



28 July 2016

# Freelancer Limited

**1H 2016 Financial Results**

**Matt Barrie**

**Chief Executive Officer**

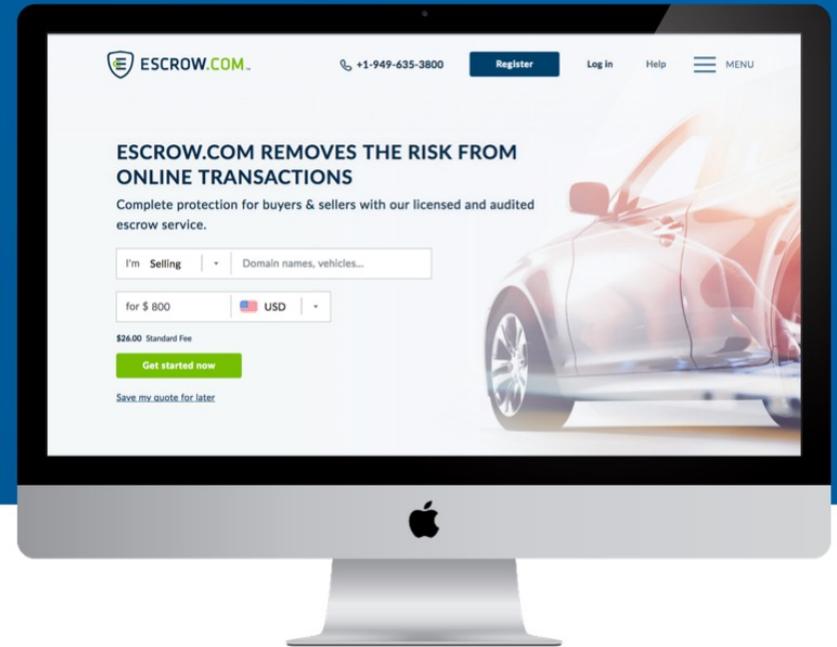
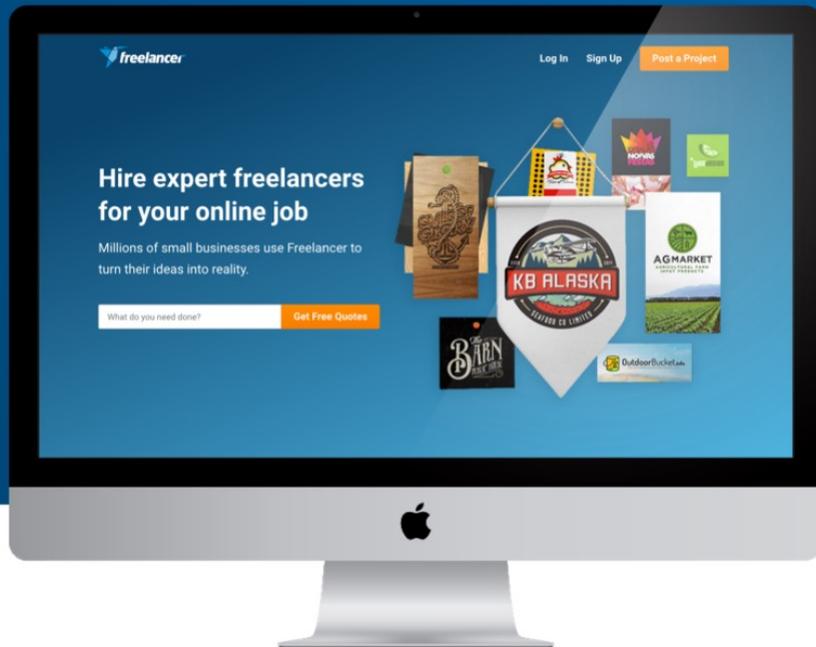
# **Freelancer delivers yet another record result with strong positive operating cash flow and positive operating EBITDA for 1H16**

- **Record 1H Net Revenue \$26.2m (up 56% on pcp)**
- **Five year revenue CAGR 52% (FY10-15)**
- **Record 1H GPV \$354.9m (up 453% on pcp)**
- **Positive 1H Operating Cashflow \$4.5m**
- **Positive 1H Operating EBITDA \$0.1m**
- **Cash & eq. (30 June) \$35.2 million (up 9% on 31 Dec)**
- **First half year contribution from Escrow.com**



# Freelancer.com

# Escrow.com



## Freelancer.com

#1 Online Services Marketplace  
Over **US\$3.0 billion** in  
projects posted

## Escrow.com

#1 for Secure Online Payments  
~**US\$3.0 billion** in  
escrow transactions



*Change Lives.*





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MILLION USERS



# Financial highlights 1H16

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Freelancer delivers yet another record result with accelerating revenue and GPV growth, and positive operating EBITDA

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- **Record Net Revenue** of \$26.2m in 1H16 (**up 56% on pcp, above 5-year CAGR of 52%**)
  - acceleration from 1H15 growth of 41% year on year, FY15 growth of 48% year on year
- **Record Gross Payment Volume<sup>1</sup>** in 1H16 of \$354.9m (**up 453% on pcp**)
  - acceleration from FY15 growth of 120% year on year
- Blended take rate<sup>2</sup> of 7.4% across all properties (marketplace and payments)
- **Gross margin of 87%, in line with prior periods**
- **Positive operating cash flow of \$4.5m**
  - 2Q16 operating cashflow of \$2.6 million up from \$1.9 million in 1Q16
- **Positive operating<sup>3</sup> EBITDA of \$0.1m**
- **As at 30 June 2016, cash and cash equivalents of \$35.2 million (up 9% on 31 December 2015)**

1. Gross Payment Volume (GPV) is calculated as the total payments to Freelancer and Escrow users for products and services transacted through the Freelancer and Escrow websites plus total Freelancer and Escrow revenue. Escrow.com contributed to the Company's results from 1 November 2015 to 31 December 2015 (no contribution in 1H15).

2. Take rate is calculated as Net Revenue divided by Gross Payment Volume for the Online Marketplace Segment and Online Payment Services Segment.

3. Exclusive of 1H16 non-cash share based payments expense of \$665k (1H15 \$466k).



# Financial summary 1H16

Record net revenue \$26.2m (+56%), record GPV \$357.1m (+453%), operating cash flow positive \$4.5m

A\$m, 30 June half year end	1H16	1H15	Change
Net Revenue <sup>1</sup> (\$m)	26.2	16.8	56%
Gross Payment Volume <sup>1,2</sup> (\$m)	354.9	64.1	453%
Take rate <sup>3</sup> (%)	7.4	26.2 <sup>4</sup>	nm
Gross margin (%)	87%	88%	1%
Operating EBITDA <sup>5</sup>	0.1	(1.0)	nm
Operating EBIT <sup>5</sup>	(0.3)	(1.2)	nm
Operating NPAT <sup>5</sup>	(0.1)	(0.8)	nm
Operating cash flow (\$m)	4.5	1.1	409%
Cash balance (\$m)	35.2	31.1	13%

1. Net Revenue excluding Escrow.com for 1H16 was \$21.8m (up 30.0% on pcp). GPV excluding Escrow.com for 1H16 was \$80.9m (up 26% on pcp).

2. Gross Payment Volume (GPV) is calculated as the total payments to Freelancer and Escrow users for products and services transacted through the Freelancer and Escrow websites plus total Freelancer and Escrow revenue. Escrow.com contributed to the Company's results from 1 November 2015 (no contribution in 1H15).

3. Take rate is calculated as Net Revenue divided by Gross Payment Volume for the Online Marketplace Segment and Online Payment Services Segment.

4. For 1H15 for marketplace only. 1H16 marketplace & payments.

5. Operating earnings are exclusive of non-cash share based payments expense of \$665k in 1H16 and \$466k in 1H15. D&A 1H16 \$354k, 1H15 \$205k.



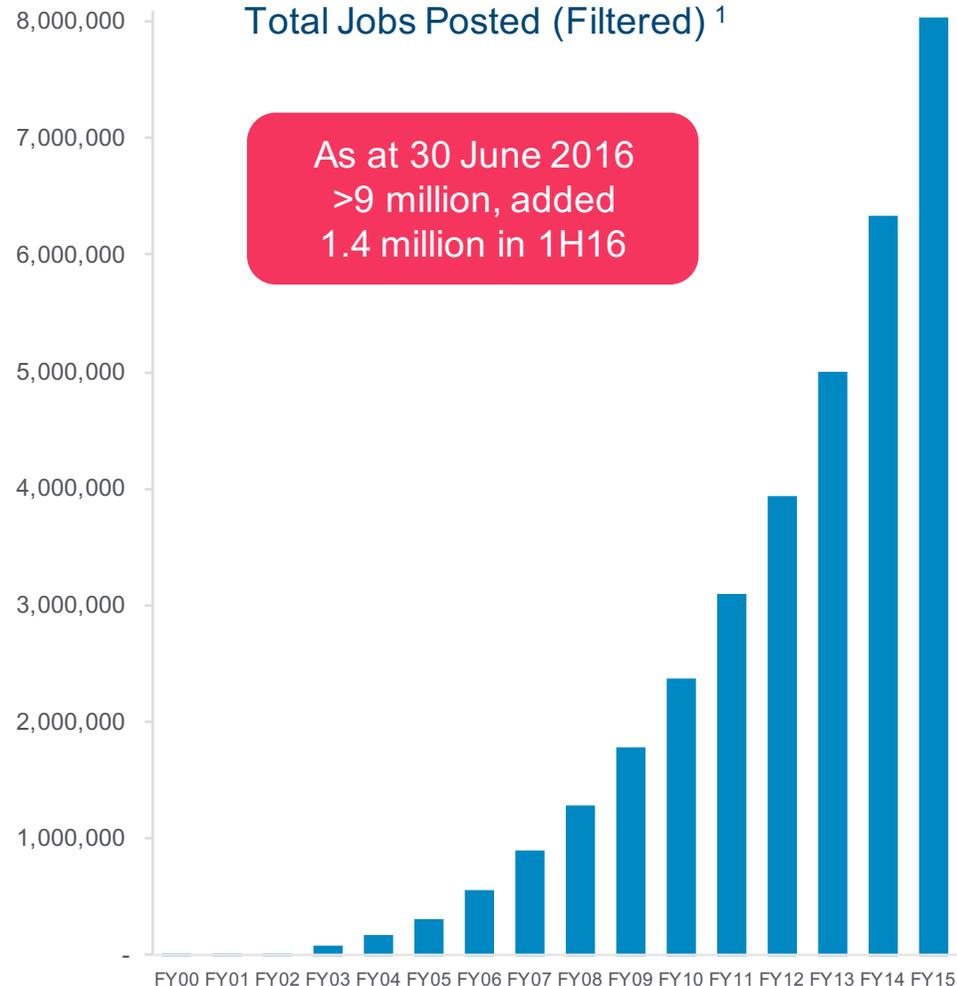
# Continuation of outstanding marketplace growth (Freelancer.com)

Continues to experience exceptional growth in users and total jobs posted

### Total Registered Users<sup>1</sup>



### Total Jobs Posted (Filtered)<sup>1</sup>



1. Number of user accounts, and projects/contests posted in the Freelancer marketplace as at 31 December 2015. User, project and contest data includes all users and projects from acquired marketplaces. Prior to 2009, all data is from acquired marketplaces. Total Projects and Contests Posted was redefined in January 2016 to Total Jobs Posted (filtered). Jobs Posted (Filtered) is defined as the sum of Total Posted Projects and Total Posted Contests, filtered for spam, advertising, test projects, unawardable or otherwise projects that are deemed bad and unable to be fulfilled. Includes Escrow.com unique users.



# Marketplace dynamics 1H16

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Freelancer continues to break new records and accelerate its growth trajectory

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- Key milestones of ~20 million users and >9 million jobs posted.
- Passed US\$3.0 billion of all time posted project and contest value in the core business and US\$2.975 billion of all time transaction value in Escrow.com.
- Acceleration in the growth of total jobs posted (filtered)<sup>1</sup>
  - added 1.4 million job postings, compared to 1.0 million in 1H15 (up 40% on pcp).
- Strengthening marketplace dynamics
  - the widest range at the lowest cost – continuing to see the marketplace benefits of a reduced minimum project size.
  - average project size of US\$164 in 1H16 (down 4.1% from 1H15) continuing to drive greater project volumes.
- Strategic focus continues to remain on increasing revenue growth through conversion optimisation and marketplace efficiency.

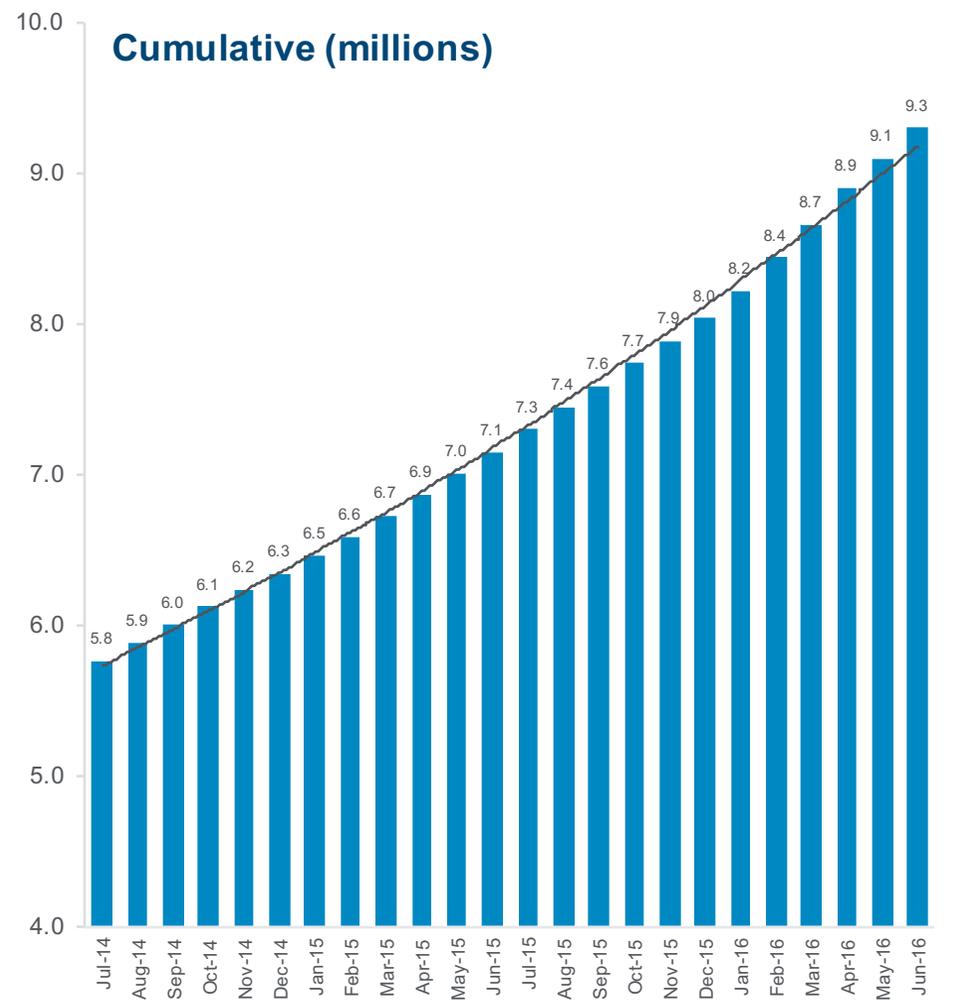
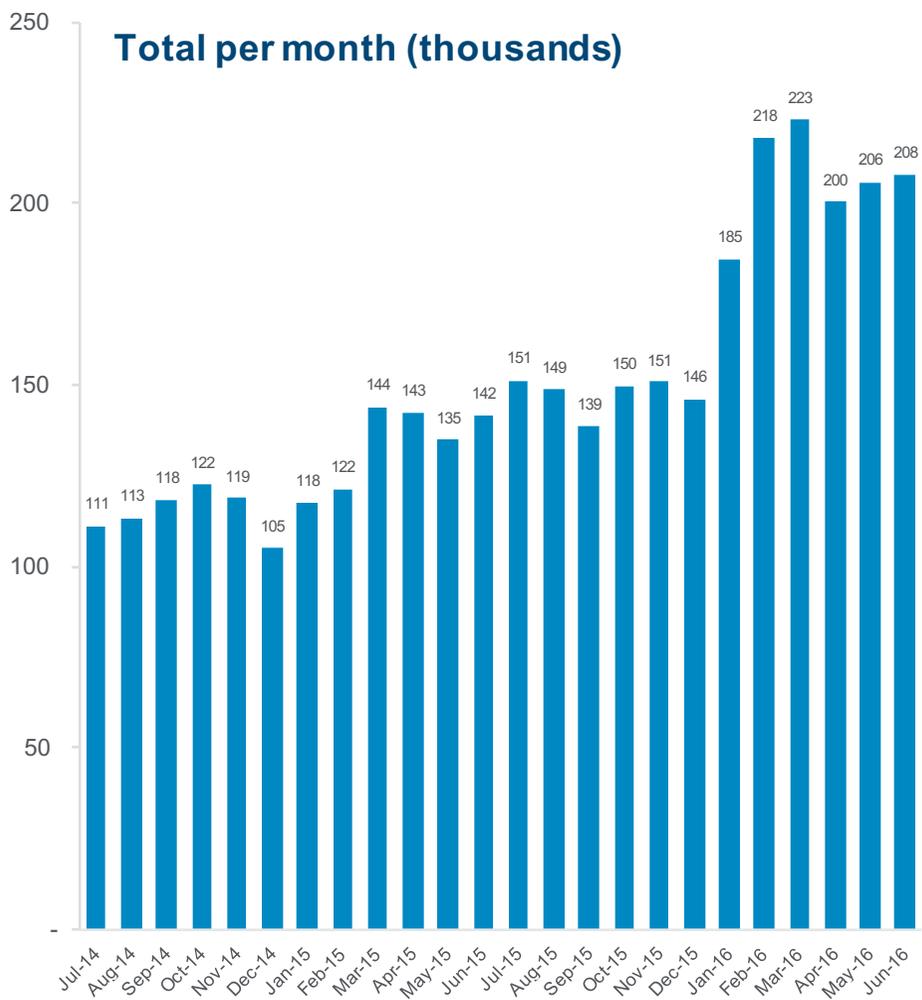
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1. Total Projects and Contests Posted was replaced as a metric in January 2016 by Total Jobs Posted (filtered). Jobs Posted (Filtered) is defined as the sum of Total Posted Projects and Total Posted Contests, filtered for spam, advertising, test projects, unawardable or otherwise projects that are deemed bad and unable to be fulfilled.



