

Simplify Hiring with Indeed

Strategy and Vision

Chris Hyams
CEO
Indeed



We help
people
get
jobs.™





Indeed is the #1 job site in the world¹

Founded

2004

Headquarters

Austin

Employees²

~12,500

Unique Monthly Visitors³

350M+

Employers⁴

3.5M+

Hires per Minute⁵

23

Revenue⁶
(LTM)

\$7.19B

Adjusted EBITDA⁶
(LTM)

\$2.47B

Adjusted EBITDA Margin⁶
(LTM)

34.4%

Indeed job sites

60+ countries

28 languages



Source: ¹ Comscore, Total Visits, June 2023; ² As of December 31, 2023; ³ Indeed internal data, average monthly Unique Visitors April – July 2023; ⁴ Indeed data, 2023; ⁵ Indeed data, 2023 average; ⁶ HR Technology for the 12 months ended December 31, 2023. USD Adjusted EBITDA = USD Revenue x Adjusted EBITDA Margin (JPY)



Search

Click

Apply

Interview

Hire



2004

Online job search state of the art – *Classified Ads*

Key Challenges

- ▶ **Job Seeker**
Only see jobs that are advertised
- ▶ **Employer**
Pay regardless of results

Classified Ads → Search Engine



what

job title, keywords or company name

where

city, state or zip *(optional)*

Remember this location

Find Jobs

[Advanced Search](#)

[Indeed is hiring](#)

[855,901](#) new jobs in the last 7 days
searching job sites, newspapers, associations and company career pages.

Indeed's founding principles answer key challenges

Key Challenges

Indeed

Job Seeker

Only see jobs that are advertised



Job Seeker First

Employer

Pay regardless of results



Pay for Performance

Marketplace question:
Who comes first?

We put **job seekers** first

“What’s best for the job seeker?”

Job Boards

Dozens of sites to find jobs

Contact information shared

Fake jobs

Indeed

One search, all jobs

Protect job seeker privacy

Trust and safety

**What's best for
job seekers is
best for employers**



Pay for Performance

**We get paid when
we deliver value**

Sponsored Jobs: Pay Per Click job advertising

The screenshot shows the Indeed job search interface. At the top, the search bar contains 'google' and the location is blank. Below the search bar, there are filters for Salary Estimate, Title, Company, Location, and Job Type. The main content area displays a list of job results. A callout box highlights two sponsored job listings from Google:

- Software Engineer in Test - Seattle/Kirkland**
Sponsored Jobs
Google - Seattle, WA
Test Engineering Google Test Engineers guarantee... that can explore various use cases and scenarios. Google's large variety of products offers an amazing...
From Google - 1 day ago
- Software Engineer - Seattle/Kirkland**
Sponsored Jobs
Google - Seattle, WA
MA ; New York, NY ; and Pittsburgh, PA . The area: Software Engineering Google's software engineers develop the next-generation technologies for which we've...
From Google - 3 days ago

Other visible job listings include:

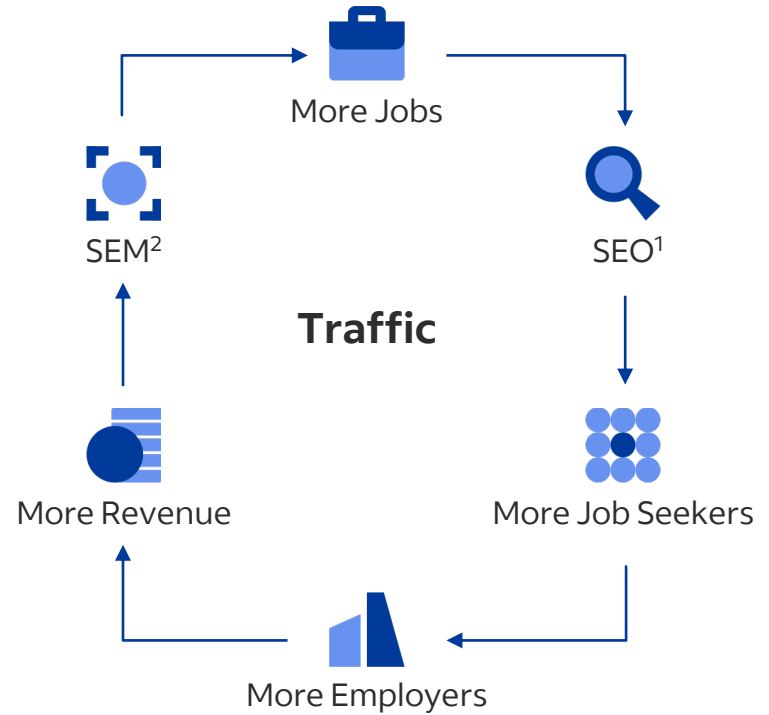
- Enterprise Lead Generation Associate (Spanish and Portuguese... - new**
Google - Austin, TX
in cloud computing, Google's Enterprise division... businesses that are becoming front-and-center for Google as it enters its second decade as a company. The...
From Google - 3 days ago - save job - block - email - more...
- Google Data Center Opportunities**
Google - The Dalles, OR - +5 locations
Google Data Center Opportunities Simply put, Google engineers make computers do amazing things. Populated... people. We're driven by Google's mission to organize...
From Monster - 8 days ago - save job - block - email - more...
- Google Enterprise Opportunities**
Google - Austin, TX - +6 locations
Google Enterprise Opportunities The Google... selling Google Enterprise's solutions portfolio (Google Apps, Google Search and Google Earth/Maps) into...
From Monster - 8 days ago - save job - block - email - more...

On the right side of the page, there are sections for 'Sponsored Links' and 'Ads by Google', including links for 'Credit Scores!', 'Hiring Here', and 'Cummins Jobs'.

**Aligned with
our customers**

**Aligned with
job seekers**

Indeed's growth was driven by an SEO flywheel



¹ Search Engine Optimization; ² Search Engine Marketing

SEO flywheel drove Indeed to #1 in traffic



TC

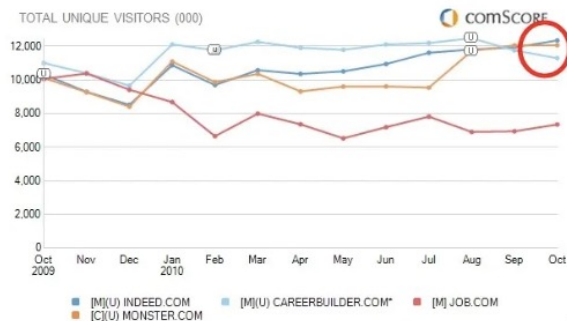
Indeed Slips Past Monster, Now Largest Job Site By Unique Visitors

Erick Schonfeld

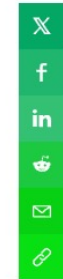
@erickschonfeld / 12:39 PM CST • November 17, 2010



Comment



In October, Job search engine [Indeed.com](#) slipped past [Monster.com](#) to become the largest job site in the U.S. According to comScore, 12.3 million people visited Indeed in October, up 19.6 percent. [Monster.com](#) attracted 12.1 million people, and [CareerBuilder.com](#) came in third with 11.3 million job seekers. It is still pretty close, with Indeed just barely edging out Monster. But this could very well be a turning point for leadership of the online job search category.



