

28 JULY 2026

# INVESTOR UPDATE

1H26



Freelancer crowdsourced "Rise", the zero-gravity indicator that flew around the Moon with NASA's Artemis II crew

# Disclaimer

This presentation has been prepared by Freelancer Limited (ACN 141 959 042) (Freelancer or the Company). The information contained in this presentation is current at the date of this presentation. The information is a summary overview of the current activities of the Company and does not purport to be all inclusive or to contain all the information that a prospective investor may require in evaluating a possible investment. This presentation is for general information purposes and is not intended to be and does not constitute a prospectus, product disclosure statement, pathfinder document or other disclosure document for the purposes of the Corporations Act 2001 (Cth) (Corporations Act) and has not been, and is not required to be, lodged with the Australian Securities & Investments Commission. The material contained in this presentation is not, and should not be considered as, financial product or investment advice. This presentation is not (and nothing in it should be construed as) an offer, invitation, solicitation or recommendation with respect to the subscription for, purchase or sale of any security in any jurisdiction, and neither this document nor anything in it shall form the basis of any contract or commitment. This presentation is not intended to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, financial situation or needs of any particular investor which need to be considered, with or without professional advice, when deciding whether or not an investment is appropriate.

This presentation contains information as to past performance of the Company. Such information is given for illustrative purposes only, and is not – and should not be relied upon as – an indication of future performance of the Company. The historical information in this presentation is, or is based upon, information contained in previous announcements made by the Company to the market.

## Forward looking statements

This document contains certain “forward-looking statements”. The words “anticipate”, “believe”, “expect”, “project”, “forecast”, “estimate”, “outlook”, “upside”, “likely”, “intend”, “should”, “could”, “may”, “target”, “plan” and other similar expressions are intended to identify forward-looking statements. Indications of, and guidance on, future earnings and financial position and performance, including Freelancer’s outlook, are also forward-looking statements, as are statements regarding Freelancer’s plans and strategies and the development of the market.

Such forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of Freelancer, which may cause actual results to differ materially from those expressed or implied in such statements.

Freelancer cannot give any assurance or guarantee that the assumptions upon which management based its forward-looking statements will prove to be correct or exhaustive beyond the date of its making, or that Freelancer’s business and operations will not be affected by other factors not currently foreseeable by management or beyond its control. Such forward-looking statements only speak as at the date of this announcement and Freelancer assumes no obligation to update such information. The release, publication or distribution of this presentation in jurisdictions outside Australia may be restricted by law. Any failure to comply with such restrictions may constitute a violation of applicable securities laws.

## Non-IFRS information

This presentation includes certain financial measures that are not recognised under Australian Accounting Standards (AAS) or International Financial Reporting Standards (IFRS). Such non-IFRS financial measures do not have a standardised meaning prescribed by AAS or IFRS and may not be comparable to similarly titled measures presented by other entities, and should not be construed as an alternative to other financial measures determined in accordance with AAS or IFRS. The information is presented to assist in making appropriate comparisons with prior periods and to assess the operating performance of the business. Freelancer uses these measures to assess the performance of the business and believes that information is useful to investors. Gross Marketplace Volume (GMV), Gross Payment Volume (GPV), Operating Profit/Loss, EBITDA, EBIT and have not been audited or reviewed. Recipients are cautioned not to place undue reliance on any non-IFRS financial measures included in this presentation.

All references to dollars are to Australian currency unless otherwise stated.

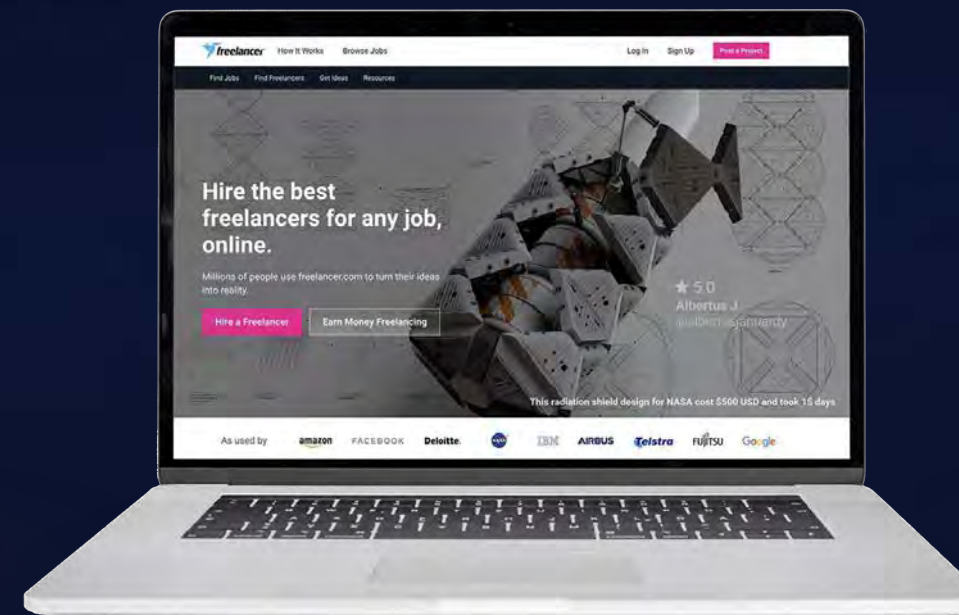
To the maximum extent permitted by law, Freelancer makes no representation or warranty (express or implied) as to the accuracy, reliability or completeness of any information contained in this document. To the maximum extent permitted by law, Freelancer shall have no liability (including liability to any person by reason of negligence or negligent misrepresentation) for any statements, opinions or information (express or implied), arising out of, contained in or derived from, or for any omissions from this document, except liability under statute that cannot be excluded.



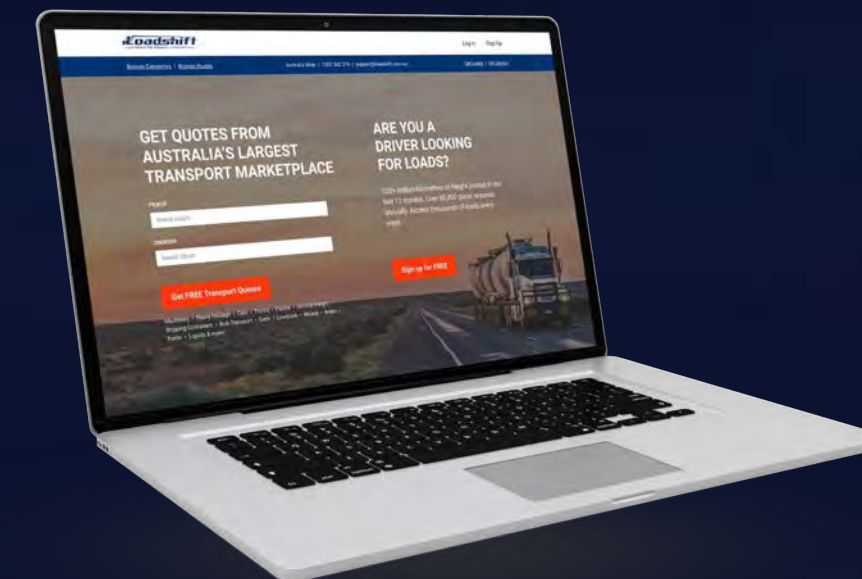
# The Amazon of Services. Labour. Payments. Freight.



#1 Global Escrow Platform  
US\$8,300,000,000 in secure  
transactions to date



#1 Global Labour Marketplace  
90M+ professionals  
US\$5,000,000,000+ jobs posted



#1 Australian Heavy Haulage  
1,000,000,000 km in freight  
Going Global



# Solving Trillion Dollar Problems

## Labour

5 billion seek work while talent runs scarce:  
intellectual capital is the 21st century battleground.  
***Freelancer: Making tomorrow's innovations real today.***

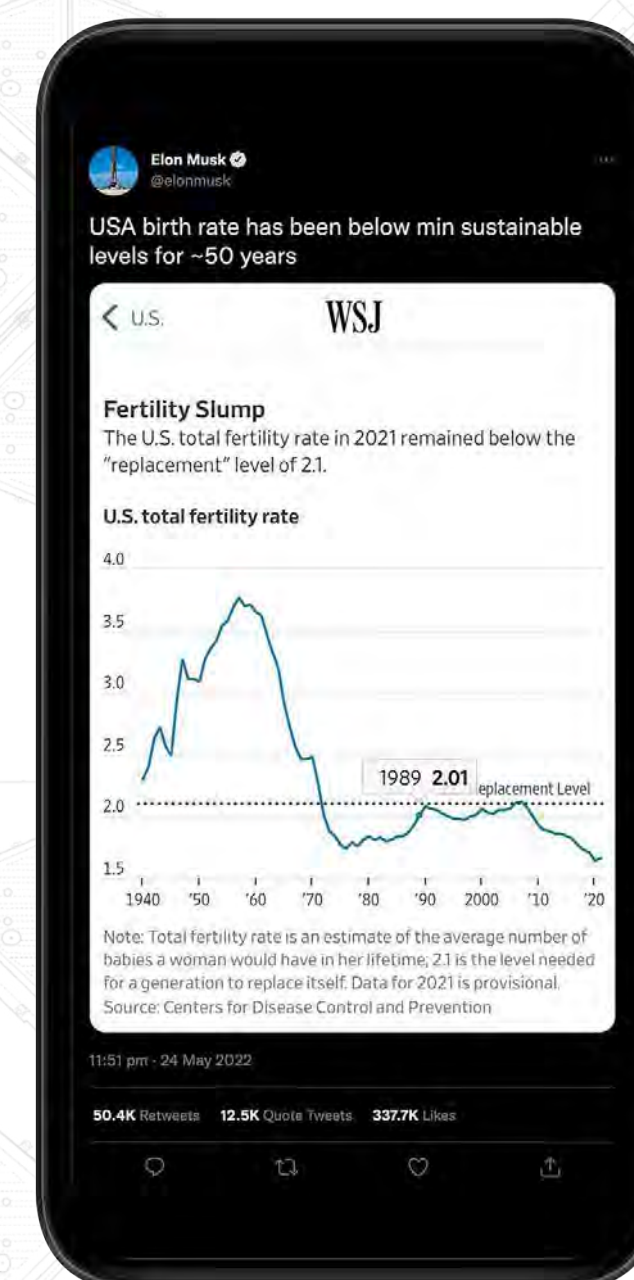
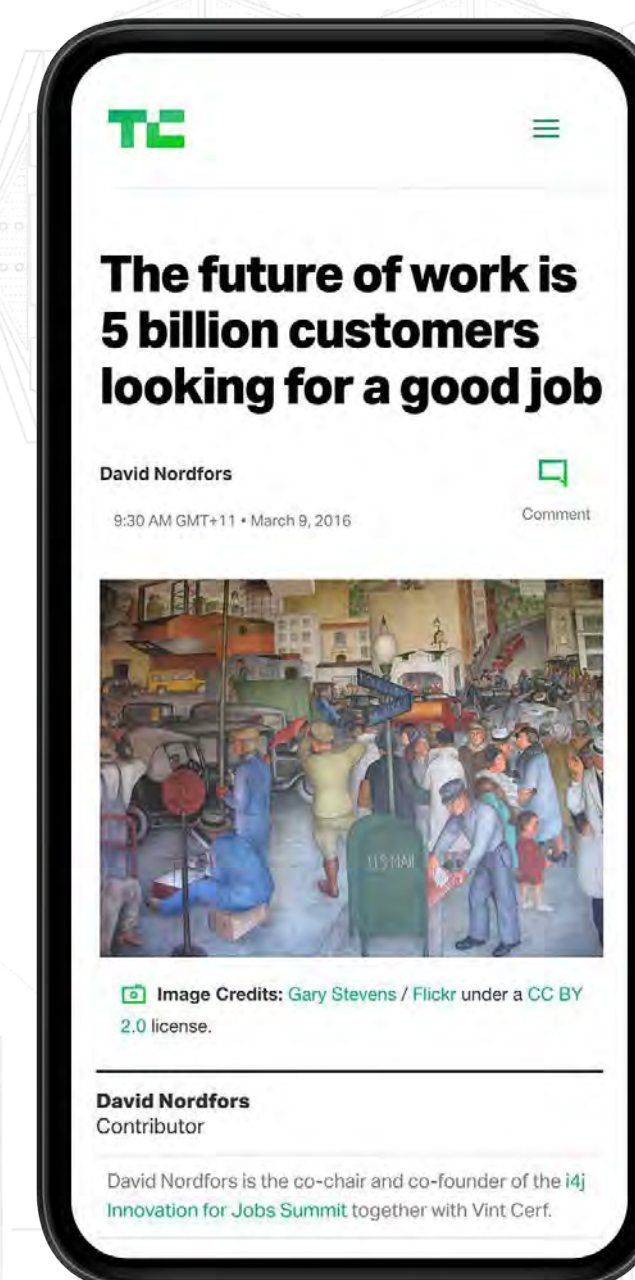
## Payments

Trust closes deals. In high-stakes transactions,  
bulletproof escrow isn't a luxury:  
***Escrow.com powers global trade without borders.***

## Freight

Logistics gone digital. Today's shippers demand  
transparency, instant matching, and secure payments.  
***Loadshift keeps the world's supply chains running.***

***Freelancer Limited: Powering Global Commerce***







# How We Generate Revenue



## Freelancer

***World's largest cloud workforce: 90m+ users, \$10 to \$10m jobs***

3% fee from clients + 10% from freelancers on every job,  
plus optional memberships and premium upgrades.



## Escrow.com

***World's largest online escrow company: \$8.3b+ vol, \$10k to \$100m deals***

Average 1.35% on each secure transaction; high-value,  
repeat deals monetise trust at scale.



## Loadshift

***Australia's largest freight marketplace, 1,000,000,000 km shifted***

3% fee from shippers + 10% from carriers on every load;  
volume-driven upside. Built on Freelancer's DNA, now going global.

***Our competitive edge: Monetising critical business infrastructure across the digital economy.  
Three asset-light platforms, each monetising trust, talent, or transport at transaction speed.***

# 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) Syd.  
GDipAppFin MAppFin  
HonDLitt Macq.  
MSEE Stanford SEP GAICD 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, having been responsible for the company's operating and technical direction. Darren has experience in computer security, protocols, networking and software. He was previously a co-founder of Sensory Networks, serving as Chief Technology Officer and then Chief Executive Officer, until its sale to Intel Corporation (NASDAQ:INTC) in 2013.



**Patrick Grove**

Non-Executive Director

*Co-Founder & Group CEO at  
Catcha Group*

Since founding Catcha Group in 1999, Patrick has built an extensive track record of founding, building, acquiring and listing digital businesses across Southeast Asia.

He has taken six digital businesses from early stage to IPO in Australia and Southeast Asia, including iProperty Group (ASX:IPP), acquired by REA Group (ASX:REA) in 2016, iCarAsia (ASX:ICQ) and Frontier Digital Ventures.



**Craig Scroggie**

Non-Executive Director

*CEO & MD of NEXTDC*

**CEO of an ASX 100-listed technology company NextDC** (ASX: NXT) and Asia's most innovative Data Centre-as-a-Service provider. With over 30 years of experience in the ICT industry, Craig brings a wealth of knowledge and expertise to Freelancer's board. Throughout his career, Craig has held senior positions with industry giants such as Symantec, Veritas Software, Computer Associates, EMC Corporation, and Fujitsu. Under Craig's leadership, NEXTDC has become a cornerstone of Australia's digital economy, providing critical services to businesses across the country and beyond.



# Management Team | Freelancer

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



**Dylan Carter**  
Chief Financial Officer  
B Econ (Financial Economics), GAICD

Dylan Carter is responsible for the finance function of the Company. Dylan has over a decade of experience across ASX-listed technology, payments and financial services businesses, including six years at Tyro Payments (ASX:TYR), where he helped lead the IPO, and earlier roles at Pepper Money (ASX:PPM) and Ingenia Communities Group (ASX:INA).



**Andrew Bateman**  
Vice President of Product & Enterprise  
B App Sci (IT) RMIT

Joining Freelancer in 2023, Andrew leads product strategy and development for our enterprise division. He has over two decades experience as a technology and product leader, most recently as co-founder, CTO and Head of Product at Bench. Prior to this Andrew was Technical Director of Future Büro, winning multiple international honours including Cannes Lions, Webby and D&AD awards.



**Laurent Goudet**  
Chief Technology Officer  
BSc (Math & Comp Sci) (Hons) / MSc (Embedded Systems) (Hons)

Laurent Goudet is responsible for the technical direction of the company, ensuring alignment with its business goals. Prior to transitioning from Software Architect to Chief Technology Officer in early 2021, Laurent has been leading multiple technical initiatives, transforming the Web & native clients into next generation products.



**Adam Byrnes**  
Chief Scientist  
BE (Electrical) (Hons I) / BSc (Adv) (Physics)

Adam Byrnes is responsible for data science and analytics. He advises on the strategy of the Freelancer marketplace. Adam holds first class honours degrees in Advanced Physics and Electrical Engineering from the University of Sydney.



**Ayen Torcuator**  
Global Head of Customer Service  
B PoliSci

Ayen Torcuator is responsible for ensuring that customers receive 24/7 world class service and solutions. Ayen holds a bachelor's degree in Political Science from the University of the Philippines, Diliman and has been part of the company for more than a decade.



**Brent O'Halloran**  
Director of Communications  
B Communications

Brent O'Halloran brings distinguished experience in strategic communications and media relations. Working in 14 countries and engaging with government, military, NGO, and private enterprise stakeholders allows him to confidently lead Freelancer's ambitious global communications strategy, enhancing brand narrative and stakeholder engagement worldwide.



**Trisha Epp**  
Director of Innovation  
BSc (Physics & Philosophy) Hons / MSc (Geophysics) Caltech / PMP

Trisha leads the innovation team at Freelancer, managing research programs for NASA and other government and enterprise clients across space exploration, biotech, environmental solutions, and emerging technologies. She specializes in strategic planning and unlocking solutions to complex challenges through global talent networks.



**Owen Smith**  
Director of Compliance and Legal  
LL.B (Commercial Law), BA

Owen Smith is a regulatory affairs and compliance expert with experience across Asia-Pacific regulated businesses, specialising in AML/CTF and fraud prevention. He has held senior roles including Head of Legal and Compliance at Crown Financial Services Group, CLSA Premium and Independent Reserve.

# H1 FY26 Update

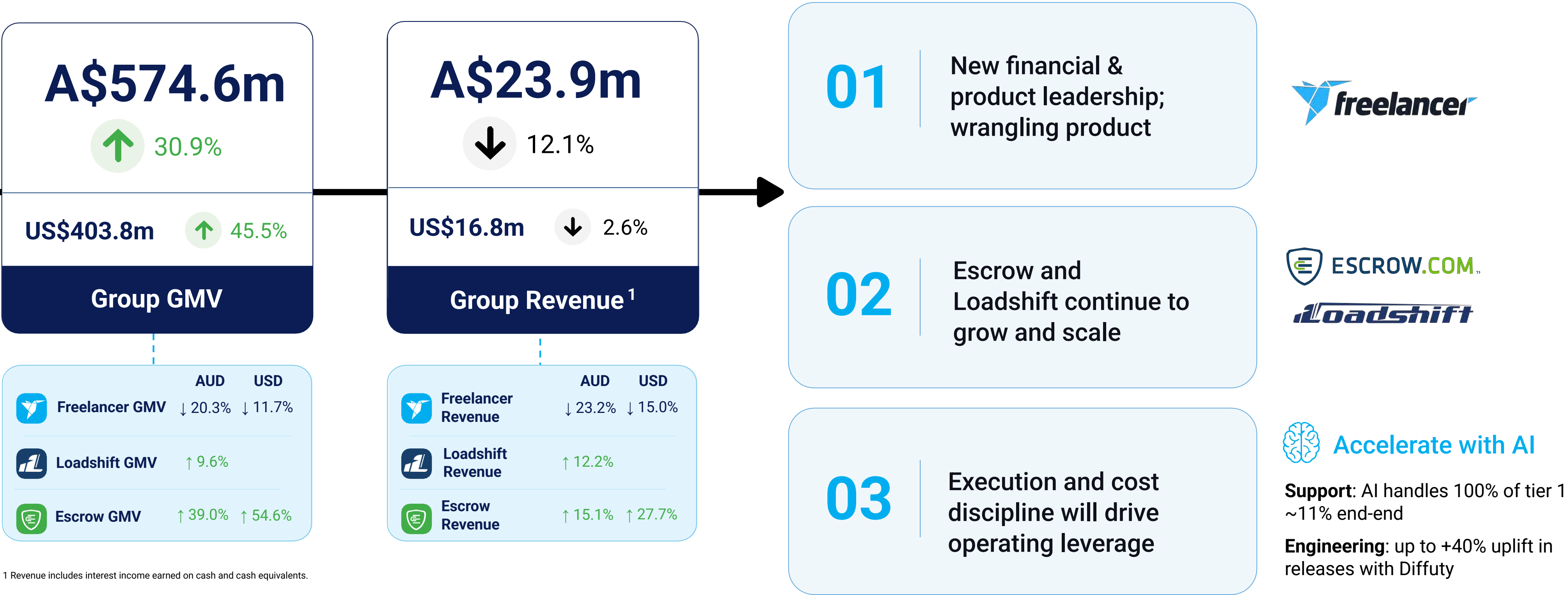


Matt Barrie  
Chief Executive  
& Chairman



# H1 FY26 - Key Themes

Mixed operating performance for the half. Escrow and Loadshift grew strongly, offset by lower activity in Freelancer. Reported revenue fell 12.1% in AUD but was broadly flat in USD, the group's main operating currency, at 72.4% of revenue.



01

New financial & product leadership; wrangling product



02

Escrow and Loadshift continue to grow and scale



03

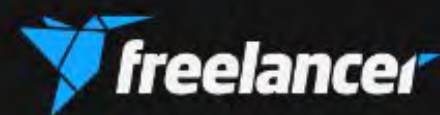
Execution and cost discipline will drive operating leverage



Support: AI handles 100% of tier 1 ~11% end-end  
Engineering: up to +40% uplift in releases with Diffuty

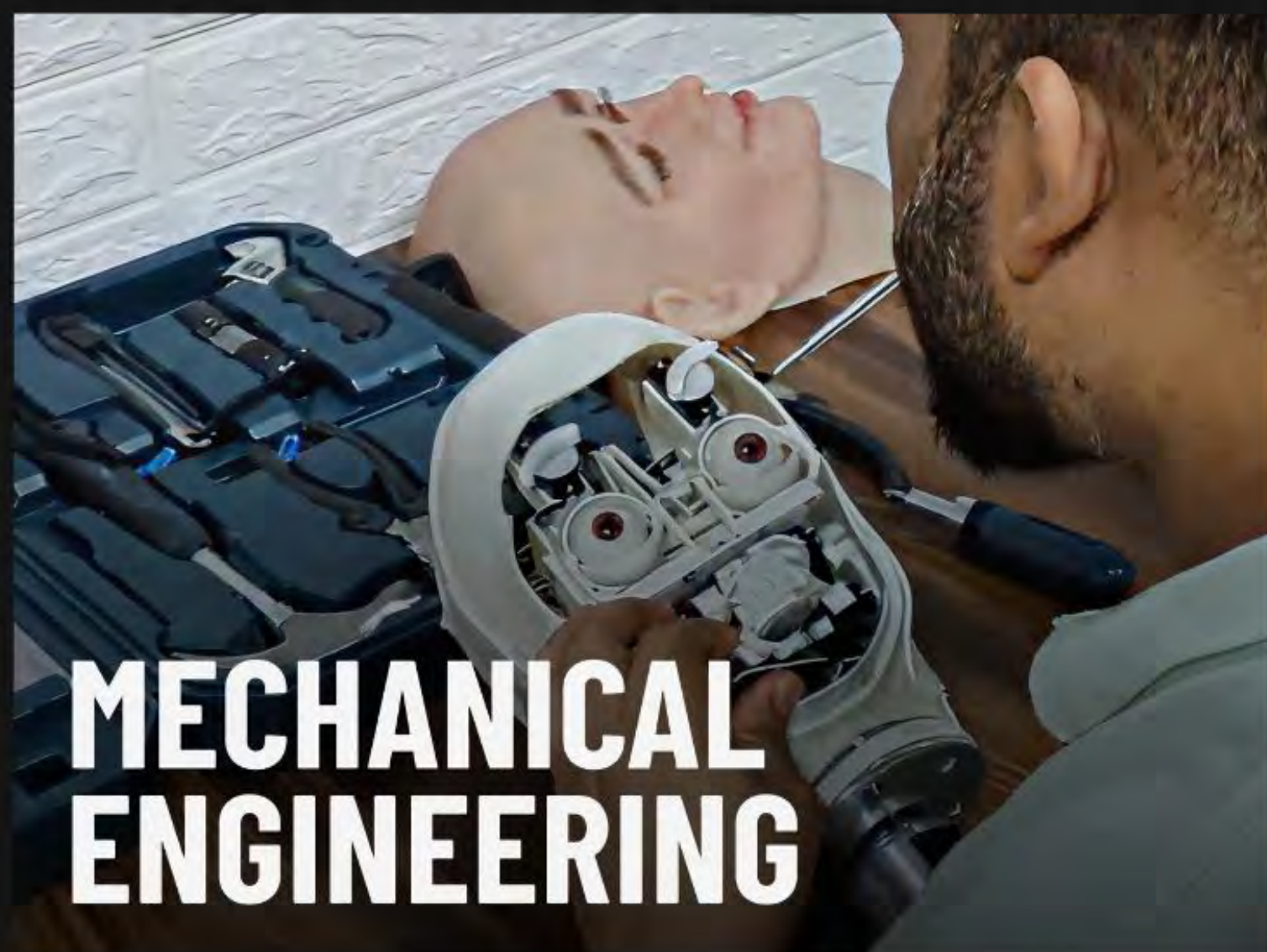
1 Revenue includes interest income earned on cash and cash equivalents.





# WORLD'S LARGEST CLOUD WORKFORCE

88M+ PROFESSIONALS READY TO MAKE YOUR DREAMS REAL.



YOUR VISION, DELIVERED.



ANYTIME, ANYWHERE.



