

What do we see?

# General Meeting of Shareholders



# Ipsos, a growth strategy

2007 results

2008 Outlook

Ipsos has enjoyed strong growth driven by:

- The market
- Developing countries
- Major clients
- Specialisations

# A supportive market

- A market worth **\$24.6 billion** in 2006 and **\$27 billion** in 2007
- A market expanding more rapidly than the economy at large and than advertising spending

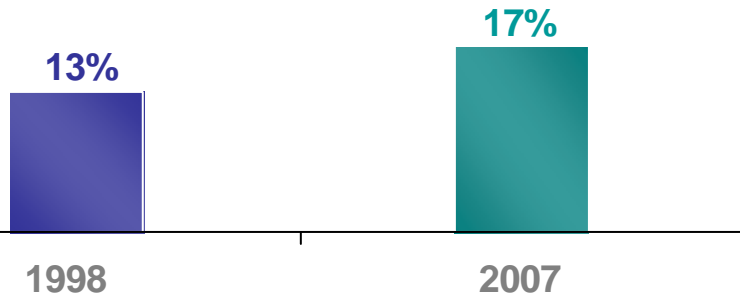
	<b>2006</b>	<b>2007</b>
■ GNP	+5.4%	+5.2%
■ Ad spend	+5.0%	+5.5%
■ <b>Research market</b>	<b>+6.8%</b>	<b>+5.9%</b>



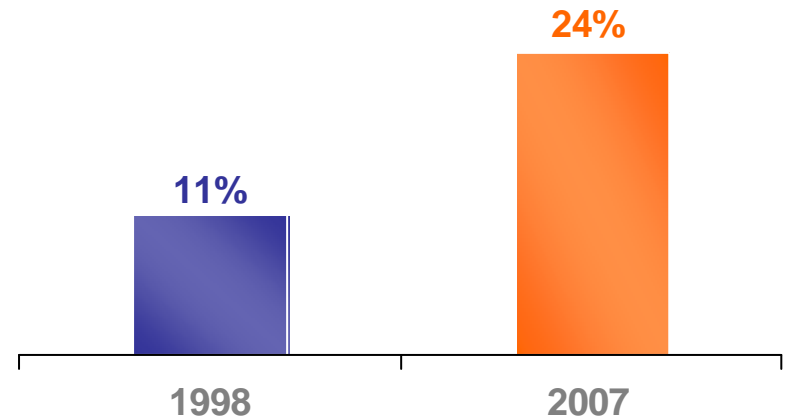
# Emerging countries underpin Ipsos' growth

- Emerging countries contribute a quarter of Ipsos' activity
  - 2007/2006 organic growth 20%
  - Contribution to organic growth 42%

**Their share of the worldwide market**



**Their contribution to Ipsos' revenues**



# Growth through acquisitions

## ■ In emerging countries ...

- Czech Republic and Slovakia Tambor (2006)
- Egypt IMI (2006)
- Peru, Bolivia Apoyo (2007)
- Turkey KMG Research (2007)
- Australia Eureka (2007)
- India Indica Research (2007)
- South Africa Markinor (2007)

## ■ ... and also

- Norway ResearchPartner (2007)



# In 2008, Ipsos steps up its targeted acquisitions strategy

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- Acquisition of **Monroe Mendelsohn** (USA)
  - Specialised in Media Research
  - Leader in the niche affluent market
- Acquisition of **Forward Research** (USA)
  - Leader in research for agricultural and animal healthcare industries
- Creation of **Ipsos Indonesia** joint-venture
  - Business management consulting in the Indonesian market



# Clients, the engine of growth

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- A broad client base: over 5,000 clients
- An exclusive programme for 16 clients: **Global PartneRing**
  - **The Global PartneRing clients are in great shape**
  - Together, these 16 clients weigh more than **€500 billion** in revenue
  - They are enjoying brisk business trends: **+10%** on average (2007/2006)
  - Their margins are high: **18%** on average (operating margin)
  - They devote a large proportion of their budget to marketing expenditure, frequently above 15%



# Global PartneRing, a growth booster

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- €235 million in 2007
  - organic growth of 16%
  - 25% of the Group's revenue
  
- 2011 objectives:
  - Increase the number of them to 20
  - Derive 30-35% of Group revenues from them.



