Global Expansion Framework v.5 🔮

Author: Tala Karadsheh , Abi Owolabi , Mark Elkhatib
Mighty Contributors: Too many to list. Thank you to all who contributed their expertise and time.
State: Final - Open to Comments and Questions
Audience: Internal GitHub Only
Date: April 2025

Every year, at the beginning of the fourth quarter, the Business Insights team revisits the Framework with updated data and research to determine priority expansion countries for GitHub. Beyond GitHub's performance data, the Framework is informed by internal and external market intelligence (e.g. do we have an entity, geopolitical risks, etc.) to round out the potential of a geography.

Snapshot of Findings: Fiscal Year 2026 Priority Markets with FY25 Data

Holistic Growth in APAC, specifically:
- Greater China Region
- South Korea
- Southeast Asia

Long-term strategic investments in:
- India
- Brazil
- LatAm (Spanish-speaking)
- Japan

Unlock revenue opportunities, starting with:
- United Kingdom
- Spain
- Netherlands

Copilot Activation **NEW**
- US
- Germany
- Canada

Our team also maintains a **Watch List** of markets with either future growth potentials or near-term ROIs, if resources allow, and as we adapt to an ever-changing world:
- France
- Australia and New Zealand (ANZ)
- Italy

Section Quick Links

How Does The Global Expansion Framework Work?

The Global Expansion Framework relies on a methodology (see Appendix for more details) that **calculates the delta** between the total addressable market (TAM) and the current GitHub market share in a geography. The more the delta, or the difference, between the two, the higher the resulting score is in this Framework, indicating untapped potential. Visually, this is best illustrated below. The goal of our efforts is to **reduce the gap**, therefore, **a decreasing score over time**.
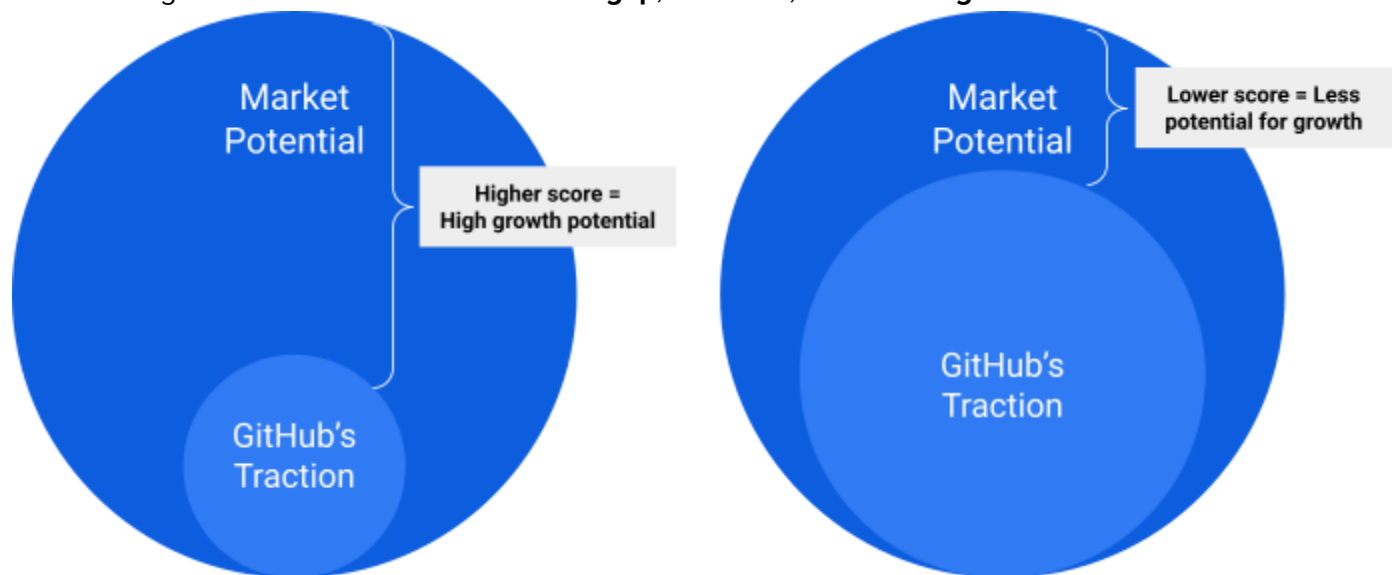

The Framework specifically computes two scores and points to other market sizing metrics. The two scores are: 1) a "Commercial Score" and 2) a "Developer Score" per market. We use internal GitHub metrics, and industry sizing research to determine the growth potential in specific geographies:

- The **Commercial Score** measures the magnitude and gap between a market's *projected infrastructure software spend* and growth rate with GitHub's commercialization progress (total ARR by March 31, 2025 + FY24 to FY25 growth rate). Projected infrastructure software spend per market is based on Gartner Total Infrastructure Software Revenue by Markets (2021-2027) in 5 addressable Gartner-defined product categories: Application Development, Application Infrastructure and Middleware, IT Operations, Security Software, and Storage Software.

- The **Developer Score** measures the magnitude and gap between a market's *Developer Community Total Addressable Market (TAM)* and growth rate (data from: MSFT Worldwide Commercial Audience Sizing) with GitHub's local traction (MEUs/5d7 by March 31, 2025 + FY24 to FY25 MEU growth rate).

- ****NEW** Copilot Activation**: To further amplify the impact of GitHub's Copilot, the Business Insights team devised a mechanism to assess Copilot's market penetration and enablement for consideration in FY26 analysis. We have approached this from three lenses, '**Copilot enablement**' which assesses the rate of Copilot adoption within GitHub's user base (the gap between the number of Copilot MEUs to total MEUs) and both MEU growth rates in the region. **Market penetration** looks at how much of the developer

population in that country are also Copilot MEUs, with accounts to Copilot and MEU growth rates, and lastly, **Commercial ratio** assesses the proportion of Copilot ARR to total ARR to signify where there is a high paid adoption rate. Copilot enablement and market penetration follows the same methodology as the commercial and developer score, the higher the gap between TAM (developer market and internal MEU) and Copilot MEUs, the higher the opportunity to grow Copilot MEUs in that market.

