RESULTS PRESENTATION & STRATEGY UPDATE

FY 2021 (UNAUDITED)

HAMBURG, 24 FEBRUARY 2022
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Results contained in this presentation are partly based on unaudited pro-forma financial results that the Company derived from its preliminary and past financial statements for the indicated periods in order to make these periods comparable and show non-recurring costs.

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## EXECUTIVE SUMMARY FY 2021 - TARGETS FOR 2021 ACHIEVED

### FINANCIAL PERFORMANCE

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro-forma service revenues</td>
<td>+5%</td>
</tr>
<tr>
<td>Pro-forma EBITDA</td>
<td>+7%</td>
</tr>
<tr>
<td>Pro-forma net income</td>
<td>+10%</td>
</tr>
</tbody>
</table>

### SEGMENT HIGHLIGHTS

**B2C:**
- + 1.4m new members (XING)
- + 1.6m new workplace insights (kununu)
- Introduction of new XING-app (V1)

**B2B:**
- Re-acceleration of customer growth
- Re-acceleration of revenue-growth
- Invest towards delivering best recruiting experience in the market
SOLID GROWTH ACROSS ALL MAJOR FINANCIAL KPIS

Pro-forma service revenues in €m

- 2020: 276.6
- 2021: 290.9

+5%

Pro-forma EBITDA in €m

- 2020: 90.5
- 2021: 97.3

+7%

Pro-forma net income in €m

- 2020: 35.8
- 2021: 39.3

+10%
C- DESTINATIONS XING AND KUNUNU CONTINUE TO GROW STRONGLY

+7% XING

+1.4m new members on XING totalling 20.3m
#1 platform in D-A-CH | Launch of new XING app | ~30% of group sales

+35% kununu

+1.6m new overall workplace insights @ kununu totalling 6.2m insights
#1 Employer insights destination in D-A-CH | 100% yoy growth in salary datapoints | 100% yoy growth in cultural insights
LABOUR MARKET TRENDS SUPPORT RECOVERY OF OUR E-RECRUITING SOLUTIONS

- Job ads (XJM) recovering strongly
- Prescreen (ATS) winning 3 HR software awards (www.hr-software-vergleich.de)

- E-Recruiting contributing ~60% of NW SE group sales in Q4
- Employer branding (EBP) contributing 1/3 of segment revenues or ~20% of total group revenues
FOR 2021 WE WILL RECOMMEND

- a regular dividend of €2.80 (2020: €2.59)...
- ... and a special dividend of €3.56

OUTLOOK IS POSITIVE AS LABOUR SHORTAGE IS INTENSIFYING AND EMPLOYERS NEED TO INVEST EVEN MORE IN THE FUTURE TO ATTRACT, FIND AND HIRE TALENT
FY RESULTS 2021 (UNAUDITED)
2021 FINANCIAL HIGHLIGHTS

- Continued growth of talent access through XING and kununu
- Top-line growth picking up w/ revenues at € 290m
- EBITDA at € 97m in line w/ upward adjusted guidance
- Operating cash flow increased to € 85.6m
- We propose to increase our regular dividend to € 2.80 and a special dividend of € 3.56
## 2021 P&L: €290.9M (PRO-FORMA) REVENUES AND €97.3M (PRO-FORMA) EBITDA

