

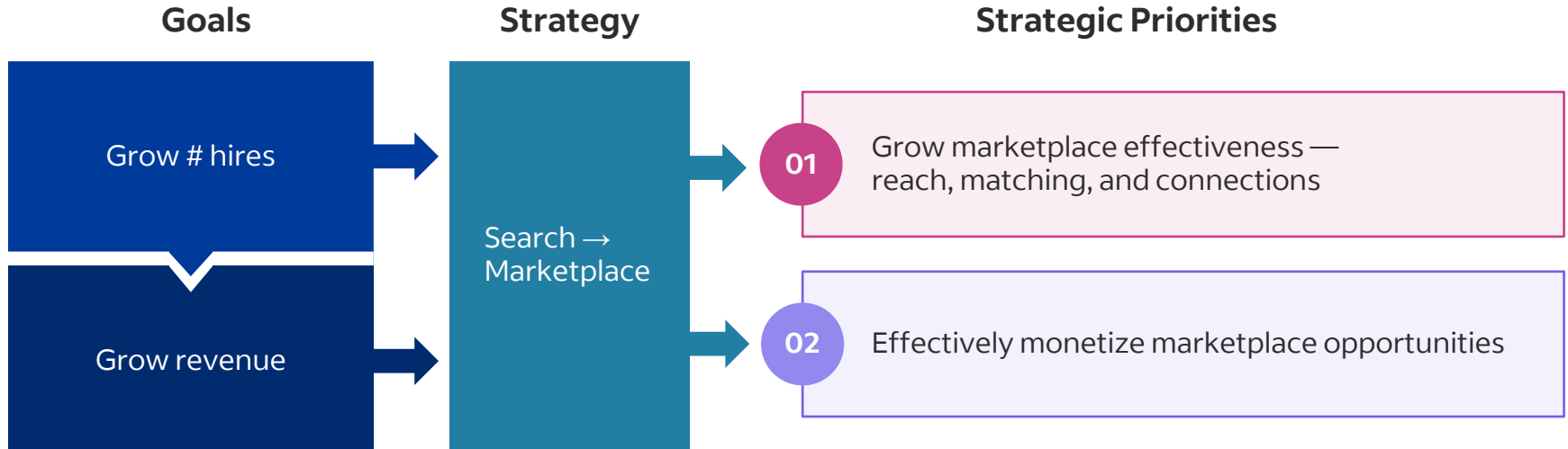
Simplify Hiring with Indeed

Monetization

Chris Hyams
CEO
Indeed



Clear strategic framework