With data from FY21 through FY25, we can start to see how active expansion motions impact the two scores over time. Brazil, as an example, had a Commercial score of 158 by the end of March 2024. In FY25, the Commercial score dropped to 141, corresponding with the almost 20% year over year growth in paid seats for Brazil. This indicates that active growth in the country is resulting in a gain of market share of the TAM.
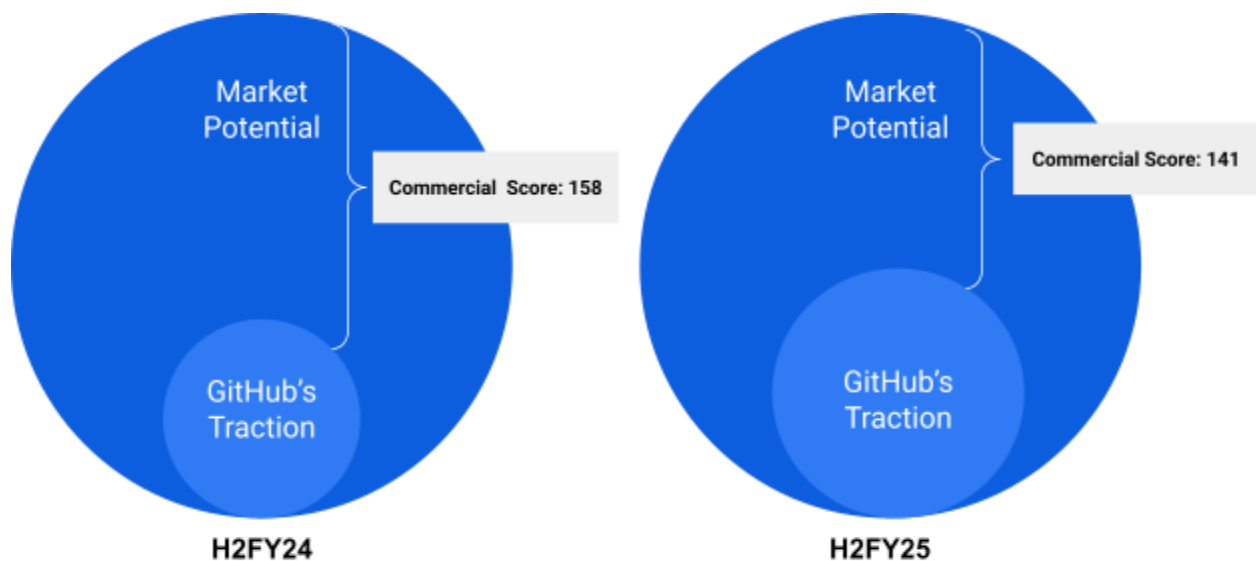
In addition to the scores, we examine data pertaining to adoption and monetization. We look at adoption trends by including metrics like the **MEUs to 5D7 engagement conversion rate** indicating how many of our monthly engaged users are weekly active users. We also compute **a monetizable developer penetration rate** to see how many developers in a market are already paying users of GitHub products (see details in Methodology section). We also **monitor our key competitors' headcount and hiring progress** in different regions using LinkedIn Talent Insight.

Priority expansion markets are chosen based on the highest Commercial Score ranking relative to other countries per region (APAC, EMEA, AMER). **We further prioritize high-scoring markets depending on "GitHub readiness" (e.g. have an operating entity, strong relationships with local MSFT subsidiaries, etc).** With now five cycles of data for the Framework, we are noting trends of increasing or decreasing scores and correlating them to ongoing internal investment and external factors.

The Business Insights team also infuses intangible market intelligence to inform the data, like ongoing geopolitical shifts, historical trends, economic forecasts, relevant changes in the tech industry, and impact of GitHub's company priorities and product roadmaps. Special exceptions are made when unique opportunities to collaborate with MSFT arise, e.g. the Greater China

Region. We recognize that many changes will impact expansion priorities, **therefore, we treat this Framework as a living document that we review annually to account for the fluidity in the market.**

## Framework V.5 for FY26, What Changed?

In this iteration of the Framework, we made three main improvements to the data:

1. **Aligned market growth rates:** In FY25, developer growth rate calculations shifted from Evans forecasted data to a year-on-year capture of [MSFT Worldwide Commercial Audience Sizing](#) developer numbers due to data access, now corresponding with the absolute numbers used to determine the market's TAM.

2. **Added a Copilot Activation Category:** This category highlights room to grow with Copilot in markets based on GitHub's engagement and monetization.

3. **Enhanced Competition Data:** Previous iterations only focused on GitLab presence and growth intentions. For this iteration, we expanded the number of competitors to cover AI, Core Platform, and Security offerings with integrating as much publicly available data on GitLab, Atlassian (for BitBucket), Harness, Codeium, Sourcegraph, and Cursor.

We have come a long way since v.1 of this Framework. Read more about the refinements to date in [the Appendix](#).

Global Insights

GitHub's growth has been predominantly global. As of the end of March 2025, **almost 80%** of its MEUs originate from regions and countries outside the United States[1]. Non-US based MEU has been growing at **32%** year over year (YoY) amounting to over 19M (see graph below). New user sign up data (users who create new, non-spammy, developer accounts) display similar growth trends. As of March 2025, **84%** of all user sign ups are from non US markets. Sign ups from non-US markets have been growing at a **24% YoY** rate, higher than the US YoY rate of **16%**.
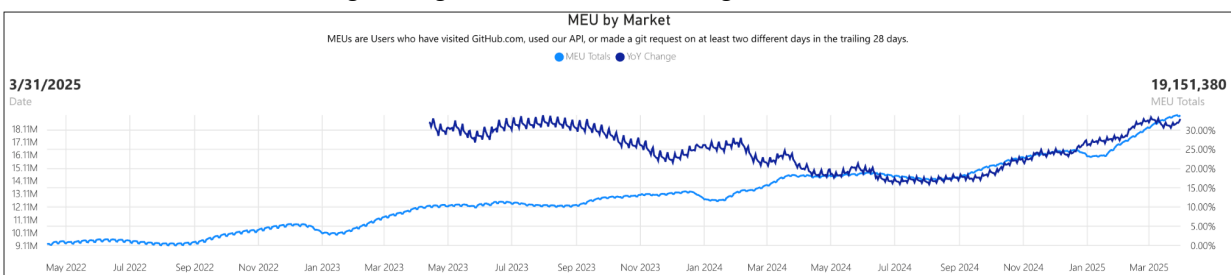
Product-specific adoption and growth also reflect this global appetite. As of March 2025, **66%** of MEUs engaging with all Copilot SKUs accept come from non-US based users. Similarly, US-based [sign ups for Copilot Free](#) make up only 13% of the user base. The remaining 87% Copilot Free sign ups come from non-US based users.

