NielsenIQ

2026 Tech & Durables: Customers lead, AI disrupts and Value defines the winners

GTDC EMEA, April 2026

Norbert Herzog

Global Strategic Insights

© 2026 Nielsen Consumer LLC. All Rights Reserved.

Confidential and proprietary

Customers lead, AI disrupts and Value defines the winners

The big picture:
Macro-impact and
TCG industry

NielsenIQ

© 2026 Nielsen Consumer LLC. All Rights Reserved.
Confidential and proprietary

Customers have
changed

NielsenIQ powered by GfK intelligence

© 2026 Nielsen Consumer LLC. All Rights Reserved.
Confidential and proprietary

The future of retail is
not linear

NielsenIQ powered by GfK intelligence

© 2026 Nielsen Consumer LLC. All Rights Reserved.
Confidential and proprietary

Compete on value

NielsenIQ powered by GfK intelligence

© 2026 Nielsen Consumer LLC. All Rights Reserved.
Confidential and proprietary

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

The big picture: Macro-impact and TCG industry

NielsenIQ

© 2026 Nielsen Consumer LLC. All Rights Reserved.

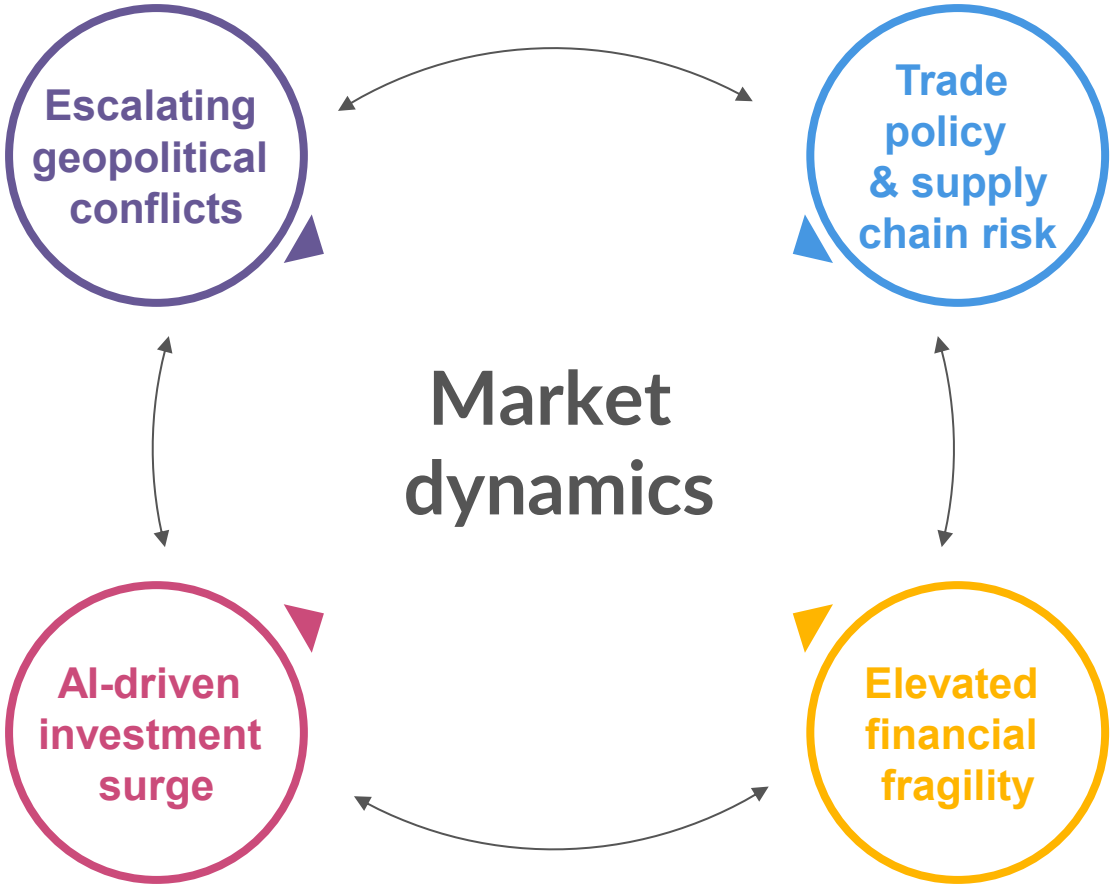
Confidential and proprietary

Resilience amid fragility: A Global Economy powered by AI expectations but exposed to risks

Major themes underpin market growth and inject further uncertainty

Global growth remains **resilient but uneven**, with 3.3% projected for 2026

-0.1%p at Oil=80USD (+0.2%p inflation).
-0.4%p at Oil=100USD (+0.7%p inflation)*.



Trade tensions have **been reset to uncertainty,** currently at 10% global tariff.
Tariff effects continue to work through **supply chains**.

A surge in AI-related investment, drives upward correction of GDP growth (US/China). But growth base is **narrow and vulnerable**: a reassessment of AI productivity may trigger investment pullbacks.

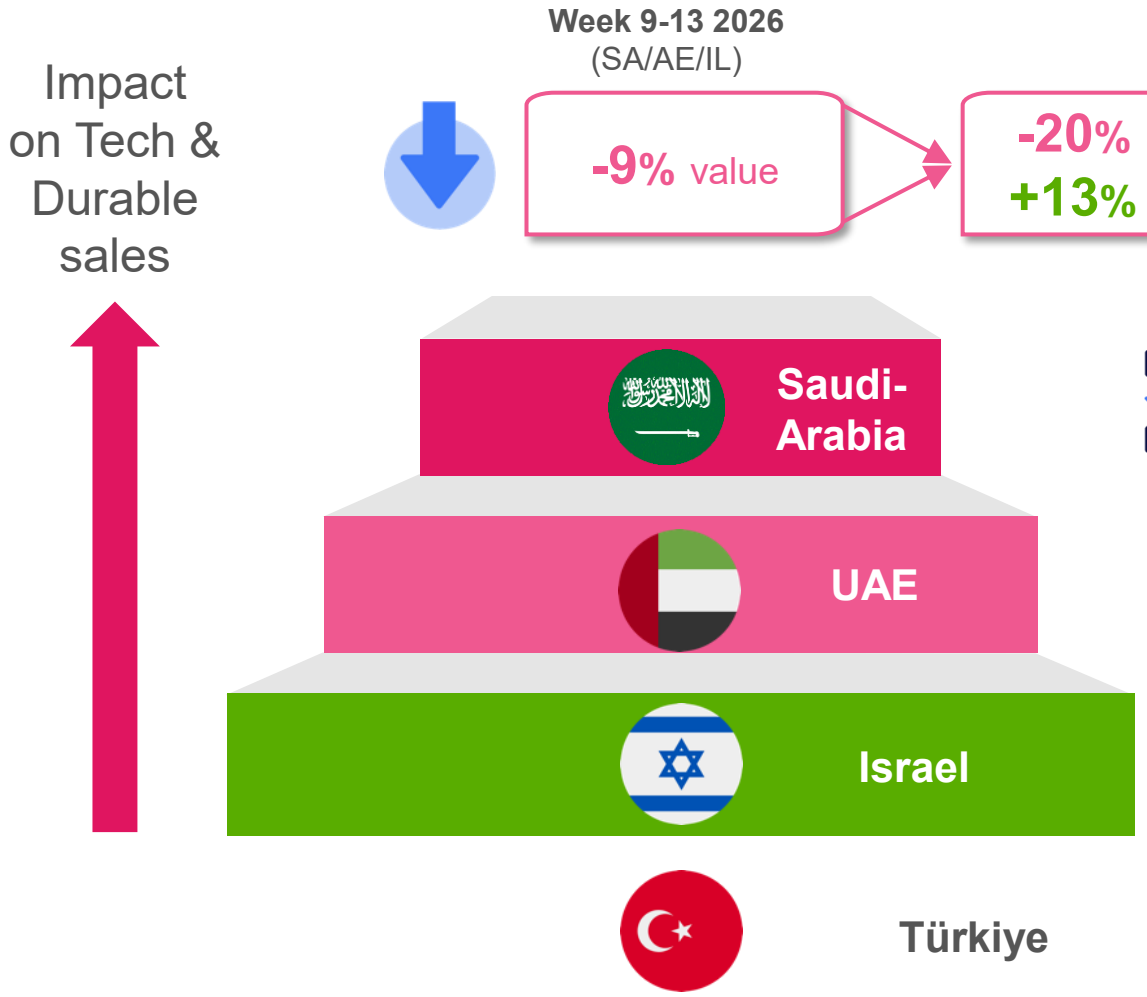
Tightening financial conditions are a risk due to the war, e.g. interest rate hikes, credit spreads and stock declines.
High public debt increased risk of liquidity crisis
Lack of investment result

Source: International Monetary Fund. World Economic Outlook Update, January 2026 | * https://www.gspublishing.com/content/research/en/reports/2026/03/05/883b6485-d54d-499b-92b9-55a5f7699c16.html
Global T&D Trends Report Q4 2025 – Global Strategic Insights

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Tech and Durables retail sales are under pressure since start of attacks in week 9-2026

All adjacent Gulf countries are affected – while Israel sees sales surge post 1st week of attacks



Saudi Arabia
Impact yes – strongest sales impact in units declines and price increase. Decline in w9 due to Ramadan peak sales in w9 2025.

UAE
Impact: yes – drone attacks severely disrupted air travel / tourism, business continuity. Sales declines visible. Decline in w9 due to Ramadan peak sales in w9 2025.

Israel:
Impact: yes – but sales pick up strongly post first week of attacks, esp. for Telecom and IT (Total:+25%).

Türkiye:
Impact: no/little similar sales dynamics as before Iran strikes.

