



PRESS RELEASE

Total growth of 4.7% and good profitability and cash generation in the first half

Total growth: 4.7%

Organic growth: 3.8%

Operating margin: 10.1%

Free cash flow: €80 million

Paris, 24 July 2024 – [Ipsos](https://www.ipsos.com), one of the world's leading market research companies, generated a revenue of €1,138.5 million in the first half of the year, an increase of €51.4 million compared with the first half of 2023.

Revenue (millions of euros)	2024	2023	Total growth
Q1	557.5	532.0	4.8%
Q2	581.0	555.1	4.7%
Total	1,138.5	1,087.1	4.7%

First-half growth stands at 4.7%, including 3.8% organic growth, -1.8% of adverse currency effects, and 2.8% scope effects, linked in particular to the acquisitions of I&O Research in the Netherlands (leader in social and political surveys), Jarmanly in the UK (data management and analysis specialist) and B&A in Ireland (expert in opinion and social research studies, as well as market studies), which are achieving good performances a few months after their integration.

Contacts: Dan Lévy
Group Chief Financial Officer

Dan.Levy@ipsos.com
+33 1 41 98 91 43

Antoine Lagoutte
Deputy CFO

Antoine.lagoutte@ipsos.com
+33 1 41 98 92 43

François Malin
Head of Investor Relations

Francois.malin@ipsos.com
+ 33 1 41 98 90 34

Caroline Ponsi Khider
Chief Communications
and Brand Officer

Caroline.ponsi-khider@ipsos.com
+ 33 1 41 98 97 65

GAME CHANGERS





PRESS RELEASE

Ben Page, CEO of Ipsos, stated: *“Ipsos has once again demonstrated the resilience of its operating model, illustrated by organic growth of nearly 4% and a very good level of profitability and cash generation in the first half of the year. Despite a cyclical slowdown linked to elections in many countries (as US, UK, France, India) and specific headwinds in the United States, overall our geographical diversity, the breadth of our range of solutions, our unique expertise and our technological breakthroughs are key fundamentals that enable us to pursue our growth strategy.”*

PERFORMANCE BY REGION

In € millions	Revenue 2024	Contribution	Total growth	Organic growth
EMEA	523.3	46%	10.0%	7.6%
Americas	418.7	37%	-0.6%	-0.6%
Asia-Pacific	196.5	17%	3.4%	4.0%
Total	1,138.5	100%	4.7%	3.8%

The **EMEA** region recorded solid organic growth of 7.6% in the first half, driven by Continental Europe and the Middle East. In particular, new management started showing impact in Germany, and with Italy, recorded double-digit growth over the half-year period. The good momentum of recent acquisitions boosted total growth in the region to 10%.

Business in the **Americas** was down slightly. Latin America maintains a good momentum. In the United States, the solid performance in the consumer goods sector, the very strong performance of our Ipsos Digital platform and the recovery of our activity with major Big Tech clients are confirmed. However, our performance in this region is impacted by the electoral cycle and the end of major one-off contracts which are weighing on our public affairs activities, and by a wave of restructuring by major players in the pharmaceutical industry. In addition to these factors, the US suffered from a lack of management for over 6 months. The recent implementation of a new management organization should allow us to stabilize the situation and to gradually return to growth in North America.

The **Asia-Pacific** region posted organic growth of 4.0% over the semester. Growth in China remains weak due to a lack of macroeconomic clarity. The rest of the region saw a slowdown in activity during the second quarter, after an excellent first quarter. Some

Contacts: Dan Lévy
Group Chief Financial Officer

Dan.Levy@ipsos.com
+33 1 41 98 91 43

Antoine Lagoutte
Deputy CFO

Antoine.lagoutte@ipsos.com
+33 1 41 98 92 43

François Malin
Head of Investor Relations

Francois.malin@ipsos.com
+ 33 1 41 98 90 34

Caroline Ponsi Khider
Chief Communications
and Brand Officer

Caroline.ponsi-khider@ipsos.com
+ 33 1 41 98 97 65

GAME CHANGERS 



PRESS RELEASE

contracts will be finalized later than initially anticipated and should drive activity in the second half of the year, particularly in India.

