ROCKET INTERNET

Identifying, Building and Scaling Market Leading Online Companies

Kinnevik Capital Markets Day 2014

DISCLAIMER

The information contained in this presentation is public information only, but it does not necessarily represent all information related to the issues discussed or presented herein, or all views of the company. The information has been researched by the company with due care and all and any evaluations or assessments stated herein represent the company's opinions. We advise you that some of the available information has been independently verified and may be based on statements by third persons, but no representation or warranty, expressed or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of this information or opinions contained herein. Certain statements contained herein may be statements of future expectations and other forward-looking statements that are based on our current personal views and assumptions and involve known and unknown risks and uncertainties that may cause actual results, performance or events to differ materially from those expressed or implied in such statements. None of our team shall assume any liability whatsoever (in negligence or otherwise) for any loss or unrealized profit whatsoever arising from any use of this presentation or the statements contained herein as regards unverified third person statements, any statements of future expectations and other forward-looking statements, or the fairness, accuracy, completeness or correctness of statements contained in the presentation, or otherwise made in connection with this presentation.

This presentation does not constitute an offer or invitation to purchase or subscribe for any investment and neither this presentation nor any part of it shall form the basis of or be relied upon in connection with the entering into any commitment or contract whatsoever, and is solely intended to communicate information regarding the company, its business track-records and team members. No one should base their investment decisions on this presentation but should form their personal opinions on the basis of further available information and evaluations and assumptions. In addition, any prospective investor should consult its own attorney and business advisor as to the legal, business, and tax and related matters concerning any investment decision.

INTRODUCTION
PRESENTING TEAM

Oliver Samwer
Founder

- Co-founded Alando.de (exit to ebay), Jamba! (exit to VeriSign) and CityDeal (merged with Groupon and later IPO)
- MBA from WHU

Alexander Kudlich
Managing Director

- Previously with Axel Springer AG
- Master in Finance from University of St. Gallen (HSG), MA in Philosophy from UCL and MBA from ESMT

Peter Kimpel
CFO

- Previously Managing Director and Partner at Goldman Sachs International
- MBA from WHU

Christian Hardenberg
CTO

- Previously with BCG and Metaversum
- Master in Business Administration and Electrical Engineering from Technical University of Berlin

Dr. Johannes Bruder
CPO

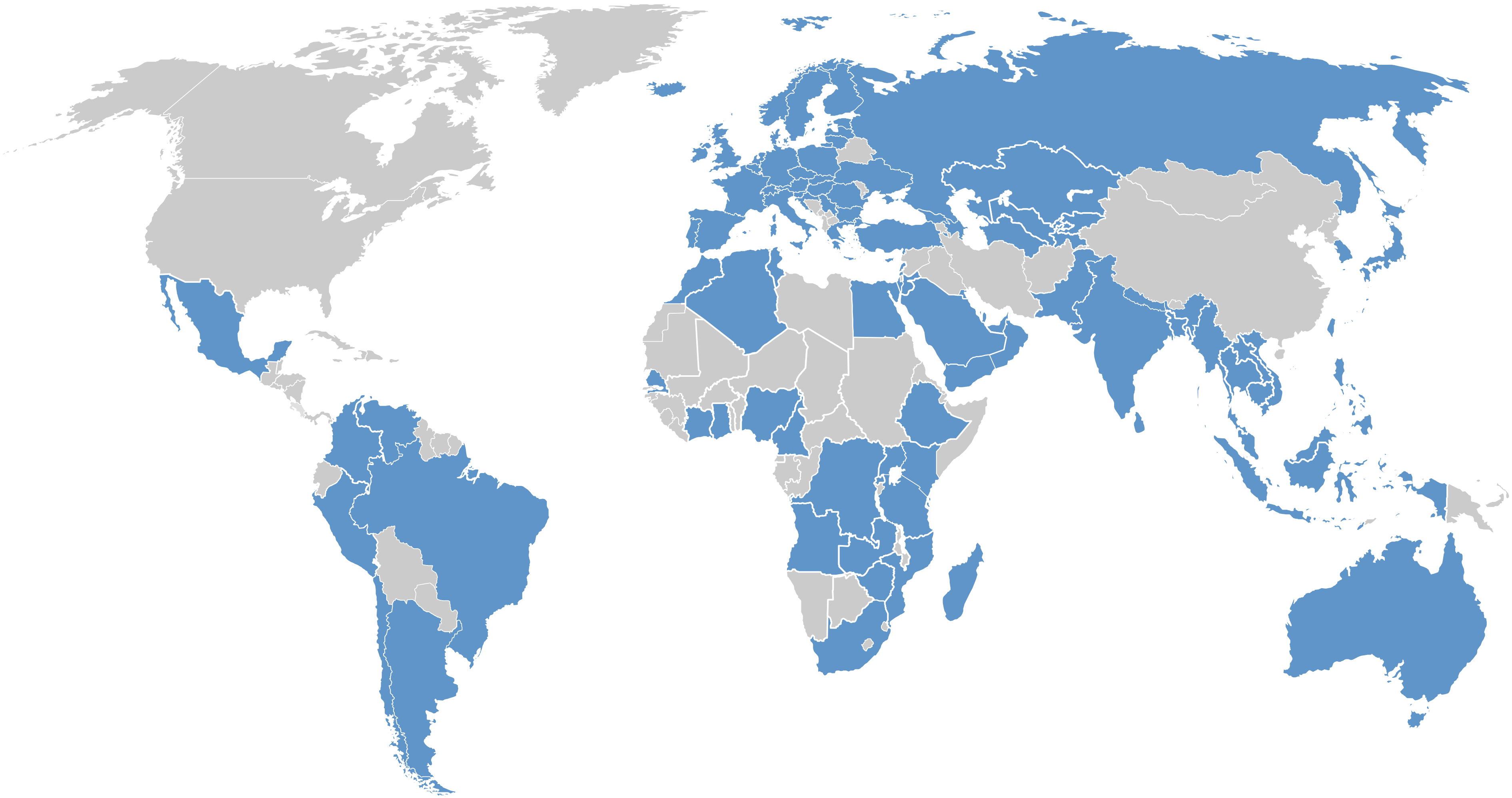
- Previously with Google
- PhD in Economics from University of Hamburg and Master in Economics from University of St. Andrews

THE ROCKET MISSION

ROCKETINTERNET

TO CREATE THE WORLD'S LARGEST INTERNET PLATFORM OUTSIDE OF CHINA AND THE US

ROCKETS GLOBAL REACH AT A GLANCE



Rocket Ventures are active in more than 100 countries

WE FOCUS ON FIVE KEY REGIONS…

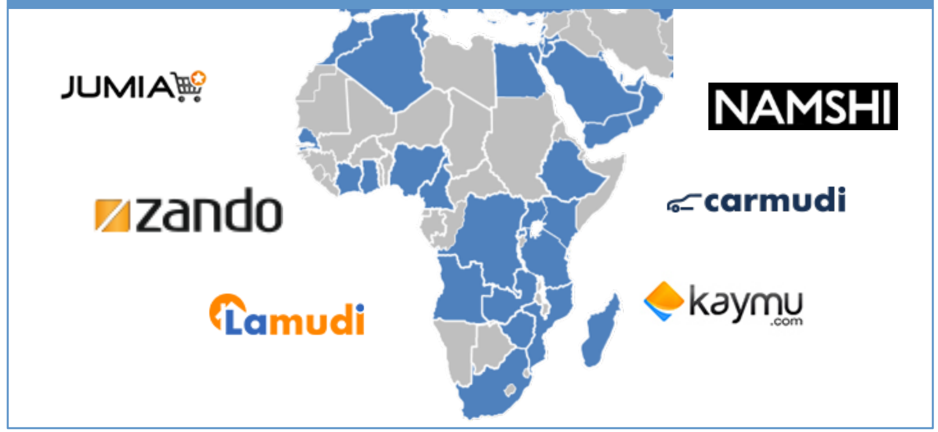
Europe

Russia

Asia & Pacific

Latin America

Middle East & Africa



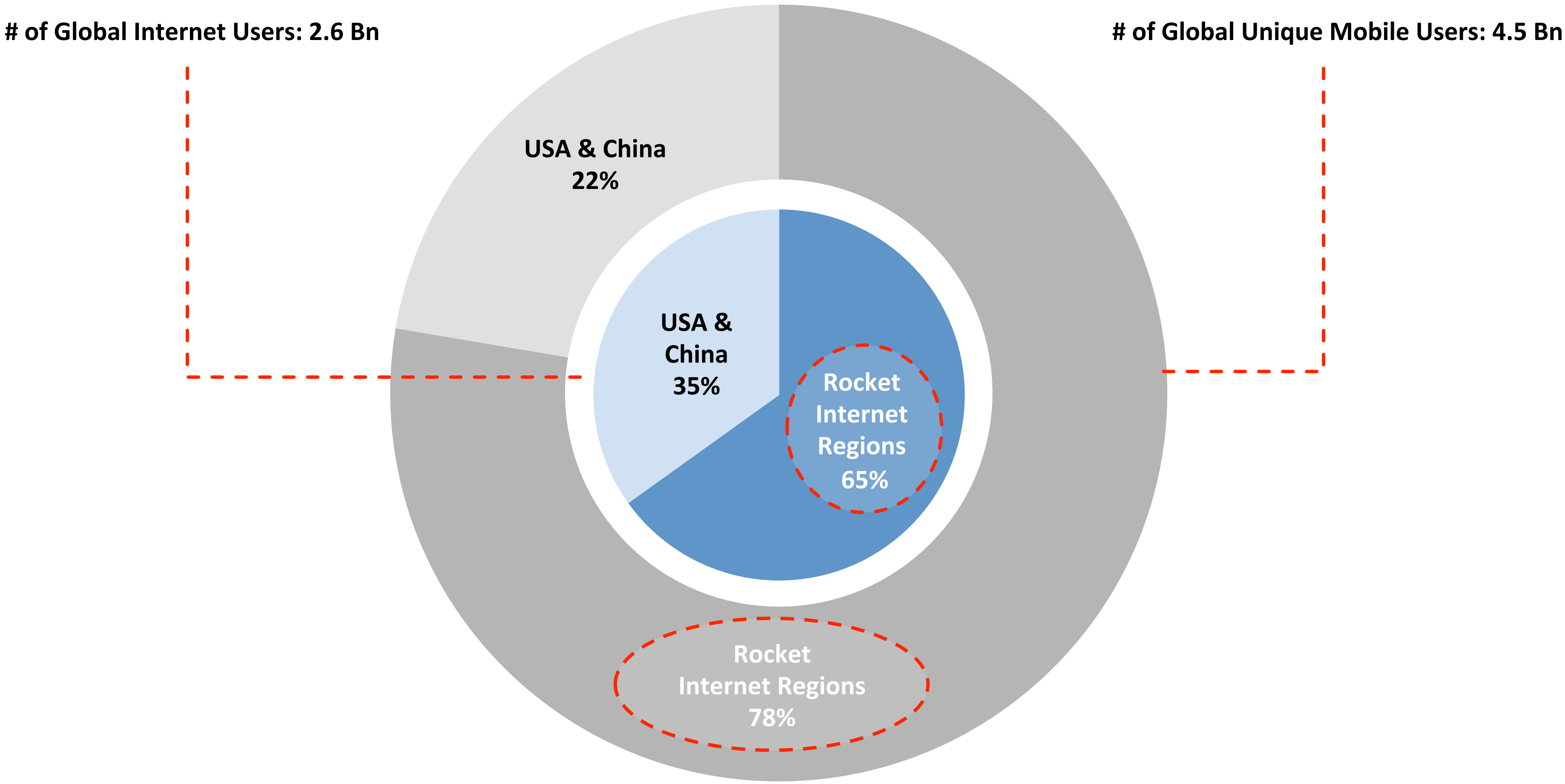
Note: Above venture maps are not comprehensive

