2023 Results

27 March 2024

Contents

Chapter 1

Introduction

Introduction

- After the first four years of strong growth, 2023 was a challenging year reflecting global macro economic conditions, client caution and fears of recession
- We have made structural changes to improve performance
  - Significant reduction in the number of Monks
  - Reorganisation and additional leadership in Content practice, including Bruno Lambertini as co-CEO
  - Appointment of Jean-Benoit Berty as Chief Operating Officer
  - Simplification of Board and strengthened Executive Committee
- Further investment in systems, processes, control and governance
- Given market uncertainty we maintain continued discipline in hiring and cost management
- Strategy remains the same. We are confident our talent, business model, strategy and scaled client relationships position us well for above industry average growth in the longer term

Chapter 2

Strategy

Strategy - Our strengths and differentiators

We are purely digital

Digital is by far the fastest-growing segment of the marketing and technology services market. Our purely digital offering, aligned around the Media.Monks operating brand, means we are swiftly capitalising on the arrival and benefits of AI.

We are data-driven

Our data-driven approach, which drives the creation of content at scale and enables continuous refinements, coupled with our speed to market and measurement capabilities, mean clients receive more effective and reliable results.
And, importantly, data is the fuel that powers AI.

Unique go-to-market strengths

We go to market as faster, better, more efficient and capitalising on more opportunities through AI.
Our focus on digital marketing and technology is a strong value proposition to CSOs, CMOs, CIOs and CTOs who are looking to get the best possible return on their investment.

Agents of NOW

With change happening rapidly every day, clients need results, solutions and relevance right NOW. We shift industries forward by flexing and reshaping how businesses react with people against the needs of a constantly evolving world.

A single P&L approach

Unlike traditional agency holding company structures, we have aligned around the Media.Monks brand.
This allows us to provide an integrated service to clients, a collaborative culture and broader career paths for our people and a more profitable model for investors.

Strategy - How we generate value

Focused, profitable clients

We work for global, multinational, regional and local clients. We focus on large high-growth market opportunities including the digital marketing, media and transformation sectors, which are all expanding multibillion-dollar markets. Our 12 largest clients account for over 50% of our revenue.

Productive, talented people

Our executive management team combines seasoned industry experts with successful entrepreneurs who have significant ownership in the Company to create a growth-focused culture among our people and attracting the market's best and smartest minds across the business. 7,700 monks

Delivering maximum returns

We aim to deliver optimal ROI for our clients through our superior, broad and deep knowledge and capabilities in three collaborative practices:

Content, Data&Digital Media and Technology Services

Worldwide presence

We provide clients with seamless access, local insight and global coverage through 61 *offices across the world.* 32 countries

Responsible stewardship

Our operational structure has been developed to ensure we can grow in a healthy, cost controlled and risk mitigated manner, with an ESG strategy aligned with our overall business objectives.

Chapter 3

Results

S4 CAPITAL

Financial Headlines

Net revenue[1] **£873.2m** -2.1% reported -4.5% like-for-like[2]	**Operational EBITDA**[3] **£93.7m** -24.6% reported -36.6% like-for-like	**EBITDA margin**[3] **10.7%** vs. 13.9% prior year reported vs. 16.2% prior year like-for-like
Adjusted operating profit[4] **£82.0m** vs. £114.1m prior year reported	**Adjusted EPS** **5.7p adjusted EPS** vs. 11.4p prior year reported[5]	**Net Debt**[6] **£180.8m** 1.9x leverage[6] vs. £110.2m prior year reported

Results in line with revised expectations

1. Net revenue is revenue less direct costs
2. Like-for-like is a non-GAAP measure and relates to 2022 being restated to show the audited numbers for the previous year of the existing and acquired businesses consolidated for the same months as in 2023 applying currency rates as used in 2023.
3. Operational EBITDA is operating profit/ (loss) adjusted for acquisition related expenses, non-recurring items (primarily acquisition payments tied to continued employment, amortisation of business combination intangible assets and restructuring and other one-off expenses) and recurring items (share-based payments) and includes right-of-use assets depreciation. It is a non-GAAP measure management uses to assess the underlying business performance. Operational EBITDA margin is operational EBITDA as a percentage of net revenue
4. Adjusted figures are adjusted for non-recurring and recurring items as defined above
5. The prior year figures have been restated for the adoption of the amendment to IAS 12
6. Net debt excludes lease liabilities, leverage is calculated as net debt / pro-forma operational EBITDA as defined per the facilities agreement

Profit or loss

- Net revenue down -2.1% reported, -4.5% like-for-like, reflecting challenging macroeconomic conditions and cautious spending from clients, along with a difficult year for new business and lower seasonal uplift in the fourth quarter
- Tight cost control, with number of Monks reduced 13% to c.7,700
- Operational EBITDA of £93.7m, 10.7% margin, in line with revised expectations
- Acquisition, restructuring and other expenses significantly lower due to reduction in merger activity
- Reported profit includes one-off credit of c.£9m relating to the significant devaluation of the Argentinian Peso, excluded from Operational EBITDA

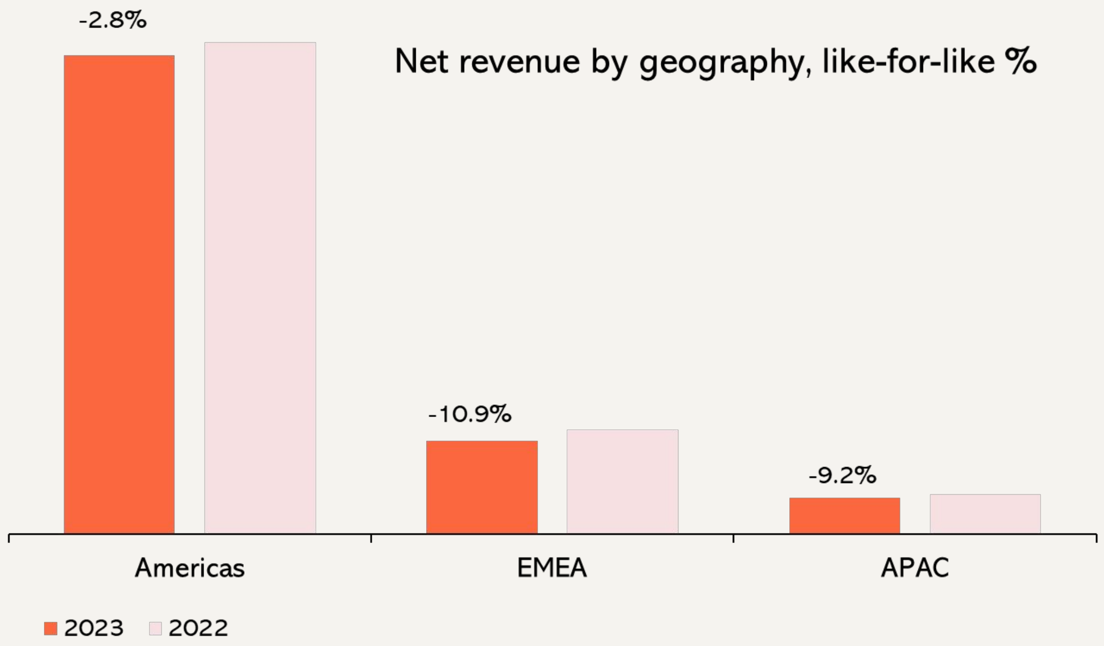
Adjusting items	**2023 £m**	**2022 £m**
Amortisation and impairment of acquired intangibles	48.6	78.9
Share based payments	10.1	14.6
Acquisition, restructuring and other expenses	11.9	155.9
Argentinian Peso devaluation	(8.8)	-
Total of adjusting items	**61.8**	**249.4**

