



22 February 2022

Freelancer Limited

FY21 Results

Freelancer is the world's largest and most active marketplace. Since its launch in 2012, Freelancer has worked closely with NASA and the Center of Excellence for Collaborative Innovation (CoECI), successfully crowdsourcing solutions in over 100 unique engagements.

NASA & Freelancer
Need You

NASA

WHAT WILL YOU DO AS A PARTNER?

The Partner tasks will differ depending on the project requirements. The below list contains common tasks required by past projects.

1. Challenge Design Phase
 - a. Partner SME will advise on the requirements for the challenge. The challenge design will aim to source innovative approaches to the Government's problem statement.
 - b. The challenge design will include problem analysis, judging rubrics, problem statement, challenge description, and submission requirements.
2. Challenge Execution Phase
 - a. Partner SME will answer technical questions from the challenge participants in the field of expertise of the Partner SME.
 - b. Partner SME will attend the webinar as a speaker and answer questions from the challenge participants.

NASA

HOW DOES IT WORK?

Partnership Process

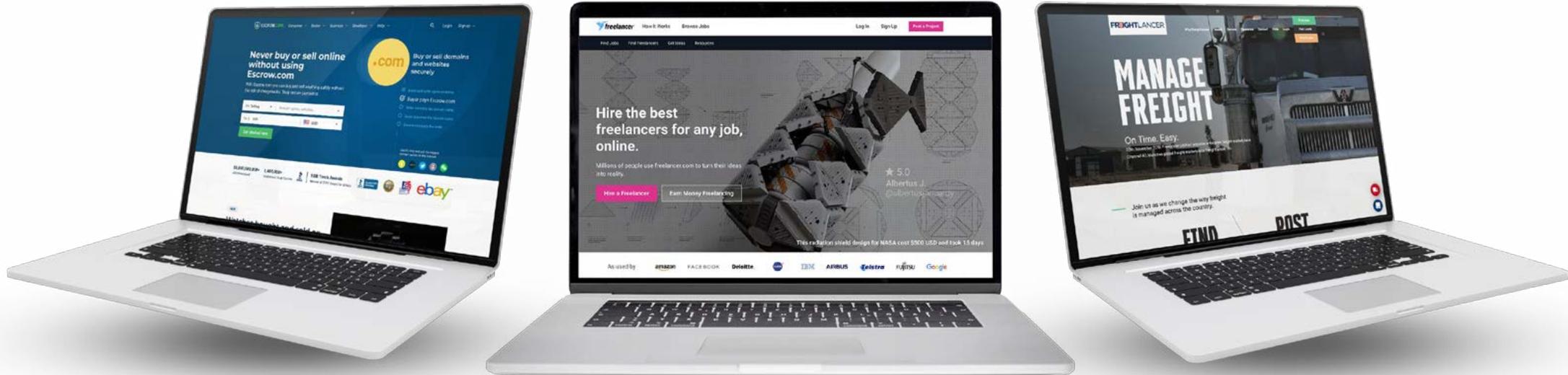
1. We send you an introduction pack
2. Confirm interest
3. First meeting of the partnership
4. If interested, sign an ND (e.g. NDA)
5. ...

Matt Barrie
Chief Executive Officer

ASX: FLN
OTCQX: FLNCF

investor@freelancer.com

Powering the world's entrepreneurs & commerce



#1 for Secure Online Payments
over US\$5 billion in
transactions secured



#1 Online Services Marketplace
over US\$5 billion in jobs
awarded



#1 Online Freight Marketplace
in Australia, over 550 million km
in freight posted

Freelancer Limited
ASX: FLN, OTCQX: FLNCF

Freelancer.com is your partner in the
new world of work.





The future of work is 5 billion customers looking for a good job

David Nordfors

@Dnordfors / 9:30 am AEDT • March 9, 2016



 Image Credits: Gary Stevens / Flickr under a CC BY 2.0 license.

.. solving a trillion dollar problem





Make it real.

We help small businesses, startups, entrepreneurs and large enterprises turn that spark of an idea into reality.



This architectural design cost and took 12 days to make

\$1613 USD

Change lives.

“Coming from a third-world country and the smallest in West Africa where opportunities are very limited, Freelancer.com has helped me expand globally by helping me make a living from something that I really have a passion for, design.”

Sulayman Sanyang

Video & Motion Graphics
Banjul, Gambia

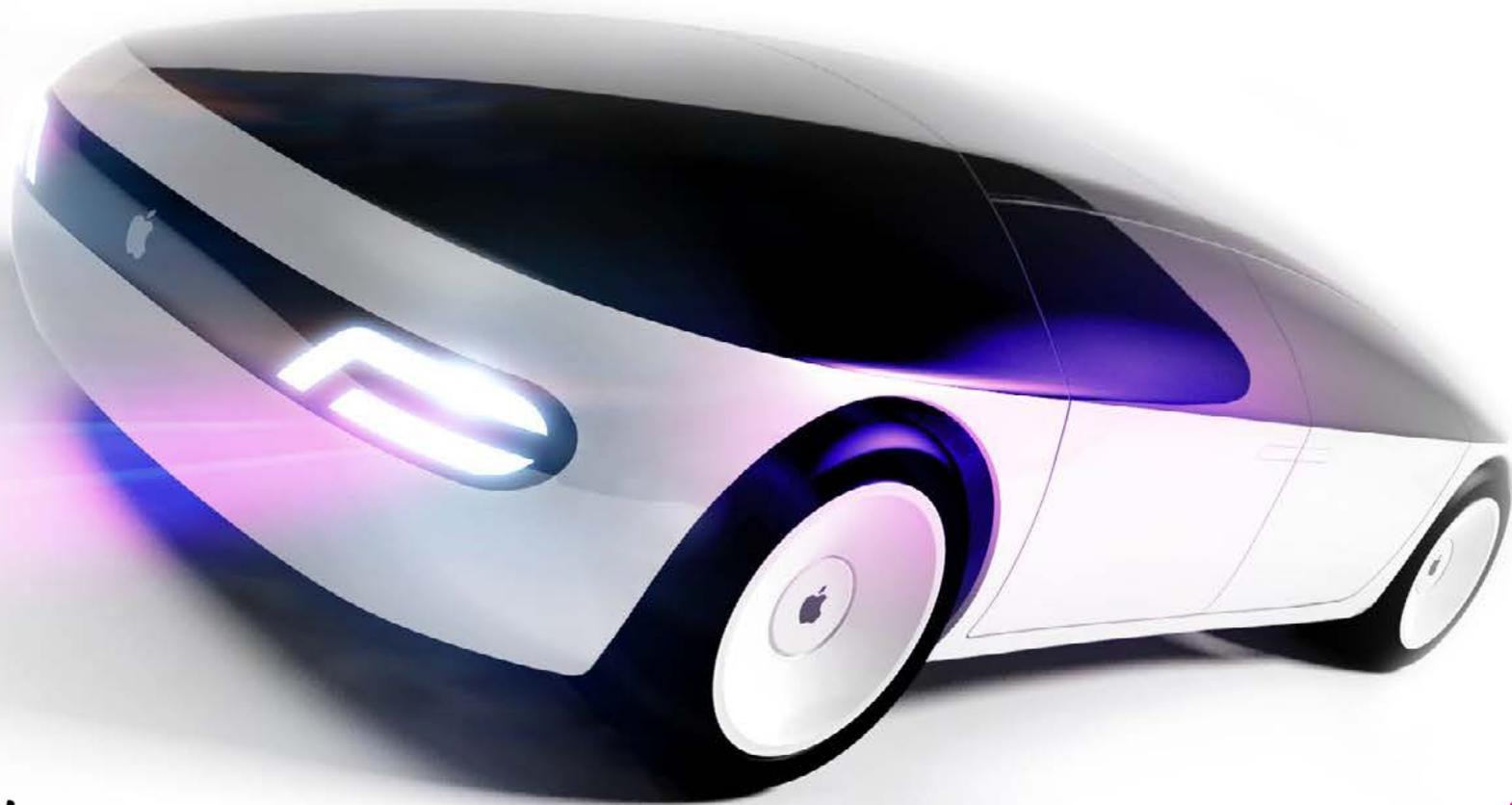


5.0/5.0 rating, 24 reviews



Create the Future.

We help entrepreneurs create products & services
that will make a better world.



Change Lives.

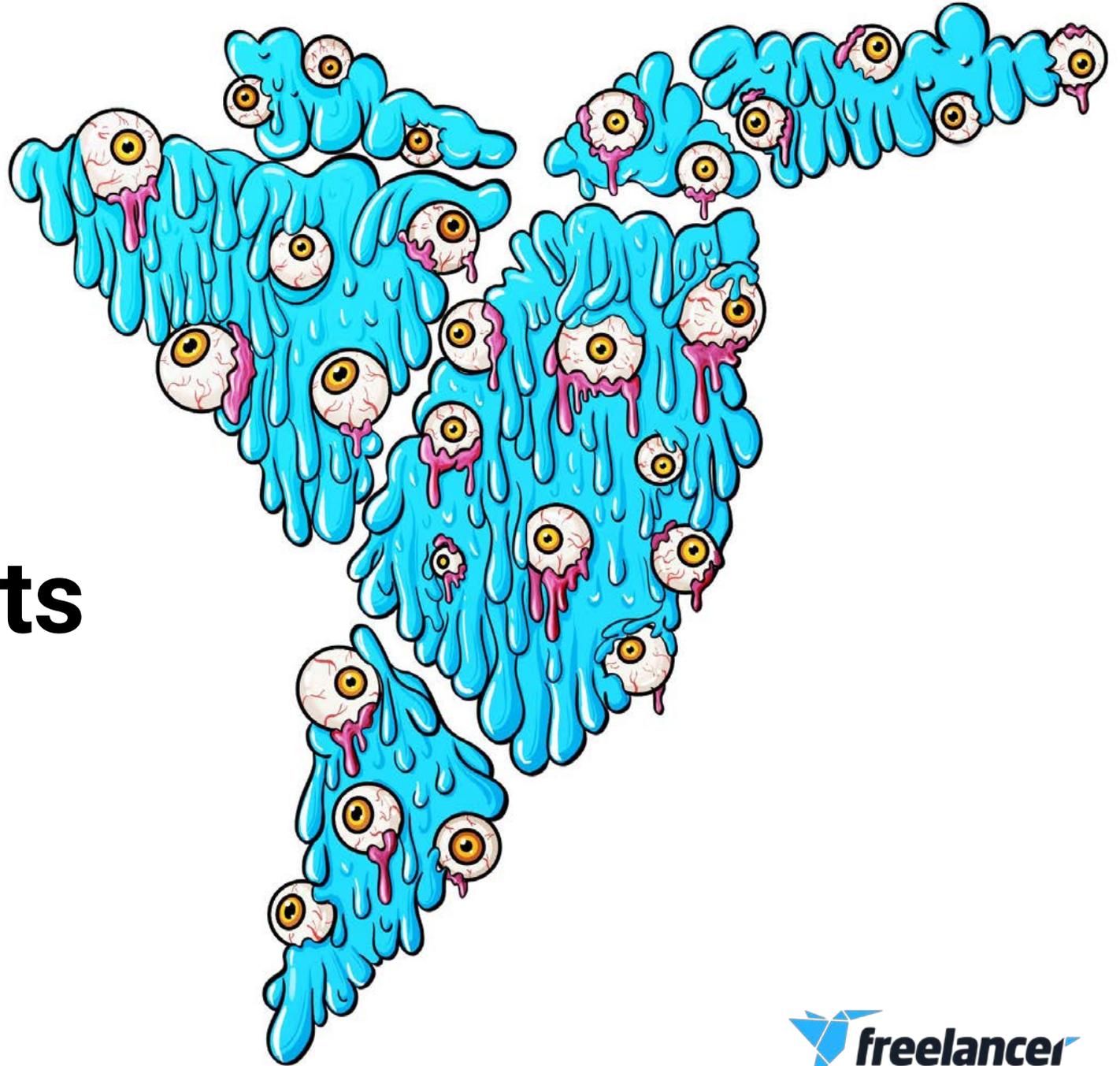
This Apple Car 3D concept cost
and had 190 entries in 15 days

\$1500 USD

<https://www.freelancer.com/contest/Create-a-design-for-the-rumored-Apple-Electric-Car-159251>

FREELANCER LIMITED

FY21 Results



Freelancer Group Results for FY21

- Freelancer Limited delivers all-time record Gross Payment Volume in FY21 of \$1,259.7 million (up 41.3% on pcp) or US\$943.9 million (up 52.6% on pcp):
 - Freelancer GMV \$134.5m down 5.2% on pcp (US\$101.1m, up 3.4%)
 - Escrow all-time record GPV of \$1,079m, up 54.3% on pcp (US\$808.3m, up 66.3%)
- Revenue \$57.4m (down 2.3% on pcp) or US\$43.1m (up 6.4%):
 - Freelancer revenue \$46.1m down 8.8% on pcp (US\$34.6m, down 0.5%)
 - Escrow all-time record revenue \$11.3m up 37.3% on pcp (US\$8.5m, up 48.6%)
- In Australian dollars, FX was a headwind of -8.9% in the year.
- Group Operating EBITDA was (\$2.7m), NPAT (\$2.3m).
- Escrow.com was profitable in FY21 with EBITDA of \$1.7m.
- Operating cash flow for the year was \$2.6 million (FY20: \$7.9 million).
- Cash & equivalents Dec 31 of \$30.3 million, down \$4m on 2020, of which \$4m was used for the Loadshift acquisition. Escrow off-balance sheet cash US\$47.0 million.

1. Depreciation of \$4.6m and finance costs of \$2.0m relating to office leases (accounted for in accordance with AASB 16 Leases) are included in EBITDA

Freelancer Group Results for FY21

Loadshift & Freightlancer FY21:

- 83,290 requests for transport
- 118,660,830 kilometres of freight posted (up 18.6% on pcp)
- ~\$326 million of notional Gross Load Value in 1H21 (~\$278m in FY20)

Metrics:

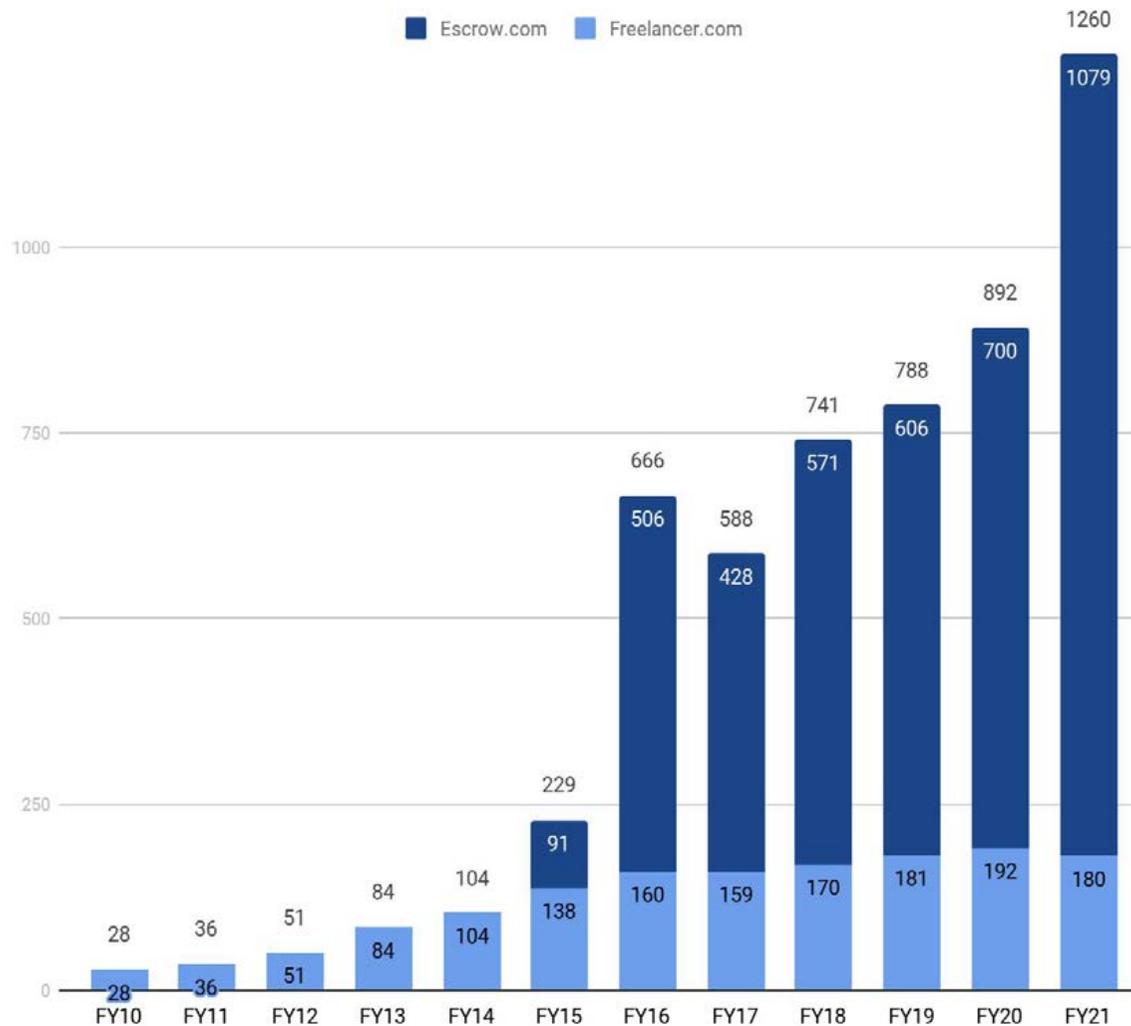
- Average load distance: 1,424 km/load
- Average time to first bid: 18.1 minutes
- Average number of bids/job: 4.4
- Average freight charge: \$2.87 per kilometre
- Average load value \$4,023.74

Milestones:

- All-time record of 590,024 kilometres of freight posted in a day (12 Oct 21)
- More distance on average day than the Earth to the Moon (384,400 km)

Group Gross Payment Volume (GPV) FY21

All-time record group GPV AU\$1,260m (up 41.3% on pcp), Escrow all-time record \$1,079 million (up 54.3%)



Group

- FY21 all-time record GPV \$1,260m (up 41.3% on pcp)

Freelancer

- GPV \$180.4m down 6.1% on pcp (US\$135.6m, down 2.4%)
- GMV \$134.5m down 5.2% on pcp (US\$101.1m, down 3.4%)

Escrow

- Escrow all-time record GPV of \$1,079m, up 54.3% on pcp (US\$808.3m, up 66.3%)

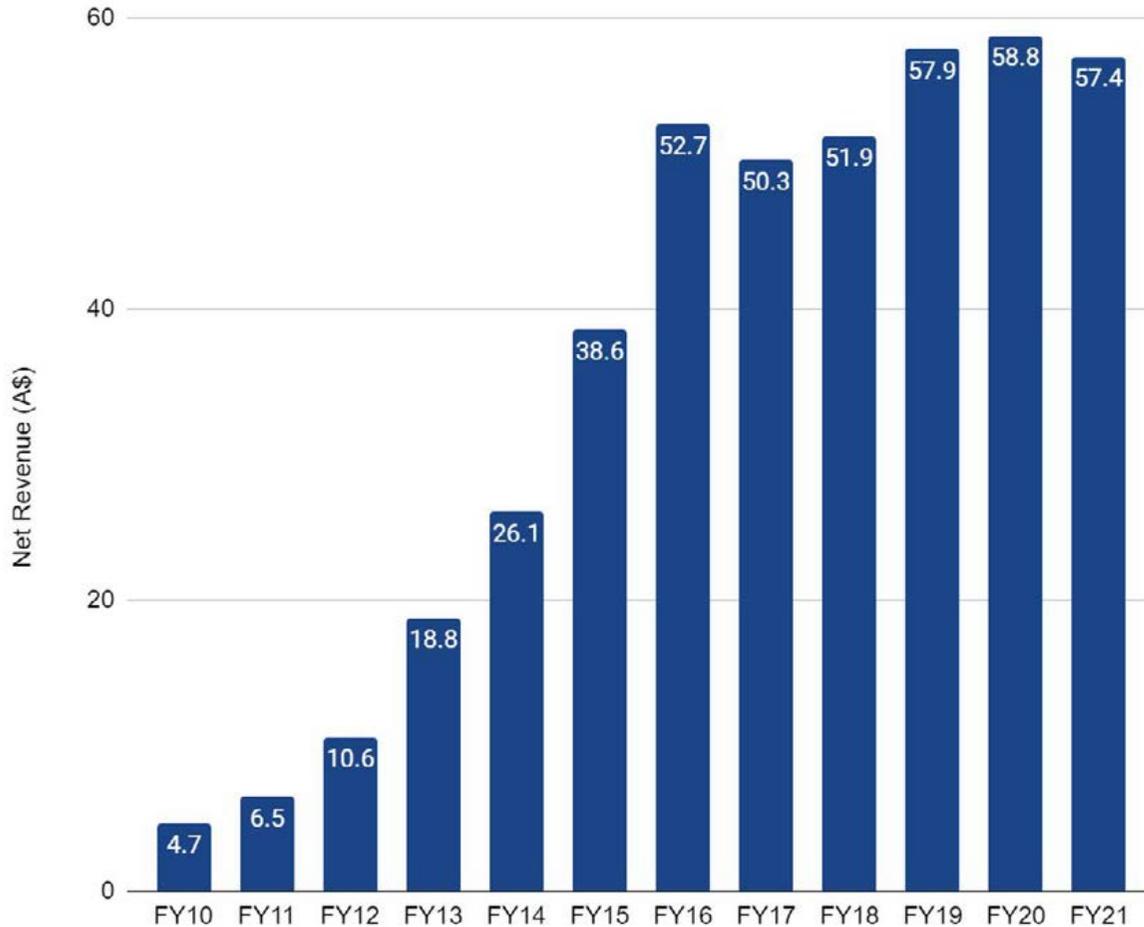
FX headwind of -8.9% as AUD/USD moved from an 0.6903 to 0.7516.

~74% of group revenue is USD, 6% AUD

Gross Payment Volume (GPV) is calculated as the total payments to Freelancer or Escrow users for products and services transacted through the Freelancer or Escrow websites (GMV) plus net Revenue. Based on Freelancer's unaudited management accounts which have not been subject to an auditor's review.

