NIQ

Company Overview

August 2025

Disclaimer

Forward-Looking Statements

This Presentation contains forward-looking statements. Forward-looking statements are neither historical facts nor assurances of future performance. Instead, they are based on the Company's current beliefs, expectations and assumptions regarding the future of its business, future plans and strategies, and other future conditions. Forward-looking statements can be identified by words such as "anticipate," "believe," "envision," "estimate," "expect," "intend," "may," "plan," "predict," "project," "target," "potential," "will," "would," "could," "should," "continue," "contemplate" and other similar expressions, although not all forward-looking statements contain these identifying words. Each forward-looking statement contained in this Presentation is subject to risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statement. Applicable risks and uncertainties include, among others: we derive a significant portion of our revenues from sales of our subscription-based products, if our clients terminate or fail to renew their subscriptions, our business could suffer; if we are unable to attract and retain members of our management team, we may not be able to compete effectively and will not be able to expand our business; design defects, errors, failures or delays associated with our products or services could negatively impact our business; we rely on third parties to provide certain data, services and information technology and operations functions in connection with the provision of our current products and services, the loss or limitation of access to that data, or to those services or functions, could harm our ability to provide our products and services; we identified material weaknesses in our internal control over financial reporting; if we are unsuccessful at investing in growth opportunities, our business could be materially and adversely affected; the market for consumer measurement and business solutions products and services is highly competitive; if we cannot compete effectively, our revenues could decline and our business could be harmed; if we are not able to maintain a proprietary panel of a sufficient size and scope, or if the costs of establishing and maintaining our panel increase, our business could be harmed; we have incorporated and are incorporating traditional AI, machine learning and generative AI into some of our products, this technology is new and developing and may present operational and reputational risks or result in liability or harm to our reputation, business or results of operations; our international operations are exposed to risks which could impede growth in the future; we are dependent on our relationship with our former parent company for certain aspects of our business; our significant indebtedness could adversely affect our financial condition; the terms of our indebtedness restrict our current and future operations, particularly our ability to respond to change or to take certain actions; because Advent owns a significant percentage of our ordinary shares, it may control all major corporate decisions and its interests may conflict with your interests as an owner of our ordinary shares and our interests; Irish law differs from the laws in effect in the United States and U.S. investors may have greater difficulty enforcing civil liabilities against us.

Forecasts and estimates regarding the Company's industry and end markets are based on third-party sources and there can be no assurance these forecasts and estimates will prove accurate in whole or in part. Although the Company believes that its third-party sources are reliable, the Company cannot guarantee the accuracy or completeness of its sources.

All information herein speaks only as of (1) the date hereof, in the case of information about the Company and (2) the date of such information, in the case of information from persons other than the Company. All figures are presented as of June 30, 2025, unless otherwise noted. The Company does not undertake any duty to update or revise the information contained herein, publicly or otherwise.

Non-GAAP Financial Measures and Key Operational Metrics

The historical financial information in this Presentation includes information that is not presented in accordance with U.S. Generally Accepted Accounting Principles ("GAAP"), including Adjusted EBITDA, Adjusted EBITDA Margin, Organic Constant Currency Revenue Growth including GfK, Inorganic Growth, Organic Constant Currency Revenue Growth Rate, Free Cash Flow and Unlevered Free Cash Flow. Non-GAAP financial measures may be considered in addition to GAAP financial information, but should not be used as substitutes for the corresponding GAAP measures. Non-GAAP measures in this Presentation may be calculated in ways that are not comparable to similarly titled measures reported by other companies. The Company believes that the inclusion of the non-GAAP financial measures in this Presentation are useful to assess the Company's operating performance trends on a more consistent basis from period to period because they exclude certain non-cash items, certain variable costs and certain other adjustments. Please refer to the appendix of this Presentation for reconciliations of non-GAAP financial measures contained herein to the most comparable GAAP financial measures. All amounts in this Presentation are in USD unless otherwise stated.

This presentation includes Company financials on an as-reported basis, and on a pro forma basis as if the July 10, 2023 acquisition of GfK had closed on January 1, 2023, for periods including fiscal year 2023. The GfK pre and post acquisition results presented exclude the results of the consumer panel business which was divested on January 9, 2024. Unless otherwise stated, the presentation of the Company financials throughout this presentation are on a pro forma basis and reference these non-GAAP financial measures.

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Q2 2025 Update

Q2 financial dashboard

Organic CC Revenue Growth[1]

5.7%

Q2 2025 Revenue: $1,041M

Ann. Intelligence Subscription Revenue[2]

$2,772M **+7%**

Q2 2024: $2,619M

Net Dollar Retention[3]

105%

Q2 2024: 105%

Net Loss

$(14)M **+$175M**

Q2 2024: $(189)M

Adjusted EBITDA[4]

$215M **+16%**

Q2 2024: $186M

Adjusted EBITDA Margin[4]

20.6% **+180 bps**

Q2 2024: 18.8%

1) Organic Constant Currency Revenue Growth is calculated by dividing (a) our Revenues for the applicable period after (i) excluding the impact of acquisitions and similar transactions until the one-year anniversary of such acquisition or similar transaction, (ii) excluding the impact from lost sales related to the Russia Deconsolidation, (iii) excluding the impact of divestitures, and (iv) excluding the impact of foreign currency exchange rates by translating local currency results to U.S. dollars at current period exchange rates as compared to prior period exchange rates, by (b) our Revenues for the prior comparable period. 2) Subscription Revenue: Defined as Annualized Revenue from subscription services associated with annual and multi-year contracts, and renewal licensing services within our Intelligence solutions; it excludes contracts and products, that are short-term in nature, which we define to mean less than 12 months in duration. Annualized Revenue: Defined as average annualized monthly contract value revenue over the trailing twelve months. Annualized Revenue is not a forecast and the active contracts at the end of a reporting period used in calculating Annualized Revenue may or may not be extended or renewed by our customers. 3) Net Dollar Retention (NDR): Represents the amount of annualized revenue that we generate from our existing clients. Net Dollar Retention presented for Intelligence Subscription revenue; 4) Adjusted EBITDA and Adjusted EBITDA margins are non-GAAP financial measures. Please see the reconciliation from GAAP to non-GAAP measures contained in this presentation