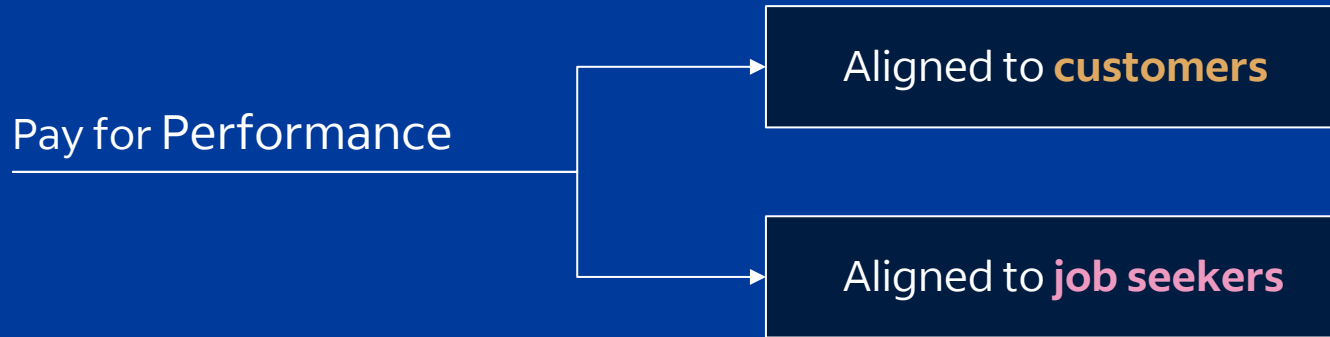


02

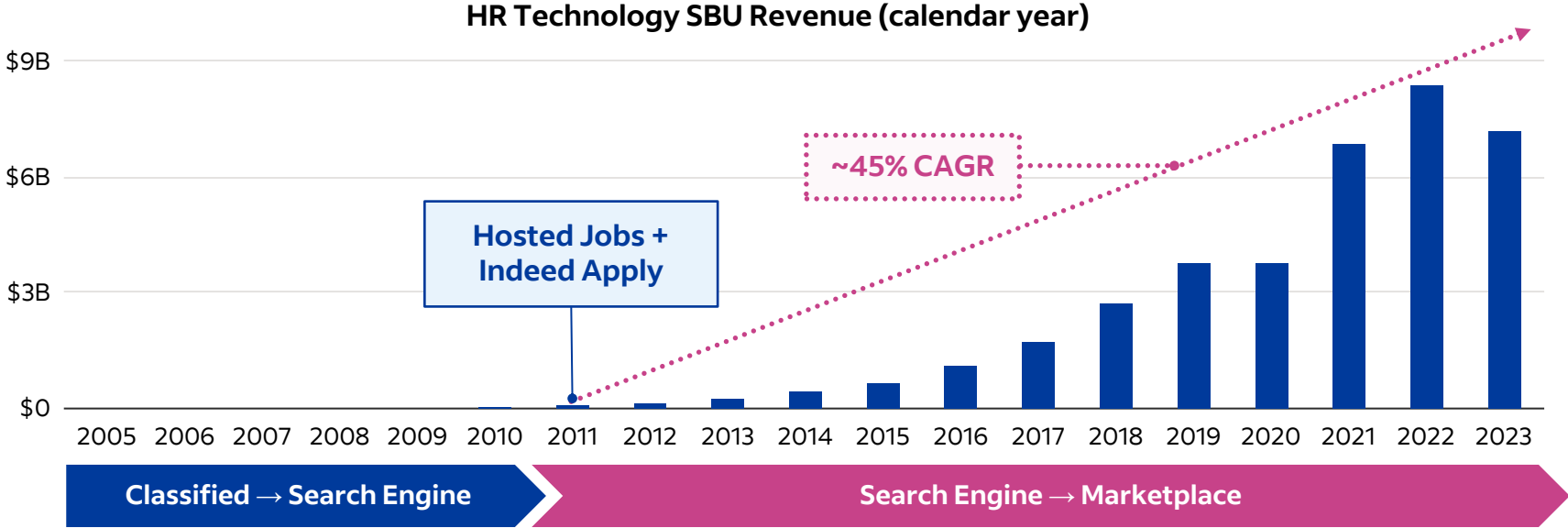
Effectively monetize marketplace opportunities

“Why don’t you just raise prices?”

