Criteo Investor Presentation

November 2023





Safe Harbor Statement and Non-GAAP Measures

This presentation contains "forward-looking" statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, that are based on our management's beliefs and assumptions and on information currently available to them. All statements other than present and historical facts and conditions contained in this presentation, including statements regarding our possible or assumed future results of operations and financial position, plans and objectives for future operations, business strategies, financing plans, projections, competitive position, industry environment, potential growth opportunities, potential market opportunities, potential acquisition opportunities, expected growth in commerce media and advertising spend generally, and the effects of competition and other actions by our counterparties, are forward-looking statements. Importantly, at this time, there is still uncertainty regarding the integration of our acquisitions of IPONWEB and Brandcrush and the timing and scope of proposed changes to and enhancements of the Chrome browser announced by Google. In addition, macro-economic conditions including inflation and rising interest rates in the U.S. have impacted Criteo's business, financial condition, cash flow and results of operations. The dynamic nature of the aforementioned circumstances, among other matters, means that what is said in this presentation could materially change at any time.

Forward-looking statements include all statements that are not historical facts and can be identified by terms such as "anticipates," "believes," "can," "could," "estimates," "expects" "intends," "is designed to," "may," "might," "objectives," "plans," "potential," "predicts," "projects," "seeks," "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, and nothing in this presentation should be regarded as a representation by any person that these beliefs or assumptions will take place or occur. You should read the Company's most recent Annual Report on Form 10-K filed on February 24, 2023, and in subsequent Quarterly Reports on Form 10-Q, including the Risk Factors set forth therein and the exhibits thereto, as well as future filings and reports by the Company, 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, including forward-looking measures. 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. Reconciliations also are available in our earnings release for the third quarter 2023, which is available on our website at www.criteo.com. Reconciliations of our forward-looking non-GAAP measures to the closest corresponding GAAP measure are not available without reasonable efforts due to the high variability, complexity and low visibility with respect to the charges excluded from these non-GAAP measures, which could have a potentially significant impact on our future U.S. GAAP results.



Why Invest in CRTO Today?

Huge Market Opportunity

Leadership in fastgrowing Commerce and Retail Media market with \$110B SAM by 2025

Unique Commerce Data

Large scale and commerce data with access to 750M+ Daily Active Users and \$1+ trillion in annual ecommerce sales

Differentiated Technology

17+ years of AI powering unified tech platform for 1st-party data-based marketing and media monetization with unique supply at scale and closed-loop measurement

Proven Resilience to Signal Loss

Innovation, advanced AI engine and largest data set to deliver outcomes in any environment

World-Class Team

Seasoned management team, culture of innovation and accountability

Strong Financials

Sustainable growth, rebalanced revenue and high margin

Robust Balance Sheet

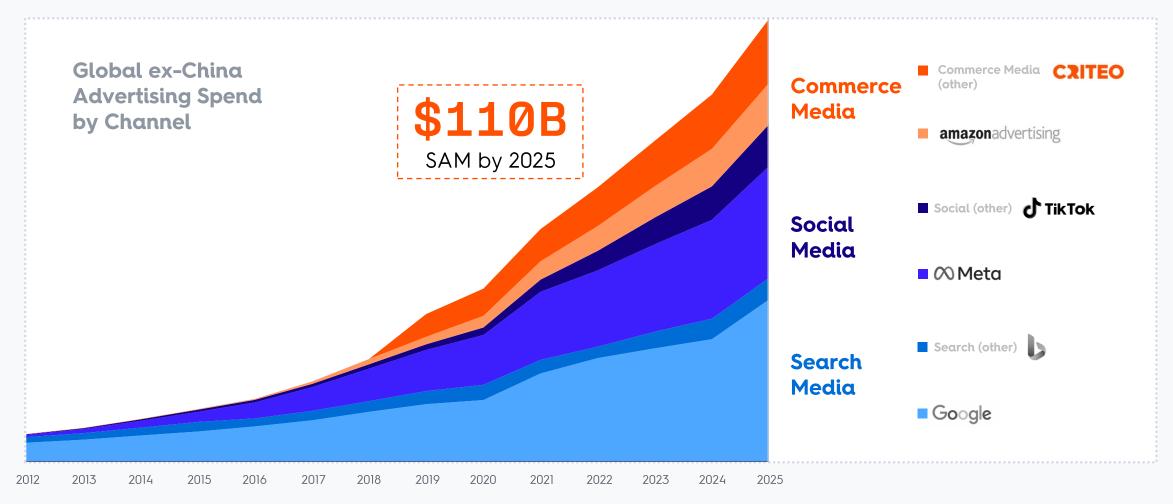
Strong cash generation, no debt, flexibility to invest for growth

