



AdTech Overview

Spring 2026

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Agenda

I. Market Perspectives and Overview

II. CTV

III. Retail Media

IV. Influencer Marketing

V. Progress Partners Overview



I. Market Perspectives and Overview

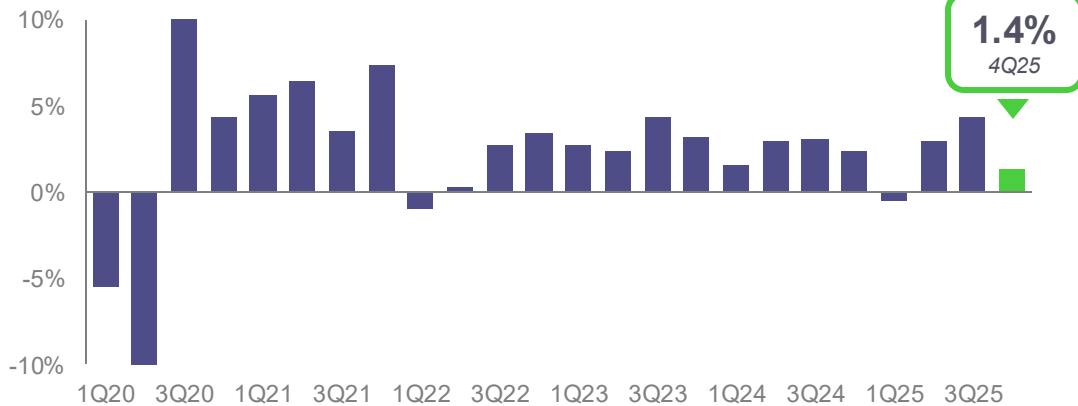
Macro View: Earnings Growth and AI Driving Positive Momentum

Resilient economic momentum supports a constructive outlook for 2026, with improving visibility despite pockets of macro uncertainty



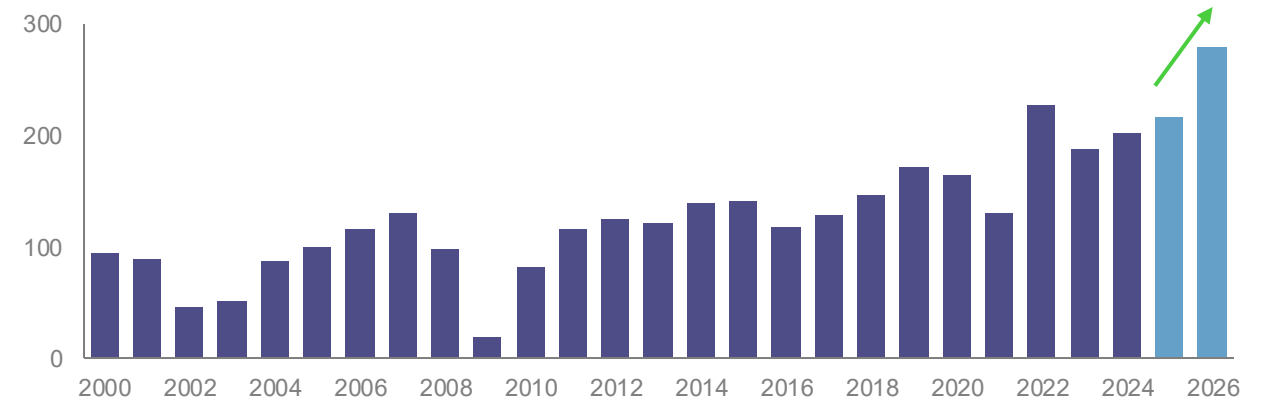
U.S. Real GDP Remains Resilient Starting 2026 ⁽¹⁾

U.S. Real GDP, QoQ Change %



Earnings Growth Continues to Offset Recession Risk ⁽²⁾

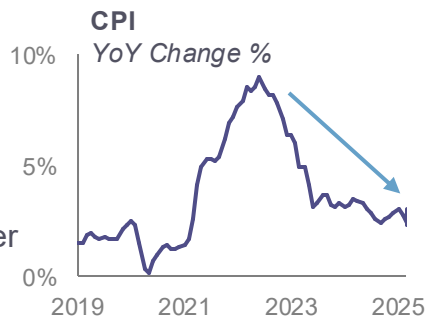
S&P 500 12-month Real EPS, inflation adjusted



Positive Signals from Factors Driving the Macro Picture ⁽³⁾

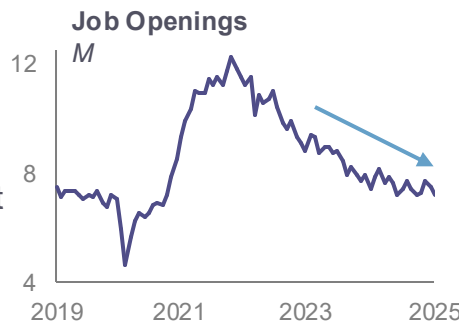
Inflation:

Inflation remains manageable, though underlying pressures in services and shelter keep the Fed cautious



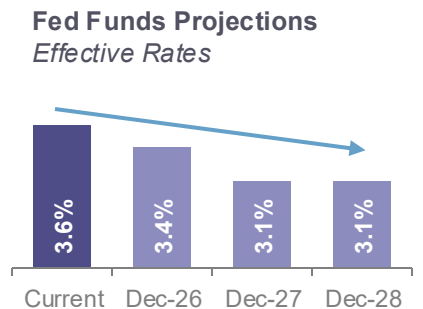
Labor:

Labor is softening at the margin but remains healthy, with unemployment still in the low 4% range



Interest Rates:

Additional rate cuts likely in 2026, waiting to see effects of tariffs on inflation

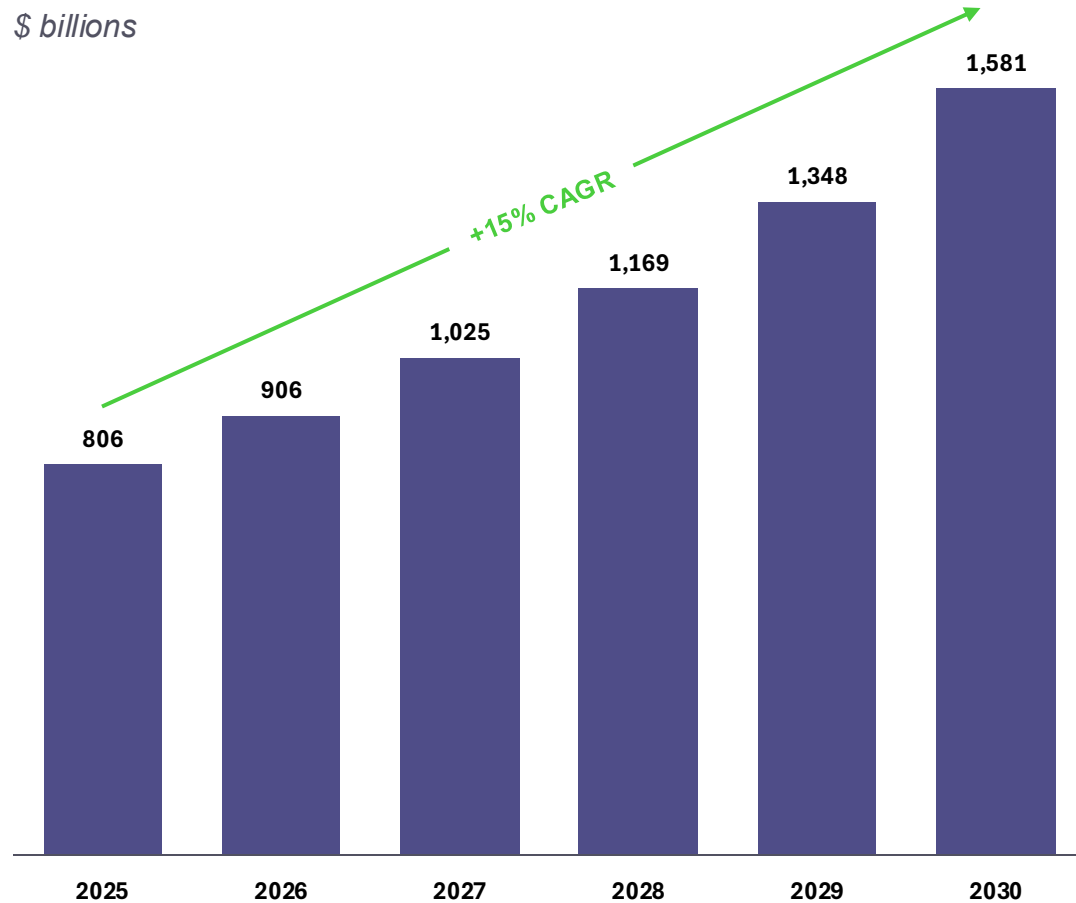


Advertising Technology Market Overview

Privacy, Automation, and New Media Channels are Reshaping How Ads are Bought, Measured, and Optimized

Digital AdTech Market Size Growing at ~14.5% CAGR ⁽¹⁾

\$ billions



▶▶ Market Dynamics Reshaping AdTech

- **Market dynamics reshaped AdTech economics:** Privacy regulation, platform policy changes, and the loss of third-party identifiers fundamentally altered how audiences are targeted and measured, while rapid growth in CTV, retail media, and commerce formats increased fragmentation and cross-channel complexity.

▶▶ AdTech Ecosystem Evolution

- **The AdTech ecosystem evolved toward full-stack solutions:** Platforms expanded and consolidated DSP, SSP, data, and measurement capabilities, with identity solutions, clean rooms, and privacy-safe activation tools emerging to preserve addressability as deterministic attribution weakened.

▶▶ Advertiser Spend Reallocation

- **Advertiser spend reallocated toward performance-driven platforms:** Budgets increasingly flowed to solutions offering automation, closed-loop measurement, real-time optimization, and stronger governance across fraud prevention, brand safety, and supply-path transparency.

Digital Advertising Has Displaced Traditional as the Dominant Medium

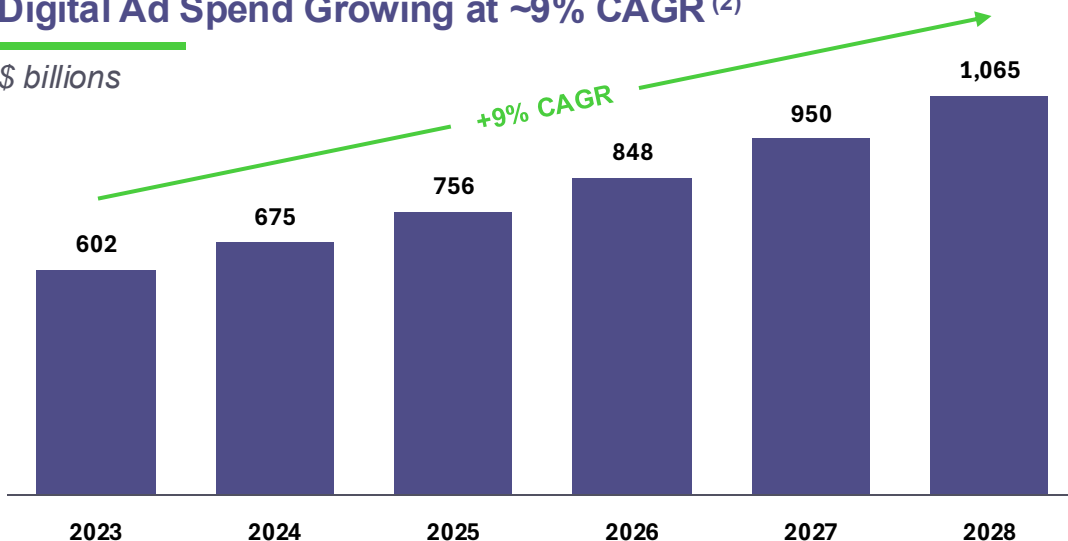
Worldwide Ad Spend Expected to Surpass The \$1 Trillion Mark in 2026

Industry Highlights

- **Positioned to benefit from secular tailwinds:** Continued increase in average daily minutes of video consumption as well as international smartphone adoption and internet infrastructure create substantial and rapidly growing global base of digital content users
- **Digital dominance:** Digital advertising is expected to remain the industry's primary growth engine in 2026, with Dentsu forecasting digital ad spend to grow 6.7% and account for 68.7% of total global ad investment ⁽¹⁾
- **Improved performance:** Platforms driven by AI and data science provide increasingly targeted and effective marketing strategies across a variety of channels at lower cost than traditional media
- **Increasing preference for omnichannel, always-on:** Friction free experiences across physical, digital, and mobile platforms requires coordinated and managed digital advertising campaigns

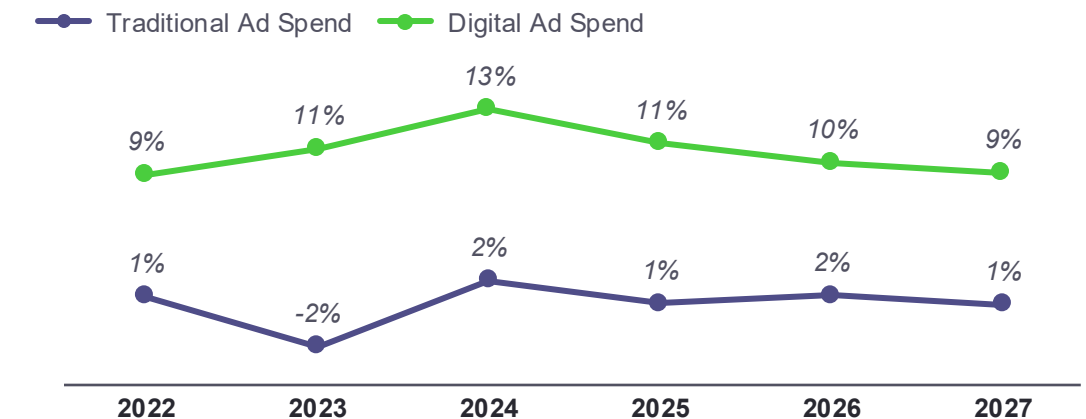
Digital Ad Spend Growing at ~9% CAGR ⁽²⁾

\$ billions



As Consumer Habits Shift to Digital, Media Spend Follows ⁽³⁾

YoY % Growth in Media Spend



Agencies Are Evolving Beyond Execution Into Strategic Partners

The Impact of Ad Spend Shifts and AI on Marketer Relationships

▶ Shift Towards Digital Platforms and Programmatic Buying

- **Redefining traditional agency functions:** Agencies transition from execution-focused partners to strategic advisors delivering data-driven insights. Clients now expect scale, speed, and precision targeting while managing rising costs, data privacy constraints, and brand safety ⁽¹⁾