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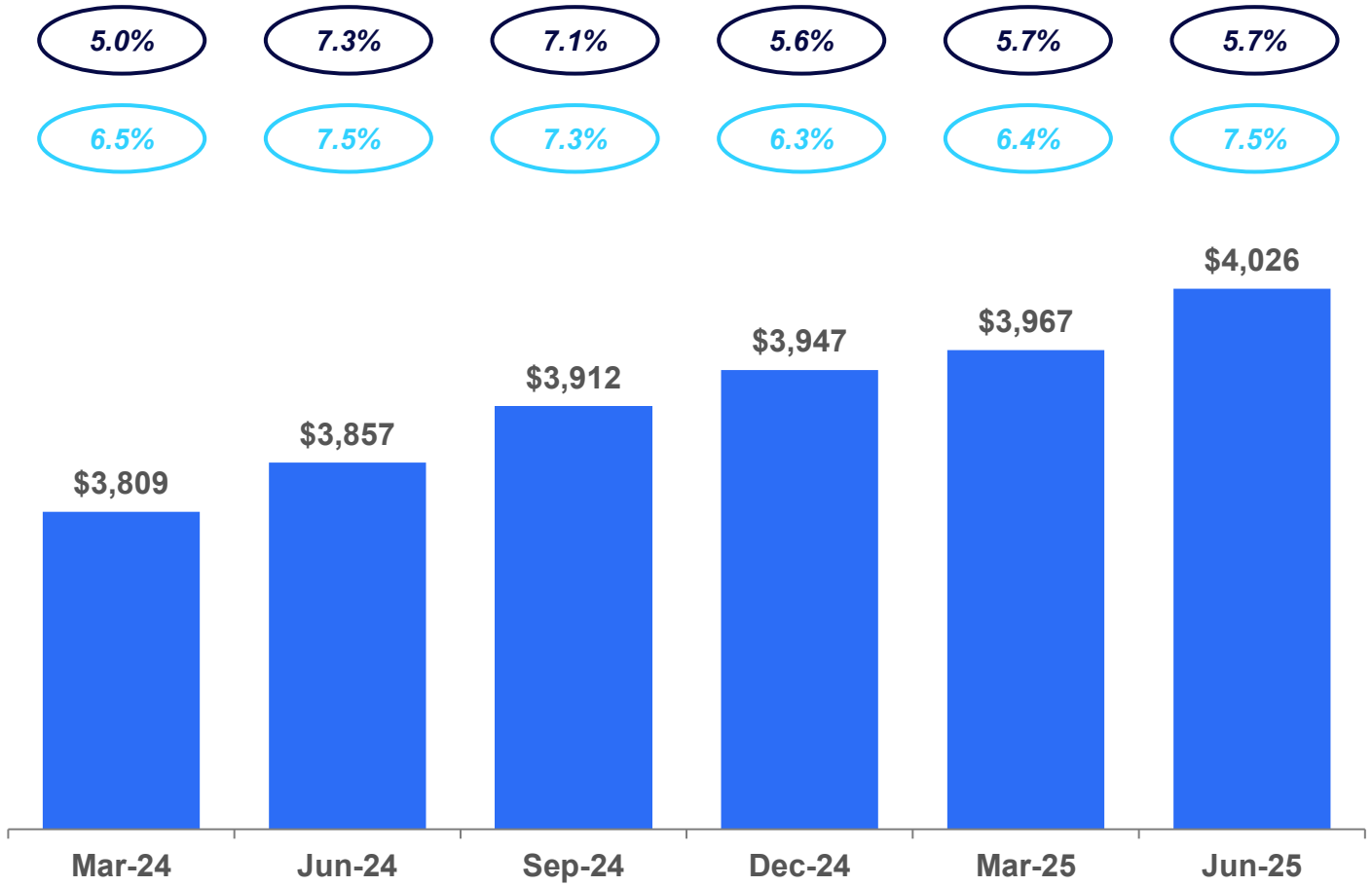
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Six straight quarters of MSD+ organic constant currency revenue growth

Total LTM Pro Forma Revenue ($M)

Organic constant currency total revenue growth YoY %, including GfK

Organic constant currency Intelligence revenue growth YoY %, including GfK



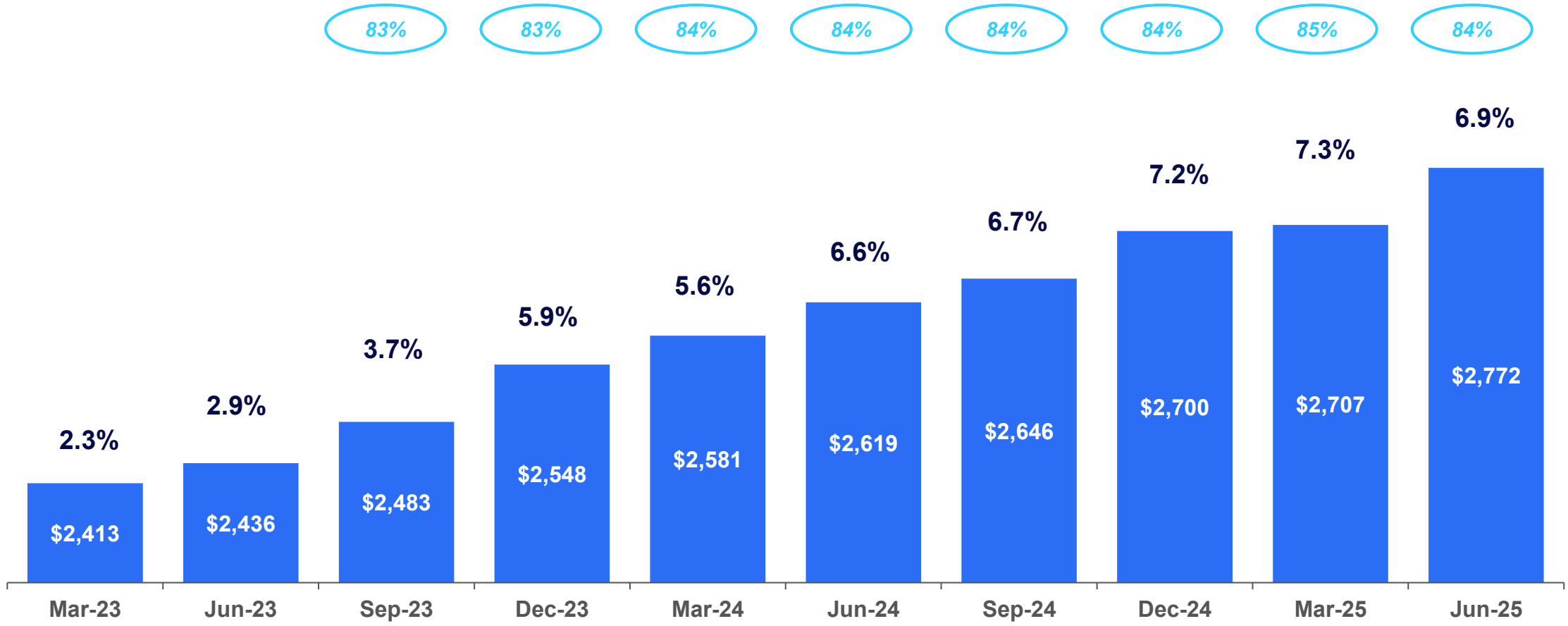
- Organic constant currency revenue growth of 5.7%, led by EMEA and Americas, which grew 8.1% and 5.4%, respectively
- Driven primarily by higher pricing as well as from upselling and cross-selling new capabilities and solutions, and penetrating adjacent and high-growth markets

Note: Growth rates are constant currency reflected at consistent FX rates; Revenue $ figures on actual FX. Pro Forma revenue (i) for the four quarters ended March 2023, June 2023, September 2023 and December 2023, gives effect to the GfK Combination and the GfK Panel Divestiture as if both occurred on January 1, 2022 and (ii) for all periods presented, reflects the Russia deconsolidation as if it occurred on January 1, 2022.

