



SEEK Limited FY19 Results Presentation

12 months to 30 June 2019



SEEK is fulfilling its purpose on a large scale...

SEEK's Purpose: To help people live more fulfilling and productive working lives and help organisations succeed

Market leadership in huge markets

Population exposure

c2.9B

GDP exposure

c26%

of Global GDP

Strong assets and capabilities to leverage into our growth strategy

Asia Pacific & Americas (AP&A)

Candidates

40M+

Hirers

200k+

Visits¹

1B+

per annum

SEEK Investments

Candidates

175M+

Hirers

900k+

Students / learners

c51M+

Track record of value creation

TSR² of

1,025%

vs ASX of 199%

IRR of

25%+

SEEK Investments
(Current portfolio)³

...and in FY19 made significant progress against our key strategic priorities...

Strong FY19 performance

- Strong strategic and operational momentum towards capturing large long-term revenue opportunities
- Achieved guidance¹ despite macro conditions deteriorating throughout FY19

SEEK ANZ: Ongoing revenue growth particularly from depth products

- Revenue growth of 7% & EBITDA growth of 8% despite weaker H2 conditions
- Depth revenue grew by 26% with significant headroom for growth

SEEK Asia: Continuing revenue growth and early integration benefits

- Good revenue growth particularly in key markets (HK, Singapore)
- Improving operating metrics due to integration & reinvestment

Zhaopin: Strong revenue growth alongside market share gains

- Strong revenue result, growth of 34% (constant currency)
- Growing market share against listed competitor

OES: Laid foundation to become a global multi-partner platform

- Solid financial result with high free cash flow generation
- Significant progress made in becoming a multi-partner platform

ESVs: Strong revenue growth as we scale up high growth businesses

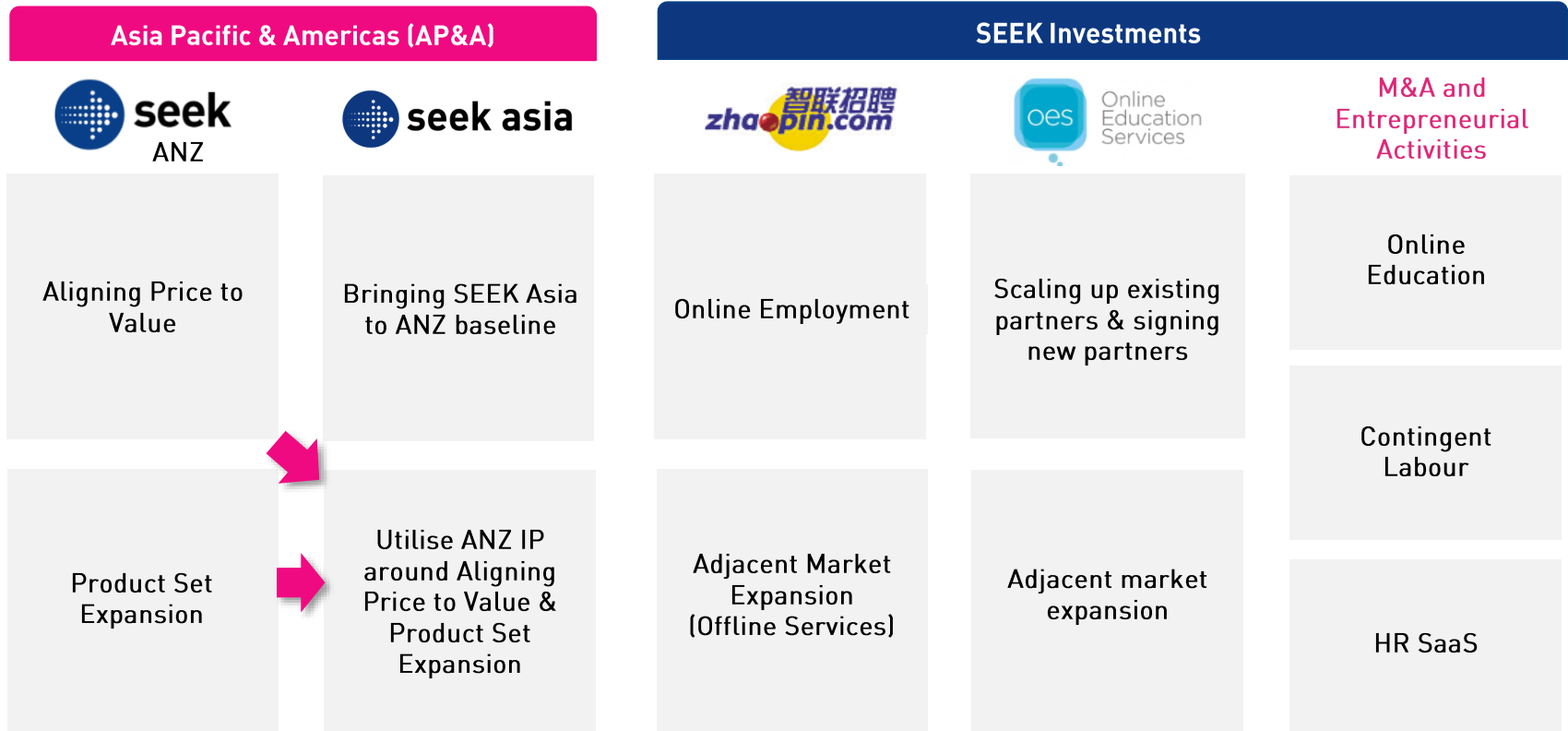
- FY19 Look-through² Rev growth of c65%
- Portfolio valued at A\$425m³ and on track to becoming a meaningful contributor

¹ Based on FY19 Guidance provided in FY19 SEEK Macquarie Conference Presentation: May 2019

² "Look-through" share represents revenue of investments multiplied by SEEK's ownership interest (based on comparable ownership interest across FY18 & FY19). Excludes Coursera (ownership interest <5%)

³ Refer slide 45 and Note 9 of SEEK's statutory accounts (year ended 30 June 2019) for further detail on SEEK Investments ESV valuations

...as we aggressively pursue a cA\$5b revenue opportunity by FY25.



Key Insights

- cA\$5b¹ aspirational revenue opportunity equates to an FY18 to FY25 Revenue CAGR of c20%
- FY19 revenue growth of 18% in subdued conditions supports our ability to execute
- Right approach is to invest aggressively into the highest ROI areas

Continued investment expected to support strong revenue growth and capital appreciation over the medium to long term

- **Investment levels¹ have stepped up in recent years**
 - Investing in high returning product, tech and data strategies
- **As anticipated, not yet seeing significant revenue benefit from step up in investment**
 - Early progress in SEEK Asia integration but requires ongoing investment for 2-3 years
 - SEEK ANZ focusing on laying foundations to better align price to value & expand our product set
 - Deploying capital into new ESVs where we are confident in generating strong returns over 5+ years
- **As a result, SEEK is under-earning in FY20 given step up in investment & weaker macro conditions**
 - Lag period before investment translates to strong revenue growth
 - FY20 revenue growth rate would be higher in better conditions
 - In medium to long term, expect increase in profitability
- **Confident that recent investment will improve SEEK's defensibility, profitability and valuation**
 - If we execute well, our pursuit of the A\$5b² aspirational revenue opportunity by FY25 is expected to lead to improved profitability and overall growth in shareholder value

Allocating significant capital towards our high performing businesses and into high ROI initiatives

Investing to build long-term value

Investment focused on ANZ, Asia and Zhaopin which have strong track records

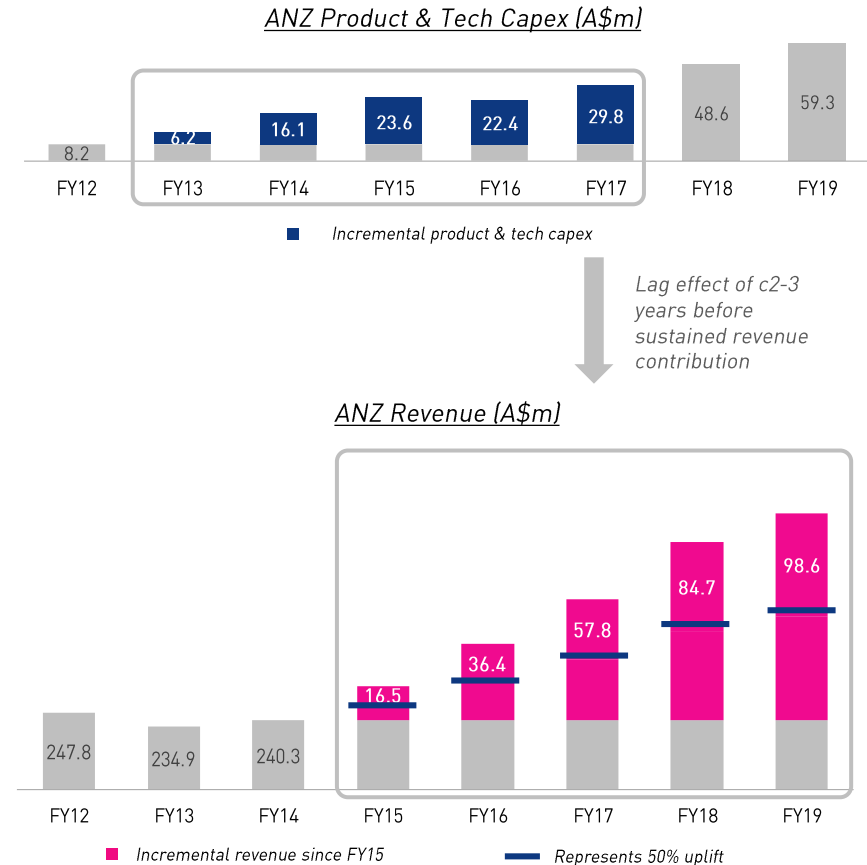
- Revenue increased c61%¹ (FY16 vs FY19)
- EBITDA increased c33%¹ (FY16 vs FY19)
- Achieved guidance provided at FY18 results²
- c80% of incremental FY20 Opex & Capex going towards these businesses

Investment focused on high ROI initiatives

- ANZ, SEEK Asia, Zhaopin: price to value, AI/data analytics, online self service, mobile
- ANZ & Asia: integration costs, marketing to scale new solutions and grow brand awareness
- Zhaopin: Enhancements to freemium model, Highpin, marketing to grow candidate/hirer penetration

FY20 investment linked to improved defensibility and significant revenue opportunities over a 3-5 year horizon

Case Study: ANZ Capex is generating 3x returns³



¹ Aggregate of ANZ, Asia and Zhaopin

² Aggregate of ANZ, Asia and Zhaopin delivered: [1] meaningful double digit Revenue growth (FY19 v FY18); [2] EBITDA & NPAT: FY19 growth significantly higher than FY18 vs FY17 & significantly higher than SEEK Group guidance

³ Assumes 50% of incremental revenue is attributable to reinvestment, therefore, 50% of total incremental revenue (A\$294m) divided by incremental capex of (A\$98)m (FY13-FY17) = c3x return

SEEK Investments ESV portfolio is performing well and we are investing aggressively to build large and defensible businesses

Scale of our portfolio is significant...

Online Education

- Equity interests in #1 & #3 global MOOCs players
- Aggregate 51m+ learners and 350+ education partners

HR SaaS

- Delivering HR solutions to 4k+ hirers and 250k+ platform users (Australia, UK, SE Asia, USA)

Contingent Labour

- Sidekicker & Florence: 100k+ hours worked per month
- Workana: 25k+ projects posted per month

...and already delivering strong results.

