

13 October 2026

FY26

Results Presentation

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Agenda

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|----------------------------------|-----------|------------------|
| Stephan Shakespeare (CEO) | 01 | FY26 Overview |
| James Davies (CFO) | 02 | Financial Review |
| Stephan Shakespeare (CEO) | 03 | Strategy Update |

01 FY26 Overview

Key highlights

- Good performance delivered against a challenging macro backdrop
- Stable OP margin, excl. Shopper investments
- Value Delivery Plan progressing well, driving efficiency and transformation
- Shopper strategic review ongoing
- Debt facilities extended
- Share buyback programme (of up to £15m) announced to enhance shareholder returns
- Wayne Levings appointed CEO-Elect; leadership transition to commence next month

Revenue

£396.6m

+2%
reported

+2%
underlying basis

Statutory operating profit

£21.2m

(32%)
reported

Adjusted operating profit

£54.3m

(11%)
reported

(9%)
underlying

14% margin

Adjusted EPS

30.2p

(11%)
reported

Delivering against the priorities set in H2 2025

1

**Stabilise the
business**

Complete ✓

2

**Return to
innovation**

Complete ✓

3

**Leadership
transition**

In Progress ✓

Priority #1: Growth Restored, Execution Strengthened

Growth Recovery

Accelerated growth despite a challenging market backdrop

- Delivered 3% growth vs. LTM HY25
- Data Products returned to growth, supported by stable renewals and new client wins
- Research growth maintained through continued demand for strategic projects

Cost Discipline

Investing for growth while maintaining financial discipline

- Tight control on headcount and operating costs
- Investment concentrated on revenue-generating and strategic initiatives
- Value Delivery Plan launched to improve efficiency and simplify operations

Commercial Execution

Greater focus on high-margin products driving improved performance

- Sales incentives aligned to strategic focus areas
- Specialist Data Products commercial team established
- Improved focus on revenue quality, client value and growth opportunities

Action taken to restore growth, strengthen execution and establish a platform for future value creation

Priority #2: Innovation Accelerated

Product Enhancement

Core Data Products enhanced and winning new clients

- Continuous feature improvements prioritised across Data Products, including AI Agent
- Enhanced user experience and platform capabilities
- Innovation roadmap aligned to meet client needs and areas of greatest commercial impact

AI-Powered Solutions

New AI products launched with early commercial traction

- Launched YouGov Voices, our AI-powered interviewing tool; secured first major client win (\$2m) for our expanding connected data model
- Demonstrates growing demand for our AI-enabled research solutions

Building the Future Platform

Foundations established for the next phase of innovation

- Launched support for MCP enabling direct connectivity into AI-native workflows and agent environments
- Launched free public version of YouGov Parallax to generate commercial interest in July; full commercial product now launched

FY26 marked the return of product innovation, with AI-enabled solutions beginning to deliver commercial value while laying the foundations for future growth

Priority #3: Leadership Transition to Commence

New CEO Appointed

Progress on CEO succession process

- Wayne Levings appointed as CEO-Elect
- Commencing in role next month
- Transition planned within the timeline outlined in March 2025

Proven Leadership

Deep sector and commercial experience

- Extensive experience across data, research and analytics sector
- Strong track record of leading a large, global business
- Well-positioned to lead YouGov's next phase of growth

Structured Handover

Ensuring continuity and momentum

- Working alongside the CEO-Elect with a three-month handover programme in place
- Strategic priorities and transformation programme maintained
- Current CEO to remain involved in a NED / innovation capacity

A planned and structured transition ensures continuity of leadership while maintaining momentum behind the Group's strategy and transformation programme

02 Financial Review

Priorities leading up to today

1. We do what we say we will do
2. Rebuild trust and improve transparency and clarity wherever possible
3. Balance sheet stability
4. Action a share buyback
5. Execute wave 2&3 of Value Delivery Plan
6. Initiate strategic review of Shopper
7. Provision of clear forward guidance

These 4 highlighted priorities are expected to be relevant indefinitely

Separately reported items – reconciliation between adjusted and statutory measures

- Cash items more than halved year-on-year

Separately reported items

£m	FY 2026	FY 2025	Variance	Variance (%)
Impairment	17.2	0.4	16.8	N.M.
Amortisation	10.1	15.8	(5.7)	(36%)
Reorganisation & restructuring	5.8	13.1	(7.3)	(56%)
Total	33.1	29.3	3.8	13%