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Consistently strong Annualized Intelligence Subscription revenue growth

Annualized Intelligence subscription revenue ($M)
Contractually recurring Intelligence revenue growth year-over-year
% of total Intelligence revenue



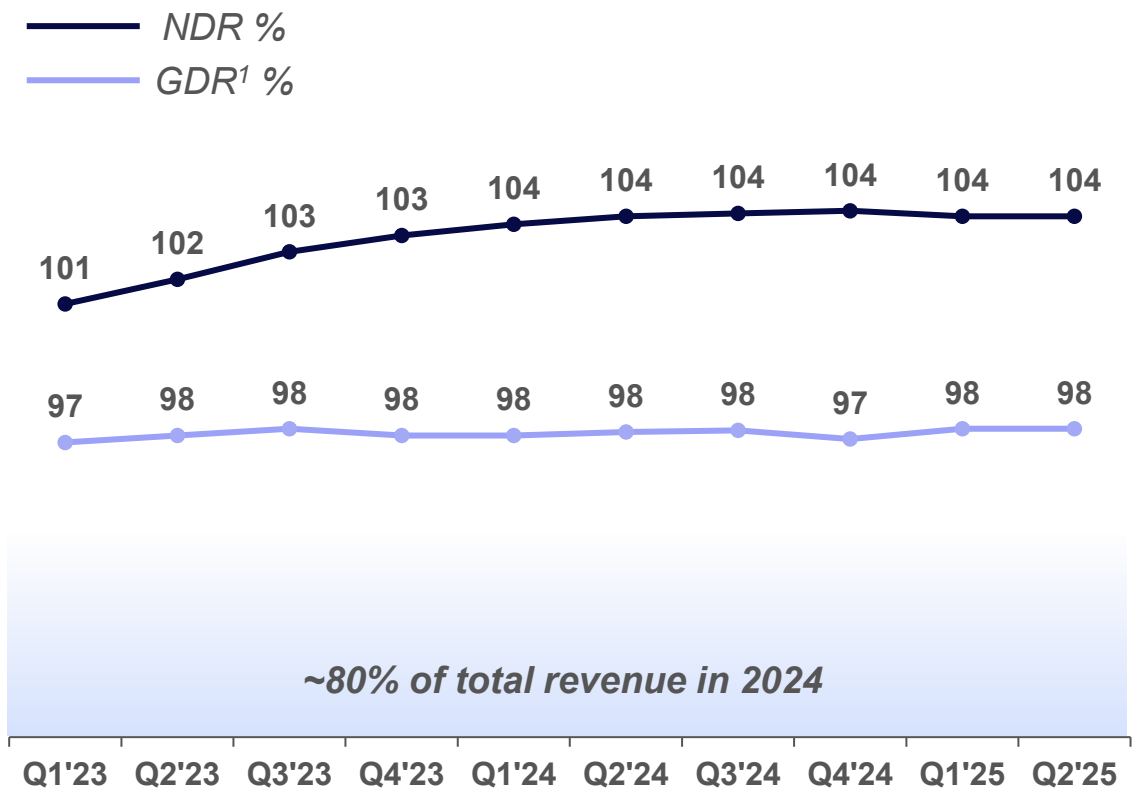
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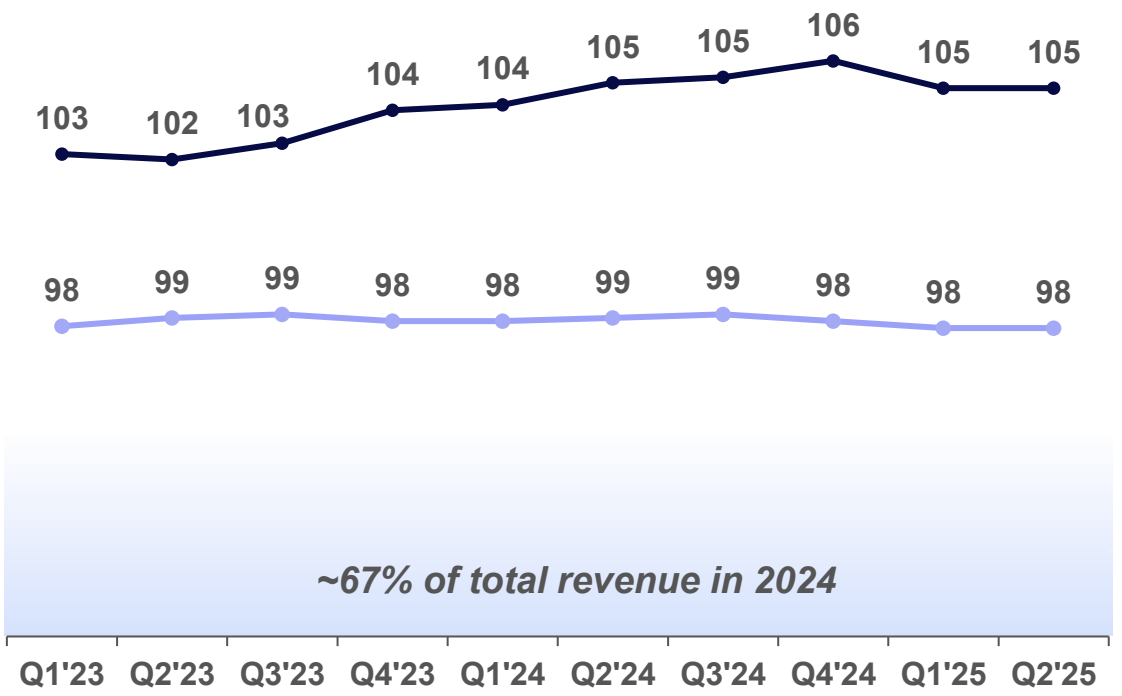
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Strong revenue retention

