese	Information Services Group, Inc.	227.3	267.6	51.0	2.0x	281.7	34.8	12.4%	0.4	11.8x	7.7x	0.9x		
±	INTAGE HOLDINGS Inc.	410.6	321.8	(67.3)	0.3x	418.5	45.5	10.9%	0.7	14.0x	7.1x	0.8x		
Market	Ipsos SA	1,999.2	2,315.5	315.8	2.3x	2,378.4	292.5	12.3%	4.7	9.5x	7.9x	1.0x		
ž	IQVIA Holdings Inc.	33,784.0	45,410.0	11,033.0	4.6x	14,307.0	2,676.0	18.7%	10.6	17.0x	17.0x	3.2x		
	Macromill, Inc.	296.1	459.9	151.2	3.7x	354.9	63.4	17.9%	0.6	12.6x	7.3x	1.3x		
	National Research Corporation	985.2	981.8	(4.7)	0.4x	151.7	54.7	36.0%	NA	NA	18.0x	6.5x		
	YouGov plc	1,082.4	1,092.7	(30.7)	0.2x	269.0	60.0	22.3%	0.4	26.6x	18.2x	4.1x		
Median Mean				\$23.1 \$1,166.2	2.2x 2.5x	\$476.5 \$2,393.6	\$63.7 \$443.5	15.1% 16.7%	\$0.7 \$3.1	16.4x 17.6x	12.5x 12.9x	1.4x 2.4x		
	Emerald Holding, Inc.	\$233.6	\$968.8	\$147.2	20.6x	\$273.4	\$24.9	9.1%	NA	NA	38.9x	3.5x		
<u>a</u> a	Endeavor Group Holdings, Inc.	5,837.8	10,923.1	4,456.6	4.2x	5,513.3	1,306.7	23.7%	1.5	13.8x	8.4x	2.0x		
Events / Experiential Marketing	Fiera Milano SpA	208.7	563.1	347.8	42.8x	246.7	1,306.7	4.5%	(0.0)	NM	o.4x NM			
ven rrke	GL Events SA	421.2	1,622.1	1,075.6	42.6X 8.7X	1,103.1	192.9	17.5%	1.5	9.9x	8.4x	1.5x		
E X E	MCH Group AG	71.2	218.7	152.0	15.2x	350.6	17.0	4.8%	(0.3)	NM	12.9x	0.6x		
_	Viad Corp	651.2	1,297.0	387.5	6.1x	1,062.9	76.9	7.2%	1.0	30.3x	16.9x	1.2x		
Median Mean				\$367.7 \$1,094.4	12.0x 16.2x	\$706.8 \$1,425.0	\$50.9 \$271.6	8.2% 11.1%	\$1.0 \$0.7	13.8x 18.0x	12.9x 17.1x	1.7x 1.9x		

### MARKETING SERVICES (CONT.)

								LTM			TE	V/
		Market Cap USDm	EV USDm	Net Debt USDm	Net Debt/ LTM EBITDA	Revenue USDm	EBITDA USDm	EBITDA Margin	EPS	Forward P/E	LTM EBITDA	LTM Revenue
	Accenture plc	\$162,613.6	\$155,415.4	(\$7,838.7)	0.0x	\$61,594.3	\$11,455.4	18.6%	\$11.3	22.7x	13.6x	2.5x
-	Capgemini SE	27,913.6	33,175.4	5,593.8	2.9x	21,050.6	2,777.5	13.2%	11.1	14.6x	11.9x	1.6x
	Cognizant Technology Solutions Corporation	29,741.6	28,067.6	(2,095.0)	0.2x	19,366.0	3,492.0	18.0%	4.7	12.1x	8.0x	1.4x
	Endava plc	4,487.0	4,496.9	(131.6)	0.4x	783.9	164.3	21.0%	2.6	30.5x	27.4x	5.7x
ţį	EPAM Systems, Inc.	20,777.9	20,031.7	(1,511.8)	0.0x	4,700.9	749.8	16.0%	10.9	33.3x	26.7x	4.3x
ma	Globant S.A.	7,815.5	7,707.7	(226.2)	0.5x	1,669.3	271.4	16.3%	5.6	33.5x	28.4x	4.6x
sfol	Grid Dynamics Holdings, Inc.	1,367.5	1,259.2	(255.2)	N/M	296.4	3.0	1.0%	0.5	40.4x	NM	4.2x
ran	HCL Technologies Limited	31,019.5	29,997.0	(1,099.0)	0.3x	12,078.0	2,599.0	21.5%	0.7	17.4x	11.5x	2.5x
<u>=</u>	Infosys Limited	72,859.6	70,943.0	(2,474.0)	0.2x	17,530.0	4,152.0	23.7%	0.7	23.8x	17.1x	4.0x
igi	International Business Machines Corporation	107,306.9	150,124.9	41,310.0	4.2x	60,535.0	12,159.0	20.1%	9.8	12.1x	12.3x	2.5x
×	Kin and Carta plc	346.9	378.8	16.3	1.2x	231.5	26.8	11.6%	0.1	18.1x	14.1x	1.6x
0	Persistent Systems Limited	3,042.0	3,105.3	(42.1)	0.7x	867.1	134.7	15.5%	1.6	24.2x	23.1x	3.6x
	Tata Consultancy Services Limited	135,101.5	131,168.2	(5,022.3)	0.1x	25,504.7	6,608.5	25.9%	1.4	25.7x	19.8x	5.1x
	Thoughtworks Holding, Inc.	3,263.8	3,641.9	216.1	N/M	1,272.3	(81.6)	(6.4%)	0.5	19.2x	NM	2.9x
	Wipro Limited	26,512.5	25,298.6	(1,869.4)	1.2x	10,475.3	1,985.8	19.0%	0.3	17.8x	12.7x	2.4x
Median				(\$255.2)	0.4x	\$10,475.3	\$1,985.8	18.0%	\$1.6	22.7x	14.1x	2.9x
Mean				\$1,638.1	0.9x	\$15,863.7	\$3,099.9	15.7%	\$4.1	23.0x	17.4x	3.3x
Overall	Median			\$151.2	2.5x	\$1.692.3	\$192.9	15.1%	\$1.4	14.2x	11.7x	1.6x
Overall				\$1,269.9	4.5x	\$7,188.2	\$1,307.0	14.7%	\$2.8	16.6x	13.3x	2.2x