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

The market has turned…

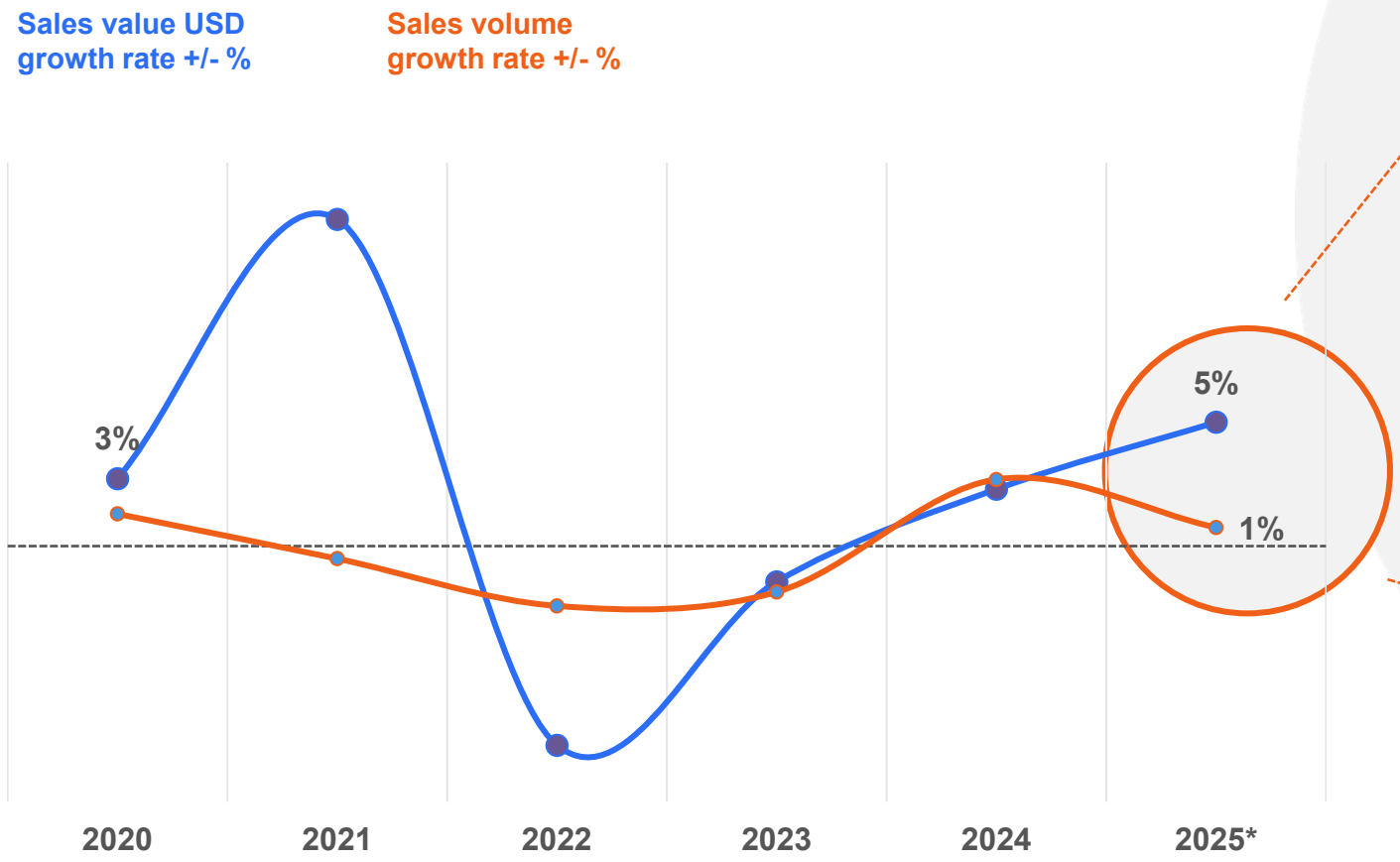
and it will turn again in 2026.

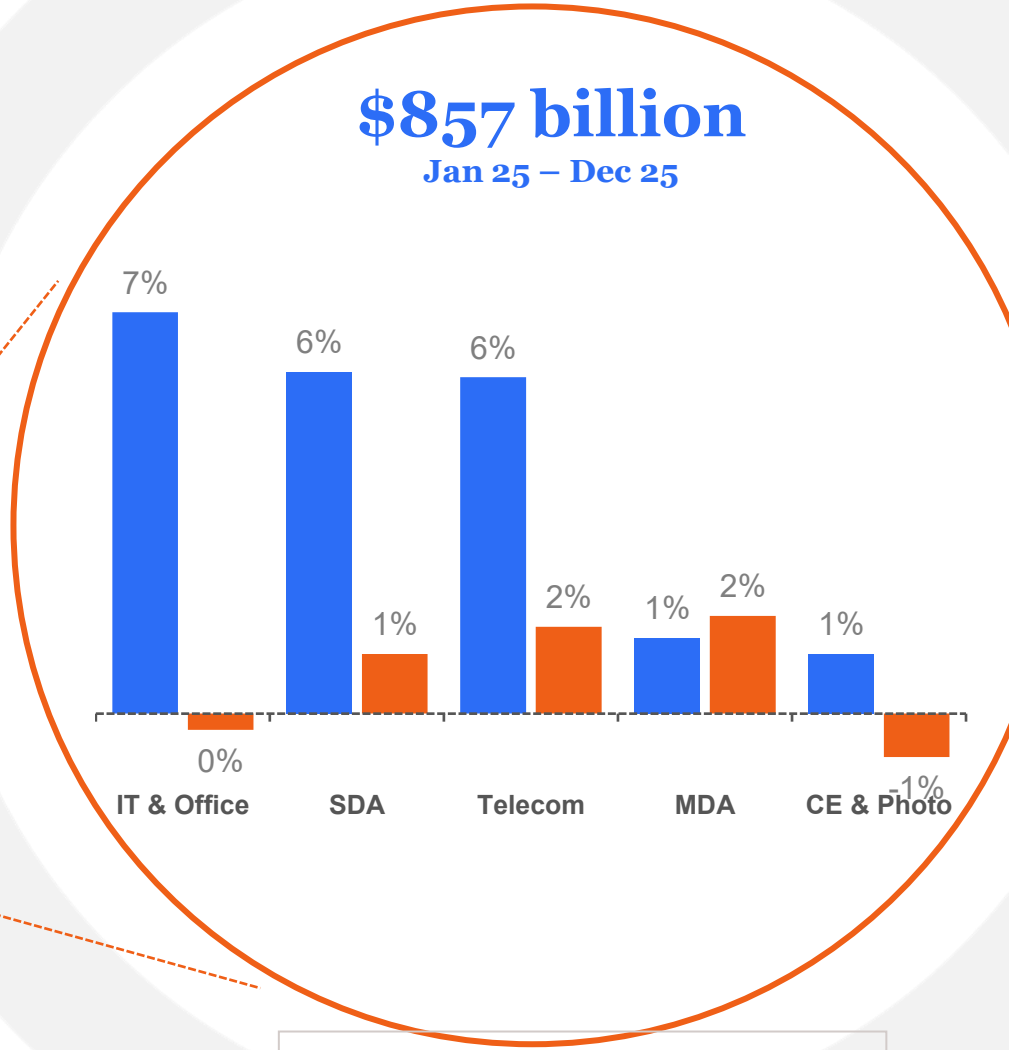
Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Tech & Durables value growth rebounds to recent high while volume lags

Digital sectors powering the growth

Global (ex. North America, Russia) | Tech & Durables B2C





Jan-Feb 2026	
USD +/-	+7.2%
Local currencies +/-	+1.5%
Units +/-	-1.8%

Source: GfK Market Intelligence: Sales Tracking, International Coverage (excl. North America, Russia) | * January to December period considered

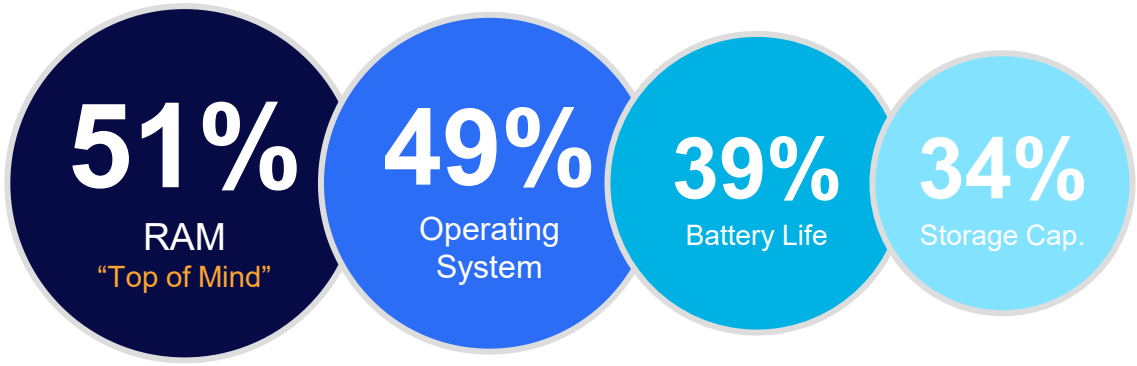
Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

gfknewron consumer

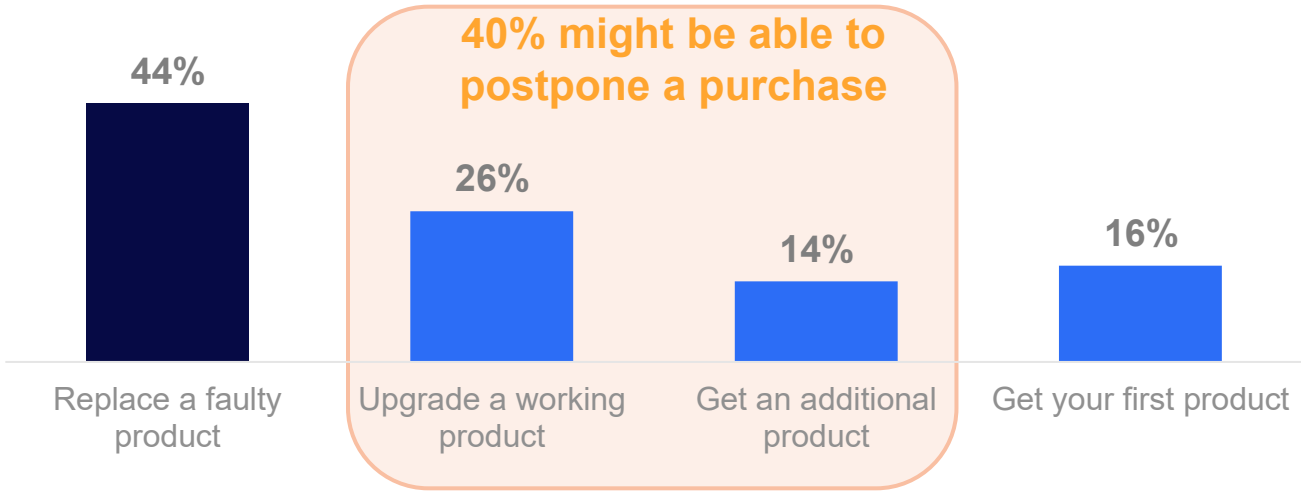
“RAMageddon”

AI-driven Memory shortage and price hikes likely to impact the IT and Telecom Industry substantially – threatening 2026 demand and pushing product lifecycles.