Intelligence



Intelligence Subscription



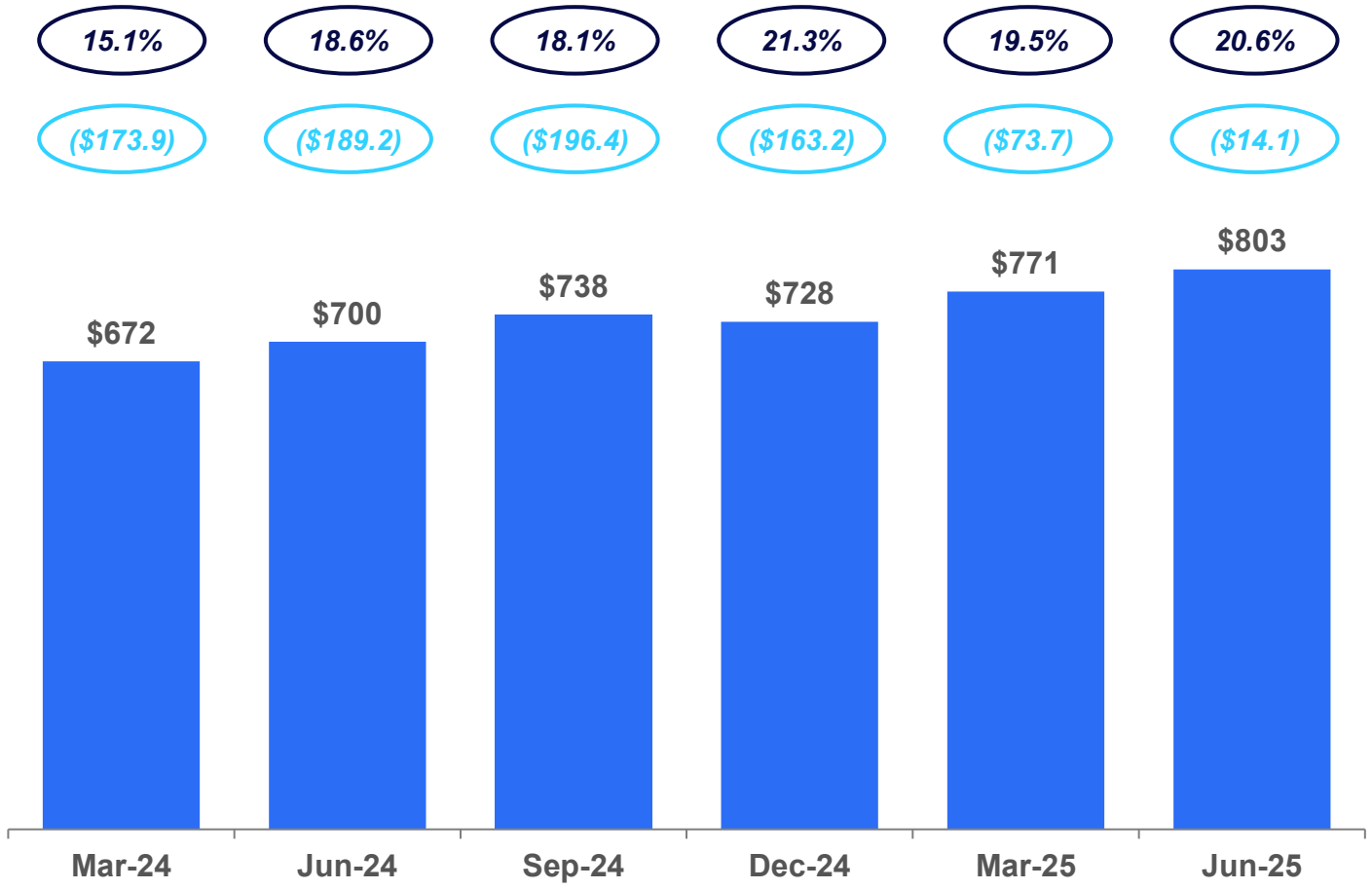
We believe we have additional room for improvement as we plan to further optimize our sales force effectiveness

1) GDR represents the amount of prior period annualized revenue we have retained from existing clients in the current period. The calculation reflects only customer losses and does not reflect customer expansion or contraction.

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Continued Adjusted EBITDA growth and margin expansion

LTM Pro Forma Adj. EBITDA ($M)
Pro Forma Quarterly Adj. EBITDA margin YoY %
Quarterly Net Income (Loss) ($M)



- Expanding profitability largely due to operating efficiencies from NIQ transformation and GfK integration synergies
- Adjusted EBITDA grew 15.7% to $214.9 million, representing a 20.6% margin, expanding 180 basis points year-over-year

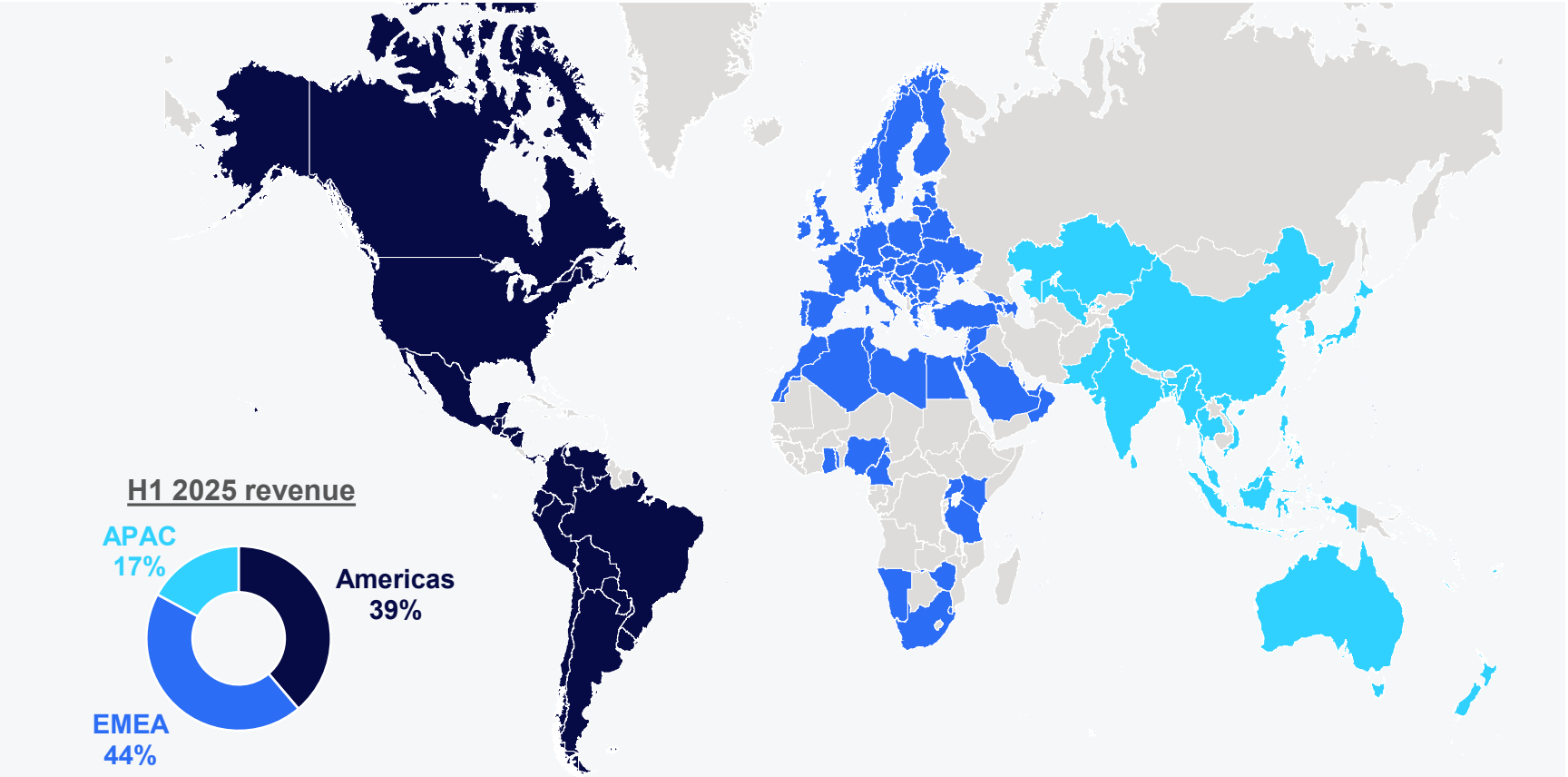
Note: Adj EBITDA $ figures on actual FX and Pro Forma Adj EBITDA (i) for the four quarters ended March 2023, June 2023, September 2023 and December 2023, gives effect to the GfK Combination and the GfK Panel Divestiture as if both occurred on January 1, 2022 and (ii) for all periods presented, reflects the Russia deconsolidation as if it occurred on January 1, 2022

