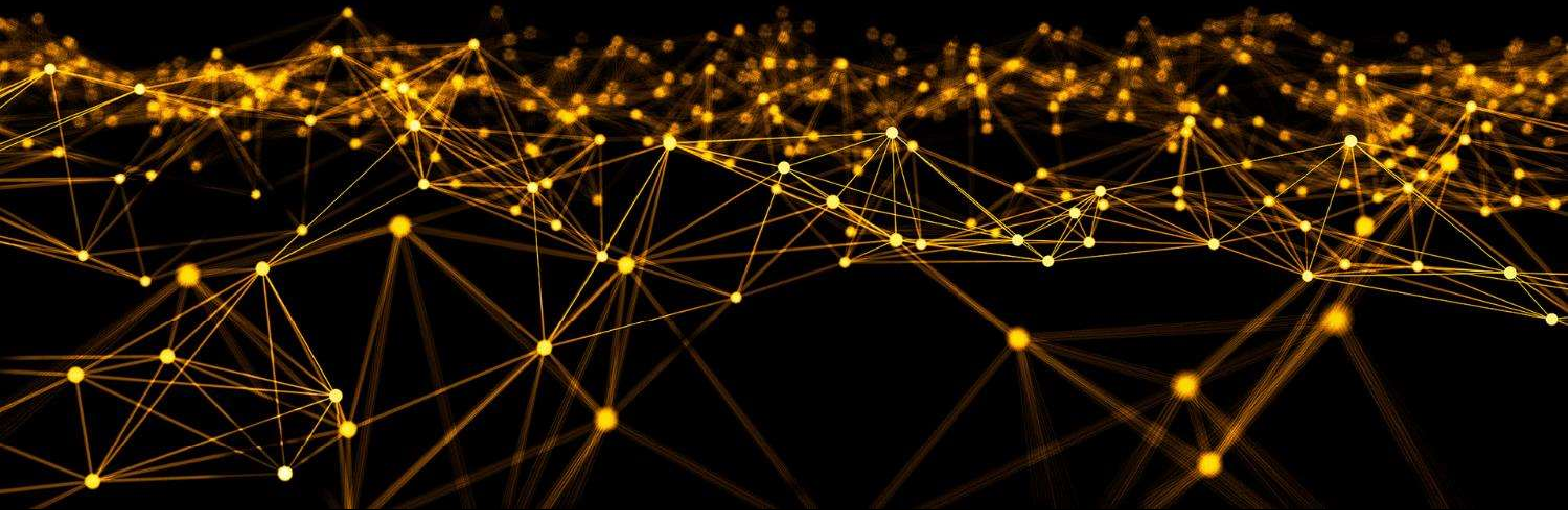
KANTAR

Q3 2021 Presentation

2 December 2021



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AGENDA

1 September YTD 2021 Performance

2 Balance Sheet

3 Trading Update

4 Q&A

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1
September YTD 2021 Performance

Continued delivery with clients while building a better business for the future

Win With Clients	Speed & Simplicity	Invest in our Future
+11% organic revenue growth	Margin remains at all time high of **16.6%**	Chris Jansen joined as CEO in November
Revenue growth across all divisions	**$150 million** structural cost savings September year-to-date	Attracting world-class talent: Guillaume Bacuvier joined as CEO at Worldpanel. Andy Doyle to join as group CHRO.
+52% growth platform revenue growth	**Headcount ~3,900 lower** than September 2019 excluding Health & Numerator	Completed Health sale in November
Secured revenue at 90% in-line with historic averages	Liquidity at **~ $930 million** at September 30	Announced sale of Rep Intel business to STG; completion expected in early 2022
Gross Margin at 2019 levels on an absolute $ basis	Trade Working Capital **$439 million** better than at September 30, 2019	Completed Numerator acquisition in July

EBITDA ahead of management expectations

September year-to-date 2021 Financial Highlights

Revenue	Gross Margin	Gross Margin %	EBITDA	Trade Working Capital	Capex
$2,681m	**$1,823m**	**68%**	**$445m**	**-$137m**	**$67m**
Sept YTD 2020: **$2,420m**	Sept YTD 2020: **$1,615m**	Sept YTD 2020: **67%**	Sept YTD 2020: **$292m**	Sept YTD 2020: **-$71m**	Sept YTD 2020: **$61m**
change: **+11%**	change: **+13%**	change: **+1%**	change: **+52%**	change: **$66m**	change: **$6m**
All Divisions grew with double digit growth from Public, Worldpanel, Insights, Profiles and Numerator.	Improved growth from shift in mix towards higher margin growth platforms (e.g. Analytics, Worldpanel).	Improving Gross Margin % from continued efficiency savings and data collection automation.	Benefitting from the transformation plans we implemented in H2/2020. EBITDA margin at 17%, +5% vs. Sept. 2020.	Continuous process improvements particularly in the areas of accrued and deferred income, offset by increase in volume due to +11% Revenue growth.	We continued to invest in key growth platforms, technology infrastructure and business systems while being prudent on all other spend.

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Notes: Revenue(including intercompany trading), Gross Margin, EBITDA and Capex at constant currency Budgeted 2021 FX

Good top-line growth and structural savings drove strong margin improvement

September year-to-date 2021 Profitability

$ Million	Constant Currency 2021	Constant Currency 2020	Change $	Change %	Actual Rates
Revenue	2,681	2,420	261	11%	2,761
Direct Cost	858	805	(53)	(7%)	885
Gross Margin	1,823	1,615	208	13%	1,876
Gross Margin %	68%	67%		1%	68%
Staff Costs	1,132	1,082	(50)	(5%)	1,167
Other G&A	246	241	(5)	(2%)	253
EBITDA	**445**	**292**	**153**	**52%**	**456**
Margin	16.6%	12.1%		4.5%	16.5%

Revenue mix and shift from face-to-face data collection has helped Gross Margin

Increase in staff costs was driven by our strong recovery leading to:

~ $75 million increase in accrued sales and annual incentive costs

~ $100 million increase as lapping reversal of temporary measures

~ $25 million increases for raises/benefits

~ $150 million savings from the restructuring of our cost base

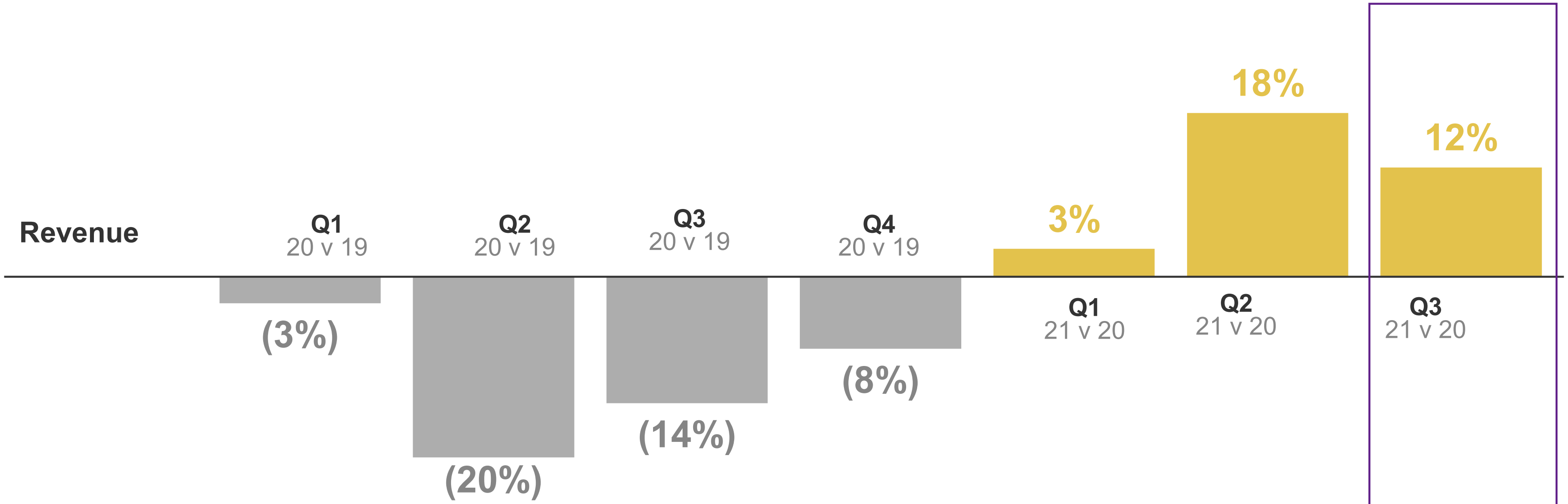
G&A discretionary costs slight increase due to increases in running costs related to new growth platforms and IT infrastructure investments.