Top 4 Most important features for Laptop Buyers* (14 options)



Initial trigger reason to buy a laptop



Source: gfknewron Consumer, recent laptop buyers (<=3 Months), from: Belgium, Brazil, Chile, France, Germany, Great Britain, Greece, Italy, Japan, Netherlands, Poland, Spain, Switzerland, Turkey, *Interviews: , Jan’25-Sep’25; **Interviews: 45.225 Interviews

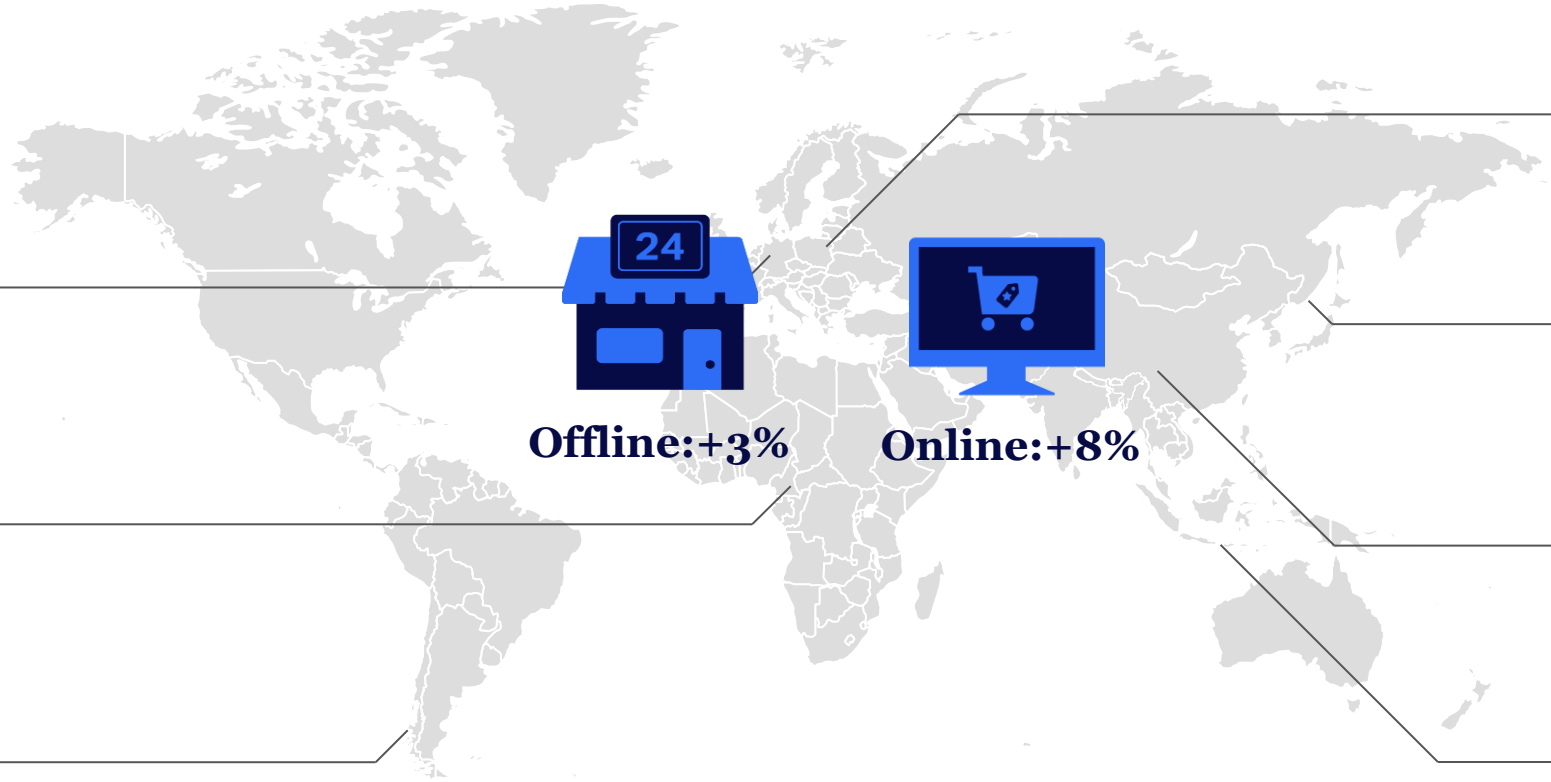
Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Globally growth is divergent – China, MEA and Eastern Europe are driving momentum as markets stabilize at different speeds

Online has continued strong performance within an exception of Telecom where offline channels were dominant

Global (ex. North America) | Consumer Tech & Durables | Jan 25 – Dec 25 growth +/- %

$857 billion



+6.3%
Eastern Europe

+4.0%
Western Europe

+1.5%
Developed Asia

+8.3%
Middle East & Africa

+5.9%
China

+5.1%
Latin America

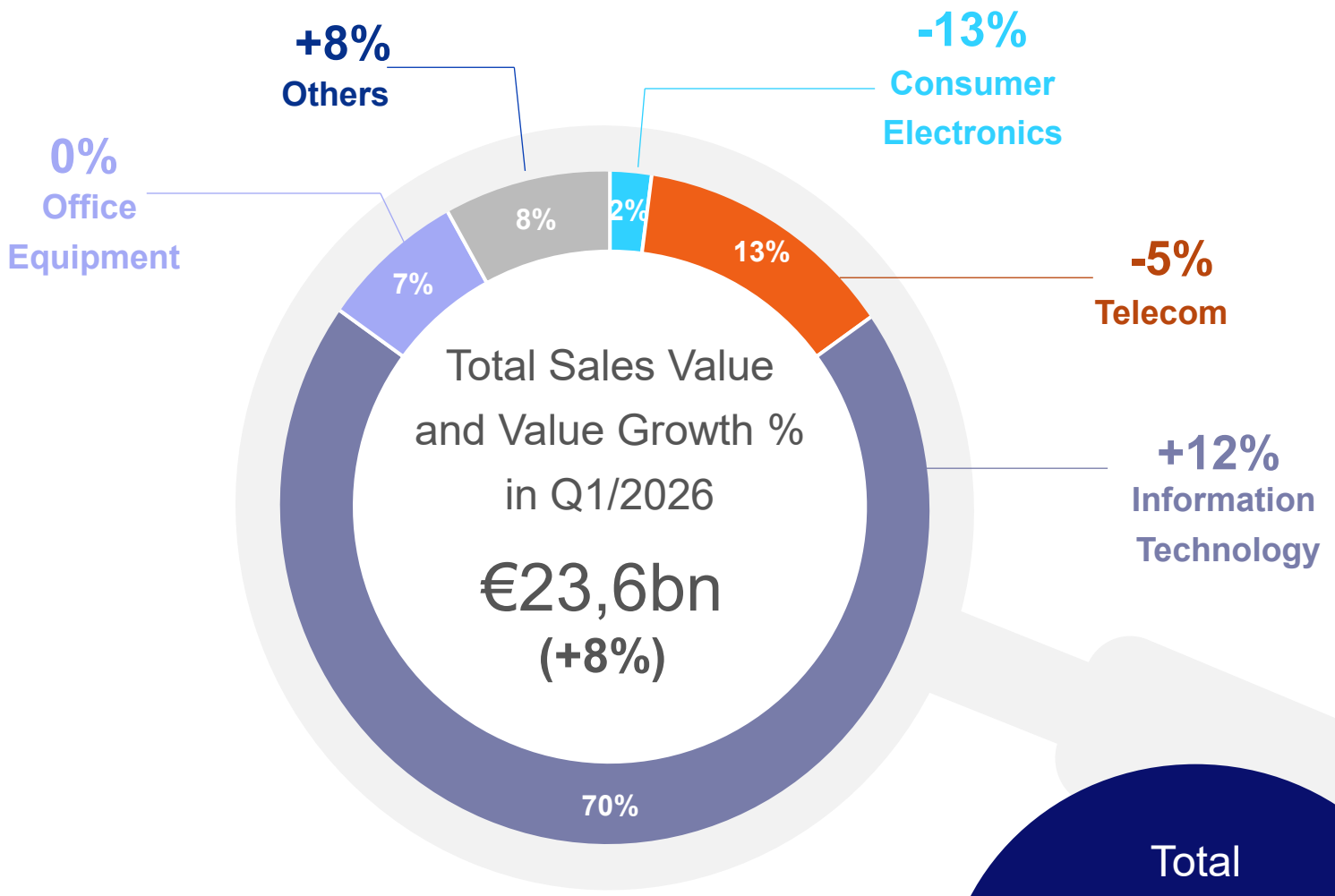
+3.7%
Emerging Asia wo CN

Source: GfK Market Intelligence: Sales Tracking, International Coverage (excl. North America, Russia) Source: NIQ Consumer Outlook 2025

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

European Distributors grow thanks to double-digit IT acceleration driven by replacements & digitization.

Europe Distribution Sales | Sales value EUR value shares & growth | Q1/2026



Source: GfK MI: Supply Chain: Distributor Sales, Europe,all channels, EUR value & growth Q12026 vs Q12025, WEU: AT B
SE UK | EEU: CZ HR HU KZ PL RO RS SI SK UA |

Total Channel Growth
B2B: +12%
B2C: +2%

Confidential and proprietary © 2026 Nielsen Co

NIQ powered by GfK intelligence

BUT:
50%
of B2B experts have high or very high revenue expectations for 2026

Customers have changed

NielsenIQ powered by GfK intelligence

© 2026 Nielsen Consumer LLC. All Rights Reserved.

Confidential and proprietary

Customers have changed,

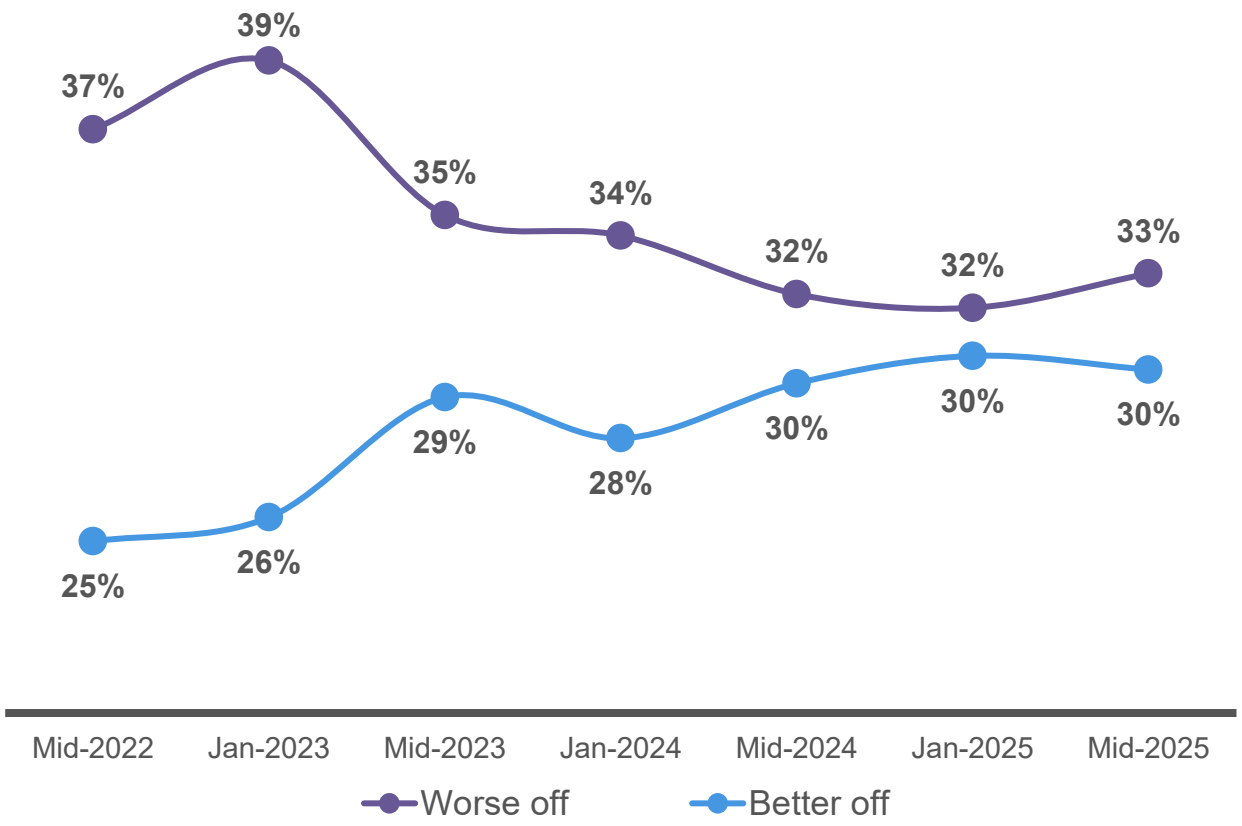
more than the market has.