… AND THREE KEY SECTORS

eCommerce		Marketplaces		Financial Technology	
home24	WESTWING	Helpling	CupoNation	Lendico	zencap
bonnyprints	GLOSSYBOX	WIMDU	ClickBus	PAYMILL	payleven
lamoda.ru	HelloFresh	foodpanda	JOVAGO.com		
FAB FURNISH	JABONG.COM	hellofood	carmudi		
ZALORA	LAZADA	EASY TAXI	Lamudi		
OfficeYes	THE ICONIC	kaymu.com			
mobly	daraz.pk				
tricae	kanui				
dafiti	NAMSHI				
JUMIA	zando				
printvenue	zanui.com.au				
Linio	…	…		…	

Note: Above venture list is not comprehensive.

OUR GLOBAL REACH COVERS THE LARGEST INTERNET AND MOBILE AUDIENCE



Source: IDC, Euromonitor, WCIS (Year 2013 Data)

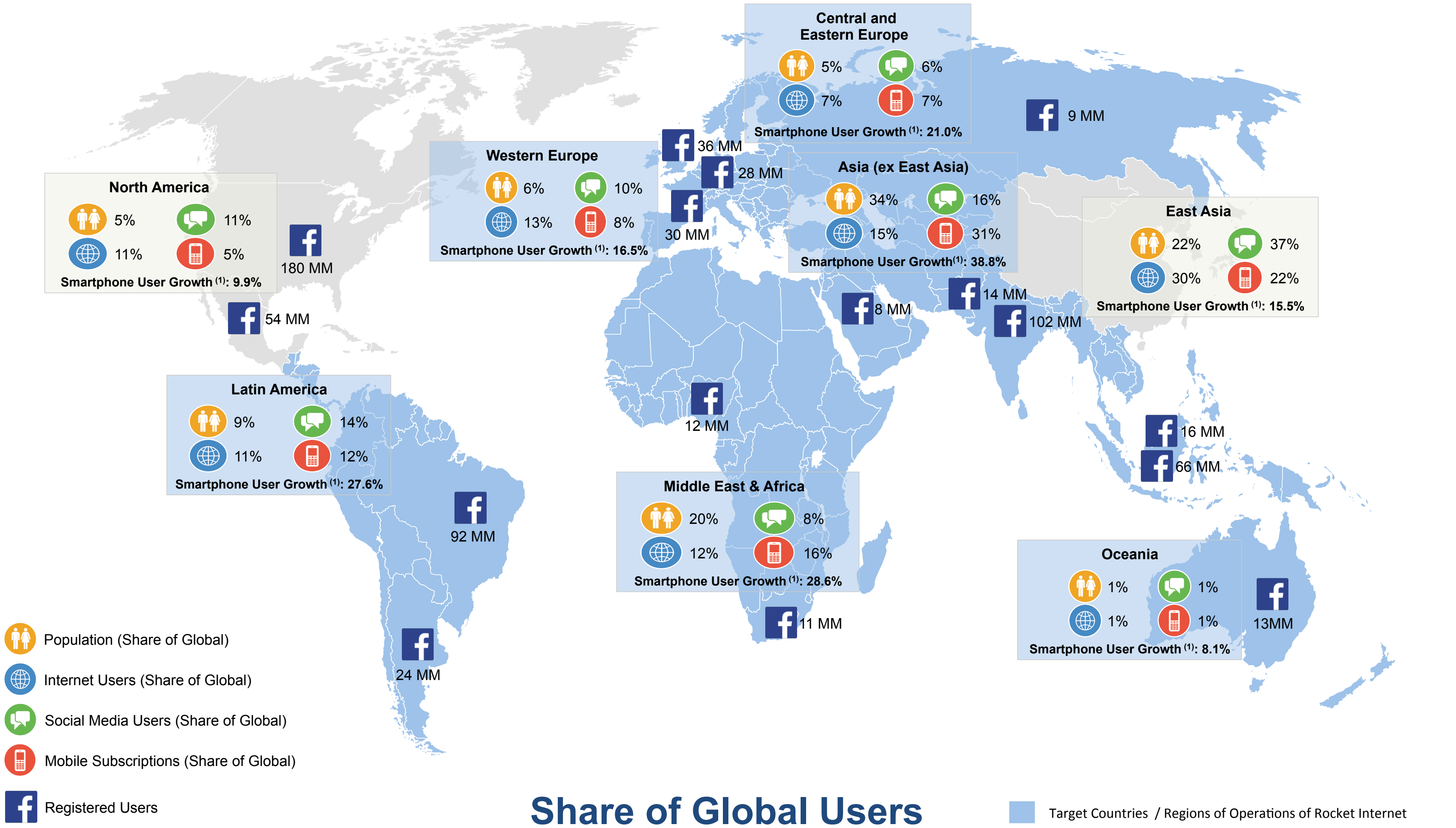
ROCKET'S LOCAL FOOTPRINT INCLUDES 9 OF FACEBOOK'S TOP 10 USER CITIES

Via Smartphones People Are Able to Access Facebook Everywhere in the World - Top 10 Cities on Facebook

#	City	Country	Active Proven Winners	Users (MM)
1.	Bangkok	Thailand	LAZADA, ZALORA	**8.7**
2.	Jakarta	Indonesia	LAZADA, ZALORA	**7.4**
3.	Istanbul	Turkey		**7.0**
4.	London	United Kingdom	home24, HelloFresh	**6.1**
5.	Bogota	Colombia	dafiti, LINIO	**6.1**
6.	Sao Paulo	Brazil	dafiti, LINIO	**5.7**
7.	Mexico City	Mexico	LINIO	**4.3**
8.	Santiago	Chile	dafiti, LINIO	**4.1**
9.	Mumbai	India	JABONG.COM	**3.7**
10.	Buenos Aires	Argentina	dafiti, LINIO	**3.5**

Source: Socialbakers.com as of 15 May 2014

ROCKET REACHES THE FASTEST GROWING GLOBAL MARKETS



Source: Global Social, Digital & Mobile Statistics, Jan 2014
[1]Growth for 2013-2016

ROCKET INTERNET'S MACRO-ECONOMIC MARKET OPPORTUNITY

The US Internet Opportunity

16.8 Tn

Total GDP USA (2013, in Current US$)

0.7 Tn[1]

Total Market Cap Public US-Internet (Apr 2014)

>25x

Value Ratio GDP/ Market Cap

The China Internet Opportunity

9.2 Tn

Total GDP China (2013, in Current US$)

0.4 Tn[1]

Total Market Cap Public CN-Internet (Apr 2014)[2]

>23x

Value Ratio GDP/ Market Cap

The Rocket Internet Opportunity[2,3]

41.3 Tn

Total GDP Rocket Target Countries (Current US$)

ROCKET INTERNET

1.6 - 1.8 Tn[(1)]

Public Market Cap Potential

(est. Range Based on US/China GDP/Market Cap Ratios)

Source: Capital IQ (Market Cap Stats), Intl. Monetary Fund (GDP Stats)

[1] Based on Internet market cap Capital IQ data April 26th, 2014 (adjusted for non-US proportion of revenues assuming proportionate contribution to market cap)

[2] Including rumoured valuation of Alibaba of ca. $153 Bn as per Bloomberg

[3] Based on Rocket Internet Target Countries

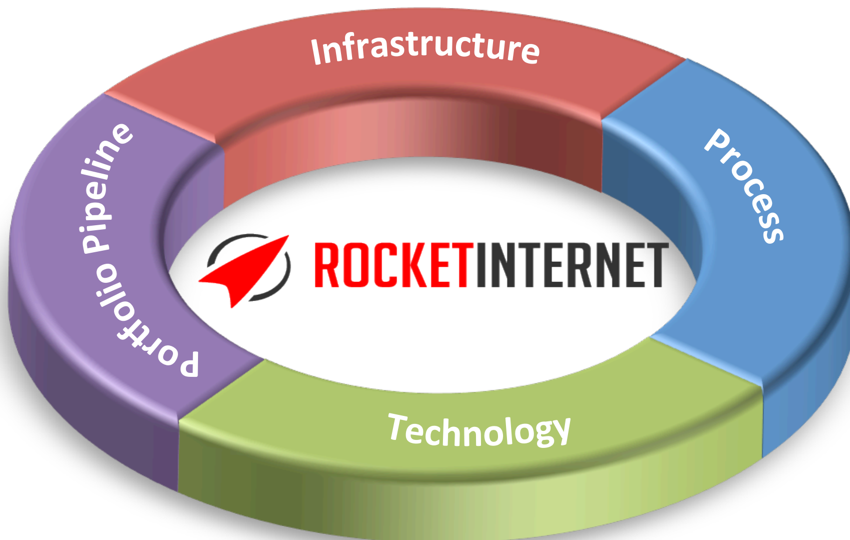
HOW WE IDENTIFY, BUILD & SCALE MARKET LEADING INTERNET BUSINESSES

1
- Unparalleled experience in scaling world-class Internet businesses
- Deep technical and operational expertise

