

NEBIUS

Nebius Group Investor Presentation

May 2025

Disclaimer

Forward-looking statements

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, which involve risks and uncertainties.

All statements contained in this presentation other than statements of historical facts, including, without limitation, statements regarding our future financial and business performance, our business and strategy, expected growth, planned investments and capital expenditure, capacity expansion plans, anticipated future financing transactions and expected financial results, are forward-looking statements. The words “anticipate,” “believe,” “continue,” “estimate,” “expect,” “guide,” “intend,” “likely,” “may,” “will” and similar expressions and their negatives are intended to identify forward-looking statements.

These forward-looking statements are subject to risks, uncertainties and assumptions, some of which are beyond our control. Actual results may differ materially from the results predicted or implied by such statements, and our reported results should not be considered as an indication of future performance. The potential risks and uncertainties that could cause actual results to differ from the results predicted or implied by such statements include, among others: our ability to build the businesses to the desired scale, competition pressure, technological developments, our ability to secure and retain clients, our ability to secure capital to accommodate the growth of the business, unpredictable sales cycles, potential pricing pressures, as well as those risks and uncertainties related to our continuing businesses included under the captions “Risk Factors” and “Operating and Financial Review and Prospects” in our Annual Report on Form 20-F for the year ended December 31, 2024, filed with the Securities and Exchange Commission (“SEC”) on April 30, 2025, which are available on our investor relations website at <https://group.nebius.com/sec-filings> and on the SEC website at <https://www.sec.gov/>.

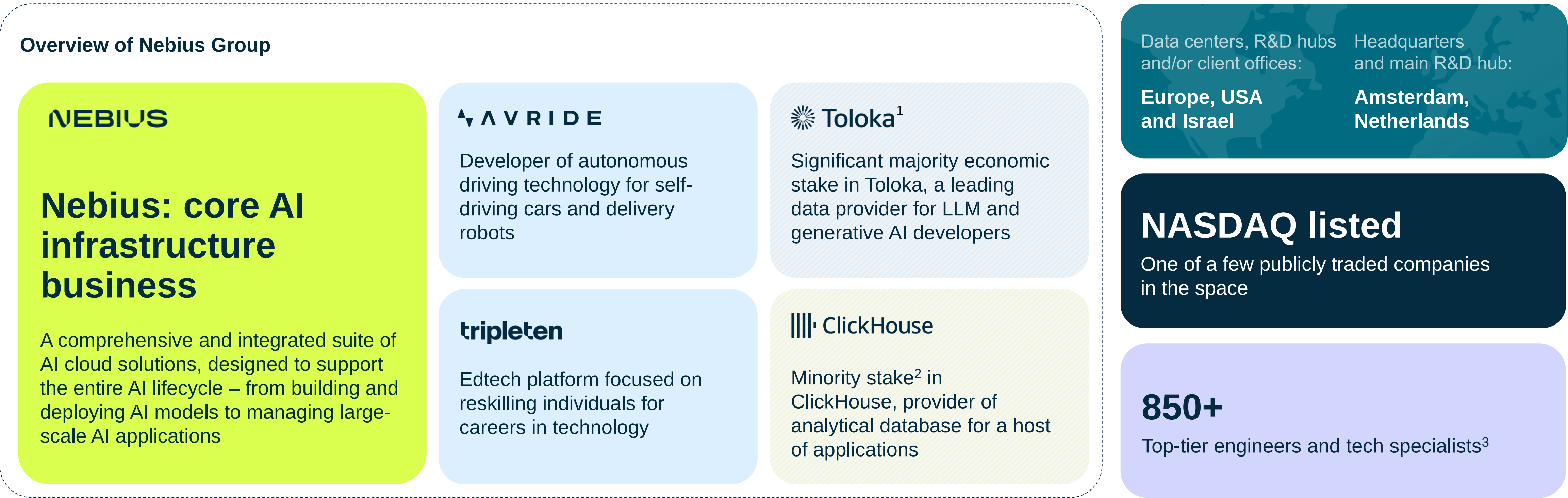
All information and numbers in this presentation is as of March 31, 2025 (unless stated otherwise). The forward-looking statements made in this presentation relate only to events or information as of the date on which the statements are made in this presentation. Except as required by law, we undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise, after the date on which the statements are made or to reflect the occurrence of unanticipated events.

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Introducing Nebius Group

Building one of the largest AI clouds

Our mission is to power AI innovation with dedicated, high-performance infrastructure including an AI cloud platform purpose-built for AI innovators, from individual developers to startups to the largest enterprises



(1) Following the investment from Bezos Expeditions, Toloka will no longer be consolidated into Nebius Group’s financial statements; (2) ClickHouse was spun off from the group in September 2021, Nebius Group holds approximately 28% stake in ClickHouse; (3) Represents total number of engineers and tech specialists in the group (including Nebius AI, Avride, Toloka and TripleTen) as of March 31, 2025.

Lead by an entrepreneurial and experienced leadership team

Nebius Group

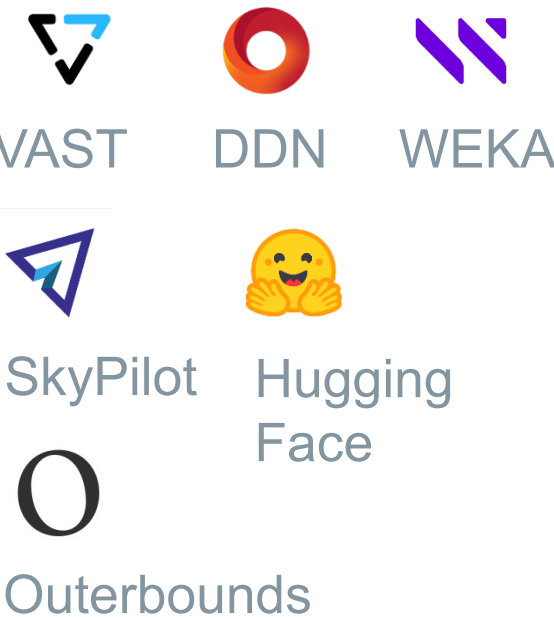
	Arkady Volozh CEO and Founder	Visionary founder; previously co-founded successful Tech companies including Yandex and CompTek International	
	Ophir Nave Chief Operating Officer	Proven leader and legal and corporate finance expert, having previously led Corporate M&A at Arnon, Tadmor-Levy	
	Dado Alonso Chief Financial Officer (effective June 1, 2025)	25y+ international finance leadership across high-growth tech and consumer firms including Amazon, Booking.com, Naspers/OLX, and BBG; extensive experience in capital markets, operational finance, and digital business models	
	Sarah Boulogne Chief People Officer	20y+ in global HR leadership across tech and services, including Digital Realty and Sonos, with expertise in scaling teams, organizational growth and talent strategy	
	Andrey Korolenko Chief Product & Infrastructure Officer	20y+ supervising IT infrastructure development and expertise in deploying supercomputers ranking among TOP-20 most powerful ones globally	
	Tom Blackwell Chief Communications Officer	Strategic communications expert, chairman, founder and previously CEO of EM, PR/IR advisory firm	
	Roman Chernin Chief Business Officer	12y+ heading the development and deployment of digital B2B and B2C services (including Search and Maps) and an experienced startup mentor	
	Boaz Tal General Counsel	15y+ of experience advising firms across tech and manufacturing; former Deputy CEO and General Counsel at Israel Shipyards Industries, with expertise in M&A, governance and legal leadership in complex regulated sectors	

Significant potential embedded in differentiated software focus coupled with unique funding strength

TECHNOLOGY

- **Software-led model** with orchestration and platform tools beyond bare metal / GPUaaS
- Strategic focus on **long-term product differentiation**
- **Well-positioned for future growth**, servicing the entire range of small to large clients

Key product and platform partnerships



Industry relationships

- Reference Platform NVIDIA Cloud Partner
- NVIDIA Blackwell Ultra AI factory platform
- NVIDIA Dynamo



Industry recognition

ClusterMAX Gold Award



CAPITAL

- **Built a business with minimal debt and on track to deliver \$750m-1bn ARR**
- **Strong balance sheet** and low interest burden provides financial flexibility, resilience, and allows **revenue growth to translate efficiently into bottom-line results**
- Ability to use **stakes in non-core businesses as financing sources** for the multi-billion investments in our core infrastructure business
- **Ability to tap capital markets** to address additional funding needs

Significant funding potential

Equity stakes¹

ClickHouse

Database solutions trusted by key partners across tech

Reported valuation of \$6bn² in the latest proposed funding round

Toloka

Data solutions business backed by **Bezos Expeditions** and Mikhail Parakhin, CTO of Shopify³

AVRIDE

One of the leading autonomous technology developers with strong partnerships, including **Uber, Hyundai** and **GrubHub**

(1) Nebius Group holds approximately 28% stake in ClickHouse and a significant majority economic stake in Toloka; (2) Based on The Information reports as of May 9, 2025; (3) Toloka received strategic investment led by Bezos Expeditions (the investment arm of Jeff Bezos) with participation from CTO of Shopify in May 2025.

Avride: a leading autonomous driving and robotics technology

Avride’s experienced team and solid technology stack positions it well among the select group of leading players in the field

Headquarters:
US-based exec. team



Testing and operation



R&D hubs and offices



Selected peers
(latest valuation)

	~\$45bn ¹
	~\$13bn ²
	~\$6bn ²
	~\$2bn ²
	~\$6bn ³

Cutting edge technology validated by a number of high-profile partnerships

Key partnerships

Vehicle partnerships

Uber. Multiyear strategic partnership, with robotaxis to be launched in Dallas this year
Hyundai. 100 Hyundai Ioniq 5 SUV, retrofitted with autonomous driving technology expected to be deployed this year



Delivery partnerships

Signed and deployed agreements with **Uber Eats**, **Grubhub** and **Rakuten** for autonomous delivery services’



Commercially deployed robotics product in the US and internationally

up to
1,200+ deliveries daily

Made with Avride robots at the **Ohio State University**, at unprecedented roll-out speed after agreement



Austin
Dallas
Jersey City
Tokyo

Delivery partnerships with Uber in the US and Rakuten in Japan



(1) Based on the latest capital raise valuation in October 2024 as per TechCrunch; (2) Based on market capitalization as per Factset as of May 16 2025; (3) Based on latest capital raise in April 2025 as per Reuters.

