



27 July 2021

Freelancer Limited

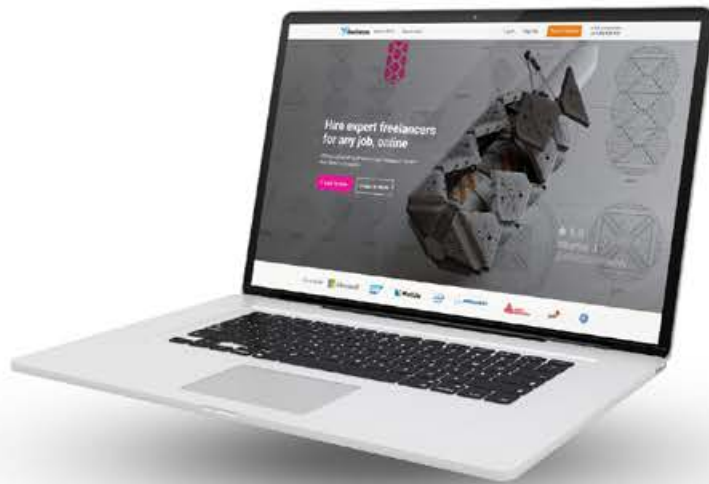
1H21 Results Presentation

Matt Barrie
Chief Executive Officer

ASX: FLN
OTCQX: FLNCF

investor@freelancer.com

Powering the world's entrepreneurs & commerce



#1 Online Services Marketplace
Over US\$4.5 billion in jobs
awarded



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

Freelancer Limited
ASX: FLN, OTCQX: FLNCF

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





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

David Nordfors

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



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

.. solving a trillion dollar problem





Make it real.

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



This architectural design cost
and took 12 days to make

\$1613 USD

Change lives.

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

Sulayman Sanyang

Video & Motion Graphics
Banjul, Gambia



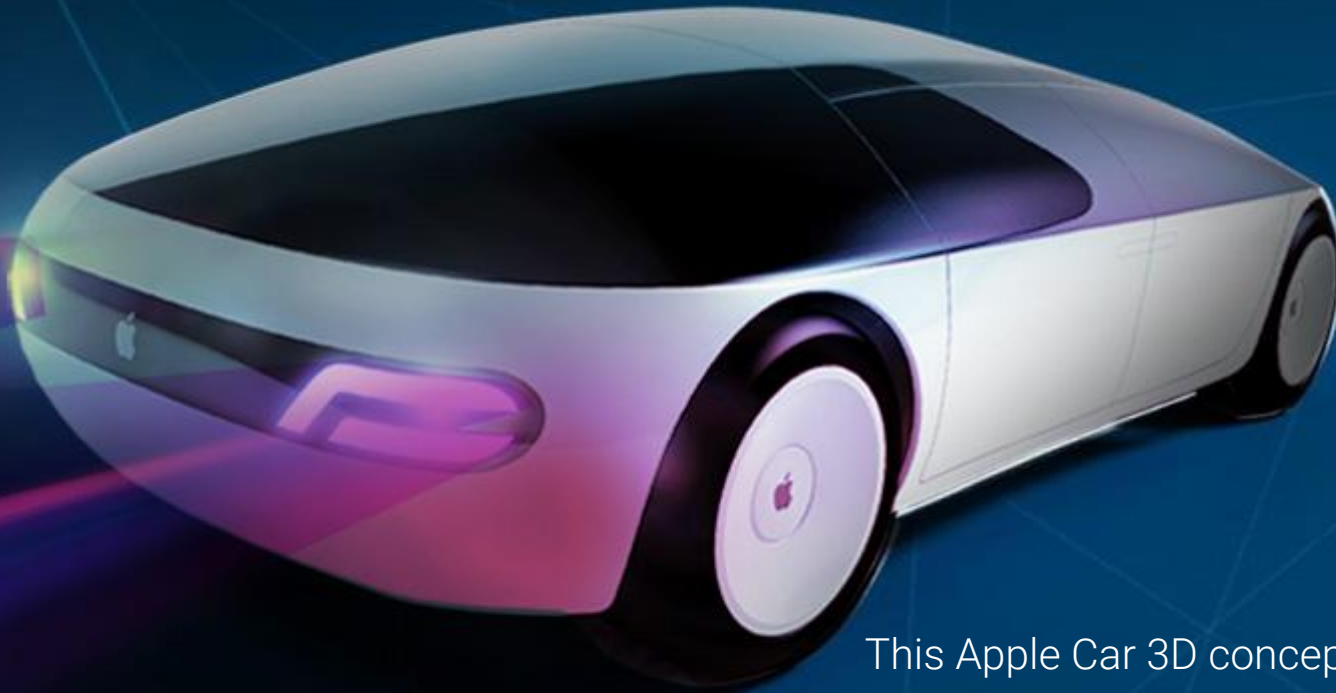
5.0/5.0 rating, 24 reviews



Create the Future.

Change Lives.

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



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

\$1500 USD

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



FREELANCER LIMITED

1H21 Results

1H21 Freelancer Group Results

- 1H21 Group Net Revenue \$27.8m down 5.7% on pcp or all-time record of US\$21.5m, up 10.8%
 - 1H21 Freelancer revenue \$22.7m down 11.5% on pcp or US\$17.5m, up 4.0%
 - 1H21 Escrow all-time record revenue \$5.1m up 33.7% on pcp or US\$3.9m, up 56.9%
- 1H21 GPV all-time record \$566m up 35.9% on pcp or US\$437m up 59.2%
 - 1H21 Freelancer GMV \$68.0m down 2.8% on pcp, or all-time record US\$52.4m, up 14.1%
 - 1H21 Escrow GPV all-time record \$475.3m, up 48.0% on pcp or US\$366.7m, up 73.3%
 - 2Q21 Escrow GPV all-time record \$270.5m, up 75.0% on pcp or US\$208.5m, up 105.5%
- On track for FY milestone of over \$1 billion of GPV (through bank accounts) for the first time
- Currency had negative impact of -17.4% in 1H21, 72% of group revenue is USD & 4% AUD
- Gross margin consistently high at 83.3%
- 1H21 Operating EBITDA¹ \$(2.0)m
- 1H21 Operating NPAT \$(1.6)m
- Positive operating cash flow in 1H21 of \$2.7m down 57.0% (pcp \$6.2m)
- Cash & cash equivalents at \$31.8 million (30 Jun), down \$2.5m or 7.4% on Dec 31 2020
 - \$4m was used to acquire the Loadshift business

1. Depreciation of \$2.3m and finance costs of \$1.1m relating to office leases (accounted for in accordance with changes in AASB 16 Leases) are included in EBITDA

1H21 Freelancer Group Results

Freightlancer/Loadshift in 1H21:

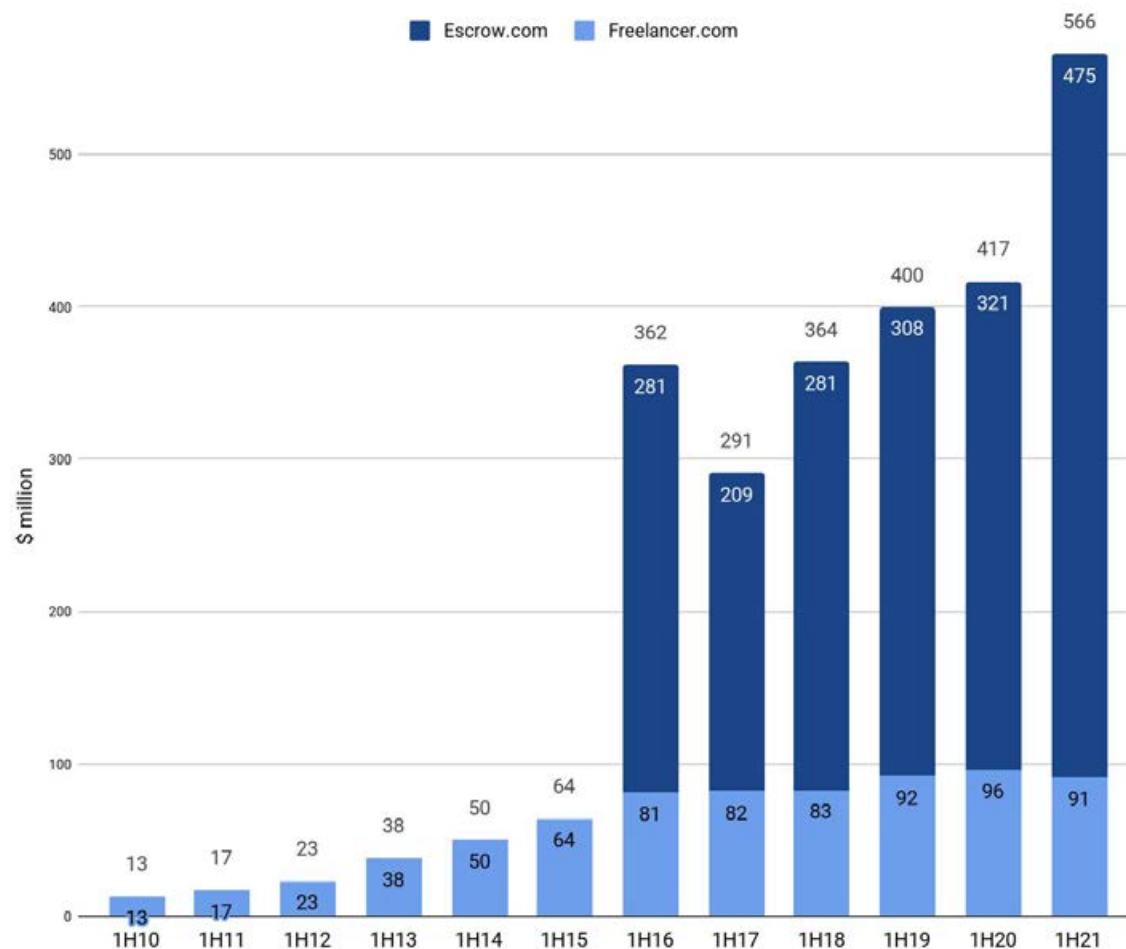
- 36,359 loads posted (up 19.0% on pcp)
- 51,301,555 kilometres of freight posted (up 20.6% on pcp)
- ~\$144 million of notional Gross Load Value in 1H21 (~\$278m in FY20)
- Average load distance: 1,411 km/load
- Average time to first bid: 17.4 minutes
- Average number of bids/job: 7
- Average freight charge: \$2.81 per kilometre
- Average load value \$3,964.91

Milestones:

- All-time record of 520,560 kilometres of freight posted in a day (28 June '21)
- All-time record of 10,004,984 kilometres of freight posted in a month (June '21)
- On track for over 100,000,000 kilometres of freight posted in 2021
- More distance on the average weekday than the Earth to the Moon (384,400 km)

Gross Payment Volume (GPV) 1H21

1H21 GPV all-time record \$566m, up 35.9% on pcp or US\$437m, up 59.2%



Group

- 1H21 all-time record GPV \$566m (up 35.9% on pcp) or US\$437m (up 59.2% on pcp)

Freelancer

- 1H21 GMV \$68.0m down 2.8% on pcp or all-time record of US\$52.4m, up 14.1%
- 1H21 GPV \$90.6m down 5.1% on pcp or all-time record US\$70.0m, up 11.4%

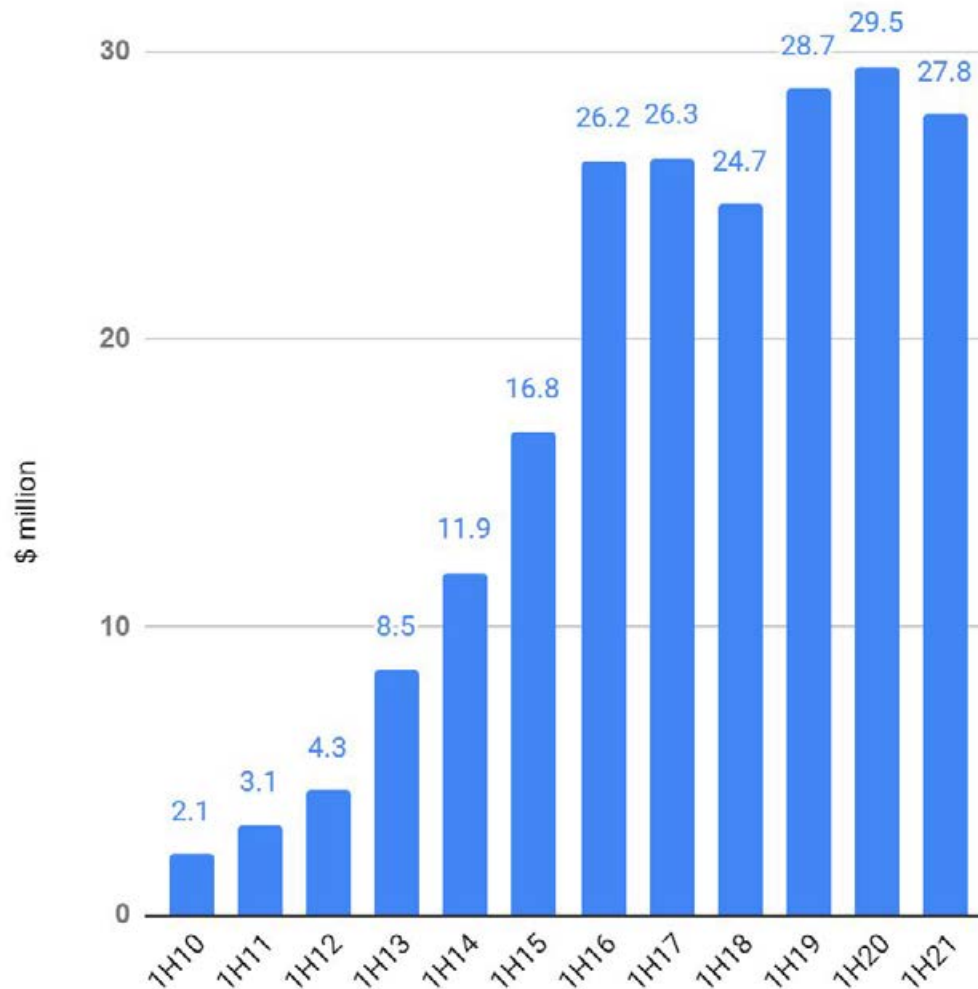
Escrow

- 1H21 Gross Payment Volume all-time record \$475m, up 48.0% on pcp or USD\$367m, up 73.3%

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

Net revenue 1H21

1H21 Revenue \$27.8m down 5.7% on pcp, or all-time record US\$21.5m, up 10.8%



Group

- 1H21 Group Net Revenue \$27.8m down 5.7% on pcp or all-time record US\$21.4m, up 10.8%

Freelancer

- 1H21 Freelancer revenue \$22.7m down 11.5% on pcp, or US\$17.5m up 4.0% on pcp
- Freelancer take rate at 13%
 - 3% for employers and 10% for freelancers, unchanged since FY10

Escrow

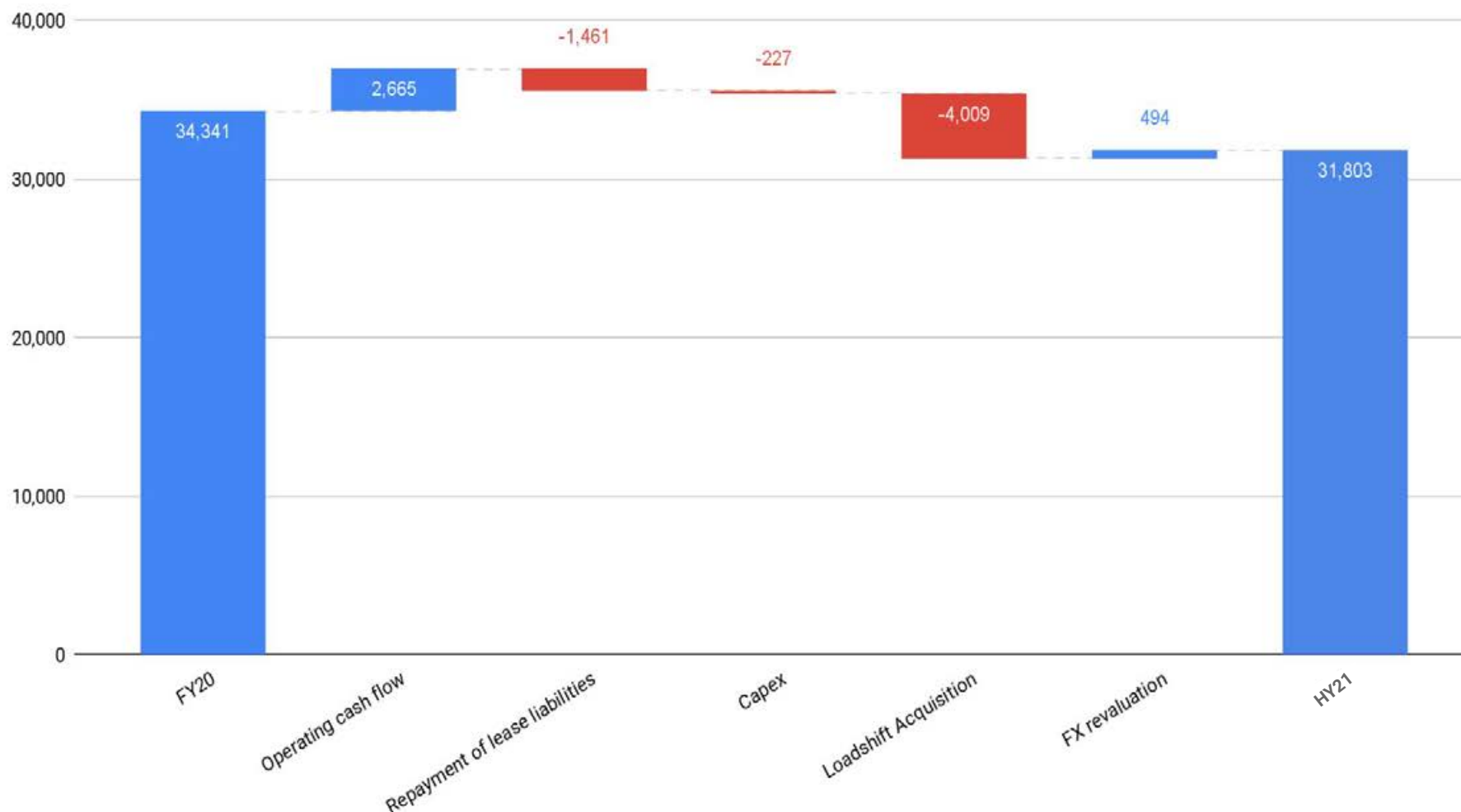
- 1H21 Escrow all-time record revenue \$5.1m up 33.7% on pcp or US\$3.9m, up 56.9%

Currency

- Negative impact of -17.4% for 1H21

Cash flow profile 1H21

Cash & cash equivalents at \$31.8 million (30 Jun) on December 31 2020

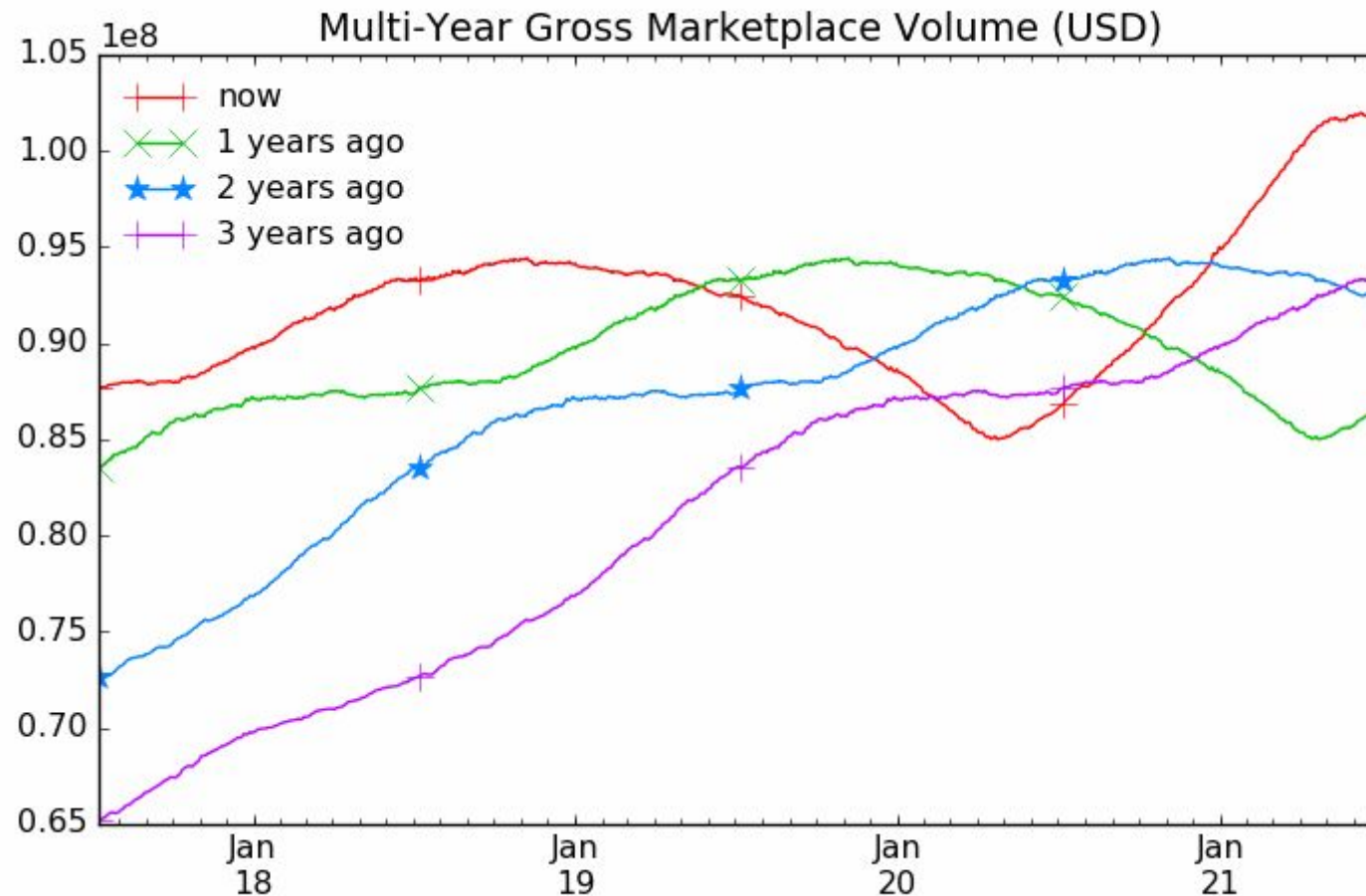


- A\$4.0 million use for Loadshift acquisition in 2Q21
- Positive operating cash flow in 1H21 of \$2.7m

