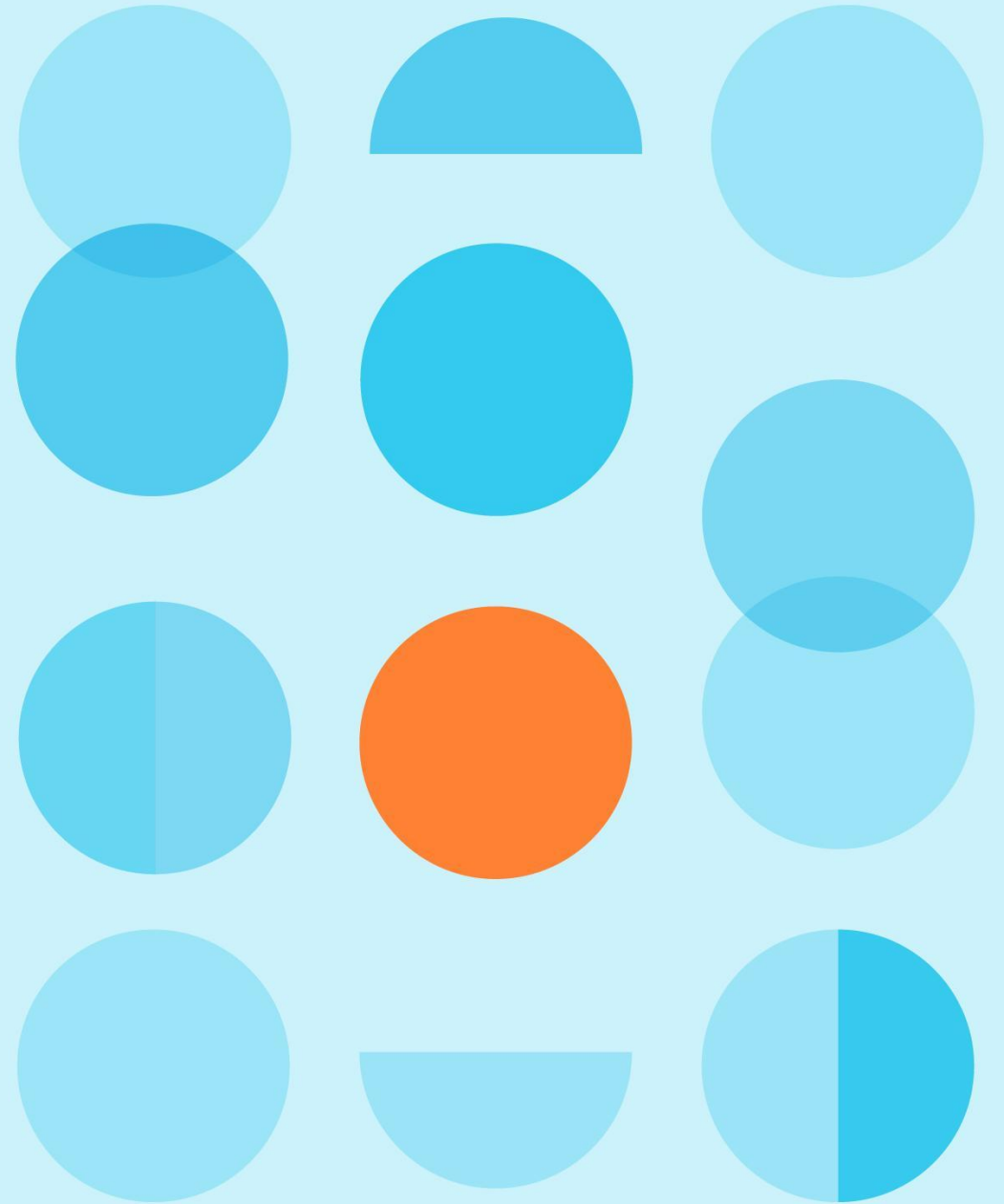


LiveHire (ASX:LVH)  
Quarterly Activities Report:  
Q4 2023

25 July 2023

livehire

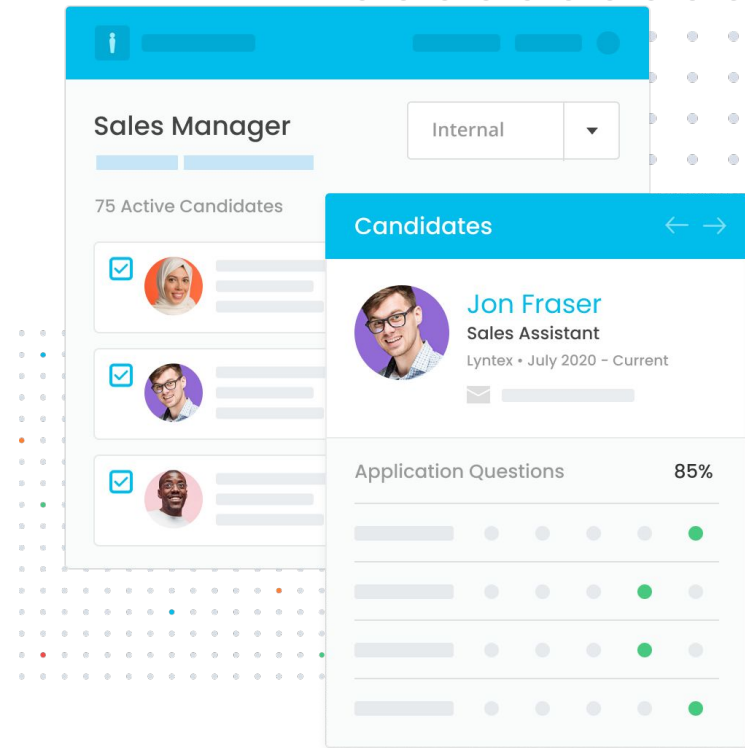
Empowering the flow of the world's talent



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# Strategic Reset and Path to Breakeven



## LiveHire has reset key initiatives to accelerate break even

Management's rigorous strategic review and execution of a number of key initiatives all designed to align LiveHire tightly with market demand and customer buying patterns, key partners and the capital environment.

