



NEW WORK SE INVESTOR PRESENTATION

April 2021





SETTING THE SCENE

INTRODUCTION TO NWSE: PIONEERING A WORLD OF WORK WHERE PEOPLE CAN DO WHAT THEY LOVE AND LOVE WHAT THEY DO

Company facts

- Founded in **2003** as **openBC**, renamed as **XING** in **2006**
- Formation as **New Work SE** in **2019**
- Over **1,900** employees with offices in **Hamburg (HQ), Barcelona, Porto, Valencia, Vienna, Zurich, Berlin, Munich**

Vision

“For a better working life.”

Mission

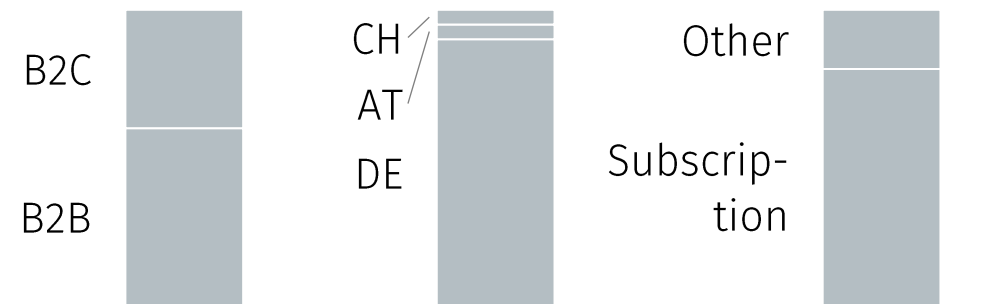
“We pioneer a working world where people can do what they love and love what they do.”



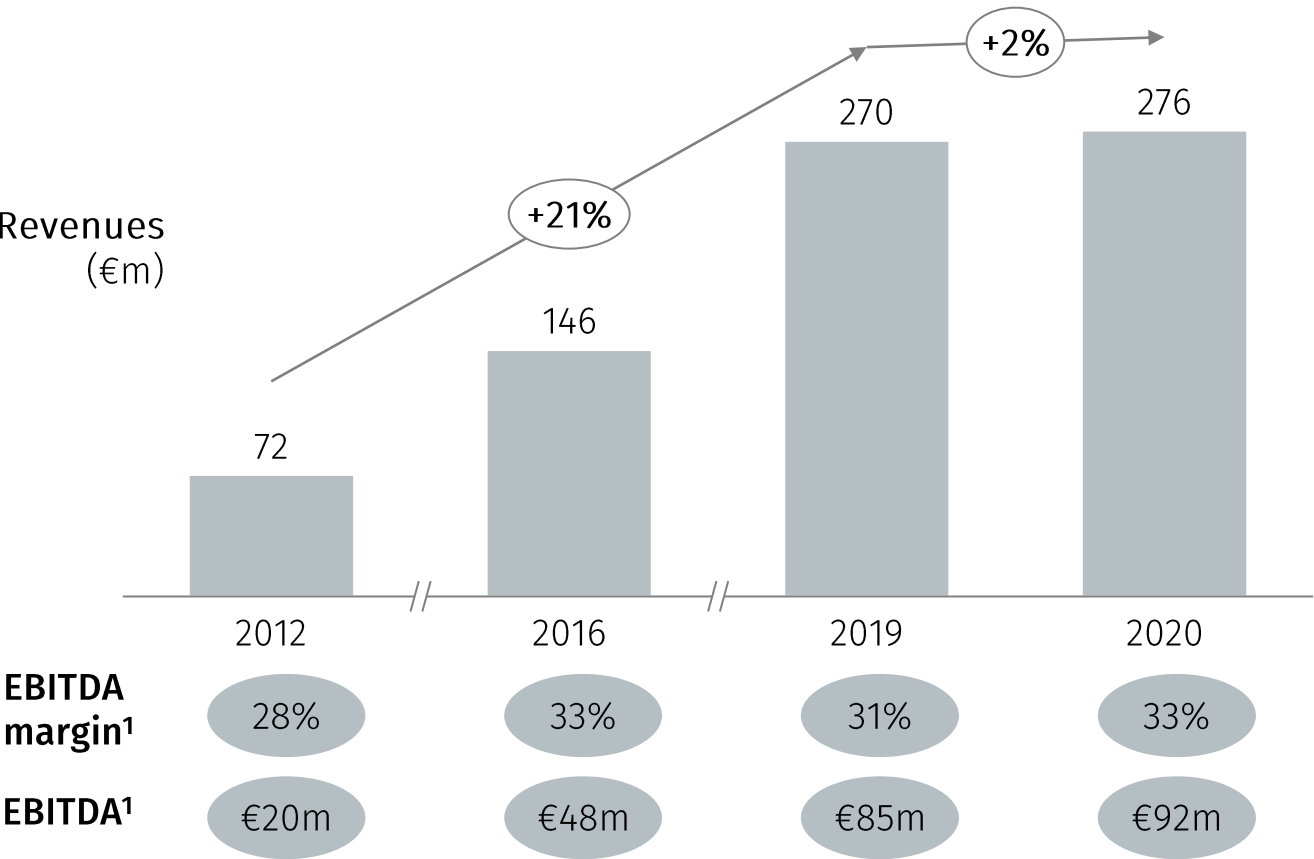
Company KPI

- **€276m** revenues
- **€92m** pro-forma EBITDA
- **33%** pro-forma EBITDA-margin
- **€1.3b** market capitalization

Revenue structure



OUR BUSINESS MODEL HAS PROVEN TO BE RESILIENT DURING THE PANDEMIC, DEMONSTRATING STABLE REVENUES AND PROFIT



Annual growth:

- XING platform members
- kununu workplace insights
- B2B E-Recruiting subscription customers

	2016-19	2019-20
XING platform members	15%	10%
kununu workplace insights	36%	31%
B2B E-Recruiting subscription customers	32%	(3%)

Context change in 2020: COVID

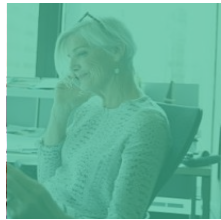
- Short-term impact:
 - Challenge asking for immediate reactions
 - Proof for the resilience of NWSE’s business models
- Long-term impact :
 - Chance for new impulses and a strategic evolution
 - Catalyst for external supportive trends

1. Financial KPI on pro-forma basis

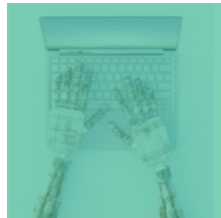
MARKET OPPORTUNITIES

COVID HAS NOT CHANGED (AND IN FACT ACCELERATED SOME) FUNDAMENTAL HR MEGATRENDS

Megatrends



**Demographic
change**



**Automation and
digitization**



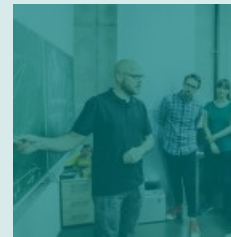
**Changing
values**



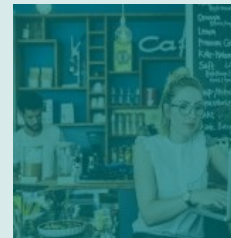
Market effects (Germany)



**Unbalanced
labor market**



**Need for lifelong-
learning**



**Changing ways
of working**

THE LABOR MARKET HAS SHIFTED INTO AN INCREASING IMBALANCE OF RISING TALENT DEMAND AND DECREASING TALENT SUPPLY

Megatrends ➤ Market effects (Germany)

Demographic
change

Unbalanced
labor
market

~4.9m expected unfilled
vacancies in Germany by 2030

Automation
and
digitization

Need for
lifelong
learning

~70% of recruiters reporting
difficulties in finding talent

What's on your mind
Changing
values

Changing
ways of
working

73% of recruiters said in 2018
that their time-to-hire had
increased during the past 5
years

Number of days to fill a vacant position



2010:
57 days



2020:
132 days

EMPLOYERS AND EMPLOYEES PREPARE FOR LIFELONG LEARNING AS MEGATRENDS RESHAPE OUR WORKING WORLD

Megatrends ➤ Market effects (Germany)

Demographic
change

Unbalanced
labor
market

~48% of job profiles expected to change due to digitalization within the next 10 years

Automation
and
digitization

Need for
lifelong
learning

99% of companies believing in growing importance of lifelong learning

What's on your mind

Changing
values

Changing
ways of
working

€41b overall corporate spending on training & development in 2019

~60% of companies invest into digital skill education

Annual training & development per employee

2016: **17.3 hours**

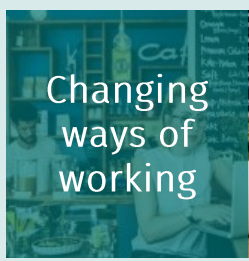
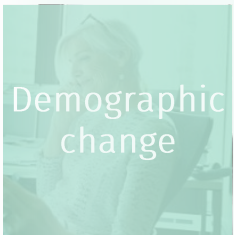
2019: **18.3 hours**



Source: Bundesagentur für Arbeit; Institut der deutschen Wirtschaft

CHANGING VALUES OF YOUNGER GENERATIONS RAISE THE BAR FOR EMPLOYERS AS EMPLOYEES DEMAND NEW WAYS OF WORKING

Megatrends ➤ Market effects (Germany)

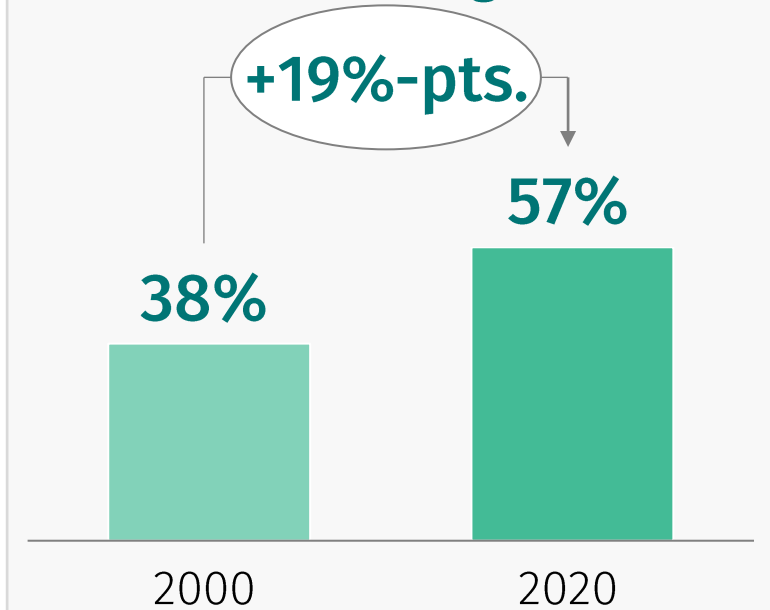


~84% of graduates demanding a job fitting to their lifestyle

>1.4m freelancers in Germany in 2020 (growing at 8-10% p.a.)

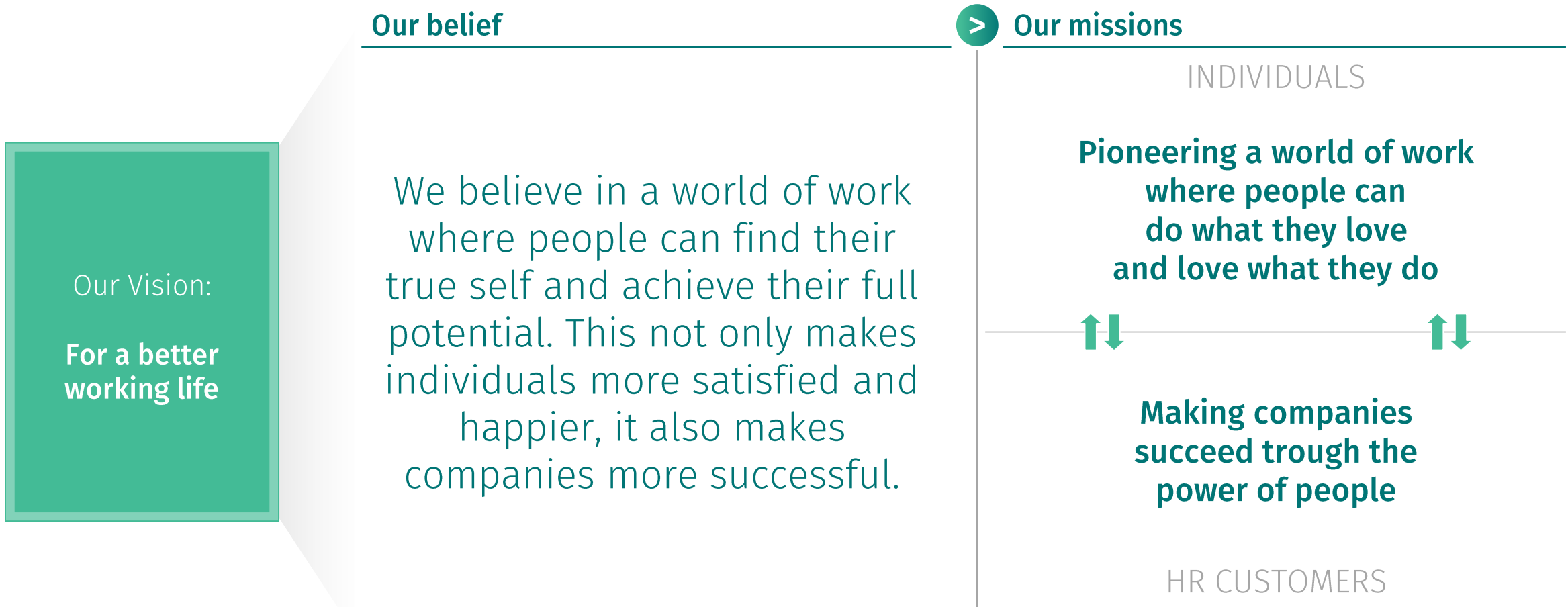
>21% expected annual growth rate of number of Co-working spaces worldwide

Share of companies offering flextime working models

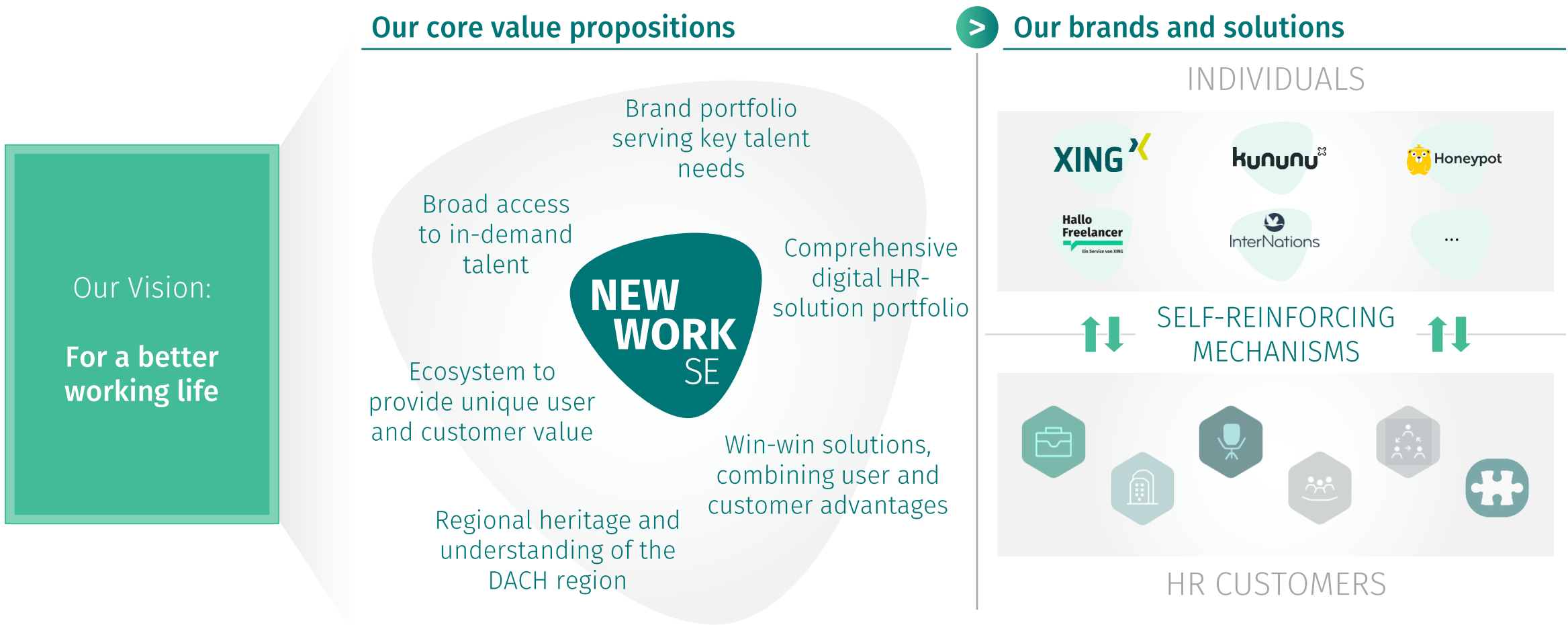


Source: Bundesministerium für Arbeit und Soziales; BIBB; Coworker; Destatis;