Revenue-wise, GitHub sales increased its global-to-US ratios from last year, with **43% of Managed ARR** (up from 40% last year) and **70% of Unmanaged ARR** (up from 60% last year)

---

[1] *All GitHub traction data can be found at [GitHub's Business Performance and Insights Dashboard](#)*

generated from non-US markets. Non-US market growth across both Managed and Unmanaged channels is growing over **33% YoY**.

Our global growth is in line with observed industry trends and data for addressable developers outside the United States. Microsoft's commercial audience sizing studies show that the worldwide addressable developer population is as follows:
- APAC: 21.8 million (ex-GCR: 13.2 million)
  - Greater China Region (GCR): 8.61 million
- EMEA: 11.27 million
- AMER (ex-US): 6.42 million

The IDC's Worldwide Developer Census of 2025 also offers estimates of developer counts globally that include full time developers, business developers (part-time), and non-compensated developers (students and hobbyists) where estimates differ:
- APAC: 18.9 million
- EMEA: 12 million
- AMER (ex-US): 8.8million

In terms of projected infrastructure software spend, in 2025 APAC is expected to have the largest investment and the fastest growth rates outside of the US, based on the latest Gartner estimates:

- APAC: $55.1 billion (next 3 year Compound Annual Growth Rate, **CAGR: 10%**)
- EMEA: $54 billion (next 3 year CAGR: 8%)
- AMER (ex-US): $12.9 billion (next 3 year CAGR: 5%)

The Findings: Revenue-Focused Expansion Priorities by Region

Asia Pacific (APAC)

APAC consistently emerges as a strategic geographical market for expansion. This region has the highest CAGR for infrastructure spend (average of 15% and up to 18% in some countries), and has the largest developer population globally. Investing in APAC now means positioning GitHub to be the market leader for the majority of this globe's developers and enterprises. With their investment in JiHu and an APAC distribution agreement with Tech Data, this market is a key one for GitLab's growth and is a focus region of theirs for over two years. Below is how APAC ranked in the Framework.

Country	Commercial Score	Developer Score	5D7/MEU %	Monetizable Dev Penetration %
GCR	187	164	39%	1%
Southeast Asia	160	128	40%	5%
South Korea	158	98	50%	15%
India	176	175	38%	6%

Japan	148	120	48%	31%
ANZ	106	110	49%	32%
US**	131	106	49%	107%

*Australia and New Zealand are on the Watchlist for FY26 - See Watchlist Section for details
**US market for benchmarking purposes.

Greater China Region: Market Overview

- Last year's Scores: 322 (Commercial), 209 (Developer)
- Projected Infrastructure Software Spend in 2025: $17.3 billion; CAGR: 17.3% (Projected Infrastructure Software Spend - February 2025 ARR)
- Developer Community TAM: 7.2 million (Dev community size - February 2025 MEUs)
- YoY GitHub Growth Rate: 14% (ARR), 30% (MEUs)

The Score Contextualized: The GCR consistently scores in the top for both commercial and developer scores. This is due to the fact that the TAM estimates for both revenue potential and developer counts are the largest globally. Additionally, GitHub's traction in the region, while growing, has been relatively smaller. We note a significant drop in both the commercial and developer scores this year from last year and this is driven by the smaller annual growth rates. ARR grew by 14% YoY, while last year it was 149% YoY. Developer growth rates also dropped to 2.2% from last year's 6.5%.

GitHub's Play-to-Win: This market's developer community and market potential can propel GitHub's revenue and product adoption with growth over global averages, however, this market is also embroiled in geopolitical and regulatory restrictions. Winning this market in FY26 means:
- Monetizing more of the 1.8M MEUs (only 6% have a paid plan on GitHub)
- Engaging active developers to choose GitHub (20% of the estimated developer population are MEUs)
- Activating more Copilot users, preferably beyond Copilot Free. China and Hong Kong have more than 1.1M Copilot SKU holders, of which 90% are Copilot Free SKUs.

GitHub's presence and reach is limited in this region. As of FY25, Regional Marketing had dedicated partial support to the GCR with driving select campaigns through Microsoft and partners. Further exploration of co-sell opportunities is encouraged, especially for customers looking to embark on AI transformation efforts. The developer community has previously shown incredible affinity to GitHub, always flooding any virtual event or watch party attendance. Leaning into community driven events remains the recommended approach with the angle of encouraging developers to explore Copilot and its paid capabilities.

Snapshot of Competitor Landscape (LinkedIn Insights March 2025)

Area	Competitor	# Employees in Market	Hires in the last 12 months	# Sales & Marketing
Core Platform	GitLab	41	15	16
	Atlassian	14	9	2
	Harness	7	3	0

AI Coding Assistants	Sourcegraph	1	0	0
	Vercel	1	0	0
Security	Snyk	11	4	4
	Veracode	6	2	1
	Checkmarx	10	3	8
	SonarSource	25	13	10
For Benchmark	GitHub	0	0	0

Southeast Asia: Market Overview

- Last year's Scores: 214 (Commercial), 108 (Developer)
- Projected Infrastructure Software Spend: $5.06 billion; CAGR: 16.5% (Projected Infrastructure Software Spend - February 2025 ARR)
- Developer Community TAM: 1.7 million (Dev community size - Feb 2025 MEUs)
- YoY GitHub Growth Rate: 5.7% (ARR), 30% (MEU)

The Score Contextualized: Shortened as ASEAN or SEA, this market ranks second for APAC with the most revenue potential. The composite region **includes Indonesia, Malaysia, Philippines, Singapore, Thailand, and Vietnam** The drop in commercial score noted for FY25 is due to a drop in ARR annual growth rate (60% -> 6% in FY25). The increase in developer score reflects the increase in 5d7/MEU ratio. More developers are active beyond 2d28 during FY25. Developers from Singapore, Indonesia and Vietnam make up 72% of all MEUs on GitHub. Indonesia hosts a third of all developers estimated for the region and Singapore has the largest commercial potential and current share of the region's ARR.