### Key Initiatives being executed:

- 1) Conserve liquidity and capital through rigorous cost reductions.
- 2) Focus on partners and clients who best fit ideal profile, to optimise the fit between our capability, clients needs and commercial return.
- 3) Change in technology leadership and new resourcing model to provide more flexibility and scalability.
- 4) Review capital structure and ownership. LiveHire has appointed Venero Capital Advisors.

### Results

### Path to break even expected to be accelerated through:

Execution of significant cost reductions to align expenditure with near term revenues leading to significantly reduced annual cash burn.

## Capital structure / investment update:

As communicated in our previous quarterly, **LiveHire has appointed [Venero Capital Advisors](#)**, an independent US based corporate finance firm offering strategic and capital raising, merger & acquisition advisory to businesses in the fast growing “Future of Work” sector.

Venero is progressing well in engaging with parties as part of their broad HR and Work Tech network, with a specific emphasis on North America.

These parties can be categorised as either potential strategic investors, merger partners, and/or acquirers.

LVH will update the market as this progresses further.



# Highlights from the Quarter



# LiveHire: Q4 23 Highlights

## Closing cash balance for the quarter of \$5.5m:

- ✓ Cash customer receipts of \$2.2m for the quarter in line with Q3 23 (refer to Cash Performance slide 17)
- ✓ Closing cash of \$5.5m expected to be sufficient to achieve break even subject to revenue forecasts being achieved.
- ✓ Operating cashburn<sup>1</sup> for the quarter was (\$3.6m), up 67% on Q3 23 which was (\$2.2m). This increase is significantly comprised of one off costs associated with restructuring and the annual R&D refund received in Q3 23 (refer to Cash Performance slide 17 for breakdown).
- ✓ Progress on reducing cashburn continues as a key focus, challenged by:
  - Cash receipts below expectations due to SaaS overall market conditions and Direct Sourcing early stage ramping of large deals. While DS lead indicators continue to trend positively, cash receipts are slower than expected.
  - Key partners are presenting new growth opportunities, attractive from a revenue and margin perspective but they could require additional early working capital to realise.

Venero is progressing well with evaluating capital management options, with particular focus in the US.

## LiveHire Direct Sourcing continues to focus on ramping of Ideal Client Profile (ICP) clients:

- ✓ Progress of the two large existing DS clients with continued signs of improvement in key lead indicators after slower than anticipated start. (refer to Direct Sourcing Key Client Performance slide 10)
- ✓ Proactive churn of 13 non-ICP clients (refer to Appendix) bringing total clients to 12, including 11 ICP, revenue-producing clients and 1 client renegotiated as an annual subscription rather than pay per hire. (refer to Direct Sourcing slide 9)

## LiveHire SaaS business increases to \$6.1m ARR with strong retention:

- ✓ Closing ARR of \$6.1m, up 3% on Q3 23 and up 8% YOY. (refer to SaaS Performance slide 13)
- ✓ Client revenue retention (NRR% rolling 12mths) was 93%, up 3% on Q3 23.
- ✓ Closing clients of 185 which was a net gain of 6 for the quarter (added 9 new clients, 3 losses in quarter).

# Direct Sourcing Business Performance

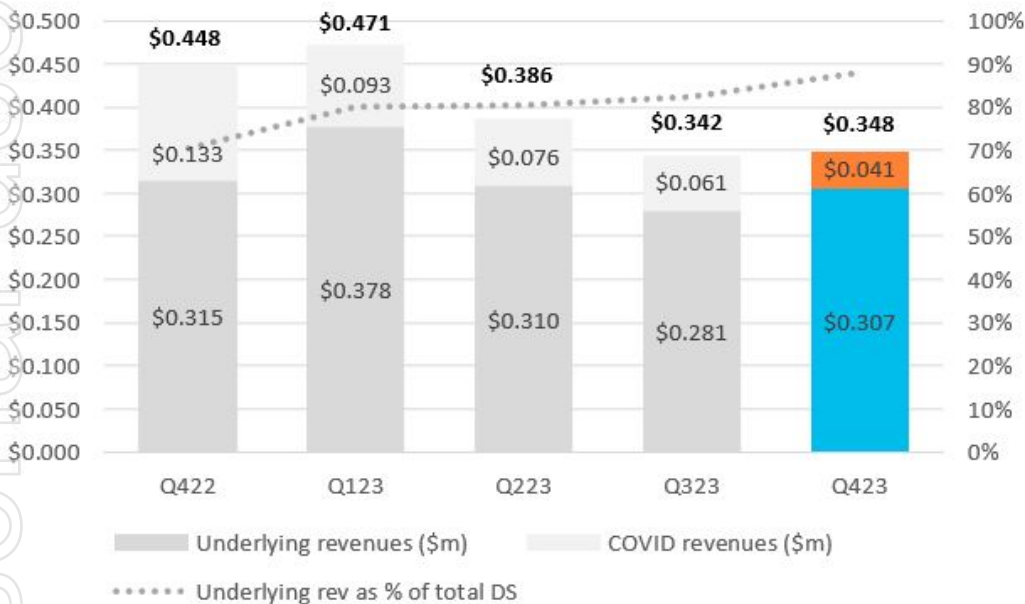




# Direct Sourcing focuses on winning and ramping key direct sourcing clients

Contingent Hiring	Q4 22	Q1 23	Q2 23	Q3 23	Q4 23	YOY
Pay for Performance (PFP)						
Closing Clients	30	31	24	25	12	(60%)
Revenue (\$m) (Transactional)	\$0.448	\$0.471	\$0.386	\$0.342	\$0.348	(22%)
Avg Revenue per Client (\$m)	\$0.015	\$0.015	\$0.016	\$0.014	\$0.029	94%