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

A cautious consumer is taking hold, shaping more intentional and value-oriented choices

Consumer financial position

Sentiment year-over-year (% respondents)



Top 3 concerns

July 2025

% point change vs. year ago

1	Increasing food prices	-3.5
2	Global conflict/Escalation of crisis/War *(was #5 in 2024)*	+9.5
3	Economic downturn	+0.6

Source: NIQ Consumer Outlook 2025

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Optimism around financial situation *varies widely by region and country*

Source: NIQ 2025 Consumer Outlook survey, Q: Compared to a year ago, is your household better off or worse off financially? Note: In China, verbiage reflects change in "management of spending."

Economic Challenges add risk to current business

B2B experts share risks with economic dynamics expected to have strongest negative impact in 2026.

Effects of Memory Shortages are still to be determined.

B2B Experts' Point of View

Source: NIQ B2B Market Pulse 2025;
Q: To what extent do you expect the following risks to impact your business in 2025

© 2026 Nielsen Consumer LLC. All Rights Reserved.

Economic Challenges add risk to current business

B2B experts share risks with economic dynamics expected to have strongest negative impact in 2026.

Effects of Memory Shortages are still to be determined.

B2B Experts' Point of View

Source: NIQ B2B Market Pulse 2025;
Q: To what extent do you expect the following risks to impact your business in 2025

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Customers have changed

AI disruption in product discovery

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

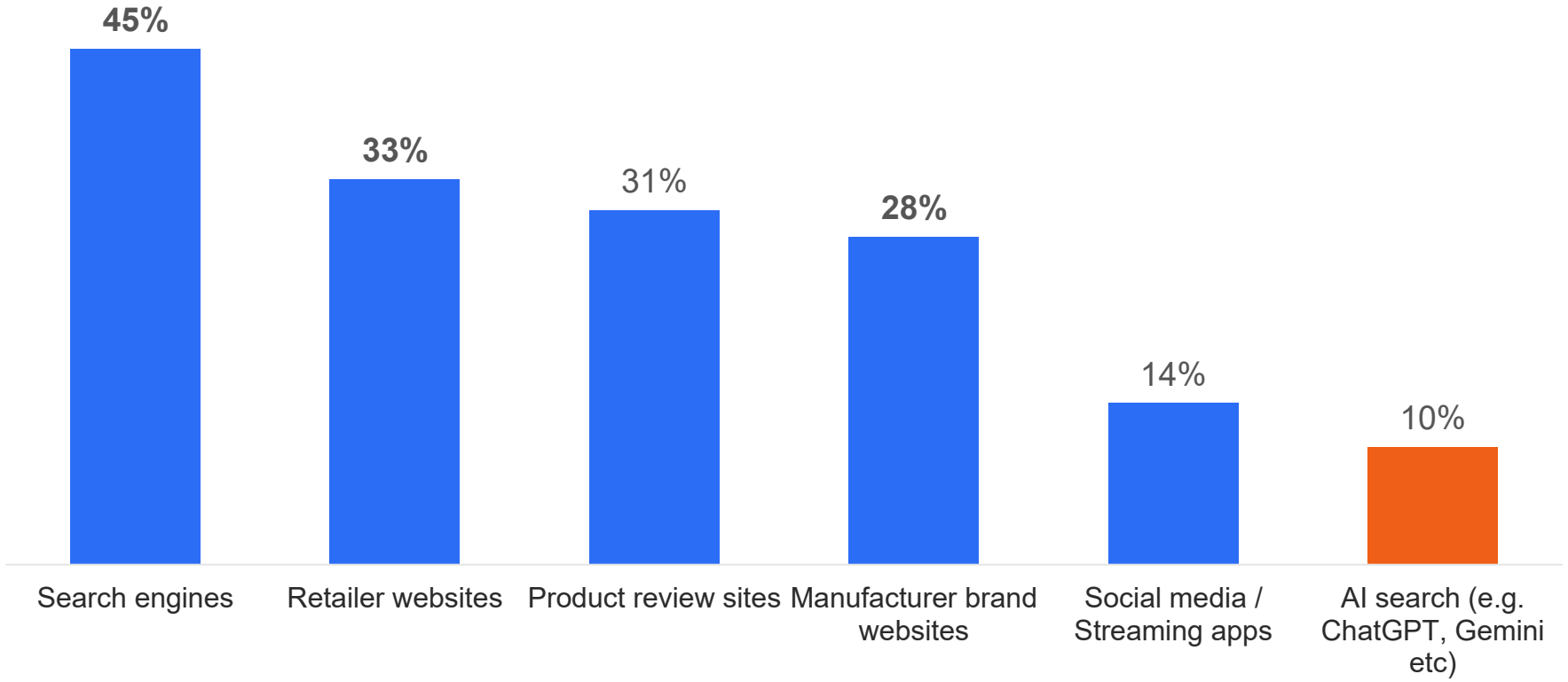
AI is becoming a new shopping touchpoint; its relevance is expected to grow exponentially

Optimize content, specs, and offers - to enable AI parsers comparisons

10% of consumers used AI search in their purchase journey

Artificial Intelligence

Most important touchpoints in purchase journey (**research**) | **TCG** | Apr'25-Dec'25 | all countries tracked*



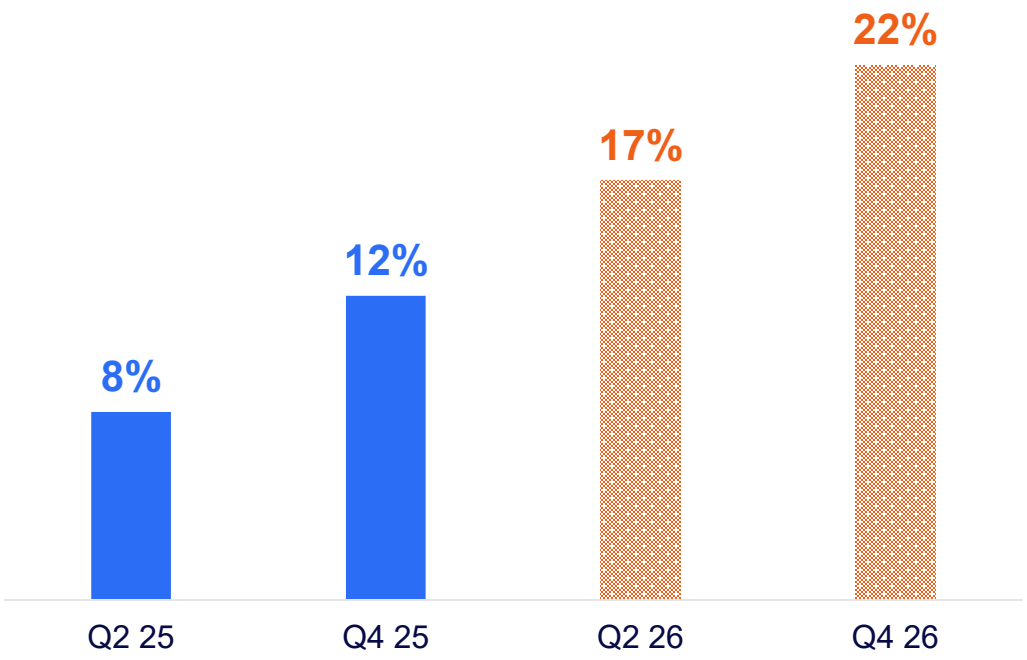
Source: NIQ newron consumer; Most important touchpoints in purchase journey (research) | *Brazil France Germany Italy Japan Netherlands Spain Great Britain Belgium Poland Chile Switzerland Turkey Austria Sweden Categories: Dishwasher Tumble Dryer Hot Beverage Maker Gaming Console Headphones / Headset Vacuum Cleaner Mobile Phone Dental Care Cooking / Built-in Hobs Cooling / Freezers Washing Machines Mobile Computing Media Tablets Printing Devices PTV Shavers Hair Dryers / Stylers Food Preparation Core Wearables

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

How shoppers use AI today: Comparators, compilers, closers

AI search is growing with each passing quarter

"AI Search" as touchpoint used for research | TCG | Jul-Dec 2025*+ Forecast FY2026



AI search purpose | TCG Categories | Jul-Dec 2025*

Comparing different models #1

Finding the **best price or offers** #2

Understanding features or tech specifications #3

Source: Country: Austria, Belgium, Brazil, Chile, France, Germany, Great Britain, India, Italy, Japan, Netherlands, Poland, Spain, Switzerland, Turkey | Product Group: Cooking / Built-in Hobs, Cooling / Freezers, Core Wearables, Dental Care, Dishwashers, Food Preparation, Gaming Consoles, Hair Dryers / Stylers, Headphones / Headsets, Hot Beverage Makers, Media Tablets, Mobile Computing, Mobile Phones, Printing Devices, PTV, Shavers, Tumble Dryers, Vacuum Cleaners, Washing Machines |, gfknewron consumer | Time Frame: Apr - Dec 25

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Customers have changed

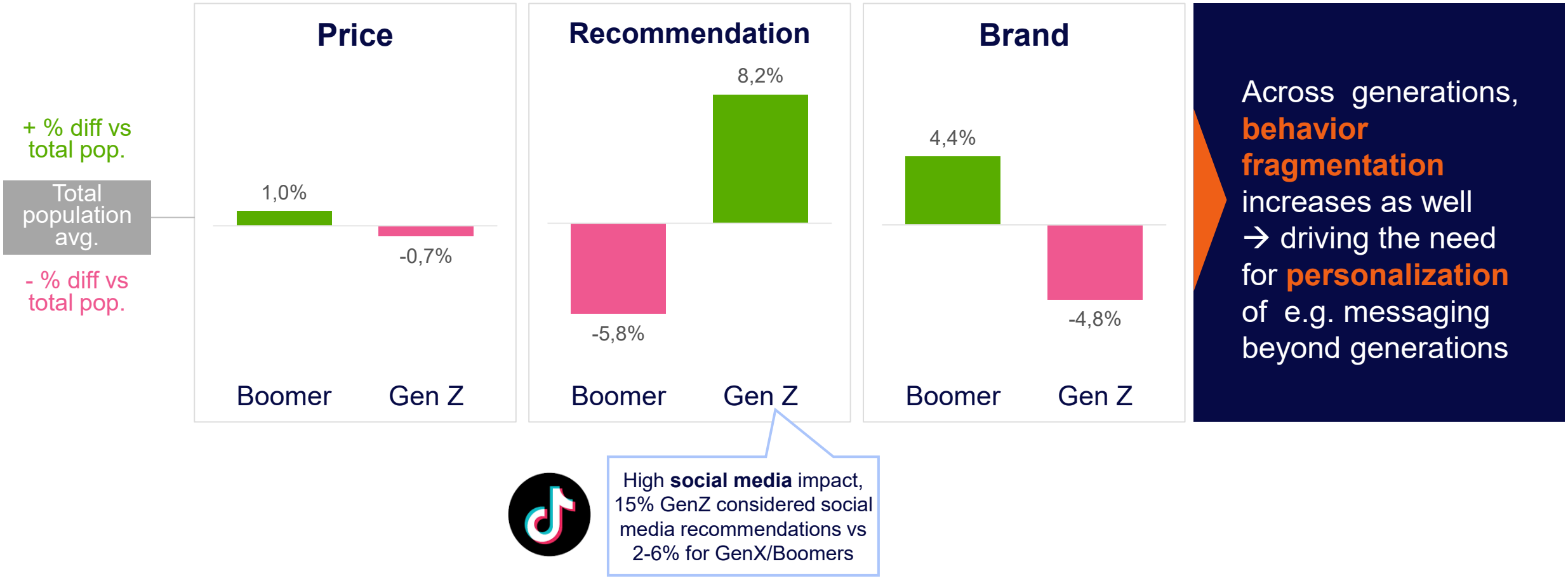
Generational shift and choice drivers

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Generational shifts are fragmenting demand; and there is a need for personalization