Sustainability

DE&I core to people strategy, strong privacy and data protection standards



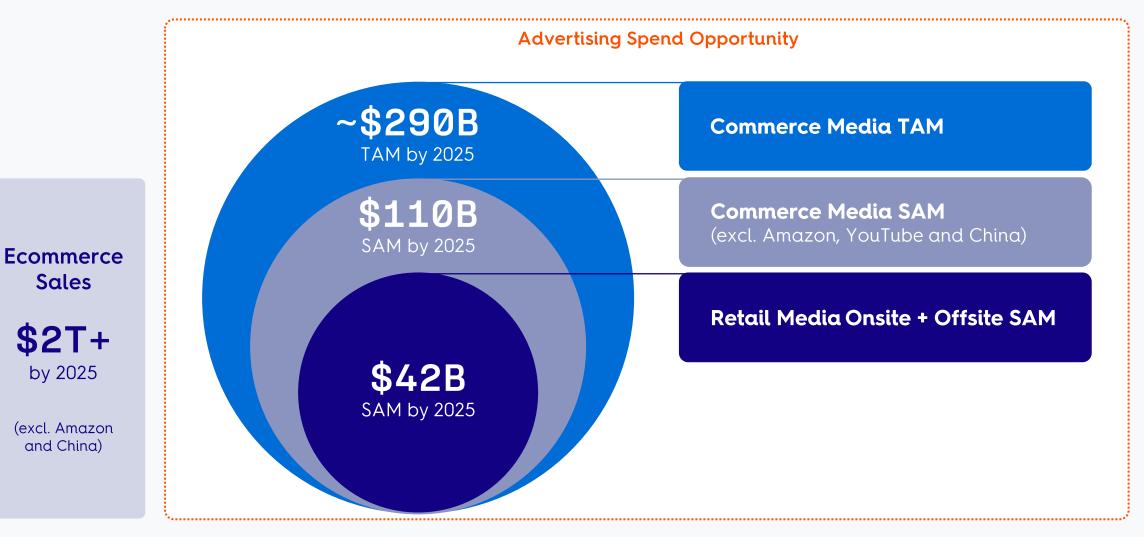
Commerce Media is the Next Wave of Digital Advertising



Our Retail Media & Marketing Solutions are complementary and together address a larger opportunity – enabling brands, agencies and retailers to activate commerce beyond Amazon.



We Are Poised to Capture a Massive Market Opportunity



Source: McKinsey; Magna Global; eMarketer; GroupM



Our Commerce Media Platform Serves Media Buyers and Sellers

DEMAND SIDE

for Media Activation

2,500+

Brands & Agencies

16,000+

Performance Marketers & Retailers

// COMMERCE
MEDIA
PLATFORM

Commerce Audiences at Scale

~750M DAUs across 100+ Markets

Personalized Ad Engine

1,000 R&D and Product Employees
17+ Years of AI Learning

Large Scale Data

\$1T+ Ecommerce Sales ~4B Product SKUs

Infrastructure & APIs

Deep IT Integrations with Retailers & Brands

SUPPLY SIDE for Media Monetization

~220

Retailers

~60% of Top 25 U.S. &

50% of Top 20 of EU Retailers

~75%

of Top 100 ComScore Publishers



Criteo Best-in-Class AI Technology is Purpose-Built for Commerce Predictions

- All has been part of Criteo's DNA since day one
- Access to the largest commerce dataset on the open internet to feed our commerce-driven Al models
- Integration of Generative AI into our platform with a focus on improving performance, enhancing the user experience, and optimizing our service delivery process

25
Patents
issued

17+

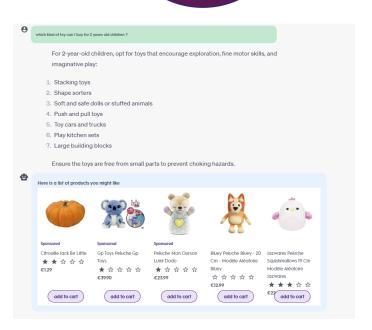
years of expertise in commercefocused Al

121

Papers published sind Criteo's AI Lo creation

2018

Creation of Criteo's AI Lab



140+

R&D &

Product

employees

focused on Al



Who Are Our Clients





// COMMERCE MEDIA PLATFORM

The only unified platform that directly connects advertisers with retailers and publishers on the open internet

We enable media owners (incl. retailers) to earn more revenue by enriching and activating their first-party data and inventory to advertisers

We expect to maximize returns for advertisers by delivering impactful advertising to the right consumer across the entire shopping journey

CRITEO // COMMERCE-GRID

Commerce Supply Side Platform for media owners and access from agencies through their DSP of choice

CRITEO // COMMERCE-GROWTH

Commerce Audiences & Retargeting for performance marketers and agencies

Supply Side & SSP

18K+

CLIENTS

Retailers

Established

Brands

Marketplaces

Agencies
(Retail Media &

Brand Advertising teams)

Agencies

(through DSP

of choice)

Agencies

<u>1arketing teams</u>

Media Owners

Brands

Commerce Media Monetization
Platform for retailers and

marketplaces

CRITEO // COMMERCE-YIELD

CRITEO // COMMERCE-MAX

Commerce Media Demand Side Platform for established brands, retailers and agencies

Demand Side & DSP



We Have Achieved Tremendous Progress on Our Transformation...





