

# INVESTOR DAY 2023

## Our Path to Ipsos 2025: A Strategic Update

14 June 2023

GAME CHANGERS



# 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. **Jacque  
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

**1**

# **WHY IPSOS?**

**Ben Page, CEO**



# THE WORLD IS COMPLEX



**POLYCRISES**

**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**



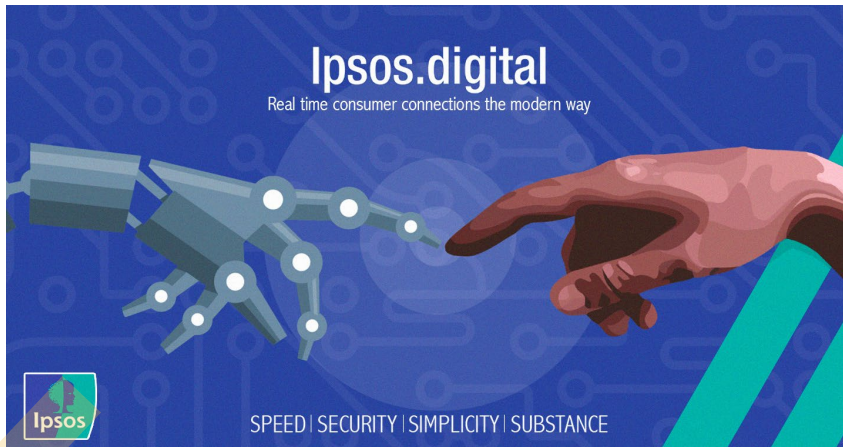
# WHY IPSOS IS UNIQUE

Digitizing all data sources



With the best of human intelligence

# The best of **ONLINE**



... and **OFFLINE**

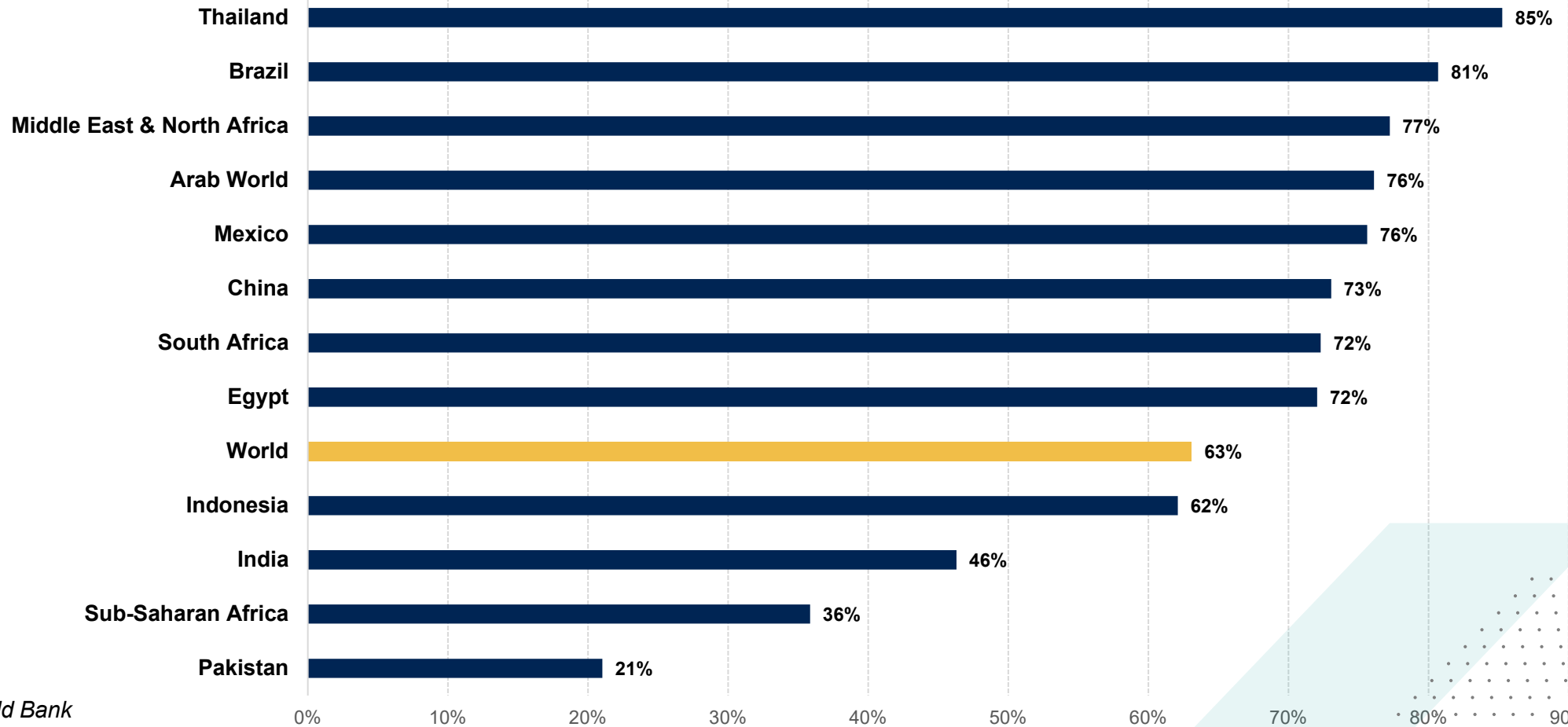


Some of the largest **FACE-TO-FACE** interviewing capabilities in the market

*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

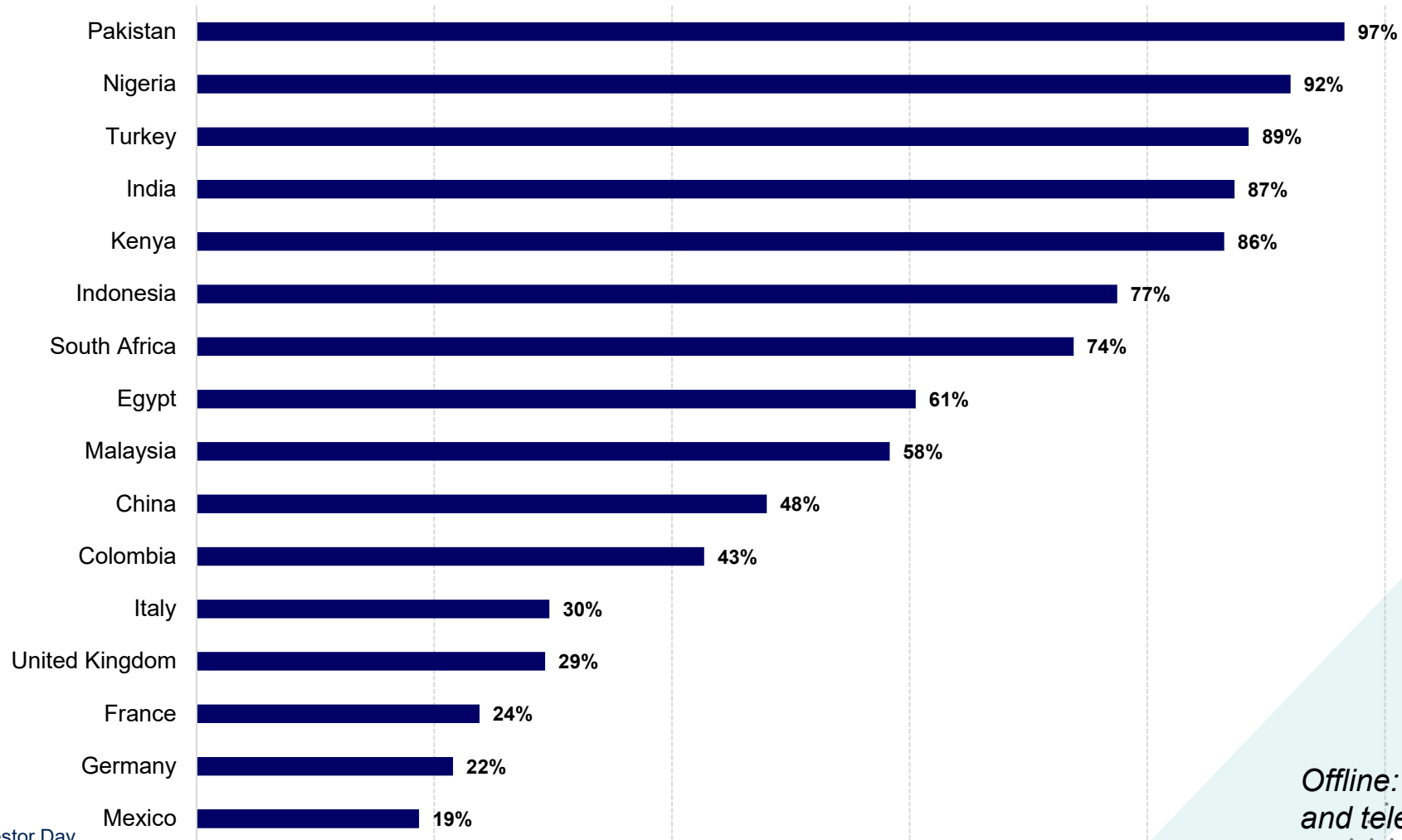
Connected population as a share of total population



Source: World Bank

# IN MANY COUNTRIES, SPEAKING TO PEOPLE IN REAL LIFE REMAINS A NECESSITY

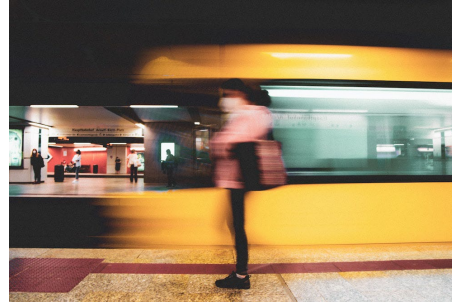
## Share of Ipsos interviews conducted OFFLINE (2022)



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

## CONSUMERS

- Trackers: Brand Health Tracking
- Advertising testing: Creative Excellence
- Product testing: Innovation
- Qualitative studies: Ipsos UU
- Market Strategy & Understanding
- ROI / Optimization: Ipsos MMA
- Data Delivery: Observer
- Social Intelligence Analytics
- Advisory: Strategy3

