

System1 Group

FY26 Interim Results

December 2025

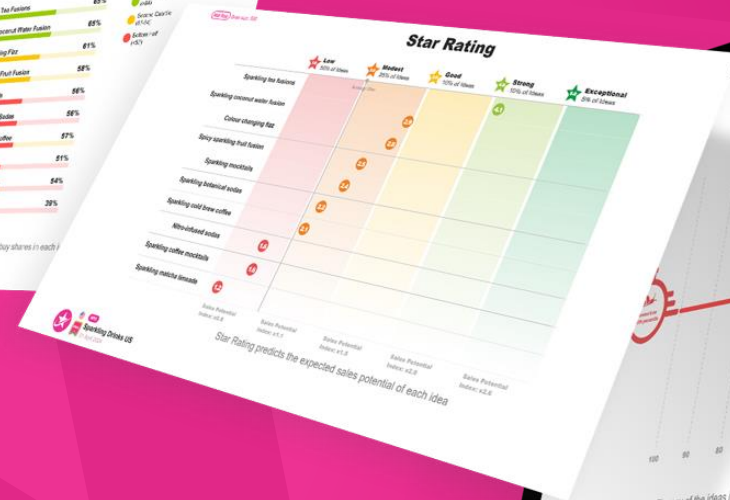
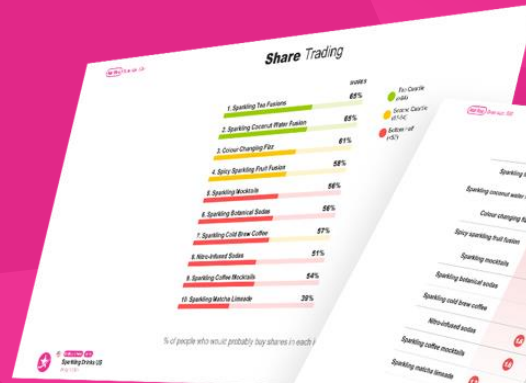




James Gregory

Chief Executive Officer

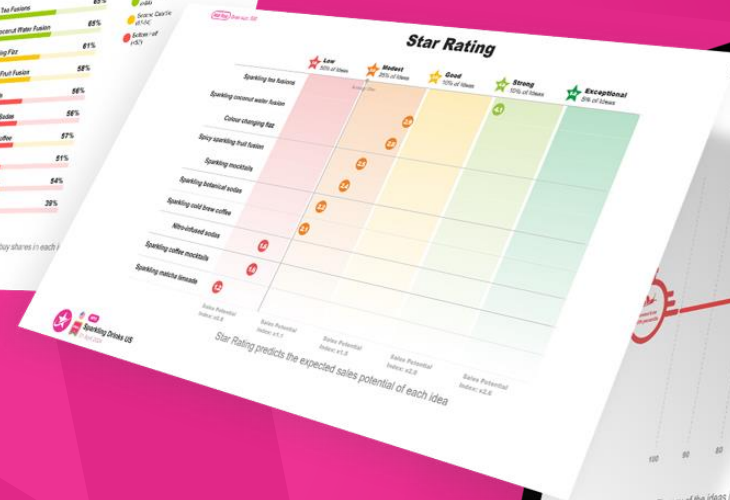
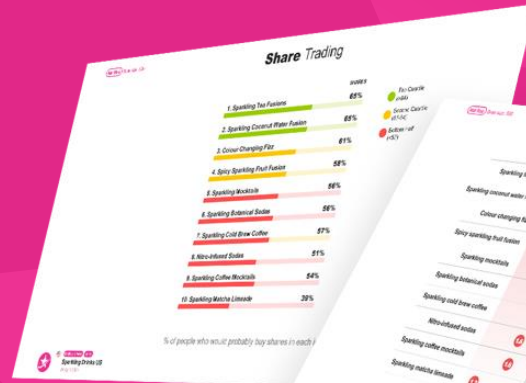
System1





Chris Willford
Chief Financial Officer

System1



H1 Highlights

- ★ Platform revenue £16.2m 3% lower than in H1 last year, 1% lower at constant exchange
- ★ Total Revenue £17.1m 7% lower than in H1 last year, 5% lower at constant exchange
- ★ US Revenue +3%, UK -9%
- ★ Innovation revenue +26%; Adtesting revenue -10%
- ★ New client revenue £3.4m
- ★ Gross profit margin 87%, in line with H1 FY25
- ★ Opex up 7% to £14.6 m with investment in future growth offset by lower variable pay.
- ★ Profit before tax & adjusted profit before tax £0.3m
- ★ Cash balance £10.8m 30 September 2025



**We help the world's largest advertisers make
confident creative decisions
that lead to transformational business results**

System1





51%

of advertising has no long-term impact on market share growth

95%

of new product launches fail

System1

predicts and improves marketing effectiveness...



WHO

We are a marketing decision-making platform

WHAT

We predict and improve marketing effectiveness

We focus on the twin engines of marketing growth – Advertising and Innovation – to grow our customers’ long-term brand and short-term sales



Advertising

How can I be confident that my advertising will drive growth?



Test Your Ad

The world’s most predictive ad effectiveness platform and competitiveness database



Impact on Brand

How can I measure the impact of my marketing activity on my brand health & predict further growth?



Test Your Brand

The World’s most agile & predictive brand health framework



Innovation

How can I be confident that my idea will be a commercial success?



Test Your Innovation

Predict the commercial potential of your innovation

... through our **'predict your'** and **'improve your'** offering ...

Data



(Predict Your)

**Data-Led
Consultancy**

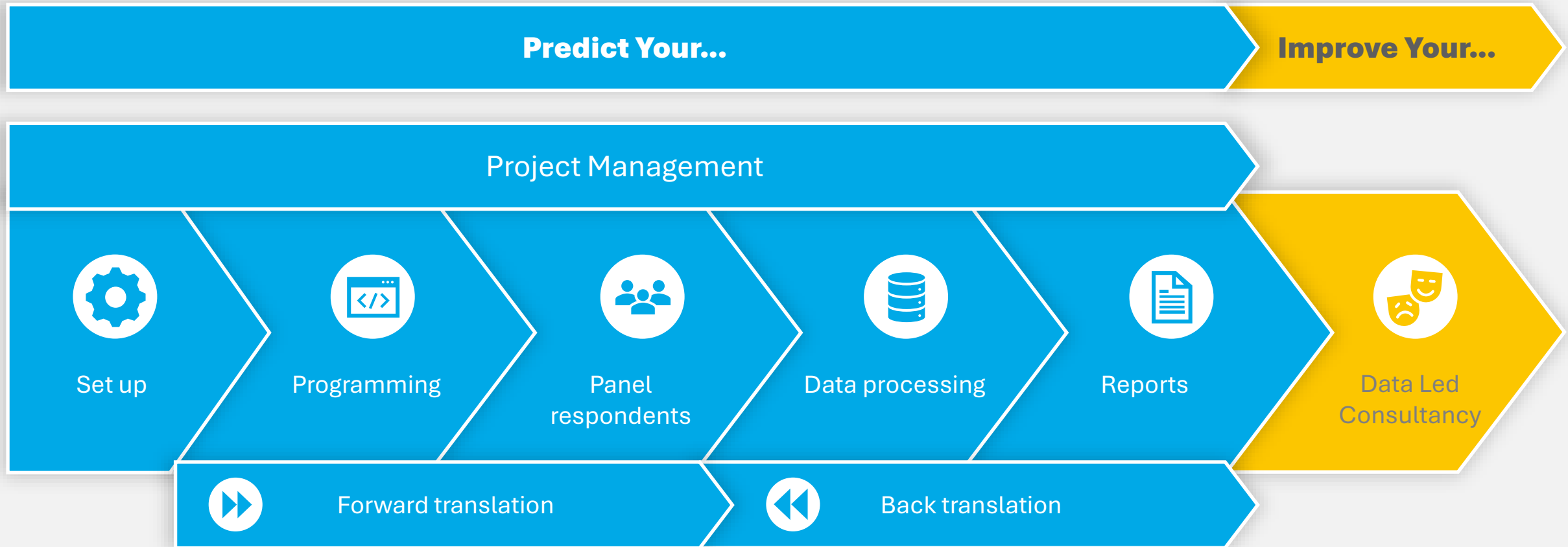


(Improve Your)