Strong “look-through” revenue¹ growth c65% (cA\$70m)

Revenue growth by theme (pcp growth)

- Online Education c35%
- HR SaaS c100%
- Contingent Labour c135%

IRRs in our key ESV themes are currently tracking ahead of our long-term hurdle rate of 15-20%

Total Portfolio valuation of A\$425m²

- 34% increase (excl. Q4-FY19 deals)
- 19%³ overall increase

Key Insights

- Strong results (operational, revenue, valuation) give us confidence to aggressively invest to scale up our portfolio
- Expect underlying economic value in portfolio to grow despite increase in accounting losses

¹ “Look-through” share represents revenue of investments multiplied by SEEK’s ownership interest (based on comparable ownership interest across FY18 & FY19). Excludes Coursera (ownership interest <5%)

² Refer slide 45 and Note 9 of SEEK’s statutory accounts (year ended 30 June 2019) for further detail on SEEK Investments ESV valuations

³ Increase based on capital deployed up to 30 June 2019

SEEK's strategic approach and long-term focus has created significant shareholder value

Long-term track record of compounding capital at high rates of return...

SEEK's approach has generated strong financial results

Revenue
CAGR
of 28%¹

EBITDA
CAGR
of 26%¹

..with significant capital invested into high growth activities...

Total Capex
A\$572m²

Total M&A
A\$1.5bn³

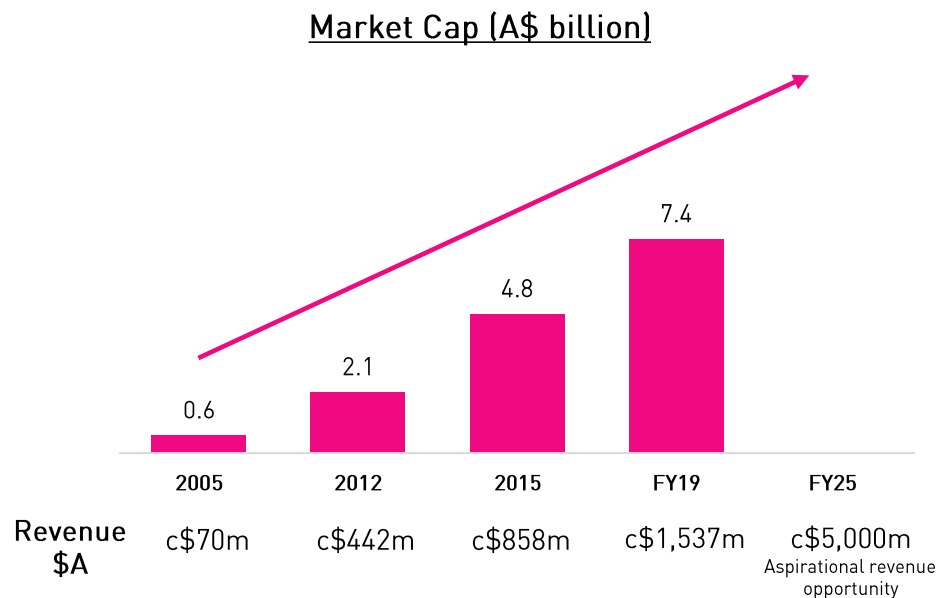
..which has led to strong returns for shareholders

TSR⁴ of
1025% vs ASX
199%

TSR⁴ per
annum of
c18%

...and if we can execute well there is significant upside for long-term shareholders

- If SEEK can achieve the A\$5b revenue opportunity, we would expect both earnings and valuation to be significantly higher



¹ CAGR period FY04-FY19

² Total Capex from FY04-FY19

³ Capital deployed for M&A to date (as at 30 June 2019) less dividends received (for current portfolio)

⁴ Total shareholder returns includes dividends and share price appreciation from 19 April 2005 to 15 August 2019

Group Financial Performance



We have delivered strong revenue growth in subdued macro economic conditions and executed on our strategic investment program

FY19 Financials (A\$m)¹

	FY19	FY18	Growth %	Constant Currency %
Revenue				
SEEK ANZ	437.6	409.7	7%	7%
SEEK Asia	176.6	151.8	16%	9%
LatAm	93.4	103.9	(11%)	(7%)
AP&A Other	19.2	19.2	-	-
AP&A	726.8	684.6	6%	5%
Zhaopin	647.9	468.1	38%	34%
OES	127.5	119.4	7%	7%
ESVs	35.1	27.4	28%	28%
SEEK Investments	810.5	614.9	32%	29%
Total Revenue	1,537.3	1,299.5	18%	16%
EBITDA				
SEEK ANZ	270.1	249.7	8%	8%
SEEK Asia	91.3	76.8	19%	11%
LatAm	15.2	27.6	(45%)	(42%)
AP&A Other	(25.5)	(17.8)	42%	43%
AP&A	351.1	336.3	4%	3%
Zhaopin	99.1	84.0	18%	15%
OES	36.7	37.5	(2%)	(2%)
ESVs	(6.9)	(9.7)	(29%)	(29%)
SEEK Investments	128.9	111.8	15%	13%
Corporate Costs	(25.0)	(16.9)	47%	47%
Total EBITDA	455.0	431.2	6%	3%
Depreciation & Amortisation	(85.8)	(67.6)	27%	
Net interest	(44.4)	(25.9)	71%	
Share-based payments	(21.6)	(26.8)	(19%)	
Share of equity accounted results	(16.5)	(6.2)	n/m	
Other items	4.6	1.9	n/m	
Tax	(86.3)	(84.0)	3%	
Non-controlling interests	(20.2)	(23.4)	(14%)	
Reported NPAT (excl Sign. Items) (a)	184.8	199.2	(7%)	
Significant items (b)	(4.5)	(147.0)		
Reported NPAT (a+b)	180.3	52.2	245%	
Plus: AP&A Other (c)	24.1	16.4	47%	
Plus: SEEK Inv. ESVs (d)	20.1	12.9	56%	
Underlying NPAT (a+c+d)	229.0	228.5	0%	

Results & Insights

FY19 revenue growth of 18% (all organic), an acceleration of FY18 organic growth of 14%

- AP&A key revenue drivers:
 - SEEK ANZ: Growth of 7% despite weaker macro conditions
 - SEEK Asia: Growth of 16%
 - LatAm: Weak results but in line with expectations
- SEEK Investments key revenue drivers:
 - Zhaopin: Strong revenue growth of 38%
 - OES: Growth of 7% in context of regulatory caps
 - ESV: Growth of 28%

EBITDA growth rate less than revenue growth due to investment

- Zhaopin: Aggressive reinvestment driving strong revenue growth
- Reinvestment in OES and ESVs

FX impact

- Reported A\$ results positively impacted by A\$ depreciation primarily against the RMB and HKD

Reported NPAT before significant items down 7%

- Higher D&A: Reflects increased product & tech investment
- Net Interest Expense: Impact of increased M&A funding
- Share of equity accounted results: Scaling up GO1 & new acquisitions

Significant items

- FY19: Zhaopin privatisation & refinancing related costs (A\$4.5m); FY18: primarily impairment losses (-A\$179.5m) & Maimai FV gain (A\$35.9m)

Reported EPS of 51.3 cents

Accounting Standards require us to expense ESV losses but does not recognise the long-term economic value created (refer slide 45)

Achieved strong results that are aligned to our key value drivers

Source: FY19 SEEK Macquarie Conference Presentation: May 2019

AP&A

P&L Impact

- Over time, expect to see solid and reliable growth in revenue and earnings

SEEK Investments (Operating Businesses)

- Market share and scale up focus expected to drive revenue growth
- Near-term profits being sacrificed to build large and defensible businesses which in turn should lead to long-term margin expansion

ESVs

- As these ventures scale, expect accounting losses to increase but underlying economic value to increase significantly

FY19 Financial Results

- SEEK ANZ & Asia**
- Rev growth of 9%
 - EBITDA growth of 11%

Zhaopin: Rev +38% on pcp
OES: Rev +7% on pcp

- Portfolio value: A\$425m¹**
- Look-thru Rev² cA\$70m, +c65% on pcp
 - Increase of 34%³ excluding Q4-FY19 deals

¹ Refer slide 45 and Note 9 of SEEK's statutory accounts (year ended 30 June 2019) for further detail on SEEK Investments ESV valuations

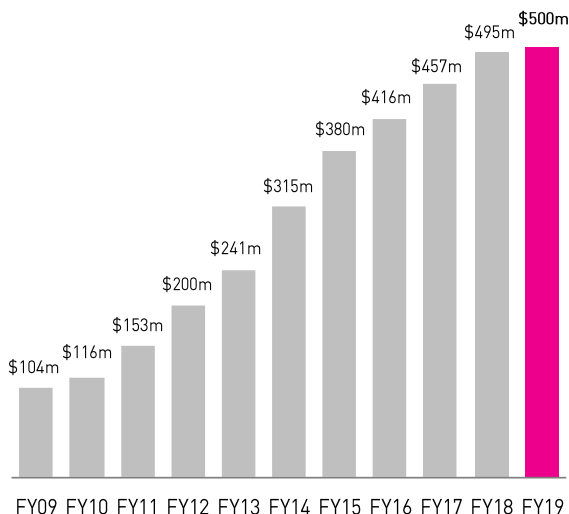
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³ Increase based on capital deployed up to 30 June 2019. Overall portfolio increase is 19%

SEEK generates strong cash flows which have been deployed into high growth opportunities

Strong operating cash flows...

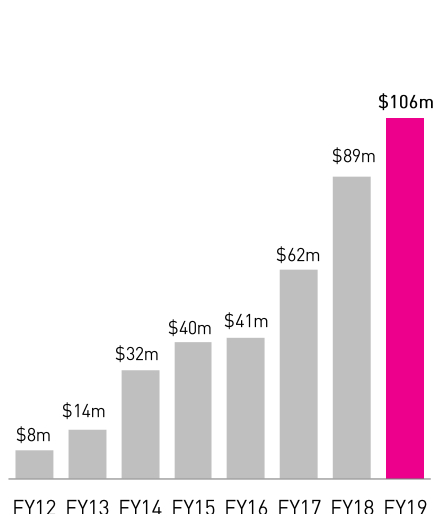
Operating cash flows A\$m



- Strong Op cash flow¹ has created capacity for Capex and M&A
- EBITDA to op cash flow conversion of 110%

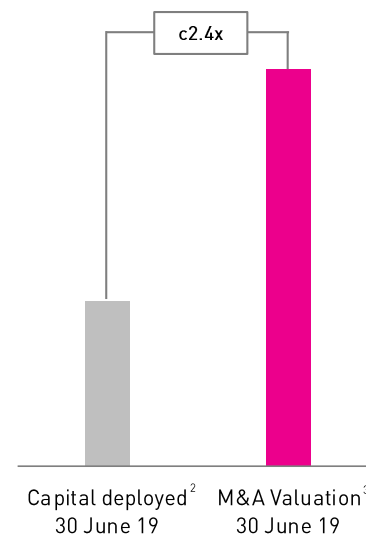
..has been deployed into high returning Capex...