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
<th>2021 vs. 2020</th>
<th>2021 vs. 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service revenues</strong></td>
<td>290.9</td>
<td>276.5</td>
<td>5%</td>
<td>14.3</td>
</tr>
<tr>
<td><strong>Other operating income</strong></td>
<td>1.6</td>
<td>2.0</td>
<td>(18%)</td>
<td>(0.4)</td>
</tr>
<tr>
<td><strong>Capitalised own work</strong></td>
<td>23.6</td>
<td>23.6</td>
<td>0%</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Costs before capitalisation</strong></td>
<td>(218.8)</td>
<td>(214.5)</td>
<td>(2%)</td>
<td>(4.3)</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>97.3</td>
<td>87.6</td>
<td>11%</td>
<td>9.7</td>
</tr>
<tr>
<td><strong>Margin</strong></td>
<td>33%</td>
<td>32%</td>
<td>33%</td>
<td>2%pts</td>
</tr>
<tr>
<td><strong>D&amp;A</strong></td>
<td>(44.8)</td>
<td>(56.1)</td>
<td>20%</td>
<td>11.3</td>
</tr>
<tr>
<td><strong>Financial result</strong></td>
<td>(0.4)</td>
<td>(0.8)</td>
<td>(105%)</td>
<td>(9.7)</td>
</tr>
<tr>
<td><strong>Taxes</strong></td>
<td>(12.4)</td>
<td>(14.7)</td>
<td>(15%)</td>
<td>2.28</td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td>39.6</td>
<td>39.3</td>
<td>52%</td>
<td>13.5</td>
</tr>
<tr>
<td><strong>EPS</strong></td>
<td>7.05</td>
<td>7.00</td>
<td>52%</td>
<td>2.40</td>
</tr>
</tbody>
</table>

Rounding differences possible
**ALL SEGMENTS GROWING EBITDA CONTRIBUTION**

<table>
<thead>
<tr>
<th>Segment</th>
<th>Segment EBITDA 2021</th>
<th>2021 Margin</th>
<th>Segment EBITDA 2020*</th>
<th>2020 Margin*</th>
</tr>
</thead>
<tbody>
<tr>
<td>B2C</td>
<td>34.9</td>
<td>36%</td>
<td>33.7</td>
<td>33%</td>
</tr>
<tr>
<td>B2B E-Recruiting</td>
<td>114.4</td>
<td>67%</td>
<td>105.8</td>
<td>69%</td>
</tr>
<tr>
<td>B2B Marketing Solutions &amp; Events</td>
<td>11.0</td>
<td>47%</td>
<td>5.3</td>
<td>26%</td>
</tr>
<tr>
<td>Tech, Central Services &amp; Other</td>
<td>(63.1)</td>
<td></td>
<td>(57.2)</td>
<td></td>
</tr>
<tr>
<td>Total EBITDA</td>
<td>97.3</td>
<td>33%</td>
<td></td>
<td>32%</td>
</tr>
</tbody>
</table>

* Deviation between 2020 segment EBITDA vs annual report 2020 due to change in allocation

Rounding differences possible
2021 SERVICE REVENUES: B2B E-RECRUITING SEGMENT GROWING DOUBLE DIGIT AGAIN – ACCOUNTING FOR 58 % OF TOTAL GROUP SALES

B2C

(4 %)