Next step of our strategy evolution began in 2011



Job Seeker Journey



Search

Click

Apply

Interview

Hire



Simple, fast, and relevant search for job seekers driven by aggregation

Job Seekers



Indexed

Career Sites

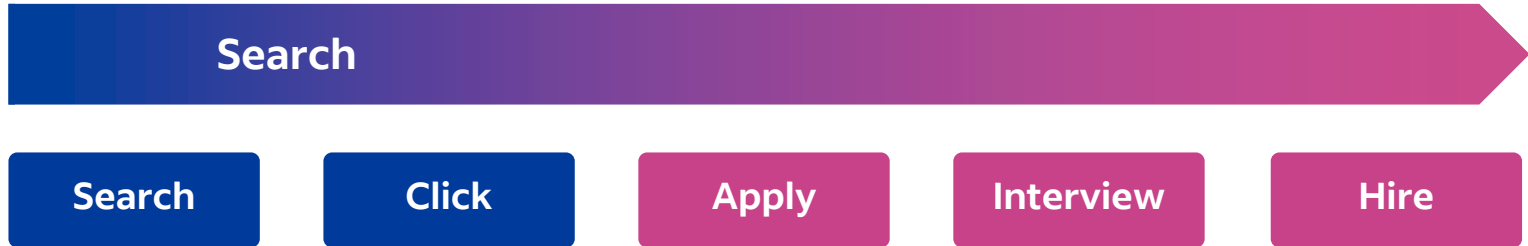
Agencies

Job Boards

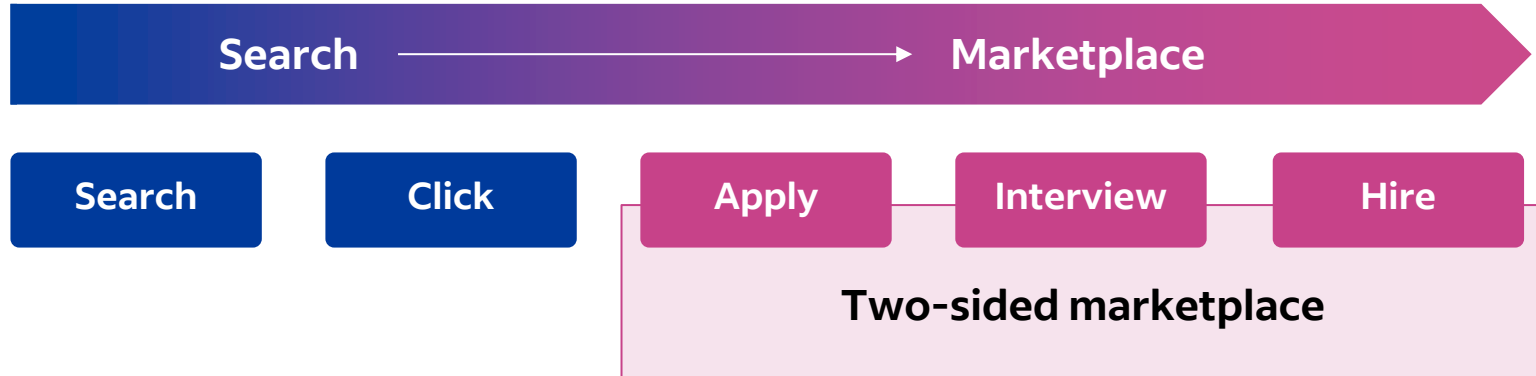
Search engine – job seeker journey



Search engine – job seeker journey → most important steps off platform



Transform from search engine to marketplace



Job Seekers

indeed

ATS
Applicant Tracking System

Indexed
Career Sites
Agencies
Job Boards

ATS

Applicant Tracking System

- ▶ Post jobs
- ▶ Message and manage candidates
- ▶ Track status and outcomes

My ATS

myats.com/candidates

My ATS

Manage Applicants Add New Applicant Manage Positions

Applicants

300 Active 10 New 90 Leads 50 Screens 30 Phone 15 On-Site 10 Offers

	Name	Position	Status	Phone	Email
1	Justin Duck	Warehouse Associate	NEW!	512-123-1233	justinduck@indeedmail.com
2	Ellen Lu	Customer Service	NEW!	512-123-1234	ellen.lu@mail.com
3	David Altuve	Warehouse Associate	Interview Sched...	512-123-1235	davidaltuve@indeedmail.com
4	Sam Kirwan	Customer Service	Contacted	512-123-1236	samkirwan@indeedmail.com
5	Alisa Pazos	N/A	Contacted	512-123-1237	alisapazos@indeedmail.com