# Specialisations, Ipsos' difference

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- Ipsos' objective
  - To be our customers' preferred research company in our chosen areas of specialisation
  
- Why be specialised?
  - Being the best in certain areas is better than being good at everything
  
- A new organisation on January 1st, 2008
  - Five new brands
  - Redesigned missions



# Entrenchment of the five specialisations

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- Five new brands

**Ipsos ASI** – The Advertising Research Specialists

**Ipsos Marketing** – The Innovation and Brand Research Specialists

**Ipsos MediaCT** – The Media, Content and Technology Research Specialists

**Ipsos Public Affairs** – The Social Research and Corporate Reputation Specialists

**Ipsos Loyalty** – The Customer and Employee Research Specialists



# The three specialisation goals

**Innovate/  
Renew**

**Survey  
offering**

**Expand the  
business**

**Execute  
properly**

**Research  
programmes**

**Secure  
loyalty**

**Train/  
Qualify**

**Teams**

**Satisfy**

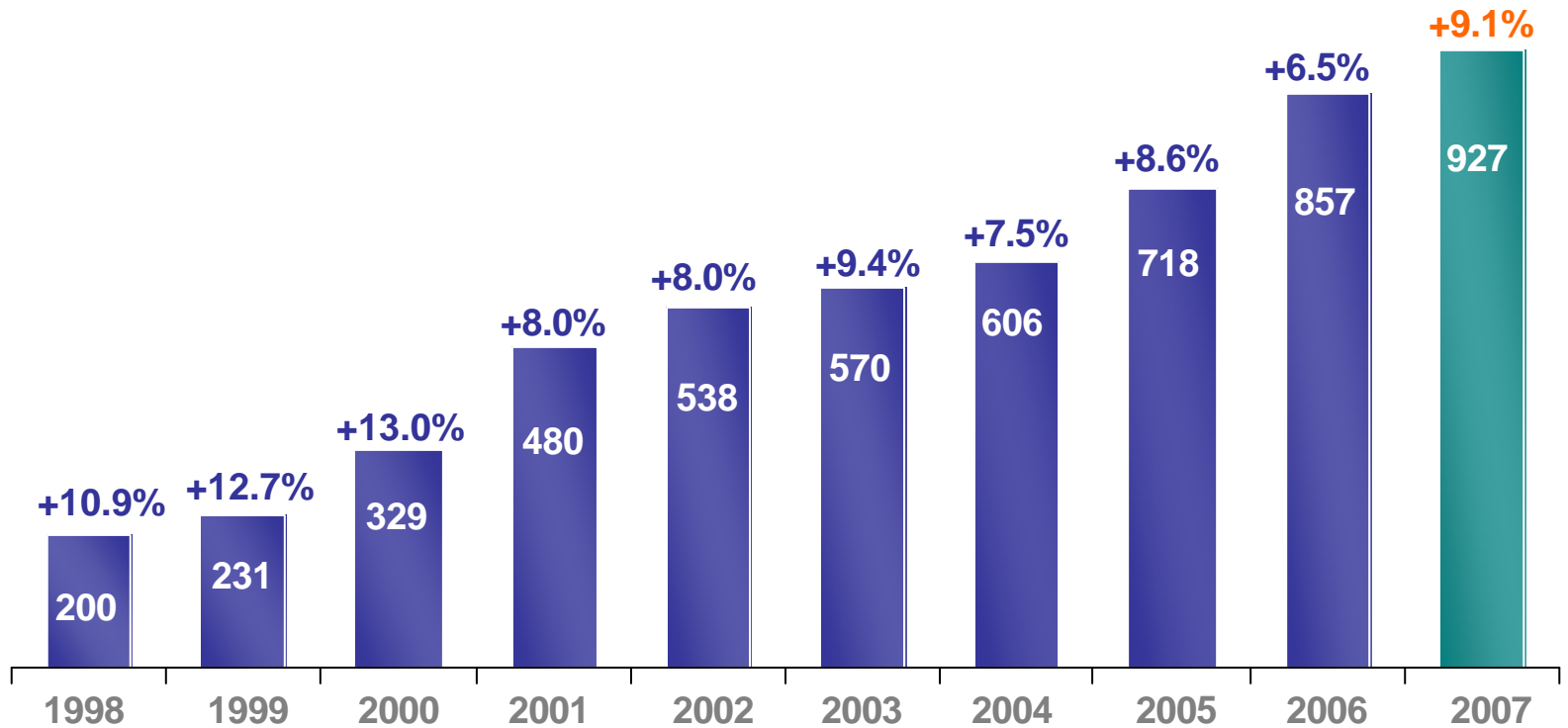


# In 10 years, Ipsos revenues x 4.6

*In millions of euros*

Revenue trends since 1998  
**Average organic growth: +9.4%**

The % figures show organic growth



Market Research	+13%	+11%	+10%	+3.0%	+2.0%	+5.0%	+7.5%	+5.7%	+5.0%	+5.9%
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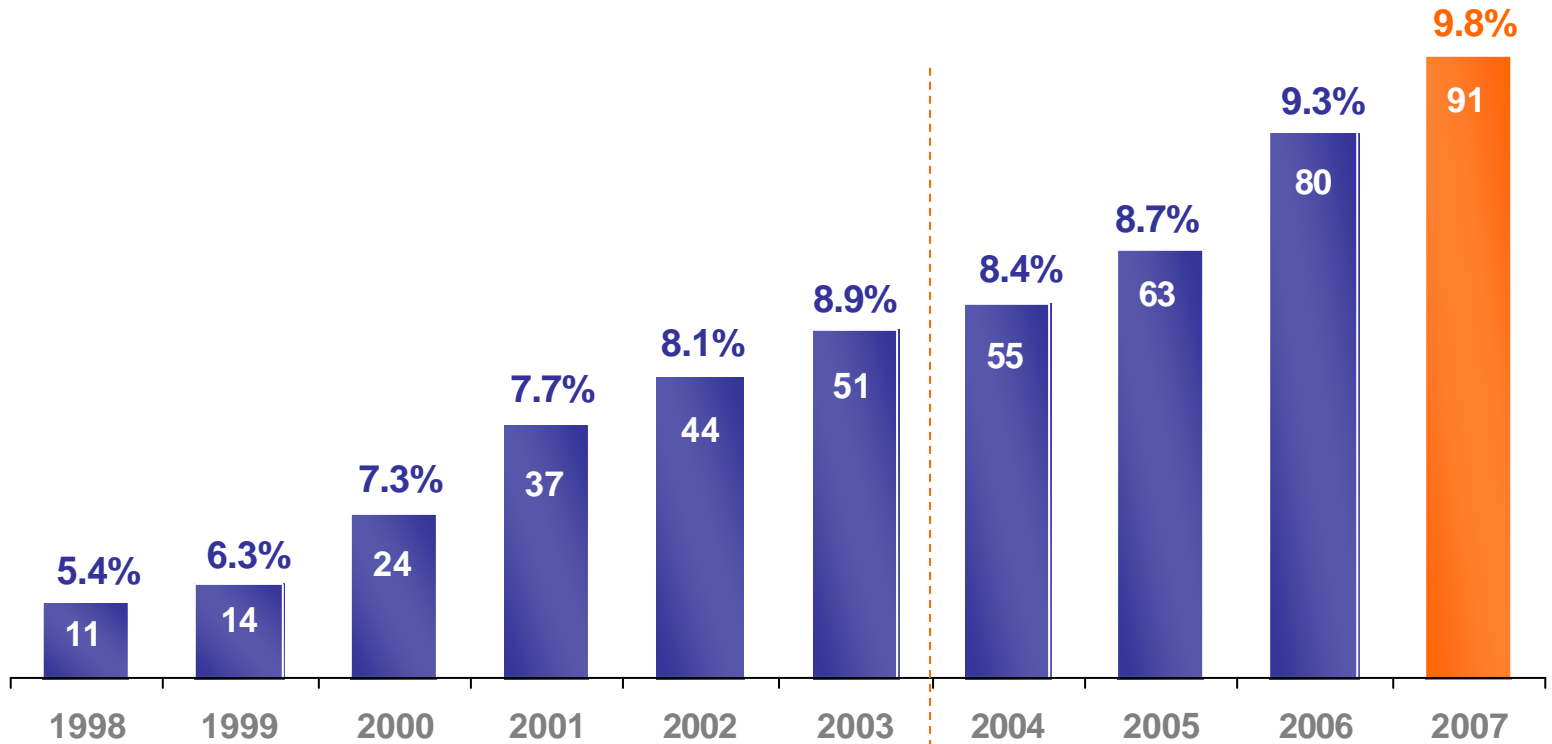