Significant monetization opportunities by capturing the value we already deliver

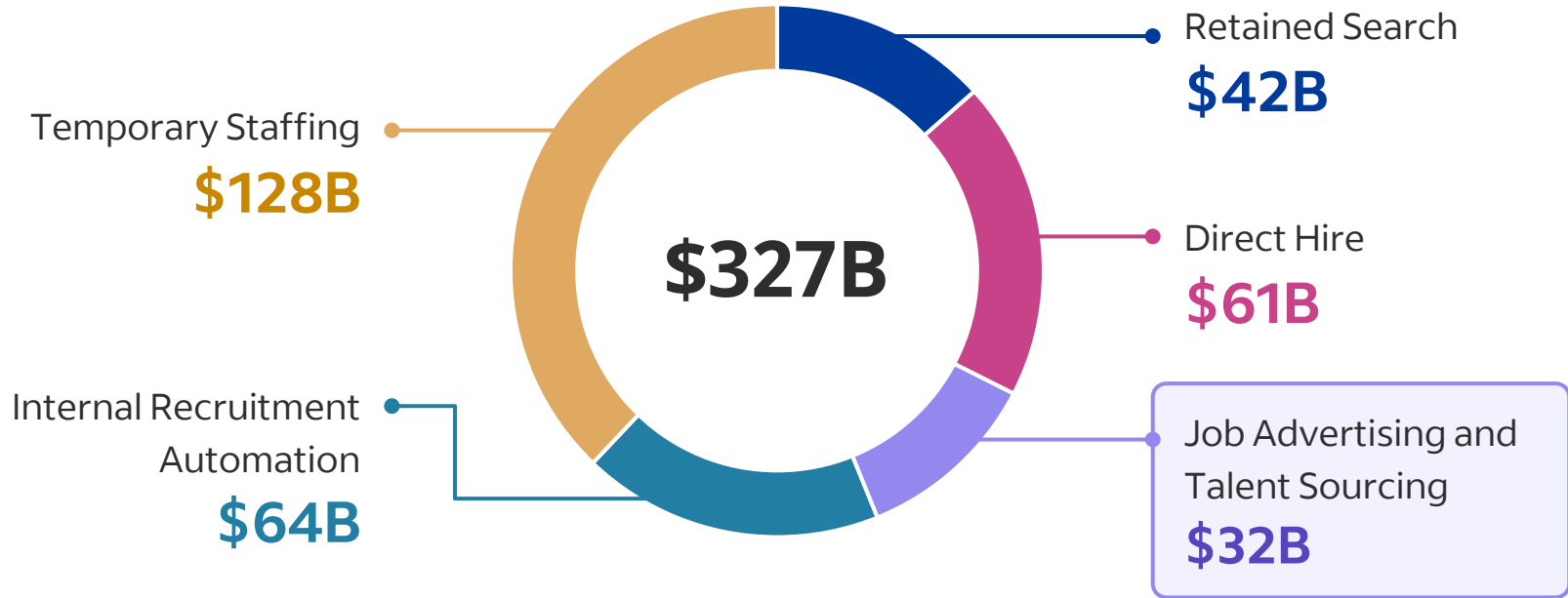


From search engine to marketplace: Evolution of our strategy since 2011 and beyond



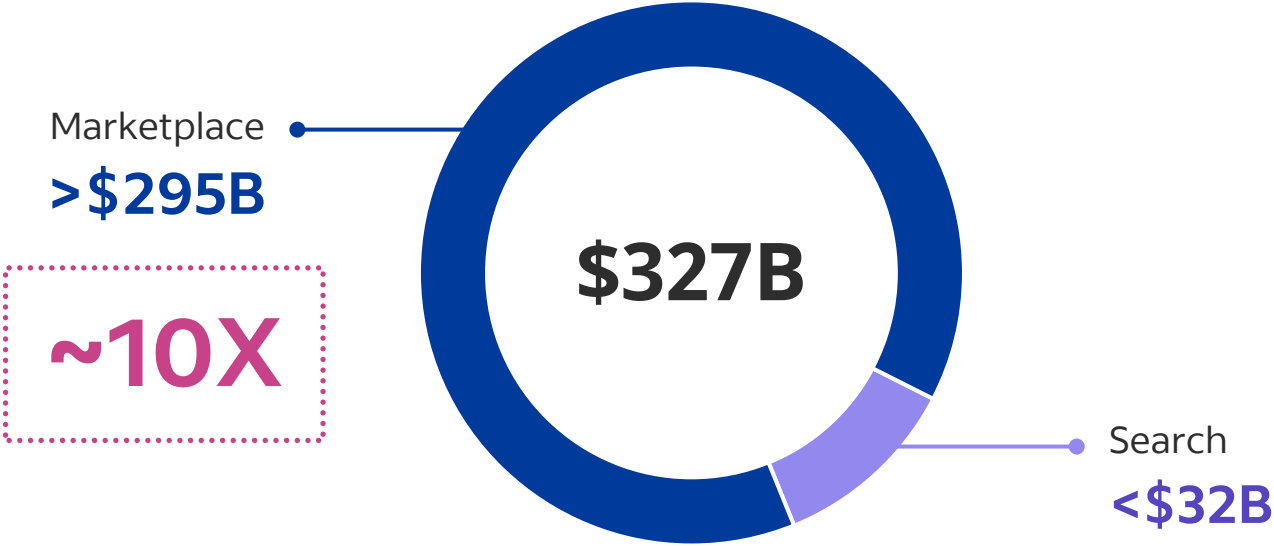
Source: Indeed revenue 2005 - 2016, HR Technology SBU revenue 2017 - 2023 (calendar year). CAGR = Compound Annual Growth Rate 2011 to 2023.