PERFORMANCE BY AUDIENCE

In € millions	2024 revenue	Contribution	Total growth	Organic growth
Consumers ¹	562.3	50%	7.6%	8.0%
Clients and employees ²	230.3	20%	-0.3%	0.5%
Citizens ³	182.3	16%	10.9%	1.1%
Doctors and patients ⁴	163.7	14%	-3.1%	-2.5%
Total	1,138.5	100%	4.7%	3.8%

Breakdown of Service Lines by audience segment:

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 (Mystery Shopping and Shopper), Media Development, ERM, Capabilities

3- Public Affairs, Corporate Reputation

4- Pharma (quantitative and qualitative)

Our **consumer** activities recorded organic growth of 8.0%, reflecting the very good performance in all geographies of our service lines linked to brand health tracking, innovation, advertising creation and our qualitative surveys. Solid performance in the consumer goods sector contributed to this segment's good performance.

The **clients and employees, citizens, and doctors and patients** audiences continue to be affected by the difficult environment in the United States. Outside the United States, they posted overall growth of nearly 5%.

New services (platforms, ESG offers, data analytics and advisory) now account for 21.5% of Group revenue. Organic growth was 13%, driven by Ipsos Digital, our DIY solution, which grew by 37% this semester.

Contacts: Dan Lévy
Group Chief Financial Officer

Dan.Levy@ipsos.com
+33 1 41 98 91 43

Antoine Lagoutte
Deputy CFO

Antoine.lagoutte@ipsos.com
+33 1 41 98 92 43

François Malin
Head of Investor Relations

Francois.malin@ipsos.com
+ 33 1 41 98 90 34

Caroline Ponsi Khider
Chief Communications
and Brand Officer

Caroline.ponsi-khider@ipsos.com
+ 33 1 41 98 97 65

GAME CHANGERS 

FINANCIAL PERFORMANCE

Summary income statement

In € millions	30 June 2024	30 June 2023	Change	Reminder 31 Dec. 2023
Revenue	1,138.5	1,087.1	4.7%	2,389.8
Gross margin	780.1	736.1	6.0%	1,612.8
Gross margin/Revenue	68.5%	67.7%		67.5%
Operating profit	115.1	94.3	22.1%	312.4
Operating profit/Revenue	10.1%	8.7%		13.1%
Other non-current/recurring income and expenses	2.4	(0.9)		(47.3)
Finance costs	(5.7)	(6.6)		(13.3)
Other financial income and expenses	2.2	(2.4)		(7.0)
Income tax	(29.0)	(20.9)		(72.9)
Net income (attributable to owners of the parent)	78.0	56.4	38.3%	159.7
Adjusted net income* (attributable to owners of the parent)	82.3	70.1	17.5%	228.6

*Adjusted net profit is calculated before (i) non-monetary items related to IFRS 2 (Share-based Payment), (ii) the amortisation of acquisition-related intangible assets (client relations), (iii) the impact of other non-current income and expenses, net of tax, (iv) the non-monetary impact of changes in puts and other financial income and expenses, and (v) deferred tax liabilities related to goodwill for which amortisation is deductible in some countries.



PRESS RELEASE

Income statement items

Gross margin is up 80 basis points to 68.5% compared to 67.7% for last year at this point. This increase in the gross margin ratio is mostly due to (i) the strong growth of Ipsos Digital, whose gross margin rate is significantly higher than the Group average, (ii) the increase in the internalisation of data collection following our investments in our panels.

In terms of operating costs, the **payroll** rose by 3.3%, compared with a 6% increase in gross margin. This increase reflects a cautious recruitment policy to (i) support our growth, (ii) invest in our technological developments and (iii) strengthen the internalisation of our operations. As at 30 June, the ratio of payroll to gross margin was 68.3%, compared to 70% last year, and remains significantly lower than the pre-pandemic situation (above 72% in 2019).

Overhead costs increased by €8.3 million, mainly due to (i) an increase in IT and technology expenditure reflecting the implementation of our strategic plan and (ii) a perimeter effect linked to the acquisitions of 11 companies since 2023. The ratio of overhead costs to gross margin was 14.9%; like payroll, this ratio remains significantly lower than in 2019 (18.3%).

“**Other operating income and expenses**”, which mainly consists of severance costs, has a negative balance of €7.7 million, down by €2 million compared to the previous year.

Overall, **the operating margin** stands at 10.1% for the first half of 2024, an increase of 140 basis points compared to last year.

