

LiveHire

Empowering the flow of the
world's talent

LiveHire (ASX:LVH)

24 October 2019

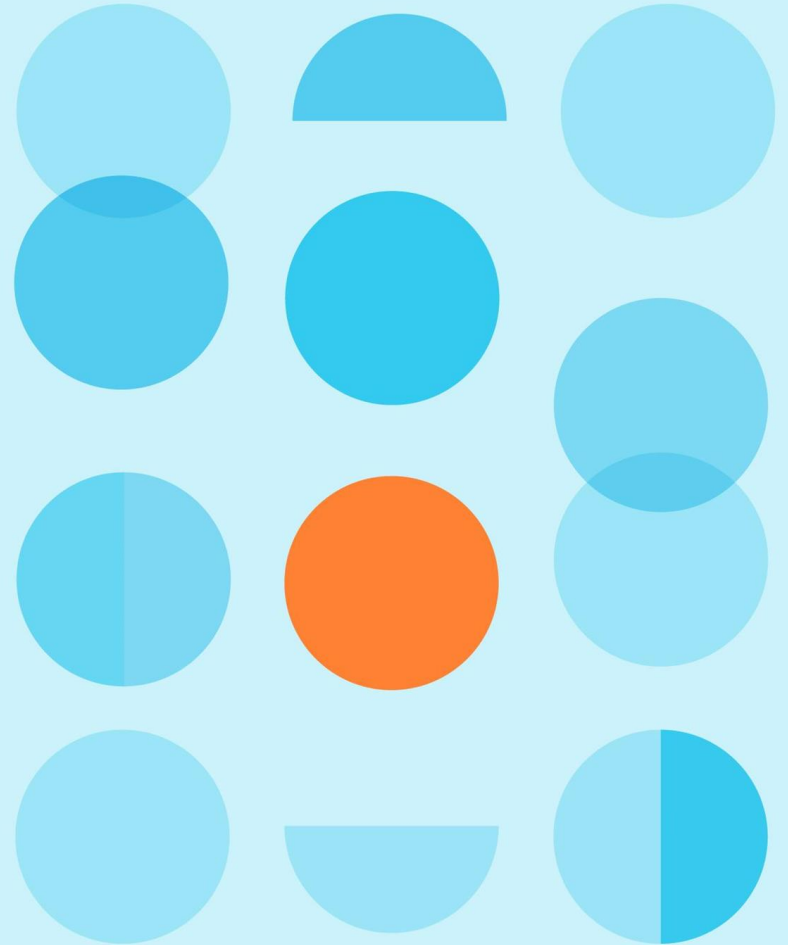
livehire

Agenda

1. Product Demonstration
2. Corporate Profile
3. The Problem We Solve
4. The Opportunity
5. Strategy
6. Summary & Outlook

