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# H1 2025 Results

# With you here today

## Ruben Schreurs - Group Chief Executive Officer

- Appointed as a director and the Group's CEO in November 2024
- Joined Ebiquity in 2020 following the acquisition of Digital Decisions where he was founder
- Previous roles at Ebiquity were as Chief Strategy Officer and Chief Product Officer
- Holds c.7.01% of Ebiquity's issued share capital

## Kayte Herrity - Chief Financial Officer

- Appointed as Ebiquity's Chief Financial Officer in March 2025
- Highly experienced Finance Director within the Media and Information sectors
- Most recently held roles with TalkTalk as Finance Director of Strategy and Projects, and at Kantar as Director of Group Finance
- Also held senior financial positions at Informa plc, Liberty Global plc and Sky plc
- Qualified chartered accountant

# Agenda

# Operational discipline delivers progress despite market headwinds

01

## H1 performance

11% adjusted operating profit growth, 6.8% margin (+0.6pp)

02

## Growth outliers

Contract Compliance +43%, UK&I +14%

03

## North America

Decisive action taken, new leadership, recovery in progress

04

## Strong cash

£4.6m adjusted cash from operations (+77%), net debt reduced by £1.2m to £15.0m



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# North America: Confronting reality, executing recovery plan, building growth platform

## Market facing headwinds, executing necessary internal restructuring

### The challenge

*2023-2025H1*

Challenging market conditions

Revenue down 16% (£6.9m vs £8.2m)

Extended client decision cycles

Goodwill impaired £8.3m

### Actions taken

*2025*

Appointed new MD Americas

Operational restructuring

SPC profitability metrics deployed

Cost base right-sized

### Recovery initiated

*2026*

Internal improvements embedded

Client relationships maintained

Recovery in progress

### Growth platform

*2026-2027*

Marketing Effectiveness

AI-powered Solutions

Structural Sales Programme

Drive Extraction Rate

# Financial Results

Kayte Herrity

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# H1 2025 Financial Highlights

## Stable revenues and financial discipline drive improvements in profit, cashflow and debt

### Revenue

↔ £37.9m

Revenue in-line with prior year
2024: £37.9m

### Project-Related Costs

↓ 11%

Year-on-Year decrease
2025: £3.3m
2024: £3.7m

### Adjusted Operating Profit

↑ 11%

Year-on-Year increase
2025: £2.6m
2024: £2.3m

### Net Debt

↓ -£1.2M

2025: £15.0m
2024: £16.2m

### Adjusted Cash from Operations

↑ +£2.0m

2025: £4.6m
2024: £2.6m

### Free Cashflow

↑ +£4.1m

2025: £0.7m
2024: £(3.4)m

# H1 2025 Financial Highlights

## Cost and cashflow discipline delivers results

1. Double-digit adjusted operating profit growth and year-on-year margin uptick
2. Project-related costs down as a result of improved management of external partner costs
3. Staff costs reduced through focus on efficiencies and disciplined approach to hiring
4. Working capital focus delivered improved adjusted cash flow, positive FCF and lower net debt

# Income statement: Revenues in line with LY, OP 11% ahead

| Income statement | 6 months to June 2025 | 6 months to June 2024 | Change b/(w) | |
|---|---|---|---|---|
| | £m | £m | £m | % |
| Revenue | 37.9 | 37.9 | 0.0 | 0% |
| Project-related costs | (3.3) | (3.7) | 0.4 | 11% |
| Staff costs | (25.0) | (25.3) | 0.3 | 1% |
| Other operating expenses | (7.0) | (6.5) | (0.5) | (7%) |
| Adjusted operating profit | 2.6 | 2.3 | 0.3 | 11% |
| Adjusted Profit Margin (%) | 6.8% | 6.2% | | 0.6pp |
| Net finance costs | (2.2) | (0.8) | (1.4) | (168%) |
| Adjusted tax charge | (1.0) | (0.4) | (0.6) | (155%) |
| Adjusted profit/(loss) after tax | (0.6) | 1.1 | (1.7) | (149%) |
| Highlighted items after tax | (9.4) | (2.3) | (7.1) | (305%) |
| Statutory loss after tax | (10.0) | (1.2) | (8.8) | (750%) |
| Adjusted Diluted Earnings/(Loss) per Share (p) | (0.4p) | 0.8p | (1.2p) | (149%) |

