

A background image showing a modern building with a wide set of stairs. Several people are walking up and down the stairs, but they are blurred to convey a sense of motion. The building has a glass and metal facade. The overall color palette is cool, with blues and greys.

criteo.

Investor Presentation

May 2016

# Safe Harbor Statement

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This presentation contains “forward-looking” statements that are based on our management’s beliefs and assumptions and on information currently available to management. Forward-looking statements include information concerning our possible or assumed future results of operations, business strategies, financing plans, projections, competitive position, industry environment, potential growth opportunities, potential market opportunities and the effects of competition.

Forward-looking statements include all statements that are not historical facts and can be identified by terms such as “anticipates,” “believes,” “could,” “seeks,” “estimates,” “intends,” “may,” “plans,” “potential,” “predicts,” “projects,” “should,” “will,” “would” or similar expressions and the negatives of those terms. Forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. Forward-looking statements represent our management’s beliefs and assumptions only as of the date of this presentation. You should read the Company’s most recent Annual Report as filed on Form 10-K, on February 29, 2016, including the Risk Factors set forth therein and the exhibits thereto, completely and with the understanding that our actual future results may be materially different from what we expect. Except as required by law, we assume no obligation to update these forward-looking statements publicly, or to update the reasons actual results could differ materially from those anticipated in the forward-looking statements, even if new information becomes available in the future.

This presentation includes certain non-GAAP financial measures as defined by SEC rules. As required by Regulation G, we have provided a reconciliation of those measures to the most directly comparable GAAP measures, which is available in the Appendix slides.

# Performance is everything.

Criteo delivers incremental sales at scale at given ROI

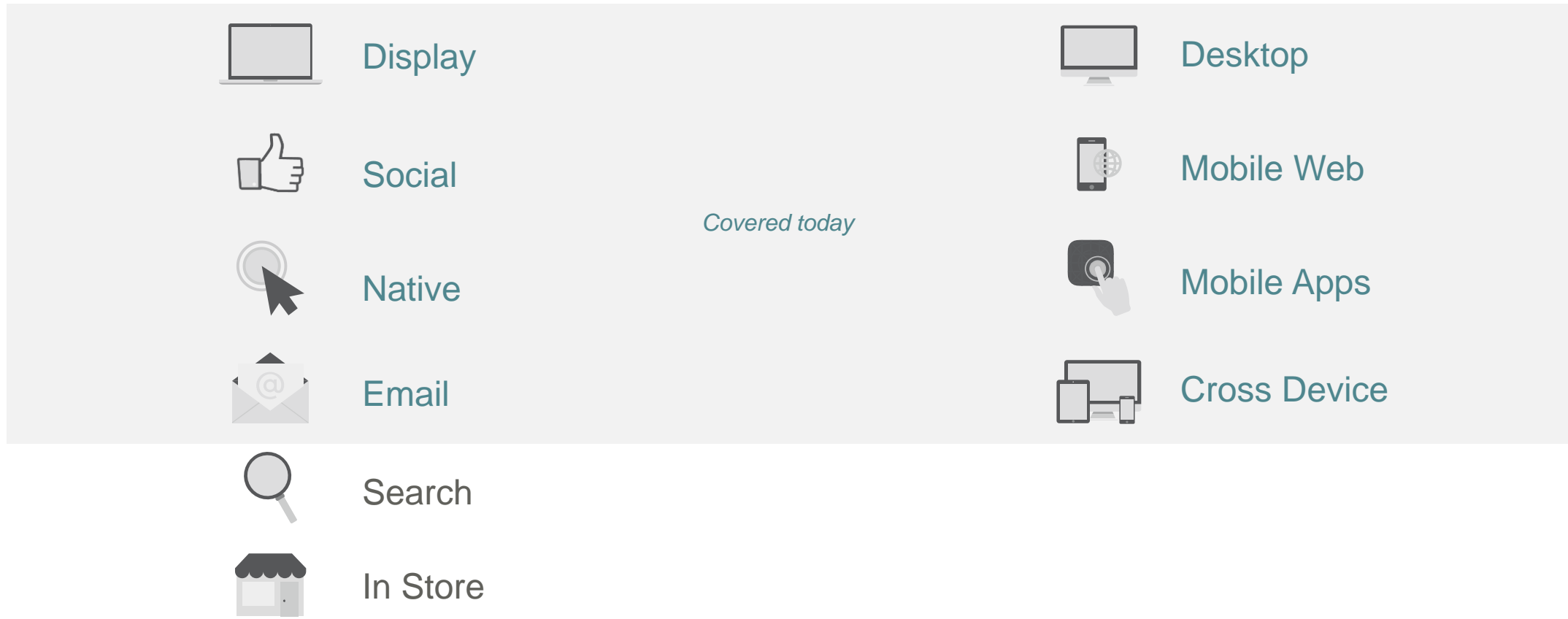


# Our vision: Become the preferred partner for performance marketing

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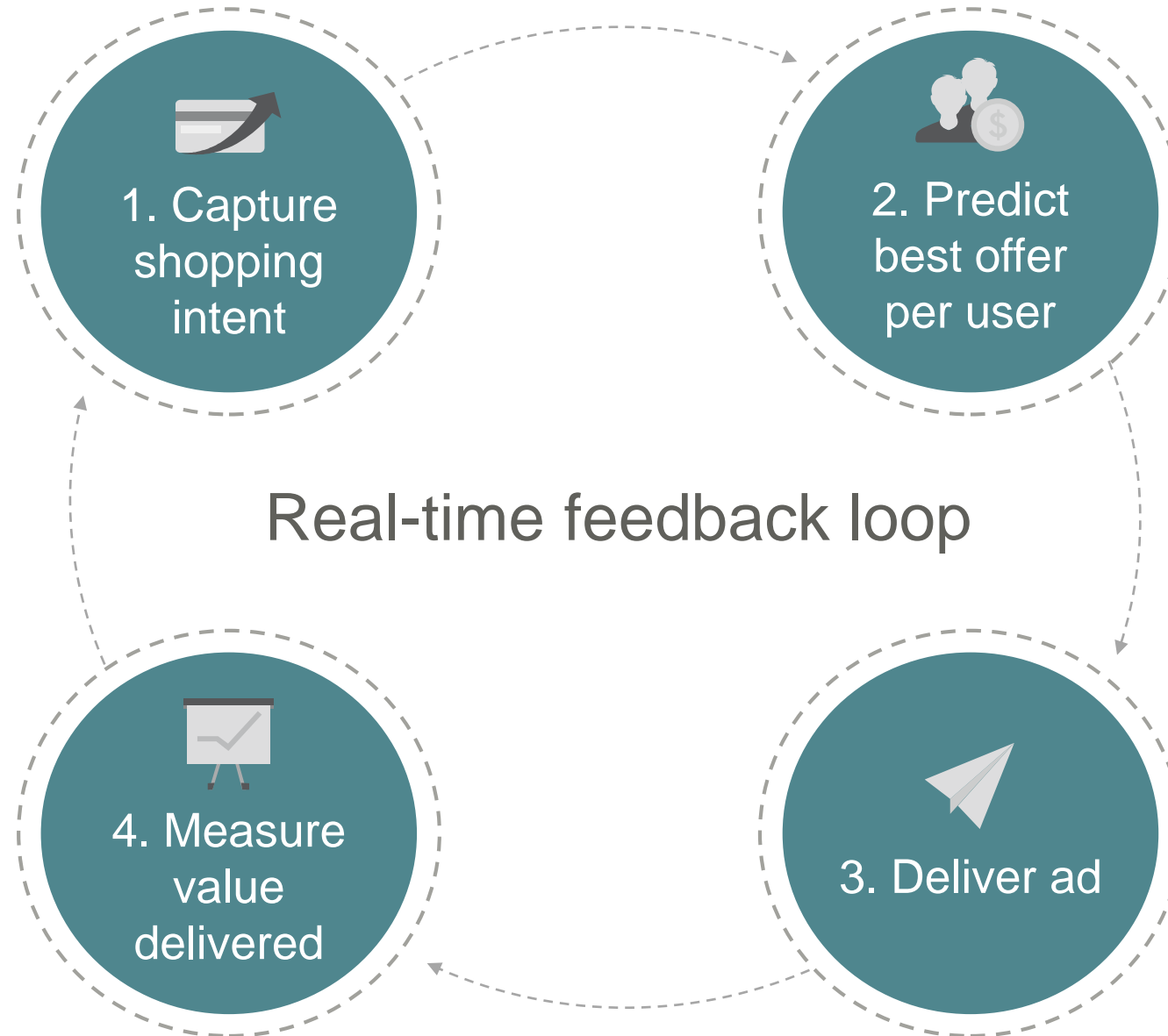
## Across all marketing channels