47%



17%

## DOCTORS AND PATIENTS

- Healthcare: Pharma sector

16%

## CITIZENS

- Corporate Reputation
- Public Affairs

20%

## CUSTOMERS & EMPLOYEES

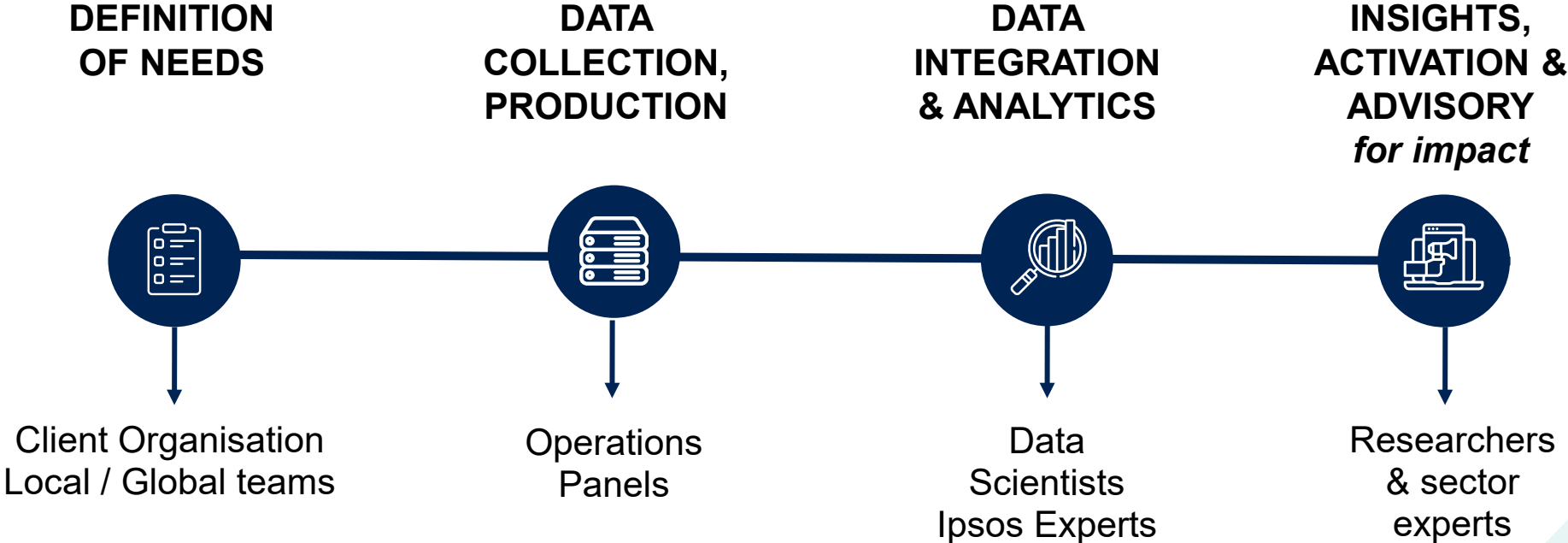
- Audience Measurement
- Automotive & Mobility Development
- Customer Experience
- Channel Performance

Share of revenue 2022



# PRESENT AT ALL STAGES of the information value chain

We control our data and know where it originates



# 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





# 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



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



“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.**”



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



“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+**

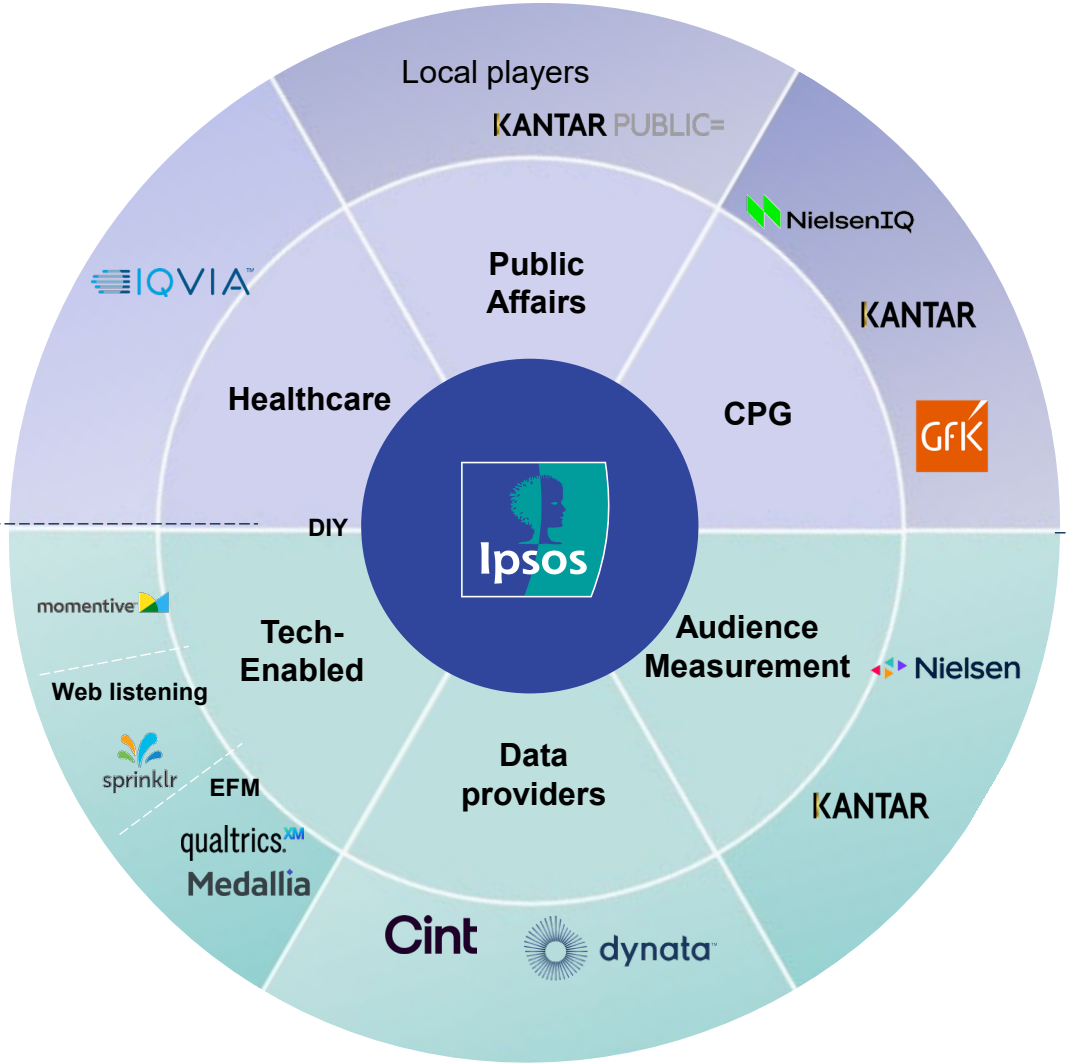
senior professionals  
working with global and local clients

