



19 November 2025

The Manager
ASX Market Announcements Office
Australian Securities Exchange

Dear Manager

SEEK Limited 2025 Annual General Meeting – CEO Presentation

In accordance with the Listing Rules, attached is the presentation to be delivered by the Chief Executive Officer at SEEK's 2025 Annual General Meeting, including FY2026 Guidance, for release to the market.

Yours faithfully,

A handwritten signature in blue ink, appearing to read "R. Agnew".

Rachel Agnew
Company Secretary

This announcement was authorised for release by the Company Secretary.

For further information please contact:

Investors & Analysts

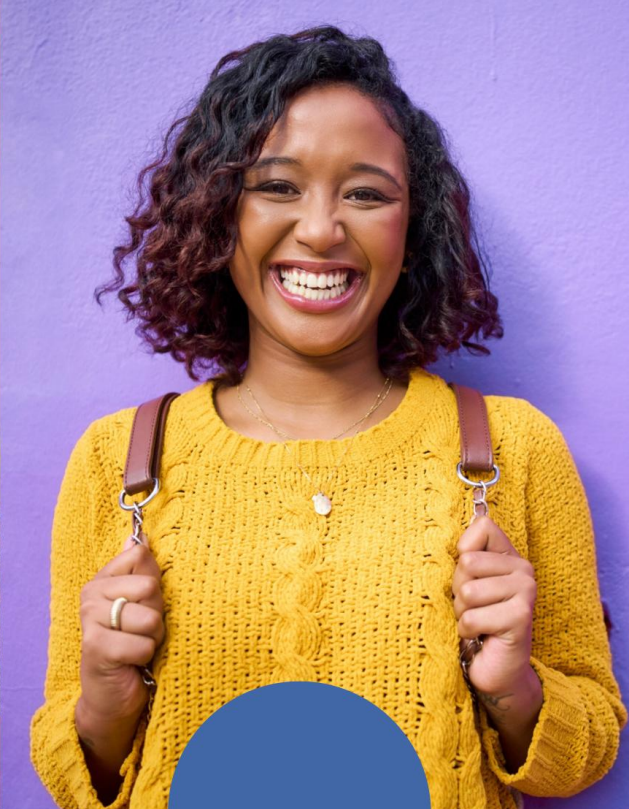
Dan McKenna: 0404 868 465
SEEK Limited

Media

Daniel Ellis: 0400 587 232
SEEK Limited

SEEK Limited

60 Cremorne Street, Cremorne, Victoria, 3121 | Tel: +613 8517 4100 | Fax: +613 9510 7244 | ABN 46 080 075 314



SEEK LIMITED

Annual General Meeting 2025

CEO's address – 19 November 2025

To be read in conjunction with SEEK's FY25 Results Presentation released on 19 August 2025.
SEEK's FY26 guidance is provided on page 9.



seek and you shall find

Disclaimer

The material in this presentation has been prepared by SEEK Limited ABN 46 080 075 314 (“SEEK”).

Presentation

Includes general background information about SEEK’s activities, current as at the date of this presentation. The information is given in summary form and does not purport to be complete.

Forward-looking statements

This presentation contains forward-looking statements, including opinions, estimates and indications of, and guidance on, future earnings and financial position and performance. While these forward-looking statements reflect SEEK’s expectations and assumptions at the date of this presentation, they are provided as a general guide only and are not guarantees or predictions of future performance or statements of fact. SEEK believes the forward-looking statements have a reasonable basis at the date of this presentation, but acknowledges that they involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of SEEK, which may cause actual outcomes and developments to differ materially from those expressed or implied in the forward-looking statements.

Forward-looking statements provided in this presentation are based on assumptions and contingencies, including those set out on pages 9. Other factors which may affect SEEK’s outcomes and developments also include: general economic conditions in the markets in which SEEK operates; competition in the markets in which SEEK operates; the continuing growth in the markets in which SEEK operates; the implications of regulatory risks in the businesses of SEEK; technological changes taking place in SEEK’s industry; future changes to SEEK’s products and services; the risk of cyber and data security issues; the geopolitical environment (including impacts of actions and trade controls and broader supply chain impacts) and exchange rates.

