

Ipsos 2025 Growth Plan: The Heart of Science and Data

Investor Day

June 14th, 2022

GAME CHANGERS



OUR CONFIDENCE AND AMBITION

AGENDA

1

My plan for Ipsos:
The heart of science and data

2

Financial Projections

3

Leading our industry in ESG

4

Building cutting-edge technology

5

Growing in the USA

6

Growing in other markets: Examples
from India and China

7

Winning in key services: Examples in
Healthcare and the Public Sector

8

Conclusion & Q&A

CLIENTS' NEEDS ARE EVOLVING

Macro Trends



Inflation forces our CPG clients to rethink their products and marketing



Aging population and innovation boost our healthcare clients



Increased pressures on governments drives research to understand citizen expectations



Fragmentation of media and citizens' attitudes reinforces the need for true understanding



Deglobalization helps emerging local brands



ESG imperatives force our clients to innovate and reposition their brands

Opportunities

- **C-suite demand for reliable information**
- **More complex issues requiring hybrid approaches for true understanding**
- **Speed is key**

IPSOS IS WELL POSITIONED TO CAPTURE THESE OPPORTUNITIES

2020 Market Research Market⁽¹⁾

89,7 b\$



What makes Ipsos unique?

Breadth :

- Work in all industries with 60% of revenues in CPG, TMT, Healthcare & Public Sector⁽²⁾
- Only player to address ALL client primary research needs
- 90 countries representing > 95% of global GDP⁽³⁾

Depth:

- Proprietary technology AND
- Human understanding

Notes: (1) 2020 – Esomar Global Market Research 2021 Report; (2) Q1 2022; (3) IMF, 2021

OUR GLOCAL OPERATING MODEL IS UNIQUE

Total Understanding Pillars

Strong Local Presence

- P&L responsibility sits in countries
- 90 markets

Senior Client Officers

- 240 Senior Client Officers
- x12 since 2018

Best-in-class Services

- 75 specialised services
- Global Service Lines lead innovation & ensure competitiveness

Global Teams

- Technology
- Science
- Knowledge
- Operations
- Support functions

Bring us closer to clients,
locally and globally

Drive investment in technology
and knowledge for the benefit of
the whole group

AS A RESULT WE OUTPERFORM MOST COMPETITORS

Ipsos vs large global competitors making a significant % of their revenues in market research

Note: (1) Technology and Analytics Solutions Division of IQVIA (2) Many competitors are privately owned and do not disclose financials.

Sources: Publically available data

	Marketshare	2021 Organic Growth
IQVIA – TAS ⁽¹⁾	6%	+12.4%
Nielsen Media	4%	+4.9%
Kantar	4%	+8.7%
Nielsen IQ	3%	N.C ⁽²⁾
Ipsos	3%	+17.9%
GfK	2%	N.C ⁽²⁾
Qualtrics	1%	+41%
Dynata	<1%	N.C ⁽²⁾
Westat	<1%	N.C ⁽²⁾
Intage	<1%	+3.6%
Medallia	<1%	+18.5%
Momentive	<1%	+18%
JD Power	<1%	N.C ⁽²⁾
Comscore	<1%	+3.1%

WE ARE WINNING WITH THE MOST ADVANCED TMT⁽¹⁾ FIRMS

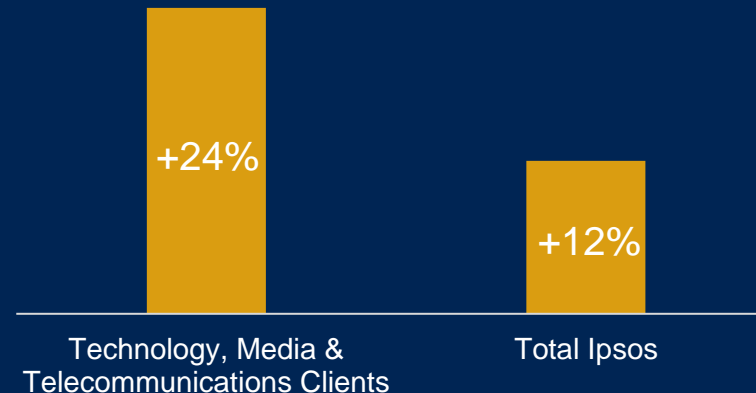


We partner with Ipsos to understand emotions that machines don't get.

Ariane Le Port - Google Global Creative Effectiveness Lead

- **Two GAFAMs** are now in **Ipsos' top 5 client list**
- Technology, media and telecommunications clients fuel growth and now account for **18% of global revenues**⁽²⁾

Organic Q1 growth in TMT vs total Ipsos⁽³⁾



Sources: Ipsos Data – (1) TMT : Technology, Media & Telecommunications (2) Q1 2022 - (3) Q1 2022 vs Q1 2021



AND BENEFIT FROM STRONG REPUTATION AND HIGH ENGAGEMENT

WE HAVE A STRONG REPUTATION

We work with all
leading brands
across all sectors

**Strong media
coverage**

Client satisfaction⁽¹⁾
continues to increase
to 9/10

OUR SENIOR TEAM IS HIGHLY ENGAGED

Top 200 tenure =
13 years

Top 200
engagement
Score = 90%⁽²⁾

Ability to **pivot
quickly**

Sources: (1) Ipsos CSM (2) Annual Pulse Engagement Survey

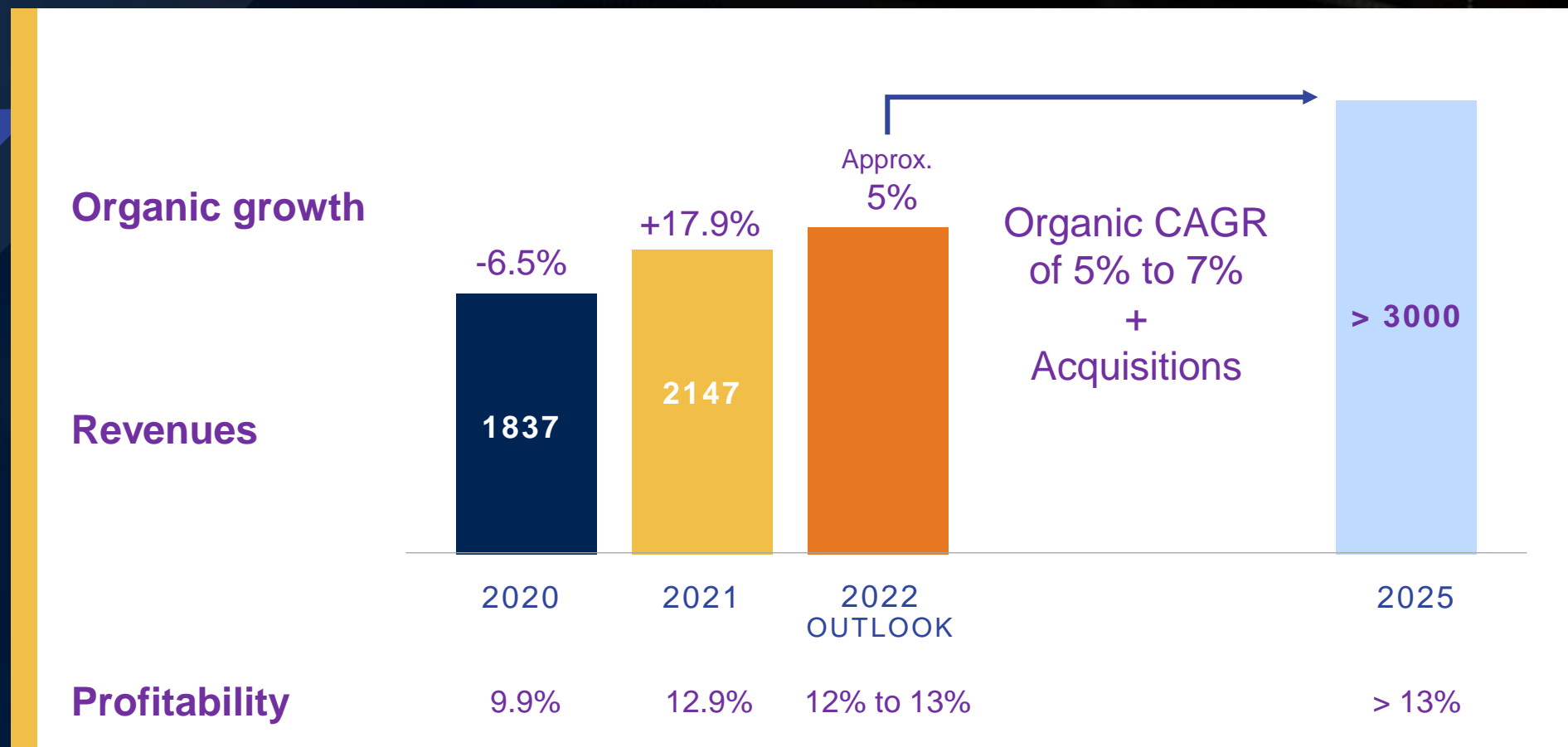
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BE THE BEST KNOWN MARKET RESEARCH FIRM: THE HEART OF SCIENCE AND DATA

ORGANIC GROWTH OUTLOOK

- In 2019-21 we targeted organic growth of 3% to 5% per annum (achieved 4.6%)
- Guidance confirmed with an organic growth of around 5% for 2022
- In 2023-25 we will target organic growth of 5% to 7% per annum

WE WILL EXCEED €3BILLION IN REVENUES BY 2025⁽¹⁾



(1) Assumptions: Assuming overall stability in demand for market research services (ie no new pandemic, limited escalation of the war in Ukraine...). Excluding large opportunistic acquisition opportunities



HOW WILL WE DELIVER GROWTH?