▶ Leveraging Technology to Meet Evolving Customer Expectations

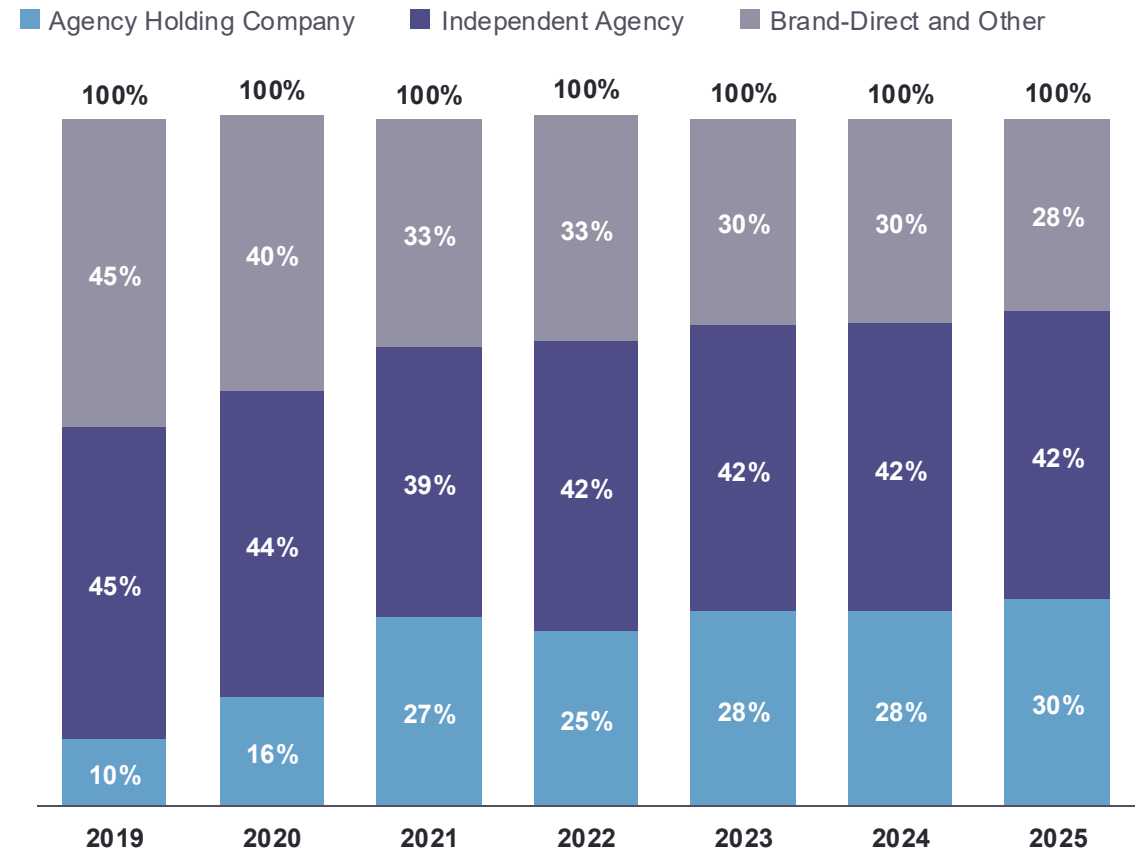
- **Integrating advanced technologies to meet client demands:** Agencies adopt new technologies as marketers demand efficiency under budget constraints, requiring interoperable stacks across commerce, content, and data for measurable ROI and privacy-first personalization

▶ Integration of AI into Media Buying to Drive Increase Targeting

- **AI-driven collaboration and adaptation:** AI tools enhance targeting and campaign effectiveness, fostering more collaborative relationships between marketers and agencies while necessitating adaptation to technological advancements and evolving client expectations ⁽¹⁾

Ad Spend Breakdown by Buyer Type ⁽¹⁾

% of Total Ad Spend by Buyer Type

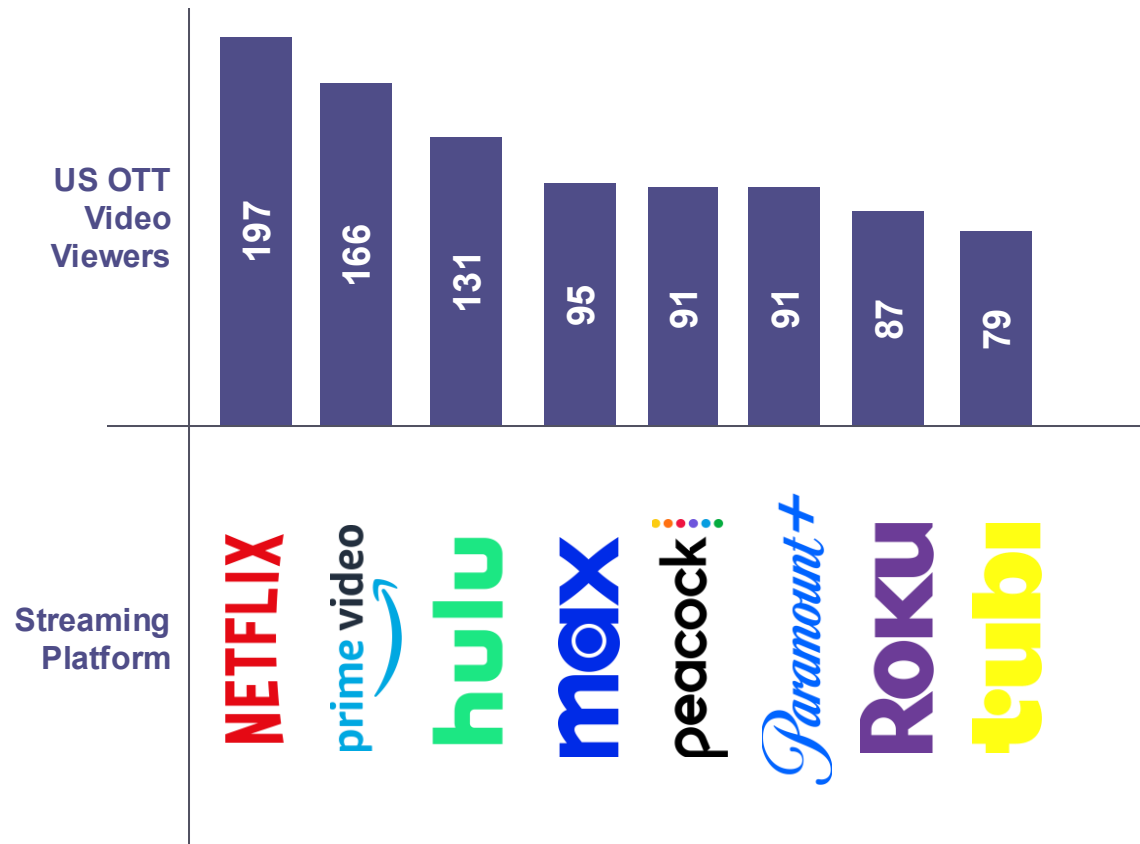


Content Owners and Publishers Navigate New Revenue Models

The Evolution of Media Distribution and Monetization

Number of Viewers on Streaming Platforms

2025, millions



Consolidation Reshaping Media Landscapes

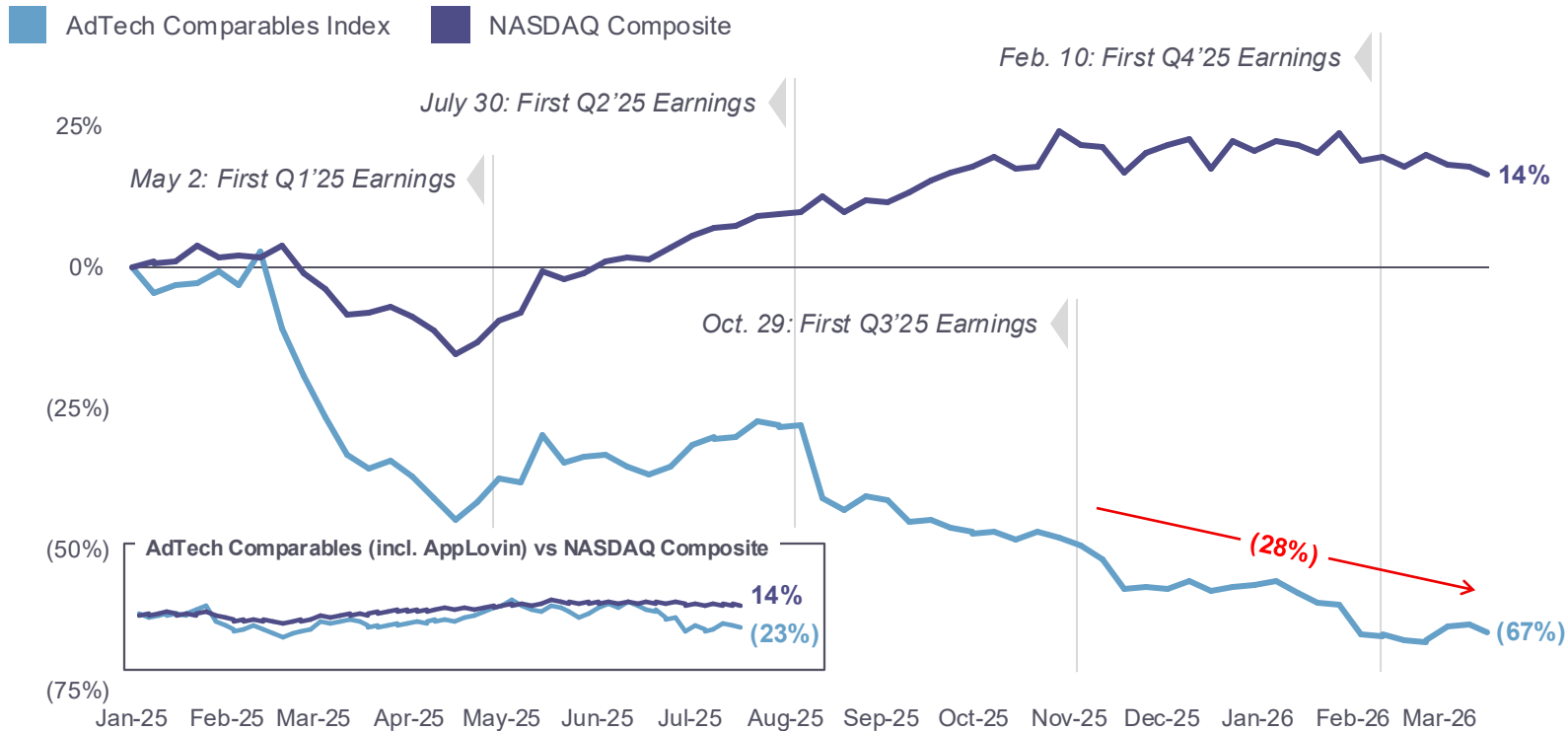
- **Publishers diversifying beyond traditional display:** Publishers expand through commerce media, branded content, and first-party data monetization. Programmatic direct and private marketplaces now account for over 80% of display ad dollars as open exchange reliance declines
- **Warner Bros. Discovery merger reshapes ad inventory landscape:** The \$43B powerhouse launched NEO ad platform, unifying premium video inventory across streaming, linear, FAST, and syndication. AdTech platforms and smaller publishers must integrate or lose access to premium inventory and budgets

Influencer Marketing Matures Into Measurable Channel

- **Creator economy reaches \$37B in U.S., growing 4x faster than media:** U.S. creator ad spend hit \$37B in 2025 (up 26% YoY) as brands shift to micro-influencers. Native creator marketplaces with performance tracking make campaigns as measurable as programmatic display
- **Integration with retail media accelerates:** Creators become direct commerce channels via TikTok Shop, Instagram Shopping, and YouTube Shopping. This content-commerce-advertising convergence creates new attribution models and challenges traditional publisher monetization

AdTech Public Markets: Structural Winners Emerge as Pressure Builds

AdTech Comparables (excl. AppLovin) ⁽¹⁾ vs NASDAQ Composite



Progress Perspective: Q4'25 Earnings

- AI-Native Outperformance Becomes Structural**
 AI-native platforms are widening the gap as AI shifts from feature to operating system, directly driving revenue density, ROAS, and margins. AI-driven zero-click behavior is simultaneously pressuring open-web traffic, exposing the limits of legacy models
- CTV Control Points Drive Market Consolidation**
 Ad spend is consolidating into access and control-scarce environments. Leaders with direct supply and infrastructure are compounding share, while weaker players struggle to translate data assets into durable positioning
- Results Diverge on Structure, Not Growth**
 Performance dispersion is accelerating, with leaders raising on margin expansion and cash generation while others face margin pressure and limited catalysts. Increasing concentration across channels and DSP dependencies is exposing structural fragility in weaker business models

AdTech Index Constituent Companies

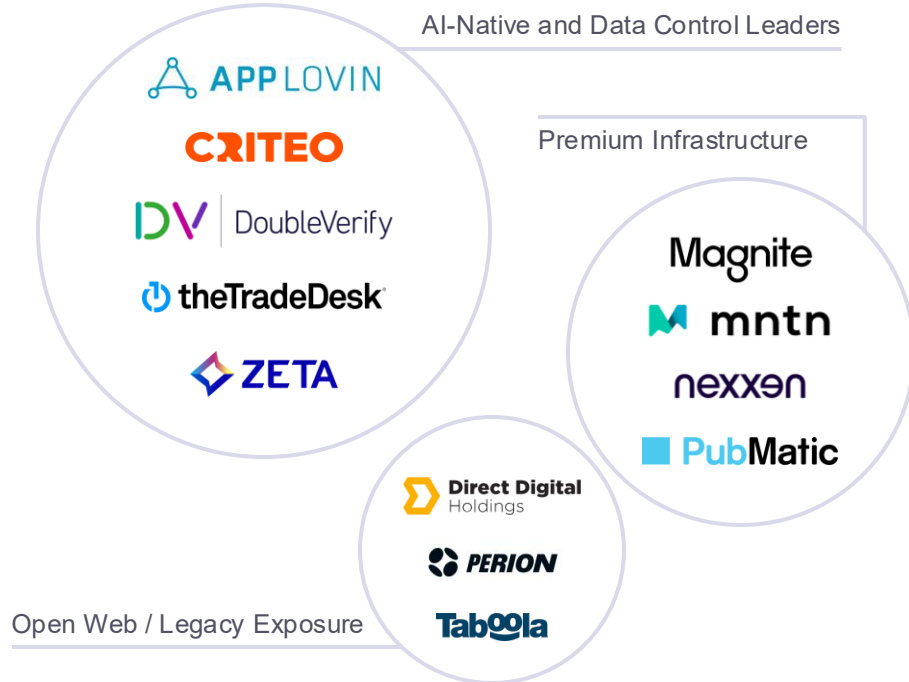


AdTech Public Markets: AI and Control Points Are Redefining Durability

Clear winners are consolidating around AI-native decisioning, premium CTV access, and proprietary data

Control Points Are Redrawing the M&A Map...

