

OUR STRATEGY
POWERED BY PROSUS

FORWARD LOOKING STATEMENTS

This report contains forward-looking statements as defined in the United States Private Securities Litigation Reform Act of 1995 concerning our financial condition, results of operations and businesses.

These forward-looking statements are subject to a number of risks and uncertainties, many of which are beyond our control and all of which are based on our current beliefs and expectations about future events. Forward-looking statements are typically identified by the use of forward-looking terminology such as "believes", "expects", "may", "will", "could", "should", "intends", "estimates", "plans", "assumes" or "anticipates", or the negative thereof, or other variations thereon or comparable terminology, or by discussions of strategy that involve risks and uncertainties.

These forward-looking statements and other statements contained in this report regarding matters that are not historical facts involve predictions. No assurance can be given that such future results will be achieved. Actual events or results may differ materially as a result of risks and uncertainties facing us and our subsidiaries. Such risks and uncertainties could cause actual results to vary materially from the future results indicated, expressed or implied in such forward-looking statements.

There are a number of factors that could affect our future operations and could cause those results to differ materially from those expressed in the forward-looking statements including (without limitation): (a) changes to IFRS and associated interpretations, applications and practices as they apply to past, present and future periods; (b) ongoing and future acquisitions, changes to domestic and international business and market conditions such as exchange rate and interest rate movements; (c) changes in domestic and international regulatory and legislative environments; (d) changes to domestic and international operational, social, economic and political conditions; (f) labour disruptions and industrial action; and (g) the effects of both current and future litigation.

The forward-looking statements contained in the report speak only as of the date of the report. We are not under any obligation to (and expressly disclaim any such obligation to) revise or update any forward-looking statements to reflect events or circumstances after the date of the report or to reflect the occurrence of unanticipated events. We cannot give any assurance that forward-looking statements will prove correct and investors are cautioned not to place undue reliance on any forward-looking statements.

WELCOME!

Our agenda

toqan
Your CMD Assistant



**Who
Are we?**



**Thinking Big.
Growing with
Discipline**



**Building
Ecosystems**



**Building
The Future
through
Innovation**



**Results &
Growth**

ABOUT ME



Brazil



Tech & MGT

movile

ifood

prosus

INNOVATION is in our DNA



Source: Bloomberg 30 May 2025

PROSUS IS BIG TECH outside of the US and China

 **~40,000**
people¹

 **~10,000**
tech people

 **~\$11B**
cash²

 **100s** talented
leaders

Amazing
brands



+100
companies

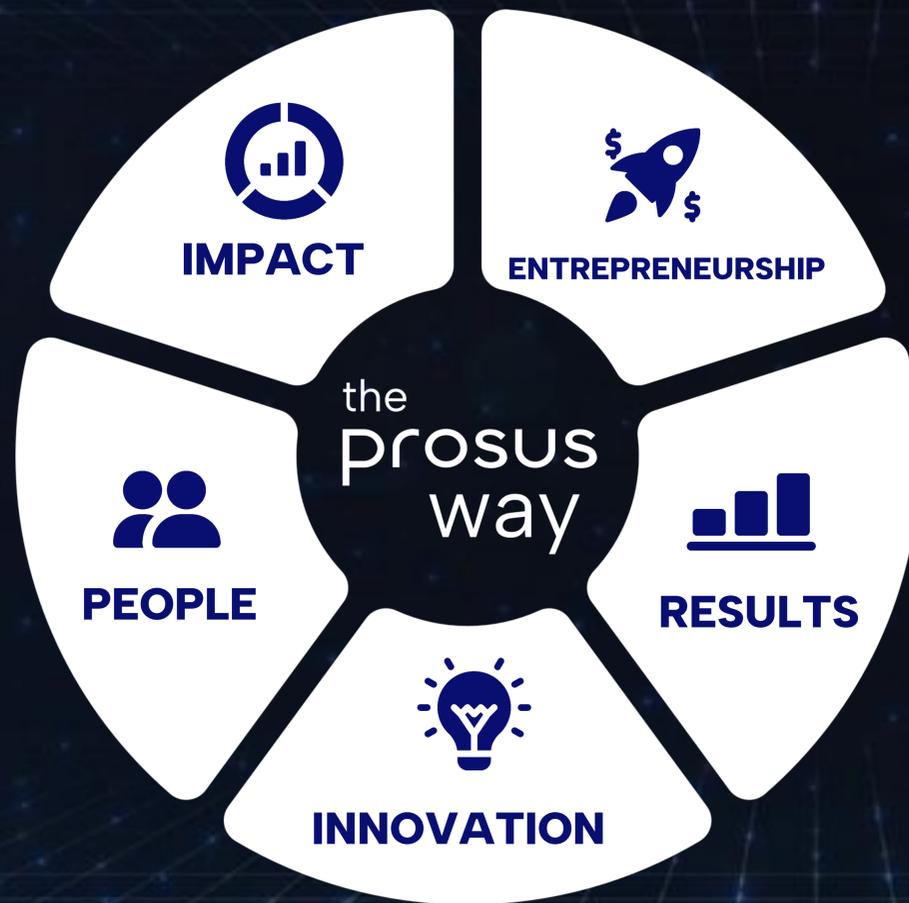
+2B
customers

¹ After M&A of Despegar & JET

² Pro-forma cash based on the 31 March 2025 central cash balance adjusted for material public non-operational events, such as the Tencent dividend paid in May and the acquisition of Despegar and cash committed to the acquisition of Just Eat Takeaway.



Our culture is driven by **"THE PROSUS WAY"**



CONNECTION



RITUALS



MANAGEMENT MODEL

#1 LIFESTYLE ECOMMERCE UNLOCKING AN AI-FIRST WORLD			
	EUROPE	LATAM	INDIA
ECOSYSTEMS	FOUNDATIONS TO 20% GROWTH	ifood X REVENUE WITH X EBIT	poq EXCEPTIONAL PERFORMANCE
	EMAG X Revenue with X EBIT	OLX X Revenue with X EBIT	FOUNDATIONS TO STRONG GROWTH IN BRAZIL STRONG ECOSYSTEM IN INDIA
SYNERGIES IN OPERATIONS: TECH, KNOWLEDGE, COSTS AND LEARNINGS FROM CHINA			
INNOVATION	REAL/APPLICABLE RESULTS ON AI FOR ECOMMERCE (LCM)		INNOVATION THROUGH STARTUPS
			AI WORKFORCE PROSUS AI APP
INVESTMENTS			
CROSS	ECOSYSTEM INVESTING/M&A	VENTURES R&D	DISCIPLINED PORTFOLIO MANAGEMENT
	Prosus Way Principles		LAND NEW INVESTMENTS JET AND DESPEGAR
NO MORE PROSUS WHO: EVENTS, CONTENT, MEDIA AND BRAND		Prosus Connect and Prosus Academy (Share knowledge)	INCENTIVES TO GROWTH
		REPOSITION PROSUS WITH SHAREHOLDERS	
IN FY26 REACH \$7.3B - \$7.5B REVENUE; aEBITDA \$1.1B - 1.2B IN ECOMMERCE			