THE HEART OF SCIENCE AND DATA:

BY COMBINING THE BEST PEOPLE AND BEST TECHNOLOGIES



A CLEAR STRATEGY

ENABLERS



**Increase
investments in
technology and data
analytics**



**Keep people at the
heart of our strategy**

GROWTH DRIVERS



**Focus on key
geographies and
services**



Smart acquisitions

OUR TECHNOLOGY AND DATA ANALYTICS SOLUTIONS MAKE US:

Broader

- Extends our scope of services:
 - Social intelligence
 - Marketing mix modeling
 - DIY research
 - Data analytics
 - Etc.
- Extends our client base
- Enables hybrid solutions to complex client demands

Quicker

- Gives clients more speed and control
- Improves internal efficiency

Closer

- Frees up time work more closely with clients
- Empowers our teams and clients to drive impact

THREE KEY "BROADER, QUICKER, CLOSER" INITIATIVES

**Proprietary and
state-of-the art
production platform**

**Ipsos.Digital SaaS
eco-system**

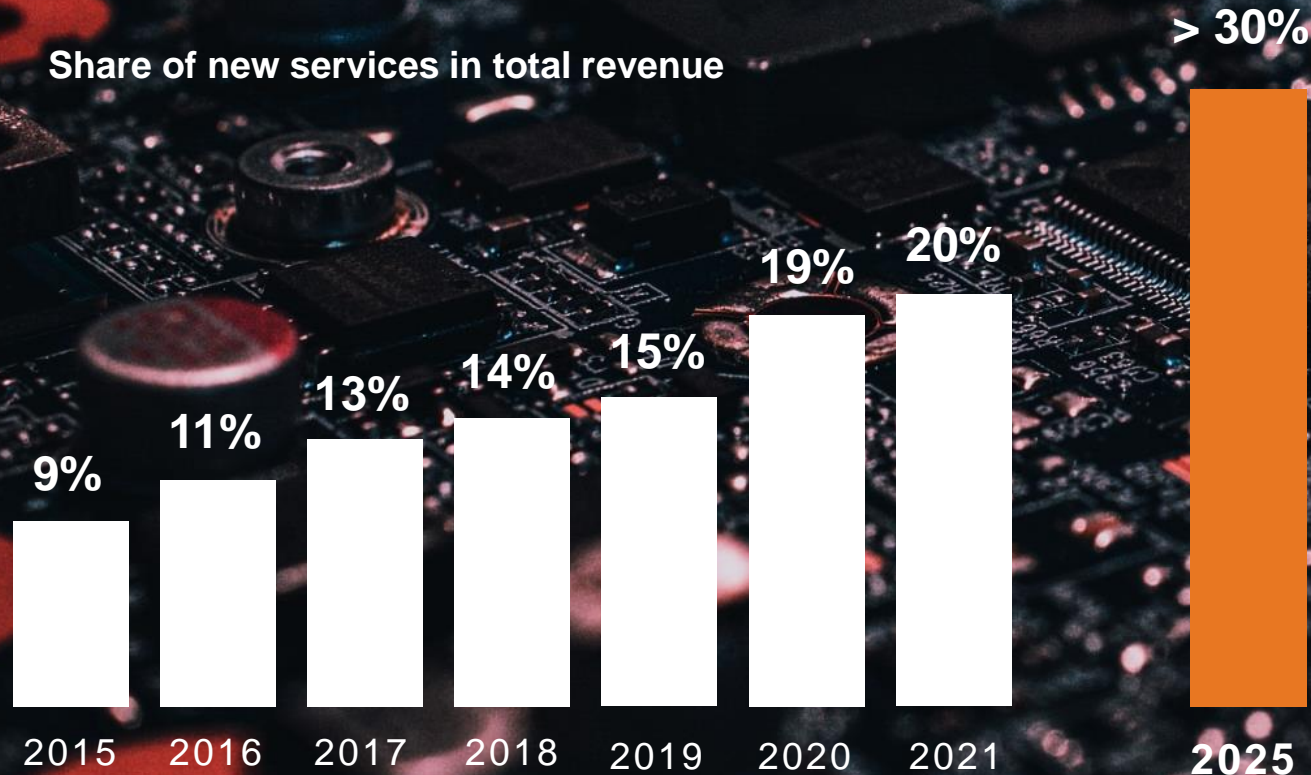
**Data analytics
products and
services**

Production tools

**New services for
existing and new
clients**

NEW SERVICES WILL EXCEED 30% OF OUR REVENUES BY 2025

Share of new services in total revenue



MEASURE DIFFERENTLY

Leverage passive measurement and analyze social media with Synthesio



GET DATA IN REAL TIME

Thanks to Ipsos.Digital



ANALYZE BIG DATA

Quickly analyze large amounts of structured and unstructured data quickly (example: MMA)



ADVISORY SERVICES

Provide advice for clients throughout the process

WE WILL KEEP PEOPLE AT THE HEART OF OUR STRATEGY

83%

of our staff are
“Proud to be Ipsos”⁽¹⁾

Sources: (1) Ipsos 2021 annual Pulse employee survey. Global benchmark = 73%

WE WILL RECRUIT, TRAIN AND RETAIN THE BEST EXPERTS IN THE INDUSTRY

1

Focus on well-being and becoming the “Best place” to work in our industry

2

New “Client First” program across Ipsos

3

Fair compensation:

- Equity ratio
- 20% of OPBB ⁽¹⁾ in bonuses & free shares

4

Deliver on our ESG commitments

Notes: (1) Operating Profit Before Bonuses and Share-Based Payments

WE WILL FOCUS ON KEY GEOGRAPHIES, STARTING WITH THE USA



Sources: (1) Ipsos 2021. (2) ESOMAR Global Market Research 2021 Report

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AND ON SELECTED SERVICES

Ipsos.Digital

Tech and Media clients

Healthcare

Public Sector

Opportunities

- Limited competition for global contracts in CPG
 - Room to grow in innovation and creative research
- Continue to target big tech players
 - Focus on the GAFAMs in the USA but also China (TikTok...)
 - Leverage data storage synergies & analytics
- Limited number of global competitors
 - Room to grow in Market access, data analytics, non-interventional studies
- Cornerstone of Total Understanding
 - Room to expand in many markets and become #1 globally
 - Knowledge Panel™ launch accross EU 27 throughout Q1 2023

WE WILL SPEND BETWEEN €100M AND €200M IN ACQUISITIONS EACH YEAR

SMART ACQUISITION STRATEGY

Reinforce our growth geographies and Service Lines

Complement Ipsos' offering:

- **Targeted acquisitions** in data analytics & advisory
- **Bolt-on specialists** to continue consolidating our market share

Fit with Ipsos Values

Senior experts wanting to work at Ipsos



Financial projections

Laurence Stoclet
Deputy CEO

Dan Levy
CFO



GAME CHANGERS



A SOLID FINANCIAL SITUATION AT THE END OF Q1 2022

En millions d'euros	31/12/2021	31/03/2022
Equity	1,342	1,403
Net debt*	180	62
Gearing	13.4%	4.4%
Net debt / EBITDA**	x 0.5	< x 0.5
Interest coverage (operating margin / interest expenses)	x 22.4	> x 25

* Emprunts obligataires et bancaires nets de la trésorerie

** Ratio calculé hors impacts IFRS16

2022-2025 : CASH ALLOCATION PLAN

M€

Additional
financial debt
as of 31/12/2025
(keeping leverage
at maximum 2x)

Projected
Free Cash Flow
over 4 years

SOURCE OF FUNDS

Up to
600

Approx.
900

USAGE OF FUNDS

500
to
700

Approx.
200

Up to
300

Up to
300

Acquisitions

100 to 200M€/year in average

Additional Investment CAPEX

Approximately +50M€/year

Dividends

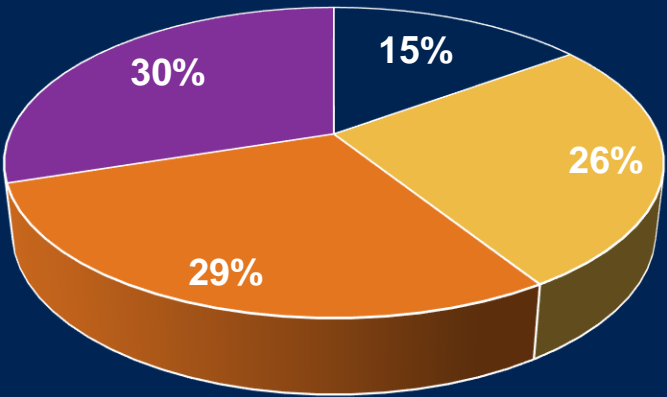
Between 25%-30% of Adjusted EPS

Share Buybacks:

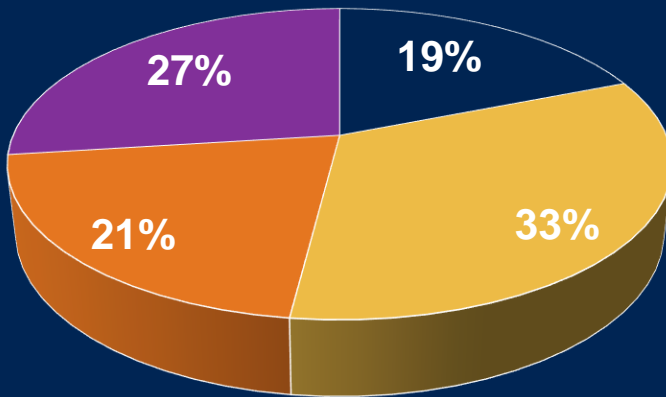
- **115M€** for employee free shares
- Up to **185M€** in a new buyback programme (up to 2%/year of capital)

SHARING VALUE CREATION BETWEEN STAKEHOLDERS (OPERATING PROFIT BEFORE BONUSES)

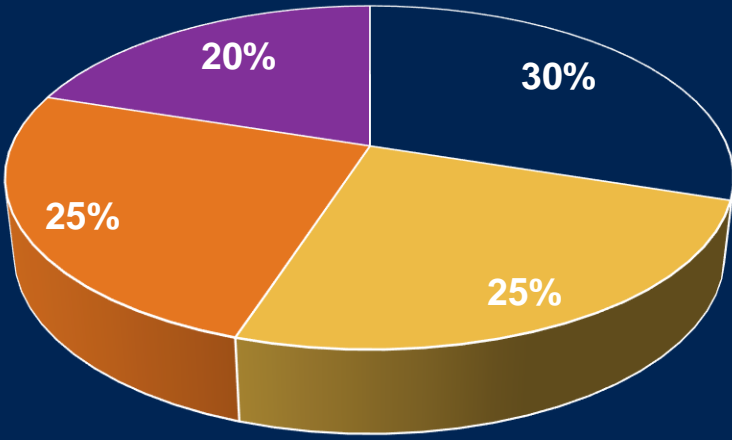
2017 : 130 M€



2021 : 238 M€



BP 2025 : Approx. 440 M€



- Investments (Maintenance and Exceptionnal CAPEX)
- Managers & Employees (Variable Compensation + Share Based payments)
- Shareholders (Dividends + Current and New BuyBacks)
- Taxes (Corporate Income Tax rates: 25%)



INTRODUCING DAN LEVY

Dan brings extensive skills in financing, M&A and cash management as well as a strong international and management experience.

He held different senior positions at Société Générale since 2010, working for both midcaps and CAC 40 clients throughout his tenure.

He started his career at the French *Ministère des Finances* as an economist and spent 2 years in London at the UK's Treasury.

Dan is a graduate from Polytechnique, ENSAE and Sciences Po Paris.



Leading ESG in our industry

Ben Page
CEO



GAME CHANGERS



IPSOS PLAYS A KEY ROLE IN ADVANCING SOCIETY



Working on minimum wage for Amazon



Understanding how to reduce water consumption with Beauty & CPG firms

Privacy by design:
exceeding customer
expectations

Inform brands and marketers of data privacy best practices with Google



Impact of cocoa sustainability investments with Mondelez



Sustainable retailer scorecards in Malaysia



Leading diversity and inclusion in research methodologies

ENVIRONMENTAL, SOCIAL AND GOVERNANCE FACTORS WORK HAND-IN-HAND

Environmental

How Ipsos behaves
as a steward of our
natural environment

Social

How Ipsos treats its
people and serves
communities and
societies

Governance

How Ipsos governs
itself, including
Board diversity and
structure

Leading our industry on environmental and social issues

Ewa Brandt
Global CSR Officer
Head of the Ipsos Foundation

GAME CHANGERS



ESG IS ROOTED IN IPSOS VALUES



**1st global
market
research firm
to sign in
2008**

**Ipsos Foundation
created in 2014**

**160+ ambassadors
and 1000s of
volunteers**



78% of our employees say they work in an **inclusive company that embraces diversity**

From 37% to 43%: share of women among our 800 top executives since 2017

THREE PILLARS



Average **greenhouse gas emissions** per employee divided by 2 since 2019

Environmental projects in **62 countries** in 2021

Carbon offsetting initiatives: Net Zero in 2022 in France, 2035 for all Ipsos countries

Working on **decarbonizing** our supply chain



60 refugees employed by Ipsos

100+ NGOs supported

89 projects funded by the Ipsos Foundation in **40 countries**, benefiting thousands of children and young adults

Give a voice to the unheard: violence against women, response to Covid in Africa etc.

OUR ACHIEVEMENTS HAVE BEEN RECOGNIZED



Advanced level



ecovadis



Top 1% - Platinum

Top 5% - Gold

MSCI



AAA

AA

LEADER



MENU

Le Point

Palmarès RSE - Les entreprises les plus responsables en 2022 - Le Point

Découvrez en exclusivité le classement général 2022 des 250 entreprises les plus responsables de France. En partenariat avec l'institut Statista, Le Point a classé les entreprises françaises, tous secteurs d'activité confondus, en s'appuyant sur les 3 piliers de la Responsabilité Sociétale des Entreprises (RSE) : l'environnement, le social et la gouvernance. Ce classement vous permet en un coup d'oeil d'analyser la contribution des entreprises aux enjeux du développement durable grâce à un classement RSE.



How governance at the Board of Directors will support our growth

Didier Truchot
Chairman of the Board of Directors

GAME CHANGERS



OUR BOARD OF DIRECTORS

Executive directors

Ben Page - *CEO*

Laurence Stoclet - *Deputy CEO*

Jennifer Hubber - *Chief Client Officer*

Directors representing employees

André Lewitcki

Sylvie Mayou

Independent directors

Pierre Barnabé

Virginie Calmels

Filippo Pietro Lo Franco

Anne Marion-Bouchacourt

Eliane Rouyer-Chevalier

Non-independent directors

Patrick Artus

Didier Truchot - *Chairman*

Key metrics:

Independence ratio⁽¹⁾ = 50%

Women/Men = 50/50%

Non-French = 25%

Notes: (1) Directors representing employees are not counted in the independence ratio

HOW THE BOARD WORKS

6+ meetings per year

Overview of:

- Strategy, business performance and budget
- Closing of financial accounts
- Acquisitions
- Top executive selection and appointments
- Compensation schemes
- Relationship with equity and financing partners

Audit committee

Filippo Pietro Lo Franco – *Chairman*
Patrick Artus & Eliane Rouyer-Chevalier

Nomination and compensation committee

Anne Marion-Bouchacourt – *Chairman*
Pierre Barnabé & Sylvie Mayou

CSR committee

Vacant – *Chairman*
Jennifer Hubber & André Lewitcki

**Working to upgrade the link between
the CSR committee and Ipsos' strategy**

GOING FORWARD

How has the Board evolved recently?

Separation of Chairman and CEO functions, and nomination of Ben Page to the Board

Nomination of new independent Board members:

- Pierre Barnabé
- Virginie Calmels

How will the Board evolve moving forward?

Increased engagement with shareholders and all other stakeholders to improve our functioning

Working closely with Ben's Executive Committee

Simplification of our Board structure:

- Ending Deputy CEO roles

10 MINUTE BREAK

Our proprietary production platform

David Zotter
Global Chief Technology Officer

GAME CHANGERS



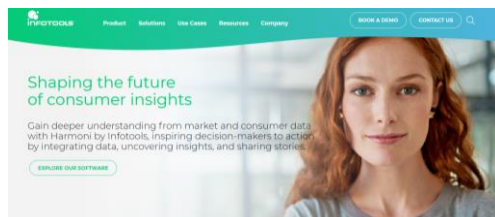
WE CHOOSE TO CONTROL OUR DESTINY IN DATA PRODUCTION

TWO KEY ACQUISITIONS

Askia in 2020



Infotools in 2021



BROADER

Fully **integrated platform ecosystem** on which we build industry-leading products

Feature-rich enough to support tens of thousand clients and a broad range of research methodologies

