



XING 

Company Presentation

Stefan Groß-Selbeck (CEO)

Commerzbank 9th German Technology &
Telecoms Conference

Strong Market Position in High Growth Segment

- 8m members +29% yoy
- 635k payers +35% yoy

Attractive Economics

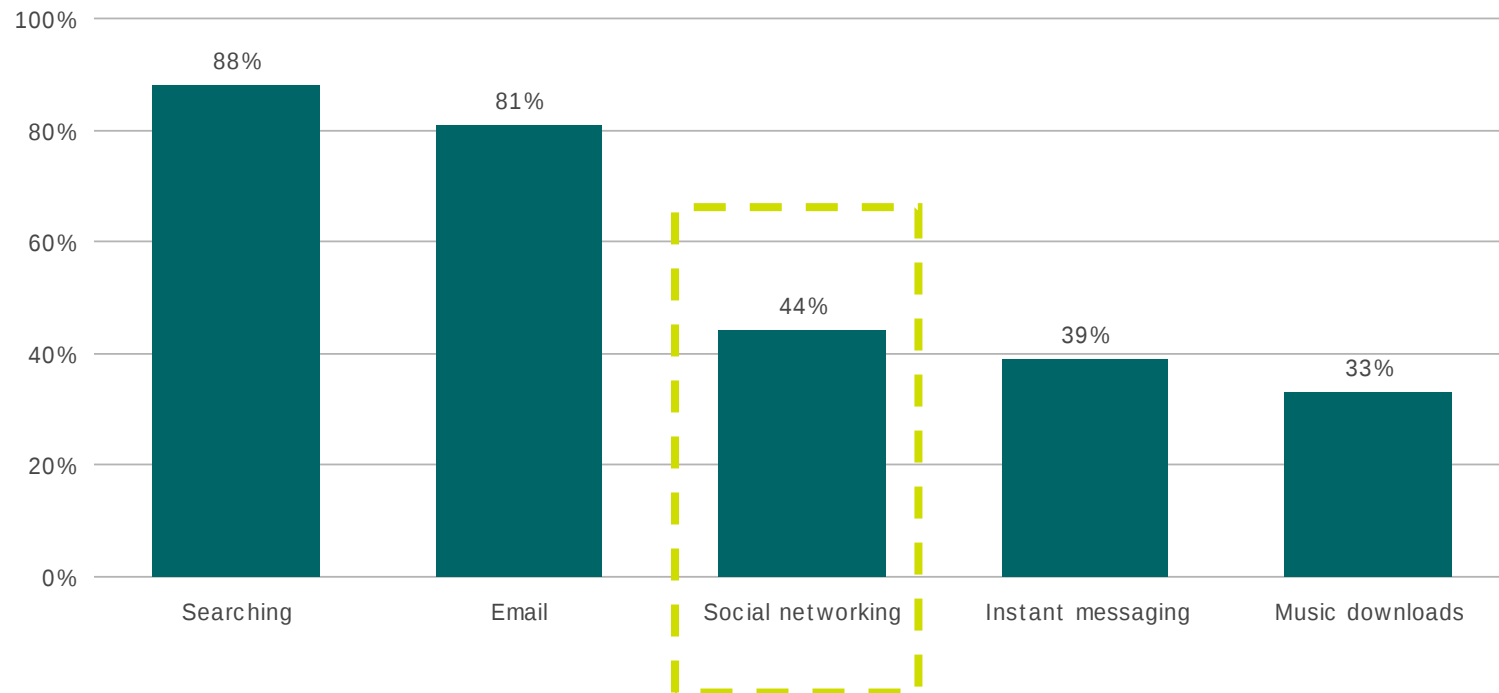
- 21.54m HY'09 Revenues +35% yoy
- 27% EBITDA-Margin
- Negative Working Capital

Significant Market Opportunities

- Further Growth of Core Subscription Business
- New Revenue Streams

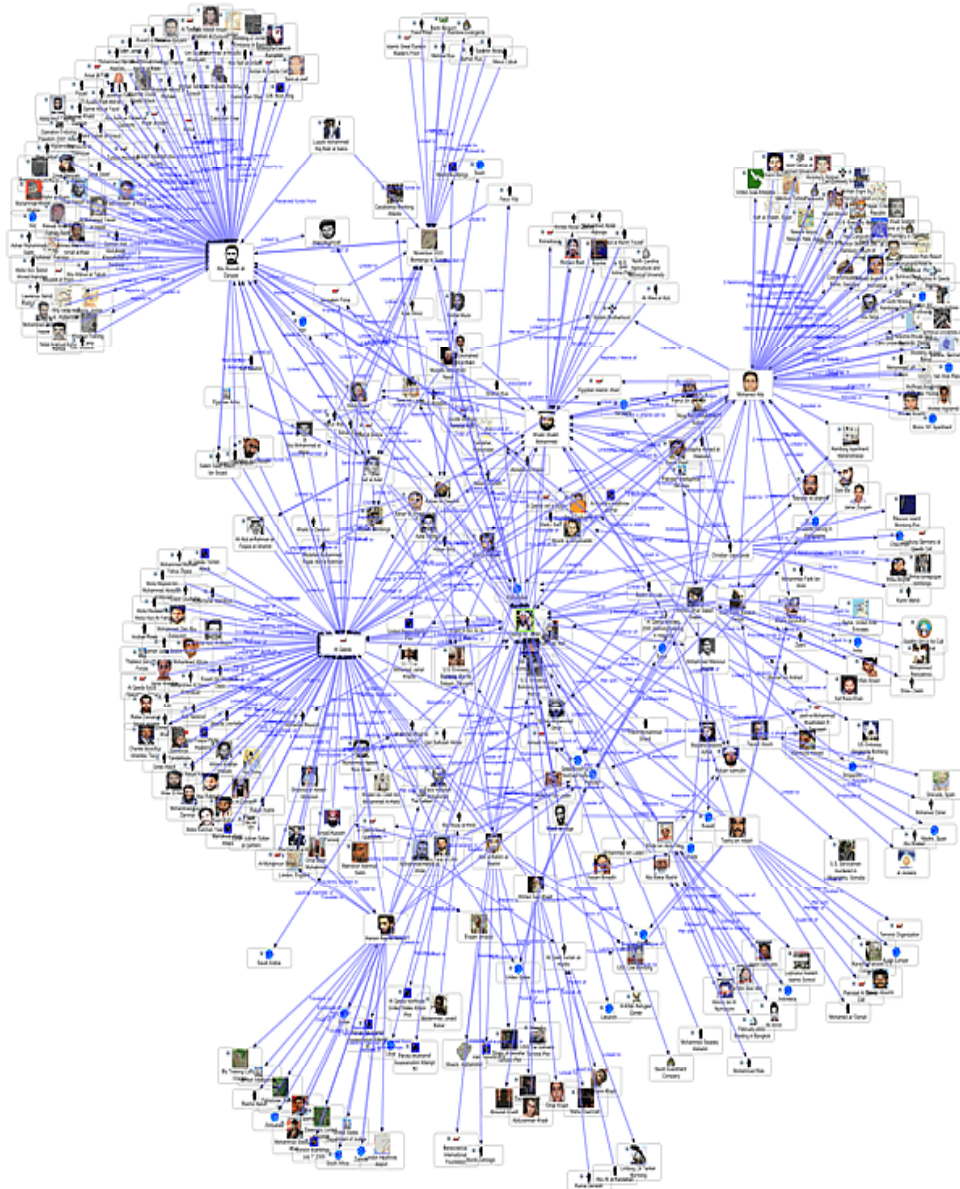
01 Social Networking is Our Business

Top 5 Website Activities⁽¹⁾



Social networking is expected to maintain strong growth momentum

01 Social Networks Serve Basic Human Needs



Web 2.0 technology makes it

- ➔ Visible
- ➔ Manageable
 - Build and grow
 - Interact

Serving rational and emotional needs

- ➔ Find lost friends
- ➔ Stay connected
 - Find lost friends and contacts
- ➔ Extend your personal reach
 - “small world phenomenon”
 - 2nd degree friends