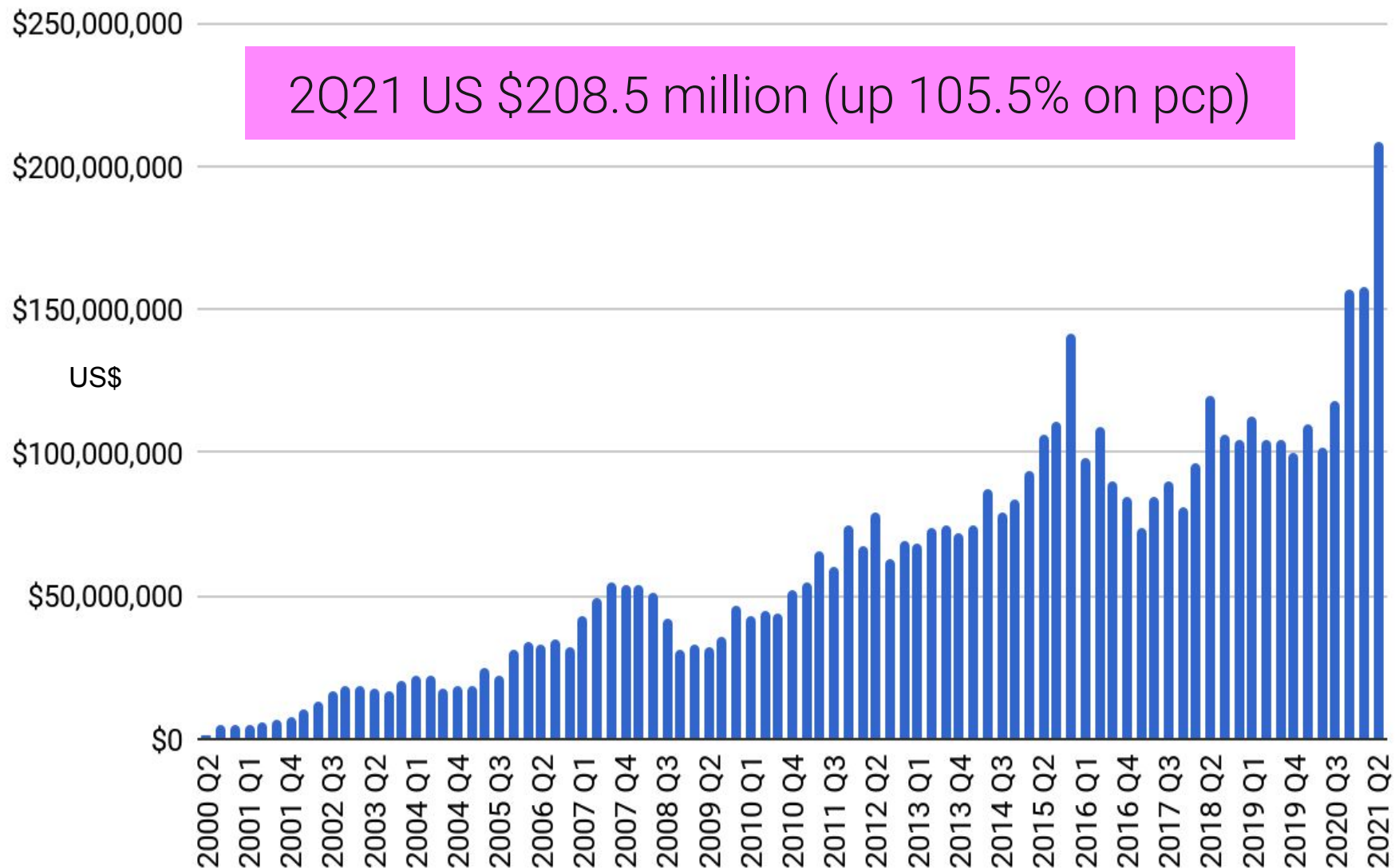
Freelancer Gross Marketplace Volume (GMV) & Deposits US\$

Deposits are flows in, GMV is flow out of the marketplace (rolling 28 day basis), 1e7 = US\$10m

GMV on
rolling 365
day basis in
USD



Escrow.com Gross Payment Volume (US\$)



Summary profit & loss statement 1H21

All-time US\$ record half year group revenue of US\$21.5m (up 10.8% on pcp)

(A\$m) 1 Jan - 30 Jun	1H21 Actual	1H20 Actual	Change
Net Revenue	27.8	29.5	-6%
Gross Profit	23.2	24.7	-6%
<i>Gross margin (%)</i>	83.3%	83.7%	-0.4%
Other income	0.2	0.1	n/m
Employee expenses ²	(12.5)	(11.1)	+13%
Administrative expenses	(5.7)	(6.2)	-8%
Marketing related expenses	(3.8)	(6.0)	-36%
Occupancy costs ³	(2.7)	(2.2)	+19%
FX gains / (losses)	(0.7)	(0.7)	+10%
Share based payments expense	(0.1)	(0.1)	-21%
EBITDA⁴	(2.1)	(1.5)	n/m
EBIT	(2.2)	(1.6)	n/m
NPAT	(1.7)	(1.1)	n/m
Excluding share based payments expense¹			
EBITDA⁴	(2.0)	(1.4)	n/m
EBIT	(2.1)	(1.5)	n/m
NPAT	(1.6)	(1.0)	n/m

- Group 1H21 NPAT \$(1.7m) vs \$(1.1)m in pcp
 - USD/AUD FX headwind of 17.4% resulted in a 6% decline in gross profit
 - 19% increase in occupancy costs due to full impact of new Sydney offices. (finalised 1Q20)
 - Employee expenses up 13% due to additional headcount. 465 FTEs at end of 1H21 (up by 12% on 1H20)
- 36% decrease in marketing costs shifting the targeting strategy for higher ROI. Marketing cost will grow in further quarters.
- Operating earnings are exclusive of non-cash share based payments expense of \$78k in 1H21 and \$99k in 1H20.
- Net of employee expenses attributable to cost of sales
- Occupancy costs have been adjusted to include depreciation of \$2.3m (1H20: \$2.1m) and finance costs of \$1.1m (1H20: \$0.6m) relating to property leases and deducting sublease rental income of \$0.9m (1H20: \$0.5m)
- Depreciation and amortisation expense of \$122k in 1H21 and \$121k in 1H20. Excludes depreciation arising from implementation of AASB16 leases

Summary balance sheet 1H21

Additionally A\$41.3 million of cash is off-balance sheet in Escrow.com's trust accounts

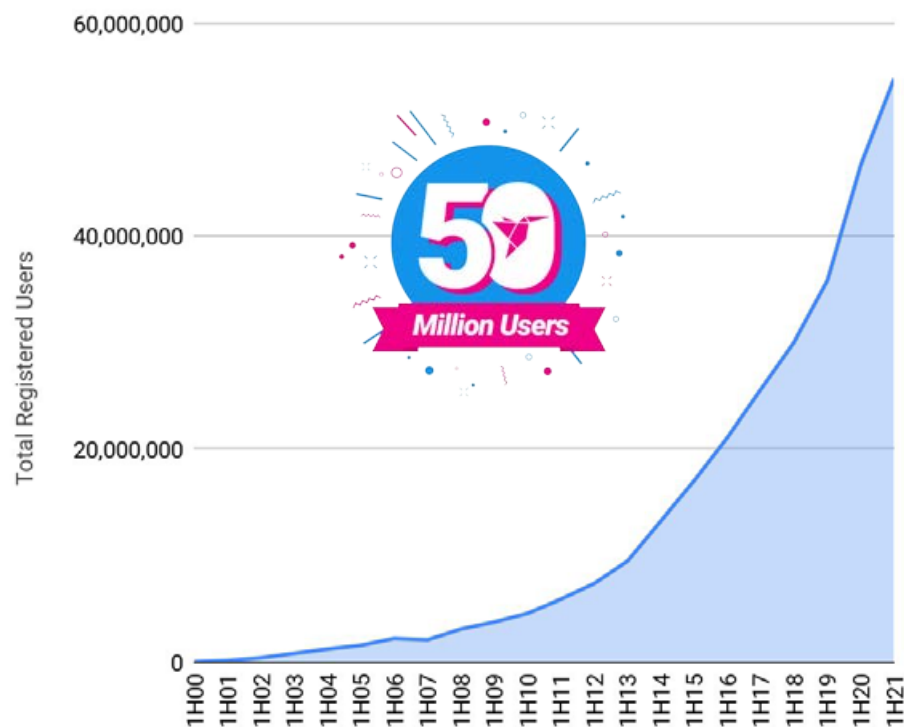
(A\$m) 30 June 21	1H21 Actual	FY20 Actual	Change
Cash and cash equivalents	31.8	34.3	-7%
Trade and other receivables	6.0	6.6	-9%
Other assets	3.0	2.5	+16%
Plant and equipment	0.6	0.4	n/m
Intangibles	34.2	26.5	+29%
Right of Use Asset	21.0	22.4	-6%
Deferred tax assets (net)	5.6	5.0	n/m
Total assets	102.2	97.7	+1%
Trade and other payables	42.0	39.5	+6%
Lease Liabilities	23.7	24.7	-4%
Other liabilities	4.9	4.4	+11%
Total liabilities	70.6	68.6	+3%
Net assets	31.6	29.1	-4%
Contributed equity	38.6	38.4	n/m
Reserves	8.3	4.3	+90%
Retained earnings	(15.3)	(13.6)	-12%
Total equity	31.6	29.1	-4%

- Cash & equivalents at end of 1H21 \$31.8m (down 7% from Dec 20), no net debt. \$4m was used to acquire the Loadshift business
- Intangibles increased by 29% due to acquisition of Loadshift business
- Trade and other receivables includes receivables from various payment gateways in relation to partially completed transactions
 - 6% decrease in receivables due to timing of collections
- Trade and other payables includes user obligations (user balances and milestone payments held on balance sheet)
- Deferred tax assets reflected net of Deferred tax assets of \$11.3m and Deferred tax liabilities of \$(5.7m)
- Reserves include non controlling interest in Freightlancer

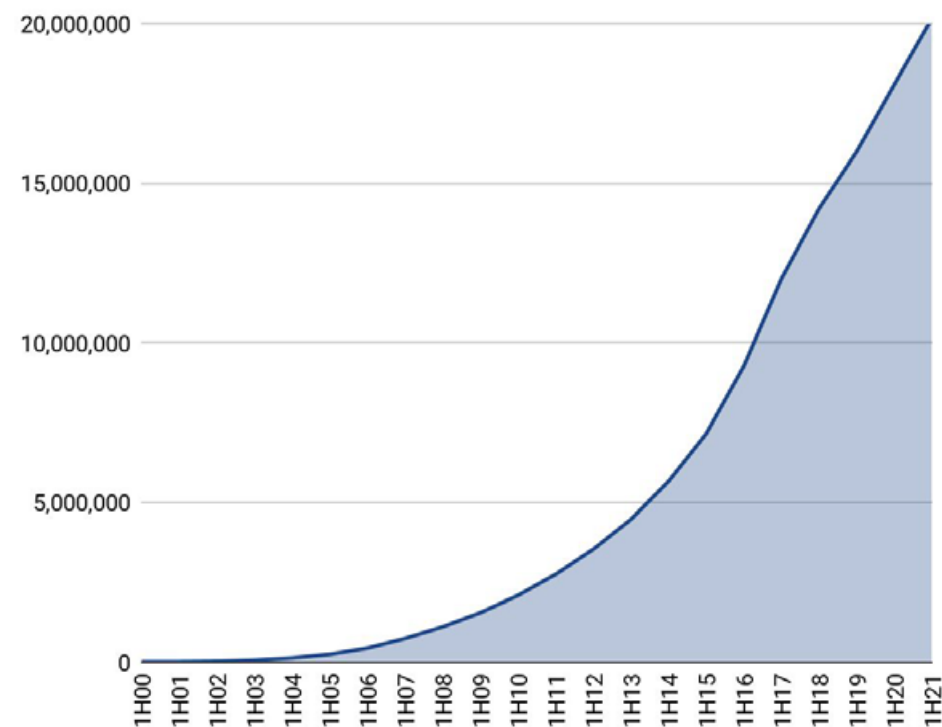
The Group completed 1H21 with 54.8m users and 20.2m jobs

4.1 million registered users and 1.5 million jobs were added to the group in 1H21

Total Registered Users (incl. Escrow, Freightlancer)



Total Jobs Posted (filtered)



Number of user accounts, and jobs (projects/contests posted) in the Freelancer marketplace as at 30 July 2021. User, project and contest data includes all users and projects from acquired marketplaces. Prior to 2009, all data is from acquired marketplaces. 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, Freightlancer, Loadshift unique users.

Freelancer's Online Economy

- USERS
- JOBS POSTED
- JOBS DONE

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

Freelancer's Online Economy – United States



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

Freelancer's Online Economy – Europe

- USERS
- JOBS POSTED
- JOBS DONE

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

Freelancer's Online Economy – Australia

- USERS
- JOBS POSTED
- JOBS DONE

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

Freelancer's Online Economy– India

- USERS
- JOBS POSTED
- JOBS DONE

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

53

Regional Websites

North America

-  US (International)
-  Canada
-  Jamaica

Africa

-  South Africa
-  Kenya

Europe

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

Asia Pacific

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

Latin America

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

34

Languages

Languages

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

39

Currencies

Currencies

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



Freelancer Statistics

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

53m+

TOTAL
REGISTERED
USERS

20m+

TOTAL JOBS
POSTED

63%

OF PROJECTS
RECEIVE BIDS IN
UNDER 60
SECONDS

24

AVERAGE
BIDS PER
PROJECT

Covid-19 is the new member of the C-suite responsible for digital transformation

“As of May 2020, 94% of the global workforce lives with active workplace closure measures (ILO).”*

“A new McKinsey survey finds that responses to COVID-19 have sped the adoption of digital technologies by 3 to 10 years — and that many of these changes could be here for the long haul.”**

* Harvard Business Review, July 2020: “What Would It Take to Reskill Entire Industries?”

<https://hbr.org/2020/07/what-would-it-take-to-reskill-entire-industries>

** McKinsey, October 2020: “How COVID-19 has pushed companies over the technology tipping point—and transformed business forever”

<https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/how-covid-19-has-pushed-companies-over-the-technology-tipping-point-and-transformed-business-forever#>

1H21 Statistics

90,274,731

89%

INCREASE IN
WEB TRAFFIC
(SESSIONS) TO
132,249,313

136%

INCREASE IN
WEB TRAFFIC
(NEW VISITORS)
TO 90,274,731

4m

INCREASE IN
REGISTERED
USERS

28%

INCREASE IN
GMV FROM
HOURLY JOBS

962k

POSTED JOBS
(FILTERED)

86%

INCREASE IN
3-WEEK RETURN
ON ACQUISITION

\$200

AVERAGE
COMPLETED
PROJECT SIZE

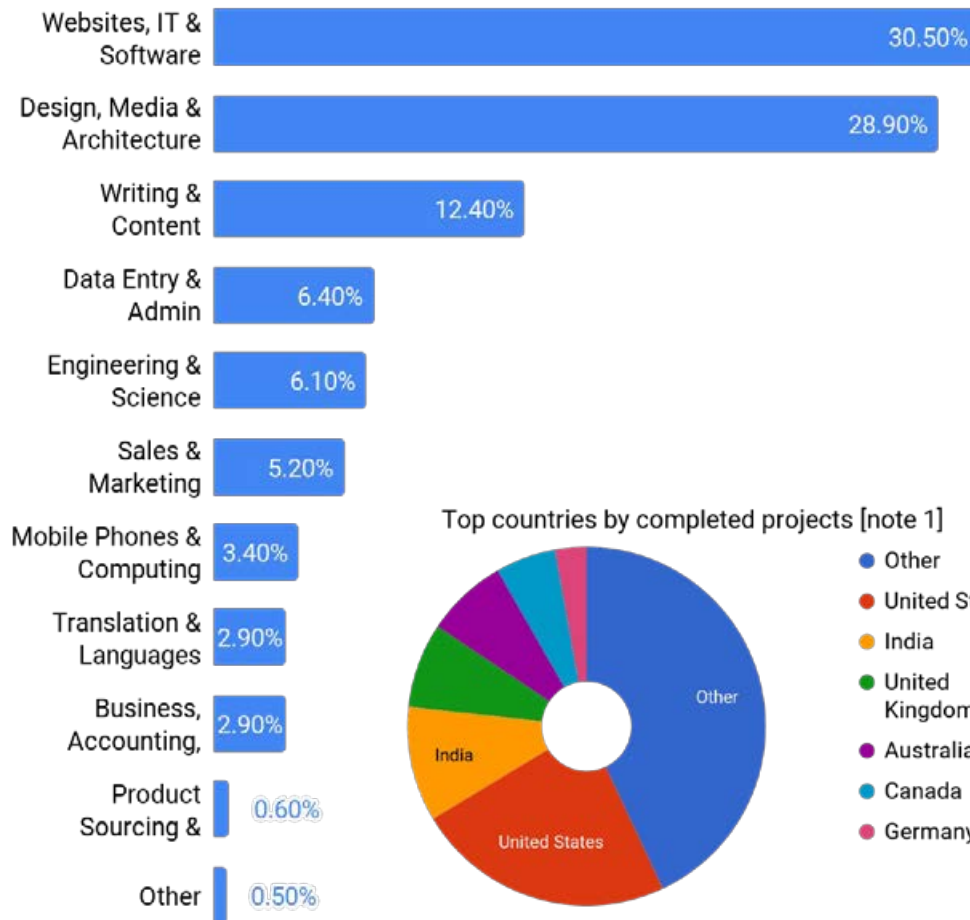
26%

INCREASE IN
GMV FROM
LOCAL JOBS

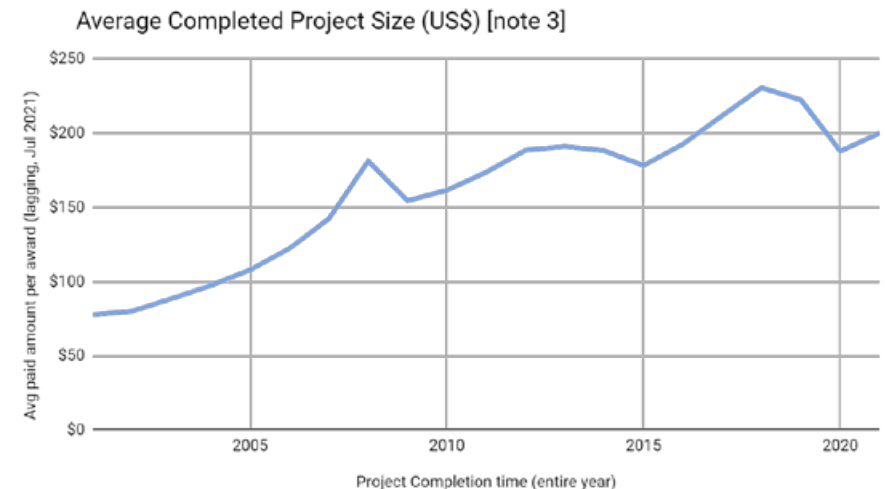
Marketplace dynamics 1H21

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

Top completed project categories by volume



- Over 1,800 job categories as diverse as Aerospace Engineering, Biotechnology, Sales, Manufacturing, Mechanical Engineering
- Complexity & sophistication growing over time
- Average completed project US\$200 in 1H21³. Note that this graph is lagging and this number will rise as further payments can increase over time for projects. Non-lagging value is approaching 2018 all-time high.



