

Talent is on the move

XREF

2022 ASX: XF1 SHAREHOLDER PRESENTATION



Now more than ever

Talent remains on the move and employers are facing an extremely competitive market. Employers will face a need to move quickly to hire the best talent, so having the right processes in place to make confident hiring decisions quickly has never been more important.



We started with pre-employment...

Candidate References

Launched in 2010, Xref's fully automated online reference checking platform allows employers to request references in seconds and receive fast, honest feedback within 24 hours. This is all while protecting those businesses from fraud and breaches in privacy and discrimination.

Unique platform features

- Xref Lite (100% self-service, free to get started)
- People Search (talent pooling from referees)
- Template Builder (multi-language, free access)
- Instant ID checking (via RapidID)

Integration services

- Integrated with 35+ global talent management platforms
- HR standards, public API support for bespoke integrations
- Wholesale integrations with checking providers
- Integrated additional checks

Multi-language & accessibility

- 100% multi-language platform
- Free multi-language template builder
- 24/7 multi-language support
- Custom translation services
- WCAG 2.1 compliant

Privacy & Security

- ISO27001 : Global data security certification
- Privacy compliant to GDPR standards
- Multi-region micro services infrastructure
- Automated fraud checking

Advanced Analytics

- Automated content and sentiment scoring
- Detailed life cycle analysis
- Tailored platform performance reporting
- Competency benchmarking

Now with every move, we'll be there



Candidate References

90 million candidates within Xref key markets

Xref allows employers to verify a candidate's references and ID, together with other key checking services, on one platform, via a partner marketplace. Xref's growth trajectory continues as employers want to safeguard their company from breaches in fraud, privacy and discrimination.

Key Benefits: Protect against privacy, data and discrimination breaches, verify background and ID, increase speed to hire and reduce reference fraud.



Employee Pulse

440 million employees within Xref key markets

Due for release in FY2023, Xref will add Pulse Checks and continuous verifications to the platform allowing HR teams to continually survey and measure the overall satisfaction of all employees.

Key Benefits: Improve retention, gather organisation metrics, measure employment NPS, analyse HR metrics over time and continually verify.



Exit Surveys

330 million exitees within Xref key markets

Released in November 2021, Exit Surveys has been built for clients wishing to survey past employees to gather organisational metrics, derive an employee NPS and build a talent pipeline of returning employees.

Key Benefits: Improve retention, gather organisational metrics, measure employment NPS, analyse HR metrics over time, target ex-employees to return.

Addressable market figures based on the annual labour force across AU, NZ, US, CA, UK and EU as measured by the data.oecd.org and assuming a 15% attrition rate. Exitees calculated using the 15% attrition rate across the last 5 years.

Ready for launch - Our next generation platform

Designed and built from the ground up to satisfy the demands of a rapidly changing employment market. A 100% self service, multi language, enterprise platform offered on subscription and easily distributed via single sign on (SSO). Xref's next generation platform comes with all the security and simplicity our clients know and trust. With Exit Surveys already launched, the staged rollout will continue throughout FY2023.

Hire to Retire Solutions

- ▶ Candidate References
- ▶ Employee Pulse Surveys
- ▶ Exit Surveys
- ▶ Trust Marketplace Access
- ▶ Talent Pool and People Search

Key Features

- ▶ Custom Survey Builder
- ▶ Advanced Analytics
- ▶ Custom SMS and Email
- ▶ Fully Branded and Multi Org
- ▶ SSO and ATS Integrations

For everything else, we've created **Trust Marketplace**

The Trust Marketplace is vendor agnostic and showcases the best of digital trust products from around the world. All products will be offered to resellers via API only. Trust Marketplace is also accessible via the Xref Recruiter and Enterprise platforms.

Digital ID

RapidID is a disruptive ID verification and fraud prevention platform that simplifies identification, screening and compliance tasks in an all-in-one, integrated API. It provides clients with real-time identity verification and screening. RapidID is a DVS gateway service provider and has completed over eight million checks since Xref's acquisition in 2019.

Graduate Verification

The Graduate Verification Service (GVS) is a central digital repository of Australian and New Zealand graduation data that enables third parties (employers, recruiters, background checkers) to instantly verify a graduate's qualifications. The GVS will cover up to 20 years of historical records for each education provider and will be capable of verifying millions of unique qualification records.

Check Vendors

For any additional checks such as Criminal, Working Rights, Working with Children or Social Media checking we invite Trust Partners to vend their checks via the Trust Marketplace. In many cases, Trust Partners that provide additional checks to Xref also wish to wholesale Digital ID, Reference and Qualification checks via their own platform through the Trust Marketplace.

