



Beyond the horizon to global opportunities

GfK. Growth from Knowledge



Agenda

- 1 GfK at a glance
- 2 Market research industry
- 3 The next years: 5 Star Initiative
- 4 GfK shares and shareholder structure
- 5 Sectors

1 GfK at a glance

Mission Statement

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Companies need to make decisions.
Knowledge is the basis for decision-making.

Our business information services provide the essential knowledge that industry, retail, healthcare and service sectors and the media need in order to make their decisions.

As a knowledge provider, we aim to be at the top in all the global markets in which we operate – in the interest of our clients, our employees, our company, our shareholders and the general public.

A strong heritage in market research

1925

Founded as „Institut für Wirtschaftsbeobachtung der deutschen Fertigware“.



1984

Operations to be hived off into a limited company; GfK-Nürnberg e.V. to retain its status as a non-profit organization.

September 1999

GfK shares start trading on the Frankfurt stock exchange.

Globally active pure market research player.



1934

Founded as GfK-Nürnberg e.V.

1990

Re-structured as privately held Inc. corporation (stock corporation).

Focus on internationalization.

May 2005

Acquisition of NOP World.

Growth from Knowledge has a new dimension.

GfK Group: key features (I)

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Sales

2007: 1,162 million EUR
Organic growth: 5.8%

Employees

9,070 full-time staff
More than 80% of which outside Germany

Services

- Comprehensive information services on consumer goods, healthcare, media and services markets
 - Research know how
 - Marketing consultancy.
-

Network

115 companies cover more than 100 countries

GfK Group: key features (II)

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Core business

Pure market research player delivering information services to major global players in the services, media, consumer goods and healthcare industries

Market position

Largest market research company in Germany, 4th largest in Europe and in the world

USP

Full service worldwide: more than half of our top 50 clients consult GfK in at least two of our three sectors and in at least five of our six regions

