Ecosystems

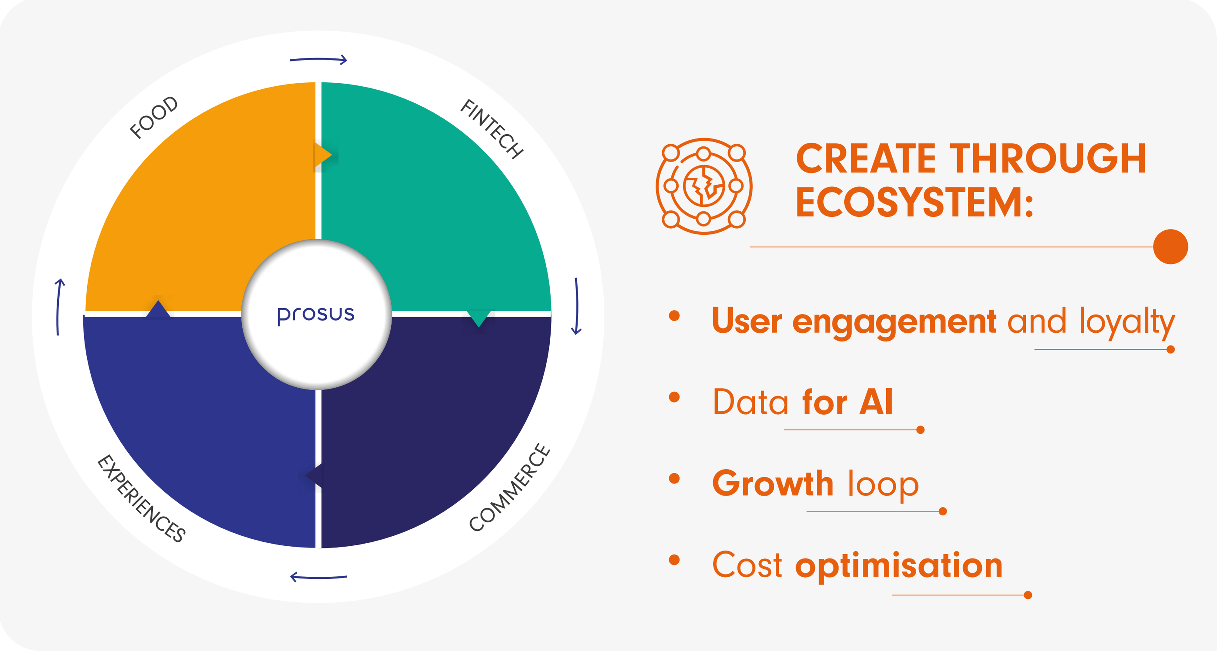
We are building a leading lifestyle ecommerce company in Latin America, Europe, India and South Africa.

Trends

Ecosystems that are best positioned to thrive in marketplaces are those that seamlessly integrate diverse networks, prioritise user-centric experiences, and foster trust among users. These ecosystems typically leverage technology to create scalable models, enabling sellers and buyers to interact efficiently while reducing friction in transactions. Strong marketplaces often feature a robust infrastructure for logistics, payments, and communication, ensuring convenience and reliability. Additionally, they thrive on a network effect – attracting more participants strengthens the ecosystem, leading to higher value for all stakeholders. Clear governance, data transparency, and a commitment to innovation further solidify their position, ensuring adaptability in an ever-changing competitive landscape.

Big tech companies like Tencent, Google, Meta and Microsoft act as ecosystems, offering various connected services through apps. These ecosystems use advanced technology to make the most of the huge amounts of data their services collect. AI plays a key role by speeding up and scaling how data is processed and tailored for each customer, doing this billions of times for billions of users.

How we create through ecosystems



Naspers is uniquely positioned to capture opportunities within ecosystems related to its group due to several key factors:

❶ Portfolio of leading companies

Naspers has a diverse and extensive portfolio of market-leading companies across key industries such as ecommerce, food delivery, fintech and classifieds. These companies operate at the forefront of technological innovation, providing Naspers with insights into emerging trends and opportunities.

❷ Global presence

Naspers is active in over 100 countries with a strong footprint in growth markets like India, Latin America, Central/Eastern Europe and South Africa. This broad geographical presence allows it to capitalise on opportunities in high-growth regions and adapt global trends to local markets.

❸ Synergistic ecosystem

With its companies spanning multiple sectors, Naspers benefits from synergies created between them.

For example:

- **Cross-sector collaboration:** Food-delivery platforms can align with e-payment solutions, creating a seamless experience for customers
- **Data-driven insights:** Shared access to data gives better market prediction and enhanced cross-promotion opportunities.

❹ Investment and innovation expertise

Prosus is backed by Naspers, one of the largest technology investors globally. This legacy gives it a wealth of experience in identifying, funding and growing innovative technology-driven companies. Its strong balance sheet allows continuous reinvestment to develop ecosystems.