GitHub's Play-to-Win: ASEAN countries are rapidly embracing digital transformation, with significant investments in technology infrastructure and digital skills development. This market presents an opportunity for further growth and winning this market in FY26 means:
- Monetizing more of the 1.6M MEUs (only 9% have a paid plan on GitHub)
- Accelerate the consumption of Copilot. The region's Copilot engagement is relatively less than the global average
- Opportunities to upgrade from Teams, which makes up almost 50% of all seats.

GitHub's reach is most established in Singapore through well established partner networks and limited press and regional marketing. For FY26, GitHub should continue to lean into the region through Singapore and consider Copilot specific community engagement programs (education, train-the-trainer, and developer engagement) in both Indonesia and Vietnam.

Snapshot of Competitor Landscape (LinkedIn Insights March 2025)

Area	Competitor	# Employees in Market	Hires in the last 12 months	# Sales & Marketing
Core Platform	GitLab	86	32	12
	Atlassian	543	157	184

AI Coding Assistants	**Harness**	12	8	1
	Sourcegraph	2	0	0
	Vercel	7	3	2
Security	**Snyk**	13	6	4
	Veracode	7	2	1
	Checkmarx	13	4	9
	SonarSource	25	13	13
For Benchmark	**GitHub**	3	0	1

South Korea: Market Overview

- Last year's Scores: 189 (Commercial), 102 (Developer)
- Projected Infrastructure Software Spend $3.3 billion; CAGR: 12.1% (Projected Infrastructure Software Spend - February 2025 ARR)
- Developer Community TAM: 730k (Dev community size - Feb 2025 MEUs)
- YoY GitHub Growth Rate: 3.8% (ARR), 20% (MEU)

The Score Contextualized: In FY25 H2, South Korea's YoY growth rate for revenue has been declining. The decline reached 3% by March 2025 and this has reduced the commercial score from the year prior. The developer score's decrease reflects the increased number of developers who are engaged 5d7 (as a portion of the MEU). GitHub's Enterprise SKU is the most commonly paid SKU making up 54% of all paid SKUs. MEUs have been the highest they have ever been at over 380K and growing +20% YoY.

GitHub's Play-to-Win: South Korea's [advanced technological infrastructure and tech-savvy](#) population make it an ideal market for GitHub's tools and services. The country's rapid adoption of technologies, such as AI and cloud computing, are essential for modern software development and collaboration. Winning this market in FY26 means:
- Build on GHE, especially with Security solutions
- Accelerate the consumption and engagement of Copilot. 216K Copilot SKUs have been activated, almost 70% are on Copilot Free plans
- Unlock more of the developer community

Drive more focused customer and developer plays in South Korea through two existing channels: 1) press coverage/network, and 2) a foundational set of localized content. There are indications that reach is something that requires further focus from GitHub in the coming year so that brand trust and awareness is established. Currently, GitHub has no local footprint nor any channel partner coverage to amplify the brand and represent it. Focusing on building a channel partner here may enable more adoption of GitHub (especially Copilot) and inform surfaces to prioritize for localization. This is especially true knowing that South Korea has less competitor footprint in its market.

Snapshot of Competitor Landscape (LinkedIn Insights March 2025)

Area	Competitor	# Employees in Market	Hires in the last 12 months	# Sales & Marketing
Core Platform	GitLab	8	2	6
	Atlassian	26	21	9
AI Coding Assistants	Vercel	1	0	0
Security	Checkmarx	1	0	1
For Benchmark	GitHub	0	0	0

India: Market Overview

- Last year's Scores: 177 (Commercial), 175 (Developer)
- GitHub established an entity in market CY2020
- Projected Infrastructure Software Spend: $5.8 billion; CAGR: 16.5% (Projected Infrastructure Software Spend - February 2025 ARR)
- Developer Community TAM: 4.1 million (Dev community size - Feb 2025 MEUs)
- YoY GitHub Growth Rate: 23% (ARR), 49% (MEU)

The Score Contextualized: In 2025, India's Commercial Score remained the same. India's Developer score increased due to high growth in developer population as well as attracting more engaged users on the platform (5d7/MEU went up from 28 to 38%). The ongoing growth in India continues to point to a thriving market that GitHub is well-poised to capture. In FY25, India represented 18M new developer accounts on GitHub, with 2.6M MEUs growing at 49% YoY. India also has the second highest total number of users with Copilot SKUs.

GitHub's Play-to-Win: India has one of the largest developer communities in the world, with over 17 million developers on GitHub. This number is expected to grow significantly, making India a key market for GitHub's expansion for the next 3-5 years (not just FY26). Winning this market in FY26 means:
- Monetizing developers on the platform. Paid seats to MEU is around 20%
- Focus on attracting and retaining MEUs, more than 50% of users who are considered MEUs are no longer MEUs by their 6th month
- Accelerate Copilot adoption. Indian developers have a relatively low Copilot engagement (~160K) and penetration rates, yet they make up 65% of APAC's Copilot MEU

Tactically, a cross-functional group of Hubbers have identified an action plan to address the Indian market growth potential. This market would benefit from opportunities to scale through localized approaches and talent growth, building on what has been previously accomplished through both GitHub and Microsoft.

Snapshot of Competitor Landscape (LinkedIn Insights March 2025)

Area	Competitor	# Employees in Market	Hires in the last 12 months	# Sales & Marketing
Core Platform	**GitLab**	180	83	25
	Atlassian	3555	1130	151
	Harness	372	8137	9
AI Coding Assistants	**Codeium**	5	5	1
	Sourcegraph	2	0	0
	Vercel	17	12	5
Security	**Snyk**	27	9	4
	Veracode	14	9	2
	Checkmarx	76	32	8
	SonarSource	18	11	2
For Benchmark	**GitHub**	43	7	34

Japan: Market Overview

- Last year's Scores: 162 (Commercial), 102 (Developer)
- GitHub entity established in CY2015
- Projected Infrastructure Software Spend: $10.4 billion; CAGR: 13.8% (Projected Infrastructure Software Spend - February 2025 ARR)
- Developer Community TAM: 1 million (Dev community size - Feb 2025 MEUs)
- YoY GitHub Growth Rate : 30% (ARR), 37% (MEU)

The Score Contextualized: In 2025, Japan's Commercial Score went down reflecting the growth in ARR since 2024. Notably, GitHub was successful in monetizing more developers in FY25, raising the monetizable rate from 23% to 31%. As of March 2025, Japanese developers held more than 500K paid seats and over 500K Copilot SKUs. While more than 64% of the Copilot SKUs are free, 20% of the remaining seats are CfB and CfE pointing to a relatively high propensity for adopting AI offerings. Product engagement, at large, is very healthy with MEU growth rates over 40% (at 786K in March 2025).