Gross Margin at 2019 levels with significant improvement in EBITDA and Margin

2021 versus 2019 comparison

	Constant Currency		Change		Organic Growth
$ Million	2021	2019	$	%	%
Revenue	2,681	2,816	(135)	(5%)	(5%)
Direct Cost	858	998	140	14%	12%
Gross Margin	1,823	1,818	5	0%	0%
Gross Margin %	68%	65%		3%	3%
Staff Costs	1,132	1,179	47	4%	4%
Other G&A	246	318	72	23%	22%
EBITDA	**445**	**321**	**124**	**39%**	**33%**
Margin	16.6%	11.4%		5.2%	4.3%

Strong Revenue growth with EBITDA and Margin well ahead of pre-pandemic levels



	Q1 20 v 19	Q2 20 v 19	Q3 20 v 19	Q4 20 v 19	Q1 21 v 20	Q2 21 v 20	Q3 21 v 20
LTM EBITDA	**533**	**499**	**494**	**452**	**499**	**592**	**618**
Margin	**13.9%**	**13.9%**	**14.2%**	**13.2%**	**14.3%**	**16.3%**	**16.5%**

(Actual Rates)

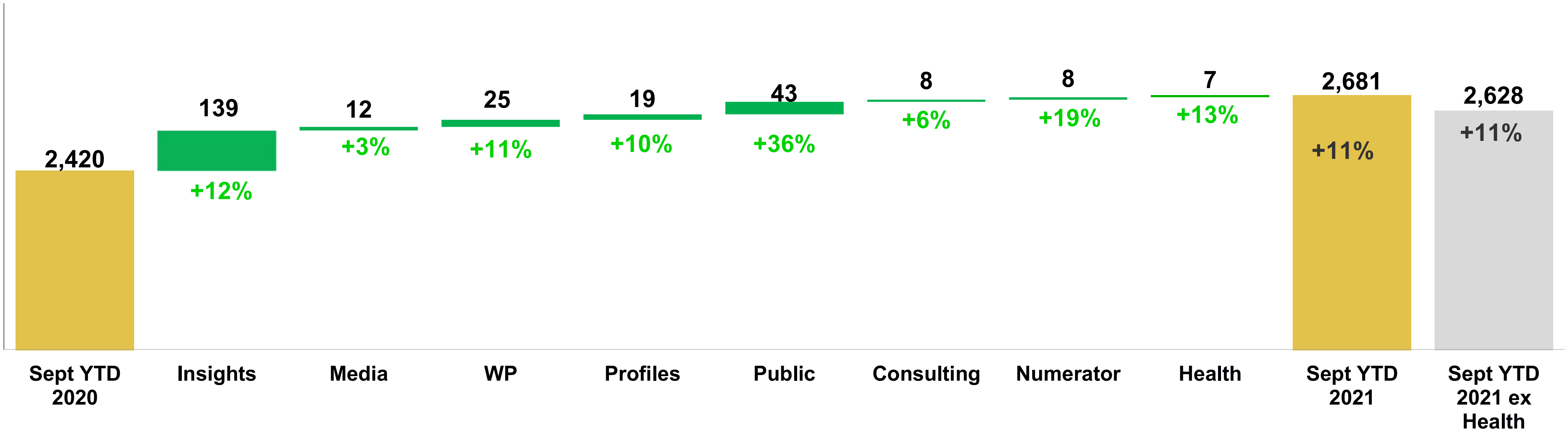
Preserved profitability and margin through pandemic

Transforming to growing higher margin business

Notes: Revenue(including intercompany trading at constant currency Budgeted 2021 FX

All divisions delivered growth against 2020

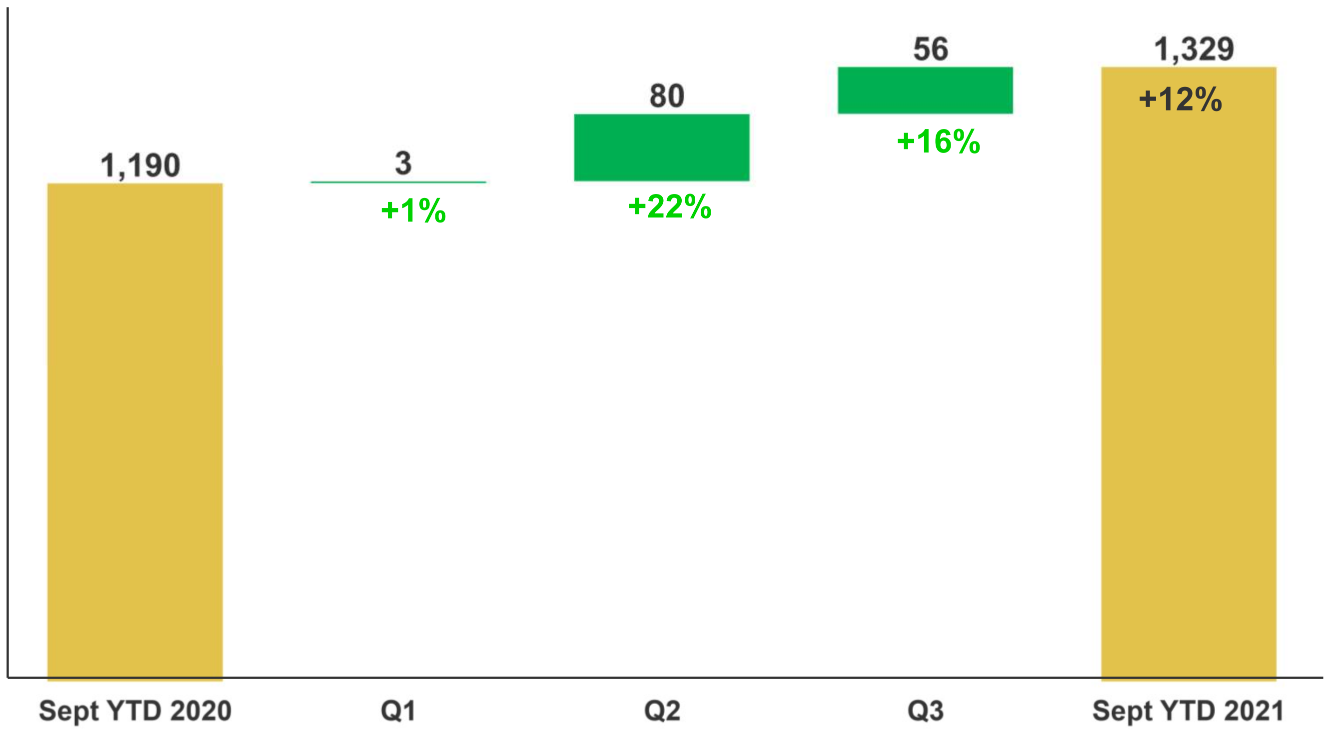
September YTD 2021 Revenue Evolution (by Division)