Product & Tech capex A\$m



- c3x Revenue return on ANZ product & tech capex with strong revenue returns also in Zhaopin

..and high growth M&A



- c2.4x return on capital deployed
- A\$185m of capital deployed in H2-FY19 is yet to contribute a meaningful uplift in value

¹ Cash flows from operating activities excluding interest, transaction costs, tax and dividends received

² Net Capital deployed towards current investments

³ M&A Valuation = SEEK Group Enterprise Value (EV) less ANZ EV based on broker consensus (at 30 June 2019)

Updating our dividend pay-out ratio to align with our growth aspirations

Current Dividend Policy

- Based on 50-60% of Group Cash NPAT
- Cash NPAT defined as:
 - *Reported NPAT¹ (Statutory)*
 - *Add back: Depreciation and Amortisation, Share Based payments, Associate losses*
 - *Less: Associate dividends*
- Based on this we are paying a H2 FY19 dividend of 22 cents in line with pcg

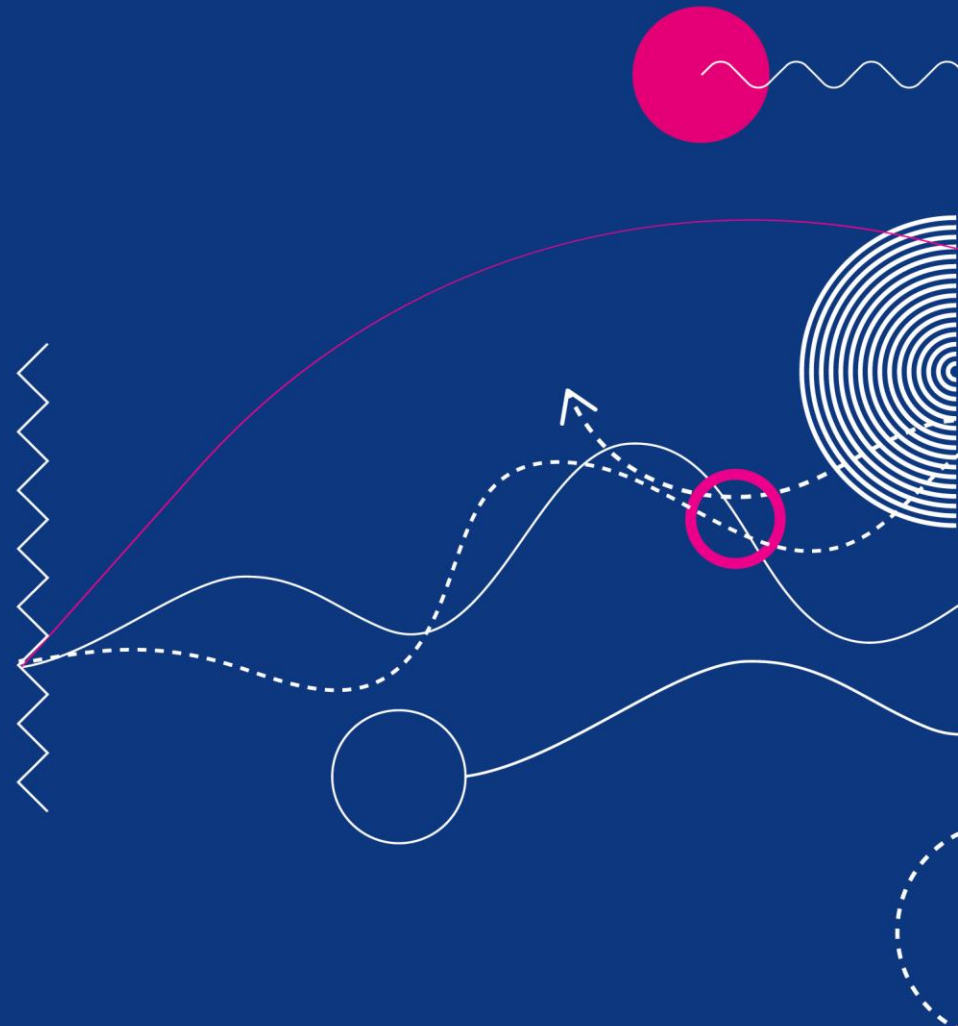
In FY20, our intended dividend pay-out ratio will be between 30-50% of Group Cash NPAT

- Group Cash NPAT in FY19 and FY20 are expected to be broadly similar

Rationale for change

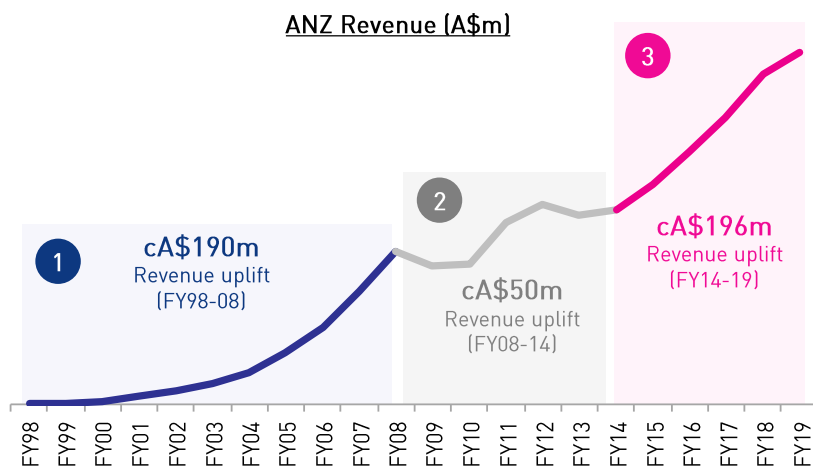
- To support investment into high ROI strategies (Capex & M&A) as SEEK pursues large new revenue opportunities
- Where we pay on the pay-out ratio will vary depending on the quantum of our investments in each year

Asia Pacific & Americas (AP&A)



AP&A structure is leveraging ANZ's capability and product & tech initiatives across a much larger opportunity set

ANZ has a track record of evolving its business and driving revenue growth...

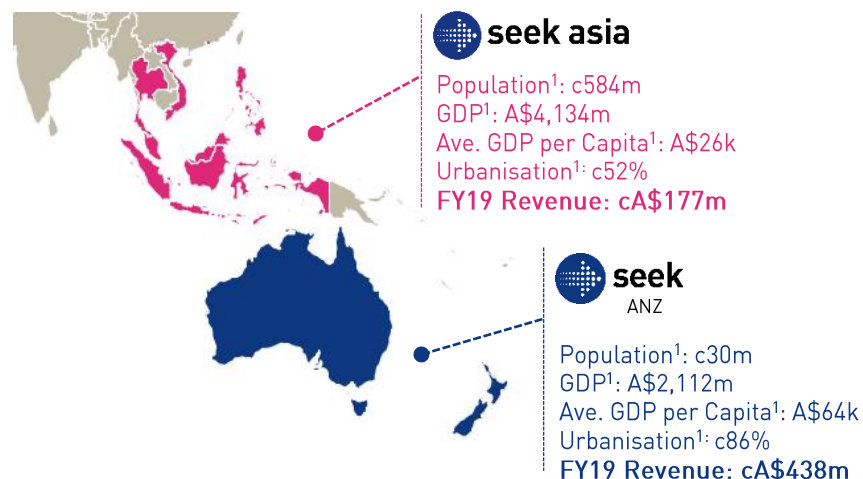


- 1 Start-up:** Revenue accelerated once leadership established
- 2 Model evolution:** Lower revenue growth due to GFC and global competitors. Invested aggressively in product & tech, with a lag effect before accelerated revenue growth in FY14-19
- 3 Leading product & tech business:** Extended period of revenue growth alongside sustained investment for the next 5+ years

Key insights

- Investment in product and tech capability led to ANZ's most productive period
- Outlook is bright for ANZ and Asia as long we keep investing and innovating into enormous human capital opportunity

...and we are now taking ANZ's success to a much larger market opportunity.



Leveraging ANZ capability and experience into Asia

- Population & GDP: c20x & c2x larger than ANZ
- Structural and macro trends to grow market opportunity
- Integration and investment already driving growth in Asia's key metrics

ANZ grew Revenue and EBITDA despite a slowing market

Financials

	A\$m		Growth
	FY19	FY18	%
Revenue	437.6	409.7	7%
EBITDA	270.1	249.7	8%
EBITDA (%)	62%	61%	

Revenue growth of 7% attributable to:

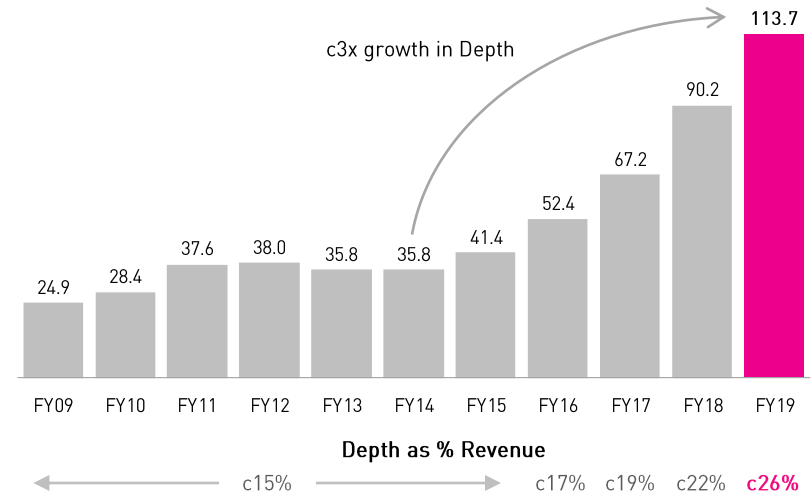
- 6% depth (Premium, Standout, Premium Talent Search etc)
- 4% average price increase
- (1)% mix shift
- (2)% volume growth

Strong growth in depth revenue is a proof-point of the benefits from sustained reinvestment (see RHS)

To unlock new revenue pools and strengthen our business model, SEEK will continue to invest in:

- Developing new depth products and driving penetration of existing depth products
- Building new data assets (e.g. Certsy, Role Requirements) which form foundation of new sourcing and selection tools
- Data and AI to drive improved hirer/candidate outcomes

Strong growth in depth revenue



Investment in product & tech led to strong and sustained growth in depth revenue

- FY19: depth revenue grew 26% despite negative volumes
 - Premium Ad (+37%), Premium Talent Search (+45%)
- Significant upside from depth strategy
 - Online peers generate c50-75% of revenue from depth

SEEK continues to be the market leader across key metrics and placement share despite strong competition

Market leader in key operating metrics...

