

What do we see?



2007 Half-Year Results

A record first half

Nobody's unpredictable





H1 2007 key figures

In millions of euros

■ Revenue	443.1	+ 8.7%
■ Operating margin	37.8	+15.5%
■ Adjusted net profit (attributable to the Group)	23.3	+36.7%
■ Net profit (attributable to the Group)	19.6	+37.1%



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Ipsos gains market share



A regularly growing market

- A \$24.6 billion market in 2006

- **6.8% growth** compared to 2005

(after adjusting for currency fluctuations)

“The industry’s performance surpasses expectations and underlines the health of the sector, which has shown continuous growth since Esomar began compiling the annual industry study in 1988.”

Esomar press release, 4 September 2007

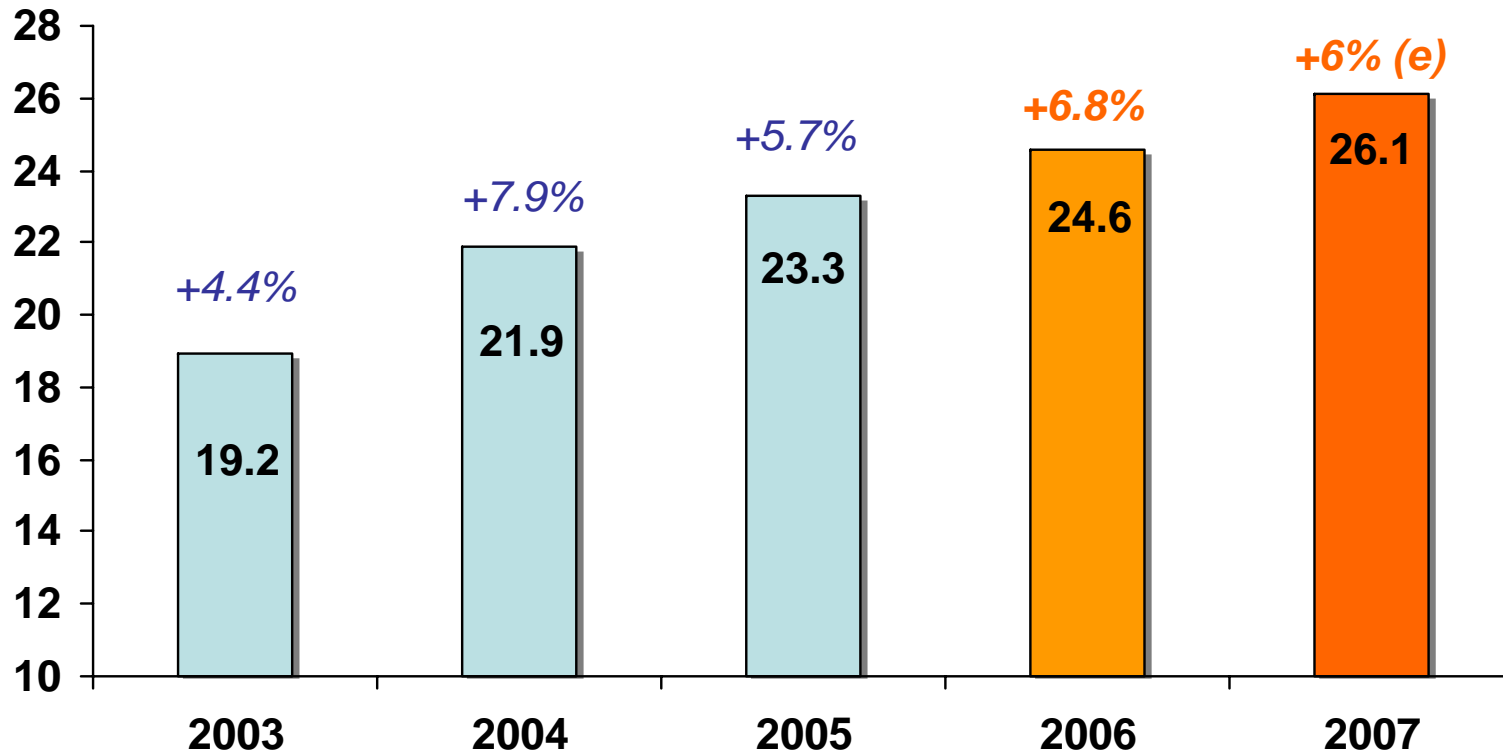
Sources: Esomar, Industry Report 2007



A \$26 billion market in 2007

In billions of dollars

Annual growth rate



Sources: Esomar, Industry Report 2007; percentage figures show growth restated for currency fluctuations



All regions progress

- Strong business in all regions, especially strong in the emerging markets

	% change 2006/2005	
■ North America	+ 6.6%	
■ Europe	+ 5.0%	→ Russia +37%
■ Latin America (*)	+ 17.1%	France +2.9%
■ Asia-Pacific	+ 8.7%	→ China +19%
■ Africa & Middle East	+ 14.4%	Japan +3.1%