Large and growing global HR Matching market



Source: See P20 of "Consolidated Financial Results for the Year Ended March 31, 2023 (IFRS, Unaudited)" for more detailed information.

10X larger opportunity from marketplace vs. search



Source: See P20 of “Consolidated Financial Results for the Year Ended March 31, 2023 (IFRS, Unaudited)” for more detailed information. Marketplace TAM defined as the total of the Direct Hire, Retained Search, Internal Recruitment Automation and Temporary Staffing markets.

Marketplace monetization strategy

01

Grow take rate of
existing customers

02

Grow new customers

01

**Grow take rate of
existing customers**

**Take rate =
cost per hire as %
of first year salary**

e.g.:

Salary: \$100k

Cost per Hire: \$10k

Take rate is $\$10\text{k}/\$100\text{k} = 10\%$

Indeed's take rate is < 1%, well below market pricing

	Take Rate
Indeed	<1% ¹
Staffing	~20% ²
Placement	~20-25% ³
Executive Recruitment	up to 40%

Source: ¹ Take rate calculated based on avg. spend on Indeed as % of average estimated salary for all jobs with a reported hire on Indeed in 2023; ² Equal to gross profit margin/(1 - gross profit margin) based on the weighted gross profit margin of the top 3 publicly traded global staffing companies in terms of revenue in 2021; ³ Staffing Industry Analysts: North America Staffing Company Survey 2021 Direct hire fees trend over time.

01: Grow take rate of existing customers

Free → Paid

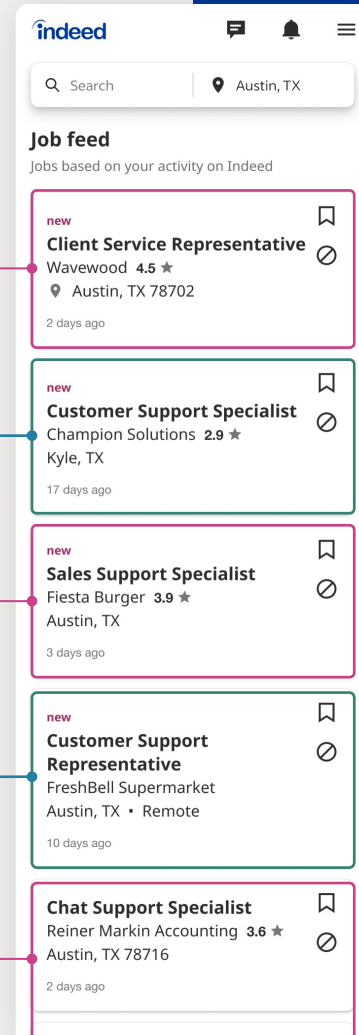
Free

Paid

Free

Paid

Free



Sponsored jobs are
40%
more likely to lead to a hire

Grow Indeed Apply adoption for Enterprise clients

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; ³ Percent of all jobs on Indeed that have the Indeed Apply feature enabled, allowing job seekers to apply to the job directly on Indeed.

