



Latin American Conference
October 6th 2000



Building a “multinational” in 1 year



What have we achieved



What are our challenges



**What is key knowledge
from B-School**

Building a “multinational” in 1 year



What have we achieved

What have we achieved?

- Operations in 9 countries
- Excellent team of people
- \$50 million in completed auctions
- Strong brand throughout Latin America
- Leading proprietary technology
- ~\$60 million of funding from leading VCs
- Alliances with leading companies

Operations in 9 countries

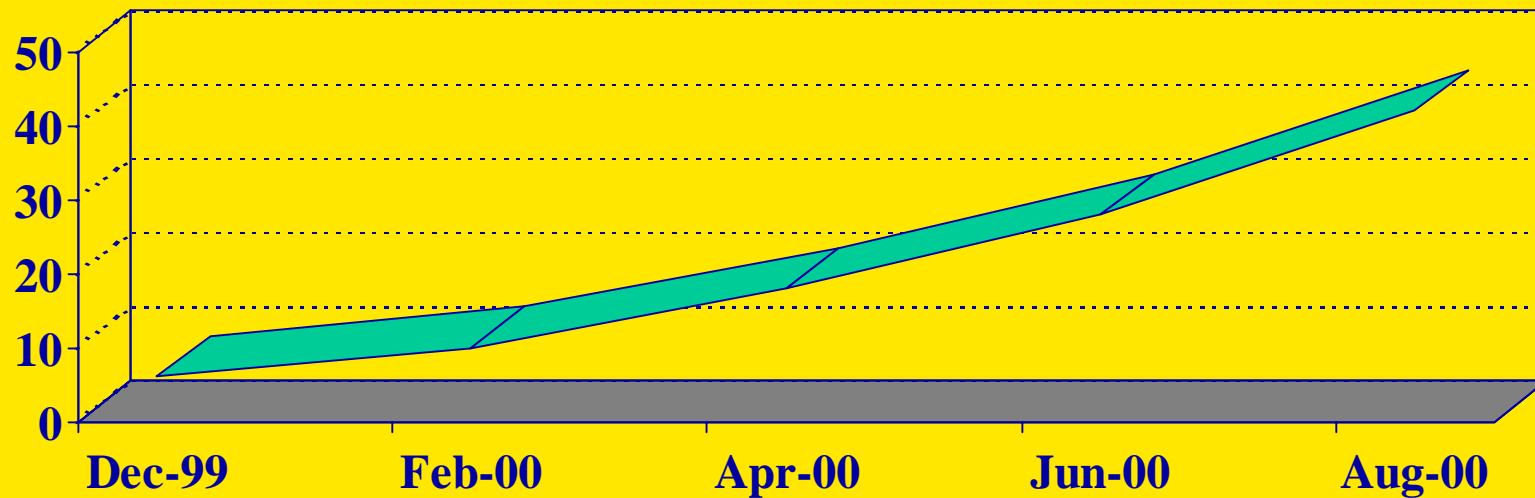


Excellent team of people

- 180 employees worldwide
 - 20+ first-class people in IT team
 - Local teams of experienced people
 - Superior management team
 - Excellent relevant experience (JPMorgan, McKinsey, BCG, P&G, Santander, PepsiCo, PeopleSoft, Danone, Goldman Sachs, 3i, Disney, etc)
 - Native country managers w/ US experience
 - Top B-Schools: Stanford, Insead, MIT, Oxford, Stern

\$50 million in closed auctions

Gross Auction Value (\$ MM)



Strong Brand in Latin America



Leading proprietary technology

Best of breed

- **Most scalable** technology in the world;
- Built on **Oracle** database, **Sun** servers and **Exodus** hosting.

In-house Technology Team

- Ensures site **reliability**
- Develop **leading-edge technology**
- **Continuous software upgrades**

Proprietary Technology

- **No License restrictions**
- Gives **flexibility**

Unique Features

- **Regional searches**
- **Bulk uploading** of thousands of products
- **Shopping Gallery**
- Special solutions for **businesses and charities**
- **Maximum price** function
- Functions customized to Latin users: **Contra-oferta**
- Pan-regional trading zone: **International Hall of Fame**

Leading, committed Investors

Angel Funding
\$2.5 MM
(Jun'99)

Private Investors from Argentina, Brasil & USA

1st Round
\$7.6 MM
(Oct'99)

CHASE CAPITAL PARTNERS



FLATIRON PARTNERS

2nd Round
\$46.5 MM
(May'00)



GE Equity



Banco
Santander Central Hispano

Alliances with leading corporations



Building a “multinational” in 1 year



What are our challenges

Growing-up takes time

Vertical growth

Building communities of active and loyal traders in a YOUNG internet market

Value-added services

Increase users security and convenience to foster repetitive usage and bridge stages

Operational excellence

Building a nimble and effective organization

Revenue model consolidation

Billing and collections in small amounts from many individuals

Profitability

Show a clear path to profitability

Building a “multinational” in 1 year



**What is key knowledge
from B-School**

Topics not to overlook at Stern

Organization

Managing a multinational is complex and clear hierarchy and responsibility is required

Human Resources

Keeping people focused, motivated and happy

Operations

Efficiency is key; the internet by itself does not solve operational problems

Accounting

Profits DO matter!!

Arts/philosophy

Creativity, imagination and some idealism are needed!!



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1cd motorhead - ace of spad R\$10



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compaq 1275 R\$2000



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