KNOWLEDGE SHARING

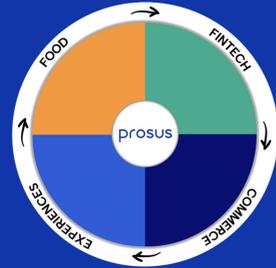


30+
WORKSHOPS

STANFORD
BUSINESS
GRADUATE SCHOOL OF

THINKING BIG and growing with discipline

Our Journey to **\$100 B**



#1 LIFESTYLE ECOMMERCE UNLOCKING AN AI-FIRST WORLD			
	EUROPE 	LATAM 	INDIA 
ECOSYSTEMS	FOUNDATIONS TO 20% GROWTH	 X REVENUE WITH X EBIT	 EXCEPTIONAL PERFORMANCE
	 X Revenue with X EBIT	OLX X Revenue with X EBIT	FOUNDATIONS TO STRONG GROWTH IN BRAZIL
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			AI WORKFORCE PROSUS AI APP 
INVESTMENTS			
	ECOSYSTEM INVESTING/M&A	VENTURES R&D	DISCIPLINED PORTFOLIO MANAGEMENT
			LAND NEW INVESTMENTS JET AND DESPEGAR
CROSS	 Prosus Way Principles		Prosus Connect and Prosus Academy <small>(share knowledge)</small>
	NO MORE PROSUS WHO: EVENTS, CONTENT, MEDIA AND BRAND		Incentives to Growth
			REPOSITION PROSUS WITH SHAREHOLDERS
IN FY26 REACH \$7.3B - \$7.5B REVENUE; aEBITDA \$1.1B - 1.2B IN ECOMMERCE			

DISCIPLINE

Growth
+
Profitability



\$2.6B

sold in the last 12 months¹

Trip.com

PayU^{GPO}

tazz

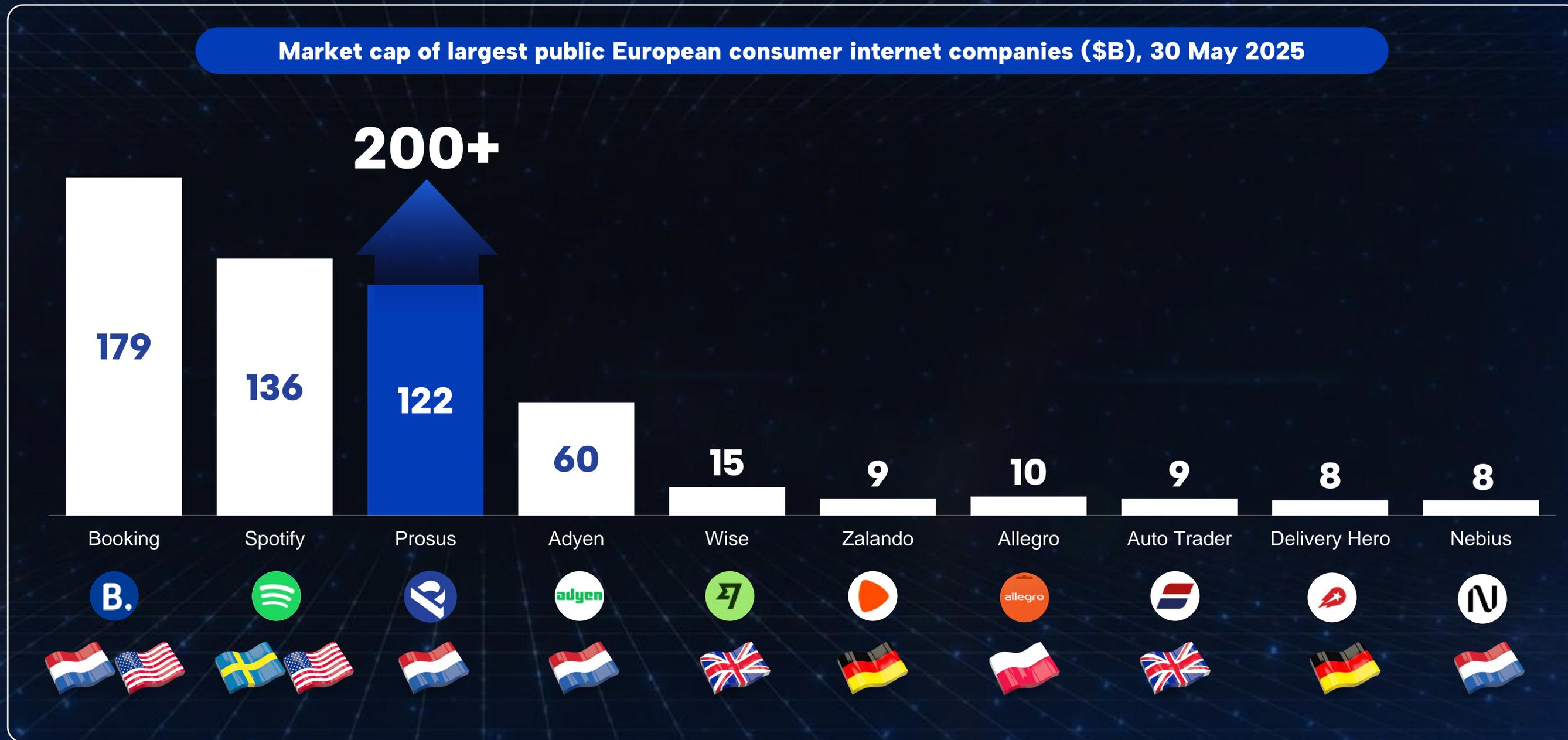


SUPERBALIST.COM

"Face the Brutal Facts"

¹ \$2.6B excludes Oxford Ionics who have entered into an agreement to be acquired by IonQ in a transaction valued at ~\$1.1B.