Appendix 1 – FY19 Summary Financials

Appendix 2 – Glossary



1. Product Demonstration

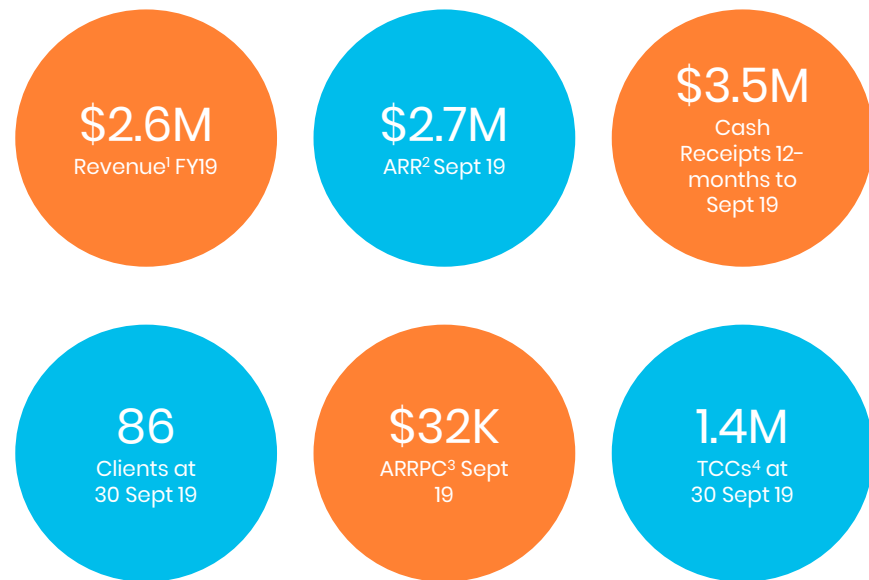
Demonstration



2. Corporate Profile

Company Overview

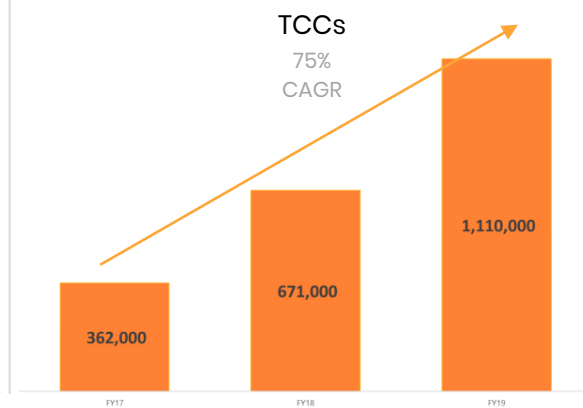
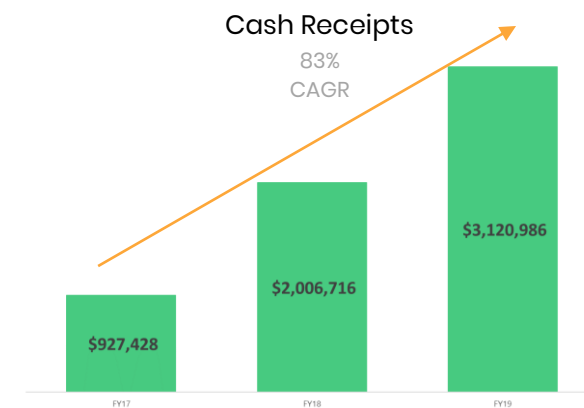
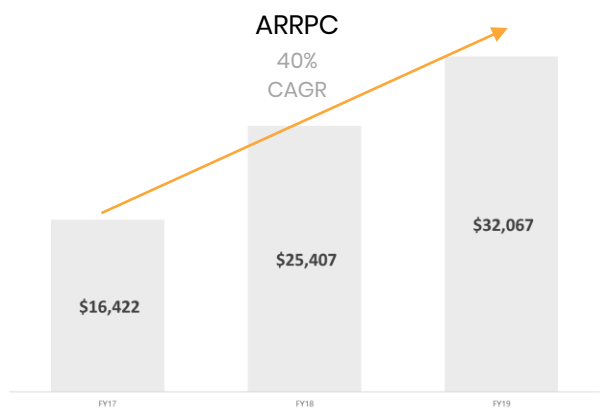
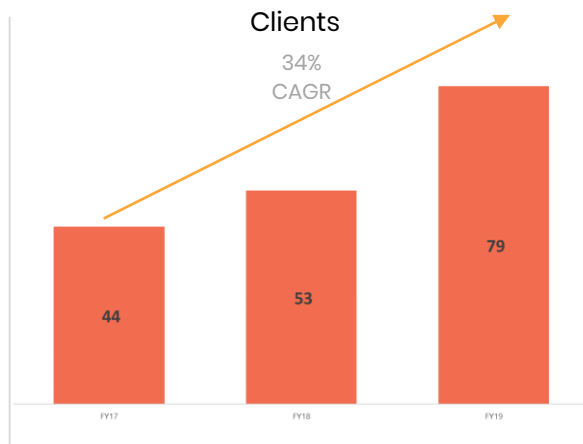
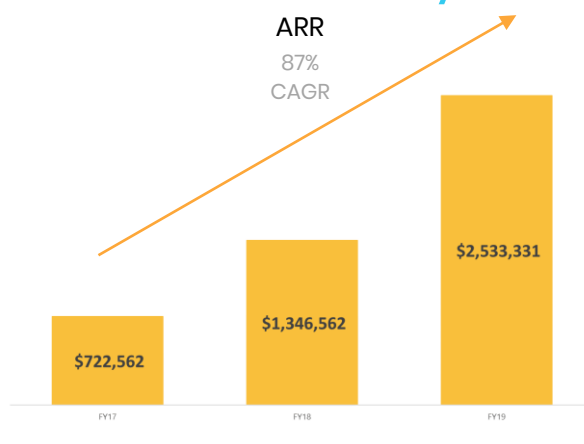
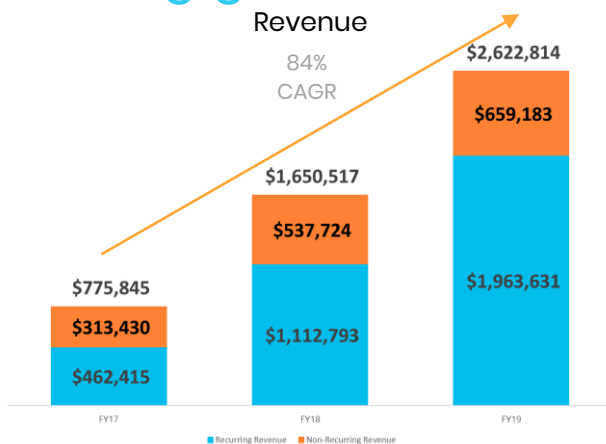
Key Performance Metrics



Capital Structure

Capital Structure	
Share price (21 Oct)	\$0.25
Fully paid ordinary shares	290.1m
Options and performance rights on issue	19.7m
Market capitalisation (21 Oct)	\$72.5m
Cash at bank (30 Sep)	\$30.3m

Strong growth momentum across all key metrics since IPO



Board & Leadership Team

Board



Michael Rennie
Independent
Non-Executive Chairman



Christy Forest
Chief Executive Officer &
Executive Director



Antonluigi (Gigi) Gozzi
Co-Founder, Chief Products
Officer & Executive Director



Adam Zorzi
Independent Non-
Executive Director



Reina Nicholls
Independent Non-
Executive Director

Leadership Team



Matt Ryan
Chief Technology Officer



Mike Haywood
Co-Founder



Ben Malone
Chief Financial Officer



Robbert Lammers
Director of Marketing



Chris Cooper
Commercial Director



Alastair Schirmer
Product Partnerships &
Solutions Director

3. The Problem We Solve

**The way we've been
taught to recruit is
perfectly suited to
a world that no
longer exists...**



Old way vs New way



Reset the bar on what good recruitment looks like



From transactional “System of Record”



Poor candidate experience

Desktop applications to single role, hour to complete, Automated email notifications.



Poor recruiter efficiency

Screening hundreds of different resumes.
High applicant withdrawal rates during process.



Poor hiring efficiency

52 days time to hire¹.
Job board applicants lack diversity



Damaged Brand

42 people rejected from application².
>60% of rejected candidates share negative experiences⁴



Award winning candidate experience

Mobile connection to register, minutes to complete
Live 2-way personalised text message communication.



High recruiter productivity

Inviting people via SMS to apply
Very low applicant withdrawal rates during process.



Talent on Demand

20 days time to hire (62% reduction)³.
56% of all hires on platform are female².



Strengthened Brand (less rejection)

17 people unsuccessful during application¹
Moved to Talent Pools for future opportunities.

