

Full Year Results

for the year ended
31 December 2025

rightmove 



Key takeaways

1. 2025 saw strong business and product results; 2026 will see a further step-change in innovation and execution
2. The Core business continues to deliver compelling value to our partners. The Strategic Growth Areas reinforce the platform and diversify revenues
3. Building on our strong position with Consumers, Partners and our proprietary Data, we continue to execute on Rightmove's AI-enhanced solutions
4. With a clear growth strategy we are excited about the coming year and delivering further success in the future



2025 summary

2025: Strong delivery on KPIs

Revenue

+9%

£425.1m
(2024: £389.9m)

Average Revenue per Advertiser (ARPA)¹

+£97

£1,621 +6%
(2024: £1,524)

Membership¹

+225

19,272 +1%
(31 December 2024: 19,047)

Underlying Operating Profit²

+9%

£297.7m
(2024: £273.9m)

Underlying Earnings per Share (EPS)³

29.1p

+11%
(2024: 26.2p)

Dividend per share (DPS)

10.64p

+9%
(2024: 9.8p)

Cash returned⁴

£220m

(2024: £182m)

Site traffic⁵

16.8bn

Time in minutes spent on platform (2024: 16.4bn)



2025: Strong operational progress

Consumer

16.8bn minutes

>85% direct and organic¹

+11% YoY² unique app users

>2x YoY³ social media

Core Partner

Estate Agency:

Second-highest retention in **>10 years**; record sentiment

35% on Optimiser Edge; **OAV** fastest-ever product uptake

New Homes:

28% on Ascend

Strategic Growth Areas

Mortgages:

New Property Checker - a world first

Rental Services:

>3x Enhanced Leads

Commercial:

>275 more partners

>25% increase in leads

Platform

>6,000 releases

31 strategic AI initiatives + long tail of experimentation

3x data, analytical and AI models YoY

People

89% Great Place to Work

Healthy High-Performance framework

Flexible resourcing partner



Delivering value through scale and connectivity

Consumer

Year-end share of time:

SimilarWeb **75%**¹

Comscore **89%**²

Partner

- >19,000 Core partners: >90% retention
- Fastest-ever new package and product roll-outs

Leading outcomes

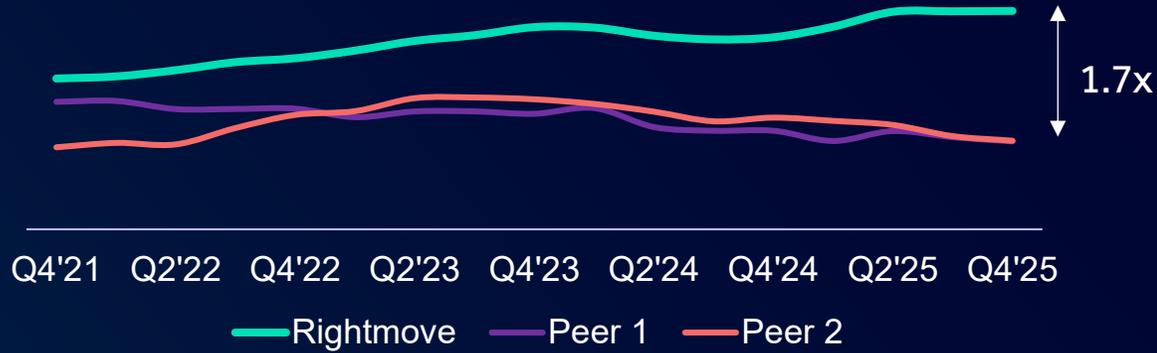
- >7/10 vendor instructions³

- >8/10 tenants found³



Positive Partner sentiment; ahead on every metric

Overall positivity (%)¹



Value beyond marketing

Rightmove's "Building Success Together" program

- **>75,000** account management meetings
- **28m** sessions in Rightmove Plus; tools, data, insights
- **>60,000** Rightmove Hub training subscriptions
- Sponsorships : Propertymark, Women In Estate Agency, etc

Partners rank Rightmove higher than competitors across all key areas²

Business results

- More rental leads that result in lets
- More buyer leads that result in sales
- Products/tools help me win more sellers/landlords
- Membership delivers value by helping me/my business make money

Inclusive services

- Insights and reports help me feel informed and confident
- Useful training for me and my team
- Understand my business needs
- They are innovative



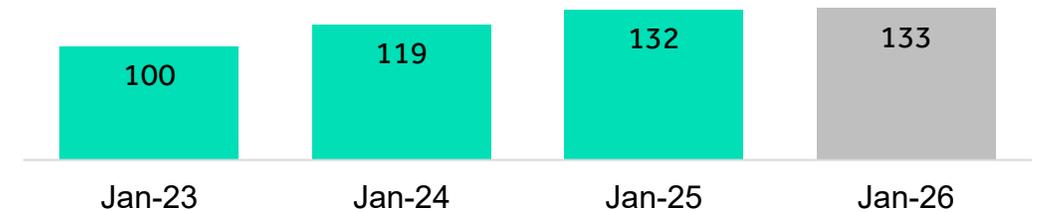
End-markets: Resale/Rentals healthy; New Homes subdued build rates