	2023 £m	**2022[2] £m**	**Change Reported**	**Change Like-for-like**
Revenue	1,011.5	1,069.5	-5.4%	-7.8%
Net revenue	**873.2**	**891.7**	**-2.1%**	**-4.5%**
Operating expenses	(763.2)	(765.3)	0.3%	0.2%
Acquisition, restructuring and other expenses	(11.9)	(155.9)	92.4%	92.4%
Depreciation and amortisation	(77.9)	(105.8)	26.4%	24.1%
Total operating expenses	**(853.0)**	**(1,027.0)**	**16.9%**	**16.7%**
Operational EBITDA	**93.7**	**124.2**	**-24.6%**	**-36.6%**
Operational EBITDA margin	10.7%	13.9%	-320bps	-550bps
Operating profit / (loss)	**20.2**	**(135.3)**	**114.9%**	
Adjusting items	61.8	249.4	75.2%	
Adjusted operating profit[1]	82.0	114.1	-28.1%	
Net finance and other costs	(34.1)	(24.4)	-39.8%	
Loss before income tax	**(13.9)**	**(159.7)**	**91.3%**	
Income tax credit / (expense)	7.9	(0.8)	1087.5%	
Loss for the year	**(6.0)**	**(160.5)**	**96.3%**	
Adjusted basic earnings per share (pence)	**5.7**	**11.4**	**-5.7**	

1. Adjusted operating profit is operating profit/ (loss) adjusted for acquisition, restructuring and other expenses (acquisition related costs £15.5m, contingent consideration revaluation credit £24.7m, restructuring expenses £18.2m and other costs £2.9m), amortisation and impairment of acquired intangibles, share based payments and the devaluation of the Argentinian Peso
2. The prior year figures have been restated for the adoption of the amendment to IAS 12

Net revenue by practice and geography

- **Content** had a very challenging year and was particularly impacted in the second half by lower spending by certain technology clients, lower regional and local opportunities, a difficult year for new business and lower seasonal uplift
- **Data&Digital Media** had modest growth in the first half but declined in the second half reflecting tougher end markets
- **Technology Services** had strong growth in the first half but slowed significantly in the second half due to longer sales cycles for transformation projects, phasing of work and a reduction in activity from some larger clients



	2023 £m	2022 £m	Change Reported	Change Like-for-like
Content	528.9	582.7	-9.2%	-10.0%
Data&Digital Media	207.3	216.8	-4.4%	-3.1%
Technology Services	137.0	92.2	48.6%	21.6%
Net revenue	**873.2**	**891.7**	**-2.1%**	**-4.5%**

Operational EBITDA by practice

- **Content's** lower net revenue impacted margins significantly, although this was tempered by strong cost discipline, including controls on hiring and reorganisation of the practice, which has reduced the number of Monks at the year end. Continued focus on reinvigorating growth and improving the operating model and new leadership in key markets

- **Data&Digital Media** had a modest net revenue decrease, which impacted margins, corrective action on cost was taken

- **Technology Services'** margin decreased in the second half as expected, reflecting a reduction in activity from some larger clients

- **Monks** c.7,700, down 13% from December 2022, down 15% on June 2022. Continued disciplined approach to cost management, including personnel and discretionary costs

	2023 £m	2022 £m	Change Reported	Change Like-for-like
Content	38.9	74.1	-47.5%	-55.7%
Data&Digital Media	33.5	39.9	-16.0%	-21.7%
Technology Services	43.4	36.1	20.2%	0.7%
S^4 Central	(22.1)	(25.9)	14.7%	15.0%
Operational EBITDA	**93.7**	**124.2**	**-24.6%**	**-36.6%**
Content	7.4%	12.7%	-530bps	-750bps
Data&Digital Media	16.2%	18.4%	-220bps	-380bps
Technology Services	31.7%	39.2%	-750bps	-650bps
Operational EBITDA margin	10.7%	13.9%	**-320bps**	**-550bps**

Debt and balance sheet

- 2023 year end net debt £180.8m (versus £110.2m at December 2022) reflecting M&A payments made
- Leverage at 1.9x
- Remaining contingent consideration payments due for prior periods M&A totalling c.£11m, c.£10m has been settled in Q1 2024
- £100m RCF remains undrawn
- Liquid balance sheet with long dated maturities
- Current headroom against key covenant is comfortable[2]

	Net debt £m	Facility	Undrawn £m	Maturity due date
Term loan	325.9	€375.0m	-	August 2028
RCF	-	£100.0m	100.0	August 2026
Other loans	0.6			
Cash	(145.7)			
Net debt	**180.8**		**100.0**	
Net debt to pro-forma operational EBITDA	1.9x			

	2023 £m	2022[1] £m
Intangible assets	1,072.9	1,164.0
Right-of-use assets	45.8	55.7
Property, plant and equipment	21.9	29.7
Others	21.2	17.6
Non-current assets	**1,161.8**	**1,267.0**
Trade and other receivables	412.4	442.4
Cash and cash equivalents	145.7	223.6
Current assets	**558.1**	**666.0**
Total assets	**1,719.9**	**1,933.0**
Deferred tax liabilities	(32.7)	(54.1)
Loans and borrowings	(320.9)	(326.2)
Others	(45.8)	(60.1)
Non-current liabilities	**(399.4)**	**(440.4)**
Trade and other payables	(418.1)	(443.2)
Contingent consideration and holdback	(18.2)	(177.3)
Others	(18.3)	(22.0)
Current liabilities	**(454.6)**	**(642.5)**
Total liabilities	**(854.0)**	**(1,082.9)**
Net assets	**865.9**	**850.1**
Attributable to owners of the company	865.8	850.0
Non-controlling interests	0.1	0.1
Total equity	**865.9**	**850.1**

1. The comparatives as at 31 December 2022 have been restated for measurement period adjustments in respect of business combinations, the adoption of the amendment to IAS 12, the deferred tax offsetting and reclassification between trade and other payables and provisions
2. The facility agreement imposes certain covenants on the Group. S4Capital Group will ensure that the net debt will not exceed 4.5:1 of the pro-forma earnings before interest, tax, depreciation, and amortisation, measured at the end of any relevant period of 12 months ending each semi-annual date in a financial year, as defined in the facility agreement. During the year S4Capital Group complied with the covenants set in the loan agreement.

