

INVESTOR
DAY
2022

Accelerating eBay's Tech-Led Reimagination

Jamie Iannone

President and Chief Executive Officer

**We connect people
and build communities
to create economic
opportunity for all.**

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Our Strategic Pivot



Simplified our portfolio

**Built a world-class
leadership team**

Compete & win

Our Strategy is Working



Focus categories return to market rate growth



High-value buyers are growing & spending more



Higher customer satisfaction



Accomplishments



Modernized the
tech infrastructure

Executed payments
migration & delivered
\$2B in revenue

Built a **\$1B**
advertising business

Structural Changes



**Converted ~20% of
our earnings into
\$20B of value**

**Reinvested proceeds
back into the business**

**Increased product and
technology to accelerate
growth**



Jamie Iannone
President and Chief Executive Officer



Cornelius Boone
SVP, Chief People Officer



Rob Hattrell
SVP, Head of eBay Europe



Marie Oh Huber
SVP, Chief Legal Officer



Mazen Rawashdeh
SVP, Chief Technology Officer



Julie Loeger
SVP, Chief Growth Officer



Joo Man Park
SVP, International



Jordan Sweetnam
SVP and General Manager, North America



Stefanie Jay
SVP, Chief Business and Strategy Officer



Pete Thompson
SVP, Chief Product Officer



Steve Priest
SVP, Chief Financial Officer

Leadership Team Experience



Thanks to our employees
for making us a

glassdoor
BEST PLACES
TO WORK **2022**



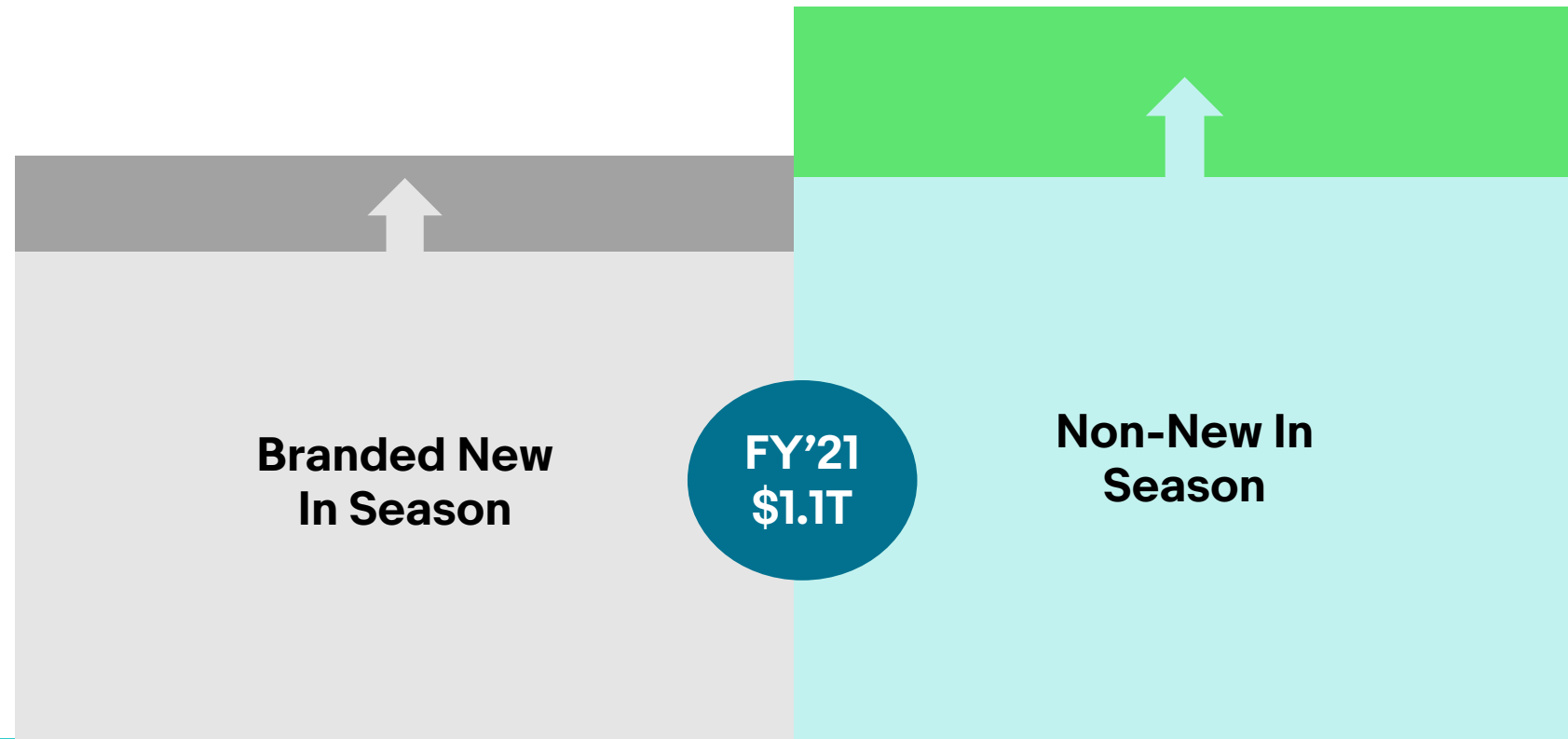
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90% of eBay GMV is Non-New In Season

