

PPHC 2026 Q1 Results

May 12, 2026

PPHC 



Disclosures

Forward-Looking Statements

This Presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward looking statements involve risks and uncertainties. Forward-looking statements are often identified by words such as “anticipate,” “believe,” “could,” “estimate,” “expect,” “intend,” “may,” “might,” “plan,” “potential,” “predict,” “project,” “should,” “target,” “will,” “would,” and similar expressions, or the negative of these terms or other comparable terminology. These statements include, but are not limited to, statements regarding the Company’s future financial performance, business strategy, market opportunities, anticipated financial position, liquidity and capital needs, and other statements that are not historical facts. These statements are based on various assumptions, whether or not identified in this Presentation, and on the current expectations and assumptions of the Company’s management, which are inherently subject to uncertainties, risks and changes in circumstances that are difficult to predict, including as detailed in our filings with the Securities and Exchange Commission (the “SEC”). Moreover, we operate in a very competitive and rapidly changing environment and new risks emerge from time to time. It is not possible for our management to predict all risks, many of which are outside the control of the Company, nor can we assess the impact of all factors on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those discussed in the forward-looking statements. In light of these risks, uncertainties and assumptions, the future events and trends discussed in this Presentation may not occur and actual results could differ materially and adversely from those anticipated or implied in the forward-looking statements and we cannot guarantee any future performance, conditions or results. We undertake no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law. Given these risks and uncertainties, readers are cautioned not to place undue reliance on such forward-looking statements. Copies of our filings with the SEC can be found on our investor relations website (investors.pphcompany.com) or on the SEC website (www.sec.gov).

Industry Information

Market data and estimates used throughout this Presentation are based on information from independent third parties and other publicly available information in addition to management’s internal estimates. Such data involves a number of assumptions and limitations, and you are cautioned not to give undue weight to such estimates. No representations or warranties are made by the Company or any of its affiliates as to the accuracy of any such information. Projections, assumptions and estimates of the future performance of the industry in which the Company operates are necessarily subject to a high degree of uncertainty and risk due to a variety of factors. These and other factors could cause results to differ materially from those expressed in management’s estimates and beliefs and in the estimates prepared by independent parties.

Rounding

Certain monetary amounts, percentages and other figures included elsewhere in this document have been subject to rounding adjustments. Accordingly, figures shown as totals in certain tables or charts may not be the arithmetic aggregation of the figures that precede them, and figures expressed as percentages in the text may not total 100% or, as applicable, when aggregated may not be the arithmetic aggregation of the percentages that precede them.

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Disclosures (continued)

Non-GAAP Financial Measures

Our management uses a variety of financial and operating metrics to analyze our performance. These metrics are significant factors in assessing our operating results and profitability. These financial and operating metrics include Adjusted EBITDA, Adjusted EBITDA margin, Adjusted EBITDA Including M&A expense, Adjusted net income, Adjusted EPS basic, Adjusted EPS fully diluted, Organic Revenue Growth, and Adjusted Free Cash Flow which are financial measures not recognized under U.S. GAAP.

These non-GAAP financial measures are used by management to measure our operating performance, but may not be directly comparable to similar measures, such as EBITDA or Adjusted EBITDA, relied on or reported by other companies, including other companies in our industry. We believe excluding items that neither relate to the ordinary course of business nor reflect our underlying business operating performance, such as equity-based compensation, the amortization of acquired intangible assets, acquisition-related post-combination compensation and contingent consideration, gains on bargain purchase price, interest and tax enables meaningful period-to-period comparisons of our operating performance. We also use these non-GAAP financial measures when publicly providing our business outlook, for internal management purposes, and as a basis for evaluating potential acquisitions and dispositions.

We believe that the exclusion of equity-based compensation expense such as stock options, RSAs, RSUs and equity-based compensation related to retained Pre-UK IPO shares granted in relation to our listing on the London Stock Exchange, is appropriate because it eliminates the impact of non-cash expenses for equity-based compensation costs that are based upon valuation methodologies and assumptions that can vary significantly over time due to factors that are (i) unrelated to our core operating performance, and (ii) can be outside of our control. Although we exclude equity-based compensation expenses from our non-GAAP measures, equity compensation has been, and will continue to be, an important part of our future compensation and retention strategy and a significant component of our future expenses that may increase in future periods. Additionally, we believe the exclusion of compensation expense related to share appreciation rights, which are cash settled, is unrelated to our core operating performance in addition to the fact that share appreciation rights are no longer part of our compensation plans going forward.

We define Adjusted EBITDA, which is a non-GAAP financial measure, as consolidated net loss before depreciation, interest income, interest expense, income tax expense, mergers and acquisitions ("M&A") expenses, long-term incentive program charges, share-based accounting charges, post-combination compensation charges, impairment, change in fair value of contingent consideration, gain on bargain purchase price net of deferred taxes and amortization of intangible assets. Adjusted EBITDA Incl. M&A expense we define as net loss before depreciation, interest income, interest expense, income tax expense, long-term incentive program charges, share-based accounting charges, post-combination compensation charges, change in fair value of contingent consideration, gain on bargain purchase price net of deferred taxes and amortization of intangible assets. We define Adjusted EBITDA Margin as Adjusted EBITDA divided by revenue. We believe that these non-GAAP financial measures, when considered together with our GAAP financial results and GAAP financial measures, provide management and investors with a more complete understanding of our operating results, including underlying trends. While our Adjusted EBITDA may not be directly comparable to the EBITDA or other measures used by others, we believe it helps provide a clearer picture of the underlying performance of the business by removing certain expenses tied to specific historical acquisitions, including post-combination compensation charges, as well as non-cash charges such as depreciation and amortization of intangibles. Additionally, we believe that Adjusted EBITDA provides investors and management with operating results that reflect our core operating activity of serving clients by removing the highly variable M&A costs expenditure.

We define Adjusted Net Income, which is a non-GAAP financial measure, as consolidated net loss before long-term incentive program charges, share-based accounting charges, post-combination compensation charges, change in fair value of contingent consideration, impairment, gain on bargain purchase price net of deferred taxes, other income, and amortization of intangible assets. We use Adjusted Net Income for the purpose of calculating Adjusted Earnings per Share ("Adjusted EPS", being referenced as either "Adjusted EPS, basic" or "Adjusted EPS, fully diluted"). Management uses Adjusted EPS diluted to assess total group operating performance on a consistent basis. We define Adjusted Net Income as net income excluding the impact of long-term incentive program charges, share-based accounting charges, post-combination compensation charges, change in fair value of contingent consideration, gain on bargain purchase price net of deferred taxes and amortization of intangible assets. We believe that these non-GAAP financial measures, when considered together with our GAAP financial results and GAAP financial measures, provide management and investors with a clearer picture of our underlying business operating results.

We define Adjusted Free Cash Flow, which is a non-GAAP financial measure, as net cash provided by (used in) operating activities less cash payments for purchases of property and equipment and less acquisition related payouts classified in operating cash flows specifically changes in prepaid post combination payments, changes in other liability (liability classified earnout obligations) and changes in contingent consideration. We believe this non-GAAP financial measure, when considered together with our GAAP financial results, provides management and investors with useful supplemental information on our ability to generate cash for ongoing business operations and capital deployment.

We define Net Cash (Debt) as total unrestricted cash and cash equivalents less the total principal amount of debt outstanding. The total principal amount of debt outstanding is comprised of the long-term debt and current maturities of long-term debt as presented in our consolidated balance sheets adding back any debt issuance costs. We believe that the presentation of Net Cash (Debt) provides useful information to investors because our management reviews Net Cash (Debt) as part of our oversight of overall liquidity, financial flexibility and leverage.

We define Organic Revenue Growth as the year-over-year revenue growth excluding revenues from acquired businesses for the first twelve months following the date of acquisition. For purposes of this calculation, the revenue of an acquired business is classified as acquired revenue and excluded from Organic Revenue Growth until the thirteenth month following the acquisition date. Beginning in the thirteenth month, the revenue from that acquisition is included in the Organic Revenue Growth comparison against the corresponding prior-year period. This approach ensures comparability by aligning revenue bases year-over-year and isolating the performance of our ongoing operations. We believe that Organic Revenue Growth is a useful supplemental metric for investors and management, as it provides a clearer view of underlying revenue trends excluding the impact of acquisition-related growth.

Presentation Team



Stewart Hall

Chief Executive Officer

- ▲ Co-founder of Federalist Group LLC, which was acquired by Ogilvy (WPP)
- ▲ Co-founder of CRS, which was merged to form PPHC
- ▲ M.A. and Ph.D. in Government from the University of Virginia

Select Prior Experience:



Roel Smits

Chief Financial Officer

- ▲ CFO Americas of Kantar
- ▲ Brings vast M&A experience (100+ transactions) from tenures at WPP and HAL (Dutch Private Equity)
- ▲ International focus: lived and worked in US, UK, Singapore, Europe
- ▲ Advanced degrees at London Business School and Erasmus University in Rotterdam

Select Prior Experience:



Thomas Gensemer

Chief Strategy Officer

- ▲ Former CEO and Managing Partner of Blue State Digital (sold to WPP 2012)
- ▲ Former Chief Strategy Officer for BURSON (WPP)
- ▲ Strategic communications advisor to corporates, NGOs and political campaigns in US, UK, and EU
- ▲ MA from New York University

Select Prior Experience:



Key Highlights: Q1 2026



Q1 2026: A Strong Start

KEY METRICS

Revenue: **\$50.1 million** +27.5% YoY

Organic Growth: **5.1%**, step up from 4.7% in Q1 2025

Adj. EBITDA: **\$11.2 million**, record Q1 result, 22.3% margin

Net Debt: **(\$1.8) million**, up \$42.9m from \$(44.6)

M&A pipeline remains robust

QUARTER HIGHLIGHTS

- **WPI Strategy**
Closed April 1 — deepens London presence through Pagefield
- **Talent Additions**
Seven Letter, MultiState— accretive, capability-building deals
- **Russell 2000 & 3000**
Added in March — expanding institutional shareholder base
- **Operating Environment**
Record lobbying spend, 100K+ state bills, active policy agenda at every level