Encouraging performance while investing for the long-term

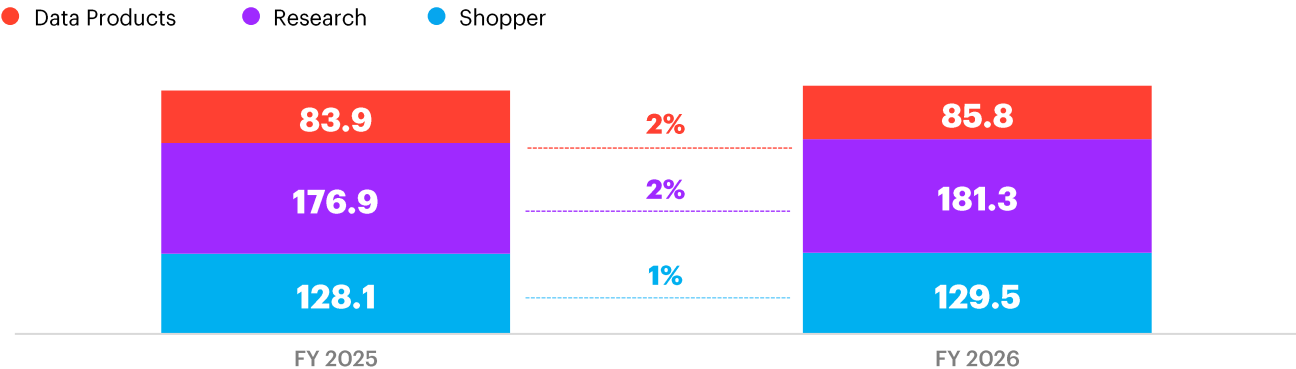
Data Products: Accelerated growth through product improvements and stronger sales execution. Operational leverage helping margin

Research: Delivered good growth, especially from tech and financial services companies

Shopper: Broadly flat revenue, investment continues. Product development and new opportunities progressing well

Operating profit margin: Accelerated investment in Shopper, while continuing to deliver cost efficiencies

Revenue by Segment (£m)



Adjusted Operating Profit by Division (£m)

	FY 2026	FY 2025	Growth %	Margin %	
				FY 2026	FY 2025
Data Products	28.9	25.8	12%	34%	31%
Research	18.6	19.5	(5%)	10%	11%
Shopper	18.2	27.2	(33%)	14%	21%
Central Costs	(11.4)	(11.8)	(3%)	-	-
Group	54.3	60.7	(11%)	14%	16%

Broad sector and regional exposure underpins resilience

Mainland Europe: Stable overall performance, with resilient growth, offset by softer Shopper revenues

Americas: Strongest-performing region, delivering 6% underlying growth driven by growth in Data Products and Research