❺ Scaling technology platforms

Naspers' focus on technology-driven platforms ensures scalability. Its companies are designed to serve millions of customers and integrate with complementary services, creating robust ecosystems with reduced barriers for customers and businesses.

❻ Deep understanding of local trends

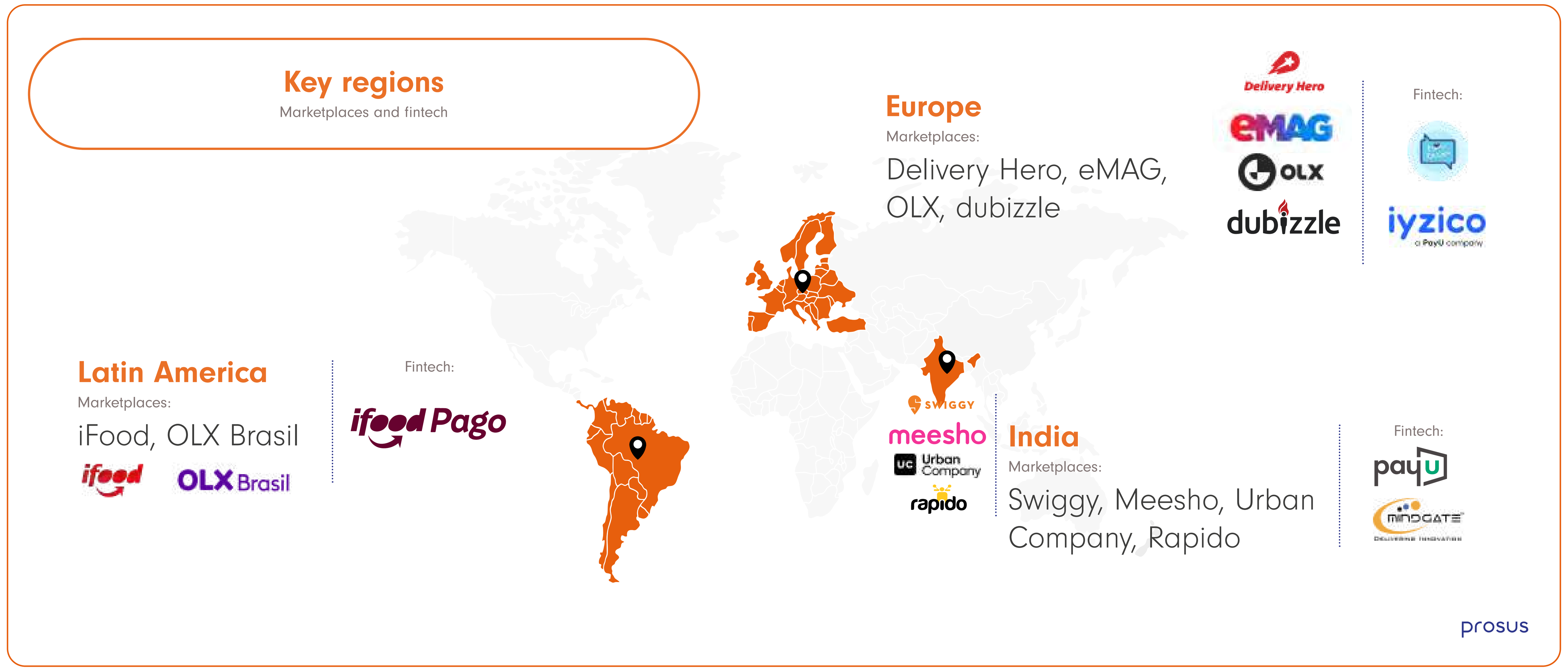
Naspers actively partners with local entrepreneurs, combining global best practices with local market knowledge. This localised approach builds trust, relevance and strong community integrations.

❼ Strategic vision and leadership

Naspers has demonstrated a long-term strategic approach to building ecosystems. Leadership ensures that investments and acquisitions align with long-term goals of creating interconnected systems across industries.

By creating an ecosystem, we harness the full potential of mutual reinforcement between our marketplace activities (food, classifieds, online retail or etail) and fintech capabilities (payment systems, consumer credit and others). The whole becomes much greater than the sum of its parts when coupled with Naspers expertise and AI investments, and strengthened by the groupwide culture of sharing knowledge.

In summary, **Naspers' blend of global expertise, deep market penetration, a diverse ecosystem of companies, and focus on innovation uniquely position it to identify and capitalise on opportunities in its group's ecosystems**. This approach not only delivers value internally but also creates a competitive edge in the global markets it serves.



We have extended our ecosystems to 'experiences' – travel and more. For example, iFood customers in Brazil who are already using our platform for food delivery and quick commerce (groceries, pharmaceuticals, etc) can now complete their travel bookings on the same platform via Despegar and shop online for holiday clothing via OLX Brasil.

For Naspers, by augmenting our ecosystems and utilising data enhanced by AI, we can personalise our products and services to attract more customers while lowering their acquisition cost and improving retention.