12 August 2026

The Manager
ASX Market Announcements Office
Australian Securities Exchange

Dear Manager

SEEK Limited –Appendix 4E and FY2026 Annual Report

In accordance with the Listing Rules, I enclose SEEK's Appendix 4E and FY2026 Annual Report for immediate release to the market.

Yours faithfully,

Rachel Agnew
Company Secretary

Authorised for release by the Board of Directors of SEEK Limited

For further information please contact:

Investors & Analysts
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SEEK Limited
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SEEK Limited
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SEEK Limited
Appendix 4E and Statutory Accounts

ABN 46 080 075 314

Final report for the year ended 30 June 2026 given to the ASX under Listing Rule 4.3A
(Previous corresponding period: year ended 30 June 2025)

Results for announcement to the market

		Percentage change[1] %	Year ended 30 June 2026 $m	Year ended 30 June 2025 $m
Sales revenue from Continuing Operations	**Up**	**17%**	**1,284.2**	1,097.0
Net revenue[2] from Continuing Operations	**Up**	**10%**	**1,198.9**	1,090.4
Adjusted profit from Continuing Operations	**Up**	**28%**	**199.1**	155.2
SEEK Growth Fund – Continuing Operations	Down	n/m	(201.2)	87.7
Significant items – Continuing Operations	Down	n/m	(304.4)	(4.6)
Reported (loss)/profit after tax from Continuing Operations attributable to owners of SEEK Limited	**Down**	**n/m**	**(306.5)**	238.3
Adjusted profit from Discontinued Operations	**Down**	**(15%)**	**7.6**	8.9
Significant items – Discontinued Operations	**Down**	**n/m**	**(72.4)**	(2.0)
Reported (loss)/profit after tax from Discontinued Operations attributable to owners of SEEK Limited	**Down**	**n/m**	**(64.8)**	6.9
Total reported (loss)/profit after tax attributable to owners of SEEK Limited	**Down**	**n/m**	**(371.3)**	245.2

(1) Not meaningful (n/m) indicates a variance where the current period's amount is positive and was previously negative in the prior comparative period (or vice versa) and/or where a low prior period value results in distorted growth percentages.

(2) Net revenue is sales revenue less Sidekicker's contingent labour fulfilment costs. As SEEK reacquired Sidekicker on 30 May 2025, there is one month of Sidekicker results in the prior comparative period.

Reported profit/(loss) is profit/(loss) after tax attributable to owners of SEEK Limited, prepared in accordance with the *Corporations Act 2001 (Cth)* (Corporations Act) and the Australian Accounting Standards, which comply with the International Financial Reporting Standards.

For the purposes of this Report, adjusted profit/(loss) is defined as reported profit/(loss) excluding the results from SEEK's interest in the SEEK Growth Fund and significant items.

Significant items comprise material non-recurring items. Management's view is that the exclusion of these items assists with presenting more meaningful information.

For FY2026, the SEEK Growth Fund results were a loss of $201.2m driven by a decrease in the Fund's total portfolio value and significant items included the impairment of Zhaopin in FY2026. Refer to the 'Financial results' section for further detail on what comprises the SEEK Growth Fund results and significant item amounts.

Dividends

	Amount per security	Franked amount per security
2025 interim dividend	24.0 cents	24.0 cents
2025 final dividend	22.0 cents	22.0 cents
2026 interim dividend	27.0 cents	27.0 cents
2026 final dividend (determined after balance date)	**25.0 cents**	**25.0 cents**

Record date for determining entitlements to the final dividend	**3 September 2026**
Payment date for final dividend	**1 October 2026**

Net tangible assets per share

	30 June 2026 cents per share	Restated[3] 30 June 2025 cents per share
Net tangible assets per share	**131.6**	268.6
Net assets per share	**594.5**	757.1

(3) The Consolidated Balance Sheet has been restated for the finalisation of the Sidekicker purchase price allocation. Refer to Financial Statements Note 20 Business combination.

Other information required by Listing Rules

Other information requiring disclosure to comply with Listing Rule 4.3A is contained in the following pages.

This Report should be read in conjunction with any public announcements made by SEEK Limited during the reporting period in accordance with the continuous disclosure requirements of the Corporations Act.

This Report is based on the Financial Report for the year ended 30 June 2026, which has been audited by PricewaterhouseCoopers.

SEEK Annual Report 2026

Contents

This report

This report covers SEEK Limited as a consolidated entity consisting of SEEK Limited (the Company) and its controlled entities. The Financial Report was authorised for issue by the directors on 12 August 2026. The Company has the power to amend and reissue the Financial Report.

SEEK Limited is a company limited by shares, incorporated and domiciled in Australia. Its registered principal place of business is: 60 Cremorne Street, Cremorne VIC 3121.

A description of the nature of the consolidated entity's operations and its principal activities is included on pages 1 to 33 which forms part of the Directors' Report.

Through the use of the internet, SEEK has ensured that its corporate reporting is timely, complete and available globally at minimal cost to the Company. All ASX announcements, reports, presentations and other information are available at the Investor Centre on SEEK's website at au.seek.com/about/investors

Forward-looking statements

This report contains forward-looking statements, including climate-related targets, and opinions, estimates and indications of, and guidance on, future earnings and financial position and performance. While these forward-looking statements reflect the Company's expectations and assumptions at the date of this report, they are provided as a general guide only and are not guarantees or predictions of future performance or statements of fact. The Company believes the forward-looking statements have a reasonable basis at the date of this report, but acknowledges that they involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of the Company, which may cause actual outcomes and developments to differ materially from those expressed or implied in the forward-looking statements. A number of these risks, uncertainties and other factors are described in the sections of this report titled 'Message from the Chairman and CEO', 'Sustainability Summary', 'Principal risks', 'Sustainability Report' and 'Financial risk management' (Note 7 to the Financial Statements).

Climate-related statements, including greenhouse gas emissions data, targets and scenario analysis, involve inherent uncertainties and limitations, and may be impacted by various factors. For detailed information on the limitations, judgements, estimates and assumptions related to climate-related statements, including scenario analysis, transition plans and emissions reduction targets, refer to the basis of preparation set out in, and notes to, the Sustainability Report on pages 61 to 74.

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, the Company 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, the Company does not undertake to publicly update or review any forward-looking statements, whether as a result of new information or future events.

Information on likely developments in SEEK's business strategies, prospects and operations for future financial years and the expected results that could result in unreasonable prejudice to SEEK (for example, information that is commercially sensitive, confidential or could give a third party a commercial advantage) has not been included in this report. The categories of information omitted include forward-looking estimates and projections prepared for internal management purposes and certain information regarding SEEK's operations and projects, which are developing and susceptible to change.

Non-IFRS information

This report includes certain non-IFRS financial measures, including measures of net revenue, total expenditure, earnings before interest, tax, depreciation and amortisation (EBITDA), adjusted profit and disclosure of effective tax rate information. These measures are used internally by management to assess the performance of our controlled entities, associates and joint ventures, and/or to make decisions on the allocation of our 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.

Reporting Suite

SEEK's FY2026 Reporting Suite includes the following:

- Annual Report (this report)
- Corporate Governance Statement
- Impact Report
- Modern Slavery Statement

All reports are available at au.seek.com/about/investors

Glossary

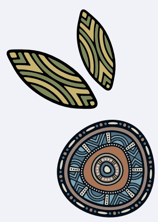
Definitions of terms and abbreviations used in this report are included in the Glossary.

Acknowledgement of Country

SEEK acknowledges the Traditional Custodians of the lands on which it operates. We extend this acknowledgement to all First Nations peoples across the Asia Pacific region in which SEEK is proud to operate.

We pay respects to their rich cultures, to Elders past and present, and the continuing custodianship of the land, waterways and community on which we all rely.

We recognise the ongoing contribution of First Nations peoples to the diverse communities in which we belong.



The gum leaf represents a symbol of welcome and it acknowledges the diverse countries(1), environments and communities.

Artist: Bitja (Dixon Patten)
Gunnai, Yorta Yorta, Dhudhuroa, Gunditjmara, Bayila Creative

(1) In this context, 'countries' refers to the tribal areas, not explicitly Australia and other countries.

Our purpose

We help people live more fulfilling and productive working lives and help organisations succeed.

About SEEK

- Operates market-leading online employment marketplaces in Australia, New Zealand and six markets in Asia.
- Focused on providing candidates with all the job opportunities relevant to them and enabling hirers to reach all relevant prospective employees.
- Develops and applies innovative, data-driven and AI-enabled technology tools to facilitate high-quality matching and improve reliability of marketplace information.
- Has minority investments in employment marketplaces in China, South Korea and Bangladesh.
- Listed on the Australian Securities Exchange with headquarters in Melbourne, Australia.

SEEK operations

SEEK structure

Online employment marketplaces in ANZ and Asia

Core APAC marketplaces

seek

jobsdb by seek

jobstreet by seek

Expanded sourcing solutions and other businesses

seekbusiness | seek pass | JobAdder | seekvolunteer

Jora | SIDEKICKER[(2)] | seek grad | seek recruiter profile

Non-controlled investments[(1)]

Zhaopin[(3)]

智联招聘

Other[(4)]

A small portfolio of associated businesses including BDjobs and Worxphere

SEEK Growth Fund[(5)]

HR SaaS

employmenthero | Go1 | HiBob | Sonder

Online Education

ALUN | coursera | Manifest Global | oes | Utel | Gizmo | Cadmus

Contingent Labour

Florence | Hireup | workana

(1) Control refers to entities that meet the definition of a consolidated subsidiary under Australian Accounting Standards. Non-controlled investments are entities that do not meet this definition.
(2) SEEK reacquired Sidekicker on 30 May 2025. SEEK's ownership in Sidekicker is 100.0%. Refer to Financial Report Note 20 Business combination.
(3) SEEK's equity accounted ownership in Beijing Wangpin Consulting Co. Ltd ('Zhaopin') (headquartered in Beijing, China) is 23.5%.
(4) SEEK holds a 37.0% investment in BDjobs (headquartered in Dhaka, Bangladesh) and a 10.0% investment in Worxphere (formerly JobKorea) (headquartered in Seoul, South Korea). SEEK equity accounts for its BDjobs investment and holds its Worxphere investment as a financial asset.
(5) SEEK's equity accounted ownership in SEEK Growth Fund ('the Fund') is 83.8%. SEEK does not control the Fund. This shows a selection of the Fund's investments.

History of SEEK

SEEK was founded in Melbourne, Australia in 1997. It was initially focused on building an online employment marketplace in Australia and New Zealand (ANZ).

Expansion into international online employment marketplaces and education

SEEK's international expansion commenced in 2006, with a focus on acquiring and operating online employment marketplaces and leveraging SEEK's online employment assets and capabilities into adjacent education businesses.

SEEK's first international investment was the online employment marketplace Zhaopin in China. SEEK made its initial investment in Zhaopin in 2006, and took a controlling stake in 2013.

SEEK further expanded in Asia by acquiring initial interests in Jobstreet in 2008 and Jobsdb in 2010, both of which were well-established online employment marketplaces in the region. Jobstreet was founded in Malaysia in 1997 before expanding to Singapore and the Philippines in 1999 and Indonesia in 2006. Jobsdb was established in Hong Kong in 1998 and began operations in Thailand the following year, before expanding into other markets including Singapore. SEEK subsequently merged Jobstreet and Jobsdb to form SEEK Asia in 2014. In 2018, SEEK acquired the remaining shares in SEEK Asia taking its shareholding to 100%.

SEEK also acquired two online employment marketplaces in Latin America. Initial investments were made in Brasil Online in 2008 and OCC in Mexico in 2010.

Product and technology evolution

Throughout its history, SEEK has increasingly focused on personalised data and technology solutions to improve the effectiveness and efficiency of its employment marketplaces and to facilitate the best outcomes for candidates and hirers. This continued investment in analytical capability – including the establishment of a dedicated AI function in 2016 – coupled with SEEK's strong brand, networks, and customer engagement, has enabled the delivery of innovative products.

Creation of SEEK Investments

In 2018, SEEK created a dedicated function to manage investments for long-term capital appreciation. SEEK Investments was an expanding portfolio of investments in the human capital management industry, consisting at the time of Zhaopin, Online Education Services (OES), and other Early-Stage Ventures (ESVs).

Sharpened focus on the APAC online employment marketplace

In 2021, SEEK reduced its stake in Zhaopin from a 61.1% (undiluted) controlling share to a 23.5% (fully diluted) equity accounted share.

In the same year, SEEK also announced a change in structure, with the establishment of the SEEK Growth Fund (the Fund) and separation of SEEK Investments. SEEK transferred to the Fund, as the Fund's seed assets, its holding in OES and 14 ESVs.

In 2024, SEEK completed the sale of the Latin American assets of Brasil Online and OCC.

The selldown of Zhaopin, creation of the Fund and the sale of the Latin America assets enabled SEEK to focus on the core online employment marketplace business in APAC.

Rollout of the unified technology platform across APAC

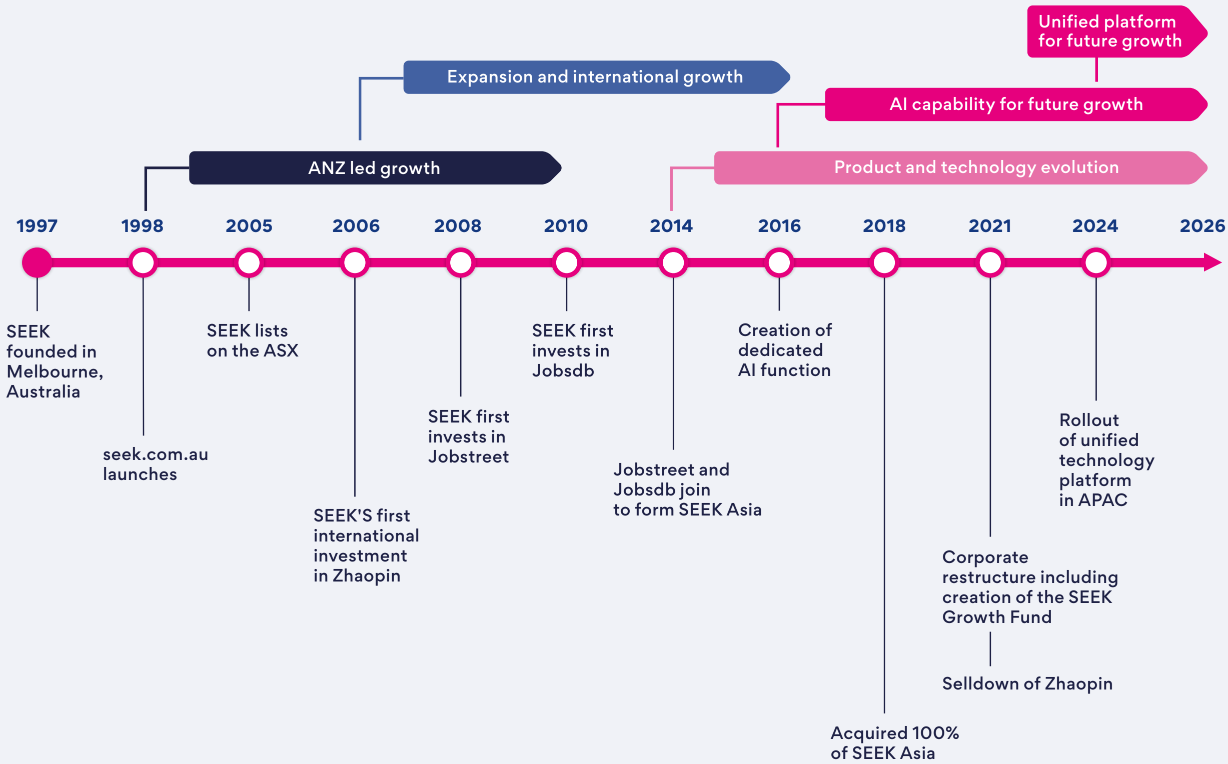
SEEK completed a multi-year program to unify its APAC employment marketplaces onto one online product and technology platform in 2024. The unified platform has accelerated growth by enabling new products to be deployed rapidly at scale across all markets, creating efficiencies and improving reliability and security.

The completion of the Platform Unification project created capacity to pursue additional growth opportunities. In May 2025, SEEK reacquired Sidekicker from the Fund, meeting more hirers' needs in the contingent labour market. SEEK also commenced integrating JobAdder into the business, expanding its reach and deepening its presence across the recruitment value chain.

Looking ahead

With its scalable unified platform, market leadership and strong brands, SEEK has the foundations in place for continued growth. As rapid advancements in AI unlock new possibilities, SEEK's deliberate investment in AI capabilities, and data and analytics, as well as its rich proprietary data, position SEEK well as a leader in the continuous development of employment marketplaces in the APAC region.

History of SEEK



FY2026 overview

Operating and financial highlights

FY2026 highlights

Yield

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

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%

Operating leverage

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

Dividends

Record full year dividend of 52cps

AI delivery

Strengthening of strategic foundations of data and trust

Sustainability

FY2026 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

Data and cybersecurity

Achieved ISO certification for AI governance and information security

People

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

Environment

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

Responsible and ethical business

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

Financial results from Continuing Operations

Sales revenue

$1,284m

up 17% versus FY2025

Net revenue[(1)]

$1,199m

up 10% versus FY2025

Total expenditure[(2)]

$821m

up 8% versus FY2025

Operating expenditure

$669m

up 6% versus FY2025

Capital expenditure[(2)]

$152m

up 17% versus FY2025

Reported loss attributable to SEEK[(3)]

($307m)

FY2025: $238m profit

EBITDA[(4)]

$530m

up 15% versus FY2025

Adjusted profit[(5)]

$199m

up 28% versus FY2025

Adjusted EPS[(6)]

56cps

up 28% versus FY2025

Full year dividend

52cps

up 13% versus FY2025

(1) Net revenue is sales revenue less Sidekicker's contingent labour fulfilment costs.
(2) Total expenditure comprises operating and capital expenditure. Capital expenditure is not included in adjusted profit. It includes the amount of expenditure capitalised to the Consolidated Balance Sheet for plant and equipment and intangible assets (primarily related to software development).
(3) Reported loss attributable to SEEK was $306.5m in FY2026, compared to a reported profit of $238.3m in FY2025. The decline in earnings was primarily due to the impairment of the equity accounted investment in Zhaopin, as well as a decrease in the Fund's total portfolio value compared to FY2025.
(4) EBITDA is earnings before interest, tax, depreciation and amortisation and excludes impairment charges, share-based payment expense, share of results of equity accounted investments, gain/losses on investing activities, and other non-operating gains/losses.
(5) For the purposes of this Report, adjusted profit is defined as reported profit/(loss) excluding the results from SEEK's interest in the SEEK Growth Fund and significant items.
(6) Adjusted EPS is defined as basic EPS excluding the results from SEEK's interest in the SEEK Growth Fund and significant items.

Message from the Chairman and CEO

Greg Roebuck, Chairman

Ian Narev, Managing Director and Chief Executive Officer

Dear Shareholder,

Message from the Chairman

It is both an honour and a privilege to be your new Chairman. This is an exciting time in the evolution of our Company. As you will read in our joint Chairman and CEO message, the business continues to perform strongly and is extending its competitive advantages through the many benefits flowing from platform unification and investment in AI and product.

I would like to thank my fellow Directors for their support and welcome as I settle into the role. I would also like to recognise the significant contribution of my predecessor, Graham Goldsmith, who led the Board for seven years as Chairman, having served six years before that as a non-executive director.

Message from the Chairman and CEO

We are pleased to present SEEK's Annual Report for the financial year ended 30 June 2026.

The 2026 financial year saw a stark contrast between SEEK's operational performance and our share price. We ended the year having delivered strongly against our key operational metrics and strengthened the foundations of our future competitive advantage. As a result, we have a strong belief that we can sustain and in fact enhance our market leadership, as we continue to strive to achieve a purpose that is as relevant as ever. But the broader environment of uncertainty regarding the impact of AI on technology companies has made it harder to translate our belief into market confidence.

Our Performance

SEEK defines its performance against the key metrics of placement share, yield and operating leverage. On all three dimensions, we were pleased with the progress we made in FY2026.

Our placement share remained stable and we maintained our clear market leadership across the APAC region, with particular strength again in Australia. This is a key metric to tell us how well we are achieving our purpose.

Yield grew 18% across APAC, the sixth consecutive year of double-digit growth. Pleasingly, the vast majority of this growth came from adoption of depth products, and value-based pricing aligned to value creation. In other words, we continue to see that as we innovate, and create more flexibility and confidence in placement outcomes, hirers recognise the increased value we provide and are willing to pay for it.

We also had our fourth consecutive half delivering operating leverage, with total cost growth of 8% against revenue growth of 10%. We worked hard to find greater efficiencies in our core 'run the business' costs, which enabled us to continue to invest heavily in future capability within our cost goals. Beyond ongoing investment in product innovation and AI, this year's costs included the integration of Sidekicker following our reacquisition of that business from the SEEK Growth Fund.

Sidekicker provides us with significant new strategic options in the area of contingent labour. Since reacquiring Sidekicker we have undertaken reviews of its cybersecurity and workplace health and safety environments and an internal audit of payroll compliance to bring the business within SEEK's risk profile. Actions are being taken to close the identified gaps, none of which were material, and we expect most will be completed by the end of this calendar year.

In the nearly 30 years since its inception, SEEK has focused relentlessly on long-term success. We are satisfied with the outcomes we achieved in FY2026; but the foundations we are building for the future are even more important, particularly given the rate of technology change. The benefits of our investment in platform unification are proving to be even more valuable than we had anticipated. During FY2026, the quantity, quality and speed of product delivery were better than at any time in SEEK's history.

Most significantly, we already have strong evidence of how AI is adding to our competitive advantage as a market leader. SEEK's combination of live data, matching capability of unique data and decades of recruitment expertise, trust and verification capability, brand strength and existing customer relationships enables us to leverage AI capability better than our competitors. This is already evident in our product releases, and as noted above is underpinning yield growth. And we are just at the start of this phase of innovation.

As our shareholders would expect, we are constantly assessing our competitiveness against current and expected changes in the competitive landscape, including by testing our thinking with external experts. We have strong grounds for confidence in our future. But we have to execute well. For many years the need to 'bring your A game' has been a mantra for our people. That message is more important than ever.

Our People

Of course, the key to ongoing success is talented people who are highly engaged. Despite the environment of uncertainty regarding job security in the technology sector, our people engagement scores increased in both surveys we conducted during the year. The most recent result was in April, with overall engagement at 75%, which was five percentage points higher than twelve months prior and we had a participation rate of 95%. Our traditional strengths of pride to work at SEEK, and teamwork and collaboration, continue to underpin the results.

The biggest concern for our employees relates to the impact of technology change on job security. We are addressing this concern directly with our people and our key message is that we need to embrace the change rather than fear it. We are investing in programs to equip our people with the skills to maximise the benefit of AI tools. We do not shy away from the reality that we need to constantly ask whether we are doing things as efficiently as possible, and that in some areas this can impact people's jobs.

Sustainability

The need to move at pace to adapt to the rapid changes around us has not detracted from our focus on sustainability. We continued to invest to improve controls and innovate in the area of Fair Hiring. We also continued implementation of our First Nations Strategy, including by developing specific functionality for First Nations job candidates on our platform and extending our strategy to include Māori people in New Zealand. We are continuously focusing on our cybersecurity risk and control environment given the rapid changes in AI, and investing in our cybersecurity capability, including technical skill and preparedness and broader training and awareness across the entire business.

SEEK Growth Fund

The SEEK Growth Fund, in which SEEK continues to hold an interest of 83.8%, continues to provide our investors with economic exposure to high-growth investments in the HR SaaS and education areas. The 13% year-on-year reduction in the Fund's valuation as at 30 June 2026 reflected the broader valuation trends for this asset class. The operational performance of the underlying assets remained strong.

SEEK remains focused on the long-term value of the Fund. At the same time, we know that liquidity is important to our shareholders. Since the inception of the Fund, SEEK has received distributions of approximately $174m, representing 12% of invested capital. The Fund also announced an intention to sell its stake in Employment Hero, one of its major investments. More broadly, the Fund's Trustee Board is in discussions with the Fund's Manager on strategy and priorities for the Fund's next phase, including the potential sale of further assets. Whilst sales are always dependent on price and market conditions, we are confident of a near term path to liquidity for Fund investors, including SEEK.

Looking Forward

Our strong performance and confidence in the future have not offset broader market nervousness regarding the impact of AI on the technology sector. We understand the importance of our share price to our investors. Whilst many aspects of this cyclical weakness are beyond our control, we are very focused on the things we do control: earnings growth and communication of our future prospects in a clear, fact-based and realistic way. We will continue to do our best to rebuild investor confidence. In this context we are also pleased to have announced the highest annual dividend in SEEK's history.

We are grateful for your ongoing support of SEEK. We hope that as you read this report, and accompanying materials relating to FY2026, you will get a sense of our strong confidence in the future of SEEK. Our market positions, current performance and strategic foundations position us well for an exciting period ahead. As we execute as well as we can, we will work hard to ensure that our shareholders' loyalty is rewarded appropriately.

Greg Roebuck
Chairman

Ian Narev
Managing Director and Chief Executive Officer

SEEK principles

Passion
We are passionate about our purpose, our customers and the community

Delivery
We execute with excellence and achieve great results

Team
We care about each other and collaborate to achieve together

Future
We think and act for the long term

Executive Leadership Team

Ian Narev

Chief Executive Officer

Ian is the Managing Director and Chief Executive Officer of SEEK. He commenced both roles on 1 July 2021.

Ian joined SEEK in April 2019 in the dual roles of Chief Operating Officer and CEO of Asia Pacific and Americas. Before joining SEEK Ian spent 11 years at Commonwealth Bank of Australia (CBA). He was CBA's Chief Executive Officer and Managing Director from 2011 until 2018. Prior to joining CBA Ian was a partner of McKinsey & Company.

Ian is also an independent non-executive director of NZ Rugby Commercial Limited, and has non-executive board roles in education and medical research.

Ian holds a Bachelor of Arts and Law (Honours) from the University of Auckland, and Masters of Law from Cambridge University (International Corporate Law) and New York University (International Relations).

Kendra Banks

Chief Financial Officer

Kendra is the Chief Financial Officer (CFO) of SEEK. She has held this position since 1 July 2024.

Kendra joined SEEK in 2015 as Marketing Director. From 2018 until her appointment as CFO she was Managing Director (MD) – Australia and New Zealand.

Prior to joining SEEK, Kendra held a series of marketing and commercial roles within the retail sector, including at Coles in Australia and Tesco in the UK. Kendra commenced her career in strategy as a consultant with McKinsey & Company.

Kendra is also a non-executive director of Brambles Limited.

Kendra holds a Masters in European Politics from the College of Europe, where she was a Fulbright Scholar. Prior to this, Kendra completed a Bachelor of Economics and Mathematics at Yale University.

Peter Bithos

Group Executive, Commercial

Peter is the Group Executive, Commercial for SEEK, a role he has held since 1 July 2024.

Peter joined SEEK in August 2020 in the role of CEO, Asia. Before joining SEEK Peter spent 13 years in COO or CEO roles across telecommunications, media and start-ups in both South-East Asia and Australia. Prior to that, Peter worked at Bain & Company for nine years across four offices in North America and Australia.

Peter holds a Bachelor of Science in Economics from The Wharton School at the University of Pennsylvania (Dean's list).

Simon Lusted

Group Executive, Product

Simon leads SEEK's product function. His teams are responsible for development of product strategy and building, delivery and continuous improvement of SEEK's products.

Simon joined SEEK in December 2009. His previous roles included Strategy Director and MD Strategy, Product and AI.

Prior to joining SEEK, Simon worked in strategy roles at Telstra and A.T. Kearney. Simon also has over 10 years' experience working in online industries in Australia and the UK.

Simon holds a Master of Business Administration from Melbourne Business School and a Bachelor of Business from Monash University majoring in marketing.

Kathleen McCudden

Group Executive, People and Culture

Kathleen leads SEEK's people, culture and corporate communications functions.

Kathleen joined SEEK in this role in May 2016. Prior to joining SEEK, Kathleen worked for IBM in various roles across the Asia Pacific region, with the last position being Human Resources Director for Australia and New Zealand. Prior to her time at IBM she held senior HR roles at PricewaterhouseCoopers Consulting and Robert Walters.

Kathleen holds a Bachelor of Behavioural Science with a double major in Psychology from La Trobe University.

Emmett Sheppard

Group Executive, Corporate Strategy and Investments

Emmett leads SEEK's corporate strategy function, and also oversees SEEK's non-core investments.

Emmett joined SEEK in 2016 as Commercial Director (ANZ). From 2018 until 2020, he led SEEK's product and technology teams, based in Malaysia. He then became MD Americas & Portfolio Investments, during which time he oversaw SEEK's operations in Mexico and Brazil, before managing the sale of those businesses in 2024.

Prior to SEEK, Emmett held various commercial, operating and corporate development roles with Wesfarmers Limited, Kmart Australia, start-ups and private equity businesses. Emmett commenced his career as a strategy consultant with McKinsey & Company.

Emmett attended the General Management Program at Harvard Business School, and holds a Masters degree in Finance along with Bachelor degrees in both Engineering and Commerce from the University of Melbourne.

Lisa Tobin

Group Executive, Technology

Lisa leads SEEK's technology teams, with responsibility for the development and delivery of SEEK's technology strategy, including all customer-facing platforms and all enterprise services.

Lisa joined SEEK in 2020. Prior to joining SEEK she had more than 20 years' of technology experience, including leadership roles at Transurban, Australia Post and National Australia Bank.

Lisa holds a Master of Business Administration from the University of New South Wales and is an alumna of Columbia Business School.

Grant Wright

Group Executive, Artificial Intelligence

Grant leads SEEK's AI team and oversees group-wide initiatives targeted at improving SEEK's internal processes and efficiency, including through the application of artificial intelligence.

Grant joined SEEK in 2016 and has led SEEK's AI team since 2018. Prior to SEEK, Grant worked at L.E.K. Consulting for 10 years.

Grant holds a Bachelor of Business (Economics) and a Bachelor of Computer and Information Science (Software Development) from the Auckland University of Technology.

Online employment marketplaces

Purpose

To help people live more fulfilling and productive working lives and help organisations succeed.

A two-sided marketplace

SEEK's online employment marketplaces facilitate the matching of people (candidates) and organisations (hirers) to create job placements.

SEEK's market-leading scale on both sides of the marketplace creates rich proprietary data pools that optimise job matching, enabling candidates to find the jobs most relevant to them and hirers to reach the most relevant prospective employees.

Through advanced AI capabilities, the data and signals SEEK captures become richer and more predictive, continuously improving the quality of matching over time.

Job advertisements

SEEK's core product offering is the creation of job advertisements (ads) on the marketplace platform, with the aim of facilitating successful job placements. The majority of SEEK's revenue is generated when hirers pay SEEK to list an ad.

Hirers can choose from a tiered range of ad products to suit different hiring needs and budgets:

- **Lite ad:** free ad with limited visibility in search results, available exclusively in Asia. Designed for non-urgent hiring where candidate availability is high and cost is the hirer's primary consideration.
- **Basic ad:** basic paid ad with standard search visibility and candidate recommendations.
- **Advanced ad:** mid-tier paid ad with increased search visibility and AI candidate targeting for specialised or competitive roles.
- **Premium ad:** highest-tier paid ad with maximum search visibility, AI candidate targeting and additional features suitable for business-critical or time-sensitive roles.

SEEK's pricing model aims to align the price of the ad with the value that it creates. The bespoke variable pricing model determines the price of each ad individually, accounting for factors including the likelihood of a placement, the difficulty of finding a qualified applicant and the average salary and location of the role. Variable pricing means that SEEK will raise and lower ad prices depending on market conditions. Ad prices are always clear to the hirer at the time of posting the ad on the platform.

Expanded sourcing solutions

Beyond the core job ad, SEEK offers a broader suite of hiring, sourcing and workflow solutions to support customers across the recruitment lifecycle. These include:

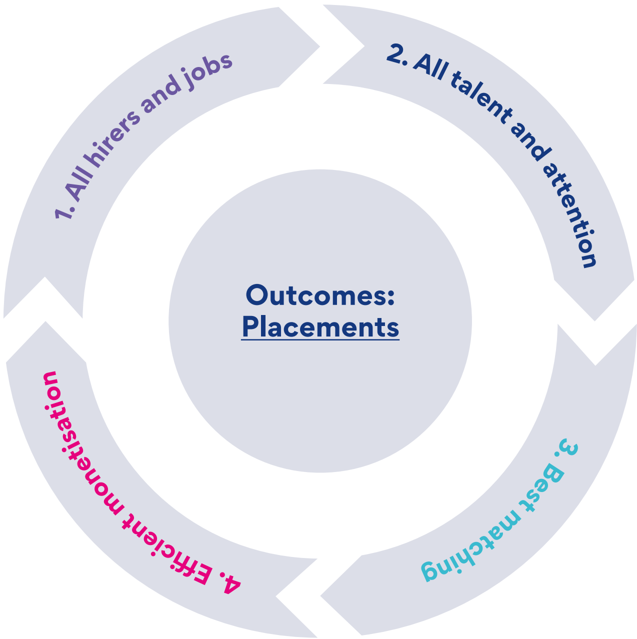
- **Talent Search:** allows hirers to search SEEK's candidate database to identify and connect with candidates faster through search, recommendations and applicant tracking system integrations.
- **SEEK Pass:** helps candidates stand out by verifying credentials on their application and profile, while helping hirers assess candidates with greater confidence.
- **Employer Brand Boost:** allows hirers to amplify their employee value proposition by promoting their Company Profile to highly targeted candidates on and off the platform.
- **SEEKGrad:** assists employers with early-career and graduate recruitment.
- **JobAdder:** serves as an applicant tracking system and customer management platform for recruiters and talent acquisition teams.
- **Sidekicker:** serves as a contingent labour marketplace providing on-demand labour across industries including hospitality, events, retail, customer service, aged care, warehousing and logistics.

These products extend SEEK's role beyond job advertising to support candidate discovery, assessment, hiring workflow and workforce placement.

Placements at the core of SEEK's strategy

Placements are at the core of SEEK's strategy. Every placement represents value created for both a hirer and a candidate.

SEEK's strategic flywheel illustrates how the Company grows the number of placements it facilitates, the value it adds to each placement, and ultimately revenue. This helps SEEK focus effort and investment on what matters most. The four components are described below.



1 All hirers and jobs

An effective employment marketplace needs as many hirers participating and as many of their jobs as possible. SEEK's product suite is designed to maximise the number of hirers on the marketplace by meeting a broad range of hirer needs, budgets and hiring objectives. As hirers and jobs grow on the platform, more candidates are attracted, increasing the opportunity for matching to occur.

2 All talent and attention

Hirers and jobs attract candidates, and candidate attention drives hirers to post on SEEK. This makes both sides of the marketplace mutually reinforcing. Greater scale on each side delivers better outcomes.

3 Best matching

Matching is where the two sides of the marketplace come together and value is created. The more effectively hirers are matched with candidates, the more effectively SEEK delivers on its purpose.

4 Efficient monetisation

Value is created when a placement is made, and SEEK shares in the value it creates for customers. By increasing the probability of placement and aligning the price to the value created, SEEK can monetise effectively.

Data and trust are unique strengths in the age of AI

AI tools are now widespread: but proprietary data and trust are not. As AI use accelerates across our markets, SEEK's two enduring strengths are being enhanced and compounded. Together, data and trust enable SEEK to do what candidates and hirers value most: match the right person with the right job, at the right time, in a constantly changing market. This is driving better matching, faster placements and greater certainty for candidates and hirers alike.

Data
- Scale
- Non-replicable
- Real-time

+

Trust
- Brand
- Integration with workflows
- Verified information

Underpinned by ongoing AI and product innovation

Better matching, faster placements, more certainty

Data

While AI is making it easier for candidates and hirers to express their preferences, high-value outcomes depend on the best matching and ranking behind them – and that depends on the quality of data across three areas:

- **Scale:** SEEK captures more than 750m data points every day of employment activity to drive matching and learning.
- **Non-replicable:** Most of the employment data SEEK captures cannot be replicated by others. This includes candidate job searches, applications, availability, preferences and verified credentials; alongside hirer shortlists, decisions and preferences.
- **Real-time:** SEEK's real-time data underpins the ability to make matches in the moment based on availability and preferences that change daily.

Outcomes for candidates and hirers rapidly improve the more they engage with SEEK; and these benefits compound over time.

Trust

As AI-generated content becomes more prevalent, the trust SEEK holds on both sides of the marketplace becomes an increasingly important differentiator, driving loyalty and preference. That trust is built across three areas:

- **Brand:** SEEK has a market-leading brand with 91% unaided brand awareness in Australia, built over nearly 30 years, and 59% across Asia.
- **Integration with workflows:** SEEK has more than 60 million candidate profiles and more than 360,000 hirer relationships, which embeds SEEK into everyday hiring workflows.
- **Verified information:** SEEK has a growing base of verified information, including more than 16 million verified candidate credentials, that gives customers confidence to make hiring decisions.

Trust drives engagement, engagement drives preference, and preference deepens and broadens our relationships.

Strategic goals

The effectiveness of SEEK's strategy is measured through three strategic goals:

Growing placements

Increase matching between candidates and hirers

Growing yield

Increase value created for customers and align the average price per job ad

Operating leverage

Grow revenue faster than total expenditure

SEEK's unique strengths create value and support SEEK's strategic goals

Placements

As outlined earlier under 'Data and trust are unique strengths in the age of AI', SEEK's marketplace has two unique strengths: data and trust. Together these strengths deliver more relevant recommendations for candidates, higher quality applications for hirers, and ultimately better matching and faster placements.

Yield

The same strengths support yield. As SEEK improves hiring outcomes and hirers gain more certainty of a successful placement, their willingness to pay increases. As the cost of a job ad remains considerably less than other alternatives, significant runway exists to grow yield over time.

Operating leverage

AI is embedded in the way SEEK's people work today, which is helping deliver operating leverage. Beyond improving customer and marketplace experiences, AI is driving productivity gains across product delivery and software engineering, sales and service teams, marketing, and corporate activity. With significant productivity gains still to be unlocked, SEEK can pursue its AI ambitions while managing costs within existing cost growth goals.

Strategic delivery in FY2026

- Positive trajectory in placement share over many years
- Australia placement share at 35.5%
- Asia placement share at 25.4%
- Freemium rollout complete in Asia

- 6th consecutive year of double-digit growth across APAC
- ANZ yield up 14% versus FY2025
- Asia yield up 20% versus FY2025
- Rollout of AI-enabled upgrade of ad tiers

- 4th consecutive half of operating leverage
- Revenue grew two percentage points higher than total costs
- Expenditure weighted to grow-the-business investment
- Free cash flow up 21% versus FY2025

People, Culture and Capability

SEEK's purpose-led culture, investment in capability and commitment to inclusion underpin the attraction, development and retention of the team members required to deliver sustainable long-term value. SEEK's people and culture are also a core source of long-term competitive advantage, central to how the Company innovates, executes and delivers for candidates, hirers and shareholders.

SEEK's culture and employee experience continue to be recognised externally. In FY2026, SEEK was named one of the Australian Financial Review BOSS Best Places to Work and a HRD 5-Star Employer of Choice.

Central to SEEK's culture is *Our SEEK*, which embodies four operating principles and associated behaviours that guide decision-making, define expectations and support the Company's ongoing success. SEEK aims to foster a diverse workplace where people feel they belong.

SEEK's people work across Product, Commercial, AI, Technology, Finance and Business Services, People and Culture, and Corporate Strategy and Investments. This breadth of capability supports SEEK's strategic priorities.

At the end of FY2026, the workforce totalled 3,091 employees (excluding JobAdder and Sidekicker) across permanent, fixed term and casual roles, comprising 1,549 in ANZ and 1,542 in Asia. SEEK maintained gender balance across the workforce.

SEEK operates as one integrated APAC business, with regional teams supporting local-market execution. The unified APAC model combines regional product and shared-service capabilities with products tailored to the needs of each market, enabling SEEK to scale across APAC while remaining locally relevant across brands, languages and markets.

SEEK continues to invest in the employee experience across learning and development, health and wellbeing, flexible working, performance, and pay, perks and benefits. These programs are designed to help SEEK's people grow their careers, build capability and perform at their best.

Board and Executive priorities

The Board agreed a number of priorities for the Managing Director and Chief Executive Officer for the FY2026 year, against which the Board measured SEEK's performance throughout the year, in addition to delivery against the strategic objectives outlined above. The priorities, and progress against them, are set out below:

Priority	Progress
Ongoing strategic development	Management implemented a progressive, structured approach to strategy development and engagement with the Board throughout the year. The strategic direction has been robustly and objectively challenged by both the Board and external experts engaged by Management.
Set out measurable path for sustainable productivity	Productivity savings and commitments have been included in the FY2027 budget and guidance and also identified for FY2028 and beyond. The work on productivity savings will be ongoing. The Return on Investment Framework was rigorously applied to the FY2027 budget to identify investments required to both run-the-business and grow-the-business to achieve the strategy.
Deliver a plan for SEEK to achieve targeted Fund liquidity that looks to maximise the long-term value of SEEK's investment in the Fund, and progress negotiation with the Fund	Management has engaged with the Board extensively on the five year review of the structure of the Fund. SEEK is in advanced discussions with the Fund on the next phase of the Fund, including incentives that support ongoing liquidity.
Deliver FY2026 financial outcomes on budget	SEEK's FY2026 results for revenue, EBITDA, adjusted NPAT and costs were within FY2026 budget and guidance ranges.
Develop senior leadership capabilities and clear succession plans	Year on year investment continued in developing the capability of the Senior Leadership Team, and this year focused on business excellence through process improvement and productivity and the use of AI. Work also continued with the Executive team on their development and succession.

The SEEK Growth Fund

Formed in 2021, the SEEK Growth Fund is a unit trust that holds investments in a portfolio of high-growth businesses in the human capital management industry.

The Fund operates independently of SEEK. SEEK has an economic interest in the Fund and two representatives on the Board of the Fund's Trustee. This structure allows SEEK to focus on its core employment marketplaces, while still retaining economic exposure to a portfolio of high-growth businesses. During the creation of the Fund in 2021, SEEK transferred to the Fund its holdings in OES and 14 ESVs for $1,215m of units in the Fund. These were the seed assets of the Fund. The Fund has subsequently raised additional capital to support ongoing growth in the Fund's portfolio of assets. These capital calls included contributions from external investors, SEEK, and the SEEK Investments management team, including Andrew Bassat. SEEK will make no further capital contributions to the Fund.

Strategy of the Fund

The Fund's strategy is focused on three areas.

1. Investing in high-growth businesses

The Fund invests primarily at early and scale-up stages of a company's evolution and has global reach within its current portfolio. The Fund invests in high-growth businesses across three priority themes:

HR Software as a Service (SaaS): delivers cloud-based solutions to businesses (mainly SMEs) across a wide range of HR processes.

Online Education: offers technology solutions to either deliver or facilitate online education across a range of education disciplines (e.g. short courses through to post-graduate degrees).

Contingent Labour: uses technology to connect organisations and people in the temporary labour market.

2. Creating value through active partnerships

The Fund works with businesses to provide strategic advice at founder/CEO level and support management teams on their key strategic initiatives. This includes all aspects of business building, including strategic planning and operational execution.

3. Long-term and entrepreneurial approach

The Fund encourages portfolio companies to prioritise the pursuit of long-term, sustainable competitive advantage over short-term financial gains. The Fund has a preference to hold investments for the long term and has an appetite to incur upfront losses as the investments focus on market share and building sustainable advantages. The Fund is open to value realisation that aligns with the strategic objectives of the relevant portfolio companies.

The Fund's approach to liquidity

The Fund's long-term goal is to maximise asset value. This approach is intended to create liquidity optionality while allowing the Fund's Manager to optimise the timing and execution of value realisation.

SEEK does not control the Fund, and any decisions by the Fund for sale of assets remain at the discretion of the Fund.

At 30 June 2026, the Fund had made life-to-date distributions of $206.4m, of which SEEK had received $173.8m.

The Fund update

The Trustee Board is in discussions with the Fund's Manager on strategy and priorities including investment plans for the Fund's next phase. Those plans are likely to include the near-term sale[1] of investments that are currently valued at over $1 billion, and incentives that support ongoing liquidity whilst still pursuing the primary goal of long-term value creation. These plans are proposed to supersede the previous liquidity window.

(1) The sales of these assets, aligned to the lifecycle of investments, are subject to price, market conditions which may impact ability to execute exits.

Sustainability Summary

SEEK is committed to operating sustainably and having a positive impact on the people with whom it engages and the communities in which it operates.

SEEK's FY2026 Impact Report outlines its sustainability approach and progress against SEEK's material sustainability topics.

For more information refer to SEEK's FY2026 Impact Report, Sustainability Report (within this Annual Report), Modern Slavery Statement and Sustainability Databook. These can be accessed at au.seek.com/about/sustainability

Sustainability at SEEK

SEEK's approach to sustainability is focused on the areas where it can have specific, measurable impact and on issues that matter most to SEEK's stakeholders. SEEK's role in the employment market shapes where it can have the greatest impact: helping candidates access job opportunities, helping hirers connect with talent, and using data and technology responsibly to support more relevant matching and greater trust in its marketplaces.

Stakeholder engagement helps inform SEEK's sustainability priorities, strategy and reporting. SEEK's key stakeholder groups include candidates and hirers, employees and contractors, shareholders and investors, suppliers and business partners, governments and regulators, and the communities in which SEEK operates.

SEEK's material sustainability topics are social impact, human rights, data and cybersecurity, people, environment and responsible and ethical business. These topics were identified through a materiality assessment that prioritised topics based on their social and environmental impacts to SEEK's stakeholders, and their potential to affect SEEK's performance across a five-year horizon.

Social impact

SEEK is uniquely positioned to have a positive social impact by helping people access work and helping organisations connect with talent.

SEEK's social impact happens through operating a marketplace that delivers high-quality job placements. SEEK's purpose — to help people live more fulfilling and productive working lives and help organisations succeed — provides its most direct and positive social impact.

In FY2026, SEEK continued executing against its First Nations Strategy in Australia, including developing platform enhancements to support First Nations job seekers. SEEK also extended its strategy to include Māori people in Aotearoa New Zealand.

Human rights

SEEK's fair hiring program aims to improve working lives by preventing exploitative recruitment and modern slavery.

SEEK is in a unique position to help address fair hiring and modern slavery risks given the nature and scale of its platform. In FY2026, SEEK improved platform controls, including its fraud detection measures such as automated blocking systems and improved verification processes. SEEK also formalised its fair hiring partnership program, supporting organisations that work to address worker exploitation, modern slavery and unfair hiring practices across APAC.

In its supply chain, SEEK continued to implement and improve its Modern Slavery Framework, including supplier due diligence, contractual protections and targeted engagement with higher-risk suppliers across its APAC operations.

Data and cybersecurity

When customers share their information, they trust SEEK to protect their data and use it responsibly. SEEK invests significantly in cybersecurity through its people, processes and technology.

In FY2026, SEEK achieved ISO certification for AI governance and information security, providing independent validation of its approach in this critical area and strengthening stakeholder confidence. The AI certification positions SEEK among a small group of companies globally to have achieved this recognition, giving customers, partners and regulators confidence in how SEEK builds and deploys AI responsibly.

In the context of the changing external AI environment, SEEK reviewed its cybersecurity risk appetite and control environment. SEEK continues to make improvements to cybersecurity governance and controls.

SEEK is committed to being transparent about how personal information is collected, used and protected and to being compliant with all relevant data protection and privacy laws and regulations. SEEK also continued to expand SEEK Pass verified credentials across APAC, including English language proficiency in all markets, working rights in Malaysia and all 68 professional licences governed by the Professional Regulation Commission in the Philippines.

People

SEEK's culture statement, *Our SEEK*, unites employees across countries, languages and cultures.

SEEK continued to invest in bespoke programs to build the capability of leaders at all levels. SEEK maintained gender balance across its APAC workforce and continued to support women in leadership through dedicated development programs.

In FY2026 SEEK's new Pride & SEEK and Gender Employee Advocacy Groups developed two-year implementation plans and deepened connection with LGBTQIA+ communities through Midsumma and Big Gay Out in ANZ and Pride Month activities in Asia. Employee engagement strengthened and remained above relevant external benchmarks.

Environment

SEEK is preparing for the impacts of climate change and the transition to a low-carbon future, whilst working to minimise its environmental impacts.

SEEK's approach focuses on building climate resilience and reducing emissions through sustainable choices, responsible procurement and meaningful supplier engagement.

In FY2026, SEEK delivered its first year of mandatory climate-related financial disclosures under the Australian Sustainability Reporting Standards. SEEK continued to build the processes, controls, risk and financial impact assessments and verification pathways needed to support ongoing compliance with these requirements.

Responsible and ethical business

SEEK is committed to conducting business in an honest, ethical and accountable way.

In FY2026, SEEK refreshed its core governance and compliance practices, providing clearer guidance, more accessible reporting channels and processes designed to support people to act responsibly and to speak up when something does not feel right.