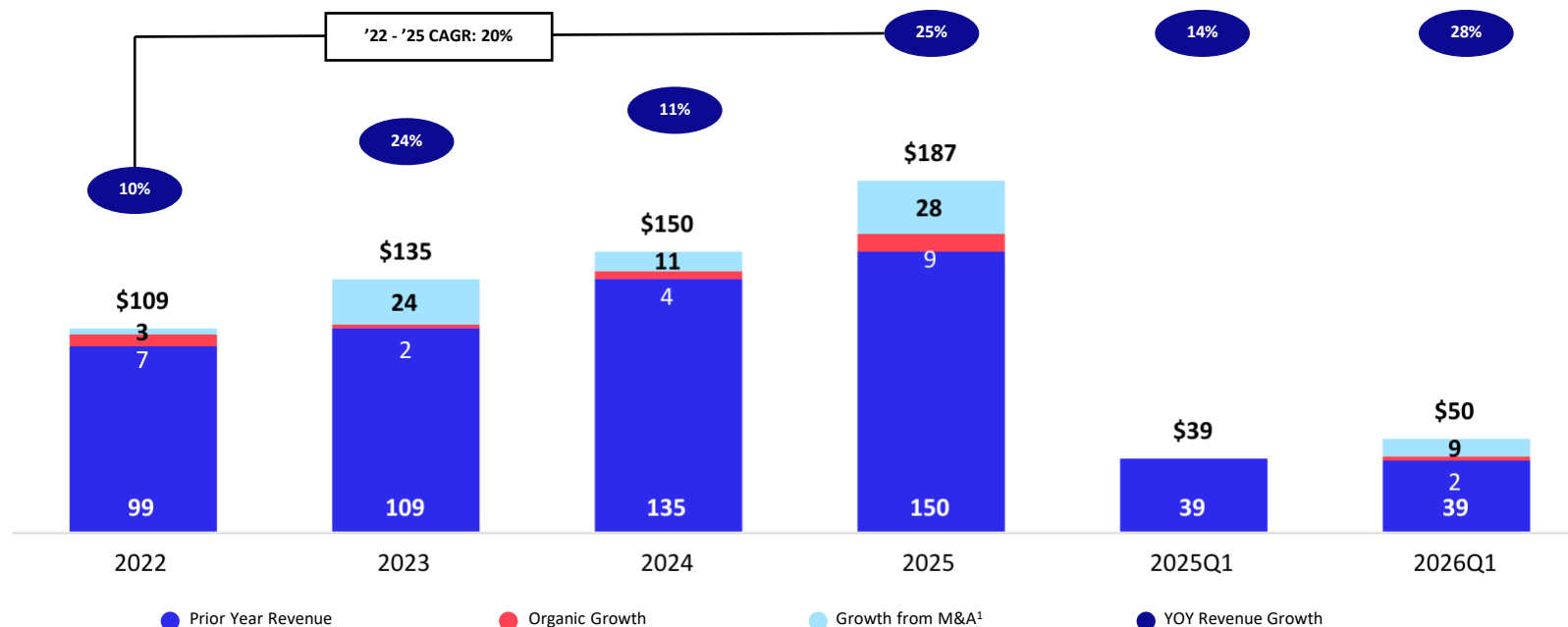
Financial Summary



Continuing strong track record of growth and profitability

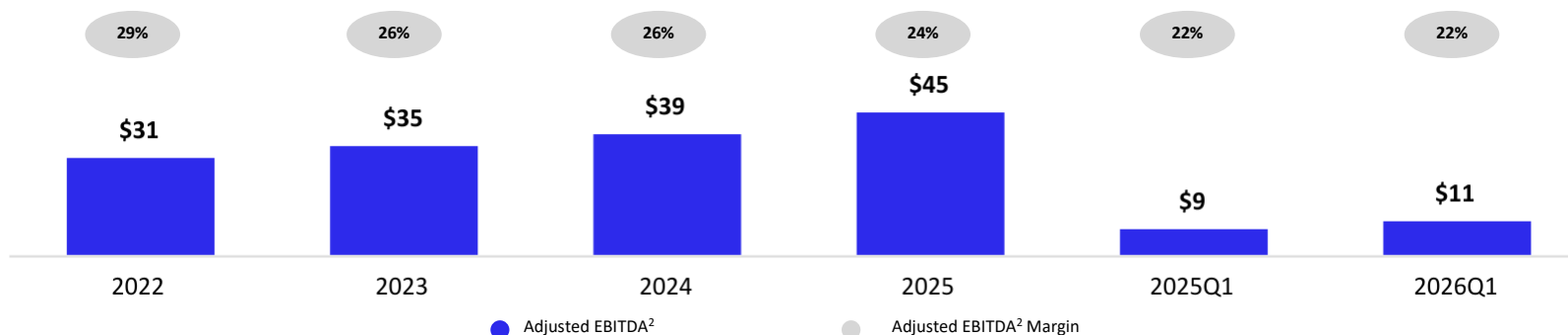
Consolidated Revenue and Growth

\$ in millions



Adjusted EBITDA and Margin

\$ in millions



(1) Contribution from acquired companies attributed as 'Growth from M&A' in first 12 months post-acquisition.

(2) Adjusted EBITDA represents EBITDA pre-M&A costs; adjustments include share based accounting charge, M&A and LTIP related items. Above presentation contains non-GAAP measures. For a reconciliation to the nearest comparable GAAP measure refer to the Financial Appendix.

Financial Performance

- Revenue \$50.1m (in traditionally lighter Q1); growth 27.5%, of which 5.1% organic
- Adjusted EBITDA \$11m, margin 22.3%
- Highly recurring revenue model drives durable financial profile and forward earnings visibility
- Proven ability to identify, acquire, and integrate strategic acquisitions accretive to value
- Strong, consistent performance

Highlights Q1 2026 (and variances from Q1 2025)

Revenue

\$50.1m

Up 27.5% from \$39.3m

Organic growth +5%, with GR +5%, Corporate Comms & Public Affairs +3%, and Compliance and Insights +11%

Adjusted EBITDA

\$11.2m

Up 30% from \$8.6m

Strong profit conversion

Margin

22.3%

Up 0.4pts from 21.9%

Solid versus prior year, but below 25% target. Q1 always lower, and in 2026 margin will remain below 25% target due to (i) business mix shift lessening emphasis on high margin GR, and (ii) increase in Pubco expense due to 2026 U.S. IPO

Adjusted Net Income

\$7.4m

Up 100% from \$3.7m

Higher interest (from increase in bank loans) more than offset by lower effective tax rate

Margin

14.7%

Up 5.3pts from 9.3%

Adjusted Free Cash Flow

\$(10.3)m

Down from \$3.2m

Traditional Q1 FCF dip exacerbated by increase in Accounts Receivable from acquisitions and slower collections. Expected to be remediated in future quarters.

GAAP EPS

\$(0.49)

Up from \$(0.63)

Still negative due to 2021 UK IPO related Share Based accounting charge which will run out in 2026

Adjusted EPS - Fully Diluted

\$0.25

Up 75% from \$0.14

EPS development strong start in 2026, due to jump in Adjusted Net Income, while partially offset by dilution from 2026 U.S. IPO

Dividend per share

\$0.355

Full year 2025 dividend, of which \$0.240 payable in May 2026

Reflecting pay-out ratio of 25-30%

Net (Debt)/Cash at period end

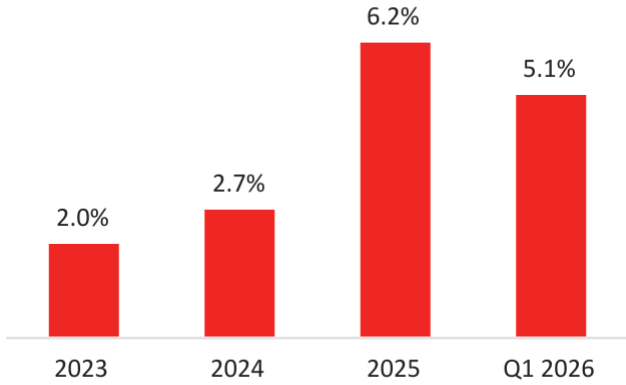
\$(1.8)m

Up \$42.9m from \$(44.6)m

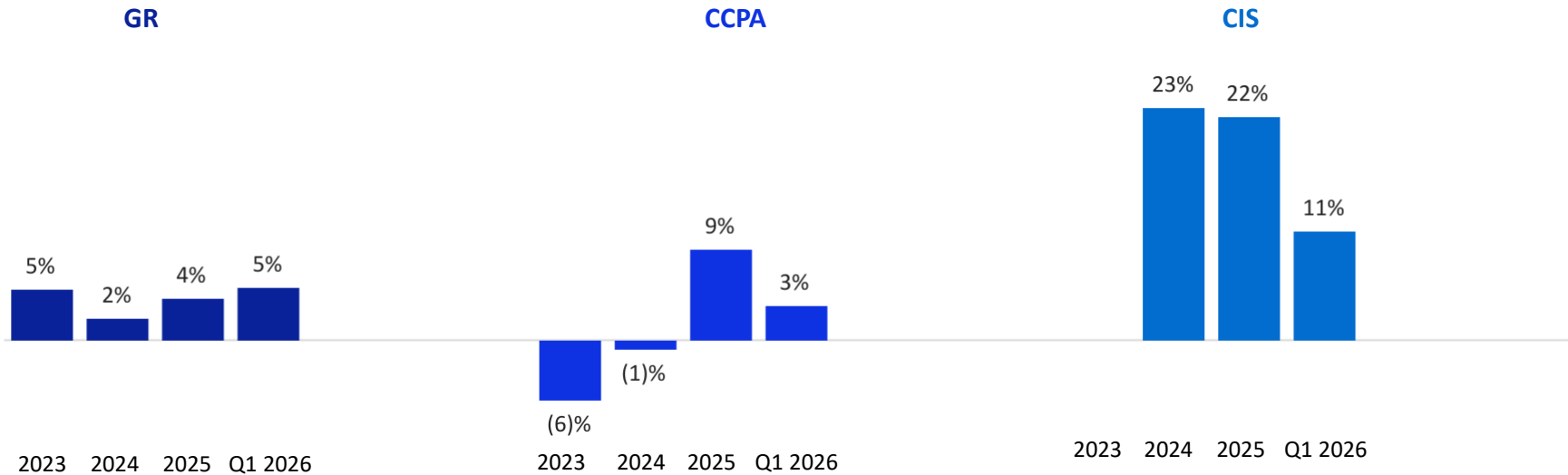
Improvement due to ongoing debt repayments in combination with 2026 U.S IPO net proceeds \$36.0m

Organic Revenue Growth by Segment

Total



By Segment



Organic growth by segment in 2026 Q1:

- Government Relations (GR) strong at 5%
- Corporate Communications and Public Affairs (CCPA) solid at 3%
- Compliance and Insights Services (CIS): continuing very strong streak at 11%

Key KPIs by Segment

	(\$ in millions)				
	Three months ended March 31,				
	2026	2025	Change \$	Change %	Change % Organic
Government Relations					
Revenue	\$ 28.4	\$ 26.2	\$ 2.2	8.4 %	5.2 %
% of Revenue	56.6 %	66.6 %	(10.0)pts		
Segment Adjusted pre-bonus EBITDA	\$ 12.9	\$ 11.5	\$ 1.4	12.2 %	
Segment Adjusted pre-bonus EBITDA margin	45.5 %	43.9 %	1.5 pts		
Corporate Communications and Public Affairs					
Revenue	\$ 18.3	\$ 10.0	\$ 8.3	82.7 %	3.3 %
% of Total Revenue	36.5 %	25.5 %	11.0 pts		
Segment Adjusted pre-bonus EBITDA	\$ 4.8	\$ 2.2	\$ 2.6	114.1 %	
Segment Adjusted pre-bonus EBITDA margin	26.2 %	22.4 %	3.8 pts		
Compliance and Insights Services					
Revenue	\$ 3.5	\$ 3.1	\$ 0.3	10.8 %	10.8 %
% of Total Revenue	6.9 %	8.0 %	(1.1)pts		
Segment Adjusted pre-bonus EBITDA	\$ 1.7	\$ 1.7	\$ 0.0	4.3 %	
Segment Adjusted pre-bonus EBITDA margin	50.2 %	53.4 %	(3.1)pts		
Total					
Revenue	\$ 50.1	\$ 39.3	\$ 10.8	27.5 %	5.1 %
Segment Adjusted pre-bonus EBITDA	\$ 19.4	\$ 15.4	\$ 4.0	26.1 %	
Segment Adjusted pre-bonus EBITDA margin	38.8 %	39.2 %	(0.4)pts		
Non-allocated Bonus	\$ (3.9)	\$ (3.1)	\$ (0.8)	23.9 %	
Non-allocated Corporate costs	\$ (4.4)	\$ (3.7)	\$ (0.7)	19.4 %	
Adjusted EBITDA	\$ 11.2	\$ 8.6	\$ 2.6	29.7 %	
Adjusted EBITDA Margin	22.3 %	21.9 %	0.4 pts		

Comments 2026Q1

GR (57% of our business) highly profitable and steady at ~ 45% Segment Adjusted Pre-Bonus EBITDA Margin

CCPA (increasing to 37% of our business) improving margin from 22% to 26%, helped by recovery in volume

CIS (steady at 7% of our business) steady margin

Bonus pool restored after softer 2024

Non-allocated corporate costs increased by 19%, building platform

Overall Adjusted EBITDA margin increasing 0.4pt to 22.3%

Above presentation contains non-GAAP measures. For a reconciliation to the nearest comparable GAAP measure refer to the Financial Appendix.