We Have Significant Revenue Growth and Cross-selling Opportunities



17% of clients used more than one Criteo solution 3 years ago



38% of clients use more than one Criteo solution today



Unified Commerce Media Platform & Experience tomorrow

Cross-selling with Enterprise Retailers

• Clients using the full power of our acquisition and retention solutions spent on average 30% more than a year ago

Increasing Penetration with Agencies

- Big 6 Agencies (agency holdcos)
- ~1,200 independent agencies
- 34% of media spend activated through agencies as of Q3 2023

Upselling with Performance Marketers

 ~16K direct relationships with opportunity to expand share of voice for performance marketing tactics at speed and scale



The Commerce Media Platform That Enables All Retail Media Capabilities

Unified Self-Service Platform & Closed-loop Measurement Onsite (retailer.com) Offsite (open-web.com) T-shirts å □ WEBSITE WEBSITE å 🔐 WEBSITE **Sponsored Products** Display Acquisition & Retention Offline (in-store & out-of-store) Marketplaces & White Label User Interface **Commerce Insights** US patent on Systems and Methods for digital shelf display

Retail Media is a Strategic Priority for our Clients/Partners

RETAILERS MARKETPLACES AGENCIES



"We're tapping into the \$40B retail advertising industry.

Unlike search engine platforms, we know whether the customer made a purchase, so we can measure the return far more effectively. The results are exceeding our expectations, we have strong demand from our suppliers, who are shifting some of their marketing dollars to



"Our brand partners are excited about the opportunity to leverage the power of our exclusive first-party data to transform the ways they connect with beauty enthusiasts. (...) We remain excited about the opportunity to unlock a new income stream and drive sales as we enable our brand partners to engage consumers more effectively."



"Roundel is more than a digital advertising platform or another revenue source on the P&L. The goal is for our guests to have a tailored, relevant experience, while helping our vendors reach the guests who are most likely to be interested in their products. Roundel makes us better merchants, more consistently serving our guests with the products they want."

Uber Eats

"We launched sponsored items in the last quarter, which enabled CPG advertisers to feature priority products within the Uber Eats app. This is a partnership we have with Criteo, and CPG spent billions of dollars in advertising, again highly targeted advertising for the specific products that they want to promote, to a specific audience – that continues to grow."

BRANDS



"We see retailer media as an opportunity to accelerate market growth."



"These media opportunities are very valuable, and we see that the whole industry is spending more and more in retail media. It's a fantastic way for us to build a competitive advantage."



"We're also seeing greater convergence between retail, media and content, retailers becoming media channels and media channels becoming retailers."

group^m

"We expect retail media advertising to increase roughly 60% by 2027. This exceeds the growth rate expected for all digital advertising, meaning that retail media will take an increasing share of digital ad revenue over the next 5 years."

dentsu

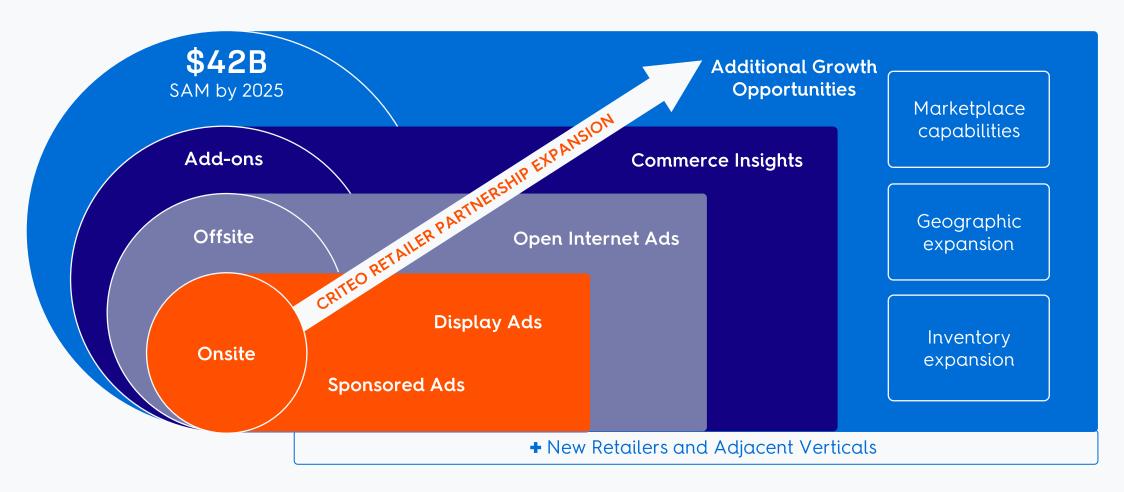
"For brands looking to enter retail media and get more involved, it unequivocally creates a deeper relationship with the retailer. Not only are they able to target more audiences from the retailer, it can break down purchase behaviors down to specific categories, brands, or even individual SKUs or products."