Sources: Esomar, Industry Report 2007

(*) Business was largely non-recurrent due to elections in five Latin American countries: Brazil, Colombia, Chile, Mexico and Peru



Rank and performance of major countries

Top 10	Research spending 2006 (\$ m)	% change 2006/05	Other key countries	Research spending 2006 (\$ m)	% change 2006/05
US	8,232	+6.2	Brazil	502	+18.9
UK	2,369	+2.4	Mexico	386	+12.1
France	2,214	+2.9	South Korea	335	+9.0
Germany	2,206	+3.4	Russia	198	+36.8
Japan	1,380	+3.0	South Africa	170	+9.7
Italy	706	+4.4	Switzerland	166	+6.3
Canada	652	+6.6	Poland	162	+7.5
China	583	+19.4	India	115	+17.0
Australia	532	+6.8	Turkey	101	+39.8
Spain	514	+7.6	Hong Kong	88	+11.9

Source: Esomar, Industry Report 2007



Major market trends

■ Ongoing consolidation movement

- The “Top Five” account for a third of the world market (survey-based research)
- Smaller groups are also active (Harris Interactive, Research Now, Yougov)

■ Extensive development of online research

- \$3 billion in 2006, +14% vs 2005 (*)
 - accounts for 12% of data collection
- Estimated at over \$5 billion by 2011

■ Use of new technologies

- Better targeting and contacting of survey panels / multi-channel access
- Development of new offers