Gen Z's digital-first mindset vs. Boomers' brand loyalty

Choice Drivers TCG by generation – difference to total population



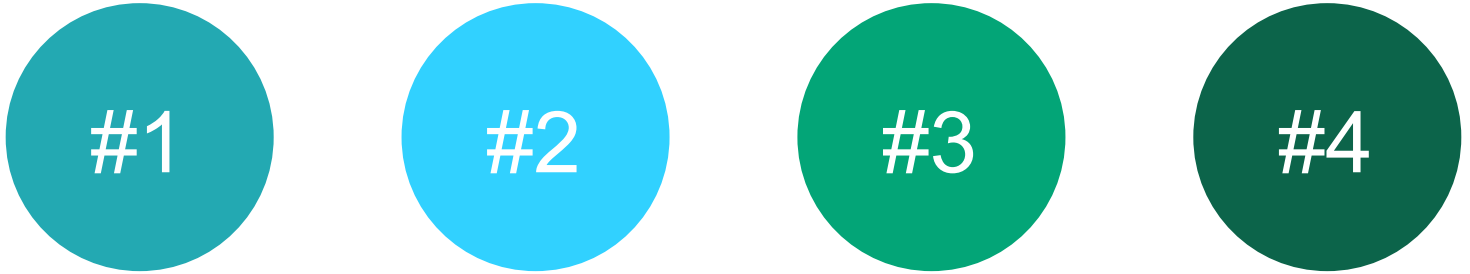
NIQ newron consumer: all tracked T&D PGs, AT,BE, BR, CL,DE, FR, GB, IT, JP, NL, SW, ES,TR Choice drivers by generation: **Survey Question:** Which THREE of the following were most important to your final choice? | Q4 24-Q3 25

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Categories with highest revenue potential

AI and Security in focus of B2B Experts

B2B Experts' Point of View

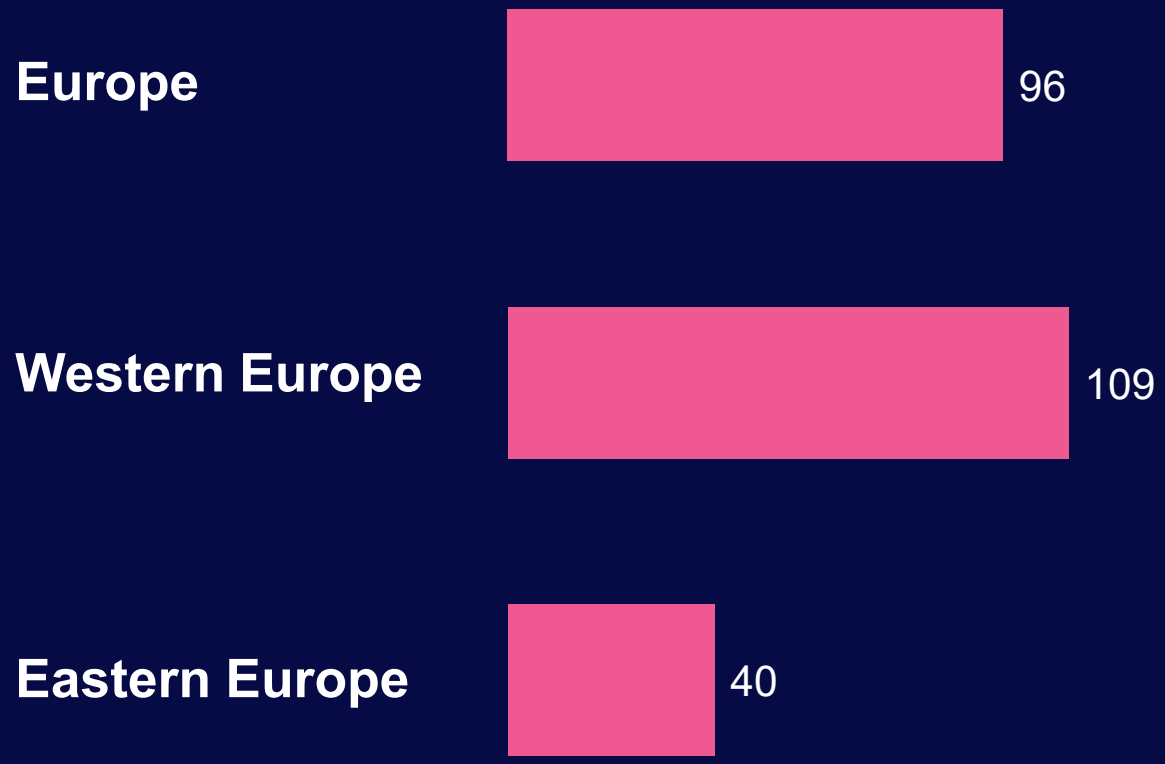


Source: NIQ B2B Market Pulse 2025;
Q: How do you evaluate your revenue potential in the upcoming year (2026) for the following segments?

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Servers leading to accelerated sales in Distribution Markets.

Servers I YoY Growth I Sales Units I Jan-Feb 2026 vs. 2025



© 2024 Nielsen Consumer LLC. All Rights Reserved. | Source: NielsenIQ, Volume = Units

The future of retail is not linear

NielsenIQ powered by GfK intelligence

© 2026 Nielsen Consumer LLC. All Rights Reserved.

Confidential and proprietary

The future of retail is not linear,

it will be adaptive

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

In-store

4% of outlets generate 1/3rd of T&D revenue globally

8% online vs. 3% of offline T&D revenue growth globally

E - commerce

Social commerce

18% of consumers purchased directly through TikTok shop

16% of consumers use quick delivery (<30mins) apps frequently

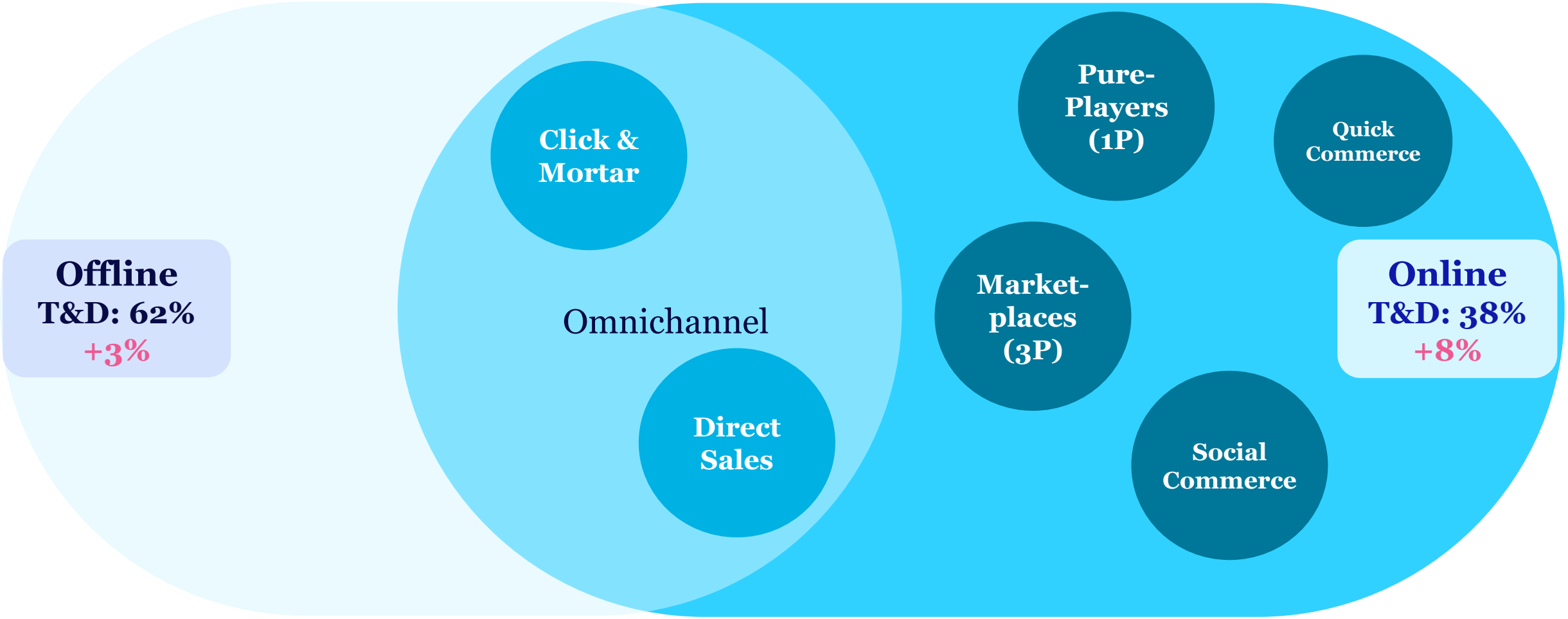
Quick commerce

Retail is evolving fast

From social feeds to quick commerce, customers curate their own path to purchase, not the retailer's.

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

With complex pre-purchase touchpoints, new channels of purchase emerge, and their relevance continues to grow