Toloka: the next key data partner for the AI ecosystem

Positioned to address the significant demand for AI data with unmatched quality and scale

Premium technology

High quality human and synthetic data supported by field experts

Unparalleled scale, growing rapidly

Field experts across 50+ knowledge areas

Significant technical moat

Few competitors able to compete at same level of quality and scale

Solution and potential validated by high profile investors

Bezos Expeditions

led investment in May 2025, supported by Mikhail Parakhin, CTO of Shopify

- Toloka received new funding from a consortium of investors to be used for business scale up
- Investment consortium was led by Bezos Expeditions and included Mikhail Parakhin, CTO of Shopify
- Nebius Group relinquished voting control in Toloka, while retaining significant majority economic stake

Trusted partner to leading frontier AI labs, model developers and enterprises



Anthropic



Shopify



Recraft



Microsoft



Poolside



Amazon

Q1 2025 highlights and medium-term outlook

Nebius Group has delivered a strong Q1

Strong Q1 Financial Performance

Q1 Revenue

\$55.3M

+385% YoY

ARR^{1,2}

\$249M

+684% YoY

Cash

\$1.4bn

At end of Q1'25

Q1 Highlights

New data center capacity

Iceland

Kansas City, USA

New Jersey, USA

Partnerships



SemiAnalysis Gold Tier



- Strong engineering capability
- Same tier as Azure, and ahead of other hyperscalers

(1) As of 31 March 2025; (2) Annualized run-rate revenue by the end of the period (revenue for last month of the period multiplied by twelve).

AI Cloud feature enhancements

Compute

- Blackwell early access
- Last Hoppers deployed
- Predictive failure notification

Storage

- Partnerships and integrations (DDN, VAST, WEKA)
- Object Storage: all-flash class (private preview)
- Shared Filesystem updates
- By-default encryption for network disks

Platform

- Increased GPU quotas for self-service
- Python and Go SDKs
- Monitoring and Logging updates
- Improved notifications

Cluster management

- AI/ML-ready images on Kubernetes
- Topology-aware training with Slurm
- Cluster health checking with Slurm
- Node auto-healing with Slurm

MLOps tools and applications

- Managed MLflow (GA)
- Managed Postgres (GA)
- JupyterLab notebook (GA)
- Container Registry (GA)

Integrations

 **SkyPilot**

 **NVIDIA**

Outerbounds

Nebius ecosystem partners

Channel

TRACE3 TD SYNnex SHI

Marketplace

Parasail PRIME Intellect
CUDO COMPUTE FOUNDRY SaturnCloud
Shadeform Beam

ISV

dstack Lightning AI Anyscale
SkyPilot Unbox AI
comet Outerbounds Quali

Solution

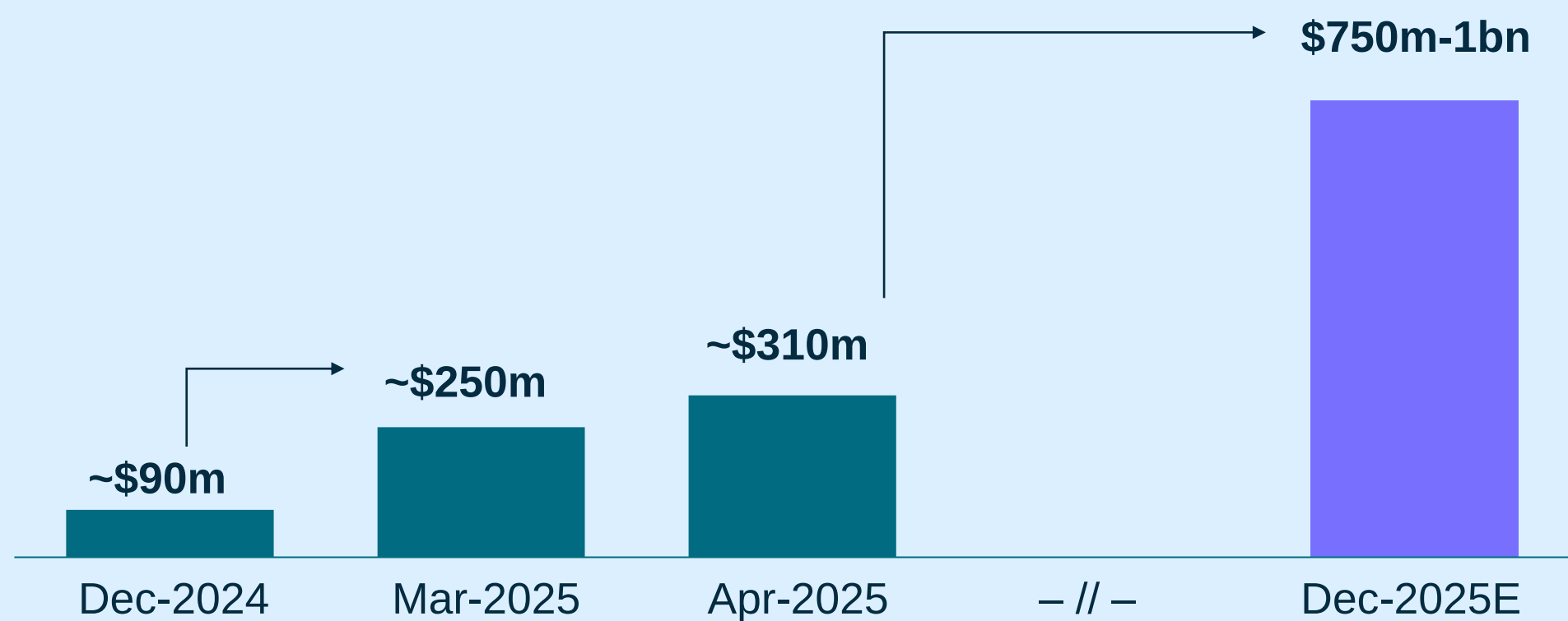
VAST ddn WEKA



- Nebius among the first AI Clouds to offer the new NVIDIA Blackwell Ultra AI Factory platform
- Nebius joined the NVIDIA Dynamo ecosystem—an open-source inference serving framework designed to deploy generative AI across large-scale, distributed environments
- Nebius named a Reference Platform NVIDIA Cloud Partner, one of only a handful of companies globally to hold this status

Gaining traction with broader set of customers

ARR¹ dynamics



Nebius select customers



Customer testimonials

Drew Jaegle, Head of AI at Captions  captions Media Entertainment

“What really sets Nebius apart is the stability of their clusters, proactive support, and the ability to focus on real innovation instead of low-level issues.”

Shang Wang, CTO and Co-Founder at CentML  CentML Technology Software

“We rely on the industry-leading cloud infrastructure of Nebius to power the CentMLPlatform. Their capacity allocation, rapid onboarding, flexible pricing and reliable availability fuel our growth. Nebius allows us to efficiently and easily deliver cost-optimized, EU-compliant AI solutions.”

Ravi Solanki, CEO and Co-Founder at Prima Mente  PRIMA MENTE Biology AI Neuroscience

“Nebius GPU Cloud and AI-centric infrastructure give Prima Mente the elastic, cost-efficient HPC we need to train and fine-tune our 90M to 7B-parameter epigenetic foundation models at scale. Their life-sciences-ready platform lets us spin up secure clusters in minutes, compressing model-development cycles and accelerating delivery of next-generation brain-health diagnostics to researchers and clinicians worldwide”

(1) Annualized run-rate revenue by the end of the period (revenue for last month of the period multiplied by twelve).

