



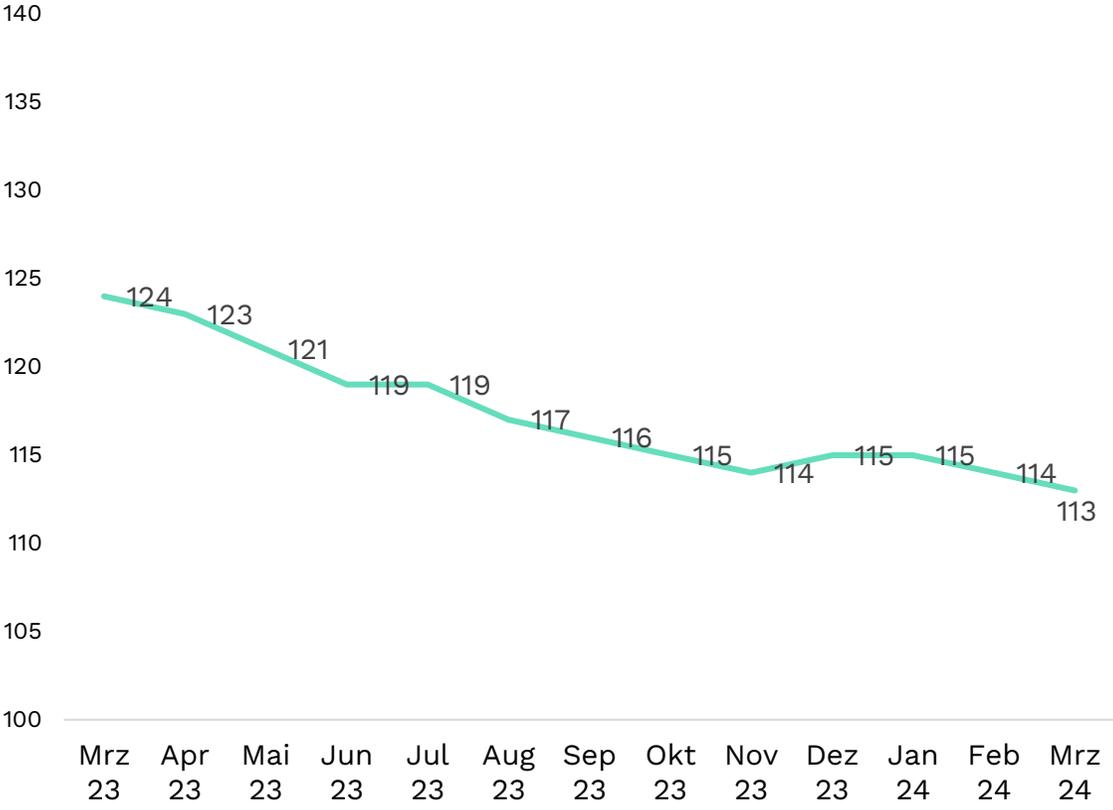
# NEW WORK SE Q1 24 earnings presentation

May 7, 2024



# Employment market indicators as key drivers for demand in recruiting solutions continue to be muted even vs. weak 2023

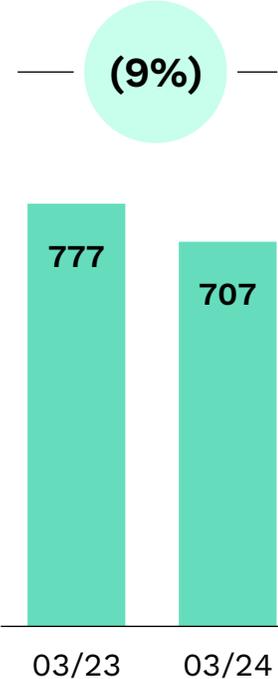
Development of labour demand  
(BA-X index)<sup>1</sup>



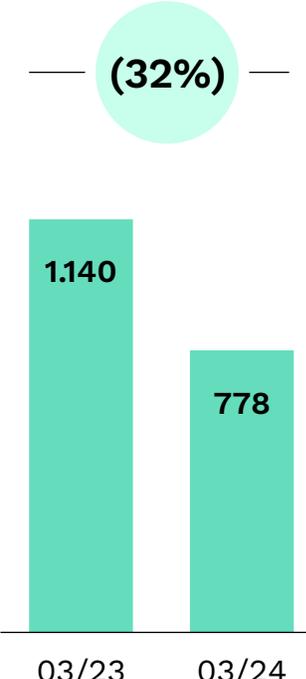
SOURCE 1: Federal employment agency

Development job vacancies and job ads<sup>2</sup>

Unfilled positions  
yoy (DE)



Paid online job  
postings yoy (DE)