# A ONE-STOP SHOP for decision makers from all sectors



Competitors  
by sectors

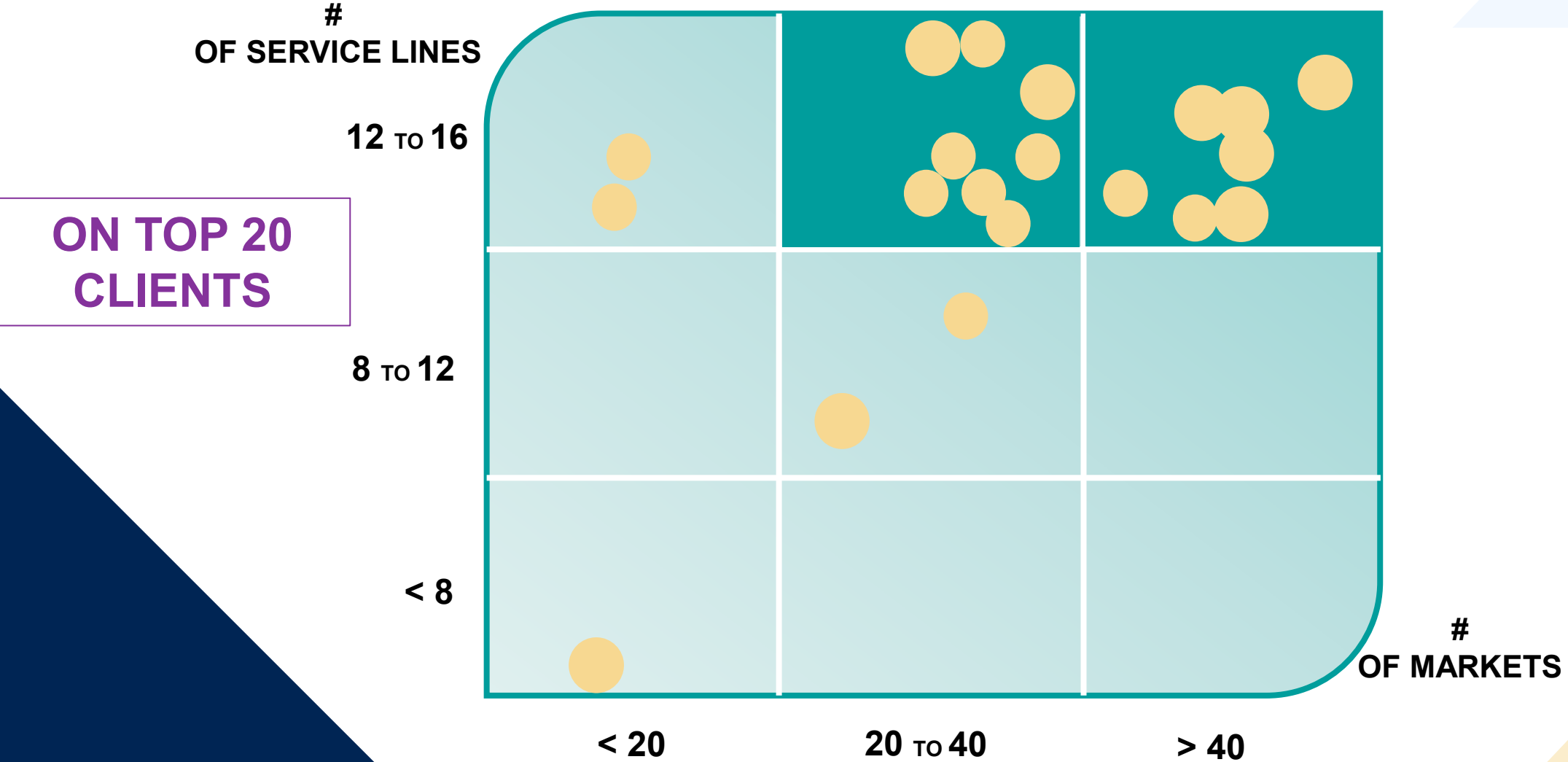
Competitors  
by specialties



with cross-expertise,  
unified and modular offers



# OUR LARGE CLIENTS RELY On this cross-country & cross-sector expertise



# 2

# 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

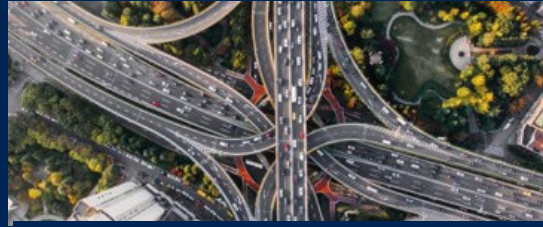
Austria  
Australia  
Belgium  
Bolivia  
Bosnia  
Brazil  
Canada  
Chile  
Colombia  
Croatia  
France  
Germany  
India  
Indonesia  
Ireland  
Italy  
Kenya  
KSA  
Lebanon  
Macedonia  
Malaysia  
Mexico  
Mozambique  
Netherlands  
New Zealand  
Nigeria  
Norway  
Pakistan  
Peru  
Serbia  
Singapore  
South Africa  
South Korea  
Spain  
Sweden  
Switzerland  
Tanzania  
Turkey  
Uganda  
UK  
Ukraine  
USA  
Zambia

# CLIENTS' NEEDS ARE EVOLVING

## Macro Trends



**Inflation**



**Dynamic populations**



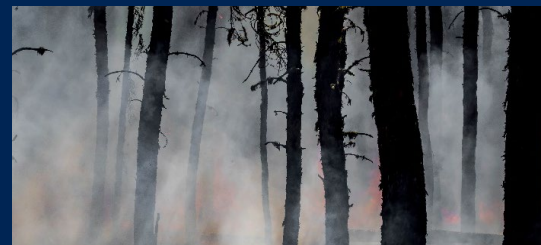
**Geopolitical tensions**



**Growing inequality and opportunity**



**Deglobalization**



**Our fragile planet**

## Opportunities

Increased pressures on governments drives research to **understand citizens' expectations**

**Expansion of NGOs and private sector**

Meeting clients' **demand for both speed and quality**

# PROVIDING HIGH QUALITY EVIDENCE TO CLIENTS

European Union Agency  
for Fundamental Rights



## Understanding prevalence of violence against women

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

Ofcom

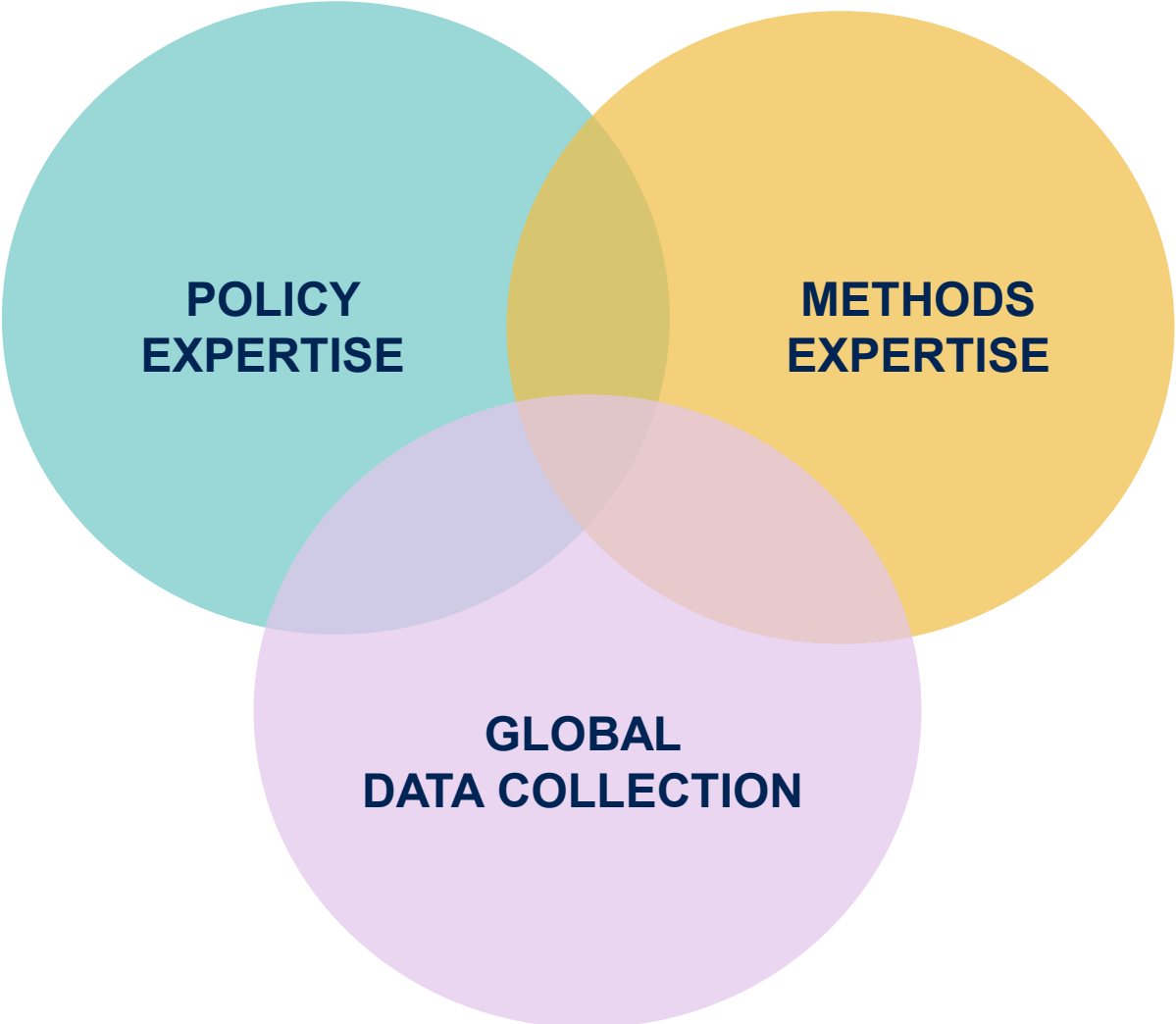


## Assessing impact of trials to increase online media plurality

- Fusion of qualitative and passive data
- Using technology to monitor in real-time participants' social media use pre- and post-intervention

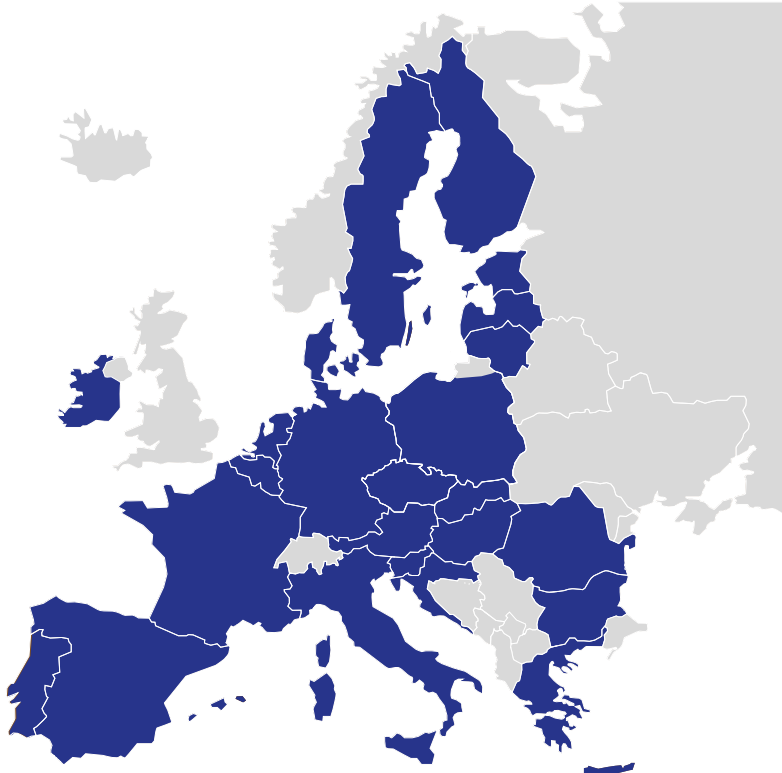
# OUR Foothold ON GROWTH IS STRONG

Deep insight into policies with breadth of methods and data capabilities



# KNOWLEDGE PANEL<sup>®</sup> 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<sup>®</sup> 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<sup>®</sup> across EU and the rest of the world



# Healthcare



## A STRUCTURALLY GROWING INDUSTRY



Ageing population



Greater access to healthcare services



Tech development & accelerated drug discovery

# HEALTHCARE: A STRATEGIC PRIORITY

## 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 – adressable:  
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

**Start of 2023:**

Temporary headwinds on tech clients  
structural demand remains strong

## 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

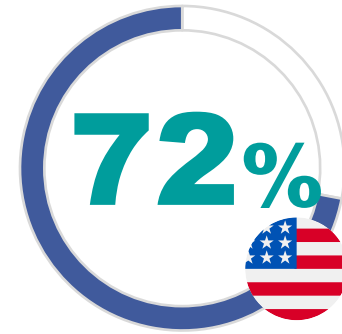
**3** **Programmatic Approach**  
Highly differentiated offering and clear go-to-market plans