Largest M&A opportunity since 2021, driven by consolidation around AI-native platforms, CTV infrastructure, and data ownership



...With Winners and Losers Separated by Durability of Revenue



AI-Native Platforms Are Pulling Away



AI driving new revenue, ROAS, and margins



AI highlighted in leaders' P&L, not only features of products



Open web pressured by zero-click and traffic erosion



CTV Becomes the Primary Control Point

CTV is the growth engine, but only yields margin when paired with:



Unique Reach



Unique Identity



Measurement



Structure Drives Divergence



Leaders focused on margin expansion and free cash flow



Laggards constrained by CPM pressure and channel dependence

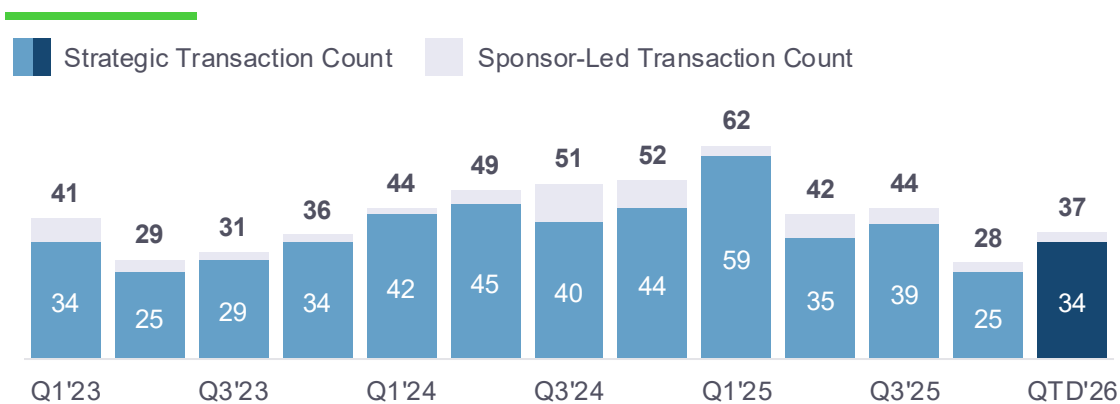


Investors underwriting durability, not short-term growth

Recent M&A Activity Highlights Data-Driven, AI-Led AdTech Shift

Strategic buyers and financial sponsors are actively consolidating data-driven, AI-led advertising platforms to enhance targeting precision, automation, and cross-channel optimization

Strategic M&A Driving AdTech Deal Activity



Key Trends Driving Activity



Expansion to Capture Downstream Ad Spend

Buyers moving down-market to access resilient mid-market ad budgets via M&A targeting automation and workflow simplification



Cross-Channel Integration

Buyers seek capabilities that merge CTV, display, and social activation on a single platform, delivering scale and measurable outcomes



Disconnect in *Public* Market Multiples to the *Private* Multiples

With a clear disconnect between public market multiples and the private market, PE Sponsors are executing add-ons to achieve operational leverage.

Date	Target	Acquirer
● Exp. Apr-2026	Project Saturn	Undisclosed
● Mar-2026	keynes	VOLITION * CAPITAL
Mar-2026	GroundTruth	ZERO TO ONE
Mar-2026	adsmovil	MiQ
Mar-2026	traffecti	SHOWHEROES
Mar-2026	adage	PUBLICIS GROUPE
Mar-2026	Aryel	onetag
Feb-2026	CATALINA	INFILLION
Feb-2026	IndiCue	CINEVERSE
Jan-2026	splicky	adform
● Dec-2025	tvScientific	Pinterest
Dec-2025	VuePlanner	Cadent
Nov-2025	Nativo	Life360
● Nov-2025	TRUE DATA	ID5
● Sep-2025	IAS <small>INTERNAL ADSPENSE</small>	NOVACAP
Sep-2025	verve	captify
May-2025	mntn	IPO (\$1.6B valuation)

Progress Partners – Our EIR Takes:



Mary Ann Halford

Founder, Halford Media Advisory

“Adtech has been a critical force behind advertising’s growth, and its next chapter is defined by intelligence, privacy, and precision. **As AI streamlines execution and first-party data, CTV, and retail media reshape the ecosystem, the winners will be the companies that make complexity disappear without losing performance.**”



Bruce Haymes

Co-Founder, Stage18

“DSPs, ad networks, measurement providers are all confronting headwinds. But the thing with high tech is that innovation itself brings disruption cycles that introduce us to new leaders. **So, while DSPs, identity solutions or measurement may be under pressure, new areas such as influencer marketing platforms for social and social listening solutions are seeing tremendous growth because while ad dollars may be moving away from open web or TV, they are growing rapidly in social media marketing, and those technologies will become the new leaders of adtech.**”



Scott Messer

Founder, Messer Media

“AdTech's outlook is stronger than ever. The change in content consumption patterns and desire for ad-supported offerings is simultaneously driving innovation, consolidation and scaled opportunities for marketers to reach the most important consumers. **Every seller of ads needs AdTech, and every buyer must connect to that AdTech -- this is an industry sector that will not go away.**”



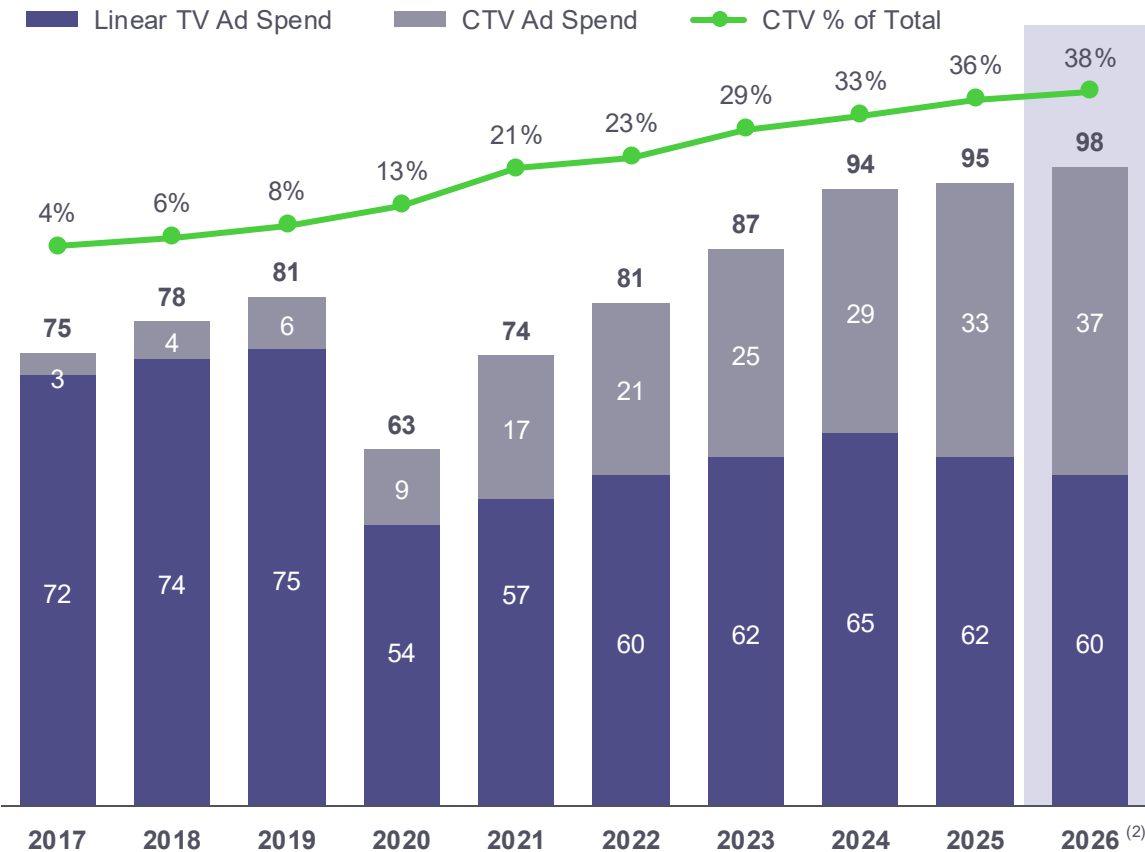
II. A) CTV Market Overview and Transformation

Television Advertising Market Overview

Audience Migration and Ad-supported Expansion Drive CTV's Growing Share of Television Ad Spend

CTV's Increasing Capture of TV Ad Spending ⁽¹⁾

Linear and CTV Ad Spending (\$ billions)



Why: Audience Moved

- **CTV replacing traditional television advertising:** CTV spend as a percentage of total TV ad spend has steadily increased since 2017, driven by audience migration to streaming and rapid adoption of ad-supported tiers by major providers

How: Supply Responded

- **Streaming monetization drives ad inventory expansion:** Platforms and content owners leverage ad tiers and higher ad loads as revenue levers, creating additional supply for advertisers under pressure to monetize streaming services

Result: Advertisers Followed

- **CTV enables precision targeting and measurement:** CTV growth is fueled by household and audience targeting capabilities, allowing improved measurement, attribution, and programmatic buying that makes it easier to target, test, and prove effectiveness versus legacy linear TV

Advertiser Demand Is Accelerating the Shift to CTV

Younger Audiences, Ad-Supported Streaming, and Industry Consolidation are Expanding – and Fragmenting – CTV

Market Forces are Driving CTV Growth

- **Consumer acceptance drives ad-supported streaming expansion:** 60% of consumers accept video streaming with advertising, enabling platforms to expand ad tiers and inventory supply for advertisers
- **Linear TV decline drives advertiser shift to CTV:** Advertisers migrate to CTV to reach cord-cutting households as linear viewership ages and declines
- **Consolidation reshapes the landscape:** Traditional media companies acquire streaming platforms to expand reach - Comcast bought Xumo, Fox acquired Tubi, ViacomCBS purchased Pluto TV, and Fubo merged with Disney's live TV business - while pure-play streamers add ad-supported tiers to capture advertiser demand



Result: Fragmented but Expanding CTV Supply

Streaming Network Extensions			
Smart TV Manufacturers / OEMs			
TV Station Group			
CTV Devices			
AdTech Platforms			
OTT Platforms			

Performance Marketing is Coming to CTV

Improved Measurement Capabilities Drive Performance Advertisers Migration from Linear TV and Expansion Beyond Search and Social

▶▶ Performance Advertisers Shift Budget to CTV

- **Performance budgets shift from search and social to CTV:** Performance marketers spent \$130B+ on search and social last year; CTV's improved attribution capabilities enable re-allocation of ad spend from digital and linear channels to connected TV
- **Performance advertisers increase CTV investments as measurement and attribution improve:**
 - ~80% of linear TV advertising dollars are represented by the top 500 brands who are now expanding into CTV ⁽¹⁾
 - ~54% of advertisers planning to increase programmatic CTV investments next year ⁽²⁾

▶▶ Why: Performance Marketers Are Moving to CTV

- **CTV offers performance marketing capabilities previously only available in digital channels with 3 clear reasons**
 1. **Attribution & measurement:** CTV technology is built on the same infrastructure as search and social, enabling performance tracking
 2. **Accessible inventory:** Programmatic buying makes CTV accessible to advertisers of all budget sizes
 3. **Proven ROI:** Early adopters are seeing results comparable to other performance channels

Major Performance Advertisers in CTV



GEICO

State Farm

verizon

AT&T

PROGRESSIVE

T Mobile



II. B) CTV Market Structure and Mechanics

CTV: Not Linear, Not Display










CTV is Unique to the Market, and Advertisers Seek Efficiency and Scale When Buying

Programmatic Dominance in CTV

- **8 in 10 CTV ad dollars transacted programmatically:** CTV currently accounts for 16% of total U.S. display programmatic spending, with YouTube representing ~50% of U.S. CTV programmatic ad spending and driving growth forecasts⁽¹⁾
- **Upfront deals persist but programmatic grows:** Some streaming services still prefer traditional upfront deals (like TV networks), but advertisers increasingly favor programmatic for flexibility and measurability⁽¹⁾