QUICKER

Full control of roadmap and development speed

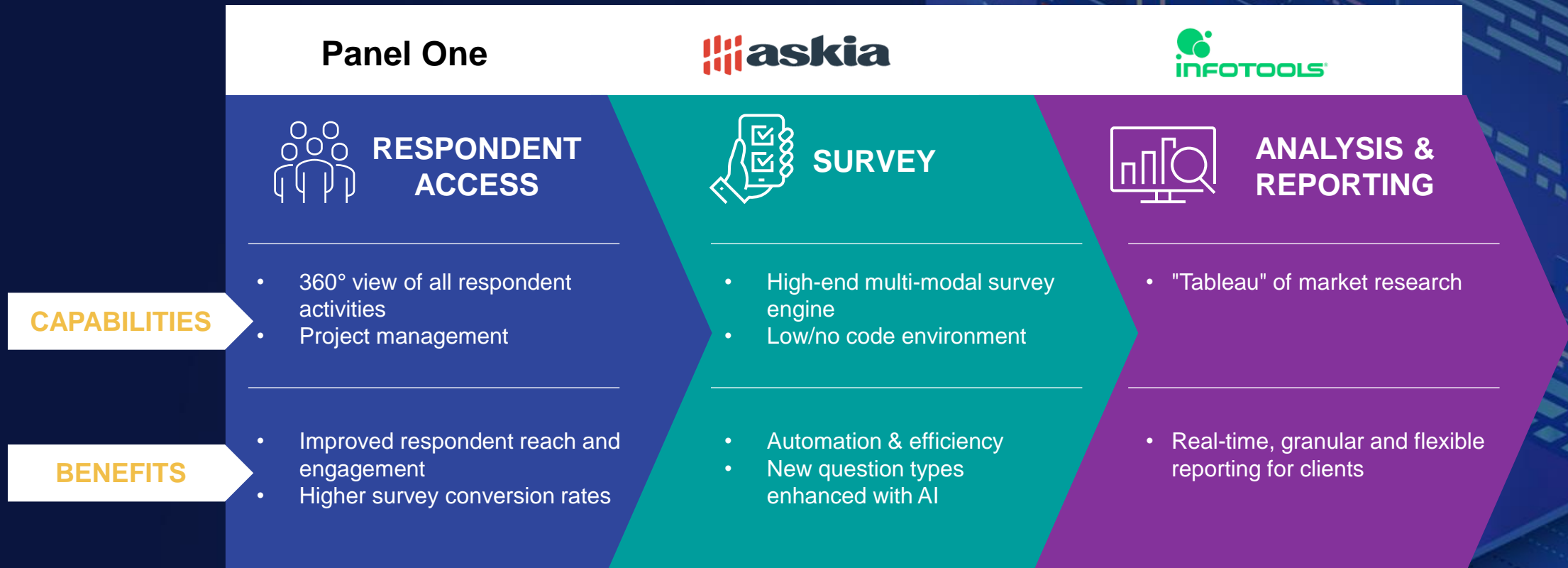
Independence vs. 3rd party vendors

CLOSER

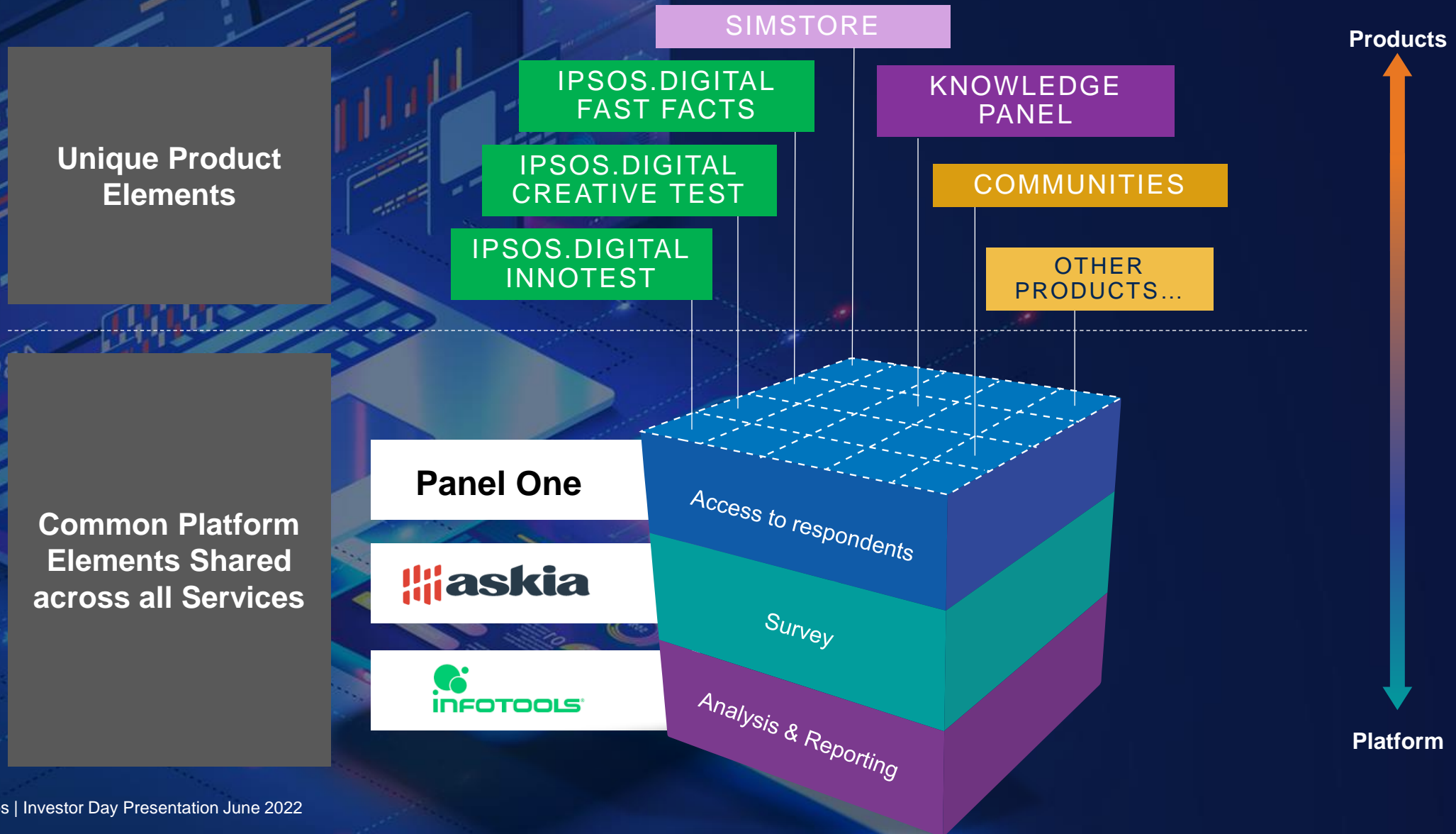
Enhanced **respondent** engagement

Automation improves efficiency and frees up time for **client impact**

BUILDING AN END-TO-END PROPRIETARY PLATFORM



A NEW COMMON TECH STACK FOR IPSOS SERVICES



Ipsos.Digital SAAS eco-system

Andrei Postoaca
Ipsos.Digital CEO



GAME CHANGERS



IPSOS.DIGITAL IS OUR AUTOMATED RESEARCH SOLUTION WITH BUILT-IN IPSOS KNOW-HOW

BROADER

FULL SET OF SOLUTIONS
from early stage to market understanding

END TO END OFFER
from Ipsos quality sample to deliverables & user-friendly dashboards

QUICKER

AUTOMATION OF IPSOS PROPRIETARY KNOW HOW
AI sentiment analysis, indexes, norms, benchmarks...

SPEED
from weeks to hours

CLOSER





ON DEMAND SUPPORT
from Ipsos experts

WIDE COUNTRY COVERAGE
in 48 markets

INCREASING NUMBER OF PRODUCTS SINCE LAUNCH IN 2019



EMPOWERING USERS TO RUN THEIR SURVEY QUICKLY AND EASILY

 Innovation Evaluation	Duel - Claims, Varieties, Names and Visuals Testing Fast screening of simple marketing stimuli Agile tool based on behavioural science powered approaches, with gamified and intuitive tasks to mimic how consumers make choices in the real world. View Solution Details	View variants → Request a Demo
 Creative Evaluation	Creative Spark Creative Spark fuels the creative process by helping advertisers and agencies quickly learn, evaluate and optimise creative to power brand growth. View Solution Details	Start project → Request a Demo
 Digital Evaluation	Creative Spark Digital Creative Spark Digital places creative in live digital platforms to quickly learn, evaluate and optimize in platform context to maximize media budget efficiency. View Solution Details	Start project → Request a Demo
	FastFacts Simply choose your target audience, create your survey questions and get fast answers from our quality sample. Easily view and share results in an interactive dashboard with multiple export options.	Start project →



