



## Build Extraordinary Teams

Attract, engage and hire diverse talent aligned to your company purpose.

LiveHire (ASX:LVH) Investor presentation

ASX: June 2018



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This presentation has been independently prepared by LiveHire Limited (Company) and is provided for informational purposes only.

# LiveHire's Purpose

To empower the flow of the world's talent through organisations, to create a more agile, open and awesome working world.

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## Award Winning Technology

In 2017, we were proud winners of the AIIA (Australian Information Industry Association) **iAward**.

Previous winners of this prestigious award include **Atlassian, Wotif, Xero, and WiseTech.**



# LiveHire - The Market Leader

In Live Talent Communities.



## Market Opportunity

\$240 billion spent annually on Talent Acquisition in the US alone<sup>1</sup>. Mature (disrupted) markets have tech spend ~10-20%.



## Proven Technology

Exponential scale through Direct Enterprise sales, global Recruitment Process Outsourcing (RPO) partners, and Consulting partners.



## Scalable

Low cost of acquisition of users. Each new Talent Community launched compounds user growth, revenue, and network effect.



## Ecosystem

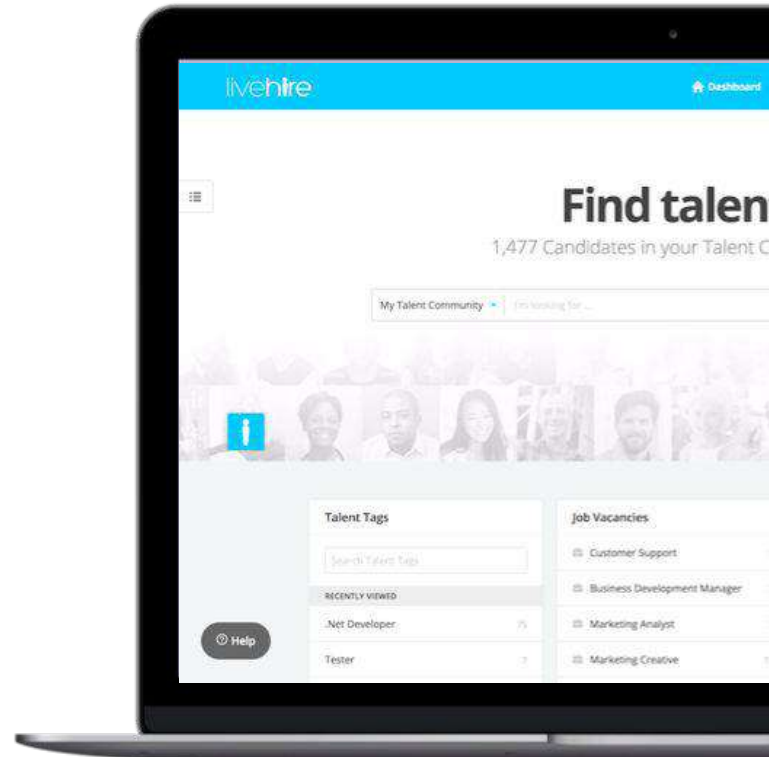
LiveHire powers an ecosystem of many third party technologies, not a single product. Tech ecosystems are typically very hard to disrupt.



## Market Leading

6 year first mover advantage with a candidate centric, hyper-effective, and proven proactive “Live Talent Community” approach to hiring.

<sup>1</sup><https://www2.deloitte.com/content/dam/Deloitte/us/Documents/human-capital/us-hc-disruptions.pdf>