## Across all screens

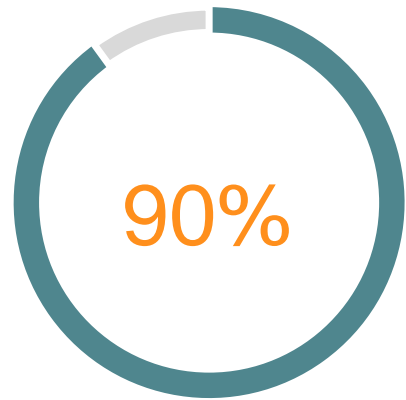


# Performance marketing is driven by technology

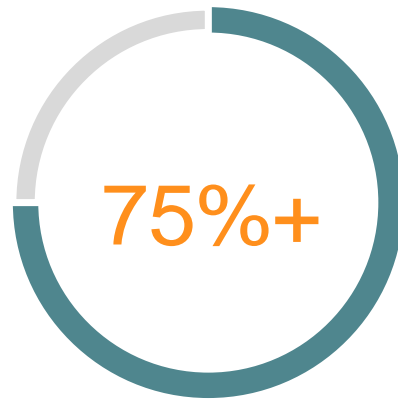
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# Our performance builds client trust



90% Client  
RETENTION rate<sup>1</sup>

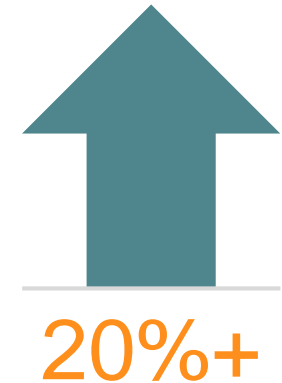


78% of Revenue ex-  
TAC from UNCAPPED  
budgets<sup>2</sup>



98% of clients use our  
MULTI-SCREEN solution

50%+ of our business  
on mobile ads<sup>3</sup>



Rev. ex-TAC from  
EXISTING clients grew  
+22% YoY<sup>4</sup>

<sup>1</sup> Q2 2015-Q1 2016 average. 90% client retention represents annual average of quarterly retention rates defined as the percentage of live clients during the previous quarter that continued to be live during the current quarter.

<sup>2</sup> Average over Q2 2015 – Q1 2016. This percentage represents uncapped budgets of our clients, which are either technically unlimited or so large that the budget constraint does not restrict ad buys.

<sup>3</sup> In Q1 2016, 98% of our clients used our multi-screen solution whereby we deliver personalized ads on several screens, including but not limited to, desktop and mobile devices.

In Q1 2016, over 50% of our Revenue ex-TAC was generated from clicks ads delivered on mobile devices.

<sup>4</sup> Average over Q2 2015 – Q1 2016. Represents the Revenue ex-TAC growth at constant currency for advertisers that were clients in a given quarter of the prior year and are still clients in that same quarter the following year.

We have direct relationships with many premium clients

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La Redoute



3 SUISSES



sears



JCPenney



11,000 clients<sup>1</sup>

We partner directly with large high quality publishers worldwide

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All major public exchanges, global and local

facebook.

YAHOO!

Google

Baidu 百度

Yandex

Preferred access to inventory from 16,000+ publishers



YAHOO!  
JAPAN

guardian.co.uk

The New York Times





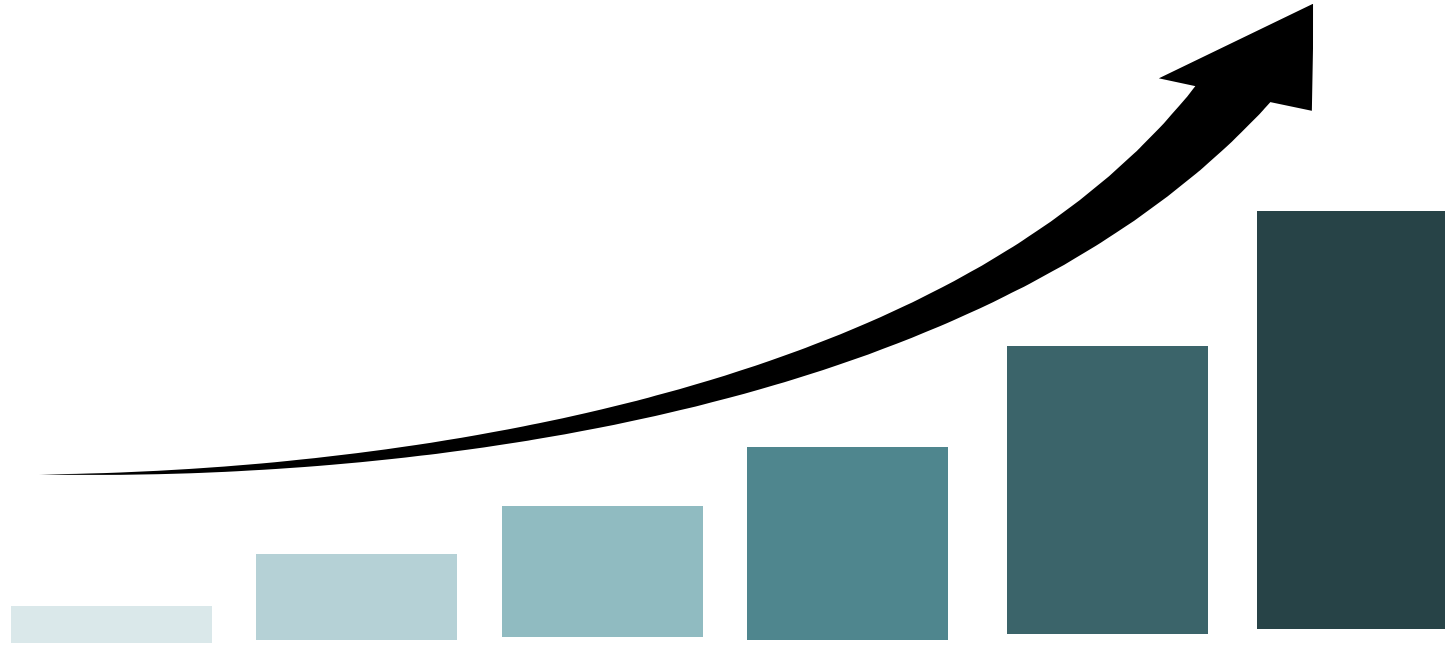
# Liquidity and scale fuel our network effects

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# Compelling drivers of future growth