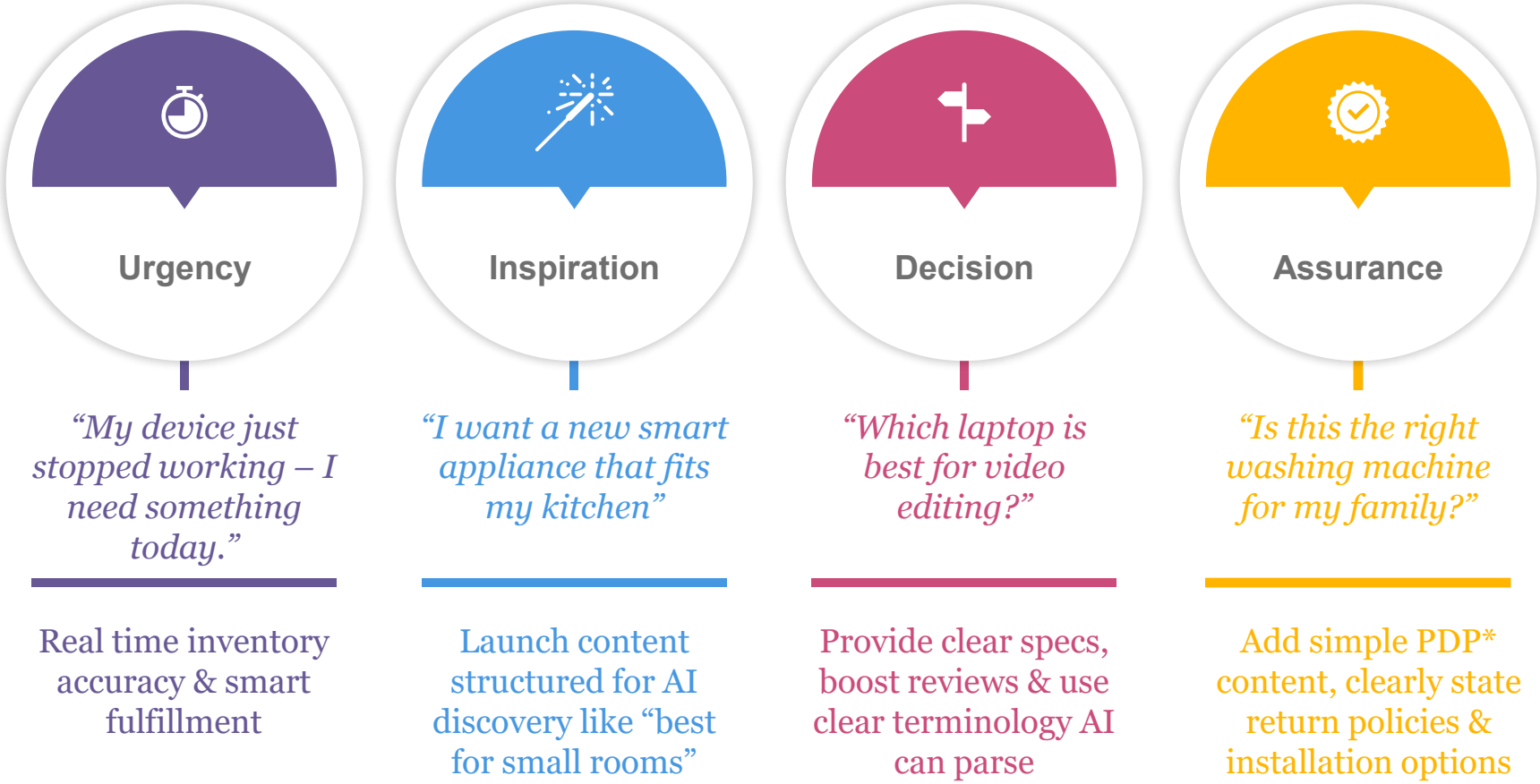
Representation only, not linked to any NIQ data | T&D – Tech and Durables, IT – Information Technology

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Future of Retail

From formats to mission-based shopping

Shoppers don't follow a journey anymore; they follow a mission.



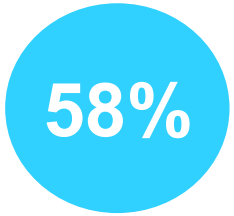
To win, retailers must optimize availability, content, clarity, and trust, because AI now guides shoppers to the right mission and the right store.

*Prduct Detail Page

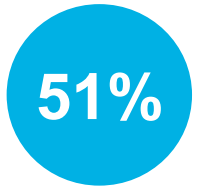
Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Shoppers welcome AI suggestions but not full automation (yet)

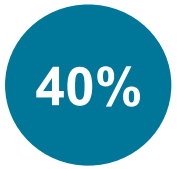
Global - % of respondents (Top 2 box)



Are comfortable with a digital shopping platform ***making product suggestions***



Would be interested in using tools powered by Artificial Intelligence (AI) to help **manage their household shopping in the future**

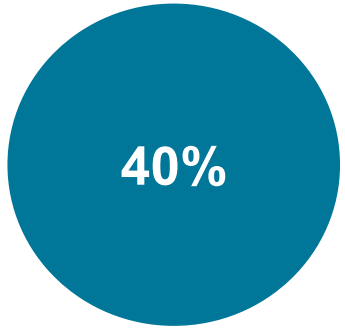


Are comfortable with a digital shopping platform **making purchase decisions for them**

Source: NIQ 2025 Consumer Outlook survey. Western Europe.
Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

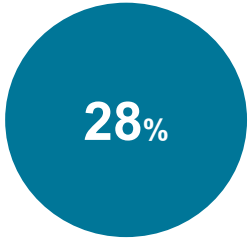
Shoppers welcome AI suggestions but not full automation (yet)

Global - % of respondents (Top 2 box)

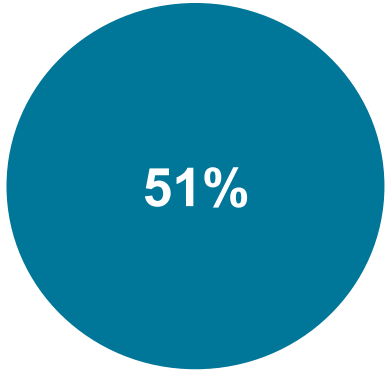


Are comfortable with a digital shopping platform **making purchase decisions for them**

Western Europe



Middle East



Are comfortable with a digital shopping platform **making purchase decisions for them**

Source: NIQ 2025 Consumer Outlook survey. Western Europe.
Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Evolving retail GTM concepts

Subscription business, example South Korea

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

What is subscription business in South Korea like?

LG 2024 1Q Subscription services launch

Subscription = Service:

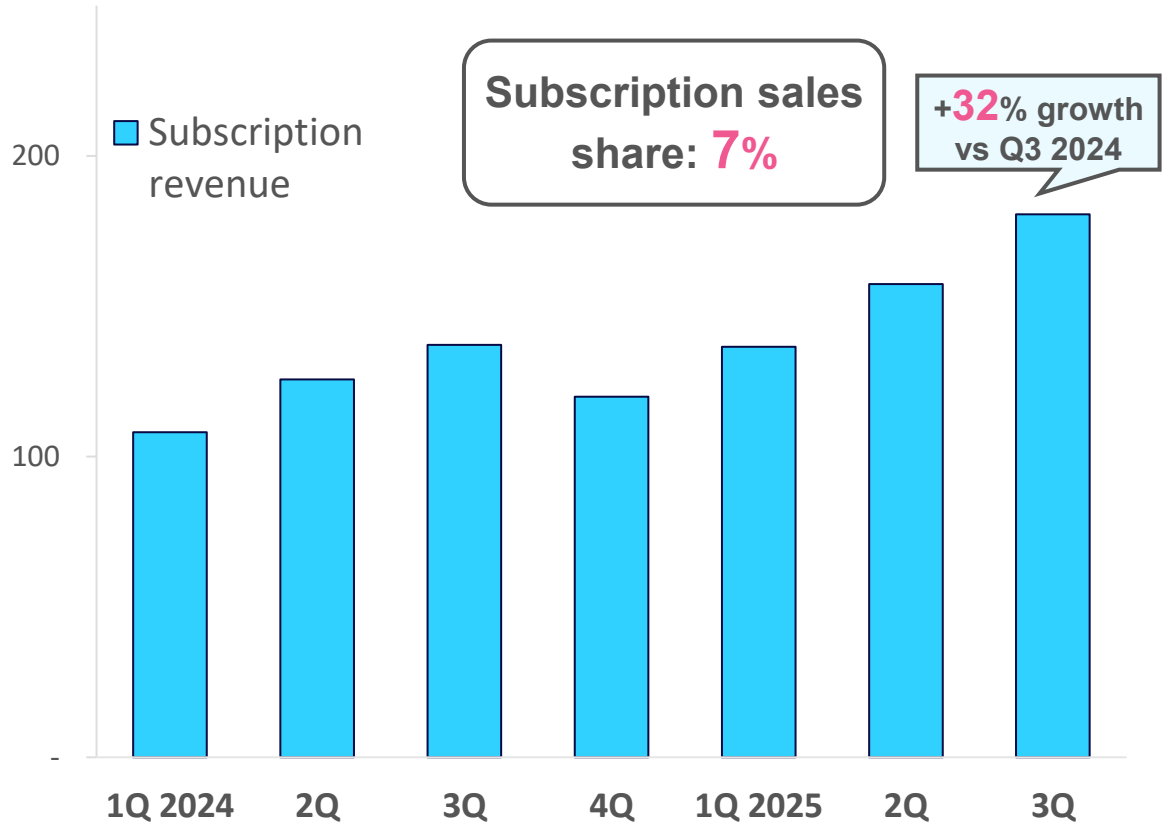
- Free **after-sales service**: maintenance, hygiene, repair
- Free **consumables** delivery
- Free **replacement** in case of defect
- **Variable** subscription period up to 6 years

Subscription = low (one-time) investment:

- With the **latest and best-in-class** domestic appliances in return
- **No financial risk** beyond subscription fee

Subscription ≠ direct sales:

- GTM model **sells via retail** – consultation is essential to convince



Source: LG Electronics MY official website, https://lgsubscribe.net.my/

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

What is subscription business in South Korea like?

LG 2024 1Q Subscription services launch

Subscription = Service:

- Free **after-sales service**: maintenance, hygiene, repair
- Free **consumables** delivery
- Free **replacement** in case of defect
- **Variable** subscription period up to 6 years

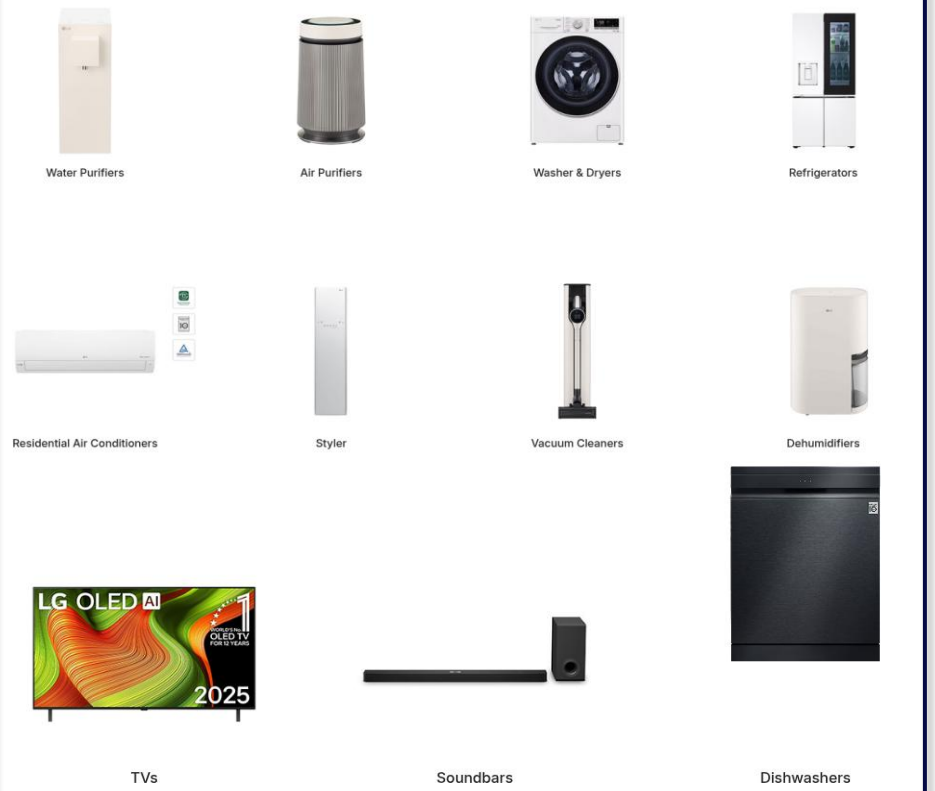
Subscription = low (one-time) investment:

- With the **latest and best-in-class** domestic appliances in return
- **No financial risk** beyond subscription fee

Subscription ≠ direct sales:

- GTM model **sells via retail** – consultation is essential to convince

Expansion of product types with Subscription



Source: LG Electronics MY official website, https://lgsubscribe.net.my/

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Subscription is expanding beyond Korea into markets such as Malaysia, Thailand, India, Taiwan, and Singapore. Services differ by countries, as creditworthiness of customers is an issue for the service.

