Quad

2nd Quarter 2025 Earnings Call

July 30, 2025

Call Participants & Forward-Looking Statements

Joel Quadracci

Chairman, President & Chief Executive Officer

Tony Staniak

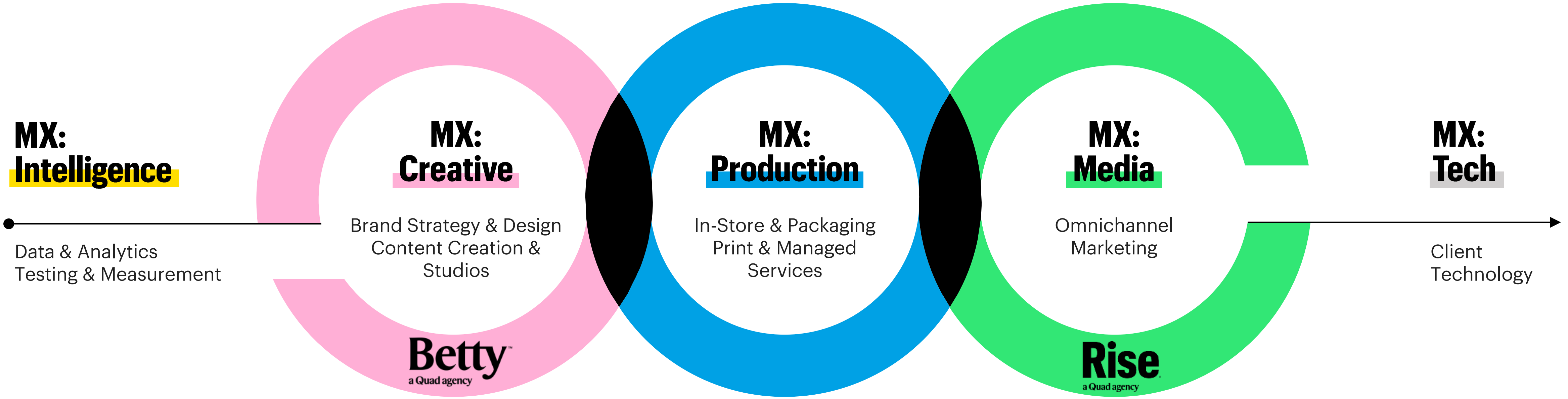
Chief Financial Officer

This communication contains certain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements include statements regarding, among other things, our current expectations about the Company's future results, financial condition, sales, earnings, free cash flow, margins, objectives, goals, strategies, beliefs, intentions, plans, estimates, prospects, projections and outlook of the Company and can generally be identified by the use of words or phrases such as "may," "will," "expect," "intend," "estimate," "anticipate," "plan," "foresee," "project," "believe," "continue" or the negatives of these terms, variations on them and other similar expressions. These forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause actual results to be materially different from those expressed in or implied by such forward-looking statements. Forward-looking statements are based largely on the Company's expectations and judgments and are subject to a number of risks and uncertainties, many of which are unforeseeable and beyond our control.