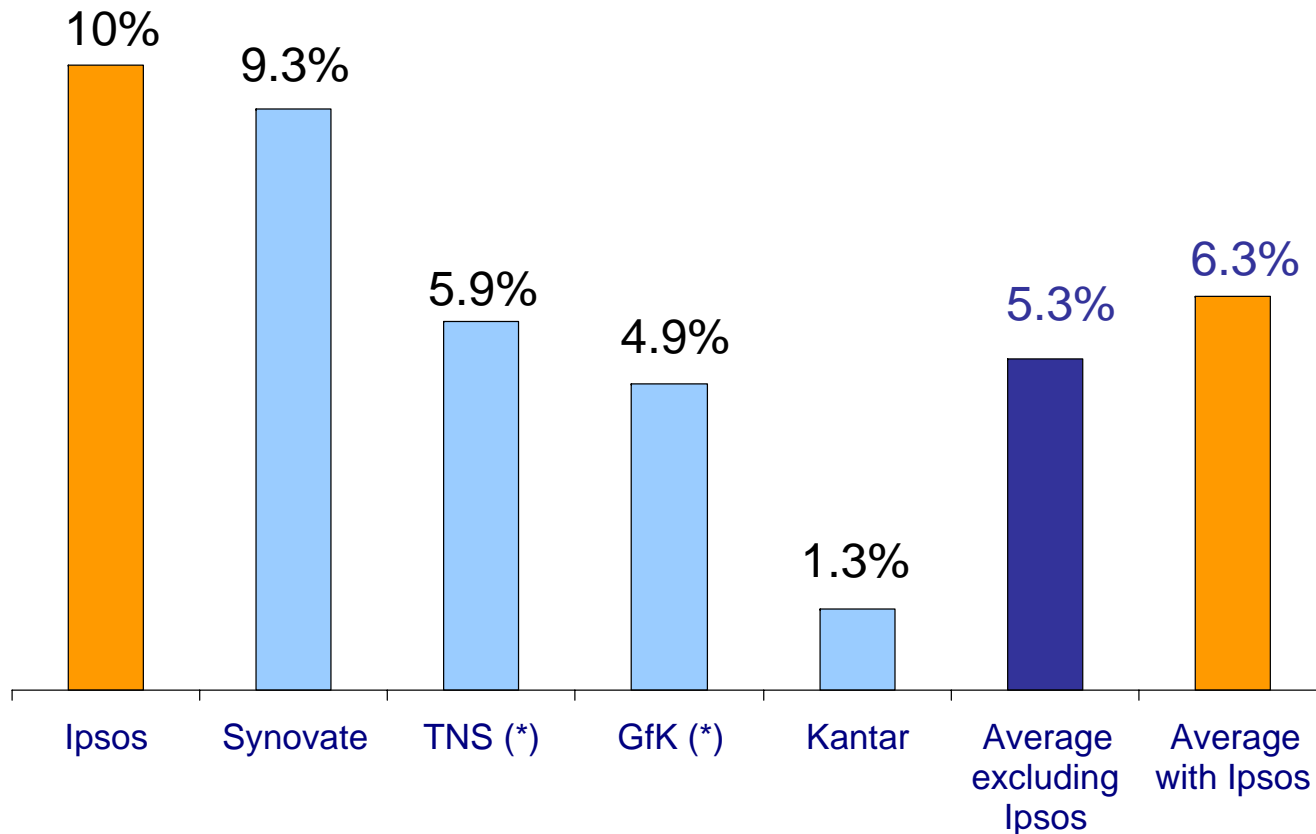
■ Demand for expertise

(*) Source: Esomar, Industry Report 2007



Ipsos is growing faster than its main competitors

Organic growth in H1 2007

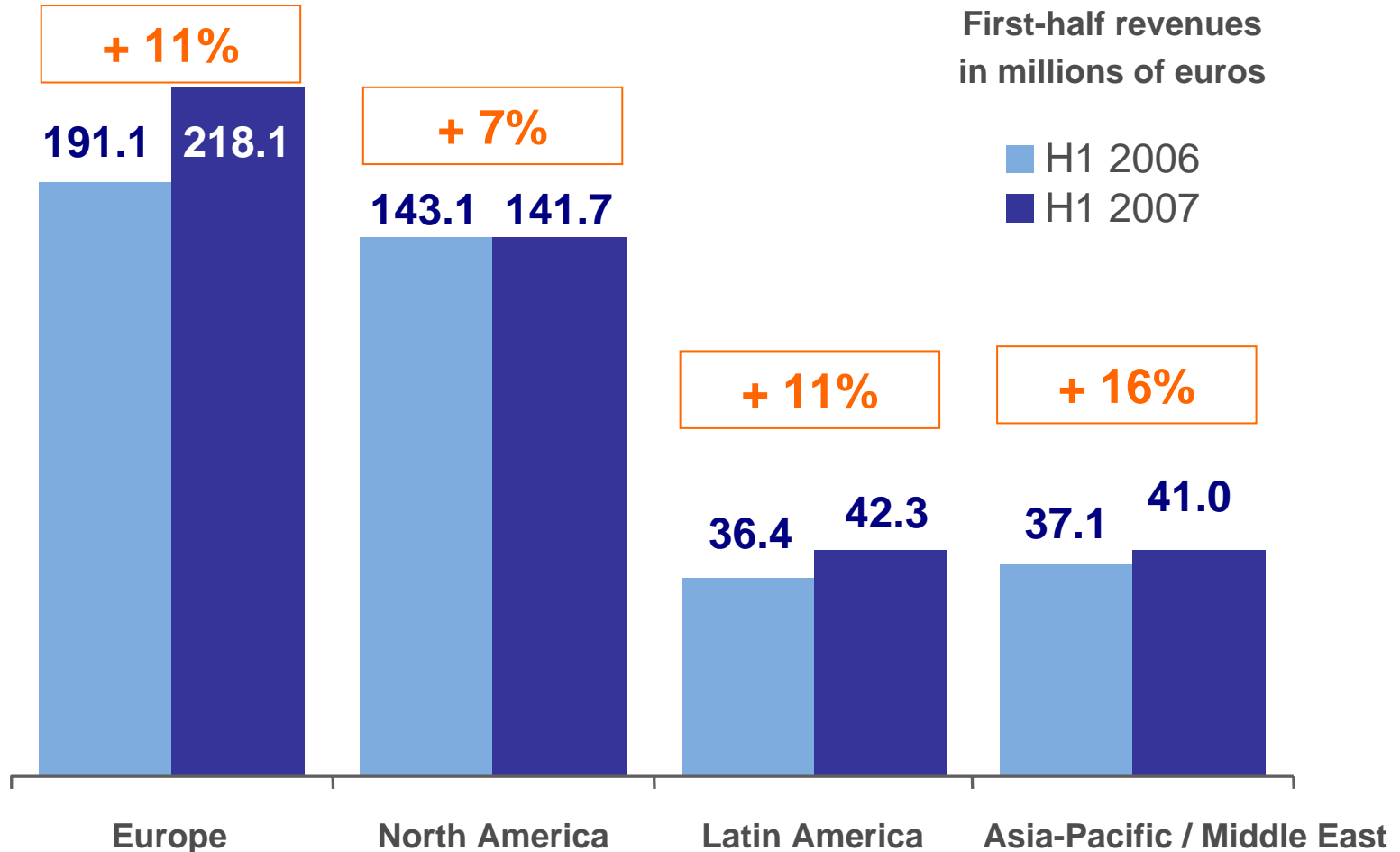


Sources: Company data
(*) including panel business



Ipsos is growing in all regions

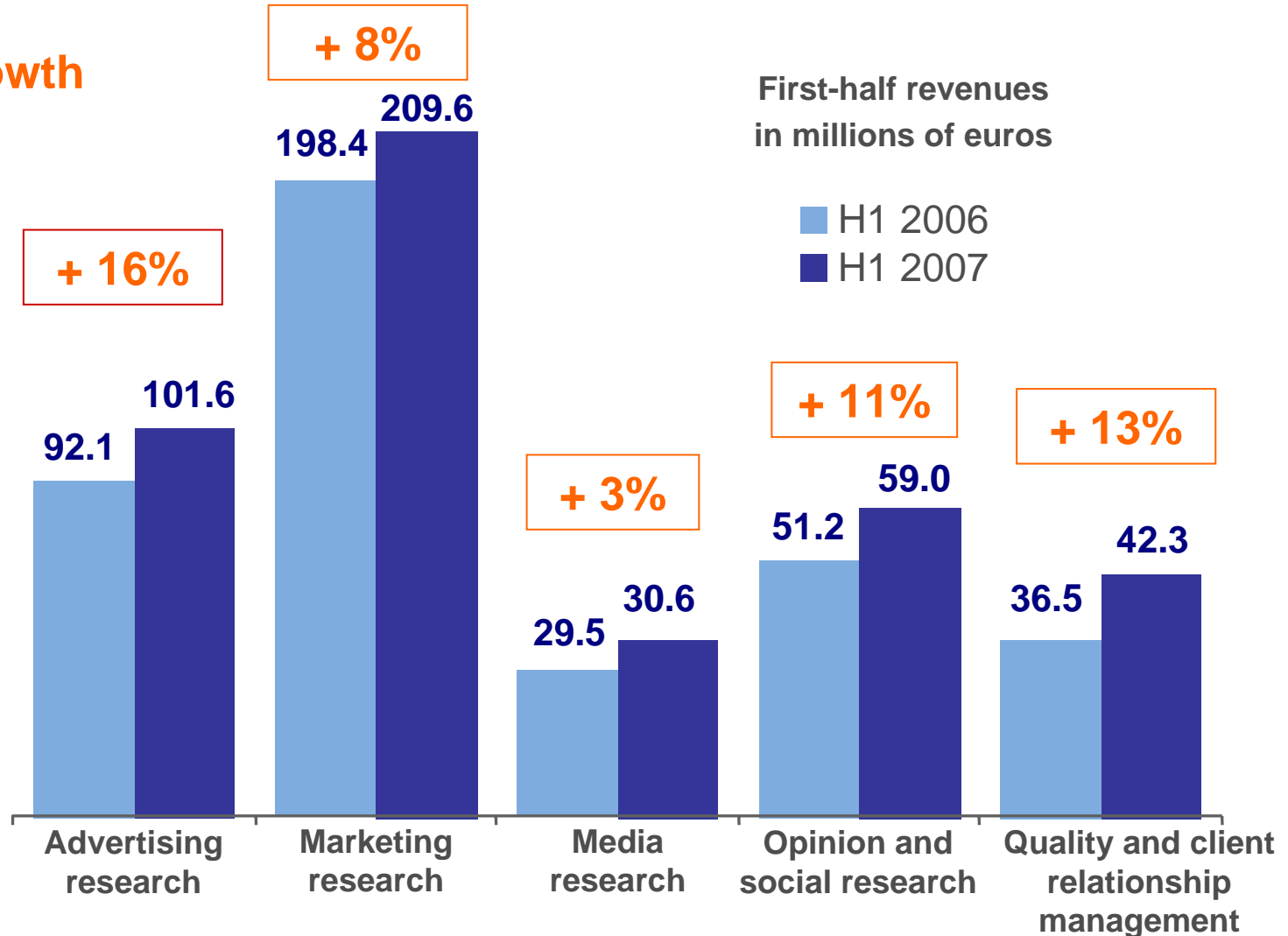
Organic growth





Ipsos is growing in all areas of specialisation

Organic growth





Half-year results



Strong earnings growth

In millions of euros	H1 2007	H1 2006	% change	Full-year 2006
Revenue	443.1	407.7	+8.7%	857.3
Gross profit	265.7 60.0%	243.0 59.6%	+9.3%	513.3 59.9%
Operating margin	37.8 8.5%	32.7 8.0%	+15.5%	79.8 9.3%
Other income and expenses	0.9	(1.6)	-	(3.0)
Financing expenses	(5.7)	(5.8)	-	(11.3)
Pre-tax profit	32.9	25.4	+30.0%	65.5
Net profit (attributable to Group)	19.6	14.3	+37.1%	39.5
Adjusted net profit (attributable to Group)	23.3	17.1	+36.7%	48.2



Operating margin: the seasonal nature of the research business

Operating margin	H1 2006	Full-year 2006
Ipsos	8.0%	9.3%
GfK	11.9%	13.0%
Synovate (Aegis)	4.1%	5.7%
TNS	8.7%	9.9%
Kantar (WPP)	9.5%	11.1%

