

UPDATE ON THE HORIZONS PLAN

Augmented Ipsos



September 14th, 2026



Agenda



A new CEO, a Board-led decision

Laurence Stoclet, President



My reflections

Kelly Beaver, CEO



Current trading

Olivier Champourlier, CFO



Update on the Horizons plan

Kelly Beaver, CEO

A new CEO, a Board-led decision



A Board-led decision

- **Succession planning is continuous** – the Board and its Nomination Committee maintain an ongoing review of succession plans for CEO and Board members
- **The Nomination Committee** had put in place an ongoing and effective identification, selection and succession process for the CEO position
- **Kelly Beaver, an already identified choice** – the Nomination Committee had already identified her profile in 2025 and placed her in a development program
- **On July 30, the Board unanimously decided** that she was the right person, right now, for the role
- The remuneration of Kelly's mandate remains **in full compliance with the CEO remuneration policy** approved by the Shareholders on May 20th 2026, with 94% support
- **Corporate officer mandate only** (no employment contract)
- **Relocation to Paris** from July 31st 2026

A new CEO, accelerating Horizons



Horizons remains our strategic framework

With our 6 priority choices



Kelly Beaver: the right leader to accelerate Horizons

- **Internal, proven, ready now** global leader with 15 years of Ipsos expertise, UK & Ireland CEO, Global Healthcare Chairman, no ramp-up required
- **Outstanding track record** in commercial growth and integration of acquisitions in UK & Ireland
- **Wide industry recognition and awarded leader** : ESOMAR, MRS, Female FTSE Board Report (*100 Women to Watch 2022*), etc.
- **Had worked** on the definition of the Horizons plan with her colleagues since early 2025



Her mandate: turn strategy into much faster execution

The market sets the pace, and Ipsos needs a leader who delivers results at speed



Who I am

A global leader passionate about people, clients and impact



Education and background

- Born in Northern Ireland, 43 years old
- PwC Consulting, Coffey International Development
- King's College London and Oxford University: Visiting Fellow
- MBE for services to academia, research and the Covid-19 response

A long standing Ipsos leader

- Strong operational understanding of industry, Ipsos, our people and clients
- Breadth of knowledge on Ipsos SLs through UK & Ireland CEO position since 2021
- International leadership - International Social Research & Global Healthcare Chair

My Leadership style

- Performance and Execution driven
- Global and inclusive

Contributed to shaping the Horizons plan alongside senior leaders since 2025



Our six strategic choices for Horizons

1

Leverage our multi specialist business offerings

2

Global company with a local footprint

3

Speed as an absolute priority

4

AI as a catalyst for market leadership

5

Access to real people as a critically relevant competitive advantage

6

Value-added service partner e.g. DI&A

Current trading

Order book

+ 1.2% YTD organic growth at the end of August as it was at the end of June

Revenue

+ 1.1% YTD organic growth at the end of August vs 0.8% at the end of June

Detailed business update to be provided with Q3 results on October 23rd at 8:30 am CET



**An acceleration of
execution starting
immediately**

Same strategy, much faster execution

Strategic direction

The strategic choices underpinning Horizons remain the right ones for Ipsos

Execution pace

Clear 26-week operational plans translate priorities into milestones, resources and delivery

Within 4 weeks

- Leadership positions appointed
- Acceleration of the AI roll-out
- Broader use of the Ipsos.Digital Platform

Within 8 weeks

- Globally Managed Services acceleration plan
- Acceleration of global products launches with AI at the core

Accountability

Leadership accountability is reinforced across initiatives, with a strong focus on results at pace

Embedding AI across Ipsos

- New leadership with deep understanding of Technology in Market Research: Humair Mohammed
- Nomination Global Lead of AI solutions and Client Engagement: Cynthia Vega joining end of Nov.
- MS Copilot enabled for all employees
Partnership signed with Google Gemini both for enterprise platform and agentic platform
- New products being released – a few highlights:

Within 12 weeks

InnoTest with Synthetic respondents
Ipsos Synthesio AI Visibility

Within 24 weeks

InnoExplorer 2.0 – powered by Ask Ipsos Agent system is a complete Agentic system
Creative | Spark AI – subscription offer, and augmented with synthetic data

Augmented Ipsos



THANK YOU

NEXT EVENT

Third Quarter Results

23 October 2026 at 8.30 am CET

Q&A