We aim to become the **LARGEST EUROPEAN INTERNET COMPANY**



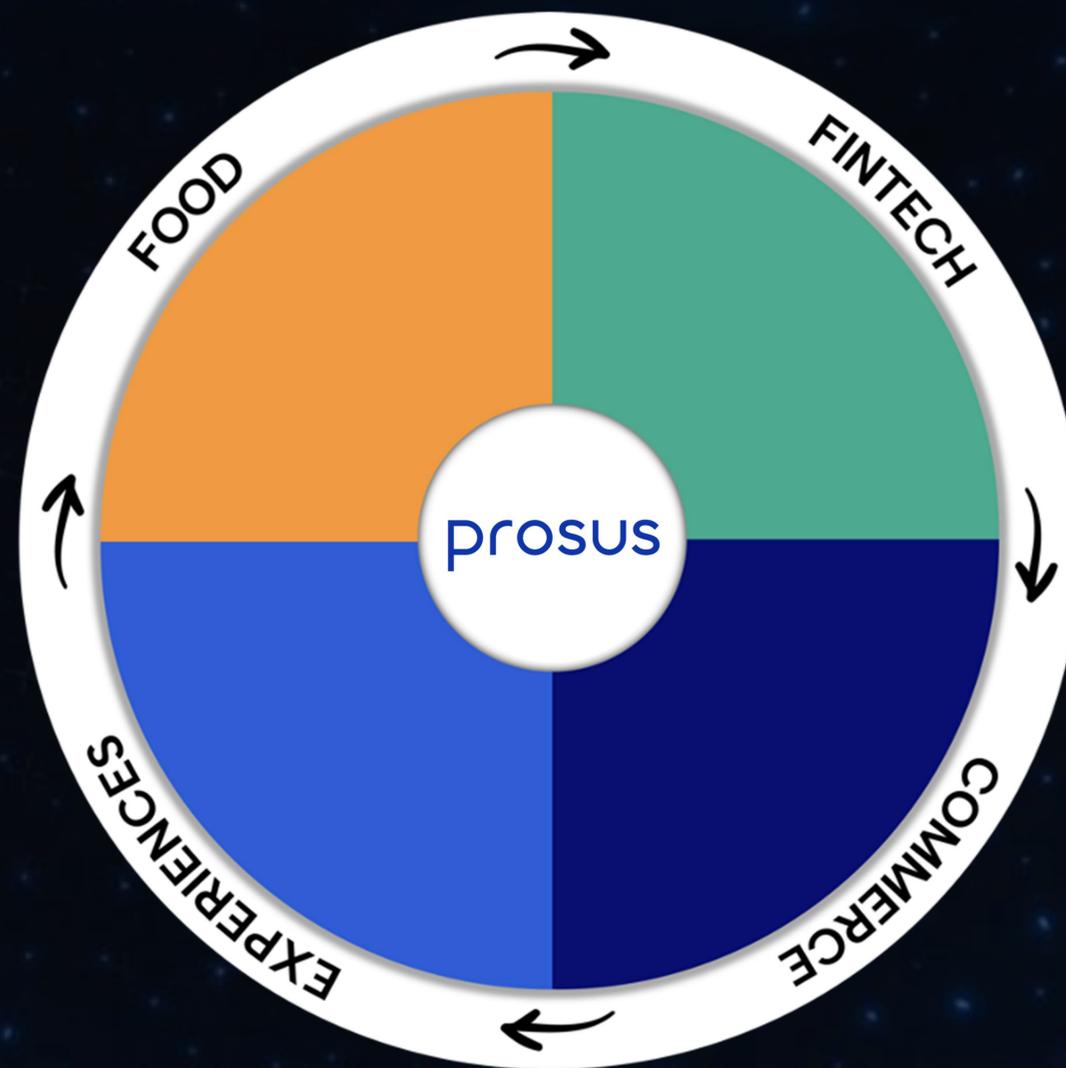
Source: Dealroom, Analyst reports

**WE ARE BUILDING THE
#1 LIFESTYLE ECOMMERCE COMPANY
IN EUROPE, INDIA AND LATIN AMERICA**

**UNLOCKING AN AI-FIRST WORLD
FOR OUR 2B CUSTOMERS**

OUR ECOSYSTEMS

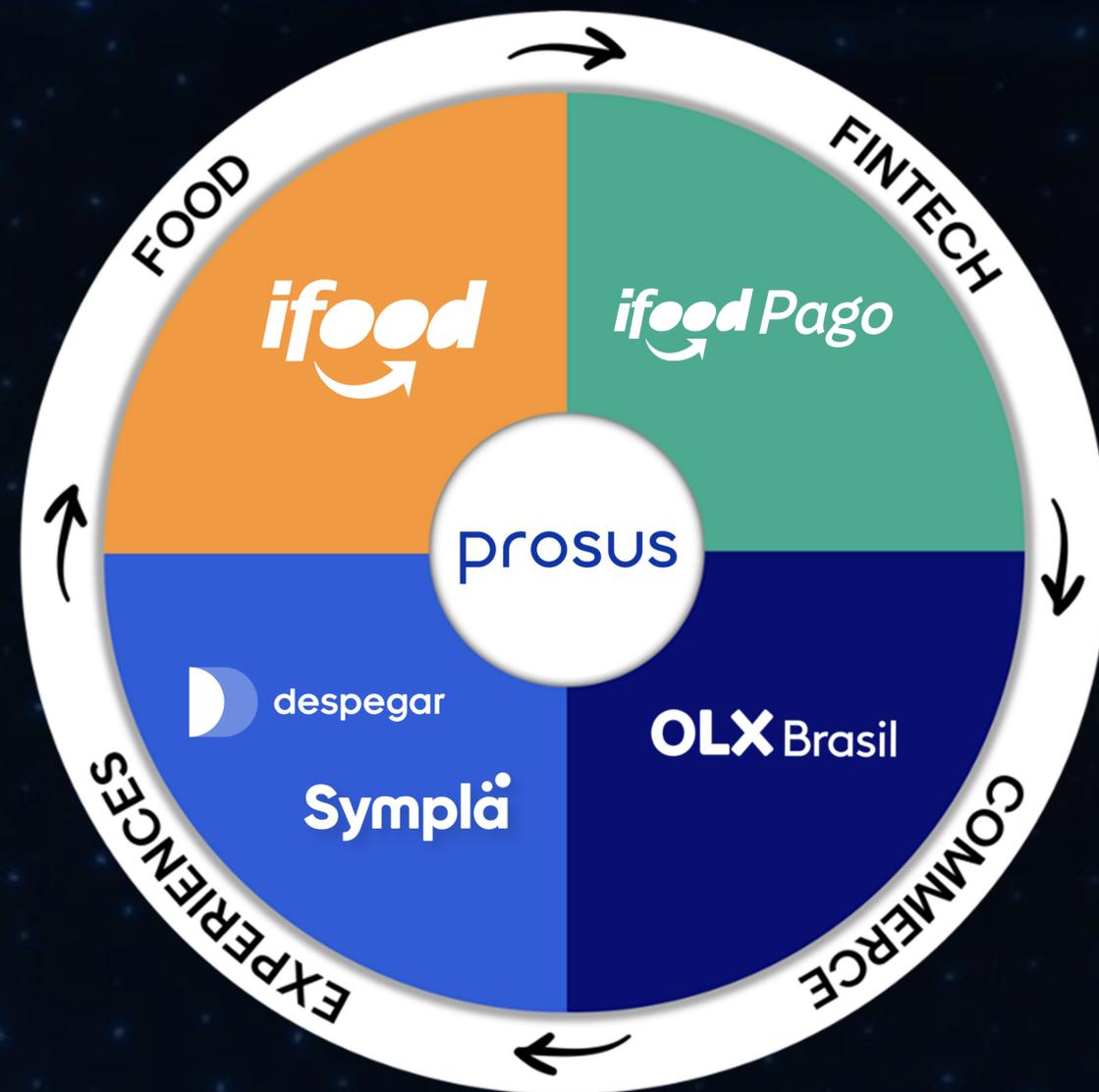
are powered by food, fintech, commerce and experiences