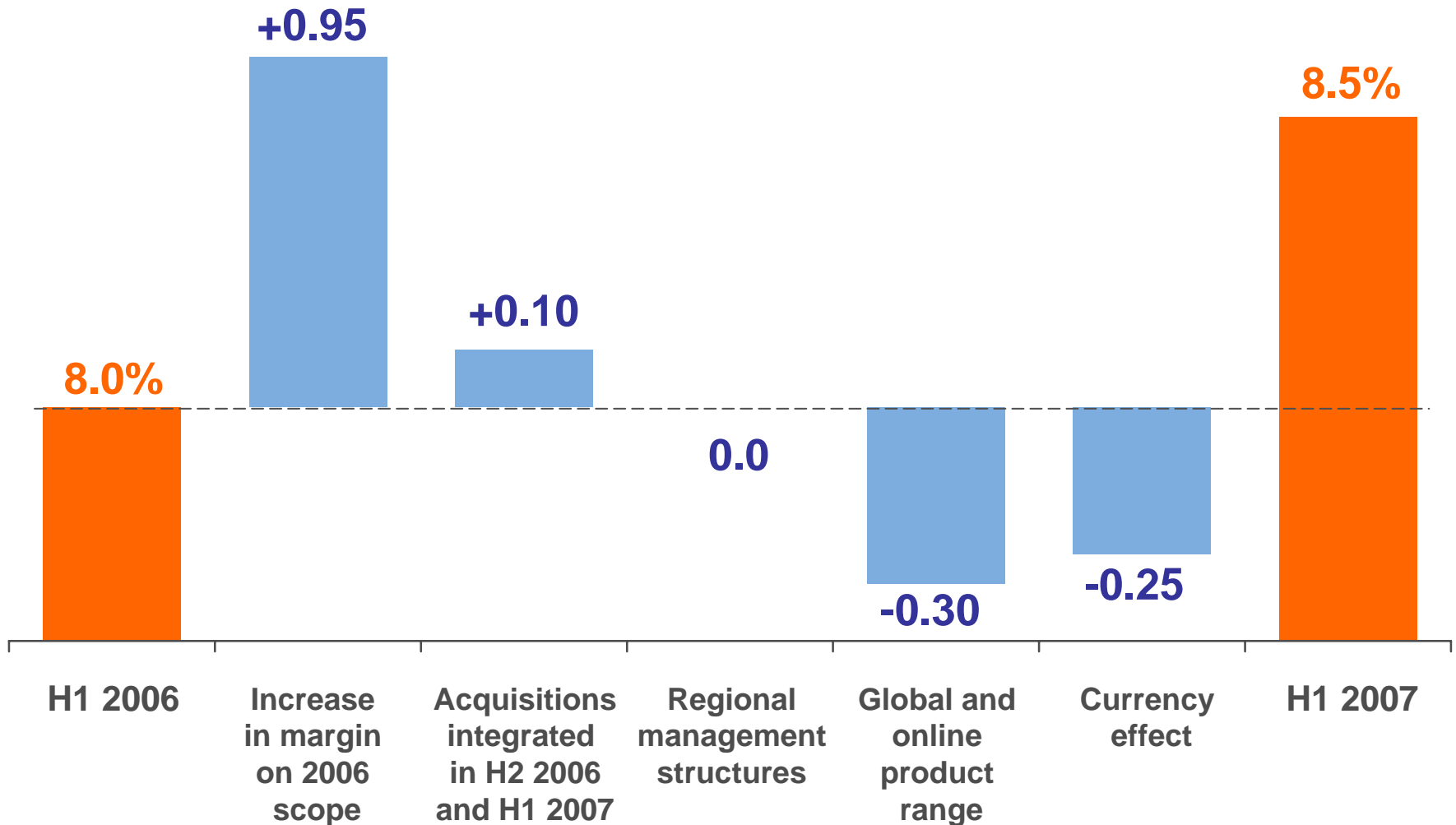


Operating margin: Ipsos closes the gap

Operating margin	H1 2005	H1 2006	H1 2007
Ipsos	7.5%	8.0%	8.5%
GfK	10.5%	11.9%	11.5%
Synovate (Aegis)	4.6%	4.1%	3.6%
TNS	9.1%	8.7%	9.1%
Kantar (WPP)	9.3%	9.5%	9.7%
Average of the top 5	8.2%	8.4%	8.5%
Gap between Ipsos and the average	-0.7%	-0.5%	-



The margin improves despite product investments





Cash flow from operations improves in line with the operating margin

In millions of euros	H1 2007	H1 2006	Full-year 2006
Cash flow	43.7	37.6	88.6
Change in WCR	(18.1)	(26.5)	(17.0)
Tax and interest expenses	(11.0)	(10.9)	(23.0)
Cash flow from operating activities	13.1	0.2	47.7
Property, plant & equipment and intangible assets	(8.7)	(6.9)	(15.3)
Acquisitions	(19.4)	(17.7)	(39.0)
Cash flow from investing activities	(28.1)	(24.6)	(54.3)
Capital increase	4.0	1.4	2.5
Net change in debt	11.3	0.8	(1.8)
Dividends	(0.7)	(1.3)	(9.9)
Cash flows from financing activities	14.6	0.9	(9.2)
Cash position at end of period	63.2	57.2	63.6