# Jobs Posted per Month<sup>1</sup>

1H16 was an exceptional half for posted jobs



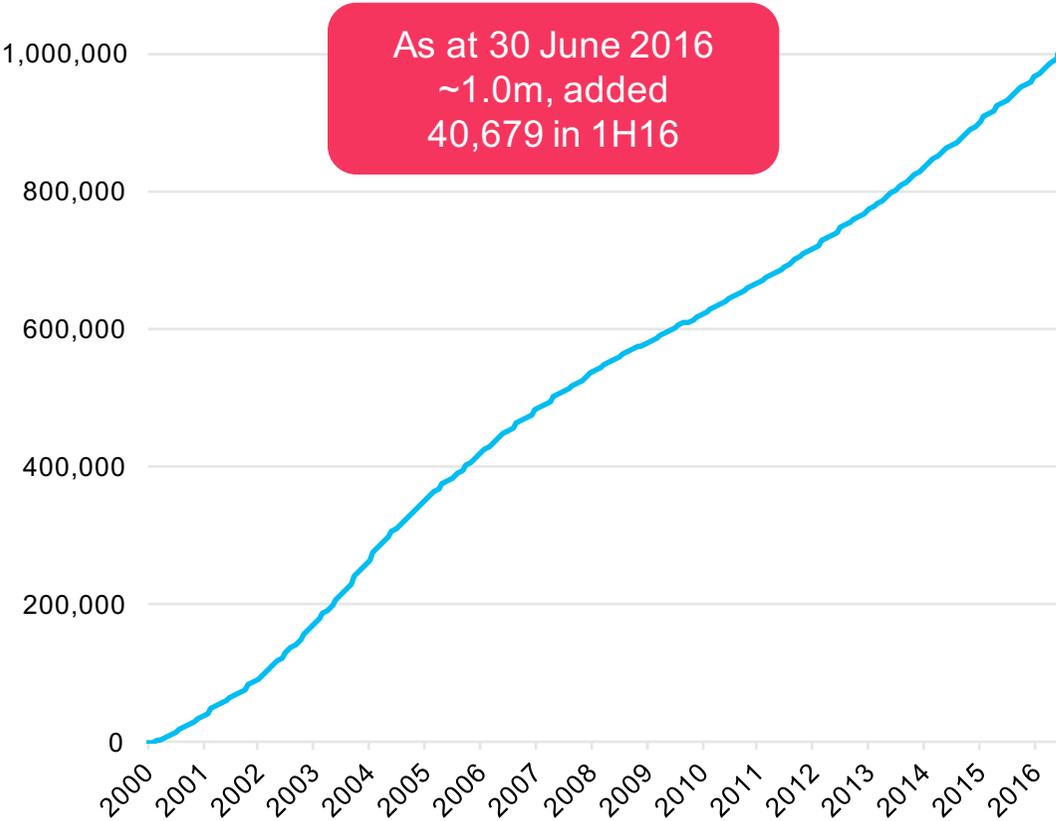
1. Total Projects and Contests Posted was redefined in January 2016 to Total Jobs Posted (filtered). Jobs Posted (Filtered) is defined as the sum of Total Posted Projects and Total Posted Contests, filtered for spam, advertising, test projects, unawardable or otherwise projects that are deemed bad and unable to be fulfilled.



# Accelerating payments growth (Escrow.com)

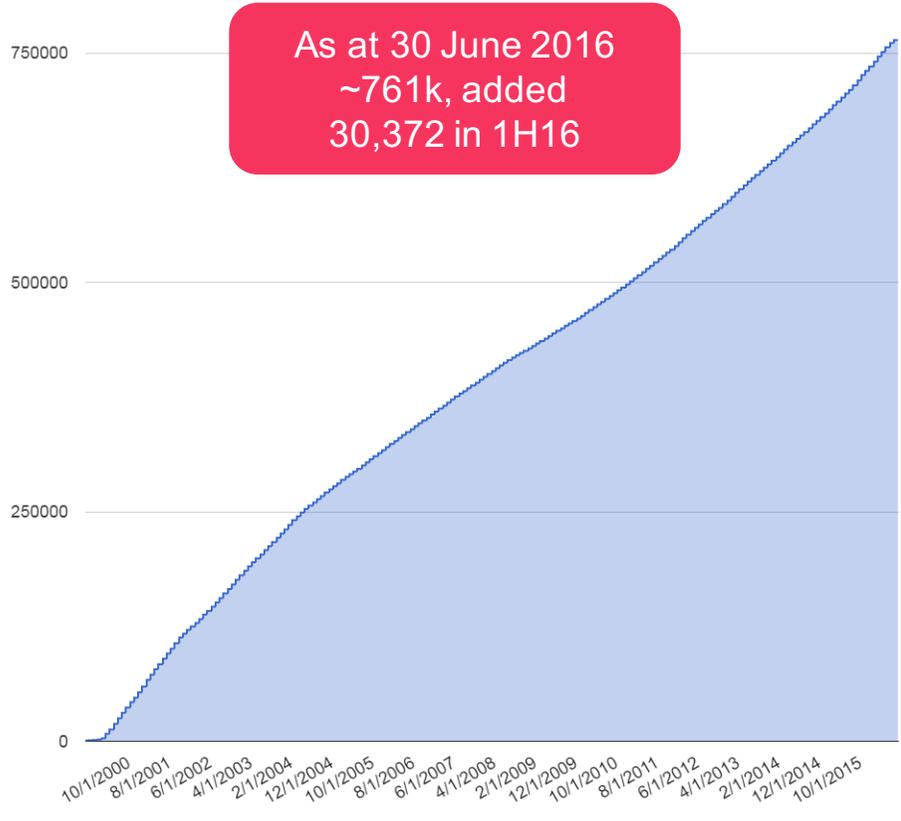
One million users have conducted more than 764,000 transactions to date

### Total number of users



1. Source: Escrow.com, as at 30 June 2016

### Total number of transactions

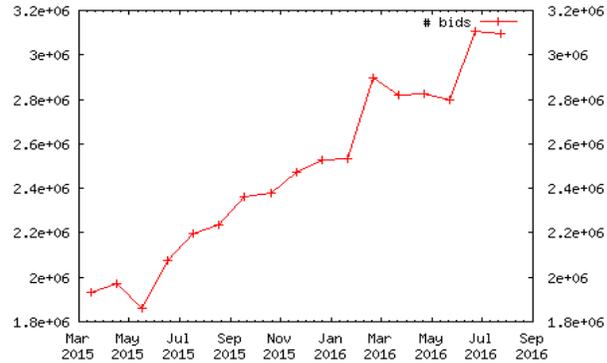


1. Source: Escrow.com, as at 30 June 2016

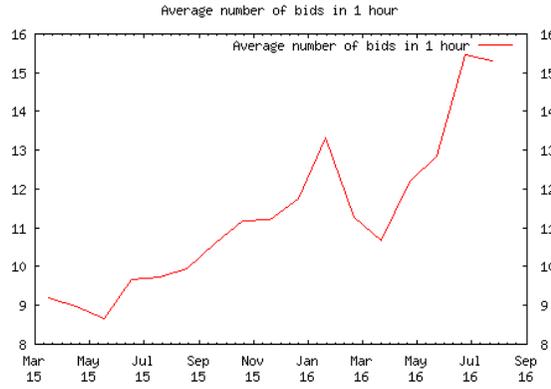


# Liquidity: >70% of projects get a bid within 60 seconds (supply)

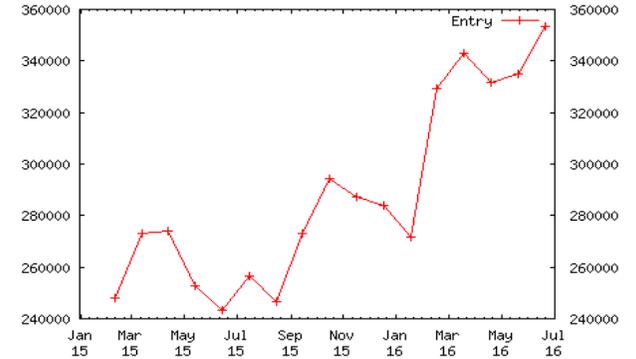
## Number of bids on projects



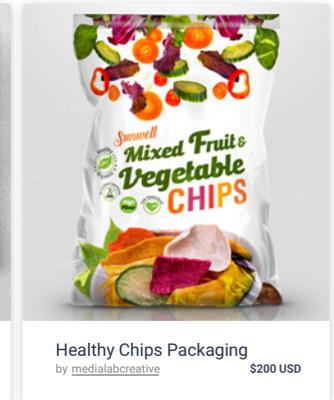
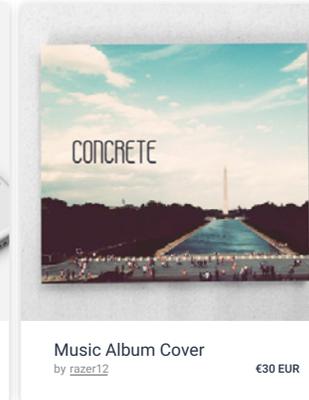
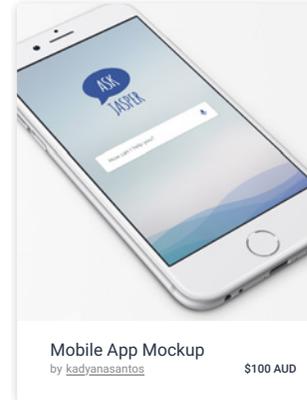
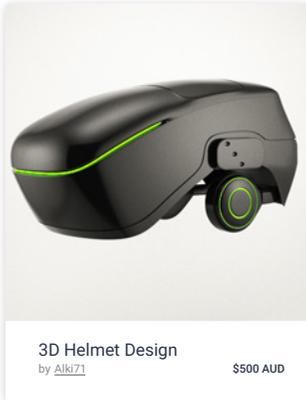
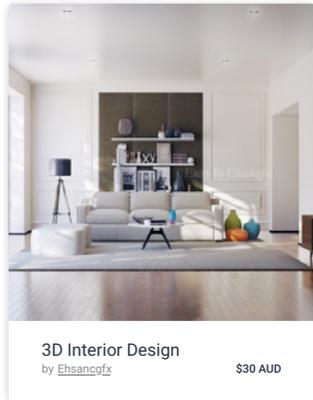
## Average number of bids in 1 hour



## Number of entries in contests



## Actual completed projects



# Freelancer.com highlights during 1H16

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Over 1,460 material incremental changes were made to Freelancer.com and 380 for Escrow.com in 1H16

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- **Payments** – addition of Chinese Yuan, addition of key new gateways including AliPay and UnionPay (China), iDEAL (Netherlands), SOFORT Banking (Germany, Austria, Belgium), Giropay (Germany), Interac (Canada), Bancontact / Mister Cash (Belgium), and Dotpay (Poland), also introduced daily express withdrawals for outbound payments.
- **Mobile** – 82% of projects now touch mobile, memberships have been fully deployed into both Android and iOS, and credit card support has been added to Mobile Web.
- **Contests** – instant chat was released within contest entries, and the user interface overhauled in terms of rating entries and giving feedback.
- **Memberships** have been completely overhauled and re-deployed, together with other refinements including the launch of Professional and Premier memberships.
- **Local jobs** now sees 65% of projects with bids in less than one hour and average of 9 bids per project (competitors advertise ~3 bids per project). Local jobs also now has a 24/7 customer support team.
- **International** – now across 34 languages on 52 international sites (14 added in 1H16), and a significant increase and focus on non-English community content.
- **Messaging** has seen a 48% year-on-year increase in active threads, and launched audio and video calls.



# Escrow.com highlights during 1H16

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The Escrow.com team has made major progress in the re-architecture of the legacy Escrow.com platform for growth

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- **Record key metrics in 1H16:** added 40,679 users (up 18.7% on pcp) and 30,372 transactions (up 20% on pcp).
- **Operations:** secured lease for new San Francisco head office (moving from Southern California). Addition of support teams in three more locations (Vancouver, Sydney, Manila). Addition of a processing support team in Sydney. Extension of support hours and new offering of multilingual support. Rollout of support quality assurance globally.
- **Infrastructure:** Migration of technical stack to cloud hosted AWS (Amazon Web Services) and away from legacy infrastructure, rebuilt trust accounting system (about to be deployed).
- **Engineering:** Deployment of new public facing website, redevelopment of automated API interface for partners and affiliates.
- **Management:** Hired Danny Raja as Vice President of Sales (formerly with Box and Yammer).

**Escrow.com has completed the majority of technical work moving the infrastructure from legacy co-location to the Amazon EC2 cloud.**



# Group highlights during 1H16

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Multiple award wins and research initiation by UBS

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## **UBS Investment Bank initiates research coverage**

- Initiation report published in April 2016.

## **Continues to dominate awards**

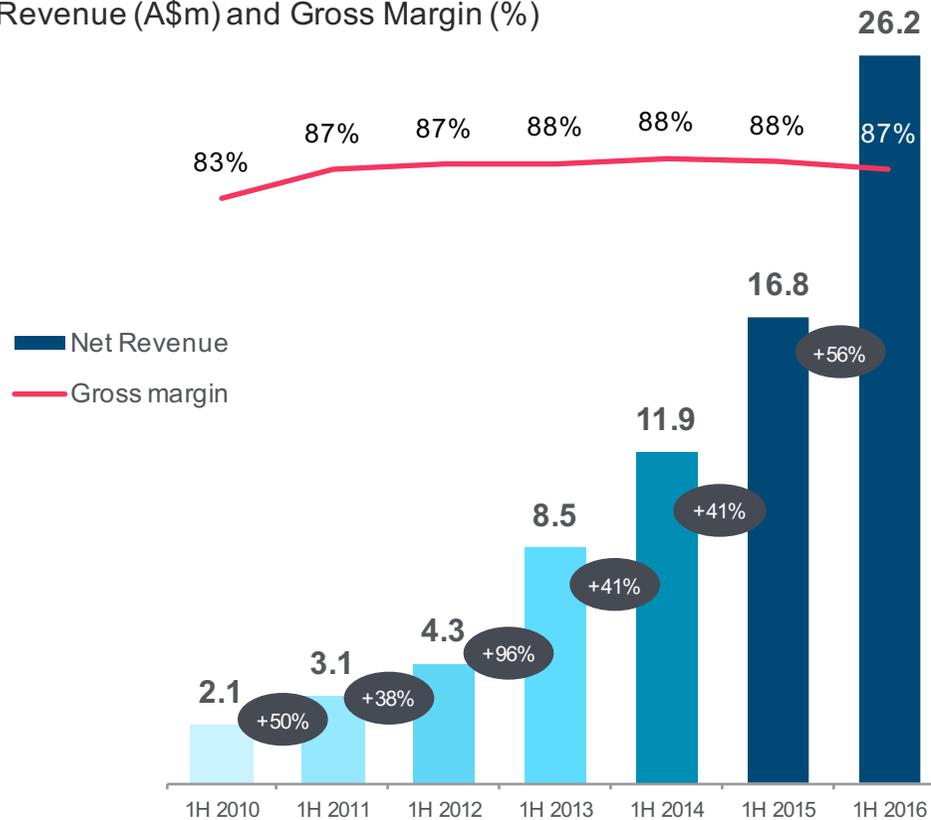
- Won 2 Webby Awards including Best Employment Website & People's Voice, as well as Official Honoree Award, bringing all time total to 10 Webby Awards, "The Internet's Highest Honour".
- Escrow.com won Export of the Year in the 2016 NSW iAwards.
- Winner of 4 APAC Stevie Awards, bringing all time total to 26 Stevie Awards.



# Revenue growth

Record 1H16 net revenue of \$26.2m, up 56% on prior corresponding period

Net Revenue (A\$m) and Gross Margin (%)



Revenue (A\$m)	2.1	3.1	4.3	8.5	11.9	16.8	26.2
Growth on pcp	-	50.4%	37.7%	96.3%	40.8%	40.8%	56.2%
Gross margin	82.6%	86.7%	87.4%	87.6%	88.3%	87.8%	86.7%

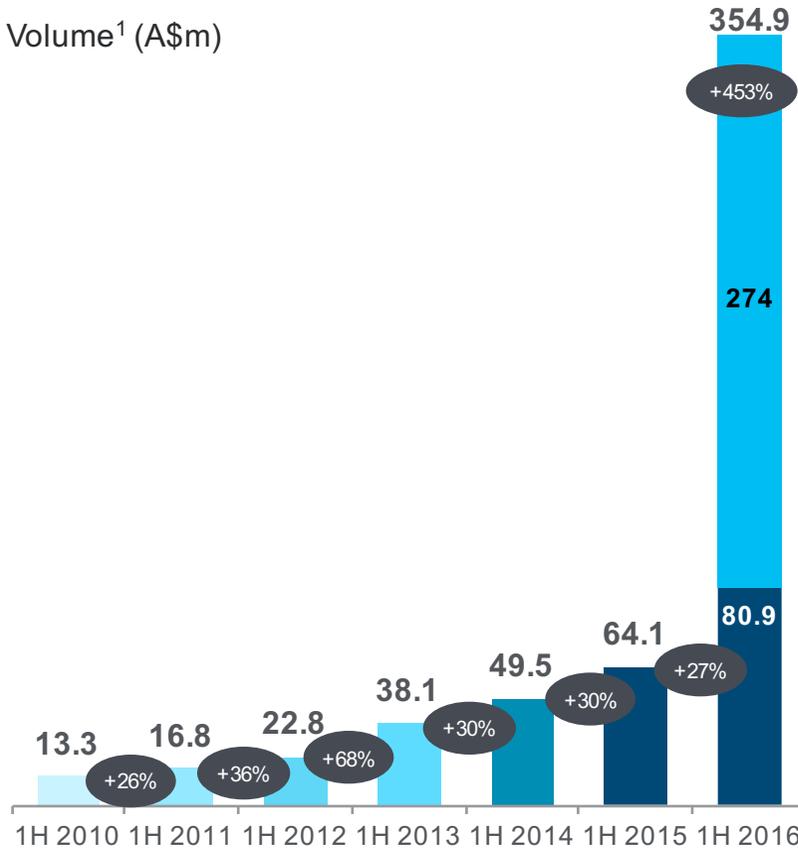
- Record 1H16 Net Revenue of \$26.2m, up 56% on 1H15
  - Freelancer core contribution: \$21.8m, up 30% on 1H15
  - Escrow.com contribution: A\$4.3m (up 18% on 1H15 in constant USD & 5-year CAGR of 13%)
- Group revenue growth of 56% accelerating from 48% FY15 year on year
- Consistently high gross margin, 87% in 1H16
  - Escrow.com has a slightly higher cost of sales line driven by secure payments nature of business
- Key revenue growth drivers
  - increased project & contest acquisition
  - increased marketplace efficiency and conversion rate optimisation across all platforms
  - product development & increased take up of value-added services
  - increased take-up and optimisation of memberships, in particular annual memberships
  - full half year contribution of Escrow.com
- Minimal impact of FX translation given cross-rate landscape during 1H16



# Gross payment volume

Record Gross Payment Volume<sup>1</sup> (GPV) of \$354.9m (up 453% on pcp) driven by Escrow.com contribution

Gross Payment Volume<sup>1</sup> (A\$m)



- Record GPV of \$354.9m up 453% on 1H15
- Freelancer core marketplace segment growth of 26% on pcp
  - contribution of \$80.9 million
- Escrow.com payments segment contribution of \$274 million
- Blended take rate<sup>2</sup> of 7.4% across all properties (marketplace and payments)
- Key GPV growth drivers
  - user, project and contest acquisition
  - conversion rate optimisation
  - addition of partner volume in Escrow.com
  - optimisation and re-engineering of Escrow.com platform
  - addition of languages and currencies

GPV (A\$m)	13.3	16.8	22.8	38.1	49.5	64.1	354.9
Growth on pcp	-	26.0%	35.5%	67.5%	29.9%	29.7%	453%

1. 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 plus total Revenue. Based on Freelancer's unaudited management accounts which have not been subject to an auditors review. 1H16 average AUDUSD of 0.7397.