SOURCES 2: Federal employment agency & anzeigendaten.de



# Q1 2024: Soft start into 2024 as expected given weak employment market and increased investments into XING and kununu

---

68m

Pro-forma  
service revenues

---

50m

Pro-forma service  
revenues in HR Solutions  
& Talent Access segment

---

9m

Pro-forma  
EBITDA

---

14.3k

B2B HR Subscription  
Solutions customers

---

13%

Pro-forma  
EBITDA margin

---

+2.4m

Workplace Insights  
@kununu

---

1m

Pro-forma  
Net Income

---

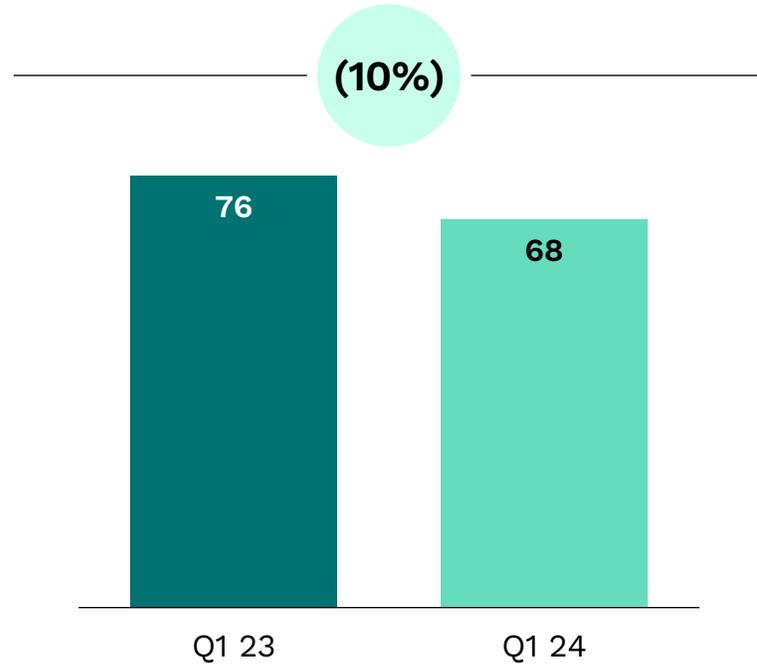
+0.6m

New XING profile / CV  
registrations

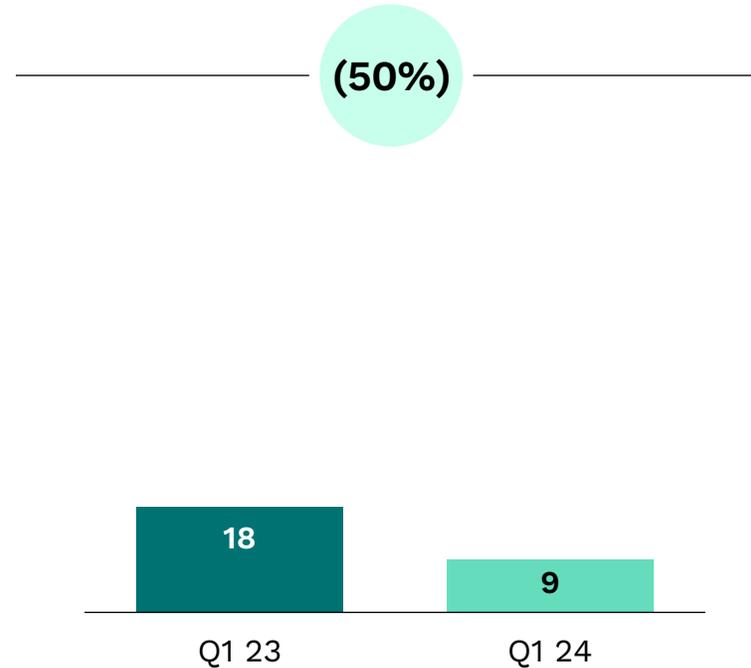


# Q1 2024: Financial KPIs impacted by investments in repositioning of XING and ongoing weakness in employment market

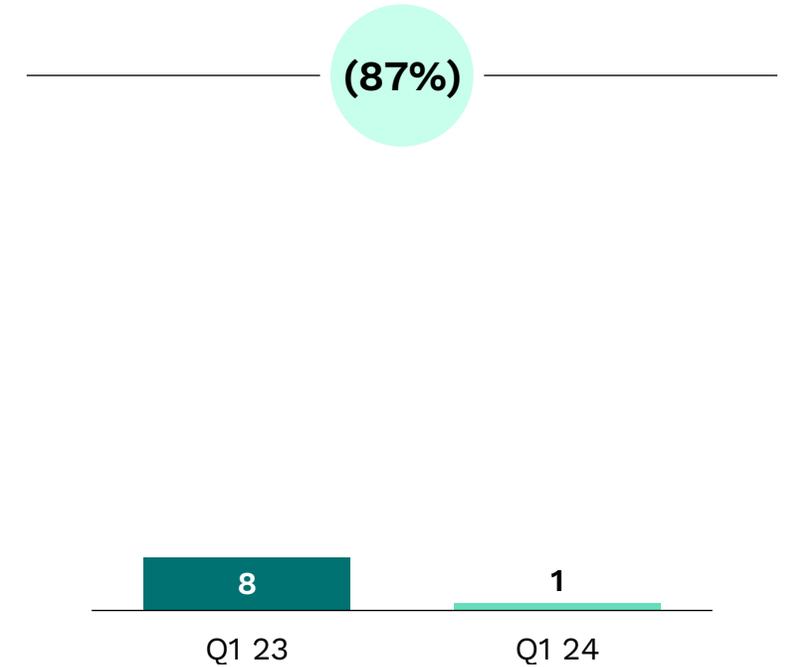
**Pro-forma service revenues**  
in €m



**Pro-forma EBITDA**  
in €m



**Pro-forma Net Income**  
in €m



# Restructuring Update | Reorganization on track

## Recap January 11, 2024

In 2024, we will double down on strategy execution by restructuring and transforming the organization while improving cost structure