- Stable revenues driven by strong growth in UK & Ireland plus very strong Contract Compliance growth globally, offsetting challenges in North America and APAC.
- Effective management of project-related and staff costs has boosted profit growth and margin.
- Higher Operating Expenses driven by investment in marketing and IT plus FX loss, offset by lower property costs.
- Higher net finance costs driven by £1.2m non-cash FX loss on intercompany loans.
- Tax charge higher driven by £0.9m write-down of North America deferred tax asset.
- Statutory loss driven by £8.3m goodwill impairment charge.



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# Revenue by Region: UK&I revenues up 14%, challenges in NA and APAC

| Revenue by region | 6 months to June 2025 | 6 months to June 2024 | Change | |
|---|---|---|---|---|
| | £m | £m | £m | % |
| UK & Ireland | 16.6 | 14.6 | 2.0 | 14% |
| Continental Europe | 10.6 | 10.8 | (0.2) | (2%) |
| APAC | 3.7 | 4.2 | (0.5) | (11%) |
| Revenue excluding North America | 31.0 | 29.6 | 1.4 | 5% |
| North America | 6.9 | 8.2 | (1.3) | (16%) |
| Revenue | 37.9 | 37.9 | 0.0 | 0% |

- **UK & Ireland:** Revenue growth driven by strong Contract Compliance performance, with several large contracts secured in H1. Additional growth across Value Track, Benchmarking, and Governance services.
- **Continental Europe:** Revenue broadly in line with prior year, reflecting lower revenues in France, Germany and Spain, partly offset by significant growth in Italy under new management.
- **APAC:** Lower revenue driven by client project delays in Singapore and non-renewals in Australia, plus a challenging macro-economic backdrop in China.
- **North America:** Lower revenue from client losses and project deferrals driven by internal challenges and by the challenging economic climate adversely impacting client decision-making.

# Revenue by Service Line: Contract Compliance 43% growth

| Revenue by service line | 6 months to June 2025 | 6 months to June 2024 | Change | |
|---|---|---|---|---|
| | £m | £m | £m | % |
| Media Performance | 25.6 | 26.5 | (0.9) | (3%) |
| Media Management | 3.9 | 3.9 | 0.0 | 0% |
| Contract Compliance | 4.0 | 2.8 | 1.2 | 43% |
| Marketing Effectiveness | 4.5 | 4.8 | (0.3) | (6%) |
| Revenue by service line | 37.9 | 37.9 | 0.0 | 0% |

- **Media Performance:** Lower revenue driven by £1m downside in Benchmarking in North America. Excluding North America, Media Performance revenue grew by 3%, driven by Benchmarking and DMS Governance.
- **Media Management:** Revenue in line with the prior year. Increased demand for Media Agency Assessment services in the UK & Ireland and Europe offset by reduced demand in other markets.
- **Contract Compliance:** Group-wide revenue surged by 43% year-on-year, with a very strong 124% increase in the UK&I. This growth was driven by major client wins and clients expanding scopes.
- Marketing **Effectiveness:** Revenue decline driven by a specific client loss in 2024 – Marketing Effectiveness revenue typically skewed towards H2 and is on track to achieve year on year growth.



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# Balance sheet: Net Assets down £8m to £27m, impacted by goodwill impairment

| Balance Sheet Summary | As at 30 June 2025 £m | As at 31 December 2024 £m |
|---|---|---|
| Goodwill and intangibles assets | 31.8 | 41.4 |
| Right-of-use assets | 2.5 | 2.8 |
| Other non-current assets | 1.8 | 2.9 |
| Net working capital | 9.9 | 10.6 |
| Lease liabilities | (3.2) | (3.5) |
| Contingent consideration | (0.8) | (2.7) |
| Other non-current liabilities | (0.6) | (0.9) |
| Net bank debt | (14.0) | (14.8) |
| **Net Assets** | 27.4 | 35.8 |

- £8.4m decrease in net assets driven by £8.3m goodwill impairment charge relating to North America.
- Net working capital decrease reflects lower net trade debtors following focus on cash collection, partly offset by increase in accrued income.
- £1.1m reduction in other non-current assets driven by £0.9m release of North America deferred tax asset.
- Lower contingent consideration due to reassessment of amounts payable in respect of final historical acquisition earnout. Revaluation is based on July 2025 settlement.