BENEFITS OF LEVERAGING THE ECOSYSTEM:

- User Engagement & Loyalty
- Data For AI
- Growth Loop
- Cost Optimization

Prosus
LATAM
ecosystem
leads the way

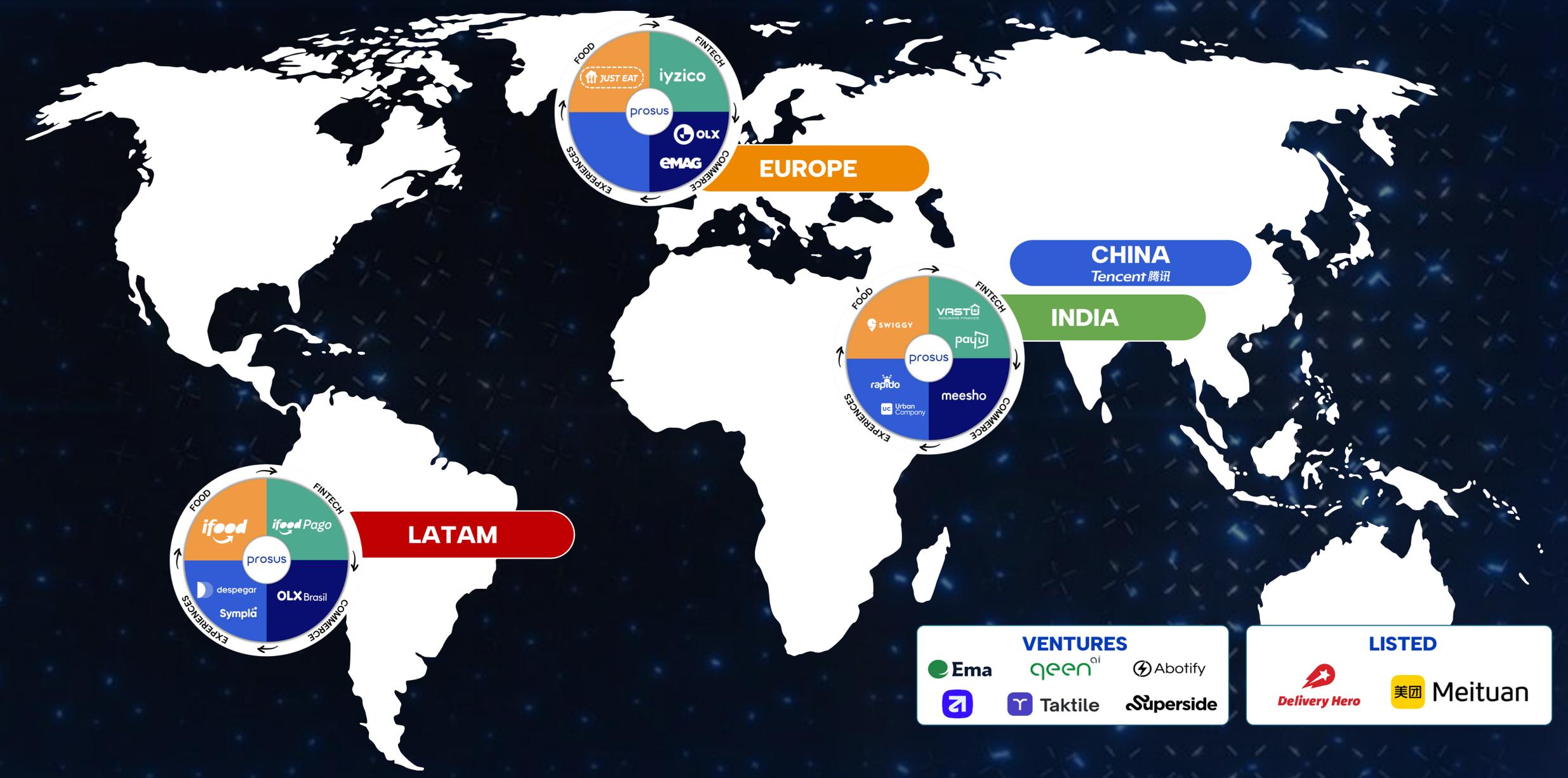


We want to
UNLOCK
EUROPE'S
 potential

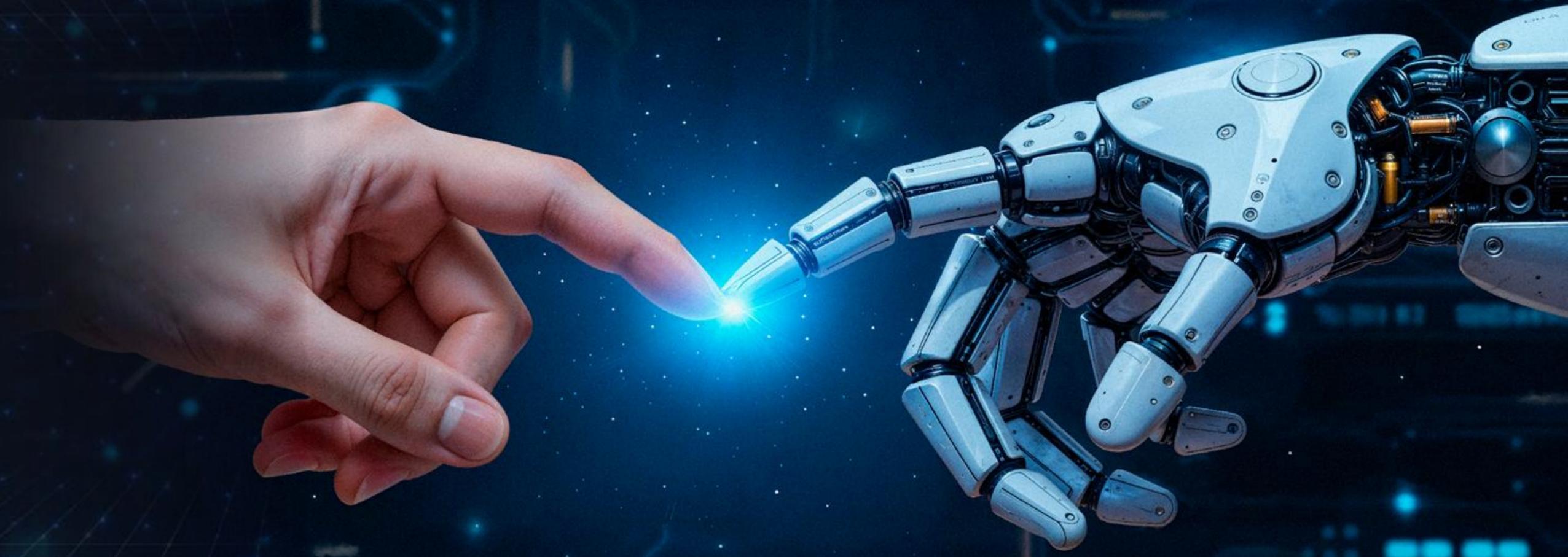
Europe has almost the size of the US economy, but it **lacks internet champions**