Current Trust Partners



Checkr



uCheck

EQUIFAX

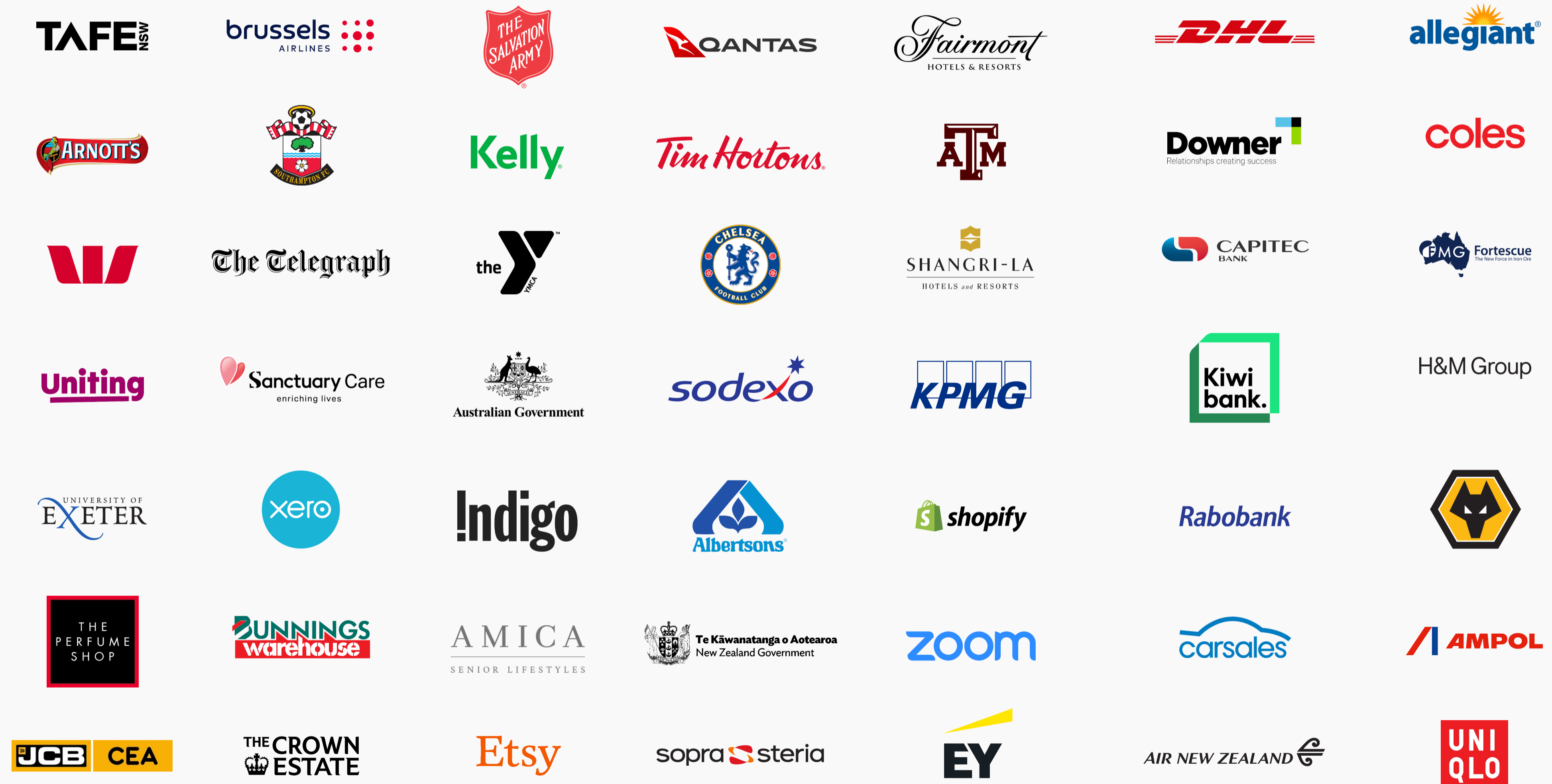


XREF

Organisations that people trust most, trust Xref

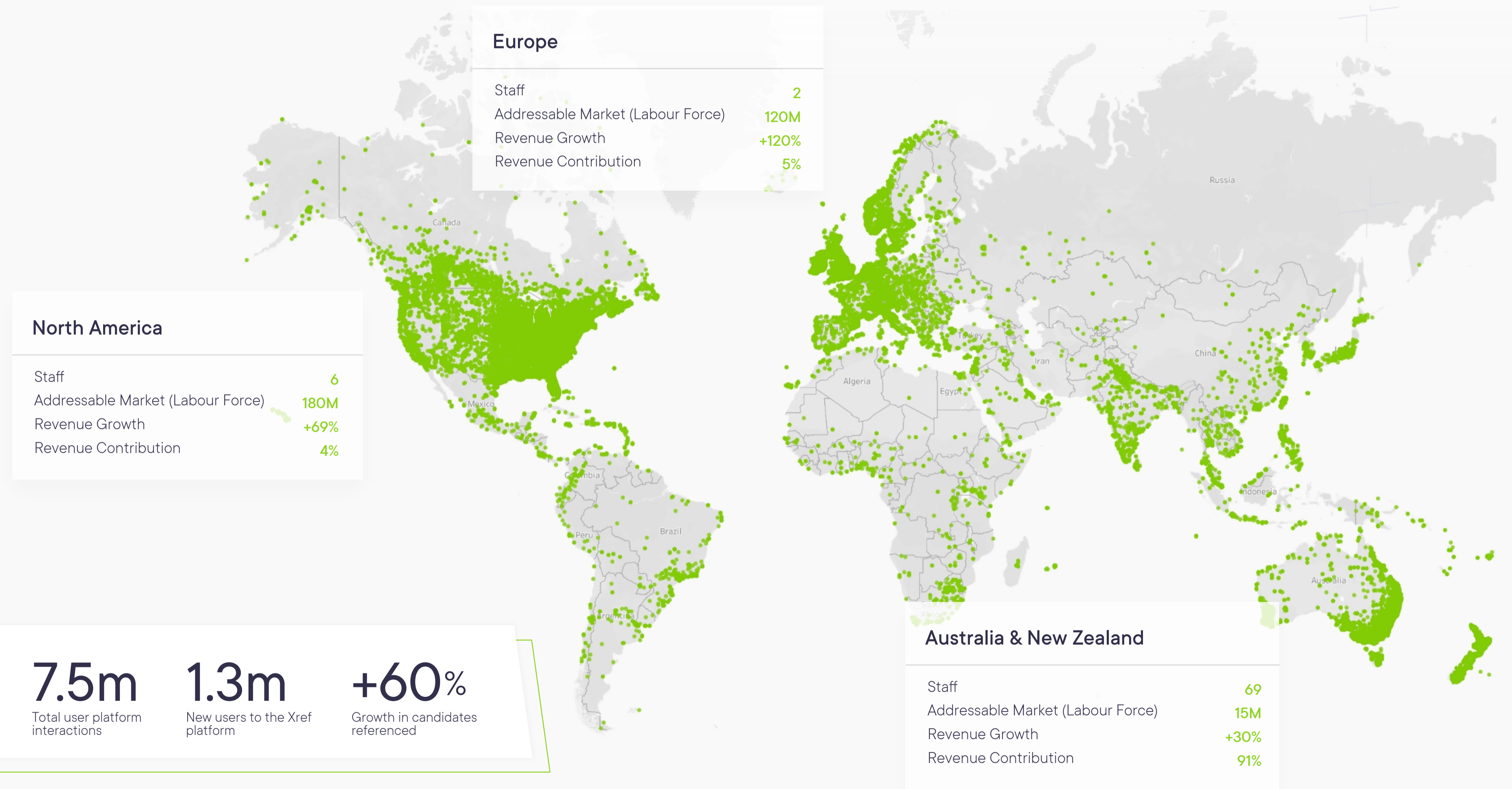
Pre - Existing

Joined in FY2022



Notable clients only, not representative of all new and existing clients.