Cash flow highlights

- Capital expenditure is primarily IT infrastructure; prior period included key office fit outs
- Increase in interest paid reflects higher Euribor rates on the term loan
- Higher tax costs reflect performance in 2022
- Restructuring and other one off expenses includes £18m of restructuring costs, which drive significant cost savings, and the ERP programme for DDM
- Working capital showing a small outflow due to lower trade payables driven by activity levels and cost control
- M&A costs lower as payments relating to prior periods combinations substantially complete

	2023 £m	2022 £m
Operational EBITDA	93.7	124.2
Capital expenditure[1]	(10.2)	(16.1)
Interest and facility fees paid	(26.7)	(16.3)
Income tax paid	(20.5)	(19.0)
Restructuring and other one-off expenses paid	(20.8)	(4.9)
Change in working capital[2]	(1.7)	1.9
Free cash flow	**13.8**	**69.8**
Mergers & Acquisitions	(80.8)	(162.6)
Other	(3.6)	0.6
Movement in net debt	**(70.6)**	**(92.2)**
Opening net debt	(110.2)	(18.0)
Net debt	**(180.8)**	**(110.2)**
Net debt to pro-forma operational EBITDA	*1.9x*	*0.9x*

1. Includes purchase of intangible assets, purchase of property, plant and equipment and security deposits
2. Working capital primarily includes movement on receivables, payables, principal elements of lease payments and depreciation of right-of-use assets

2024 Guidance

CAPITAL

Net revenue

Targeted to be down on prior year

Client caution likely to persist and wider market uncertainty

Operational EBITDA

Targeted to be broadly similar level to 2023[1]

Heavily H2 weighted with improving end markets and normal seasonality

Practice outlook

Content profitability expected to improve due to cost reductions

DDM expects a similar top and bottom line performance to 2023

Technology Services expects challenging year

Net finance expense

c.£34m (cash c.£30m)

Effective tax rate

24-26% expected

Net debt

c.£150m-190m expected

Reflects no further material cash contingent consideration payments after c.£10m in Q1

2024 will be heavily H2 weighted. Medium-term prospects remain good

1. This is a target, not a profit forecast

Chapter 4

Market Momentum

CAPITAL

2023 and 2024 market dynamics

Digital Marketing	Technology Services
2023 Digital Media Spend grew 8.7%[1] Top 5 Platform growth was 13.8%[2]	**2023** Tech Services market grew 5.2%[4]
2024 Digital Media Spend expected to grow 7.7%[1] Top 5 Platforms expected to grow 11.9%[3]	**2024** Tech Services market expected to grow 0.7%[4]

S4 Capital's medium term objective is to outgrow the market

1. Groupm, MAGNA, Dentsu projections December 2023
2. Alphabet, Meta, Amazon, Microsoft Snap Ad Revenues, Company Reports
3. Alphabet, Meta, Amazon, Microsoft, Snap Ad Revenues, Morgan Stanley
4. Epam, Endava, Thoughtworks, CI&T, Globant, Accenture Company Reports