Notes: Revenue(including intercompany trading) at constant currency Budgeted 2021 FX; Numerator figures are Q3 2021 vs. Q3 2020 only

Strong performances across most solutions

Insights Revenue

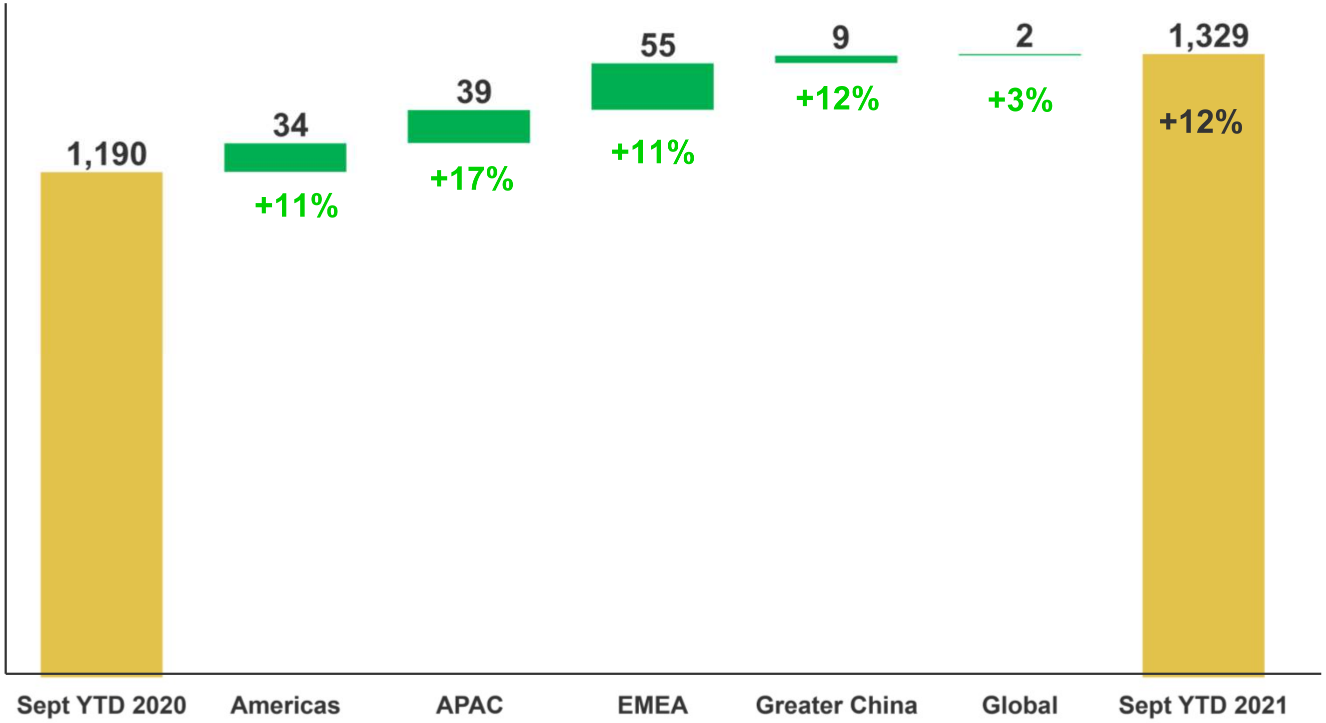


- Strong recovery across Q2 and into Q3.
- Delivering double digit growth across most client solutions, including Brand.
- Analytics continues to expand.
- Strong growth showing client confidence coming back in Media and Analytics
- CX declining due to reducing low margin, low growth work.

Notes: Revenue(including intercompany trading) at constant currency Budgeted 2021 FX

Strong performances across all regions

Insights Revenue

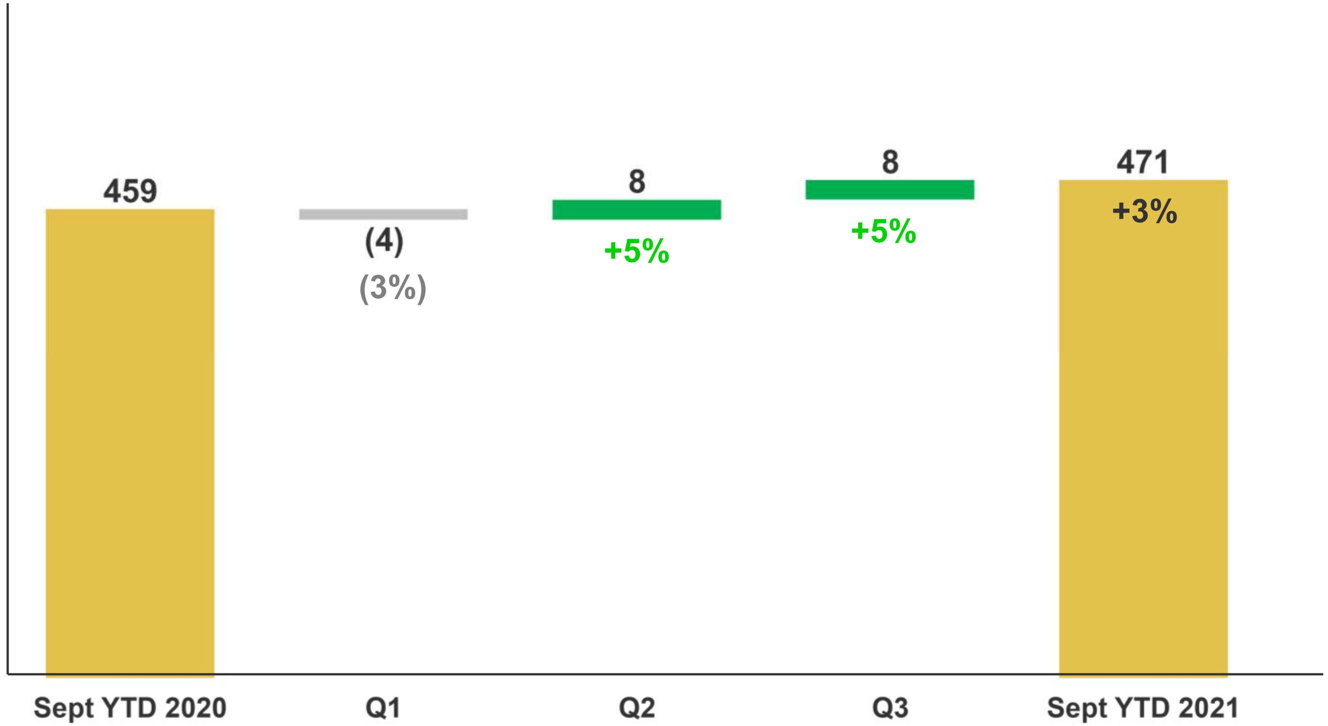


- Americas with strong momentum. Q3 growth of +22%. Good growth in Brand and Media solutions.
- APAC with strong performance driven by India, Singapore & Korea. Brand & Creative solutions drove majority of the growth.
- EMEA with double digit growth led by MEA, UK, France & Italy. Brand, Innovation & Creative solutions drove the growth.
- Greater China growth predominantly in mainland China. Strong growth in Brand & Innovation solutions.

