

THE
PROSUS WAY

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.

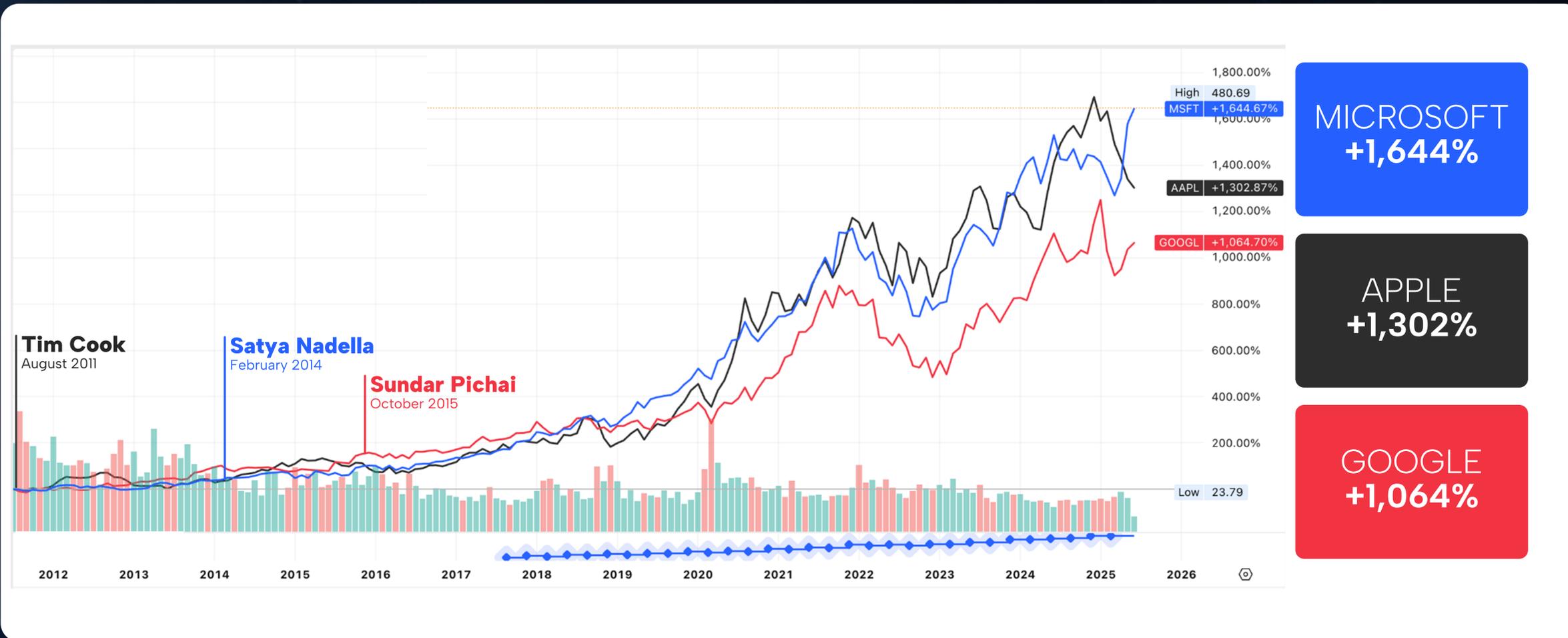
These forward-looking statements are subject to a number of risks and uncertainties, many of which are beyond our control and all of which are based on our current beliefs and expectations about future events. Forward-looking statements are typically identified by the use of forward-looking terminology 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.

THE IMPORTANCE OF CULTURE



“

Every person, organization, and even **society reaches** a point at which they owe it to themselves to hit **refresh, to re-energize, renew, reframe and rethink their purpose.**”

”

Satya Nadella

Our journey
to craft
**THE PROSUS
WAY**

OUR LAST 12M PRIORITIES

Define our
winning behaviors

Translate to
the reality

Embed culture in
our mechanisms

OUR ACTIONS



Identify great **technology company cultures** and **assess how they work.**



Design with the **CEOs of our largest controlled companies.**



Work. Test. Tweak.
Work again. Test. Tune.
And repeat.

THE OUTCOME

"The Prosus Way"



ENTREPRENEURSHIP

Dream Big, explore, disrupt, pragmatic, 80/20 mindset.



RESULTS

Outcome-focused, raise the bar, accountability, exceptional outcomes.



INNOVATION

Speed, agility, "jet-ski" testing, iterate, disrupt. Test and fail.



PEOPLE

Competitive advantage, clear goals, autonomy, feedback, diversity for better outcomes.



IMPACT

Create a better future, learning is key, shared prosperity.

HOW DO WE BRING OUR CULTURE TO LIFE?