The factors that could cause actual results to materially differ include, among others: the impact of increased business complexity as a result of the Company's transformation to a marketing experience company, including adapting marketing offerings and business processes as required by new markets and technologies, such as artificial intelligence; the impact of decreasing demand for printing services and significant overcapacity in a highly competitive environment creates downward pricing pressures and potential under-utilization of assets; the impact of increases in its operating costs, including the cost and availability of raw materials (such as paper, ink components and other materials), inventory, parts for equipment, labor, fuel and other energy costs and freight rates; the impact of changes in postal rates, service levels or regulations; the impact macroeconomic conditions, including inflation and elevated interest rates, as well as postal rate increases, tariffs, trade restrictions, cost pressures and the price and availability of paper, have had, and may continue to have, on the Company's business, financial condition, cash flows and results of operations (including future uncertain impacts); the inability of the Company to reduce costs and improve operating efficiency rapidly enough to meet market conditions; the impact of a data-breach of sensitive information, ransomware attack or other cyber incident on the Company; the fragility and decline in overall distribution channels; the failure to attract and retain qualified talent across the enterprise; the impact of digital media and similar technological changes, including digital substitution by consumers; the failure of clients to perform under contracts or to renew contracts with clients on favorable terms or at all; the impact of risks associated with the operations outside of the United States ("U.S."), including trade restrictions, currency fluctuations, the global economy, costs incurred or reputational damage suffered due to improper conduct of its employees, contractors or agents, and geopolitical events like war and terrorism; the impact negative publicity could have on our business and brand reputation; the failure to successfully identify, manage, complete, integrate and/or achieve the intended benefits of acquisitions, investment opportunities or other significant transactions, as well as the successful identification and execution of strategic divestitures; the impact of significant capital expenditures and investments that may be needed to sustain and grow the Company's platforms, processes, systems, client and product technology, marketing and talent, to remain technologically and economically competitive, and to adapt to future changes, such as artificial intelligence; the impact of the various restrictive covenants in the Company's debt facilities on the Company's ability to operate its business, as well as the uncertain negative impacts macroeconomic conditions may have on the Company's ability to continue to be in compliance with these restrictive covenants; the impact of an other than temporary decline in operating results and enterprise value that could lead to non-cash impairment charges due to the impairment of property, plant and equipment and other intangible assets; the impact of regulatory matters and legislative developments or changes in laws, including changes in cyber-security, privacy and environmental laws; and the impact on the holders of Quad's class A common stock of a limited active market for such shares and the inability to independently elect directors or control decisions due to the voting power of the class B common stock; and the other risk factors identified in the Company's most recent Annual Report on Form 10-K, which may be amended or supplemented by subsequent Quarterly Reports on Form 10-Q or other reports filed with the Securities and Exchange Commission. Except to the extent required by the federal securities laws, the Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

MX Solutions Suite

From offline to online, across Creative, Production and Media, backed by Intelligence and Tech, Quad’s MX Suite of products and services is flexibly tailored for the unique needs of the marketer



AI Integration Across MX

MX: Intelligence	MX: Creative	MX: Production	MX: Media	MX: Tech
Data & Analytics Testing & Measurement	Brand Strategy & Design Content Creation & Studios	In-Store & Packaging Print & Managed Services	Omnichannel Marketing	Client Technology
	Betty a Quad agency		Rise a Quad agency	

Examples of AI Implementations

Data-Driven Strategy & Audience Intelligence	Creative Personalization & Content at Scale	Execution, Activation & Real-Time Optimization	Performance Analysis & Continuous Improvement	Quad Internal Administration
• Natural Language Audience Building • Connected LLM Research • Predictive Modeling • Insight Automation • Sentiment Analysis	• Brainstorming Assistants • Persona Concept Modeling • Writing Product Descriptions • Dynamic Copy Libraries • Text-to-Image & Video	• Synthetic Models • Automated Metadata • Intelligent Crop • AI Layouts • Try-On Virtual Reality	• Social Listening • Budget Optimization • Creative Scoring • Ad Fatigue Detection • Incrementality Optimization	• Manufacturing Schedule Optimization • Back Office Automation • Customer Journeys • HR Support • Admin Chatbots

Proprietary Household-Based Data Stack

Quad's proprietary core dataset features **250 million consumers**, mapped to a resilient identifier – **their physical home address** – coupled with additional data and contextual insights that can be activated across any media channel

We recently launched **Audience Builder 2.0**, an AI-powered tool that enables Quad employees to easily activate our data stack to **create complex, high-propensity audiences**

Google
snowflake
Partners

92% Reach of US Households

>3 Billion Continuously Re-Validated Household Data Points

20K+ Attributes and Profile Types

In-Store Connect
by Quad

We continue to **expand** the number of regional grocery clients using In-Store Connect and **demonstrate results** including greater brand awareness, increased product sales and category lift

VALLARTA SUPERMARKETS

Partnering with Vallarta, one of California's leading Latino-owned grocery chains, to add In-Store Connect to 15 stores

The SAVE MART COMPANIES

Doubling our footprint with **The Save Mart Companies,** adding another 15 stores to our In-Store Connect network

Recent Recognition

no. 26 MM+M Top 100 Agencies 2025

PATH TO PURCHASE INSTITUTE RETAIL MEDIA AWARDS

ADWEEK 5

pixelz

The Return of Touch Report

A recent survey by The Harris Poll presented by Quad shows that tactile touchpoints strengthen brand loyalty and complement digital engagement strategies:

- **71% of consumers say**, "Experiencing a brand in a physical store deepens my connection and loyalty to it."
- **71% of consumers agree**, "Print catalogs and magazines feel more authentic than digital campaigns."
- **86% of Gen Z and Millennials agree,** "Touching and feeling products are essential to my purchase decisions."
- **73% of Gen Z and Millennials say** they look forward to receiving catalogs from brands

Success Story

KnitWell Group

MX: Creative

- Pre-Media
- Client Services

MX: Production

- Catalogs
- Direct Mail
- Paper Sourcing
- Postal Optimization and Logistics

Opportunity

Support longtime print partner Talbots with catalog services and expand relationship to other KnitWell Group brands

Quad Solutions

- Work on-site as an extension of Talbots marketing team for pre-media production supporting the brand's catalog and social media channels
- Recently expanded partnership with client to include catalog and direct mail print execution for three brands under the Chico's portfolio

Credit: Chico's

Success Story

Natrol Sleep & Restore

MX: Creative

- Campaign Ideation
- Pre-media
- Content Creation

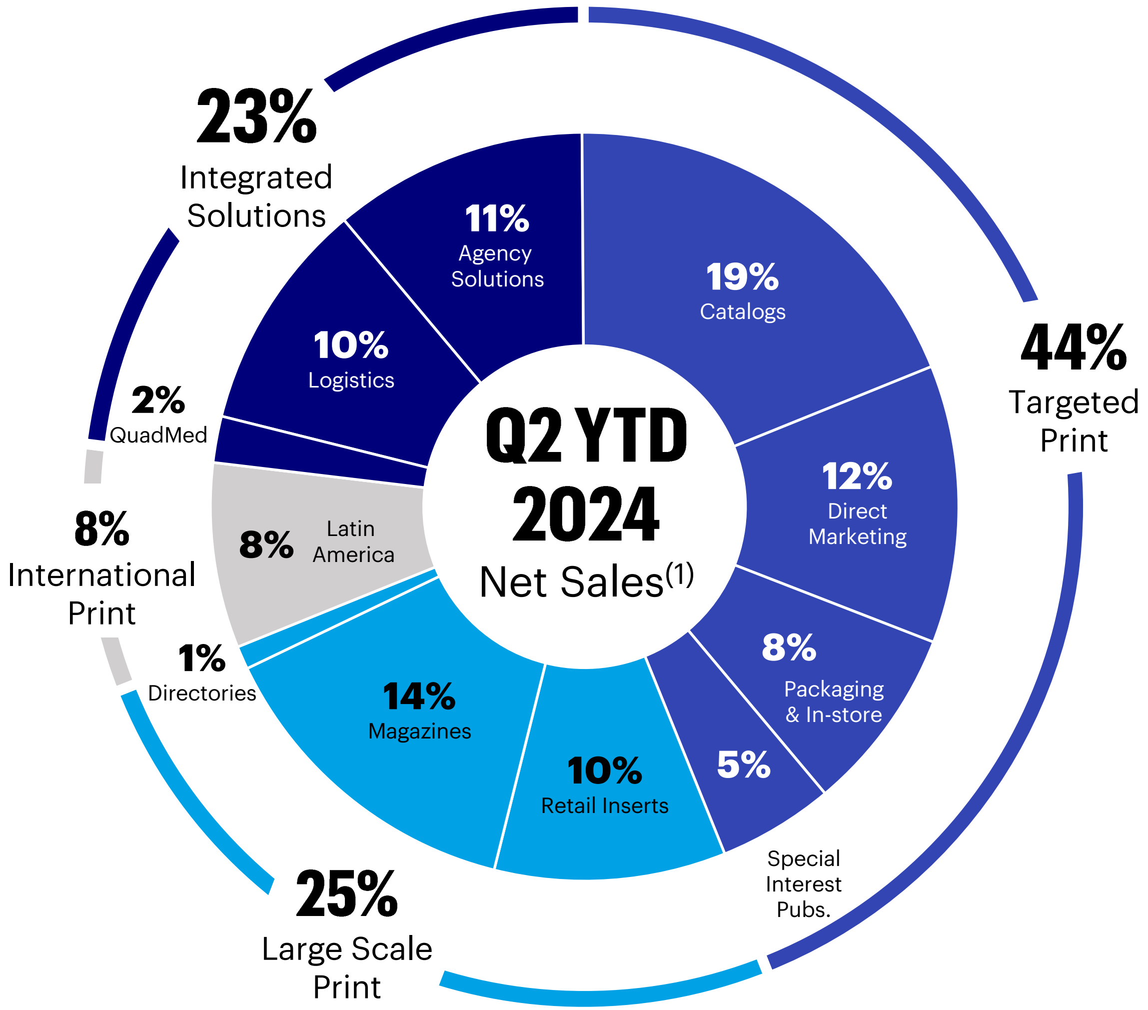
Opportunity

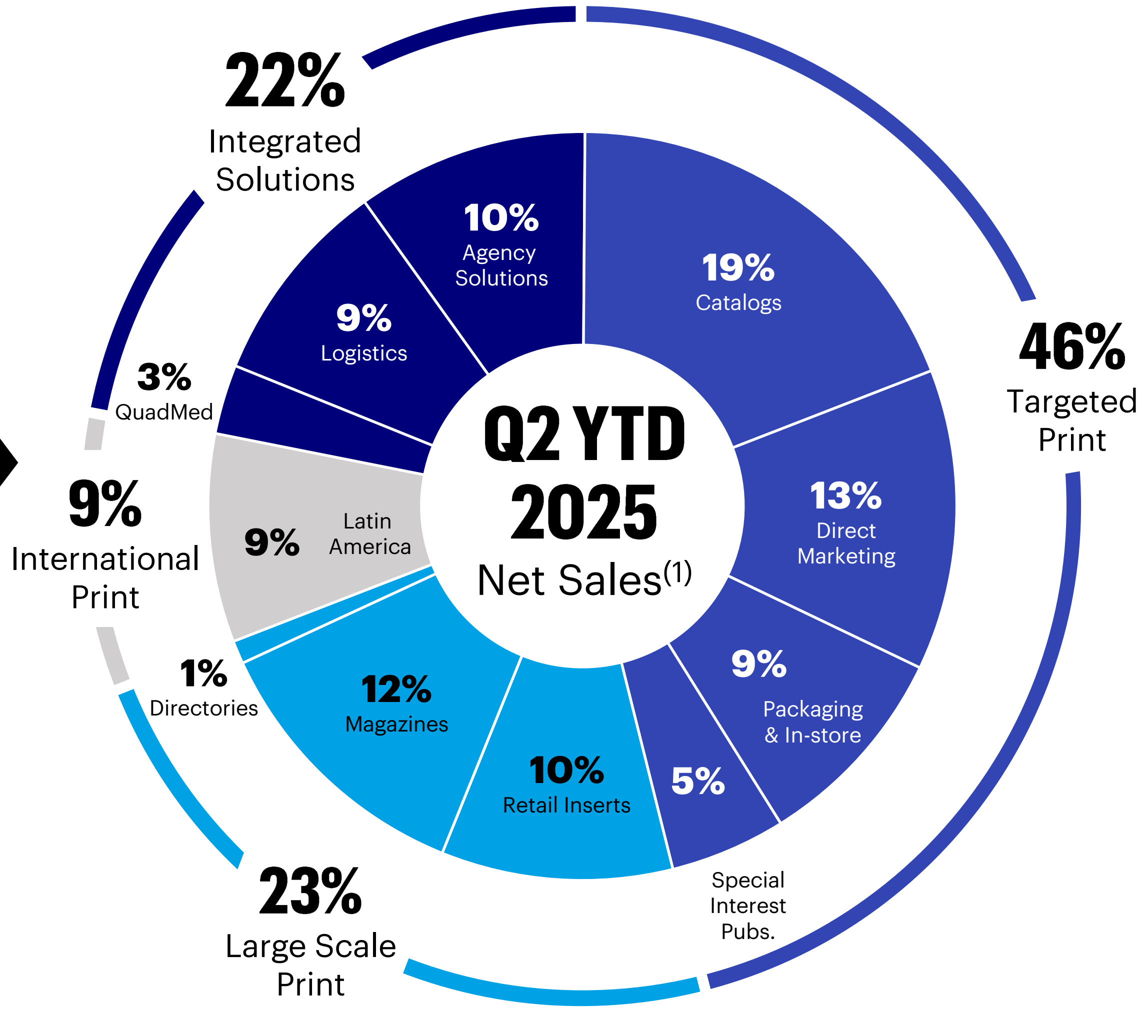
Help client reposition its brand from a sleep supplement to a wellness performance partner