# Cash flow: Positive FCF and strong cash flow conversion

| Cash flow statement | 6 months to June 2025 £m | 6 months to June 2024 £m |
|---|---|---|
| Adjusted operating profit | 2.6 | 2.3 |
| Depreciation & Amortisation | 1.7 | 1.8 |
| Adjusted EBITDA | 4.3 | 4.1 |
| Working capital movement | 0.3 | (1.5) |
| Adjusted cash generated from operations | 4.6 | 2.6 |
| *Adjusted cash conversion ratio* | *177%* | *111%* |
| Highlighted items – cash items | (0.7) | (1.6) |
| Cash generated from operations | 3.9 | 1.0 |
| Lease payments & dilapidations | (0.6) | (1.2) |
| Capex | (0.8) | (0.8) |
| Finance costs | (1.0) | (1.2) |
| Tax paid | (0.8) | (1.2) |
| Free Cash Flow | 0.7 | (3.4) |

- Focus on cash collections improving customer cycle working capital.
- Strong adjusted cash conversion at 177% of adjusted operating profit.
- Cash items within highlighted items mainly severance and reorganisation costs, and costs associated with March 2025 RCF refinancing.
- Lower interest rate on RCF lower finance costs.
- Tax paid benefits from phasing of UK tax payments and refunds.



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# Net debt: Focus on working capital reduces debt to £15m

| Net Debt | As at 30 June 2025 £m | As at 30 June 2024 £m | As at 31 December 2024 £m |
|---|---|---|---|
| Loans and borrowings | (24.0) | (22.0) | (24.0) |
| Prepaid loan fees | 0.1 | 0.1 | 0.1 |
| Less: Cash and cash equivalents | 9.9 | 6.6 | 9.1 |
| Net Debt | (14.0) | (15.3) | (14.8) |
| Restricted cash - Russia | 1.1 | 0.9 | 0.8 |
| Net debt (excluding restricted cash) | (15.0) | (16.2) | (15.6) |

- Strong cash management in H1 2025 and phasing of cash tax payments into H2 reduced net debt to £15m.
- On 31 March 2025 the Group's credit facility was increased by £5m to £35m. This facility is available through to April 2027.
- Summary of bank covenants:
  - Interest cover at > 3.0.
  - Net leverage covenant ranging from 3.1x to 4.3x in 2025, 2.6x to 2.9x in 2026 and 2.5x in 2027.
  - The Group remains fully compliant with its covenants.

# Company Strategy

Ruben Schreurs

## We help brands deliver

# Effective and Responsible Advertising

- Incremental business growth
- Optimal brand health
- Maximum short- and long-term impact

- Compliance (regulatory & contractual)
- In-line with company policies
- Zero waste or negative impact on society

# Impartial partner to the world's leading brands, through every stage of the advertising lifecycle

We uniquely combine strategic consultancy and an integrated approach to media efficiency and marketing effectiveness to maximise the impact of every investment a brand makes.

