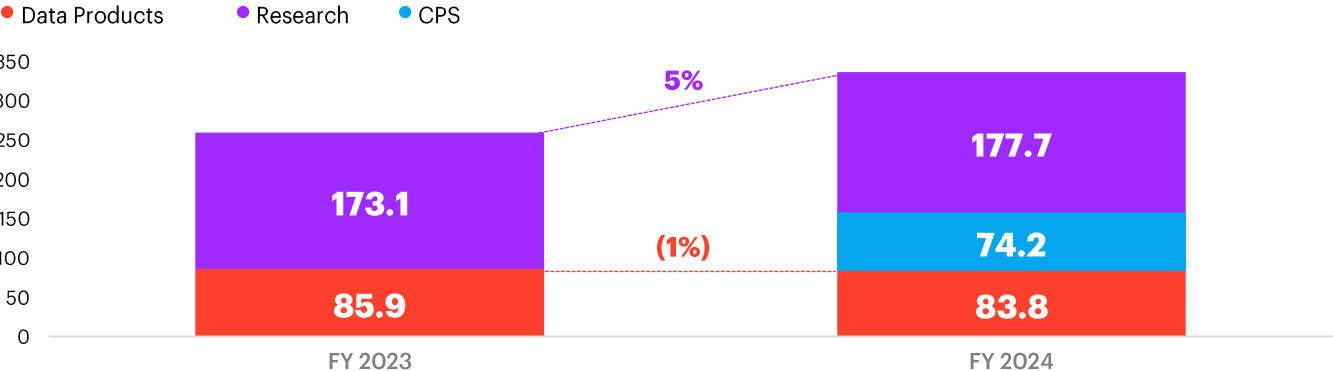


Alex McIntosh (CFO)	01	Financial review
Steve Hatch (CEO)	02	Business update
	03	Summary

Revenue¹ by Segment (£m)



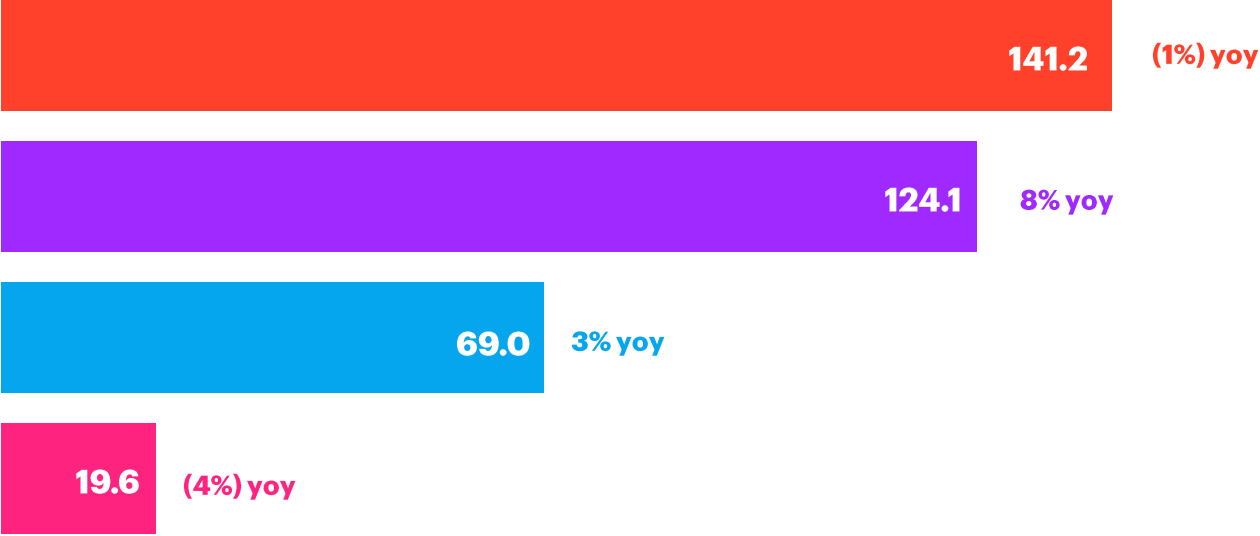
Adj. Operating Margin by Division (£m)

	FY 2024	FY 2023	Growth %	Margin %	
				FY 2024	FY 2023
Data Products	27.4	36.8	(26%)	33%	43%
CPS	19.7	-	-	27%	-
Research	19.8	25.5	(22%)	11%	15%
Central Costs	(17.3)	(13.2)	31%	-	-
Group	49.6	49.1	1%	15%	19%