Quad Solutions

- Betty named Creative Agency of Record and partnered with MVP quarterback Josh Allen to promote client’s new “Sleep & Restore” product line
- Created 15- and 30-second video spots across digital, linear TV, and connected TV and additionally generated over 1.8 million YouTube views and over 5.8 million Instagram Reel views in under two months

Net Sales Breakdown





(1) Net sales for all periods presented have been adjusted to exclude the divestiture of the Company's European operations

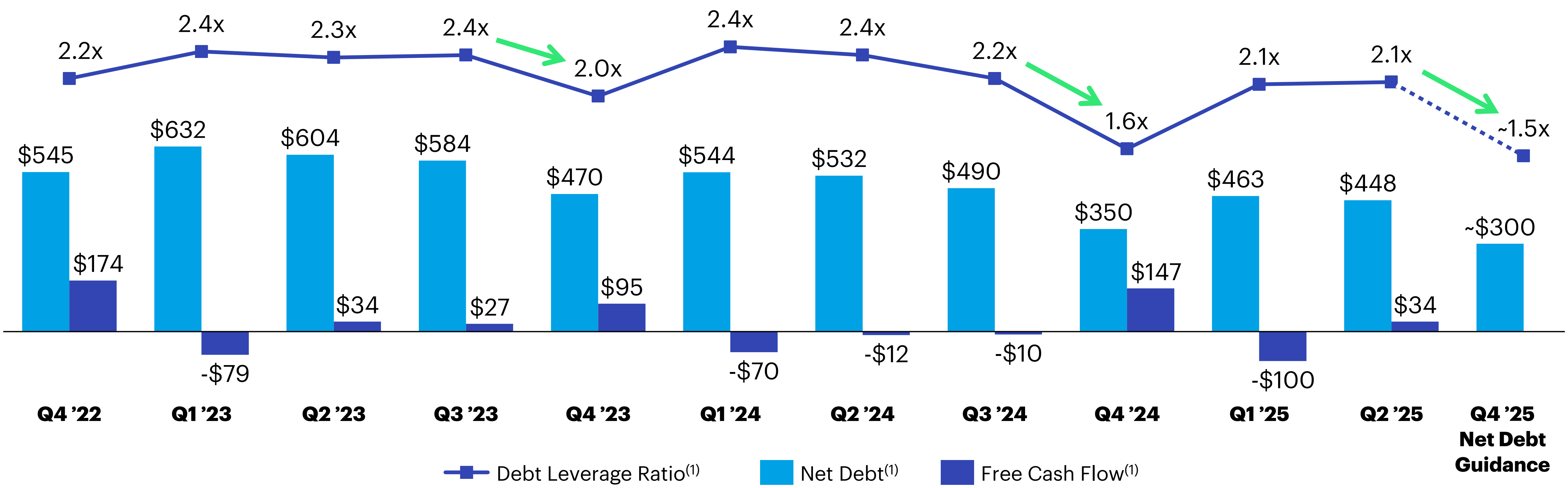
Financial Overview

US $ Millions (Except Per Share Data)	Second Quarter June 30, 2025	Second Quarter June 30, 2024	Year-to-Date June 30, 2025	Year-to-Date June 30, 2024
STATEMENT OF OPERATIONS				
Net Sales	**$ 571.9**	**$ 634.2**	**$ 1,201.3**	**$ 1,289.0**
Cost of Sales	448.1	493.9	948.1	1,015.2
Selling, General and Administrative Expenses	80.2	88.7	163.7	171.8
Adjusted EBITDA(1)	**$ 43.3**	**$ 51.8**	**$ 88.8**	**$ 102.4**
Adjusted EBITDA Margin(1)	**7.6%**	**8.2%**	**7.4%**	**7.9%**
Adjusted Diluted Earnings Per Share(1)	**$ 0.14**	**$ 0.12**	**$ 0.34**	**$ 0.22**
STATEMENT OF CASH FLOWS				
Net Cash Used In Operating Activities			$ (41.6)	$ (48.3)
Capital Expenditures			(24.3)	(33.5)
Free Cash Flow(1)			**(65.9)**	**(81.8)**
Share Repurchases	**$ 4.3**	**$ —**	**$ 7.6**	**$ —**