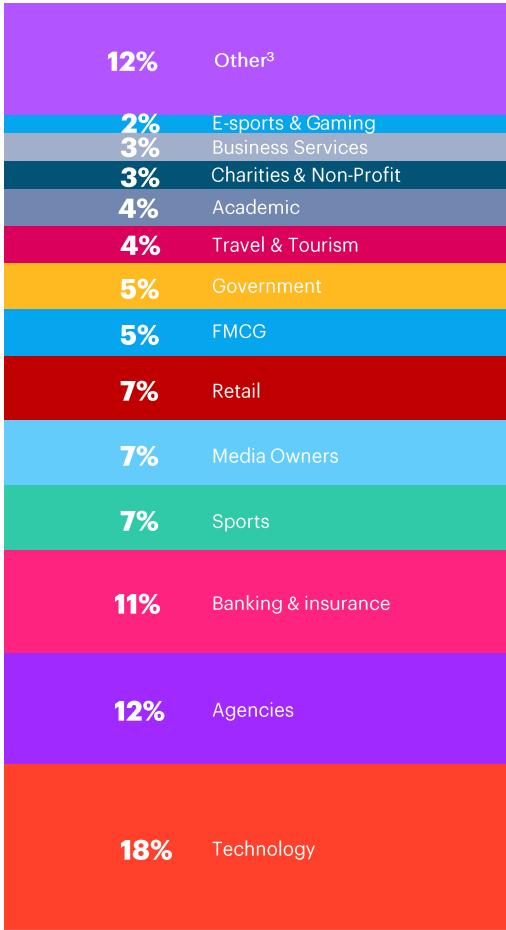
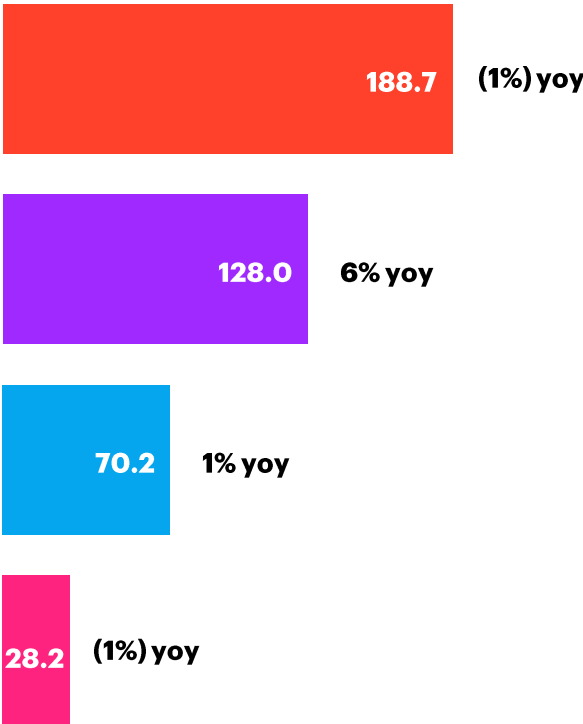
UK: Delivered resilient growth despite a challenging backdrop

Asia-Pacific: Slight decline year-on-year, reflecting mixed performance across the region

Sectors: Technology and financial services sectors performing particularly well

FY 2026 Revenue by region¹ and sector²

● Mainland Europe ● Americas ● UK ● Asia-Pacific



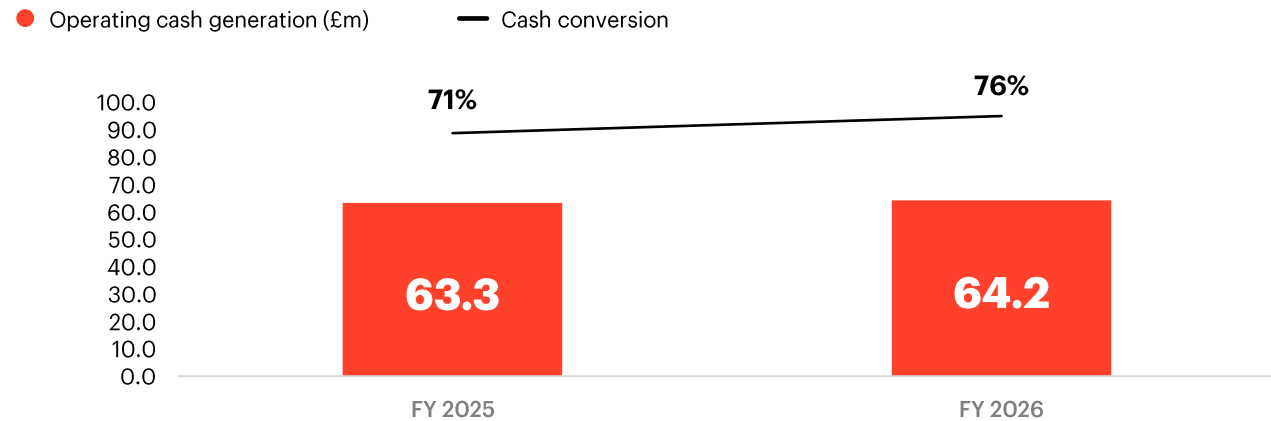
FY 2026

¹Regional revenue figures exclude Intra-group revenue. Growth figures are on an underlying basis. Defined as growth in business excluding impact of movement in exchange rates.
²Industry breakdown excludes Shopper, which derives majority of its revenue from FMCG and Retail sectors.
³Other includes sectors such as Leisure, Automotive, Health & Pharma, Telcos.