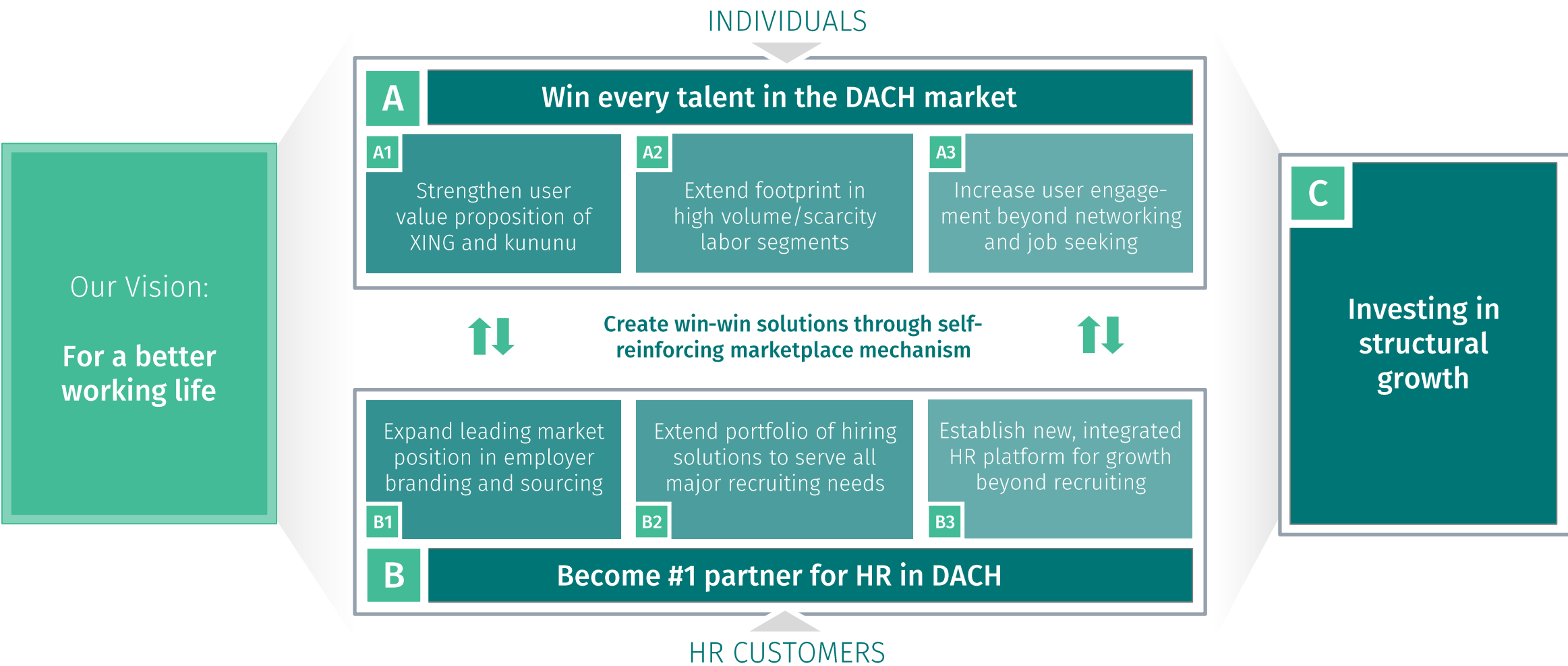
WE BELIEVE IN A WORLD OF WORK WITH HAPPIER PEOPLE AND MORE SUCCESSFUL COMPANIES – THIS TRANSLATES INTO OUR TWO MISSIONS



TROUGH OUR BRANDS WE STRIVE TO CREATE WIN-WIN SOLUTIONS FOR BOTH USERS AND HR CUSTOMERS



BY DELIVERING ON OUR USER AND CUSTOMER ASPIRATION NEW WORK SE WILL REMAIN TO BE AN ATTRACTIVE LONG-TERM INVESTMENT OPPORTUNITY



OUR REVENUE STREAMS

HOW WE MONETIZE

B2C



Premium

- 3-12m @ € 7.95 - 9.95 p.m.

ProJobs

- 3-12m @ € 19.95-29.95 p.m.

ProBusiness

- 12-24m @ € 49.95 p.m.

InterNations (EXPAT network)

Albatross membership

- 3-12m @ € 5.95 - 8.95 p.m.

HalloFreelancer*

- Option1: 2.5% - 15% of contract value
- Option 2: 12m subscription: 1.795 – 6.290 € p.a.

* Currently allocated within B2C reporting segment

B2B E-Recruiting



Passive recruiting / Job ads

- Fixed price job ads: € 395 – 795
- Click price job ads: € 1.85 p.c.

Active recruiting

- XING Talent Manager (XTM): € 3,948 – 5,490 p.a.
- XING Talentmanager Plus & XTP: € 5,190 – 7,190 p.a.
- XING referral manager (XRM): € 4,000– 60,000+ p.a.

Employer branding - kununu

- € 4,290 – 23,690 p.a.

Applicant Tracking System (ATS) – Prescreen

- € 800 – 6,000+ p.a.

XING TalentService (XTS) – launched Q3/20

- € 3,500 per shortlist

XING 360 (Full Suite)

- Individual pricing

Honeypot

- From € 200 & 15% success fee to 2,500 p.a. flat fee

B2B Marketing Solutions & Events



Marketing Solutions

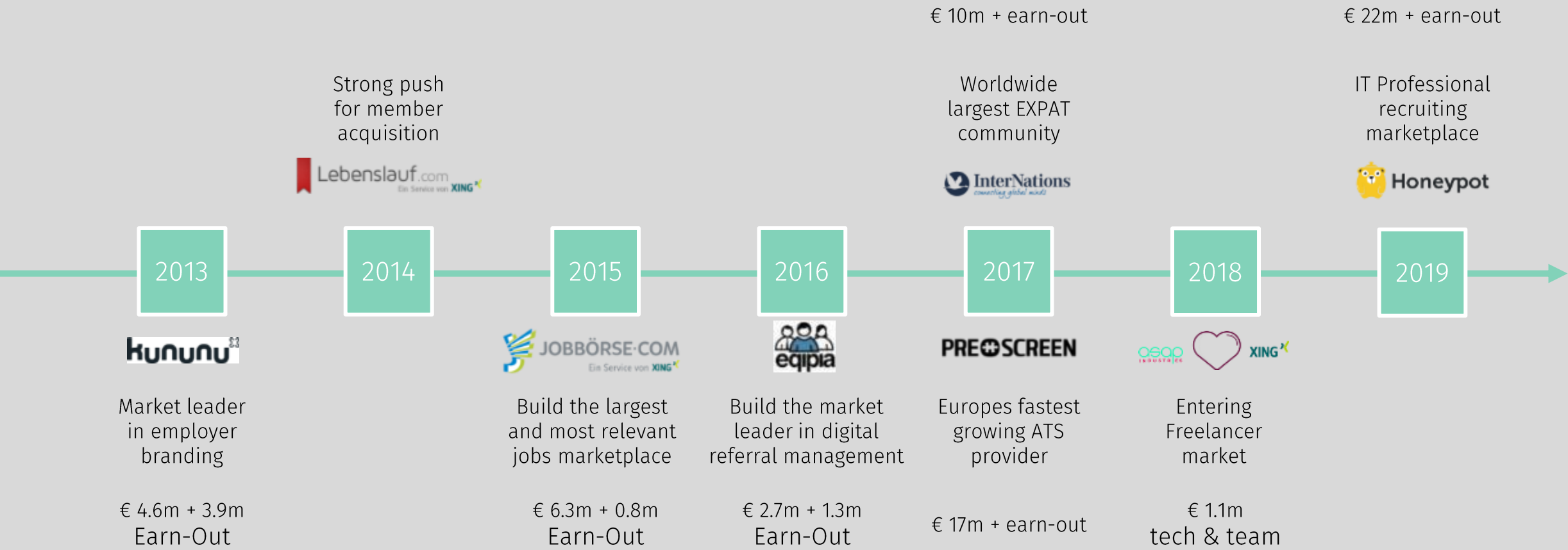
- Native (eCPM model)
- Sponsored mailings, articles & (video) posts
- Entity Pages

Events

- 3.9% of ticket price
- € 0.99 per ticket sold

OUR M&A TRACK RECORD

OUR M&A TRACK RECORD





**NEW
WORK
SE**

OUR NEW WORK INITIATIVES

NEW WORK EXPERIENCE 2019





1,800
participants



40
sessions &
workshops



50
speaker



NEW WORK AWARD 2019



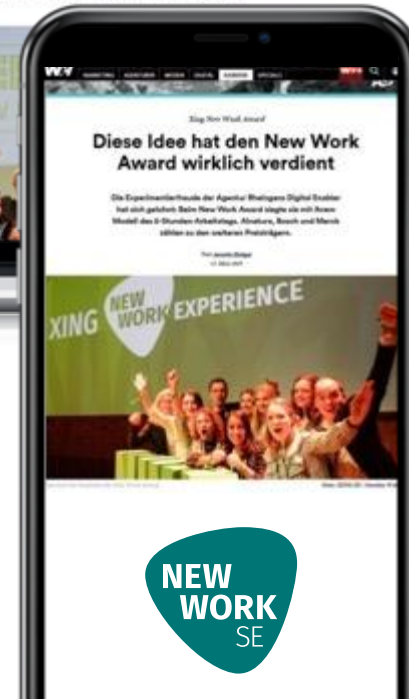
> 200 applicants



> 10,000 voting users



> 30,000 votes



NEW
WORK
SE

NEW WORK SESSIONS

VARIOUS SESSIONS ALL ABOUT "NEW WORK"

More than 900 participants in 2019



WOLFSBURG

New Work gets the old economy going, 2017

BIELEFELD

Innovation culture, 2019

DÜSSELDORF

Transformation – New Work changes companies, 2016

COLOGNE

Transformation & culture@work, 2018

MONTABAUR

Transformation of work, 2020

FRANKFURT

Digitalisation and corporate culture, 2015

STUTTGART

How companies succeed with New Work, 2016

BERLIN

Brave New Work, 2015
Who transparency changes power, 2017

HALLE (SAALE)

New Work, new cultures, 2018

MARBURG

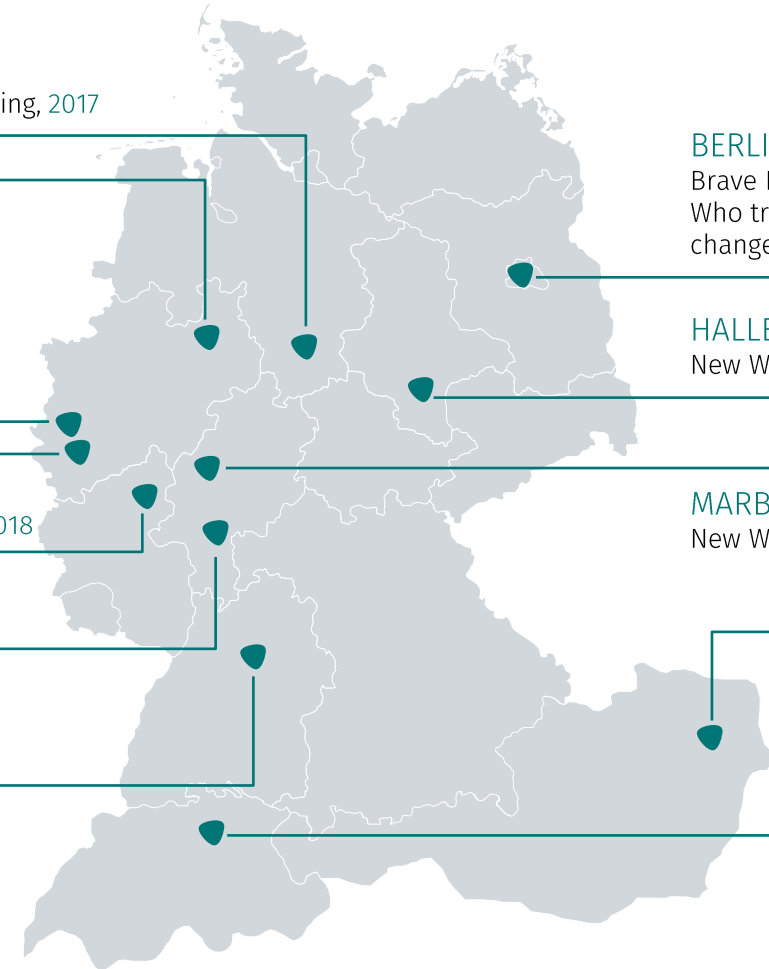
New Work Campus, 2016

VIENNA

Focus: Management, 2015
Innovation through freedom, 2018, New Culture, new Work, 2019

ZURICH

Beautiful world of new work, 2019

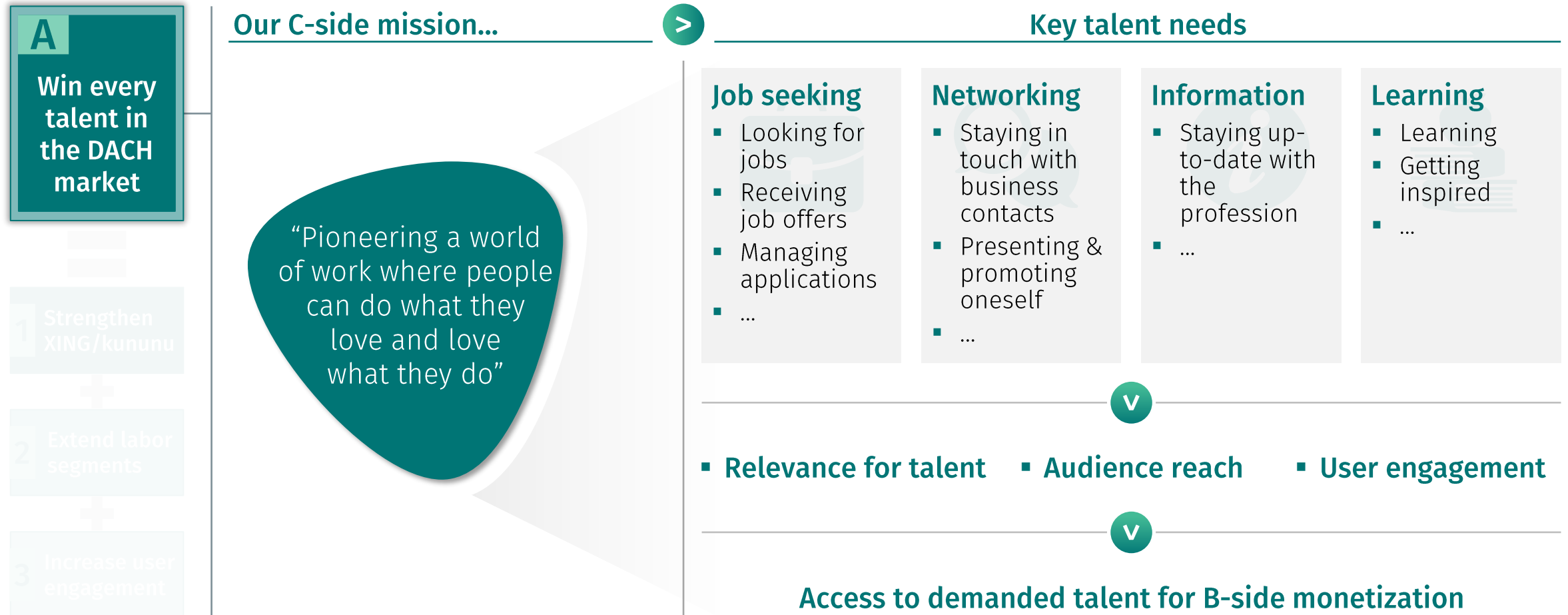




OUR C-SIDE
ASPIRATION:

**WIN EVERY TALENT
IN THE DACH MARKET**

OUR C-SIDE AMBITION AND MISSION TRANSLATE INTO COVERING KEY TALENT NEEDS



A STRUCTURAL WORKFORCE DECREASE IS DRIVING INCREASING TALENT SCARCITY

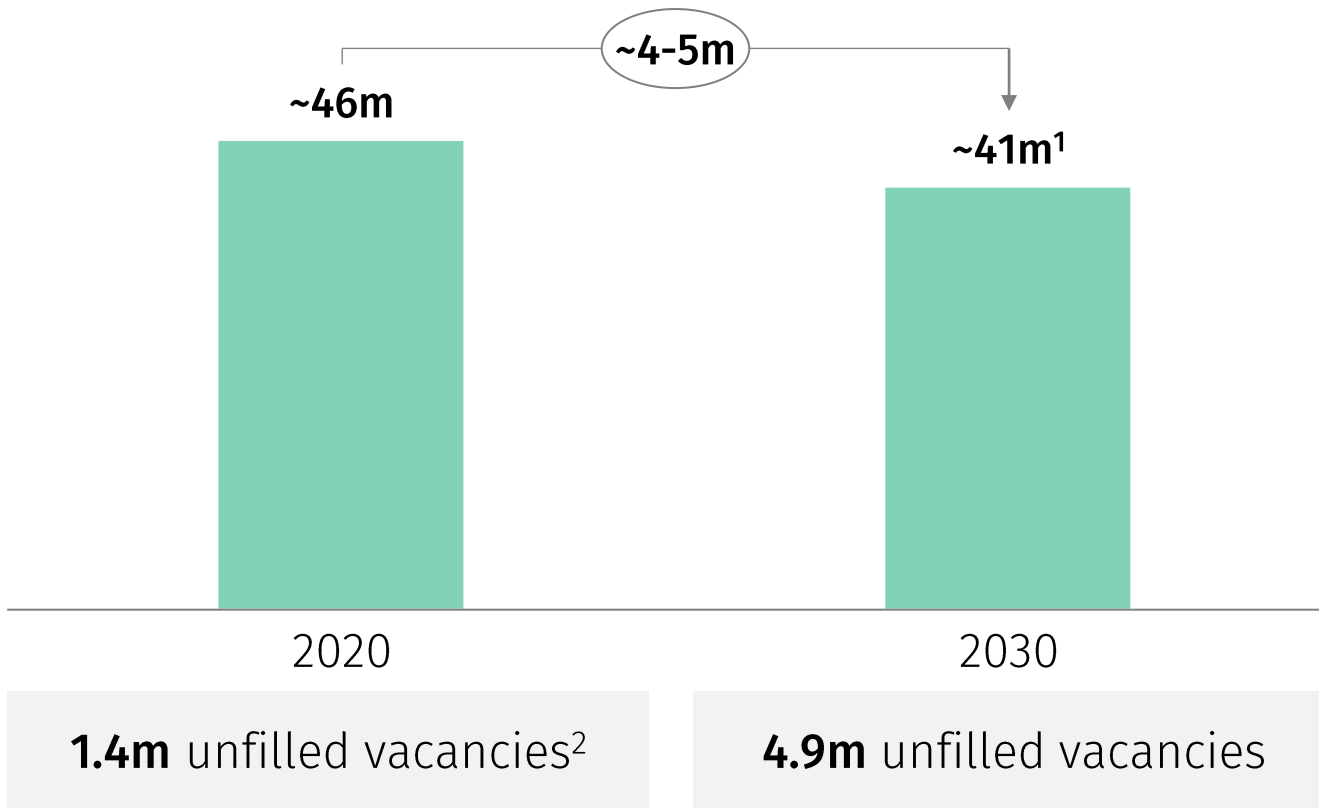
A
Win every talent in the DACH market

1 Strengthen XING/kununu

2 Extend labor segments

3 Increase user engagement

German workforce (#)