Indeed Apply

2.5X hires¹

2X \$/job²

<50% of jobs³

**High salary job monetization;
Industry take rate increases
as salary increases**

Examples from the HR industry

	Salary	Average Cost per Hire	Take Rate
Hospitality	\$30,850	\$1,070	3.5%
Technical / Scientific	\$91,200	\$6,464	7.1%
Tech / Scientific Executive	\$150,820	\$39,193	26%

Indeed take rate decreases as salary increases

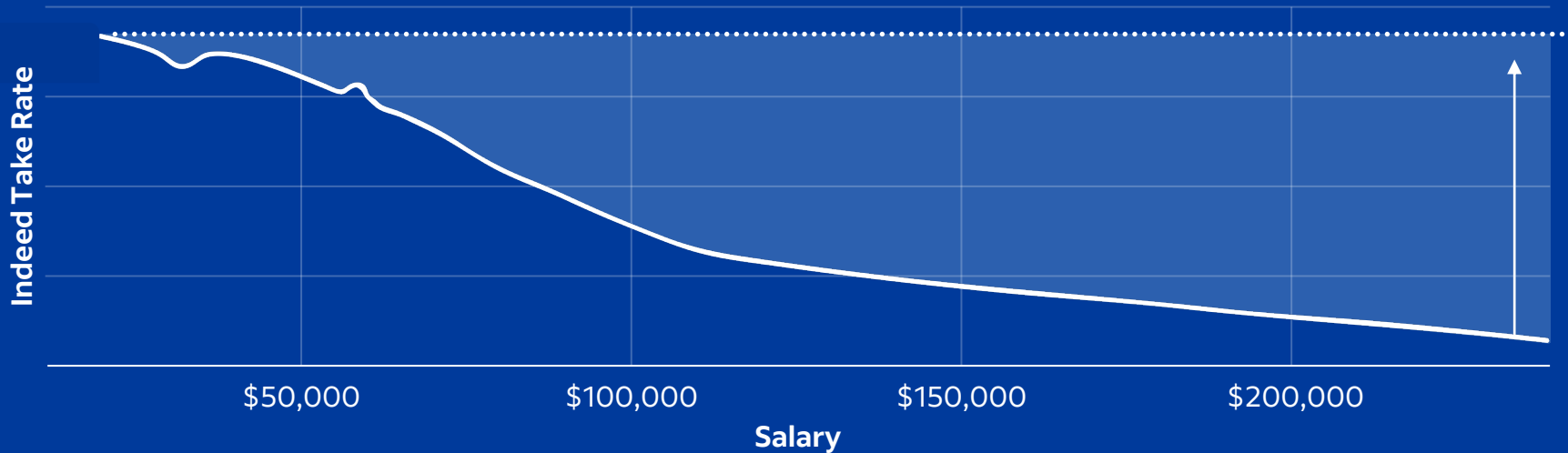
Value based pricing can grow take rate



Source: Indeed data, 2023. Take rate calculated based on avg. spend on Indeed as % of average estimated salary for all jobs with a reported hire on Indeed in 2023