Global platform interactions



Growth figures: FY2022 compared to FY2021

Client acquisition funnel

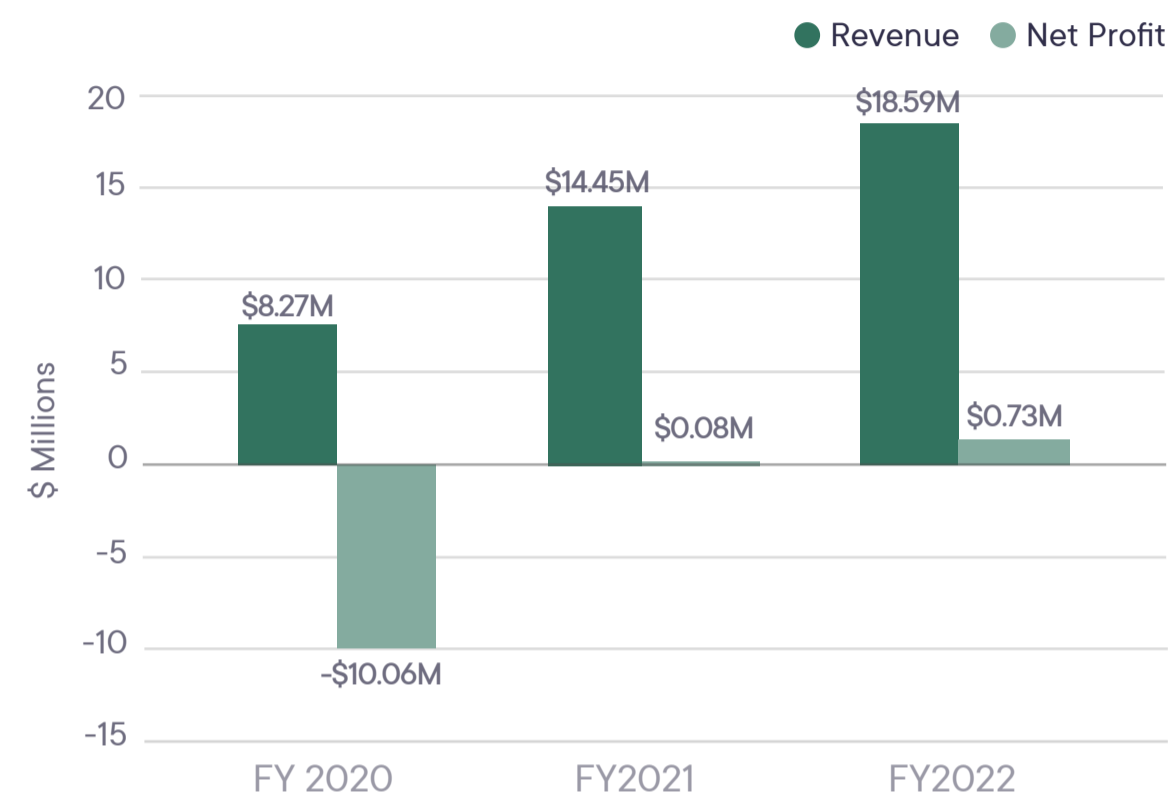
3



<h3>Channel</h3> <p>Xref currently has 35 channel partner integrations. An integrated user is someone that accesses Xref from within their Applicant Tracking System (ATS).</p>	<h3>Online Ratings</h3> <p>Xref has ranked first for reference checking software globally against 30 other contenders in G2's latest Summer 2022 report. Xref is also rated highly on Capterra and GetApp and continuously receives outstanding reviews on Google in each key region.</p>	<h3>Template Builder</h3> <p>From thousands of reference checks, we've collected and consolidated the most effective reference questions in the market.</p> <p>Using the Xref Template Builder you are able to build best practice, multi language reference templates. The service is completely free and publicly available in all regions. From template Builder, a client is able to open an Xref Lite account all in a matter of seconds.</p>	<h3>Xref Recruiter</h3> <p>Launched in 2010, Xref's fully automated online reference checking platform allows employers to request references in seconds and receive fast, honest feedback within 24 hours. This is all while protecting those businesses from fraud and breaches in privacy and discrimination.</p>
<h3>Wholesale</h3> <p>Vendors of other checking services are able to offer the Xref automated referencing product via a wholesale agreement to their customers.</p>	<h3>Testimonials</h3> <p>Sector specific client case studies, video testimonials and joint client webinars can be found on our website and Youtube channel.</p>	<h3>Xref Lite</h3> <p>With Xref Lite, a user can create an account and use a free credit, then buy credits for future use and change the way their company references, all within a matter of minutes.</p> <p>It has all the power of Xref and is perfect for single-use users who require low volumes, or enterprise prospects exploring the platform before enquiring.</p>	<h3>Xref Enterprise</h3> <p>Extending the Xref platform across the full hire to retire journey with the addition of Pulse Surveys (Launch 2023) and Exit Surveys (Launched Nov 2021). Enterprise will allow organisations to enjoy the benefits of Xref across their business.</p>
<h3>Digital Marketing</h3> <p>Paid advertising and content marketing have driven traffic to Xref-owned assets, boosted brand salience and enhanced platform credibility online. The development and amplification of online content accounts for 60% of leads.</p>	<h3>Credentials</h3> <p>Xref is ISO27001 certified and has the highest global standards in data privacy and security. Our Statement of Trust includes all credentials made publicly available to prospective clients.</p>		<h3>Trust Marketplace</h3> <p>Trust Marketplace aggregates existing checks provided by external vendors such as; criminal checks, working rights and social media checks as well as those provided by the Xref Group such as digital ID, reference checks and the new graduate qualification check.</p>

Growth figures: FY2022 compared to FY2021

Above all else, we are...



Profitable

In FY21 Xref recorded its first net profit after tax following a \$10m loss in FY20. In FY22 net profit after tax increased 834% to \$0.73m. This is helped by revenues over the last two years growing by 125%.

Xref now has a strong cash position and grew free cash flow by 865% during FY22 whilst at the same time investing \$1.4m into product development. As the business increases sales at a significantly higher rate than overall expenditure, operating leverage continues to improve.

The Group expects further growth in overseas regions will further reduce the impact of seasonality and support continued profitability.

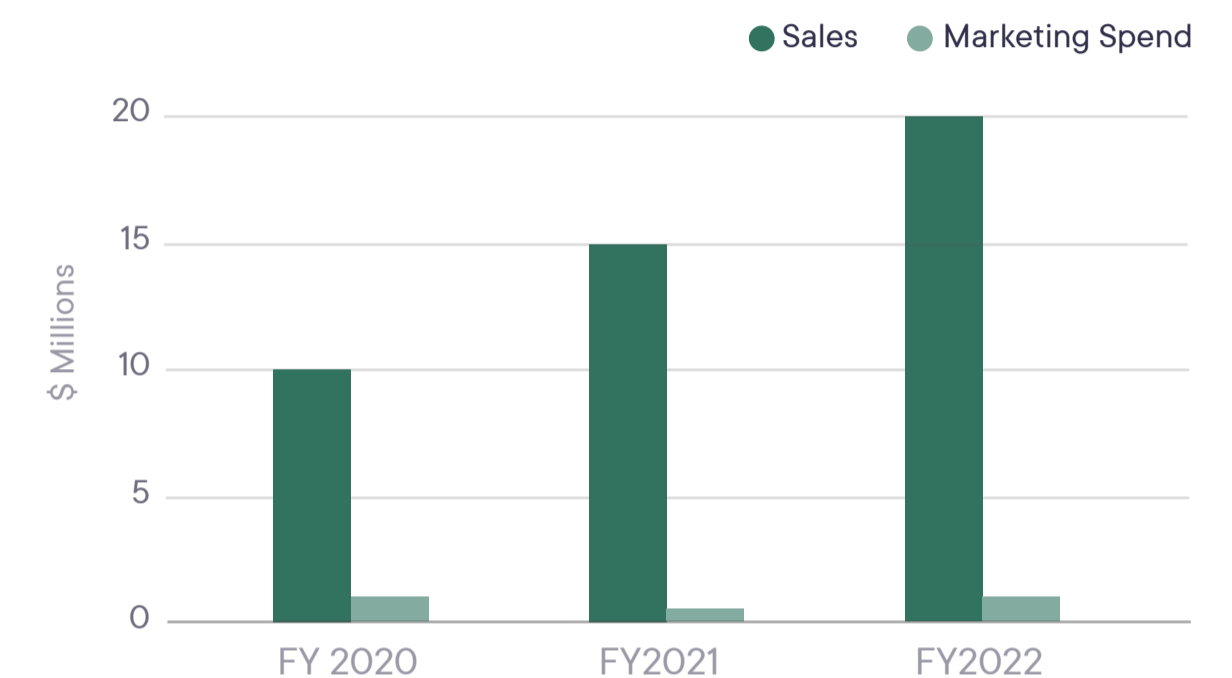


Credible

G2 is the world's largest tech marketplace where businesses can discover, review, and manage the technology they need. G2 is considered the industry standard for comparing enterprise technology platforms, particularly within the North American market.