Net revenue FY21

Revenue \$57.4m (down 2.3% on pcp) or US\$43.1m (up 6.4% on pcp)



Group

- Revenue US\$43.1m, up 6.4% in the main operating currency of the group.
- ~74% of group revenue is USD, 6% AUD
- Gross margin remains high at 83.1%

Freelancer

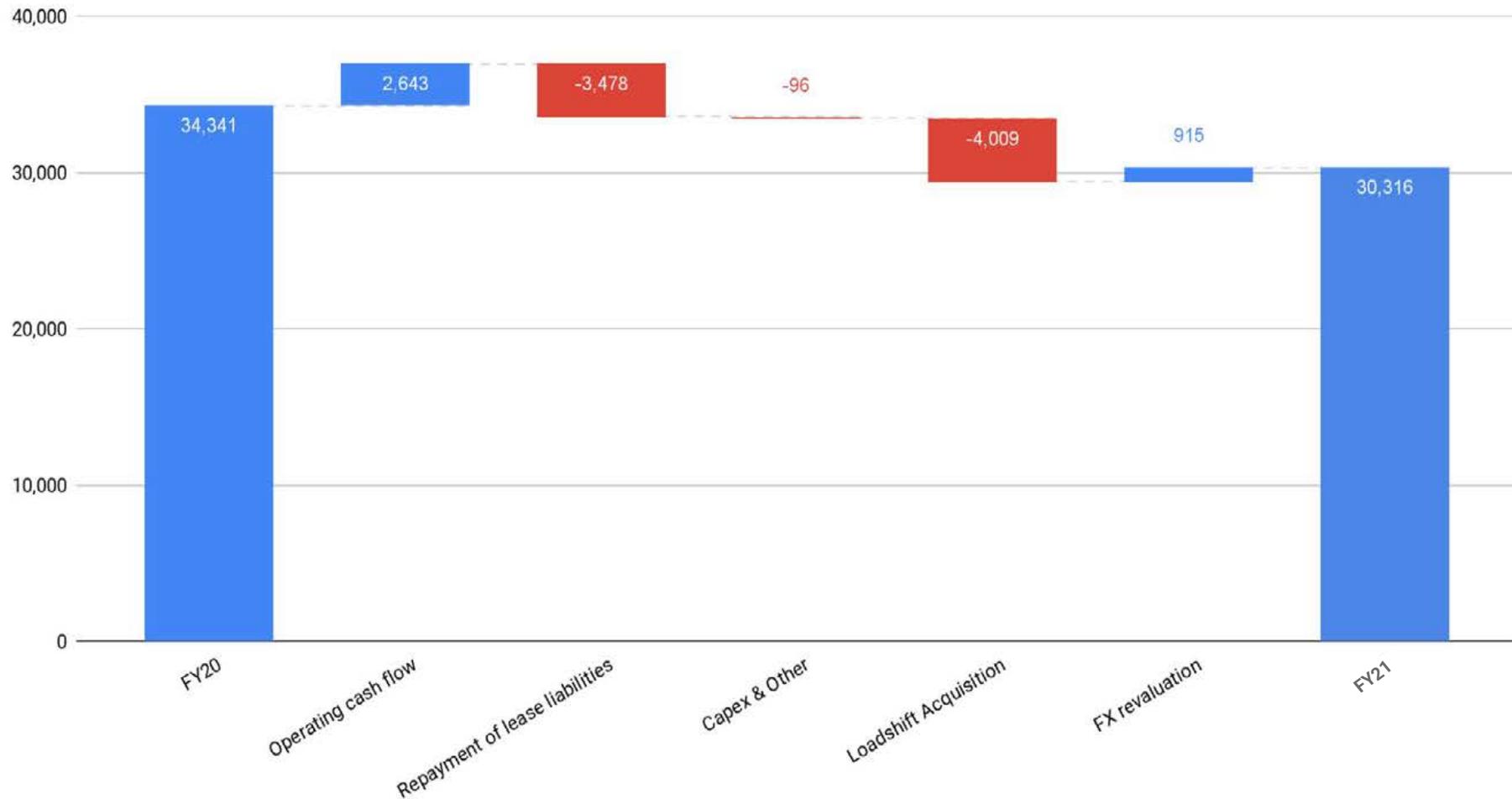
- Freelancer revenue was flat for the year at US\$34.6 million (down 0.5%).
- Commissions unchanged at 13% since FY10

Escrow

- Revenue \$11.3m, up 37.3% on pcp (US\$8.5m, up 48.6%)
- Escrow blended take rate ~1.05%

Cash flow profile FY21

Cash & cash equivalents at \$30.3 million on December 31 2021



- Productively used A\$4m cash for Loadshift acquisition
- Positive operating cash flow in FY21 of \$3.0m

Summary profit & loss statement FY 21

All-time record escrow revenue of US\$8.5m (up 48.6% on pcp)

(A\$m) 31 Dec y/e	FY21 Actual	FY20 Actual	Change
Net Revenue	57.4	58.8	-2%
Gross Profit	47.7	49.0	-3%
<i>Gross margin (%)</i>	83.1%	83.3%	-0.2%
Other income	0.2	0.2	n/m
Employee expenses ²	(25.8)	(21.8)	+18%
Administrative expenses	(11.8)	(11.6)	+2%
Marketing related expenses	(7.1)	(10.7)	-34%
Occupancy costs ³	(5.1)	(5.2)	-2%
FX losses	(0.8)	(0.4)	+100%
Share-based payment expense	(0.2)	(0.2)	n/m
EBITDA⁴	(2.8)	(0.6)	n/m
EBIT	(3.1)	(0.9)	n/m
NPAT	(2.3)	(0.6)	n/m
Excluding share-based payments expense¹			
EBITDA⁴	(2.7)	(0.4)	n/m
EBIT	(3.0)	(0.7)	n/m
NPAT	(2.1)	(0.5)	n/m

- Group FY21 NPAT \$(2.3m) vs \$(0.6m) in pcp
 - 2H21 NPAT \$(0.6m) as group trends to profitability
 - USD/AUD FX headwind of 8.9%
 - Employee expenses up 18% due to additional headcount and strengthening of management team. 465 FTEs at end of FY21 (up by 10.5% on FY20)
- 34% decrease in marketing costs shifting the targeting strategy for higher ROI. Marketing cost will grow in FY22.

Operating earnings are exclusive of non-cash share based payments expense of \$156k in FY21 and \$192k in FY20.

Net of employee expenses attributable to cost of sales.

Occupancy costs have been adjusted to include depreciation of \$4.6m (FY20: \$4.5m) and finance costs of \$2.0m (FY20: \$1.8m) relating to property leases and deducting sublease rental income of \$1.8m (FY20: \$1.4m).

Depreciation and amortisation expense of \$267k in FY21 and \$223k in FY20. Excludes depreciation arising from AASB16 leases.

Summary balance sheet FY21

Additionally A\$64.7 million of cash is off-balance sheet in Escrow.com's trust accounts

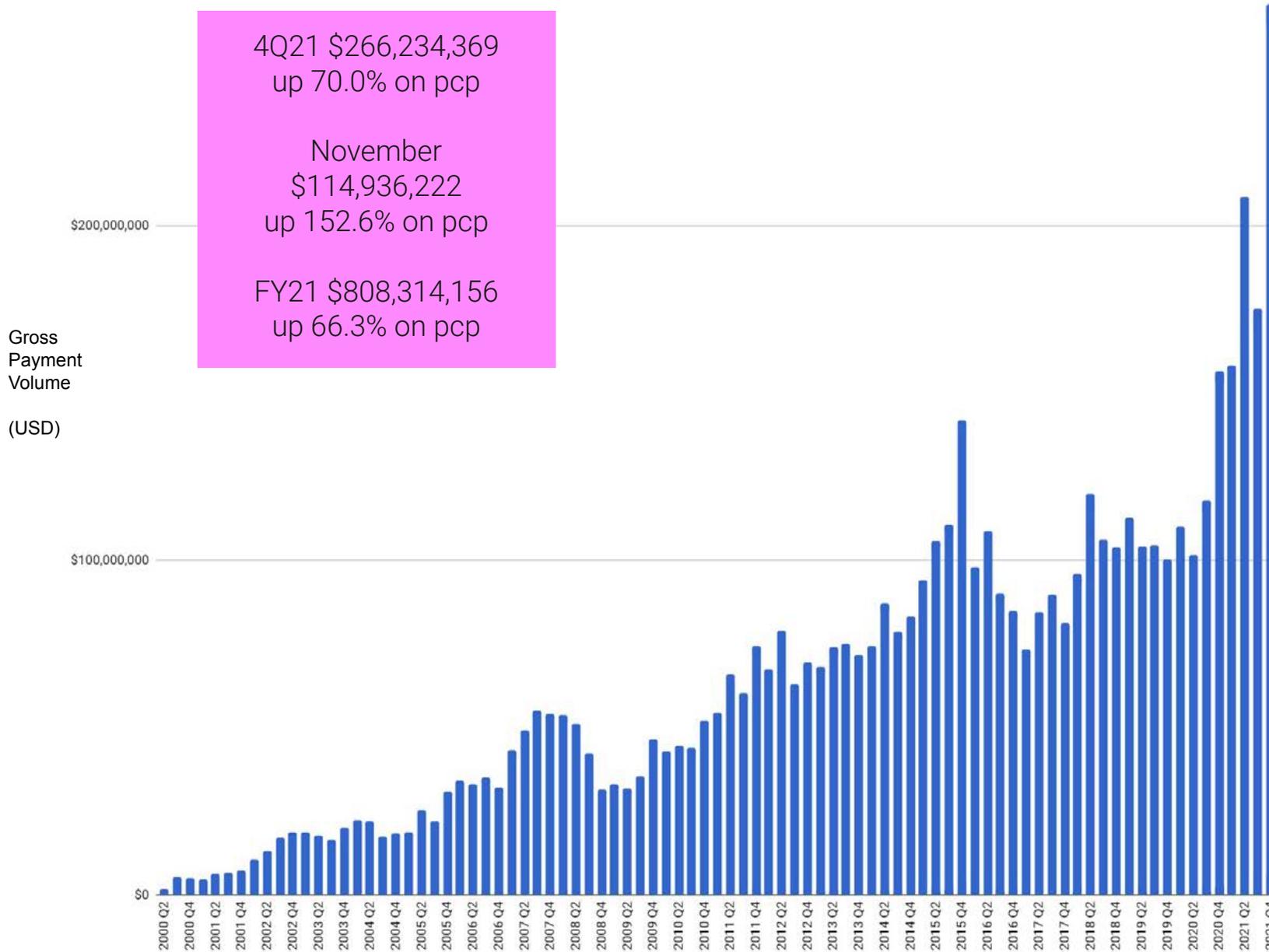
(A\$m) 31 December 2021	FY21 Actual	FY20 Actual	Change
Cash and cash equivalents	30.3	34.3	-12%
Trade and other receivables	7.2	6.6	+9%
Other assets	2.5	2.5	n/m
Plant and equipment	0.6	0.4	n/m
Intangibles	34.2	26.5	+29%
Right of Use Asset	18.8	22.4	-16%
Deferred tax assets (net)	6.0	5.0	+24%
Total assets	99.6	97.7	+2%
Trade and other payables	41.3	39.5	+5%
Lease Liabilities	21.8	24.7	-12%
Other liabilities	5.1	4.4	+16%
Total liabilities	68.2	68.6	n/m
Net assets	31.4	29.1	+9%
Contributed equity	38.8	38.4	+1%
Reserves	8.3	4.3	+93%
Retained earnings	(15.7)	(13.6)	-14%
Total equity	31.4	29.1	+9%

- Cash & equivalents at end of FY21 \$30.3m (down \$4m from Dec 20), no net debt. \$4m was used to acquire the Loadshift business
- Intangibles increased by 29% due to acquisition of Loadshift business
- Trade and other receivables includes receivables from various payment gateways in relation to partially completed transactions
 - 9% increase in receivables mainly due to timing of collections from enterprise customers
- Trade and other payables includes user obligations (user balances and milestone payments held on balance sheet)

Deferred tax assets reflected net of Deferred tax assets of \$11.7m and Deferred tax liabilities of \$(5.4m).

Reserves include non controlling interest in Freightlancer Group.

Escrow.com Gross Payment Volume (US\$)



Freelancer's Online Economy



- USERS
- JOBS POSTED
- JOBS DONE

Note: Sample of projects awarded in 2020. The pink lines indicate where projects are being posted by employers, and the blue lines indicate where the projects are being performed by freelancers. Thicker lines indicate a higher volume of work. White dots indicate the location of Freelancer's users. Edges are sampled data from awarded projects in the period indicated.

Freelancer's Online Economy – United States



- USERS
- JOBS POSTED
- JOBS DONE

Note: Sample of projects awarded in 2018. The pink lines indicate where projects are being posted by employers, and the blue lines indicate where the projects are being performed by freelancers. Thicker lines indicate a higher volume of work. White dots indicate the location of Freelancer's users. Edges are sampled data from awarded projects in the period indicated.

Freelancer's Online Economy – Europe

- USERS
- JOBS POSTED
- JOBS DONE

Note: Sample of projects awarded in 2018. The pink lines indicate where projects are being posted by employers, and the blue lines indicate where the projects are being performed by freelancers. Thicker lines indicate a higher volume of work. White dots indicate the location of Freelancer's users. Edges are sampled data from awarded projects in the period indicated.

Freelancer's Online Economy – Australia

- USERS
- JOBS POSTED
- JOBS DONE

Note: Sample of projects awarded in 2018. The pink lines indicate where projects are being posted by employers, and the blue lines indicate where the projects are being performed by freelancers. Thicker lines indicate a higher volume of work. White dots indicate the location of Freelancer's users. Edges are sampled data from awarded projects in the period indicated.

Freelancer's Online Economy– India



- USERS
- JOBS POSTED
- JOBS DONE

Note: Sample of projects awarded in 2018. The pink lines indicate where projects are being posted by employers, and the blue lines indicate where the projects are being performed by freelancers. Thicker lines indicate a higher volume of work. White dots indicate the location of Freelancer's users. Edges are sampled data from awarded projects in the period indicated.

53

Regional Websites



North America

- US (International)
- Canada
- Jamaica

Africa

- South Africa
- Kenya

Europe

- United Kingdom
- European Union
- France
- Germany
- Greece
- Portugal
- Spain
- Czech Republic
- Sweden
- Iceland
- Ireland
- Italy
- Netherlands
- Turkey
- Poland
- Romania
- Russia
- Ukraine
- Norway
- Hungary
- Finland
- Denmark
- Albania
- Slovenia

Asia Pacific

- Australia
- New Zealand
- Hong Kong
- Bangladesh
- India
- Indonesia
- Japan
- Korea, Republic of
- Malaysia
- Pakistan
- Philippines
- P.R. China
- Singapore
- Thailand
- Vietnam

Latin America

- Argentina
- Brazil
- Chile
- Colombia
- Ecuador
- Mexico
- Peru
- Uruguay

34

Languages



Languages

- Afrikaans
- Bahasa Indonesia
- Bahasa Malaysia
- বাংলা
- Català
- Čeština
- Dansk
- Deutsch
- ελληνικά
- English
- Español
- Suomi
- Filipino
- Français
- हिन्द
- Magyar
- Italiano
- 日本語
- 한국어
- Norsk-Bokmål
- Nederlands
- Polski
- Português
- Română
- Русский язык
- Shqip
- Slovene
- Svenska
- Kiswahili
- Thai
- Türkçe
- Tiếng Việt
- Українська мова
- 中文(简体)

39

Currencies



Currencies

- USD
- NZD
- AUD
- GBP
- HKD
- SGD
- PHP
- EUR
- CAD
- ZAR
- INR
- JMD
- CLP
- MXN
- IDR
- MYR
- SEK
- JPY
- PLN
- BRL
- CNY
- DKK
- VND
- AED
- ARS
- BDT
- COP
- PKR
- CHF
- HUF
- ILS
- KRW
- NOK
- QAR
- RON
- RUB
- SAR
- THB
- TRY



Freelancer Statistics

Freelancer is changing lives around the world, whether it be for entrepreneurs, small businesses or large organizations. We provide easy access to talented freelancers from all around the world, who offer a wide range of services at competitive prices.

57m+

TOTAL
REGISTERED
USERS

21m+

TOTAL JOBS
POSTED

62%

OF PROJECTS
RECEIVE BIDS IN
UNDER 60
SECONDS

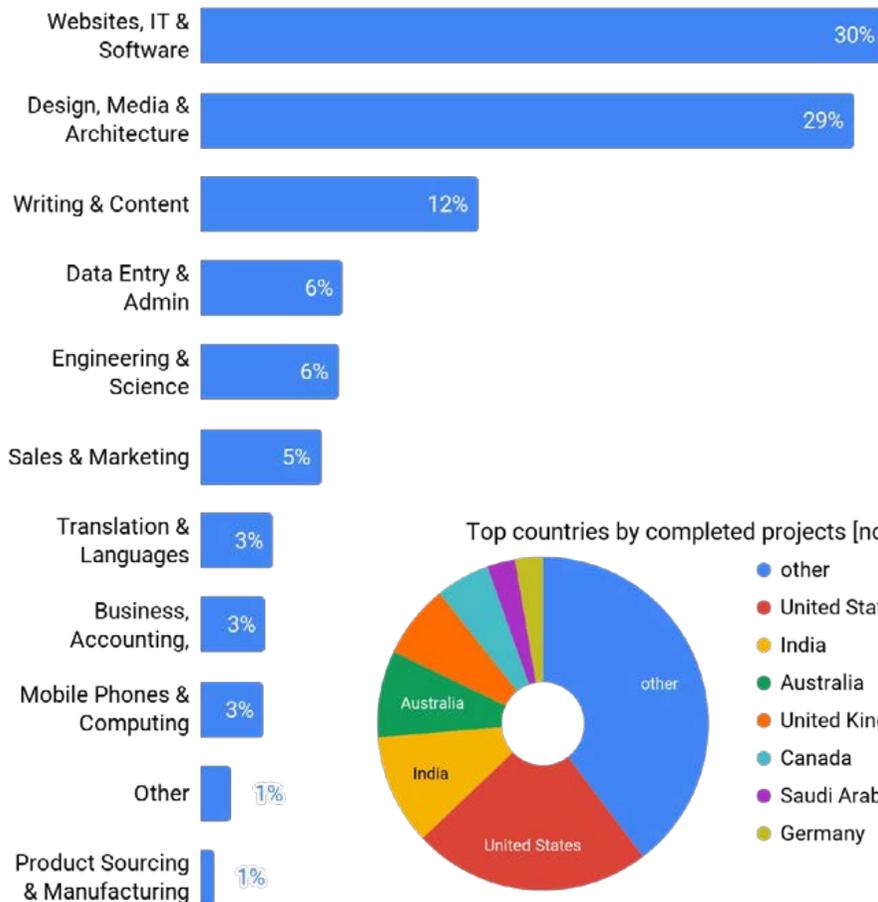
26

AVERAGE
BIDS PER
PROJECT

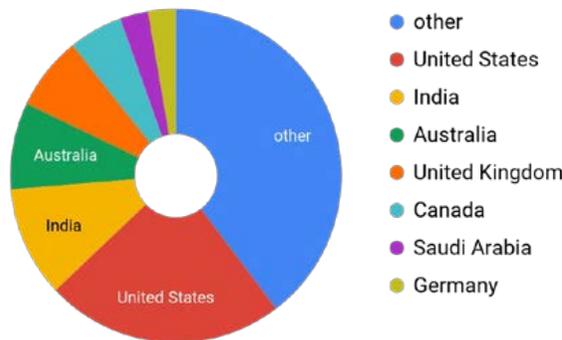
Marketplace dynamics FY21

“Every job, every country, every language, every currency, at any time”

Top completed project categories by volume

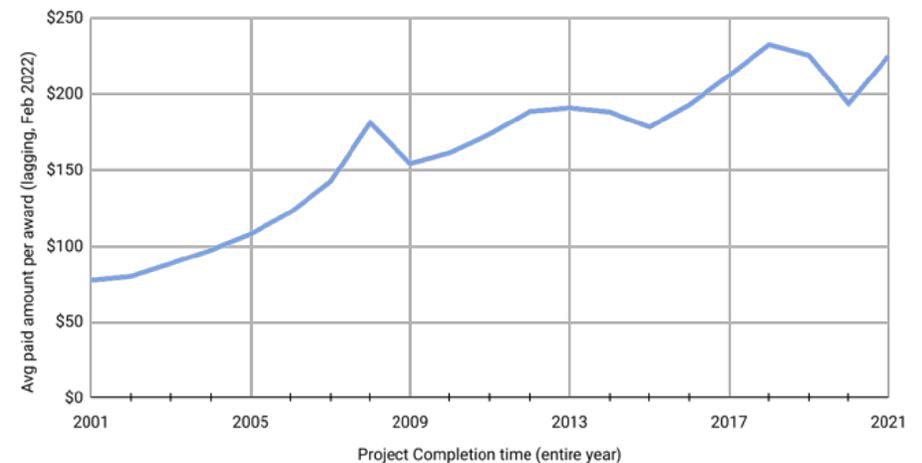


Top countries by completed projects [note 1]



- Over 2,000 job categories as diverse as Aerospace Engineering, Biotechnology, Sales, Manufacturing, Mechanical Engineering
- Complexity & sophistication growing over time
- Average completed project size was US\$224 in 4Q21³. Note that this graph is lagging and this number will rise as further payments can increase over time for projects.

Average Completed Project Size (US\$) [note 3]



1. Based on the number of completed projects in FY21.

2. Based on the value of project payments for projects that were posted in FY21.

3. Average amount paid per completed project. Note that this number can continue to rise as further payments are made on these projects over time.

Freelancer is the largest & lowest cost elastic cloud workforce

- **Access the world's largest on-demand elastic cloud workforce of over 50m users** in 247 countries, regions & territories with over 1800+ skills, speaking 34 languages and transacting in 39 currencies.
- **No crowdsourcing platform globally has the liquidity of Freelancer.com.**
- **For clients** it's **free** to post your job, **free** to review receive obligation-free quotes, **free** to chat with freelancers and review samples of work, portfolios etc.
 - **3%** project commissions paid by clients when a project is awarded and accepted.
- **For freelancers** it's **free** to view projects posted, **free** to bid on projects, **free** to chat to clients, **free** to fill in your profile, upload your portfolio & provide samples of work.
 - **10%** project commissions paid by freelancers when a project is awarded and accepted
- **Try it today by posting your job for free.**

Projects



3D design for an office

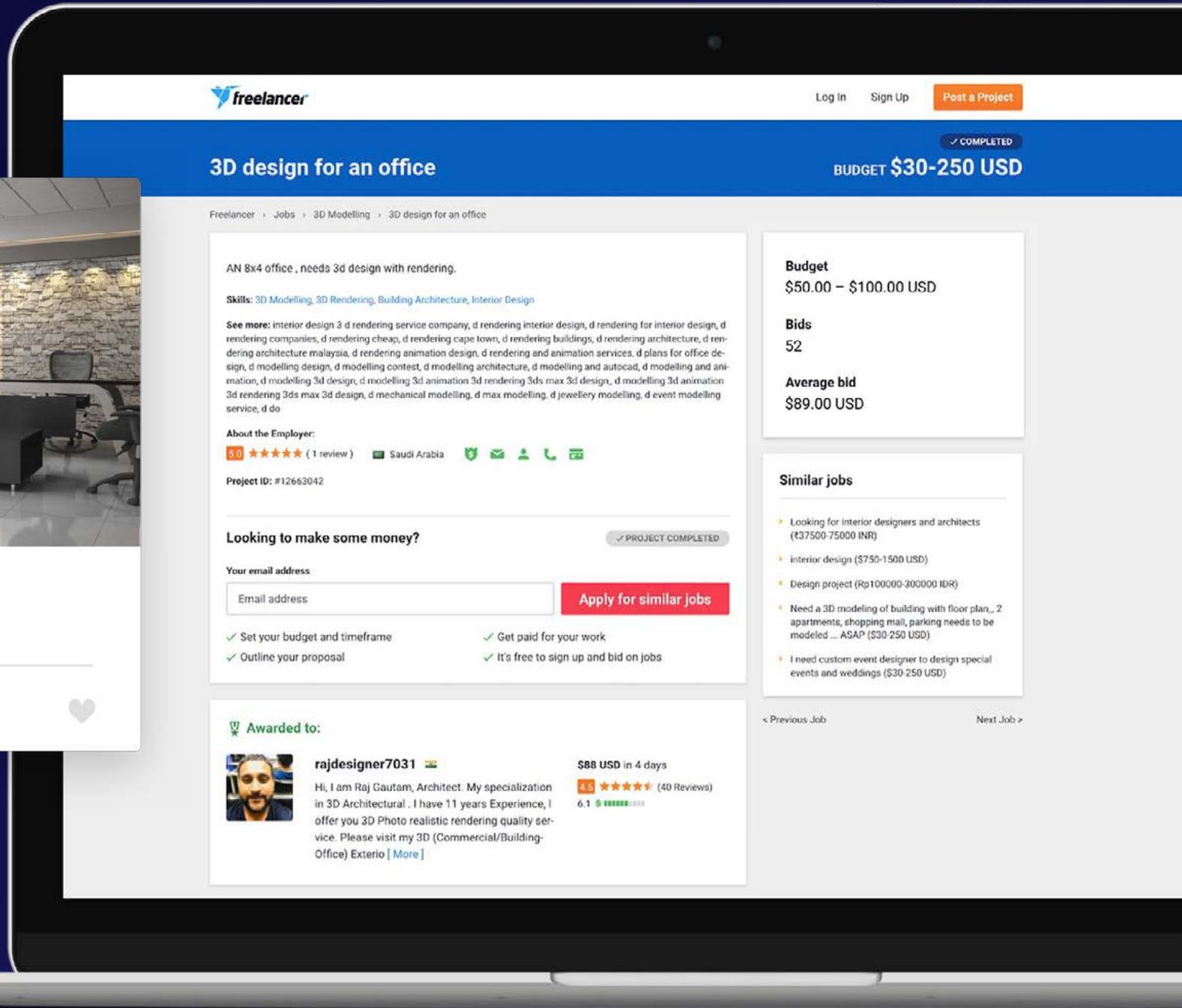
By [rajdesigner7031](#)

\$88.00 USD



62%

OF PROJECTS
RECEIVE BIDS
WITHIN 60
SECONDS



Product Design Template for new Product Line organic healthy tea

\$260 USD

Description **Entries**



Dhaneesh K.
Entry #131

★★★★☆

A winner has been chosen!

With 186 entries from 73 freelancers, this employer had the work done for \$260 in 7 days.

[Post a Contest like this](#)

186 Total Entries

View: (186)

All Entries

Sort by:

Default

Entries by:

Filter by freelancer



#131 by Dhaneesh K.



★★★★☆

#105 by Victor Manuel G.



★★★★☆

#46 by Yasser A.



★★★★☆

#133 by Maria Belen S.



★★★★☆

#111 by So Y.



★★★★☆

#91 by Roy P.



★★★★☆

#39 by Maria Belen S.



★★★★☆

#9 by Mohd Anas I.



★★★★☆



This packaging design cost
and took 7 days to make

\$260 USD

Contests

Get the perfect design by crowdsourcing your ideas to millions of freelancers

The larger the prize, the better the entries, and freelancers dynamically adapt their style to suit your feedback.