Hosted jobs enabled employers to post jobs directly on Indeed

Job Seekers

indeed

Indexed

Career Sites

Agencies

Job Boards

Hosted

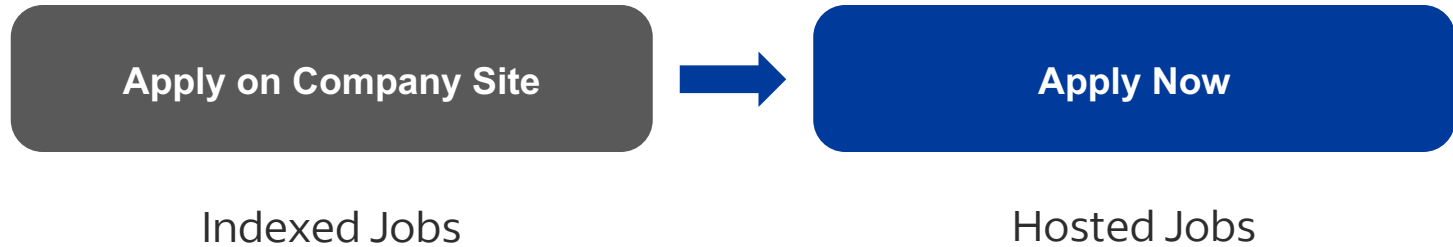
Direct

Hosted Jobs – Simple Indeed ATS

The screenshot displays the Indeed ATS interface for a job titled "Registered Nurse" in Austin, TX. The interface includes a sidebar with navigation options like "Home", "Jobs", "Search resumes", "Candidates", "Interviews", "Analytics", and "Tools". The main content area shows a list of candidates with columns for "Candidate", "Matches to job post", "Activity", and "Interested?".

Candidate	Matches to job post	Activity	Interested?
<input type="checkbox"/> Ellen Lindeman Pediatric Registered Nurse Austin, TX Contacting Applied: Nov 27 Transferred to iCIMS	<ul style="list-style-type: none">✓ EMR systems✓ Nursing✓ Vital signs	✓ Shortlisted Set up interview	✓ ? X ⋮
<input type="checkbox"/> Claire Thompson Reviewed Applied: Nov 15 Transferred to iCIMS	<ul style="list-style-type: none">✓ EMR✓ Urgent care	✓ Shortlisted Set up interview	✓ ? X ⋮
<input type="checkbox"/> Miranda Moon RN Labor and Delivery Austin, TX Reviewed Applied: Nov 12 Transferred to iCIMS	<ul style="list-style-type: none">✓ EHR systems✓ Urgent care✓ Vital signs	✓ Shortlisted Set up interview	✓ ? X ⋮


