



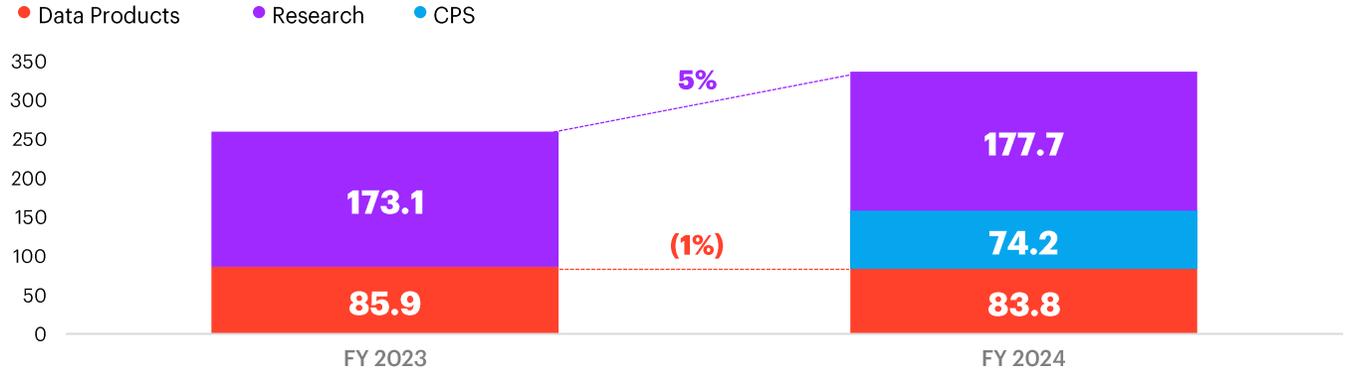


- Alex McIntosh **(CFO)**    **01**    Financial review
- Steve Hatch **(CEO)**    **02**    Business update
- 03**    Summary





### Revenue<sup>1</sup> by Segment (£m)



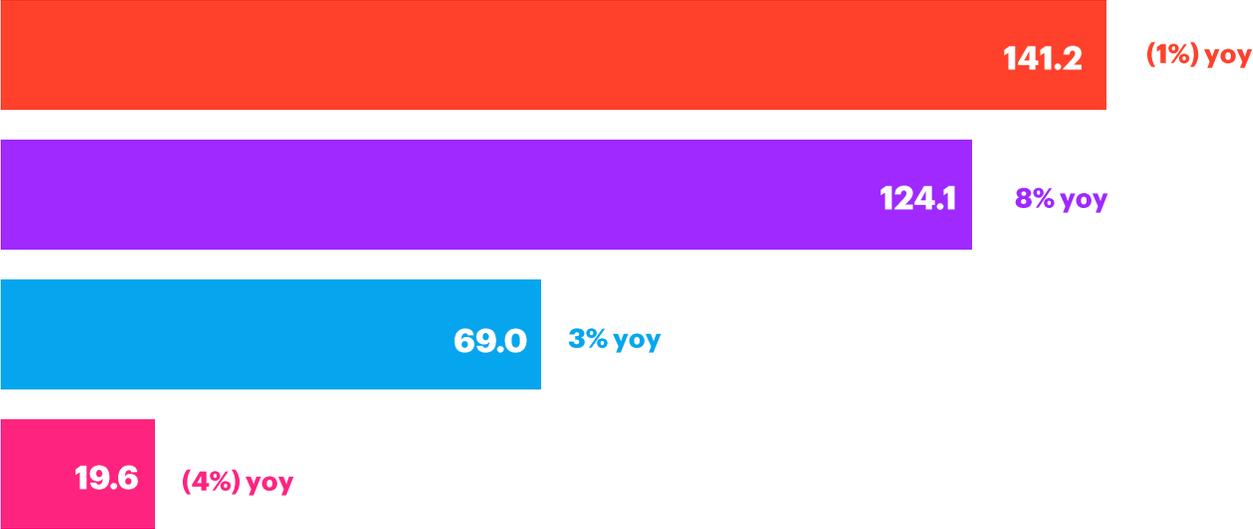
### Adj. Operating Margin by Division (£m)