Private
Networking

Professional
Networking

01 XING – Highly Engaged Audience

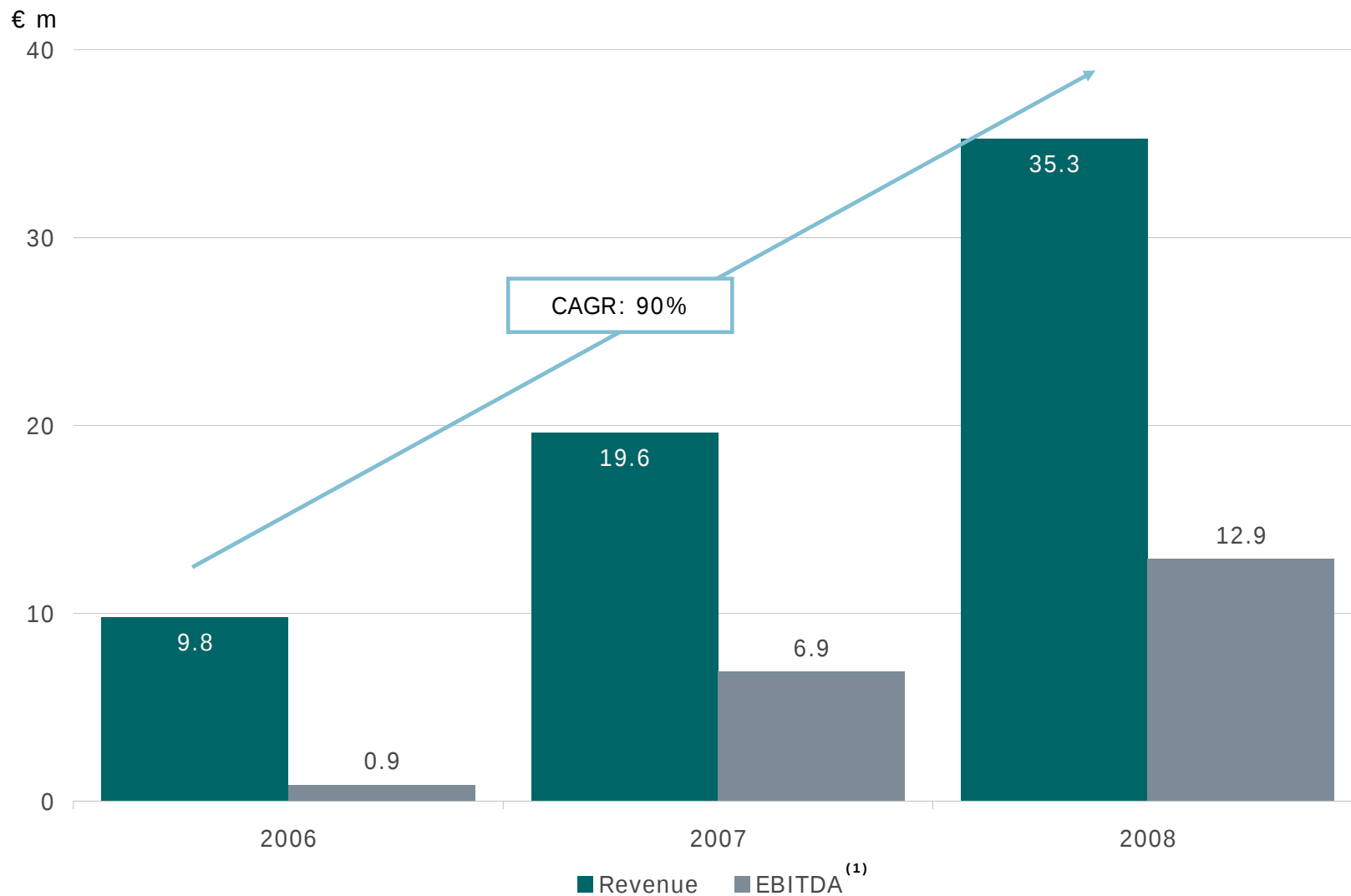


Critical mass	> 8 million users	+28% yoy
Highly active users	60% activity rate ⁽¹⁾ 150 million connections	+50% yoy
Loyal community	635,000 payers 30,000 groups 203 ambassadors	+35% yoy +39% yoy +100% yoy
Combining online & offline	70,000 events in HJ'09 350k attendees	+94% yoy +72% yoy



Strong network effects in core markets ensure strong and sustainable competitive position

01 Strong Financial Performance & High Profitability



Source: Company information
Note: Excluding one-offs, IFRS reconciliation
(1) Adjusted by one-off expenses resulting from discontinued M&A activities (€ 0.768m)

01 XING Executive Board (Vorstand)



Dr. Stefan Groß-Selbeck
CEO



Experience

- Studied Law & Political Economics (MBA)
- Project Manager at BCG
- Managing Director at SevenOneIntermedia,
- CEO of ebay Germany

Responsibilities

- Corporate Strategy, HR, Corporate Communications, Marketing, Sales & Products in DACH

Ingo Chu
CFO



Experience

- Studied Business Administration (MBA)
- Bertelsmann Group
- CFO at RTL Shop

Responsibilities

- Accounting, Controlling, Business Intelligence, Planning & Investor relations

Burkhard Blum
COO



Experience

- Studied Law & received LL.M degree
- Legal Advisor at mobilcom AG
- Manager of legal department & M&A project team at XING AG

Responsibilities

- International Markets, Mergers & Acquisitions, Legal Affairs

Michael Otto
CTO



Experience

- Studied Computer Science & English Linguistics
- Founder and Director of Internet Software Agency epublica and Knowledge Portal wer-weiss-was.de

Responsibilities

- Technological Development and Implementation of new Features & Functionalities

(A) Further Drive Penetration In Core DACH Markets

- Large potential for further member and payer growth
- Innovation to drive value
- Recent launches: Company Pages, new Header, OpenSocial, “Members you may know”

(B) Pursue New Revenue Opportunities

- Jobs & Recruiting
- Corporate Solutions
- Advertising

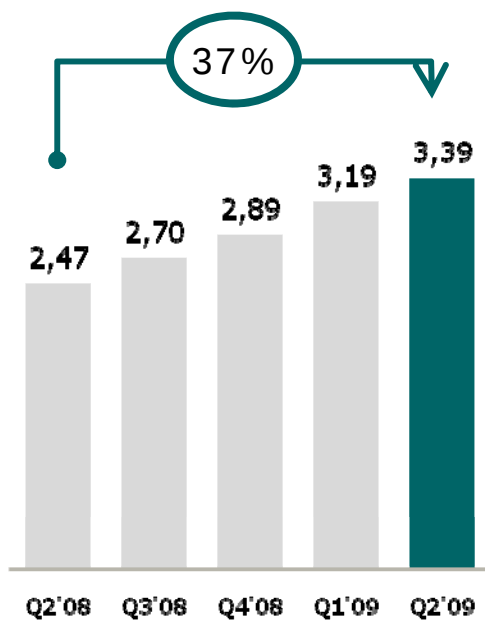
(C) Continue International Expansion

- Focus on active member growth in select countries
- “start up mentality”
- Monetize mainly through B2B revenues

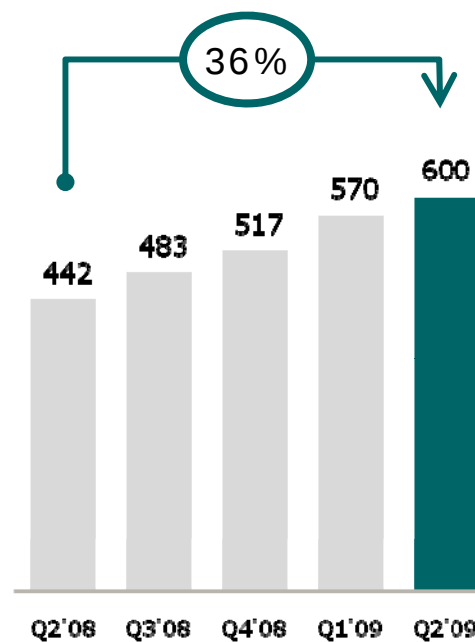
(A) Further Drive Penetration in Core DACH Markets Continuing Growth In Member & Payer Base



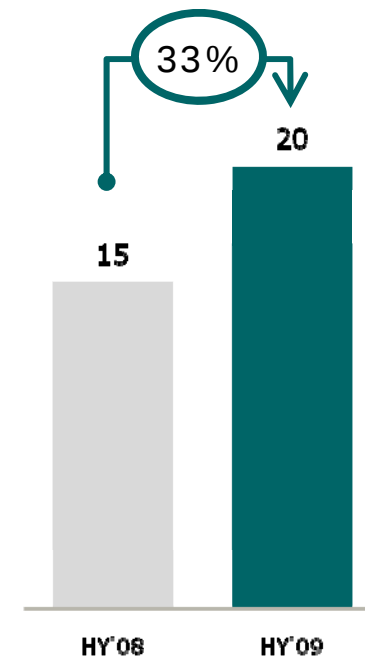
Member base in m



Payer base in 000'



