

# ONLINE CLASSIFIEDS IN FRONTIER MARKETS

INSTITUTIONAL INVESTOR PRESENTATION | MARCH 2017

### **HIGHLIGHTS**



### 2016 Financial performance

- Total revenue of A\$13.4m on 100% basis, up 82% over 2015¹
  - Zameen expanded its revenues to A\$5.8m (up +227% from 2015)
  - Encuentra24.com recorded revenues of A\$5.0m (up +17% from 2015)
  - 7 out of 15 investments have now progressed to monetisation stage and are now solely focused on expanding revenues and profits
  - Note: Frontier's economic share of revenue in 2016 was A\$3.9m, up 139% on 2015
- Frontier also invested over A\$11.8m across new and existing businesses during 2016

# Total revenue<sup>1</sup> (2015: A\$7.3m)

A\$13.4m +82%

Cash & term deposits (Dec 2015: A\$5.4m)

A\$25.1m +365%

### 2016 Operational performance

- 2016 was a year of significant operational progress for Frontier
  - Frontier now has investments in 15 companies accessing a population of 648m
  - Successfully expanded to more countries giving access to larger populations, listings, visits and revenue
- Strong brand awareness was established within our target markets positioning
   Frontier as the funding partner of choice for many successful entrepreneurs
- Detailed data on performance by portfolio investment provided on slide 12

# Listings

(Dec 2015: 0.9m)

**1.2m** 

+24%

Sessions (2015: 147.1m)

205.7m

+40%

### 2017 Strategy

- Achieving a market leading position across our portfolio companies
- Continued roll-out of the successful Zameen blueprint
- Optimisation of portfolio through new investments and rationalisation

# Companies monetising (2015: 4 companies)

7 companies

### **FY2016 FINANCIAL RESULTS**

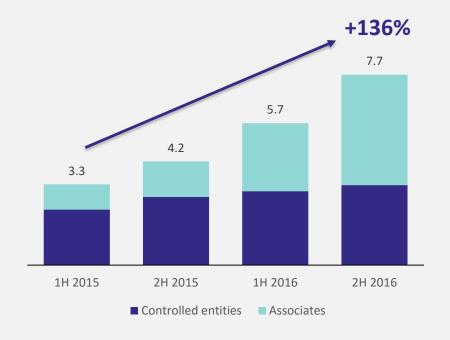


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- Strong revenue growth across the portfolio and prudent cost management
- highlights Frontier's significant progress towards achieving cash flow breakeven

### Total revenue (A\$m; 100% basis)

Significant growth in revenues as portfolio investments transition to monetisation stage



### Total EBITDA (A\$m; 100% basis)

EBITDA losses expected to reduce as the portfolio progresses towards monetisation stage



### REVENUE BREAKDOWN ACROSS PORTFOLIO



See slide 5 See slide 6 See slide 7 See slide 8

Kupatana has now moved to

monetisation

stage

Strong financial performance in 2016 validates Frontier's differentiated

Current

strategy of partnering with local entrepreneurs

Currently
monetising

Operating company	shareholding	(A\$000, 100% basis)	(annual)	Туре
Zameen	30%	5,750	227%	Property
Encuentra24	39%	5,025	17%	General
iMyanmarHouse	43%	738	33%	Property
LankaPropertyWeb	37%	127	535%	Property
Kupatana	31%	171	n/a	General
CarsDB	76%	92	64%	Automotive
Pakwheels	37%	#,### <sup>1</sup>	### <sup>1</sup>	Automotive
ToLet	39%	147	123%	Property
Moteur	49%	65	1,525%	Automotive
meQasa	66%	10	n/a	Property

2016 revenue

Revenue growth

Growing operating metrics

Monetisation

planning stage

casaMozambique	42%	61	510%	Property
Afribaba	65%	31	n/a	General
IMCongo	66%	20	n/a	Property
Carwangu	60%	-	n/a	Automotive
Angocasa/Angolacarr	60%	-	n/a	Property/Automotive

