INVESTOR DAY 2023

Our Path to Ipsos 2025: A Strategic Update

14 June 2023
AGENDA

1. WHY IPSOS?
   Ben Page, CEO

2. UPDATE on our 2025 Growth Plan
   Ben Page, CEO. Trinh Tu, Head of Public Affairs, UK.

3. KEY FINANCIALS
   Dan Lévy, CFO

4. IPSOS’ TECHNOLOGY ROADMAP & GENERATIVE AI
   Michel Guidi, COO. Andrei Postoaca
   Head of Ipsos Digital & Ipsos Synthesio. Jacquie Matthews, Global Service Line Leader, Ipsos UU.

5. Driving value creation through ESG
   Lauren Demar, Chief Sustainability Officer & Global Head of ESG

6. CONCLUSION & Q&As
WHY IPSOS?

Ben Page, CEO
THE WORLD IS COMPLEX
POLYCRISSES

A MONA LISA WORLD

MORE DATA

FAKE NEWS, ALTERNATIVE TRUTHS

MALICIOUS INTERFERENCE

COLLECTIVE MISPERCEPTIONS

GEOPOLITICAL TENSIONS
COMPANIES AND GOVERNMENTS NEED INSIGHTS THAT ARE...

Accurate

Relevant

Analysed

ACTIONABLE

At Ipsos this is what we deliver

And we are uniquely positioned to do so
Our Raison d’Être:

“Deliver reliable information for a true understanding of society, markets and people – to help the world to make better decisions”
IPSOS IS BUILT TO MAKE SENSE OF COMPLEXITY
WHY IPSOS IS UNIQUE

Digitizing all data sources

With the best of human intelligence
Some of the largest **FACE-TO-FACE** interviewing capabilities in the market

*Key in some major markets like India and for projects like Covid testing*
IN MANY COUNTRIES, SPEAKING TO PEOPLE IN REAL LIFE REMAINS A NECESSITY

Connected population as a share of total population

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>Thailand</td>
<td>85%</td>
</tr>
<tr>
<td>Brazil</td>
<td>81%</td>
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<tr>
<td>Middle East &amp; North Africa</td>
<td>77%</td>
</tr>
<tr>
<td>Arab World</td>
<td>76%</td>
</tr>
<tr>
<td>Mexico</td>
<td>76%</td>
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<tr>
<td>China</td>
<td>73%</td>
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<tr>
<td>South Africa</td>
<td>72%</td>
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<tr>
<td>Egypt</td>
<td>72%</td>
</tr>
<tr>
<td>World</td>
<td>63%</td>
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<tr>
<td>Indonesia</td>
<td>62%</td>
</tr>
<tr>
<td>India</td>
<td>46%</td>
</tr>
<tr>
<td>Sub-Saharan Africa</td>
<td>36%</td>
</tr>
<tr>
<td>Pakistan</td>
<td>21%</td>
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</tbody>
</table>

Source: World Bank
IN MANY COUNTRIES, SPEAKING TO PEOPLE IN REAL LIFE REMAINS A NECESSITY

Share of Ipsos interviews conducted OFFLINE (2022)

- Pakistan: 97%
- Nigeria: 92%
- Turkey: 89%
- India: 87%
- Kenya: 86%
- Indonesia: 77%
- South Africa: 74%
- Egypt: 61%
- Malaysia: 58%
- China: 48%
- Colombia: 43%
- Italy: 30%
- United Kingdom: 29%
- France: 24%
- Germany: 22%
- Mexico: 19%

Offline: face-to-face and telephone
THE WHOLE HUMAN and all of humans

Consumer, client, citizen, employee, patient, professional (B2B)…

Reaching people wherever they are online AND offline:
• Young and old
• Majority and under-heard minorities
• Hard-to-reach audiences
EXPERTISE IN ALL SPHERES of market and opinion research

Only player to offer a complete offer to understand society, markets and people
PRESENT AT ALL STAGES of the information value chain

We control our data and know where it originates

DEFINITION OF NEEDS

DATA COLLECTION, PRODUCTION

DATA INTEGRATION & ANALYTICS

INSIGHTS, ACTIVATION & ADVISORY for impact

Client Organisation Local / Global teams

Operations Panels

Data Scientists Ipsos Experts

Researchers & sector experts
GLOBAL COVERAGE, LOCAL UNDERSTANDING

250 offices in 90 countries
Operations in over 130 countries

United States
United Kingdom
China
France
Germany

Ukraine
Kuwait
Zambia
Panama
Kosovo

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TRUTH delivered to decision makers

The **highest standards** in statistically representative panels

Some of the best **forecasting** tools available on the market

**Polling results** among the most accurate in the industry

Our **clients trust** us: **9/10** satisfaction score in 2022
LET OUR CLIENTS SPEAK

**NOVARTIS**

“Outstanding. Thought-provoking, heart-wrenching.”