Notes: Revenue(including intercompany trading) at constant currency Budgeted 2021 FX

Audience business with consistent growth

Media Revenue

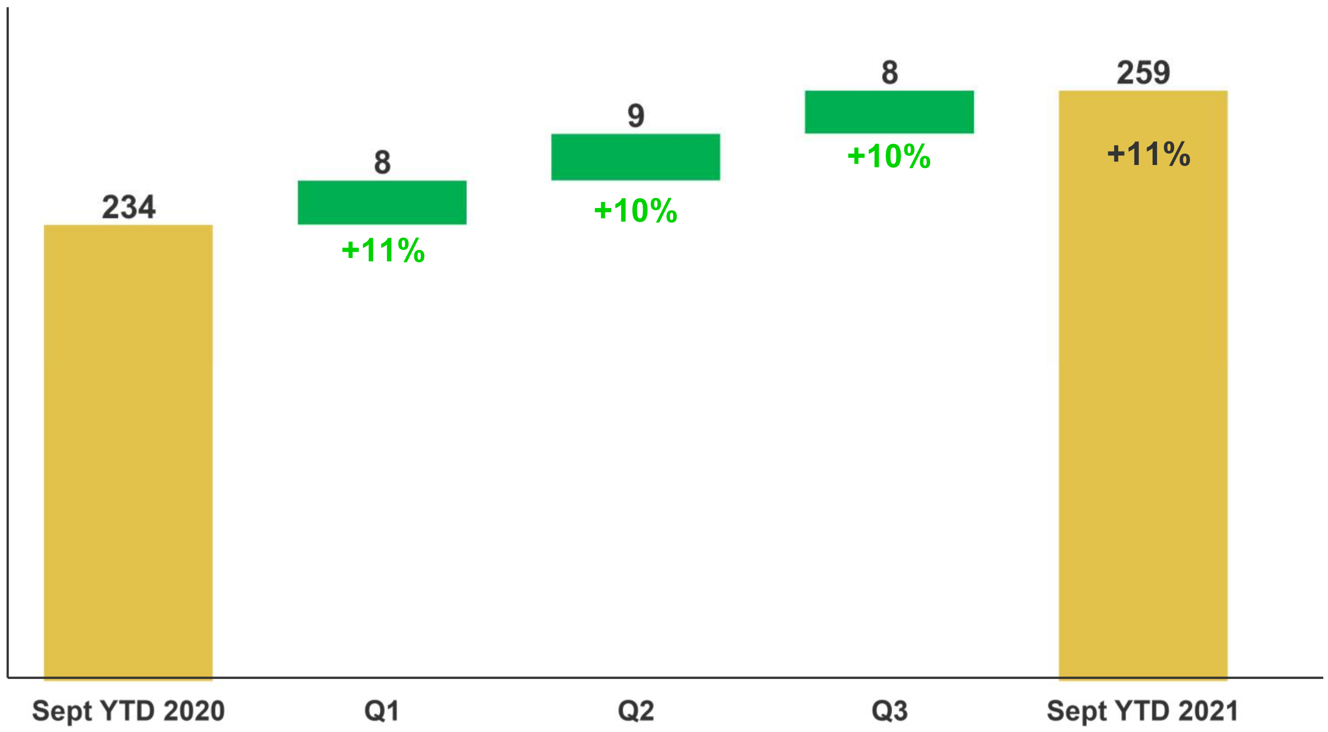


- Good growth from Audience business at +5% and ahead of 2019 by +4%.
- Strategic Audience wins and renewals in UK, Netherlands, Turkey & Chile.
- TGI growing at +7% and +1% vs. 2019 driven by strong UK performance.
- Advertising and Reputation were flat vs. 2020.

Notes: Revenue(including intercompany trading) at constant currency Budgeted 2021 FX

Strong consistent growth across all regions

Worldpanel Revenue

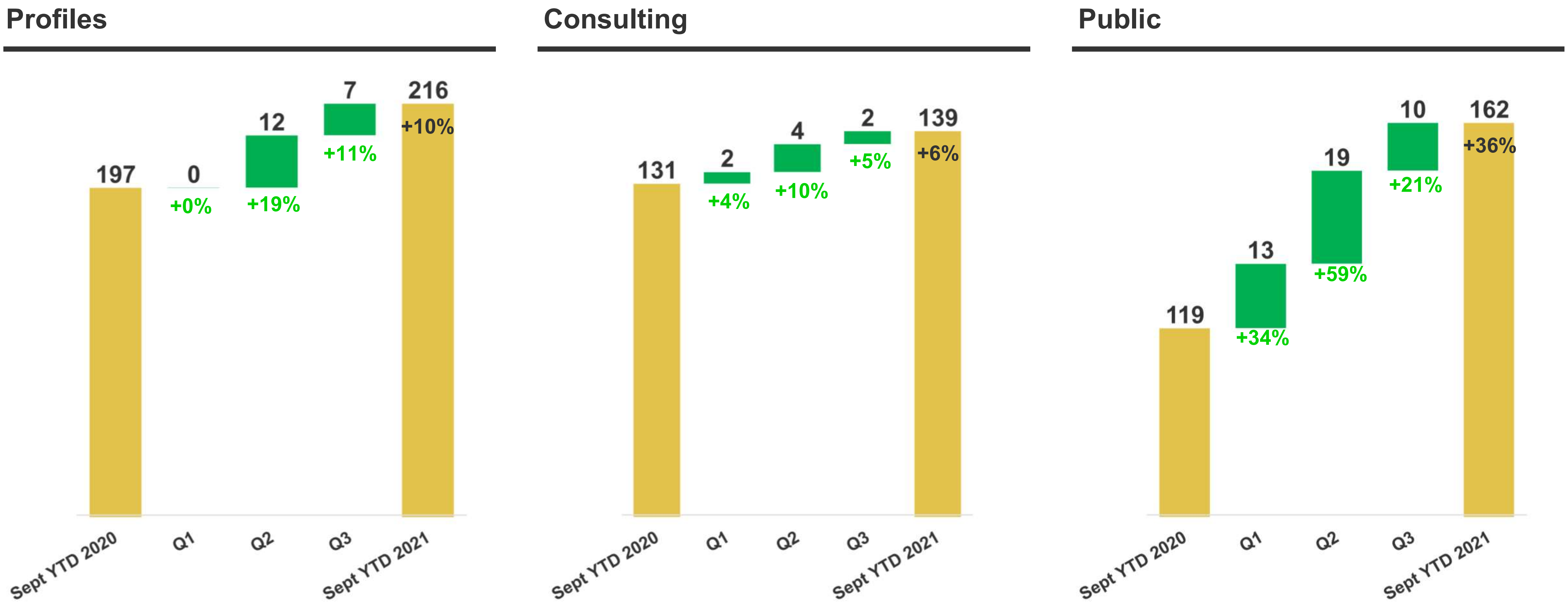


- Double digit growth in Latin America, Asia Pacific, and Middle East & Africa.
- Mid-to-high single digit growth across Europe including +8% in the UK.
- Worldpanel+ delivered 35% growth.