# In 10 years, operating margin X 8,3

*In millions of euros*

## Operating margin trends since 1998

The % figures show the operating margin rate



IFRS norms



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# Significant earnings increase

<i>In millions of euros</i>	FY 2006	FY 2007	% change 2007/2006
Revenue	857.3	<b>927.2</b>	+8.2%
<b>Gross profit</b>	<b>513.1</b> <i>59.8%</i>	<b>561.5</b> <i>60.6%</i>	<b>+9.4%</b>
Share-based payments	(2.2)	(3.7)	+70.0%
<b>Operating margin</b>	<b>79.6</b> <i>9.3%</i>	<b>90.6</b> <i>9.8%</i>	<b>+13.9%</b>
Other non-recurring income and expenses	(2.2)	(2.6)	-
Amortisation of acquisition-related intangible assets	(0.6)	(0.8)	-
Finance costs	(11.3)	(11.3)	0%
Tax	(18.7)	(19.9)	+6.3%
Deferred taxes linked to goodwill	(3.6)	(3.3)	-
<b>Net profit (attributable to the Group)</b>	<b>38.9</b>	<b>46.7</b>	<b>+19.9%</b>
<b>Adjusted net profit (attributable to the Group)</b>	<b>47.6</b>	<b>57.1</b>	<b>+19.9%</b>



# Steady improvement in cash flow

<i>In millions of euros</i>	2006	2007	
<b>Cash flow</b>	88.4	106.8	+20.9%
Change in the WCR	(16.8)	(9.6)	
Tax and interest expense	(23.9)	(25.7)	
<b>Cash flow from operating activities</b>	47.7	71.5	+49.8%
Purchases of PP&E and intangible assets	(15.3)	(15.7)	
Acquisitions	(39.0)	(27.7)	
<b>Cash flow from investing activities</b>	<b>(54.3)</b>	<b>(43.4)</b>	
Capital increase	2.1	9.8	
Net change in debt	(1.4)	(4.4)	
Dividends	(9.9)	(10.7)	
<b>Cash flow from financing activities</b>	<b>(9.2)</b>	<b>(5.3)</b>	
Cash at end of period	63.6	83.2	+30.8%

# A strong financial position

<i>In millions of euros</i>	<b>2006</b>	<b>2007</b>
Shareholders' equity	434.5	467.8
Net debt	191.3	159.7
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Gearing	44%	34%
Net debt/EBITDA	2.1x	1.5x
Interest cover (operating profit/interest expense)	7x	8x



# Ipsos grows faster than its competitors

Growth rate of the top 5		2006	2007
Ipsos	Organic	+6.5%	+9.1%
	Global (€)	+19.4%	+8.2%
Synovate (Aegis)	Organic	+9.5%	+8.9%
	Global (£)	+21.4%	+7.9%
GfK	Organic	+5.4%	+5.8%
	Global (€)	+18.7%	+4.5%
TNS	Organic	+2.5%	+5.4%
	Global (£)	+0.5%	+6.3%
Kantar (WPP)	Organic	+4.1%	+2.7%
	Global (£)	+10.2%	+4.5%



# Operating margin: the gap between Ipsos and the competition continues to narrow

Operating margin / revenues	2006	2007	Progression
<b>Ipsos</b>	9.3%	<b>9.8%</b>	+0.5 pts
GfK*	13.0%	13.3%	+0.3 pts
Synovate (Aegis)**	5.7%	6.0%	+0.3 pts
TNS	9.9%	10.5%	+0.6 pts
Kantar (WPP)	11.1%	11.3%	+0.2 pts
Average of the top 5	9.8%	10.2%	+0.4 pts
Gap between Ipsos and the average	-0.5%	-0.4%	+0.1 pts