	 USA		 EUROPE
Population (M)	350	0.7x	520
GDP (\$T)	29	1.3x	22
# of Unicorns (>\$1B, private)	1,682	3x	549
Value of Tech Sector (\$T, public & private)	~26	6.5x	~4

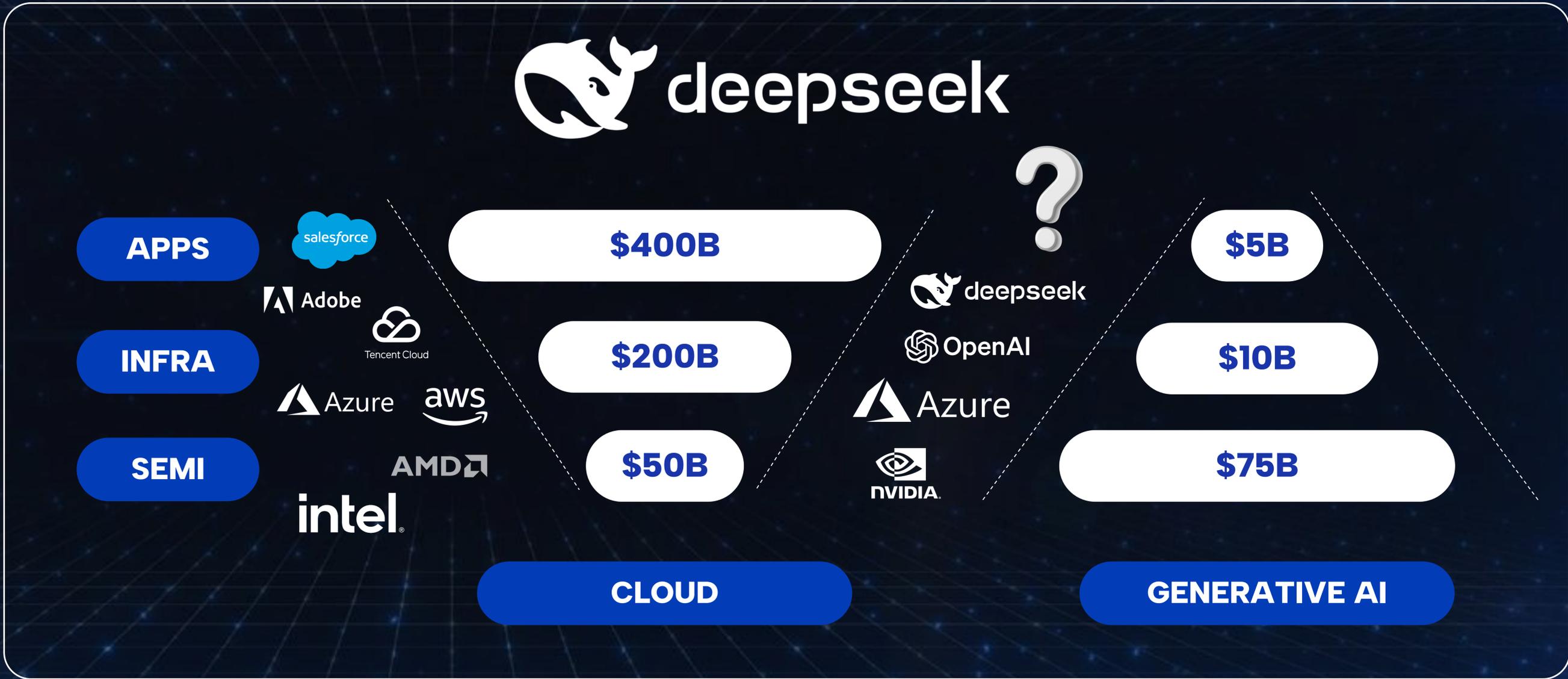
A global footprint with regional focus
\$122B ON A PATH TO \$200B



**BUILDING
THE FUTURE**
through AI
and innovation

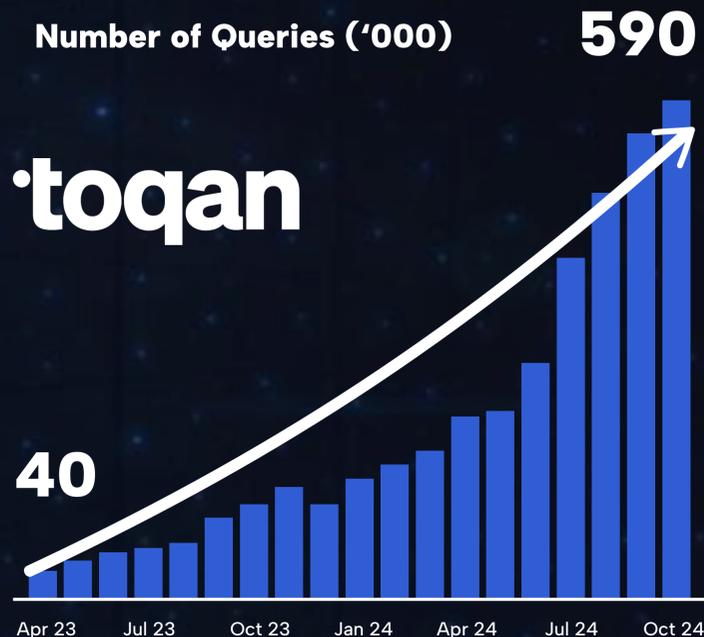


AI & INNOVATION
are set to flourish



WE ARE INVESTING
in this future...