Notes: Revenue(including intercompany trading) at constant currency Budgeted 2021 FX

All 3 divisions with good growth with strong recovery from Public

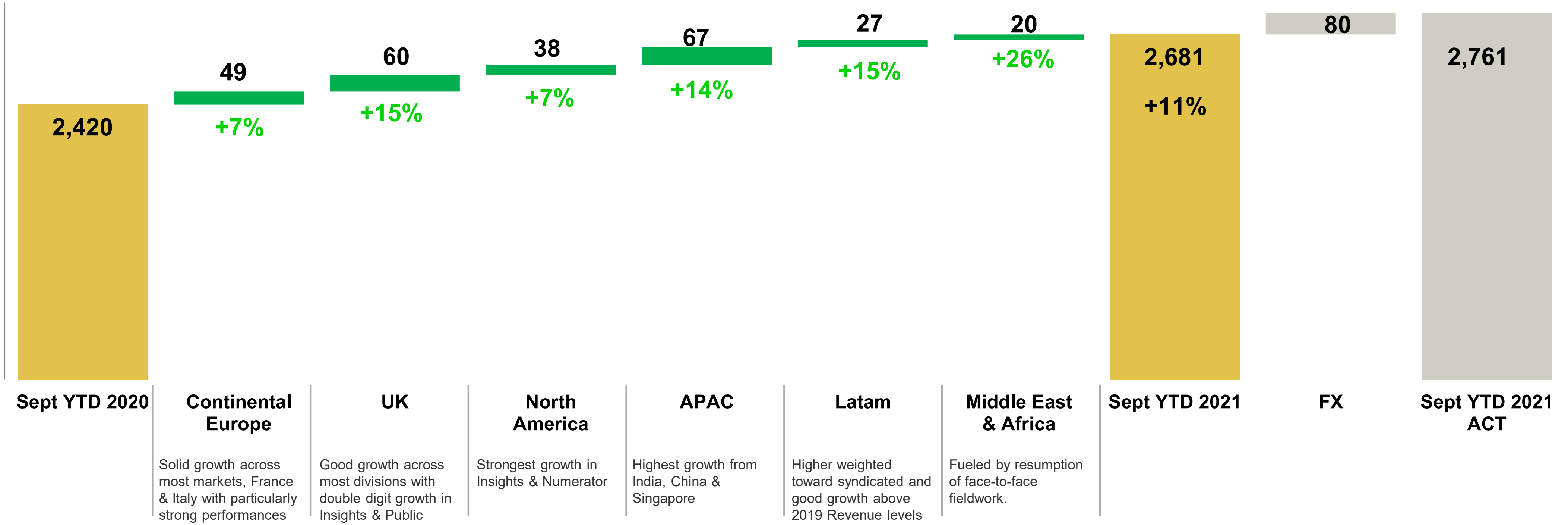
September YTD Revenue



Notes: Revenue(including intercompany trading) at constant currency Budgeted 2021 FX

Double digit growth across most geographies

September YTD 2021 Revenue Evolution (by Geography)



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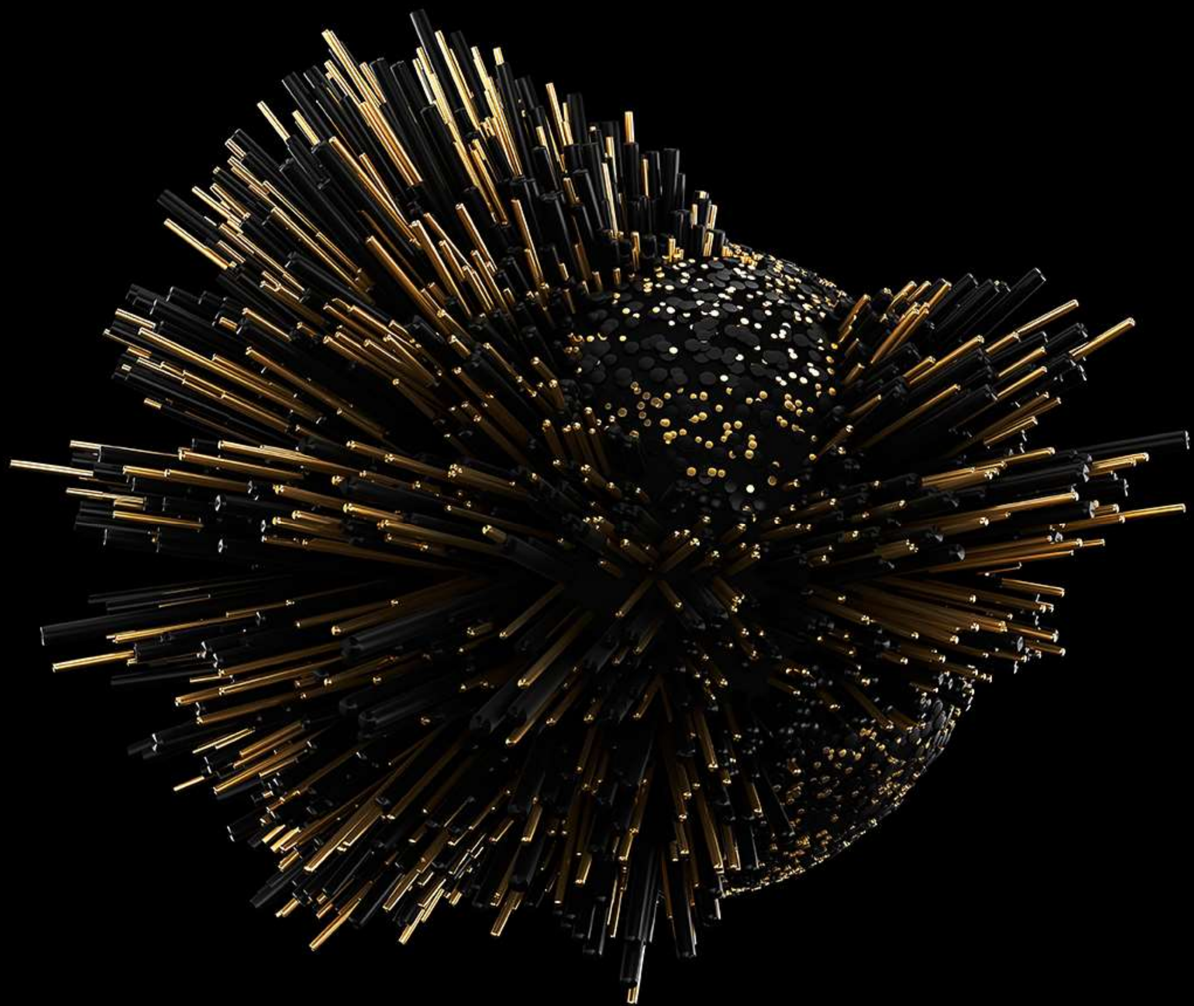
Notes: Revenue(including intercompany trading) at constant currency Budgeted 2021 FX

2
Balance Sheet



Continued improvement in trade working capital management

2021 September YTD Trade Working Capital

	Constant Currency			Var 21 v 20	Var 21 v 19
$ Million	**Sept 2021**	**Sept 2020**	**Sept 2019**	**$**	**$**
Net Debtors	323	320	572	(3)	249
Accrued Revenue	229	246	311	17	82
Trade Creditors incl. accruals	(393)	(399)	(338)	(6)	55
Deferred income	(296)	(238)	(243)	58	53
Trade Working Capital	**(137)**	**(71)**	**302**	**66**	**439**
Property	5	12	18	7	13
IT business as usual	13	10	20	(3)	7
IT Projects	49	39	18	(10)	(31)
Capital Expenditures	**67**	**61**	**56**	**(6)**	**(11)**

Improvement in trade working capital is due to on-going process improvements, and our acquisition of Numerator which drove $40 million of the $66 million improvement. Offsetting these improvements are increased volumes due to our Revenue growth of +11%.