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## Expand our client base



Midmarket  
expansion



Geographic  
expansion



Enhanced  
technology



Channel  
expansion

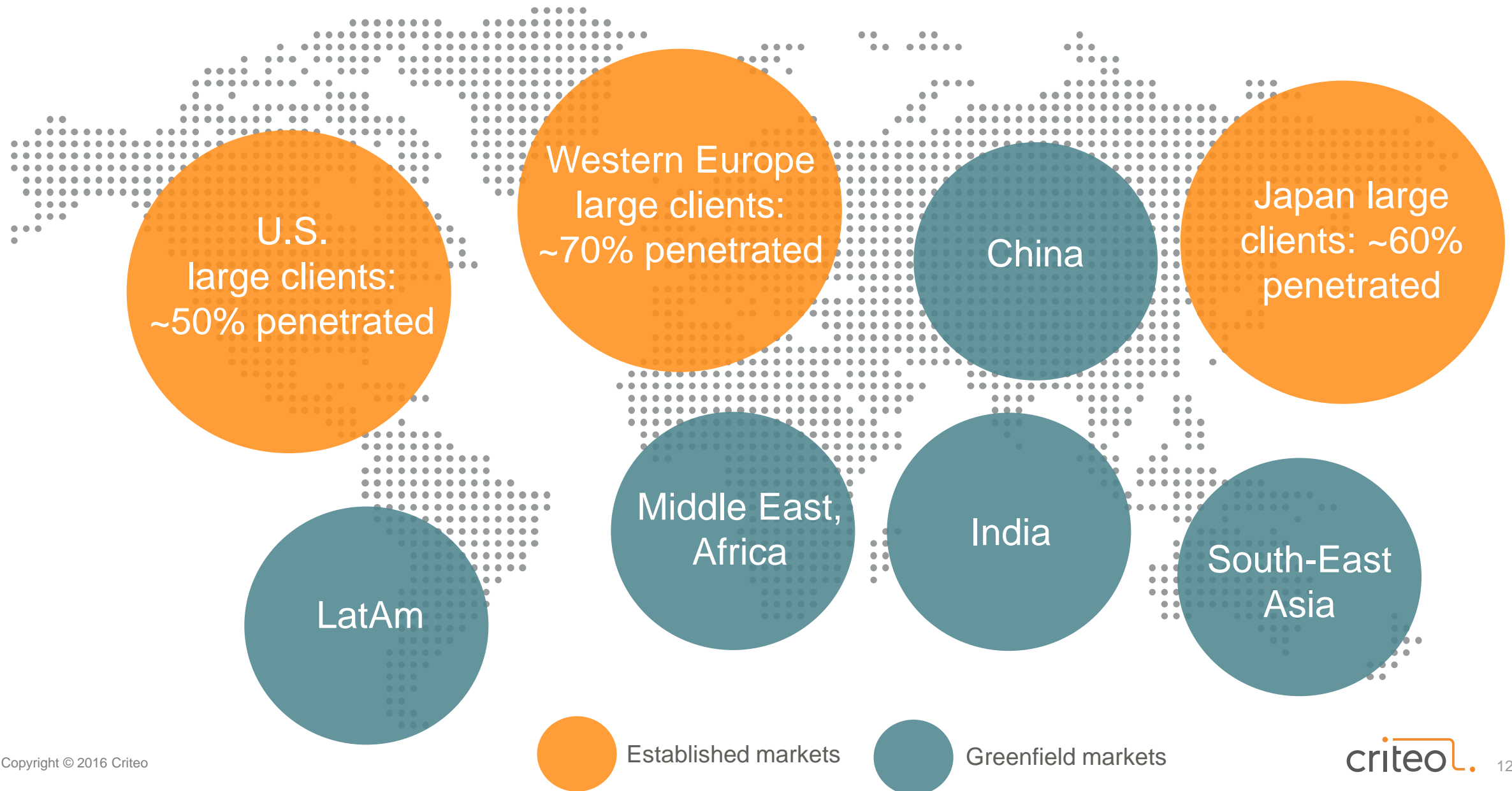


Cross  
device

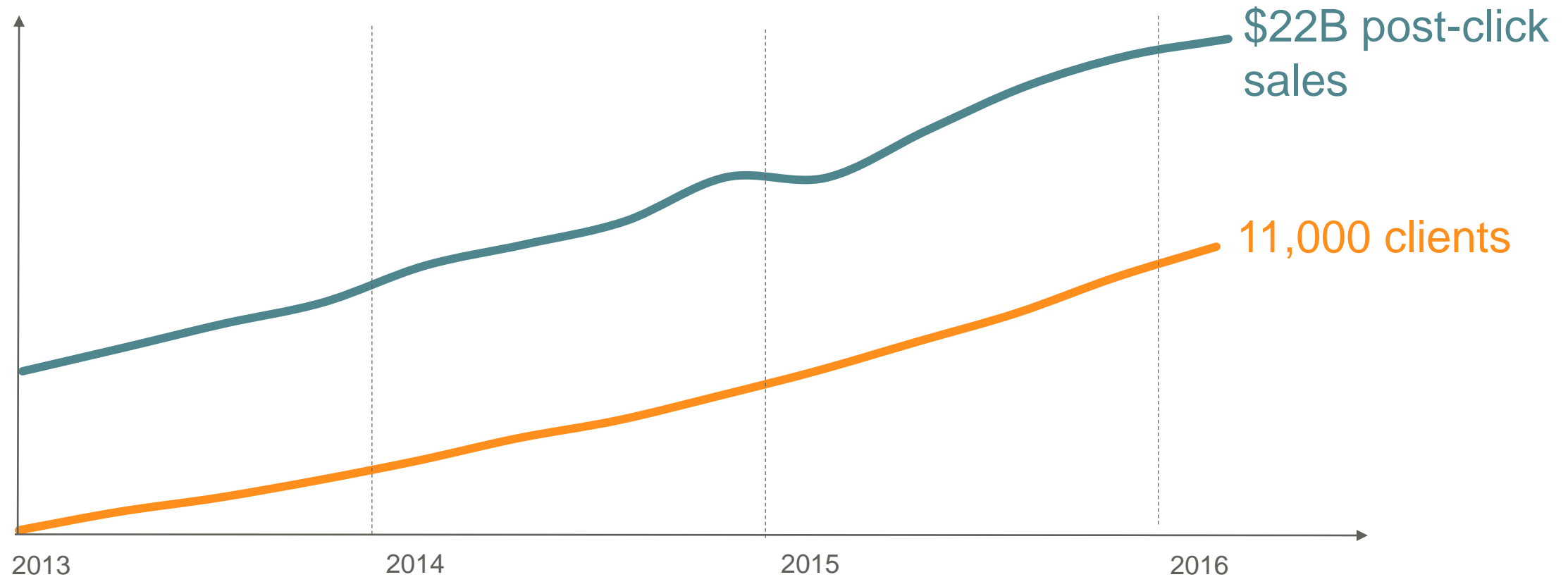
# Midmarket expansion



# Geographic expansion in existing and new markets



# Technology improvements bring more value to clients



- Click prediction
- Facebook Exchange
- Conversion prediction
- Complete mobile solution
- Conversion value prediction
- Next generation creative platform
- Facebook DPA on mobile
- “Universal Match” cross device




# Broadening existing channels and expanding into new channels

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## Accelerating move toward social & native

- Large social publishers like 
- Native platforms like 

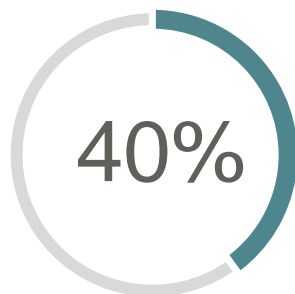


## Potential entry into new channels

- Search
- Offline

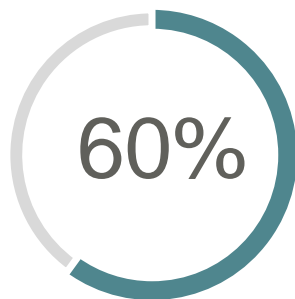
# Our Universal Match solution is becoming a strategic asset

## 1. Cross-device is critical

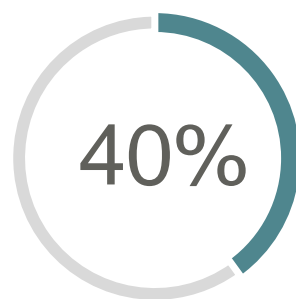


40% of ecommerce involves multiple devices

## 2. Our solution enjoys strong traction



60% of clients share anonymized CRM data with us allowing us to match users across devices<sup>1</sup>

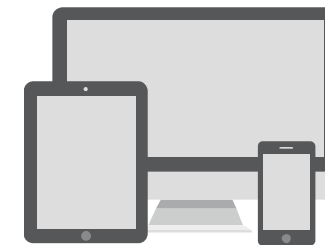


40% of our Revenue ex-TAC comes from users matched across at least 2 devices<sup>1</sup>

## 3. We complement large publishers



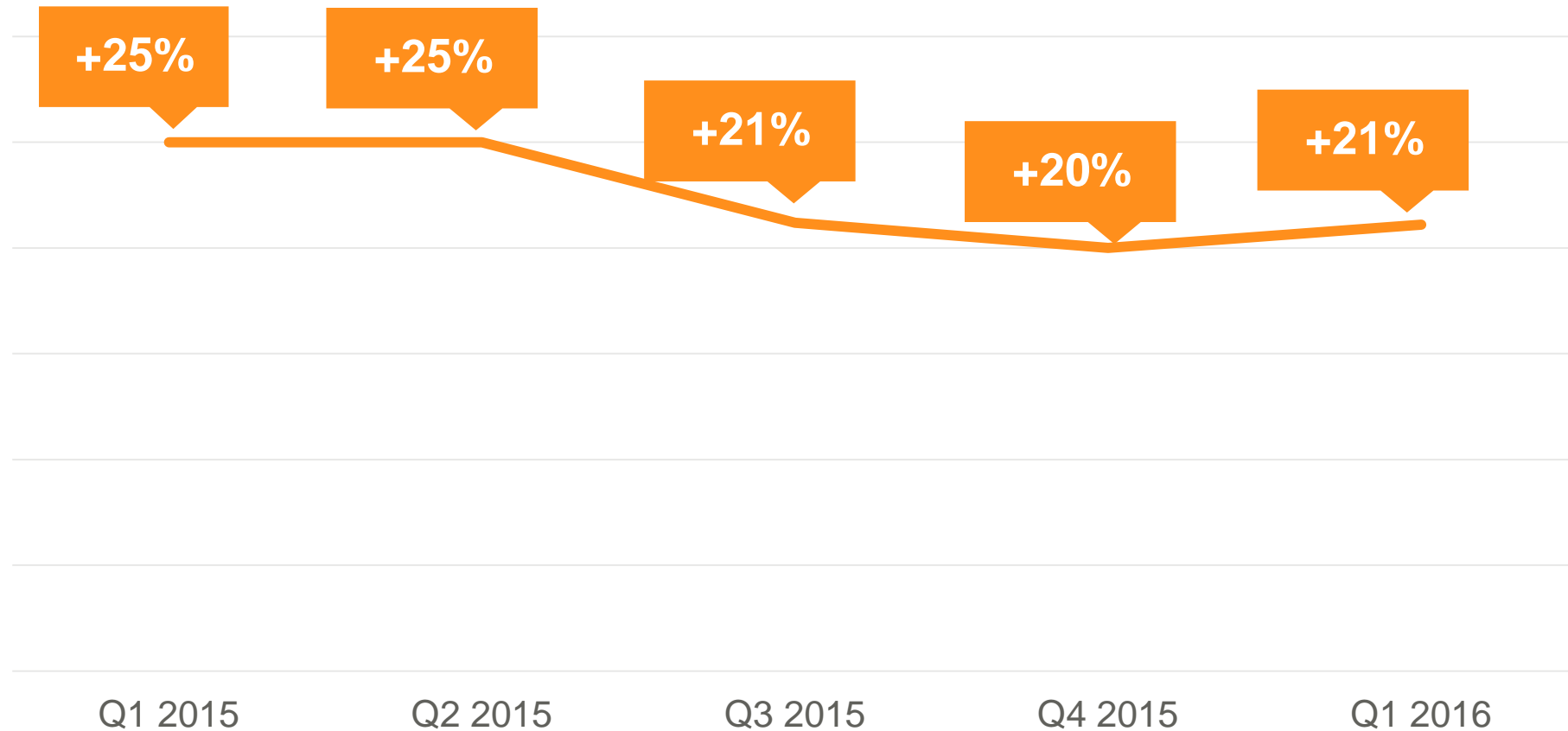
We work with exact-match solutions of large publishers



