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# LiveHire

The next-generation Talent Acquisition and Engagement Platform empowering the flow of the world's talent

LiveHire (ASX:LVH)

November 2018 Presentation



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# LiveHire's Leadership Team

## Board



**Geoff Morgan**  
Chairman  
Morgan & Banks, Talent2



**Gigi Gozzi**  
Founder, CPO



**Mike Haywood**  
Founder, Growth



**Christy Forest**  
CEO  
MD CEB Gartner



**Michael Rennie**  
Non-Exec Director  
Global Head of Org. Practice  
McKinsey & Co



**Adam Zorzi**  
Non-Exec Director

## Leadership



**Matt Ryan**  
CTO  
20 years tech and data



**Ben Malone**  
CFO  
REA, Australian Unity



**Alastair Schirmer**  
Technology Ecosystem  
SEEK, iSelect



**Robbert Lammers**  
Marketing  
CEB Gartner



**Jacqui Davy**  
General Counsel & Privacy  
REA



*LiveHire won the 2017 AIIA (Australian Information Industry Association) iAward for the digital economy, following in the footsteps of Atlassian, Wotif, Xero, and WiseTech. The iAward in the Business Services category was awarded to LiveHire for delivering business with the highest level of productivity and competitiveness.*

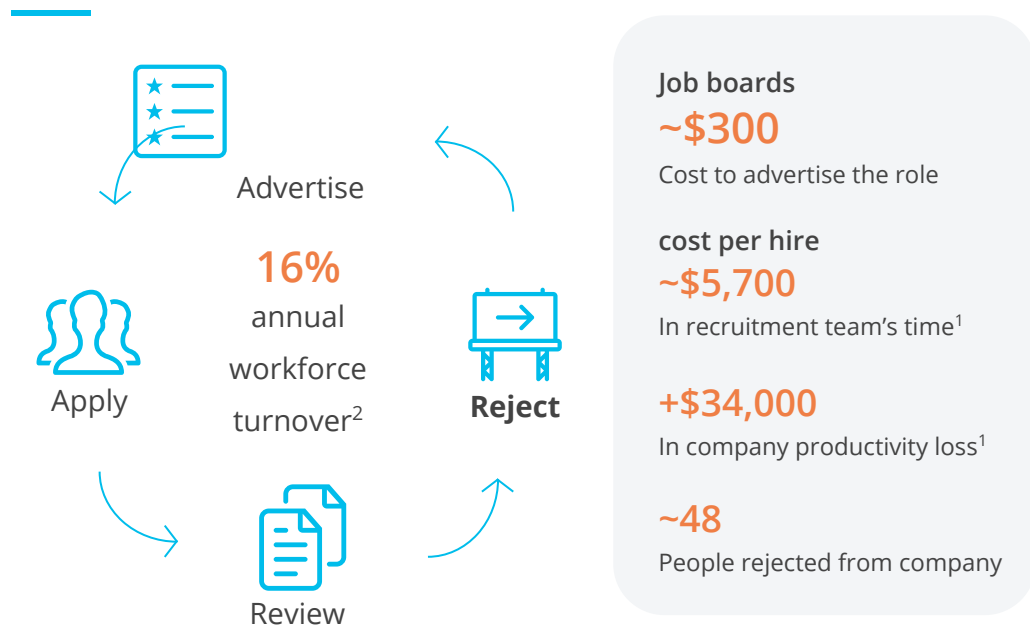
# 68 days

Average time to hire<sup>1</sup>, has more than doubled in the last 5 years.

Whilst company lifespans keep shortening (from 75 to 15 years in last 50 years)<sup>4</sup>.

The traditional recruitment process is making companies less agile, and deterring diverse candidates<sup>3</sup>.

## The traditional recruitment process lacks the agility, efficiency, and diversity<sup>3</sup> of hire for the future workforce.