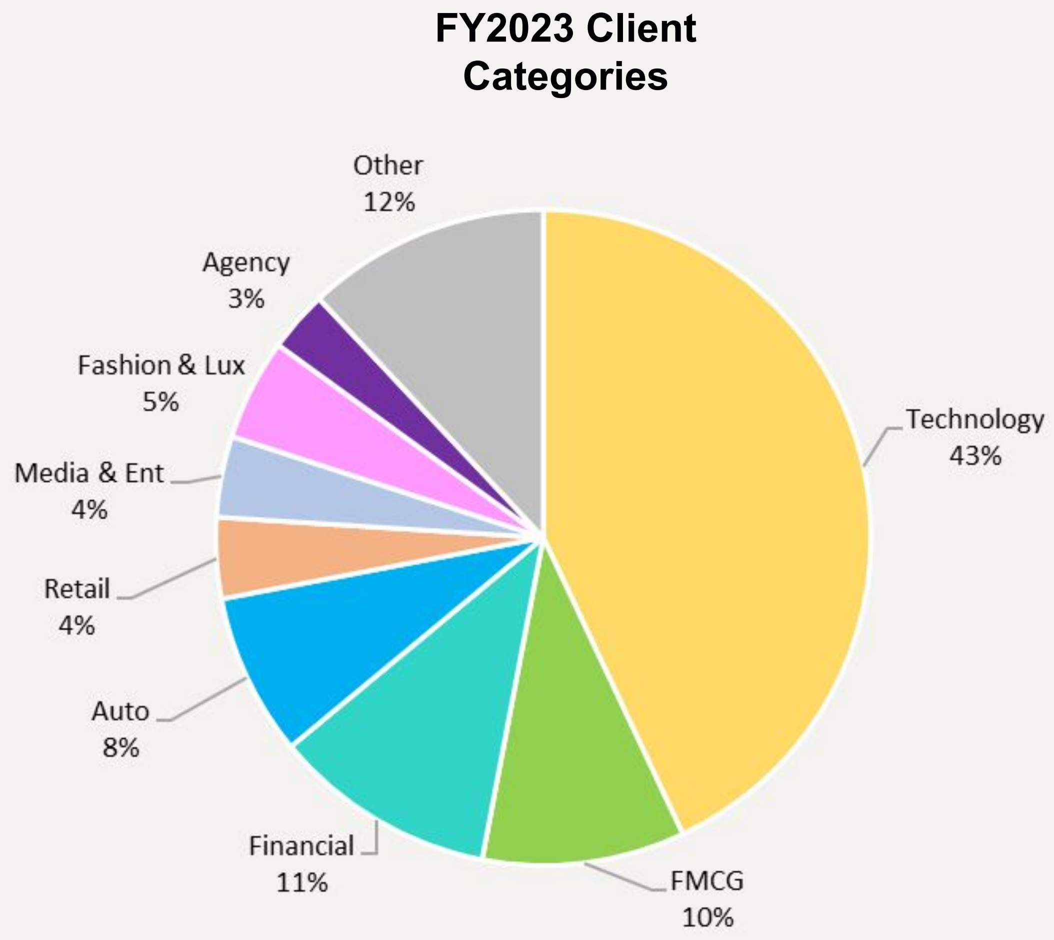
2023 challenges and actions taken

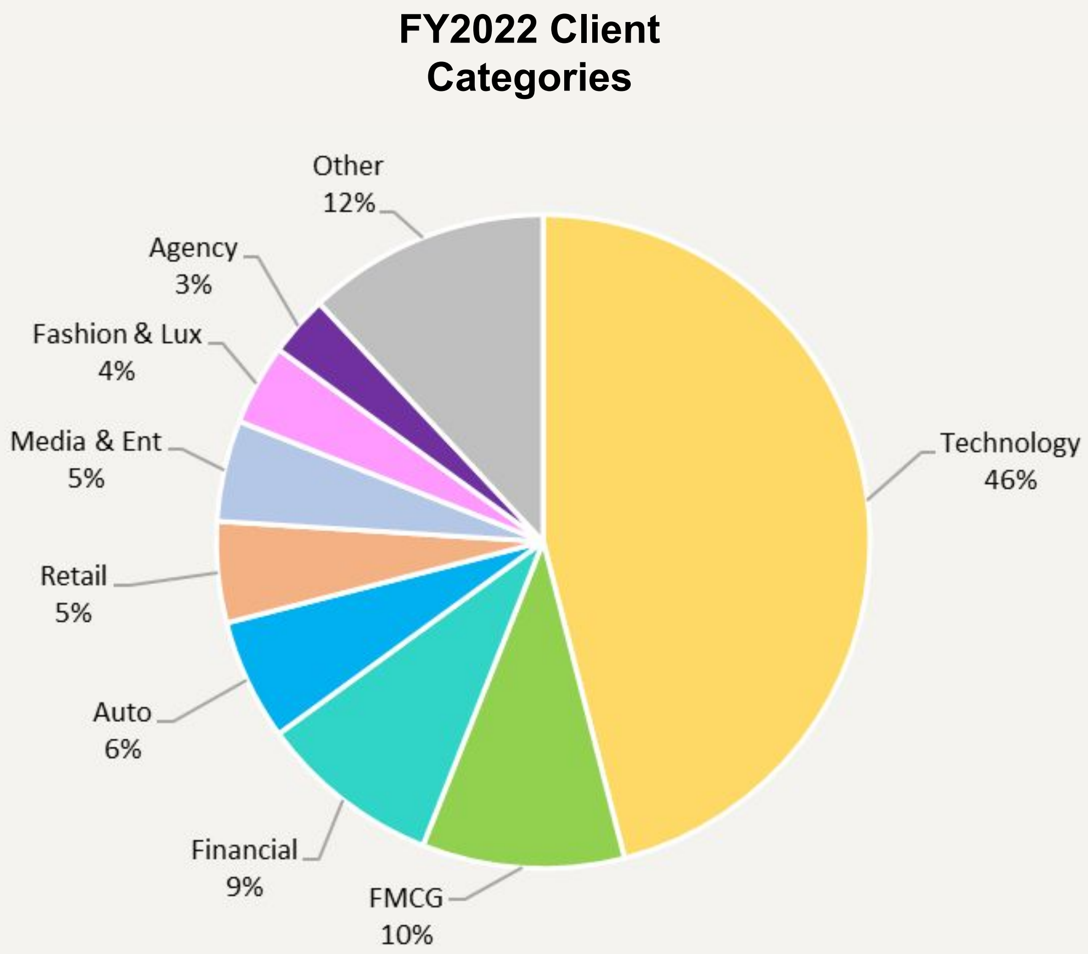
Clients	Growth
∕ Scaled client relationships remain healthy ∕ Mondelez impact ∕ Exposure to Technology Clients ∕ Difficult year for new business,smaller and local clients ∕ Resilience in scaled clients ∕ 10 whoppers (2 new ones)	∕ +1 sales strategy, land & expand ∕ Simplified go to market messaging ∕ Investment in sales / biz dev ∕ New leadership ∕ Improving pipeline and recent wins

Chapter 5

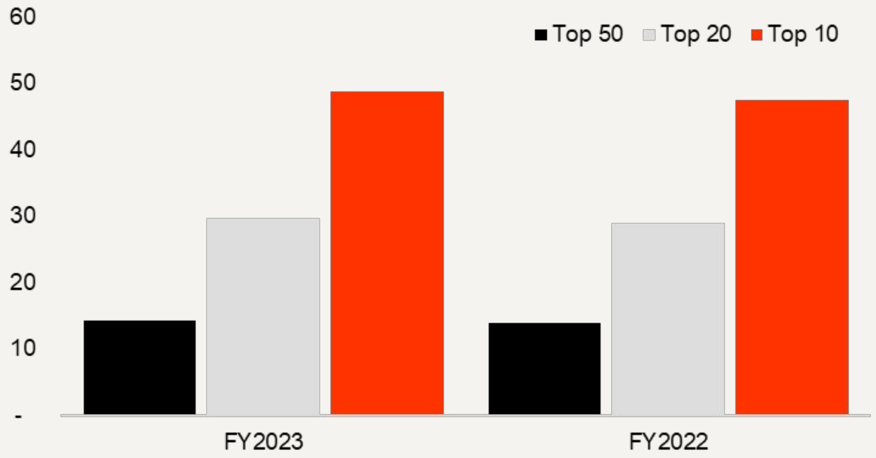
Client Analysis

Our client portfolio





Resilience with our larger client relationships



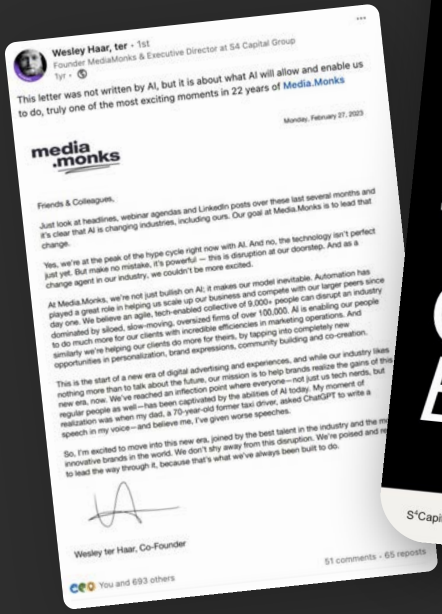
	FY2023			FY2022		
	No of Clients	% of Revenue	Cumulative %	No of Clients	% of Revenue	Cumulative %
> £10m	16	55%	55%	15	50%	50%
£5-10m	13	9%	64%	11	8%	58%
£1-5m	79	16%	80%	97	17%	75%
£0.1-1m	567	17%	97%	642	18%	93%

1. Reported Revenue

Chapter 6

Artificial Intelligence

The year in AI



Wesley Haar, ter · 1st
Founder MediaMonks & Executive Director at S4 Capital Group
1yr ·

This letter was not written by AI, but it is about what AI will allow and enable us to do, truly one of the most exciting moments in 22 years of Media.Monks

Monday, February 27, 2023

media.monks

Friends & Colleagues,

Just look at headlines, webinar agendas and Linkedin posts over these last several months and it's clear that AI is changing industries, including ours. Our goal at Media.Monks is to lead that change.

