2025 THIRD QUARTER RESULTS

Jean Laurent Poitou,
Chief Executive Officer

Dan Lévy,
Chief Financial Officer

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OPENING REMARKS

Jean Laurent Poitou
Chief Executive Officer

IPSOS HAS STRONG ASSETS TO ACCELERATE INTO ITS NEXT PHASE OF GROWTH

A UNIQUE POSITION AS INDEPENDENT LEADER IN MARKET RESEARCH

GLOBAL REACH IN 90 MARKETS COMBINED WITH DEEP LOCAL KNOWLEDGE

DIFFERENTIATED OFFERINGS ACCROSS ALL SECTORS

LEVERAGING BEST IN CLASS DATA AND METHODOLOGIES

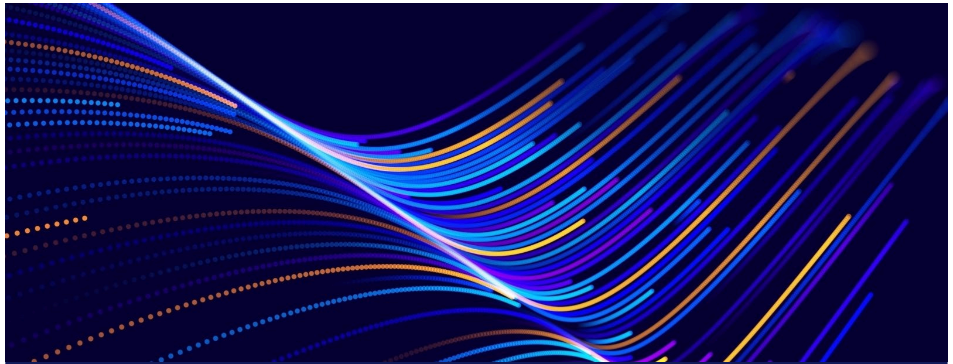
HIGHLY-SKILLED PROFESSIONALS

LONG-TERM RELATIONSHIPS WITH MAJOR PLAYERS FROM ALL INDUSTRIES

SOUND FINANCIAL PROFILE

BUT WE CANNOT RELY ONLY ON WHAT GOT US HERE

ACCELERATE
ORGANIC GROWTH



ACCELERATE ON TECH AND AI
WITH SPEED AND QUALITY
AT THE CORE

CONVICTIONS THAT WILL GUIDE OUR DIRECTION

#1

A strong competitive advantage based on the historical richness of our data and panels

#2

A targeted and scalable use of AI, relying on these data, to accelerate our developments

#3

A resilient model based on our geographical reach, the wealth of our sectors and solutions, and the diversity of our expertises

**INVEST WITH DISCIPLINE
AND WHERE RETURNS ARE DEMONSTRABLE**

MY IMMEDIATE PRIORITIES

#1
FINALIZE THE STRATEGY

#2
STAY CLOSE TO THE FIELD

#3
RAISE THE BAR ON EXECUTION

FINANCIAL UPDATE

Dan Lévy
Chief Financial Officer

GOOD PERFORMANCE IN Q3 IN A COMPLEX ENVIRONMENT

	9 MONTHS 2025	Q3
REVENUE	**€1,791M**	**€636M**
Total Growth	+3.6%	+7.6%
Organic Growth	+0.7%	+2.9%
FX	-2.0%	-3.8%
Scope	4.9%	+8.5%

RETURN TO GROWTH IN THE U.S.

ORGANIC GROWTH

9 months

+0.9%

+3% organic growth since the beginning of 2025 excluding Public Affairs

Improvement in the Pharma sector

Good performance with CPG clients

The political context (DOGE, shutdown...) continues to impact our Public Affairs business: -15% organic growth

GROWTH IMPROVEMENT ACROSS ALL REGIONS IN Q3

	REVENUE	GROWTH				
In millions €	9 months 2025	Total	Organic	of which Q1	of which Q2	of which Q3
EMEA	872.8	10.0%	1.6%	-0.3%	1.8%	3.2%
Americas	630.3	-1.3%	1.2%	-1.7%	0.6%	4.3%
Asia-Pacific	287.9	-3.3%	-3.0%	-6.0%	-2.3%	-1.0%
Total	**1,791.0**	**3.6%**	**0.7%**	**-1.8%**	**0.7%**	**2.9%**

GOOD PERFORMANCE ACROSS MOST AUDIENCES, HELD BACK BY PUBLIC AFFAIRS BUSINESS

	REVENUE	GROWTH				
In millions €	9 months 2025	Total	Organic	of which Q1	of which Q2	of which Q3
Consumers[1]	881.5	2.8%	2.0%	-0.6%	1.6%	4.9%
Clients & employees[2]	360.0	3.5%	2.0%	0.5%	2.7%	2.9%
Citizens[3]	285.3	5.1%	-9.2%	-14.2%	-8.7%	-4.7%
Doctors & patients[4]	264.1	4.4%	5.0%	5.4%	5.2%	4.4%
Total	**1,791.0**	**3.6%**	**0.7%**	**-1.8%**	**0.7%**	**2.9%**

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), Ipsos Synthesio, Strategy3
2. Automotive & Mobility Development, Audience Measurement, Customer Experience, Channel Performance (including Mystery Shopping and Shopper), Media development, ERM, Capabilities
3. Public Affairs, Corporate Reputation
4. Pharma (quantitative and qualitative)

Excluding Public Affairs, organic growth for the first 9 months stands at 2.3%

CONTINUED MOMENTUM ON IPSOS.DIGITAL

9 months 2025

GROWTH **28%**

PROFITABILITY **x2**
vs Group profitability

2025 TARGET

REVENUE **c.140m€**

OUTLOOK 2025

ORGANIC GROWTH

~0.7%

OPERATING MARGIN

~13%

at constant scope

THANK YOU

NEXT EVENTS

INVESTOR DAY
22.01.26

2025 ANNUAL RESULTS
25.02.26

Q&A SESSION

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