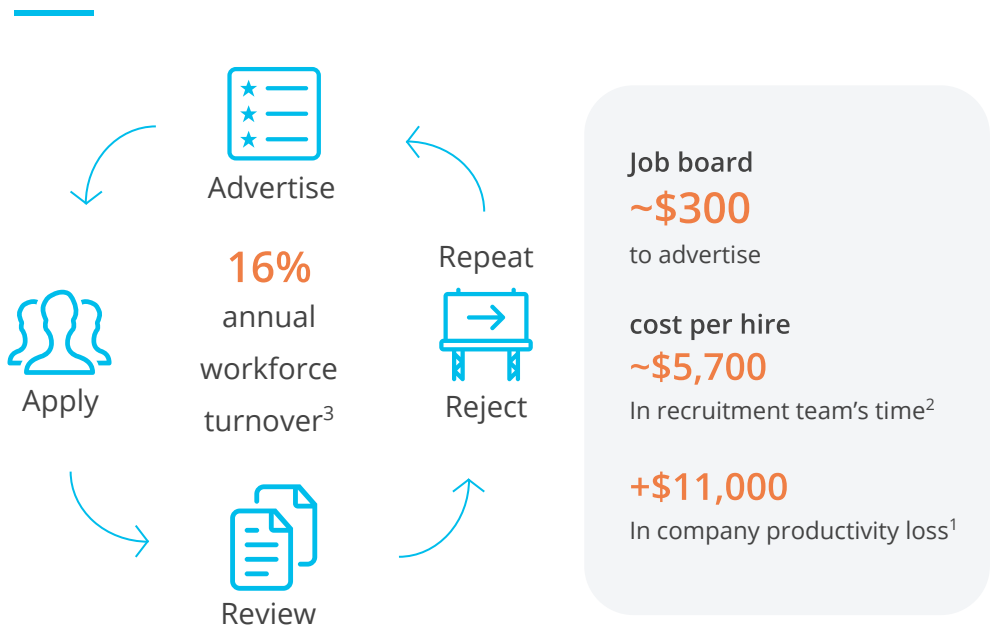


**68 days**

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

The traditional recruitment process is making companies less agile, and deterring diverse candidates<sup>4</sup>.

# The Traditional Recruitment Model lacks agility, efficiency, and diversity of hire.



1: CEB is now Gartner: <https://www.cebglobal.com/human-resources/recruiting/accelerating-recruiting.html>  
 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.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)  
 4: <https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified>



## Talent Acquisition Platform.

LiveHire is a productivity and collaboration platform for recruitment teams. Uniquely, the Live Talent Community is built with the candidate at the centre, solving three big frustrations of attracting diverse, quality talent<sup>1</sup>:

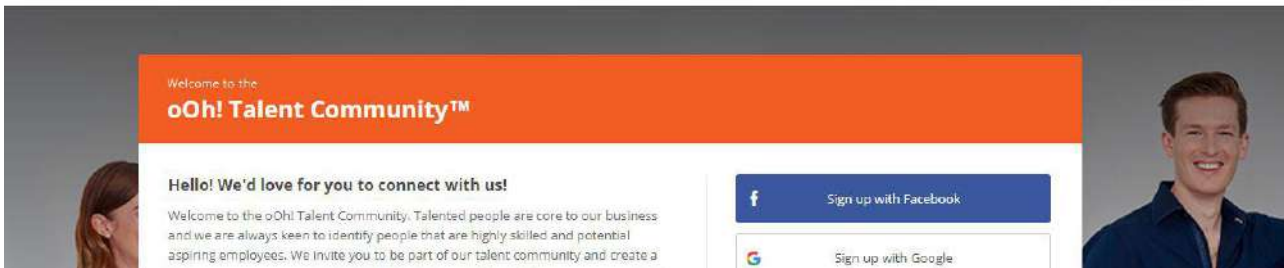
1. Applications are too long.
2. No human communication.
3. Rejection.



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# Talent Community Portal.

Source and attract more diverse, quality talent from across the entire web, by making it **quick for candidates to apply**.