Largest candidate audience

Market leader with c35m+ monthly visits (significant lead over nearest competitor)

- c70% of total traffic via mobile
- c75% of traffic is direct²

Total profiles of 13.2m¹ represents 80%+ of ANZ labour force



Greatest unique job ad scale

SEEK has the largest pool of unique job ads

- Jora has most job ads of any AU aggregator (c300k ads/mth in AU)



Strong AI capability to leverage unique data set

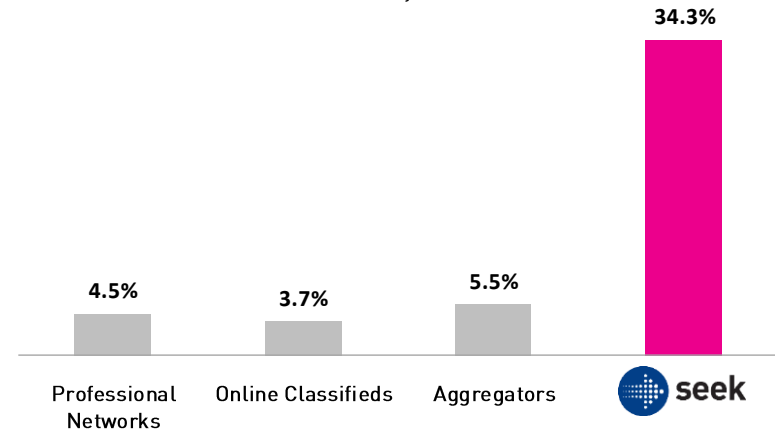
SEEK is using AI to improve relevancy

- c5.5m candidates receiving c40m+ weekly job recommendations
- Top applicant badge is delivering an increase in quality of applications
- Smarter search surfacing the most relevant jobs

...translates into a large lead in placements

Share of AU Placements (%)

As at July-19



Note: Offline channels (mainly word of mouth, HR/Employer site, notice boards, etc.) account for a combined 33% of placements

34%

Placements³
Lead of c6x over
nearest competitor

82%

Brand Awareness
Lead of c2x over
nearest competitor

¹ Searchable profiles of c9.5m (30 June 2019)

² Includes traffic direct to the SEEK website & app (including e-mail notifications)

³ Includes SEEK and Jora placements

We are making strong progress across our two key growth drivers

Size and depth of our candidate and hirer relationships to be leveraged into new solutions across two main headings:



Aligning price to value

Move to a more equitable and efficient marketplace by aligning price to value based on value of candidate and performance achieved

Key FY19 achievements

- Strong penetration of our premium ad product
 - Now c4% of total ads & c10% of direct hirer ads
 - Large opportunity to penetrate indirect hirers
- Launched Flexi Packs to enable hirers to easily upgrade from classic to standout or premium ads

Future growth drivers

- Increasing penetration of premium ad
- Develop new performance products
- Roll out similar solutions across SEEK's platform



Product Set Expansion

Utilise ANZ's strategic assets (unique data, strong brand, etc) to deliver tech enabled solutions in Talent Sourcing and Selection

Key FY19 achievements

- Premium Talent Search: c1.4k clients (23% growth)
- Integrated Talent Search: 5 key recruiters signed up
- Certsy: Approximately 1 in 5 applicants used Certsy to verify their right to work¹
- Careers Guide now at scale with c350+ roles

Future growth drivers

- Build new tech solutions for all hirers to solve for inefficiencies across selection, assessment, verification of data, etc

SEEK Asia grew Revenue and EBITDA in easing macro conditions

Financials

Reported A\$	A\$m		Constant	
	FY19	FY18	Growth %	Currency %
Revenue	176.6	151.8	16%	9%
EBITDA	91.3	76.8	19%	11%
EBITDA (%)	52%	51%		

Operational Insights

Positive results from AP&A's first wave of initiatives

- New AI driven job discovery experience (HK & Singapore)
- Mobile enhancements (HK & Thailand)
- Role Requirements capturing unique candidate data (Malaysia)
- Self-service improvements across multiple markets

Product & Tech investment supporting growth in key metrics

- Visits up 10% vs pcp
- Job ads up 15% vs pcp
- Hirers up 6% vs pcp
- Profiles up 17% vs pcp

Results & Insights

Solid result in context of easing macro conditions

(growth vs pcp, in constant currency)

- Revenue growth of 9% vs pcp
 - Hong Kong and Singapore performed well
- Growing penetration of depth products¹
 - 24% growth vs pcp, representing 16% of revenue

Ability to leverage AP&A capabilities across large market opportunity

- Operates at large scale: c20m candidates & c45k hirers
- Significant upside if we can execute well based on proven strategies
 - Online self-service, depth strategy, talent search
 - Early proof points are promising (see LHS)

Positive outlook provided we invest and execute well

- Significant investment and innovation still required to compete successfully against global competitors
- AP&A collaboration to play an important role in lifting SEEK Asia's baseline
- If we execute well, long-term revenue opportunity is larger than ANZ with similar growth drivers (price to value & product set expansion)

LatAm: As anticipated weak EBITDA result due to revenue declines and reinvestment

Brasil Online

	BRLm		Growth
<i>Pro-Forma</i>	FY19	FY18	%
Revenue	176.8	191.9	(8%)
EBITDA	31.6	58.0	(46%)
EBITDA (%)	18%	30%	
EBITDA A\$m (100%)	11.5	22.7	(49%)

Financial results

- Revenue result broadly anticipated with
 - Hirer revenue growth up 12% vs pcp (c15% of total revenue) offset by continued decline in candidate revenue
- Weak EBITDA due to revenue result and re-investment in Sales, Product & Tech

Operational initiatives

- Leveraging AI to drive 21% lift in contacts per candidate
- Improved Android app led to 2x increase in app downloads YoY
- Trial registrations drove 10% YoY increase in profiles

OCC

	MXNm		Growth
<i>Pro-Forma</i>	FY19	FY18	%
Revenue	404.7	419.8	(4%)
EBITDA	51.9	71.1	(27%)
EBITDA (%)	13%	17%	
EBITDA A\$m (100%)	3.7	4.9	(24%)

Financial results

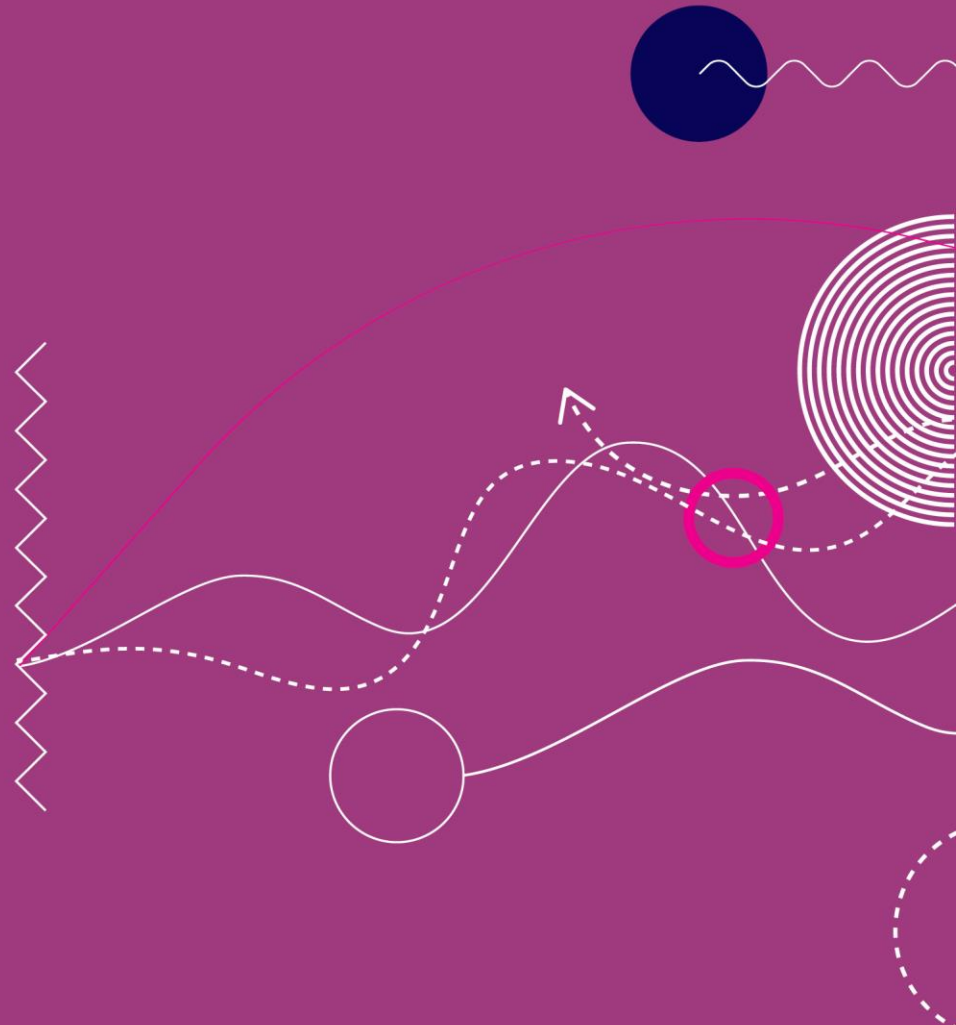
- Results broadly in line with expectations
 - Employment revenue up MXN 6m (+2%) vs pcp
 - Education revenue down MXN 21m (-35%) on pcp based on deliberate re-sizing
- EBITDA result due to Employment investment & Edu revenue

Operational initiatives

- Improved traffic share (June Visits +28% YoY)
- Self service investment led to +24% online sales growth
- App initiatives grew engagement (+73% App downloads YoY)

Better macro conditions alongside operational execution is required for sustainable growth in financial results

SEEK Investments



SEEK Investments brings significant advantages in pursuing new growth opportunities

Our objectives, approach and track record

Objective

- Invest in purpose aligned businesses across Human Capital Market (employment and education) where we can bring unique strategic advantages to drive significant capital appreciation

Approach

- Active partner that offers strategic & operational support to accelerate growth

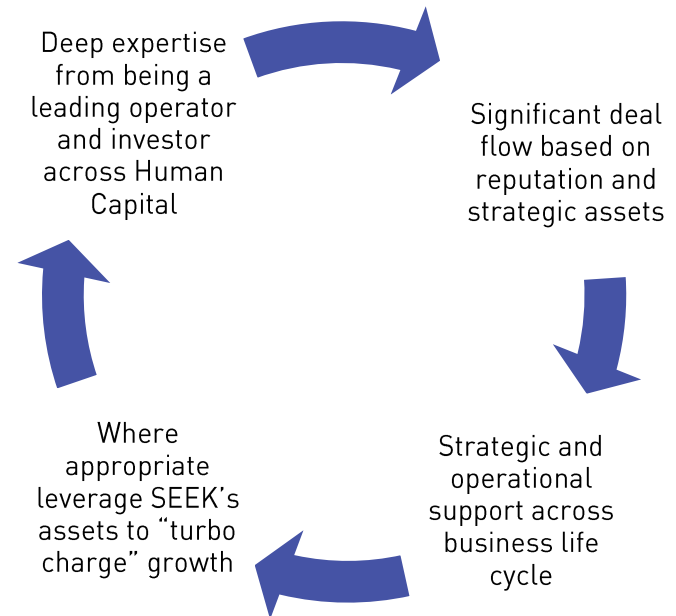
Experience and Synergies

- 22+ years experience being a world class operator and investor in Human Capital
- Potential synergies via relationships and data via 200m+ candidate relationships and 1.1m+ hirers

Strong Track record of large returns

- Targeting minimum IRRs of 15-20%
- Strong track record for SEEK Investments
 - Zhaopin – IRR of 27%, 6x return on capital
 - OES – IRR of 62%, 3x return on capital
 - IDP – IRR of 33%, 9x return on capital

SEEK's unique Strategic Advantages



Zhaopin delivered strong growth in operating metrics and financial results...