**Bespoke
Consultancy**



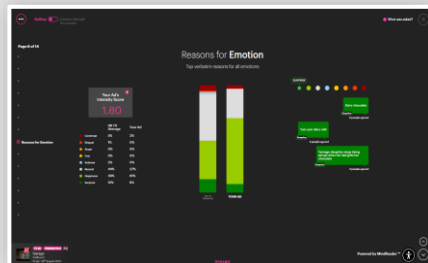
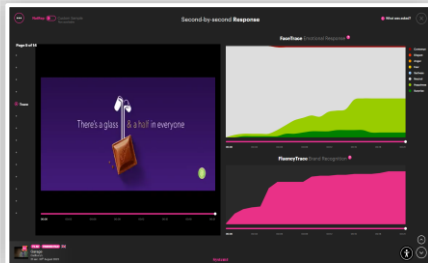
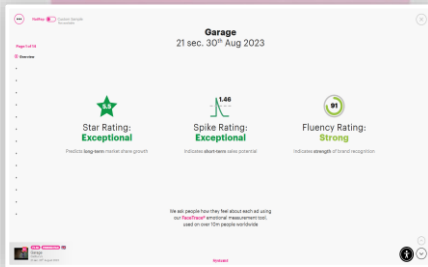
... our predictions (and some improvements) are delivered through an **automated platform** ...



Key: ■ Automated Process ■ Consultancy

... with results provided to customers on a self-serve platform ...

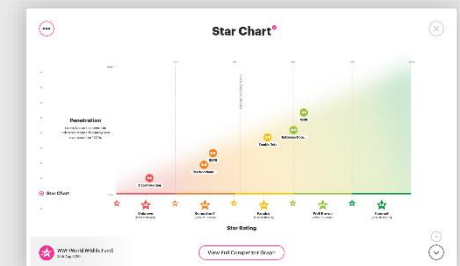
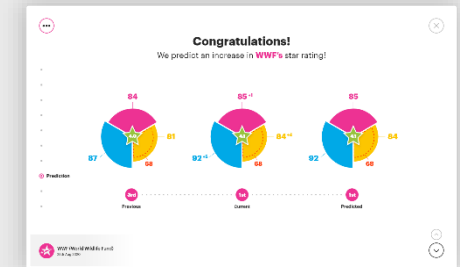
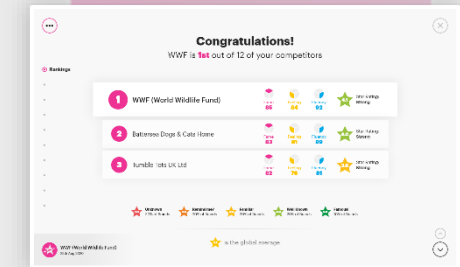
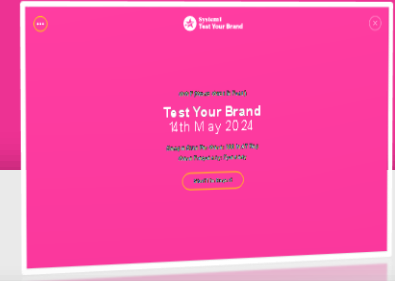
 **Test Your Ad**



 **Test Your Innovation**



 **Test Your Brand**



Our platform and Products based on world leading IP, methodologies and technologies



Ads | Brands
Ideas tested

210K+



Survey
Responses

17M+



Emotions measured
through FaceTrace™

40M+



Markets

70+

What makes System1 unique?

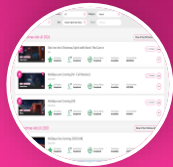
1

We uniquely measure **EMOTION** and **SYSTEM1 RESPONSE** because it **PREDICTS REAL WORLD OUTCOMES**



2

We have the **WORLD'S LARGEST DATABASES OF EMOTIONAL NORMS** to **SPOT TRENDS, COMPARE** with competitors, **INSPIRE** with the industry best



3

We have **THOUGHT LEADERSHIP**, with the best **INDUSTRY PARTNERS** and **VALIDATIONS** from Industry Bodies



4

We understand **WHY** advertising and innovation great and **HOW** to make it better through insight and consultancy



5

We have **FAST** turnaround with **SIMPLE, CLEAR, ACTIONABLE** results



————— All underpinned by a **BRAND** and **MEDIA CHANNEL** that means we are top of mind for our customers —————



