



Full-Year results 2021

Thursday February 24, 2022

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A SUCCESSFUL MODEL



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EXCEPTIONAL MOMENTUM



EXCEPTIONAL GROWTH IN 2021

Revenue



€2,147M

Organic growth



+17.9% **+10.4%**

vs 2020

vs 2019

Operating margin



12.9%

FACTORS BEHIND OUR EXCEPTIONAL MOMENTUM



A very favorable economic environment



Strong demand from our clients

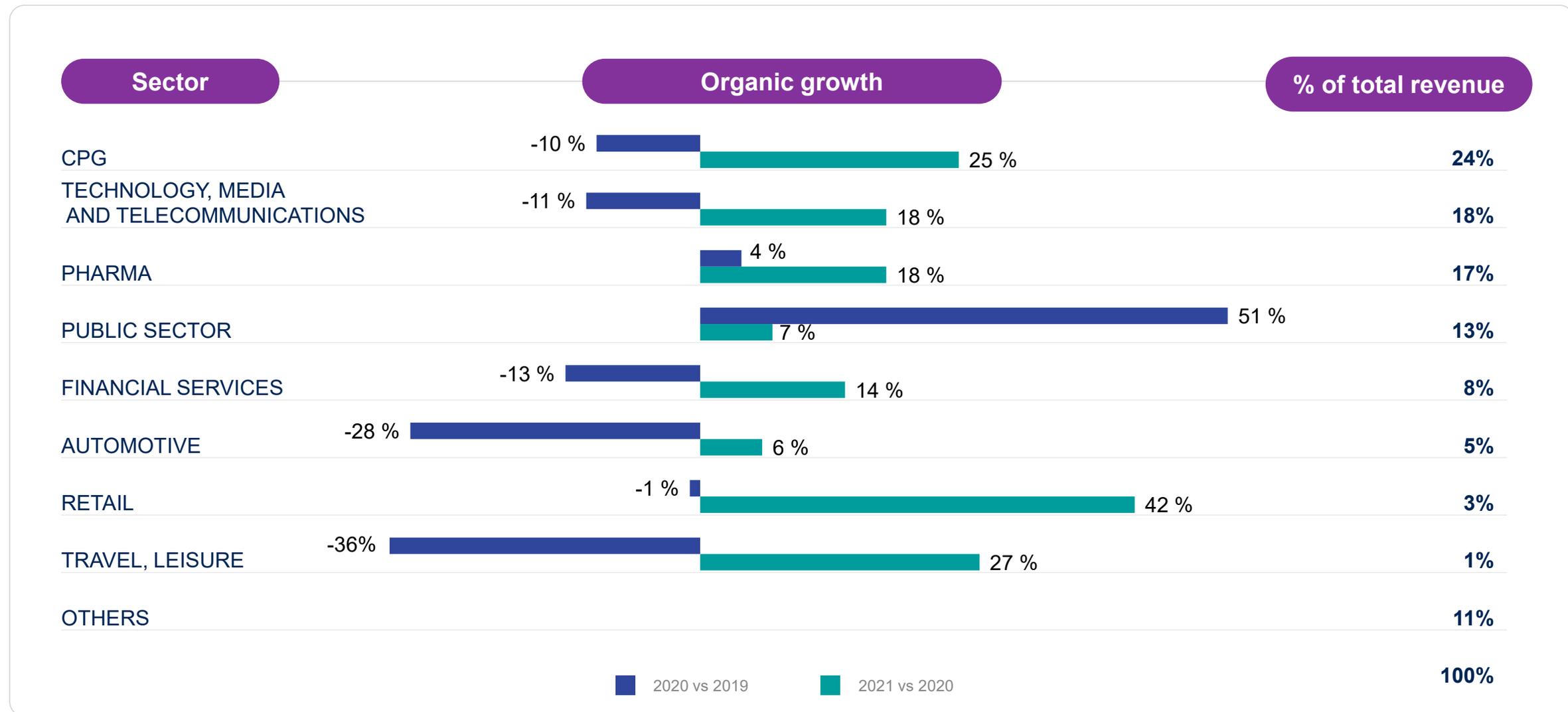


Low cost base at the start of the year



Well fitted adaptation of our offer to the information needs of our public and private clients

STRONG PERFORMANCE IN ALL SECTORS



SUPPORTING INNOVATION FOR OUR CLIENTS IN AN ERA OF TRANSFORMATION

Organic growth in the CPG sector

+25% vs 2020

+12% vs 2019

CONNECTED CONSUMER GOODS

Support the launch of new offers that use technology: direct-to-consumer model, smart products, "green" services, customized offers...