Direct Sourcing Revenue (\$m) Split by Quarter



Direct Sourcing ICP pipeline focused with Strategic partners and deal ramping to revenue:

- Proactive churn of 13 non-ICP clients bringing **total clients to 12**, including 11 ICP, revenue-producing clients and 1 client renegotiated as annual subscription.
- Medium size TAPFIN client (a major global oil and gas company) signed in Q3 23, launched in late Q4 23 with first offer(s) made.
- Underlying DS revenue up 9% in Q4 23 v Q3 23.
- Key strategic clients (Fortune 100 global sports manufacturer & retailer and Fortune 100 global oil & gas client) have reduced contingent hiring thus far YTD, but meaningful growth in placement numbers and positive trendline to program penetration.
- Focused on building pipeline and revenue scaling with now only 7 strategic partners.
- Direct sourcing pipeline includes 22 sales opportunities (11 super or large tier<sup>1</sup>), of which, 8 are late-stage deals (5 super or large tier).

<sup>1</sup> Refer to slide 25 for definition of tiering

# Direct Sourcing Key Client Performance

## What's important to drive success:

- Speed to Submit: Turbo launch team builds talent pools ahead of demand, provides qualified candidates to Direct Sourcing recruiters to improve hiring manager consideration (interviews and offers) significantly.
- Quality of candidates: Increased quality metrics (e.g. screening of candidates) improves the quality of candidates submitted to hiring managers and leads to increased interviews and offers.

## Consolidation of metrics for key clients since launch:

Consolidated Metrics	Life to Date
Talent Community Connections (TCCs)	38,175
Positions	510
Average time to submit (days)	8.1
Submissions	1,609
Interviews	215
Offers	29

Fortune 100 global sports manufacturer & retailer launched on the 6th of February 2023.  
Fortune 100 global oil & gas client launched on the 6th March 2023. Life to date numbers at 23 July 2023 (AEST).

## Key trends of success metrics:

- ✓ Key success metrics for future placements up in June v May:
  - Interviews up 84% to 70 in June, from 38 in May.
  - Offers up 233% to 10 in June, from 3 in May.
- ✓ Interviews as a % of submissions at 15% in Q4 23 v 11% in Q3 23, represents improved program penetration.
- ✓ Average time to submit up to 8.1 days from 5.2 in Q3 23:
  - Due to a change in focus to difficult to fill roles, these take longer to source candidates but are more valuable

## Macro environment and its impact on workforce trends; momentum with partners key.

"Ardent Partners and *Future of Work Exchange* research finds that, over the next six months, nearly 75% of businesses plan to increase their utilization of external talent, such as contingent labor, freelancers, independent contractors, etc. as a direct response to uncertain economic times. As in the past, the extended workforce represents a means for organizations to stay flexible and agile while scaling their workforce in alignment with dynamic market conditions."

### Christopher J Dwyer

Senior VP, Research  
Ardent Partners



### SAP Partner Update

Between April-June we led a series of sales enablement 'road shows' in the US and Australia with SAP sales reps to build their awareness of LiveHire and our integrated solution.



### TAPFIN Partner Update

More than 50% of our late stage sales opportunities involve close collaboration with TAPFIN.

Karen Gonzalez and Cris Buningh attended their London conference at the end of June. We're working closely with their customer-facing teams to identify future sales and marketing opportunities.