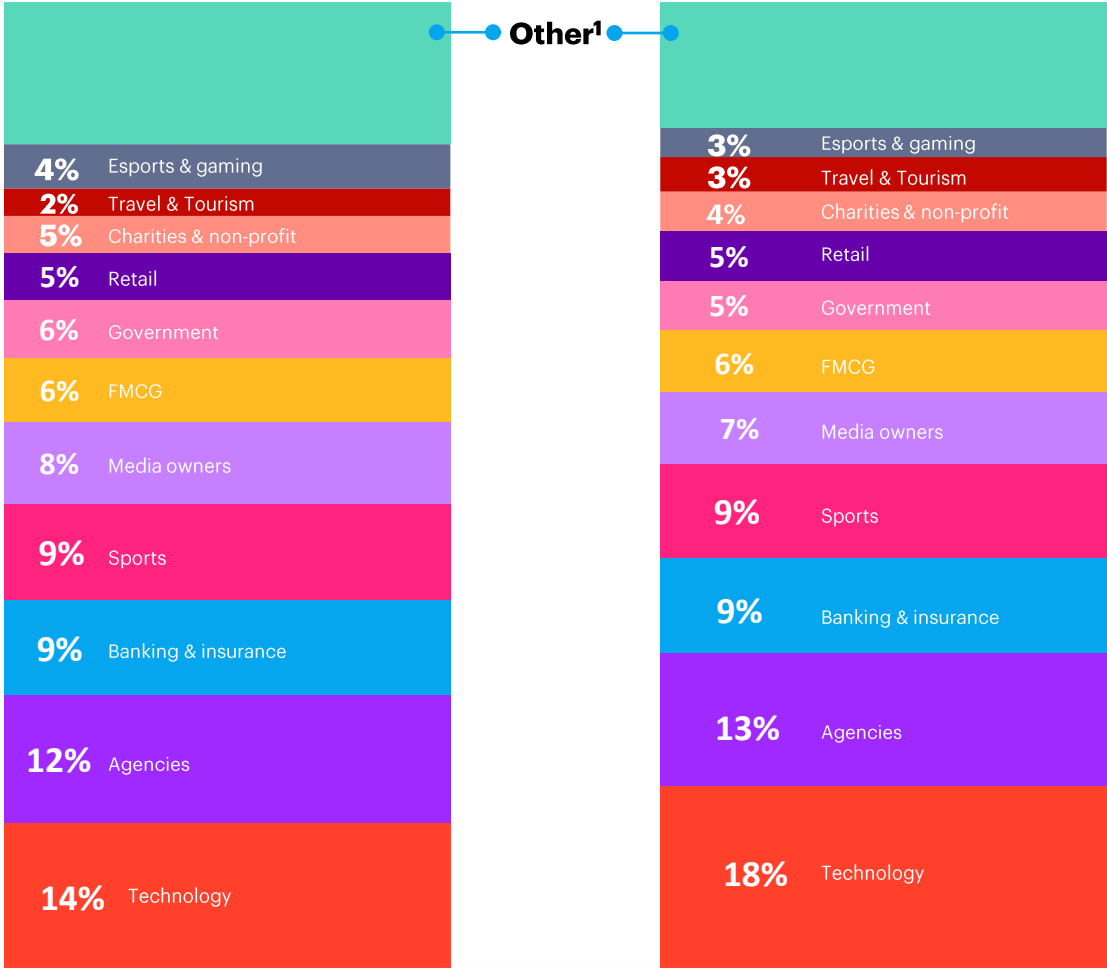
¹ Growth figures are on an underlying basis. Defined as growth in business excluding impact of current and prior period acquisitions, and movement in exchange rates.

FY 2024 Revenue¹(£m)

● EMEA ● Americas ● UK ● Asia Pacific



¹ Regional revenue figures exclude Intra-group revenue. Growth figures are on an underlying basis. Defined as growth in business excluding impact of current and prior period acquisitions, and movement in exchange rates.