2025 guidance

Nebius Group 2025 guidance

Group revenue

\$500-700m¹

Core AI segment ARR²

\$750m-\$1bn

for Dec-2025E

Adj. EBITDA³

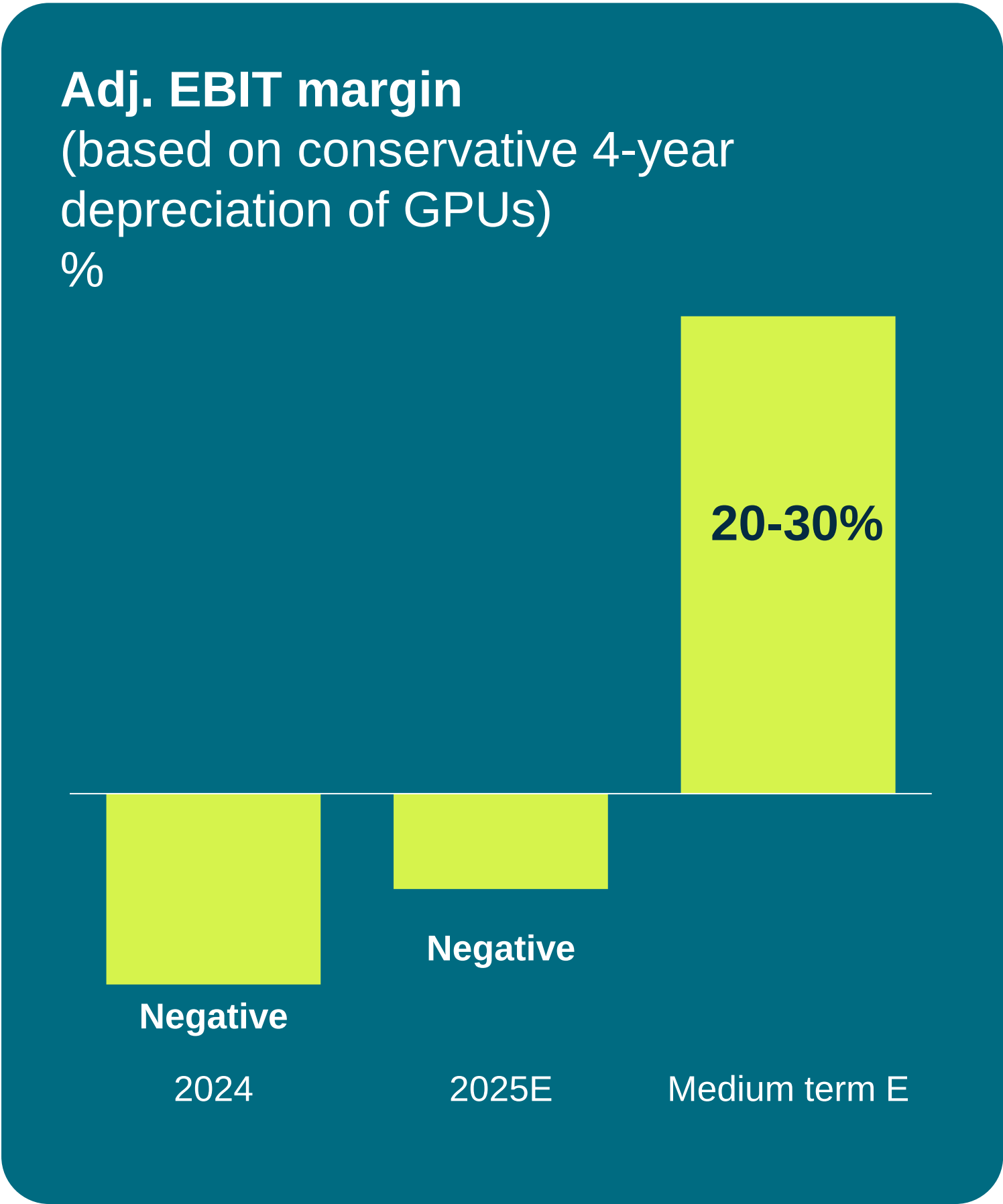
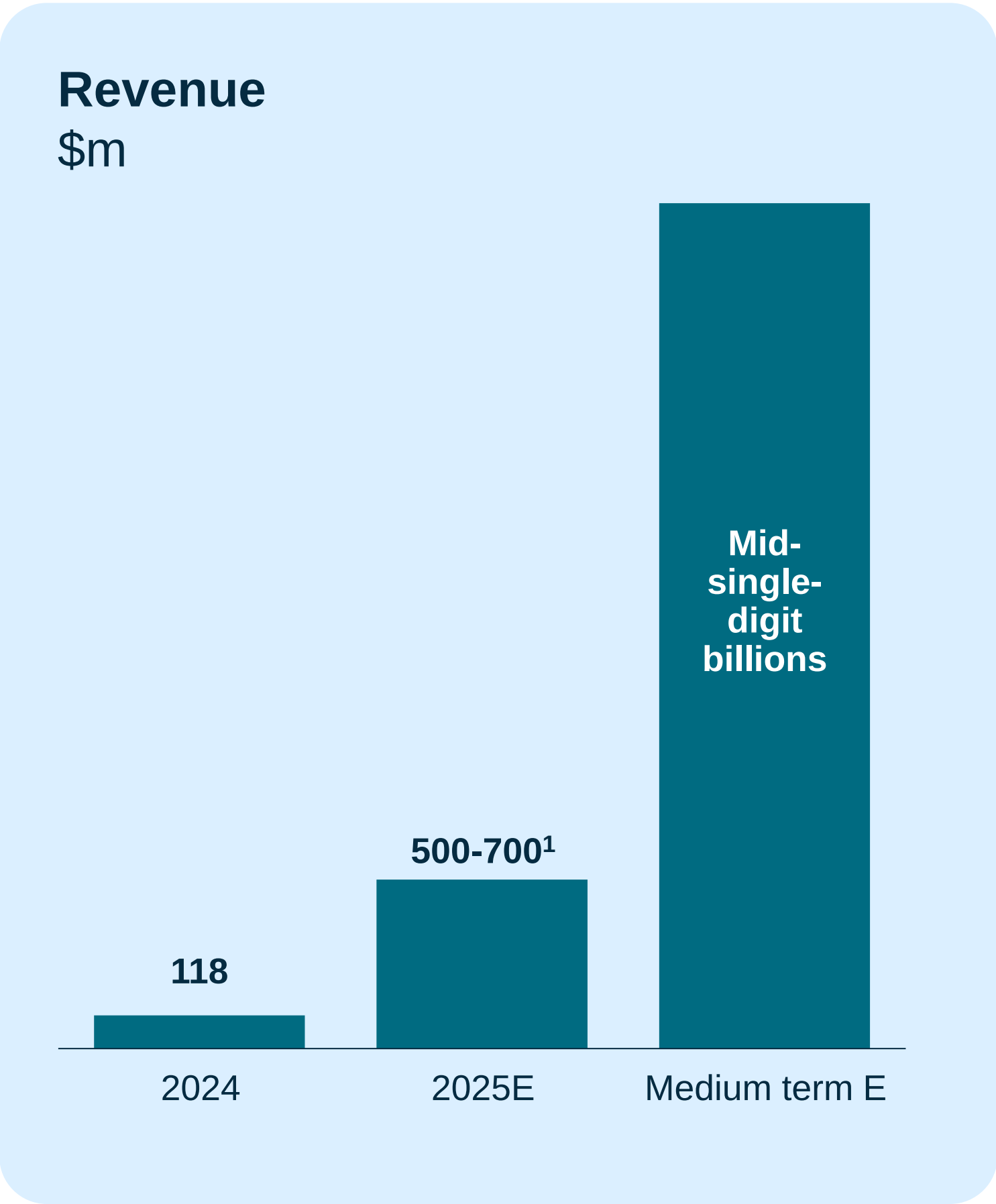
**Reach positive Adj. EBITDA
during 2H 2025E⁴**

Capitalized expenditures

Around \$2.0bn

(1) This guidance does not yet reflect the deconsolidation of Toloka and will be updated for this with Q2 2025 financial results; (2) Annualized run-rate revenue by the end of the period (revenue for last month of the period multiplied by twelve); (3) Adjusted EBITDA/(loss) means U.S. GAAP net income/(loss) from continuing operations plus 1. depreciation and amortization, 2. certain SBC expense, 3. interest expense, 4. income tax expense/(benefit), 5. one-off restructuring and other expenses, less 1. interest income, 2. other income/(loss), net, and 3. income/(loss) from equity method investments; (4) We anticipate to reach Adjusted EBITDA breakeven during 2H 2025, while remain negative for the full year.

Nebius Group to continue rapid scaling as a full stack AI infrastructure provider



- Targeting mid-single digit \$bn in revenue in medium term as a high-margin business, with further significant potential upside
- Building DC pipeline to provide scalability to 1 GW+ to support the further significant potential revenue upside
- Scope for 20-30% adj. EBIT margin in medium term and further margin upside in the long term as we benefit from continued investments in our full stack software and services offering
- Funding position: Strong balance sheet with low interest burden and ample financing options, with the ability to monetize non-core assets in order to fund core business

(1) This guidance does not yet reflect the deconsolidation of Toloka and will be updated for this with Q2 2025 financial results.

[Visit website](#)

Nebius: our core AI cloud business

**A leading AI-centric
cloud platform built for
intensive AI workloads**

AI-centric cloud platform building large, cost-efficient GPU clusters to service the exponential growth of the global AI industry

Infrastructure with compute, storage, managed services and tools needed for AI model development:

Training Inference¹

... trusted by prominent clients, including:

 JETBRAINS

 RECRUIT

 MOONVALLEY

 centML

 captions

 QUANTORI

 NVIDIA

 fal

Our expertise & infrastructure

400+

Software & hardware engineers and product managers with full-stack expertise in AI cloud development and operations²

Data center capacity

Energy-efficient own data center in Finland; collocation data centers in Paris, Kansas City, New Jersey and Iceland with further expansion plans³

 NVIDIA

Long-standing collaboration across hardware and cloud as a Cloud and OEM partner in the NVIDIA Partner Network