OmnicomGroup

"Going forward, we plan to continue to invest in and expand our capabilities to solidify our position as best-in-class provider of retail media and e-commerce services, as well as in other high-growth areas."



Multiple Levers Position Us to Drive Sustainable Growth on the Retail Media Supply Side





Multiple Levers Position Us to Drive Sustainable Growth on the Retail Media Demand Side

INCREASING BRAND BUDGET POOL MULTIPLE DEMAND SOURCES **Additional Opportunities** Offsite (CTV, Video, Display) Thousands of **Brands** 2.500+ Brands Live Brand Relationships Display (Banner & Video) 11 APIs API Program Expansion in EMEA & APAC Partners **Sponsored** Launched since Q4 2020 **Products Global Partnerships** Agency **6 Agency Holdcos** From shopper / trade groupm ASCENTIAL 150+ Other Agencies dollars to national Partners **Omnicom**Group brand media budgets



We Can Reach Commerce Audiences Others Can't

First-Party Media Network





- Uses authenticated pseudonymous IDs (incl. hashed emails)
- Matches cross-device
- Supports Partner IDs
- Includes explicit opt-in



AI and Commerce Data

Commerce Audiences



Non-addressable Consumers

- Leverages non-user signals at the core
- Primarily content meaning, semantics and other inferences
- Can include location
- Modeled against truth set of addressable consumers



We Have a Compelling Financial Profile

Consistent Growth and Increasing Revenue Visibility	 CexT growth of 10% in 2022 and expo Rapidly growing Retail Media provides
Strong Secular Tailwinds for Years to Come	 Uniquely positioned to address the S Expanded product suite to support v
Investing in Growth and Highly Profitable	 Track record of delivering strong Ac On track to deliver cost savings of a Focused on operational cost efficien

- oect to deliver +9% to +10% growth at constant currency in 2023¹
- ides visible revenue streams with 123% net revenue retention in Q3'23

- \$110B Commerce Media SAM
- wallet share gains with existing clients and attract new clients

- dj. EBITDA margins
- approx. \$70 million in 2023, largely offsetting growth investments
- encies and margin expansion over time and solid cash generation

Strong Balance Sheet

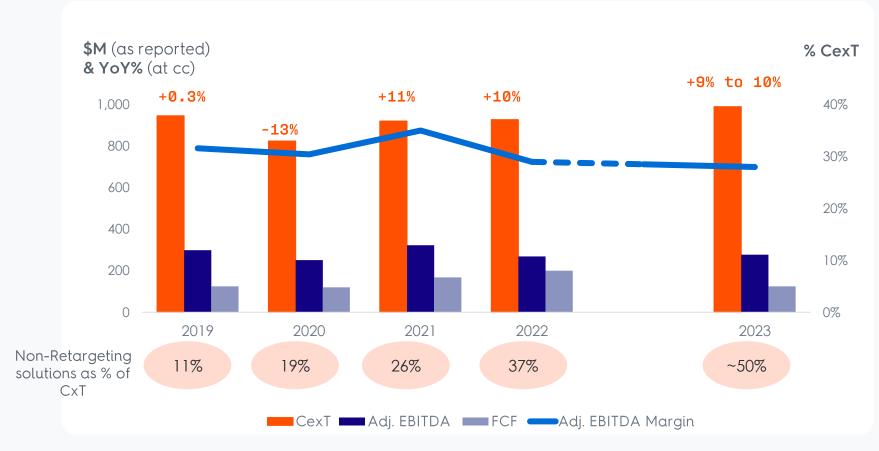
- No long-term debt, \$232M in cash³, \$747M in total financial liquidity incl. 5-year €431M credit facility
- Free cash flow conversion of 45%+
- ~\$521M shares repurchased since 2018 and \$480M active repurchase program with \$141M left on authorization



Financial guidance as of November 2, 2023

Cash and cash equivalents, and marketable securities. Excludes restricted cash, as of June 30, 2023