Solid financial position

In millions of euros	30 June 2007	30 June 2006	31 Dec. 2006
Shareholders' equity	458	416	436
Net debt	200	203	191

Gearing	43.6%	49%	44%
Net debt/EBITDA (12 months)	2.1	2.3	2.1
Interest cover (operating margin/interest expense)	x 6.6	x 5.7	x 7.1



Fresh Impetus



Fresh Impetus

- Two years of in-house work involving 80 executive managers
- Eleven work groups
- Objective: to make Ipsos the preferred research company of its clients in all its areas of expertise
- Targets:
 - 15% annual growth by 2011, with organic growth contributing at least half
 - 12% operating margin



Fresh Impetus: Geographic component

■ Goals:

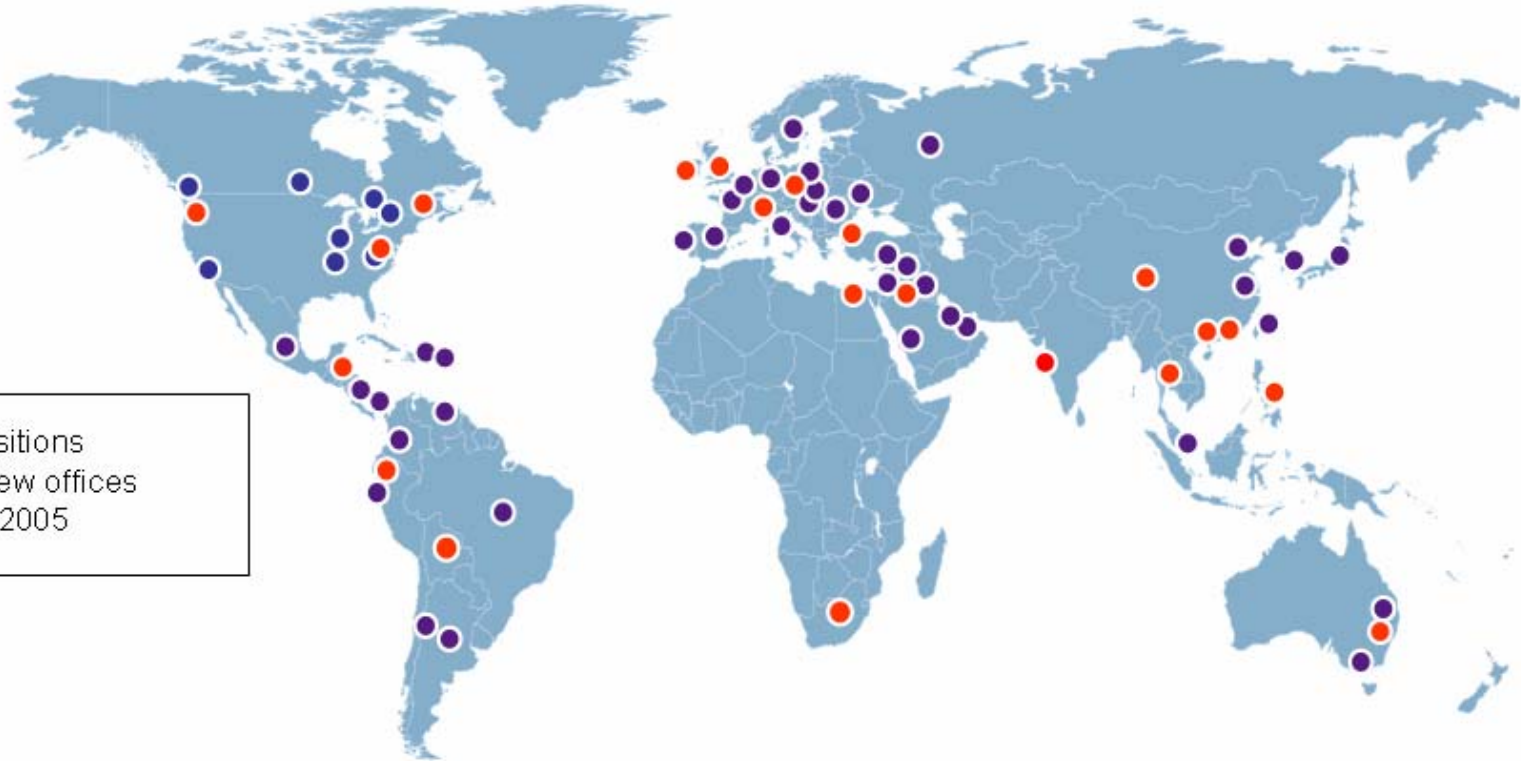
- To expand the network to 60 countries in 2008-09
- To be strong in key countries in all our lines of business
- To give country managers greater responsibility over client relations and in integrating expertise