SEEK also improved its Business Resilience Framework, strengthening its ability to respond to disruption across its APAC operations.

Financial results

Presentation of results: Continuing and Discontinued Operations

SEEK

Continuing Operations

SEEK's Continuing Operations are presented as outlined below:

- **APAC employment marketplaces** where the primary source of revenue is job advertising. This segment combines the previously reported employment marketplaces of ANZ and Asia – refer to the presentation changes outlined below.
- **Corporate costs** comprise global overhead costs not directly attributable to running the online employment marketplaces.

SEEK also has stand-alone investments that are not considered core to SEEK's employment marketplace operations. The investments are equity accounted and as such SEEK's share of results and any associated management fees are reported in SEEK's result below EBITDA. These equity accounted investments include:

- **Zhaopin** in China where the primary source of revenue is job advertising and education services(1);
- **SEEK Growth Fund** (the Fund), a managed investment scheme with a portfolio of investments across Online Education, Contingent Labour and HR Software as a Service (SaaS); and
- Other associated businesses including BDjobs, an online employment marketplace in Bangladesh.

Discontinued Operations

Discontinued Operations represents the financial results associated with disposed assets. This includes the operating results prior to the disposal of the assets, any gain or loss on disposal of the assets, and any other subsequent accounting adjustments arising from the disposal.

SEEK's Discontinued Operations comprise the following:

- **Zhaopin** was consolidated by SEEK until 1 May 2021, when SEEK reduced its stake in Zhaopin from a 61.1% (undiluted) controlling share to a 23.5% (fully diluted) equity accounted share. At this point SEEK recognised its ongoing interest in Zhaopin as an equity accounted associate in Continuing Operations. SEEK has a net consideration receivable outstanding from the selldown and any fair value adjustments associated with this net receivable are recorded in Discontinued Operations(1).
- Latin American assets of Brasil Online in South America and OCC in Mexico were consolidated by SEEK until 20 June 2024, at which point SEEK sold its share in these assets. SEEK gave indemnities in connection with the sale in FY2024. Any subsequent fair value adjustments associated with these indemnities are recorded in Discontinued Operations.

Presentation change: APAC employment marketplaces

Effective 1 July 2025, SEEK has revised its operating segment presentation to combine the previously separate ANZ and Asia segments into a single APAC employment marketplaces segment.

This change reflects the successful completion of Platform Unification(2), which has fundamentally transformed SEEK's operational structure from separate regional operations to an integrated APAC business. The unified technology platform, shared service functions, and centralised management structure mean the operations of ANZ and Asia are no longer managed as distinct businesses.

Under Australian Accounting Standards (AASB 8 *Operating Segments*), reportable segments must align with how the Chief Operating Decision Maker (CODM)(3) reviews performance and allocates resources. Whilst revenue continues to be monitored geographically to assess market performance, the CODM now reviews costs and allocates resources on a consolidated APAC basis, reflecting the integrated nature of the business.

Comparative information for the prior corresponding period has been combined on a consistent basis to enable year-on-year comparison. For more detail refer to the Financial Report Note 1 Segment information.

(1) During FY2026, SEEK recognised a total impairment charge related to Zhaopin of $356.0m. This comprised $283.6m impairment of the equity accounted investment in Continuing Operations and $72.4m impairment of the net consideration receivable in Discontinued Operations.

(2) Platform Unification was a three-year business transformation program completed in FY2024 to unify SEEK's core online employment platforms in ANZ and Asia.

(3) SEEK's Chief Operating Decision Maker is the Chief Executive Officer (CEO).

Summary and reconciliation of results

A summary of financial results from Continuing Operations and Discontinued Operations for FY2026 is set out below.

For the purposes of this Report, **reported profit/(loss)** is the profit/(loss) attributable to owners of SEEK Limited as presented within the Financial Report. **Adjusted profit/(loss)** is defined as reported profit/(loss) excluding the results from SEEK's interest in the Fund and significant items.

Impact of foreign currency

SEEK operates internationally with subsidiaries in Asia, an equity accounted investment in China (Zhaopin) and US Dollar borrowings. SEEK's financial results are subject to foreign currency movements.

Results of the Fund and significant items

SEEK equity accounts for its 83.8% interest in the Fund. The results of the Fund fluctuate between financial reporting periods, primarily reflecting movements within the portfolio of assets held by the Fund. Significant items comprise material non-recurring items. Management's view is that the exclusion of these items assists with presenting more meaningful information.

Financial results

	Reported currency			Constant currency(1)
	2026 $m	2025 $m	Growth(2) %	Growth %
Continuing Operations				
Sales revenue	**1,284.2**	1,097.0	17%	18%
Net revenue	**1,198.9**	1,090.4	10%	11%
Operating expenses	**(669.0)**	(631.2)	(6%)	(7%)
Capital expenditure(3)	***(152.0)***	*(129.9)*	*(17%)*	*(17%)*
Total expenditure(3)	***(821.0)***	*(761.1)*	*(8%)*	*(8%)*
EBITDA	**529.9**	459.2	15%	17%
EBITDA margin %	***44%***	*42%*		
Adjusted profit from Continuing Operations	**199.1**	155.2	28%	31%
Adjusted basic earnings per share attributable to owners of SEEK Limited (cents)	***55.7***	*43.5*	*28%*	
Significant items – Zhaopin impairment	**(283.6)**	–	n/m	
Significant items – Other	**(20.8)**	(4.6)	n/m	
Results of the Fund(4)	**(201.2)**	87.7	n/m	
Reported (loss)/profit from Continuing Operations	**(306.5)**	238.3	n/m	
Discontinued Operations				
EBITDA	**1.6**	3.7	(57%)	
Adjusted profit from Discontinued Operations	**7.6**	8.9	(15%)	
Significant items – Zhaopin impairment	**(72.4)**	–	n/m	
Significant items – Other	**–**	(2.0)	n/m	
Reported (loss)/profit from Discontinued Operations	**(64.8)**	6.9	n/m	
Total Operations				
Sales revenue	**1,284.2**	1,097.0	17%	
Net revenue	**1,198.9**	1,090.4	10%	
EBITDA	**531.5**	462.9	15%	
Adjusted profit from Total Operations	**206.7**	164.1	26%	
Significant items – Zhaopin impairment	**(356.0)**	–	n/m	
Significant items – Other	**(20.8)**	(6.6)	n/m	
Results of the Fund(4)	**(201.2)**	87.7	n/m	
Reported (loss)/profit from Total Operations attributable to owners of SEEK Limited	**(371.3)**	245.2	n/m	
Basic (loss)/earnings per share attributable to owners of SEEK Limited (cents)	**(103.9)**	68.7	n/m	
Full year dividend per share (cents)	**52.0**	46.0	13%	

(1) Constant currency amounts are calculated by translating current year data using prior year exchange rates.

(2) Not meaningful (n/m) indicates a variance where the current period's amount is positive and was previously negative in the prior comparative period (or vice versa) and/or where a low prior period value results in distorted growth percentages.

(3) Total expenditure comprises operating and capital expenditure. Capital expenditure is not included in adjusted profit. It includes the amount of expenditure capitalised to the Consolidated Balance Sheet for plant and equipment and intangible assets (primarily related to software development).

(4) Reflects SEEK's share of results of the Fund (net of tax) which includes: SEEK's equity accounted share of the movement in the portfolio valuation for the period and SEEK's share of movements in other assets and liabilities held by the Fund; the movement in carried interest liability; and management fees for assets owned by the Fund and managed by the Fund's Manager.

Continuing Operations – summary results review

For the year ended 30 June 2026, SEEK's adjusted profit from Continuing Operations was $199.1m, up 28% compared to the year ended 30 June 2025. To arrive at adjusted profit, adjustments to reported loss were made to exclude the total results of the Fund (net loss $201.2m) and significant items (net loss $304.4m) for the year ended 30 June 2026.

Revenue

	Reported currency		
	2026 $m	2025 $m	Growth %
Core job ads and ad enhancements	1,076.2	976.6	10%
Expanded sourcing solutions and other[1]	122.7	113.8	8%
Net revenue	1,198.9	1,090.4	10%

- Core job ads and ad enhancements revenue growth of 10% compared to FY2025 was driven by 18% paid ad yield growth, partially offset by lower paid ad volumes across Australia and Asia.
  - Higher paid job ad yield was driven by an increase in depth adoption due to the launch of upgraded ad tiers and the new Advanced ad in CY2025, as well as an increase in value-based pricing.
  - Paid job ad volumes declined due to weaker macroeconomic conditions in most markets and the transition to freemium in Asia.
- Expanded sourcing solutions and other revenue increased by 8% compared to FY2025, primarily due to the reacquisition of Sidekicker in H2 FY2025.

Total expenditure

	Reported currency		
	2026 $m	2025 $m	Growth %
Operating expenses	669.0	631.2	6%
Capital expenditure[2]	152.0	129.9	17%
Total expenditure	821.0	761.1	8%

- Total expenditure increased by 8% compared to FY2025, with investment weighted towards capital expenditure. The increase in total expenditure was due to:
  - continued personnel investment in Product, Technology and AI teams;
  - growth in IT infrastructure and compute costs to support the ongoing investment in the platform;
  - higher personnel costs reflecting annual salary and superannuation increases and additional discretionary bonus expense;
  - the reacquisition of Sidekicker in H2 FY2025;
  - a foreign currency revaluation loss on cash and receivables driven by the stronger Australian dollar in FY2026; and
  - other inflationary impacts.

Adjusted and Reported Profit

	Reported currency		
	2026 $m	2025 $m	Growth %
Adjusted profit	199.1	155.2	28%
Significant items	(304.4)	(4.6)	n/m
Results of the Fund	(201.2)	87.7	n/m
Reported (loss)/profit	(306.5)	238.3	n/m

- Adjusted profit increased by 28% compared to FY2025 due to:
  - operating leverage which delivered EBITDA growth of 15% in FY2026; partially offset by
  - higher depreciation and amortisation expenses due to an increase in product development investment over the last five years, including Platform Unification, and inclusion of Sidekicker;
  - higher share-based payments expense due to a one-off executive rights grant[3] and employee share grant, and a higher share price at the grant date; and
  - higher tax expense due to an increase in earnings.
- Reported loss was $306.5m in FY2026, compared to a reported profit of $238.3m in FY2025. The decline in earnings was primarily due to the impairment of the equity accounted investment in Zhaopin, as well as a decrease in the Fund's total portfolio value compared to FY2025.

Adjustments: Significant items

- FY2026 significant items expense of $304.4m mainly comprised:
  - an impairment of the equity accounted investment in Zhaopin of $283.6m[4] following discussions on a proposed simplification of Zhaopin's ownership structure and a strategic review completed by Zhaopin's new management team;
  - a performance fee of $9.5m payable to the Fund's manager to reflect the increase in JobAdder's value under the Fund's management;
  - an impairment of $6.9m following the retirement of Career Hub, a content and community platform providing career support and local market advice;
  - SEEK's $5.4m share of an underlying goodwill impairment recognised by Zhaopin in several of its consolidated subsidiaries;
  - an impairment of $1.4m for the GradConnection brand asset following the December 2025 rebranding to SEEK Grad; partially offset by
  - a tax benefit of $4.6m associated with the JobAdder performance fee, and the Career Hub and GradConnection brand impairments.
- FY2025 significant items expense of $4.6m mainly comprised an impairment following the cessation of internally developed product offerings Jobstreet Express and SEEK Recruiter Network.

(1) Net of contingent labour fulfilment expenses.
(2) Capital expenditure is the amount of expenditure capitalised to the Consolidated Balance Sheet for plant and equipment and intangible assets (primarily related to software development). It is not included in adjusted profit.
(3) The CEO was not a participant in the October 2025 executive right grant.
(4) The total impairment charge related to Zhaopin FY2026 was $356.0m, comprising $283.6m in Continuing Operations and $72.4m in Discontinued Operations. Following the impairment, the value of SEEK's equity accounted investment in Zhaopin at 30 June 2026 was $172.3m and the net receivable was $7.7m. For more detail refer to Financial Report Note 10 Financial instruments and Note 21 Interests in Equity accounted investments, and SEEK's ASX Announcement 'Impairment of investment in Zhaopin' dated 9 February 2026.

Continuing Operations – summary results review continued

Adjustments: Results of the Fund

The results of the Fund comprise movements in the following balances during the period.

	Reported currency	
	2026 $m	2025 $m
SEEK share of movements in:		
Total portfolio value	(243.6)	122.9
Other net assets of the Fund	(26.7)	(19.6)
Accrual for carried interest liability	1.1	14.2
Share of results of equity accounted investment	(269.2)	117.5
Management fee	(18.3)	(18.3)
Tax benefit/(expense)	86.3	(11.5)
Total Fund's net (loss)/profit	(201.2)	87.7

- SEEK's share of the Fund's equity accounted investment loss was $269.2m in FY2026 compared to an investment gain of $117.5m in FY2025. The decline was due to:
  - a 13% decrease in the Fund's total portfolio value (including distributions) compared to FY2025, driven by a decrease in the HR SaaS portfolio valuation, partially offset by distributions received of $7.4m;
  - a reduction in other net assets held by the Fund primarily due to uncalled committed capital[(1)]; and
  - a decrease in the accrual for the estimated share of carried interest liability. The carried interest liability recognised at FY2026 was $nil (down from $1.1m at 30 June 2025).
- Management fee of $18.3m (FY2025: $18.3m) related to assets owned by the Fund and managed by the Fund's Manager.
- Tax benefit of $86.3m (FY2025: $11.5m expense) largely related to the decrease in the Fund's total portfolio value compared to FY2025.

(1) SEEK's unitholder share of uncalled committed capital at FY2026 was $nil (FY2025: $34.0m).

Continuing Operations – summary results review continued

The Fund's portfolio performance

	100% basis			SEEK Share[1]
	30 June 2026 $m	30 June 2025 $m	Change $m	**30 June 2026 $m**
Portfolio valuation	**1,771.6**	2,071.0	(299.4)	**1,484.7**
Life to date distributions	**206.4**	197.7	8.7	**173.8**
Total portfolio value	**1,978.0**	2,268.7	(290.7)	**1,658.5**
SEEK seeded assets	**1,215.0**	1,215.0	–	**1,215.0**
Capital called	**550.1**	507.1	43.0	**260.0**
Invested capital	**1,765.1**	1,722.1	43.0	**1,475.0**
Gain on invested capital	**212.9**	546.6	(333.7)	**183.5**
Return on investment (ROI)	**12%**	32%		**12%**

FY2026 portfolio performance

The total portfolio value (including distributions) was down 13% to $1,978.0m (30 June 2025: $2,268.7m) driven by a decrease in the HR SaaS portfolio valuation, partially offset by $8.7m of distributions in FY2026.

74% of the portfolio valuation related to Employment Hero, Go1, HiBob and Online Education Services (OES) at 30 June 2026 (30 June 2025: 80%).

SEEK's share of portfolio

SEEK does not directly recognise the results of the individual assets within the Fund, but rather SEEK's 83.8% share of the overall portfolio valuation through SEEK's equity accounted investment, adjusted for any other movements in net assets of the Fund and SEEK's share of carried interest liability.

During FY2026, the Fund distributed $8.7m, of which SEEK received $7.4m.

As at 30 June 2026, SEEK's gain on invested capital since creation of the Fund was $183.5m which represented a 12% return on investment. Since creation, the Fund's ROI has been driven by valuation increases in HiBob and Employment Hero (supported by external funding rounds), and Alun (previously named Alura) and Utel (driven by online demand).

Portfolio of assets within the Fund

Descriptions of each portfolio and the performance of certain assets are included below.

	HR SaaS	Online Education	Contingent Labour
Description	Delivers cloud-based solutions with AI-features to businesses (mainly SMEs) across a wide range of HR processes. Investments include Employment Hero, Go1, HiBob, Sonder and Humanly.	Offers technology solutions to either deliver or facilitate online education across a range of education disciplines (e.g. short courses through to post-graduate degrees). Investments include Alun, Coursera, Manifest Global, OES, Utel, Gizmo and Cadmus.	Uses technology to connect organisations and people in the temporary labour market. Investments include Florence, Hireup and Workana.
FY2026 performance	Differing levels of performance across the portfolio, with Annual Recurring Revenue (ARR) growth across the largest investments ranging from ~10% to 30% compared to FY2025. Earlier stage investments achieved growth rates of +200% compared to FY2025. The key SaaS businesses delivered strong financial and operational results, including Go To Market (GTM) initiatives, product expansions and AI initiatives. In aggregate, look-through revenue[2] increased 23% compared to FY2025.	OES achieved strong revenue and EBITDA growth underpinned by the Australian business alongside adjacent expansion. Despite macro conditions, the LatAm investments (Utel and Alun) delivered solid results driven by operational improvements. Earlier stage investments achieved growth rates of 50-100% compared to FY2025. In aggregate, look-through revenue[2] increased 10% compared to FY2025 (excludes OES and Coursera).	Challenging labour conditions persisted and the focus remained on managing capital whilst balancing short-term requirements and long-term value. In aggregate, look-through revenue[2] increased 3% compared to FY2025.

(1) SEEK's legal ownership in the Fund is 83.8%, however it receives distributions based on its share of total capital paid to the Fund. The value of SEEK's equity accounted share of the SEEK Growth Fund at 30 June 2026 was $1,503.1m. Refer to the Financial Report Note 21 Interests in equity accounted investments for further information.

(2) Look-through share represents net revenue of investments multiplied by the Fund's diluted ownership interest and calculated on a constant currency basis. Where applicable, growth rates are adjusted for acquisitions to allow comparison between periods.

Continuing Operations – results by operating segment

Segment EBITDA

Below is a summary view of segment EBITDA as presented in the Financial Report Note 1 Segment information.

	2026			2025			Growth %		
Reported currency	APAC employment marketplaces $m	Corporate $m	Total $m	APAC employment marketplaces $m	Corporate $m	Total $m	APAC employment marketplaces %	Corporate costs %	Total %
ANZ	945.4	–	945.4	844.9	–	844.9	12%	–	12%
Asia	253.5	–	253.5	245.5	–	245.5	3%	–	3%
Net revenue	**1,198.9**	–	**1,198.9**	1,090.4	–	1,090.4	10%	–	10%
Operating expenses	**(640.4)**	**(28.6)**	**(669.0)**	(606.3)	(24.9)	(631.2)	(6%)	(15%)	(6%)
Segment EBITDA	**558.5**	**(28.6)**	**529.9**	484.1	(24.9)	459.2	15%	(15%)	15%

Revenue

ANZ revenue

- ANZ revenue increased by 12% in FY2026 (up 12% in constant currency), as yield growth more than offset lower Australian job ad volumes.
- Job ad volumes declined 1% compared to FY2025.
  - Australia ad volumes were down 2% compared to FY2025, as macroeconomic conditions weighed on hiring activity in the second half of FY2026.
  - New Zealand ad volumes increased by 8% compared to FY2025 following several years of declines.
- Job ad yield increased by 14%(1) compared to FY2025, driven by an increase in depth adoption due to the launch of upgraded ad tiers and the new Advanced ad in H2 FY2025. Value-based pricing linked to customer ROI also contributed to yield growth, driven by improved ad performance and high-fit applications which increased placement predictability and likelihood.

Asia revenue

- Asia revenue increased by 3% in FY2026 (up 5% in constant currency), as yield growth offset lower paid job ad volumes.
- Paid job ad(2) volumes declined 12% compared to FY2025.
  - Paid ad volumes declined given the transition to freemium, and weaker macroeconomic conditions, particularly in Hong Kong.
  - Total ad volumes and hirers grew, driven by the freemium model now live across all Asia markets.
- Paid job ad yield increased by 20%(1) compared to FY2025, as depth adoption increased due to the launch of upgraded ad tiers and the new Advanced ad in H1 FY2026. Value-based pricing also increased, linked to customer ROI.

Operating expenses

APAC employment marketplaces operating expenses

- APAC employment marketplaces operating expenses increased by 6% in FY2026 driven by:
  - higher personnel costs reflecting annual salary and superannuation increases and additional discretionary bonus expense;
  - the reacquisition of Sidekicker in H2 FY2025; and
  - an increase in IT infrastructure and compute costs.

Corporate operating expenses

- Corporate operating expenses increased by $3.7m in FY2026 driven by the foreign currency revaluation loss on cash and receivables due to the stronger Australian dollar.
- The Corporate segment comprises costs that are not directly attributable to running the APAC employment marketplaces.

(1) Yield growth rates are calculated on constant currency basis. This is consistent with prior period disclosures.
(2) Asia refers to 'paid' job ad volumes and yield, as the freemium model allows hirers to post Lite ads for free.

Continuing Operations – results by operating segment continued

Analysis of other key items below EBITDA

Below is a summary of the items included below EBITDA in SEEK's reported profit/(loss) as presented in the Financial Report Note 1 Segment information.

	Reported currency		
	2026 $m	2025 $m	Growth %
EBITDA	**529.9**	459.2	15%
Depreciation and amortisation expenses	**(162.0)**	(151.1)	(7%)
Net interest	**(66.4)**	(70.0)	5%
Share-based payments	**(29.3)**	(19.5)	(50%)
Share of results of equity accounted investments	**(267.1)**	124.6	n/m
Management fees	**(31.2)**	(24.4)	(28%)
Impairment loss	**(291.9)**	(6.0)	n/m
Other	**(2.5)**	(1.2)	n/m
Reported (loss)/profit before income tax	**(320.5)**	311.6	n/m
Income tax benefit/(expense)	**14.2**	(72.9)	n/m
Reported (loss)/profit for the year	**(306.3)**	238.7	n/m
Non-controlling interest	**(0.2)**	(0.4)	50%
Reported (loss)/profit from Continuing Operations attributable to SEEK Limited	**(306.5)**	238.3	n/m

Depreciation and amortisation expenses

The increase in product development investment over the last five years, including the Platform Unification program in FY2022-FY2024, continued to drive higher depreciation and amortisation expenses, as most capitalised assets are amortised over an average of five years, as well as the inclusion of Sidekicker.

Share-based payments

Higher share-based payments expense in FY2026 was due to a one-off executive rights grant and employee share grant, and a higher share price at the grant date in October 2025 compared to June 2025 when the number of rights were determined.

Share of results of equity accounted investments

Equity accounted investments comprised:

- net loss from the Fund of $269.2m (FY2025: net profit of $117.5m). Refer to page 27 for a description of the results of the Fund during the period; partially offset by
- a profit from Zhaopin of $1.5m (FY2025: profit of $6.6m), which included SEEK's $5.4m share of an underlying goodwill impairment recognised by Zhaopin in several of its consolidated subsidiaries; and
- a profit from other investments of $0.6m (FY2025: profit of $0.5m).

Management Fees

Management fees[1] comprised:

- a management fee of $18.3m for assets owned by the Fund and managed by the Fund's Manager (FY2025: $18.3m);
- a performance fee of $9.5m payable to the Fund's manager to reflect the increase in JobAdder's value under the Fund's management;
- a management fee of $5.1m for assets owned by SEEK and managed by the Fund's Manager (FY2025: $5.0m); partially offset by
- a partial reversal of the provision for the estimated performance fees payable in FY2026 to the Fund's Manager for Zhaopin of $1.7m (FY2025: $1.1m expense).

Impairment

Impairment comprised:

- an impairment of $283.6m of the equity accounted investment in Zhaopin;
- an impairment of $6.9m following the retirement of Career Hub; and
- an impairment of $1.4m for the GradConnection brand.

All amounts were excluded from adjusted profit as significant items, refer page 26 for a description.

Income tax

SEEK's reported loss effective tax rate of 4.4% in FY2026 (FY2025: 23.4%) was significantly impacted by the accounting impairment of the equity accounted investment in Zhaopin, which was not tax-deductible.

SEEK's adjusted profit effective tax rate of 27.8% in FY2026 (FY2025: 29.0%) was lower due to an increase in research and development incentive claim credits in FY2026.

(1) SEEK pays management fees to the Fund's Manager for (i) management of assets seeded into the Fund (OES and ESVs); and (ii) management of assets owned by SEEK (including Zhaopin and JobAdder).

Discontinued Operations – summary results review

In FY2026, SEEK's adjusted profit from Discontinued Operations was $7.6m (FY2025: $8.9m).

To arrive at adjusted profit, adjustments to reported (loss)/profit were made to exclude significant items expense of $72.4m for FY2026 (FY2025: $2.0m expense).

	Reported currency		
Discontinued Operations	**2026 $m**	**2025 $m**	**Growth %**
Latin American assets	**(0.1)**	1.3	n/m
Zhaopin	**1.7**	2.4	(29%)
EBITDA	**1.6**	3.7	(57%)
Fair value adjustments	**6.4**	6.0	7%
Other	**–**	(0.2)	n/m
Income tax	**(0.4)**	(0.6)	33%
Adjusted profit from Discontinued Operations attributable to owners of SEEK Limited	**7.6**	8.9	(15%)
Significant items	**(72.4)**	(2.0)	n/m
Reported (loss)/profit from Discontinued Operations attributable to owners of SEEK Limited	**(64.8)**	6.9	n/m

EBITDA

FY2026 EBITDA of $1.6m comprised:

- foreign currency revaluation gain on the net receivable outstanding from the sale of SEEK's controlling stake in Zhaopin in 2021 of $1.7m (FY2025: $2.4m gain); partially offset by
- foreign currency revaluation losses on indemnities related to certain Brazilian tax and legal cases and other liabilities in connection with the sale of the Latin American assets of $0.1m (FY2025: $1.3m gains).

Adjusted profit

Adjusted profit declined by $1.3m to $7.6m for FY2026 (FY2025: $8.9m).

Adjusted profit included a fair value adjustment associated with the indemnities in connection with the sale of the Latin American assets of $6.4m (FY2025: $6.0m). This adjustment was mainly driven by the settlement of certain Brazilian tax cases, expiry of certain exposures and the unwinding of associated discounted cash flows.

Significant items

FY2026 significant items net loss of $72.4m comprised an impairment of the net receivable outstanding from the Zhaopin sale in FY2021. The impairment reflected discussions regarding a proposed simplification of Zhaopin's ownership structure, including the reduction in holdings of certain minority shareholders, and the outcome of a strategic review. Following the impairment, the net receivable at 30 June 2026 was $7.7m. For more detail refer to the Financial Report Note 10 Financial instruments.

FY2025 significant items expense of $2.0m comprised:

- a $2.5m adjustment to the tax expense recognised as part of the after-tax gain on the sell down of SEEK's controlling stake of Zhaopin in FY2021; partially offset by
- a $0.5m adjustment to the tax benefit recognised as part of the after-tax loss on sale of the Latin American assets in FY2024, representing the capital loss associated with the liquidation of the holding entity of the Latin American assets.

Balance sheet review

Below is a summary of the Consolidated Balance Sheet presented in the Financial Report.

	30 June 2026 $m	Restated(1) 30 June 2025 $m
Cash and cash equivalents	**136.6**	150.2
Other current assets	**197.2**	195.8
Goodwill, brand and customer relationships(2)	**1,234.2**	1,327.3
Software, website development and WIP(2)	**418.3**	414.2
Equity accounted investment: SEEK Growth Fund(3)	**1,503.1**	1,779.7
Equity accounted investment: Zhaopin(3)	**172.3**	451.6
Equity accounted investments: other(3)	**11.5**	12.2
Other non-current assets	**331.5**	441.0
Total assets	**4,004.7**	4,772.0
Borrowings	**(1,093.0)**	(1,089.7)
Unearned income	**(170.0)**	(183.0)
Lease liabilities	**(170.4)**	(167.9)
Current creditors and provisions	**(300.9)**	(286.4)
Other non-current liabilities	**(148.2)**	(345.7)
Shareholders equity	**(2,122.2)**	(2,699.3)
Total liabilities and equity	**(4,004.7)**	(4,772.0)

At 30 June 2026, SEEK had net assets of $2,122.2m (30 June 2025(1): $2,699.3m), including:

- total assets of $4,004.7m of which 42% related to equity accounted investments – refer to Financial Report Note 21 Interests in equity accounted investments for further information. A further 31% of total assets related to long-life intangible assets (goodwill, brand and customer relationships) arising primarily from the acquisition of Jobstreet and Jobsdb in Asia; and
- total liabilities of $1,882.5m of which 58% related to borrowings, with the remainder primarily comprised of trade and other payables, unearned income, lease liabilities and deferred tax liabilities on the investment in the Fund.

Key movements: Impairment of Zhaopin

SEEK recognised a total impairment related to Zhaopin in FY2026 of $356.0m. This decreased:

- the equity accounted investment in Zhaopin by $283.6m; and
- the net proceeds receivable from the Zhaopin sale by $72.4m. This was a key driver of the reduction in other non-current assets and other non-current liabilities for the period. For further detail, refer to Financial Report Note 10 Financial instruments.

Key movements: Other

Other significant movements during the year:

- the equity accounted investment in the Fund decreased by $276.6m compared to FY2025 primarily due to a 13% decrease in the Fund's total portfolio value (including distributions), driven by a decrease in the HR SaaS portfolio valuation, partially offset by distributions received of $7.4m. As a result, the deferred tax liabilities on the investment in the Fund also decreased compared to FY2025, impacting other non-current liabilities for the period. Refer to page 27 for a description of the results of the Fund during the period;
- goodwill, brand and customer relationships (primarily arising from SEEK's Asia subsidiaries) decreased by $93.1m compared to FY2025 mainly due to the unfavourable foreign currency revaluation following the appreciation of the Australian dollar during FY2026.

Borrowings and net debt

Net debt at 30 June 2026 was $962.4m (FY2025: $947.1m). Refer to Financial Report Note 8 Net debt for further information.

SEEK has unsecured syndicated bank facilities with limits of A$1,000.0m and US$452.5m (FY2025: A$1,000.0m and US$452.5m).

At 30 June 2026, SEEK Limited had drawn down $1,099.0m of its total available facilities (FY2025: $1,092.0m), with $554.9m available in undrawn capacity (FY2025: $595.9m).

(1) The Consolidated Balance Sheet has been restated for the finalisation of the Sidekicker purchase price allocation. Refer to Financial Report Note 20 Business combination for further information.
(2) Total intangible assets $1,652.5m in the Financial Report (FY2025: $1,741.5m).
(3) Total equity accounted investments $1,686.9m in the Financial Report (FY2025: $2,243.5m).

Cash flow review

The table below summarises cash flow movements for the year, before foreign exchange movements:

	2026 $m	2025 $m
Operating cash flows (excluding interest, transaction costs and tax)	**551.6**	456.9
Finance costs, transaction costs and taxes paid	**(153.9)**	(124.1)
Net cash from operating activities: Continuing Operations	**397.7**	332.8
EBITDA cash conversion ratio[(1)]	***104%***	*99%*
Capital expenditure (intangible assets and plant and equipment)	**(151.7)**	(130.0)
Free cash flow[(2)]: Continuing Operations	**246.0**	202.8
Capital contributions to the SEEK Growth Fund	**(34.0)**	(16.8)
Management fees for the SEEK Growth Fund	**(20.0)**	(18.3)
Management fees for other SEEK assets	**(5.0)**	(5.0)
Dividends and distributions received from equity accounted investments	**7.8**	154.5
Acquisition of subsidiary, net of acquired cash	**(7.1)**	(61.4)
Net cash used in investing activities[(3)]: Continuing Operations	**(210.0)**	(77.0)
Net change in borrowings	16.4	(148.6)
Dividends paid to shareholders of SEEK	**(175.0)**	(142.7)
Lease liability payments	**(13.9)**	(14.6)
Other financing activities	**(22.7)**	(4.1)
Net cash used in financing activities: Continuing Operations	**(195.2)**	(310.0)
Total cashflows from Continuing Operations	**(7.5)**	(54.2)
Net cash outflow attributable to Discontinued Operations	–	(2.8)
Effect of exchange rate changes on cash and cash equivalents	(6.1)	7.8
Net (decrease) in cash and cash equivalents	(13.6)	(49.2)

Cash conversion ratio

Net operating cash generated from Continuing Operations increased to $551.6m (FY2025: $456.9m) and represented an EBITDA conversion ratio of 104% (FY2025: 99%), or 106% when adjusted for foreign exchange movements[(4)].

The higher EBITDA cash conversion ratio was primarily due to the timing of payments for suppliers compared to prior period.

Other key movements

Net cash outflows from Continuing Operations investing activities of $210.0m were primarily due to capital expenditure of $151.7m driven by ongoing investment in product and technology capability, as well as capital contributions of $34.0m and management fees of $20.0m to the Fund.

Net cash outflows from Continuing Operations financing activities of $195.2m were primarily due to:

- Net change in borrowings inflow of $16.4m reflecting additional drawdowns on the facilities in FY2026.
- Dividends paid to shareholders of $175.0m. Dividends increased by $32.3m compared to FY2025 driven by higher earnings in FY2026, with an increase to the final FY2025 dividend at 22.0 cents per share (FY2024 final dividend: 16.0 cents per share), as well as a higher interim FY2026 dividend at 27.0 cents per share (FY2025 interim dividend: 24.0 cents per share).
- Other financing activities outflow of $22.7m. The increase of $18.6m compared to FY2025 was due to a greater number of cross currency interest rate swaps maturing during FY2026.

(1) Cash conversion ratio is operating cash flows (excluding interest, transaction costs and tax) divided by EBITDA.
(2) Free cash flow is net cash from operating activities less cash outflows for capital expenditure.
(3) Net cash used in investing activities includes the amount for capital expenditure.
(4) Cash flow conversion is impacted by foreign exchange movements. These include foreign exchange movements in EBITDA which are classified for cash flow reporting as financing cashflows, and non-cash foreign exchange revaluations in EBITDA.

Principal risks

At SEEK, we recognise that sustainable, long-term business success necessitates the taking of risk. We see strong risk management capability as fundamental to business success.

SEEK actively manages risks that could materially impact the ability to sustain future financial performance and deliver on long-term strategy. Identified key risks, and the actions SEEK is taking to manage these risks, are outlined below.

Risk area	Impact of the risk	Mitigation and monitoring strategies
Cybersecurity and business resilience	A major cybersecurity incident or disruption to critical systems or third-party services could compromise SEEK's information assets or impair service delivery. Reliance on SaaS, cloud and AI providers, together with more sophisticated attacks, increases exposure. A material incident could cause disruption, loss of trust and reputational harm.	Highly skilled cybersecurity and technical experts maintain preventative, detective and responsive capabilities. As a result of the changed AI environment, SEEK has reviewed its cybersecurity risk appetite and control environment, SEEK continues to strengthen cyber governance, access controls, threat detection and response, and resilience oversight across critical services and vendors. Recovery planning, scenario testing and vendor due diligence continue to be uplifted.
Data governance	Failure to govern, retain or protect sensitive data could breach privacy obligations or stakeholder expectations. Operating across multiple jurisdictions increases exposure. A material failure could result in customer trust and reputational harm.	Legal teams monitor developments in data privacy and ethics in relevant jurisdictions. Privacy policies are supported by clear guidance for candidates on how their information is collected, used, protected and managed when they use SEEK's services. SEEK continues to strengthen data governance and privacy oversight through clear ownership and governance forums and expanded in-market privacy capability.
Artificial intelligence	SEEK's use of AI may produce biased, unfair or inaccurate outcomes or content. Tightening regulation, reliance on model providers, and risks such as hallucination and prompt injection may heighten exposure. A material failure could result in legal liability, regulatory scrutiny and loss of trust.	SEEK has implemented an AI governance framework with Responsible AI principles, oversight forums and impact assessments. It is pursuing AI management system certification and independent assurance.
Disruption and competition	SEEK's ability to sustain customer preference and market position depends on responding to evolving hirer and candidate needs. As AI reshapes discovery and behaviour, failure to adapt could reduce activity, market share and revenue.	SEEK is vigilant in monitoring local and global job-seeking and competitive trends and metrics. SEEK's organisational structure and unified platform are designed for effective and fast-paced product and technology rollouts to provide market-leading experiences for candidates and hirers. Ongoing investment aims to enhance capabilities and provide value offerings across APAC and utilise new technologies such as Artificial Intelligence (AI).
Economic conditions	A prolonged decline in job ad volumes and revenue may occur as a result of severe economic downturn impacting employment markets in one or more of SEEK's countries of operation.	SEEK monitors and forecasts its cash flow and revenue to manage its capital position, taking the economic environment into account. This includes scenario analysis using both positive and negative assumptions based on key economic and internal indicators and reviewing the strategy for SEEK's long-term and short-term debt facilities. Additionally, SEEK continues to evolve its business model, products and services.
Marketplace trust and integrity	SEEK must continue to meet candidate and hirer expectations on safety, legitimacy and value, and safeguards against deceptive recruitment and modern slavery. Scams, fraudulent verification and scrutiny of pricing and algorithmic outcomes may erode trust, market share and revenue.	SEEK's Trust & Safety team deploys hirer verification, automated job ad scanning and candidate reporting tools across APAC to detect and remove fraudulent activity. SEEK continues to strengthen its trust and safety framework through independent assurance, operating model review and control uplift.

Risk area	Impact of the risk	Mitigation and monitoring strategies
Sovereign and regulatory	SEEK is exposed to regulatory, legal, political and conduct risks in the countries in which it operates. Changes in policy or regulation, in any country in which SEEK's employment businesses operate, may adversely impact the delivery of services.	Local and corporate management monitor economic and political indicators and changes to legislation. SEEK maintains strong relationships with key stakeholders in these markets, trains relevant employees and participates in industry consultation.
Execution effectiveness	SEEK's ability to deliver its strategic objectives depends on meeting evolving customer needs, improving execution and adopting new technology at pace. As AI accelerates product development, weaker execution could harm growth and competitiveness.	Detailed planning underpins all changes in the operating model and processes, which are designed to respond to customer needs, promote cross regional collaboration, adopt new technologies and deliver greater impact on a global scale. Major programs of work have governance structures in place to ensure risks are well understood and managed, including interdependencies between programs.
Culture and talent	Operating and financial performance is dependent on the ability to attract and retain top talent. Loss of critical people could leave SEEK vulnerable to leadership and capability gaps.	SEEK invests in its people and culture to attract and retain key talent and sustain a motivated, effective workforce. Talent reviews, succession planning, internal mobility, targeted hiring and leadership development support capability and leadership transition.
Social and environmental	SEEK's policies and governance on business conduct and sustainable practices may fall short of stakeholder expectations across modern slavery, bribery, environment, inclusive hiring, data ethics and accessibility. A material shortfall could damage reputation and business.	SEEK engages with stakeholders on its material social and environmental topics. It is meeting FY2026 climate reporting and limited assurance obligations, preparing for broader assurance in FY2027, progressing its Fair Hiring Strategy, and reinforcing expectations through training and ongoing communications.

Corporate Governance Summary

SEEK's Board considers high standards of corporate governance to be a cornerstone of creating long-term, sustainable shareholder value and ensuring a fair, equitable and respectful workplace for its employees. The Board is committed to fulfilling its corporate governance responsibilities in the best interests of SEEK, whilst also protecting the interests of its stakeholders.

SEEK's full Corporate Governance Statement, along with the Company's corporate governance policies and charters, can be found on SEEK's website at au.seek.com/about/investors/corporate-governance

Board of Directors

The table below includes details of the current directors of SEEK.

Director	Position and independence	Appointment as director
Greg Roebuck	Chairman and Independent Non-Executive Director	Independent Non-Executive Director from December 2025 Chairman from March 2026
Ian Narev	Managing Director and Chief Executive Officer	July 2021
Andrew Bassat	Non-Executive Director (not independent)	Executive Director from September 1997 Non-Executive Director from July 2021
Jamal Ibrahim	Independent Non-Executive Director	July 2023
Leigh Jasper	Independent Non-Executive Director	April 2019
Linda Kristjanson	Independent Non-Executive Director	October 2020
Rachael Powell	Independent Non-Executive Director	February 2024
Michael Wachtel	Independent Non-Executive Director	September 2018
Vanessa Wallace	Independent Non-Executive Director	March 2017

Governance framework

Role of Board

The Board is accountable to shareholders for SEEK's performance.

The Board has overall responsibility for the operation and stewardship of SEEK and for generating sustainable growth for the benefit of all stakeholders. It operates in accordance with the SEEK Board Charter (Charter) which sets out the functions reserved for the Board and its key responsibilities. The Board reviews its Charter periodically to ensure it remains consistent with the Board's objectives.

The Board meets regularly to set strategy, monitor risk and review SEEK's performance and progress against its strategic direction and business plans. It approves and monitors capital management including major capital expenditure. The Board also ensures SEEK has in place appropriate internal controls, governance and compliance systems, corporate reporting systems and risk management practices. The Board is responsible for evaluating the performance of the MD and CEO, establishing and reviewing the executive remuneration framework (including the remuneration for the MD and CEO) and ensuring succession plans for key executive roles are in place.

The Board, together with management, plays an important role in instilling and reinforcing SEEK's culture. In accordance with its Charter, the Board has established standards encouraging responsible, lawful and ethical behaviour for all SEEK employees, officers and directors. These are outlined in various policies, including the Whistleblower Protection Policy, Anti Bribery and Corruption Policy, Conflicts of Interest and Close Personal Relationships Policy and Code of Conduct.

Our SEEK is SEEK's culture statement, which articulates SEEK's values and applies across the organisation. It aligns SEEK's purpose with a clearly defined set of principles and behaviours to guide decision making and the operation of the business.

Committees

The Board has established three standing committees: the Audit and Risk Management Committee (ARMC), the Remuneration Committee and the Nomination Committee. Each committee operates under a separate charter, approved by the Board, which sets out the authority, roles and responsibilities, membership and any other requirements for the running of the committee.

Chairman

Greg Roebuck is the Chairman of the Board. As Chairman, he is responsible for leading the Board including facilitating effective discussions at Board meetings, working closely with the MD and CEO as the primary link between the Board and management and overseeing the processes to evaluate the performance of the Board, its committees and individual directors.

Greg Roebuck joined the Board on 1 December 2025 as an independent non-executive director and Chairman-elect. He became Chairman from 1 March 2026 when Graham Goldsmith retired from the Board and as Chairman. Greg is an independent director and devotes significant time to his chairmanship. Greg is also Chairman of the Nomination Committee and is a member of the ARMC and Remuneration Committee.

Company Secretary

The Company Secretary is Rachel Agnew, who is accountable directly to the Board, through the Chairman, on all matters to do with corporate governance and the proper functioning of the Board.

Board skills and experience matrix

The skills and experience of SEEK's directors reflect SEEK's strategy and principal activities, and emerging business and governance issues relevant to SEEK. To support the Board in assessing its skills and experience mix and diversity, and identifying any gaps in its collective skills, the Board applies a skills matrix.

Board diversity

SEEK is committed to providing an inclusive culture that values diversity. This is reflected in the Board's considerations on its composition which includes appropriate diversity of backgrounds and experiences to bring different perspectives and enhance decision making. SEEK intends to maintain at least 30% directors of each gender.

Appointment, retirement and re-election of directors

The Nomination Committee assists the Board in fulfilling its responsibilities in relation to Board composition, performance, appointments and succession planning.

All newly appointed directors are provided with appropriate development and support and stand for election at the AGM following their appointment. All non-executive directors must stand for re-election at the AGM every three years.

At the 2026 AGM, non-executive director and Chairman Greg Roebuck will stand for election, and non-executive directors Jamal Ibrahim and Vanessa Wallace will stand for re-election.

Board performance evaluation

The Board reviews its performance each year to ensure that individual directors and the Board work effectively in meeting the responsibilities described in the Board and Committee charters. Externally facilitated performance reviews are also undertaken periodically. In FY2026, the Board conducted an internal review. Overall, the Board is functioning effectively and identified priority areas for continued focus. These areas include strategy discussions with Management, the impact of AI, SEEK's investment in the SEEK Growth Fund, Executive development and succession and Board succession planning.

Risk management and assurance

The Board has overall responsibility for SEEK's risk management and has established the Risk Management Framework, which the ARMC reviews annually to ensure it continues to be sound. The ARMC monitors SEEK's management of risk against the Risk Management Framework, including whether it is operating within the risk appetite set by the Board.

Corporate reporting and assurance

SEEK has processes in place to verify the integrity of both audited and unaudited periodic corporate reports that it releases to the market, overseen by the ARMC.

Market disclosure

SEEK's Continuous Disclosure Policy aims to ensure that SEEK complies with its continuous disclosure obligations under the ASX Listing Rules and the *Corporations Act 2001 (Cth)* (Corporations Act). The Board is responsible for ensuring compliance with the policy.

Shareholders and stakeholder engagement

SEEK is committed to transparency and openness in its communication with shareholders. The Board and management work to keep shareholders informed regarding relevant developments and important information affecting SEEK. Key engagement channels include: SEEK's investor engagement program, website and Annual General Meeting; and electronic communications with SEEK and its share registry, Computershare.

Board of Directors

Greg Roebuck

Independent Non-Executive Director since December 2025, Chairman since March 2026

Skills and experience

Greg Roebuck co-founded CAR Group Limited, where he served as Managing Director and CEO until 2017. Prior to CAR Group, Greg held senior leadership roles at Reynolds and Reynolds (now Pentana Solutions), including as Chief Information Officer and Managing Director. Greg has been the Chairman of Pentana Solutions since 2018, and a non-executive director of Walkinshaw Automotive Group since 2017. He previously served on the Board of VicRoads and was the founding Chairman of ChargeFox.

Other listed company directorships

None

Board committee memberships

- Chairman of Nomination Committee
- Member of Audit and Risk Management Committee
- Member of Remuneration Committee

Qualifications

FAICD

Ian Narev

Managing Director and Chief Executive Officer (MD and CEO) since 1 July 2021

Skills and experience

Ian Narev has been SEEK's MD and CEO since 1 July 2021. Ian joined SEEK in April 2019 in the dual role of Chief Operating Officer and CEO of Asia Pacific and Americas. Prior to joining SEEK, Ian spent 11 years at Commonwealth Bank of Australia (CBA). He was CBA's MD and CEO from 2011 until 2018. Ian has non-profit board roles in education and medical research, and advisory board roles in private equity and fintech. Since September 2022, Ian has been Chairman of New Zealand Rugby Commercial.

Other listed company directorships

None

Qualifications

BA LLB (Hons) (Auckland)

LLM (International Corporate Law) (Cambridge)

LLM (International Relations) (New York)

Andrew Bassat

Non-Executive Director since 1 July 2021

Executive Director between September 1997 and 30 June 2021

Skills and experience

Andrew Bassat is the former MD and CEO of SEEK. He co-founded the Company in 1997 and, from its inception, was involved in all stages of SEEK's business development until stepping down as CEO on 30 June 2021. In July 2016, Andrew was appointed as a director of St Kilda Football Club and in December 2018, became President of the Club. Effective 1 July 2021, Andrew commenced as Executive Chairman and CEO of the SEEK Growth Fund.

Other listed company directorships

None

Board committee memberships

None

Qualifications

BSc (Computer Science) (Melb)

LLB (Hons) (Monash)

MBA (Melb)

Jamaludin Ibrahim

Independent Non-Executive Director since July 2023

Skills and experience

Jamal Ibrahim has over 40 years' experience in the South-East Asia region, including over 16 years in information technology and 23 years in telecommunication. He was CEO of Axiata Group Berhad from 2008 to 2020 and CEO of Maxis Communications Berhad for over eight years. Jamal is currently Chairman of QSR Brands Holdings Berhad and Air Asia Group Bhd, and a non-executive director of NEXTDC Limited and the Institute of Corporate Directors Malaysia. Jamal's prior roles include non-executive director of Sunway Berhad and Chairman of government-owned Prasarana Malaysia Berhad.

Other listed company directorships

- Air Asia Group Bhd (since February 2026)
- NEXTDC Limited (since November 2025)

Board committee memberships

- Member of Remuneration Committee

Qualifications

BSc (Bus Administration) (California State)

MBA (Portland State)

Leigh Jasper

Independent Non-Executive Director since April 2019

Skills and experience

Leigh Jasper co-founded and was the CEO of Aconex, which listed on the ASX in 2014 and was subsequently acquired by Oracle in March 2018. Leigh led Aconex's global growth, expanding the business into Asia, the Americas, the Middle East and Europe. Leigh is the Chairman of LaunchVic and SecondQuarter Management Pty Ltd. Leigh is co-founder and Co-CEO of Firmable Pty Ltd.

Other listed company directorships

None

Board committee memberships

- Chairman of Remuneration Committee
- Member of Nomination Committee

Qualifications

BE (Hons) (Melb)

BSc (Mathematics) (Melb)

Dip ML (French) (Melb)

Linda Kristjanson

Independent Non-Executive Director since October 2020

Skills and experience

Linda Kristjanson is a leading figure in the education sector, with an academic career spanning four decades across Australia, Canada and the United States. Linda was previously the Vice-Chancellor and President of Swinburne University of Technology, a non-executive director of Bethlehem Griffiths Research Foundation and the Chair of the National Stroke Foundation. She is currently a non-executive director of Education Australia Ltd, Education Services Ltd and MinEx CRC Ltd.