Unmatched liquidity:

1,100,000+ entries per month

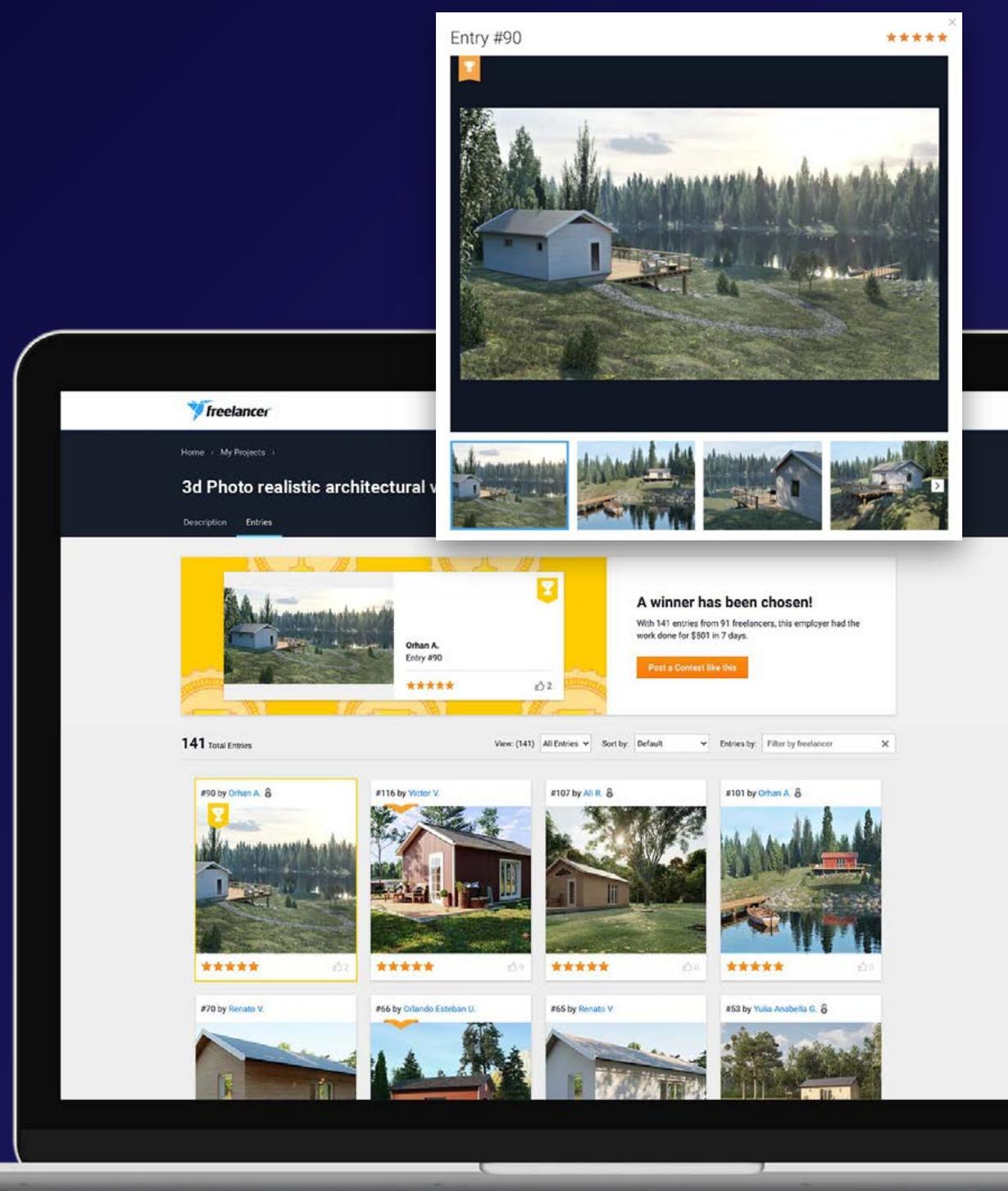
~14,200,000 entries per year

88%

OF CONTESTS
RECEIVE
ENTRIES IN 1
HOUR

247

AVERAGE
ENTRIES PER
CONTEST



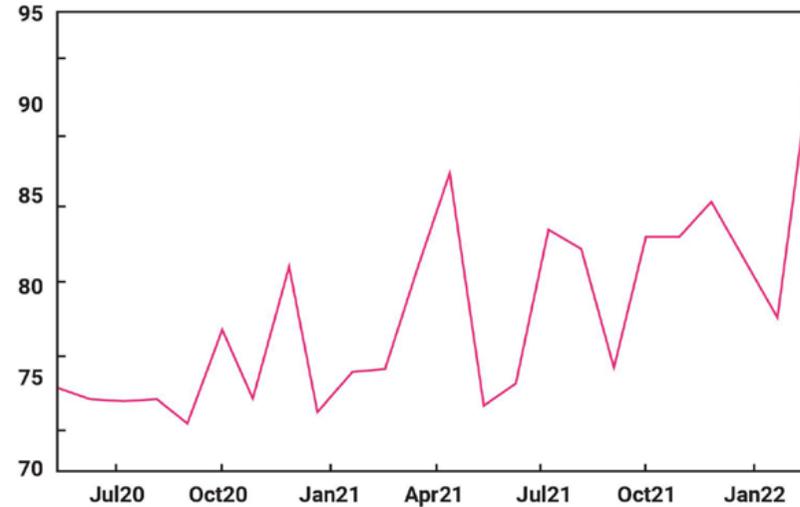
Contests



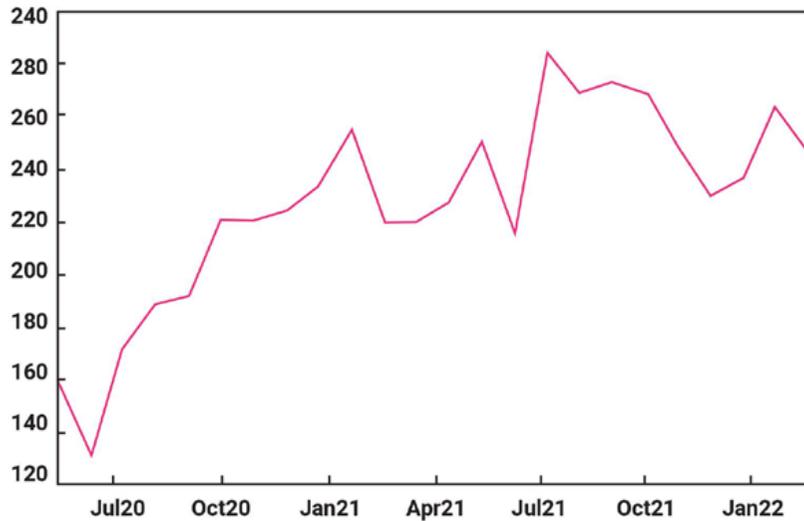
Revenue per contest



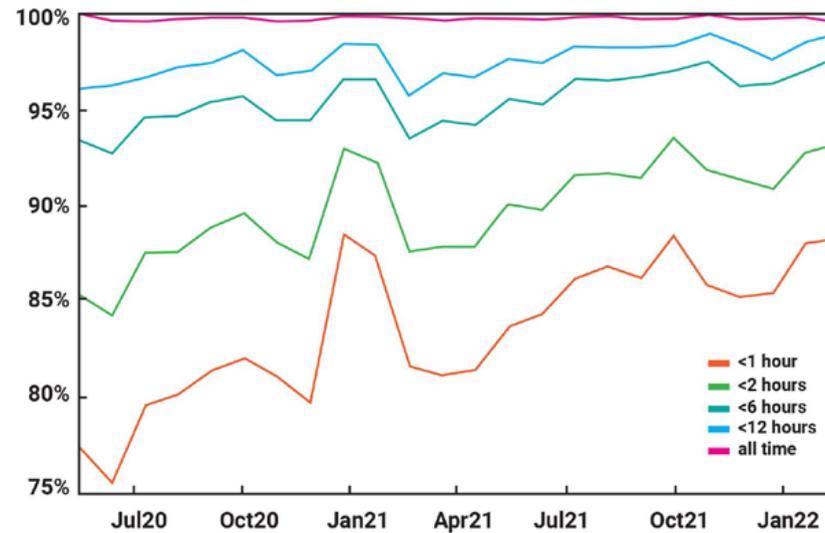
Average prize money per contest (USD)



Average number of entries per contest



% of contests with first entry in time segment





This logo design cost
and took 10 days to make

\$100 USD



This brand cost
and took 1 day to make

\$120 USD



This skateboard design cost
and took 12 days to make

\$50 USD



This 70s style logo cost
and took 6 days to make

\$70 USD



This t-shirt design cost
and took 8 days to make

\$75 USD



This logo design cost
and took 1 days to make

\$50 USD



This branding cost
and took 1 day to make

\$109 USD



Nammiko
slow fashion

This logo design cost
and took 9 days to make

\$30 USD

A condensation-covered glass bottle of Meteor Ciders is shown against a dark background with water splashes. The bottle is covered in water droplets, and the background features dynamic water splashes. The logo is white and features the brand name in a cursive script with a small apple icon at the end of the word 'Ciders'.

Meteor
Ciders

This logo design cost
and took 17 days to make

\$150 USD



This interior design cost
and took 7 days to make

\$355 USD

Deloitte.

Deloitte MyGigs

- Enables Deloitte consultants globally to more efficiently match skills set with opportunities
- Provides greater visibility into projects and resource needs
- Over 30,000 consultants onboarded and 145,000 hours posted
- Expanding to over 50,000 users
- Connect to cloud May '22.

The image shows a tablet displaying the Deloitte MyGigs task creation interface. The form is titled "Deloitte. Tell us what you need done" and includes the following sections:

- Choose a name for your task:** A text input field containing "Build me an application".
- Tell us more about your task:** A text area with the instruction "Describe what you need done clearly, with as many details as possible, without including client or firm sensitive or confidential information." The text entered is "To launch my new startup I would need 1 talented developer to invest his time and motivation into building me an mobile application."
- What skills are required?:** A section with the instruction "We've detected the following skills to suit your project. Feel free to modify these choices to best suit your needs." Below it are five skill tags: "Mobile App Development", "iPhone", "Android", "PHP", and "Website Design", each with a close button (x).
- Where will this task be done?:** A checkbox labeled "My task can be done remotely" which is checked. Below it is a "Task location" field with a "Disable My Location" button.
- What type of project would you like to create?:** Two options are shown: "Deloitte only" (with a "D" logo) and "External freelancers" (with a "COMING SOON" badge). The "Deloitte only" option states "Your project is private and will be completed by a Deloitte professional." The "External freelancers" option states "Your project is publicly listed on Freelancer.com and will be completed by an external freelancer."
- What is your task timeframe?:** Two date pickers are shown: "Expected start date" set to "03/01/2019" and "Expected end date" set to "06/01/2019".

Deloitte.

"We accelerated the launch of the MyGigs Platform, a self-service short-term staffing app connecting our internal talent pool to open project opportunities, in an effort to create the #1 remote talent experience. Since March 2020, **the number of gig workers has more than doubled** to a total of 16,800 and the number of job posts has increased by 10x for a total of 100k hours. As we begin to navigate the "new normal," we will focus on **onboarding another 35,000 internal resources** and **drive to delivering 20% of all projects*** through this platform. MyGigs is **changing the way we deliver work** on our projects to our firm, our clients, and our society!"



Nishita Henry,
Chief Innovation Officer @ Deloitte

* US Consulting projects

Deloitte

This **Telecommunications Infrastructure** project cost

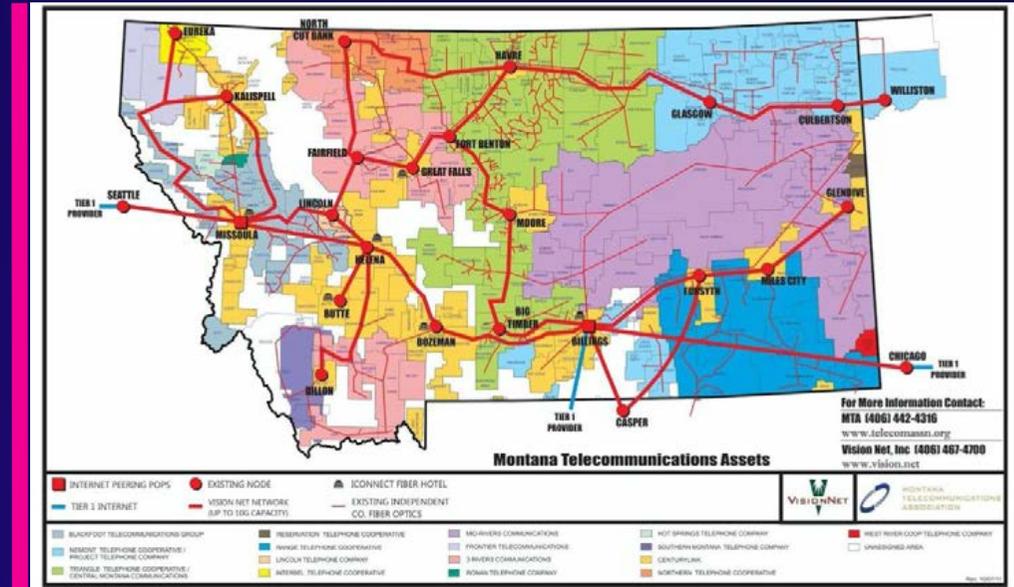
\$1,500

and was done in

2 weeks

Deloitte.

70 page report researching national broadband landscape and solutions.



Matthew S. @norsedeuce
 Ghostwriter | Editor | Article Writing Pro

4.9 ★★★★★ (70 reviews) 7.2 \$

100% Jobs Completed 96% On Budget
 100% On Time 13% Repeat Hire Rate

I've made a life out of collecting experiences, and I draw upon those experiences anytime I help you tell your story. I have a long history (20 years) of academic work and am comfortable working in most disciplines. My literature and writing degrees, in addition to graduate work in education and environmental science, attest to my knowledge. As head of an environmental non-profit and busy freelancer, I pride myself on my organization and attention to detail. I've written for multiple publications and in multiple formats—in addition to a long history of creating and managing online and written content for multiple small businesses—and would like to put those skills to work for you.

I also believe very strongly in collaboration to ensure you get the highest quality work. If it's not exactly what you want, then it's not what I want to give you. I'm eager to help you develop your voice and presence, and I look forward to working with you and answering any questions you might have!

- I'm Online!
- \$40 USD / hour
- Mccall, United States
- It's currently 2:23 pm here
- Joined October 2, 2016
- 2 Recommendations

Airbus

This **Andon Manufacturing Consulting** project cost

\$21,000

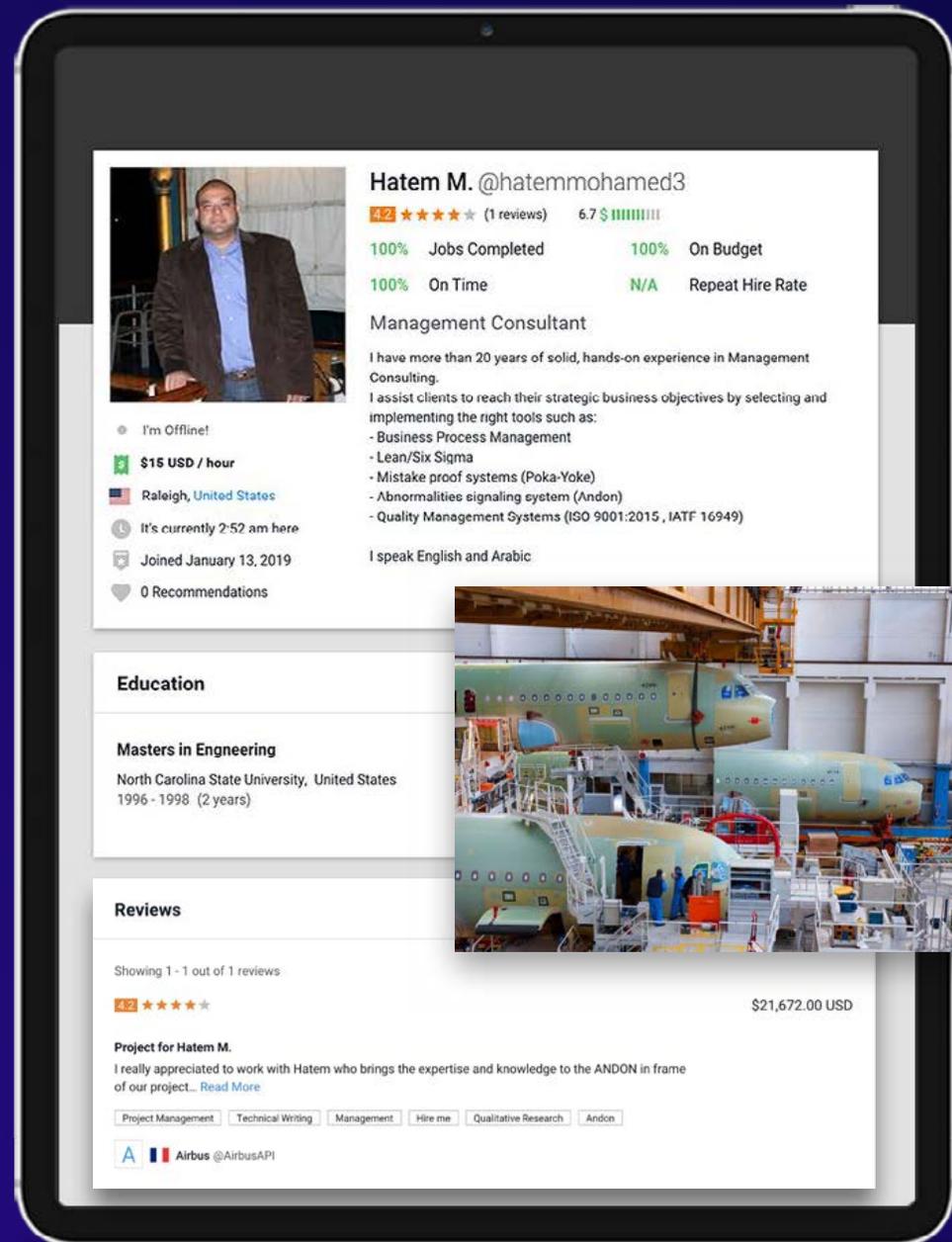
and was done in

3 months



Main Industrial Architect Cross Program for Airbus Helicopter
Main Component Assembly Manager for Airbus Helicopter

Airbus told it us a 3 month RFI process would take 5 months, costing ~\$200k.



Fujitsu

This **Combinatorial Algorithm** project cost

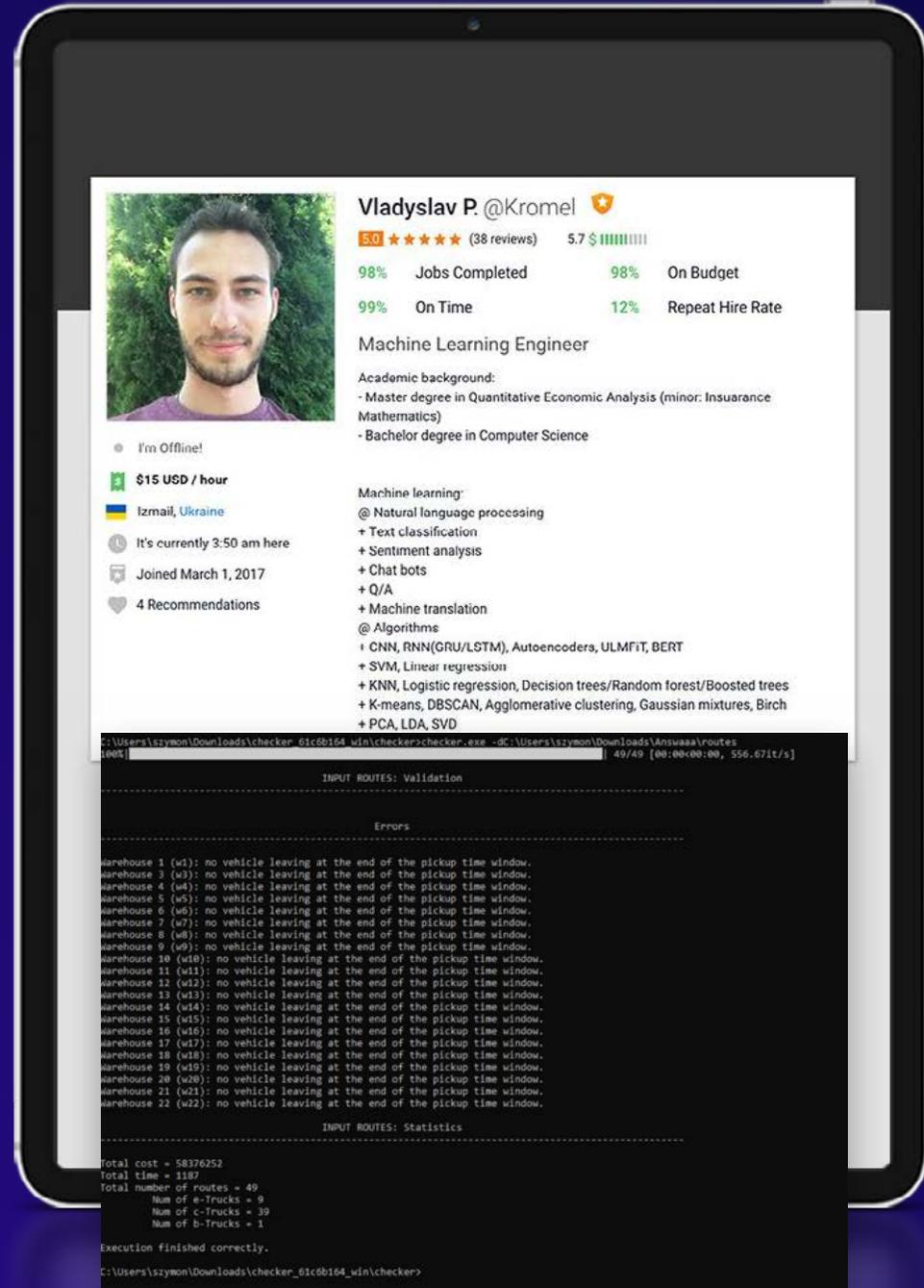
\$300

and was done in

1 week



Fujitsu told us that their solver technology cost \$50,000 to solve this problem and was within 2.3% of this solution.





Freelancer has worked with NASA since 2015 to crowdsource solutions to complex problems faced by astronauts on the cutting edge of space exploration.

6,762

FREELANCERS PARTICIPATING

137

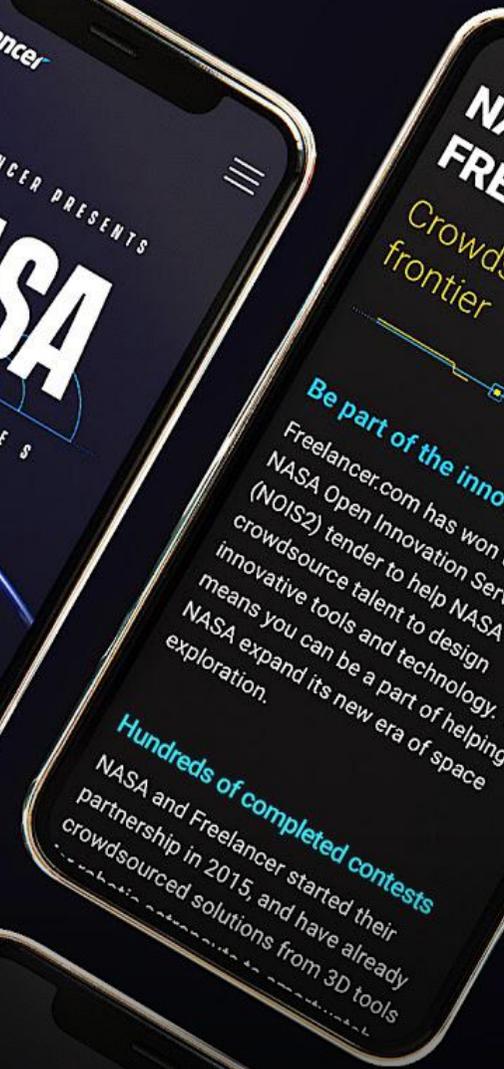
COUNTRIES PARTICIPATING

14,657

DESIGNS TO DATE

“[NASA saw] extraordinary cost-savings (80-99%) when compared to traditional methods... implemented.. 30% faster than standard agencies or vendors.. 97% across a wide range of federal space programs”*

<http://freelancer.com/nasa>



* Excerpt from “Surprising results from large crowds using Micro-Purchase Challenges- using contests on freelancing communities to source innovative, impactful and cost-effective solutions” which is available for download at the Laboratory for Innovation Science at Harvard. Authored by S Tang, P. Phillips (Freelancer.com) and S. Radar, Johnson Space Center Deputy Manager, Center for Excellence in Collaborative Innovation (CoECI) <https://innovationscienceguide.org/resources/surprising-results-from-large-crowds-using-micro-purchase-challenges-using-contests-on-freelancing-communities-to-source-innovative-impactful-and-cost-effective-solutions>

Success with NASA led to
Freelancer jointly winning
the US\$25 million
**NASA Open Innovation
Services 2 contract
(NOIS2).**



National Aeronautics and
Space Administration
Lyndon B. Johnson Space Center
2101 NASA Parkway
Houston, Texas 77058-3696



June 1, 2020

Reply to Attn of: BH4-20-085

Freelancer International Pty Limited
ATTN: Robert Matthew Barrie, CEO
Level 20, 680 George St
Sydney NSW 2000
Australia

Subject: RFP 80JSC020R0030, Source Selection Notification, NASA Open Innovation
Services 2 (NOIS2)

Congratulations on your selection for award of the NOIS2 Contract. A copy of the source
selection statement that describes the basis for this selection is enclosed.

A Post-award Conference will be conducted in the near future to present the overall contract
requirements and to introduce the team members. NASA will contact you regarding a date and
an agenda for the conference.