Management Board



Professor Dr.
Klaus L.
Wübbenhorst
CEO

27 year career
16 years GfK



Christian Weller
von Ahlefeld
CFO

26 year career
3 years GfK



Dr. Gérard
Hermet
COO

Sector
Retail and
Technology

30 year career
24 years GfK



Petra
Heinlein
COO

Sector
Custom
Research

All regions
except North
America

24 year career
23 years GfK



Debra A.
Pruent
COO

Sector
Custom
Research

North America

25 year career
3 years GfK



Wilhelm R.
Wessels
COO

Sector
Custom
Research

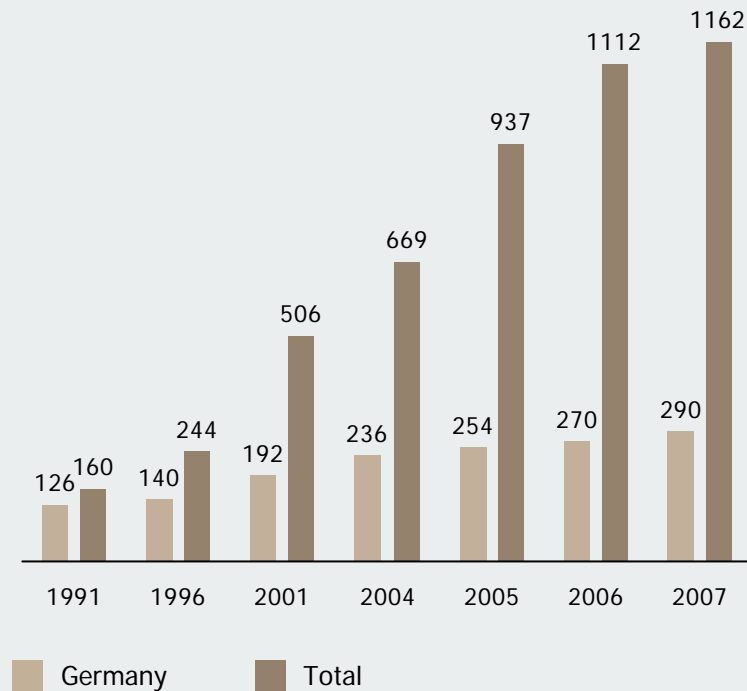
Consumer
Tracking,
HealthCare

30 year career
30 years GfK

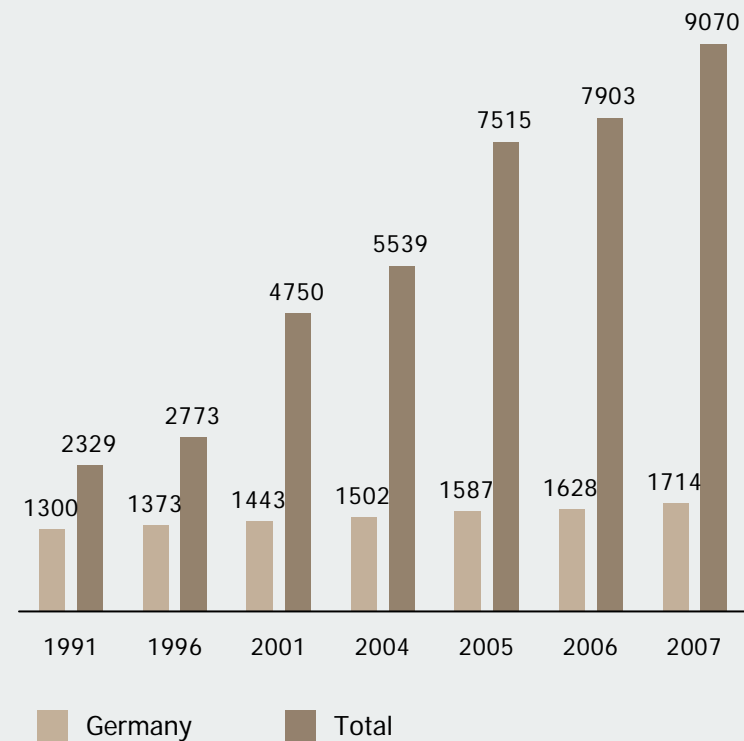
GfK development 1991-2007

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Sales in EURm¹⁾



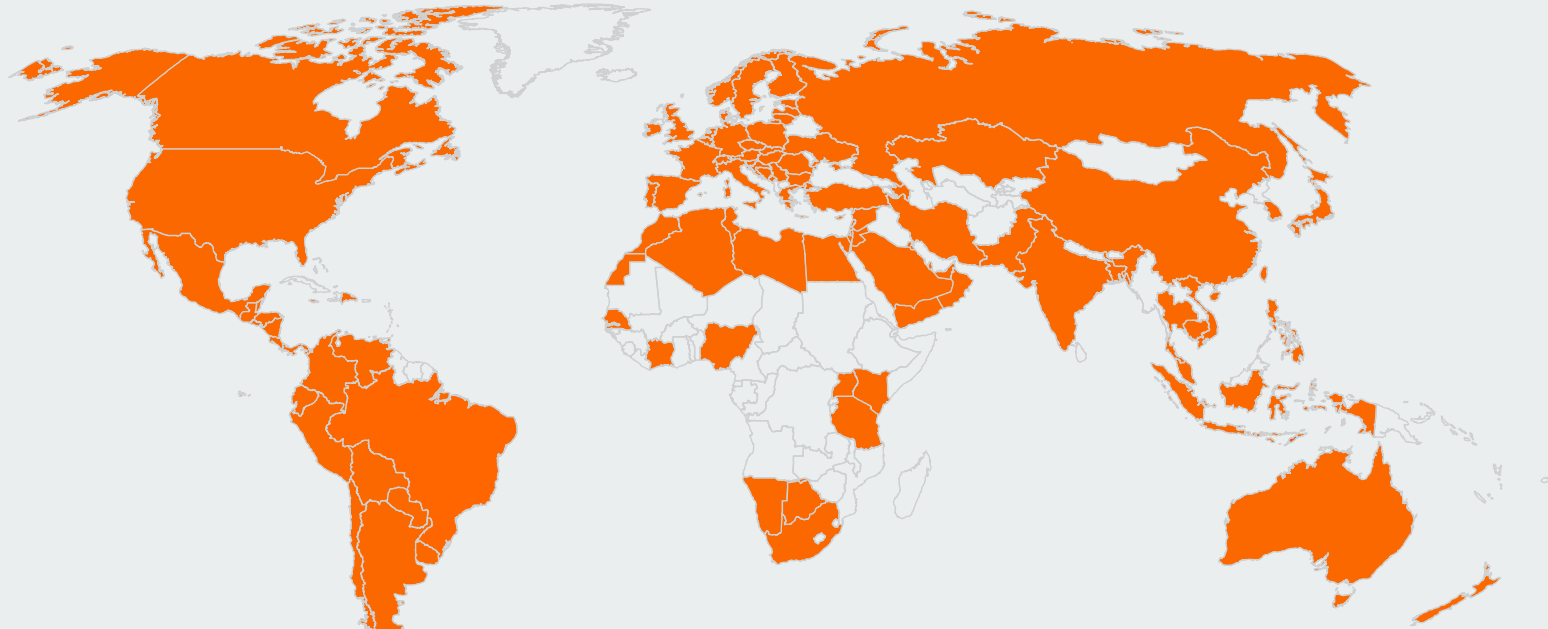
Employees



1) Figures before 2001 are provided according to HGB, figures for 2001 to 2004 are provided according to USGAP, figures since 2005 are provided according to IFRS

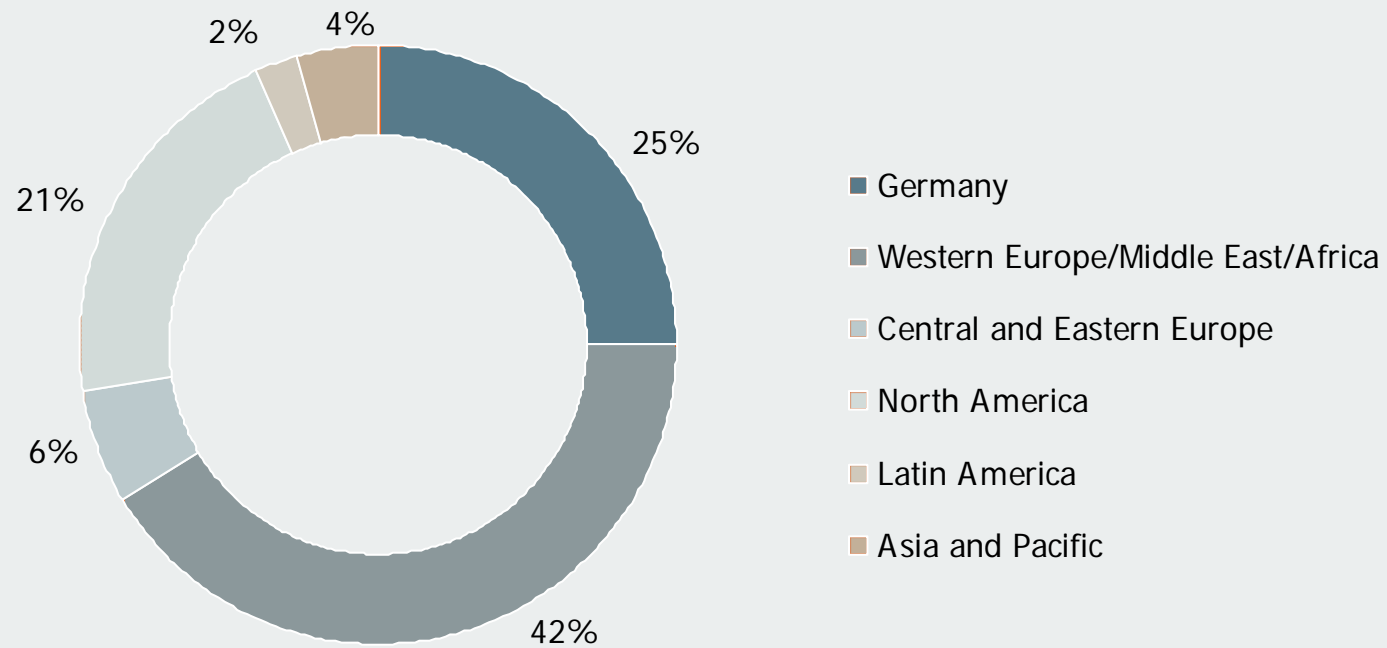
GfK Group's worldwide coverage: more than 100 countries