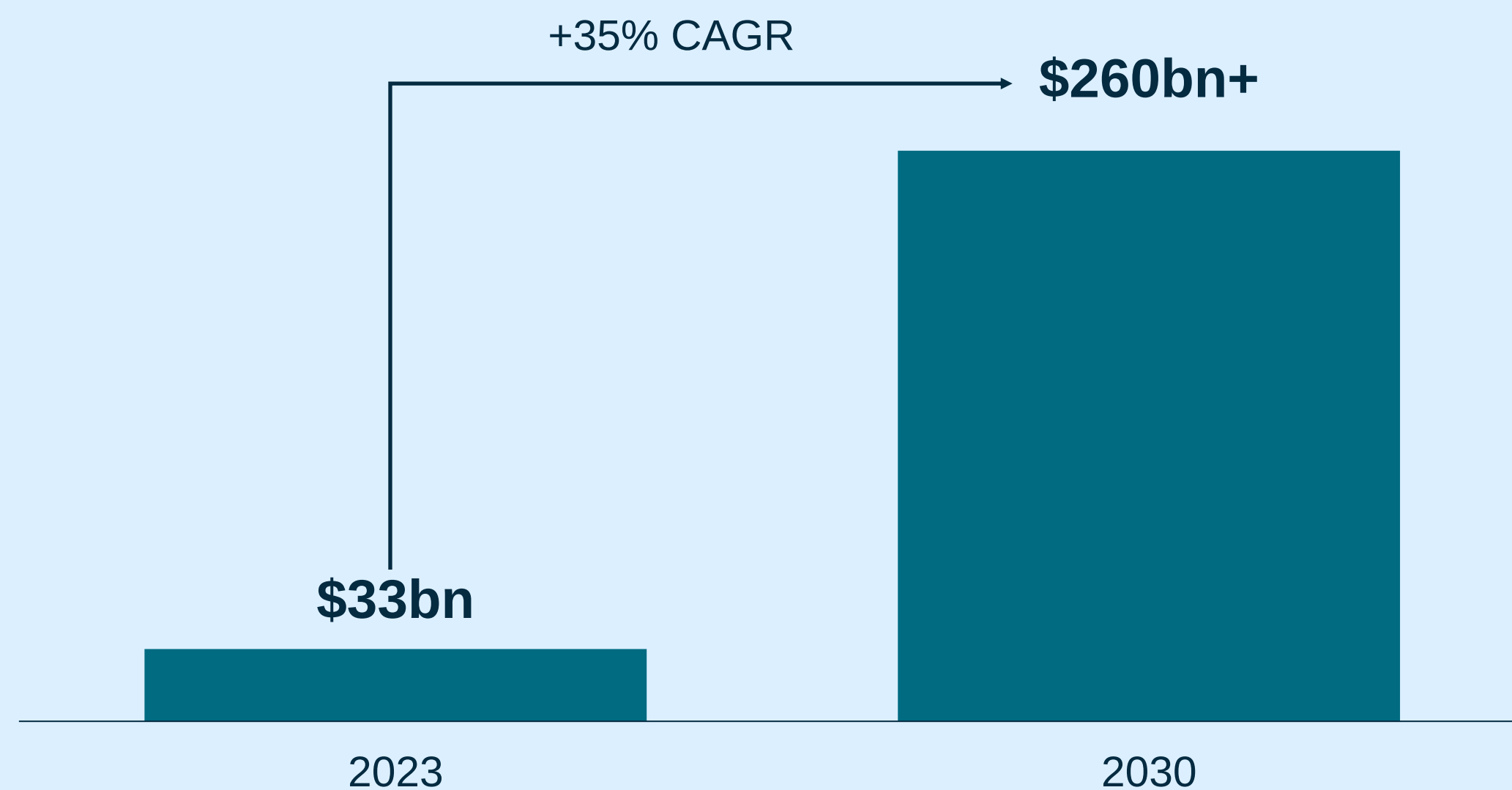
Map showing global data centers and engineering hubs:

- San Francisco: Customer facing hub
- Kansas City: Data Center
- Dallas: Customer facing hub
- New Jersey: Data Center
- London: Engineering Hub
- Amsterdam: HQ and Engineering Hub
- Paris: Data Center
- Belgrade: Engineering Hub
- Israel: Data Center and Engineering Hub
- Keflavík: Data Center
- Mantsala: Data Center

(1) Primary driver in the AI industry, where inferencing workloads are expected to overtake training; (2) Represents number of Engineers and Tech specialists as well as Product managers in Nebius AI business unit across Europe, US and Israel, as of Mar-2025; (3) First stage of New Jersey data center capacity to be completed as early as summer 2025.

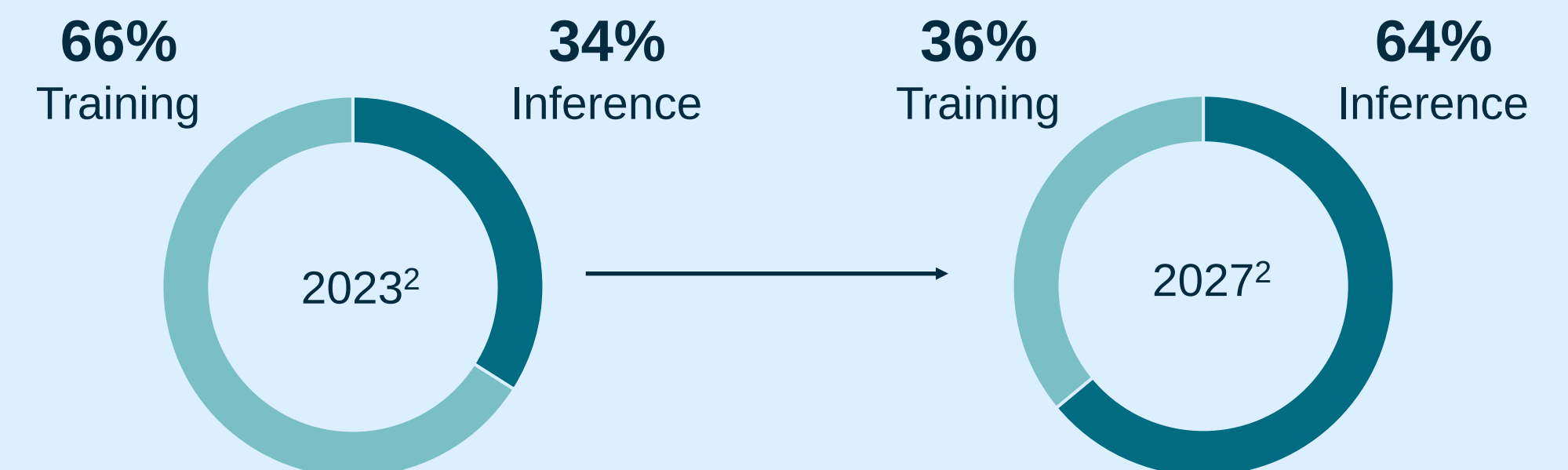
Large and expanding addressable market to be driven by inference workloads

Total addressable market¹



Growth will be mostly driven by inference workloads

End-user spending for AI servers, by use



(1) Nebius internal estimates based on a bottom-up analysis of publicly available disclosure on GPUs spending and GPU Cloud economic; the presented TAM includes estimates for two key markets: GPU-as-a-service and AI Cloud; (2) Gartner, 2023.

Nebius: core AI Infrastructure business

Data centers

Energy efficient and scalable infrastructure as a backbone for improving unit economics

Mäntsälä, Finland

Paris, France

Kansas City, USA

Keflavik, Iceland

Vineland, NJ, USA¹

Data center footprint as of Mar'31, in line with DC expansion guidance

● — data centers that went online / were announced in Q1'25

Chips & HW

Hardware designed in-house enables flexible and reliable compute

NVIDIA Blackwell early adopter

General availability NVIDIA Blackwell GPU capacity beginning in Q2

Early adopter cloud provider of the NVIDIA Blackwell Ultra platform

Cloud platform

A proprietary cloud platform for AI training and inference

New AI-native cloud platform

Launched in Oct'24, with all client migrations completed by the end of the year

The platform is built on the NVIDIA accelerated computing network

AI services

Services and tools tailored to the needs of AI developers

60k registered users

Launched in Oct-2024, AI Studio provides access to dozens of the latest open-source text and multimodal LLMs, including DeepSeek-R1 and the Llama family. Services available to date include real-time inference, batch inference, fine-tuning of models and image generation.

Seasoned team

With experience of building a hyperscaler-level cloud from the ground up

400+ engineers

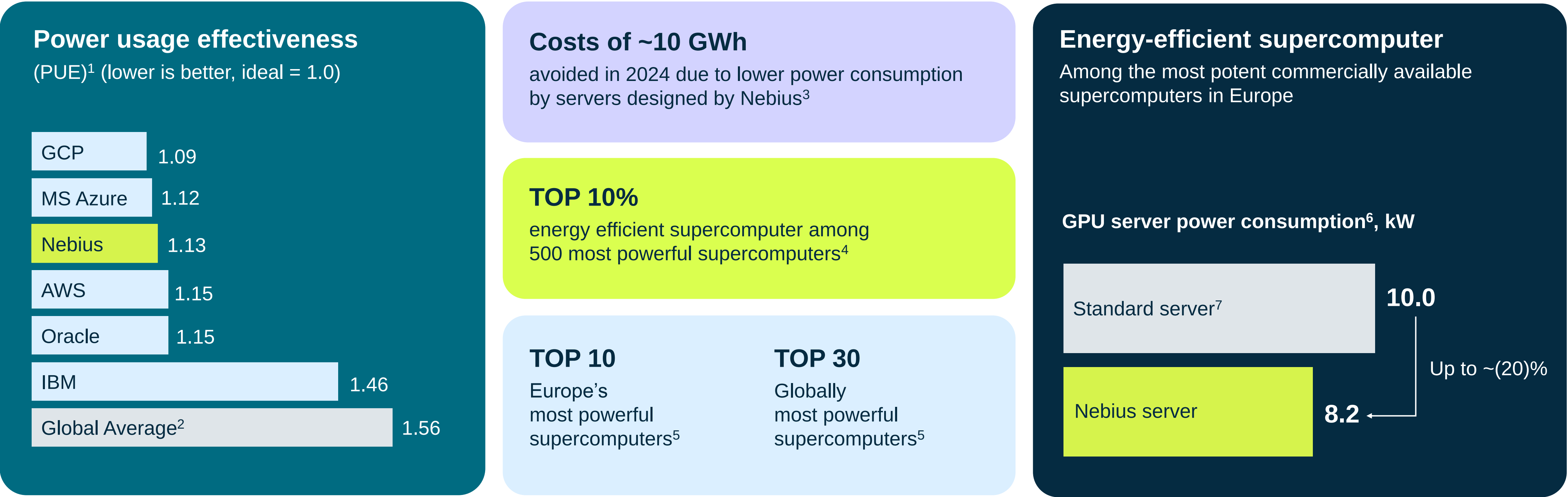
across AI / cloud development and DC operations⁽²⁾

Ramping up sales

To drive mid-/ long-term customer acquisition

(1) First stage of New Jersey data center capacity to be completed as early as summer 2025; (2) Represents number of Engineers and Tech specialists as well as Product managers in Nebius AI business unit across Europe, US and Israel, as of Mar-2025.