Sales: Large and liquid market¹



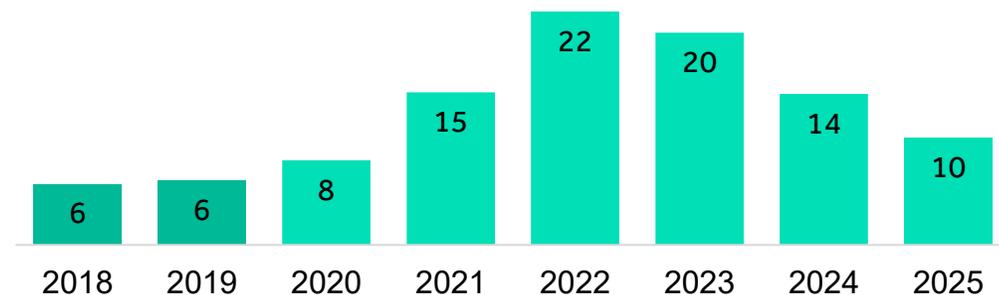
Resale: Available stock at 10-year high

Available listings (Jan-23 = 100)



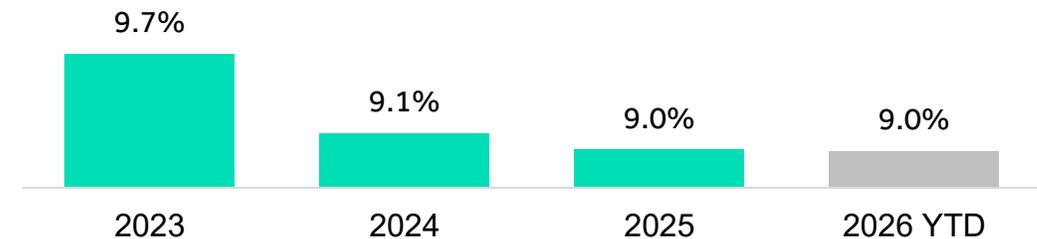
Rentals: Supply/demand less imbalanced

Enquiries per available property (x)



New Homes: Low share of overall Sales market

% of available sales listings



Financials

Strong growth across the business

Revenue (£m)	2025	2024	YoY growth
Agency ¹	304.7	280.0	9%
New Homes	75.3	69.2	9%
Core	380.1	349.2	9%
Other²	45.1	40.7	11%
Total Revenue	425.1	389.9	9%
Strategic Growth Areas (SGAs)³ comprise:			
Commercial	15.3	13.5	13%
Mortgages	6.8	4.7	46%
Rental Services	7.1	5.2	35%
SGAs	29.1	23.4	25%



Growth in membership from increased Agency branches

Total membership 19,272,
+225/+1% vs Dec-24

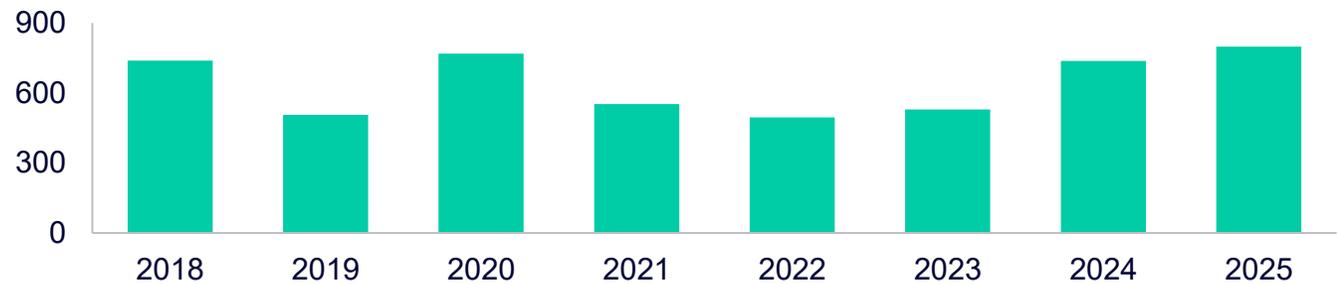
Agency membership 16,385,
+261/+2% vs Dec-24

- Strong retention: >90%
- High agent formation

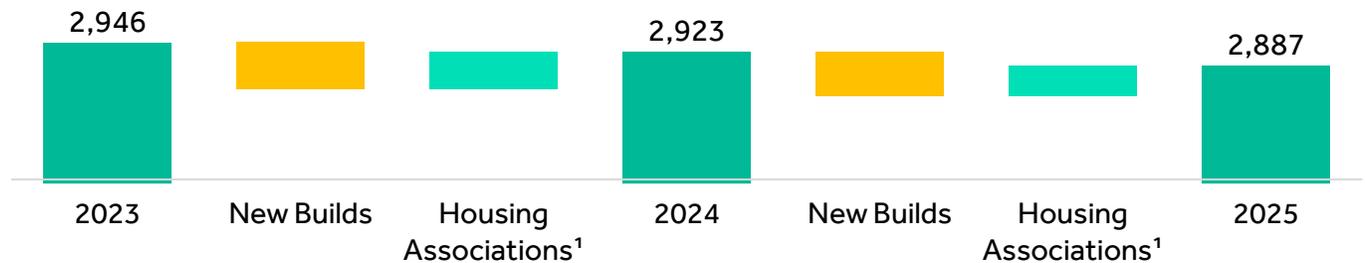
New Homes developments 2,887,
-36/-1% vs Dec-24

- New Builds -113
- Housing Associations¹ +77

Agency: Highest Rightmove agent formation joiners on record



New Homes: HA¹ growth continues as New Build activity remains subdued



Product-driven ARPA growth

60%
of ARPA growth from product

Core ARPA (£1,621, +£97)

- Upgrades from multiple sources
- ARPA continues to increase post upgrade

Estate Agency (£1,530, +£90)