If you would like to request a Post-award Debriefing, please contact the undersigned in writing
within 3 days after receipt of this notice. Written requests should be sent electronically via email
to [REDACTED]. If a timely
request is not received, a debriefing may not be provided. If a debriefing is requested, please
include a list of attendees (name, title, and company). Please limit the number of your team's
representatives to no more than six (6) attendees. It is the Government's goal for the debriefing
to occur within five days after receipt of a written request. The rules governing Post-award
Debriefings are described in FAR 15.506, *Post-award debriefing of offerors*.

One electronic copy of your proposal will be retained in the permanent contract file, and all
remaining copies will be destroyed.

If you have any questions regarding the content of this letter, please contact the undersigned at
[REDACTED]



Enclosure
NOIS2, Source Selection Statement

Under NOIS2 NASA became the centre of excellence for
open innovation for US Government departments.

Freelancer powers U.S. Government

Success with NOIS2 saw funding increase 600% to US\$175 million in November 2021

Freelancer is working with U.S. Government in the fields of:

- Computational fluid dynamics
- Electrical engineering
- Physics
- Data science
- Machine learning
- Physics
- Mechanical engineering
- Graphic design
- UI/UX design
- Software engineering
- Network science
- Advanced manufacturing
- Software development
- Transcription
- Information security





AIRBUS

AEROSPACE CHALLENGES

Airbus and Freelancer.com have teamed up to help crowdsource innovations in the global aerospace sector.

<http://www.freelancer.com/airbus>





INNOVATION CHALLENGES

Novo Nordisk and Freelancer.com have teamed up to help crowdsource solutions to **defeat diabetes** and other serious chronic conditions.

<http://www.freelancer.com/novo-nordisk>



Managed Services

Our elite managed services teams operate 24x7 to help you work with the top 1% of our talent. They ensure that your projects get done smoothly, on time and on budget.

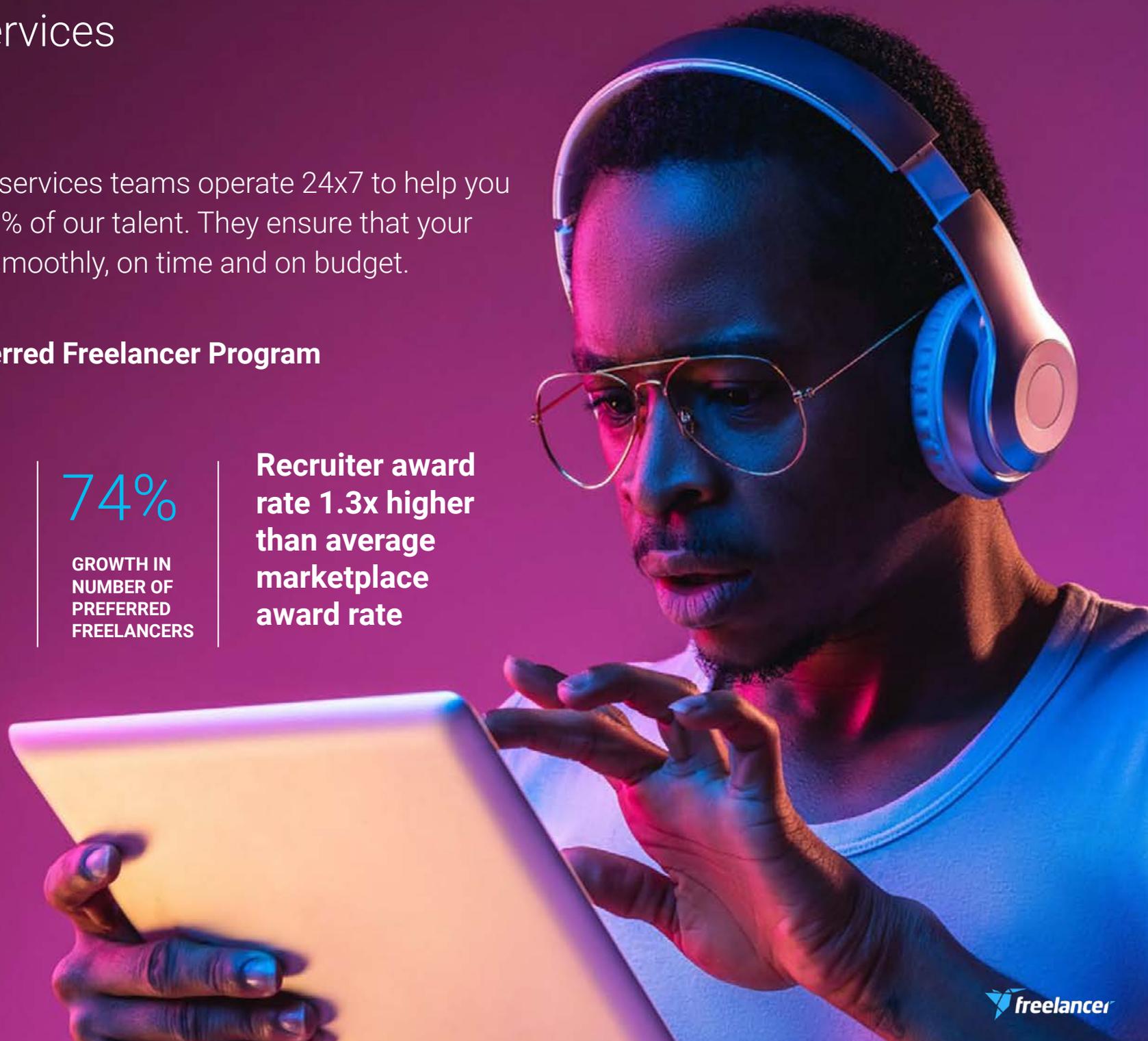
Recruiter • Preferred Freelancer Program

**Record-breaking
NPS rating
achieved in 2021**

74%

GROWTH IN
NUMBER OF
PREFERRED
FREELANCERS

**Recruiter award
rate 1.3x higher
than average
marketplace
award rate**



Freelancer API

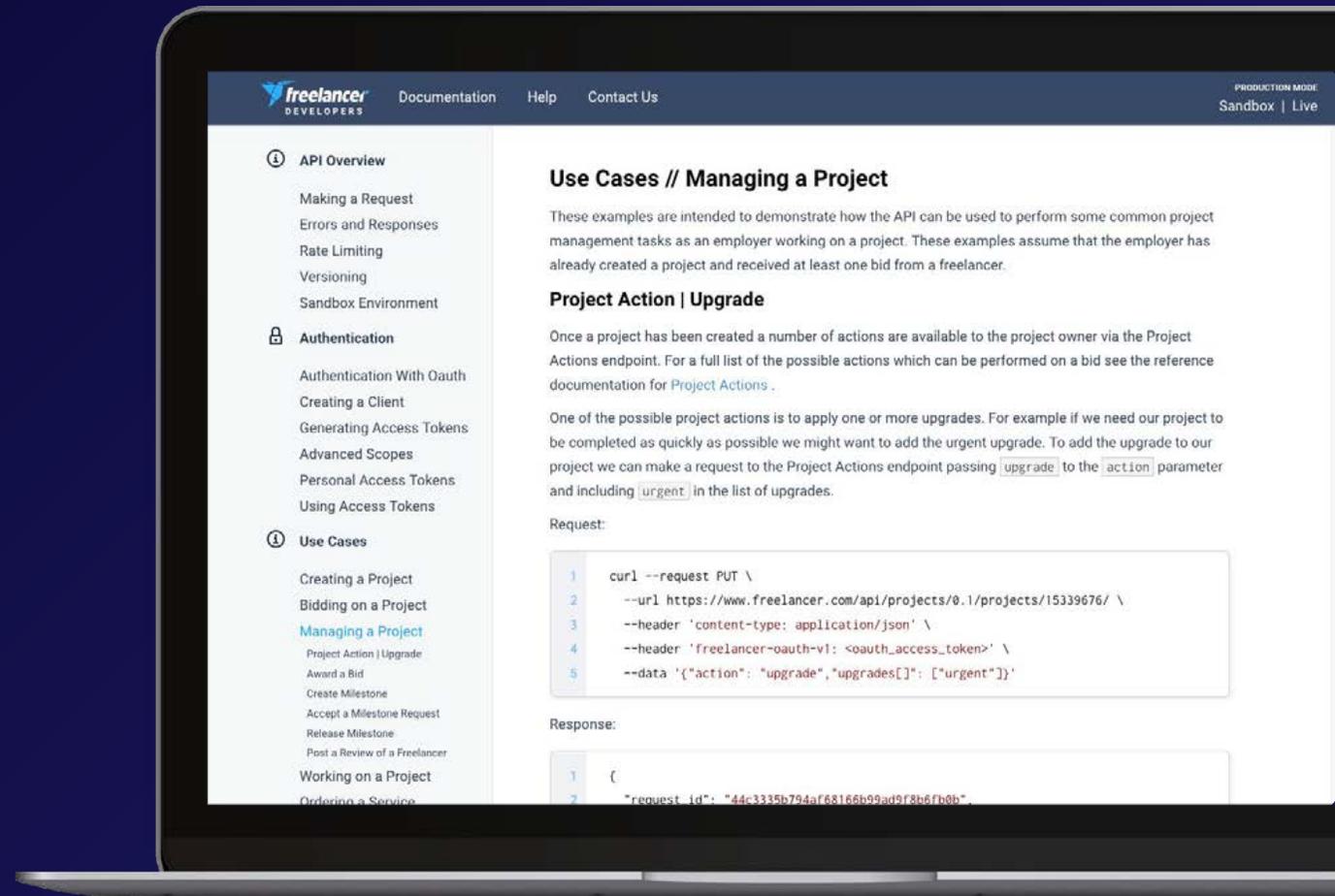
Freelancer is a game-changer for entrepreneurs, small businesses, and large organisations. We provide easy access to talented freelancers from all around the world, who offer a wide range of services at competitive prices.

Make an API call to the cloud workforce from your website, app or software

Built by developers,
for developers.
www.freelancer.com/api

Automate your workforce at
scale across the globe while
cutting costs.

A perfect companion to
Freelancer Enterprise
customers.



Introducing Photo Anywhere

Give us a location, we'll send you photos in 24-48 hours.

Built on top of the Freelancer API, the Photo Anywhere app allows users to order photographs from anywhere in the world.

Give it a try, you'll be amazed.

www.photoanywhere.com

Journalism

You now have a global photojournalism team.

Retail

Check how your products are displayed in stores.

Ecommerce

Get photos taken and QA before you buy online.

Real Estate

Get recent photos taken of a property.

Market Research

Check up on competitors, commodity stockpiles.

Travel Planning

Or virtual travelling in the age of Covid.

And more..



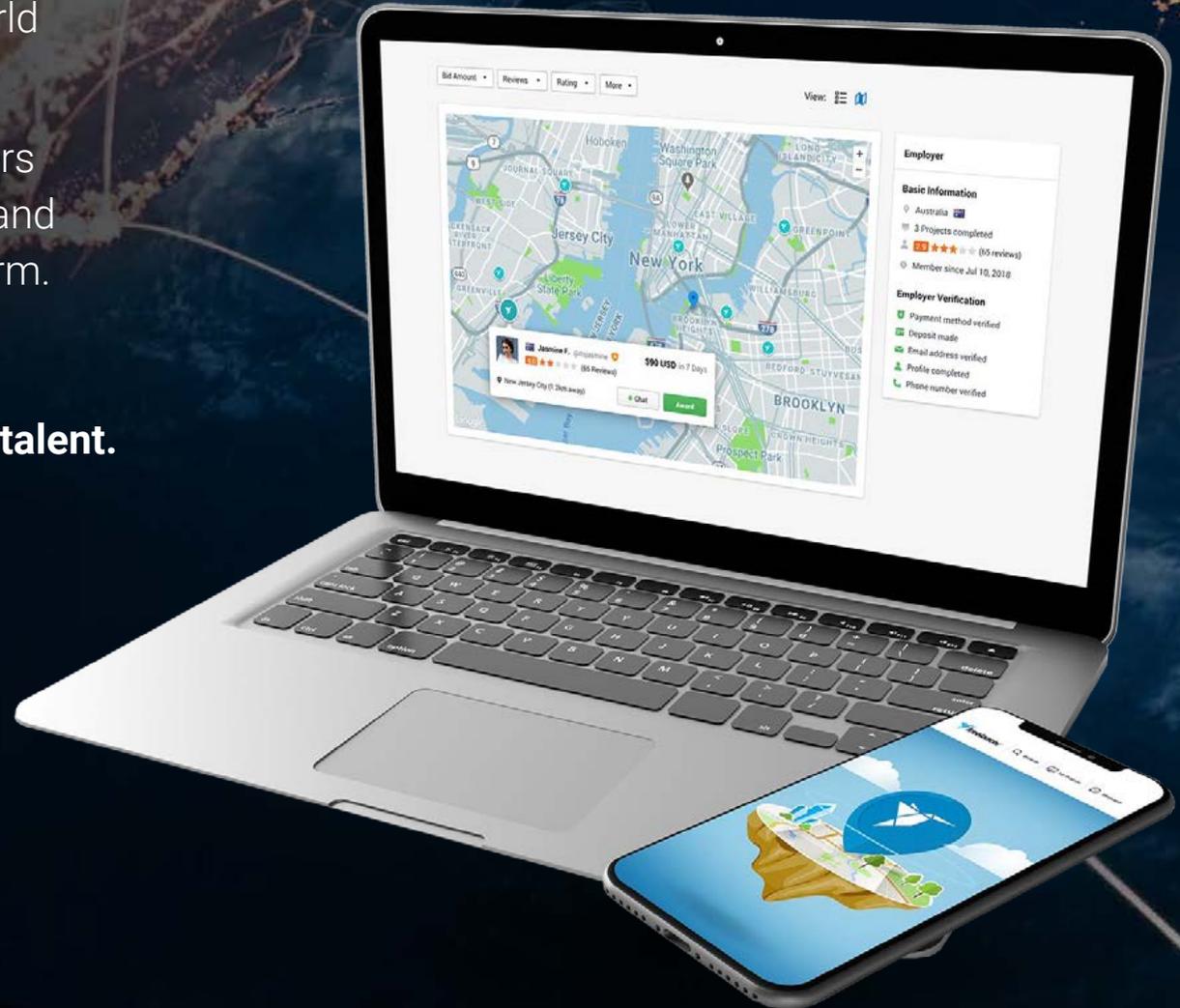
Freelancer Global Fleet

Delivering expertise anywhere in the world at scale - on demand.

The world's largest network of freelancers combines with the world's best on-demand vehicle-routing and management platform.

We empower enterprises building and operating global fleets of professional talent.

- Photography
- Computer repairs
- Transport maintenance
- Billboard flyovers
- Property listings
- 5G site selection & installation
- Metro delivery & freight
- Other field services tasks



Senior Management Team | Freelancer

Specialists in growth, finance, operations, infrastructure, international execution, compliance and engineering



Neil Katz
Chief Financial Officer
*B Com (Hons) ACA
EPGC (Stanford)*

Neil Katz is the Chief Financial Officer at the Freelancer Group and is responsible for the finance and administration functions of the Company. Neil has over 20 years experience in finance, accounting and general management. Neil has held CFO roles at a number of technology companies, including IPscape, Threatmetrix (acquired by NYSE:RELX), Sensory Networks (acquired by NASDAQ:INTC) and Aprtix (acquired by NYSE:IBM).



Andrew Boyton
A/Vice President, Engineering
*BE (Software)
BSc (Maths), PhD
(Formal verification)*

Andrew is responsible for leading the global engineering teams, defining and executing the company's long-term technical roadmap, and aligning engineering excellence with business goals. Andrew holds first-class honours degree in Software Engineering, a Mathematics degree, and a Ph.D. in Computer Science from the University of New South Wales, Australia, and serves on the board of directors for two residential colleges at the same university.



Adam Byrnes
Vice President, Product & Growth
*BE (Electrical)
(Hons I) / BSc (Adv)
(Physics)*

Adam Byrnes is responsible for product leadership at Freelancer. He advises on the product direction and strategy of the Freelancer marketplace, and provides mentorship to other product managers in the business. Adam holds first class honours degrees in Advanced Physics and Electrical Engineering from the University of Sydney



Yves Sy
Vice President, Operations
BSc (Computer Science)

Yves Sy is the Vice President of Operations at Freelancer.com, where he is responsible for the company's global operations including strategy planning, internal policies, and optimizing execution and delivery across engineering, people operations and customer support. Yves holds a BSc (Computer Science) degree from the University of the Philippines Manila, and has nearly 20 years of experience in the technology industry.



Shaun McMeeken
Vice President of Enterprise Sales
*B Bus (Monash)
(Virginia Tech)*

Shaun McMeeken is the Vice President of Enterprise Sales at Freelancer.com, where he supports Fortune 500 and similar organisations implement new talent models to optimise their workforce for the future. He was a member of the founding ANZ Executive Board at Groupon where he led the sales team as Vice President Sales.



Sebastián Siseles
Vice President, International
*JD (University of Buenos Aires) / MBA
(Pittsburgh) / Marketing Diploma
(FAECC, Argentina)*

Sebastián Siseles is responsible for creating, communicating, maintaining, and aligning the company's international expansion strategy for long-term. An Argentine entrepreneur with an MBA from the University of Pittsburgh, Sebastián has a background in law specialising in corporate finance and M&A.



Laurent Goudet
Chief Technology Officer
*BSc (Mathematics and Computer Science)
(Honours) / MSc
(Embedded Systems)
(Honours)*

Laurent Goudet is the Chief Technology Officer at Freelancer and is responsible for the technical direction of the company, ensuring alignment with its business goals. Prior transitioning from Software Architect to Chief Technology Officer in early 2021, Laurent has been leading multiple technical initiatives, transforming the Web & native clients into mobile-friendly, fast, and reliable web applications, lifting the user experience and reducing the engineering costs.

Board of Directors

Technology focused entrepreneurial board with successful exits to major global corporations.



Matt Barrie
Chief Executive Officer & Chairman

**BE (Hons I) BSc (Hons I) GDipAppFin MAppFin
MSEE (Stanford) GAICD SEP FIEAust**

Matt Barrie is an award winning technology entrepreneur. Matt was Adjunct Associate Professor at the Department of Electrical and Information Engineering at the University of Sydney where he taught Cryptography for fifteen years and, later, Technology Venture Creation. He is the co-author of over 20 US patent applications. Previously he founded and was CEO of Sensory Networks Inc., a vendor of high performance network security processors which sold to Intel Corporation (NASDAQ:INTC).



Darren Williams
Non-Executive Director

BSc (Hons I) PhD (Computer Science) MAICD

Darren transitioned from Executive Director and Chief Technology Officer of Freelancer to Non-Executive Director in late 2015. In his time as an executive he was responsible day-to-day for strategic leadership of the company's operating and technical direction. Darren has experience in computer security, protocols, networking and software. Prior to joining Freelancer, Darren was a co-founder of Sensory Networks, where he held the roles of Chief Technology Officer and subsequently Chief Executive Officer. In 2013 Sensory Networks sold to Intel Corporation (NASDAQ:INTC).



Simon Clausen
Non-Executive Director

Simon is a founding investor of Freelancer. Simon has more than 17 years experience in high growth technology businesses in both Australia and the United States. His technical expertise includes proficiency in multiple software development languages, computer security and vulnerability analysis, and he is co-author and inventor of a number of technology patents. Simon founded and was CEO of PC Tools, which he grew to over \$100 million in revenue, more than 250 employees and offices in 7 countries. PC Tools was acquired by Symantec Corporation (NASDAQ:SYMC) in October 2008 in one of Australia's largest ever technology acquisitions.

Recent Awards | Freelancer.com



Gold Stevie

Excellence in Innovation in
Technology Industries
(More than 100 Employees)

The Asia-Pacific Stevie
Awards 2021



Gold Stevie

Innovation in Technology
Management, Planning &
Implementation
(Other Service Industries)

The Asia-Pacific Stevie
Awards 2021



Gold Stevie

Communications,
Investor Relations or PR
Executive of the Year:
Sebastian Siseles

The International Business
Stevie Awards 2019



Gold Stevie

Executive of the Year:
Matt Barrie - for Business or
Professional Services

The International Business
Stevie Awards 2019



Gold Stevie

Technical Innovation
of the Year:
At Organizations with
up to 1,000 Employees

The International Business
Stevie Awards 2019



HR Tech Award

Best Comprehensive
Solution

HR Tech Awards 2021



Official Webby Honoree

Best Employment Website

24th Annual Webby
Awards 2020



Silver Stevie

Award for Innovative
Management in Technology
Industry

The Asia-Pacific Stevie
Awards 2020



Silver Stevie

Award for Excellence in
Innovation in Technology
Industry

The Asia-Pacific Stevie
Awards 2020



Silver Stevie

Award for Innovation in
Technology Management,
Planning, and Implementation

The Asia-Pacific Stevie
Awards 2020



Bronze Stevie

Innovative Management in
Technology Industries
(More than 100 Employees)

The Asia-Pacific Stevie
Awards 2021



Bronze Stevie

Most Innovative
Communications Professional
of The Year : Helma Kusuma

The Asia-Pacific Stevie
Awards 2020



Securing the world's trade



Inspect goods & services before releasing funds
OVER US\$5,000,000,000 IN TRANSACTIONS SECURED SINCE 1999

investor@escrow.com

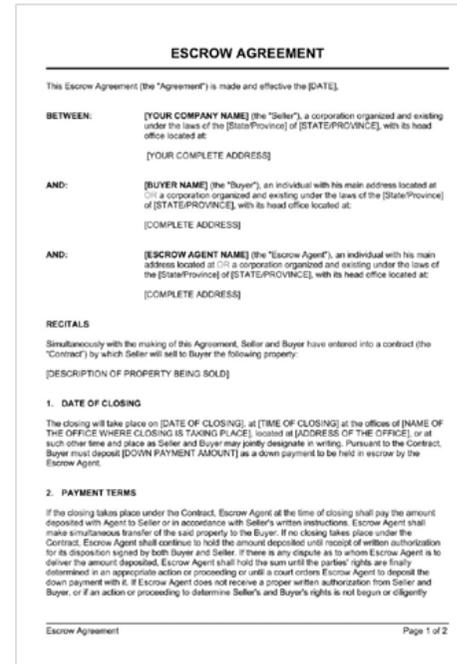


**State of the art in payments can buy a coffee,
but not sell a car**

Payments fail above a few thousand dollars

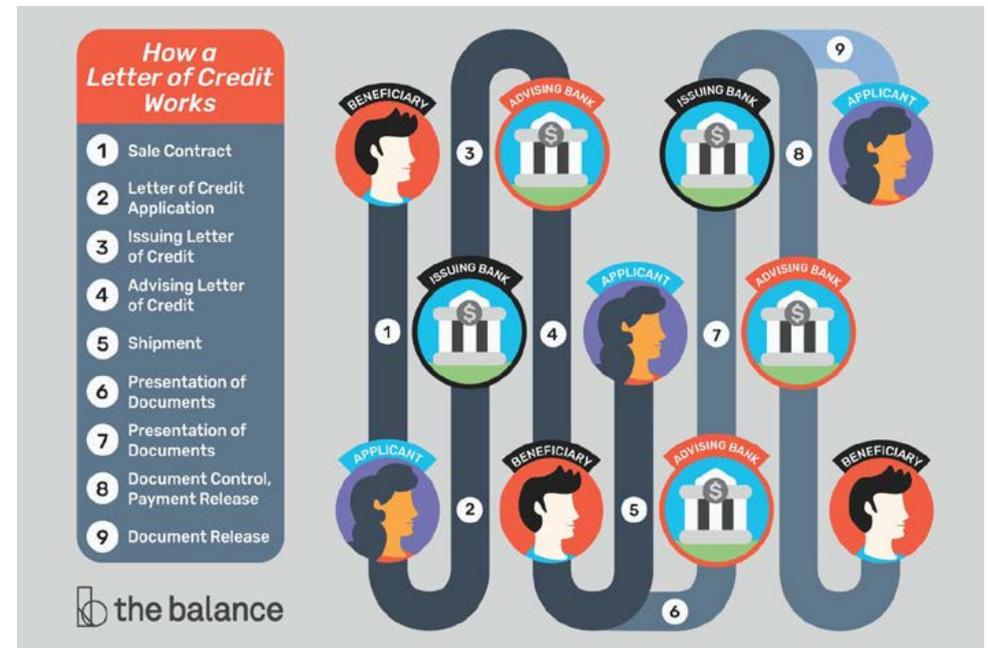
Secure business payments are bespoke, slow, error-prone & expensive.

Inspections are required before shipping.



“According to the ICC, the world-wide documentary discrepancy rates against the DLC [letters of credit] are between 60% to 70%”

https://www.researchgate.net/publication/328420369_Mitigating_the_Risk_of_Documentary_Discrepancy_in_Process_of_Estonian_Export_Letters_of_Credit_Transaction



Payments today also fail with untrustworthy counterparties

Buyer protection with credit cards & paypal works like an insurance claim - a terrible experience for consumers.

I sent all the evidence that a £450 pair of trainers were perfect, but it refunded the buyer who has kept my trainers

Consumer champions Scams



Miles Brignall

Mon 31 Aug 2020 02:00 EDT



I could prove I had been scammed but eBay wasn't on my side

I sent all the evidence that a £450 pair of trainers were perfect, but it refunded the buyer who has kept my trainers



▲ eBay's buyer protection ... but what about a seller who has been scammed? Photograph: NetPhotos/Alamy

I appear to have been scammed after I sold a £450 pair of trainers on eBay about a month ago to a "buyer" in the US.