Source: S&P Capital IQ. Data as of September 30, 2022.

### MARKETING SERVICES (CONT.)

		Net Debt/ 2021	t/ 2021 EV/Revenue		EV/EBITDA		P/E		2020-22E CAGR		EBITDA Margin		Forward P/E	
		EBITDA	2021	2022E	2021	2022E	2021	2022E	Revenue	EBITDA	2021	2022E	2021	2022E
	Dentsu Group Inc.	0.5x	0.8x	0.9x	4.1x	4.9x	8.4x	11.5x	(2.6%)	(1.7%)	19.9%	18.3%	10.2x	11.0x
S	Hakuhodo DY Holdings Inc	(0.9x)	0.3x	0.3x	2.8x	3.9x	7.5x	10.5x	(26.2%)	3.1%	9.0%	8.2%	8.0x	12.3x
ncie	Next Fifteen Communications Group plc	1.1x	1.6x	1.4x	12.3x	6.2x	NM	9.5x	27.3%	85.4%	13.0%	22.7%	11.5x	8.6x
Agencies	Omnicom Group Inc.	0.9x	1.1x	1.1x	6.9x	6.8x	9.7x	9.2x	3.6%	10.1%	16.3%	16.7%	10.1x	9.1x
β Bι	Publicis Groupe S.A.	1.5x	1.1x	1.2x	6.9x	5.3x	10.3x	8.2x	(1.9%)	9.4%	16.5%	22.3%	8.3x	7.4x
Marketing ,	S4 Capital plc	1.9x	1.2x	0.9x	9.3x	7.8x	NM	12.0x	60.9%	44.2%	12.7%	11.7%	8.1x	11.4x
ark	Stagwell Inc.	7.4x	1.9x	1.1x	17.6x	6.0x	NM	9.7x	71.2%	90.6%	10.7%	17.8%	NA	18.8x
≥	The Interpublic Group of Companies, Inc.	0.7x	1.2x	1.2x	6.4x	6.2x	10.7x	9.5x	8.5%	17.4%	19.1%	18.8%	10.1x	10.1x
	WPP plc	3.3x	0.9x	1.1x	7.9x	5.7x	11.8x	8.0x	(7.9%)	NA	11.3%	19.4%	7.4x	7.1x
Median		1.1x	1.1x	1.1x	6.9x	6.0x	10.0x	9.5x	3.6%	13.8%	13.0%	18.3%	9.2x	10.1x
Mean		1.8x	1.1x	1.0x	8.2x	5.9x	9.7x	9.8x	14.8%	32.3%	14.3%	17.3%	9.2x	10.6x
Ļ	Advantage Solutions Inc.	3.7x	0.8x	0.7x	5.3x	6.4x	12.5x	3.1x	12.9%	2.1%	14.1%	10.5%	2.7x	3.8x
(Non-	Amdocs Limited	(0.2x)	2.2x	2.1x	11.6x	9.8x	19.4x	14.4x	5.1%	11.4%	19.2%	21.1%	15.2x	13.6x
es (	Ascential plc	3.9x	2.7x	2.3x	20.9x	10.1x	NM	17.1x	34.2%	NA	13.1%	22.7%	13.7x	14.3x
cy (c	CSG Systems International, Inc.	1.7x	1.8x	1.9x	11.5x	8.3x	23.4x	14.8x	1.2%	16.5%	15.6%	22.3%	15.3x	14.3x
Services gency)	Deluxe Corporation	5.0x	1.2x	1.1x	7.2x	5.7x	11.5x	4.1x	11.2%	17.9%	16.1%	18.6%	3.3x	4.2x
Marketing \$	Harte Hanks, Inc.	(0.4x)	0.5x	0.4x	5.8x	4.4x	6.3x	6.6x	7.2%	NA	7.8%	9.9%	NA	7.6x
četi	IAC Inc.	4.2x	1.6x	1.1x	NM	29.4x	8.8x	NA	38.0%	NA	2.8%	3.9%	NM	NM
/lar/	Loyalty Ventures Inc.	4.8x	0.8x	0.8x	4.9x	5.1x	17.3x	NM	(6.8%)	(11.7%)	15.5%	16.5%	0.7x	2.1x
	TechTarget, Inc.	1.3x	6.9x	6.1x	32.7x	15.0x	NM	23.5x	41.2%	86.3%	21.0%	40.8%	24.0x	26.4x