Our exact-match solution complements and runs across all of our publisher partners

# As a result of increasing value, existing clients spend more with us

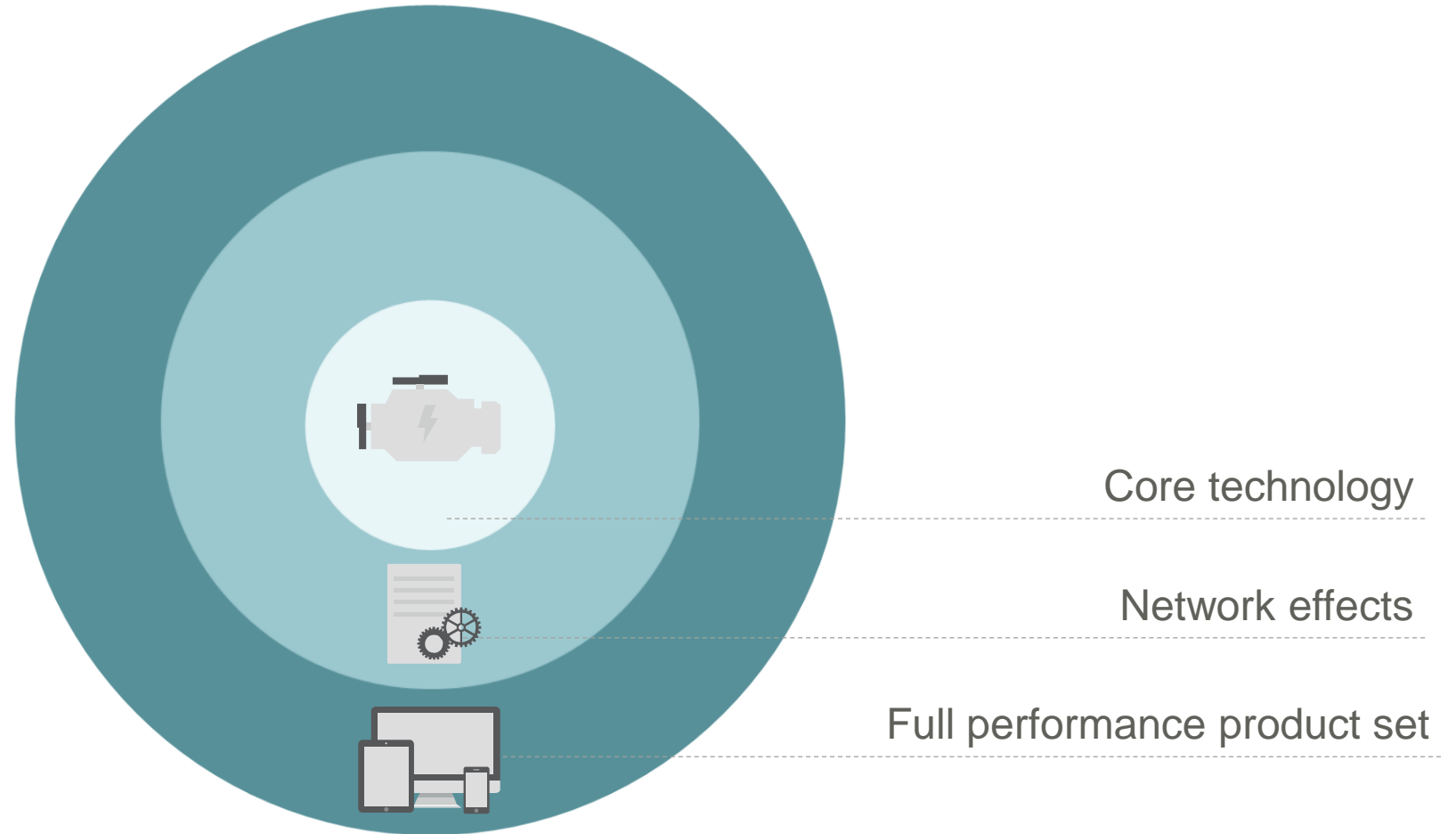
Growth in existing clients Revenue ex-TAC at constant currency (%)



Our core assets are increasingly hard to replicate

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We have created self-reinforcing competitive moats



# Our 2016 priorities

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## Continue to innovate

- Universal match cross-device solution
- Dynamic creative optimization

## Expand into great sources of inventory

- Social
- Mobile
- Native

## Strengthen APAC position

- Launch India
- Drive T1 and MMS growth in SEA
- Grow China domestic

## Develop disruptive new products

- Search
- Offline

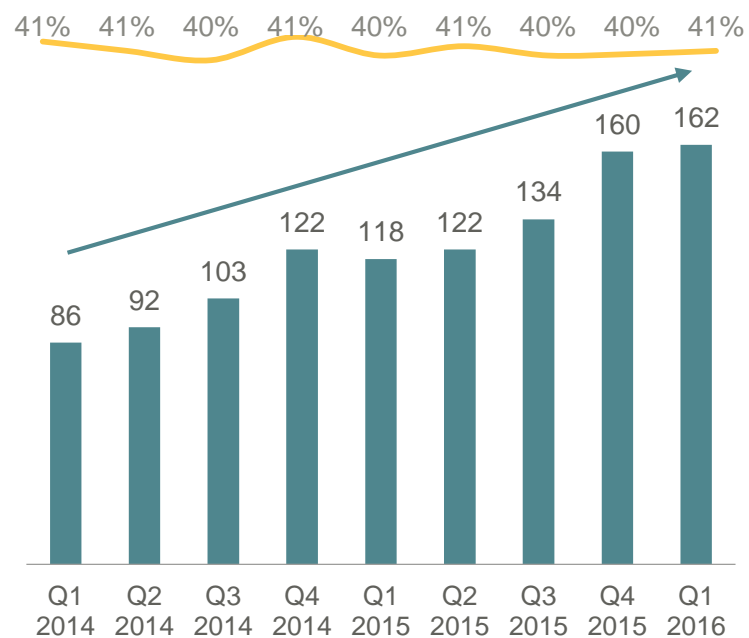


# We have delivered consistently since IPO

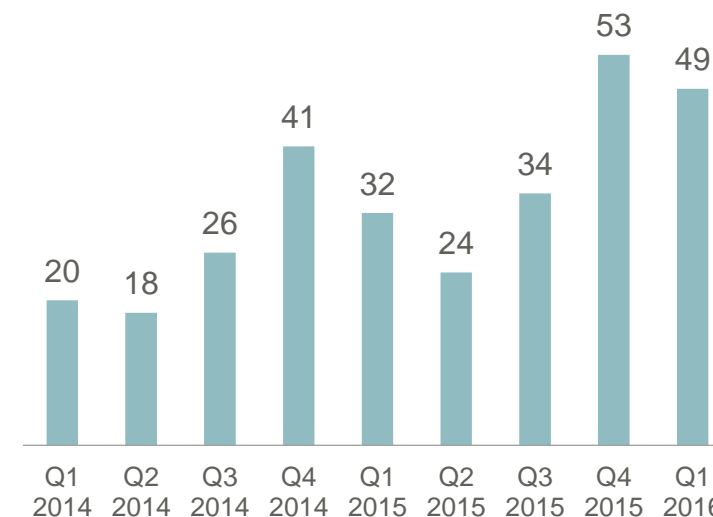
High  
growth

Expanding  
profitability

Revenue ex-TAC<sup>1</sup> (\$M)  
& Revenue ex-TAC margin (%)



Adjusted EBITDA<sup>2</sup> (\$M)



<sup>1</sup> We define Revenue ex-TAC as our revenue excluding traffic acquisition costs, or TAC, generated over the applicable measurement period. Revenue ex-TAC is not a measure calculated in accordance with US GAAP. Please see the Appendices for a reconciliation of Revenue ex-TAC to Revenue, the most directly comparable GAAP measure.