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Albania	Chile	Honduras	Lebanon	Philippines	Taiwan
Algeria	China	Hong Kong	Libya	Poland	Tanzania
Argentina	Colombia	Hungary	Lithuania	Portugal	Thailand
Australia	Costa Rica	India	Malaysia	Puerto Rico	Trinidad and Tobago
Austria	Croatia	Indonesia	Mexico	Qatar	Tunesia
Azerbaijan	Cyprus	Iran	Montenegro	Romania	Turkey
Bahrain	Czech Republic	Ireland	Morocco	Russia	Uganda
Bangladesh	Denmark	Israel	Mozambique	Saudi-Arabia	Ukraine
Barbados	Dominican Republic	Italy	Netherlands	Senegal	United Arab Emirates
Belgium	Ecuador	Ivory Coast	New Zealand	Serbia	United Kingdom
Belize	Egypt	Jamaica	Nicaragua	Singapore	Uruguay
Bolivia	El Salvador	Japan	Nigeria	Slovakia	USA
Bosnia-Herzegovina	Estonia	Jordan	Norway	Slovenia	Venezuela
Botswana	Finland	Kazakhstan	Oman	South Africa	Vietnam
Brazil	France	Kenya	Pakistan	Spain	Yemen
Bulgaria	Germany	Korea	Panama	Sweden	
Cambodia	Greece	Kuwait	Paraguay	Switzerland	
Canada	Guatemala	Latvia	Peru	Syria	

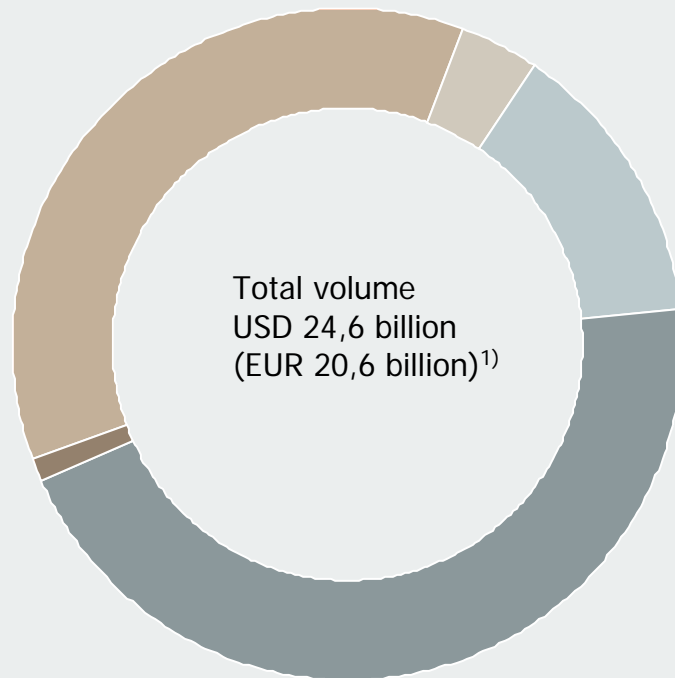
Sales by regions 2007



3 Market research industry

Market research industry: growth market

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	Share in %	Growth in % (local currency)
■ North America	36.1	+6.6
USA	33.4	+6.6
■ Latin America	5.0	+17.1
■ Asia and the Pacific	14.3	+8.7
of which Japan	5.6	+4.3
of which China	2.4	+20.3
■ Europe	43.0	+5.0
UK	9.6	+2.0
France	9.0	+2.5
Germany	9.0	+5.0
■ Middle East/Africa	1.6	+14.4
Total	100	+6.8

1) Exchange rate: EUR 1 = USD 1.195, USD 1 = EUR 0,837 (IMF)
Source: Esomar 2007 (data as at: 2006)

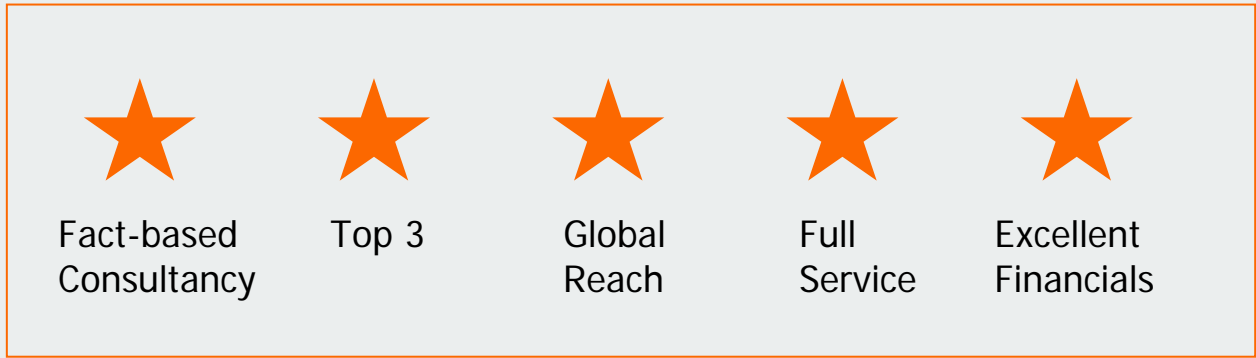
Top 10 in market research 2007

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Company	Sales 2007 in US\$m
1. The Nielsen Company, USA	4,220.0
2. IMS Health, USA	2,192.6
3. Taylor Nelson Sofres, UK	2,137.2
4. GfK Group, Germany	1,603.0
5. Kantar Group, UK	1,551.4
6. Ipsos, France	1,270.3
7. Synovate, UK	867.0
8. Information Resources, USA	702.0
9. Westat, USA	467.8
10. Arbitron, USA	352.1