Xref has ranked first for reference checking software globally against 30 other contenders in G2's latest Spring 2022 report. This accolade is in addition to recently ranking in the Top 10 for Best ANZ software. As a SaaS leader, Xref consistently ranks similarly to market giants such as Atlassian, Canva and Xero.

Xref is also rated highly on Capterra, GetApp and continuously receives outstanding reviews on Google in each key region.

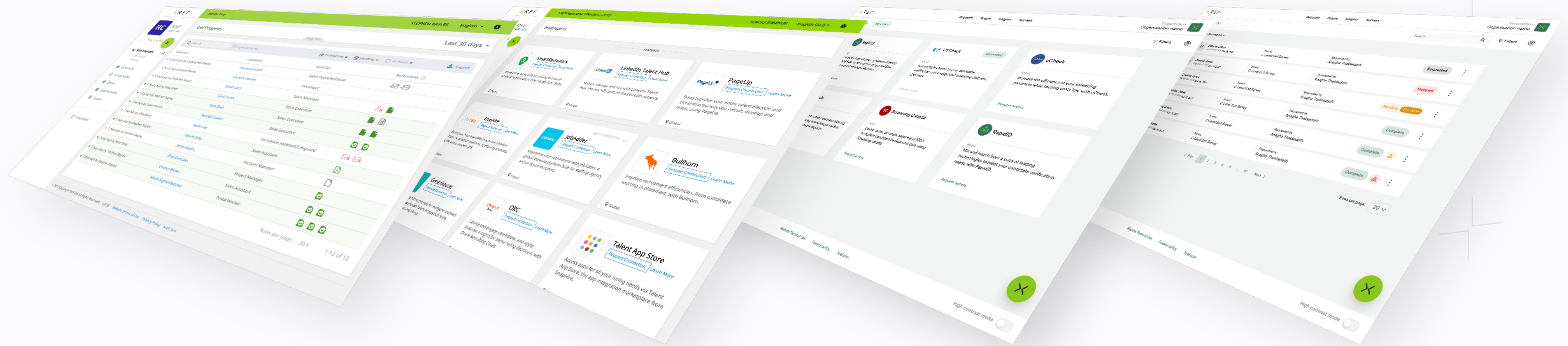


Scalable

Xref will continue to invest in growth through data-driven digital marketing with the self-serve initiative continuing to drive inbound leads. Through digital marketing, product innovation and leading customer service, Xref will continue to be a thought-leader and trusted partner to talent acquisition and HR teams globally.

The staged release of the enhanced platform, including Xref Pulse Surveys and the Trust Marketplace will continue throughout FY2023. These new services will dramatically increase Xref's global addressable market and is expected to grow the North America market via channel partners, wholesale, and self-serve subscription sales.

Revenue



53%

Recruiter (Current Platform)

Launched in 2010, Xref's fully automated online reference checking platform allows employers to request references in seconds and receive fast, honest feedback within 24 hours whilst protecting the business from fraud and breaches in privacy and discrimination.

Pre and Post Paid Credits and Volume Capped Subscriptions

27%

API Channel Partners

Xref integrates with over 35 channel partners to make Xref accessible from within their customers Applicant Tracking System (ATS). Customers can consume Xref from within Workday, Oracle, Smart Recruiters, Bullhorn and many more.

Pre and Post Paid Credits and Volume Capped Subscriptions

21%

Trust Marketplace

Trust Marketplace aggregates existing checks provided by external vendors such as criminal checks, working rights and social media checks as well as those provided by the Xref Group such as digital ID, reference checks and the new graduate qualification check.

Post Paid

FY2023

Enterprise (New Platform)

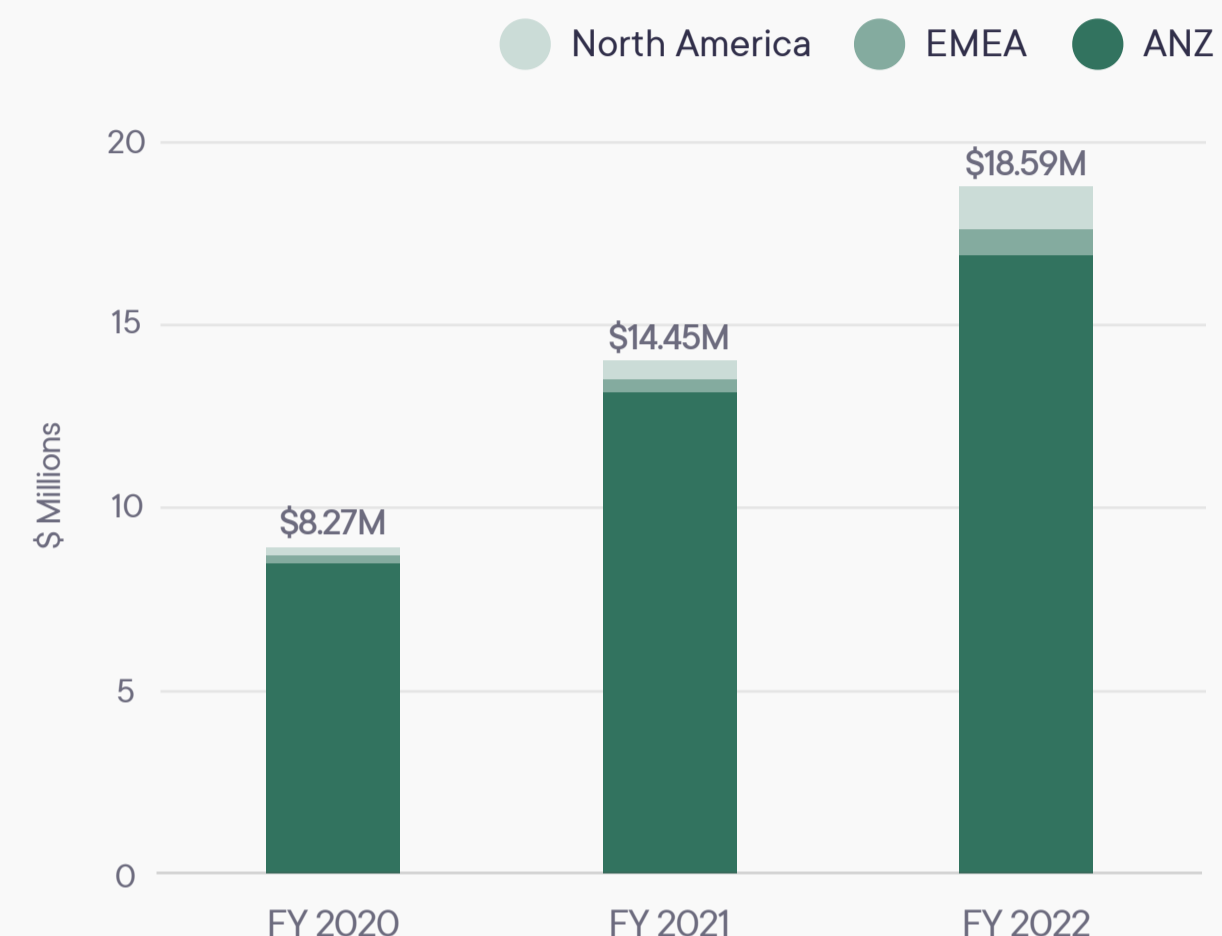
Extending the Xref platform across the full hire to retire journey with the addition of Pulse Surveys (Launch 2023) and Exit Surveys (Launched Nov 2021) Enterprise allows organisations to enjoy the benefits of Xref across their business.