### Core Strategic Measures in 2024

### NWSE Winning Aspiration

 **Full focus on proven core brands XING & kununu**  
transition from ‚B2C only‘ to fully-fledged marketplaces, including decisive marketing-investments to further strengthen positionings

 **Wind-down of other activities & investments**  
discontinuation of new investments into onlyfy brand development and Honeypot standalone brand

 **Reorganization of org structure from top to bottom**  
re-org and reduction of exec board & workforce by ~400 FTEs to eliminate redundancies and increase efficacy

 **Streamlining towards operational efficiency**  
improved strategic and operative steering & processes, new setup for product & tech, increased focus on eCommerce



**Become recruiting partner #1 by winning talents**

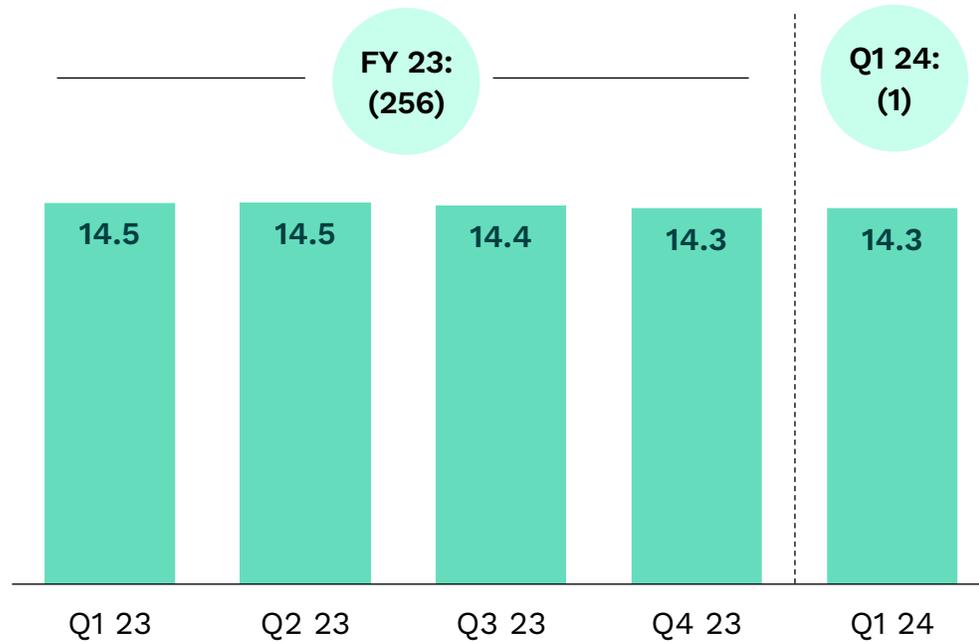


- **New org-structure** built around **XING & kununu** in place since April
- Smooth overall process
- ~ **85%** of cost savings achieved
- One-time expenses of **€ 24.2m**
- Full year savings effect in 2025