$439 million improvement versus Sept 2019 of which $132 million attributable to factoring and ~$300million largely due to process improvements.

Capital expenditures increased as we continue to invest in growth platforms in Worldpanel, Media and Insights.

We continue to maintain a healthy liquidity balance

Net Debt Position and EBITDA @ 30 September 2021

LTM EBITDA run-rate adjusted

$M	30-Sept-21 Adj.
LTM EBITDA[1]	618
Dividends Received from JV / Associates	15
1 Incremental Run Rate Savings & Synergies	143
Pro Forma Adjusted EBITDA (incl Health)	**776**
Kantar Health Disposal	(18)
Numerator EBITDA Oct 2020 to June 2021	34
2 Numerator Billing Basis	23
Pro Forma Adjusted EBITDA	**815**

1. Estimated annualized run-rate savings as identified in the original underwriting plan as well as longer term specifically identified transformation measures in part accelerated as a response to Covid-19. $143m represents future impact from initiatives identified and being implemented as of end of September 2021 LTM. It includes future synergies from Numerator.

2. Reflects the cash flow benefit of the growth in annualized recurring revenue ("ARR") and billing subscriptions annually in advance, calculated as the change in deferred revenue (which would only have been recognized in revenue over the subsequent 12 months on a reported basis).

Net debt position

$M	30-Sept-21	*x EBITDA*
3 **Cash and cash equivalents**	**465**	***0.6x***
Senior Facilities	1,945	
Senior Secured Notes	1,583	
Total senior secured net debt	**3,063**	***3.8x***
Senior Unsecured Notes	496	
Total secured and unsecured net debt	**3,559**	***4.4x***
4 Other debts	292	
5 **Total net debt**	**3,851**	***4.7x***

3. We have $465 million of cash as of end of Sept and liquidity of $928 million including available undrawn facilities.

4. Represents IFRS 16 lease liabilities, as well as a $14 million loan from the WPP Group to the Group.

5. Total net debt is reflected at its aggregate principal amounts, less cash and cash equivalents, and does not reflect debt issuance costs or accrued interest expense.

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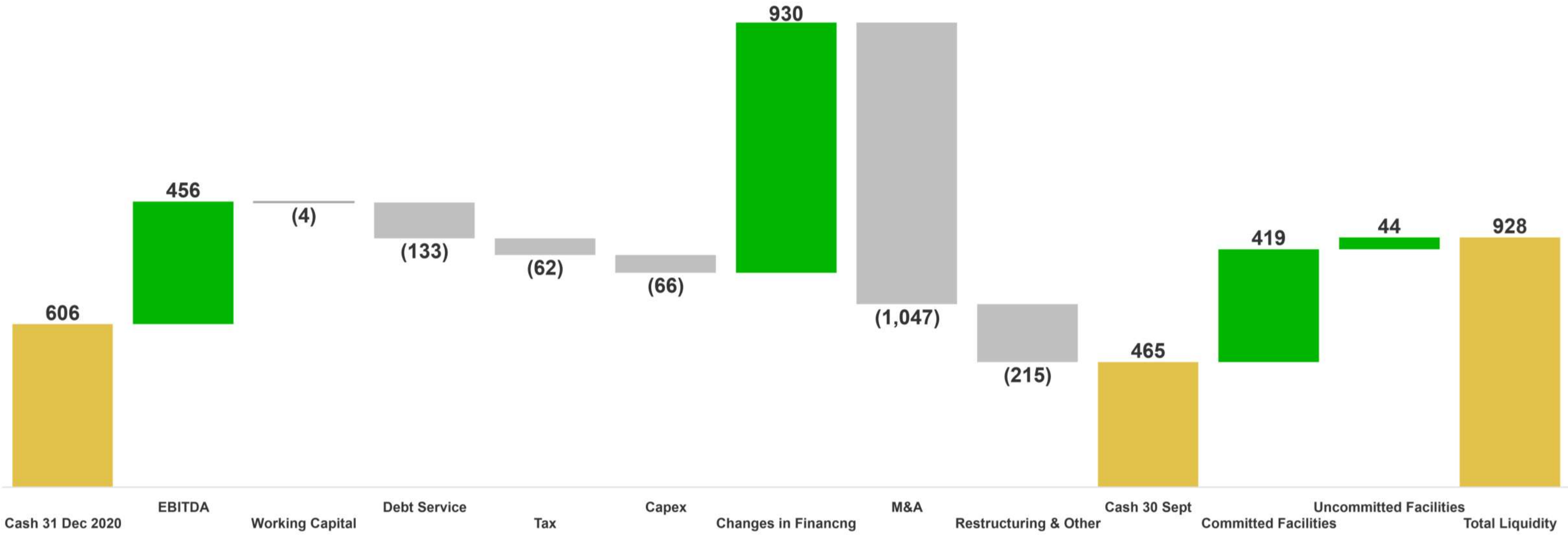
Notes: 1. Twelve months ending 30-Sept-2021

Approximately $930 Million adjusted available liquidity

Liquidity Waterfall



3
Trading Update

Strong recovery continued in Q3 providing momentum into Q4

Trading Update

Revenues Visibility

- Expect continued organic revenue growth at low to mid-single digits in Q4 as we lap into tougher comparatives.
- 90% secured revenue at 30 September in-line with historical trends which gives us confidence we will deliver our full year expectations.
- Year-end client spend could be impacted due to uncertainty around inflation and Covid.

Cost Actions

- Ongoing benefit from 2020 permanent cost actions exceed reversal of 2020 temporary measures.
- $143 million of permanent annual run rate savings in-progress:
  - $10m: Covid-19 response
  - $116m: capacity adjustments and operational efficiencies & Numerator synergies
  - $17m: procurement initiatives
- Clear roadmap to achieving $320 million run rate cumulative structural savings for Kantar (excluding Numerator).

Liquidity

- ~$465 million in cash at 30 Sept 2021 and liquidity of ~$930 million.
- Ongoing benefit from improved working capital management.
- Cost-to-achieve cost actions average out 1 to 1 but vary widely by market.
- Continue invest in growth platforms and one-off transformational projects.
- $185 million planned one-offs in 2021,
  - ~35% severance
  - ~65% transformation and growth investments.

4
Q&A

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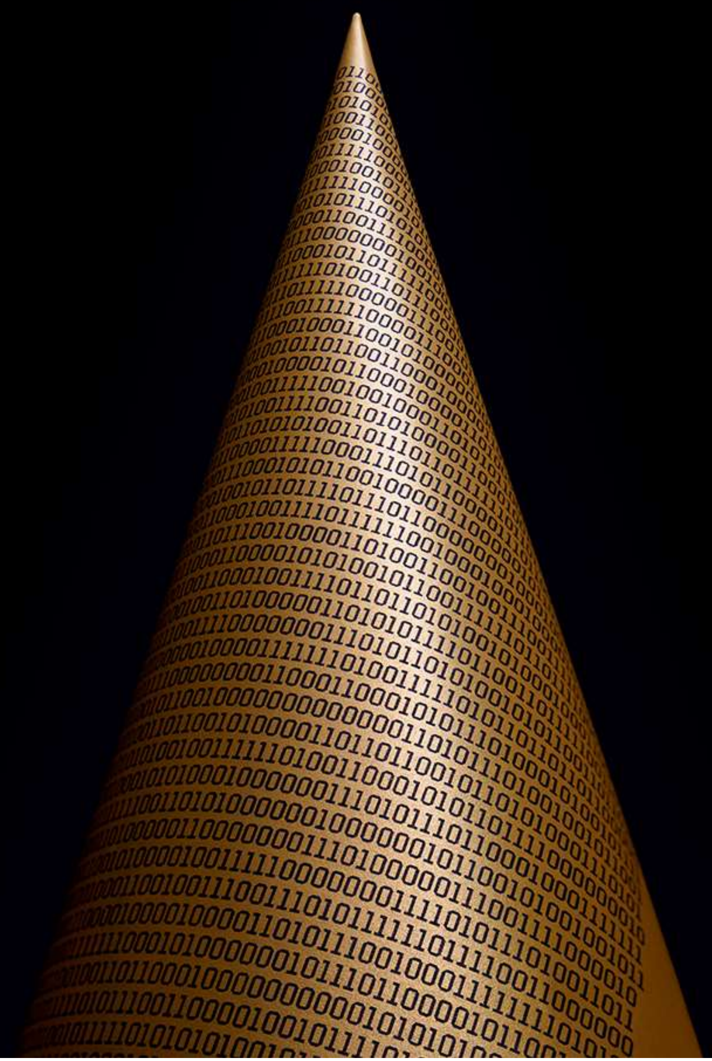
Appendix