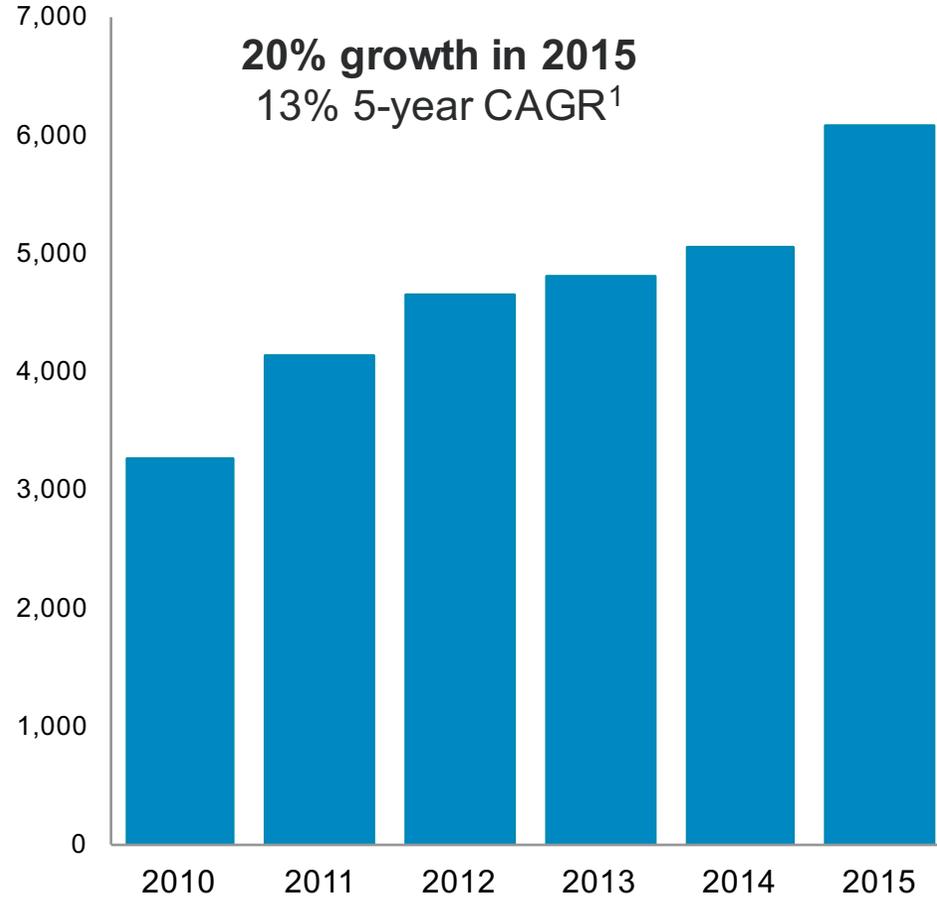
2. Take rate is calculated as Online Marketplace Segment and Online Payments Services Net Revenue divided by Gross Payment Volume for both segments.



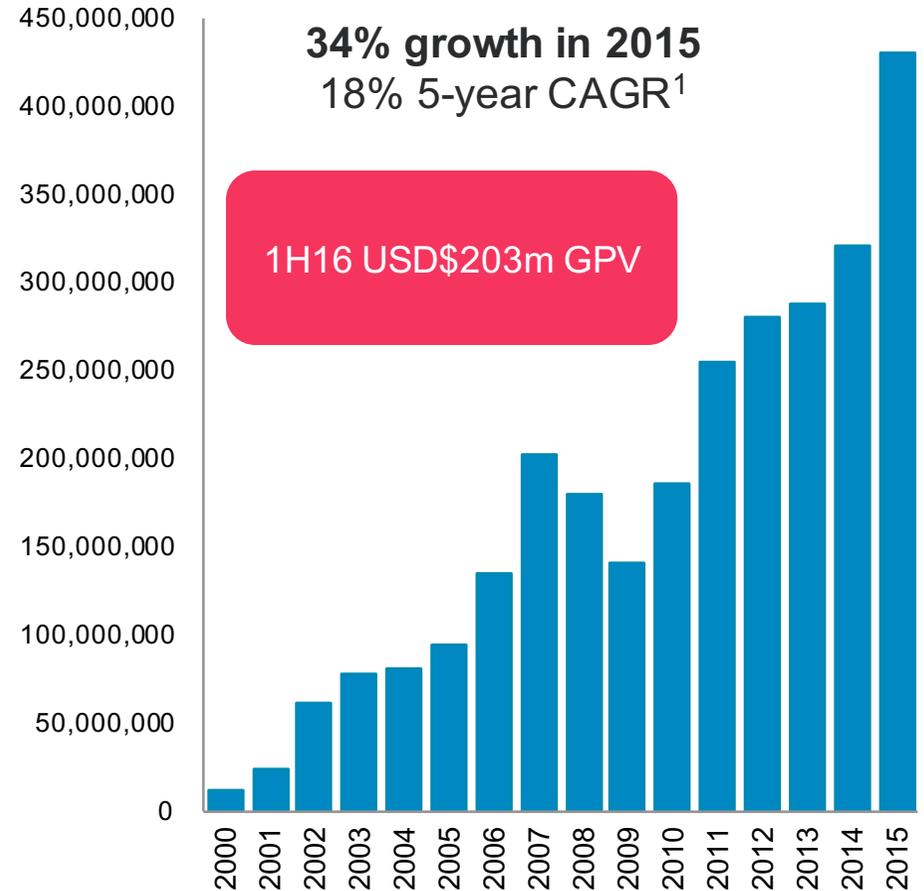
# Escrow.com financial performance

1H16 & FY15 significant step up on historical financial performance

## Revenue (US\$ '000)



## Gross Payment Volume (GPV) (US\$)



# Summary profit & loss statement

Continued focus on re-investment in product development, user experience, user/project acquisition and customer service

(A\$m) Half-year to 30 June	1H 2015 Actual	1H 2016 Actual	Change
<b>Net Revenue</b>	<b>16.8</b>	<b>26.2</b>	56%
<b>Gross Profit</b>	<b>14.7</b>	<b>22.7</b>	54%
<i>margin (%)</i>	87.8%	86.7%	110bp
Employee expenses	(8.3)	(11.1)	34%
Administrative expenses	(3.6)	(4.5)	22%
Marketing related expenses	(2.4)	(5.2)	113%
Occupancy costs	(1.3)	(1.5)	15%
FX gains / (losses)	(0.1)	(0.4)	nm
Depreciation & amortisation	(0.2)	(0.4)	nm
Share based payments expense	(0.5)	(0.7)	nm
<b>EBITDA</b>	<b>(1.5)</b>	<b>(0.6)</b>	nm
<b>EBIT</b>	<b>(1.7)</b>	<b>(0.9)</b>	nm
<b>NPAT</b>	<b>(1.3)</b>	<b>(0.8)</b>	nm
Excluding share based payments expenses <sup>1</sup>			
<b>Operating EBITDA</b>	<b>(1.0)</b>	<b>0.1</b>	nm
<b>Operating EBIT</b>	<b>(1.2)</b>	<b>(0.3)</b>	nm
<b>Operating NPAT</b>	<b>(0.8)</b>	<b>(0.1)</b>	nm

- Record 1H16 Net Revenue of \$26.2m, up 56% on 1H15
  - Freelancer core contribution: \$21.8m, up 30% on 1H15
  - Escrow.com contribution: \$4.3m (up 18% on 1H15 in constant USD terms)
- Key expense analysis
  - employee expenses in line with headcount growth and step-up post acquisition of Escrow.com and new Escrow.com hires
  - administrative expenses including hosting and cloud provider costs, growing at a slower rate than revenue
  - step up in marketing costs occurred mostly in 2H15 (2H15 \$4.5m, predominantly search engine and other attributable marketing)
  - occupancy costs growing within current leases, noting the addition of SoCal Escrow.com office, and going forward relocation of that office to San Francisco (resulting in ~30% less rental expense for Escrow.com)
- Other key notes:
  - reduction in tax benefit due to Escrow.com being domiciled and profitable on a segment basis in the United States, paying taxes even when group is at an NPAT loss position

1. Exclusive of 1H16 non-cash share based payments expense of \$665k (1H15 \$466k).



# Summary balance sheet

## Strong balance sheet and no net debt

(A\$m)	2H 2015 Actual	1H 2016 Actual	Change
Cash and cash equivalents	32.2	35.2	9%
Trade and other receivables	3.6	4.0	11%
Other assets	1.4	1.2	(14%)
Plant and equipment	1.7	1.6	(5%)
Intangibles	23.9	24.9	4%
Deferred tax assets	2.9	3.2	11%
<b>Total assets</b>	<b>65.6</b>	<b>70.0</b>	<b>7%</b>
Trade and other payables	28.4	32.1	13%
Other liabilities	2.3	2.9	26%
<b>Total liabilities</b>	<b>30.7</b>	<b>34.9</b>	<b>14%</b>
<b>Net assets</b>	<b>34.9</b>	<b>35.1</b>	<b>1%</b>
Contributed equity	37.3	37.6	1%
Reserves	1.2	1.9	55%
Retained earnings	(3.6)	(4.4)	21%
<b>Total equity</b>	<b>34.9</b>	<b>35.1</b>	<b>1%</b>

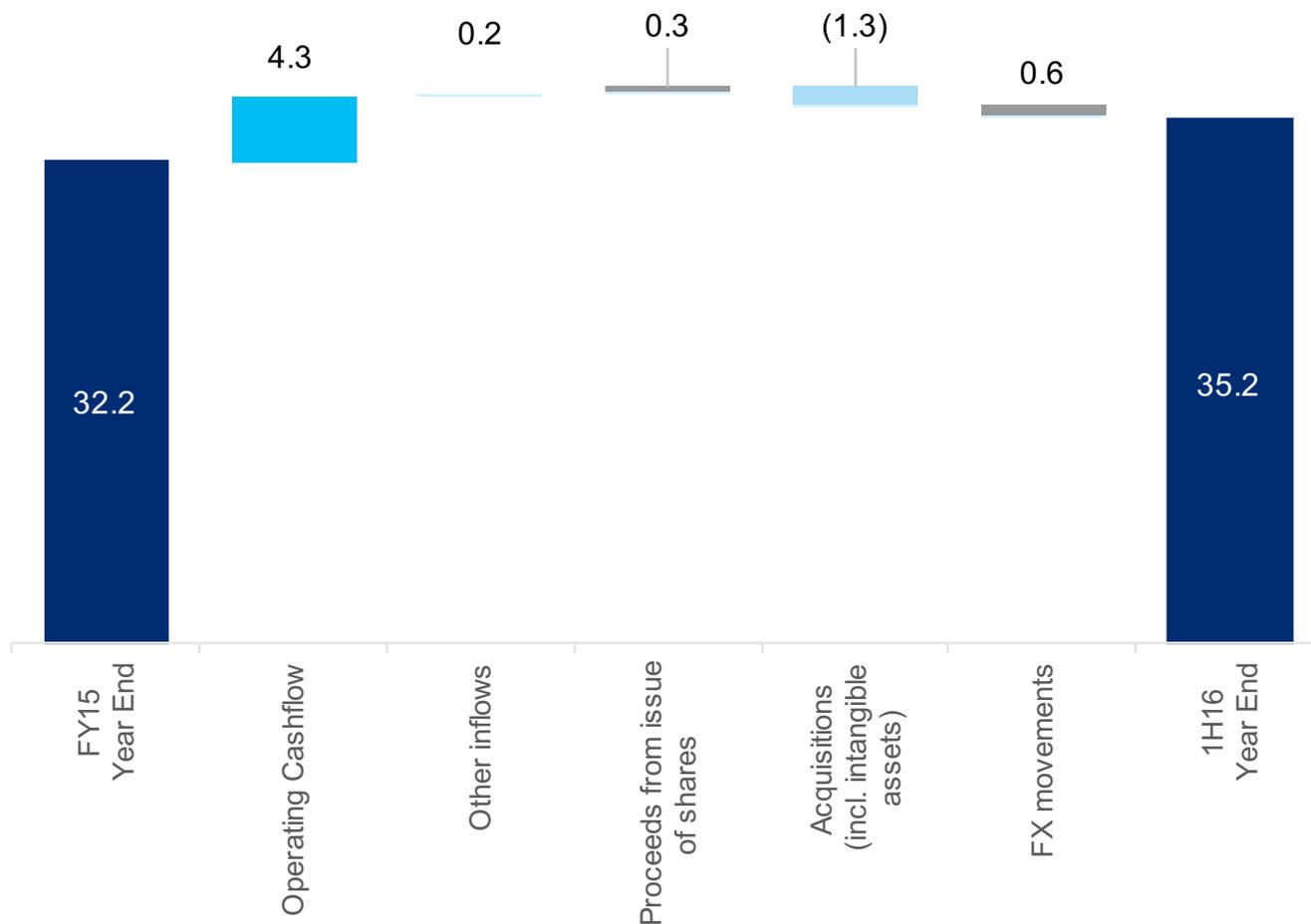
- Total cash of \$35.2m on balance sheet as at 30 June 2016
- Additional \$26.3m of cash held off balance sheet, in trust, as part of Escrow.com's business operations (note this fluctuates +/- \$10m depending on day of week recorded due to inflows & disbursements)
- No net debt
- Notes on specific line items:
  - trade receivables include gateway receivables from various payment gateways, these have grown and are expected to continue to grow in line with transaction volume growth
  - intangibles increased with purchase of domain name unrelated to existing businesses (~\$1m)
  - trade payables include user obligations, which have grown and are expected to continue to grow in line with transaction and user growth



# Cash flow profile

Re-investing for growth, with positive operating cashflow of \$4.5 million in 1H16

Cash Balance/Flows (A\$m)



- 31 December 2015 cash balance of \$32.2m
- Positive operating cashflow of \$4.5m
- Exchange rate impacts on cash primarily relate to weakening AUD predominantly against USD (\$0.6m)
- Acquisitions relate to intangible assets (domain names) and minor capex
- Proceeds from issue of shares relate only to paying-up of existing ESP shares
- Total cash at period end of \$35.2m



# Key operational highlights 1H16

Moved Escrow.com head office to San Francisco and continued investment in talent to drive growth in FY16



Total staff of 469 FTE at 30 June 2016, up 7% from 440 as at 31 December 2015



# Outlook statement for the full year

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FY16 will be an exceptional year for the Company with a full year contribution from Escrow.com

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- Freelancer's marketplace business is acyclical. The global financial crisis led to the original emergence of the online crowdsourcing and freelancing industries.
  - Employers looked online to hire freelancers rather than fulltime staff
  - Workers looked to the Internet to find new sources of employment
- Freelancer is continuing its strong growth, with record net revenue, gross volumes, registered users and posted projects in 1H16.
- Freelancer's growth is accelerating and it is at an inflection point in terms of profitability.
- Freelancer is strongly operating cash flow positive and also operating EBITDA positive, reducing operating risk while maintaining a unique exposure to a deflationary environment.



# Unique investment thematics

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

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- The on-demand and crowdsourced economy
- Rapidly increasing internet penetration of emerging markets
- The rise of online education
- Rising sophistication in emerging markets labour
- Software & mobile eating the world
- Structural imbalances in global labour markets
- Thrives in deflationary environment (the first GFC launched the industry)
- Massive market — up to \$5 trillion TAM (5 billion people live on \$10/day or less)
- Fintech & transition of global commerce to online (through Escrow.com)
- Global Income (>95% of revenue is outside Australia: USD, GBP, EUR, CAD, etc.)



# ASX

FREELANCER LIMITED



Freelancer Limited

**COMPANY**

LOGO DESIGNS FROM \$30

# Build that business you've always wanted.

You bring the vision, we have the talent, tailored to  
your budget.



MOBILE APP MOCKUPS FROM \$300

# Your idea, brought to life in stunning visuals.

Small businesses and startups use our amazing freelancers to rapidly prototype products and build new businesses.



T-SHIRT DESIGNS JUST FROM \$30

# Your dream project, only better.

We can make your dreams come real, no matter how large or small your ambition or budget.



**Freelancer.com is changing the  
global dynamics in the  
marketplace for people**



3D MODEL DESIGN OF A  
VR HELMET FOR \$500

# We help entrepreneurs build the future.

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



# Change Lives.

**We are changing lives in the developing world by providing opportunity and income.**

“ After two years I’ve been doing really well on Freelancer.com. The earnings are very good and now I have a lot of respect among my friends and family members. Thanks Freelancer for everything!

**Shahzaib S.**  
Graphic Designer  
Karachi, Pakistan



4.9 / 5.0 rating, 67 reviews.



**freelancer.com**  
Outsourcing for Small Business

**“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” \***



# Global, Multilingual, Multicurrency

## 52 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 Supported Languages

### Languages

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

## 21 Supported Currencies

### Currencies

- |     |     |     |
|-----|-----|-----|
| USD | CLP | NZD |
| AUD | JMD | PHP |
| CAD | IDR | PLN |
| EUR | MXN | SGD |
| GBP | SEK | BRL |
| HKD | JPY | ZAR |
| INR | MYR | CNY |

**24 x 7 x 365**  
**Multilingual Support Team**



# Freelancer's Online Economy in 2014



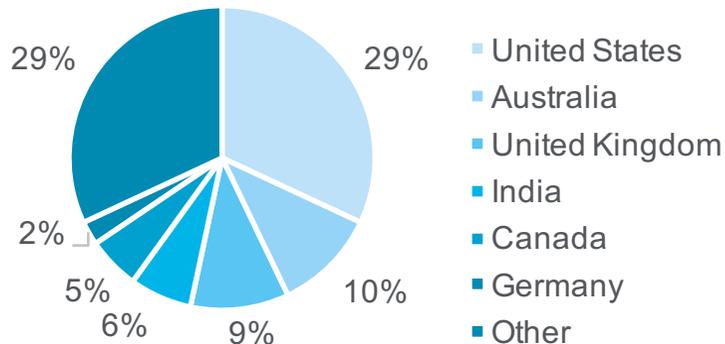
# Freelancer's Online Economy in 2015



# Marketplace dynamics

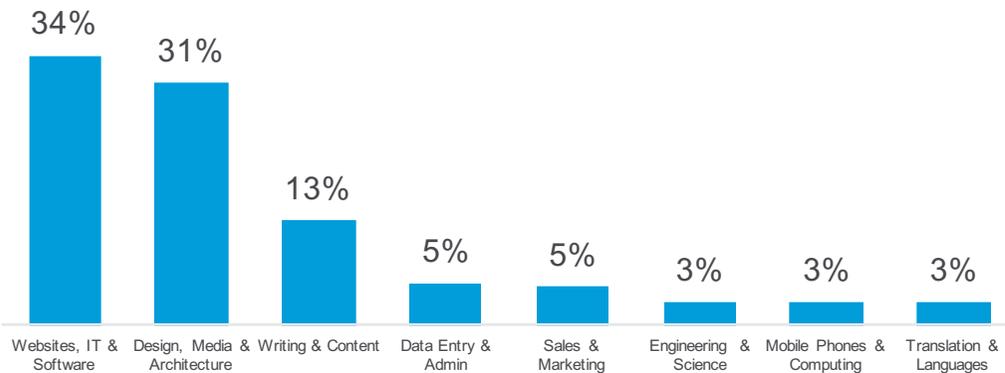
“Every job, every country, every language, every currency, at any time”

## Top country sources for completed projects in 1H16<sup>1</sup>

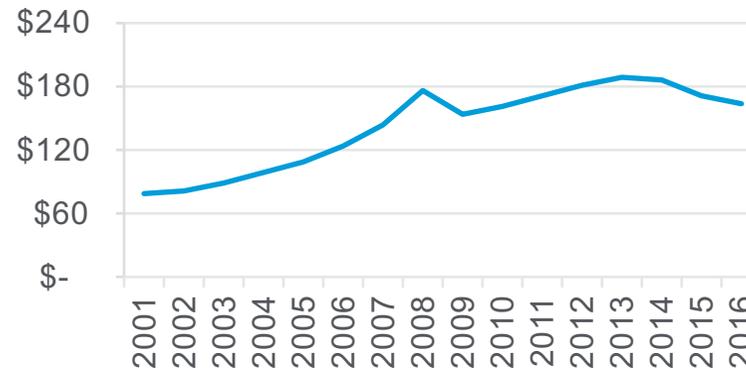


- c.900 job categories as diverse as Aerospace Engineering, Biotechnology, Sales, Manufacturing, Mechanical Engineering, etc.
- c.100 categories of local jobs launched in 2015
- Complexity & sophistication growing year by year
- Average completed project US\$164 in 1H16<sup>3</sup>

## Top completed project categories by volume in 1H16<sup>2</sup>



## Average Completed Project Value (US\$)<sup>3</sup>



1. Based on the number of completed projects that were posted in 2015.

2. Based on the value of project payments for projects that were posted in 2015.

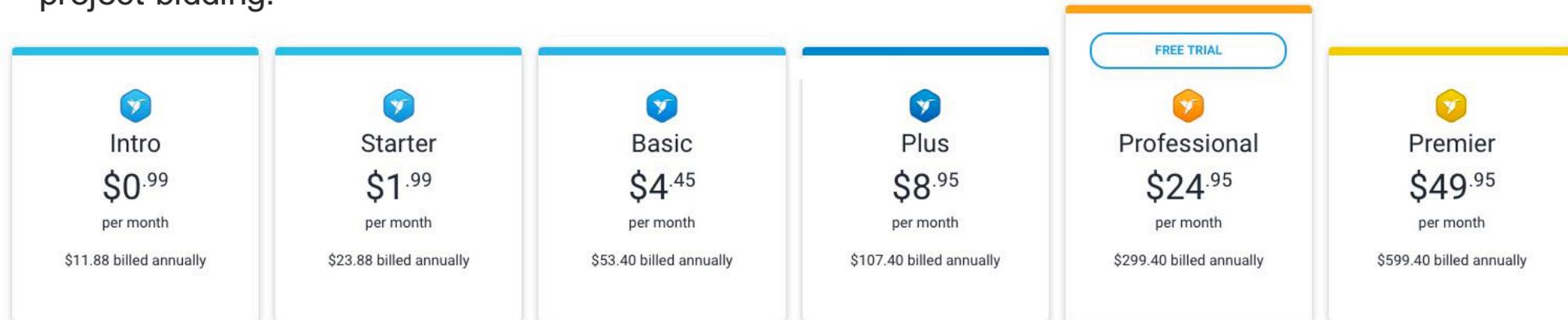
3. Value is better described as “average completed budget value” as over payments are not included in this calculation and this figure is an under estimate of true average project value.