#### Noto.

### **ENCUENTRA24.COM: TRADING UPDATE**

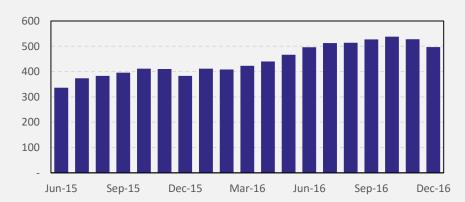


- Encuentra24.com is the leading general classifieds portal in the key Central
- American markets of Panama, Costa Rica, Nicaragua and Honduras

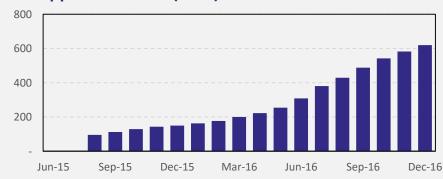
#### **Business update**

- Encuentra24.com is the leading general online classifieds portal in Central America
  - Frontier has an equity ownership of 38.7%
  - First invested in April 2015
  - One of the leading revenue generators in Frontier's portfolio with annual revenue A\$5.0m in 2016
- Continued growth in operational metrics resulted in Frontier exercising its option to increase its investment in Encuentra24.com by +3.8% in December 2016 for A\$1.3m
  - Total listings increased to 496,896 at the end of December 2016 (up from 382,971 in December 2015)
  - Leads generated from consumers to advertisers increased to 943,291 in December 2016 (up from 518,418 in December 2015)
- Encuentra24.com successfully expanded their leadership position in each of their core markets across 2016
- The execution ability of the Encuentra24.com management team is a clear demonstration of how to successfully monetise multiple, smaller markets from one horizontal platform

### **Total listings (000s)**



### **Total app installations (000s)**



## **IMYANMARHOUSE: TRADING UPDATE**

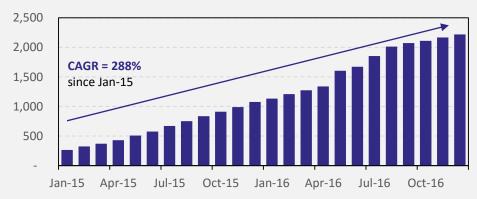


- Successful roll-out of the iMyanmarHouse app and usage with real estate agencies is
- driving strong operational and financial performance over the last 2 years

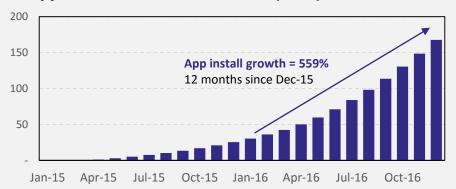
#### **Business update**

- iMyanmarHouse.com is the leading online real estate portal in Myanmar
  - Significant market opportunity with total population of 54 million
  - Reports of smartphone penetration now reaching over 70% of the population<sup>1</sup>
  - Frontier has an equity ownership of 43%
- Since investment in October 2014, Frontier has implemented its bestin-class operating model in collaboration with the iMyanmarHouse founders
- iMyanmarHouse has delivered rapid operational and revenue growth over the past 2 years
  - 2,218 agencies now using the platform (CAGR of 288% since Jan-15)
  - A\$738k revenue in 2016 (up 33% from 2015)
- A key focus for iMyanmarHouse has been the highly successful development and roll-out of its app
- iMyanmarHouse has also successfully established transaction related revenue streams in line with Frontier's v2.0 classifieds business model

#### Real estate agencies using platform (#)



### Total app installations less uninstalls (000s)



#### Note:

### LANKAPROPERTYWEB: TRADING UPDATE

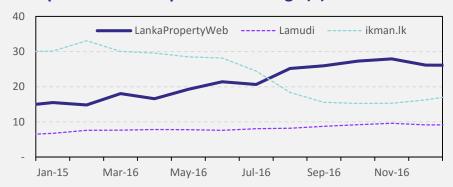


- Strong growth in listings over the last 2 years has seen LankaPropertyWeb overtake its
- competitors as the leading online real estate portal in Sri Lanka