P&L results Q1 2026

Track record of profitable growth

Income Statements				
(\$ in millions, except percentages and per share amounts)	2026Q1	2025Q1	Change %	Change (\$)
Revenue	\$50.1	\$39.3	28%	10.8
Adjusted EBITDA	\$11.2	\$8.6	30%	2.6
<i>Adjusted EBITDA - margin</i>	<i>22.3%</i>	<i>21.9%</i>	<i>0.4 pts</i>	
M&A expenses	(0.3)	(0.2)	29%	(0.1)
Adjusted EBITDA incl. M&A expenses	10.9	8.4	30%	2.5
<i>Adjusted EBITDA incl. M&A expenses - margin</i>	<i>21.8%</i>	<i>21.4%</i>	<i>0.4 pts</i>	
Depreciation	—	—	—	—
Adjusted EBIT	10.9	8.4	30%	2.5
Interest	(0.8)	(0.6)	31%	(0.2)
Adjusted EBT	10.1	7.8	30%	2.3
Taxes	(2.7)	(4.1)	(33%)	1.4
<i>Effective tax rate</i>	<i>27.1%</i>	<i>52.9%</i>	<i>(25.7)pts</i>	
Adjusted Net Income	\$7.4	\$3.7	100%	3.7
<i>Adjusted Net income - margin</i>	<i>14.7%</i>	<i>9.3%</i>	<i>5.3 pts</i>	
Adjusted EPS, basic	0.27	0.15	74%	0.11
Adjusted EPS, fully diluted	0.25	0.14	75%	0.11
Dividend Paid – per share	0.000	0.000	—	0.000
Adjusted Net Income	\$7.4	\$3.7	100%	3.7
Share-based accounting charge	7.3	7.4	(2%)	(0.2)
M&A: Post-combination comp	2.8	3.4	(17%)	(0.6)
M&A: bargain purchase	(0.1)	—	—	(0.1)
M&A: change in contingent consideration	6.3	1.0	541%	5.3
Long Term Incentive Program charges	1.0	1.1	(14%)	(0.2)
Amortization intangibles	1.6	1.3	24%	0.3
Other income	(0.1)	—	—	(0.1)
GAAP Net Loss	(\$11.5)	(\$10.6)	(8%)	(0.9)

Above presentation contains non-GAAP measures. For a reconciliation to the nearest comparable GAAP measure refer to the Financial Appendix.

Commentary

- ▲ **P&L growing** at top and bottom line
- ▲ **Adjusted EBITDA margin strong at 22.3%** . Below target of 25% impacted by faster growth in lower margin segment Corp Comms & PA in combination with incremental public company costs following 2026 U.S. IPO
- ▲ **Interest charges increasing** due to M&A 2025 Q2 partially debt-funded
- ▲ **Effective tax rate reducing to 27.1%** due to mix of permanent and temporary differences tax vs GAAP, while Q1 rate generally high compared to full year rate due to timing differences
- ▲ **EPS growth strong at 75%**, with higher Adjusted Net Income offset by increase in average share count from 2026 U.S. IPO, customary LTIP and M&A
- ▲ **Non-cash charges excluded from Adjusted Net Income:**
 - ▲ Share based accounting charge: relating to decision at 2021 UK IPO to make all shares subject to vesting schedule with employment condition
 - ▲ M&A post-combination compensation: portion of past and future purchase price made subject to vesting schedule with employment condition
 - ▲ M&A bargain purchase: negative goodwill as result of making part of acquisition payment subject to employment condition, expensing through P&L
 - ▲ M&A change in contingent consideration: due to change in estimate of future earnout payments as far as not subjected to continued employment condition
 - ▲ LTIP charges: relating to grants of Options, RSAs and RSUs to employees as part of Omnibus program
 - ▲ Amortization of Intangibles: amortization of acquired client lists and technology

Cash flow Q1 2026

Track record of strong operational cash flow

Non-GAAP Cash Flow Statement (\$ in millions, except percentages)	Three months ended March 31,			
	2026	2025	Change %	Change (\$)
Net cash used in operating activities (GAAP)	(\$11.7)	(\$8.6)	35%	(\$3.0)
Prepaid post-combination expense	1.9	10.1	(81%)	(8.2)
Change in other liability	—	1.7	(100%)	(1.7)
Acquisition payments included in cash flow from operations	1.9	11.8	(84%)	(9.9)
Capex	(0.5)	—	—	(0.5)
Adjusted Free Cash Flow	(10.3)	3.2	(422%)	(13.5)
Prepayment on business acquisition	(1.9)	(18.5)	(90%)	16.6
Acquisition Payments included in Cash flow from Operations	(1.9)	(11.8)	(84%)	9.9
Cash flow related to acquisitions	(3.8)	(30.3)	(87%)	26.5
Proceeds from notes payable	—	24.0	(100%)	(24.0)
Payment of debt issuance costs	—	(0.1)	(100%)	0.1
Principal payment of note payable	(2.4)	(1.8)	33%	(0.6)
Cash Flow related to debt financing	(2.4)	22.1	(33%)	(24.5)
Dividends paid	—	—	—	—
Proceeds from U.S. initial public offering, net of underwriting fees of \$3.0 million	42.9	—	—	42.9
Payment of deferred equity offering costs	(3.9)	—	—	(3.9)
Cash Flow related to equity financing	39.0	—	—	39.0
Effect of foreign exchange rate changes on cash and cash equivalents	(0.1)	0.1	(200%)	(0.1)
Net Cash Movement	22.4	(5.0)	(549%)	27.4

Commentary

- ▲ **(non-GAAP) Adjusted Free Cash Flow \$(10.3)m**, reflecting typical lower cash generation Q1 due to bonus payments in combination with higher AR investment.
- ▲ **Acquisition payments \$(3.8)m** (2026 WPI acquisition), **down from \$(30.3)m** (2025 Trailrunner acquisition)
- ▲ **Financing Cash Flow \$(2.4)m, down from \$22.1m in 2025 Q1** which reflected \$24m incremental debt facility from Bank of America for funding 2025 acquisition of Trailrunner; offset by ongoing repayments
- ▲ **Dividend payment zero** as typical in Q1
- ▲ **2026 U.S. IPO proceeds contributing \$42.9m**
- ▲ **As result of the above, cash position improved by \$22.4m**
- ▲ **Net debt position by March 31, 2026** was \$1.8 million, being balance of \$42.9 million cash and \$44.6 million debt.
- ▲ NB. This table reflects non-GAAP presentation. PPHC's GAAP Cash Flow statement has acquisition-related payments spread across Operational, Investment and Financing Cashflow subtotals, as a consequence of certain acquisition payments being made subject to continued employment.

Above presentation contains non-GAAP measures. For a reconciliation to the nearest comparable GAAP measure refer to the Financial Appendix.

Balance Sheet - supports Growth Strategy

Bank Debt

(\$ in millions)	March 31, 2026	December 31, 2025	March 31, 2025
Total Debt	\$44.6	\$47.0	\$54.2
Cash and Cash Equivalents	42.9	20.4	9.5
Total Net Debt	\$1.8	\$26.6	\$44.6

- ▲ Net Debt reduced to almost zero by March 2026.
- ▲ For M&A purposes, we could increase leverage up to 1.5-2.0x EBITDA, giving us \$70-\$90 million of room

Expected Earnout Payments 2026-2030, based on quarterly updated performance expectations

(\$ in millions)	Remainder of 2026	2027	2028	2029	2030	Total
Expected earnout payments in Cash	\$11.8	\$4.9	\$23.0	\$1.4	\$4.1	\$45.2
Expected earnout payments in PPHC stock	4.6	1.7	23.0	0.8	4.1	34.3
Expected earnout payments - total	\$16.4	\$6.6	\$46.0	\$2.2	\$8.2	\$79.5

- ▲ In nominal terms, we anticipate making \$79.5 million in earnout payments over the period 2026-2030, of which \$45.2 million in cash and the remainder in stock, based on our quarterly updated performance forecast
- ▲ On the balance sheet, these obligations are reflected through a \$32 million liability

Outlook & Guidance

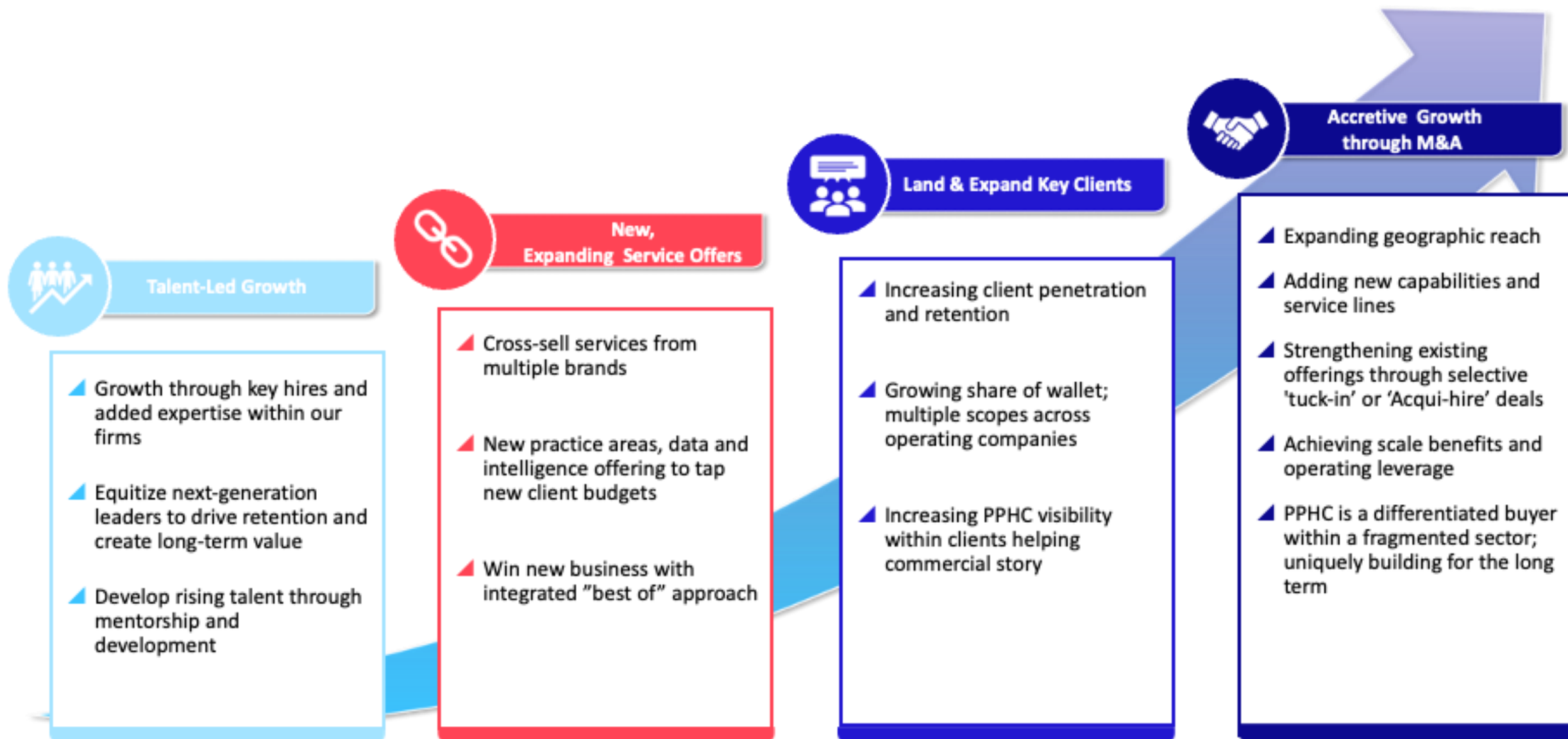
The Company is enhancing its guidance to the markets as follows:

- In general, PPHC expects to continue growing revenue at an average organic rate of approximately 5%, and this will be supplemented by acquisitions. For 2026, we anticipate reported **revenue in the range between \$205 million and \$209 million.**
- We continue to target Adjusted EBITDA at a margin around 25%, based on our current business mix and ambitions. In 2026, we will experience the impact from assuming U.S. public company costs and certain technology investments and therefore we anticipate **Adjusted EBITDA in a range between \$46 million and \$48 million**, reflecting an adjusted margin between 22% and 23%.
- The guidance above excludes the impact of any future acquisitions.

PPHC Overview



Building scale through talent expansion, geography, and specialization



We aim to be the preeminent provider of strategic communications around the world

- ✓ Our member companies operate in the **high-end, high-margin Strategic Communications** space with offerings of Corporate Communications, Lobbying and Public Affairs
- ✓ PPHC uniquely combines the **strong profitability and retention of a trusted, client-focused advisory** with the growth of a dynamic, high-demand strategic communications market
- ✓ The opportunity for scale is significant in a very fragmented policy industry that represents a TAM of over \$20B. **Moving further into corporate communications greatly expanded our addressable market**
- ✓ PPHC's model proves that selective consolidation generates **attractive shareholder returns** while simultaneously providing **valuable outcomes for clients**

High Level of Stability

- Steadily growing market
- Low political dependency
- Low client dependency
- High % of retained work
- High client retention
- Stability from high employee ownership
- Low risk M&A because paying performance adjusted price
- Low capital investment

Financial Appendix



Detailed GAAP P&L

Income Statements (\$ in millions, except percentages)	Three months ended March 31,			
	2026	2025	% Variance	\$ Variance
Revenue	\$ 50.1	\$ 39.3	27.5 %	\$ 10.8
Operating expenses:				
Staff cost - direct	25.4	20.1	26.4 %	5.3
Share-based accounting charge - direct	6.6	6.7	(2.3)%	(0.2)
Long term incentive program charges - direct	0.7	0.8	(15.0)%	(0.1)
Post-combination compensation - direct	2.8	3.4	(17.3)%	(0.6)
Bonus - direct	3.7	2.8	32.1 %	0.9
Salaries and other personnel costs	39.2	33.9	15.7 %	5.3
Amortization expense – technology	0.1	0.1	— %	—
Office costs	1.6	1.3	21.4 %	0.3
Office and other direct costs	1.8	1.5	19.4 %	0.3
Cost of services	41.0	35.4	15.9 %	5.6
Staff cost - indirect	1.9	2.0	(7.4)%	(0.2)
Share-based accounting charge - indirect	0.7	0.7	(1.4)%	—
Long term incentive program charges - indirect	0.2	0.3	(12.2)%	—
Non-staff costs	6.2	4.1	52.4 %	2.1
Bonus - indirect	0.2	0.4	(37.9)%	(0.1)
Salaries, general and administrative	9.3	7.5	24.0 %	1.8
Mergers and acquisitions expense	0.3	0.2	29.3 %	0.1
Amortization	1.5	1.2	30.7 %	0.4
Depreciation	—	—	5.2 %	—
Depreciation and amortization expense	1.5	1.2	29.9 %	0.4
Loss on impairment of intangible assets	—	—	— %	—
Loss on impairment of goodwill	—	—	— %	—
Change in fair value of contingent consideration	6.3	1.0	541.0 %	5.3
Total operating expenses	58.3	45.2	29.1 %	13.1
Loss from operations	(8.2)	(5.9)	39.4 %	(2.3)
Gain on bargain purchase	0.1	—	— %	0.1
Other income, net	0.2	—	— %	0.2
Interest income	—	—	(64.9)%	—
Interest expense	(0.8)	(0.6)	26.2 %	(0.2)
Net loss before income taxes	(8.8)	(6.5)	35.3 %	(2.3)
Income tax expense	2.7	4.1	(33.4)%	(1.4)
GAAP Net Loss	\$ (11.5)	\$ (10.6)	8.3 %	\$ (0.9)

Adjusted EBITDA Bridge

(\$ in millions, except percentages)

	Three months ended March 31,		Year ended December 31,		
	2026	2025	2025	2024	2023
GAAP Net Loss	(\$11.5)	(\$10.6)	(\$39.0)	(\$24.0)	(\$14.2)
<i>GAAP Net loss margin</i>	<i>(23%)</i>	<i>(27%)</i>	<i>(21%)</i>	<i>(16%)</i>	<i>(11%)</i>
Adjustments:					
Interest income	—	—	(0.1)	(0.2)	—
Interest expense	0.8	0.6	3.4	1.9	1.0
Income tax expense	2.7	4.1	4.4	6.5	7.5
Depreciation and amortization	1.6	1.3	6.2	4.8	4.0
Loss on Impairment of Intangible Assets	—	—	2.9	—	—
Loss on Impairment of Goodwill	—	—	6.2	—	—
Other expense	(0.1)	—	(0.6)	—	—
EBITDA	(6.4)	(4.6)	(16.5)	(11.0)	(1.7)
Long-term incentive program charges	1.0	1.1	7.1	4.2	2.8
Share-based accounting charge	7.3	7.4	29.6	31.8	30.9
Post-combination compensation charge	2.8	3.4	21.3	11.6	6.3
Change in fair value of contingent consideration	6.3	1.0	5.1	1.9	1.7
Gain on bargain purchase, net of deferred taxes	(0.1)	—	(2.0)	(2.5)	(4.8)
Adjusted EBITDA incl. M&A expenses	10.9	8.4	44.5	36.0	35.2
M&A costs	0.3	0.2	0.8	2.4	0.3
Adjusted EBITDA	\$11.2	\$8.6	\$45.4	\$38.4	\$35.5
<i>Adjusted EBITDA Margin</i>	<i>22%</i>	<i>22%</i>	<i>24%</i>	<i>26%</i>	<i>26%</i>

Organic Growth by Segment

(\$ in millions, except percentages)

	Three months ended March 31,					
	2026			2025		
	Revenue from acquisitions	Organic revenue	Total revenue	Total revenue	Organic Revenue Growth	Total Growth
Government Relations Consulting	\$ 0.8	\$ 27.5	\$ 28.4	\$ 26.2	5.2 %	8.4 %
Corporate Communications & Public Affairs Consulting	8.0	10.3	18.3	10.0	3.3 %	82.7 %
Compliance and Insights Services	—	3.5	3.5	3.1	10.8 %	10.8 %
Total	\$ 8.8	\$ 41.3	\$ 50.1	\$ 39.3	5.1 %	27.5 %

Revenue by Geography

(\$ in millions, except percentages)

	Three months ended March 31,			
	2026	2025	\$ change	% change
United States	\$ 47.4	\$ 37.7	\$ 9.6	25.6 %
International	2.8	1.6	1.2	72.4 %
Revenue by geographic market	\$ 50.1	\$ 39.3	\$ 10.8	27.5 %

Earnout Obligations

(\$ in millions)

	Remainder of 2026	2027	2028	2029	2030	Total
Expected earnout payments in Cash	\$ 11.8	\$ 4.9	\$ 23.0	\$ 1.4	\$ 4.1	\$ 45.2
Expected earnout payments in PPHC stock	4.6	1.7	23.0	0.8	4.1	34.3
Expected earnout payments - total	\$ 16.4	\$ 6.6	\$ 46.0	\$ 2.2	\$ 8.2	\$ 79.5
Maximum earnout payments in Cash	\$ 17.3	\$ 15.4	\$ 23.1	\$ 18.0	\$ 10.0	\$ 84.0
Maximum earnout payments in PPHC stock	7.5	6.9	23.1	11.0	10.0	58.6
Maximum earnout payments - total	\$ 24.9	\$ 22.4	\$ 46.3	\$ 29.1	\$ 20.0	\$ 142.5

Adjusted Free Cash Flow Bridge

(\$ in millions, except percentages)

	Three months ended March 31,		Year ended December 31,		
	2026	2025	2025	2024	2023
Net cash provided by (used in) operating activities (GAAP)	(11.7)	(8.6)	24.8	\$16.4	\$10.2
Prepaid post-combination expense	1.9	10.1	10.5	4.6	9.5
Change in other liability	—	1.7	1.7	1.0	1.8
Change in contingent consideration	—	—	—	0.3	—
Capex	(0.5)	—	—	(0.1)	(0.2)
Adjusted Free Cash Flow	(\$10.3)	\$3.2	\$37.0	\$22.2	\$21.3

Adjusted EPS Bridge

(\$ in millions, except percentages, shares, and per share)

	Three months ended March 31,	
	2026	2025
Adjusted Net Income	\$7.4	\$3.7
Share-based accounting charge	7.3	7.4
M&A: Post-combination comp	2.8	3.4
M&A: Bargain purchase	(0.1)	—
M&A: Change in contingent consideration	6.3	1.0
Long term incentive program charges	1.0	1.1
Amortization of intangibles	1.6	1.3
Other Income	(0.1)	—
GAAP Net Loss	(\$11.5)	(\$10.6)
Common Shares, weighted average	23,301,135	16,903,655
Nonvested shares, weighted average	4,309,055	7,074,521
Legally outstanding shares, weighted average	27,610,190	23,978,176
Stock options and RSUs outstanding, weighted average	1,684,464	1,522,847
Total securities on a fully diluted basis, weighted average	29,294,654	25,501,023
Adjusted Net Income	\$7.4	\$3.7
Total securities on a fully diluted basis, weighted average	29,294,654	25,501,023
Adjusted EPS, Fully Diluted	\$0.25	\$0.14