# Freelancer: wrangling product



- 1 Parabolic rise in AI scrapers led to stability & SEO de-indexation from remediation
- 2 Security controls reduced fraud risk but also churned returning customers
- 3 Failed gateway migration 1Q26 in middle of 1 & 2

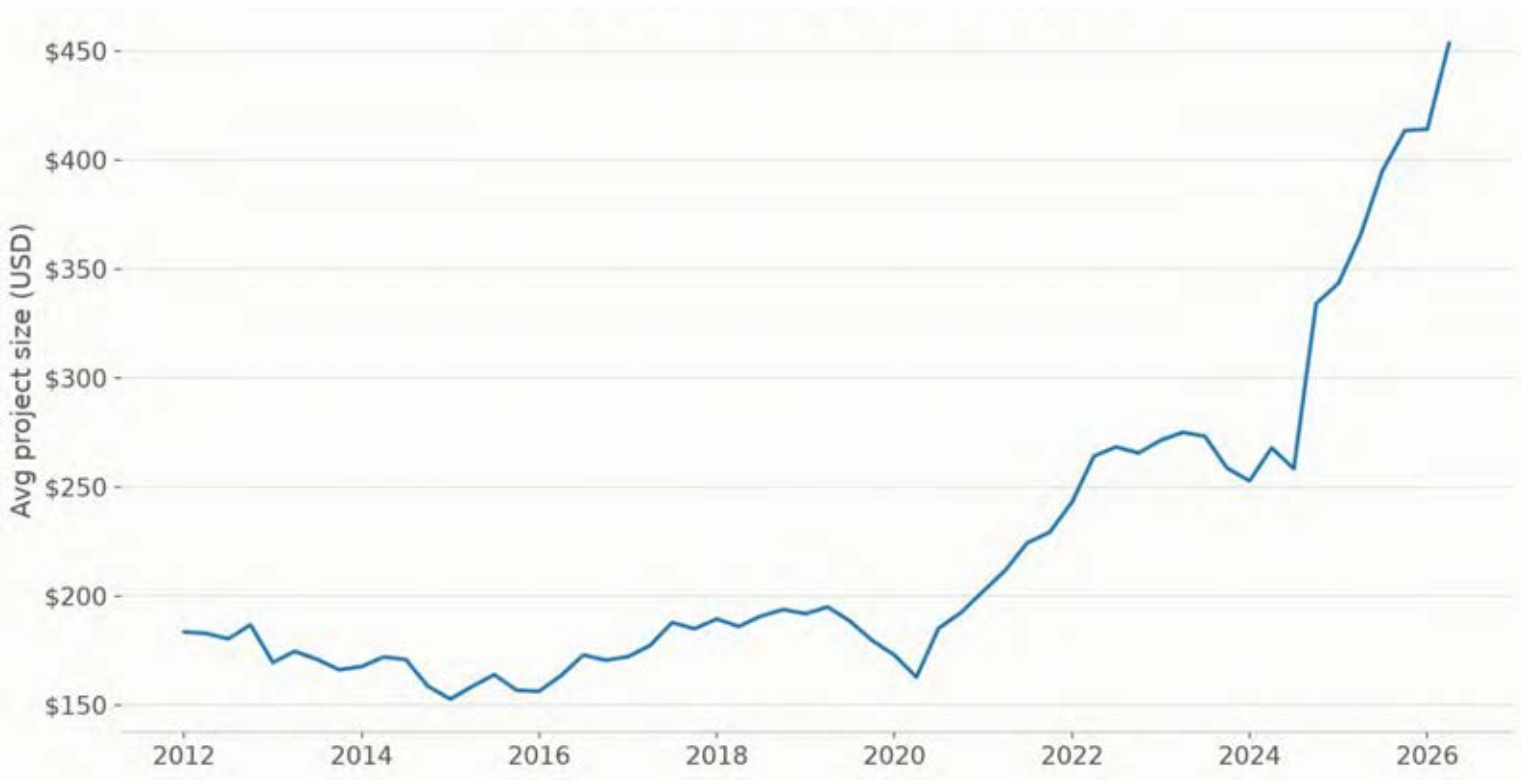
- 
- ✓ Stability rectified; traffic above pre-deindexation levels and projects lifting, financials expected to follow
  - ✓ Integrity controls optimised in Q2 FY26
  - ✓ Has revealed long standing payments acceptance issues with some gateways

# Freelancer: marketplace dynamics



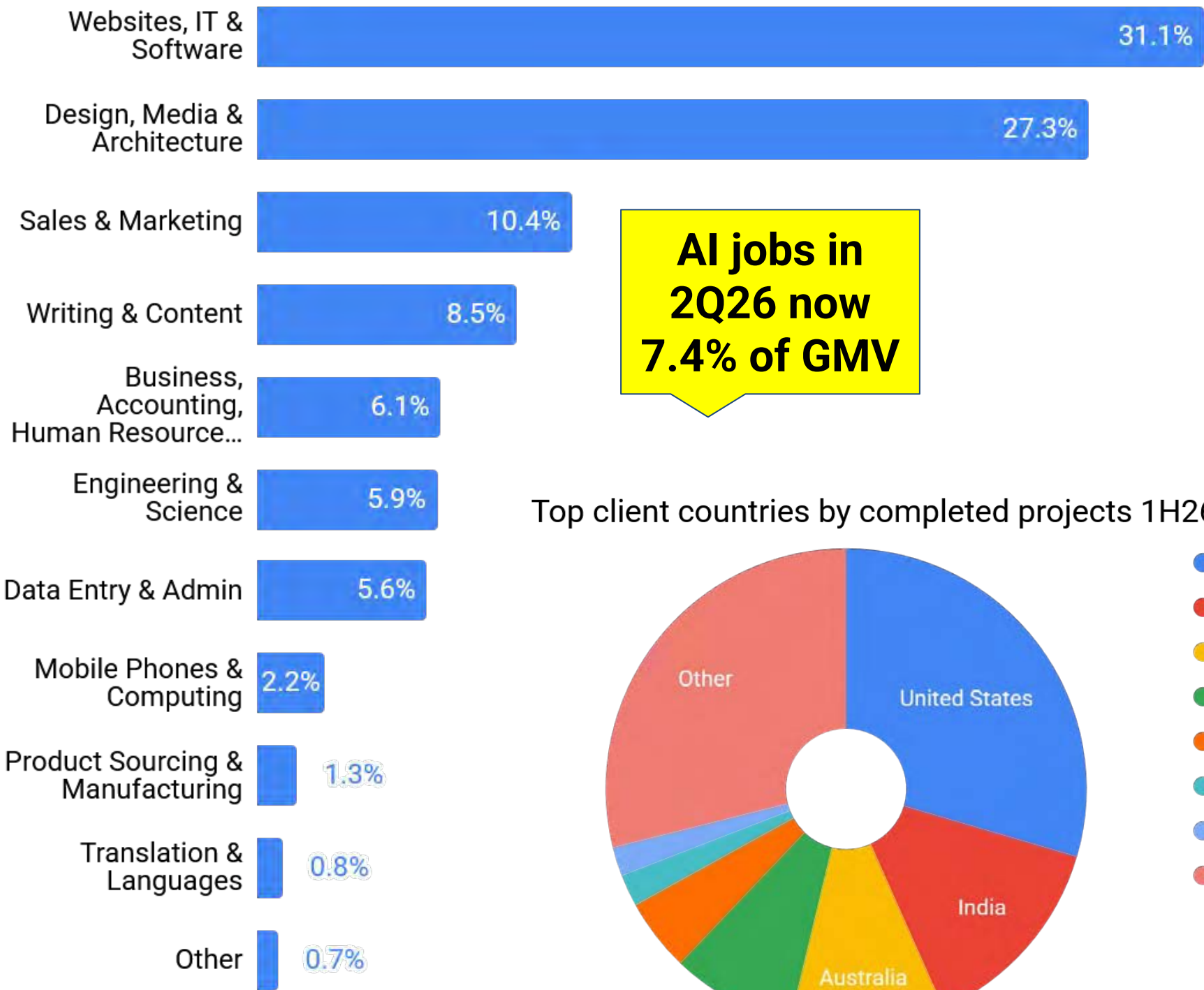
Marketplace dynamics largely unchanged FY25 to 1H26

- 4,000+ job categories spanning cutting-edge fields: from Aerospace to Biotechnology
- Complexity & sophistication growing over time
- Average project value (incl. Enterprise) soared to US\$453 in FY25 (↑24%), reflecting higher-value work migration to platform incl. Loadshift



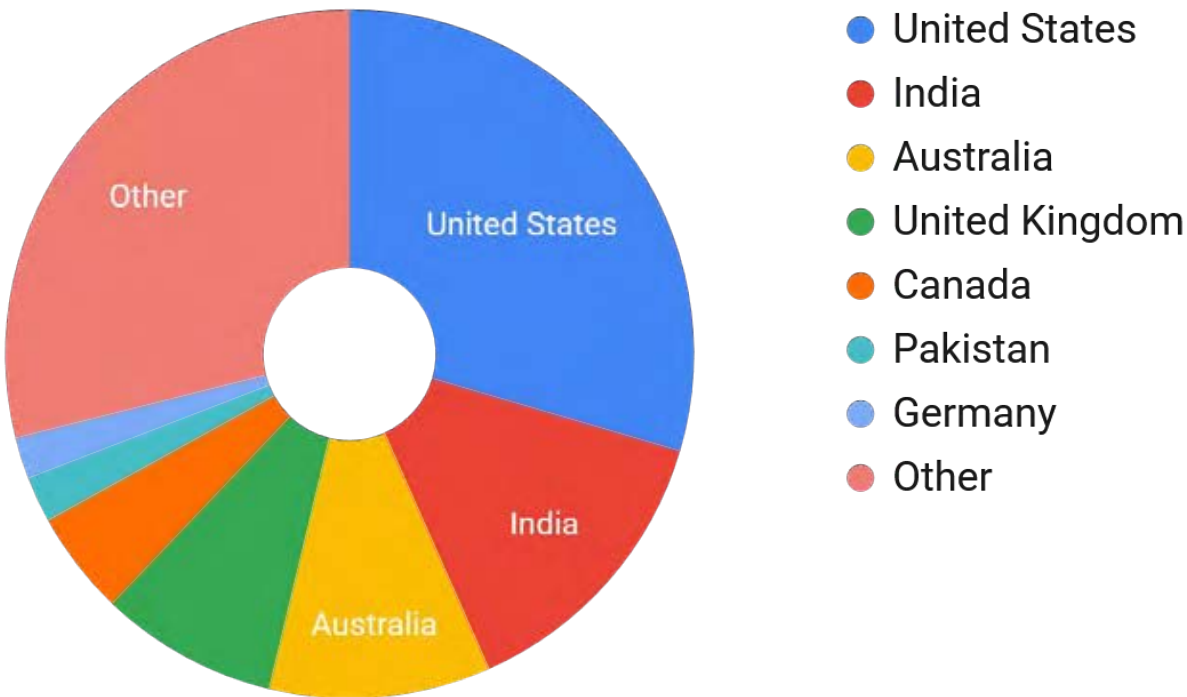
1. Based on the number of completed projects in 1H26  
2. Defined as the GMV over the time period, divided by the count of projects with GMV within the time period.

Top completed project categories by count 1H26



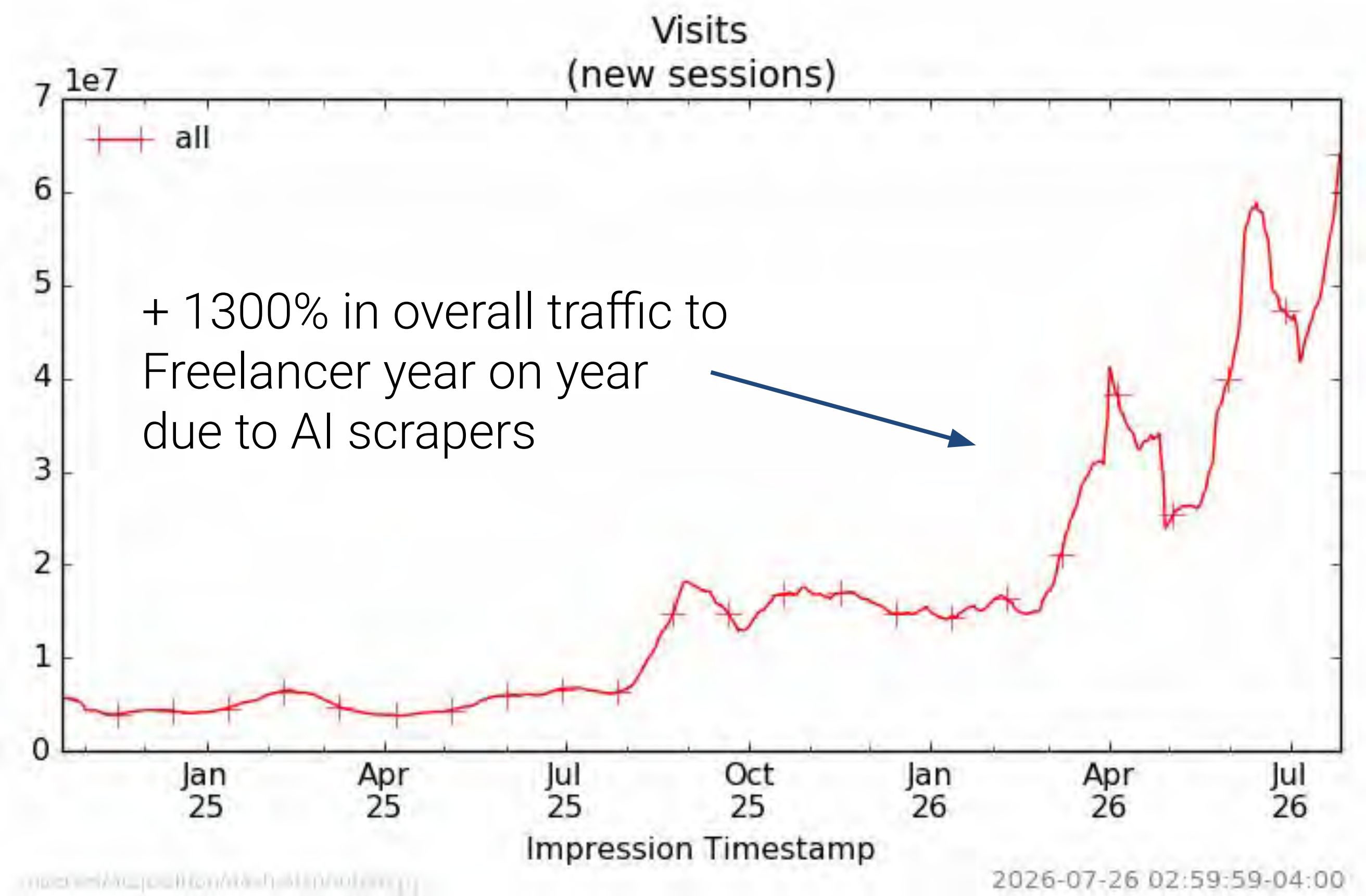
AI jobs in 2Q26 now 7.4% of GMV

Top client countries by completed projects 1H26



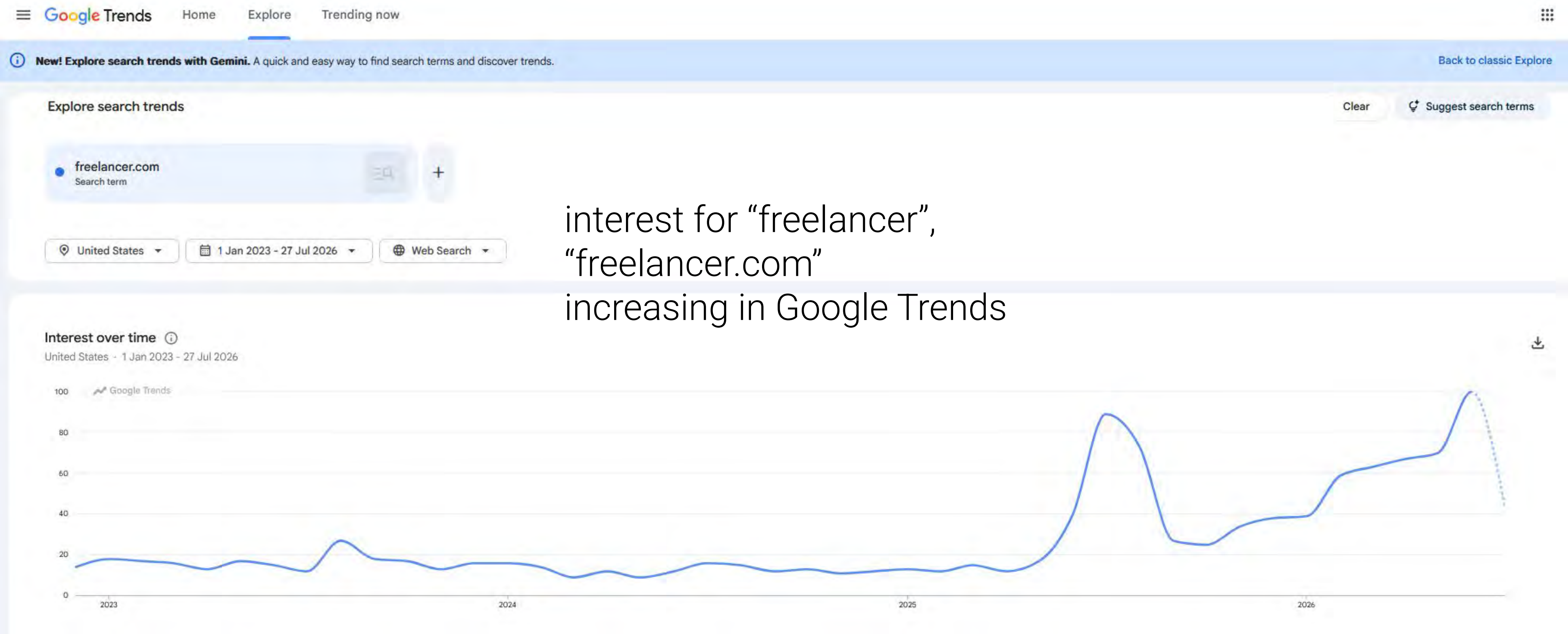


# Freelancer: AI scrapers



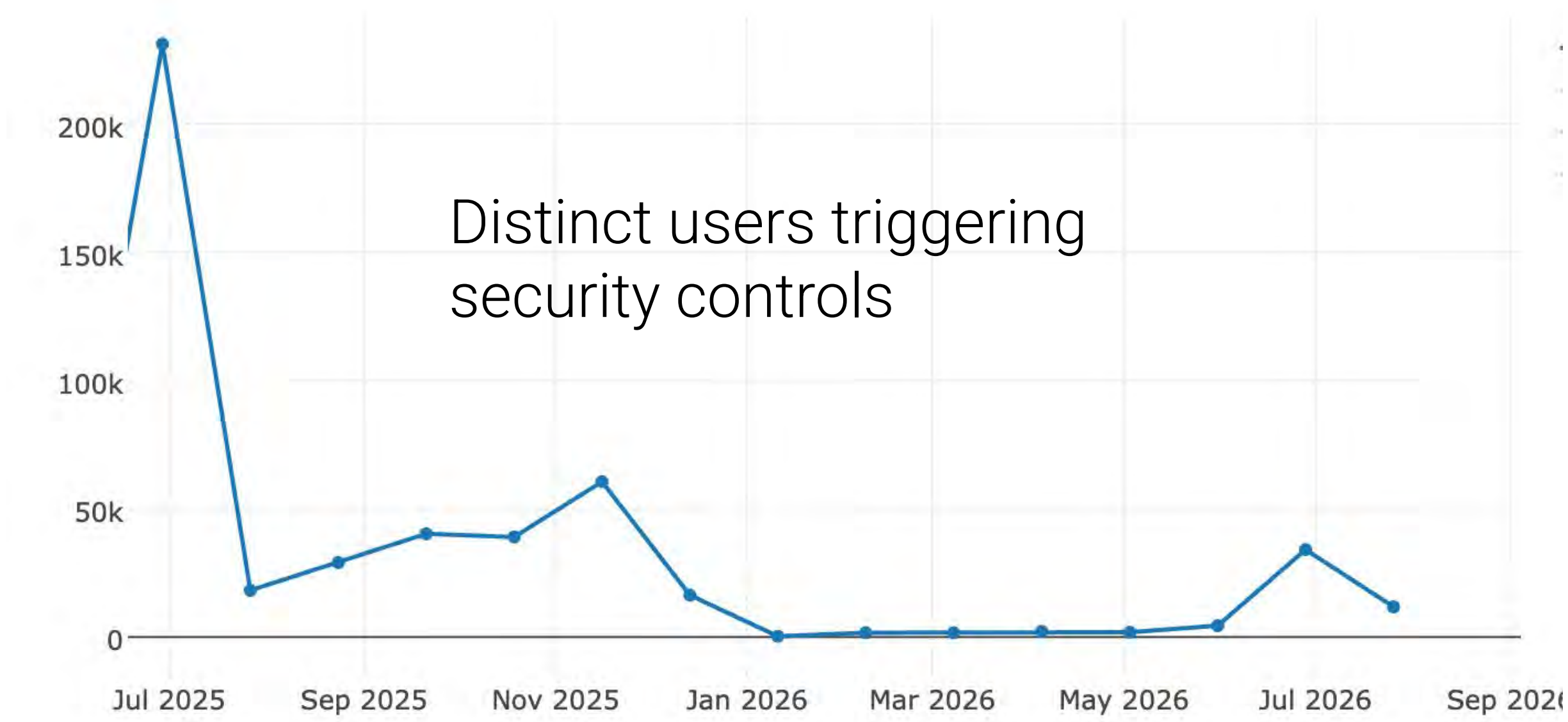
- 1 Parabolic rise in AI scrapers led to stability & SEO de-indexation from remediation
- ✓ Stability rectified; traffic above pre-deindexation levels and projects lifting, financials expected to follow

# Freelancer.com: Google trends





# Freelancer: Security controls

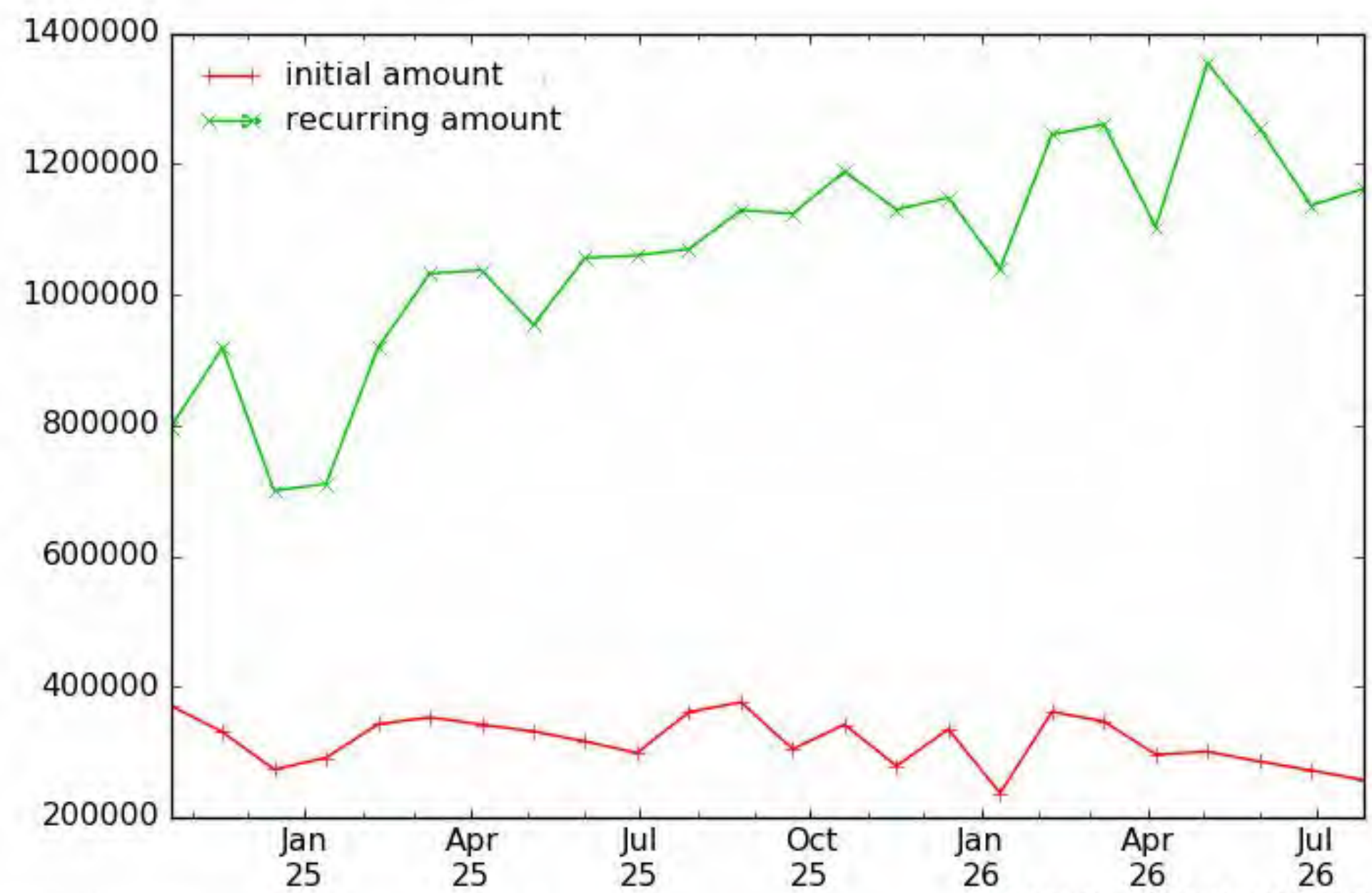


- 2 Security controls reduced fraud risk but also churned returning customers
- ✓ Integrity controls optimised in Q2 FY26

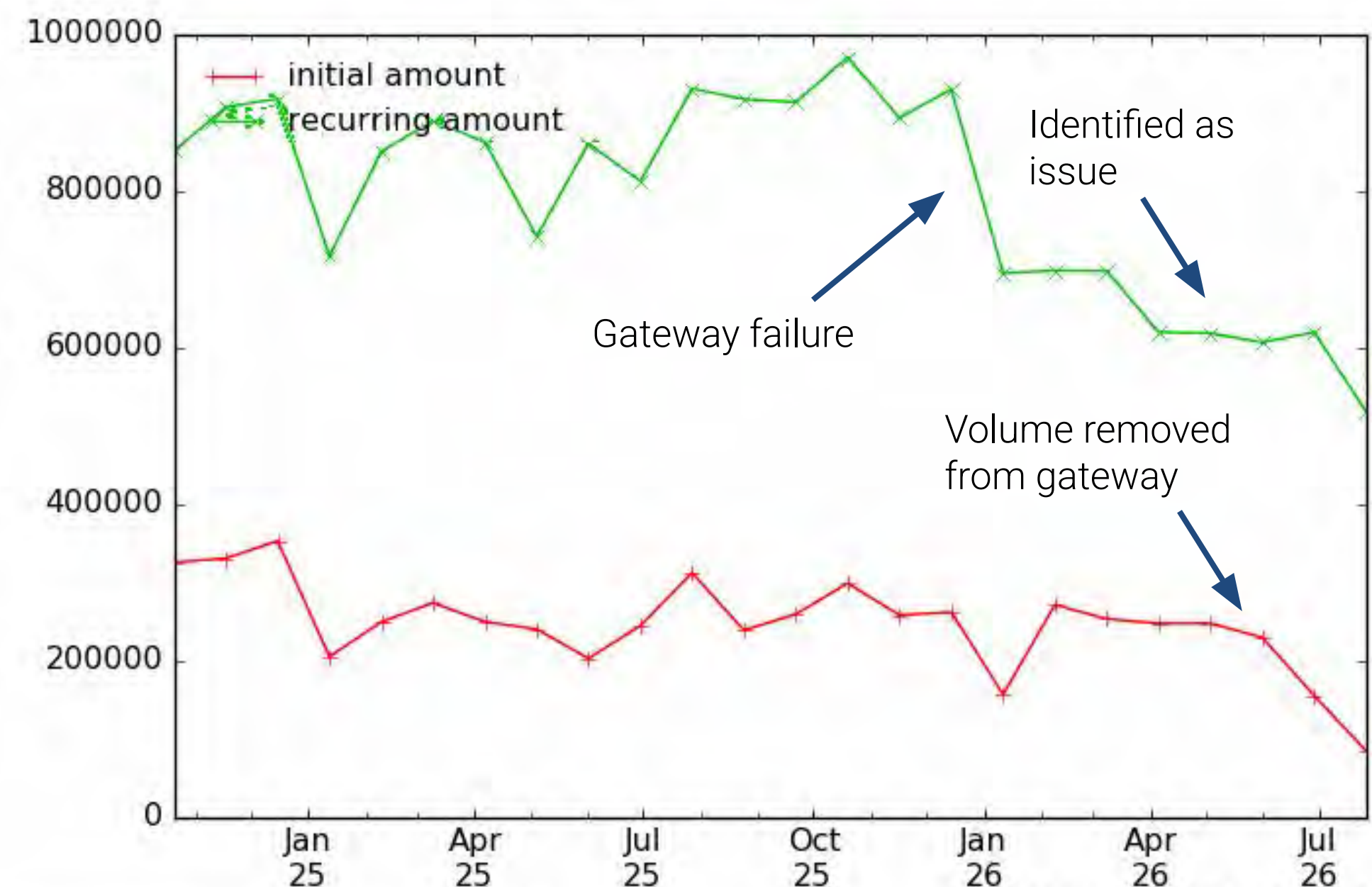
# Freelancer: Payment Gateways



Healthy Gateway

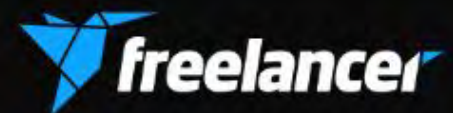


Unhealthy Gateway



Comparing gateways side by side revealed long-standing acceptance issues at some providers, previously masked by aggregate volumes. Remediation is underway, with volume progressively migrated away from underperforming gateways.