(1) See slide 20 for definitions of our non-GAAP measures, slides 21 and 22 for reconciliations of Adjusted EBITDA and Adjusted EBITDA Margin, slide 23 for a reconciliation of Free Cash Flow, and slides 26 and 27 for reconciliations of Adjusted Diluted Earnings Per Share as non-GAAP measures

Free Cash Flow and Net Debt Seasonality

($ millions)



Due to the seasonality of our business, the majority of our Free Cash Flow Generation and Debt Reduction occurs in the fourth quarter

(1) See slide 20 for definitions of our non-GAAP measures, slide 23 for a reconciliation of Free Cash Flow and slide 24 for a reconciliation of Net Debt and Debt Leverage Ratio as non-GAAP measures

Balanced Capital Allocation Strategy

Free Cash Flow
+
Cash from Asset Sales

Growth Investments
Increase growth investments as a marketing experience company

Shareholder Returns
Increase return of capital to shareholders through dividends and share buybacks

Debt Reduction
Maintain low debt leverage and ensure long-term financial strength

Year-to-date, we returned $15 million of capital to shareholders through our quarterly dividend of $0.075 per share and the repurchase of 1.4 million shares of Quad Class A common stock

Debt Capital Structure

$448 million

Net Debt[1]
as of June 30, 2025

7.2%

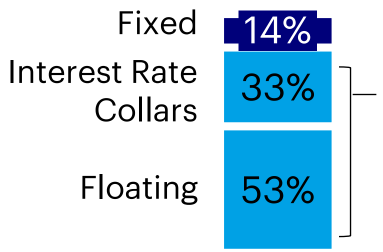
Blended Interest Rate
as of June 30, 2025

$202 million

Total Liquidity Including Cash on Hand Under Most Restrictive Debt Covenant as of June 30, 2025

2.13x

Debt Leverage Ratio[1]
as of June 30, 2025



86%

of Interest Expense Decreases with Lower Interest Rates

Debt Composition
as of June 30, 2025

October 2029

Next Significant Debt Maturity
of $193 Million

Including our interest rate collars, we would pay lower interest expense on approximately 86% of our debt as of June 30, 2025, if interest rates decline

(1) See slide 20 for definitions of our non-GAAP measures and slide 24 for a reconciliation of Net Debt and Debt Leverage Ratio as non-GAAP measures

2025 Guidance

Financial Metric	2025 Guidance
Adjusted Annual Net Sales Change[1]	2% to 6% decline
Full-Year Adjusted EBITDA[2]	$180 million to $220 million
Free Cash Flow[2]	$40 million to $60 million
Capital Expenditures	$65 million to $75 million
Year-End Debt Leverage Ratio[2][3]	Approximately 1.5x

We remain on track to achieve our 2025 guidance and will continue to focus on growing our offerings, including strategic investments in innovative solutions, while managing for economic uncertainties

(1) Adjusted Annual Net Sales Change excludes the 2025 Net Sales of $23 million and the 2024 Net Sales of $153 million from the Company's European operations, divested on February 28, 2025
(2) See slide 20 for definitions of our non-GAAP measures
(3) Debt Leverage Ratio is calculated at the midpoint of the Adjusted EBITDA guidance

Long-term Financial Goals

Financial Metric	2025 Guidance	2028 Outlook	Long-term Financial Goals
Adjusted Annual Net Sales Change[1]	2% to 6% decline	Net Sales inflection point	Net Sales growth
Full-Year Adjusted EBITDA[2]	$180 to $220 million *~8.3% Margin[3]*	At least 100 basis point margin improvement	Low double digit Adjusted EBITDA margin
Free Cash Flow[2]	$40 million to $60 million *~25% Conversion rate[3]*	35% Free Cash Flow conversion[2]	40% Free Cash Flow conversion[2]
Year-End Debt Leverage Ratio[2]	Approximately 1.5x[3]	Long-term targeted Debt Leverage range of 1.5x – 2.0x *May be outside of that range at times due to seasonality, investments or acquisitions*	

Compared to Net Sales declining 10% in 2024, we expect the rate of Net Sales decline to improve to approximately 4% in 2025 (excluding the Europe divestiture) and return to growth in 2028

(1) Adjusted Annual Net Sales Change excludes the 2025 Net Sales of $23 million and the 2024 Net Sales of $153 million from the Company's European operations, divested on February 28, 2025
(2) See slide 20 for definitions of our non-GAAP measures
(3) Adjusted EBITDA Margin, Free Cash Flow Conversion, and Debt Leverage Ratio are calculated at the midpoints of the 2025 Guidance ranges