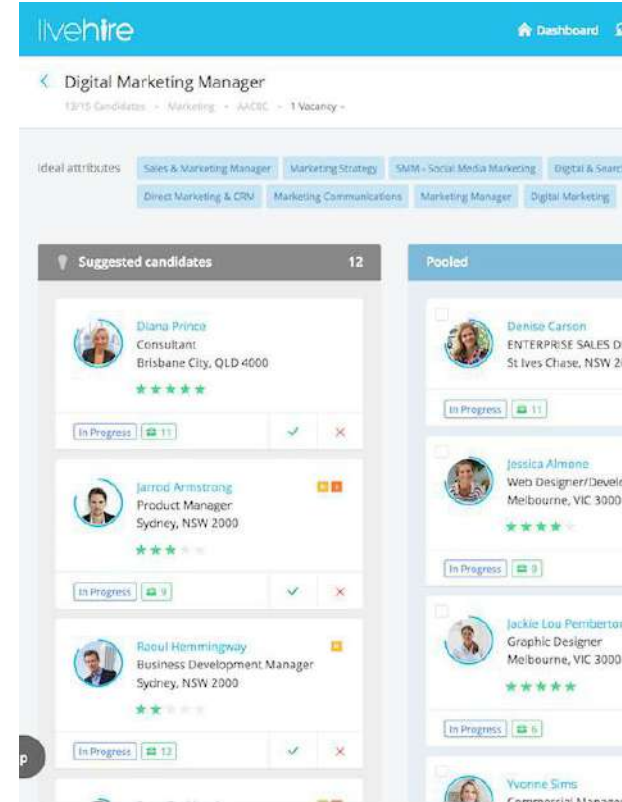
# A.I. Talent Pooling, a recruiters' best friend.

Speak to your future workforce. Instant talent pipelines at your fingertips.

- Core competencies
- Rating
- Relationship
- Cultural Fit
- Availability

Candidate Suggestions

Growing and hiring from talent pools of pre-engaged candidates assists with diversity and speed of hire, **humanising communication with 2-way SMS**. LiveHire A.I. helps recruitment teams build and engage their talent pools real-time.



Dashboard Search by Name Add Candidate Talent Pools Inbox David

Posts: 1 View Timeline

Edit More Status: Open

David Vuu has been removed from the suggestions Undo

0% Candidates Rated Positions Filled (0/2)

Active Candidates Unsuccessful Candidates Search

Source	Review	Activity	Actions
Talent Pool	Not yet rated	14 days ago	Invite Assign Remove
Talent Pool	Not yet rated	14 days ago	Invite Assign Remove
Talent Pool	Not yet rated	14 days ago	Invite Assign Remove
Talent Pool	Not yet rated	14 days ago	Invite Assign Remove
Talent Pool	Not yet rated	14 days ago	Invite Assign Remove
Talent Pool	Not yet rated	14 days ago	Invite Assign Remove

## Candidate Suggestions

A.I. suggest the right candidates real-time for open roles, so companies **do not need to reject hundreds of applicants.**

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# The results: KJR Talent Community (IT industry)

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## Talent Community Total Hires

KJR shows an increase in hires over time, with a majority sourced from their Talent Community (green bars), vs going to market to find more candidates reactively.



## Percentage of Hires from Talent Community

KJR maintains a consistently high proportion of hires from their Talent Community each quarter.

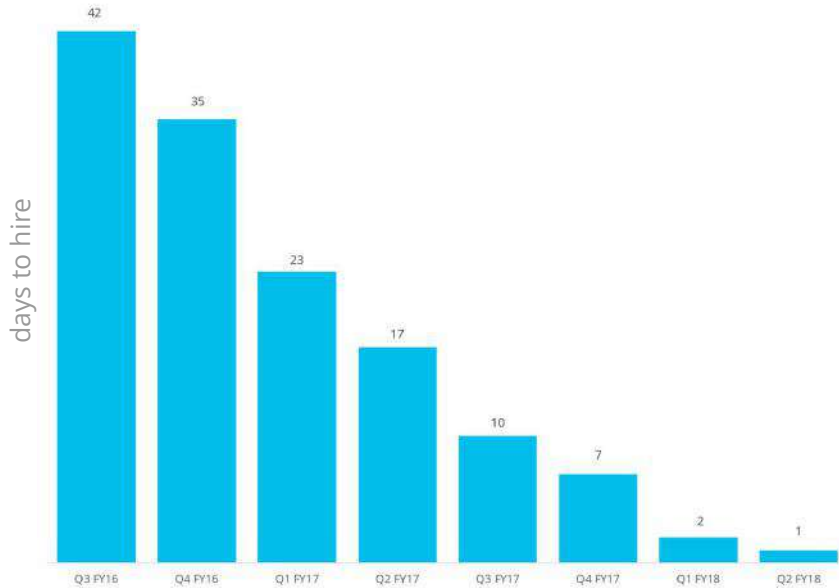


# Case Study: KJR Talent Community Best Practice

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## Median Time to Hire (Days)

Reducing time to hire directly improves workforce agility for organisations. KJR shows how to days to hire decreases over time as they nurture and utilise their Talent Community for all their hires.