Performance analysis (relevance, pricing and differentiation), business model analysis and optimization of the consumer decision journey.

PREDICTIVE ANALYTICS

Predict purchase intention for a new product or service:

- Exploit existing data by using Artificial Intelligence and Machine Learning to analyze consumer transcripts
- Optimize costs by reducing the number of questions asked



ADOPTION OF VIRTUAL SOLUTIONS TO EXPAND QUALITATIVE STUDIES

66%

of qualitative studies were online in 2021

vs 18% en 2019

MAIN CONTRIBUTIONS

Virtual focus groups

Online one-to-one interviews

Communities Platform

Direct real-time access to respondents: continuous information obtained quickly

Online qualitative studies

Strengthened by the lack of face-to-face options

Virtual workshops

Online meetings to help decision makers translate research results into action plans

Organic growth in 2021 vs 2019

x13

+60%

+60%

+13%

IMPACT STUDIES TO INFORM GOVERNMENTS AND NGOS

Organic growth

+60% vs 2019

Excluding Covid impact

+17% vs 2019

SUPPORTING PUBLIC POLICY DEVELOPMENT



REACT Study: supporting the UK home testing program

UNDERSTANDING INEQUALITIES



Analysis of the unequal impact of the pandemic on men and women



Supporting public health and communications strategies in the United States



ONE.ORG

Understanding public opinion and vaccine inequality in 7 countries

BEYOND THE PANDEMIC: THE GROWTH OF THE PHARMACEUTICAL SECTOR

Organic growth

+18% vs 2020

+24% vs 2019

MEDICAL AND DIAGNOSTIC DEVICES

Supporting MedTech companies:

- Market research
- Market access, Health Economics and Outcomes Research
- Design and development of devices

