



**2024 ANNUAL GENERAL MEETING  
Chair's Address – Ms Catherine West  
7 November 2024**

During the 2024 financial year Nine continued to perform strongly across its integrated audience platforms despite a challenging external environment.

We expanded audiences across all our wholly owned digital platforms, whilst consolidating the company's strong position in traditional media as well as the real estate and automotive marketplaces.

Australia belongs at Nine. Our newspaper mastheads boast a pedigree stretching back almost two centuries. And the Nine brand has been part of Australia's social fabric since 1956 when we introduced television to the nation. We continue to build on that rich history through our innovative world-class broadcast, publishing, streaming and digital media platforms.

While your company has transformed the way it delivers our product to Australians, at our core remains a commitment to offer premium content to audiences through our unique portfolio of assets how and when they want it.

Australia belongs at Nine.

Nine connects with viewers and audiences on a massive scale.

Across the 2024 financial year, our Total Television live audiences for both Free-To-Air broadcast and streaming recorded growth. This was a positive reversal after years of audience fragmentation and a highlight of Nine's performance for the year.

At Stan, we have two million-plus paying subscribers, attracted by our differentiated content proposition, combined with the impetus of the Paris Olympic and Paralympic Games.

In Publishing, strong growth in digital subscription revenue at *The Age*, *The Sydney Morning Herald* and *The Australian Financial Review* has sent total subscriber numbers through the 500,000 mark, while we have 1.7 million registered users.

And during FY24, our Audio business boasted the number one broadcast stations in Sydney and Melbourne and we led the way in live-streaming commercial share.

Domain continued to focus on growing its core listings business, with the Group's unique audience numbers up 10 per cent year-on-year to 6.9 million. We continue to see opportunities for Nine and Domain to work more closely, to build audiences and data-backed insights to the benefit of both companies.

Advertisers and sponsors belong at Nine. Nine delivers significant scale, reach and engagement across our integrated portfolio of media channels.

Sports and content providers belong here at Nine. The producers of world-class content and great Australian and international sports events understand the power of the Nine Group in showcasing their product to growing audiences.



In FY24, as the media sector continued to evolve against the backdrop of tough advertising and market conditions, the value of Nine's diversified business became increasingly clear.

Moreover, as our business becomes more digital, the value we can extract from our substantial cross-platform signed-in user base will continue to expand.

The quality of our assets and the underlying synergies between those assets give Nine a unique and compelling competitive advantage.

Our financial performance in FY24 reflected the difficult year experienced by the broader Australian economy and the advertising market, with earnings down on the previous 12 months.

Behind the impact of a soft advertising market, there were some strong performances across the business.

We grew digital revenues, supported by strong audience performance across the Group. Our audience and share results in traditional media were also resilient. We grew income from subscriptions and licensing to an increased share of total revenues, and we continued to rebalance our cost base by removing underlying costs.

Our strong balance sheet enabled us to continue our buy-back of shares in FY24. In total, Nine bought back around 120 million shares, or around 7 percent of issued capital since the buy-back commenced in September 2022.

The Board determined to pay a fully franked final dividend of 4.5 cents, bringing the full year total to 8.5 cents, which equates to a payout ratio of 73 percent.

The resilience of the FY24 performance in a tough market is testament to the dedication and commitment of all our people, who remained focused on delivering for audiences to further strengthen our competitive position.

We continue to invest in the business, prioritising the first-class content, data and technology that drives audiences and revenue. Complemented by targeted savings across this business, this approach supports our long-term strategy, enhances our competitive position and ensures we can continue to deliver robust shareholder returns.

Nine's trusted news and content remains one of our prized assets and the envy of many in Australia's media sector. We continue to work with the Government on important regulatory issues framing the industry. Australian media companies are united behind the view that global tech giants need to be subject to regulation, consistent with other media players and corporate Australia. Misinformation, fake news and harmful content on platforms run by global tech players not only hurt the media sector but more importantly wreak damage across Australian households and communities. We strongly encourage the government to act in the interests of all Australians on this important public policy matter.

As a Board, we also continue to focus on how the broader global economy and the media sector will be shaped by technology and Artificial Intelligence, and particularly Generative AI. With Nine's growing digital asset base, and extensive first-party data set, there will be greater opportunity for Nine to embrace AI tools to improve operational efficiencies, create new and better products and maximise the performance of our content investment.



Strong governance is critical to successful execution of our strategy.

Our people are crucial in this endeavour. The Board believes that we have the best people in the industry across all areas of our business.