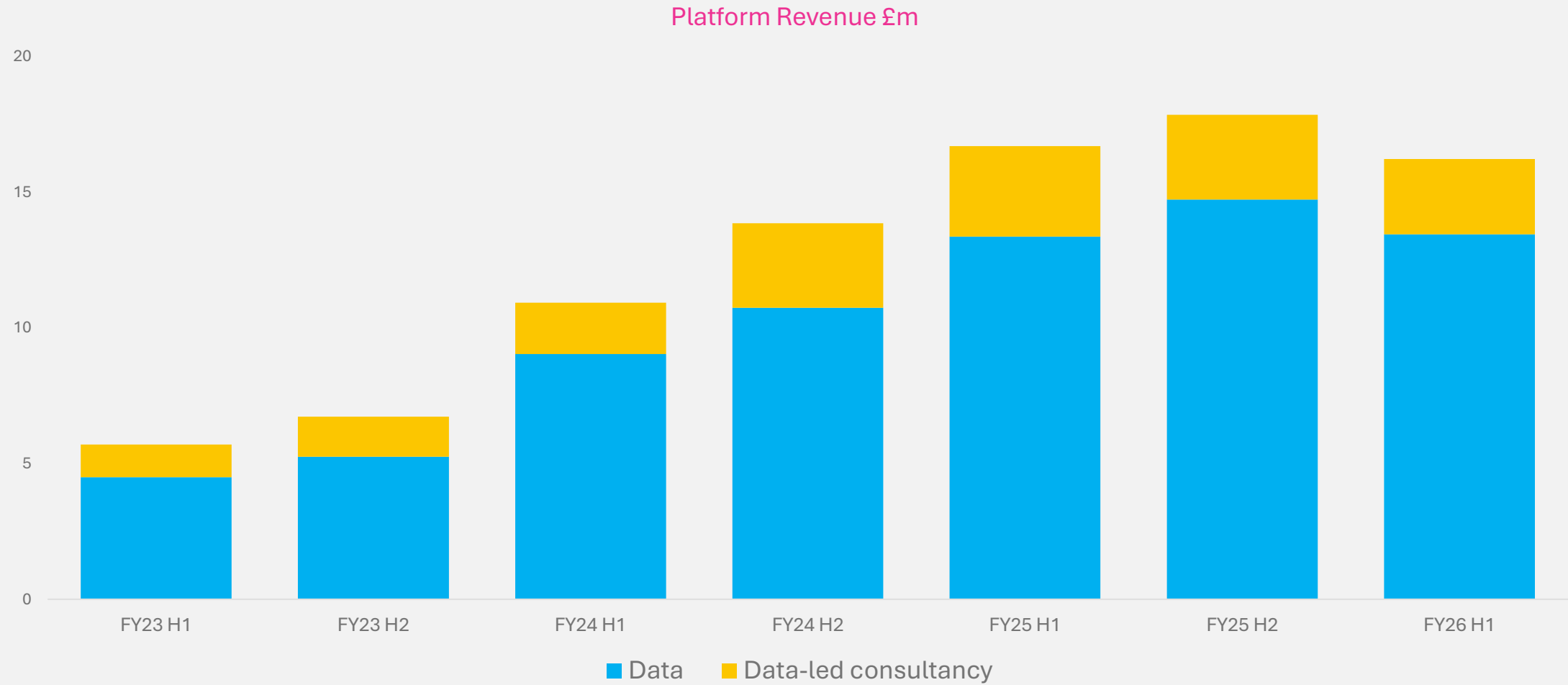
H1 Financials



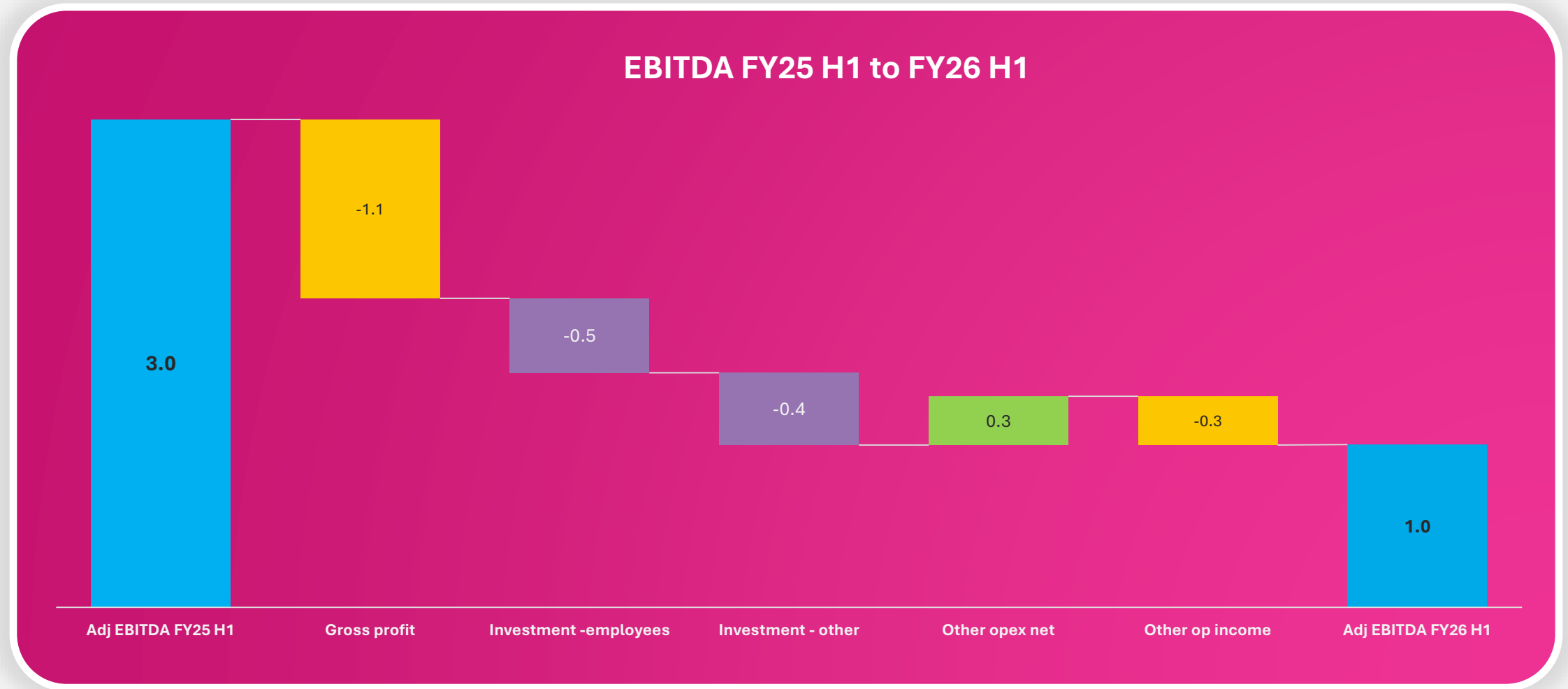
H1 FY26 revenue was below our plan and coincided with higher expenditure on investment

	H1 FY26	H1 FY25	Change %
Platform Revenue	16.2	16.7	-3%
Total Revenue	17.1	18.3	-7%
Cost of Sales	(2.2)	(2.3)	-4%
Gross Profit	14.9	16.0	-7%
Adjusted operating expenditure	(13.9)	(13.0)	+7%
Adjusted EBITDA	1.0	3.0	-67%
Statutory Profit Before Tax	0.3	2.6	-90%
Profit after Taxation	0.1	1.8	-94%

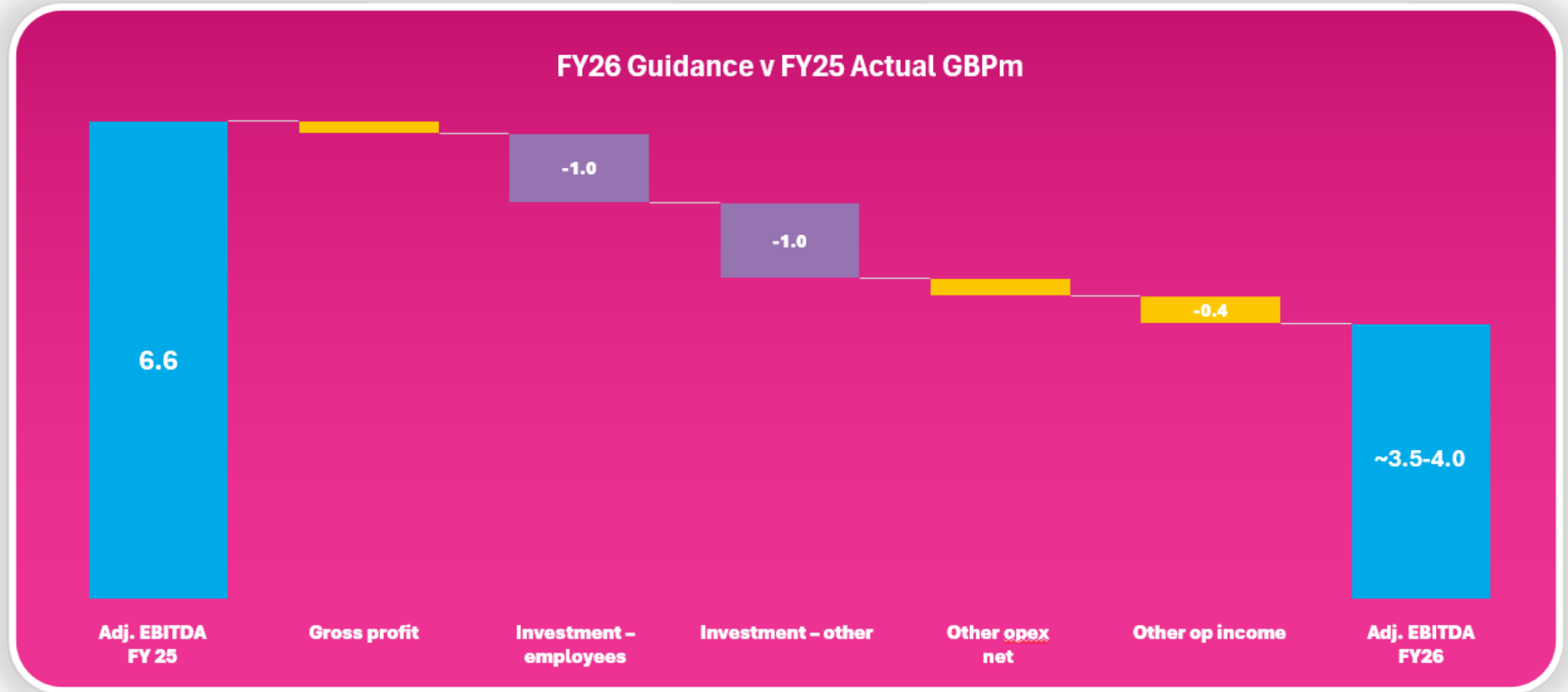
Platform Revenue held up relatively well in a difficult environment