# SaaS Business Performance

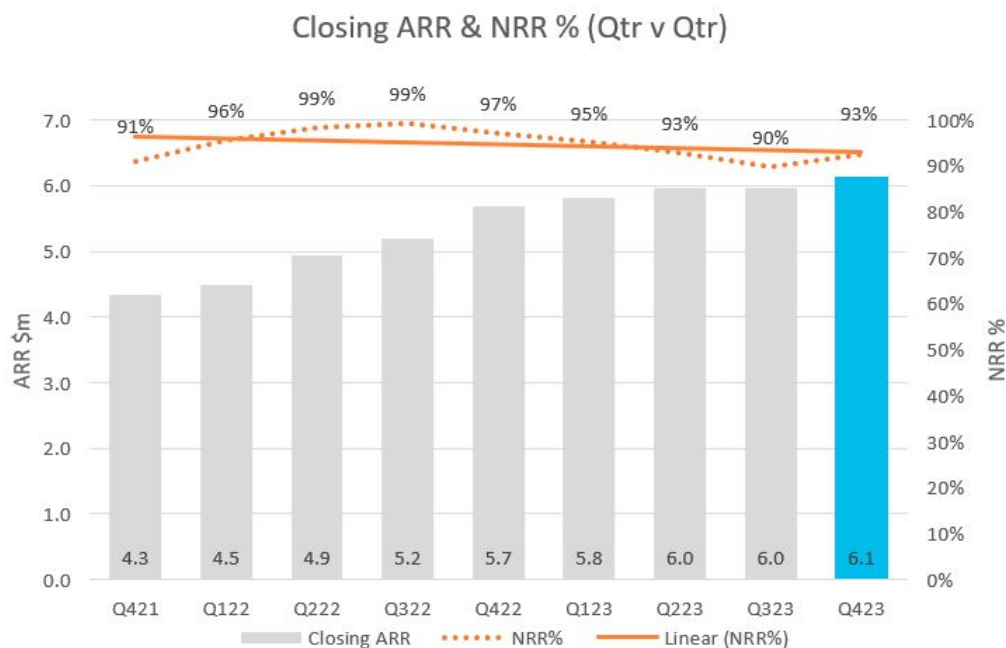


# SaaS business posts steady quarter with improved retention rate

Permanent Hiring	Q4 22	Q1 23	Q2 23	Q3 23	Q4 23	YOY
<b>Permanent Hiring (SaaS)</b>						
Closing Clients	174	175	179	179	185	6%
Closing ARR <sup>1</sup> (\$m) (Annualised)	\$5.693	\$5.808	\$5.956	\$5.966	\$6.121	8%
NRR rate % (Rolling 12mths)	97%	95%	93%	90%	93%	(5%)

**Strong retention and several new deals for a solid Q4 23:**

- ✓ Net gain for the quarter of 6 (added 9 new clients, 3 losses in quarter) taking total to 185 clients.
- ✓ Closing ARR for Q4 23 of \$6.1m, up 3% on Q3 23, and up 8% YOY.
- ✓ Strong client revenue retention in the quarter - NRR% rolling 12mths of 93%, up 3% on Q3 23.
- ✓ 114 client opportunities (v 91 in Q3 23); 18 (v 14 in Q3 23) of these at proposal stage.
- ✓ Webinar with SAP ANZ MD, Damien Bueno, and Testimonial Client, Serco - \$4M saved in 9 months + [Click here](#) to view webinar



<sup>1</sup> Closing ARR includes the movement in foreign exchange rate for APAC SaaS clients who are contracted in foreign currency.

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. All references to dollar amounts or figures is in Australian currency unless stated otherwise.



# How Serco saved \$4 million with LiveHire and SAP SuccessFactors

Serco is a global leader in providing public services to governments, operating in over 20 countries, and employing a workforce of more than 50,000 people.

## Challenges

- Needed to overhaul the Talent Acquisition process to become more nimble and responsive to high volume and specialist hiring needs
- Agency fees were too high and internal processes relied heavily on manual, human effort, which led to errors and high candidate turnover as well as a poor candidate experience.
- Needed better talent visibility for internal mobility and redeployment

## Solution

Serco implemented LiveHire based on its ability to automate processes and build talent pools of hire-ready candidates. Serco focused on an omnichannel sourcing and engagement approach where the technology, through AI matching, surfaces talent that meets their needs. This strategy enables Serco to reduce its reliance on recruitment agencies and job ads. The deep bi-directional integration between LiveHire and SAP SuccessFactors has created a seamless, end to end hiring experience that enables the TA team to deliver powerful reporting and analytics to the business and insight on talent pipelines, hiring outcomes and talent availability.

## Our results



**\$4 million in cost savings**

Within 9 months of going live



**70,000 candidates**

Joined the Serco Talent Community



**4x candidate conversion**

From the Talent Community, versus job ads



**18 minutes**

Median Candidate Response Time via SMS

Since implementing LiveHire, our time-to-hire has reduced by 50%, productivity per specialist recruiter has doubled, and productivity per volume recruiter has tripled.



**Kelly Van Nelson,**  
**Managing Director**  
**Operations Asia Pacific**



## We introduced 9 new SaaS clients in the quarter including



### Why do clients buy LiveHire?

"We are excited to work with LiveHire as we know this will enable us to provide the very best experience to our hiring managers and candidates"

Julia Galante and Jane Wilson  
Dental Health Services, Victoria

Since implementing LiveHire, our time- to-hire has reduced by 50%, productivity per specialist recruiter has doubled, and productivity per volume recruiter has tripled.

Kelly Van Nelson,  
Managing Director Operations, Serco Asia Pacific

# Cash Performance





# One-off restructure costs lead to higher cash burn in Q4 23

Cash Performance	Q4 22	Q1 23	Q2 23	Q3 23	Q4 23	YOY
Cash Receipts from Customers (\$m)	\$1.676	\$2.214	\$2.949	\$2.209	\$2.184	30%
Operating Cashburn (\$m) <sup>1</sup>	(\$2.123)	(\$3.554)	(\$2.533)	(\$2.171)	(\$3.554)	(67%)
Total Cashburn (\$m)	(\$1.976)	\$6.565 <sup>2</sup>	(\$2.695)	(\$2.299)	(\$3.439)	(74%)
Closing Cash (\$m)	\$7.330	\$13.895	\$11.200	\$8.901	\$5.462	(25%)

Cash Receipts from Customers (\$m)



<sup>1</sup> Operating Cashburn - reflects Net Cash from Operating Activities as per the Appendix 4C (this includes govt subsidies such as R&D refunds)

<sup>2</sup> Total cashburn for Q1 23 includes \$10.1m cash inflow from rights issue capital raise

## Continued focus on driving down operating cashburn:

- ✓ Cash receipts of \$2.2m for the quarter is down 1% on Q3 23 and up 30% YoY.
- ✓ Operating cashburn was (\$3.6m) for the quarter. The increase of (\$1.4m) in cashburn from Q3 23 consists of :
  - ✓ (\$1.1m) decrease in R&D incentive received (receive in Q3 23).
  - ✓ (\$0.4m) increase in non-recurring costs, including employee staff termination costs & leave provision payouts plus Arrived transaction costs. (\$0.9m) in Q4 23 vs (\$0.5m) in Q3 23.
  - ✓ (\$0.3m) increase in product and manufacturing costs due to timing vs Q3 23.
  - ✓ Offset by \$0.4m decrease in recurring staff costs due to cost reductions in place from May/June.
- ✓ Closing cash of \$5.5m expected to be sufficient to achieve break even subject to revenue forecasts being achieved.