#### **Business update**

- LankaPropertyWeb is the leading online real estate portal in Sri Lanka
  - Frontier has an equity ownership of 37%
  - Also owns a significantly in-the-money option to acquire an additional 11% for an exercise price of US\$200k
  - First invested in August 2015
- 2016 saw the continued growth in key operating metrics as Frontier and the founders continue to implement best-in-class online classifieds strategies
  - +2,318% growth in total leads
  - +90% increase in monthly revenue to A\$11,757 in December 2016<sup>1</sup>
  - +39% improvement in desktop visit bounce rate
- LankaPropertyWeb grew its operating metrics with only a 2% increase in monthly total expenses over 2016
- Superior operational execution in 2016 has positioned LankaPropertyWeb as the clear market leader ahead of Lamudi and ikman.lk

#### Competitive landscape – total listings (#)



		Change
Dec-15	Dec-16	(%)
6,485	7,765	+20%
3,014	72,883	+2,318%
6,174	11,757	+90%
26,891	27,451	+2%
14,510	26,168	+80%
97,883	168,164	+72%
31.5%	19.3%	+39%
	6,485 3,014 6,174 26,891 14,510 97,883	6,485     7,765       3,014     72,883       6,174     11,757       26,891     27,451       14,510     26,168       97,883     168,164

### **KUPATANA: TRADING UPDATE**

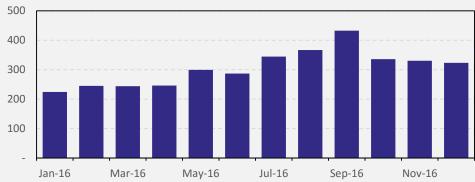


- Operational outperformance in 2016 has transitioned Kupatana to significant
- monetisation stage from its position of clear market leadership in Tanzania

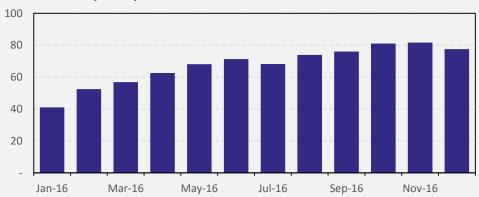
#### **Business update**

- Kupatana is the leading general classifieds portal in Tanzania with a presence in Uganda
  - Frontier has an equity ownership of 31%
  - First invested in May 2015
  - Target population of c. 93m
- Kupatana was founded in 2014 and has adopted an aggressive 'mobile first' approach to its product roll out to capitalise on the significant growth in smartphone users in its target geographies
- Kupatana delivered A\$171k in revenue across 2016 (no revenue generated in 2015)
- 2016 saw significant increases in key operational metrics including:
  - Total users increased to 323,017 in December 2016 (up from 219,723 in December 2015)
  - Total monthly sessions increased to 375,000 in December 2016 (up from 260,162 in December 2015)
  - Total active listings (< 90 days old) increased to 117,500 in December 2016 (up from 91,977 in December 2015)

### Total users (000s)



#### **Total leads (000s)**



FRONTIER DIGITAL VENTURES Source: Company websites

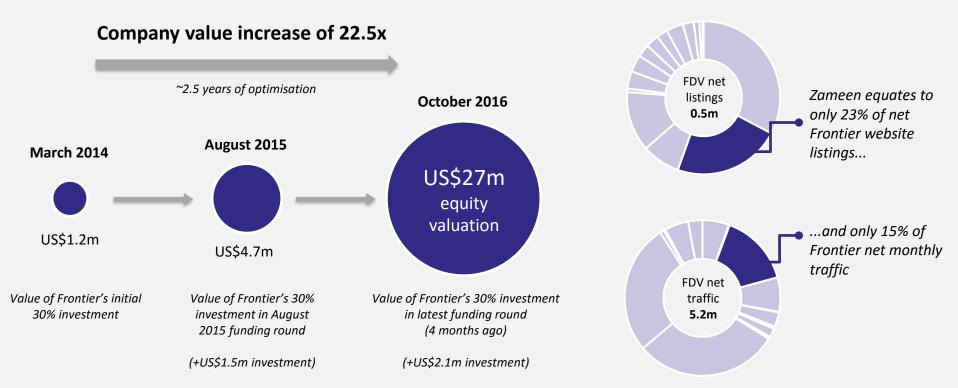
### **ZAMEEN: DEMONSTRATED VALUE CREATION**