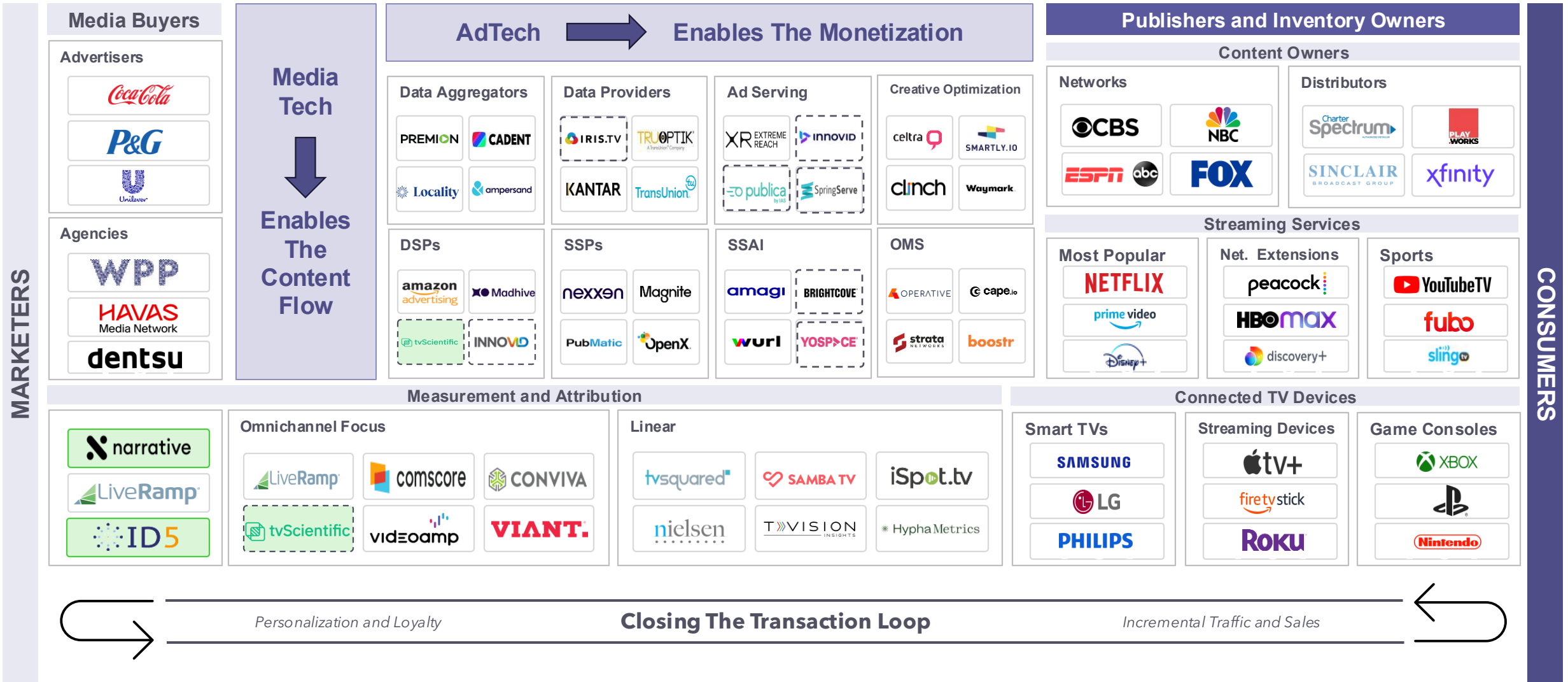
CTV Commands Premium CPMs

- **High Engagement justifies premium pricing:** CTV ads are more expensive than other digital formats because they (i) can't be easily blocked or skipped, (ii) have less visual clutter than web, and (iii) are viewed from start to finish
- **Superior measurement + targeting unlocks higher ROI:** Advertisers pay up for CTV because it combines TV-scale reach with digital-level targeting and attribution, making performance easier to prove than linear TV

Traditional TV	Variance in Ad Loads	CPMs by Service	CPMs by Media Type
<p>Variance in CPM by Type (13 min/hr. Avg)</p> <p> CPM Primetime = \$45</p> <p> CPM Scatter = ~\$25</p> <p> CPM Average = \$10</p>	<p>High  9 min/hr</p> <p>Medium  5 min/hr</p> <p>Low  3 min/hr</p>	<p> ~ \$40 - \$50</p> <p> ~ \$32</p> <p> ~ \$20 - \$40</p>	<p>Streaming live sports ~\$40</p> <p>TV network streaming services \$25 - \$35</p> <p>Podcasts \$15 - \$30</p> <p>Digital Display \$15 - \$30</p> <p>Social \$2 - \$30</p>

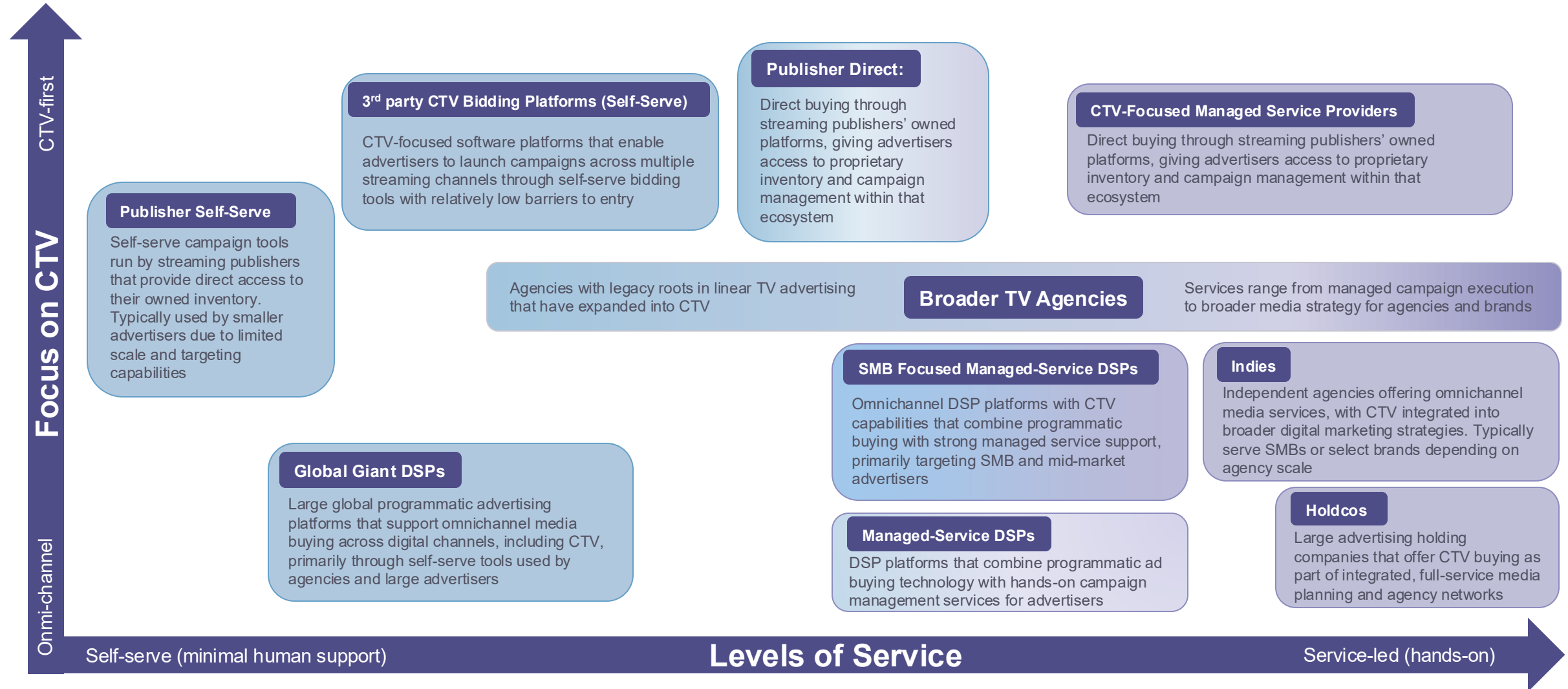
Key Players in the CTV Landscape

The CTV Value Chain Spans a Fragmented Network of Advertisers, Platforms, and Devices Linking Brands to Viewers



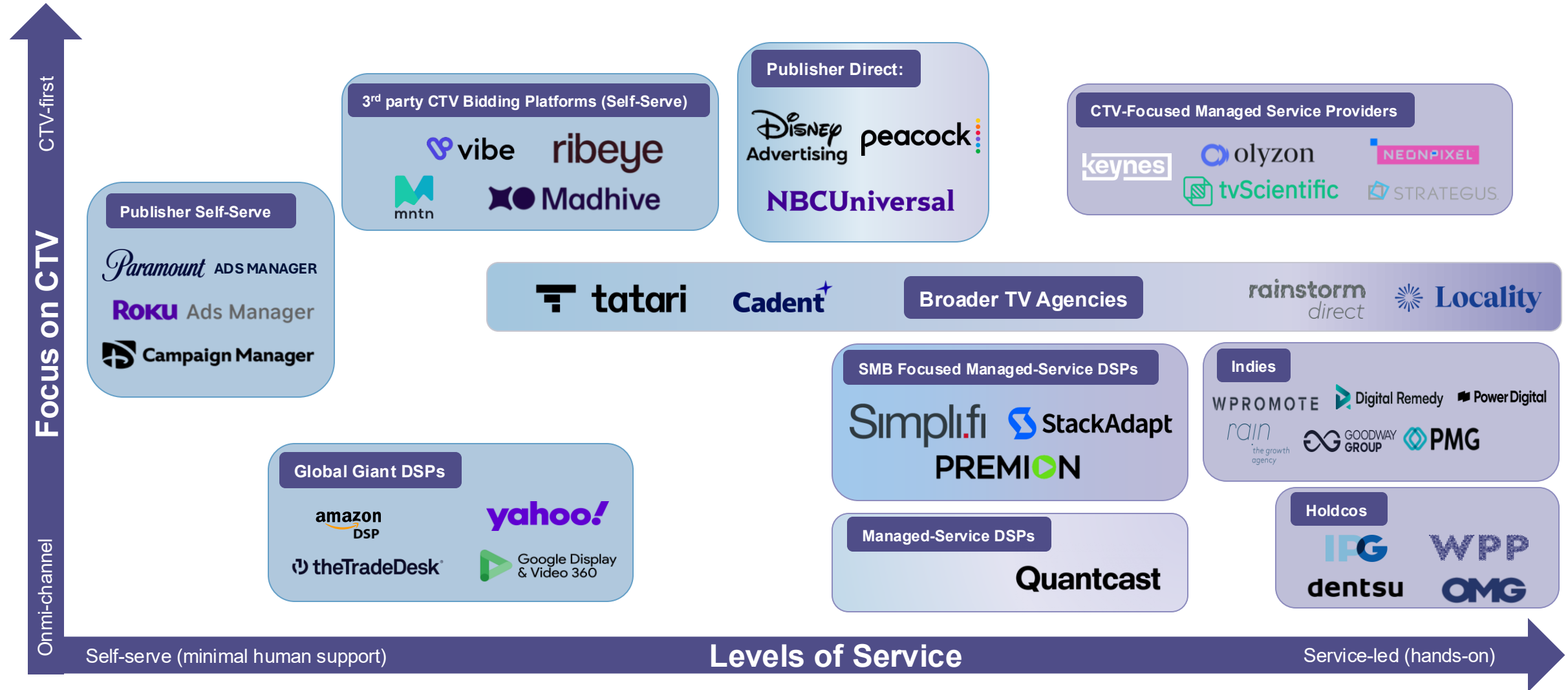
Key Competitor Archetypes in the CTV Ad Buying Landscape

CTV Ad Buying is Consolidating Around Managed Services, Self-Serve Platforms, and Full-Service Agencies



Key Competitor Archetypes in the CTV Ad Buying Landscape

CTV Ad Buying is Consolidating Around Managed Services, Self-Serve Platforms, and Full-Service Agencies





II. C) CTV Growth Drivers and Trends

CTV Growth Leads to Budgets of Large Advertisers to Follow

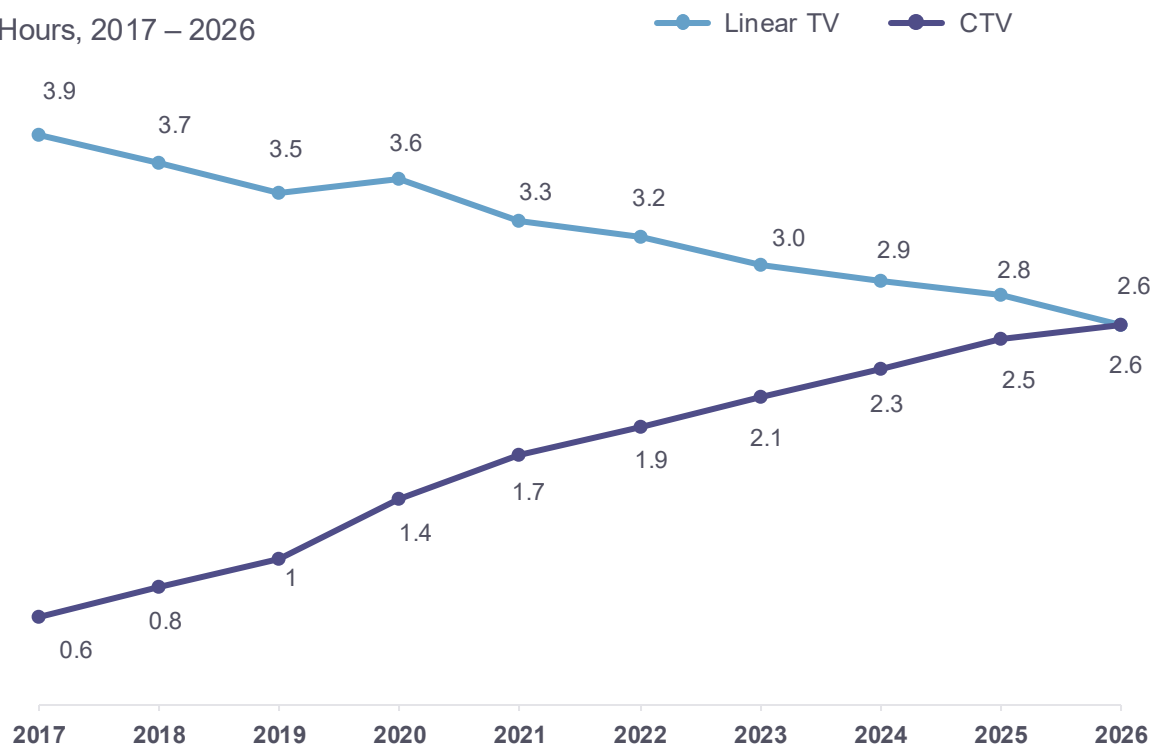
Time Spent by Consumers on CTV is Taking Over Time Spent on Linear TV

The share of TV viewing time on streaming platforms...