Hire freelancers

Find work

Solutions

Log in

Sign up

Post a project

# CHAMPIONS FOR HIRE.

FIND THE BEST FREELANCERS FOR ANY JOB ONLINE

Tell us what you need done in a sentence or two...



or earn money freelancing 💰

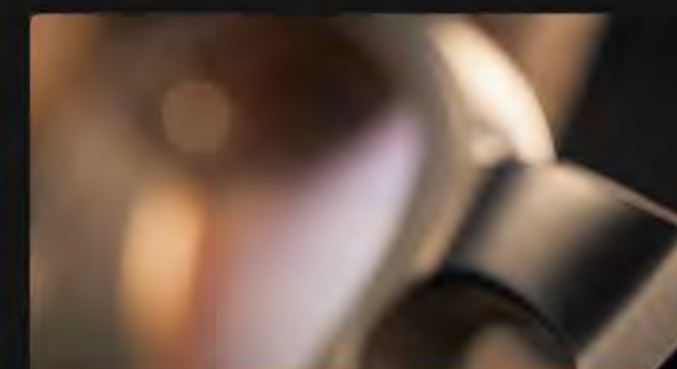
**25,219,567**  
JOBS POSTED

**81,076,920**  
PROFESSIONALS

SAVE 90% & ONLY PAY WHEN  
YOU'RE SATISFIED ON THE WORLD'S  
#1 FREELANCE MARKETPLACE



MAKE IT REAL  
|||  
現実にする  
|||  
यह असली बनाओ  
|||





# FOR THE **COSPLAY** YOU CAN'T MAKE YOURSELF

Don't let your build stall in the final 10%. Post your brief and let specialized makers; from armor sculptors to wig ventilators, pitch to finish your cosplay. Pick your expert, skip the con crunch, and walk in finished.

Tell us what you need for your build...



Try:

Helmet finishing

Wig ventilating

Foam armor

Prop weapons

As featured in:

The New York Times



THE WALL STREET JOURNAL



Golden Knight helmet

In progress - day 4 of 6



## Browse

Freelancers

Projects

Contests

I need a fashion designer (not a graphic designer) with experience on historical costumes and not from Italy



Advance search

Save search

\$ 0-200 USD ×

Fashion designer ×

Not from: Italy ×

Language: English ×

Clear all

## Filters

Showing 1-10 of 20k results

Sort by: Most relevant ▾

## Hourly rate

Minimum

\$ 0

Maximum

\$ 200

## Skills

Search skills

## Countries

Search countries

Online only



## Minimum rating



## Reviews

Minimum

0

Maximum

500+

## Exams

Search exams



Chanel @chanel

★★★★★ 4.8

504

9.0

95%

United States

\$70 USD

per hour

Talented fashion designer and stylist

As an experienced fashion designer with a keen eye for current market trends, I will design a cohesive.... [more](#)

Fashion Design • Illustration • Costume Design

Invite to Bid

Contact



@chanel Has completed a project delivering costume design with fabric recommendations for production



Dior @dior

★★★★★ 4.8

504

9.0

95%

United States

\$70 USD

per hour

Fashion | Design | Styling

I will deliver highly detailed, full-color digital fashion illustrations and mood boards that bring your... [more](#)

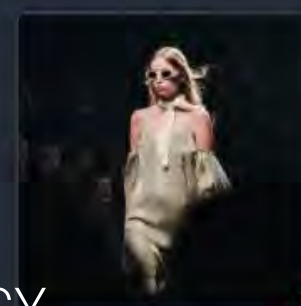
Fashion Design • Illustration • Costume Design

Invite to Bid

Contact



@dior Has created a historical, trend-forward women's costume design delivered as a client project



Prada @prada

★★★★★ 4.8

504

9.0

95%

United States

\$70 USD

per hour

Trend focused fashion designer

"I specialize in eco-conscious apparel design and will help you create a stunning, sustainable clothing line... [more](#)

Fashion Design • Illustration • Costume Design

Invite to Bid

Contact





# Freelancer: solving higher value problems

Transform your business with

## AI DEVELOPMENT

Using the

### World's largest cloud workforce

Your vision, delivered anytime, anywhere



AI jobs in 2Q26 now 7.4% of GMV

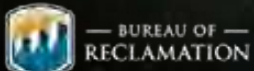
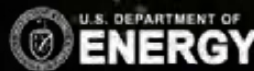
freelancer

## MOONSHOT

INNOVATION CHALLENGES

Unleash the power of **global genius**  
Where 90 million minds converge to **solve humanity's greatest challenges**

Trusted by





freelancer Global Fleet

## Field Services

When infrastructure fails, every second costs millions. We deploy in an instant.

Freelancer's Global Fleet connects you with skilled professionals exactly when and where you need them. Get full coverage during peak seasons and maintain operations in the most challenging locations all without the overhead of maintaining year-round staff.

Get started



freelancer Enterprise

## Government partnerships + Global reach







# POWERING THE WORLD'S COMMERCE

OVER **US\$8,300,000,000** IN TRANSACTIONS SECURED

BUYERS INSPECT.  
SELLERS DELIVER.

FUNDS RELEASE ONLY  
WHEN BOTH SIDES AGREE.

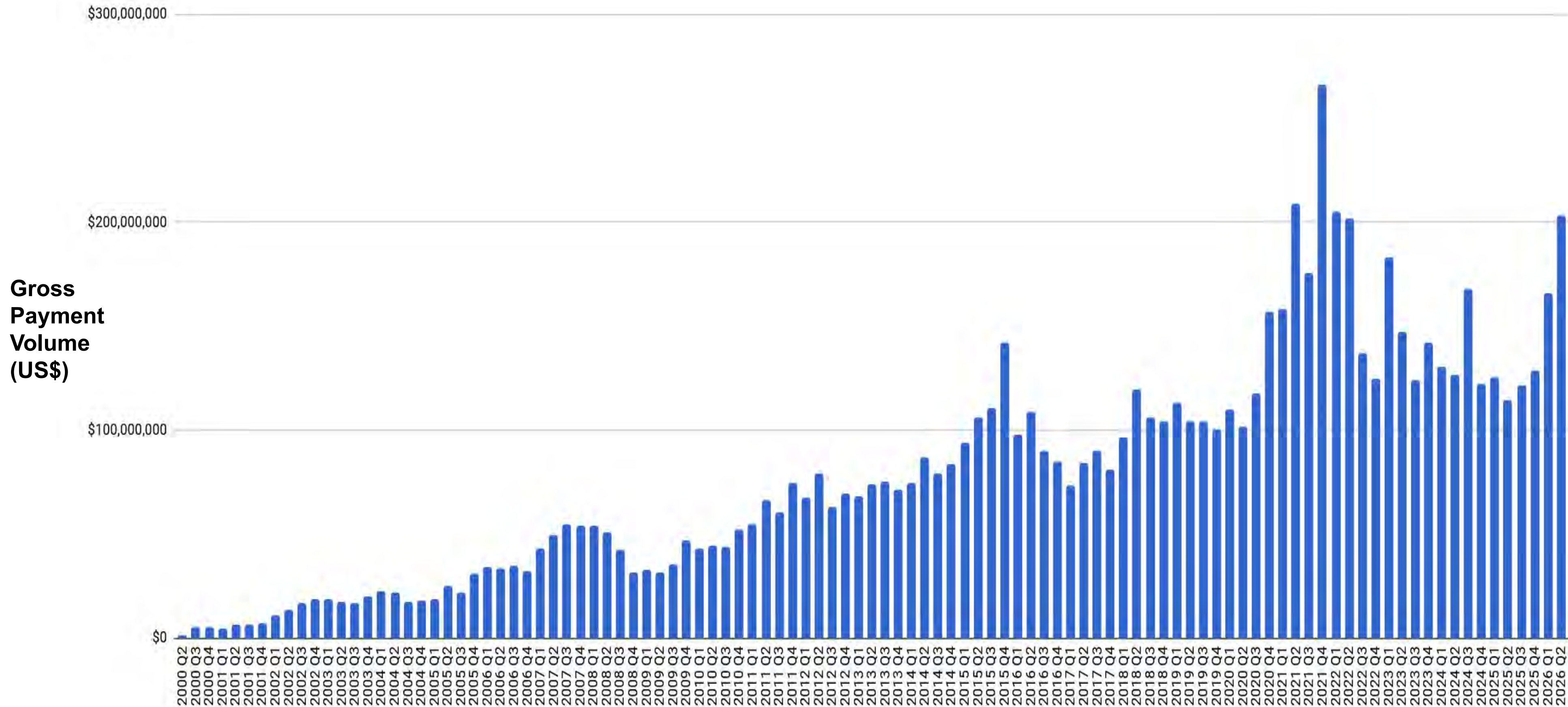


INVESTOR@ESCROW.COM



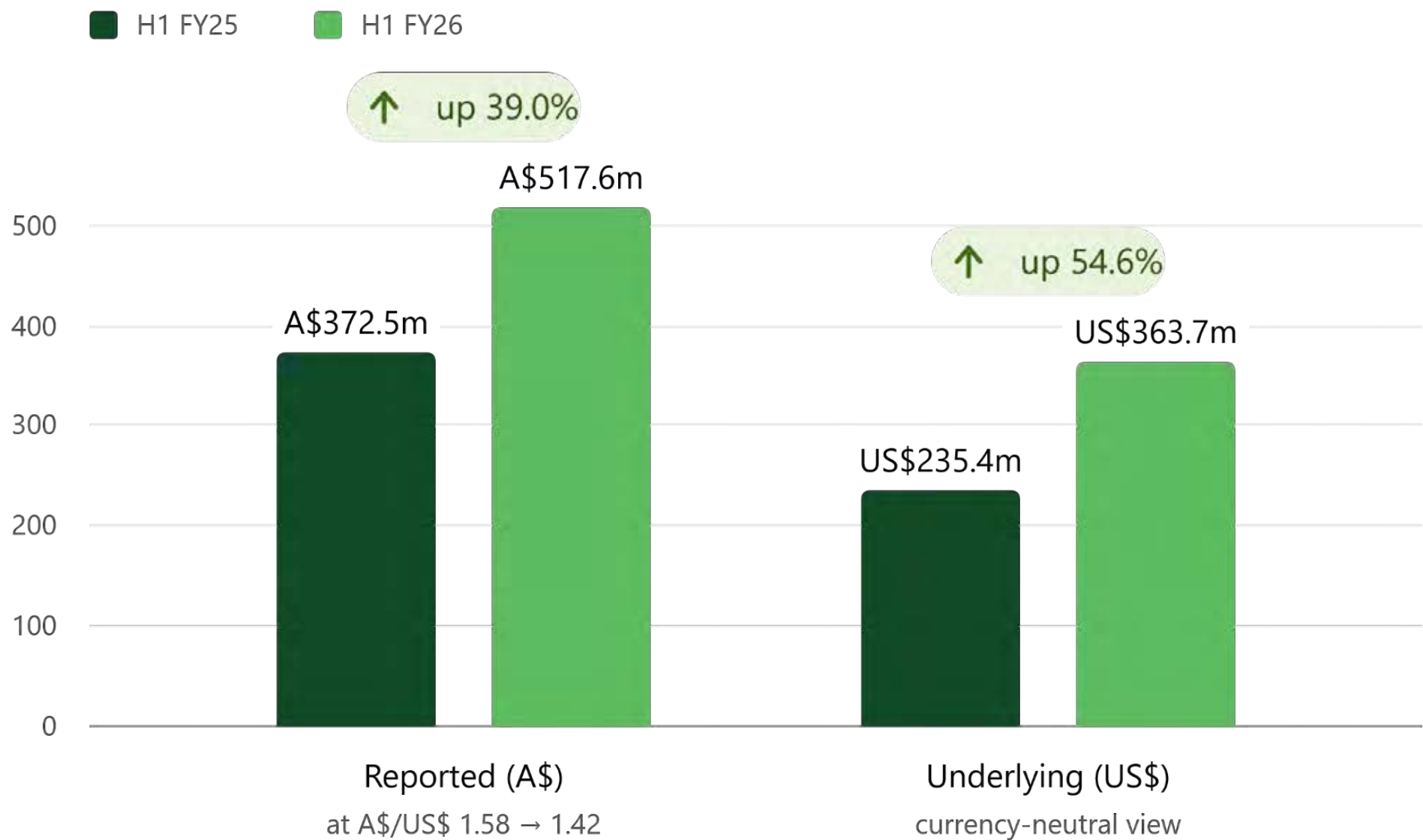


# Escrow: scaling strongly with leverage





# Escrow: scaling strongly with leverage



- 1 Fourth highest GMV. Predominantly USD GMV demonstrates underlying strength
- 2 New banking integrations including real-time payments, instant matching deployed
- 3 Broke into new market: wholesale electronics
- 4 New UX rolling out in 3Q26
- 5 Seventh consecutive year of profitability

Domain names

up 56%

IPv4

up 70%

Wholesale Electronics

up 1688%

forecast to become #2





**Loadshift**



# Australia's largest freight marketplace

1,000,000,000+ KM OF FREIGHT POSTED



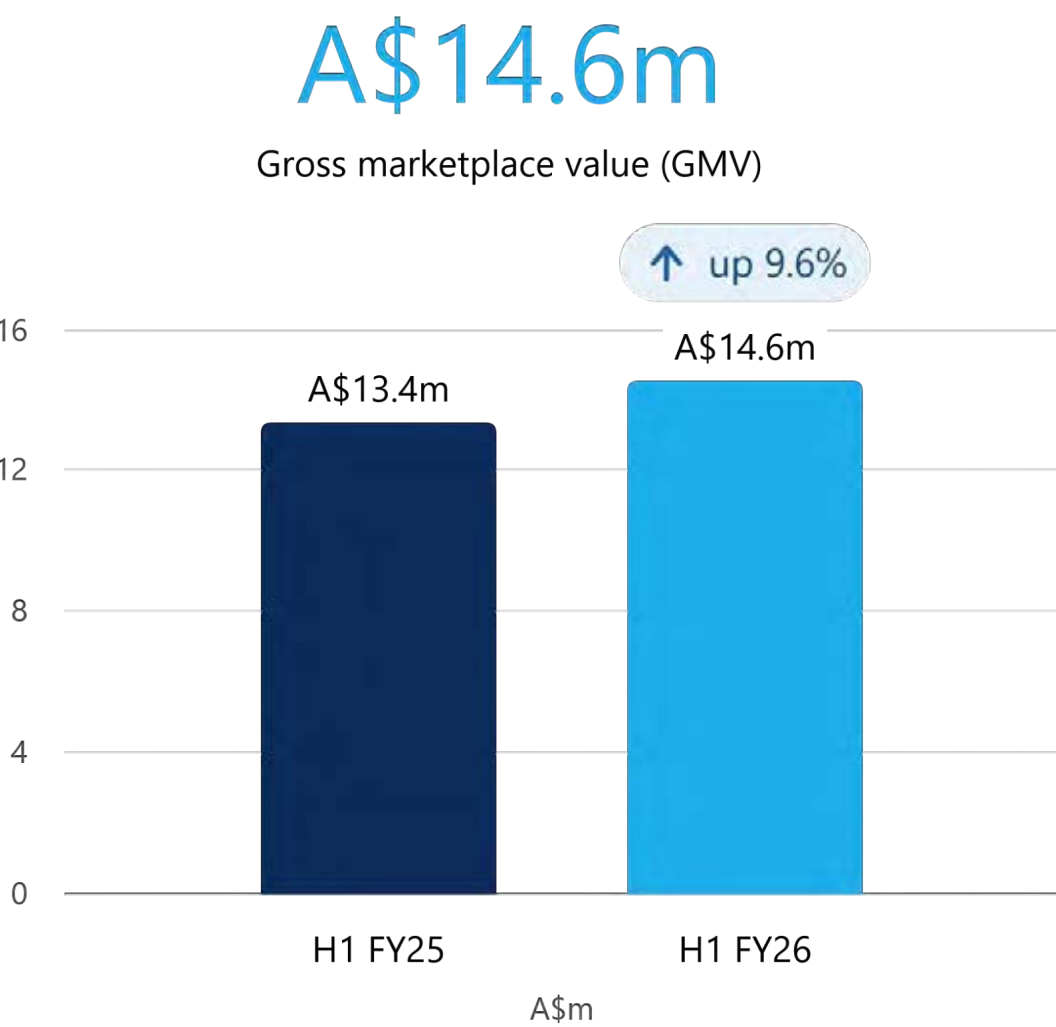


# ↗ Loads Shifted





# Loadshift: growing activity & preparing to scale



- 1 All-time record revenue, GMV
- 2 Record media hits from authority on fuel crisis. Major industry events: EXA Perth, Diesel Dirt & Turf, Sydney Build, Hire26 and Queensland Mining Expo.
- 3 New product launches including carrier onboarding redesign and enterprise features. Bridge to PSTN from in-app calling launched
- 4 Progressing plans to expand beyond Australia to other jurisdictions.





# H1 FY26 Financial Performance

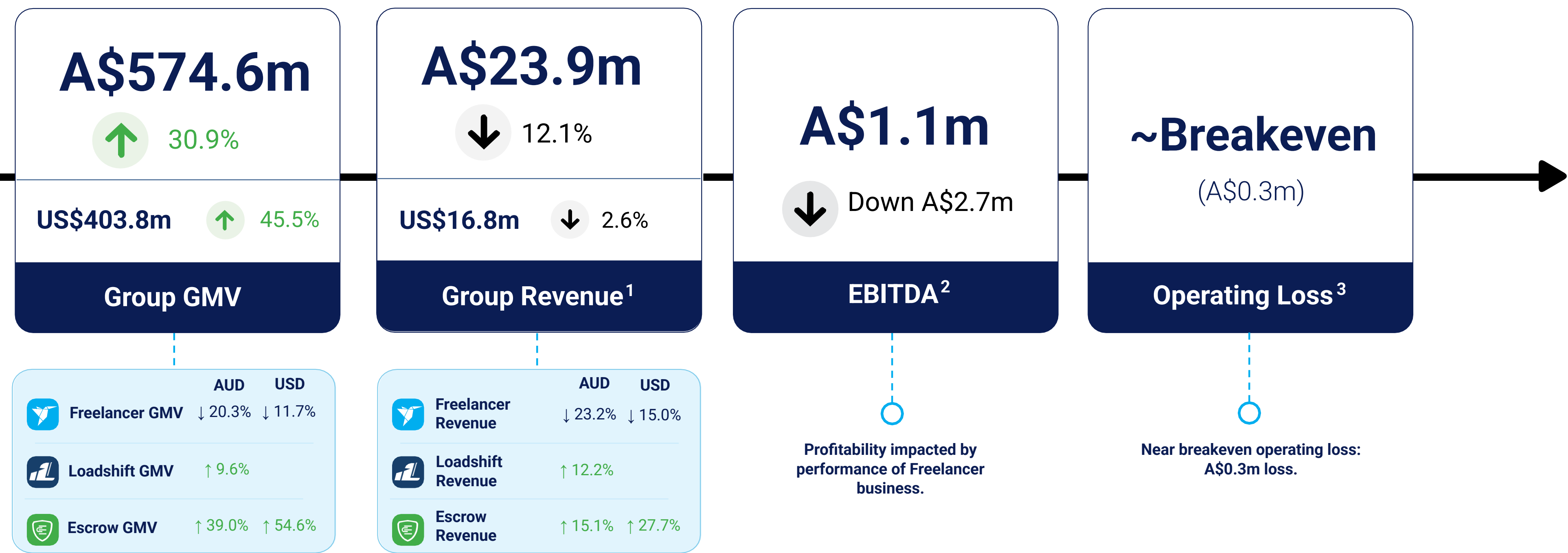


Dylan Carter  
CFO



# H1 FY26 - Key Metrics

Group GMV increased 30.9% from strong Escrow and Loadshift growth, but overall Gross Profit was down 10.4% due to lower performance in high-margin freelancer business



1 Revenue includes interest income earned on cash and cash equivalents.

2 EBITDA is calculated as earnings before interest expense, income tax, depreciation and amortisation. It includes interest income earned on cash and receivables but excludes sublease income, foreign exchange gains and losses, and share-based payments expenses.

3 Operating loss is calculated as EBITDA, less depreciation of right-of-use assets, depreciation of fixed assets and interest expense on lease liabilities, plus sublease income.



# Marketplace financial performance

Managing headwinds in Freelancer, while readying Loadshift for growth

| Results (A\$m)                 | H1 FY26 | H1 FY25 | Growth   | Growth % | CC Growth % |
|--------------------------------|---------|---------|----------|----------|-------------|
| <b>Gross Marketplace Value</b> |         |         |          |          |             |
| Freelancer                     | 42.4    | 53.2    | (10.8)   | (20.3%)  | (11.7%)     |
| Loadshift                      | 14.6    | 13.4    | 1.3      | 9.6%     |             |
| Total                          | 57.0    | 66.6    | (9.6)    | (14.3%)  |             |
| <b>Gross Revenue</b>           |         |         |          |          |             |
| Freelancer                     | 14.9    | 19.4    | (4.5)    | (23.2%)  | (15.0%)     |
| Loadshift                      | 1.8     | 1.6     | 0.2      | 12.2%    |             |
| Total                          | 16.7    | 21.0    | (4.3)    | (20.4%)  |             |
| Cost of Sales                  | (2.5)   | (3.4)   | 0.9      | (26.5%)  |             |
| Gross Profit                   | 14.2    | 17.6    | (3.4)    | (20.5%)  |             |
| Gross margin (%)               | 85.0%   | 83.8%   | +1.2 ppt |          |             |

**Freelancer GMV A\$42.4M down 20.3%:** lower marketplace activity. On a USD basis, GMV declined 11.7%, with the weaker US dollar amplifying the reported decline.

Performance impacted by:

- Additional login friction following enhanced security controls, including 2FA
- Organic search headwinds from AI scraping, rate limiting and indexation
- Lower payment acceptance following the gateway migration issue

**Freelancer revenue A\$14.9M down 23.2%** (down 15% on a USD basis)

**Loadshift GMV A\$14.6m up 9.6%:** continued marketplace activity. PSTN to in-app voice bridge was released, in 2H26 will reduce off-platform activity.

**Loadshift revenue A\$1.8M up 12.2%**

**Gross Profit A\$14.2M down 20.5%**

**H2 focus:** improve product execution, remove conversion friction, rebuild organic traffic and improve customer retention.

# Escrow financial performance

Escrow is scaling strongly and delivering improved operating leverage

| Results (A\$m)                 | H1 FY26      | H1 FY25      | Growth          | Growth %       | CC Growth % |
|--------------------------------|--------------|--------------|-----------------|----------------|-------------|
| <b>Gross Marketplace Value</b> |              |              |                 |                |             |
| Escrow                         | 517.6        | 372.5        | 145.1           | 39.0%          | 54.6%       |
| <b>Total</b>                   | <b>517.6</b> | <b>372.5</b> | <b>145.1</b>    | <b>39.0%</b>   |             |
| <b>Gross Revenue</b>           |              |              |                 |                |             |
| Escrow                         | 7.0          | 6.1          | 0.9             | 15.1%          | 27.7%       |
| <b>Total</b>                   | <b>7.0</b>   | <b>6.1</b>   | <b>0.9</b>      | <b>15.1%</b>   |             |
| <b>Take Rate (%)</b>           | <b>1.35%</b> | <b>1.63%</b> | <b>-28 bps</b>  |                |             |
| <b>Cost of Sales</b>           | <b>(0.5)</b> | <b>(0.6)</b> | <b>0.1</b>      | <b>(16.7%)</b> |             |
| <b>Gross Profit</b>            | <b>6.5</b>   | <b>5.5</b>   | <b>1.0</b>      | <b>21.8%</b>   |             |
| <b>Gross margin (%)</b>        | <b>92.9%</b> | <b>90.2%</b> | <b>+2.7 ppt</b> |                |             |

**Escrow GMV up 39.0%:** domain-name transactions remained a core growth driver, complemented by increased activity in wholesale electronics and IPv4 transactions. On a constant currency basis, GMV increased 54.6%, with the weaker US dollar reducing reported growth.

**Escrow revenue A\$7.0M up 15.1%:** continued the strong growth achieved in recent periods. On a constant currency basis, revenue increased 27.7%.

**Take rate reduced to 1.35% from 1.63%:** high-value transactions contributed to GMV but carried lower take rates due to the mix and pricing characteristics of larger transactions.

**Gross Profit A\$6.5M up 21.8%**

**Improved operating leverage:** revenue growth on a relatively stable cost base drove stronger profitability.

**H2 focus:** driving further growth in key verticals including wholesale electronics & import/export



# Earnings show cost discipline

| Results (A\$m)                         | H1 FY26 | H1 FY25 | Growth     | Growth % |
|----------------------------------------|---------|---------|------------|----------|
| Revenue <sup>1</sup>                   | 23.9    | 27.2    | (3.3)      | (12.1%)  |
| Gross Profit <sup>1</sup>              | 20.9    | 23.2    | (2.3)      | (10.4%)  |
| Gross margin (%)                       | 87.4%   | 85.3%   | 2.1 ppt    |          |
| Employee expenses                      | 9.8     | 10.2    | (0.5)      | (4.4%)   |
| Hosting                                | 3.0     | 3.2     | (0.2)      | (5.0%)   |
| Marketing related                      | 3.1     | 3.0     | 0.1        | 3.8%     |
| Administrative expenses                | 3.8     | 3.0     | 0.8        | 26.7%    |
| Operating expenses                     | 19.8    | 19.4    | 0.4        | 1.8%     |
| EBITDA <sup>2</sup>                    | 1.1     | 3.8     | (2.7)      | (70.2%)  |
| EBITDA margin (%)                      | 5.4%    | 16.2%   | (10.8 ppt) |          |
| Operating (loss) / profit <sup>3</sup> | (0.3)   | 1.8     | (2.1)      |          |
| Net (loss) / profit after tax          | (2.1)   | 1.9     | (4.0)      |          |

1 Revenue and Gross Profit includes interest income earned on cash and cash equivalents.

2 EBITDA is calculated as earnings before interest expense, income tax, depreciation and amortisation. It includes interest income earned on cash and receivables but excludes sublease income, foreign exchange gains and losses, and share-based payments expenses.

3 Operating loss / profit is calculated as EBITDA, less depreciation of right-of-use assets, depreciation of fixed assets and interest expense on lease liabilities, plus sublease income.

**Group revenue A\$23.9M down 12.1%:** included A\$0.2M of interest income, compared with A\$0.1M in H1 FY25. Strong Escrow.com and Loadshift growth was offset by weaker Freelancer performance.

**Gross profit A\$20.9M down 10.4%:** the decline was lower than revenue due to relatively fixed cost of sale base of escrow volumes.