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NIQ is a category-defining, global consumer intelligence platform

Global presence in 90+ countries covering $7.2T+ of consumer spend and ~85% of world's population



Branded manufacturers

B/S/H/ · Coca-Cola · Colgate-Palmolive · Coty · Diageo · Great Lakes Brewing Co · Hisense · L'Oréal · LG Life's Good · Malk · Microsoft · Nestlé · oppo · P&G · Samsung · Serenity · Shark Ninja · Sony · Suntory · Unilever · vivo · xiaomi

Retailers

ALDI · amazon · Carrefour · Circle K · Dollar General · JD.COM · Lidl · mercado libre · Target · Walmart

Adjacent verticals[1]

AHDB · Health Promotion Board · Bain & Company · Meta · MiQ · NHS · Office for National Statistics · United States Census Bureau · univision · WPP

Data channels

- Retailer POS
- Consumer panel
- eCommerce / DTC *(e.g., Fetch, web data)*
- Small / local business *(Field auditors)*
- Emerging channels *(Social Commerce & Quick Commerce)*

Select industries

- Fast Moving Consumer Goods
- Tech & Durables
- Retailers
- Adjacent Verticals *(e.g., Financial Services, Government, Advertising, Packaging & Supply Chain)*

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Business Overview

The NIQ mission



Provide brands, retailers and other clients a **holistic view of consumer shopping behavior to drive mission-critical strategic and operating decisions** and facilitate better economic outcomes

NIQ Ecosystem occupies a privileged position at the nexus of consumer shopping



- What are consumers buying…and why?
- Are my products gaining/losing market share…and why?
- How am I performing against my competitors?
- Why are consumers switching channels, retailers, and products?
- Why am I winning/losing in sales value and volume?
- How effective is my price and promotion?
- Who is driving category growth…and why?
- How is my innovation performing?
- How does performance differ by geography and demographics?

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Why we win



Global coverage and unified "source of truth"
Covering $7.2T global consumer spend across 90+ countries and 85% of world's population

Differentiated Full View™ provides the 'What' and the 'Why'
Unique combination of retail measurement and consumer panel insights – in one unified platform

Leading, global, eCommerce capabilities
Increased eCommerce penetration among Intelligence clients from 9% in 2021 to 19% in 2024

Cloud-based, AI-powered tech platform
All FMCG clients migrated to new platform; Flexible tech stack enables capital efficient growth

Data scale, breadth and depth, underpinned by trust
220M+ product items[1] with 9B+ product attributes, 122T data records processed in 2024

Long-standing relationships with FMCG, T&D and Retailer clients
~23K clients including approximately half of Fortune 500 and 80% of Fortune 100 companies

Proven, experienced management team and talented, global workforce
Executives have 150+ years of combined industry experience

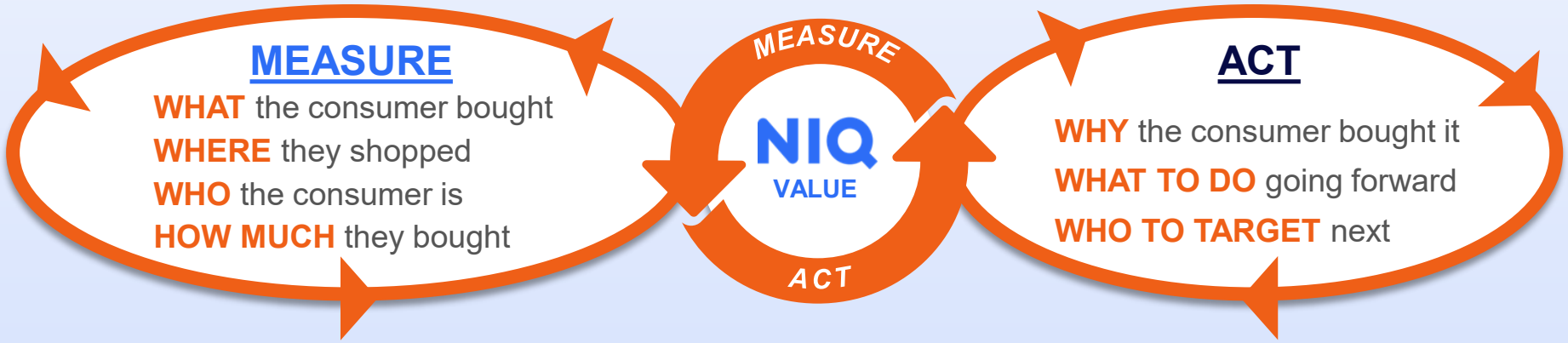
Note: All figures as of December 31, 2024 unless otherwise noted; 1) All item counts in OGRDS (One Global Reference Data System) includes Scan, Audit, Consumer, eCommerce, Omni and Receipts (US)

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NIQ solutions enable clients to *MEASURE* and *ACT*, driving improved business outcomes