**Campbell’s**

“Our partnership with Ipsos has delivered significant value to our business. In this uncertain retail climate, we had the best possible information guiding our decisions.”

**Snap Inc.**

“Working with Ipsos brought expertise and credibility to deliver high-class insights that will have a strong impact on our business.”

**havas media**

“Audience granularity including geography, lifestyle and ethnicity is helping us better understand nuances between social platforms. We’re able to guide appropriate platform budgeting decisions to reach audiences more effectively.”
RESPONDING TO CLIENTS’ NEEDS
via a dedicated team

THE CLIENT ORGANISATION

240+

senior professionals
working with global and local clients
A ONE-STOP SHOP for decision makers from all sectors

with cross-expertise, unified and modular offers

Competitors by sectors

Competitors by specialties
OUR LARGE CLIENTS RELY
On this cross-country & cross-sector expertise

ON TOP 20 CLIENTS

# OF SERVICE LINES

12 TO 16

8 TO 12

< 8

# OF MARKETS

< 20

20 TO 40

> 40
UPDATE
on our 2025 Growth Plan

Ben Page
CEO

Trinh Tu
Head of Public Affairs, UK
CONFIRMING OUR STRATEGIC PRIORITIES

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
MOVING FORWARD ON OUR KEY FOCUS AREAS

GEOGRAPHIES

➢ USA
➢ Rest of top 10 (United Kingdom, China, India, France, Germany…)
➢ Other markets

SERVICES & SECTORS

➢ Public Sector
➢ Healthcare
➢ Ipsos.Digital
➢ Tech and Media clients

PEOPLE & TECH

Keep People at the Heart of our Strategy

Increase investments
➢ Technology
➢ Data analytics
Public Affairs

Trinh Tu
Head of Public Affairs, UK
OUR COMPETITIVE ADVANTAGE

LEADER:
Ipsos Public Affairs is the global market leader

LONG HERITAGE:
in public sector research UK, CA, FR, US

TEAMS:
Multi-disciplinary well networked teams with policy area specialisms

PARTNERSHIPS:
with academics and think tanks amplifies impact

Room for ongoing growth and diversification

Austria
Australia
Belgium
Bolivia
Bosnia
Brazil
Canada
Chile
Colombia
Croatia
France
Germany
India
Indonesia
Ireland
Italy
Kenya
KSA
Lebanon
Macedonia
Malaysia
Mexico
Mozambique
Netherlands
New Zealand
Nigeria
Norway
Pakistan
Peru
Serbia
Singapore
South Africa
South Korea
Spain
Sweden
Switzerland
Tanzania
Turkey
Uganda
UK
Ukraine
USA
Zambia
Increased pressures on governments drive research to understand citizens’ expectations.

Expansion of NGOs and private sector

Meeting clients’ demand for both speed and quality.

Macro Trends

- Inflation
- Dynamic populations
- Geopolitical tensions
- Growing inequality and opportunity
- Deglobalization
- Our fragile planet
Understanding prevalence of violence against women

• Meet an evidence gap
• Complex design
• Sensitive topic and audience
• Multi-country face-to-face fieldwork

Assessing impact of trials to increase online media plurality

• Fusion of qualitative and passive data
• Using technology to monitor in real-time participants’ social media use pre- and post-intervention
OUR FOOTHOLD ON GROWTH IS STRONG

Deep insight into policies with breadth of methods and data capabilities

- Policy Expertise
- Methods Expertise
- Global Data Collection
KNOWLEDGE PANEL EXPANSION

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

1. Fuel profile and brand recognition

2. Revenue gains in market where KnowledgePanel® is present

3. Unique capability as platform to expand our presence across EU markets
GOOD PROGRESS, ON TARGET WITH GROWTH PLAN

Fuelled by:

- Rapid growth of policy evaluation including expansion into new sub-markets
- Successful selling of policy advisory, behavioural and citizen engagement to new and existing clients
- Added value through increased fusion of primary, administrative and passive data
- Continued expansion of the KnowledgePanel® across EU and the rest of the world
Healthcare
HEALTHCARE: A STRATEGIC PRIORITY

A STRUCTURALLY GROWING INDUSTRY

- Ageing population
- Greater access to healthcare services
- Tech development & accelerated drug discovery

SOLUTIONS DRIVING GROWTH

1. SYNDICATED STUDIES
   Multi-stakeholder studies, repeated overtime

2. COMMERCIAL STRATEGY:
   Demand assessment, forecasting and patient journey

3. LAUNCH SOLUTIONS:
   Helping clients to succeed in product launching

4. CLINICAL RESEARCH:
   Generating real-world evidence for regulatory submissions or publication
Key Markets
MASSIVE POTENTIAL IN THE UNITED STATES

$62b$
Market size: ~half of the MR industry

$46b$
Market size – addressable: Established market $20b and Tech-enabled market $26b

<1b$
Ipsos turnover with less than 10 players > $500M

Ipsos is largely underpenetrated in this fragmented market
IPSOS BEST PLACED TO CONTINUE EXPANDING THERE

+12% Organic growth 2022 vs 2021

Example of growth drivers

1. B2B
   Accelerating our B2B growth, leveraging Xperiti’s scalable platform

2. Alignment with our clients’ critical priorities
   Current topics: AI and ESG

3. Programmatic Approach
   Highly differentiated offering and clear go-to-market plans

Start of 2023:
Temporary headwinds on tech clients
structural demand remains strong
72% of US businesses are predominantly B2B

We work with 16 of the top 30 largest B2B companies in the US

Cloud Computing Market size: $790B (larger than Beverages)
XPERITI ACQUISITION: WE ARE CREATING THE FIRST TECH-ENABLED B2B MARKET RESEARCH COMPANY

Fully digitalized platform that leverages AI to recruit professionals real-time across 130 countries
STRENGTHENING OUR MARKET LEADER POSITION IN CHINA

Stable despite Covid in 2022

Acquisition of Shanghai Focus RX in 2023

Rebounding in 2023
despite uncertain macroeconomic environment

Chinese quarterly GDP growth rate

Source: National Bureau of Statistics of China
KEY GROWTH SECTORS IN CHINA

- Chinese Brands Going Global
- B2B
- Research-based Advisory Services
- New Energy Vehicles (NEV)
- RX/Pharma
- Local Fast-Moving Consumer Goods
GROWING IN INDIA

10%+
Expected market research industry growth

~6%
GDP growth

A global growth engine and a global capability centre

IPSOS IN INDIA

Continued double digit growth

Now 2nd-largest player on the market

#1 Public Affairs, Healthcare, Automotive & Innovation
INDIA: OUR NEXT STEPS FOR CONTINUED MOMENTUM

1. **Scale up** Public Affairs, Advisory & Healthcare

2. **Invest** in Technology & Media sector

3. **Integrated access strategy**

4. **Focused acquisitions** to build scale
Smart Acquisitions
M&A PRIORITIES

1. Key Markets
   US, UK, France, Germany, Japan, China, India

2. Key Services
   Public Affairs, Healthcare, Advisory, User Experience

3. Tech and Science
   Access to respondents, Platforms, Data Science

4. An opportunistic approach
   to strengthen other segments or geographies
M&A ACTIVITY & OUTLOOK

M&A team strengthened

150+ potential targets analyzed in 9 months

Letters Of Intent
Several signed or in preparation

Discussions
A dozen in progress, including with several large organisations

2 acquisitions finalised: Xperiti, Focus RX
KEY FINANCIALS

Dan Lévy
Chief Financial Officer
GROWTH PLAN 2025: FINANCIAL TARGETS

**REVENUE**

€3 billion by 2025

5-7% Organic growth

**OPERATING MARGIN**

>13% in 2025
STRUCTURAL DRIVERS FOR PROFITABILITY IMPROVEMENTS

ONLINE DATA COLLECTION

- Shift offline to online with higher GM
- End to end platform from panels to results reporting
- Panels internalization
- Promising impact of Generative AI
  - Coding and scripting
  - Results reporting
  - Translation