Other listed company directorships

None

Board committee memberships

- Member of Remuneration Committee
- Member of Nomination Committee

Qualifications

BN (Manitoba)

MN (Manitoba)

PhD (Arizona)

FAICD

FTSE

Rachael Powell

Independent Non-Executive Director since February 2024

Skills and experience

Rachael Powell has extensive experience across multiple disciplines in technology, financial services and recruitment, including sales and marketing, customer experience and marketplaces, organisational culture and engagement, and the development of corporate environmental and social programs. Rachael was appointed CEO of Magentus Group Pty Ltd on 1 August 2024. She was previously Xero's Chief Customer Officer from February 2018 to November 2023, Xero's Chief People Officer from early 2016 and has held various leadership roles at IBM.

Other listed company directorships

None

Board committee memberships

- Member of Audit and Risk Management Committee

Qualifications

BBus (Swinburne)

MBA (UNSW)

Masters of Applied Positive Psychology

Stanford Executive Program

GAICD

Michael Wachtel

Independent Non-Executive Director since September 2018

Skills and experience

Michael Wachtel has global business experience gained from advising multinational companies and involvement in numerous complex international transactions during his 35-year career in the professional services industry. Michael's previous roles include non-executive director of the Future Fund and St Vincent's Medical Research Institute, Chairman (Asia Pacific & Oceania) of Ernst & Young (EY), and a member of the EY Global Governance Council and Global Risk Executive Committee. Michael is currently Chairman of Netwealth Group Ltd and a Deputy Chairman of Pact Group Holdings Ltd.

Other listed company directorships

- Netwealth Group Ltd (since June 2025 and Chairman since 1 September 2025)

Board committee memberships

- Chairman of Audit and Risk Management Committee
- Member of Nomination Committee

Qualifications

BCom LLB (UCT)

LLM (LSE)

CTA

FAICD

Vanessa Wallace

Independent Non-Executive Director since March 2017

Skills and experience

Vanessa Wallace has over 30 years' experience in strategy management consulting. Her former roles at Booz & Company (now known as Strategy&) included Executive Chairman of Booz & Company (Japan) Inc, Senior Partner, member of the global Board. Vanessa was formerly a non-executive director of Wesfarmers Ltd, Doctor Care Anywhere Group Plc, AMP Ltd, Palladium Global Holdings Inc, and formerly Chair of AMP Capital Pty Ltd, Ecofibre Limited and Drop Bio Limited. Vanessa is currently a member of the University of New South Wales Business Advisory Council.

Other listed company directorships

None

Board committee memberships

- Member of Audit and Risk Management Committee
- Member of Remuneration Committee

Qualifications

BCom (UNSW)

MBA (IMD, Switzerland)

Company Secretary

Rachel Agnew

The Company Secretary during the year ended 30 June 2026 was Rachel Agnew. Rachel was previously a Company Secretary of BHP Group Limited and BHP Group Plc. She holds a Bachelor of Laws (Honours) and Bachelor of Commerce from the University of Wollongong and is a Graduate of the Australian Institute of Company Directors (GAICD).

Directors' Report

The Directors' Report for the financial year ended 30 June 2026 has been prepared in accordance with the requirements of the Corporations Act. The information below forms part of and is to be read in conjunction with this Directors' Report:

- Unreasonable prejudice disclosure in Forward-looking statements (inside front cover)
- Online employment marketplaces (from page 12)
- The SEEK Growth Fund (on page 20)
- Financial results (from page 24)
- Principal risks (from page 34)
- Biographies – Board of Directors and Company Secretary (from page 38)
- Remuneration Report (from page 42)
- Auditor's Independence Declaration (on page 60)

Principal activities

SEEK's principal activities during FY2026 were the operation of online employment marketplaces and the provision of related human resources services. There were no significant changes in the nature of those activities or SEEK's state of affairs during the year.

Full year results and review of operations

A review of SEEK's operations and the results of those operations during the year, including likely developments, business strategies and prospects for future financial years and risk management are included on pages 6 to 35 of the Annual Report.

Certain information in relation to likely developments in the operations of SEEK, and the expected results of those operations in future financial years, have not been included in this report as the inclusion of such information is likely to result in unreasonable prejudice to SEEK. For example, information that is commercially sensitive, confidential or that could be misleading due to the fact it is premature or preliminary in nature, has not been included.

Matters subsequent to the end of the financial year

There are no matters or circumstances which have arisen since the end of the financial year that have significantly affected, or may significantly affect SEEK's operations, the results of those operations, or SEEK's state of affairs in subsequent financial periods.

Directors and meetings of directors

All persons listed below were directors of the Company during the year ended 30 June 2026 and up to the date of this Report, unless otherwise stated. The qualifications, experience and key outside responsibilities of each director, including current and recent directorships, are detailed on pages 38 to 39 of the Annual Report.

The table below details the number of Board and Committee meetings held and attended by those directors during the year ended 30 June 2026.

	Board		Audit and Risk Management Committee		Remuneration Committee		Nomination Committee		Ad hoc committees(3)	
	Held(1)	Attended(2)	Held	Attended	Held	Attended	Held	Attended	Held	Attended
MD and CEO										
I M Narev	8	8							3	3
Non-executive directors										
A R Bassat	8	8								
G B Goldsmith(4)	6	6	4	4	4	4	2	2	3	3
J B Ibrahim	8	8			4	4				
L M Jasper	8	8			4	4	2	2	1	1
L J Kristjanson	8	8			4	4	2	2		
R N Powell	8	8	5	5						
G P Roebuck(5)	3	3	2	2	1	1			1	1
M H Wachtel	8	8	5	5			2	2	3	3
V M Wallace	8	8	5	5	4	4				

(1) Held: Number of meetings held during the time the Director was a member of the Board or relevant Committee.
(2) Attended: Number of meetings attended.
(3) Ad hoc Board committee meetings were convened during the year in relation to financial results and specific projects.
(4) Graham Goldsmith retired from the Board and as Chairman on 1 March 2026.
(5) Greg Roebuck was appointed to the Board from 1 December 2025.

Indemnification and insurance of directors and officers

The Company's Constitution provides that the Company will, to the extent permitted by law, indemnify any current or former director or officer in respect of any liability incurred in that capacity and related legal costs. The Company has entered a Deed of Indemnity (Deed) with each director and the Company Secretary of the Company. Separately, all directors and officers of subsidiary companies within SEEK have the benefit of a Deed Poll. Under each Deed and the Deed Poll, the Company indemnifies the relevant officer against certain liabilities and legal costs to the extent permitted by law. During the year, the Company paid a premium in respect of an insurance contract which covers the directors and officers against certain liabilities in accordance with the terms of the policy. The insurance contract requires the nature of the liability covered and the amount of the premium paid to be confidential.

Interests in shares and options

As at the date of this Report, the directors held the following interests in shares and options:

	Shares in the Company	Options over shares in the Company[1]
MD and CEO		
I M Narev	412,608	619,118
Non-executive directors		
A R Bassat	13,416,091	
J B Ibrahim	10,170	
L M Jasper	80,842	
L J Kristjanson	11,530	
R N Powell	9,205	
G P Roebuck	53,921	
M H Wachtel	20,000	
V M Wallace	17,000	

(1) Includes Wealth Sharing Plan Options/Rights.

Dividends

Dividends paid, or recommended by the Company, to shareholders during the financial year are set out in the Financial Report Note 18 Dividends.

Auditor and non-audit services

PricewaterhouseCoopers (PwC) continue in office as auditor of the parent entity in accordance with section 327 of the Corporations Act. As previously reported, the Board has selected EY to be appointed as SEEK's external auditor from the financial year beginning 1 July 2026, subject to shareholder and regulatory approval. The Board intends to request shareholder approval for the appointment of EY as its auditor at the 2026 AGM.

SEEK has an External Auditor Independence Policy that is intended to support the independence of the auditor by regulating the provision of services by the external auditor. The external auditor will not be engaged to perform any service that may impair or be perceived to impair the external auditor's judgement or independence. Under this policy, SEEK will only engage its external auditor on assignments in addition to their statutory audit duties where the external auditor's expertise and experience with SEEK provide a compelling reason to do so. In FY2026, in addition to the audit services, PwC provided statutory sustainability assurance. The Board is satisfied that the provision of sustainability assurance services did not compromise the auditor independence requirements of the Corporations Act given this assurance is required by legislation to be provided by the external auditor. Fees paid or payable during the financial year for non-audit services provided by the auditor and its related practices are disclosed in the Financial Report Note 27 Remuneration of auditors. As SEEK transitions from PwC to EY, management is monitoring the provision of non-audit services by EY. EY ceased any prohibited non-audit services (as defined under SEEK's External Auditor Independence Policy) prior to 1 July 2026.

A copy of the Auditor's Independence Declaration, as required under section 307C of the Corporations Act, is set out on page 60 and forms part of this Directors' Report.

Environmental regulation

SEEK's operations are not subject to any particular or significant environmental regulations under a Commonwealth state or territory law in Australia.

Proceedings on behalf of the Company

No proceedings have been brought, or intervened in on behalf of the Company, nor have any applications for leave to do so been made in respect of the Company, under section 237 of the Corporations Act.

Rounding of amounts

The Company is an entity to which Australian Securities and Investments Commission Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183 (ASIC Instrument 2026/183), which relates to 'rounding off' of amounts applied. Amounts in this report and the Financial Report have been rounded off in accordance with ASIC Instrument 2026/183 to the nearest hundred thousand dollars, or in certain cases, the nearest dollar, unless stated otherwise.

This Directors' Report is made in accordance with a resolution of the Board of Directors and is signed for and on behalf of the Directors.

Greg Roebuck
Chairman

Melbourne
12 August 2026

Remuneration Report
Letter from Remuneration Committee Chairman

Leigh Jasper, Chairman of the Remuneration Committee

Dear Shareholders,

On behalf of the Board, I am pleased to present SEEK's FY2026 Remuneration Report (Report). This letter summarises the remuneration outcomes for FY2026, with further details outlined in the Report itself.

FY2026 company performance and remuneration outcomes

FY2026 was a year of strong strategic and operational execution for SEEK with key metrics meeting budget expectations and aligning closely with market guidance. SEEK's Australian placement share was stable, and the completed rollout of Freemium in Asia during the year reinforced the Company's leadership position across its APAC markets. These achievements were enabled by SEEK's unified platform, the unique dataset it generates and the continuous AI enhancements, delivering greater value at unprecedented speed and scale for both candidates and hirers.

While SEEK's business performance has remained strong, challenging macroeconomic conditions and sector-wide concerns about AI disruption, including its potential impact on the labour market, continued to weigh on investor sentiment. Consequently, SEEK's share price lagged, causing the FY2024 Wealth Sharing Plan (WSP) to lapse. This marks the third consecutive year that the WSP award failed to vest, the latest award due to its relative Total Shareholder Return (rTSR) falling below the S&P/ASX 100 median. Furthermore, the value of the FY2026 Equity Rights, which vested 1 July 2026, and the FY2025 Equity Rights, which become unrestricted this week, have both declined by approximately 40% from their allocation value.

Executive remuneration framework

SEEK's executive remuneration framework is structured such that, besides Base Salary and Superannuation which is competitive relative to the market, executives and other senior leaders receive a significant proportion of remuneration in equity, rather than cash. We believe this approach encourages leaders to build a sustainable business over the long term and aims to achieve wealth creation for leaders and shareholders alike.

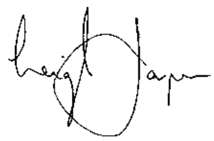
During the year, the Board welcomed our new Chairman, Greg Roebuck, whose appointment has brought a fresh perspective about remuneration and reward at SEEK. This has led to productive discussions amongst the Board and the exploration of alternative remuneration design features to optimise the balance between management effort and shareholder alignment, whilst ensuring it remains suitable for dynamic market conditions.

In the meantime, the current remuneration structure has been retained and the Report includes additional explanation of the Executive Equity Plan (EEP) design and why SEEK has continued to favour this model over a traditional STI.

A personal note

As mentioned above, FY2026 marked an important transition at the Board level with Greg Roebuck succeeding Graham Goldsmith who retired from the Board as Chairman on 1 March 2026. I would like to acknowledge Graham's significant contribution to the Remuneration Committee and the evolution of remuneration and reward at SEEK over the past 13 years. With robust foundations in place, and a steadfast focus on our strategic priorities, the Board remains confident in SEEK's long-term growth trajectory and in the role our remuneration framework plays in supporting sustainable performance.

Thank you for your ongoing support of SEEK.



Leigh Jasper
Chairman of the Remuneration Committee

Q&A

This section addresses questions relating to SEEK's remuneration structure.

Q: 1) What is the rationale for the use of Equity Rights in place of a traditional short-term incentive (STI)?

A: The objective of the EEP, based on an Equity Rights model, is to link executive reward directly with shareholder interests, driving the behaviours required to create sustainable growth for the Company. The framework minimises the need to set a broad suite of static metrics and targets each year, which can be time-consuming to develop and may lead to unintended consequences or unhelpful behaviours if business conditions change. The absence of a traditional STI does not preclude the requirement for setting objectives each year and aligning these directly to performance assessment and pay outcomes at the individual level. The Equity Rights model continues to receive support from our institutional shareholders and key proxy advisers, some of whom often cite the limitations of traditional STIs, which consistently pay out at or around target with minimal differentiation for performance. Given the above considerations, the Board continues to believe that the EEP model is the right one for SEEK.

Q: 2) In addition to relative Total Shareholder Return (rTSR), were other measures considered for the Wealth Sharing Plan (WSP)?

A: Yes, there was considerable discussion about a variety of measures in developing the current design of the WSP. As part of the FY2024 WSP design changes, the Board considered whether performance should be assessed by a single rTSR measure or multiple measures, such as the addition of Earnings Per Share (EPS) or Return on Invested Capital (ROIC). In deciding on a single measure, the Board concluded that rTSR provided a simple, yet holistic, measure of SEEK's long-term performance. The Board was satisfied that rTSR was sufficient to ensure a focus on investing for the long term to drive shareholder returns and improve free cash flow. The Board also considers rTSR to go beyond traditional return metrics, in that it reflects multiple dimensions of performance in a manner that addresses sustainability and is aligned with shareholders' best interests. The Board believes that the WSP is operating as intended and continues to align with the experience of shareholders. That said, the Board will undertake a broader review of the executive remuneration framework to ensure the appropriate balance between management effort, business results, and shareholder alignment. Refer to Question (3) below for further detail.

Q: 3) Are any executive remuneration framework design changes being considered for FY2027?

A: With the appointment of the new Board Chairman, Greg Roebuck, the Board has welcomed the fresh thinking that he brings to SEEK's remuneration framework. Building on this, the Board has been actively discussing ways to better reward executives for their efforts and the achievement of business results, whilst ensuring the framework remains aligned with shareholder interests and changing conditions. Key considerations include:

- The purpose of the EEP and the WSP – with the EEP intended to reward and reinforce in-year performance, the desired culture and employee retention underpinned by equity alignment, and the WSP focused on long-term shareholder value;
- Market practice and investor feedback on the current remuneration design;
- SEEK's longstanding remuneration principle of promoting sustainable wealth creation and strong alignment with the shareholder experience; and
- Ultimately, doing what is right for SEEK.

The Board will continue to engage with investors and proxy advisors for feedback towards any potential changes and the further evolution of SEEK's remuneration framework.

Introduction and contents

This Remuneration Report sets out SEEK's executive remuneration framework, as well as the remuneration arrangements for SEEK's key management personnel (KMP) for the year ended 30 June 2026.

References to executives in this Report are to both executive KMP and non-KMP executives who report to the Managing Director and CEO (MD and CEO).

The Report has been prepared and audited based on the requirements of the *Corporations Act 2001 (Cth)* (Corporations Act) and its Regulations.

1. Key management personnel

The KMP roles covered in this Report are SEEK's non-executive directors, the MD and CEO and the Chief Financial Officer (CFO). Each KMP held their position for the whole of FY2026, with the exception of the Board Chairman who was appointed during the year.

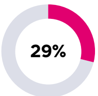
Name	Position	Changes during FY2026
Non-executive directors		
G P Roebuck	Chairman and Non-Executive Director	Appointed as a Non-Executive Director and Chairman-elect on 1 December 2025 and Chairman on 1 March 2026
A R Bassat	Non-Executive Director	
J B Ibrahim	Non-Executive Director	
L M Jasper	Non-Executive Director	
L J Kristjanson	Non-Executive Director	
R N Powell	Non-Executive Director	
M H Wachtel	Non-Executive Director	
V M Wallace	Non-Executive Director	
Former non-executive directors		
G B Goldsmith	Former Chairman and Non-Executive Director	Retired from the Board and as Chairman on 1 March 2026
Executive KMP		
I M Narev	MD and CEO	
K F Banks	CFO	

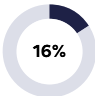
1.1 Executive KMP remuneration and mix

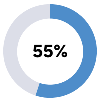
MD and CEO

Ian Narev's contractual Total Remuneration Opportunity (TRO) and remuneration mix for FY2026 are outlined below.

Remuneration and mix: face value basis







Base Salary and Superannuation (BS&S)	EEP Equity Right	WSP Options and Rights(1)
FY2026: $2,065,809	FY2026: $1,198,169 (58% of BS&S)	FY2026: $4,024,331 (195% of BS&S)
Total Remuneration Opportunity		FY2026: $7,288,309

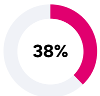
(1) The WSP component above is illustrative only as it assumes 100% of the award is taken as Rights. Contractually, WSP awards for the MD and CEO are allocated as 50% Options and 50% Rights. While the face value of Rights can be determined, given Options have an Exercise Price, their face value cannot be determined.

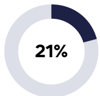
At the 2025 Annual General Meeting (AGM) on 19 November 2025, shareholders approved the granting of one EEP Equity Right and WSP Options and Rights to Ian Narev, with 50% of the WSP award allocated as Options and the remaining 50% allocated as Rights.

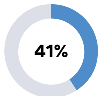
CFO

Kendra Banks' contractual TRO and remuneration mix for FY2026 are outlined below.

Remuneration and mix: face value basis







BS&S	EEP Equity Right	WSP Options and Rights(1)
FY2026: $936,992	FY2026: $515,346 (55% of BS&S)	FY2026: $1,030,691 (110% of BS&S)
Total Remuneration Opportunity		FY2026: $2,483,029

(1) The WSP component above is illustrative only as it assumes 100% of the award is taken as Rights. For the FY2026 award the CFO elected to receive 50% Options and 50% Rights. While the face value of Rights can be determined, given Options have an Exercise Price, their face value cannot be determined.

For the FY2026 WSP award, Kendra Banks elected to be allocated 50% Options and 50% Rights.

2. FY2026 executive remuneration outcomes and alignment with SEEK's performance

Outlined below is a summary of the FY2026 salary and equity plan vesting outcomes and the extent to which the equity plan outcomes are aligned with SEEK's performance. Analysis is presented to illustrate the benefit that executives have effectively 'realised' through the EEP and the WSP, versus the corresponding shareholder returns delivered from FY2013 to FY2026.

Executive remuneration outcomes

Remuneration component(1)	Base Salary & Superannuation	FY2026 EEP	FY2024 WSP
Overall FY2026 salary/ equity plan vesting outcomes	For FY2026, the MD and CEO's BS&S increased 5.5% (inclusive of the 0.5% Superannuation Guarantee (SG) increase) to $2,065,809 after considering changes in market conditions and external benchmarking analysis. The CFO's BS&S increased 3.8% (inclusive of the 0.5% SG increase) to $936,992 in recognition of internal relativities and external benchmarks. The FY2026 fees for non-executive directors reflected individual increases averaging 3.46% (inclusive of the 0.5% SG increase). Further details of FY2026 executive TROs and director fees are provided in sections 1.1 and 5.1 respectively.	At the end of the qualifying period, the Equity Right granted to each executive vested in accordance with the terms of the plan. As a result, following the release of SEEK's FY2026 financial results, the following number of Deferred Shares will be allocated to each executive KMP: • I M Narev – 53,753; and • K F Banks – 23,120. The allocated Deferred Shares are subject to a further one-year disposal restriction period to FY2027, during which the value of the EEP award remains unrealised and variable based on SEEK's share price.(2)	Under the FY2024 WSP, executives were given the choice to receive 100% Options, 100% Rights or a combination of Options and Rights. Ian Narev's mix of instruments is set at 50%:50% Options and Rights, and Kendra Banks elected to receive 75% Rights and 25% Options.(3) The FY2024 WSP award was tested following the end of the vesting period on 30 June 2026. As SEEK's relative Total Shareholder Return (rTSR) was ranked at the 11th percentile, being below the threshold required for vesting, the WSP lapsed in full. Consequently, participants will not realise any value from this award. Further details have been provided in section 6.3 of this Report.

Other remuneration	One-off Restricted Rights Plan (RRP)
One-off Award to CFO	In October 2025, a one-off RRP award was made to Kendra Banks to acknowledge individual contribution towards milestone achievements for SEEK over multiple years. These included the completion of the three-year Platform Unification project in FY2024 and the post-unification organisation redesign, all whilst overseeing the effective use of capital and disciplined management of costs. The following number of Restricted Rights will vest and convert to shares shortly after 31 August 2026.(4) • K F Banks – 10,127.

(1) Note, the FY2026 EEP and FY2024 WSP outcomes are shown in this table. The end of the relevant qualifying/vesting periods for these awards is 30 June 2026, with vesting of the EEP and lapsing of the WSP on 1 July 2026. Details of the FY2025 EEP and FY2023 WSP awards that vested and lapsed on 1 July 2025 were provided in the FY2025 Remuneration Report and are in section 6 of this Report.

(2) FY2026 EEP allocations are based on a SEEK share price of $22.29 being the 60-day VWAP up to and including 30 June 2025. Based on the SEEK share price of $13.45 as at 30 June 2026, the Deferred Shares have declined in value by 40%. Their actual value will only be determined following the one-year disposal restriction period. As executives are subject to the SEEK Share Trading Policy, in practice, the shares will not be available to trade until one trading day following the release of SEEK's FY2027 financial results.

(3) The FY2024 WSP award to Kendra Banks was made during her time as MD ANZ, which was not a KMP role.

(4) The number of Restricted Rights was allocated based on a SEEK share price of $22.29 being the 60-day VWAP up to and including 30 June 2025. Based on the SEEK share price of $13.45 as at 30 June 2026, the award has declined in value by 40%. Their actual value will only be determined following the end of the 12-month vesting period to 31 August 2026, with vesting on 1 September 2026. See section 6.3 for details of the fair values at grant date for accounting purposes.

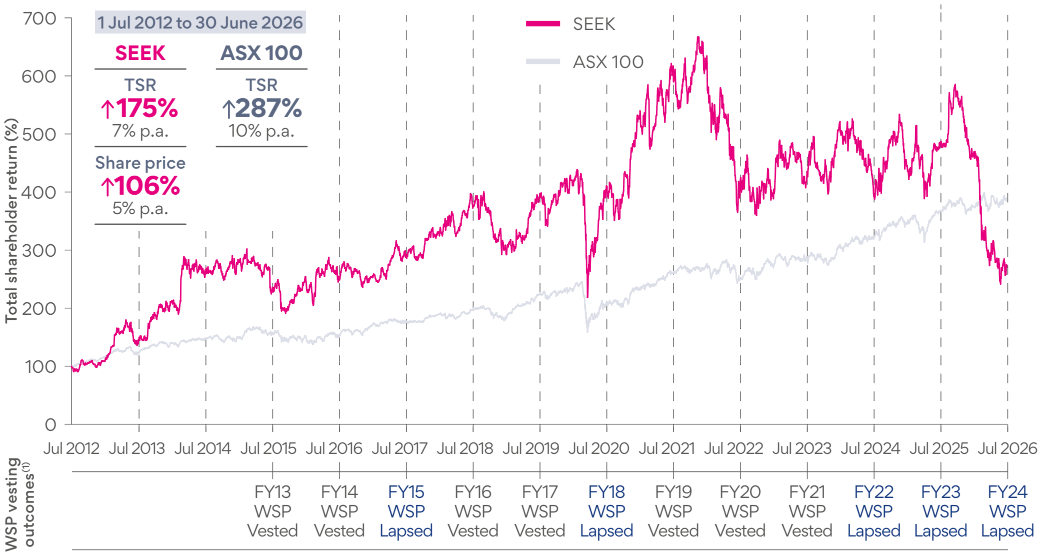
Link between SEEK's performance and equity outcomes

One of the guiding principles for executive remuneration is to align the reward realised with SEEK's strategic intent and the shareholder experience, encouraging executives to think and act like owners. The following analysis compares the previous equity outcomes realised by executives with the corresponding shareholder returns delivered since FY2013, when the EEP and WSP were first introduced.

Since FY2013, true to their design, the EEP and WSP outcomes have mirrored the shareholder experience including both the ups and downs of various market cycles.

With the value of the EEP to an executive being a direct function of SEEK's share price, there is clear alignment between the benefits received by executives and SEEK's Total Shareholder Return (TSR) performance. Similarly, based on the outcome of the WSP awards tested to date, there is strong correlation between the benefits received by executives and SEEK's TSR over the respective performance periods for each award, as was originally intended.

SEEK vs ASX 100 TSR since 1 July 2012



(1) The vesting outcomes shown in the graph for the WSP awards made before FY2024 were based on an absolute Share Price Hurdle. For the FY2024 WSP and subsequent awards, a relative TSR hurdle applies. A summary of the WSP changes made in FY2024 was provided in the FY2024 Remuneration Report.

As at 30 June 2026, SEEK's cumulative TSR growth of 175% had fallen below the ASX 100 at 287%, driven largely by share price declines across technology businesses over the last six months. Over the past 14 years, the Board considers that the WSP has operated as intended. Awards have vested when SEEK achieved strong share price growth during the respective performance periods and lapsed when the required growth hurdles were either not met, or when SEEK did not achieve the required TSR threshold relative to the comparator group.

2.1 SEEK's five-year financial performance

The following table sets out information about SEEK's earnings and movements in shareholder wealth for the past five financial years up to and including FY2026.

	FY2022	FY2023	FY2024	FY2025	FY2026
Share price at year end ($)(1)	21.00	21.72	21.36	24.05	**13.45**
Weighted 12-month average share price ($)	29.06	22.43	23.87	23.02	**19.75**
Cumulative TSR – indexed (%)(2)	98.29	103.77	103.86	119.02	**45.05**
Total dividend (cents per share)	44.0	47.0	35.0	46.0	**52.0**
Financial performance from Continuing Operations(3)					
Sales revenue ($m)	1,116.5	1,157.9	1,084.1	1,097.0	**1,284.2**
EBITDA ($m)	509.1	546.0	468.9	459.2	**529.9**
Adjusted profit ($m)(4)	256.8	265.5	177.4	155.2	**199.1**
Adjusted EPS (cents)	72.6	74.8	49.8	43.5	**55.7**

(1) The closing share price at the end of FY2021 was $33.14.

(2) Cumulative TSR includes dividends and share price appreciation and is indexed from 1 July 2021 (1 July 2021 = 100.00).

(3) Continuing Operations in FY2023-FY2026 represents the results of SEEK's employment marketplaces and SEEK's share of the equity accounted results of Zhaopin, the SEEK Growth Fund and other associated businesses. Continuing Operations in FY2022 additionally includes the results of the Latin American assets.

(4) Adjusted profit from Continuing Operations is defined as reported profit/(loss) from Continuing Operations excluding the results from SEEK's interest in the Fund and significant items. The non-IFRS profit measure of Adjusted Profit was introduced in FY2023 to better reflect the profit from SEEK's core operations following the deconsolidation of the Fund. All comparative periods are presented on this basis.

3. Executive remuneration framework, contractual terms and FY2026 statutory remuneration

Objective

The main objective of SEEK's executive remuneration framework is to ensure close alignment between executive reward and long-term shareholder returns. With SEEK's short-term business results closely tied to the broader economy, the equity components, which represent a significant proportion of an executive's TRO, are designed to 'see through' the ups and downs of the economic cycle. This encourages executives to make bold decisions and take actions focused on creating sustainable results over the long term, leading to wealth creation for SEEK shareholders.

Guiding principles for executive remuneration

Aligns reward with SEEK's strategic intent and the shareholder experience, encouraging executives to think and act as owners

Is sufficiently competitive and flexible to attract and retain world-class talent in the face of increasing competition

Balances the need to be competitive with being fair, reasonable, and appropriately reflective of SEEK's culture and the external environment

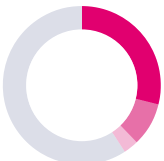
Is simple, easy to explain and delivers transparent remuneration outcomes that make sense internally and to SEEK shareholders

These principles are reviewed regularly to ensure they remain fit-for-purpose and are used by the Remuneration Committee in assessing the effectiveness of SEEK's remuneration strategy and framework.

3.1 Executive remuneration framework review

SEEK's success as a global, people-centric business relies on the ability to attract, motivate and retain world-class talent and appropriately reward them for behaviours and actions that result in sustainable, long-term shareholder wealth creation, rather than those focused on short-term gains.

Executive remuneration framework

Component	Base Salary & Superannuation	Executive Equity Plan	Wealth Sharing Plan
Purpose and how we achieve this	**Guaranteed pay** Base Salaries are set at a level that result in executives' TROs being positioned between the 50th and 80th percentiles of local companies of comparable size. Refer section 3.2 for SEEK's FY2026 benchmarking approach and section 3.3 for the link to principles	**Equity – variable in value** Annual grant of 'locked-up' equity that is variable in value as the share price moves: this means that from day one there is ongoing alignment with SEEK shareholders. Refer section 3.4 for the link to principles and summary of the FY2026 EEP offer details	**Performance-based equity (long-term equity component)** Annual grant of 'at-risk' equity, designed to reward for relative TSR (rTSR) outperformance, in alignment with long-term shareholder interests. Refer section 3.5 for the link to principles and summary of the FY2026 WSP offer details
Remuneration mix – face value (% of TRO)	 MD and CEO 29% CFO 38% Other executives 38% – 41%	 MD and CEO 16% CFO 21% Other executives 20% – 21%	 MD and CEO 55% CFO 41% Other executives 39% – 41%
	The above reflects the face value remuneration mix for FY2026. The MD and CEO's FY2026 EEP and WSP opportunities were adjusted to approximately 58% and 195% of BS&S, from 53% and 205% in FY2025. The CFO's FY2026 EEP and WSP opportunities were adjusted to approximately 55% and 110% of BS&S, from 50% and 110% in FY2025.		
Delivery mechanism	Base Salary plus Superannuation.	One Equity Right that converts into an agreed number of SEEK shares.	Choice of Options and/or Rights that may be converted into SEEK shares. For the MD and CEO the WSP award is fixed as a 50%:50% mix of Options and Rights.
Timeframe before reward is realised	Immediate Base Salary and Superannuation: 1 year	Two years Equity Right – Value is variable based on SEEK share price over the qualifying period: 1 year Disposal restriction: +1 year	Four years Wealth Sharing Plan Options/Rights – Vesting subject to SEEK rTSR performance over the vesting period: 3 years Exercise restriction: +1 year

Sustainability reporting (AASB S2)

In accordance with the *Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures (AASB S2)*, SEEK is required to disclose climate-related metrics (if any) related to remuneration; and whether and how executive remuneration is linked to climate-related considerations. SEEK's executive remuneration framework and remuneration policies do not specifically consider climate-related performance metrics. However, broader environmental, social and governance considerations are indirectly captured by SEEK's WSP. Through the holistic rTSR measure, the WSP reflects multiple dimensions of performance in a manner that addresses sustainability and is aligned with shareholders' best interests (see section 3.5 for further details of the plan).

3.2 SEEK's approach to determining remuneration

Recognising the critical need to attract, retain and motivate the talent needed for SEEK to succeed, the Board's objective is to position executives' TROs within a target range of between the 50th and 80th percentiles of a primary benchmarking comparator group of similarly sized ASX-listed companies.

Benchmarking approach

The executive remuneration structure, including the significant weighting towards equity, is guided by SEEK's remuneration objectives, which support SEEK's focus on building a sustainable business over the long term (see section 3.1). The quantum of executive remuneration is reviewed annually and guided by several inputs, one of which is market benchmarking. Other inputs include – broader market-based movements; the competitive landscape for executive talent; internal relativities; and the individual's experience and performance.

The market benchmarking of executive remuneration quantum aims to identify SEEK's competitive positioning in reference to a primary comparator group. Secondary data is also referenced for an alternative lens to market positioning. The relevant comparator groups and secondary data sources are outlined below.

Primary comparator group

The primary comparator group comprises ASX-listed companies of a similar size to SEEK based on 50% to 200% of SEEK's 12-month average market capitalisation. Prior to the May 2025 benchmarking review, the primary comparator group comprised 20 ASX-listed companies, being +10/-10 immediately either side of SEEK's 12-month average market cap. The updated methodology results in a larger group of companies which provides greater stability of the constituent list and less volatility in the year-on-year data, ensuring movements reflect actual changes in market remuneration.

Secondary data sources

Additional comparator groups may supplement the analysis to provide a more complete view of executive remuneration across S&P/ASX 100 companies. These may include peer groups where SEEK competes for talent, such as the broader S&P/ASX100 including or excluding materials, energy and REITs, and/or other ASX-listed technology companies.

Application of benchmarking data

Executives' TROs are determined by the Board with reference to the following:

i. The market positioning of each executive's TRO against the primary comparator group.

ii. Individual performance, role scope, complexity and internal relativities amongst the executives.

iii. Availability of similar skills and experience in the domestic and international marketplace.

Independent external advisers may be engaged from time to time to conduct the market benchmarking exercise, with the last external review occurring in May 2025. Since then, in determining the appropriate adjustments to executive remuneration, market data as well as other individual and role-based factors outlined above have been considered, and the Board is satisfied that the TROs for the MD and CEO and executives are appropriately positioned. As the leading employment marketplace across Asia Pacific (APAC), executive roles span multiple geographies and involve added complexity. However, with most executives based locally, it is still appropriate to anchor remuneration primarily to the Australian market. Nonetheless, given SEEK's significant global footprint and its associated demands, ongoing monitoring of market positioning against multinational and global technology companies will continue to be a focus.

3.3 Base Salary and Superannuation

An important component of the TRO is the provision of a competitive Base Salary that appropriately reflects the opportunities and challenges that an executive faces, along with the expectation of high performance at all times. Together with the Equity Rights and WSP Options/Rights, executives have confidence in being fairly remunerated for their efforts throughout the business cycle, without this being excessive.

Superannuation at SEEK is uncapped and any amount above the minimum required by the Superannuation legislation is paid as a cash allowance.

Executives based in Australia are also eligible for on-site car parking. The executive based in Singapore receives a medical and life insurance benefit, in keeping with market norms within this location.

3.4 Equity Rights

Equity Rights ensure alignment with shareholders and emphasise the focus on sustainable, long-term shareholder wealth creation. The provision of Equity Rights, rather than a traditional short-term incentive, encourages executives to think and act as owners and channel their actions to sustainably grow the business, in line with SEEK's long-term objectives.

The key features of the FY2026 EEP are outlined below:

- Equity Rights vest, subject to continued employment, after a one-year qualifying period. Shares allocated are subject to a further one-year disposal restriction period (DRP), which in total entails a two-year 'lock-up' period.
- The number of shares allocated is determined based on a VWAP for the 60 trading days leading up to the start of the qualifying period, up to and including 30 June.
- The actual value of each Equity Right is variable during the qualifying and disposal restriction periods based on the SEEK share price at a given point in time. This means that executives are always exposed to the same SEEK share price movements as shareholders.
- Should circumstances require, the Board can apply malus or clawback for unvested and/or vested but restricted or unexercised equity awards per the SEEK Equity Plan rules. This ensures participants do not realise value from the equity award in cases of wrongdoing or misconduct.

Terms and duration

The terms of the FY2026 Equity Rights award are set out below. There were no design changes from the prior financial year.

	Equity Rights
Objective	Ensuring executives hold substantial equity in SEEK to create shareholder alignment and exposure to movements in SEEK's share price for the duration of the award.
Description	Each Equity Right is a right to receive an agreed number of SEEK Limited shares, subject to vesting conditions.
Effective date	1 July 2025
Grant date (accounting)	MD and CEO: 20 November 2025 Executives: 2 October 2025
Fair value at grant date (accounting value)(1)	MD and CEO: $24.85 Executives: $27.93
Qualifying period	1 July 2025 to 30 June 2026
Lapsing condition	Equity Rights generally lapse when the executive ceases employment before the end of the qualifying period. In other circumstances, being good leaver events, the executive's Equity Right will remain on foot and the number of shares received will be adjusted to account for the executive's service period. The Board retains discretion to determine a different treatment if considered appropriate in the circumstances.
Vesting and allocation methodology	Vesting is determined following the end of the qualifying period with the number of shares allocated to an executive determined by dividing the executive's FY2026 EEP award opportunity by the 60-day SEEK VWAP, up to and including 30 June 2025, being $22.29.
Exercise Price	$nil. No amount is payable, on grant of the Equity Right or on allocation of the Deferred Shares, by the executive.
Disposal restriction period	1 July 2026 to 30 June 2027 During the DRP, the shares allocated following vesting of an Equity Right are referred to as Deferred Shares. Deferred Shares are automatically allocated following vesting of Equity Rights. As such, there is no expiry date. Executives are entitled to retain their Deferred Shares if employment ceases during the DRP, subject to the original restriction terms and compliance with post-employment obligations.
Dividend and voting entitlements	Executives are entitled to dividends on Deferred Shares and can exercise the voting rights attached to them.
Change of control	The Board has discretion to determine an appropriate treatment for unvested Equity Rights and/or Deferred Shares.
Malus and clawback	Equity Rights and/or Deferred Shares may lapse or be forfeited, at the discretion of the Board, in certain circumstances, which include fraudulent behaviour or gross misconduct, material breach of contractual obligations, or where equity awards have vested as a result of a material misstatement in the financial statements.

(1) For accounting purposes, Equity Rights were granted to executives on 2 October 2025 and to the MD and CEO on 20 November 2025 following shareholder approval of his FY2026 EEP and WSP awards at SEEK's 2025 AGM. See section 6.3 for details of the fair values at grant date attributed to the MD and CEO's and executives' FY2026 Equity Rights for accounting purposes.

3.5 Wealth Sharing Plan Options/Rights

Equity awards granted under SEEK's WSP represent the at-risk, long-term incentive component of remuneration. The WSP is designed to align executive reward with long-term shareholder returns and support bold decision making to enhance SEEK's prospects in all conditions and business cycles. The WSP supports the retention of executives and operates as a true wealth-sharing arrangement, whereby reward is received only when SEEK outperforms the market and shareholders have also done well over the same period.

The key features of the FY2026 WSP are as follows:

- The MD and CEO's award is fixed at 50% Options and 50% Rights, consistent with his previous voluntary elections and the contractual arrangement upon his appointment as MD and CEO. Other executives are offered the choice to receive a grant of Options and/or Rights, with the number of awards granted to each executive dependent on their choice. Fewer Rights are offered compared to Options, reflecting the lower allocation value of an Option due to the payment of an Exercise Price. Approximately half of participants, including the MD and CEO, received their FY2026 WSP award as Options in some combination, while the remaining participants chose to receive 100% Rights. These different elections demonstrate to the Board that choice is valued and worth retaining, as it allows individuals to receive the award that best aligns with their individual risk profile and personal circumstances.
- The rTSR performance hurdle with a graduated vesting scale ensures a holistic view of SEEK's performance in terms of both share price appreciation and relativity to other companies.
- Awards have a three-year vesting period followed by a one-year exercise restriction period. This means that even after awards have vested, the value that may be realised by executives remains subject to movements in the SEEK share price. Exposure to a further year of share price variability means that if SEEK's share price decreases following vesting, executives will experience the same downside as shareholders and vice versa.
- Awards have a six-year exercise period. Prior to FY2024, awards had a one-year exercise period that meant, in practice, participants had only a couple of trading windows to exercise their Rights and Options (i.e. following SEEK's half-year and full-year results announcements). Extending the life of the Option, provides more opportunities for a participant to exercise over a longer period and, in doing so, increases the attractiveness of Options.
- Should the circumstances require, the Board can apply malus or clawback for unvested and/or vested but restricted or unexercised equity awards per the SEEK Equity Plan rules. This ensures participants do not realise value from the equity award in cases of wrongdoing or misconduct.

Terms and duration

The terms of the FY2026 WSP award are set out below. There were no design changes from the prior financial year.

	Wealth Sharing Plan Options/Rights
Objective	Ensuring executives focus on sustainable, absolute increases in shareholder value over the long term.
Description	Options/Rights are rights to receive SEEK Limited shares, subject to vesting conditions and in the case of Options, payment of an Exercise Price. Executives receive one share for each Right or Option that vests and is exercised.
Effective date	1 July 2025
Grant date (accounting)	MD and CEO: 20 November 2025 Executives: 17 October 2025
Vesting period	1 July 2025 to 30 June 2028
Testing date	30 June 2028
Exercise restriction period	1 July 2028 to 30 June 2029
Exercise period	1 July 2029 to 30 June 2035
Expiry date	30 June 2035
Face value at effective date (allocation value)[1]	Right: $22.29 Option: n/a as Options have an Exercise Price. For allocation purposes, a set ratio of 2.5 Options for every 1 Right allocated was applied.
Fair value at grant date (accounting value)[2]	MD and CEO: Option: $5.94 and Right: $15.06 at 20 November 2025 Executives: Option: $7.40 and Right: $17.67 at 17 October 2025
Closing share price at accounting grant date[2]	MD and CEO: $25.13 at 20 November 2025 Executives: $27.24 at 17 October 2025
Exercise Price	Option: $22.29; and Right: $nil The Exercise Price for Options is aligned to the VWAP for the 60 trading days leading up to the start of the performance period. No amount is payable on grant of the Options/Rights by the executive.
Performance conditions	SEEK's rTSR assessed against a comparator group comprising the constituents of the S&P/ASX 100, at 30 June 2025.
Lapsing condition	Options/Rights will lapse, subject to Board discretion, where the executive ceases employment before the testing date as a result of summary dismissal, or less than one year has elapsed between the effective date and the date of cessation. In other circumstances, the executive's Options/Rights will be pro-rated based on service period and remain on foot, subject to their original terms, unless the Board determines otherwise.
Vesting schedule	If the rTSR is met, the actual number of Options and Rights that vest will be determined in accordance with the graduated vesting schedule below and no retesting will occur.

SEEK's rTSR Performance	Proportion of award that vests
Below the 50th percentile	0%
50th percentile	50%
Between 50th and 75th percentile	Pro-rata vesting on a straight-line basis
75th percentile	100%

Allocation methodology	The number of Options/Rights granted to an executive was determined by dividing the executive's FY2026 WSP award opportunity by SEEK's 60-day VWAP to 30 June 2025.
Change of control	The Board has discretion to determine an appropriate treatment for unvested and/or vested, but unexercised Options/Rights.
Malus and clawback	Unvested and vested, but unexercised Options/Rights, may lapse or be forfeited at the discretion of the Board in certain circumstances, which include fraudulent behaviour or gross misconduct, material breach of contractual obligations, or where equity awards have vested as a result of a material misstatement in the financial statements.

(1) The face value per Right was determined based on the 60-day VWAP to 30 June 2025, for the purposes of calculating the number of Rights to be allocated to the MD and CEO and other executives. Prior to FY2024, the WSP Options/Rights were allocated based on their fair value at the effective date.

(2) For accounting purposes, WSP Options/Rights were granted to executives on 17 October 2025 and to the MD and CEO on 20 November 2025, following shareholder approval of his equity awards at SEEK's 2025 AGM. See section 6.3 for details of the fair values at grant date attributed to the MD and CEO and executives' FY2026 WSP Options/Rights for accounting purposes.

3.6 Executive performance evaluations

SEEK's leaders are held to a high standard of performance in relation to the behaviours and outcomes expected of them. The performance of each executive, including the MD and CEO, is assessed annually with regular feedback conversations conducted on an ongoing basis throughout the year. In addition, an external advisor was engaged by the MD and CEO and the Board to support the coaching and development of the Executive Leadership Team, as well as providing support towards talent management and succession planning for all executive roles.

The MD and CEO's performance assessment is conducted by the Board, followed by a one-on-one discussion between the Chairman and the MD and CEO, considering the following: performance against SEEK's strategic priorities; operational and financial results achieved; management of principal risks; demonstrated leadership behaviours; succession and talent management; and the overall culture reflected within the organisation. Executives' performance is assessed by the MD and CEO and presented to the Board for discussion and review. Discussions about the MD and CEO and executive performance also occur at Board and committee meetings on a regular basis throughout the year. Performance reviews for the MD and CEO and each executive were undertaken in FY2026 consistent with this approach.

Performance assessments for all SEEK employees are undertaken against SEEK's performance framework, which includes regular performance discussions. The framework considers both the individual and collective outcomes achieved, along with how well individuals demonstrate the SEEK principles and behaviours when achieving these. For the MD and CEO, executives and other senior leaders, additional inputs into performance assessments include data from formal 360-degree feedback and results and insights from engagement surveys.

3.7 Executive contractual terms

Executives' remuneration and other key employment terms are formalised in individual employee agreements. Each agreement provides for Base Salary and Superannuation, the Equity Right and WSP Options/Rights. Executives' TROs are reviewed annually.

The table below outlines contractual arrangements for the MD and CEO and executives.

Individual	Contract term	Notice period – employer	Notice period – employee	Post-employment restraints
MD and CEO and other executives	Ongoing	Six months	Six months	12-month non-competition period across all markets in which SEEK operates

Prior to an executive's appointment, SEEK undertakes reference and background checks to validate the candidate's experience and character.

SEEK has the option to terminate employment with a payment in lieu of notice. Any payment in lieu of notice is not to exceed average annual Base Salary as defined by the Corporations Act. SEEK may terminate employment immediately for cause, in which case the executive is not entitled to any payment in lieu of notice.

3.8 Executive statutory remuneration for FY2026 and FY2025

The following table provides the statutory remuneration disclosures for executive KMP for FY2026, prepared in accordance with Australian Accounting Standards. As such, the amounts in this table may differ from the executive KMP's FY2026 TROs and the elements of the remuneration framework outlined in sections 3.1 to 3.5. Differences arise mainly due to the accounting treatment of long-term benefits (including annual and long-service leave) and share-based payments (Equity Rights and WSP Options/Rights). Specifically, Australian Accounting Standards require share-based payments to be expensed and included as remuneration over the vesting period of the award, even if an executive may not realise any benefit from an award. The accounting values for current year Equity Rights and all unvested WSP Options/Rights are therefore shown in the following table.

		Short-term benefits		Post-employment benefits	Long-term benefits	Ongoing share-based payments			One-off share-based payment	Total	
		Cash salary[1] $	Non-monetary benefits[2] $	Superannuation[3] $	Leave[4] $	Equity Rights[5] $	WSP Options[6] $	WSP Rights[6] $	One-off Restricted Rights[7] $	$	Performance-based component[8] %
Executive KMP											
I M Narev	**2026**	**2,018,406**	**1,781**	**30,000**	**(94,791)**	**1,335,762**	**1,374,412**	**1,271,956**	**-**	**5,937,526**	**45%**
	2025	1,923,779	1,338	29,932	5,111	1,183,871	1,149,716	1,045,144	-	5,338,891	41%
K F Banks	**2026**	**880,303**	**8,470**	**30,000**	**12,660**	**645,742**	**183,345**	**450,197**	**226,507**	**2,437,224**	**26%**
	2025	873,077	7,092	29,932	(5,598)	489,398	40,772	423,082	-	1,857,755	25%
Total	**2026**	**2,898,709**	**10,251**	**60,000**	**(82,131)**	**1,981,504**	**1,557,757**	**1,722,153**	**226,507**	**8,374,750**	
	2025	2,796,856	8,430	59,864	(487)	1,673,269	1,190,488	1,468,226	-	7,196,646	

(1) Amounts disclosed include Base Salary and any Superannuation amount over the general concessional contributions cap of $30,000 for both the 2025-2026 and 2024-2025 income years.

(2) Non-monetary benefits include car parking benefits and income protection insurance.

(3) Any Superannuation amount earned over the minimum required by the Superannuation legislation (where applicable) is paid as cash and included within 'cash salary'.

(4) Amounts disclosed reflect annual leave and long service leave accrued less leave which was taken during the year. The FY2025 comparative figure for Kendra Banks has been restated from $8,889 as disclosed in last year's FY2025 Remuneration Report to reflect a correction to the closing balance calculation recorded at 30 June 2025.

(5) Amounts disclosed reflect the accounting expense for Equity Rights.

(6) Amounts disclosed reflect the accounting expense for the WSP Options and Rights. Ian Narev received his WSP award as 50% Options and 50% Rights in FY2026 and FY2025. Kendra Banks received her WSP award as 50% Options and 50% Rights in FY2026 and 100% Rights in FY2025.

(7) In October 2025, a one-off RRP award was made to Kendra Banks to acknowledge individual contribution towards key achievements for SEEK over multiple years. Amounts disclosed reflect the accounting expense for the Restricted Rights. Further details of the award are provided in sections 2 and 6.3.