	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%	-	-
<b>Group</b>	<b>49.6</b>	<b>49.1</b>	<b>1%</b>	<b>15%</b>	<b>19%</b>

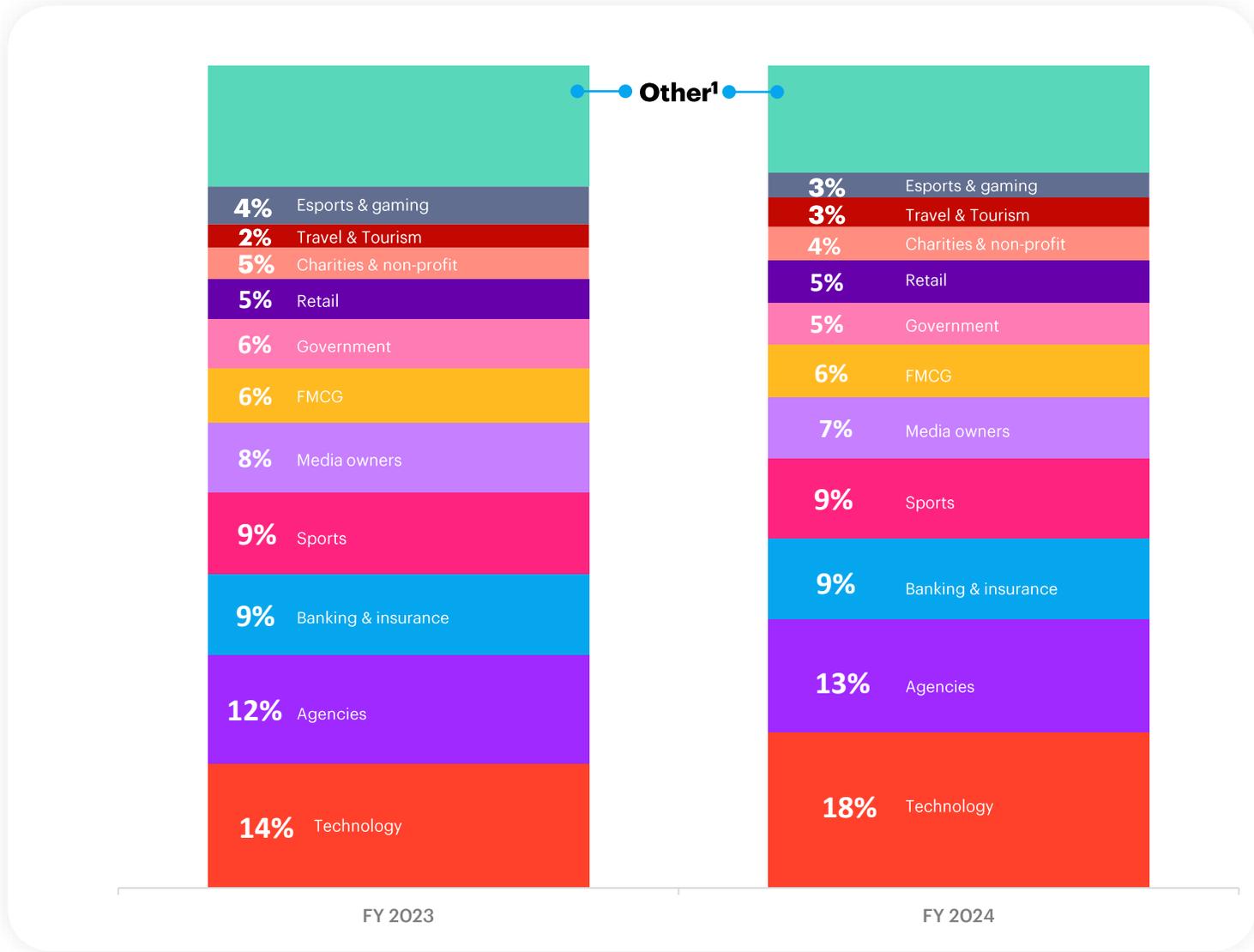
<sup>1</sup> Growth figures are on an underlying basis. Defined as growth in business excluding impact of current and prior period acquisitions, and movement in exchange rates.