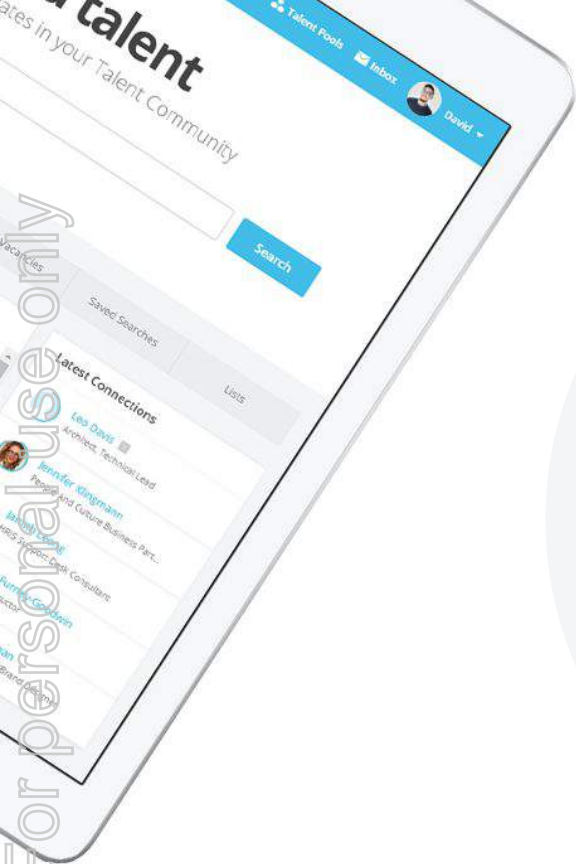


1: <http://www.afr.com/leadership/management/hiring/average-time-to-hire-staff-hits-68-days--twice-as-long-as-in-2010-20150629-gi0y9h>

2: [https://www.ahri.com.au/\\_data/assets/pdf\\_file/0018/52344/PULSE\\_retention-and-turnover-2015.pdf](https://www.ahri.com.au/_data/assets/pdf_file/0018/52344/PULSE_retention-and-turnover-2015.pdf)

3: <https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified>

4: <https://www.innosight.com/insight/creative-destruction/>



## Draw Talent from all Sources.

The internet of talent.  
Discovered,  
Talent Pooled,  
Text Messaged,  
and Hired.  
On-demand.



# LiveHire Platform. The talent ecosystem architecture built for global scale.

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## 1. The Central LiveHire Platform

Rapidly deployed (days vs months) and globally scalable  
Integrates to the internet of talent (all sources vs job boards only).  
Marketplace of third party software to improve recruiter workflow  
Integrates with large company HR Information Systems (HRIS).

## 2. Integrations for Sourcing Talent

Deep integrations draw from all sources of talent (over 700 million online profiles<sup>1</sup>) where they "live" on the internet, so clients can grow their communities fast.

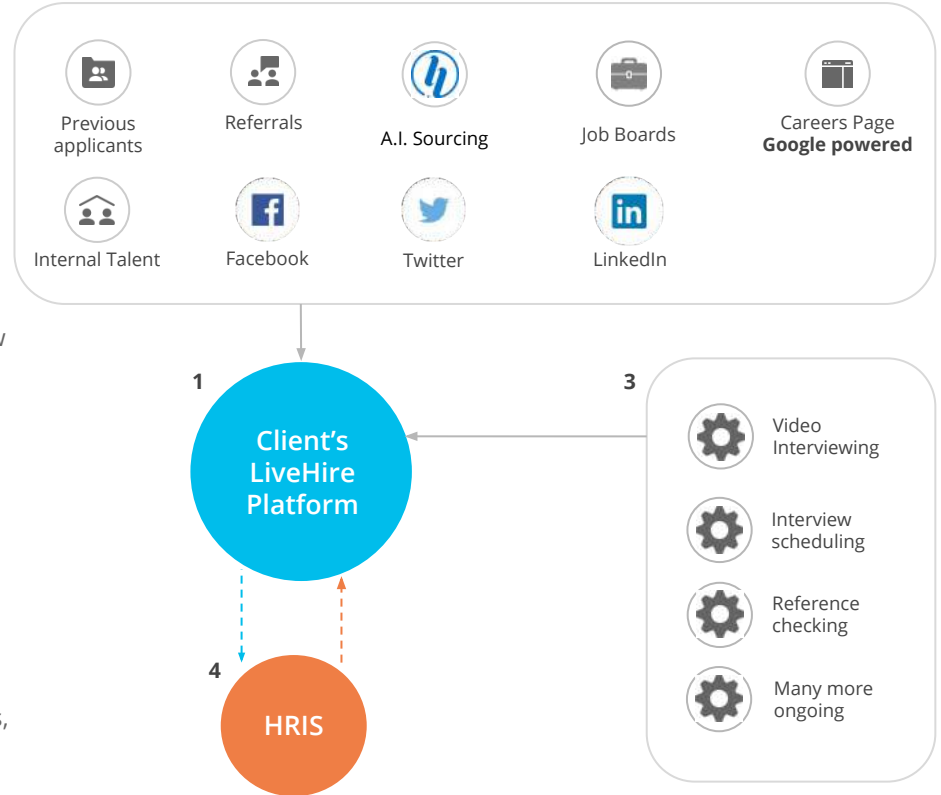
## 3. Integrations for Improving Recruiter Workflow

LiveHire is a central platform to an ever growing ecosystem of third party plug-and-play software to add further efficiency, candidate experience, and automation to client's hiring process.