One integrated platform



For the entire talent ecosystem



From Traditional Applicant Tracking System



Pre-cloud technology

Static Applicant Tracking Systems

Process: Advertise → Apply → Review → Reject → Repeat



Slow Deployment

Requires extensive, fixed configuration.
Months to implement.



Non-integrated

Costly manual integrations, limited options.
Only connected to Job boards. Limited active talent.



Fixed versions

Different systems for different company sizes.
Ongoing version or system upgrades.

To Total Talent Acquisition and Engagement



Cloud based platform

Talent Engagement and On-demand Acquisition Platform

Process: Grow Community → Talent Pool → SMS → Hire



Rapid Deployment

Highly flexible configuration.
Days to implement.



Open API platform

Plug and play with the best HR tech widgets ongoing.
Connected to the whole internet of talent through AI.



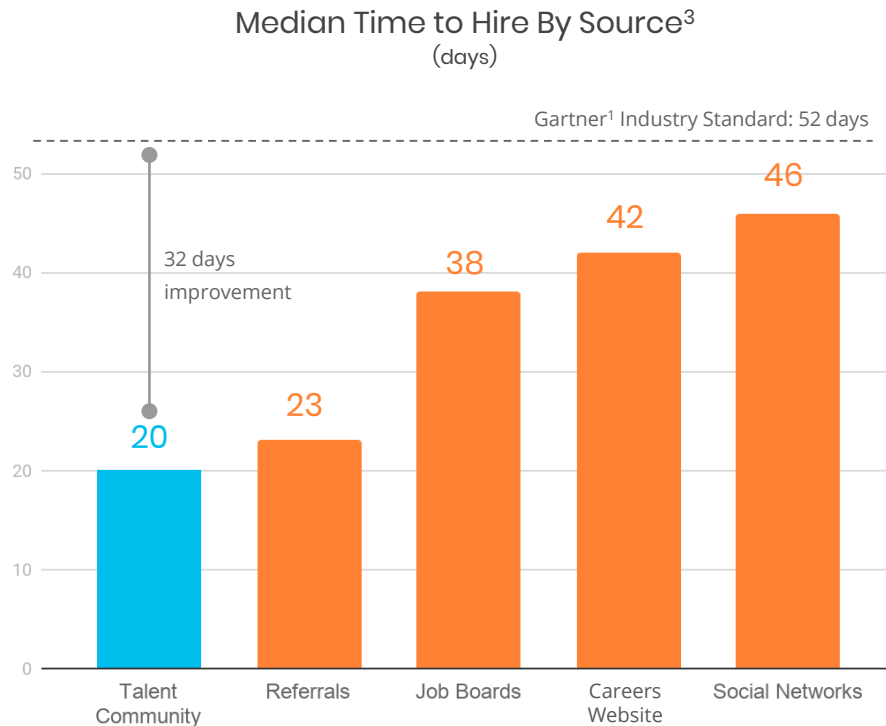
Highly scalable

One size fits all from hundreds to millions of employees.
Grows as the company does.

Talent Community is the fastest source of hire across all source channels

LiveHire delivers a faster time to hire² than the industry standard **across all source channels** demonstrating the value of this technology for our clients.

More specifically, hires made directly from your Talent Community are 32 days faster than the industry standard, implying significant cost savings for cost to hire and increased productivity⁴ (\$9k+ per hire).