### FY 2024 Revenue<sup>1</sup> (£m)

● EMEA ● Americas ● UK ● Asia Pacific



<sup>1</sup> 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.



## Net debt and leverage position

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

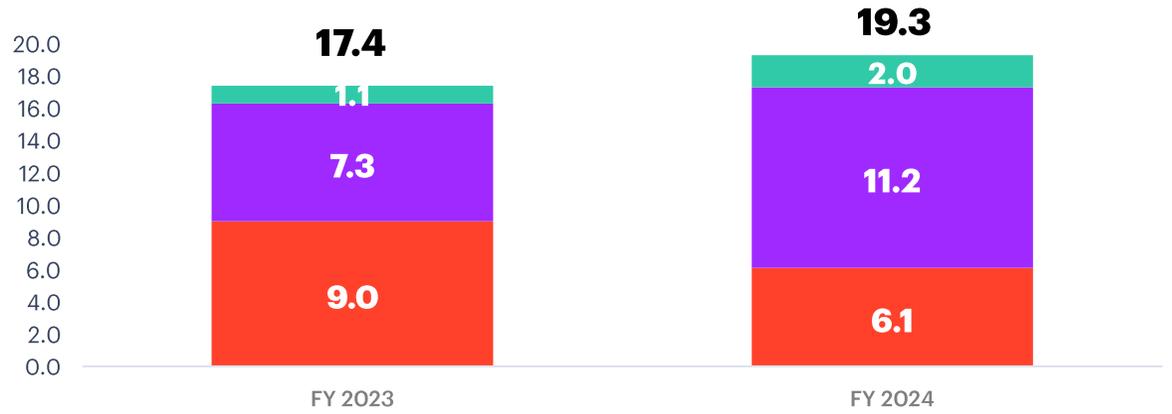
### Cash generation and conversion

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



### Capital expenditures (£m)

● PP&E ● Panel recruitment ● Technology



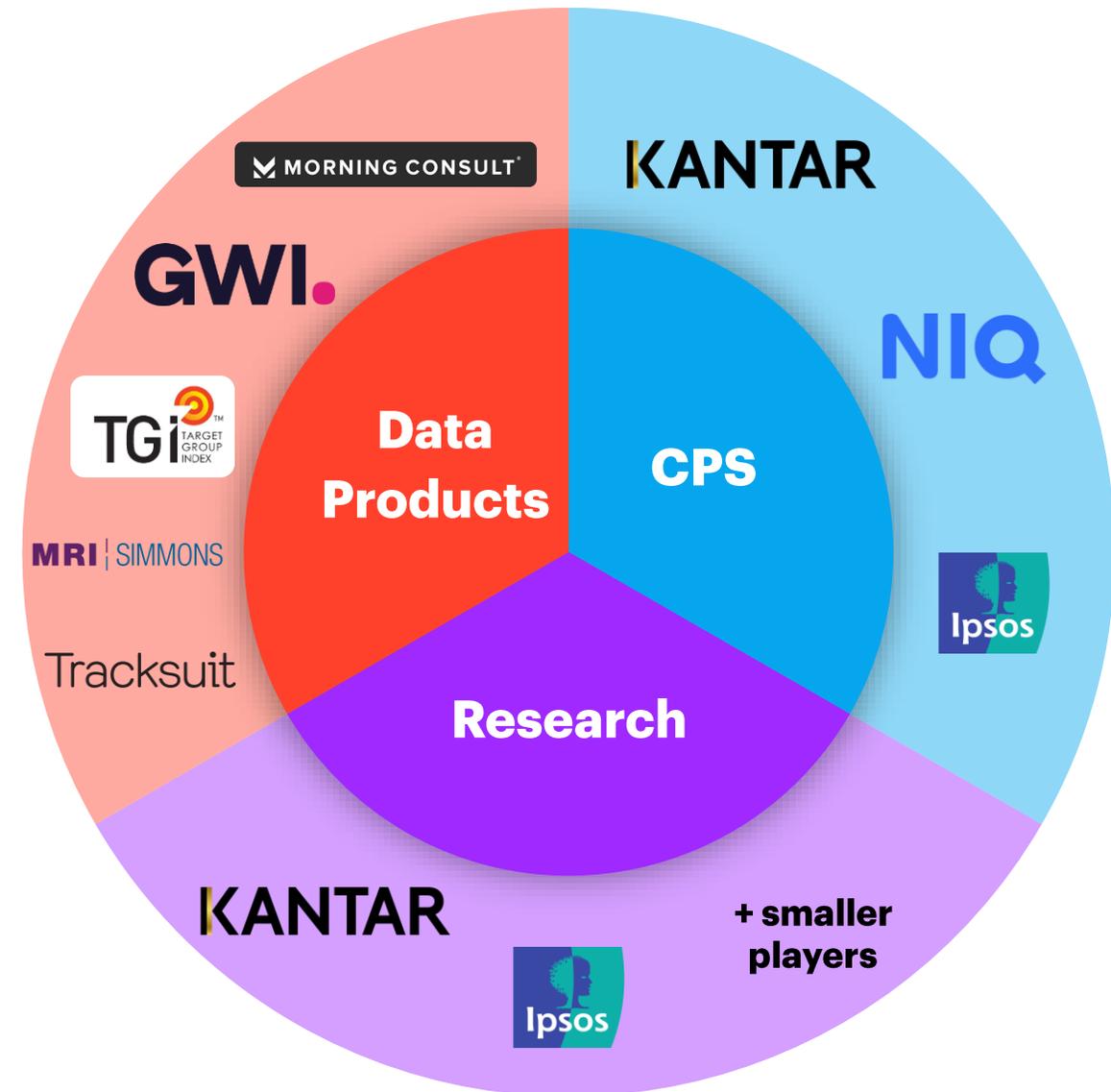






# Competitive landscape and market size

- 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

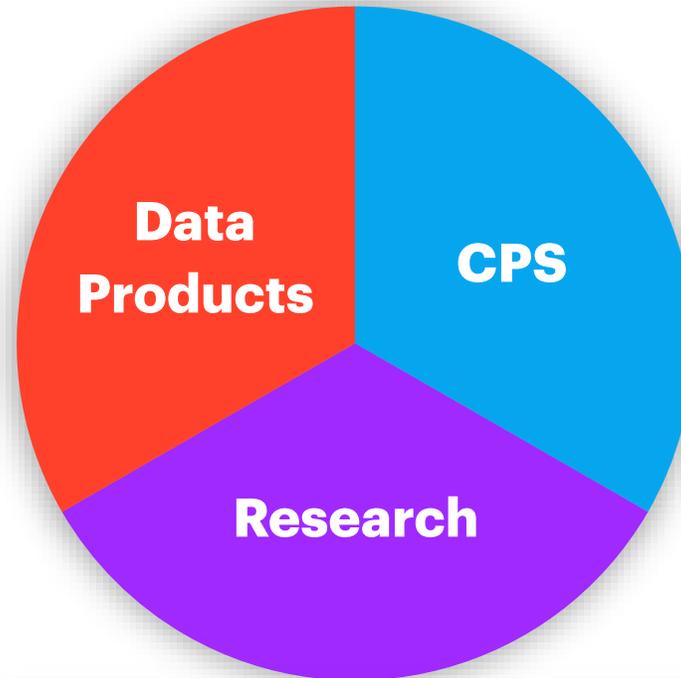




# Clear strategy in place to accelerate performance across the business

## 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)**  
New CPO to build on our existing product portfolio and drive our new product strategy.
- **Broader product mix**  
Capitalise on low penetration with brands through launch of CategoryView.
- **AI-enabled features**  
Deliver AI-powered Data Products through the integration of Yabble's powerful tools with our high-quality syndicated dataset.
- **UI/UX improvements and inclusion of Behavioral Data**  
Ensure data is more discoverable and intuitive for users. Product differentiation with behavioral data.
- **On-Platform activation**  
Drive activation sales through the YouGov Platform using integrations with the wider marketing ecosystem (57.5bn market).