... with continued CTV penetration expected to drive growth in the CTV advertising market going forward

Average Time Spent Per Day With Connected TV and Linear TV, US

























Hours, 2017 – 2026



- **Streaming/CTV viewing has become the dominant way Americans use TV** - so brand video reach increasingly requires CTV. Nielsen's *The Gauge* shows streaming hit 44.8% of total TV usage in May 2025, surpassing broadcast + cable combined (44.2%), with streaming usage up 71% vs. May 2021
- **CTV penetration is approaching "default distribution" scale, and forecasts show it still growing.** EMARKETER projects that by 2026, over 85% of U.S. households (and nearly 70% of the population) will use connected TV—expanding the addressable audience that advertisers can reach via CTV buys
- **Penetration is creating more monetizable inventory, especially via ad-supported streaming and FAST.** Nielsen reports FAST services Pluto TV + The Roku Channel + Tubi reached 5.7% of total TV viewing in May 2025, and notes that "virtually all subscription-based platforms now have ad-supported components," increasing available CTV ad supply as streaming becomes the primary viewing mode
- **Spend is already following the audience shift—and industry forecasts explicitly call for continued CTV ad growth.** IAB estimates CTV ad spend grew 16% YoY in 2024 (to \$23.6B) and projects \$26.6B in 2025; IAB CEO David Cohen adds that "CTV... is a go-to channel... and is expected to continue growing," as high-quality streaming content and improved ad tech/measurement accelerate adoption by advertisers

CTV Growth Leads to Ad-Supported Streaming Expansion

The Increase in Volume of CTV Inventory Available has Given Advertisers a New Way of Targeting Audiences

Streaming Platform	US OTT video viewers (2025, m)	US subscribers ad-supported OTT penetration (2024 %)	Ad-funded models	Live sports tie-ups (non-exhaustive)
	197	21%	<ul style="list-style-type: none"> Basic with Ads tier launched in the U.S. in November 2022, introducing Netflix's first ad-supported subscription option 	 
	166	80%	<ul style="list-style-type: none"> All subscribers shifted to an ad-supported model by default in January 2024, with ad-free viewing available as a paid add-on 	  
	131	68%	<ul style="list-style-type: none"> Ad-supported subscription tier offered alongside ad-free options as part of the broader Disney streaming ecosystem 	
	126	37%	<ul style="list-style-type: none"> Basic with Ads tier launched in the U.S. in December 2022 as part of Disney's broader ad-supported streaming strategy 	
	95	24%	<ul style="list-style-type: none"> Ad-supported subscription tier launched in June 2021, offering a lower-priced option supported by advertising 	
	91	78%	<ul style="list-style-type: none"> Free ad-supported streaming service since launch, with optional paid tiers that offer reduced or no advertising 	   
	91	75%	<ul style="list-style-type: none"> Ad-supported subscription tier offered since launch as CBS All Access in 2014, combining subscription and advertising revenue 	
	87	95%	<ul style="list-style-type: none"> Free ad-supported streaming platform monetized primarily through advertising across The Roku Channel and partner inventory 	
	79	100% - exclusively FAST	<ul style="list-style-type: none"> Fully FAST streaming service supported entirely by advertising with no subscription option 	

CTV Growth Leads to Cheaper Ads and Opens Up to SMBs

Growth in CTV has Increased Competition Between Streaming Providers and Creates Opportunity for SMB Advertisers

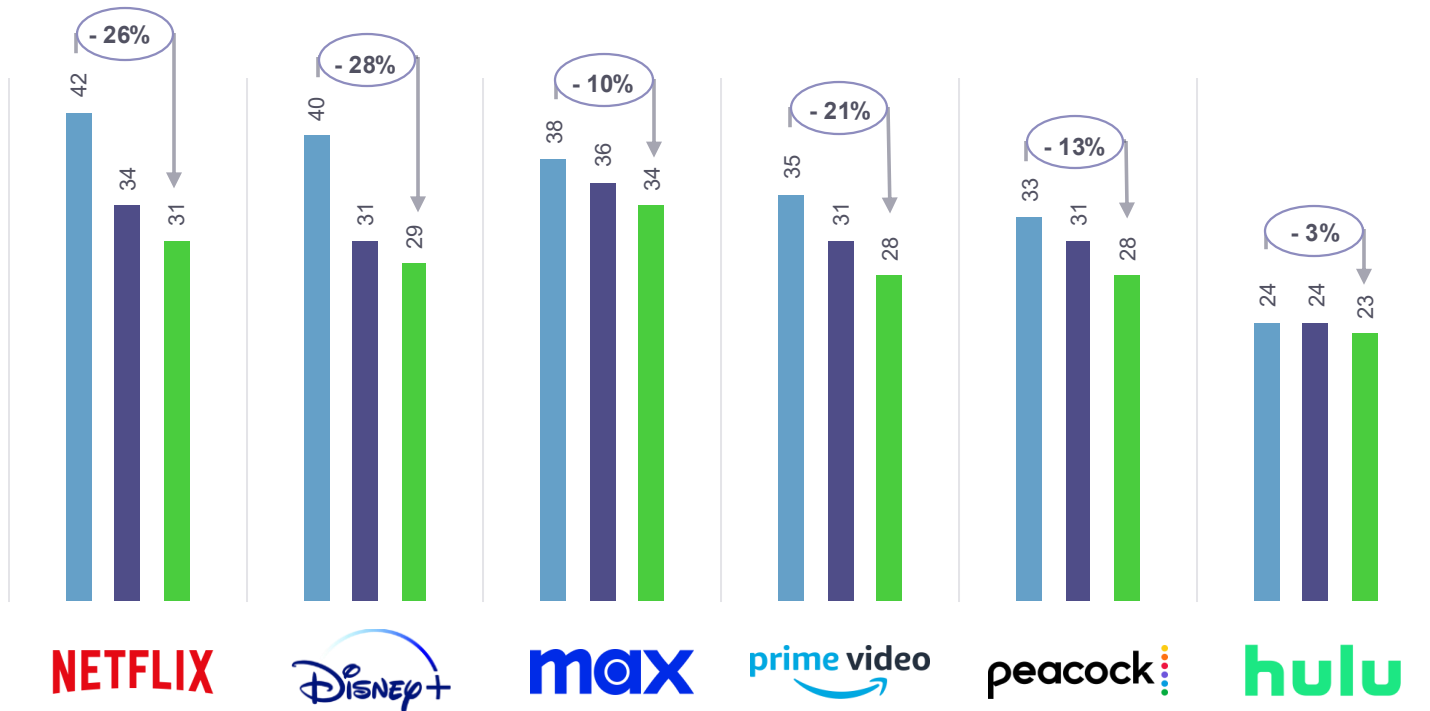
The introduction of an ad-supported tier on Prime Video resulted in a significant increase in inventory, leading competitors to reduce CPMs...

... and opening the CTV market up to more SMBs

Average US ad-supported video-on-demand (AVOD) CPMs, by platform

\$, Q1 2024 – Q2 2025

■ Q1 2024 ■ Q4 2024 ■ Q2 2025



- **CTV is scaling even as pricing becomes more accessible:** IAB reports CTV ad revenue reached **\$23.6B in 2024** and is projected to grow to **\$26.6B in 2025**, while premium AVOD CPMs declined materially
- **Prime Video's ad launch materially expanded supply and pressured CPMs downward:** Amazon entered at **~\$35 CPM** and added an estimated **~50B U.S. ad impressions**, accelerating industry-wide streaming CPM compression
- Industry leadership ties self-serve + accessible pricing directly to SMB adoption: **"Self-service... accessible pricing... and ability to link spend to outcomes has empowered small and mid-size businesses."** - David Cohen, CEO, IAB
- **Lower minimums and digital-style buying reduce traditional TV friction:** Hulu Ad Manager campaigns start at **\$500 minimum**, and Roku launched a CTV buying workflow designed **for brands of any size**, lowering barriers for SMB and mid-market advertisers

Smaller Advertisers' CTV Spend To Grow Ahead of Enterprises

Streaming Providers Have Invested in SMB Focused Solutions as they Anticipate Faster CTV Growth in this Area

CTV Developments Focused on SMB / Mid-market and Data Availability

NETFLIX

- **GTM Strategy:** Netflix has developed a CTV strategy targeting SMB advertisers which involves establishing reseller relationships with SMB-focused agencies and tech MSPs



- **Self-serve platform:** Disney Campaign Manager enables advertisers to launch with a minimum budget of \$500 per campaign. Initially only Hulu content was available, however it has since been expanded to include Disney+ and ESPN+ inventory
- **Data availability:** The platform leverages LiveRamp
- **Creative suites:** Plans to support advertisers through the full journey with a future launch of tools to support the creation of creative assets

Paramount+

- **Self-serve platform:** Paramount Ads Manager launched in July 2024, designed to attract ad dollars from small and mid-sized businesses; the platform features self-serve creative tools using genAI from Waymark
- **Data availability:** Investment in data, technology, and identity frameworks to expand its attribution capabilities and attract social media budgets

ROKU

- **Self-serve platform:** Roku Ads Manager launched in September 2024 aimed at better serving SMB / Mid-market advertisers. The platform incorporates shoppable ads for Shopify merchants and action ads. In Q2 '25 investor communications mentions "it as a tool that democratizes television bringing hundreds of net new advertisers to TV that we wouldn't have"
- **Data availability:** Retail data partnerships i.e. Instacart; helping to drive commerce which in turn improves the ability to prove ROI

tubi

- **GTM Strategy:** Tubi has built a mid-market sales team focused on local / mid-sized agencies and programmatic tech platforms (i.e. DSPs / SSPs)



- **Self-serve platform:** Launched in Q1 2025, Universal ads is aimed at advertisers of all sizes and incorporates inventory from several publishers including: Fox Corporation, NBCUniversal, Paramount, and Roku
- **API partner program:** Launched in June 2025 with partners across measurement and creatives

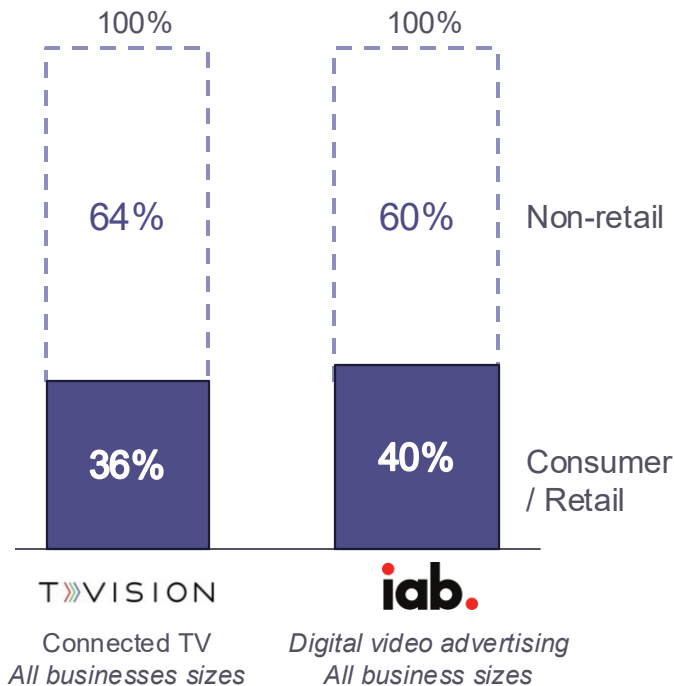
Retail Vertical Shows Faster CTV Ad Spend Than Other Advertisers

Commerce Accountability Is Pushing Retail Spend Into CTV Faster Than Other Verticals

A high share of CTV / video advertising is from advertisers in the Consumer / Retail vertical

Proportion of CTV / video advertising revenue from Consumer / Retail advertisers

%, 2024

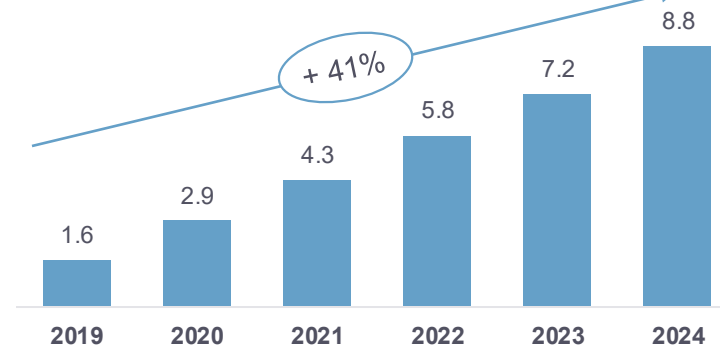


IAB indicated that the Consumer / Retail vertical would grow faster than the wider market (2024-25)

Economic partners integrated with streaming providers have experienced strong growth

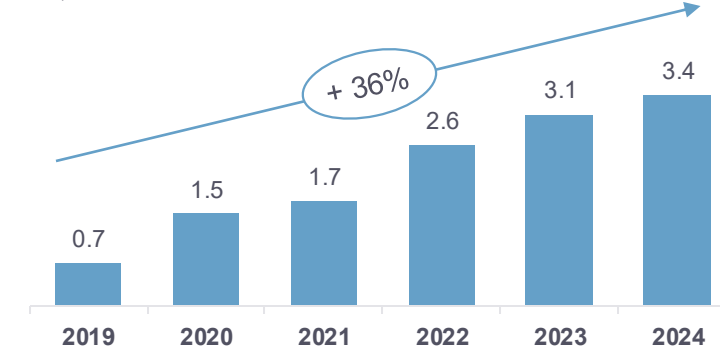
Shopify Revenue

\$bn, 2019 – 2024



Instacart Revenue

\$bn, 2019 – 2024



Market experts expect CTV ad spend from retail businesses to grow faster vs. other verticals

- **Industry forecasts indicate Retail/Consumer will outpace broader CTV growth:** IAB projects continued double-digit CTV growth through 2025 and highlights Commerce/Consumer advertisers as key growth drivers
- **Retail's performance-driven model aligns with CTV's improved attribution capabilities:** As streaming platforms expand commerce integrations and closed-loop measurement (including shopper data matching and retail media tie-ins), retail advertisers can increasingly link CTV exposure to site visits, conversions, and sales - giving the vertical clearer ROI visibility than traditionally upper-funnel categories
- **Commerce integrations accelerate vertical-specific momentum:** Retail-focused ecosystems (e.g., Shopify integrations, Instacart partnerships, and retail media network extensions into CTV) are scaling rapidly, creating more deterministic targeting and purchase-based optimization - reinforcing expectations that eCommerce-driven advertisers will increase CTV spend faster than brand-only verticals

Progress Perspective

CTV Market Highlights



Usage and Adoption

With 30% higher U.S. household penetration than cable, growing choice in paid content, and subscription fatigue driving consumers toward ad-supported viewing, **CTV is poised to define the future of television consumption** ⁽¹⁾



FAST Acceleration

As was the case with print to digital, the **shift to CTV will likely happen faster than anticipated** due to a declining linear TV user base, new monetization offerings (FAST), and the ability to watch content that was previously exclusive to linear TV



Legacy Models

Networks have long relied on retransmission fees from TV distributors to fund their content. As cord cutting reduces these revenues, networks may face constraints on what they can afford to pay for programming, further **opening the door for walled gardens to expand their share of captured spend**