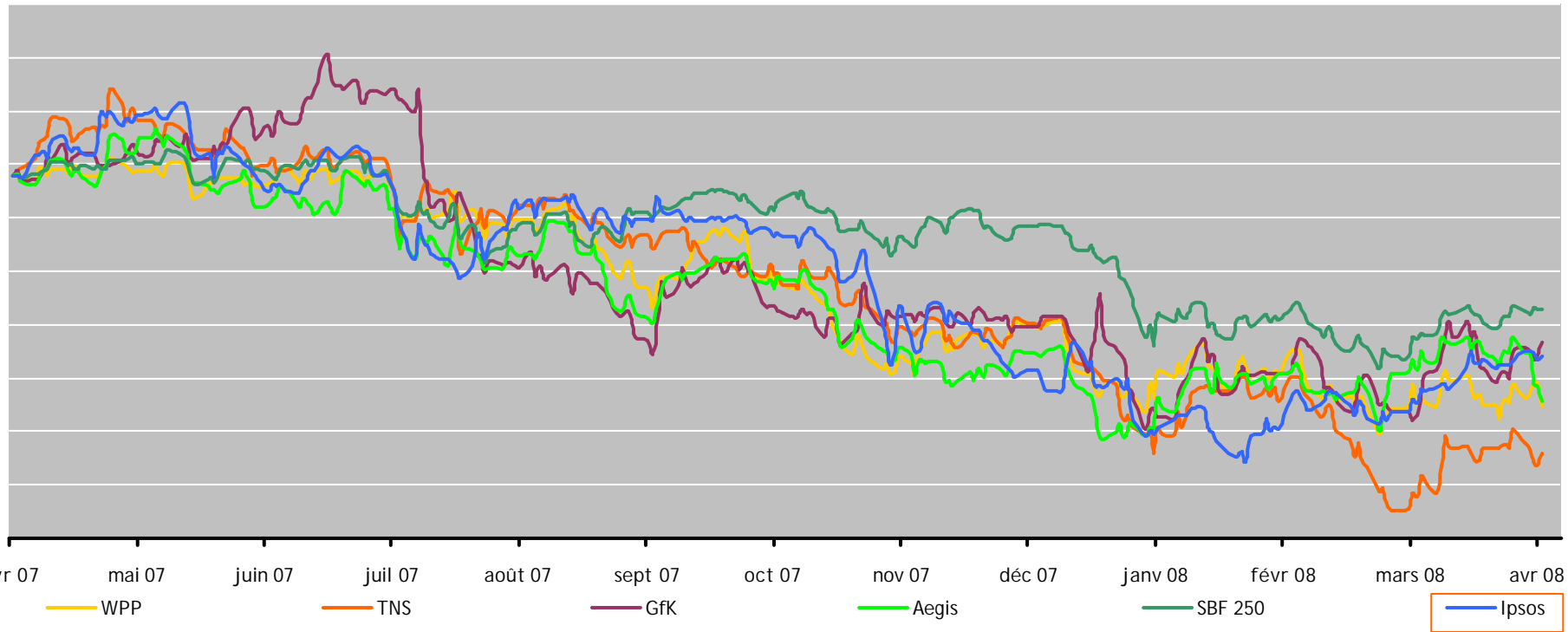
\* Ipsos estimate « operating income » before « integration costs and PPA depreciation »

\*\* Ipsos estimate, after allocation of « Corporate costs » proportional; to revenues