Talent Community delivers high-quality, engaged hires

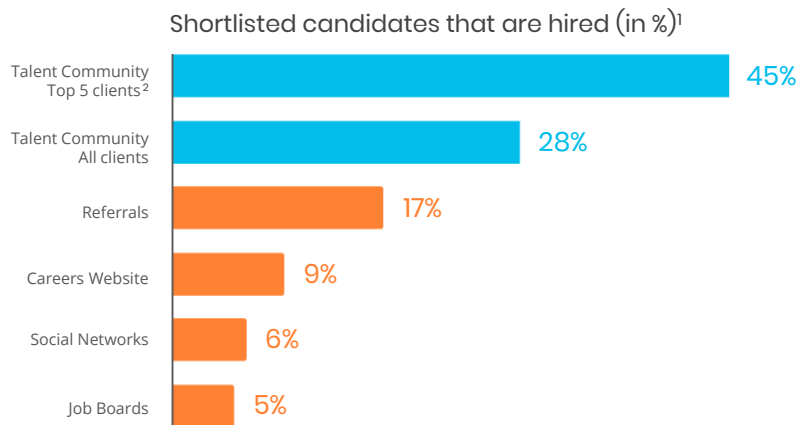
Source
Quality

=

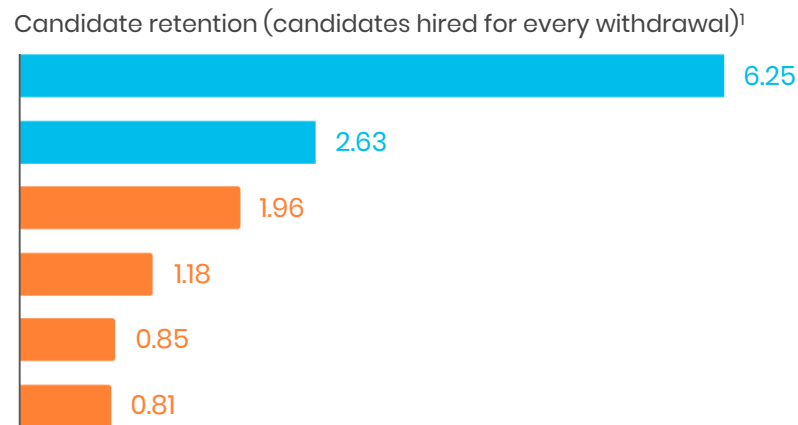
High Converting Shortlist

+

High Candidate Retention

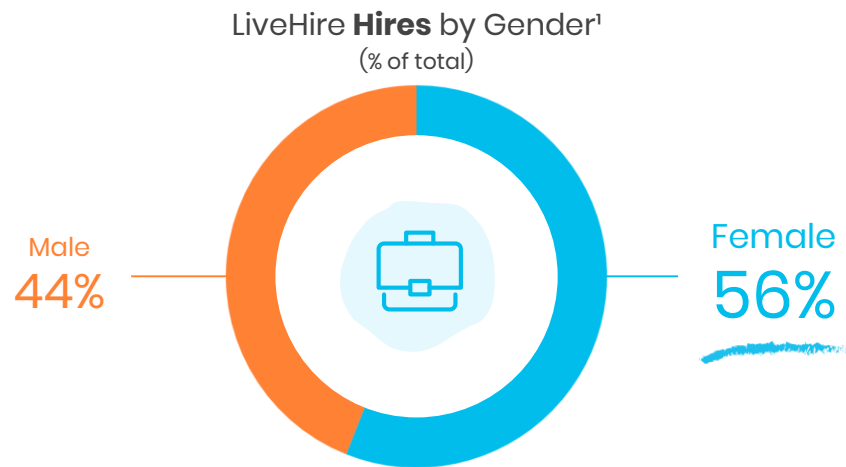
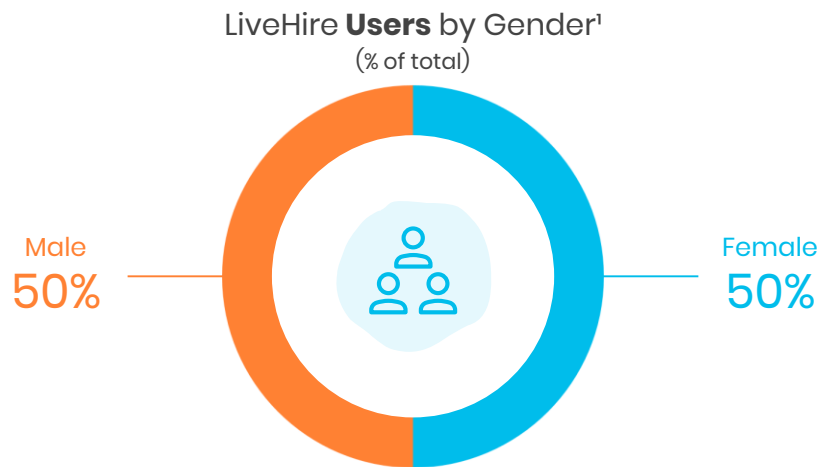


TC candidates are **at least 5x more** likely to be hired than those from Job Boards and Social Networks, **saving** significant **high touch hiring manager** and **recruiter testing** and **interview time**.



Candidates from Job Boards and Social Networks are at least **3x more likely** than that of TC candidates to withdraw late in the recruitment process.

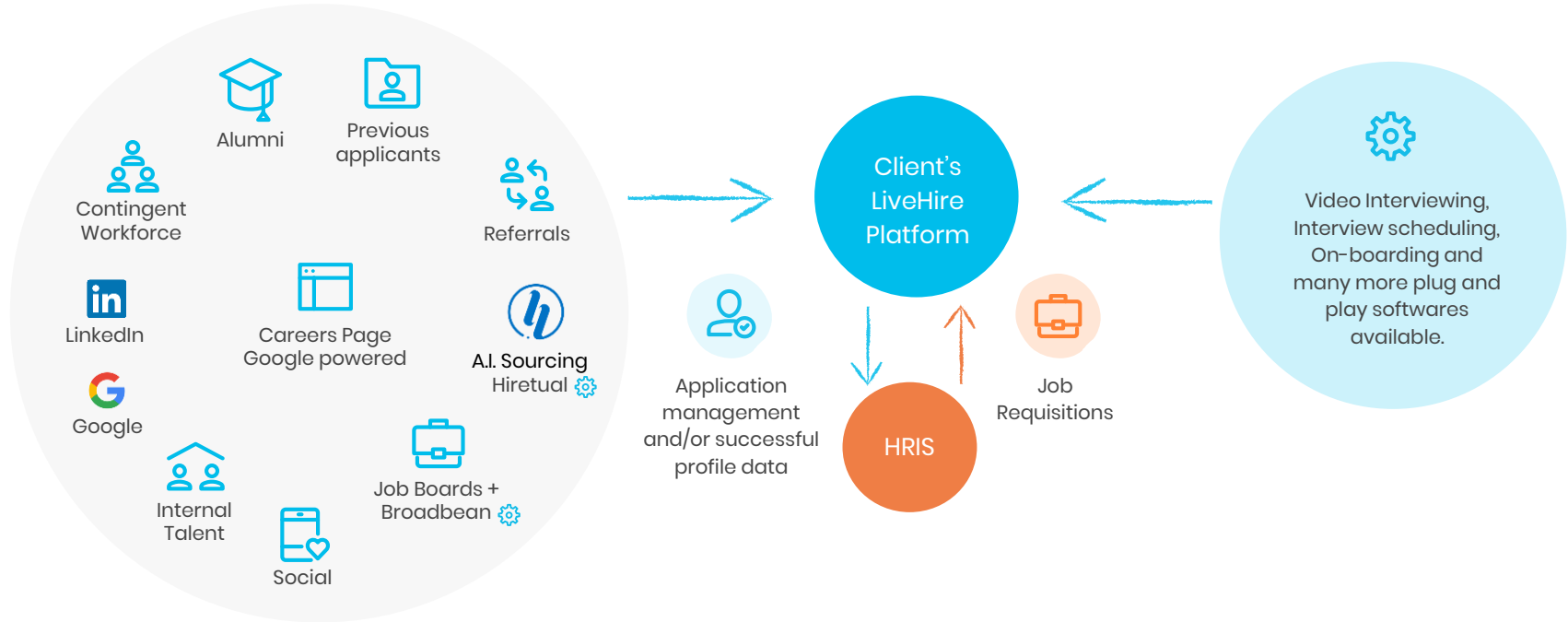
Improved gender diversity outcomes with our cutting edge AI and engagement model