Analysis and data created by the LiveHire internal analytics team.

\*: Cost calculated using 68 day average time to hire

1: CEB is now Gartner: <https://www.cebglobal.com/human-resources/recruiting/accelerating-recruiting.html>

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

Job board

~\$300

to advertise

cost per hire

~\$5,700\*

In recruitment team's time<sup>2</sup>

+\$11,000\*

In company productivity loss<sup>1</sup>



Reduction in time to hire directly reduces these costs for organisations

# LiveHire aims to achieve 10x ROI<sup>1</sup> for Clients.

Across an ever expanding share of industries and regions



1. This does not represent a complete list of clients. ROI for a client is calculated with reference to the LiveHire fees charged to that client over a 12 month period, best estimates of the client's recruitment costs per hire prior to implementing LiveHire, and the client's savings on recruitment costs delivered via the use of LiveHire for all hires over the 12 month period. Various other factors which are outside of LiveHire's control will affect a client's ROI, including, the client's level of adoption of the LiveHire technology adoption, it's recruitment operations and other client specific factors.

“*LiveHire is the leading technology in the talent acquisition space*”

Alana Bennett - Head of Talent at oOh!media

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oOh!media's transformational journey with LiveHire won them a CandE award for Candidate Experience



# The Talent Acquisition Technology Landscape

The LiveHire platform has created a whole new global category of productivity and collaboration software in the Human Capital space, unifying and powering the flow of candidate data.

Many sources of talent to search and manage.



Link them all into a single, private destination.

## Problem

Traditional applicant databases are stale, disparate, and unresponsive.

## Solution

Live, unified candidate data and responsive SMS (human communication). Integrate into Human Resource Information Systems (HRIS)

NOTE: Graphic representation for illustrative purposes only.

# The LiveHire Business Model

LiveHire technology allows a company to proactively market, grow, communicate with, and hire from their own private Talent Community.

LiveHire is free for candidates with unlimited use.

Candidates can join many Talent Communities with one private profile.

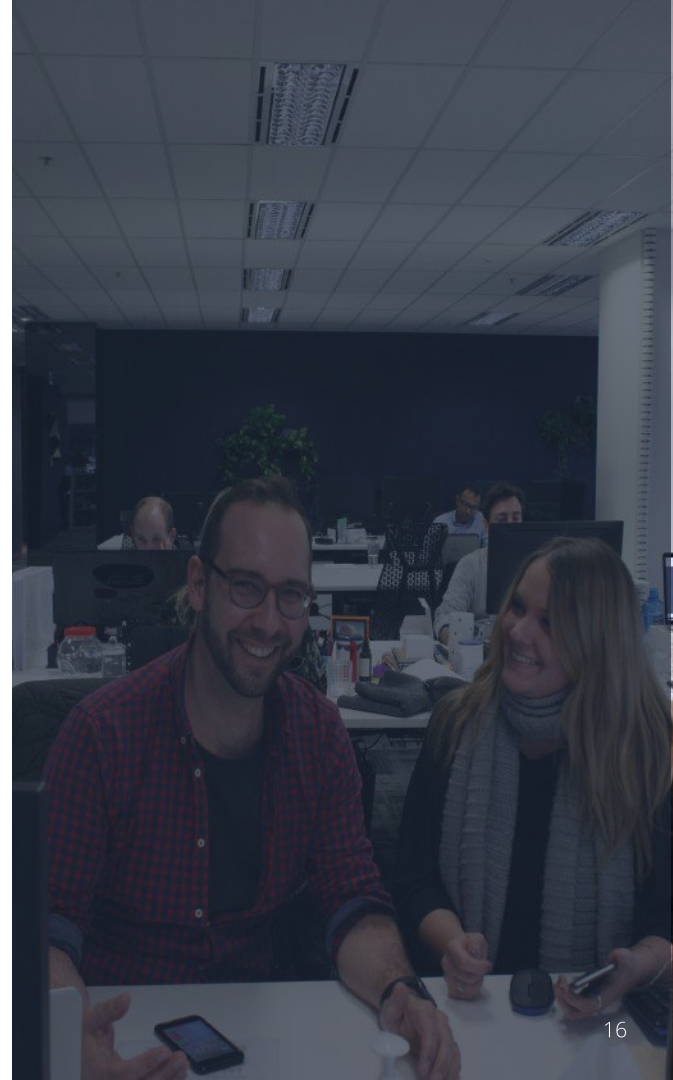
LiveHire has zero user (candidate) acquisition cost.