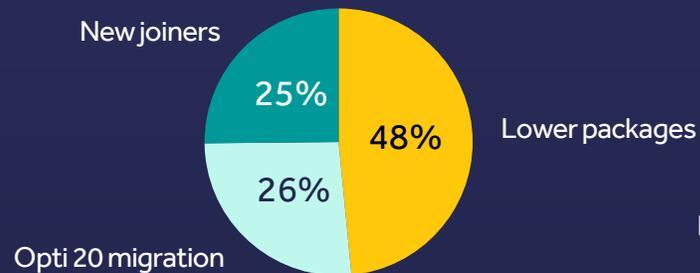
- New Online Agent Valuation product launched Nov 25

New Homes (£2,135, +£148)

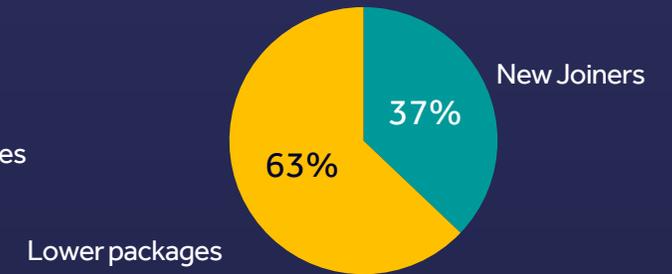
- 818 on new top package Ascend

2025 sources of package joiners in Agency and New Homes

EA: Optimiser Edge joiners

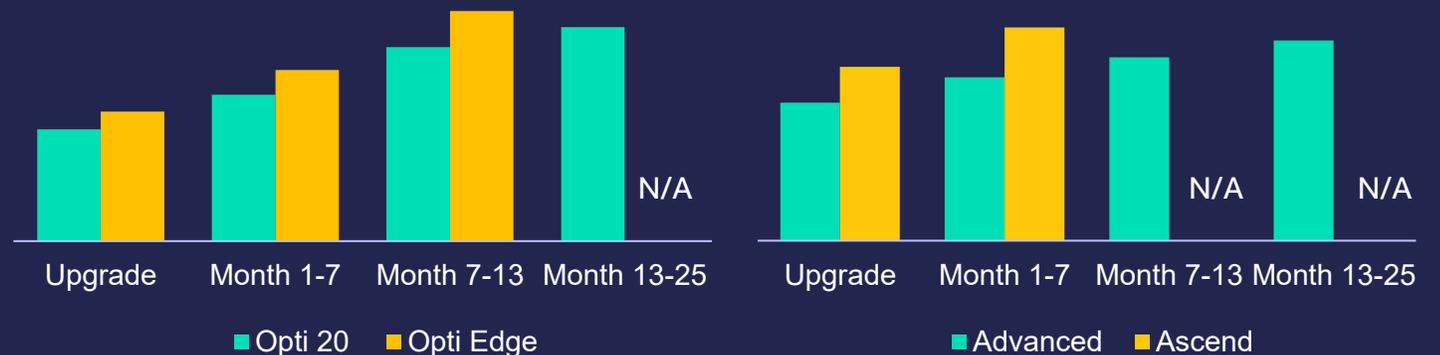


NH: Advanced joiners



Product ARPA increases with time and usage in top packages

Cumulative incremental ARPA in each period



Costs in line with guidance



Underlying operating costs¹
+£11m (+10%) YoY



Underlying margin 70%
Underlying EBITDA 72%

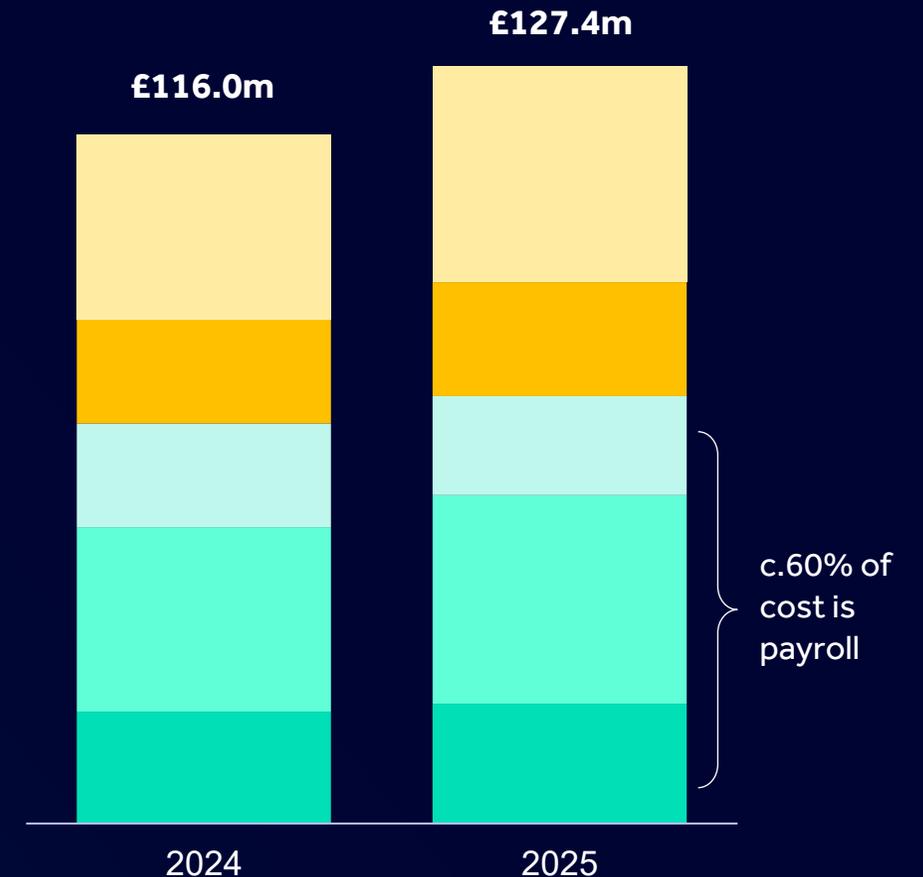


People costs the largest increase



Followed by investment across the tech stack

- Technology and other costs²
- Marketing
- Other Payroll
- Tech Payroll
- Sales Payroll