Information per Share

	<i>Share count in thousands</i>			
	Three months ended March 31,		Share count / \$ Change	% Change
	2026	2025		
# of shares period end - GAAP - basic and fully diluted	24,706	16,969	7,738	45.6 %
# of shares period end - Legally outstanding - basic	28,929	23,954	4,975	20.8 %
# of shares period end - Legally outstanding - fully diluted	30,604	25,449	5,156	20.3 %
# weighted avg shares - GAAP - basic and fully diluted	23,301	16,904	6,397	37.8 %
# weighted avg shares - Legally outstanding - basic	27,610	23,978	3,632	15.1 %
# weighted avg shares - Legally outstanding - fully diluted	29,295	25,501	3,794	14.9 %
EPS - GAAP (basic and fully diluted)	\$ (0.49)	\$ (0.63)	\$ 0.13	21.4 %
Adjusted EPS - basic	\$ 0.27	\$ 0.15	\$ 0.11	74.1 %
Adjusted EPS - fully diluted	\$ 0.25	\$ 0.14	\$ 0.11	74.5 %
Dividend paid - per share	\$ —	\$ —	\$ —	—

PPHC Overview Appendix



Our mission

To be the preeminent global strategic communications provider by uniting a diverse group of leading specialists around the world for the collective success of our clients, employees, and shareholders

Dynamics in the market for strategic communication that led us to start PPHC in 2014



Government Growing Influence on Corporate Success

Regulatory and policy risk has surged as one of the most widely named challenges facing business leaders, underscoring how government action is now a primary driver of corporate outcomes



Nature of Lobbying Has Changed

Achieving policy objectives has evolved, requiring new capabilities in communication, grassroots engagement, and research



Corporates Facing Geographic Dispersion of Government Decision Making

With regulatory divergence across jurisdictions, influencing Washington is no longer sufficient; companies must also engage state capitals and global hubs such as Brussels and London



Government Relations and Corporate Communications Getting Intertwined

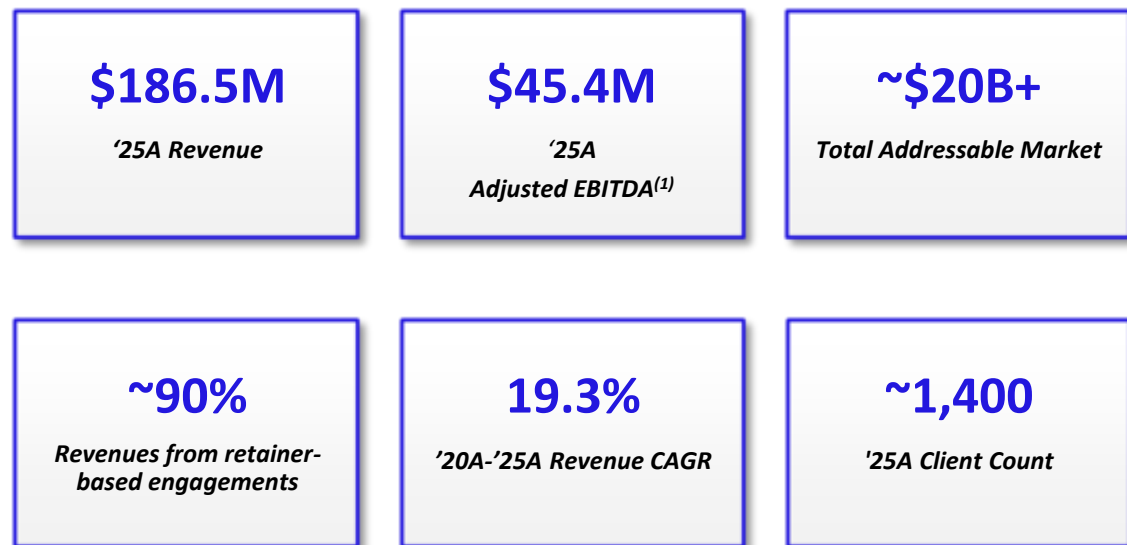
Companies must now approach political and reputational challenges as one and the same, aligning advocacy and communications to safeguard both policy outcomes and public trust



Lessons Learned from Large Marketing Holding Companies

Attempts by marketing holding companies to build public affairs capabilities often faltered due to fragmented acquisitions and lack of integration, highlighting the opportunity to approach the space differently

PPHC – a leader in the global strategic communications market



- Operates a **complementary portfolio** of strategic communications advisory firms with foundational strength in **bi-partisan government relations**
- Serviced ~1,400 clients across industries, including nearly half of the Fortune 100, with **80%-85% renewal rates on existing contracts** ('25A)
- Platform operating structure** optimizes client conflict management while providing cross-sell opportunities and operational efficiencies
- Elite team of specialists who are committed to the Company's success, with **135+ employee shareholders**
- Long runway for **continued organic growth** and **proven track record of successful acquisitions**, integrations, and value creation

Headquartered in Washington DC, with offices in California, New York, Massachusetts, Tennessee, Texas, London, Abu Dhabi, Dubai, and Shanghai

Key Strategic Communications Capabilities



(1) Adjusted EBITDA represents EBITDA pre-M&A costs; adjustments include share based accounting charge, M&A and LTIP related items. For a reconciliation to the nearest comparable GAAP measure refer to the Financial Appendix.

Our member companies achieve clear benefits from joining the PPHC platform



Enhanced revenue generation through cross-referral network

Structured referrals across 12 specialized companies create new business opportunities through conflict-free client sharing and integrated service delivery to Fortune 500 and beyond



Operational discretion with centralized back-office

Founders maintain key elements of autonomy and culture, benefiting from uniform and efficient financial infrastructure, legal services, HR and compliance, allowing greater focus on quality of service



Access to acquisition currency and employee equity programs

Public company status enables share-based acquisitions and compensation while Omnibus Incentive Plan provides equity participation to enhance talent recruitment and retention



Conflict mitigation and market coverage expansion

Multiple branded entities enable acceptance of otherwise conflicted clients while systematic processes maximize market coverage across the political spectrum



Economies of scale and procurement advantages

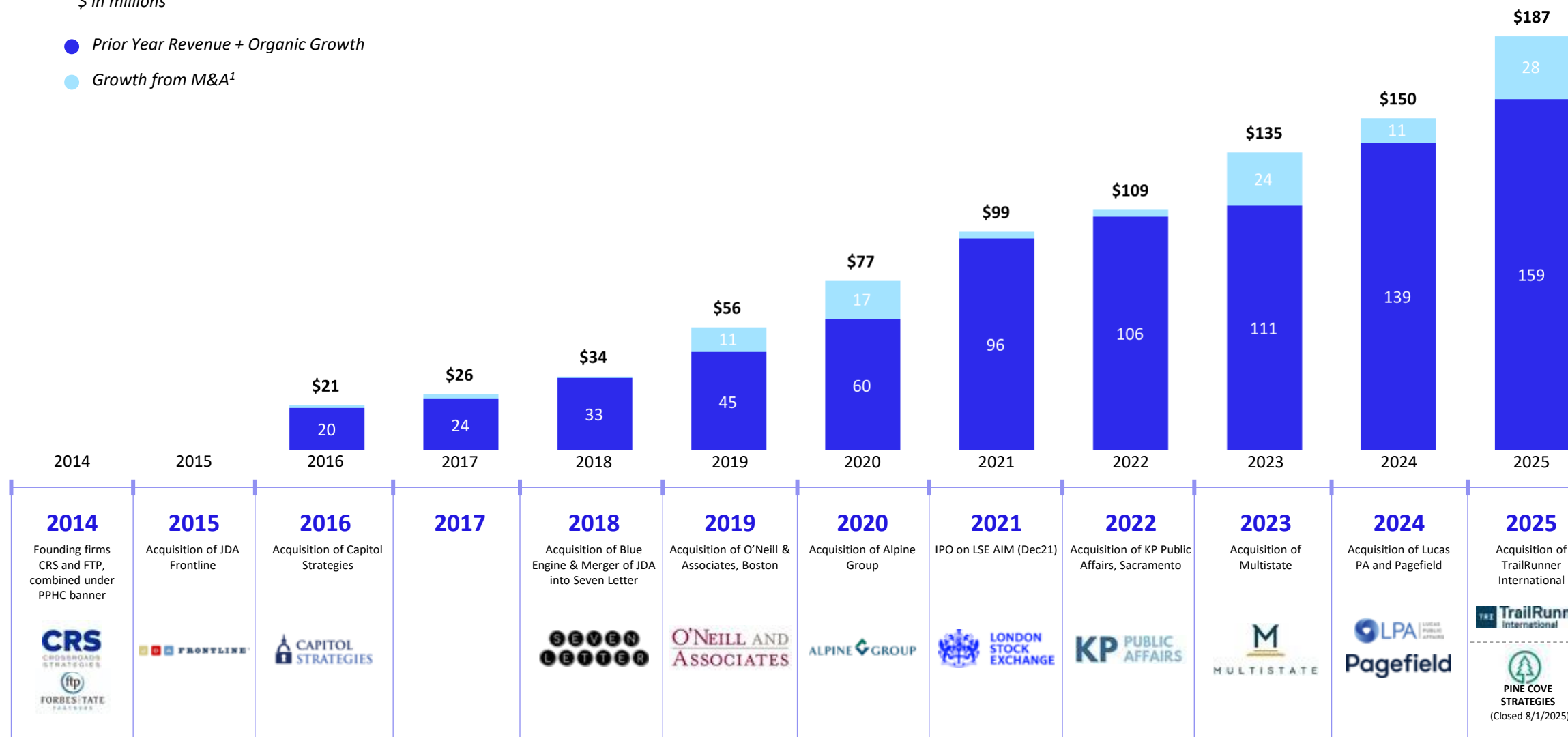
Shared infrastructure creates meaningful cost synergies through unified systems, group-wide vendor negotiations, and consolidated purchasing power across all member companies

A decade of successful growth and value creation

\$ in millions

● Prior Year Revenue + Organic Growth

● Growth from M&A¹



(1) Contribution from acquired companies attributed as 'Growth from M&A' in first 12 months post-acquisition.