MORE CLIENTS, MORE PROFIT, HAPPIER TEAMS

500 clients and 4,000 users

All large clients have tried multiple
products

2x our usual operating profit

85% of projects are **researcher assisted**

We will reach

12%

of Ipsos revenue
by 2025

Growing in the USA

Lorenzo Larini
CEO Ipsos in North America

GAME CHANGERS



THE **THREE KEY PILLARS** OF OUR NEW **GROWTH** **PLATFORM** IN THE



We have **Strong Momentum**



We have a **Vast Market Upside**



We have a **Compelling Value Proposition**
and a **Programmatic Growth Plan**

DOUBLE-DIGIT, ORGANIC GROWTH IN 2022

FROM SINGLE TO
DOUBLE DIGIT
REVENUE
GROWTH

PROFITABLE & SCALABLE

Ipsos.digital + **250%** Vs. 2021
> 2x more profitable than
traditional services

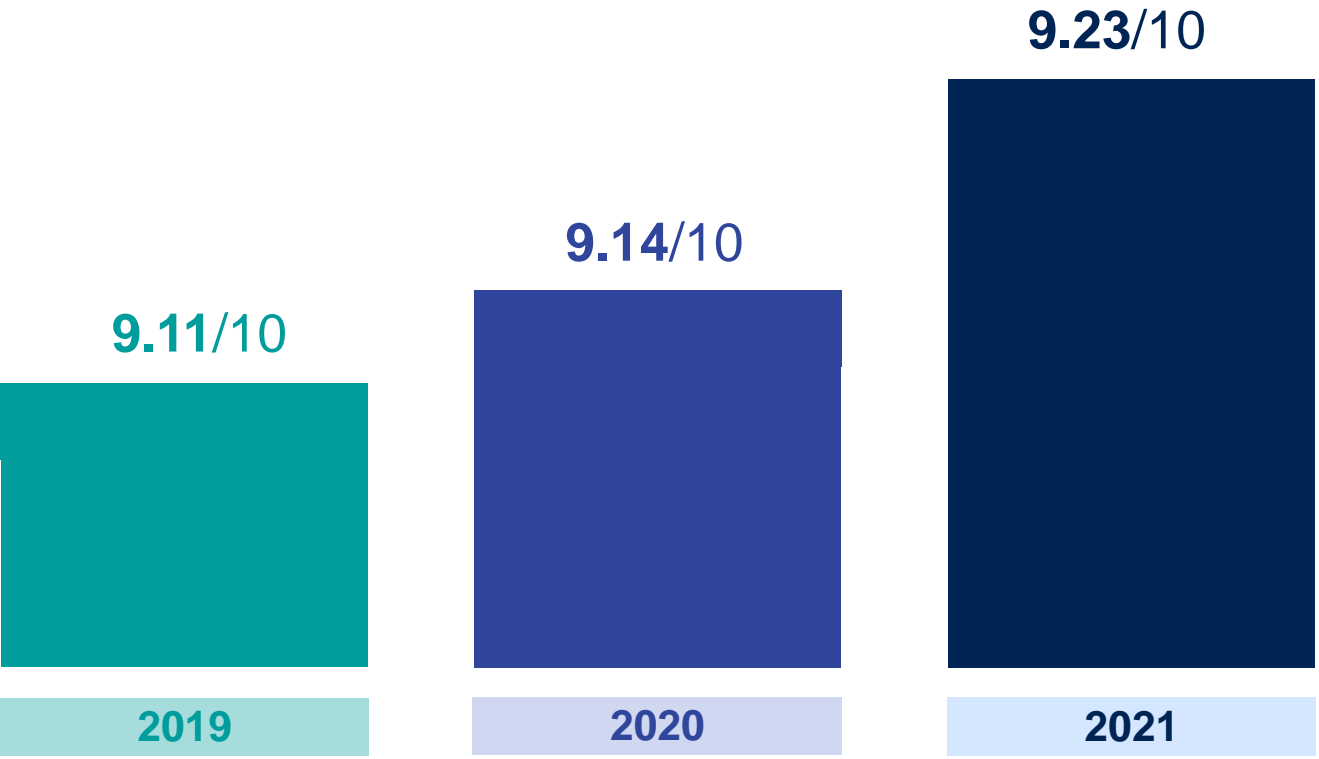
DIVERSIFIED

12 Sectors growing **Double-Digit**

- Gaming & Streaming
- Travel & Hospitality
- Technology platforms
- Healthcare
- Government

OUR GROWTH IS THE OUTCOME OF **MORE CLIENT IMPACT**

US Client Satisfaction



# Client Inputs	697	777	819
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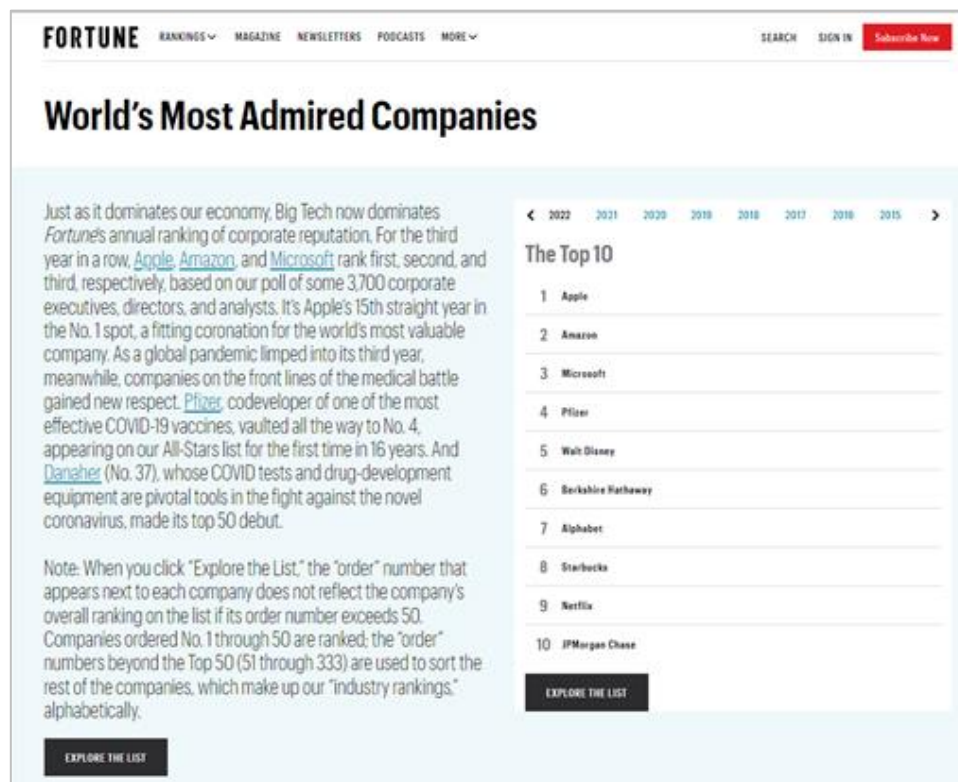
“

“This is a partnership based on high responsiveness, high quality work.”

One of Top US 3 Tech Players

WE WORK WITH THE MOST ADMIRED COMPANIES IN THE US

25 out of the Top 30



FORTUNE'S MOST ADMIRED COMPANIES® 2022



amazon

Microsoft



Disney

BERKSHIRE
HATHAWAY INC.

Alphabet



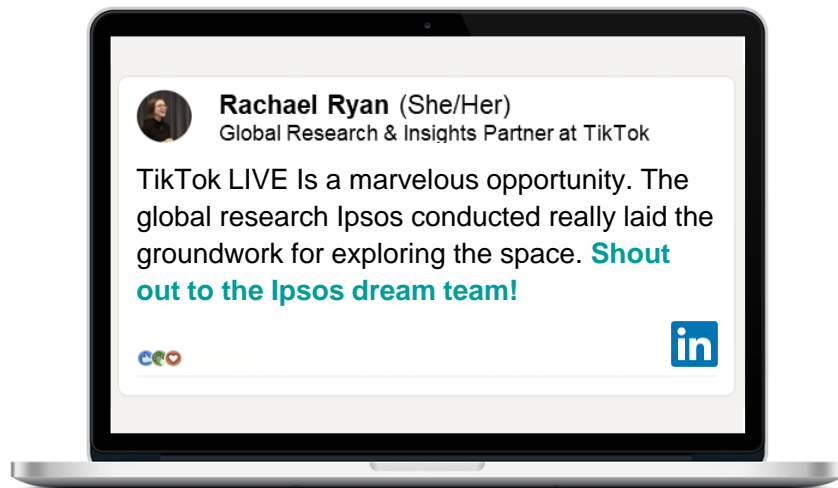
JPMORGAN CHASE & CO.

NETFLIX

A COMPELLING VALUE PROPOSITION IS THE FOUNDATION OF OUR INCREASING SUCCESS IN BIG TECH

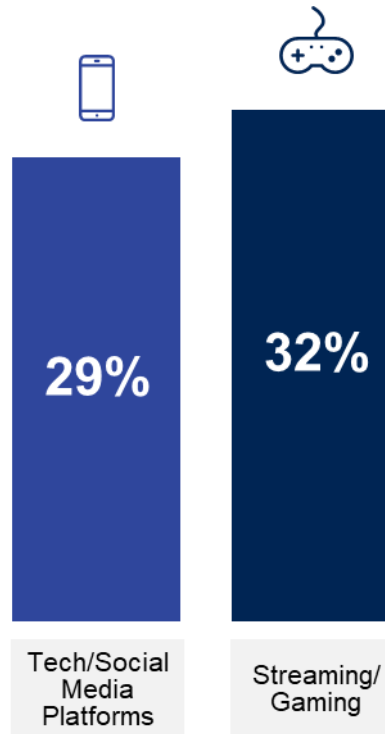
IMPACT ON IMPORTANT CLIENT INITIATIVES

We help TikTok **monetize** the **LIVE streaming** platform as a **shopping channel** for **GenZ**



Client spend with Ipsos US YTD through April 2022

ACCELERATED GROWTH



NEW STRATEGIC OPPORTUNITIES

Attract and engage **content creators, influencers** and **developers**

Monitor and address **reputation** and **policies** in real time, using multi-source data

IPSOS AI AND ADVANCED ANALYTICS PLATFORMS HELP CLIENTS TO SENSE AND RESPOND IN REAL TIME

Reputation and Policy Legislation Intelligence Platform

Multi-source data

Ipsos Survey Data

- Custom surveys
- Public opinion

Public Data

- Social media data
- News
- Political Newsletters
- Policy legislation (draft/passed)
- Public government data
- Academic publications
- Investor reports