Volume Capped Subscriptions

Strong revenue growth

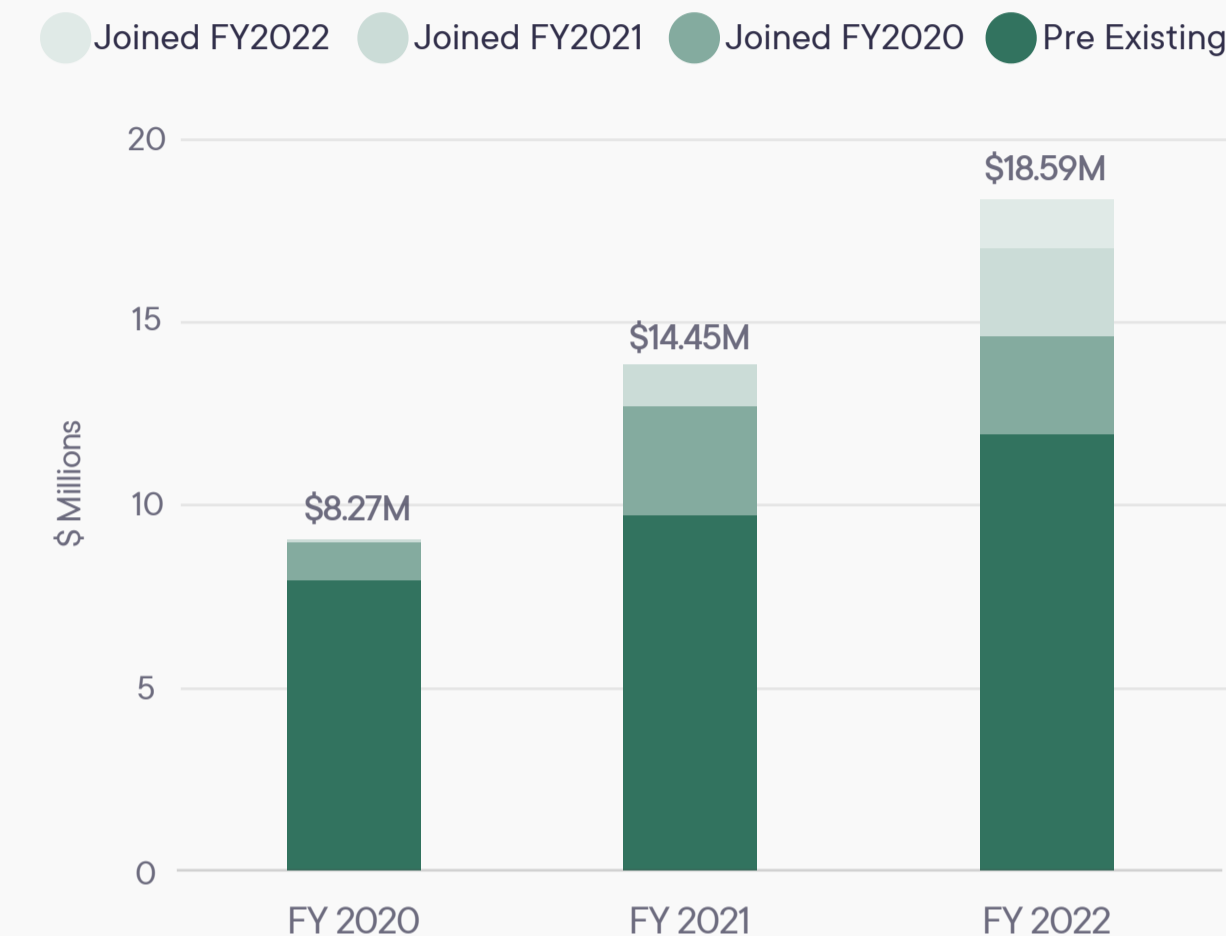
Revenue Region

In FY2022, the ANZ region grew by 26% whilst Europe and North America grew by 36% and 49% respectively. EMEA and North America contribute 9% to group revenue, offering a strong foundation for growth as we launch the new Enterprise subscription platform.