	INTELLIGENCE (~80% of revenue)	ACTIVATION (~20% of revenue)
NIQ solutions	Global omnichannel read across retail measurement & consumer panel	Custom, predictive analytics built upon measurement data
NIQ product groupings	Omnichannel Measurement Consumer Behavior & Insights (e.g., Panel) Retailer Solutions	Innovation (e.g., BASES) Analytics Brand & Media

Client insights



NIQ Growth Strategy: Innovate to drive value and put clients at the heart of everything we do

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High visibility into our revenue growth algorithm

+5.7%
Q2 2025 YoY organic constant currency revenue growth

Predictable revenue growth

Strong client renewals & revenue retention

Value-based pricing

- Tech upgrades
- Contract expansion
- Contracted cost of living escalators

New capabilities and solutions

- Upsell **Intelligence** solutions:
  - eCommerce measurement
  - Differentiated reads
  - Omnishopper consumer panel
  - Retail Activate
- Cross-sell **Activation** solutions:
  - Innovation & analytics-based products
- Discover software & The Full View™

Adjacent & high-growth markets

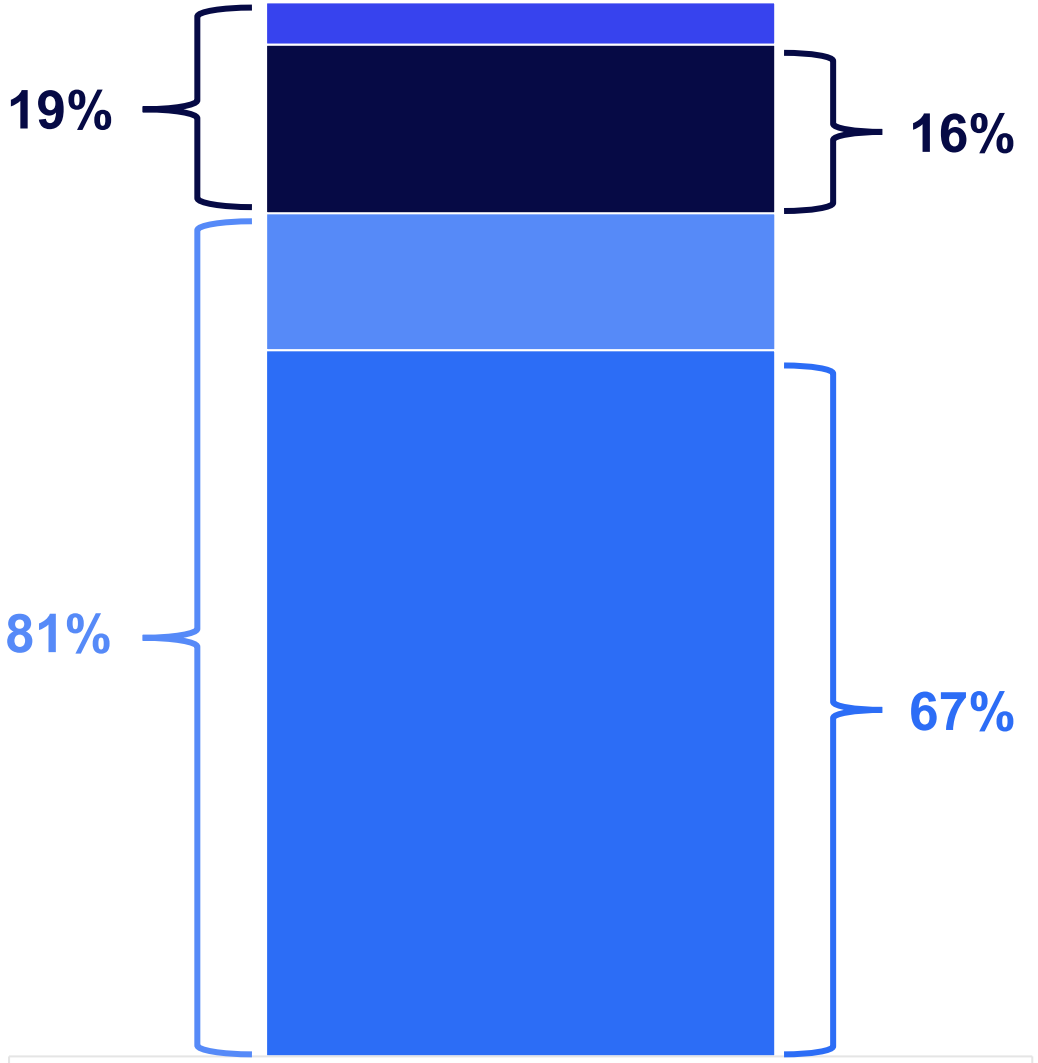
- High-growth emerging markets
- SMBs
- Adjacent verticals, e.g.,:
  - Financial Services
  - Government
  - Media / Advertising
  - Packaging & Supply Chain

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Highly visible business model with ~80% of revenue recurring in nature

Activation

~80% Highly reoccurring



Highly reoccurring Activation

Either annual, multi-year contracts or a client purchasing the same solution in the same country each year for the past three years

Total Intelligence

Net Dollar Retention[3] = 104%

Gross Dollar Retention[2,3] = 98%

Intelligence Subscription

Annual or multi-year contracts that are typically two to five years

Net Dollar Retention[1] = 105%

Gross Dollar Retention[1,2] = 98%

1) Based on Intelligence Subscription revenue; 2) GDR represents the amount of prior period annualized revenue we have retained from existing clients in the current period. The calculation reflects only customer losses and does not reflect customer expansion or contraction; 3) Based on total Intelligence revenue as of June 30, 2025

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Deploying AI expertise effectively, driving profitable growth

~27K AI models in production daily

177M Items enriched using AI in 2024

88% Of items auto-coded in 2024 (from 72% in 2020)

85% Reduction in manual reports (from January 2023 to February 2025)

Operational Efficiencies

- Data ingestion and processing at scale
- Increased automation and auto-coding
- Enhanced data accuracy
- NexIQ (proprietary LLM)

Enhanced Product Offerings

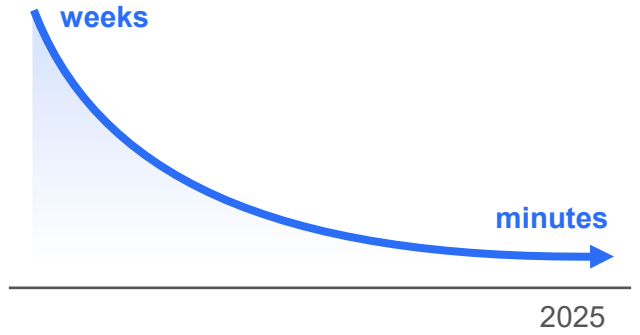
- Ask Arthur
- Insight summaries
- BASES AI Screener
- Several new products in development …