<sup>2</sup> We define Adj. EBITDA as our consolidated earnings before financial income, income taxes, depreciation and amortization, adjusted to eliminate the impact of share-based compensation expense, pension service costs and acquisition-related deferred price consideration. Adj. EBITDA is not a measure calculated in accordance with US GAAP. Please see the Appendices for a reconciliation of Adjusted EBITDA to net income, the most directly comparable GAAP measure. \* Weighted average year-over-year growth at constant currency

# Our financial model is predictable



780+ net client additions  
per quarter<sup>1</sup>



72%+ direct relationships  
with clients<sup>2</sup>



90% client  
retention rate<sup>2</sup>



75%+ headcount-driven  
operating expenses<sup>3</sup>



Visibility and  
predictability

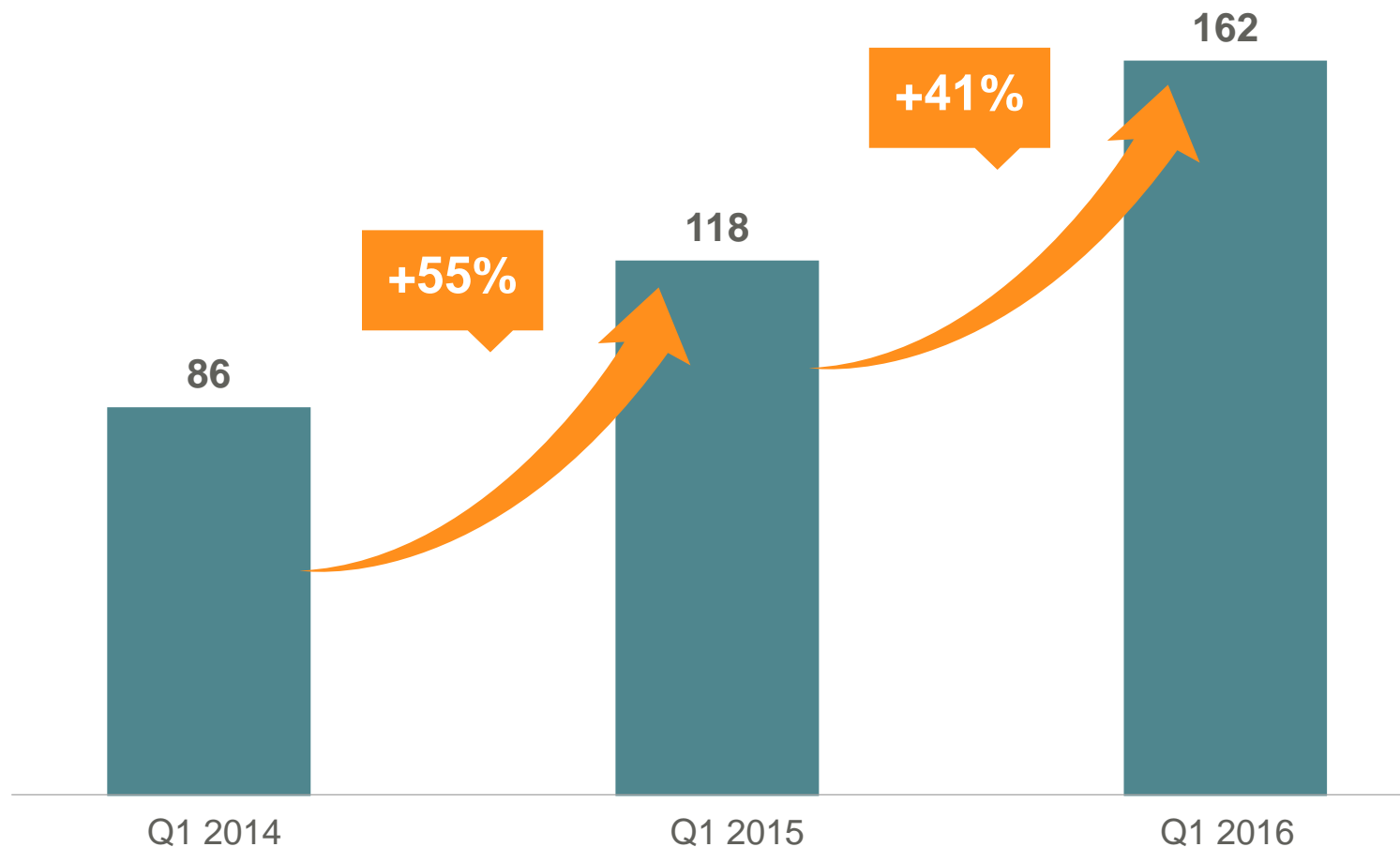
<sup>1</sup> On average over the 4 quarters through Q1 2016

<sup>2</sup> Q2 2015 - Q1 2016 average

<sup>3</sup> On a Non-GAAP basis, Q2 2015 - Q1 2016 average

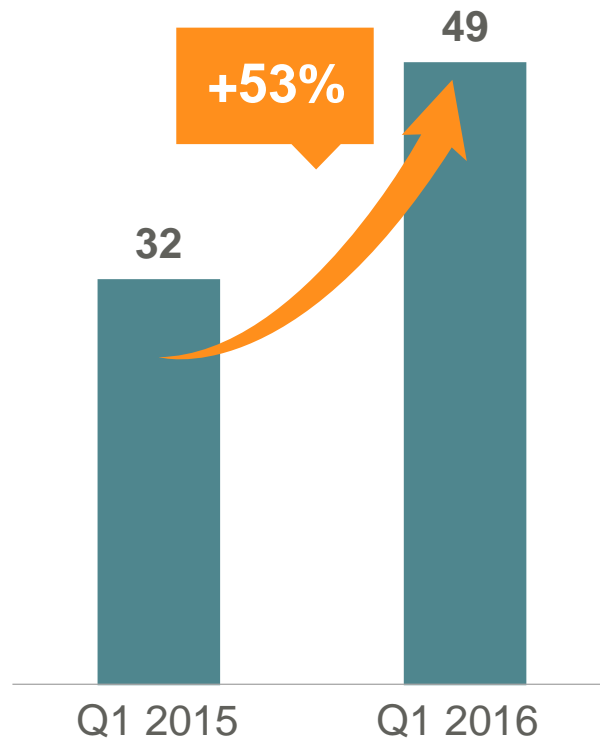
# We deliver superior growth on a significant scale

Revenue ex-TAC<sup>1</sup> (\$M)  
and Year-Over-Year Growth at constant currency (%)

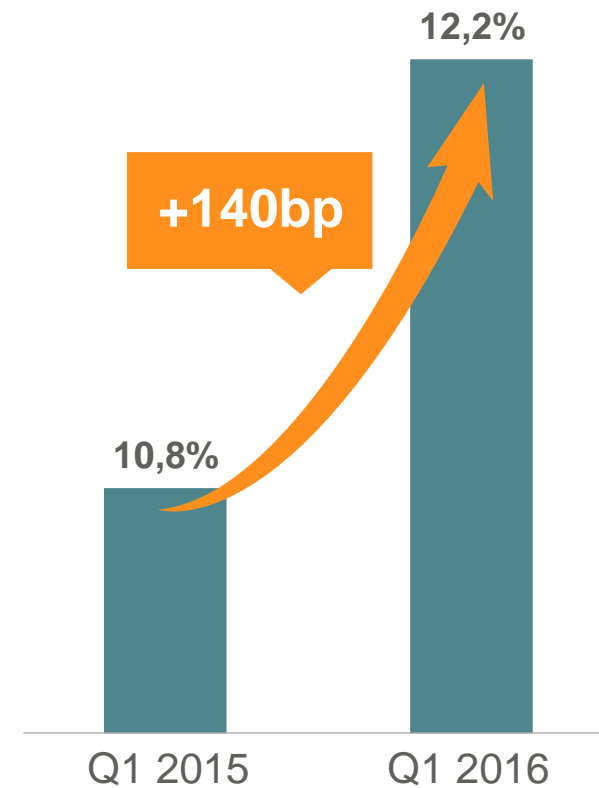


# Strong Adjusted EBITDA generation and growing profitability

Adjusted EBITDA<sup>1</sup> (€M)