Online Retail Market Size | US, UK, DE, 2021-2024



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Source: Forrester, Euromonitor, Expert Interviews, strategy team analyses
Note: Sizing focused on categories relevant to eBay; NIS includes 'non-seasonal'/basic products with longer shelf-life than 1 season; Discount includes markdown and clearance



+15pts

GMV growth*

20%

total volume
addressed (2021 exit)

~50%

global GMV by
the end of 2024



 = eBay Authenticity Guaranteed

*Data as of Q4 2021



Tom Exton

eBay Watch Buyer



ebay

Cross-Category Shopping





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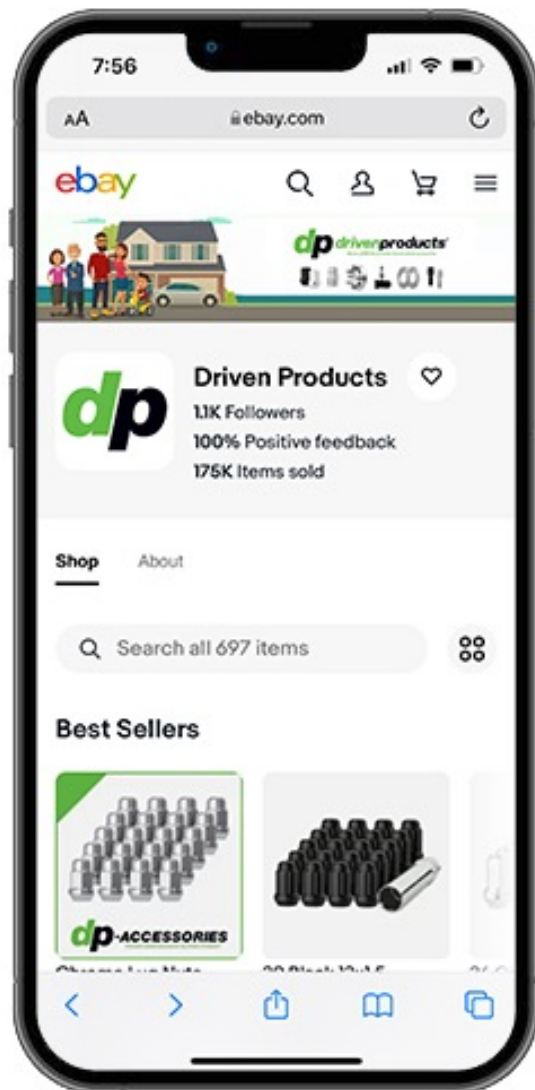