+63% vs 2019

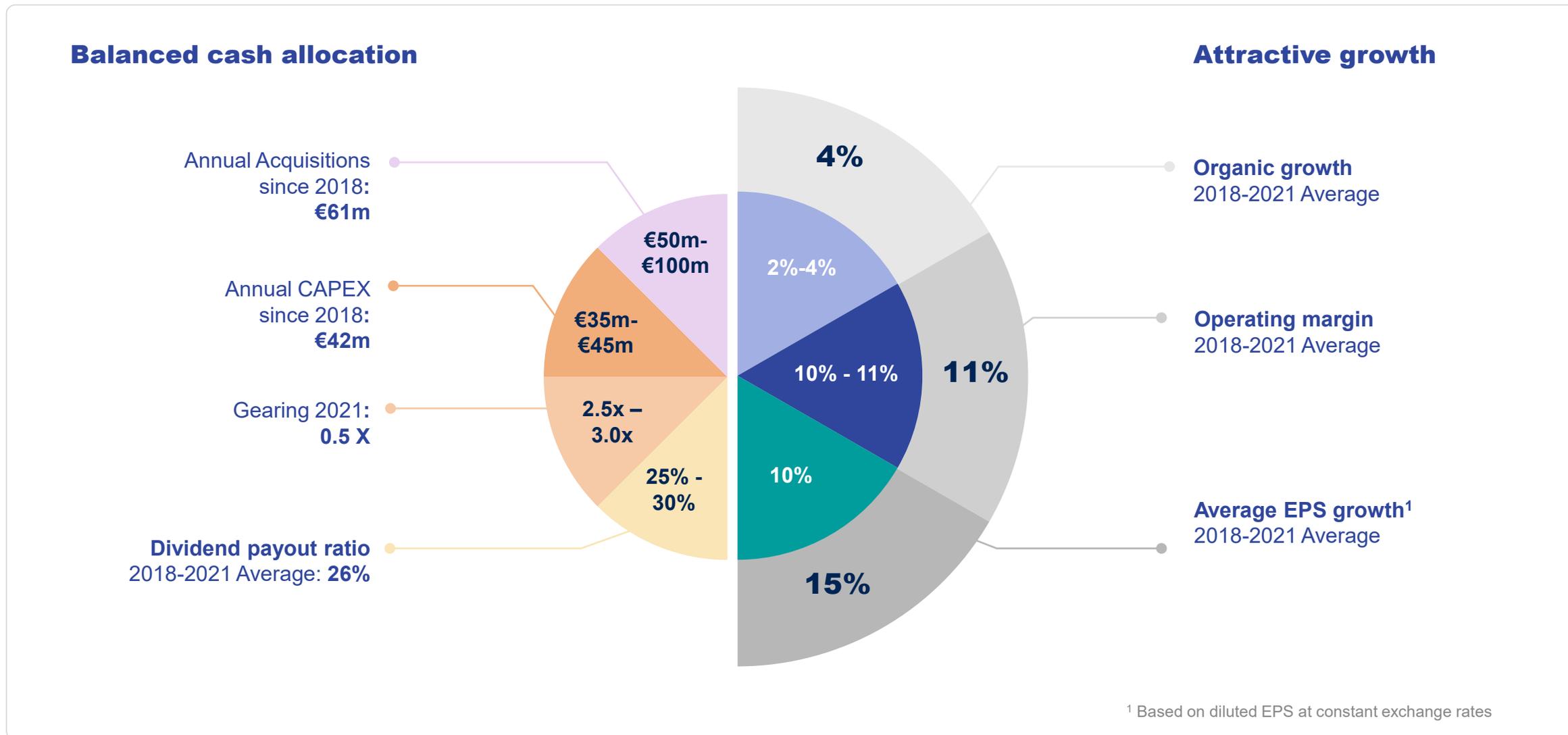
DEVELOPMENT OF CONNECTED HEALTH

- Supporting the digitization of the patient journey and the introduction of new health monitoring technologies (sensors, applications, telephone consultations etc.)

PASSIVE AND SOCIAL MEDIA RESEARCH

- Measuring the digital opinions, attitudes, reactions and behaviours of patients, health organizations and other stakeholders