Indeed Apply simplified the job seeker experience on Indeed



Indeed Apply became the conversion point for getting job seeker resumes

Add a resume for the employer

Recommended ✓

 **Indeed Resume**

Created more than a week ago

Timothy Polyakov

timothypolyakov@indeedmail.com

+1 512 555 4321

Austin, TX 78731

Engineer III, Copper Mill Software

Back End Developer, Wavewood

Rice University, Master's - Computer Science

 **Edit resume**

or

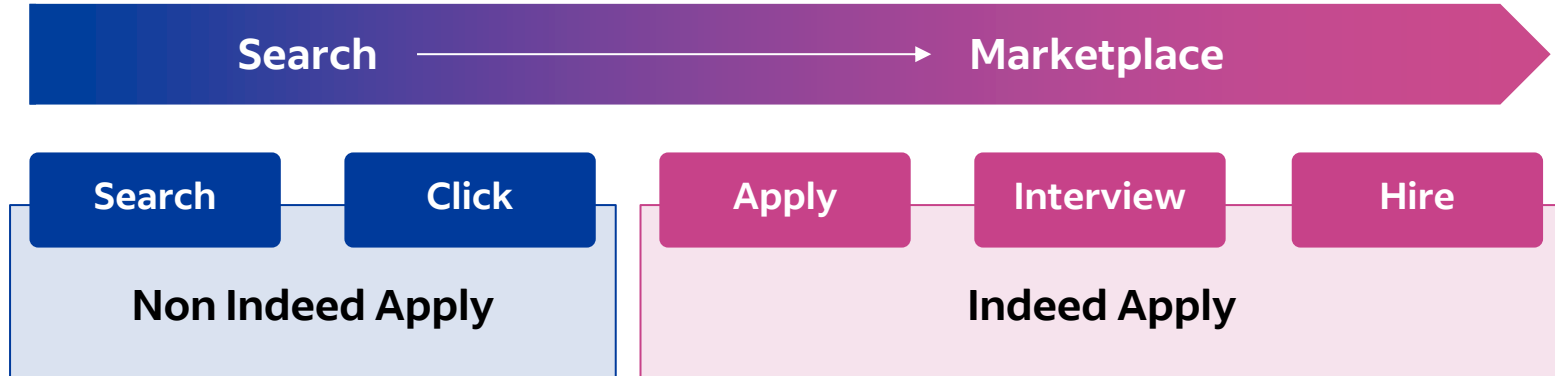


Upload a resume

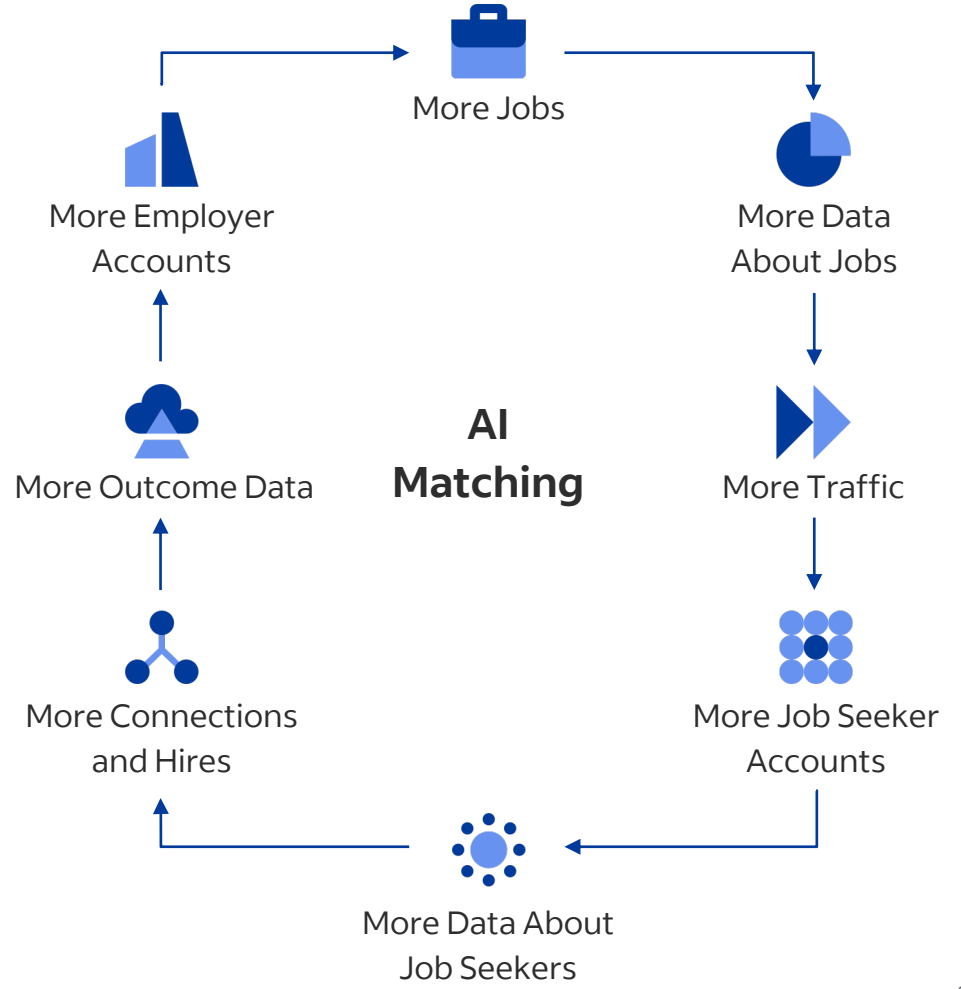
Accepted file types are PDF, DOCX, RTF, or TXT.

Continue

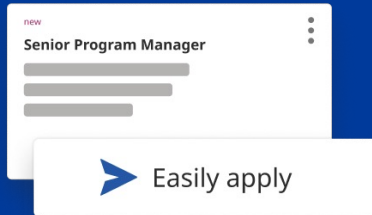
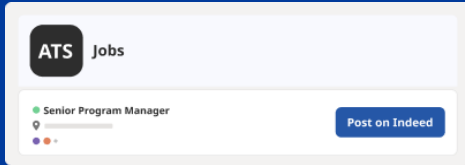
Indeed Apply enabled the first step in the transformation to a marketplace



AI is accelerating our marketplace flywheel, creating more value for all stakeholders