GitHub's Play-to-Win: GitHub is positioned strategically in Japan today. There is a strong corporate user base and solid brand awareness. GitHub has an entity in Japan giving it flexibility to grow with local talent. The data suggests that GitHub is being pulled *into the market* by existing demand rather than having to push its way in. Furthermore, Japan has a robust open-source community, which aligns well with GitHub's core mission. The country is home to many contributors to significant open-source projects, top of which is Ruby. Winning this market in FY26 means:
- Expand through Security and AI offerings
- Invest further in localization and data residency requirements

- Accelerate the consumption of Copilot, considering the below average Copilot MEU engagement rates and monetization

Snapshot of Competitor Landscape (LinkedIn Insights March 2025)

Area	Competitor	# Employees in Market	Hires in the last 12 months	# Sales & Marketing
Core Platform	GitLab	41	6	18
	Atlassian	77	22	25
	Harness	1	0	1
AI Coding Assistants	Sourcegraph	1	0	0
	Vercel	3	0	0
Security	Snyk	6	2	4
	Checkmarx	1	0	0
	SonarSource	1	1	1
For Benchmark	GitHub	50	6	43

Americas (AMER)

Combined, the Americas (excluding the United States) are expected to spend more than $12B on infrastructure software in categories potentially addressable by GitHub products, with 3M developers who are not yet using GitHub. Unique to this region are the advantages offered by being close to the United States, language similarities, and some operational ease offered by strong local Microsoft partnerships. Our scoring and view into the top markets in the Americas is as follows.

Country	Commercial Score	Developer Score	5D7/MEU %	Monetizable Dev Penetration %
Brazil	141	119	45%	10%
LatAm (Spanish)	139	132	41%	7%
Canada	138	95	44%	49%
US**	131	106	49%	107%

US market for benchmarking purposes.

Brazil: Market Overview

- Last year's Scores: 158 (Commercial), 122 (Developer)
- Projected Infrastructure Software Spend: $2.4 billion; CAGR: 9.6% (Projected Infrastructure Software Spend - Feb 2025 ARR)
- Developer Community TAM: 1.3 million (Dev community size - Feb 2025 MEUs)
- YoY GitHub Growth Rate: 30% (ARR), 40% (MEU)

The Score Contextualized: GitHub's continued focus on Brazil is reflected in the scores decreasing from last year. Scores have been decreasing consistently since FY21 indicating that commercial and developer footprints have been growing (and that this framework works!). Notably for Brazil, ARR grew by 30% YoY and engagement metrics show that more developers are choosing GitHub and monetizing their usage. As of March 2025, over 200K paid seats have been sold in Brazil, alongside +500K Copilot SKUs utilized. While 75% of the Copilot seats are for Copilot Free, almost 50K CfB SKUs have been activated.

GitHub's Play-to-Win: Scaling the sales and marketing footprint locally has been an ongoing challenge for GitHub. However, capabilities focused on remote support, localization, third party arrangements, and partner channels continue to fuel growth. Winning this market in FY26 means:
- Deciding how to further scale marketing and sales capabilities - continue through third parties OR begin the process of hiring through MSFT/third party for better set up in FY27
- Accelerate Copilot adoption
- Continue to activate the developer community

Snapshot of Competitor Landscape (LinkedIn Insights March 2025)

Area	Competitor	# Employees in Market	Hires in the last 12 months	# Sales & Marketing
Core Platform	**GitLab**	18	5	3
	Atlassian	239	116	36
	Harness	9	1	0
AI Coding Assistants	**Sourcegraph**	1	0	0
	Vercel	7	3	1
Security	**Snyk**	1	0	0
	Veracode	3	0	1
	Checkmarx	2	2	2
	SonarSource	1	0	0
For Benchmark	**GitHub**	2	0	2

Latin America (Top-5 Spanish-speaking countries): Market Overview
- Last year's Scores: 162 (Commercial), 129 (Developer)
- Projected Infrastructure Software Spend: $4 billion; CAGR: 9.6% (Projected Infrastructure Software Spend - Feb 2025 ARR)
- Developer Community TAM: 2.6 million (Dev community size - Feb 2025 MEUs)
- YoY GitHub Growth Rate: 38% (ARR), 39% (MEU)

The Score Contextualized: The countries of focus in this region are: Argentina, Chile, Colombia, Peru, and Mexico. MEUs from these top 5 countries make up almost 80% of the market's total.

Since last year, the commercial score dropped as a factor of the ARR growth rate, and the developer score increased reflecting the growth in developer estimates. GitHub's commercial impact can also be captured by the increase in monetization (up from 3%) and increase in the ratio of 5d7/MEU (up from 27%). This market has almost 250K paid seats, along with over 500K activated Copilot SKUs (as of March 2025)

GitHub's Play-to-Win: GitHub's approach to this market has been to leverage the scale that comes from operating from the US, the relative commonality of language, and the access through Microsoft. Winning this market in FY26 means:
- Further growing through Microsoft's presence in the market
- Expanding partner networks in Mexico and Southern South America that can scale further in the region
- Accelerate Copilot adoption

Snapshot of Competitor Landscape (LinkedIn Insights March 2025)

Area	Competitor	# Employees in Market	Hires in the last 12 months	# Sales & Marketing
Core Platform	GitLab	35	11	3
	Atlassian	126	96	36
	Harness	45	40	2
AI Coding Assistants	Sourcegraph	1	0	0
	Vercel	7	3	1
Security	Snyk	1	0	0
	Veracode	3	0	1
	Checkmarx	2	2	2
	SonarSource	1	0	0
For Benchmark	GitHub	0	0	0

Europe, Middle East, and Africa (EMEA)

The revenue potential across EMEA is the second highest globally after APAC. The engagement and monetization metrics for markets included in this framework indicate a more established level of market traction. The data also reflects the impact of recent geopolitical conflicts, observed by shrinking scores, and decelerating ARR and MEU growth rates in some countries (i.e. Russia, Ukraine, Israel, and some neighboring markets). With this strong foundation, GitHub is well-positioned to increase and sustain growth in this region, while placing longer-term bets on emerging tech markets. See below for the scoring that resulted for the EMEA region.