Revenue in €m



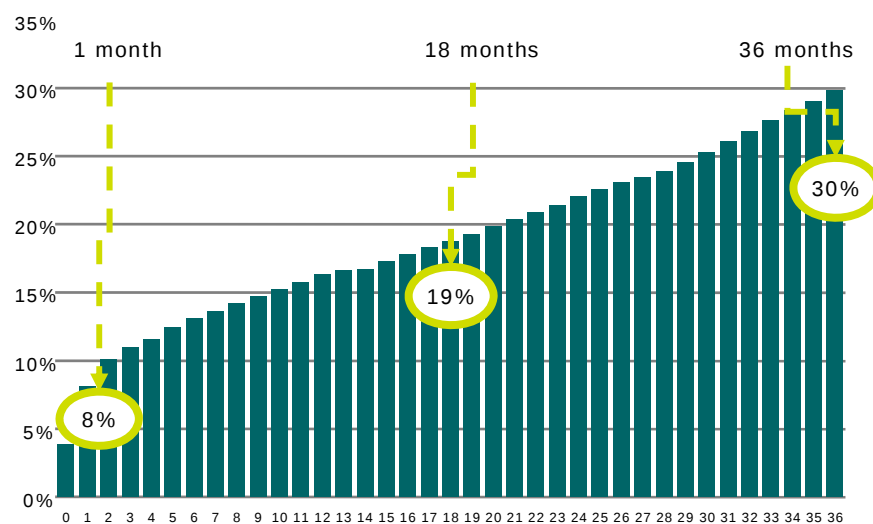
➤ Strong competitive position

➤ High user activity & low churn

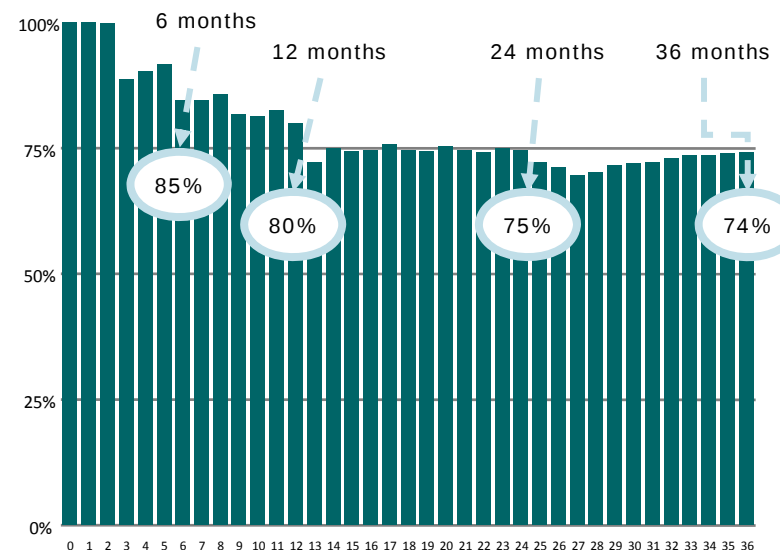
(A) Core: Increasing Payer Conversion Over Time & High Customer Loyalty



Average payer conversion
(in months after becoming member)



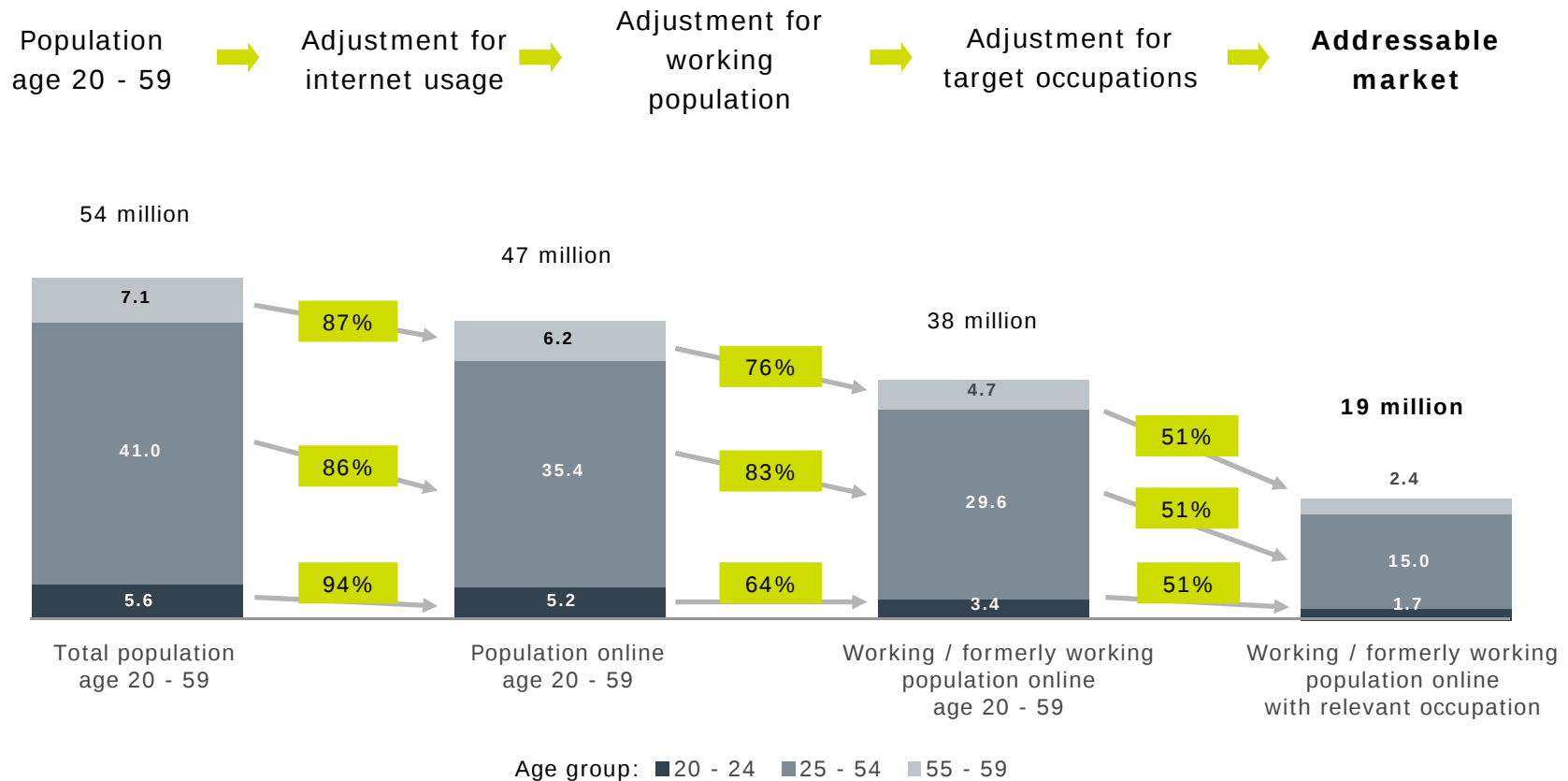
Average % of retained payers
(months after 1st payment)