Companies pay upfront based on forecasted hiring volumes.

LiveHire's pricing model aims to achieve long term average yield per TCC of AUD\$0.50/month, and a 10 X ROI for customers.

NOTE: for more information on revenue model and pricing please refer to the company half year report, published on ASX on 27th Feb 2018.

1. ROI for a client is calculated with reference to the LiveHire fees charged to that client over a 12 month period, best estimates of the client's recruitment costs per hire prior to implementing LiveHire, and the client's savings on recruitment costs delivered via the use of LiveHire for all hires over the 12 month period. Various other factors which are outside of Livehire's control will affect a client's ROI, including, the client's level of adoption of the LiveHire technology, it's recruitment operations and other client specific factors.







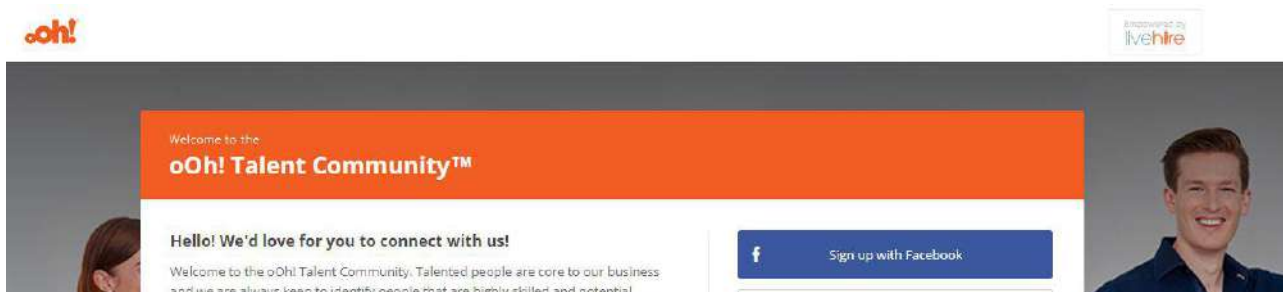
## The LiveHire Platform

Customers purchase the core LiveHire platform at an all-in-one cost per hire (CPH) pricing model depending on the volume of hires per annum (starting at 50 hires per year). Customers pay upfront for 12 months.