# B2B: BUILDING ON OUR MOMENTUM TO CAPTURE THE FULL MARKET OPPORTUNITY

We work with

**16** of the **top 30**

largest B2B  
companies in the US



of US businesses  
are predominantly  
B2B

Cloud Computing Market size:

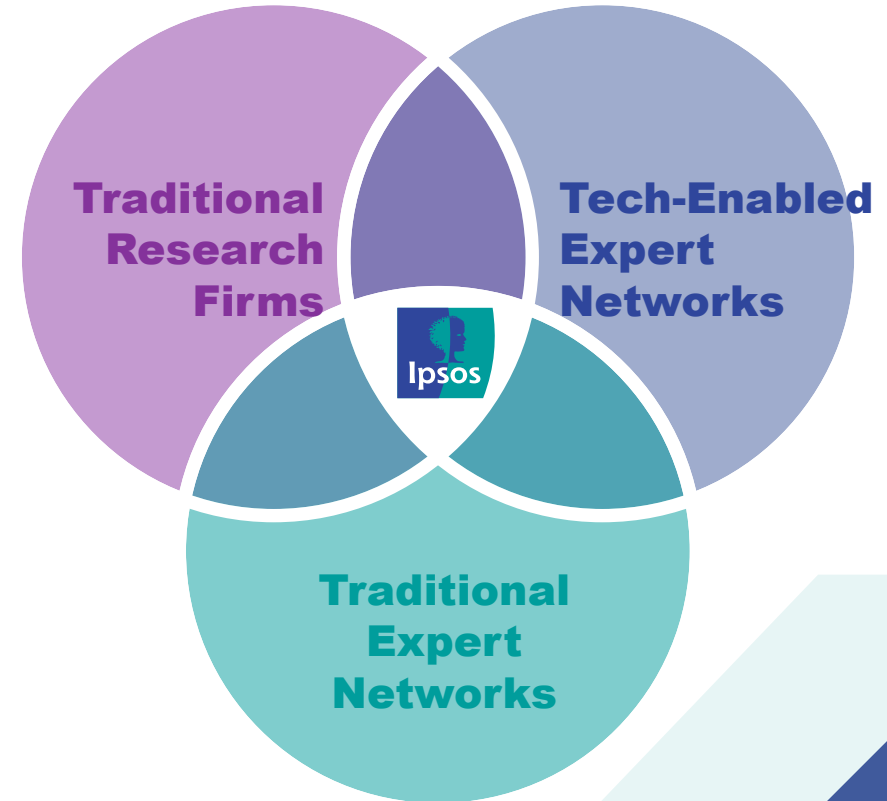
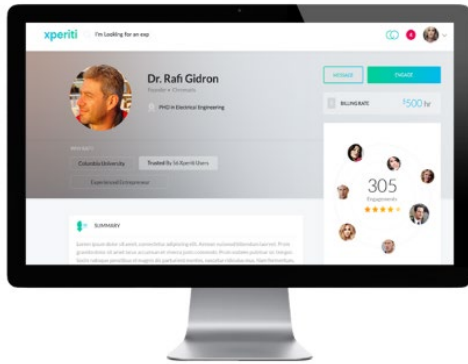
**\$790B**

(larger than Beverages)

# XPERITI ACQUISITION: WE ARE CREATING THE FIRST TECH-ENABLED B2B MARKET RESEARCH COMPANY

xperiti

*Fully digitalized platform that leverages AI to recruit professionals real-time across 130 countries*



