



CORPORATE DEVELOPMENT AT A GLANCE

eBay Inc.: A Growing Portfolio

With a strong portfolio of brands, eBay Inc. is a global leader in three of the Internet's most common activities: commerce, payments and communications. Founded in 1995 as a U.S.-only marketplace focused on collectibles, eBay has grown significantly, largely through acquisitions. eBay Inc. looks for companies that support or extend existing businesses and/or help it enter new businesses. In every case, new properties not only strengthen eBay Inc.'s portfolio, but support the company's vision of ecommerce.

Keys to Company Growth

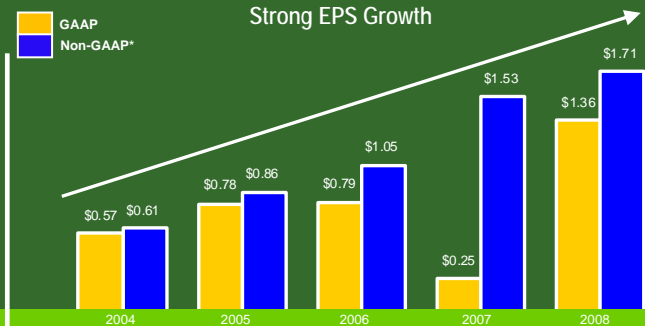
In addition to strong organic growth, **acquisitions** have been a key growth driver. Since 1998, eBay Inc. has completed more than 30 acquisitions. As of Q109, acquisitions account for about 47% of the company's revenue.

Strong Top Line Growth (in millions)



Y/Y Growth
51% 39% 31% 29% 11%

Strong EPS Growth



Y/Y Growth
GAAP -15% 37% 1% -68% 444%
Non-GAAP* -19% 41% 22% 46% 12%

A Methodical Approach to Corporate Development

Strategy: Build long-term shareholder value by acquiring and integrating with companies that:

- Support our core businesses (online commerce and payments) through expansion into new regions or new technologies
- Move us into adjacent product or business areas
- Open new lines of businesses

Criteria

- Existence of synergies and/or complements to existing eBay objectives
- Clear and attainable/achievable integration goals
- No preference for deal size

Integration

- Strong history of successful integrations in global markets
- Dedicated integration team
- Deals evaluated on a case by case basis to determine the best strategy

Pending Acquisition: Spring 2009



Name: Gmarket

Location: Seoul, Korea

Price: Approximately \$1.2 billion assuming all outstanding shares are tendered

Strategic Fit: Strengthens eBay's position in Korea, and provides a platform for longer-term expansion into other markets in Asia.

Consumer Benefit: Buyers enjoy a better user experience through improved customer loyalty programs and incentives. Sellers have access to improved tools for quick, simultaneous listing across both platforms, and greater selling opportunities outside Korea.

We have the financial flexibility to pursue attractive opportunities:

\$3.1 billion

in cash and cash equivalents on balance sheet in Q1 2009

\$668.5 million

in operating cash flow in Q1 2009

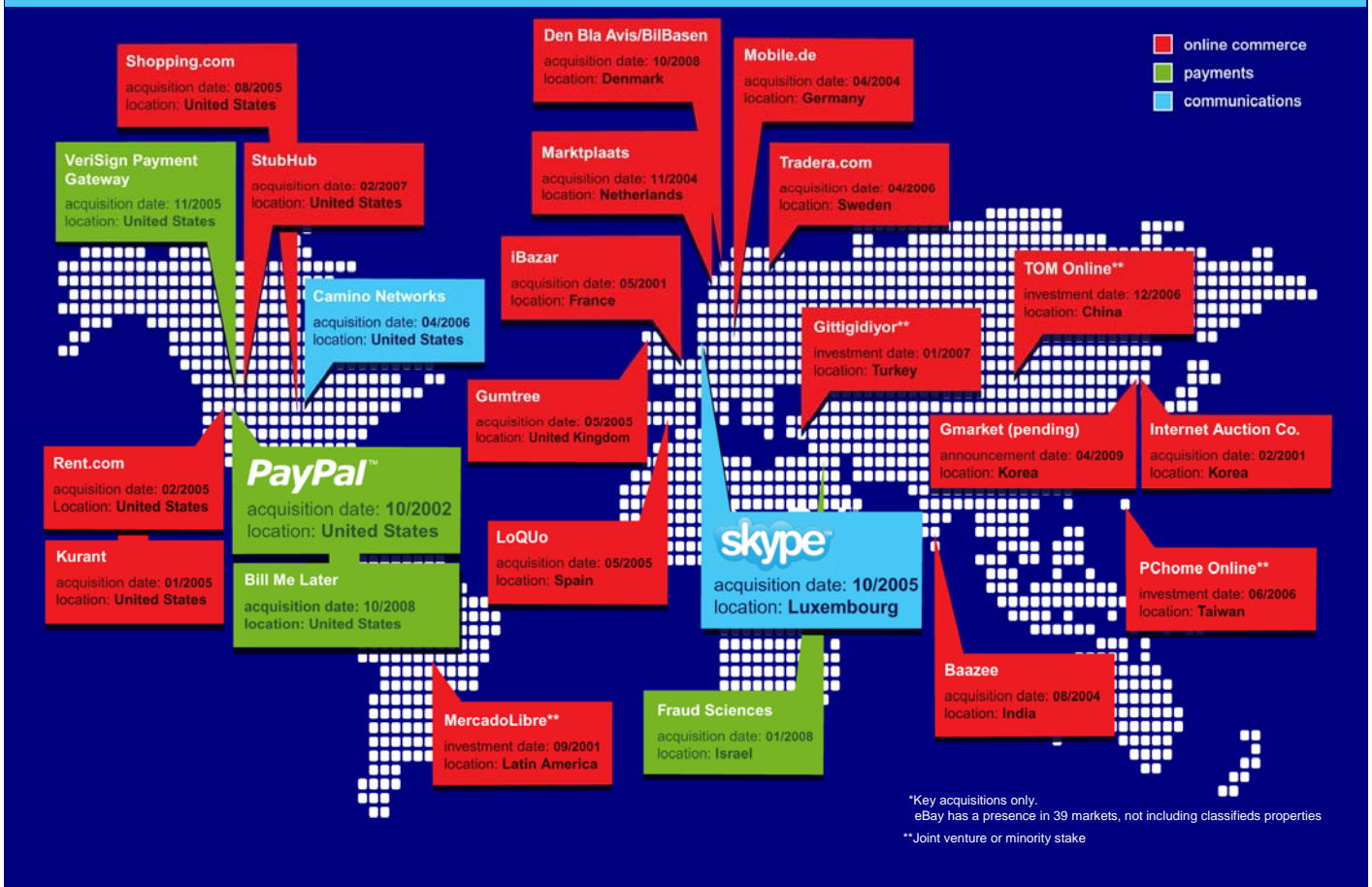
\$577.6 million

in free cash flow* in Q1 2009



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HOW THE PORTFOLIO* WAS BUILT: 2001–PRESENT



KEY ACQUISITIONS: PayPal & Skype



- Acquired in 2002 for \$1.5 billion.
- PayPal is the leading global online payment company — where any person or business with an email address can securely, easily and quickly send and receive payments online.
- **73 million** active users worldwide (Q1 2009)
- **190 markets** using **19 currencies**
- **\$60 billion** in Total Payment Volume (2008)



- Acquired in 2005 for \$3.1 billion.
- Skype is the global leader in Internet communications, allowing people everywhere to communicate via voice and video for free.
- **443 million** users worldwide (Q1 2009)
- **15 million** concurrent users
- **300,000** simultaneous calls
- **100 billion** minutes of Skype-to-Skype calls to date
- **28 languages** supported by Skype in nearly every country on earth