# Business insights and the market opportunity



# Product and Technology Insights and Assessment

The objective of the first 90 days has been to assess the organisation's ability to align with and then execute against LiveHire strategic imperatives and near-term revenue and adoption objectives. Several structural changes have been announced and continue to be implemented.

From:	To:
Different triage and prioritization for each market	Single process based on effort:value ratio across all markets
Limited access to NA market discovery leading to inefficient design and development processes	New organization structure so broader team is closer to markets/customers at design and architecture phases.
Top-down engineering decisions not well rationalized against company strategy	More accountability via performance measures for alignment to near-term and mid-term company objectives
Australian-only product management and development teams leading to high costs and lack of global view and presence. Blocker is perceived risk of offshoring.	Additional team members (inc, Arrived) from North America driving organizational change. Review of all applicable privacy requirements and existing customer agreements reveals a different risk profile, allowing us to begin offshoring process for specific functions at a lower cost.

## Opportunity vs Challenge quotient

Changes currently being implemented should increase the company's ability to execute against stated objectives, even within a much more constrained cost envelope and a reduced workforce. Additional opportunities to create significant increases in specific revenue and adoption objectives require additional investment.

Opportunity	Challenge
Net new monetization opportunities for existing or recently acquired technologies and partnerships: Arrived, Onboard Express, etc.	Development timeframes may fall outside of desired goals without additional resourcing. Additional sales and marketing will be required for successful product launch and execution.
Expansion into EU markets drive higher adoption via existing and new clients and could provide significant competitive differentiation, given the effort and investment required.	Data residency and related privacy requirements will require new infrastructure build in Europe and related labor costs.

# Influencing the market globally

A snapshot of events and presentations this quarter

**FREE Webinar** **Building Talent Pools and Keeping Them Engaged:**  
Strategies for Effective Talent Acquisition

**When:**  
27 June, 2023

**Time:**  
12:30 pm AEST

**Guest Speaker:**  
Mark Puncher, CEO, Employer Branding Australia



Thought Leadership Webinar with employer branding expert Mark Puncher

**LIVE Webinar** **Addressing talent shortages**  
in an unpredictable labour market

**Damien Bueno**  
Managing Director  
SAP ANZ

**Christy Forest**  
CIO  
LiveHire

**Kelly Van Nelson**  
Managing Director Operations  
Serco Asia Pacific

**When:**  
17 May, 2023

**Time:**  
12:30 pm AEST



We launched our Total Workforce Management Solution with SAP in ANZ with SAP's Managing Director Damien Bueno and Kelly Van Nelson from Serco

**EXPERT PANEL**

**Christy Robinson**  
Director, Global GTM Total Rewards and Workforce Management  
SAP SuccessFactors

**Steve Hunt**  
Chief Expert  
SAP

**Amber Roth**  
Global Head of Presales & Strategy  
SAP Fieldglass

**Karen Gonzalez**  
Executive Vice President,  
North America, LiveHire

**LIVE Webinar** **Staying Ahead of the Curve**  
Sourcing the best talent in an uncertain job market

**When:**  
1 June, 2023

**Time:**  
11:00 am ET

**Register now**



We launched our Total Workforce Management Solution with SAP in North America with a thought leadership webinar, Dr Steve Hunt from SAP

**A Recruiter's Guide to High Volume Hiring**

**Free LIVE Webinar**

**David Wall**  
Jemena

**Megan Wright**  
Manpower

**Liron Rutovitz**  
LiveHire

**DATE:**  
Wednesday  
April 5th, 2023

**TIME:**  
1:00 PM

**REGISTER NOW**

Thought Leadership Webinar for high volume hiring, we had 3 clients speaking about the topic from Jemena, Manpower and Asics.



Manpower UK conference, Karen Gonzalez was a guest presenter and we had an exhibition table.



Our team conducted SAP roadshows across North America, it was a chance to meet the SAP sales team.