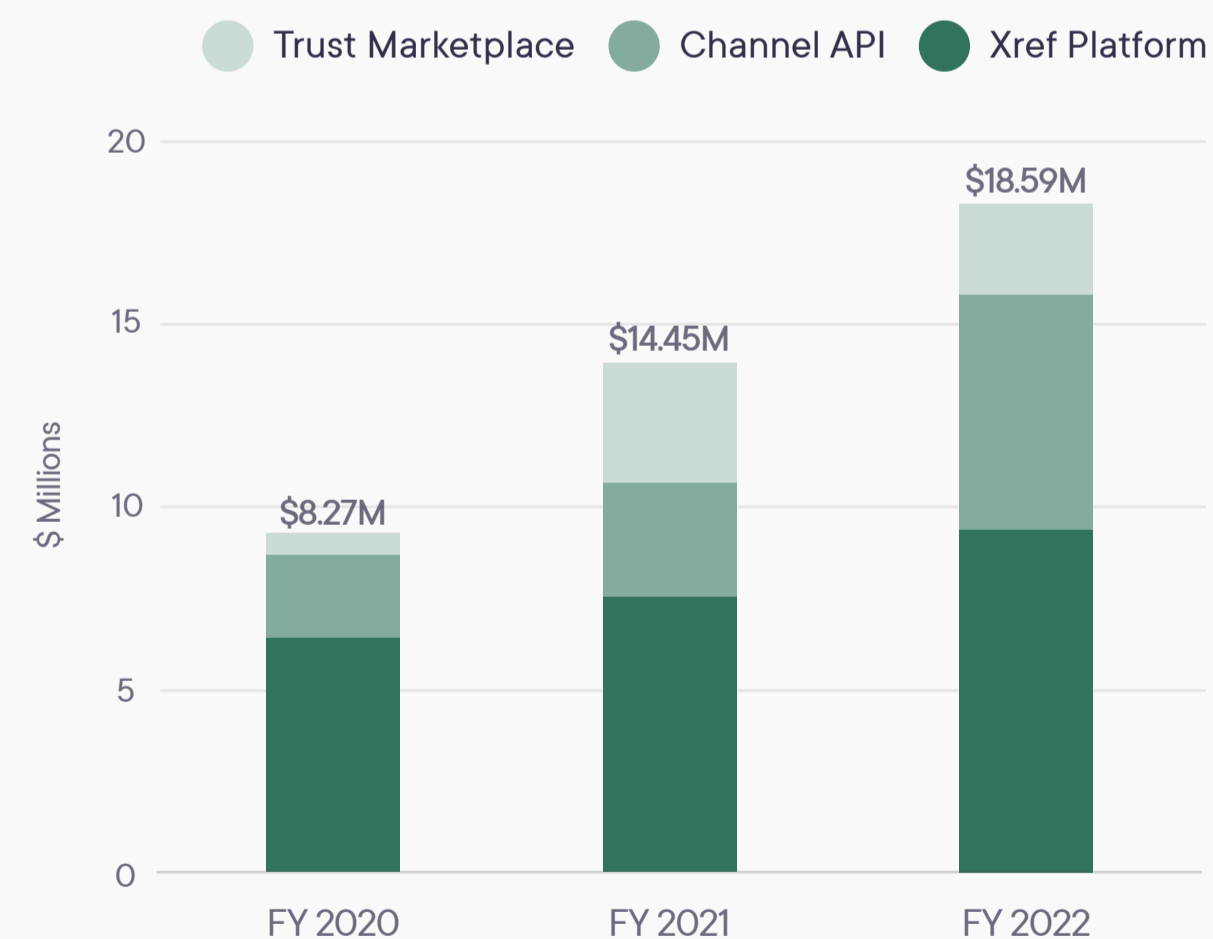
Client Cohort

Clients who joined Xref prior to FY2020 accounted for 60% of revenue in FY2022. Historically this revenue has grown by 15% year on year. Clients who joined in FY2021 grew by 131% in FY2022 and revenue from new clients grew 32% when compared to the previous year.



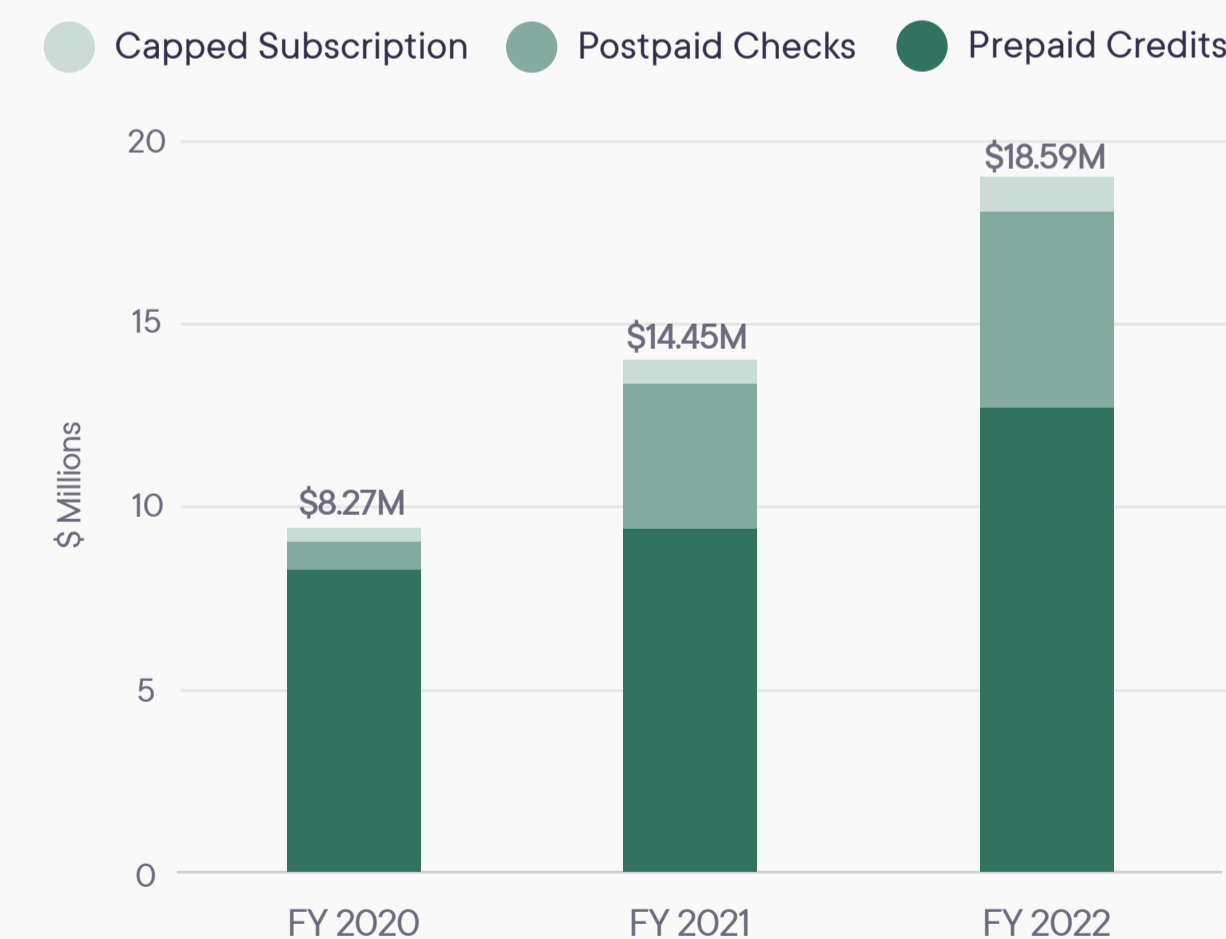
Revenue Stream

Clients that use the Xref platform natively accounted for 52% of revenue and usage grew 37% during FY2022. Clients that consume Xref's services via an integration partner accounted for 31% of revenue and this grew 60% during FY2020. Trust Marketplace includes revenues from RapidID and the Xref platform consumed via wholesale.

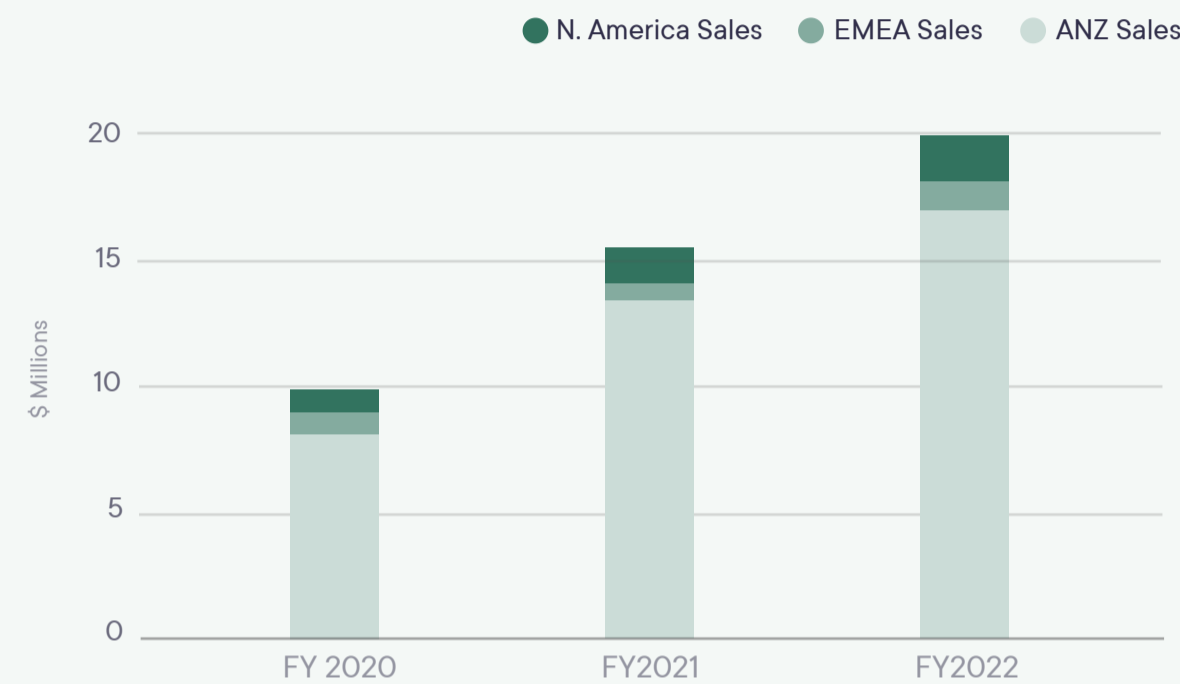


Business Model

The purchase of prepaid credits accounted for 75% of revenue in FY2022 and grew 44% year on year. Capped Subscriptions now contribute 4% of revenue and form a strong foundation for growth as the new Enterprise subscription platform is launched.