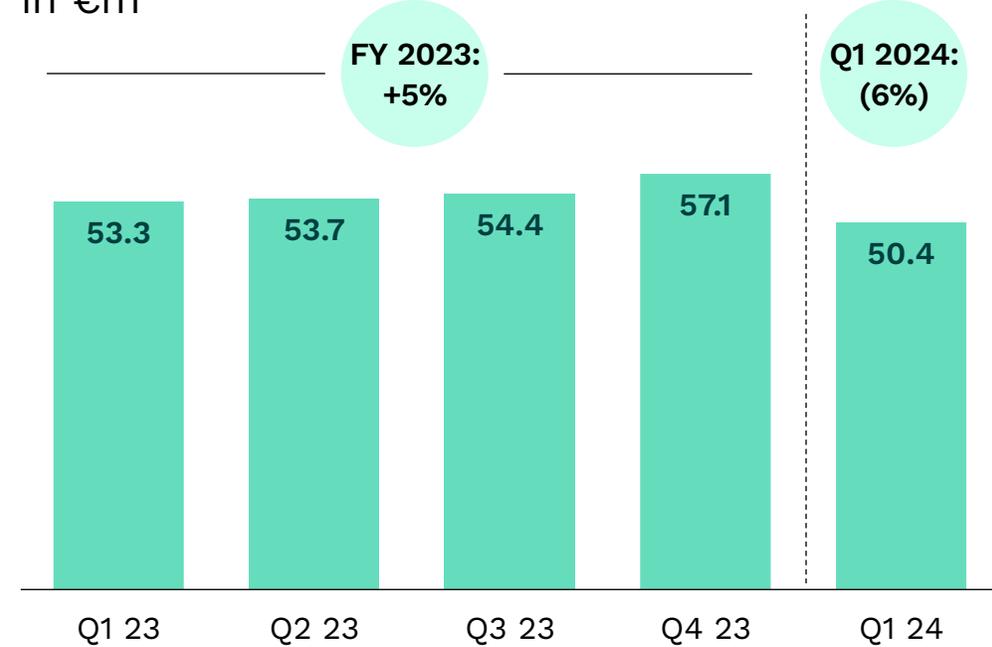
# HR solutions subscription customer base stable in Q1 24

## Employer branding with double-digit growth

### HR B2B subscription customers



### (Pro-forma) segment revenues in €m



Job-ads can be **AI-optimized** to improve readability and comprehensibility

Employer branding based on **kununu** growing **double-digit** and accounts for more than **1/3** of segment revenues with **over proportional** segment EBITDA contribution

Passive Sourcing: Job ads **down** given weak employment market



# XING | Focused marketing and product investments to drive positioning as Jobs-Network (I)

## Marketing invest supporting "Jobs" focus

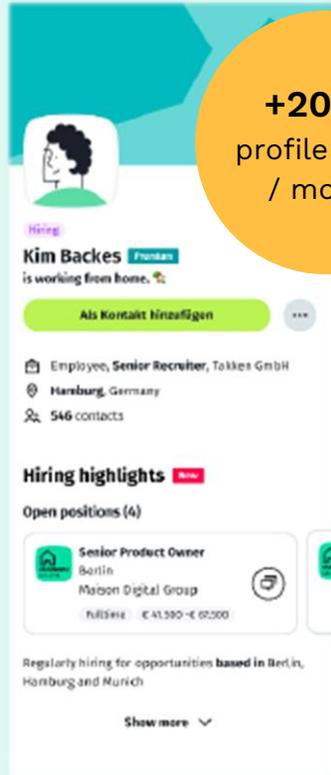
- Overall campaign reach above plan
- Successful brand campaign with KPIs above competition, basis for shift of external XING perception
- Effective first season of Baller League sponsoring



\*vs. Indeed (Indeed statt Ausreden) 30%; StepStone (helping hand) 27%

# XING | Focused marketing and product investments to drive positioning as Jobs-Network (II)

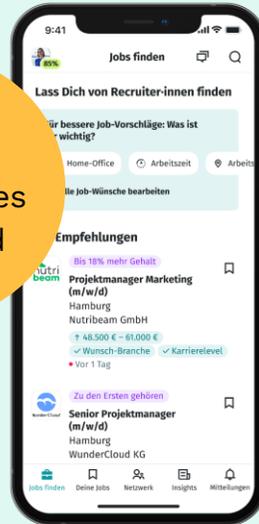
## New recruiter profile



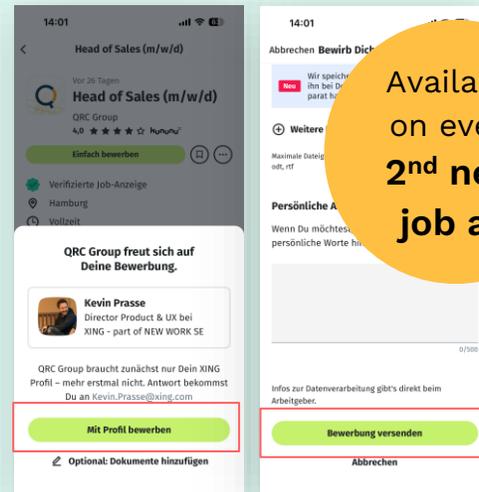
**+200%**  
profile views  
/ month

## “Preferences”

**>3 m**  
preferences  
collected



## “Instant apply”



Available  
on every  
**2<sup>nd</sup> new  
job ad**

## Product improvements supporting new “Jobs” focus

### B2C value

- Improved jobseeker preferences
- Upgraded “instant apply” functionality
- Redesigned “search results”