(8) Amounts disclosed reflect the expense relating to the WSP Options and Rights, as a percentage of TRO.

4. Remuneration governance framework and related policies

SEEK's remuneration governance framework and related policies ensure that the integrity of the remuneration strategy is upheld, and the desired outcomes are delivered. The diagram below illustrates SEEK's remuneration governance framework, key roles of the Board and Remuneration Committee (Committee) and related policies.

Board

Reviews, challenges and, as appropriate, approves the Committee's recommendations.
Assesses performance of the MD and CEO and approves his remuneration.

Remuneration Committee

Comprised entirely of independent non-executive directors:
Leigh Jasper (Chairman), Greg Roebuck, Jamal Ibrahim, Linda Kristjanson and Vanessa Wallace.
Non-executive directors who are not Committee members attend Committee meetings by invitation, ensuring decisions are not made in isolation.

Reviews and makes recommendations to the Board on remuneration quantum and structure for the MD and CEO, executives and non-executive director fees.

Reviews and makes recommendations to the Board in relation to SEEK's remuneration approach considering SEEK's purpose, values, strategic objectives and risk appetite.

Reviews and makes recommendations to the Board on whether remuneration is sufficiently competitive and flexible to attract and retain appropriately qualified, experienced executives.

Malus and clawback: should the circumstances require,(1) makes recommendations to the Board to apply malus or clawback for unvested and/or vested but restricted or unexercised equity awards for executives per the SEEK Equity Plan rules.

Management

Regularly reports to the Committee and provides information on issues that may impact its decisions.

Attends meetings by invitation, but does not participate in decisions regarding their own remuneration arrangements.

Independent remuneration advisors

Engaged occasionally to provide relevant information or an external perspective to assist with Committee decision making.(2)

Engaged by the Committee, independent of management, where a recommendation is provided. During FY2026, an external advisor was engaged for non-executive director fee benchmarking, however, no recommendation was made as defined in the Corporations Act.

Related policies

SEEK Share Trading Policy – restricts dealing in SEEK securities by directors, executives, other senior leaders and selected SEEK employees (Designated Persons) and prohibits Designated Persons from entering arrangements that have the effect of limiting the economic risk related to an unvested or vested but restricted equity awarded under a SEEK employee incentive scheme. All directors and members of the Executive Leadership Team are also restricted from entering margin loans in respect to SEEK's securities, except with prior written clearance from the Chairman, or in the case of an arrangement proposed to be entered into by the Chairman, the Audit, Risk and Management Committee Chairman. No margin loans were entered by KMP during FY2026 in breach of the Share Trading Policy. The Share Trading Policy can be found on SEEK's website at au.seek.com/about/investors/corporate-governance.

SEEK Minimum Shareholding Policy – promotes the alignment of interests of executives and non-executive directors with the interests of shareholders. The relevant amount of SEEK equity required to be held under the policy and the time to comply is as follows.

Category	Annual Base Salary and Superannuation or annual fee	Acquisition timeframe for new appointees	Equity included to meet requirement
MD and CEO	200%	Over three years	Shares, vested WSP Options/Rights(3) and unvested Equity Rights
Executives	100%		
Non-executive directors	100%	Over five years, 20% each year until requirement achieved	Shares (including shares held by a controlled entity or beneficially)

In FY2026, all executive and non-executive KMP met their minimum shareholding requirements as outlined above.

(1) Circumstances include instances of fraudulent behaviour or gross misconduct, material breach of contractual obligations, or where equity awards have vested as a result of a misstatement in the financial statements.
(2) Information sought includes market movements, trends and regulatory developments to assist the Board to determine the right approach for SEEK.
(3) The calculation of the value of the WSP Options that count towards the requirement excludes the Exercise Price of the WSP Options.

5. Non-executive director fees

SEEK's non-executive director fees aim to appropriately recognise the time, contribution and expertise of each director. The following section sets out how SEEK's director fees are determined and details the actual non-executive director fees paid in FY2026.

5.1 Non-Executive Director Fee Policy

The following table outlines SEEK's Non-Executive Director Fee Policy and terms.

Aggregate non-executive director fee limit	Non-executive director fees are determined within a yearly aggregate fee limit. The current aggregate fee limit of $2,100,000 per annum was approved by shareholders at the 2022 AGM.
Non-executive director fee reviews	Non-executive director fees and payments are reviewed annually by the Committee and approved by the Board, to ensure fees are appropriately positioned in the market to attract and retain high-calibre non-executive directors. In determining the appropriate adjustments to fees, positioning against the primary comparator group as outlined in section 3.2 and other inputs including market-based movements amongst the ASX 100 and broader market sentiment, are considered by the Board. Independent external advisers may be engaged from time to time to conduct market benchmarking, the last external review occurred in May 2026.
Non-executive director fees in FY2026	Non-Executive Director Fee Policy for FY2026, effective 1 July 2025, and the changes from the prior year are outlined below.

	FY2025 $	FY2026 $	Increase %
Chairman of the Board[(1)]	455,700	470,500	3.25%
Non-executive directors	172,200	177,800	3.25%
Additional fees are paid for the following roles:			
Chairman of the Audit and Risk Management Committee	42,000	43,400	3.33%
Member of the Audit and Risk Management Committee	21,000	21,700	3.33%
Chairman of the Remuneration Committee	35,000	40,000	14.29%
Member of the Remuneration Committee	18,900	19,500	3.17%
Member of the Nomination Committee	0	0	n/a

Superannuation	The fees set out above include Superannuation payments in accordance with Superannuation legislation. Any Superannuation amount earned above the minimum required by Superannuation legislation is paid as cash.
Non-executive director shareholding requirement	All non-executive directors are required to hold SEEK shares equivalent to one year of their annual base director fee. Refer to section 4 for further detail.
Performance-based remuneration	Non-executive directors do not receive share Options or Rights or any performance-based remuneration.

(1) No committee fees are payable to the Chairman of the Board.

5.2 Non-executive director fees

Details of the actual fees paid to each non-executive director of SEEK Limited for FY2026 and FY2025 are set out in the following table. The total non-executive director fees paid for FY2026 were $1,904,904 which is below the current annual aggregate fee limit of $2,100,000.

		Short-term benefits		Post-employment benefits	
		SEEK Limited director fees $	Non-monetary benefits[1] $	Superannuation $	Total $
G P Roebuck[2]	**2026**	**173,079**	**1,330**	**16,140**	**190,549**
	2025	–	–	–	–
A R Bassat	**2026**	**155,087**	**–**	**18,610**	**173,697**
	2025	154,440	–	17,760	172,200
J B Ibrahim	**2026**	**190,019**	**–**	**2,728**	**192,747**
	2025	189,193	–	1,907	191,100
L M Jasper	**2026**	**189,977**	**–**	**22,797**	**212,774**
	2025	185,830	–	21,370	207,200
L J Kristjanson	**2026**	**172,095**	**–**	**20,651**	**192,746**
	2025	171,390	–	19,710	191,100
R N Powell	**2026**	**174,014**		**20,882**	**194,896**
	2025	173,274	–	19,926	193,200
M H Wachtel	**2026**	**192,942**	**–**	**23,153**	**216,095**
	2025	208,677	–	5,523	214,200
V M Wallace	**2026**	**191,023**	**–**	**22,923**	**213,946**
	2025	190,224	–	21,876	212,100
Former non-executive directors					
G B Goldsmith[3]	**2026**	**292,373**	**2,581**	**22,500**	**317,454**
	2025	425,467	3,779	30,233	459,479
Total	**2026**	**1,730,609**	**3,911**	**170,384**	**1,904,904**
	2025	1,698,495	3,779	138,305	1,840,579

(1) Non-monetary benefits relate to car parking benefits.
(2) Greg Roebuck was appointed as non-executive director effective 1 December 2025 and as Board Chairman on 1 March 2026.
(3) Graham Goldsmith retired from the Board and as Chairman on 1 March 2026.

6. Other KMP disclosures

6.1 Ordinary shareholdings – SEEK Limited

The number of Ordinary Shares in SEEK Limited held during FY2026 by each KMP, including their personally related parties, is set out below. No shares were granted during the reporting period as compensation.

FY2026 – SEEK Limited shares[1]	Balance at the start of the year	Granted as remuneration during the year	Received during the year on exercise of WSP Options/ Rights[2]	Received during the year on exercise of Equity Rights[3]	Purchase of shares	Sale of shares	Other changes during the year	Balance at the end of the year
Non-executive directors								
G B Goldsmith[4]	54,500	–	–	–	4,000	–	–	58,500
G P Roebuck[5]	22,921	–	–	–	31,000	–	–	53,921
A R Bassat	13,641,091	–	–	–	175,000	(400,000)	–	13,416,091
J B Ibrahim	7,970	–	–	–	2,200	–	–	10,170
L M Jasper	68,133	–	–	–	12,709	–	–	80,842
L J Kristjanson	6,880	–	–	–	4,650	–	–	11,530
R N Powell	4,000	–	–	–	5,205	–	–	9,205
M H Wachtel	10,000	–	–	–	10,000	–	–	20,000
V M Wallace	17,000	–	–	–	–	–	–	17,000
Executive KMP								
I M Narev	399,353	–	–	45,255	20,000	(52,000)	–	412,608
K F Banks	68,617	–	–	19,436	–	(10,000)	–	78,053

(1) All shares being unrestricted other than Deferred Shares 'Received during the year on exercise of Equity Rights'. Refer to footnote 3.
(2) The FY2023 WSP award lapsed during FY2026. Lapsing occurred following the testing date of 30 June 2025 as the Threshold Share Price Hurdle of $25.95 had not been achieved.
(3) Relates to the FY2025 EEP award, which vested following the end of the qualifying period on 30 June 2025. The shares allocated during FY2026 on 20 August 2025 remained subject to a disposal restriction until 30 June 2026.
(4) The balance at year-end for Graham Goldsmith reflects his shareholding at the date of his retirement from the Board on 1 March 2026.
(5) The opening balance for Greg Roebuck reflects his shareholding on the date he became a non-executive director on 1 December 2025.

6.2 Other equity holdings

The number of Options and Rights over Ordinary Shares in SEEK Limited held during FY2026 by each KMP (as a result of Equity Rights grants or awards made under the WSP) and their personally related parties, are set out below.

FY2026	Balance at the start of the year	Granted during the year as compensation	Exercised during the year[2]	Forfeited during the year	Balance at the end of the year	Vested and exercisable at the end of the year	Vested and unexercisable at the end of the year	Unvested at the end of the year
WSP Rights[1]								
I M Narev	245,881	90,272	–	(75,788)	260,365	–	–	260,365
K F Banks	107,893	23,120	–	(34,807)	96,206	–	–	96,206
WSP Options[1]								
I M Narev	609,334	225,680	–	(184,102)	650,912	–	–	650,912
K F Banks	25,272	57,800	–	–	83,072	–	–	83,072
Equity Rights								
I M Narev	1	1	(1)	–	1	–	–	1
K F Banks	1	1	(1)	–	1	–	–	1
Restricted Rights								
K F Banks	–	10,127	–	–	10,127	–	–	10,127

(1) For FY2026, both Ian Narev and Kendra Banks received their WSP award as 50% WSP Options and 50% WSP Rights.
(2) There were nil exercises of WSP Options and Rights during the year ended 30 June 2026. The FY2023 WSP award lapsed during FY2026. Lapsing occurred following the testing date of 30 June 2025 as the Threshold Share Price Hurdle of $25.95 had not been achieved.

6.3 Equity grants on foot during FY2026

The required statutory disclosures of equity grants for SEEK's KMP are set out below.

	Vesting period	Grant date	# of Options and Rights granted[1]	Exercise Price	Fair value per Option or Right at grant date	Maximum value of Options and Rights based on fair value at grant date[2]	Vested[3] %	Vested[3]	Forfeited/ lapsed %
Executive KMP									
I M Narev[4]	1 Jul 2022 – 30 Jun 2025[5]	18 Nov 2022	184,102	$23.75	$3.62	$0.00	–	–	100%
	1 Jul 2022 – 30 Jun 2025[5]	18 Nov 2022	75,788	$0.00	$8.96	$0.00	–	–	100%
	1 Jul 2023 – 30 Jun 2024[6]	16 Nov 2023	1	$0.00	$22.81	$0.00	100%	1	0%
	1 Jul 2023 – 30 Jun 2026[7]	17 Nov 2023	208,685	$23.29	$5.50	$0.00	–	–	100%
	1 Jul 2023 – 30 Jun 2026[7]	17 Nov 2023	83,474	$0.00	$12.99	$0.00	–	–	100%
	1 Jul 2024 – 30 Jun 2025[8]	20 Nov 2024	1	$0.00	$26.16	$0.00	100%	1	0%
	1 Jul 2024 – 30 Jun 2027[9]	24 Nov 2024	216,547	$23.23	$7.55	$544,977	n/a	n/a	n/a
	1 Jul 2024 – 30 Jun 2027[9]	24 Nov 2024	86,619	$0.00	$15.84	$457,348	n/a	n/a	n/a
	1 Jul 2025 – 30 Jun 2026[10]	20 Nov 2025	1	$0.00	$24.85	$0.00	100%	1	0%
	1 Jul 2025 – 30 Jun 2028[9]	20 Nov 2025	225,680	$22.29	$5.94	$893,693	n/a	n/a	n/a
	1 Jul 2025 – 30 Jun 2028[9]	20 Nov 2025	90,272	$0.00	$15.06	$906,331	n/a	n/a	n/a
K F Banks	1 Jul 2022 – 30 Jun 2025[5]	7 Nov 2022	34,807	$0.00	$9.40	$0.00	–	–	100%
	1 Jul 2023 – 30 Jun 2024[6]	10 Oct 2023	1	$0.00	$22.03	$0.00	100%	1	0%
	1 Jul 2023 – 30 Jun 2026[7]	23 Oct 2023	25,272	$23.29	$4.84	$0.00	–	–	100%
	1 Jul 2023 – 30 Jun 2026[7]	23 Oct 2023	30,327	$0.00	$11.55	$0.00	–	–	100%
	1 Jul 2024 – 30 Jun 2025[8]	24 Oct 2024	1	$0.00	$25.18	$0.00	100%	1	0%
	1 Jul 2024 – 30 Jun 2027[9]	8 Nov 2024	42,759	$0.00	$13.84	$197,262	n/a	n/a	n/a
	1 Jul 2025 – 30 Jun 2026[10]	2 Oct 2025	1	$0.00	$27.93	$0.00	100%	1	0%
	1 Jul 2025 – 30 Jun 2028[9]	17 Oct 2025	57,800	$22.29	$7.40	$285,147	n/a	n/a	n/a
	1 Jul 2025 – 30 Jun 2028[9]	17 Oct 2025	23,120	$0.00	$17.67	$272,354	n/a	n/a	n/a
	1 Sep 2025 – 31 Aug 2026[11]	17 Oct 2025	10,127	$0.00	$26.84	$45,301	n/a	n/a	n/a

(1) No amount is paid/payable in respect of the grant of Options or Rights.
(2) Reflects the accounting fair value at grant. The maximum value of the Options and Rights yet to vest has been determined as the amount of the grant date fair value of the Options and Rights that is yet to be expensed. The minimum possible value of the awards for future financial years is nil.
(3) Includes awards that vested on 1 July 2026.
(4) For Ian Narev, equity grants were made subsequent to obtaining shareholder approval at the relevant AGM per ASX Listing Rule 10.14.
(5) The FY2023 WSP award lapsed during FY2026. Lapsing occurred following the testing date of 30 June 2025 as the Threshold Share Price Hurdle of $25.95 had not been achieved.
(6) The FY2024 Equity Right vested in full during FY2025 (with restrictions lifting on resulting shares in FY2026).
(7) The FY2024 WSP award lapsed during FY2027. Lapsing occurred following the testing date of 30 June 2026 as SEEK's relative Total Shareholder Return (rTSR) hurdle had not been achieved.
(8) The FY2025 Equity Right vested in full during FY2026 (with restrictions lifting on resulting shares in FY2027).
(9) As per prior year WSP awards, if the Performance Conditions for the FY2025 and FY2026 awards are met and the awards subsequently vest, vested awards will be subject to a one-year exercise restriction period. Participants will then have a six-year exercise period within which to exercise their vested awards, including WSP Options which require payment of an Exercise Price.
(10) The FY2026 Equity Right vested in full during FY2027 (with restrictions lifting on resulting shares in FY2028).
(11) The one-off FY2026 Restricted Rights will vest in full during FY2027.

6.4 Shares under option

Unissued Ordinary Shares of SEEK Limited under option at the date of this Report are as follows:

Legal grant date[(1)]	Expiry date	Exercise Price[(2)]	Number of shares under option
MD and CEO WSP Options/Rights			
9 December 2024	1 July 2034	$23.23	216,547
9 December 2024	1 July 2034	$0.00	86,619
8 December 2025	1 July 2035	$22.29	225,680
8 December 2025	1 July 2035	$0.00	90,272
Other WSP Options/Rights			
14 November 2024	1 July 2034	$23.23	151,162
14 November 2024	1 July 2034	$0.00	319,153
23 May 2025	1 July 2034	$0.00	953
1 September 2025	1 July 2034	$23.23	6,507
20 October 2025	1 July 2035	$22.29	435,520
20 October 2025	1 July 2035	$0.00	271,171
24 March 2026	1 July 2035	$0.00	1,706
Restricted Rights[(3)]			
14 November 2024	10 November 2026	$0.00	4,120
29 October 2025	1 September 2026	$0.00	79,216
8 December 2025	1 September 2026	$0.00	10,127
24 March 2026	29 January 2027	$0.00	1,935
24 March 2026	29 January 2028	$0.00	1,935
Recognition Rights[(4)]			
22 October 2025	31 August 2026	$0.00	117,900
18 December 2025	31 August 2026	$0.00	90
Matched Share Rights[(5)]			
Various	Various	$0.00	106,581
Total shares under option[(6)]			**2,127,194**

(1) For legal purposes, the grant date is the date on which the grant of WSP Options/Rights is made, as nominated by SEEK. For accounting purposes, the grant date of WSP Options/Rights for the MD and CEO is the date the offer is accepted following shareholder approval and for executives is the last possible date of acceptance of the offer.

(2) Unlike Options, Rights do not have an Exercise Price.

(3) One-off Restricted Rights granted to senior level employees. Vesting is subject to performance and continued employment over the vesting period.

(4) One-off Recognition Rights refer to a grant of 45 Recognition Rights granted to eligible employees. Recognition Rights will vest following a 12 month Qualifying Period ending on 31 August 2026 and subject to continued employment.

(5) Matched Share Rights are issued under the Shares@SEEK Plan, SEEK's global employee share plan that involves employees receiving Matched Share Rights on a 1 for 2 basis for shares acquired using employee contributions (Purchased Shares). The Purchased Shares and Matched Share Rights are acquired quarterly and the Matched Share Rights vest after two years if the employee continues employment and the Purchased Shares are held for 24 months. Each Matched Share Right converts to one SEEK share.

(6) Balance excludes Equity Rights and Performance Rights which vested on 1 July 2026. Corresponding fulfilment of these shares will occur by early September 2026. No amount is payable upon grant of Options/Rights to executives. Options/Rights do not entitle a holder to participate in any share issue or interest issue of the Company. SEEK Limited will issue or acquire the shares required to satisfy the awards.

6.5 Shares allocated to KMP

The following Ordinary Shares in SEEK Limited, that were allocated to KMP during FY2026, were issued to the SEEK Employee Share Trust in a prior financial year:

	Number of shares allocated	Exercise Price payable
Equity Right vesting – I Narev[1]	45,255	–
Equity Right vesting – K Banks[1]	19,436	–
Total	**64,691**	

(1) Deferred Shares that were allocated following vesting of one FY2025 Equity Right.

Shares or Options over shares in subsidiaries

KMP do not hold any shares or Options over shares in any subsidiaries of SEEK.

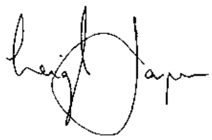
6.6 Loans to KMP

There were no loans to KMP or any of their closely-related parties during FY2026 (FY2025: $nil).

6.7 Other transactions with KMP

Some non-executive directors hold directorships or positions in other companies or organisations. From time-to-time, SEEK may provide or receive services from these companies or organisations on arm's-length terms. None of the non-executive directors were, or are, involved in any procurement or Board decision making regarding the companies or organisations with which they have an association. There were no other transactions with KMP during FY2026.

This Remuneration Report was approved by the Board on 12 August 2026 and is signed on behalf of the Board by:



Leigh Jasper
Chairman of the Remuneration Committee

Melbourne
12 August 2026

Auditor’s Independence Declaration

Auditor’s Independence Declaration

As lead auditor of SEEK Limited's financial report and specified sustainability disclosures within the sustainability report for the year ended 30 June 2026, I declare that, to the best of my knowledge and belief, there have been:

a) no contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit of the financial report or the review of the specified sustainability disclosures; and

b) no contraventions of any applicable code of professional conduct in relation to the audit of the financial report or the review of the specified sustainability disclosures.

Andrew Cronin
Partner
PricewaterhouseCoopers

Melbourne
12 August 2026

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Sustainability Report

Contents

Basis of preparation

Statement of compliance

This Sustainability Report:

- describes SEEK's climate-related financial disclosures for the year ended 30 June 2026;
- provides information about SEEK's approach to identification, management and disclosure of potential material exposure to climate-related risks and opportunities;
- has been prepared for the consolidated entity consisting of SEEK Limited and its controlled entities, aligned with the Financial Report (refer to Financial Report Note 19 Interests in controlled entities); and
- has been prepared in accordance with *Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures* (AASB S2) issued by the Australian Accounting Standards Board (AASB) under the *Corporations Act 2001 (Cth)* (Corporations Act).

Transition relief applied

SEEK has applied the first-year transition relief in this disclosure as permitted under AASB S2. Specifically, relief from the requirements to:

- disclose comparative information; and
- disclose scope 3 greenhouse gas (GHG) emissions information.

Any prior year comparatives included in the report may not comply with the requirements of AASB S2.

Limitations, judgements, estimates and assumptions

This Sustainability Report includes climate-related and other forward-looking statements, metrics, and estimates about SEEK. While these forward-looking statements reflect SEEK's expectations and assumptions at the date of this Sustainability Report, 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. However, SEEK acknowledges that forward-looking statements are based on management judgements, key assumptions, estimates and opinions, may incorporate third-party data, and involve known and unknown risks and inherent uncertainties, many of which are beyond the control of SEEK. These factors may cause actual outcomes and developments to differ materially from those expressed or implied in the forward-looking statements. This includes without limitation, price or currency fluctuations, loss of market, industry competition, carbon emissions reduction and associated technology risks, AI and platform technology developments, geopolitical risks, legislative and regulatory developments, macroeconomic conditions and conduct of contractual counterparties.

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 as to, and disclaims all responsibility for, the likelihood of fulfilment of any forward-looking statement or any outcome expressed or implied in any forward-looking statement. Forward-looking statements are based on assumptions and estimates, which are not statements of fact and may not prove to be correct, and are subject to change without notice. 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.

The accuracy of SEEK's GHG emissions data and other metrics may be impacted by various factors, including inconsistent data availability, reliance on third-party supplied data or estimates, a lack of common definitions and standards for calculating or reporting climate-related information, quality of historical emissions data, reliance on assumptions and changes in market practice, legal or regulatory requirements or interpretation of accounting standards. 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 Sustainability Report. Refer to the 'Climate targets and progress' section of this Sustainability Report for further information on the methodology underlying SEEK's emissions reduction targets.

This Sustainability Report represents potential climate exposures in the future which were built upon multiple climate models that informed plausible futures to help SEEK identify and prepare for climate-related risks and opportunities. There are inherent limitations with respect to climate-related scenario analysis, and it is difficult to predict which, if any, of the scenarios might eventuate. Where analysis relates to the future, actual results are likely to be different from those produced by the analysis and those differences may be material. Scenario analysis is not an indication of probable outcomes and relies on assumptions that may or may not prove to be correct or eventuate, and scenarios may be impacted by additional factors to the assumptions disclosed.

Climate-related statements in this Sustainability Report, including those relating to climate-related risks and opportunities, transition plans and emissions reduction pathways, are subject to significant uncertainties, limitations and assumptions. These include the inherent limitations of current climate science, evolving climate data quality and methodologies, rapidly evolving government policies and reporting and technological developments, affecting the pace and cost of decarbonisation, geopolitical risks and evolving stakeholder expectations. These factors, individually or collectively, may cause actual outcomes, and SEEK's ability to meet climate-related commitments, to differ materially from those expressed or implied in this Sustainability Report.

This Sustainability Report is prepared based on current assumptions and information known by SEEK at the time of preparation. This includes climate-related policies, macroeconomic trends, national and regional variables, energy usage, mix, and technology. Refer to the assumptions for climate scenario analysis in the 'Notes to Sustainability Report' section on page 73.

Governance

The SEEK Board has overall oversight of climate-related risks and opportunities, supported by the Audit and Risk Management Committee (ARMC), the Sustainability Steering Committee, management and relevant working groups. The responsibilities and activities of the Board, the ARMC, the Sustainability Steering Committee, management and relevant working groups in relation to climate are set out below. Details of SEEK's overall corporate governance approach are set out in SEEK's FY2026 Corporate Governance Statement.

Roles and responsibilities

Board and Audit and Risk Management Committee

The Board has overall responsibility for SEEK's risk management, operating in accordance with the SEEK Board Charter which sets out the functions reserved for the Board and its key responsibilities. In relation to sustainability, the Board's responsibilities include approving SEEK's material sustainability topics (as voluntarily reported in the FY2026 Impact Report) and sustainability reporting. Within this broader remit, and in relation to climate specifically, the Board's responsibilities include approving SEEK's Climate Change Strategy, emissions reduction targets and overseeing SEEK's approach to managing climate-related risks and opportunities.

The Board is informed about and considers climate-related risks and opportunities annually as part of the Climate Change Strategy update, which includes progress against emissions reduction targets, climate-related risk management updates, sustainability reporting updates, and other ad hoc updates as needed.

In overseeing strategy and major transactions, including material acquisitions and investments, the Board considers any relevant climate-related matters alongside other relevant environmental, social and governance (ESG) considerations. Climate-related risks are assessed and prioritised consistently with and relative to all enterprise risks, in accordance with the Board-endorsed risk appetite and SEEK's Risk Management Framework. Refer to the 'Risk Management' section on page 69 for further detail on how climate-related risks are identified, assessed and prioritised.

The ARMC supports the Board in monitoring SEEK's management of its climate-related risks and opportunities, including reviewing and making recommendations to the Board on SEEK's climate-related financial disclosures required under AASB S2 and overseeing related assurance activities. The ARMC receives updates at least twice yearly on SEEK's compliance with AASB S2. At least annually, the ARMC reviews the identification, assessment and prioritisation of climate-related risks and opportunities and the financial effect of those risks and opportunities. For more information about the responsibilities of the ARMC, refer to the ARMC Charter.

Management responsibilities

Under the delegation from the Board, SEEK's Managing Director and Chief Executive Officer (MD and CEO) has overall responsibility for the management of SEEK's operational, financial and business performance. Sustainability sits within the Finance and Business Services function, led by the Chief Financial Officer (CFO). The CEO is supported in the management of sustainability matters, including climate, by the Sustainability Steering Committee which includes the CFO and other relevant senior leaders across the business. This committee meets three times a year and, among other things, monitors progress against SEEK's sustainability and climate commitments and plans, including SEEK's Climate Change Strategy, climate-related risks and opportunities, resource allocation and progress against the Climate Transition Plan. The Sustainability Steering Committee escalates material matters to the ARMC and the Board as required.

Climate strategy implementation and reporting is led by the SEEK Sustainability team, comprising members from the Governance and Procurement teams within the Finance and Business Services function and supported by external climate experts as required. The Sustainability team oversees the following working groups, which support implementation of climate-related initiatives:

- **Climate Working Group** – focuses on monitoring and mitigating climate-related risks and opportunities, including emissions reduction initiatives across SEEK's employment marketplace. It includes representatives from the Technology, Risk, Workspaces, People and Culture and Commercial functions, who collectively manage SEEK's physical and technology infrastructure, facilities, business travel and employee experience initiatives. Outcomes are reported to the Sustainability Steering Committee through the Sustainability team.
- **JobAdder/Sidekicker Sustainability Working Groups** – JobAdder and Sidekicker each maintain separate Sustainability Working Groups, consistent with their operations as separate businesses for FY2026, to support SEEK's sustainability requirements and reporting activities. They include representatives from the SEEK Sustainability team and JobAdder/Sidekicker respectively. The JobAdder group meets quarterly and the Sidekicker group currently meets as needed, with quarterly meetings to commence from FY2027.

Management controls and procedures

SEEK's assessment and review of climate-related risks and opportunities is aligned with the Risk Management Framework. Management assesses climate-related risks and opportunities, including the effectiveness of related controls and prioritisation, and makes decisions on risk treatment, allocation of resources for monitoring, and mitigation. Management escalates material matters to the Sustainability Steering Committee and the ARMC as required. The Sustainability Steering Committee reviews SEEK's climate-related risks and opportunities and reports its assessment and recommendation to the ARMC. The assessment and prioritisation of climate-related risks and opportunities are considered by the ARMC, which then makes a recommendation to the Board for approval.

For more information on the controls and processes for climate-related risks and opportunities, refer to the Risk Management section on page 69

Board skills and experience

The skills and experience of SEEK's directors reflect SEEK's strategy and principal activities globally and are of a collective breadth and depth to provide effective leadership, including oversight of strategies in relation to managing climate-related risks and opportunities. The skills and experience matrix is applied by the Board to support succession planning and identify potential gaps that need to be filled by director development or renewal. The matrix includes a skill specifically referencing risk management, including ESG risks to the business (which includes climate-related risks). To be classified as having this skill, directors require experience in overseeing and monitoring risk management and compliance frameworks and controls, and identifying emerging and existing financial and non-financial risks and opportunities. In addition, all directors have working experience and knowledge of sustainability-related matters. To support ongoing competency, directors receive regular updates on relevant climate-related matters and emerging reporting requirements, including through the ARMC.

For more information on the Board's skills and experience matrix, refer to SEEK's FY2026 Corporate Governance Statement

Executive remuneration

SEEK's executive remuneration framework and remuneration policies do not specifically include climate-related performance metrics. Accordingly, no portion of executive management remuneration is specifically linked to climate-related considerations in FY2026.

Refer to the 'Executive remuneration framework, contractual terms and FY2026 statutory remuneration' section of the Remuneration Report for more information on executive remuneration

Strategy

SEEK remains focused on addressing the challenges and opportunities arising from climate change and the ongoing transition to a low-carbon future. SEEK's Climate Change Strategy continues to prioritise building climate resilience, including evaluating SEEK's climate-related risks and opportunities, adapting SEEK's business and meeting compliance and reporting obligations; as well as actively working to reduce emissions through sustainable choices, meaningful supplier engagement and responsible procurement.

Climate resilience (adapting to a changing climate)	Minimising emissions (mitigating SEEK's impacts on changing climate)
• Climate risks and opportunities • Business adaptation action • Supporting an orderly and just transition	• Operational emissions • Smarter climate choices for our people • Supplier engagement and responsible procurement

Our purpose and value chain

SEEK operates a market-leading online employment marketplace across Australia, New Zealand, Hong Kong, Indonesia, Malaysia, Philippines, Singapore and Thailand (APAC), under the brands SEEK, Jobstreet by SEEK and Jobsdb by SEEK. These marketplaces connect candidates with hirers to help deliver on SEEK's purpose to help people live more fulfilling and productive working lives and help organisations succeed. In this Sustainability Report, references to SEEK's employment marketplace include the businesses operated under the brands SEEK, Jobstreet by SEEK and Jobsdb by SEEK, and is supported by SEEK's expanded sourcing solutions and other businesses (SEEK Volunteer, SEEK Pass, SEEK Business, SEEK Grad (formerly GradConnection), Jora, SEEK Recruiter Profile (formerly Sourcr), JobAdder and Sidekicker), unless specifically noted otherwise.

For a full description of SEEK's business and operations, refer to the 'About SEEK' and 'Online employment marketplaces' sections

SEEK's value chain extends upstream to technology infrastructure, data centre, cloud service providers and corporate suppliers, through SEEK's people and its core marketplace activity of matching candidates with hirers, and downstream to candidates and hirers across SEEK's APAC employment marketplaces. Climate-related risks and opportunities are considered across this full value chain throughout this report.

As an online employment marketplace that does not own significant physical infrastructure, SEEK's climate exposure is primarily through its value chain rather than through direct physical asset ownership. This value chain, spanning SEEK's people, operations, platform and key relationships across APAC, forms the basis against which climate-related risks and opportunities and emissions are considered throughout this report, including in the climate scenario analysis below.

Climate scenario analysis

SEEK conducts a climate scenario analysis once every two years to understand how a range of plausible climate futures could impact SEEK's employment marketplace, and to inform the identification, assessment, and monitoring of climate-related risks and opportunities, and strategic priorities.

SEEK's most recent climate scenario analysis was conducted in FY2025 and covered both physical and transition climate-related risks and opportunities relating to SEEK's employment marketplace and value chain. The analysis drew on relevant SEEK data, consultation with internal business functions, and climate, socioeconomic and industry sector modelling to identify plausible impacts to:

- the composition and distribution of labour demand and supply; and
- SEEK's operations, including staff, physical infrastructure and potential disruption to SEEK's employment marketplace.

A range of transition pathways were considered, from an orderly transition to a variable future:

- **Orderly transition** – steady and coordinated emissions reduction actions are taken across sectors and geographies, ensuring smooth transition to a low-carbon economy.
- **Variable future** – emissions reduction action is delayed, resulting in high variability in emissions reduction across sectors and geographies and increased physical climate risk.

The FY2025 climate scenario analysis excluded JobAdder and Sidekicker. Sidekicker was not yet re-acquired at the time of the analysis, and given JobAdder's relative size it was not considered material to include. In FY2026, SEEK assessed whether to repeat the climate scenario analysis and include JobAdder and Sidekicker. As both entities primarily operate in Australia and New Zealand and these markets are already captured within the FY2025 climate scenario analysis scope, and both entities are not financially material to SEEK, it was determined that their inclusion would not materially affect the analysis findings. JobAdder and Sidekicker will be included in the next climate scenario analysis.

Table 1 below sets out the scope, methodology and key findings from the FY2025 climate scenario analysis. The findings were reviewed by the Sustainability Steering Committee and directly inform the identification and assessment of SEEK's climate-related risks and opportunities.

Information relating to the assumptions made when developing the climate scenario analysis can be found in the 'Notes to Sustainability Report – Assumptions for climate scenario analysis' on page 73

Table 1: Climate scenario analysis scope, methodology and key findings

	Transition	Physical
Scope	SEEK's APAC employment marketplace (excluding JobAdder and Sidekicker)	
Time Horizons	Short term (0-10 years) → Medium term (10-20 years) → Long term (20+ years)	
Climate scenarios(1)	**Orderly Future**: ~1.4°C at 2100 (NGFS Net Zero 2050) **Variable Future**: ~2.7°C at 2100 (NGFS NDCs)	**Orderly Future**: ~1.8°C at 2100 (SSP1-2.6) **Variable Future**: ~2.7°C at 2100 (SSP2-4.5); and ~4.4°C at 2100 (SSP5-8.5).
Relevance(1)	NGFS transition pathways and IPCC SSP-based inputs to model sector-level shifts in economic activity and skills demand.	IPCC NASA Earth Exchange Global Daily Downscaled Projections (NASA-NEX GDDP-CMIP6) inputs to model projected changes in extreme weather events and sea-level rise.
Key findings	Demand for green jobs (roles that contribute to preserving or restoring the environment) is likely to increase in the short and long term.	An increase in extreme weather events may impact SEEK's operations and/or result in climate-related candidate migration in the short and long term.

Note: Two climate scenarios for transition risk and three climate scenarios for physical risks were used in the analysis, as outlined in the table above. In accordance with AASB S2, SSP1-1.9 was also considered. SEEK assessed whether differences between SSP1-2.6 and SSP1-1.9 would materially affect the outcomes of a low warming scenario analysis. SEEK concluded that these differences do not result in a material change in the resilience assessment, as both pathways drive similar transition dynamics and financial implications.

(1) Climate scenarios used are widely accepted global reference frameworks from credible sources including the Intergovernmental Panel on Climate Change (IPCC), Network for Greening the Financial Systems Nationally Determined Contributions (NGFS NDC) and National Aeronautics and Space Administration (NASA), using established Shared Socio-economic Pathways (SSP) and Representative Concentration Pathways (RCP).

Climate-related risks and opportunities

SEEK's climate-related risks and opportunities have been identified and assessed with reference to SEEK's FY2025 climate scenario analysis and inputs from multiple SEEK functions, combining qualitative and, where available, quantitative insights to understand potential impacts to SEEK's operations and strategy. This process involved the application of management judgement and assumptions, and was integrated with SEEK's Risk Management Framework. Management reviews the climate-related risk and opportunity assessment at least annually, or upon a significant acquisition, to ensure it remains current and reflects any material changes to SEEK's operations or the external environment.

The climate scenario analysis identified both physical and transition risks and related opportunities across SEEK's APAC marketplaces:

- **Physical risks and opportunities** include extreme weather events, such as extreme heat, storms, flooding and fire, could disrupt SEEK's business operations and data infrastructure, impact the health and safety of SEEK's employees, and affect employment marketplace activity through population migration and changing job demographics in impacted regions. These physical risks are more concentrated across SEEK's Asia marketplace operations given the elevated exposure of these markets to extreme weather events. Alongside these risks, extreme weather events may also create short-term increases in demand for recovery-related employment.
- **Transition risks and opportunities** reflect the structural shifts as economies move toward lower-carbon models, including rising energy costs driven by the renewable energy transition and changes in employment marketplace dynamics as traditional industries decline and green industries evolve. These transition risks carry similar implications across all APAC markets. The transition to a lower-carbon economy may also generate demand for new skills and green jobs.

SEEK considers the climate-related risks and opportunities over the following timeframes:

Current FY26 → Short term (1-3 years) → Medium term (4-5 years) → Long term (6-10 years)

These timeframes differ from those used in the climate scenario analysis, however are aligned with SEEK's strategic priorities, anticipated progression of sustainability initiatives and long-term cash flow forecasting. The difference in timeframes has no implication on the climate-related risks and opportunities identified.

SEEK identifies and assesses climate-related risk and opportunities using the methodology set out in the 'Risk Management' section on page 69. This assessment identified a range of climate-related risks and opportunities across SEEK's operations and value chain, largely consistent with those disclosed in SEEK's FY2025 Climate Statement.

During FY2026, as part of embedding climate-related risks management into SEEK's overall Risk Management Framework, qualitative assessment criteria set out in that framework were applied to each identified risk and opportunity. This process prioritised one climate-related risk for ongoing monitoring: extreme weather events impacting critical infrastructure and business continuity, reflecting the platform-wide nature of the potential disruption of this risk across SEEK's APAC marketplaces.

SEEK considers information about the climate-related risks and opportunities it has prioritised and continues to monitor (the prioritised climate-related risks and opportunities) useful to the primary users of SEEK's financial report in their decision-making. Information about SEEK's prioritised climate-related risk is included in the disclosures below on this basis. SEEK has also taken into consideration climate-related risks and opportunities disclosed by peers and any feedback obtained from the primary users of SEEK's financial report.

Refer to the 'Risk Management' section on page 69 for further detail on SEEK's prioritisation process

Table 2 below summarises the prioritised climate-related risk, its potential impact on SEEK's business model and value chain, and the mitigation actions and strategies.

Financial effects of climate-related risks and opportunities

During FY2026, as part of the quantitative assessment of the identified climate-related risks and opportunities, SEEK assessed the current and anticipated financial effects of identified climate-related risks and opportunities on its financial position, financial performance and cash flows. Anticipated financial effects are considered over short (1–3 years), medium (4–5 years) and long-term (6–10 years) time horizons.

The financial effects of SEEK's one prioritised climate-related risk, including the limitations, judgements, estimates and assumptions applied, are included in Table 2.

Table 2: Prioritised climate-related risk

Physical Risk (acute and chronic)	Extreme weather events impacting critical data infrastructure and business continuity
Description	Extreme weather events (such as flooding and extreme heat) causing direct physical damage to SEEK's third-party technology infrastructure, including contracted data centres and cloud hosting facilities, resulting in prolonged platform outage, data access disruption, and/or extended recovery timeframes across SEEK's APAC platform.
Risk Assessment[1]	Likelihood ● Impact ● Risk rating ●
Time horizon	Current year › Short term (1-3 years) › Medium term (4-5 years) › **Long term (6-10 years)**
Potential impact to SEEK's business model over current and anticipated future	If extreme weather events cause physical damage to third-party technology infrastructure, the recovery could significantly disrupt operations. While SEEK's technology providers maintain business continuity plans and backup systems, any major infrastructure damage would require time to recover and could impact platform availability and data access. The impact could result in an outage of SEEK's platform and a slow recovery time, resulting in lost revenue. The potential consequence to core business operations makes this a high impact risk despite the low likelihood.
Potential impact to SEEK's value chain	SEEK depends on contracted third-party cloud and data service providers to operate its platform and has limited control over how those providers manage their exposure to extreme weather events. An extreme weather event causing physical damage to third-party technology infrastructure could impact SEEK's revenue generation and customer service delivery. In addition, timely and relevant matching of hirers and candidates could be disrupted during this period due to the lack of availability of SEEK's platform services.
Mitigation and adaptation efforts	No changes to SEEK's business model or resource allocation are anticipated in response to this risk in the near term. Responsibility for these mitigation activities sits across SEEK's Technology teams. SEEK's current mitigation and adaptation efforts are described below. • SEEK's Business Resilience Framework incorporates planning for climate-related events, supported by its Technology Disaster Recovery Criticality Framework. • SEEK's primary cloud infrastructure has built-in resilience measures including automated recovery capabilities, backups, and geographically diverse spread to reduce exposure to extreme weather events in any single region. • SEEK relies on and reviews independently audited AWS assurance reports and certifications (e.g. System and Organisation Controls and International Organisation for Standardisation (ISO 27001)) reports annually, including the sections that cover physical security and environmental protection controls. • SEEK's contracted data centre providers maintain multiple data centres across geographically diverse locations to reduce the risk of extreme weather events affecting all locations simultaneously.
Current and anticipated financial effects	Current year impact ● Short-term impact ● Medium-term impact ● Long-term impact: Not quantified due to significant measurement uncertainty *Financial effect across financial performance, financial position and cash flow determined as low (A$0-5m impact), medium (A$5-10m impact), high (>A$10m impact)* SEEK has undertaken quantitative modelling of the potential financial effects of physical climate events on its third-party technology infrastructure, using the FY2025 climate scenario analysis. The financial statement line item most likely to be affected over the long term is revenue, through extended platform outage caused by extreme weather events. SEEK's modelling considered both potential revenue losses and increased costs to source from alternative providers during such outages. There are no anticipated cash flow or balance sheet impacts, as SEEK does not own physical assets and accesses technology infrastructure through contractual arrangements with its third-party providers. In determining the financial effect, outage days were defined as days of 'extreme heat' with temperatures greater than 35 degrees Celsius, consistent with the FY2025 climate scenario analysis. Judgements and assumptions were applied to estimate the number of extreme heat days expected to occur and the proportion of revenue impacted during those outage periods. The impacts of the mitigation and adaptation efforts currently in place at SEEK and its external technology partners were also considered. Long-term financial quantification of this risk has not been determined due to material measurement uncertainty. This includes the inability to isolate climate causation from other operational disruption factors, limited visibility into service providers' climate resilience and recovery frameworks, and the inherent uncertainty in long-term climate projections.

● Low ● Medium ● High

(1) Risk assessment is aligned with SEEK's enterprise Risk Management Framework. Refer to Risk Management section of this Sustainability Report for more information.

Climate resilience

SEEK's climate resilience refers to the capacity of SEEK to absorb and adapt to the effects of climate-related risks and opportunities, and to continue operating effectively across a range of plausible climate futures. SEEK's climate resilience has been assessed using the findings from the FY2025 climate scenario analysis and the climate risks and opportunities assessment. Across all modelled scenarios the results support a conclusion that SEEK is resilient to climate-related risks and that no fundamental changes to SEEK's strategy or business model are currently required.

SEEK's digital employment marketplace business model provides an inherent degree of climate resilience. The platform's core function – to connect candidates with hirers across APAC – is not fundamentally disrupted by climate change impacts under any modelled scenario. SEEK does not own carbon-intensive physical infrastructure to deliver its services. SEEK's principal climate exposure – extreme weather events impacting third-party data centre infrastructure – is indirect, and managed through SEEK's Business Resilience Framework, cloud infrastructure diversification and ongoing supplier engagement.

The financial effects of SEEK's prioritised climate-related risk across all modelled scenarios, and in the short term and medium term time horizons, is not considered material to SEEK's financial position, financial performance or cash flow. The financial effects of SEEK's prioritised climate-related risk in the long term has not been quantified due to measurement uncertainty. The cost to respond to SEEK's identified climate-related risks and opportunities is embedded in SEEK's current and future business processes, resourcing, work plans and budgets.

Capacity to adapt

SEEK's capacity to adapt its strategy and business model in response to climate change is supported by the following three key foundations:

- SEEK maintains financial flexibility, providing the ability to reallocate resources, adjust investment priorities and respond to emerging climate-related developments as required;
- as the operator of digital marketplaces, SEEK does not directly own or operate physical assets in sectors or locations considered highly exposed to climate-related physical or transition risks, and does not currently anticipate a need for extensive asset redeployment or repurposing; and
- SEEK continues to invest in initiatives that incorporate mitigation and adaptation strategies to address climate-related risks and opportunities alongside emissions reduction plans.

Key areas of uncertainty

Notwithstanding SEEK's overall resilience conclusion, the following areas of uncertainty have been identified and considered:

- the precision of physical hazard projections at a regional level – particularly in SEEK's operations in Asia where physical climate risks are more concentrated – remains subject to the inherent limitations of current climate modelling;
- the pace, scope and design of climate policy and regulatory change across SEEK's APAC markets introduces uncertainty into SEEK's longer-term operating environment and compliance obligations; and
- SEEK has limited direct visibility into the climate adaptation strategies and resilience capabilities of its strategic suppliers, including contracted data centre, cloud service and other technology providers, which constrains independent assessment of indirect climate exposure.

These uncertainties are not considered sufficient to alter the overall conclusion that SEEK is currently resilient to climate-related risks across all modelled scenarios. They represent areas that will be closely monitored and addressed as SEEK's climate assessment matures. The precision of physical hazard projections and the pace of climate policy change across APAC will be revisited as part of SEEK's next climate scenario analysis in FY2027. SEEK will continue to monitor the climate adaptation strategies and resilience capabilities of its strategic suppliers, including contracted data centre, cloud service and technology providers, through ongoing supplier engagement and assurance review processes.

Risk Management

Methodology for climate-related risk and opportunities

Climate-related risk is managed in accordance with SEEK's Risk Management Framework.

Identification

Consistent with prior years, SEEK identifies its climate-related risks and opportunities based on input from the Climate Working Group, climate scenario analysis findings, and feedback from senior leaders and external experts. In FY2026 SEEK also undertook a benchmarking review to assess climate-related risks and opportunities released by similar businesses.

Assessment

SEEK assesses its climate-related risks and opportunities by evaluating the likelihood and potential impact of each identified risk and opportunity at the country level across each of SEEK's APAC markets, as well as for Sidekicker and JobAdder. These country-level assessments are then consolidated to produce a SEEK Group-level view. For each risk and opportunity, SEEK assesses likelihood and impact on a residual basis, after taking into account existing mitigation treatments. This is consistent with SEEK's Risk Management Framework. The climate-related risks and opportunities assessment is undertaken in collaboration with key stakeholders across the business including regional Country Managers, Finance, Risk and Procurement teams and the Climate Working Group.

Prioritisation

When determining which climate-related risks and opportunities could reasonably be expected to affect SEEK's prospects, SEEK applies its enterprise Risk Management Framework's risk appetite methodology. Climate-related risks are prioritised using the same ratings and risk appetite criteria as all enterprise risks, enabling direct comparison and relative prioritisation across SEEK's risk register. Climate-related risks and opportunities fall within SEEK's 'Social and Environment' risk category and are evaluated against the Board-endorsed risk appetite for that category. Climate-related risks and opportunities exceeding this threshold are considered for disclosure, with final determination based on whether they could reasonably be expected to affect SEEK's prospects. A separate quantitative review is undertaken to assess the financial effects of all identified climate-related risks and opportunities; however, prioritisation of risks and opportunities for disclosure is determined by the qualitative assessment process detailed above.

Monitoring

Oversight of climate reporting and climate-related risks and opportunities is integrated across SEEK through the climate governance structure.