**Operating loss A\$0.3M:** compared with an A\$1.8M operating profit in H1 FY25. Employee and hosting costs were reduced through active cost management, operating efficiencies and supplier negotiations, partly offset by higher AI tooling and Escrow.com compliance costs. The result includes the net cash impact of Sydney leases and sublease income, including rent capitalised under AASB 16.

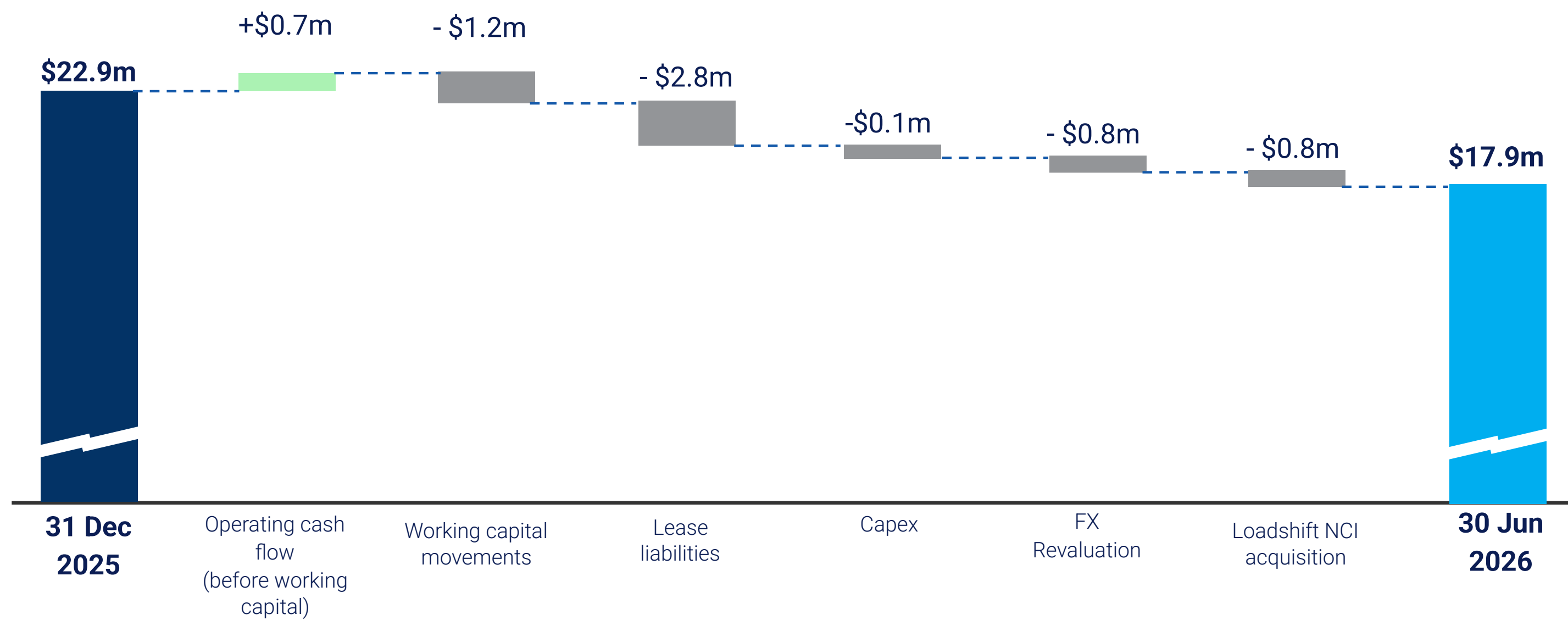
**Net loss after tax A\$2.1M** primarily driven by a **A\$2.4M non-cash impairment** of non-core digital assets (Warrior Forum, acquired in 2014). The carrying values of the core Freelancer, Escrow.com and Loadshift businesses remained supported.

**FX gain A\$0.9M:** arose mainly from translating foreign denominated liabilities back to AUD, compared with a similar A\$1.0M gain in H1 FY25.

|        |                |                    |
|--------|----------------|--------------------|
| \$1.1m | (\$0.3m)       | (\$2.1m)           |
| EBITDA | Operating Loss | Net loss after tax |

# Cash flow profile H1 FY26

Cash and cash equivalents were A\$17.9m at 30 June 2026, with positive operating cash flow before working capital offset by lease payments, working-capital movements and the acquisition of non-controlling interests.





# Capital & balance sheet

CASH POSITION



~A\$17.9m

Cash at bank, 30 June 2026



Strong treasury discipline  
to manage user obligations



Get to consistent,  
positive Free Cash Flow



Achieve outsized return  
on invested capital

# H2 FY26 Outlook



Matt Barrie  
Chief Executive  
& Chairman



# H2 FY26 Outlook

Executing on key initiatives to accelerate growth

## Return Freelancer Growth

- Product stability under new leadership
- Improve payment acceptance and conversion
- Improve organic and vertical-specific acquisition
- Increase repeat use and higher-value projects

## Scaling Escrow & Loadshift

- Expand Escrow verticals and product adoption
- Improve Loadshift monetisation and enterprise workflows
- Progress selective geographic expansion

## Improve operating leverage

- Implement identified cost savings
- Tangible productivity and customer outcome improvements with AI being demonstrated
- Allocate capital selectively and improve cash generation

# Q&A



Matt Barrie  
Chief Executive &  
Chairman



Dylan Carter  
CFO



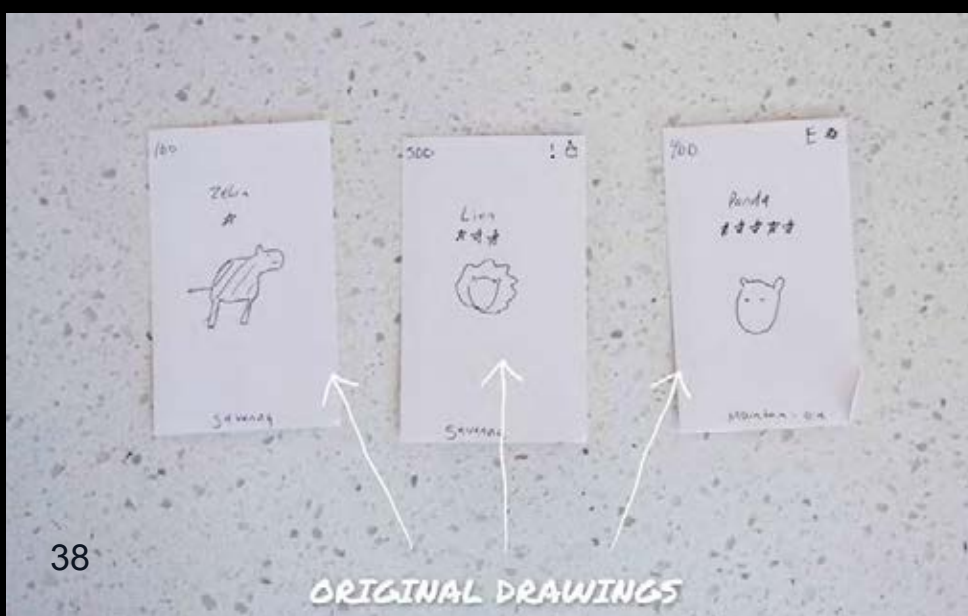
# Appendix



# Make it real.

This game product design cost and took 30 days make

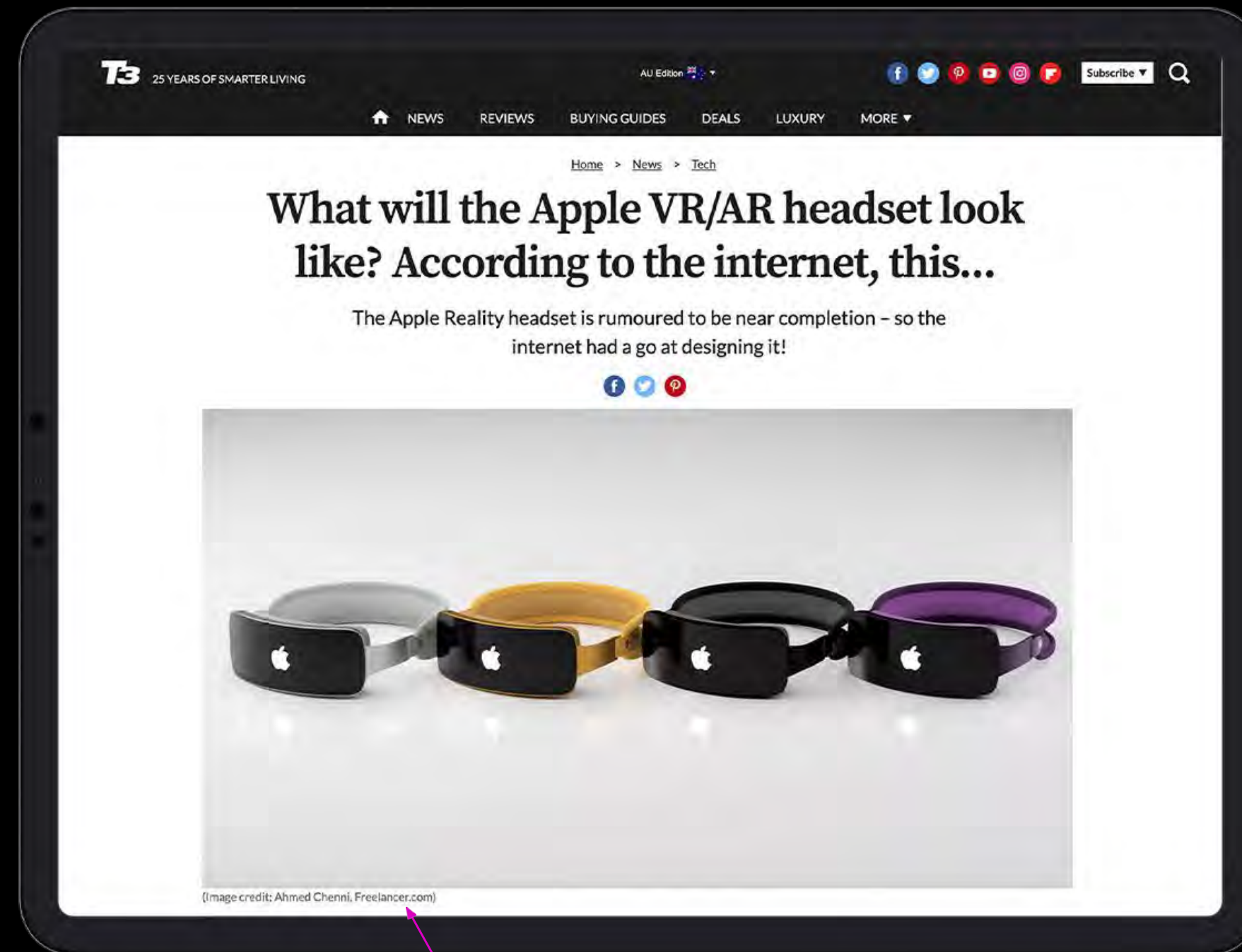
\$2500 USD





# Create the Future

We help entrepreneurs & organizations create products & services of the future.



This Apple VR headset concept cost  
and had 56 entries in 14 days

\$500 AUD



52

## Regional Websites

### North America

-  US (International)
-  Canada
-  Jamaica

### Latin America

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

### Africa

-  South Africa
-  Kenya

### Europe

-  United Kingdom
-  European Union
-  France
-  Germany
-  Greece
-  Portugal
-  Spain
-  Czech Republic
-  Sweden
-  Iceland
-  Ireland
-  Italy
-  Netherlands
-  Turkey
-  Poland
-  Romania
-  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

33

## 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

Shqip

Slovene

Svenska

Kiswahili

Thai

Türkçe

Tiếng Việt

Українська

мова

中文(简体)

38

## 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

SAR

THB

TRY





# The Industry's Most Trusted Talent Platform

Freelancer leads every major competitor for customer satisfaction:

**4.5 "Excellent"** rating on Trustpilot from 18,000+ verified reviews

**4.7 out of 5** on SiteJabber across 20,000+ customer ratings

**Winner – 2024 SiteJabber Customer Choice Award** for outstanding service

**#1 in customer satisfaction** among global freelancing platforms, year after year

When you choose **Freelancer**, you're choosing the platform businesses trust most.



✓ Claimed profile

**Freelancer**

Reviews 18,039 • ★★★★★ 4.5 ⓘ

Business to Business Service



**Freelancer** ✓

Reviews 20,075

★★★★★ 4.7

freelancer.com

Write a Review

Ask a Question



# Freelancer: The World's Largest Cloud Workforce

---

**Unmatched value, unrivaled scale, AI-powered precision**

## Global Talent Network:

90+ million professionals across 247 countries & territories, 4,000+ skills, 33 languages, and 38 currencies

## Hyperfluid Marketplace:

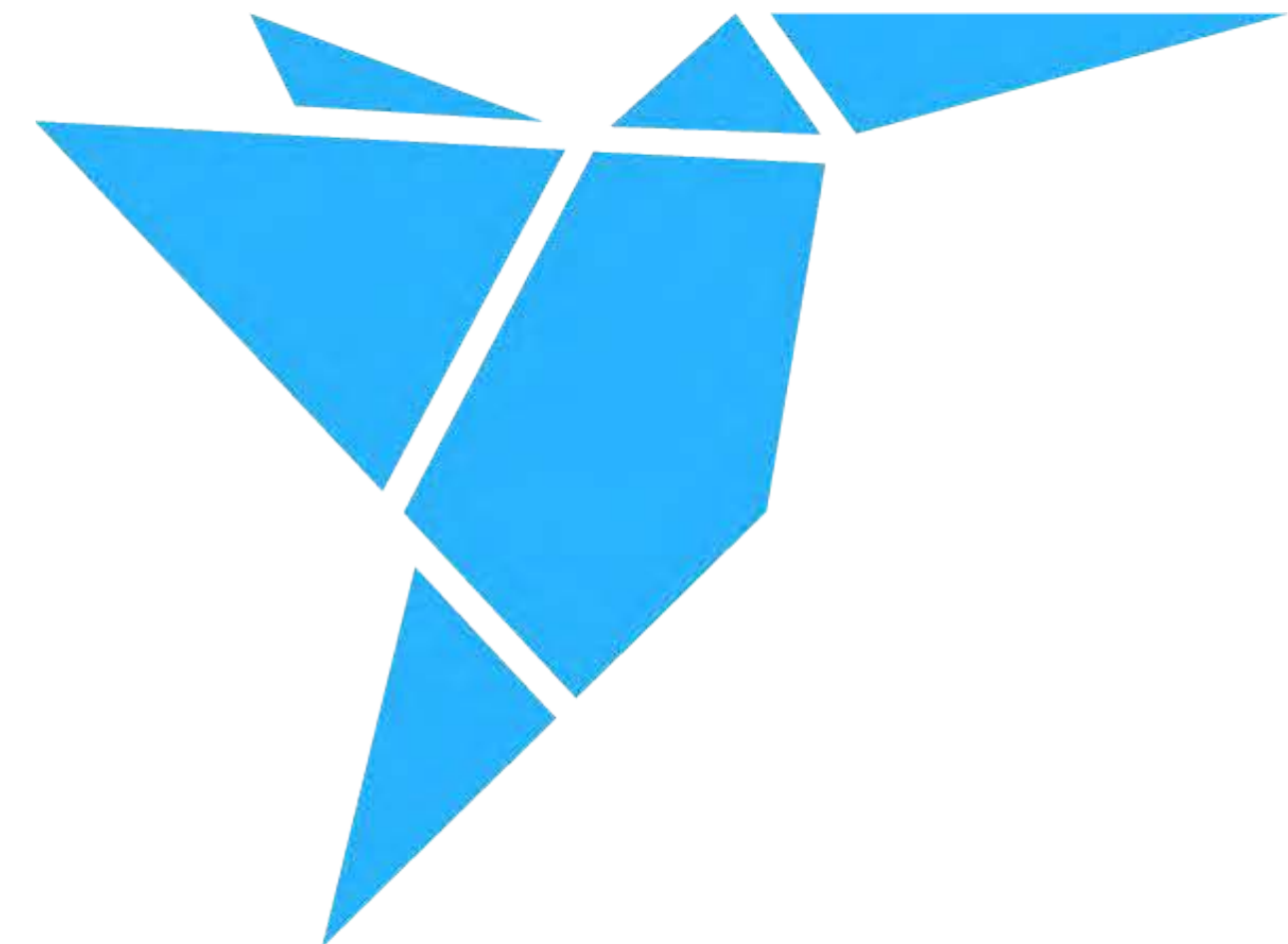
Projects receive bids within 60 seconds; no platform globally matches our response velocity or scale

## Client-Friendly Model:

- **Free** to post jobs, review portfolios, and receive competitive bids
- Industry-low 3% commission only when you hire

## Freelancer-Friendly Platform:

- **Free** access to global opportunity marketplace
- **Free** professional profile and portfolio builder
- Transparent 10% commission structure
- **Unlock global talent today- post your project for free**





# Projects

## From Concept to Creation in Minutes

Post your project brief and watch top talent compete for your business. Our platform delivers unmatched speed and selection with built-in payment protection.

84%

of projects receive bids within 60 seconds

54

bids on average per project

Simply describe your needs and set your budget

Receive an average of 35 qualified proposals

Home design for a lake view lot

Complete

Bids 35

Average bid \$3,184 USD

The project entails creating a comprehensive set of 15 high-quality renderings, both exterior and interior, for a residential property located in Miami, Florida. This will involve the development of a detailed 3D model of the residence, which captures its architectural nuances, environmental context, and design aesthetics. The initial phase will include the creation of preliminary renderings to visualize the basic layout, design elements, and color schemes. These preliminary renderings will serve as the foundation for subsequent refinement and corrections.

Susan P. @susanp

Residential Architect and 3D Modeler

\$3,200 USD in 14 days

Chat Award

Suresh M. @sureshdesigns

Architectural Designer

\$3,000 USD in 14 days

Chat Award

Kelly S. @kellys

Sceni

\$3,230 USD

Chat Award

Robert Y. @roberty

Home Design Specialist

\$3,100 USD in 12 days

Chat Award

Andrew W. @andywhomes

Custom Home Planner and Designer

\$3,500 USD in 16 days

Chat Award

Phillip H. @philliph

\$3,210 USD

Chat Award

Exterior rendering of a modern house with a pool.

Interior rendering of a modern living room.

★★★★★ 5.0

Home design for a lake view lot

Went above and beyond to understand the project requirements. While his work is excellent, he is a great person to work with. I would highly recommend working with this freelancer.

🇺🇸

Garima L. @TLC2019



# Contests

**Unlimited creative firepower,  
only pay for results**

Harness the collective genius of our global talent pool: logos, website designs, naming, packaging, illustration, and product concepts & more.

## The Contest Advantage:

1,500,000+ entries per month  
20,000,000+ entries per year

**93%**

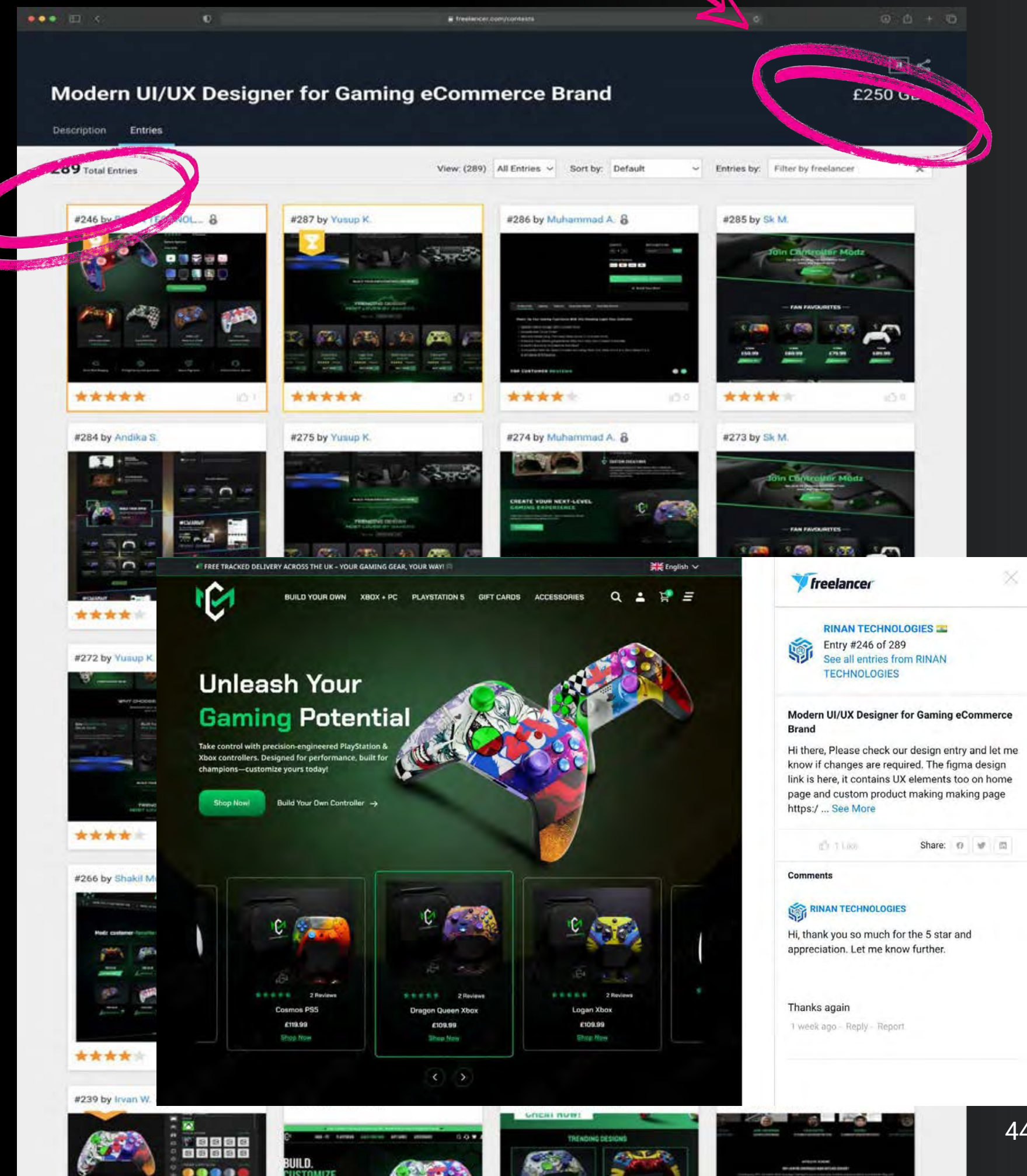
of contests receive  
entries within 1 hour

**761**

average entries  
per contest

*289 freelancers  
competing for the  
prize!*

*Offer a prize*



*Ratings and  
feedback until won*



Transform your business with

# AI DEVELOPMENT

Your new  
receptionist  
just ate Siri  
for breakfast.

Get your AI Action plan now at:  
[freelancer.com/ai](https://freelancer.com/ai)

Web Development > App Development > AI Development

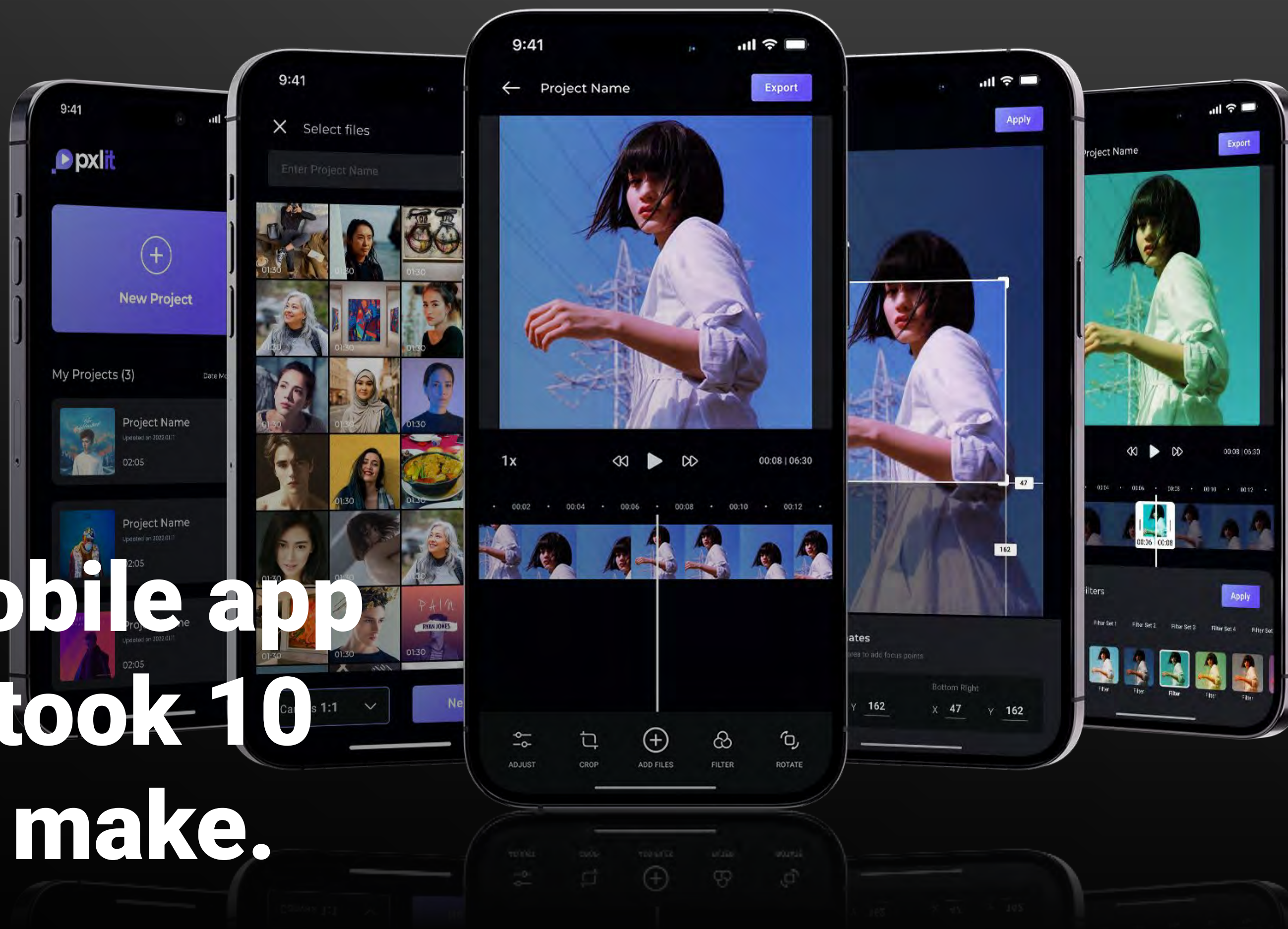






**This mobile app  
design took 10  
days to make.**

**\$500 USD**







**This 3D product  
visualisation  
took 3 weeks**

**\$435 USD**







**These detailed 3D  
watches modelled  
in 1 week.**

**\$500 USD**







# **This Next Generation System for First Responders was built for the National Institute of Standards and Technology**

**\$1M USD**



# Ready-to-Deliver Services from Top-Tier Talent

*Freelancers  
can create  
and sell their  
own custom  
services*

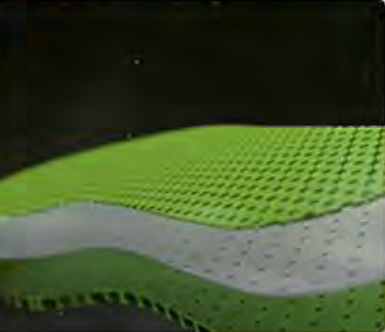
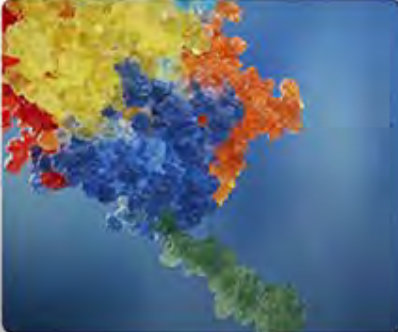
## Realistic 3D Animation Creation

Ekarthaan. @Ekarthaan

★★★★★ 4.8

164

India



What's included

Hourly Work

|                          |           |
|--------------------------|-----------|
| ✓ For 3D Video Animation | \$40/hour |
|--------------------------|-----------|

Items

|                                    |         |
|------------------------------------|---------|
| ✓ 90 second 3D Animation Realistic | \$2,000 |
|------------------------------------|---------|

🕒 28 days delivery

[Purchase for \\$2,000](#)

[Chat](#)

By purchasing this service, you declare you have read and agree to our [User Agreement](#) and [Privacy Policy](#).