The accuracy of SEEK’s greenhouse gas emissions data and other metrics may be impacted by various factors, including inconsistent data availability, a lack of common definitions and standards for reporting climate-related information, quality of historical emissions data, reliance on assumptions and changes in market practice. These factors may impact SEEK’s ability to meet commitments and targets or cause SEEK’s results to differ materially from those expressed or implied in this presentation.

Readers should not place undue reliance on the forward-looking statements, and past performance cannot be relied on as a guide to future performance. To the maximum extent permitted by law,

SEEK makes no representation, assurance or guarantee in connection with, and disclaims all responsibility for, the accuracy, completeness or likelihood of fulfilment of any forward-looking statement, any outcome expressed or implied in any forward-looking statement or any assumptions on which a forward-looking statement is based. Except as required by applicable laws or regulations, SEEK does not undertake to publicly update or review any forward-looking statements, whether as a result of new information or future events.

Non-IFRS financial information

This presentation includes certain non-IFRS financial measures. These measures include “Adjusted Profit”, “total expenditure”, “EBITDA”, and “significant items”. These measures are used internally by management to assess the performance of SEEK’s controlled entities, associates and joint ventures, and to make decisions on the allocation of resources and assess operational management.

Non-IFRS measures have not been subject to review or audit and should not be considered as alternatives to an IFRS measure of profitability, financial performance or liquidity.

Refer to SEEK’s Appendix 4E and Statutory Accounts for the year ended 30 June 2025 for IFRS financial information that is presented in accordance with all relevant accounting standards.

Amounts quoted in this presentation are in Australian dollars. All growth rate comparisons are 30 June 2025 vs 30 June 2024 (“pcp”) unless otherwise specified.

To be read in conjunction with SEEK’s FY25 Results Presentation released on 19 August 2025.

SEEK's strategic focus

**Growing
placements**

Placement share:

Grow leadership position

**Growing
yield**

Paid yield growth:

High single digit growth

**Operating
leverage**

**Revenue growth
above cost growth:**

Mid-to-high single digit cost
growth through the cycle

FY25 highlights

Placement leadership: ANZ placement share higher vs pcp; Asia highest in recent history

Double digit yield growth: yield driven by upgraded ad tiers and new products

Momentum in Asia: higher yield and ad volumes with record candidate visits

Revenue growth: yield growth offset macro and freemium impacts on paid ad volumes

Operating leverage: 5% net revenue growth higher than 3% total cost growth in H2 25 vs pcp

Free cash flow growth: free cash flow up 41% vs pcp which enabled a reduction in debt ratios



FY25 financial results

Sales revenue

\$1,097.0m

up 1%

Net revenue

\$1,090.4m

up 1%

Total expenditure

\$761.1m

down 2%

Opex

\$631.2m

up 3%

Capex

\$129.9m

down 19%

EBITDA

\$459.2m

down 2%

Adjusted Profit¹

\$155.2m

down 13%

Reported Profit

\$238.3m

pcp loss: \$59.9m

Net debt

\$947.1m

down 8%

Full year dividend

46 cps

pcp: 35 cps,
100% payout²

Financial results from Continuing Operations. Growth rate comparisons are FY25 vs FY24.

1. Adjusted Profit is defined as Reported Profit excluding the results from SEEK's interest in the SEEK Growth Fund and significant items.