FY 2023

FY 2024

Net debt and leverage position

£ in millions	FY 2024
Total Debt	221.8
Less: Cash	(73.6)
Net Debt	148.2
Net debt / EBITDA	1.7x
Interest cover ratio	9.7x

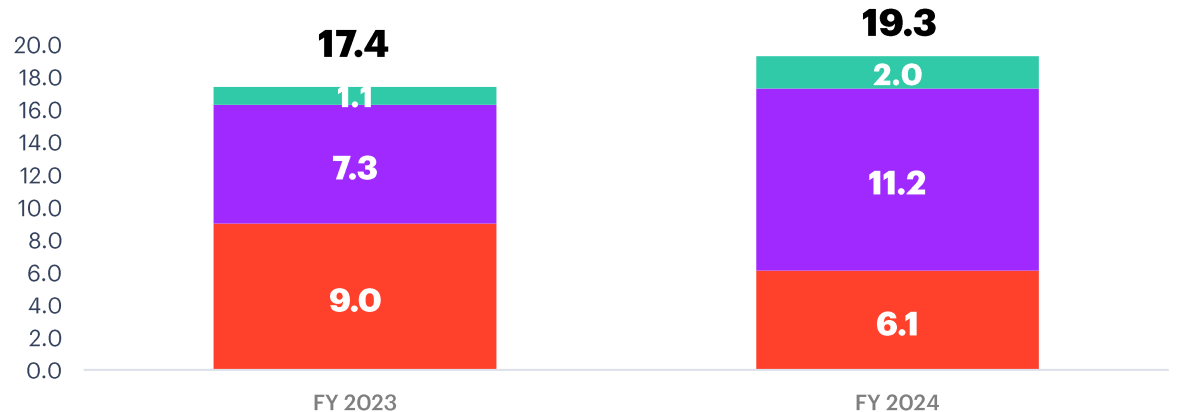
Cash generation and conversion

● Operating cash generation (£m) ● Acquisition-related costs (£m) — Cash conversion



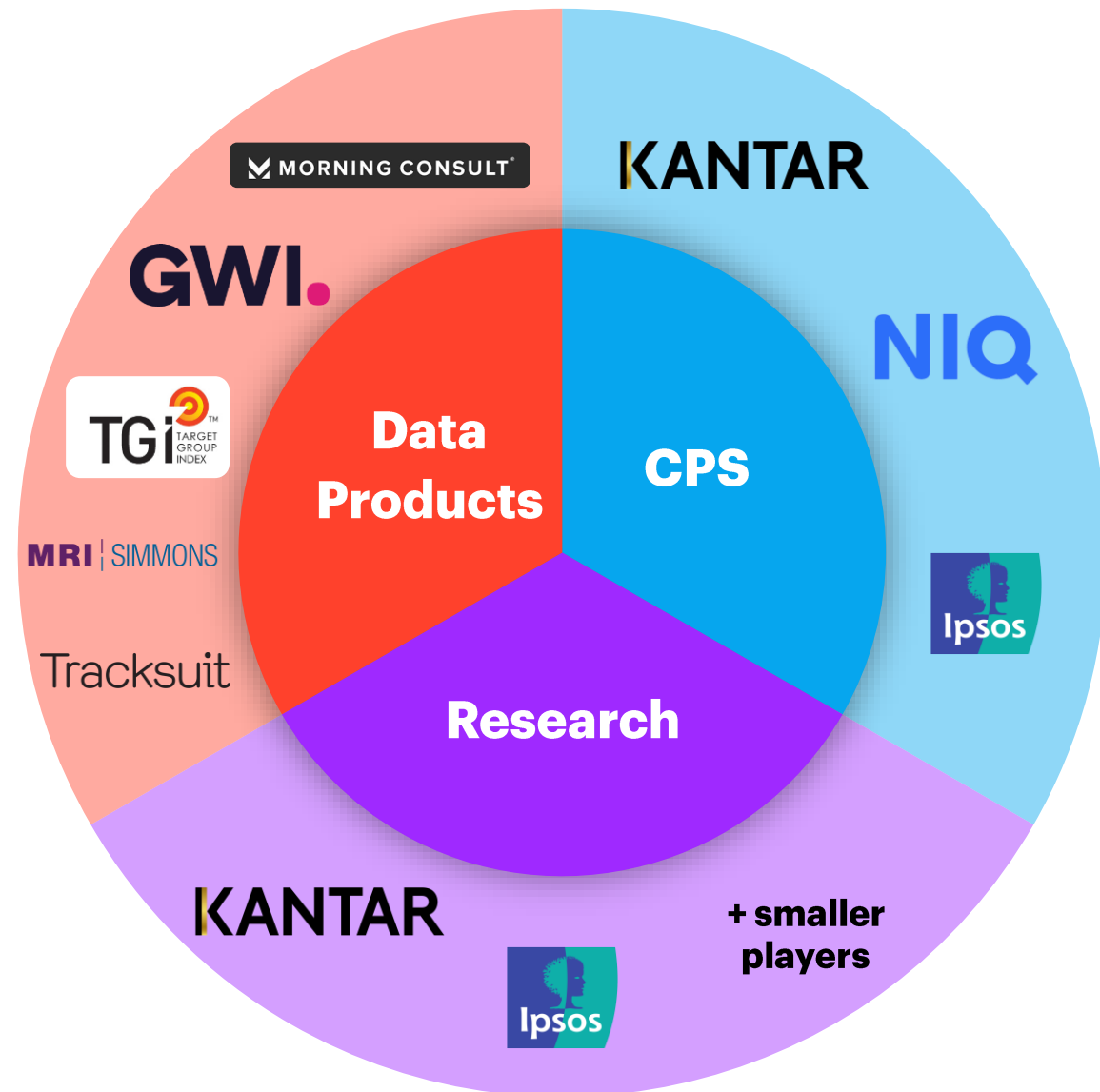
Capital expenditures (£m)