2
- Highly structured / best practices
- Centralized IP with regional execution

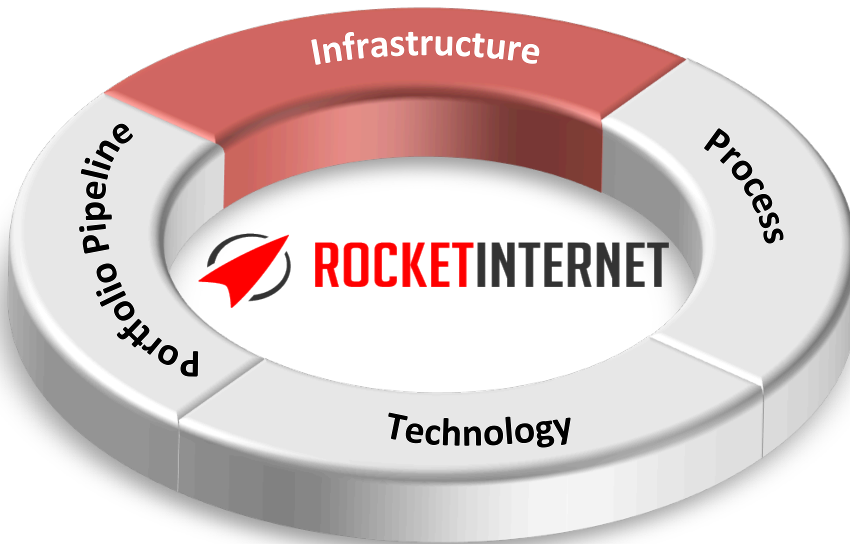
3
- Predictable and repeatable
- Partnerships and framework agreements
- Provision of shared services to jump start new businesses

4
- Founding 3-6 new ventures on average p.a.
- Consistent returns across portfolio vintages



OUR INFRASTRUCTURE

1
- Unparalleled experience in scaling world-class Internet businesses
- Deep technical and operational expertise

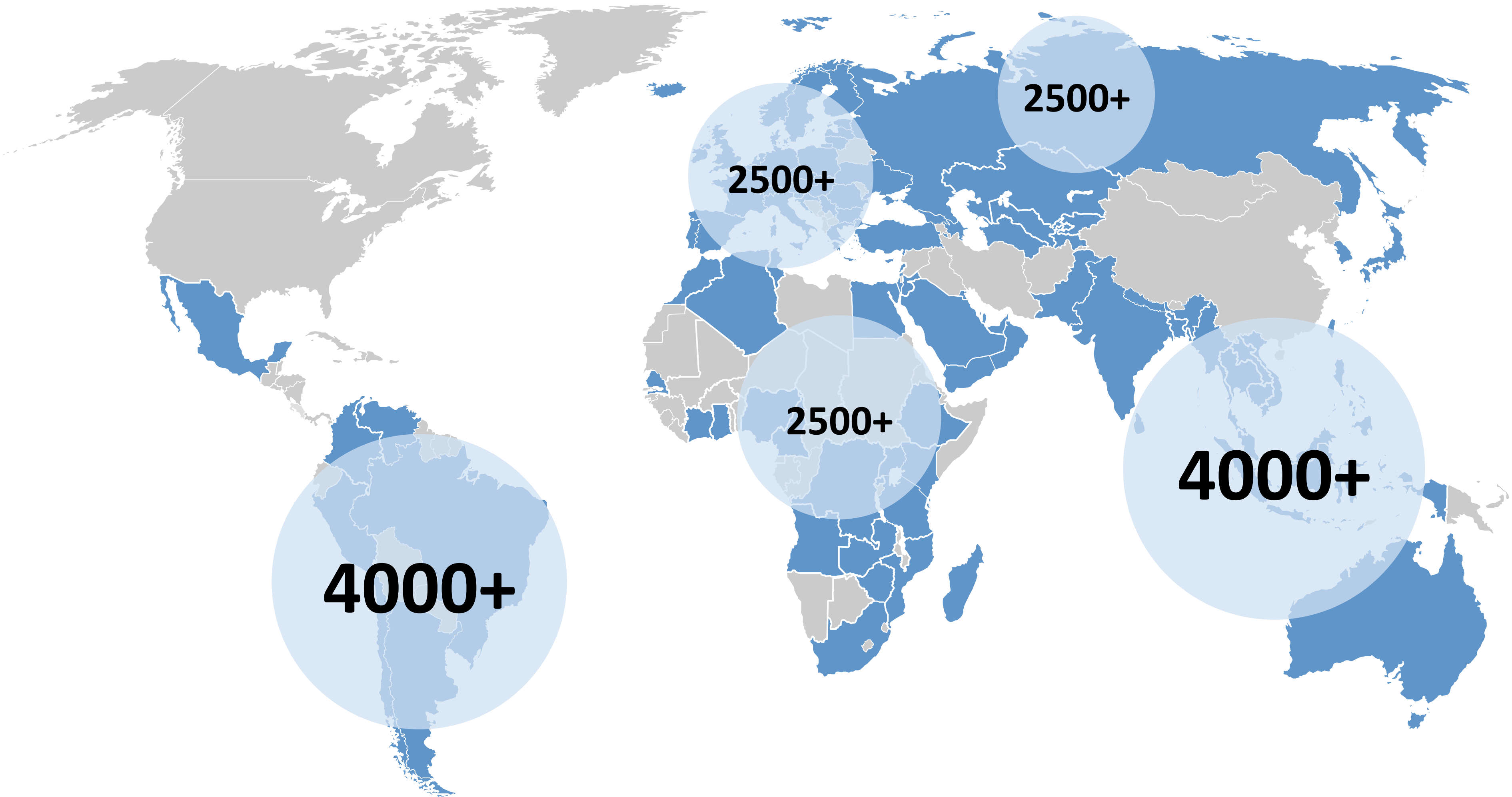


4
- Founding 3-6 new ventures on average p.a.
- Consistent returns across portfolio vintages

2
- Highly structured / best practices
- Centralized IP with regional execution

3
- Predictable and repeatable
- Partnerships and framework agreements
- Provision of shared services to jump start new businesses

WE HAVE MORE THAN 15.000 PEOPLE ON THE GROUND



ROCKET'S TEAM
FUNCTIONAL EXPERTS, REGIONAL LEADERS & ENTREPRENEURS

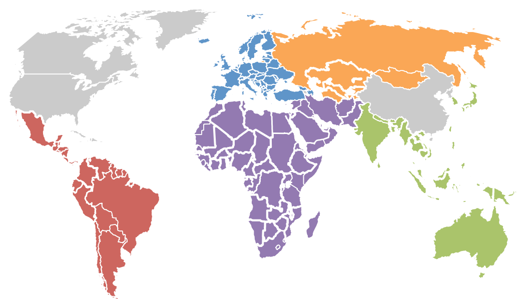
Rocket Internet's organization consists of three parts: Our people are organized around the portfolio of companies, the regions and the core functions

ROCKET INTERNET

Functional Experts

Tech	Marketing	Product
CRM	BI	Biz Dev
Operations	Finance	PR
HR	Legal	Security

Regional Leaders



Entrepreneurs

eCommerce	Market-places	Financial Technology
home24	foodpanda	Lendico
dafiti	EASY TAXI	zencap
WESTWING	carmudi	PAYMILL
lamoda	ClickBus	payleven
JUMIA	kaymu	
LAZADA	Lamudi	
JABONG	Helpling	
NAMSHI	JOVAGO.com	

ROCKET'S TEAM OF FUNCTIONAL EXPERTS OFFERS UNPARALLELED EXPERTISE AND HANDS-ON EXPERIENCE IN COMPANY BUILDING - EXAMPLES

Felix Haberland
Tech
Tech leadership for 10+ Rocket ventures

Arthur Gerigk
Marketing
337.000.000+ keywords in search engine advertising

Ronny Rentner
Tech
Launched 50+ Rocket eCom web shops in 30+ countries

Tech	Marketing	Product
CRM	BI	Biz Dev
Ops	Finance	PR
HR	Legal	Security

Jacob Bro
Product
Design of 50+ Rocket web and mobile apps

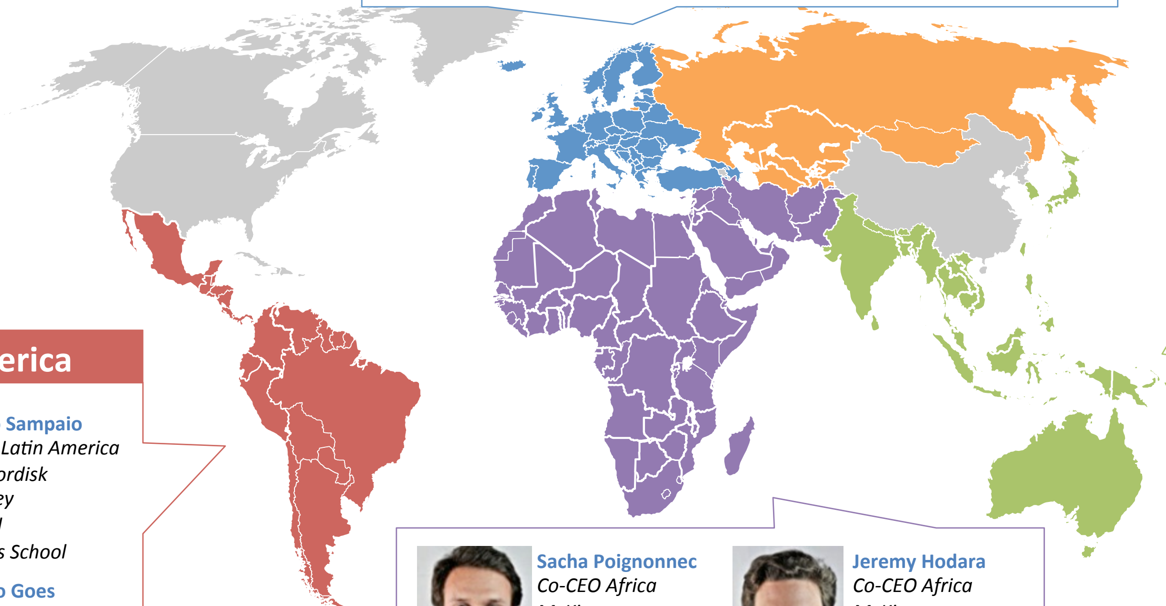
Christian Hardenberg
Tech
Leads global community of 40+ Rocket CTOs