### B2B value

- New Recruiter profile
- “Preferences” integration into Talentmanager



# XING | Jobs-Network KPIs continue to develop nicely



Traffic

**+86%**

'jobs' visits

Q1 24 vs. Q1 23



'Find'

**+74%**

applications on  
top paid postings

Q1 24 vs. Q1 23



'Get Found'

**+48%**

candidate reply rate  
to recruiters

Q1 24 vs. Q1 24

**XING's repositioning towards 'jobs network' is fully on track!**



# kununu | Constant delivery of user and customer value with several marketing initiatives and product launches



## Marketing initiatives & product improvements

- “Gender pay gap”- campaign + product features
- New brand campaign: *“first kununu, then apply”*
- Launch of “career path” indicator
- Relaunch of digital kununu widget



# kununu | kununu with a great start into 2024 – taking over #1 position in salary data in Germany



**>7x**

in average monthly **unique visitors** of kununu vs. second biggest competitor<sup>1</sup>

<sup>1</sup>SOURCE: SimilarWeb (March 2024, DE)



**+28%**

growth in **workplace insights**



**New #1 in Germany**  
in **salary datapoints**<sup>2</sup>

<sup>2</sup> vs. Gehalt.de (3.6m salaries)



The background features several thick, teal-colored curved lines that sweep across the page from the top-left towards the bottom-right, creating a sense of movement and modern design.

# Results Q1 2024



# Agenda

- Revenues of € 68.2m
- We keep growing our talent access through XING and kununu
- Pro-forma EBITDA at € 9.0m
- Confirming pro-forma EBITDA guidance of € 55-65m



# Q1 24: Revenues of € 68.2m; Pro-forma EBITDA of € 9.0m

	Q1 2024		Q1 2023		Q1 24 vs. Q1 23		Q4 2023		Q1 24 vs.Q4 23	
	Abs.		Abs.		Rel.		Abs.		Rel.	
Service revenues	<b>68.2</b>		<b>75.9</b>		<b>(10%)</b>		<b>78.2</b>		<b>(13%)</b>	
Other operating income	3.8		0.7		404%		1.2		209%	
Capitalized own work	5.1		7.5		(32%)		4.5		15%	
Costs before capitalization	(92.3)	(68.1)	(68.7)	(66.3)	(34%)		(56.3)	(55.8)	(64%)	
EBITDA	<b>(15.2)</b>	<b>9.0</b>	<b>15.5</b>	<b>17.9</b>	<b>(198%)</b>		<b>27.6</b>	<b>28.1</b>	<b>(155%)</b>	
Margin in %	(22)	13	20	24	(43%pts)		35	36	(58%pts)	
D&A	(8.6)	(5.8)	(7.2)		(19%)		(19.6)		56%	
Financial result	0.5	0.2	0.4	0.0	33%		0.9	0.5	(42%)	
Taxes	6.3	(2.3)	(1.6)	(2.3)	485%		(2.6)	(2.7)	345%	
Net income	<b>(16.9)</b>	<b>1.1</b>	<b>7.0</b>	<b>8.4</b>	<b>(340%)</b>		<b>6.3</b>	<b>6.4</b>	<b>(367%)</b>	
EPS	<b>(3.01)</b>	<b>0.20</b>	<b>1.25</b>	<b>1.50</b>	<b>(340%)</b>		<b>1.12</b>	<b>1.14</b>	<b>(367%)</b>	

■ Pro-forma

Rounding differences possible



# Q1 24: Segment EBITDA

	Segment EBITDA Q1 24			Segment EBITDA Q1 23			Delta Comment for pro-forma EBITDA
			Margin			Margin	
HR Solutions & Talent Access	(12.6)	(0.3)	Neg.	7.7	9.0	17%	Increased investments vs. Q1 23 - Marketing campaign - kununu
B2C	4.4	8.0	50%	10.3	11.1	57%	Expected decline given focus on B2B monetization and talent access
B2B Marketing Solutions	(1.5)	(0.3)	Neg.	(0.1)	0.1	3%	Slowdown on back of general ad-market weakness and fewer ad impressions
Central & Other	(5.5)	1.7	44%	(2.4)	(2.3)	Neg.	
<b>Total EBITDA</b>	<b>(15.2)</b>	<b>9.0</b>	<b>13%</b>	<b>15.5</b>	<b>17.9</b>	<b>24%</b>	