● PP&E ● Panel recruitment ● Technology



Competitive landscape and market size

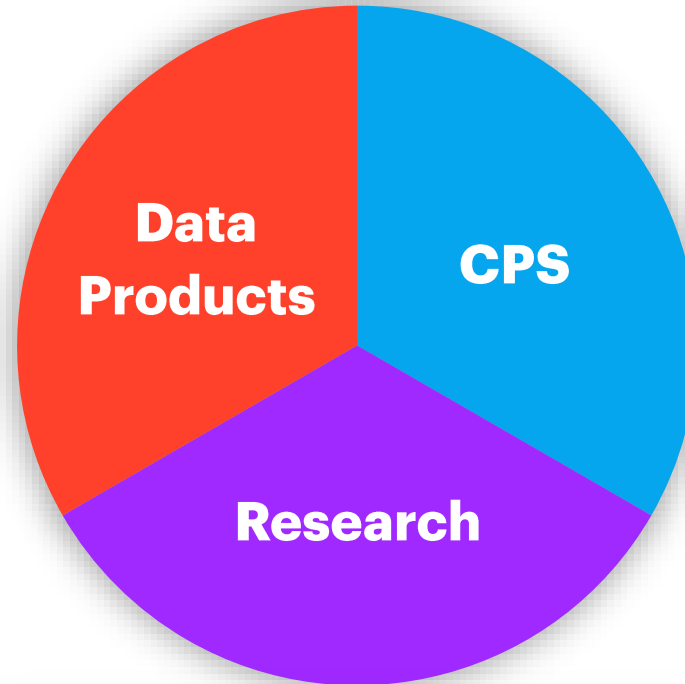
- Total Insights industry size (2023): \$142bn
- Market research sector TAM: \$54bn
- YouGov market share: 0.7%
- Highly fragmented industry
- Regional and global competitors across the pricing spectrum
- YouGov focus on mid- to high-end of the market
- Low penetration presents large potential opportunity
- Data and panel quality increasingly under scrutiny is a positive for YouGov



Clear strategy in place to accelerate performance across the business

Data Products

New products
Enhanced features
Price optimisation



CPS

Enhanced data
Panel expansion
Deeper integration

Research

Expand recurring revenue
Data integrations
New client wins

FY 2024

FY 2025 and beyond

- **New Chief Product Officer (CPO)**
Hiring of a Chief Product Officer to drive product strategy and innovation.
- **Broader product mix**
Capitalize on user penetration with brands through launch of category new.
- **AI-enabled features**
Deliver AI-powered user product through the integration of leading-powered models and high quality, validated dataset.
- **UI/UX improvements and inclusion of Behavioral Data**
Enable data to power user experience and optimize for user's Product differentiation with behavioral data.
- **On-Platform activation**
Drive activation sales through the on-platform activation and integration with the wider marketing ecosystem to drive more.