Patrick Fink
BI
Developed 20+ custom Data Warehouse solutions

Gian-Luca Varisco
Security
Defended Rocket ventures against 20+ security attacks

Ferdinand Kalm
Operations
Deployed Rocket's logistics platform at 30+ ventures

OUR REGIONAL LEADERSHIP TEAMS HAVE LAUNCHED COMPANIES ACROSS >100 COUNTRIES



Europe & Russia

Alexander Kudlich
Co-CEO Europe & Russia
Zanox
Axel Springer
University of St. Gallen

Dr. J. Bruder
Co-CEO Europe & Russia
Google
University of Hamburg
University of St. Andrews

Latin America

Rodrigo Sampaio
Co-CEO Latin America
Novo Nordisk
McKinsey
Harvard Business School

Eduardo Goes
Co-CEO Latin America
Novo Nordisk
Stratus PE
Stanford University

Middle East & Africa

Sacha Poignonnec
Co-CEO Africa
McKinsey
A. Andersen
EDHEC Business School

Jeremy Hodara
Co-CEO Africa
McKinsey
HEC Business School

Dr. Eyad Alkassar
Co-CEO Middle East
Rocket Internet
Saarland University

Husain Mishergi
Co-CEO Middle East
Yemeksepeti
Google
University of California/Berkeley

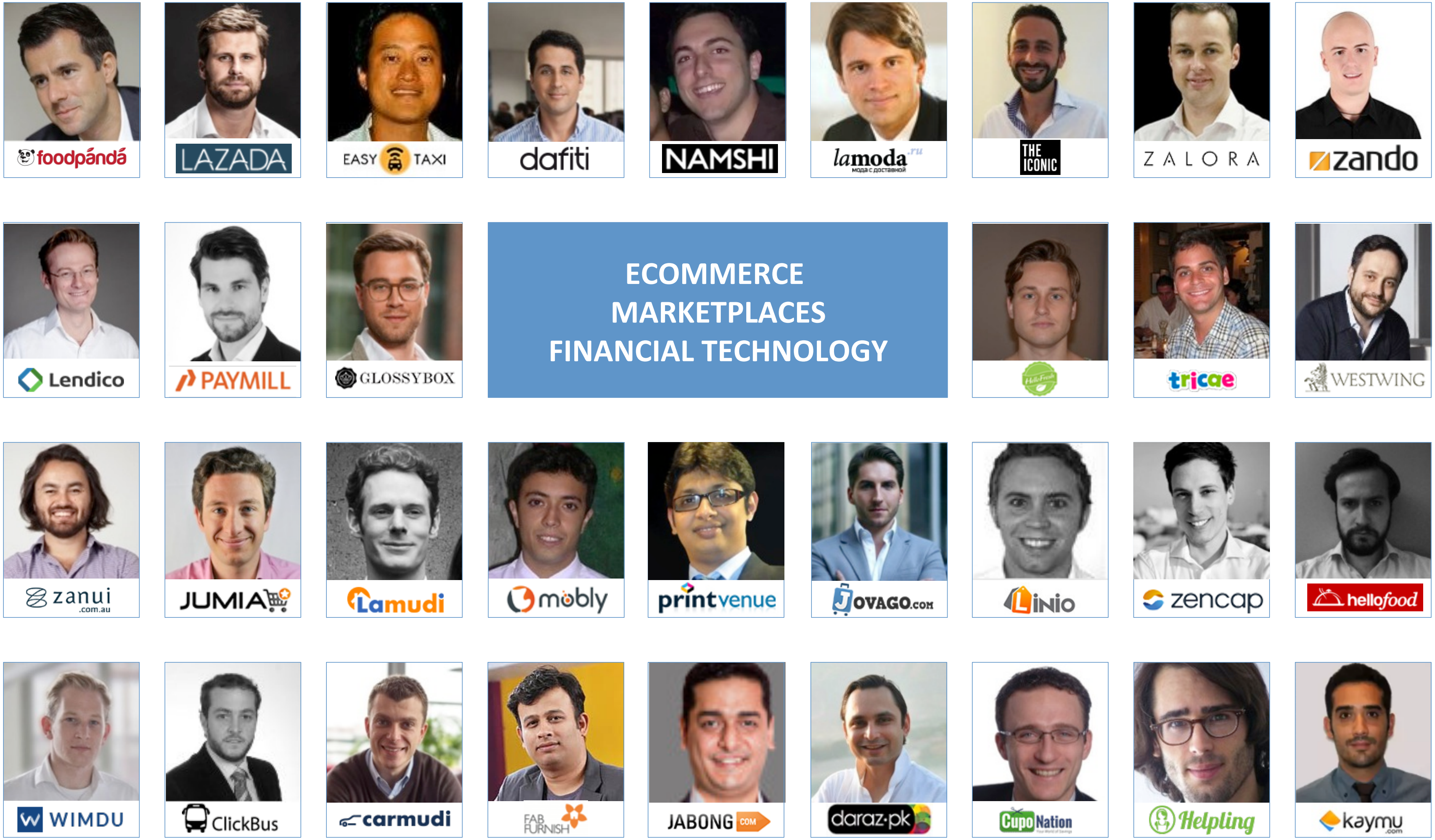
Asia Pacific

Kiren Tanna
Co-CEO Asia
McKinsey
Indian Institute of Management

Koen Thijssen
Co-CEO Pacific
Deutsche Bank
Lehman Brothers
London School of Economics

Heavent Malhotra
Co-CEO India
McKinsey
IIM Ahmedabad
IIT Delhi

MEET SOME OF THE CO-FOUNDERS WHO LEAD OUR VENTURES TO SUCCESS

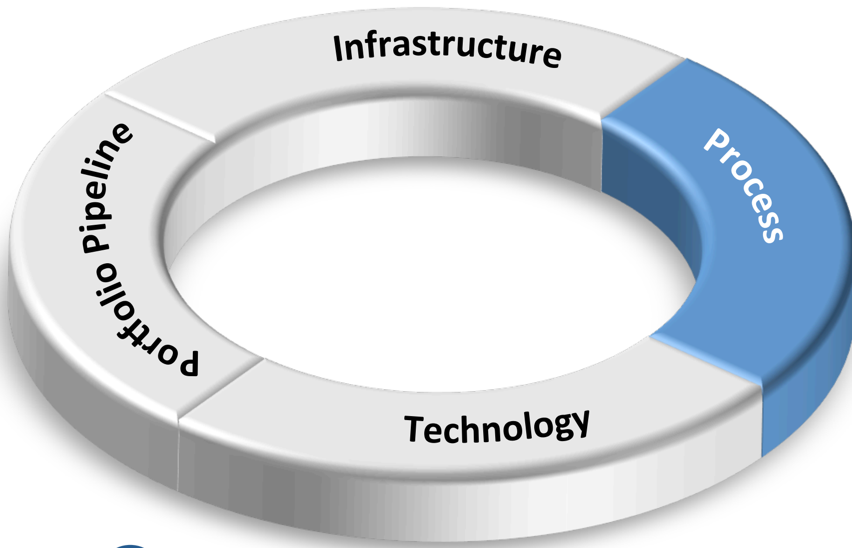


Note: Above venture list is not comprehensive.

OUR UNIQUE EXECUTION PROCESSES

1

- Unparalleled experience in scaling world-class Internet businesses
- Deep technical and operational expertise



4

- Founding 3-6 new ventures on average p.a.
- Consistent returns across portfolio vintages

2

- Highly structured / best practices
- Centralized IP with regional execution

3

- Predictable and repeatable
- Partnerships and framework agreements
- Provision of shared services to jump start new businesses

ROCKET INTERNET'S COMPANY BUILDING PROCESS MITIGATES FOUR KEY RISKS IN VENTURE BUILDING

Creating value while mitigating 4 key risks across the fastest growing markets in the world

1 Business Model

Clear criteria in selecting business models

Significant market
- Min. $1B market size and $100M revenue potential

Proven replicable business model
- Successful role-model to avoid risk of customer acceptance

Window of opportunity
- Low competition in targeted markets

2 Team

High quality management teams from first class backgrounds

Google, Stanford University, eBay, BCG The Boston Consulting Group, Microsoft, Harvard University, facebook, Goldman Sachs, amazon.com, McKinsey&Company

3 Financing

$2B+ in total funding through close partnerships with…

Sector Specialists	HNWIs	Strategics	Institutional Investors
DST, NEA, Summit Partners	Verlinvest, Access Industries	Tesco, Tengelmann Ventures, MTN, Investment AB Kinnevik	J.P.Morgan Asset Management, phenomen ventures, Putnam Investments, Teachers' Pension Plan

4 Execution

We build companies, grow & optimize them along their lifecycle and implement proprietary technologies

Building companies
- Company set-up
- Centralized core functions
- Regional entrepreneurs

Optimization & Benchmarking
- Data driven, high-resolution continuous monitoring & benchmarking
- Health checks & best practice sharing

Implementing proprietary technologies
- eCommerce Platform
- Marketplace Platform
- Fin Tech Platform

EARLY DAYS OF EXECUTION: FROM IDEA TO GLOBAL ROLLOUT

Structured Selection Process

1. Identification of suitable models by central scouting team and regional satellites
2. Discussion based on initial assessment of model
3. In case of positive conclusion, more detailed analysis incl. competitive landscape by relevant region
4. Identification of test country and development of pilot if sentiment still predominately positive
5. Post successful 2-3 months test period, global roll-out

Rocket Employs a Low Risk Investment Approach Through Diligent Selection of Business Model, Target Market and Management Team