Liz O'Kane

eBay Seller:
Colorado Re*Worn

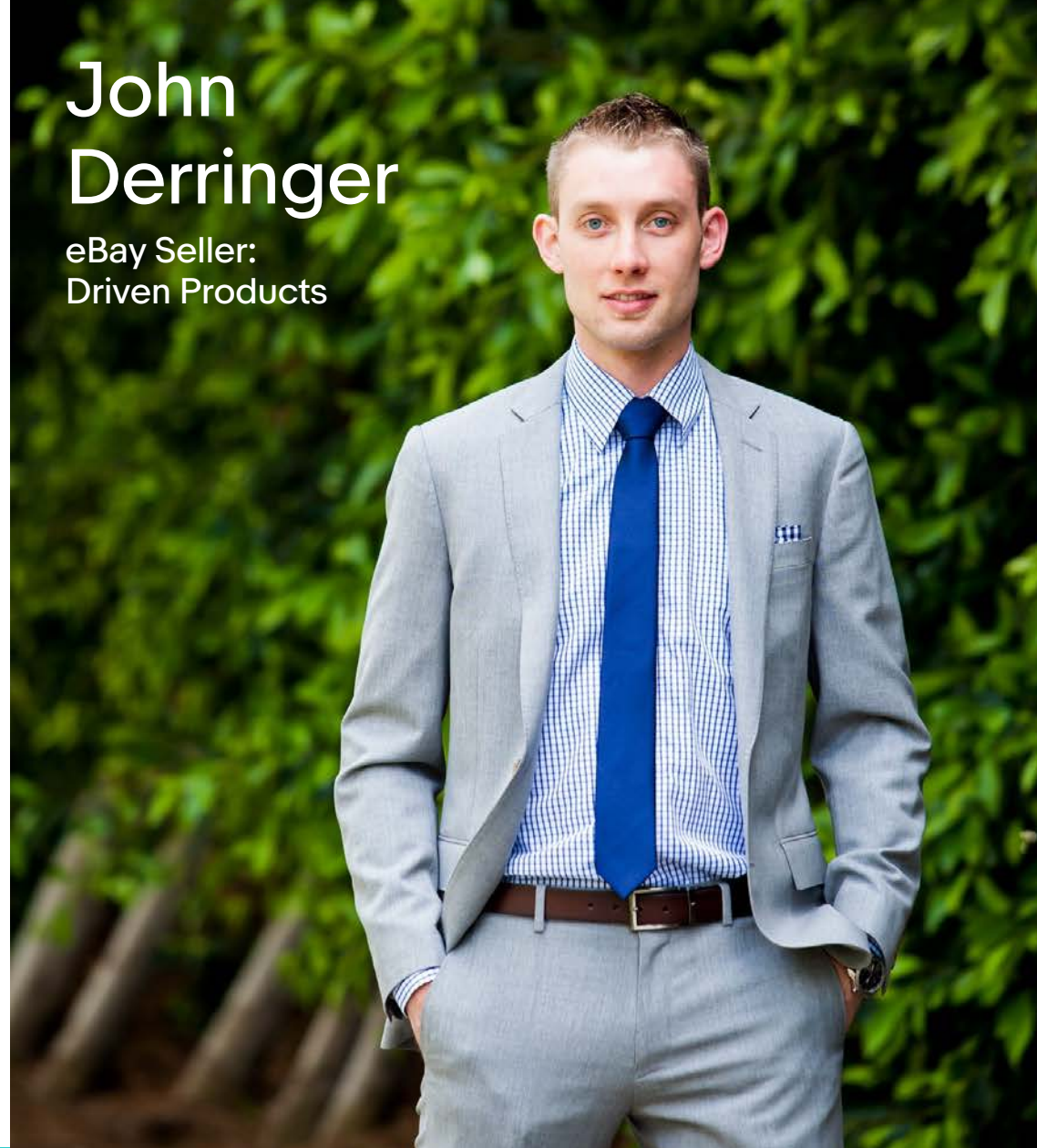