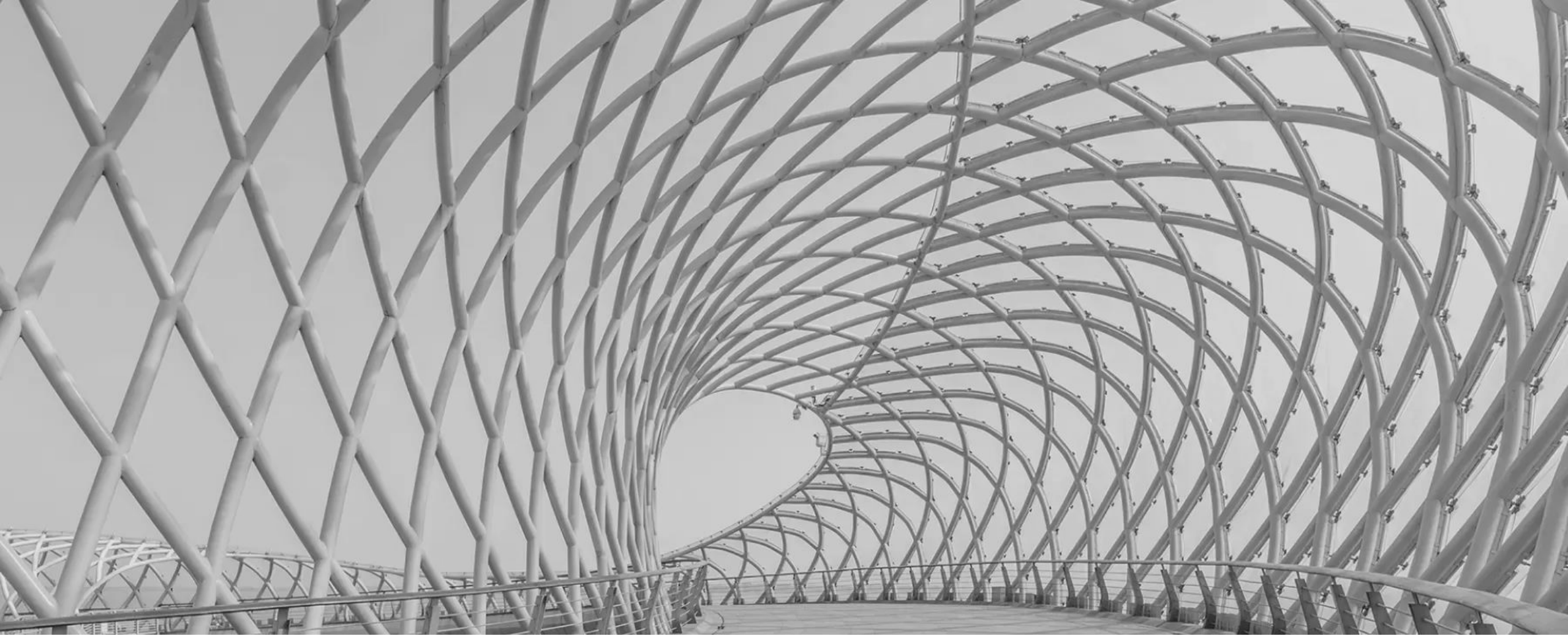
Performance

CTV is built on the same infrastructure as search and social advertising, presenting an opportunity to **capture performance-oriented marketers** who traditionally lacked the budget for linear TV inventory



Tailwinds

5G technology has the potential to deliver OTT broadcast services with quality suitable for both mobile devices and television screens. As a result, consumers are increasingly turning away from traditional TV to **access news and current events through digital platforms**



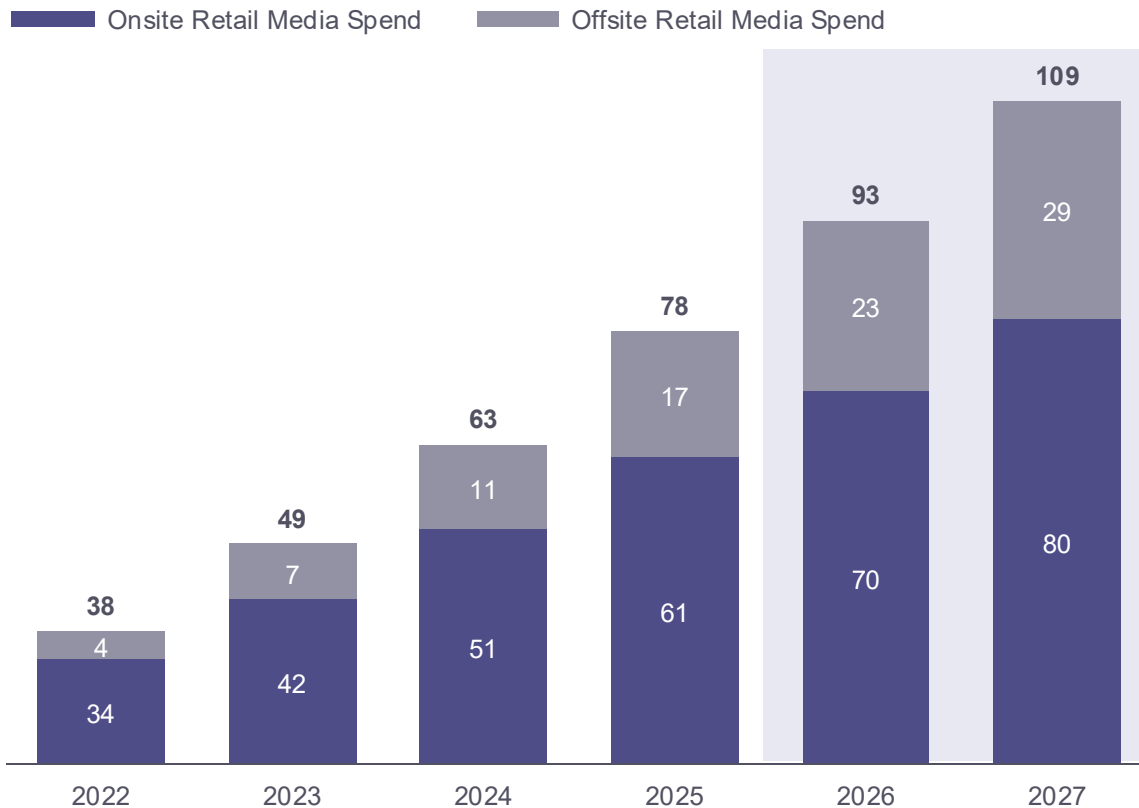
III. Retail Media

Retail Media Advertising Market Overview

Digital Commerce Growth and First-Party Data Capabilities Drive Retail Media's Expanding Share of Digital Ad Spend

Retail Media Ad Spending Growth ⁽¹⁾

Retail Media Ad Spending (\$ billions)



Why Advertisers Moved

- **Retail media offers closed-loop attribution:** Brands shifted ad spend to retail media networks as they provide direct connection between ad exposure and purchase, enabled by retailers' first-party transaction data and ability to measure ROI at point of sale.

How Supply Responded

- **Retailers build advertising businesses as new revenue streams:** Major retailers launch media networks and expand ad inventory across owned properties (websites, apps, in-store), creating additional supply for brands under pressure to prove performance and reach high-intent shoppers.

Why Scale Accelerated

- **E-commerce penetration unlocks addressable inventory:** Retail media growth is fueled by increased online shopping, proprietary customer data, and performance measurement capabilities that enable brands to target, optimize, and prove effectiveness in ways traditional channels cannot.

The Evolution of Retail Media: Amazon Set the Stage (2012 – 2016)

Building the Blueprint for Retail Media Dominance

2012 - 2016

2017 - 2019

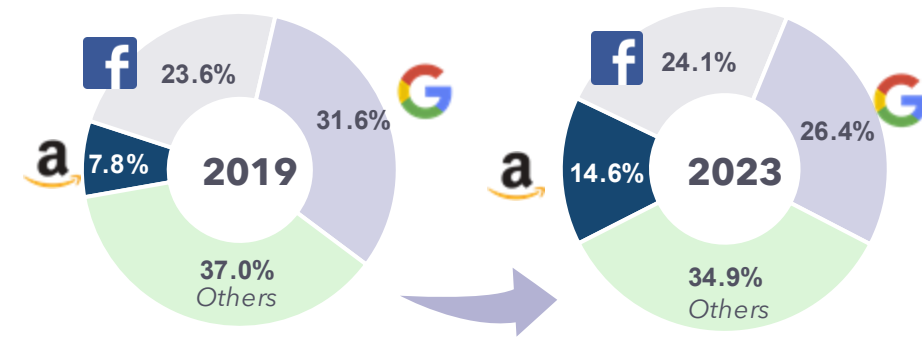
2020 - Present

Amazon's Retail Media Leadership

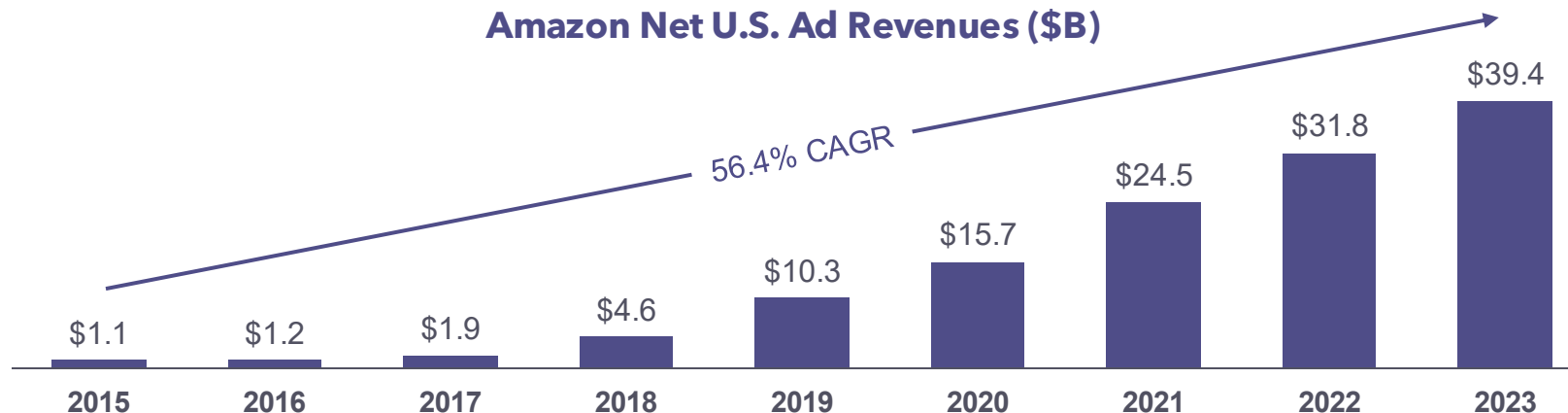
- **First-mover advantage in retail media:** Amazon was the first major online retailer to implement a retail media network; eBay followed but was unable to adapt as quickly
- **Scaled into an advertising giant:** Amazon forecasts its ad business could surpass **\$67B by 2025**, positioning itself among the leading digital advertising platforms

From Duopoly to Triopoly

% of US Digital Media Revenue



Amazon Net U.S. Ad Revenues (\$B)



The Evolution of Retail Media: Others Follow Amazon's Lead (2017 – 2019)

Early Success Drives Widespread Retail Media Adoption

2012 - 2016

2017 - 2019

2020 - Present

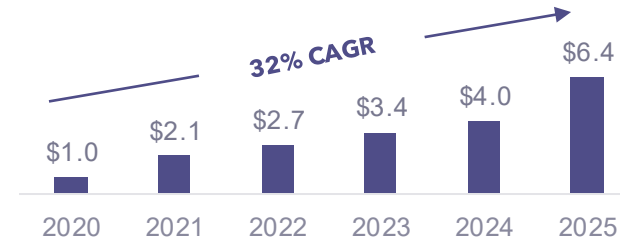
▶ Amazon's Success Sparks Industry-Wide Adoption

- **Other retailers follow Amazon's lead:** As Amazon's retail media business began eclipsing \$1B in 2016, a few other large retailers took note and began rolling out their own media networks



- **Branded as Walmart Connect**, it has created the ability to correlate online and in-store activity for advertisers

Walmart Ad Revenues, \$B⁽¹⁾



- **Rebranded as Roundel** 3 years after its launch in 2016, and has since partnered with Disney to inform CTV ad buys

Target wants to build a media business to rival Amazon

May 3, 2019 | By [Hilary Milnes](#)



- **First to expand outside traditional retail**, and has since grown to be used by over 2,000 brands



The Evolution of Retail Media: Media is Everywhere (2020 – Present)