Successfully expanding subscription shares in SEA regions

The Korea Post - Economy

LG Electronics Accelerates Expansion of Global Home Appliance Subscription Business

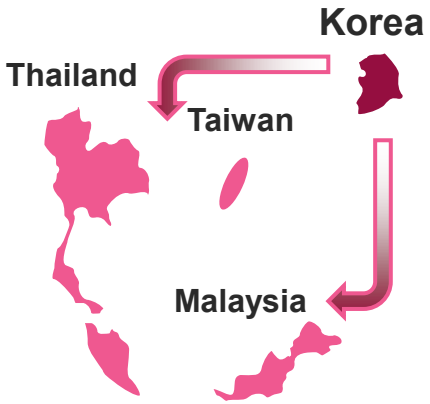
Visible achievements in Malaysia, Thailand, and Taiwan
Professional care, free A/S, low initial cost, etc

LG Electronics expands subscription business rapidly in Malaysia and Thailand

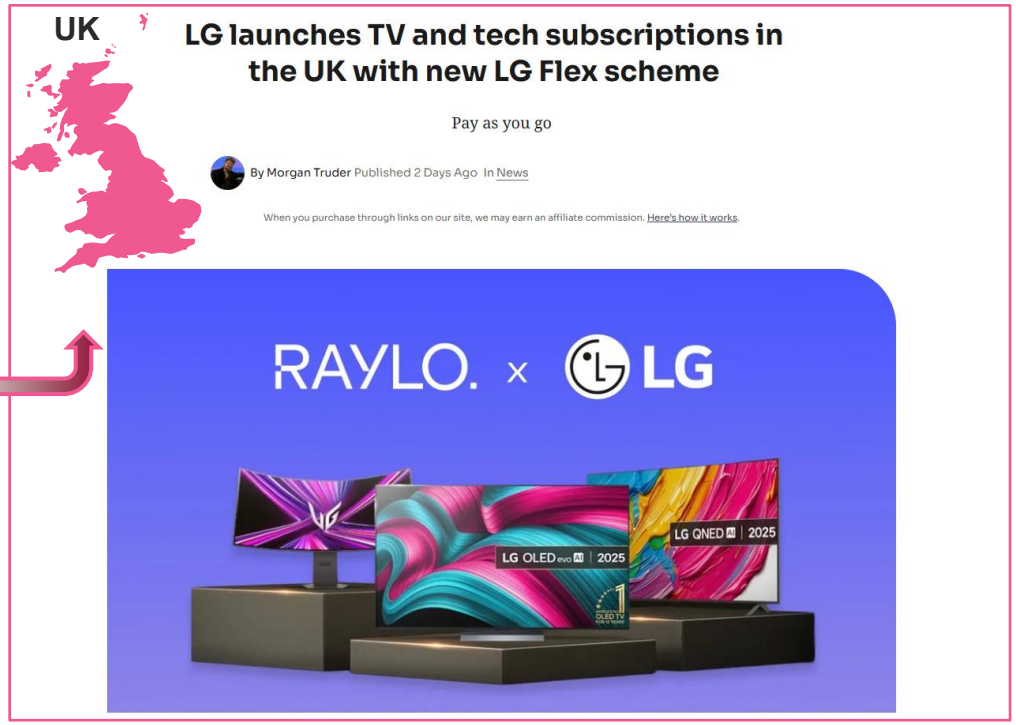
By Choi Ji-hui
Published 2025.08.12. 10:00

LG Electronics officials celebrate the accumulation of 10,000 subscription accounts in Thailand last June./Courtesy of LG Electronics

LG Electronics recently opened its first subscription-only brand shop in Singapore and is accelerating the expansion of its global subscription business.



LG launched Subscription service in UK, as of 28th of January



Source: Korea Post, https://www.koreapost.co.kr/news/articleView.html?idxno=81194 / ChosunBiz https://biz.chosun.com/en/en-it/2025/08/12/G33B66RV6BHBPAZLCS7EL4HKEE/
Shortlist https://www.shortlist.com/tech/lg-launches-tv-and-tech-subscriptions-in-the-uk-with-new-lg-flex-scheme

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Compete on value

NielsenIQ powered by GfK intelligence

© 2026 Nielsen Consumer LLC. All Rights Reserved.

Confidential and proprietary

Compete on value,

not price

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

60% agree

"For me, the most important thing about a brand is that it offers ***good value for money***"

⬆ +4 ppts vs. 2023

Source: NIQ Consumer Life 2025 (18 countries)

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

More Euros, Fewer Units: AI Hunger Fuels a New Memory Reality in Distribution

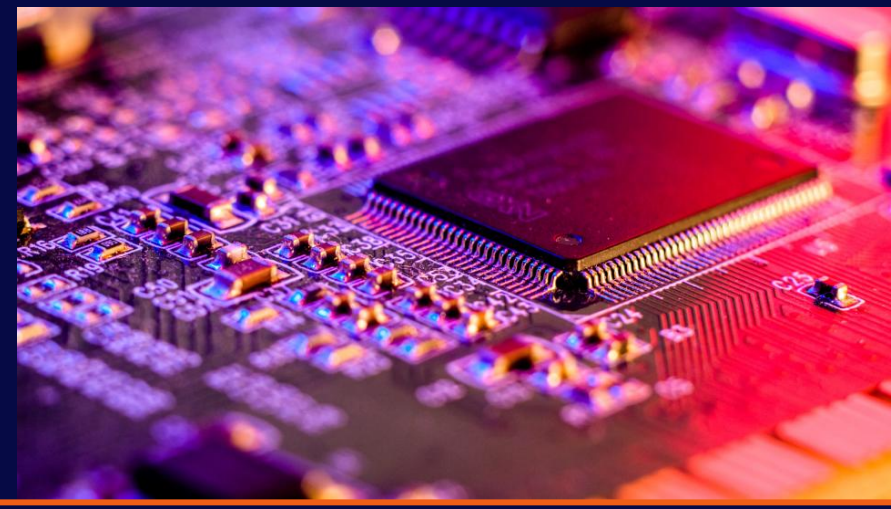
+55%

Avg **Price** EUR growth in Feb 2026
Memory components | Europe

-32%

Sale **volume** growth in Feb 2026
Memory components | Europe

...with **45%** of retailers stating to have started **additional financial services** within the retail ecosystem



Exploding RAM demand and limited supply are reshaping the market…

Source: Global distribution *Memory Components= Processors, Memory Modules, IT Storage GfK Retail (R)evolution. 2023 E2: Which additional services have you recently started or will start to build your ecosystem? [Multiple choice].
Base: E2 only if E1 "Build ecosystems that help you sell services along with products to grow consumer base" has a high strategic focus (rated 4 or 5), n = 535

Value now lives across ecosystems,

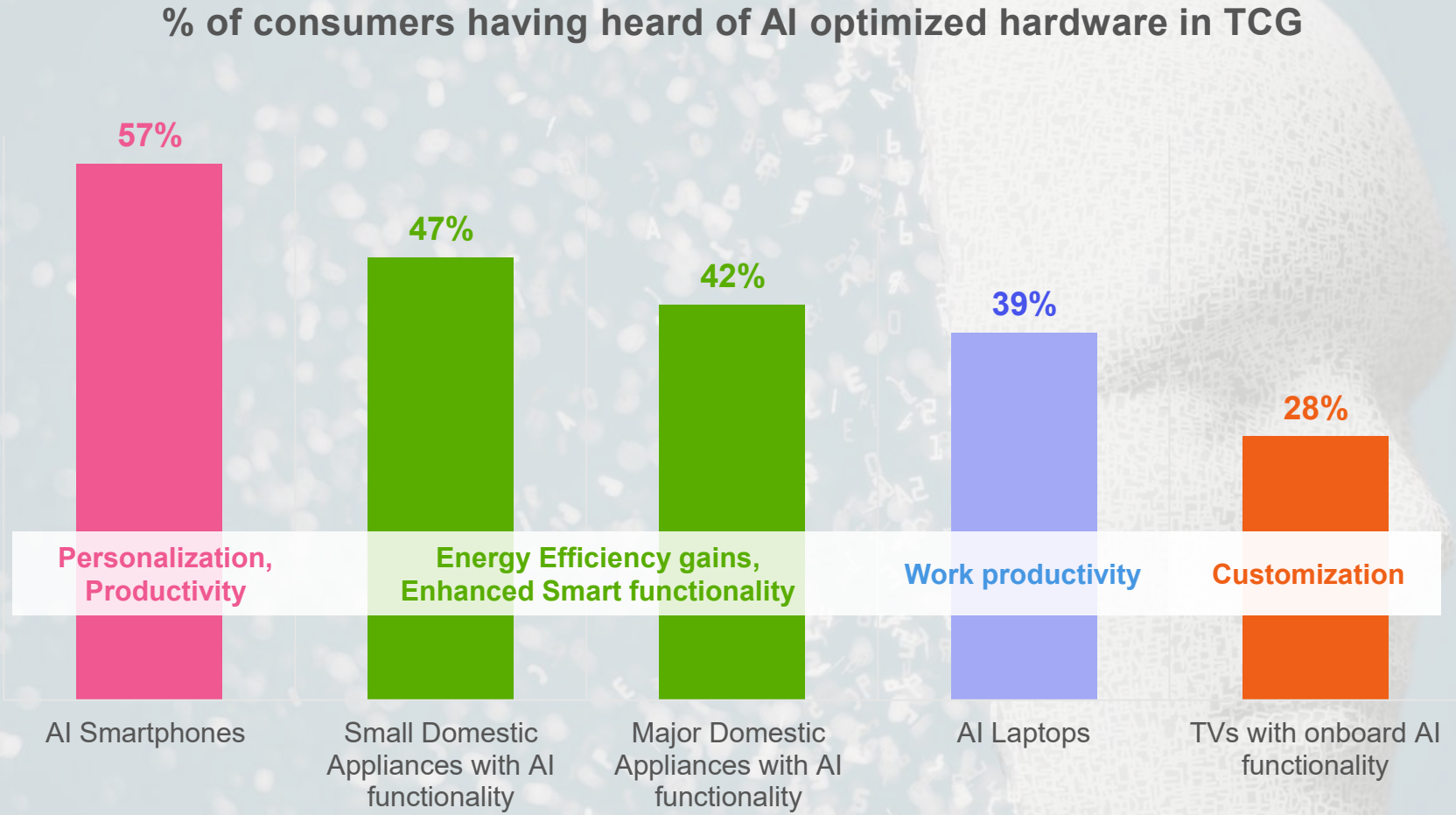
each opening a new path to opportunity.

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Performance

AI unlocks upgrades with real benefits

From efficiency to personalization, AI delivers tangible value that justifies spending.