App. $\frac{3}{4}$ of typical payer cohort is still paying after 3 years

(A) Large Potential For Further Member & Payer Growth

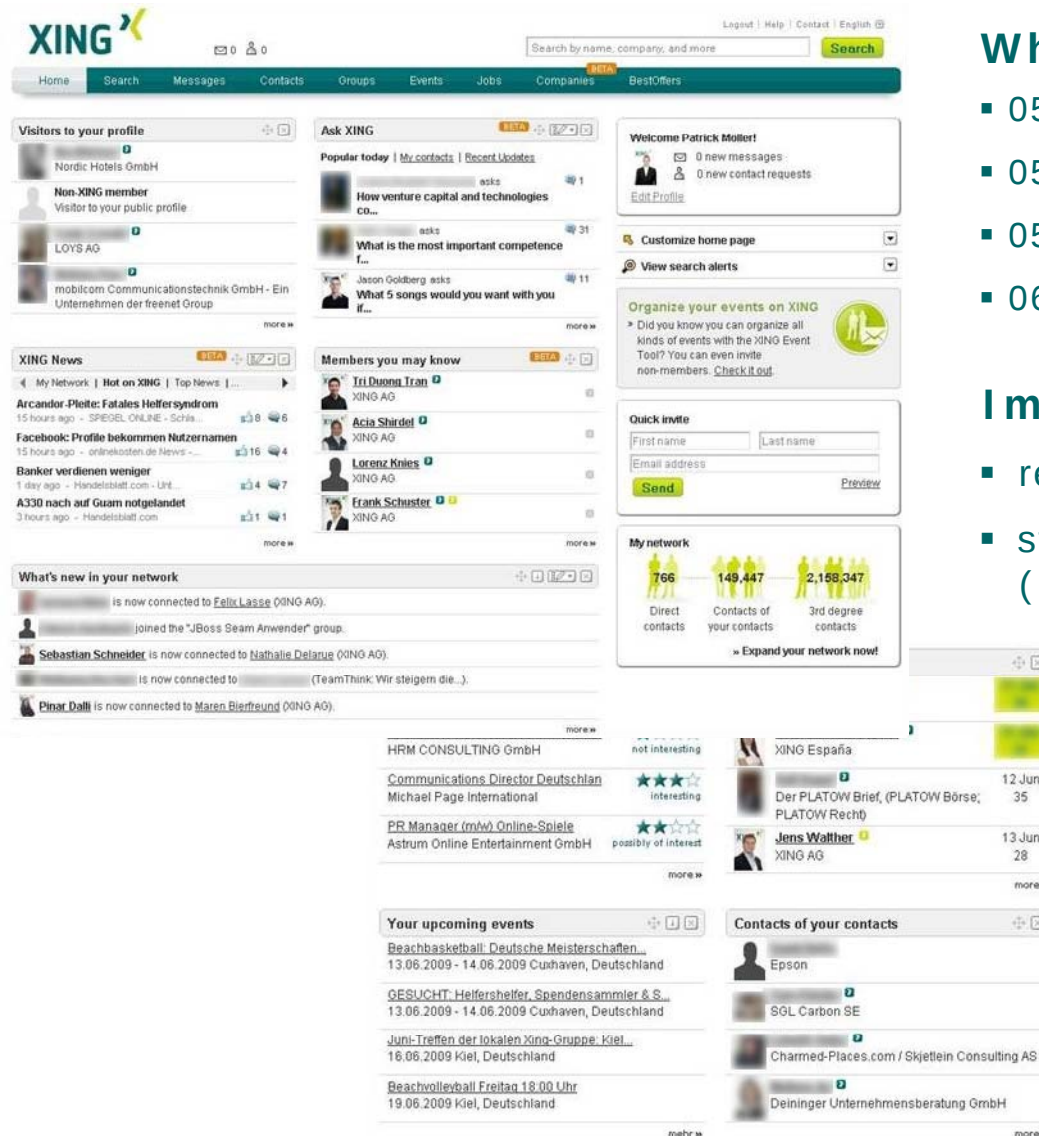
Addressable Market: Market Size Estimate 2015



XING's total addressable market in DACH (2015) is estimated at 19 million users

Source: United Nations World Population Prospects 2006, United Nations Economic Commission for Europe – Statistical Division, European Commission Long-Term Labour Force Projections 2005, OECD's Committee Information Service, CEDEFOP Future Skill Needs in Europe Forecast 2008, Sal. Oppenheim estimates

(A) Product & Feature Launches HY'2009 (I) Strengthening Active Usage



What we shipped

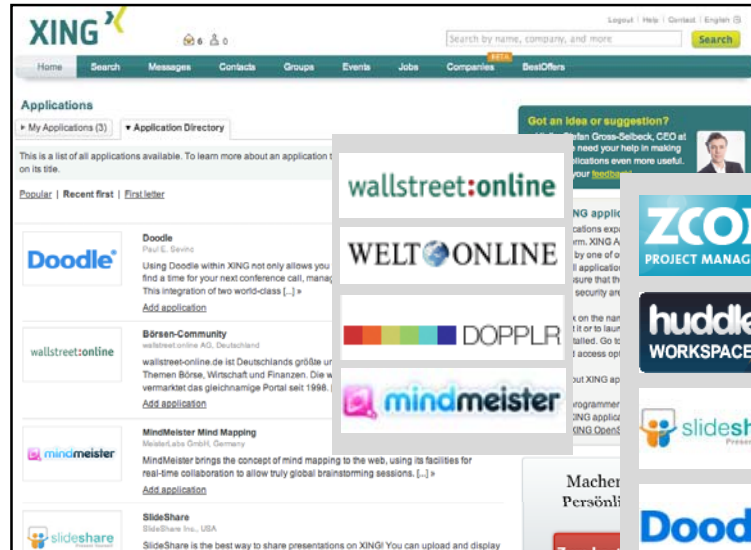
- 05/06 Members you may know (MYMK)
- 05/06 New Profile Box
- 05/13 People you should meet (VIP Spain)
- 06/17 Customizable Newsfeed

Impact

- record levels of active users
- step change in # of contacts in DACH (+26%)



Product & Feature Launches HY'2009 (II) XING Partner Ecosystem



Impact

- >300k installations up to now
- Very positive member feed back
- >300 requests of potential partners to be integrated

What we shipped

- New infrastructure based on open social
- 13 partner apps
- App Directory



Screenshots from www.xing.com



Possible Monetization Through i.e. Advertising & Rev. Share

(A) Further Drive Penetration In Core DACH Markets

- Large potential for further member and payer growth
- Innovation to drive value
- Recent launches: Company Pages, new Header, OpenSocial, "Members you may know"

(B) Pursue New Revenue Opportunities

- Jobs & Recruiting
- Corporate Solutions
- Advertising

(C) Continue International Expansion

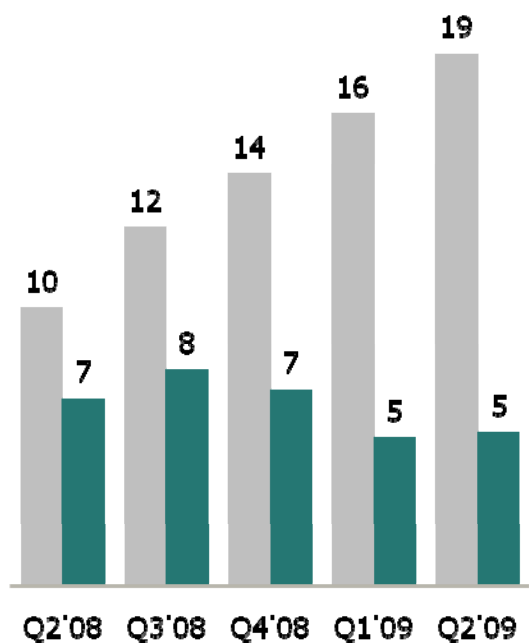
- Focus on active member growth in select countries
- "start up mentality"
- Monetize mainly through B2B revenues

(B) XING "Jobs" Section

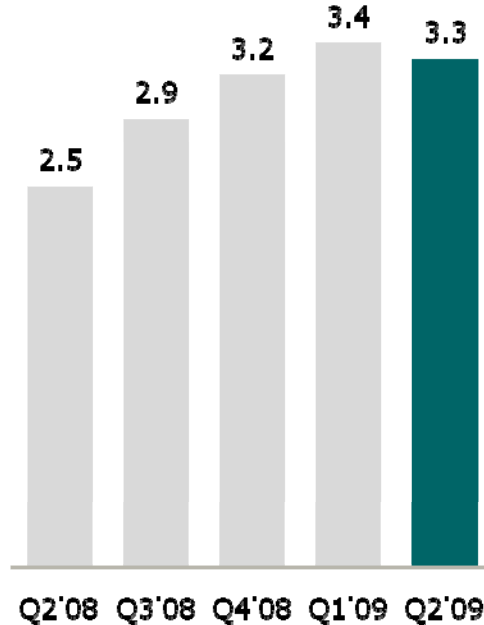


■ Active Postings visible
 Monthly average
■ # of direct B2B relationships

[In 000s]

