



Ipsos

Presentation of the 1999 results



- ▶ **Our activities**
- ▶ **Our mission**
- ▶ **Our outlook**



Our activities



A dynamic market due to a variety of positive factors

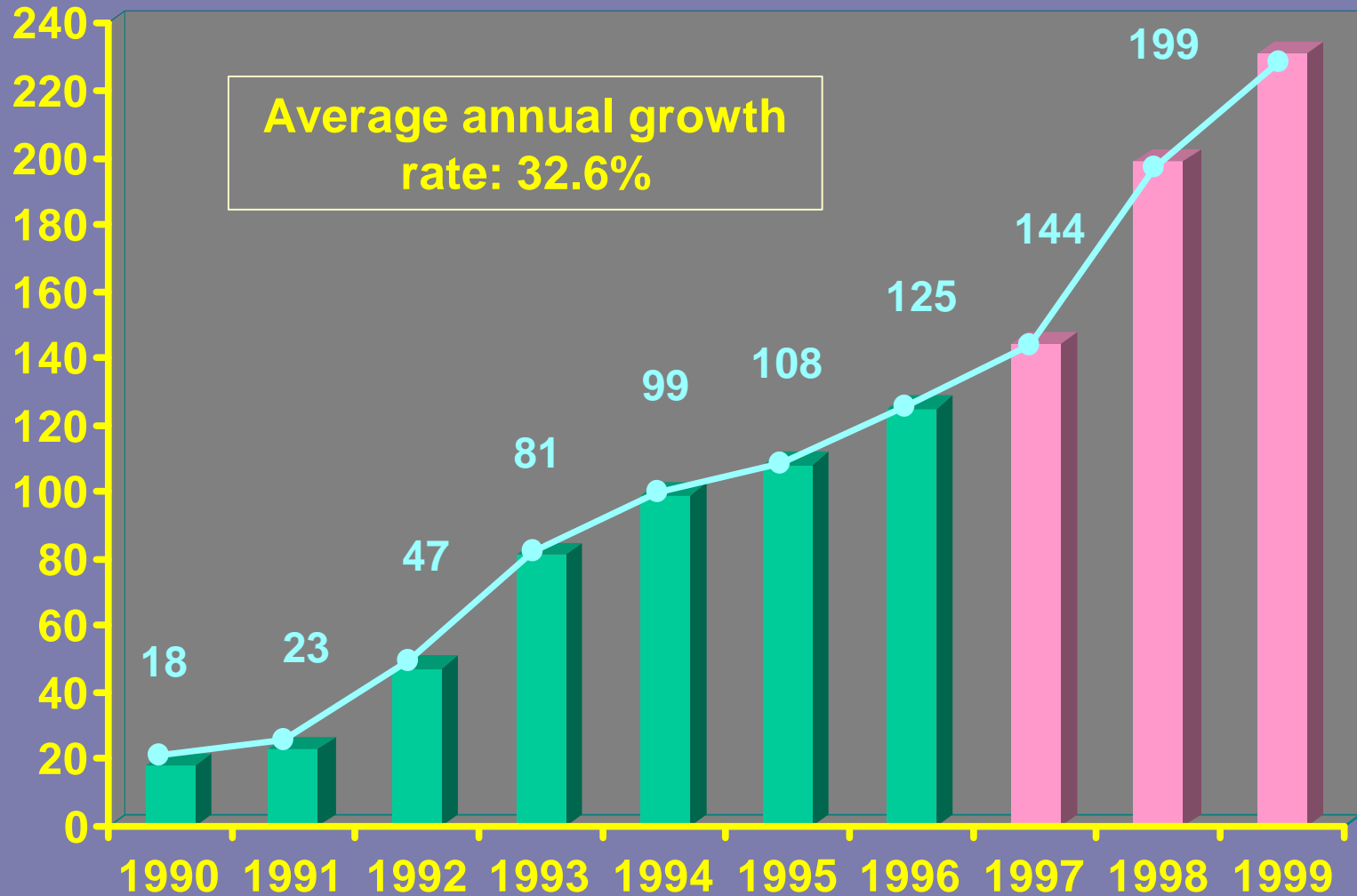
- **Increased market monitoring requirements** ➤ consumers/citizens are becoming increasingly mobile with less brand loyalty
- **High level of demand in new sectors** ➤ telecommunications, media, Internet, finance, deregulated sectors etc.
- **Globalization** ➤ requirement for standardized data covering all markets