A strengthened presence in all markets

	2004	Acquisitions 2005-2007	Today
Europe	14 countries	MORI, Tambor, KMG Research, office in Geneva	+4 countries
North America	2 countries	Descarie, Shifrin, UU, Camelford Graham, office in Seattle	
Latin America	10 countries	Apoyo Opinion y Mercado, office in Guatemala City	+3 countries
Asia-Pacific	8 countries	GDMR, Eureka, offices in Bombay, Manila, Hong Kong, Bangkok	+4 countries
Middle East/Africa	7 countries	IMI, Markinor	+2 countries
Number of countries	40		53
Number of employees	4,660		7,000

Integrated teams in 53 countries



● Acquisitions and new offices since 2005

Argentina
Australia
 Bahrain
 Belgium
Bolivia
 Brazil
Canada
 Chile

China
Colombia
 Costa Rica
Czech Republic
 Dominican Republic
Egypt
 Ecuador

France
 Germany
Guatemala
Hong Kong
 Hungary
India
Ireland
 Italy

Japan
 Jordan
 Kuwait
 Lebanon
 Mexico
 Panama
Peru
Philippines

Poland
 Portugal
 Puerto Rico
 Romania
 Russia
 Saudi Arabia
 Singapore
Slovakia

South Africa
 South Korea
 Spain
 Sweden
Switzerland
 Syria
 Taiwan
Thailand

Turkey
 UAE
UK
 Ukraine
US
 Venezuela



Ipsos' position in key countries

Survey-based research

Number 1	Top 3	Top 5	Other
Canada Brazil Mexico	UK France Italy China Australia Spain Russia Switzerland Turkey Poland South Africa	US Germany Japan South Korea	India Hong Kong



Fresh Impetus: Client component

■ Goals:

- To work better with all our clients
- To be recognised as our clients' preferred partner in all our areas of specialisation
- Develop our business with each client:
 - in more countries (for international clients)
 - in more research programmes through our areas of specialisation



Ipsos clients

- In 2007, Ipsos worked with over **5,000 clients** worldwide and is executing **70,000 contracts**

Breakdown of 2006 revenues

by sector (in %)

■ Consumer goods	33
■ Public services and institutions	10
■ Pharmaceuticals, healthcare	10
■ Media	9
■ Technology, telecom	7
■ Financial services	7
■ Transportation, tourism, entertainment	4
■ Retailing	4
■ Durable goods	3
■ Other	<u>13</u>
	100



Ipsos clients

- In 2006, **110 clients** generated **52% of Ipsos revenues** for sales volume per client of **at least €1 million**
 - **10 clients** purchased over €10 million in research --> together they accounted for **21%** of Ipsos' total revenues
 - **15 clients** purchased €5 million to €10 million in research --> **12%** of total revenues
 - **85 clients** purchased €1 million to €5 million in research --> **19%** of total revenues
 - **64 clients** work regularly with Ipsos on a **multi-country basis** --> **41%** of total revenues
 - **46 clients** work mainly on a **single country basis** --> **10** of which have a research volume of over **€3 million**



Global PartneRing is a success

- An exclusive programme and dedicated organisation / **16 clients**

17% organic growth in H1 2007

23% of Ipsos' total revenues

- A programme limited to about twenty clients

- 4 to 5 new clients will join the programme by 2011

- Reasons for our success:

- Stronger partnerships in advertising research in the major countries of Europe and North America
- A renewed offer in high value-added expertise
 - Copy-testing & tracking / Innovation and product launches
- Seniority and stability of client teams
 - The PartneRing team has been stable for two years