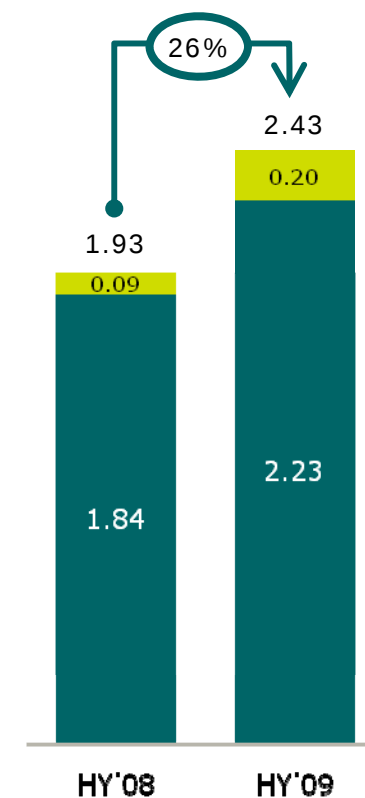


Of Total "Jobs" Clicks In m



Revenue in €m

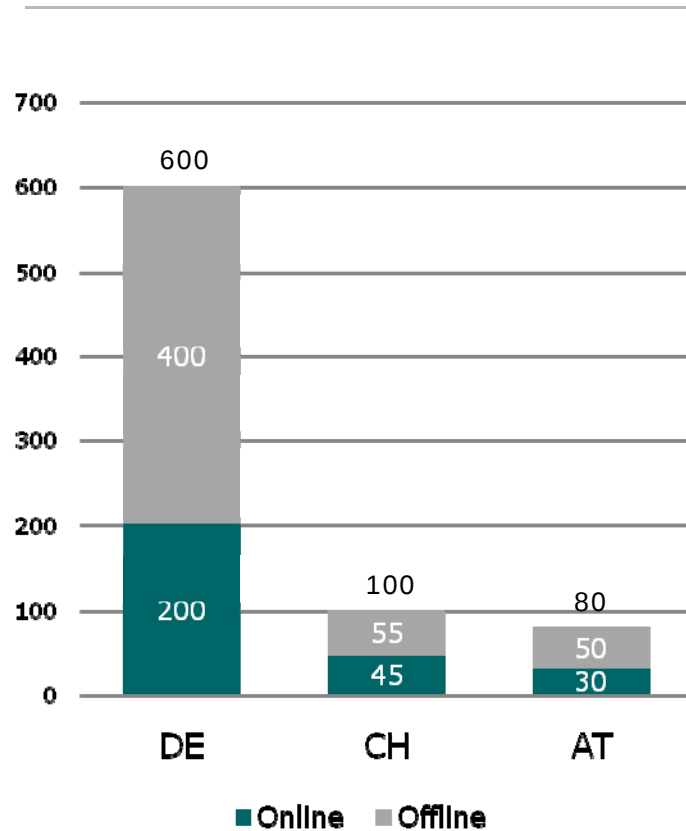
■ „Best Offers“
■ „Jobs“



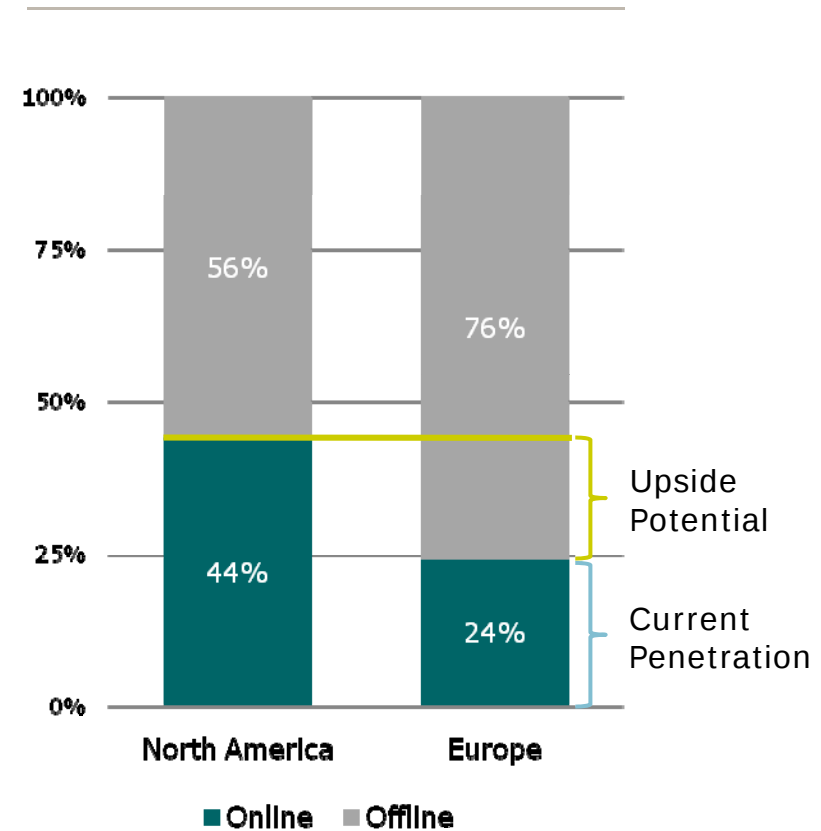
(B) Jobs and Career – Market Opportunity DACH



Market Volume



Market Penetration



(B) Jobs and Career EVERYWHERE

Product Offering: Premium Memberships



Premium Memberships offer outstanding search functionalities
40,000+ Premium Members are HR professionals



Logout | Help | Contact | English

0 0

Search by name, company, and more

Search

Home | Search | Messages | Contacts | Groups | Events | Jobs | Companies | Best Offers

Advanced Search

Keywords

Search

☒ all of XING ☐ my contacts up to 2nd degree ☐ my contacts only

Person

First name

similar

Last name

similar

Universities

Interests

Organizations

Member in the group

Business

Status

(all)

Current company

Current position

Former company

Previous position

Industry

Person wants

Person has

Location & Membership

Zip code

City (business)

State (business)

Country/Region (business)

(all)

Language

English

Member joined

(all)

Clear fields

Search

Search tips:

Searching with quotation marks: Use quotation marks to find a precise combination of words. For example, "Key Account Manager" will only return profiles that contain these three words in exactly this order.

Searching with OR: If you enter "OR" (in capital letters) between two search terms, you'll receive all profiles that contain at least one of the words. The first profiles to be displayed are those which match both terms. If OR is not entered between the terms, only profiles matching both of the terms will be displayed.

(B) The Concept Of A XING Recruiter Account



Advance Search

Keywords: Manager, Hamburg Search Advanced Search

<< Zurück | Weiter >> | 1 | 2 | 3 | 4 | 5 | ... | 100

Joachim Hofmann
Business Manager, RMT
Hamburg, Deutschland | Internet
Career Level: Professional
Current: Business Manager - Michigan Operations -
Past: Delivery Manager at airbus, Customer Acceptance &... more...

Dr. Stefan Weiß
Vice President Customer Management
Hamburg, Deutschland | Internet
Career Level: Professional
Current: Business Manager - Michigan Operations -
Past: Delivery Manager at airbus, Customer Acceptance &... more...
Nachricht senden
Kontakt hinzufügen
Person merken

Marsela Schommer
Management Consultant / System Integrator
Hamburg, Deutschland | Information Technology and Services
Career Level: Professional
Current: Director at PMP Project Management, LLC
Past: Senior Project Manager at AGCO Corporation - Duluth, ... more...

Ralf Martin Kowalik

Martin De Friend
Contract Manager
Hamburg, Deutschland | Information Technology and Services
Career Level: Professional
Current: Contract Manager at BI Informed
Past: Project Manager at NXP Semiconductors, Project ... more...

Hella Schornsteiner
Management Consultant / System Integrator
Hamburg, Deutschland | Information Technology and Services
Career Level: Professional
Current: Director at PMP Project Management, LLC
Past: Senior Project Manager at AGCO Corporation - Duluth, ... more...

<< Back | Continue >> | 1 | 2 | 3 | 4 | 5 | ... | 100

New search Refine search

Found the person you're looking for?
If not, invite them to join your XING network.