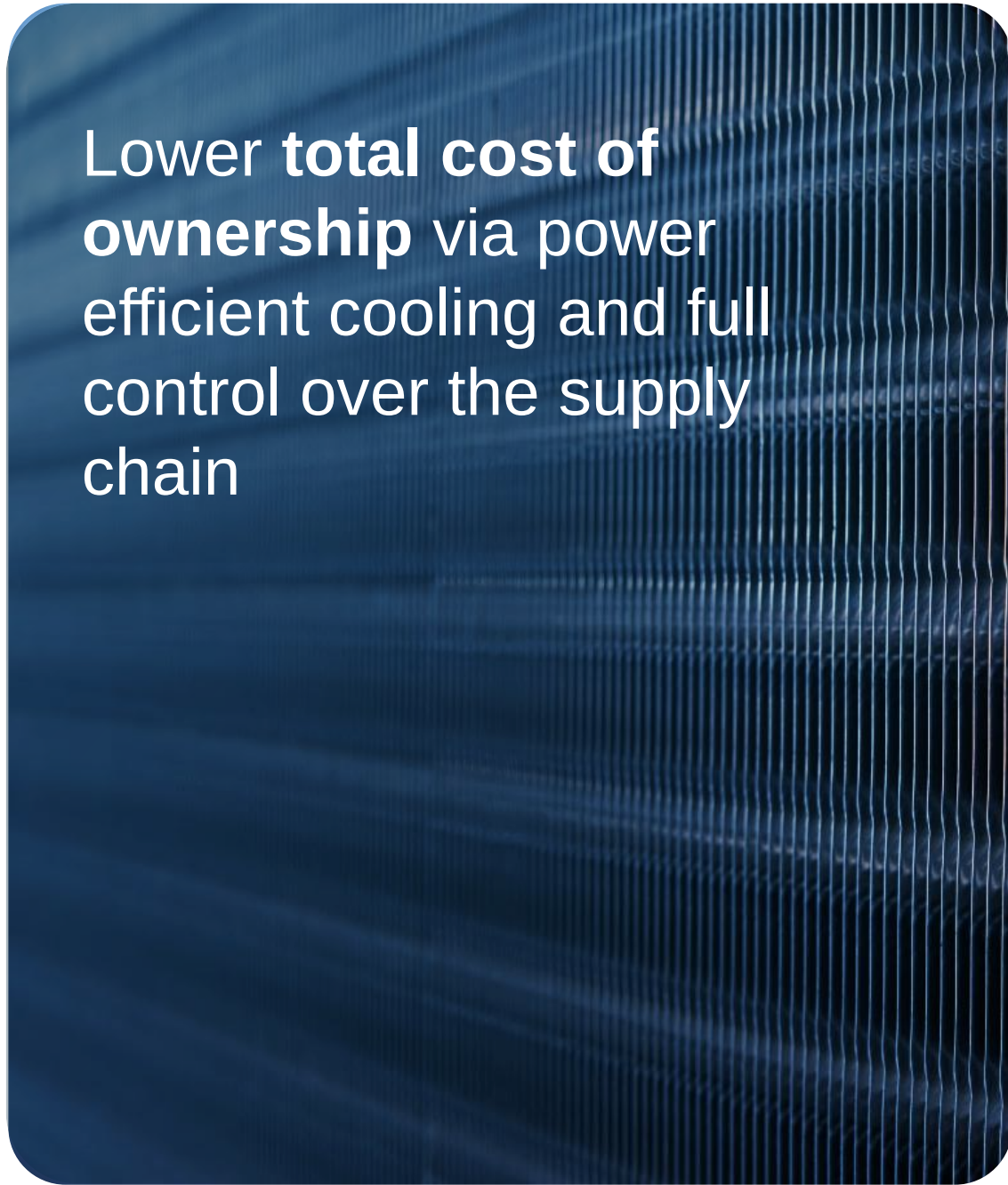
1. Data centers: efficiency gains from servers designed in-house



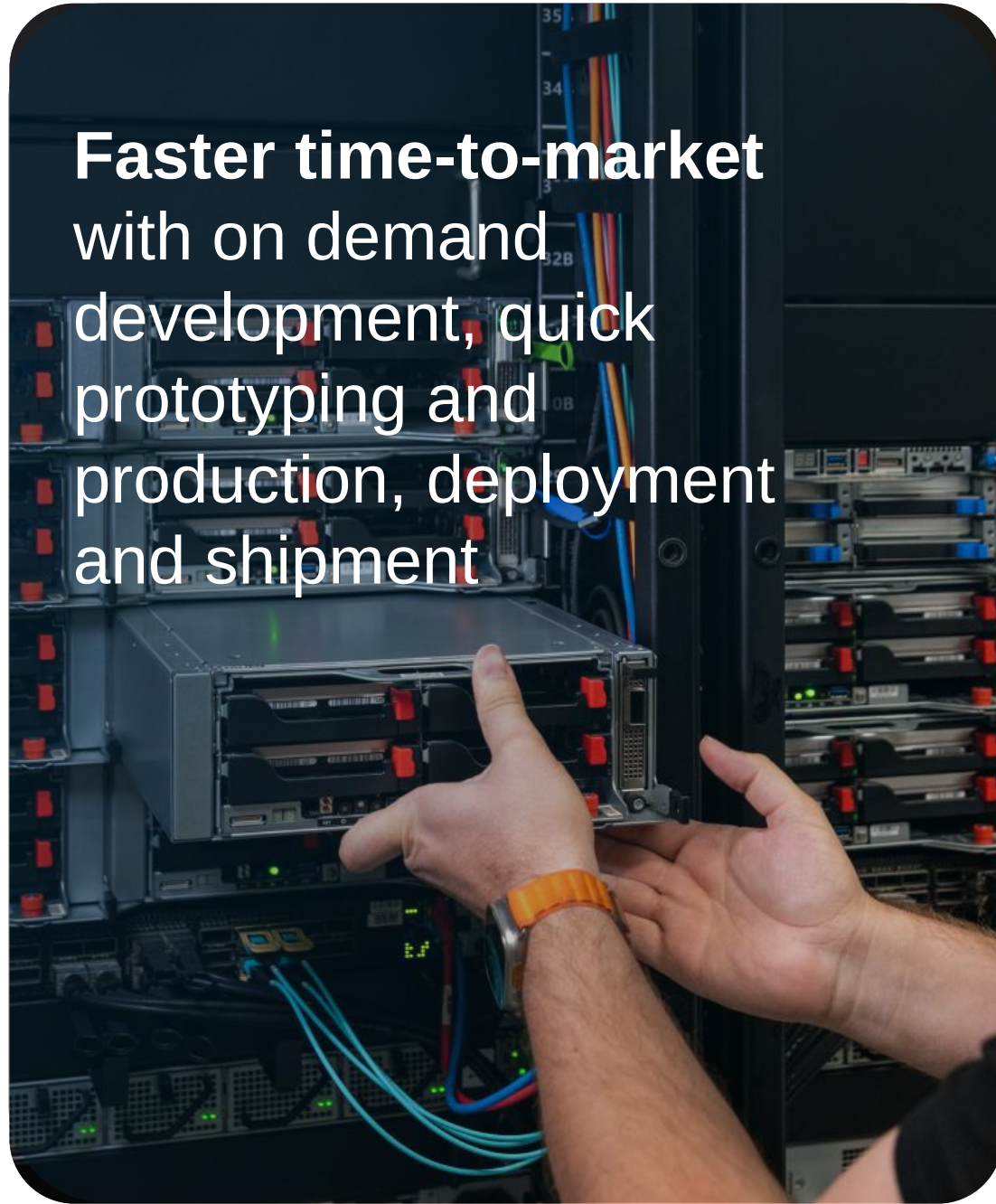
Nebius aims to replicate these best practices when expanding its data center capacity

(1) Peer PUE as reported in the latest available full-year company reports as of end of February 2025, Nebius' figure represents PUE of Finnish data center under max. loads in 2020-2021; Due to corporate restructuring in 2022-2024 and the introduction of new business model, the data center has not operated at full capacity since 2022, so the measurement pertains to the period before that year; (2) Uptime Institute Global Data Center Survey Result 2024; (3) Calculated as the difference between the actual energy consumed by IT equipment in 2024 and the estimated energy consumption if identical third-party-designed servers had been used under the same operating conditions. Empirical testing indicates that these third-party servers consume up to 20% more energy; (4) Green500 list, November 2024; (5) TOP500 list, November 2024; (6) Tested at temperatures of 25°C, 30°C, 35°C and 40°C; (7) Gigabyte GPU Server G593-SD0.