3 The next years: 5 Star Initiative

5 Star Initiative: strategy for the next few years



Star 1: Fact-based Consultancy

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> Competence
through added
value and
consultancy

> Focus on
customer
relationship

> Innovation
leadership

With the first initiative “Fact-based Consultancy” we aim to consistently expand our service offering to produce high quality, information-based ongoing advisory services for the top level management of our clients. In addition to providing precise and up-to-date information we intend to further strengthen our position as the essential partner for our client’s market decisions.

Star 2: TOP 3

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> Top 3 global player –
Currently number 4

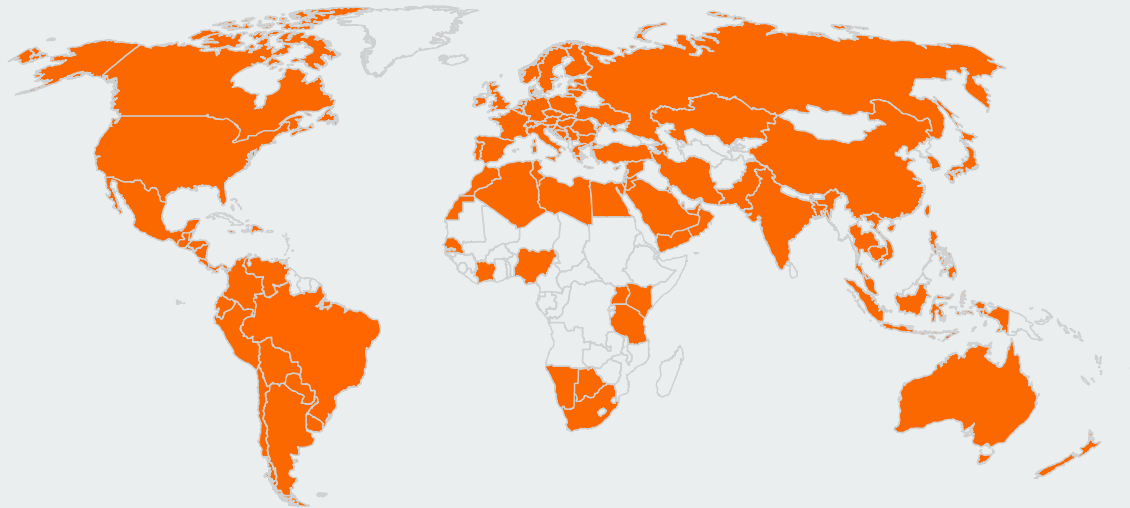
> Top 3 for the individual sectors –
Aim achieved in 1 out of 3 sectors

> Top 3 in key countries –
Target achieved in 8 out of 20 biggest market research countries

With the “Top 3” initiative we have set ourselves the ambitious target of becoming the number 3 in the market research industry. In conjunction with this aim, we will work intensively to take at least the number 3 spot in the industry for the sectors and in the key countries.

Star 3: Global Reach

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Our third aim under the “Global Reach” initiative is to further expand our network from the present level of more than 100 countries and to establish a presence in other countries, which are important both economically and in terms of market research, where we do not yet have our own subsidiaries.

Star 4: Full Service

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> Expertise in all markets and regions relevant to market research

> Information services for the full range of strategic and operating marketing decisions

> Use of standard, high quality, multivariate analysis methods

With our fourth initiative, "Full Service" we intend to further enhance our position as a company specializing in market research services which has a wide ranging offering of information, analysis and advisory services for all the market research segments in consumer goods, pharmaceuticals, media and services.

Star 5: Excellent Financials

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> Margin
13-15%

> Sales
EUR 1.500
million

> Net
indebtedness/
EBITDA ~ 2

> Tax ratio of
approx. 30%

The fifth initiative, "Excellent Financials", defines our medium-term financial expectations. We are working to drive our sales quickly up to the EUR 1.5 billion mark and in the next few years will generate a margin of between 13 and 15%. We have set specific targets for reducing our indebtedness. This also applies to the tax ratio for the Group.