Thank You

Supplemental Information

Non-GAAP Financial Measures

- In addition to financial measures prepared in accordance with accounting principles generally accepted in the United States of America (“GAAP”), this presentation also contains non-GAAP financial measures, specifically EBITDA, EBITDA Margin, Adjusted EBITDA, Adjusted EBITDA Margin, Free Cash Flow, Net Debt, Debt Leverage Ratio, and Adjusted Diluted Earnings Per Share. The Company believes that these non-GAAP measures, when presented in conjunction with comparable GAAP measures, provide additional information for evaluating Quad’s performance and are important measures by which Quad’s management assesses the profitability and liquidity of its business. These non-GAAP measures should be considered in addition to, not as a substitute for or superior to, net earnings (loss) as a measure of operating performance or to cash flows used in operating activities as a measure of liquidity. These non-GAAP measures may be different than non-GAAP financial measures used by other companies. Reconciliations to the GAAP equivalent of these non-GAAP measures are contained on slides 21 - 27.
- Adjusted EBITDA is defined as net earnings (loss) excluding interest expense, income tax expense, depreciation and amortization (“EBITDA”) and restructuring, impairment and transaction-related charges, net.
- EBITDA Margin and Adjusted EBITDA Margin are defined as EBITDA or Adjusted EBITDA divided by net sales.
- Free Cash Flow is defined as net cash used in operating activities less purchases of property, plant and equipment.
- Free Cash Flow Conversion is defined as Free Cash Flow divided by Adjusted EBITDA.
- Debt Leverage Ratio is defined as total debt and finance lease obligations less cash and cash equivalents (“Net Debt”) divided by the last twelve months of Adjusted EBITDA.
- Adjusted Diluted Earnings Per Share is defined as earnings (loss) before income taxes excluding restructuring, impairment and transaction-related charges, net, and adjusted for income tax expense at a normalized tax rate, divided by diluted weighted average number of common shares outstanding.

Adjusted EBITDA
Second Quarter

	Three Months Ended June 30,	
US $ Millions	**2025**	**2024**
Net loss	$ (0.1)	$ (2.8)
Interest expense	13.2	17.2
Income tax expense	0.3	0.9
Depreciation and amortization	20.7	26.4
EBITDA (non-GAAP)	**$ 34.1**	**$ 41.7**
EBITDA Margin (non-GAAP)	6.0%	6.6%
Restructuring, impairment and transaction-related charges, net	9.2	10.1
Adjusted EBITDA (non-GAAP)	**$ 43.3**	**$ 51.8**
Adjusted EBITDA Margin (non-GAAP)	**7.6%**	**8.2%**

Adjusted EBITDA
Year-to-Date

	Six Months Ended June 30,	
US $ Millions	**2025**	**2024**
Net earnings (loss)	$ 5.7	$ (30.9)
Interest expense	25.6	32.4
Income tax expense	1.3	3.3
Depreciation and amortization	40.4	55.0
EBITDA (non-GAAP)	**$ 73.0**	**$ 59.8**
EBITDA Margin (non-GAAP)	6.1%	4.6%
Restructuring, impairment and transaction-related charges, net	15.8	42.6
Adjusted EBITDA (non-GAAP)	**$ 88.8**	**$ 102.4**
Adjusted EBITDA Margin (non-GAAP)	**7.4%**	**7.9%**

Free Cash Flow

Year-to-Date

	Six Months Ended June 30,	
US $ Millions	**2025**	**2024**
Net cash used in operating activities	$ (41.6)	$ (48.3)
Less: purchases of property, plant and equipment	24.3	33.5
Free Cash Flow (non-GAAP)	**$ (65.9)**	**$ (81.8)**

Net Debt and Debt Leverage Ratio

US $ Millions	June 30, 2025	December 31, 2024
Total debt and finance lease obligations on the balance sheets	$ 454.9	$ 379.2
Less: Cash and cash equivalents	6.7	29.2
Net Debt (non-GAAP)	$ 448.2	$ 350.0
Divided by: trailing twelve months Adjusted EBITDA (non-GAAP) (1)	$ 210.4	$ 224.0
Debt Leverage Ratio (non-GAAP)	**2.13x**	**1.56x**