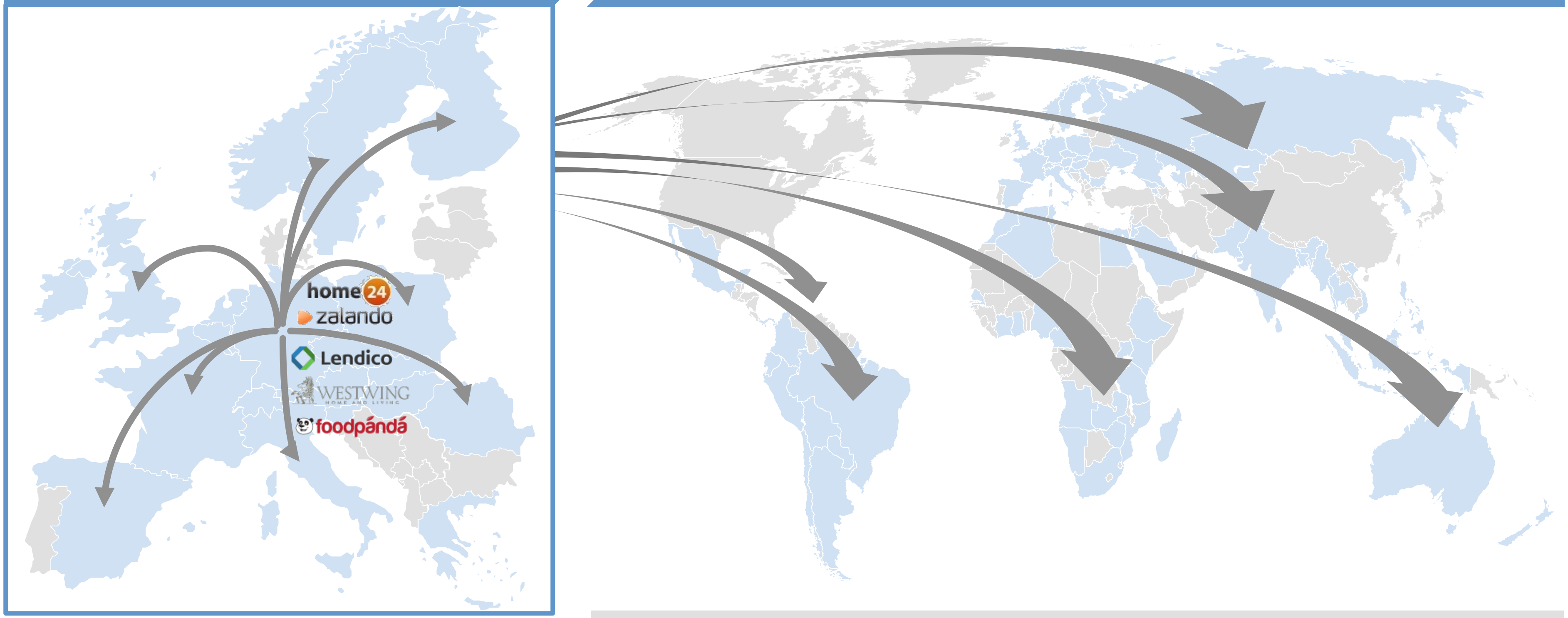
HOW DO WE INTERNATIONALIZE COMPANIES?

PROVE – TRANSFER – GROW

ROCKETINTERNET

PROVE Concept and Model in Europe

TRANSFER to Underserved, High-Growth Emerging Markets and GROW as Fast as Possible to Become Market Leader



Successful Expansion and Execution Speed Backed by Regional Strength and Functional Expertise of the ROCKETINTERNET Platform

COMPANY BUILDING AT ROCKET FOLLOWS A HIGHLY STANDARDIZED PROCESS, UNLOCKING LEARNING CURVE ADVANTAGES AND SYNERGIES ACROSS THE PORTFOLIO

Process

		KICKOFF Day 0 → Set up Rocket Best Practices → LAUNCH Day 100	Reporting & Optimization → INDEPENDENCE Day 200
CENTRAL	Product & UX	Design Website & Apps	Landing pages, onsite search, onsite sorting, personalization, multivariate testing
CENTRAL	Engineering	MVP web & apps	Iteration of product, agile development focusing on stability, security and speed
CENTRAL	Marketing	Marketing channels	Targeting, creative, bidding, with maximum granularity (eg keyword level) and optimization of CAC vs. CLV
CENTRAL	CRM	CRM tools	Segmentation, lifecycle management, content, automatization
CENTRAL	Business Intelligence	Data-Warehouse	Daily, weekly and monthly KPI reporting for Marketing, CRM, Sales, Customer Care, Ops etc.
CENTRAL	Legal & Finance	Legal entities, brand & domains, accounting	Financial reporting & controlling, compliance
	HR	Continuous recruiting of central and local founders, 2nd level management talent and functional experts	
LOCAL	Operations	Rocket Operations Management Systems	Improving efficiency in operations
LOCAL	Sales	Sales and Business Development processes	Focusing on daily management of sales and business development funnel in SalesForce
LOCAL	Customer Care	Call center and local support	Increasing Net Promoter Scores

Capability to Launch a New Venture in < 100 Days

Ventures Operationally Independent in < 200 Days

ROCKET VENTURES START FROM DAY ONE WITH HIGH-RESOLUTION REPORTING ACROSS ALL BUSINESS FUNCTIONS, FACILITATING SYSTEMATIC OPTIMIZATION

Reporting Input: Key Metrics
pulled automatically from venture and third party systems

Data Warehouse
for each Venture

Output: Automated KPI Reporting
and benchmarking across all ventures and functions

Backend Systems
- Orders
- New Customers
- …

Marketing Tools
- Impressions & Clicks
- Costs
- …

Onsite Analytics
- Visits with origin
- Onsite conversions
- …

Sales Tools
- Biz dev data & funnel
- Supplier base
- …

CRM Tools
- Contacts with origin
- Costs
- …

Other data sources
- App downloads
- Operations, ERP etc.
- …

REPORTS	Daily	Weekly	Monthly
Marketing			
Onsite			
CRM			
Mobile Apps			
SEO			
…			

EXAMPLES FOR DATA-DRIVEN OPTIMIZATION (1/2)
ONLINE MARKETING

Problem (March 2014)

- **Increase of customer acquisition cost (CAC) in Search Engine Marketing (SEM) channel by ~20% relative to February**
- Cause: Venture increased investment into SEM

SEM Feb to Mar (Feb indexed to 100)			
Cost	**Feb**	**Mar**	*MoM*
Country A	100	113	*13%*
Country B	100	164	*64%*
Country C	100	162	*62%*
Country D	100	170	*70%*
Revenue	**Feb**	**Mar**	*MoM*
Country A	100	182	*82%*
Country B	100	168	*68%*
Country C	100	178	*78%*
Country D	100	108	*8%*
CAC	**Feb**	**Mar**	*MoM*
Country A	100	106	*6%*
Country B	100	101	*1%*
Country C	100	144	*44%*
Country D	100	147	*47%*

COST

REV

CAC

Solution

- **Efficiency Attack:** Rocket supported venture to optimize efficiency with 3 key measures

Rocket Search Engine Marketing expert on the ground at venture from beginning of April

+

Restructuring of SEM to focus more on specific search queries (eg "shoes" -> "red Nike sneakers")

+

Roll out of Rocket tool ("Romeo") that automatically optimizes targeting for Search Engine Marketing

Impact (April 2014)

- **Efficiency increased significantly: CAC on avg. -20%,** while revenue was increased and cost were decreased
- **Overall ~100% more revenue while returning to higher initial efficiency from February**

SEM Mar to Apr (Feb indexed to 100)			
Cost	**Mar**	**Apr**	*MoM*
Country A	113	97	*-14%*
Country B	164	153	*-6%*
Country C	162	162	*0%*
Country D	170	121	*-29%*
Revenue	**Mar**	**Apr**	*MoM*
Country A	182	188	*3%*
Country B	168	170	*1%*
Country C	178	235	*32%*
Country D	108	94	*-13%*
CAC	**Mar**	**Apr**	*MoM*
Country A	106	82	*-22%*
Country B	101	94	*-8%*
Country C	144	110	*-23%*
Country D	147	119	*-19%*

COST

REV

CAC

Source: Rocket Online Marketing Reporting

EXAMPLES FOR DATA-DRIVEN OPTIMIZATION (2/2)
USER EXPERIENCE

Problem (October 2013)

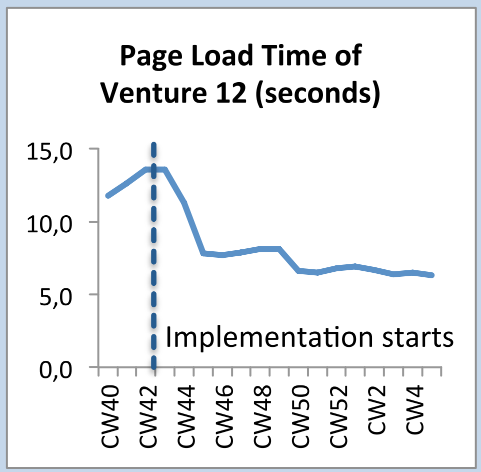
- **Ventures exceeded the critical Rocket threshold of 8 seconds**
- Cause: „heavy“ website (not because of last mile!)
- Problem: „1 second longer page load time means 9% lower conversion“

Oct 13	
Venture	**Page Speed in seconds**
Venture 1	2,9
Venture 2	4,0
Venture 3	4,3
Venture 4	4,9
Venture 5	5,0
Venture 6	5,0
Venture 7	5,2
[illegible]	6,8
Venture 9	**8,9**
Venture 10	**9,0**
Venture 11	**9,6**
Venture 12	**12,9**

TOO SLOW!

Solution

- **Rocket experts and venture team immediately developed an action plan to get page load time below 8 seconds within 4 weeks**
- More than 30 changes to the venture's website and content management processes were proposed
- **All changes were implemented by ventures in 2 weeks**



Impact (November 2013)