# Revenue Model

Freelancer's revenue is driven by users posting jobs – as a project (outsourcing) or a contest (crowdsourcing)

- For employers it's **free** to post a project, **free** to review bids, **free** to talk and review samples
  - **3%** project commissions paid by employers when a project is awarded and accepted
- For freelancers it's **free** to view projects posted, **free** to bid on projects, **free** to talk to employers and provide samples of work
  - **10%** project commissions paid by freelancers when a project is awarded and accepted
- Membership plans range from US\$0.99 to US\$59.95 a month, and provide additional features and benefits including increased bid limits, eligibility for preferred freelancer and high value project bidding.



- Other value added services include project upgrades, crowdsourcing contests and upgrades, bid upgrades, transaction fees, certification fees and advertising



# Board of Directors

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



**Matt Barrie**

Chief Executive Officer & Chairman



**Darren Williams**

Non-Executive Director



**Simon Clausen**

Non-Executive Director

**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).

**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 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.



# Senior management team

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



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



**Christopher Koch**  
Deputy Chief Financial Officer  
*M.Fin (INSEAD) LLB  
(Hons I) B.Ec F. Fin  
GAICD*



**Peter Phillips**  
Vice President, Engineering  
*BSc (Hons I) PhD  
(Computer Science)*



**Greg Robinson**  
Vice President, Compliance  
*ACI, SA Fin*



**Matt O'Kane**  
Vice President, Technical Operations  
*BSc BIT (Hons I)  
MBA (AGSM)*



**Nicholas de Jong**  
Vice President, Security & Operations  
*BE (UNSW)*



**Adam Byrnes**  
Senior Director, International  
*BE (Electrical)  
(Hons I) / BSc  
(Adv) (Physics)*



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

Neil Katz is the Chief Financial Officer at Freelancer 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, Sensory Networks and Aprix.

Christopher Koch is Deputy Chief Financial Officer. He has \$35+ billion of transactional experience in investment and merchant banking, with a focus on technology, and is a former Director at UBS Investment Bank. Christopher completed his masters in finance at INSEAD (France and Singapore campuses), and read economics and law with first class honours at the University of Adelaide.

Peter Phillips is Vice President of Engineering at Freelancer. In this role, he is responsible for leading the global engineering teams and defining and executing the company's operating and technical direction. Peter has extensive experience in software engineering, scalable infrastructure and IT management.

Greg Robinson is the Vice President of Compliance at Freelancer. Greg oversees the overall compliance environment within the Company. In this role, Greg is responsible for the development and maintenance of the governance and compliance risk programs to support the business. Before joining Freelancer, Greg worked for PayPal Australia as Head of Compliance.

Matt O'Kane is responsible for formulating and executing the plans of the product and technical teams of Freelancer.com and its related websites. Also, Matt is responsible for company-wide budgeting and process improvement. Matt has worked in high-growth online businesses since 1999, building twin specialities in online product management and software development.

Nicholas de Jong is the Vice President of Security & Operations. Previously he co-founded Sensory Networks (acquired by Intel Corporation) and co-founder of Julius Finance Corporation. Prior to that he was Chief Information Officer, Sensory Networks. Chief Security Analyst, Securityfy (New York) and Security Consultant, Kroll O'Gara (New York).

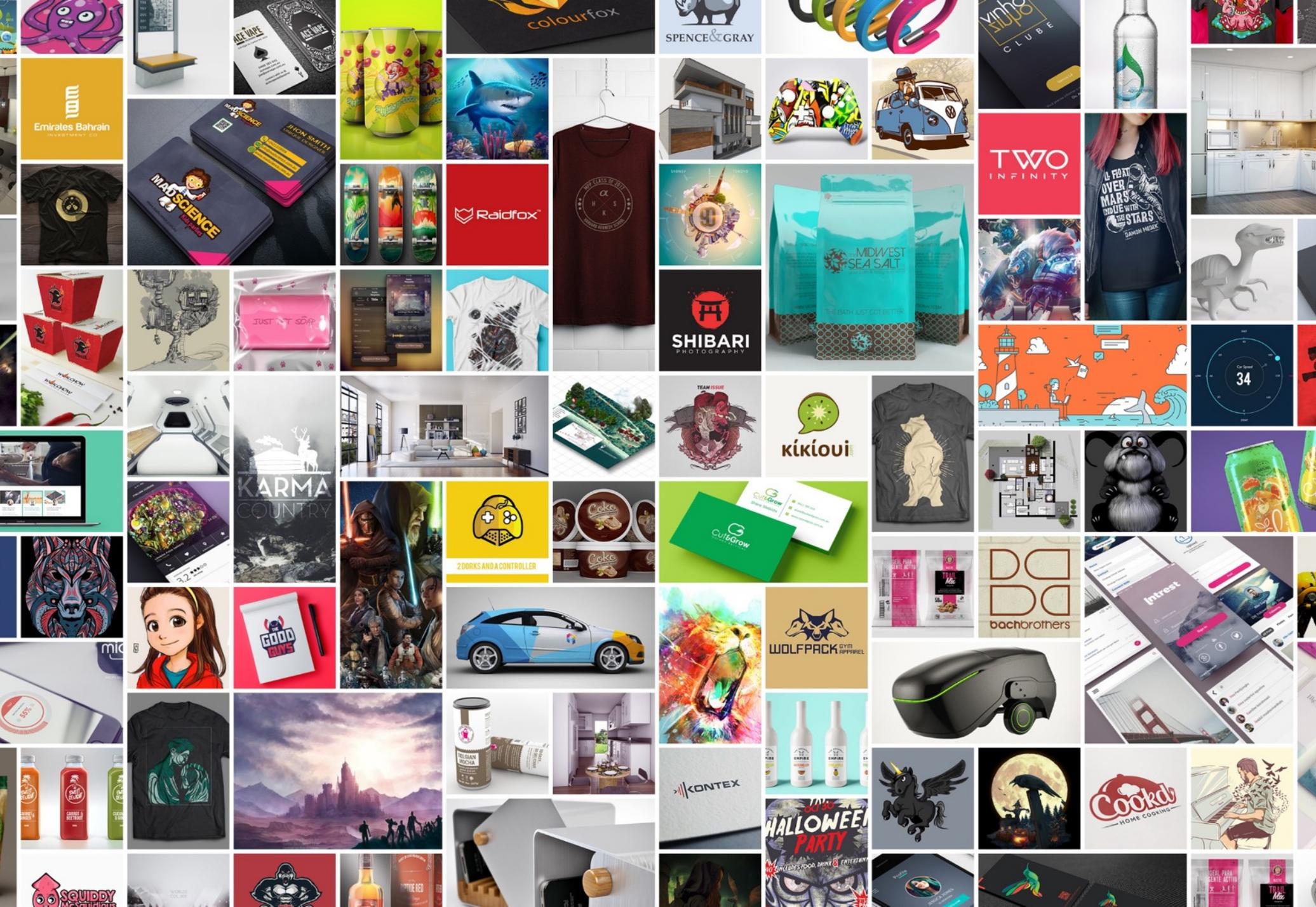
Adam Byrnes is responsible for expanding Freelancer across the world, particularly into markets that are dominated by non-english native speakers, such as Asia and Latin-America. He leads teams in public relations, content, marketing and translation, and has been responsible for launching Freelancer's websites internationally, including 40 dedicated regional sites and 31 languages.

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



Freelancer Limited

# **JOB EXAMPLES**



# 3D rendering of a villa from 2D floor plan for \$100

Bids	Avg Bid (USD)	Project Budget (USD)
64	\$114	\$30 - \$250

**COMPLETED**

### Project Description

We are building a resort and this will be the first step in designing this resort. Once I am satisfied with the work, I will reward site plan and villa allocation, reception design, restaurant and bar etc. Please note I would like my villa to look like the attached sample picture to show it to the owner. Please fill free to add your creativity if you choose but keep within the theme.

### Project offered by:

☆☆☆☆☆ 0.0 (0 Reviews)

**VERIFIED**

### Skills required

3D Design, Building Architecture, Creative Design, Home Design, Interior Design

[Post a Project like this](#)

Project ID: 6900309  
[Report Project](#)



## 3D Rendering of a Villa from 2D Floor Plan

By jlacepe

US\$100

1.6k

7

20

FREELANCERS AWARDED	REPUTATION	BUDGET (USD)
 jlacepe  · 2 days ago <a href="#">Portfolio</a> <b>Accepted</b>	 5.0 \$ 5.4 5 Reviews 100% Completion Rate	\$100 in 4 days <a href="#">Hire Me!</a>



# Website for Fresh Futures for \$277

Bids	Avg Bid (AUD)	Project Budget (AUD)	<b>COMPLETED</b>
36	\$174	\$30 - \$250	

### Project Description

Fresh Futures requires a website design of its existing page. We need only 3 - 5 pages to be created and designed. All colours and decision have been made. you will be required to provide us with all files and photos at the end of the project and work with us until your images have been uploaded and finished designing.

### About the employer

★★★★★ 5.0 (8 Reviews) 

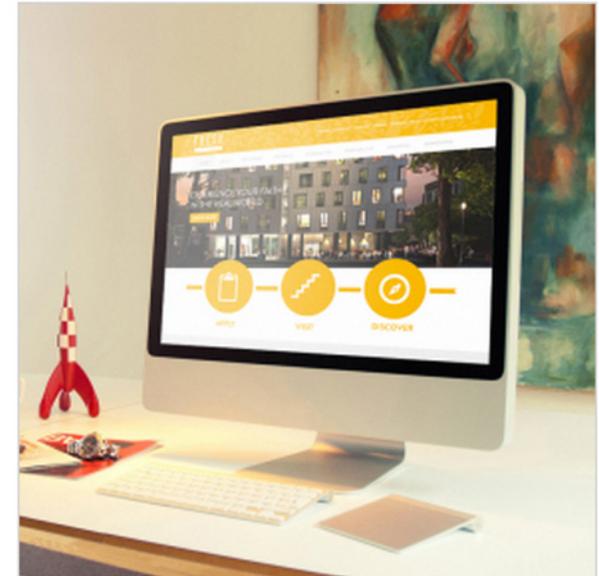
**VERIFIED** 

### Skills required

Graphic Design, User Interface / IA, Website Design

[Post a Project like this](#)

Project ID: 5497032  
[Report Project](#)



**Website for Fresh Futures**  
By Only1Design AU\$277

 155.9k  1  32

FREELANCERS AWARDED	REPUTATION	BID (AUD)
 <b>Only1Design</b>  · 4 months ago	★★★★★ 4.9 \$ ██████████ 6.3 46 Reviews 69% Completion Rate	\$277 in 3 days <a href="#">Hire Me!</a>
<a href="#">Portfolio</a>  		
 <b>Completed</b> - Freelancer not yet rated		



# Paper towel design and render for CAD \$55

Bids	Avg Bid (CAD)	Project Budget (CAD)	<b>COMPLETED</b>
12	\$56	\$10 - \$50	

### Project Description

Design of a Paper Towel holder.  
Dimensions 11" x 1.625" dia

The design needs to be unique and modern. Completed in 7 days.  
3-4 designs required  
You must include:  
- STEP or IGES file format  
- Rendering  
- STL  
- Description explaining your design

### About the employer:

★★★★★ 5.0 (9 Reviews) 🇨🇦  
✓ VERIFIED \$ 📧 👤 📞

### Skills required

3D Animation, 3D Modelling, 3D Rendering

Additional Files: 📎 Example.jpg

[Post a Project like this](#)

Project ID: 5486257  
[Report Project](#)



## Paper Towel Design and Render

By Blucero

CAD\$55

👁 1.3k

🔗 6

❤ 15

FREELANCERS AWARDED	REPUTATION ▼	BID (CAD)
 Blucero 🇨🇦 · hace un año <a href="#">Portfolio</a> ✓ <b>Completed</b> - Freelancer rated	★★★★★ 5.0 \$ ██████████ 1.3 1 Review 100% Completion Rate	\$55 in 3 days <a href="#">Hire Me!</a>



[Home](#) / [My Projects](#) /

OPEN · 6 DAYS LEFT

# Create a logo for Raidfox

**\$500 USD**[Description](#)[Entries](#)[Handover](#)

100%

[Promote My Contest](#)

435 Total Entries

View: (435) All Entries

Sort by: Relevance

by paxslg  
Entry #70

★★★★★ 2 8

by paxslg  
Entry #156

★★★★★ 2 0

by Starwinner  
Entry #304

★★★★★ 1 12

by taganherbord  
Entry #76

★★★★★ 1 1

by thefrenzilicious  
Entry #435

★★★★★ 1 5

by rashedhannani  
Entry #163

★★★★★ 1 0

by taganherbord  
Entry #340

★★★★★ 1 1

by nixRa  
Entry #200

★★★★★ 1 2

[Home](#) / [My Projects](#) /

OPEN · 6 DAYS LEFT

# 3D Rendering of my penthouse

## \$177 USD

[Description](#)[Entries](#)[Handover](#)

100%

[Promote My Contest](#)

30 Total Entries

View: (30) All Entries

Sort by: Relevance

by archmamun  
Entry #30 by SDBcIndia  
Entry #9 by asviridenko92  
Entry #8 by WaOne1987  
Entry #26 by epinagar  
Entry #27 by epinagar  
Entry #20 by archmamun  
Entry #12 by SDBcIndia  
Entry #10



# Design me Metallic Street Furniture

## €374 EUR

[Description](#)[Entries](#)[Handover](#)

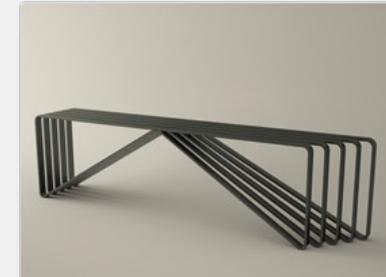
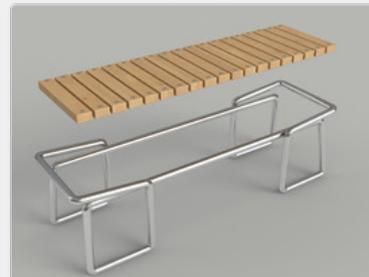
100%

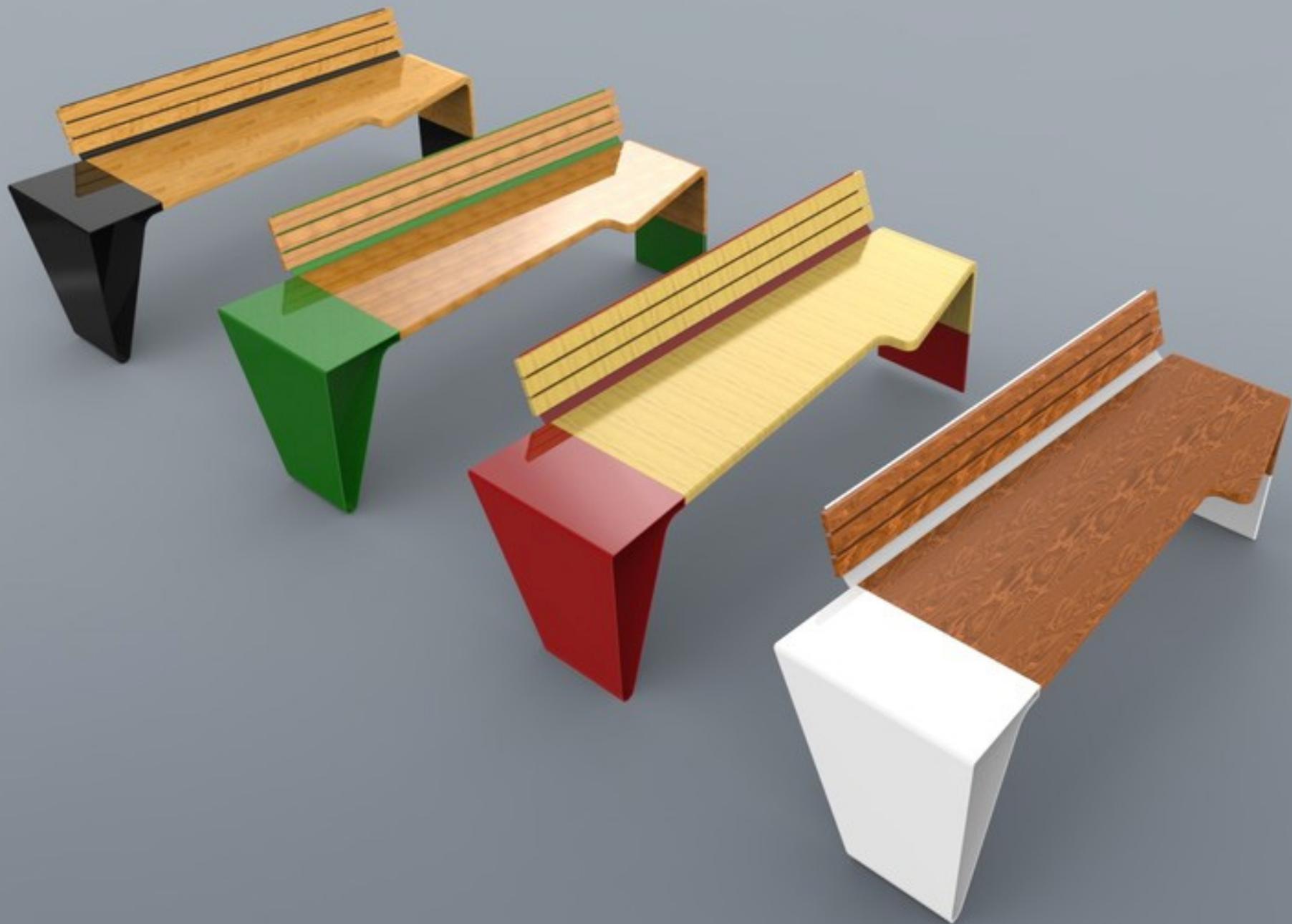
[Promote My Contest](#)

50 Total Entries

View: (50) All Entries

Sort by: Relevance

by kvp77  
Entry #43by aniketSS  
Entry #38by RajAsodia  
Entry #2by BruteF  
Entry #1by headplate  
Entry #30by aniketSS  
Entry #50by kvp77  
Entry #3by zacky250  
Entry #11



[Home](#) / [My Projects](#) /

OPEN · 6 DAYS LEFT

# 3D Handrail for an EVA spacewalk

\$50 USD

[Description](#)[Entries](#)[Handover](#)

100%

[Promote My Contest](#)