HIRING



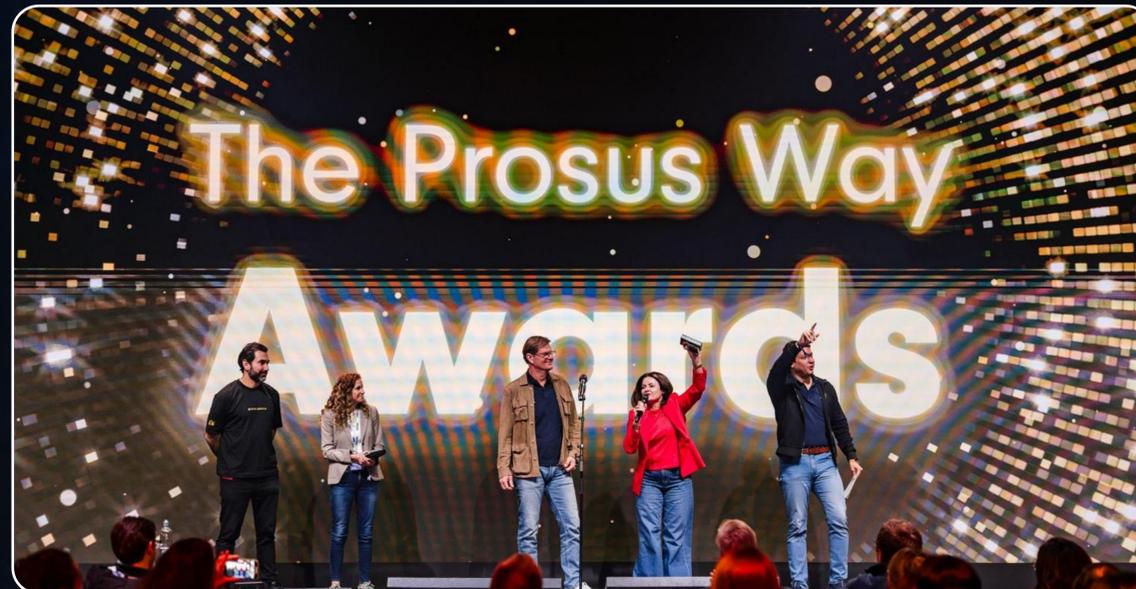
PERFORMANCE
MANAGEMENT



INCENTIVES



WAYS OF
WORKING



WAYS OF WORKING

More communication:
Firesides
Strategy Share
Prosus Way Awards
Leadership Summit





WAYS OF WORKING



Improved our management model:
Strategic planning
bi-annual cycles
Tracking execution with
MRM, MOM, MIM



WAYS OF WORKING



Supported our employees
in this journey:
120 leaders at Stanford 10X
Prosus Talks
11k active learners in
Prosus Academy

DREAM BIG, REWARD BIG

↓ **LOW RISK**
↓ **CAPPED POTENTIAL**

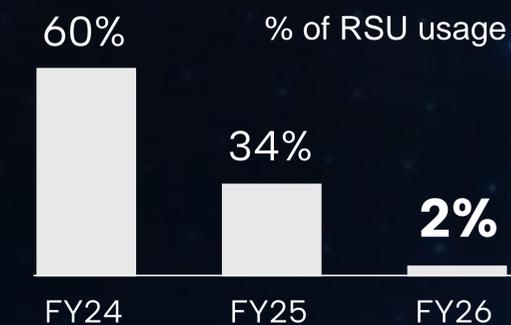
↑ **HIGH RISK**
↑ **HIGH REWARDS**



INCENTIVES

We're shooting for the moon, and to ignite our people we're promoting an entrepreneurial spirit by a new reward philosophy.