Filter your search results

Current search
Keywords: Manager
Hamburg
City: Hamburg
Create search alert

Refine your search results

Career Level
Entry Level (132)
Professional/Experienced (48)
Manager (Manager/Supervisor) (23)
more

Calculated work Experience
Less than a year (140)
1 - 3 years (34)
3 - 5 years (23)
more

Years in current position
Less than a year (140)
1 - 3 years (34)
>10 years (23)
more

Industry
Internet (132)
Import & Export (48)
Hotel & Restaurants (48)
more

Company size (by number of employees)
Just me (23)
1 - 10 Employees (40)
11 - 50 Employees (10)
more

Post Code (Germany)
PLZ 2 (23)
PLZ 3 (45)
Other countries (10)
more

Status
Employee (233)
Freelancer (104)
Seeking Employment (45)
more

XING Usage
☐ Active Members Only (247)
☐ Members open for career opportunities (10)

Calculated work Experience
Less than a year (140)
1 - 3 years (34)
3 - 5 years (23)
more

Years in current position
Less than a year (140)
1 - 3 years (34)
>10 years (23)
more

XING Usage
☐ Active Members Only (247)
☐ Members open for career opportunities (10)

Screenshot of Recruiter view – not public yet



Monetization via Higher Subscription Fees

(B) Enhancement Of Job Board: Display Ads

Enabling Employer Branding

XING

„XING Job Posting Today“

- Performance based only

Asset Manager (m/w) Real Estate
★★★★☆
interessant

Position: Asset Manager (m/w) Real Estate
Firma: UBS AG Meine Verbindungen anzeigen
Branche: Bankwesen
Standort: Basel, Schweiz
Tags: immobilientreuhänder, treuhänder, immobilien, immobilienmanagement, betriebswirtschaft, bank, asset manager, real estate, vollzeit
Beschäftigungsart: Vollzeit
Qualifikationen: immobilientreuhänder, immobilienmanagement, betriebswirtschaft, Deutsch, Französisch
Karriere-Level: Mit Berufserfahrung
Job-Referenznummer: 48961

Detaillierte Beschreibung: Wertschöpfungsprozesse im Immobiliengeschäft sind Ihre Stärke!
 Für unser Kompetenzzentrum Immobilien Asset Management in Basel suchen wir einen unternehmerischen Immobilienprofi als
 Real Estate Asset Manager
 Als Assetmanager im Kompetenzzentrum unterstützen und beraten Sie die fondsverantwortlichen Einheiten bei komplexen sowie übergreifenden Problemstellungen wie Leerstandsmanagement, Key Tenant Management, Versicherungsschutz und Qualitätssicherung. Für verschiedene Spezialthemen übernehmen Sie die Koordination und stellen Ihr Fachwissen zur Verfügung.
 Im Rahmen der Portfoliostrategie der einzelnen Immobilienfonds beurteilen, optimieren und begleiten Sie, zusammen mit Ihren Teamkollegen, Sanierungs-, Entwicklungs- und Neubauprojekte. Sie bewerten Kauf- und Verkaufsopportunitäten, organisieren Erstvermietungen und unterstützen die Abwicklung von Liegenschaftstransaktionen.
 Sie sind zuständig für das Aufbereiten und Plausibilisieren von internen und externen Reports, die Durchführung von Revisionen bei den Verwaltungsgesellschaften und die Einführung und Schulung von neuen Mitarbeitern.
 • Eidg. dipl. Immobilientreuhänderin oder -Treuhänder, von Vorteil
 • Nachdiplomstudium Immobilienmanagement
 • Fundierte Erfahrung im Immobiliengeschäft, von Vorteil
 • Erfahrung im Umgang mit Bau- und Entwicklungsprojekten
 • Betriebswirtschaftliche Kenntnisse
 • Sicheres Auftreten, Verhandlungssicherheit
 • Selbständige Arbeitsweise und hohe Teamorientierung
 • Unternehmerisches Denken und Handeln
 • Deutsch oder Französisch auf Muttersprache-Level und jeweils gute Kenntnisse der anderen Sprache, idealerweise ergänzt durch Englisch
 UBS bietet Ihnen ein leistungsorientiertes Umfeld, attraktive Karrierechancen und eine offene Unternehmenskultur, die den Beitrag jedes Einzelnen schätzt und belohnt.
 Interessiert? Wir freuen uns auf Ihre online-Bewerbung mit vollständigen Unterlagen.
 UBS AG
 Human Resources & Education
 Recruitment
 Herr S. Baumann
 +41-44-236 00 06
 UBS ist ein Arbeitgeber, der Chancengleichheit fördert. Wir respektieren jeden Mitarbeiter als Individuum sowie unterschiedliche Kulturen, Perspektiven, Fähigkeiten und Erfahrungen unseres Personals.

„XING Job Posting 2.0“

- Performance based & Flat Fee Postings

Bitte beziehen Sie sich bei Ihrer Bewerbung auf StepStone.

Volljurist (m/w)
im Corporate Center der Bertelsmann AG (Gütersloh)

Ihre Aufgaben:
Auf Sie wartet eine herausfordernde und abwechslungsreiche Aufgabe in der Konzernrechtsabteilung der Bertelsmann AG.

Ihr Profil:
Nach dem Abitur haben Sie Ihr Studium als Volljurist mit guten Examina abgeschlossen. Darüber hinaus verfügen Sie über:

- mehrjährige Praxis in Unternehmen oder wirtschaftsberatenden Anwaltsfirmen
- spezialisierte Kenntnisse und Erfahrungen im Wettbewerbs- und Werberecht sowie im Recht der Berichterstattung
- vertiefende Kenntnisse und Erfahrungen im Datenschutzrecht
- gute Englischkenntnisse in Wort und Schrift

Die Position ist ab dem 01.10.2009 zu besetzen.

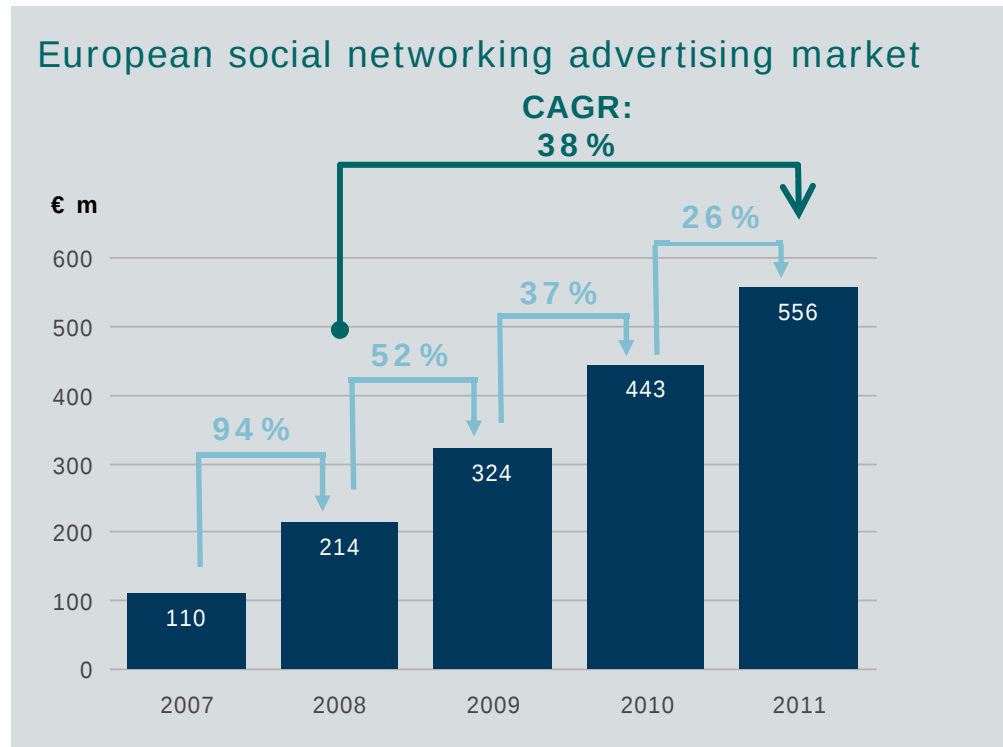
Gestalten Sie gemeinsam mit uns die Welt der Medien und Services. Wir bieten Ihnen unternehmerische Herausforderungen und faszinierende Projekte in attraktiven Arbeitsumfeldern sowie individuelle Einstiegs- und Entwicklungsmöglichkeiten. Bertelsmann ist ein internationales Medienunternehmen, das in den Bereichen Fernsehen (RTL Group), Buch (Random House), Zeitschriften (Gruner + Jahr), Medienservices (Arvato) und Medienclubs (Direct Group) in mehr als 50 Ländern der Welt aktiv ist.

Bewerben Sie sich online auf StepStone unter: [http://stepstone.berlin.bertelsmann.com](#)

Anzeige weiterleiten
Jobs per eMail

Bitte beziehen Sie sich bei Ihrer Bewerbung auf StepStone.