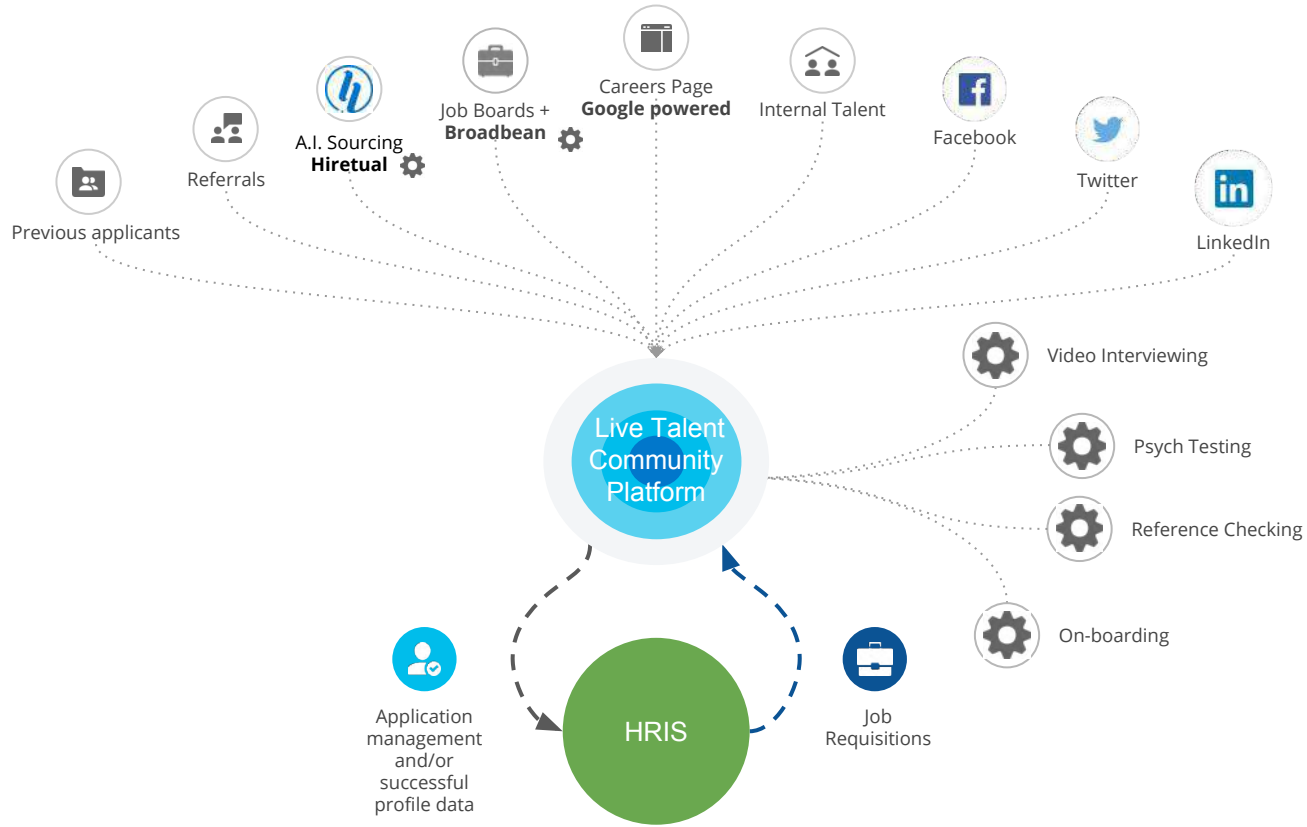
## Price range

LiveHire charges between \$100 to \$500 per hire, depending on overall hiring volume, platform requirements and 3rd party integrations.



NOTE: LiveHire reserves all rights to change its pricing from time to time, depending on individual customer circumstances, industry changes, tender requirements and partnerships, negotiating each contract on a case-by-case basis as it sees fit.

# LiveHire Ecosystem of third party SaaS: An ever expanding range of premium HR widget plugins and integrations.



## 1. Sourcing integrations

Powerful AI sourcing tools, Google powered career pages, and social integrations to find and source more talent.

## 2. Platform integrations

Add further efficiency and automation to clients hiring processes over time.