121 Total Entries

View: (121) All Entries

Sort by: Relevance

by Miguel3D  
Entry #11

5

by BlackRiddles  
Entry #26

2

by Electrojesus  
Entry #28

16

by Jeffersonben  
Entry #15

1

by speedmaster96  
Entry #19

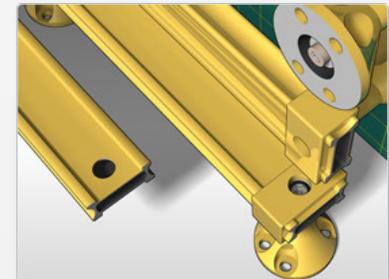
1

by gml Delhi  
Entry #5

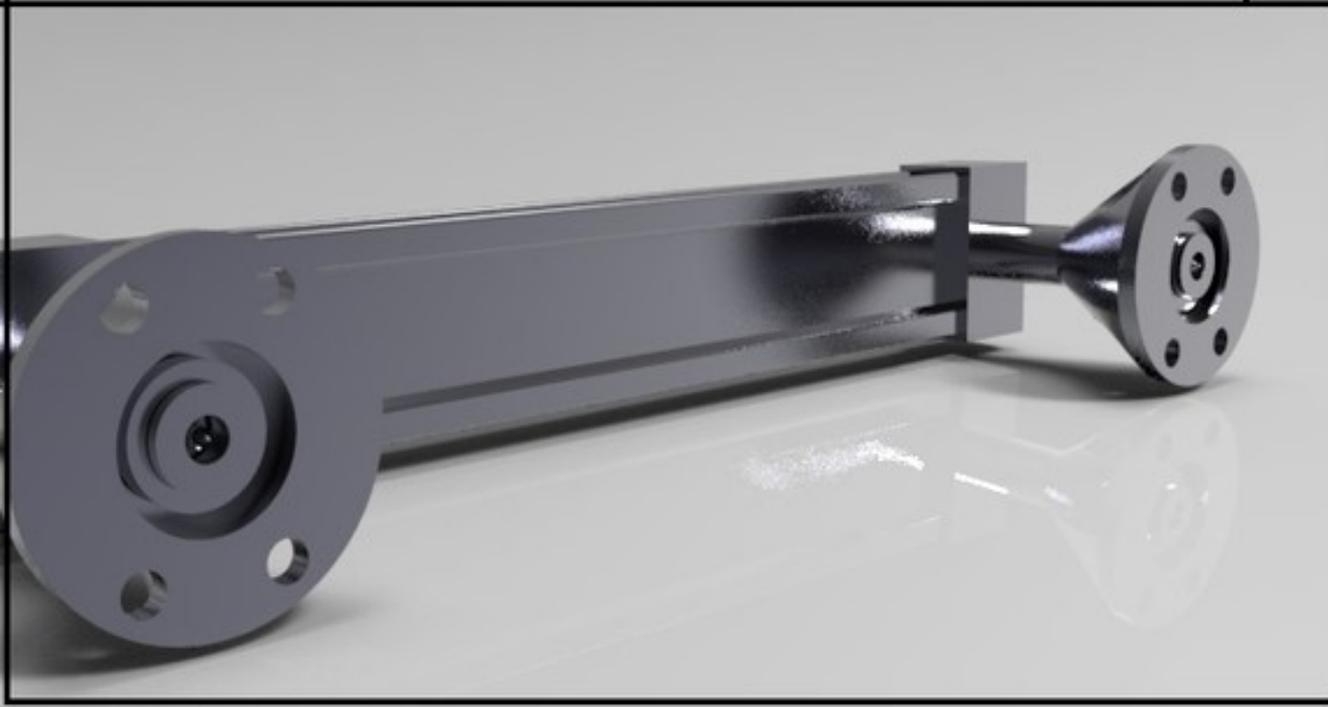
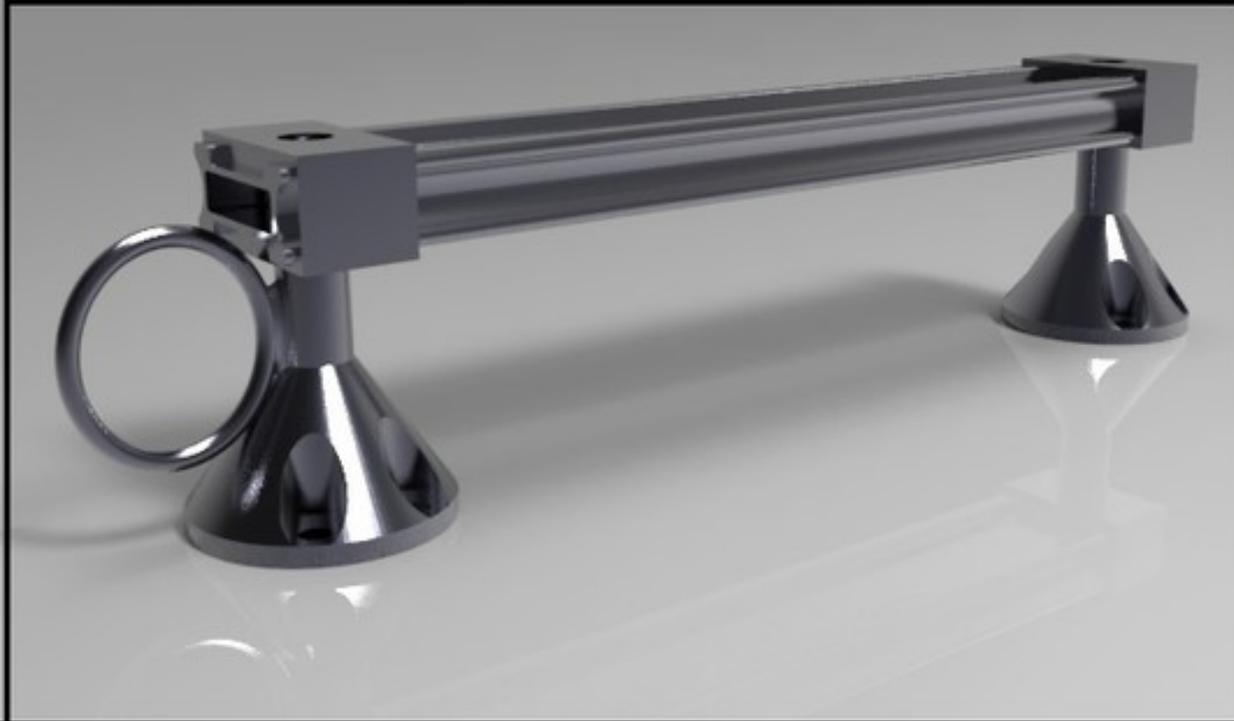
1

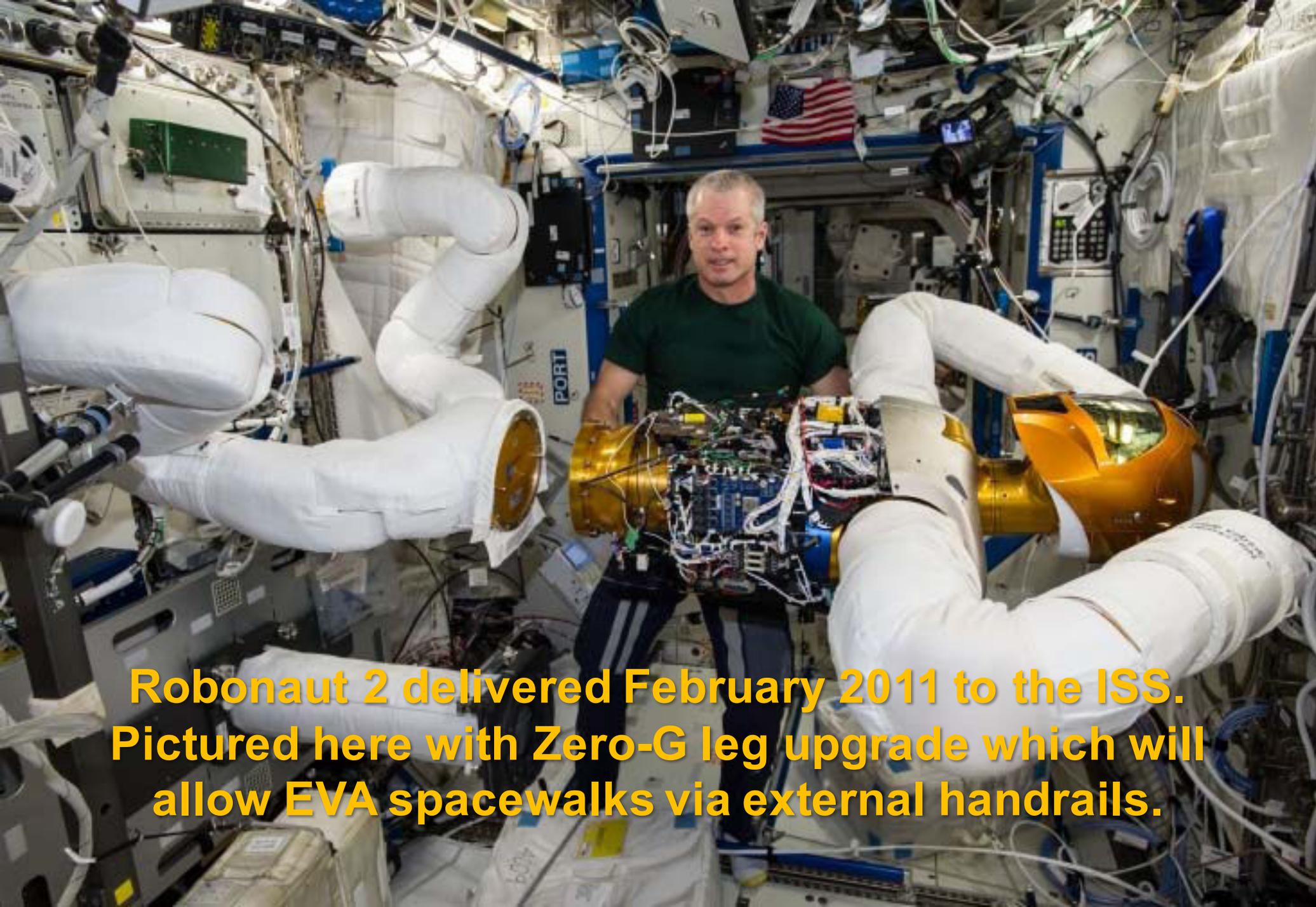
by seifodias  
Entry #3

1

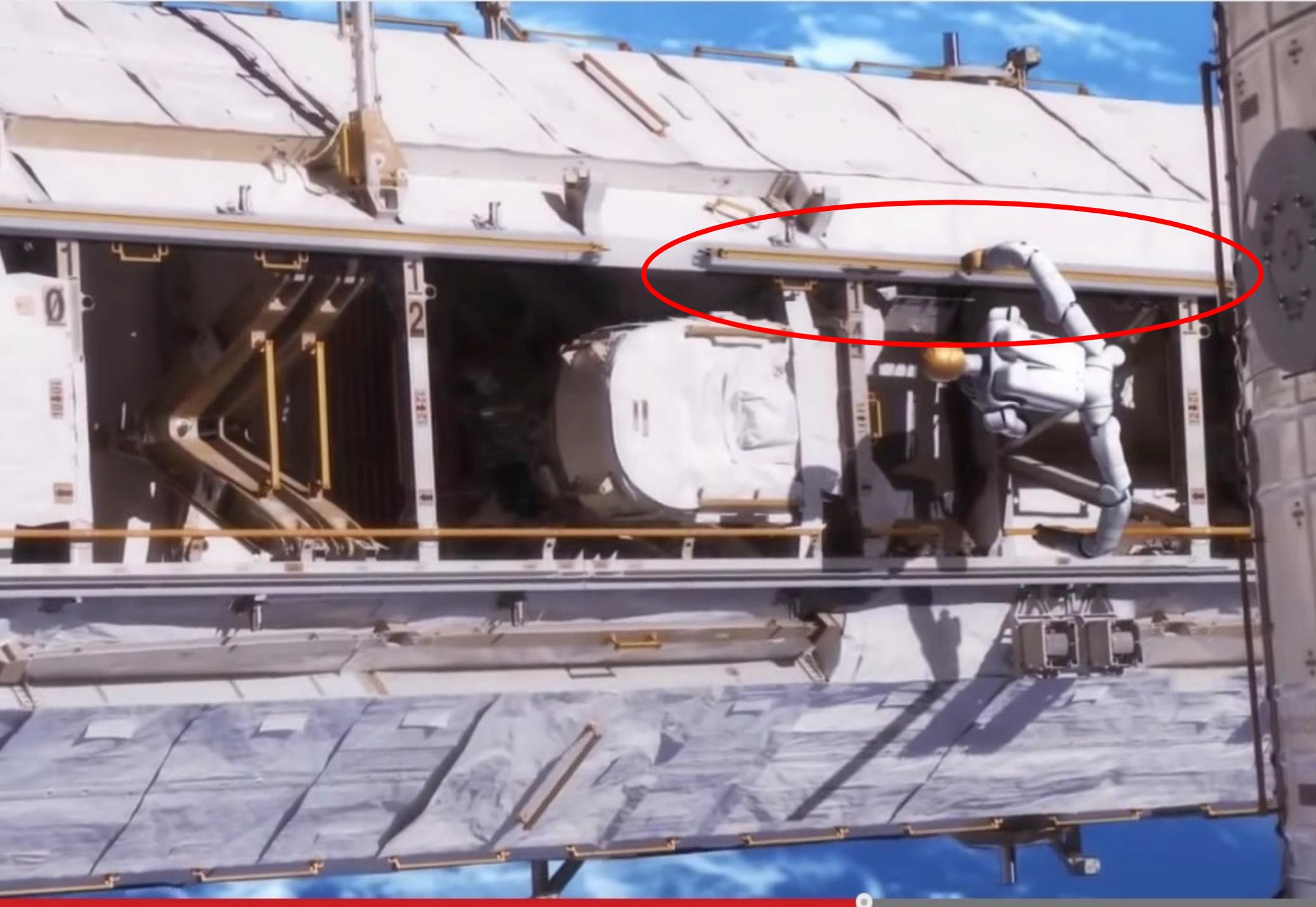
by AlexBrickley  
Entry #42

1





**Robonaut 2 delivered February 2011 to the ISS.  
Pictured here with Zero-G leg upgrade which will  
allow EVA spacewalks via external handrails.**





2016

# FREELANCER & NASA TEAM UP TO PUSH THE BOUNDARIES OF HUMAN INNOVATION

In the latest set of challenges, we will be designing a robotic arm for the Astrobee, the next generation of free flying robots on the International Space Station.