B2B E-Recruiting

10%

B2B Marketing Solutions
& Events

16%

2020  2021  2020  2021  2020  2021

102.7  98.1  154  169.8  20.2  23.5

Rounding differences possible
2021: OPERATING CASH FLOW OF €85.6M

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
<th>2021 vs. 2020</th>
<th>2021 vs. 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>97.3</td>
<td>87.6</td>
<td>11%</td>
<td>9.7</td>
</tr>
<tr>
<td>Interest / tax / other</td>
<td>(19.0)</td>
<td>(12.5)</td>
<td>(52%)</td>
<td>(6.5)</td>
</tr>
<tr>
<td>Change in net working capital</td>
<td>7.4</td>
<td>6.1</td>
<td>20%</td>
<td>1.2</td>
</tr>
<tr>
<td>▲ Discontinued operations</td>
<td>0.0</td>
<td>(0.3)</td>
<td>100%</td>
<td>0.3</td>
</tr>
<tr>
<td>Operating cash flow excl. organiser cash</td>
<td>85.6</td>
<td>81.0</td>
<td>6%</td>
<td>4.7</td>
</tr>
<tr>
<td>Investment – operating</td>
<td>(43.3)</td>
<td>(32.9)</td>
<td>(31%)</td>
<td>(10.4)</td>
</tr>
<tr>
<td>Investment – acquisitions &amp; joint venture</td>
<td>(2.1)</td>
<td>(0.7)</td>
<td>(212%)</td>
<td>(1.4)</td>
</tr>
<tr>
<td>Interests paid, lease liabilities, FX rate diff. &amp; rest</td>
<td>(0.5)</td>
<td>(6.4)</td>
<td>92%</td>
<td>5.8</td>
</tr>
<tr>
<td>▲ Discontinued operations</td>
<td>(0.1)</td>
<td>(0.1)</td>
<td>(10%)</td>
<td>0.0</td>
</tr>
<tr>
<td>Cash flow excl. dividends &amp; organiser cash</td>
<td>39.5</td>
<td>40.8</td>
<td>(3%)</td>
<td>(1.3)</td>
</tr>
<tr>
<td>Regular dividend</td>
<td>(14.6)</td>
<td>(14.6)</td>
<td>0%</td>
<td>0.0</td>
</tr>
<tr>
<td>Cash flow excl. organiser cash</td>
<td>25.0</td>
<td>26.3</td>
<td>(5%)</td>
<td>(1.3)</td>
</tr>
<tr>
<td>Effects organiser cash</td>
<td>0.1</td>
<td>(1.2)</td>
<td>104%</td>
<td>1.2</td>
</tr>
<tr>
<td>Cash flow incl. organiser cash</td>
<td>25.0</td>
<td>25.1</td>
<td>0%</td>
<td>(0.1)</td>
</tr>
</tbody>
</table>

Rounding differences possible
Q4 RESULTS 2021
(UNAUDITED)
# Q4 2021 P&L: € 78.2M (PRO-FORMA) REVENUES; € 18.7M (PRO-FORMA) EBITDA

<table>
<thead>
<tr>
<th>Pro-forma</th>
<th>Q4 2021</th>
<th>Q4 2020</th>
<th>Q4 2021 vs. Q4 2020</th>
<th>Q3 2021</th>
<th>Q4 2021 vs. Q3 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service revenues</td>
<td>78.2</td>
<td>71.6</td>
<td>9%</td>
<td>73.6</td>
<td>6%</td>
</tr>
<tr>
<td>Other operating income</td>
<td>0.4</td>
<td>0.5</td>
<td>(24%)</td>
<td>0.5</td>
<td>(26%)</td>
</tr>
<tr>
<td>Capitalised own work</td>
<td>4.7</td>
<td>4.9</td>
<td>(4%)</td>
<td>6.0</td>
<td>(22%)</td>
</tr>
<tr>
<td>Costs before capitalisation</td>
<td>(64.6)</td>
<td>(51.6)</td>
<td>(52.2)</td>
<td>(24%)</td>
<td>(53.8)</td>
</tr>
<tr>
<td>EBITDA</td>
<td>18.7</td>
<td>25.4</td>
<td>24.8</td>
<td>26.3</td>
<td>(29%)</td>
</tr>
<tr>
<td>Margin</td>
<td>24%</td>
<td>35%</td>
<td>(11% pts)</td>
<td>36%</td>
<td>(12% pts)</td>
</tr>
<tr>
<td>D&amp;A</td>
<td>(14.9)</td>
<td>(27.9)</td>
<td>(16.3)</td>
<td>46%</td>
<td>(14.8)</td>
</tr>
<tr>
<td>Financial result</td>
<td>0.0</td>
<td>(0.2)</td>
<td>0.7</td>
<td>(0.1)</td>
<td>(106%)</td>
</tr>
<tr>
<td>Taxes</td>
<td>3.7</td>
<td>3.7</td>
<td>(3.5)</td>
<td>(3.3)</td>
<td>204%</td>
</tr>
<tr>
<td>Net income</td>
<td>7.4</td>
<td>7.3</td>
<td>(5.4)</td>
<td>5.1</td>
<td>238%</td>
</tr>
<tr>
<td>EPS</td>
<td>1.32</td>
<td>1.29</td>
<td>(0.95)</td>
<td>0.92</td>
<td>238%</td>
</tr>
</tbody>
</table>