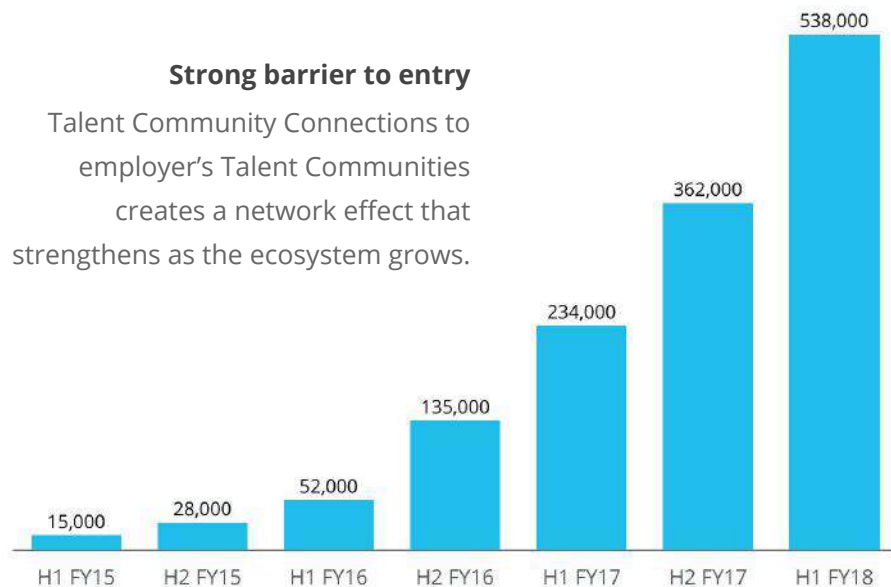
## 3. HRIS Integrations

2-way deep synchronisation with large enterprise clients Human Resource Information Systems (HRIS) to seamlessly pass data between systems.

# Exponential Ecosystem Growth Continued in H1 FY18

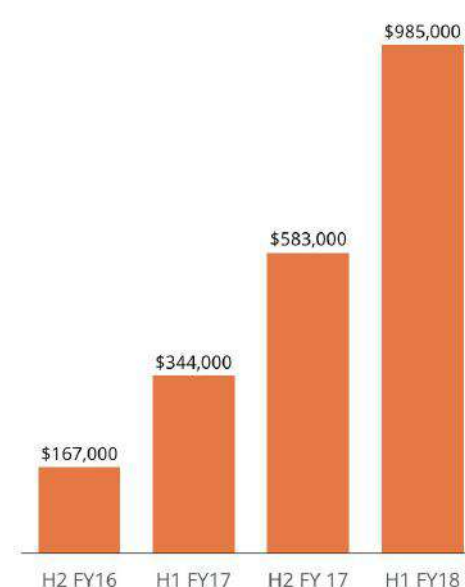
## Talent Community Connections (TCC) Growth

107% TCC growth YoY (avg. 20.7% QoQ)



## Cash Receipts Growth

186% growth in H1 FY18, compared to H1 FY17



# LiveHire's Consistent Growth Strategy Since IPO

To reach our total global addressable market



Recruitment Partners  
Rapid Global Scale

~40% of large companies use Recruitment Process Outsourcing (RPO) firms. The top 10 RPO's control 90% of this market. Three global RPOs now deploying LiveHire across new and existing customers.



Direct (Enterprise) Sales  
Vertical Market Penetration

~60% of large Enterprises manage their own internal recruitment teams. Sell direct to CHRO and CFO under highly experienced enterprise Sales Director (ex Splunk).



HRIS Integrations  
Serve the large enterprise

Majority of large enterprise use 3 HRIS (Oracle, SAP, Workday). LiveHire is integrated with SAP and integrations with Oracle and Workday are on product roadmap.



Consulting Partners  
New market offerings

Partner with leading consulting organisation and HR software implementers to bid and manage larger enterprise deals, and open new markets for LiveHire (e.g internal mobility, AI, big data).

# Recruitment Process Outsourcing (RPO) Partner Growth Strategy

LiveHire's growth strategy aims to partner with some of the following major global Recruitment Process Outsourcing providers

**futurestep**  
A KORN FERRY COMPANY

**randstad**  
sourceright

**Manpower**

**HAYS** Talent Solutions  
Intelligent Resourcing

**ALLEGIS**  
GLOBAL SOLUTIONS™

**KELLY OCG**  
OUTSOURCING & CONSULTING GROUP

**alexander mann**  
solutions

**Hudson** | RPO

**Adecco**

Providing efficient and fast geographical scale with minimal sales infrastructure.

<sup>1</sup>LiveHire has partnered with 3 global RPOs. This slide depicts the major global providers of RPO services, not official partners of LiveHire.

~40% of organisations globally use RPO firms to deliver their end to end recruitment inside their organisations.