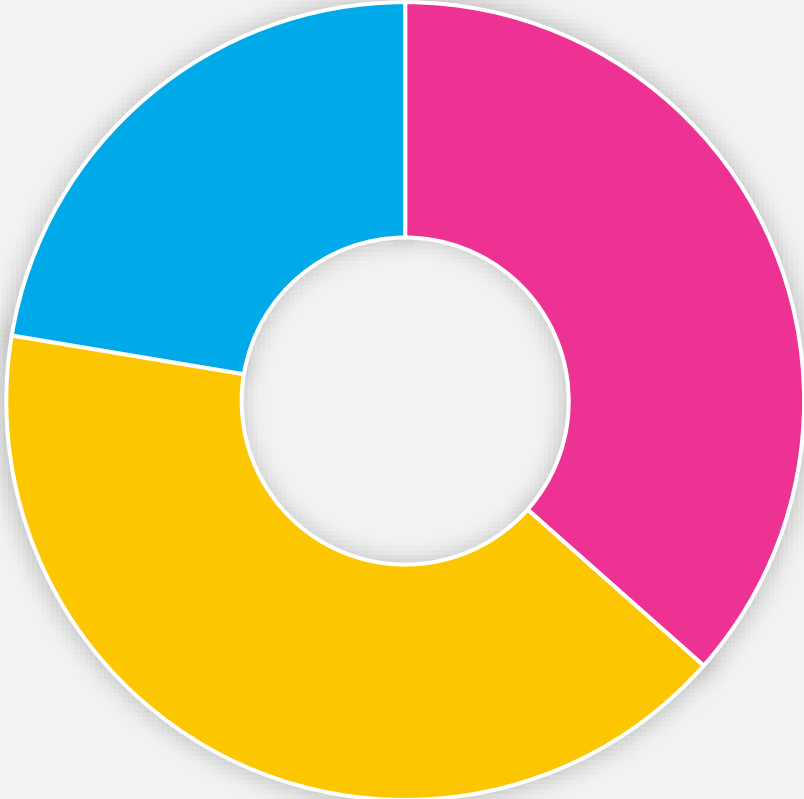
H1 YoY impact of additional investment and lower revenue



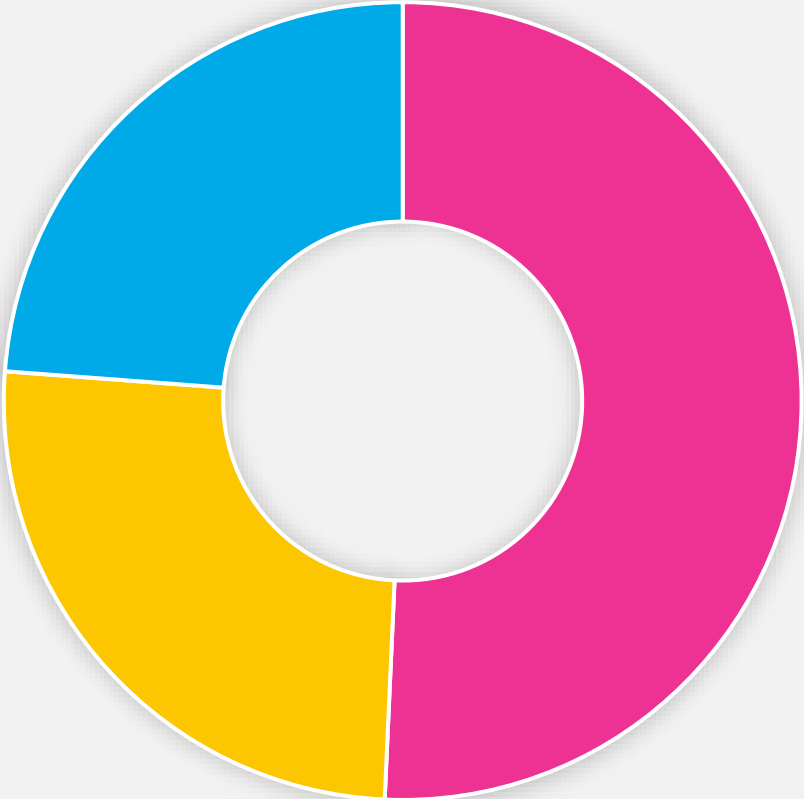
September reduction in profit guidance due mainly to **additional investment and flat YoY revenue**



In FY26 H1 we spent **c.£0.9m** of the **additional discretionary investment**



■ Innovation ■ Advertising ■ Other



■ People ■ Marketing ■ IT Development

FY26 H1 deployment of accelerated investment

We are making **significant progress** on our **3 strategic goals**



**World's Largest
Brands**



USA



**Innovation
(Idea Testing)**

Innovation

System 1



The innovation testing landscape is being disrupted and
creates opportunity for System1 to win



**'Traditionals'
Being Challenged**



**Need For Insight
Partners**



**Flexibility Across
Delivery Type**



AI

So, what's next...