Advanced analytics

AI/ML & Natural Language Processing

- Structures raw data inputs
- Tags key stakeholders, events, issues, companies

Automated, real-time dashboards



Actionable alerts

User alerts trigger warnings for a company's reputation or policy changes



6 million
data points



18
markets



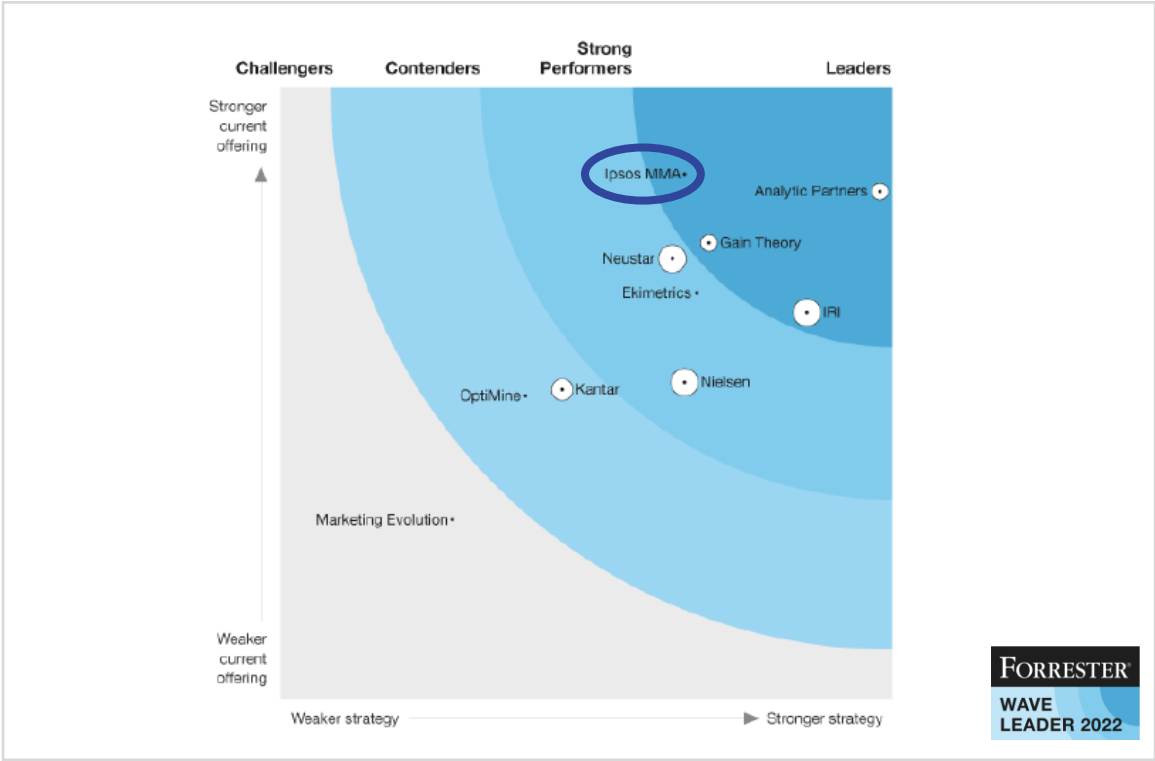
5
languages

DATA-DRIVEN, AI-ENABLED SOLUTIONS RECOGNIZED IN THE MARKET AS LEADING-EDGE

AI-ENABLED CONSUMER INTELLIGENCE PLATFORMS



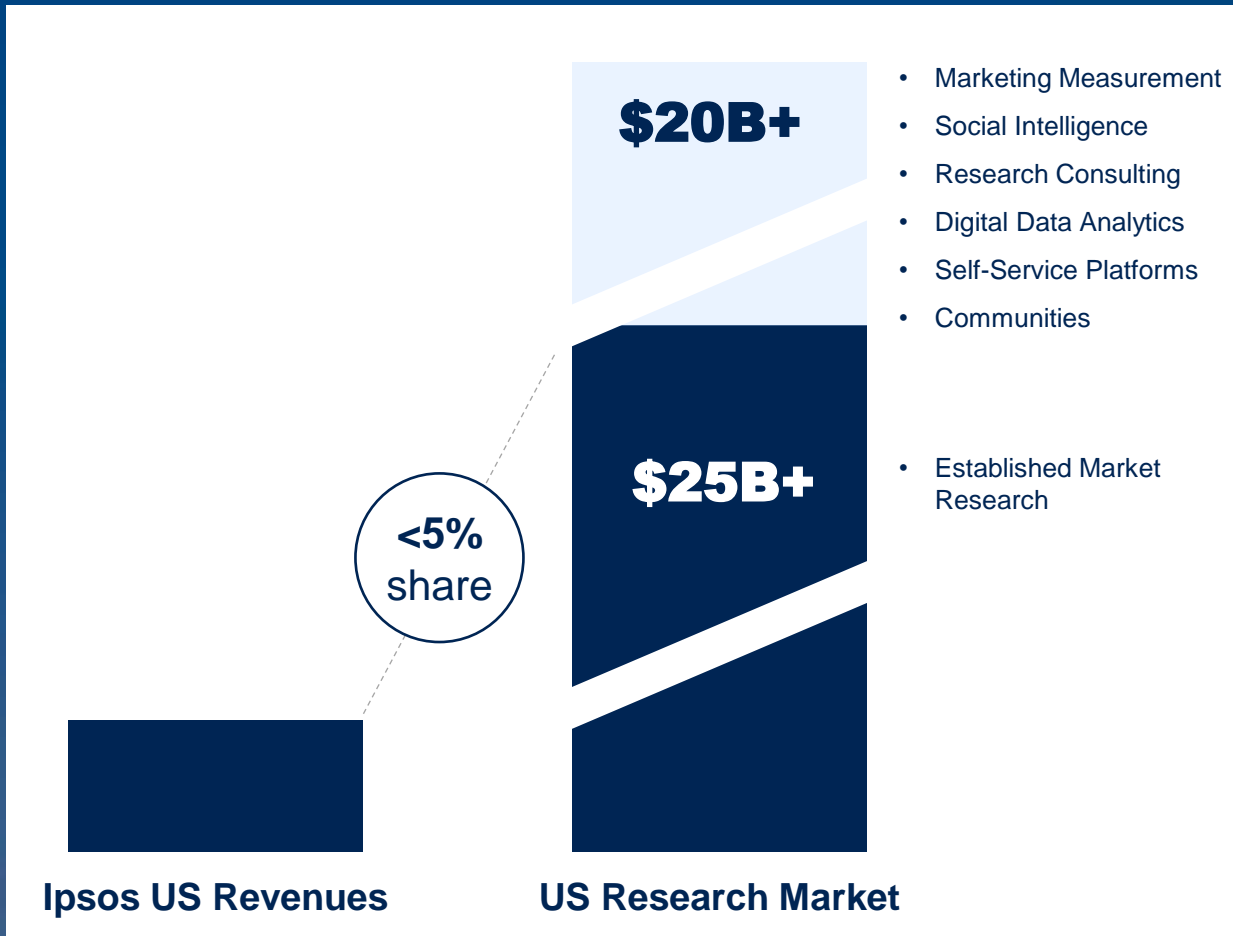
MARKETING MEASUREMENT AND OPTIMIZATION SOLUTIONS



IPSOS TOTAL UNDERSTANDING: A UNIQUE POSITION IN THE US MARKET, AS BOUNDARIES CONTINUE TO BLUR



WE STILL HAVE **VAST UPSIDE** IN A **LARGE** AND HIGHLY **FRAGMENTED MARKET**



**OVER
3,000**

**Market Research &
Analytics Companies¹**

**LESS
THAN
10**

**with US revenues
>\$500M²**

IPSOS is
#1 in >20
#2 in >15
Markets in
the World



> \$800M in
the US
yet #6 player

Source: 2021 Esomar data and Ipsos analysis

A PROACTIVE AND PROGRAMMATIC APPROACH FOR GAINING MARKET SHARE

>\$195M

Of identified, large programs with contracts expiring in 2022

Q2
\$40M

Q3
\$60M

Q4
\$95M

Examples of targeted, large, multi-year programs currently assigned to competitors and expiring in 2022

Company	Program	Value	Current Contract End
Technology platform	Brand health	\$10M	Q2
International government organization	Survey + non-survey analytics	\$6M	Q3
Technology platform	Advertising effectiveness	\$20M	Q4



Game plan
for each
opportunity



Focus on
Differentiation and
Innovation

IPSOS RANKED #1
MOST INNOVATIVE
MARKET RESEARCH COMPANY
THIRD CONSECUTIVE YEAR

GRIT



2021 TOP 50
INNOVATIVE
COMPANY



IN THE US, WE CAN LEVERAGE MULTIPLE, **HIGHLY DIFFERENTIATED OFFERINGS**, LIKE **CREATIVE EXCELLENCE**

The US Advertising Market

\$320B

US media advertising spend by 2024

50

of the world's **Top 100 Advertisers** are headquartered in the US



Global Scale & Expertise

40+

Markets with local **Creative Excellence** experts



Best-in-Class Data Accuracy

2x

Accuracy on advertising performance vs. competitors



Global Benchmarks

100+

countries

With **data** to **quantify performance** and **optimize ROI**



Industry Gold Standards

Exclusive research partner of the Association of National Advertisers (ANA) for its **Gender Equality Measure**

IN SUMMARY: THE **THREE KEY PILLARS** OF OUR NEW **GROWTH PLATFORM** IN THE US

01



Strong Momentum

Profitable, Double-Digit **Organic Growth** thanks to proven **Client Impact**

02



Vast Market Upside

Largely **Unpenetrated** and **Fragmented Market** with **Acquisition Opportunities**