1. Based on the number of completed projects in 1H21.

2. Based on the value of project payments for projects that were posted in 1H21.

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

Freelancer is the **lowest cost** & **largest** cloud labour platform

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

Projects



3D design for an office

By [rajdesigner7031](#)

\$88.00 USD



68%

OF PROJECTS
RECEIVE BIDS
WITHIN 60
SECONDS

Log InSign UpPost a Project

COMPLETED

3D design for an officeBUDGET \$30-250 USD

FreelancerJobs3D Modelling3D design for an office

AN 8x4 office , needs 3d design with rendering.

Skills: 3D Modelling, 3D Rendering, Building Architecture, Interior Design

See more: interior design 3 d rendering service company, d rendering interior design, d rendering for interior design, d rendering companies, d rendering cheap, d rendering cape town, d rendering buildings, d rendering architecture, d rendering architecture malaysia, d rendering animation design, d rendering and animation services, d plans for office design, d modelling design, d modelling contest, d modelling architecture, d modelling and autocad, d modelling and animation, d modelling 3d design, d modelling 3d animation 3d rendering 3ds max 3d design, d modelling 3d animation 3d rendering 3ds max 3d design, d mechanical modelling, d max modelling, d jewellery modelling, d event modelling service, d do

About the Employer:

3.0

★★★★★ (1 review)

Saudi Arabia

Project ID: #12663042

Looking to make some money?

PROJECT COMPLETED

Your email address

Email address

Apply for similar jobs

Set your budget and timeframe

Get paid for your work

Outline your proposal

It's free to sign up and bid on jobs

Awarded to:

rajdesigner7031

Hi, I am Raj Gautam, Architect. My specialization in 3D Architectural . I have 11 years Experience, I offer you 3D Photo realistic rendering quality service. Please visit my 3D (Commercial/Building-Office) Exterio [\[More \]](#)

\$88 USD in 4 days

4.5 ★★★★★ (40 Reviews)

6.1

Budget

\$50.00 – \$100.00 USD

Bids

52

Average bid

\$89.00 USD

Similar jobs

Looking for interior designers and architects (₹37500-75000 INR)

interior design (\$750-1500 USD)

Design project (Rp100000-300000 IDR)

Need a 3D modeling of building with floor plan,, 2 apartments, shopping mall, parking needs to be modeled ... ASAP (\$30-250 USD)

I need custom event designer to design special events and weddings (\$30-250 USD)

< Previous Job

Next Job >

Product Design Template for new Product Line organic healthy tea

\$260 USD

Description

Entries



Dhaneesh K.
Entry #131

★★★★★

A winner has been chosen!

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

[Post a Contest like this](#)

186 Total Entries

View: (186)

All Entries

Sort by:

Default

Entries by:

Filter by freelancer

X

#131 by Dhaneesh K. 6



#105 by Victor Manuel G.



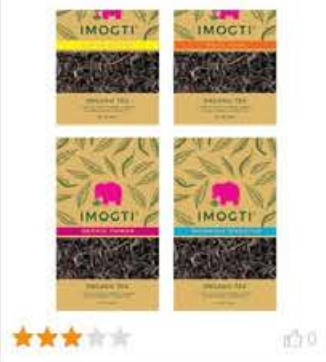
#46 by Yasser A.



#133 by Maria Belen S. 8



#111 by So Y.



#91 by Roy P.



#39 by Maria Belen S. 8



#9 by Mohd Anas I.





This packaging design cost
and took 7 days to make

\$260 USD

Contests

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

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

Unmatched liquidity:

1,300,000+ entries per month

~15,000,000 entries per year from

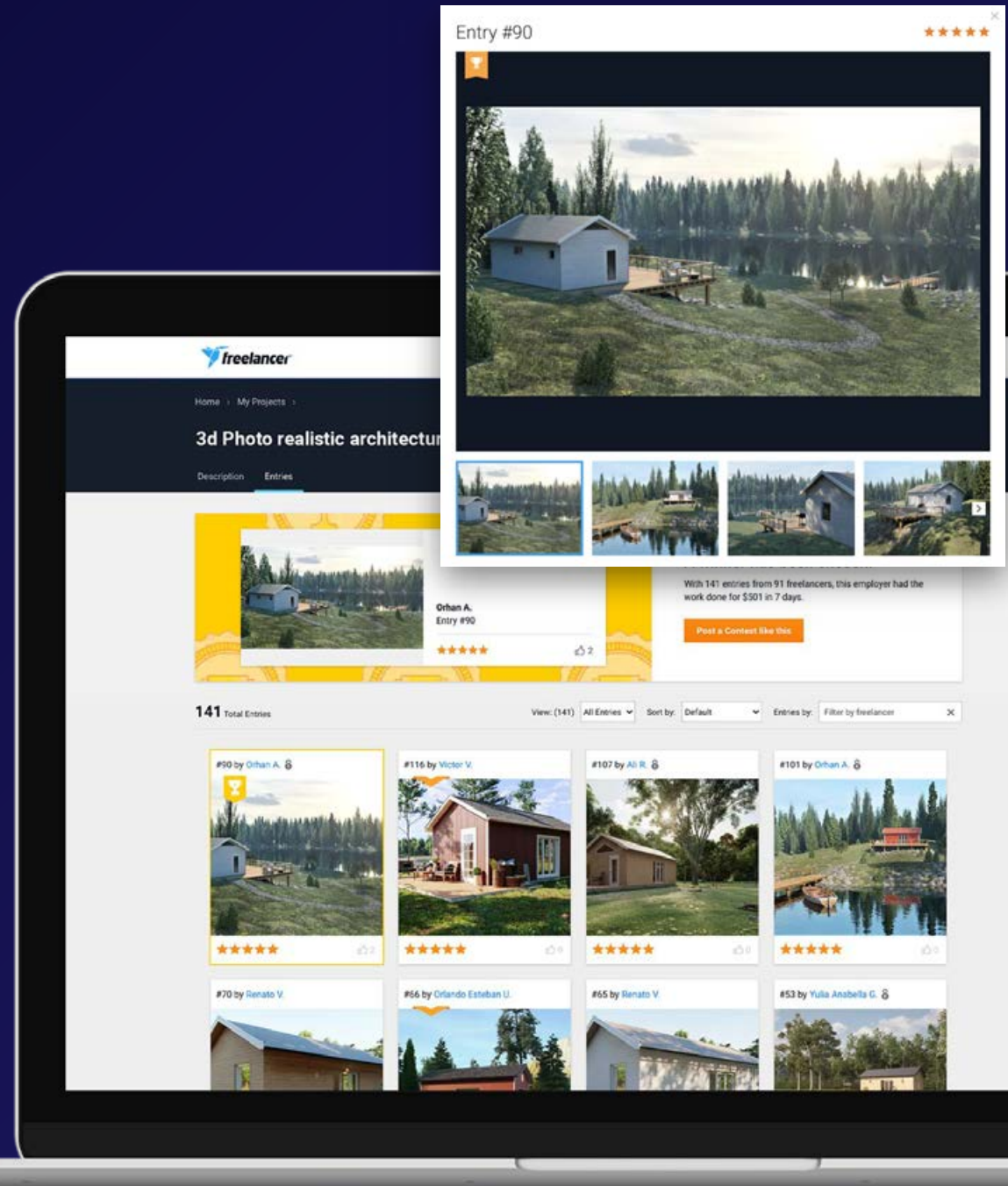
1,500,000+ participants per year

85%

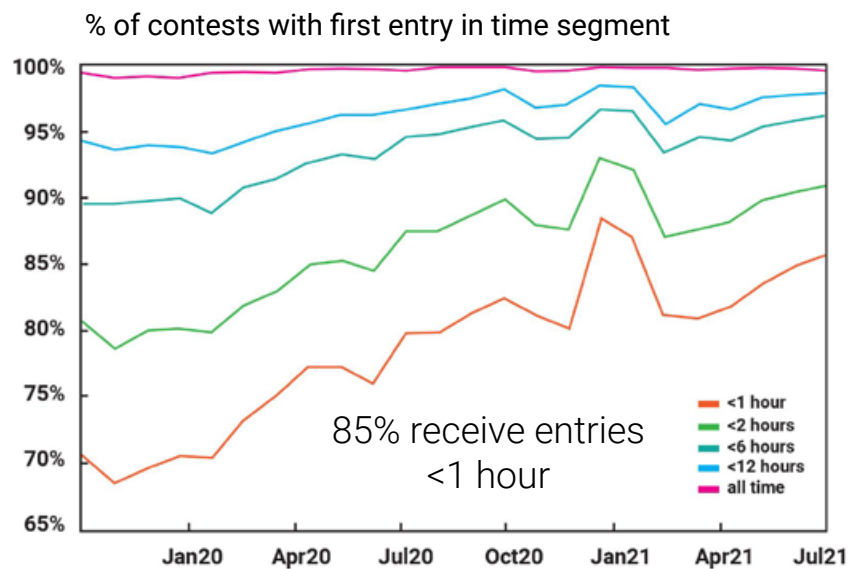
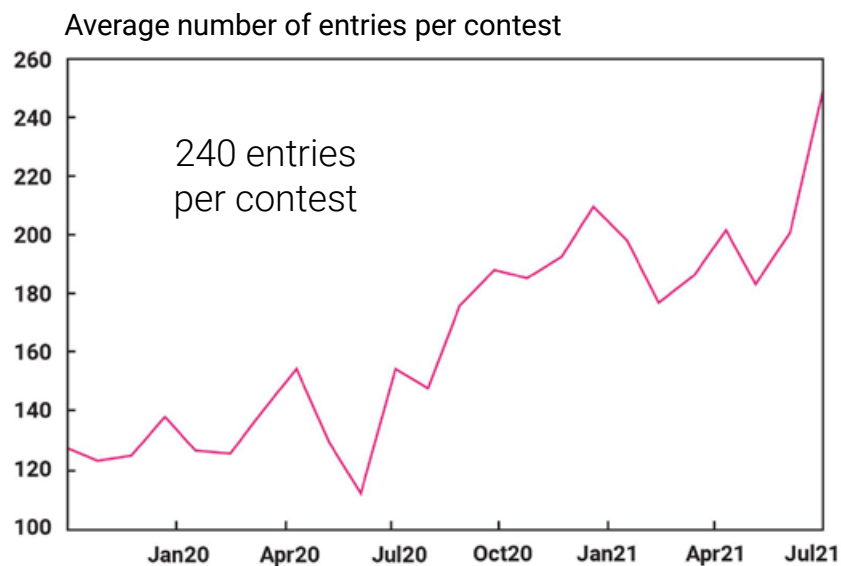
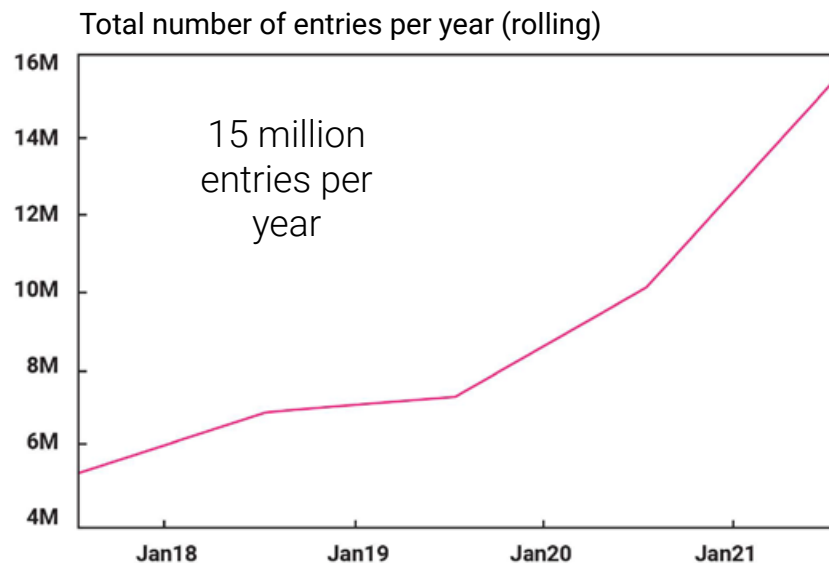
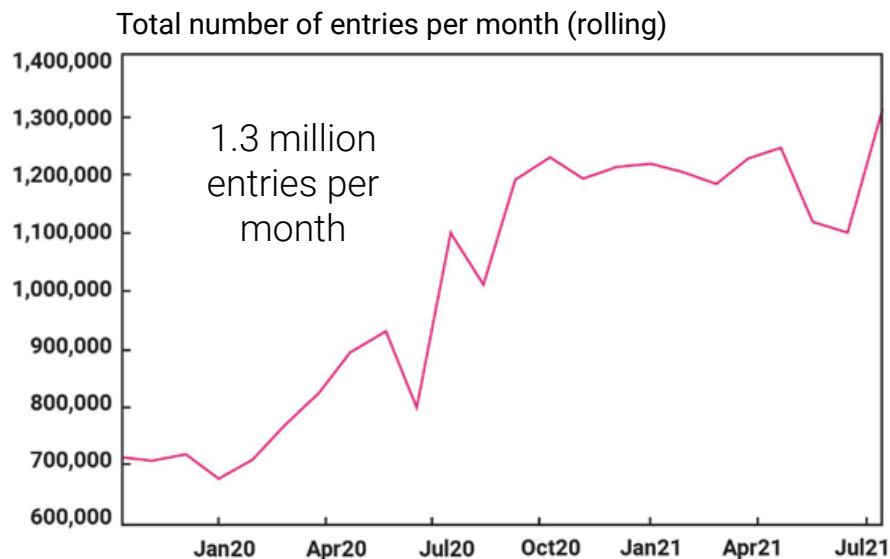
OF CONTESTS
RECEIVE
ENTRIES IN 1
HOUR

240

AVERAGE
ENTRIES PER
CONTEST



Contests





This logo design cost
and took 9 days to make

\$235 USD



This label design cost
and took 2 days

\$100 USD



This logo design cost
and took 3 days to make

\$50 USD



This logo design cost
and took 10 days to make

\$100 USD



This skateboard design cost
and took 12 days to make

\$50 USD



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

\$70 USD



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

\$75 USD



This logo design cost
and took 1 days to make

\$50 USD



This branding cost
and took 1 day to make

\$109 USD



This sneaker branding cost
and took 25 days to make

\$30 USD

A condensation-covered glass bottle of Meteor Ciders is the central focus. The bottle is dark and covered in numerous water droplets. The background is a high-contrast, black and white image of a water splash, creating a sense of freshness and movement. The brand name 'Meteor Ciders' is written in a white, elegant script font across the middle of the bottle. A small, stylized apple icon is positioned at the end of the word 'Ciders'.

Meteor
Ciders

This logo design cost
and took 17 days to make

\$150 USD



This interior design cost
and took 7 days to make

\$355 USD

Freelancer Enterprise

- New leadership under Shaun McMeeken (founding VP Sales, Groupon ANZ)
- Enterprise GMV grew 227% in 2Q21 on pcp, 213% in 1H21 on pcp
- New clients ramped up spend in the 2nd quarter to be among our Top 10 accounts
- Partnerships agreed with the Governments of Saudi Arabia and Egypt
- Stage 3 with Deloitte “connect to cloud” to be implemented in 3Q21
- Expanded to multicountry field services pilot with global technology leader across 7 additional regions in India, final planning for Australia with 3Q21 launch and EMEA and US expansion expected over time.
- Won 'Best Comprehensive Solution' in 2021 Lighthouse Research HR Tech Awards.
- Launched with NASA, National Institutes of Health (NIH) / Eunice Kennedy Shriver National Institute of Child Health and Human Development (NICHD) US\$400,000 data science challenge
- Won third NASA task order computational fluid dynamics for US\$510,000
- Joint case study with IBM in building out certified supply for IBM Cloud skills



HR TECH AWARDS

powered by lighthouse research & advisory



Best Comprehensive Solution in 2021 HR Tech Awards



"Business agility is a critical differentiator for enterprise organizations, and Freelancer.com's clients are reaping the benefits of access to the firm's 50 million global freelancers in faster project turnaround and other key success metrics."

- Ben Eubanks, Chief Research Officer, Lighthouse Research & Advisory

IBM connects customers with certified talent pools on Freelancer



To combat the global skills shortage, IBM worked with Freelancer Enterprise to create communities of certified IBM Cloud Freelancers.

Freelancers were exposed to new IBM cloud technologies working directly for IBM, before then going through further training, equipping them to be connected with IBM customers.

70%

COSTS SAVED IN
PROJECTS
COMPLETED ON
FREELANCER.COM

4.8/5

AVERAGE STAR
RATING FOR WORK
DONE FOR IBM
CLOUD

7x

INCREASE IN
SIGNUPS TO IBM
CERTIFICATIONS
FROM FREELANCERS



\$1,500

2 weeks

[illegible]



Matthew S. @norsedeuce

Ghostwriter | Editor | Article Writing Pro

4.9
★★★★★
(70 reviews)
7.2 \$

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

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

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

🟢 I'm Online!