Grow Fame



Launch Testing



Industry Events

1

Improve Core



New Dashboard Features



Pack Test Launch

2

Accelerate



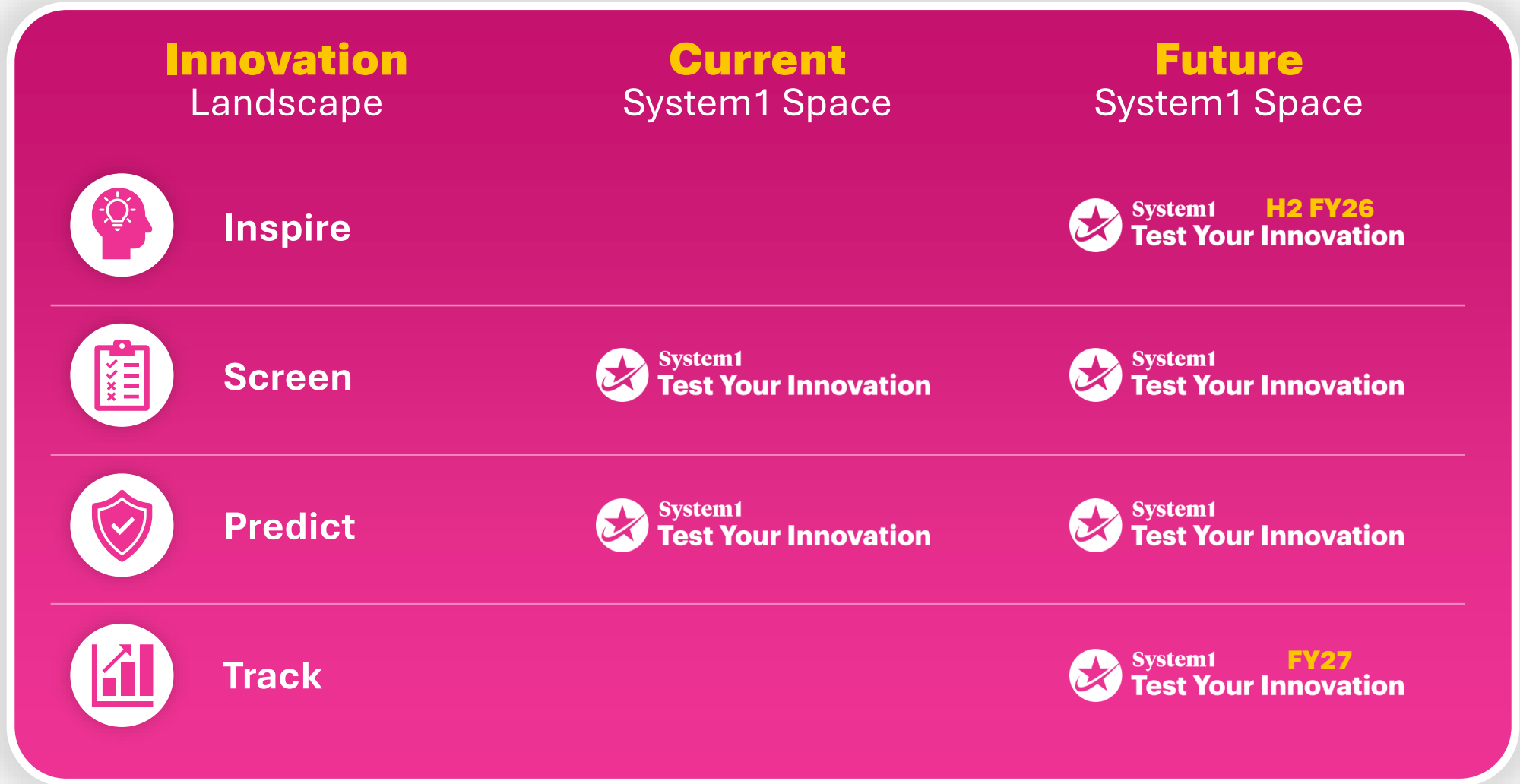
AI Features



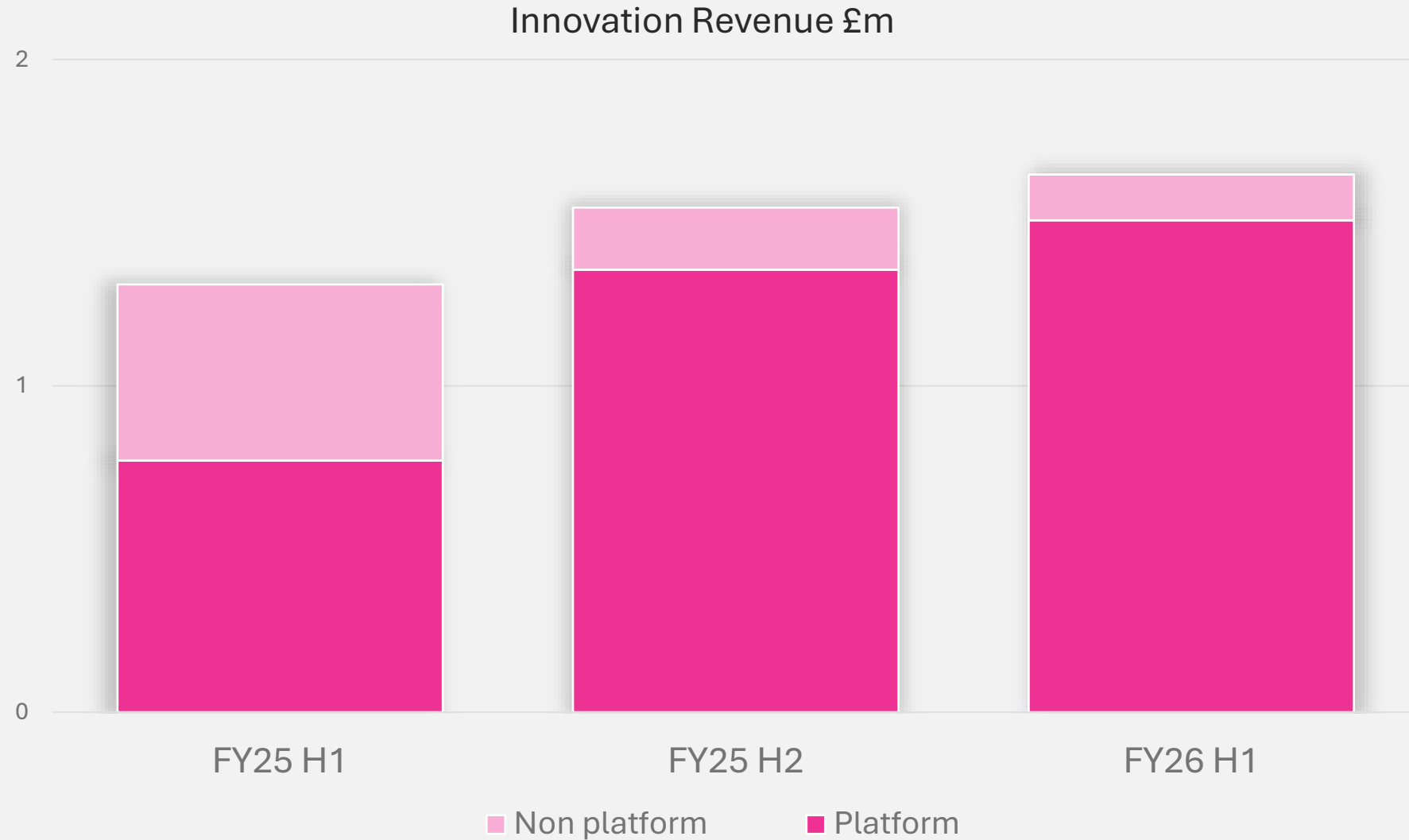
Partnerships

3

This allows us to expand to other insight territories



Innovation: Early signs are encouraging

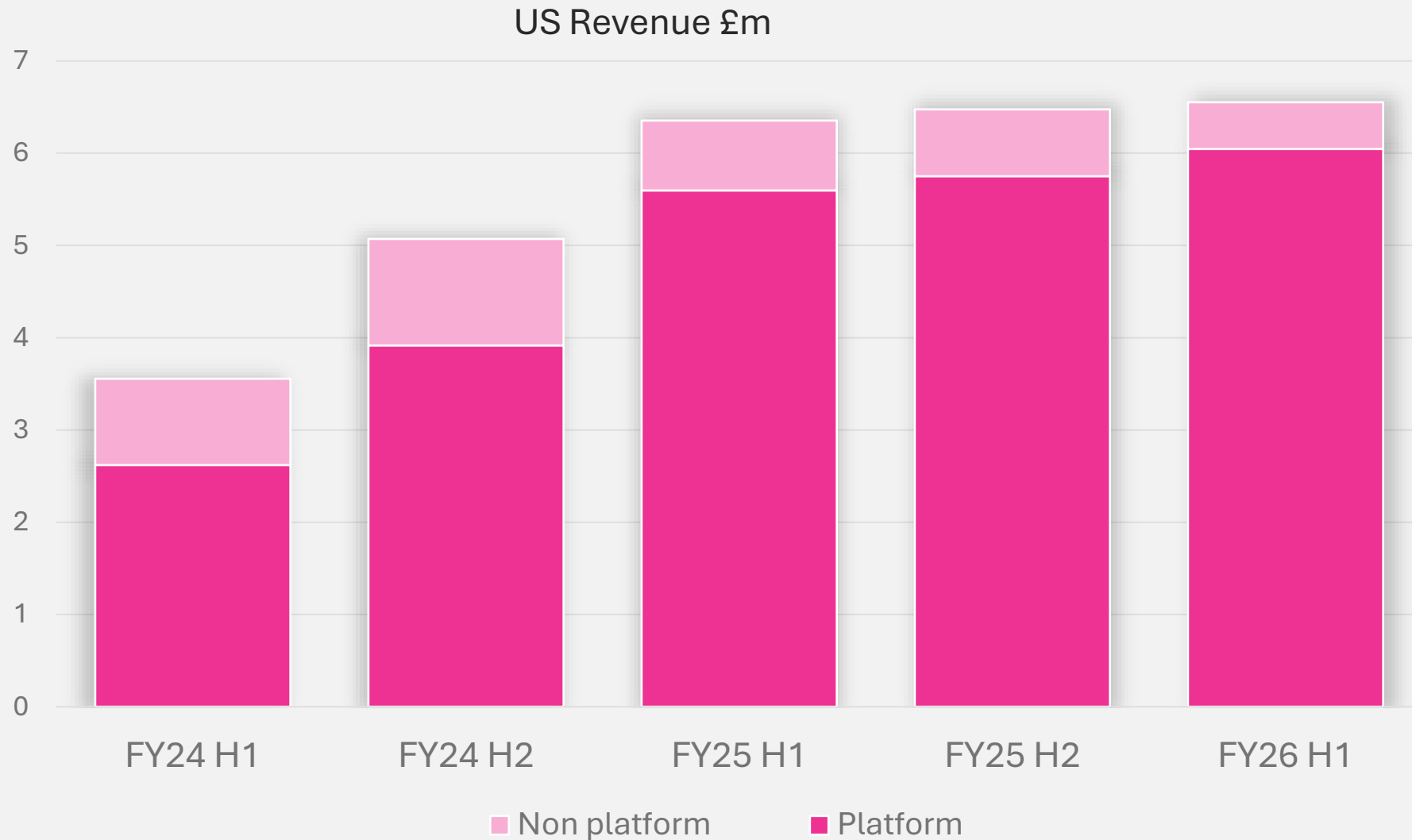


Winning in America



System 1

Winning in America: H1 FY26 platform revenue 2.3x FY24 H1



Winning with the World's Largest Brands

System1



Big Wins | £3.4m new business in H1



+£1.1m

- ★ The largest supermarket operator in the US
- ★ A multi-billion-dollar US beverage business
- ★ A global top 3 video gaming brand



+£1.8m

- ★ A global banking and wealth management company;
- ★ A global entertainment and media business
- ★ The UK's largest wealth manager



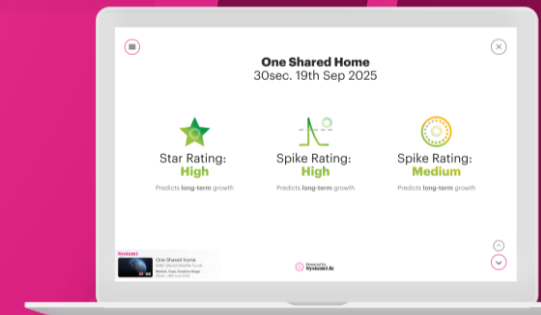
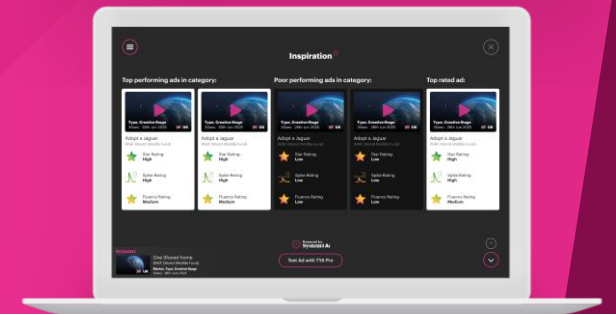
+£0.5m

- ★ Large LatAm dairy business
- ★ Australia's leading job marketplace
- ★ A big-four Australian bank

AI and Product Pipeline

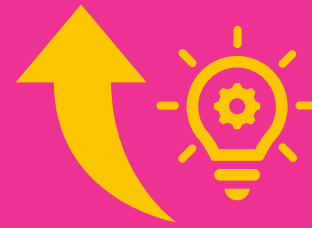
TYA Impact and upcoming TYAi

System1
Group



AI is supercharging

the marketing and market research industries with more and faster content

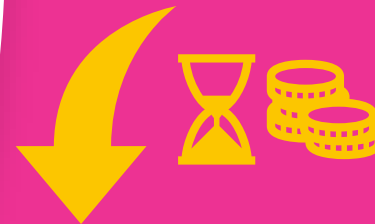


Huge increase

in quantity of assets being created for both advertising and innovation

50%

of marketers are using AI to help with the brainstorming and creation of assets