Risks are monitored on an ongoing basis to ensure they are managed within the Board-endorsed risk appetite. This includes the consideration of any emerging risks, compliance with legal and reporting obligations, the impact of any risk events and the results of controls testing. Effectiveness of controls over SEEK's climate-related risks and opportunities are assessed annually and form part of SEEK's risk management processes. Climate-related controls are integrated across relevant SEEK business functions, including Finance and Business Services, Technology, Workspaces, People and Culture and Commercial. Opportunities are also monitored through SEEK's Climate Working Group.

Metrics and targets

Greenhouse Gas (GHG) emissions

SEEK identifies its scope 1 and 2 emissions sources through a boundary assessment of owned and controlled operations. SEEK's scope 1 emissions are made up of direct emissions from natural gas use in SEEK's tenanted offices. SEEK's scope 2 emissions are indirect emissions generated from electricity use in SEEK's tenanted offices(1).

Table 3 shows SEEK's FY2026 scope 1 and 2 emissions. For further information on how SEEK calculates its scope 1 and 2 emissions and determines its emissions boundary refer to the 'Notes to Sustainability Report – Methodology for calculation of GHG emissions' section on page 74.

Table 3: SEEK's gross scope 1 and 2 emissions

Tonnes (tCO2e)	FY2026	FY2025
Scope 1 emissions	2	4
Scope 2 emissions (location-based)(2)	1,260	1,468
Scope 2 emissions (market-based)(3)	-	-

Climate targets and progress

In FY2025 SEEK publicly disclosed its GHG emissions reduction targets. SEEK's targets are intended to mitigate SEEK's climate impact, align with The Paris Agreement's goal of limiting warming to 1.5°C and are informed by the *Science Based Targets Initiative Corporate Net-Zero Standard* (SBTi). SEEK has not set targets relating to adaptation to climate change as this is addressed through various operational controls, including SEEK's Business Resilience Framework.

These GHG emissions reduction targets apply to SEEK's employment marketplaces, are supported by a Climate Transition Plan that establishes how the targets will be delivered and are set against a FY2025 baseline. SEEK's targets were set, and FY2025 baseline was calculated, prior to SEEK's adoption of AASB S2 and in accordance with the *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standards (2004)* and the *Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standards (2011)* (together, the GHG Protocol). SEEK's targets and Climate Transition Plan have not been independently validated.

Sidekicker was re-acquired by SEEK on 30 May 2025, after the targets and Transition Plan had been developed, and is therefore excluded from the current targets. Sidekicker has no scope 1 or scope 2 emissions because it operates from SEEK's Melbourne office, therefore its exclusion has no impact on SEEK's scope 1 and 2 targets or baseline.

The scope 3 component of SEEK's targets was set using the scope 3 categories included in SEEK's FY2025 GHG Protocol baseline, which differ from the scope 3 categories required for disclosure under AASB S2 from FY2027. In FY2026, SEEK has applied the first-year transition relief under AASB S2 and scope 3 emissions are not disclosed in this report. SEEK is reviewing its scope 3 emissions boundary and methodology considering AASB S2 scope 3 disclosure requirements.

Despite not disclosing scope 3 emissions, SEEK has continued to collect and monitor scope 3 emissions data in FY2026 to inform the Climate Transition Plan review process and prepare for disclosure of scope 3 emissions under AASB S2 from FY2027. SEEK has also continued to partner with suppliers that have similar emissions reduction commitments to SEEK and has introduced policy changes that are expected to result in reductions to travel related emissions.

On this basis, along with scope 1 and scope 2 market-based emissions, scope 3 GHG Protocol based emissions, excluding Sidekicker, remain on track against the FY2025 GHG Protocol baseline to meet the FY2030 GHG Protocol-aligned target and consistent with the FY2025 baseline. SEEK will undertake a full review of its targets and baseline as part of the FY2027 Climate Transition Plan review, incorporating updated scope 3 boundaries, the inclusion of Sidekicker and any adjustments required to align with AASB S2. Material adjustments are subject to Board approval.

Table 4 summarises SEEK's emissions reduction targets and Climate Transition Plan.

(1) Emissions associated with the provision of heating and cooling to SEEK's leased assets (recognised in SEEK's FY2026 Financial Report, Statement of Financial Position) are included in scope 3 emissions where SEEK is not directly billed for the energy needed to generate the heating/cooling by the lessor or an energy retailer. There is no clear submetering or measurement of the energy consumed to provide the heating/cooling to these leased assets and SEEK does not have consumption control for heating/cooling to these assets. In FY2026 the Kuala Lumpur office was the only location where SEEK was directly billed for the heating/cooling of part of the office space. This has been included in scope 2 calculations as purchased cooling.

(2) The location-based method for calculating scope 2 electricity emissions uses the average emission intensity of the electricity grid where the energy is consumed. It does not account for any specific renewable energy purchases. For example, if SEEK's Cremorne office consumed 100,000 kWh of electricity annually, this would be multiplied by the Victorian grid emission factor (0.93 kg CO2e/kWh), resulting in roughly 93 tonnes of CO2e in scope 2 emissions. SEEK discloses its emissions using both a location and market-based approach for scope 2 emissions in alignment with AASB S2. SEEK will continue to use a market-and location-based approach to ensure Renewable Energy Certificates (RECs) are applied against energy consumed.

(3) The market-based method for calculating scope 2 electricity emissions considers contractual instruments, such as RECs or renewable energy contracts, rather than the local grid average. For example, as SEEK's Cremorne office holds a 100% renewable energy contract, the emission factor used would be 0 kg CO2e/kWh, resulting in zero scope 2 market-based emissions despite consuming 100,000 kWh from the same physical grid. SEEK's market-based emissions are calculated by applying various renewable energy products and services against SEEKs location-based emissions. SEEK's Cremorne headquarters was powered by a 100% renewable energy contractual arrangement; and SEEK purchased RECs, via a power purchase agreement, as evidence of renewable electricity use for other facilities within the reporting boundary. Refer to the 'Notes to Sustainability Report' on page 73 for more information.

Table 4: SEEK's emission reduction targets and transition plan[1]

Target[2]

FY2030 interim target

Reduce emissions by 50% across all emissions scopes[3]

Scope 1: Zero emissions

- transition to electric only offices

Scope 2: Maintain zero emissions (market-based)

- continue to procure RECs and renewable energy contracts for all offices

Scope 3: 50% emissions reduction

- partner with suppliers that have similar emissions reduction commitments to SEEK
- encourage staff to adopt low emission business travel and commute options

FY2050 target

Achieve net zero emissions across all emissions scopes[4]

Scope 1 and 2: Maintain zero emissions (market-based)

Scope 3: Net zero emissions

- prioritise suppliers that have similar emissions reduction commitments to SEEK
- prioritise low and no emissions office buildings

Climate Transition Plan

SEEK's Climate Transition Plan sets out the projects and milestones required to deliver SEEK's emission reduction targets. The Climate Transition Plan was adopted by the Sustainability Steering Committee in July 2025, and progress is monitored through the Climate Working Group and Sustainability Steering Committee. Refer to the 'Governance' section on page 62 for further details on roles and responsibilities.

Assumptions used in the development of the Climate Transition Plan include:

- SEEK's suppliers that currently have an emissions reduction target will maintain and deliver their targets within the committed timeframes;
- climate related government policies, such as those relating to adoption of electric vehicles and electricity grid transition to renewable energy, will be delivered within the committed timeframes; and
- availability of low emissions office spaces will increase across APAC.

If these assumptions do not eventuate, SEEK may not achieve its targets. SEEK's targets and the pathways to achieve them may also evolve over time as circumstances change.

While climate-related risk and opportunities are not currently included in SEEK's Climate Transition Plan, the FY2027 review of the Climate Transition Plan will also include mitigation and adaptation strategies to address climate-related risks and opportunities, emissions reduction projects and milestones for new and updated emissions categories.

(1) The GHG emissions reduction targets and climate transition plan developed in FY2025 in accordance with the GHG Protocol.
(2) Targets include seven greenhouse gases (carbon dioxide, methane, halocarbons, sulphur hexafluoride, nitrous oxide, ozone and water vapour).
(3) 50% reduction by FY2030 is a gross emissions reduction target, meaning no carbon offsets (instruments that represent the avoidance, reduction or removal of one tonne of GHG emissions) will be factored into the emissions reduction calculation. RECs, which represent one megawatt-hour of electricity generated from a renewable energy source and are not carbon offsets, will be used to meet electricity related emissions targets for market-based scope 2 emissions. Scope 3 categories included within the FY2030 interim target include goods and services, capital goods, fuel and energy-related, waste, business travel, employee commuting (including work from home) and leased assets. SEEK has not set specific annual interim milestones for its emissions reduction targets. The FY2030 target represents SEEK's primary interim milestone on the pathway to net zero by FY2050.
(4) Net zero by FY2050 is a net emissions reduction target and aligns with SBTI's definition of Net Zero. SEEK's target is to deliver a 90% reduction in absolute emissions, with verified carbon removal credits used to offset residual emissions from hard-to-abate sources. RECs will be used to offset electricity related emissions and Sustainable Aviation Fuel Certificates may be used to offset some air travel emissions. Scope 3 categories included within the FY2050 target include goods and services, capital goods, fuel and energy-related, waste, business travel, employee commuting (including work from home) and leased assets.

Other metrics

In accordance with AASB S2, the following cross-industry climate metrics, in table 5, are disclosed in addition to GHG emissions, supporting the detailed climate-related risks and opportunities assessment in the 'Strategy' section on page 64.

Table 5: Cross-industry metrics on climate-related risks and opportunities

Metric	Description	FY2026
Transition risk exposure	SEEK does not have any prioritised transition risks.	Assets vulnerable: Nil Business activities vulnerable: Nil
Physical risk exposure	Extreme weather events (such as flooding and extreme heat) causing direct physical damage to SEEK's third-party technology infrastructure, including contracted data centres and cloud hosting facilities, may result in prolonged platform outage, data access disruption, and/or extended recovery timeframes across SEEK's APAC platform. SEEK has no physical assets exposed to extreme weather events carried on its balance sheet and does not own or control any data centre assets.	Assets vulnerable: Nil Business activities vulnerable: All of SEEK's APAC platform (100%)
Climate-related opportunities	SEEK does not have any prioritised climate-related opportunities.	Assets aligned: Nil Business activities aligned: Nil
Capital deployment towards climate-related risks and opportunities	A comprehensive assessment of future climate-related capital and operational investment will be undertaken in FY2027.	Capital expenditure, financing or investment deployed: Nil
Internal carbon price	SEEK does not apply an internal carbon price. The costs of RECs and carbon offsets are allocated across business units as an internal cost recovery mechanism.	Internal price for each metric tonne of greenhouse gas emissions: N/A
Executive remuneration	SEEK's executive remuneration framework and remuneration policies do not specifically include climate-related performance metrics.	Percentage of executive management remuneration linked to climate-related considerations: Nil

Notes to Sustainability Report

This section sets out the methodologies, assumptions and judgements applied in preparing this Sustainability Report.

Assumptions for climate scenario analysis

Scenario analysis is not an indication of probable outcomes. It relies on assumptions that may or may not prove to be correct or eventuate and is subject to uncertainties and judgements. Those assumptions, uncertainties and judgements are set out in Table 6 below:

Table 6: Assumptions when developing climate scenario analysis

Assumption category	Orderly scenarios	Variable scenarios
Climate-related policies	Accelerated, coordinated policy action — rapid scaling of renewables, electrification and mandated climate disclosures	Uneven implementation of climate-related policies across sectors and geographies
Macroeconomic trends	Stronger investment-led growth in some markets	Macroeconomic losses concentrated in more climate-vulnerable economies, particularly in South-east Asia
Energy usage and mix	Rapid growth in renewable electricity, electrification and green hydrogen, with declining fossil fuel activity	Slower transition with continued fossil fuel use in some markets
Technology	Faster diffusion of enabling technologies — EVs, battery storage and low-emissions industrial processes — materially increasing demand for transition-related skills	Slower adoption, higher costs and lower rates of sectoral decarbonisation
National and regional variables	Physical hazard metrics are country-level indicators rather than site-specific assessments. Migration responses are modelled qualitatively, with South-east Asia showing higher projected displacement exposure	

Methodology for calculation of GHG emissions

SEEK's emissions are measured in accordance with the GHG Protocol (unless otherwise stated) and AASB S2. SEEK applies the financial control approach to determine its organisational GHG emissions boundary. Under this approach, SEEK includes 100% of GHG emissions from entities over which it has financial control[(1)]. Refer to 'Note 19 Interest in controlled entities' of SEEK's FY2026 Financial Report for a list of SEEK's controlled entities. Emissions from entities not under SEEK's financial control, including associates, are excluded from this report.

GHG emissions are calculated using actual and estimated data sources, as set out in Table 7 below. All GHG emissions data is subject to measurement uncertainty due to limitations inherent in the nature and method used for determining such data, including reliance on activity data and emission factors obtained from third parties. Where activity data cannot be obtained in a timely basis, or is incomplete, estimates have been used. The selection of different but acceptable methodologies can result in materially different measurements. The precision of different methodologies may also vary.

Table 7 summarises SEEK's FY2026 GHG emissions calculation methodologies for scope 1 and 2.

Table 7: SEEK's GHG emissions calculation methodology for scope 1 and 2

Scope	Category	Sub-category	Entity/Location	Data source	Data attributes	Calculation methodology	Emissions factor
1	Natural gas	Stationary Fuel consumption	Melbourne office	Invoices	Gas Consumption (MJ), usage dates	MJ used x Emission Factor in kgCO2e/MJ	NGA (National Greenhouse Accounts) 2025.0.0
2	Purchased Electricity– **Location based**	Electricity	Jobsdb, Jobstreet, SEEK ANZ, JobAdder, Sidekicker	Invoices, estimation	Electricity used in kWh, start date, end date, address	kWh used x Emission Factor in kgCO2e/kwh	IEA (International Energy Agency) 4.0.0 NGA 2025.0.0
2	Purchased Electricity– **Market based**[(2)]	Electricity	Jobsdb, Jobstreet, SEEK ANZ, JobAdder, Sidekicker	Invoices, RECs, estimation	Electricity used in kWh, start date, end date, address, number of RECs purchased/acquired and surrendered	kWh used x Emission Factor in kgCO2e/kwh	0[(3)]
2	Purchased cooling – **Location based**	Electricity	Kuala Lumpur office	Invoices, estimation	Cooling used in kWh, start date, end date, address	kWh used x Emission Factor in kgCO2e/kwh	Ecoinvent 1.11.0 2024
2	Purchased cooling – **Market based**	Electricity	Kuala Lumpur office	Invoices, RECs, estimation	Cooling used in kWh, start date, end date, address, number of RECs purchased/acquired and surrendered	kWh used x Emission Factor in kgCO2e/kwh	0

Changes to measurement approach, inputs and assumptions

In FY2026, SEEK made the following changes to its scope 1 and 2 emissions measurement approach:

- Sidekicker was included in SEEK's emissions calculations following its re-acquisition in FY2025 (Sidekicker emissions were excluded for the purpose of assessing SEEK's progress against its emissions reduction targets as Sidekicker is excluded from the targets);
- SEEK's FY2026 emissions were calculated using 9 months of actual and 3 months of estimated data;
- SEEK transitioned to a new carbon accounting platform. The transition did not result in any changes to calculation methodology, however the source of purchased electricity emissions factors outside of Australia changed from Ecoinvent to IEA (International Energy Agency); and
- SEEK added the scope 2 purchased cooling (Kuala Lumpur office only) sub-category to its emissions inventory to align with AASB S2 requirements.

No other material changes were made to SEEK's measurement approach, inputs or assumptions.

(1) SEEK re-acquired Sidekicker on 30 May 2025, therefore Sidekicker is included in SEEK's FY2026 carbon inventory.

(2) SEEK prioritises procuring Renewable Energy Certificates (I-RECs or LGCs) in the country where the Scope 2 emissions impact occurs, where these are available and local volume thresholds for procurement are met. Where local procurement is not feasible, a proxy location is selected based on geographic proximity, applying a proxy I-REC where the grid emissions intensity is within 10% of the country of impact, or where that country represents less than 5% of the Group's total emissions for the relevant sub-category. Where no suitable proxy applies, LGCs are used as a fallback. SEEK acknowledges that using Renewable Energy Certificates from a jurisdiction other than that in which the Scope 2 emissions occur does not satisfy Criterion 5 (Market Boundaries) of the Scope 2 Quality Criteria set out in the GHG Protocol Scope 2 Guidance.

(3) The emissions factor is zero as SEEK has a 100% renewable energy contract for its Cremorne office and SEEK's offices in Brisbane and Manila are powered by 100% renewable energy through the landlord. SEEK purchases and retires enough REC's to cover the remaining emissions generated through electricity generation.

Directors' Declaration

In the directors' opinion, SEEK Limited has taken reasonable steps to ensure that the substantive provisions of the Sustainability Report of the consolidated entity for the financial year ended 30 June 2026 set out on pages 61 to 74 are in accordance with the following sections of the *Corporations Act 2001*:

a) Section 296C of the *Corporations Act 2001* (compliance with Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures*); and

b) Section 296D of the *Corporations Act 2001* (climate statement disclosures).

This declaration is made in accordance with a resolution of the directors.

Greg Roebuck
Chairman
Melbourne
12 August 2026

Independent Auditor's Report

Independent Auditor's Review Report on specified Sustainability Disclosures

To the Members of SEEK Limited

Review Conclusion

We have conducted a review of the following specified Sustainability Disclosures in the Sustainability Report of SEEK Limited (the Company) and its controlled entities (together, the Group) for the year ended 30 June 2026 as required by Australian Standard on Sustainability Assurance ASSA 5010 *Timeline for Audits and Reviews of Information in Sustainability Reports under the Corporations Act 2001* issued by the Auditing and Assurance Standards Board (AUASB):

Specified Sustainability Disclosures	**Reporting requirement of Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures* (AASB S2) (including related general disclosures required by Appendix D)**	**Location in the Sustainability Report**
Governance	Paragraph 6	The disclosures within the "Governance" section on pages 62-63.

Strategy (risks and opportunities)	Subparagraphs 9(a), 10(a) and 10(b)	The 'Description' for each climate-related risk and opportunity located within:
		• The "Description" row within Table 2: Prioritised climate-related risk on page 67.
		Applicable method and measurement approaches are as described within:
		• the "Risk Management" section on page 69; and
		• the "Climate-related risks and opportunities" section on page 66, being the disclosures describing:
		  ○ the methodology used to identify and assess SEEK's climate-related risks and opportunities;
		  ○ the application of qualitative assessment criteria under the Risk Management Framework; and
		  ○ the basis on which SEEK determines the information disclosed about its climate-related risks and opportunities.

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Specified Sustainability Disclosures	Reporting requirement of Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures* (AASB S2) (including related general disclosures required by Appendix D)	Location in the Sustainability Report
Scope 1 and 2 greenhouse gas emissions	Subparagraphs 29(a)(i)(1) to (2) and 29(a)(ii) to (v)	The following emission disclosures for FY26 within *Table 3: SEEK's gross scope 1 & 2 emissions* of the "Metrics and targets" section on page 70: • Scope 1 emissions: 2 tCO2e • Scope 2 emissions (location-based): 1,260 tCO2e • Scope 2 emissions (market-based): NIL tCO2e Applicable method and measurement approaches are as described within: • the "Methodology for calculation of GHG emissions" disclosure in the "Notes to Sustainability Report" on page 74; and • the footnotes 1-3 to *Table 3: SEEK's gross scope 1 & 2 emissions* on page 70.

The requirements of AASB S2, together with the applicable method and measurement approaches identified in the table above, form the criteria relevant to the specified Sustainability Disclosures. AASB S2 applies under Division 1 of Part 2M.3 of the *Corporations Act 2001* (the Act). We have not become aware of any matter in the course of our review that makes us believe that the Sustainability Disclosures specified in the table above do not comply with Division 1 of Part 2M.3 of the *Corporations Act 2001*.

Basis for Conclusion

Our review has been conducted in accordance with Australian Standard on Sustainability Assurance ASSA 5000 *General Requirements for Sustainability Assurance Engagements* (ASSA 5000) issued by the AUASB. Our review includes obtaining limited assurance about whether the specified Sustainability Disclosures are free from material misstatement.

In applying the relevant criteria, we note that subsection 296C(1) of the Act includes a requirement to comply with AASB S2.

Our conclusion is based on the procedures we have performed and the evidence we have obtained in accordance with ASSA 5000. The procedures in a review vary in nature and timing from, and are less in extent than for, an audit. Consequently, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an audit been performed. See the 'Summary of the Work Performed' section of our report below.

Our responsibilities under ASSA 5000 are further described in the Auditor's Responsibilities section of this report.

We are independent of the Company in accordance with the applicable ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (November 2018 incorporating all amendments to June 2024) (the Code), together with the ethical requirements in the Act, that are relevant to our review of the specified Sustainability Disclosures and public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

Our firm applies Australian Standard on Quality Management ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other Matter

The FY25 comparative information with respect to Scope 1 and Scope 2 emissions of SEEK Limited (for the year ended 30 June 2025), whilst previously subject to a limited assurance engagement by PwC, was not prepared in accordance with AASB S2. Our conclusion is not modified in respect of this matter.

Other Information

The directors of the Company are responsible for the other information. The other information comprises the information included in the SEEK Annual Report for the year ended 30 June 2026, but does not include the specified Sustainability Disclosures and our auditor's report thereon.

Our conclusion on the specified Sustainability Disclosures does not cover the other information and we do not express any form of assurance conclusion thereon. We have issued a separate opinion on the Financial Report, including the Remuneration Report, included in the Annual Report.

In connection with our review of the specified Sustainability Disclosures, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the specified Sustainability Disclosures, or our knowledge obtained when conducting the review, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities for the specified Sustainability Disclosures

The directors of the Company are responsible for:

- The preparation of the specified Sustainability Disclosures in accordance with the Act; and
- Designing, implementing and maintaining such internal control necessary to enable the preparation of the specified Sustainability Disclosures, in accordance with the Act that are free from material misstatement, whether due to fraud or error.

Inherent Limitations in preparing the specified Sustainability Disclosures

Sustainability information may be subject to more inherent limitations than financial information, given both its nature and the methods used for determining, calculating, and estimating such information. Different acceptable methods have varying precision and can affect the comparability of sustainability information across entities and over time.

In addition, greenhouse gas emissions quantification is subject to inherent uncertainty, which arises because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

The specified Sustainability Disclosures in relation to Strategy (risks and opportunities) have been prepared using assumptions about future events, and management's actions, that may not occur.

Auditor's Responsibilities

Our objectives are to plan and perform the review to obtain limited assurance about whether the specified Sustainability Disclosures are free from material misstatement, whether due to fraud or error, and to issue a review report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the specified Sustainability Disclosures.

As part of a review in accordance with ASSA 5000, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the entity's internal control.
- Design and perform procedures responsive to assessed risks of material misstatement at the disclosure level. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the Work Performed

A review is a limited assurance engagement and involves performing procedures to obtain evidence about the specified Sustainability Disclosures. The nature, timing and extent of procedures selected depend on professional judgement, including the assessed risks of material misstatement at the disclosure level, whether due to fraud or error. In conducting our review, we:

- Inspected the specified Sustainability Disclosures and assessed the completeness and accuracy of these disclosures against the relevant disclosure requirements of AASB S2 and with reference to the knowledge and evidence obtained during the assurance engagement;

- Performed enquiries of management regarding the methodologies, processes and controls for capturing, collating, calculating and reporting the specified Sustainability Disclosures and assessed their alignment with AASB S2 and applicable method and measurement approaches;

- Inspected and assessed, on a sample basis, charters, policies, minutes of meetings regarding the monitoring, management and oversight of climate-related matters, and other underlying evidence supporting the climate-related financial disclosures on governance;
- Performed enquiries of management regarding the approach taken by the Group to:
    - Identify climate-related risks and opportunities;
    - Identify material information for disclosure with regards to the Strategy (risks and opportunities) disclosures;
- Performed enquiries of management and examined underlying evidence to assess the completeness and accuracy of the establishment of the organisational boundary, and sources of emissions, in the context of the specified Sustainability Disclosures.
- Performed enquiries of management regarding the assumptions, conversion factors and greenhouse gas emission factors applied within the calculations of the Scope 1 and 2 emissions;
- Applied analytical procedures to evaluate the Scope 1 and 2 emissions and the underlying activity data, and;
- Performed testing over the calculations of the Scope 1 and 2 emissions, including testing the activity data utilised within the calculations to third-party records, and other relevant underlying information, on a sample basis. These procedures did not include any examination of whether Energy Attribute Certificates applied within these calculations, such as Large-scale Generation Certificates or Renewable Energy Certificates, actually represent renewable electricity generated.

PricewaterhouseCoopers

PricewaterhouseCoopers

Andrew Cronin
Partner

Melbourne
12 August 2026

Financial Report

Notes to the Financial Statements

Basis of preparation

SEEK Limited is a for-profit entity for the purpose of preparing financial statements.

These Financial Statements:

- are general purpose Financial Statements;
- are for the consolidated entity consisting of SEEK Limited and its controlled entities;
- have been prepared in accordance with Australian Accounting Standards (AASBs) and Interpretations issued by the Australian Accounting Standards Board and the *Corporations Act 2001 (Cth)* (Corporations Act);
- comply with International Financial Reporting Standards as issued by the International Accounting Standards Board;
- have been prepared on a historical cost basis except for the revaluation of financial assets and liabilities (including derivative instruments) measured at fair value through profit and loss and fair value through other comprehensive income; and
- are presented in Australian dollars with all values rounded to the nearest hundred thousand dollars, or in certain cases, the nearest dollar, in accordance with the Australian Securities and Investments Commission Corporations Instrument 2026/183.

Accounting policies adopted are consistent with those of the previous financial year, with the exception of the areas described in Note 28(d) New Accounting Standards, Amendments and Interpretations.

The directors have included information in this report that they deem to be material and relevant to the understanding of the Financial Statements. Disclosure may be considered material and relevant if the dollar amount is significant due to size or nature, or the information is important to understand:

- SEEK's current year results;
- the impact of significant changes in SEEK's business; or
- aspects of SEEK's operations that are important to future performance.

Consistent with the previous financial year, the Financial Statements and Notes to the Financial Statements have been presented for Continuing Operations only, as a result of the disposal of Brasil Online and OCC which completed in June 2024 and the disposal of SEEK's controlling interest in Zhaopin in May 2021. Refer to Note 2 Discontinued Operations for further information on these two transactions.

The Financial Statements have been prepared on a going concern basis. The directors have made this assessment on the basis that SEEK has sufficient liquidity, undrawn borrowing facilities and an active and ongoing capital management strategy which enables it to meet its obligations and pay its debts as and when they fall due.

The basis of preparation forms part of the Notes to the Financial Statements.

Consolidated Income Statement
for the year ended 30 June 2026

	Notes	2026 $m	2025 $m
Sales revenue	3	**1,284.2**	1,097.0
Other income	4(a)	**7.9**	12.4
Contingent labour fulfilment expenses	4(b)	**(85.3)**	(6.6)
Personnel expenses and share-based payments	4(b)	**(466.1)**	(436.9)
Marketing related expenses		**(68.4)**	(69.3)
Technology, product and development expenses		**(91.6)**	(83.7)
Operations and administration expenses		**(73.7)**	(64.0)
Depreciation and amortisation expenses		**(162.0)**	(151.1)
Finance costs	4(c)	**(75.3)**	(80.4)
Management fees		**(31.2)**	(24.4)
Impairment loss		**(291.9)**	(6.0)
Share of results of equity accounted investments	21(b)	**(267.1)**	124.6
(Loss)/profit before income tax expense		**(320.5)**	311.6
Income tax benefit/(expense)	6(a)	**14.2**	(72.9)
(Loss)/profit from Continuing Operations		**(306.3)**	238.7
(Loss)/profit from Discontinued Operations	2	**(64.8)**	6.9
(Loss)/profit for the year		**(371.1)**	245.6
(Loss)/profit attributable to owners of SEEK Limited:			
From Continuing Operations		**(306.5)**	238.3
From Discontinued Operations	2	**(64.8)**	6.9
		(371.3)	245.2
Profit attributable to non-controlling interest:			
From Continuing Operations		**0.2**	0.4
From Discontinued Operations		**–**	–
		0.2	0.4
(Loss)/earnings per share for (loss)/profit from Continuing Operations attributable to the owners of SEEK Limited:		Cents	Cents
Basic (loss)/earnings per share	5	**(85.8)**	66.8
Diluted (loss)/earnings per share	5	**(85.8)**	66.5
(Loss)/earnings per share attributable to the owners of SEEK Limited:		Cents	Cents
Basic (loss)/earnings per share	5	**(103.9)**	68.7
Diluted (loss)/earnings per share	5	**(103.9)**	68.4

The above Consolidated Income Statement should be read in conjunction with the accompanying Notes.

Consolidated Statement of Comprehensive Income

for the year ended 30 June 2026

	Notes	2026 $m	2025 $m
(Loss)/profit for the year		(371.1)	245.6
Other comprehensive (loss)/income			
Items that may be reclassified to profit or loss:			
Exchange differences on translation of foreign controlled entities		(82.8)	66.2
Exchange differences on translation of foreign equity accounted investments		1.6	11.2
Gains/(losses) on cash flow hedges		5.7	(11.6)
Gains/(losses) on net investment hedges		11.9	(36.8)
Gains/(losses) on cost of hedging		3.4	(9.8)
Share of reserve movements of equity accounted investments		0.3	0.6
Actuarial gain/(losses)		1.1	(0.5)
Recycling of foreign currency translation reserve		0.7	(0.3)
Income tax recognised in other comprehensive income		(1.0)	4.4
From Continuing and Total Operations		(59.1)	23.4
Items that will not be reclassified to profit or loss:			
Change in equity instruments held at fair value	17(b)	6.6	(25.0)
From Continuing and Total Operations		6.6	(25.0)
Other comprehensive (loss)/income for the year			
From Continuing Operations		(52.5)	(1.6)
From Discontinued Operations		–	–
Total comprehensive (loss)/income for the year		(423.6)	244.0
Total comprehensive (loss)/income for the year attributable to:			
Owners of SEEK Limited		(423.8)	243.6
Non-controlling interests		0.2	0.4
		(423.6)	244.0
Total comprehensive (loss)/income for the year attributable to owners of SEEK Limited:			
From Continuing Operations		(359.0)	236.7
From Discontinued Operations		(64.8)	6.9
		(423.8)	243.6

The above Consolidated Statement of Comprehensive Income should be read in conjunction with the accompanying Notes.

Consolidated Balance Sheet
as at 30 June 2026

	Notes	2026 $m	Restated 2025 $m
Current assets			
Cash and cash equivalents	8(a)	**136.6**	150.2
Trade and other receivables	11	**155.4**	159.9
Other financial assets	10	**30.6**	31.0
Current tax assets	6(a)	**11.2**	4.9
Total current assets		**333.8**	346.0
Non-current assets			
Investments accounted for using the equity method	21	**1,686.9**	2,243.5
Plant and equipment		**38.4**	43.6
Intangible assets	12	**1,652.5**	1,741.5
Right-of-use assets	14(a)	**136.9**	136.7
Other financial assets	10	**152.2**	258.2
Deferred tax assets	6(c)	**4.0**	2.5
Total non-current assets		**3,670.9**	4,426.0
Total assets		**4,004.7**	4,772.0
Current liabilities			
Trade and other payables	13	**147.9**	167.0
Borrowings	8(b)	**–**	5.6
Unearned income	3	**170.0**	183.0
Lease liabilities	14(a)	**20.7**	19.7
Other financial liabilities	10	**30.5**	59.3
Current tax liabilities	6(a)	**39.3**	24.6
Provisions	15	**83.2**	35.5
Total current liabilities		**491.6**	494.7
Non-current liabilities			
Borrowings	8(b)	**1,093.0**	1,084.1
Lease liabilities	14(a)	**149.7**	148.2
Other financial liabilities	10	**56.2**	162.7
Deferred tax liabilities	6(c)	**73.1**	160.9
Provisions	15	**18.9**	22.1
Total non-current liabilities		**1,390.9**	1,578.0
Total liabilities		**1,882.5**	2,072.7
Net assets		**2,122.2**	2,699.3
Equity			
Share capital	16	**279.8**	279.8
Foreign currency translation reserve		**145.5**	226.0
Hedging reserves	17(a)	**(152.4)**	(172.4)
Other reserves	17(b)	**77.5**	44.2
Retained profits		**1,771.8**	2,321.7
Non-controlling interests		**–**	–
Total equity		**2,122.2**	2,699.3

The above Consolidated Balance Sheet, which has been restated for the finalisation of the Sidekicker purchase price allocation (refer to Note 20 Business combination), should be read in conjunction with the accompanying Notes.

Consolidated Statement of Changes in Equity

for the year ended 30 June 2026

	Notes	Attributable to equity holders of the parent							
		Share capital $m	Foreign currency translation reserve $m	Hedging reserves $m	Other reserves $m	Retained profits $m	Total $m	Non-controlling interests $m	Total equity $m
Balance as at 1 July 2024		276.7	148.0	(118.6)	57.5	2,218.6	2,582.2	–	2,582.2
Profit for the year from Continuing Operations		–	–	–	–	238.3	238.3	0.4	238.7
Profit for the year from Discontinued Operations		–	–	–	–	6.9	6.9	–	6.9
Other comprehensive income/(loss) for the year from Continuing Operations		–	78.0	(53.8)	(25.8)	–	(1.6)	–	(1.6)
Total comprehensive income/(loss) for the year		–	78.0	(53.8)	(25.8)	245.2	243.6	0.4	244.0
Transactions with owners:									
Contributions of equity	16	3.1	–	–	–	–	3.1	–	3.1
Dividends provided for or paid	18	–	–	–	–	(142.7)	(142.7)	–	(142.7)
Employee share options schemes		–	–	–	17.7	–	17.7	–	17.7
Tax associated with employee share schemes	6(b)	–	–	–	–	0.4	0.4	–	0.4
Change in ownership of subsidiaries		–	–	–	(5.2)	–	(5.2)	–	(5.2)
Other		–	–	–	–	0.2	0.2	(0.4)	(0.2)
Balance at 30 June 2025		279.8	226.0	(172.4)	44.2	2,321.7	2,699.3	–	2,699.3
(Loss)/profit for the year from Continuing Operations		**–**	**–**	**–**	**–**	**(306.5)**	**(306.5)**	**0.2**	**(306.3)**
Loss for the year from Discontinued Operations	2	**–**	**–**	**–**	**–**	**(64.8)**	**(64.8)**	**–**	**(64.8)**
Other comprehensive income/(loss) for the year from Continuing Operations		**–**	**(80.5)**	**20.0**	**8.0**	**–**	**(52.5)**	**–**	**(52.5)**
Total comprehensive income/(loss) for the year		**–**	**(80.5)**	**20.0**	**8.0**	**(371.3)**	**(423.8)**	**0.2**	**(423.6)**
Transactions with owners:									
Dividends provided for or paid	18	**–**	**–**	**–**	**–**	**(175.0)**	**(175.0)**	**–**	**(175.0)**
Employee share options schemes					**27.9**	**–**	**27.9**	**–**	**27.9**
Tax associated with employee share schemes	6(b)				**(2.6)**	**(3.6)**	**(6.2)**	**–**	**(6.2)**
Other		**–**	**–**	**–**	**–**	**–**	**–**	**(0.2)**	**(0.2)**
Balance at 30 June 2026		**279.8**	**145.5**	**(152.4)**	**77.5**	**1,771.8**	**2,122.2**	**–**	**2,122.2**

The above Consolidated Statement of Changes in Equity should be read in conjunction with the accompanying Notes.

Consolidated Statement of Cash Flows

for the year ended 30 June 2026

	Notes	2026 $m	2025 $m
Cash flows from operating activities			
Receipts from customers (inclusive of indirect taxes)		**1,391.5**	1,190.1
Payments to suppliers and employees (inclusive of indirect taxes)		**(839.9)**	(733.2)
		551.6	456.9
Interest received		**4.4**	6.2
Interest paid		**(64.4)**	(63.3)
Transaction costs		**(1.8)**	(1.1)
Income taxes paid	6(a)	**(92.1)**	(65.9)
Net cash inflow from operating activities attributable to Continuing Operations		**397.7**	332.8
Net cash outflow from operating activities attributable to Discontinued Operations		**–**	(2.8)
Net cash inflow from operating activities	9(a)	**397.7**	330.0
Cash flows from investing activities			
Payments for intangible assets		**(142.0)**	(122.1)
Payments for plant and equipment		**(9.7)**	(7.9)
Capital contributions to the SEEK Growth Fund	13	**(34.0)**	(16.8)
Management fees for the SEEK Growth Fund		**(20.0)**	(18.3)
Management fees for other SEEK assets		**(5.0)**	(5.0)
Payments for acquisition of subsidiary, net of cash acquired		**(7.1)**	(61.4)
Dividends and distributions received from equity accounted investments		**7.8**	154.5
Net cash outflow from investing activities attributable to Continuing and Total Operations		**(210.0)**	(77.0)
Cash flows from financing activities			
Proceeds from borrowings		**261.1**	687.6
Repayments of borrowings		**(244.7)**	(836.2)
Transaction costs on establishment of debt facilities		**–**	(4.8)
Proceeds from share options		**–**	3.1
Dividends paid to members of the parent	18	**(175.0)**	(142.7)
Payments of lease liabilities	14(c)	**(13.9)**	(14.6)
Net payments for other financing arrangements		**(22.7)**	(2.4)
Net cash outflow from financing activities attributable to Continuing and Total Operations		**(195.2)**	(310.0)
Net decrease in cash and cash equivalents		**(7.5)**	(57.0)
Cash and cash equivalents at the beginning of the year		**150.2**	199.4
Effect of exchange rate changes on cash and cash equivalents		**(6.1)**	7.8
Cash and cash equivalents at the end of the year	8(a)	**136.6**	150.2

The above Consolidated Statement of Cash Flows should be read in conjunction with the accompanying Notes.

Performance

1. Segment information

(a) Basis for segmentation

The Continuing Operations of the Group comprise the online employment marketplaces in eight markets across Asia Pacific (APAC) region, as well as a number of stand-alone equity accounted investments that are not considered core to SEEK's employment marketplaces.

Effective 1 July 2025, SEEK has revised its operating segment presentation to combine the previously separate ANZ and Asia segments into a single APAC employment marketplaces segment. This change reflects the successful completion of Platform Unification, which has fundamentally transformed SEEK's operational structure from separate regional operations to an integrated APAC business. The unified technology platform, shared service functions, and centralised management structure mean the operations of ANZ and Asia are no longer managed as distinct businesses.

Under AASB 8 *Operating Segments*, reportable segments must align with how the Chief Operating Decision Maker (CODM) reviews performance and allocates resources. Whilst revenue continues to be monitored geographically to assess market performance, the CODM reviews costs and allocates resources on a consolidated APAC basis, reflecting the integrated nature of the business.

The Group also has functional departments within Continuing Operations that do not earn revenue and are not considered as operating segments but have been included in the segment disclosure as Corporate costs for completeness. The costs of the Corporate function are allocated to the APAC employment marketplaces operating segment through internal charges where appropriate.

Comparative information for the prior corresponding period has been combined on a consistent basis to enable year-on-year comparison.

(b) Segment information

Segment EBITDA is the primary measure utilised to measure performance. Segment EBITDA is earnings before interest, tax, depreciation and amortisation and excludes share of results of equity accounted investments, share-based payments expense, gains/losses on investing activities and other non-operating gains/losses.

Revenue performance is measured based on net revenue, being sales revenue less contingent labour fulfilment expenses.

Decisions on the allocation of resources are made on a 'Total expenditure' basis. Total expenditure includes both operating expenses and capital expenditure. Capital expenditure, which is not included in the calculation of segment EBITDA, represents the amount of expenditure capitalised to the Consolidated Balance Sheet for plant and equipment and intangible assets.

Notes to the Financial Statements

for the year ended 30 June 2026

1. Segment information continued

		Continuing Operations			Discontinued Operations			
2026	Notes	APAC employment marketplaces $m	Corporate costs $m	Total $m	Latin American assets $m	Zhaopin $m	Total $m	Total Operations $m
Core job ads and ad enhancements	3	1,076.2	–	**1,076.2**	–	–	**–**	**1,076.2**
Expanded sourcing solutions and other (net of contingent labour fulfilment expenses)	3	122.7	–	**122.7**	–	–	**–**	**122.7**
Net revenue(1)		1,198.9	–	**1,198.9**	–	–	**–**	**1,198.9**
Personnel expenses	4(b)	(419.5)	(17.3)	**(436.8)**	–	–	**–**	**(436.8)**
Marketing related expenses		(68.4)	–	**(68.4)**	–	–	**–**	**(68.4)**
Technology, product and development expenses		(91.3)	(0.3)	**(91.6)**	–	–	**–**	**(91.6)**
Other (expenses)/income		(61.2)	(11.0)	**(72.2)**	(0.1)	1.7	**1.6**	**(70.6)**
Operating (expenses)/income		(640.4)	(28.6)	**(669.0)**	(0.1)	1.7	**1.6**	**(667.4)**
Capital expenditure				***(152.0)***			***–***	***(152.0)***
Total expenditure				***(821.0)***			***1.6***	***(819.4)***
Segment EBITDA		558.5	(28.6)	**529.9**	(0.1)	1.7	**1.6**	**531.5**
Depreciation				**(31.7)**			**–**	**(31.7)**
Amortisation	12			**(130.3)**			**–**	**(130.3)**
Net interest expense				**(66.4)**			**–**	**(66.4)**
Share-based payments	4(b)			**(29.3)**			**–**	**(29.3)**
Share of results of equity accounted investments	21(b)			**(267.1)**			**–**	**(267.1)**
Management fees				**(31.2)**			**–**	**(31.2)**
Impairment				**(291.9)**			**(82.2)**	**(374.1)**
Fair value movements and related expenses				**(0.6)**			**6.4**	**5.8**
Other				**(1.9)**			**–**	**(1.9)**
Loss before income tax expense				**(320.5)**			**(74.2)**	**(394.7)**
Income tax benefit				**14.2**			**9.4**	**23.6**
Loss for the year				**(306.3)**			**(64.8)**	**(371.1)**
Non-controlling interests				**(0.2)**			**–**	**(0.2)**
Loss attributable to owners of SEEK Limited				**(306.5)**			**(64.8)**	**(371.3)**

(1) Net revenue is Sales revenue of $1,284.2m less Contingent labour fulfilment expenses of $85.3m.

1. Segment information continued

2025	Notes	Continuing Operations: APAC employment marketplaces $m	Continuing Operations: Corporate costs $m	Continuing Operations: Total $m	Discontinued Operations: Latin American assets $m	Discontinued Operations: Zhaopin $m	Discontinued Operations: Total $m	Total Operations $m
Core job ads and ad enhancements	3	976.6	–	976.6	–	–	–	976.6
Expanded sourcing solutions and other (net of contingent labour fulfilment expenses)	3	113.8	–	113.8	–	–	–	113.8
Net revenue[1]		1,090.4	–	1,090.4	–	–	–	1,090.4
Personnel expenses	4(b)	(394.3)	(23.1)	(417.4)	–	–	–	(417.4)
Marketing related expenses		(69.3)	–	(69.3)	–	–	–	(69.3)
Technology, product and development expenses		(83.0)	(0.7)	(83.7)	–	–	–	(83.7)
Other (expenses)/income		(59.7)	(1.1)	(60.8)	1.3	2.4	3.7	(57.1)
Operating (expenses)/income		(606.3)	(24.9)	(631.2)	1.3	2.4	3.7	(627.5)
Capital expenditure				*(129.9)*			–	*(129.9)*
Total expenditure				*(761.1)*			*3.7*	*(757.4)*
Segment EBITDA		484.1	(24.9)	459.2	1.3	2.4	3.7	462.9
Depreciation				(34.1)			–	(34.1)
Amortisation	12			(117.0)			–	(117.0)
Net interest expense				(70.0)			–	(70.0)
Share-based payments	4(b)			(19.5)			–	(19.5)
Share of results of equity accounted investments	21			124.6			–	124.6
Management fees				(24.4)			–	(24.4)
Impairment				(6.0)			–	(6.0)
Fair value gains				–			6.0	6.0
Other				(1.2)			(0.2)	(1.4)
Profit before income tax expense				311.6			9.5	321.1
Income tax expense				(72.9)			(2.6)	(75.5)
Profit for the year				238.7			6.9	245.6
Non-controlling interests				(0.4)			–	(0.4)
Profit attributable to owners of SEEK Limited				238.3			6.9	245.2

(1) Net revenue is Sales revenue of $1,097.0m less Contingent labour fulfilment expenses of $6.6m.

Notes to the Financial Statements
for the year ended 30 June 2026

1. Segment information continued

(c) Geographical information

The following table provides a breakdown of sales revenue and non-current assets (including plant and equipment, intangible assets and right-of-use assets, and excluding deferred tax assets, equity accounted investments and financial assets) based on geographical location.

Sales revenue is allocated to a country based on the geographical location of the customers.

Non-current assets are allocated to a country based on the geographical location of the asset. Intangible assets that relate only to one country have been allocated to that country. Intangible assets acquired as part of the Jobsdb and Jobstreet acquisitions (goodwill, brands and other intangible assets) relate to several markets and have been shown as 'South-East Asia and Hong Kong' as they cannot practically be split between the individual country locations.

Segment sales revenue and segment assets are measured in the same way as in the Financial Statements.

	Sales revenue from Continuing Operations		Segment assets	
	2026 $m	2025 $m	**2026 $m**	Restated[1] 2025 $m
Australia	**930.0**	768.0	**658.2**	659.8
New Zealand	**83.4**	66.1	**6.2**	6.3
South-East Asia and Hong Kong	**254.3**	246.9	**1,163.4**	1,255.7
United Kingdom and Europe	**12.1**	11.5	**–**	–
Rest of the world	**4.4**	4.5	**–**	–
Total Operations	**1,284.2**	1,097.0	**1,827.8**	1,921.8

(1) Comparative information has been restated for the finalisation of the Sidekicker purchase price allocation (refer to Note 20 Business combination).

2. Discontinued Operations

In FY2026, Discontinued Operations comprises:

- **Latin American assets:** relates to the sale of SEEK's Latin American assets in June 2024. Refer to the FY2024 Financial Report for more information on this transaction. SEEK has recognised an indemnity liability and an escrow asset in connection with the sale and any fair value adjustments or foreign exchange movements associated with these are recorded in Discontinued Operations.
- **Zhaopin:** relates to the disposal of SEEK's controlling interest in Zhaopin in May 2021. Refer to the FY2021 Financial Report for more information on this transaction. SEEK has a net consideration receivable outstanding from the sale and any fair value adjustments or foreign exchange movements associated with this net receivable are recorded in Discontinued Operations.

2026	Notes	Latin American assets $m	Zhaopin $m	Total $m
Financial performance of Discontinued Operations				
Foreign exchange movements		(0.1)	1.7	1.6
Fair value movements and related expenses		6.4	(82.2)	(75.8)
Profit/(loss) from Discontinued Operations before income tax expense		6.3	(80.5)	(74.2)
Income tax benefit		–	9.4	9.4
Profit/(loss) from Discontinued Operations attributable to owners of SEEK Limited		6.3	(71.1)	(64.8)
Earnings/(loss) per share from Discontinued Operations attributable to owners of SEEK Limited				
Basic earnings/(loss) per share (cents per share)	5	1.8	(19.9)	(18.1)
Diluted earnings/(loss) per share (cents per share)	5	1.8	(19.9)	(18.1)

During the year ended 30 June 2026, the fair value of the net consideration receivable related to the disposal of Zhaopin was aligned with the expected value to be received. This resulted in a decrease of the net receivable (including associated tax-related liabilities) of $72.4m after tax, which was recorded in the Consolidated Income Statement within Discontinued Operations. Refer to Note 10(iii) Financial instruments and fair value measurement for further details.

3. Revenue

Accounting Policy

Recognition criteria

Revenue is measured at the fair value of the consideration received or receivable and is shown net of sales taxes (such as GST and VAT) and amounts collected on behalf of third parties.

SEEK recognises revenue when the contract has been identified, it is probable that the entity will collect the consideration to which it is entitled and specific criteria have been met as described below for the main product offerings within each class of revenue.

Class of revenue	Recognition criteria
Core job ads and ad enhancements	
Job advertisements (ads)	Over the period in which the ads are placed.
Ad enhancements	Over the period in which the services are provided.
Expanded sourcing solutions and other	
Premium talent search	At the point in time when the searches or downloads occur.
Jobadder HR Software as a service (SaaS)	Over the period in which SaaS, support and maintenance and consultancy services are delivered.
Sidekicker contingent labour services	Over the period in which the service is provided to the customer. Revenue is recognised on a gross basis as the business operates as the principal under the terms and conditions of the contractual arrangements with customers.

Unutilised committed spend

It is expected that the customer will use all core job ads and ad enhancements they are entitled to during the contract period; if they do not, any excess committed spend is recognised at the end of the contract period.

Allocation of transaction price to services in a bundled contract

Where a contract identifies multiple services that can be used independently of one another, the consideration is allocated between them on the basis of their relative standalone selling prices. This is usually the price at which the service is sold separately.