**That is how we help our clients:**

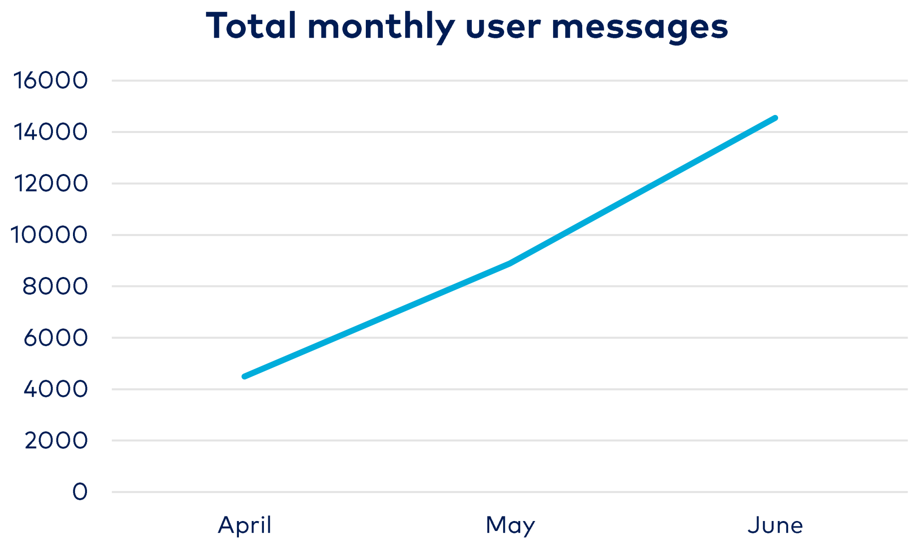
## Transform

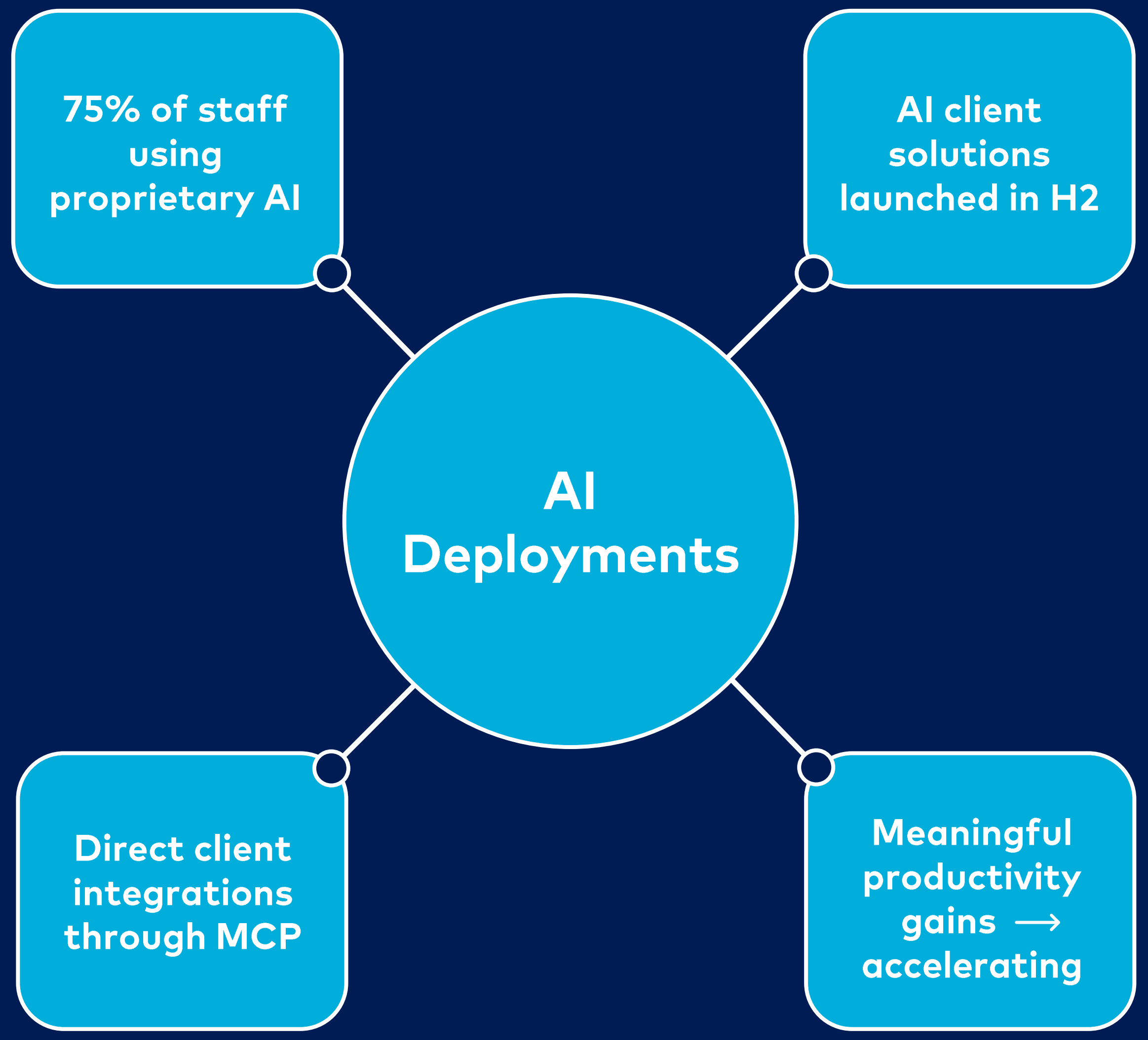
## Govern

## Grow

# Technology leadership

## Proprietary AI infrastructure creating competitive advantage



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# The go-to global authority in media investment analysis

**>75%**

Over 75 of the global top 100 advertisers choose Ebiquity

**500+**

Scaled regional and local brands

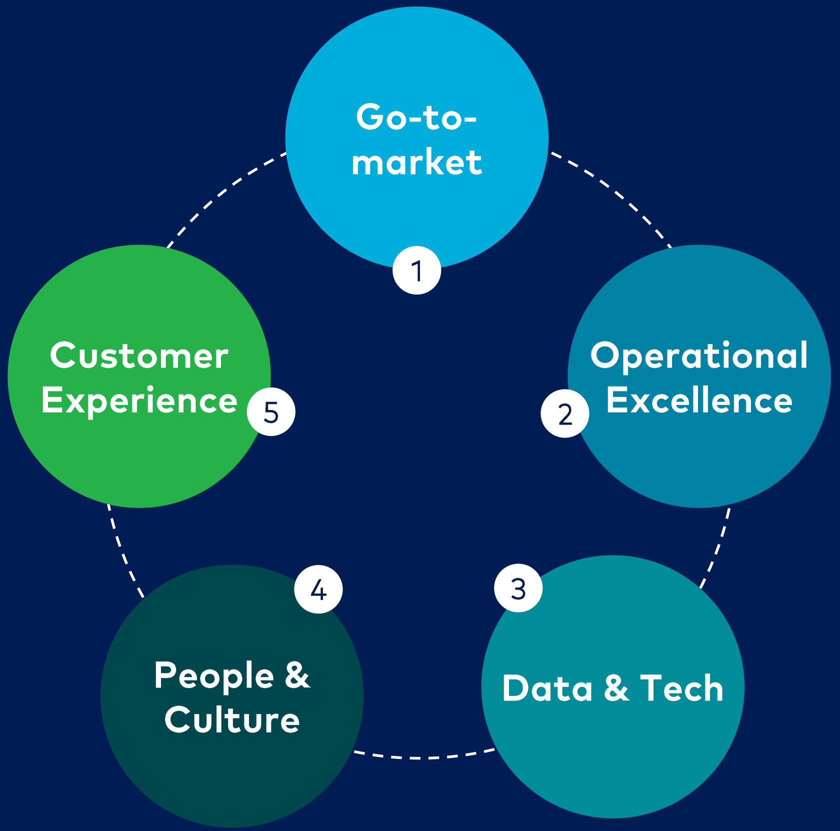
**123**

Across 123 countries

**$100Bn**

Over $100Bn in media investment analysed every year

# The pillars driving progress




1. ERA positioning and enhanced sales framework driving competitive wins and 200% website engagement increase
2. SPC metrics deployed globally ensuring every engagement generates sufficient profit margins for continued investment
3. AI infrastructure with 75% workforce adoption delivering productivity gains and client solutions launching Q4 2025
4. Strengthened leadership and "Most Local, Most Global" philosophy uniting global team around ERA mission
5. Transform, Govern, Grow framework strengthening trusted advisor relationships with top 100 global advertisers

# Accelerating growth

## Transformation foundation complete, ready for market recovery

### H2 2025

- Operational improvements implemented
- AI client solutions launched
- SPC embedded in 2026 budget process
- Strong pipeline with strategic wins secured

### 2026

- Recover North America
- Accelerate growth in Effectiveness through integration
- Deployment of new catalyst solution
- Long term strategy deployed

## SPC

Primary metric for operational excellence

## Cash focus

Cash collection and working capital drive

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# Unlocking Effective and Responsible Advertising