- **Structurally decreasing workforce** due to demographic change
- **High talent shortage today** (e.g. health, engineers, etc..)
- **Further increasing shortage in the future** – especially also of already scarce talent

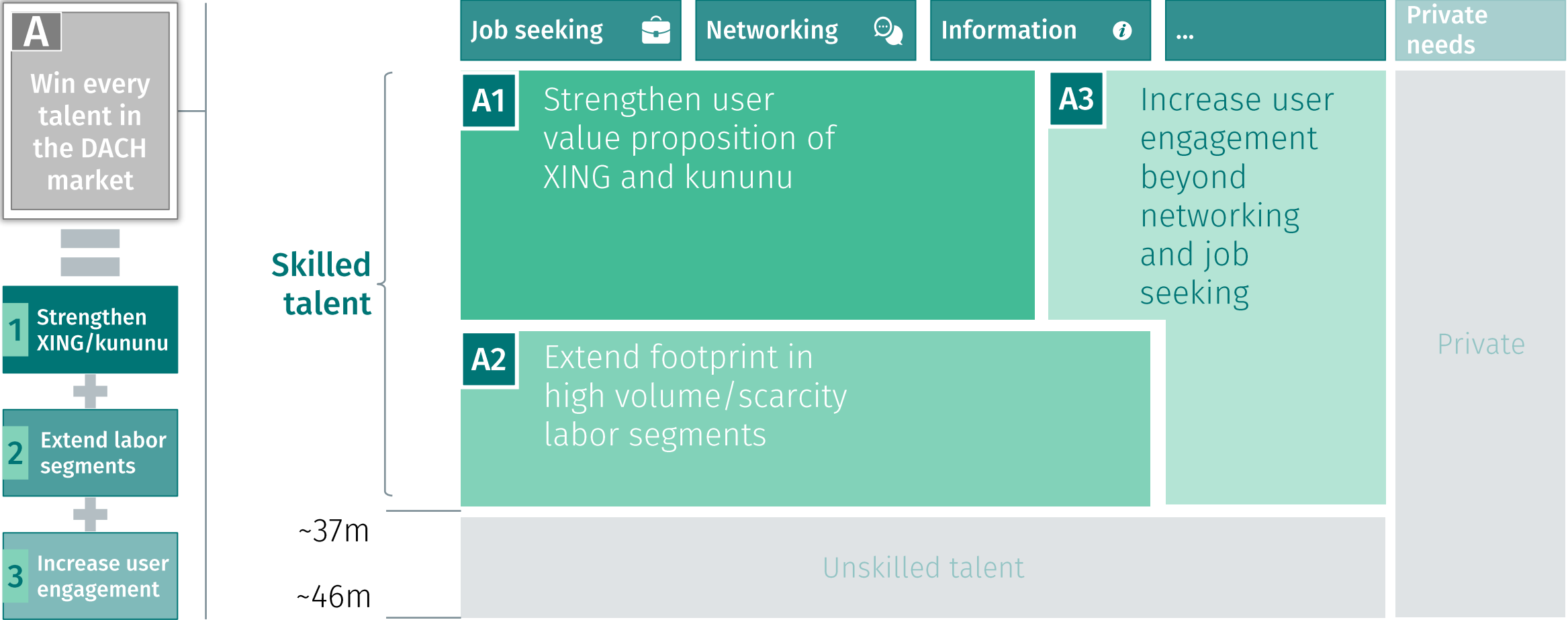
Source: German Federal Labor Agency; German Federal Institute for Vocational Education and Training; IGZA, Korn Ferry
1. Dependent on migration, employment ratio and birth rates
2. 2019

WE HAVE A DIFFERENTIATED PORTFOLIO OF LEADING BRANDS WITH C-SIDE FACING VALUE PROPOSITIONS

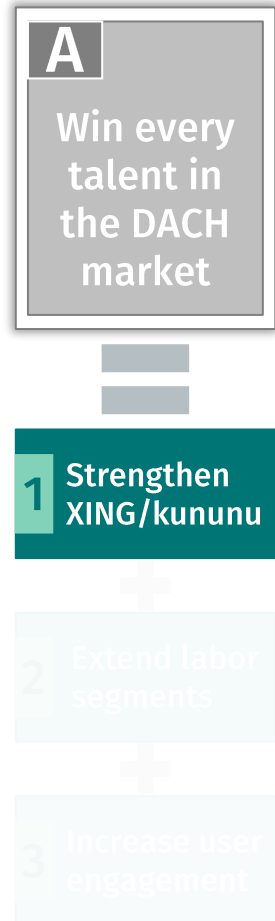


1. Included in >19m XING users

WE SEE SIGNIFICANT HEADROOM FOR GROWTH – BY STRENGTHENING OUR CORE, EXTENDING OUR TALENT FOOTPRINT AND BY SERVING ADJACENT NEEDS



OUR PLATFORM XING HOLDS A LEADING POSITION IN THE SPACE OF PROFESSIONAL SOCIAL NETWORKING TODAY



XING



Large user base: **~19m**;
strong user growth: **~2m** annually



25k online groups; **>13k** local
offline events per month (Ø2019)



400 insider; **800** local publishers;
5m subscriber of curated newsletters

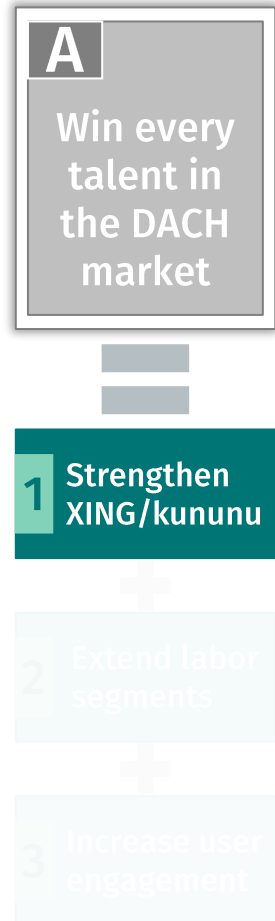


95% of Top 200 DACH companies present
with jobs; **20k** active recruiters on platform

XING'S RE-LAUNCH WILL COME WITH A DIFFERENTIATED, AUTHENTIC NETWORKING APPROACH WHILE LEVERAGING EXISTING STRENGTHS



KUNUNU IS TAKING A STRONGHOLD POSITION FOR JOB SEEKERS – FUELED BY HIGH USER ENGAGEMENT AND USER GENERATED CONTENT



kununu✕



240k company profiles with insights



3.7m user-generated company reviews

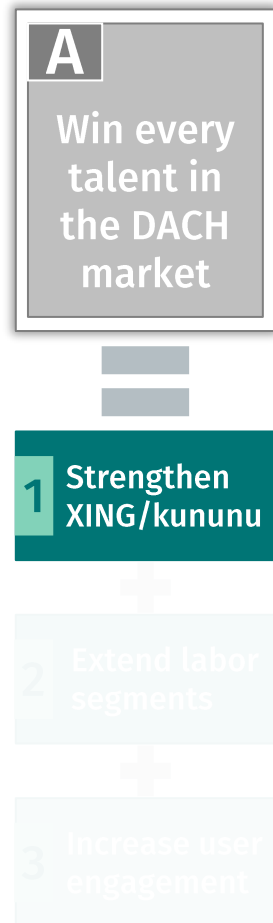


1.1m user-generated salary insights



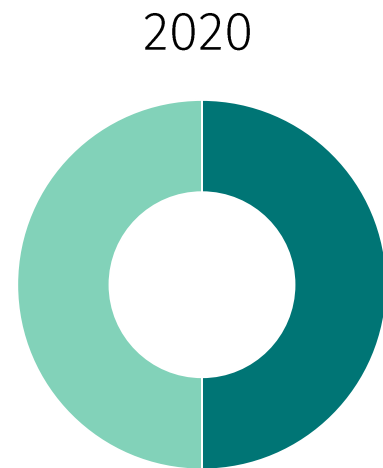
240k user-generated culture assessments

KUNUNU'S ASPIRATION IS TO SERVE EVERY JOB SEEKER IN DACH



kununu✖

Market penetration among job seekers

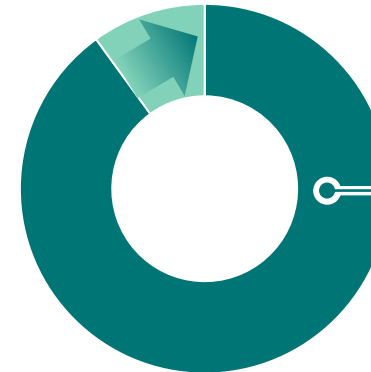


Every second job seeker¹

~36m users²



Future ambition



Every job seeker

Sources of growth

Providing more varied and relevant insights to job seekers and job holders

Branding strategy to drive awareness and trustworthiness

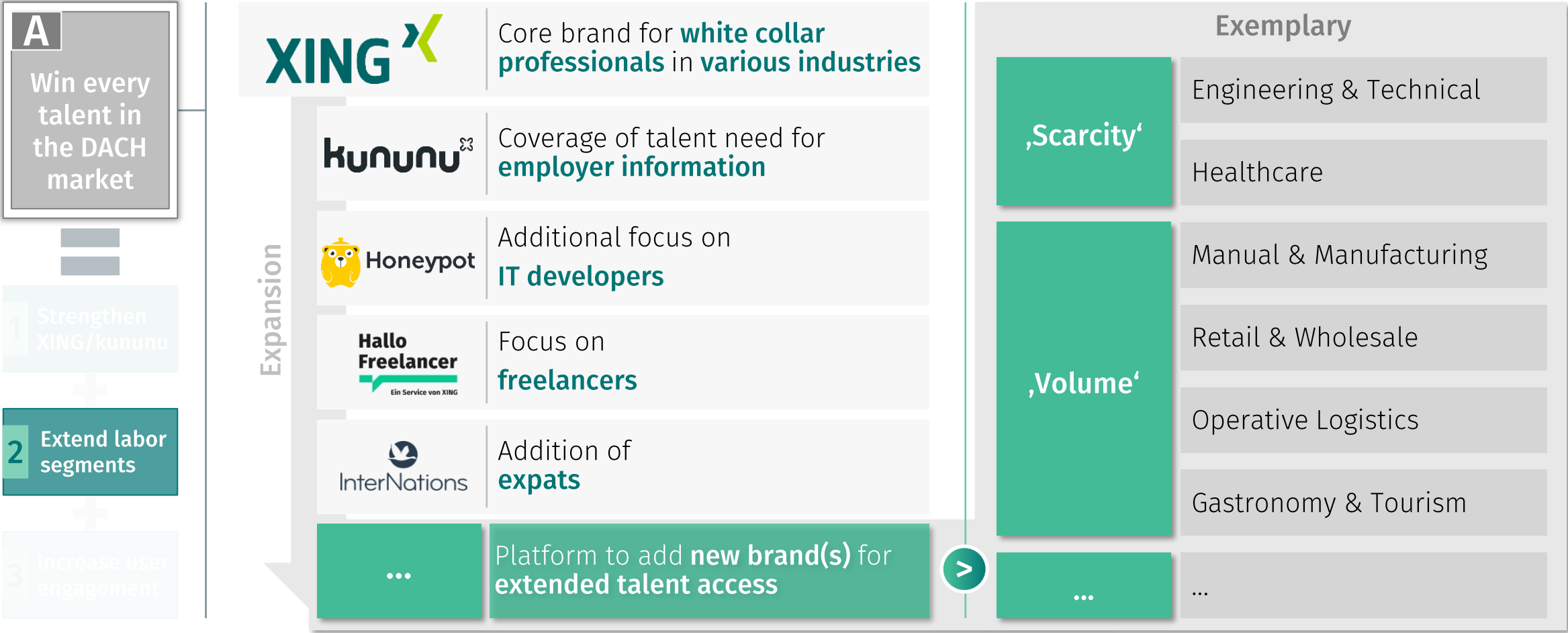
Additional target talent groups within skilled labor

1. Based on assumption: bitkom Study (2018) states that every second (45%) employed internet user uses employee review platforms
2. Users in DACH as tracked by Google Analytics

MUTUALLY REINFORCING MECHANISMS BETWEEN XING AND KUNUNU ENABLE UNIQUE VALUE CREATION FOR JOB SEEKERS



COMBINING THE BRAND PORTFOLIO CREATES A PLATFORM FOR EXPANSION AND REALIZES SYNERGETIC BENEFITS BETWEEN BRANDS



WE LOOK AT SEVERAL PATHS WITH POTENTIAL TO INCREASE USER ENGAGEMENT BEYOND USE CASES WE CATER TO TODAY

A

Win every talent in the DACH market

1

Strengthen XING/kununu

2

Extend labor segments

3

Increase user engagement

Key talent needs

Job seeking

Networking

Information

...

Exemplary fields to push talent engagement

Personal development

(re-skilling & up-skilling)

New ways of working

(co-working & remote working)

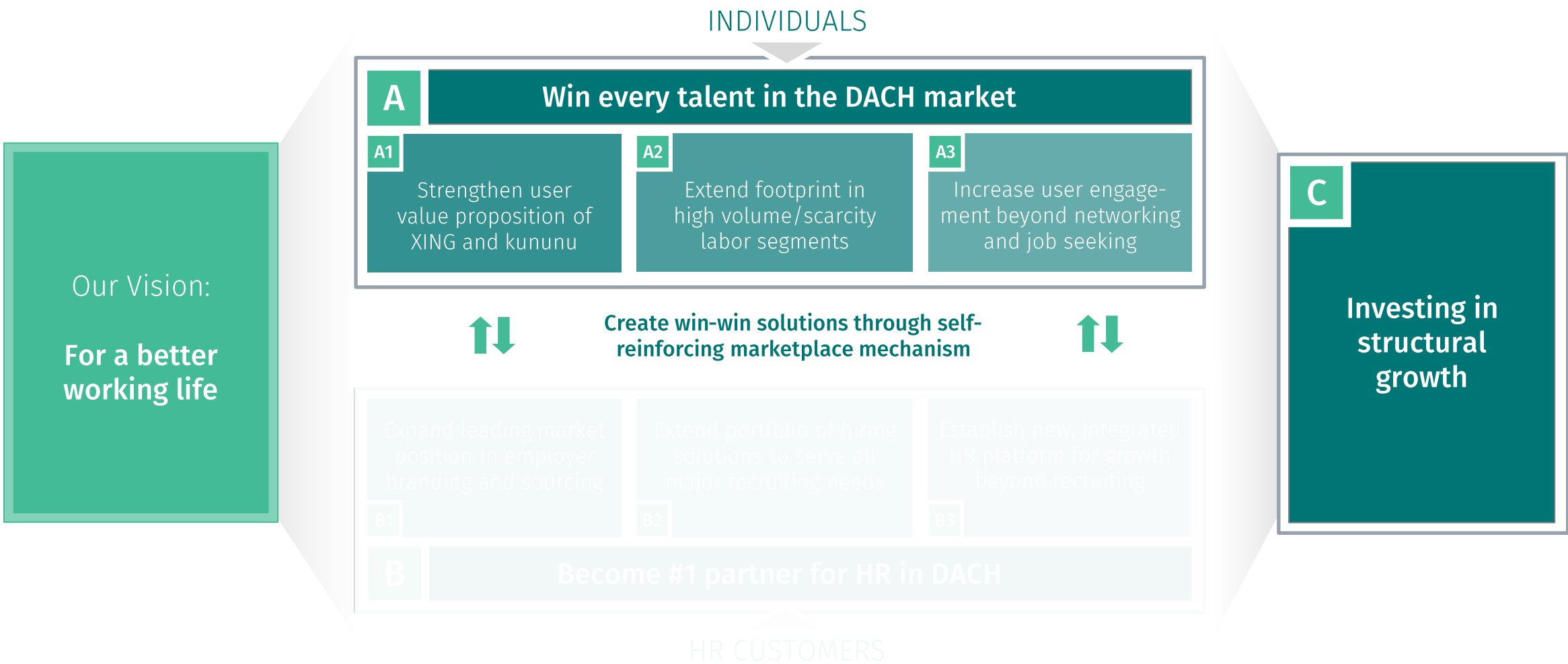
Career guidance

(coaching & advice)

Self-actualization

(inspiration & impulse)

RECAP: WE AIM TO WIN THE MARKET FOR TALENT IN DACH THROUGH A STRONG CORE BUSINESS, NEW SEGMENTS, AND INCREASED USER ENGAGEMENT