We Have a Proven Track Record of Profitable Growth and Free Cash Flow Generation





Including Iponweb

^{2.} High-single-digit to low-double-digit growth; Financial guidance as of August 2, 2023

We Expect Solid Growth in 2023

Backdrop

Unsettled macro; continued traction of new solutions, including Iponweb

FY 2023

Q4 2023

Contribution ex-TAC

+9% to +10% growth at constant currency

- Low-single-digit organic growth
 - Retail Media growth of +25% to +30%
 - Commerce Audiences growth of ~+30%
 - Lower Retargeting year-over-year
- Iponweb inorganic growth (12 months in 2023 vs. 5 months in 2022)

\$296M to \$302M, or +5% to +7% YoY growth at constant currency

- High seasonality of Retail Media and Iponweb
- ~\$2M to \$4M negative FX impact YoY reflecting the weakening of currencies against the USD

Adjusted EBITDA

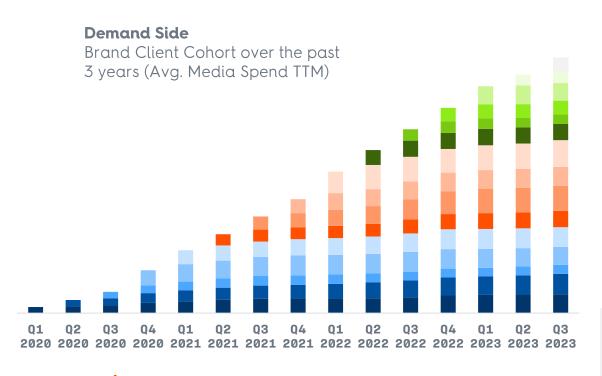
~27% to 28% of Contribution ex-TAC

- Flow-through of refined CexT guidance and incremental FX headwinds
- Cost efficiencies
- Full integration of Iponweb

\$109M to \$115M

- Flow-through of negative FX impact
- Cost efficiencies

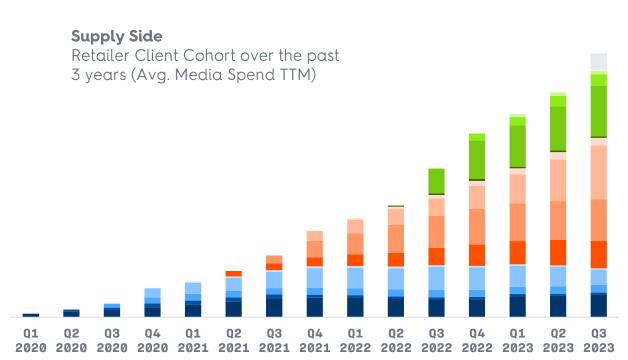
Our Strong Retail Media Client Relationships Enable Sustainable Growth



~\$1.1B

media spend in LTM **3**x

number of brands in 3 years



130%

Same-Retailer CexT Retention in 2022 >2

years average duration with longterm contracts ~70%

of retailers with exclusive partnership



We Are Committed to Delivering Shareholder Value

Disciplined Capital Deployment

1

Organic growth investments

~10% of Contribution ex-TAC expected to be re-invested annually

Focused investments around strategic initiatives

2

M & A

Tuck-in or bolt-on acquisitions to complement product portfolio or capability and unlock new opportunities

3

Share buyback

Ongoing focus on share buyback program

~\$521M shares repurchased since 2018

\$103M shares repurchased YTD and \$141M left on our active repurchase program authorization



Sustainability is Part of our DNA

Diversity, Equity, & Inclusion

Pay parity

43%

7 Employee **Resource Groups** Governance & **Data Privacy**

High **privacy & data protection** standards

Board Oversight of sustainability strategy

> Annual CSR report since 2016 SASB reporting

Environment

100%

of data centers powered by decarbonized energy sources or compensated by certificates

GHG emissions inventory for Scopes 1, 2 and 3 in 2022



Leverage TCFD recommendations

Set up GHG emission reduction targets and secure validation from SBTi

Women population



ACHIEVEMENTS

Increase the share of women in tech roles



We Have a World-Class Team with a Proven Track Record to Execute our Strategy

Our Senior Leadership Team



Megan Clarken
Chief Executive Officer

Nielsen (☐_{kamai}



Sarah Glickman
Chief Financial Officer

XPO
Logistics
Honeywell



Ryan Damon
Chief Legal and Corporate Affairs
Officer
civerbed

charles



Brian Gleason
Chief Revenue Officer
group

XAXIS





Diarmuid Gill
Chief Technology Officer

AOL ADTECH



Dr. Boris Mouzykantskii
Chief Architect
IPONWEB



Brendan McCarthy
Chief Marketing Officer

Nielsen
Edelman



Manuela Montagnana
Chief People Officer

COMPASS



Stephen Taylor
Chief Transformation Officer
IPONWEB Somo

Deep Bench of R&D Talent

 \sim **1**, 000 R&D & Product employees, representing the largest pool of R&D talent outside of the walled gardens



