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LiveHire Limited

Quarterly Update Q3 2021

April 20, 2021

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# Strong revenue growth in direct sourcing & improving retention rates drive record cash receipts

## Key Performance Metrics:

Direct Sourcing Performance:	Q420	Q121	Q221	Q321
Closing Partners	1	3	11	13
Closing Clients (Logos)	2	5	8	9
Revenue (\$)	\$6,900	\$72,344	\$242,116	\$398,136

SaaS Performance:	Q420	Q121	Q221	Q321
Closing Clients (Logos)	110	114	120	123
NRR rate % (rolling 12mth)	80%	80%	82%	86%
Closing ARR Revenue (\$m)	\$3.496	\$3.700	\$3.917	\$4.037

Cash Performance:	Q420	Q121	Q221	Q321
Quarterly Cash Receipts (\$m)	\$1.195	\$0.885	\$1.498	\$1.547
Cashburn (\$m)	(\$2.395)	(\$1.955)	(\$1.655)	(\$1.335)
Closing Cash (\$m)	\$20.981	\$19.026	\$17.372	\$16.037

### Direct Sourcing revenue growth up 64% from Q2 21 and in line with expectations:

- Quarterly revenue of \$398k for Q3 21 up 64% up from \$242k in Q2 21 and on plan. 13 partners (added 2) and on plan.
- 9 clients - added 1 versus expected 3, due to tenders lengthening sales cycle.
- Partner enablement maturing - 31 Opportunities Live; 7 of these at proposal stage.
- Leading staffing industry analyst, SIA, reports that within 2 years 60% of companies expect to have a direct sourcing program in place.<sup>1</sup>
- Leading contingent research firm Ardent Partners rates LiveHire as Market Leader in direct sourcing technology.<sup>2</sup>

### SaaS business progressing to plan:

- Net gain for the quarter of 3 taking total to 123 clients.
- Client retention exceeding plan with NRR rate % (rolling 12mths) moving from 82% to 86%.
- 90%+ of new ARR contracts are multi-year deals year-to-date.
- Closing ARR for the Q3 21 \$4,037,098 up 3% on Q2 21, and up 23% YOY.
- 97 Opportunities Live; 22 of these at proposal stage.

### Cash exceeding plan and Talent Community Connections (TCC's) continue to grow strongly:

- Cash receipts were a record \$1.5m for the quarter, with 12mth rolling at \$5.1m.
- Lower cost base tracking on plan.
- Cashburn of (\$1.3m) lower than plan, expect Q4 21 cashburn to increase to approx (\$1.7m) with investment in North American integrations and GDPR/Privacy.
- Strong TCC's for the quarter up 23% to 3.9m:
  - ANZ up 12% to 2.6m and
  - North America up 53% to 1.3m

Sources: <sup>1</sup> Business Wire, Raise Recruiting Launches Direct Sourcing, April 2021 <sup>2</sup> Ardent Report: <https://bit.ly/2QwgxQe>

Note: None of the information included in this presentation should be considered individually material, unless specifically stated. All figures in this announcement are provided on an unaudited basis.

# LiveHire recognised as Direct Sourcing market leader

## Ardent Partners Research

LiveHire has been named a clear market leader for Direct Sourcing solutions in Ardent Partners' latest [Digital Staffing Platforms Technology Advisor report](#).<sup>1</sup>

LiveHire was evaluated and ranked the strongest by Ardent based on two essential areas of consideration:

- 1) Solution strength:** including overall user experience, direct sourcing functionality, talent pool development, mobility, support, analytics and reporting.
- 2) Provider strength:** including service delivery, dedication to innovation, product roadmap, Future of Work readiness, talent management prowess and customer references.

Sources: <sup>1</sup> Ardent Report: <https://bit.ly/2QwgxQe>

## New Client for the quarter:



"High5 will leverage Livehire's platform to make diverse and high quality hires at speed. Livehire's technology gives us the opportunity to bring innovative solutions to our clients at scale, enhance the user experience of our candidates and customers, and be a disruptive force in our industry."

**Ben Thakur, CEO High5**

# SaaS highlights in the quarter...

8 new logo wins including:



"We're excited to extend the use of LiveHire to our Manila operations. LiveHire enables our teams to continue to build a highly engaged talent community, attract more diverse talent across the group and support the business with finding the ideal candidate for all recruitment and talent needs."