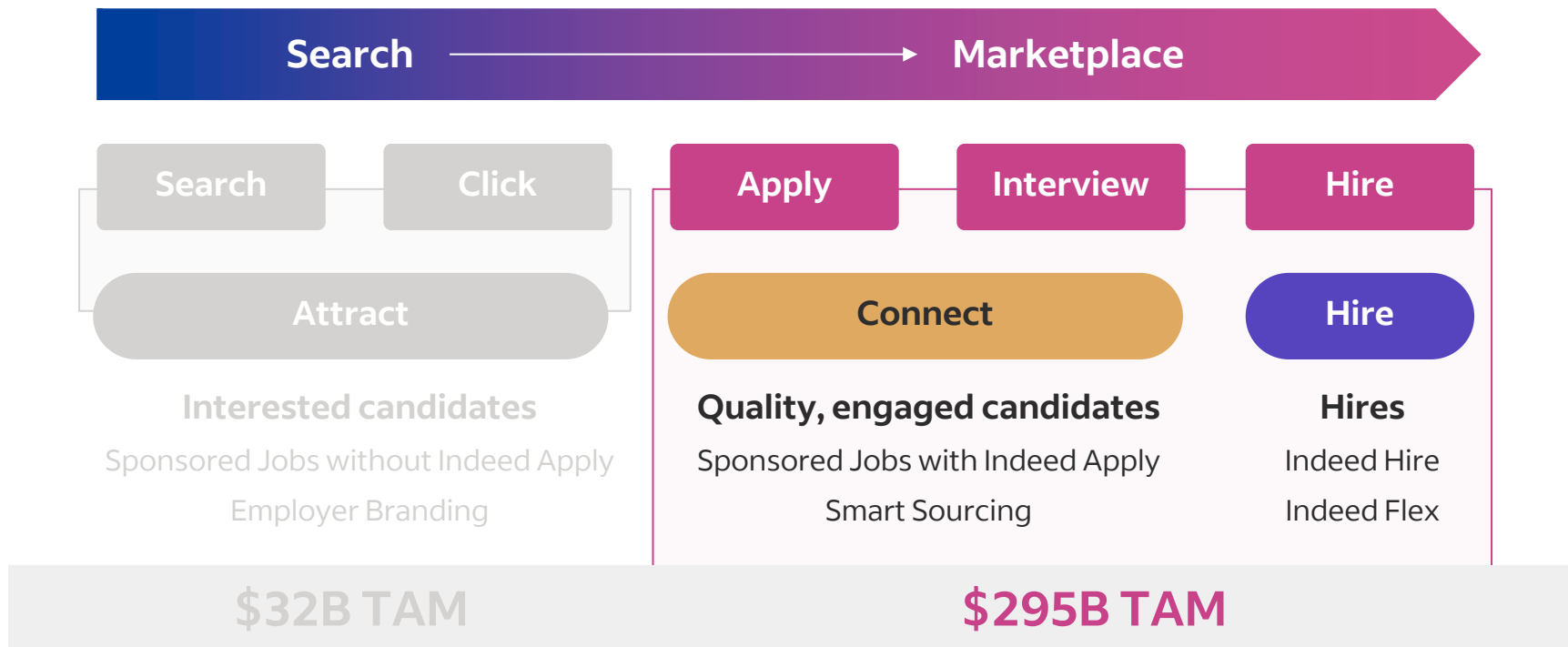
Indeed take rate decreases as salary increases

Value based pricing can grow take rate



Source: Indeed data, 2023. Take rate calculated based on avg. spend on Indeed as % of average estimated salary for all jobs with a reported hire on Indeed in 2023

“Closer to the hire” offerings



See P20 of “Consolidated Financial Results for the Year Ended March 31, 2023 (IFRS, Unaudited)” for more detailed information.
Marketplace TAM defined as the total of the Direct Hire, Retained Search, Internal Recruitment Automation and Temporary Staffing markets.

02

Grow new customers

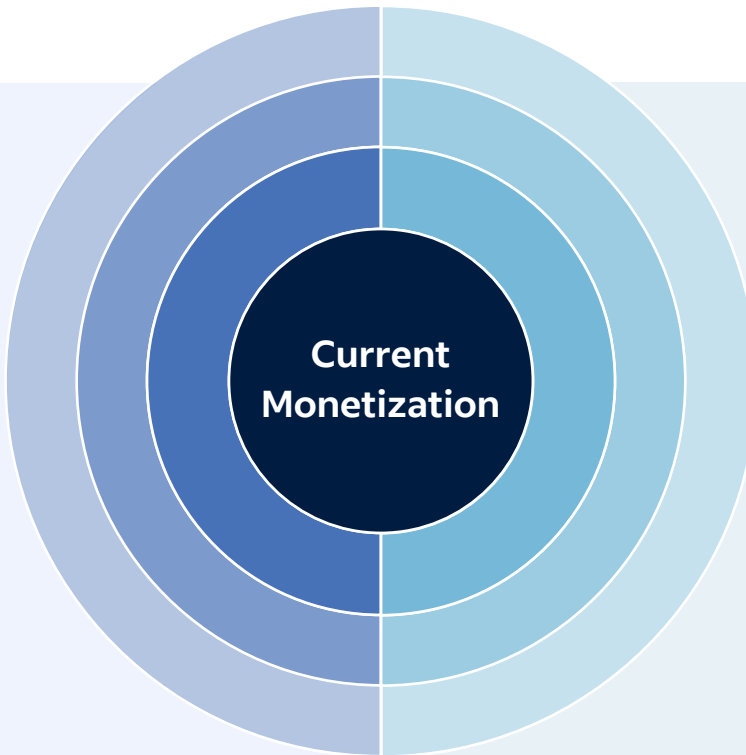
- **Expand in markets outside the US**
~70% of revenue from the US¹,
but ~70% of the HR Matching TAM is **outside** the US²
- **Grow SMB customers**
Simplify the job posting monetization process
- **Grow Enterprise customers**
Invest in Indeed Apply integrations