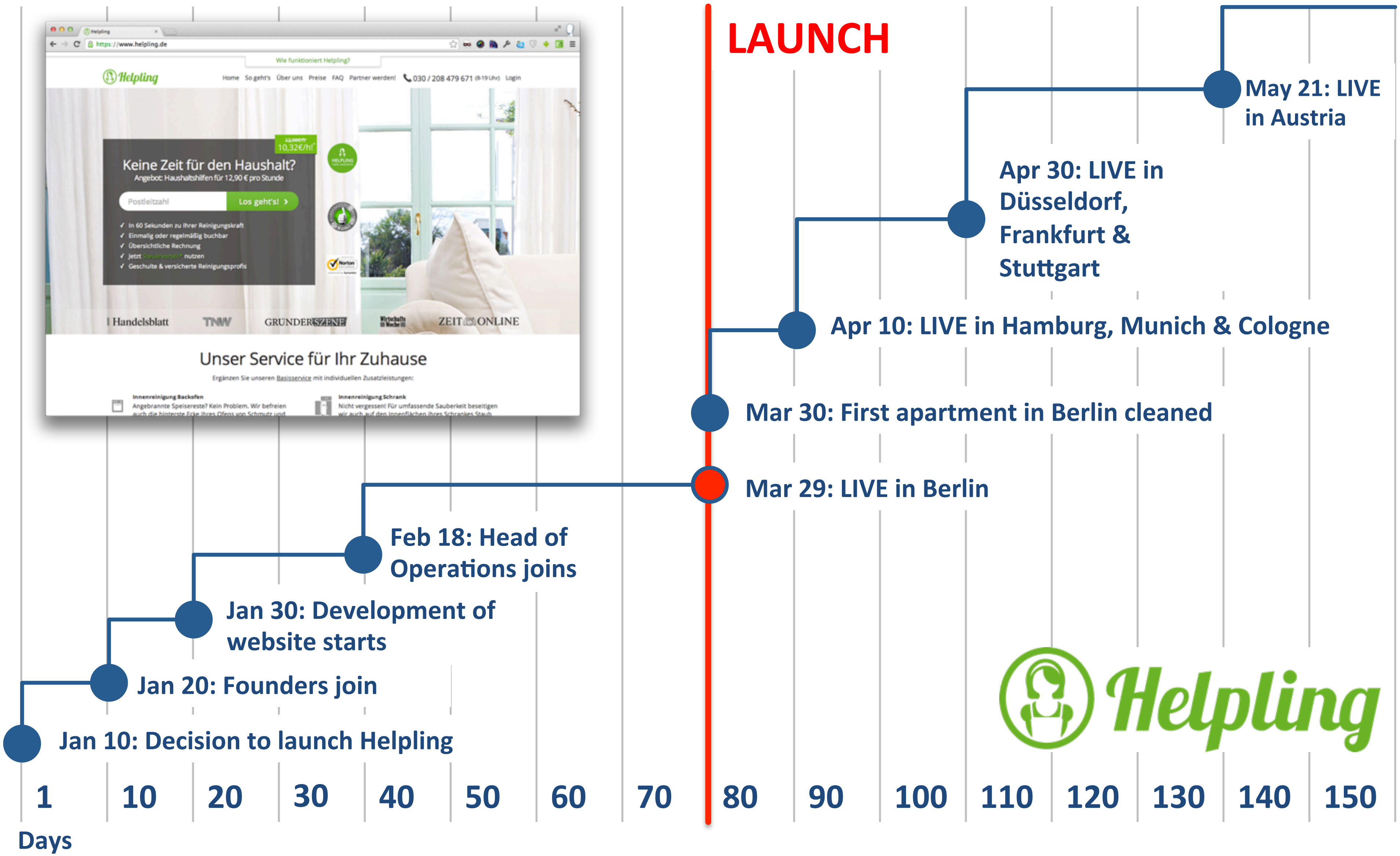
- One month later load times of all ventures were pushed below critical threshold of 8 seconds
- **On average page load time decreased by 30%, maximum improvement of 5 seconds (!)**

Nov 13	
Venture	**Page Speed in seconds**
Venture 1	3,5
Venture 2	3,6
Venture 3	4,2
Venture 4	4,2
Venture 5	4,6
Venture 6	5,0
Venture 7	5,0
Venture 8	6,1
Venture 9	**7,3**
Venture 10	**7,5**
Venture 11	**7,6**
Venture 12	**7,9**

-30%

Source: New Relic Real User Monitoring

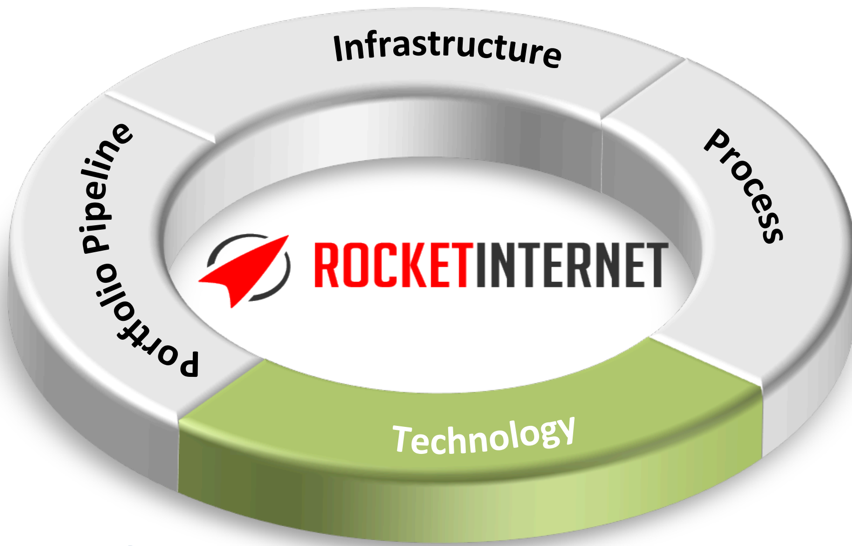
EXAMPLE
LAUNCHING HELPLING IN 80 DAYS



TECHNOLOGY AT ROCKET

1

- Unparalleled experience in scaling world-class Internet businesses
- Deep technical and operational expertise



4

- Founding 3-6 new ventures on average p.a.
- Consistent returns across portfolio vintages

2

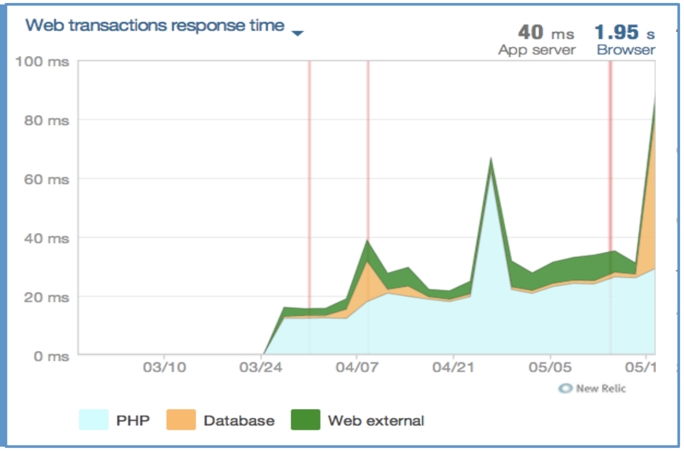
- Highly structured / best practices
- Centralized IP with regional execution

3

- Predictable and repeatable
- Partnerships and framework agreements
- Provision of shared services to jump start new businesses

KEY PRINCIPLES FOR BUILDING TECHNOLOGY AT ROCKET

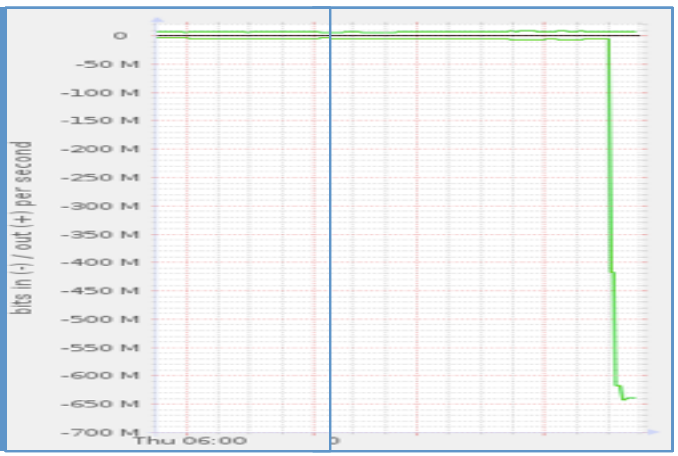
Speed
Optimized for very fast user response times under high traffic (>10k concurrent users)



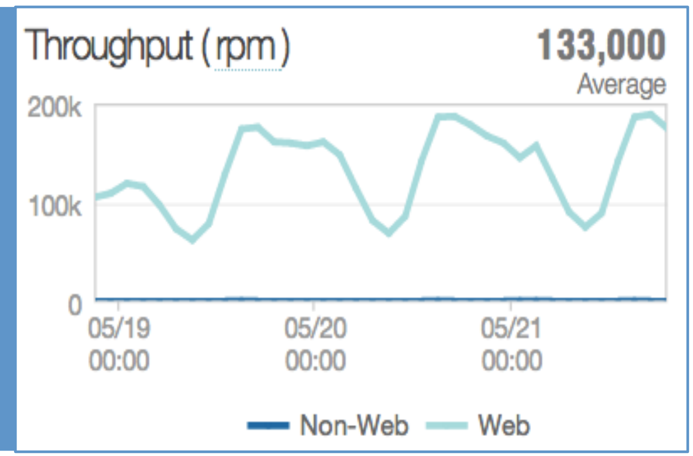
Stability
Without single points of failure (<10 min downtime per month)

URL	TOTAL (4 weeks) Up %	Downtime
www.carmudi.ae	99.98	7 mins
www.carmudi.co.id	99.98	6 mins
www.carmudi.com.bd	99.99	5 mins
www.carmudi.com.gh	99.99	5 mins
www.carmudi.com.ng	99.99	3 mins
www.carmudi.pk	99.99	3 mins
www.carmudi.com.ph	99.99	3 mins
www.carmudi.com.mx	99.99	2 mins
www.carmudi.vn	99.99	2 mins
www.carmudi.cm	100	1 min

Security
Central security policies and best practice implemented from the start



Scalability
Architecture build to run globally and scale to millions of users



PROPRIETARY WORLD-CLASS TECHNOLOGY PLATFORMS FOR OUR THREE FOCUS SECTORS

eCommerce Platform

FRONTEND | MOBILE APPS | BACKEND

- **Used by all Rocket eCommerce shops**
- Live with +50 websites/apps
- Fully featured eCommerce Suite including Marketplace, Warehouse Management, Mobile Apps

dafiti ZALORA LAZADA Effortless Shopping JUMIA

Marketplace Platform

FRONTEND | MOBILE APPS | BACKEND

- **Powering Rocket's classifieds ventures**
- Live with +50 websites
- Omni-channel
- API for Mobile Apps

Lamudi kaymu.com carmudi

Fintech Platform

FRONTEND | MOBILE APPS | BACKEND

- **Powering Rocket's financial technology ventures Lendico and Zencap**
- Live with 10 websites
- Scoring APIs: integrated connectors to many international scoring service providers

Lendico zencap

Fast & Efficient

New countries can be setup within days at low cost

100% Ownership

Full control over our core technology, no dependency on external vendors

Simple & Extendable

Technologies allow ventures to maintain and extend their platform independently

Shared Platform Knowledge

Exchange of best practices between Rocket CTOs world-wide

CORE PLATFORM IS INTEGRATED WITH BOTH PROPRIETARY EXTENSION AND EXTERNAL SOLUTIONS OF OUR PARTNERS

PLATFORM PARTNERS

amazon web services
rackspace the open cloud company
Akamai
adyen
responsys
New Relic
salesforce
CLOUDFLARE
Microsoft Dynamics
Google
Experian
zendesk
Atlassian
Asterisk