3 of the global top 10 RPOs have now successfully implemented LiveHire for their clients.

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

# The Australian Market Opportunity

Australian recruitment tech market (top down analysis)



- 7m** Employees<sup>2</sup> (56%) work for medium and large enterprise<sup>1</sup>.
- 1.1m** Hires per year @16% average turnover<sup>3</sup>
- \$6k** Average cost to hire (68 day current reactive process)<sup>4</sup>
- 5%** Spend on technology (average \$300/hire) = \$330m/year



1: [http://www.asbfeo.gov.au/sites/default/files/Small\\_Business\\_Statistical\\_Report-Final.pdf](http://www.asbfeo.gov.au/sites/default/files/Small_Business_Statistical_Report-Final.pdf)  
2: <http://www.abs.gov.au/ausstats/abs@.nsf/mf/6202.0>  
3: [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)  
4: <https://www.cebglobal.com/human-resources/recruiting/accelerating-recruiting.html>

## The Global Recruitment Market Opportunity

Globally the problem and opportunity is similar. LiveHire's strategy is to rapidly expand in APAC past critical mass. LiveHire may further expand internationally with RPO and Consulting partnerships as the opportunities arise.

Companies estimated to spend over  
**US\$240 billion per year** on Talent  
Acquisition in the US alone<sup>1</sup>

1: Bersin by Deloitte 2016 Perspective

<sup>1</sup><https://www2.deloitte.com/content/dam/Deloitte/us/Documents/human-capital/us-hc-disruptions.pdf>



## H1 FY 19 Focus

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- Focus product roadmap to support expansion through global **RPO partnerships** (~40% of market) to increase average enterprise deal size and TCC ecosystem.
- Launch Talent Communities for **medium to large enterprise customers in Australia and New Zealand** through direct sales and consulting partnerships.
- Expand integrations the **major global Human Resource Information Systems** to access new large enterprises customers, and open new partner channels to market.
- Accelerate the LiveHire platform marketplace of 3<sup>rd</sup> party **technology integrations** (with major global source channels, AI, and HR SaaS 3<sup>rd</sup> party software).
- Continue to deliver **exponential growth** in TCCs YoY, strengthening the barriers to entry of the category ongoing. Given the focus towards larger customers, we expect TCC growth will fluctuate QoQ with timing of Talent Community launches, with potential for significant step changes as LiveHire signs new cornerstone clients.
- Enter **new industry verticals in Australia**, with a focus on Construction, Government and Manufacturing, aiming to expand our total serviceable market to 75% of workforce.



# LiveHire's Team

## Non-Executive Directors



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



**Christy Forrest**  
Non-Exec Director  
CEB now Gartner



**Michael Rennie**  
Global Board & Head of  
Org. Practice  
McKinsey & Co



**Adam Zorzi**  
Non-Exec Director  
Property Entrepreneur,  
Technology Investor

## Executive Directors



**Gigi Gozzi**  
Co-Founder,  
Managing Director



**Mike Haywood**  
Co-Founder,  
Growth Director



**Grant Galvin**  
Commercial Execution  
Director  
Coca-Cola, EY, AMEX

## Leadership



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



**Ben Malone**  
CFO  
REA, Australian Unity



**Denise Carson**  
Sales Director  
Ex-Splunk



**Paul Bridgewater**  
Head of RPO Partnerships  
Ex-GM Manpower (RPO)



**David Vuu**  
Head of UX and Design  
Carsales.com, Australian  
Web Awards



**Alastair Schirmer**  
Head of Product  
Solutions  
SEEK, iSelect

# LiveHire Capital Structure

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Share price	\$0.68
Shares on issue	261.4m
Cash at bank as at 31 March 2018	\$31.5m
Market capitalisation	\$177.7m
Enterprise value	\$146.2m
Options and performance rights on issue	25.1m
<b>Major Shareholders</b>	
Antonluigi Gozzi (Co-Founder)	11.4%
Michael Haywood (Co-Founder)	10.8%
Directors (including two co-founders)	31.7%
Telstra Super	5.5%
Fidelity	5.1%

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