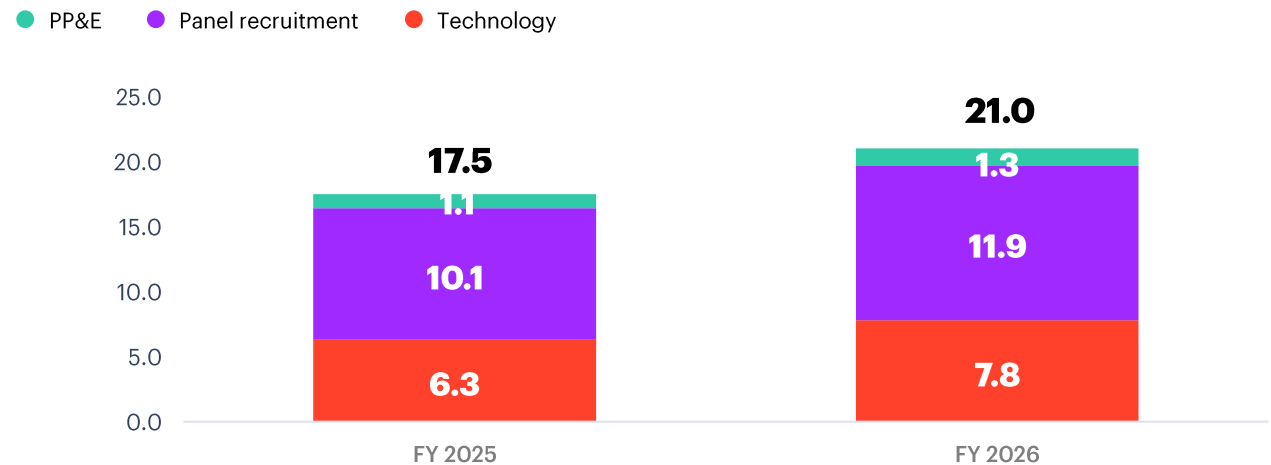
Strong cash generation supports continued investment

- Operating cash generation increased to £64.2m, with cash conversion improving from 71% to 76%
- Increased investment in technology and panel expansion to support innovation and future growth
- Cash generation continuing to support debt paydown and shareholder returns despite increased investment

Cash generation and conversion



Capital expenditures (£m)



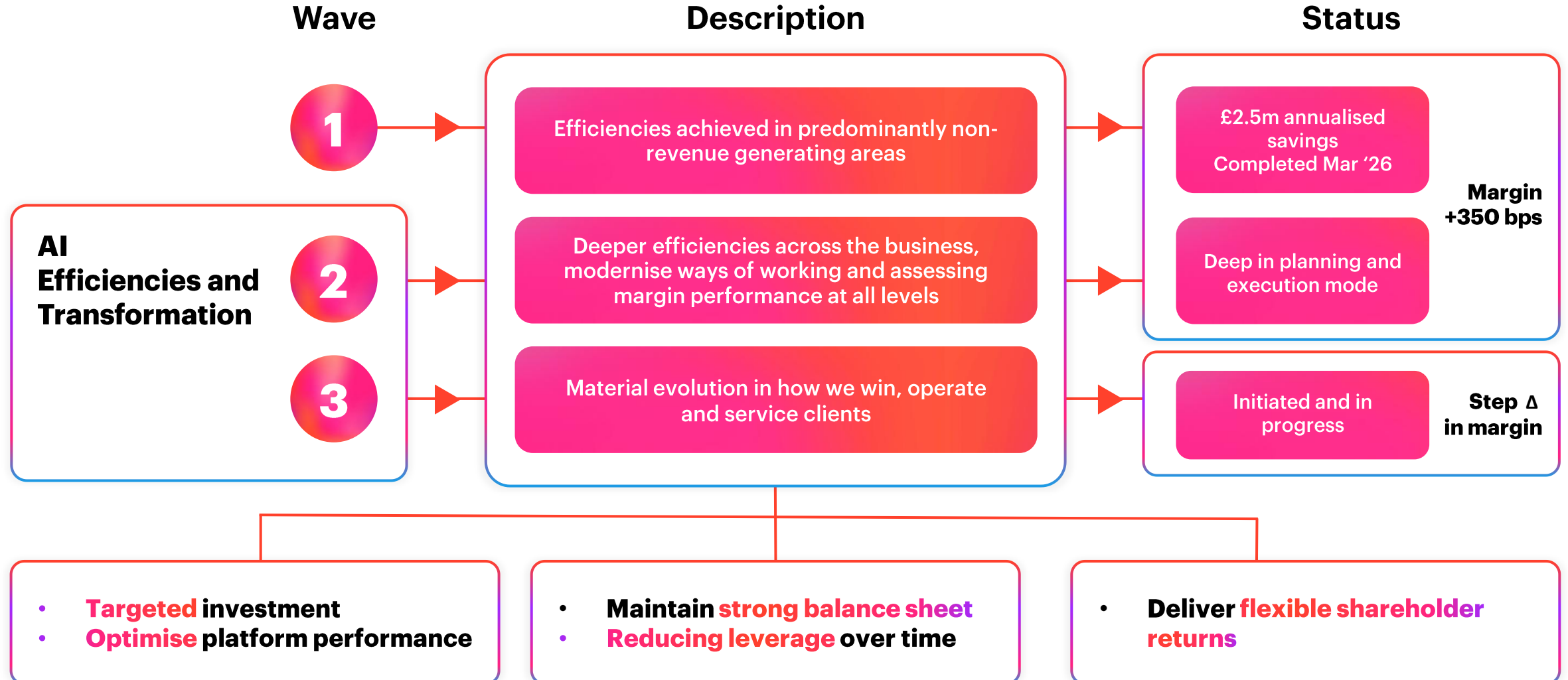
Strong balance sheet continues to support capital needs