Source: Global Customer Success: Strategic Insights partnering with SA&I – Omnibus 2025; Countries covered: US, UK, Japan, South Korea, Germany
Question: What benefits do you believe AI technology will offer to tech products

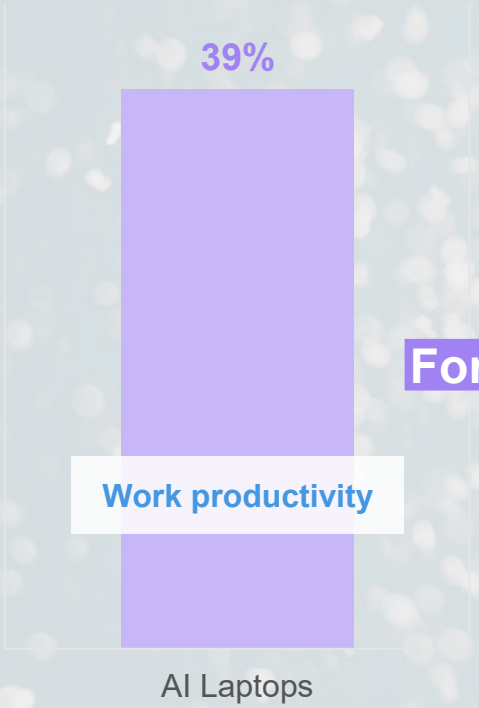
Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Performance

AI unlocks upgrades with real benefits

From efficiency to personalization, AI delivers tangible value that justifies spending.

% of consumers having heard of AI optimized hardware in TCG



For What?

Clearly differentiated use cases – consumers rating **AI function** as **important**

vs total benchmark	vs total benchmark
+80%	**-32%**
Content creation	**Web browsing**

Source: Global Customer Success: Strategic Insights partnering with SA&I – Omnibus 2025; Countries covered: US, UK, Japan, South Korea, Germany
Question: What benefits do you believe AI technology will offer to tech products | newron consumer mobile computing, usage of MC 2025, most important feature: AI functionality

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

AI laptops remain a key opportunity in the market, B2C and specifically B2B

EMEA | Sales Value USD | Mobile Computing | Jan-Feb 2026

Retail

AI Laptops total **+33%**
Reaching 35% market share

Copilot + Laptops **+181%**
Reaching 15% market share

Resell

AI Laptops total **+194%**
Reaching 15% market share

Copilot+ Laptops **+857%**
Reaching 12% market share

Resell sales potential Jan-Feb 2026*

AI Laptops
$325 million

Copilot+ Laptops
$43 million

*sales potential assuming the same market share of AI PCs in resell channel compared to retail channel

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

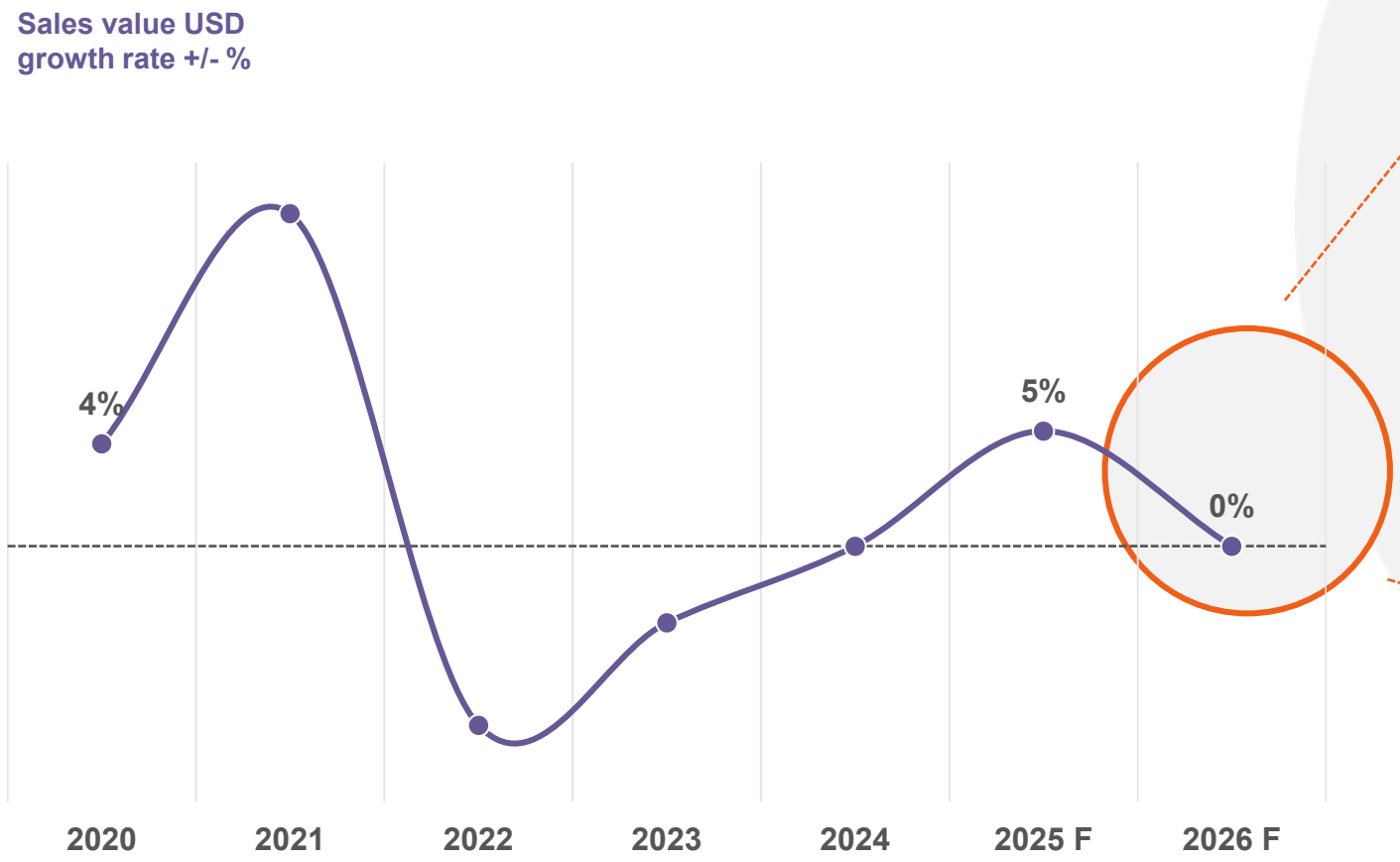
Outlook 2026

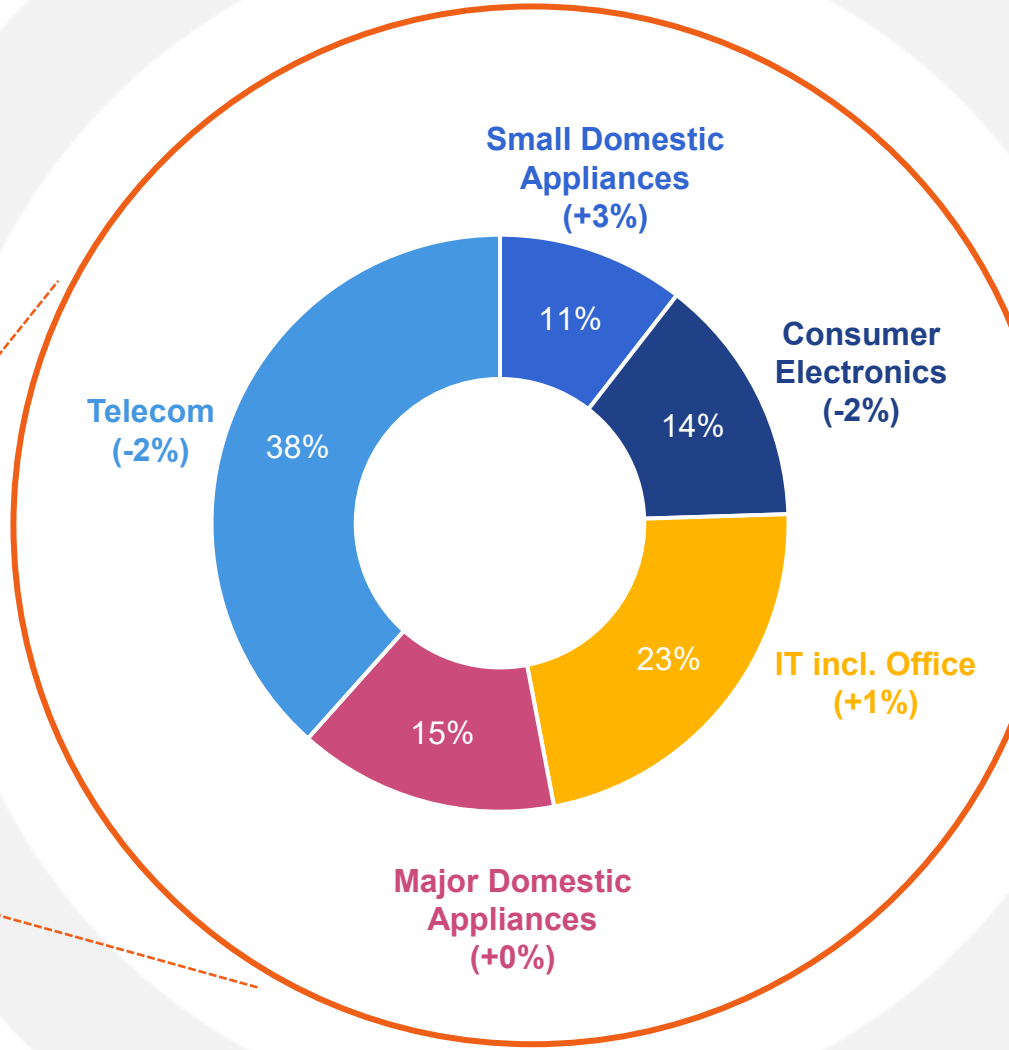
© 2026 Nielsen Consumer LLC. All Rights Reserved.

2026: A stabilizing market with select growth pockets

Expect a slight decline after a high baseline from 2025

Global | Tech & Durables | B2C





GfK Market Intelligence and total market estimation incl. North America, based on USD Forecasting date: Nov 2025, assuming stable USD exchange rate | North America estimation based on co-operation with Consumer Trade Association (CTA))

Confidential and proprietary © 2026 Nielsen Consumer LLC. All Rights Reserved.

Key take-aways Tech and Durable 2026

1 Macro-impact and T&D industry

T&D holds strong - but 2026 will test that resilience

Growth is fragmenting - emerging markets are pulling ahead

E-commerce is back in motion, regaining momentum

2026 opens with **optimism** for **IT distribution**

2 Customers have changed

Consumers likely to slip back into **caution** amid inflation and global instability

AI is **rewriting** product **discovery** - search, choice and expectations are changing

Generational shift and behavioral fragmentation demand personalization/AI

3 The future of retail is not linear

Mission based shopping is the new normal – powered by AI

Retail formats are transforming into connected ecosystems

Subscription GTM models are gaining traction, with Asia leading the way

4 Compete on value, not price

Customers make **deliberate value trade-offs -** relevance decides

Value ≠ lowest price

Value = matching the customers mission and clearly communicating the benefit

Thank you!

Kindly scan the QR code to share your **feedback** with us.

Norbert Herzog
Norbert.Herzog@nielseniq.com

Or use this link

NielsenIQ

© 2026 Nielsen Consumer LLC. All Rights Reserved.

Confidential and proprietary

Thank you!

Kindly scan the QR code to
request for a copy of the presentation

Norbert Herzog
Norbert.Herzog@nielseniq.com

NielsenIQ

© 2026 Nielsen Consumer LLC. All Rights Reserved.

Confidential and proprietary