AskArthur: GenAI tool for automated data analysis



BASES AI Screener: AI-powered capabilities enabling rapid time to market

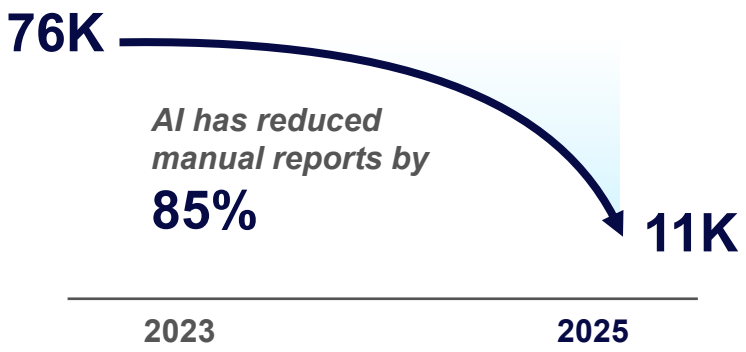
Illustrative time required

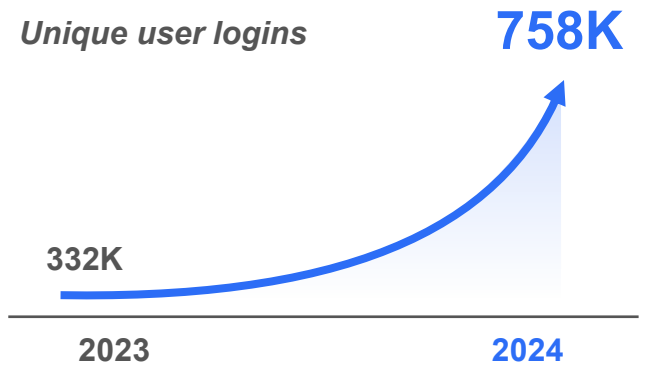


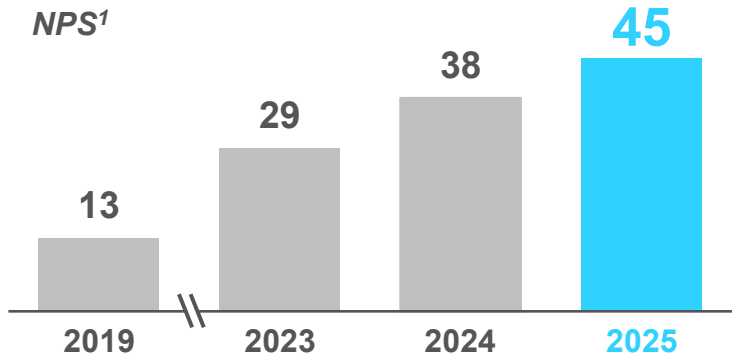
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Our AI-powered technology platform has enabled profitable growth

Increased Automation → **Increased Engagement** → **Increased NPS**







Enables NIQ to focus on …

- Product innovation
- Enhanced go-to-market strategy
- Value-based pricing
- Cross-sell and upsell
- Operating efficiency

… delivering profitable long-term growth

Higher
Capital Efficiency
70% / 30% growth / maint. capex

MSD
Organic growth

48.7%
2022-2024 incremental PF Adj. EBITDA margin[2,3]

1) NIQ's relationship Net Promotor Score ("NPS®") customer metric has been certified by MyCX℠ by Bain & Company, the inventors of the Net Promoter System℠; 2) Pro Forma adj. EBITDA (i) for 2022 and 2023, gives effect to the GfK Combination and the GfK Panel Divestiture as if both occurred on January 1, 2022 and (ii) for all periods presented, reflects the Russia deconsolidation as if it occurred on January 1, 2022. See appendix for reconciliation of GAAP to non-GAAP financial measures; 3) (2024 Pro Forma Adj. EBITDA - 2022 Pro Forma Adj. EBITDA) / (2024 Pro Forma Revenue - 2022 Pro Forma Revenue)

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Key investment highlights

- Global Ecosystem and coverage; unified “source of truth” with differentiated competitive positioning
- Deeply embedded in customer workflows, powering mission-critical strategic & operating decisions
- Long-standing, diversified client base across 90+ countries and half of the Fortune 500
- Industry-leading AI-powered tech platform powering capital-efficient growth and operating efficiency
- Durable, mid-single digit growth algorithm, ~80% recurring revenue, and multiple additional growth levers
- Expanding margins and compounding free cash flow driving visible deleveraging
- Experienced management team with proven track record of execution, growth, and innovation

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Appendix

Revenue to Pro Forma Revenue (excl. Russia) reconciliation

(in millions)		Year ending December 31, 2022	2023	2024
Revenue		**$2,786.4**	**$3,341.3**	**$3,972.6**
Plus: Pro Forma GfK revenue not included in reported revenue	[a]	923.9	489.4	—
Less: Russia Pro Forma revenue	[b]	(87.9)	(65.3)	(25.3)
Pro Forma Revenue (excl. Russia)		**$3,622.4**	**$3,765.4**	**$3,947.3**

Commentary

a Gives effect to the GfK Combination as if it had occurred on January 1, 2022

b Gives effect to the deconsolidation of Russia operations that occurred in 2024

(in millions)		Quarterly Q1'23	Q2'23	Q3'23	Q4'23	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25
Revenue		**$685.2**	**$720.5**	**$912.3**	**$1,023.3**	**$961.9**	**$985.8**	**$982.1**	**$1,042.8**	**$965.9**	**$1,040.8**
Plus: Pro Forma GfK revenue not included in reported revenue	[a]	236.0	227.1	26.3	—	—	—	—	—	—	—
Less: Russia Pro Forma revenue	[b]	(18.5)	(15.7)	(15.0)	(16.1)	(15.3)	(6.0)	(4.0)	—	—	—
Pro Forma Revenue (excl. Russia)		**$902.8**	**$931.9**	**$923.6**	**$1,007.2**	**$946.6**	**$979.8**	**$978.2**	**$1,042.8**	**$965.9**	**$1,040.8**

Note: Financials presented on an actual FX basis

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Pro forma organic constant currency revenue (excl. Russia) growth reconciliation