They paid straight away, and the delivery address was a business in New York, but there was no contact name and they had zero feedback. This concerned me, but I believed I'd be protected by eBay.

I took pictures of the shoes and the box from every angle, and then I bubble-wrapped and double-boxed them so there was zero chance of any damage, and the buyer couldn't possibly dispute their condition. Which is exactly what happened.

Escrow.com
the only secure
payment method for
high value items

\$100 to \$100,000,000+

USD, EUR, CAD, AUD & GBP



CARS



BOATS



AIRPLANES



MOTORCYCLES



DOMAINS



COLLECTIBLES



COMPUTERS, TV & HIFI



MACHINERY & ROBOTICS



ANTIQUES



NETWORK EQUIPMENT



GEMSTONES & JEWELRY



GENERAL MERCHANDISE



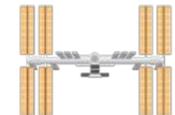
HEAVY EQUIPMENT



INTELLECTUAL PROPERTY



IMPORT/EXPORT



SPACE STATION DEPOSITS



BUSINESS ASSETS



SERVICES & CONTRACTORS



WEBSITES



ELECTRONICS

Escrow.com is easy to use



Escrow.com holds the funds while the transaction completes.

Twenty years of operating history

- 1999** Founded in 1999 by Fidelity National Mutual, a Fortune 500 company and the United States' largest provider of commercial and residential mortgage and diversified services.
Raised US\$30 million from Softbank, Chase Manhattan Corp., Pacific Century CyberWorks Ltd.,
- 2000** Micro General (Fidelity) and VerticalNet Inc. in 2000.
- 2001** IPO as subsidiary of Micro General (70% owned by Fidelity).
-“They’re sitting on a gold mine” Michael Grondahl (U.S. Bancorp Piper Jaffray in 2001)
- 2002** Merged with iLumen in 2002, acquired by Westmor Investments in 2004.
- 2015** Acquired by Freelancer Limited (ASX:FLN, OTCQX: FLNCF) in late 2015.
HQ in San Francisco. Offices in London, Sydney, Buenos Aires, Vancouver, Manila.
- 2021** Licensed, audited & bonded in 50 jurisdictions globally.
Over \$5.5 billion in transactions secured to date from over 2 million customers.
US\$808 million in GPV in FY21.
Profitable.

Beach head customers in key verticals

API beta 2019
 API out of beta 2020
 Escrow Checkout 2021
 Grow verticals 2021+

2H21 GMV up 73.3% on pcp:

- Motor vehicles, up 210%
- Online up 77%
- General merch. up 42%
- Services up 37%
- Luxury (watches), up 18%

2Q21 GMV up 105.5% on pcp.

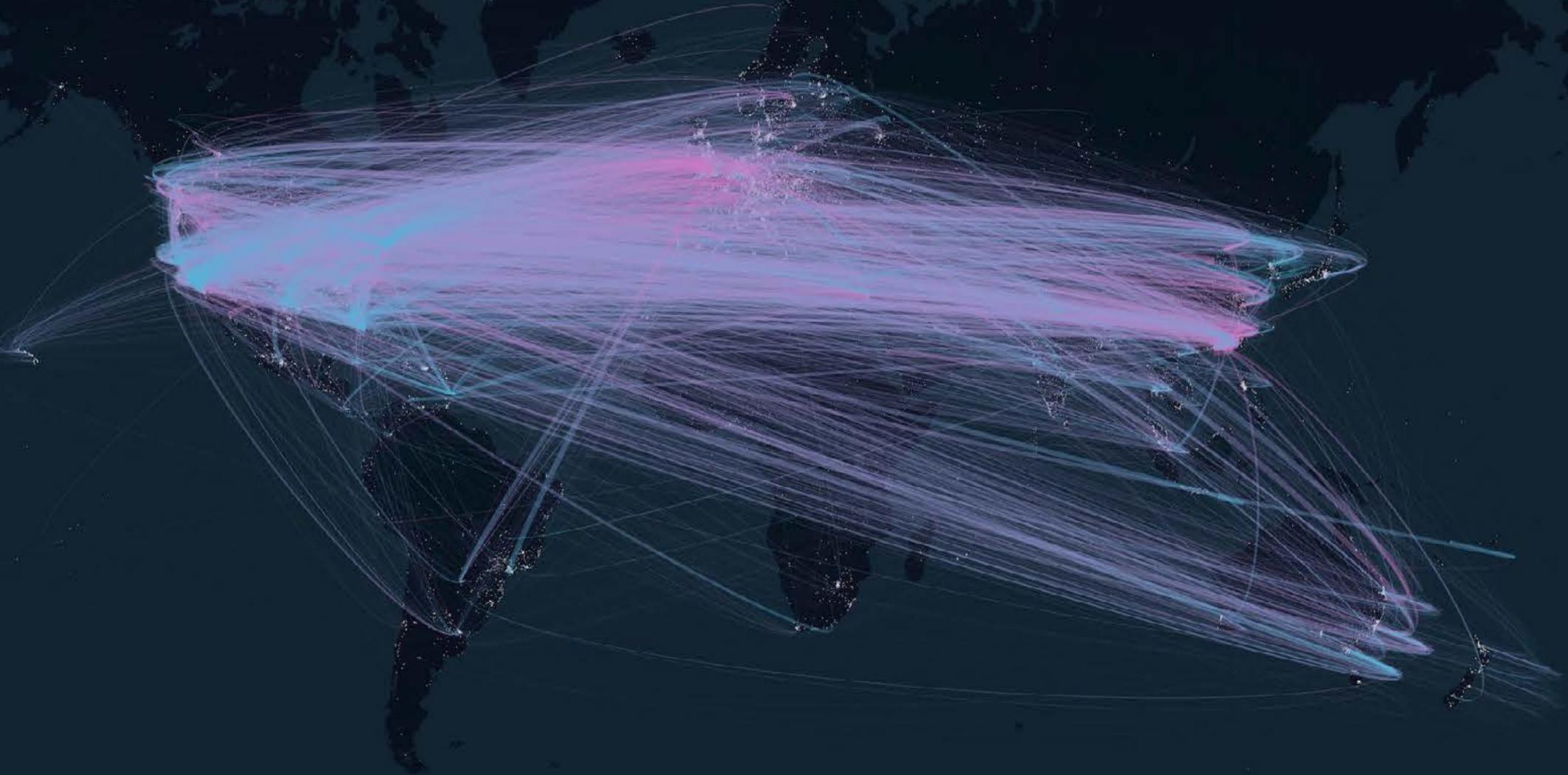
GMV in US dollars.

Domain Names	 GoDaddy	 sedo Buy. Park. Sell. Domains	 afternic	 media options
IP Addresses	 IPv4.GLOBAL	 BRANDER GROUP	 LARUS	
Cars	 ebay MOTORS	 ClassicCars.com	 HAGERTY. Porsche Digital	 AUTOHUNTER DRIVEN BY ClassicCars.com
Boats, Aircraft, Vehicles	 TTT TruckTractorTrailer	 YACHTSMART	 MOTORCYCLE.COM	 VINGFORM
Fine Art	 ARTSY	 ARTLAND	 turbare	
Luxury, Watches & Jewellery, Auctions	 ebay	 HERITAGE AUCTIONS AMERICA'S AUCTION HOUSE	 WatchPayer	 verticalscope
Intellectual Property & Rights	 Hilco Streambank	 Royalty Exchange		
Business Sales, Mergers & Acquisitions	 shopify	 CHEVAL M&A, INC Internet Services M&A	 Flippa	
Import / Export	 global sources	 MAALEXI		
Personal Protective Equipment	 BUYBESUPPLY	 Blue Glove Buying Group Buy Gloves Better		
Oil & Gas	 OGHelp A Global Oil & Gas Community	 ENERGY DOMAIN a MineralWare company		
Services & Legal	 freelancer	 FREIGHT LANCER	 MUSCOVITCH LAW FIRM	



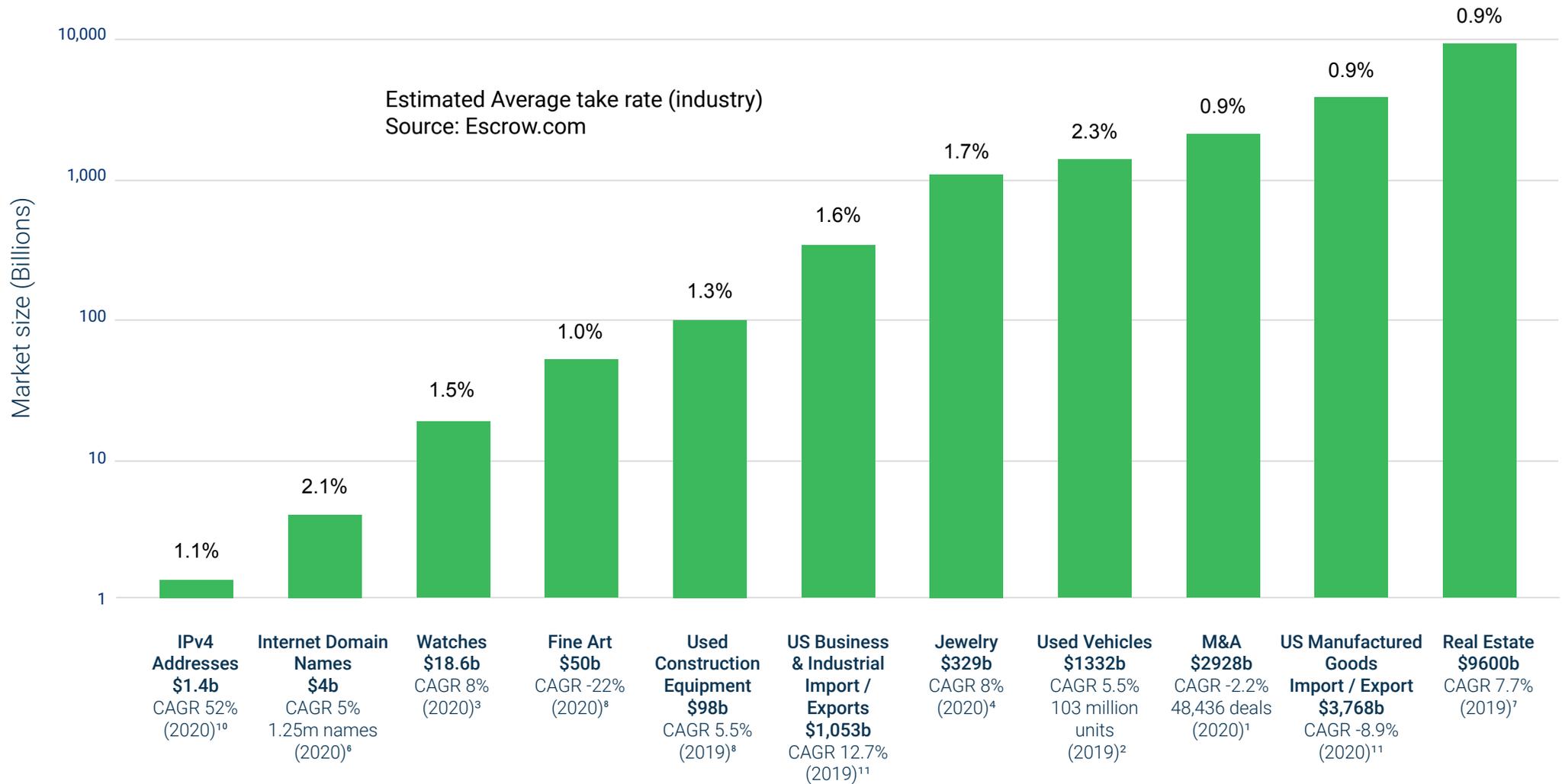
ESCROW.COM™

Global Trade Flows



NOTE: SAMPLE OF TRANSACTIONS. THE PINK LINES INDICATE WHERE ESCROW TRANSACTIONS ARE BEING ORIGINATED BY BUYERS, AND THE BLUE LINES INDICATE WHERE TRANSACTIONS ARE BEING FULFILLED BY SELLERS. THICKER LINES INDICATE HIGHER VOLUME. WHITE DOTS INDICATE THE LOCATION OF ESCROW.COM'S USERS. ALL TIME DATA.

Expand verticals 2021+



1 <https://www.pwc.com/gx/en/services/deals/trends.html>

2 <https://www.grandviewresearch.com/industry-analysis/used-car-market>

3 <https://usa.watchpro.com/pre-owned-luxury-watch-market-is-worth-18-6-billion-and-growing-fast/>

4 <https://www.grandviewresearch.com/industry-analysis/jewelry-market>

5 <https://www.ibisworld.com/industry-statistics/market-size/web-domain-name-sales-united-states/>

6 <https://domainnamewire.com/2021/04/14/sizing-the-domain-name-aftermarket/>

7 https://www.msci.com/documents/1296102/19878845/MSCI_Real_Estate_Market_Size_2020.pdf/06a13e2c-0230-f253-26fa-3318cecb1c59

8 <https://www.gminsights.com/industry-analysis/used-construction-equipment-market>

9 <https://www.artsy.net/article/artsy-editorial-collectors-art-market-2021-report>

10 Escrow.com estimates, https://www.caida.org/catalog/papers/2013_first_look_transfer_markets/first_look_transfer_markets.pdf

11 US Trade Census FT900 https://www.census.gov/foreign-trade/Press-Release/ft900_index.html

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Escrow.com has 52 financial services licenses granted or in-application (Hawaii, Nevada and the territories are the only US licenses remaining to be granted).
 Four U.S. states do not require Escrow.com to hold licenses (Indiana, Massachusetts, Tennessee, Wisconsin).
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Escrow.com is the only multi-jurisdiction licensed online escrow company with 52 licenses granted or in-application.

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<p>Upwork Escrow Inc. Telephone: 650-316-7557 Email: Escrow@Upwork.com Website: https://www.upwork.com</p>	<p>Vector Escrow Services Telephone: 707-708-0803 Email: duncan@vectorescrow.net Website: https://www.vectorescrow.com</p>
<p>SeedTrust Escrow, Inc. Telephone: 800 205-3527 Email: Info@SeedTrustInc.com Website: https://SeedTrustInc.com</p>	

If you are checking on any company other than the ones listed above, you should click here for [Consumer Alerts](#) . Many alleged online escrow companies are falsely using names similar to our licensees or current licensee Numbers in an effort to deceive consumers into believing they are licensed and regulated by the State of California.

Key Consumer Links

- Consumer Alerts
- Consumer Advisories
- Search for DFPI Licensees
- Licensees and Industries Regulated by the DFPI
- Actions, Orders and Administrative Hearing Decisions
- File a complaint
- Submit a Public Records Request

News & Info Links

News

- Newsroom
- Press Releases

Stopped escrow

Not external

Surrogacy escrow

Marijuana escrow

California escrow licenses

Benefits of using Escrow.com



Increase Trust

Allow your customers to transact on e-commerce, marketplaces & classifieds sites with higher trust. Reduce fraud, with no chargebacks, ever.



Increase Liquidity

Inspect & accept on delivery. Valuable items ship across borders before the transaction completes, allowing access to global markets safely.



Increase Network Effects

Greater liquidity means more buyers & sellers, better choice, pricing and successful transactions.



Compliance as a Service

Benefit from our world class transaction support. Experienced personnel check KYC, shipping documentation, title, liens, and more.



Increase Insights

“Closes the loop” with feedback & insights into what happens after buyers & sellers match.



Increase Revenue

Revenue share is available for volume partners of \$1 million per month or more.

Cars, boats & airplanes are the perfect match for Escrow.com

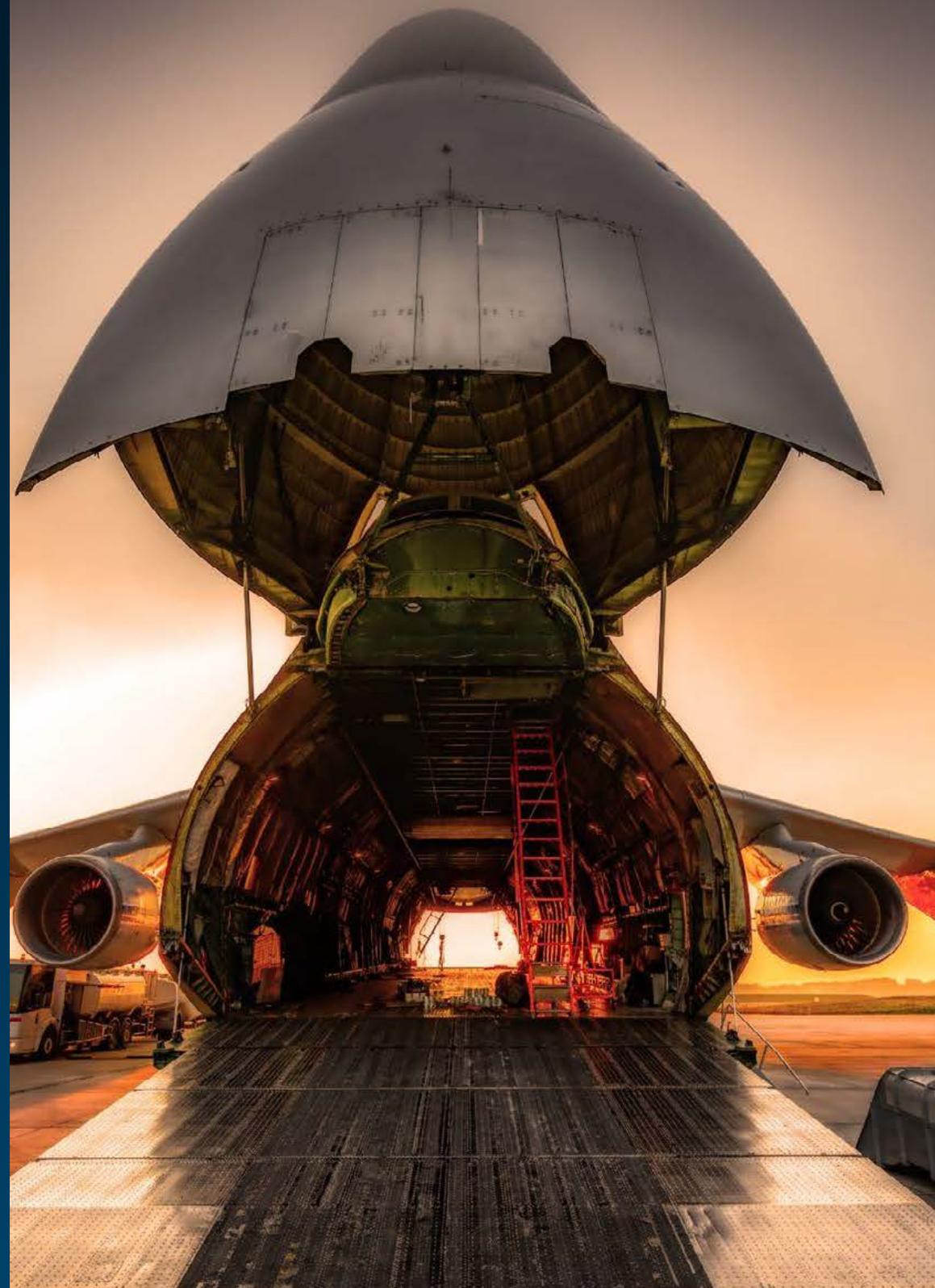
Escrow.com solves trust problem

- Buyer & seller have to physically meet to transact
- Seller accepting cards has to risk charge backs
- Buyer using cash or wire has to risk delivering cash safely and trust the seller to deliver a vehicle in good standing

With Escrow.com one can ship across state lines, physical inspection and acceptance happen on delivery.

Value-add services include:

- Checking shipping documents
- Title collection
- Lienholder payoff
- Lease swap arrangements
- Post inspection sale adjustments

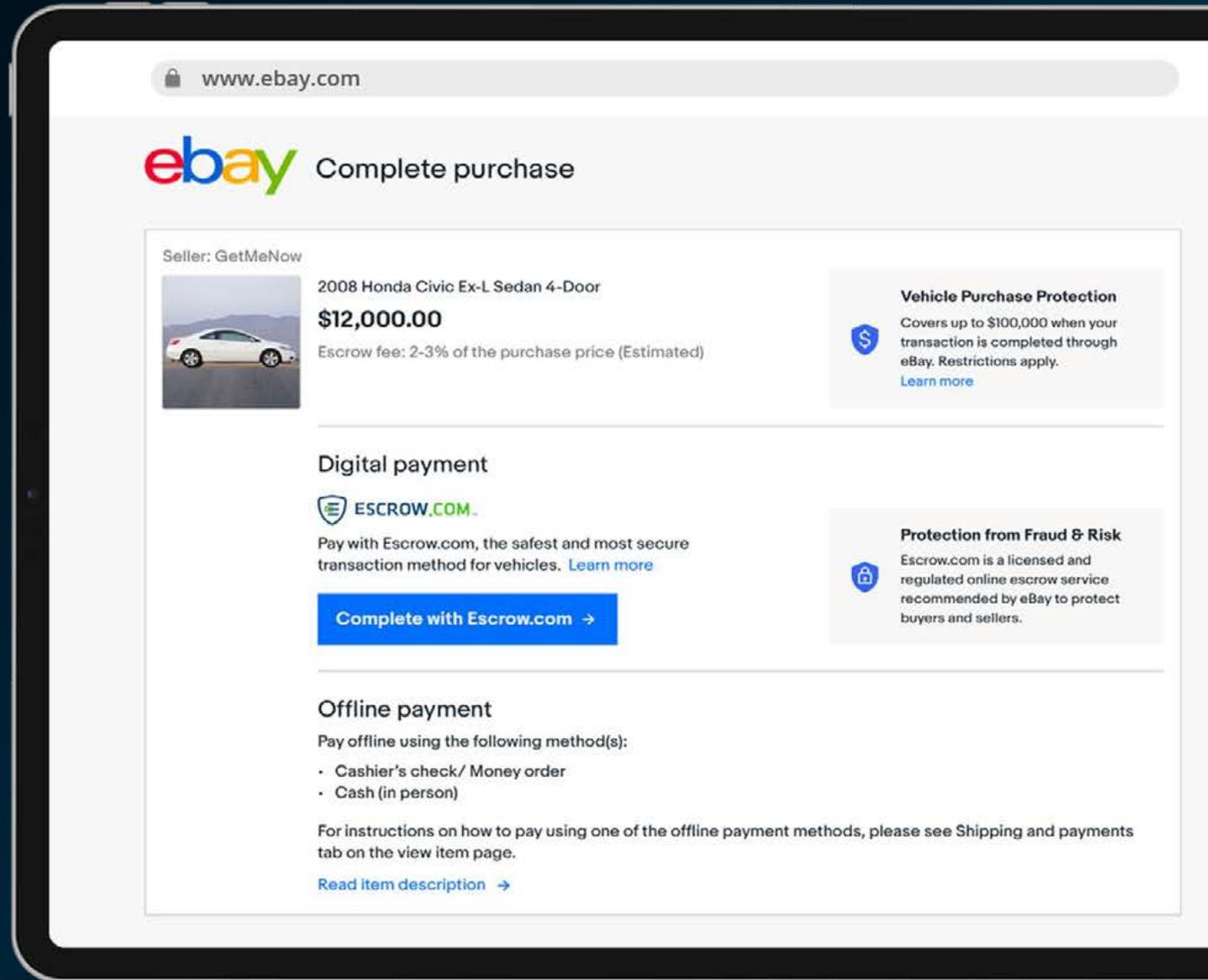




+



Escrow.com is the only online payment method for eBay Motors listings in the United States



Read item description →
For instructions on how to pay using one of the offline payment methods, please see Shipping and payments tab on the view item page.
• Cash (in person)
• Cashier's check/Money order



 **ESCROW.COM**™ & **ebay** MOTORS **first transaction**

enabled the secure sale of a 1930 Ford Model A from Poway, California to Farmington, New York - a distance that would normally be complicated to transact over.

Escrow.com protects fine art, antiques, collectibles, watches, jewelry, gemstones from forgeries and fakes

Whether it's by Warhol, Picasso or Hirst, we've sold it securely through [Escrow.com](#)

Shipping documentation is tracked, and buyers receive & inspect the goods before accepting, opening up international markets and protecting against forgery and fakes. Powering galleries, fairs, and institutional partners of the Artsy, Artland & Tubare Fine Art marketplaces.