PROCESS STREAMLINING ON OPERATIONS

Ipsos.Digital
USA
Advisory
Data Analytics

BUSINESS MIX
A DIVERSE AND RESILIENT BUSINESS MODEL

GEOGRAPHIES

- US: 33%
- Americas w/o USA: 22%
- EMEA w/o UK & France: 15%
- UK: 7%
- France: 5%
- China: 22%
- Asia Pac. w/o China: 11%

SECTORS

- CPG: 24%
- TMT: 16%
- Pharma: 15%
- Other: 11%
- Retail: 9%
- Auto: 7%
- Financial Services: 5%
- Public: 3%

CLIENTS

- Top 20: 26%
- Top 10: 17%

Share of revenue in 2022

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FREE CASH FLOW

214m€

NET DEBT
69m€

LEVERAGE
x0.2

UNDRAWN CREDIT LINES
€490m+ with maturity > 1Y

DEBT BY MATURITY

As of end of Dec. 2022

As of June 2023

A STRONG CASH GENERATIVE AND SOUND FINANCIAL PROFILE
GROWTH PLAN 2025: CASH ALLOCATION PLAN

**FUNDS**
- Additional debt as of 31/12/2025: Up to 600 M€
- Max leverage: 2x
- Projected Free Cash Flow: Approx. 900 M€

**USAGE**
- Acquisitions: Up to 500 to 700 M€
- Additional investment CAPEX: Up to 200 M€
- Dividends: 25%-30% of Adjusted EPS
- Share buybacks:
  - 115M€ for employee free shares
  - Up to 185M€ in new buyback program (up to 2%/year of capital)
RETURN TO INVESTORS

EARNING PER SHARE

Adjusted diluted EPS attributable to owners of the parent

DIVIDENDS

SHARE BUY BACK for cancellation

10 M€ 2022
27 M€ 2023 YTD
2023 GUIDANCE CONFIRMED

UNCERTAINTIES
Macro context and China rebound
Temporary headwinds in Big Tech clients

ORDER BOOK UPDATE
End of May acquisition % of revenue in line with guidance

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>65%</td>
<td>65%</td>
<td>62%</td>
<td>66%</td>
<td>68%</td>
<td>66%</td>
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Growth acceleration since January

ORGANIC GROWTH
Around 5%

OPERATING MARGIN
Around 13%
IPSOS’ TECHNOLOGY ROADMAP & GENERATIVE AI

Michel Guidi
Chief Operating Officer

Andrei Postoaca
Head of Ipsos Digital & Ipsos Synthesio

Jacquie Matthews
Global Service Line Leader, Qualitative Research
BUILDING AN END-TO-END PROPRIETARY PLATFORM

Panel One

**RESPONDENT ACCESS**
- 360° view of all respondent activities
- Project management
- Improved respondent reach and engagement
- Higher survey conversion rates

**SURVEY**
- High-end multi-modal survey engine
- Low/no code environment
- Automation & efficiency
- New question types enhanced with AI

**ANALYSIS & REPORTING**
- “Tableau” of market research
- Real-time, granular and flexible reporting for clients

CAPABILITIES

BENEFITS
OUR COMMON TECH STACK FOR IPSOS SERVICES

Common Platform Elements Shared across all Services

Unique Product Elements

IPSOS.DIGITAL
IPSOS.DIGITAL FAST FACTS
IPSOS.DIGITAL CREATIVE TEST
IPSOS.DIGITAL INNOTEST

SIMSTORE
KNOWLEDGE PANEL
COMMUNITIES
OTHER PRODUCTS...