(in millions)	Year ending December 31, 2023	2024	Quarterly Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Current Period Pro Forma Revenue (excl. Russia)	$3,765.4	$3,947.3	$946.6	$979.8	$978.2	$1,042.8	$965.9	$1,040.8
Prior Period Pro Forma Revenue (excl. Russia)	3,622.4	3,765.4	902.8	931.9	923.6	1,007.2	946.6	979.8
Pro Forma Revenue (excl. Russia) YoY % growth / (decline)	**3.9%**	**4.8%**	**4.9%**	**5.1%**	**5.9%**	**3.5%**	**2.0%**	**6.2%**
(+/-) Acquisitions impact	(1.1%)	—	(0.5%)	(0.1%)	—	—	0.5%	0.8%
(+/-) Foreign exchange impact	0.4%	1.4%	0.6%	2.2%	1.1%	2.0%	3.2%	(1.3%)
Pro Forma OCC Revenue (excl. Russia) % growth	**3.3%**	**6.2%**	**5.0%**	**7.3%**	**7.1%**	**5.6%**	**5.7%**	**5.7%**

Note: Financials presented on an actual FX basis; Acquisitions impact in 2023, Q1 2024 and Q2 2024 include slight Russia impact

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Net income to Pro Forma Adjusted EBITDA reconciliation

(in millions)		Year ending December 31, 2022	2023	2024
Pro Forma loss from continuing operations attributable to NIQ		**($517.3)**	**($612.7)**	**($735.2)**
Interest expense, net		331.1	413.5	410.6
Income tax expense from continuing operations		58.4	63.0	113.7
Depreciation and amortization		451.6	539.3	596.7
Pro Forma EBITDA		**$323.8**	**$403.1**	**$385.8**
Transformation program costs	[a]	228.3	156.7	56.0
GfK integration costs	[b]	—	45.8	126.3
Acquisitions and transaction related costs	[c]	16.8	26.9	17.6
Impairment of long-lived assets	[d]	32.8	9.0	31.1
Foreign currency exchange (gain) loss, net	[e]	22.2	5.8	34.2
Nonoperating items, net	[f]	(19.1)	28.8	86.4
Share-based compensation expense, net	[g]	4.4	4.3	4.7
Other operating items, net	[h]	(3.2)	3.0	(1.4)
Pro Forma adjusted EBITDA (incl. Russia)		**$606.0**	**$683.4**	**$740.7**
Less: Russia Pro Forma adjusted EBITDA	[i]	(35.8)	(27.0)	(12.2)
Pro Forma Adjusted EBITDA (excl. Russia)		**$570.2**	**$656.4**	**$728.4**

Commentary

a. Covers employee separation, consultancy fees, and non-recurring technology investment costs

b. Represents employee separation costs, consulting fees and integration costs associated with the GfK combination

c. Includes expenses for planned and completed acquisitions, due diligence, integration, legal fees, and capital market readiness, primarily related to GfK, offset by gains from remeasuring prior equity interests

d. Represents impairment charges for operating lease right-of-use assets, property, plant and equipment, and definite-lived intangible assets

e. Reflects the translation movements on foreign currency denominated term loans as well as the impact of foreign exchange hedges with the GfK combination

f. Primarily reflects write-off of unamortized debt discount and debt issuance costs, net period pension (cost) benefit, settlement of tax indemnification, and factoring fees

g. Consists of non-cash expense in accordance with ASC 718 Compensation: Stock Compensation

h. Primarily includes gains/losses from the sale of long-lived assets and settlement of asset retirement obligations, excluded from core performance due to variability, and included in SG&A expenses in financial statements

i. Gives effect to the deconsolidation of Russia operations that occurred in 2024

Note: Revenue $ figures and % of total revenue reflected on actual FX; Our Pro Forma presentation reflects Pro Forma EBITDA and Pro Forma Adjusted EBITDA for the periods presented, which (i) for 2022 and 2023, gives effect to the GfK Combination and the GfK Panel Divestiture as if both occurred on January 1, 2022 and 2023, respectively and (ii) for all periods presented, reflects the Russia deconsolidation as if it occurred on January 1, 2022, together with a reconciliation to its most comparable Pro Forma GAAP measure, Pro Forma loss from continuing operations attributable to NIQ, for the periods presented

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Net income to Adj. EBITDA reconciliation – LTM Q2 2025

(in millions)		Quarter ending, Q3'24	Q4'24	Q1'25	Q2'25	LTM
Net loss attributable to NIQ[1]		**($196.4)**	**($163.2)**	**($73.7)**	**($14.1)**	**($447.4)**
Interest expense, net		101.4	95.3	83.5	95.2	375.4
Income tax expense from continuing operations		19.7	33.3	23.3	23.8	100.1
Depreciation and amortization		154.4	149.1	148.5	153.8	605.8
EBITDA		**$79.1**	**$114.5**	**$181.6**	**$258.7**	**$633.9**
Transformation program costs	[a]	9.0	19.4	5.6	12.5	46.5
GfK integration costs	[b]	21.1	69.2	14.7	1.9	106.9
Acquisitions and transaction related costs	[c]	6.0	5.9	5.4	2.9	20.2
Impairment of long-lived assets	[d]	1.1	2.7	0.7	0.4	4.9
Foreign currency exchange (gain) loss, net	[e]	(11.2)	31.3	(32.0)	(57.4)	(69.3)
(Gain) loss from discontinued items	[f]	(3.3)	—	—	—	(3.3)
Nonoperating items, net	[g]	76.3	(21.0)	16.6	(6.4)	65.5
Share-based compensation expense, net	[h]	1.3	1.5	1.3	1.5	5.6
Other operating items, net	[i]	(0.3)	(1.2)	(5.2)	0.8	(5.9)
Adj. EBITDA (incl. Russia)		**$179.1**	**$222.3**	**$188.7**	**$214.9**	**$805.0**
Less: Russia Adj. EBITDA		(1.7)	—	—	—	(1.7)
Adj. EBITDA		**$177.4**	**$222.3**	**$188.7**	**$214.9**	**$803.3**

Commentary

- a Covers employee separation, severance costs, consultancy fees, and non-recurring technology investment costs
- b Represents employee separation costs, consulting fees and integration costs associated with the GfK combination
- c Includes expenses for planned and completed acquisitions, due diligence, integration, legal fees, and capital market readiness, primarily related to GfK, offset by gains from remeasuring prior equity interests
- d Represents impairment charges for operating lease right-of-use assets, property, plant and equipment, and definite-lived intangible assets
- e Reflects the translation movements on foreign currency denominated term loans as well as the impact of foreign exchange hedges with the GfK combination
- f Represents operations associated with GfK European Consumer Panel Business that was divested in the Required GfK European Consumer Panel Services Divesture to receive European regulatory approvals for the GfK Combination
- g Primarily reflects write-off of unamortized debt discount and debt issuance costs, net period pension (cost) benefit, settlement of tax indemnification, and factoring fees
- h Consists of non-cash expense in accordance with ASC 718 Compensation: Stock Compensation
- i Primarily includes gains/losses from the sale of long-lived assets and settlement of asset retirement obligations, excluded from core performance due to variability, and included in SG&A expenses in financial statements

Note: Financials presented on an actual FX basis; 1) Includes gain from Consumer Panel divestiture

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