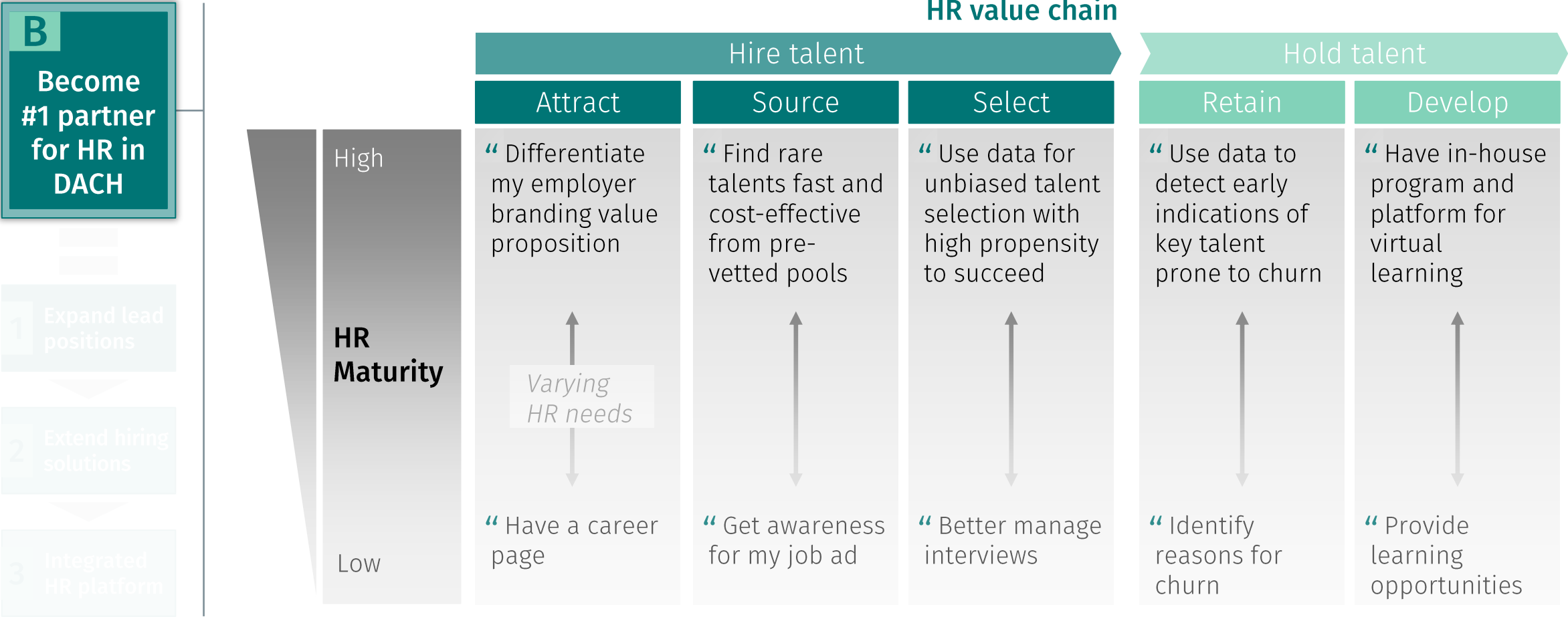




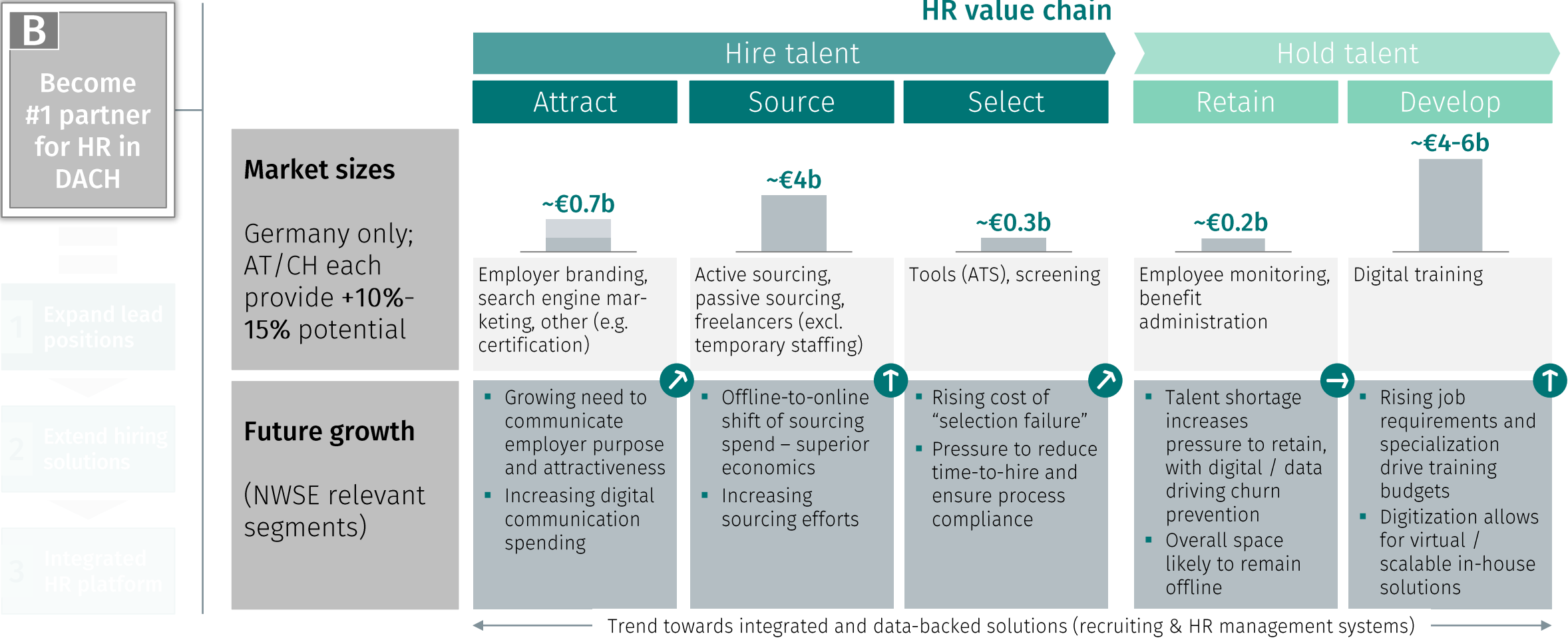
OUR B-SIDE
ASPIRATION:

**BECOME #1 PARTNER
FOR HR IN DACH**

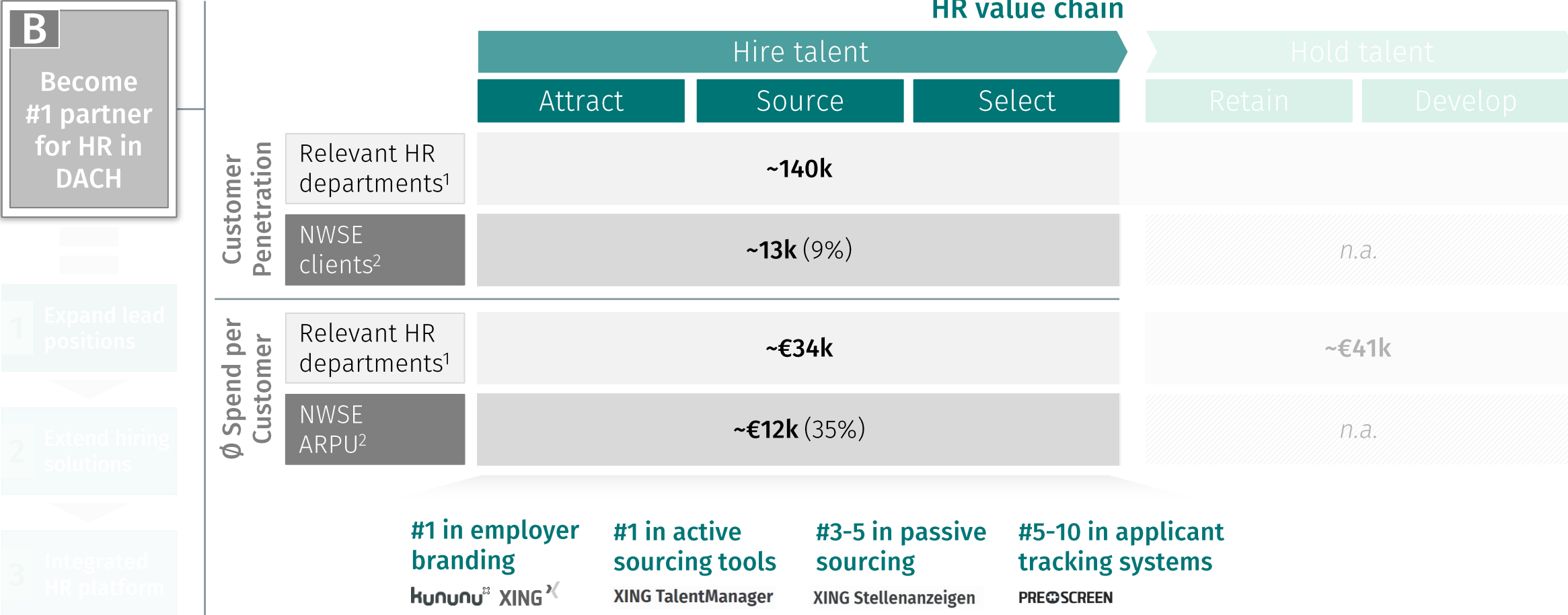
IN ORDER TO BECOME #1 PARTNER FOR HR IN DACH, WE NEED TO SOLVE PRESSING HR PROBLEMS



OUR MARKET POTENTIAL IS SUBSTANTIAL AND GROWING – IN PARTICULAR DRIVEN BY DIGITAL DISRUPTION IN OUR FAVOR

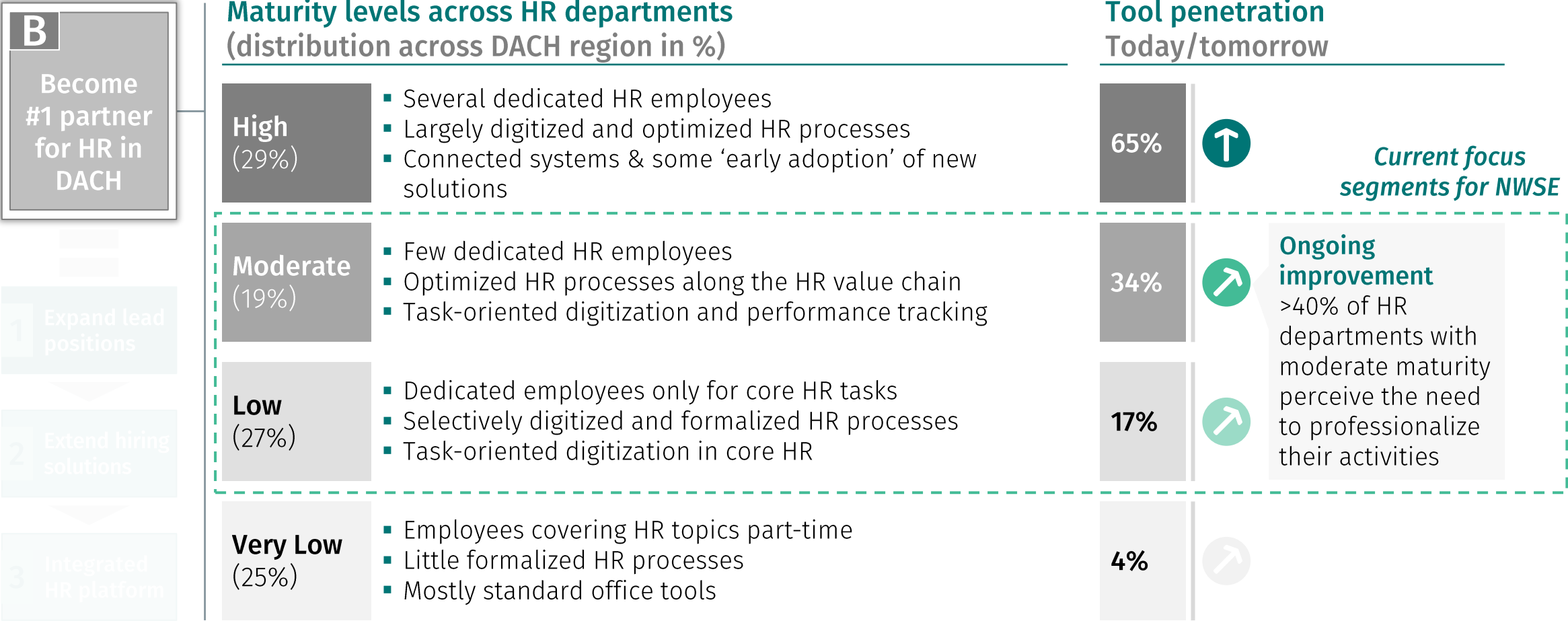


OUR LEADING BRANDS HAVE AMPLE GROWTH HEADROOM IN BOTH CUSTOMER PENETRATION AND SHARE OF WALLET



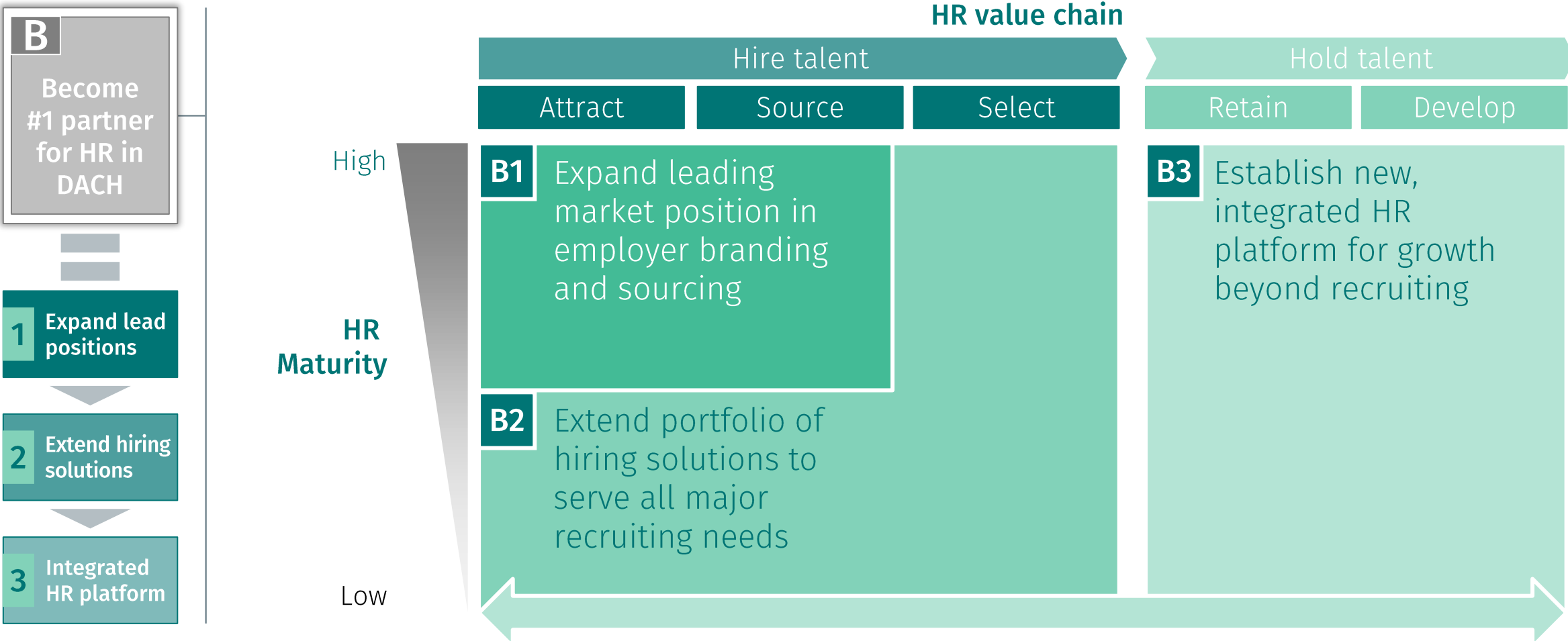
1. Defined as German companies with 10+ employees using digital recruiting tools (Germany only)
2. New Work SE B2B E-Recruiting subscription clients (DACH total)

HR DEPARTMENTS PROFESSIONALIZE – THE HIGHER THE DIGITALIZATION IN RECRUITING TODAY, THE HIGHER THE FUTURE APPETITE FOR MORE



Source: HuM Study (internal)

TO BECOME #1 PARTNER FOR HR, WE WILL CONTINUOUSLY EXPLOIT, EXTEND, AND INTEGRATE OUR HR SOLUTION PORTFOLIO



XING TALENT MANAGER YIELDS A STRONG VALUE PROPOSITION FOR TALENT SOURCING, COMING AT SUPERIOR PRODUCT ECONOMICS FOR HR CUSTOMERS

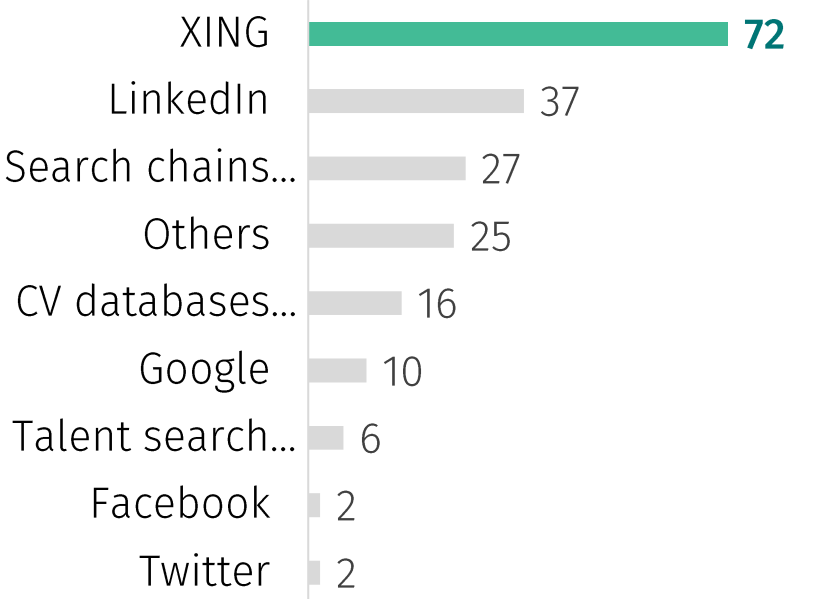


Main talent sourcing value propositions

Headhunting	<ul style="list-style-type: none">+ High likelihood to fill the vacant position with a qualified candidate- High commissions on p.a. salary (25% on average)¹
Active Sourcing Tools	<ul style="list-style-type: none">+ Cheaper than headhunting, more effective than passive sourcing- Dedicated active sourcing-resource required in customer's HR team
Passive Sourcing	<ul style="list-style-type: none">+ Talent-sourcing proposition with lowest overall price hurdle- No guarantee for success and little confidence on time-to-hire