4 GfK shares and shareholder structure

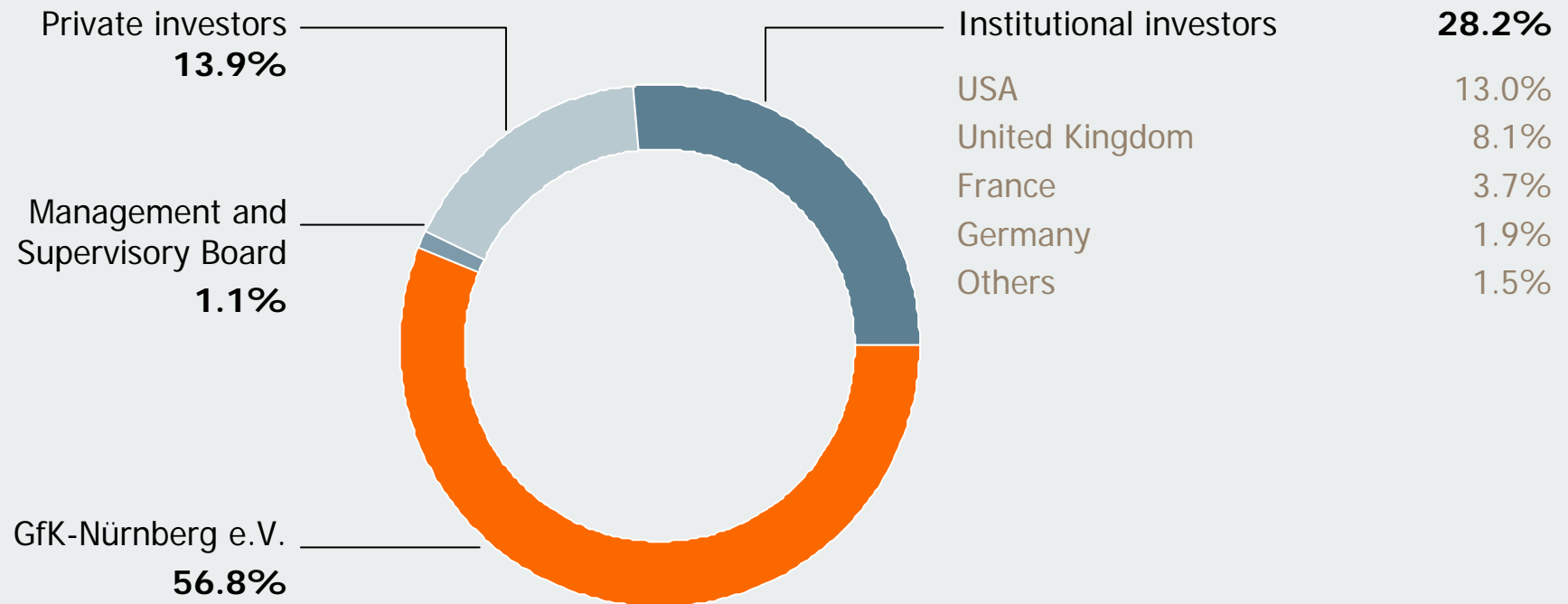
Key indicators for GfK shares

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	Unit	2006	2007
High	EUR	38.50	39.58
Low	EUR	26.97	25.29
Closing price	EUR	32.82	27.50
Average daily volume traded	No.	23,959	48,128
No. of no-par shares (weighted)	No.	35,155,998	35,682,085
No. of no-par shares as of Dec. 31	No.	35,501,795	35,863,031
Market capitalization as of Dec. 31	EUR m	1,165.2	986.2
Ranking in SDax			
by sales		31	26
by market capitalization		7	13
Index weighting by market capitalization	in %	2.9	2.5
Dividend ¹⁾	EUR	0.36	0.45
Total dividend ¹⁾	EUR m	12.8	16.1
Earnings per share	EUR	1.86	2.33
Free cash flow per share	EUR	1.93	3.33

Shareholder Structure

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As per March 31, 2008

GfK share price performance: March 2007 – March 2008¹⁾

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1) All values are indexed to the GfK share price, in EUR

5 Sectors

Our business: 3 sectors provide knowledge from 3 sources

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	Custom Research	Retail and Technology	Media
Data source	Specific target groups, e.g. consumers, doctors etc.	Retail	Media
Services	Tailor-made surveys and continuous data collection in Custom Research Consumer Tracking HealthCare	Retail information through continuous data collection	Tailor-made surveys and continuous data collection regarding media consumption
Share of continuous research	~43%	100%	~95%
Sales	EUR 773 m	EUR 261 m	EUR 124 m
Margin	8.6%	25.8%	20.6%

Custom Research

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Markets

Automotive, business and technology, financial, media, FMCG; in the HealthCare segment, drugs, materials and products for dentists and laboratories

Marketing solutions

Market structure, brand/communication, customer satisfaction, pricing, concept/product tests, market positioning

Customer benefit

Minimize risks of business decisions and ensure sustained growth in profit potential

Presence

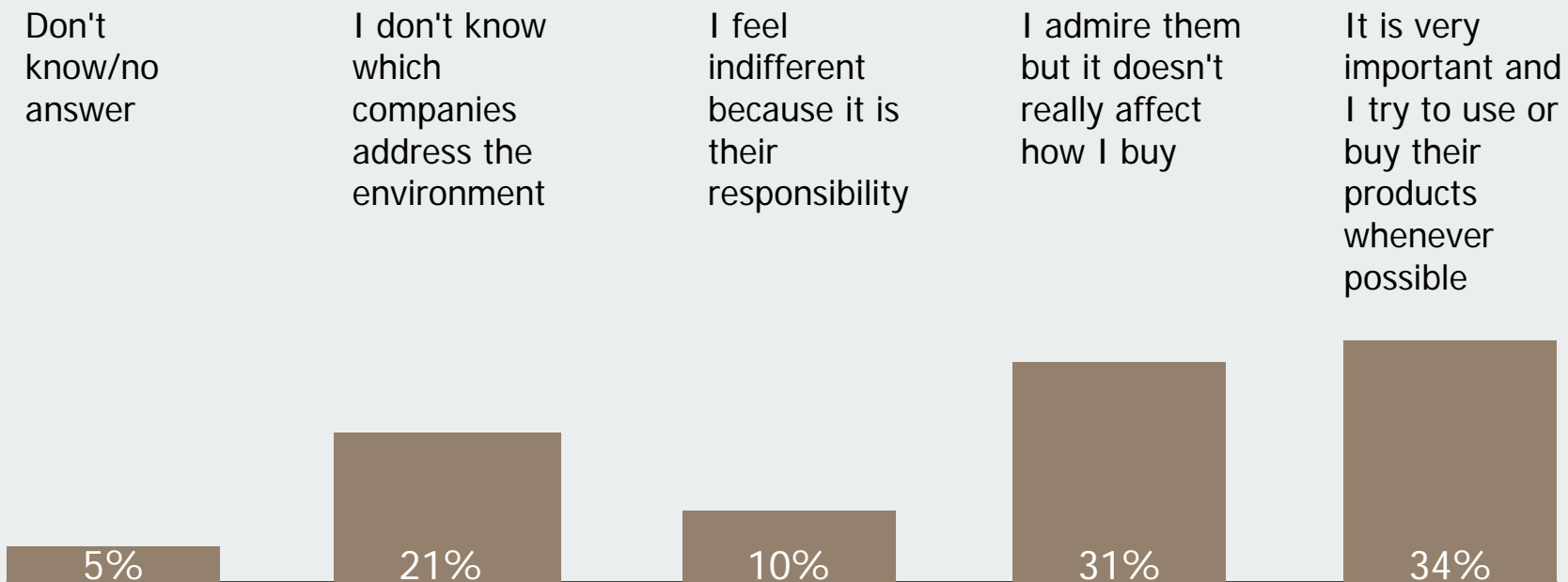
In more than 90 countries across the globe