Diverse workforces are **35%** more likely to outperform competitors²

How it works

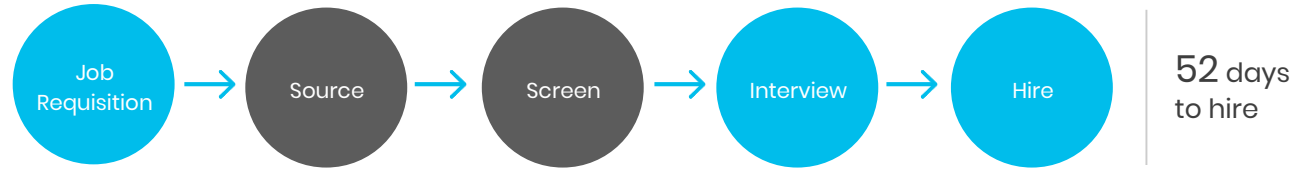
LiveHire is the end-to-end talent acquisition & engagement platform



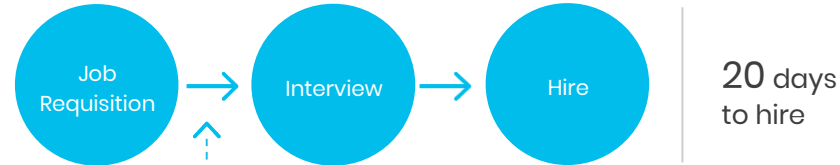
From 'traditional' to 'proactive' recruitment

LiveHire's Talent Community allows for more efficient sourcing and engagement

Old Way: Traditional Recruitment



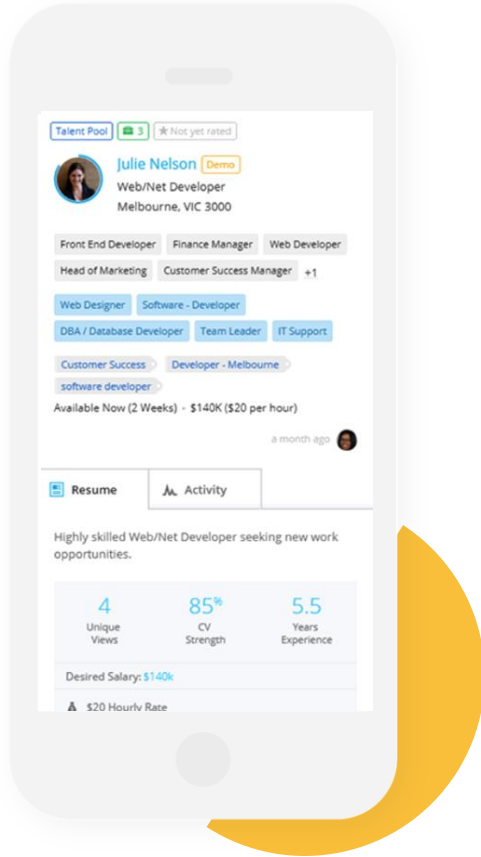
New Way: Proactive Recruitment



Suggestions and Talent Community Access



What have we helped our clients achieve?



52 min

Median candidate response time to all communication.
[#TalentOnDemand](#)

20 days

Median time to hire candidates already in Live Talent Communities.
[#75%.Faster.Than.Industry.Average.](#)

27%

of candidates in Talent Community who accept an invitation to be on a shortlist for an open role. [#Yes!](#)

56%

of all hires from companies using Talent Communities are female.
[#DiversityMatters](#)

4. The Opportunity

The US market represents a significant opportunity for LiveHire

- ✓ Our entry into the US market, initially through our channel partner strategy gives us the ability to scale through partners and brings speed to generating revenue and important early reference clients
- ✓ US market is 15 times larger than the Australian market
- ✓ With well over US\$200 billion spent on Talent Acquisition in the United States, of which only around 2.5% is attributed to the software and platform part of the market, there is a continued trend in Talent Acquisition budgets being reallocated towards technology¹
- ✓ Within Australia there are over 4,000 companies with over 200 FTEs². In the US, there are over 60,000 companies with over 200 FTEs³. Based on current ARRPC, this represents a significant addressable market of over \$2 billion⁴

How we get to market

Channel	Direct	Outsourced Provider Partners		Reseller / Referrer Partners
		RPO	MSP	
Description	<ul style="list-style-type: none"> Direct Sales team, currently solely focused on the ANZ market only, with 200-5,000 FTEs 	<ul style="list-style-type: none"> Recruitment Process Outsource providers managing permanent hires on behalf of organisations 	<ul style="list-style-type: none"> Managed Service Providers managing contingent (contractor) hires on behalf of organisations 	<ul style="list-style-type: none"> System Implementers managing the implementation of enterprise management software Recruitment Consulting and Advisory Firms Recruitment Advertising Agencies
How to track success?	<ul style="list-style-type: none"> # of customers ARR 	<ul style="list-style-type: none"> # of RPO partners ARR # of customers 	<ul style="list-style-type: none"> # of MSP partners ARR # of customers 	<ul style="list-style-type: none"> # of SI partners ARR # of customers
FY19 progress	<ul style="list-style-type: none"> 27 new clients, \$1 million in total contract value (\$780,000 ARR). Plus \$125,000 in revenue from pilot customers that are not reported as ARR 10 person Direct Sales team and senior commercial leaders onboarded to productivity 	<ul style="list-style-type: none"> Seven new clients, \$725,000 in total contract value (\$495,000 ARR) New clients wins through partnerships with both Korn Ferry and Manpower Group 	<ul style="list-style-type: none"> Seven new clients via two new partnerships delivering \$175,000 ARR Workforce Logiq (US) five client deal CXC (ANZ) two client deal 	<ul style="list-style-type: none"> Rizing / Synchrony (US/ANZ) Leading New Zealand based SI
FY20 Q1 progress	<ul style="list-style-type: none"> 10 new clients, \$387,000 in total annual contract value (\$314,000 ARR). 	<ul style="list-style-type: none"> ManpowerGroup Australia Master Services Agreement 	<ul style="list-style-type: none"> Workforce Logiq (US) two Talent Communities live 	<ul style="list-style-type: none"> Bayard (US) Proactive Talent (US) Cognitus Consulting (US) Discovery Consulting (ANZ) HR Consulting Melbourne (ANZ) Deloitte MOU extension (ANZ) Strategic Talent Solutions (ANZ)