With Indeed Apply Sync API, every job can be a marketplace job



ATS Candidates

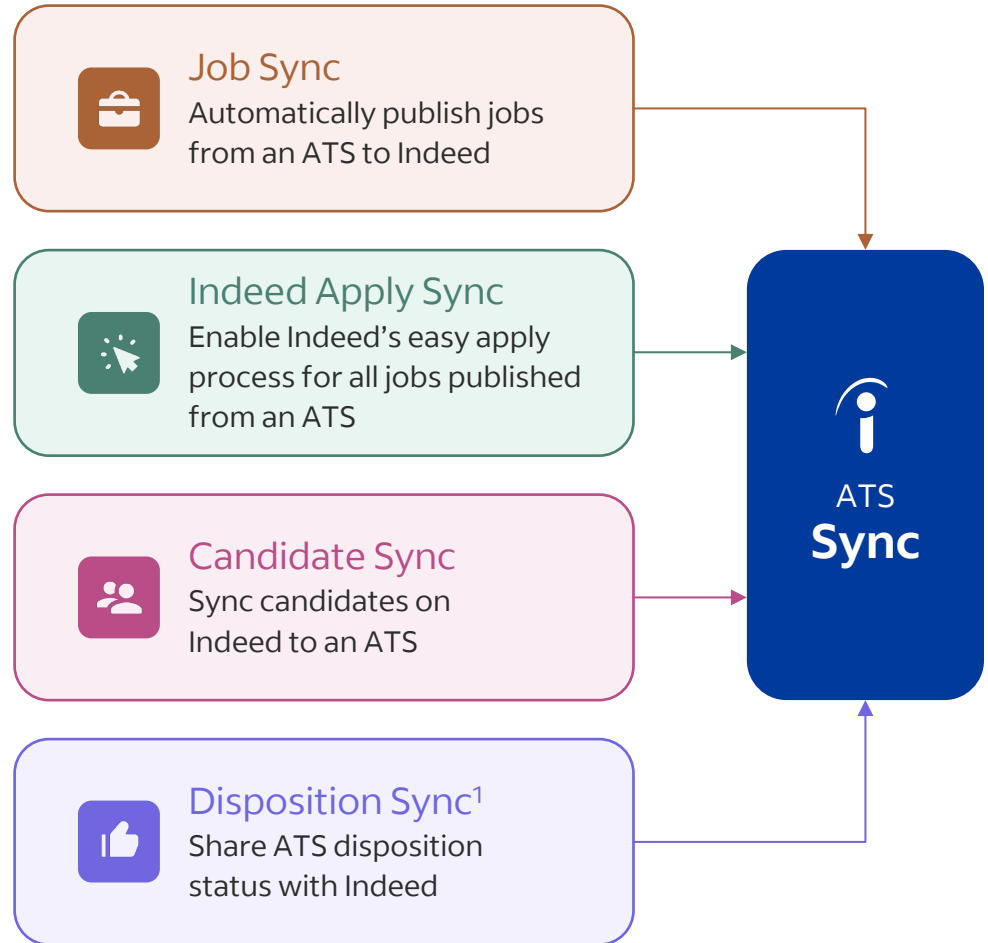
	Source	
1	Indeed	
2	Indeed	

- Syncs jobs from ATS → Indeed, including screener and EEO¹ questions
- Simplifies job application experience for indexed jobs
- Syncs completed applications from Indeed → ATS