Vanessa Hicks, Group Executive People Experience (TPG Telecom Limited)

# LiveHire's Addressable Market & Current Progress

## Direct Sourcing market

### Contractor hiring sold to procurement / finance

#### Competitive value proposition

- Disintermediate the ~20% mark-ups paid on contractor hires
- Reducing mark-ups by half could save circa \$US10m pa for average Fortune 1000 company
- Plus faster, better hires

## SaaS market

### Permanent hiring sold to HR



### Internal mobility sold to HR

By creating a pre-existing talent community clients can\*:

- Reduce time to hire from 25 to 7 days
- Increase recruiter efficiency with AI from 50 to 3 candidates
- Reduce per hire cost from \$5,800 to \$2,500

(\* Vodafone client example)

- Know all skills & use AI to search and move talent into internal roles
- Communicate seamlessly by SMS
- Avoid turnover through poor internal job markets

#### Market focus

North America

Australia & New Zealand

#### Estimated size of market

- \$US80b<sup>1</sup>+ spend by Fortune 1000 on staffing companies
- LiveHire fee of 1-2% = \$US800m+

- 4,000 companies<sup>2</sup>
- \$100m potential tech spend
- Large, medium, small

- 400 companies
- \$10m potential tech spend
- Large, medium

#### Go to market

Via partners who have a strong financial incentive to introduce to sell the solution to their clients

Direct sales force

#### Current Position

13 partners (as at Mar 2021)

9 clients

Examples of clients: Ontario Ministry of Health, Global

Professional Services Firm, Enbridge Inc.<sup>4</sup>

120+ clients

Examples of clients: Vodafone, University of Newcastle, BabyBunting

- 4 clients
- Examples of clients: Large state governments

# LiveHire's Performance & Financial Metrics – Glossary

Below we explain a handful of the headline performance and financial 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.

## 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:  
 $\text{Opening ARR} + \text{New Business ARR} + \text{upsell ARR} - \text{downsell ARR} - \text{Churn ARR}$ .

## Total Contract Value (TCV)

Includes revenue from a client that is both non-recurring (eg, integration, data migration services) and recurring in nature.

## Opportunities Live

Organisations that have had a discovery meetings and / or demonstration of the product and are in active consideration of the LVH solution.

## 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.

## Client Churn

Client Churn as a percentage of opening clients.

## Client Lifetime (Years)

1 divided by Client Churn rate.

## Gross Margin %

Gross Margin equals Revenue less Cost of Goods Sold. Revenue divided by Gross Margin gives Gross Margin %.

Cost of Goods Sold for a SaaS business represent direct costs to deliver ongoing service. They should not be confused with costs to acquire a customer, and could be thought of in simple terms as costs that scale with the number of customers you have. They include hosting fees, other third party software to deliver the service, and the costs of client implementations, client and platform support, and client success.

# LiveHire's Performance & Financial Metrics – Glossary

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

## Lifetime Value

Lifetime Value (LTV) is calculated as New Business ARR x Gross Margin % x Client Lifetime (years).

## Client Acquisition Cost (CAC)

Client Acquisition Cost is the cost per new client won of LiveHire's sales & marketing expenditure directly related to the winning of new clients. The current assumption is that 100% of total sales and marketing cost and 90% of solutions cost relate to Client Acquisition.

## CAC Ratio %

CAC Ratio represents the ratio of incremental ARR generated by LiveHire's sales & marketing teams in a period, compared to the direct costs of obtaining that incremental ARR. Based on a 2017 survey of SaaS businesses<sup>1</sup> with ARR >US\$5 million, companies spent a median of \$1.15 to acquire each dollar of new ARR (i.e. a CAC Ratio of 87%). Gross margin can be applied to the CAC Ratio and then inverted to give the CAC Payback period (e.g. in the previous scenario, if a business gross margin was 75%, it's CAC Payback period would be  $1 / (87\% \times 75\%) = 1.53$ , or ~18 months. 18 months was the median CAC Payback period from the aforementioned survey, which implies a median Gross Margin of 75%.

## Net Revenue Retention (NRR) rate %

Calculated as  $(\text{Opening ARR} + \text{upsell ARR} - \text{downsell ARR} - \text{churn ARR} / \text{lost ARR}) / \text{Opening ARR}$ . NRR is an indicator that measures how well a business can not only renew but generate additional revenue from its clients post initial sale.