About this service

Custom CGI 3D Animation Service Elevate your concepts with our tailored CGI 3D animation service. From script to rendering, we promise exceptional quality and creative realization.

Key Steps: Consultation: In-depth discussion to understand your vision, setting the stage for collaboration. Script and Storyboard: Develop a comprehensive script and storyboard as the guiding blueprint.

*Clients can  
purchase  
services  
directly*



# Your Project, Our Global Cloud of 88 Million Professionals



## Ashraf S. @ashrafshekh

★★★★★ 4.9 168 8.1 95%

**MECHANICAL ENGINEER | SOLIDWORKS | ANSYS | CAD,CAM**

\$30 USD / Hour · India (4:18 AM) · Joined on March 26, 2015

**VUTUK DESIGN AND MEDIA**  
Looking for a highly skilled mechanical engineer with a wealth of experience in design and expert proficiency in various design tools? Look no further! With 12 years of experience in the design field, I have honed my skills in tools such as SolidWorks, ANSYS, CATIA, and Fusion 360, to name a few.

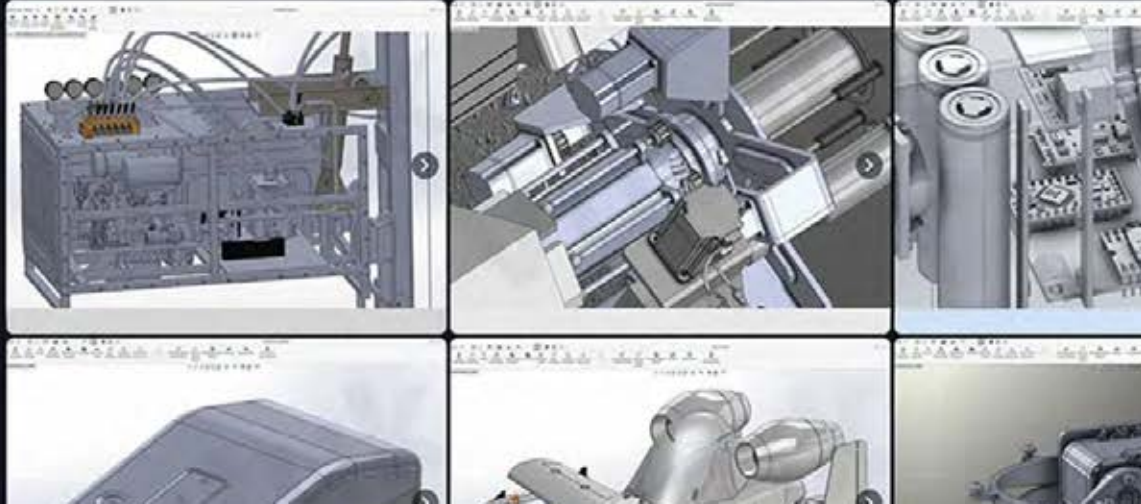
My expertise in machine design, FEA analysis, CFD analysis, and structural analysis make me a valuable asset to any team.

Additionally, I have a talent for creating stunning 2D drawings, product renderings, and animations, including explainer animations in both 2D and 3D. I also have experience in heavy equipment lifting plans, 2D explainer animation videos, and video editing.

Let's work together to bring your designs to life and take your projects to the next level!

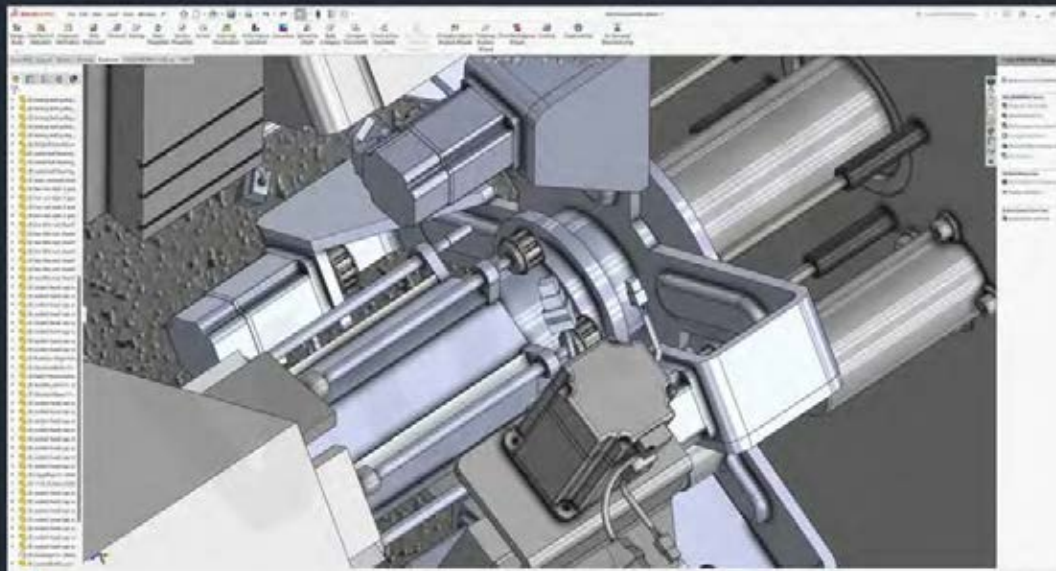
### Portfolio

All 3D Modelling (24) New Product design (25) CFD Simulations (12) New Concept Design (4)



## Machine designs Portfolio-21

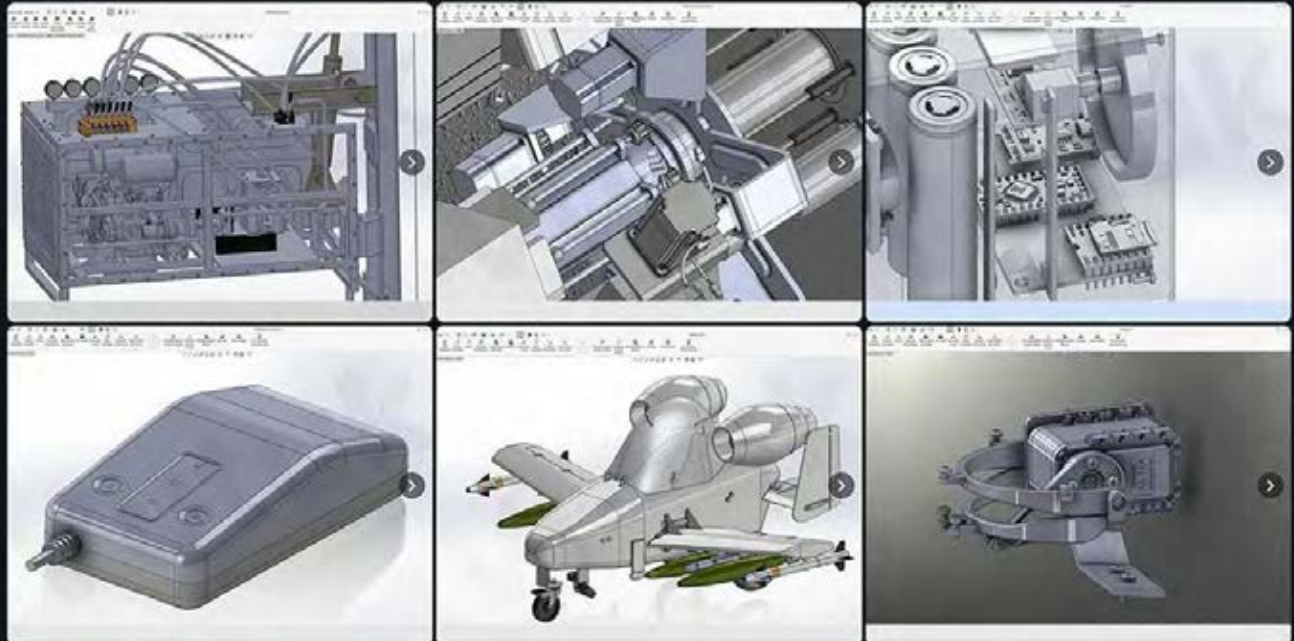
3D MODELLING, NEW PRODUCT DESIGN



Vutuk.com

### Portfolio

All 3D Modelling (24) New Product design (25) CFD Simulations (12) New Concept Design (4)







*freelancer*

# MOONSHOT

INNOVATION CHALLENGES

Unleash the power of **global genius**  
Where 90 million minds converge  
**solve humanity's greatest challenges**

**Enterprise Access to NASA-Grade Problem Solving**  
**[freelancer.com/innovation-challenges](https://freelancer.com/innovation-challenges)**

Trusted by







# TARGETED Genome Editor Delivery Challenge

|                         |                                                                                                                                                                                                   |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Client                  | National Institutes of Health                                                                                                                                                                     |
| Field                   | Biotechnology                                                                                                                                                                                     |
| Problem                 | Genome editing to treat rare diseases which affects 10% of the population. <ul style="list-style-type: none"><li>programmable delivery systems</li><li>crossing the blood-brain barrier</li></ul> |
| Breakthrough innovation | Self-Assembling Proteins, Extracellular Vesicle-Based Delivery, Ultrasound-Assisted Lipid Nanoparticles, Milk Exosomes                                                                            |
| Expertise               | Biotechnology   Medical Research   Bioengineering Epidemiology   CRISPR                                                                                                                           |

\$6M USD

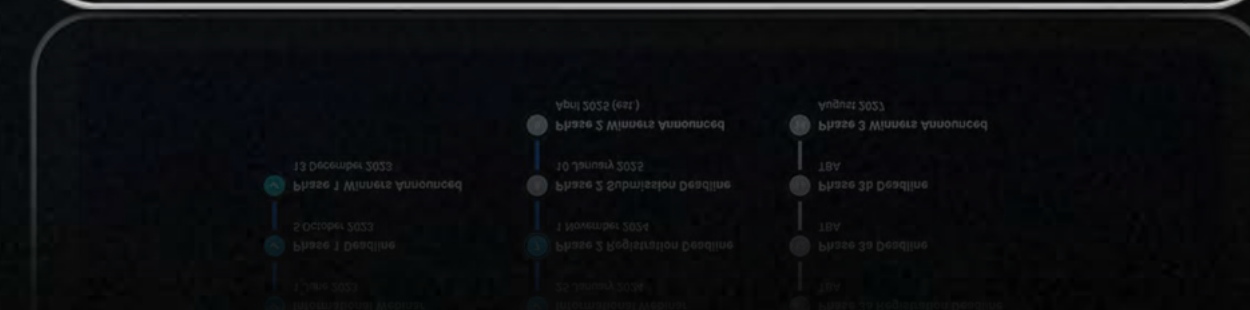
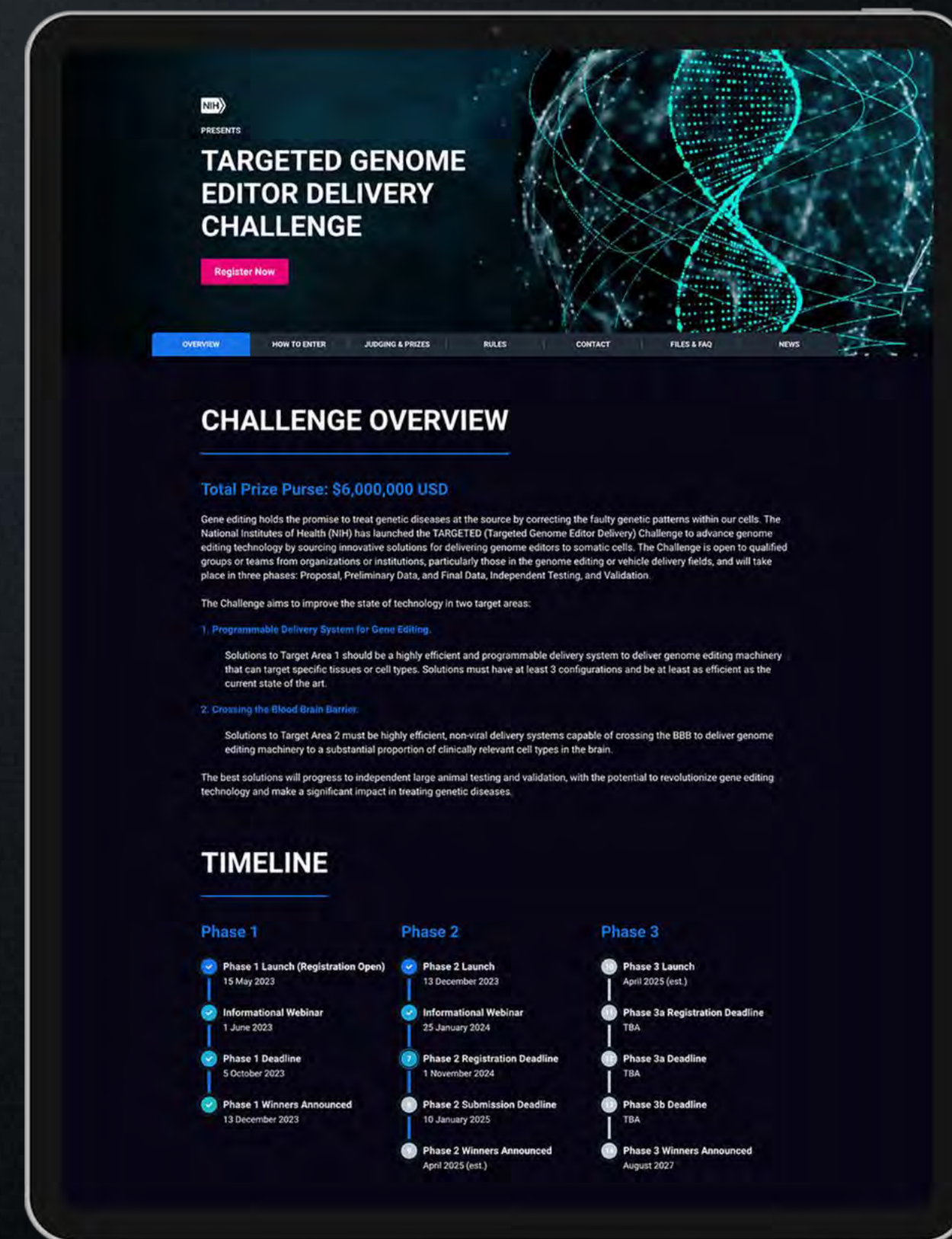
PRIZES

5

YEARS

514,460

OUTREACH







# TARGETED/NIH Winners

## Target Area 1: Programmable Delivery System for Gene Editing

Winning Solutions \$75,000 USD Prize

- **Perelman School of Medicine at the University of Pennsylvania:** Targeted Delivery of Genome Editing Machinery to Blood Marrow Stem Cells, Pulmonary Endothelium, and Cardiomyocytes
- **Nizar Y. Saad, PhD and Meisam Naeimi Kararoudi, PhD:** Development of A Programmable Extracellular Vesicle-Based Delivery System of Allele-Specific Gene Editing Therapy Using Bioorthogonal Chemistry
- **Beth Israel Deaconess Medical Center:** Self-Assembling Protein Polymer Micelles for Targeted Gene Editor Delivery
- **Reza Shahbazi, Ph.D. (Lead PI) Indiana University School of Medicine:** Developing In Vivo CRISPR Nanotherapeutics with Enhanced Safety and Precision by Dual Targeting Approach
- **Vesigen Therapeutics:** Engineered ARMMs: Promising Human-Derived Vectors for Cell Type-Specific Delivery of Genome Editors

Meritorious Solutions \$50,000 USD Prize

- **GenEdit, Nanopart**

- **Stanley C**

- **Columbia Gastroint**

- **GENOMI**

Meritorious Solutions \$25,000 USD Prize

- **Carmine**

- **Broad Ins**

- **Dehua P Transloc**

- **David R.**

- **SIVEC Bi Tissues**

- **Helix, In for safer**

- **ExoTarge**

- **Hunteria**

- **Battelle I of gene e**

- **Orion Th Therapeu**

- **Exosome program**

## Target Area 2: Crossing the Blood Brain Barrier

Winning Solutions \$75,000 USD Prize

- **ARENEX (University of Kentucky Research Foundation):** Artificially engineered exosomes for gene editing to the brain
- **ZhouTeam@Yale:** TARGETED-STEP RNPs for delivery of genome editing to the brain
- **Cornell University:** Systemic and targeted delivery using engineered endogenous virus-like vesicles for editing in the central nervous system
- **Columbia University:** Focused Ultrasound-Assisted Intravenous Delivery of Optimized Lipid Nanoparticle Targeted Brain Gene Editing
- **LEDGE Team:** Delivery of gene editing complex across the BBB using lectin-mediated transport

Meritorious Solutions \$50,000 USD Prize

- **Orion Therapeutics, Inc.:** Multifunctional Lipid Nanoparticle Delivery System for Delivery of CRISPR Therapeutics Across the Blood-Brain Barrier

Meritorious Solutions \$25,000 USD Prize

- **Drs. Wenhui Hu and Qingsheng Li:** Receptor-mediated and exosome-decorated lentivirus-like particles blood-brain barrier for brain gene editor delivery
- **Jiukuan Hao & Bin Guo, College of Pharmacy at University of Houston:** Targeting Blood-Brain Barrier for Crispr/Cas9 Brain Delivery
- **Talinted, Inc.:** Exosome Mediated Targeting of Capsid Bound Gene Editing Material
- **Battelle Memorial Institute:** Polymeric nanoparticle-facilitated delivery of gene editors across the blood barrier

## Academia

**Broad Institute of MIT & Harvard:**

*A platform for targeting AAVs to specific receptors*



## Freelance Researchers

**Saad & Karaoudi, PhDs:** *Development of a Programmable Extracellular Vesicle-Based Delivery System of Allele-Specific Gene Editing Therapy Using Bioorthogonal Chemistry*

## Biotechnology Research Labs

**Orion Therapeutics, Inc.:** *Multifunction Lipid Nanoparticle Delivery System for Delivery of CRISPR Therapeutics Across the Blood-Brain Barrier*





# Modified Condition / Decision Coverage and Path Coverage

|                         |                                                                                                                                                                                                                                                                                    |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Client                  | NASA Orion Avionics, Power, and Software (APS)                                                                                                                                                                                                                                     |
| Field                   | Software Engineering                                                                                                                                                                                                                                                               |
| Task                    | NASA required MC/DC evaluation and Path Coverage added to the gcov open source tool in order to save thousands of hours of manual analysis of the software on the Orion spacecraft on the Artemis program                                                                          |
| Breakthrough innovation | Successful integration of Modified Condition/Decision Coverage (MC/DC) analysis into the GCC compiler as part of the Phase 1. Delivered a more intuitive and detailed coverage reporting system, including updated command-line features like filtering in Phase 2 of the project. |

**\$365K**  
FUNDS  
**USD**

**1.5**  
YEARS

**3000+**  
LINES OF CODE

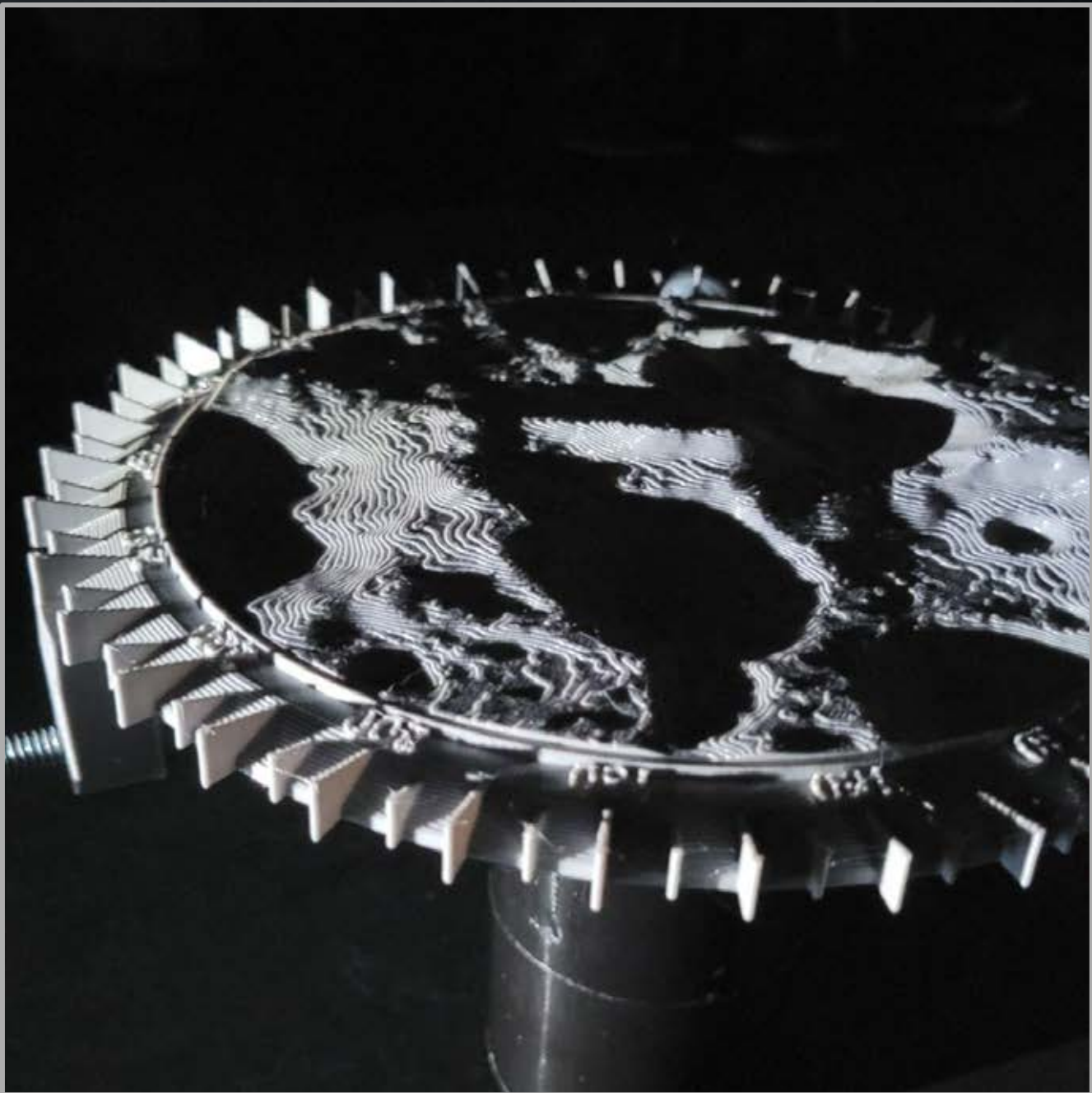






# Navigation Solutions for the Lunar South Pole

|                         |                                                                                                                                                                                     |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Client                  | NASA                                                                                                                                                                                |
| Field                   | Aeronautical Engineering                                                                                                                                                            |
| Problem                 | NASA needs orienteering tools to explore the lunar south pole. Its permanently shadowed areas may be traps for water ice, offering a valuable resource for future missions to Mars. |
| Breakthrough Innovation | Ultra-lightweight navigational aid; star analog navigation; shadow compass; modular rover system; hydrolox propulsion hopper                                                        |
| Expertise               | Mechanical Engineering   Cartography   Geolocation                                                                                                                                  |



**\$100K**  
FUNDS  
**USD**

**3**  
MONTHS

**83**  
NEW CONTRIBUTORS





# S-Index Challenge

|                         |                                                                                                                                                                                                                         |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Client                  | The National Institutes of Health                                                                                                                                                                                       |
| Field                   | Data Science                                                                                                                                                                                                            |
| Problem                 | Lack of standardized, robust metric to assess how effectively researchers are sharing valuable data                                                                                                                     |
| Breakthrough innovation | Creation of the Data Sharing Index (S-index), a new metric that evaluates and rewards researchers for making their data accessible and transparent, incentivizing data sharing excellence, promote openness in science. |
| Expertise               | Academic Publishing   Data Analytics   Research Writing                                                                                                                                                                 |

**\$1M USD**

PRIZES

**10**

MONTHS

**159**

REGISTRATIONS





# Global Fleet

## Generative AI Solutions

### Scale in an Instant

Access 25,000+ vetted specialists **per day** across 247 regions & 4,000+ skills, under one contract.

### Customisable Workflows

Multi-layer human and automated reviews tailored to your accuracy targets, with full audit trails.

Accelerate model training, fine-tuning, and deployment through a global network of subject matter experts-  
**spinning up projects in hours, not weeks.**





# Expert Human Intelligence, Powering AI Innovation

Where **human intelligence** meets  
artificial intelligence

**Massive Scalability:** Capacity to deliver instant access to 90m+ for millions of human-in-the-loop training hours monthly

**Specialized AI Training:** Expert reinforcement learning (RLHF), safety evaluation, dialect recording, labeling across 52+ languages.

**Rapid, On-Demand Mobilization:**

Can marshall 25,000+ pre-qualified experts per day

**Trusted by Global Leaders:**

Proven success powering foundational AI projects, including Google's Gemini and other leading AI platforms.

We don't just deliver AI experts,  
we deliver **specialists** for AI





# Generative AI Case Study

## Accelerating Major Foundational Model Development

### The Challenge

- Evaluate millions of AI prompts across 52 languages
- Meet aggressive timelines with safety requirements
- Support specialized domain expertise needs

### The Solution

- Deployed 175,000+ AI specialists globally
- Implemented ethical oversight protocols
- Created seamless 24/7 workflow system

### The Results

- Accelerated development while enhancing accuracy
- Reduced bias through diverse global evaluation
- Achieved 100% client satisfaction

**175,000+**

Ai Specialists

**52**

Languages

**24/7**

Coverage

**50,000+**

Hours worked

**100%**

Satisfaction





# Field Services

**When infrastructure fails,  
every second costs millions.  
We deploy in an instant.**

Freelancer's Global Fleet connects you with skilled professionals exactly when and where you need them. Get full coverage during peak seasons and maintain operations in the most challenging locations all without the overhead of maintaining year-round staff.

[Get started](#)





# Your *on-demand* field service revolution.

## Surge Capability Meets Whitespace Coverage

Access a global network of 90 million freelancers to eliminate coverage gaps, provide surge capability, reduce fixed costs, and ensure service excellence anywhere, anytime.