...AT A GROUP LEVEL



13K
Unique users across 24 Prosus portfolio companies

5-10%
Reported productivity increase

1.3M
Questions answered

...FOR OUR CUSTOMERS AND COMPANIES

Improved Marketing Campaigns

Deep Personalisation



30%
Reduction in customer reacquisition

17%
Increase in ADS revenue

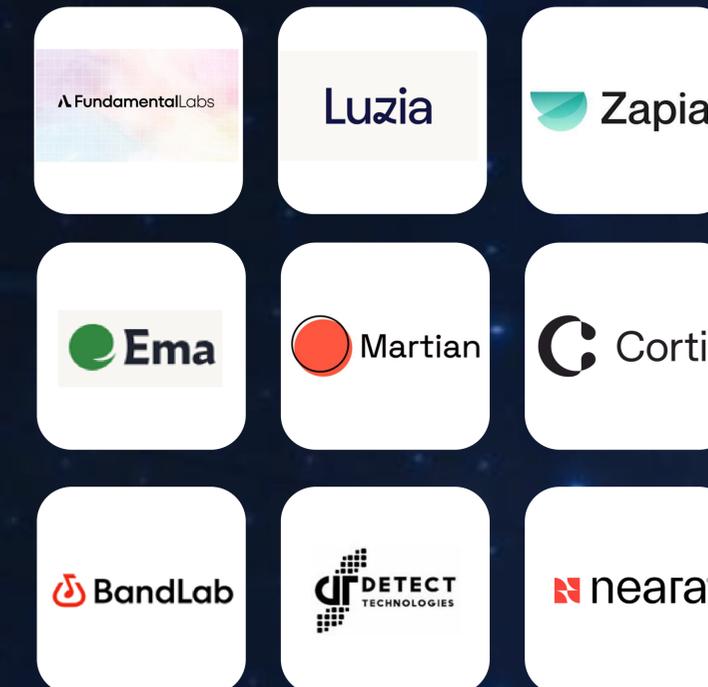


17%
Increase marketing effectiveness

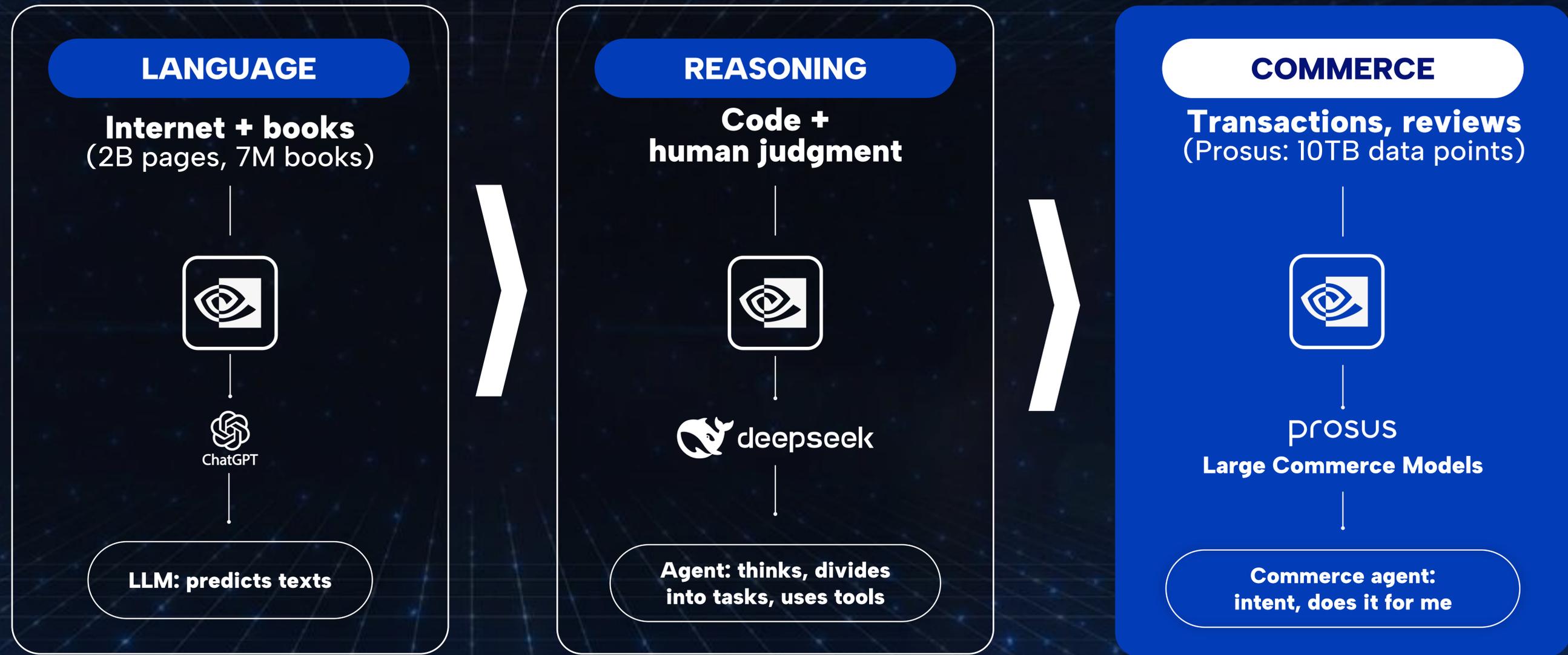
230%
Increase in listing views

... AND IN OUR INVESTMENTS

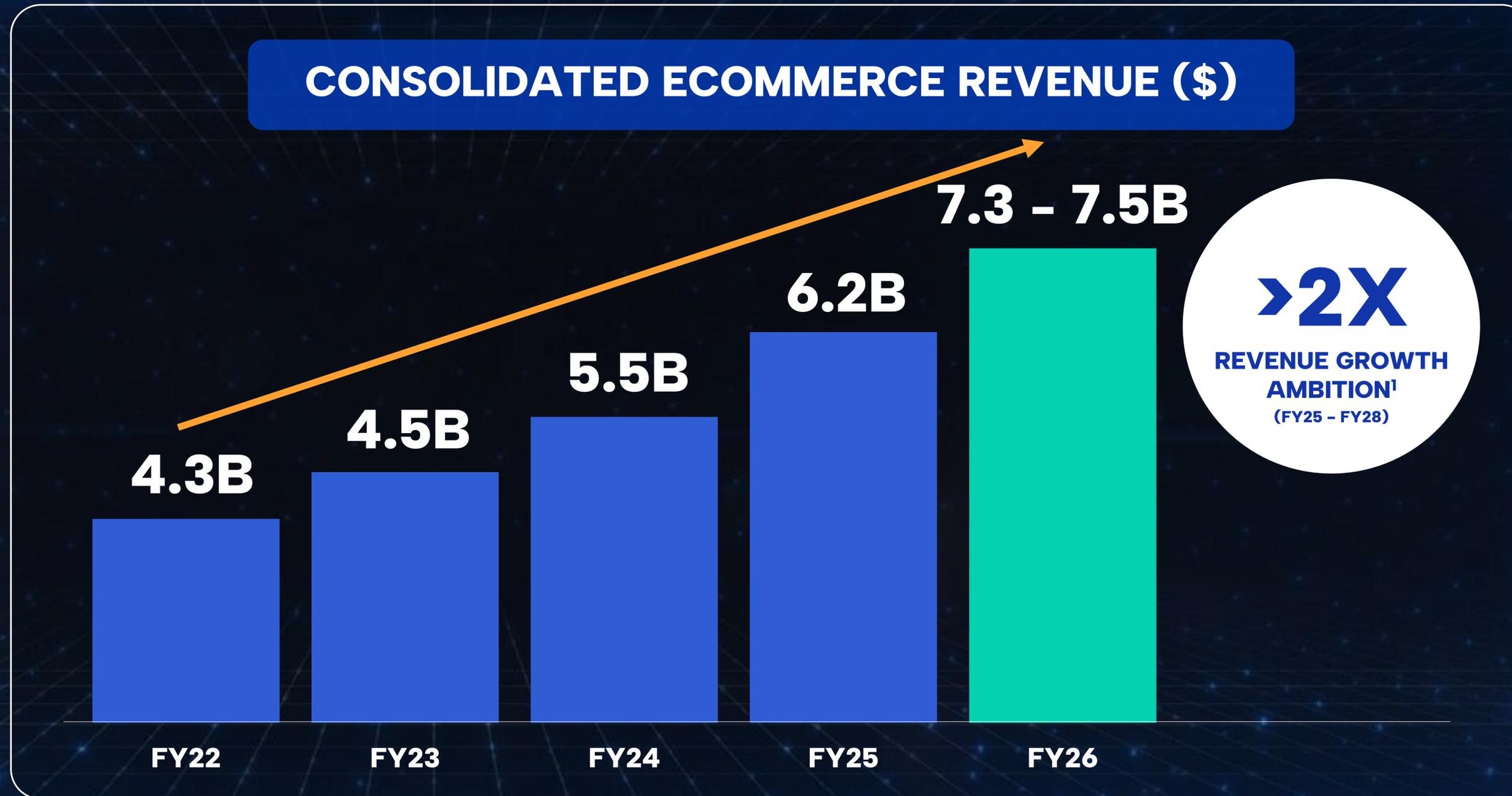