2026: Disciplined approach to investment



Cash flow and capital allocation

Cash generation

Operating cash conversion¹ of 107% (2024: 108%)

Cash returned to shareholders £220m (2024: £182m)

Final dividend 6.59p per share; total dividend 10.64p per share (2024: 9.8p per share)

£90m share buyback by 31 July 2026; H2 buyback to follow

Decrease cash to c.£20m to fund higher share buyback in H1

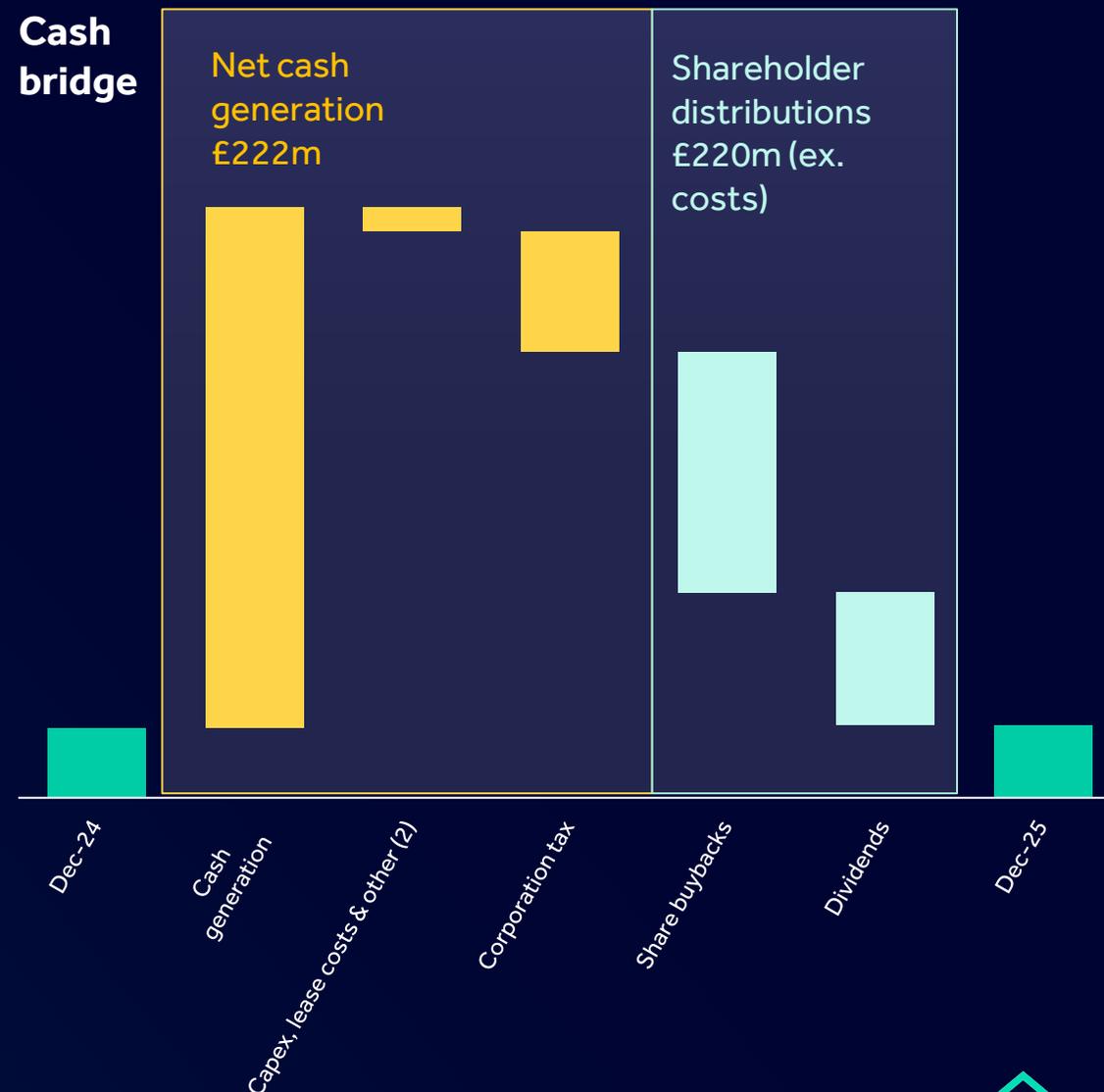
Capital allocation

Organic investment prioritised

Evaluate value-accretive M&A opportunities

All surplus cash to continue to be returned to shareholders

Cash bridge



Guidance summary: Driving success for the future

	2024-2025	2026
Revenue growth p.a.	7% to 9%	8% to 10%
Underlying operating profit growth p.a.	4% to 9%	3% to 5%
Underlying EPS growth p.a.	4% to 11%	≥5%

FY26 guidance

- Revenue growth **+8% to +10%**
- FY growth **weighted to H2** due to comparator
- Membership **to grow around 1%**
- ARPA growth between **£110 and £120**
- Strategic Growth Areas **20% to 30%**
- Capital return by 31 July: **£140m**



Seizing the opportunity

An attractive investment case

Strong foundations

UK property market

Large and growing

Digital platform

Capital-light =
High returns on capital

Sustainable business model

B2B subscription-led, delivers in all market conditions

Over >25 years has built...