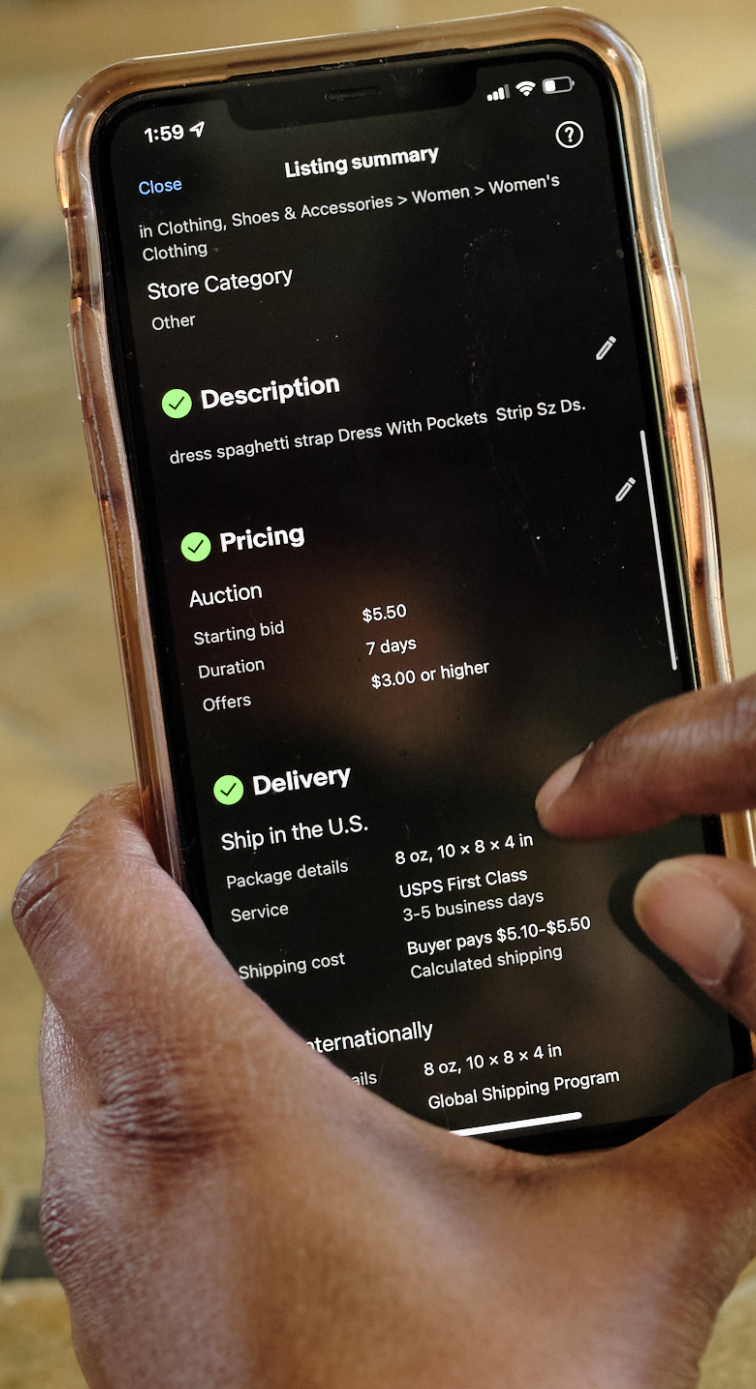
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John Derringer