- Lower net debt at £142.1m, despite continued investment in growth initiatives
- Net leverage in line with the prior year at 1.7x; reduction from H1
- Strong cash position of £41.9m with additional undrawn RCF capacity available
- Remained comfortably within banking covenants
- Share buyback launched (up to £15m) to enhance shareholder returns
- Loan facilities repayment extended to April 2028

Net debt and leverage position

£ in millions	FY 2026
Total Debt	184.0
Less: Cash	(41.9)
Net Debt	142.1
Net debt / EBITDA	1.7x
Interest cover ratio	6.1x

Value Delivery Plan



Current trading and outlook

- ▶ Encouraging start to the year
- ▶ 49% of FY27 revenue expectations contractually secured – marginally up on last year
- ▶ Loan repayment of €20m this month
- ▶ Up to £15m share buyback announced
- ▶ Shopper investment continues in FY27
- ▶ Significant progress on planning and execution of VDP
- ▶ Adjusted operating profit of £58m to £61m in FY27 (YoY growth 7% - 12%)

03 Strategy Update

Benefitting from AI in three ways

1

Growing the AI sector

- AI sector clients are our fastest-growing vertical
- £4 million sales from AI sub-sector in LTM
- Using custom research solutions to inform their decision-making
- Vast opportunity to expand within the sector
- Launched the AI sector in BrandIndex and CategoryView



2

Internal efficiency

- Using AI tools across the business, from marketing to technology development, to automate tasks and speed up delivery
- Significant programme for end-to-end automation of the research process underway and in internal user testing phase



3

AI-enabled products

- BrandIndex Voices launched and generating sales; functionality now expanded to custom research
- Parallax launched this month; uses Profiles data to explore and simulate responses
- Agentic workflow and AI-enabled client journey available via MCP

Automating Research at Scale

Goal

Embedding AI and automation throughout the research workflow to improve speed, consistency and scalability while allowing researchers to focus on higher-value activities