The leading platform

Trusted position in the property ecosystem

Powerful data and network effects
First-party data drives

- *partner value;*
- *consumer engagement, trust and habit loops; and*
- *innovation for all*

Together with:

A clear, expanded growth strategy

Targeted investment

Data-backed and AI-powered innovation

Experienced board and management

Gives confidence to deliver...

Significant value creation

A larger, diversified Rightmove

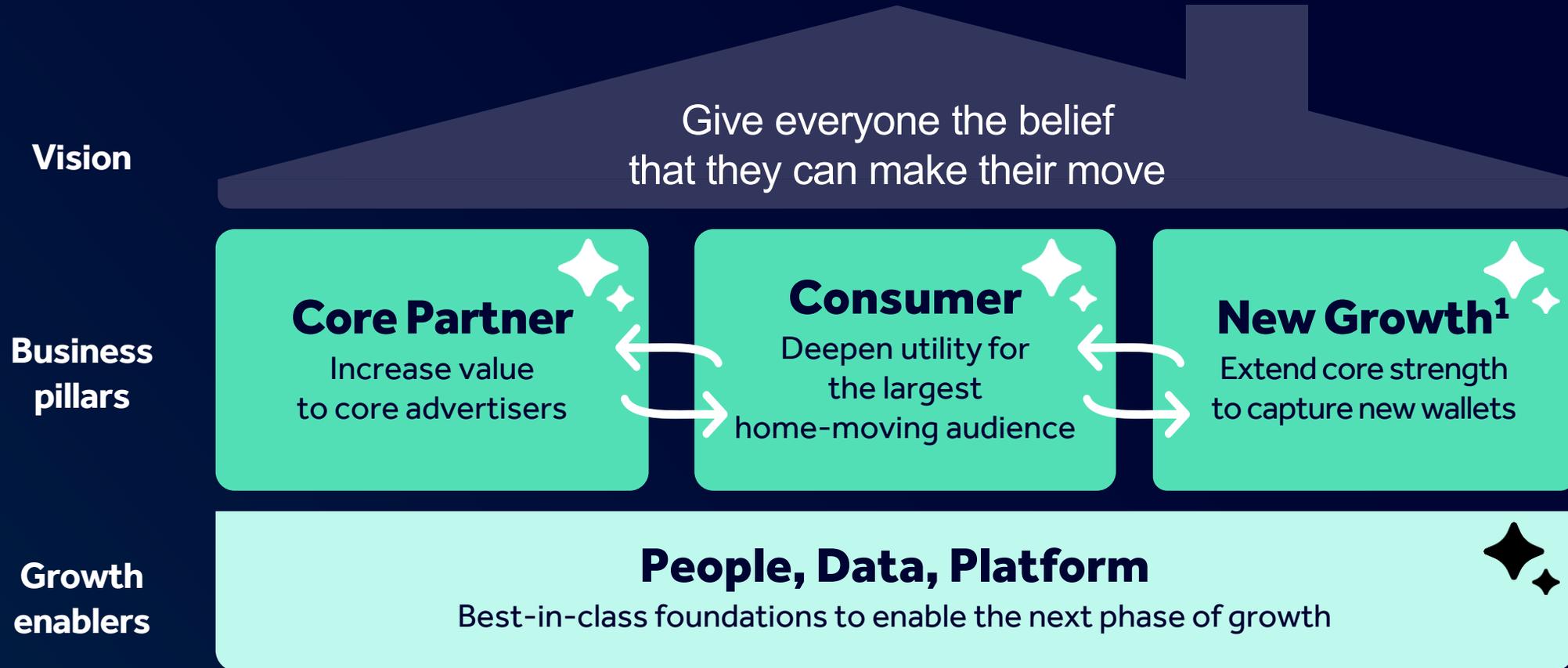
Double-digit revenue and profit growth

High cash conversion

All surplus cash returned to shareholders



Our strategy is To develop the leading digital ecosystem for the whole moving experience, powered by exceptional data and network effects



Four components to win in an AI-enabled world

1. Consumers	2. Partners	3. Data	4. AI capability
<p>>25 years</p> <p>>80% engagement share</p> <p>>85% organic/direct</p>	<p>>19,000 Core member</p> <p>28m RM+ sessions</p> <p>>7/10 resale, >8/10 lettings outcomes</p>	<p>>4PB market-specific</p> <p>>90% proprietary</p> <p>1 Unified Data Platform</p>	<p>>50 Data/AI specialists</p> <p>1 Connected Platform</p> <p>31 strategic initiatives</p>
<i>Habit loops</i>	<i>Relationship</i>	<i>Scale</i>	<i>Expertise</i>
<i>Tailored experiences</i>	<i>Tools & Insights</i>	<i>Quality</i>	<i>Connected platform</i>