💵 \$40 USD / hour

🇺🇸 McCall, United States

🕒 It's currently 2:23 pm here

📅 Joined October 2, 2016

❤️ 2 Recommendations

Airbus

This **Andon Manufacturing Consulting** project cost

\$21,000

and was done in

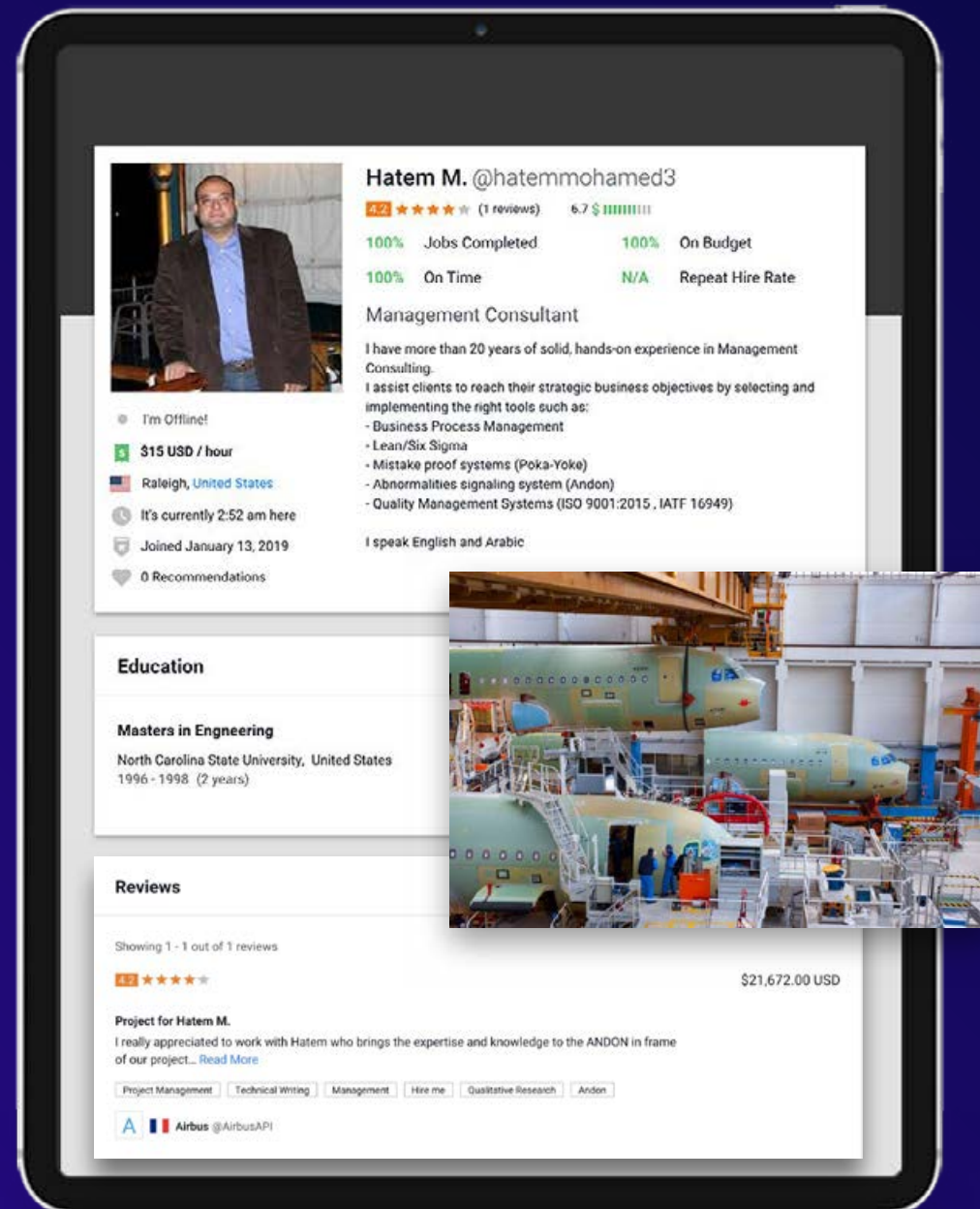
3 months

AIRBUS

Main Industrial Architect Cross
Program for Airbus Helicopter

Main Component Assembly
Manager for Airbus Helicopter

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



Fujitsu

This **Combinatorial Algorithm** project cost

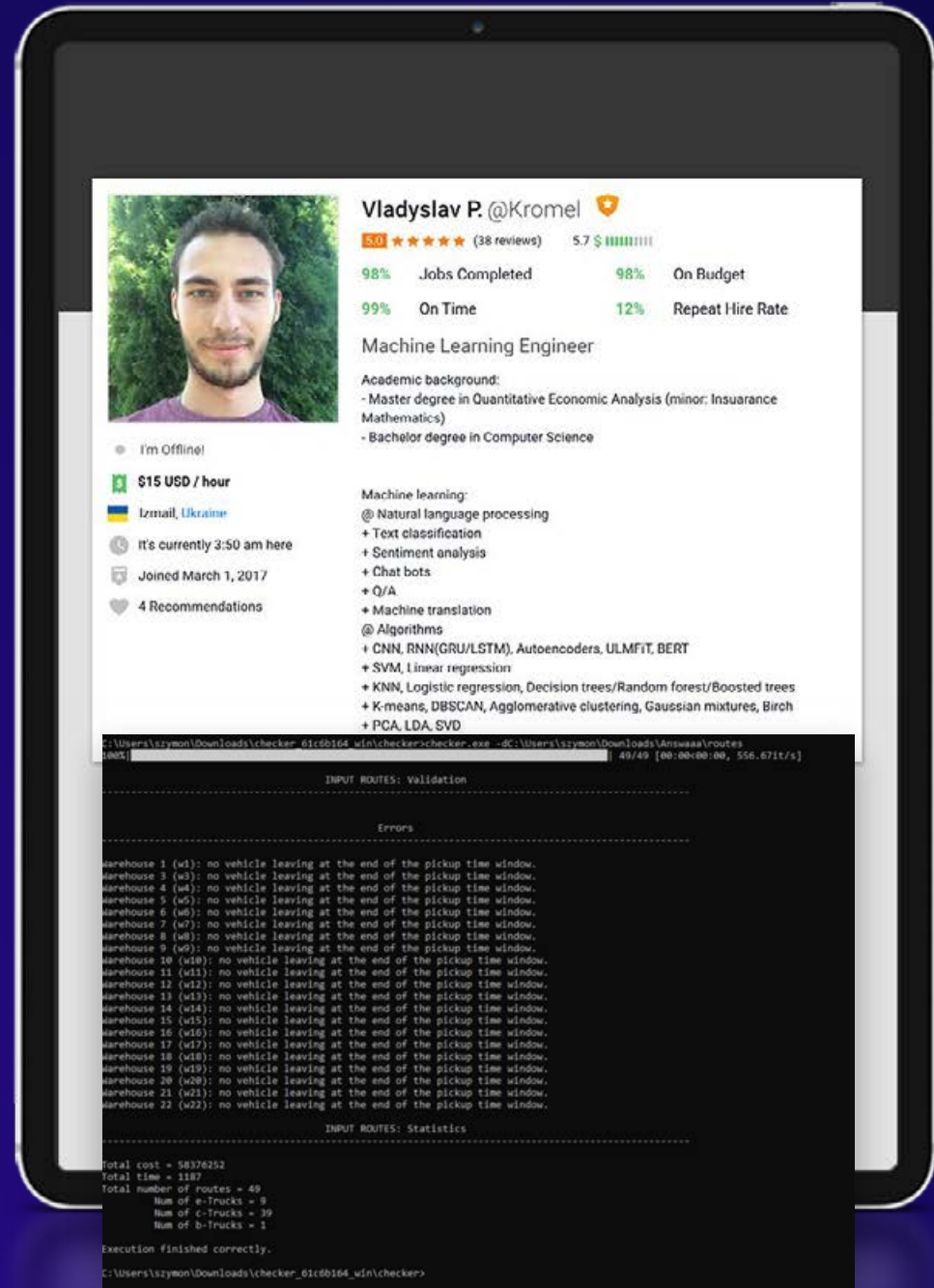
\$300

and was done in

1 week

FUJITSU

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



We push the boundaries of human innovation

NASA and Freelancer have been working together since 2015 to crowdsource solutions to the most complex problems being faced by astronauts on the cutting edge of space exploration.

6,628

FREELANCERS
PARTICIPATING

138

COUNTRIES
PARTICIPATING

14,505

DESIGNS
TO DATE

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



<http://freelancer.com/nasa>



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

In June 2020,
Freelancer.com jointly
won the US\$25 million
**NASA Open Innovations
Series 2** tender.



First challenge won: **No-outage testing of hydropower generation transformers**
for the US Bureau of Reclamation valued at US\$365,000 - launch in 2021.

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



June 1, 2020

Reply to Attn of: BH4-20-085

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

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

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

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

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

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

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



Enclosure
NOIS2, Source Selection Statement

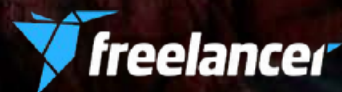


FREELANCER.COM PRESENTS

AMPS CHALLENGE

Sponsored by the Bureau of Reclamation

Freelancer is running a first-of-its-kind contest with a total prize purse of US\$250,000. The Automated Maintenance of Protection Systems Challenge (AMPS Challenge) invites innovators and engineers to automate the Bureau of Reclamation's protection systems testing, eliminate outages necessary to accomplish the testing, and improve hydropower plant reliability. Part of the NASA Open Innovations Series 2 tender (total value US\$365,000).

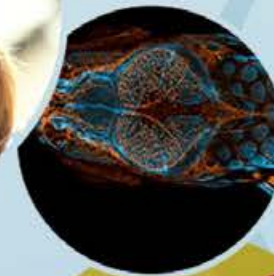


— BUREAU OF
RECLAMATION



In February 2021, Freelancer won a NASA task order under Open Innovation Services 2 Contract for the ***Eunice Kennedy Shriver***
National Institute of Child Health and Human Development

As part of this \$474,500 task order, \$400,000 in prizes will be made available to freelancers who can identify factors and interventions that can reduce maternal morbidity and severe maternal morbidity, making this our biggest contest yet.





— BUREAU OF —
RECLAMATION



In June 2021, Freelancer won a NASA NOIS2 task order for the **US Bureau of Reclamation**.

Prizes totaling \$300,000 will be awarded improving Reclamation's computational fluid dynamics model of sedimentation and river hydraulics through optimisation of their sparse matrix linear equation solver.



U.S. DEPARTMENT OF **ENERGY**

MANUFACTURING INNOVATOR CHALLENGE

The U.S. Department of Energy (DOE) and Freelancer.com have teamed up to help crowdsource solutions to increase manufacturing energy productivity in the U.S.

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

AIRBUS

AEROSPACE CHALLENGES

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

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



INNOVATION CHALLENGES

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

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





Freelancer Enterprise

Over 70% of Fortune 500 companies use Freelancer.com to get work done.

Private Talent Cloud and Success Managers ensure quality work delivery.

For Freelancer Enterprise there are:

- No access or signup fees
- No compulsory monthly or annual subscription fees
- No fees to post a project or set up an account
- The 3% commission is waived for volume customers.

NASA saw “extraordinary cost savings” of 80-99%*.

Mobile 2.0

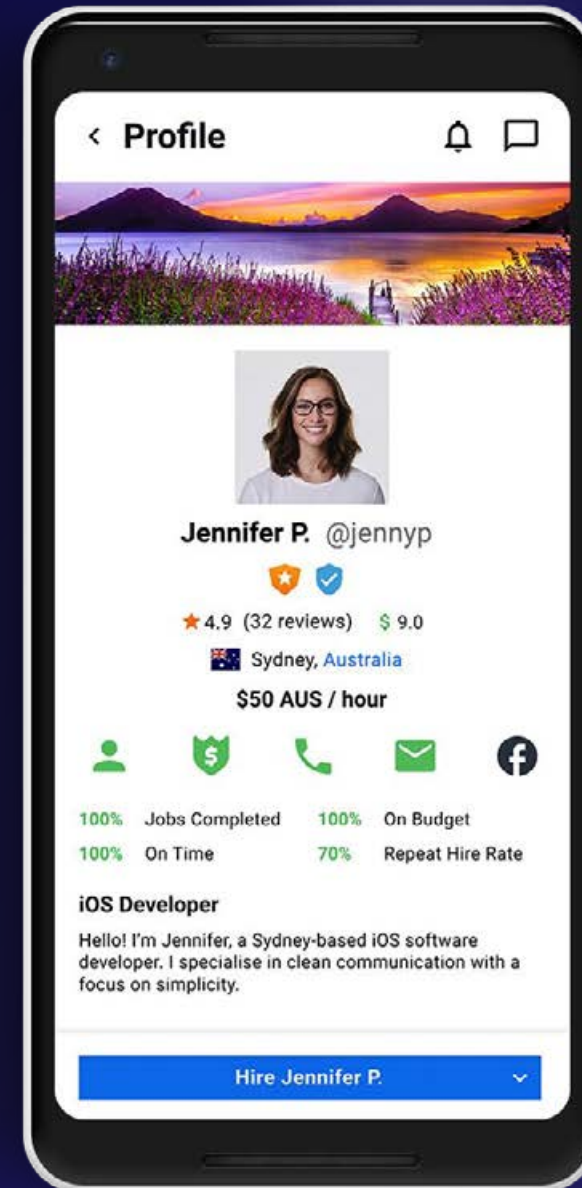
The full power of Freelancer in any browser and any device.

For the first time, users can access every Freelancer feature from the convenience of their mobile device, whilst ensuring existing users have a world class experience on mobile.

Live for mobile web, iOS and Android.

96%

**INCREASE IN MOBILE WEB
FEES ON PCP IN 1H21**



Managed Services



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

Recruiter • Preferred Freelancer Program

**Record-breaking
NPS rating
achieved in 1H21**

38%

GROWTH IN
PREFERRED
TALENT
EARNINGS IN
1H21 ON PCP

**Record-breaking
revenue achieved
in 1H21**

Freelancer API

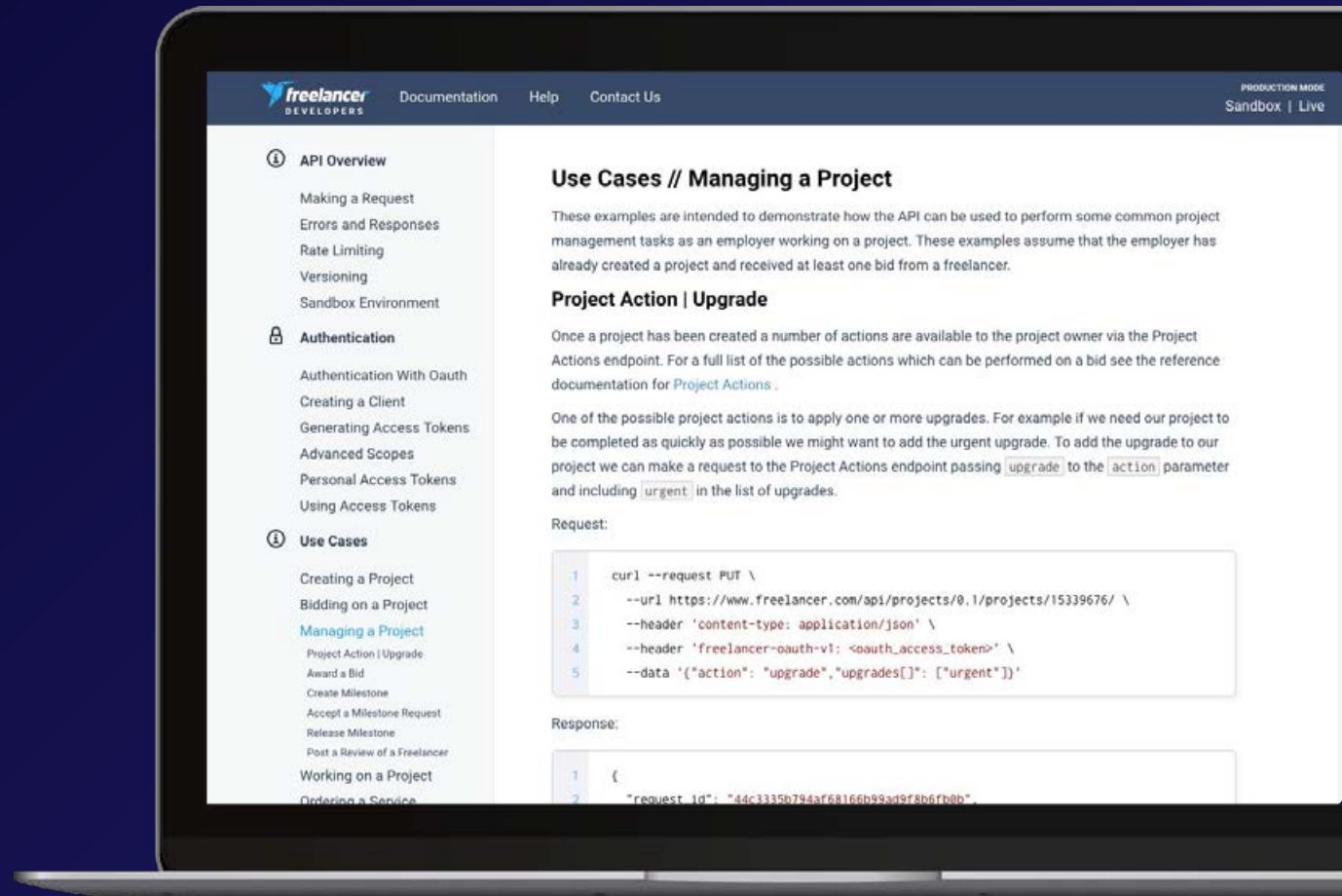
Freelancer is a game-changer for entrepreneurs, small businesses, and large organisations. We provide easy access to talented freelancers from all around the world, who offer a wide range of services at competitive prices.

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

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

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

A perfect companion to
Freelancer Enterprise
customers.



Introducing Photo Anywhere

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

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

Give it a try, you'll be amazed.

www.photoanywhere.com

Journalism

You now have a global photojournalism team.

Retail

Check how your products are displayed in stores.

Ecommerce

Get photos taken and QA before you buy online.

Real Estate

Get recent photos taken of a property.

Market Research

Check up on competitors, commodity stockpiles.

Travel Planning

Or virtual travelling in the age of Covid.

And more..



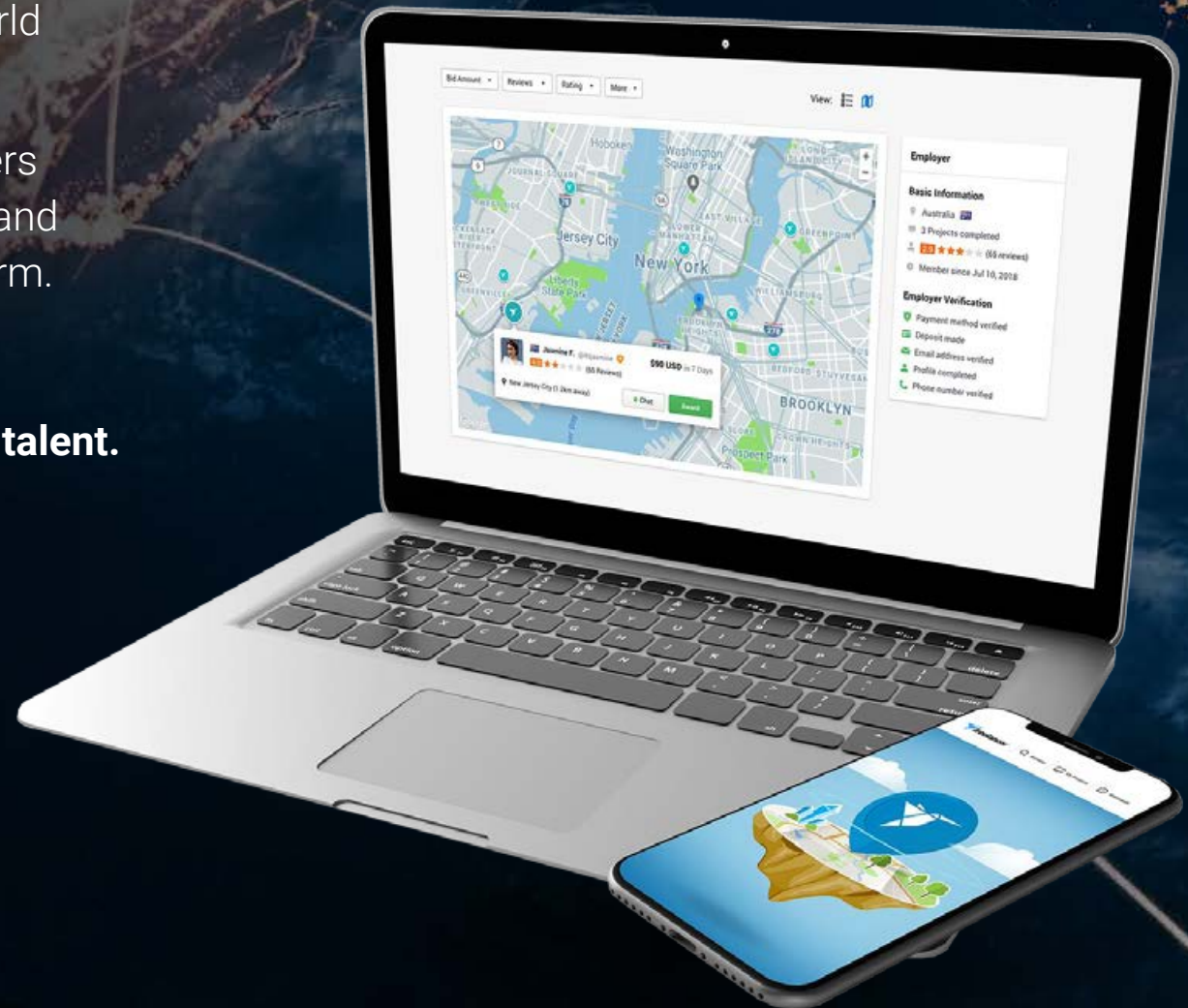
Freelancer Global Fleet

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

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

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

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



Senior Management Team | Freelancer

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



Neil Katz

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

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



Andrew Boyton

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

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



Adam Byrnes

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

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



Yves Sy

Vice President, Operations
BSc (Computer Science)

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



Shaun McMeeken

Director of Enterprise Sales
*B Bus (Monash)
(Virginia Tech)*

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



Sebastián Siseles

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

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



Laurent Goudet

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

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

Board of Directors

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



Matt Barrie
Chief Executive Officer & Chairman

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



Darren Williams
Non-Executive Director

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



Simon Clausen
Non-Executive Director

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

Recent Awards | Freelancer.com



Gold Stevie

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

The Asia-Pacific Stevie
Awards 2021



Gold Stevie

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

The Asia-Pacific Stevie
Awards 2021



Gold Stevie

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

The International Business
Stevie Awards 2019



Gold Stevie

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

The International Business
Stevie Awards 2019



Gold Stevie

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

The International Business
Stevie Awards 2019



HR Tech Award

Best Comprehensive
Solution

HR Tech Awards 2021



Official Webby Honoree

Best Employment Website

24th Annual Webby
Awards 2020



Silver Stevie

Award for Innovative
Management in Technology
Industry

The Asia-Pacific Stevie
Awards 2020



Silver Stevie

Award for Excellence in
Innovation in Technology
Industry

The Asia-Pacific Stevie
Awards 2020



Silver Stevie

Award for Innovation in
Technology Management,
Planning, and Implementation

The Asia-Pacific Stevie
Awards 2020



Bronze Stevie

Innovative Management in
Technology Industries
(More than 100 Employees)

The Asia-Pacific Stevie
Awards 2021



Bronze Stevie

Most Innovative
Communications Professional
of The Year : Helma Kusuma

The Asia-Pacific Stevie
Awards 2020



Securing the world's trade



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



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

Payments today fail with untrustworthy counterparties

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

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

Money ► Property Pensions Savings Borrowing Careers

Consumer champions
Scams



Miles Brignall

Mon 31 Aug 2020 02:00 EDT



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

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



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

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

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

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

Payments also fail above a few thousand dollars

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

Inspections are required before shipping.

ESCROW AGREEMENT

This Escrow Agreement (the "Agreement") is made and effective the [DATE].

BETWEEN: [YOUR COMPANY NAME] (the "Seller"), a corporation organized and existing under the laws of the [State/Province] of [STATE/PROVINCE], with its head office located at: [YOUR COMPLETE ADDRESS]

AND: [BUYER NAME] (the "Buyer"), an individual with his main address located at: [BUYER ADDRESS] or [BUYER ADDRESS] of [STATE/PROVINCE], with its head office located at: [COMPLETE ADDRESS]

AND: [ESCROW AGENT NAME] (the "Escrow Agent"), an individual with his main address located at: [ESCROW AGENT ADDRESS] or [ESCROW AGENT ADDRESS] of [STATE/PROVINCE], with its head office located at: [COMPLETE ADDRESS]

RECITALS

Simultaneously with the making of this Agreement, Seller and Buyer have entered into a contract (the "Contract") by which Seller will sell to Buyer the following property:

[DESCRIPTION OF PROPERTY BEING SOLD]

1. DATE OF CLOSING

The closing will take place on [DATE OF CLOSING], at [TIME OF CLOSING] at the offices of [NAME OF THE OFFICE WHERE CLOSING IS TAKING PLACE], located at [ADDRESS OF THE OFFICE], or at such other time and place as Seller and Buyer may jointly designate in writing. Pursuant to the Contract, Buyer must deposit [DOWN PAYMENT AMOUNT] as a down payment to be held in escrow by the Escrow Agent.