Appendix

CRITEO

Criteo by the Numbers

\$4.0 billion

annual media spend activated¹ ~18,000

clients

~60%

of top-25 U.S. & ~50% of top-20 EU retailers²

~75%

of top 100 ComScore publishers in largest markets²

\$1+ trillion

ecommerce sales across customer base

750+ million

Daily Active Users (DAUs)

60%+

of web DAUs addressable through directly-integrated publishers ~\$30 billion

of commerce outcomes for customers

17+

years of expertise in commerce-focused AI

~1,000

R&D & Product employees

~4 billion

product SKUs

100+

markets globally



Industry Recognitions



Megan Clarken, Criteo CEO 2022 Winner of AdAge's Leading Women in the advertising industry

2022 Winner of Adweek's Best **Retargeting Solution**



Forrester

Criteo was named as one of the 12 providers that matter most in "The Forrester WaveTM: **Omnichannel Demand-Side** Platforms, Q3 2023"

Forrester stated that "Criteo's strength is its use of Al"



Criteo ranked #4 on 2022 LinkedIn Top Companies list for Marketing and Advertising in the U.S.



2021 Winner of the **Diversity Champion** Corporate Award

Gartner

Criteo recognized as a Representative Vendor in the May 2023 Gartner® Market Guide for Ad Tech Platforms. 1



Criteo became a member of 2023 Bloomberg Gender-Equality Index



Criteo named 2022 Best Company Culture by Comparably



Awarded one of the Top 50 inspiring Workplaces in North America in 2022

INSIDER

Criteo named one of the Top 12 hottest AdTech companies of 2022



2021 Winner of the International Inclusion Award



2021 Winner in Diversity France Digitale Talent



2021 Winner of the International Innovation Awards (IIA)

2022 Winner for our alobal DE&I commitment and our CSR & ESG engagement and communication report

CSR &

DIVERSITY



2022 Winner in AdExchanger Programmatic Power Players



2021 Winner for the Best First-Party Data Strateav



Platform

BIG

*NO*ITAVONNI

20

Awards

Supplemental Information – Share Buyback

Since initiating its first share buyback program in October 2018, Criteo has repurchased ~\$521M¹ shares

Committed to maximizing share buyback to drive shareholder value...

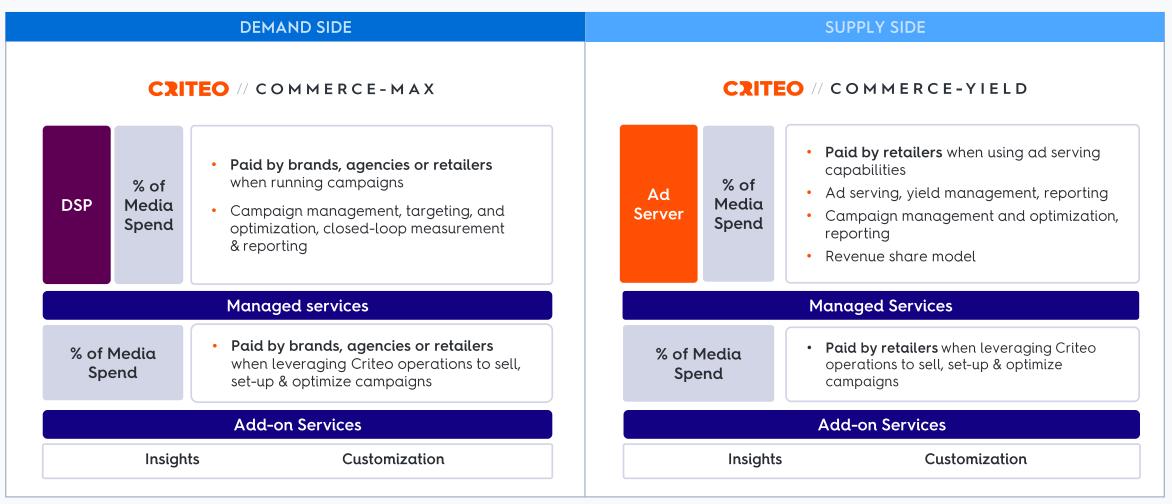
- Extended share buyback authorization to \$480M in Dec. 2022
 - \$103M shares repurchased in the first 9months of the year
 - Spent 66% of FCF to repurchase shares in 2022
 - ~2.7M shares cancelled in 2022