TOTAL UNDERSTANDING PROJECT: GOALS EXCEEDED



SOLID FOUNDATIONS

2

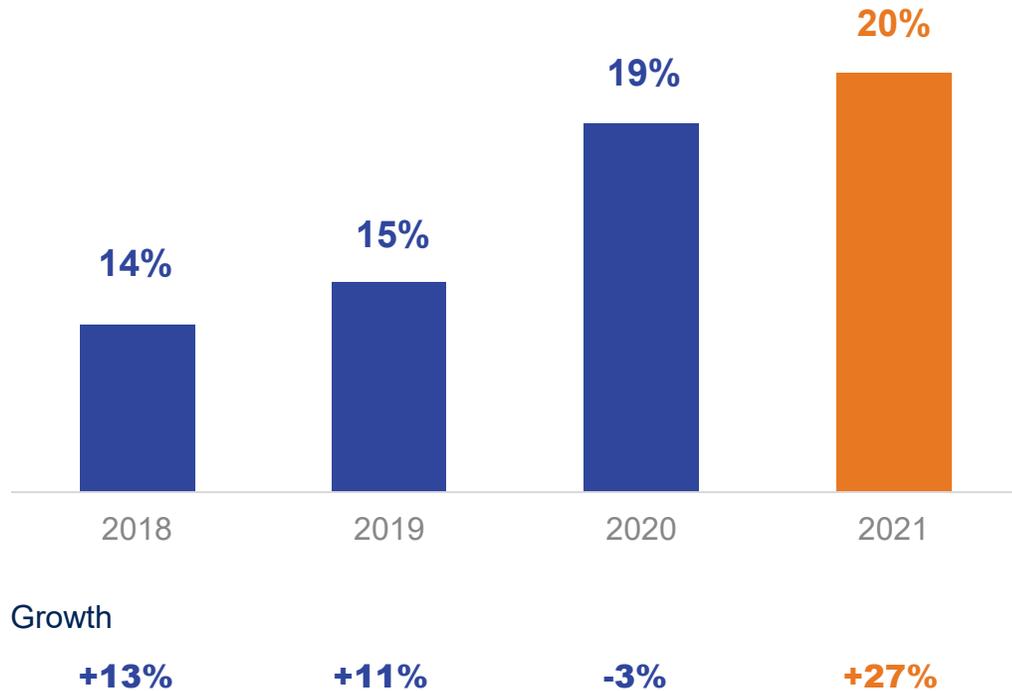
THE PILLARS OF A SOLID MODEL



20% OF REVENUE GENERATED BY NEW SERVICES

AN OFFER PROPELLED BY THE USE OF TECHNOLOGY

Share of new services in total revenue



4 CATEGORIES OF NEW SERVICES



Measure differently

Analyze new data sources using passive measurement and social media with Synthesio



Get data in real time

Collect survey results quickly mainly thanks to Ipsos.Digital



Analyze big data

Integrate technologies to analyze large amounts of structured and unstructured data quickly



Client advisory services

Provide advice for clients throughout the survey process

« MARKETING MEASUREMENT AND OPTIMIZATION » : IPSO'S LEADERSHIP RECOGNISED BY FORRESTER



The Forrester Wave™: Marketing Measurement and Optimization Solutions, Q1 2022 Report

Scores for "Current Offering"

5 point scale

Among the 10 vendors in The Forrester Wave™: Marketing Measurement and Optimization Solutions, Q1 2022 Report, Ipsos MMA receives the highest score in the current offering category



*Marketing Measurement Analytics



BEST SCORE OUT OF 10 VENDORS

Perfect scores for:

- Methodology
- Market Approach
- Partnership Acquisition
- Global Capabilities



Ipsos MMA's measurement offering is based on its **consulting-led engagement model** backed by deep **technology capabilities**. Ipsos MMA aspires to not only help clients optimize marketing performance but also to drive broader business outcomes.

IPSOS.DIGITAL: A SUCCESSFUL, FAST AND SIMPLE DIY PLATFORM

A fully automated Do It Yourself solution accessible to clients and researchers



CUTTING-EDGE TECHNOLOGY

- A simple and intuitive platform
- A comprehensive range of services (from simple questionnaires to in-depth concept and idea development...)



RECOGNIZED EXPERTISE

- Access to Ipsos' data, science and know-how
- Help from experts at every stage



RELIABLE RESPONDENTS

- Direct access to Ipsos' respondents
- Global network of respondents
- Over 25 years of experience in managing online panels and questionnaires

Launched in late 2019, 2021 key figures:

48

Markets

€35M

Revenue

+€10M

vs target

€100M

2023 target revenue

CONTINUED INVESTMENT

ACQUISITIONS IN 2021



OCTOBER 2021



Ipsos has strengthened its employee experience capabilities with the acquisition of the leading UK company.

Advanced expertise in research and consulting:

- Employee experience
- Company culture
- Leadership
- Change management

Revenue	Number of employees
£7M	100+

FEBRUARY 2022



Canadian Mystery Shopping specialist. Support clients in the improvement of customer experience and satisfaction through data and research.

- 5 employees
- Annual revenue: 800,000 CAD

2021 FULL-YEAR RESULTS

3

2021 KEY FIGURES



€2,147M

Revenue



12.9%

Operating margin



€244M

Free cash flow

CONDENSED INCOME STATEMENT

In millions of euros	2021	2020	Variation 2021/2020
Revenue	2,146.7	1,837.4	16.8%
Gross margin	1,389.3	1,180.5	17.7%
Gross margin / revenue	64.7%	64.2%	0.5 pt
Operating margin	277.4	189.9	46.1%
Operating margin / revenue	12.9%	10.3%	2.6 pt
Other non-recurring income and expenses	(5.5)	(6.1)	-10.8%
Finance costs	(13.8)	(20.6)	-32.8%
Other financial income and expenses	(4.4)	(8.1)	-45.7%
Income tax	(62.9)	(38.9)	61.6%
Net profit attributable to owners of the parent	183.9	109.5	68.0%
Adjusted net profit* attributable to owners of the parent	209.2	129.6	61.4%

* Adjusted net profit is calculated before non-cash items covered by IFRS 2 (share-based compensation), before amortization of acquisition-related intangible assets (customer relationships), before deferred tax liabilities related to goodwill for which amortization is deductible in some countries and before the impact net of tax of other non-recurring income and expenses.