Source: ¹ See HR Technology SBU revenue on P6 of "Consolidated Financial Results for the Nine Months Ended December 31, 2023 (IFRS, Unaudited)" for more detailed information; ² 2021 SIA Global Staffing Market Estimates and Forecast: November 2021 Update and internal Indeed estimates

Marketplace monetization strategy with multiple layers of growth

01 Grow take rate of existing customers

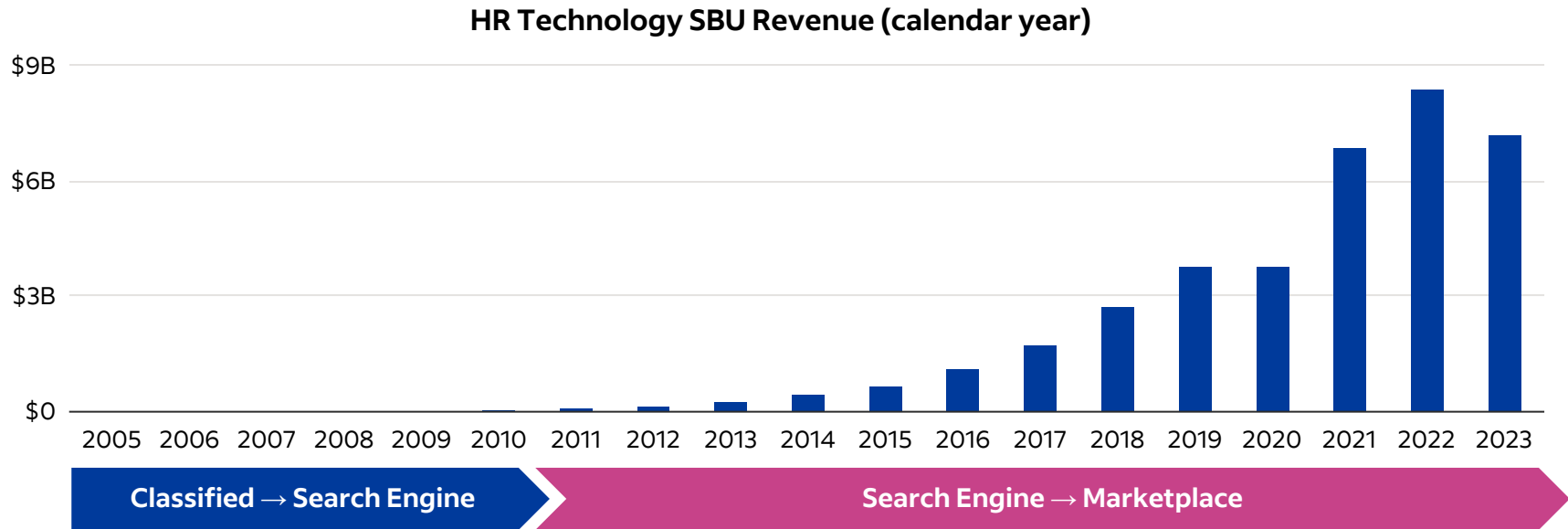
- ▶ Grow free to paid matches
- ▶ Grow Indeed Apply for Enterprise
- ▶ Grow value-based pricing for high salary jobs
- ▶ Grow adoption of “closer to the hire” solutions