...with share buyback program governed by French law

- Only allowed to own treasury shares up to 10% of share capital at any given time
- Use of repurchased shares restricted to 1) granting shares to employees or 2) using shares as currency for M&A (i.e. the sole purpose of cancelling shares is not a lawful purpose under French law)
- Unused repurchased shares have to be cancelled 1) after one year for employee-reserved shares and 2) after two years for M&A-reserved shares
- Only allowed to cancel a maximum of 10% of share capital every 24 months



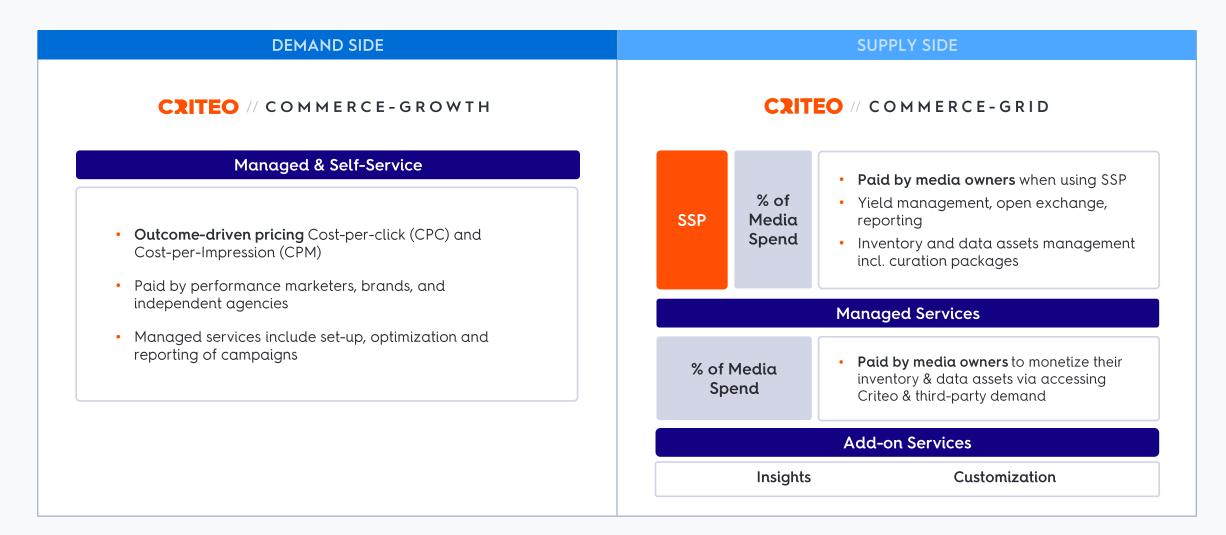
Our Commerce Media Platform Revenue Model



Note: SAAS-like fixed licensing fees can also be charged for the use of our platform. This is applicable to large retailers and provides strong visibility into future revenues.



Our Commerce Media Platform Revenue Model





Glossary of Industry Terms

COMMERCE MAX – Criteo's Commerce Max is a Commerce self-service Demand Side Platform used by brands, agencies and retailers, enabling media planning and buying on retailer and open internet inventories leveraging Criteo's AI atop approved retailer data and unique commerce data, all with closed-loop product-level conversion measurement.

COMMERCE GROWTH – Criteo's Commerce Growth is a powerful, self-service performance marketing tool used by Direct-to-Consumer brands and their agencies to activate outcomes-optimized customer acquisition and retention objectives.

COMMERCE YIELD – Criteo's Commerce Yield is a Commerce Media monetization stack and ad server giving retailers and marketplaces full control to achieve maximum monetization of their digital assets through inventory and data management, packaging, and in-depth insights.

COMMERCE GRID – Criteo's Commerce Grid is a Commerce Media Supply Side Platform giving media owners the control to optimize the monetization of their inventory and data assets.