Rounding differences possible
Q4 2021 SERVICE REVENUES: B2B E-RECRUITING UP 21%

B2C
(6 %)

B2B E-Recruiting
21%

B2B Marketing Solutions & Events
4%

Rounding differences possible
# PROPOSAL FOR 8% REGULAR DIVIDEND INCREASE AND A SPECIAL DIVIDEND OF 3.56 PER SHARE

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro-Forma net income</td>
<td>€ 39.3m</td>
<td>€ 35.8m</td>
</tr>
<tr>
<td>#Shares (weighted)</td>
<td>5.6m</td>
<td>5.6m</td>
</tr>
<tr>
<td>Pro-forma earnings per share</td>
<td>€ 7.00</td>
<td>€ 6.37</td>
</tr>
<tr>
<td>Regular dividend per share</td>
<td>€ 2.80</td>
<td>€ 2.59</td>
</tr>
<tr>
<td>Special dividend per share</td>
<td>€ 3.56</td>
<td>N/A</td>
</tr>
</tbody>
</table>

No restriction for future growth given cash-generative business model
WE WILL BECOME THE #1 RECRUITING PARTNER IN D-A-CH BY WINNING TALENTS

HR CUSTOMERS

Become #1 recruiting partner in D-A-CH...

Expand leading market position in employer branding and sourcing
Extend portfolio of hiring solutions to serve all major recruiting needs
Establish new, integrated HR platform for growth beyond recruiting

No focus in the short-term

Strengthen user value proposition of XING and kununu
Extend footprint in high volume/scarcity labor segments
Increase user engagement beyond networking and job seeking

... by winning talents

INDIVIDUALS

Our Vision:
For a better working life

Investing in structural growth

Financial targets unchanged
TALENT SHORTAGE IS PUTTING OUR ECONOMY UNDER SEVERE PRESSURE
THE WORST IS YET TO COME – STRUCTURAL TALENT SHORTAGE IS GROWING

SHRINKING WORKFORCE
WORKFORCE IN DE (IN Mio. #)

~41 m
~(11%)
2020

~36 m
2030

STRUCTURAL TALENT SHORTAGE
UNFILLED VACANCIES IN DE (IN Mio. #)

~250%

1.4 m
2020

4.9 m
2030

SOURCE: German Federal Labor Agency; German Federal Institute for Vocational Education and Training; IGIA, Korn Ferry
WITH >5BN€ IN ESTIMATED SIZE, THE RECRUITING MARKET IN D-A-CH IS HUGE

**NEW WORK**  |
RESULTS PRESENTATION & STRATEGY UPDATE - FY2021 (UNAUDITED)  |

<table>
<thead>
<tr>
<th>SEGMENTS</th>
<th>ATTRACTION</th>
<th>SOURCE</th>
<th>SELECT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Employer branding, search engine marketing, other (e.g. certification)</td>
<td>Passive sourcing, i.e. online and offline job ad business</td>
<td>Active sourcing (headhunter), active sourcing tools (excl. temporary staffing)</td>
</tr>
</tbody>
</table>

**TOTAL SPEND (DE)***

<table>
<thead>
<tr>
<th>SEGMENTS</th>
<th>ATTRACTION</th>
<th>SOURCE</th>
<th>SELECT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>~0.7bn€</td>
<td>~1.2bn</td>
<td>~2.2bn</td>
</tr>
</tbody>
</table>

**TAM (DE)***

| TAM (DE)* | ~ 140,000 |

**ARPU (DE)***

| ARPU (DE)* | ~ € 34,000 |

*Figures relate to DE 2021, only – AT/CH each provide +10% to +15% potential; arrows indicate expected future growth trend; SOURCE: Source: Market model (German Federal Statistical Office, German Federal Labor Agency, Institute of Economics, other studies & reports)
B2B E-RECRUITING IS OUR GROWTH DRIVER