300+
applicant tracking systems

¹ Equal Employment Opportunity

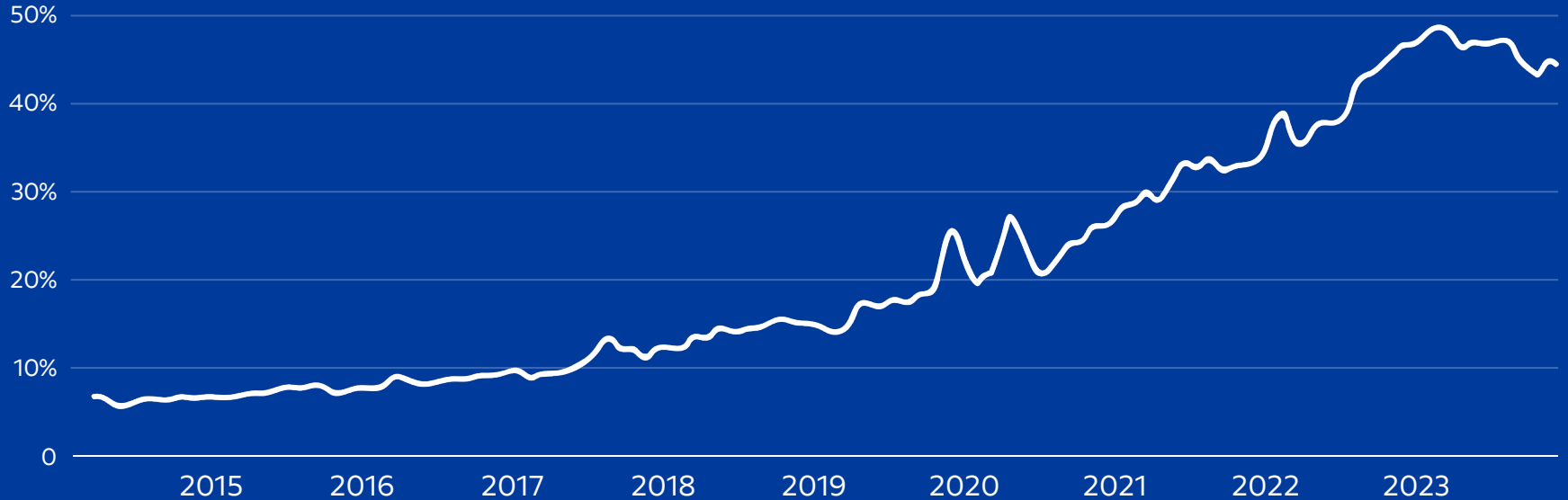
The ATS Sync API brings
ATS jobs, candidates, and
disposition data into the
Indeed platform to
improve AI matching



¹Disposition provides insights into how job applications and applicants are advancing through the hiring funnel from apply to phone screen to interview to offer to hire

Less than 50% of jobs are Indeed Apply-enabled

Indeed Apply %



Source: Percent of all jobs on Indeed that have the Indeed Apply feature enabled, allowing job seekers to apply to the job directly on Indeed, 2014-2023



Indeed Apply grows hires and revenue

5X¹
applies

2.5X¹
hires

2X²
\$/job

Source: ¹ Indeed data (worldwide), Tracking on non Indeed Apply applications may be limited;

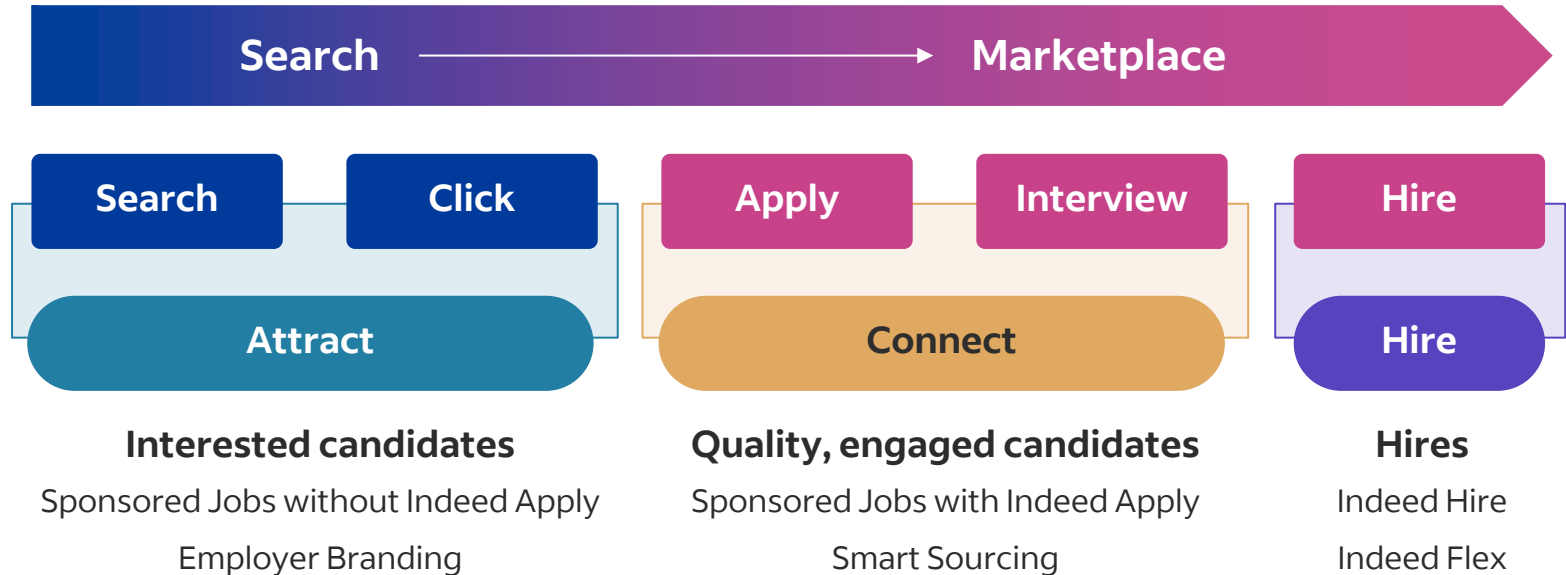
² Indexed Indeed Apply enabled compared to Indexed Indeed Apply not enabled