Continuous growth

in millions of euro

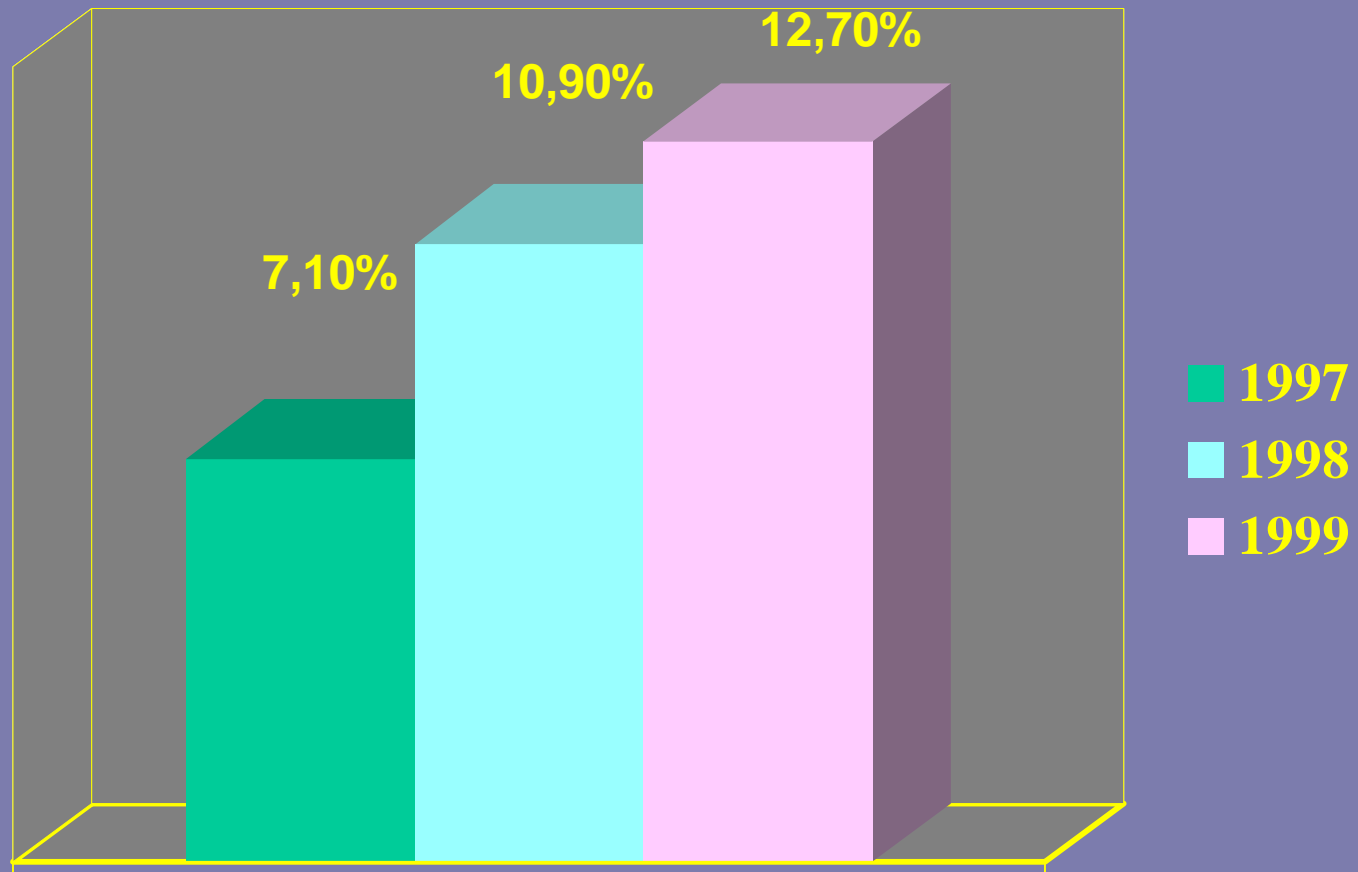
231



Ipsos consolidated revenues



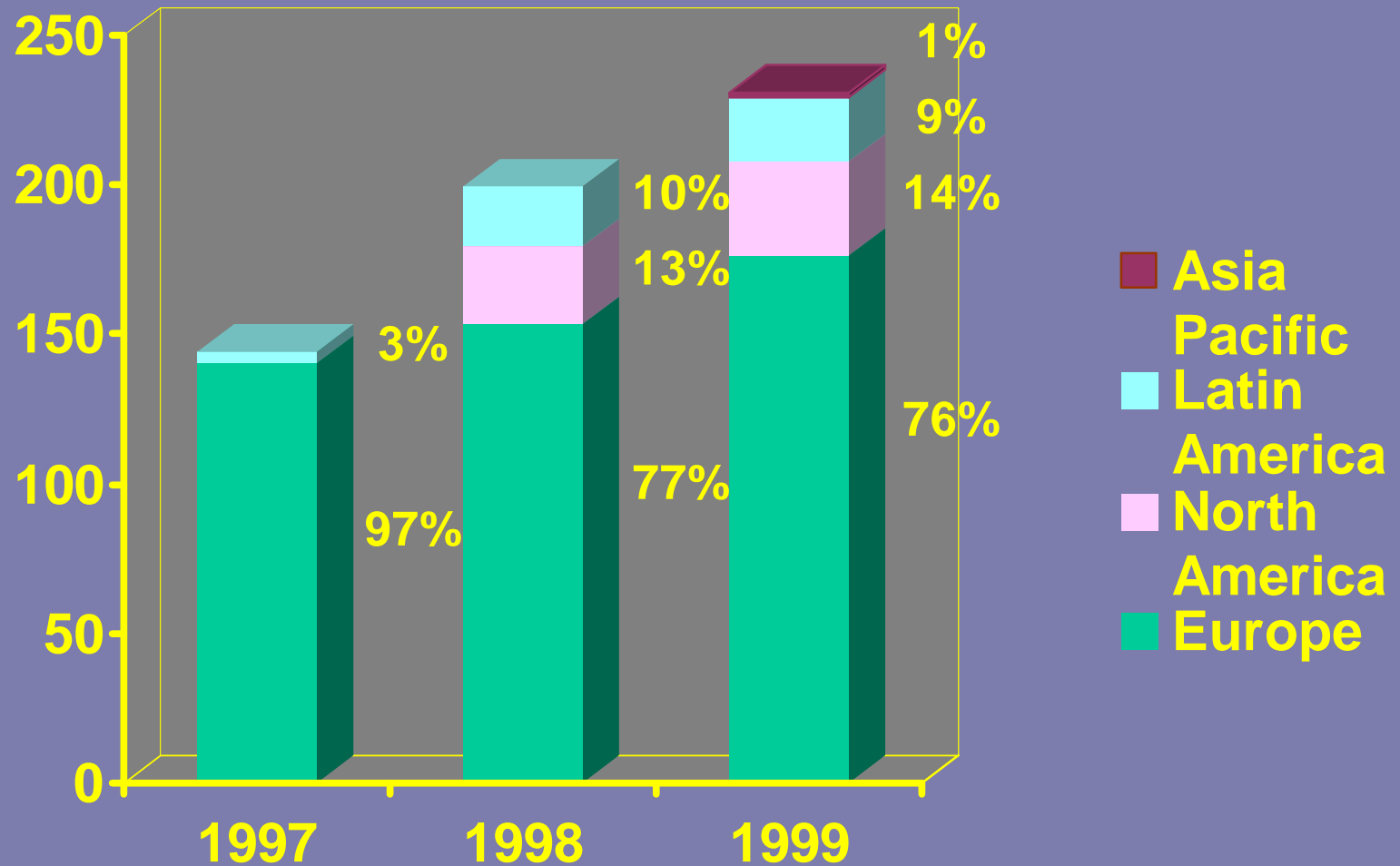
Fast organic growth





A consolidated international presence

In millions of euro



Ipsos consolidated revenues



An improved operating margin

In millions of euro	1997	1998	1999	Evo. 99/98
Revenues	144	199	231	+16%
Gross Margin	79	110	127	+15%
Operating profit	5	11	14.5	+31%
<i>Operating profit / revenues</i>	<i>3.5%</i>	<i>5.6%</i>	<i>6.3%</i>	-
<i>Operating profit / gross margin</i>	<i>6.3%</i>	<i>10%</i>	<i>11.4%</i>	-
Total net income fully consolidated companies	2.1	4.9	8.0	+64%
<i>Companies at equity</i>	-	-	-0.7	-
Net income before goodwill, Shareholders' part	1.3	3.4	6.7	+98%
Net income, Shareholders' part	-0.36	1.0	3.6	+244%

Financial structure

In millions of euro	1997	1998	1999
Shareholders' funds	24	36	61
Net financial debt	23	32	24
Gearing	96%	89%	39%
Operating cash flow	6	11	14
Operating profit/financial charges	x 5.0	x 5.6	x 8.1



Our mission



Ipsos: a single objective

- To measure, understand, predict:

- ↳ consumers

- ↳ customers

- ↳ citizens

- ↳ employees



Ipsos: highly specialized



Consolidated revenues 1999



All countries

Advertising research

- A key sector characterized by the growth of global advertising campaigns
- A unique position with *Ipsos-ASI, The Advertising Research Company*
- Comprehensive services
 - ↪ Advertising pre- and post-tests (copy test)
 - ↪ Campaign monitoring and reports (tracking)
 - ↪ Brand monitoring and reports (brand equity)
 - ↪ Ipsos-ASI Inter@ctive



Marketing research

All
countries

- **Strong growth in multinational surveys**
 - ↳ 99/98: + 35%
- **Development of *Ipsos Access Panels***
- **New product range**
 - ↳ *Ipsos Evolution*
- **Harmonization of international qualitative research**
 - ↳ *Ipsos-Insight, The Worldwide Qualitative Research Company*



Marketing research - continued

■ Acquisition of *Angus Reid*

- ↳ Leading Canadian research institute (6 offices)
- ↳ Strong growth in the USA (1/3 of revenues, 4 offices)
- ↳ Revenues in 1999 > US\$ 35 million (+30% on 98)
- ↳ Specializations:
 - International research
 - New sectors: health, IT, finance
 - Trend and consumer studies



Media research

Europe, Latin
America, Asia,
Middle East

- **World leader in press readership figures**
- **World leader in surveys involving managerial-level professionals**
- **Association with Media Metrix to measure behaviour with regard to the digital media and Internet**

MMXI Europe (Media Metrix, GfK and Sifo)

Media Metrix Latin America (Media Metrix)

- **Acquisition in France of Médiangles**



Opinion and social research

EuropeNorth
America
Latin America

- Development of a comprehensive range of services designed to identify the attitudes of consumers, citizens and employees.
- The most important areas studied: work, leisure, health, food safety, education...
- Internet
 - ↳ Assistance in opinion polling
 - ↳ Assistance in information distribution



Public opinion - continued

■ Creation of a new international brand: Ipsos-Reid

↳ Teams dedicated to the investigation of consumer trends and public opinion throughout the world

↳ Growing needs: public authorities and businesses

↳ A wide range of syndicated surveys

- *The European Consumer Index (8 countries)*
- *The European Public Opinion Trends (5 countries)*
- *Representative Employee Data (10 countries)*
- *World Monitor (40 countries)*
- *The Face of the web (34 countries)*



Quality and customer satisfaction measurement

Europe
Latin America

- High increase of customer care policies
- From customer satisfaction measurement towards client relationship
 - ↳ **CESAR: an integrated system on each step in the client experience process**
 - ↳ **From local to international, via CESAR and the key account management**



Our outlook

The outlook for the coming years

■ June 1999: our aims for 2001

↳ 320 million euros + 20% per year

↳ 26 million euros operating profit, i.e. an increase in profit-to-revenues (P/R) from 5.6% to 8.2%

■ March 2000: let 's go faster!

- Revenues 2000 > 300 million euros
- Revenues 2001 > 450 million euros
- P/R 2000 > 7%
- P/R 2001 > 8.2%



A favourable climate

- **The market is dynamic**
- **The movement towards consolidation is strengthening**
- **Ipsos has an increasing awareness**
- **Ipsos is attractive**



Ipsos, growth for the future

- **Maintenance of organic growth > 10%**
 - ↳ **Network effect**
 - ↳ **Updated services in our specialist fields**
 - ↳ **Ipsos Inter@ctive**
- **Acceleration of our selective acquisition programme**
 - ↳ **expert, dynamic, enthusiastic teams**
 - ↳ **wherever we need to strengthen our presence**