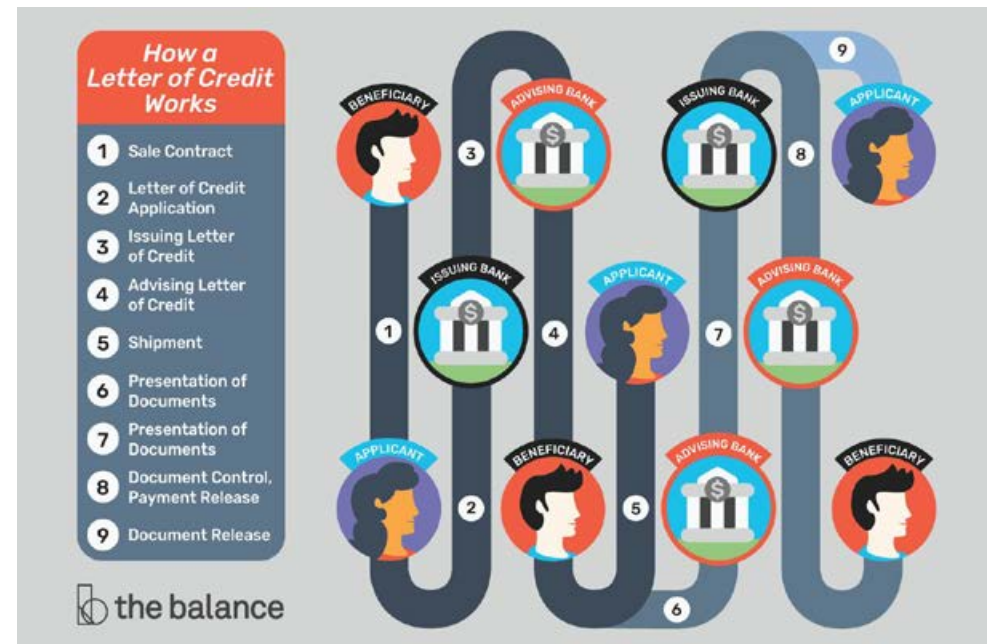
2. PAYMENT TERMS

If the closing takes place under the Contract, Escrow Agent at the time of closing shall pay the amount deposited with Agent to Seller or in accordance with Seller's written instructions. Escrow Agent shall make simultaneous transfer of the said property to the Buyer. If no closing takes place under the Contract, Escrow Agent shall continue to hold the amount deposited until receipt of written authorization for its disposition signed by both Buyer and Seller. If there is any dispute as to whom Escrow Agent is to deliver the amount deposited, Escrow Agent shall hold the sum until the parties' rights are finally determined in an appropriate action or proceeding or until a court orders Escrow Agent to deposit the down payment with it. If Escrow Agent does not receive a proper written authorization from Seller and Buyer, or if an action or proceeding to determine Seller's and Buyer's rights is not begun or diligently

Escrow Agreement Page 1 of 2

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

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



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

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

USD, EUR, CAD, AUD & GBP



CARS



BOATS



AIRPLANES



MOTORCYCLES



DOMAINS



COLLECTIBLES



COMPUTERS, TV & HIFI



MACHINERY & ROBOTICS



ANTIQUES



NETWORK EQUIPMENT



GEMSTONES & JEWELRY



GENERAL MERCHANDISE



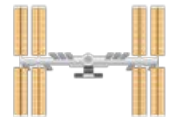
HEAVY EQUIPMENT



INTELLECTUAL PROPERTY



IMPORT/EXPORT



SPACE STATION DEPOSITS



BUSINESS ASSETS



SERVICES & CONTRACTORS



WEBSITES



ELECTRONICS

Escrow.com is easy to use



Escrow.com holds the funds while the transaction completes.

Twenty years of operating history

- 1999** Founded in 1999 by Fidelity National Mutual, a Fortune 500 company and the United States' largest provider of commercial and residential mortgage and diversified services.
Raised US\$30 million from Softbank, Chase Manhattan Corp., Pacific Century CyberWorks Ltd.,
- 2000** Micro General (Fidelity) and VerticalNet Inc. in 2000.
- 2001** IPO as subsidiary of Micro General (70% owned by Fidelity).
-“They’re sitting on a gold mine” Michael Grondahl (U.S. Bancorp Piper Jaffray in 2001)
- 2002** Merged with iLumen in 2002, acquired by Westmor Investments in 2004.
- 2015** Acquired by Freelancer Limited (ASX:FLN, OTCQX: FLNCF) in late 2015.
HQ in San Francisco. Offices in London, Sydney, Buenos Aires, Vancouver, Manila.
- 2021** Licensed, audited & bonded in 50 jurisdictions globally.
Over \$5 billion in transactions secured to date from over 2 million customers.
US\$489m of GMV in FY20. US \$366m in 1H21. US\$207m of volume in 2Q21 (up 104.4% on pcp).
Profitable.

Beach head customers in key verticals

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

2H21 GMV up 73.3% on pcp:

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

2Q21 GMV up 105.5% on pcp.

GMV in US dollars.

Domain Names



IP Addresses



Cars



Boats, Aircraft, Vehicles



Fine Art



Luxury, Watches & Jewellery, Auctions



Intellectual Property & Rights



Business Sales, Mergers & Acquisitions



Import / Export



Personal Protective Equipment



Oil & Gas



Services & Legal





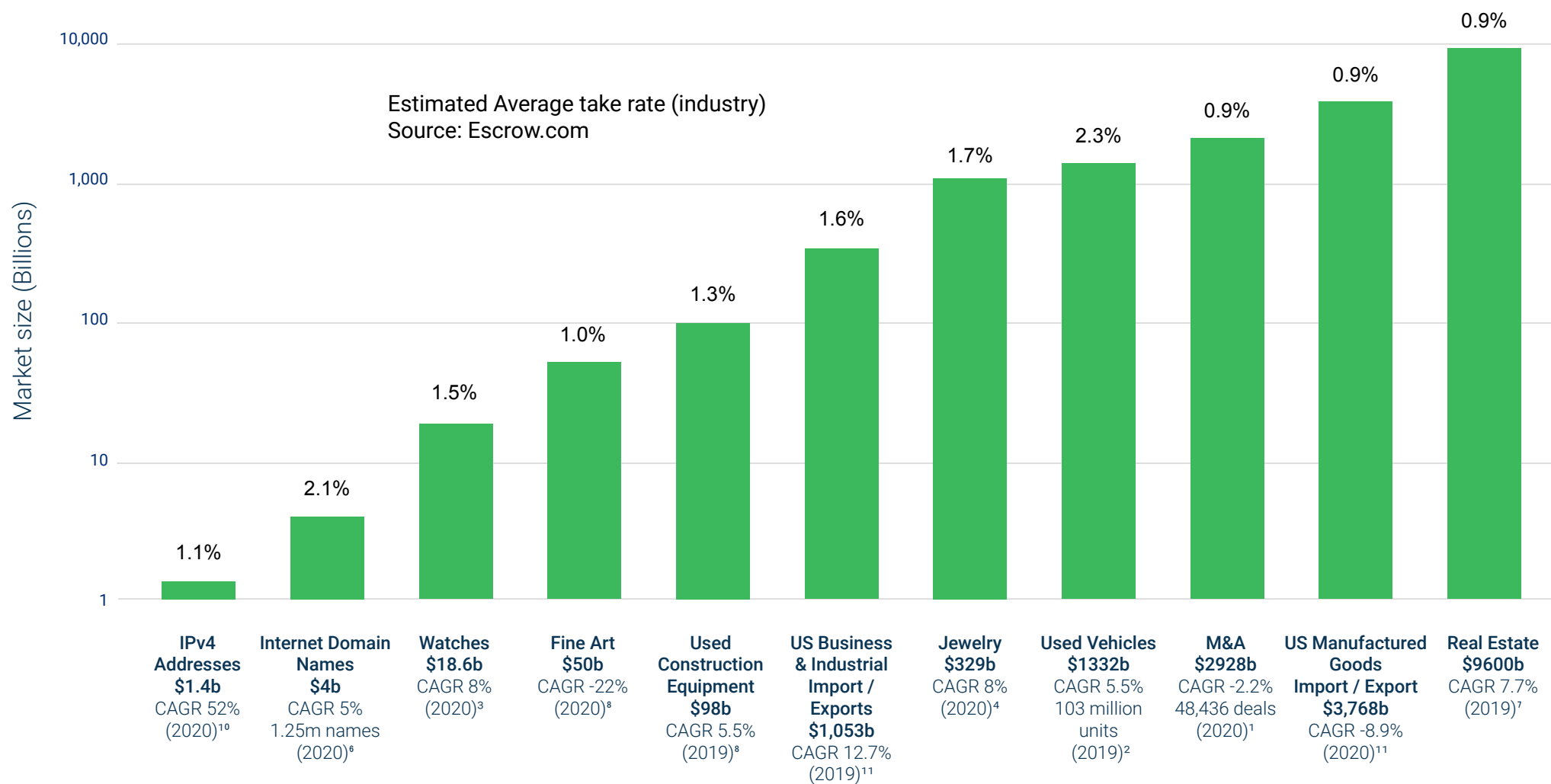
ESCROW.COM™

Global Trade Flows



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

Expand verticals 2021+



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

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

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

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

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

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

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

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

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

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

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

The oldest, most trusted and licensed online escrow service in the world



Escrow.com has 52 financial services licenses granted or in-application (Hawaii and the territories are the only US licenses remaining to file).

Four U.S. states do not require Escrow.com to hold licenses (Indiana, Massachusetts, Tennessee, Wisconsin).

Additionally Escrow.com holds an Australian Financial Services License #501215 and is licensed as a MSB in Quebec, Canada #904468.

A UK Payments Institution license is in-application with the Financial Crimes Authority.

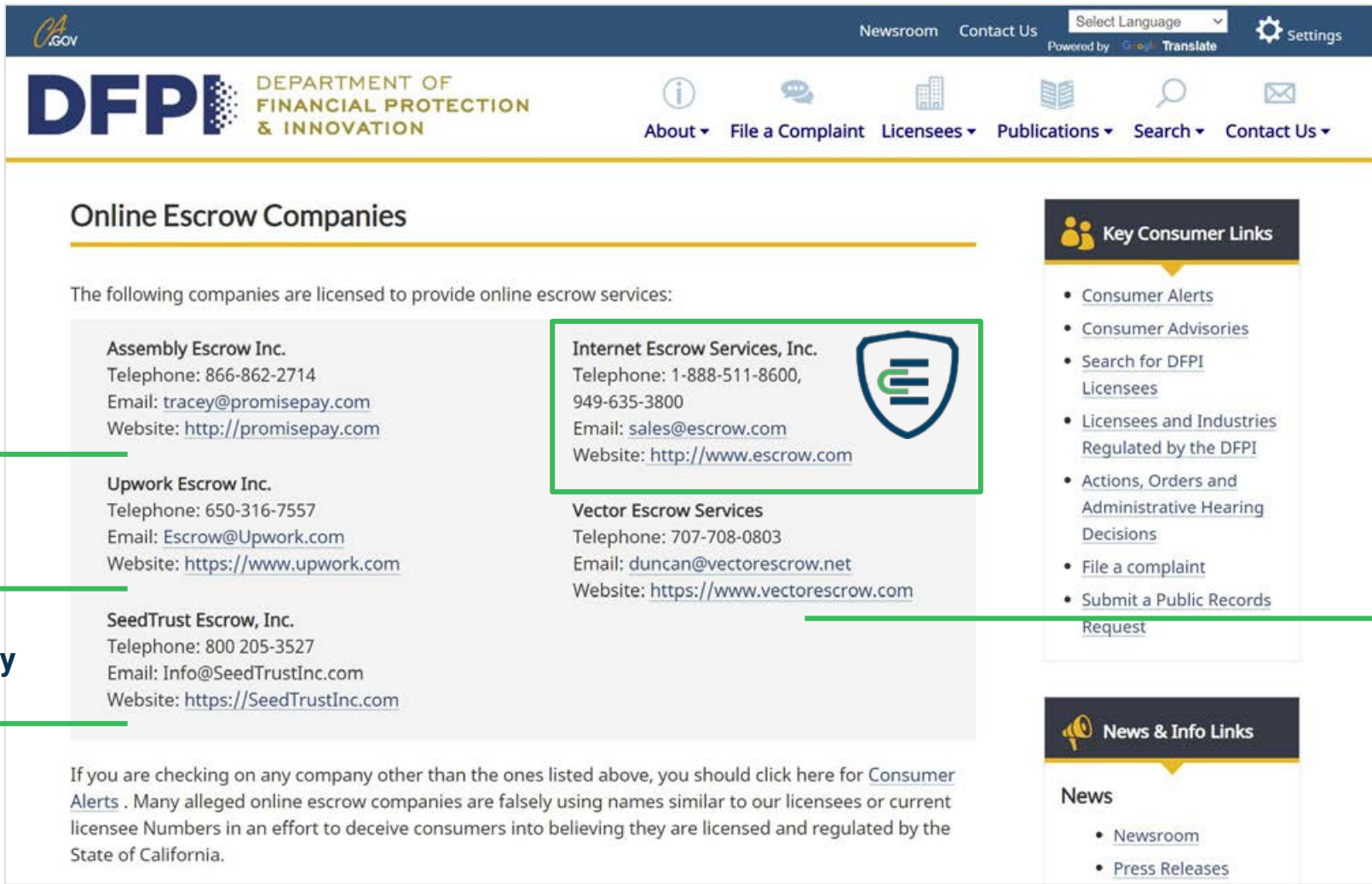


Escrow.com is the only multi-jurisdiction licensed online escrow company with 52 licenses granted or in-application.

Stopped escrow

Not external

Surrogacy escrow



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Powered by Google Translate

DFPI DEPARTMENT OF FINANCIAL PROTECTION & INNOVATION

About File a Complaint Licensees Publications Search Contact Us

Online Escrow Companies

The following companies are licensed to provide online escrow services:

Assembly Escrow Inc.
Telephone: 866-862-2714
Email: tracey@promisepay.com
Website: <http://promisepay.com>

Upwork Escrow Inc.
Telephone: 650-316-7557
Email: Escrow@Upwork.com
Website: <https://www.upwork.com>

SeedTrust Escrow, Inc.
Telephone: 800 205-3527
Email: Info@SeedTrustInc.com
Website: <https://SeedTrustInc.com>

Internet Escrow Services, Inc.
Telephone: 1-888-511-8600, 949-635-3800
Email: sales@escrow.com
Website: <http://www.escrow.com>

Vector Escrow Services
Telephone: 707-708-0803
Email: duncan@vectorescrow.net
Website: <https://www.vectorescrow.com>

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

Key Consumer Links

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

News & Info Links

News

- Newsroom
- Press Releases

Marijuana escrow

California escrow licenses

Benefits of using Escrow.com



Increase Trust

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



Increase Liquidity

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



Increase Network Effects

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



Compliance as a Service

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



Increase Insights

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



Increase Revenue

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

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

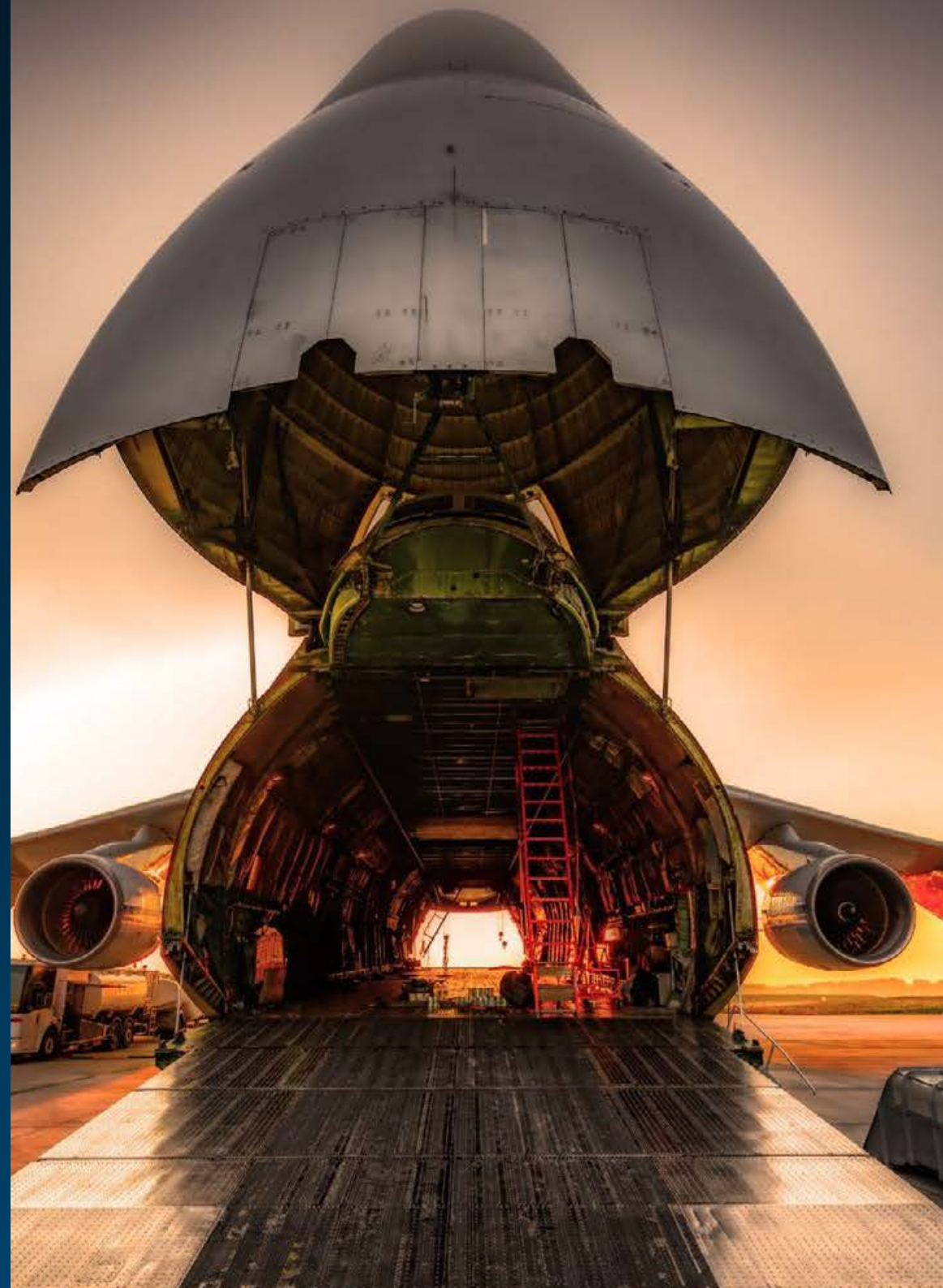
Escrow.com solves trust problem

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

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

Value-add services include:

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

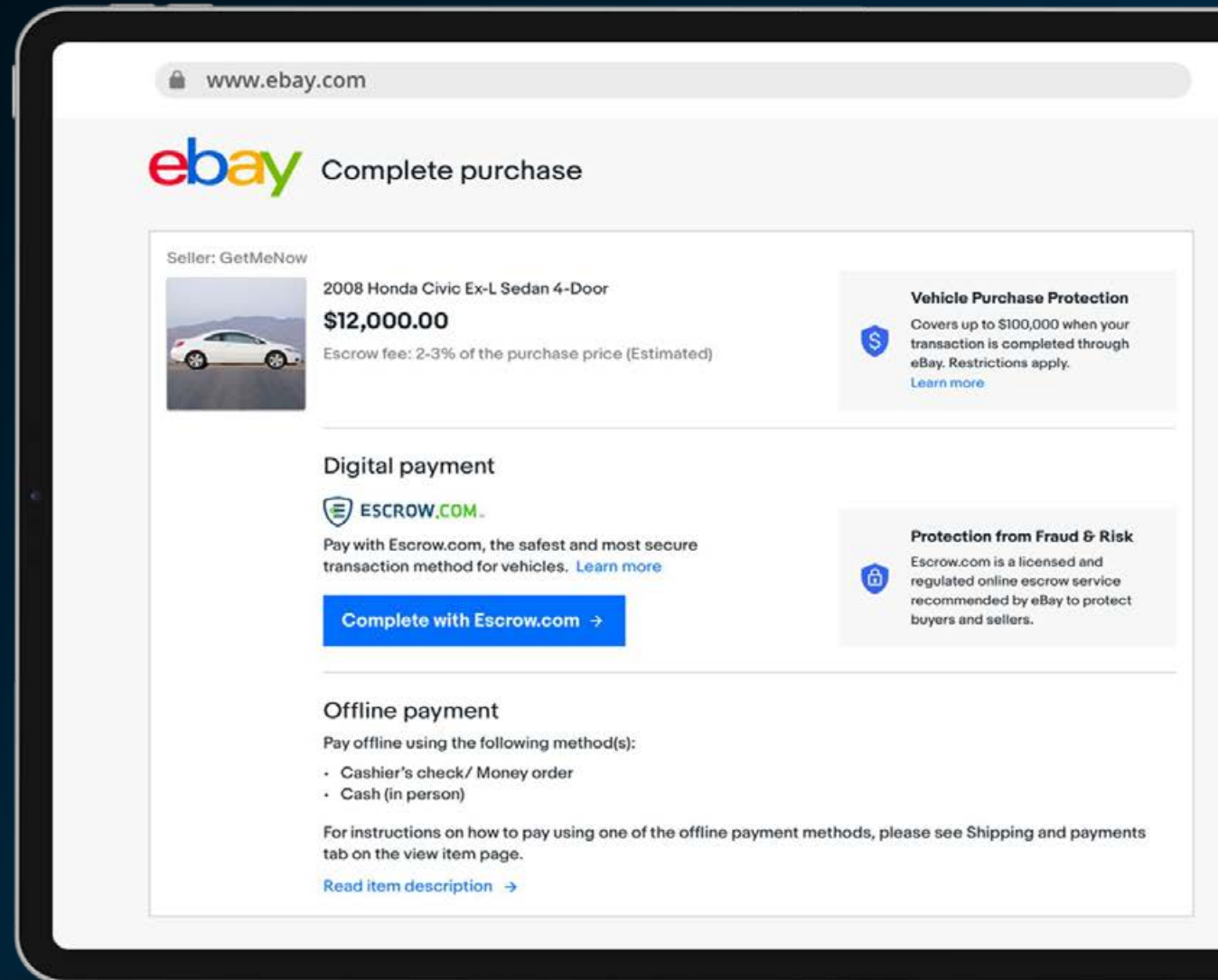




+



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





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

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

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

Whether it's by Warhol, Picasso or Hirst, we've sold it securely through [Escrow.com](https://www.escrow.com)

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



Andy Warhol "Queen Elizabeth Suite", "Mao" and "John Wayne" securely sold through [Escrow.com](https://www.escrow.com)



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

Charis Márquez, Vice President of Fashion, eBay

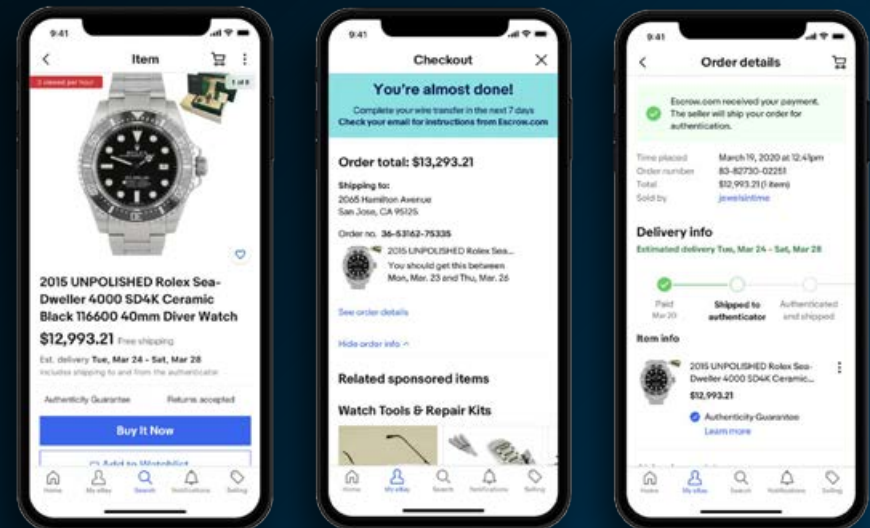


Buyers <https://www.youtube.com/watch?v=ikZ4JQkqA2M>

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



+

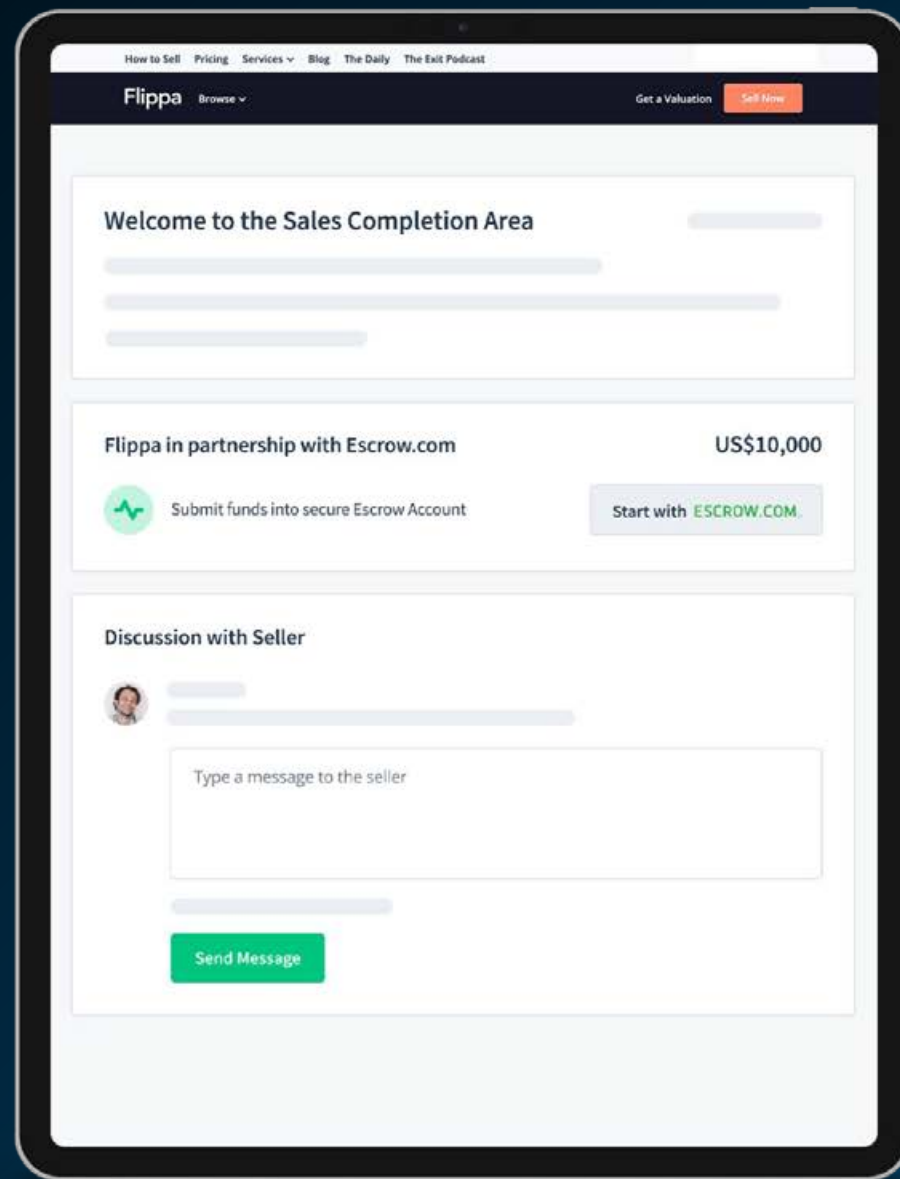


Escrow.com secures
the Authenticity Guarantee
service for luxury watches

Escrow.com allows businesses to be securely bought & sold

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

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



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

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

In 1H21, [Escrow.com](#) transacted 240 gross acres of oil, gas and mineral rights.



52.5 mineral acres of oil rights securely sold through [Escrow.com](#)



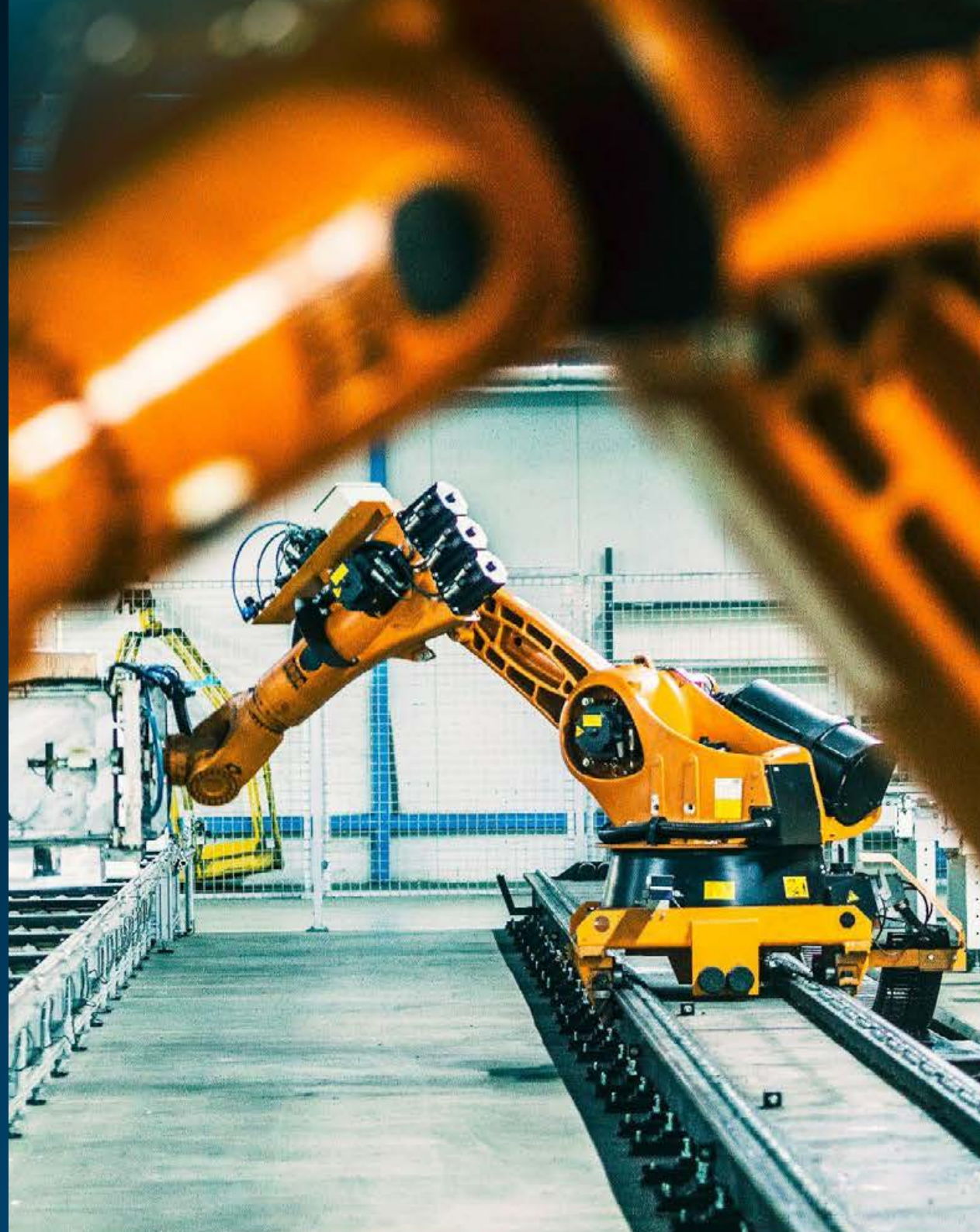
Industrial, network, construction & heavy equipment sold through **Escrow.com**

Transact beyond the local area to a
global market

Sellers access more buyers, buyers
access more sellers

Escrow.com makes it easier to agree
to larger contracts

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



Escrow.com makes import & export simple

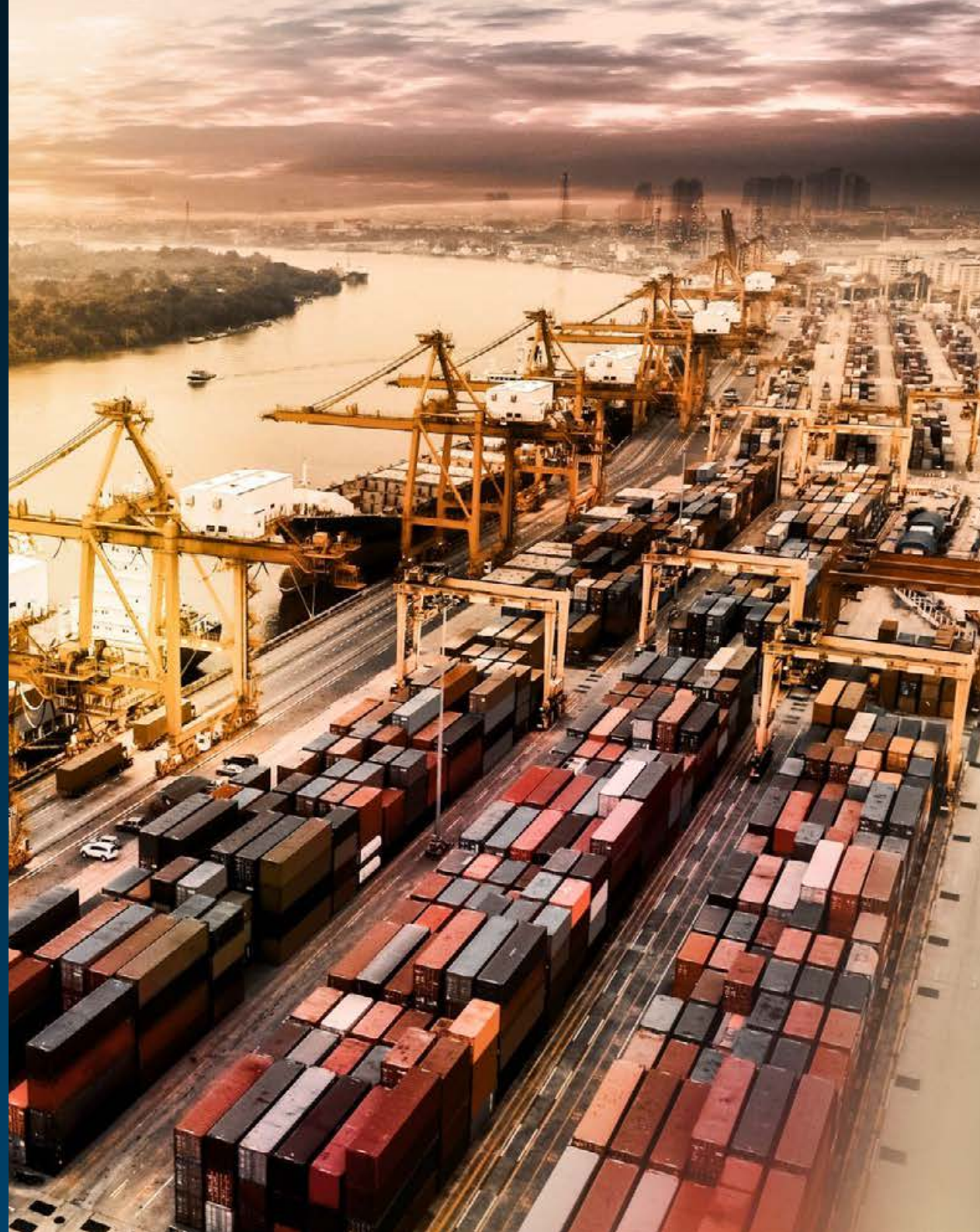
No expensive & complicated letters of credit

Removes need to perform customer
credit checks

Automates payments to international
suppliers

Increases competitiveness of exporters
through facilitating supplier & customer
diversity

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



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

We support milestone payments against a time or deliverables schedule.

Ensure your last invoice gets paid.

*This medical solar system installation in Yuba City, CA securely sold through **Escrow.com***



Escrow.com dominates domain name sales.

It's where the internet is bought and sold.



UBER.COM



SNAPCHAT.COM



SPACEX.COM



TWITTER.COM



INSTAGRAM.COM



FREELANCER.COM



GMAIL.COM



Clubhouse

CLUBHOUSE.COM



WECHAT.COM



SLACK.COM



CHROME.COM



WARRIORFORUM.COM



WORDPRESS.COM



MEDICARE.COM



NFT.COM



SNOWFLAKE.COM



AWS.COM, PRIME.COM



OUTLOOK.COM



FASHION.COM



WISE.COM



CENTURION.COM



HULU.COM



FOURSQUARE.COM



UPWORK.COM

All these domains were bought through Escrow.com

ESCROWAPI

Built for developers, by developers.



Beautiful Docs

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



Versioning

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



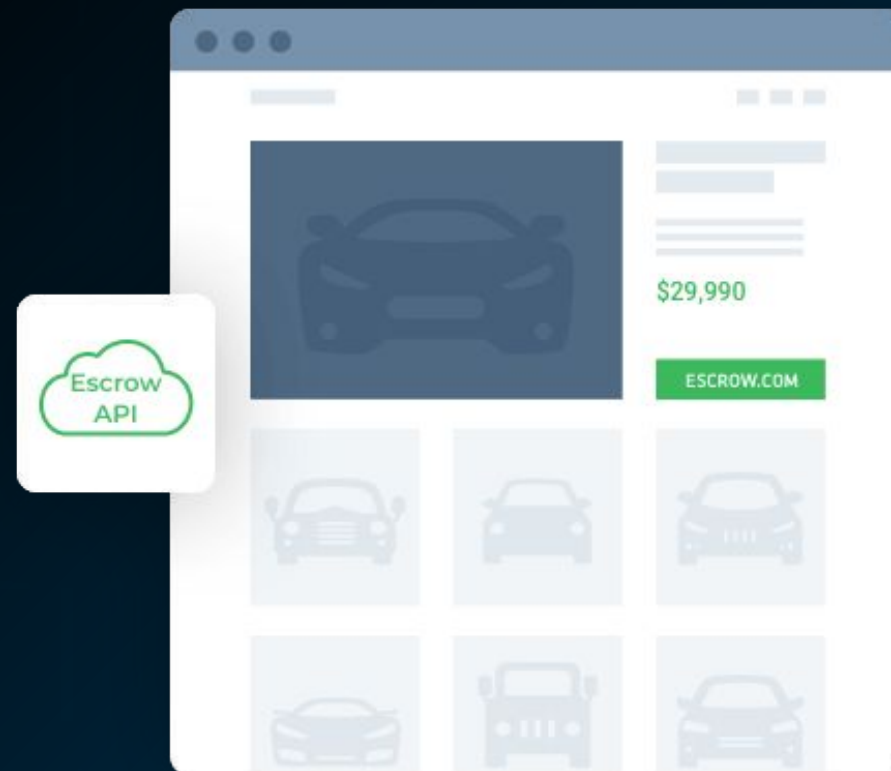
Real-time Insights

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



Developers First

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



ESCROW*Pay*

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



Easy integration

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



Buyer friendly workflow

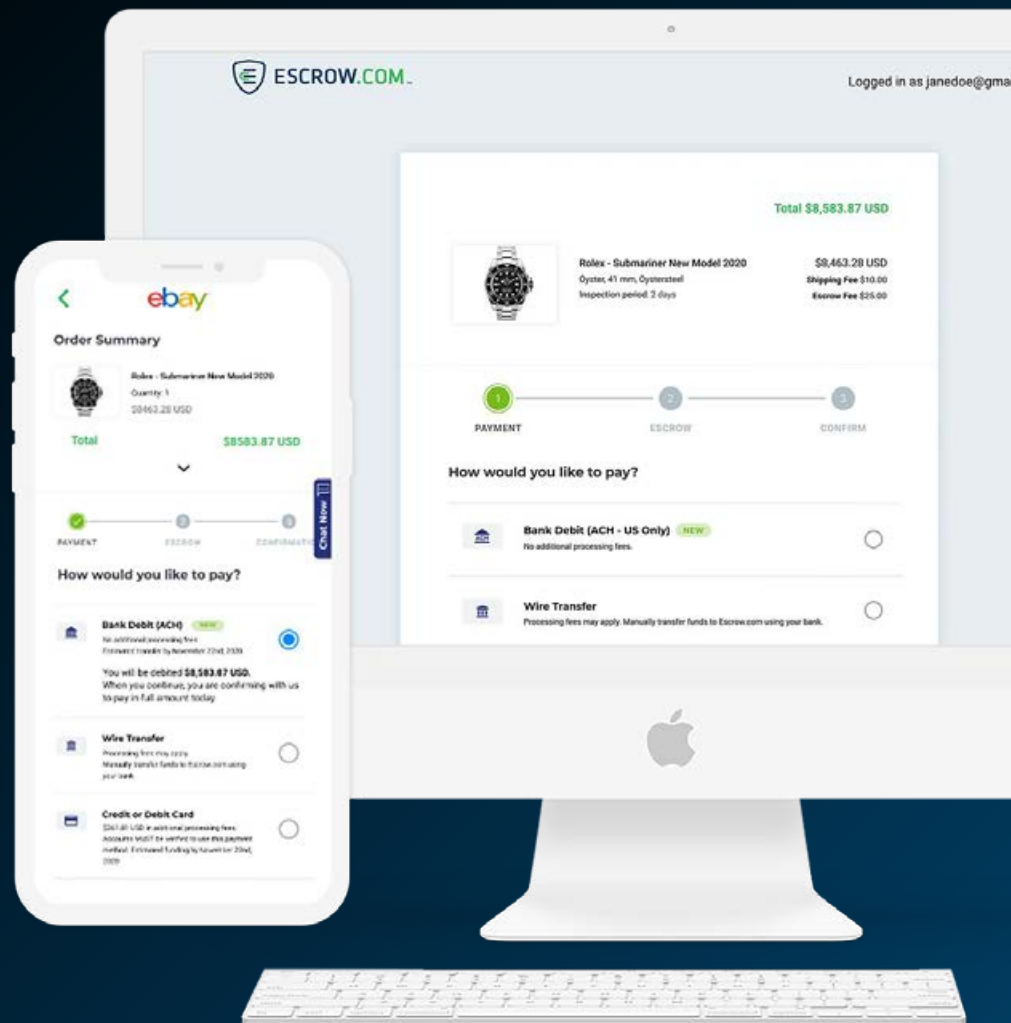
Buyers can make an escrow payment in a few simple steps.