Net interest expense came to €5.7 million compared with €6.6 million last year, reflecting the fall in the Group’s gross debt between the first half of 2023 and the first half of 2024.

The effective tax rate is 26.0%, compared to 25.8% in the first half of 2023.

Net income attributable to owners of the parent is €78 million, compared to €56 million in the first half of 2023, an increase of 38.3%.

Adjusted net income attributable to owners of the parent is also up at €82 million, compared to €70 million last year, an increase of 17.5%.

Contacts: Dan Lévy
Group Chief Financial Officer

Dan.Levy@ipsos.com
+33 1 41 98 91 43

Antoine Lagoutte
Deputy CFO

Antoine.lagoutte@ipsos.com
+33 1 41 98 92 43

François Malin
Head of Investor Relations

Francois.malin@ipsos.com
+ 33 1 41 98 90 34

Caroline Ponsi Khider
Chief Communications
and Brand Officer

Caroline.ponsi-khider@ipsos.com
+ 33 1 41 98 97 65

GAME CHANGERS 



PRESS RELEASE

Financial structure

Cash flow. Cash flow from operations stands at €177 million, compared to €137 million in the first half of 2023, an increase of €40 million euros, in line with the rise in pre-tax net income.

Working capital requirement improved significantly by €35 million in the first half of 2024 compared with the same period of 2023. As expected, a high level of customer cash collection was recorded in the first half of 2024, in line with the strong level of revenue in the last quarter of 2023.

Investments in property, plant and equipment and intangible assets consist mainly of investments in IT infrastructure and technology and amounted to €32 million in the first half. These investments are up 20%, in line with the implementation of our platforms and technologies roadmap.

Overall, **free cash flow** from operating activities is €80 million, a €56 million increase compared to last year.

Regarding **non-current investments**, Ipsos invested over €28 million in the first half of the year, including through the acquisition of Jarmanly in the United Kingdom and I&O Research in the Netherlands in January 2024.

Lastly, financing activities for the first half of 2024 include share buybacks in connection with the delivery of free share plans for Group employees.

Equity stood at €1,421 million at 30 June 2024, compared to €1,433 million at 31 December 2023.

Net financial debt amounted to €100 million, down from €120 million at 31 December 2023 and 129 million at 30 June 2023. The leverage ratio (calculated excluding the IFRS 16 impact) was 0.3 times EBITDA (compared to 0.3 times at 31 December 2023 and 0.4 at 30 June 2023).

Cash position. Cash at 30 June 2024 amounted to €283 million, compared to €278 million at 31 December 2023.

The Group has an excellent level of liquidity with nearly €500 million in credit lines maturing in over one year, and no debt maturing in 2024.

Contacts: Dan Lévy
Group Chief Financial Officer

Dan.Levy@ipsos.com
+33 1 41 98 91 43

Antoine Lagoutte
Deputy CFO

Antoine.lagoutte@ipsos.com
+33 1 41 98 92 43

François Malin
Head of Investor Relations

Francois.malin@ipsos.com
+ 33 1 41 98 90 34

Caroline Ponsi Khider
Chief Communications
and Brand Officer

Caroline.ponsi-khider@ipsos.com
+ 33 1 41 98 97 65

GAME CHANGERS 



OUTLOOK

Thanks to the resilience of its operating model and its strong ability to adapt in challenging macro-economic and geopolitical environments, Ipsos is continuing its growth trajectory and improved its profitability and cash generation in the first half of the year. The Group is in a very good position to continue financing its growth, investments and acquisitions. A few months after their integration, the latest acquisitions achieve a good performance.

In the technological field, the Group is actively pursuing the implementation of its roadmap, both the reboot of its digital data collection engine, and new investments in Artificial Intelligence, by launching new offers based on Ipsos Facto, its own generative AI platform. The Group launched Ipsos PersonaBot, a solution that enables companies to converse with personas representing target consumer segments; and Creative Spark AI, an advertising evaluation solution that predicts human reactions to TV and social videos using a combination of Artificial Intelligence and a large database of real data.

Organic growth in the first half of the year was weaker than expected, particularly at the end of the second quarter. This partly reflects the impact of the electoral cycle and the wait-and-see attitude that result from elections in many countries this year (United States, United Kingdom, France and India notably).