Huge decrease

in the speed and cost of the cycle from asset creation to launch – with testing cycles to shrink to fit this

30%

Reduction in content creation time

While practices may change,
human principles remain the same



Star Rating
Low



0.64 Spike Rating
Low



Fluency Rating
Low

Emotion (still) builds brands.

Standing out takes more than algorithms.

Even the biggest AI names are looking to build their brands – with TV advertising – and are still learning how to do it well.

We understand the power of emotion in a data-driven world.

Which is why our Advertising and Innovation databases of **millions of human emotion data points are key**



123,340 ads

**18.5 million
human responses***

Test Your Ad
Competitive Edge



66,210 ideas

**3.1 million
human responses***

**Test Your
Innovation**

TYA Impact | launched November 2025

TYA Impact helps clients predict the impact of their communications on brand feeling, perceptions and choice, long before brand tracking metrics are available

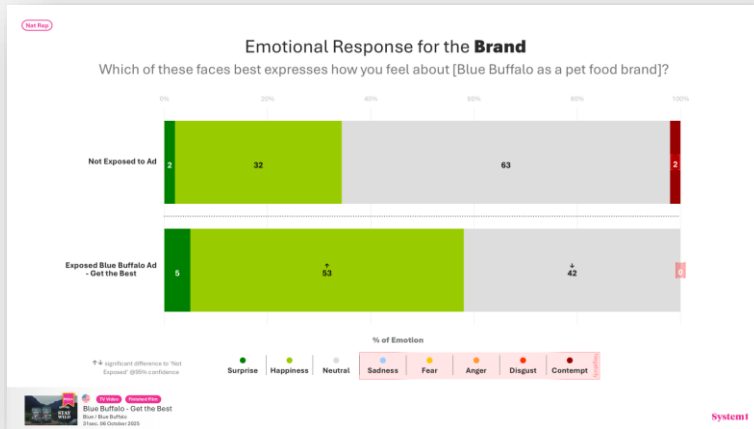
The Challenge

Our existing TYA products predict **commercial** impact but not the impact on **brand perceptions**.

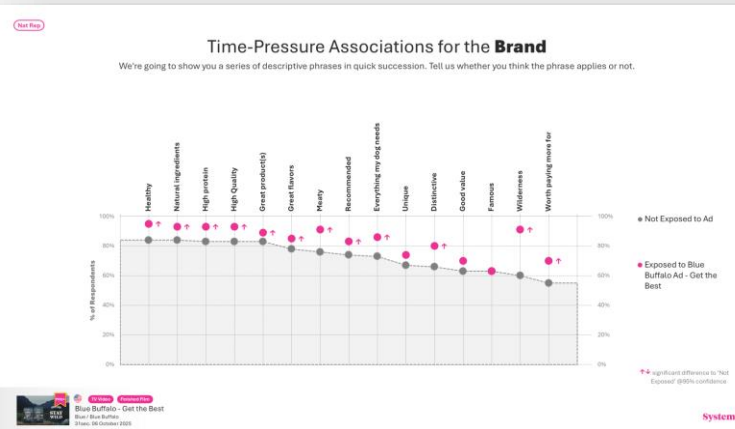
The Solution

TYA Impact will help close the loop between creative effectiveness and brand performance. It will enable clients to quantify how a campaign **impacts brand** feeling, perceptions and choice.