A few **AI INVESTMENTS** in AI-native businesses



...And in the foundational model for **COMMERCE**

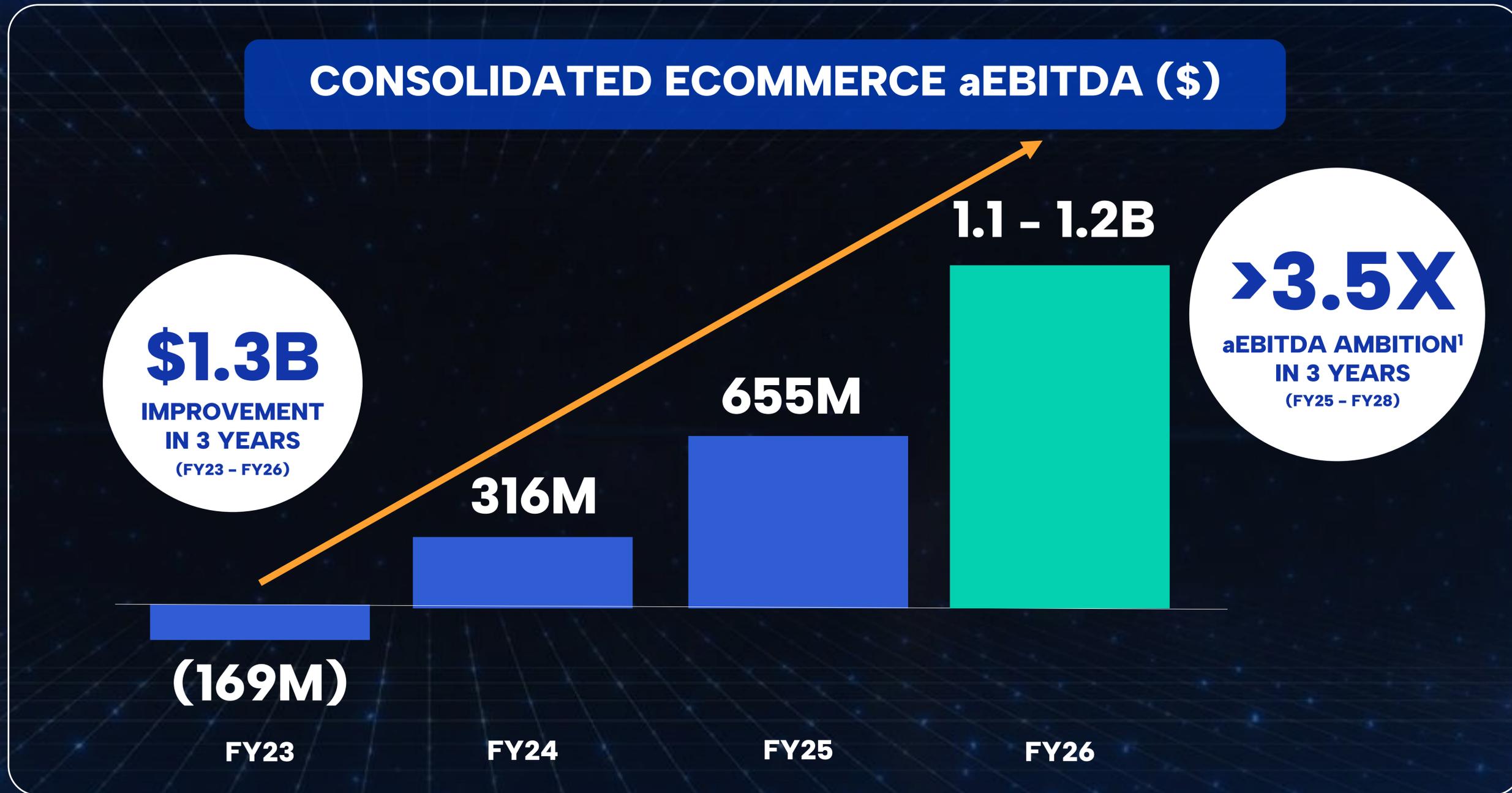


We are
**RESULTS
FOCUSED**



¹Future ambition includes the acquisition of Just Eat Takeaway (JET) which remains subject to shareholder and regulator approval. JET numbers are preliminary - we will have more precise guidance post transaction closure and integration. Other assumptions include constant currency and no new acquisitions or disposals.