Yes, we're at the peak of the hype cycle right now with AI. And no, the technology isn't perfect just yet. But make no mistake, it's powerful — this is disruption at our doorstep. And as a change agent in our industry, we couldn't be more excited.

At Media.Monks, we're not just bullish on AI; it makes our model inevitable. Automation has played a great role in helping us scale up our business and compete with our larger peers since day one. We believe an agile, tech-enabled collective of 9,000+ people can disrupt an industry dominated by siloed, slow-moving, oversized firms of over 100,000. AI is enabling our people to do much more for our clients with incredible efficiencies in marketing operations. And similarly we're helping our clients do more for theirs, by tapping into completely new opportunities in personalization, brand expressions, community building and co-creation.

This is the start of a new era of digital advertising and experiences, and while our industry likes nothing more than to talk about the future, our mission is to help brands realize the gains of this new era, now. We've reached an inflection point where everyone—not just us tech nerds, but regular people as well—has been captivated by the abilities of AI today. My moment of realization was when my dad, a 70-year-old former taxi driver, asked ChatGPT to write a speech in my voice—and believe me, I've given worse speeches.

So, I'm excited to move into this new era, joined by the best talent in the industry and the m innovative brands in the world. We don't shy away from this disruption. We're poised and re to lead the way through it, because that's what we've always been built to do.

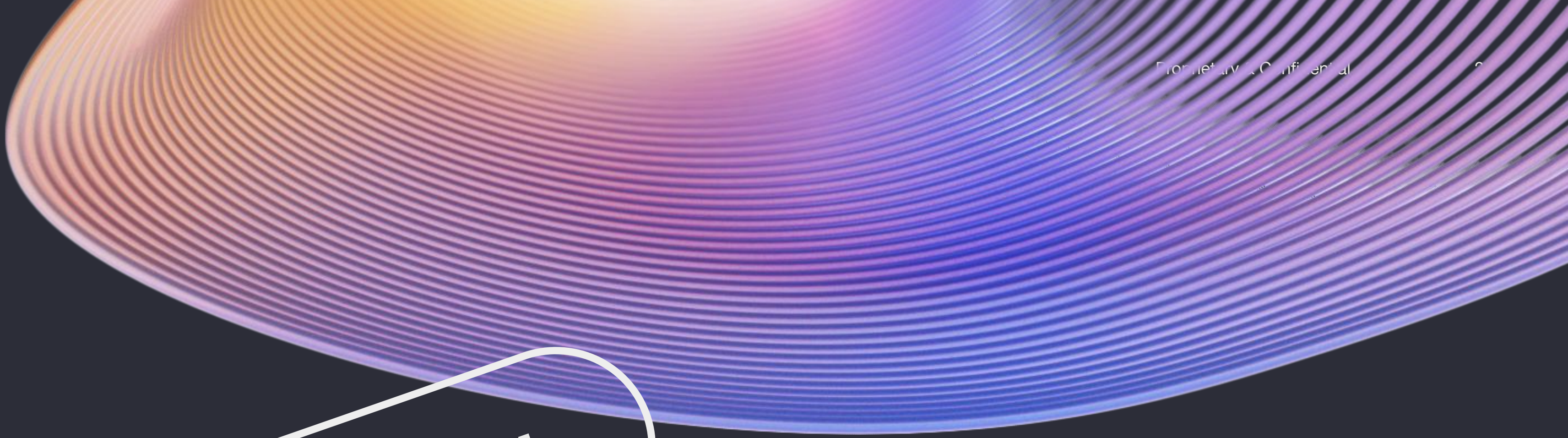
Wesley ter Haar, Co-Founder

You and 693 others
51 comments · 65 reposts

This time last year

ADWEEK

Winner of Adweek's first-ever AI Agency of the Year award



AI makes the consumer experience more human

Real understanding

Fast Response

Sequential Steps

High Relevance

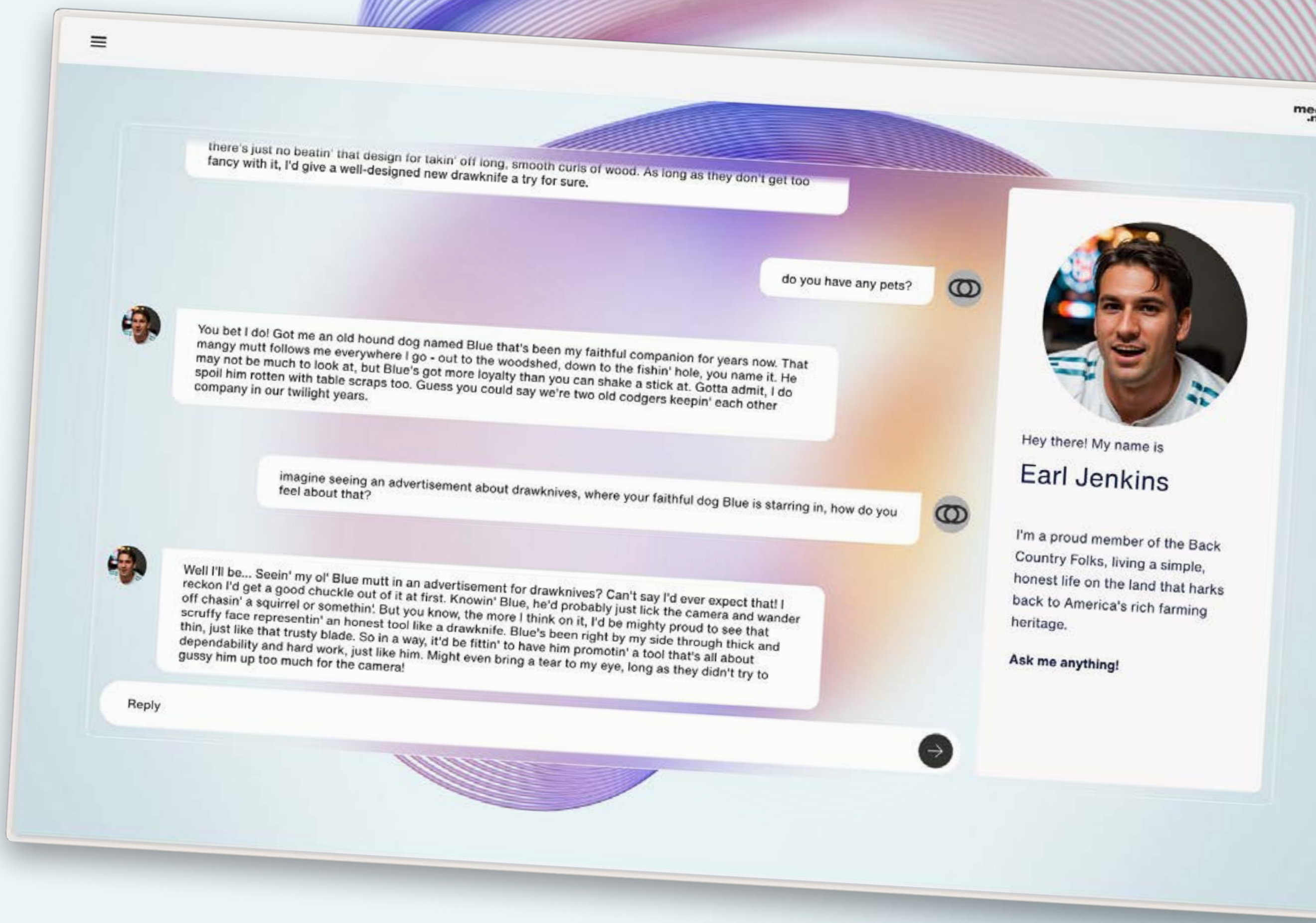
Business Intelligence GROUP™

persona.flow

Our innovative tool designed to redefine audience engagement in digital marketing.