Panel One
Access to respondents
Survey
Analysis & Reporting
Ipsos.Digital

The Ipsos self-service research platform for fast answers you can trust

Andrei Postoaca
Head of Ipsos.Digital & Ipsos Synthesio
WE INVEST IN GROWING OUR PANELS

<table>
<thead>
<tr>
<th>PANEL SIZE</th>
<th>PANEL HEALTH</th>
<th>PANEL QUALITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>+18%</td>
<td>84%</td>
<td>99.66%</td>
</tr>
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</table>

May 23 Vs May 22

Monthly retention rate
May 22 was 80%

% flawless projects
May 22 was 99.46%
GENERATIVE AI IS A DRIVER FOR PROFITABILITY IMPROVEMENT

We produce **Data** that is **unique**, digitizing all **data sources**

With the best of **human intelligence**

To deliver accurate, relevant, analysed, actionable insights

Generative AI is an opportunity to improve speed and productivity, and create new revenue streams

And to differentiate with our unique approach to Responsible AI
IPSOS HAS A HEAD START ON AI

World Bank Awards:
- 2017 Africa
- 2018 SE Asia
- President Award 2020
- 2022 South East Asia
- 2023 Sustainable Development
INNOPREDICT: CONCEPT TESTING THROUGH AI-POWERED PREDICTIVE ANALYTICS
IPSOS WILL WIN WITH OUR UNIQUE, HIGH-QUALITY DATA...

- Macro and micro environmental factors
- Alternative datasets
- Consumer Attitudes
- Survey Data
- Social & Search Data
- Consumer Needs, Expressions & Trends
- Consumer Behaviors
- Digital Behavioral Data
IPSOS WILL LEAD WITH OUR EXPERTS

Engineer Prompts 10,000 Researchers across the world are experts at asking the right question

Train Models
700 Data Scientists, Statisticians & Data Modellers

INSIGHTS, ACTIVATION & ADVISORY for impact

Benchmark & Validate 3,000 Operational Data Specialists
GENERATIVE AI: 12 IMMEDIATE USE CASES

**Translation**
- Creating Custom Multi-Lingual Questionnaires
- Translation of Open-Ended Responses
- Multi-Lingual Transcription of Interviews
- Multi-Lingual Sentiment Analysis of Unstructured Text

**Analytics**
- Summarization of Text and Audio based Content (and Video)
- Classification of Open-Ended Responses
- Multi-Source Insights
- Automated DP Report Generation
- Data Modeling and Analytics

**Production**
- Virtual Research Assistant
- Creating Sampling Plan for Surveys
- Automated Call Centers for CATI
160,000 people we talk with in-depth each year around the world
125,000 online community members interacting with each other and Ipsos
100,000 hours of video recordings each year
GENERATIVE AI WILL BE AN ENABLER
AN ENABLER: THROUGH THE SPEED OF INSIGHTS TO MARKET

1. Translation
2. Transcription to text
3. Thematic Analysis

1,000 member, 52-week community
AN ENABLER: THROUGH POWERFUL COLLABORATION

Research objective: to ideate new ideas and concepts for the category
AN ENABLER: IN OPENING NEW REVENUE STREAMS

3 X 1 hour each = 300 video hours for one project

300 consumers
300 clients
AI COULD ASSIST CLIENTS THINKING THIS WILL ALLOW THEM MORE OPPORTUNITY FOR DIY RESEARCH

What Ipsos brings goes further:

- The well-crafted, non-obvious, iterative questions
- Proven frameworks for an additional layer of analysis and interpretation
WHAT’S NEXT?

1. A UNIQUE APPROACH TOWARDS RESPONSIBLE AI

2. ENTERPRISE AGREEMENTS WITH GENERATIVE AI LEADERS

3. STRONG COMMUNITY OF PRACTICE DEVELOPING NEW APPLICATIONS

4. HELP OUR CLIENTS WITH THEIR GENERATIVE AI NEEDS
CLEAR ROADMAP, PROCEEDING WITH SPEED

COMMERCIAL STRATEGY:
Demand assessment, forecasting and patient journey

<table>
<thead>
<tr>
<th>Responsible AI Framework</th>
<th>Tactical</th>
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<tbody>
<tr>
<td>Generative AI policy published.</td>
<td></td>
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<tr>
<td>RAI tooling, documentation &amp; data governance</td>
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<thead>
<tr>
<th>Education &amp; Best Practices</th>
<th>Tactical</th>
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<tr>
<td>Hands-on labs for business and technical early adopters.</td>
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<tr>
<th>Technology Acquisition</th>
<th>Tactical</th>
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<tr>
<td>Agreements with leading technology providers</td>
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<tr>
<th>Use Case Prioritization</th>
<th>Tactical</th>
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<tr>
<td>Sponsorship from 10 Global Service lines to prioritize use cases</td>
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<tr>
<th>Communities of Practice</th>
<th>Tactical</th>
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<tr>
<td>190+ member community and country taskforces</td>
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<tr>
<th>Ipsos Facto</th>
<th>Tactical</th>
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<tr>
<td>Proprietary secure, private platform with models from leading providers</td>
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<tr>
<th>Ipsos Trained Models</th>
<th>Tactical</th>
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<tr>
<td>Proprietary models with Ipsos Data &amp; Frameworks</td>
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<tr>
<th>Core Platforms Roadmap</th>
<th>Tactical</th>
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<tr>
<td>New ways of working.</td>
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Driving value creation through ESG