Benefits

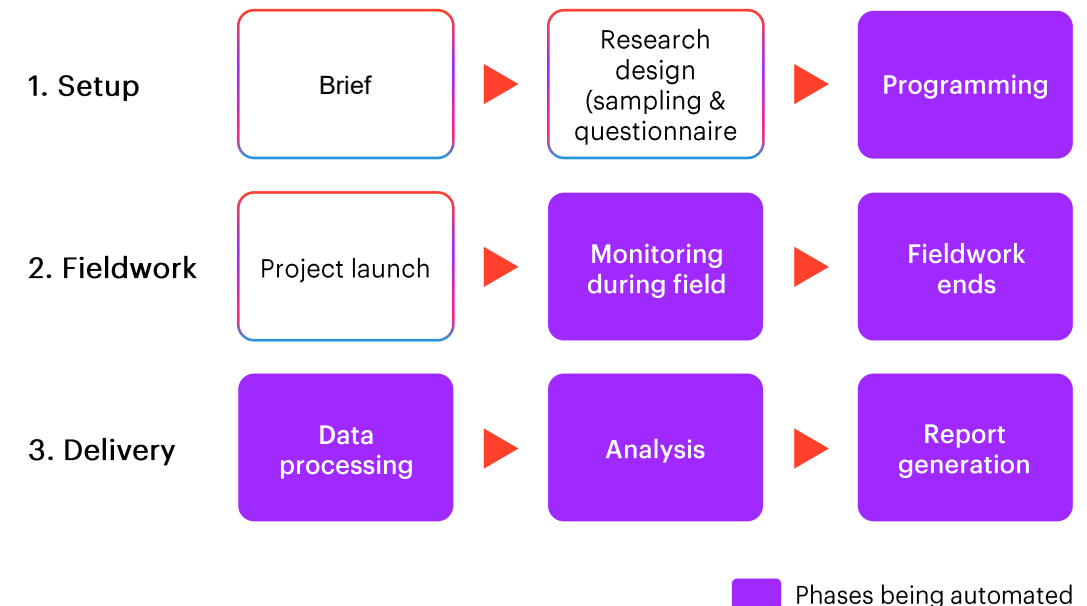
- Faster delivery for clients
- Greater consistency and accuracy across projects
- Enables researchers to spend more time on value-adding tasks
- Creates a more scalable operating model

Status

- Initiated with lowest complexity research projects
- Currently in internal user testing
- Expected to be live for client projects in H2 FY27

Research Automation Process

Automating key stages of the research workflow by embedding AI across research and analytics



YouGov Parallax: Scaling human data with AI

Goal

Combine trusted human data and AI-powered modelling to help clients understand, test and predict consumer behaviour at greater speed and scale at a lower cost

Benefits

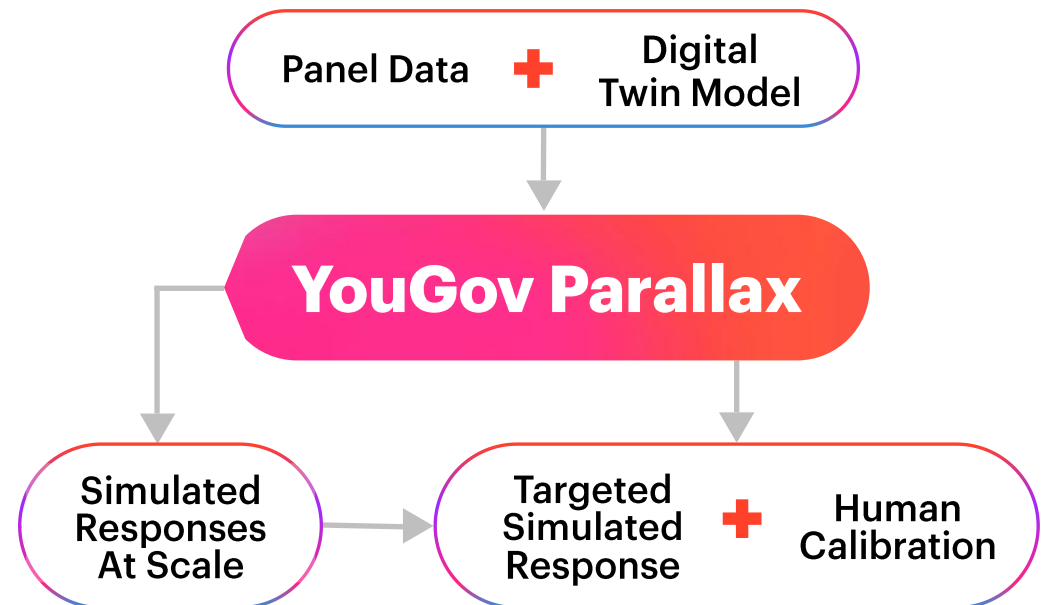
- Always-on access to research needs
- Scalable exploration of scenarios and outcomes
- Supports decision-making with predictions grounded in continuously-updated human data
- Unmatched verification and validation capabilities owing to a highly-engaged panel

Status

- Free public version launched in July 2026
- Strong early commercial interest; first client sale secured
- Commercial version launched in Oct 2026
- Next step to develop rapid verification capability within Platform