Trust

Vertical innovation



UK property market network effects

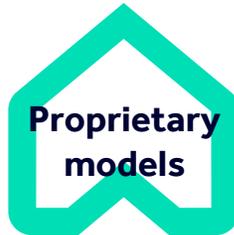


Technology leadership, fully AI-enabled

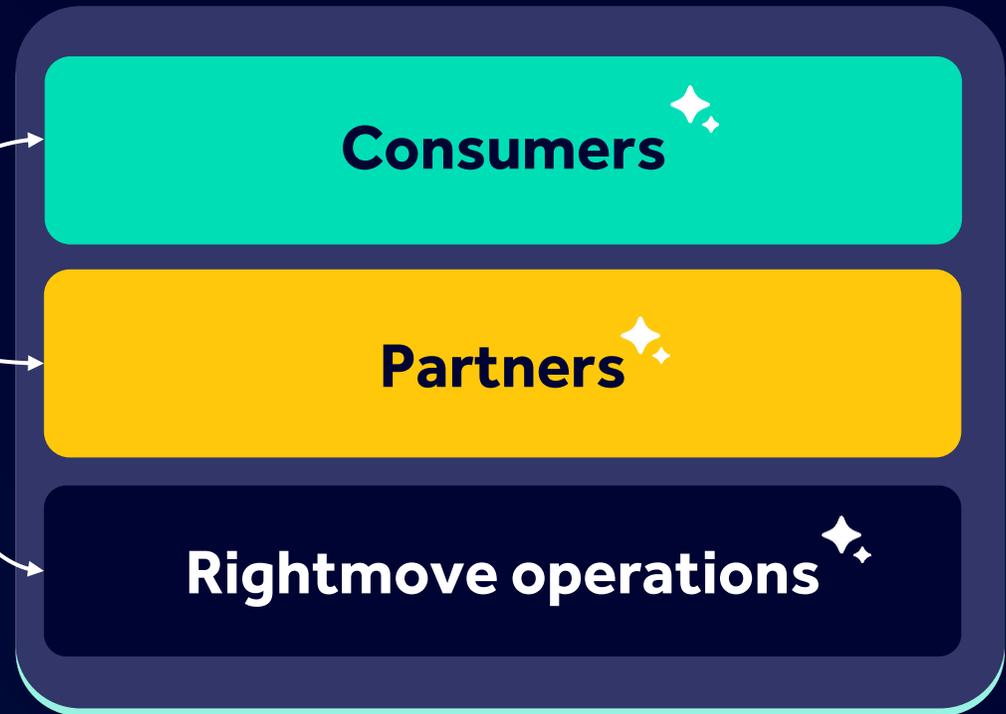
AI-operational tech stack



Full operating flexibility, within clear guardrails



Product growth



Operational leverage



Our Data is large, contextualised and optimised

Proprietary

>90%

- **28m** property addresses
- **57k** agent-defined patches → Rightmove Plus
- **69bn** first-party consumer signals*
- **Real time** photo capture in Online Agent Valuation

LLMs cannot access

Interconnected

>800m

property alerts*

- **>700k** Enhanced Leads per month → Lead to Keys, Ascend
- **>5m** tracked properties, linking consumers to current/potential homes

LLMs cannot connect

Human expertise

>25 years

analysing, curating, qualifying

- **>75,000** account manager meetings → direct insight
- **>12m** price tools*, **>2m** survey reports* → professional feedback loops
- **500k*** data quality enhancements

LLMs cannot engage

Rightmove AI ✦
powered..

Differentiated
outcomes



1. Consumers

2. Partners

3. Data

4. AI capability

***One connected ecosystem,
powered by data,
enhanced by AI ✨***



Strong 2025 *consumer* product innovation

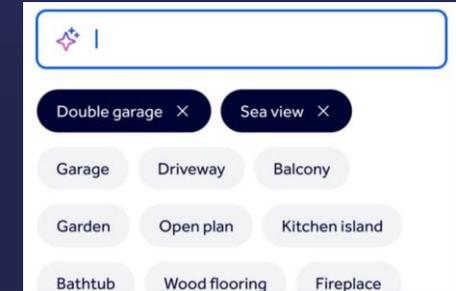
Renters Checklist



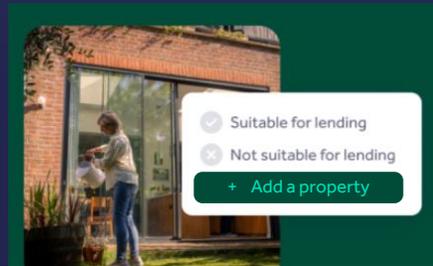
Find: Style with AI



Find: AI Keywords



Afford: Mortgages Property Checker



Afford/Lifecycle: Renovation Cost Estimator

Kitchen / living/ dining room	
Approx 60 Sq Ft	Ground floor
Materials	£2,610
Tradespeople	£4,090 - £5,610
Estimated cost ex VAT	£6,710 - £8,230

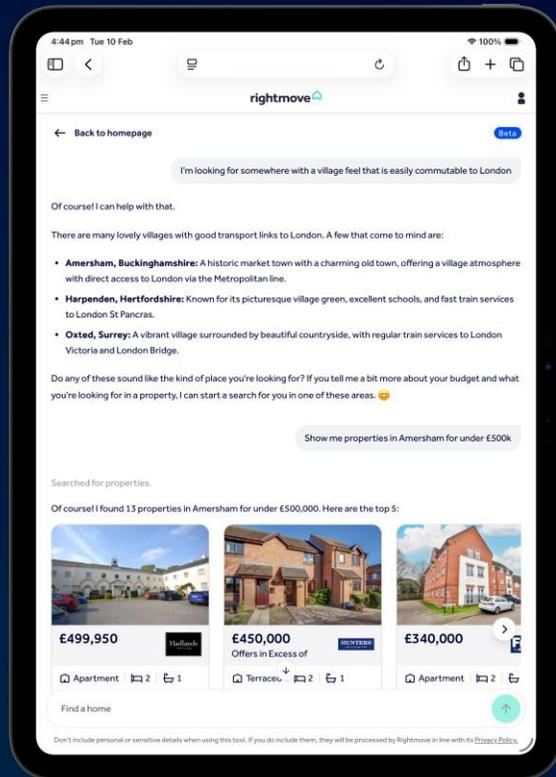
- >700k enhanced leads/month
- +48% conversion for ancillary services