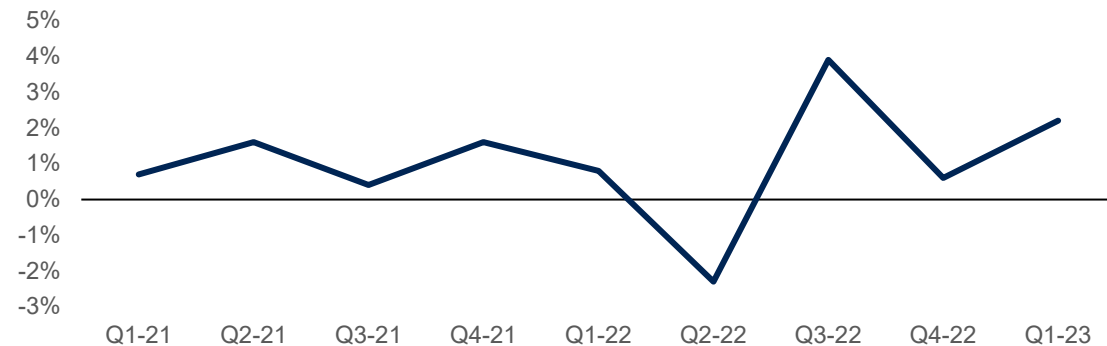
# STRENGTHENING OUR MARKET LEADER POSITION IN CHINA

**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%**

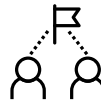
GDP growth

A global **growth** engine and  
a global **capability** centre

## IPSOS IN INDIA



Continued **double digit growth**



Now **2<sup>nd</sup>-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

**2**  
**acquisitions**  
finalised: Xperiti,  
Focus RX

**Letters Of Intent**  
Several signed or in  
preparation

**Discussions**  
A dozen in progress,  
including with  
several large  
organisations

# 3

# KEY FINANCIALS

**Dan Lévy**  
Chief Financial Officer

# GROWTH PLAN 2025: FINANCIAL TARGETS

## REVENUE

**€3billion** 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



## PROCESS STREAMLINING ON OPERATIONS

End to end platform from panels  
to results reporting

Panels internalization

Promising impact of Generative AI

- Coding and scripting
- Results reporting
- Translation



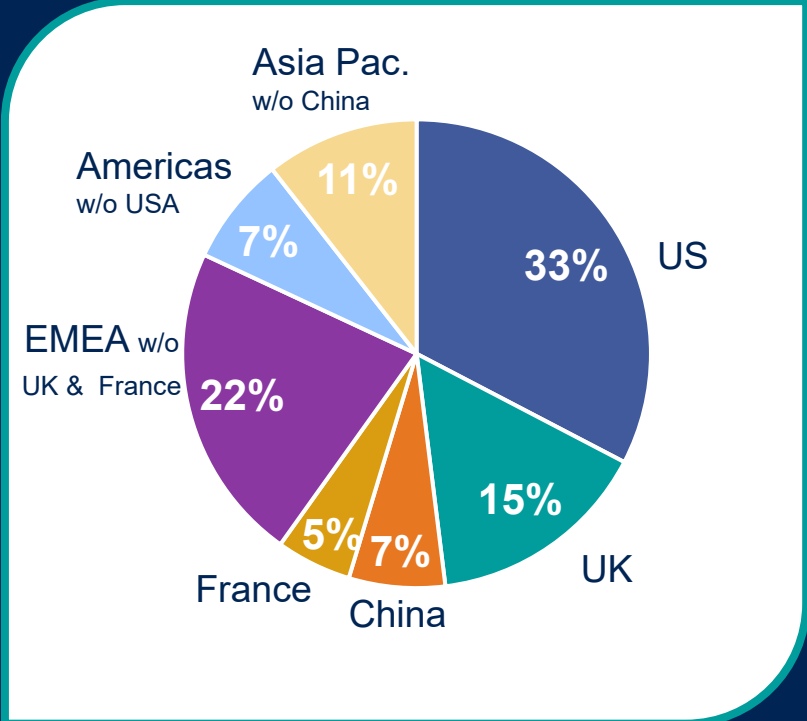
## BUSINESS MIX

Ipsos.Digital  
USA  
Advisory  
Data Analytics

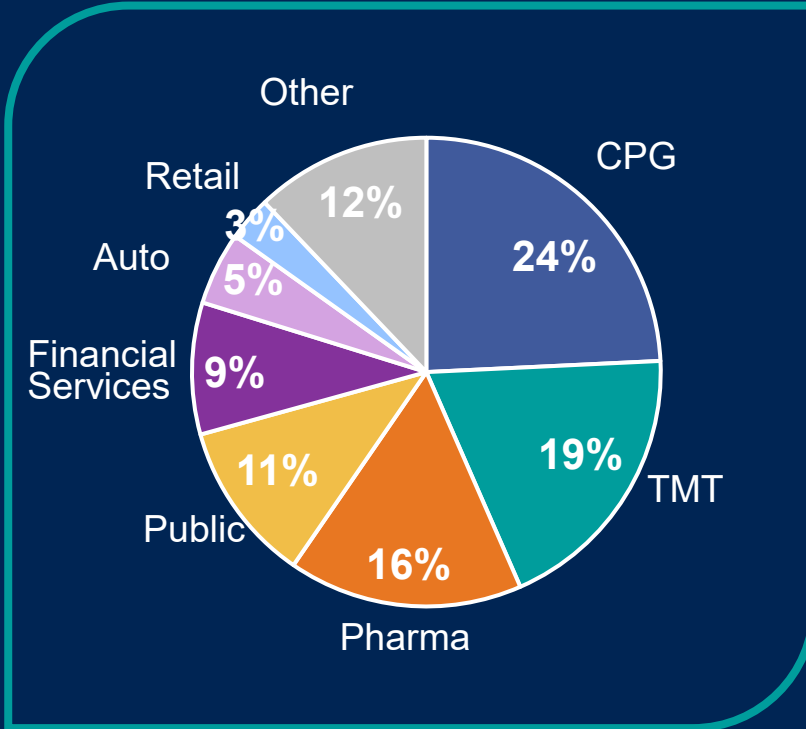


# A DIVERSE AND RESILIENT BUSINESS MODEL

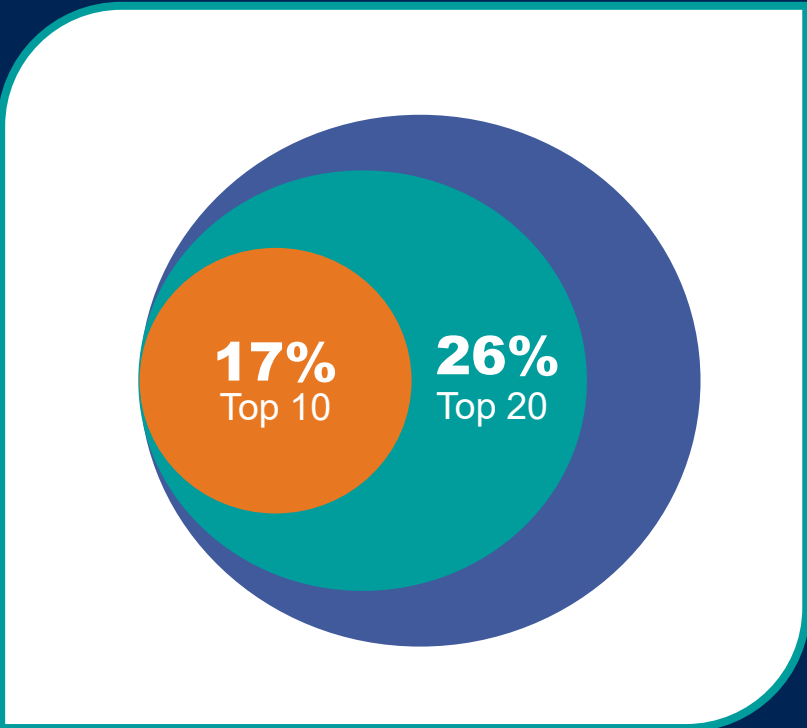
## GEOGRAPHIES



## SECTORS



## CLIENTS



Share of revenue in 2022



# A STRONG CASH GENERATIVE AND SOUND FINANCIAL PROFILE

FREE CASH FLOW

**214m€**

NET DEBT **69m€**

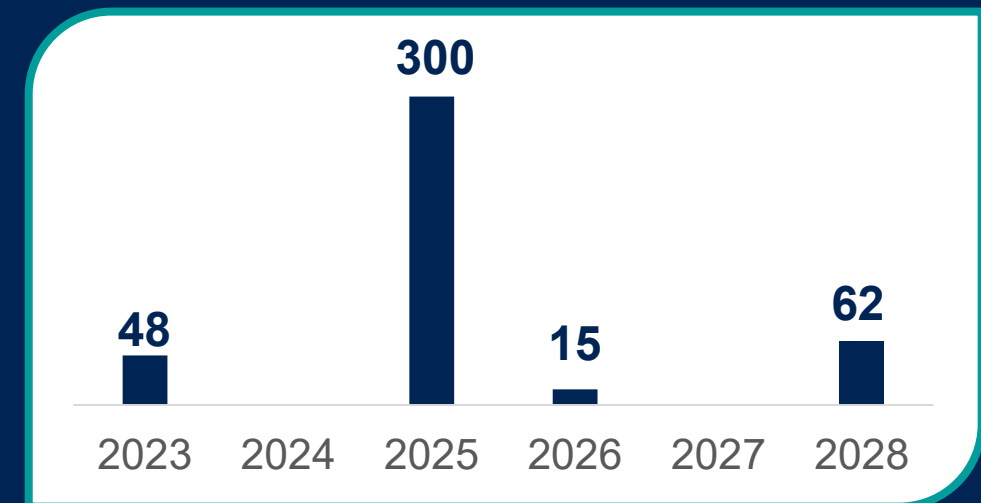
LEVERAGE **x0.2**

As of end of Dec. 2022

## UNDRAWN CREDIT LINES

**€490m+** with maturity > 1Y

## DEBT BY MATURITY



As of June 2023

# GROWTH PLAN 2025: CASH ALLOCATION PLAN

## FUNDS

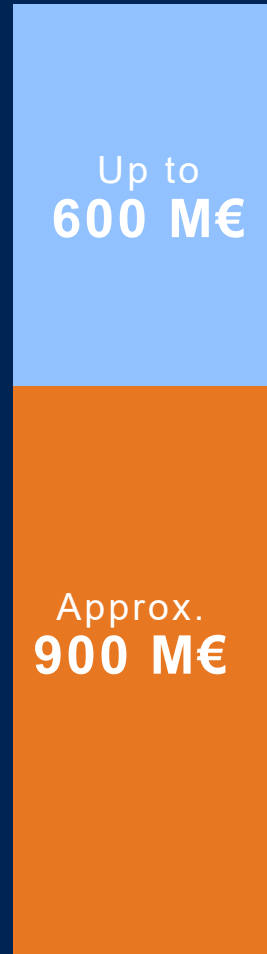