These channels provide LiveHire opportunity to access:

Australian Market¹
>4,000 companies with 200+ FTEs



US Market²
>60,000 companies with 200+ FTEs

5. Strategy

LiveHire's purpose and investment proposition

LiveHire's purpose is to empower the flow of the world's talent into and through organisations. LiveHire does this through a platform-based approach that is rapidly deployed, infinitely scalable, easily integrated with, and underpinned by a single unified (federated) profile of a candidate, aiming to provide a private and secure single source of truth of data for organisations and talent. LiveHire believes that as its ecosystem grows, the value it can deliver to organisations and candidates alike continues to grow.

Leading SaaS Talent Acquisition & Engagement Platform

LiveHire's platform allows mid to large clients (from ~200 FTE and above) to transform their Talent Acquisition process whilst delivering exceptional levels of engagement for an authentic, personal and instant candidate experience. The next generation cloud-based platform creates measurable results for client companies in terms of speed, quality and cost of hire, along with improved diversity outcomes.

Architecture built for rapid scale

The way that companies recruit and share talent is rapidly changing, leading people to being comfortable using the cloud to store, manage, protect, and share their career and talent data. Through its cloud platform and unified candidate profile, LiveHire continues to build a valuable ecosystem of candidates who are able to privately connect to companies (creating a "Talent Community Connection"). This "one-click" connection to a company with a single live profile creates a highly scalable platform as well as a rich and growing live ecosystem.

Large market opportunity with significant organic growth runway

With well over US\$200 billion spent on Talent Acquisition in the United States, of which only around 2.5% is attributed to the software and platform part of the market, there is a continued trend in Talent Acquisition budgets being reallocated towards technology¹. Within Australia there are over 4,000 companies with over 200 FTEs². In the United States, there are over 60,000 companies with over 200 FTEs³. Based on current ARRPEC, this represents a significant addressable market of over \$2 billion.

Strong Balance Sheet for growth

LiveHire has scope to pursue organic growth both domestically and internationally.

High recurring revenue and cash conversion

LiveHire's SaaS revenue model has generated >85% annual growth in Annualised Recurring Revenue (ARR) for the past two financial years, and 100% cash conversion, as customers pay annually in advance. Contract terms are 1 – 3 years, with a greater weighting to three-year contracts expected going forward.

Path to growth

There are three critical elements to meaningful LiveHire revenue growth:

US Market Penetration

The US entry, initially through our channel partner strategy, will bring speed to revenue generation and early reference clients.

Channel Partner Strategy

Our global channel partner strategy, focusing on an expansion of the ecosystem in both Australia and the US, with a focus not only on Recruitment Process Outsourcers (RPOs) but also Managed Service Providers (MSPs) and Technology System Implementers (SI) like Rizing/Synchrony, who work across both markets.

Direct Sales

Accelerating wins from our recently expanded Direct Sales team in Australia, as proven in the June quarter, with continued meaningful pipeline growth and new logo acquisition.

LiveHire is delivering talent on demand for our clients



General Pants Co.



KOMAT'SU



AlfredHealth

AMICUS



SHEIKE



KAY&BURTON



LiveHire's expanding US & ANZ partner channel



6. Summary & Outlook

Summary & Outlook

Solid FY19 & FY20 Q1 Result	Operational Highlights	Outlook
<ul style="list-style-type: none">✓ Strong momentum across all key performance metrics✓ Annualised Recurring Revenue grew by 88% for FY19✓ Cash receipts for FY19 increased 56%✓ Successfully raised \$15 million in March 2019 via a placement✓ Strong financial position - debt free with \$30.3 million cash at bank at 30th September 2019	<ul style="list-style-type: none">✓ Talent Community Connections (TCCs) grew by 65% for FY19✓ Signed 41 new agreements through both the Direct Sales and Partner Channels in FY19, and a further 10 in FY20 Q1.✓ US market entry commenced via MSP and SI channels✓ Continued product development and technology investment✓ Rapidly expanding partner ecosystem, with 13 partners across ANZ and the US, including 7 signed in FY20 Q1	<ul style="list-style-type: none">✓ Well funded to pursue organic growth both domestically and internationally✓ Continued penetration of US market through channel partners✓ Broaden portfolio of channel partners in the US and Australia✓ Strong emphasis on reducing time it takes to convert signed partnerships to revenue✓ Accelerating client wins in Australia through Direct Sales✓ Strong pipeline of opportunities in key markets

Appendix 1 – FY19 Summary Financials

New clients and contract renewals drive revenue growth

	FY19	FY18	YoY % Change
Management EBITDA (\$'000) ¹	(13,306)	(9,080)	(47%)
Statutory EBITDA (\$'000)	(13,636)	(10,043)	(36%)
Recurring Revenue (\$'000)²	1,964	1,113	76%
Non-recurring Revenue (\$'000)³	659	538	23%
Total Operating Revenue (Statutory) (\$'000)	2,623	1,651	59%
Cash Burn excluding financing activities	(11,137)	(7,045)	(58%)
Cash Burn excluding financing activities, R&D and Interest	(12,812)	(8,595)	(49%)

1. Management EBITDA

Continued investment in Product Development, onboarding of newly formed commercial team, US expansion initiatives, and other associated costs. Expenditure increases partially offset by increased revenue, which has grown proportionately more than expenditure (compared to FY18 59% revenue growth, 48% expenditure growth).