Chris Jansen named CEO

Joined 1 November

Mr Jansen joins Kantar with more than 20 years of leadership experience in the services sector; from brand building to service delivery transformation, alongside a background in classic FMCG marketing, and an established track record of managing private equity-owned businesses.

Mr Jansen joins from Cognita, which, over his six-year tenure as CEO, rapidly grew into one of the largest, and most highly regarded global schools groups.

Prior to Cognita, Mr Jansen led the Automobile Association (AA) to a stock market flotation in 2014. He also held leadership roles, and Board positions, at both British Gas and British Airways, having started his early career at Procter & Gamble.

Profit and Loss Actual Rates

2021 September year-to-date Profitability

	Actual Rates		Change	
$ Million	2021	2020	$	%
Revenue	2,761	2,433	328	13%
Direct Cost	885	802	(83)	(10%)
Gross Margin	1,876	1,631	245	15%
Gross Margin %	68%	67%		1%
Staff Costs	1,167	1,087	(80)	(7%)
Other G&A	253	260	(7)	(3%)
EBITDA	**456**	**284**	**172**	**61%**
Margin	16.5%	11.7%		4.8%

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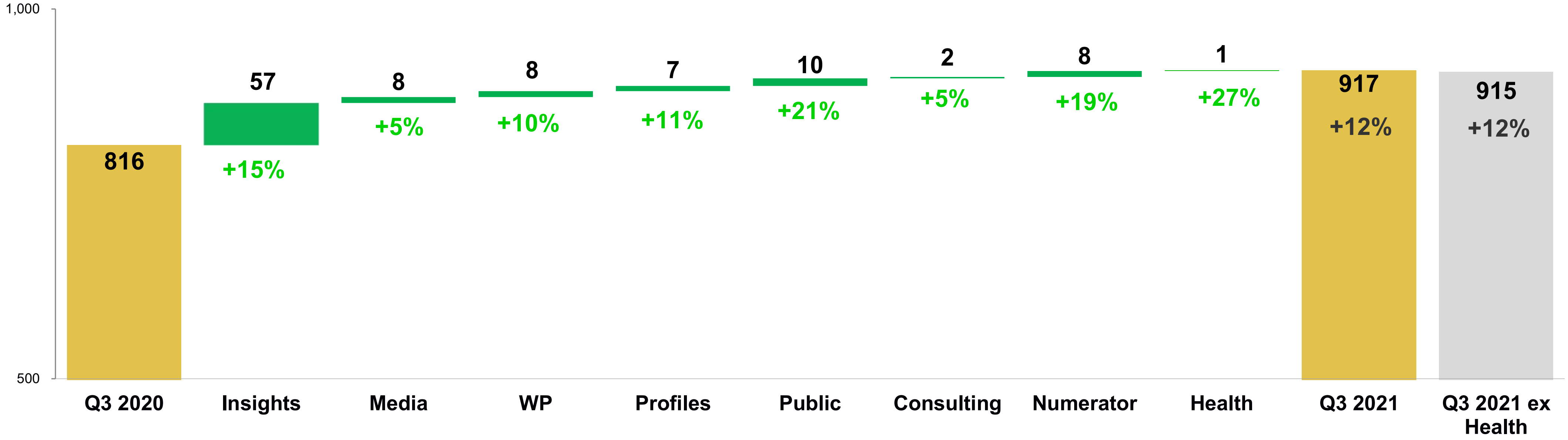
Notes: Revenue(including intercompany trading) and 2020 includes 100% perimeter from Jan 1 2020

Q3 2021 Revenue Evolution (by Division)

6 divisions with double digit growth in Q3



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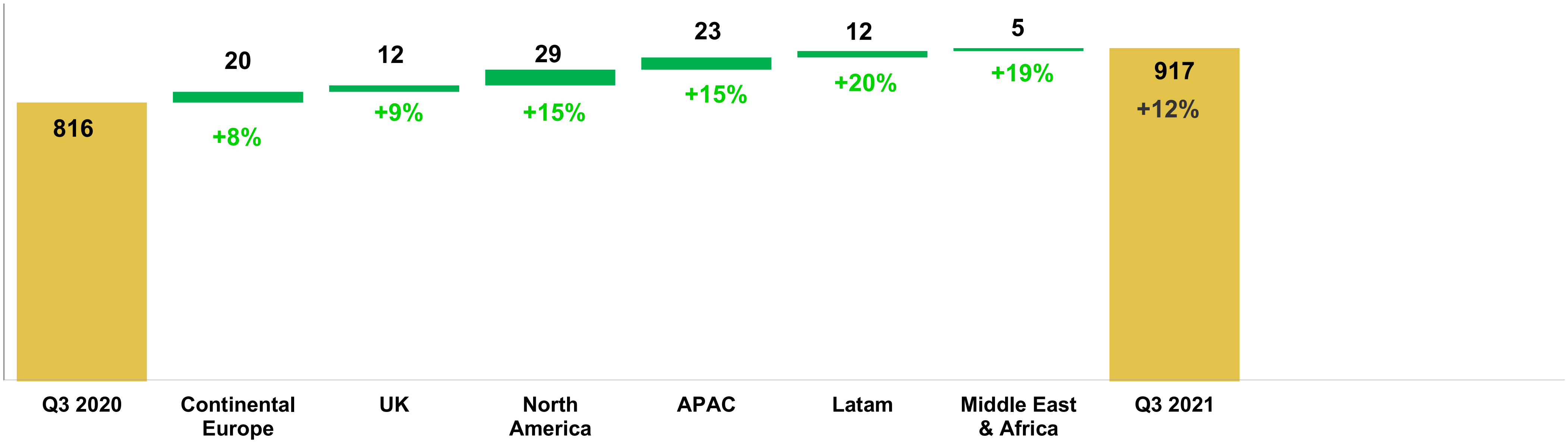
Notes: Revenue(including intercompany trading) at constant currency Budgeted 2021 FX

Q3 2021 Revenue Evolution (by Geography)