## USAGE

**Additional debt  
as of 31/12/2025**

Max leverage: 2x

**Projected  
Free Cash Flow**

Over 4 years



**Acquisitions**

**Additional investment CAPEX**

**Dividends**

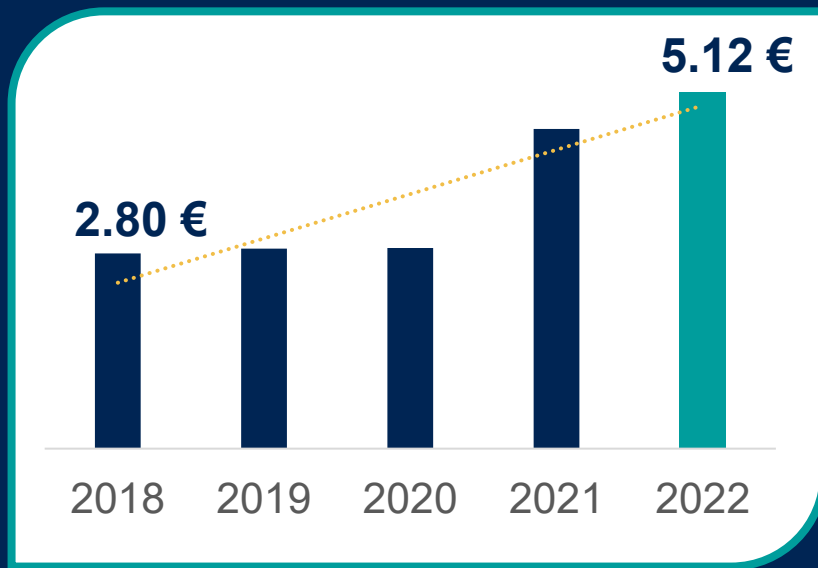
25%-30% of Adjusted EPS

**Share buybacks**

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

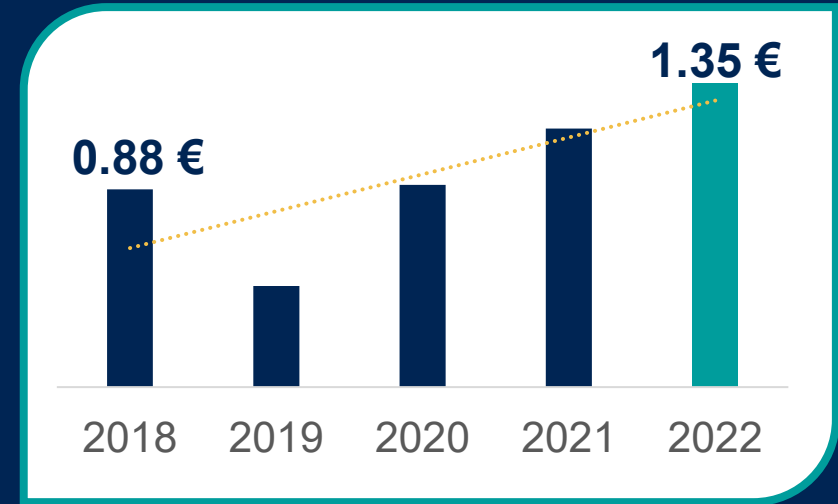
# RETURN TO INVESTORS

## 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

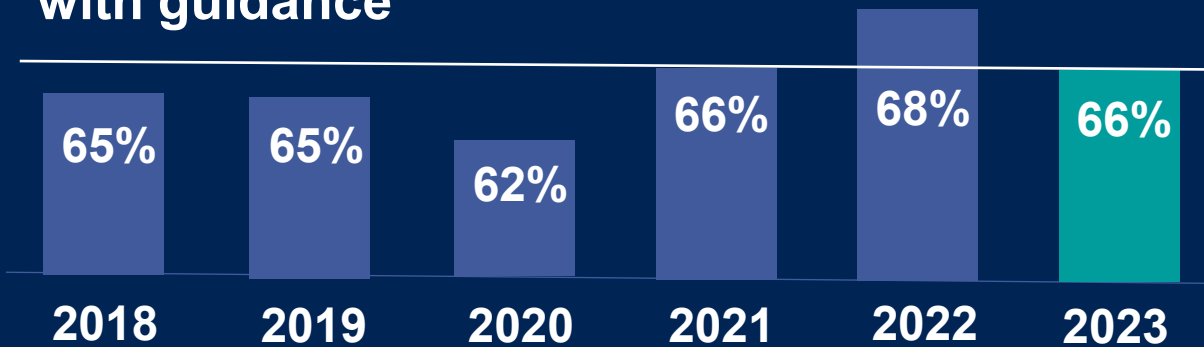
## UNCERTAINTIES

Macro context and China rebound

Temporary headwinds in Big Tech clients

## ORDER BOOK UPDATE

End of May acquisition % of revenue **in line with guidance**



Growth acceleration since January

## ORGANIC GROWTH

Around 5%

## OPERATING MARGIN

Around 13%

# 4

# IPSOS' TECHNOLOGY ROADMAP & GENERATIVE AI

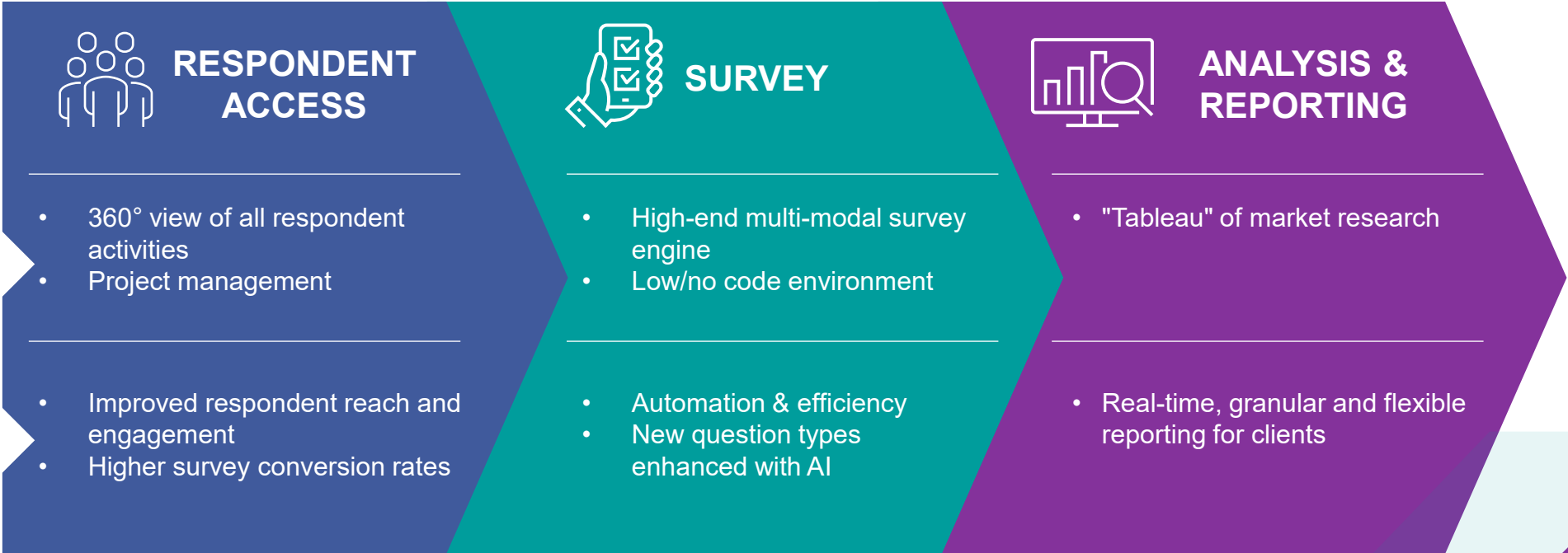
**Michel Guidi**  
Chief Operating Officer

**Andrei Postoaca**  
Head of Ipsos Digital & Ipsos Synthesio

**Jacquie Matthews**  
Global Service Line Leader, Qualitative Research

# BUILDING AN END-TO-END PROPRIETARY PLATFORM

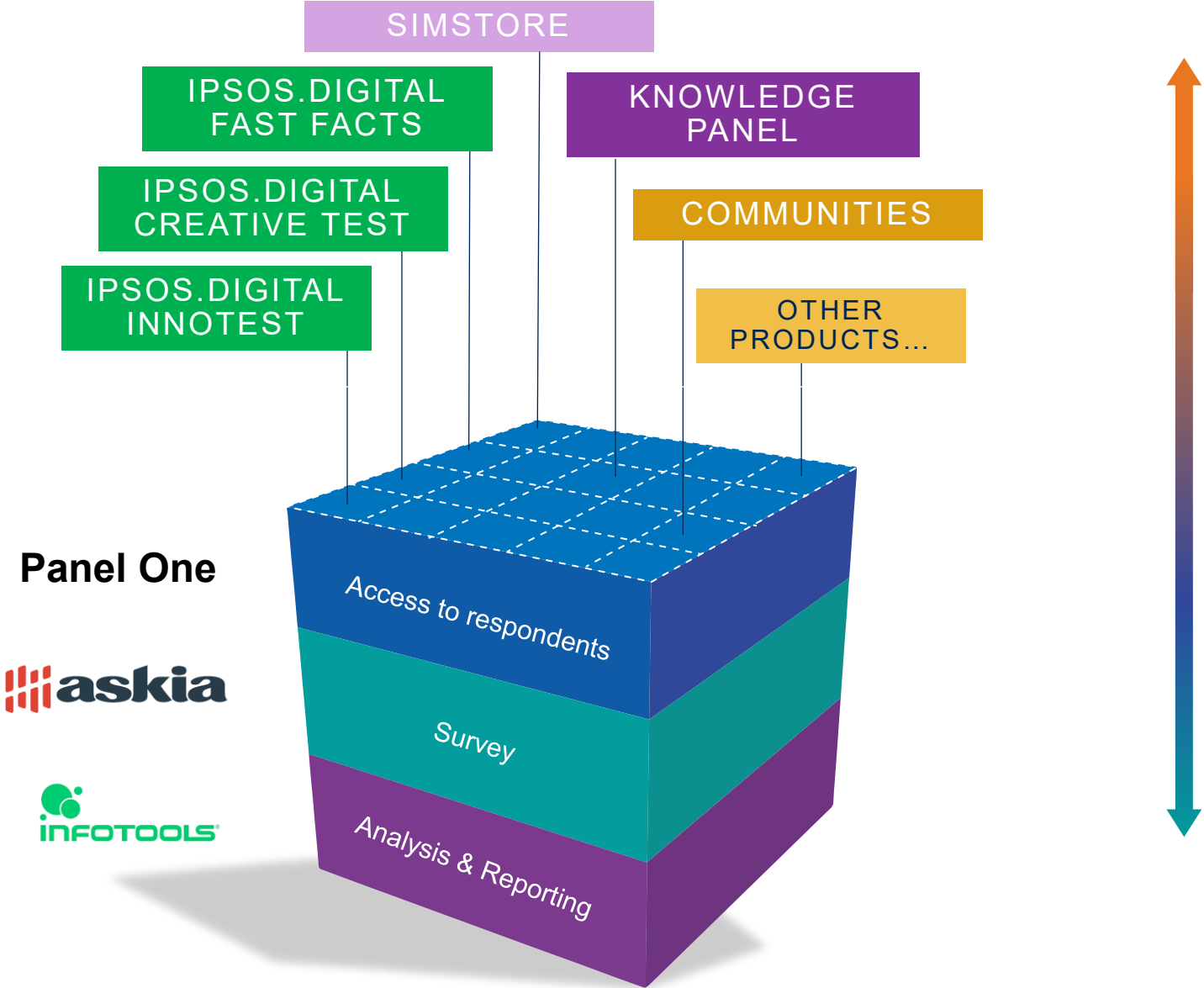
Panel One



# OUR COMMON TECH STACK FOR IPSOS SERVICES

Unique Product Elements

Common Platform Elements Shared across all Services







# 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

## PANEL SIZE

**+18%**

May 23  
Vs May 22

## PANEL HEALTH

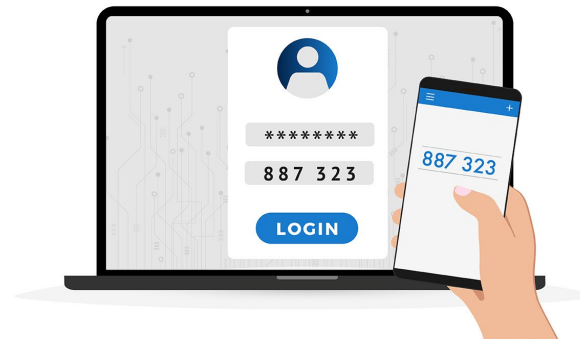
**84%**

Monthly retention rate  
May 22 was 80%

## PANEL QUALITY

**99.666%**

% 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



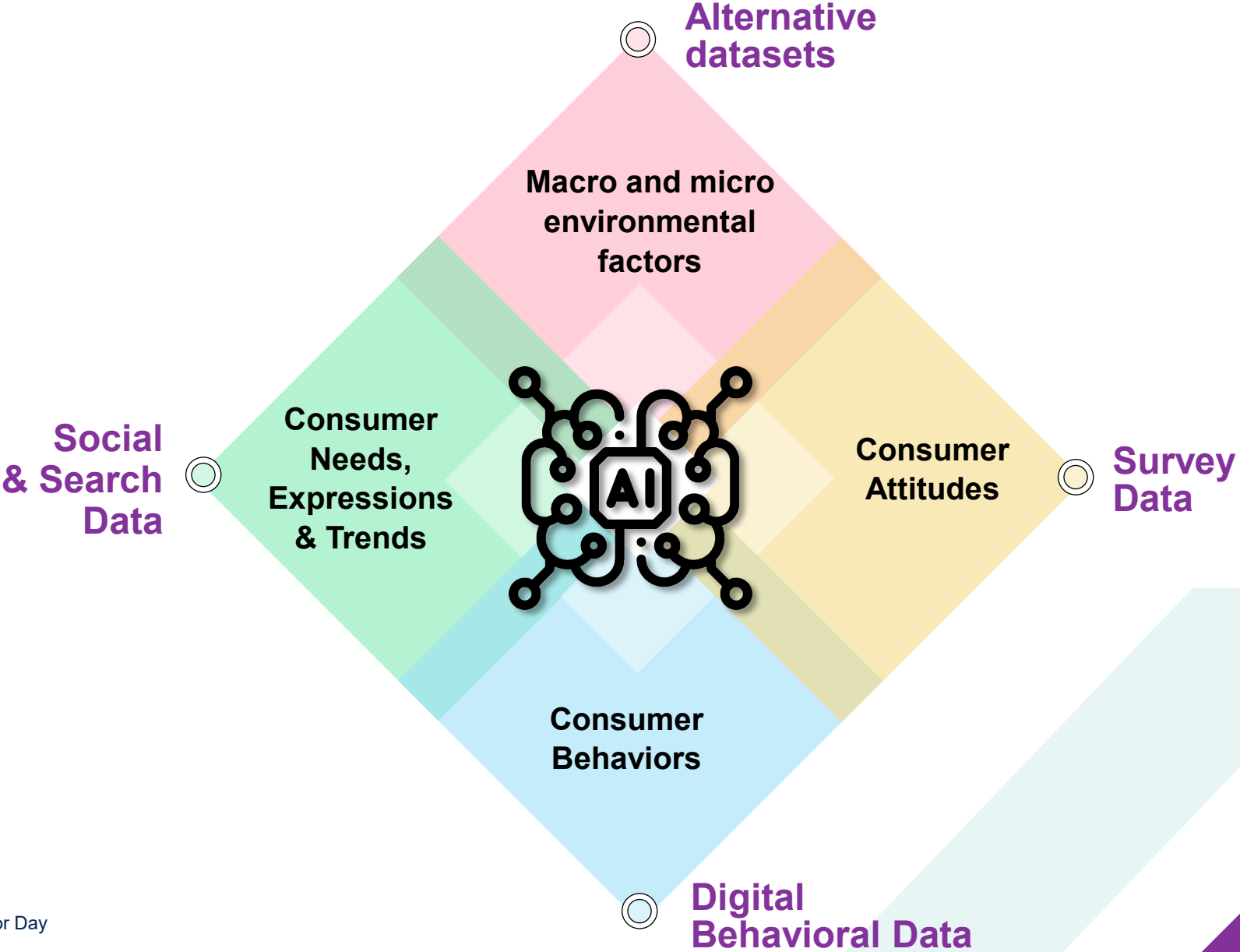
## World Bank Awards :

- 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...