Contract costs

Directly attributable labour costs incurred in the fulfilment of contingent labour contracts are recognised in profit or loss as they are incurred. The incremental costs of obtaining contracts, predominantly sales commissions, are recognised in the Consolidated Income Statement when incurred because the amortisation period of the contract assets that otherwise would have been recognised is one year or less.

	2026 $m	2025 $m
Major product/service lines		
Core job ads and ad enhancements	**1,076.2**	976.6
Expanded sourcing solutions and other	**208.0**	120.4
	1,284.2	1,097.0
Timing of revenue recognition		
Services delivered over time	**1,237.1**	1,047.3
Services delivered at a point in time	**47.1**	49.7
Sales revenue from Continuing Operations	**1,284.2**	1,097.0

At 30 June 2026, SEEK is party to contracts with customers that have not yet been delivered or fully delivered at that date. Unearned income relating to those contracts at 30 June 2026 is $170.0m (2025: $183.0m). The majority of the unearned income relates to contracts that are expected to be completed in one year or less.

Sales revenue from Continuing Operations recognised during the financial year ended 30 June 2026 includes $183.0m (2025: $182.1m) which was included in the opening balance of unearned income at the beginning of the corresponding period.

Notes to the Financial Statements
for the year ended 30 June 2026

4. Other income and expenses

(a) Other income

	2026 $m	2025 $m
Interest income	4.7	6.9
Rental income	2.8	4.5
Other	0.4	1.0
Total other income from Continuing Operations	7.9	12.4

(b) Employee benefits expense

	Notes	2026 $m	2025 $m
Personnel expenses		436.8	417.4
Share-based payments	25(b)	29.3	19.5
Contingent labour fulfilment expenses		85.3	6.6
Total employee benefits expense from Continuing Operations		551.4	443.5

Contingent labour fulfilment expenses relate to Sidekicker, which was acquired on 30 May 2025. Refer to Note 20 Business combination for further information on this transaction.

(c) Finance costs

	Notes	2026 $m	2025 $m
Interest expense		64.6	71.1
Interest expense on lease liabilities	14(b)	6.5	5.8
Other finance charges paid/payable		4.2	3.5
Total finance costs from Continuing Operations		75.3	80.4

(d) Other gains/(losses)

(Loss)/profit before income tax expense includes net losses on foreign exchange movements of $3.1m (2025: $4.6m gain), which are classified as 'Operations and administration expenses' in the Consolidated Income Statement.

5. Earnings per share

Accounting Policy

Diluted Earnings Per Share (EPS) reflects the effect of employee Options and Rights in SEEK Limited, calculated by comparing the number of shares that would be issued if all Options/Rights were exercised with the number of shares the Company could hypothetically buy back on market using the Exercise Price (the dilutive impact being the difference between the two). Employee Options and Rights are only treated as dilutive when their conversion to ordinary shares would decrease EPS or increase the loss per share.

	2026 Cents	2025 Cents
Basic (loss)/earnings per share		
From Continuing Operations	(85.8)	66.8
From Discontinued Operations	(18.1)	1.9
	(103.9)	68.7
Diluted (loss)/earnings per share		
From Continuing Operations	(85.8)	66.5
From Discontinued Operations	(18.1)	1.9
	(103.9)	68.4

(a) Reconciliation of earnings used in calculating EPS

	2026 $m	2025 $m
(Loss)/profit attributable to owners of SEEK Limited (for basic and diluted EPS)		
From Continuing Operations	(306.5)	238.3
From Discontinued Operations	(64.8)	6.9
	(371.3)	245.2

(b) Weighted average number of shares

	2026 Number	2025 Number
Weighted average number of shares used as denominator in calculating basic EPS	357,246,902	356,824,574
Weighted average of potential dilutive ordinary shares:		
– WSP Options	–	14,741
– WSP Rights	1,070,342	1,099,750
– All other Rights	667,894	355,450
Weighted average number of shares used as the denominator in calculating diluted EPS	358,985,138	358,294,515

The weighted average of potential ordinary shares excludes 1,408,483 Wealth Sharing Plan (WSP) Options (2025: 1,084,023) which have an Exercise Price that was higher than the average share price for the period. Therefore, these Options are considered potentially antidilutive and have been excluded from the earnings per share calculation.

Notes to the Financial Statements

for the year ended 30 June 2026

6. Income tax

Critical accounting estimates and assumptions

Uncertain tax positions

SEEK applies its current understanding of the tax law to estimate tax liabilities where the ultimate tax position is uncertain. When the tax position is ultimately determined, or tax laws change, the actual tax liability may differ from this current estimate.

Research and development incentive

The research and development incentive available to SEEK is estimated in the Financial Report because a full assessment of the position cannot be made by the reporting date. It is SEEK's policy to only bring to account the preliminary portion of expenditure that is reasonably expected to be claimable at the reporting date.

Deferred tax asset recognised for capital losses

SEEK has recognised a deferred tax asset for unused revenue and capital tax losses in accordance with AASB 112 *Income Taxes*. Providing SEEK is able to satisfy the relevant tax loss utilisation tests in the future, it is probable there will be sufficient future taxable profits and taxable capital gains against which the deductible temporary differences can be utilised. This assessment will be reviewed at each reporting date.

Pillar Two

SEEK is within the scope of the OECD Pillar Two model rules, and it applies the exception provided by AASB 112 *Income Taxes* to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes. SEEK may incur top-up taxes due to the Pillar Two legislation that became effective for financial years beginning from 1 January 2024. Under the legislation, SEEK is liable to pay a top-up tax if its effective tax rate in each jurisdiction is less than the 15% minimum rate. Exposure to additional taxation under Pillar Two is immaterial to SEEK.

Accounting Policy

Calculation of deferred tax assets and liabilities

Each entity in SEEK uses the tax laws in place or those that have been substantively enacted at the reporting date in the relevant jurisdiction, to calculate income tax. For deferred income tax, the entity also considers whether these laws are expected to be in place when the related asset is realised or the liability is settled.

Deferred tax assets and liabilities are recognised on all deductible and taxable temporary differences respectively, except in the instances listed below.

- The initial recognition of goodwill.
- Any undistributed profits of the Company's subsidiaries, associates or joint ventures where either the distribution of those profits would not give rise to a tax liability or the directors consider they have the ability to control the timing of the reversal of the temporary differences and it is probable that the temporary difference will not reverse in the foreseeable future.
- The initial recognition of an asset or liability in a transaction that is not a business combination and at the time of the transaction affects neither accounting nor taxable profit or loss.

Deferred tax assets

- Are recognised only to the extent that it is probable that there are sufficient future taxable profits against which the deductible temporary difference can be utilised. This assessment is reviewed at each reporting date.
- Are offset against deferred tax liabilities, when there is a legally enforceable right to do so and they relate to taxes levied by the same taxation authority.
- That are acquired as part of a business combination, but do not satisfy the criteria for separate recognition at that date, would be recognised subsequently if new information about facts and circumstances changed. If the changed circumstances existed at the acquisition date, it would be treated as a reduction to goodwill (as long as it does not exceed goodwill), otherwise through profit or loss.

SEEK Limited and its wholly-owned Australian subsidiaries formed an Australian income tax consolidated group in 2004. These entities have tax sharing and tax funding agreements in place. Refer to Note 22 Parent entity financial information for further information.

Tax Transparency

SEEK is committed to managing its tax obligations responsibly and transparently. The income tax disclosures in this Note include recommended additional disclosures under the Australian Voluntary Tax Transparency Code with respect to effective tax rates and reconciliation of income tax expense to income tax payable.

6. Income tax continued

(a) Income tax expense

	2026 $m	2025 $m
Current tax	85.0	77.1
Deferred tax [1]	(97.2)	(0.9)
Over provision in prior years (current tax)	(7.0)	(5.2)
Under provision in prior years (deferred tax)	5.0	1.9
Income tax (benefit)/expense from Continuing Operations	(14.2)	72.9
Deferred income tax expense included in income tax expense comprises:		
Increase in deferred tax assets	(15.5)	(9.9)
(Decrease)/increase in deferred tax liabilities	(76.7)	10.9
Net deferred tax (credited)/charged to income tax expense	(92.2)	1.0

(1) The decrease in deferred taxes from FY2026 to FY2025 is primarily attributable to a reduction in the deferred tax liability on SEEK's future interest in the Fund due to a reduction in the carrying amount of the Fund during the year (please refer to Note 6(c)(i)).

(i) Reconciliation of income tax expense

	2026 $m	2025 $m
(Loss)/profit before income tax expense from Continuing Operations	(320.5)	311.6
Income tax (benefit)/expense calculated @ 30% (2025: 30%)	(96.2)	93.5
Increase/(decrease) in income tax expense due to:		
Research and development incentive	(7.6)	(5.1)
Overseas tax rate differential	(2.1)	(4.5)
Over provision in prior years	(2.0)	(3.3)
Post-tax share of results of equity accounted investments	(1.2)	(20.4)
Financing and investment activities	2.6	3.4
Tax losses and temporary differences	3.2	5.4
Impairment loss	85.1	–
Other	4.0	3.9
Income tax (benefit)/expense from Continuing Operations	(14.2)	72.9

(ii) Effective tax rate[1]

	SEEK		Australian operations[1]	
	2026 $m	2025 $m	2026 $m	2025 $m
(Loss)/profit before income tax expense from Continuing Operations	(320.5)	311.6	(70.5)	285.3
Subtract: Profit before income tax attributable to non-controlling interest	(0.2)	(0.4)	–	–
Add: Significant items before income tax expense	309.0	6.6	13.8	6.1
Add/(subtract): Results from SEEK's interest in the SEEK Growth Fund before income tax expense	287.5	(99.2)	287.5	(99.2)
(A) Adjusted profit before income tax expense from Continuing Operations	275.8	218.6	230.8	192.2
Income tax (benefit)/expense from Continuing Operations	(14.2)	72.9	(26.0)	64.1
Add: Income tax on Significant items	4.6	2.0	3.5	1.7
Add/(subtract): Income tax on results from SEEK's interest in the SEEK Growth Fund	86.3	(11.5)	86.3	(11.5)
(B) Adjusted income tax expense from Continuing Operations	76.7	63.4	63.8	54.3
Adjusted effective tax rate (B/A)	27.8%	29.0%	27.6%	28.2%
Adjusted profit from Continuing Operations (A-B)	199.1	155.2		

(1) The effective tax rate is now presented on an Adjusted profit basis for consistency with other non-IFRS disclosures. Management's view is that this assists with presenting more meaningful financial information.
(2) Excludes intra-group dividends within SEEK.

Notes to the Financial Statements
for the year ended 30 June 2026

6. Income tax continued

(iii) Reconciliation of income tax expense to net current tax liabilities

	2026 $m	2025 $m
Income tax benefit/(expense) from Continuing Operations	14.2	(72.9)
(Subtract)/add:		
Deferred tax assets credited to income	(15.5)	(9.9)
Deferred tax liabilities (credited)/charged to income	(76.7)	10.9
Current tax included in income tax expense	(78.0)	(71.9)
Add/(subtract):		
Net opening balance carried forward	(19.7)	(12.3)
Tax payments made to tax authorities	92.1	65.9
Current tax recognised directly in equity	(3.6)	(0.4)
Transfers	(18.9)	–
Foreign exchange	–	0.4
Other	–	(1.4)
Net current tax liabilities	(28.1)	(19.7)
Net current tax liabilities comprises:		
Current tax assets in the Consolidated Balance Sheet	11.2	4.9
Current tax liabilities in the Consolidated Balance Sheet	(39.3)	(24.6)
Net current tax liabilities	(28.1)	(19.7)

(b) Amounts recognised directly in equity

Tax relating to certain taxable or deductible items are recognised in other comprehensive income or directly in equity rather than through the Consolidated Income Statement.

	2026 $m	2025 $m
Relating to items recognised in other comprehensive income:		
Deferred tax (debited)/credited directly to cash flow hedge reserve	(1.0)	4.4
Total tax recognised in other comprehensive income	(1.0)	4.4
Relating to items recognised directly in equity:		
Deferred tax (debited) directly to share-based payment reserve	(2.6)	–
Current tax (debited)/credited directly to retained profits on issuance of new shares	(3.6)	0.4
Total tax recognised directly in equity	(6.2)	0.4

6. Income tax continued

(c) Deferred taxes

(i) Deferred tax balances

Deferred tax balances in the Consolidated Balance Sheet comprise temporary differences attributable to the following items:

As at 30 June	2026 $m	Restated[1] 2025 $m
Share-based payments	1.9	4.9
Provisions and accruals	4.0	3.2
Employee benefits	29.7	23.3
Unrealised foreign exchange	(3.0)	(4.5)
Revenue losses	14.5	15.0
Capital losses	114.4	115.3
Property, plant and equipment	21.1	15.4
Cash flow hedge	(1.8)	(0.8)
Unearned income	4.7	5.4
Other	1.1	1.9
Transfer to deferred tax liabilities	(182.6)	(176.6)
Deferred tax assets	**4.0**	**2.5**
Intangible assets	32.5	34.7
Withholding tax on undistributed profits	3.4	3.2
Future interest in the SEEK Growth Fund	183.6	265.0
Research and development incentive	36.2	31.6
Other	–	3.0
Transfer from deferred tax assets	(182.6)	(176.6)
Deferred tax liabilities	**73.1**	**160.9**
Net deferred tax liabilities	**69.1**	**158.4**

(1) Comparative information has been restated for the finalisation of the Sidekicker purchase price allocation (refer to Note 20 Business combination).

Certain deferred tax asset balances are shown as part of deferred tax liabilities, as they originate in the same jurisdiction as, and can be offset against, other deferred tax liabilities.

Notes to the Financial Statements
for the year ended 30 June 2026

6. Income tax continued

(c) Deferred taxes continued

(ii) Net deferred tax (credited)/charged to income tax expense from Continuing Operations

	2026 $m	2025 $m
Share-based payments	0.3	(3.5)
Provisions and accruals	0.2	–
Employee benefits	(6.0)	(5.4)
Unrealised foreign exchange	(2.9)	4.8
Revenue losses recognised	0.4	0.6
Capital losses recognised	0.9	(0.9)
Property, plant and equipment	(7.8)	(6.0)
Unearned income	(0.4)	(0.3)
Withholding tax on undistributed profits	0.2	–
Interest in the SEEK Growth Fund	(81.4)	17.0
Research and development incentive	4.5	(0.8)
Other	(0.2)	(4.5)
Net deferred tax (credited)/charged to income tax expense from Continuing Operations	(92.2)	1.0

(iii) Deferred tax movements

For the year ended 30 June	2026 $m	Restated[1] 2025 $m
Opening net deferred tax liabilities	158.4	173.5
(Credited)/charged to income tax expense from Continuing Operations	(92.2)	1.0
Charged/(credited) to other comprehensive income and equity	3.6	(4.4)
Acquisition of subsidiaries	–	(12.2)
Disposal of subsidiaries	0.1	–
Exchange differences	(2.3)	(1.5)
Charged/(credited) to income tax expense from Discontinued Operations	1.5	2.0
Closing net deferred tax liabilities	69.1	158.4

(1) Comparative information has been restated for the finalisation of the Sidekicker purchase price allocation (refer to Note 20 Business combination).

(d) Unrecognised temporary differences

Certain entities within SEEK have unused tax losses and other deductible temporary differences totalling $60.7m (2025: $53.0m) for which no deferred tax asset has been recognised on the basis that it is not probable that future taxable profit will be derived of a nature and amount sufficient to enable the temporary differences to be utilised. Of the $59.5m unused tax losses, $2.9m (2025: $0.1m) has no time limit expiry and $56.6m (2025: $52.9m) is subject to a time limit of expiry ranging three to ten years from when the loss was incurred.

Financing and risk management

7. Financial risk management

SEEK maintains a capital structure to ensure sufficient liquidity and support to fund business operations, maintain shareholder and market confidence, provide strong stakeholder returns, and position the business for future growth.

SEEK's ongoing capital management approach is characterised by:

- proactive cash flow forecasting, budgeting and capital market engagement to ensure sound financial positioning;
- a capital structure that provides adequate funding for SEEK's potential acquisition and investment strategies in order to build future growth in shareholder value; and
- investment criteria that consider earnings accretion and risk adjusted rate-of-return requirements based on overall strategic goals.

SEEK's financial risk management is carried out by a central treasury department (SEEK Treasury) under policies approved by the Board. SEEK Treasury identifies, evaluates and hedges financial risks in close co-operation with SEEK's operating units. The Board provides written principles for overall risk management, as well as policies covering specific areas, such as use of derivative financial instruments and investment of excess liquidity.

Exposure to risks

SEEK's capital structure, global operations and the nature of the business activities result in exposure to operational risks and a number of financial risks including those outlined in the table below.

Risk	Exposure arising from	Management
Foreign exchange risk: the risk that fluctuations in foreign exchange rates may impact SEEK's results	Translation risk: the risk of unfavourable foreign exchange movements in the translation of the profits, assets and liabilities of overseas subsidiaries operating in functional currencies other than Australian dollars	Creating a natural hedge by matching debt with underlying local currency earnings and investments Where a natural hedge is not possible, creating synthetic debt (via cross-currency interest rate swaps) to hedge underlying earnings and balance sheet exposures within policy limits
	Transaction risk: the risk that unfavourable foreign exchange movements may have an adverse impact on future cash flows that are committed to in foreign currencies	When international cash inflows and outflows are certain, use forward foreign exchange contracts or options to hedge inflows/outflows
Interest rate risk: the risk that fluctuations in interest rates may impact SEEK's results	Long-term borrowings at variable interest rates	Where appropriate, adopt interest rate swaps or options to fix interest rates within policy limits
Liquidity risk: the risk that SEEK might encounter difficulty in settling its debts or otherwise meeting its obligations related to financial liabilities	Borrowings and other liabilities	Availability of cash and committed borrowing facilities
Credit risk: the risk that default by a counterparty (debtor or creditor) could impact SEEK's financial position and results	Cash and cash equivalents, and derivative financial instruments	Use of financial institutions with an investment grade rating
	Trade receivables	Credit limits and credit checks

A summary of SEEK's derivative financial instruments and its application of hedge accounting is outlined in Note 10 Financial instruments and fair value measurement.

Notes to the Financial Statements
for the year ended 30 June 2026

7. Financial risk management continued

(a) Foreign exchange risk

SEEK operates internationally and is therefore exposed to foreign exchange risk arising from various currencies, predominantly the Chinese Renminbi (RMB), US Dollar (USD), Singapore Dollar (SGD), Malaysian Ringgit (MYR), New Zealand Dollar (NZD), Philippine Peso (PHP), Thai Baht (THB), Indonesian Rupiah (IDR) and Hong Kong Dollar (HKD).

As a result of this international presence, SEEK is exposed to both translation and transaction risk.

Risk Management Policy

SEEK's Foreign Exchange Risk Management Policy is to hedge up to 100% of anticipated significant cash flows in foreign currencies (for example for one-off significant transactions) using derivative instruments. The derivative instruments used for hedging these types of exposures are forward foreign exchange contracts and foreign exchange option contracts. Derivative instruments entered into by SEEK are regularly assessed.

If funding of equity in foreign subsidiaries is material, SEEK Treasury will attempt to match the asset with borrowings in the currency of that subsidiary to form a natural hedge to protect the balance sheet. Where a natural hedge is not possible, synthetic debt may be created using a cross-currency interest rate swap.

Whilst SEEK's profits are subject to foreign exchange translation risk, the current policy is not to specifically hedge profits on the basis that:

- there can be significant cost associated with hedging some currencies, particularly in 'emerging markets' where SEEK has significant exposures;
- profits do not always align with cash flow, and to the extent that there is a mismatch between profits and cash flow, hedging can create mismatches; and
- the level of balance sheet (translation) and cash flow (transaction) hedging undertaken already provides a degree of protection against profit and loss translation risk.

Material arrangements in place at reporting date

SEEK, from time to time, has foreign exchange options in hedging relationships against the USD denominated portion of SEEK's syndicated facility intended to limit the cost of making the repayments.

SEEK has forward foreign exchange contracts and cross-currency interest rate swaps in hedging relationships to hedge SEEK's HKD, RMB, and SGD net investments. At 30 June 2026, there were no open foreign exchange options (2025: net liability of $1.2m). Cross-currency interest rate swap contracts have a net liability of $17.1m (2025: $43.3m) offset by the revaluation of foreign investments also recognised in reserves.

SEEK also manages the foreign currency exposure on other foreign currency assets and liabilities, including currency receivables, which are revalued to profit and loss, by entering forward foreign exchange and option contracts that offset in the income statement. At 30 June 2026, the net exposure on these derivatives was $nil (2025: net liability of $0.6m).

Material exposures and sensitivities

As noted above, SEEK has significant offshore operations. In addition to the revenue and earnings for these operations as set out in Note 1 Segment information and other related disclosures, there are also significant assets which are subject to foreign exchange fluctuations, as set out in Note 12 Intangible assets, Note 19 Interests in controlled entities and Note 21 Interest in equity accounted investments. The method for translating SEEK's offshore results, assets and liabilities is described in Note 28 Other significant accounting policies.

A sensitivity analysis has been performed over possible movements in relevant foreign currencies against the underlying functional currencies in the short-term subsequent to 30 June 2026. Utilising a range of +5% to – 5%, the analysis showed that the impact on the Consolidated Income Statement would be less than $0.9m for each of the common currency pairings.

Aside from foreign exchange exposure related to offshore operations, at 30 June 2026, SEEK's largest exposure to foreign currency exchange risk is the USD denominated borrowings of US$200.0m (2025: US$200.0m) repayable in USD but held by an Australian entity, which operates in Australian Dollars. The entire US$200.0m of debt has been designated as a hedge for accounting purposes and therefore movements are taken directly to equity rather than impacting the Consolidated Income Statement.

7. Financial risk management continued

(b) Interest rate risk

SEEK's main interest rate risk arises from long-term borrowings. Borrowings issued at variable rates expose SEEK to cash flow interest rate risk.

Risk Management Policy

To protect part of its borrowings from exposure to fluctuations in interest rates, SEEK's Treasury Policy prescribes the use of interest rate swaps and options.

Material arrangements in place at reporting date

SEEK has entered into interest rate swaps, under which it pays interest at fixed rates. As shown in the table below, swaps in place at 30 June 2026 cover approximately 66% (2025: 70%) of the variable loan principal outstanding on SEEK's loan facility, resulting in a weighted average cost of funds of 5.3% (2025: 5.3%).

	2026		2025	
	Weighted average interest rate %	Total $m	Weighted average interest rate %	Total $m
AUD denominated borrowings				
Bank loans – principal	**5.6%**	**810.0**	5.8%	788.0
Less amounts covered by interest rate swaps and options	**2.9%**	**(471.9)**	3.0%	(500.8)
		338.1		287.2
USD denominated borrowings				
Bank loan – principal	**6.5%**	**289.0**	7.2%	304.0
Less amounts covered by interest rate swaps and options	**2.1%**	**(254.6)**	2.3%	(267.9)
		34.4		36.1
Trade finance facility				
Sidekicker trade finance	**n/a**	**–**	9.4%	5.6
		–		5.6
Total SEEK borrowings				
Total borrowings	**5.8%**	**1,099.0**	6.3%	1,097.6
Less amounts covered by interest rate swaps and options	**2.6%**	**(726.5)**	2.7%	(768.7)
		372.5		328.9

As at 30 June 2026, SEEK has a net asset on its interest rate swaps of $5.9m (2025: $2.4m). The net asset arises from contracts being executed at interest rates more favourable than current market rates.

Material exposures and sensitivities

Before factoring in the impact of the interest rate swaps and options, the weighted average interest rate on long-term borrowings for the year ended 30 June 2026 was 5.8% (2025: 6.3%). After factoring in the impact of the interest rate swaps, if the weighted average interest rate had been 10% higher or 10% lower, interest expense would have increased/decreased by $1.7m.

While SEEK's bank accounts are predominantly interest-bearing accounts, funds that are in excess of short-term liquidity requirements are applied to reduce the syndicated loan facility balance. Given this, at 30 June 2026, there is not a material interest rate risk relating to SEEK's cash balances.

Notes to the Financial Statements
for the year ended 30 June 2026

7. Financial risk management continued

(c) Liquidity risk

Prudent liquidity risk management requires maintaining sufficient liquidity headroom comprised of committed facilities and cash, and ensuring that all term deposits can be converted to funds at call.

Risk Management Policy

Due to the dynamic nature of the underlying businesses, SEEK aims to maintain flexibility in funding by keeping the cash reserves of the business accessible and maintaining borrowing facilities to enable SEEK to borrow funds when necessary. For details of these facilities, refer to Note 8 Net debt.

Material arrangements in place at reporting date

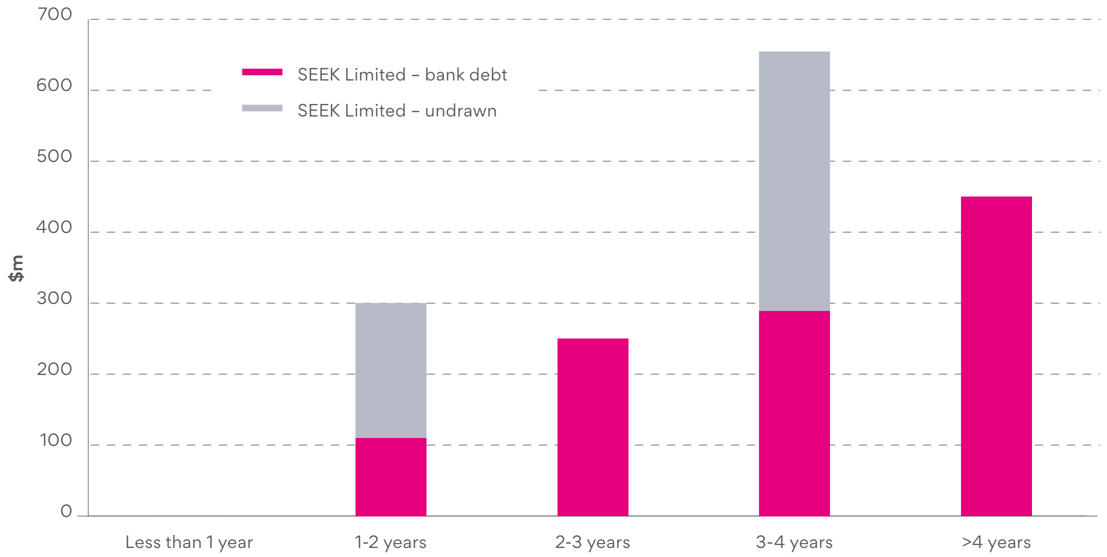
At 30 June 2026, SEEK had access to borrowing facilities totalling $1,653.9m expiring beyond one year (2025: $1,687.9m expiring beyond one year). The table below outlines the level of drawn and undrawn debt at the balance sheet date.

	Drawn		Undrawn		Total	
	2026 $m	2025 $m	**2026 $m**	2025 $m	**2026 $m**	2025 $m
Floating rate						
Expiring within one year	**–**	5.6	**–**	1.4	**–**	7.0
Expiring beyond one year	**1,099.0**	1,092.0	**554.9**	595.9	**1,653.9**	1,687.9
	1,099.0	1,097.6	**554.9**	597.3	**1,653.9**	1,694.9

Subject to continuing to meet certain financial covenants, certain revolving bank loan facilities may be drawn down at any time. SEEK is not subject to externally imposed capital requirements, other than the contractual banking covenants, and SEEK has complied with all bank lending requirements during the year and at the date of this report.

Material exposures

The below graph outlines the contractual undiscounted maturities of SEEK's borrowing portfolio as at 30 June 2026.



7. Financial risk management continued

(c) Liquidity risk continued

Maturities of financial liabilities

The following table sets out SEEK's exposure to liquidity risk. It categorises SEEK's financial liabilities into their relevant maturity groupings. The amounts are SEEK's contractual undiscounted cashflows and include expected future interest payments (where relevant).

Contractual maturities of financial liabilities at 30 June 2026	No specified maturity date $m	Less than 6 months $m	Between 6 and 12 months $m	Between 1 and 2 years $m	Between 2 and 5 years $m	Over 5 years $m	Total contractual (inflows)/ outflows $m	Carrying amount (assets)/ liabilities $m
Non-derivatives								
Trade and other payables	–	147.9	–	–	–	–	147.9	147.9
Lease liabilities	–	9.9	10.9	20.0	59.0	96.7	196.5	170.4
Consideration payable	38.4	–	–	–	–	–	38.4	38.4
Indemnity liabilities	37.7	–	–	–	–	–	37.7	26.9
Borrowings	–	35.2	35.2	177.0	1,084.0	–	1,331.4	1,099.0
Total non-derivatives	76.1	193.0	46.1	197.0	1,143.0	96.7	1,751.9	1,482.6
Derivatives								
Gross settled								
Forward foreign exchange contracts/options								
– (inflow)	–	(97.7)	(10.0)	–	–	–	(107.7)	1.2
– outflow	–	99.0	10.1	–	–	–	109.1	
Cross-currency interest rate swaps								
– (inflow)	–	(69.9)	(5.1)	(174.3)	(75.0)	–	(324.3)	20.1
– outflow	–	70.5	3.3	178.8	77.8	–	330.4	
Total derivatives	–	1.9	(1.7)	4.5	2.8	–	7.5	21.3

Contractual maturities of financial liabilities at 30 June 2025	No specified maturity date $m	Less than 6 months $m	Between 6 and 12 months $m	Between 1 and 2 years $m	Between 2 and 5 years $m	Over 5 years $m	Total contractual (inflows)/ outflows $m	Carrying amount (assets)/ liabilities $m
Non-derivatives								
Trade and other payables	34.0	133.0	–	–	–	–	167.0	167.0
Lease liabilities	–	10.1	9.8	17.2	49.9	112.1	199.1	167.9
Consideration payable	164.5	–	–	–	–	–	164.5	131.6
Contingent consideration	–	–	7.1	–	–	–	7.1	7.1
Indemnity liabilities	38.9	–	–	–	–	–	38.9	34.7
Borrowings	–	40.9	35.2	70.4	789.3	460.9	1,396.7	1,097.6
Total non-derivatives	237.4	184.0	52.1	87.6	839.2	573.0	1,973.3	1,605.9
Derivatives								
Gross settled								
Forward foreign exchange contracts/options								
– (inflow)	–	(25.2)	(38.7)	–	–	–	(63.9)	1.9
– outflow	–	25.2	39.4	–	–	–	64.6	
Cross-currency interest rate swaps								
– (inflow)	–	(110.4)	(5.6)	(74.8)	(255.9)	–	(446.7)	46.5
– outflow	–	123.9	4.2	78.8	269.0	–	475.9	
Total derivatives	–	13.5	(0.7)	4.0	13.1	–	29.9	48.4

Notes to the Financial Statements
for the year ended 30 June 2026

7. Financial risk management continued

(d) Credit risk

SEEK's exposure to credit risk arises from the potential default of SEEK's trade and other receivables as well as the institutions in which SEEK's cash and cash equivalents are deposited, and with which derivative instruments are traded, with a maximum exposure equal to the carrying amounts of these assets.

Risk Management Policy

Credit risk in relation to trade and other receivables is managed in the following ways:

- the provision of credit is covered by a risk assessment process for all customers (e.g. appropriate credit history, credit limits, past experience); and
- concentrations of credit risk are minimised by undertaking transactions with a large number of customers.

Credit risk arising from SEEK's cash deposits and derivative instruments is managed in accordance with SEEK's Treasury Policy, which only authorises dealings with financial institutions that have an investment grade rating up to counterparty exposure limits as set out in the policy.

Material exposures

Cash and cash equivalents at 30 June 2026 were $136.6m (2025: $150.2m). All amounts are invested with financial institutions that have an investment grade rating.

Gross trade receivables at 30 June 2026 were $113.4m (2025: $116.7m). SEEK does not hold any credit derivatives or collateral to offset its credit exposure. Due to the short-term nature of these receivables, their carrying amount is assumed to approximate their fair value. The exposure to credit risk is relatively low due to the credit terms provided and the large and diverse customer base.

Gross trade receivables

The following table shows the ageing of SEEK's gross trade receivables at 30 June.

	2026 $m	2025 $m
Not past due	**77.8**	78.1
Past due less than 30 days	**22.3**	22.7
Past due 30 – 60 days	**5.8**	6.5
Past due 61 – 90 days	**2.5**	2.1
Past due 91 – 120 days	**1.0**	1.0
Past due 120+ days	**4.0**	6.3
Closing balance	113.4	116.7

The provision for expected credit losses for trade receivables at 30 June 2026 was $2.9m (2025: $3.9m). During the year, a total expense of $3.8m (2025: $4.6m) was recognised in the Consolidated Income Statement in relation to the provision for expected credit losses.

8. Net debt

Accounting Policy

Borrowings are initially recognised net of transaction costs incurred. Fees paid on the establishment of loan facilities are recognised as transaction costs where it is probable that some or all the facility will be drawn down. The fee is deferred until the drawdown occurs and is amortised on a straight-line basis over the entire life of the facility.

Borrowings are classified as current liabilities unless SEEK has the right to defer settlement of the liability for at least 12 months after the reporting period.

Cash and cash equivalents include cash on hand, deposits held at call with financial institutions, and other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

(a) Cash and cash equivalents

	2026 $m	2025 $m
Cash freely converted	136.6	150.0
Short-term deposits	–	0.2
Total cash and cash equivalents	**136.6**	150.2

(b) Borrowings

	Current		Non-current	
	2026 $m	2025 $m	2026 $m	2025 $m
Bank loans – unsecured	–	–	1,099.0	1,092.0
Trade finance facility – secured	–	5.6	–	–
Total debt	–	5.6	**1,099.0**	1,092.0
Less: transaction costs capitalised	–	–	(6.0)	(7.9)
Total borrowings	–	5.6	**1,093.0**	1,084.1

Facility type		Drawn 2026	Drawn 2025	Undrawn 2026	Undrawn 2025	Total 2026	Total 2025
Current							
Facility type	**Maturity**	A$m	A$m	A$m	A$m	A$m	A$m
Trade finance facility	Sep 2025	–	5.6	–	1.4	–	7.0
Total current facilities		–	5.6	–	1.4	–	7.0
Non-current							
Facility type	**Maturity**	A$m	A$m	A$m	A$m	A$m	A$m
Tranche A (Revolving)	Jan 2028	110.0	88.0	190.0	212.0	300.0	300.0
Tranche B (Revolving)	Nov 2028	250.0	250.0	–	–	250.0	250.0
Tranche E (Term Loan)	Nov 2030	450.0	450.0	–	–	450.0	450.0
AUD non-current facilities	**A$m**	**810.0**	788.0	**190.0**	212.0	**1,000.0**	1,000.0
Facility type	**Maturity**	US$m	US$m	US$m	US$m	US$m	US$m
Tranche C (Revolving)	Nov 2029	–	–	252.5	252.5	252.5	252.5
Syndicated USD Term Loan	Jul 2029	200.0	200.0	–	–	200.0	200.0
USD non-current facilities	**US$m**	**200.0**	200.0	**252.5**	252.5	**452.5**	452.5
	A$m	**289.0**	304.0	**364.9**	383.9	**653.9**	687.9
Total non-current facilities	**A$m**	**1,099.0**	1,092.0	**554.9**	595.9	**1,653.9**	1,687.9

The current loan at 30 June 2025 represented an external facility for the Sidekicker group with Scottish Pacific Business Finance (ScotPac) which was a trade finance facility secured by trade receivables. This facility was terminated in September 2025.

SEEK's loan facilities require compliance with financial covenants related to leverage and serviceability which are tested semi-annually on 30 June and 31 December. There were no breaches of financial covenants during the period ended 30 June 2026. SEEK anticipates continued compliance with the financial covenants for at least the next 12 months.

Notes to the Financial Statements
for the year ended 30 June 2026

8. Net debt continued

(c) Net debt

SEEK's net debt position is defined as debt, offset by:

- cash and cash equivalents – Note 8(a) Cash and cash equivalents
- short-term investments – Note 10 Financial instruments and fair value measurement

	Notes	2026 $m	2025 $m
Debt			
Trade finance facility		–	(5.6)
A$ bank debt		**(810.0)**	(788.0)
US$ bank debt		**(289.0)**	(304.0)
Total debt		**(1,099.0)**	(1,097.6)
Cash and short-term investments			
Cash	8(a)	**136.6**	150.2
Short-term investments	10	–	0.3
Total cash and short-term investments		**136.6**	150.5
Net debt		**(962.4)**	(947.1)
Consolidated net interest cover[1]: EBITDA[2]/net interest		**8.0**	**6.6**
Consolidated net leverage ratio[1]: net debt/EBITDA[2]		**1.8**	**2.1**

(1) These ratios differ to SEEK Limited Borrower Group ratios for the purpose of covenant compliance.
(2) EBITDA is defined and reconciled to consolidated profit before income tax expense for total Continuing Operations in Note 1 Segment information.

9. Notes to the cash flow statement

(a) Reconciliation of profit for the year to net cash inflow from operating activities

The table below shows the reconciliation of profit after tax to operating cash flow. Operating cash flow is, broadly speaking, the net cash amount of receipts from our customers and payments to our suppliers. The difference between profit and operating cash flow is generally due to:

- items included in profit which have no cash impact (e.g. depreciation, amortisation, share of results from equity accounted investments and impairment);
- items included in profit which are not related to operations (e.g. fair value changes in financial assets);
- payments/receipts being made in the current financial year in relation to previous or future financial years (e.g. opening balances on debtor/creditor accounts); and
- foreign exchange movements which cause operating assets and liabilities balances to fluctuate.

	2026 $m	2025 $m
(Loss)/profit for the year	(371.1)	245.6
Non-cash items		
Depreciation and amortisation	162.0	151.1
Share of results of equity accounted investments	267.1	(124.6)
Share-based payments expense	29.3	19.5
Net (loss)/gain on derivative instruments at fair value through profit and loss	(0.6)	4.2
Impairment loss	374.1	6.0
Other	(3.6)	3.9
Non-operating items		
Management fees for the SEEK Growth Fund	26.2	19.4
Management fees for other SEEK assets	5.0	5.0
Payments for commitment fees	3.7	3.1
Income tax benefit related to the SEEK Growth Fund	(81.4)	17.0
Income tax benefit related to Zhaopin	(9.4)	–
Change in operating assets and liabilities:		
(Increase)/decrease in trade and other receivables	(10.2)	(7.7)
(Increase)/decrease in current tax assets	3.3	0.1
(Increase)/decrease in deferred tax assets	(2.9)	18.9
Increase/(decrease) in trade and other payables	21.4	21.3
Increase/(decrease) in unearned income	(6.9)	(5.1)
Increase/(decrease) in current tax liabilities	(13.0)	7.8
Increase/(decrease) in provisions	16.0	(1.7)
Increase/(decrease) in deferred tax liabilities	(11.8)	(35.8)
Exchange gains on translation of foreign operations	0.5	(18.0)
Net cash inflow from operating activities	**397.7**	330.0

Notes to the Financial Statements
for the year ended 30 June 2026

9. Notes to the cash flow statement continued

(b) Changes in assets/liabilities arising from financing activities

The table below provides a reconciliation of the cash and non-cash changes in material assets and liabilities whose cash changes are included in cash flows from financing activities.

		Other financial assets	Leases	Borrowings	Other financial liabilities
2025	Movement type	Derivative assets $m	Total leases $m	Total borrowings $m	Derivative liabilities $m
Opening balance		26.3	181.4	1,227.6	9.6
Net cash flows from financing activities – Continuing Operations	Cash	(1.3)	(14.6)	(153.4)	(2.4)
Acquisition of subsidiary	Non-cash	–	–	5.0	–
Net leases movements	Non-cash	–	0.6	–	–
Amortisation	Non-cash	–	–	1.7	–
Fair value through other comprehensive income	Non-cash	1.1	–	8.8	37.0
Fair value through profit and loss	Non-cash	(4.1)	–	–	0.8
Foreign exchange movements	Non-cash	–	0.5	–	–
Other changes	Cash	(16.1)	–	–	3.6
Closing balance		5.9	167.9	1,089.7	48.6
2026					
Net cash flows from financing activities – Continuing Operations	Cash	**(10.1)**	**(13.9)**	**16.4**	**(28.7)**
Net leases movements	Non-cash	**–**	**18.4**	**–**	**–**
Amortisation	Non-cash	**–**	**–**	**1.9**	**–**
Fair value through other comprehensive income	Non-cash	**11.8**	**–**	**(15.0)**	**0.1**
Fair value through profit and loss	Non-cash	**10.9**	**–**	**–**	**1.5**
Foreign exchange movements	Non-cash	**–**	**(2.0)**	**–**	**–**
Other changes	Cash	**(8.3)**	**–**	**–**	**(0.1)**
Closing balance		**10.2**	**170.4**	**1,093.0**	**21.4**

10. Financial instruments and fair value measurement

Critical accounting estimates and assumptions

Consideration receivable

Following the disposal of SEEK's controlling interest in Zhaopin in FY2021, SEEK recognised an asset for the consideration receivable from investors. A portion of this consideration remains receivable. The recoverability and timing of the remaining consideration is subject to uncertainty and requires judgement.

The fair value of the non-current financial asset is interrelated with the valuation of the underlying Zhaopin business. Refer to Note 21(c) Interests in equity accounted investments for further information on this valuation. Each of the assumptions and estimates used to determine the fair value of the non-current financial asset is based on a 'best estimate' at the time of performing the valuation and any changes to the assumptions can alter the fair value of the asset.

Indemnity liabilities

Following the disposal of Brasil Online in June 2024, SEEK recognised a liability for indemnity obligations relating to certain Brazilian tax and legal cases and other exposures in connection with the sale. The valuation of this liability is uncertain and requires judgement, as the potential future cash flows are dependent on future events that are outside of SEEK's control.

The fair value has been determined using a probability weighted discounted cash flow forecast, incorporating inputs from independent experts.

Accounting Policy

Recognition criteria

Derivatives are initially recognised at fair value on the date the contract is entered into and are subsequently remeasured to their fair value at each reporting period.

(i) Derivatives that qualify for hedge accounting

Hedge effectiveness is determined at the establishment of the hedge relationship. This relates to the extent that the hedging instrument (derivative) offsets the changes in value of the hedged item (asset, liability or future transaction that is being hedged). It is measured through periodic prospective effectiveness assessments to ensure that an economic relationship exists between the hedged item and the hedging instrument.

SEEK uses the hypothetical derivative method and the critical terms match method to assess effectiveness of its hedge arrangements.

SEEK designates certain derivatives as either:

Cash flow hedge	
Risk that is being hedged	The risk of uncertain cash flows attributable to a particular risk associated with an asset, liability or future transaction.
Treatment of gains or losses	The effective portion of changes in the fair value is recognised in other comprehensive income and accumulated in reserves in equity. The gain or loss relating to the ineffective portion is recognised immediately in the Consolidated Income Statement within 'Operations and administration expenses' or 'Finance costs'.
Treatment if the hedge relationship finishes	The hedge relationship will end when the hedging instrument expires, or is sold or terminated, or when it no longer meets the criteria for hedge accounting, or when the hedged risk occurs. Gains and losses accumulated in equity remain in equity until the hedged item affects profit or loss. At this time, the accumulated gain or loss is reclassified to the Consolidated Income Statement within: • 'Finance costs' for interest rate derivatives hedging variable rate borrowings; and • 'Operations and administration expenses' for other derivative instruments, where the underlying exposure is not related to funding the Company. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately reclassified to the Consolidated Income Statement.
Net investment hedge	
Risk that is being hedged	The risk of changes in foreign currency when net assets of a foreign operation are translated from their functional currency to Australian dollars.
Treatment of gains or losses	The effective portion of changes in the fair value is recognised in other comprehensive income and accumulated in reserves in equity. The gain or loss relating to the ineffective portion is recognised immediately in the Consolidated Income Statement within 'Operations and administration expenses'.
Treatment if the hedge relationship finishes	The hedge relationship will end when the hedging instrument expires or is sold or terminated, or when it no longer meets the criteria for hedge accounting, or when the hedged item is disposed of. Gains and losses accumulated in equity remain in equity until the foreign operation ceases to be consolidated. At this time, the accumulated gain or loss is recognised in the Consolidated Income Statement as part of the gain or loss on disposal.

(ii) Derivatives that do not qualify for hedge accounting

Derivatives are only used for economic hedging purposes and not as speculative investments. However, certain derivative instruments do not qualify for hedge accounting, or are not designated for hedge accounting. Changes in the fair value of any derivative instrument that does not qualify or is not designated for hedge accounting are recognised immediately in the Consolidated Income Statement and are included in 'Operations and administration expenses' or 'Finance costs'.

Notes to the Financial Statements
for the year ended 30 June 2026

10. Financial instruments and fair value measurement continued

Accounting Policy continued
Recognition criteria continued
(iii) Valuation methodology of financial instruments

For financial instruments measured and carried at fair value, SEEK uses the following fair value measurement hierarchy.

Level 1: fair value is calculated using quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: fair value is estimated using inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices).

Level 3: fair value is estimated using inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(iv) Classification of financial instruments

Financial instruments are classified as current and non-current based upon the expected timing of cash flow settlements. When a financial instrument has multiple settlement dates, SEEK presents the portions separately based on the expected timing of each cash flow component.

			Current		Non-current	
Financial instruments	Valuation method	Notes	2026 $m	2025 $m	2026 $m	2025 $m
Cash and cash equivalents	Amortised cost	8(a)	**136.6**	150.2	**–**	–
Trade and other receivables[1]	Amortised cost	11	**122.5**	126.0	**–**	–
Other financial assets	Various		**30.6**	31.0	**152.2**	258.2
Trade and other payables	Amortised cost	13	**(147.9)**	(167.0)	**–**	–
Lease liabilities	Amortised cost	14	**(20.7)**	(19.7)	**(149.7)**	(148.2)
Borrowings	Amortised cost	8(b)	**–**	(5.6)	**(1,093.0)**	(1,084.1)
Other financial liabilities	Various		**(30.5)**	(59.3)	**(56.2)**	(162.7)

(1) This balance does not include prepayments and contract assets, which are not financial instruments.

Further information regarding SEEK's other financial assets and liabilities is provided below.

		Current		Non-current	
Other financial assets	Hierarchy level	2026 $m	2025 $m	2026 $m	2025 $m
Financial assets held at amortised cost					
Short-term investments	n/a	**–**	0.3	**–**	–
Cash held in escrow (i)	n/a	**23.7**	25.2	**–**	–
Security deposits	n/a	**–**	–	**2.0**	2.4
Financial assets at fair value through profit and loss (FVPL)					
Convertible loans	Level 3	**–**	–	**6.4**	5.7
Derivative financial instruments (ii)	Level 2	**1.2**	0.1	**–**	–
Consideration receivable (iii)	Level 3	**–**	–	**94.8**	208.6
Financial assets at fair value through other comprehensive income (FVOCI)					
Investment in equity instruments (iv)	Level 3	**–**	–	**45.7**	41.1
Derivative financial instruments (ii)	Level 2	**5.7**	5.4	**3.3**	0.4
Total other financial assets		**30.6**	31.0	**152.2**	258.2

		Current		Non-current	
Other financial liabilities	Hierarchy level	2026 $m	2025 $m	2026 $m	2025 $m
Financial liabilities at fair value through profit and loss (FVPL)					
Derivative financial instruments (ii)	Level 2	**(1.2)**	(0.7)	**–**	–
Consideration payable (iii)	Level 3	**–**	–	**(38.4)**	(131.6)
Contingent consideration (v)	Level 3	**–**	(7.1)	**–**	–
Indemnity liabilities (i)	Level 3	**(26.9)**	(34.7)	**–**	–
Financial liabilities at fair value through other comprehensive income (FVOCI)					
Derivative financial instruments (ii)	Level 2	**(2.4)**	(16.8)	**(17.8)**	(31.1)
Total other financial liabilities		**(30.5)**	(59.3)	**(56.2)**	(162.7)

10. Financial instruments and fair value measurement continued

Other financial assets and liabilities held by SEEK as at 30 June 2026 are carried at an amount which closely approximates their fair value.

SEEK's exposure to various risks associated with financial instruments is discussed in Note 7 Financial risk management.

(i) Cash held in escrow and Indemnity liabilities

SEEK has recognised a liability of $26.9m (2025: $34.7m) for indemnity obligations relating to certain Brazilian tax and legal cases and other liabilities in connection with the sale of the Latin American assets in June 2024. These indemnity obligations cover a period of 5 to 8 years from the date of sale. A portion of the total purchase price was deducted at the date of sale and held in escrow, which may be utilised to settle the indemnities. Of this, US$16.4m (A$23.7m, 2025: US$16.6m (A$25.2m)) remains in escrow after partial settlement of the contingent liabilities in the year. Refer to Note 2 Discontinued Operations for further information on this transaction.

(ii) Derivative financial instruments

SEEK is party to derivative financial instruments (forward foreign exchange contracts, options and swaps) in the normal course of business, in order to hedge exposure to fluctuations in interest and foreign exchange rates in accordance with SEEK's Treasury Policy. Derivatives are only used for economic hedging purposes and not as speculative instruments.
SEEK has the following derivative instruments.