Glossary of Industry Terms

Acquisition	Acquisition advertising is a marketing goal designed to grow an organization's customer base, including driving non-customers to the site, to purchase, or to sign up.
Ad Tech	Short for "advertising technology", services that provide marketers with the ability to engage people across digital properties to achieve marketer-specified outcomes (e.g., brand awareness, engagement, consideration, conversion) and provide media owners selling & yield tools to better monetize their inventory.
Artificial Intelligence (AI) & Machine Learning (ML)	ML is a subset of AI which allows a machine to automatically learn from past data without programming explicitly. The goal of AI is to automate decisions to solve complex problems that previously required a human-in-the-loop.
Audience Targeting	Practice of engaging people based on shared characteristics (or segments) to better focus limited media budgets and deliver more relevant advertising.
Awareness	Awareness advertising is a marketing goal designed to increase consumer familiarity with a brand, either at the organization level or for particular products.
Behavioral Targeting	Also known as Online Behavioral Targeting (OBA) or Interest-based Advertising, generates an attribute from a consumer's prior activity, such as the number of pages visited about a particular topic or interactions with content (including ad clicks) associated with a particular brand.
Brand / Agency DSP	A 3rd party DSP not owned by Criteo. Criteo does not make Criteo unique audiences available to our customers in rival DSPs.
Buyer Index	Criteo's AI-driven propensity models that unlock additional commerce media engagement opportunities. Buyer Index uses shopper intent data mapped to contextual signals to drive superior marketing outcomes.
Channel	Specific medium where the advertiser's message will be viewed by its intended audience, often combining ad formats with specific devices (e.g., a video ad served within a social platform and viewed on a mobile device could be considered three channels).
Commerce Audience Targeting	Practice of engaging people based on shared characteristics (or segments) to better focus limited media budgets and deliver more relevant advertising.
Commerce Data	Criteo's set of purchase and intent data that provides insight into consumer behaviors and journeys. Our commerce data set includes demographics, location, ad clicked, pages viewed, products viewed, products purchased, offline sales, and contextual data from publishers, such as URLs, categories, and keywords.
Commerce Media	Digital advertising that combines commerce data and intelligence to help marketers and media owners drive commerce outcomes across retail media and the open web.
Commerce Media Platform	Encompasses Criteo's activation and monetization solutions and is powered by the world's largest set of commerce data to help marketers and media owners reach and monetize audiences and drive commerce outcomes.
Contextual Targeting	Matches an ad to a page, based on its content. It enables advertisers to display ads to groups of consumers based on their interests and digital content.
Cookie	A small text file stored on the user's computer that enables web servers to fund and improve the experiences of people as they navigate across the web.
Demand-Side Platform (DSP)	Technology platform used by marketers to achieve outcomes via targeting tactics, a centralized system for campaign management & reporting, plus access to wide scale of inventory.



Glossary of Industry Terms

First-party data (1P)	Information that a company can collect from their own sources. Usually, information about customers from both online and offline sources, such as the company's website, app, CRM, social media or surveys is first party data.
Marketer	Engages and grows customers for their organization's products and services by matching content to desirable audiences.
Offsite ads	Is the ability for retailers, brands, and agencies to create personalized advertising offsite and across the open internet, allowing them to look effectively for more opportunities to reach and convert targeted consumers beyond their own content walls.
Onsite ads	Is the ability for retailers to create personalized advertising on their owned digital assets or digital in-store content, making them media owners.
Open Internet	Also called the Open Web, which refers to digital publishing and advertising outside walled gardens, such as search and social platforms and SSPs.
Retail Ads	Retail advertising (retail media) is the process by which retailers use advertising (online and offline) to drive awareness and interest towards their products to generate sales from their target audience. Through advertising, a marketer attempts to influence their audience to drive a specific marketing objective.
Retail Media	A discipline that includes the buying and selling of advertising within retailer websites and apps. The most common ad format is the sponsored product ad, usually shown on search results, category, and/or product detail pages.
Retargeting	Also called Remarketing, the display of ads to people who have previously interacted with first-party digital web content (e.g. visited a website or engaged with a mobile app).
Return on Advertising Spend (ROAS)	Shows how much revenue you make for every dollar of ad spend. ROAS is expressed as a ratio, like 2:1.
Shopper Graph	The Criteo Shopper Graph connects online and offline shopper IDs across devices, browsers, apps, and other environments for a more holistic view of each user, helping to boost sales, product visibility, and profits, by harnessing the collective power of tens of thousands of actively participating advertisers, brands, publishers, and retailers.
Supply-Side Platform (SSP)	Yield optimization tool that publishers rely on to optimize the yield of their indirect sold inventory. SSPs act as an aggregator of inventory for media buying solutions. Service options (self, managed, hybrid) for all technology does not change the name of the software accessed by the hands-on-keyboard.
Third-party data (3P)	Data sold by a partner that does not directly interact with customers or the business data consumer. 3P data is used to enhance and scale audiences.
Third-Party SSP	A SSP not owned by Criteo. We make our advertising demand available to media owners by integrating our buy-side solution into these other sell-side solutions.
Walled Gardens	A closed / black-box online environment where advertisers have less access to customer data and have less control over how to measure success. Facebook, Google, Amazon are the best examples of Walled Gardens.



Retail Media Footprint in the Americas

We are the Retail Media Partner of Choice

~60% Top 25 U.S. Retailers¹

vears² Average contract duration

















































Retail Media Footprint in EMEA

We are the Retail Media
Partner of Choice

~50%
Top 20 EMEA Retailers¹

1.7 years²
Average contract duration