Example 1: International consumer trends 2007

29

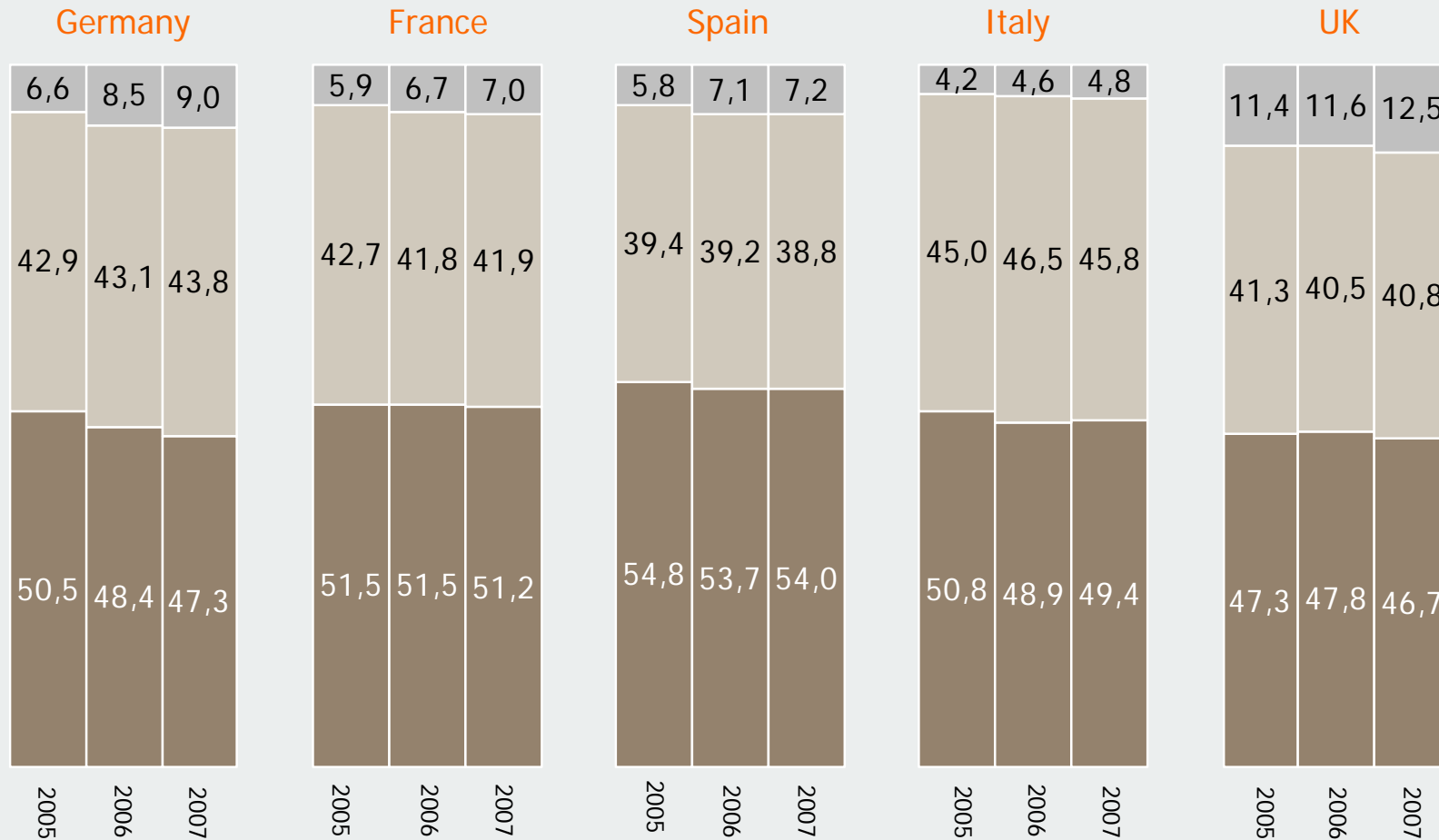
Which statement describes how you feel about companies that make an effort to address environmental issues?