How First-Party Data Turned Every Brand into a Media Owner



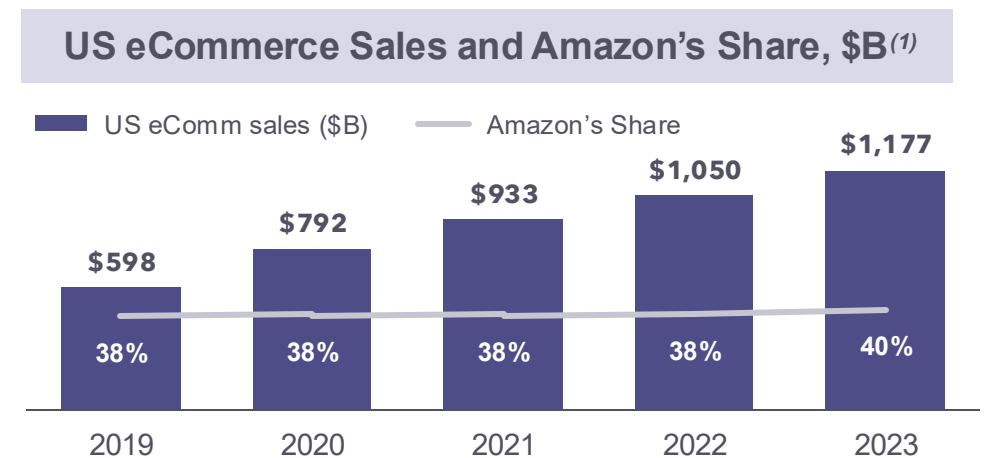
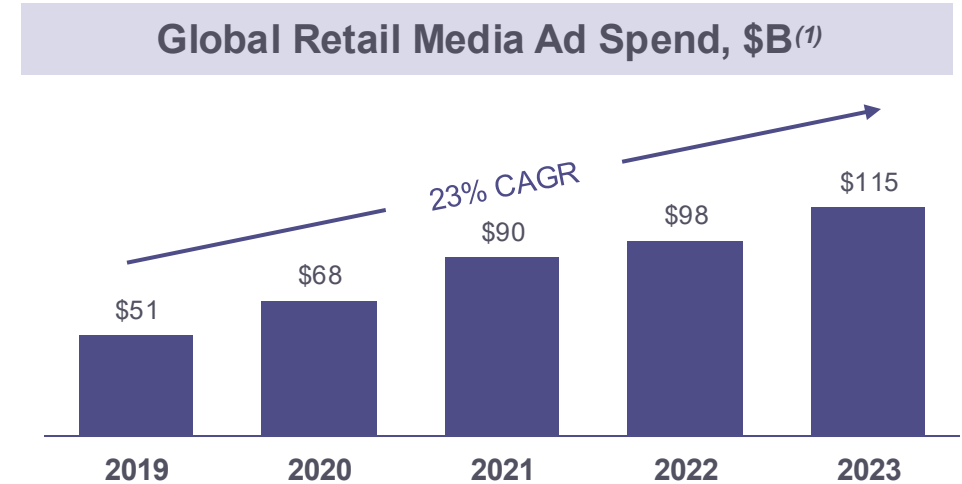
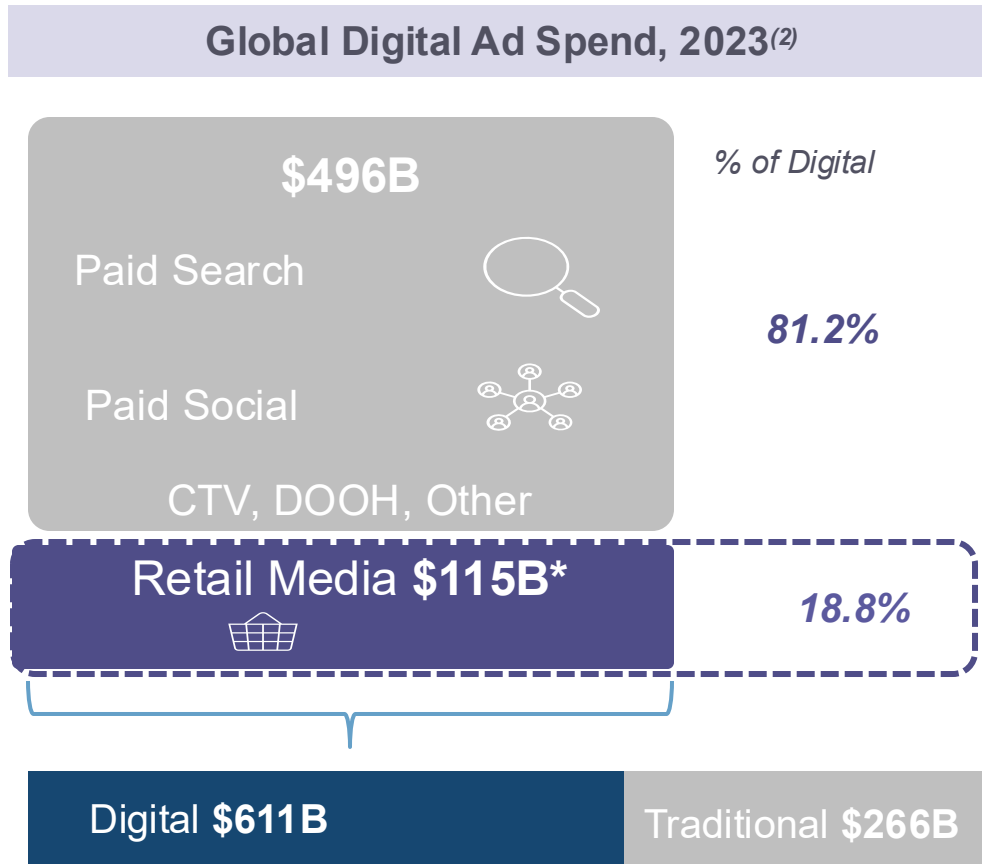
▶ Amazon’s Retail Media Leadership

- **Retail media networks are now ubiquitous.** Their growth has been driven by the expansion of eCommerce, accelerated by Covid-19 and strengthened by increasing data privacy regulations.
- **Advertisers historically lacked clear performance attribution.** Connecting advertising spend directly to purchase outcomes was a persistent challenge.
- **Retail media enables more relevant and privacy-safe advertising.** Brands can better serve customers with personalized offers and incentives while relying on compliant first-party data.
- **Retail media now extends beyond traditional retail.** Any business with first-party data and customer touchpoints, including hospitality, travel, automotive, and banking, can participate in this ecosystem.

eCommerce Marketplaces					
Merchandise Retailers					
Specialty Retailers					
Intermediaries					

Retail Media is Now the Third Largest Digital Channel

Fueled by Continued Growth in eCommerce, Retail Media is the Fastest Growing Form of Digital Advertising

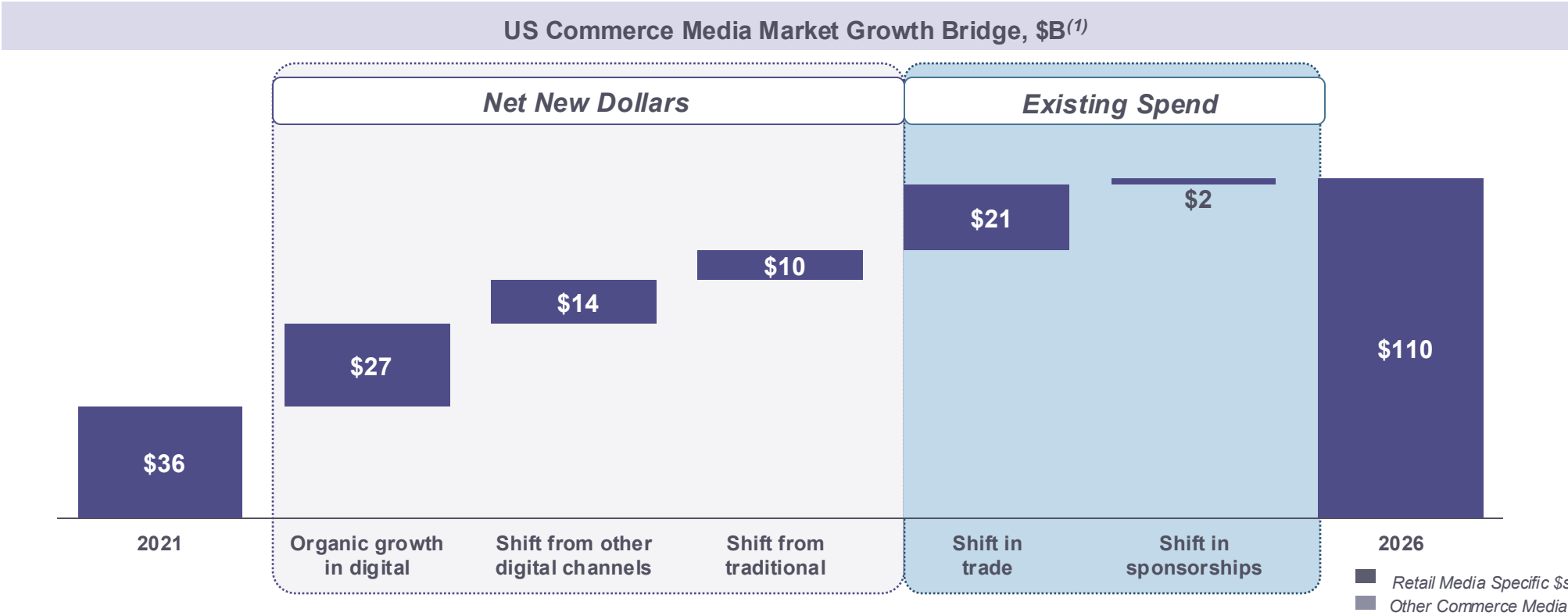


Retail Media Will Continue to Drive Commerce Media

The Catalyst for Commerce Media Expansion

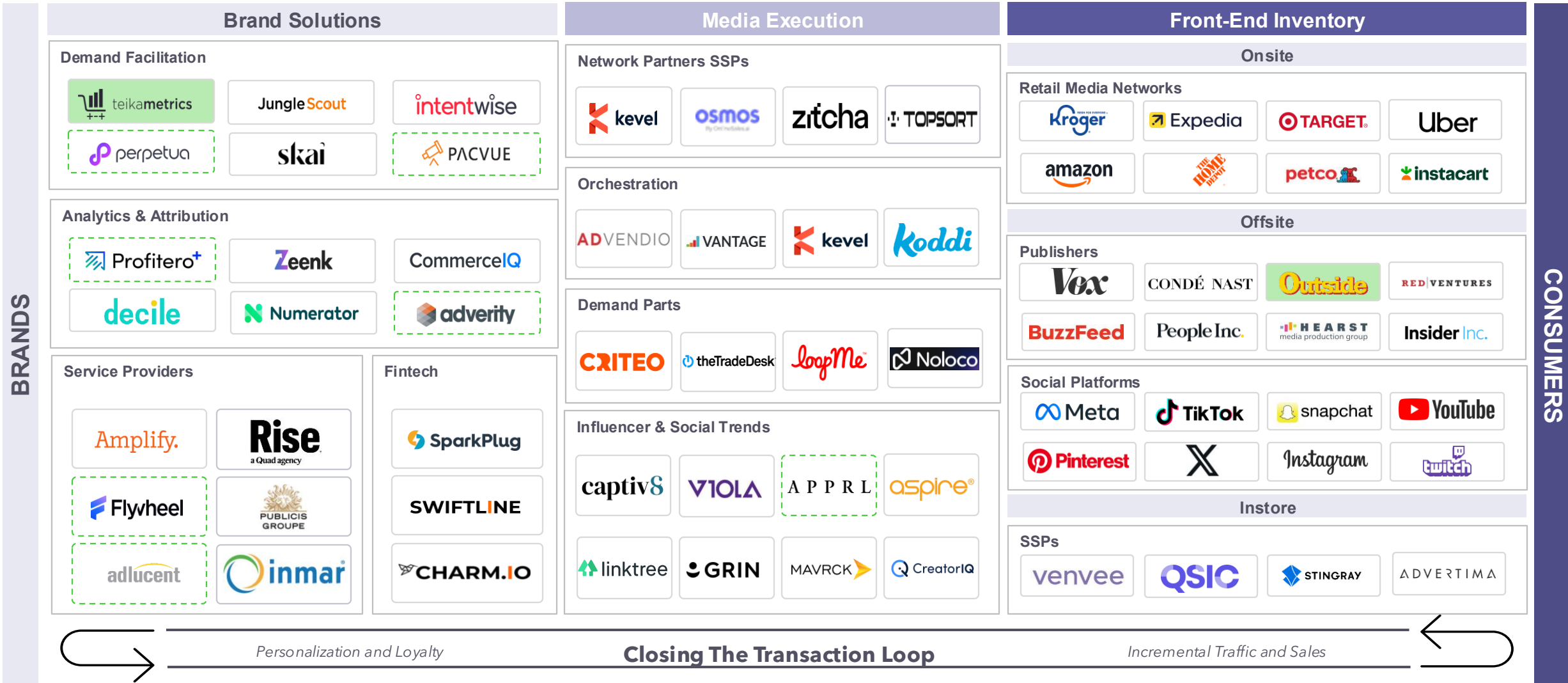
▶ Amazon's Retail Media Leadership

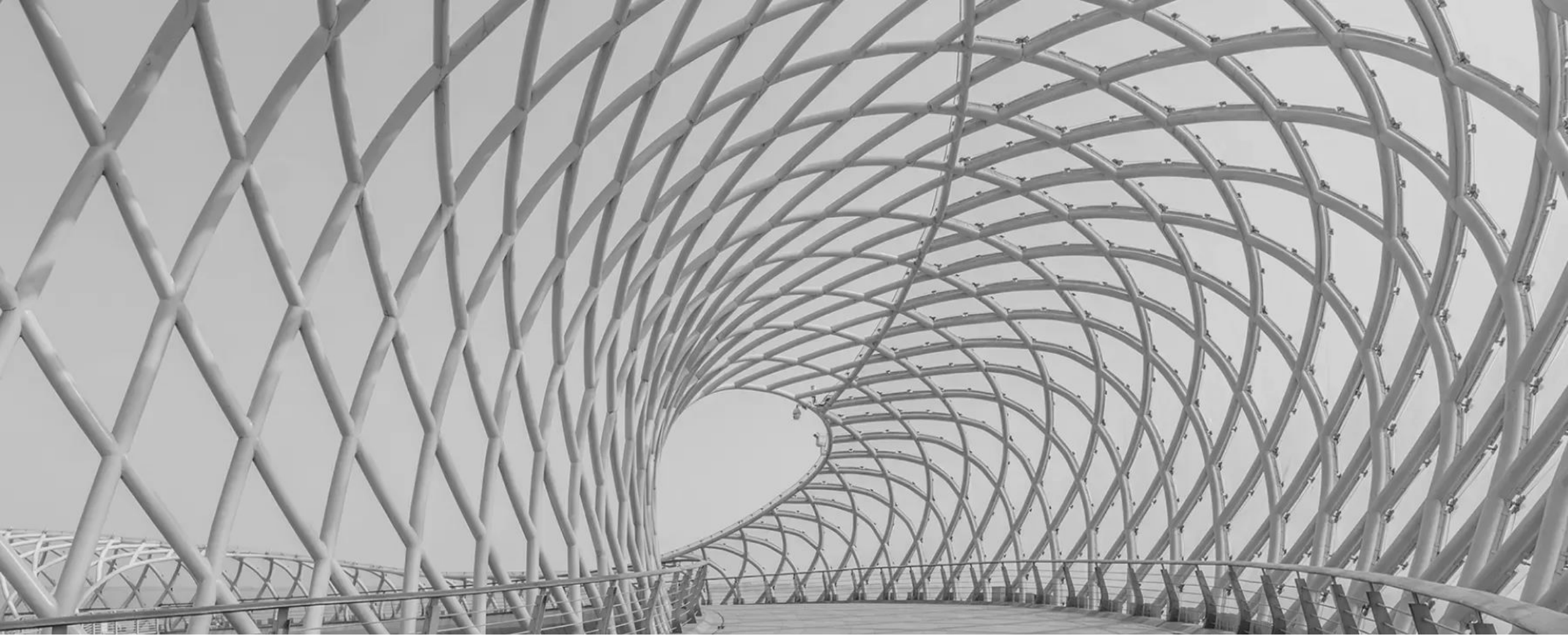
- **Retail media is shifting brand investment from physical to digital.** It offers upper-funnel awareness placements that enable trade marketing teams to drive impact beyond the store aisle.
- **Traditional trade spend is being reallocated into retail media.** Budgets once dedicated to in-store promotions such as volume pricing and slotting fees are increasingly moving into retail media networks.