03



Compelling Value Proposition & Programmatic Growth Plan

Highly **Differentiated Offering** and clear **Go-to-Market Plans**

Growing in India

Amit Adarkar
CEO Ipsos in India

GAME CHANGERS



INDIA IS BOUNCING FORWARD POST PANDEMIC

A DYNAMIC MARKET

Governance and Digitization

- Direct Benefit Transfers
- Integrated payments

Self-reliance and localization

- Production incentives
- Green energy

Technology focus

- Data center for the world
- Mobile only thinking
- 100+ unicorns

...with come clear opportunities



We have **Strong Momentum**



We have **Vast Market Upside**



We have **Clarity** and **Focus** about **where we want to be and how to get there**

WE HAVE **STRONG MOMENTUM** AND PLATFORM FOR GROWTH

Double-digit revenue growth trend

We have doubled our market share

5%

2017

10%

Today

DIVERSIFIED activity:

- Launched Public Affairs 5 years ago, now market leaders
- Leaders in Healthcare and Auto
- “Glocal” strategy- clients and execution

WE HAVE VAST UPSIDE IN A FRAGMENTED MARKET

\$2.5B+

INDIA RESEARCH MARKET

**OVER
150**

Market Research &
Analytics firms serving
the domestic market

IPSOS is

#1 in >20

#2 in >15

Markets in the World

5

with domestic
revenues >\$10M

#3 in
domestic
market

Sources: (1) ESOMAR Global Market Research 2021

OUR FOCUS MOVING FORWARD

1

Aggressively
grow towards
market
leadership

2

Leverage India
ecosystem to
support Ipsos'
global activities

SUCCESS IN HELPING INDIA'S GOVERNMENT



World's largest cleanliness assessment program

- 4700 towns covered
- 2,6m interviews
- Managing Social Media requests for the government
- Creating audio-visual films



India's first national drinking water research program

- Quality, quantity, and coverage of water supply
- 5 million household interviews,
- Water sample collection in 27k locations

IPSOS' DATA SERVICE CENTER JUST OPENED



Best people: 100 FTEs, targeting over 300 by Q3

Best technology

Best quality

DRIVERS OF FUTURE GROWTH

Aggressive scaling up in Public Affairs, Healthcare and Advisory services

Over-investing in Technology, Media and Telecommunications clients

Syndicated products in media and consumption measurement

Focused acquisitions to build scale



Growing in China

Lifeng Liu
CEO Ipsos in China

GAME CHANGERS



CHINA IS BACK TO NORMAL AFTER LOCKDOWNS

A DYNAMIC MARKET

Shanghai and Beijing now restored to normal after lockdowns

The Caixin China Manufacturing PMI increased to 49.1 in May from April's 46.0 and beating market forecasts of 48.0

A wide-ranging economic stimulus plan has been implemented by the central government

...with come clear opportunities



We have **Strong Momentum**



We have **Room for Growth**



We are **Focussed** on key growth opportunities

WE HAVE **STRONG MOMENTUM** AND ROOM FOR GROWTH

**Double-digit revenue
growth trend**

DIVERSIFIED double-digit growth:

Service Lines

- Brand Health Tracking
- Media & Platforms
- Market Strategy & Undersanding
- Communities
- Social Intelligence

Clients

- Tobacco
- Platforms
- Metaverse
- Cosmetics & Beauty
- Consumer Electronics

WE HAVE VAST UPSIDE IN A FRAGMENTED MARKET

\$3.0B

CHINA RESEARCH MARKET

**OVER
1,000**

Market Research &
Analytics Companies

IPSOS is

#1 in >20

#2 in >15

Markets in the World

**LESS
THAN 5**

with China revenue
>\$100M

#1 in China
**6% market
share**

DRIVERS OF FUTURE GROWTH

Consumption premiumization

Chinese companies going global

Emerging clients (consumer electronics, internet platforms, smart home appliances, NEV, HEC, food & beverages and cosmetics...)

Tech driven services (Social intelligence, communities...)

B2B & Advisory



Growing in Healthcare globally

Michael Spedding
Global Head of Healthcare Service Line

GAME CHANGERS



OUR 3 MARKETS OF FOCUS

1

**Pharma Rx /
Biotech**

2

**Medical Devices
& Diagnostics**

3

**Digital &
Connected Health**

STRONG GROWTH AND MARKET EVOLUTIONS ARE INCREASING DEMAND FOR OUR SERVICES

GROWTH DRIVERS

Ageing populations



Greater access to healthcare



Increased focus on health & wellbeing



Accelerated drug discovery & development



MARKET EVOLUTIONS

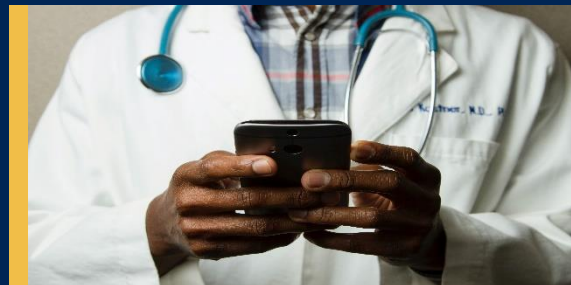
Growing need to prove value (RWE)



Increasing power of payers & patients



Transformation of customer engagement channels



Rapid rise of digital health



WE HELP OUR CLIENTS THROUGHOUT THEIR PRODUCT LIFECYCLE

PRE LAUNCH
“WHERE SHOULD WE INVEST?”

AT LAUNCH
“HOW CAN WE OPTIMISE OUR ACCESS, VALUE & LAUNCH?”

IN MARKET
“ARE OUR STRATEGY & TACTICS WORKING AS PLANNED?”



OUR COMPETITIVE ADVANTAGE

Our ability to bring integrated insights to our clients' critical business questions and be their trusted advisors...

Through the combination of:

- Our market-leading primary market research capabilities and added-value services
- Our unique proprietary syndicated RWE data in 30+ disease states
- Our multi-source data approach, combining PMR and other data sources

Reinforced & strengthened by:

- Access to Ipsos' assets (expertise of the Service Lines, technology & innovation)
- Client centricity, resulting in strong client relationships and satisfaction
- Our global network with local knowledge

OUR GROWTH STRATEGY

1 CONTINUED EXPANSION OF OUR CORE OFFER

- Enriching our insights through our multi-source data strategy (medical data, social intelligence, proprietary RWE & claims data)
- Creating new innovative solutions
- Expanding our network

2 ACCELERATED EXPANSION OF OUR ADDED-VALUE SERVICES

- Market Access and Health Economics & Outcomes Research (HEOR)
- Healthcare Advisory Services
- RWE (Non Interventional Studies)

Underpinned by: Investment in our multidisciplinary talent pool

In conclusion

The healthcare sector is a growth market undergoing transformation, and it represents a significant growth opportunity for Ipsos.

GROWING IN THE PUBLIC SECTOR: The UK Example

Kelly Beaver MBE
CEO UK & Ireland

GAME CHANGERS



OUR COMPETITIVE ADVANTAGE

Ipsos Public Affairs is the global market leader **(43 Countries)**

Long heritage in public sector research
(UK, CA, FR, US, PL, AUS, NZ, PE...)

Institutional partnerships with academics and think tanks amplifies impact

Continued room for growth and diversification from a strong base
e.g. + 56% growth over last decade in UK



BENEFITS FROM A STRONG PUBLIC AFFAIRS SERVICE LINE

1

Brand recognition and profile

- License to sell
- Attract the best talent
- Engage respondents



BENEFITS FROM A STRONG PUBLIC AFFAIRS SERVICE LINE

1

Brand recognition and profile

- License to sell
- Attract the best talent
- Engage respondents

2

Resilience to market shocks

- Covid response
- Refugee crisis
- Inflation

3

Strengthens Total Understanding of people and society

- Added value for clients in consumer focused service lines. e.g.
- Financial services
 - Sustainability / Net Zero
 - Transport

4

Methodological rigour and quality standards

Our understanding of citizens and society is becoming increasingly distinctive in a fragmenting market place

KNOWLEDGE PANEL EXPANSION

Providing a premium and reliable
source of nationally
representative data at speed



Of the probability panels, the Ipsos survey was closest to the health surveys on the key estimate of gambling harm.

Sturgis & Kuha, 2021, LSE



KNOWLEDGE PANEL EXPANSION

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Sturgis & Kuha, 2021, LSE



We are expanding now across Europe

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Sturgis & Kuha, 2021, LSE



1

Fuel profile
and brand
recognition

2

Revenue
gains in
market
where KP is
present

3

Unique
capability as
platform to
expand PA
presence
across EU
markets

A close-up photograph of a human eye, looking directly at the camera. Overlaid on the eye and the surrounding skin are various financial charts and data visualizations, including line graphs with multiple colored lines (green, red, blue) and a bar chart at the bottom. The background is dark blue with geometric shapes and a yellow diagonal line.