Financials

<i>Pro-Forma</i>	RMBm		Growth %
	FY19	FY18	
<i>Online Revenue (100%)</i>	2,270.6	1,907.7	19%
Revenue (100%)	3,155.9	2,349.6	34%
EBITDA (100%)	483.4	423.8	14%
EBITDA (%)	15%	18%	
EBITDA A\$m (100%)	99.1	84.0	18%

Operational metrics

Market leader by # of hirers, registered candidates and completed resumes

- 936k unique hirers, growth of 21% vs pcp¹
 - Significantly outpacing listed competitor
- 185m registered candidate users, growth of 17% vs pcp
- 123m completed resumes, growth of 15% vs pcp

Scale of candidate and hirer data and insights to form the foundation for new products and services

Results & Insights

Strong revenue growth despite easing conditions in H2 19

- Total revenue grew by 34%
 - Online revenue growth of 19% driven by hirer penetration
 - Offline revenue growth of 100% (mainly BPO & campus) achieved via cross-sell into large hirer base
 - Soft H2 online billing growth (vs pcp) given macro conditions (in line with commentary from listed peers)

Aggressive investment delivered strong results

- Online: Product & Tech, Data & AI investment contributed to strong market share gains
- Offline: Successfully grew BPO and Campus divisions

Investing for market leadership in a competitive market

- Weak macro conditions will impact near-term financials
- However, our focus is to continue investing to build market leadership in a competitive environment
- Achieving leadership will create significant online monetisation and large cross-sell opportunities for adjacent services (BPO, campus, assessment, education)

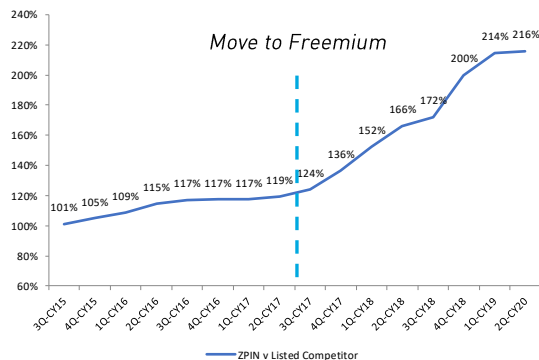
...and is focusing on building online market share...

Strong hirer lead yet remain significantly under-penetrated

Hold the lead on key candidate metrics but more work to be done

Significant long-term opportunity to align price to value

Strong Hirer lead
2.2x lead ZPIN v listed competitor



Solid Candidate lead
ZPIN v listed competitor

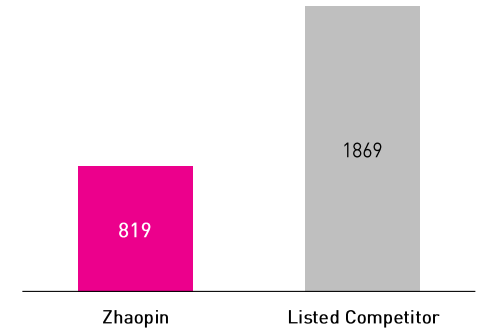
Unique visitors

1.3x

Registered users

1.3x

Online ARPU²
ZPIN is c44% of listed competitor ARPU



- Hirer lead is 2.2x over listed competitor helped by freemium model driving hirer acquisition
- Zhaopin is under-penetrated vs market opportunity¹
 - Our c936k hirers represents c6% of Private Enterprises
 - c23% of Online Employers in China

- Track record in growing candidate scale where Zhaopin has moved from #3 to #1 player across many key metrics
- Focused on growing candidate lead to 1.5-2.0x by investing in mobile, unique career content and marketing

- Zhaopin's ARPU is low relative to:
- Global pricing even after adjusting for differences in GDP per capita
 - Competitor pricing
- Significant revenue opportunity
- Strong record in building new products

Focused on building strong network effects in what we expect will be the world's largest Human Capital Market

...and further penetrating large adjacent market opportunities.

Adjacent market / offline opportunity (cA\$120b) is 6x larger than online (cA\$20b)

- Online offerings to remain Zhaopin's core focus, however significant opportunity exists from leveraging hirer & candidate relationships and data to grow adjacent revenue streams
- Across both online and offline we have track record of strong revenue CAGRs

	Core Operations		Adjacent Businesses			
	Core white-collar (junior to mid)	Highend & RPO	Campus	Assessment	Education & Training	Business process outsourcing
Opportunity	<ul style="list-style-type: none"> • New freemium model accelerating hirer penetration in enormous market • Roll-out "of depth products" over time to align price to value 	<ul style="list-style-type: none"> • Large, highly fragmented offline recruitment process • Leveraging data & technology expertise from "Core white-collar" to build scalable platform & tech solutions 	<ul style="list-style-type: none"> • Large penetration opportunity in the university segment • Significant opportunity to migrate services from offline to online 	<ul style="list-style-type: none"> • Given scale of the labour force, significant opportunity in providing objective testing for hirers 	<ul style="list-style-type: none"> • Large education market opportunity with initial focus on online courses in generic skills • Potential to form JVs to help distribute content over time 	<ul style="list-style-type: none"> • Includes labour and payroll outsourcing • Demand being driven by changes to social security and SME's looking to variablise costs and reduce risk
Est Market Size ¹ (A\$ billion)	cA\$20b combined		cA\$120b combined			
Revenue growth	19% combined		100% combined			
%age of Revenue	72% combined		28% combined			

OES is investing to scale multiple partnerships and expand its offerings

Financials

	A\$m		Growth
<i>Pro-Forma</i>	FY19	FY18	%
Revenue (100%)	127.5	119.4	7%
EBITDA (100%)	36.7	37.5	[2%]
EBITDA (%)	29%	31%	

Results & Insights

Solid revenue result in context of regulatory constraints

- Growth impacted by freeze on Commonwealth funding
- Good revenue result in this constrained environment

Investing to support future growth

- Investing in long-term opportunities (QUT, UK partnerships), growing student experience and Bus Dev (M&A, new partners)

Delivering world class student experiences which can be leveraged into new partnerships

- Student satisfaction scores of c88%¹ based on teaching quality & student support
- Leader in online education with c12k students²
- SOL has over c4,700¹ graduates since inception

Growth strategy & Outlook



Growth strategy

- Existing partners: Maximise student body given regulatory constraints impact ability to enrol students
- To grow OES, we will leverage our strong capabilities to:
 - Scale and pursue new partnerships
 - Expand into adjacent offerings

Overall financial impact

- Existing partners will generate stable revenue/earnings growth but overall OES earnings will go backwards in the near-term as we invest to scale new partners and grow adjacent offerings

SEEK Investments owns a portfolio of high growth businesses leveraged to key structural trends

Investing in key themes leveraged to high growth structural trends...

ONLINE EDUCATION:

Tech improving access to education and need to reskill & upskill the labour force is driving structural migration to online education

- Addressable online market opportunity is A\$50b¹
- Tech is improving distribution and creating global online leaders (e.g. Coursera, FutureLearn) and emerging leaders in high growth markets (e.g. OES, Utel)

HR SaaS:

Enabling HR Tech solutions has enormous market opportunity

- Addressable market opportunity of A\$1.5b¹ (AU only)
- SaaS has proven economics across other verticals (accounting, logistics) and see a similar opportunity in HR Tech focused on enormous SME market
- Winning SaaS models can be multi-billion dollar businesses

CONTINGENT LABOUR:

Flexible labour already large component of workforce and expect tech solutions to deliver significant efficiencies for these labour pools

- Addressable market opportunity of A\$11b¹ (AP&A only) with contingent labour c25% of the Australian labour force
- Tech is improving candidate and hirer discovery in a scalable manner

..where winning models will deliver attractive economics at scale.

- Unique content and high retention drives favourable economics and strong cash generation
- Sticky and predictable customer base drives high customer lifetime values and strong cash generation
- Tech solutions to drive fixed cost leverage and high free cash flows

Our portfolio of online education businesses are well positioned for growth over the medium to long-term

Huge opportunity with Online Education Marketplace given total addressable market of A\$50b+¹

- Different models operating in large addressable markets disrupting traditional modes of education delivery
- Strong momentum in education portfolio with executable growth strategy
- Ability to leverage learnings and capabilities across the portfolio

Strategic investments in market leaders

Online Program Management



MOOCs & Online Learning



Multiple drivers of long-term growth

- Grow core undergrad course offerings
- Extend core capabilities into:
 - Postgrad offerings
 - New offerings such as short courses or micro credentials in high demand areas (e.g. product, data, AI, etc)
- Invest in student satisfaction / retention / online acquisition

- Grow scope of short-course offerings in high demand skills
- Extend core capabilities into:
 - Building pathways from short courses to micro-credentials to “stackable” degrees (student and enterprise solutions)
 - Extending into post grad offerings
- FutureLearn is a unique opportunity but requires significant investment to build a market leader. If we execute well, the long-term upside is significant.

Delivering strong revenue growth

- OES +7% despite reg constraints & Utel +24%

- Look-through revenue growth of c35%²

¹TAM = Enterprise Training opportunity of cA\$50B + MOOCs/Online Short Courses/Online Program Management of cA\$5B+

Source: Internal management analysis supported by external market studies

²“Look-through” share represents revenue of investments multiplied by SEEK’s ownership interest (based on comparable ownership interest across FY18 & FY19). E.g. In calculating portfolio “look-through” revenue, FutureLearn contribution is calculated as FY19 revenue x 50% & FY18 revenue x 50%. Excludes Coursera (ownership interest <5%)

Significant opportunity for SEEK to build market leaders in HR SaaS

SEEK's investment thesis

- Current Revenue pool of A\$1.5b¹ in Australia alone
- HR SaaS is driving large scale efficiencies
 - Replacing legacy systems for larger organisations and migrating SMEs from existing offline solutions
- SaaS has highly attractive characteristics
 - Recurring and sticky revenue
 - Highly profitable at scale
 - Multiple reinvestment opportunities
 - Data assets provide strong defensibility
- Winning SaaS models can be billion dollar businesses
 - Ultimate software (HR SaaS) acquired for US\$11b
 - Xero and Wisetech both at cA\$8b+ market cap
- The SME market opportunity is enormous and SEEK brings strong track record and synergies
 - c300k SMEs in Australia employing c9m people
 - SEEK can bring huge scale of SME relationships

Strong growth in portfolio metrics and financial results



Key Portfolio metrics (aggregate)

- 2k+ customers growing at c70%
- c90% recurring revenue
- Net churn of >100% (e.g. upselling more than losing customers)
- Strong unit economics particularly given business lifecycle
- Despite strong growth still less than <1% penetrated against market opportunity

Look-through revenue growth² of
c100% (FY19 v pcp)

Refer slide 44 for business details

¹TAM includes: 1) Learning and development platforms (e.g. G01); and 2) SME Human Resource Information Systems (e.g. Employment Hero) . Excludes talent acquisition platforms.
Source: Internal management analysis supported by external data

²Portfolio "Look-through" share represents revenue of investments multiplied by SEEK's ownership interest (based on comparable ownership interest across FY18 & FY19). E.g. In calculating portfolio "look-through" revenue, G01 contribution is calculated as FY19 revenue x 30% & FY18 revenue x 30%.