■ Pro-forma

Rounding differences possible

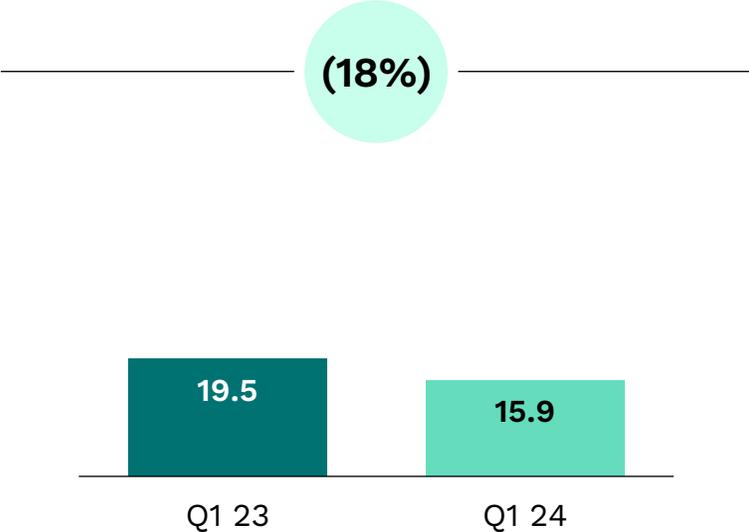


# Q1 24 service revenues: Employment market weakness weighs on HR solutions & XING repositioning affecting B2C monetization

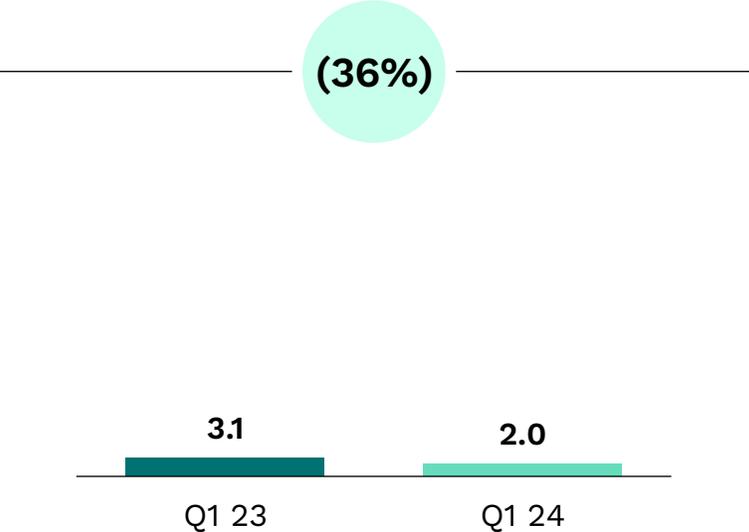
## HR Solutions & Talent Access



## B2C



## B2B Marketing Solutions



Rounding differences possible



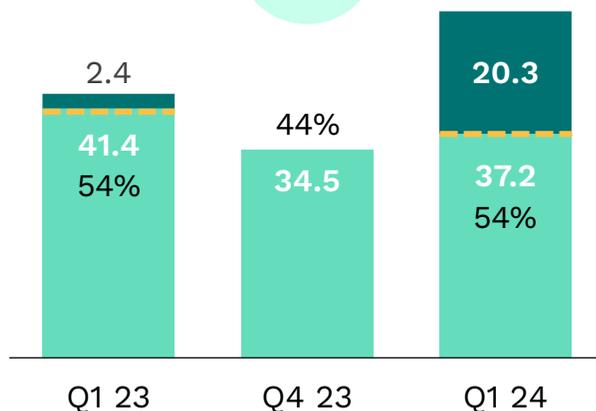
# Q1 24: Cost development: pro-forma costs already down on back of tight cost measures in 2023



## Personnel

in € m and in % of service revenues (pro-forma)

(9%)

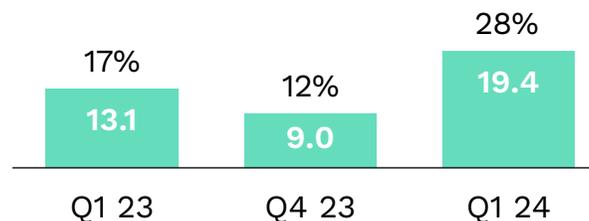


- Q1 24 impacted by €20m restructuring
- FTE down by 171 to 1,460 end of March 24

## Marketing

in € m and in % of service revenues

48%

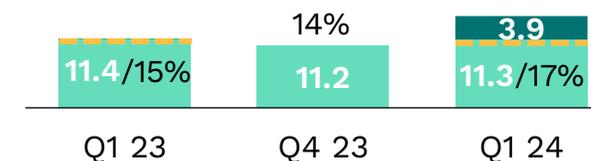


- TV brand campaign in Q1
- Online display & social media
- kununu gender pay gap & salary data campaigns