	Current		Non-current	
Derivative assets	2026 $m	2025 $m	2026 $m	2025 $m
Derivatives designated as cash flow hedges (FVOCI)				
Interest rate swap contracts	2.6	2.2	3.3	0.4
Derivatives designated as net investment hedges (FVOCI)				
Cross-currency interest rate swap contracts	3.1	3.2	–	–
Derivatives not designated as hedges (FVPL)				
Forward foreign exchange contracts and options	1.2	0.1	–	–
Total derivative financial instruments	6.9	5.5	3.3	0.4

	Current		Non-current	
Derivative liabilities	2026 $m	2025 $m	2026 $m	2025 $m
Derivatives designated as cash flow hedges (FVOCI)				
Interest rate swap contracts	–	–	–	(0.2)
Derivatives designated as net investment hedges (FVOCI)				
Forward foreign exchange contracts and options	–	(1.2)	–	–
Cross-currency interest rate swap contracts	(2.4)	(15.6)	(17.8)	(30.9)
Derivatives not designated as hedges (FVPL)				
Forward foreign exchange contracts and options	(1.2)	(0.7)	–	–
Total derivative financial instruments	(3.6)	(17.5)	(17.8)	(31.1)

Notes to the Financial Statements
for the year ended 30 June 2026

10. Financial instruments and fair value measurement continued

(iii) Non-current consideration receivable and payable

SEEK has not yet received a portion of the proceeds owing in connection with the disposal of SEEK's controlling interest in Zhaopin in FY2021. Discussions are underway with Zhaopin's other shareholders to simplify Zhaopin's ownership structure, including the reduction in holdings of certain minority shareholders. Given not all original conditions of the disposal transaction have been fulfilled, SEEK's share of the equity holding relating to the unpaid proceeds would be returned to SEEK and the receivables extinguished. SEEK's ownership stake in Zhaopin would increase from 23.5% to approximately 30% upon completion of all elements of the simplification transaction.

During the six months ended 31 December 2025, the fair value of the receivables was aligned with the expected value to be received, based on the value of the underlying equity (refer to Note 21(b) for further details of impairment testing of this investment). This resulted in a decrease of the net receivable (including associated tax-related liabilities) of $72.4m after tax, which was recorded in the Consolidated Income Statement within Discontinued Operations during the six months ended 31 December 2025.

As at 30 June 2026, there are no binding commitments between parties. The objective of simplifying the structure and the expected transaction price remain unchanged since 31 December 2025. No further impairment, or reversal of impairment, has been recognised in the six months ended 30 June 2026.

As at 30 June 2026, the net amount owing to SEEK is $7.7m (30 June 2025: $77.0m), comprising non-current financial assets of $94.8m net of impairment (30 June 2025: $208.6m), partially offset by non-current financial liabilities net of impairment and tax-related liabilities of $87.1m (30 June 2025: $131.6m).

(iv) Financial assets at fair value through other comprehensive income

As part of its overall investment strategy, SEEK holds various investments in equity instruments that do not meet the requirements of either consolidation or equity accounting and which are not held for the purposes of trading. They are therefore held at fair value.

The following table summarises the changes of SEEK's investment in equity instruments carried at FVOCI.

Financial assets at FVOCI	2026 $m	2025 $m
Opening fair value	**41.1**	62.2
Change in fair value	**6.6**	(25.0)
Foreign exchange movements	**(2.0)**	3.9
Closing fair value	**45.7**	41.1

As at 30 June 2026, the fair value of Worxphere was $32.6m which is inclusive of a fair value increase of $7.3m during the year. The fair value, which has been determined with reference to earnings multiples, is sensitive and subject to judgement. If the multiple changes by + or – 10%, the fair value would increase or decrease by $9.3m.

(v) Contingent consideration

In May 2025, SEEK recognised a liability of $7.1m for contingent consideration relating to the acquisition of Sidekicker. The contingent consideration was paid in full in June 2026. Refer to Note 20 Business combination for further information on this acquisition.

Assets and liabilities

11. Trade and other receivables

Critical accounting estimates and assumptions

Expected credit losses (ECLs)

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is an estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions.

SEEK's historical credit loss experience and forecast of economic conditions may also not be representative of a customer's actual default in the future.

Accounting Policy

Trade receivables are recognised initially at the amount stated on the invoice and subsequently at the amount considered receivable from the customer (amortised cost using the effective interest method), less a provision for expected credit losses. These receivables are interest-free and are generally due for settlement within 14 days.

SEEK has applied a provision matrix to capture the ECLs for trade receivables for different customer segments, based on days past due. The ECL calculation is performed at each reporting period, with historical credit loss experience adjusted for forward-looking information that is anticipated to impact the ability of customers to settle their balances. Information on SEEK's credit risk exposure and ageing of trade receivables is disclosed in Note 7(d) Financial risk management.

Amounts recognised as revenue, which are not yet able to be invoiced to the customer, are recognised in the Consolidated Balance Sheet as contract assets. Once the amount is unconditionally payable by the customer, it is invoiced and reclassified from contract assets to trade receivables.

The creation or release of the provision for expected credit losses has been included in 'Operations and administration expenses' in the Consolidated Income Statement and the creation or the release of the credit note provision has been included within Sales revenue. Amounts charged to the provision are generally written off when there is no expectation of recovering additional cash.

	2026 $m	2025 $m
Trade receivables	**113.4**	116.7
Less: provision for expected credit losses	**(2.9)**	(3.9)
Net trade receivables	**110.5**	112.8
Contract assets	**0.6**	0.6
Other receivables	**12.0**	13.2
Prepayments	**32.3**	33.3
Total trade and other receivables	**155.4**	159.9

Notes to the Financial Statements

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12. Intangible assets

Critical accounting estimates and assumptions

Intangible assets with indefinite useful lives

Management has determined that some of the intangible assets (brands) recognised as part of business combinations have indefinite useful lives. This means that the value of these assets do not reduce over time and therefore they are not amortised. These assets have no legal or contractual expiry date and are integral to future revenue generation.

Management intends to continue to promote, maintain and defend the brands to the extent necessary to maintain their values for the foreseeable future.

Management assesses the useful lives of SEEK's intangible assets at the end of each reporting period. If an intangible asset is no longer considered to have an indefinite useful life, this change is accounted for prospectively.

Accounting Policy

Intangible assets are non-physical assets held by SEEK in order to generate revenue and profit. These assets include goodwill, brands, software and website development and work in progress. They are recognised either at the cost SEEK has paid for them, or at their fair value if they are acquired as part of a business combination. They are amortised over their expected useful life unless they are considered to have an indefinite useful life.

Type of intangible asset	Valuation method	Amortisation method	Estimated useful life
Goodwill	Initially measured at cost. The excess of consideration paid and the amount of any non-controlling interest in a business combination over the fair value of the net identifiable assets acquired is recognised as goodwill	Not amortised, reviewed for impairment at least annually	n/a
Brands	Initially at cost, or fair value if acquired as part of a business combination	Finite life brands, straight-line. Indefinite life brands not amortised, reviewed for impairment at least annually	Specific to circumstances
Customer relationships	Initially at fair value at date of business combination	Straight-line	3 to 10 years
Software and website development	Initially at cost, or fair value if acquired as part of a business combination and subsequently at cost less accumulated amortisation	Straight-line	3 to 5 years
Work in progress	Cost	Not amortised as not ready for use	n/a

(i) Goodwill

Goodwill relates to the portion of amounts paid to acquire other entities which cannot be identified as separate assets but instead represent expected future economic benefits. Goodwill on acquisition of subsidiaries is included in intangible assets whilst goodwill on acquisitions of associates and joint ventures is included in the carrying amount of the investment. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

(ii) Software and website development

Costs incurred in acquiring, developing and implementing new websites or software are recognised as intangible assets, only when it is probable that future economic benefits associated with the item will flow to SEEK and the cost of the item can be measured reliably. The expenditure capitalised comprises all directly attributable costs, including costs of materials, services, licences and direct labour.

(iii) Work in progress

Work in progress (WIP) represents intangible assets of other classes not yet put into use. These assets are transferred to another class of assets, normally software and website development, on the date of completion.

12. Intangible assets continued

	Goodwill $m	Brands $m	Customer relationships $m	Software and website development $m	Work in progress $m	Total $m
2025						
Cost						
Opening balance at 1 July 2024	1,064.2	151.3	48.0	640.2	47.8	1,951.5
Additions	–	–	–	5.5	116.3	121.8
Acquisition of subsidiaries (restated)	47.6	3.9	6.4	3.7	–	61.6
Disposal of subsidiaries	–	–	–	(0.8)	–	(0.8)
Exchange differences	59.6	9.1	2.3	5.4	0.3	76.7
Transfers	–	–	–	102.6	(102.6)	–
Closing balance at 30 June 2025 (restated)	1,171.4	164.3	56.7	756.6	61.8	2,210.8
Amortisation and impairments						
Opening balance at 1 July 2024	(11.9)	(2.3)	(47.8)	(279.0)	–	(341.0)
Amortisation charge	–	–	–	(117.0)	–	(117.0)
Impairment loss	–	–	–	(3.6)	(2.2)	(5.8)
Disposal of subsidiaries	–	–	–	0.8	–	0.8
Exchange differences	(0.7)	(0.1)	(2.3)	(3.2)	–	(6.3)
Closing balance at 30 June 2025 (restated)	(12.6)	(2.4)	(50.1)	(402.0)	(2.2)	(469.3)
Carrying value at 30 June 2025 (restated)	1,158.8	161.9	6.6	354.6	59.6	1,741.5
2026						
Cost						
Opening balance at 1 July 2025 (restated)[1]	**1,171.4**	**164.3**	**56.7**	**756.6**	**61.8**	**2,210.8**
Additions	**–**	**–**	**–**	**6.8**	**134.0**	**140.8**
Disposals	**(10.8)**	**(1.2)**	**–**	**(145.9)**	**(0.2)**	**(158.1)**
Exchange differences	**(81.8)**	**(11.0)**	**(2.8)**	**(1.4)**	**–**	**(97.0)**
Transfers	**–**	**–**	**–**	**168.4**	**(168.4)**	**–**
Closing balance at 30 June 2026	**1,078.8**	**152.1**	**53.9**	**784.5**	**27.2**	**2,096.5**
Amortisation and impairments						
Opening balance at 1 July 2025 (restated)[1]	**(12.6)**	**(2.4)**	**(50.1)**	**(402.0)**	**(2.2)**	**(469.3)**
Amortisation charge	**–**	**–**	**(0.8)**	**(129.5)**	**–**	**(130.3)**
Impairment loss	**–**	**(1.4)**	**–**	**(6.0)**	**(0.8)**	**(8.2)**
Disposals	**10.8**	**1.2**	**–**	**145.9**	**–**	**157.9**
Exchange differences	**1.8**	**0.1**	**2.8**	**1.2**	**–**	**5.9**
Closing balance at 30 June 2026	**–**	**(2.5)**	**(48.1)**	**(390.4)**	**(3.0)**	**(444.0)**
Carrying value at 30 June 2026	**1,078.8**	**149.6**	**5.8**	**394.1**	**24.2**	**1,652.5**

(1) Comparative information has been restated for the finalisation of the Sidekicker purchase price allocation (refer to Note 20 Business combination).

Notes to the Financial Statements
for the year ended 30 June 2026

12. Intangible assets continued
(a) Impairment

Critical accounting estimates and assumptions
Goodwill and intangible assets with indefinite useful lives are allocated to a cash-generating unit (CGU) or group of CGUs and tested annually for impairment.

The recoverable amounts of the asset, CGU or group of CGUs is based on the higher of its value-in-use (expected future cash flows from operating the asset/CGU) and fair value less costs of disposal (expected net proceeds if the asset/CGU were sold). These calculations are performed based on cash flow projections and other supplementary information which, given their forward-looking nature, require the adoption of assumptions and estimates. These estimates include establishing forecasts of future financial performance, terminal value growth rates and post-tax discount rates.

Each of these assumptions and estimates is based on a 'best estimate' at the time of performing the valuation and therefore, any changes to expected future financial performance, discount rates or terminal growth rates can alter the recoverable amount of a CGU or group of CGUs.

An impairment is recognised where the recoverable amount of an asset or CGU has fallen below the carrying amount.

Goodwill and other intangible assets with indefinite useful lives are allocated to CGUs or a group of CGUs for the purpose of impairment testing.

Following completion of the Platform Unification program in January 2024 and associated internal reorganisations during FY2025, management has undertaken a comprehensive assessment of the impairment testing approach to be used for the SEEK Australia, SEEK NZ and SEEK Asia goodwill in FY2026.

Platform Unification has fundamentally transformed how synergies from SEEK's historical business combinations are realised, directly impacting goodwill impairment testing requirements under AASB 136 *Impairment of Assets*. When SEEK acquired Jobsdb and Jobstreet, anticipated synergies were primarily concentrated within Asia operations. However, the integrated APAC technology platform has created bidirectional synergy flows between ANZ and Asia that weren't anticipated at acquisition, with ANZ benefiting from Asia market insights and expanded data analytics whilst Asia leverages enhanced ANZ technology capabilities and operational expertise.

The goodwill acquired through these acquisitions now contributes to cash flows across all APAC countries through unified platform infrastructure, shared technology development and integrated operational synergies that cannot be meaningfully separated at an individual country level. Management monitors goodwill and makes strategic decisions affecting asset values primarily at the APAC level, including technology investment, product development and resource allocation decisions.

From 1 July 2025, management has transitioned to allocating the SEEK Australia, SEEK NZ and SEEK Asia goodwill to the group of CGUs that comprises APAC and performing goodwill impairment testing at this level. This approach reflects the lowest level at which goodwill is monitored for internal management purposes, recognises that goodwill synergies benefit the group of APAC CGUs rather than individual countries, mirrors the operating segment boundary, and aligns with how management operates the integrated APAC platform.

The goodwill generated on acquisition of Sidekicker has also been included in the APAC group of CGUs because the synergies from the acquisition will benefit both Sidekicker and the ANZ markets within the APAC Employment Marketplace, and management has made a judgement that the expected benefits cannot be easily apportioned between them without making an arbitrary allocation.

JobAdder goodwill has not been included in the APAC group of CGUs, despite JobAdder being part of the APAC Employment Marketplace segment. At the time JobAdder was acquired, the synergies were expected to primarily benefit the acquired business, not the ANZ Employment Marketplace, and this has not changed. As a result, the JobAdder goodwill is tested separately.

	2026		Restated[1] 2025	
	Goodwill $m	Intangible assets with indefinite useful lives $m	Goodwill $m	Intangible assets with indefinite useful lives $m
Cash-generating unit				
SEEK APAC (i)	**1,065.1**	**3.9**	–	–
SEEK Australia	**–**	**–**	14.7	1.4
SEEK Asia (ii)	**–**	**140.7**	1,071.3	151.6
Sidekicker	**–**	**–**	47.6	3.9
JobAdder (iii)	**12.6**	**5.0**	12.6	5.0
Other	**1.1**	**–**	12.6	–
Total intangible assets	**1,078.8**	**149.6**	1,158.8	161.9

(1) Comparative information has been restated for the finalisation of the Sidekicker purchase price allocation (refer to Note 20 Business combination).

No impairment losses were recognised in respect of goodwill for the financial year ended 30 June 2026 (2025: nil).

12. Intangible assets continued

(a) Impairment continued

In December 2025, GradConnection was rebranded to SEEK Grad. As a result the GradConnection brand asset no longer has ongoing value to SEEK and an impairment loss of $1.4m was recognised within 'Impairment loss' in the Consolidated Income Statement. The GradConnection brand asset was included within the SEEK APAC group of CGUs.

(i) SEEK APAC goodwill

When testing for impairment, SEEK determined SEEK APAC's recoverable amount using a value-in-use (VIU) discounted cash flow model (DCF) with 5-year projected cash flows.

The cash flow forecasts are based on management judgement considering structural and market factors including population and labour market growth, GDP growth, CPI and continued online migration of hiring activities. Management also anticipates growth from market penetration and the continued evolution of products and services. The areas of estimation uncertainty that the valuation is most sensitive to are:

- Annual revenue growth rates, which are determined by country and primarily driven by growth in paid job ad volumes and paid job ad yield for the core product offering across the online employment marketplace:
  - Annual paid job ad volume growth by country, which is driven by the size of the labour market, frequency of job changes, share of job placements conducted online, SEEK's market share of online placements and SEEK's evolving business model.
  - Annual paid job ad yield growth by country, which is driven by wage growth and optimisation of SEEK's variable pricing model, the value of new product offerings, the mix of job ad types and the mix of hirers.
- The pre-tax discount rate (2026: 14.6%, 2025: n/a), which is primarily driven by the macro-economic and political environment, specifically inputs such as inflation, interest rates and market risk premiums.
- The terminal growth rate (2026: 2.4%, 2025: n/a), which is primarily driven by long-term inflation rates and GDP growth rates.

No impairment charge was identified for the SEEK APAC group of CGUs.

To confirm that the change in testing approach did not mask an impairment, prior to the change to the APAC group of CGUs, management performed an impairment assessment under the previous CGU structure. No impairment was identified.

(ii) SEEK Asia brands

The Jobstreet and Jobsdb brands are tested together rather than separately due to the level of strategic integration and SEEK's demonstrated ability to migrate customers and operations between brands without material cash flow disruption. Strategic decisions regarding brand positioning, market focus and operational investment are made on an integrated basis across both brands. These brands operate exclusively within Asia markets and generate no cash flows in ANZ territories, with no established market presence or operational capability outside Asia. As a result, they are tested at the SEEK Asia group of CGUs level.

When testing for impairment, SEEK determined the Jobstreet and Jobsdb brands' recoverable amount using a relief from royalty method. The areas of estimation uncertainty that the valuation is most sensitive to are the annual revenue growth rates by country in the range 2.4% to 20.2% (consistent with those used in the SEEK APAC goodwill valuation), the royalty rate (5.5%), the pre-tax discount rate (14.8%), and the terminal growth rate (2.2%).

At 30 June 2026, the recoverable amount exceeds the carrying amount by $7.3m. No impairment charge was identified for these brands. However reasonably possible adverse changes in the key assumptions could result in the recoverable amount of the brands falling below the carrying amount, resulting in an impairment. Assuming all other variables remain constant, the recoverable amount would roughly equal the carrying amount if:

- either the FY2027 paid job ad volumes or FY2027 paid job ad yield decreased by 5.0% compared to the estimate, while maintaining the volume and yield growth rate estimates for subsequent years;
- the royalty rate decreased by 0.3 percentage points;
- the pre-tax discount rate increased by 0.7 percentage points.

(iii) JobAdder goodwill and brand

As at 30 June 2026, the recoverable amount of JobAdder has been determined by an independent expert using a market approach, with reference to trading and transaction multiples observed in the market for comparable companies. No impairment charge was identified for JobAdder goodwill and brand.

13. Trade and other payables

	2026 $m	2025 $m
Trade payables	**17.5**	15.1
Accruals	**99.0**	87.3
GST and other indirect taxes payable	**13.0**	11.0
Payable to SEEK Growth Fund for units issued	**–**	34.0
Interest payable	**13.1**	15.5
Other payables	**5.3**	4.1
Total trade and other payables	**147.9**	167.0

During the year ended 30 June 2026, SEEK paid the remaining $34.0m to SEEK Growth Fund for units issued. As at 30 June 2026 there is no further capital committed to the SEEK Growth Fund.

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for the year ended 30 June 2026

14. Leases

Critical accounting estimates and assumptions

Incremental borrowing rate (IBR)

Lease payments are discounted using the IBR, being the rate of interest that SEEK 'would have to pay' to borrow over a similar term, with a similar security, the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment. The IBR therefore requires estimation. SEEK uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk and makes adjustments specific to the lease (i.e term, country, currency and security).

Extension and termination options

SEEK has several lease contracts that include extension and termination options. SEEK determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised (or not terminated) at the commencement date of the lease. Significant judgement is required in determining if it is reasonably certain that the extension options will be exercised or not. After the commencement date, SEEK reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

Accounting Policy

SEEK does not recognise right-of-use assets and lease liabilities for low-value assets (<$5,000). These leases are recognised as an expense in the Consolidated Income Statement as incurred.

(a) Amounts recognised in the Consolidated Balance Sheet

Right-of-use assets

As at 30 June 2026, SEEK holds $136.9m (2025: $136.7m) of right-of-use assets related to buildings leased under non-cancellable agreements which expire within 1 to 10 years. SEEK has current liabilities of $20.7m (2025: $19.7m) and non-current liabilities of $149.7m (2025: $148.2m) related to these leases. The leases have varying terms, escalation clauses and renewal rights. On renewal, the terms of the lease are negotiated.

During the year, additions to right-of-use assets were $9.4m (2025: $0.6m).

Extension options

As at 30 June 2026, potential future undiscounted cash outflows of $223.4m (2025: $230.9m) have not been included in the lease liability because it is not reasonably certain that the leases will be extended (or not be terminated).

SEEK reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control. During the current financial year, the financial effect of revising lease terms to reflect the effect of exercising extension and termination options was an increase in recognised lease liabilities and right-of-use assets of $9.0m (2025: $0.6m).

(b) Amounts recognised in the Consolidated Income Statement

The following amounts relating to leases were recognised in the Consolidated Income Statement during the financial year.

	2026 $m	2025 $m
Depreciation – right-of-use assets	16.3	17.2
Interest expense on lease liabilities – (in 'Finance costs')	6.5	5.8

(c) Amounts recognised in the Consolidated Statement of Cash Flows

The following amounts relating to cash outflows for leases were recognised in the Consolidated Statement of Cash Flows during the financial year:

	2026 $m	2025 $m
Interest expense on lease liabilities – (in 'Operating activities')	6.5	5.8
Principal elements of lease liabilities – (in 'Financing activities')	13.9	14.6
Total cash outflow for lease liabilities	**20.4**	20.4

15. Provisions

Accounting Policy

Provisions are recognised when:

- SEEK has a present legal or constructive obligation as a result of past events;
- it is probable that an outflow of resources (usually cash or other assets) will be required to settle the obligation; and
- the amount can be reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering those similar obligations together. A provision is recognised in aggregate, even if the likelihood of an outflow with respect to any one item is small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period.

	Current		Non-current	
	2026 $m	2025 $m	2026 $m	2025(1) (restated) $m
Employee benefits provision	41.4	35.4	13.7	12.3
Make good provision	–	–	1.8	2.0
Acquired contingent liabilities (restated) (i)	–	–	3.4	3.5
Performance fees (ii)	12.1	–	–	4.3
Other provisions (iii)	29.7	0.1	–	–
Total provisions	83.2	35.5	18.9	22.1

(1) Comparative information has been restated for the finalisation of the Sidekicker purchase price allocation (refer to Note 20 Business combination).

(i) Acquired contingent liabilities

The provision for acquired contingent liabilities includes a provision of $2.8m for potential employment related liabilities relating to Sidekicker. The provision has been estimated by applying a weighted average probability assessment to a variety of potential outcomes. The amount and timing of any outflow is uncertain; however, no outflow is considered probable.

(ii) Provision for performance fees

SEEK has recognised a provision of $12.1m for one-off performance fees payable to SEEK Investments, the Manager of the SEEK Growth Fund, in relation to the management of SEEK's investments in Zhaopin and JobAdder. The amount of the provision has been determined based on the valuations of the investments at 30 June 2026 and is expected to be paid in August 2026.

(iii) Other provisions

SEEK has recognised a provision of $29.4m for statutory imposed interest owing on a historical transaction. The provision is based upon current advice although the amount and timing of its settlement is currently uncertain.

Equity

16. Share capital

	Ordinary Shares (excluding Treasury Shares)	Treasury Shares	Total Share capital	
Movement of shares on issue	No. of shares	No. of shares	No. of shares	$m
Balance at 30 June 2024	355,627,642	1,192,548	356,820,190	276.7
Issue of shares to satisfy future Rights and Options exercises	–	400,000	400,000	–
Exercise of WSP Options/Rights	755,339	(755,339)	–	3.1
Release of restricted shares	151,626	(151,626)	–	–
Balance at 30 June 2025	356,534,607	685,583	357,220,190	279.8
Issue of shares to satisfy future Rights and Options exercises	–	750,000	750,000	–
Exercise of Rights	266,194	(266,194)	–	–
Vesting of matched Rights	35,890	(35,890)	–	–
Release of restricted shares	165,210	(165,210)	–	–
Balance at 30 June 2026	357,001,901	968,289	357,970,190	279.8

Ordinary Shares have no par value and entitle the holder to participate in dividends and the proceeds on winding up of the Company in proportion to the number of and amounts paid on the shares held.

On a show of hands every holder of Ordinary Shares present at a meeting in person or by proxy, is entitled to one vote, and upon a poll, each share is entitled to one vote.

Treasury Shares are shares in the Company that are held by the Employee Share Trust for the purpose of future allocation to employees under the SEEK Equity Plan and shares held by the Employee Share Trust that have been allocated to employees but are subject to a disposal restriction.

Notes to the Financial Statements
for the year ended 30 June 2026

17. Reserves

Nature and purpose of reserves

Cash flow hedge reserve
This reserve is used to record gains or losses on a hedging instrument in a cash flow hedge that is recognised directly in equity, as described in Note 10 Financial instruments and fair value measurement.

Net investment hedge reserve
This reserve is used to record gains or losses on a hedging instrument in a net investment hedge that is recognised directly in equity, as described in Note 10 Financial instruments and fair value measurement.

Cost of hedging reserve
This reserve is used to record gains or losses on the forward element of a hedging instrument where the cost of hedging approach is applied.

Share-based payments reserve
This reserve is used to recognise the grant date fair value of shares issued to employees.

Equity instruments revaluation reserve
This reserve is used to record changes in the fair value of investments in equity instruments that are not held for trading, for which SEEK elected, at initial recognition, to present gains and losses in other comprehensive income.

Transactions with non-controlling interests reserve
This reserve is used to record differences arising as a result of transactions with a non-controlling interest that do not result in a loss of control. Upon disposal of interests in that entity, this reserve is transferred to retained earnings.

Foreign currency translation reserve
Exchange differences arising on the translation of foreign controlled entities and associates are recognised in the foreign currency translation reserve, as described in Note 28 Other significant accounting policies.

(a) Hedging reserves

	2026 $m	2025 $m
Cash flow hedge reserve (i)	**4.0**	(0.7)
Net investment hedge reserve (ii)	**(149.8)**	(161.7)
Cost of hedging reserve (iii)	**(6.6)**	(10.0)
Total hedging reserves	**(152.4)**	(172.4)

SEEK's approach to hedging is described in Note 10 Financial instruments and fair value measurement.

(i) Cash flow hedge reserve
The balance in the cash flow hedge reserve recognises the net present value of future net interest receipts on interest rate swaps designated as cash flow hedges. The after-tax net gain arises from SEEK having secured fixed interest rates below the prevailing market rates at year end.

(ii) Net investment hedge reserve
The movement in the net investment hedge reserve during the financial year was predominantly attributable to AUD appreciation against the USD, which underpins the revaluation of USD-denominated borrowings designated as net investment hedges of the Group's foreign operations.

(iii) Cost of hedging reserve
The cost of hedging reserve recognises the forward component of cross-currency swaps designated as net investment hedges. The balance has partially unwound during the financial year as the swaps approach maturity.

(b) Other reserves

	2026 $m	2025 $m
Share-based payments reserve	**191.2**	165.5
Equity instruments revaluation reserve (i)	**(9.2)**	(15.8)
Transactions with non-controlling interests reserve	**(105.1)**	(105.1)
Other reserves	**0.6**	(0.4)
Total other reserves	**77.5**	44.2

(i) Equity instruments revaluation reserve
The movement of $6.6m in the Equity instruments revaluation relates to the increase in the fair value of financial assets held at FVOCI. Refer to Note 10 (iv) Financial instruments and fair value measurement for further information.

18. Dividends

	Payment date	Amount per share	Franked amount per share	Total dividend
2025				
2024 final dividend	3 October 2024	16.0 cents	16.0 cents	$57.1m
2025 interim dividend	2 April 2025	24.0 cents	24.0 cents	$85.6m
Total dividends paid during the year ended 30 June 2025				$142.7m
2026				
2025 final dividend	**2 October 2025**	**22.0 cents**	**22.0 cents**	**$78.6m**
2026 interim dividend	**1 April 2026**	**27.0 cents**	**27.0 cents**	**$96.4m**
Total dividends paid during the year ended 30 June 2026				**$175.0m**

Dividends determined by the Board of the Company after the financial year (to be paid out of retained profits at 30 June 2026) are as follows.

2026				
2026 final dividend	**1 October 2026**	**25.0 cents**	**25.0 cents**	**$89.5m**

The SEEK Australian income tax group franking account balance, after accounting for its FY2026 income taxes is $87.4m at 30 June 2026 (2025: $104.0m) based on a tax rate of 30% (2025: 30%).

The dividend payment on 1 October 2026 will be fully franked using this balance and will reduce the franking credits available by $38.4m for the SEEK Australian income tax consolidated group.

Notes to the Financial Statements
for the year ended 30 June 2026

Group structure

19. Interests in controlled entities

Critical accounting estimates and assumptions

SEEK has fully consolidated a number of entities in the Asia group, despite not holding the majority of equity. A list of these entities is shown below.

Through existing contractual agreements, SEEK is able to exercise effective control over the financial and operating policies of these businesses and receive substantially all the economic benefits and returns.

Asia entities	
Agensi Pekerjaan JobStreet.com Sdn. Bhd.	Jobs DB Assets (Thailand) Limited
Agensi Pekerjaan JS Staffing Services Sdn. Bhd.	

Accounting Policy

Subsidiaries are all entities (including structured entities) over which SEEK has control. SEEK controls an entity when SEEK is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to SEEK. They are deconsolidated from the date that control ceases.

Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by SEEK.

The following material subsidiaries have been fully consolidated in SEEK's Financial Statements. The equity holdings listed below represent the look through equity interest held by SEEK.

		Equity holding	
Name of entity	Country of incorporation	2026 %	2025 %
SEEK (NZ) Limited	New Zealand	**100.0**	100.0
SeekAsia Limited (together with its consolidated subsidiaries, SEEK Asia)	Cayman Islands	**100.0**	100.0
Jobs DB Hong Kong Limited	Hong Kong	**100.0**	100.0
Jobs DB Recruitment (Thailand) Limited	Thailand	**70.2**	70.1
Jobs DB Philippines Inc.(1)	Philippines	**100.0**	100.0
SEEK Asia Investments Pte. Ltd.	Singapore	**100.0**	100.0
JobStreet.com Pte. Ltd.	Singapore	**100.0**	100.0
JobStreet.com Shared Services Sdn. Bhd.	Malaysia	**100.0**	100.0
JobStreet.com Philippines, Inc.(1)	Philippines	**100.0**	100.0
PT. JobStreet Indonesia	Indonesia	**100.0**	100.0
The Sidekicker Group Pty Ltd	Australia	**100.0**	100.0
Lend Me A Hand Pty Ltd	Australia	**100.0**	100.0
Zhaopin Limited(2)	Cayman Islands	**61.1**	61.1
Job Adder Operations Pty Ltd	Australia	**100.0**	100.0

(1) External shareholders hold 0.01% or less.

(2) The operations of Zhaopin were deconsolidated in May 2021. SEEK retains a 61.05% interest in the parent, Zhaopin Limited, which holds the 23.5% interest in the Zhaopin equity accounted investment, with the results of each of these included in Continuing Operations. The non-controlling interest in Zhaopin Limited has been derecognised to reflect SEEK's economic interest in its operations.

20. Business combination

Finalisation of Sidekicker acquisition

On 30 May 2025, SEEK completed the acquisition of Sidekicker, a contingent labour platform operating across Australia and New Zealand, that matches casual and temporary workers with businesses across a range of industries, such as warehousing and logistics, hospitality, aged care and events.

In the FY2025 Financial Report, the net asset valuation and allocation of the purchase price to acquired assets and fair values assigned to intangible assets were preliminary. In accordance with the Group's accounting policy, the accounting for the acquisition of Sidekicker has been finalised during the current year and the preliminary balances have been updated accordingly. Revised goodwill is $47.6m. The final fair values of the assets and liabilities are outlined in the table below.

	Final fair value $m	Preliminary fair value $m
Cash and cash equivalents	2.3	2.3
Trade and other receivables	10.9	10.9
Deferred tax assets	15.8	13.8
Intangible assets		
– Brand	3.9	–
– Customer relationships	6.4	–
– Software and website development	3.7	1.8
Plant and equipment	0.2	0.2
Right-of-use assets	0.1	0.1
Total assets	**43.3**	29.1
Trade and other payables	(7.0)	(7.0)
Borrowings	(5.0)	(5.0)
Provisions	(4.3)	(1.5)
Lease liabilities	(0.1)	(0.1)
Deferred tax liabilities	(3.7)	–
Total liabilities	**(20.1)**	(13.6)
Net identifiable assets acquired	**23.2**	15.5
Goodwill	47.6	55.3
Net assets acquired	**70.8**	70.8

Notes to the Financial Statements
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21. Interests in equity accounted investments

Critical judgements, estimates and assumptions

Impairment

The recoverable amount of SEEK's investments in its associates are reviewed for impairment annually, or when events or circumstances indicate that the carrying amount of the investment may not be recoverable. The recoverable amount of an associate is based on the higher of its value-in-use (expected future cash flows from ongoing ownership of the associate) and fair value less costs of disposal (expected net proceeds if the associate were sold).

These calculations are performed based on cash flow projections and other supplementary information which, given their forward-looking nature, require the adoption of assumptions and estimates. These estimates include establishing forecasts of future financial performance, terminal value growth rates and post-tax discount rates. Each of these assumptions and estimates is based on a 'best estimate' at the time of performing the valuation and therefore, any changes to expected future financial performance, discount rates or terminal growth rates can alter the recoverable amount of the associate.

SEEK Growth Fund

Although SEEK has a 83.8% interest in SEEK Growth Fund (the Fund), certain provisions within the Fund Deed and associated agreements between the Fund and the entity appointed by the trustee to manage the Fund's operations (the Manager) stipulate that commercial and operational decisions over the Fund's activities are not within SEEK's control, however SEEK does have significant influence. As a result, it has been determined that SEEK does not control the Fund, and since 19 December 2022 has accounted for it as an associate.

The fair values of the portfolio assets held by the Fund are determined using a range of valuation methods. Each of the assumptions and estimates used to determine the fair values of the assets are based on a 'best estimate' at the time of performing the valuations and any changes to the assumptions and estimates can alter the fair values of the assets.

SEEK can achieve liquidity from its interest in the Fund via its right to sell units to a third party, periodic redemption rights and the distribution of proceeds from sales by the Fund of underlying assets within the portfolio. SEEK may also receive its share of dividends or distributions from underlying assets.

Carried interest

The Fund Deed of the Fund provides for carried interest to be payable to the Manager. The Manager is not controlled by nor an associate of SEEK.

Carried interest is a performance fee for the Manager and is only paid if the Fund achieves a minimum return over a period of time. Each class of unit in the Fund has a specific minimum return and carried interest percentage, which can vary between classes. SEEK's investment in the Fund comprises three classes of units, each with different carried interest percentages. At 30 June 2026, the Fund has not recognised a liability for carried interest.

Accounting Policy

Associates are all entities over which SEEK has significant influence but not control or joint control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost. Under the equity method, the investment is shown in one line on the balance sheet, with SEEK's share of post-acquisition profits or losses recognised in the Consolidated Income Statement, until the date on which significant influence or joint control ceases.

Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by SEEK, with the exception of the Fund's treatment of its subsidiaries, associates and joint ventures which are held at fair value. SEEK applies the exemptions in AASB 128 *Investments in Associates and Joint Ventures* to maintain the Fund's accounting for its subsidiaries, associates and joint ventures at fair value.

SEEK pays annual management fees to the Fund which are recognised as an expense in SEEK's Consolidated Income Statement and an equity injection in the Fund's balance sheet. The Fund records an expense when it pays management fees to the Manager. To avoid double counting, the management fees recognised in the Fund's Statement of Comprehensive Income are eliminated prior to applying the equity method of accounting.

(a) Interests in associates

Set out below is information about SEEK's material interests in associates as at 30 June 2026.

			Ownership interest	
Name of entity	Principal activity	Principal place of business	2026 %	2025 %
SEEK Growth Fund (the Fund)	A managed investment scheme in relation to a portfolio of investments across three key themes of Online Education, Contingent Labour and HR Software as a Service (HR SaaS)	Australia	**83.8**	83.8
Beijing Wangpin Consulting Co. Ltd (Zhaopin)	Online job/education platform in China	China	**23.5**	23.5
BDJOBS.com Limited (BDjobs)	Online employment focused business that helps job seekers manage their career more efficiently, including job search, training and assessment	Bangladesh	**37.0**	37.0

21. Interests in equity accounted investments continued

(b) Summarised financial information for equity accounted investments

For the year ended 30 June 2026	SEEK Growth Fund $m	Zhaopin $m	Other $m	Total $m
Summarised statement of comprehensive income (100%)				
Gross revenue	–	500.6	9.2	**509.8**
Fair value loss	(350.1)	–	–	**(350.1)**
Interest and investment income	27.4	4.6	0.3	**32.3**
Depreciation and amortisation	–	(14.2)	(0.9)	**(15.1)**
Impairment loss(1)	–	(22.8)	–	**(22.8)**
Other operating costs	(1.6)	(459.1)	(6.8)	**(467.5)**
Management fees	(21.5)	–	–	**(21.5)**
Movement in liability for carried interest(2)	1.5	–	–	**1.5**
Interest expense	–	–	(1.0)	**(1.0)**
Income tax (expense)/benefit	–	(2.2)	0.1	**(2.1)**
Non-controlling interest		(0.4)	–	**(0.4)**
(Loss)/Profit for the period	**(344.3)**	**6.5**	**0.9**	**(336.9)**
Other comprehensive income/(loss)	–	0.4	(0.4)	**–**
Total comprehensive (loss)/income	**(344.3)**	**6.9**	**0.5**	**(336.9)**
Summarised balance sheet (100%)				
Current assets	**22.2**	422.2	7.8	**452.2**
Non-current assets	1,771.6	171.5	3.3	**1,946.4**
Current liabilities	(0.3)	(404.5)	(4.1)	**(408.9)**
Non-current liabilities	–	(10.1)	(8.7)	**(18.8)**
Non-controlling interest share of net assets	–	(4.0)	–	**(4.0)**
Net assets/(liabilities) (2)(3)	**1,793.5**	**175.1**	**(1.7)**	**1,966.9**
Reconciliation to carrying amounts				
Opening net assets	1,779.7	451.6	12.2	**2,243.5**
Share of results(4)	(269.2)	1.5	0.6	**(267.1)**
Other comprehensive income	–	2.5	(0.9)	**1.6**
Share of reserve movements of equity accounted investments	–	0.3	–	**0.3**
Impairment loss	–	(283.6)	–	**(283.6)**
Dividends and distributions paid	(7.4)	–	(0.4)	**(7.8)**
Closing net assets	**1,503.1**	**172.3**	**11.5**	**1,686.9**
SEEK interest				
SEEK's share of net assets	**1,503.1**	41.2	0.8	**1,545.1**
Goodwill	–	131.1	10.7	**141.8**
Carrying amount	**1,503.1**	**172.3**	**11.5**	**1,686.9**

(1) During the year Zhaopin recorded impairments of the goodwill relating to three of its consolidated subsidiaries as the recoverable amount was below the carrying amount.
(2) At 30 June 2026, the Fund has not recognised a liability for carried interest.
(3) Excludes unitholder interests in SEEK Growth Fund which are classified as financial liabilities under AASB 132 *Financial Instruments: Presentation*.
(4) Share of result for SEEK Growth Fund comprises $270.3m share of Fund valuation decrease plus $1.1m share of movement in the carried interest liability.

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21. Interests in equity accounted investments continued
(b) Summarised financial information for equity accounted investments continued

For the year ended 30 June 2025	SEEK Growth Fund $m	Zhaopin $m	Other $m	Total $m
Summarised statement of comprehensive income (100%)				
Gross revenue	–	561.1	8.2	**569.3**
Fair value gain	99.8	–	–	**99.8**
Interest and investment income	32.7	4.1	0.6	**37.4**
Depreciation and amortisation	–	(18.5)	(0.8)	**(19.3)**
Other operating costs	(3.0)	(518.4)	(6.5)	**(527.9)**
Management fees	(21.4)	–	–	**(21.4)**
Movement in liability for carried interest(1)	16.9	–	–	**16.9**
Interest expense	–	–	(0.8)	**(0.8)**
Income tax expense	(6.2)	–	(0.1)	**(6.3)**
Profit for the period	**118.8**	**28.3**	**0.6**	**147.7**
Other comprehensive income	–	4.1	–	**4.1**
Total comprehensive income	**118.8**	**32.4**	**0.6**	**151.8**
Summarised balance sheet (100%)				
Current assets	65.1	423.5	6.9	**495.5**
Non-current assets	2,071.0	200.3	3.5	**2,274.8**
Current liabilities	(11.2)	(438.3)	(3.8)	**(453.3)**
Non-current liabilities	–	(14.3)	(7.7)	**(22.0)**
NCI share of net assets	–	(4.0)	–	**(4.0)**
Net assets/(liabilities)(2)	**2,124.9**	**167.2**	**(1.1)**	**2,291.0**
Liability for carried interest(1)	(1.5)	–	–	**(1.5)**
Adjusted net assets/(liabilities)(2)	**2,123.4**	**167.2**	**(1.1)**	**2,289.5**
Reconciliation to carrying amounts				
Opening net assets	1,815.6	432.9	12.6	**2,261.1**
Share of results(3)	117.5	6.6	0.5	**124.6**
Other comprehensive income	–	12.1	(0.3)	**11.8**
Dividends and distributions paid	(153.4)	–	(0.6)	**(154.0)**
Closing net assets	**1,779.7**	**451.6**	**12.2**	**2,243.5**
SEEK interest				
SEEK's share of net assets	1,779.7	39.2	1.0	**1,819.9**
Goodwill	–	412.4	11.2	**423.6**
Carrying amount	**1,779.7**	**451.6**	**12.2**	**2,243.5**

(1) At 30 June 2025, the Fund has recognised a liability of $1.5m for carried interest for certain classes of units. SEEK's share of the carried interest liability is $1.1m.
(2) Excludes unitholder interests in SEEK Growth Fund which are classified as financial liabilities under AASB 132 *Financial Instruments: Presentation*.
(3) Share of result for SEEK Growth Fund comprises $103.3m share of Fund valuation increase plus $14.2m share of movement in the carried interest liability.

21. Interests in equity accounted investments continued

(c) Impairment testing and key assumptions

In FY2021, SEEK sold down its controlling interest in Zhaopin, retaining a 23.5% equity accounted investment in the Zhaopin operations, which was measured at fair value at the date of the transaction. At 30 June 2024, SEEK recognised an impairment loss on the carrying amount of Zhaopin due to the poor performance and outlook of the Chinese economy and the potential impact on expected revenue forecasts.

Zhaopin continues to be impacted by weak macroeconomic conditions in China and competitive pressures. A new management team appointed to Zhaopin in early FY2026 undertook a strategic review which has resulted in a shift in the business towards new growth areas aligned with China's economic priorities to strengthen long-term performance. This is reducing revenue and impacting margins in calendar years 2026 and 2027, but will not require further capital injection from SEEK.

In addition, discussions are underway with Zhaopin's other shareholders to simplify Zhaopin's ownership structure and resolve the outstanding receivables from the disposal of SEEK's controlling interest in Zhaopin in FY2021 (refer to Note 10(iii)).

During the six months ended 31 December 2025, given the advanced nature of the discussions at that time and the valuation being considered which reflected market conditions and Zhaopin's earnings outlook, combined with the outcomes of the strategic review, management's view was that the fair value less costs of disposal of Zhaopin had materially decreased since 30 June 2025. Management determined the fair value less costs of disposal at 31 December 2025 based on the expected transaction price (classified as Level 3 in the fair value hierarchy), cross-checked against a discounted cash flow model. As a result SEEK recognised an impairment loss of $283.6m in the Consolidated Income Statement during the six months ended 31 December 2025.

Discussions with Zhaopin's other shareholders remain ongoing at 30 June 2026; the objective of simplifying the structure and the expected transaction price remain unchanged since 31 December 2025. No further impairment, or reversal of impairment, has been recognised in the six months ended 30 June 2026. The carrying amount of $172.3m (30 June 2025: $451.6m) is approximately equal to the estimated recoverable amount.

(d) SEEK Growth Fund – Additional information

The SEEK Growth Fund portfolio targets high growth structural trends across Online Education, Contingent Labour and HR SaaS. The analysis below aims to provide additional relevant information (non-statutory) on the valuation methodologies adopted by the Fund.

	Portfolio value 30 June 2026 $m	Share of portfolio %
Listed share price	25.1	1.4%
Competitive equity raising (last 12 months)	70.5	4.0%
Independent valuation reports	812.4	45.9%
Internal management valuations(1)	854.3	48.2%
Other (including convertible notes)	9.3	0.5%
Total	**1,771.6**	**100.0%**

(1) Based on EV/Revenue or EV/EBITDA multiples, or the use of observable inputs that required significant adjustments based on unobservable inputs.

Notes to the Financial Statements
for the year ended 30 June 2026

22. Parent entity financial information

Accounting Policy

The financial information for the parent entity, SEEK Limited, has been prepared on the same basis as the Consolidated Financial Statements, except as set out below.

(i) Investments in subsidiaries, associates and joint venture entities

Investments in subsidiaries, associates and joint venture entities are accounted for at cost in the Financial Statements of SEEK Limited. Dividends received from associates are recognised in the parent entity's income statement when its right to receive the dividend is established, rather than being deducted from the carrying amount of these investments.

(ii) Income tax consolidation legislation

SEEK Limited and its wholly-owned Australian subsidiaries have elected to form an Australian income tax consolidated group.

The entities in the arrangement each account for their own current and deferred tax amounts. These tax amounts are measured as if each entity in the arrangement continues to be a standalone taxpayer in its own right.

In addition to its own current and deferred tax amounts, SEEK Limited also recognises the current tax assets/liabilities and the deferred tax assets arising from unused tax losses and unused tax credits assumed from the other entities in the arrangement.

As a result, the entities in the Australian income tax consolidated group have entered a tax funding agreement under which they:

- fully compensate SEEK Limited for any current tax liabilities assumed; and
- are compensated by SEEK Limited for any current tax assets and deferred tax assets relating to unused tax losses or unused tax credits that are assumed by SEEK Limited under the Australian income tax consolidation legislation.

The funding amounts are determined by reference to the amounts recognised in each entity's financial statements. Assets or liabilities arising under the tax funding agreement are recognised as current amounts receivable from or payable to SEEK Limited.

(iii) Financial guarantees

Where SEEK Limited has provided financial guarantees in relation to loans and payables of subsidiaries for no compensation, the fair values of these guarantees are accounted for as contributions and recognised as part of the cost of the investment.

(a) Summary financial information

The individual financial statements for the parent entity, SEEK Limited, show the following aggregate amounts.

	2026 $m	2025 $m
Balance sheet		
Current assets	**492.7**	475.5
Total assets	**2,913.8**	2,778.0
Current liabilities	**(374.5)**	(379.9)
Total liabilities	**(1,725.5)**	(1,645.1)
Net assets	**1,188.3**	1,132.9
Equity		
Issued capital	**279.8**	279.8
Cash flow hedge reserve	**4.0**	(0.8)
Share-based payments reserve	**198.7**	173.3
Retained earnings	**705.8**	680.6
Total equity	**1,188.3**	1,132.9
Profit for the year	**185.5**	212.2
Total comprehensive income	**145.1**	205.0

22. Parent entity financial information continued

(b) Significant transactions during the financial year

The parent entity did not have any significant transactions during the financial year.

(c) Guarantees entered by the parent entity

The parent entity and certain subsidiaries have given unsecured guarantees in respect of the syndicated loan facility of A$1,000.0m and US$452.5m. As at 30 June 2026, A$1,099.0m principal had been drawn down against the facility, comprising A$810.0m and US$200.0m (2025: $1,092.0m, comprising A$788.0m and US$200.0m). Refer to Note 8 Net debt.

(d) Contingent liabilities of the parent entity

The parent entity did not have any contingent liabilities as at 30 June 2026 (2025: nil).

(e) Contractual commitments

The parent entity did not have any contractual commitments as at 30 June 2026 (2025: nil).

Unrecognised items

23. Commitments and contingencies

(a) Commitments

SEEK has commitments for expenditure of $2.7m for the office fit-outs and other operating expenditure commitments under long-term contracts in existence at the reporting date but not recognised as liabilities payable (2025: nil).

(b) Contingencies

Unrecognised contingent liabilities represent the possible (but not probable) cash outflow in excess of any provision. They do not represent management's expectation of likely outflow and are not recognised on the balance sheet.