PROPRIETARY MODULES

- Data Warehouse
- Campaign Management
- Warehouse Management
- Payment Integration
- Marketing Controlling
- Fleet Management

PROPRIETARY CORE PLATFORM

FRONTEND

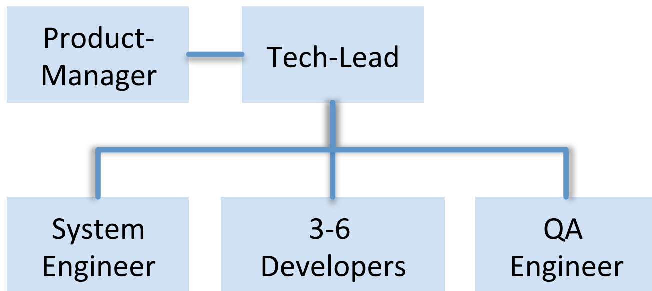
MOBILE APPS

BACKEND

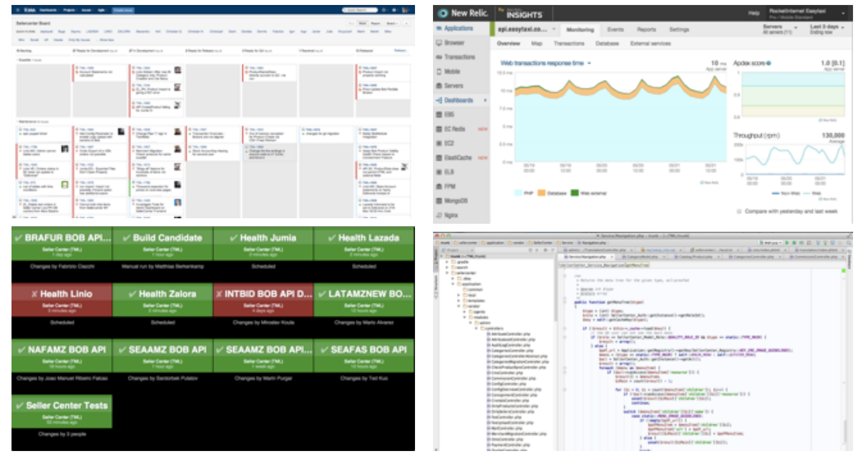
- Catalog
- Order Management
- Customer Service
- Content Management

ALL VENTURS FOLLOW STANDARD SET OF PROVEN OPERATION PRINCIPLES

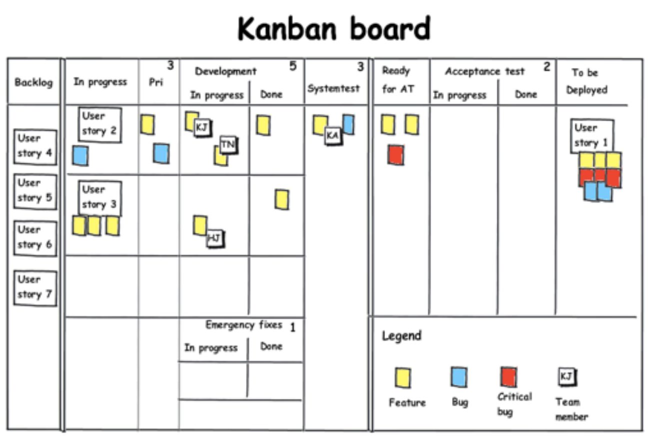
1 STANDARD TEAM SETUP



2 PROVEN TOOLSET



3 KANBAN DEVELOPMENT SYSTEM



4 AUTOMATED TESTS AND RELEASES

OUR GOAL IS TO FIND AND EMPOWER TOP LOCAL TEAMS.
WE ARE DEEPLY INVOLVED IN RECRUITING, TRAINING AND MONITORING

KICKOFF → **LAUNCH** → **INDEPENDENCE** → **PERFORMANCE**

Team Building

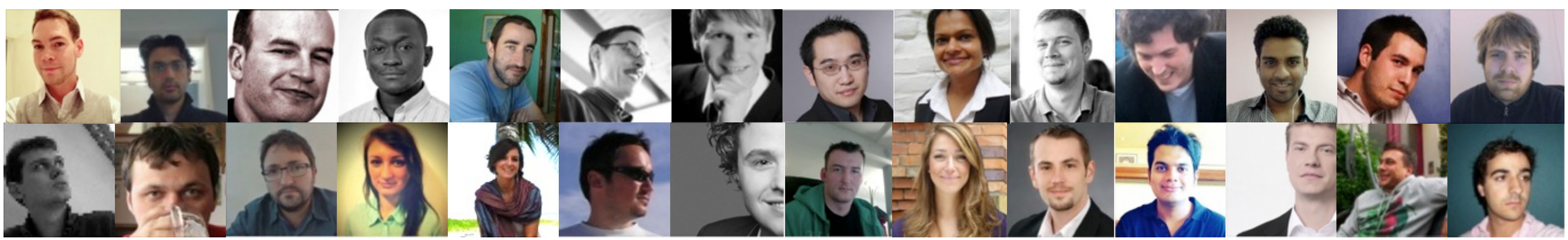
- Rocket Internet's size and network attracts best talent
- Dedicated in-house tech recruiters
- Worldwide search, interview and test process

Empowerment

- Onsite training for all teams
- Clearly defined hand-over milestones
- Formal license agreements with full IP ownership and full freedom to adapt code

Monitoring

- Real-time calculation of system health based on hundreds of KPIs for all ventures
- 24/7 team centrally monitors health level
- Strong focus on page performance and security



- **240 engineers hired in the last 2 years**

- **28 tech teams work with Rocket platforms**

- **253 sites monitored**
- **24 different monitoring services integrated**

THE SCALE OF ROCKET'S PLATFORM

104

Countries live in May 2014

380.000.000

Mails send to customers of Rocket ventures in March 2014

9x

More Google Searches in Indonesia for "Lazada" vs. "Apple"

4.712.000.000

Total visits to websites of Rocket ventures since January 2011

337.000.000

Keywords covered globally by Rocket search engine advertising

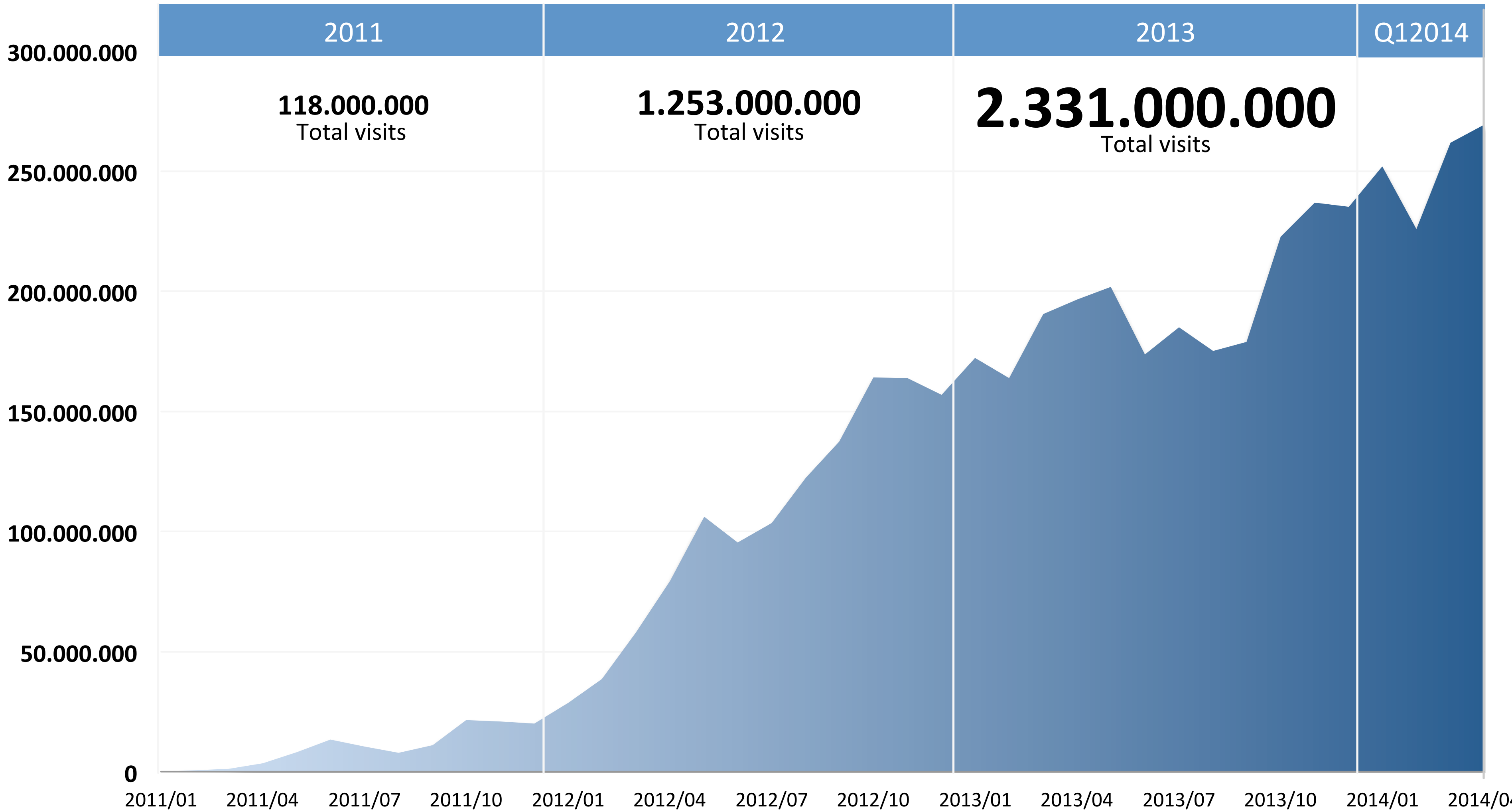
44.000.000

Total Fans of Rocket ventures on Facebook, more than Apple & Nike combined

Source: Adwords (w/o Westwing & Home 24), Google Keyword Tool, FB, Google Analytics
Rocket CRM systems, April 2014