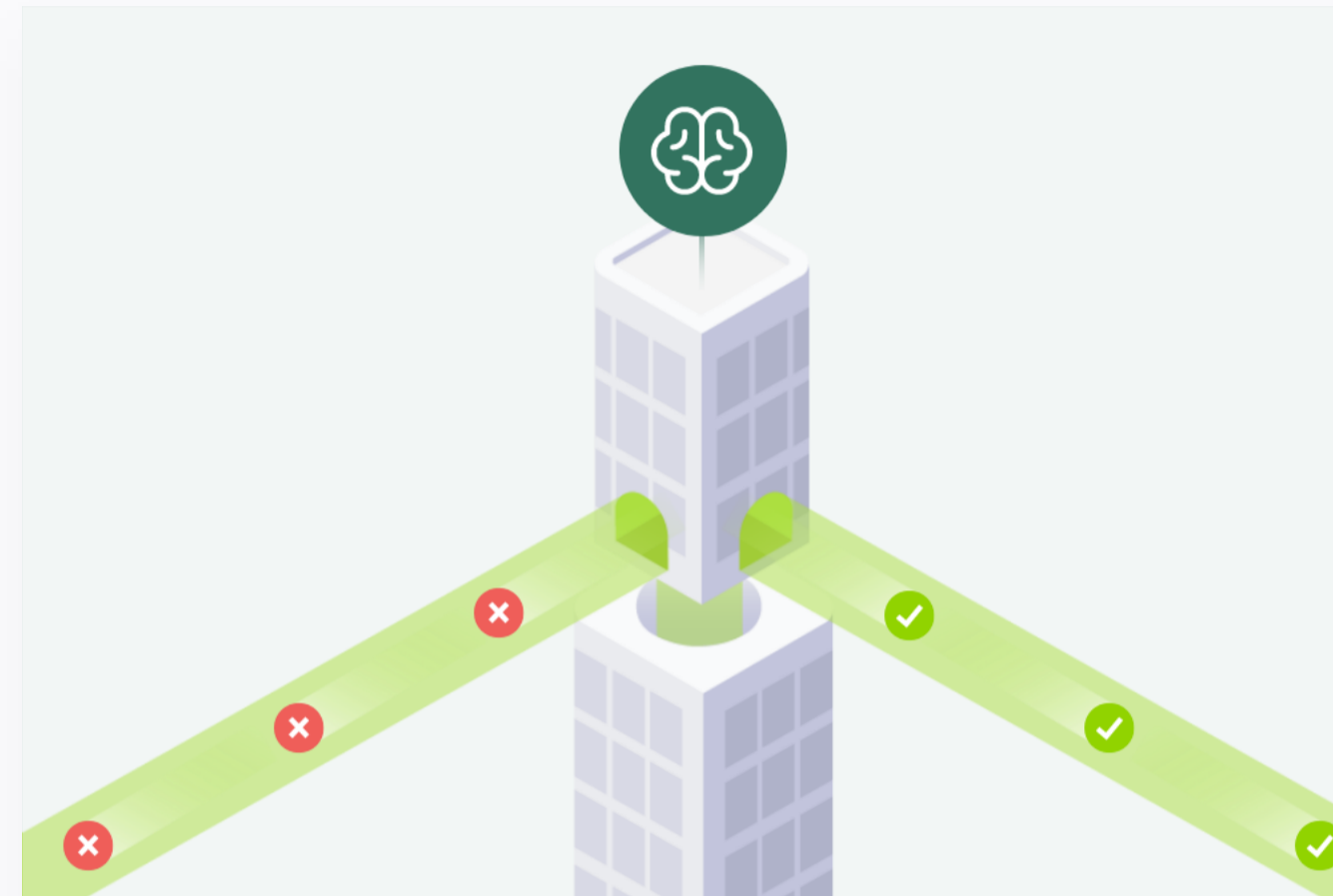
Group strategy



Grow Revenues

Xref has many ways to drive growth including top line sales, margin increase and speed of revenue recognition. If every current Xref user hired one more candidate a month Xref annual revenue would increase by more than \$5m. The key drivers of success will be Xref's ability to:

- ▶ Decouple revenue recognition from recruiting trends by growing subscriptions.
- ▶ Continue to remove manual handling and increase self service features.
- ▶ Increase addressable market by launching solutions outside of preemployment.
- ▶ Expand the number of Trust Partner services available from Xref via the Trust Marketplace.
- ▶ Increase the adoption of Xref provided checks such as Graduate Verification and ID checks.



Build Corporate Memory

Together with the planned launch of 'Pulse Checks', Xref is able to gather data across the hire to retire journey. Reference checks, Employee Pulse and Exit Survey responses together with the addition of Trust Marketplace checks allows an enriched view of individuals over time. The key measure of success will be the amount of data harvested from new features such as:

- ▶ Skills and competencies metrics to drive better employee brands
- ▶ Organisational metrics and employee NPS benchmarking to compete better for talent
- ▶ Automated Talent Pools from references and past employees to hire faster
- ▶ Line Manager Verifications on exit to target rehires
- ▶ Identification of talent influencers from referees, employees and past employees to build talent pipeline



Partner in Trust

Trust Marketplace has been created to offer wholesale and Xref customers access to the most essential checks required by recruitment teams around the world. Employers are now seeking better, faster more reliable ways to verify a candidate online. The growth of RapidID, the launch of Graduate Verifications Services and increase in wholesale revenue has identified demand for online digital trust solutions. The key drivers of success are the number of:

- ▶ Trust Partners adding their services to the Marketplace
- ▶ ID checks taken via Xref, RapidID and Wholesale customers
- ▶ Graduate Verification checks taken via Xref and Wholesale Customers
- ▶ Trust Partner services consumed via the Xref platform

Outlook

A letter from Lee-Martin Seymour, Xref's Founder, CEO & Exec Director.



Talent remains on the move and employers are facing an extremely competitive market. Employees, many of whom may have stayed in 'safe' roles are now buoyed with confidence to make a transition to something new. Employers will face a need to move quickly to hire the best talent so having the right processes in place to make confident hiring decisions quickly has never been more important.

The staged release of the enhanced platform, including Xref Pulse Surveys and the Trust Marketplace will continue throughout FY2023. These new services will dramatically increase Xref's global addressable market. This strategy is expected to grow Xref's share of the North America market via channel partners, wholesale, and self-serve subscription sales.