- Frontier's first investment, Zameen, has already increased in value by more than 5x on
- the investment to date (stake now worth US\$27m)

#### **Growth in Zameen equity value**

### **Zameen proportion of Frontier portfolio**



# **ZAMEEN: BLUEPRINT TO ROLL OUT ACROSS PORTFOLIO**



- Frontier's further 14 investments are following the Zameen blueprint and are rapidly
- progressing towards monetisation

#### **Zameen optimisation process**

Implement best-practice strategies

- Zameen was optimised based on Frontier management's experience in managing REA Group and iProperty
- Initially reviewed existing strategy and established common goals with Zameen founders
- Establish operational structures
- Agreed structure with clear goals on Zameen portal sales and marketing effectiveness

**Optimise Zameen** reporting systems

- Allowed efficient KPI tracking
- Zameen now has over 600 employees

Drive Zameen towards #1 portal in Pakistan

- Focus first on industry side and agencies
- Within 24 months Zameen had more than 300,000 listings and over 3.2m visits in Pakistan

Consolidate Zameen brand

- Established Zameen as the trusted source of property for sale and rent
- Collect and leverage property related data and information

### **Optimisation of key metrics**

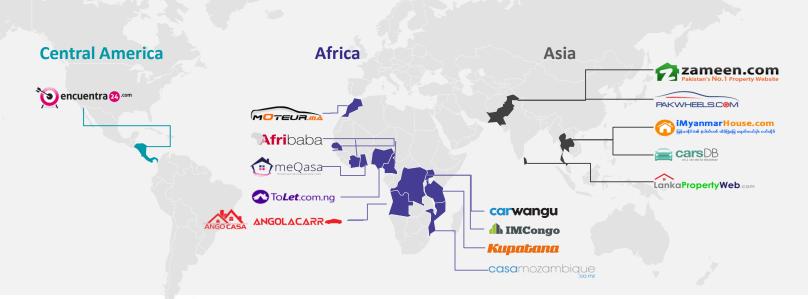
	Mar-13	Mar-14 (investment)	Nov-16	Change (%)
Agencies (#)	3,690	4,958	11,231	+127%
Paying agencies (#)	298	752	6,443	+757%
Active listings (#)	66,603	77,631	336,281	+333%
Unique visitors (#)	161,385	293,274	1,037,592	+254%
Visits (#)	338,143	618,661	2,986,769	+383%
Desktop visits (#)	286,669	462,366	1,123,810	+143%
Mobile visits (#) <sup>1</sup>	51,474	156,295	1,862,959	+1,092%
Total leads (#)	118,470	125,734	613,040	+388%
Revenue accr. (PKR)	n/a	4,297,032	49,941,667	+1,062%
Note: 1 Includes app visits				

Significant increases in operational metrics since Frontier investment

### **CURRENT PORTFLIO OF 15 INVESTMENTS ACROSS 19 COUNTRIES**



- Frontier continues to establish strong brand awareness within our target markets as
- the funding partner of choice for many successful entrepreneurs
- Focuses on early stage, locally-based operating companies where the team's expertise in strategy and execution in online classifieds can add material value
- Identifies and invests in companies at a significant discount to the value which may be created post Frontier's
   3 to 5 year optimisation process
- Targets countries experiencing some of world's fastest growing GDP per capita and internet penetration