Country	Commercial	Developer Score	5D7/MEU %	Monetizable Dev

	Score			Penetration %
Spain	194	114	45%	21%
Italy	162	99	42%	10%
Germany	151	102	43%	53%
UK	148	103	47%	48%
Netherlands	147	64	45%	36%
Africa	145	132	35%	6%
France	145	92	42%	27%
CEE	140	122	45%	10%
Sweden	138	111	49%	61%
Turkey	127	98	39%	9%
Israel	112	116	49%	31%
Russia	92	86	35%	1%
US**	131	106	49%	107%

*Italy and France are on the Watchlist for FY26 - See Watchlist Section for details
**US market for benchmarking purposes.

Spain: Market Overview

- Last year's Scores: 243 (Commercial), 100 (Developer)
- Projected Infrastructure Software Spend: $2.2 billion; CAGR: 14.1% (Projected Infrastructure Software Spend - Feb 2025 ARR)
- Developer Community TAM: 334,000 (Dev community size - Feb 2025 MEUs)
- YoY GitHub Growth Rate: 75% (ARR), 39% (MEU)

The Score Contextualized: Spain topped the list last year for growth potential in EMEA. The reduction in the commercial score is reflected by the 75% YoY ARR growth rate. Focused efforts on Spain resulted in the addition of over 50K paid seats and activating nearly 300K Copilot SKUs. Relatively speaking, this market is smaller than others, however, GitHub is growing with above global average rate pointing to momentum. The developer score increased slightly this year due to the higher annual developer growth rate (more developers growth than GitHub's MEU growth).

GitHub's Play-to-Win: Competitors appear to be interested in the Spanish market, and GitHub has the advantage of a cohort of talent already present in-country. Winning this market in FY26 means:
- Establishing partner channels
- Amplifying brand awareness through regional marketing, press coverage, localization, and on-the-ground talent
- Accelerate Copilot adoption

Snapshot of Competitor Landscape (LinkedIn Insights March 2025)

Area	Competitor	# Employees in	Hires in the last 12	# Sales & Marketing

		Market	months	
Core Platform	**GitLab**	20	9	6
	Atlassian	30	22	8
	Harness	2	2	0
AI Coding Assistants	**Sourcegraph**	2	1	0
	Vercel	6	1	1
Security	**Snyk**	5	1	2
	Veracode	3	0	0
	Checkmarx	5	1	3
	SonarSource	3	1	0
For Benchmark	**GitHub**	51	5	16

United Kingdom : Market Overview
- Last year's Scores: 154 (Commercial), 113 (Developer)
- Projected Infrastructure Software Spend: $15.1 billion; CAGR: 14.1% (Projected Infrastructure Software Spend - Feb 2025 ARR)
- Developer Community TAM: 413,144 (Dev community size - Feb 2025 MEUs)
- YoY GitHub Growth Rate: 29% (ARR), 27% (MEU)

The Score Contextualized: Scores were slightly less than last year's, reflecting the almost 30% YoY ARR growth and the above global average MEU growth rates. Despite this traction, market data estimates a significant amount of commercial potential in the UK, also reflected in the competitor talent investments in this market. This market also has a relatively high monetization and engagement ratio, indicating higher propensity for expanding and growing with developers and customers alike. More than 420K Copilot SKUs have been activated in this market, 57% of which are on Copilot Free.

GitHub's Play-to-Win: The UK's potential remains strong in EMEA. GitHub has to navigate other established competitor presence in this space to protect its market share and growth trajectory. Winning this market in FY26 means:
- Accelerating Copilot adoption and monetization
- Expanding Security SKUs (currently only 6% of seats)
- Nurturing the Open Source Community, noticing a slowing pace of repos and engagement rates

Snapshot of Competitor Landscape (LinkedIn Insights March 2025)

Area	Competitor	# Employees in Market	Hires in the last 12 months	# Sales & Marketing
Core Platform	**GitLab**	179	46	38
	Atlassian	367	194	141

	Harness	67	26	25
AI Coding Assistants	Codeium	3	3	2
	Sourcegraph	13	4	4
	Vercel	70	32	31
Security	Snyk	229	59	41
	Veracode	59	16	25
	Checkmarx	34	9	22
	SonarSource	207	110	71
For Benchmark	GitHub	222	21	70

The Netherlands: Market Overview

- Last year's Scores: 210 (Commercial), 119 (Developer)
- GitHub entity, established in CY2014
- Projected Infrastructure Software Spend: $3.24 billion; CAGR: 14.1% (Projected Infrastructure Software Spend - Feb 2025 ARR)
- Developer Community TAM: 5,356 (Dev community size - Feb 2025 MEUs)
- YoY GitHub Growth Rate: 27% (ARR), 2.6% (MEU)

The Score Contextualized: The opportunity in the Netherlands lies in monetizing and retaining an engaged developer population. The developer score indicates that GitHub has the lion's share of the estimated developer community. If estimates are true, GitHub has all but 5K developers on its platform as MEUs. This estimate also explains the deceleration of MEU growth rates witnessed throughout FY25, leading to 2.5% YoY. The high penetration does not equate to high monetization. Dutch developers have acquired 170K paid seats on GitHub and activated 187K Copilot SKUs.

GitHub's Play-to-Win: GitHub should capitalize on its strong footing in this market and focus its efforts on upgrades, expansions, and retention. Winning this market in FY26 means:
- Accelerating Copilot adoption and monetization
- Expanding Security SKUs (currently only 6% of seats)
- Maturing channel partnerships to scale reach and monetization

Snapshot of Competitor Landscape (LinkedIn Insights March 2025)

Area	Competitor	# Employees in Market	Hires in the last 12 months	# Sales & Marketing
Core Platform	GitLab	116	15	21
	Atlassian	611	99	197
	Harness	4	3	2
AI Coding	Sourcegraph	1	0	0

Assistants	Vercel	12	5	4
Security	Snyk	5	1	0
	Veracode	3	0	0
	Checkmarx	2	1	1
	SonarSource	2	0	0
For Benchmark	GitHub	145	19	98

The Findings: Copilot Activation Opportunities

To gain a deeper understanding of Copilot's impact and potential for growth, the Business Insights team created a lens to assess Copilot traction for FY26 analysis. Copilot activation is measured across three key metrics: Copilot enablement, market penetration, and commercial ratio.