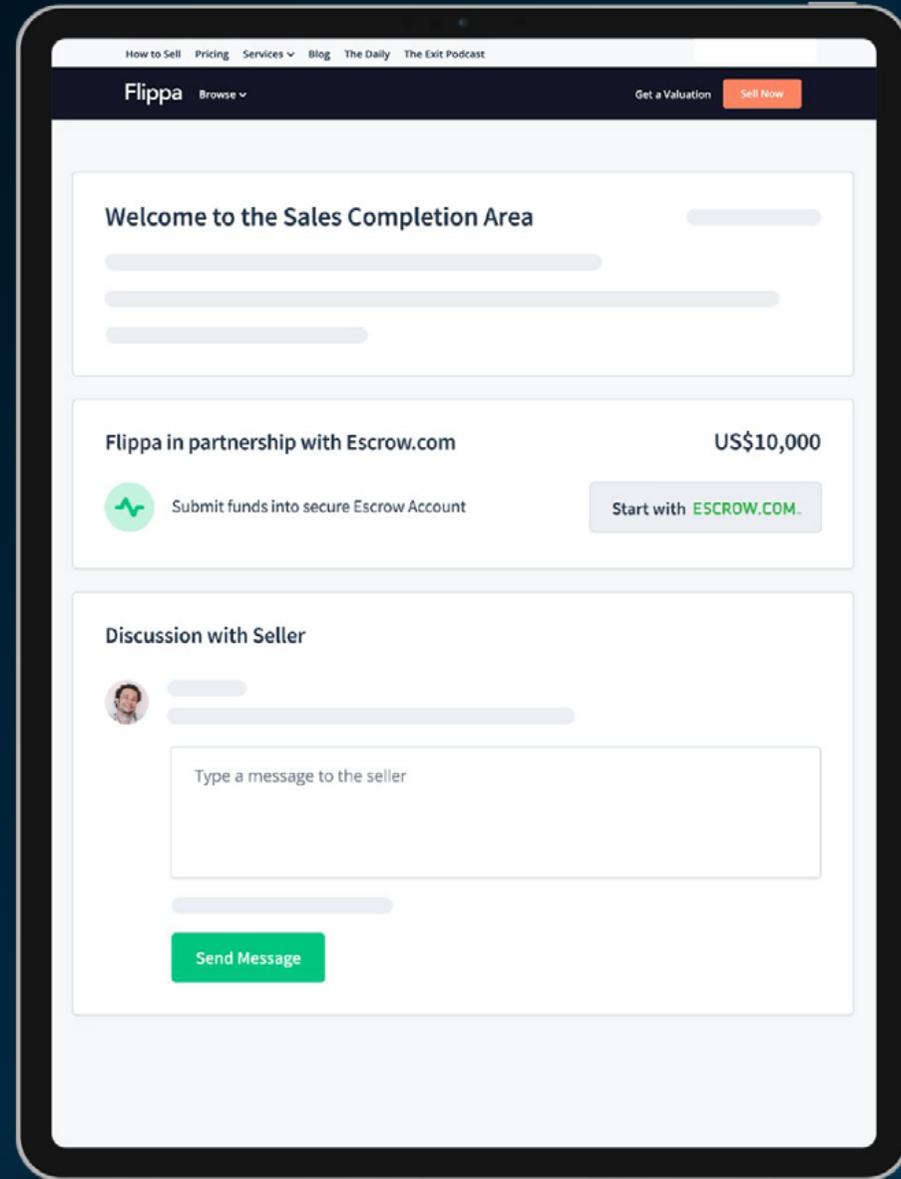
Andy Warhol "Queen Elizabeth Suite", "Mao" and "John Wayne" securely sold through [Escrow.com](#)



Escrow.com allows businesses to be securely bought & sold

Escrow.com is the only payment method for Shopify Exchange, a marketplace to buy and sell businesses for entrepreneurs like you.

Flippa uses Escrow.com to securely sell businesses, websites, domains, blogs, apps, digital services, affiliate websites, Amazon FBA stores & more.

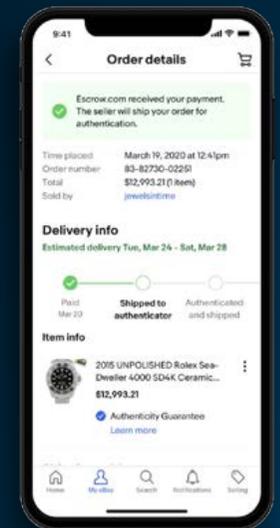
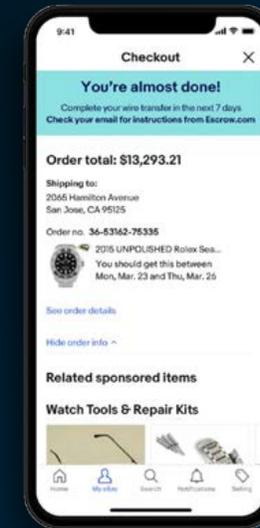
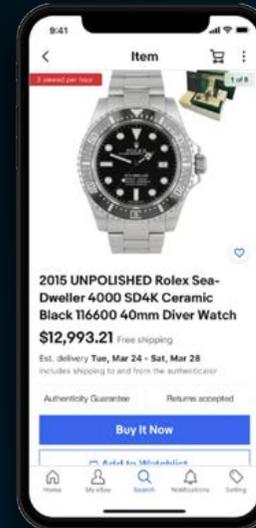


"We've seen a tremendous uptick in interest for luxury watches this past year, with more than 22 million site searches for Cartier, and more than 15 million for Tag Heuer. Escrow joins Authenticity Guarantee as eBay's response to that growing appetite."

Charis Márquez, Vice President of Fashion, eBay



+



Escrow.com secures the Authenticity Guarantee service for luxury watches

Buyers <https://www.youtube.com/watch?v=ikZ4JQkqA2M>

Sellers <https://www.youtube.com/watch?v=pVPwUSlq06Y>

Escrow.com enables trading of oil, gas and mineral rights online

In a world first, [Escrow.com](https://www.escrow.com) enabled Energy Domain to complete sales of non-operated mineral rights online in 1H21, transforming a centuries old business into an online marketplace.

In 1H21, [Escrow.com](https://www.escrow.com) transacted 240 gross acres of oil, gas and mineral rights.



52.5 mineral acres of oil rights securely sold through [Escrow.com](https://www.escrow.com)



Industrial, network, construction & heavy equipment sold through **Escrow.com**

Transact beyond the local area to a
global market

Sellers access more buyers, buyers
access more sellers

Escrow.com makes it easier to agree
to larger contracts

*FANUC M710iC Industrial Robots securely sold through **Escrow.com***



Escrow.com makes import & export simple

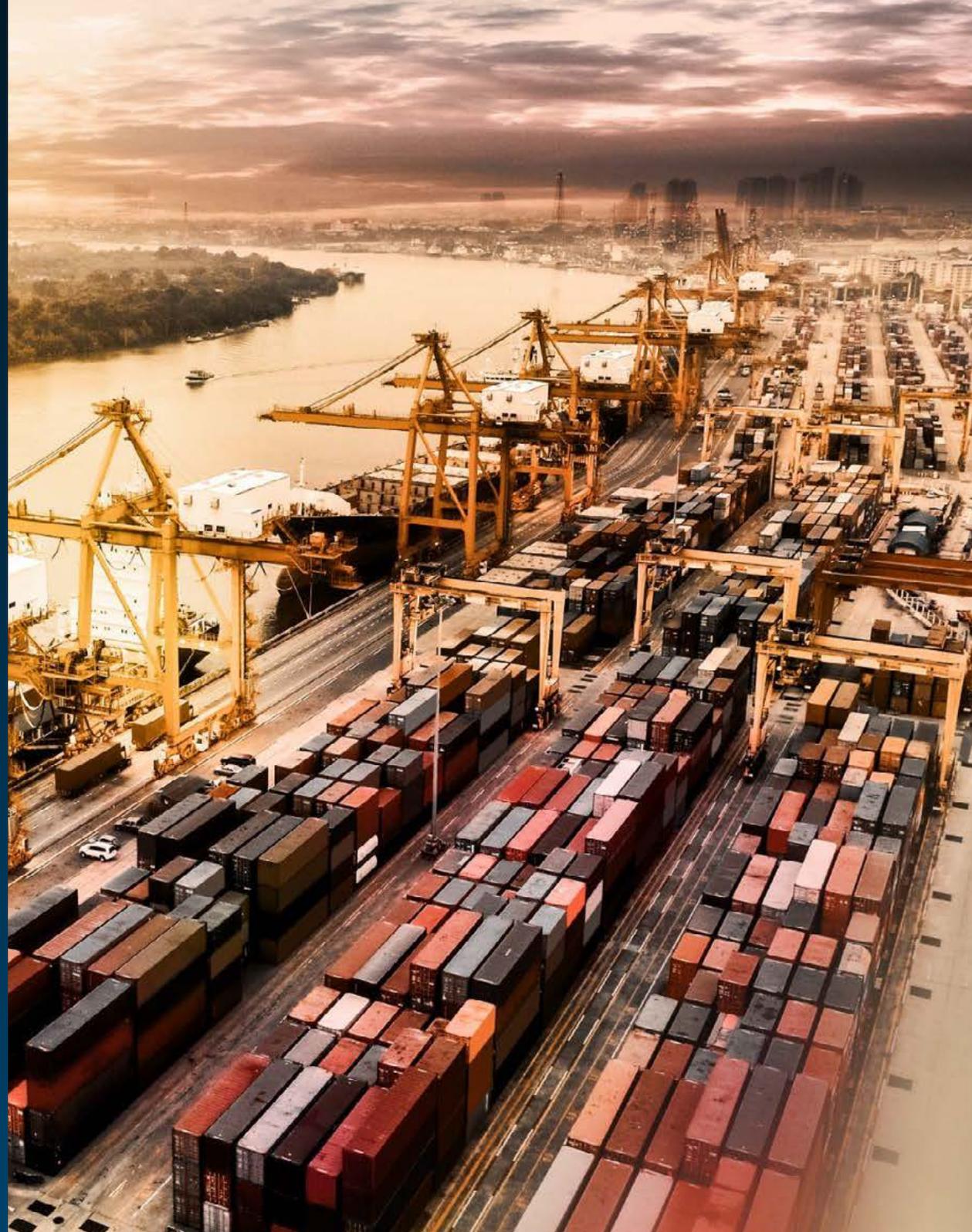
No expensive & complicated letters of credit

Removes need to perform customer
credit checks

Automates payments to international
suppliers

Increases competitiveness of exporters
through facilitating supplier & customer
diversity

Shipment of 28 Ford F250 securely sold through [Escrow.com](https://www.escrow.com)



Service contracts including freelancing through **Escrow.com**

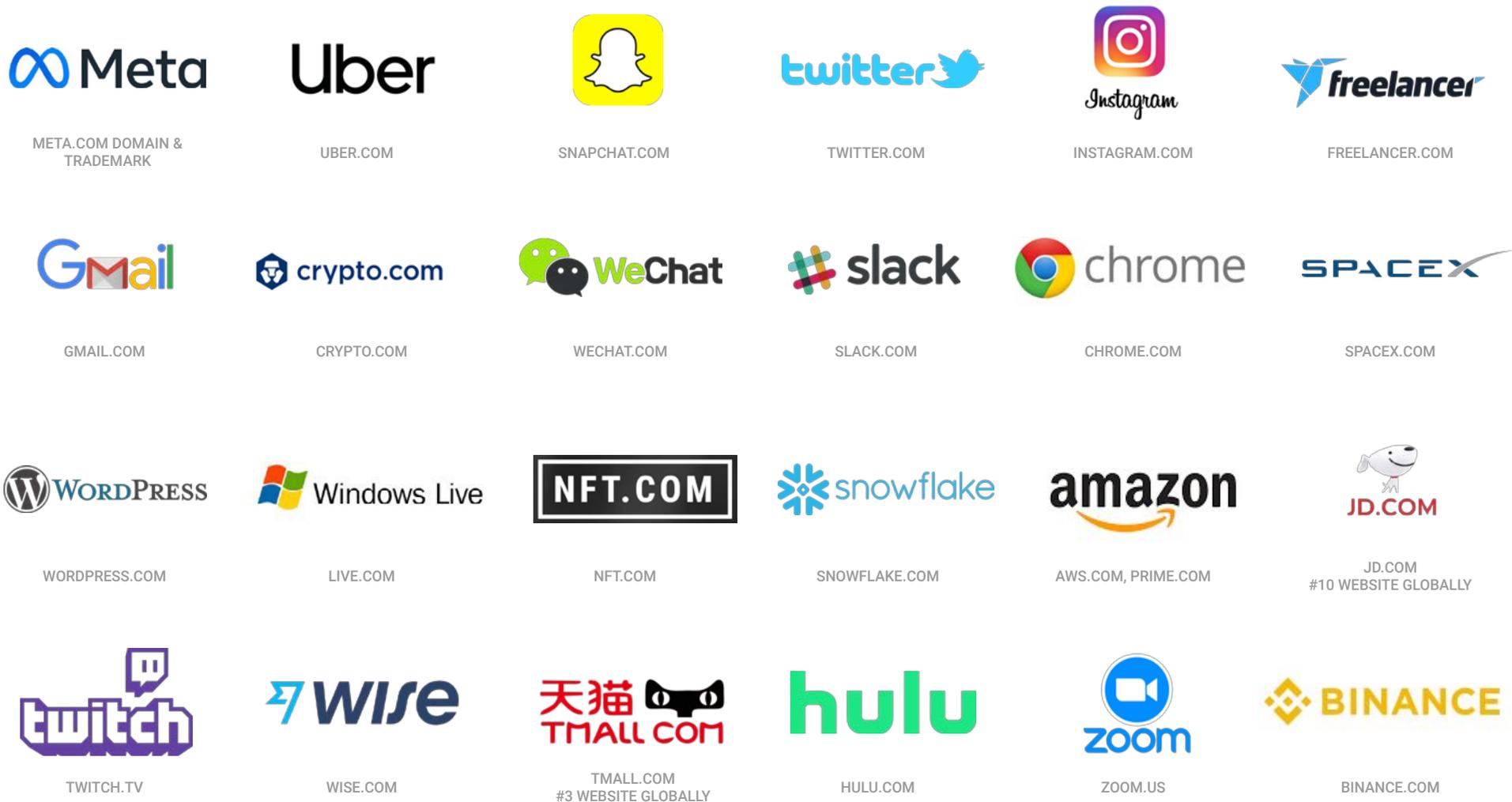
We support milestone payments against a time or deliverables schedule.

Ensure your last invoice gets paid.

This medical solar system installation in Yuba City, CA securely sold through [Escrow.com](https://www.escrow.com)



Escrow.com is where the metaverse is bought and sold



All these domains were bought through Escrow.com

ESCROW API

Built for developers, by developers.



Beautiful Docs

Our step-by-step integration guides, code examples and centralized API reference make it simple to understand and easy to integrate so you can spend less time writing code.



Versioning

Time to take control of your roadmap – your integration will work the same as it does today as it will tomorrow.



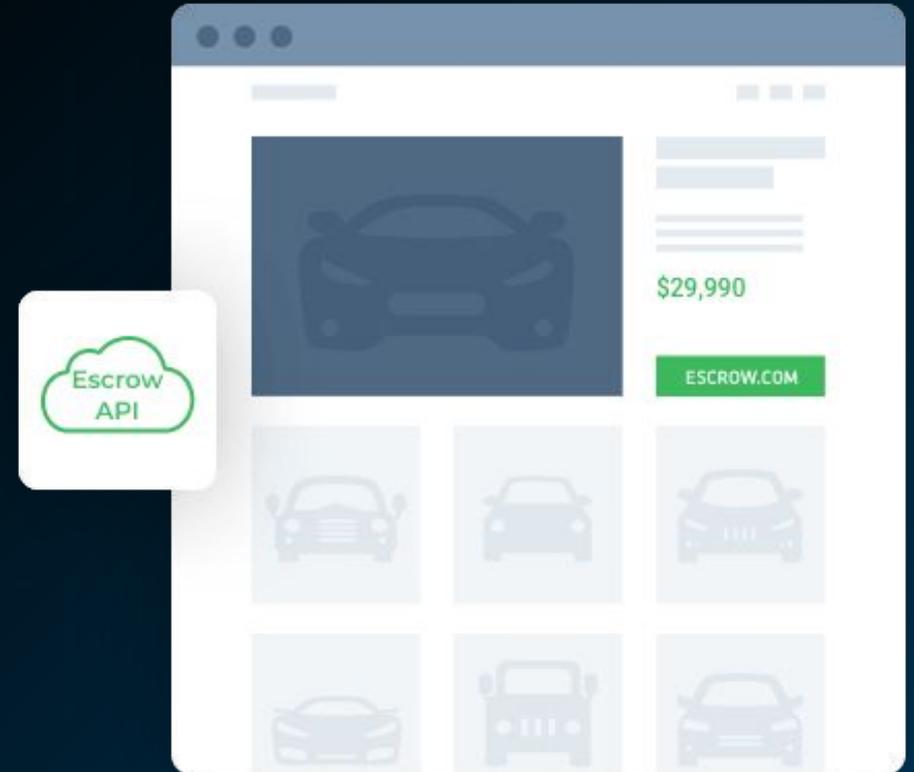
Real-time Insights

Stay up to date on the progress of each of your transactions through our portal or use our webhooks to get real time granular updates on the progress of each transaction.



Developers First

With a new developer portal, interactive documentation, and real-time dashboards, we are putting developers first. We can't wait to see what you build!



ESCROW*Pay*

The simplest way to add escrow payments to your website, mobile app, online store, classified site or marketplace.



Easy integration

Get started in minutes with our API documentation and button creator.



Buyer friendly workflow

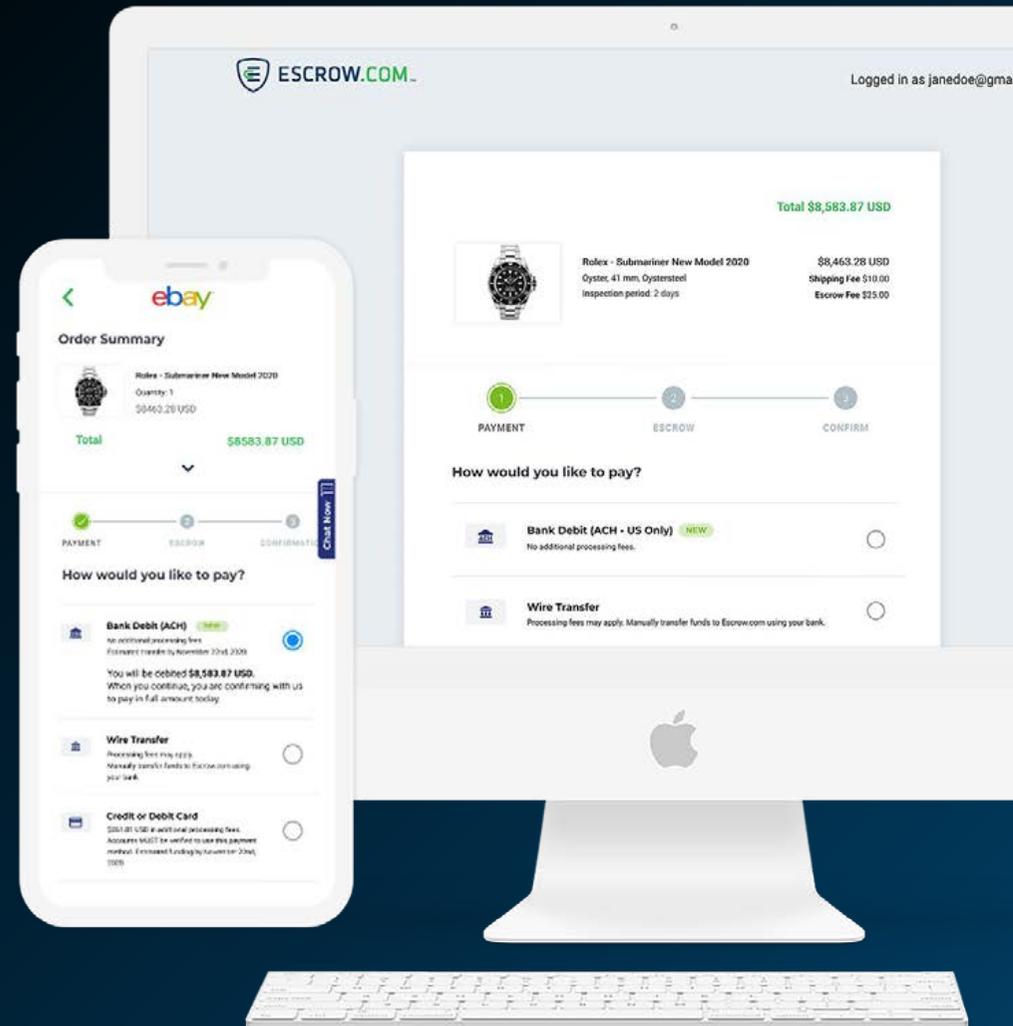
Buyers can make an escrow payment in a few simple steps.



Safe and secure

Establish credibility with your customers as Escrow Pay is supported by the most trusted, licensed online escrow service in the world.

Escrow.com payments with one line of code.



ESCROW Offer

Allows buyers and sellers to negotiate a price & securely transact domain names, cars, boats, aircraft or any high-value item online.



Improved conversion

Buyers are more likely to engage with sellers if they have a way to negotiate the price of an item.



Easy integration

Get started in minutes with our API documentation and button creator.



Manage multiple offers

Sellers can receive and manage multiple offers on the same listed item.



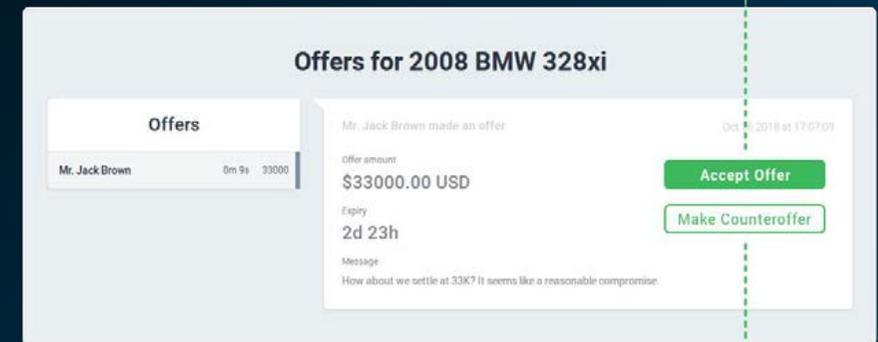
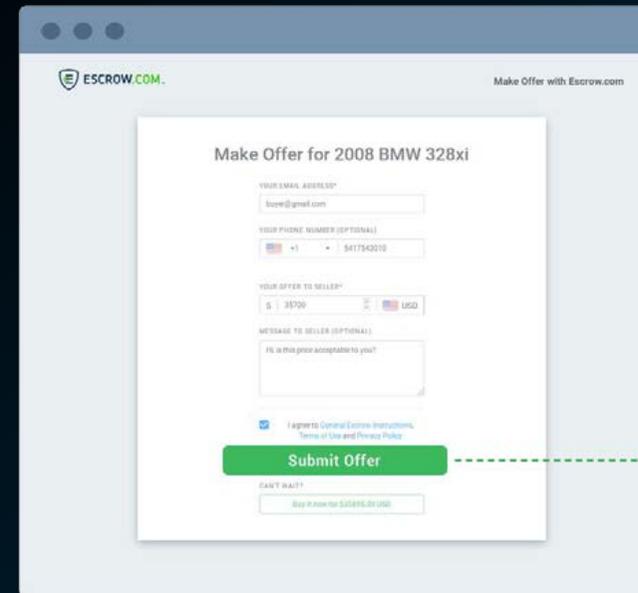
User friendly workflow

Users can submit, accept, counter or reject offers via the streamlined interfaces on Escrow.com



Safe and secure

Establish credibility with your customers, as Escrow Offer is supported by the most trusted, licensed online escrow service in the world.



Offers	
Mr. Jack Brown	0m 9s 33000

Mr. Jack Brown made an offer Oct 14 2018 at 17:07:01

Offer amount: **\$33000.00 USD**

Expiry: **2d 23h**

Message: **How about we settle at 33K? It seems like a reasonable compromise.**

[Accept Offer](#) [Make Counteroffer](#)



Management Team



Matt Barrie
Chief Executive
BE (Hons I) BSc (Hons I)
GDipAppFin MAppFin MSEE
(Stanford) GAICD SEP
FIEAust

Matt Barrie is an award winning technology entrepreneur. Matt was Adjunct Associate Professor at the Department of Electrical and Information Engineering at the University of Sydney where he taught Cryptography for fifteen years and, later, Technology Venture Creation. He is the co-author of over 20 US patent applications. Previously he founded and was CEO of Sensory Networks Inc., a vendor of high performance network security processors which sold to Intel Corporation (NASDAQ:INTC).



Jackson Elsegood
General Manager
BCom CA

Jackson Elsegood is responsible for directing the strategic development of Escrow.com and execution of escrow activities. Previously with First Data and PwC, Jackson brings over ten years of international payments experience to the team and is dedicated to working closely with our customers to help them to do business all over the world. Jackson is a member of the Institute of Chartered Accountants in Australia and holds a bachelor's degree from Sydney's Macquarie University.



Neil Katz
Chief Financial Officer
BCom (Hons) ACA
EPGC (Stanford)

Neil Katz is the Chief Financial Officer at the Freelancer Group and is responsible for the finance and administration functions of the Company. Neil has over 20 years experience in finance, accounting and general management. Neil has held CFO roles at a number of technology companies, including IPscope, Threatmetrix (acquired by NYSE:RELX), Sensory Networks (acquired by NASDAQ:INTC) and Aprix (acquired by NYSE:IBM).