# Ipsos on the Stock Exchange

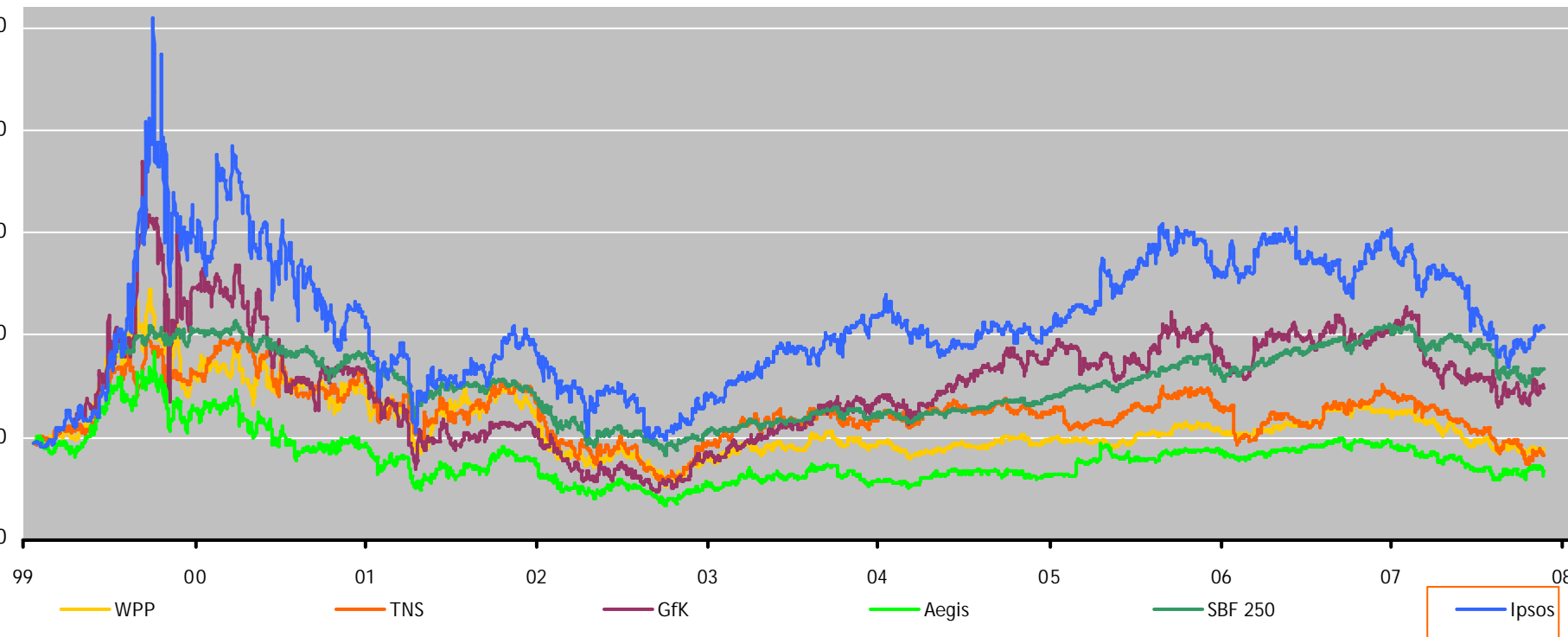
One year compared trend





# Ipsos on the Stock Exchange

Compared trend since July 1st, 1999





## Shareholders associated to the company's success: a balanced distribution strategy

**Adjusted EPS of €1.78 and a dividend of €0.40**

	<b>2006</b>	<b>2007</b>	<b>Change 2007/2006</b>
EPS	1.23	1.46	+18.7%
<b>Adjusted EPS</b>	<b>1.50</b>	<b>1.78</b>	<b>+18.7%</b>
Dividend per share	<b>0.28</b>	<b>0.40</b>	<b>+42.9%</b>
Percentage of adjusted EPS paid out	18.7%	22.5%	



## Shareholders associated to the company's success: an anti-dilutive share buy-back programme

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- Targeted use of the buy-back programme to eliminate potential dilution of plans associating employees to the share capital
  - Free grant of shares of approximately 1% per year
  - IPF2 : new leveraged fund for the 100 top managers to be put in place during the second half of 2008
- 457,000 shares were purchased during the first quarter of 2008 and have been cancelled.



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# Outlook for 2008 and beyond

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- **In 2008**
  - Organic growth at around the historic average: 8%
  - Improvement in the operating margin
  - Acquisitions in developing countries and business lines
  
- **2011 targets**
  - Growth p.a. at constant exchange rates:  
around 15% of which half through organic growth
  - Operating margin: 12%



# Nobody's Unpredictable