Our Contingent Labour investments operate in large revenue pools

SEEK's investment thesis

- Contingent labour force already c25% of Australian workforce
- Current Revenue pool of cA\$11b+¹ across AP&A markets, c15x AP&A Revenue

Segment	Transaction Rev pool (net, A\$m)
IT	Total Pool estimated at A\$11b+
Skilled Temp (nursing)	
Generic temp	

- Size of value pools to increase due to impact of automation

Strong growth in portfolio metrics and financial results



- Net Revenue growth >100%
- Completion rates of c85%
- Customer satisfaction >90%
- Hirer NPS of >70



- Net Revenue growth c50%
- Paid projects up c30%
- Hirer NPS of >70



- Net Revenue growth >300%
- Completion rates of c80%

- Tech expected to create efficiencies for these labour markets
 - Lower access/distribution costs, speed of matching hirers and candidates, management of ancillary services (etc)
- SEEK is highly experienced and brings deep synergies
 - 22+ years of innovating online and digital experience
 - Deep hirer and candidate data and relationships

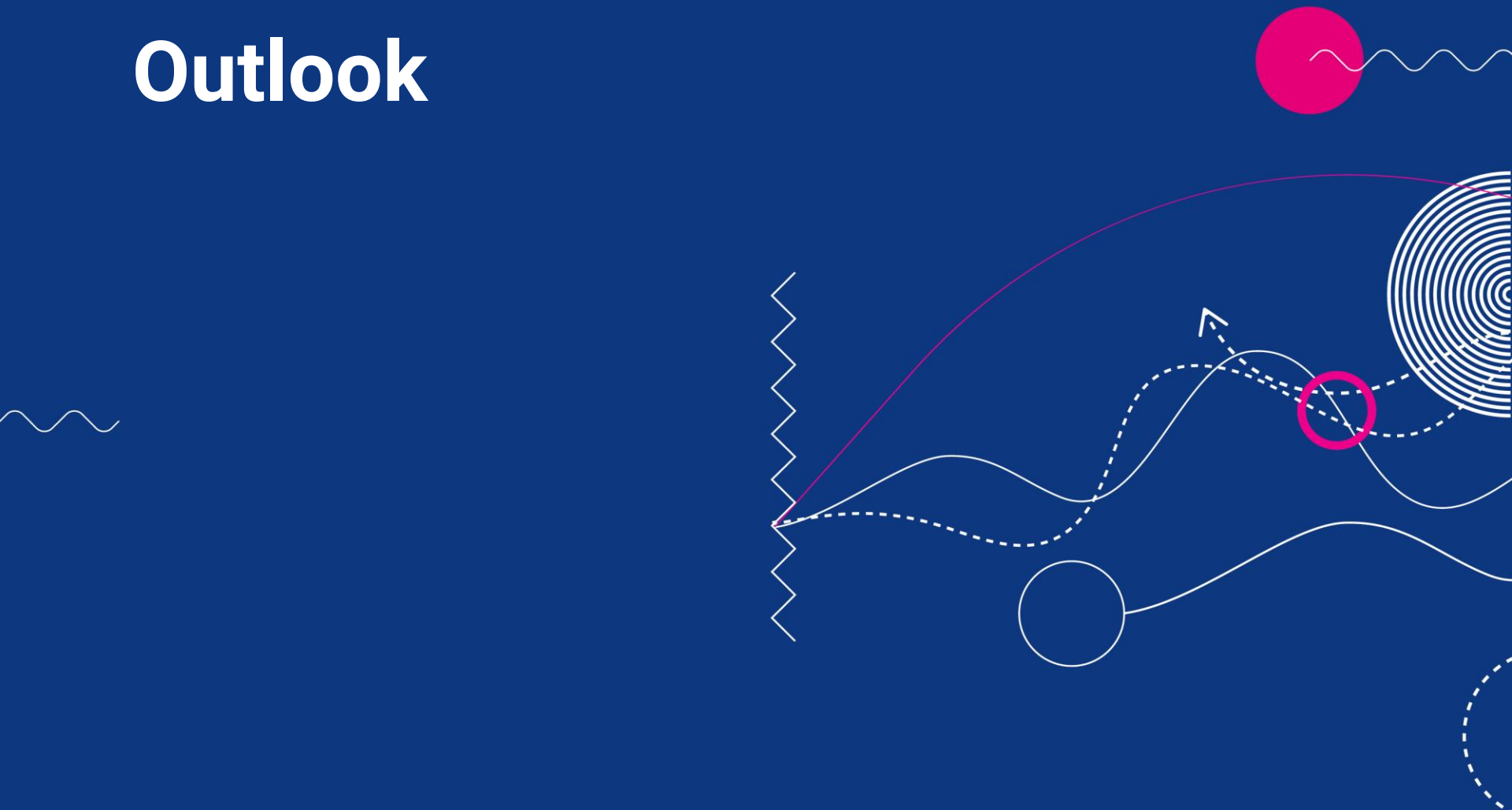
Look-through Revenue growth² of c135% (FY19 v pcpl)

Refer slide 44 for business details

¹ Source: Internal management analysis supported by external data

² Portfolio "Look-through" share represents revenue of investments multiplied by SEEK's ownership interest (based on comparable ownership interest across FY18 & FY19). E.g. In calculating portfolio "look-through" revenue, Sidekicker contribution is calculated as FY19 revenue x 86% & FY18 revenue x 86%.

Outlook



FY20: Short term guidance

FY20 guidance (excluding significant items)

Note, forecasting is challenging given exposure to variations in macro conditions and FX rates across multiple markets

FY20 v FY19	Pre AASB 16 adoption	Impact of AASB 16 ²	SEEK Reported ^{1,2,3}
Revenue ¹	15-18%	-	15-18%
EBITDA ¹	1-4%	7%	8-11%
D&A	A\$105-110m	cA\$30m	A\$135-140m
Reported NPAT ⁴	A\$145-155m	-	A\$145-155m

Key differences between FY20 & FY19 Reported NPAT:

1. Increase in NPAT losses of cA\$15-25m⁵ comprising:

- AP&A Other: Reduction in losses of cA\$5-10m⁴
- Investments ESVs: Increase in losses of cA\$25-30m
 - Majority of increase in Investment ESVs relates to annualised impact of FY19 deals

2. Higher D&A: Increase of cA\$20-25m (pre-AASB 16) due to ongoing Product & Tech capex

3. Higher Net Interest expense: Primarily reflects annualised interest expense due to FY19 deals (totalling cA\$200m)

4. Includes Share Based Payments: Non-cash expense of approximately A\$25m (separate to D&A)

¹ Includes consolidated early stage investments

² Refer slide 36 for further detail on impact of AASB 16

³ Investments NPAT losses may increase if we do more new deals or follow-on funding rounds in existing investments

⁴ In FY20, JobAdder will move from "AP&A Other" to "SEEK Investments" and will sit within the "HR SaaS" theme

⁵ Total Investments ESVs to be A\$45-50m (FY19: cA\$20m), AP&A Other to be A\$15-20m (FY19: cA\$24m)

Well positioned to grow SEEK's long-term value

- Volatile economic conditions will impact near-term results, however our focus will remain on investing to grow SEEK's long-term value
- We are taking a long-term approach and investing aggressively to capture large revenue opportunities which will also grow our overall defensibility
- Investing in exciting opportunities across our existing businesses, scaling up ESVs and undertaking M&A
- Our capability levels are strong and when combined with our market leading businesses we are uniquely placed to attack large revenue pools in the Human Capital Market
- If we can achieve our A\$5b¹ aspirational revenue opportunity, we expect SEEK's earnings and valuation to be significantly higher

Appendices



SEEK Group: Reconciliation to Statutory results

	FY19			FY18		
	Statutory Result	Significant Items	Statutory Result <u>excl</u> Significant items	Statutory Result	Significant Items	Statutory Result <u>excl</u> Significant items
Revenue						
AP&A	726.8	0.0	726.8	684.6	0.0	684.6
SEEK Investments	810.5	0.0	810.5	614.9	0.0	614.9
Total Revenue	1,537.3	0.0	1,537.3	1,299.5	0.0	1,299.5
EBITDA						
AP&A	351.1	0.0	351.1	336.3	0.0	336.3
SEEK Investments	128.9	0.0	128.9	111.8	0.0	111.8
Corporate Costs	(25.0)		(25.0)	(16.9)		(16.9)
Total EBITDA	455.0	0.0	455.0	431.2	0.0	431.2
Depreciation & Amortisation	(85.8)		(85.8)	(67.6)		(67.6)
Net Interest	(44.4)		(44.4)	(25.9)		(25.9)
Share based payments	(21.6)		(21.6)	(26.8)		(26.8)
Share of equity accounted results	(16.5)		(16.5)	(6.2)		(6.2)
Other items	(2.5)	(7.1)	4.6	(131.4)	(133.3)	1.9
Tax	(85.8)	0.5	(86.3)	(83.3)	0.7	(84.0)
Non-controlling interests	(18.1)	2.1	(20.2)	(37.8)	(14.4)	(23.4)
Reported NPAT	180.3			52.2		
Significant items		(4.5)			(147.0)	
Reported NPAT (Excluding significant items)			184.8			199.2

FY19 Significant items (SEEK NPAT impact): Total A\$4.5m
 Zhaopin privatisation & refinancing related costs (A\$4.5m);

FY18 Significant items (SEEK NPAT impact): Total A\$147.0m
 Maimai Fair Value Gain of A\$35.9m
 Less: Impairment of Brasil Online of A\$119.0m
 Less: Impairment of OCC of A\$58.9m
 Less: Impairment of CJOL (subsidiary of Zhaopin) of A\$1.6m
 Less: Other one-off items of A\$3.4m

SEEK Group: AASB 16 Leases

FY19 Operating lease costs - by Business

A\$m	Asia Pacific & Americas						SEEK Investments				Corporate Costs	Total
	ANZ	SEEK Asia	Brasil Online	OCC	Other	Total	Zhaopin	OES	ESV	Total		
FY19 Reported EBITDA	270.1	91.3	11.5	3.7	(25.5)	351.1	99.1	36.7	(6.9)	128.9	(25.0)	455.0
Operating lease expense	3.3	4.1	1.3	1.0	1.1	10.8	16.7	0.7	0.5	17.9	1.1	29.8
FY19 EBITDA (excl Operating lease exp) <i>(indicative only)</i>	273.4	95.4	12.8	4.7	(24.4)	361.9	115.8	37.4	(6.4)	146.8	(23.9)	484.8

FY19 operating lease costs by business provided above for directional/illustrative purposes only (Note this is not an AASB 16 adjusted position)

Key insights

- New leasing standard (AASB 16) effective 1 July 2019 (FY20) requires:
 - Recognition of a right-of-use asset of cA\$57m and a lease liability of cA\$66m on SEEK's Group balance
 - Operating lease expenses no longer recognised in EBITDA, and replaced with depreciation and interest expense in the P&L
 - Refer Note 26 of SEEK's statutory accounts (year ended 30 June 2019) for further detail
- FY19 financials will not be restated on adoption
- FY20 EBITDA will be positively impacted but no material impact on FY20 NPAT. Refer to FY20 guidance on slide 32

SEEK Group: FY19 Segment Results

FY19 Segment Results (from Note 1, p49 of SEEK's Statutory accounts)

		Asia Pacific & Americas						SEEK Investments				Corporate Costs	Total
		ANZ	SEEK Asia	Brasil Online	OCC	Other	Total	Zhaopin	OES	ESVs	Total		
Year ended 30 June 2019	Notes	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
Online employment marketplaces		437.6	174.0	64.1	26.5	17.7	719.9	465.8	-	31.9	497.7	-	1,217.6
Education		-	-	-	2.8	0.7	3.5	-	127.5	3.2	130.7	-	134.2
Other sales revenue		-	2.6	-	-	0.8	3.4	182.1	-	-	182.1	-	185.5
Sales revenue	2	437.6	176.6	64.1	29.3	19.2	726.8	647.9	127.5	35.1	810.5	-	1,537.3
Segment EBITDA ⁽¹⁾		270.1	91.3	11.5	3.7	(25.5)	351.1	99.1	36.7	(6.9)	128.9	(25.0)	455.0
Depreciation		(1.6)	(2.8)	(1.2)	(1.1)	(0.1)	(6.8)	(7.3)	(0.5)	-	(7.8)	(2.2)	(16.8)
Amortisation	12	(31.3)	(6.3)	(3.8)	(1.4)	(5.9)	(48.7)	(9.9)	(9.6)	(0.7)	(20.2)	(0.1)	(69.0)
Net interest (expense)/income		0.4	(2.1)	3.0	0.6	(0.5)	1.4	(9.5)	0.9	(0.2)	(8.8)	(37.0)	(44.4)
Share-based payments and other LTI	23(b)	(6.3)	1.7	(0.2)	(0.3)	(1.4)	(6.5)	(7.0)	-	(2.2)	(9.2)	(5.9)	(21.6)
Share of results of equity accounted investments		-	(0.4)	-	-	(1.7)	(2.1)	-	-	(14.4)	(14.4)	-	(16.5)
Gain on disposal of equity accounted investments		-	-	-	-	-	-	-	-	2.5	2.5	-	2.5
Fair value gain on financial asset		-	-	-	-	-	-	3.2	-	-	3.2	-	3.2
Related party services		3.8	(3.5)	-	-	(0.3)	-	-	-	-	-	-	-
Transaction costs from investing activities		-	-	-	-	(0.3)	(0.3)	(5.2)	-	-	(5.2)	(0.9)	(6.4)
Other financing activities		-	-	-	-	-	-	-	-	-	-	(1.8)	(1.8)
Profit before income tax expense		235.1	77.9	9.3	1.5	(35.7)	288.1	63.4	27.5	(21.9)	69.0	(72.9)	284.2
Income tax expense	6(a)	(69.6)	(18.0)	(1.9)	(0.4)	10.7	(79.2)	(21.2)	(8.6)	0.7	(29.1)	22.5	(85.8)
Profit for the year		165.5	59.9	7.4	1.1	(25.0)	208.9	42.2	18.9	(21.2)	39.9	(50.4)	198.4
Non-controlling interests	17(c)	-	-	-	-	0.9	0.9	(16.3)	(3.8)	1.1	(19.0)	-	(18.1)
Profit attributable to owners of SEEK Limited		165.5	59.9	7.4	1.1	(24.1)	209.8	25.9	15.1	(20.1)	20.9	(50.4)	180.3

(1) 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.