FY 2024

% of revenue from repeat clients¹

>70%

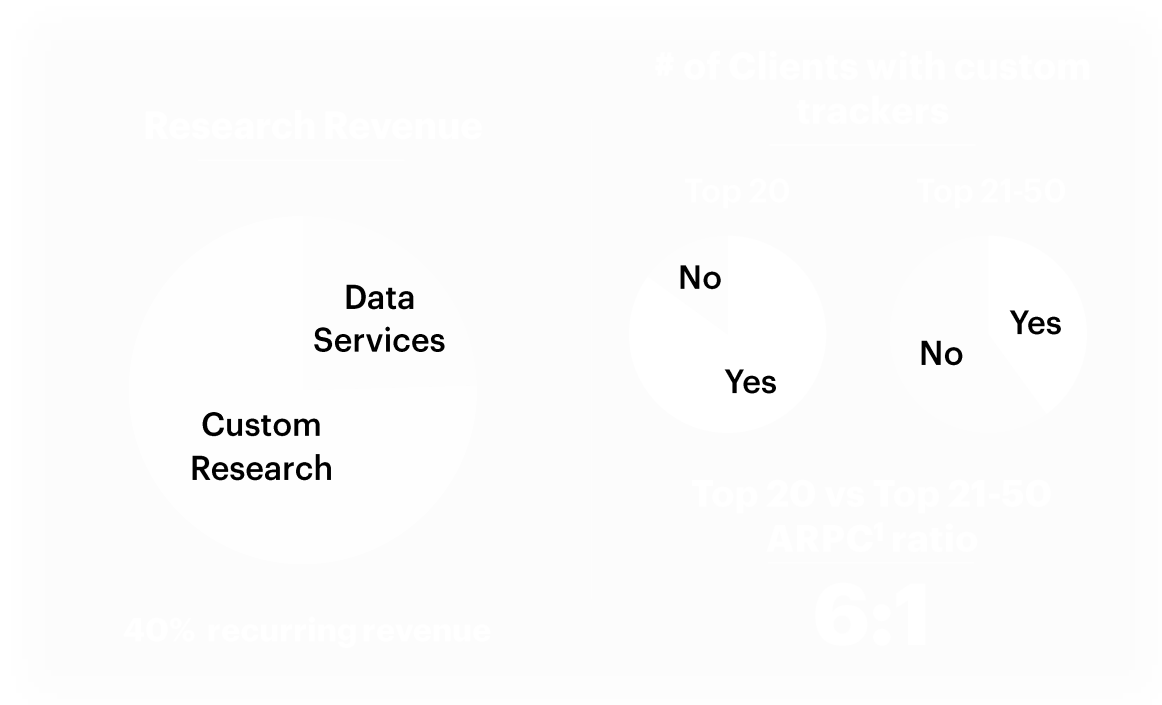
Top 20 client retention post-acquisition

100%

FY 2025 and beyond

- Roll off GtK TSAs
 - Integration into sales, operations and finance independent units
- Integration of commercial teams
 - Aligning sales, operations, commercial teams for better alignment and cross-selling opportunities
- One client platform experience
 - Integration of all clients into the robust customer platform
- Expansion into new markets
 - Proactive strategic expansion to expanding markets with great growth prospects where the upside is targeted
- Enhancing data collection capabilities
 - Continued launch of data collection capabilities through integration of Hard hat and customer data collection capabilities

FY 2024



FY 2025 and beyond

- Increase custom tracking revenue
 - ↳ Leverage the data services with top 20 clients and target top 20 and 21-50 clients with increased custom tracking
- Data integrations for custom research
 - ↳ Build out integrations with top 20 clients and target 21-50 clients with data integrations
 - ↳ Expand to expand data services to other clients and develop data products
- Expansion of panel
 - ↳ Target the data services and top 20 clients with data services and expand to other clients
- Target new clients
 - ↳ Build out data services and marketing to generate quality leads and target new clients with data services and marketing

Historical financials under new reporting methodology

Revenue (£m)	FY22		FY23		FY24	
	H1	FY	H1	FY	H1	FY
Data Products	34.7	73.9	42.4	85.9	41.9	83.8
CPS	-	-	-	-	14.1	74.2
Research	67.4	149.8	88.9	173.1	86.8	177.7
Other	(0.9)	(2.6)	(0.1)	(0.7)	(0.3)	(0.4)
Group	101.2	221.1	131.4	258.3	143.1	335.3

Adj. Operating Profit (£m)	FY22		FY23		FY24	
	H1	FY	H1	FY	H1	FY
Data Products	13.8	31.5	18.0	36.8	15.2	27.4
CPS	-	-	-	-	8.4	19.7
Research	2.2	11.3	10.7	25.5	12.1	19.8
Other	(1.7)	(5.4)	(6.1)	(13.2)	(7.8)	(17.3)
Group	14.3	37.4	22.6	49.1	27.9	49.6