2. Recurring Revenue

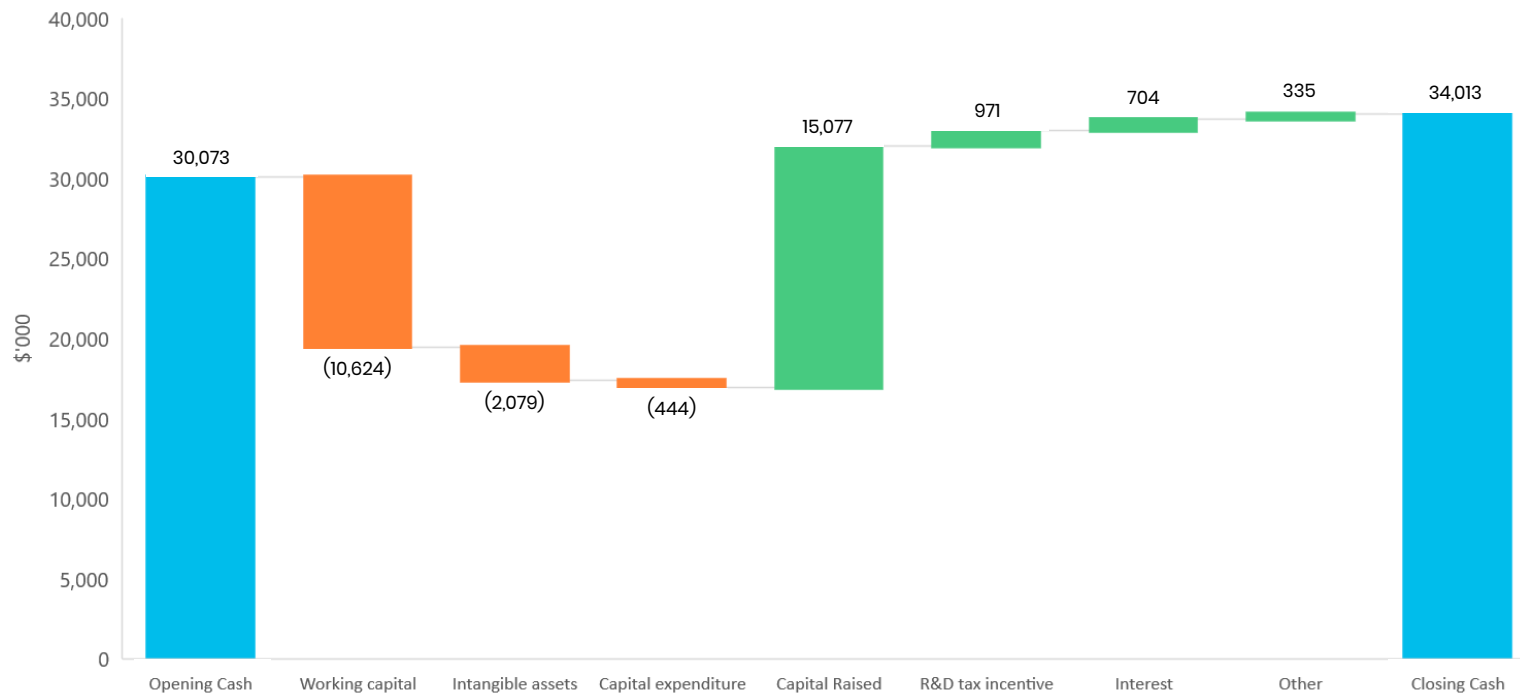
Growth against FY18 (76%) has been driven by 41 new clients secured in FY19 accompanied by improved revenue from existing customers through contract renewals.

Note to market: SaaS pricing to corporate clients determined by workforce size (FTE). Pricing model not driven by TCCs.

3. Non-recurring Revenue

Growth against FY18 has been driven by 41 new clients secured in FY19. However rate of growth in non-recurring revenue in FY19 is not as significant as the rate of client growth in FY19, due to revenue from a pilot program within FY18 non-recurring revenue.

Strong cash position



Solid financial position to support future growth

	FY19 (\$ '000)	FY18 (\$ '000)	% Change
Current assets	35,073	31,168	13%
Non-current assets	4,250	3,049	39%
Total assets	39,323	34,216	15%

Current liabilities	3,137	1,861	(69%)
Non-current liabilities	159	65	(146%)
Total liabilities	3,296	1,925	(71%)

Net assets	36,027	32,291	12%
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Issued capital	61,757	46,680	32%
Reserves	9,453	7,001	35%
Accumulated losses	(35,183)	(21,391)	(64%)
Total equity	36,027	32,291	12%

- ✓ Material movements due to capital raising
- ✓ Successfully raised \$15 million in March 2019 via a placement of 25 million ordinary shares at \$0.60 per share to sophisticated and institutional investors
- ✓ The funds raised will be deployed over a number of years on projects that accelerate international expansion and facilitate fast organic “self-service” deployment of LiveHire technology through channel partners
- Strong cash position of \$34 million as at 30 June 2019
- Well funded to continue to fund future growth opportunities

Income Statement Reconciliation to Statutory Results

	FY19	FY18	YoY % Change
Operating Revenue ¹	2,623	1,651	59%
Expenditure ²	(15,929)	(10,730)	(48%)
EBITDA³ (Management Reporting)	(13,306)	(9,080)	(47%)
Share-based payments expense ⁴	(2,452)	(2,879)	15%
R&D rebate income ⁵	43	466	(91%)
Capitalisation of software development ⁶	2,079	1,450	43%
EBITDA³ (Statutory Reporting)	(13,636)	(10,043)	(36%)
Interest	685	558	23%
Depreciation & Amortisation	(843)	(611)	(38%)
Net Loss (Statutory Reporting)	(13,794)	(10,096)	(37%)

1. Operating Revenue

Revenue excluding R&D rebate income and interest income.