50+  
CHALLENGES  
PLANNED



88  
COUNTRIES  
PARTICIPATING



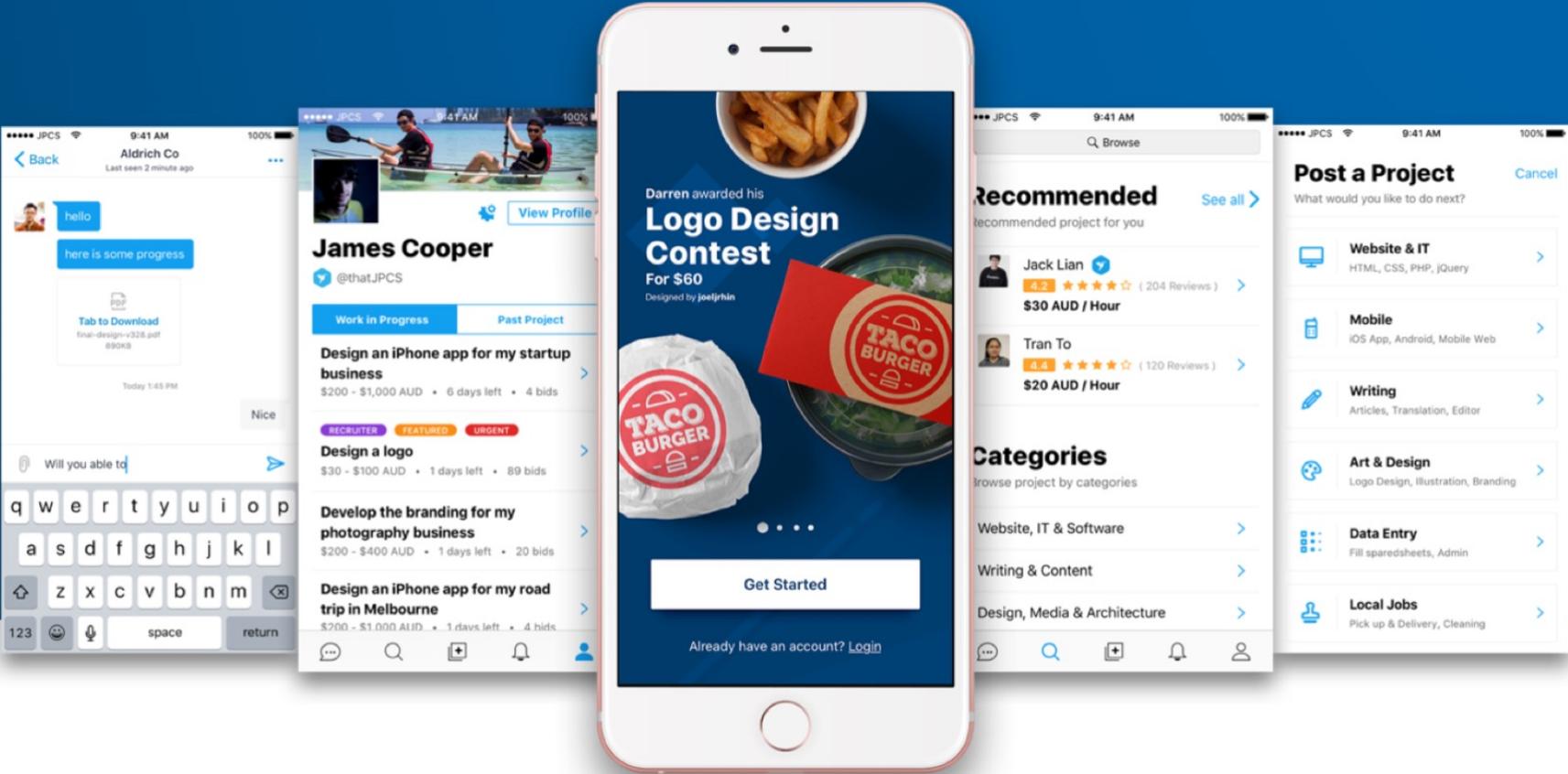
Freelancer Limited

# PRODUCT UPDATE

# Beautiful Products

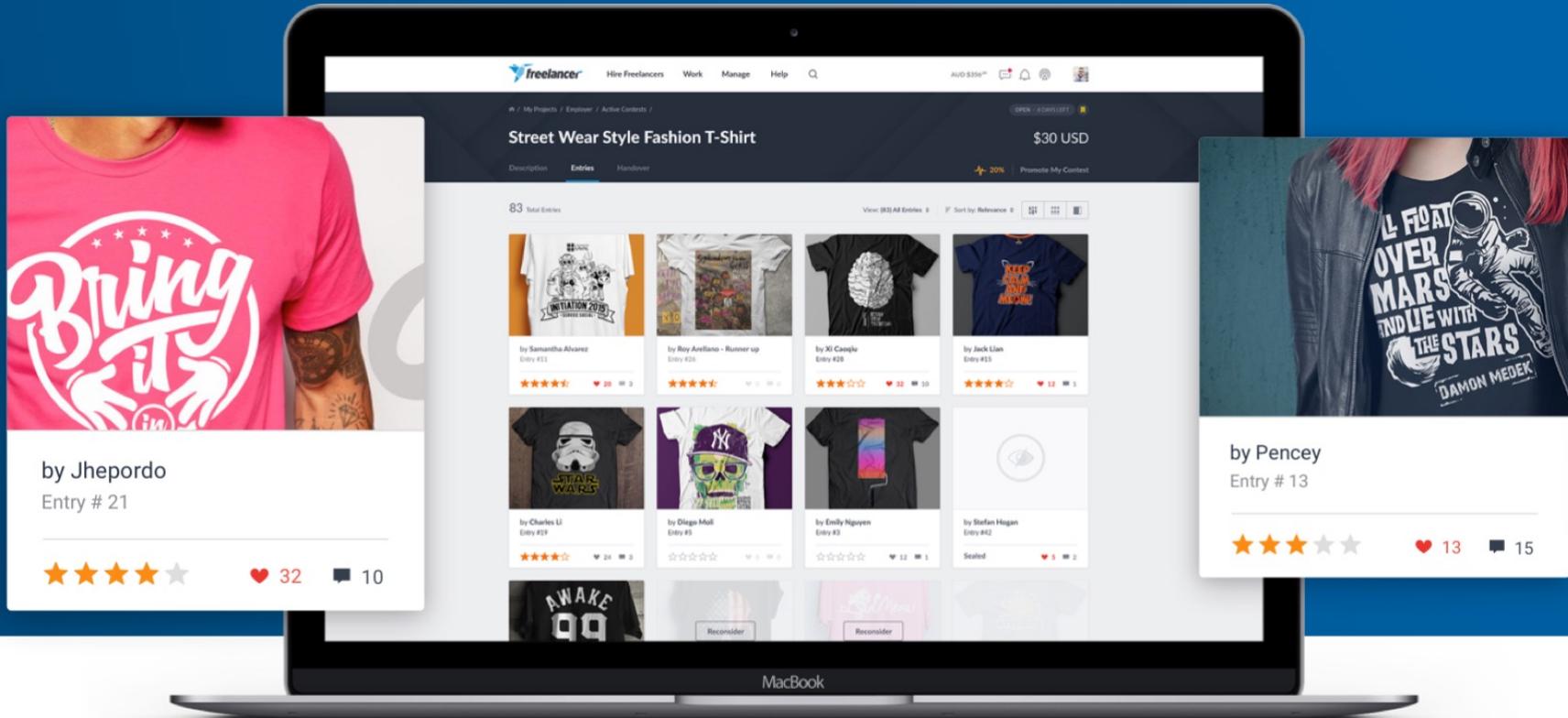


# Mobile



82% of projects are now touched by mobile

# Contests

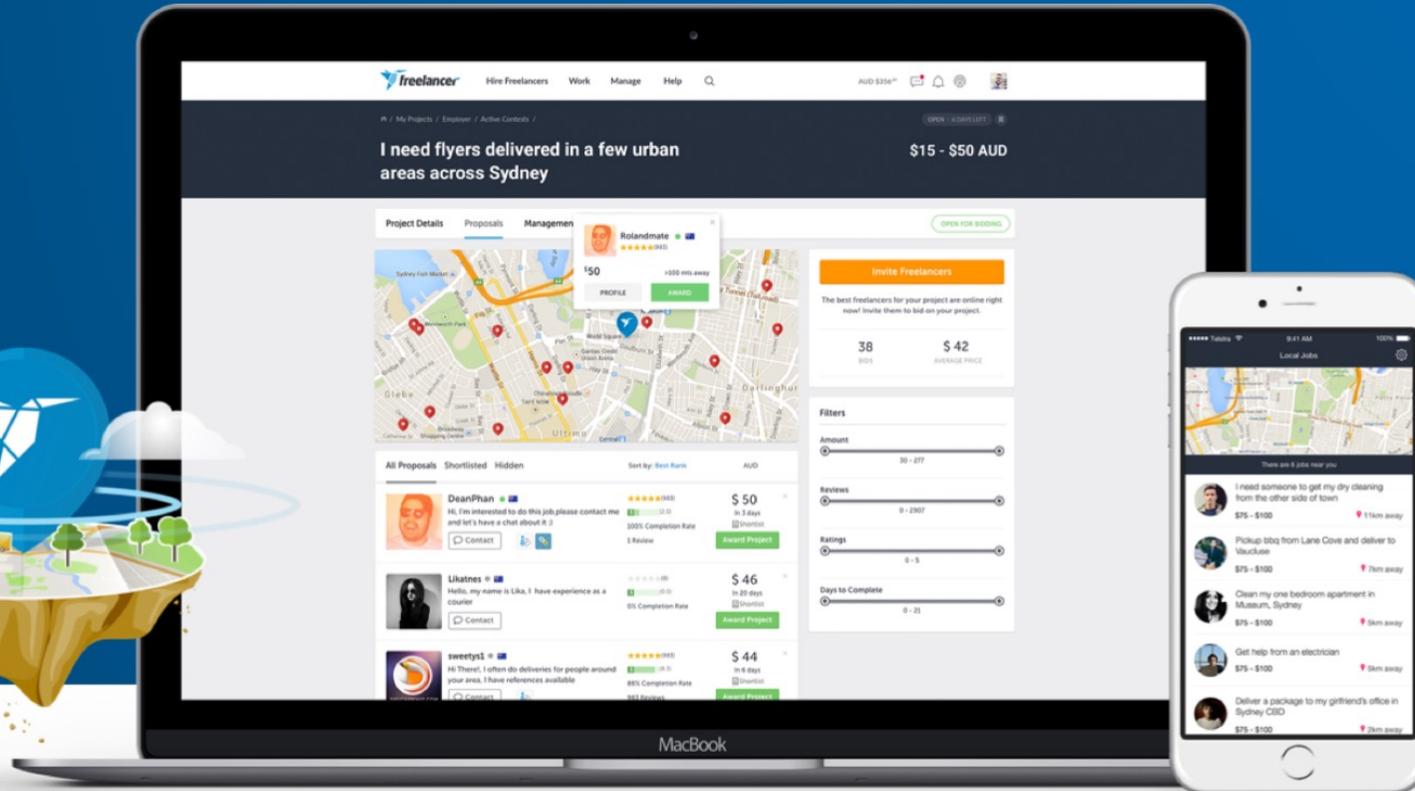


**66 entries per contest on average**

**50% of the contests receive their first entry in the first hour**

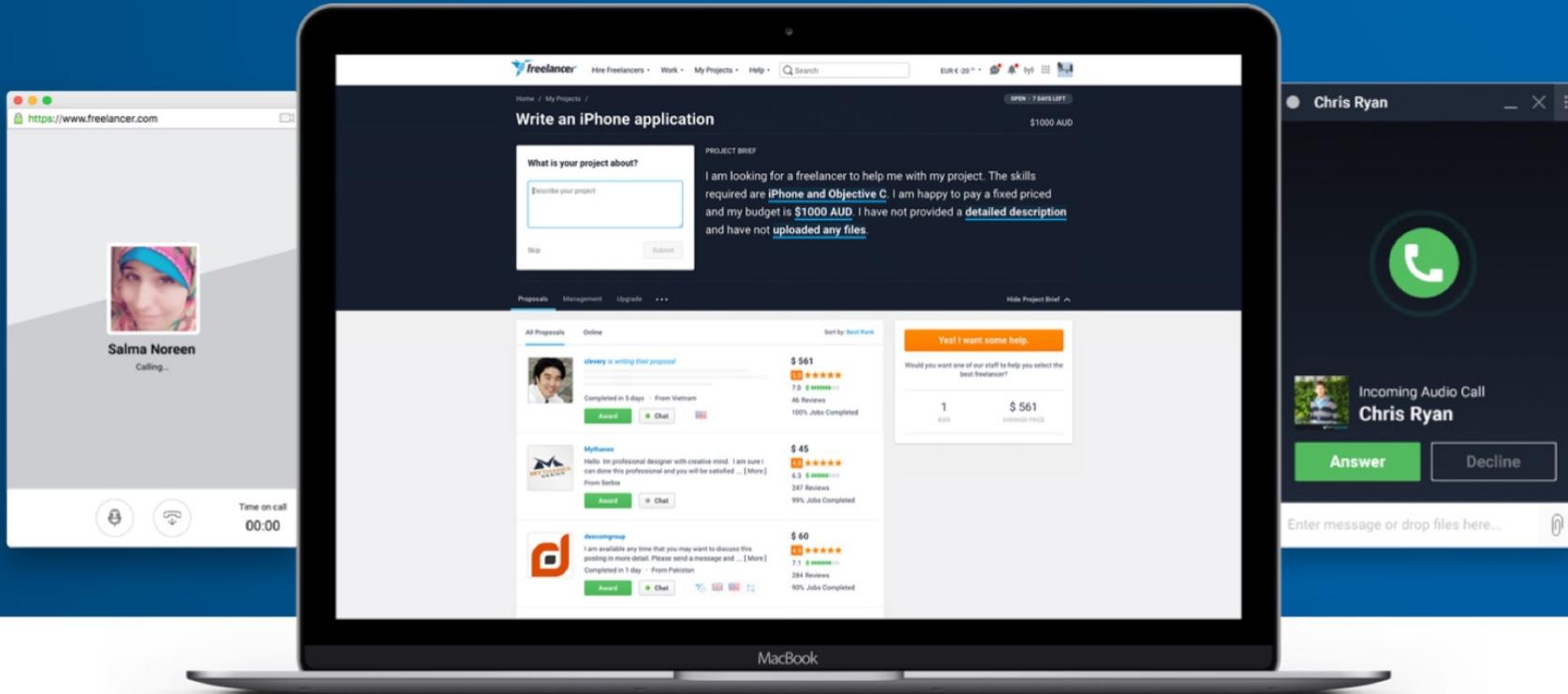
**Give feedback and get exactly what you need with real time chat**

# Local Jobs



**60% of local jobs get a quote in under an hour.  
Anywhere in the world.**

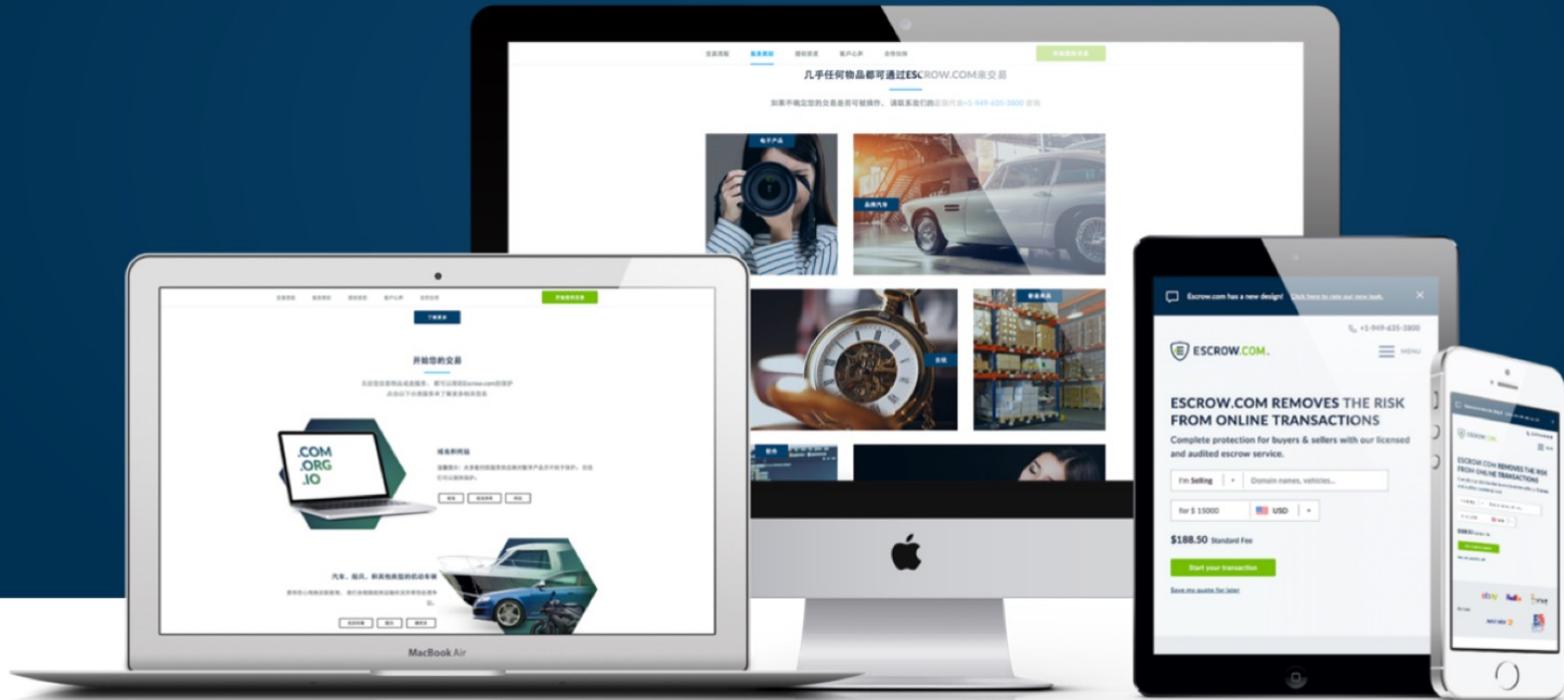
# Freelancer Tools



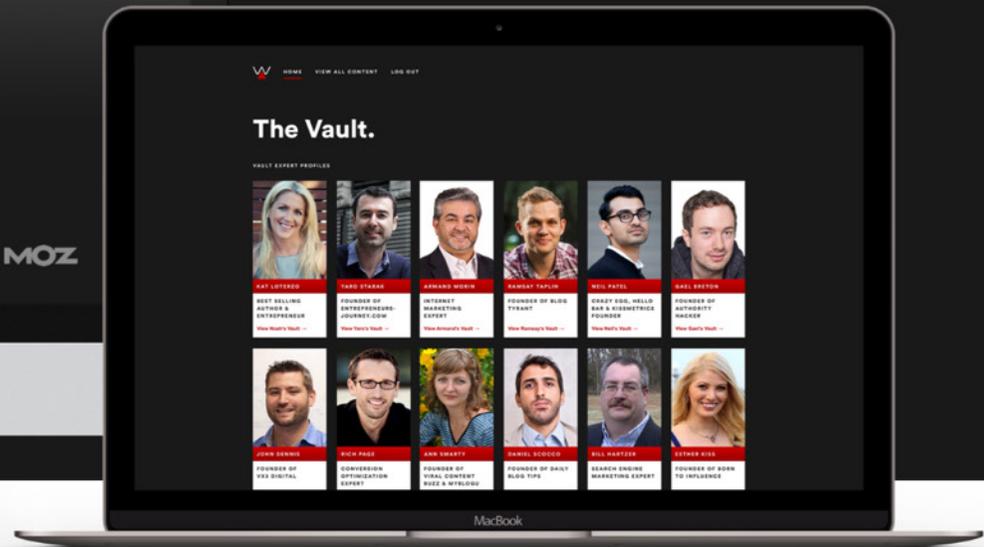
Improved interface  
for project  
management

48% increase in active  
conversations on the  
platform (YoY)

Audio & video chat  
now available



**1 million users have transacted US\$3 billion  
securely through Escrow.com**



# The #1 Internet Marketing Forum Since 1997

**1,107,939+**  
USERS

**9,765,737+**  
POSTS

**902,008+**  
DISCUSSIONS

**Sean Ellis**  
Founder of GrowthHackers



## Australia's Biggest Startup & Growth Conference

**Exclusive  
International Lineup**

**3000 +  
PAX**

**50+ Keynotes  
& Speakers**

**Hundreds of  
Exhibitors**

**Sold Out 6 Years In a Row | [StartCon.com](http://StartCon.com) | November 26-27th 2016**

Freelancer Limited

# INDUSTRY DRIVERS

**The other**

**55%**

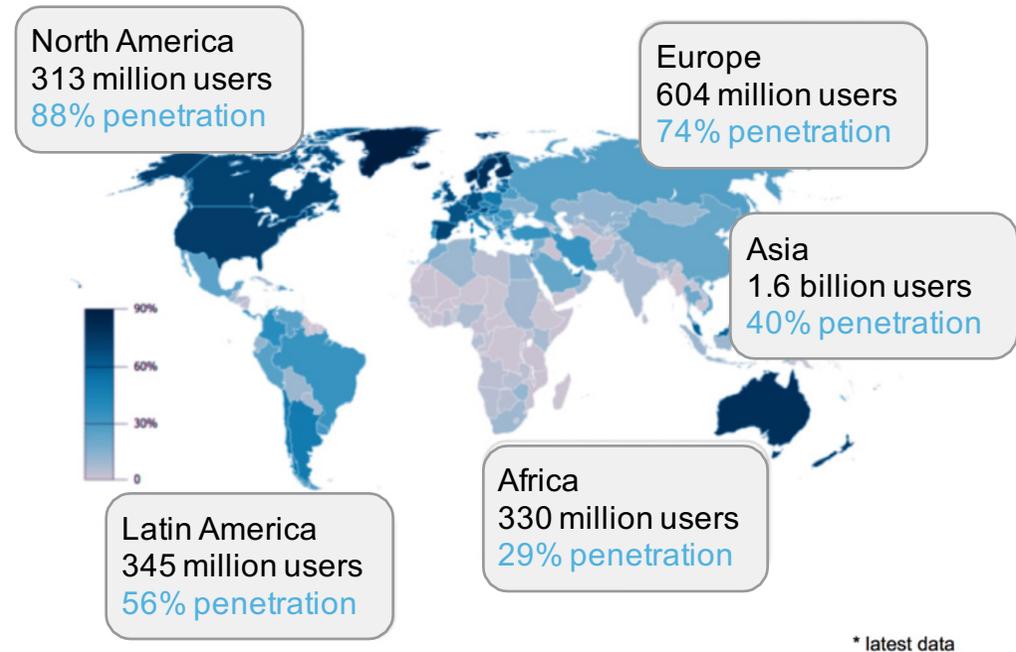
**of the world's  
population are  
about to join  
the Internet.**



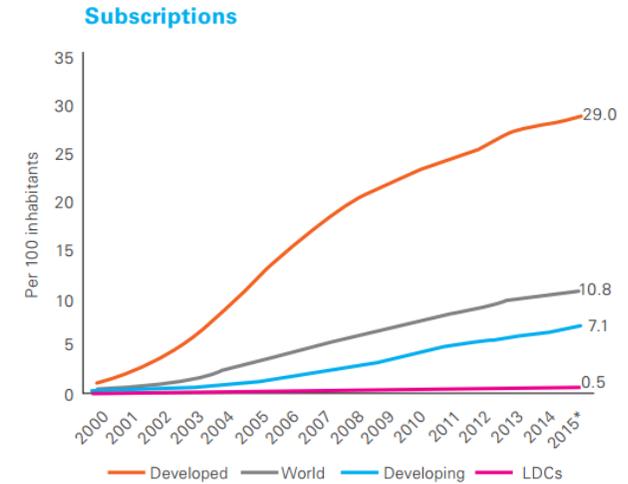
# It's 2016

The other four billion are connecting at a tremendous pace

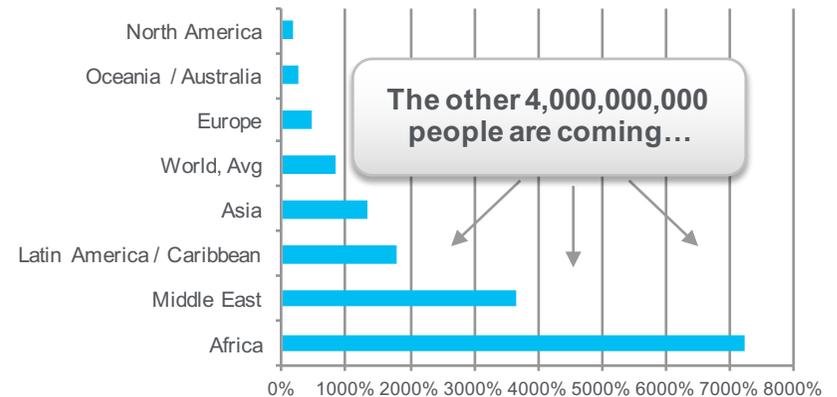
- World population<sup>1</sup>: **7,259,902,243**  
Number on the Internet: **3,366,261,156** (46.4%)



## Internet Users by Development Level 2005-2015E<sup>2</sup>



## Worldwide Internet Growth 2000-15<sup>1</sup>



1. Source: Internet World Stats (Jan 2016)  
2. International Telecommunications Union (<https://www.itu.int/en/ITU-D/Statistics/Documents/facts/ICTFactsFigures2015.pdf>)