### REVENUE AND SESSION DATA PER WEBSITE



- Strong operational performance was recorded across the portfolio with
- all businesses experiencing growth across both revenue and sessions over 2015

					Standalone revenue (A\$000's)			Total sessions (000's)								
Website	Current ownership	Ownership if all options exercised	Accounting treatment	1H 2015	2H 2015	1H 2016	2H 2016	1H to 1H growth	2H to 2H growth	1H	2015	2H 2015	1H 2016	2H 2016	1H to 1H growth	2H to 2H growth
Companies that are mo	netising marke	et leading operation	al metrics													
Zameen	30%	30%	Equity	694	1,065	2,166	3,584	212%	236%	7,	490	13,085	16,959	17,738	126%	36%
Encuentra24	39%	42%	Consolidated	2,009	2,277	2,445	2,580	22%	13%	25	722	26,624	30,327	35,747	18%	34%
Pakwheels	37%	47%	Equity	#,###1	#,###1	#,###1	#,###1	38%	96%	#,	###1	#,###1	#,###1	#,###1	54%	12%
iMyanmarHouse	43%	43%	Consolidated	196	359	352	386	80%	8%	7	80	1,459	2,104	2,150	170%	47%
Kupatana	31%	31%	Equity	-	-	89	82	n.m.	n.m.	2,	070	4,078	5,525	6,205	167%	52%
LankaPropertyWeb	37%	48%	Consolidated	-	20	69	58	n.m.	197%	1,	228	1,306	1,560	1,685	27%	29%
CarsDB	76%	76%	Consolidated	32	24	33	59	5%	141%	2,	458	3,364	3,833	3,809	56%	13%
Companies that are in r	nonetisation p	lanning stage														
ToLet	39%	39%	Consolidated	-	66	67	80	n.m.	21%	2	83	192	366	701	29%	266%
meQasa	66%	66%	Consolidated	-	-	-	10	n.m.	8,314%	:	21	52	145	224	593%	329%
Moteur	49%	49%	Equity		4	26	39	n.m.	985%	3,	098	2,801	3,956	4,905	28%	75%
Companies that are foc	used on growii	ng operating metrics	•													
Afribaba	65%	65%	Consolidated	-	-	7	24	n.m.	n.m.	9	46	2,429	2,791	2,932	195%	21%
IMCongo	66%	75%	Consolidated	-	-	2	18	n.m.	n.m.	1	07	107	145	169	35%	59%
Carwangu	60%	60%	Consolidated	-	-	-	-	n.m.	n.m.		2	2	41	105	2,343%	4,329%
Angocasa / Angolacarr	60%	71%	Consolidated	-	-	-	-	n.m.	n.m.	:	L7	18	60	139	245%	691%
casaMozambique	42%	42%	Equity	-	10	5	56	n.m.	446%		5	57	34	99	562%	75%

#### Noto:

### FRONTIER'S DIFFERENTIATED STRATEGY



- Frontier has a differentiated investment strategy that combines the drive of well invested
- local founders with Frontier's top tier experience building online classifieds businesses

## Frontier's clear strategy...

- 1 Acquire/build market leaders in each region
  - Achieving clear market leadership is a forerunner to effective monetisation of online classifieds businesses
- 2 Empower and support well-invested founders
  - Focus on partnering with local entrepreneurs with significant 'skin in the game'
  - Avoids the strategy of global players who deploy ex-pat CEOs with limited understanding of local market dynamics and lack of personal investment
- 3 Deploy clear business plans and KPIs
  - Rigorously monitor all portfolio companies to enable Frontier to track progress and add value
  - Use clear KPIs to drive companies to achieve key milestones on a month-to-month basis

## ...and unique position to execute

#### Unparalleled experience in emerging online classifieds

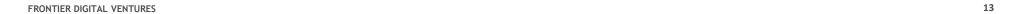
 Management have been investing into and managing online classifieds businesses since 2001