2. Payout ratio of Cash NPAT less capex, consistent with SEEK's dividend policy.

SEEK Growth Fund performance

Personal use only

Performance since creation

- SEEK Growth Fund’s (“the Fund”) total portfolio value¹ was up 32% since creation (IRR of 9%)
- Life-to-date distributions of \$198m represent 11% of invested capital (includes sale proceeds from Employment Hero and Sidekicker in FY25)

FY25 performance

- Total portfolio value was up 7% to \$2,269m (pcp: \$2,123m), supported by the partial sell down of Employment Hero in March 2025
- The total portfolio delivered look-through² revenue growth of 10% vs pcp
- 80% of the portfolio valuation resides in Employment Hero, Go1, Hibob and OES (pcp: 78%)

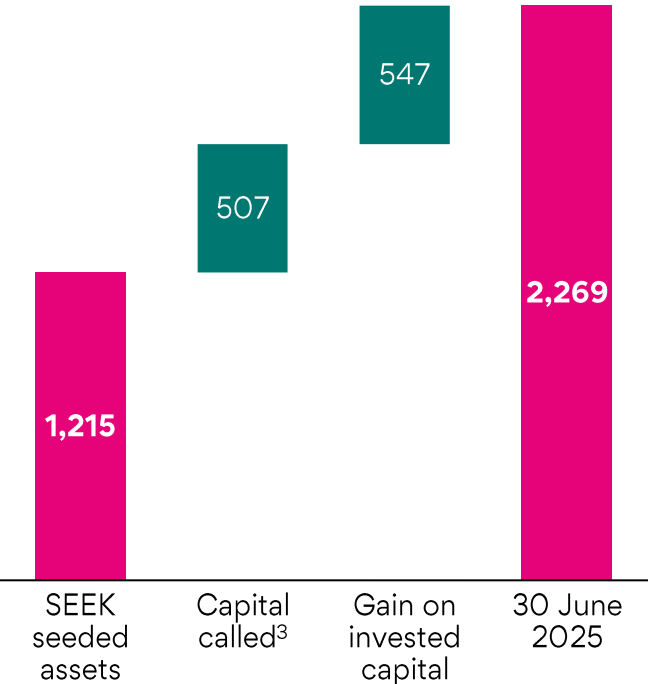
SEEK’s equity accounted investment

- SEEK’s carrying value of the Fund at 30 June 2025 was \$1,780m (pcp: \$1,816m)

Liquidity window

- The Fund will open a liquidity window in the 2026 calendar year, following which the Fund must use reasonable endeavours to fulfil a liquidity request within 12 to 24 months

Increase in total portfolio value since creation (\$m), 100% basis



1. Total portfolio value of \$2,269m equals the Fund’s portfolio valuation of \$2,071m plus distributions of \$198m since creation.
2. Look-through revenue growth rates are adjusted for ownership changes to enable like-for-like comparison between periods. Excludes OES & Coursera.
3. Comprises \$499m capital called and \$8m short-term advance.

FY25 sustainability highlights



Social impact

Achieved placement leadership in APAC helping deliver on SEEK's purpose

Human rights

Automatically scanned 100% of direct and indirect job ads for fair hiring risks

Data & cybersecurity

Completed multi-year Privacy and Cybersecurity remediation programs and responsible AI reviews

People

Maintained 50% gender diversity across the workforce

Environment

Achieved SEEK's FY25 target to reduce scope 1, 2 and 3 emissions by 40% from a FY22 baseline. Revised net zero emissions reduction target

Responsible business

Strengthened governance foundations through improvements in internal controls and compliance programs

FY26 guidance



FY26 guidance unchanged

FY26 guidance

Net revenue	\$1.15bn – \$1.25bn
Total expenditure	\$810m – \$840m
EBITDA	\$510m – \$550m
Adjusted Profit	\$190m – \$220m

For illustration, delivery of the mid points of these FY26 guidance ranges would result in the following growth rates vs FY25:

- 10% revenue
- 8% total expenditure
- 15% EBITDA
- 32% Adjusted Profit

Other assumptions remain consistent as outlined on slide 33 of [SEEK's FY25 Results Presentation](#)

- Year-to-date job ad volumes across APAC are largely in line with original guidance
- All guidance ranges are unchanged