Reminder: our **consumer** investment areas

1 Transform Search

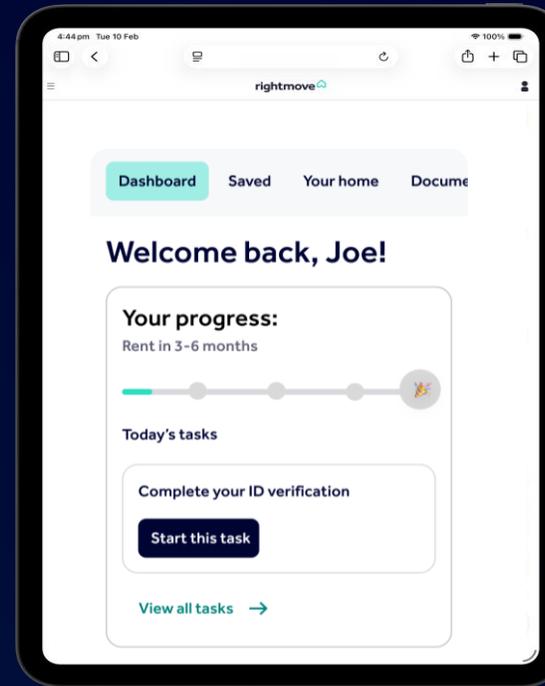
Hyper-personal, AI-powered search



Conversational search

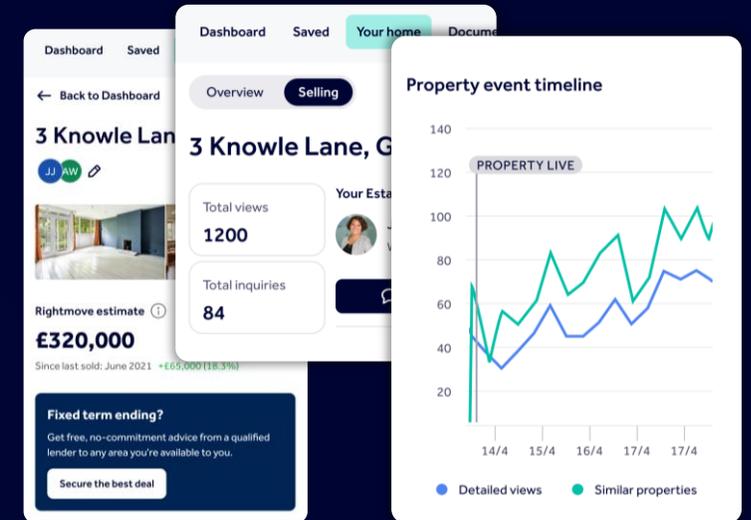
2 Go beyond Find

Enabling the moving journey with Rightmove



Move Journey Assistant

My home and the next move



MyHome

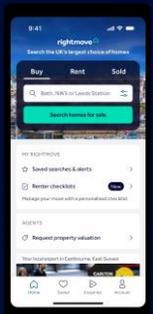
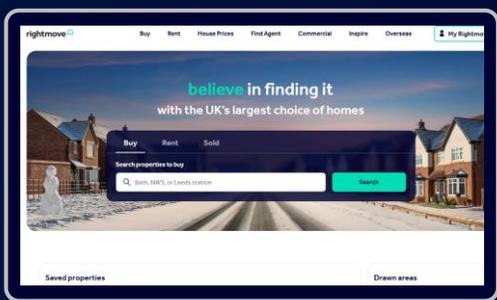


Consumer: Conversational search

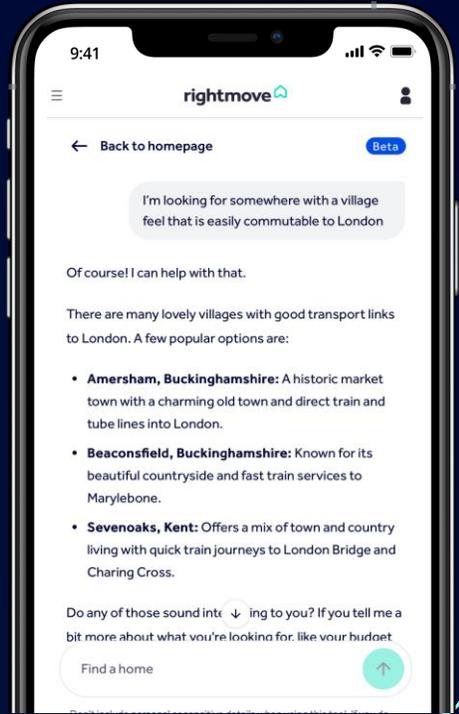
The screenshot shows the Rightmove website homepage. At the top, there is a navigation menu with links for Buy, Rent, House Prices, Find Agent, Commercial, Inspire, and Overseas, along with a Sign in button. The main header features the Rightmove logo and the slogan "believe in finding it with the UK's largest choice of homes". Below this is a search bar with the text "Search properties to buy" and a search input field containing "Bath, NW3, or Leeds station". There are also buttons for "Use AI" and "Search". A secondary navigation bar below the search bar has options for Buy, Rent, and Sold. A call to action banner encourages users to "Stay organised. Sign in or create an account" to save properties and create alerts. The main content area features three promotional cards: "Free home valuation" with a photo of an agent and a client, "See Alan Carr & Amanda Holden's Corfu renovation" with a photo of the couple, and "Our 2026 house price predictions" with a photo of a residential street. At the bottom, there are three quick links: "Overseas property", "Commercial property", and "Instant online valuation".