Daronn Grosvenor
Senior Director of Global Compliance - BSA Officer
BSc

Daronn Grosvenor is the Senior Director of Global Compliance at Escrow.com, where he is responsible for overseeing and maintaining the global compliance program. With over ten years of experience in the financial industry, he has led multiple compliance initiatives, with focus on BSA/AML regulation across banks, credit unions and FinTech companies. His experience spans across compliance program management, system intelligence and process/system implementation. Daronn is a Certified Anti Money Laundering Specialist (CAMS) and holds a bachelor degree in Accounting from Rutgers University.



Yin Zhang
Senior Director of Engineering
BSc (Computer Science)
(Hons)

Yin Zhang is the Senior Director of Engineering at Escrow.com, where he is responsible for overseeing the engineering department, driving technical strategy, and aligning engineering excellence with business goals. Before joining Escrow.com, Yin worked in leadership roles at Freelancer.com and Macquarie Group, architecting large-scale web applications. Yin holds an honours degree in Computer Science from the University of New South Wales, Australia.



Chris Weir
Commercial Manager
UK / Europe
BA

Chris Weir is responsible for managing the operations and strategic development of Escrow.com in the UK and Europe. Chris brings over 15 years of experience in the European financial services firstly with Trayport, ITRS and Tullett Prebon Information; where he has shown his passion for building partnerships and delivering clients projects across multiple asset-classes / markets. Chris is a member of the Chartered Institute for Securities & Investments and holds a bachelor's degree from the University of Reading, UK.

Awards



**Gold Stevie
Company of the Year -
Financial Services - Small**

The International Business
Stevie Awards 2020



**Bronze Stevie
Most Innovative Company
of the Year - Up to 100
Employees**

The International Business
Stevie Awards 2020



**Company of the Year: for
Financial Services - Small**

The International Business
Stevie Awards 2019



FinTech Solution

The International Business
Stevie Awards 2019



**Gold Stevie
Company of the Year:
Financial Services - Small**

The International Business
Stevie Awards 2018



**Bronze Stevie
Financial Services**

The International Business
Stevie Awards 2018



**BBB Torch Award
Ethics**

Better Business Bureau Torch
Awards 2017



**Bronze Stevie
Financial Services
Company of The Year**

The International Business
Stevie Awards 2016



**Export of the Year Award
NSW iAwards**

Premier's NSW Export Awards
2016



**Honorable Mention
X-Factor Award**

Anthill Cool Company Awards
2016

FREIGHTLANCER + *Loadshift*



Globally connecting freight owners with transport operators

10,000+

TRANSPORT
OPERATORS

50,000,000+

FREELANCERS
METRO DELIVERY

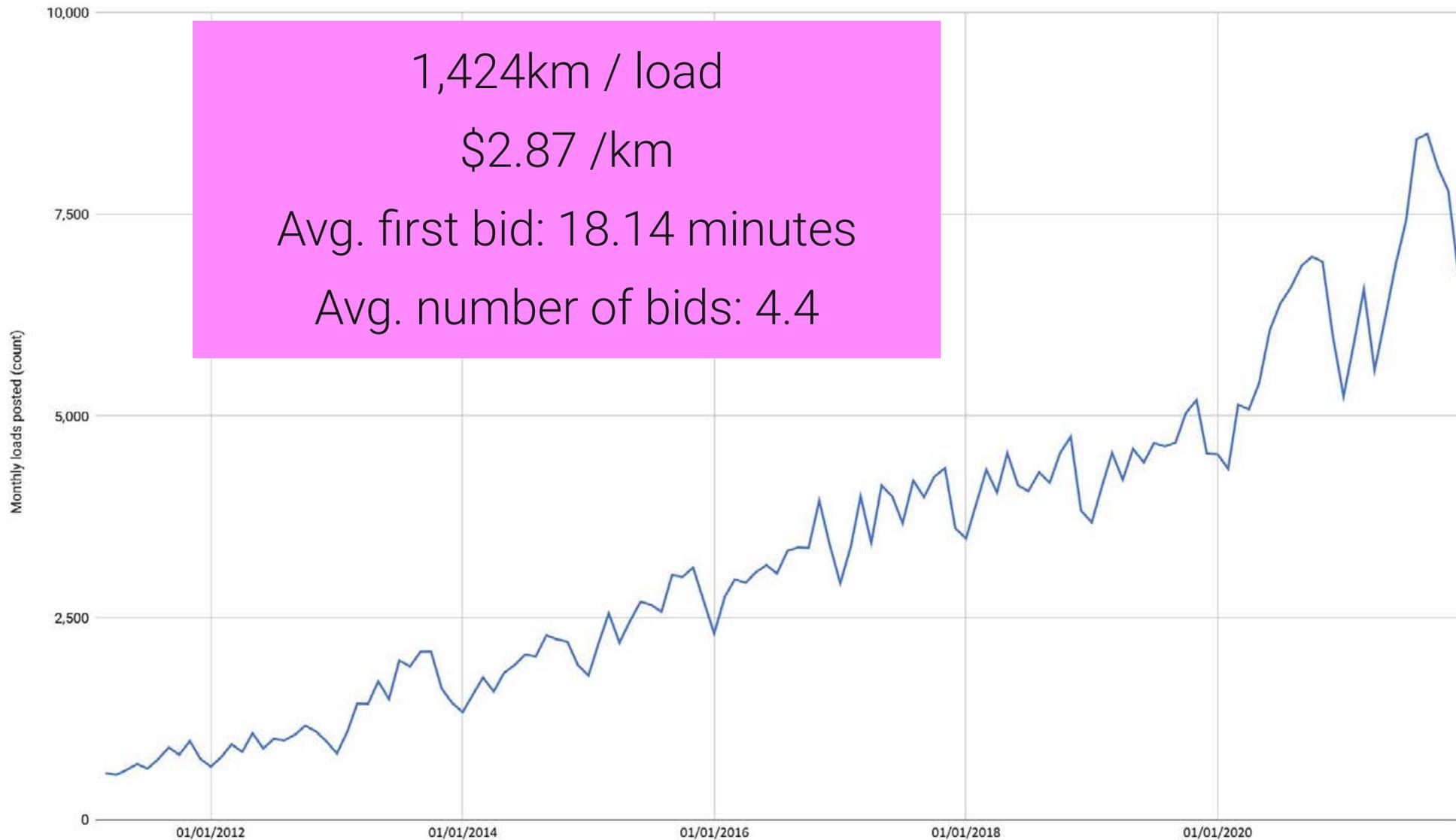


Heatmap showing the 50 million strong freelancer network

Freight Customers



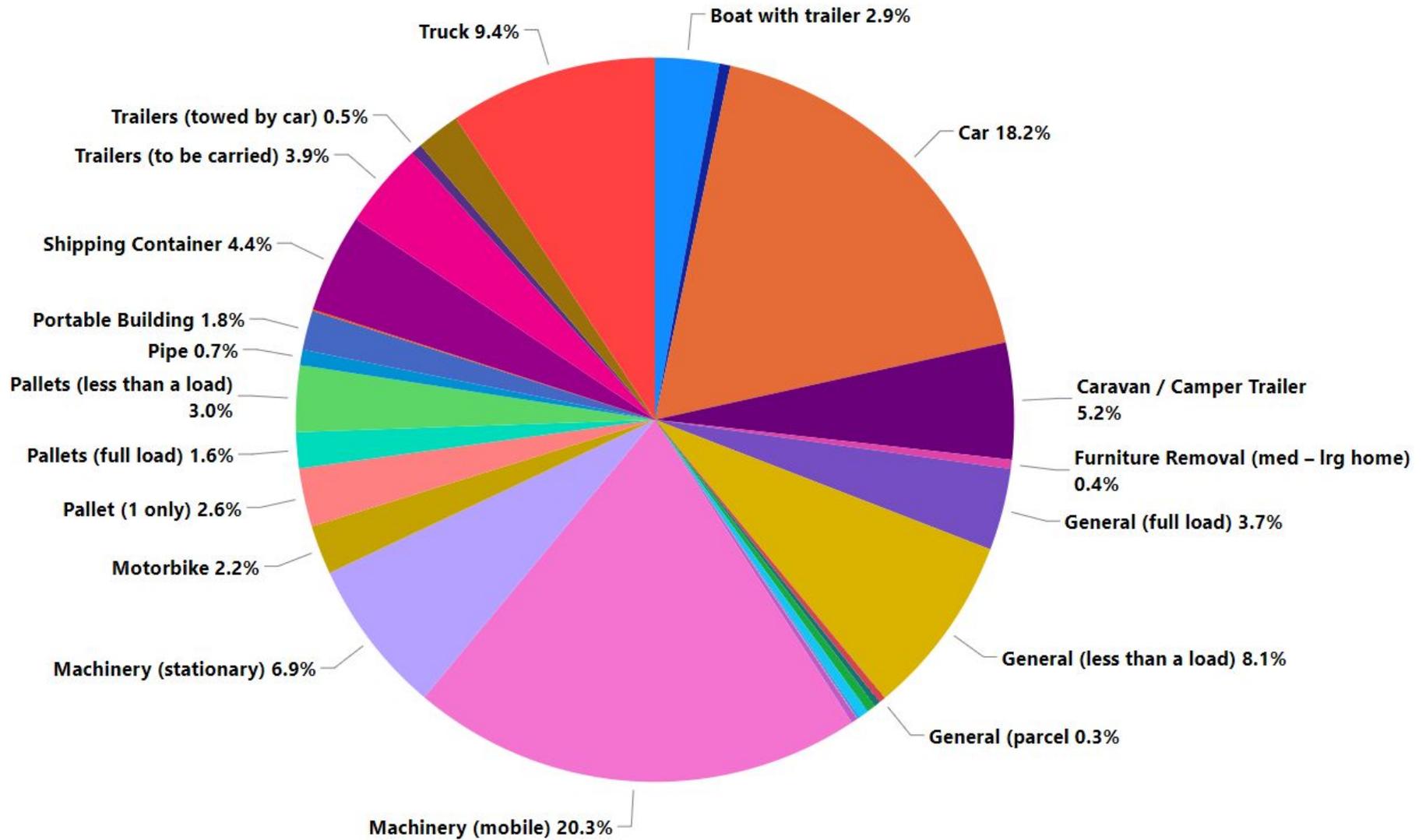
83,290 loads in 2021 (up 18.5% on pcp)



118,660,830 km of freight in 2021 (up 19.75% on pcp)



Freight Categories FY21



Newcrest Mining

Over \$1.2 million worth of freight moved in 12 months

- Cat 785 dump truck: \$55,000 plus GST
 - Rockhampton QLD to Cadia NSW (1,303 km)
 - 50% saving on previous movement
- B Double Full Load Urgent Hotshot: \$12,500 plus GST
 - 2up Drivers Perth to Cadia (3,685 km)
 - Previous price \$21,500 plus GST
 - 40% saving on previous movement

Saving 30% on average versus on previous movements for one of Australia's largest gold mines.



Top: B Double full load urgent hotshot moved using Freightlancer
Bottom: CAT 785 dump truck moved for Newcrest using Freightlancer

Redpath Mining

Six figures worth of freight moved in 12 months

- RVD crates hotshot return load: \$19,033 plus GST
 - Kalgoorlie to Cadia, 2 up drivers (6,304 kms)
 - 30% saving (saving \$6,700 per leg)
- Full trailer of equipment (18 tonnes): \$5,000 plus GST
 - Maddington Perth to Orange NSW (3685 km)
 - Flat top semi - \$1.35/km plus GST



Top: Full trailer of equipment (18T) moved for Redpath using Freightlancer
Bottom: RVD crates hotshot return load moved for Redpath using Freightlancer

EMS Group

Over \$3 million of freight movements in 12 months

- Meyco Potenza: \$4,760 plus GST
 - Perth to Dubbo (3,556 kms)
 - Drop Deck load @ \$1.34/km plus GST
 - Over 50% saving on previous movement
- Cat R1700G loader: \$1,740 plus GST
 - Woods Point Vic to Dubbo NSW (794 km)
 - Float load @ \$1.89/km plus GST
 - Over 60% saving on previous movement



Top: B Double full load urgent hotshot moved using Freightlancer
Bottom: CAT R1700G loader moved for EMS using Freightlancer

Industrial

- Mining
- Infrastructure
- Construction
- Rail
- Oil & Gas
- Manufacturing
- Heavy haulage
- Bulk tipper transport
- Car, boat transport
- Container transport
- Palletised freight
- Grain transport
- Livestock transport
- Machinery transport
- Liquid transport
- Trailer transport
- International shipping
- Refrigerated transport

Retail

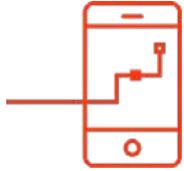
- Food delivery
- Furniture delivery
- Courier
- General freight
- Motorcycle courier
- Bike courier
- Pickup & delivery
- Removal services
- Packing & shipping

Freightlancer manages it all for you

Permits
Pilots
Road closures
Import / export taxes & duties
Marine Insurance
Customs clearance
Quarantine
Shipping documents
Packing
Washing / cleaning
Crantage
Container rental
Vessel booking
Multi-currency
Escrow payments



Advantages of using Freightlancer



Live tracking while your cargo is on the move

We use real-time GPS load tracking to show you exactly where your load is at all times.



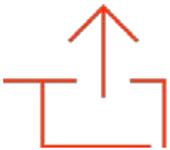
Vetted Transport Operators for compliance obligations

Choose from a range of vetted drivers and see past ratings to ensure reliability and quality.



Secure payments ensure the delivery and on-time payment

Powered by Escrow.com, payment is kept in trust until it has been delivered exactly where it should be.



Real-time bidding gets competitive quotes fast

Upload a photo, dimensions, weight and delivery address to have drivers respond in a click.



Communicate directly with your Transport Operator

Keep in contact with the operator to coordinate collections and deliveries.



Compliance peace of mind

Turnkey solution for compliance obligations including Chain of Responsibility.

Safer for everyone

Trip reports

Notification when collection and drop off has been made, minimum, maximum and average speeds traveled.

Freightlancer audit

Freightlancer will regularly conduct audits on operators and loads to ensure compliance.

Save time

Manage booking, tracking, monitoring and cross-checking compliance in the one place. No paperwork, no time wasted on the phone.

Safe

Meet compliance & chain of responsibility requirements including load tracking, load restraint methods, fatigue management, controlling speed and licence, registration & insurance.

Rated

Quality and reliability are ensured through detailed rating system updated after every load.

Top: CAT 793 Body transported under pilot and police escort using Freightlancer
Bottom: R1700 underground loader, lashed securely for transport booked



A large blue and silver Freightliner truck is shown from a front-three-quarter view, parked on a dirt road. The truck is carrying a large yellow Liebherr excavator on its flatbed trailer. The excavator has the number 'J8 984 08' and the name 'LIEBHERR' on its side. The truck's front grille is prominent, with a license plate that reads '1GEO 934'. The truck has 'OVER' and 'SIZE' written on yellow signs on the front bumper. The background shows a sunset sky over a desert landscape.

Mining

Ship anything, anywhere. Urgent or unique, Freightlancer can handle it.

Whether sending CAT loaders to Tanzania, a drill to South Korea or hotshotting a transmission to Papua New Guinea, we've done it.

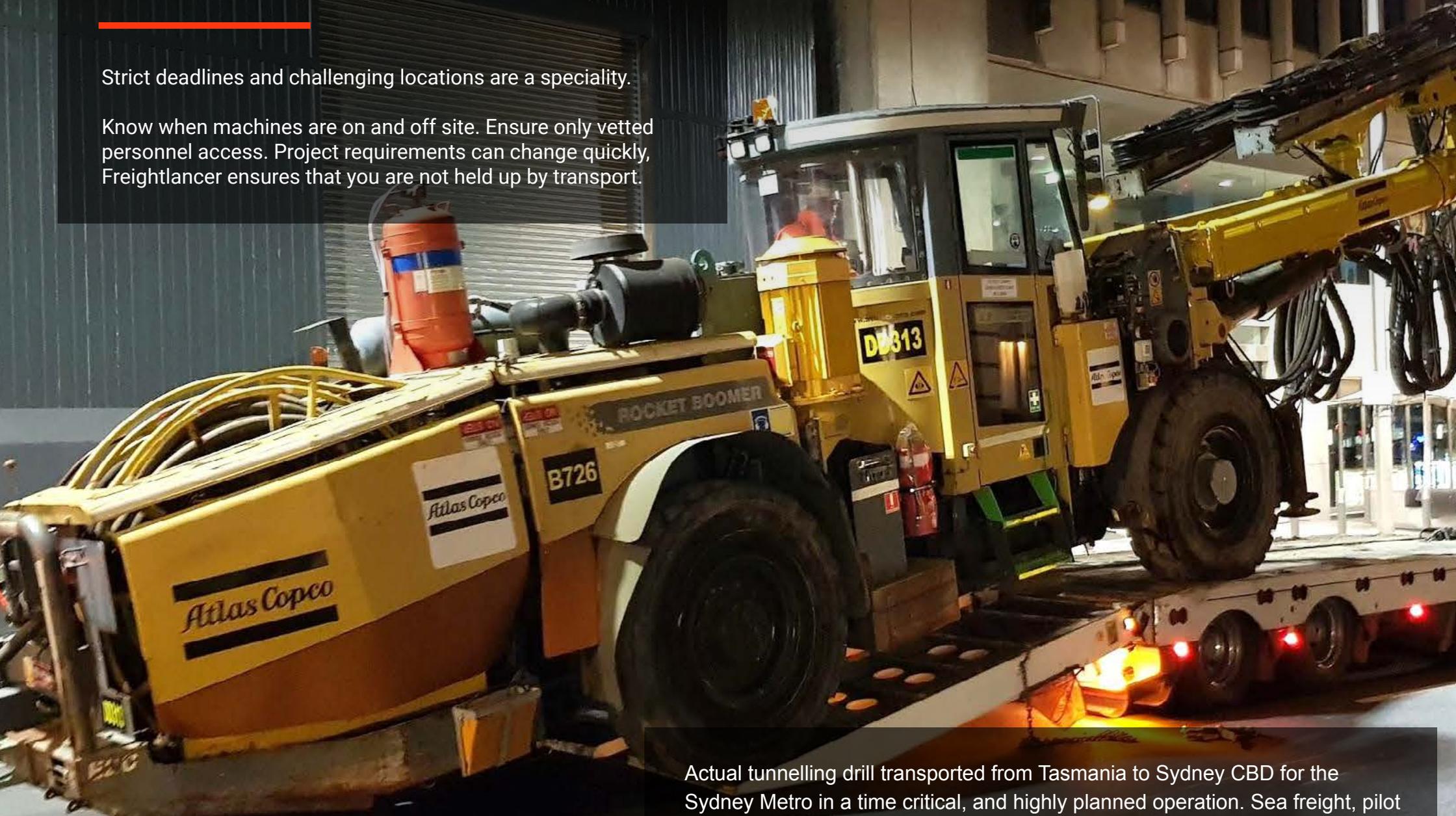
An ASX 50 listed mining company reported saving over 30% on heavy haulage and urgent freight movements for an underground gold mine using Freightlancer, whilst also achieving huge efficiency gains.

125 tonne Liebherr 984C excavator shipping from the Kimberleys to Kalgoorlie using Freightlancer

Infrastructure / Construction

Strict deadlines and challenging locations are a speciality.

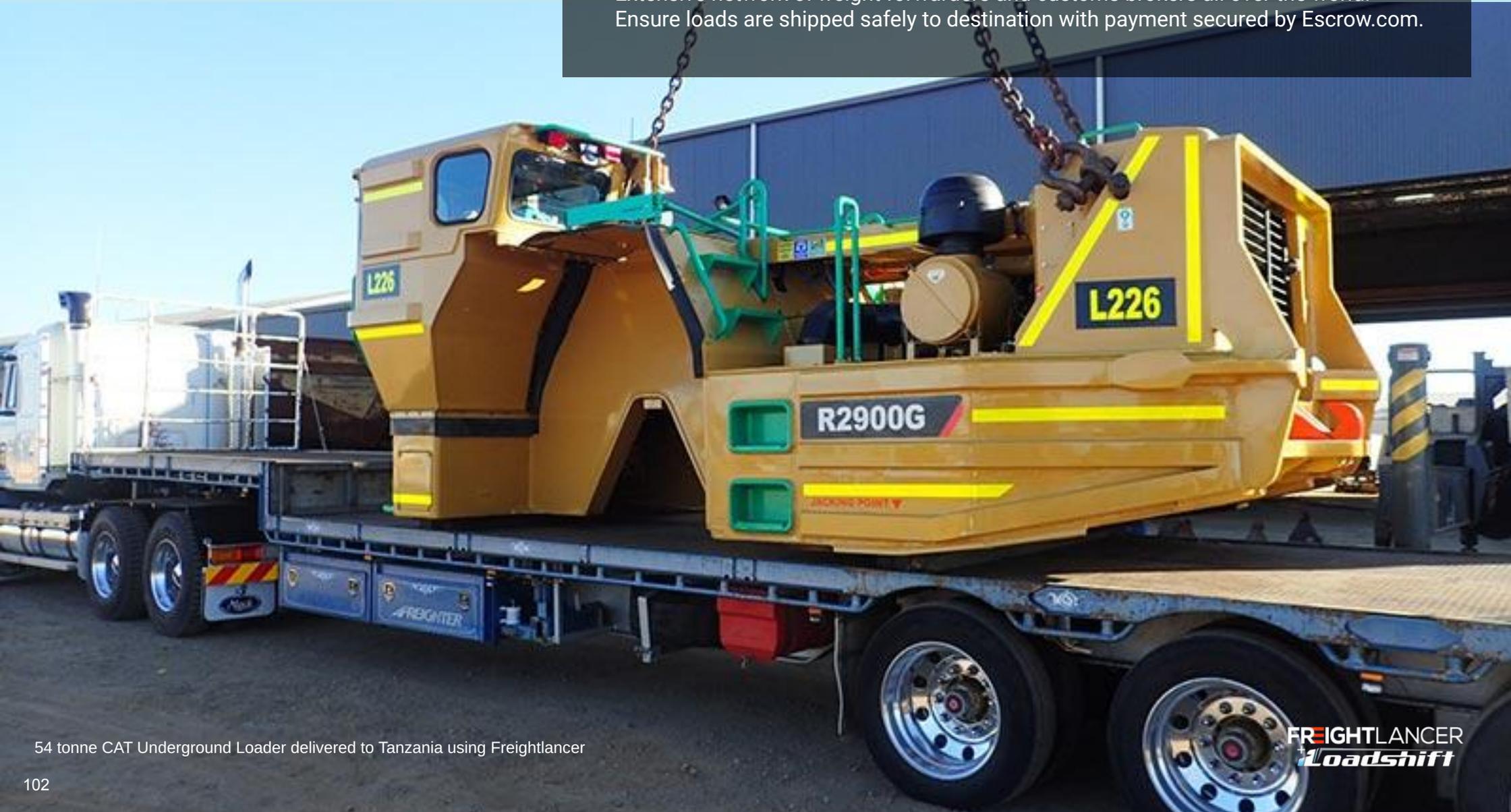
Know when machines are on and off site. Ensure only vetted personnel access. Project requirements can change quickly, Freightlancer ensures that you are not held up by transport.



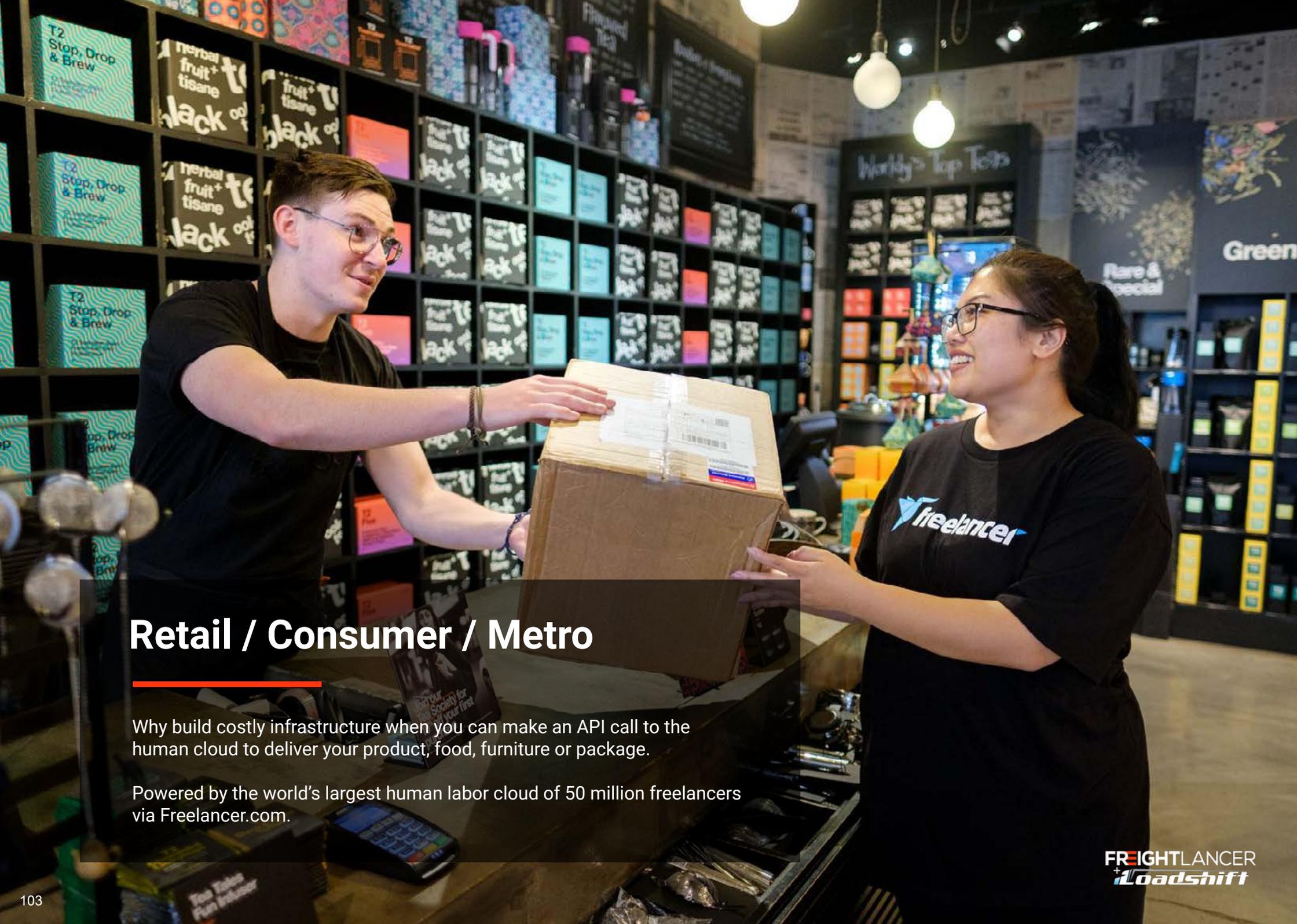
Actual tunnelling drill transported from Tasmania to Sydney CBD for the Sydney Metro in a time critical, and highly planned operation. Sea freight, pilot vehicles, road closures, permits all managed by Freightlancer.