- **Copilot enablement** captures the relationship between GitHub's user base and Copilot adoption. It gauges how effectively GitHub is encouraging its users to adopt and utilize Copilot. A larger value points to an opportunity to grow Copilot adoption.
- **Market penetration** assesses Copilot's reach within the broader developer population of a specific country. This metric reveals how well Copilot is penetrating the overall market and reaching the estimated developer population by country. A larger value points to an opportunity to grow Copilot conversion.
  - *Copilot MEU ratio shows how much Copilot engagement sizes up to total GitHub engagement at 2d28*
- **Commercial ratio** calculates how much of the estimated country ARR is generated from Copilot. Larger outputs point to larger Copilot relative spend.

With that in mind, Copilot growth signals are prominent in every expansion priority market highlighted above. Data from APAC priority geographies shows opportunity for converting more developers to be Copilot users, as well as room to grow adoption and commercialization. Brazil and LATAM outputs indicate more conversion opportunities, while EMEA priority geos indicate adoption and revenue potential.

The data also shows that there is an opportunity to increase the number of developers in the United States who use Copilot. Copilot's reach, and GitHub's ability to monetize it, in this large developer market is likely impacted by the competitive landscape. For Canada and Germany, the opportunity specifically lies in further monetizing Copilot with its relatively large developer populations. All three geographies have MEU and commercial ratios at or below averages.

Country	Copilot Enablement	Market Penetration	Copilot MEU to Total MEU	Commercial Ratio
APAC				

GCR	116	747	16%	86%
Southeast Asia	115	213	18%	25%
South Korea	27	95	20%	21%
India	214	457	20%	39%
Japan	57	127	23%	32%
ANZ	26	57	22%	31%
AMER				
United States	20	158	16%	23%
LATAM (Spanish)	66	293	24%	41%
Brazil	62	153	21%	44%
Canada	44	46	21%	27%
EMEA				
Spain	29	62	28%	56%
Italy	20	52	24%	50%
Germany	72	55	21%	33%
UK	58	68	22%	31%
Netherlands	39	18	16%	40%
Africa	44	108	19%	47%
France	47	81	21%	31%
CEE	78	162	21%	67%
Sweden	14	42	26%	35%
Turkey	17	57	22%	52%
Israel	10	55	62%	51%
Russia	46	149	2%	55%
Global Median/Avg			21%	41%

FY26 Watch List

We keep a "watch list" because even if a market is not on our priority list, it does not mean this market is not worth paying attention to. This current watch list surfaced from the Framework's scoring as a group of markets that we should keep a close eye on, for future growth opportunities or near-term ROIs, as we adapt to an ever-changing world (for reference, Russia andIsrael used to be on this watch list).

France

France's Commercial score dropped reflecting the 21% YoY ARR growth rate and the increase in developer monetization (from 19% to 27%). monetization rate went from 19% to 27%. The steady MEU growth rate did not impact the developer score too much, yet the engagement rates remain pretty high. The potential in France is considerable and worthy of observation to explore current investment opportunities.

Italy

Italy climbed up the ranks this year with its Commercial score and high engagement percentages. MEU saw a 42% YoY growth and ARR climbed 86% YoY. The market itself remains relatively small, when compared to other EMEA countries, but the country promises a $2.3B investment in infrastructure spend that will grow to over $3B by 2027.

ANZ

Australia and New Zealand have been on the watchlist for a couple of years now, and during FY25, we saw a sharp drop in commercial scores. This drop correlates to the almost 30% YoY growth rate of ARR. Both markets have activated over 200K Copilot SKUs and 271K paid seats. Keeping an eye on ANZ to see if it continues to track on this growth trajectory.

Appendix

The Framework

The Global Expansion Framework is a market prioritization mechanism that consistently measures global market potential and key investment opportunities. The Framework is **a living document** that is refreshed every year to reflect updated GitHub and industry data to provide an accurate reflection of the evolving market trends and shifts.

As a mechanism, the Framework ranks expansion potential by computing a "Commercial Score" and a "Developer Score" per market. The Commercial Score measures the magnitude and gap between a market's Revenue total addressable market and growth rate with GitHub's commercialization progress. The Developer Score measures the magnitude and gap between a market's Developer Community total addressable market and growth rate.

The resulting scores tell the story of the market potential. The higher the score, the more there is an untapped potential in that particular market, whether it is for revenue purposes or for community building potential. Overtime, and with investment, it is the goal to reduce high scores across our determined priority markets, indicating that we have captured the potential and reduced untapped avenues.

The score is also informed by market trends observed by the Business Insights team. The team drives evidence-based insights to elevate decision-making, alignment, and growth for the GitHub business. We use data and insights to apply a unique lens to the score, that is educated and informed by ongoing geopolitical trends, market shifts, and specific GitHub readiness, when considering areas of opportunities and potential ROI.

A Living Document

Beyond updating the Framework every year, by the fourth quarter, with data that informs and refines the scoring, the Business Insights team seeks to upgrade its dimension by including factors and vectors that make it even more comprehensive.

Naturally, this means that we fold in other aspects into our prioritization beyond the pure revenue and developer community potential, so that GitHub's strategy is holistic. Our team assesses GitHub's own "readiness", geopolitical intelligence, market trends and analysis, operational risks, regulatory environment and ongoing understanding of talent availability to inform the list and how to develop specific strategies by country. This is not done in a vacuum. We bring subject matter experts across our Legal, Policy, HR, Sales, Operations, Product, Microsoft, academics, external experts, and other functions to inform final recommendations.

As an ongoing effort, the Business Insights team continues to explore ways to make the input to the Framework more comprehensive, as we consult with other functions and leaders in the market.

Methodology

Commercial Score: Measures the magnitude and relationship between the target market's addressable infrastructure software spending level and growth rate with GitHub's local

commercialization progress (total ARR). (Note: the 100000000 is a scalar, used to scale the usually large numbers down to a more manageable digit).

*Formula: (Market Projected Infrastructure Software Spend - ARR)/100,000,000 + YoY Market Growth Rate * 10 + ARR YoY Growth Rate*

Developer Score: Measures the magnitude and relationship between the target market's Developer Community size and growth rate with GitHub's current local traction. (Note: the 100000 is a scalar, used to scale the usually large numbers down to a more manageable digit.)

*Formula: (Total # of Devs - MEU)/100000 + YoY Dev Growth Rate*10 + MEU YoY Growth Rate + 5D7/MEU Ratio%*

Monetizable Developer Penetration % seeks to measure the percentage of paid seats by total developer population, as defined by the MSFT Commercial Audience Sizing research.