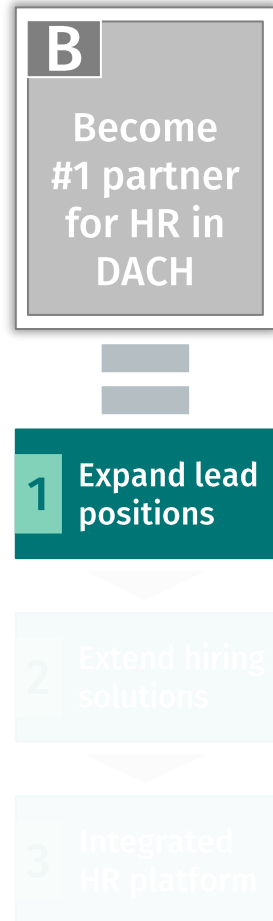
Instant access to ~19m members at an annual list price of €4.000

The leading candidate search tool (in %)²



1. BDU
2. "What search options and tools do active sourcers use to start their search activities?" (ICR Study 2020)

WE ARE WELL EQUIPPED WITH STRUCTURAL ADVANTAGES TO CONTINUE CAPTURING THE MARKET POTENTIAL FOR EMPLOYER BRANDING IN DACH

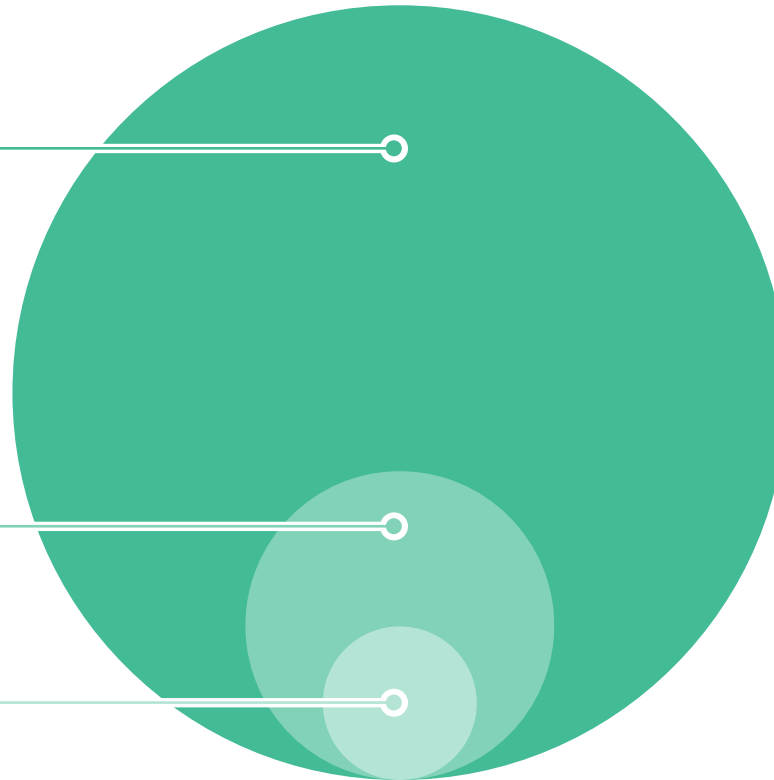


Market potential for employer branding

~**260k** employer brands in total in DACH¹

~**27k** managed company profiles on kununu

~**7k** paying customers for employer branding



Already today **#1 market position** with a total of ~36m users visiting kununu in 2020²

Strong untapped market potential with ~260k addressable employer brands in total

Unique data and insights creating additional user and customer value, e.g. culture

1. Defined as companies in DACH region with 10+ employees

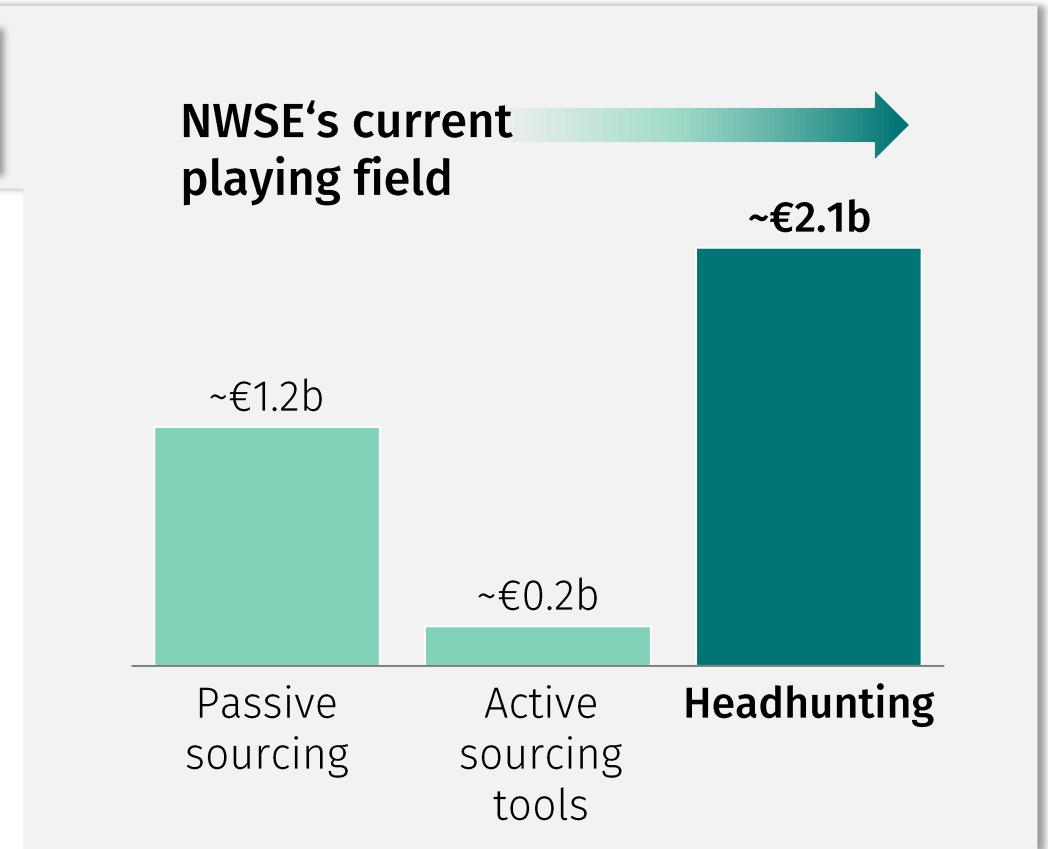
2. Users in DACH as tracked by Google Analytics

BY EXPANDING INTO SERVICED SOURCING WE ARE TAPPING INTO >€2BN HEADHUNTING MARKET IN DACH



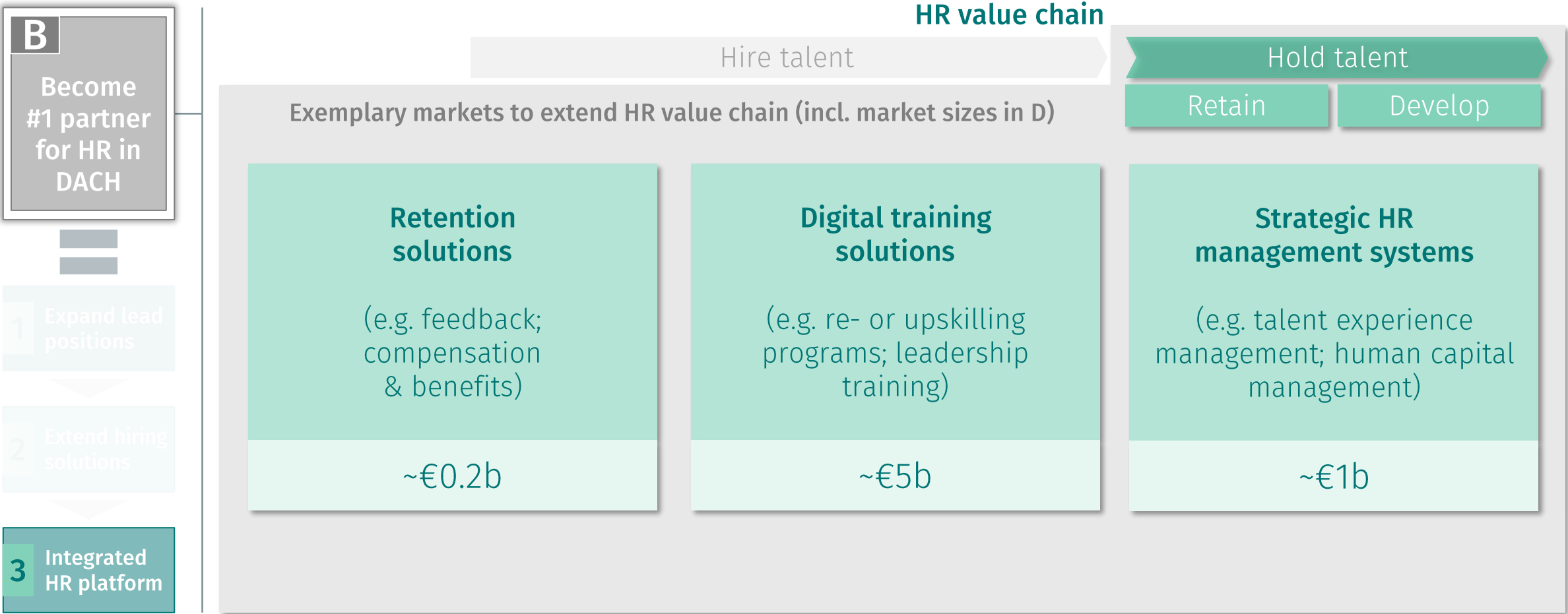
Exmpl. expansion segments & market potential

Serviced Sourcing	~€2.1b
Candidate relationship management systems	~€1b
Programmatic recruiting solutions	~€1b
Candidate assessment solutions	~€0.2b
...	...



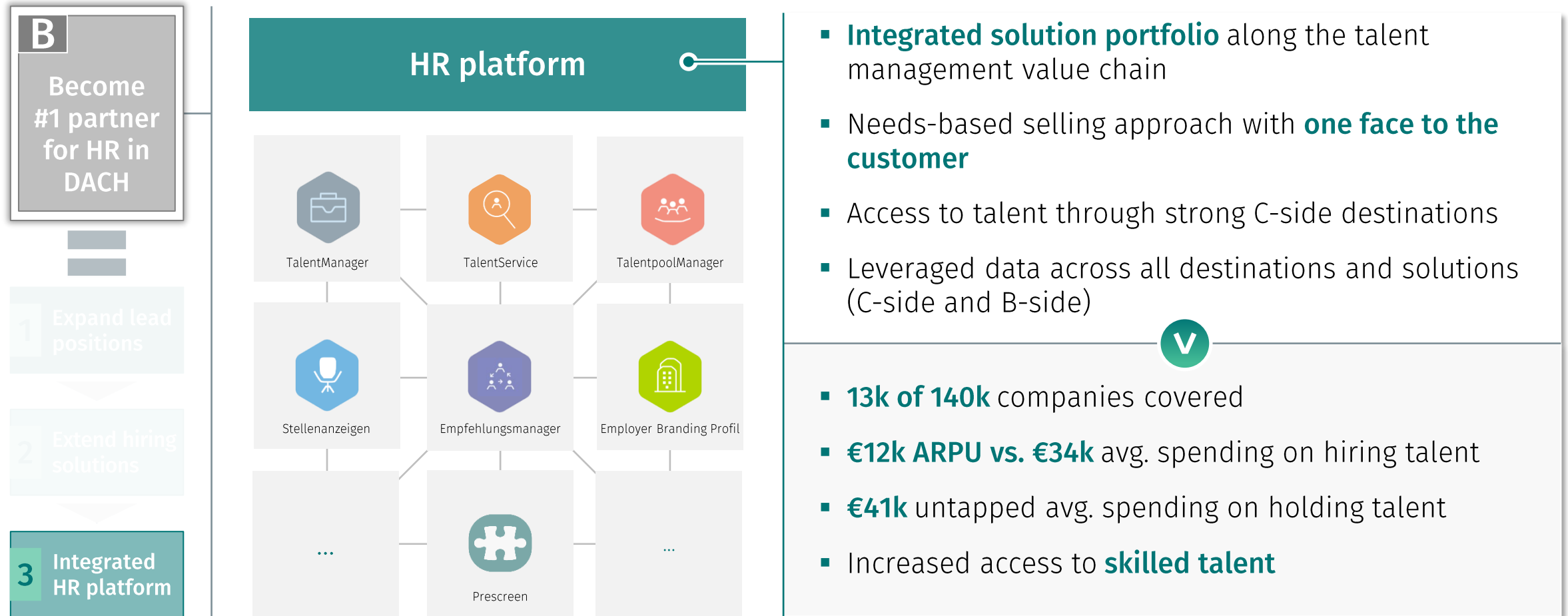
Source: BCG, McKinsey, Market model (German Federal Statistical Office, German Federal Labor Agency, Institute of Economics and other market studies and reports)

THE DOUBLE-SIDED BUSINESS MODEL AND CAPABILITY SET PROVIDES US WITH RIGHT TO PLAY IN SIZEABLE EXPANSION AREAS

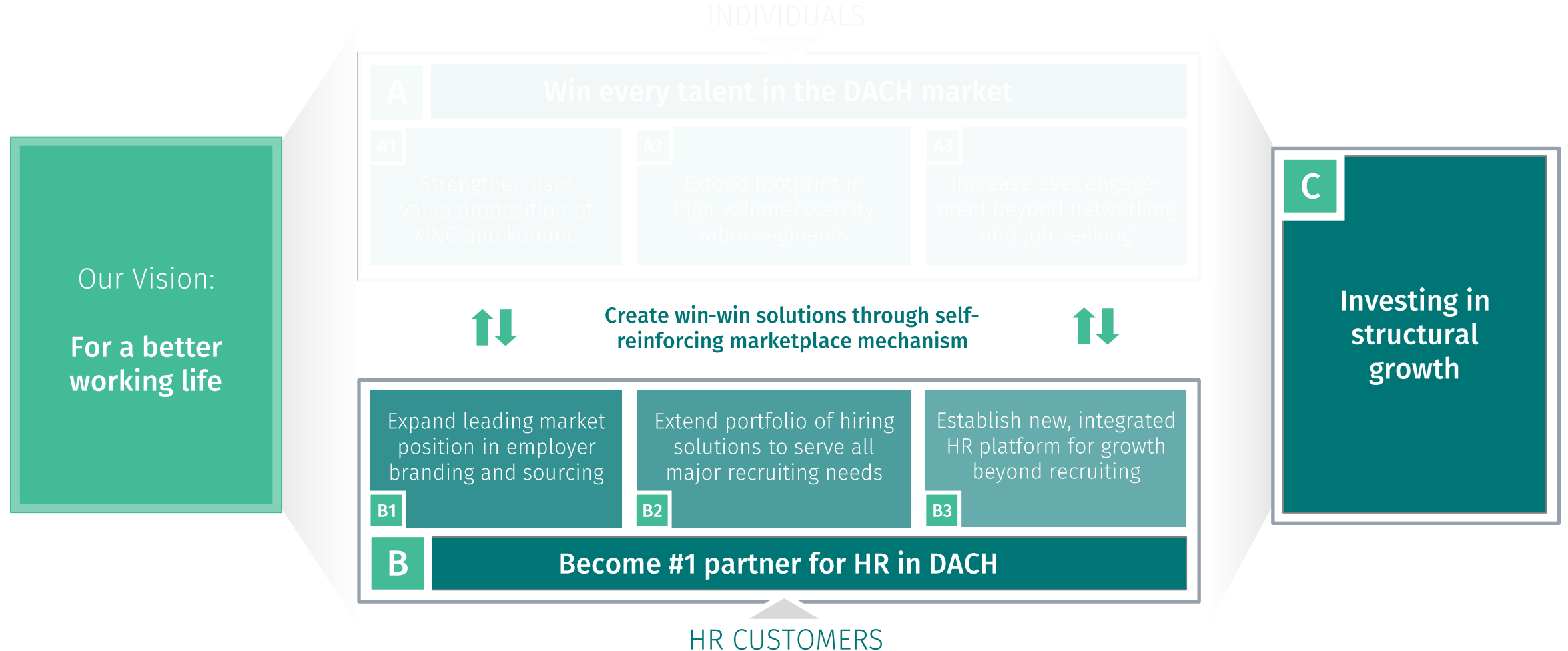


Source: BCG, McKinsey, Market model (German Federal Statistical Office, German Federal Labor Agency, Institute of Economics and other market studies and reports)

JOINING OUR B-SIDE PROPOSITIONS ON AN HR PLATFORM PROVIDES TANGIBLE VALUE ADD



RECAP: WE AIM TO BECOME #1 HR PARTNER BY EXPANDING MARKET LEAD, EXTENDED AND INTEGRATED SOLUTIONS AND GROWTH BEYOND RECRUITING





FINANCIAL
ASPIRATION:

**INVESTING IN
STRUCTURAL
GROWTH**

INVESTMENT HIGHLIGHTS: WE ARE A STRUCTURAL GROWTH OPPORTUNITY WITH A STRONG MARKET POSITION AND A STRONG FINANCIAL MODEL

1

Strong financial model and value creation

2

Strong megatrends driving demand for our solutions both on C- and B-Side

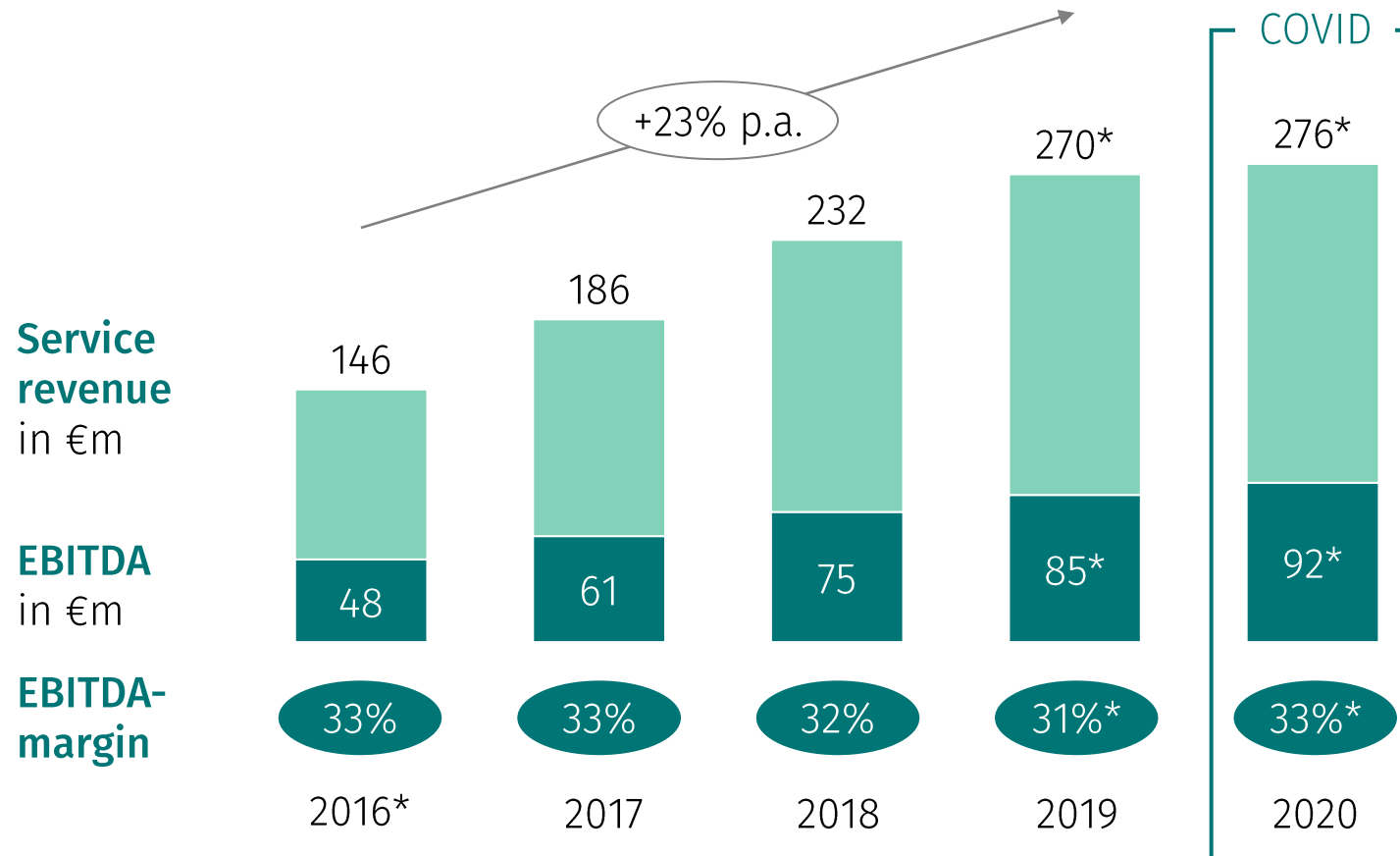
3

Unique right-to-play from strong C-side position and strong runway for further growth and value creation

4

Our aspiration Post-COVID: double-digit top line growth

PRE-COVID: DOUBLE-DIGIT TOP LINE GROWTH AND 30% EBITDA-MARGIN IN INVESTMENT MODE



Commentary

- 30% margin in investment mode
- Past growth stopped by COVID due to sensitivity of e-recruiting to macro uncertainty
- Resilience of the business model to shocks (e.g. thanks to subscription model constituting ~80% of revenues)

FINANCIAL MODEL WITH STRONG CASH CONVERSION

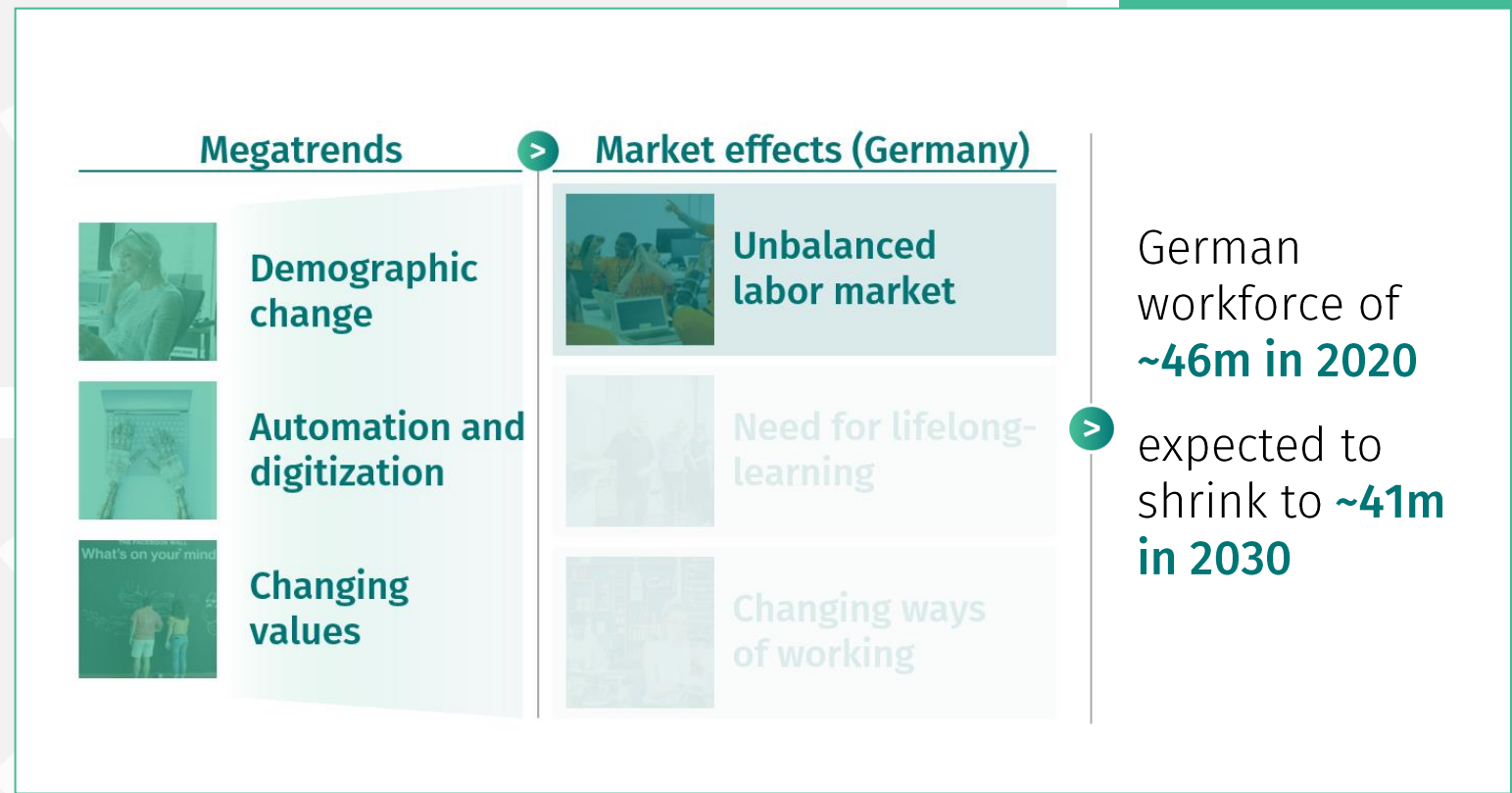
	2016	2019	CAGR, 2016-19	2020
Service revenues	146	270	~23%	277
Net Expenses*	(98)	(182)		(189)
Reported EBITDA	48	88	~22%	88
Interest, taxes & other	(7)	(13)		(13)
Change in net working capital	9	5		6
Operating cash flow	50	80	~17%	81
Capital expenditures	(25)	(41)		(39)
Recurring free cash –flow**	25	39	~15%	42

2016 before IFRS 15 /16

* Other operating income & expenses; personnel & marketing expenses; capitalized software

** Definition: FCF = Operating CF – CAPEX (ex M&A & dividend) – lease payments (only in 2019 and 2020)

STRONG MEGATRENDS CAUSE INCREASING IMBALANCE OF THE LABOR MARKET AND DRIVE DEMAND FOR OUR SOLUTIONS ON BOTH THE C- AND THE B-SIDE



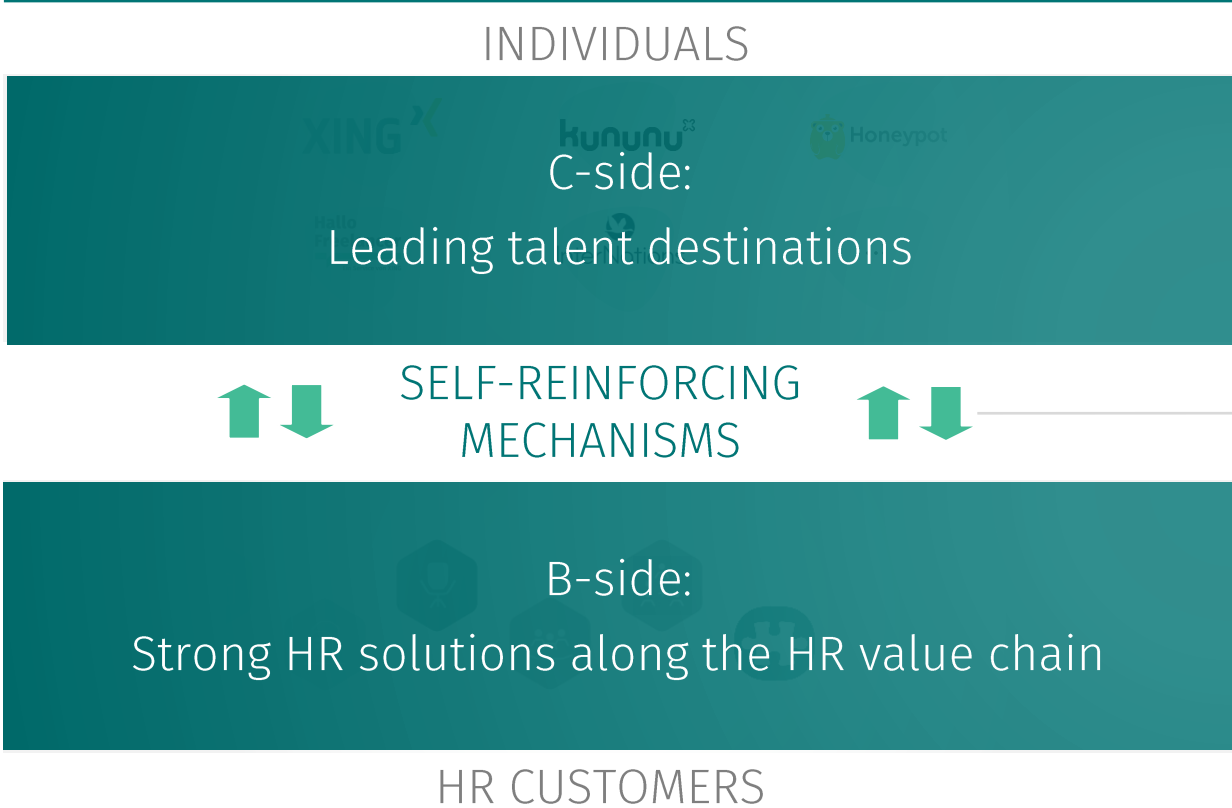
Strong megatrends driving demand for our solutions both on C- and B-Side

UNIQUE RIGHT-TO-PLAY AND STRONG RUNWAY FOR FURTHER GROWTH AS WELL AS VALUE CREATION

Unique advantage from #1 destinations & marketplace

>

Ample headroom for growth on B- & C-Side



19m XING users ¹	VS.	37m skilled talent ¹
~13k NWSE clients ²	VS.	~140k ↗ 'digital' HR departments ²
~€12k NWSE-ARPU ²	VS.	~€34k ø spending for hiring ²

1. 37m skilled talent in Germany, 19m XING users DACH total
2. 'digital' HR departments and ø spending for hiring in Germany, NWSE clients and -ARPU DACH total

OUTLOOK

OUR ASPIRATION IS TO RETURN TO DOUBLE-DIGIT GROWTH POST-COVID

	Pre-COVID	COVID	Post-COVID aspiration
Revenue development	Annual double-digit growth	Stable revenues	Annual double-digit growth
EBITDA margin	>30%	>30%	≥30%
Capital allocation geared towards value creation <ul style="list-style-type: none">▪ Profitable growth▪ M&A▪ Regular dividends			



THANK YOU

XING[®]

XING[®]
E-Recruiting

XING[®]
Events

XING[®]
Marketing
Solutions

Hallo
Freelancer
Ein Service von XING

InterNations
connecting global minds

hunu[®]

PRESCREEN

Honeypot

CONSENSUS, INVESTOR INFORMATION & CONTACT DETAILS

NEW WORK SE NAME CHANGE HAS BECOME EFFECTIVE

New Work SE
trading since
August 1st, 2019

New ISIN:
DE000NWRK013

New WKN:
NWRK01

New Ticker:
NWO

Bloomberg:
NWO:GR

Reuters:
NWOn.DE

NEW WORK SE CONSENSUS & IR STATS

Consensus collected by IR	2020e	2021e	2022e
Service revenues	276	286	310
EBITDA	84	89	99
Margin	30%	31%	32%
D&A	-35	-35	-35
EBIT	47	54	63
Margin	17%	19%	20%
Net income	37	36	42
EPS in €	6.76	6.64	7.95
DPS in €	2.70	3.08	3.52
Analyst coverage	Berenberg, Deutsche Bank, Hauck & Aufhäuser, MM Warburg, Pareto Securities		
Shares	5,620,435		

INVESTOR RELATIONS

CONTACT DETAILS & SOCIAL MEDIA CHANNELS



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Director Investor Relations

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<https://www.new-work.se/en/investor-relations>

<http://www.youtube.com/XINGcom>

<https://nwx.new-work.se/>

skype:patrickmoeller?add



OUR 2020 NUMBERS

2020 P&L: €276.0M PRO-FORMA REVENUES AND €92.3M PRO-FORMA EBITDA

	Pro-forma					
	2020		2019*		2020 vs. 2019	2020 vs. 2019
	Abs. **		Abs. **		Rel.	Abs.
Service revenues	276.5	276.0	269.2	269.5	3%	7.4
Other operating income	2.0		6.4	2.6	(69%)	(4.4)
Capitalised own work	23.6		24.9		(5%)	(1.3)
Costs before capitalisation	(214.5)	(209.4)	(213.0)	(212.4)	1%	(1.5)
EBITDA	87.6	92.3	87.5	84.7	0%	0.2
Margin	32%	33%	32%	31%	(2%pt)	
D&A	(56.1)	(37.9)	(32.9)	(33.0)	71%	(23.2)
Financial result	9.3	(0.5)	4.7	(1.3)	99%	4.6
Taxes	(14.7)	(16.5)	(16.1)	(14.6)	(8%)	1.3
Net income	26.1	37.4	43.2	35.8	(40%)	(17.1)
EPS	4.65	6.65	7.69	6.37	(40%)	(3.04)

* 2019 financial result retroactively adjusted for revaluation of financial assets & according to IFRS 5 (discontinued operations, kununu US)

** From continued operations

Rounding differences possible

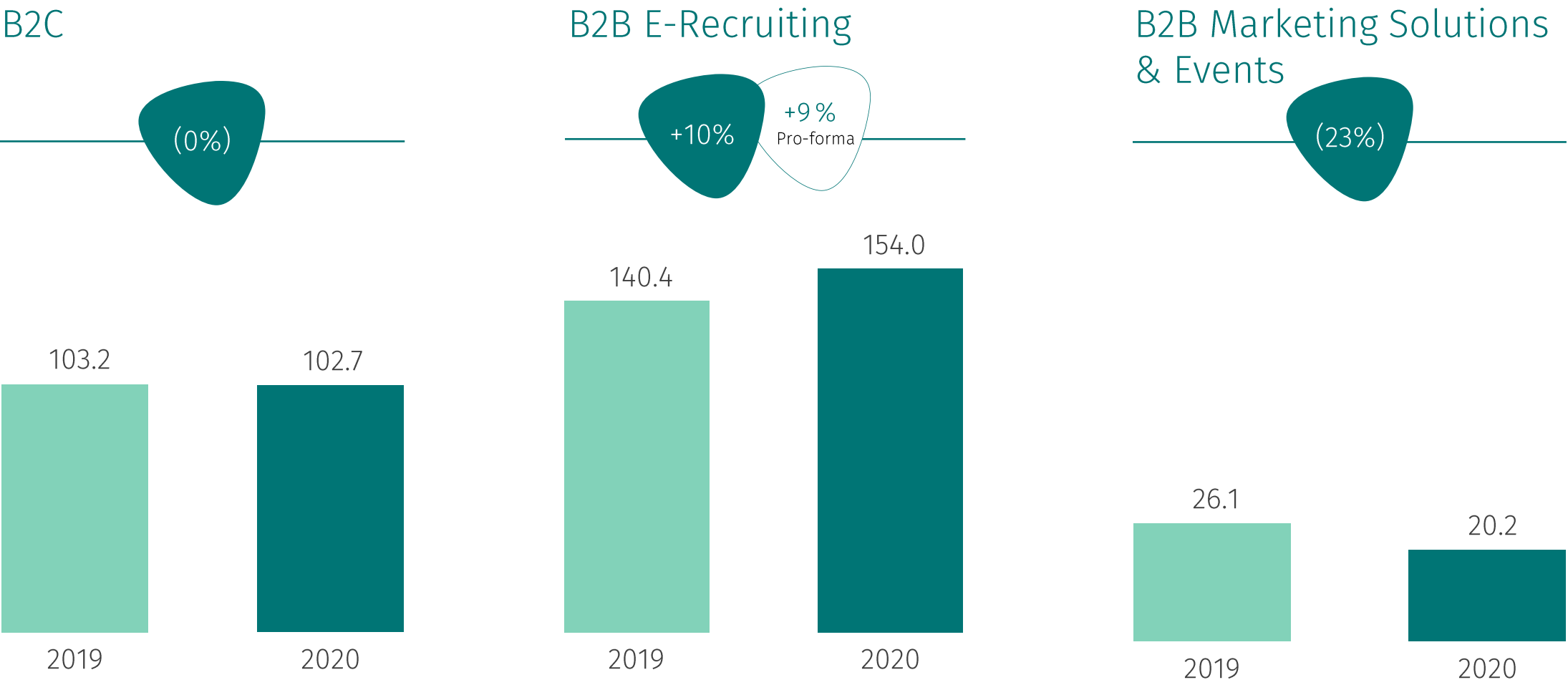
SLIGHT INCREASE OF MARGINS IN CORE B2C AND B2B SEGMENTS

COVID NEGATIVELY IMPACTS MARGINS IN B2B M SOLUTIONS & EVENTS

	Segment EBITDA 2020	2020 Margin	2019 Margin
B2C	29.6	29%	26%
B2B E-Recruiting	102.6	67%	66%
B2B Marketing Solutions & Events	4.9	24%	36%
kununu International	0.0		
Tech, Central Services & Other	(49.4)		
Total EBITDA	€87.6m	32%	32%