### Surge Capability:

Global technician deployment in hours, not days

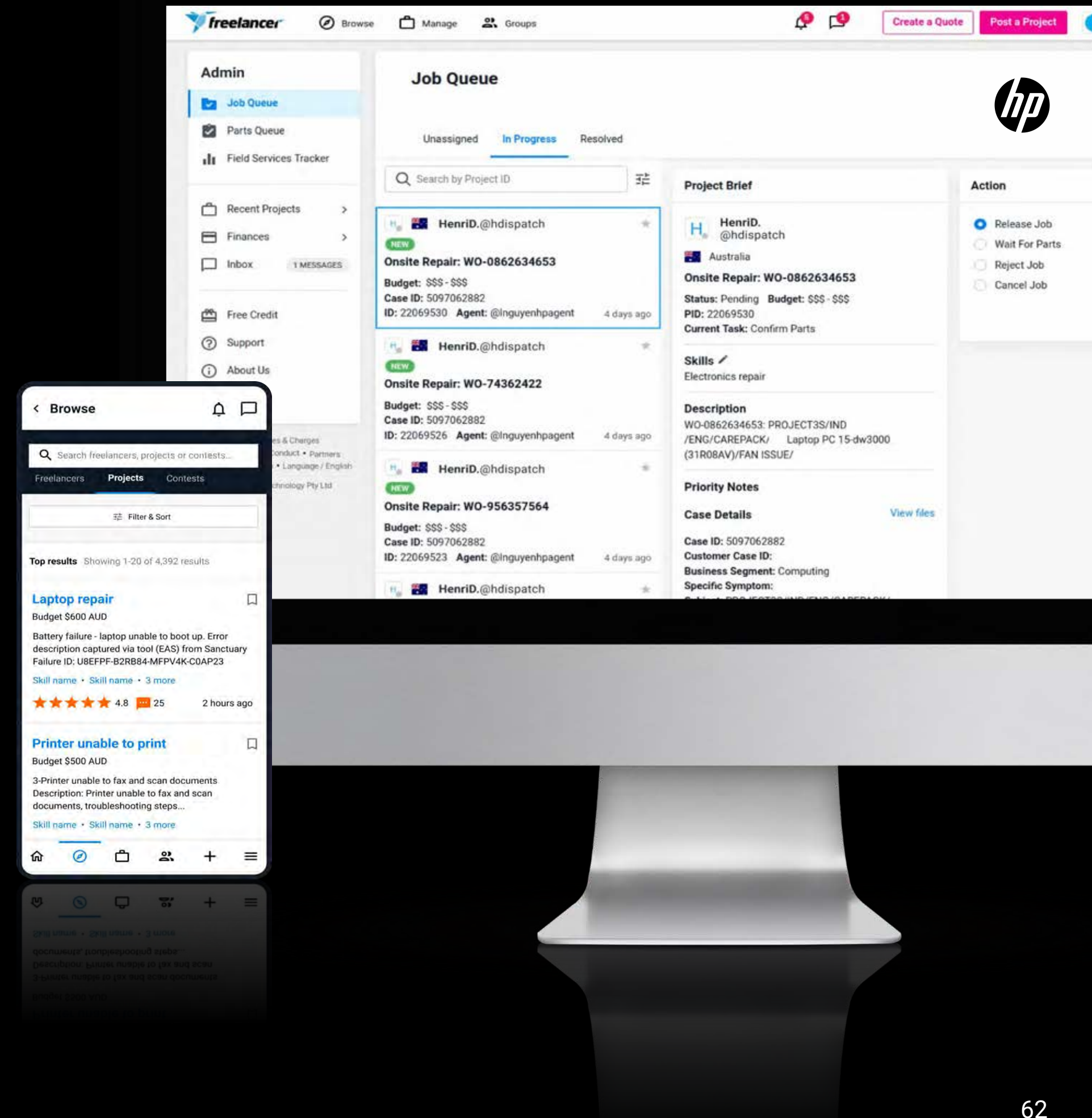
### Whitespace Coverage:

Consistent service from metro to remote regions

### Cut Fixed Costs:

Scale workforce without financial risk

### Specialized Expertise:





Partner: Freelancer X Status: All X Date Range: this week X

Awaiting Dispatch (15)

Onsite Repair: WO-12131212

SLA 4h 32m

Status: In Progress Budget: \$500 USD Location: 123 Address St, Sydney Just now

Onsite Repair: WO-27898292

SLA 27h 4m

Status: In Progress Budget: \$500 USD Location: 456 Address St, Melbourne 10 mins ago

Onsite Repair: WO-29348594

INCOMPLETE SLA 52h 19m - Customer Delay

Status: In Progress Budget: \$500 USD Location: 456 Address St, Melbourne 10 mins ago

Onsite Repair: WO-29348594

SLA 4h 32m

Status: In Progress Budget: \$500 USD Location: 789 Address St, Brisbane 10 mins ago

Onsite Repair: WO-12131212

SLA 4h 32m

Status: In Progress Budget: \$500 USD Location: 123 Address St, Sydney 20 mins ago

In Progress (53)

Onsite Repair: WO-12131212

SLA 4h 32m

Status: In Progress Budget: \$500 USD Location: 123 Address St, Sydney Just now

Onsite Repair: WO-27898292

SLA 27h 4m

Status: In Progress Budget: \$500 USD Location: 456 Address St, Melbourne 10 mins ago

Onsite Repair: WO-29348594

INCOMPLETE SLA 52h 19m - Customer Delay

Status: In Progress Budget: \$500 USD Location: 456 Address St, Melbourne 10 mins ago

Onsite Repair: WO-29348594

SLA 4h 32m

Status: In Progress Budget: \$500 USD Location: 789 Address St, Brisbane 10 mins ago

Onsite Repair: WO-12131212

SLA 4h 32m

Status: In Progress Budget: \$500 USD Location: 123 Address St, Sydney 20 mins ago

Delayed (4)

Onsite Repair: WO-12131212

SLA 4h 32m

Status: In Progress Budget: \$500 U Location: 123 Address St, Sydney

Onsite Repair: WO-27898292

NEW SLA 27h 4m

Status: In Progress Budget: \$500 U Location: 456 Address St, Melbourne

Onsite Repair: WO-29348594

INCOMPLETE SLA 52h 19m - Custom

Status: In Progress Budget: \$500 U Location: 456 Address St, Melbourne

Onsite Repair: WO-29348594

WORK COMPLETE SLA 4h 32m

Status: In Progress Budget: \$500 U Location: 789 Address St, Brisbane

Mohammed H. @hpengeener

Status: In Progress Location: Hyderabad, India

Budget: ₹679 INR PID: 24116407

SLA 27h 4m

Case Id: 5150480435 Customer Case Id: ERPUAT\_Test011 Business Segment: Printing Specific Symptom: xxxx Code Not Found: xxxx Subject: 3-Printer unable to fax and scan documents Description: Printer unable to fax and scan documents, troubleshooting steps... /41.03.A2 General misprint error / 53.A2.21 Tray 2 media overload warning set Case Severity: 0-Immediate Created Date Time: xxxx

Work order details

Asset details

Notes

2024-07-01, 9:45am, @hpengeener " Parts collected from warehouse, I am on my way"

2024-07-01, 9:45am, @dispatcher " Job delayed by 3 hours due to parts issue"

2024-07-01, 9:45am, @dispatcher " Job delayed by 3 hours due to parts issue"

Re-assign

Change task step



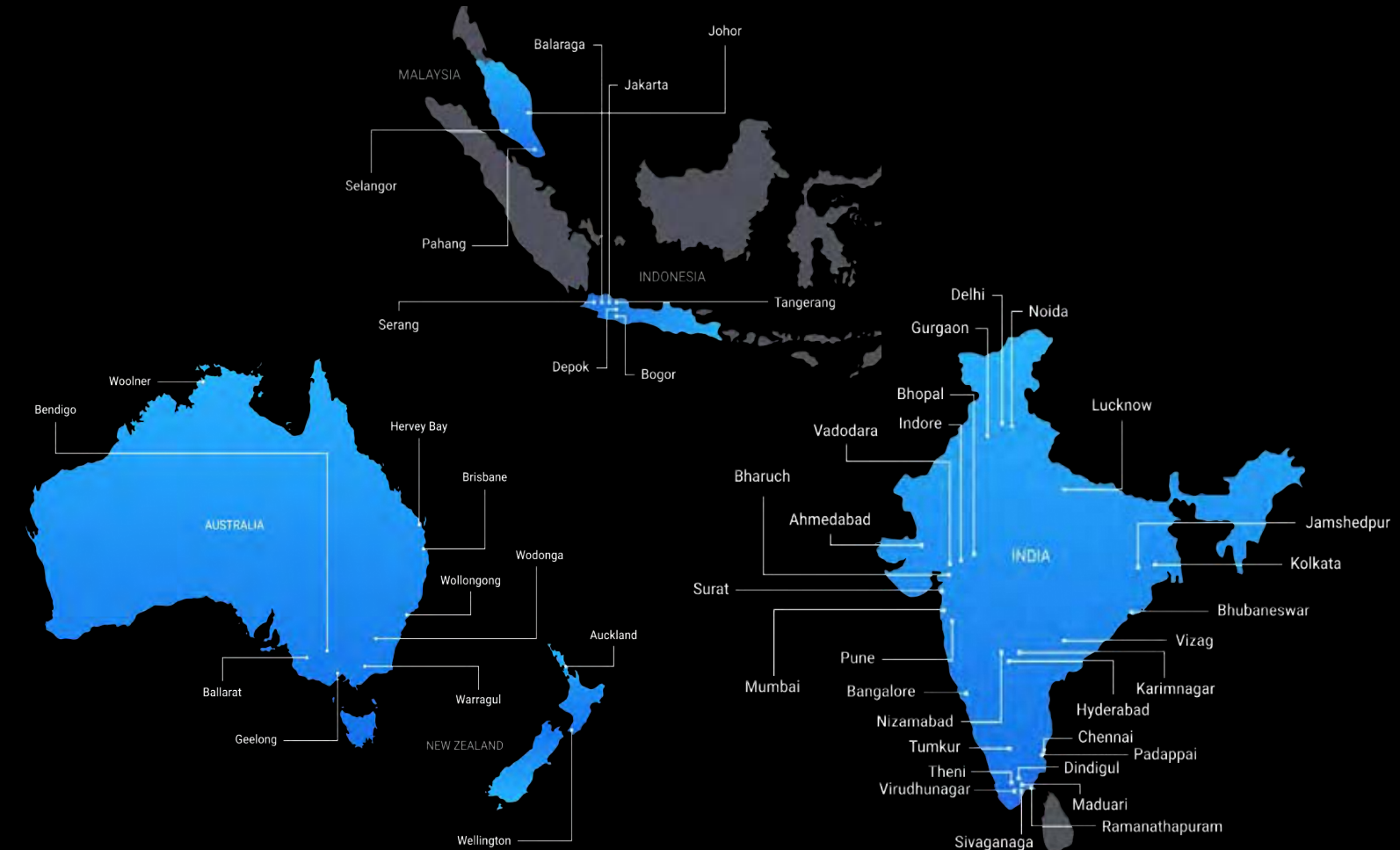


# Field Services

## Case Study



### Building a Global Surge and Whitespace Capability for Hewlett Packard



#### The Challenge

- Rigid workforce
- Remote coverage gaps
- Peak-time bottlenecks
- Unsustainable fixed costs

#### The Solution

- Pay-per-work-order flexibility
- Strategic over-staffing
- Instant surge capacity
- Total geographic reach

#### The Measured Impact

- Fully-integrated capability
- Gaps filled
- Cost reduction of 21%
- Repair time reduced by 35%
- Exceptional sNPS scores

**90,000+**

WORK ORDERS  
COMPLETED

**48**

CITIES

**5**

COUNTRIES

**~1,000**

FREELANCE FSES

**35%**

REPAIR TIME  
REDUCTION





# Government partnerships: empowering global talent

تمكين  
Tamkeen





Transform your exports with

# GLOBAL REACH

U.S. tariffs closed one door.  
We'll open a **hundred** more.



- ✓ Regional Marketing Experts
- ✓ Local Experts
- ✓ Cultural Adaptation
- ✓ Logistics Consulting





# Recent Awards | Freelancer



## Gold Stevie

Innovation in Artificial  
Intelligence - Prototyper

The Asia-Pacific Stevie  
Awards 2026



## Official Winner

People's Voice  
Employment

29th Annual Webby  
Awards 2025



## Gold Stevie

Company of the Year -  
Business or Professional  
Services - Medium-size

International Business  
Awards 2024



## Silver Stevie

Communications Team  
of the Year

International Business  
Awards 2024



## Gold Stevie

Most Innovative  
Communications Professional  
of the Year

The Asia-Pacific Stevie  
Awards 2024



## Sitejabber Award

96.2% positive customer  
reviews in last 12 months

Sitejabber Awards  
2024



## Gold Stevie

Business or Professional  
Services - Freelancer.com

International Business  
Awards 2023



## Official Webby Honoree

Websites and Mobile Sites  
Employment

27th Annual Webby  
Awards 2023



## HR Tech Award

Talent Acquisition:  
Best Virtual / Hybrid Solution

HR Tech Awards  
2022



## APAC Insider

Best Cloud-Based  
Freelancing & Crowdsourcing  
Talent Platform

Southeast Asia Business  
Awards 2022



## Gold Stevie

Innovation in Technology  
Management, Planning &  
Implementation

The Asia-Pacific Stevie  
Awards 2022



## Gold Stevie

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

The Asia-Pacific Stevie  
Awards 2021





**“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.





# THE WORLD'S TRADE IS GOING ONLINE

BUT DIGITAL PAYMENTS  
CAN ONLY BUY A COFFEE,  
**NOT A CAR**

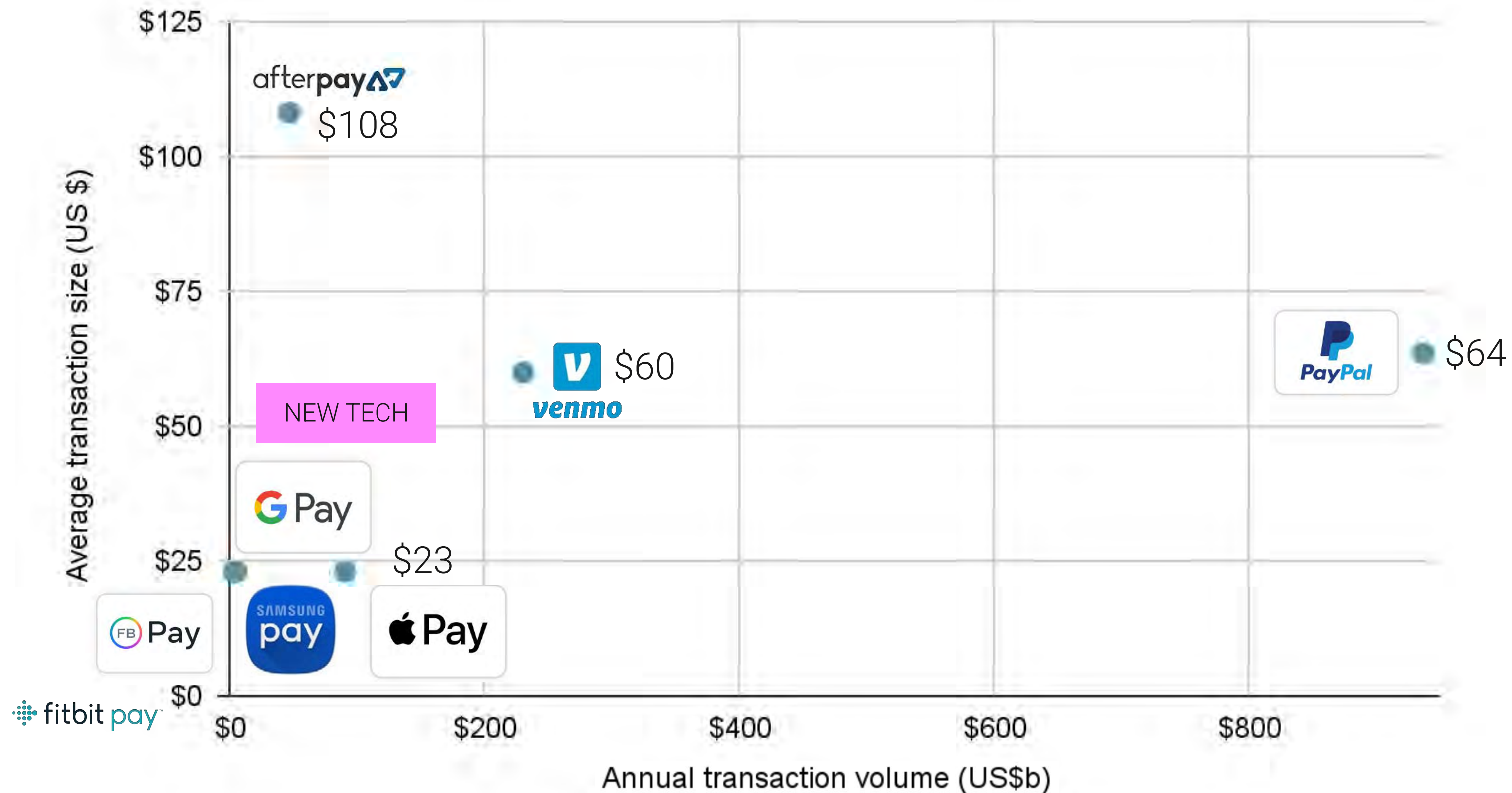
**ESCROW.COM** IS THE TRUSTED INFRASTRUCTURE  
THAT MAKES HIGH-VALUE E-COMMERCE WORK.

INVESTOR@ESCROW.COM





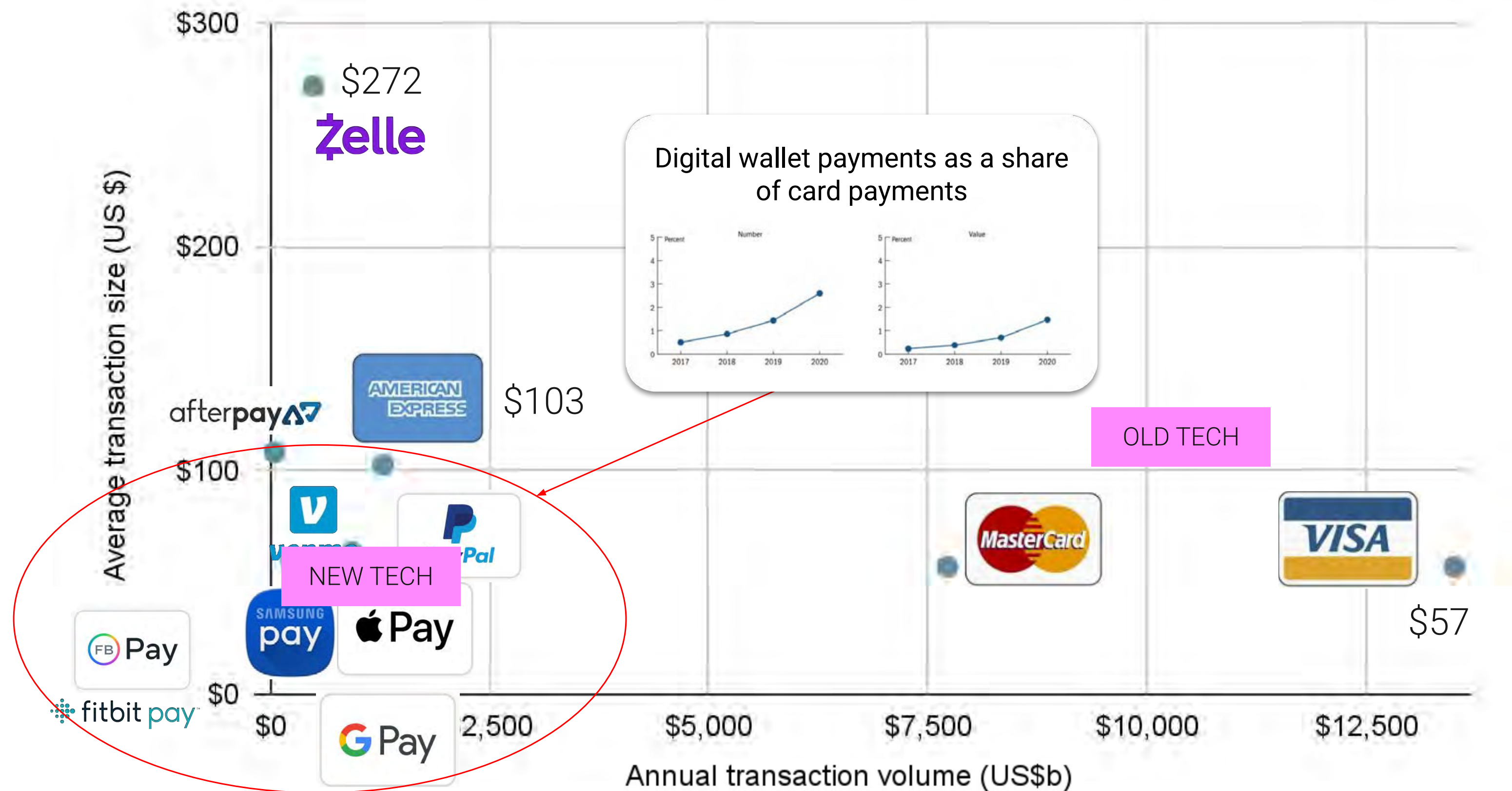
# Most of the innovation in payments is in low-value



Zelle: <https://www.businessinsider.com/zelle-and-venmo-end-2021-with-strong-volume-2022-2>, <https://www.businessofapps.com/data/mobile-payments-app-market/>  
 Paypal: <https://www.nasdaq.com/articles/paypal-stock-has-given-up-all-its-pandemic-era-gains-is-it-a-buy-now>  
 SWIFT: <https://economics.stackexchange.com/questions/9165/how-much-money-is-wire-transferred-every-year-worldwide>  
 BPay, Bank transfer: <https://www.rba.gov.au/publications/annual-reports/psb/2020/trends-in-payments-clearing-and-settlement-systems.html>  
 Letter of Credit: <https://swiftinstitute.org/wp-content/uploads/2014/11/2014-11-International-Trade-Risk-and-Role-of-Banks-Niepmann-and-Schmidt-Eisenlohr-REVISED.pdf>  
 Checks <https://go.gale.com/ps/i.do?id=GALE%7CA91090224&sid=googleScholar&v=2.1&it=r&linkaccess=abs&issn=1048115X&p=AONE&sw=w&userGroupName=anon%7E8bea63a6>  
 Apple Pay, Google Pay: <https://appleinsider.com/articles/21/08/17/apple-pay-accounted-for-92-of-us-mobile-wallet-debit-transactions-in-2020-study-says>  
 Volumes: <https://blockworks.co/bitcoin-surpasses-3-trillion-in-transactions/>  
 Venmo: <https://www.businessofapps.com/data/venmo-statistics/>  
 Letter of Credit: <https://www.alliedmarketresearch.com/letter-of-credit-confirmation-market-A06312#:~:text=The%20global%20letter%20of%20credit,2.72%25%20from%202021%20to%202030.>  
 ACH: <https://www.nacha.org/content/ach-network-volume-and-value-statistics#:~:text=2021%20Full%20Year%20Volume%20and.payment%20volume%20grew%20nearly%2074%25.>



# The red ocean in small value payments <3% of card volume



Includes all card transactions made via a digital wallet, including tokenized digital wallet. Include: Digital wallet transactions made by using electronic devices, such as smartphone, smart watch, or activity tracker, by "tapping" the device at the point-of-sale (POS) terminal (i.e., Apple Pay, Samsung Pay, Google Pay, Fitbit Pay, Masterpass). Also include tokenized digital wallet transactions made by using customer's payment credentials saved in a virtual account number. These credentials can be stored either on a smartphone or in the cloud. When making a purchase, a substitute account number and a transaction specific code ("token") are used to process payments. This can include purchasing items online with a computer or using a smartphone to make a purchase with a browser or in-app (i.e., Apple Pay, Google Pay, Masterpass, Visa Checkout, Amex Express Checkout). Include digital wallet near-field communication (NFC) transactions, MST (magnetic secure transmission) transactions, quick response (QR) code transactions, barcode transactions, in-app transactions, or browser transactions. Do not include: Card-on-file e-commerce transactions (cardholder-initiated or merchant-initiated) (i.e., installment payment) or transactions made via contactless cards (i.e., "tap and pay").