Given the important role we play within the community we must continually strive to create an environment that is underpinned by integrity. We want to ensure our workplace is built on a culture of respect, safety and inclusion to allow our people to prosper.

As an organisation we must also be prepared to address challenging issues and that is why, during the year, the Board unanimously supported the establishment of an independent review of Nine's workplace. The review was conducted by organisational culture experts Intersection.

The review involved a company-wide survey in addition to comprehensive interviews held with members of the TV News & Current Affairs department.

In October 2024, the Board released the report to our workforce and shared it publicly, in the interests of transparency and to build trust.

While progress has been made in driving cultural change at Nine over the years, the Intersection report showed much more needs to be done.

As a community and a nation, we have learnt a lot from the Respect at Work research which has led to changes in the law. We have learnt that the way businesses have been handling issues of misconduct has not been effective and needs to change.

Sadly, sexual harassment, bullying, misuse of power and inappropriate behaviour is a problem across Australian society. Intersection noted it is also a particular problem in the media sector and the report showed Nine is not immune.

While the vast majority of people at Nine are doing the right thing, the behaviour outlined in the report is unacceptable.

The Board has made clear to our people that such conduct has no place at Nine.

As a Board, we recognise action and accountability are required to restore and maintain trust.

The Board has made it very clear that inappropriate behaviour by anyone at Nine must stop. Management have been tasked with holding people to account. We have made it very clear that there will be consequences for people engaging in such conduct.

The Board and management are strongly focused on the response to the review and the acceleration of work underway to strengthen culture across the business.

On behalf of the Board, I can assure you we will do what needs to be done.

I want to take this opportunity to recognise the contribution of my Board colleagues for their support and wise counsel, particularly since assuming the role of Chair towards the end of the financial year.



As a Board, we would also like to acknowledge the contributions of previous Chair Peter Costello and CEO Mike Sneesby - both of whom made important contributions to Nine over the past decade. Peter played a key role through Nine's IPO, secured the News Media Bargaining Code and reshaped the Company's future through the merger with Fairfax Media. Mike started Stan nearly 10 years ago, and progressed to CEO - during which time Nine strengthened its place in digital media in Australia, secured the rights to the Olympic Games through to Brisbane in 2032, while overseeing the Company's increased focus on Purpose and Values.

We remain committed to a refresh of the Board as part of renewal and succession plans, with the Board's Nominations Committee taking this process forward to ensure the Board continues to have an appropriate mix of directors with diverse skills and backgrounds.

While the Board is progressing a recruitment process to identify a new CEO, Matt Stanton has assumed the CEO's role to ensure Nine does not lose any momentum in the business. Matt is an experienced media, FMCG and retail executive with a deep understanding of transformation programs and is the right choice to ensure stability and continuity for the Nine business and our people. The Board has empowered Matt to get on with the job and drive both the strategic and cultural transformations of Nine.

Nine enters the 2025 financial year with real momentum after the successful broadcast of the Olympic Games and Paralympic Games from Paris during the first quarter. As promised, Nine ensured that Australia was able to experience two of the world's great sporting events like never before, driving strong audience and revenue performances across multiple platforms. Nine brought unforgettable sporting moments through all our platforms, joining with our audiences and advertisers to celebrate Australia as a sporting nation.

Our Games offering from Paris encapsulates our strategy and drives home why our unique portfolio of premium assets positions Nine for long-term success. The event showcased Nine's capacity to drive returns from these investments through our cross-platform strategy in a way that is out of reach for our competitors.

While the sector continues to face a challenging outlook in the year ahead, there are real opportunities for Nine to thrive and entrench its reputation as Australia's Media Company.

I thank shareholders for your continuing support and remain confident Nine is well positioned for growth and sustainable returns for shareholders.



**2024 ANNUAL GENERAL MEETING**  
**Chief Executive Officer's Address – Mr Matthew Stanton**  
**7 November 2024**

Nine's strengths lie with its premium content - across News, Sport, Entertainment and Lifestyle, Nine owns some of the biggest content brands in Australia. Nine's multi-platform distribution capability across Total Television, Streaming, Total Audio, Publishing and Marketplaces has enabled us to create a unique and extensive Integrated Audience Platform - a Nine ecosystem that allows us to engage with our audiences in multiple ways. As our business has become more digital, and in FY24, around half of our Group revenues were digital, this audience engagement has enabled us to build one of Australia's leading first-party databases - with more than 20 million Australians visiting at least one of our assets each month.