Rounding differences possible

2020 SERVICE REVENUES: B2C STABLE; B2B E-RECRUITING UP; MARKETING SOLUTIONS & EVENTS DOWN DUE TO COVID



Rounding differences possible

2020: OPERATING CASH FLOW OF €81.0M

	2020	2019	2020 vs. 2019	2020 vs. 2019
	Abs.	Abs.	Rel.	Abs.
EBITDA	87.6	87.5	0%	0.2
Interest / tax / other	(12.5)	(9.5)	(32%)	(3.0)
Change in net working capital	6.1	10.1	(40%)	(4.0)
Non-cash changes from changes in basis of consolidation	0.0	(5.2)	100%	5.2
▲ Discontinued operations	(0.3)	(3.2)	91%	2.9
Operating cash flow excl. organiser cash & incl. discontinued operations	81.0	79.7	2%	1.2
Investment – operating	(32.9)	(35.3)	7%	2.4
Investment – acquisitions & joint venture	(0.7)	(25.2)	97%	24.5
Investment – financial assets	0.0	0.0		0.0
Interests paid, lease liabilities, FX rate diff. & rest	(6.4)	(5.6)	(14%)	(0.8)
▲ Discontinued operations	(0.1)	(0.2)	30%	0.1
Cash flow excl. dividends & organiser cash & incl. discontinued operations	40.8	13.4	204%	27.4
Regular dividend	(14.6)	(12.0)	(21%)	(2.5)
Special dividend	0.0	(20.0)	100%	20.0
Cash flow excl. organiser cash & incl. discontinued operations	26.3	(18.6)	241%	44.9
Effects organiser cash	(1.2)	0.8	(255%)	(1.9)
Cash flow incl. organiser cash & incl. discontinued operations	25.1	(17.8)	241%	42.9

Rounding differences possible

2020 PRO-FORMA P&L: PRO FORMA EBITDA UP 9% YOY

	2020 reported	IFRS 5 effects from discontinued operations	Changes in the bases of consolidation	Impairment of goodwill	Changes in earn-out liabilities	Remeasurement of non-operating financial instruments	Restructuring expenses	2020 Pro-Forma	2019 Pro-Forma	2020 Pro-Forma vs. 2019 Pro-Forma
	Abs.	Abs.	Abs.	Abs.	Abs.	Abs.	Abs.	Abs.	Abs.	Rel.
Service revenues	276.5	0.1	(0.6)					276.0	269.5	2%
Other operating income	2.0		0.0					2.0	2.6	(24%)
Other own work capitalized	23.6							23.6	24.9	(5%)
Personnel expenses	(141.9)	(0.3)	1.6				3.1	(137.5)	(127.9)	8%
Marketing expenses	(29.0)	0.0	0.3					(28.7)	(34.7)	(17%)
Other operating expenses	(40.0)	(0.1)	0.4				0.1	(39.5)	(47.8)	(17%)
Impairment losses on financial assets and contract assets	(3.6)							(3.6)	(2.1)	74%
EBITDA	87.6	(0.3)	1.7				3.2	92.3	84.7	9%
D&A	(56.1)	0.3	0.4	17.4				(37.9)	(33.0)	15%
Financial result	9.3	0.0	0.2		(9.8)	(0.1)		(0.5)	(1.3)	(61%)
Taxes	(14.7)	0.0	(0.8)			0.0	(1.0)	(16.5)	(14.6)	13%
Net income	26.1	0.0	1.6	17.4	(9.8)	(0.1)	2.2	37.4	35.8	4%
EPS	4.65	0.0	0.28	3.10	(1.75)	(0.02)	0.39	6.65	6.37	4%

Rounding differences possible

OUR PRODUCTS AND SERVICES



>19 Million
members



Networking among
professionals from
every industry



Broad news
portfolio

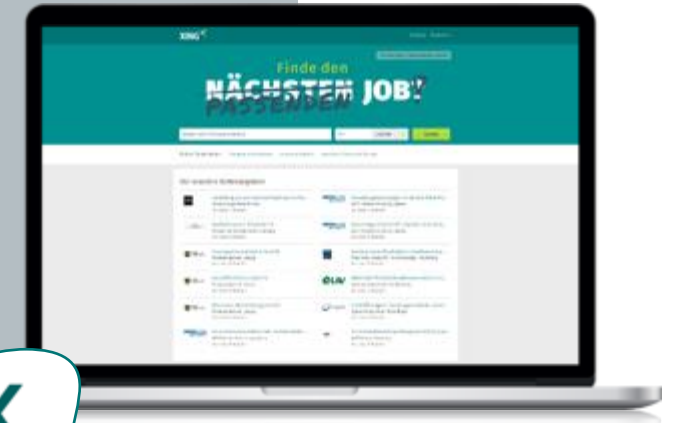


XING jobs with
new work criteria

THE LEADING ONLINE BUSINESS NETWORK IN GERMAN-SPEAKING COUNTRIES

XING Jobs
focus on jobseeker
needs

Industry Newsletter & Klartext
Information and
discussion





XING PREMIUM

UNLOCK THE MANY OPPORTUNITIES OF NETWORKING WITH XING PREMIUM

Exclusive **benefits** for Premium members

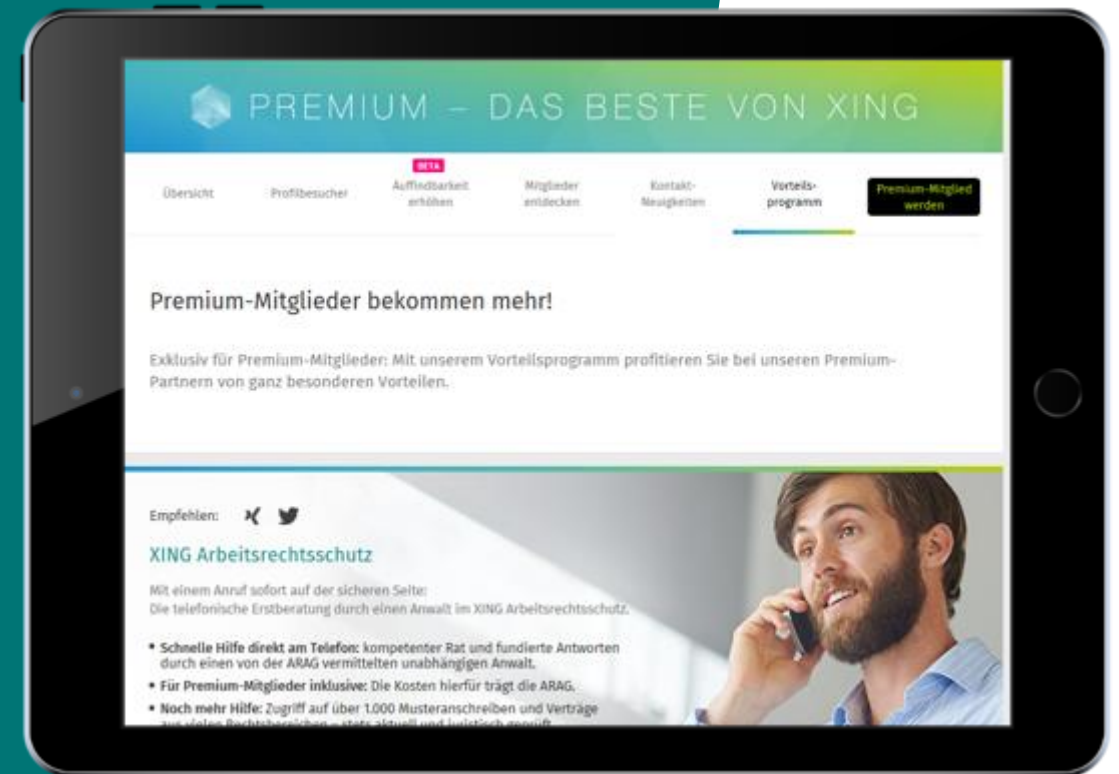
Premium partners such as HRS Hotels, Gymondo, Sixt, Harvard Business Manager and audible

Comprehensive **profile visitor details**
Profile analysis with insights to boost visibility

Premium customer service

Send messages to **non-contacts**
and view contact **updates** at a glance

Digital self-assessment with a personal strengths test
+ **e-learning section** with Premium content





XING PREMIUM FOR BUSINESS

MEMBERSHIPS FOR YOUR EMPLOYEES

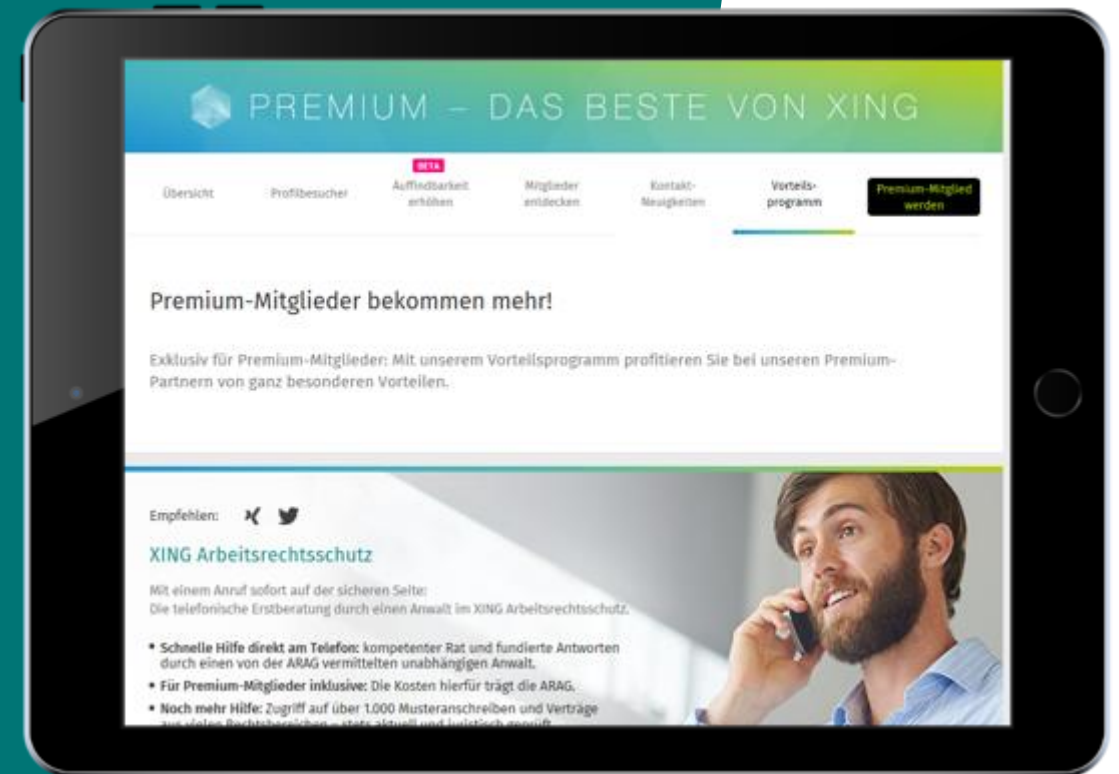
Active & well-connected employees act as **multipliers**, spreading **business information around the network in a targeted way**

Boost your employer brand with clear and professional employee profiles

The powerful Premium search gives **employees instant access to the right contacts**

Browse contact updates, industry news and comprehensive statistics – grow your knowledge and your network

XING LicenceManager: Simple Premium licence assignment helps you reduce costs and admin.





XING PROJObS

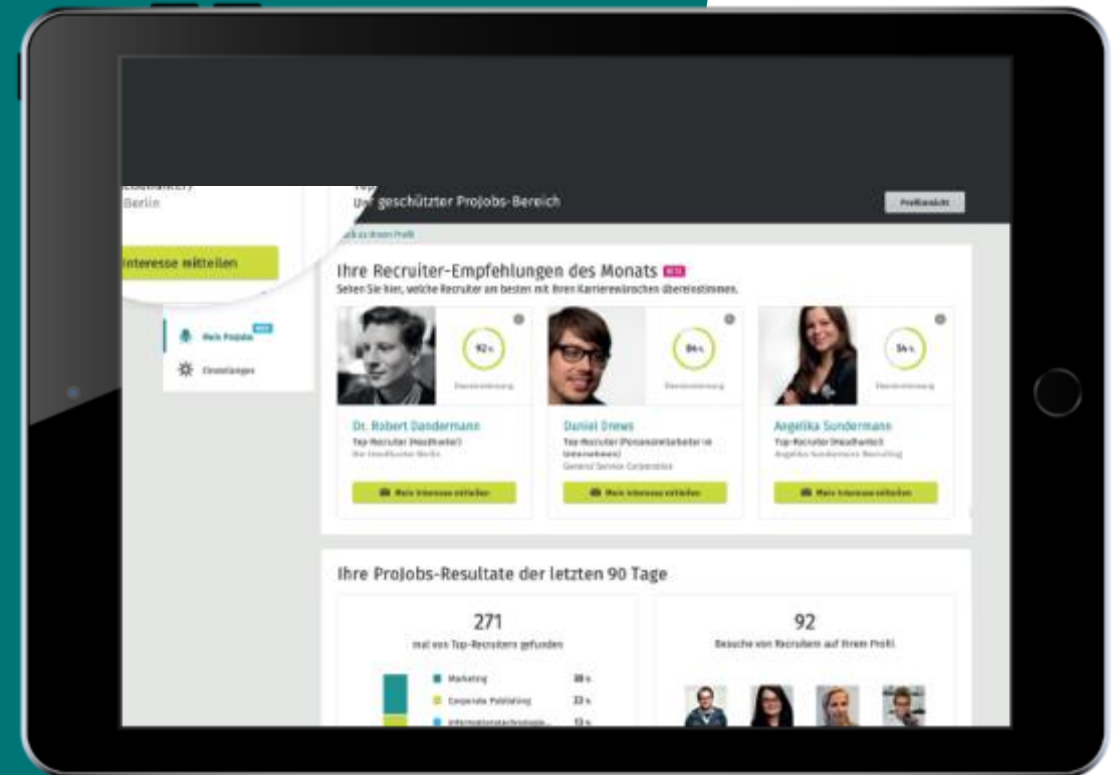
SHOWCASE THE OWN PROFILE AMONG 20,000 TOP RECRUITERS ON XING

Possibility to add **more information** to the **profile**,
such as the willingness to move for a new job