## 4. Integrations with HRIS Systems (Large Companies)

2-way deep data and activity synchronisation with client's Human Resource Information Systems (HRIS) to remove duplicate workflows, improve data integrity, and reduce recruiter administration.

2



# The single, 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 Next Generation Engagement Platform

### 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 internet of talent through AI<sup>1</sup>.

### Highly scalable

One size fits all from hundreds to millions of employees.

Grows as the company does.

# A candidate and recruiter experience for today and the future.

## From Traditional Apply, Review, Reject

### 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

68 days time to hire<sup>2</sup>.  
Job board applicants lack diversity

### Damaged Brand

42 people rejected from application<sup>1</sup>.  
>50% of rejected candidates cease being consumers<sup>3</sup>

## To Next Generation Engage, Mutual Fit

### Award winning candidate experience

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

### High recruiter productivity

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

### Talent on Demand

17 days time to hire (75% reduction)<sup>1</sup>.  
>50% of all hires on platform are female<sup>1</sup>.

### Strengthened Brand

17 people unsuccessful during application<sup>1</sup>  
Moved to Talent Pools for future opportunities.

1: LiveHire internal data dated November 2018

2: <http://www.afr.com/leadership/management/hiring/average-time-to-hire-staff-hits-68-days--twice-as-long-as-in-2010-20150629-gi0y9h>

3: <https://www.kornferry.com/press/recruiters-beware-treat-candidates-well-or-lose-them-as-future-employees-and-customers-according-to-korn-ferry-futurestep-survey>

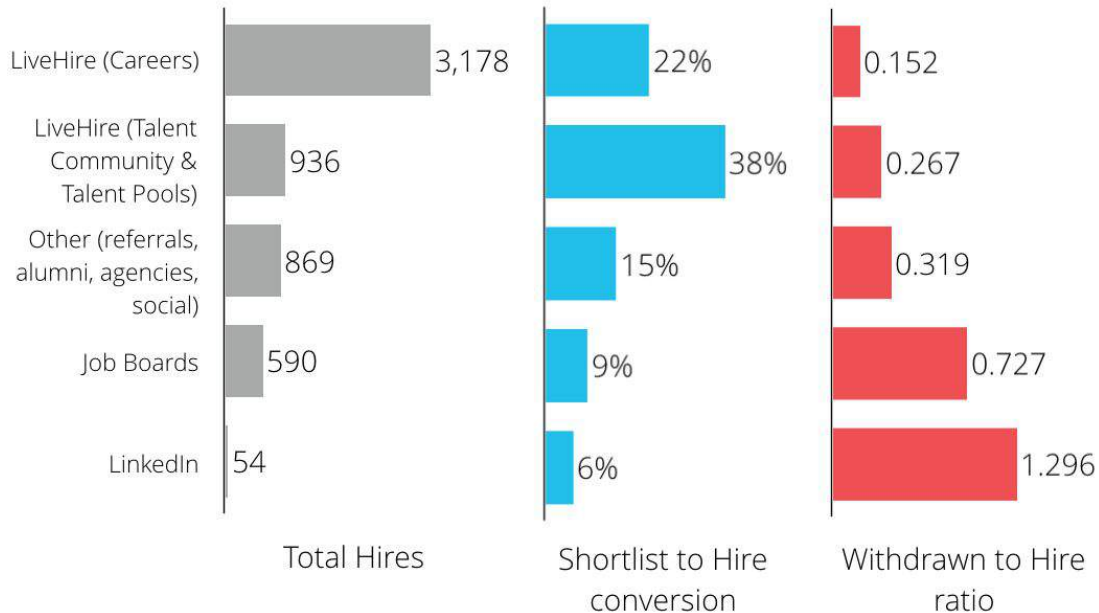


# Greater, faster hires, with less wasted recruiter time.

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## Analysis of the last 5,500 hires across all LiveHire clients.

The traditional sources of talent provide few hires, and waste more recruiter time from withdrawing applicants. LiveHire's deep Google integrations, A.I. and personalised candidate experience direct more quality talent into the community, and save recruitment teams' time by finding genuine applicants through mutual fit.