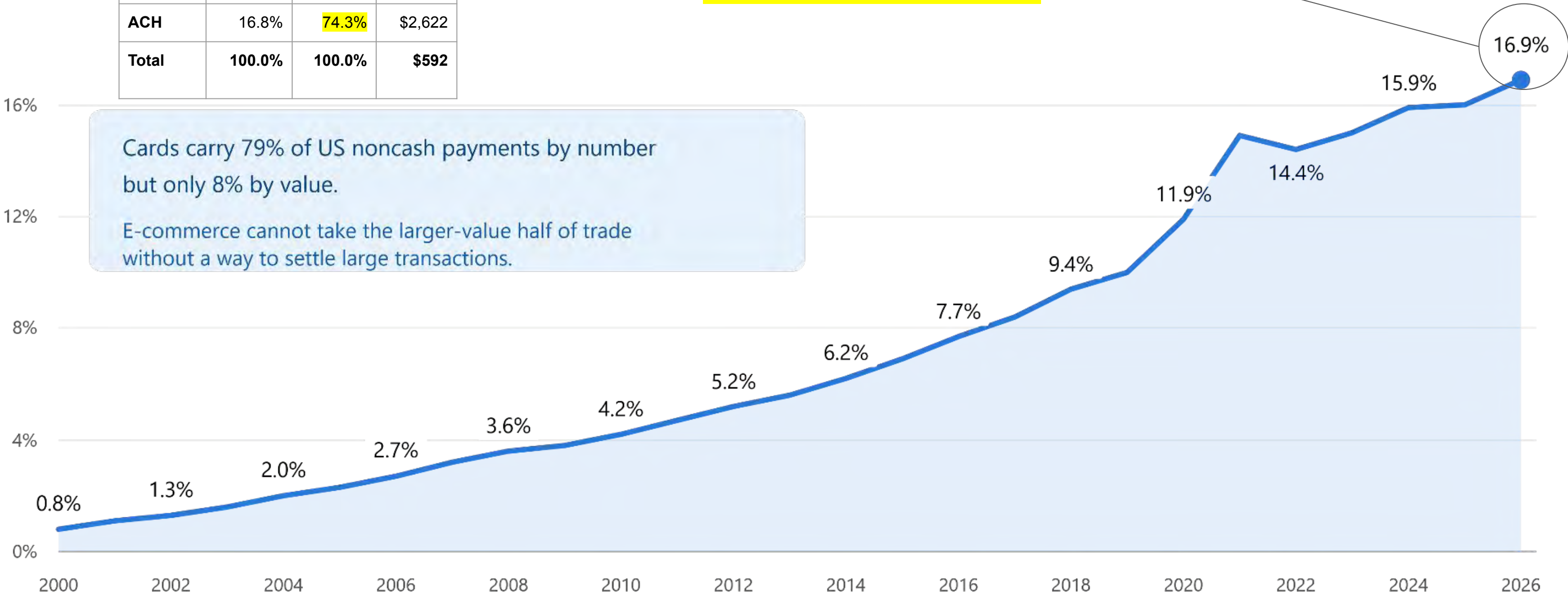


# Card volume ~8% of US domestic payments

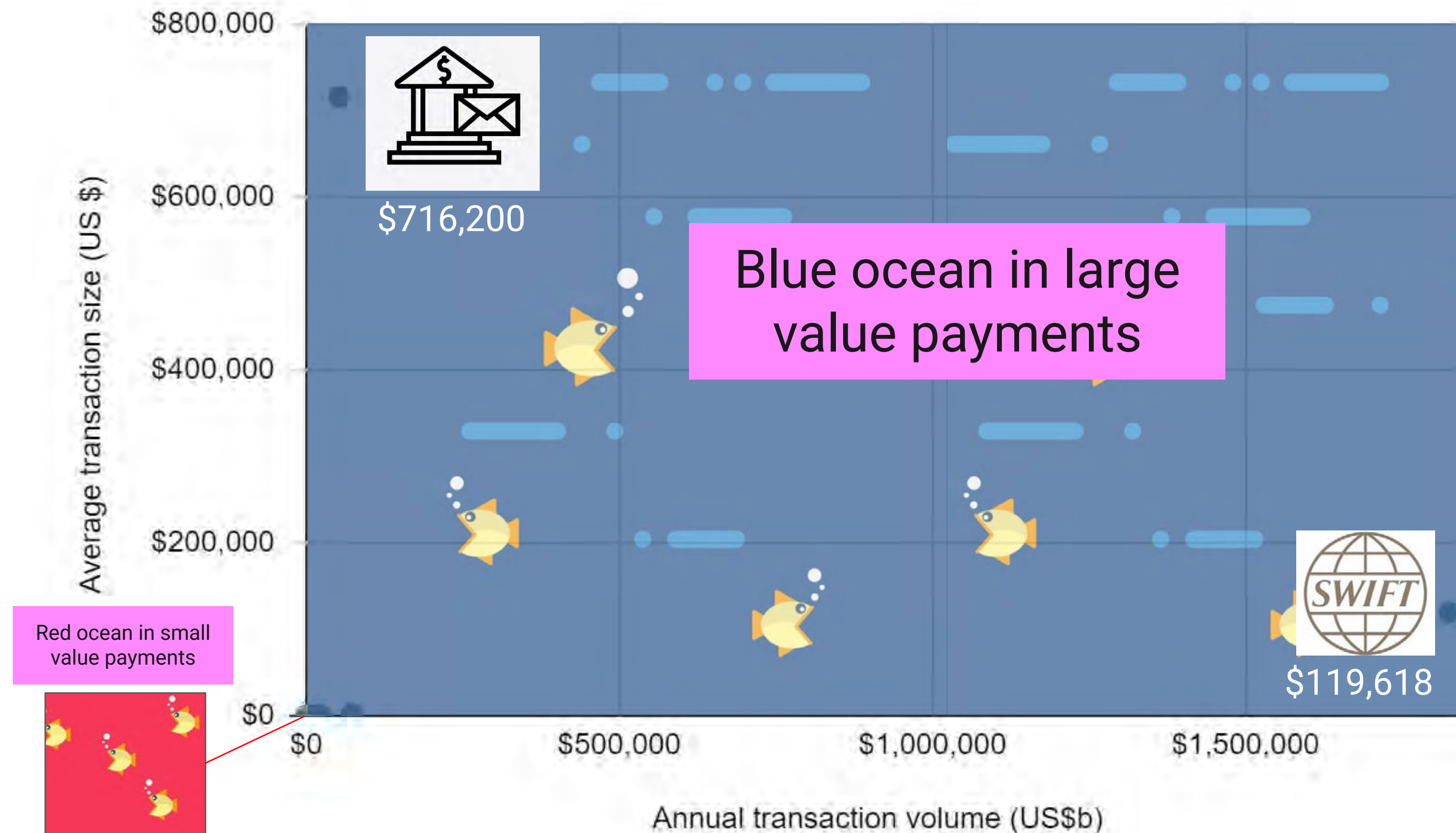
Annual US e-commerce retail sales as percentage of total sales, seasonally adjusted

|        | Count  | Value  | ATS     |
|--------|--------|--------|---------|
| Cards  | 79.3%  | 8.2%   | \$61    |
| Checks | 3.9%   | 17.5%  | \$2,653 |
| ACH    | 16.8%  | 74.3%  | \$2,622 |
| Total  | 100.0% | 100.0% | \$592   |

Ecommerce cannot dominate retail sales by value without handling larger value transactions







Zelle: <https://www.businessinsider.com/zelle-and-venmo-end-2021-with-strong-volume-2022-2>, <https://www.businessofapps.com/data/mobile-payments-app-market/>  
Paypal: <https://www.nasdaq.com/articles/paypal-stock-has-given-up-all-its-pandemic-era-gains-is-it-a-buy-now>  
SWIFT: <https://economics.stackexchange.com/questions/9165/how-much-money-is-wire-transferred-every-year-worldwide>  
BPay, Bank transfer: <https://www.rba.gov.au/publications/annual-reports/psb/2020/trends-in-payments-clearing-and-settlement-systems.html>  
Letter of Credit: <https://swiftinstitute.org/wp-content/uploads/2014/11/2014-11-International-Trade-Risk-and-Role-of-Banks-Niepmann-and-Schmidt-Eisenlohr-REVISED.pdf>  
Checks: <https://go.gale.com/ps/i.do?id=GALE%7CA91090224&sid=googleScholar&v=2.1&it=r&linkaccess=abs&issn=1048115X&p=AONE&sw=w&userGroupName=anon%7E8bea63a6>  
Apple Pay, Google Pay: <https://appleinsider.com/articles/21/08/17/apple-pay-accounted-for-92-of-us-mobile-wallet-debit-transactions-in-2020-study-says>  
Volumes: <https://blockworks.co/bitcoin-surpasses-3-trillion-in-transactions/>  
Venmo: <https://www.businessofapps.com/data/venmo-statistics/>  
Letter of Credit: <https://www.alliedmarketresearch.com/letter-of-credit-confirmation-market-A06312#:~:text=The%20global%20letter%20of%20credit,2.72%25%20from%202021%20to%202030.>



# Online payments 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 [OR a corporation organized and existing under the laws of the [State/Province] 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 [OR a corporation organized and existing under the laws of the [State/Province] 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.

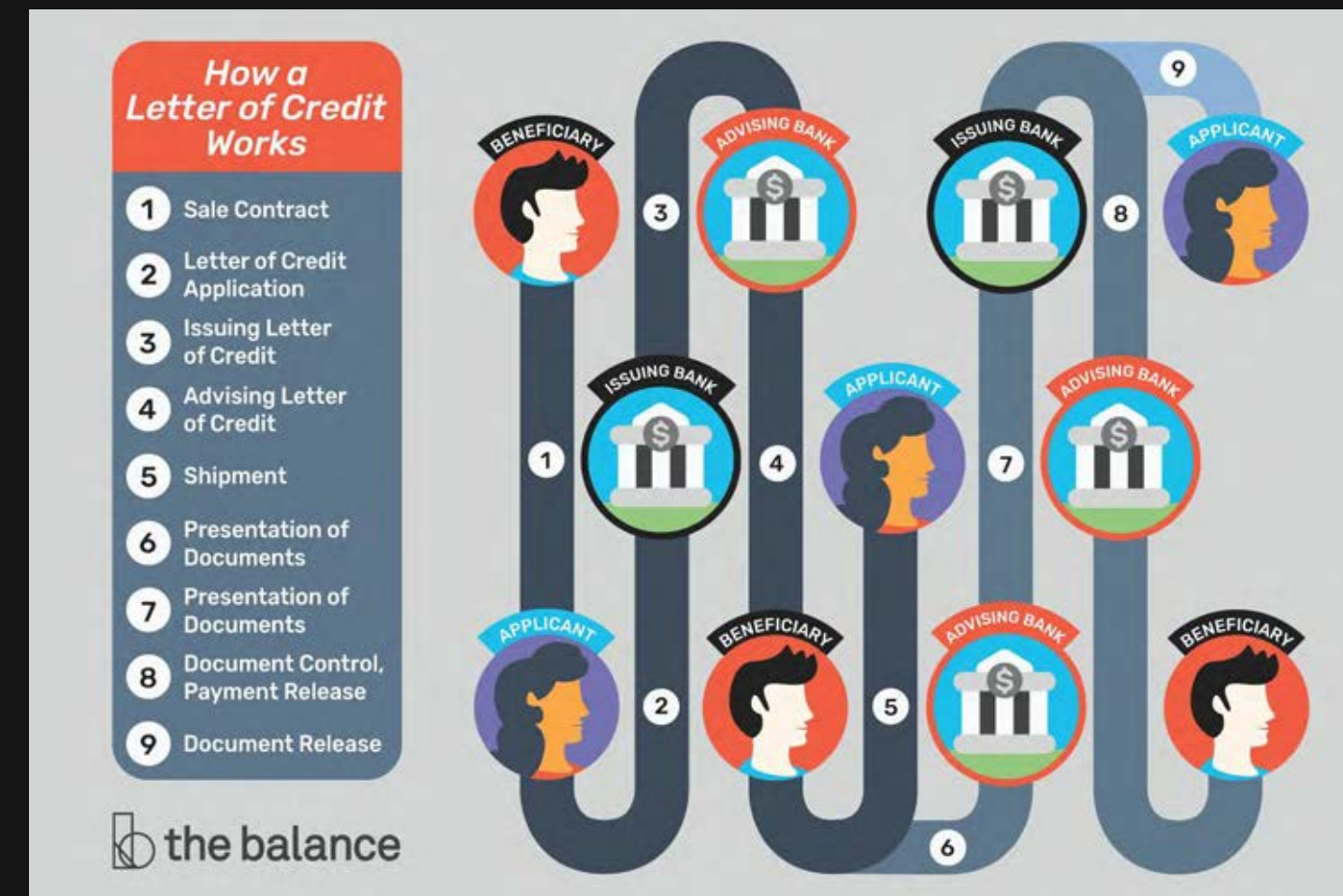
**2. PAYMENT TERMS**

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\\_Process\\_of\\_Estonian\\_Export\\_Letters\\_of\\_Credit\\_Transaction](https://www.researchgate.net/publication/328420369_Mitigating_the_Risk_of_Documentary_Discrepancy_in_Process_of_Estonian_Export_Letters_of_Credit_Transaction)





# Online payments fail with untrustworthy counterparties

Buyer protection is a terrible experience for consumers.

Card fraud over the next decade will cost \$409 billion in losses globally \*

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.

\* <https://www.paymentsdive.com/news/card-industry-faces-400b-in-fraud-losses-over-next-decade-nilson-says/611521/>



## ESCROWAPI

Spend more time running your business and less time worrying about payments code and compliance overhead.

Built for developers, by developers.

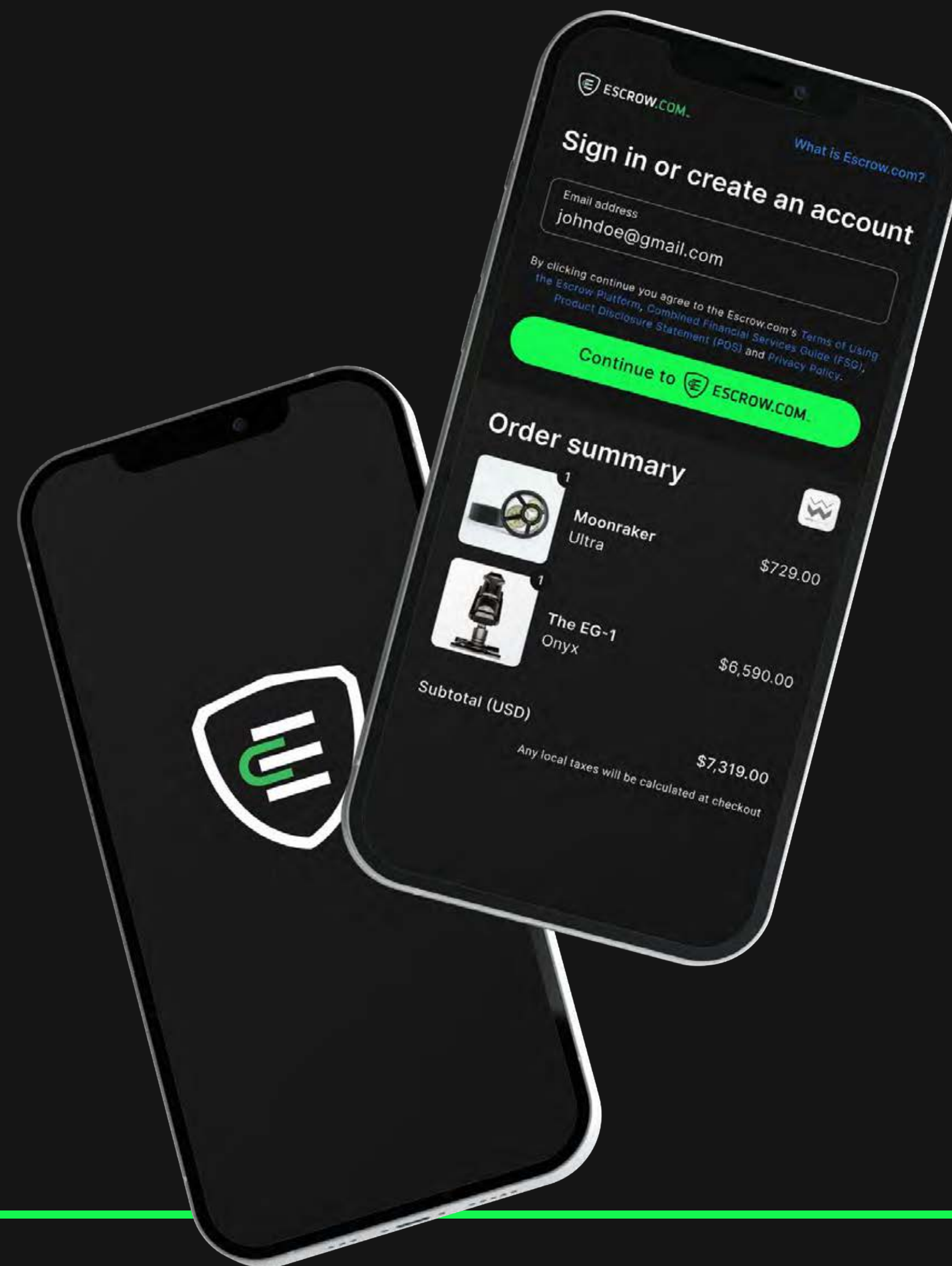
## ESCROWPay

One line of code. Bulletproof Payments. Embed escrow into any website, app, or marketplace through a developer-first API.

Escrow.com payments with one line of code.

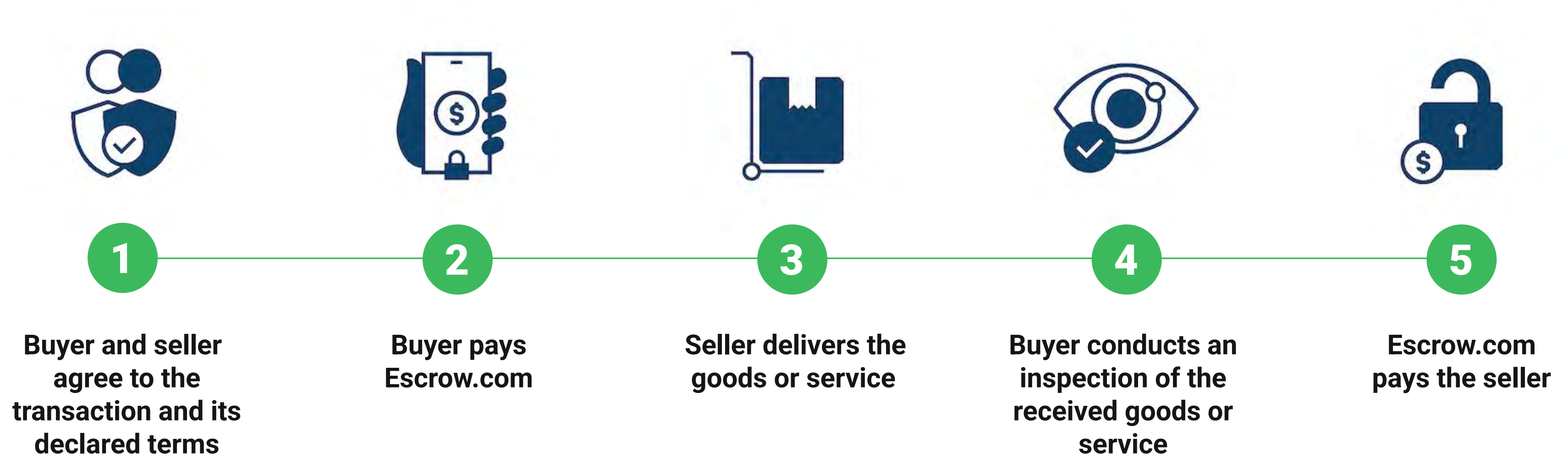
## ESCROWOffer

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





# **Escrow.com** solves large value payments in an untrustworthy world



**Escrow.com holds the funds while the transaction completes.**



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

Supporting payments in USD, EUR,  
CAD, AUD & GBP from 100 to  
100,000,000+.



CARS



BOATS



AIRPLANES



MOTORCYCLES



DOMAINS



COLLECTIBLES



COMPUTERS, TV & HIFI



MACHINERY & ROBOTICS



ANTIQUES



NETWORK EQUIPMENT



GEMSTONES & JEWELRY



GENERAL MERCHANDISE



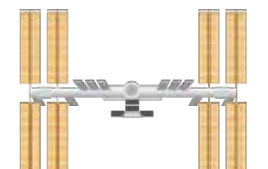
HEAVY EQUIPMENT



INTELLECTUAL PROPERTY



IMPORT/EXPORT



SPACE STATION DEPOSITS



BUSINESS ASSETS



SERVICES & CONTRACTORS



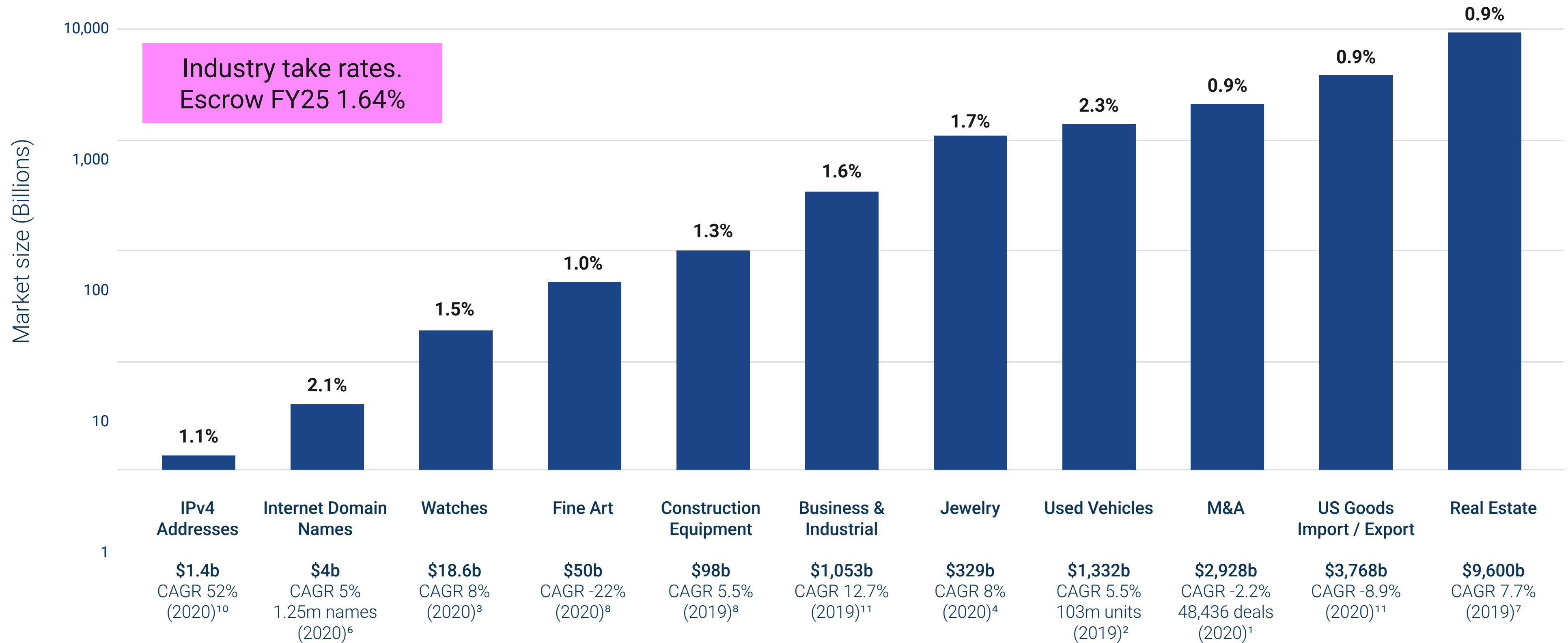
WEBSITES



ELECTRONICS



# Key Verticals



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](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](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](https://www.census.gov/foreign-trade/Press-Release/ft900_index.html)



# Beach head customers in key verticals

|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Domain Names                           |                                                                                                                                                                                             |
| IP Addresses                           |                                                                                                                                                                                         |
| Cars                                   |                                                                                                                                                                                         |
| Boats, Aircraft, Vehicles              |                                                                                                                                                                                         |
| Fine Art                               |                                                                                                                                                                                         |
| Luxury, Watches & Jewellery, Auctions  |                                                                                                                                                                                                                                                                            |
| Intellectual Property                  |                                                                                                                                                                                                                                                                                                                                                             |
| Business Sales, Mergers & Acquisitions |       |
| Import / Export                        |                                                                                                                                                                                                                                                                      |
| Agriculture                            |                                                                                                                                                                                                                                                                                                                                                           |
| Oil & Gas                              |                                                                                                                                                                                                                                                                                                                                                           |
| Services                               |                                                                                                                                                                                 |



# The world's largest online escrow company.



Escrow.com is licensed to operate in 55 jurisdictions, including a full US footprint.

Escrow.com holds an Australian Financial Services License #501215 and is licensed as a MSB with FINTRAC in Canada #M23461013.



**Escrow.com** is the only multi-jurisdiction online escrow company, licensed to operate in 55 jurisdictions

DFPI

DEPARTMENT OF FINANCIAL  
PROTECTION & INNOVATION

Search any financial topic or provider

HOME

CONSUMERS

REGULATED INDUSTRIES

RULES & ENFORCEMENT

NEWS

ABOUT

SUBMIT A COMPLAINT

Home » Regulated Industries » Escrow Agents » Online Escrow Companies

Online Escrow Companies

The following companies are licensed to provide online escrow services:

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

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



SeedTrust Escrow, Inc.  
Telephone: 800 205-3527  
Email: [Info@SeedTrustInc.com](mailto:Info@SeedTrustInc.com)  
Website: <https://SeedTrustInc.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.

Stay Connected

Receive financial alerts, insights, and tips for improving your wealth.

SUBSCRIBE

f X in

Not external

Surrogacy escrow

California escrow licenses

 ESCROW.COM

82





# Benefits of using **Escrow.com**



## **Increase Trust**

Transform marketplace confidence. Escrow creates the bedrock of trust that powers successful platforms.



## **Increase Liquidity**

Buyers can inspect the goods or services before releasing the funds, driving cross-border transactions.



## **Increase Network Effects**

Greater liquidity means more buyers & sellers, better choice, pricing and conversion rates.



## **Increase Compliance**

Offload complex regulatory requirements: AML/KYC, sanctions checks, and legal frameworks to the experts.



## **Increase Insights**

Capture the complete customer journey with detailed transaction data and post-completion analytics.



## **Increase Revenue**

Upselling is now possible because the platform handles the payment.



# Cars, Boats & Planes: The Perfect Match for **Escrow.com**

## Eliminating Risk in Vehicle Transactions

- No more risky in-person meetings between strangers
- Protection against payment fraud and chargebacks
- Buyers inspect before funds release
- Enables confident cross-border and interstate transactions

## The Escrow Advantage for Transport

Secure long-distance sales with full inspection rights on delivery, creating a safe marketplace for high-value vehicles.

## Complete Transaction Management

- Title verification and transfer
- Lienholder payoff coordination
- Lease termination solutions
- Shipping documentation verification
- Post-inspection price adjustments



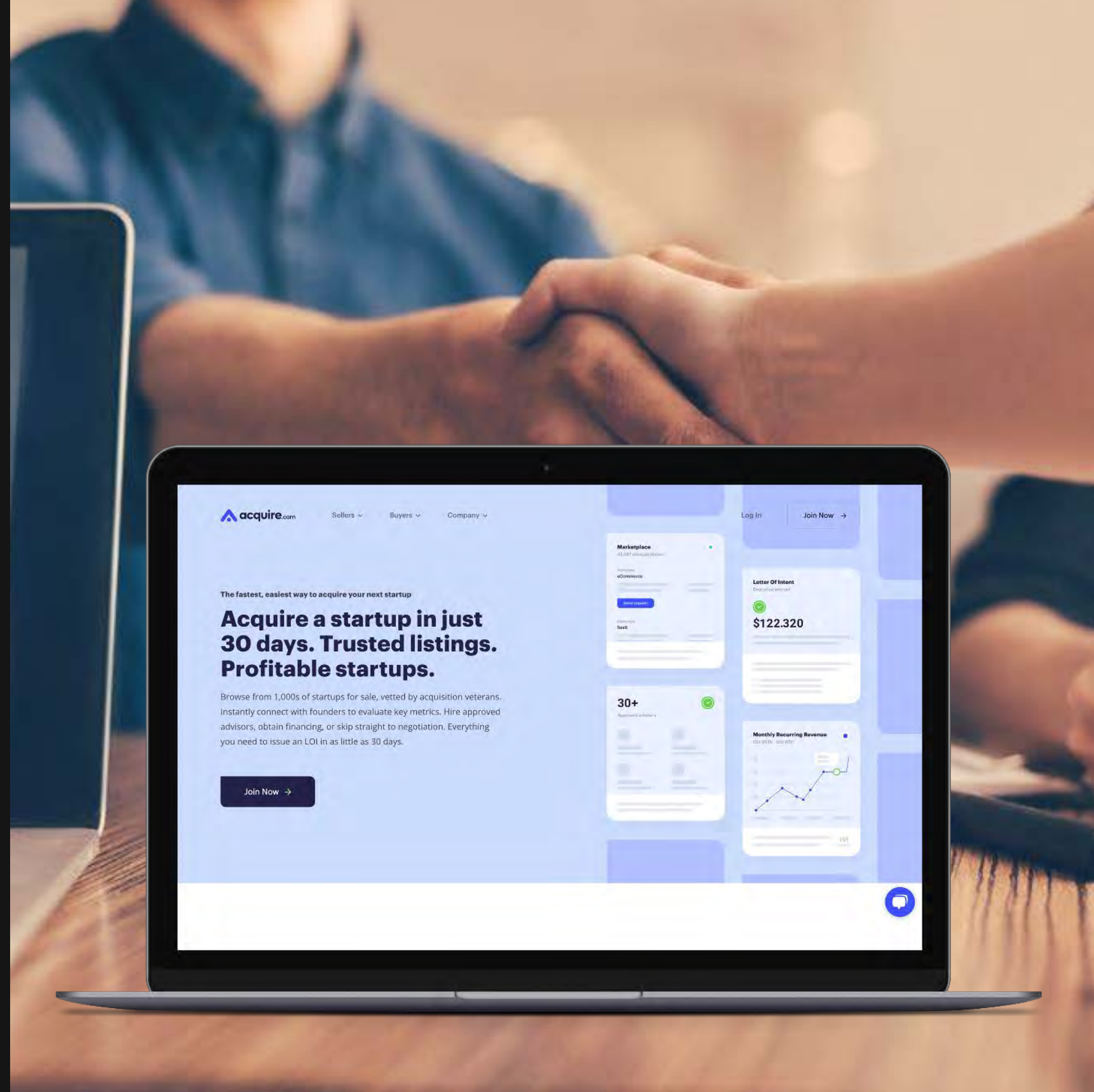


# Escrow.com secures startup acquisitions from LOI to close.

As soon as a letter of intent or an asset purchase agreement is signed, **Escrow.com** ensures the acquisition deal proceeds safely and smoothly for both parties.