Adjusted EBITDA margin  
(% of Revenue)



# Significant leverage in our operating model

<i>As a % of Revenue</i>	Q1 2014	Q1 2015	Q1 2016	LT View
Revenue	100%	100%	100%	100%
<b>Revenue ex-TAC</b>	<b>41.1%</b>	<b>40.2%</b>	<b>40.5%</b>	<b>39 to 41%</b>
Cost of revenue*	2.7%	2.4%	2.5%	3 to 4%
<b>Gross margin</b>	<b>38.4%</b>	<b>37.8%</b>	<b>38.0%</b>	<b>35 to 38%</b>
R&D*	5.6%	5.1%	5.6%	5 to 6%
S&O*	16.2%	16.5%	14.8%	11 to 12%
G&A*	7.1%	5.4%	5.4%	3 to 4%
<b>Adj. EBITDA</b>	<b>9.5%</b>	<b>10.8%</b>	<b>12.2%</b>	<b>15 to 17%</b>
<b>Adj. EBITDA (% of Rev ex-TAC)</b>	<b>23.1%</b>	<b>26.9%</b>	<b>30.1%</b>	<b>37.5 to 42.5%</b>

\* Cost of revenue and operating expenses are expressed on a Non-GAAP basis, which excludes the impact of share-based compensation expense, pension costs, depreciation and amortization and acquisition-related deferred price consideration.



# Our model is disruptive and highly differentiated

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**Complete** solution focused on delivering **incremental** sales

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**Direct integration** with both clients and publishers

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**Compelling growth drivers** to address a massive market opportunity

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Scalable financial model - **superior growth, profitability, and cash generation**

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criteo.

Short Investor Presentation

May 2016

# Performance is everything.

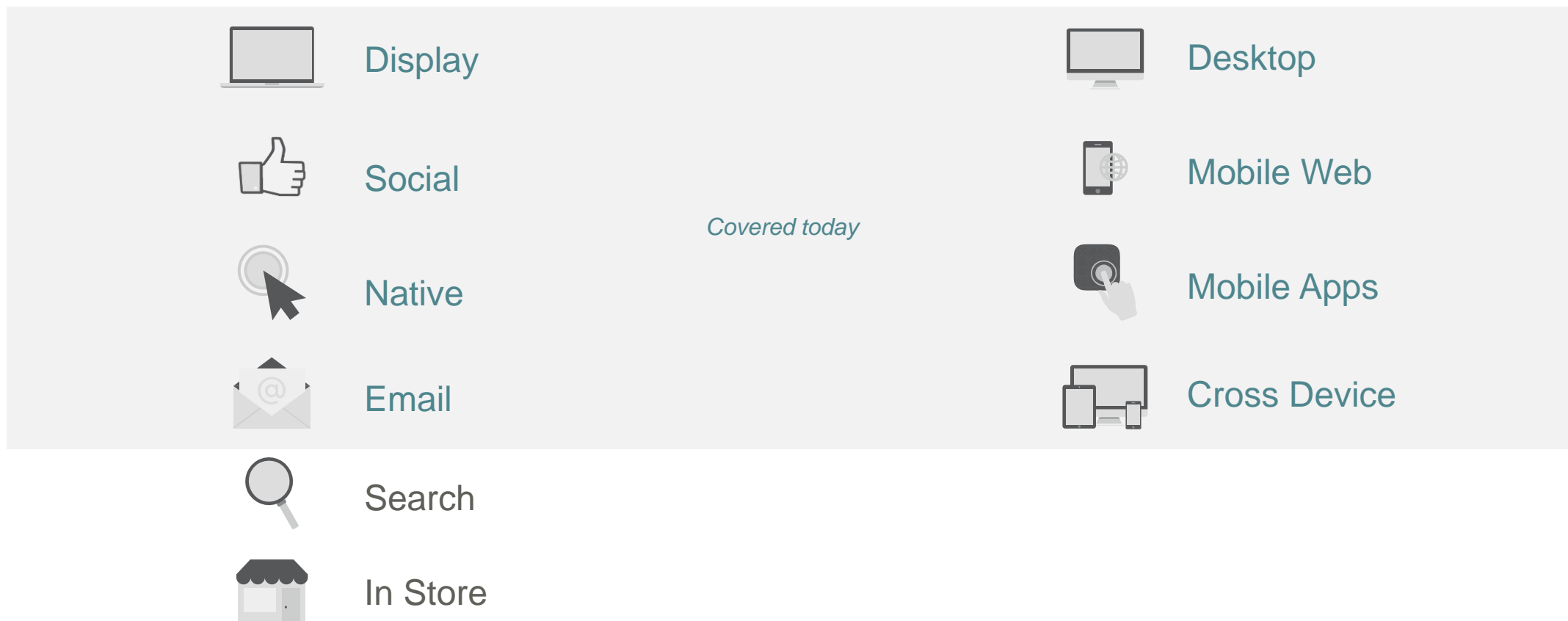
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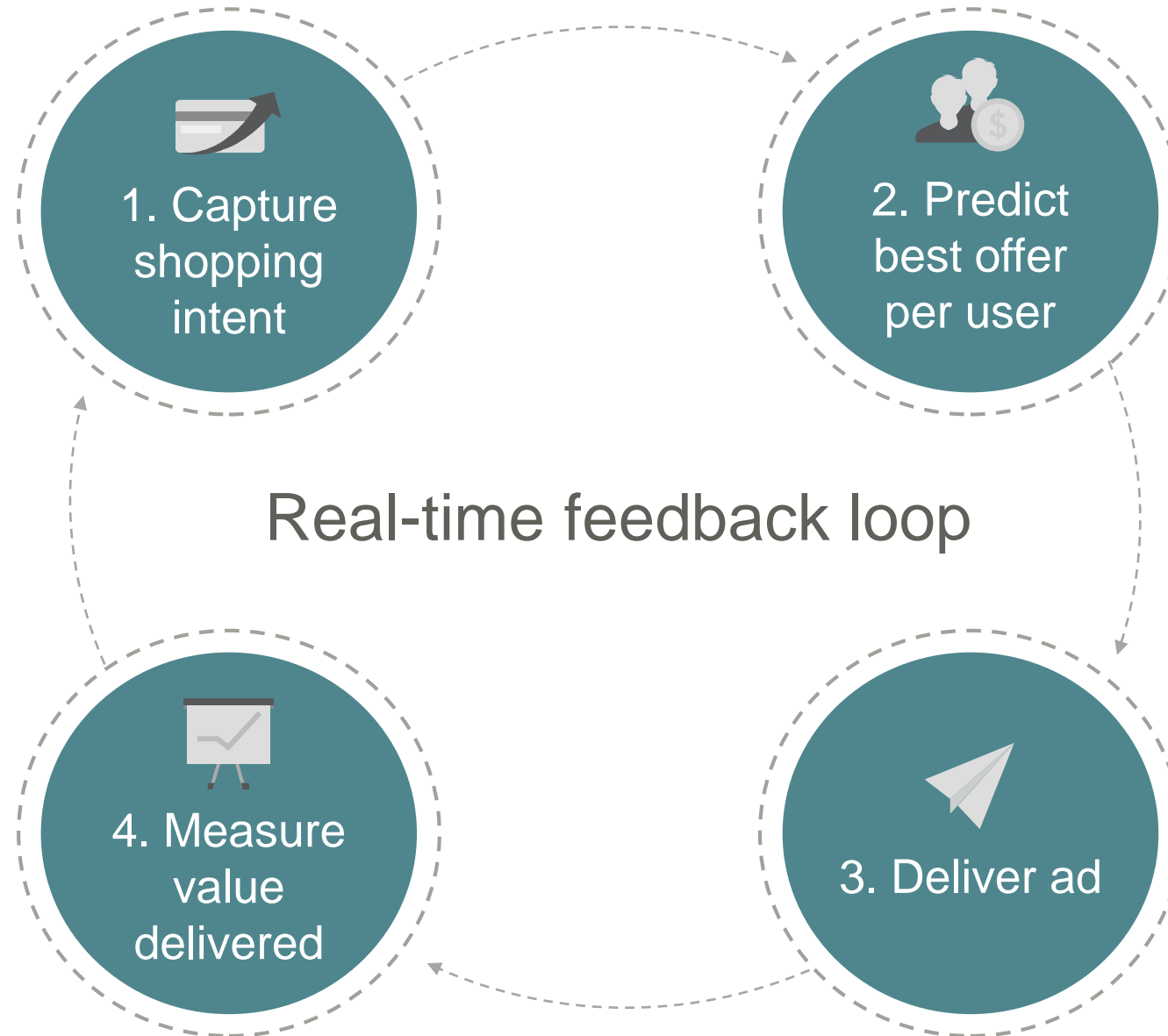
## Across all marketing channels