We operate in three segments

		Government Relations	Corporate Comm. & Public Affairs	Compliance & Insights Services
<u>Business</u>	<i>Key services delivered</i>	Federal & state lobbying, grassroots, coalition building	Strategic comms, PR, crisis management, public affairs	Regulatory compliance filings, political intelligence
	<i>Key competitors</i>	Akin Gump, BGR, Brownstein, Invariant	FGS Global, Teneo, FTI Consulting, Brunswick	Local law firms, Quorum, Bgov
<u>Economics</u>	<i>Characteristics</i>	~100% retained, steady growth	~70% retained, 30% project. Long term premium growth, short term more variable	~100% subscription-like revenue. Double digit growth due to compliance success
<u>Financials</u>	<i>Revenue and % share of total — FY 2025</i>	\$108.5M 58.2% of total	\$65.1M 34.9% of total	\$13.0M 7.0% of total
	<i>Revenue growth — FY 2025 / Q1 2026</i>	FY: +5.9% Q1: +8.4%	FY: +78.7% Q1: +82.7%	FY: +21.5% Q1: +10.8%
	<i>Segment Pre-bonus EBITDA margin — FY 2025 / Q1 2026</i>	FY: 44.7% Q1: 45.5%	FY: 28.9% Q1: 26.2%	FY: 54.7% Q1: 50.2%

2026 Offers Healthy Tailwinds for All Business Areas

US Federal:

- ▲ **The return of Congressional action:** both chambers face deadlines on government funding measures, farm bill, and fierce debates in healthcare, energy, and AI policies
- ▲ **Energized White House/Trump administration:** Executive initiatives and POTUS edicts on trade, housing, land use, energy production, drug pricing, financial services (de)regulation, Defense funding and procurement, and more
- ▲ **Midterm elections**
- ▲ **Economy:** mix of headwind and tailwinds
- ▲ **Trade wars:** battles of 2025 continuing
- ▲ **Geopolitics:** unprecedented level of Geopolitical uncertainty and risk

US States:

- ▲ AI and data centers, trade and employment issues, border and immigration, Olympics '28 and World Cup '26
- ▲ 2026 elections (36 Governors' races included)

UK and Brussels:

- ▲ UK local elections in 136 local constituencies (May)
- ▲ 2027 EU MFF (budget process)
- ▲ Tech regulation, AI, energy
- ▲ Defense, Ukraine, Future of NATO
- ▲ Trade uncertainty
- ▲ Competition issues



12 years after our founding, our story is just getting started

Our foundation

2014 - 2021 (UK IPO)



- ▲ Primary focus on U.S. Federal government relations (“lobbying”) and related public affairs services
- ▲ Established position as the market leader, ranked #1 in annual lobbying revenue from 2020 to 2024¹

~40% Annual Growth

2017 - 2021 Revenue CAGR

Current

2022-2025 (UK IPO to U.S. IPO)



- ▲ Broadened reach to include U.S. State and international offerings across 18 global offices
- ▲ Grew capabilities in public affairs, crisis management, investor relations and creative communications delivery
- ▲ Added research, compliance, data and other tech-enabled services

~20% Annual Growth

2022 - 2025 Revenue CAGR

The future

2026+ (post-U.S. IPO)

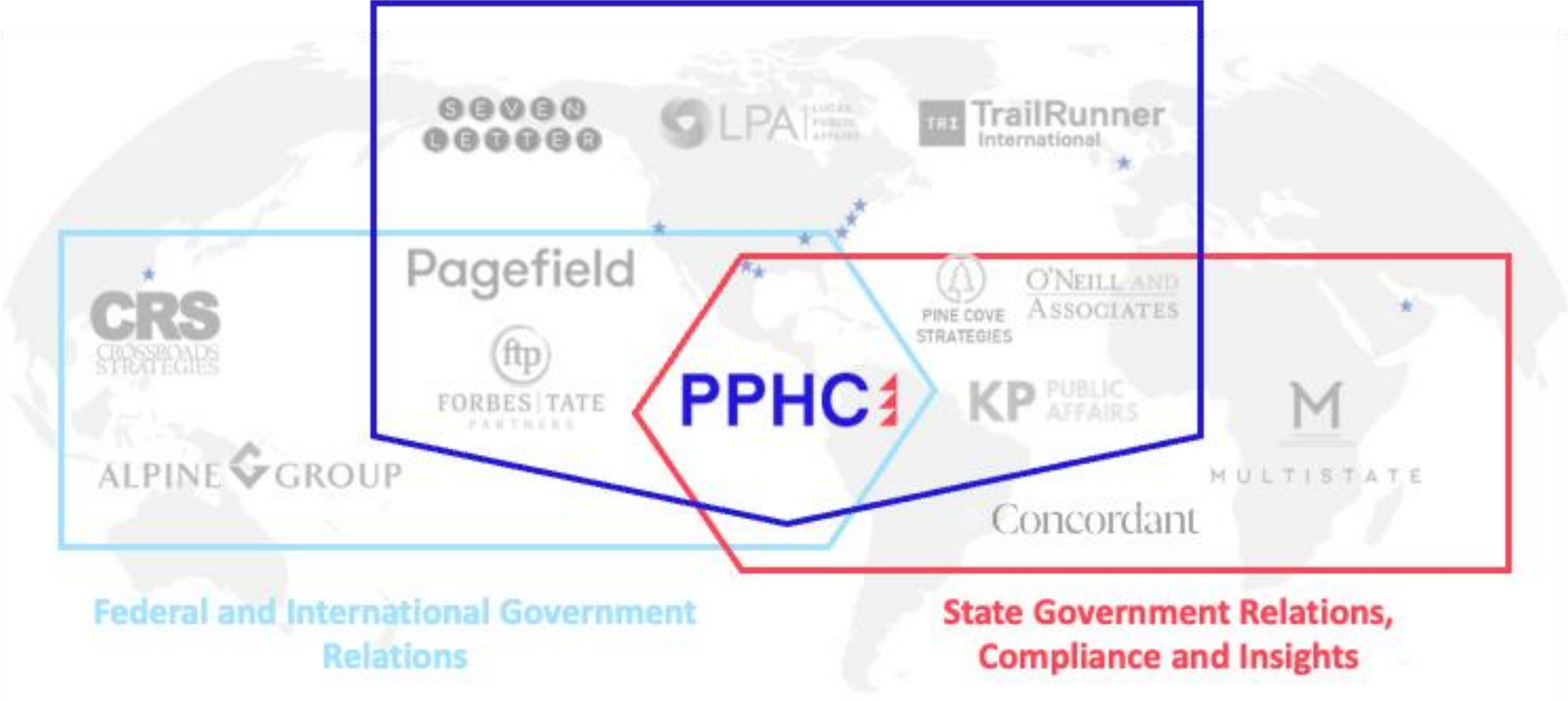


- ▲ Continue to drive increased organic growth in combination with targeted acquisitions
- ▲ Build on established track record of geographic expansion
- ▲ Deepen offerings across research, compliance, data and other tech-enabled services

(1) Source: OpenSecrets and LDA Public Records.

Our operating companies have highly-complementary specializations and reach

Corporate Communications and Public Affairs



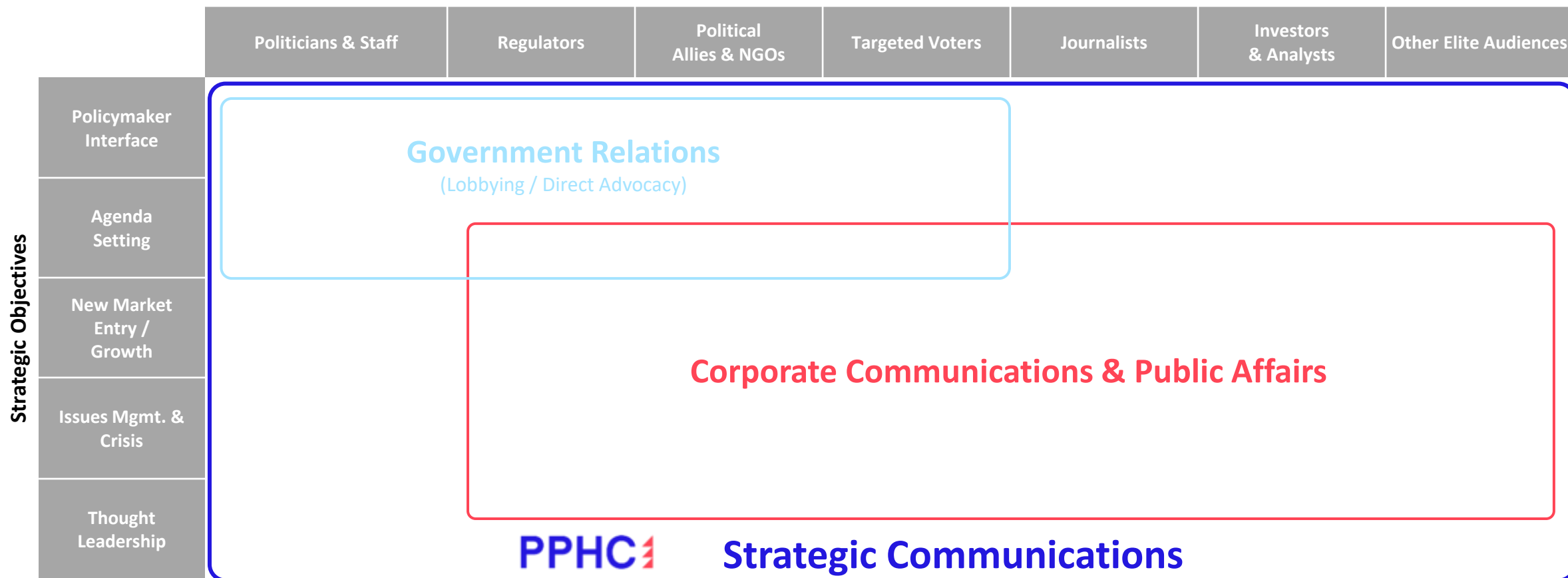
Built for continuity, powered by a deep bench of proven policy leaders



Our wide bench of policy leaders across our multibrand strategy ensures continuity and durability of client relationships, minimizing key-person risk and reflecting a business built for long-term resilience

We focus on our clients' toughest challenges and most important audiences

Stakeholders – increasingly interconnected across medium and geographies



*“Every **political problem** is an instant reputational problem, and every **reputational problem** is an instant political problem.”*

– Stewart Hall, CEO PPHC

PPHC - three companies in top 25 federal lobbying firms

Government Relations & Policy Advocacy

Lobbying Firm	2025 Fed Lobbying Rev (\$M)
Ballard Partners	\$88.1
Brownstein Hyatt et al	73.8
BGR Group	71.5
Akin Gump et al	65.4
Cornerstone Government Affairs	55.7
Holland & Knight	54.9
Miller Strategies	51.1
Invariant LLC	47.2
Thorn Run Partners	32.3
Cassidy & Assoc	30.6
Crossroads Strategies	28.3
Mehlman Consulting	28.3
Continental Strategy	27.4
Forbes Tate Partners	26.4
Mercury	25.4
Capitol Counsel	25.4
S-3 Group	24.2
Tiber Creek Group	23.8
Squire Patton Boggs	23.5
Strategic Marketing Innovations	22.9
Checkmate Government Relations	22.2
Alpine Group (Includes Alpine Advisors)	21.4
K&L Gates	20.8
Van Scoyoc Assoc	19.5
Mindset Advocacy	18.3

~\$76.1M

2025 Consolidated Federal
Lobbying Revenue

Why We Win

- ▲ Unmatched policy expertise across U.S. federal and state landscapes
- ▲ Long-standing relationships with key policymakers
- ▲ Market leader with proven impact on legislative and regulatory outcomes
- ▲ Integrated communications and advocacy model
- ▲ Scalable national and international footprint
- ▲ Highly attractive place to work for senior talent

Source: OpenSecrets.

Note: LDA billings are not the entirety of PPHC revenues, or those of the specific firm mentioned.