(1) The calculation of Adjusted EBITDA for the trailing twelve months ended June 30, 2025, and December 31, 2024, was as follows:

		Add	Subtract	
	Year Ended	Six Months Ended		Trailing Twelve Months Ended
	December 31, 2024	June 30, 2025	June 30, 2024	June 30, 2025
Net earnings (loss)	$ (50.9)	$ 5.7	$ (30.9)	$ (14.3)
Interest expense	64.5	25.6	32.4	57.7
Income tax expense	6.4	1.3	3.3	4.4
Depreciation and amortization	102.5	40.4	55.0	87.9
EBITDA (non-GAAP)	$ 122.5	$ 73.0	$ 59.8	$ 135.7
Restructuring, impairment and transaction-related charges, net	101.5	15.8	42.6	74.7
Adjusted EBITDA (non-GAAP)	$ 224.0	$ 88.8	$ 102.4	$ 210.4

Balance Sheet

US $ Millions	June 30, 2025	December 31, 2024
ASSETS		
Cash and cash equivalents	$ 6.7	$ 29.2
Receivables, less allowances for credit losses	290.0	273.2
Inventories	153.4	162.4
Prepaid expenses and other current assets	42.7	69.5
Property, plant and equipment—net	485.8	499.7
Operating lease right-of-use assets—net	74.2	78.9
Goodwill	107.6	100.3
Other intangible assets—net	16.4	7.2
Other long-term assets	64.0	78.6
Total assets	**$ 1,240.8**	**$ 1,299.0**
LIABILITIES AND SHAREHOLDERS' EQUITY		
Accounts payable	$ 288.4	$ 356.7
Other current liabilities	190.0	289.2
Current portion of debt and finance lease obligations	33.3	28.8
Current portion of operating lease obligations	22.6	24.0
Long-term debt and finance lease obligations	421.6	350.4
Operating lease obligations	57.1	61.4
Deferred income taxes	3.8	3.2
Other long-term liabilities	137.0	135.4
Total liabilities	**1,153.8**	**1,249.1**
Total shareholders' equity	**87.0**	**49.9**
Total liabilities and shareholders' equity	**$ 1,240.8**	**$ 1,299.0**

Adjusted Diluted Earnings Per Share
Second Quarter

US $ Millions (Except Per Share Data)	Three Months Ended June 30, 2025	Three Months Ended June 30, 2024
Earnings (loss) before income taxes	$ 0.2	$ (1.9)
Restructuring, impairment and transaction-related charges, net	9.2	10.1
Adjusted net earnings, before income taxes (non-GAAP)	9.4	8.2
Income tax expense at 25% normalized tax rate	2.4	2.1
Adjusted net earnings (non-GAAP)	$ 7.0	$ 6.1
Basic weighted average number of common shares outstanding	47.6	47.7
Plus: effect of dilutive equity incentive instruments (non-GAAP)	1.9	2.4
Diluted weighted average number of common shares outstanding (non-GAAP)	49.5	50.1
Adjusted Diluted Earnings Per Share (non-GAAP)	**$ 0.14**	**$ 0.12**
Diluted loss per share (GAAP)	$ 0.00	$ (0.06)

Adjusted Diluted Earnings Per Share
Year-to-Date

	Six Months Ended June 30,	
US $ Millions (Except Per Share Data)	**2025**	**2024**
Earnings (loss) before income taxes	$ 7.0	$ (27.6)
Restructuring, impairment and transaction-related charges, net	15.8	42.6
Adjusted net earnings, before income taxes (non-GAAP)	22.8	15.0
Income tax expense at 25% normalized tax rate	5.7	3.8
Adjusted net earnings (non-GAAP)	$ 17.1	$ 11.2
Basic weighted average number of common shares outstanding	47.8	47.4
Plus: effect of dilutive equity incentive instruments (1)	2.3	2.5
Diluted weighted average number of common shares outstanding (1)	50.1	49.9
Adjusted Diluted Earnings Per Share (non-GAAP)	**$ 0.34**	**$ 0.22**
Diluted earnings (loss) per share (GAAP)	$ 0.11	$ (0.65)

(1) Effect of dilutive equity incentive instruments and diluted weighted average number of common shares outstanding for the six months ended June 30, 2024, are non-GAAP