#### A true operational partner

- The preferred partner of emerging online classified companies
- Local founders value the increased flexibility
- Also not beholden to venture capital style unitholders and their requirements

#### Bespoke business model designed for frontier markets

- Specialist in navigating the unique issues that online classified businesses face in frontier markets
- Learnings are shared across the portfolio



### STRATEGIC VISION FOR FRONTIER



- Frontier is currently executing on its short- to medium-term plan of taking 10 online
- classifieds businesses to monetisation

# **Fstablish** portfolio

Complete



Raise capital and establish initial portfolio of tier 1 investments

Bring 10 businesses to monetisation

**Underway** 



Near-term goal is to bring 10 portfolio businesses into monetisation stage

**Portfolio** rationalisation

**Underway** 



Disciplined rationalisation may occur over time

through subsequent funding rounds and/or stake sales targeting an initial A\$100m valuation each

Establish value for investments

**Establish** 

>A\$100m market

value for each

investment

**Monetise** equity



Frontier will consider exiting its investments if and when appropriate, in the best interests of

shareholders

3 – 5 year process of active value optimisation

### MATURING PORTFOLIO



- Frontier is currently optimising the operations of its 15 online classifieds investments
- and rapidly progressing these investments towards monetisation

#### **Investment progression**

#### **Currently monetising**

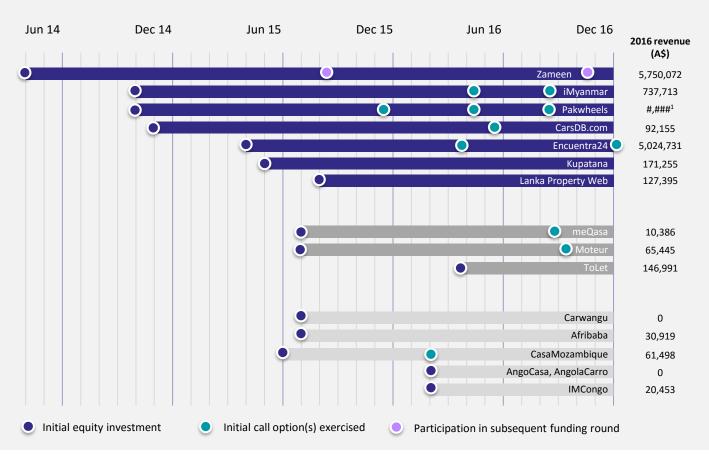
- Investments at this stage are focused on increasing revenues
- Uses targeted marketing and build out of product range

#### Monetisation planning stage

 Investments at this stage are focused on improving quality of listings and leads

#### **Growing operating metrics**

- Investments at this stage are primarily focused on increasing listings and advertisers
- Marketing awareness exercises are also undertaken



### MARKET POSITION OF INVESTMENTS



- Frontier is focused on achieving a market leading position in all of its investments as a key
- requirement to being able to successfully monetise its user base

up from #2 on investment

### **Currently monetising**

PAKWHEELSOM #1

iMyanmarHouse.com မြန်မာနိုင်ငံ၏ နပါတီတစ် အိမ်ဖြစြေ ရောင်းပယ်ကို ဝတ်ဆိုဒ်

carsDB #1

encuentra 24 com #1

LankaPropertyWeb.com #1

**Kupationa** #1 up from #2 on investment

Clear market leadership and focused on revenue

### Monetisation planning stage

**m**eQasa

#1 up from #2 on investment

MOTEUR.MA

#1

To**Let**.com.ng

2 up from #4 on investment

### **Growing operating metrics**

casamozambique #1

**# ⊥** investment

up from #2 on

carwangu #1

ANGOLACARR #1

**♣** IMCongo #1

Afribaba #2 up from #3 on investment

#2 up from #3 on investment

Establishing position in competitive markets

Driving towards market leadership

FRONTIER DIGITAL VENTURES Source: SimilarWeb 16

## SHIFT TO TRANSACTION REVENUE – ONLINE CLASSIFIEDS v2.0



- Frontier markets present a significant opportunity to roll-out the v2.0 online
- classifieds business model and benefit from transactional revenue streams
- There exists a significant opportunity to roll-out v2.0 of the online classifieds business model which focuses on new, transactional revenue opportunities which arise due to unique issues faced by frontier markets including:
  - Low levels of trust between buyers and sellers
  - Lack of access to traditional payment instruments
  - Lack of financial infrastructure to support safe payments
  - Comparatively higher mobile penetration