These assets are the foundations of our strategy, which is to do three core things, at scale.

- Create value for our audiences and advertisers through premium content and unique data;
- Better meet their needs by integrating our distribution platforms;
- Accelerate the diversification of how we monetise our content and data and maximise return on investment.

During FY24, we upgraded our group-wide consumer data platform, moving from a platform managing relatively static data with limited product development flexibility to a platform that is already collecting more than 1.5 billion real-time data points each month, while supporting more flexible product development - a significant enhancement to our capabilities.

We completed major streaming product and technology updates ahead of the Paris Games similarly giving us significant incremental capabilities.

We continued to invest in our premium content, which has underpinned the growth in registered users at 9Now and subscription revenues at both Stan and Publishing. We grew targeted advertising - that is advertising which has attracted a premium through the application of our first-party data - by a further 15%.

We are also focused on the performance of our 60 percent-owned Domain, which contributes more than half of our market valuation. We believe Domain's competitive market position is supported strongly by Nine's media assets. Not only does Nine deliver material audiences to Domain, Nine also provides marketing support, through brand integrations and audience referrals, through publishing and video content created by Nine; through the economies of scale for printing and more recently, through Nine's bespoke AI tool, Nine Ad Manager, which enables a video listing to be served in targeted areas via 9Now. As our business becomes more digital, there is a growing benefit to Nine, with Domain contributing its knowledge and understanding of its consumers to broaden the value of the data which drives our Integrated Audience Platform, enabling both incremental consumer engagement as well as enhanced targeting for advertising.

For the year to June 2024, Nine reported Group revenues of \$2.6b and Group EBITDA before Specific Items of \$517m. This was down 12% on FY23 due primarily to weakness in the Television advertising market. Our cash flows and balance sheet remain strong, with leverage



at June 30 of 1.2X which reflected the short term cash flow impact of paying for the Olympic Games well before revenues were received.

There were some clear operational highlights in FY24. Our focus on premium content underpinned some strong audience results. Across the year, we recorded growth in digital audiences across each of our key wholly-owned platforms. At 9Now, we recorded growth in daily active users and live minutes streamed. At Stan, across the 12 months, content consumption (based on minutes watched) grew on both a total and per subscriber basis, for both Stan Entertainment and Sport. At our Total Audio business, total streamed listening hours grew by 15% while the proportion of subscribers regularly visiting our mastheads increased over the financial year, a strong result given significant growth in the subscriber base. And while traditional Media revenues were down on the previous corresponding period, our audience results and revenue share results were strong.

Subscription and licensing revenues are now more than 30% of total wholly-owned revenue - with 5% growth for the year, and growth at both Stan and Publishing. Contributing to this were price increases at Stan Entertainment and our mastheads. These price increases were enabled by strong audience and subscriber engagement, a result of Nine's commitment to premium and exclusive content. We are particularly pleased with the performance of Australia's leading business publication, the AFR, with growth in revenue and profit, driven by strong subscriber trends. It remains the most profitable masthead in our Group, the value of which is not well understood by the Market.

We remain committed to building on the operating performance of our marketplaces businesses, Domain and Drive.

Through FY24, we worked closely with Domain supporting their goal of increased awareness with an 'always on' approach, increasing the value of our marketing support by almost 20% year-on-year and delivering Domain a 169% lift in the frequency of connection with Nine's valuable audience.

Our automotive publishing business, Drive, also grew revenue and profitability in FY24 and has the capacity to become a significant contributor to Nine in the medium term.

We worked hard to achieve our cost performance in FY24. Reported costs, ex Domain, were lower notwithstanding investments in the growth of Stan, as well as incremental spend on sport, which continues to attract premium audiences.

Over the past couple of years, we have been focused on rebalancing our cost base, allowing us to continue to invest in the content, data and technology that generates returns and underpins our long-term strategy and competitive position. We have committed to take a further \$50m of underlying costs out in FY25 - equating to a two-year total of around \$100m.

We continue to engage constructively with the Australian Government on regulatory matters. The media industry is dynamic, competitive and continually evolving, requiring a regulatory framework that is contemporary and relevant to ensure the health and vibrancy of Australia's media sector.

In this context, Meta's decision to walk away from commercial agreements formed just three years ago with Australian publishers was disappointing and has significant consequences for all Australians.





There are valid and growing concerns about how the decision will affect the availability of fact-based and credible news content. The Government understands the importance of the issues, and the potential damage that is being done, and we are encouraging a public policy response that ensures appropriate regulation is in place in Australia for the global tech players.