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<sup>1</sup>: 2017 Survey of SaaS Businesses <https://www.forentrepreneurs.com/2017-saas-survey-part-1/>

## Estimated Annualised Contract Value

Estimated Annualised Contract Value is an estimation of the annual revenue achievable from a client once it is at full ramp.

## Direct Sourcing Revenue

Direct Sourcing Revenue is the revenue earned from a direct sourcing client in the current financial year.

## 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 people service/consulting fees.

## EBITDA (excl SBP & TTC)

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).

## Appendix 4C

### Quarterly cash flow report for entities subject to Listing Rule 4.7B

**Name of entity**

LiveHire Limited

**ABN**

59 153 266 605

**Quarter ended ("current quarter")**
31<sup>st</sup> March 2021

<b>Consolidated statement of cash flows</b>	<b>Current quarter \$A'000</b>	<b>Year to date 6 months \$A'000</b>
<b>1. Cash flows from operating activities</b>		
1.1 Receipts from customers	1,547	3,930
1.2 Payments for		
(a) research and development		
(b) product manufacturing and operating costs	(33)	(500)
(c) advertising and marketing	0	(135)
(d) leased assets		
(e) staff costs	(2,141)	(6,640)
(f) administration and corporate costs	(869)	(2,071)
1.3 Dividends received (see note 3)		
1.4 Interest received	16	86
1.5 Interest and other costs of finance paid		
1.6 Income taxes paid		
1.7 Government grants and tax incentives	13	50
1.8 Other – staff termination costs		
<b>1.9 Net cash from / (used in) operating activities</b>	<b>(1,467)</b>	<b>(5,278)</b>
<b>2. Cash flows from investing activities</b>		
2.1 Payments to acquire:		
(a) entities		
(b) businesses		
(c) property, plant and equipment	(36)	(36)
(d) investments		
(e) intellectual property		
(f) other non-current assets		



Consolidated statement of cash flows		Current quarter \$A'000	Year to date 6 months \$A'000
2.2	Proceeds from disposal of:		
	(a) entities		
	(b) businesses		
	(c) property, plant and equipment		
	(d) investments		
	(e) intellectual property		
	(f) other non-current assets		
2.3	Cash flows from loans to other entities		
2.4	Dividends received (see note 3)		
2.5	Other (provide details if material)		
<b>2.6</b>	<b>Net cash from / (used in) investing activities</b>	<b>(36)</b>	<b>(36)</b>

<b>3.</b>	<b>Cash flows from financing activities</b>		
3.1	Proceeds from issues of equity securities (excluding convertible debt securities)	163	376
3.2	Proceeds from issue of convertible debt securities		
3.3	Proceeds from exercise of options		
3.4	Transaction costs related to issues of equity securities or convertible debt securities		
3.5	Proceeds from borrowings		
3.6	Repayment of borrowings		
3.7	Transaction costs related to loans and borrowings		
3.8	Dividends paid		
3.9	Other (provide details if material)		
<b>3.10</b>	<b>Net cash from / (used in) financing activities</b>	<b>163</b>	<b>376</b>

<b>4.</b>	<b>Net increase / (decrease) in cash and cash equivalents for the period</b>		
4.1	Cash and cash equivalents at beginning of period	17,372	20,981
4.2	Net cash from / (used in) operating activities (item 1.9 above)	(1,467)	(5,278)
4.3	Net cash from / (used in) investing activities (item 2.6 above)	(36)	(36)

Consolidated statement of cash flows		Current quarter \$A'000	Year to date 6 months \$A'000
4.4	Net cash from / (used in) financing activities (item 3.10 above)	163	376
4.5	Effect of movement in exchange rates on cash held	5	(6)
<b>4.6</b>	<b>Cash and cash equivalents at end of period</b>	<b>16,037</b>	<b>16,037</b>

5.	Reconciliation of cash and cash equivalents at the end of the quarter (as shown in the consolidated statement of cash flows) to the related items in the accounts	Current quarter \$A'000	Previous quarter \$A'000
5.1	Bank balances	3,698	2,533
5.2	Call deposits	12,339	14,839
5.3	Bank overdrafts		
5.4	Other (provide details)		
<b>5.5</b>	<b>Cash and cash equivalents at end of quarter (should equal item 4.6 above)</b>	<b>16,037</b>	<b>17,372</b>

**6. Payments to related parties of the entity and their associates**

- 6.1 Aggregate amount of payments to related parties and their associates included in item 1
- 6.2 Aggregate amount of payments to related parties and their associates included in item 2

**Current quarter  
\$A'000**

244

Note: if any amounts are shown in items 6.1 or 6.2, your quarterly activity report must include a description of, and an explanation for, such payments:

The above relates to payment of Directors' salaries, superannuation and fees.