# LiveHire's Addressable Market & Current Progress

	Direct Sourcing market	SaaS market	
	Contingent hiring sold to procurement/finance	Permanent hiring sold to HR	+ Internal mobility sold to HR
<b>Competitive value proposition</b>	<ul style="list-style-type: none"> <li>Disintermediate the ~20%<sup>5</sup> mark-ups paid on temporary employees</li> <li>Reducing mark-ups to realise savings</li> <li>Plus faster, better hires</li> </ul>	<p>By creating a pre-existing talent community clients can*:</p> <ul style="list-style-type: none"> <li>Reduce time to hire from 25 days to 7 days</li> <li>Increase recruiter efficiency with AI from 50 to 3 candidates</li> <li>Reduce per hire cost from \$5,800 to \$2,500</li> </ul> <p>(*Vodafone client example)</p>	<ul style="list-style-type: none"> <li>Know all skills &amp; use AI to search and move talent into internal roles</li> <li>Communicate seamlessly by SMS</li> <li>Avoid turnover through poor internal job markets</li> </ul>
<b>Market Focus</b>	North America	Australia	New Zealand
<b>Estimated size of market</b>	<ul style="list-style-type: none"> <li>\$US80b+<sup>1</sup> spend in the US on MSPs</li> <li>LiveHire's fee @ 1-2% could indicate an \$US800m+ TAM</li> </ul>	<ul style="list-style-type: none"> <li>4,000 companies<sup>2</sup></li> <li>\$100m potential tech spend</li> <li>Large, medium, small</li> </ul>	<ul style="list-style-type: none"> <li>1,000+ companies<sup>3</sup></li> <li>\$10m potential tech spend</li> <li>Large, medium</li> </ul>
<b>Go to market</b>	Via partners who have a strong financial incentive to introduce to sell the solution to their clients	Direct sales force	
<b>Current consolidated position</b>	<p>7 Strategic Partners (IPP) (as at June 2023)</p> <p>12 clients</p> <p>Examples of clients: Ontario Ministry of Health, Allstate, Enbridge<sup>4</sup></p>	<p>185 clients (as at June 2023)</p> <p>Example of clients: Komatsu, Jemena, Serco, Kinetic</p>	

<sup>1</sup>MSP Global Landscape Summary 2020: \$US86B MSP in US in 2019, LVH assumes technology costs of 1-2%. <sup>2</sup>ABS Counts of Australian Businesses, including Entries and Exits 2020, 4,160 companies with 200+ employees

<sup>3</sup> Data provided by ContactAffix as at March 2020, referencing NZ companies with 250+FTE <sup>4</sup>The Ian Martin Group managing the student contract program for Enbridge Inc. <sup>5</sup> <https://www.headcountmgmt.com/everything-but-staffing>

## Extension of Limited Recourse Loan Agreement

LiveHire also announces that the Company has agreed to vary the loan agreement for a former employee with certain Loan Back Shares to extend the following loan period. The loan period in respect of 11,800,043 ordinary shares in the Company, representing a total loan value of \$715,000.00 based on the original option exercise price of \$0.060593 per share, was due to expire on 22 December 2023. The loan period has now been extended for up to a further three years until 22 December 2026 subject to earlier repayment in certain circumstances. The loan is limited in recourse to the realised value of the shares, with the loan to be repaid to the Company before the holder is entitled to any excess sale proceeds.

There is no cash consideration involved in the extension.

In extending the loan period, the Company is removing the need for the holder of the loan to sell their shares in the current market in order to repay the loan before the original expiry date. Based on recent share prices and trading volumes, it is unlikely that loan could be repaid and the attempted sale of that volume of shares may depress the share price for an extended period of time. By extending the loan period, the Company is allowing more time for the share price, and trading volumes, to improve and for the Company to therefore receive cash value for the loan.

# Appendices





## Appendix 4C – Breakdown of Cash Outflows relating to Operating Activities

Breakdown of Payments		Current quarter \$A'000	Year to date \$A'000
<b>1</b>	<b>Cash outflows from operating activities</b>		
1.2	Payments for		
	(a) research and development	0	0
	(b) product manufacturing and operating costs	(590)	(1,797)
	(c) advertising and marketing	(152)	(618)
	(d) leased assets	0	0
	(e) staff costs	(3,210)	(14,669)
	(f) administration and corporate costs	(1,138)	(4,474)
	<b>Total Cash Outflows from operating activities</b>	<b>(5,090)</b>	<b>(21,558)</b>

Related Party Payments of \$180k for Q4 23 include amounts relating to executive Directors salaries and NED fees.

Staff termination costs (inc, payout of leave provisions) of \$708k for Q4 23 (\$1,032k YTD) not included above (refer to 1.8 of Appendix 4C).



# Direct Sourcing client tiers and Ideal partners and clients defined

In an emerging Direct Sourcing market LiveHire continues to gain invaluable insights into our partners and clients, along with a definition of success at scale.

Description	Key Learning
Size of clients - categorised into 4 types based on program size.	<ol style="list-style-type: none"><li>1) Super - EACV (Estimated Annual Contract Value) range - \$400k to \$2m</li><li>2) Large - EACV range - \$200k to \$400k</li><li>3) Medium - EACV range - \$100k to \$200k</li><li>4) Project - EACV range - \$30k to \$750k</li></ol>
Ideal Partner Profile (IPP)	<ol style="list-style-type: none"><li>1) MSPs and Staffing Suppliers with strong end client relationships</li><li>2) Focus on partners who make direct sourcing a #1 / #2 business priority</li><li>3) Focus on partners with proven ability to curate and deliver hiring outcomes</li><li>4) Partnered approach to achieving steady state ramp in 18 months or less</li></ol>
Ideal Client Profile (ICP)	<ol style="list-style-type: none"><li>1) Committed to launch and scale a full direct sourcing program</li><li>2) An executive sponsor within the end client, leading the internal change management required</li><li>3) A transparent 3-way partnership between the end client, the curator and LiveHire</li><li>4) Partnered approach to achieving steady state ramp in 18 months or less</li></ol>

# Repositioning of Direct Sourcing client portfolio with 13 Non ICP clients churned.

## LiveHire’s direct sourcing model:

As a result of LVH’s model, revenue realisation is dependent on client adoption and utilisation of the platform.

This adoption involves significant process and behavioural change management within our clients. As noted in the recent strategic review, LVH is engaging only with ideal partners and clients who are deploying best practice change management. LVH has determined that a cluster of non-ICP clients sold through a particular partners and are not producing material revenue or potential.