Leading global two-sided talent marketplace

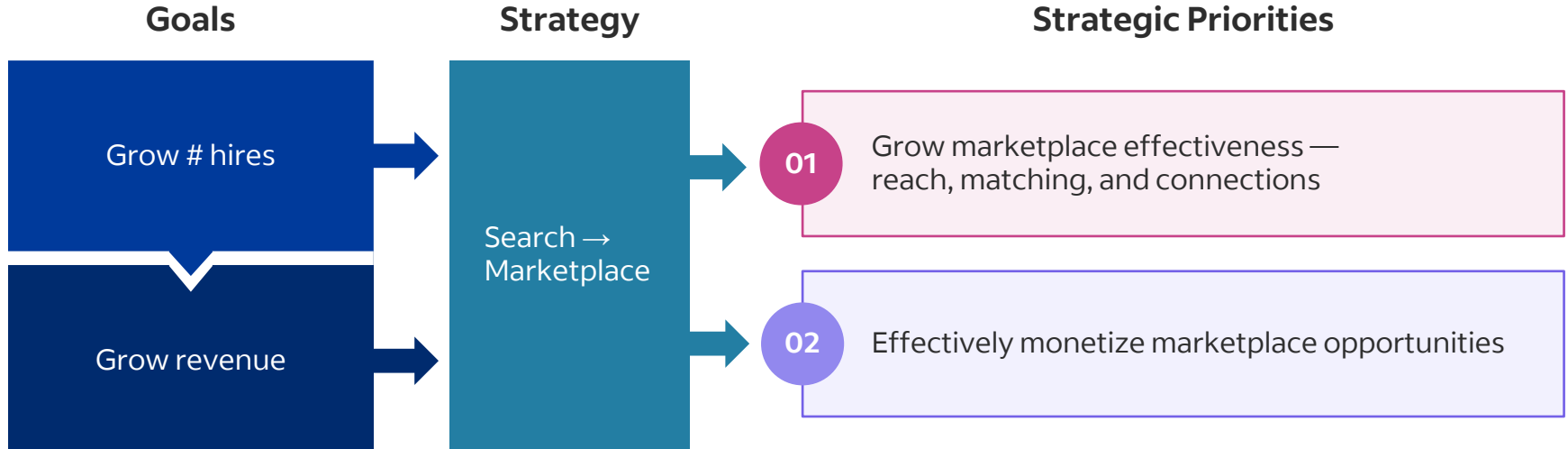


Source: ¹ Comscore, Total Visits, June 2023; ² Indeed Internal Data, average monthly Unique Visitors April - July 2023; ³ Based on data received via Google Analytics and represents the peak monthly number of distinct cookie IDs visiting Glassdoor's site between October-December 2023; ⁴ Indeed data, 2023 average. See P19 of "Consolidated Financial Results for the Year Ended March 31, 2023 (IFRS, Unaudited)" for calculation methodology; ⁵ Indeed data, 2023. Please see disclaimer for definition of Unique Visitors

Product offering aligned to marketplace opportunity



Clear strategic framework



Grow marketplace effectiveness

01

Broad Reach

02

Best Matching

03

Faster Connections



Maggie Hulce

EVP and General Manager,
Job Seeker



Raj Mukherjee

EVP and General Manager,
Employer