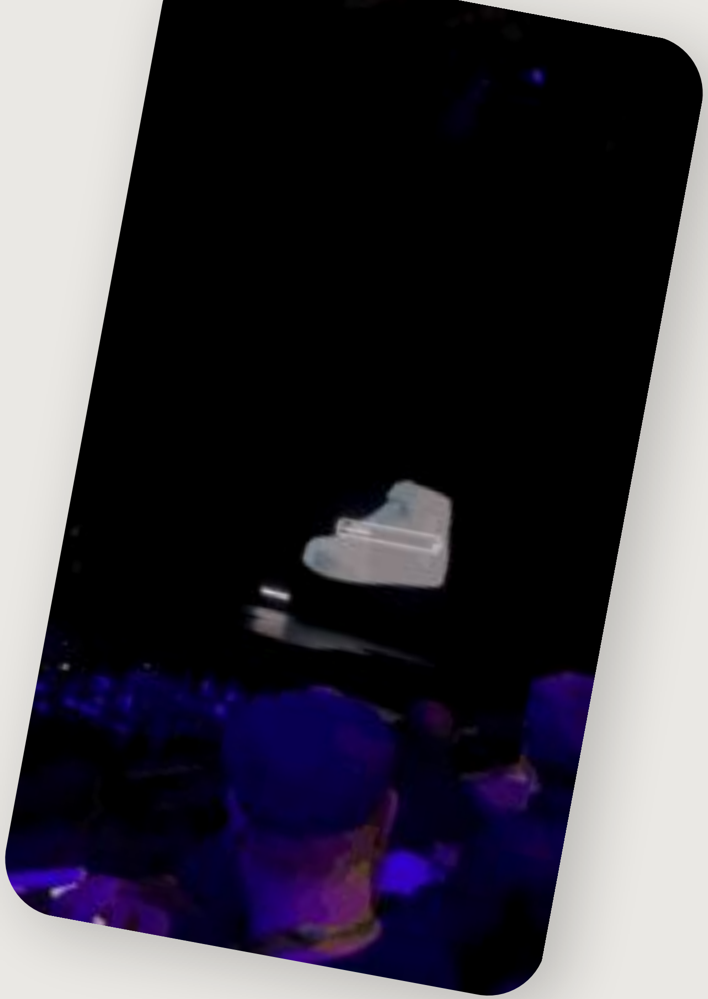
With Persona.Flow, marketers can dive deep into the psyche of their target audience, understanding their needs and preferences with unparalleled precision.

This leads to marketing strategies that are not just targeted but deeply resonant, fostering a stronger and more authentic connection between brands and their customers.



↑ Agility ↓ Research Costs

Data Anonymity | Sentiment Analysis | Insights | Prediction



NVIDIA

Media.Monks is an NVIDIA Service Delivery Partner, building AI solutions on:

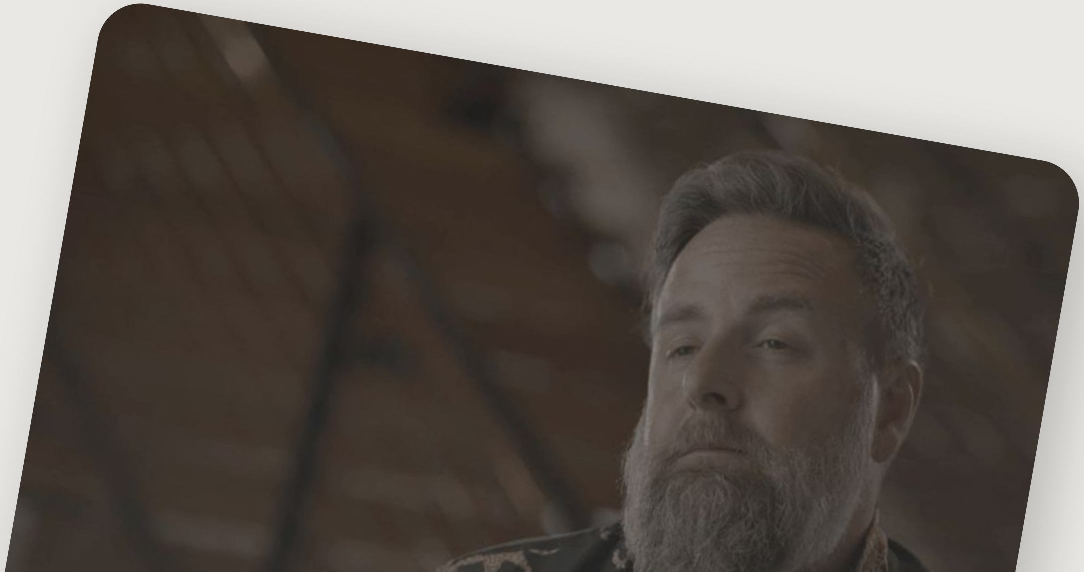
- Avatar Cloud Engine
- Holoscan for Media
- NVIDIA AI Enterprise

Media.Monks Persona.Flow and Adidas projects were on display at NVIDIA's GTC conference in March

Adobe

Media.Monks is an Adobe partner, building AI solutions on:

- Product advisory partner for Firefly
- Credentialed partner for Workfront
- GTM partnerships with Substance



Partnering with Media.Monks to expand creative horizons

Runway / March 20, 2024

Media.Monks and Runway are entering into a collaborative partnership that provides the global creative teams and clients of Media.Monks with advanced access to new creative tools and artificial intelligence (AI) models.

runway

media .monks

artist.monks

So, what’s next?