Notwithstanding, we continue to see significant opportunities to generate value through commercial partnerships that utilise Nine's unique media assets and the capability of the global tech platforms.

Nine's approach to Generative AI has evolved over the past 12 months. We have engaged, to varying degrees, with the major Generative AI platforms about the use of Nine's content and IP to develop their models, their platforms and their consumer experiences.

We have continued to increase our use of AI tools to reduce costs through initiatives like captioning, and to grow revenues through incremental content creation. For example, in September, we produced more than 60 articles, through AI powered, 9Express - that is 60 articles that were created by repurposing broadcast TV news segments as new content pieces for nine.com.au.

We believe there is inherent material value in our content and, as with the framework provided under the News Media Bargaining Code, the use of that content and IP by Generative AI platforms will require a fair value exchange between the parties.

I want to add to Catherine's comments about the Intersection report. It has been a tough few weeks for many people at Nine since the report was released, and in retrospect, for a small number, it has been a tough few years.

I want to make it clear that there is no place at Nine for the abuse of power, bullying, sexual harassment or inappropriate conduct outlined in the report, and no place for people who behave that way. I have delivered that message directly to our people.

It is still early days, but there will be change at Nine and individuals will be held to account for behaviour of this nature. The Board and management are absolutely united on the need to accelerate change and to support workplace reform.

Disappointingly, these issues appear to be prevalent across the media industry broadly, where history, coupled with structural power imbalances, have enabled inappropriate behaviours. At Nine, we intend to tackle our issues transparently, and are determined to lead the sector on broad cultural reform.

This should not, however, detract from the wonderful work our people are doing, day in and day out. The amazing stories we continue to tell and share with our audiences; our thought-provoking journalism; our exceptional Sports teams - as well as all those who help bring our content to Australia. Our people are the heart and soul of Nine and we are committed to ensuring it is a great place to work.

Our world-class Olympics and Paralympics coverage epitomised the passion and professionalism that our teams exhibit every day. Nine's coverage of the Olympics and Paralympic Games from July to September also demonstrated the power of Nine's Integrated Audience Platform.



With 40 channels of great content available across 9Now and Stan, highlighted across Nine's audio assets, mastheads and websites, the Paris Olympics proved to be an enormously successful event for us and one that clearly demonstrates the merits of our strategy - significantly enhancing our positioning for the future.

Across the Games, Nine achieved a daily average National Total TV reach of almost 10 million people. We grew Stan Sport subscribers by more than 50% (which also pulled through new and incremental subscribers to Stan Entertainment); Olympic and Paralympic coverage also drove strong subscription sign-ups to our mastheads and incremental audiences to our Audio assets.

These unprecedented audiences gave us data and insights to fuel the future of our Integrated Data Platform.

Earlier today we lodged a trading update with the ASX. While we are continuing to report strong performances from our subscription businesses within Publishing, as well as Stan, and similarly growth at Domain, Radio and Drive, the Television advertising market remains challenging. While we remain more optimistic about the second half of FY25, we are seeing no tangible signs of improvement to date. Within Total Television, we are continuing to see strong growth in 9Now, BVOD, however, this is more than offset by weakness in the traditional television market.

As a result, we are accelerating our strategic transformation program that covers the re-setting of Nine's operating model, focusing on business improvement and encompassing the cultural priorities.

The media industry is evolving quickly, and we need to similarly expedite the evolution of our business. We have the right assets - they need to work together more effectively and with a clearer focus on our competitive strengths of premium Content and Data.

We remain confident that the diversification and balance of our earnings profile, across growth, subscription and advertising-based businesses will ensure ongoing, strong profit and margin performance, with more than half of Nine's revenues now coming from outside the traditional advertising cycle.

Like you, we are disappointed by the market valuation of Nine, which seems too heavily focused on our traditional Television business, while largely ignoring the digital growth opportunity of our key assets across Publishing, Streaming, Audio and Marketplaces. And giving little value to our audiences, our reach and the benefit of our integrated audience platform.

I'd like to thank the entire Nine team for their commitment, insights and tireless application this year. I'd also like to thank the Chair and the Board, for their guidance and support.

This announcement was authorised for lodgment by the Company Secretary of Nine (ASX: NEC).

**Further information:**

Nola Hodgson  
Head of Investor Relations  
+61 2 9965 2306  
nhodgson@nine.com.au

Caitlin Lynch  
Senior Communications Manager  
0432 047 721  
clynch@nine.com.au