Moreover, the context did not improve in the second quarter in the United States. Once the uncertainties related to the presidential election and the restructuring of the pharmaceutical sector have dissipated, the recent appointment of a new CEO in North America and the implementation of a new management organization should enable a return to growth in this region by the beginning of next year.

In the short term, we are adjusting downwards our organic growth target for 2024 and now anticipate an organic growth close to that of last year (+3%). At the same time, the increase in gross margin and the good cost management discipline allow us to maintain our operating margin target of around 13%.

Presentation of half-year results

The 2024 half-year results will be presented on Friday, 25 July 2024 at 8:30 a.m. CET via webcast.

If you would like to register, please contact IpsosCommunications@Ipsos.com.

A replay [will also be made available on Ipsos.com](https://www.ipsos.com)

Contacts: Dan Lévy
Group Chief Financial Officer

Dan.Levy@ipsos.com
+33 1 41 98 91 43

Antoine Lagoutte
Deputy CFO

Antoine.lagoutte@ipsos.com
+33 1 41 98 92 43

François Malin
Head of Investor Relations

Francois.malin@ipsos.com
+ 33 1 41 98 90 34

Caroline Ponsi Khider
Chief Communications
and Brand Officer

Caroline.ponsi-khider@ipsos.com
+ 33 1 41 98 97 65



PRESS RELEASE

Appendices

- Consolidated income statement
- Statement of financial position
- Consolidated cash flow statement
- Statement of changes in consolidated equity

The complete consolidated financial statements as at 31 December 2023 are [available on Ipsos.com](#)

ABOUT IPSOS

Ipsos is one of the largest market research companies in the world, present in 90 markets and employing nearly than 20,000 people.

Our passionately curious research professionals, analysts and scientists have built unique multi-specialist capabilities that provide true understanding and powerful insights into the actions, opinions and motivations of citizens, consumers, patients, customers or employees. Our 75 solutions are based on primary data from our surveys, social media monitoring, and qualitative or observational techniques.

“Game Changers” – our tagline – summarises our ambition to help our 5,000 clients navigate with confidence our world of rapid change.

Founded in France in 1975, Ipsos has been listed on the Euronext Paris since 1 July 1999. The company is part of the SBF 120, Mid-60 indices, STOXX Europe 600 and is eligible for the Deferred Settlement Service (SRD).

ISIN code FR0000073298, Reuters ISOS.PA, Bloomberg IPS:FP

www.ipsos.com

35 rue du Val de Marne
75 628 Paris, Cedex 13 France
Tel. +33 1 41 98 90 00

Contacts: Dan Lévy
Group Chief Financial Officer

Dan.Levy@ipsos.com
+33 1 41 98 91 43

Antoine Lagoutte
Deputy CFO

Antoine.lagoutte@ipsos.com
+33 1 41 98 92 43

François Malin
Head of Investor Relations

Francois.malin@ipsos.com
+ 33 1 41 98 90 34

Caroline Ponsi Khider
Chief Communications
and Brand Officer

Caroline.ponsi-khider@ipsos.com
+ 33 1 41 98 97 65

GAME CHANGERS 



PRESS RELEASE

Notes

Consolidated income statement, Interim financial statements at June 30, 2024

In thousands of Euros	30/06/2024	30/06/2023	31/12/2023
Revenue	1,138,537	1,087,127	2,389,810
Direct costs	(358,434)	(351,004)	(777,004)
Gross margin	780,104	736,124	1,612,805
Employee benefit expenses – excluding share-based payments	(532,663)	(515,526)	(1,049,836)
Employee benefit expenses - share-based payments *	(8,253)	(8,521)	(16,309)
General operating expenses	(116,404)	(108,097)	(214,019)
Other operating income and expenses	(7,699)	(9,718)	(20,281)
Operating margin	115,084	94,262	312,359
Amortization of intangible assets identified on acquisitions *	(2,377)	(3,173)	(5,961)
Other non-operating income and expenses*	2,413	(923)	(47,293)
Share of profit/(loss) of associates	(179)	(274)	(390)
Operating profit	114,940	89,892	258,715
Finance costs	(5,665)	(6,588)	(13,284)
Other financial income and expenses *	2,187	(2,357)	(6,977)
Net profit before tax	111,462	80,948	238,454
Income tax – excluding deferred tax on goodwill amortization	(29,148)	(19,476)	(73,089)
Deferred tax on goodwill amortization*	168	(1,392)	160
Income tax	(28,980)	(20,868)	(72,929)
Net profit	82,482	60,080	165,526
Attributable to the owners of the parent	77,954	56,351	159,725
Attributable to non-controlling interests	4,528	3,729	5,801
Basic net profit per share attributable to the owners of the parent (in euros)	1.81	1.29	3.67
Diluted net profit per share attributable to the owners of the parent (in euros)	1.79	1.26	3.59
Adjusted earnings *	87,616	73,823	234,155
Attributable to the owners of the parent	82,333	70,089	228,584
Attributable to non-controlling interests	5,283	3,734	5,572
Adjusted basic earnings per share, attributable to the owners of the parent	1.91	1.60	5.25
Adjusted diluted earnings per share, attributable to the owners of the parent	1.89	1.57	5.14