# Building a highly valued ecosystem of Talent Community Connections (TCCs)

The unified candidate profile is a unique and valuable characteristic of the LiveHire platform, different to the traditional static applicant tracking software, difficult to replicate, creating a highly defensible, highly valued network that can be monetised in many ways.



LiveHire sees who gets hired, who gets promoted, who leaves a business for another. This live data is not all available to Job Boards or static ATS.



New clients can grow their Talent Communities fast. Candidates join Talent Communities quickly.



More scalable across entire industries globally. Can become the industry standard.



More sticky platform and defensible from new market competitors.



Unified live data means AI and Machine learning continues to improve over time, providing increasing ROI and value to users.



Central source of valuable and live economic and employment data.

# Adopted by the best industry practitioners. Recruitment Process Outsourcing (RPO)

The RPO channel provides efficient and fast geographical scale to the largest enterprises with minimal sales infrastructure. Building the technology of the future for the industries best.



**4 Enterprise clients to date** with a large forward pipeline of the most well known brands in Australia and New Zealand.

Undisclosed RPO

**2 Government clients to date** with a focus on the largest government contracts in Australia.



Partnership agreement in place and exploring **international expansion** in contingent workforce markets.

Joint proposals and/or advanced discussions underway with four additional RPO providers.

40% of large organisations globally use RPO firms to deliver their end to end recruitment inside their organisations, acting as extensions of their talent acquisition function, operating more like partners than vendors.

LiveHire aims to be the preferred technology used by RPO partners to deliver improved value to their clients, and improved EBIT to RPO.

# LiveHire Is Also Delivering Talent On Demand Direct to Medium Enterprise

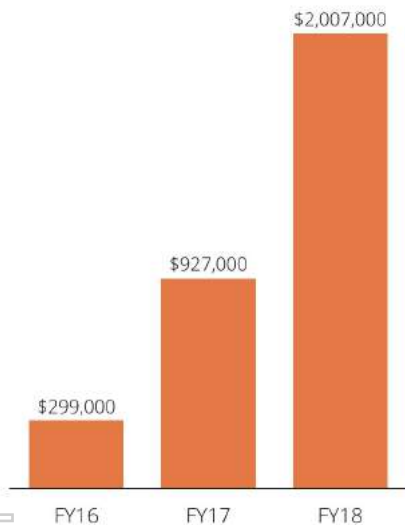
Direct sales team focus on 500-5,000 FTE organisations



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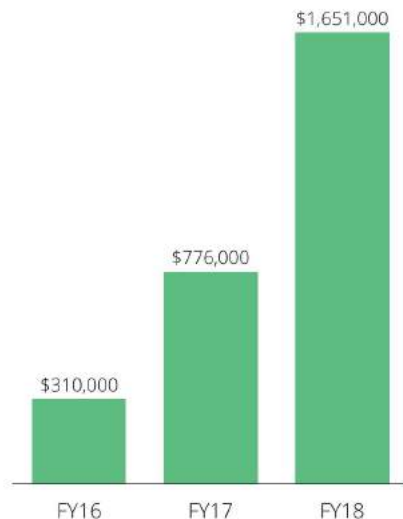
# Growth

Cash Receipts, Revenue, ARRPC, and Talent Community Connections (TCCs)



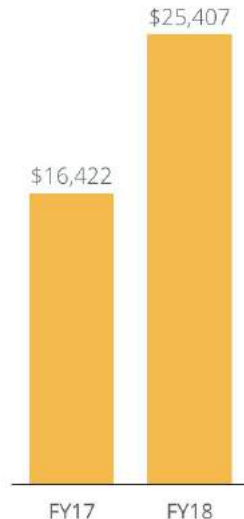
**Cash Receipts**

LiveHire charges the annual repeat fee upfront. Quarterly or monthly payments in advance are also available for a premium.



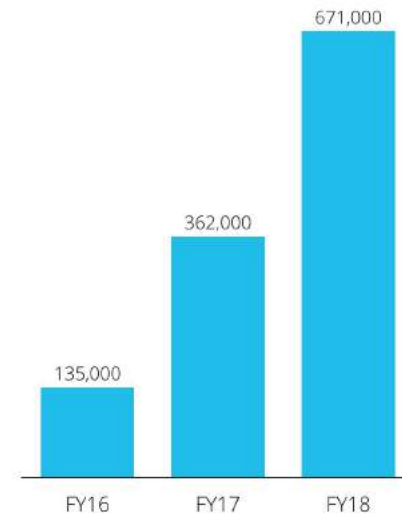
**Revenue**

LiveHire charges an annual, repeat licence fee to Companies for use of the cloud based platform, based on the size of their workforce.