% distribution of consumers age 13-65



Example 2: Fresh food expenditures by country 2005-2007, in %

30



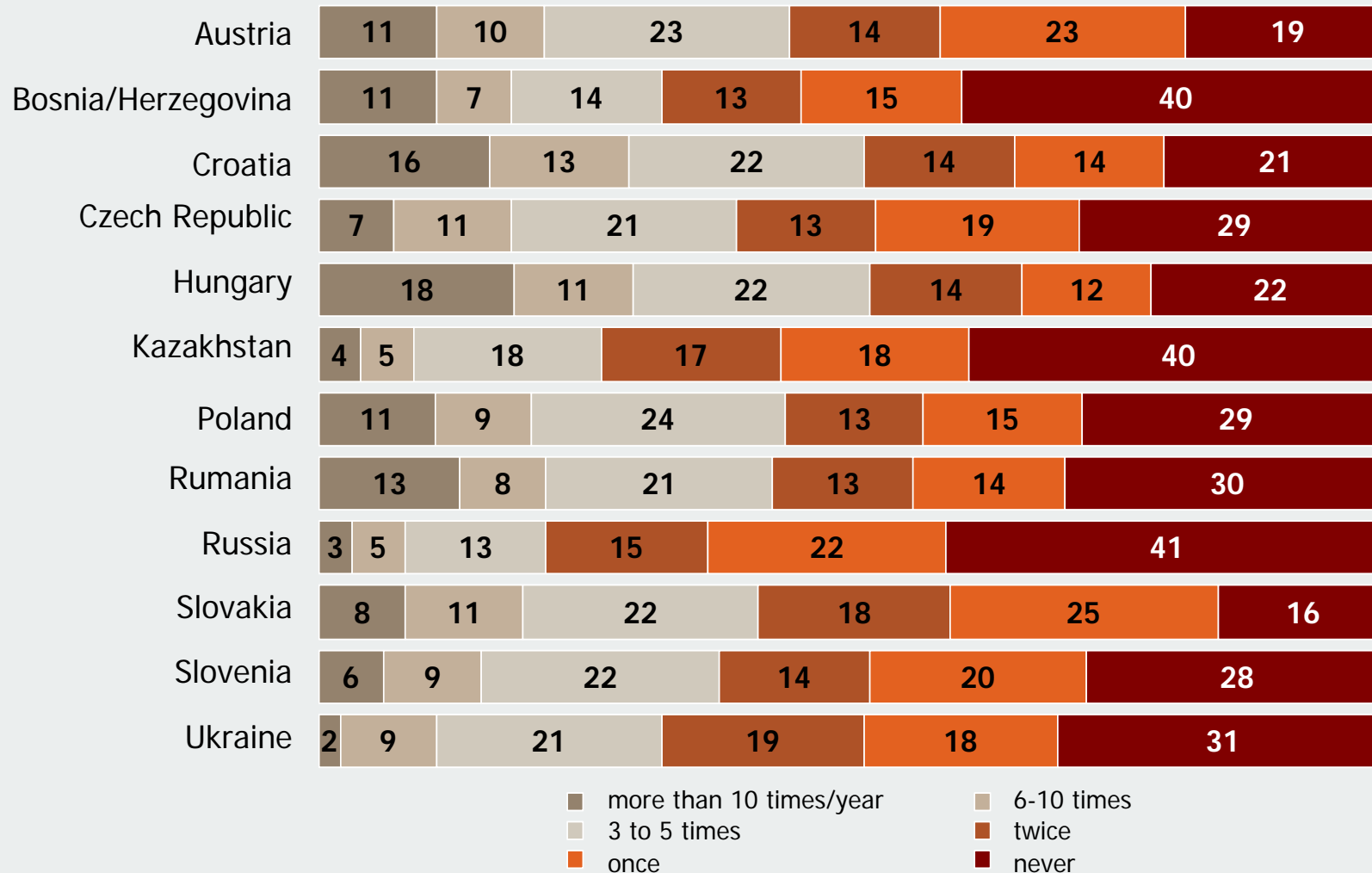
Source: Europanel 2008

■ Potatoes ■ Vegetables ■ Fruit

GfK

Example 3: How often did you visit a pharmacy within the last 12 months? in %

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Retail and Technology

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Markets

Consumer electronics, entertainment media, office communications, photographic and optical equipment, domestic appliances, IT and telecommunications, DIY, tourism, sports equipment and entertainment

