

THE INTERPUBLIC GROUP OF COMPANIES, INC.
2020 ANNUAL MEETING OF STOCKHOLDERS
May 21, 2020 at 9:30 a.m. Eastern Time

RULES OF CONDUCT AND PROCEDURES

Welcome to The Interpublic Group of Companies, Inc. 2020 Annual Meeting of Stockholders. In the interest of a productive and orderly meeting, we thank you for your cooperation in observing the following rules and procedures:

1. Pursuant to the Company's By-Laws, the Chairman shall preside over the meeting and may make any and all determinations with respect to the rules on conduct and procedure for the Annual Meeting. The Chairman shall have the sole discretion to rule on procedures and on all other matters incident to the conduct of the Annual Meeting.
2. The only business matters to be conducted at the Annual Meeting are the matters set forth in the 2020 Notice of Annual Meeting of Stockholders and Proxy Statement dated April 9, 2020.
3. Only stockholders as of the close of business on March 30, 2020, the record date, or their duly authorized proxies, are entitled to submit questions and vote at the Annual Meeting.
4. The Annual Meeting is scheduled for May 21, 2020 at 9:30 a.m., Eastern Time, with online check-in available approximately 15 minutes before the meeting starts. To access the meeting, go to <http://www.meetingcenter.io/245230749> and log in using the 15-digit control number provided with your proxy materials (or, for registered beneficial owners, requested in advance of the meeting, and by no later than May 18, 2020). The password for the meeting is IPG2020.
5. If you wish to vote during the Annual Meeting, or change your previously submitted vote, you may do so while the polls are open by following the instructions on the Meeting Center site. The polls will be open from the beginning of the meeting and will close immediately after the Q&A section following the stockholder proposal. If you have voted your shares in advance of the meeting and prior to the deadline set forth in the 2020 Notice of Annual Meeting and Proxy Statement, your vote will be recorded by the Company's inspector of elections and there is no need to vote those shares during the meeting, unless you wish to revoke or change your vote.
6. Stockholder proposal proponents who have not made alternative arrangements with the Company will be provided an opportunity to present their proposal telephonically live during the Annual Meeting, and will be allowed five minutes to present their proposal when recognized by the Company.
7. Questions and comments are welcome from all stockholder of record and registered beneficial owners. You can submit your questions or comments by accessing the Meeting Center at <http://www.meetingcenter.io/245230749>, entering your control number and the meeting password, IPG2020, and clicking on the Dialog icon in the upper right hand corner of the page.
8. Out of fairness and respect to all of our stockholders attending the Annual Meeting, the Company will not address any questions or comments that are, among other things:
 - not pertinent to the business of the Company or to the business of the Annual Meeting;
 - related to personal grievances or individual personnel matters;
 - derogatory references to individuals or that are otherwise in bad taste;
 - repetitious questions or statements already submitted or made by another stockholder;

- related to pending or threatened litigation;
 - in furtherance of the stockholder's personal or business interests and not otherwise a matter of interest to stockholders generally; or
 - out of order or not otherwise suitable for the conduct of the Annual Meeting as determined by the Chairman or Corporate Secretary in their reasonable judgment.
9. We will respond to as many appropriate stockholder-submitted questions and comments as we are able during the Annual Meeting. So that we can address as many different stockholders as possible, we ask stockholders to limit themselves to three questions per stockholder.
10. Questions from multiple stockholders on the same topic or that are otherwise related may be grouped, summarized and answered together.
11. In the event of disorder, technical malfunction, or other significant problem that disrupts the meeting, the Chairman may adjourn, recess or expedite the Annual Meeting or take such other action that the Chairman or Corporate Secretary determines is appropriate in light of the circumstances. Accordingly, if you are planning to vote electronically during the meeting, please be prepared to vote as soon as the polls open.

We appreciate your participation and observance of these rules and procedures.