eBay Seller:
Driven Products





Transforming Our Advertising Business



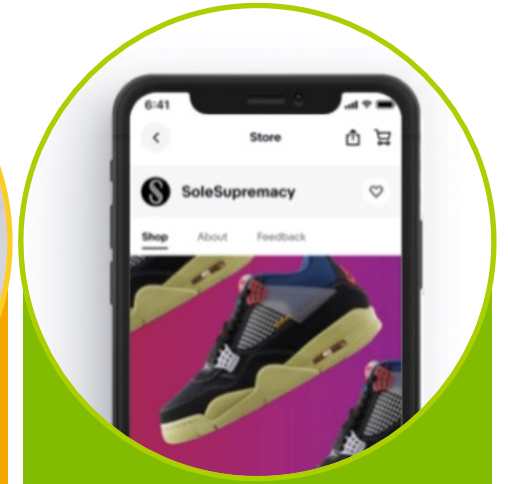
**Streamlined
seller growth
tools**



**Scaled
Promoted
Listings**

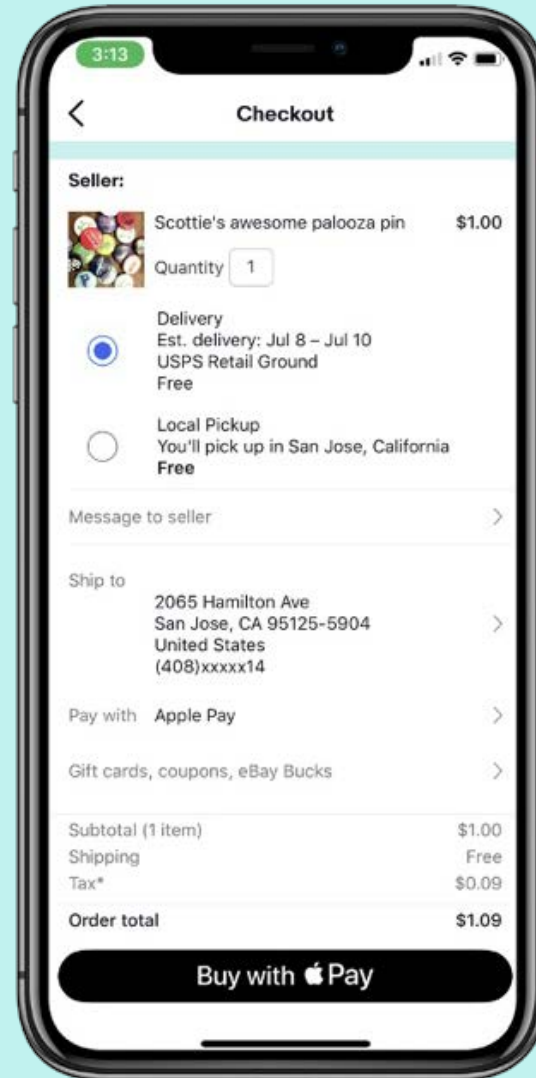


**Doubled
revenue
in 4 years**



**Leading
advertising
platform**

Managed Payments



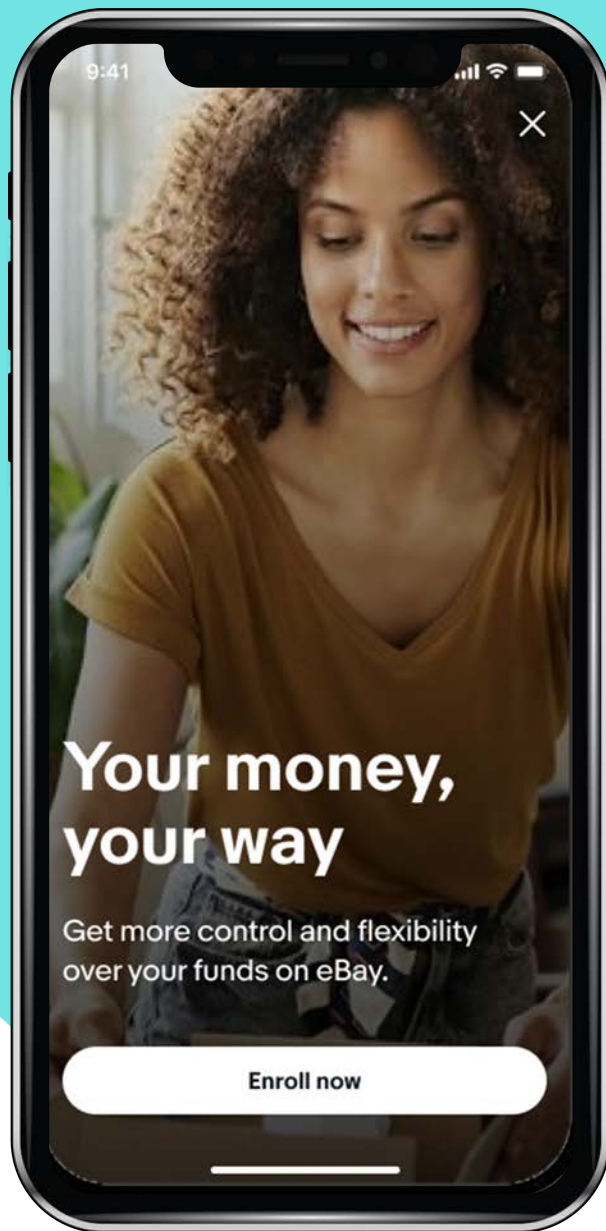
Completed
multi-year transition

\$2B
in managed
payments revenue



**New
growth**
opportunities

10M+
transactions
with less friction



eBay's Digital Wallet

Powered by 25 Years of Data

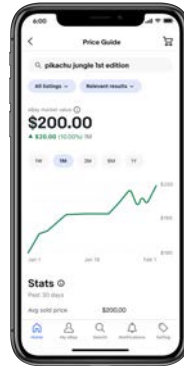


83B lifetime listings

37B points of feedback

**2.9T customer behavior
data points**

Data-Driven Features



Price Guide



Fitment



Collections

ESG



ebay

Recommerce

83%

respondents selling
second-hand

32%

Gen Z sellers starting
in the last year

74%

of sellers globally
purchased pre-loved items



Our Sustainability Goals



Source 100% renewable energy by 2025

75% to goal through power purchase agreements & local programs

Science-based target for preventing climate change



\$1.7B in Donations by 2025

Coming together to help those in need



PPE Delivery Powered by eBay Technology

6 Billion

PPE items distributed
through the portal alone

~2 Billion

sets of gloves delivered

~550 Million

masks delivered



In 2024:

Focus Categories
will **cover 50%** and
**grow at market
rates**

Payments and Ads
will **drive 2-3 points
of incremental
revenue growth**

**Investing in
technology** while
growing operating
income

We will **continue
returning capital**
and pursue M&A
opportunistically

**Sustainable
double-digit
earnings growth**

The eBay logo is displayed in white lowercase letters on a teal background. The letters are in a sans-serif font, with the 'e' and 'y' having a slight curve. The background features a series of vertical bars of increasing height from left to right, creating a sense of growth or a rising line graph.

eBay

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