Safe and secure

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

Escrow.com payments with one line of code.



ESCROW Offer

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



Improved conversion

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



Easy integration

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



Manage multiple offers

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



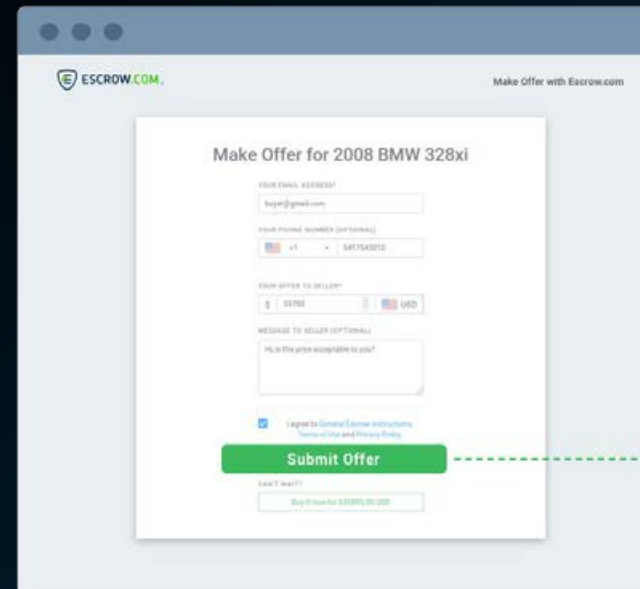
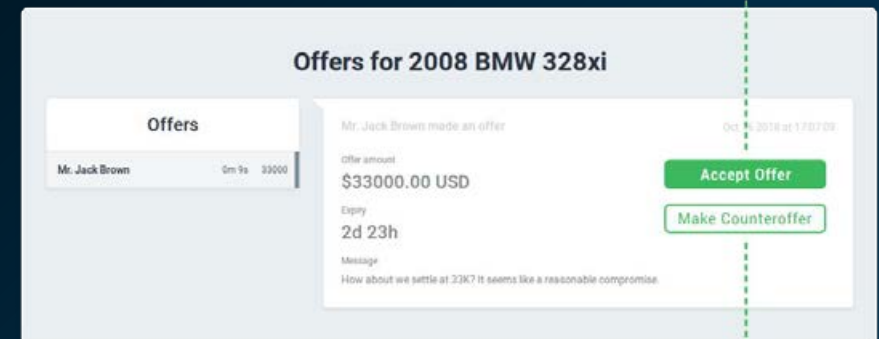
User friendly workflow

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



Safe and secure

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


Management Team



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

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



Jackson Elsegood
General Manager
BCom CA

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



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

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



Raffaella Maiorano
Director of Legal and Compliance
LLB (Hons) Law
United Kingdom

Raffaella Maiorano is Director, Legal & Compliance at Freelancer and responsible for the legal and compliance functions of the Company. Raff is a Compliance (and Legal) professional with over 18 years experience in regulatory compliance, asset management, private equity and capital markets in the United Kingdom, Europe, United States, Hong Kong and Australia. Raffaella has previously worked at the Royal Bank of Scotland, Bank of America Merrill Lynch, Deutsche Asset Management (UK) and GLG Partners (formerly Societe Generale AM (UK) Limited).



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

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



Christopher Wong
Director of Product
BSc

Chris Wong is responsible for overseeing account management and business operations, working with key stakeholders and ensuring timely and proper execution of goals across the business. Chris also acts as the Product Lead for Payments, Trust and Safety group at Freelancer.com. Before joining Freelancer, Chris has worked in product within payments at Bambora as well as eCommerce industry at Next Commerce as their Head of Product. He holds a Bachelor of Science in Information Systems from the University of Sydney.



Chris Weir
Commercial Manager UK / Europe
BA

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



Gold Stevie
Company of the Year -
Financial Services - Small

The International Business
Stevie Awards 2020



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

The International Business
Stevie Awards 2020



Company of the Year: for
Financial Services - Small

The International Business
Stevie Awards 2019



FinTech Solution

The International Business
Stevie Awards 2019



Gold Stevie
Company of the Year:
Financial Services - Small

The International Business
Stevie Awards 2018



Bronze Stevie
Financial Services

The International Business
Stevie Awards 2018



BBB Torch Award
Ethics

Better Business Bureau Torch
Awards 2017



Bronze Stevie
Financial Services
Company of The Year

The International Business
Stevie Awards 2016



Export of the Year Award
NSW iAwards

Premier's NSW Export Awards
2016



Honorable Mention
X-Factor Award

Anthill Cool Company Awards
2016

FREIGHTLANCER + *Loadshift*



Globally connecting freight owners with transport operators

10,000+

TRANSPORT
OPERATORS

50,000,000+

FREELANCERS
METRO DELIVERY

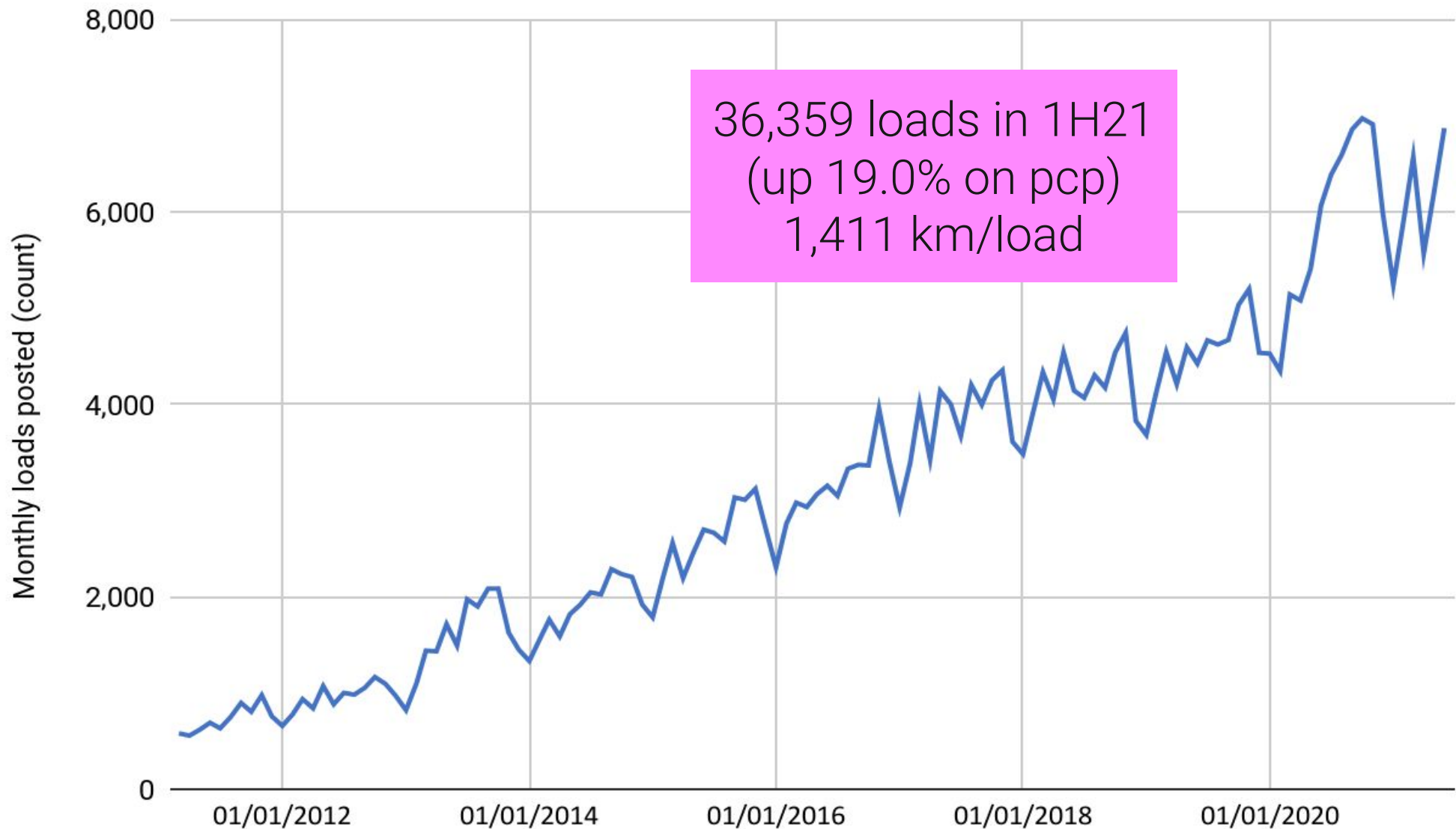


Heatmap showing the 50 million strong freelancer network

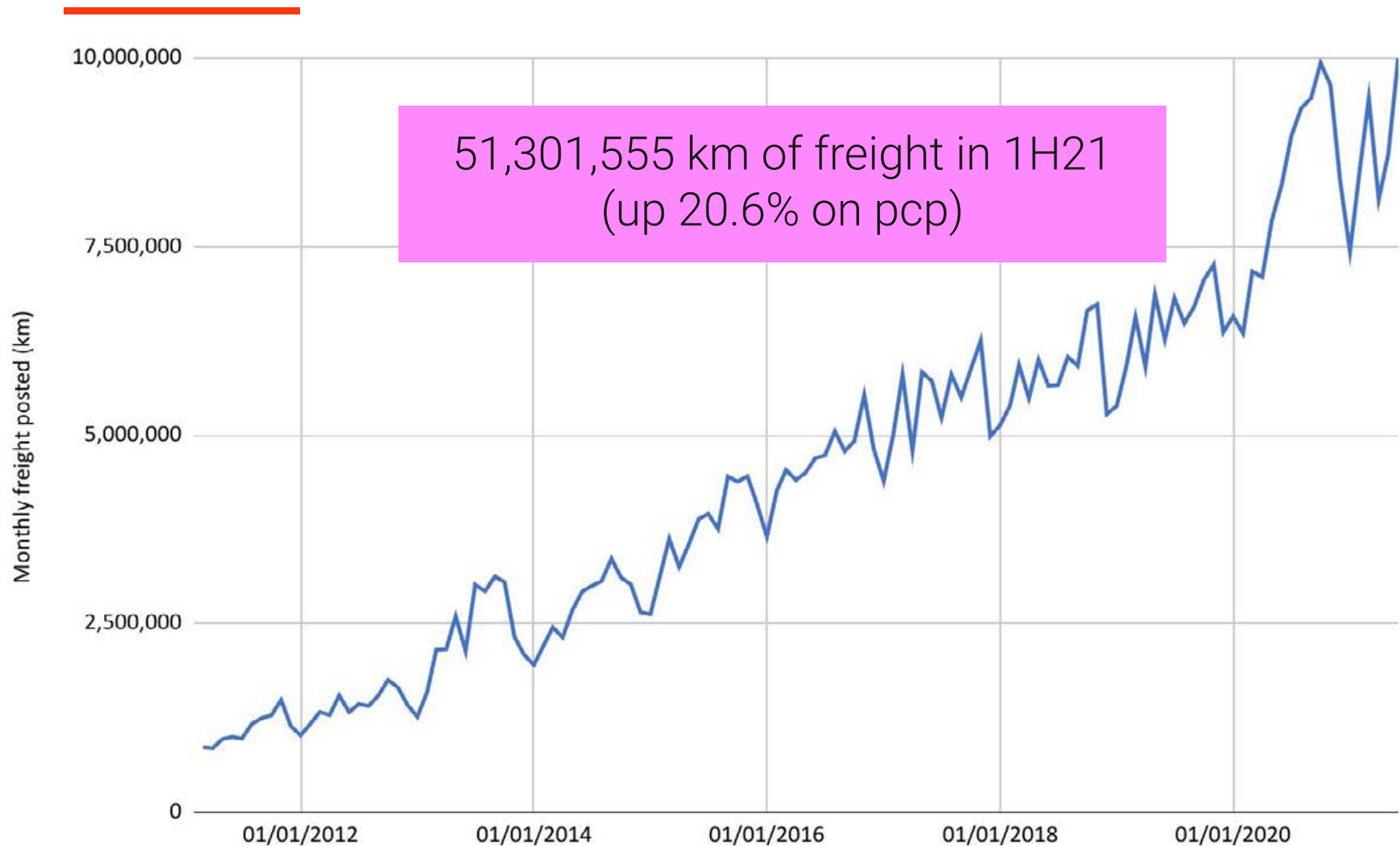
Freight Customers



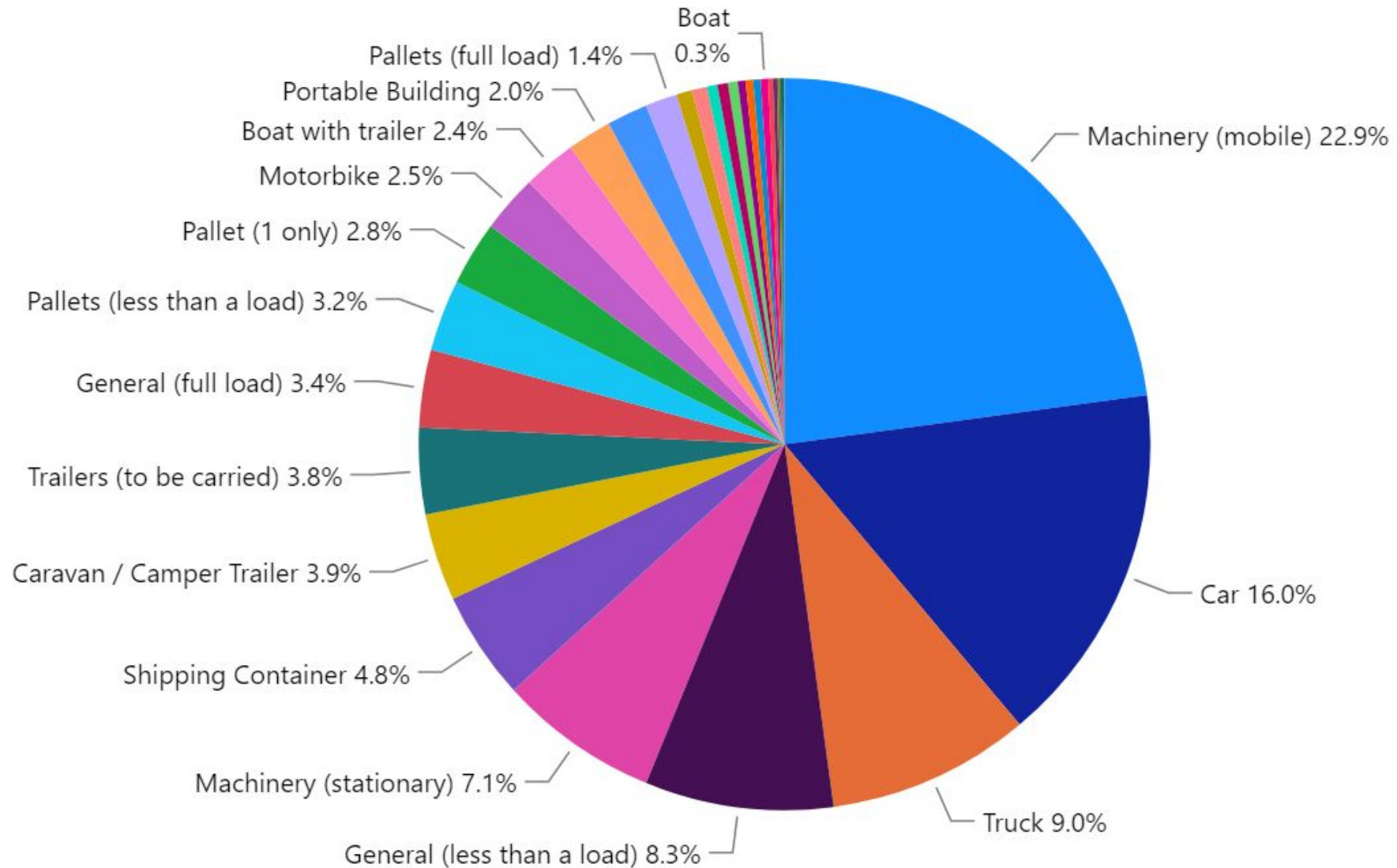
70,253 loads in 2020 (up 29.4% on pcp)



99,088,302 km of freight in 2020 (up 27.7% on pcp)



Freight categories 1H21



Newcrest Mining

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

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

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



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

Redpath Mining

Six figures worth of freight moved in 12 months

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



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

EMS Group

Over \$3 million of freight movements in 12 months

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



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

A FreightLancer truck is driving on a winding road through a hilly, dry landscape. The truck is a semi-trailer unit with two black trailers, both featuring the 'FREIGHTLANCER' logo. The truck is orange and black. The road is paved and has a metal guardrail on the left side. The hills are covered in dry, yellowish-brown grass and some small shrubs. The sky is clear and blue.

Industrial

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

Retail

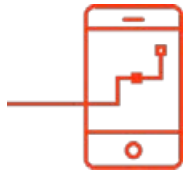
- Food delivery
- Furniture delivery
- Courier
- General freight
- Motorcycle courier
- Bike courier
- Pickup & delivery
- Removal services
- Packing & shipping

Freightlancer manages it all for you

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



Advantages of using Freightlancer



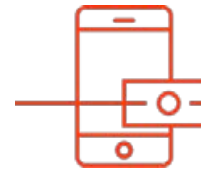
Live tracking while your cargo is on the move

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



Vetted Transport Operators for compliance obligations

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



Secure payments ensure the delivery and on-time payment

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



Real-time bidding gets competitive quotes fast

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



Communicate directly with your Transport Operator

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



Compliance peace of mind

Turnkey solution for compliance obligations including Chain of Responsibility.

Safer for everyone

Trip reports

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

Freightlancer audit

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

Save time

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

Safe

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

Rated

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

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



A large blue and silver Freightliner truck is shown from a front-three-quarter view, carrying a yellow Liebherr 984C excavator on its flatbed. The truck has a chrome grille with 'OVER' and 'SIZE' on the bumper, and a license plate that reads 'VIGE0-934'. The excavator has 'J8 984 08' and 'LIEBHERR' on its side. The scene is set in a desert-like environment at dusk or dawn.

Mining

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

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

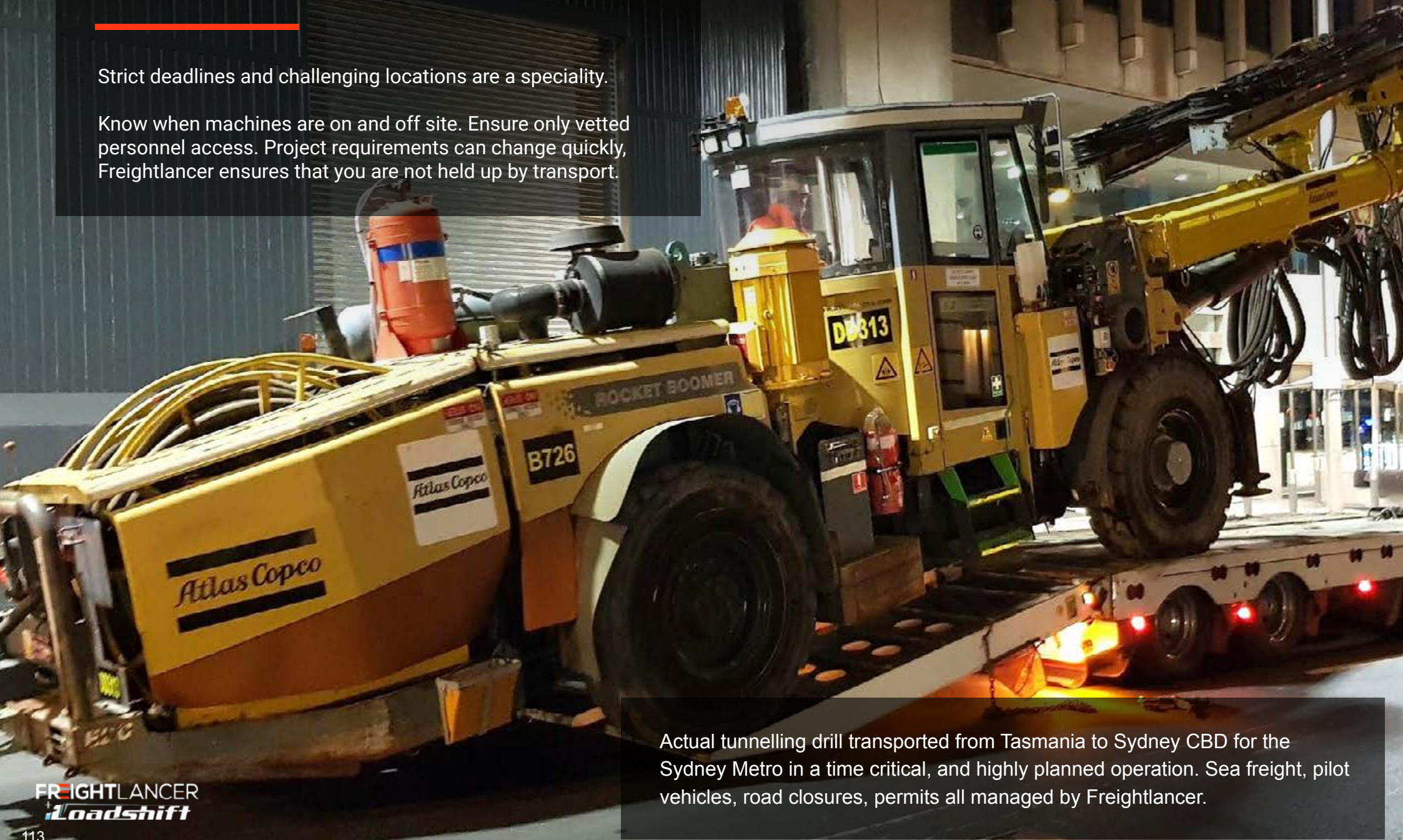
An ASX 50 listed mining company reported saving over 30% on heavy haulage and urgent freight movements for an underground gold mine using Freightlancer, whilst also achieving huge efficiency gains.