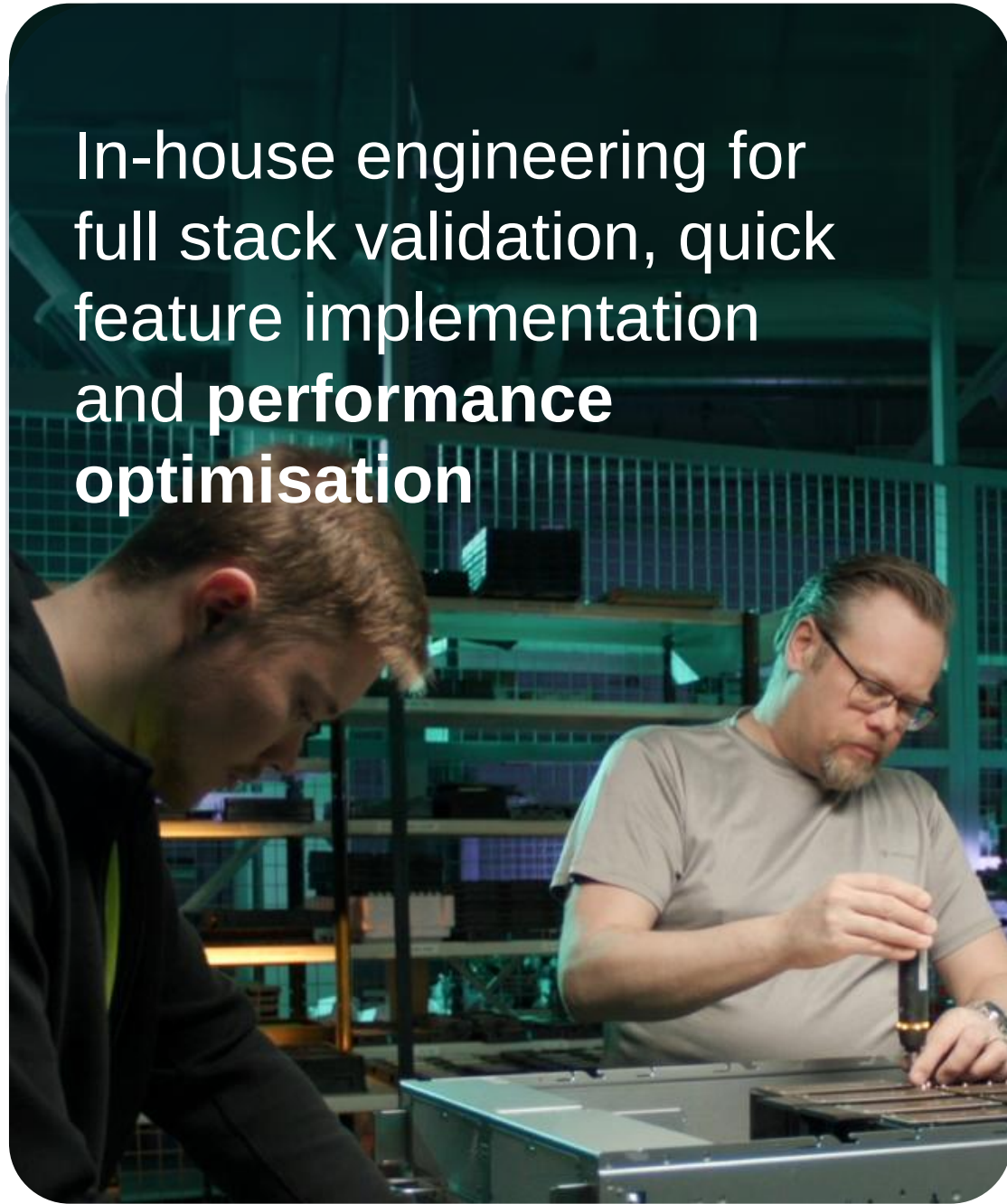
2. Hardware: We design, develop, and produce our own racks and servers



Lower **total cost of ownership** via power efficient cooling and full control over the supply chain



Faster time-to-market with on demand development, quick prototyping and production, deployment and shipment

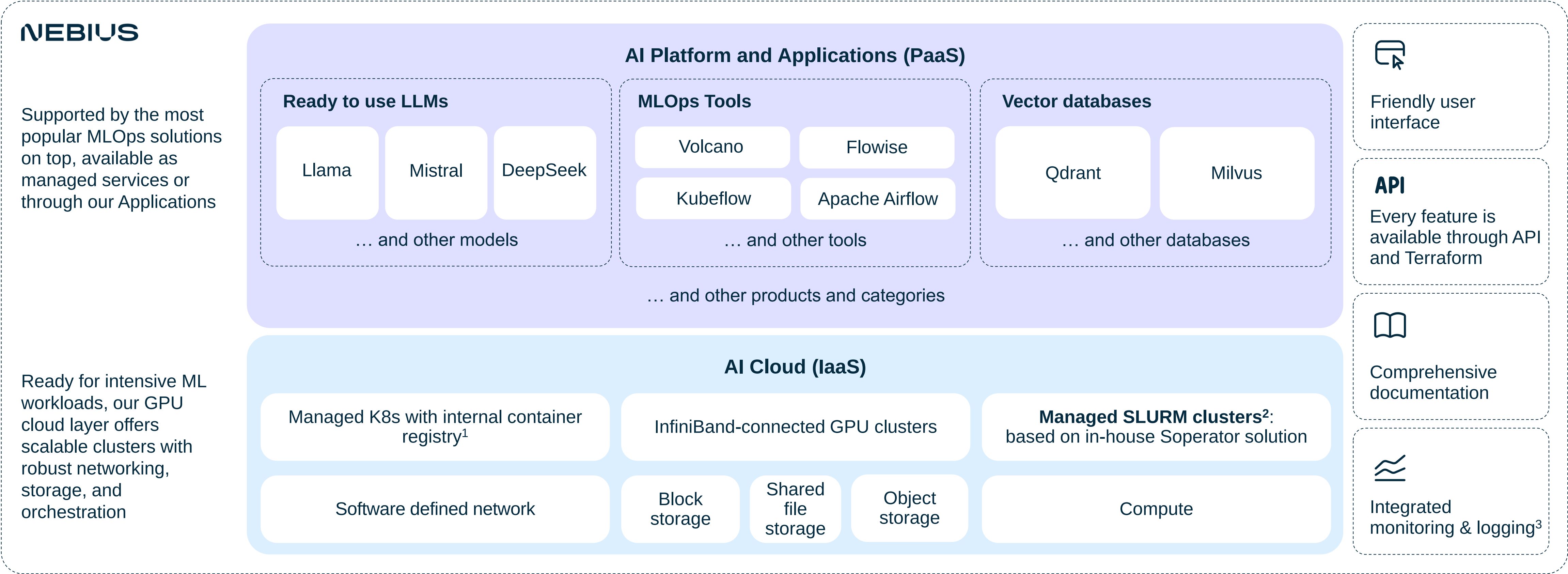


In-house engineering for full stack validation, quick feature implementation and **performance optimisation**



Open-source infrastructure ensuring **security, transparency & flexibility**

3. Nebius Platform: more than 'bare metal', more flexible and wider product portfolio than GPU Cloud



(1) Kubernetes: portable, extensible, open-source platform for managing containerised workloads and services; (2) system for managing and scheduling Linux clusters; (3) Available through external tools like Grafana.

23

3. Nebius AI Studio: API SaaS for open-source models

NEBIUS

AI STUDIO

Nebius AI Studio is designed to help foundation model users and app builders simplify the process of creating applications using these models with our first release, Inference Service, providing endpoints for the most popular large language models

Quality service for a growing pool of users

60,000+

Users registered on the platform since the service launched in Q3'24

2x

Faster on selected endpoints in March 2025, including for Llama-family models¹

Key benefits

Unlimited scalability

Per token LoRA² hosting

Competitive pricing

AI agent essentials

No MLOps experience required

Achievement of ultra-low latency

Services

Real-time inference

Batch inference

Fine-tuning

Image generation

New

New

New

(1) Compared to Q3'24 when the service launched; (2) Low-rank adaptation.

24

3. TractoAI: serverless platform for Data & AI workloads



TractoAI

TractoAI is Nebius AI's serverless platform for scalable AI and Big Data workloads, with net workload-based pricing and powerful storage. Built on Nebius AI's bare metal and compute cloud, it delivers cost efficiency and high performance.

Optimized costs & allocated capacity

For changing demand - from time-limited, low-GPU tasks to high-intensity workloads.

Significant Cost savings

on AI and data workloads compared to hyperscalers¹ – without compromising performance

Achieved through:

Flexible workloads
Data preparation (MapReduce, SQL), distributed training, batch inference

Scalable compute
On-demand workload-based resource allocation

Pay-as-you-go pricing
Billing of net usage per individual workloads

Data-centric

Designed for efficiency, support of all types of data (structured, semi-structured, unstructured) and featuring bundled high-throughput storage up to exabyte-scale

Feature-rich

Convenience of serverless with product richness of a hyperscaler

Low-maintenance

No DevOps/MLOps maintenance required

(1) Based on costs of using [Tracto.ai](#) compared to costs of running similar workloads on hyperscaler solutions as of January 2025.

25

Nebius' key competitive advantages differentiate it from other players

Benchmark-backed performance and cost efficiency

Focus on AI infrastructure, allowing us to provide solutions precisely tailored to meet the specific needs of AI developers and businesses

Long-standing collaboration with NVIDIA across hardware and cloud. Nebius to be one of the first providers in Europe to bring the state-of-the-art, energy-efficient NVIDIA Blackwell platform to customers in 2025

Full stack with expertise across the whole AI infrastructure value chain

Full control over the whole AI infrastructure value creation chain, from in-house server design to proprietary cloud platform, ensuring maximum productivity and quick scaling, higher cost efficiency and low downtime

~20%^{1,2} lower total cost of GPU ownership and operations compared to an average GPU provider

Long term relations and collaboration experience with leading server ODMs³ for co-designing, manufacturing and optimizing cost structure on servers

Expertise in running data centers with heavy power loads (100s MW) in a reliable and cost-efficient way