100% **confidential** – possibility to hide information from
superiors

Upload **documents** such as CV and certificates

Contact recruiters about vacancies





XING PROBUSINESS

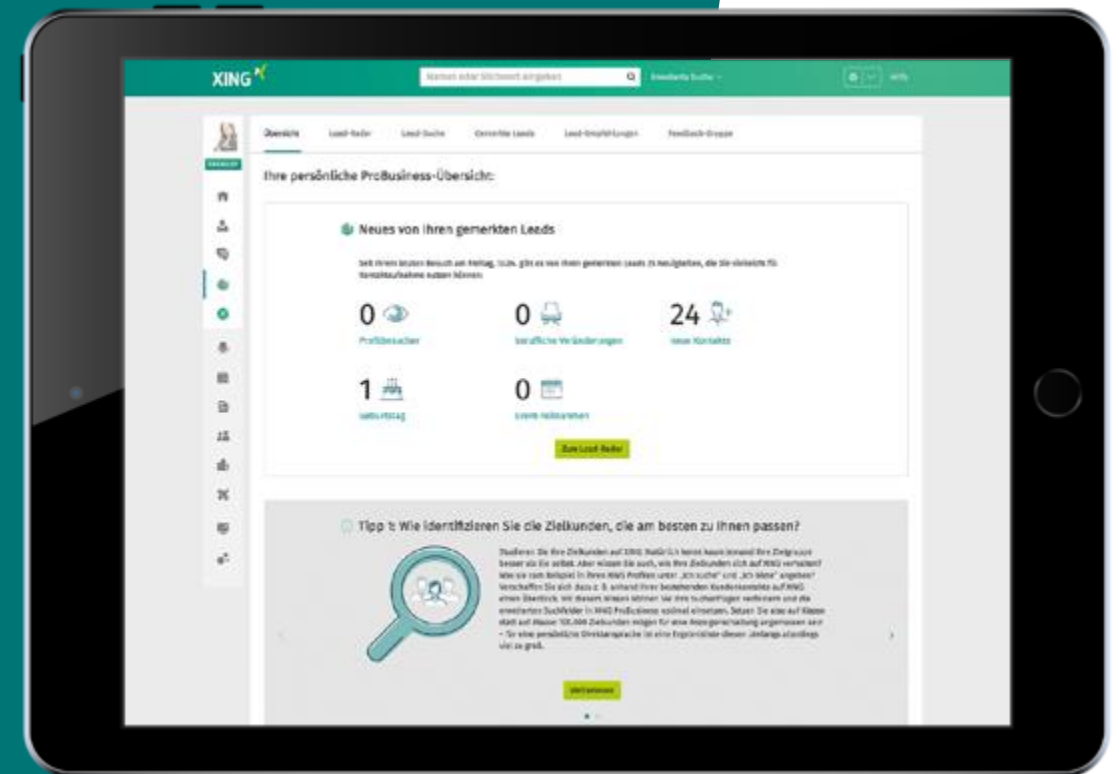
THE PROFESSIONAL WAY TO ACQUIRE NEW CLIENTS ON XING

Monitor existing clients' activity

Find the **right contacts** within target businesses

Use the right information when approaching target clients

Keep a close eye on competitors



XING NEWS



COMPREHENSIVE RANGE OF INFORMATION ON XING

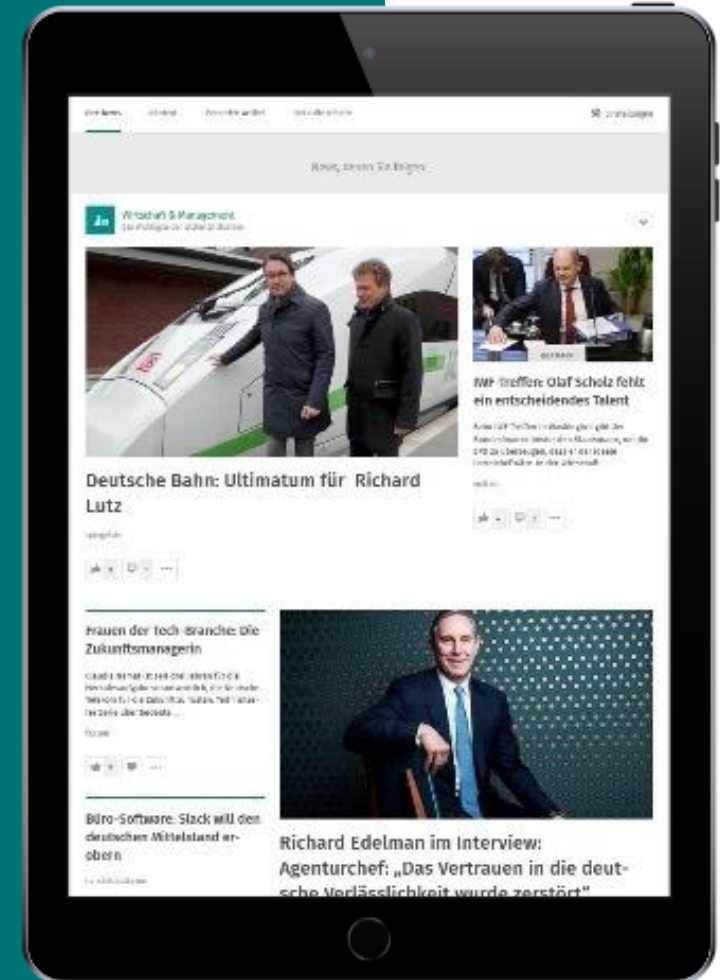
XING Talk and **XING Talk unterwegs** – watch video interviews with enticing ideas from experts on a variety of careers-related topics

Klartext – current affairs debates on XING, with new topics posted on a daily basis by guest authors that are open to discussion with users.

Industry news – read top daily articles in the form of a curated newsletter giving you the lowdown from more than 25 industries. More than 2 million people read industry news each week.

XING Insider – over 300 experts and pioneers from various professional fields share their knowledge and insights regularly on XING.

Corona Hacks – coronavirus-related news offers guidance and support throughout tricky times.



XING JOBS

JOBS THAT MATCH YOUR LIFE

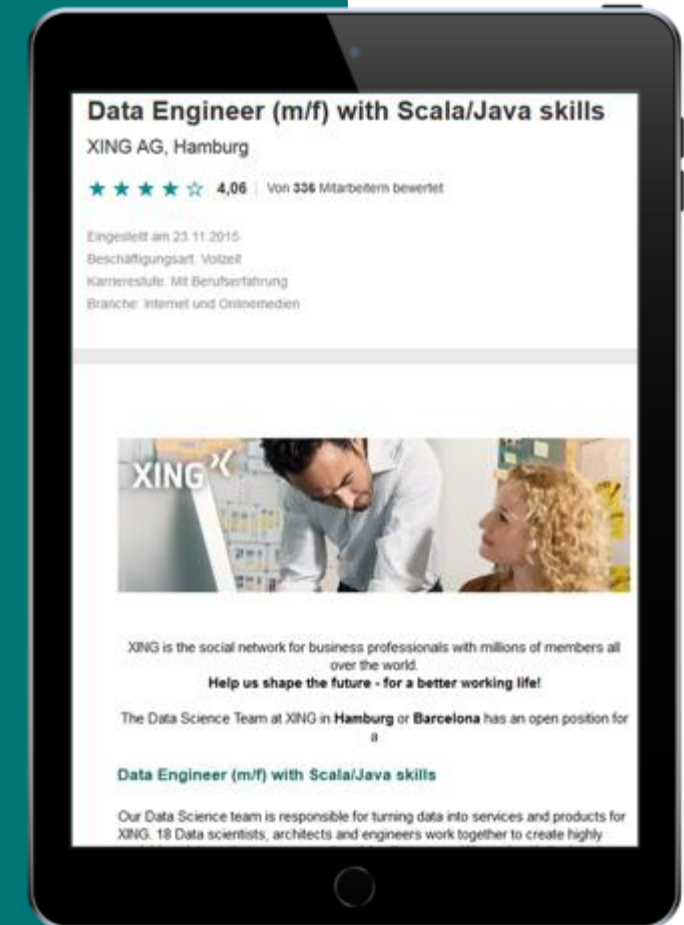


Experience an entirely new kind of recruiting

Enjoy job searches revolving around the own needs and preferences

Find jobs that meet individual criteria: family-friendly working conditions, good career opportunities, social and environmental expertise

Check out reviews posted on **kununu**, the original employer rating platform





1.6 million
business events



More than 19 million
potential participants



Over 12 million
tickets sold

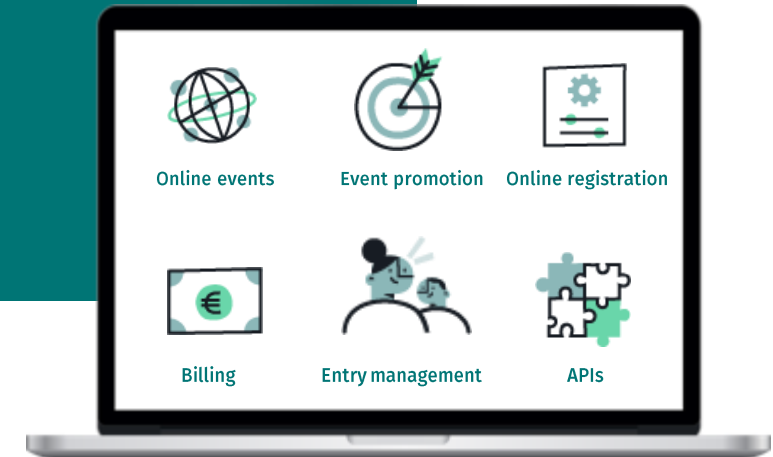


No. 1 marketplace for
business events

INNOVATIVE EVENT PROMOTION & EFFICIENT ATTENDEE MANAGEMENT

Intelligent platform
One-stop shop for your
business events

Market leader
More than 230,000
satisfied organisers





XING EVENTS

6 COMPONENTS FOR SUCCESSFUL BUSINESS EVENTS

Online events – easily create and promote webinars, hybrid events, virtual fairs & conferences.

Online registration – create a configurable ticket shop that can be integrated in websites. Manage ticket sales & delivery via the event platform.

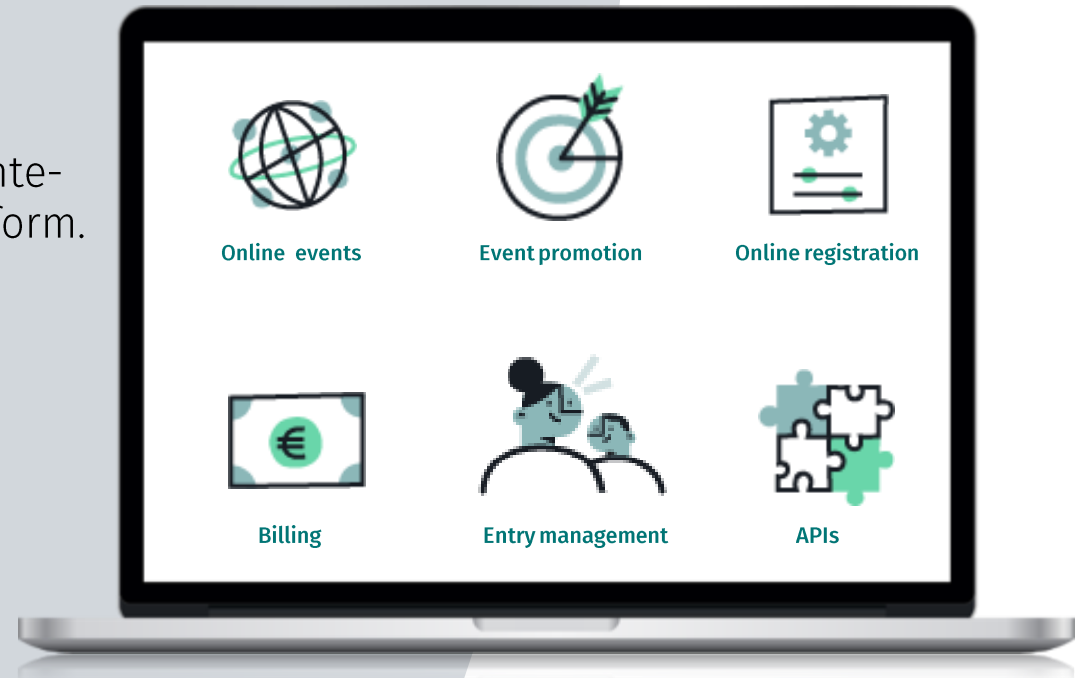
Event promotion – reach the right target group on XING and take advantage of clever retargeting.

Payment processing – let us handle the entire billing process.

APIs – transfer attendee data on XING to own tools via API.

Entry management – for events of all shapes and sizes.

All of the above is based on **event data intelligence** gleaned from over a million events



Target-group-specific advertising formats

Convey your messages in a professional environment

>19 million users

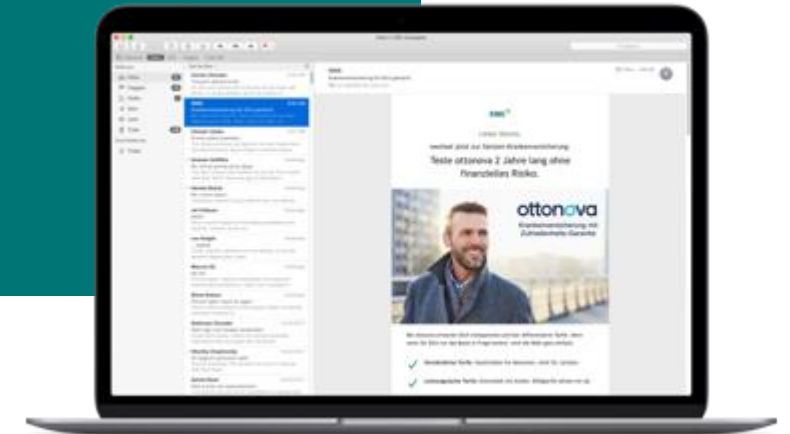
Targeted advertising with XING

AdManager, mailings & articles

TARGETED ADVERTISING MEASURES

Accurate targeting
Effective communication strategies

Co-branding
Cross-product campaigns





>19 million potential candidates in German-speaking countries



More than 60% of XING users are job hunting or open to offers



More than 64 million visits per month on XING and kununu

FIND THE RIGHT CANDIDATES FASTER

Authentic employer brand
The cornerstone of
staff recruitment

Product solutions for successful staff recruitment:

- Employer Branding
- Active Recruiting
- Candidate Relationship Management
- Job Advertisements
- Employee Referrals





Largest employer
review platform
in Europe



More than 4.6
million authentic
company reviews

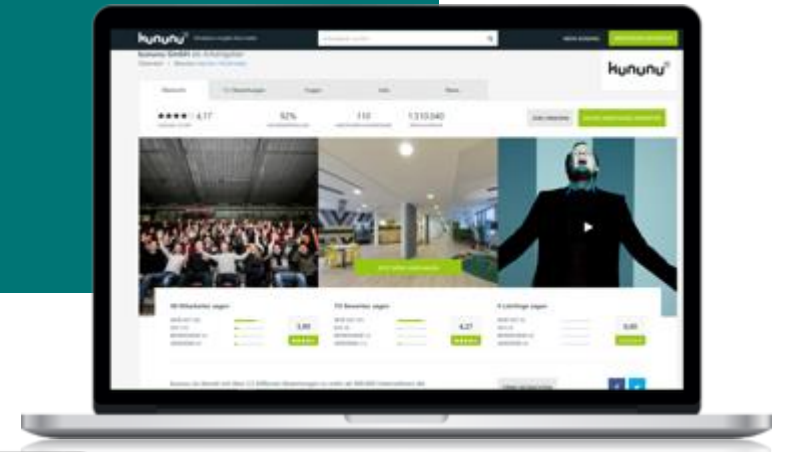


More than 240,000
rated employers

EVERY SECOND JOB SEEKER IN GERMANY
IS USING KUNUNU

Option for companies to
showcase as
appealing employer

Transparency on
the labour market
Information
and reviews



PRESCREEN



More than 1,300
satisfied customers



Exclusive access to
>19 mill. candidates



Job board
multiposting on
300+ job boards

APPLICANT TRACKING HAS NEVER BEEN AS EASY

Applicant tracking system

User-friendly
& functional

Web-based & flexible

Map the whole
recruiting process



THE WORLD'S LARGEST EXPAT COMMUNITY



3.9 mill. members +
communities in 420
countries worldwide



6,000 monthly
events and activities



Nearly 7,000 local
event organisers

Global networking
Feel at home
everywhere

Diverse leisure activities
Meet other
Global Minds



Hallo Freelancer



Flexibility on the labour market
Collaboration
between companies
and freelancers

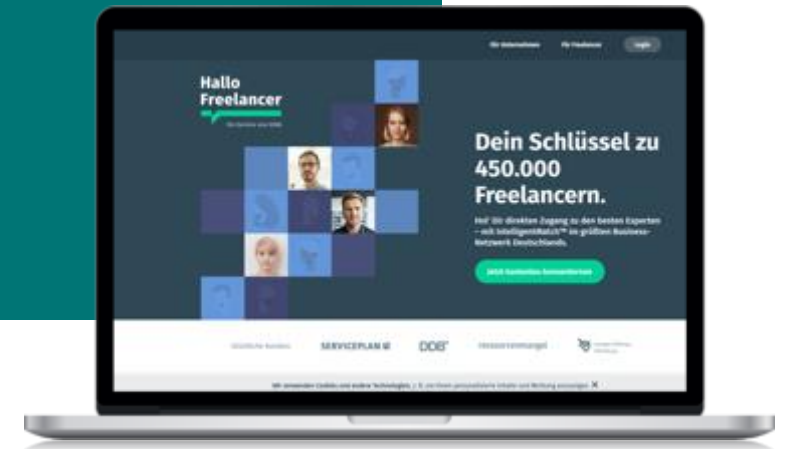


IntelligentMatch™
delivers suitable
experts out of
450,000 free-
lancers within the
XING network

THE RIGHT FREELANCER FOR PROJECT SUCCESS

Intelligent Matching
Available experts
in 48 hours

Freelancer Management
Rating system
to document
experiences

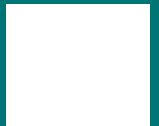




Honeypot



Europe's developer-
focused job platform



Over 200,000 registered
software developers
at Honeypot

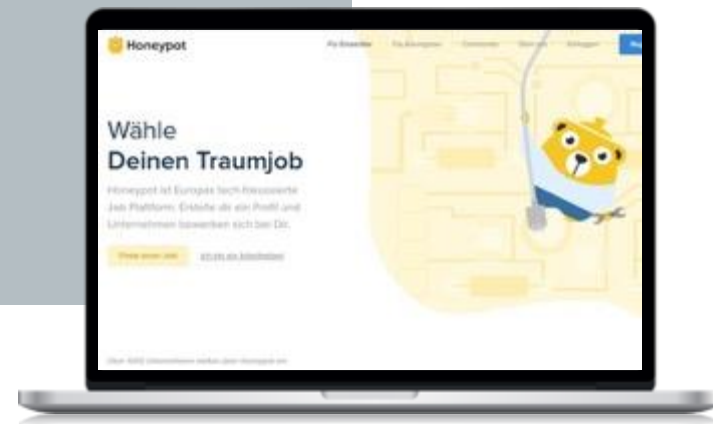


80% of companies
hire within 4 weeks

FIND SOFTWARE DEVELOPERS QUICKLY AND RELIABLY

All candidates on Honeypot
are prescreened and
looking for a job.

Companies apply
to talents – not the
other way around



NEW WORK EXPERIENCE



Multimedia platform for
the future of work



At a glance
New Work News
New Work Award
New Work Sessions
New Work
Experience
NWXnow

NEW WORK PLATFORM

New Work Stories
The future of
work podcast



Expert interviews,
debates, research
studies, hints, best
practices, videos and
podcasts