Median		3.7x	1.6x	1.1x	9.4x	8.3x	12.5x	14.4x	11.2%	14.0%	15.5%	18.6%	13.7x	10.6x
Mean		2.7x	2.0x	1.8x	12.5x	10.5x	14.2x	11.9x	16.0%	20.4%	13.9%	18.5%	10.7x	10.8x
	comScore, Inc.	(4.9x)	0.9x	0.9x	NM	9.1x	NM	NM	2.5%	38.7%	0.5%	9.9%	NM	NM
	Forrester Research, Inc.	(1.2x)	1.2x	1.1x	10.4x	9.2x	28.1x	15.7x	9.6%	19.5%	11.9%	12.3%	17.6x	15.6x
	Gartner, Inc.	1.7x	5.1x	4.4x	21.0x	17.6x	30.0x	30.3x	15.0%	41.2%	24.3%	25.2%	36.8x	29.4x
듄	ICF International, Inc.	4.7x	1.6x	1.4x	16.5x	13.2x	29.3x	19.4x	8.6%	22.6%	9.7%	10.7%	22.5x	18.2x
Research	Informa plc	(0.0x)	3.5x	3.1x	15.8x	12.3x	NM	22.4x	9.8%	35.5%	22.4%	25.6%	16.7x	16.5x
å	Information Services Group, Inc.	1.7x	1.0x	0.9x	8.7x	6.3x	15.9x	10.3x	6.6%	51.7%	11.1%	15.1%	13.0x	10.3x
Market	INTAGE HOLDINGS Inc.	(1.2x)	0.6x	0.7x	5.6x	7.1x	13.2x	15.6x	(8.3%)	(0.4%)	11.1%	10.5%	15.4x	13.6x
Mar	Ipsos SA IQVIA Holdings Inc.	0.9x 4.4x	0.9x 3.3x	0.9x 3.2x	7.0x 18.2x	5.8x 13.6x	9.8x 36.6x	9.8x 17.9x	4.8% 12.5%	28.2% 35.1%	13.6% 18.0%	16.1% 23.2%	9.9x 18.5x	8.5x 17.1x
	Macromill. Inc.	4.4x 1.9x	1.1x	1.2x	5.8x	7.3x	10.1x	17.9x 13.1x	(2.5%)	(9.5%)	19.6%	17.0%	12.3x	17.1x 11.9x
	National Research Corporation	(0.1x)	6.6x	NA	17.3x	NA NA	27.3x	NA	(2.5%) NA	(9.5%) NA	38.4%	NA	NA	NA
	YouGov plc	(0.6x)	4.4x	3.8x	20.6x	13.6x	NM	28.4x	19.9%	50.6%	21.5%	28.2%	27.7x	23.9x
Median		0.5x	1.4x	1.2x	15.8x	9.2x	27.3x	16.8x	8.6%	35.1%	15.8%	16.1%	17.1x	16.1x
Mean		0.6x	2.5x	2.0x	13.3x	10.4x	22.3x	18.3x	7.1%	28.5%	16.8%	17.6%	19.0x	16.5x
	Emerald Holding, Inc.	(3.4x)	6.7x	NA	NM	NA	NM	NA	NA	NA	N/M	NA	NA	NA
ritial	Endeavor Group Holdings, Inc. Fiera Milano SpA GL Events SA MCH Group AG	5.5x	2.2x	2.1x	13.5x	9.4x	NM	15.2x	23.3%	85.0%	15.9%	22.0%	16.1x	14.4x
ints rien ætin	Fiera Milano SpA	(9.9x)	3.8x	2.7x	NM	10.3x	4.2x	NM	51.8%	NA	N/M	26.4%	NM	15.2x
Exper Mark	GL Events SA	8.0x	1.9x	1.4x	12.1x	8.4x	25.2x	11.5x	42.5%	NA	15.9%	16.3%	14.4x	8.5x
		(11.3x)	1.0x	0.5x	NM	23.8x	NM	NM	52.1%	NA	N/M	2.2%	NM	NM
	Viad Corp	(44.3x)	2.6x	1.2x	NM	10.9x	NM	49.3x	63.1%	NA	N/M	10.8%	25.5x	26.8x
Median		(6.7x)	2.4x	1.4x	12.8x	10.3x	14.7x	15.2x	51.8%	85.0%	15.9%	16.3%	16.1x	14.8x