REVENUE BREAKDOWN BY REGION

In millions of euros	2021	Share	Organic growth vs 2020	Organic growth vs 2019
EMEA	1,014.5	47%	17%	19.5%
Americas	773.1	36%	20%	6%
Asia-Pacific	359.2	17%	14.5%	-2%
Total	2,146.7	100%	17.9%	10.4%

* Of which

<i>Developed countries</i>	73%	17.0%	14.2%
<i>Emerging countries</i>	27%	20.4%	1.9%

REVENUE BREAKDOWN BY AUDIENCE

In millions of euros	2021	Share	Organic growth vs 2020	Organic growth vs 2019
Consumers ¹	945.8	44%	25%	9%
Clients and employees ²	452.2	21%	14%	-9%
Citizens ³	376.4	18%	6%	36.5%
Doctors and patients ⁴	372.3	17%	18%	23.5%
Total	2,146.7	100%	17.9%	10.4%

Breakdown of each Service Line by segment: breakdown of revenue by audience segment is non-financial data, likely to change over time depending on changes to the organization of Ipsos teams.

1. Brand Health Tracking, Creative Excellence, Innovation, Ipsos UU, Ipsos MMA, Market Strategy & Understanding, Observer (excl. public sector), Social Intelligence Analytics
2. Automotive & Mobility Development, Audience Measurement, Customer Experience, Channel Performance (including Retail Performance and Mystery Shopping), Media development, Capabilities
3. Public Affairs, Corporate Reputation
4. Pharma (quantitative and qualitative)

CHANGES IN DATA COLLECTION METHODS

Contribution to revenue from quantitative studies*

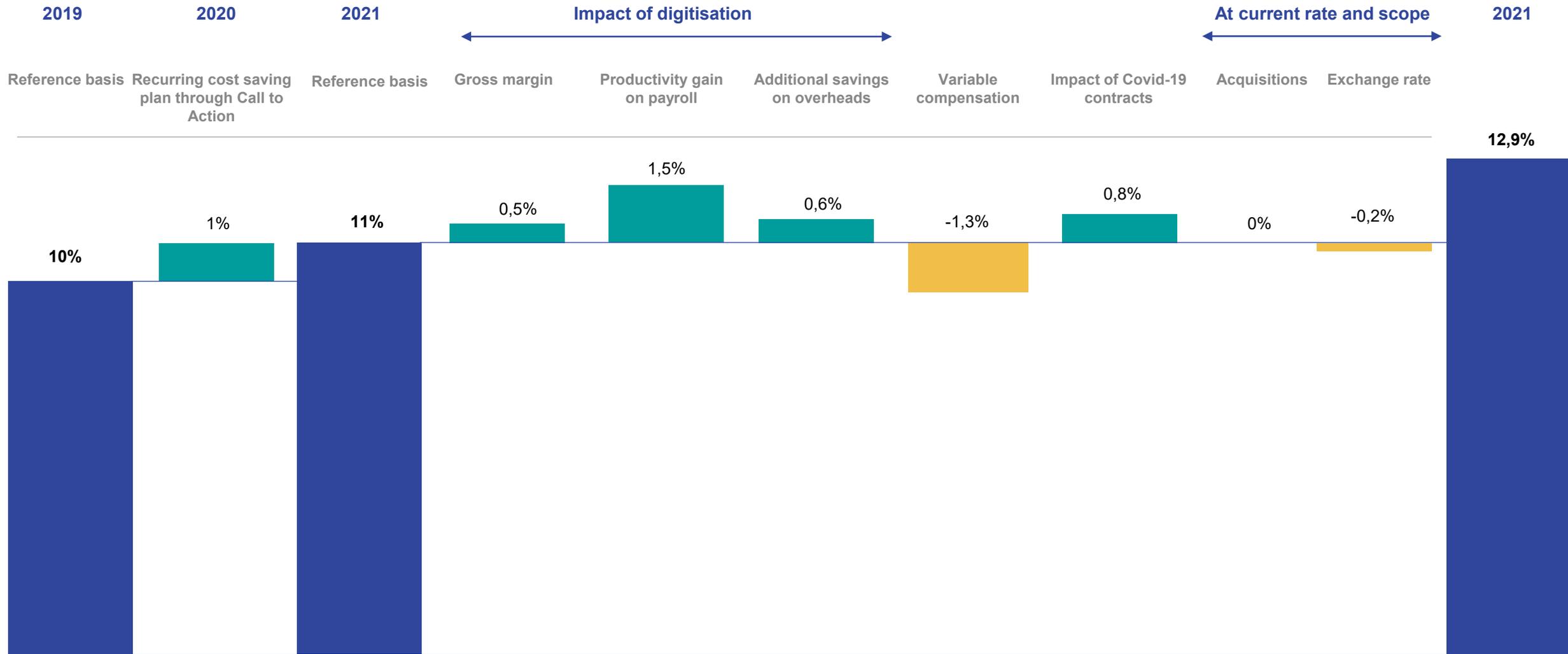
* Quantitative studies represent 70% of the share of total revenue