02 Grow new customers

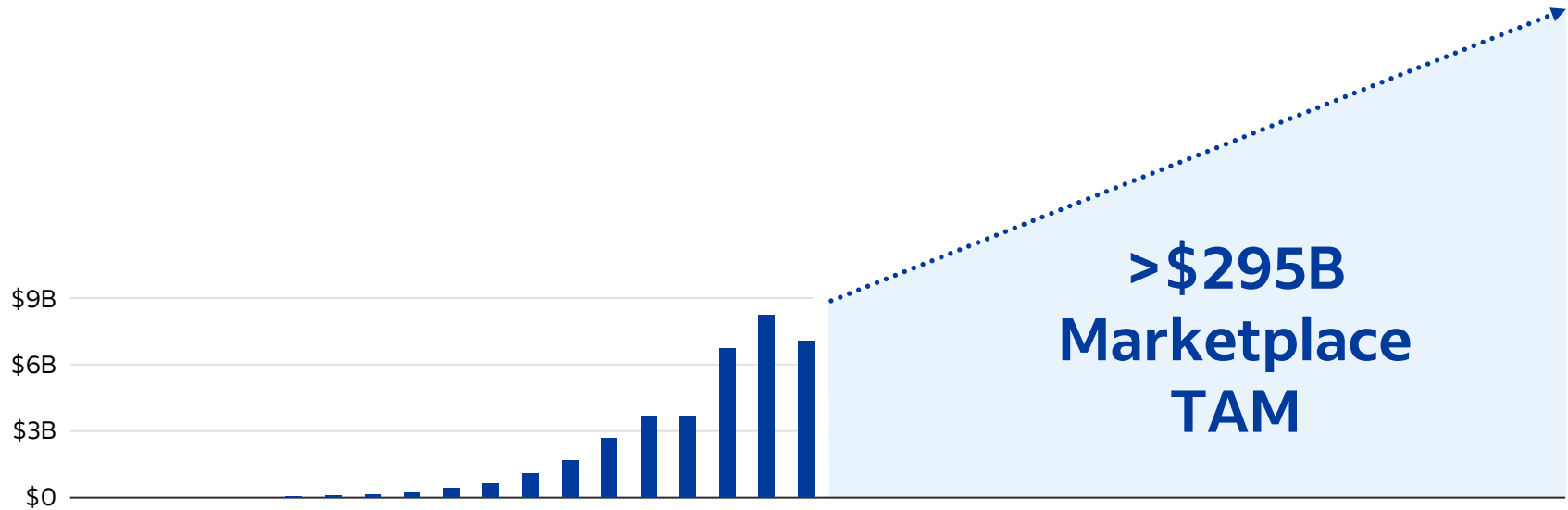
- ▶ Expand in markets outside the US
- ▶ Grow SMB customers
- ▶ Grow Enterprise customers

Evolution from search engine to marketplace unlocks significant opportunities ahead



Source: Indeed revenue 2005 - 2016, HR Technology SBU revenue 2017 - 2023 (calendar year). Future growth trajectory for illustrative purposes only.

Evolution from search engine to marketplace unlocks significant opportunities ahead



Source: Indeed revenue 2005 - 2016, HR Technology SBU revenue 2017 - 2023 (calendar year). Future growth trajectory for illustrative purposes only. Marketplace TAM defined as the total of the Direct Hire, Retained Search, Internal Recruitment Automation and Temporary Staffing markets.

Key takeaways

- **01** Our core principles of **Job Seeker First** and **Pay for Performance** have fueled our position as the global leader in hires
- **02** Ongoing AI innovation is fueling our progress to transform from a job search engine into a matching and hiring marketplace
- **03** We have significant levers to grow our take rate and customer base to effectively monetize our marketplace, and address a much larger HR Matching TAM

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Thu, Nov 4, 2010, 12:08 PM

The move approaches!

Here is a reminder of the schedule for the next few days:

Saturday - November 6

- Starting at 9 am we'll be serving breakfast and coffee and working on assembling the office, getting the computer cables set up and organized for desks, unpacking the kitchen, etc.
- ***Please bring an electric screwdriver if you have one!***





We are just getting started