## Across all screens



# Performance marketing is driven by technology

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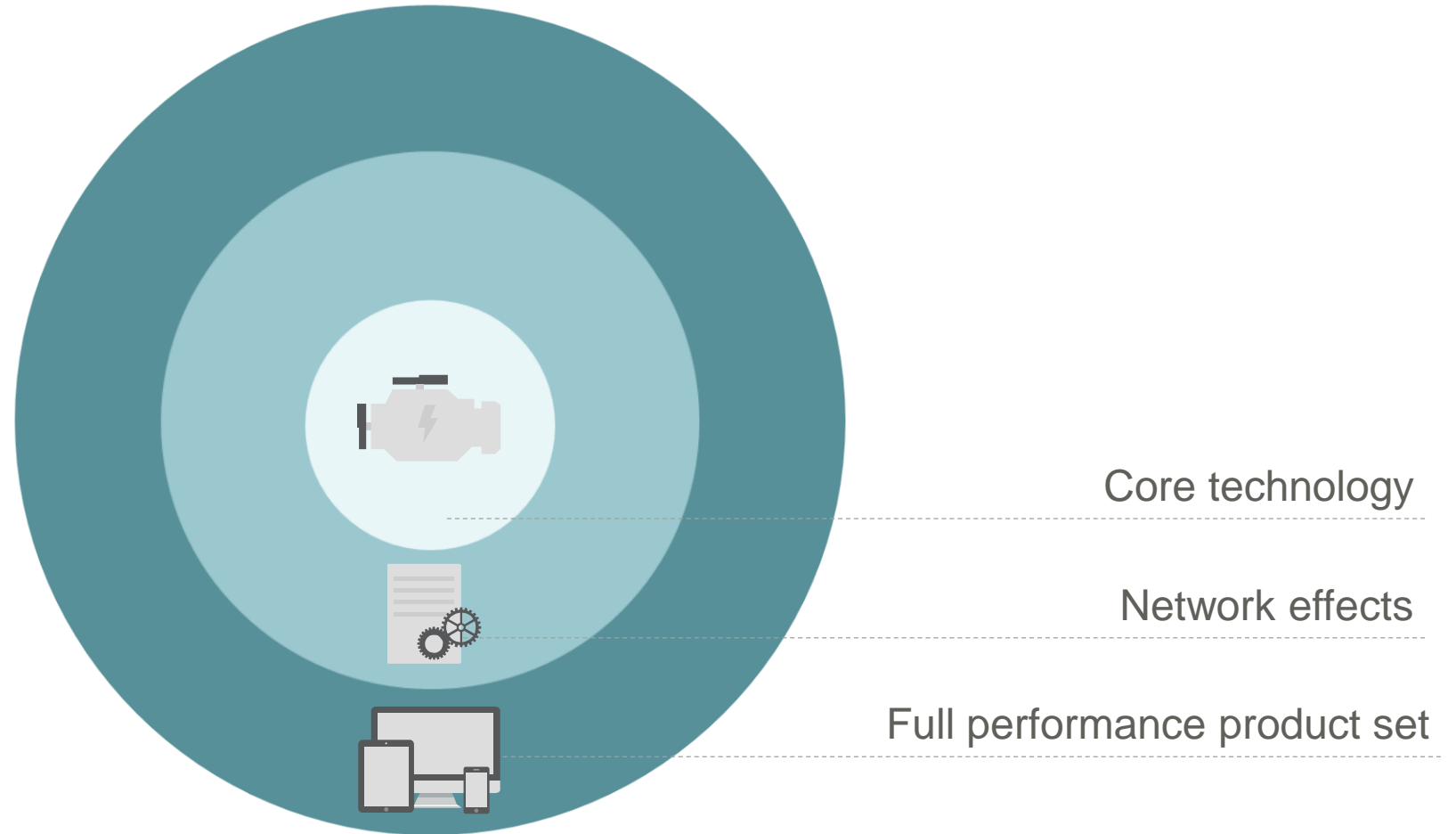




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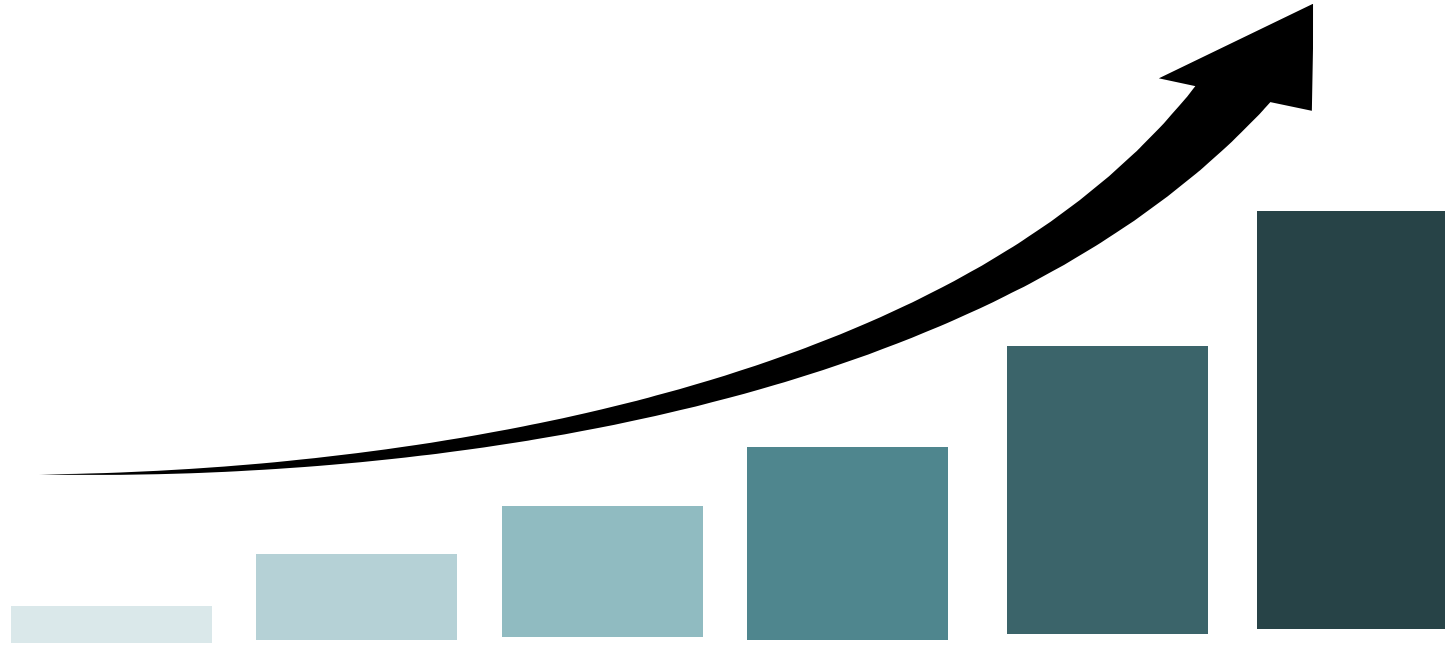
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We have created self-reinforcing competitive moats



# Compelling drivers of future growth

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## Expand our client base



Midmarket  
expansion



Geographic  
expansion



Enhanced  
technology



Channel  
expansion



Cross  
device

## Increase value to clients

# Our 2016 priorities

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## Expand into great sources of inventory