If year one was about speed, year two is about…

SCALE

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DISRUPTION 2.0

Cloud & Compute x Commercial Model

Chapter 7

Summary & Outlook

Summary & Outlook

- Net revenue and operational EBITDA margin in-line with revised expectations, improved performance in second half due to cost reductions
- Net revenue £873m, down 2.1% reported, and down 4.5% like-for-like, reflecting the challenging macroeconomic conditions, cautious spending from clients particularly those in the technology sector, smaller client relationships and regional and local clients, along with a difficult year for new business and lower seasonal uplift in the fourth quarter
- Strategy of building broad scaled relationships continues to drive revenue, we saw better performance in the top 10, 20 and 50 clients than average
- Disciplined approach to cost management, and focus on efficiency and integration. Number of Monks c.7,700, down 13% compared to December 2022
- Net debt of £181m, leverage at 1.9x, a the lower end of the guided range reflecting tight cost control and lower combination payments
- The initial response from our AI initiatives is encouraging and we remain at the forefront leading this change
- 2024 net revenue expected down on prior year with overall a broadly similar overall level of operational EBITDA. We expect the year to be heavily second half weighted, given improving end markets and our normal seasonality
- Net debt target range for 2024 of £150-190m, with capital allocation priorities focussed on debt reduction, buybacks and dividends
- Structural changes to improve performance with strengthened ExCo, simplified Board and appointment of Jean-Benoit Berty as Chief Operating Officer
- We remain confident our talent, business model, strategy and scaled client relationships position us well for above industry average growth in the longer term with an emphasis on improving efficiency and margins

Chapter 8

Q&A

Chapter 9

Appendix

Additional Information

Guidance on adjusting items for 2024

- Amortisation c.£50-55m
- Share based payments c.£10-15m
- Acquisition, restructuring and other expenses c.£20-£25m
- Total adjusting items expected c.£80-£95m

Shares consideration committed

- Deferred share issuance of c.36m shares in 2024 and c.39m in 2025, totalling c.75m
- Expected contingent consideration shares of c.1m in 2024

Cash contingent consideration

- Cash contingent consideration payments of c.£10m settled in Q1 2024 and c.£1m in 2025, totalling c.£11m

Weighted average share count

- Expected weighted average share count for 2024 of c.675m[1]
- Expected weighted average share count for 2025 of c.685m[1]

Invested capital

- Invested capital to date c.£1.1bn[2]
- Invested capital plus 6% CAGR to date c.£1.4bn[3]

1. Estimated weighted average share count excluding any impact due to the incentive shares. Note this number will fluctuate depending on the share price applied to, and timing of contingent consideration shares
2. Invested capital is the sterling value of capital injected into S^4 Capital 2 Ltd which effectively mirrors the net proceeds of equity issuance by S^4 Capital plc-plus the sterling value of all ordinary shares issued by S^4 Capital plc as consideration for mergers and acquisitions
3. Invested capital plus 6% CAGR is the sterling value of invested capital as increased at a compound annual growth rate of 6% from the date of the injection into S^4 Capital 2 Ltd which is effectively the date of any equity issuance by S^4 Capital plc for cash and the date any consideration for mergers and acquisition became due up to 12 March 2024

Content

S4 CAPITAL

Content | 2023 Highlights

S4 CAPITAL

OUR CLIENTS

Deepening our relationships with:

sanofi
VISA
Meta NBA
T Mobile
Google
Dove

AI is invigorating our partnership and go to markets with **technology**

Alphabet
amazon
NVIDIA
Apple
Meta
Adobe
Microsoft
ORACLE

OUR WORK

emea.TME.monks

BMW & Lil Miquela

milan.monks.ai

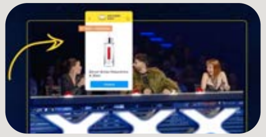
Sephora AI

netflix.studio.monks

Rebel Moon Sphere

meli.social.monks

Mercado Libre X-factor



social.monks

Allianz Roblox Campaign

brand.monks

J.P. Morgan Payments Summer

OUR AWARDS

ADWEEK – AI Agency of the Year

TikTok awards – **Creative Agency of the Year**

CLIO AWARDS – **Grand Clio for Mercado Libre** - Big Brother's #MEMERABILIA

ADWEEK Fastest Growing Agencies 2023 – **EMEA**

iab. mixx – **Agency of the Year Mexico**

OUR THOUGHT LEADERSHIP

In Social & AI: SVP Amy Luca shared her thoughts on **how AI Plus Social can build greater trust and deeper customer connections**; further emphasizing we are living in the era of social brands

In partnership with Google and Sphere in Las Vegas, we created the first Exosphere ad campaign to celebrate the NFL Sunday Ticket on YouTube and YouTube TV. (**AdAge** link)

OUR NEW BUSINESS

Our NNL

intel
EA
DIAGEO
KraftHeinz
دائرة الثقافة والسياحة
DEPARTMENT OF CULTURE AND TOURISM
KERING
GEORGE P. JOHNSON experience marketing
ACTION
WARBA BANK

Content | 2024 Outlook

OUR CLIENTS

Scaled strategic relationships

Uber, SC Johnson, hp, Meta, T Mobile, BMW, amazon, NETFLIX, Disney, adidas, Walmart

OUR NEW BUSINESS

Adding new logos across all regions
(Jan to March)

AliExpress, ASML, FANDUEL, LIV GOLF, BURGER KING, GSD&M, Red Sea Global

While continuing to **support our Scaled + Selected + Local Portfolios**

OUR PRODUCT

We are witnessing how **AI is reshaping the playing field** towards efficiency and automation: Reinventing customer value, supercharging productivity and emerging business models. At the intersection of **consolidation, integration, and automation…**

brand *performance* PARTNER
For more diversely expressed ideas and media strategies adaptable to what is maximizing return on investment in an ever evolving world.

content *consolidation* PARTNER
For efficient creation of a high volume of content designed for the unique consumption behaviors on social channels.

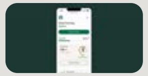
AI first *transformation* PARTNER
Adapting to modern tech offerings while making sure the applications are customized to deliver value for their business and ways of operating.

digital PARTNER *of record*
Taking our client experiences into the digital/social spaces to marry their brand/products story and modern consumer behaviors.

OUR WORK

Google.experience.monks
Google CES


scj.studio.monks.ai
SCJ production model


Platform.monks
Starbucks Platform


Meta.monks
Jack Harlow **Immersive VR Concert**


AI + experience.monks
Burger King **Million Dollar Contest**


social.monks
Dove Venus Williams
Self Esteem Project Launch


OUR THOUGHT LEADERSHIP

Announced the launch of our AI offering **Monks Flow** right before CES and became the talk of the town

Launched artists.monks an extension of our studio.monks capability

Created a true **representation of Black culture for Disney** through Cashmere.Monks

Develop a **program to support and seek out women or non binary talent** in LATAM - **Rise her/them**

OUR PARTNERS

NVIDIA — Nvidia's objective, as is ours, is to build AI at scale deployment.

Adobe — Deeper GTM's focused on Gen AI studio and preferred firefly partner

aws — Disrupting the broadcast industry with cloud & compute solutions.

CONTENT & DDM

Tim Hortons

L'ORÉAL

DIAGEO

Data&Digital Media

S4 CAPITAL

Data&Digital Media

Clients

servicing
+2000 brands globally

Across 14 different service offerings
With an AI or Automation Solution

50% of our global M.M scaled clients have contracted Data, Media, or CRM work.