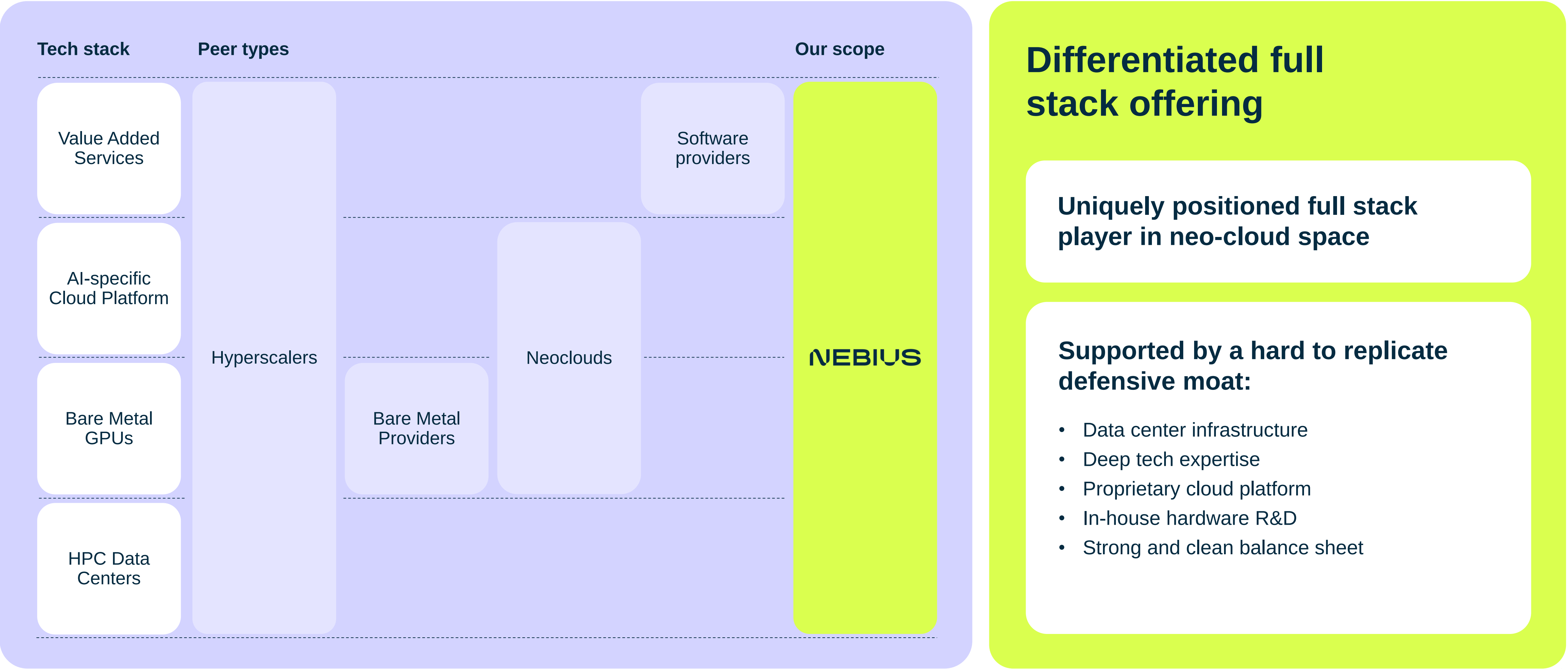
Strong team with relevant experience for AI industry, track record, and skillset

Track record of building cloud services and infrastructure from scratch

Actively building sales team to support growth

(1) Based on the internal calculation that take into account difference in PUE of Nebius data center vs publicly available market average as of 2024 and difference in electricity consumption of the Nebius in-house designed server vs. available off-the-shelf alternatives, among the key factors; (2) Finland data center currently at 20%-25% lower total cost while others at 20% due to continuous capacity expansion; (3) Original Design Manufacturers (ODMs).

Nebius is a full stack AI infrastructure provider



Nebius is able to serve a large list of clients including model builders and Generative AI app builders

		Focus areas in the near- and mid-term		
Client category	AI Native Tech Companies & Independent Developers	Leading AI Labs	Enterprises	
Primary offering	Scalable cloud infrastructure optimised for AI workloads	High-performance compute for foundational model training	Secure, scalable infrastructure for AI-driven business transformation	
	Suite of managed services for workload optimization, orchestration and MLOps	Scalable and highly efficient data center capacity secured	Cloud solutions for core business	
	Self-service platform providing instant access to resources for 100s of independent developers		Dedicated support, including setting up infrastructure and implement training, inference, RAG and other solutions	

Training scenarios

What we offer: Large resilient GPU clusters with Infiniband network, orchestration tools (fully managed K8S service, Slurm operator based on K8S) and shared storage optimized for check pointing and data streaming

Model types:

- LLMs
- Multimodal, including:

Text-to-Image

Text-to-speech

Speech-to-text

Other

Inference scenarios

What we offer: Large resilient GPU clusters with Infiniband network, orchestration tools with fully managed K8S service with auto-scaling and load balancing, storage services optimized for inference (managed and object storage)

Model types:

- LLMs
- Multimodal, including:

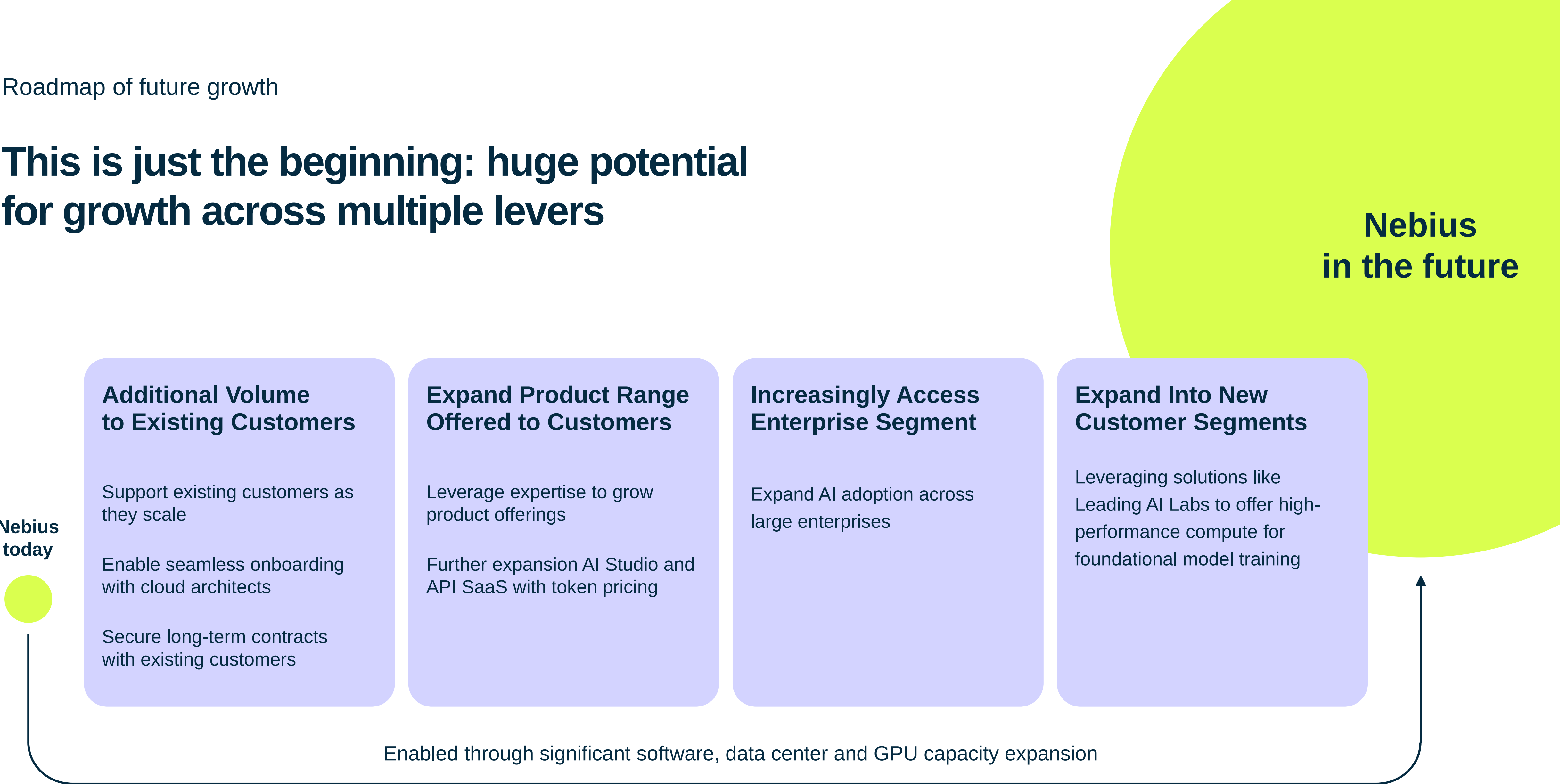
Text-to-video

Image-to-video

Text-to-Image

Other

This is just the beginning: huge potential for growth across multiple levers



Other segments

Other segments: Avride

Avride: developer of autonomous driving technology

Headquarters:
US-based executive team

 Austin, TX

Testing and operation

 USA

 South Korea

 Japan

R&D hubs and offices

 Europe

 Israel

 South Korea

Autonomous vehicles

Fully driverless vehicles

To be developed for autonomous ride-hailing in partnership with Hyundai and Uber

 **HYUNDAI** 

Zero

Serious accidents rate¹ maintained

Delivery robots: Roll-out of commercial partnerships

Austin, TX
Dallas, TX
Jersey City, NJ³

Launched Uber Eats delivery with Avride sidewalk robots



Tokyo, Japan

Restaurant orders & groceries delivery



Up to
1,200+
deliveries daily

Made with Avride robots at the **Ohio State University** campus, a week after the first deployment under partnership with Grubhub finalized in late 2024



(1) Accounts for incidents with human injuries or significant damage to the vehicle. Count of such incidents remains 0.