	2019	2020	2021
ONLINE	55%	60%	62%
FACE-TO-FACE	30%	25%	23%
TELEPHONE	10%	10%	10%
POSTAL	4%	5%	5%

ONGOING COST SAVING PLAN IN 2021

ACTION TAKEN (in 2020)	Impact in 2020	2021 target	Achieved in 2021
On the Payroll (excluding variable compensation)			
<ul style="list-style-type: none"> Freeze on recruitment and planned wage adjustments Voluntary reduction in compensation up to 20% for top management and executives Other decrease on payroll 	43M€	-	-
Government programs	29M€	-	1M€
On General Operating Expenses:			
Cost savings from international travel	21M€	13M€	20M€
Cost savings from use of offices	7M€	7M€	12,5M€
Other reductions (Discretionary expenses etc.)	13M€		
TOTAL	41M€	20M€	32,5M€
Total savings compared to 2019	113M€	20M€	33,5M€

CHANGE IN OPERATING MARGIN



CASH FLOW STATEMENT

In millions of euros	2021	2020	Variation 2021/2020
Gross operating cashflow	373.0	262.1	42.3%
Change in WCR	33.5	134.6	-
Income tax paid	(60.5)	(27.8)	118.0%
Property, plant and equipment, intangible and financial assets	(45.4)	(35.5)	27.9%
Net interest paid	(13.0)	(22.2)	-41.3%
Lease payments	(43.9)	(46.1)	-4.8%
Free cash flow	243.7	265.1	-8.1%
Acquisitions and financial investments	(30.0)	(21.9)	37.3%
Purchase / Sale of shares	(8.7)	2.5	-
Net change in long-term financial debt	(91.9)	(166.8)	-44.9%
Dividends paid to shareholders	(39.8)	(19.8)	101.4%
Cash position at end of period	298.5	216.0	38.2%

A GOOD CASH POSITION

In millions of euros	2021	2020
Equity	1,342	1,122
Net debt*	180	347
Gearing	13.4%	30.9%
Net debt / EBITDA**	x 0.5	x 1.6
Interest coverage (operating margin / interest expenses)	x 22.4	x 8.9

* Emprunts obligataires et bancaires nets de la trésorerie

** Ratio calculé hors impacts IFRS16

- In December 2021, Ipsos successfully refinanced a Schuldschein for €75 million, with 5 and 7 year tranches.
- At 31 December 2021, Ipsos has around €300 million euros in credit lines available for more than one year.
- The distribution of a €1.15 dividend per share will be proposed to the General Meeting of Shareholder to be held on 17 May 2022.