2. Expenditure

Expenditure excluding non-cash share-based payments expense and depreciation & amortisation, and including software development expenditure (both expensed and capitalised).

3. EBITDA

Earnings before interest, tax, depreciation and amortisation.

4. Share-based payments expense

Share-based payments is a non-cash cost relating to the value attributed to equity based employee benefits.

5. R&D rebate income

R&D rebates are considered to be outside of operating revenue for management reporting purposes. This number includes the P&L portion of R&D rebates received.

6. Capitalisation of software development

Software development costs attributed to the Statutory Profit & Loss are impacted by the amount capitalised to the value of Intangible Assets under the relevant accounting standards.

Appendix 2 – Glossary

LiveHire's Performance Metrics – Glossary

Below we explain a handful of the headline performance metrics, and inputs into key metrics, that we use every day to manage and drive LiveHire's performance.

Monthly Recurring Revenue

Monthly recurring revenue is a point in time monthly view of LiveHire's recurring revenue components. This is a combination of fixed monthly recurring revenue streams, variable monthly recurring revenue streams, and monthly recognised recurring revenue streams for upfront paying clients.

Annualised Recurring Revenue (ARR)

ARR represents Monthly Recurring Revenue at any point in time, multiplied by 12. It provides a 12 month forward view of recurring revenue at a point in time.

Opening ARR

Opening ARR represents the ARR at the beginning of the period.

New Business ARR

New Business ARR represents the ARR derived from new clients secured in that period.

Net Upsell ARR

Net Upsell ARR represents the incremental (or decremental) ARR derived from re-negotiated contract renewals with existing clients and net ARR changes from existing clients with variable recurring revenue streams.

ARR Churn

ARR Churn represents the value of ARR which was not renewed by clients in that period.

Closing ARR

Closing ARR represents the ARR at the end of the period and is calculated as:
 $\text{Opening ARR} + \text{New Business ARR} + \text{Net Upsell ARR} - \text{Churn ARR}$.

Churn %

ARR Churn as a percentage of Opening ARR.

Annualised Recurring Revenue Per Client (ARRPC)

ARRPC is calculated as: $\text{Closing ARR} / \text{number of clients}$
ARRPC is a key metric and can be grown by securing higher value clients, and by adding new products and functionality to provide more value to clients.

Client

A client is defined as being an entity from which ARR is generated at a point in time.

Talent Community Connection (TCC)

A talent community connection (TCC) represents a connection between a company and an employment candidate on the LiveHire platform. An individual candidate may join multiple talent communities resulting in multiple TCCs per candidate. TCCs include unclaimed candidate profiles created by a company or its service providers or by the candidate through a job application process. TCCs may also include claimed candidate profiles that remain on the platform available to be connected with live talent communities after being archived by their only active company connection.

LiveHire's Financial Metrics – Glossary

Below we explain a handful of the headline financial metrics that we use every day to manage and drive LiveHire's performance.

Recurring Revenue

Recurring revenue is the component of statutory reported operating revenue that relates to recurring revenue streams earned during the period being reported on. Recurring revenue streams include hosting fees, user licence fees and ongoing support and maintenance fees.

Non-Recurring Revenue

Non-recurring revenue is the component of statutory reported operating revenue that relates to one-off revenue streams earned during the period being reported on. This predominantly consists of upfront implementation and integrations fees as well as professional services fees.

Management EBITDA

EBITDA excluding Share Based Payments and R&D rebate income, and prior to the transfer of certain costs to the software development asset. It provides a normalised view that excludes significant non-cash expenses, income not considered part of core operations, and includes all salary costs (including those able to be capitalised under the applicable accounting standards).

Statutory EBITDA

EBITDA including Share Based Payments and R&D rebate income, and after the transfer of certain costs to the software development asset.

Annual Cash Burn excluding financing activities

Cash Burn excluding financing activities is calculated as operating and investing cash flows as reported in the statutory cash flow statement.

It does not include net cashflows from financing activities (e.g. capital raise).

Annual Cash Burn excluding financing activities, R&D and interest

Cash Burn excluding financing activities, R&D and interest is calculated as operating and investing cash flows as reported in the statutory cash flow statement, excluding cash received from R&D rebates and interest received, and excluding net cashflows from financing activities (e.g. capital raise).

It provides a normalised Annual Cash Burn, excluding items not considered by management to be within core operations.

Channel Partnerships Strategy – Glossary

LiveHire's partnerships include:

Outsourced Provider Partner

A company which provides an outsourced talent acquisition service to multiple client companies and enters into, or procures its client to enter into, a client contract with LiveHire for the purpose of using LiveHire's technology for that client. While there is no obligation on an outsourced provider partner to promote LiveHire, once an outsourced provider partner contracts the LiveHire technology into more than one client, LiveHire classifies them as a partner. The types of outsourced provider partners are:

- RPO - Recruitment Process Outsourcing Providers, managing permanent hires on behalf of organisations.
- MSP - Managed Service Providers, managing contingent (contractor) hires on behalf of organisations.

Reseller and Referral Partner

A company which contracts with LiveHire to refer and/or resell the LiveHire product into its client base. In such situations, LiveHire will pay a sales commission to the reseller/referrer partner. The types of reseller/referrer partners are:

- SI – Technology System Implementers who sell and implement enterprise management software, e.g. Human Resource Information Systems (HRIS), with which LiveHire integrates.
- Talent Acquisition Boutique Consultancies
- Recruitment Advertising Agencies

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