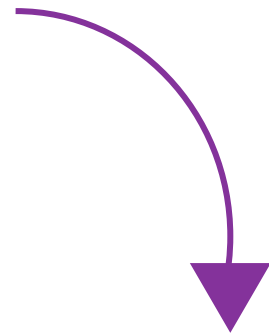


# IPSOS WILL LEAD WITH OUR EXPERTS



## Train Models

**700** Data Scientists,  
Statisticians & Data  
Modellers



## Benchmark & Validate

**3,000** Operational  
Data Specialists

**INSIGHTS,  
ACTIVATION  
& ADVISORY  
*for impact***



## Engineer Prompts

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



# 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



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# Human Interaction

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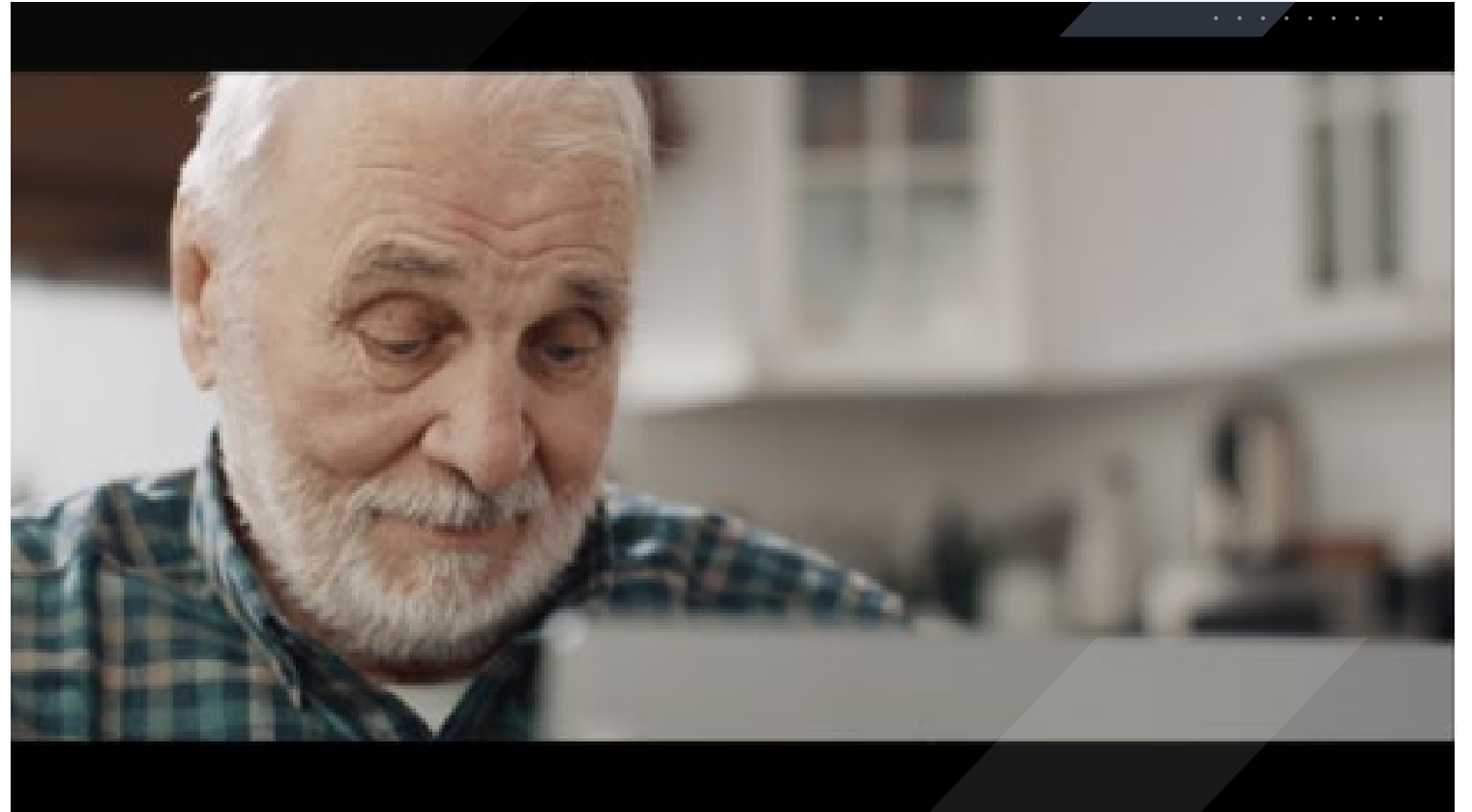
**160,000 people** we talk with in-depth each year around the world  
**125,000 online community members** interacting with each other and Ipsos  
**100,000 hours of video** recordings each year

# **GENERATIVE AI WILL BE AN ENABLER**

# AN ENABLER: THROUGH THE SPEED OF INSIGHTS TO MARKET

1

- Translation
- Transcription to text
- Thematic Analysis



1,000 member, 52-week community

# AN ENABLER: THROUGH POWERFUL COLLABORATION

# 2

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

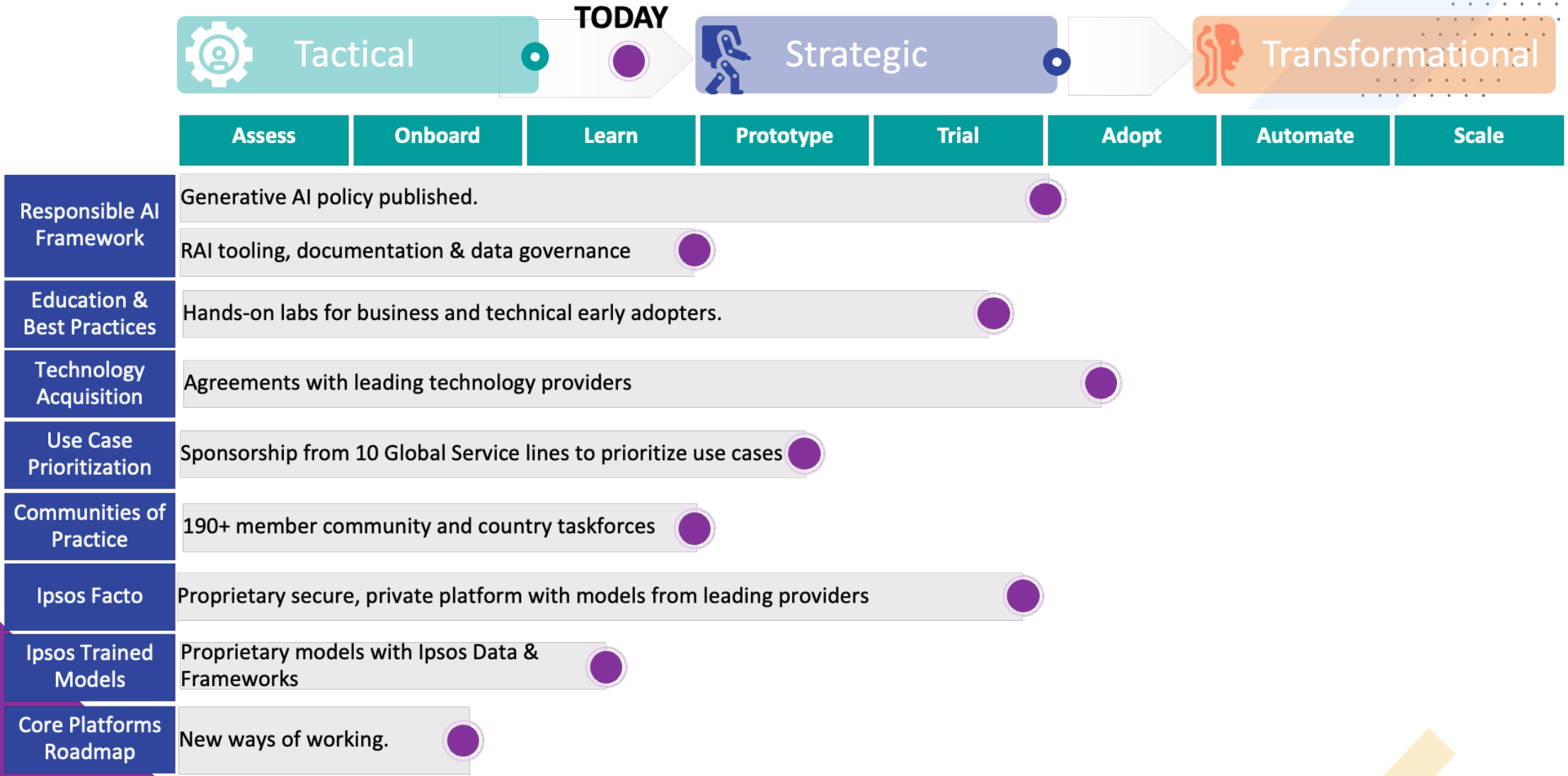
3

STRONG COMMUNITY OF  
PRACTICE DEVELOPING  
NEW APPLICATIONS

4

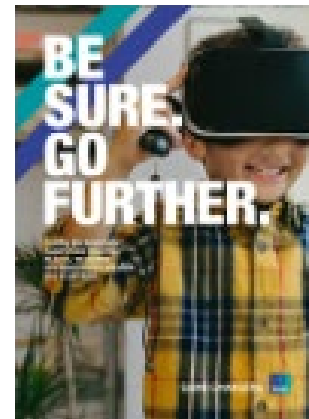
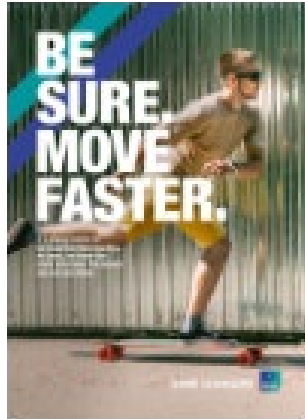
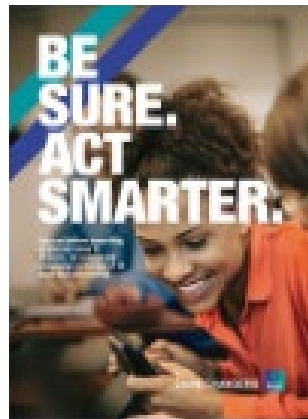
HELP OUR CLIENTS WITH  
THEIR GENERATIVE AI  
NEEDS