**ARRPC**

Average recurring revenue per client grows as LiveHire is adopted by larger and larger enterprises. LiveHire is building a low acquisition, rapidly deployable solution for infinite scale.



**TCC Ecosystem**

Candidates can join multiple Talent Communities with their unified profile, creating a highly valuable, monetisable, and defensible global network effect.

# The Talent Acquisition Technology Market is Huge.

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<sup>1</sup>  
\$240B

Current spend each year in the US on Talent Acquisition alone.

<sup>2</sup>  
16%

Talent acquisition spend on technology, increasing from 2% to 16% over the next 3 years as companies look for greater efficiency.

#1

There's an order of magnitude premium on the companies that are #1 or 2 in their markets. We are first movers and building for scale.

1: [Reference Link](#)

2: CEB Insights (now Gartner): 2017 State of the Recruiting Function (Benchmarks for Recruiting Budget, Staffing, and Workload). March 2017

Company will change the way they recruit, the way they share and collaborate, the way they fundamentally treat candidates engaging their brands.

This is leading companies towards having to use the cloud to work and manage their talent data, to shift power to the candidate, to use AI, to share data, and to communicate more personally.

LiveHire have built an architecture, a strategy, and a technology that is enabling that vision of the future.

## From Product Led to Market Leading Technology

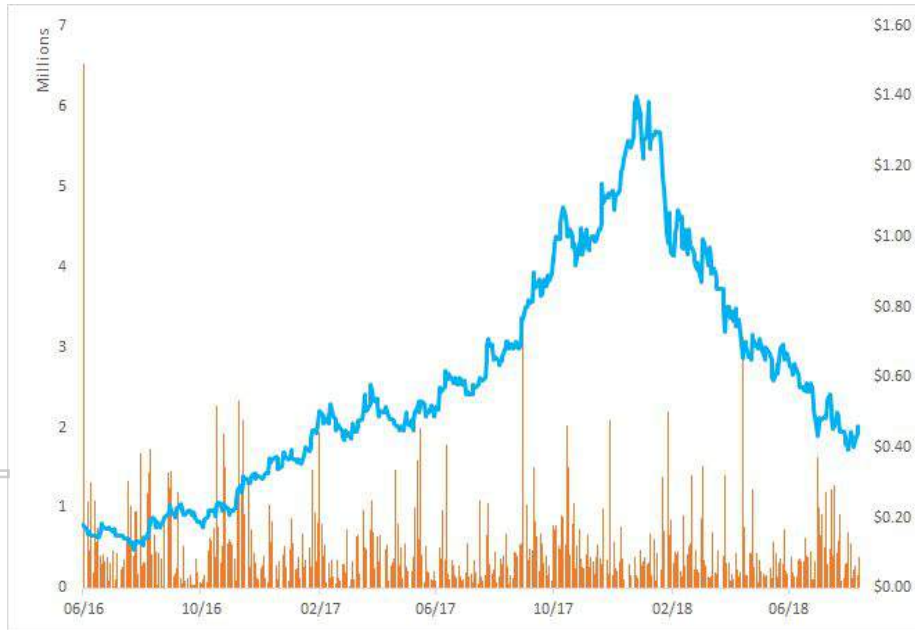
**2017** was a year of building the architecture and platform to support the largest RPO and enterprise organisations globally.

**2018** has been a shift to high growth sales and scaling through RPO and direct sales channels, with each direct sales BDM targeting \$500k in ARR per year.



# LiveHire Capital Structure

Share price since listing



Share price <sup>1</sup>	\$0.34
Shares on issue <sup>1</sup>	266.6m
Cash at bank <sup>2</sup>	\$27.8m
Market capitalisation	\$90.66m
Enterprise value	\$62.84m
Options and performance rights on issue <sup>1</sup>	24.1m
<b>Major Shareholders</b>	
Board & Management (including founders) <sup>1</sup>	28.65%
Antonluigi Gozzi	11.16%
Michael Haywood	10.56%
Fidelity <sup>3</sup>	7.18%
Telstra Super <sup>4</sup>	5.49%

<sup>1</sup> As at 6 Nov 2018   <sup>2</sup> As at 30 Sept 2018   <sup>3</sup> As at 6 Nov 2018   <sup>4</sup> As at 6 Nov 2018





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