# Developing world self-educating to raise socio-economic status

The wealth of human knowledge is available online

- Five billion people live on \$10 a day or less

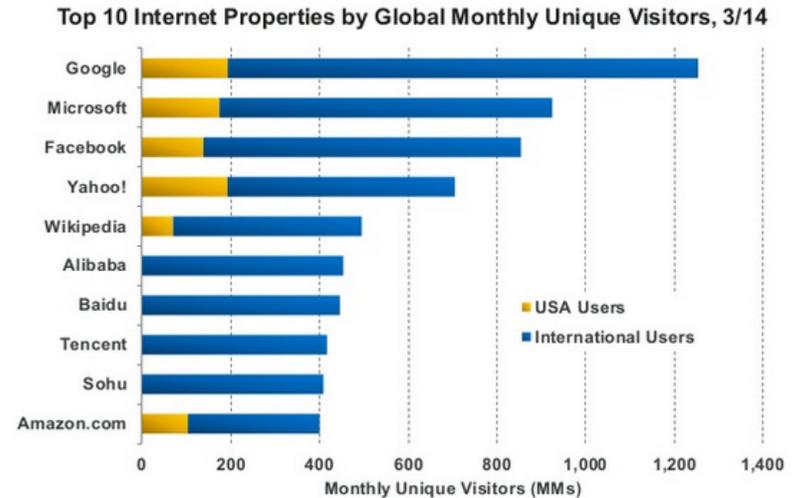


- The first thing they are looking to do online is raise their socio-economic status
- But it's never been easier to learn a trade
  - The wealth of human knowledge is available online
  - A revolution is also occurring in online education: Coursera, Udacity, Khan Academy, edX



- The other 4 billion are rapidly self educating
- \$10 per day to \$10 an hour+

86% of users of top 10 US sites are already foreign<sup>1</sup>



Twice as many Chinese on the Internet as Americans<sup>2</sup>

Rank	Country	2008-2012 Internet User Adds (MMs)	2012 Internet Users (MMs)	Y/Y Growth	Population Penetration
1	China	264	564	10%	42%
2	India	88	137	26	11
3	Indonesia	39	55	58	23
4	Iran	35	42	205	55
5	Russia	33	70	6	49
6	Nigeria	31	48	15	30
7	Philippines	28	34	32	35
8	Brazil	27	88	6	45
9	Mexico	19	42	9	37
10	USA	18	244	3	78
11	Argentina	17	28	57	68
12	Egypt	17	30	11	38
13	Colombia	14	25	39	54
14	Turkey	13	35	17	47
15	Vietnam	12	31	7	35
Top 15		654	1,473	15%	34%
World		902	2,406	8%	34%

1. Source: comScore Global, 8/11.

2. Source: International Telecommunications Union, ICT Facts and Figures 2013; CNNIC, 31 December 2012.





@pufutama



Bandung, Indonesia - 9 am

Member since January, 2014

6 Recommendations

## pufutama

Illustrator | 2D Animator | Concept Artist

Passionate award winning Director and Animator, with strong ability to translate from written descriptions or early concepts into more refined Illustrations, 2D Animations, as well as App and Game Assets.

My specialities include, but are not limited to, the following:

- 2D & 2,5D Animation & Motion Graphics
- Background Design
- Character Design
- Concept Design
- Cartoon
- Drawing
- Illustration
- Storyboard



Hire Me

**\$ 17** USD/hr

4.8 35 Reviews

5.6

81% Jobs Completed

100% On Budget

84% On Time

16% Repeat Hire Rate

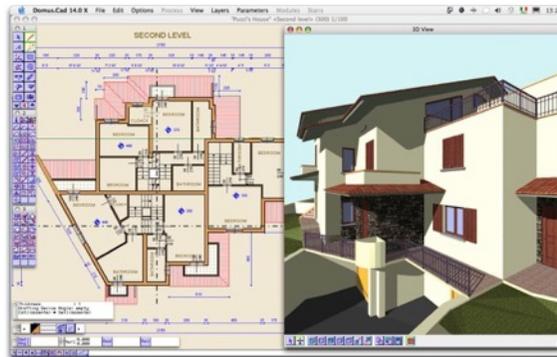
[Read more](#)



# Software is eating the world

“We are in the middle of a dramatic and broad technological and economic shift in which software companies are poised to take over large swathes of the economy”<sup>1</sup>

- Every industry is being disrupted rapidly, and becoming dominated by software companies
- White collar job functions are all headed to software, and moving into the cloud



## Advertising



Physical



Software

## Telecommunications



Physical

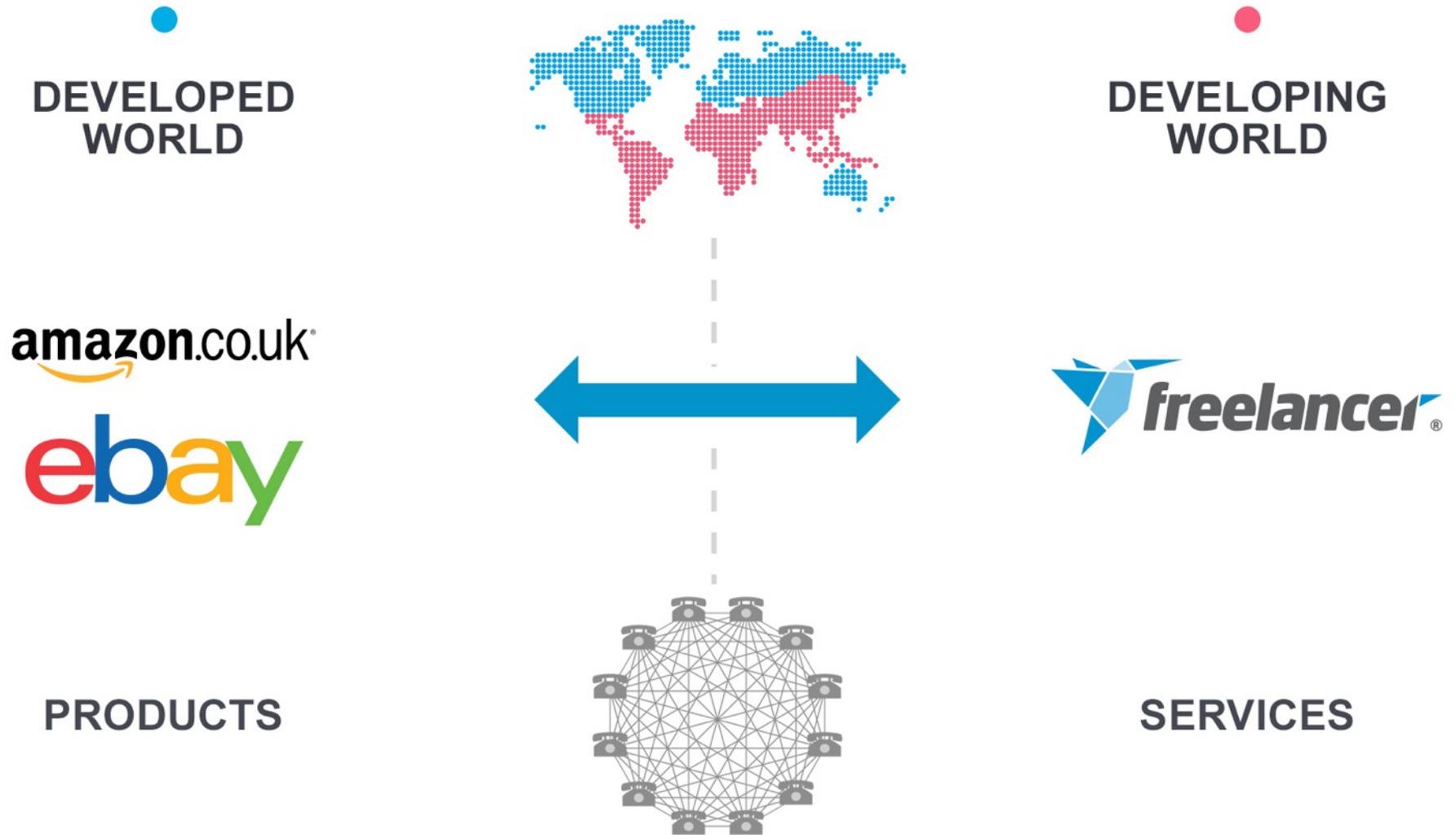


Software

1. Marc Andreessen, Wall Street Journal, Why Software is Eating the World, 20 August 2011.



# The world is repeating itself 20 years later



Freelancer Limited

**ESCROW.COM**



# ESCROW.COM™

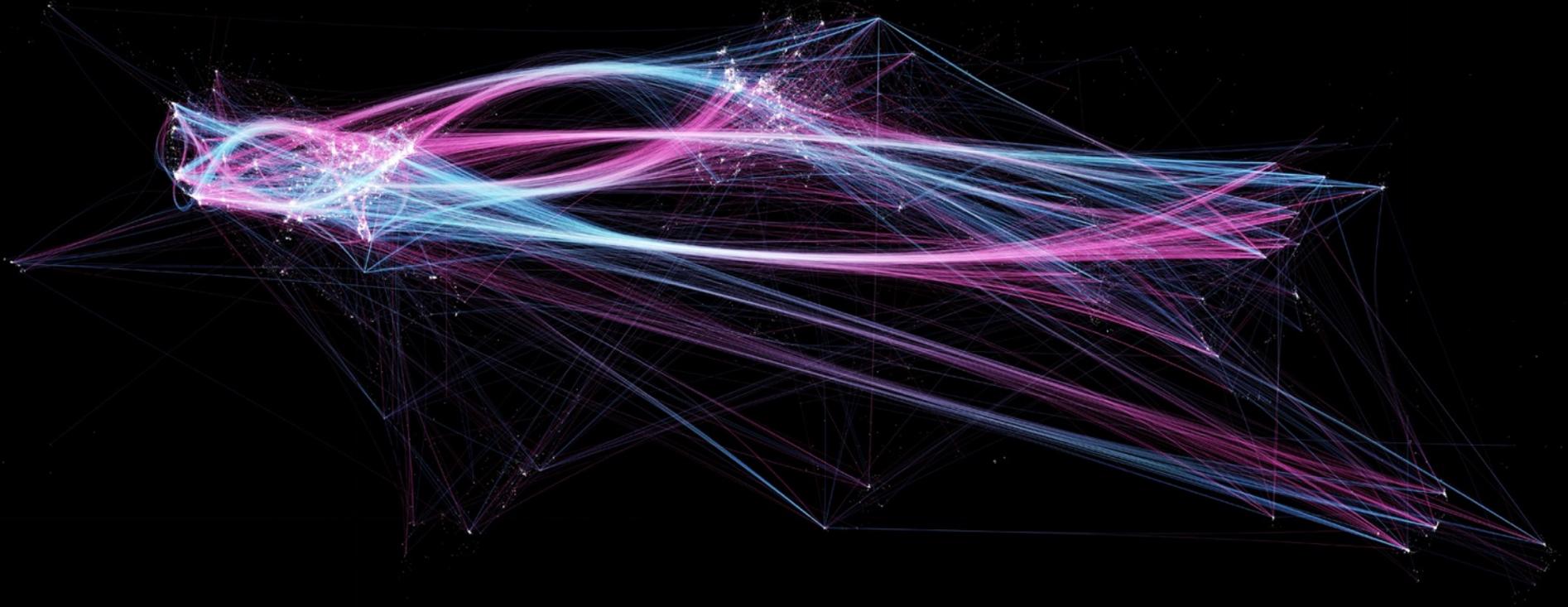
Payments you can trust.

The world's #1 provider of secure online payments.

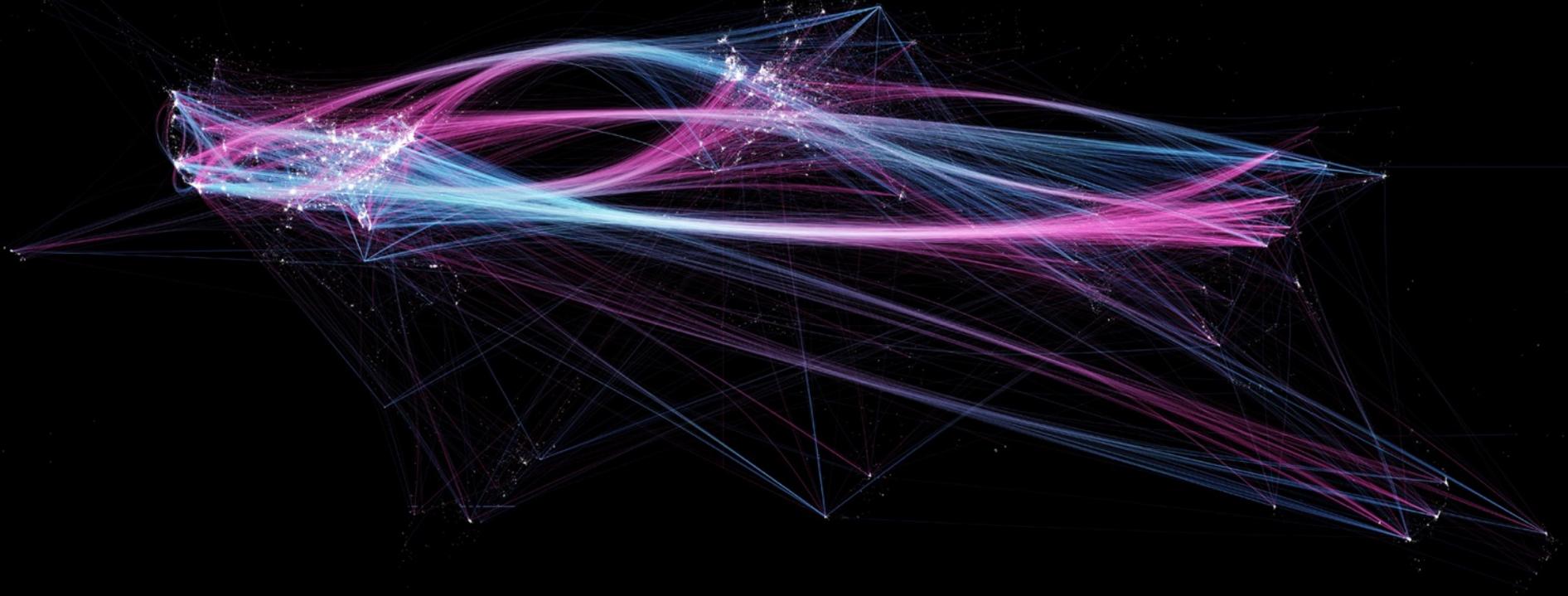
US\$3 billion of transactions protected.



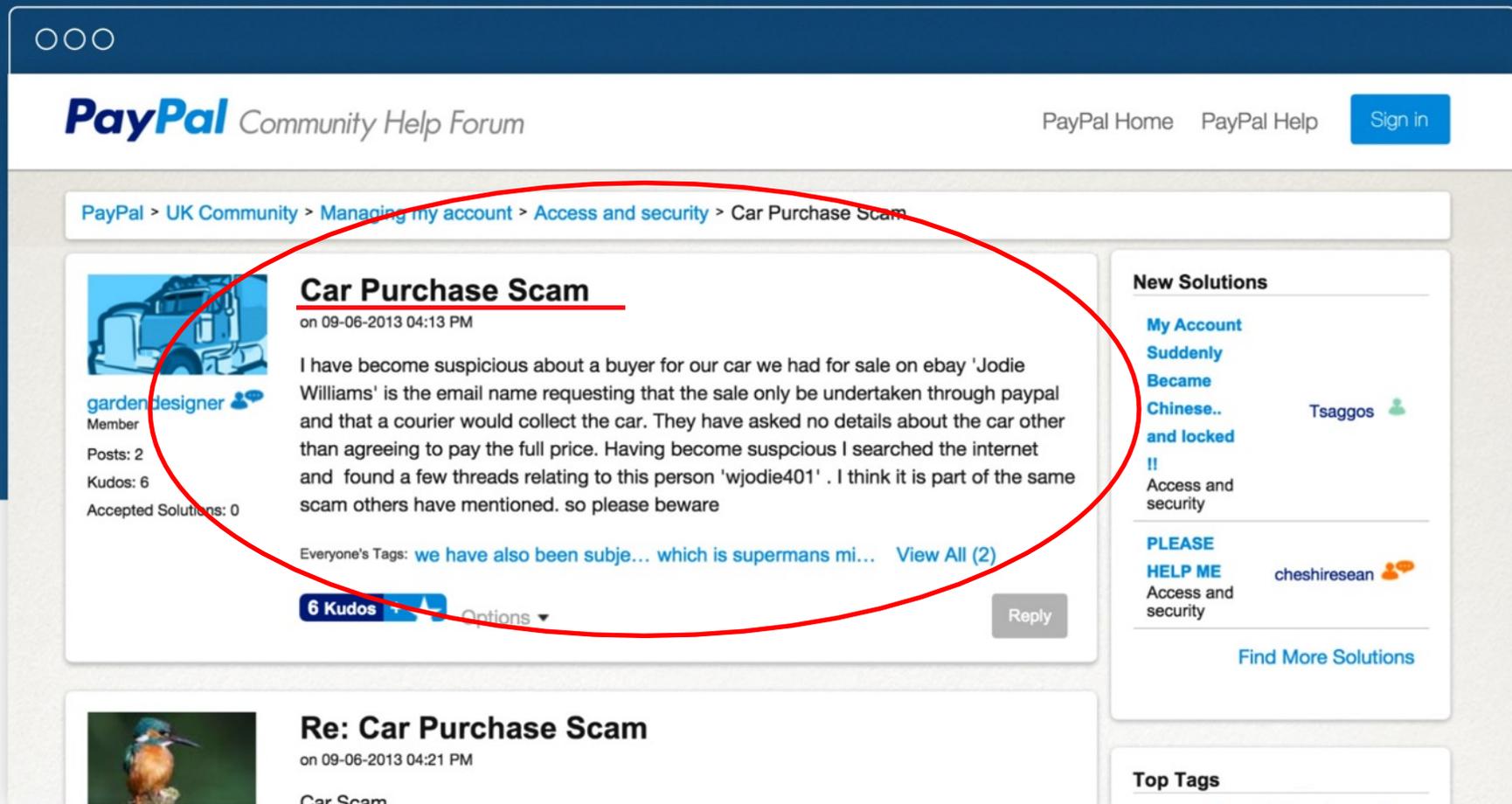
# Escrow.com's Online Economy in 2014



# Escrow.com's Online Economy in 2015



# You wouldn't sell your car with PayPal



The screenshot shows a forum post on the PayPal Community Help Forum. The post is titled "Car Purchase Scam" and is highlighted with a red oval. The post is by a user named "gardendesigner" and discusses a suspicious buyer on eBay. The forum interface includes a breadcrumb trail, navigation links, and a sidebar with "New Solutions" and "Top Tags".