4BN+ TOTAL VISITS TO ROCKET VENTURES SINCE 2011…

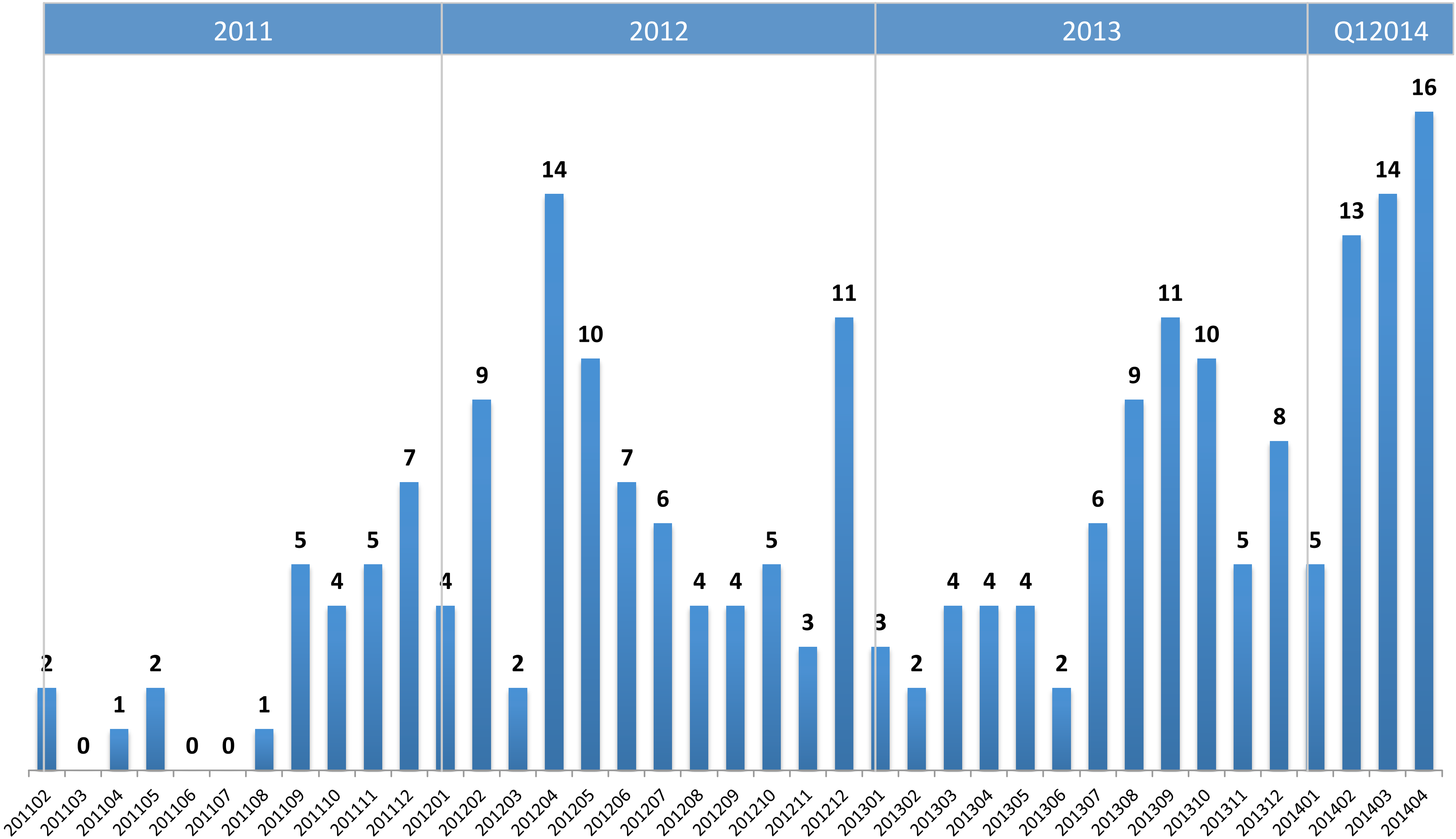
Monthly Visits at Rocket Ventures



Source: Rocket Internet

… AND LAUNCHES OF UP TO 16 NEW COUNTRY WEBSITES PER MONTH

Monthly Launches of Country Websites



Source: Rocket Internet

A STRONG ECOSYSTEM OF COMMERCIAL AND STRATEGIC PARTNERS

Regional Strategic Partners

		KERING	Millicom International Cellular S.A.	MTN		ooredoo Qtel	TESCO
Revenues	€0.2 Bn(1)	€9.7 Bn(1)	€3.8 Bn(1)	€9.6 Bn(1)	€11.1 Bn(3)	€6.8 Bn(1)	€77.8 Bn(1)
Market Cap	€7,861 MM(2)	€19.9 Bn(2)	€7.4 Bn(2)	€28.7 Bn(2)		€9.4 Bn(2)	€29.3 Bn(2)
Key Facts & Figures	▪ > 50 significant stake investments ▪ > 80 countries ▪ > 90,000 employees	▪ 38% of revenues generated in emerging markets ▪ > 120 countries ▪ 35,000 employees	▪ >51.6 million mobile subscribers ▪ >3.0 million homes passed ▪ >7.3 million MFS customers	▪ Connecting more than 204 MM people ▪ > 22 countries across Africa and the Middle East ▪ 27,000 employees	▪ Outlets in 18 countries ▪ 4,346 stores ▪ 83,826 employees	▪ Customer base of > 96 MM ▪ Focus on Middle East & North Africa & Asia Pacific	▪ 12 markets ▪ 530,000 employees ▪ 75 MM shopping trips/ week

TESCO

- Became strategic investor in Lazada
- Provides online shopping in e.g. Thailand and Malaysia
- Strengthening its eCommerce capabilities while reining in spending on store expansion

Source: Rocket Internet, Delta Partners
1 As of 2013
2 As of 15 May 2014
3 As of 2012

BUNDLING OF PURCHASING POWER AND VOLUME ACROSS PORTFOLIO PROVIDES NASCENT AND MATURE ROCKET COMPANIES WITH IMPROVED COMMERCIAL TERMS

\+

+ 50 other partners

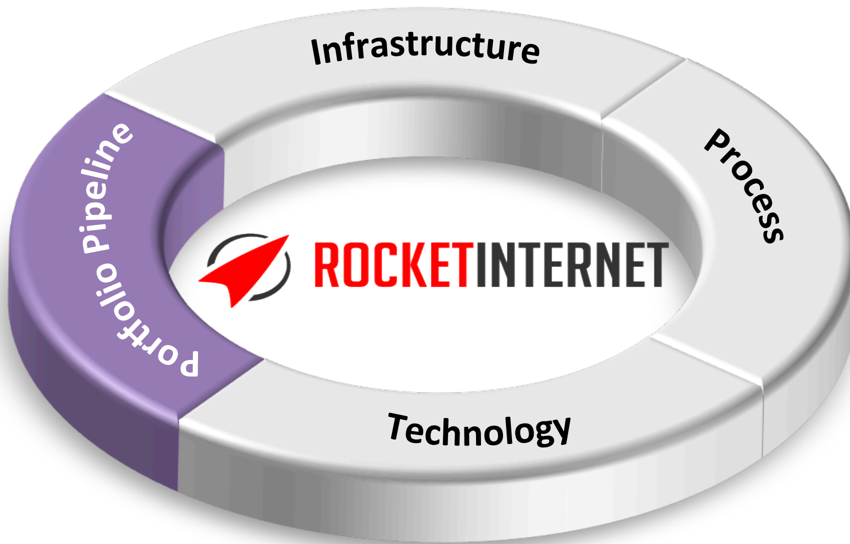
Global Framework Agreements

- **Pricing**
- **Extended payment terms**
- **Maximum flexibility**
- **Improved service level**
- **Preferred access**

OUR DYNAMIC PORTFOLIO PIPELINE

1

- Unparalled experience in scaling world-class Internet businesses
- Deep technical and operational expertise



4

- Founding 3-6 new ventures on average p.a.
- Consistent returns across portfolio vintages

2

- Highly structured / best practices
- Centralized IP with regional execution

3

- Predictable and repeatable
- Partnerships and framework agreements
- Provision of shared services to jump start new businesses

Portfolio Pipeline

ROCKET INTERNET WILL CONTINUE TO SCALE BUSINESS MODELS GLOBALLY ACROSS ITS KEY SECTORS AND REGIONS

	eCommerce	Marketplace	Financial Technology
Europe	home24, HelloFresh, WESTWING, bonnyprints, GLOSSYBOX, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture	Helpling, foodpanda, CupoNation, WIMDU, ClickBus, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture	PAYMILL, Lendico, zencap, payleven, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture
Russia	lamoda, WESTWING, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture	foodpanda, CupoNation, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture	New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture
Asia Pacific	ZALORA, JABONG, LAZADA, FAB FURNISH, daraz.pk, zanui.com.au, THE ICONIC, OfficeYes, printvenue, GLOSSYBOX, New Venture, New Venture	Lamudi, carmudi, JOVAGO.com, ClickBus, kaymu.com, foodpanda, EASY TAXI, CupoNation, New Venture, New Venture, New Venture, New Venture	New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture
Latin America	mobly, kanui, Linio, dafiti, tricae, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture	hellofood, CupoNation, carmudi, ClickBus, Lamudi, New Venture, EASY TAXI, WIMDU, New Venture, New Venture, New Venture, New Venture	payleven, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture
Middle East & Africa	JUMIA, zando, NAMSHI, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture	Lamudi, carmudi, EASY TAXI, JOVAGO.com, kaymu.com, hellofood, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture	Lendico, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture, New Venture

Note: Above venture list is not comprehensive.

WE HAVE THE PEOPLE, PROCESSES, PLATFORM AND PIPELINE TO CREATE MASSIVE VALUE

Why Invest in Rocket Internet?	
Addressing a Massive and Fast Growing Market Opportunity	✓
Ability to Reach Over 1 Billion Internet and Over 3 Billion Mobile Users Across the World	✓
Well Positioned to Capture Increasing Consumer Spend in Emerging Markets	✓
Successful Blueprint for Creating, Building and Scaling Companies Rapidly	✓
Global Execution Capabilities Paired With Regional Expertise Driving Repeatable Success	✓
Strong Ecosystem of Strategic Partners Across the World	✓
Disciplined KPI Driven Approach to Deploying Capital Efficiently	✓
Proven Track Record of Successful Exits Generating Attractive Returns for Investors	✓
Experienced, Committed and Extremely Passionate Leadership Team	✓

ROCKETINTERNET

www.rocket-internet.com
investors@rocket-internet.com

Apply today at Rocket Internet for jobs in over 100 countries:
jobs@rocket-internet.com
www.rocket-internet.com/jobs