100% YoY growth rate

Work

Elevate our AI discussions to focus on growth and ROI
+30% improvement on Marketing *profit* ROI
quick implementation and client value
instant client *stickiness* to be their trusted *growth AI partner*
proves our AI *efficiency* and *effectiveness* story

Winner of the 2023 AdExchanger Awards: BestCommerce Agency Services

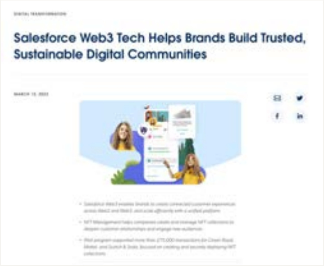
Media.Monks for FGX
- +70% YoY sales for Readers product line
- +40% YoY sales for Specialty Glasses
- +21% YoY ROAS for AMS ads
- +32% YoY ROAS for DSP ads

Data Driven Performance Success Stories (across all verticals, publicly available on our site!) & Partnerships

Press & Thought Leadership

Media.Monks and Salesforce launched the definitive guide for Generation AI for Marketers

Winner: Experimentation Partner of the Year



Media.Monks was named a strategic launch partner for Salesforce Web3 Tech

Data&Digital Media

Partners

Continue to strengthen partnership and progress on Advanced Partnership in Services & Software

Expand on Regional Partnerships and increase Google Suite Coverage to include Cloud / AI Offerings & Mid Market Business

Maintained Salesforce Summit Partner Status and Achieved Ridge Status for Managed Partner Program

Increase preferred partner status through WMC partnership via Marketplace content & operations specializations

Route to Excel

Global Expansion of our Performance Media and Media AoR

Implementing Data Foundations to help clients take control of their marketing stack

Integrating internal structure to harmonize various GTM's and offerings into larger Capability AOR specific packages

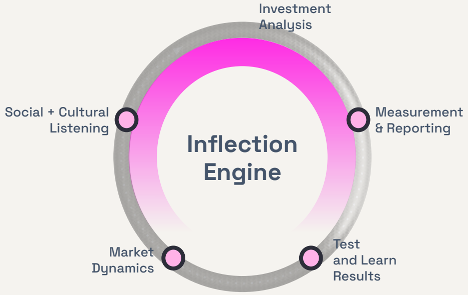
Establishing new hubs globally in new markets with increased operational rigor

Cross-selling our existing client base into further M.M Solutions

Outgrow the Market

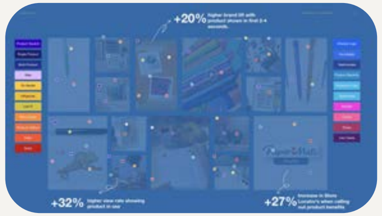
Inflection Engine

The future of data driven media, aligning marketing triggers to ML/AI identified business drivers, creating a real time feedback loop for media



Performance Suite

Modern performance marketing is built on AI. Our AI Max tech optimizes AI fuel: Optimizing business data signals into AI tools, scaling creative impact through automated analytics, AI produced assets & recursive experimentation.



Monks.Flow

Monk.ID

The platform aims to match client's first-party data to a durable ID graph for processing and distribution to media buying platforms, with further goals of segmenting audiences based on purchase history and creating LookALike models, and automating reports and analysis using extensive data sets. It involves ingesting and processing data through a clean room environment, segmenting audiences using algorithms, and conducting comprehensive analyses for client reports and campaign optimizations.

Performance.Flow

Performance.Flow is an AI system designed to automate the creation and optimization of marketing creatives, starting with a detailed analysis of client briefs and utilizing algorithms to continually refresh creatives in response to audience engagement and fatigue. It is a key component of Monks.Flow, an overarching system that integrates various processes for stakeholders like media planners and creatives to enhance strategic decision-making and optimize client performance. The system plans to integrate partner-specific modules including Google, Meta, Amazon, Linkedin, TikTok, etc.

Technology Services

Technology Services | 2023 Highlights

S4 CAPITAL

Launched our New Brand
Formula.Monks

Maintaining Client Satisfaction
Driving Retention & Growth

NPS Score
68

"The commitment to service went well above and beyond. I really appreciated all the extra work that was done to make sure our (the customer's) needs were met."

– Daniel Kang, First American - NCS

We launched our global business consulting practice.

Consulting's full contact sales process process acts as a first entry into a client and fits perfectly into our land and expand model.

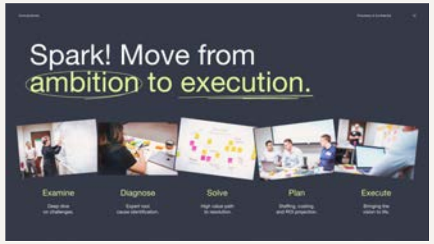
Developed new AI Workshops Service
in partnership with Content & DDM

KraftHeinz hp SC Johnson

Diversified our client base
22 Organically sourced new clients

Tradeweb Pearson McGraw Hill Wunderkind

New Innovation Accelerator
Spark!



Added a New Member to the Family
Bringing over 20 new clients with them

FCI Formula Consultants

LLOYDS BANK
IRS
UNITED

Recognized for our
Leadership and Client-facing Capabilities

Technology Services | 2024 outlook

Launching a New Geography-Based Growth Model

Market	Number of Buyers in Market	Status	Planned Open Date
Charlotte	1,000	Opened	Late Q4 2023
Greater Seattle Area	2,500	Opened	Early Q1 2024
Greater Chicago	2,500	In Progress	Mid Q1 2024
San Francisco Bay Area	8,500	Opened	Late Q1 2024

Launched our internal
Product Realization Group

An end-to-end full stack internal Product Realization Group to productize our service offerings across the group — a forked version of the Formula.Monks Solutions capability designed to exclusively service internal clients.

First Priority of the Product Realization Group is **Monks.Flow**

New Projects
Starting this year

Vertican Technologies
SC Johnson
Meta
Zillow
haystacks.ai
Burger King
Voyage
Google

Growing our
New Partnerships

Oracle
NVIDIA
Temporal

Expanding our consulting business globally *and across all Media.Monks pillars*

Consulting has brought a new, proven three-step sales process to all of Media.Monks:

1. **Consult:** We partner with monks.flow to pilot automated workflows. We create a future-state vision, map the marketing ecosystem, and then we develop a transformation blueprint.
2. **Integrate:** Scale pilots into the core operating models and expand their use cases and adoption. This involves change management and org design to reset the way people work.
3. **Execute:** Run the new marketing and advertising machine with our content production, data, and media hub talent.

Consulting Services Offered:

- AI Enablement
- Org Transformation
- Business Process & Service Design
- Growth Levers & Monetization Strategy

Thank you

CAPITAL