As talent acquisition grows to become increasingly remote on a more permanent basis, automated reference surveys, identity verification, and other pre-employment checks will continue to grow in demand. As a result, the Trust Marketplace will be in a good position to broaden relationships with Digital Trust Partners for more integrated checks, increasing availability for the global marketplace of checks. In addition, the recently announced Graduate Verification Service offered by RapidID will add further revenue as retail and wholesale distribution grow.

The Group expects further growth in overseas regions will reduce the impact of seasonality. Xref expects it will be able to maintain its achievement of a net profit after tax for FY2023 along with cash flow profitability. Xref will also continue to invest in growth through data-driven digital marketing with the self-serve initiative continuing to bring inbound leads. Through digital marketing, product innovation and leading customer service, Xref will continue to be a thought-leader and trusted partner to talent acquisition and HR teams globally.

Having been publicly listed for six years, we have strong shareholder support, in the form of both institutional and retail investors. It is important to us that our shareholders remain up-to-date with our emerging story and are clear on our value and strategy moving forward.

A handwritten signature in black ink, appearing to be 'LM Seymour', written in a cursive style.

Lee-Martin Seymour
Founder, CEO, Exec Director

Board and management



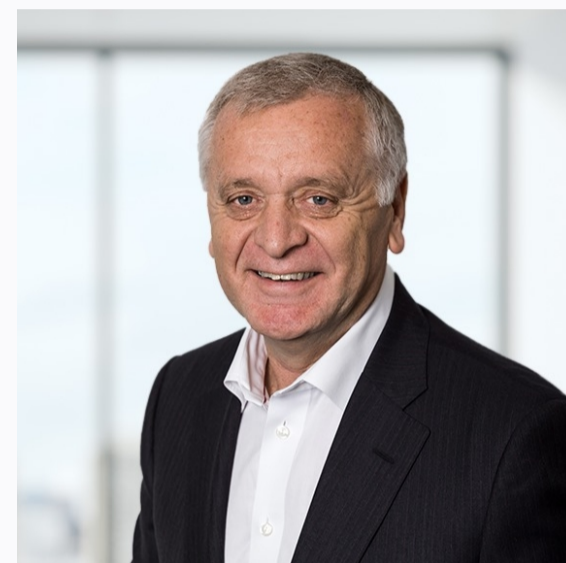
Lee-Martin Seymour
CEO, Founder, Exec Director

A serial entrepreneur with over twenty years of experience building brands, developing technology, developing people and driving sales. Lee is the largest Xref shareholder and is passionate about pioneering positive change within the global employment sector.

[Linkedin](#)



BOARD



Thomas Stianos
Chairman [in](#)



Nigel Heap
Non-Exec Director [in](#)



Lija Wilson
Non-Exec Director [in](#)



Robert Waring
Company Secretary [in](#)

EXECUTIVE



James Solomons
CFO [in](#)



Sharon Blesson
CTO [in](#)



David Haines
GM RapidID [in](#)



Sarah Mulvenna
Group GM - Revenue [in](#)



Karina Guerra
Group GM - Customer Intelligence [in](#)

KEY CONTACTS

Head Offices
Xref Ltd (APAC)
(Head and Registered Office),
Suite 13/13 Hickson Rd
Dawes Point, NSW 2000
xref.com

Xref (North America)
Suite 202
1 Adelaide Street East
Toronto, Ontario
M5C1X6

Auditors
Crowe Sydney
Level 15
1 O'Connell Street
Sydney, NSW 2000
crowe.com/au

Share registry
Computershare
Investor Services Pty Ltd
452 Johnston Street
Abbotsford, Victoria 3067
computershare.com/au

Corporate Advisory
TMT Partners
Aurora Place,
Level 27/88 Phillip St,
Sydney, NSW 2000
tmtpartners.com.au

Environment, social and governance (ESG)



Environment

- ▶ **Paperless automation**
Reducing paper consumption by using digital files and cloud-based file-sharing for operational and financial efficiency, and environmental benefits.
- ▶ **AWS Microservices Infrastructure**
Running all services via Amazon Web Services, with the lowest level of environmental impact possible, and passing on energy savings to customers.
- ▶ **Work From Home policy**
Allowing all staff to work from home, resulting in a low global carbon footprint and a truly paperless working environment.
- ▶ **COVID-19 Management**
Maintaining a booking and sign in process for all staff visiting the Sydney office. Thus ensuring that local regulations are met and the risk of contamination is reduced.



Social

- ▶ **Platform accessibility**
Reducing paper consumption by using digital files and cloud-based file-sharing for operational and financial efficiency, and environmental benefits.
- ▶ **Multi-language capabilities**
Providing user, candidate and referee access to Xref on a global scale with multiple language options.
- ▶ **Fraud detection**
Helping employers to avoid the impact of costly, bad hires by alerting them to potential candidate fraud.
- ▶ **Employee health & safety**
Assessing all offices and workstations for employee health and safety assurance, including employees' working from home arrangements.



Governance

- ▶ **Publicly listed company**
Abiding by a publicly available corporate governance statement, which outlines Xref's commitment to meeting ASX principles and recommendations.
- ▶ **ISO27001**
Offering assurance that Xref is built using the highest standard of security and quality management practices.
- ▶ **GDPR compliance**
Protecting the data privacy rights of candidates, referees and employers during the hiring process.
- ▶ **Regional data governance**
Ensuring compliance with local data privacy regulations in the regions within which Xref operates.

Capital structure

185.3m

Quoted shares

\$81.5m

Market capitalisation at 44.0c

16.4m options

Options with exercise prices from between \$0.18 and \$0.70. These options expire on dates between 1 August 2022 and 29 November 2024.

11.4m warrants

Issued on 31 July 2020, with an exercise price of \$0.35 each (subject to adjustment in accordance with the Warrant Deed) and may be exercised any time up to 24 July 2024, being the date that is seven days before the termination date (31 July 2024) of the related \$5 million secured debt facility.

Top 5 Shareholders

31.73m

Lee Seymour, Founder CEO as West Riding Investments Pty Ltd <Seymour Family A/C> & Seymour Superannuation Holdings <Seymour Superfund A/C>

30.17m

Netwealth Investments LIMITED Wrap Services A/C

28.66m

Squirrel Holdings Australia PTY LTD Griffiths Family A/C

18.23m

National Nominees LIMITED

8.60m

UBS Nominees PTY LTD

Substantial Institutional Holder

Australian Ethical








7.08%

As of 1st July 2022

Further resources

Credentials

-  G2 ratings [↗](#)
-  Google reviews [↗](#)
-  Capterra [↗](#)
-  Xref Client Case studies [↗](#)
-  Getapp [↗](#)

Reports

- [Interim Report FY22](#) [↗](#)
- [Investor Center](#) [↗](#)



Products

- [Xref Website](#) [↗](#)
<https://www.xref.com/>
- [Xref Lite](#) [↗](#)
<https://pages.xref.com/xref-lite-trial.html>
- [RapidID](#) [↗](#)
<https://www.rapidid.com/>
- [Xref Template Builder](#) [↗](#)
<https://www.xref.com/platform/reference-templates>

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