From time to time, SEEK is subject to legal claims. The majority of these are subsequently proven to be without merit and resolved with no cash outflow. SEEK has unrecognised contingent liabilities of nil (2025: nil).

24. Events occurring after balance sheet date

There are no matters or circumstances which have arisen since the end of the financial year that have significantly affected, or may significantly affect, SEEK's operations, the results of those operations, or SEEK's state of affairs in subsequent financial periods.

Notes to the Financial Statements
for the year ended 30 June 2026

Other information

25. Share-based payments

Critical accounting estimates and assumptions

Calculating the fair value

SEEK estimates the fair value of its Wealth Sharing Plan Options/Rights at grant date, with the assistance of independent consultants, using the Monte-Carlo simulation or similar option pricing models to value Options and Rights. The estimations include any market performance conditions and the impact of non-vesting conditions.

The impact of any service conditions and non-market vesting conditions is excluded from the estimation of fair value, and instead included in assumptions about the number of Options that are expected to vest. These assumptions are reviewed at the end of each reporting period.

Accounting Policy

The cost of share-based payments is recognised by expensing the fair value of Options or Rights granted over the period during which the employees become entitled to these benefits.

Where the plan will be settled by:

- issuing equity, the corresponding entry is an increase in the share-based payment reserve; and
- a payment in cash, the corresponding entry is a liability.

(a) Types of share-based payments

- **SEEK Limited**: share-based benefits are provided to SEEK Limited Executives and certain employees via Performance Rights, Equity Rights, Restricted Rights, Recognition Rights and/or Wealth Sharing Plan Options/Rights.
- **JobAdder:** share-based payments are provided to JobAdder executives and senior management via Share Appreciation Rights.

(b) Financial impact of share-based payment transactions

The table below summarises the share-based payment expense recognised during the year as part of the employee benefits:

	2026 $m	2025 $m
SEEK Limited Options and Rights	27.7	18.2
Cash-settled share-based payments	1.0	–
Other associated costs	0.6	1.3
Total share-based payments expense	**29.3**	19.5

25. Share-based payments continued

(c) Options and Rights – SEEK Limited

SEEK Limited Executives and selected senior level employees receive one Equity Right or one Performance Right as part of their Total Remuneration Opportunity each year. Equity Rights and Performance Rights vest and convert into a number of shares following the end of the financial year based on a pre-determined allocation price which references the SEEK Limited share price. For Performance Rights, vesting is also linked to the performance of the individual over the relevant financial year. Shares allocated via Equity Rights are subject to a 12-month disposal restriction following vesting. Performance Rights shares are not subject to a disposal restriction period.

A limited number of senior level employees may receive a one-off grant of Restricted Rights. Vesting of Restricted Rights is subject to the performance of the individual and continued employment over the vesting period. Upon vesting, each Restricted Right converts into one share and the resulting shares are not subject to a disposal restriction period.

SEEK Limited Executives and a small number of selected senior level employees also receive Wealth Sharing Plan Options and/or Rights at their election. Vested Wealth Sharing Plan Options and Rights is subject to the achievement of a relative Total Shareholder Return hurdle performance condition. Vested Wealth Sharing Plan Options and Rights are subject to a 12-month exercise restriction, following which they can be exercised (Rights at nil cost; Options upon payment of an Exercise Price) and convert into an equivalent number of shares.

In the year ended 30 June 2026, eligible employees received a one-off grant of 45 Recognition Rights. Recognition Rights will vest following a 12-month Qualifying Period, subject to an employee's continued employment until the end of the Qualifying Period. Upon vesting, each Recognition Right converts into one share. The resulting shares are not subject to a disposal restriction period.

2026			Number of Options or Rights						
Grant date	Expiry date (years)	Exercise Price	Opening balance	Granted during the year	Exercised during the year	Lapsed during the year	Forfeited during the year	Closing balance	Vested and exercisable at 30 June
Wealth Sharing Plan Options									
Nov 2022	5	$23.75	343,247	–	–	(343,247)	–	–	–
Oct 2023 – Dec 2023	10	$23.29	373,067	–	–	–	–	373,067	–
Nov 2024	10	$23.23	367,709	6,507	–	–	–	374,216	–
17 October 2025	10	$22.29	–	443,758	–	–	(8,238)	435,520	–
20 November 2025	10	$22.29	–	225,680	–	–	–	225,680	–
Total			**1,084,023**	**675,945**	**–**	**(343,247)**	**(8,238)**	**1,408,483**	**–**
Wealth Sharing Plan Rights									
Nov 2022	5	$0.00	355,204	–	–	(355,204)	–	–	–
Oct 2023 – Dec 2023	10	$0.00	398,916	–	–	–	(10,121)	388,795	–
Nov 2024	10	$0.00	418,659	–	–	–	(11,934)	406,725	–
17 October 2025	10	$0.00	–	278,414	–	–	(5,537)	272,877	–
20 November 2025	10	$0.00	–	90,272	–	–	–	90,272	–
Total			**1,172,779**	**368,686**	**–**	**(355,204)**	**(27,592)**	**1,158,669**	**–**
Restricted Rights									
11 April 2023	3	$0.00	2,370	–	(2,370)	–	–	–	–
31 October 2023	2	$0.00	2,500	–	(2,500)	–	–	–	–
14 November 2024	1	$0.00	4,121	–	(4,121)	–	–	–	–
14 November 2024	2	$0.00	4,120	–	–	–	–	4,120	–
25 August 2025	1	$0.00	–	2,958	(2,958)	–	–	–	–
29 October 2025	1	$0.00	–	91,792	–	–	(2,449)	89,343	–
24 March 2026	1	$0.00	–	1,935	–	–	–	1,935	–
24 March 2026	2	$0.00	–	1,935	–	–	–	1,935	–
Total			**13,111**	**98,620**	**(11,949)**	**–**	**(2,449)**	**97,333**	**–**
Recognition Rights									
9 October 2025	1	$0.00	–	126,765	–	–	(9,945)	116,820	–
Total			**–**	**126,765**	**–**	**–**	**(9,945)**	**116,820**	**–**
Equity Rights									
24 October 2024	2	$0.00	7	–	(7)	–	–	–	–
20 November 2024	2	$0.00	1	–	(1)	–	–	–	–
2 October 2025	2	$0.00	–	7	–	–	–	7	–
20 November 2025	2	$0.00	–	1	–	–	–	1	–
Total			**8**	**8**	**(8)**	**–**	**–**	**8**	**–**
Performance Rights									
24 November 2024	2	$0.00	81	–	(80)	–	(1)	–	–
2 October 2025	2	$0.00	–	86	–	–	(2)	84	–
Total			**81**	**86**	**(80)**	**–**	**(3)**	**84**	**–**
Total all plans			**2,270,002**	**1,270,110**	**(12,037)**	**(698,451)**	**(48,227)**	**2,781,397**	**–**

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for the year ended 30 June 2026

25. Share-based payments continued
(c) Options and Rights – SEEK Limited continued

2025				Number of Options or Rights					
Grant date	Expiry date (years)	Exercise Price	Opening balance	Granted during the year	Exercised during the year	Lapsed during the year	Forfeited during the year	Closing balance	Vested and exercisable at 30 June
Wealth Sharing Plan Options									
Nov 2020 – Mar 2021	5	$20.51	235,470	–	(235,470)	–	–	–	–
Oct 2021 – Mar 2022	5	$34.40	313,463	–	–	(313,463)	–	–	–
Nov 2022	5	$23.75	356,505	–	–	(13,258)	–	343,247	–
Oct 2023 – Dec 2023	10	$23.29	409,896	–	–	(36,829)	–	373,067	–
8 November 2024	10	$23.23	–	151,162	–	–	–	151,162	–
24 November 2024	10	$23.23	–	216,547	–	–	–	216,547	–
Total			**1,315,334**	**367,709**	**(235,470)**	**(363,550)**	**–**	**1,084,023**	**–**
Wealth Sharing Plan Rights									
Nov 2020	5	$0.00	308,652	–	(308,652)	–	–	–	–
Oct 2021 – Mar 2022	5	$0.00	284,946	–	–	(284,946)	–	–	–
Nov 2022	5	$0.00	367,485	–	–	(12,281)	–	355,204	–
Oct 2023 – Dec 2023	10	$0.00	434,042	–	–	(35,126)	–	398,916	–
8 November 2024	10	$0.00	–	345,639	–	(13,599)	–	332,040	–
24 November 2024	10	$0.00	–	86,619	–	–	–	86,619	–
Total			**1,395,125**	**432,258**	**(308,652)**	**(345,952)**	**–**	**1,172,779**	**–**
Restricted Rights									
11 April 2023	2	$0.00	6,212	–	(5,251)	(961)	–	–	–
11 April 2023	3	$0.00	2,370	–	–	–	–	2,370	–
31 October 2023	1	$0.00	2,500	–	(2,500)	–	–	–	–
31 October 2023	2	$0.00	2,500	–	–	–	–	2,500	–
14 November 2024	1	$0.00	–	4,121	–	–	–	4,121	–
14 November 2024	2	$0.00	–	4,120	–	–	–	4,120	–
Total			**13,582**	**8,241**	**(7,751)**	**(961)**	**–**	**13,111**	**–**
Equity Rights									
10 October 2023	2	$0.00	7	–	(7)	–	–	–	–
16 November 2023	2	$0.00	1	–	(1)	–	–	–	–
24 October 2024	2	$0.00	–	7	–	–	–	7	–
20 November 2024	2	$0.00	–	1	–	–	–	1	–
Total			**8**	**8**	**(8)**	**–**	**–**	**8**	**–**
Performance Rights									
10 October 2023	2	$0.00	81	–	(81)	–	–	–	–
16 November 2023	2	$0.00	2	–	(2)	–	–	–	–
25 March 2024	2	$0.00	3	–	(3)	–	–	–	–
24 November 2024	2	$0.00	–	83	–	–	(2)	81	–
Total			**86**	**83**	**(86)**	**–**	**(2)**	**81**	**–**
Total all plans			**2,724,135**	**808,299**	**(551,967)**	**(710,463)**	**(2)**	**2,270,002**	**–**

25. Share-based payments continued

(c) Options and Rights – SEEK Limited continued

The following table summarises the weighted average exercise price for the SEEK Limited plans.

2026 – SEEK Limited	Opening balance	Granted during the year	Exercised during the year	Lapsed during the year	Forfeited during the year	Closing balance	Vested and exercisable at 30 June
Weighted average exercise price	**$11.18**	**$11.87**	**$0.00**	**$11.67**	**$3.81**	**$11.55**	**–**
2025 – SEEK Limited							
Weighted average exercise price	$12.34	$10.57	$8.75	$16.83	–	$11.18	–

There were no Options exercised during the year. The weighted average share price at the date of exercise of Options exercised during the year ended 30 June 2025 was $23.04.

The weighted average remaining contractual life of share Options outstanding at the end of the year was 7.8 years (2025: 6.5 years).

The following table shows the inputs for Wealth Sharing Plan Rights and Options granted during the year.

Grant date	Expiry date	Share price at grant date	Expected price volatility of the company's shares	Expected dividend yield	Risk-free interest rate	
					Rights	Options
2026						
17 October 2025	**30 June 2035**	**$27.24**	**28.0%**	**1.7%**	**3.3%**	**3.3%**
20 November 2025	**30 June 2035**	**$25.13**	**27.7%**	**1.8%**	**3.8%**	**3.8%**
2025						
8 November 2024	30 June 2034	$25.11	30.0%	2.4%	4.2%	4.4%
24 November 2024	30 June 2034	$26.79	30.0%	2.4%	4.2%	4.4%

The weighted average fair value of Options granted during the year was $6.90 (2025: $7.10). The weighted average fair value of Rights granted during the year was $17.98 (2025: $14.38).

(d) Share Appreciation Rights – JobAdder

The table below summarises the movements in rights over shares of Job Adder Operations Pty Ltd.

2026 – JobAdder			Number of Rights						
Grant date	Expiry date (years)	Exercise price (AUD$)	Opening balance	Granted during the year	Exercised during the year	Lapsed during the year	Forfeited during the year	Closing balance	Vested and exercisable at balance date
1 July 2020	8	$3,402.13	456	–	(456)	–	–	–	–
1 July 2022	4	$0.00	852,000	–	(852,000)	–	–	–	–
1 July 2023	3	$0.00	65,297	–	(65,297)	–	–	–	–
1 July 2024	2	$0.00	150,000	–	(90,000)	–	(60,000)	–	–
Balance at 30 June 2026			**1,067,753**	**–**	**(1,007,753)**	**–**	**(60,000)**	**–**	**–**
Weighted average exercise price			**$1.45**	**–**	**$1.54**	**–**	**$0.00**	**–**	**–**
2025 – JobAdder									
1 July 2020	8	$3,402.13	456	–	–	–	–	456	–
1 July 2022	4	$0.00	879,000	–	–	–	(27,000)	852,000	–
1 July 2023	3	$0.00	203,393	–	–	–	(138,096)	65,297	–
1 July 2024	2	$0.00	–	210,000	–	–	(60,000)	150,000	–
Balance at 30 June 2025			**1,082,849**	**210,000**	**–**	**–**	**(225,096)**	**1,067,753**	**–**
Weighted average exercise price			**$1.43**	**$0.00**	**–**	**–**	**$0.00**	**$1.45**	**–**

The carrying amount of the liability (included in the employee benefits provision) and the intrinsic value of awards that are vested at 30 June 2026 is $3.2m (2025: $2.2m).

The weighted average remaining contractual life of share rights outstanding at the end of the year was nil (2025: 1.0 years).

Notes to the Financial Statements

for the year ended 30 June 2026

26. Related party transactions

SEEK has identified the parties it considers to be related and the transactions conducted with those parties. Other than those disclosed below, no other related party transactions have been identified.

(a) Transactions with equity accounted investments

	2026 $	2025 $
Capital and debt		
Capital contributions to the SEEK Growth Fund post deconsolidation	**34,004,807**	16,733,589
Income		
Dividends and distributions received from equity accounted investments	**7,785,548**	153,982,235
Revenue generated from equity accounted investments	**–**	203,127
Rental income from equity accounted investments (i)	**2,143,081**	4,493,052
Interest income generated from equity accounted investments (ii)	**758,272**	692,687
Expenses		
Payment for services from equity accounted investments	**–**	1,883,190
Payments for managing the SEEK Growth Fund post deconsolidation	**18,344,787**	18,346,015
Asset sale and purchase		
Cash paid for acquisition of subsidiary from equity accounted investment (iii)	**7,050,206**	55,936,445
Amounts included in the Consolidated Balance Sheet		
Amounts receivable from equity accounted investments (ii)	**6,772,722**	5,710,739
Amounts payable to equity accounted investments	**–**	40,219,968

(i) Leases

SEEK has granted a licence to one of the equity accounted investees to occupy part of SEEK's headquarters in Melbourne. The licence expires on 30 Sept 2031.

(ii) Convertible loans advanced to equity accounted investments

Convertible loans have been advanced to certain equity accounted investments in SEEK. These loans are interest-bearing and, if converted, would convert to additional equity interests in existing investments.

(iii) Cash paid for acquisition of subsidiary from equity accounted investment

On 30 May 2025 SEEK acquired the SEEK Growth Fund's 87.8% share in Sidekicker. Refer to Note 20 Business combination for further information on this transaction.

(b) Transactions with key management personnel

	2026 $	2025 $
Short-term employee benefits	**4,643,480**	4,507,560
Post-employment benefits	**230,384**	198,169
Share-based employee benefits	**5,487,921**	4,331,983
Other long-term benefits	**(82,131)**	(487)
	10,279,654	9,037,225

(c) Transactions with director-related parties

Some of the non-executive directors hold directorships or positions in other companies or organisations. From time to time, SEEK may provide or receive services from these companies or organisations on arm's length terms. None of the non-executive directors were, or are, involved in any procurement or Board decision-making regarding the companies or organisations with which they have an association.

27. Remuneration of auditors

During the year the following fees were paid or payable for services provided by the Auditor, its related practices and non-related audit firms.

	2026 $	2025 $
Audit services		
Audit services – Continuing Operations		
PricewaterhouseCoopers Australia	**1,994,981**	1,397,088
Network firms of PricewaterhouseCoopers Australia	**603,546**	831,040
Total remuneration for audit services	**2,598,527**	2,228,128
Non-audit services		
Other assurance services – Continuing Operations		
PricewaterhouseCoopers Australia	**129,846**	121,000
Total remuneration for other assurance services	**129,846**	121,000
Taxation services – Continuing Operations		
Network firms of PricewaterhouseCoopers Australia – compliance services	**–**	48,295
Taxation services – Discontinued Operations		
Network firms of PricewaterhouseCoopers Australia – consulting services	**–**	93,698
Total remuneration for taxation services	**–**	141,993
Total remuneration for non-audit services	**129,846**	262,993
Total remuneration of Auditor	**2,728,373**	2,491,121

Notes to the Financial Statements

for the year ended 30 June 2026

28. Other significant accounting policies

(a) Foreign currency translation

(i) Functional and presentation currency

Items included in the financial statements of each of SEEK's entities are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The Consolidated Financial Statements are presented in Australian dollars, which is SEEK Limited's functional and presentation currency.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rate on that day. Non-monetary assets and liabilities are maintained at the exchange rate on the date of the transaction. Monetary assets and liabilities are translated into the functional currency at the year-end exchange rate.

Where there is a movement in the exchange rate between the date of the transaction and the date of settlement, or the year end, a foreign exchange gain or loss may arise. This is recognised in the Consolidated Income Statement within 'Operations and administration expenses', unless the asset or liability is a qualifying cash flow hedge or net investment hedge, in which case it is deferred in equity.

(iii) Group companies

The results and financial position of all SEEK entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each balance sheet presented (including goodwill and other fair value adjustments arising on acquisition) are translated at the closing rate at the date of that balance sheet;
- income and expenses for each income statement and statement of comprehensive income are translated using monthly average exchange rates; and
- all resulting exchange differences are recognised in other comprehensive income.

When a foreign operation is sold, the associated exchange differences are reclassified to the Consolidated Income Statement as part of the gain or loss on sale.

(b) Goods and Services Tax (GST) and Value Added Tax (VAT)

Revenues, expenses and assets are recognised net of the amount of associated GST and VAT, unless the GST and VAT incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST and VAT receivable or payable. The net amount of GST and VAT recoverable from, or payable to, the taxation authority is included within 'Trade and other receivables' or 'Trade and other payables' in the Consolidated Balance Sheet.

(c) Impairment of assets

Assets other than goodwill and intangible assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the asset's fair value less costs of disposal and value in use).

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

(d) New Accounting Standards, Amendments and Interpretations

(i) New Accounting Standards, Amendments and Interpretations issued and effective

The Financial Statements have been prepared on the basis of accounting consistent with prior year, with the exception of new Accounting Standards, Amendments and Interpretations, which became effective for SEEK from 1 July 2025. The adoption of these new Standards, Amendments and Interpretations did not have a material impact on the amounts recognised in current or prior periods.

28. Other significant accounting policies continued

(d) New Accounting Standards, Amendments and Interpretations continued

(ii) Accounting Standards, Amendments and Interpretations issued but not yet effective

A number of new Accounting Standards, Amendments and Interpretations have also been issued and will be applicable in future periods. These Standards, Amendments and Interpretations have not been applied in the preparation of these Financial Statements. While these remain subject to ongoing assessment, no significant impacts on SEEK's Financial Statements have been identified to date, other than from AASB 18 *Presentation and Disclosure in Financial Statements*.

AASB 18 will become effective on 1 January 2027 and will apply to SEEK for the financial year commencing 1 July 2027. This standard introduces new presentation and disclosure requirements, including specified totals and subtotals, and includes new requirements for aggregation and disaggregation of financial information in the Financial Statements and the Notes to the Financial Statements. The standard also requires disclosure of management-defined performance measures (MPMs).

In the Consolidated Income Statement, income and expenses will be presented in operating, investing and financing categories, with new subtotals of operating profit and profit before financing and income tax. SEEK expects the impact to be mainly limited to the introduction of these subtotals and to the ordering and labelling of line items, with no significant changes to aggregation or disaggregation currently anticipated.

In the Consolidated Statement of Cash Flows, interest paid will be presented within financing activities and interest received within investing activities, rather than within operating activities as currently presented.

SEEK currently uses non-GAAP measures of profitability, including EBITDA and Adjusted profit, in the Directors' Report and other external communications. Under AASB 18, such measures will be treated as MPMs and disclosed in a single audited note, together with explanations of their usefulness and reconciliations to the most directly comparable AASB 18 subtotals.

SEEK is currently preparing a detailed impact assessment, including revised primary statement structures, confirmation of MPMs and any required changes to systems, processes and governance. Significant policy choices and impacts arising from AASB 18 continue to be assessed, and these preliminary conclusions may be updated as further impacts are identified.

Consolidated Entity Disclosure Statement
as at 30 June 2026

Name of Entity	Entity Type (Body Corporate, partnership or trust)	Bodies Corporate: Place formed or incorporated	Bodies Corporate: % of share capital held	Tax Residency: Australian or foreign tax resident	Tax Residency: Foreign jurisdiction(s)
88 Karat Sdn. Bhd.	Body Corporate	Malaysia	80.0	Foreign	Malaysia
Agensi Pekerjaan JobStreet.com Sdn. Bhd.	Body Corporate	Malaysia	49.0	Foreign	Malaysia
Agensi Pekerjaan JS Staffing Services Sdn. Bhd.	Body Corporate	Malaysia	49.0	Foreign	Malaysia
GradConnection Holdings Pty Ltd	Body Corporate	Australia	100.0	Australian	N/A
GradConnection Pte. Ltd.	Body Corporate	Singapore	100.0	Foreign	Singapore
GradConnection Pty Ltd	Body Corporate	Australia	100.0	Australian	N/A
JobAdder Inc.	Body Corporate	United States of America	100.0	Foreign	United States of America
Job Adder Operations Pty Ltd	Body Corporate	Australia	100.0	Australian	N/A
Job Adder Pty Ltd	Body Corporate – Trustee of Job Adder Unit Trust	Australia	100.0	Australian	N/A
Job Adder Unit Trust	Trust	Australia	N/A	Australian(1)	N/A
Job Seeker Pty Ltd	Body Corporate	Australia	100.0	Australian	N/A
JobAdder Europe Limited	Body Corporate	United Kingdom	100.0	Foreign	United Kingdom
Jobs DB Assets (Thailand) Limited	Body Corporate	Thailand	41.6	Foreign	Thailand
Jobs DB Hong Kong Limited	Body Corporate	Hong Kong	100.0	Foreign	Hong Kong
Jobs DB Inc.	Body Corporate	British Virgin Islands	100.0	Foreign	N/A(2)
Jobs DB Philippines Inc.	Body Corporate	Philippines	100.0(3)	Foreign	Philippines
Jobs DB Recruitment (Thailand) Limited	Body Corporate	Thailand	70.2(4)	Foreign	Thailand
Jobs DB Singapore Pte. Ltd.	Body Corporate	Singapore	100.0	Foreign	Singapore
JobStreet Company Limited	Body Corporate	Vietnam	100.0	Foreign	Vietnam
JobStreet.com Philippines, Inc.	Body Corporate	Philippines	100.0(3)	Foreign	Philippines
JobStreet.com Pte. Ltd.	Body Corporate	Singapore	100.0	Foreign	Singapore
JobStreet.com Shared Services Sdn. Bhd.	Body Corporate	Malaysia	100.0	Foreign	Malaysia
JS Vietnam Holdings Pte. Ltd.	Body Corporate	Singapore	100.0	Foreign	Singapore
Lend Me A Hand Pty Ltd	Body Corporate	Australia	100.0	Australian	N/A
PT. Jobs DB Indonesia	Body Corporate	Indonesia	100.0	Foreign	Indonesia
PT. JobStreet Indonesia	Body Corporate	Indonesia	100.0(5)	Foreign	Indonesia
SEEK (NZ) Limited	Body Corporate	New Zealand	100.0	Foreign	New Zealand
SEEK AP&A Pty Ltd	Body Corporate	Australia	100.0	Australian	N/A
SEEK Asia Investments Pte. Ltd.	Body Corporate	Singapore	100.0	Foreign	Singapore
SEEK Business Pty Ltd	Body Corporate	Australia	100.0	Australian	N/A
SEEK Campus Pty Ltd	Body Corporate	Australia	100.0	Australian	N/A
SEEK International Investments Pty Ltd	Body Corporate	Australia	100.0	Australian	N/A
SEEK Learning Pty Ltd	Body Corporate	Australia	100.0	Australian	N/A
SEEK Limited	Body Corporate	Australia	100.0	Australian	N/A
SEEK Pass Pty Ltd	Body Corporate	Australia	100.0	Australian	N/A
SEEK Volunteer Pty Ltd	Body Corporate	Australia	100.0	Australian	N/A
SeekAsia Limited	Body Corporate	Cayman Islands	100.0	Foreign	N/A(6)
SEEK Recruiter Profile Pty Ltd	Body Corporate	Australia	100.0	Australian	N/A
Sidekicker Australia Pty Ltd	Body Corporate	Australia	100.0	Australian	N/A
Sidekicker New Zealand Limited	Body Corporate	New Zealand	100.0	Foreign	New Zealand
The Sidekicker Group Pty Ltd	Body Corporate	Australia	100.0	Australian	N/A
Zhaopin Limited	Body Corporate	Cayman Islands	61.1	Foreign	N/A(6)

(1) For the purposes of this disclosure, Job Adder Unit Trust is determined to be an Australian resident as it is a resident trust estate within the meaning of Division 6 of Part III of the *Income Tax Assessment Act 1936*.

(2) The entity is incorporated in the British Virgin Islands under the BVI Business Companies Act, 2004. As the British Virgin Islands do not have a law relating to foreign income tax that applies to such companies, a foreign residency determination in accordance with the Corporations Act requirements is not possible. This entity arose from a historic acquisition and SEEK obtains no tax benefit from having this entity within the group.

(3) External shareholders hold 0.01% or less.

(4) 51% of the direct ownership interest is held by Jobs DB Assets (Thailand) Limited.

(5) 1 share held by Agensi Pekerjaan JobStreet.com Sdn. Bhd. (not apparent due to rounding).

(6) These entities are incorporated in the Cayman Islands. As the Cayman Islands do not have a law relating to foreign income tax, a foreign residency determination in accordance with the Corporations Act requirements is not possible. These entities arose from historic acquisitions and SEEK obtains no tax benefit from having them within the Group.

Consolidated Entity Disclosure Statement
as at 30 June 2026

Basis of preparation

This Consolidated Entity Disclosure Statement (CEDS) has been prepared in accordance with the *Corporations Act 2001*, and includes information for each entity that was part of the consolidated entity at the end of the financial year in accordance with AASB 10 *Consolidated Financial Statements*.

Determination of tax residency

Section 295 (3A) of the *Corporations Act 2001* requires that the tax residency of each entity which is included in the CEDS be disclosed. For the purposes of this section, an entity is an Australian resident at the end of a financial year if the entity is:

(a) an Australian resident (within the meaning of the *Income Tax Assessment Act 1997*) at that time; or

(b) a partnership, with at least one partner being an Australian resident (within the meaning of the *Income Tax Assessment Act 1997*) at that time; or

(c) a resident trust estate (within the meaning of Division 6 of Part III of the *Income Tax Assessment Act 1936*) in relation to the year of income (within the meaning of that Act) that corresponds to the financial year.

The determination of tax residency involves judgement as there are different interpretations that could be adopted, and which could give rise to a different conclusion on residency.

In determining tax residency, the consolidated entity has applied the following interpretations:

- Australian tax resident: The consolidated entity has applied current legislation and judicial precedent including having regard to the Commissioner of Taxation's public guidance in Taxation Ruling TR 2018/5.
- Foreign tax residency: The consolidated entity has applied current legislation and judicial precedent in the determination of foreign tax resident.

In addition, where necessary, the consolidated entity has used independent tax advisers to assist in its determination of tax residency.

Directors' Declaration

In the directors' opinion:

(a) The Financial Statements and Notes set out on pages 82 to 138 are in accordance with the *Corporations Act 2001*, including:

(i) complying with Accounting Standards, the *Corporations Regulations 2001* and other mandatory professional reporting requirements; and

(ii) giving a true and fair view of the consolidated entity's financial position as at 30 June 2026 and of its performance for the financial year ended on that date.

(b) There are reasonable grounds to believe that SEEK Limited will be able to pay its debts as and when they become due and payable.

(c) The Consolidated Entity Disclosure Statement set out on pages 139 to 140 required by section 295(3A) of the *Corporations Act 2001* is true and correct as at 30 June 2026.

Page 82 confirms that the Financial Statements also comply with International Financial Reporting Standards as issued by the International Accounting Standards Board.

The directors have been given the declarations by the Managing Director and Chief Executive Officer and Chief Financial Officer required by section 295A of the *Corporations Act 2001*.

This declaration is made in accordance with a resolution of the directors.

Greg Roebuck
Chairman

Melbourne
12 August 2026

Independent Auditor's Report

Independent auditor's report

To the members of SEEK Limited

Report on the audit of the financial report

Our opinion

In our opinion, the accompanying financial report of SEEK Limited (the Company) and its controlled entities (together the Group) is in accordance with the *Corporations Act 2001*, including:

a) giving a true and fair view of the Group's financial position as at 30 June 2026 and of its financial performance for the year then ended; and

b) complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

What we have audited

The financial report comprises:

- the consolidated balance sheet as at 30 June 2026;
- the consolidated income statement for the year then ended;
- the consolidated statement of comprehensive income for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended;
- the notes to the consolidated financial statements, including material accounting policy information and other explanatory information;
- the consolidated entity disclosure statement as at 30 June 2026; and
- the directors' declaration.

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Independent Auditor's Report

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to audits of the financial report of public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

Our audit approach

An audit is designed to provide reasonable assurance about whether the financial report is free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

We tailored the scope of our audit to ensure that we performed enough work to be able to give an opinion on the financial report as a whole, taking into account the geographic and management structure of the Group, its accounting processes and controls and the industry in which it operates.

Audit Scope

Our audit focused on where the Group made subjective judgements; for example, significant accounting estimates involving assumptions and inherently uncertain future events.

In establishing the overall approach to the Group audit, we determined the type of work that needed to be performed by us, as the Group auditor, or component auditors from other PwC network firms and other networks operating under our instruction. Where the work was performed by component auditors, we determined the level of involvement we needed to have in the audit work at those components to be able to conclude whether sufficient appropriate audit evidence had been obtained as a basis for our opinion on the Group financial report as a whole.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report for the current period. The key audit matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. Further, any commentary on the outcomes of a particular audit procedure is made in that context. We communicated the key audit matters to the Audit and Risk Management Committee.

Key audit matter	*How our audit addressed the key audit matter*
Zhaopin impairment assessment of equity accounted investment and receivable balances Refer to notes 10 and 21 As at 30 June 2026, the Group held an equity accounted investment in Zhaopin and a related net consideration receivable balance arising from the disposal of its controlling interest in Zhaopin in 2021. During the year, the Group recognised an impairment loss of $283.6m against the equity accounted investment, reducing its carrying amount to $172.3m (30 June 2025: $451.6m). A corresponding decrease of $72.4m in the net consideration receivable was recorded, reducing the carrying value after tax-related impacts to $7.7m (30 June 2025 : $77.0 m). Discussions have been underway with Zhaopin's other shareholders in regards to an expected transaction, which provide a valuation for the shares in Zhaopin considered to reflect current market conditions. For the purpose of the impairment assessment, management has determined the fair value less costs of disposal at 30 June 2026 based on the expected transaction price, cross-checked against a discounted cash flow model. We considered the impairment assessment of the equity accounted investment and the related receivable balance to be a key audit matter due to the significance of the impairment charge in the period, and because determining the recoverable amount required judgement.	Our procedures included, among others: • evaluating management's basis for the impairment and the determination of fair value less costs of disposal, including the appropriateness of using the expected transaction price; • obtaining and inspecting correspondence between management and other Zhaopin shareholders confirming the proposed shareholding changes and the indicative transaction price, and assessing whether the proposed transaction reflects a reasonable data point for fair value; • with the support of our valuation experts, evaluating management's discounted cash flow model used to corroborate the transaction price, including testing its mathematical accuracy and assessing key assumptions; • evaluating the events and information arising during the year to assess whether the impairment was appropriately recognised in the current period; • considering the impact of the impairment on the carrying value of the related consideration receivable, and the associated tax balances; and • assessing the reasonableness of the related disclosures in light of the requirements of Australian Accounting Standards.
SEEK Growth Fund valuation Refer to note 21 The Group holds a 83.8% interest in the SEEK Growth Fund,	Our procedures included, among others: • assessing management's determination that the Group does not control the SEEK Growth Fund, and

Independent Auditor's Report

Key audit matter	How our audit addressed the key audit matter
accounted for as an equity accounted associate and held at a carrying value of $1,503.1m as at 30 June 2026 (30 June 2025: $1,779.7m). This was considered a key audit matter because of the significance of this asset to the financial statements, and the judgement involved in: • determining that the Group does not control the SEEK Growth Fund; and • determining the fair value of the SEEK Growth Fund portfolio of assets at 30 June 2026, including the inherent subjectivity in valuing unlisted portfolio investments.	that equity accounting as an associate is appropriate, having regard to the requirements of Australian Accounting Standards; • considering the appropriateness of the Group's valuation methodology against the requirements of Australian Accounting Standards; • assessing the appropriateness of selected key inputs and assumptions; and • assessing the reasonableness of the related disclosures in the financial report against the requirements of Australian Accounting Standards
Carrying value assessment of goodwill and indefinite lived intangible assets for SEEK APAC Refer to note 12 As at 30 June 2026, the Group held goodwill of $1,078.8m and indefinite-lived brand intangible assets of $149.6m (30 June 2025: $1,158.9m and $161.9m respectively) in relation to the SEEK APAC group of cash-generating units (CGUs). These assets are required to be tested for impairment annually under Australian Accounting Standards. Following the transition to an integrated APAC operating model during the year, goodwill is monitored under the APAC group of CGUs, which includes goodwill arising from the SEEK Australia, SEEK NZ, SEEK Asia and Sidekicker CGUs. The indefinite-lived brand intangible assets relating to the SEEK Asia CGU ($140.7m at 30 June 2026) have limited headroom. We considered the recoverability of the carrying value assessment of goodwill and indefinite-lived intangible assets for SEEK APAC to be a key audit matter due to the significance of these balances to the financial statements and the judgement involved in determining their recoverable amounts.	Our procedures included, among others: • considering the appropriateness of the CGU determination for the APAC group of CGUs, having regard to the requirements of Australian Accounting Standards and the Group's revised operating segment, and the integration of the Sidekicker acquisition; • with the support of our valuation experts, evaluating management's discounted cash flow model for the SEEK APAC group of CGUs, including testing its mathematical accuracy and assessing key assumptions, including the discount rate and terminal growth rate; • with the support of our valuation experts, evaluating the relief-from-royalty model used to assess the indefinite-lived Asia brand assets, including the appropriateness of the methodology and assessing key assumptions, including the royalty rate, discount rate and the terminal growth rate; • considering the historical accuracy of the Group's prior year forecasts to actual performance, evaluating cash flow forecasts, and reconciling the cash flow forecasts to the Board approved budget and management plans; and • assessing the reasonableness of the related disclosures in the financial report against the requirements of Australian Accounting Standards

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Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2026, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon through our opinion on the financial report. We have issued a separate opinion on the remuneration report and a separate review conclusion on specified sustainability disclosures within the sustainability report, in accordance with the scope of Australian Standard on Sustainability Assurance ASSA 5010 *Timeline for Audits and Reviews of Information in Sustainability Reports under the Corporations Act 2001*.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial report

The directors of the Company are responsible for the preparation of the financial report in accordance with Australian Accounting Standards and the *Corporations Act 2001*, including giving a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit

Independent Auditor's Report

conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: https://auasb.gov.au/media/bwvjcgre/ar1_2024.pdf. This description forms part of our auditor's report.

Report on the remuneration report

Our opinion on the remuneration report

We have audited the remuneration report included in the directors' report for the year ended 30 June 2026.

In our opinion, the remuneration report of SEEK Limited for the year ended 30 June 2026 complies with section 300A of the *Corporations Act 2001*.

Responsibilities

The directors of the Company are responsible for the preparation and presentation of the remuneration report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the remuneration report, based on our audit conducted in accordance with Australian Auditing Standards.

PricewaterhouseCoopers

Andrew Cronin
Partner

Melbourne
12 August 2026

Shareholder Information

The shareholder information set out below was applicable as at 31 July 2026.

A. Distribution of shareholders

Analysis of numbers of ordinary shareholders by size of holding:

Range	Total holders	Number of shares held	% of issued share capital
1 - 1,000	17,636	5,695,418	1.59
1,001 - 5,000	5,962	12,923,835	3.61
5,001 - 10,000	616	4,332,189	1.21
10,001 - 100,000	374	7,751,394	2.17
100,001 +	52	327,267,354	91.42
Total	**24,640**	**357,970,190**	**100.00**

There were 1,555 shareholders holding less than a marketable parcel of ordinary shares (based on the closing market price of $14.69 on 31 July 2026).

B. Twenty largest quoted equity security holders

The names of the twenty largest registered holders of quoted equity securities are listed below:

Name	Number of shares held	% of issued share capital
HSBC Custody Nominees (Australia) Limited	115,002,542	32.13
J P Morgan Nominees Australia Pty Limited	71,206,917	19.89
Citicorp Nominees Pty Limited	67,637,293	18.89
BNP Paribas Nominees Pty Ltd (Agency Lending A/C)	16,215,749	4.53
BNP Paribas Noms Pty Ltd	13,899,601	3.88
Kiteford Proprietary Limited (Andrew Bassat Family A/C)	11,250,113	3.14
Australian Foundation Investment Company Limited	4,447,773	1.24
BNP Paribas Nominees Pty Ltd (Hub24 Custodial Serv Ltd)	3,122,095	0.87
HSBC Custody Nominees (Australia) Limited (NT-Comnwlth Super Corp A/C)	2,732,926	0.76
Mr Andrew Reuven Bassat	2,165,978	0.61
Netwealth Investments Limited (Wrap Services A/C)	2,122,832	0.59
BNP Paribas Noms (NZ) Ltd	2,098,538	0.59
The Senior Master of the Supreme Court (Common Fund No 3 A/C)	1,292,030	0.36
Netwealth Investments Limited (Super Services A/C)	962,834	0.27
HSBC Custody Nominees (Australia) Limited	938,478	0.26
BNP Paribas Nominees Pty Ltd (Cowen and Co Llc)	885,000	0.25
UBS Nominees Pty Ltd	833,712	0.23
CPU Share Plans Pty Ltd (SEK Est Unallocated A/C)	789,343	0.22
Mirrabooka Investments Limited	773,500	0.22
Djerriwarrh Investments Limited	770,263	0.22
Top 20 holders of ordinary fully paid shares (total)	**319,147,517**	**89.15**
Other shareholders	**38,822,673**	**10.85**
Total	**357,970,190**	**100.00**

Shareholder Information

Unquoted equity securities

Options/rights issued to take up ordinary shares under SEEK's equity plans:

	Number held	Number of holders
Wealth Sharing Plan Rights	769,874	36
Wealth Sharing Plan Options	1,035,416	20
Restricted Rights(1)	97,333	22
Equity Rights(2)	8	8
Performance Rights(2)	84	84
Matched Share Rights	112,748	741
Recognition Rights Award(3)	116,595	2,591

(1) One-off Restricted Rights granted to senior level employees. Vesting is subject to performance and continued employment over the vesting period.
(2) These rights do not convert to ordinary shares on a one-to-one basis.
(3) One-off Recognition Rights Award granted to eligible employees. Vesting is subject to continued employment over the vesting period.

C. Substantial Holders

The following table shows holdings of 5% or more of voting rights in SEEK shares, as notified to SEEK under the *Corporations Act 2001 (Cth)*, as at 31 July 2026.

Name of holder	Number of shares held	% of voting rights(1)
Paradice Investment Management	26,860,174	7.52
FIL Limited	24,487,665	6.86
State Street Corporation	23,295,740	6.52
Vanguard Group	21,878,788	6.13
Perpetual Limited	19,585,369	5.48
BlackRock Group	18,161,344	5.07

(1) The percentages quoted are based on the voting rights provided in the last substantial shareholders' notice.

Five Year Financial Summary

Operating Results	2026 $m	2025[1] $m	2024 $m	2023[2] $m	2022 $m
Sales revenue from Continuing Operations[3]	**1,284.2**	1,097.0	1,084.1	1,157.9	1,116.5
EBITDA from Continuing Operations[3],[4]	**529.9**	459.2	468.9	546.0	509.1
EBITDA to sales (%)	**41.3%**	41.9%	43.3%	47.2%	45.6%
(Loss)/profit for the year attributable to owners of SEEK Limited from Continuing Operations[3]	**(306.5)**	238.3	(59.9)	230.3	240.8
(Loss)/profit for the year attributable to owners of SEEK Limited from Discontinued Operations[5]	**(64.8)**	6.9	(41.0)	815.3	(72.0)
Total (loss)/profit for the year attributable to owners of SEEK Limited	**(371.3)**	245.2	(100.9)	1,045.6	168.8
Adjusted profit from Continuing Operations[6]	**199.1**	155.2	177.4	265.5	256.8
Adjusted profit from Discontinued Operations[6]	**7.6**	8.9	1.6	(7.4)	14.1
Total adjusted profit for the year attributable to owners of SEEK Limited[6]	**206.7**	164.1	179.0	258.1	270.9
Balance Sheet					
Current assets excluding assets held for sale	**333.8**	346.0	401.3	476.5	972.0
Assets held for sale[7]	**–**	–	–	–	1,313.7
Non-current assets	**3,670.9**	4,426.0	4,353.4	4,754.4	2,427.5
Total assets	**4,004.7**	**4,772.0**	**4,754.7**	**5,230.9**	**4,713.2**
Current liabilities excluding liabilities directly associated with the assets held for sale	**491.6**	494.7	465.1	520.1	736.7
Liabilities directly associated with the assets held for sale[7]	**–**	–	–	–	418.9
Non-current liabilities	**1,390.9**	1,578.0	1,707.4	2,012.4	1,663.2
Total liabilities	**1,882.5**	2,072.7	2,172.5	2,532.5	2,818.8
Net assets	**2,122.2**	2,699.3	2,582.2	2,698.4	1,894.4
Equity	**2,122.2**	2,699.3	2,582.2	2,698.4	1,894.4
Gearing (debt/debt+equity)	**34.0%**	28.8%	32.2%	32.7%	42.0%
Per ordinary share					
Dividends – interim (cents per share)	**27.0**	24.0	19.0	24.0	23.0
Dividends – final (cents per share)	**25.0**	22.0	16.0	23.0	21.0
Dividends – total (cents per share)	**52.0**	**46.0**	**35.0**	**47.0**	**44.0**
Basic (loss)/earnings per share from Continuing Operations (cents per share)[3]	**(85.8)**	66.8	(16.8)	64.9	68.0
Diluted (loss)/earnings per share from Continuing Operations (cents per share)[3]	**(85.8)**	66.5	(16.8)	64.6	67.6

(1) FY2025 has been restated to reflect the finalisation of Sidekicker purchase price allocation (refer to Note 20 Business combination for further information).

(2) FY2023 has been restated to reflect the sale of the Latin American assets (Brasil Online and OCC) on 20 June 2024 and an adjustment to income tax expense in both Continuing and Discontinued Operations (refer to the FY2024 Financial Report for further information).

(3) Continuing Operations in 2023-2026 represents the results of SEEK's employment marketplaces of ANZ and Asia and SEEK's share of the equity accounted results of Zhaopin, the SEEK Growth Fund and other associated businesses. Continuing Operations in 2022 additionally includes the results of the Latin American assets.

(4) EBITDA is earnings before interest, tax, depreciation and amortisation and excludes impairment charges, share-based payment expense, share of results of equity accounted investments, gains/losses on investing activities and other non-operating gains/losses.

(5) Discontinued Operations in 2022 comprises the impacts of the disposal of SEEK's controlling interest in Zhaopin in May 2021 and the disposal of SEEK's controlling interest in the SEEK Growth Fund in December 2022. Discontinued Operations in 2023-2026 additionally includes the impact of the sale of the Latin American assets in June 2024.

(6) Adjusted Profit/(Loss) is defined as profit/loss for the year attributable to owners of SEEK Limited excluding the results from SEEK's interest in the SEEK Growth Fund and significant items. Significant items comprise material non-recurring items. Management's view is that the exclusion of these items assists with presenting more meaningful information.

(7) Relates to assets held for sale and associated liabilities attributable to the SEEK Growth Fund disposal group. Refer to the FY2022 Financial Report for further information.

Glossary

AASB
Australian Accounting Standards Board

AI
Artificial Intelligence

Adjusted profit/(loss)
Reported profit/(loss) excluding the results from SEEK's interest in the SEEK Growth Fund and significant items.

AGM
Annual General Meeting of SEEK Limited

ANZ
Australia and New Zealand

APAC
SEEK's eight markets in Asia Pacific (Australia, New Zealand, Hong Kong, Malaysia, Singapore, Indonesia, Thailand and Philippines).

ARMC
Audit and Risk Management Committee

Capital expenditure
Capital expenditure is the amount of expenditure capitalised to the Consolidated Balance Sheet for plant and equipment and intangible assets. It is not included in adjusted profit.

Carried interest liability
Carried interest is a performance fee attributable to the manager of the Fund. Payment of SEEK's share of carried interest, which varies per class of units, is subject to the Fund meeting required hurdles and conditions. The amount of carried interest payable is principally determined every five years in accordance with the terms of the Fund Deed and based on the net asset value of the Fund at the relevant date in the fifth year. The first five-year period is from the inception of the Fund until a date nominated by the Fund trustee in 2026, with subsequent measurements every five years thereafter.

CEO
Chief Executive Officer

Constant currency growth
Constant currency amounts are calculated based on translating current year data using prior year exchange rates.

Continuing Operations
Continuing Operations represents the financial results associated with SEEK's ongoing businesses. This includes the employment marketplaces of ANZ and Asia, corporate costs and stand-alone investments that are not considered core to SEEK's employment marketplace operations.

Corporations Act
Corporations Act 2001 (Cth)

Discontinued Operations
Discontinued Operations represents the financial results associated with disposed assets. This includes the operating results prior to the disposal of the assets, any gain or loss on disposal of the assets, and any other subsequent accounting adjustments arising from the disposal.

EBITDA
EBITDA is earnings before interest, tax, depreciation and amortisation and excludes impairment charges, share-based payment expense, share of results of equity accounted investments, gains/losses on investing activities, and other non-operating gains/losses.

EEP
Executive Equity Plan

ESV
Early-Stage Ventures

IFRS
IFRS International Financial Reporting Standards as issued by the International Accounting Standards Board (IASB).

KMP
Key Management Personnel

MD and CEO
Managing Director and Chief Executive Officer

MPM
Management-defined Performance Measure

Net debt
Borrowings less cash and short-term investments.

OES
Online Education Services

Operating leverage
The extent to which growth in total revenue exceeds growth in total expenditure.

Placements
The matching of candidates with hirers. Placement share represents SEEK's share of placements of the overall market.

Platform Unification
Three-year business transformation program completed in FY2024 to unify SEEK's core online marketplace platforms in ANZ and Asia. The program also involved the implementation of an enterprise resource planning system (Workday) and a customer relationship management system (Salesforce).

Reported profit/(loss)
Profit/(loss) after tax attributable to the owners of SEEK Limited, prepared in accordance with the Corporations Act and the Australian Accounting Standards, which comply with the IFRS.

rTSR
Relative Total Shareholder Return

SaaS
Software as a service

Significant items
Comprises material non-recurring items. Management's view is that the exclusion of these items assists with presenting more meaningful financial information.

SME
Small to medium enterprises

Total expenditure
Total expenditure comprises operating and capital expenditure. Capital expenditure is not included in adjusted profit. It includes the amount of expenditure capitalised to the Consolidated Balance Sheet for plant and equipment and intangible assets.

Total Operations
Total Operations attributable to owners of SEEK Limited (excludes any non-controlling interest).

The Fund
SEEK Growth Fund

TSR
Total Shareholder Return

WSP
Wealth Sharing Plan

Corporate Directory

Directors

Gregory (Greg) P Roebuck
Chairman

Ian M Narev
Managing Director and Chief Executive Officer

Andrew R Bassat

Jamaludin B Ibrahim

Leigh M Jasper

Linda J Kristjanson

Rachael N Powell

Michael H Wachtel

Vanessa M Wallace

Rachel T Agnew
Secretary

Principal registered office in Australia

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Share register

Computershare Investor Services Pty Ltd
452 Johnston Street
ABBOTSFORD VIC 3067
Ph: +61 3 9415 4000

Auditor

PricewaterhouseCoopers
2 Riverside Quay
SOUTHBANK VIC 3006

Stock exchange listing

SEEK Limited shares are listed on the
Australian Securities Exchange (Listing code: SEK)

Website

au.seek.com

ABN

46 080 075 314

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