DEBT BY MATURITY



As of 31/12/2021

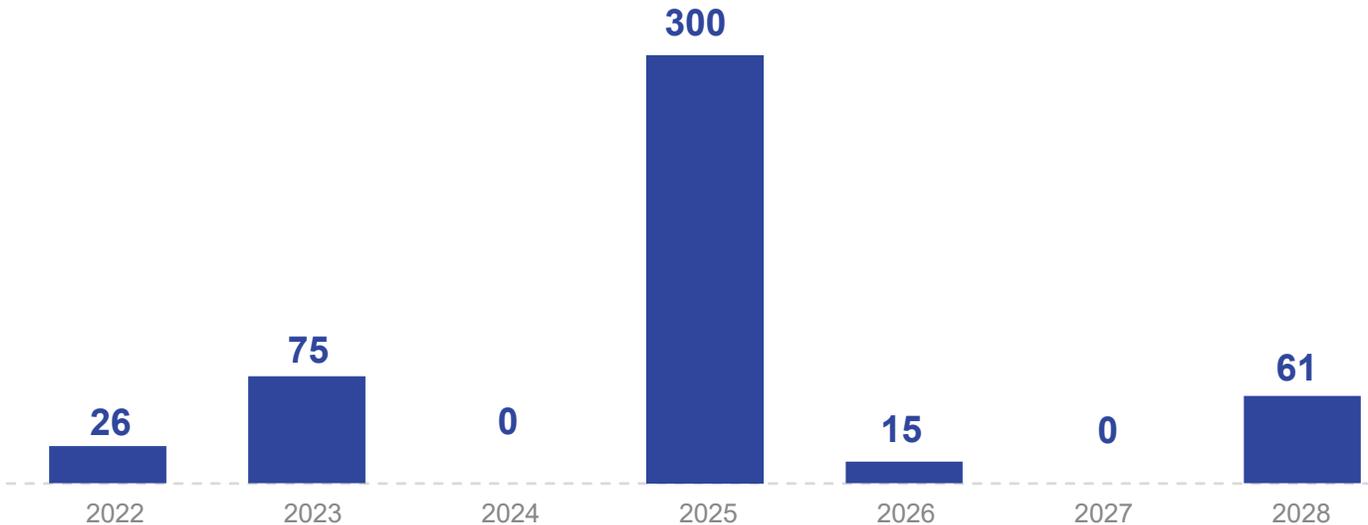
€477M

Gross debt

€180M

Net debt

SPLIT OF THE GROSS DEBT BY MATURITY



OUTLOOK FOR 2022



BEST PEOPLE AND TECHNOLOGY



Ability to **pivot quickly** to new market demands



Improved **productivity and speed** in data collection and analysis = better margin



Able to **invest** in further automation and digitization

IPSOS' PRIORITIES



Values based leadership
and behaviours



Create global consistency
and discipline to maintain
and improve margins



Raise our profile through a
stronger thought leadership
programme



Be the best place to work
in our industry



Build on and scale our best
practice & innovation



Drive our technologists to
go faster

IPSOS' PRIORITIES

Values based leadership and behaviours

Be the best place to work in our industry

- Review our behaviours to reflect our values and reinforce them across the organisation – programme currently underway; to be used for appraisal and promotion
- Enhanced well being programmes, revised global training programme and Training Centre software
- Increased Ipsos Foundation funding to focus on making a positive difference – good for society and motivating for our people
- Further progress on gender equality at senior levels in 2021

IPSOS' PRIORITIES

Create global consistency and discipline to maintain and improve margins

Build on and scale our best practice & innovation

Drive our technologists to go faster

- Launched the new « Client First » plan which has nine distinct elements to drive global consistency on business development, increase win rates, improve impact for clients and strengthen relationships
- Investment in our data collection platform – ongoing migration to new technology driving more productivity, shorter cycle times and improved margins
- Integration of Infotools to improve data delivery to clients
- Roll out of KnowledgePanel across Europe to add to our US and UK coverage
- Looking to make further acquisitions in technology and advisory services

SIGNALS OF A CHANGING WORLD



Geopolitical tensions
China and Russia vs the West



Rising inequalities and opportunities
Dynamic populations



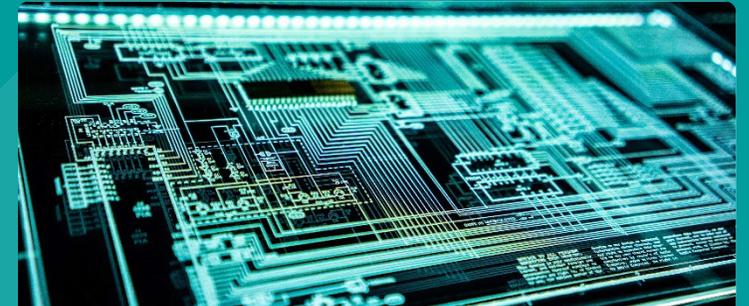
The fragility of our planet
Climate change