Formula: Total Paid Seats / Total Developer Population

5D7 to MEU Engagement Percentage seeks to measure the ratio of weekly "super user" engagement to MEU

Formula: #of 5D7 / #of MEU

For FY26 we have added a few more metrics to give a more specific copilot potential picture to the priority markets.

Copilot enablement Score: Measures the magnitude and relationship between GitHub's user base and Copilot adoption, highlighting the potential for further Copilot integration within existing GitHub users. (Note: the 10000 is a scalar, used to scale the usually large numbers down to a more manageable digit.)

Formula: (Total # of MEU - Copilot MEU)/10000 + YoY Total MEU Growth Rate + Copilot MEU YoY Growth Rate

Market penetration Score: Measures the magnitude and relationship between the target market's Developer Community size and growth rate with GitHub Copilot's current local traction. (Note: the 10000 is a scalar, used to scale the usually large numbers down to a more manageable digit.)

Formula: (Total # of Devs - Copilot MEU)/10000 + YoY Dev Growth Rate+ Copilot MEU YoY Growth Rate

Copilot Commercial Ratio Score: Measures the magnitude of Copilot's contribution to GitHub's revenue stream.

Formula: Copilot ARR / Total ARR (%)

Overview of the Data by Region

Below is an extraction of the data ranked by the Commercial score of the country. FY26 priority countries include top Commercial scores to reflect the biggest potential for GitHub. It is important to note that external data sources often do not reflect the most important and fluid changes in our times, notably wars and pandemics, which impact our view and judgment, as we recommend in the final list.

Country	Region	Commercial Score	Developer Score	5D7/MEU %	Monetizable Dev Penetration %
Spain	EMEA	194	114	45%	21%
GCR	APAC	187	163	40%	1%
India	APAC	176	175	38%	6%
Italy	EMEA	162	99	42%	10%
Southeast Asia	APAC	160	128	40%	5%
South Korea	APAC	158	98	50%	15%
Germany	EMEA	151	102	43%	53%
Japan	APAC	148	120	48%	31%
UK	EMEA	148	103	47%	48%
Netherlands	EMEA	147	64	45%	36%
Africa	EMEA	145	132	35%	6%
France	EMEA	145	92	42%	27%
Brazil	AMER	141	119	45%	10%
CEE	EMEA	140	122	45%	10%
Latam (Spanish)	AMER	139	132	41%	7%
Canada	AMER	138	95	44%	49%
Sweden	EMEA	138	111	49%	61%
US	AMER	131	106	49%	107%
Turkey	EMEA	127	98	39%	9%
Israel	EMEA	112	116	49%	31%
ANZ	APAC	106	110	49%	32%
Russia	EMEA	92	86	35%	1%

Version 5.0: Refinements to the Global Expansion Framework

The first iteration of the Framework was developed in November 2021 as a foundational document to evaluate and prioritize markets based on potential ROI. With additional data, piloting and continued observations, the Business Insights team has been iterating the Framework with the following refinements:

- **Refreshed Market Studies:** In FY25, the calculations include updated Gartner studies through 2027, as well as the data from the 2025 Microsoft Developer Audience Sizing report. IDC, and LinkedIn data were folded into the ranking and competitor analysis.

- **Copilot Scoring:** Added a series of relative product engagement and revenue inputs to provide relative Copilot adoption, enablement and monetization rates to current total existing users by geo and estimated developer population.

- **Timing:** Continued the practice of releasing outputs in April to allow for discussions that shape the following fiscal year's planning. Early socialization of the outputs was done in March and the framework completed in April.

- **Data Source:** All GitHub data was pulled from the [GitHub Business Performance and Insights Dashboard](#) and validated with the Data Engineering team, and Finance.

Working Assumptions
- Copilot ARR is based on an estimate used by the finance and copilot teams
- We reviewed 31 markets that have >= 50,000 MEUs and/or >=25,000 MECs and/or >= 500k in total ARR.
- The grouping of certain countries into a single market was done based on methodologies, like MSFT's A14 (how they divide up the world into 14 regions).
  - Africa grouping includes top markets for GitHub and those countries are Egypt, Kenya, Morocco, Nigeria, South Africa, and Tunisia
    - Tunisia's developer population isis approximately 11% of the Multi-country Africa subregion in MSFT Audience Sizing
  - Central and Eastern Europe includes: Belarus, Bulgaria, Czech Republic, Malta, Poland, Romania, Serbia, Hungary, Greece, Moldova, Cyprus, and Ukraine
    - Belarus's developer population is approximately 93% of Russia.
  - The Greater China Region includes China, Hong Kong and Taiwan
  - Latin America Spanish Speaking includes Argentina, Chile, Colombia, Mexico, Peru, and the rest of the Spanish speaking countries where data is available
  - Southeast Asia includes Indonesia, Malaysia, Philippines, Singapore, Thailand, and Vietnam
- Replaced BAM ratio with 5D7/MEU ratio in FY24 refresh
- Projected Infrastructure Software Spend is calculated with a 45% discount from the total market Projected Infrastructure Software Spend to reflect the categories of infrastructure software that are applicable to GitHub. The addressable categories that have been used to build this discount include Application Development, Application Infrastructure and Middleware, IT Operations, Security Software, and Storage Software.
- Self Serve Seats data are based on location country versus billing country references since we are looking at individuals, so we defaulted to Location Country.
- GitHub talent data is pulled as of April 2025 from GitHub's People team. Roles included in "Sales and Marketing" include roles defined as part of the Revenue, Marketing & Growth, Customer Success and Corporate Marketing divisions.
- Linkedin data is captured through Talent Insights reporting which is based on each user self-reporting their role and affiliation to organizations. This data is directionally correct but likely to be inaccurate and incomplete due to the nature of its collection.

- Competitive data is pulled from publicly available sources and follows Microsoft and GitHub's competition laws.

Research Sources and Other External Input:
- Global Business Insights Dashboard
- LinkedIn Insights
- Microsoft Worldwide Commercial Audience Sizing
- Innovation Graph Insights
- Gartner Total Infrastructure Software Revenue by Markets (2021-2027)
- IDC's Worldwide and Regional Developer Forecast, 2024 (Login with MSFT Credentials)
- IDC's Worldwide and Regional Developer Forecast, 2024–2028 (Login with MSFT Credentials)