## Other expenses

in € m and in % of service revenues (pro-forma)

(48%)



- External services (i. e. freelancers)
- Server hosting
- Payment processing
- Travel & entertainment
- Other

Rounding differences possible



# Q1 24: Operating cash flow of €7.5m

	Q1 2024	Q1 2023	Q1 24 vs. Q1 23	Q4 23	Q1 24 vs. Q4 23
	Abs.	Abs.	Abs.	Abs.	Abs.
EBITDA	(15.2)	15.6	(30.8)	27.6	(42.8)
Interest / tax / other	(3.8)	(3.5)	(0.3)	(12.8)	9.0
Change in net working capital	26.4	21.8	4.6	(10.7)	37.1
Operating cash flow	7.5	33.9	(26.5)	4.2	3.3
Investment – operating	(5.2)	(9.1)	3.9	(5.3)	0.1
Investment – acquisitions & joint venture	0.0	0.0	0.0	0.0	0.0
Investment – financial assets	0.0	0.0	0.0	0.0	0.0
Interests paid, lease liabilities, FX rate diff. & rest	(2.8)	(2.5)	(0.3)	(2.4)	(0.5)
Cash flow excl. dividends	(0.6)	22.3	(22.9)	(3.5)	3.0
Regular dividend	0.0	0.0	0.0	0.0	0.0
Special dividend	0.0	0.0	0.0	0.0	0.0
Cash flow	(0.6)	22.3	(22.9)	(3.5)	3.0

Rounding differences possible



# Guidance 2024 | Pro-forma EBITDA of € 55-65m

Recap from January 11, 2024:

Guidance 2024 | Pro-forma EBITDA of € 55-65m driven by revenues, accelerated investments & cost savings from restructuring

Core P&L drivers in 2024

-  **Revenues declining**  
macro situation & ongoing transformation from B2C to B2B monetization
-  **Accelerated investments**  
doubling down on strategy execution in light of strong 2023 achievements
-  **Reorganization**  
organizational transformation from top to bottom to improve strategic efficacy & cost base

Guidance 2024

 **pro-forma EBITDA guidance of € 55-65m**

24 New Work SE FY 23 Preliminary Results



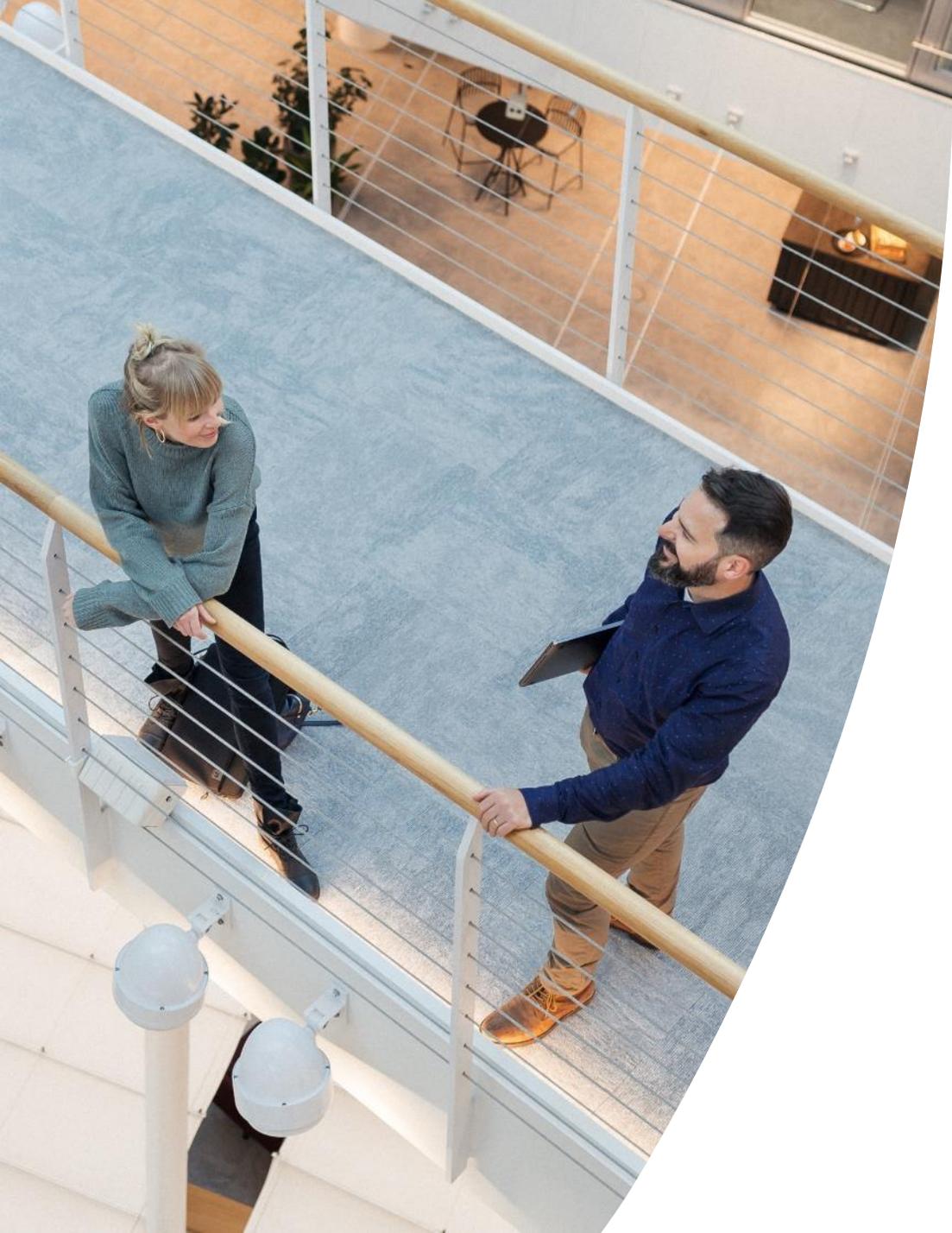
**We confirm our pro-forma EBITDA guidance from January 2024**