* Adjusted for non-cash items related to IFRS 2 (share-based compensation), amortization of intangible assets identified on acquisitions (customer relations), deferred tax liabilities related to goodwill for which amortization is deductible in some countries, the impact net of tax of other non-operating income and expenses and the non-cash impact of changes in puts in other financial income and expenses.

Contacts: Dan Lévy
Group Chief Financial Officer

Antoine Lagoutte
Deputy CFO

François Malin
Head of Investor Relations

Caroline Ponsi Khider
Chief Communications
and Brand Officer

Dan.Levy@ipsos.com
+33 1 41 98 91 43

Antoine.lagoutte@ipsos.com
+33 1 41 98 92 43

Francois.malin@ipsos.com
+ 33 1 41 98 90 34

Caroline.ponsi-khider@ipsos.com
+ 33 1 41 98 97 65

GAME CHANGERS 



PRESS RELEASE

Statement of financial position, Interim financial statements at June 30, 2024

In thousands of Euros	30/06/2024	30/06/2023	31/12/2023
ASSETS			
Goodwill	1,409,938	1,356,185	1,351,957
Right-of-use assets	106,115	108,995	109,372
Other intangible assets	126,147	110,037	118,127
Property, plant and equipment	30,325	32,765	32,496
Investments in associates	6,273	6,509	6,393
Other non-current financial assets	48,583	55,820	62,592
Deferred tax assets	22,810	6,721	25,431
Non-current assets	1,750,191	1,677,032	1,706,368
Trade receivables	392,361	381,283	561,958
Contract assets	180,835	174,107	129,733
Current tax	21,173	30,601	9,671
Other current assets	71,703	73,500	67,115
Financial derivatives	-	-	-
Cash and cash equivalents	282,509	300,781	277,911
Current assets	948,581	960,270	1,046,388
TOTAL ASSETS	2,698,773	2,637,303	2,752,756
in thousands of Euros	30/06/2024	30/06/2023	31/12/2023
EQUITY AND LIABILITIES			
Share capital	10,801	11,063	10,801
Share paid-in capital	446,174	495,628	446,174
Treasury shares	(9,272)	(28,468)	(965)
Translation adjustments	(148,283)	(148,212)	(164,363)
Other reserves	1,024,920	972,387	964,926
Net profit attributable to the owners of the parent	77,954	56,351	159,725
Equity, attributable to the owners of the parent	1,402,294	1,358,749	1,416,297
Non-controlling interests	18,607	(248)	16,353
Equity	1,420,901	1,358,501	1,432,650
Borrowings and other non-current financial liabilities	375,518	375,104	374,718
Non-current liabilities on leases	85,738	86,726	87,492
Non-current provisions	5,229	4,506	4,012
Provisions for post-employment benefit obligations	38,870	36,065	37,429
Deferred tax liabilities	66,847	70,891	63,283
Other non-current liabilities	51,143	73,560	47,939
Non-current liabilities	623,344	646,851	614,873
Trade payables	282,637	278,976	337,905
Borrowings and other current financial liabilities	7,485	54,497	22,933
Current liabilities on leases	34,970	35,660	37,070
Current tax	31,735	14,054	40,772
Current provisions	4,653	6,224	4,789
Contract liabilities	40,697	42,358	53,916
Other current liabilities	252,349	200,181	207,849
Current liabilities	654,528	631,950	705,233
TOTAL LIABILITIES	2,698,773	2,637,303	2,752,756