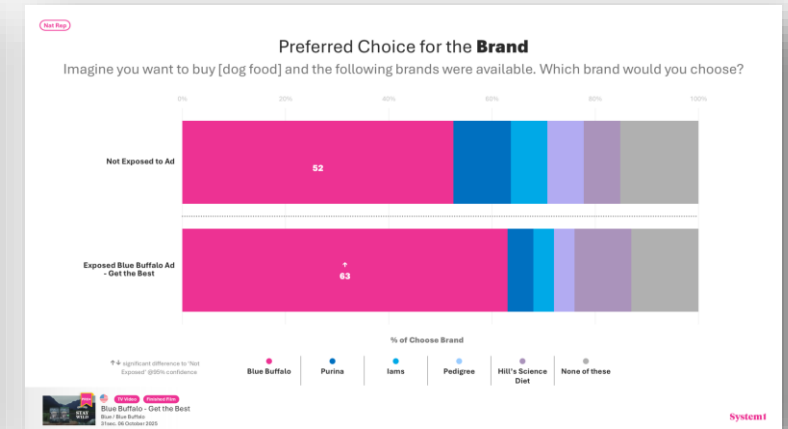
Emotional Response for the Brand



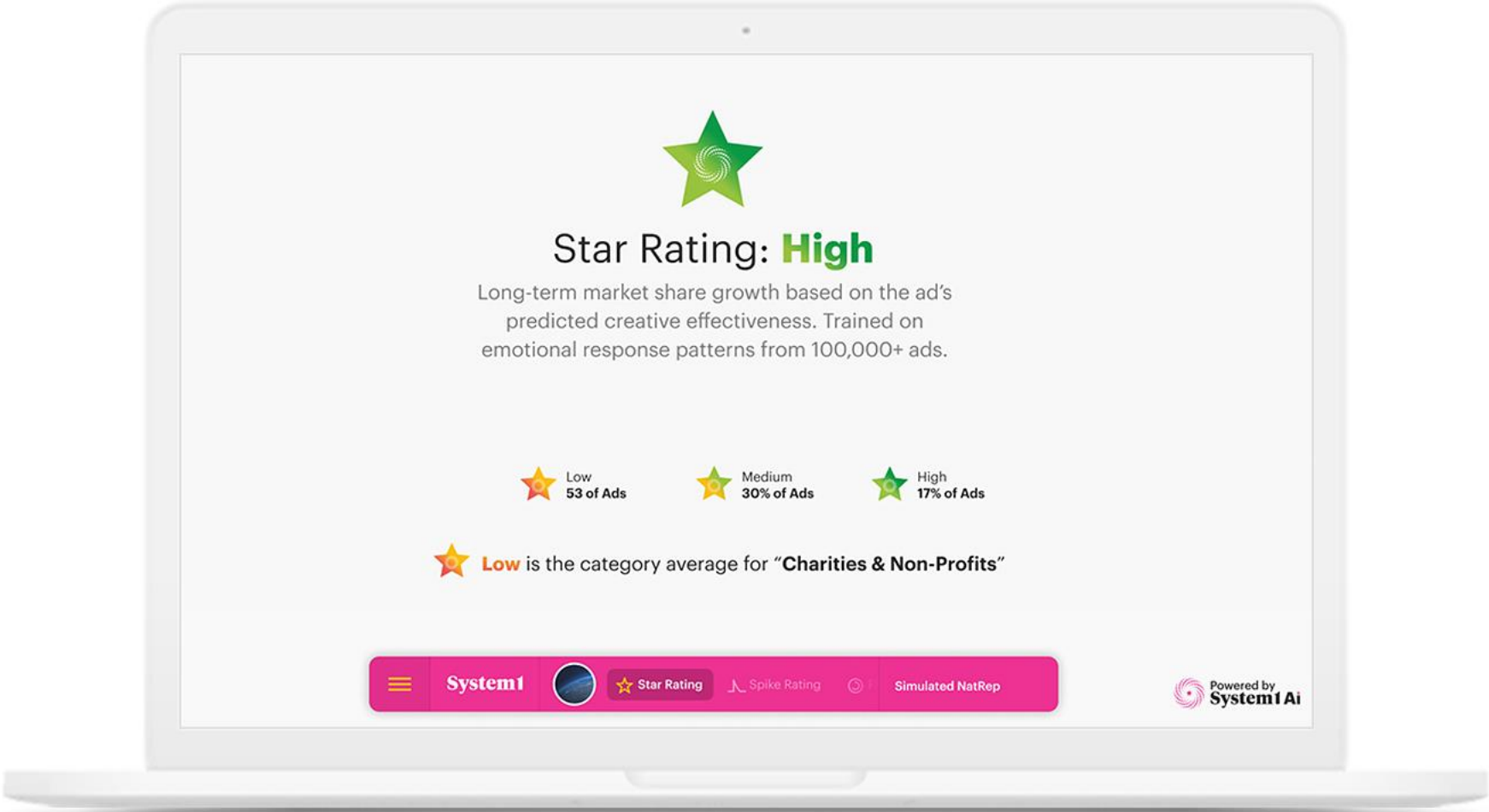
Implicit Brand Attributes for the Brand



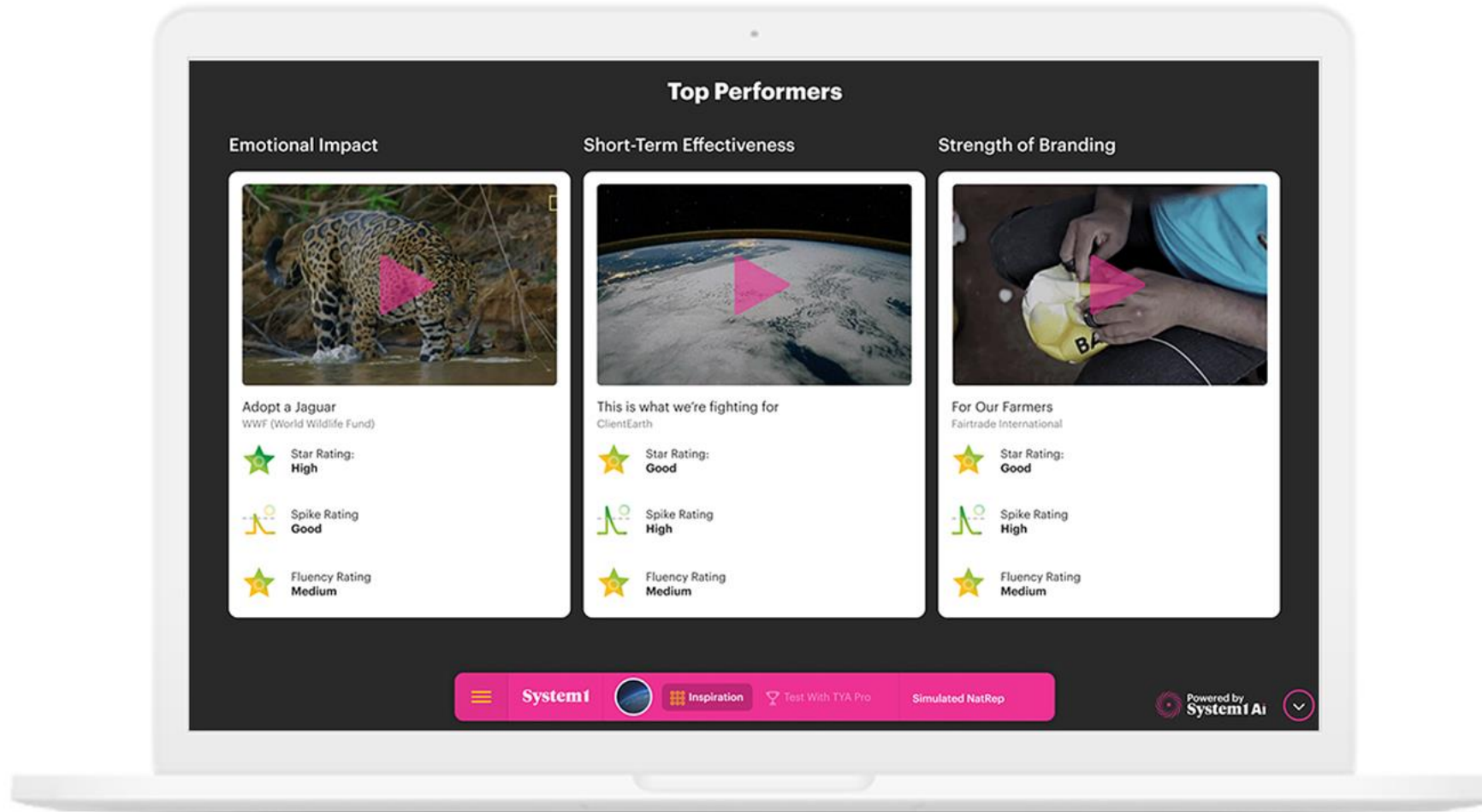
Preferred Choice for the Brand



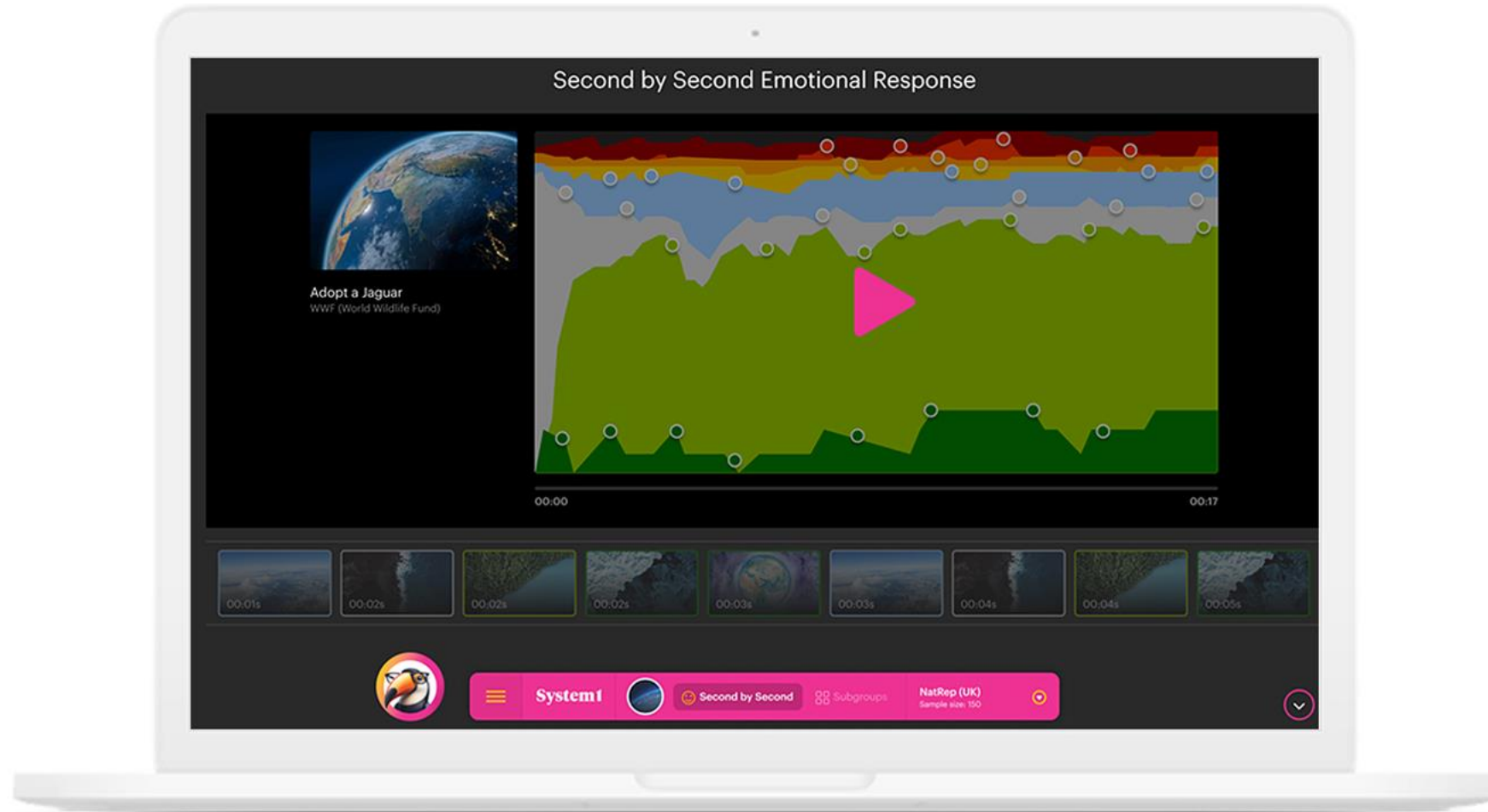
Our TYA AI will predict in seconds across unlimited media