### MARKETING SERVICES (CONT.)

		Net Debt/ 2021 EBITDA	EV/Revenue		EV/EBITDA		P/E		2020-22E CAGR		EBITDA Margin		Forward P/E	
			2021	2022E	2021	2022E	2021	2022E	Revenue	EBITDA	2021	2022E	2021	2022E
	Accenture plc	(0.9x)	2.9x	2.5x	17.2x	13.4x	26.8x	23.5x	17.9%	25.3%	16.8%	18.7%	23.8x	22.6x
Transformation	Capgemini SE	2.0x	1.6x	1.5x	12.1x	10.6x	21.4x	15.4x	7.3%	13.7%	13.2%	14.0%	14.8x	13.5>
	Cognizant Technology Solutions Corporation	(0.6x)	1.5x	1.5x	8.4x	7.9x	14.2x	12.6x	7.8%	10.7%	18.1%	18.5%	13.1x	12.6x
	Endava plc	(1.0x)	6.0x	5.1x	33.5x	22.4x	NM	34.9x	30.0%	56.4%	18.0%	22.7%	33.6x	26.7x
	EPAM Systems, Inc.	(2.4x)	5.3x	4.2x	31.9x	22.9x	44.4x	36.3x	34.6%	40.8%	16.7%	18.2%	34.7x	30.8x
	Globant S.A.	(1.0x)	5.9x	4.3x	35.6x	21.1x	NM	36.9x	47.8%	70.7%	16.7%	20.5%	43.0x	32.5x
	Grid Dynamics Holdings, Inc.	(50.0x)	6.0x	4.1x	NM	23.0x	NM	44.0x	66.2%	NA	2.4%	17.8%	NM	41.2x
	HCL Technologies Limited	(0.4x)	2.7x	2.5x	11.2x	11.4x	20.9x	18.0x	8.9%	(0.4%)	23.9%	22.2%	16.7x	16.3x
<u></u>	Infosys Limited	(0.6x)	4.5x	4.1x	17.4x	17.2x	25.5x	25.5x	14.8%	9.9%	26.1%	23.9%	23.2x	22.8x
CX Digit	International Business Machines Corporation	3.4x	2.6x	2.5x	12.3x	10.2x	22.8x	12.7x	4.5%	9.7%	21.3%	24.5%	11.4x	12.3x
	Kin and Carta plc	0.7x	1.8x	1.5x	16.4x	12.0x	NM	19.6x	30.9%	43.6%	10.7%	12.2%	22.7x	14.4>
	Persistent Systems Limited	(0.4x)	4.5x	3.3x	27.2x	18.4x	36.1x	28.6x	31.3%	43.9%	16.4%	17.9%	30.7x	23.9>
	Tata Consultancy Services Limited	(0.7x)	5.3x	5.0x	19.4x	18.8x	27.0x	27.2x	9.6%	8.4%	27.3%	26.4%	24.9x	24.6x
	Thoughtworks Holding, Inc.	3.8x	3.4x	2.8x	NM	14.6x	NM	21.7x	26.8%	31.3%	5.3%	19.3%	22.3x	21.7x
	Wipro Limited	(0.9x)	2.5x	2.3x	11.9x	12.7x	16.3x	18.7x	13.2%	5.9%	21.2%	18.4%	15.9x	18.4x
Median		(0.6x)	3.4x	2.8x	17.2x	14.6x	24.2x	23.5x	17.9%	19.9%	16.8%	18.7%	23.0x	22.6x
Mean		(3.3x)	3.8x	3.1x	19.6x	15.8x	25.6x	25.0x	23.5%	26.5%	16.9%	19.7%	23.6x	22.3x
Overall	Median	0.7x	1.9x	1.5x	12.1x	10.1x	16.8x	15.5x	12.5%	21.1%	16.1%	18.4%	15.4x	14.3x
Overall	Mean	(1.1x)	2.6x	2.1x	14.0x	11.5x	18.9x	18.3x	19.2%	28.7%	15.8%	18.1%	17.3x	16.2x

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