# CLEAR ROADMAP, PROCEEDING WITH SPEED





# SECURITY SIMPLICITY SPEED SUBSTANCE



# 5

## 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.



**Commercial Opportunity**











**We Are Uniquely Placed**



**Multi-stakeholder  
Relevance**

# CONTINUED BROAD RECOGNITION OF OUR ESG PERFORMANCE

 <p>United Nations Global Compact</p>	 <p>Advanced Level    Active    Learner</p>
	 Ipsos Group <p>↑ Top 1% – Platinum    Top 5% – Gold    Top 25% – Silver    Top 50% – Bronze</p>
	 6.4/10 <p>↑ AAA    AA    A    BBB    BB    B    CCC</p> <p>LEADER    AVERAGE    LAGGARD</p>
	 <p>↑ Leadership    Management    Awareness    Disclosure</p>



**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.

Rechercher



# ACCELERATING OUR CLIMATE COMMITMENT

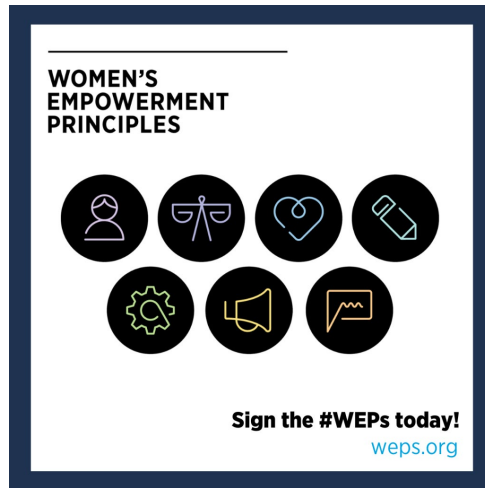
Carbon emissions per employee  
**HALVED** since 2019.  
(scope 1, scope 2 & business travel)



## 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

*% Agree*

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



**ESG Risk Monitor:** leveraging digital data & analytics to identify risk and shape timely ESG engagements



Ministry of Housing  
and Urban Affairs  
Government of India

**Understanding the status** of water availability and quality in urban Indian cities



**Evaluating appeal** of returnable packaging



**ESG Economics:** understanding the ROI of ESG initiatives



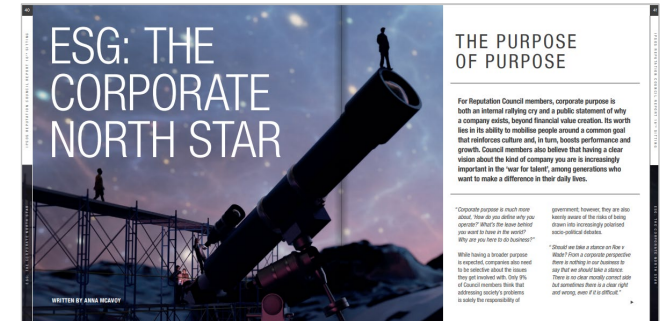
**Exclusive partner** to measure ESG marketing initiatives at brand level



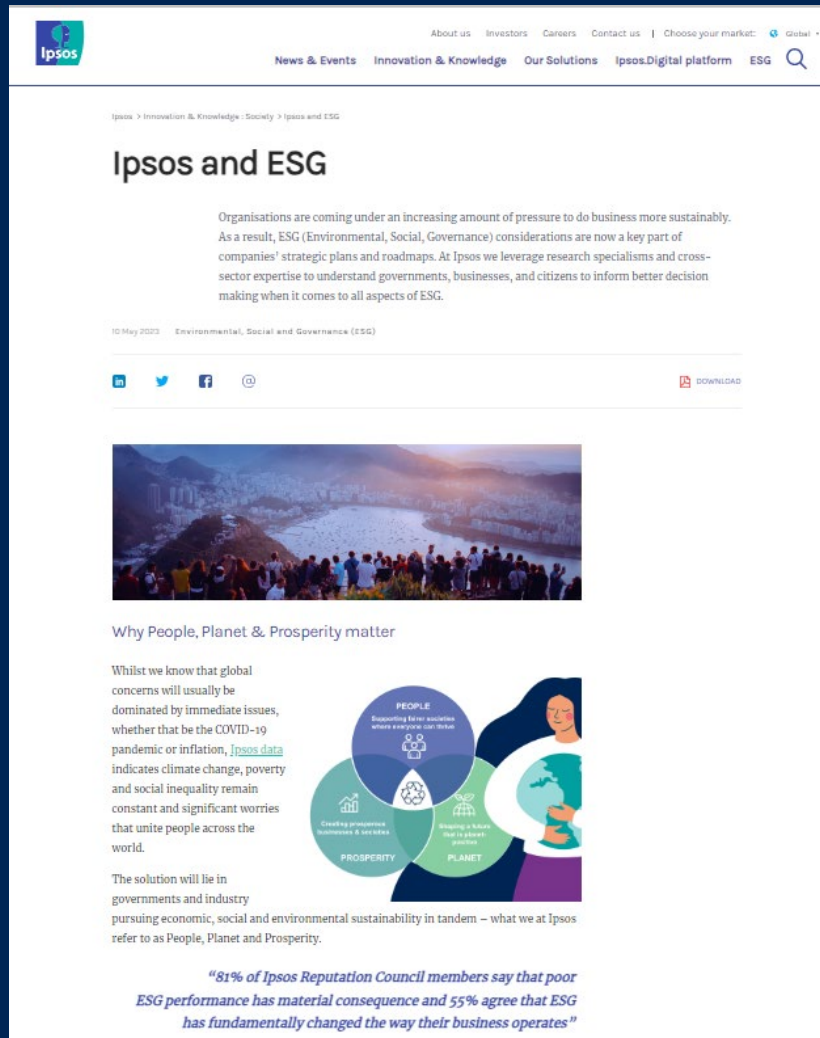
**How to communicate around sustainability** to drive behaviour change by category



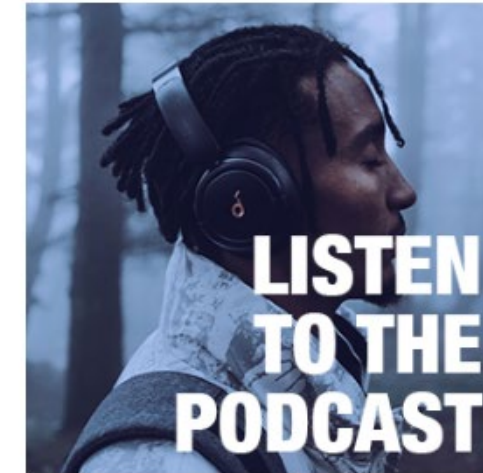
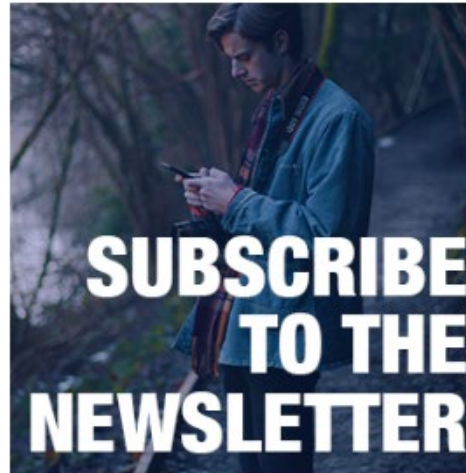
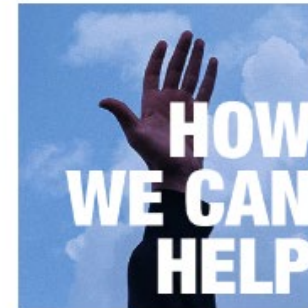
# A CONSISTENT VOICE ON THE MARKET



# MORE RESOURCES AT OUR [ESG WEB PAGES](#)



The screenshot shows the Ipsos website's ESG page. At the top, there is a navigation bar with the Ipsos logo and links for 'About us', 'Investors', 'Careers', 'Contact us', and 'Choose your market: Global'. Below this is a secondary navigation bar with 'News & Events', 'Innovation & Knowledge', 'Our Solutions', 'Ipsos.Digital platform', and 'ESG'. The main content area features the title 'Ipsos and ESG' and a paragraph explaining that organizations are under increasing pressure to do business more sustainably, with ESG considerations now a key part of strategic plans. A date '10 May 2023' and category 'Environmental, Social and Governance (ESG)' are listed. Social media icons for LinkedIn, Twitter, Facebook, and Instagram are present, along with a 'DOWNLOAD' button. Below the text is a large image of a crowd of people gathered outdoors. Underneath the image is the heading 'Why People, Planet & Prosperity matter' and a paragraph discussing global concerns like the COVID-19 pandemic and inflation. A circular diagram with three overlapping sections labeled 'PEOPLE', 'PROSPERITY', and 'PLANET' is shown. The 'PEOPLE' section is titled 'Supporting better societies where everyone can thrive'. The 'PROSPERITY' section is titled 'Creating prosperous businesses & societies'. The 'PLANET' section is titled 'Tackling a planet that is planet-critical'. A quote at the bottom states: "81% of Ipsos Reputation Council members say that poor ESG performance has material consequence and 55% agree that ESG has fundamentally changed the way their business operates".



# 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"