Strong and diversified balance sheet

Net debt breakdown

30 June 2019						
	Facility Limit	Borrowings	Cash	Short-term Investments	Funds on deposit ¹	Net Cash/(Debt)
		A\$m	A\$m	A\$m	A\$m	A\$m
SEEK Limited- A\$ bank debt	A\$625m	(425.0)				
SEEK Limited- US\$ bank debt	US\$575m	(570.3)				
SEEK Limited -A\$ EMTN	A\$175m	(175.0)				
SEEK ANZ		(1,170.3)	60.7	-	-	(1,109.6)
Brasil Online			34.3	-	-	34.3
OCC			7.1	0.1	-	7.2
SEEK Asia			85.8	-	-	85.8
Other			3.6	-	-	3.6
SEEK Ltd Borrower Group		(1,170.3)	191.5	0.1	-	(978.7)
Zhaopin	RMB 200m	(3.7)				
Zhaopin	US\$385m	(432.1)				
Zhaopin Total ¹		(435.8)	147.4	-	466.2	177.8
OES			35.8	-	-	35.8
Other			8.2	-	-	8.2
SEEK Group Total	A\$2,203.8m	(1,606.1)	382.9	0.1	466.2	(756.9)
Unamortised borrowing costs		6.4				
Per Consolidated Balance Sheet		(1,599.7)				

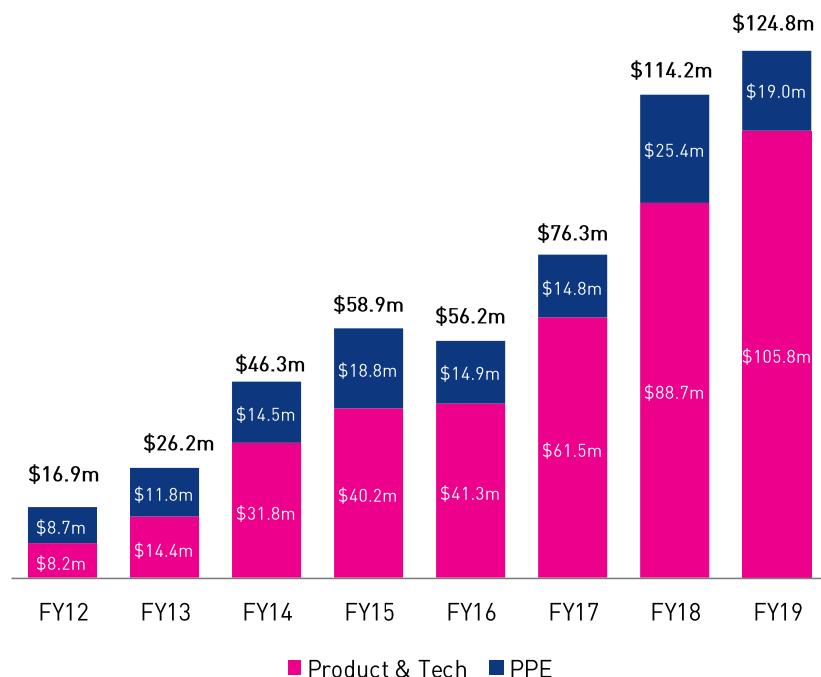
Key insights

Strong Group balance sheet

- Robust balance sheet with reported net debt of A\$757m (Jun-18: A\$573m)
- Increase in Group net debt of A\$184m (vs Jun-18) mainly driven by:
 - Zhaopin privatisation (payments to Zhaopin minorities)
 - Increased investment in product & tech
 - Capital deployed into ESV's (FutureLearn & Coursera)

Group Capex of A\$125m with majority of investment in Product & Tech

SEEK Group Capex



Expect Capex to increase in FY20 due to:

- Continued reinvestment in product & tech evolution particularly across big 3 businesses (ANZ, SEEK Asia & Zhaopin)

Key Insights

Product & Tech:

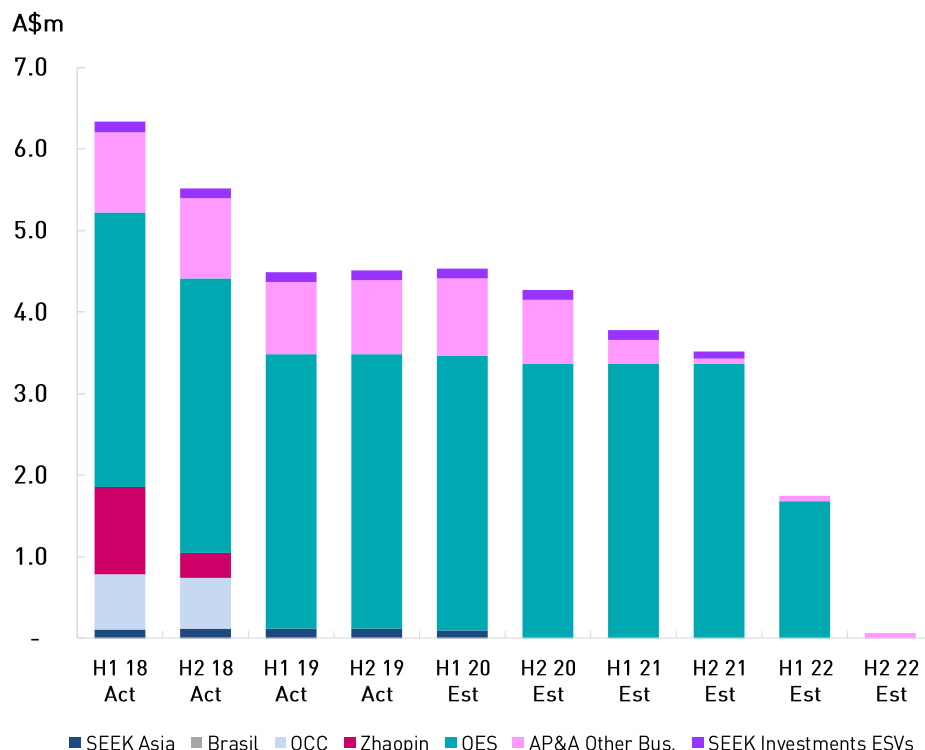
- **SEEK ANZ capex of cA\$59m** mainly relating to:
 - Product development: Optimising AI-driven search (e.g. smarter search), flexible ad packs
 - Mobile apps: Improving candidate & hirer engagement, building profile depth
- **SEEK Asia capex of cA\$6m** mainly relating to:
 - Product development: Role Requirements, self-service channel and search optimisation
 - UX: new mobile apps, home page redesign, recommendations & notifications
- **LatAm capex of cA\$8m:** mainly relating to mobile apps, SEO initiatives and self-service channel improvements
- **AP&A Other capex of cA\$8m** mainly relating to search technology in Jora and development of new SEEK Learning platform
- **Zhaopin capex of cA\$20m** mainly relating to:
 - Freemium: Leveraging large scale of unique data & AI to deliver better search & match
 - Offline: New products & enhancements driving growth across Highpin & Campus
- **OES capex of cA\$5m** mainly relating to integration of QUT into the OES platform and software to support course delivery

Property, Plant & Equipment (PPE):

- Relates to office fit outs (mainly Zhaopin)

Purchase Price Amortisation (PPA) - Summary



PPA profile (pre tax & NCI)¹



Key Insights

- Purchase Price Allocation (“PPA”) expenses relate to the amortisation of finite life intangibles arising from acquisitions
- PPA expenses (opposite) are the 100% amounts that are consolidated into the SEEK Group P&L and are non-cash
 - Note the NPAT impact of PPA is lower as it accounts for the impact of NCI (non-controlling interests) & tax
- Expect amortisation profile for existing businesses to reduce over time as intangibles near the end of their useful life (refer to profile by business on LHS)

SEEK Asia – Key Operating Metrics

		 	
		Mature markets ¹	Developing markets ¹
Visits (m)²	FY19 monthly average <i>PCP growth</i>	19.7 4%	27.8 14%
Jobs Ads (#)³	FY19 monthly average <i>PCP growth</i>	123,772 8%	129,724 22%
Hirers (#)⁴	FY19 monthly average <i>PCP growth</i>	25,189 2%	19,194 13%
Profiles (m)⁵	As at 30 June 2019 <i>PCP growth</i>	5.4 13%	14.5 19%

¹ Mature markets include Hong Kong, Malaysia & Singapore. Developing markets include Philippines, Indonesia & Thailand

² Total visits including desktop, mobile & app. Source: Omniture

³ Total number of job ads on platform. Source: Internal

⁴ Total active advertisers (posting any job ads). Source: Internal

⁵ Number of searchable profiles in database. Total profiles of 24.2m. Source: Internal

Latin America – Key Operating Metrics

Brasil Online (Catho only)



Visits (m)¹

FY19 monthly average
PCP growth

5.5
20%

Jobs Ads (#)²

FY19 monthly average
PCP growth

138,579
10%

Invoiced jobseekers (#)

FY19 monthly average
PCP growth

218,137
-7%

Invoiced employers (#)

FY19 monthly average
PCP growth

5,416
14%

Profiles (m)³

As at 30 June 2019
PCP growth

8.2
10%

OCC



Visits (m)¹

FY19 monthly average
PCP growth

16.1
15%

Jobs Ads (#)²

FY19 monthly average
PCP growth

103,668
-9%

Hirers (#)³

FY19 monthly average
PCP growth

8,522
4%

Profiles (m)⁴

As at 30 June 2019
PCP growth

5.4
34%

¹ Unique visits including desktop & mobile. Source: FY18 Adobe Analytics, FY19 Google Analytics – due to change in measurement YoY growth is directional only

² Total number of job ads on platform. Source: Internal

³ Number of searchable profiles in database. Source: Internal

¹ Total visits including desktop, mobile & app. Source: Google Analytics.