## FY 2024

% of revenue from repeat clients<sup>1</sup>

>70%

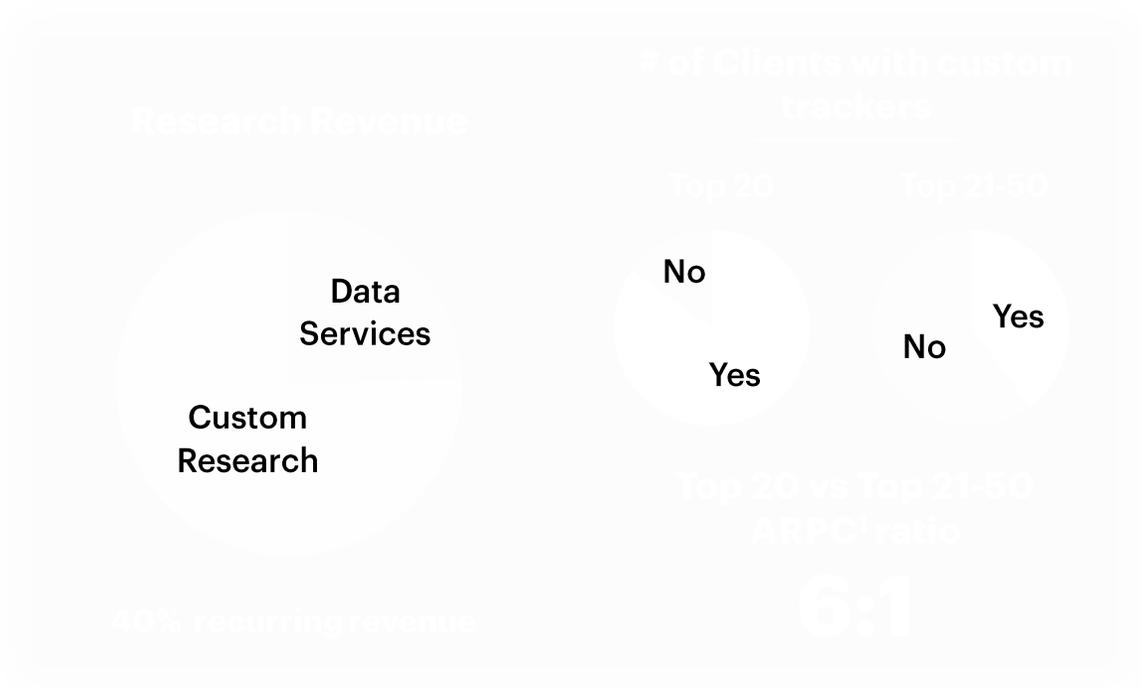
Top 20 client retention post-acquisition

100%

## FY 2025 and beyond

- **Roll off GfK TSAs**  
Integration into youGov systems and remove dependency on TSAs
- **Integration of commercial teams**  
Aligning our European commercial teams to drive collaboration and cross-selling opportunities
- **One client platform experience**  
Integration of CPS clients into the youGov customer platform
- **Expansion into new markets**  
Progress strategic ambitions to expand into markets with one or no incumbents where the upside is greatest
- **Enhancing data collection capabilities**  
Commercial launch of passive demand receipt scanning initiative in Nordics and commence data collection in Germany

## FY 2024



## FY 2025 and beyond

- **Increase custom tracking revenue**  
Leverage the success with our top 20 clients and target custom tracking projects with the rest of our top 50 clients
- **Data integrations for custom research**  
Building on our success with two large multinational clients, we plan to expand our data integration offering to provide custom research results straight into client systems
- **Expansion of panel**  
To meet the demands of our largest clients with the most complex research needs, we will expand our low-incidence and B2B panels
- **Target new clients**  
Focused account-based marketing to generate quality leads of target clients where we see the biggest opportunities











# 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)
<b>Group</b>	<b>101.2</b>	<b>221.1</b>	<b>131.4</b>	<b>258.3</b>	<b>143.1</b>	<b>335.3</b>

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)
<b>Group</b>	<b>14.3</b>	<b>37.4</b>	<b>22.6</b>	<b>49.1</b>	<b>27.9</b>	<b>49.6</b>