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

Infrastructure / Construction

Strict deadlines and challenging locations are a speciality.

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



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

International Shipping

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



54 tonne CAT Underground Loader delivered to Tanzania using Freightlancer

A man and a woman are working together in a retail store, handling a large cardboard box. The man, on the left, is wearing a black t-shirt and glasses, and is reaching for the box. The woman, on the right, is wearing a black t-shirt with the 'freelancer' logo and glasses, and is smiling while holding the box. They are standing behind a counter. In the background, there are shelves filled with various products, including boxes of 'T2 Stop, Drop & Brew' and 'black of tisane'. The store has a modern, industrial feel with exposed brick walls and hanging light bulbs.

Retail / Consumer / Metro

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

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

Testimonials

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

– Benjamin Carter
Redpath Mining

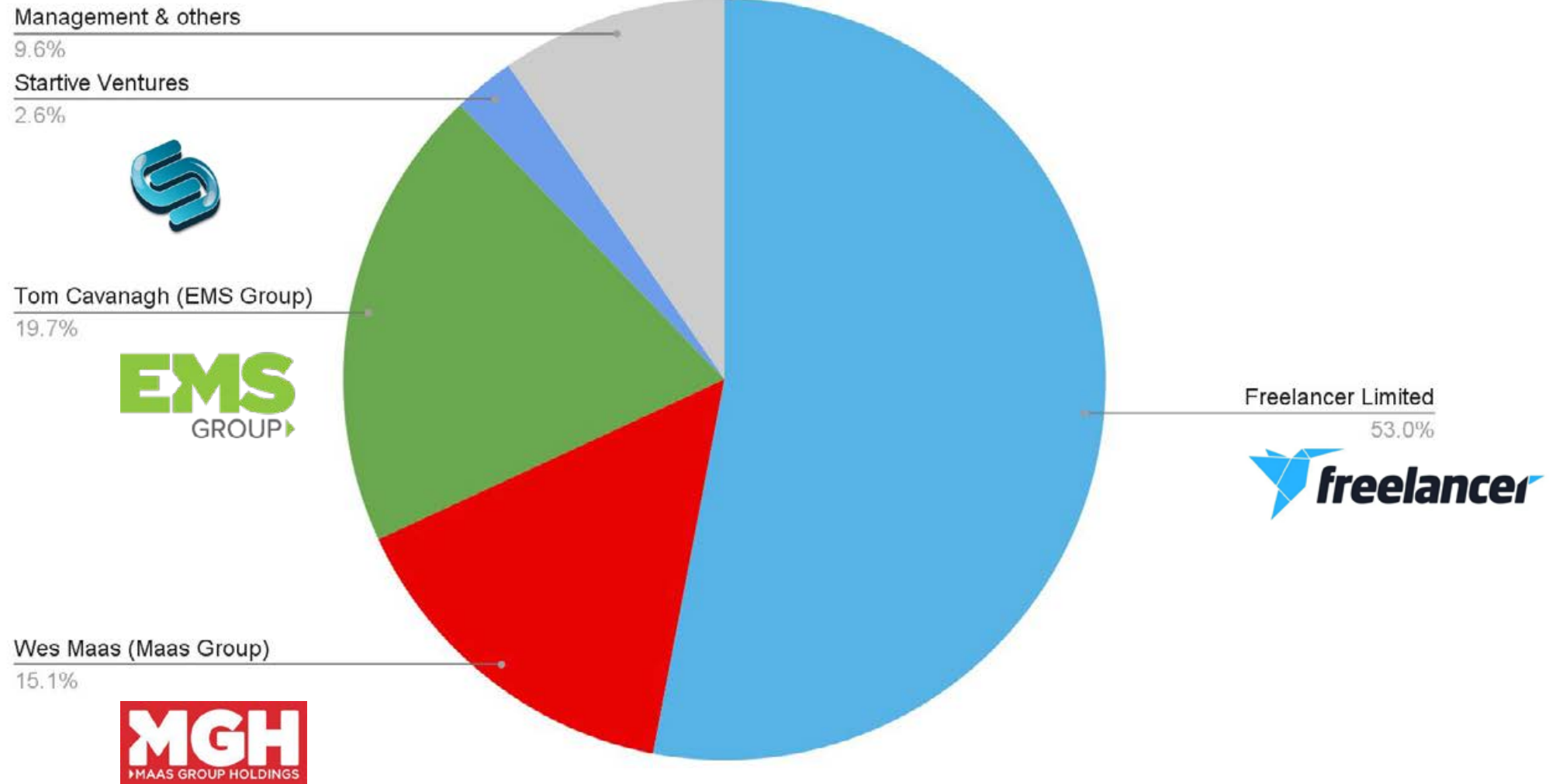


"The Freightlancer team have been fantastic. I'd recommend Freightlancer to anyone, it's changed the way I move freight and it works for me."

– Jordy Dickerson
Assets Manager EMS Group



Freightlancer/Loadshift Ownership



Leadership Team



Matt Barrie
Executive Chairman

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



Tom Cavanagh
Chief Executive Officer

Tom Cavanagh has recently been appointed CEO of Freightlancer. He previously was founder & CEO of EMS Group Pty Ltd, Australia's leading underground mining services contractor, which merged and listed as Maas Group Holdings (ASX:MGH) on the ASX in 2020, with current market capitalisation of \$1.2 billion. Tom was also the founder of Channel 40, a freight technology company which was a subsidiary of EMS before being acquired by Freightlancer in 2018. Tom's experience in underground mining, construction, earthmoving and logistics lends itself well to lead Freightlancer.



Neil Katz
Chief Financial Officer

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



Michael Liedtke
Head of Product

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



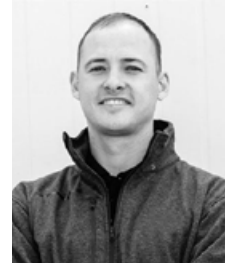
Chris Dodd
Compliance Team Lead

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



Stanislav Markevic
Engineering Lead

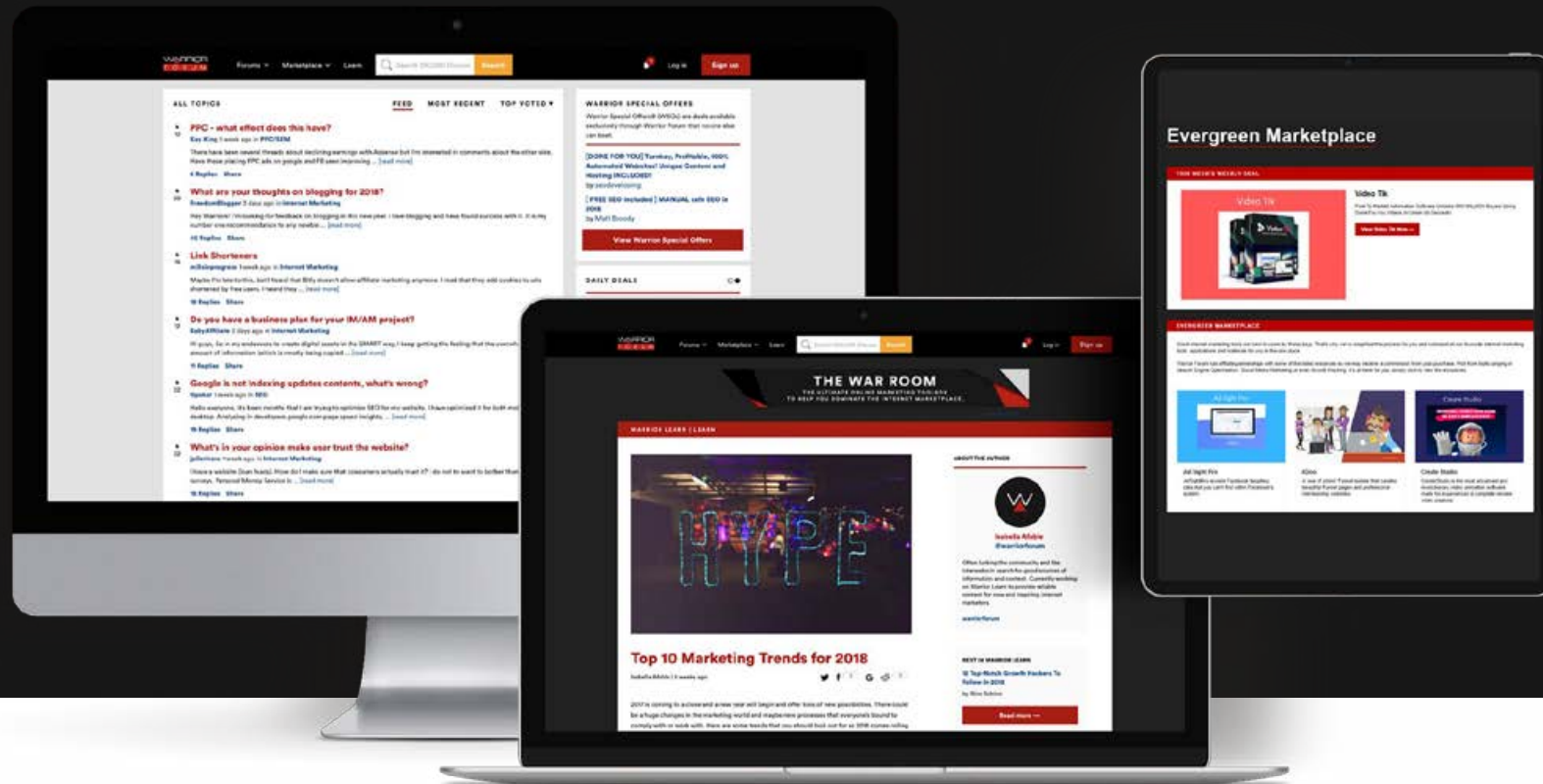
Stanislav has been working professionally as a web developer for the past 10 years. Before joining the Freelancer Group three years ago, he was involved in a number of startups and consulting projects. Stanislav brings a wealth of knowledge and experience to his role leading the Freightlancer and Loadshift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



Drew Davis
Account Executive

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

WARRIOR FORUM



The #1 Internet Marketing Forum Since 1997

1,608,309+

USERS

9,022,053+

POSTS

778,922+

THREADS



STARTCON



PITCH FOR \$1 MILLION



**AUSTRALASIAN
STARTUP AWARDS**

\$1M USD

**PRIZE GLOBAL
COMPETITION**

4000+

ATTENDEES

55+

**INTERNATIONAL
& DOMESTIC
SPEAKERS**

5 STAGES

2 DAYS

4TH ANNUAL

**AWARDS
CEREMONY**

STARTCON WILL NOT BE RUNNING IN 2021 OR 2022

Unique Investment Thematics

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

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



ASX
FREELANCER LIMITED



FREELANCER LIMITED

How big is the market?

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

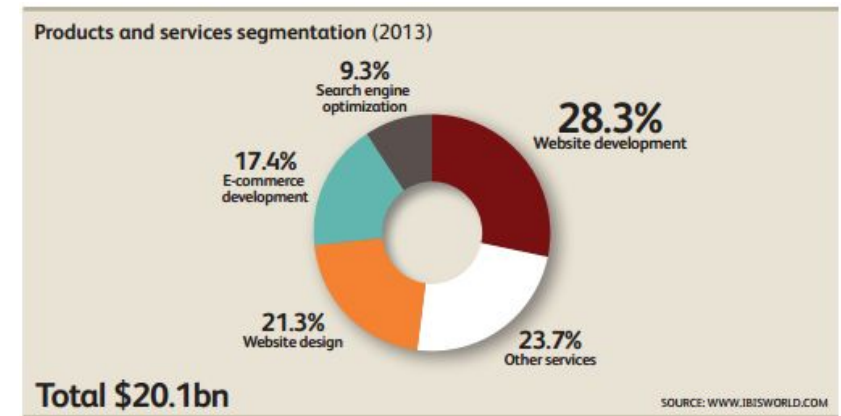
* McKinsey Global Institute, The Emerging Global Labor Market, Part I: The Demand for Offshore Talent in Services.



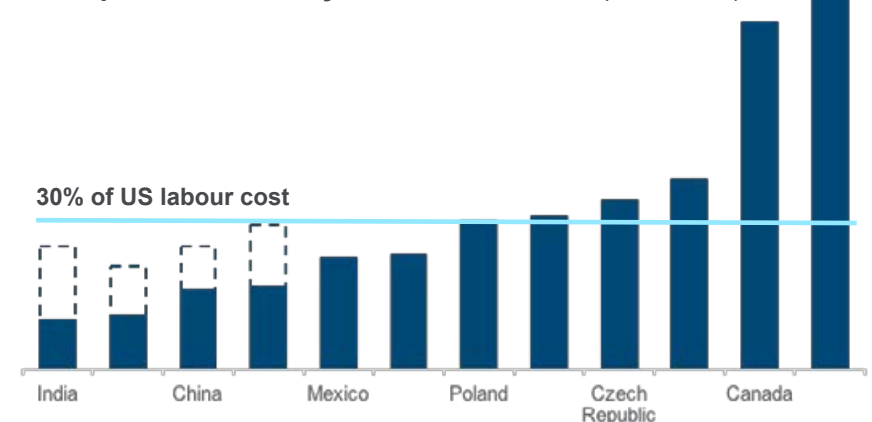
Estimated demand for Web Design services (mid-high OECD)

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

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



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



1. IBISWorld, "Web Design Services in the US" (August, 2013).

2. McKinsey Global Institute, "The Emerging Global Labor Market: Part III: How Supply and Demand for Offshore Talent Meet" (June, 2005).

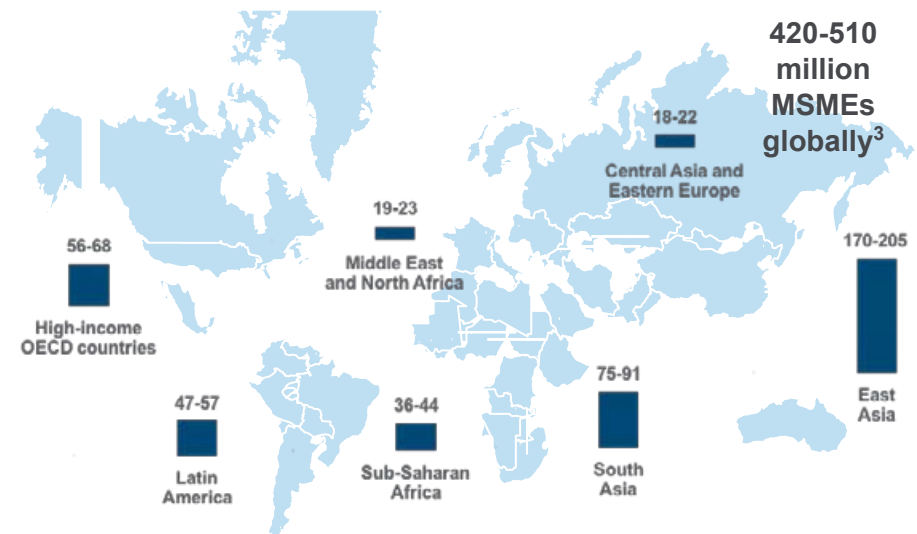
3. Based on 28m SMEs in the US, 96m MSMEs outside the US in mid-high income OECD countries.

4. Based on AUD/USD exchange rate of 0.7132.

Estimated demand from mid-high income OECD SMEs

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

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



1. US Government, Small Business Administration Office of Advocacy.

2. Based on Freelancer internal statistics. Average paid value of completed project was US\$216 in FY19. Monetisation rate = \$50.4m / 181.41m = 27.8%

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

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

Estimated supply of professional labour in the developing world

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

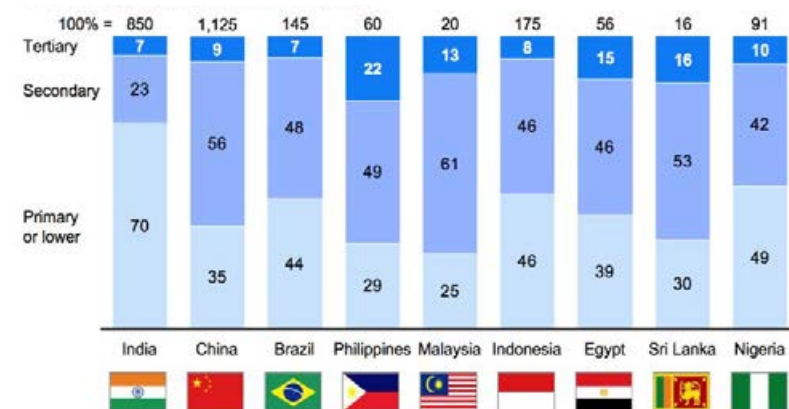
- 2019 global working age population: 4.8 billion, labour force: 3.5 billion¹

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

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

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

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



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

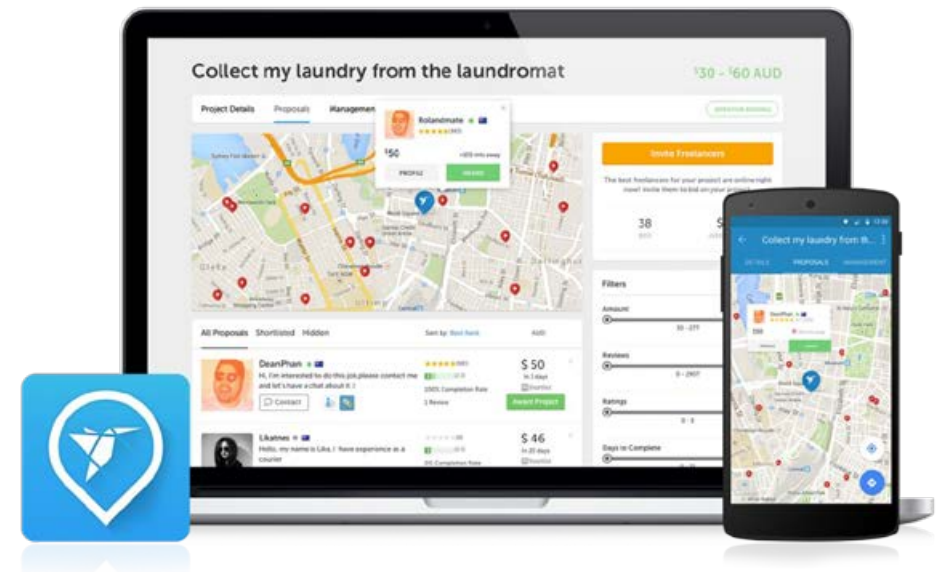
NOTE: Numbers may not sum due to rounding.

SOURCE: United Nations Population Division (2010 revision); IIASA; ILO; local statistics for India and China; McKinsey Global Institute analysis

Estimated demand from Local Jobs in the US

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

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



1. <http://www.theverge.com/2012/7/23/3177860/taskrabbit-13-million-funding-peer-to-peer-labor-market-zaarly-done-exec>
2. http://info.mbopartners.com/rs/mbo/images/2013-MBO_Partners_State_of_Independence_Report.pdf
3. <https://www.fool.com/investing/general/2015/04/03/does-a-market-exist-for-amazoncom-incs-home-service.aspx>
4. http://www.nytimes.com/2015/04/13/technology/amazon-google-and-more-are-drawn-to-home-services-market.html?_r=0



Freelancer Limited

Thank you

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