PA GROWTH OPPORTUNITIES

Expanding our PA presence globally

- US
- EU
- India
- Africa
- Deepening PA in core markets(UK/France)

Expanding our PA products and services

- Knowledge Panel
- Advisory & Evaluation
- Data Integration products:
e.g Political Atlas,
PolicyView360
- Behavioural research

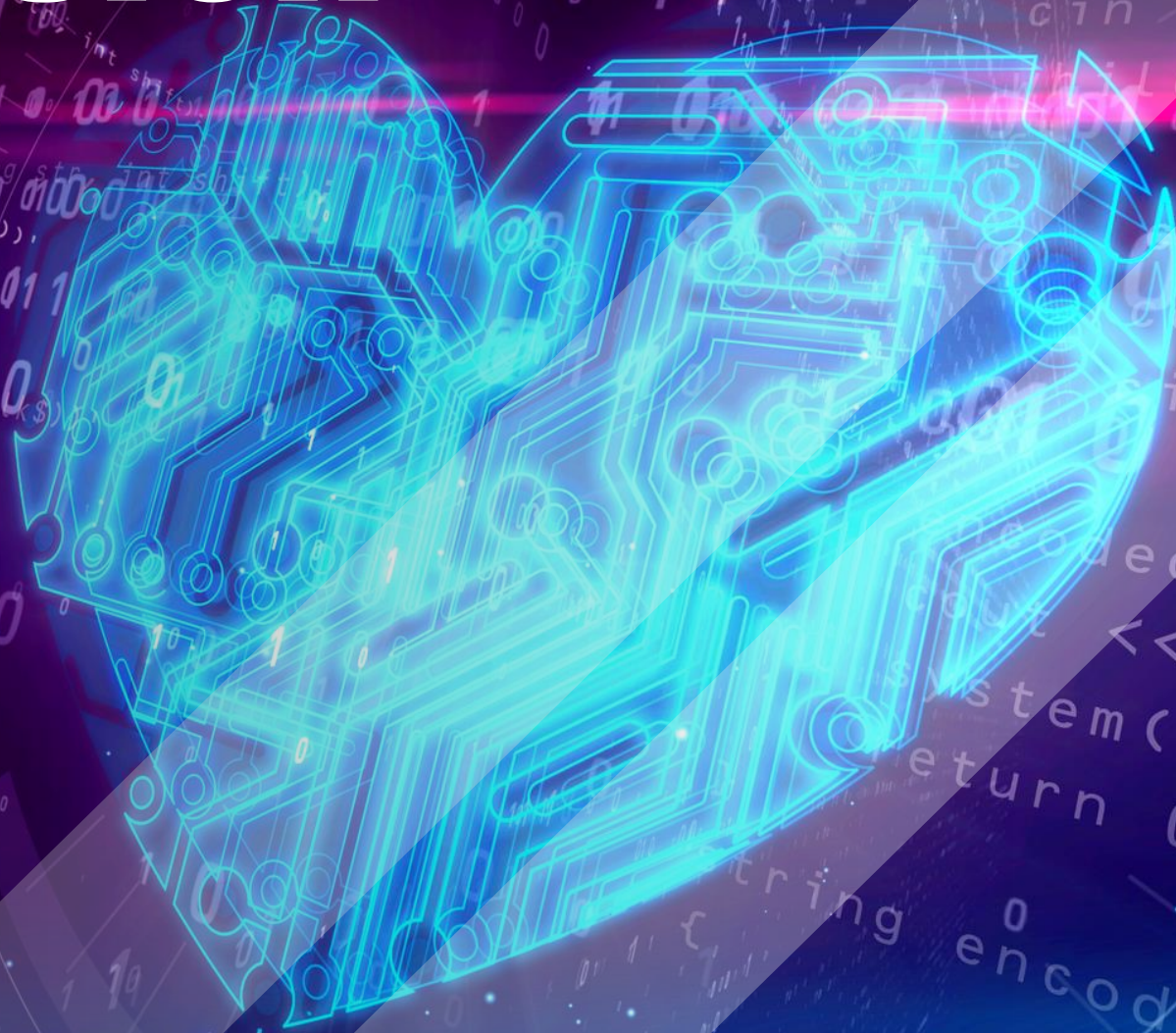
Our growth will be supported by a combination of organic investment, partnerships & acquisitions

The Public Sector is a growth market and a cornerstone of Total Understanding.

It represents a significant growth opportunity for Ipsos globally.



In conclusion



IPSOS: THE HEART OF SCIENCE AND DATA

**STRONG
FOUNDATIONS AND
TRACK RECORD TO
BUILD ON**

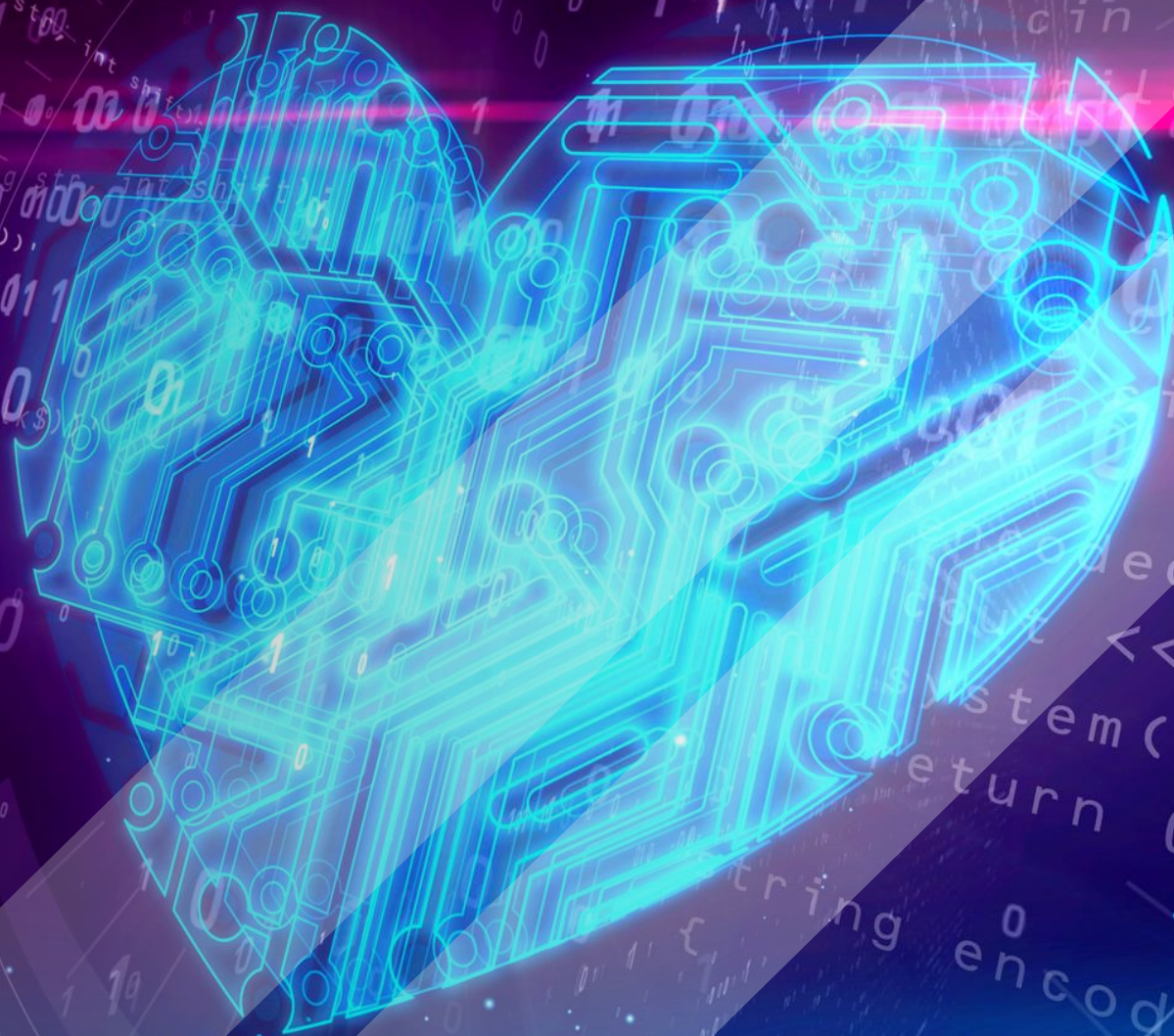
**STRONG NEW
MANAGEMENT TEAM**

**CLEAR FOCUS ON
SECTORS AND
GEOGRAPHIES THAT
OFFER MOST
OPPORTUNITY**

**CLEAR TECHNOLOGY
STRATEGY THAT
DRIVES EFFICIENCY
AND REVENUE**

**SUPPORTED BY OUR STRONG CULTURE THAT IS ADAPTABLE
AND RESILIENT**

THANK YOU.



DISCLAIMER

This presentation includes forward-looking statements which are based on management's current views and assumptions. Examples of forward-looking statements include statements made about strategy, ramp-up and delivery schedules, and market expectations, as well as statements regarding future performance and outlook. Such forward-looking statements involve known and unknown risks. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances and there are many factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements. These factors include but are not limited to:

- Changes in general economic, political or market conditions
- Aggravation of adverse geopolitical events, including Russia's invasion of Ukraine and the resulting imposition of export control restrictions and international sanctions, and rising military tensions around the world
- Impact of a pandemic including an extension of the COVID-19 pandemic and the resulting health and economic crisis;
- Major changes in regulatory requirements
- The successful execution of internal performance plans, including cost reduction and productivity efforts;
- Customer performance
- Execution of the acquisition strategy
- Any other risks already disclosed in the Universal Registration Document 2021 (in section 3 – Risk factors)

As a result, Ipsos's actual results may differ materially from the plans, goals and expectations set forth in such forward-looking statements.

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