Key Players in the Retail Media Landscape

Retail Media Landscape from Brand Enablement to Consumer-Facing Inventory





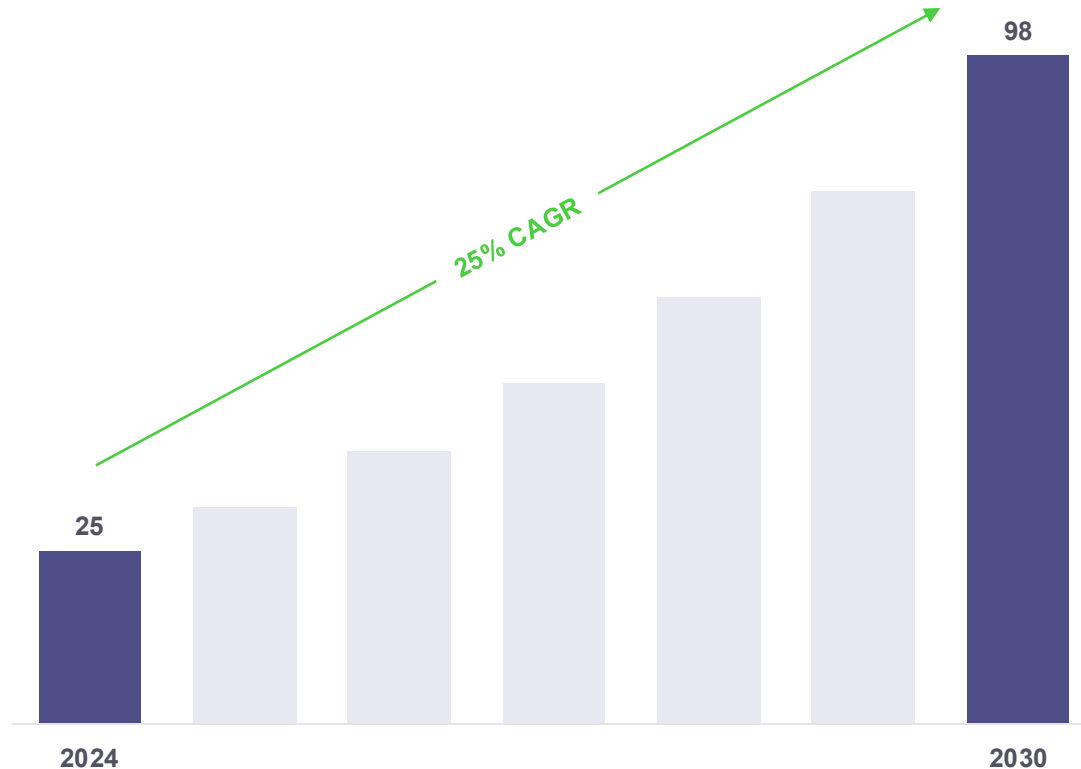
IV. Influencer Marketing

Influencer Marketing is Scaling into Core, Global Growth Channels

Creator-led Engagement, Platformization, and Budget Scale are Reshaping How Brands Spend and Access New Audiences

Influencer Marketing: Rapid Global Growth

Global Influencer Marketing Platform Market
\$ billions



Influencer Marketing Is Becoming a Core, Global Growth Channel

- ▶ **Market Expansion & Consumer Dynamics**
 - Creators enable brands to reach niche, interest-based, and international audiences beyond traditional media
 - Short-form, creator-led content increasingly shapes discovery and purchase decisions across digital and physical channels
- ▶ **Market Size & Agency Growth**
 - Influencer marketing has scaled into a \$30B+ global market with sustained double-digit growth
 - Agencies are expanding full-service capabilities, driving consolidation to support end-to-end execution at scale
- ▶ **Buying Motion: Direct vs. Managed**
 - As programs scale, brands are moving away from direct creator management due to operational and compliance complexity
 - Managed influencer models are gaining share as agencies and platforms become the system of record for performance and measurement

The Power of Influencer Marketing

Unveiling the Current State of Influencer Marketing

Key Findings

- **Influencer marketing becomes a key channel for authentic brand engagement:** Influencer marketing has become one of the most effective ways for brands to engage with their target audiences; influencers create authentic, relatable content that resonates with consumers who increasingly perceive traditional advertising as inauthentic or intrusive.
- **Short-form video drives influencer marketing strategy:** With the rise of social media platforms like TikTok and Instagram, short-form video content has become a crucial component of influencer marketing campaigns; as consumers become more discerning, brands are prioritizing authenticity and transparency in their influencer partnerships.

Key Growth Drivers:



Digital & Social Media Shift



Content Variety



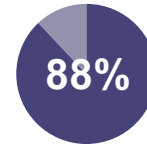
Authenticity & Relatability



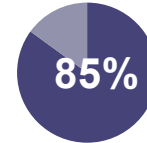
Creator Economy



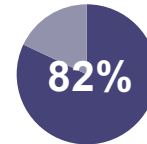
Influencer Marketing by the Numbers



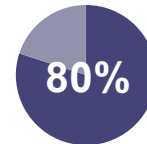
Influencers have inspired 88% of consumers to make a purchase, with 9 out of 10 consumers relying on reviews before making a buying decisions



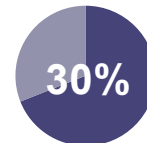
Of marketers confirm the effectiveness of influencer campaigns, with 36% stating that influencer-generated content outperforms their branded content



Of brands report generating higher-quality leads through influencer marketing compared to other lead-generation channels



Of brands have a dedicated influencer marketing budget with ~69% planning to increase that budget in 2025



Of marketers are seeing up to a 30% reduced cost per acquisition (CPA) with Influencer generated content (IGC)

Navigating the Shifting Landscape of Influencer Marketing

Opportunities and Challenges in the Evolving Influencer Marketing Ecosystem

Trends Shaping the Influencer Marketing

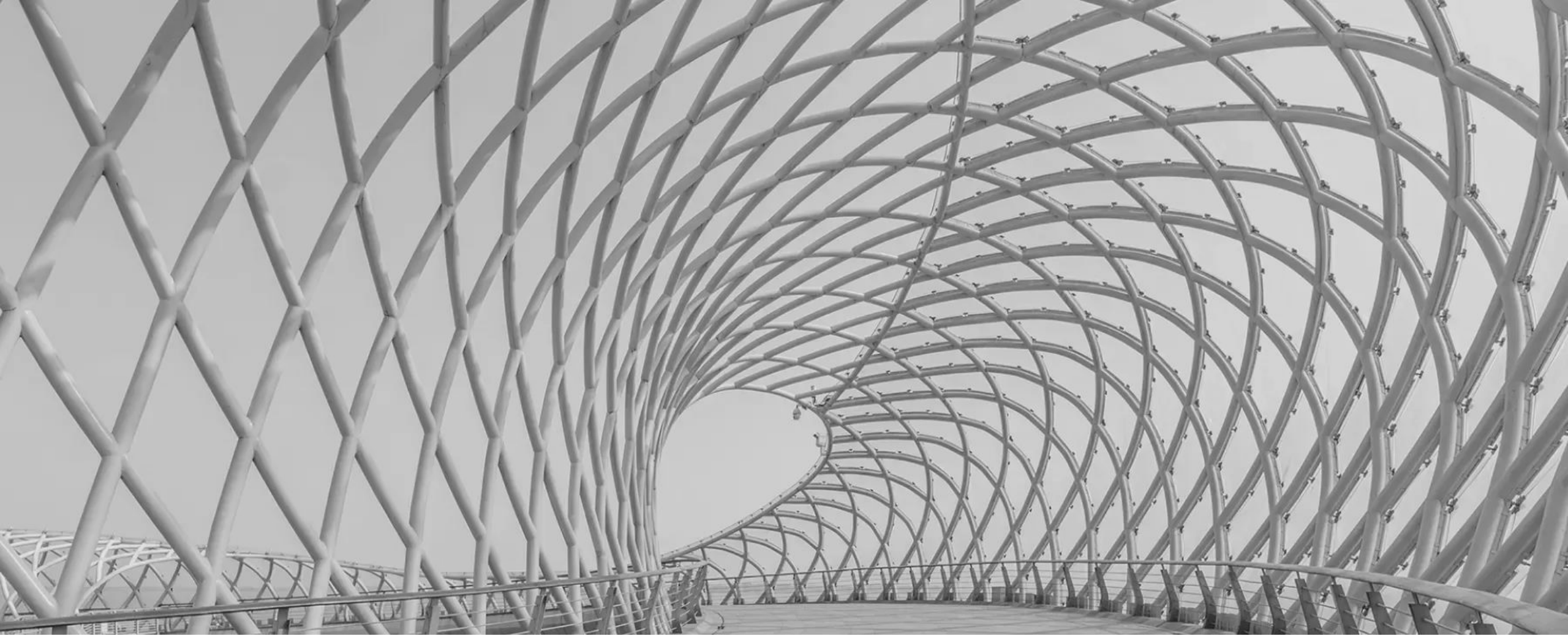
- **Rise of Micro & Nano-Influencers:** Brands are increasingly partnering with smaller influencers who have higher engagement rates and can build stronger relationships with their followers
- **AI Integration:** AI is revolutionizing influencer marketing by automating tasks, optimizing campaigns, and providing valuable insights, from discovery to content analysis, AI is streamlining the process and improving efficiency
- **Short-Form Video Dominance:** Platforms like TikTok and Instagram Reels have revolutionized content consumption, making short-form video the most influential tool for influencers
- **Authenticity & Transparency:** Consumers are becoming more discerning, and they value authenticity, influencers who are genuine and transparent in their content are more likely to build trust and loyalty with their followers
- **Long-Term Partnerships:** Brands are moving away from one-off campaigns and focusing on building long-term relationships with influencers for more consistent brand exposure and deeper audience engagement
- **Live Streaming and Social Commerce:** Platforms like Instagram Live and TikTok Live are enabling real-time engagement and direct sales

▶ Tailwinds

- **Increased Consumer Trust:** Consumers trust recommendations from influencers more than traditional advertising leading to a powerful tool for building brand awareness and driving sales
- **Diverse Influencer Landscape:** The influencer landscape is becoming increasingly diverse, with influencers representing various backgrounds, interests, and demographics, enabling brands to target niche audiences more effectively

▶ Headwinds

- **Measurement and ROI:** It can be challenging to accurately measure the ROI of influencer marketing campaigns which require robust tracking and analytics tools to evaluate the effectiveness of their efforts
- **Platform Algorithms:** Changes in platform algorithms can significantly impact the reach and engagement of influencer content, Brands must adapt to these changes to maintain their visibility



V. Progress Partners Overview

Progress Overview

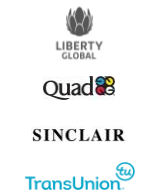


- Founded in 2002
- Full-service technology investment bank
- Managing Directors based in Boston, New York, and Washington, DC
- Services include sell-side/buy-side M&A and capital raising
- Over 100 transactions and \$10B in value



- \$35M Fund IV (2020)
- \$1-1.5M initial check with 2-3x reserved for follow-ons
- Areas of focus include data management, AI/ML, measurement/analytics, and media automation

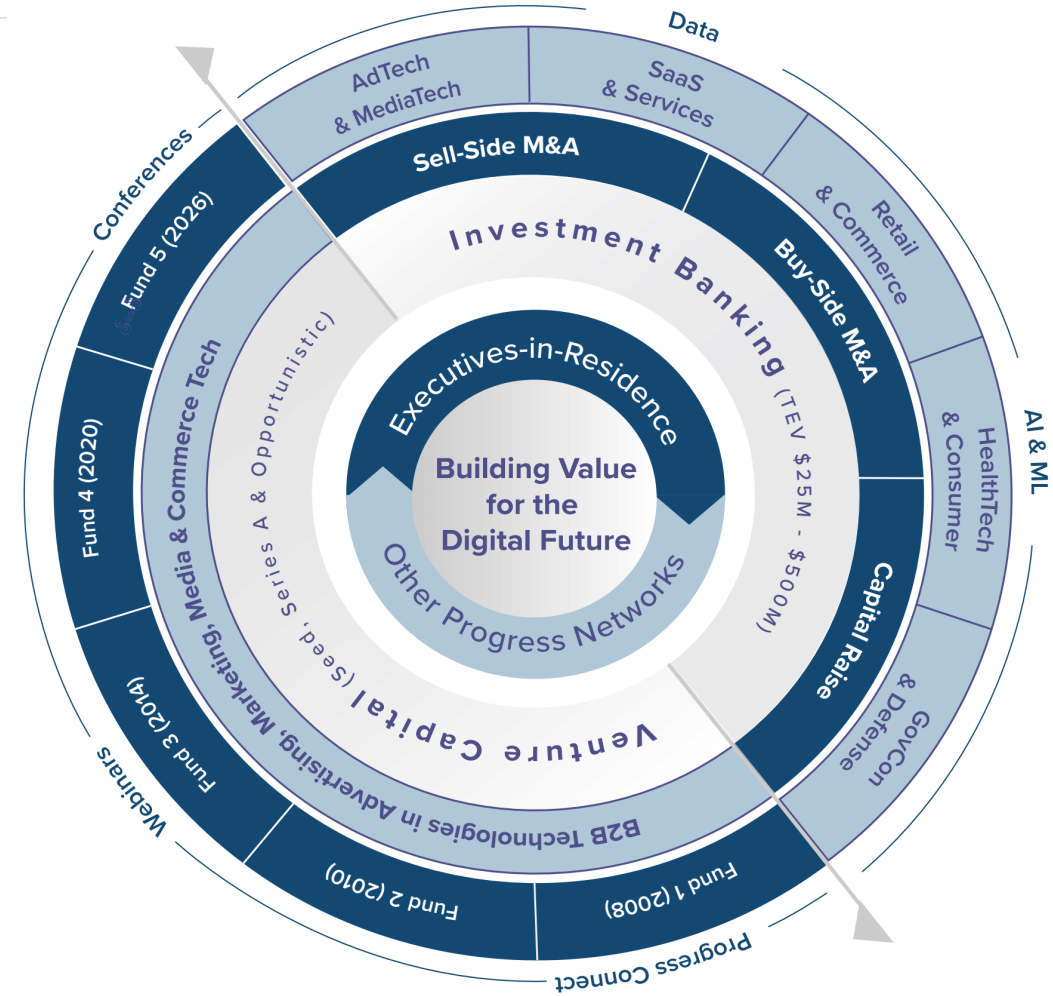
Notable LPs



Notable Exits



150+
Executives
in Residence



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