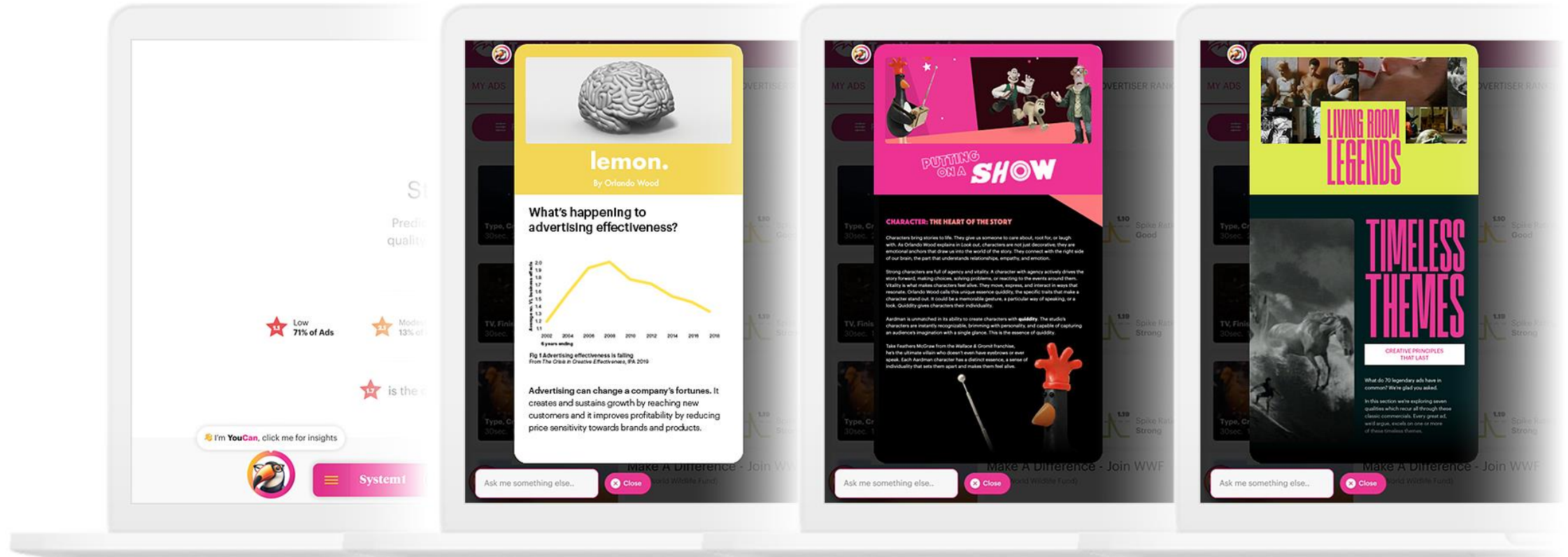
AI will provide instant access to relevant best in class examples



AI will create frame by frame reasons for emotion for advanced diagnostics



Our new fluent character will provide instant guidance Trained on our database of 120k+ Ads & all our thought leadership





Questions?

System 1

