18 November 2026

The Manager
ASX Market Announcements Office
Australian Securities Exchange

Dear Manager

SEEK Limited 2026 Annual General Meeting – CEO Presentation

In accordance with the ASX Listing Rules, attached is the presentation to be delivered by the Managing Director and Chief Executive Officer at SEEK's 2026 Annual General Meeting, including FY2027 Guidance, for release to the market.

Yours faithfully,



Rachel Agnew
Company Secretary

This announcement was authorised for release by the Company Secretary.

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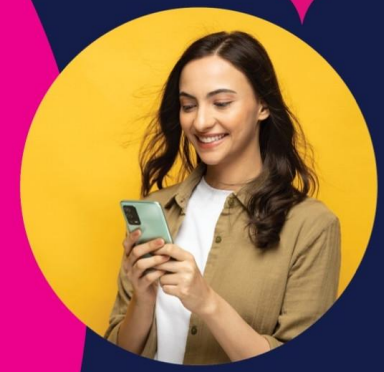
SEEK LIMITED

Annual General Meeting 2026

CEO's address – 18 November 2026









To be read in conjunction with SEEK's FY26 Results Presentation released on 12 August 2026.
SEEK's FY27 guidance is provided on page 10.

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 10. 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 2026 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 2026 vs 30 June 2025 ("pcp") unless otherwise specified.

To be read in conjunction with SEEK's FY26 Results Presentation released on 12 August 2026.

FY26 highlights

Yield

18% yield growth across APAC;
6th consecutive year of double-digit growth

Operating leverage

10% revenue growth and 8% total cost growth;
4th consecutive half of operating leverage

Placements

Placement share stable across Australia and Asia;
positive trajectory over many years

Earnings

EBITDA up 15%; Adjusted EPS up 28%;
EBITDA margin up two percentage points to 44%

AI delivery

Strengthening of strategic foundations of data and trust – confidence to upgrade medium-term goals



FY26 financial performance

SALES REVENUE	NET REVENUE	TOTAL EXPENDITURE	OPEX	CAPEX
$1,284m	**$1,199m**	**$821m**	**$669m**	**$152m**
▲ +17%	▲ +10%	▲ +8%	▲ +6%	▲ +17%

EBITDA	ADJUSTED PROFIT	REPORTED LOSS[1]	ADJUSTED EPS	FULL YEAR DIVIDEND
$530m	**$199m**	**($307m)**	**56cps**	**52cps**
▲ +15%	▲ +28%	pcp profit: $238m	▲ +28%	▲ +13%

Financial results from Continuing Operations.
1. Reported loss includes a $284m Zhaopin impairment and $201m net loss on the SEEK Growth Fund's total portfolio value.

SEEK's unique strengths

AI is widespread. Proprietary data and trust are not. SEEK's strengths are enhanced and compounding in the age of increasing AI use. This enables SEEK to match the right person with the right job at the right time in a constantly changing market



SEEK's upgraded strategic goals sustain margin expansion through the cycle



Placement share:

Grow leadership position in every market



Paid ad yield growth:

Minimum 10% growth



Revenue growth above cost growth:

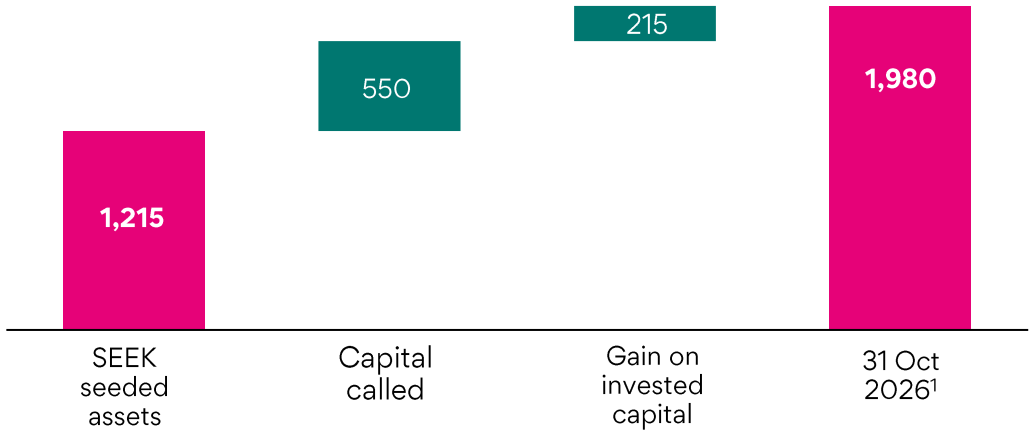
Mid single digit cost growth

SEEK Growth Fund

Stage 1 performance

- SEEK's Growth Fund ('the Fund') achieved ROI of 12% (IRR of 3%) during the first five-year phase (Stage 1), which concluded in October 2026
- In Stage 1, $233m was returned to investors. SEEK received $196m of distributions, representing 13% of invested capital

Change in total portfolio value ($m) in Stage 1, 100% basis



Stage 2 update

- Unitholders have approved revised arrangements for the Fund's second five-year phase (Stage 2), starting on 1 November 2026
- Revised incentive arrangements for the Fund Manager increase the focus on liquidity for investors, with carried interest payable in respect of Stage 2 only if at least $840m of liquidity is made available to investors, including approximately $700m for SEEK
- The Fund's investments have been classified as Core Assets ($1.25bn) and Non-Core Assets ($499m)
- The Fund remains focused on the potential near-term sale of investments currently valued at over $1bn[2]
- SEEK will make no further capital contributions to the Fund and, as a result, its current ownership of 83.8% is expected to reduce over time
- Refer to announcement "Update on the SEEK Growth Fund" released on 21 October 2026 for more detail

1. Total portfolio value of $1,980m equals the Fund's portfolio valuation of $1,747m plus distributions of $233m since creation. Total portfolio value differs slightly from the 30 June 2026 value due to a distribution from the Fund and a sale of one of the Fund's assets prior to 30 October 2026.
2. This provides a pathway to meeting the $840m liquidity condition. The timing and amount of liquidity depend on investment performance, market conditions, valuation outcomes and execution considerations.

FY26 sustainability highlights



Social impact

Continued delivery of SEEK's purpose and developed platform enhancements to support First Nations job seekers

Human rights

Improved platform controls and expanded SEEK's fair hiring strategy to increase the potential for impact across APAC

Data & cybersecurity

Achieved ISO certification for AI governance and information security, and created a dedicated AI security team and Responsible AI Forum

People

Invested in unique leadership development programs, maintained gender balance and strengthened overall engagement

Environment

Delivered SEEK's first year of mandatory climate-related financial disclosures

Responsible & ethical business

Strengthened core governance practices across APAC and refreshed SEEK's Business Resilience Framework

SEEK's 2026 Impact Report, Modern Slavery Statement and Sustainability Databook are available at au.seek.com/about/sustainability

Outlook



FY27 guidance unchanged

	FY27 guidance
Net revenue	**$1,210m – $1,280m**
Total expenditure	**$825m – $860m**
EBITDA	**$530m – $580m**
Adjusted profit	**$185m – $215m**

For illustration purposes only, delivery of the mid points of these FY27 guidance ranges in constant currency[1] would result in the following growth rates vs FY26:

- 5% Revenue
- 4% Total expenditure
- 6% EBITDA
- 3% Adjusted profit

Other assumptions remain consistent with those outlined on slide 36 of SEEK's FY26 Results Presentation

Trading update

- All guidance ranges are unchanged
  - **ANZ:** Volumes are tracking at a mid single digit decline vs pcp, as ongoing global uncertainty and interest rate rises weigh on hiring activity. Yield growth of approximately 10% remains on track
  - **Asia:** Revenue is tracking at low single digit growth vs pcp, (high single digit growth in constant currency)

SEEK Employment Report

- From January 2027, the Australia and New Zealand SEEK Employment Reports will be published quarterly rather than monthly
- SEEK will begin issuing quarterly ASX announcements, including commentary on employment trends from the SEEK Employment Reports and, where appropriate, its potential implications for SEEK's outlook
- The first quarterly publication will cover the three months ending 31 December 2026

Based on Continuing Operations.
1. Constant currency growth rates based on translating FY27 results using FY26 average exchange rates.