Blue chip client base including nearly half of Fortune 100

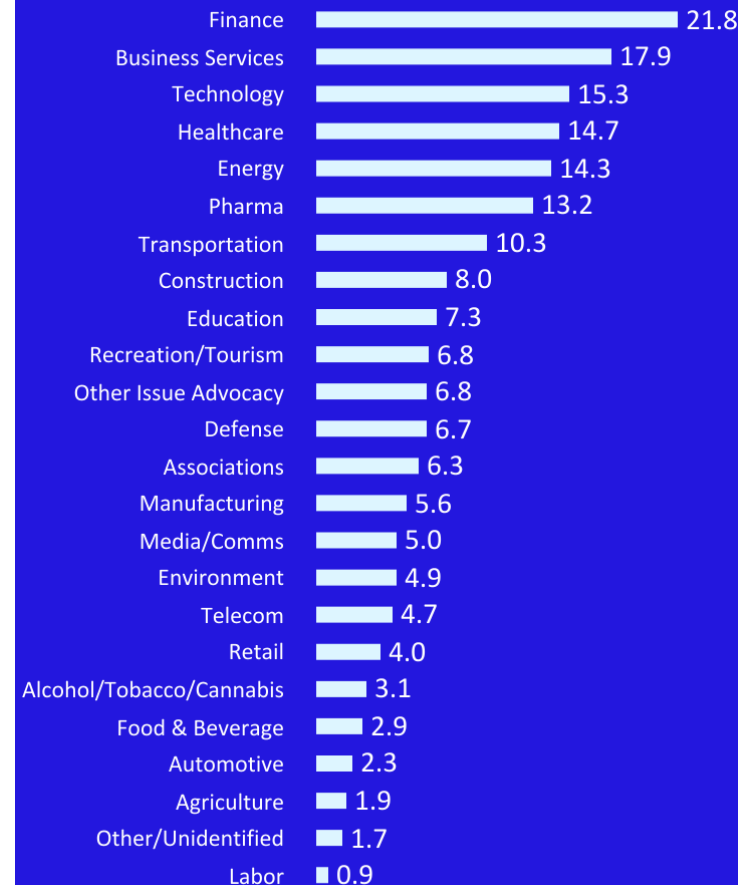
Federal, State & International
Lobbying

Corporate Communications & Public
Affairs



Long-standing relationships with clients in key regulated end-markets

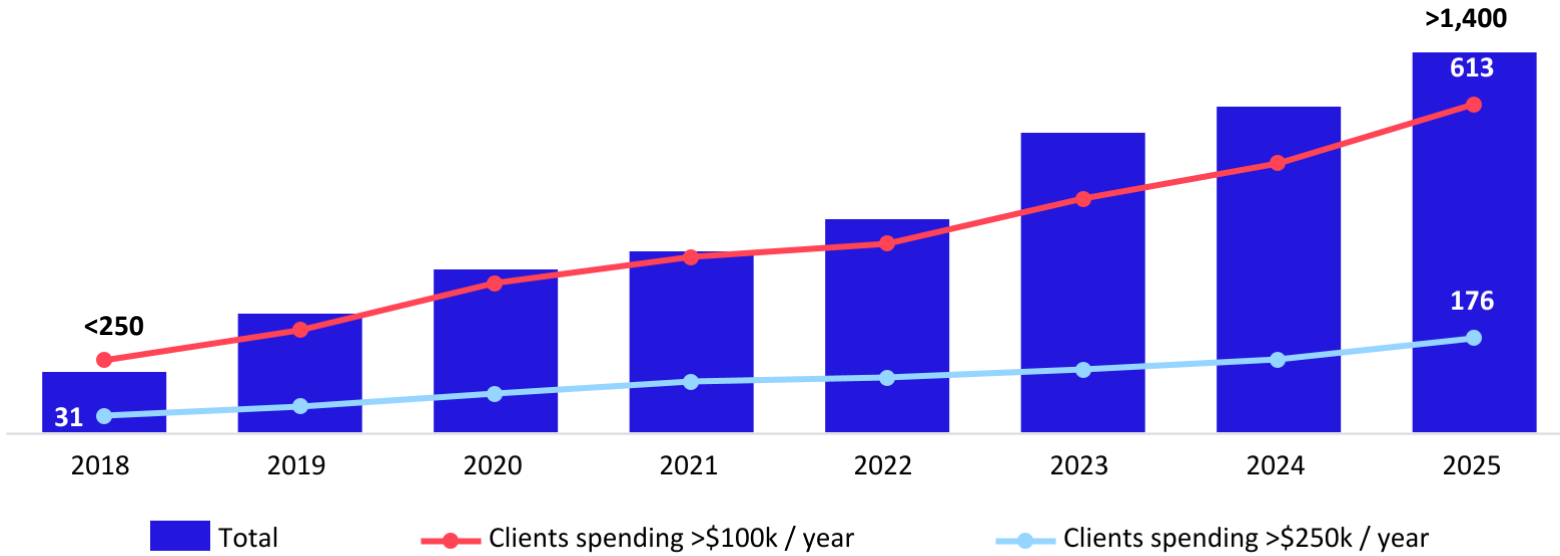
2025 PPHC Revenues by industry



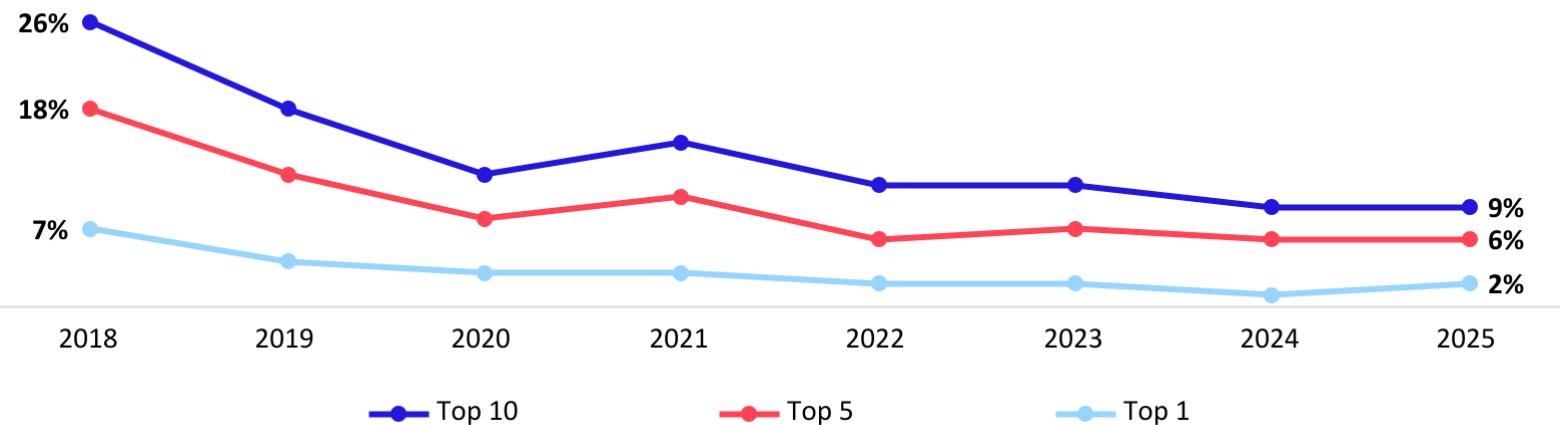
Total \$186.5M

Highly diversified, growing client base with mitigated concentration risk

Client Count as of Year-end



Client Revenues as % Total Revenue for the Year Ended



~90%

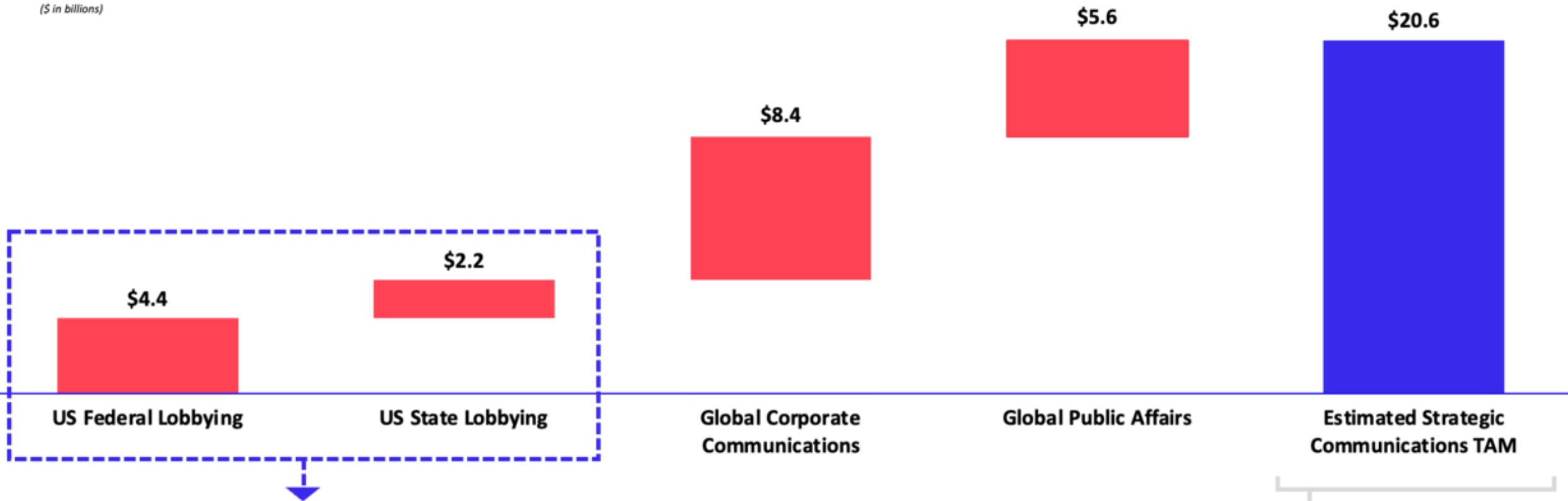
Revenues from
retainer-based
engagements

80-85%

Annual client
retention
(\$ based)

Well-positioned in an attractive and growing \$20B+ market

(\$ in billions)



Highly Attractive \$6.6B Core Market

- ▲ Consistent through economic and political cycles
- ▲ Long-standing, bi-partisan support
- ▲ Annual growth over the last 10 years has been between 3%-4%

In addition to this quantified TAM, there are other addressable market segments, including International Lobbying

(1) Source: IBISWorld and OpenSecrets.org.

Building the Platform

Deploying Capital and M&A

Disciplined, long-term deployment of IPO capital through complementary acquisitions that deepen our platform and extend global reach.

- ▲ Disciplined, long-term deployment of IPO capital; not seeking quick flips
- ▲ Acquired WPI Strategy to enhance Pagefield (London) capabilities; immediately earnings accretive, 60+ professionals
- ▲ Active pipeline: 50+ firms under consideration at various stages
- ▲ Targets span US state & specialty, European, Middle Eastern & Asian markets

AI Investments

Investing in tools that make our practitioners sharper and faster - enhancing, not replacing, the advisory relationships at the heart of our business.

- ▲ Business built on relationships & expertise; AI enhances, not replaces, advisory
- ▲ Deploying tools for automated legislative & regulatory monitoring across federal, 50 states & 100+ international jurisdictions
- ▲ Goal: free practitioners from mechanical work to focus on strategic counsel & client relationships
- ▲ Making advisors sharper & faster amid increasing policy volume & velocity

People and Employee Ownership

Broad-based equity ownership that drives retention, deepens client loyalty, and aligns our people with long-term value creation.