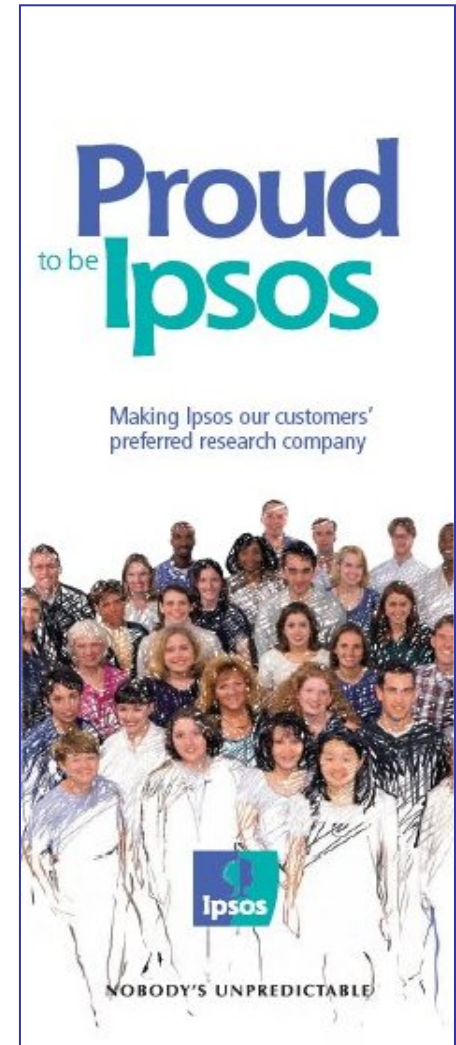


The new HiPAC programme for high potential accounts

- Capitalising on the expertise developed through PartneRing, Ipsos is setting up a new programme: "High Potential Accounts"
 - A broader client base: 40 high-potential clients with whom Ipsos already has working relations
--> they already account for over 10% of Group revenues
 - Goal: Develop cross-fertilisation between our different areas of specialisation and between regions
 - Coordination of business around a single contact point: the country manager or the client's head office
 - Launch: January 2008

Fresh Impetus: **Team** component

- Mobilise all resources to satisfy our clients beyond their expectations, develop our business with them, and boost profitability
- Offer clients in all countries the same high quality service and unquestionable product expertise





A new human resources policy

- Make better use of existing teams
 - Talent assessments
 - Training / Qualification
 - Collective elaboration of client plans
 - Selection / retention plan for sensitive categories

- Better reward the entrepreneurial spirit
 - IPF 2 and Partnership Bonus pool for the Top 100
 - Individual bonuses based on quantitative and qualitative performances for an additional 500 managers



Fresh Impetus: **Business** component

■ Goals:

- Better affirm our specialisations and make them more specific
- Give our lines of business the means to succeed

■ Five lines of business

Ipsos ASI / Ipsos Marketing / Ipsos Loyalty /
Ipsos Public Affairs / Ipsos Media

■ Our mission:

- Define our offer and the responsibility for innovation
- Sell and execute contracts
- Set up and qualify local and global teams

To be the first or second brand in each of our lines of business



The North-American example



Ipsos in North America

■ 1998

- €27 million in revenue
- No recognition

■ Today

- €300 million in revenue (75% US / 25% Canada)
- Major player in marketplace
- Strong Ipsos recognition



Results

North-American results demonstrate:

- The strength of the Ipsos Strategy
- The importance of executional excellence



The Ipsos Strategy: What makes Ipsos unique?

1. Research company, managed and controlled by researchers and dedicated to helping our clients win in the marketplace
2. Focused on five Specializations to be the best we can be and to create proprietary advantage in marketplace
3. Strong local organizations who partner with clients and know how to apply and integrate Ipsos Specializations



Keys to growth in North America

1. Strong acquisition base
2. Specialization focus
3. Research-loving organization



North American Acquisitions

1. Built Growing Presence
2. Provided Specialization Expertise
3. Complemented Organic Growth to Accelerate Overall Growth



North American Acquisitions

1. 1998 – ASI (US)
2. 2000 – Tandemar Research, Inc. (Canada)
3. 2000 – Angus Reid (Canada + US)
4. 2001 – NPD Custom (US + Canada)
5. 2003 – Vantis (US)
6. 2003 – Marketing Metrics, Inc. (US)
7. 2004 – Shifrin Research Inc. (US)
8. 2005 – Descarie (Canada)
9. 2005 – Understanding Unlimited (US)
10. 2005 – Camelford Graham (Canada)
11. 2007 – ...



Where is North America Today?

1. 17 profit centers each led by Division Manager
2. Four specializations implemented
3. Centralized functional support
4. Significant online business
5. Several special targeted organizational approaches
6. Industry leader in several specializations and/or sub-sectors
7. #3-4 ranking in survey research / N°1 in Canada



Key North American Objectives

1. Strengthen research capability of each division
2. Promote more division accountability, autonomy and aggressiveness
3. Leverage Ipsos' uniqueness via greater collaboration and specialization integration
4. Systematic programs for personal development
5. Focus Company on strong client service and development
6. Strive for continued efficiency and lower costs with no loss in client support and business development



North America Net Results

2005 2006 2007

Revenue growth (%) vs previous year *

+15% **+20%** **above market**

Operating profit (%) vs previous year

above revenue growth

* Including acquisitions



North American Future

1. Expect continuous annual growth in excess of market
2. Acquisitions will accelerate growth
3. Broaden and expand business into new sub-divisions of Ipsos Specializations
4. Launch of Ipsos Media (with Tech., Entertainment and Telco)
5. Continue to develop organization capability



2007:

Ipsos confirms its targets



2007 targets

- Organic growth of at least 9%

Revenue will also depend on:

- currency fluctuations
- volume and the integration date of acquisitions

- Improvement in operating margin



Art opens our eyes

Art opens our eyes

It reveals reality. It inspires us and encourages us to unlock intentions, to anticipate the behaviour of consumers and citizens: new attitudes, new opinions, new passions for products and brands.

Ipsos helps its clients capture these movements. We help our clients to understand their clients -- and the world -- just the way they are.

Nobody's unpredictable

www.ipsos.com

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