### **Traditional model**

Home services / design Featured content on design ideas

Valuation and data Valuation tools and historical sales data

**Property listings** Listings of properties for sale or for rent

# realestate.com.au





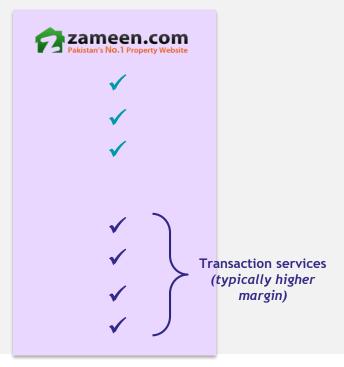


#### Transaction revenue – online classifieds v2.0

Mortgage broking Provision of mortgage broking services to home buyers Transaction facilitation Facilitation of price negotiations and transaction escrow services Relocation services Provision of logistical services Property management

Provision of property rental management services

#### Online classifieds v2.0



# **EQUITY CALL OPTIONS**



- Frontier's structured investment terms include valuable call options over several portfolio
- companies that are expected to generate additional shareholder value over time

Cur	rent	ly
mon	etisi	ing

Operating company	Shareholding to be acquired	Amount payable (US\$)	Expiry date	Decision	
Pakwheels	8.3%	1,000,000	Dec-15	✓ Exercised	
Encuentra24	5.8%	1,050,000	Apr-16	✓ Exercised	
Pakwheels	1.8%	250,000	May-16	✓ Exercised	
iMyanmarHouse	14.2%	700,000	May-16	✓ Exercised	
CarsDB	10.0%	330,000	May-16	✓ Exercised	
CarsDB	6.7%	500,000	May-16	✓ Exercised	
Pakwheels	1.7%	250,000	Sep-16	✓ Exercised	
iMyanmarHouse	3.4%	300,000	Sep-16	✓ Exercised	
Encuentra24	3.8%	933,333	Dec-16	✓ Exercised	
LankaPropertyWeb	10.5%	200,000	Mar-17	Pending	
Encuentra24	3.4%	1,051,095	Apr-17		
Pakwheels	10.0%	2,000,000	Jul-17		
Meqasa	6.0%	300,000	Sep-16	✓ Exercised	
Moteur	16.7%	330,000	Oct-16	✓ Exercised	

Monetisation planning stage

Growing operating metrics

Moteur	16.7%	330,000	Oct-16	✓ Exercised
CasaMozambique	15.4%	250,000	Feb-16	✓ Exercised
CasaMozambique	8.7%	300,000	Jul-16	× Lapsed
IMCongo	9.50%	200,000	Feb-18	_
TechAfrica	11.20%	276,000	Feb-18	_

Options currently outstanding <

# **UPCOMING SHARE PRICE CATALYSTS**



- Frontier has a number of upcoming share price catalysts as it continues to focus on
- building the equity value of its portfolio

PORTFOLIO OPTIMISATION	_	Continued roll-out of successful Zameen blueprint to other portfolio companies
MARKET VALUATIONS	-	Near term funding rounds for Frontier's investments will provide observable market valuations and should increase the potential for a market re-rating
EXERCISE CALL OPTIONS	_	Frontier may elect to exercise further valuable call options in line with its strategy to optimise its allocation of capital
RAPID BUSINESS GROWTH	-	Consolidation or addition of new verticals to existing investments (e.g. add auto-classifieds to dominant property platform in Sri Lanka)
NEW ACQUISITIONS	_ _	Focus on currently shortlisted opportunities Focus on exploiting opportunities in high value countries