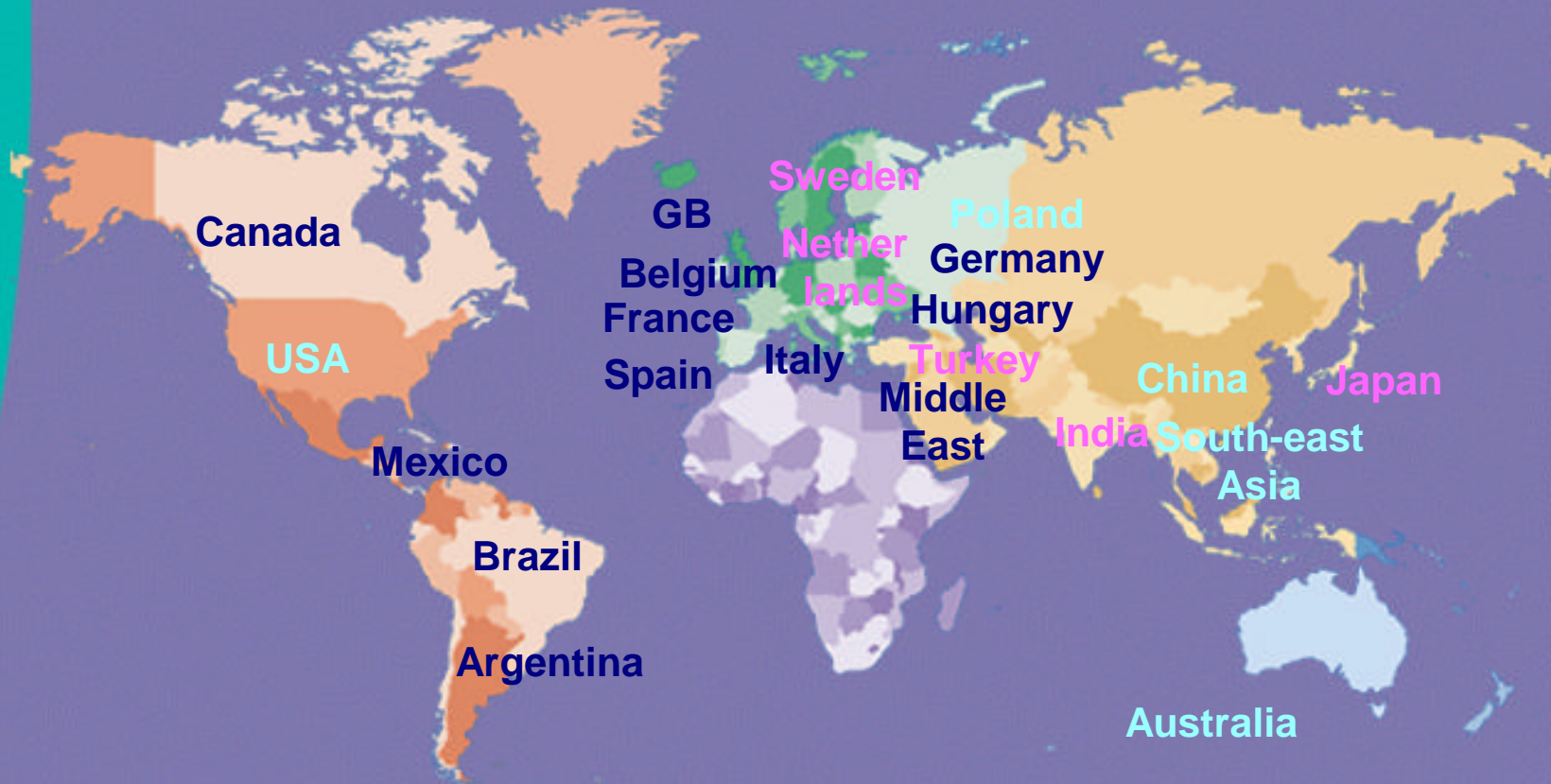


Widespread global coverage

Strong Ipsos presence

Greater presence required

Presence to be developed



Internet: Ipsos Inter@ctive

- **Internet and the digital media**
 - ↪ A lot at stake for everybody
 - ↪ Intensive marketing
 - ↪ High level of customer/consumer volatility
- **For Ipsos**
 - ↪ New customer questions
 - ↪ New markets, new customers
 - ↪ New tools for working better



Internet: Ipsos Inter@ctive - continued

- **And what are we doing now?**
 - **Dedicated teams and structures**
 - **Panels & Ipsos Inter@ctive Services**
 - **Measurement of behaviours (Media Metrix) and perceptions (The Face of The Web)**
 - **New services**
 - **The Web Work Shop and Web Evaluation standards**
 - **The www version of our current services**
- **10% of revenues in 2001**



A more intensive partnership with employees

■ Today

- ↪ One third of the 2000 employees hold shares in Ipsos
- ↪ 45% of the capital is owned by managers, executives and staff

■ Tomorrow

- ↪ Options for everyone
- ↪ New employee categories
- ↪ Retention of at least 40% control.

Stock exchange data

- **Floating: 53%**
- **Issue price: 33.5 euros (1st July 1999)**
- **Price at 24 March, 2000: 146 euros**
- **Market capitalization: 764 M euros**
- **Average transactions/day: 15,000 (24 February-24 March)**



Ipsos in 2001

- **Global dimension coupled with a better geographical balance**
- **Enhanced Ipsos brand awareness with more clearly identified sectors of specialisation**
- **Half of the services / products that we shall offer to our clients did not exist in 1998**



Ipsos