Marketing solutions

Product and pricing policies, advertising, distribution, sales and logistics

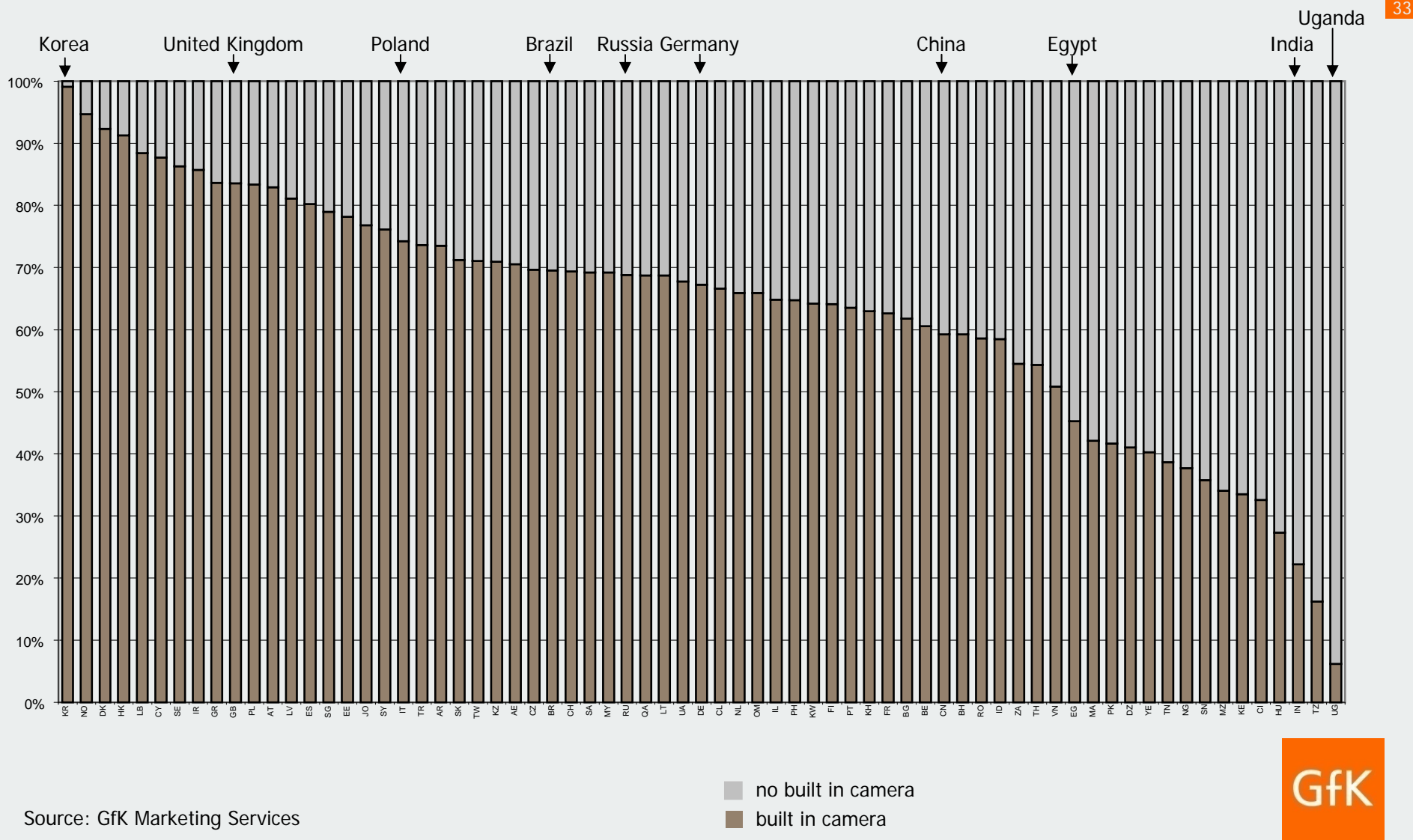
Customer benefit

Access to databases and/or transfer of standardized analysis of information about trends, volume, sales, sales channels and segments in our clients' markets

Presence

In more than 70 countries

Example: Sales Units of Mobile Phones with/without Camera Dec. 2007



Media

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Markets

TV, radio, newspapers, magazines, billboards, online

Marketing solutions

Viewer, reader and listener reach and qualitative studies on consumption, acceptance, preferences and recall of media content

Customer benefit

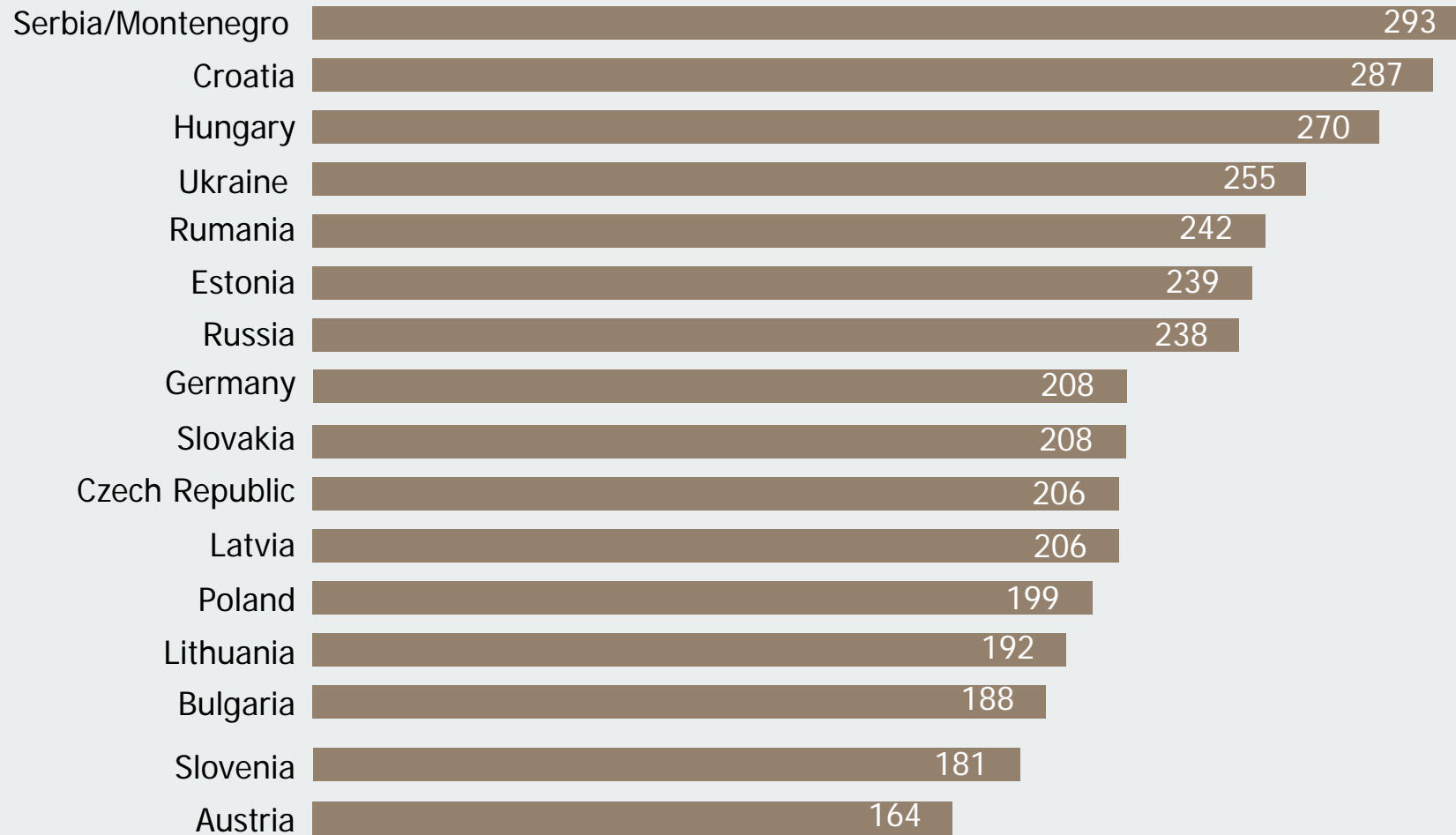
Media reach as the basis of pricing in advertising and media planning

Presence

In more than 30 countries across Europe and North America

Example: daily TV viewing time in minutes 2007

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Beyond the horizon to global opportunities

GfK. Growth from Knowledge