TripleTen: a top-rated edtech re-skilling people for careers in tech

Course pool expansion

6 B2C study tracks

UX/UI Designer

Cybersecurity

Software engineering

BI analytics

Quality assurance

Data science

82%
of TripleTen grads in the US get hired within 6 months of completing our program

Featured in:

Forbes Advisor
TripleTen is included by Forbes in "5 Coding bootcamps to consider"

Fortune | Education
TripleTen is the overall best Software Engineering bootcamp for 2025

Yahoo! Finance
TripleTen's New Data Report Reveals Hiring Trends for Career Pivoters Eyeing Tech

TripleTen alumni get hired by big tech companies, startups, brick-and-mortar industries, local governments, educational institutions, and every kind of employer in-between

amazon

paloalto

unicef

SAMSUNG

CARmax

creditsafe

Thomson Reuters

4.87 out of 5

Excellent student feedback¹ & recommendations drive student pool expansion and supports cost-efficient acquisition

★★★★★

Remains affordable vs peers

Up to 2x more affordable

Prices vs comparable courses²

Enabled by

- Optimized costs of training
- Automation of e-learning workflow

tripleten × Ascent

Partnership launch to to offer bootcamp financing

(1) Based on SwitchUp and Course Report ratings as of January 2025, which are major review platforms for US bootcamps. Ratings are based on aggregated student reviews; (2) Based on publicly available data on tuition fees for BrainStation, Chegg Skills, Flatiron, Fullstack Academy, General Assembly, HackReactor, as of January 2025.

33

Appendices

Nebius Group Board of Directors

 — based in



John Boynton
Chairman

Founder, investor and board member of tech ventures with 30+ years in IT and tech-related fields

Non-executive Independent



Arkady Volozh
CEO

Visionary founder; previously co-founded successful Tech companies including Yandex and CompTek International

Executive



Ophir Nave
COO

Proven leader and legal and corporate finance expert, having previously led Corporate M&A at Arnon, Tadmor-Levy

Executive



Charles Ryan

Founder and General Partner of an international VC firm Almaz Capital, previously Chief Country Officer at Deutsche Bank and Chairman of UFG Asset Management

Non-executive Independent



Rogier Rijnja

Independent management consultant and entrepreneur, previously senior HR executive at various global companies

Non-executive Independent



Esther Dyson

Founder of Wellville and active investor in a variety of IT, health, logistics and space start-ups. Author of "Release 2.0: A design for living in the digital age"

Non-executive Independent



Kira Radinsky

CEO and chairwoman of Diagnostic Robotics, previously serving on the board of directors of various companies

Non-executive Independent



Elena Bunina
Head of Science & Education

25+ years of experience teaching data analysis & maths in leading universities. Previously, Head of Academic & Educational Services as well as HR director at Yandex N.V.

Non-executive



Matt Weigand¹
Board Observer

Currently a partner at Accel focusing on enterprise software, consumer internet and security businesses Previously worked with William Blair's technology investment banking group

Non-executive Independent

(1) To be nominated for election to Board at 2025 AGM.

Nebius Group ownership structure

Total shares issued & outstanding

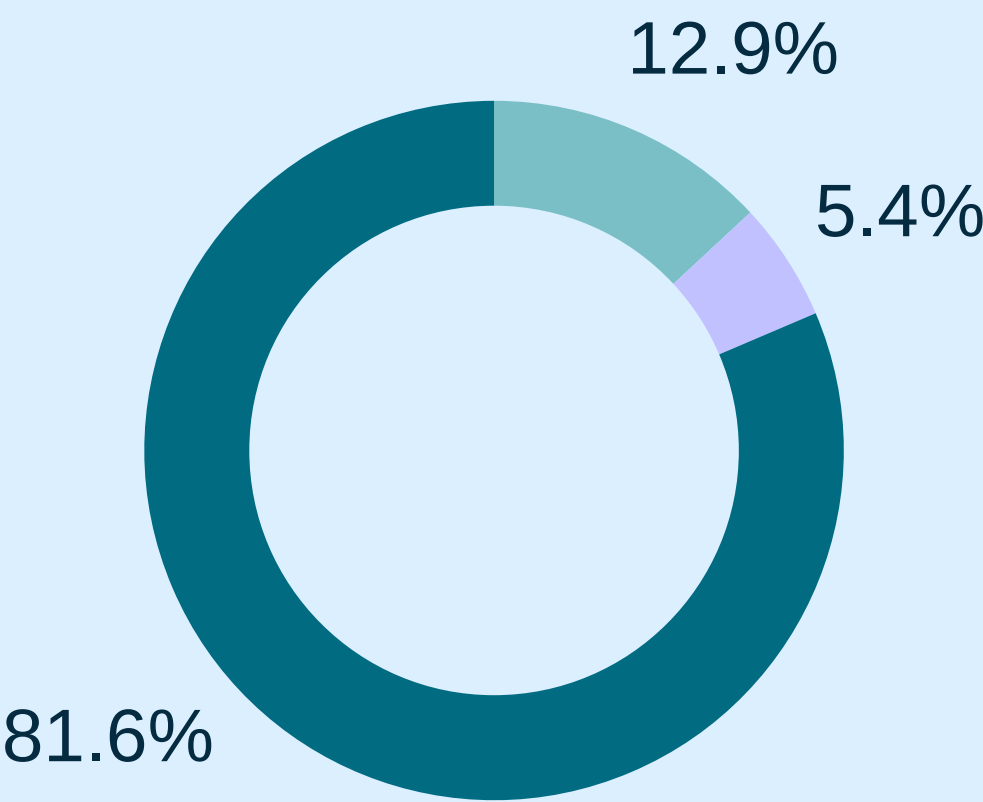
As of March 31, 2025

Class A
202,410,157

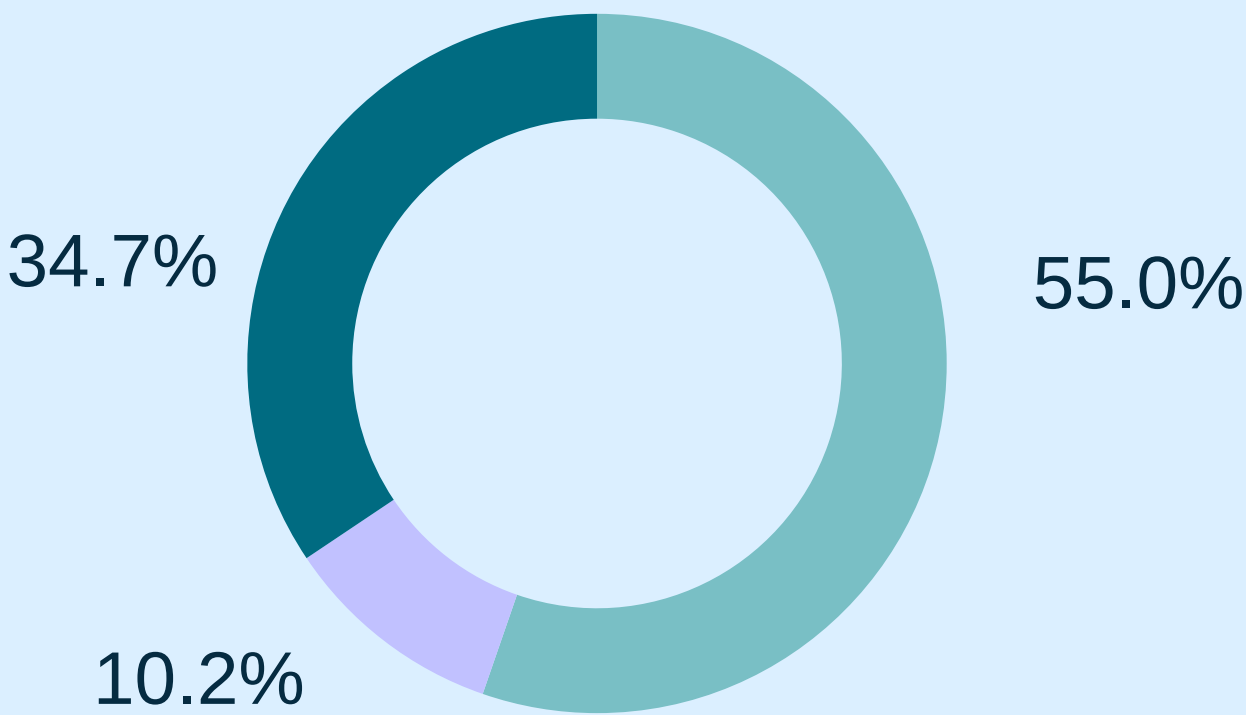
Class B
35,698,674

Excluding 123,932,112 Class A shares held in treasury pending use under our equity incentive plans and for further financing purposes

Economic ownership



Voting power



● — LASTAR Trust¹ ● — Other directors, officers & employees, pre-IPO shareholders ● — Free float

(1) Family trust established by Mr. Volozh in December 2019.

Sustainability overview

Embedding sustainability across operations and every layer of our AI technology stack to deliver client value, drive growth, and create a positive social and environmental impact

Key areas of focus

Sustainable computing

Drive efficiency to enhance reliability, affordability, and reduce environmental impact

Hardware designed for thermal efficiency, consuming approx. **20% less power** than equivalent third-party hardware¹

Own data center with innovative free cooling and heat recovery, delivering top PUE performance under high IT loads

Cloud platform featuring flexible GPU allocation, workload bundling, auto-scaling minimize idle capacity

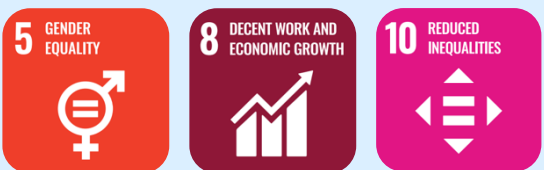


Empowerment through technology

Leverage technology to support industries, academia, and individuals

Grants to students and academic partners, advanced online and in-person programs in data science, ML and GenAI offered by **Nebius Academy**

AI cloud platform and ML tools designed to support critical fields such as **healthcare, life sciences and biotech**



Reliability and security

Dedicated to safeguarding both the virtual and physical realms to ensure a seamless and secure experience for users

- Continuous monitoring of system performance
- Regular updates to cybersecurity systems and procedures
- Engagement of third-party audits
- ISO 27001 and ISO 27701 among security certificates possessed



(1) Based on empirical testing of identical third-party-designed servers under the same operating conditions.

Main Office

Gustav Mahlerlaan 300
Amsterdam, Netherlands

Investor Relations Contact

askIR@nebius.com