LVH will continue to focus its efforts toward successful ramp of the deals that are ICP and meaningful revenue outcomes. Refer to below table of timing of when the 13 Non ICP sales were made.

North American Performance	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22	Q2 22	Q3 22	Q4 22	Q1 23	Total
Non ICP Clients^	1	0	0	1	0	3	5	2	1	13

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# 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 contracted recurring revenue components of term subscriptions normalised to a one-year period.

## 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 – Customer Losses

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

## Net Revenue Retention (NRR) rate %

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

## ARR Churn

$\text{ARR Churn} = \text{Customer Losses} + \text{Net Upsell ARR}$

## Closing ARR

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

## 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.

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. All references to dollar amounts or figures is in Australian currency unless stated otherwise.

# LiveHire's Financial 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.

## **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).

## **Ideal Client Profile (ICP)**

Clients who are committed to the structure, scale and change management of a deal to be successful over time

## **Applications**

Applications is the total number of candidates submitting applications for roles on the LiveHire platform in the quarter (excluding applications for Covid roles which are in final decline). Applications generally predetermine next quarter's revenue.

## **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).

## **Estimated Annual Contract Value (EACV) – Direct Sourcing**

EACV refers to the expected annual contract value that a direct sourcing client will pay LiveHire when the client is at full ramp. LiveHire expects the client to take 18-24mths to ramp to this rate of use. Ramping may also be impacted by forex movements.

Management's assumption on EACV per client is still being determined based on consultation with our strategic partners.

## **Opportunities Live**

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

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. All references to dollar amounts or figures is in Australian currency unless stated otherwise.

# Get In Touch



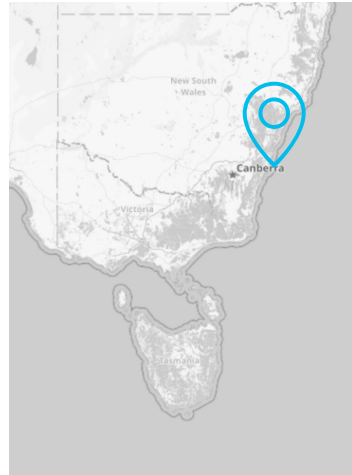
[www.livehire.com](http://www.livehire.com)



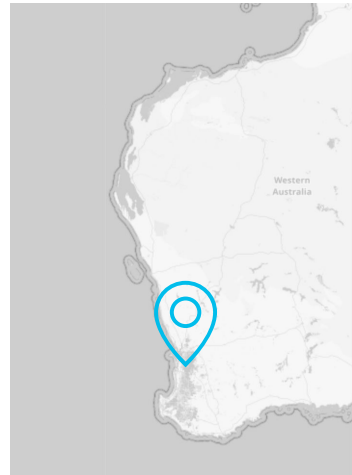
[investors@livehire.com](mailto:investors@livehire.com)



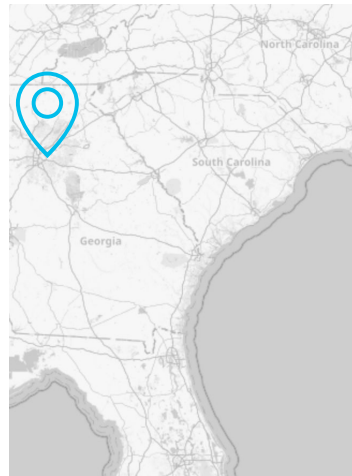
[@livehireme](https://twitter.com/livehireme)



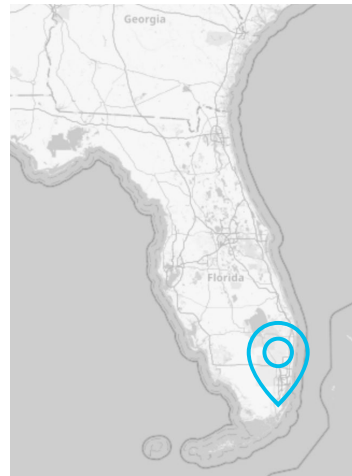
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Perth, AU