Strong growth across all regions



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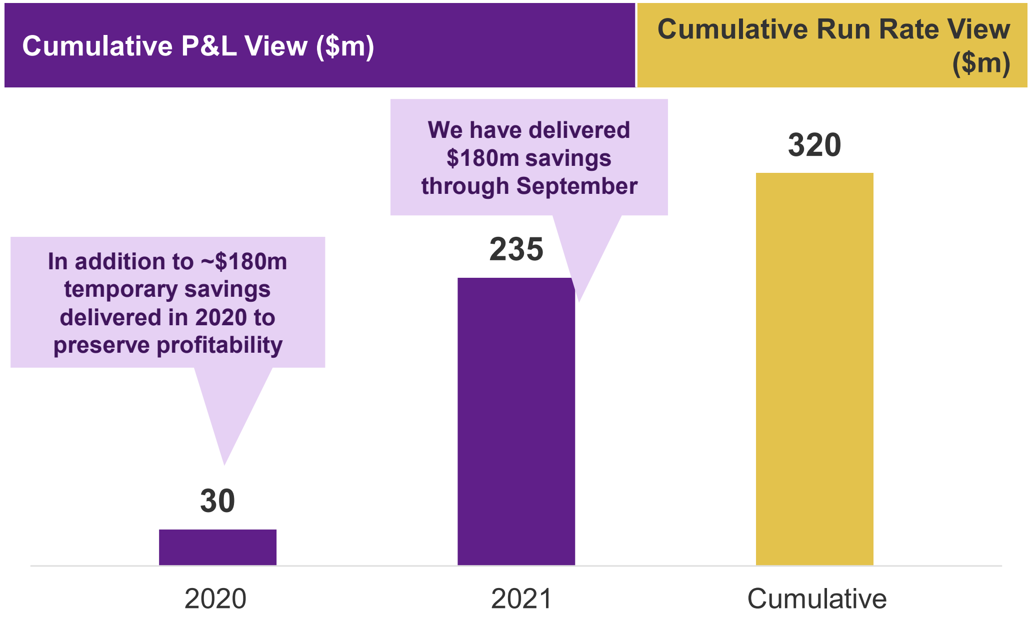
Notes: Revenue(including intercompany trading) at constant currency Budgeted 2021 FX

Continued Delivery on Cost Savings

Identified Structural Savings



- Cumulative structural savings target at ~320M, with clear plan behind and initiatives already kicked-off. Significant upside vs. $210M initial target

Key 2021 Initiatives Overview

	Description	Cumulative Impact ($m)
Covid Response	Immediate response to Covid-19 pandemic accelerating already planned staff reductions	~$60m
Operations Transformation/ Automation	Transformation, automation and off-shoring of our operations capability	~$70m
Capacity & Efficiency Adjustments	Acceleration and increased scope of our original transformation plans with limited impact on client facing functions	~$165m
Procurement	Leveraging our purchase power on direct costs	~$25m
		Total: ~320M

- ~$200M one offs expected in 2021, ~35% severance and ~65% transformation and investments for growth.

Reconciliation of Covenant LTM EBITDA

$M	EBITDA
EBITDA per the audited accounts for the year ended 31 December 2020	**438**
Add: EBITDA for Q3 2021 per the Q3 2021 unaudited condensed interim financial statements	456
Less: EBITDA for Q3 2020 per the Q3 2021 unaudited condensed interim financial statements	(276)
LTM EBITDA per Operating and Financial Review	**618**
Numerator LTM EBITDA	34
Other adjustments per the Covenant Definition of LTM EBITDA(1)	3
Dividends Received from Associates	15
Run-rate Adjustment(2)	143
Covenant LTM EBITDA	**813**

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Notes: 1) Includes adjustments for: property taxes, non-cash pension costs, other non-cash charges, foreign exchange, and the exclusion of LTM EBITDA for the Health business. 2) Run rate adjustment for covenant purposes is limited to 25% of overall LTM EBITDA.

Consolidated Senior Secured Net Debt Leverage Ratio

Consolidated Senior Secured Net Debt on 30 September 2021 was $3,119m and LTM EBITDA for the Relevant Period was $813m. As at 30 September 2021, Consolidated Senior Secured Net Debt was 3.83 times LTM EBITDA

Reconciliation of Consolidated Senior Secured Net Debt ($M)	Cash, Less Bank Overdrafts	Borrowings (Excl Bank Overdrafts)	Net Debt
Per the Balance Sheet as at 30 September 2021	**(487)**	**4,154**	**3,667**
Unamortised Debt-issuance Costs Deducted from Borrowings	-	109	109
Cash and Debt Outside of the Senior Secured Lenders' Perimeter(1)	22	(736)	(714)
Pro-forma M&A activity	(12)	-	(12)
Retranslation at LTM average FX rates	(4)	73	69
Consolidated Senior Secured Net Debt	**(481)**	**3,600**	**3,119**

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Notes: 1) Excludes cash and debt in legal entities above the level of Summer (BC) Holdco B S.à.r.l. and Summer (BC) US Bidco B LLC in the legal structure of the group.

Reconciliation September year-to-date 2020 constant currency in Q3 2020 presentation to 2020 constant currency in Q3 2021 presentation

$M	Revenue	EBITDA
Constant Currency per September year-to-date 2020 Presentation	**2,492**	**292**
Add: Numerator July to September 2020	44	11
Less: Kantar Health April to September 2020	(80)	(10)
Change in Constant Currency Rates/Other	(36)	(1)
Constant Currency per September year-to-date 2021 Presentation	**2,420**	**292**

Financial Statement to Constant Currency EBITDA

$M	2021 Sept. YTD
Operating Profit per the Income Statement	**74**
Acquisition and disposal related costs	72
Restructuring and transformation costs	172
Amortization of intangible assets	180
Impairment of goodwill and other intangible assets	47
Depreciation of property, plant, equipment and right-of-use assets	81
Gains on disposals of subsidiaries	(175)
Other items	5
Exchange rates	(11)
Constant Currency EBITDA per Lender presentation	**445**

Kantar Revenue by Division

Division	Q1 2021	Q1 2020	Q2 2021	Q2 2020	Q3 2021	Q3 2020	YTD 2021	YTD 2020
Insights	448	446	438	358	443	386	1,329	1,190
Media	150	154	163	155	158	150	471	459
Worldpanel	81	73	92	83	86	78	259	234
Profiles	69	68	72	61	75	68	216	197
Public	53	40	52	32	57	47	162	119
Consulting	47	45	48	44	44	42	139	131
Numerator					52	44	52	44
Health	48	42	3	3	2	1	53	46
Total	**896**	**868**	**868**	**736**	**917**	**816**	**2,681**	**2,420**
Intercompany Revenue	**(115)**	**(108)**	**(110)**	**(95)**	**(115)**	**(107)**	**(340)**	**(310)**
External Revenue	**781**	**760**	**758**	**641**	**802**	**709**	**2,341**	**2,110**

KANTAR

All data at 2021 constant currency Budgeted FX Rates cc

Kantar Revenue by Geography

Geography	Q1 2021	Q1 2020	Q2 2021	Q2 2020	Q3 2021	Q3 2020	YTD 2021	YTD 2020
Continental Europe	275	278	264	232	263	243	802	753
UK	158	138	153	125	140	128	451	391
North America	186	190	169	156	224	195	579	541
Asia Pacific	184	172	179	147	185	162	548	481
Latin America	63	62	69	55	71	59	203	176
MEA	30	28	34	21	34	29	98	78
Total	**896**	**868**	**868**	**736**	**917**	**816**	**2,681**	**2,420**
Intercompany Revenue	**(115)**	**(108)**	**(110)**	**(95)**	**(115)**	**(107)**	**(340)**	**(310)**
External Revenue	**781**	**760**	**758**	**641**	**802**	**709**	**2,341**	**2,110**

All data at 2021 constant currency Budgeted FX Rates cc