LTIs moved away from guarantees via RSUs to **SARs and PSUs.**



WHAT

PERFORMANCE

WHAT + HOW

PERFORMANCE

CULTURE

LEADERSHIP



PERFORMANCE MANAGEMENT

Improved our process
using algorithms

Included **culture and leadership** as part of our assessment process



Hiring the Prosus Way

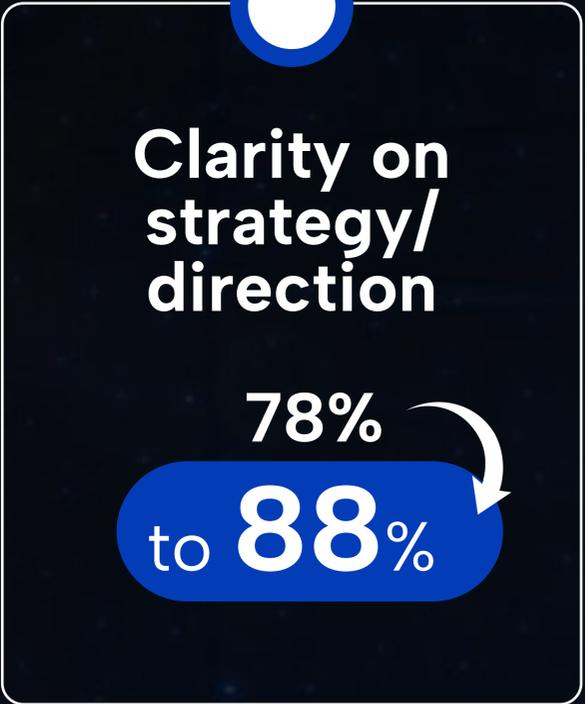
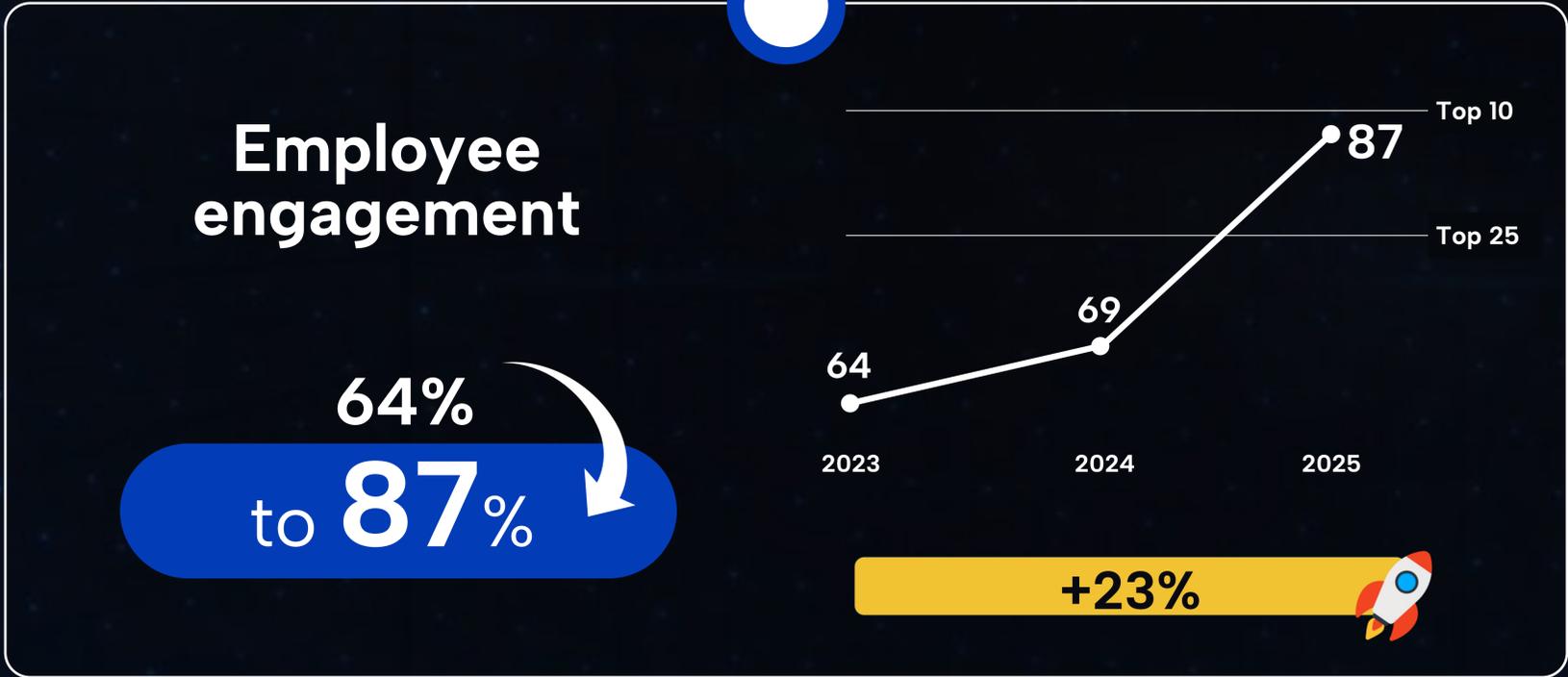


HIRING

Launched
"Hiring The Prosus Way"
Giving hiring managers
the tools to identify
candidates aligned with
our culture

POSITIVE OUTCOMES

Impact
SO FAR



CULTURE

our strategic advantage



1.

"The Prosus Way": set of values and behaviours that guides our success.



2.

Help our companies speak the same language therefore they can **connect as an ECOSYSTEM.**



3.

Move away from thinking +10% -> **10X exponential mindset.**

POWERED BY
PROSUS