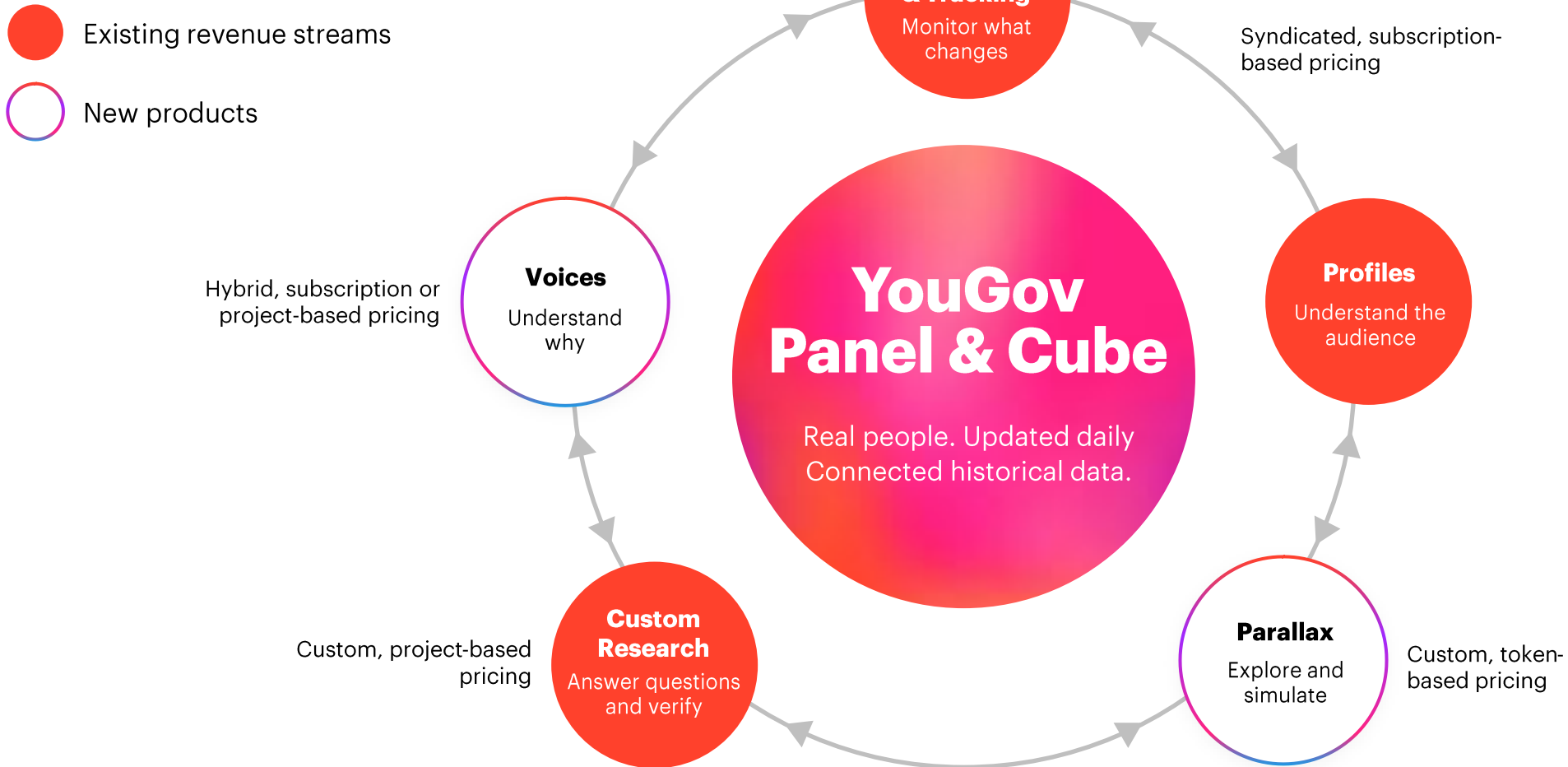
How Parallax works: two views, one truth

Combining proprietary panel data with predictive modelling to expand the applications of our data