Contacts: Dan Lévy
Group Chief Financial Officer

Antoine Lagoutte
Deputy CFO

François Malin
Head of Investor Relations

Caroline Ponsi Khider
Chief Communications
and Brand Officer

Dan.Levy@ipsos.com
+33 1 41 98 91 43

Antoine.lagoutte@ipsos.com
+33 1 41 98 92 43

Francois.malin@ipsos.com
+ 33 1 41 98 90 34

Caroline.ponsi-khider@ipsos.com
+ 33 1 41 98 97 65

GAME CHANGERS 



PRESS RELEASE

Consolidated statement of cash flows, Interim financial statements at June 30, 2024

In thousands of Euros	30/06/2024	30/06/2023	31/12/2023
OPERATING ACTIVITIES	-	-	-
NET PROFIT	82,482	60,080	165,526
Items with no impact on cash flow from operations	-	-	-
Amortization and depreciation of property, plant and equipment and intangible assets	45,566	43,067	121,703
Net profit of equity-accounted companies, net of dividends received	179	274	390
Losses/(gains) on asset disposals	(3,330)	11	147
Net change in provisions	7,676	(1,593)	21,241
Share-based payment expense	7,184	7,336	14,977
Other non-cash income/(expenses)	178	(2,039)	(2,816)
Acquisition costs of consolidated companies	903	510	1,804
Finance costs	7,462	8,449	16,965
Tax expense	28,980	20,868	72,929
CASH FLOW FROM OPERATIONS BEFORE TAX AND FINANCE COSTS	177,281	136,963	412,865
Change in working capital requirement	7,078	(28,347)	(65,246)
Income tax paid	(49,042)	(34,123)	(63,441)
NET CASH FROM OPERATING ACTIVITIES	135,317	74,493	284,178
INVESTING ACTIVITIES	-	-	-
Acquisitions of property, plant and equipment and intangible assets	(31,972)	(26,533)	(58,536)
Proceeds from disposals of property, plant and equipment and intangible assets	50	29	75
(Increase)/decrease in financial assets	11,129	(2,270)	(3,107)
Acquisitions of consolidated activities and companies, net of acquired cash	(28,154)	(5,467)	(46,794)
CASH FLOW FROM INVESTING ACTIVITIES	(48,947)	(34,241)	(108,363)
FINANCING ACTIVITIES	-	-	-
Share capital increases/(reductions)	-	-	(263)
Net (purchases)/ sales of treasury shares	(38,682)	(63,637)	(85,498)
Increase in long-term borrowings	49,000	22	70,035
Decrease in long-term borrowings	(69,015)	(29,635)	(127,503)
Decrease in long-term loans from associates	-	-	1,306
Increase/(decrease) in bank overdrafts	208	50	(168)
Net repayment of lease liabilities	(19,727)	(18,471)	(37,807)
Net interest paid	(1,176)	(1,684)	(12,289)
Net interest paid on lease liabilities	(1,814)	(1,901)	(3,719)
Acquisitions of non-controlling interests	-	(622)	(1,060)
Dividends paid to the owners of the parent	-	-	(58,963)
Dividends paid to non-controlling interests in consolidated companies	-	-	(4,092)
Dividends received from non-consolidated companies	-	-	-
CASH FLOW FROM FINANCING ACTIVITIES	(81,206)	(115,879)	(260,021)
NET CHANGE IN CASH AND CASH EQUIVALENTS	5,164	(75,627)	(84,206)
Impact of foreign exchange rate movements	(566)	(9,262)	(11,522)
Depreciation of the Russian cash	-	-	(12,030)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD	277,911	385,670	385,670
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	282,509	300,781	277,911

Contacts: Dan Lévy
Group Chief Financial Officer

Antoine Lagoutte
Deputy CFO

François Malin
Head of Investor Relations

Caroline Ponsi Khider
Chief Communications
and Brand Officer

Dan.Levy@ipsos.com
+33 1 41 98 91 43

Antoine.lagoutte@ipsos.com
+33 1 41 98 92 43

Francois.malin@ipsos.com
+ 33 1 41 98 90 34

Caroline.ponsi-khider@ipsos.com
+ 33 1 41 98 97 65

GAME CHANGERS