- ▲ People are the #1 asset; retention & talent attraction are top priorities
- ▲ Equity story as a key retention tool; 135+ employee shareholders today
- ▲ Over 200 employees hold some form of equity instrument across the Group
- ▲ Ownership deepens employee & client loyalty; committed to broadening equity base with headcount growth

Acquisitions structured to drive bottom line growth in risk-controlled way and increase internal share ownership

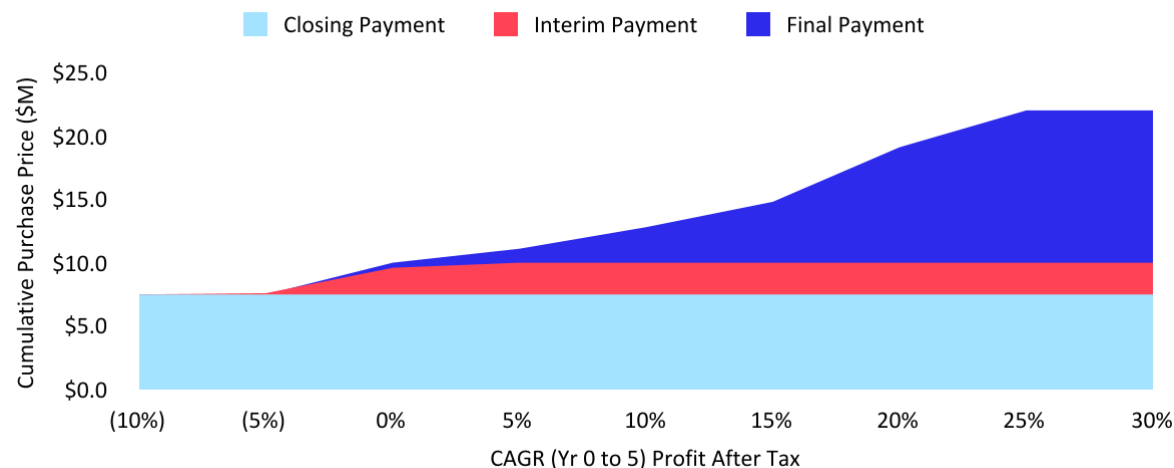
Typical acquisition structure:

- ▲ Upfront Payment in combination with multiple earnout payments over longer period
- ▲ Earnout payments only materialize if company grows profit following acquisition by PPHC
- ▲ Each payment mix of cash and shares
- ▲ Earnout payments to be shared with 'next generation' management
- ▲ Significant portion of each payment made conditional upon continued employment (despite accounting complexities)
- ▲ Typical length of transaction could be 7-9 years (earnout period + vesting tail)

Benefits of deploying earnouts and payments in shares

- ▲ Risk mitigation, because final valuation based on future results
- ▲ Generally anticipating recovery of ~60-80% of price paid during earnout (and ~80%-100% of cash)
- ▲ Sellers become 'owners' of PPHC
- ▲ Share payments based on future share price

Cumulative Purchase Price Under Various Target Growth Scenarios



Expected Earnout Payments 2026-2030, based on quarterly updated performance expectations

	(\$ in millions)					
	Remainder of 2026	2027	2028	2029	2030	Total
Expected earnout payments in Cash	\$ 11.8	\$ 4.9	\$ 23.0	\$ 1.4	\$ 4.1	\$ 45.2
Expected earnout payments in PPHC stock	\$ 4.6	\$ 1.7	\$ 23.0	\$ 0.8	\$ 4.1	\$ 34.3
Expected earnout payments - total	\$ 16.4	\$ 6.6	\$ 46.0	\$ 2.2	\$ 8.2	\$ 79.5

Active M&A pipeline, expanding geographies and capabilities

Ample scope for growth through M&A

- ▲ Multiple M&A opportunities under consideration/review, which would expand geographies and capabilities
- ▲ Typically, earnout transactions, whereby future payments are conditioned upon growth post-acquisition
- ▲ Funded through mix of cash and shares
- ▲ If required, increasing debt ratio to ~1.5-2.0x EBITDA

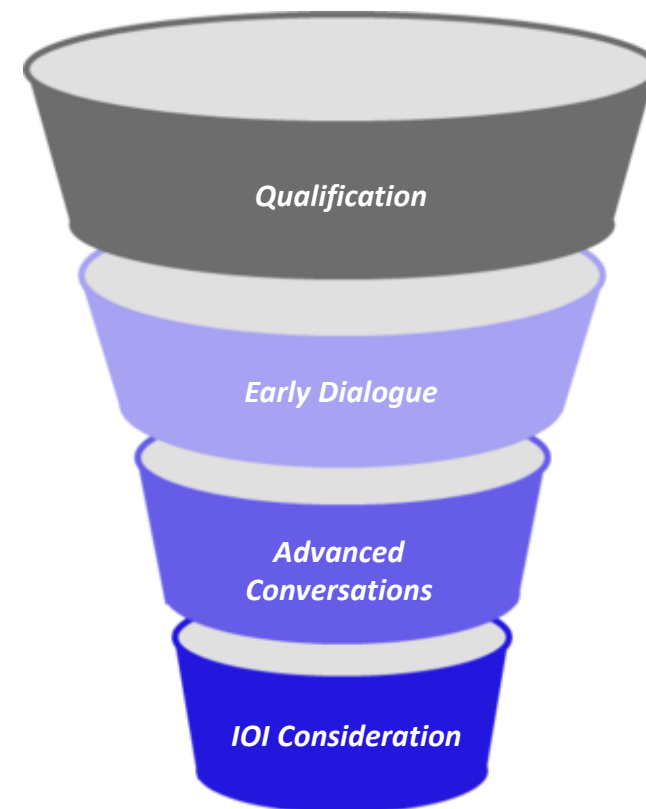
Criteria for M&A opportunities

- ▲ Best in class ethical and compliance standards
- ▲ Market share and diversification benefits
- ▲ Premium financial profiles and maintenance of group-wide margin targets
- ▲ Long-term revenue synergy potential and opportunities

Why high quality companies choose to join PPHC

- ▲ Strong alignment of cultures and interests
- ▲ Ability to capture synergy benefits in valuation
- ▲ Achieve legacy continuation in parallel with gradual handover
- ▲ Listed currency provides both transparency and ongoing incentivization
- ▲ Opportunity to join an aspiring group of like-minded entrepreneurs

50+ opportunities under consideration at any point in time



Impressive M&A track record since UK IPO in 2021



October 2022

Gov't Relations & Public Affairs in California

6

of managers involved in earnout



March 2023

Gov't Relations and associated services in all states

13

of managers involved in earnout



May 2024

Public Affairs and Strategic Communications in California

6

of managers involved in earnout



June 2024

Corporate Communications in London, UK

10

of managers involved in earnout



April 2025

Corporate Communications in Texas, NY, & internationally

10

of managers involved in earnout



August 2025

Gov't Relations and Energy Expertise in Texas

2+

of managers involved in earnout

Trusted partner offering comprehensive suite of services across three categories

Government Relations

Expertise-driven engagement with officials in the legislative or executive branches, including all levels of staff and regulatory bodies, undertaken for the purpose of informing or influencing policy or regulation at the federal or state level.

** Detailed contact and spending disclosures are required by law and reported publicly on a quarterly basis at the federal level.*

- ▲ Deep policy expertise and analysis
- ▲ Introductions to policymakers, regulators, government departments
- ▲ Educational content and information sessions for government officials and staff
- ▲ Policy research and development
- ▲ Coalition building

Corporate Communications & Public Affairs

Support across the full spectrum of corporate, and public affairs communications, including reputation and crisis management, stakeholder engagement, and policy positioning that protects value, builds trust, and sustains a client's license to operate.

** No reporting or disclosures are required on client spending.*

- ▲ Earned media outreach and management
- ▲ Paid media placement, measurement/analytics
- ▲ Message development and audience segmentation
- ▲ Content development and campaign execution
- ▲ Crisis and issues management, trainings, and monitoring

Compliance and Insights Services

Technology supported subscription products in support of Government Relations:

- (1) *Monitoring, tracking and scoring of legislative and regulatory activities across federal, state and local government bodies (US and Canada)*
- (2) *Compliance services to facilitate clients lobbying disclosures to federal and state governments.*

- ▲ Policy and regulatory analysis and risk mapping
- ▲ 24/7 monitoring of policy and regulatory activities (federal and state)
- ▲ Consolidated filing technology for lobbying compliance requirements
- ▲ Political giving compliance training and expertise

CRS helps secure up to \$25m for domestic manufacturing client through the IRA



Challenge

A large domestic manufacturer had not been active in pursuing federal grants or engaging with federal opportunities to advance its sustainability goals, and they needed funding to help decarbonize their manufacturing operations.

Solution

- ▲ CRS immediately advised company leadership of multiple tax and funding opportunities to advance client's sustainability goals and ultimately identified the Department of Energy's Industrial Decarbonization Program as an opportunity.
- ▲ The client filed an application, and CRS built bipartisan political support for the project, focusing on the company's new manufacturing facility in Arizona.

Results

- ▲ The project was selected by the DOE, securing up to 50% federal funding for a \$51.2M renewable energy project.
- ▲ The client's project is expected to reduce CO2 emissions by 7,865 metric tons per year and demonstrate the viability of renewable energy and microgrid systems to decarbonize process heat emissions from a wide range of manufacturing processes.



Challenge

Recognizing growing enthusiasm for greater coordination among California's largest corporations, Lucas Public Affairs (LPA), in collaboration with the Pacific Institute, the World Environment Center and Ecolab, launched the **California Water Resilience Initiative (CWRI)** at a successful event in October 2023. CWRI is designed to bring together corporate leaders from across California to work towards reducing, reusing and restoring water. LPA continues to provide top-tier strategic communications support to the CWRI as it engages with leading corporations in the world's fifth largest economy.



Solution

- ▲ LPA provided event strategy and logistics management, including speaker and state official outreach and media engagement.
- ▲ LPA secured a keynote speech from the State Water Resources Control Board Chair who continues to engage with the CWRI with his staff.
- ▲ LPA secured ongoing participation from the Department of Water Resources and major companies, including Starbucks, Walmart, General Mills and more.

Results

- ▲ Over 35 private companies and five leading environmental organizations and state agencies joined the launch event.
- ▲ The event's success was followed by three quarterly, virtual convenings that have engaged over 60 organizations.
- ▲ As the landscape of corporate water stewardship evolves, the CWRI will continue to recruit companies and align existing corporate water stewardship initiatives with state goals.

Ensuring representation of the UK's professional freeholders



Challenge

Amidst a UK-wide building safety crisis and an increased focus on leasehold reform in Whitehall, three of the UK's largest professional freeholders needed to get their voices heard by the UK Government.

Solution

- ▲ After initial campaign successes and recognition across industry, Pagefield proposed and set up the Residential Freehold Association (RFA) – the first trade body of its kind to represent the UK's professional freeholders.
- ▲ Alongside the creation of a strict code of practice, Pagefield supported the RFA in developing a continuous PR and Public Affairs programme to promote the benefits of a regulated leasehold sector, as well as latterly creating a digital campaigning presence to outline the trade body's values and key views on issues affecting the sector.

Results

- ▲ The RFA has quickly received recognition as a key trade body in the UK property sector, now with eight members representing over one million leasehold properties.
- ▲ The RFA has successfully engaged with the UK Government in proposing policy solutions and helping Parliament to better scrutinise the Government's work. Its campaign successes have been published by a range of UK national newspapers and is extensively covered by the UK's property trade media.
- ▲ By challenging misconceptions of freeholders and the leasehold system, this strategy has balanced the narrative around the debate on building safety and leasehold reform and led to significant policy and legislative changes..

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