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- Native

## Strengthen APAC position

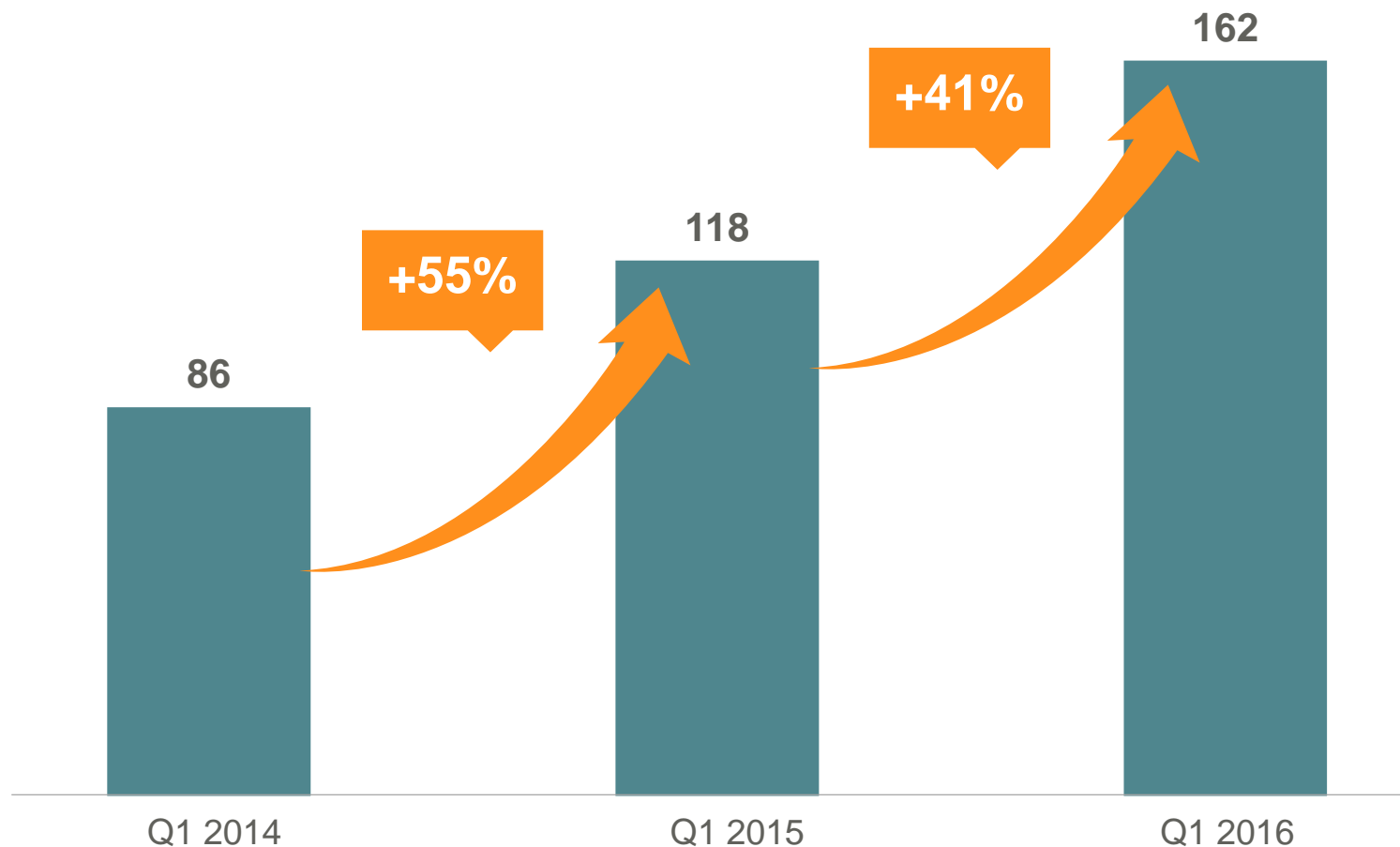
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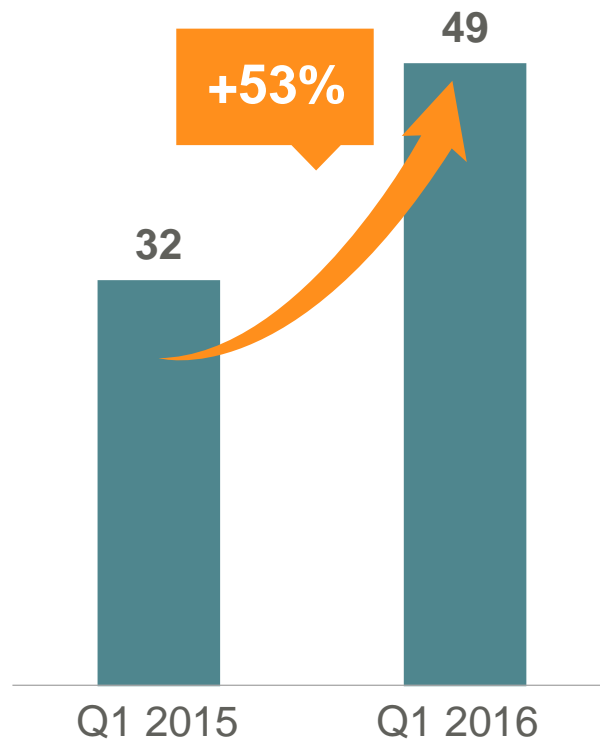
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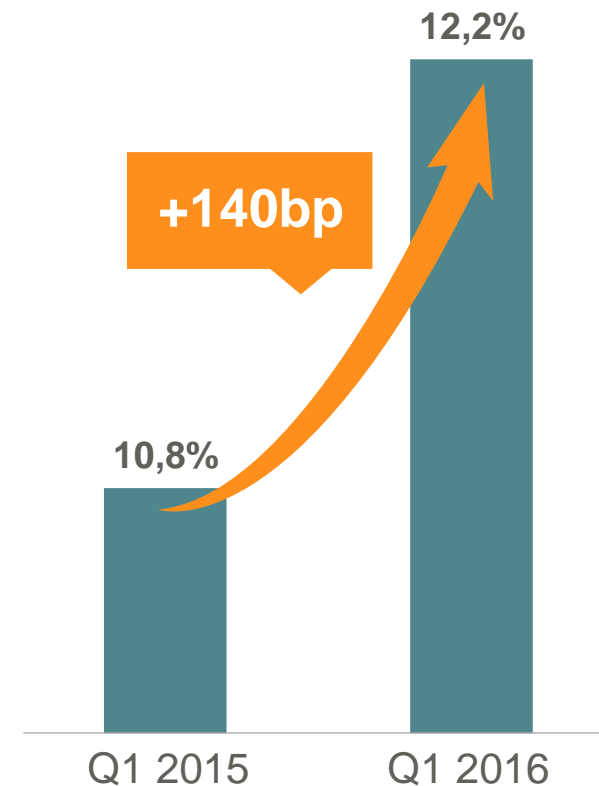


# Strong Adjusted EBITDA generation and growing profitability

Adjusted EBITDA<sup>1</sup> (€M)



Adjusted EBITDA margin  
(% of Revenue)



# Our model is disruptive and highly differentiated

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**Complete** solution focused on delivering **incremental** sales

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**Direct integration** with both clients and publishers

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**Compelling growth drivers** to address a massive market opportunity

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Scalable financial model - **superior growth, profitability, and cash generation**

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A blurred photograph of a modern building's exterior staircase. Several people are walking up and down the steps, their figures motion-blurred to convey a sense of activity. The building features a facade of vertical glass panels and a large white column. The entire image is overlaid with a semi-transparent blue filter. The word "Appendices" is centered in a white, sans-serif font.

# Appendices

# Revenue ex-TAC reconciliation

(\$ in thousands)	Q1'14	Q2'14	Q3'14	Q4'14	Q1'15	Q2'15	Q3'15	Q4'15	Q1'16	2014	2015
Revenue	208,881	226,633	258,245	294,489	294,172	299,306	332,674	397,018	401,253	988,249	1,323,169
Less: Traffic acquisition costs	122,967	134,751	155,237	172,538	175,888	177,239	198,970	237,056	238,755	585,492	789,152
Revenue ex-TAC	85,914	91,882	103,008	121,951	118,284	122,067	133,704	159,962	162,498	402,757	534,017



# Adjusted EBITDA reconciliation

(\$ in thousands)	Q1'14	Q2'14	Q3'14	Q4'14	Q1'15	Q2'15	Q3'15	Q4'15	Q1'16	2014	2015
<b>Net income (loss)</b>	<b>5,233</b>	<b>3,330</b>	<b>15,439</b>	<b>22,893</b>	<b>13,617</b>	<b>3,929</b>	<b>5,793</b>	<b>38,938</b>	<b>18,527</b>	<b>46,896</b>	<b>62,276</b>
Adjustments:											
Financial (income) expense	(1,103)	(1,312)	(7,502)	(1,473)	(3,920)	2,546	6,650	(735)	1,317	(11,390)	4,541
Provision for income taxes	4,390	4,865	4,205	4,118	7,143	1,365	5,388	(4,378)	7,944	17,578	9,517
Share-based compensation expense	4,458	3,247	5,754	6,142	6,317	5,325	4,600	7,748	8,370	19,601	23,989
Service costs – pension	149	100	125	129	112	110	110	109	129	504	441
Depreciation and amortization expense	6,173	7,783	8,256	9,001	8,428	10,278	11,892	13,967	12,516	31,213	44,564
Acquisition-related deferred price consideration	563	148	128	110	109	115	54	(2,172)	40	950	(1,894)
Total net adjustments	14,630	14,831	10,966	18,027	18,189	19,739	28,694	14,539	30,316	58,456	81,158
<b>Adjusted EBITDA</b>	<b>19,863</b>	<b>18,161</b>	<b>26,405</b>	<b>40,920</b>	<b>31,806</b>	<b>23,668</b>	<b>34,487</b>	<b>53,477</b>	<b>48,843</b>	<b>105,352</b>	<b>143,434</b>