(B) Advertising Market Opportunity

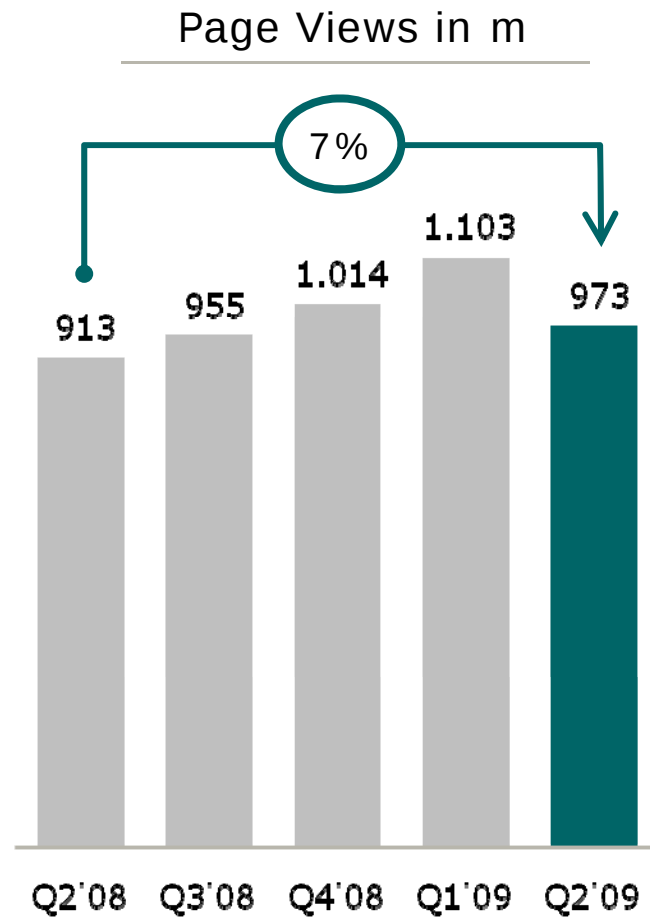


- Growth Western European SN ad market: 38% (CAGR)
- SNS are attractive platforms:
 - Targeting for advertisers
 - Matching according to preferences & user behavior

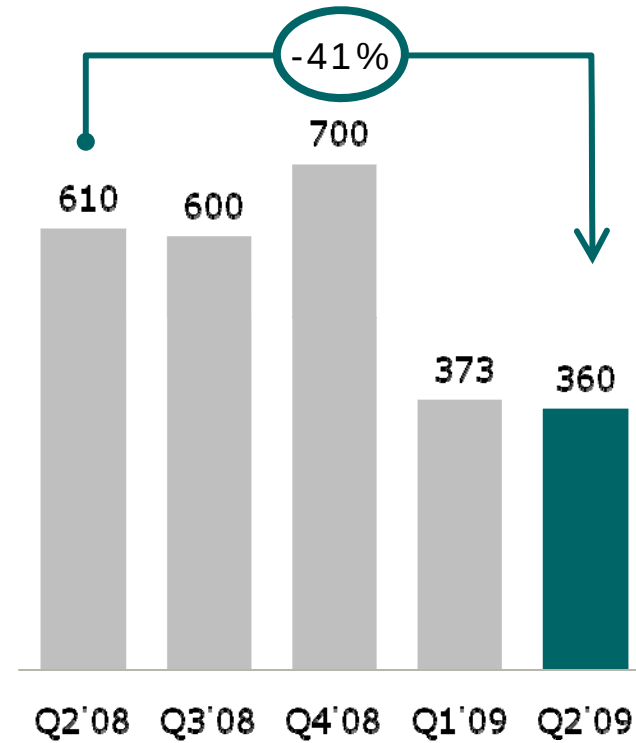


Social networks facilitate target group-specific advertising content, potentially resulting in more efficient use of marketing budgets

(B) Advertising Decline Mainly Driven By Lower Guarantee Payment



Advertising Revenue in € 000'