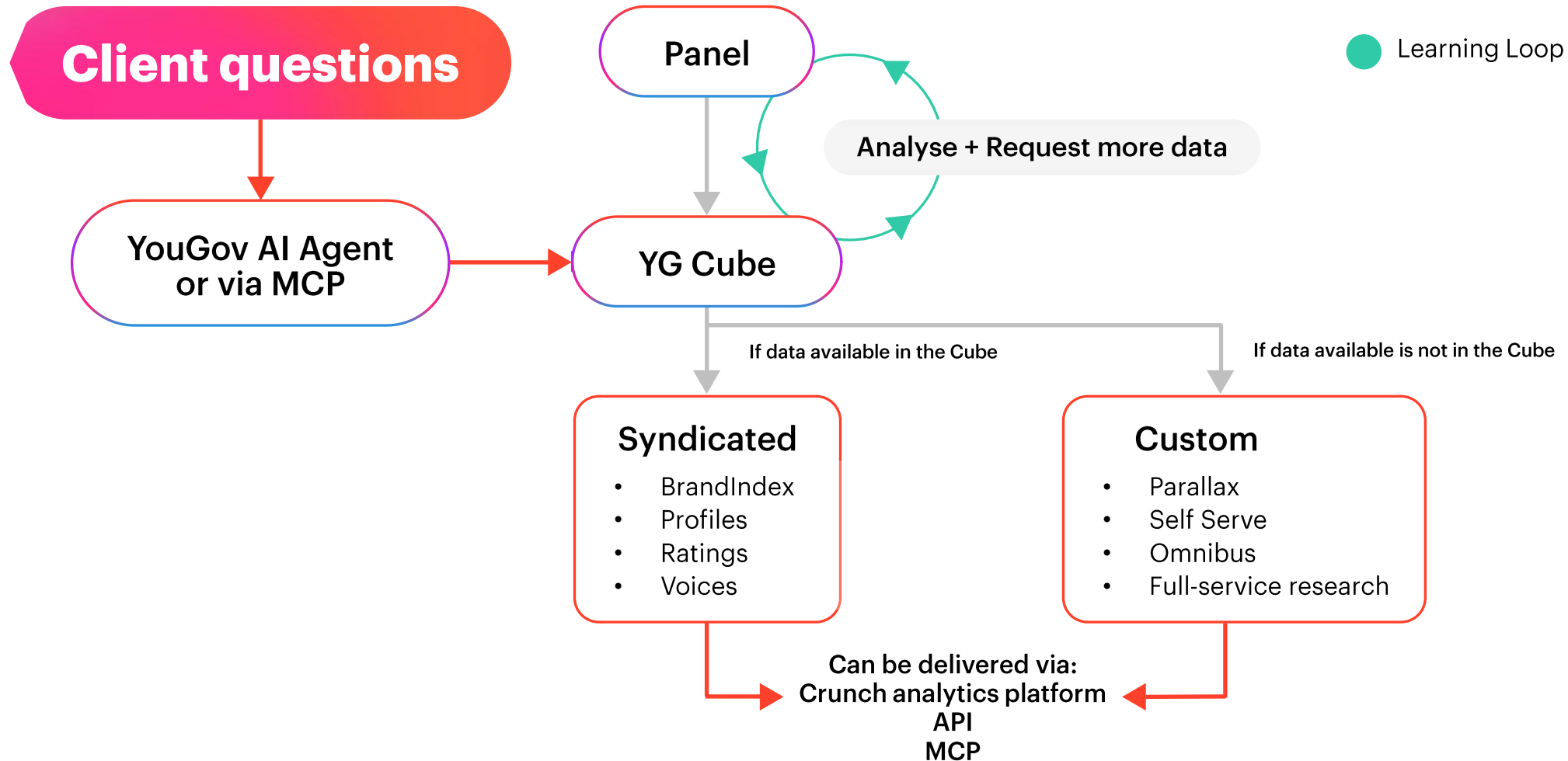


Ecosystem of our platform offering for clients

Any product can start the relationship



In development: a seamless client journey



Clear strategic framework guiding the next phase of YouGov's transformation

Four strategic priorities identified that will guide YouGov's next phase of growth, transformation and value creation. Together, these priorities provide a clear framework for decision-making, investment allocation and execution.

1

Next Generation Panel Ecosystem

Modernise recruitment, engagement and incentives to strengthen the scale, quality and long-term value of our panel.

2

AI-Powered Platform Transformation

Build a unified, AI-enabled platform that combines proprietary data, predictive models and automation to deliver scalable client outcomes.

3

Focused Growth & Portfolio Optimisation

Concentrate investment and commercial efforts on the products, sectors and markets with the greatest growth potential.

4

Operational Efficiency & Simplification

Simplify technology, systems and operations to improve execution, scalability and profitability.

Q&A

/Research Reality

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