The **Covid-19** shock wave

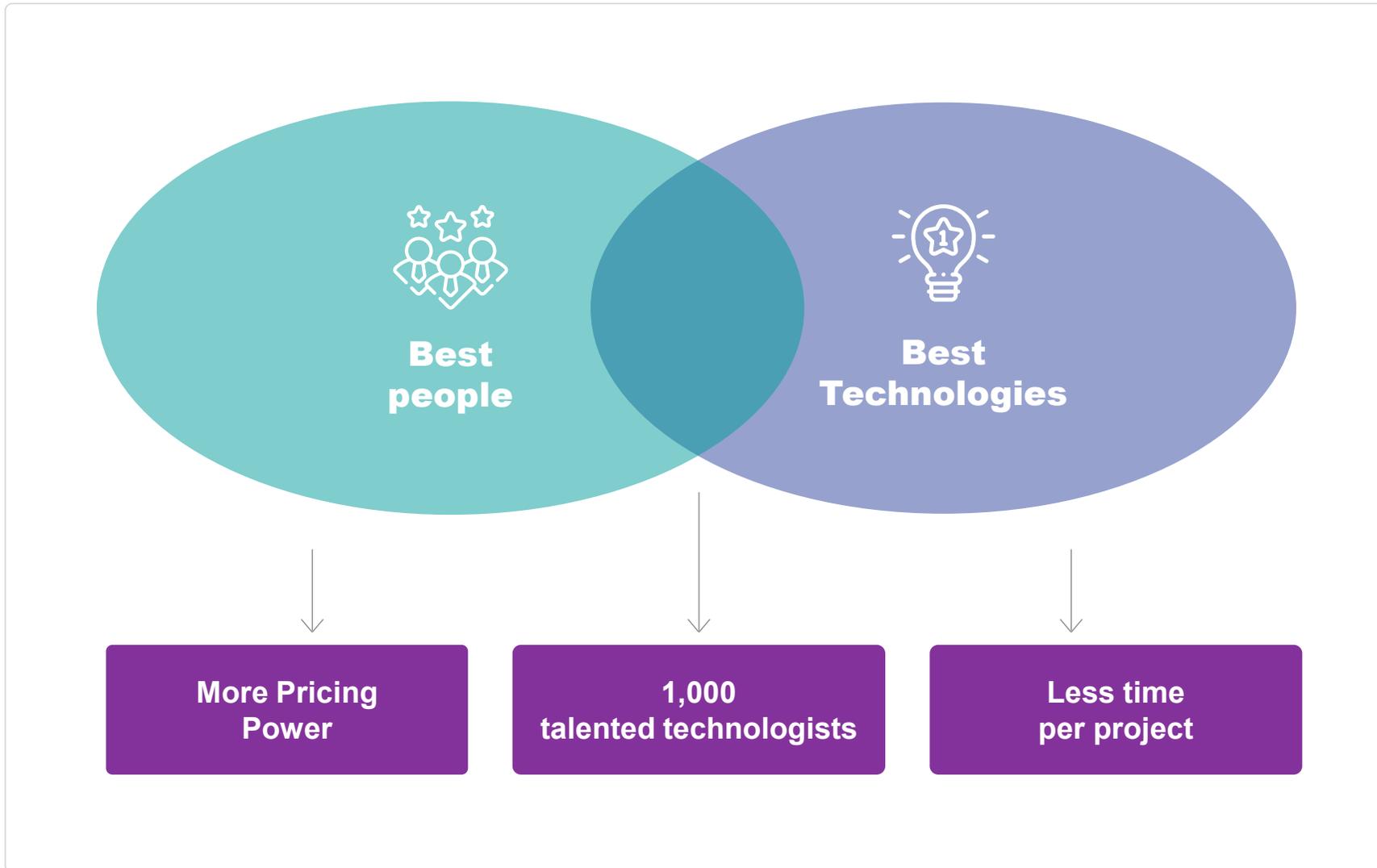


Shortages in the **supply chain**



Technology tipping point
The world of data: **AI, Metaverse**

A SUSTAINABLE MODEL



Organic growth 2022

≈ **5%**

Underlying growth

≈ **7%**

CONFIDENCE IN MODEL

Operating margin
2022 between

12% and 13%



THANK YOU

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