Lauren Demar
Chief Sustainability Officer & Global Head of ESG
ESG AS A DRIVER OF OUR VALUE CREATION

We give businesses, governments and public bodies the confidence they need to take the right actions for the benefit of people and the planet, to drive long-term prosperity for all.

We apply the same standards to our own actions.
CONTINUED BROAD RECOGNITION OF OUR ESG PERFORMANCE

United Nations Global Compact

- Advanced Level
- Active
- Learner

EcoVadis

- Top 1% – Platinum
- Top 5% – Gold
- Top 25% – Silver
- Top 50% – Bronze

MSCI

- AAA
- AA
- A
- BBB
- BB
- B
- CCC

- LEADER
- AVERAGE
- LAGGARD

CDP

- Leadership
- Management
- Awareness
- Disclosure

Ipsos Group

- 6.4/10
ACCELERATING OUR CLIMATE COMMITMENT

Carbon emissions per employee **HALVED** since 2019
(scope 1, scope 2 & business travel)

COMMITTED

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION
CARING FOR OUR PEOPLE, SOCIETY AND COMMUNITIES

• **46%** of women among our leading executives
  – up from **42%** in 2021
  **54%** at our Board of Directors

• Ipsos has joined the United Nations’ **Women’s Empowerment Principles** and the **Working with Cancer Pledge**

• **112 PROJECTS** in 43 countries supported by the Ipsos Foundation since 2015
ESG MATTERS TO OUR PEOPLE AND DRIVES ENGAGEMENT

PULSE SURVEY ENGAGEMENT SCORE

87% “Ipsos is taking seriously challenges related to climate change and the protection of the environment”

85% “Diversity & inclusion is a core element of Ipsos’ company culture”

79% = Ipsos Group Engagement Score
(+3 vs. 2021. RED benchmark in services organisations: 72%)
**HELPING OUR CLIENTS ON THEIR OWN ESG JOURNEYS**

<table>
<thead>
<tr>
<th><strong>The World Bank</strong></th>
<th><strong>Ministry of Housing and Urban Affairs Government of India</strong></th>
<th><strong>Google</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>ESG Risk Monitor</strong>: leveraging digital data &amp; analytics to identify risk and shape timely ESG engagements</td>
<td><strong>Understanding the status of water availability and quality in urban Indian cities</strong></td>
<td><strong>How to communicate around sustainability to drive behaviour change by category</strong></td>
</tr>
<tr>
<td><strong>Braskem</strong></td>
<td><strong>Coca-Cola</strong></td>
<td></td>
</tr>
<tr>
<td><strong>ESG Economics</strong>: understanding the ROI of ESG initiatives</td>
<td><strong>Exclusive partner to measure ESG marketing initiatives at brand level</strong></td>
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</tbody>
</table>
A CONSISTENT VOICE ON THE MARKET
MORE RESOURCES AT OUR ESG WEB PAGES
6

CONCLUSION
& Q&As
IN CONCLUSION..

1. THE WORLD IS BECOMING MORE COMPLEX

2. IPSOS IS BUILT TO MASTER COMPLEXITY
   - Experts on the ground globally
   - Technology AND real-world evidence

3. TECH, PEOPLE AND M&A STRATEGY UNDERWAY – A THREE-YEAR JOURNEY

4. A UNIQUE COMPANY WITH UNIQUE CAPABILITIES
INVESTOR DAY 2023

THANK YOU!

Q&A session

Please find below the dial-in phone numbers:

France: +33 (0) 1 7037 7166
UK: +44 (0) 33 0551 0200
US: +1 786 697 3501

The password to access the call is "Ipsos"