➤ Enterprise Groups

➤ Company Pages

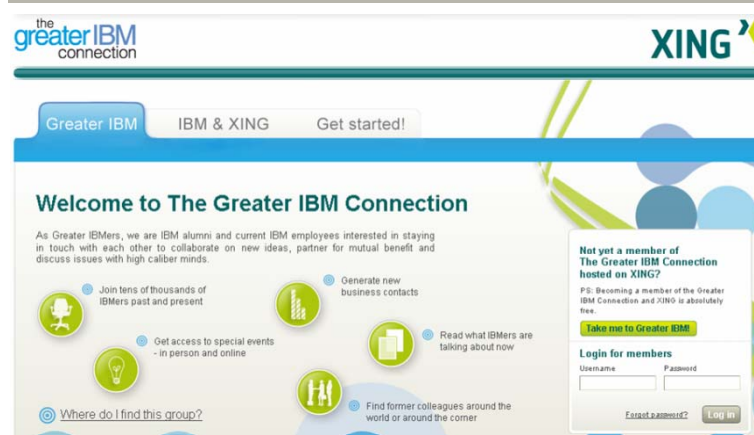
➤ Events

(B) Corporate Solutions

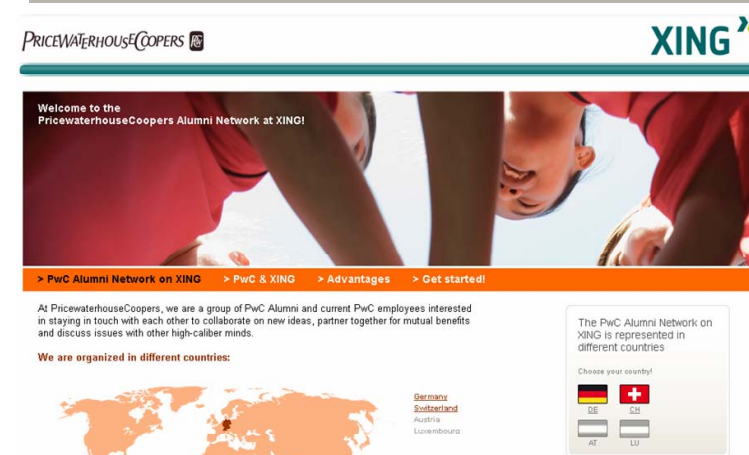
Examples Of Enterprise Groups Customers



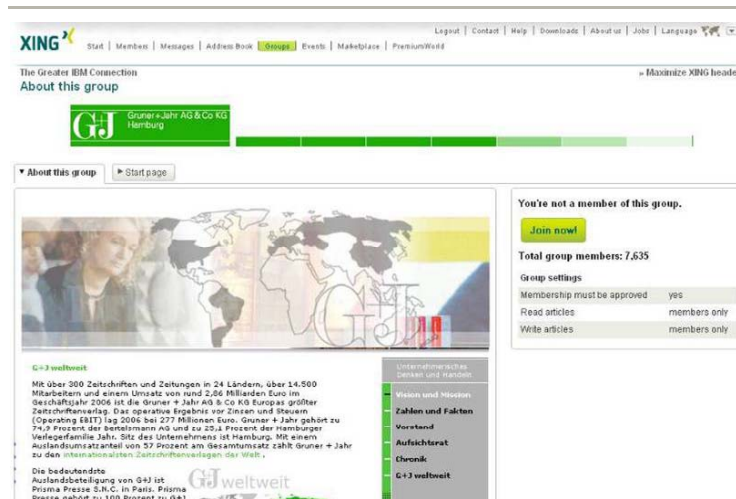
IBM – Global Alumni Program



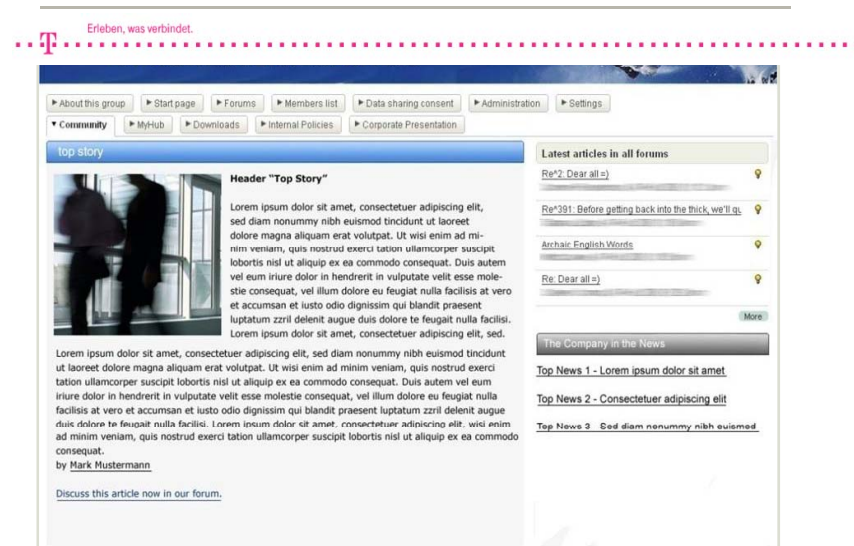
PwC – Pan-European Network



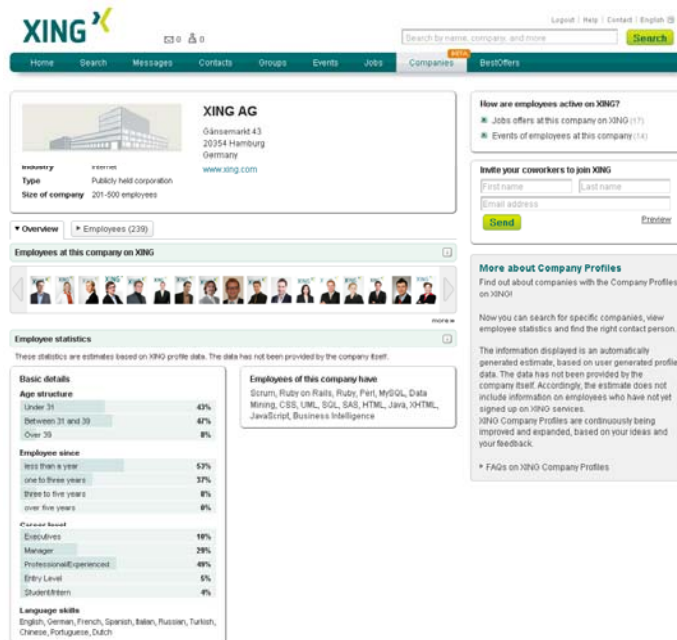
Gruner + Jahr – Talent Pool



T-Systems – Employee Platform



(B) Product & Feature Launches HY'2009 (III) Company Pages - Lead Generation Business



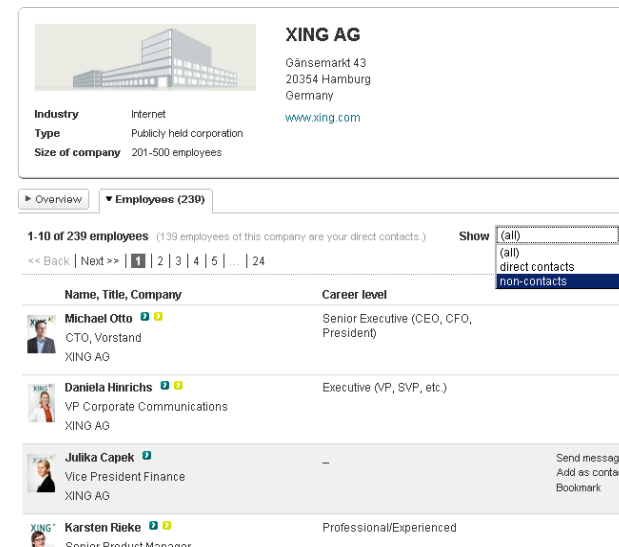
Impact

- Generated strong interest of companies to have a presence on XING
 - >13k requests for CP creation & 3.810 CPs created
- Plenty of feedback on further improvements
- Preparing new version in H2

What we shipped

Company Pages Beta

- Improved employees list
- Request Profile Creation: enabling small companies to request a company profile
- Quick-Invite: Invite your colleagues to XING.
- Search for hiring companies
- Advertising: Banner on the CP Hub-Page and one on the CP Creation Page.



Screenshots of www.xing.com



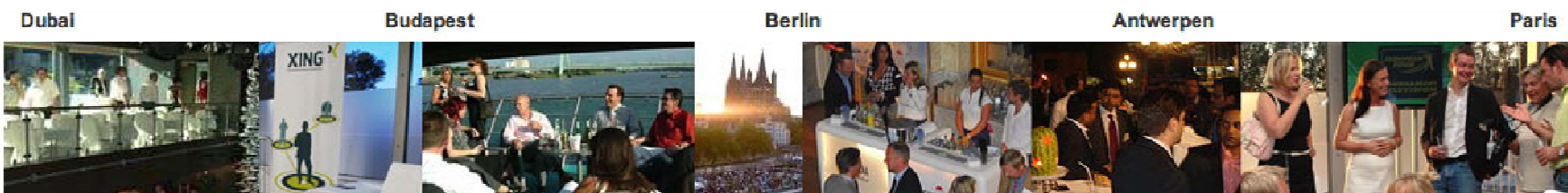
Monetization via Placement Fees

What we shipped

- More specific event invitations and messages
- Twitter integration
- Usability improvements

Impact

- No. of organized events almost doubled to 68k vs. HY1'08
- Events are local! People want to see what's going on around the place they live and work
- Preparing next version including a ticketing solution



Screenshots of www.xing.com & www.rumohr.de



Monetization via Revenue Share

(A) Further Drive Penetration In Core DACH Markets

- Large potential for further member and payer growth
- Innovation to drive value
- Recent launches: Company Pages, new Header, OpenSocial, "Members you may know"

(B) Pursue New Revenue Opportunities

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- Corporate Solutions
- Advertising

(C) Continue International Expansion

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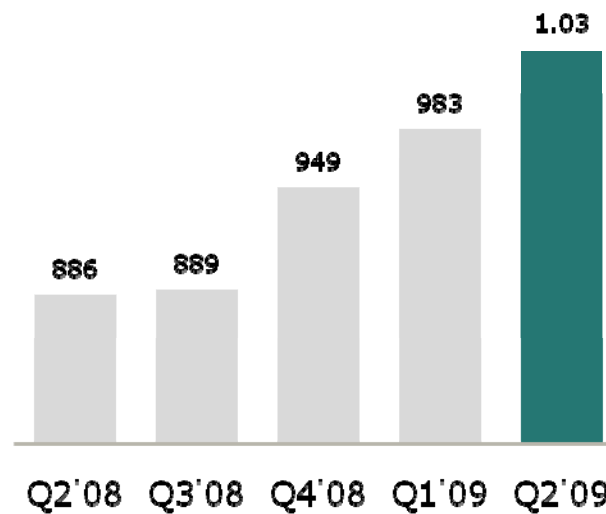
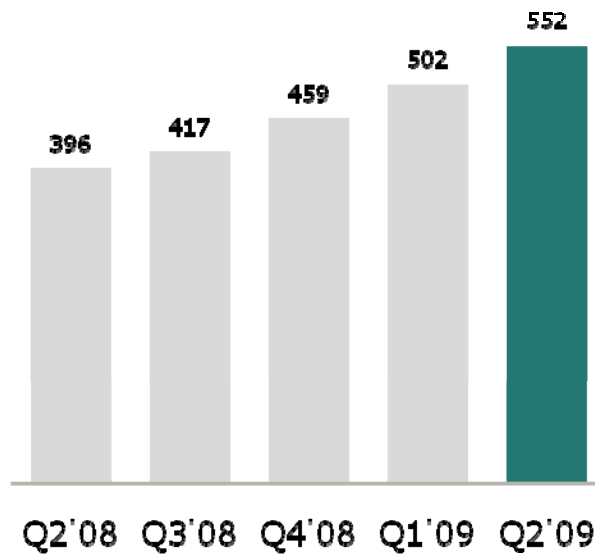
(C) Continue International Expansion

A New Paradigm For Our International Business



Area	Historic Approach	Our Approach Today
Focus	Grow member base	Drive activity & engagement
Product & Pricing	Globally unified	Local appeal of global product, local pricing
Freemium strategy	Globally unified	Adjust to competitive situation
Arena	Europe & Asia	Select European Markets
Market Entry Modes	Focus on acquisitions	Focus on organic growth, supported by partnerships and perfect-fit acquisitions

(C) Accelerated Member Growth In Spain & Turkey Despite Weak Seasonality



Strong Market Position in High Growth Segment

- 8m members +29% yoy
- 635k payers +35% yoy

Attractive Economics

- 21.54m HY'09 Revenues +35% yoy
- 27% EBITDA-Margin
- Negative Working Capital

Significant Market Opportunities

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- New Revenue Streams

Thank you
for your kind attention!

POWERING RELATIONSHIPS
WWW.XING.COM

Share Data & Market Consensus



Share data HY'09

Shares	5,271,773
Bloomberg	O1BC
EPS HY'09*	€0.42
Op. CF per Share HY'09	€1.23
Average trading volume per day	~6,158

TecDax Ranking end of July

Measure	Rank
Market Cap.	31
Turnover	39

Analysts Coverage

Deutsche Bank,
DZ Bank, HSBC,
Sal. Oppenheim,
Nomura



Patrick Möller

Director Investor Relations

XING AG

Gaensemarkt 43

20354 Hamburg

Germany

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Email.: patrick.moeller@xing.com

Website: <http://corporate.xing.com>

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