# NEW WORK SE Q1 24 earnings presentation

May 7, 2024





# Thank you for your attention.

HARBOUR FOR:



# Investor relations

## Contact details



### **Patrick Moeller**

VP Investor Relations

NEW WORK SE  
Am Strandkai 1  
20457 Hamburg  
Germany

Tel.: +49 (0)40 419 131-793

Fax.: +49 (0)40 419 131-44

E-mail: [patrick.moeller@new-work.se](mailto:patrick.moeller@new-work.se)



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

### **ESG topics**

<https://www.new-work.se/en/Company-About-New-Work-SE/csr>

# ESG @ NEW WORK SE



# ESG @ New WORK SE

## Our strategic action areas and material topics

### Employees

- Working conditions
- Occupational health and safety
- Human resources development
- Diversity and equal opportunities

**4**  
QUALITY EDUCATION  


**5**  
GENDER EQUALITY  


**8**  
DECENT WORK AND ECONOMIC GROWTH  


### Products and services

- Product development and promise
- Information security
- Personal rights and informational self-determination

**4**  
QUALITY EDUCATION  


**8**  
DECENT WORK AND ECONOMIC GROWTH  


**9**  
INDUSTRY INNOVATION AND INFRASTRUCTURE  


### Environment

- Energy and emissions
- Environmental impacts in the supply chain

**13**  
CLIMATE ACTION  


### Society

- Contribution to the community<sup>2</sup>

**4**  
QUALITY EDUCATION  


**10**  
REDUCED INEQUALITIES  


## Foundation: Governance

The review of our materiality analysis revealed that respecting human rights and fighting corruption and bribery are not material topics for New Work SE under the CSR-RUG. That's why we are not reporting any plans pertaining to these issues under the German Commercial Code.

<sup>2</sup> Not identified as a material topic in the materiality analysis; due to its high strategic relevance for New Work SE, this topic's relevance was upgraded and the topic was included in the CSR roadmap.



# ESG @ New WORK SE

## Our goals for 2025 at a glance

### Employees

Recommendation rate  
**≥ 80%**  
kununu overall score ≥ 4.0 on average for the year

---

**Maintain the quality**  
of content in our offers supporting the physical and mental health of employees

---

Internal recommendation rate for our seminars and training courses  
**≥ 60%**

---

**Annual 180° feedback**  
to strengthen and enhance leadership skills

---

**Equal opportunity & diversity**  
are very important to us as an employer. We aim to achieve an annual average kununu score of ≥ 4 by 2025.

### Products and Services

**≥ 50%**  
of the job ads on XING will be integrated into the kununu Culture Score.

---

**kununu Workplace Insights ≥ 9.6 million**  
the 2021 number of 4.8 million is expected to more than double by 2025

---

**Tested security**  
to protect our systems

Planning of at least **2 internal audits/year**  
to be carried out from 2025  
Contents: company technologies and practices that impact user data

### Society

Develop a method to measure and strengthen our **personal and social added value**

### Environment

Climate-neutral operation of **100%**  
of all data centers and cloud services from 2025

---

**Climate neutrality<sup>1</sup>**  
Long-term: define net zero target

<sup>1</sup> Climate neutrality means that when carbon emissions cannot be avoided by a company these are offset by high-quality carbon reduction certificates (certified climate change mitigation projects).