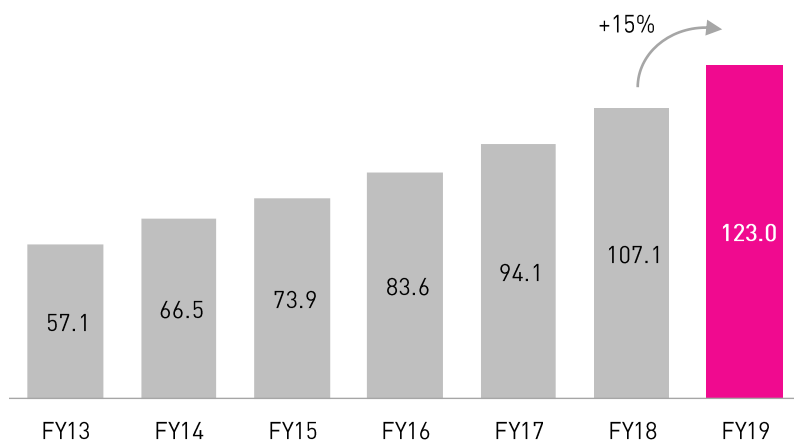
² Total number of job ads on platform. Source: Internal

³ Total active advertisers (posting any job ads). Source: Internal

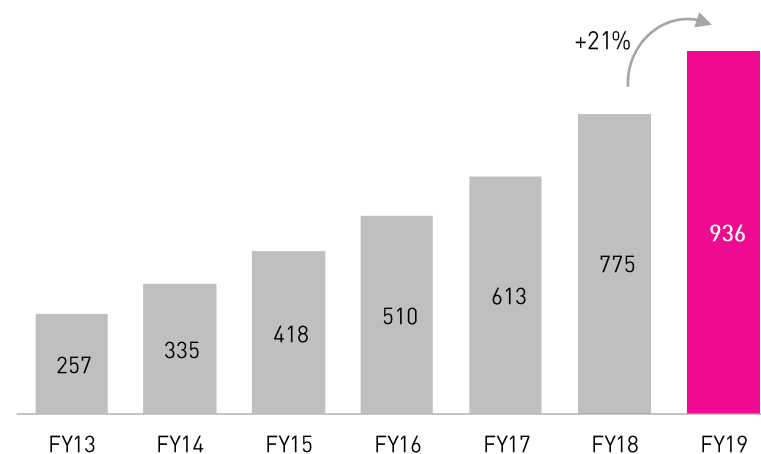
⁴ Number of searchable profiles in database. Source: Internal

Zhaopin – Key Operating Metrics

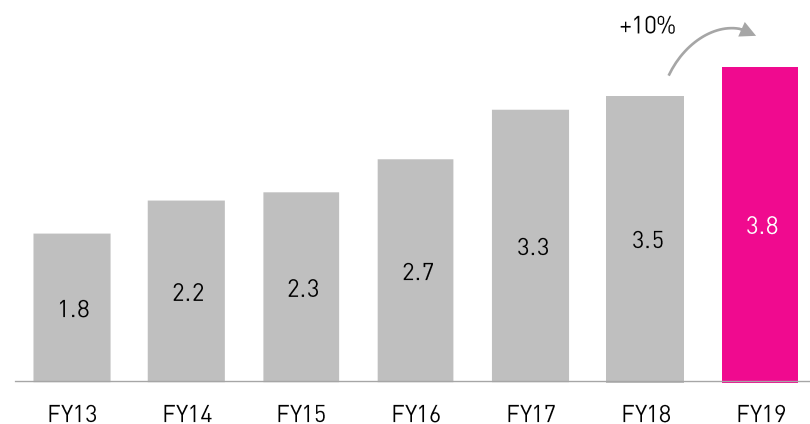
No. of Completed Resumes (m) – as of period end



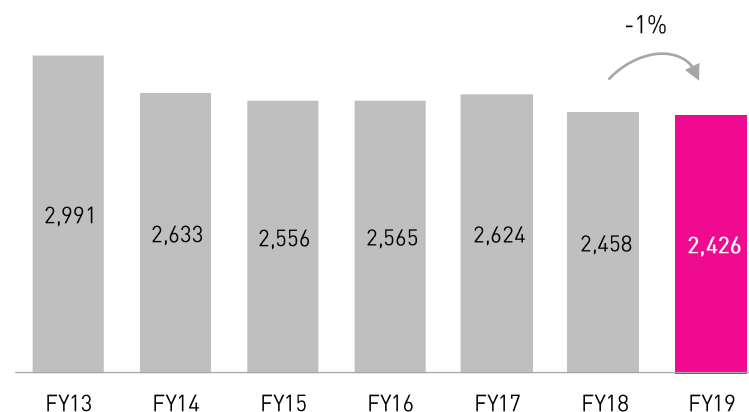
Unique Online Customers ('000)



Average Daily Unique Visitors (m)



Average Revenue per Online Customer (RMB)



Overview of SEEK Investments ESVs

Portfolio Composition¹

Overview & Example Investments

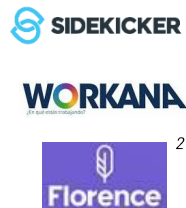
Online Education



Leverage online capabilities & insights to help deliver highly relevant career related education

- FutureLearn & Coursera: Global MOOCs³ leaders
 - Future Learn: UK, Europe and Australia focus
 - Coursera: Global
- Utel: Online university providing high quality Higher Ed predominantly to Spanish speaking working adults
- Caelum: Provides career relevant coding and other IT related training

Contingent Labour



- Sidekicker: Helping hirers with short term labour needs (AU & NZ)
- Workana: Helping LatAm businesses with knowledge-based freelancing
- Florence: Connecting healthcare professionals (e.g. Nurses, carers) with relevant opportunities

HR SaaS



Portfolio of highly defensible HR SaaS businesses

- GO1: Helps organisations source, deliver and track employee training
- Employment Hero: AUS based HR, payroll & benefits platform for SME hirers

Fair Value disclosures for SEEK Investments ESVs

Indicative fair values

Indicative valuation methodology	30 June 2019 (\$m)			
	SEEK's share of indicative fair value	Carrying value per Balance Sheet	Initial capital investments	Fair value uplift (indicative fair value - carrying value)
Level 2 - competitive equity raising (last 12 months)	156.4	133.2	144.7	23.2
Level 3 - independent valuation reports (based on revenue multiples)	83.8	26.1	36.1	57.7
Level 3 - adjusted competitive funding rounds (beyond 12 months, based on either revenue or EBITDA multiples in the last competitive funding round and updated for the latest financial performance)	94.8	73.5	89.4	21.3
Sub-total⁽¹⁾	335.0	232.8	270.2	102.2
SEEK Investment ESVs carried on the Consolidated Balance Sheet at fair value ⁽²⁾	54.2	54.2	54.2	-
Convertible loans (Note 9(b))	35.8	35.8	32.1	-
Total SEEK Investments ESVs⁽³⁾	425.0	322.8	356.5	102.2

(1) Including equity accounted investments with a carrying value of \$206.7m (refer to Note 18 Interests in equity accounted investments; difference of \$30.5m represents two AP&A investments).

The remaining carrying value of \$26.1m relates to consolidated subsidiaries as at 30 June 2019 representing 100% of net assets including goodwill on acquisition.

(2) Note 9(b) Investment in equity instruments \$56.3m, difference of \$2.1m represents an AP&A investment.

(3) Including SEEK Investments ESVs only, with the exception of JobAdder currently included in AP&A Other but will be moved to SEEK Investments from 1 July 2019.






Analysis of indicative fair value per key investment themes

Indicative fair value (\$m)	SEEK's share of indicative fair value				Total
	Online Education	Contingent Labour	HR SaaS	Others	
Investment themes	207.3	74.3	77.5	65.9	425.0

Key Insights

- SEEK Investments ESVs comprise a portfolio of assets being run for 5+ year capital appreciation
- Given the early stage of these assets, investing to build large scalable businesses typically leads to higher losses in the short to medium-term
- SEEK is unable to apply the fair value treatment of AASB 13, therefore the P&L and balance sheet does not reflect the fair value (or change in fair value) of these assets¹
- Our additional disclosures intend to provide indicative information on the fair value of the ESV portfolio
- Management's valuation methodology was informed by the fair value measurement hierarchy in AASB 13 (primarily based on Levels 2 & 3 - see table on LHS) and has been reviewed by our auditors

AP&A Other is providing strategically valuable human capital solutions

	Investments ¹ (Ownership)	Overview / Strategic Rationale	Strong growth in financial / operating metrics
Employment marketplaces	 (100%)  (100%)	<ul style="list-style-type: none"> Jobs search engine (in 37 countries) SEEK's second brand in key markets Deepens our knowledge on aggregation technology and strategy Tech & AI capabilities enhancing our search platforms and dynamic pricing models (e.g. new premium ad) Australia's leading grad recruitment site Fills a strategically important segment Expanded into overseas markets 	<ul style="list-style-type: none"> ANZ: 300k+ ads, 6m+ monthly visits <ul style="list-style-type: none"> #1 ad scale across AU & NZ #3 most popular job site (no. of visits) Int'l: c7m ads, c12m monthly visits Total monthly visits up c11% vs pcp c300 of the best-known graduate employers c275k candidate profiles (key markets)
Online Education	 (100%)	<ul style="list-style-type: none"> Education Insights: expert career advice to match right course & education provider Career guides: understand pathways to reach career aspirations 	<ul style="list-style-type: none"> c5.5k+ nationally recognised courses and c100 education providers c350+ role specific career guides
AP&A Services		<ul style="list-style-type: none"> Solving new and complex problems across the AP&A Group 	<ul style="list-style-type: none"> New AI-driven search launched to 100% of audience in ANZ & across key Jora markets
Human Capital Solutions	 (60%)  (c43%)	<ul style="list-style-type: none"> Leading Australian recruiter application tracking and client relationship tool Key channel to distribute SEEK products Online platform to issue, store and share academic documents 	<ul style="list-style-type: none"> 4 year revenue CAGR of 28% Users up 27% vs pcp c70 universities live on platform (globally) c1m students serviced on the platform to date

Disclaimer

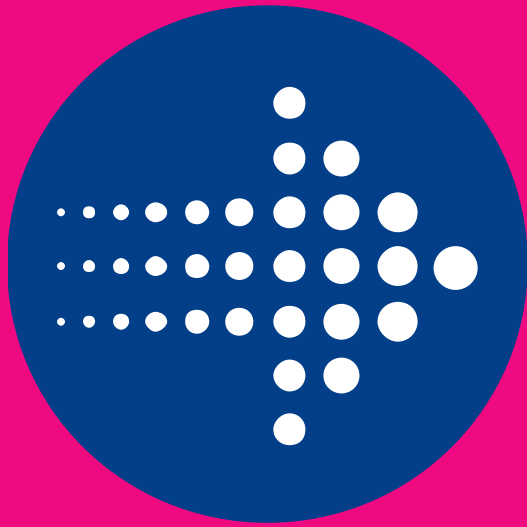
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Non-IFRS Financial Information

SEEK's results are reported under International Financial Reporting Standards (IFRS). This presentation also includes certain non-IFRS measures including, "Underlying NPAT", "EBITDA", "Significant items" and "pro-forma". These measures are used internally by management to assess the performance of our business, our Associates and Joint Ventures, make decisions on the allocation of our resources and assess operational management. Non-IFRS measures have not been subject to audit or review.

Refer to SEEK's Appendix 4E and Statutory Accounts for the year ended 30 June 2019 for IFRS financial information that is presented in accordance with all relevant accounting standards.



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