# **INVESTMENT HIGHLIGHTS**



- Frontier provides investors with a diversified portfolio of high growth online
- classifieds businesses in some of the fastest growing emerging markets
- Frontier is the leading global operator of online classifieds businesses in frontier markets
- Frontier's portfolio of 15 online classifieds businesses is rapidly monetising
- Frontier's first investment, Zameen, has already increased in value by more than 5x on the investment to date (stake now worth US\$27m)
- Frontier's subsequent 14 investments are following the successful Zameen blueprint
- Management team has a proven track record of generating significant shareholder value in online classifieds businesses
- Frontier's structured investment terms include valuable call options over several portfolio companies
   that are expected to generate additional shareholder value over time
- Frontier's portfolio companies are at the forefront of the v2.0 online classifieds model evolution
- Target geographies are experiencing some of world's fastest growing GDP per capita and internet penetration

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# **CONTACT DETAILS**

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Telephone: +60 3 2201 0790

### **CORPORATE SNAPSHOT**



- Frontier is focused on developing online classifieds businesses in underdeveloped, emerging
- countries or regions

#### **Key personnel**

#### **David Baxby**

#### Chairman

- In 2008 David joined the Board of Virgin Atlantic, Virgin America and Air Asia X and remains a director of Virgin Australia
- Former Co-CEO of Virgin Group from 2011 (Richard Branson family office)
- In 2004 David was named CEO of Virgin Management Asia Pacific region

#### **Shaun Di Gregorio**

#### **CEO & Founder**

- Former General Manager at REA Group (ASX: REA) from 2001-2009
- CEO at iProperty Group (ASX: IPP) from 2010-2014 where he transformed iProperty Group into the largest listed internet company in ASEAN with a market cap of A\$514m

#### **Broker research coverage**

Morgans

**BELL POTTER** 

Ivor Ries (Melbourne)

Jonathon Higgins (Melbourne)

#### **Top shareholders**

Catcha Group (Patrick Grove and Luke Elliott)	40.8%
Shaun Di Gregorio (CEO & Founder)	17.1%
Fidelity Management	7.4%
Private Portfolio Managers	7.3%

#### **Financial information**

Share price (20-Mar-17)	A\$0.48
Shares on issue	216.8m <sup>1</sup>
Market capitalisation	A\$104.1m
Cash (31-Dec-16)	A\$25.1m
Debt (31-Dec-16)	No debt
Enterprise value	A\$79.0m

Source: IRESS

Notes:

Includes 100.3m escrowed shares held by Catcha Group, Board and management, operating company vendors and others. Escrowed shares expected to be released on 25 August 2018 (90.3m) and 25 August 2017 (10.0m). Excludes performance rights.

### THE PERSON BEHIND FRONTIER DIGITAL VENTURES



#### **Online classifieds since 1999**

#### 2001-2009

- General manager REA Group Australia (ASX:REA)
- General manager REA Group International

#### 2010 - 2014

CEO – iProperty Group (ASX:IPP)

2010 to 2014 achieved 3000% shareholder return – amongst the highest of any listed online classifieds business in Australia

Demonstrated track record of delivering shareholder value in early stage markets

#### 2012 > 2016

Non-Executive Director – iCar Asia (ASX:ICQ)

#### 2014 >

CEO and Founder of Frontier Digital Ventures

Advisor and mentor to classifieds portals in markets across the globe, including:

#1 property portal in Brazil – VivaReal.com

#1 property portal in UAE and select MENA markets – propertyfinder.ae

100% committed to building FDV to be a leading operator of online classifieds businesses in select frontier markets across the globe. Based in Kuala Lumpur, Malaysia as a hub for reaching frontier markets on every continent.





Shaun Di Gregorio
CEO & Founder of Frontier Digital Ventures