NWSE GROUP REVENUES
BY SEGMENTS (IN Mio. €)

<table>
<thead>
<tr>
<th>Year</th>
<th>Marketing Solutions &amp; Events</th>
<th>B2B E-Recruiting</th>
<th>B2C</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>18</td>
<td>54</td>
<td>77</td>
</tr>
<tr>
<td>2017</td>
<td>18</td>
<td>77</td>
<td>90</td>
</tr>
<tr>
<td>2018</td>
<td>22</td>
<td>109</td>
<td>100</td>
</tr>
<tr>
<td>2019</td>
<td>26</td>
<td>140</td>
<td>103</td>
</tr>
<tr>
<td>2020</td>
<td>20</td>
<td>154</td>
<td>103</td>
</tr>
<tr>
<td>2021</td>
<td>24</td>
<td>170</td>
<td>98</td>
</tr>
</tbody>
</table>

CAGR
2016-2021 (IN %)

- Marketing Solutions & Events: +6%
- B2B E-Recruiting: +26%
- B2C: +5%
WE WILL BECOME THE #1 RECRUITING PARTNER IN D-A-CH BY WINNING TALENTS

HR CUSTOMERS

Become #1 recruiting partner in D-A-CH...

Seamless recruiting experience

Active Sourcing
Passive Sourcing
Employer Branding

Registered members
All job-seekers
Entire workforce

... by winning talents

... new B2B recruiting offerings
... new B2C talent segments

INDIVIDUALS
WE WILL...
POSITION XING WITH CLEAR FOCUS ON JOBS & CAREER

STRENGTHS TODAY

Largest network/talent pool in D-A-CH: >20.3m; strong growth: ~1.4m annually

Key role in last job change for ~30% of our B2C XING members*

Higher success in filling vacancies via ‘TalentManager’ over competition*

>1.3m jobs & >20k active recruiters; >250k employers on XING

* Source: NW SE Benchmarking study 2022

OUR AMBITION

#1
DESTINATION IN D-A-CH TO FIND A JOB, GET HIRED AND RECEIVE CAREER GUIDANCE
WE WILL...
FURTHER EXPAND KUNUNU’S LEADING POSITION

STRENGTHS TODAY

- **First choice** for talents looking for workplace insights, with every 2nd jobseeker visiting kununu

- Highest number of user-generated, trustworthy company reviews: >5m

- >2m unique insights beyond reviews, with company salary & culture insights

- **Platform** with singular positioning for employers’ employer branding efforts

OUR AMBITION

#1 DESTINATION IN D-A-CH TO FIND WORKPLACE INSIGHTS NEEDED TO TAKE DECISIONS
WE WILL...
BECOME #1 RECRUITING PARTNER FOR HR IN D-A-CH

STRENGTHS TODAY

- Employer Branding Profiles
  - Attract
- JobManager
- TalentManager
  - Sourcing (Passive & Active)
- TalentpoolManager
- TalentService
- ReferralManager
- Prescreen
  - Select

OUR AMBITION

#1
RECRUITING PARTNER IN D-A-CH. BEST PERFORMANCE & SEAMLESS EXPERIENCE
WRAP-UP

1. We have a clear goal – to develop NWSE towards the #1 recruiting partner for HR in DACH by winning talent

2. Recruiting is a huge market with >5bn€ in size – and strong growth prospects driven by structural mega trends

3. With strong assets on C- & B-Side, we are in a promising position to grow – and we defined clear initiatives for it

4. In 2021, we achieved solid growth in revenue and EBITDA – B2B E-recruiting growth returned to double-digits

5. Outlook: back to pre-COVID levels in the mid-run – with double-digit revenue growth and >30% EBITDA margin
THANK YOU FOR YOUR ATTENTION.
INVESTOR RELATIONS
CONTACT DETAILS & SOCIAL MEDIA CHANNELS

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