International Shipping

Use freightlancer to handle all of your import / export or shipping needs.
Direct rates with some of the biggest shipping lines
Extensive network of freight forwarders and customs brokers all over the world.
Ensure loads are shipped safely to destination with payment secured by Escrow.com.



54 tonne CAT Underground Loader delivered to Tanzania using Freightlancer



Retail / Consumer / Metro

Why build costly infrastructure when you can make an API call to the human cloud to deliver your product, food, furniture or package.

Powered by the world's largest human labor cloud of 50 million freelancers via Freelancer.com.

Testimonials

“We’ve been using Freightlancer for a few years now, this service provided is second to none, the team is great and always accommodating”

– Benjamin Carter
Redpath Mining

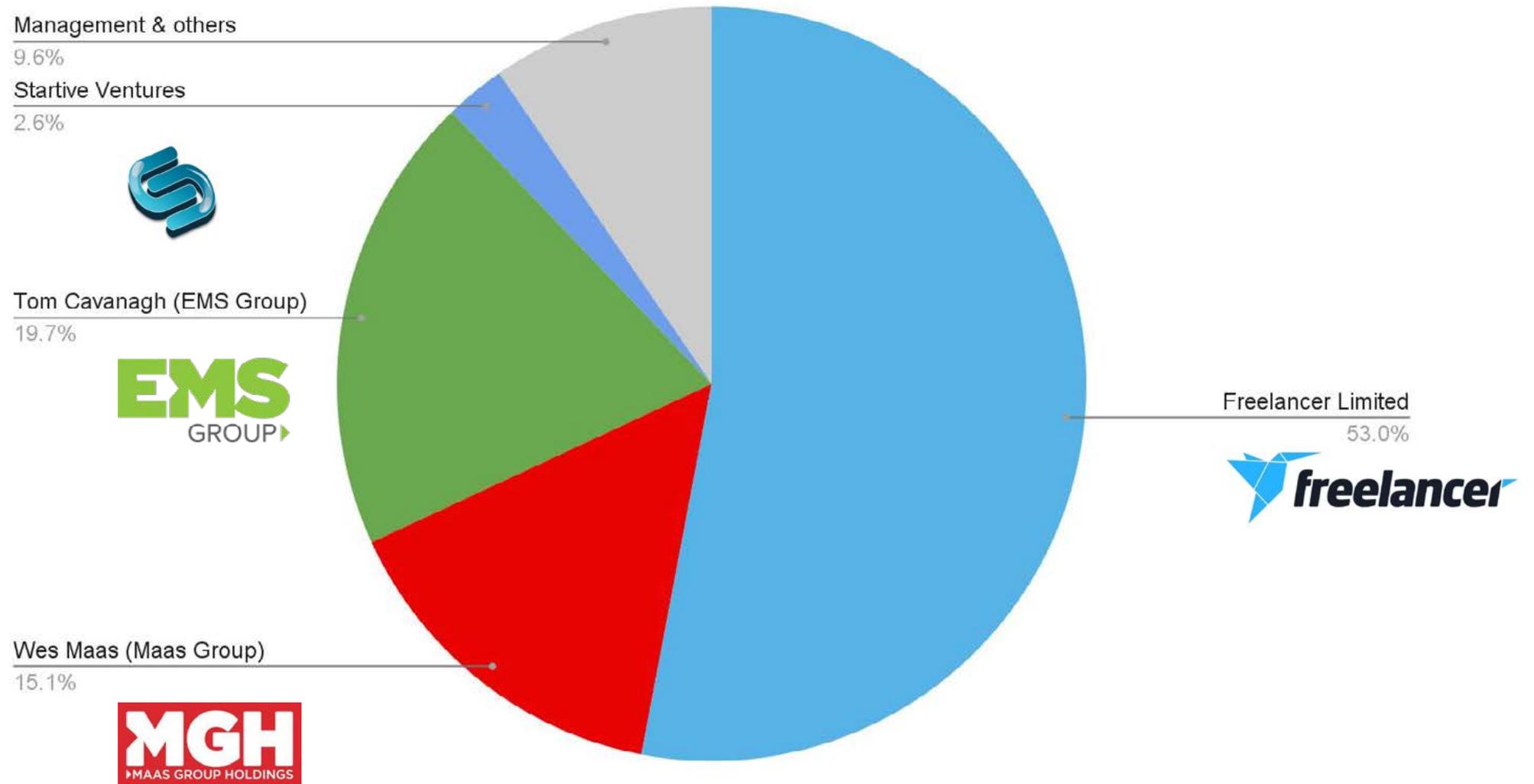


“The Freightlancer team have been fantastic. I'd recommend Freightlancer to anyone, it's changed the way I move freight and it works for me.”

– Jordy Dickerson
Assets Manager EMS Group



Freightlancer/Loadshift Ownership



Leadership Team



Matt Barrie
Executive Chairman

Matt Barrie is an award winning technology entrepreneur. Matt was Adjunct Associate Professor at the Department of Electrical and Information Engineering at the University of Sydney where he taught Cryptography for fifteen years and, later, Technology Venture Creation. He is the co-author of over 20 US patent applications. Previously he founded and was CEO of Sensory Networks Inc., a vendor of high performance network security processors which sold to Intel Corporation (NASDAQ:INTC).



Mark McGinley
Chief Executive Officer

Mark McGinley was recently appointed as CEO of Freightlancer. For the last six years Mark was the CEO of CouriersPlease (CP), an award winning last-mile e-commerce logistics company. In 2021 under his leadership, CP's franchisee network grew by 50 per cent, growing staff resources by 55 per cent, and hiring hundreds of additional drivers to preempt the pandemics unprecedented online shopping boom. With over 18 years in CP, Mark has brought with him a wealth of knowledge and expertise.



Neil Katz
Chief Financial Officer

Neil Katz is the Chief Financial Officer at the Freelancer Group and is responsible for the finance and administration functions of the Company. Neil has over 20 years experience in finance, accounting and general management. Neil has held CFO roles at a number of technology companies, including IPscape, Threatmetrix (acquired by NYSE:RELX), Sensory Networks (acquired by NASDAQ:INTC) and Aprtix (acquired by NYSE:IBM).



Michael Liedtke
Head of Product

Michael Liedtke has been building SaaS products and services for the past 20 years. As head of product for Freelancer Global Fleet, he splits his time between engineering, product, business development, and sales, working closely with partners to help ensure their success. Michael has a Bachelor of Arts in Computer Science from Colby College and a Master of Public Health in Epidemiology from the University of Colorado Denver.



Chris Dodd
Compliance Team Lead

Chris has 25 years experience in Logistics, Manufacturing and Warehousing. He oversaw the Logistics operations for Modular buildings for the Defence Force and Schools projects. He brings a wealth of experience in all aspects of Supply Chain Management with a strong focus on safety and compliance requirements to ensure not only does freight arrive on time, but safely as well.



Stanislav Markevic
Engineering Lead

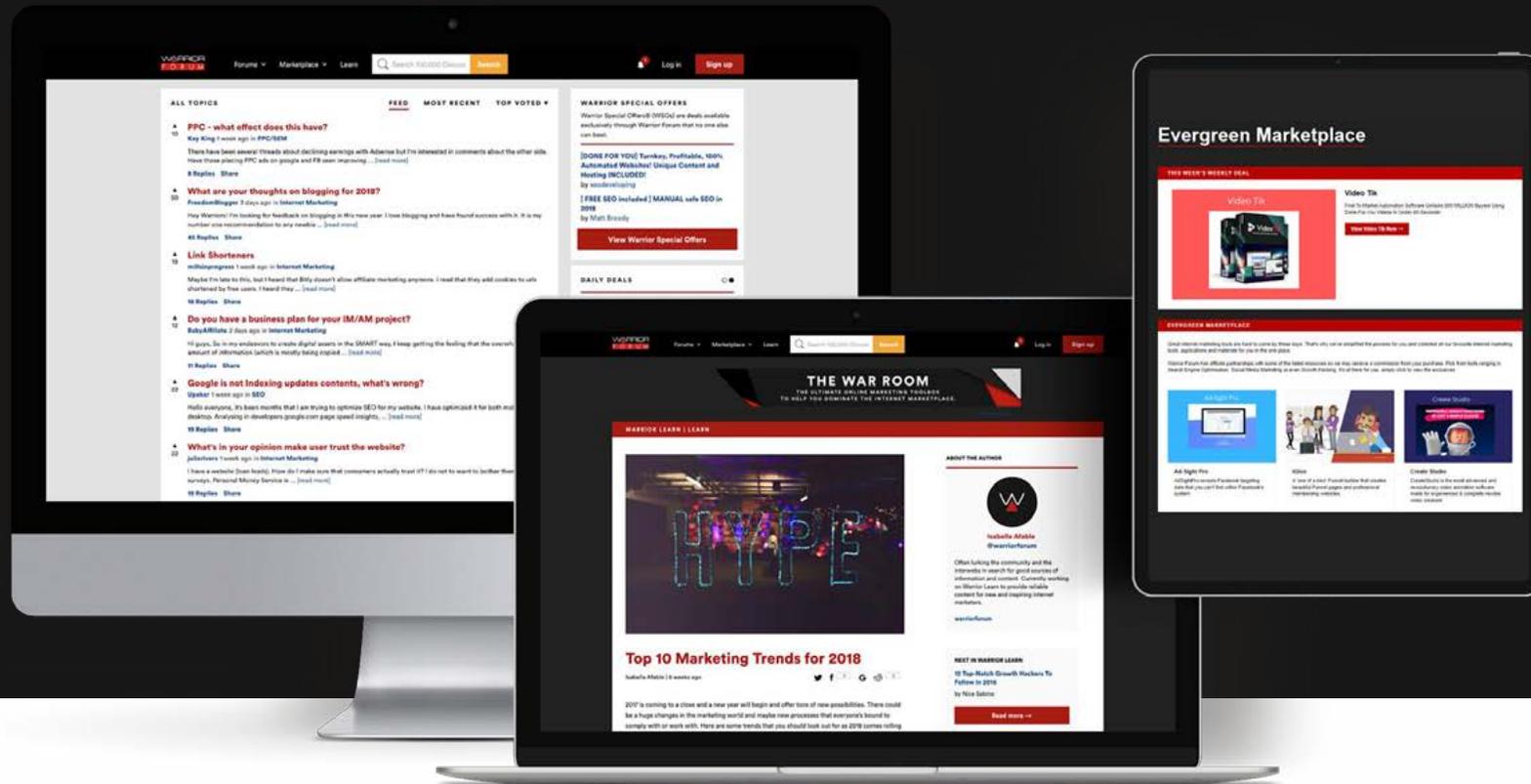
Stanislav has been working professionally as a web developer for the past 10 years. Before joining the Freelancer Group three years ago, he was involved in a number of startups and consulting projects. Stanislav brings a wealth of knowledge and experience to his role leading the Freightlancer and Loadshift engineering teams. He has a Bachelors of Computer Science and a Masters in Computer Science from the University of Bialystok in Poland.



Drew Davis
Account Executive

Drew is one of a new breed of technology entrepreneurs striving to take the internet start-up world beyond the hype into traditional 'on-the-tools' industries. Graduating from Sydney University with a Bachelor of Commerce, Finance, Drew initially founded leading boutique Australian technology firm, dripcreative. Formerly General Manager of Freightlancer, Drew rejoins the company as an experienced Account Executive.

WARRIOR FORUM



The #1 Internet Marketing Forum Since 1997

1,647,531+
USERS

10,673,746+
POSTS

1,140,138+
THREADS

Unique Investment Thematics

Freelancer Limited (ASX:FLN) is unique exposure to:

- Massive market: \$5 trillion TAM
- The on-demand and crowdsourced economy
- Increasing internet penetration of emerging markets
- Rising sophistication in emerging markets labour
- Software & mobile eating the world
- Structural imbalances in global labour markets
- Thrives in economic crises. The global financial crisis led to the original emergence of the online crowdsourcing and freelancing industries:
 - Employers looked online to hire freelancers rather than full time staff
 - Workers looked to the Internet to find new sources of employment
- Incredibly deflationary
- Fintech & transition of global commerce to online (Escrow.com)
- Global Income (>90% of revenue is outside Australia: USD, GBP, EUR, CAD, etc.)

ASX
FREELANCER LIMITED



FREELANCER LIMITED

How big is the market?

“160 million jobs, or about 11% of the projected 1.46 billion services jobs worldwide, could in theory be carried out remotely, barring any constraints in supply”*

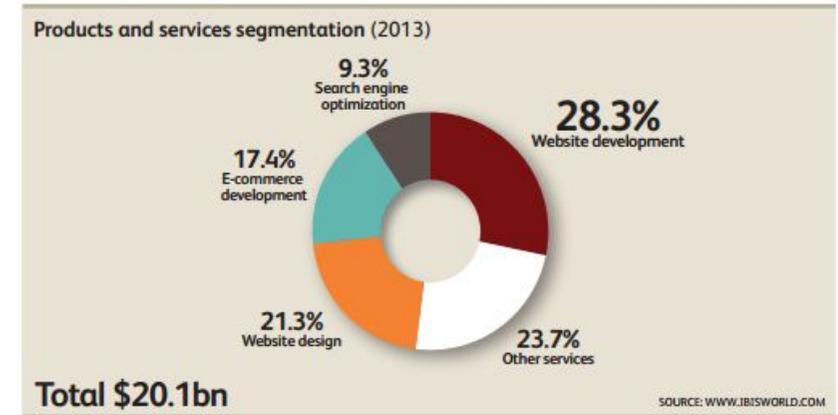
* McKinsey Global Institute, The Emerging Global Labor Market, Part I: The Demand for Offshore Talent in Services.



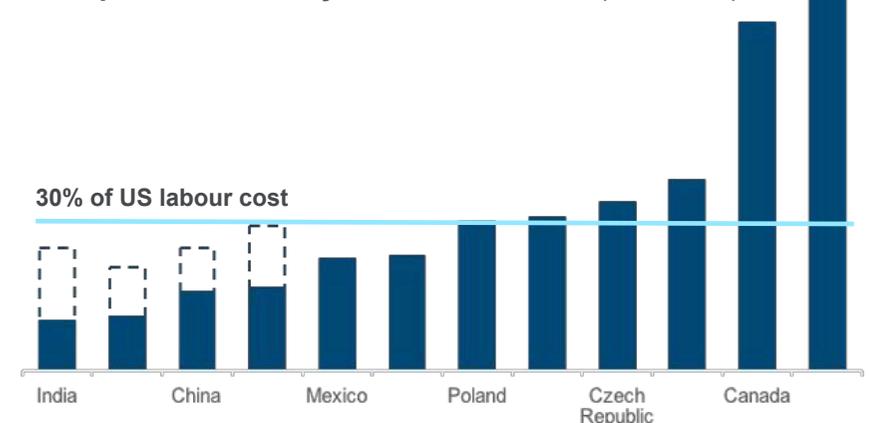
Estimated demand for Web Design services (mid-high OECD)

Web design revenue opportunity estimated as \$2.7 billion per annum (\$10.5b GPV)

- Freelancer's estimated global web design revenue opportunity at c.\$2.7 billion (\$10.5b GPV).
- This is as a replacement of existing business only- there is also potential upside from opening up of new demand from lower cost labour services
 - e.g. for the first time, a café can get a website for c.\$100
- Indicative calculation:
 - web design in the US alone is US\$20 billion + industry¹
 - wages constitute US\$12 billion of this
 - more than 50% of software engineering jobs can be outsourced at 30% of US wages²
 - US\$1.74 billion in wages outsourced @ 27.8% monetisation rate = c.A\$678 million revenue opportunity for Freelancer in the US (Total Available Market)⁴
 - there are 28 million small businesses in the US, but at least 96 million more in other mid-high income OECD countries³
 - from this we estimate the global opportunity is $(96+28)/28 = c.4.4x$ larger than the US market



Comparison of hourly labour cost, index (US = 100)²

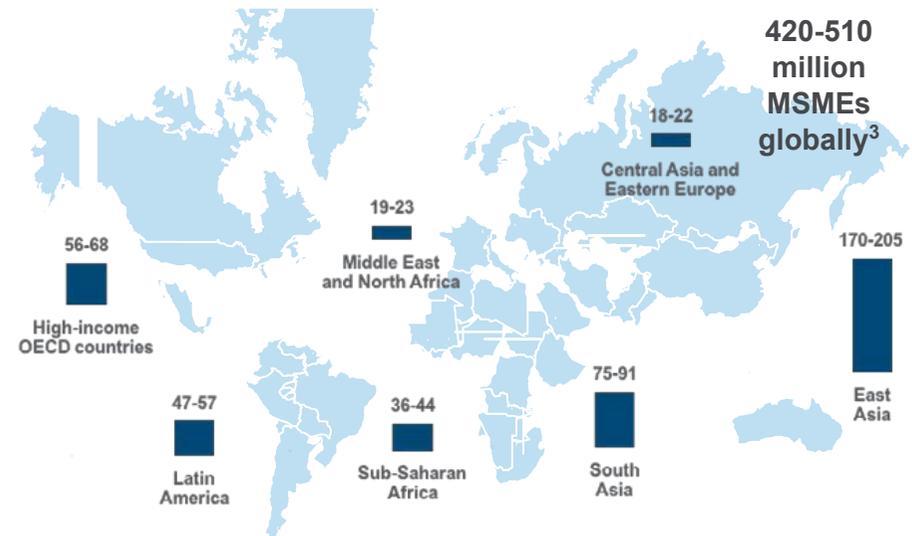


1. IBISWorld, "Web Design Services in the US" (August, 2013).
2. McKinsey Global Institute, "The Emerging Global Labor Market: Part III: How Supply and Demand for Offshore Talent Meet" (June, 2005).
3. Based on 28m SMEs in the US, 96m MSMEs outside the US in mid-high income OECD countries.
4. Based on AUD/USD exchange rate of 0.7132.

Estimated demand from mid-high income OECD SMEs

Global SMB revenue estimated as \$48b per annum (620m projects, \$181b GPV)

- There are about 28 million small businesses in the US
 - 22 million of these are informal non-employers (yet generate >\$1 trillion per annum in revenue)¹
- US job posters who posted more than one project posted on average 4.97 projects in 2016²
- Average project size in FY19 was US\$216, generating revenue of \$60 to Freelancer (27.8% monetisation rate)²
 - Implies A\$11.7 billion TAM (A\$42 billion GPV, 140 million projects) from US SMEs
- But there are 420 – 510 million micro, small and medium enterprises (MSMEs) globally³
- 96 million are formal employer MSMEs outside the US in mid-high income nations⁴
 - Additional A\$40 billion TAM (A\$144 billion GPV, 480 million projects)
- Estimated global TAM from MSME market of c.\$52 billion (A\$186 billion GPV, 620 million projects)
- This excludes another 100m+ informal (unregistered) MSMEs in high income nations globally including non-employer firms, sole proprietors and partnerships which could add materially to Freelancer’s revenue opportunities



1. US Government, Small Business Administration Office of Advocacy.
 2. Based on Freelancer internal statistics. Average paid value of completed project was US\$216 in FY19. Monetisation rate = \$50.4m / 181.41m = 27.8%
 3. McKinsey Global Institute, "Two trillion and counting: Assessing the credit gap for micro, small, and medium-size enterprises in the developing world" (October, 2010).
 4. World Bank Statistics, International Finance Corporation. Excludes informal MSMEs including non-employer firms, sole proprietors and unincorporated partnerships.

Estimated supply of professional labour in the developing world

370m or 10% of the 3.7b working age in developing world have a tertiary qualification

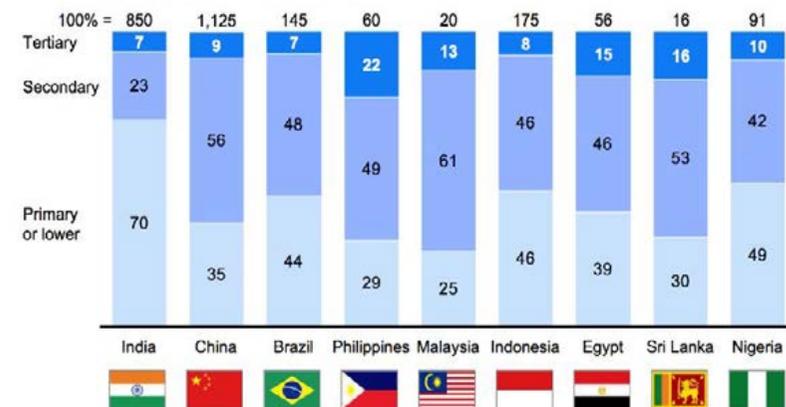
- 2019 global working age population: 4.8 billion, labour force: 3.5 billion¹

Cluster	Young Developing	Young Middle-income	India	China	Young Advanced	Russia & CEE	Southern Europe	Aging Advanced
Workers Million	322	640	469	783	290	141	60	145
GDP per capita \$	<3,000 ²	3,000–20,000 ³	3,000	7,000	25,000–50,000 ⁴	10,000–20,000 ⁵	20,000–30,000	30,000–45,000

- 2030 projected global labour force: 3.5 billion¹
- Of the 4.8 billion working age in the developing world:
 - 46% have a secondary education²
 - 10% have a tertiary education
- In the Philippines, tertiary education rose from 9% to 22% (13m) 1980-2010
 - Brazil, China, India @ 7 to 9%, yet produce c.5m STEM grads per annum³

- There are 220 million people with a tertiary degree between India, China, Brazil, Philippines, Malaysia, Indonesia, Egypt, Sri Lanka and Nigeria
- c.5 billion people to join the Internet over next decade that earn <\$10/day
- They have very little assets however are educated and can sell their services
- Freelancer.com is the first stop on the Internet for these people to raise their wages from \$10/day to \$10/hour +

Educational attainment (2010)
% working age population; million people¹



1. World Bank <https://data.worldbank.org/indicator/SL.TLF.TOTL.IN>
 2. McKinsey Global Institute, The Emerging Global Labor Market 2005, Part I: The Demand for Offshore Talent in Services
 3. Accenture Institute for High Performance: Where will all the STEM talent come from? (May 2012)

NOTE: Numbers may not sum due to rounding.
 SOURCE: United Nations Population Division (2010 revision); IIASA; ILO; local statistics for India and China; McKinsey Global Institute analysis

Estimated demand from Local Jobs in the US

Freelancer's expansion into local jobs expands the TAM by up to \$800b

- Online services is already a huge market, with enormous future potential
 - McKinsey Global Institute has estimated that “160 million jobs, or about 11% of the projected 1.46 billion services jobs worldwide, could in theory be carried out remotely, barring any constraints in supply”
- In the US alone, the temporary labour market is estimated to be in the order of \$100 billion¹
 - MBO Partners² also found that in 2013 in the US there were 17.7 million independent workers
 - these generated \$1.2 trillion in total income per annum
 - Angie's List estimates the home services industry, which includes electricians, plumbers, dog walkers and other manual labour, alone is worth \$400 billion per annum
 - others put it at \$800 billion per annum⁴



1. <http://www.theverge.com/2012/7/23/3177860/taskrabbit-13-million-funding-peer-to-peer-labor-market-zaarly-done-exec>
2. http://info.mbopartners.com/rs/mbo/images/2013-MBO_Partners_State_of_Independence_Report.pdf
3. <https://www.fool.com/investing/general/2015/04/03/does-a-market-exist-for-amazoncom-incs-home-servic.aspx>
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Thank you

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