PROFITABILITY
will continue to
ACCELERATE

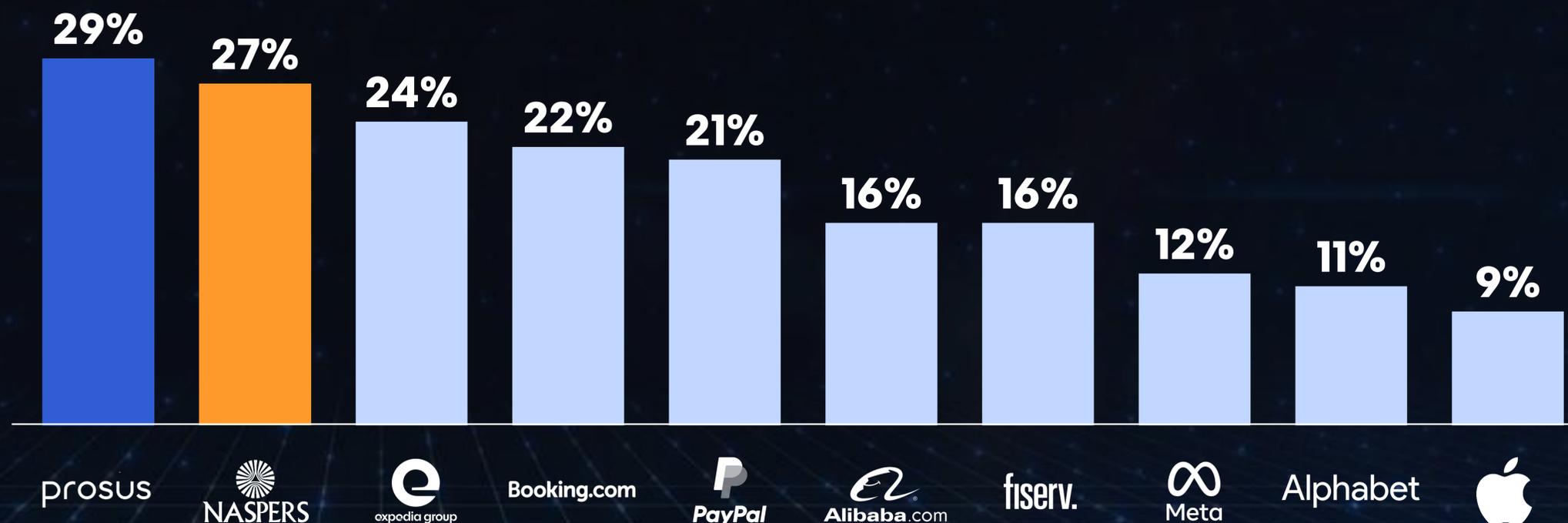


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THE LARGEST BUYBACK OF ANY TECH COMPANY

Our biggest investment is in **PROSUS**

Buyback as a % of shares outstanding¹



¹As of 30 May 2025, Prosus based on net buyback relative to free float shares. Companies selected from S&P 500, Stoxx 600, Hang Seng and JSE All Share indices. Period for each company reflects the period closest to Prosus' repurchase period of 28 June 2022 to 30 May 2025 based on available data. Based on shares outstanding as at start of the relevant periods closest to the start of the Prosus buyback in June 2022.

TENCENT MINUS (?)

FY 2023 (\$)

TENCENT DIVIDEND
565M

ECOMMERCE
aEBITDA LOSS (169M)

CORPORATE
COSTS (166M)

PROSUS DIVIDEND

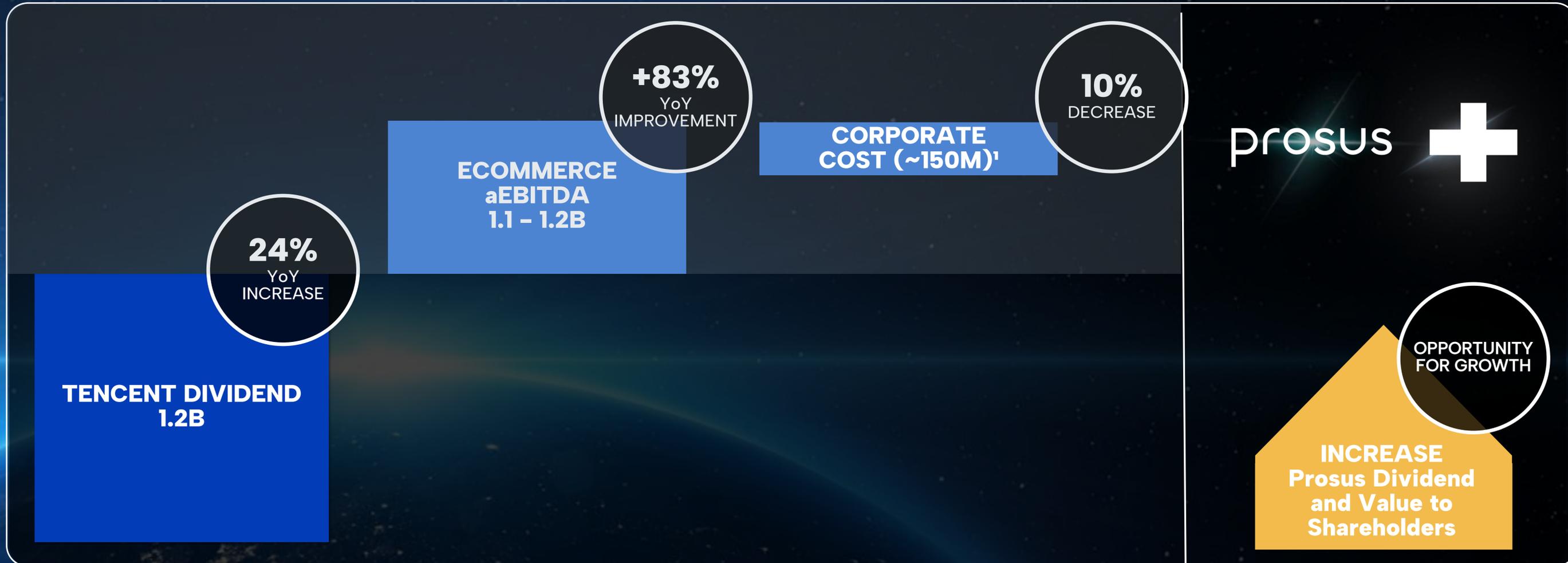
A NEW DAWN
is upon us...

FY 2025 – TENCENT PLUS? (\$)



Our **FUTURE**
IS BRIGHT

FY 2026: PROSUS + TENCENT (\$)



PROSUS +

¹Based on FY25 exchange rates.

WE ARE JUST GETTING
STARTED!



Join me on Social Media

POWERED BY
PROSUS