## Key benefits:

- Holds purchase funds securely during DD
- Manages contingent payment structures
- Ensures orderly transfer of digital assets & IP
- Reduces transaction risk for both buyers & sellers
- Facilitates international deals





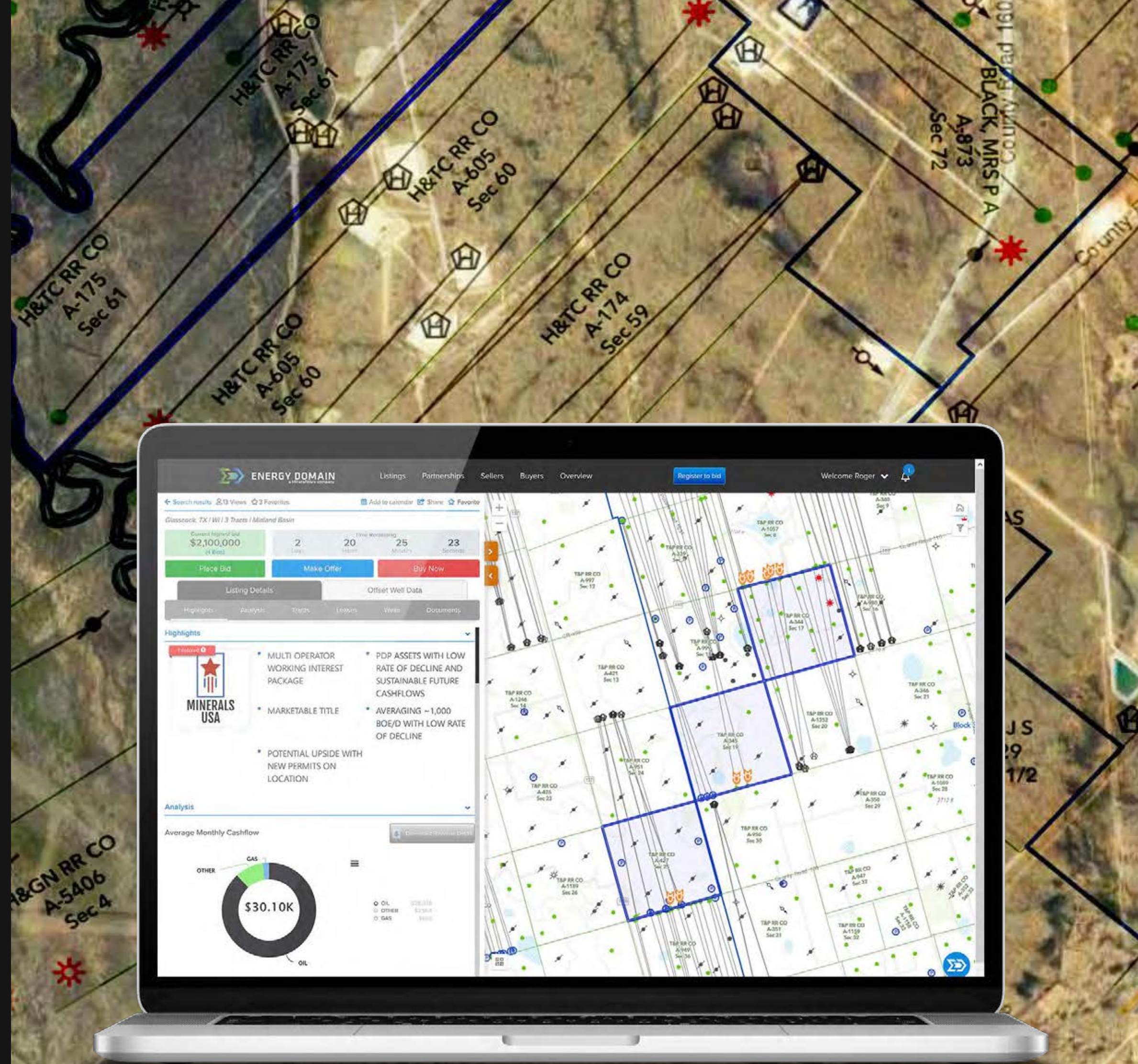
# Escrow.com enables trading of oil, gas and mineral rights online

In a world first, **Escrow.com** enabled Energy Domain to complete sales of non-operated mineral rights online, transforming a centuries old business into an online marketplace.



**ENERGY DOMAIN**  
a MineralWare company

52.5 mineral acres of oil rights securely sold through **Escrow.com**

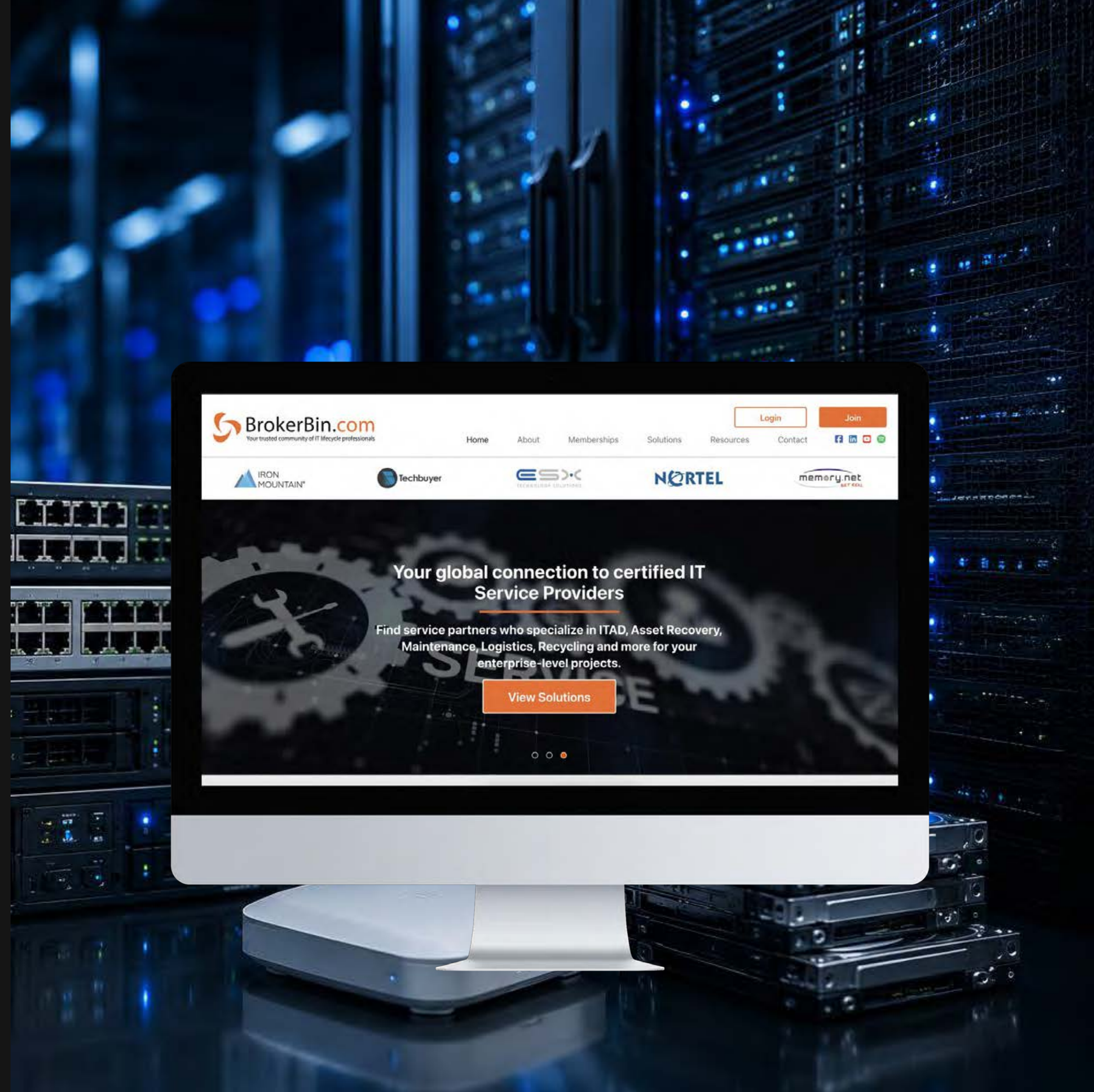




# Escrow.com protects wholesale electronics

Whether across town or across borders, **Escrow.com** provides the secure payment infrastructure powering leading B2B IT hardware exchange BrokerBin.com.

With operations spanning 65+ countries, it enables trusted global trade for 10,000+ IT Asset Disposition (ITAD) and IT Asset Management (ITAM) professionals.







META.COM DOMAIN & TRADEMARKS



UBER.COM



CHAT.COM



GROK.COM



INSTAGRAM.COM



FREELANCER.COM



GMAIL.COM



CRYPTO.COM



SNAPCHAT.COM



AWS.COM, PRIME.COM



CHROME.COM



SPACEX.COM



WORDPRESS.COM



LIVE.COM



TWITTER.COM



SNOWFLAKE.COM



SLACK.COM



JD.COM  
#10 WEBSITE GLOBALLY



TWITCH.TV



WISE.COM



TMALL.COM  
#3 WEBSITE GLOBALLY



WECHAT.COM



ZOOM.US



BINANCE.COM

## The gold standard for high-value domain transactions



# Recent Awards | Escrow.com



**Gold Stevie**

**Financial Services  
- Escrow.com**

The International Business  
Stevie Awards 2023



**Bronze Stevie**

**Achievement in Growth**

The International Business  
Stevie Awards 2022



**Silver Stevie**

**Most Trusted Escrow Service**

The International Business  
Stevie Awards 2021



**Bronze Stevie**

**\$5B in transactions**

The International Business  
Stevie Awards 2021



**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



**Silver Stevie**

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

The International Business  
Stevie Awards 2019



**Bronze Stevie**

**FinTech Solution**

The International Business  
Stevie Awards 2019



**Gold Stevie**

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

The International Business  
Stevie Awards 2018



**BBB Torch Award  
For Ethics**

Better Business Bureau Torch  
Awards 2017



# 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).



**Dylan Carter**  
Chief Financial Officer  
*B Econ (Financial Economics), GAICD*

Dylan Carter is responsible for the finance function of the Company. Dylan has over a decade of experience across ASX-listed technology, payments and financial services businesses, including six years at Tyro Payments (ASX:TYR), where he helped lead the IPO, and earlier roles at Pepper Money (ASX:PPM) and Ingenia Communities Group (ASX:INA).



**Elliot Dunn**  
Partnerships  
*MSC Law, Business and Management. LLB Law*

Elliot is a sales professional with extensive experience in regulated industries, including cybersecurity, IT management, AI SaaS, and Fintech. He has a proven track record of driving new business and supporting revenue growth across organizations ranging from startups to global, private equity-backed companies.

Holding a Law degree, a Master's, and having completed the Legal Practice Course (LPC) in the UK, Elliot brings a unique perspective to commercial roles. He has led go-to-market strategies, developed strategic partnerships, and navigated complex B2B sales cycles. His understanding of regulated markets enables him to bridge cross-functional teams effectively, fostering business growth and scalability.



**Owen Smith**  
Director of Compliance and Legal  
*LL.B (Commercial Law), BA*

Owen Smith is a regulatory affairs and compliance expert with experience across Asia-Pacific regulated businesses, specialising in AML/CTF and fraud prevention. He has held senior roles including Head of Legal and Compliance at Crown Financial Services Group, CLSA Premium and Independent Reserve.



**Dean Villanueva**  
Global Support Manager  
*BCIT*

Dean Jason Villanueva is the Global Support Manager, responsible for leading support operations, driving process improvements, and managing team performance across multiple functions. He works closely with internal stakeholders to address challenges and implement strategic initiatives that enhance customer experience and operational efficiency. Dean has led teams in support, social media engagement, and enterprise services, and has built and optimized operational workflows for various startups. He holds a bachelor's degree in Communication and Information Technology.



**Tony Yan**  
Director of Operations  
*BSc (Microbiology, Immunology & Bioinformatics)*

Tony Yan leads the Account Management team at Escrow.com, where he oversees strategic partnerships, user experience, and customer success. With a background in data science and a proven track record managing high-value client portfolios in the biotech and SaaS industries, Tony brings a unique blend of analytical rigor and relationship-building expertise. He works closely with key stakeholders to align on business goals and drive execution, ensuring the long-term success of Escrow.com's partners. Tony holds a Bachelor's degree in Microbiology, Immunology, and Bioinformatics from the University of British Columbia.



**Kristian Sisayan**  
Product Manager  
*BSCS*

Kristian Sisayan is the Product Manager at Escrow.com, where he is responsible for overseeing product development, engineering, and business operations. He also manages relationships with partners and key stakeholders, and ensures timely and proper execution of goals across the business. Kristian was previously a Software Engineer at Escrow.com and holds a bachelor's degree in Computer Science from De La Salle University in the Philippines.



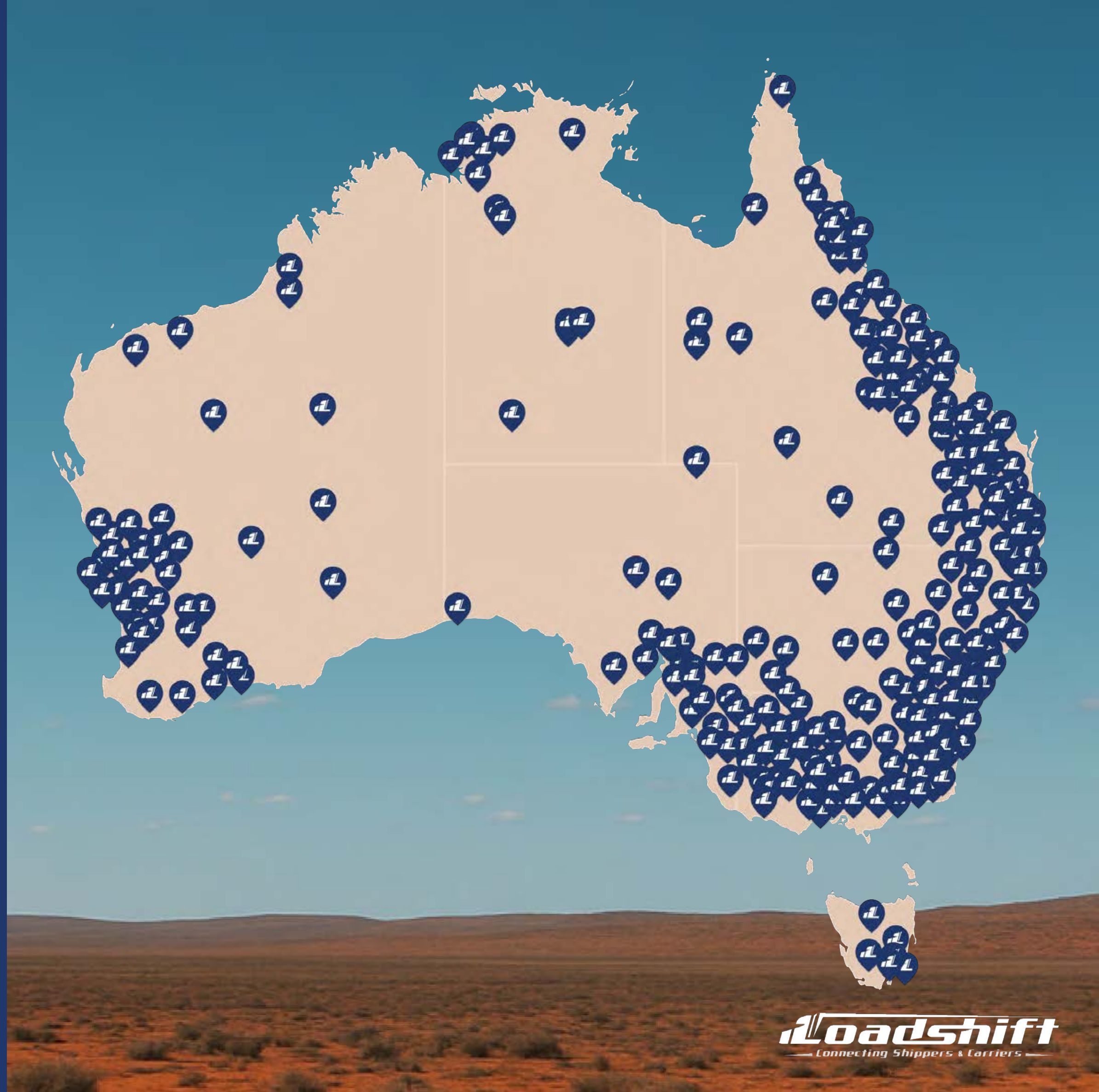


# #1 for Heavy Haulage

**Powering the Nation's Supply Chain Since 2007**

Spanning the entire continent, Loadshift connects businesses with 600,000+ in network to move everything from precision machinery to oversized mining equipment.

Delivering efficiencies through scale and technology, Loadshift keeps Australia's economy moving.





# Freight Customers



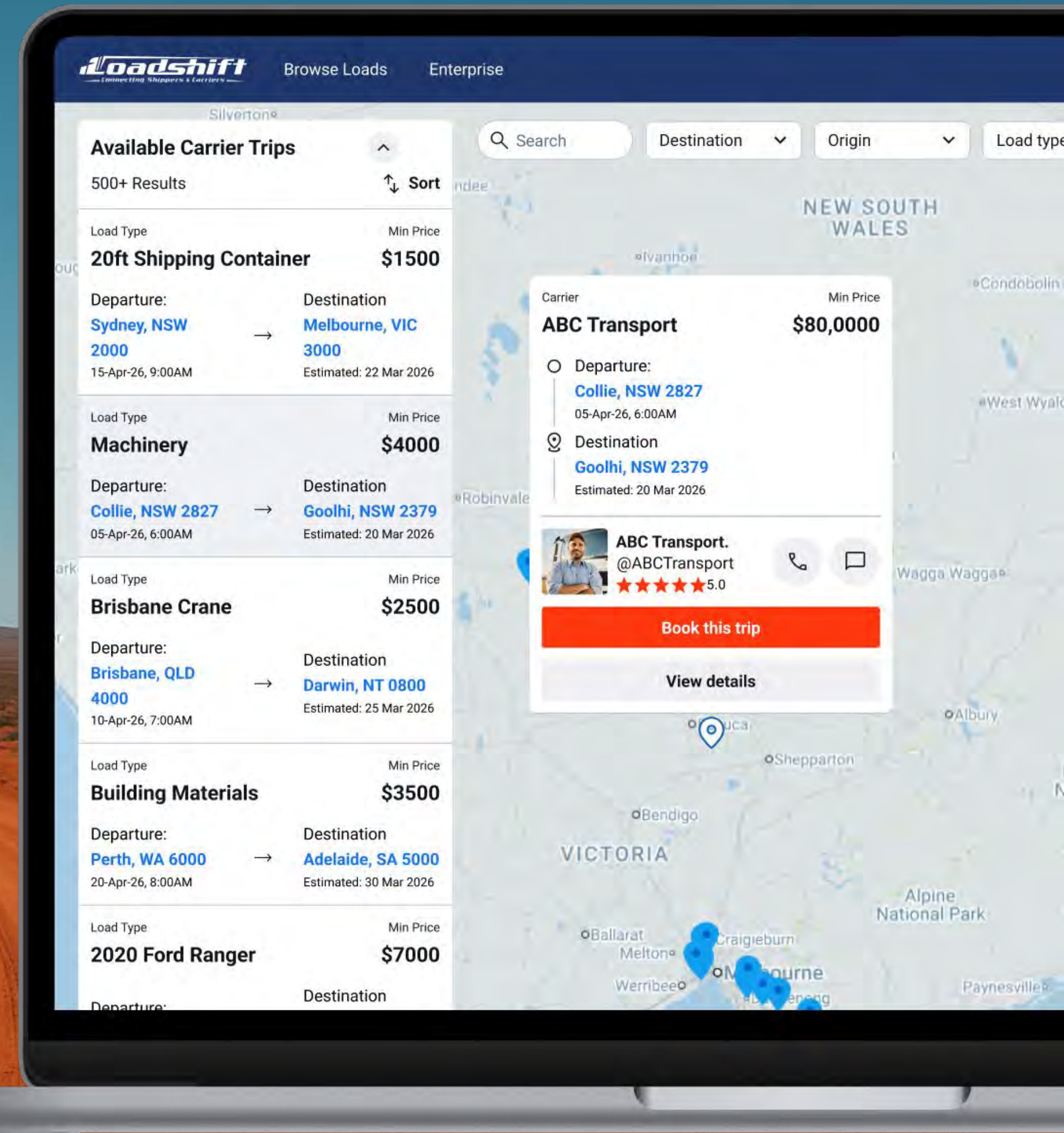
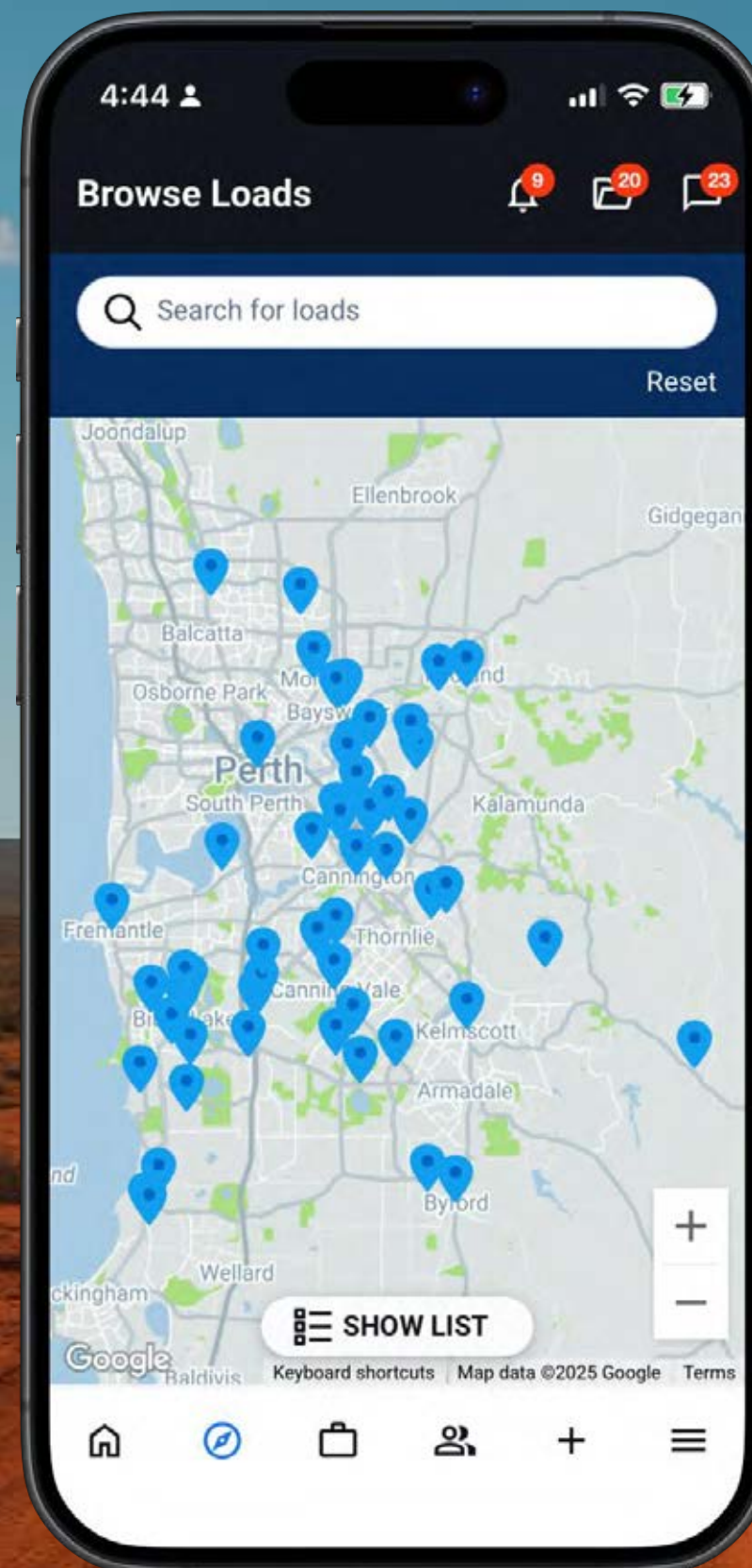




# 600,000+ In Network

## From Load to Delivery

Post your freight needs and receive competitive quotes instantly from Australia's largest network of verified carriers- all from your mobile device.







80,827 quotes  
2,785 loads  
delivered

Q1 2026

\* Coburn project coburn wa to canning vale WA





# + The Loadshift Advantage



## Instant Competitive Bidding

Simply upload photos, dimensions, and delivery details to receive multiple quotes within minutes, driving better rates through competition.



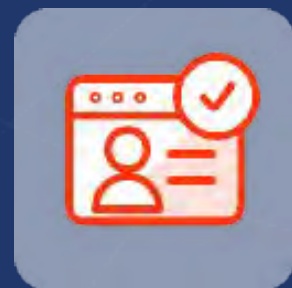
## Real-Time Shipment Visibility

Track your cargo throughout its journey with collection notifications, delivery confirmations & detailed analytics.



## End-to-End Compliance

Rest easy with Loadshift's rigorous operator auditing, load verification processes that maintain regulatory standards.



## Verified Quality Carriers

Access only pre-screened, rated transporters with verified credentials and performance histories to ensure reliable service.



## Secure payment protection

Funds remain protected until successful delivery confirmation, eliminating payment risks for all parties.





# 52 loads for Boart Longyear over 86,500km

Q1 2026



\* Shipping Container transported from Forrestfield, WA to Leinster, WA







## Industrial

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

## Retail

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





# Loadshift can manage it all for you

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







# Mining

Ship anything, anywhere. Urgent or unique, Loadshift 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 Loadshift, whilst also achieving huge efficiency gains.

\* Caterpillar 740 Dump Truck Marulan, NSW to Shepparton, VIC



# Infrastructure & Construction

Strict deadlines and challenging locations are a speciality. Project requirements can change quickly, Loadshift ensures that you are not held up by transport.

\* Mac25 Franna Crane Webborton, WA to Primbee WA







# International Shipping

Use Loadshift 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. Payment secured by Escrow.com.

\* 54 tonne CAT Underground Loader delivered to Tanzania using Loadshift





# Australia's Leading Tender Platform for Heavy Haulage

Whether you're managing site-to-port logistics for mining operations, coordinating construction equipment movements, or handling nationwide industrial freight, Loadshift's platform scales to meet your most complex tender requirements.

\* Cat 336 Next Gen excavator Tomago NSW to Bibra Lake WA







# Enterprise Logistics, Reimagined

## Centralised Tender Command Center

Manage all freight operations in one powerful platform from spot loads to multi-year contracts across regions and transport types with complete visibility and control.

## Seamless Carrier Ecosystem

Preserve existing carrier relationships while gaining access to thousands of pre-vetted carriers. Maintain compliance standards while expanding your network for optimal coverage.

## Dynamic Market-Responsive Pricing

Replace outdated annual rate cycles with real-time competitive bidding. Adapt instantly to market conditions while carriers benefit from a transparent marketplace.

\* Pallets of Hard Cover from Dalby, QLD 4405 to Bungendore NSW 2621





# Maritime Constructions Transport

Managing cross country shipping - this 22m long, 70 tonne barge was transported across the country from South Australia to Darwin in May 2025.







**Investor enquiries**

Dylan Carter

CFO & Company Secretary

[investor@freelancer.com](mailto:investor@freelancer.com)

Level 37, Grosvenor Place

225 George Street, Sydney NSW 2000, Australia

[freelancer.com/investors](http://freelancer.com/investors)