PayPal Community Help Forum

PayPal Home PayPal Help Sign in

PayPal > UK Community > Managing my account > Access and security > Car Purchase Scam

 **Car Purchase Scam**  
on 09-06-2013 04:13 PM

**gardendesigner** Member  
Posts: 2  
Kudos: 6  
Accepted Solutions: 0

I have become suspicious about a buyer for our car we had for sale on ebay 'Jodie Williams' is the email name requesting that the sale only be undertaken through paypal and that a courier would collect the car. They have asked no details about the car other than agreeing to pay the full price. Having become suspicious I searched the internet and found a few threads relating to this person 'wjodie401' . I think it is part of the same scam others have mentioned. so please beware

Everyone's Tags: [we have also been subje...](#) [which is supermans mi...](#) [View All \(2\)](#)

6 Kudos Options Reply

**New Solutions**

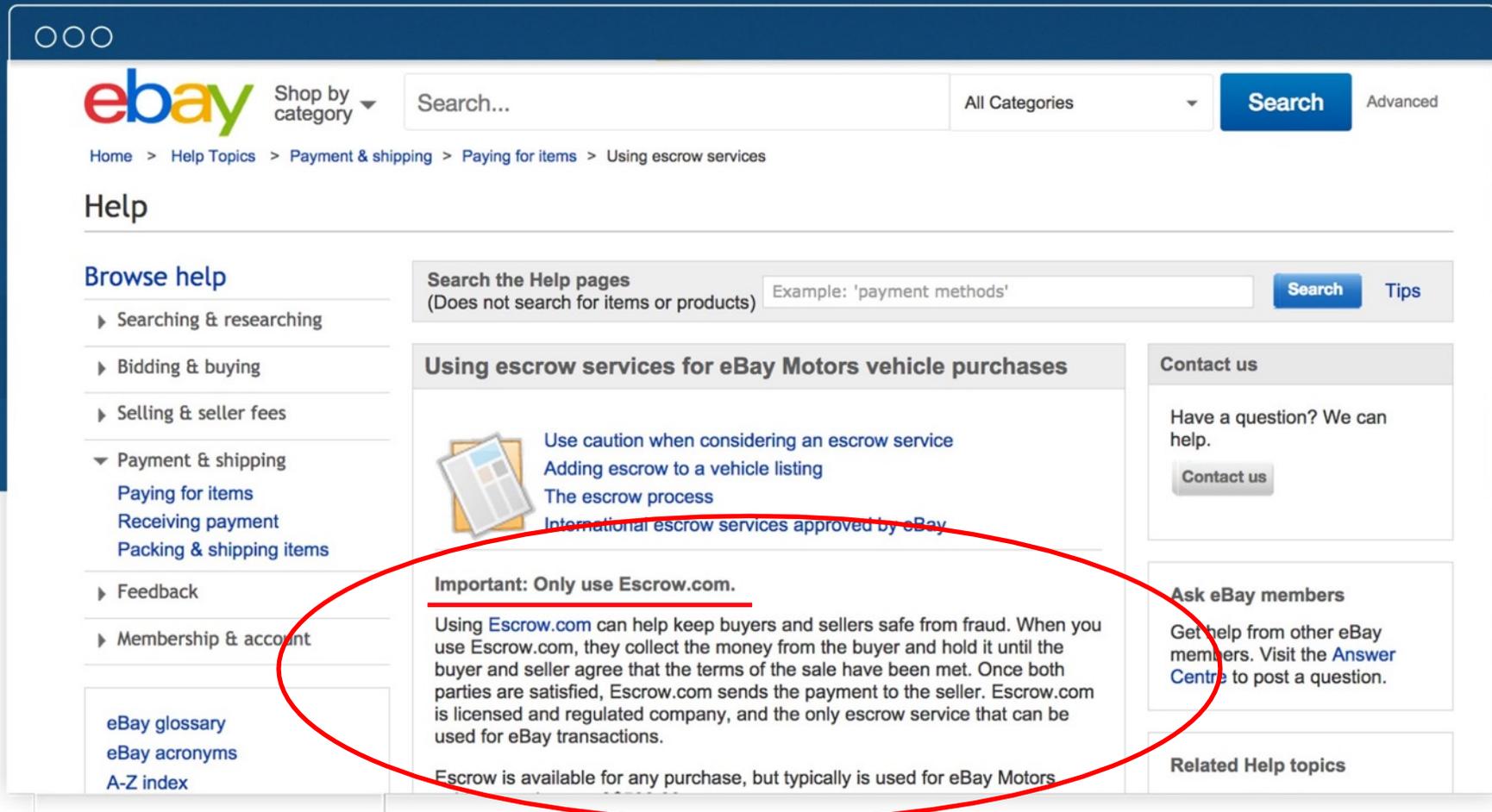
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# In fact, eBay doesn't think so either: “Important: Only use Escrow.com”



The screenshot shows the eBay Help page for "Using escrow services". The breadcrumb trail is: Home > Help Topics > Payment & shipping > Paying for items > Using escrow services. The page title is "Help".

**Browse help**

- ▶ Searching & researching
- ▶ Bidding & buying
- ▶ Selling & seller fees
- ▼ Payment & shipping
  - Paying for items
  - Receiving payment
  - Packing & shipping items
- ▶ Feedback
- ▶ Membership & account

[eBay glossary](#)  
[eBay acronyms](#)  
[A-Z index](#)

**Search the Help pages**  
(Does not search for items or products) Example: 'payment methods'   [Tips](#)

### Using escrow services for eBay Motors vehicle purchases

 Use caution when considering an escrow service  
Adding escrow to a vehicle listing  
The escrow process  
International escrow services approved by eBay

**Important: Only use Escrow.com.**

Using [Escrow.com](#) can help keep buyers and sellers safe from fraud. When you use Escrow.com, they collect the money from the buyer and hold it until the buyer and seller agree that the terms of the sale have been met. Once both parties are satisfied, Escrow.com sends the payment to the seller. Escrow.com is licensed and regulated company, and the only escrow service that can be used for eBay transactions.

Escrow is available for any purchase, but typically is used for eBay Motors

**Contact us**

Have a question? We can help.

**Ask eBay members**

Get help from other eBay members. Visit the [Answer Centre](#) to post a question.

**Related Help topics**

# Escrow.com

is used to secure a wide range  
of transaction types



Domains



Antiques



Computer Equipment



Jewellery



Motorcycles



Consultants



Boats



Classic Cars



Contractors



Refurbished Equipment



Websites



Heavy Equipment



IT Services



Copyrights



Electronics



Legal Services



RVs



Wholesale Goods



Musical Instruments



Auction Items

**Audited**

**Licensed**

**Bonded**



**0%**  
**chargebacks**

# Escrow.com is the only licensed, bonded & audited secure online solution that protects both the buyer and the seller with a simple, 5-step trust process

1 — 2 — 3 — 4 — 5



## Buyer & seller agree to terms

Both parties agree to terms of the transaction, which includes a description of the merchandise, sale price, number of days for the buyers inspection, and any shipping information.



## Buyer pays Escrow.com

The buyer submits funds via available payment options. Escrow.com verifies the payment. Processing time varies by payment method.



## Seller ships merchandise

Upon payment verification, the seller is authorized to ship merchandise to the buyer and submit tracking information. Escrow.com verifies that the buyer receives the shipment.



## Buyer accepts the merchandise

The buyer has set a number of days for merchandise inspection and the option to accept or reject the merchandise.



## Escrow.com pays the seller

Upon buyer's approval of merchandise or expiration of inspection period, Escrow.com pays the seller by the method selected by the seller. The transaction is then complete.

**Escrow.com  
secures  
transactions from  
\$100 to  
\$10,000,000+**

**Transact in  
US Dollars or  
Euros**



1975 Piper PA-23-250 securely sold through Escrow.com



2004 Fountain 38 LX securely sold through Escrow.com



2003 Ferrari Enzo securely sold through Escrow.com

**Escrow.com  
makes import /  
export simple**

**No more  
expensive &  
complicated  
letters of credit**



# Industrial & heavy equipment sold through Escrow.com



**2014 FANUC  
Industrial Robot**



**2006 Caterpillar  
D5N Dozer**





**Escrow.com protects the sale  
of jewellery and fine art including  
the purchase of Andy Warhol's  
"Queen Elizabeth Suite"**

**Escrow.com also protects the supply of services such as holiday rentals or designing a website**



# Where the Internet is bought and sold



UBER

Uber.com



Snapchat.com



SpaceX.com



Twitter.com



Instagram.com



Freelancer.com



Gmail.com



Foursquare.com



WeChat.com



Slack.com



Chrome.com



WarriorForum.com  
& Business



Wordpress.com



Medicare.com



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FullTilt.com



InternetBrands.com



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Hulu.com



Orbitz.com



Upwork.com



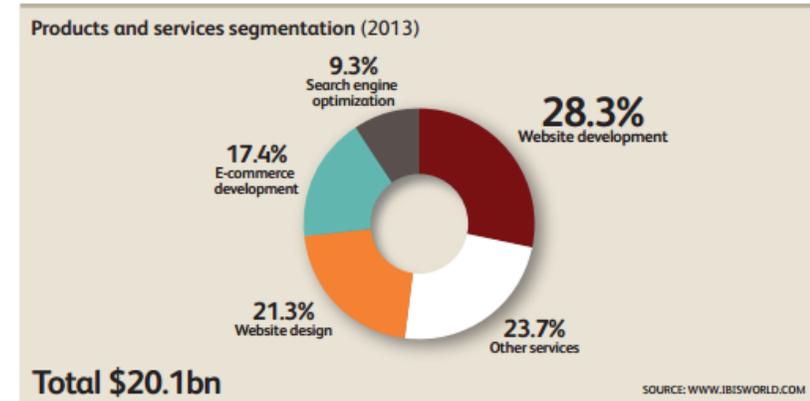
Freelancer Limited

# HOW BIG IS THE MARKET?

# Estimated demand for Web Design services alone

Freelancer's global 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 and there is potential upside from opening up of new demand from lower cost labour services globally
  - 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 + industry<sup>1</sup>
  - wages constitute US\$12 billion of this
  - more than 50% of software engineering jobs can be outsourced at 30% of US wages<sup>2</sup>
  - US\$1.74 billion in wages outsourced @ 26% take rate = c.A\$620 million revenue opportunity for Freelancer in the US (Total Available Market)<sup>4</sup>
  - there are 28 million small businesses in the US, but at least 96 million more in other mid-high income OECD countries<sup>3</sup>
  - 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)<sup>2</sup>



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.

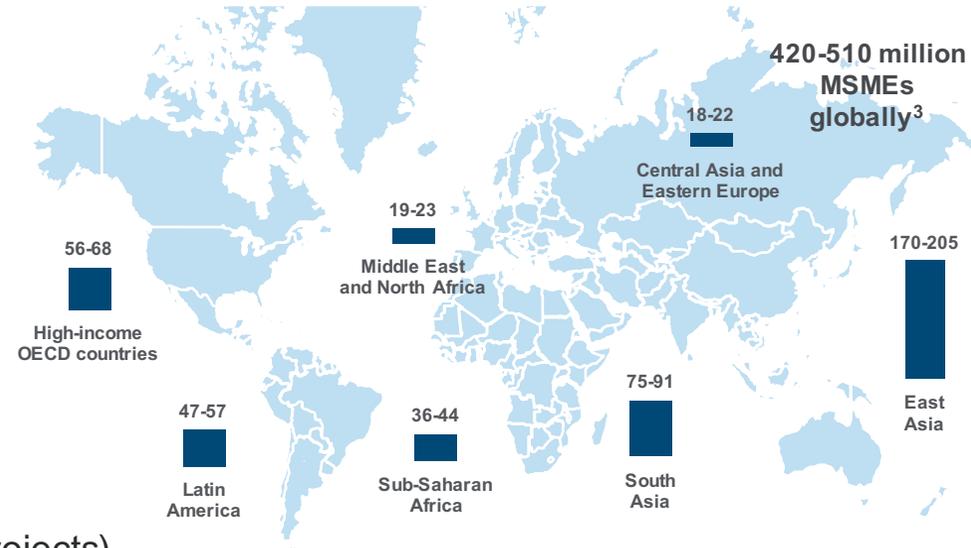
4. Based on AUD/USD exchange rate of 0.73.



# Estimated demand from Small Businesses

Global small business revenue opportunity estimated as \$31.9 billion per annum (571 million projects, \$122 billion 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)<sup>1</sup>
- US job posters who posted more than one project posted on average 3.13 projects in 2013<sup>2</sup>
  - then this same cohort posted 4.60 projects in 2014
  - then this same cohort posted 5.64 projects in 2015
- Average project size in 1H15 was US\$159 (A\$217) generating revenue of A\$56 to Freelancer (26% take rate)<sup>2</sup>
  - Implies A\$7.2 billion TAM (A\$28 billion GPV, 129 million projects) from US SMEs
- But there are 420 – 510 million micro, small and medium enterprises (MSMEs) globally<sup>3</sup>
- 96 million are formal employer MSMEs outside the US in mid-high income nations<sup>4</sup>
  - Additional A\$24.7 billion TAM (A\$95 billion GPV, 442 million projects)
- **Estimated global TAM from MSME market of c.\$31.9 billion (\$122 billion GPV, 571 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 A\$194 in 1H15 (based on AUD/USD exchange rate of 0.73 converted spot at 29 July 2015).

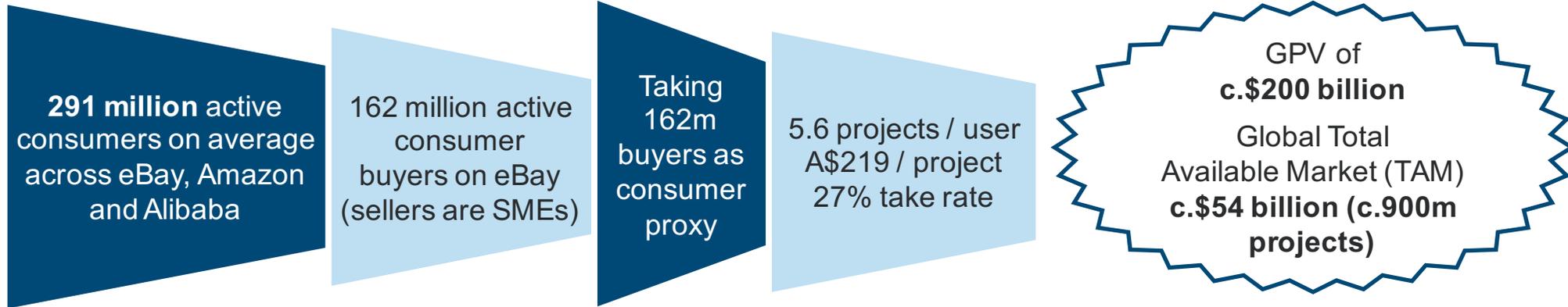
3. McKinsey Global Institute, "Two trillion and counting: Assessing the credit gap for micro, small, and medium-size enterprises in the developing world" (October, 2010).

4. World Bank Statistics, International Finance Corporation. Excludes informal MSMEs including non-employer firms, sole proprietors and unincorporated partnerships.



# Estimated demand from Consumers

Engaged active users on major product marketplaces are low hanging fruit for online services. Major product marketplaces as a proxy of consumer demand indicates TAM of c.\$54 billion (900 million projects, \$200 billion GPV)



	eBay	amazon.com	Alibaba.com	freelancer
<b>2015 Revenue</b>	US\$8.6 billion	US\$107 billion	US\$14.2 billion	<b>A\$38.6 million</b>
<b>2015 GMV/GPV</b>	US\$82 billion	US\$226 billion	US\$398 billion	<b>A\$229.3 million</b>
<b>2015 Users</b>	162 million active buyers	304 million active buyers	407 million active buyers	<b>20 million total registered users</b>
<b>Geography</b>	Global	Global	Predominantly China	<b>Global</b>

Source: Company reports, Bloomberg, Statistica, Nasdaq.



# Estimated supply of professional labour in the developing world

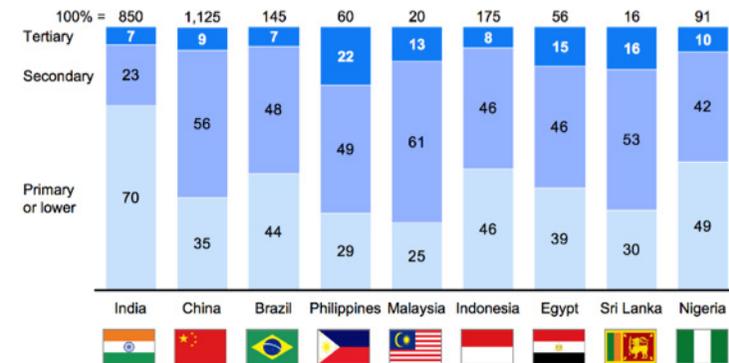
370 million people, or 10% of the 3.7 billion working age population in the developing world have a tertiary qualification

- 2010 global working age population: 3.7 billion, labour force: 2.9 billion<sup>1</sup>

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 <sup>2</sup>	3,000–20,000 <sup>3</sup>	3,000	7,000	25,000–50,000 <sup>4</sup>	10,000–20,000 <sup>5</sup>	20,000–30,000	30,000–45,000

- 2030 predicted global labour force: 3.5 billion<sup>1</sup>
- Of the 3.7 billion working age in the developing world in 2010:
  - 1.7 billion (46%) have a secondary education
  - 370 million (10%) have a tertiary education
- There are 220 million people with a tertiary degree between India, China, Brazil, Philippines, Malaysia, Indonesia, Egypt, Sri Lanka and Nigeria
- 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 annum<sup>3</sup>
- 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 people<sup>1</sup>



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

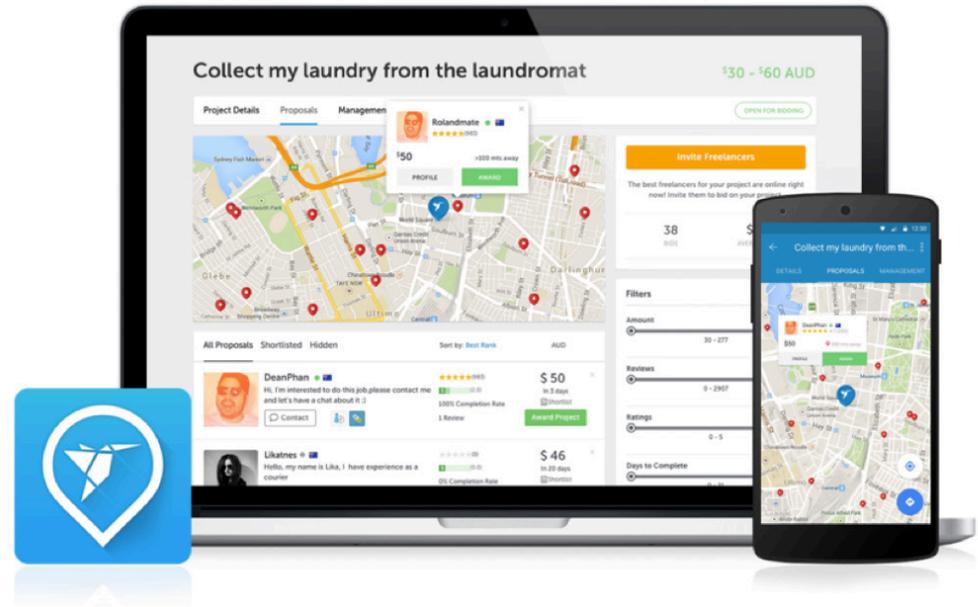
1. McKinsey Global Institute: The World at Work: Jobs, Pay and Skills for 3.5 Billion People (June 2012)  
2. McKinsey Global Institute, The Emerging Global Labor Market 2005, Part I: The Demand for Offshore Talent in Services  
3. Accenture Institute for High Performance: Where will all the STEM talent come from? (May 2012)



# Estimated demand from Local Jobs

Freelancer's expansion into 100 categories of Local Jobs expands the total addressable market by up to \$800 billion

- 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 on the order of \$100 billion<sup>1</sup>
  - MBO Partners<sup>2</sup> 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 annum<sup>4,5</sup>



1. <http://www.theverge.com/2012/7/23/3177860/taskrabbit-13-million-fund-in-gig-economy-labor-market-zaarly-done-exec>  
2. [http://info.mbopartners.com/rs/mbo/images/2013-MBO\\_Partners\\_State\\_of\\_Independence\\_Report.pdf](http://info.mbopartners.com/rs/mbo/images/2013-MBO_Partners_State_of_Independence_Report.pdf)  
3. <http://www.fool.com/investing/general/2015/04/03/does-a-market-exist-for-amazon-com-incs-home-service.asp>  
4. [http://www.nytimes.com/2015/04/13/technology/amazon-qooqle-and-more-are-drawn-to-home-services-market.html?\\_r=0](http://www.nytimes.com/2015/04/13/technology/amazon-qooqle-and-more-are-drawn-to-home-services-market.html?_r=0)



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