## Quarterly cash flow report for entities subject to Listing Rule 4.7B

**7. Financing facilities**

Note: the term "facility" includes all forms of financing arrangements available to the entity.

Add notes as necessary for an understanding of the sources of finance available to the entity.

7.1 Loan facilities

7.2 Credit standby arrangements

7.3 Other (please specify)

7.4 **Total financing facilities**

Total facility amount at quarter end \$A'000	Amount drawn at quarter end \$A'000

7.5 **Unused financing facilities available at quarter end**

7.6 Include in the box below a description of each facility above, including the lender, interest rate, maturity date and whether it is secured or unsecured. If any additional financing facilities have been entered into or are proposed to be entered into after quarter end, include a note providing details of those facilities as well.

**8. Estimated cash available for future operating activities****\$A'000**

8.1	Net cash from / (used in) operating activities (Item 1.9)	(1,467)
8.2	Cash and cash equivalents at quarter end (Item 4.6)	16,037
8.3	Unused finance facilities available at quarter end (Item 7.5)	
8.4	Total available funding (Item 8.2 + Item 8.3)	16,037
8.5	<b>Estimated quarters of funding available (Item 8.4 divided by Item 8.1)</b>	10.9

Note: if the entity has reported positive net operating cash flows in item 1.9, answer item 8.5 as "N/A". Otherwise, a figure for the estimated quarters of funding available must be included in item 8.5.

8.6 If Item 8.5 is less than 2 quarters, please provide answers to the following questions:

1. Does the entity expect that it will continue to have the current level of net operating cash flows for the time being and, if not, why not?

Answer:

2. Has the entity taken any steps, or does it propose to take any steps, to raise further cash to fund its operations and, if so, what are those steps and how likely does it believe that they will be successful?

Answer:

3. Does the entity expect to be able to continue its operations and to meet its business objectives and, if so, on what basis?

Answer:

Note: where item 8.5 is less than 2 quarters, all of questions 8.6.1, 8.6.2 and 8.6.3 above must be answered.

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## Compliance statement

- 1 This statement has been prepared in accordance with accounting standards and policies which comply with Listing Rule 19.11A.
- 2 This statement gives a true and fair view of the matters disclosed.

Date: 20 April 2021

Authorised by: Ben Brooks, Chief Financial Officer  
(Name of body or officer authorising release – see note 4)

## Notes

1. This quarterly cash flow report and the accompanying activity report provide a basis for informing the market about the entity's activities for the past quarter, how they have been financed and the effect this has had on its cash position. An entity that wishes to disclose additional information over and above the minimum required under the Listing Rules is encouraged to do so.
2. If this quarterly cash flow report has been prepared in accordance with Australian Accounting Standards, the definitions in, and provisions of, *AASB 107: Statement of Cash Flows* apply to this report. If this quarterly cash flow report has been prepared in accordance with other accounting standards agreed by ASX pursuant to Listing Rule 19.11A, the corresponding equivalent standard applies to this report.
3. Dividends received may be classified either as cash flows from operating activities or cash flows from investing activities, depending on the accounting policy of the entity.
4. If this report has been authorised for release to the market by your board of directors, you can insert here: "By the board". If it has been authorised for release to the market by a committee of your board of directors, you can insert here: "By the [name of board committee – eg Audit and Risk Committee]". If it has been authorised for release to the market by a disclosure committee, you can insert here: "By the Disclosure Committee".
5. If this report has been authorised for release to the market by your board of directors and you wish to hold yourself out as complying with recommendation 4.2 of the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations*, the board should have received a declaration from its CEO and CFO that, in their opinion, the financial records of the entity have been properly maintained, that this report complies with the appropriate accounting standards and gives a true and fair view of the cash flows of the entity, and that their opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.