Atlanta, USA

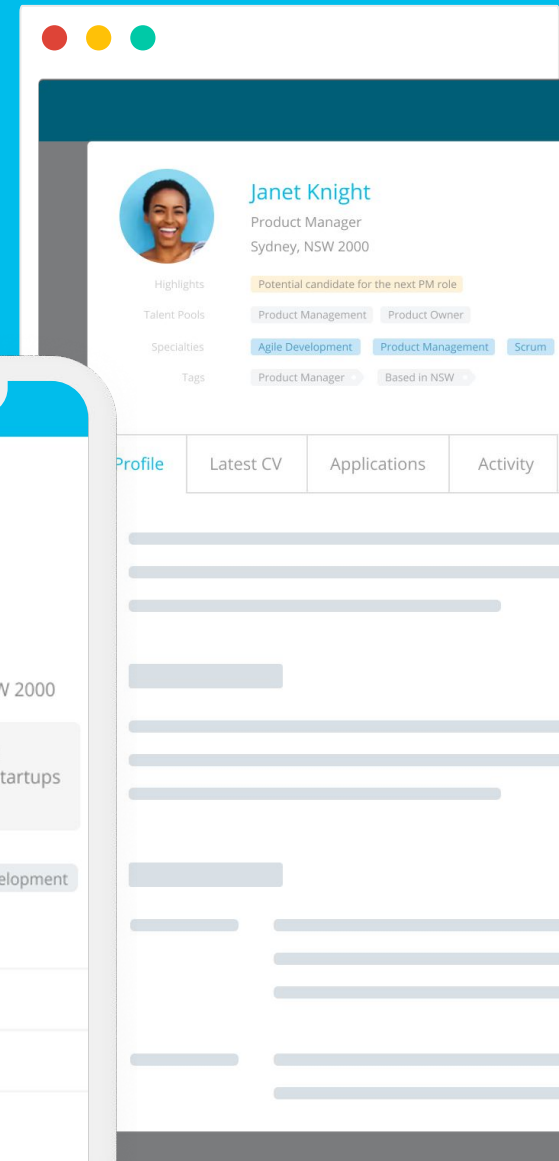
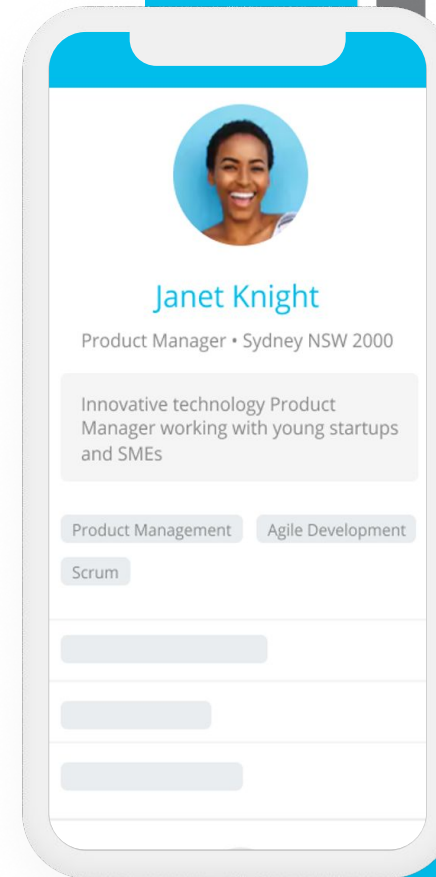


Miami, USA



## Melbourne

Level 5, 90 Queen Street,  
Melbourne, VIC 3000



## 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")**
30<sup>th</sup> June 2023

<b>Consolidated statement of cash flows</b>	<b>Current quarter \$A'000</b>	<b>Year to date \$A'000</b>
<b>1. Cash flows from operating activities</b>		
1.1 Receipts from customers	2,184	9,556
1.2 Payments for		
(a) research and development		
(b) product manufacturing and operating costs	(590)	(1,797)
(c) advertising and marketing	(152)	(618)
(d) leased assets		
(e) staff costs	(3,210)	(14,669)
(f) administration and corporate costs	(1,138)	(4,474)
1.3 Dividends received (see note 3)		
1.4 Interest received	79	244
1.5 Interest and other costs of finance paid	(19)	(77)
1.6 Income taxes paid		
1.7 Government grants and tax incentives		1,055
1.8 Other – staff termination costs	(708)	(1,032)
<b>1.9 Net cash from / (used in) operating activities</b>	<b>(3,554)</b>	<b>(11,812)</b>
<b>2. Cash flows from investing activities</b>		
2.1 Payments to acquire:		
(g) entities		
(h) businesses		
(i) property, plant and equipment		(86)
(j) investments		
(k) intellectual property		
(l) other non-current assets		

Consolidated statement of cash flows		Current quarter \$A'000	Year to date \$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)		
2.6	<b>Net cash from / (used in) investing activities</b>	<b>0</b>	<b>(86)</b>

<b>3.</b>	<b>Cash flows from financing activities</b>		
3.1	Proceeds from issues of equity securities (excluding convertible debt securities)		10,123
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)		
3.10	<b>Net cash from / (used in) financing activities</b>	<b>0</b>	<b>10,123</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	8,901	7,330
4.2	Net cash from / (used in) operating activities (item 1.9 above)	(3,554)	(11,812)
4.3	Net cash from / (used in) investing activities (item 2.6 above)	0	(86)
4.4	Net cash from / (used in) financing activities (item 3.10 above)	0	10,123

Consolidated statement of cash flows		Current quarter \$A'000	Year to date \$A'000
4.5	Effect of movement in exchange rates on cash held	115	(93)
4.6	<b>Cash and cash equivalents at end of period</b>	<b>5,462</b>	<b>5,462</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	4,761	8,201
5.2	Call deposits	701	700
5.3	Bank overdrafts		
5.4	Other (provide details)		
5.5	<b>Cash and cash equivalents at end of quarter (should equal item 4.6 above)</b>	<b>5,462</b>	<b>8,901</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**

180

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.



**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)	(3,554)
8.2 Cash and cash equivalents at quarter end (Item 4.6)	5,462
8.3 Unused finance facilities available at quarter end (Item 7.5)	-
8.4 Total available funding (Item 8.2 + Item 8.3)	5,462
8.5 <b>Estimated quarters of funding available (Item 8.4 divided by Item 8.1)</b>	1.5

*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: No, execution of significant cost reductions to align expenditure with near term revenues have commenced, leading to significantly lower expected cash burn from the beginning of FY24. Refer Quarterly Activities Report for further details.

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: Review of capital structure and ownership is in progress. LiveHire has appointed Venero Capital Advisors. However, through the significant cost reductions, the entity has accelerated the path to breakeven without the requirement of additional capital.

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: Yes, based on the reset of key initiatives to accelerate breakeven (including the cost reductions), LiveHire expects to be able to continue its operations and meet its business objectives. Refer to Quarterly Activities Report for further details.

*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.*

## 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: 25 July 2023

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.