Consumer journeys become personal and richer

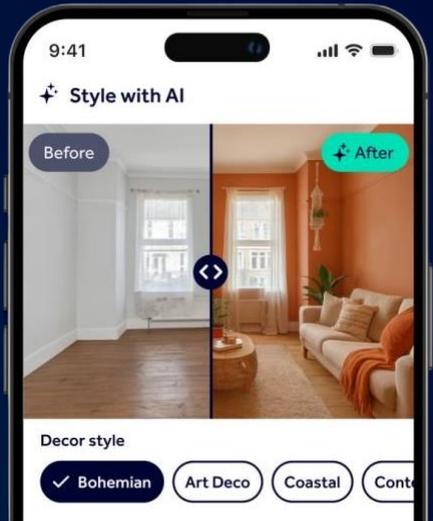
“However you discover – we have you covered”



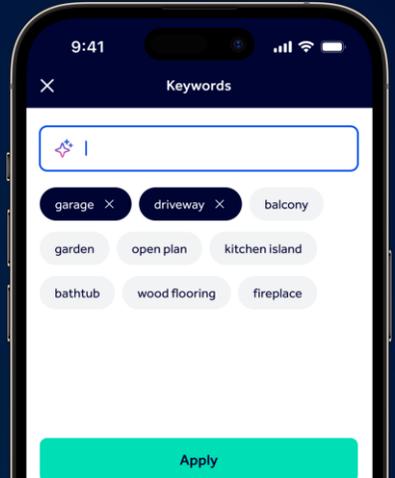
AI-powered search



Style with AI



AI Keywords



Hyper-personalization
Agentic utility

Deeper Engagement



Data signal amplification

More value creation opportunity into:

1 Core partners

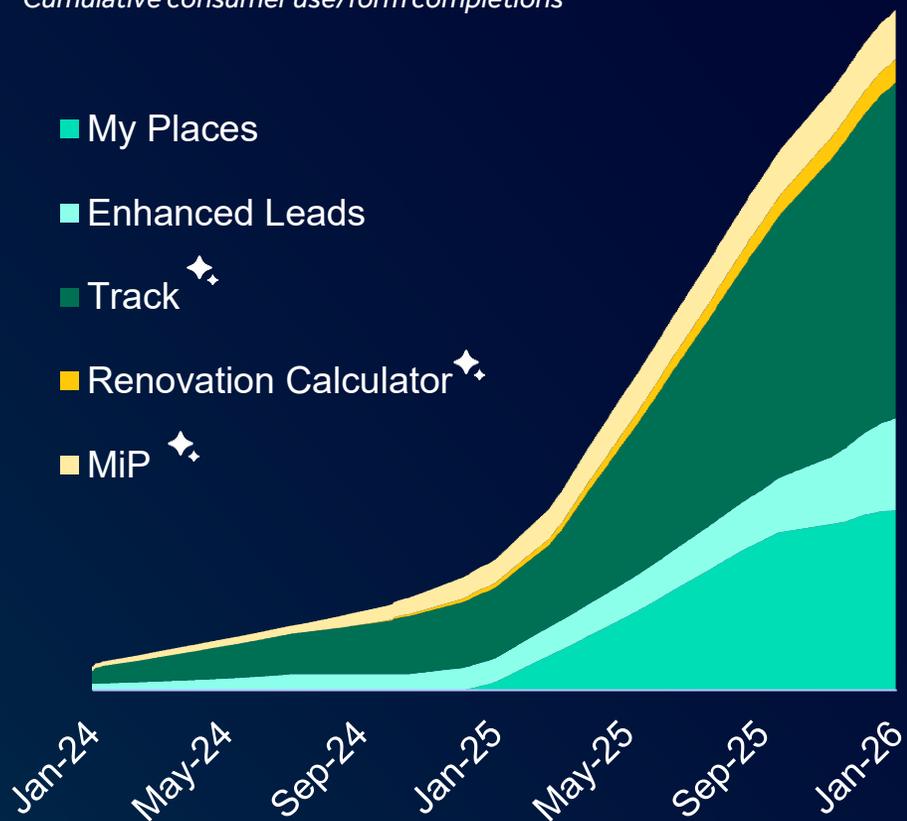
2 Diversified revenues



We are scaling *consumer* products beyond Find

Driving *frequency, stickiness* and *data signals*

Cumulative consumer use/form completions



Features bring *monetising opportunities* for Rightmove

Feature (YoY growth)	Feature-specific benefits	
My Places (+21x)	Individual data context in MyRightmove	1 Core partner product & packages
Enhanced Leads (+3x)		
Track Property (+4x)	Funnel for Remortgage and Core partner leads	
Renovation Calculator (+3x)	Architectural and other monetisation	
Style with AI (new 2025)	Interiors monetisation	2 Diversified revenues
Mortgage in Principle ("MiP") (+46%)	Mortgages monetisation	



Strong 2025 Core *partner* innovation & roll-outs

Online Agent Valuation ✨

2 N Fourth St, Milton Keynes MK9 1NJ

Property details

Property type	Semi-detached
Bedrooms	4
Bathrooms	1
Reception rooms	1
Off-street parking	Yes
Garden	Private
General condition of property	Good

Property photos
Photos provided by the vendor.

Estate Agency: VIP Opportunity Manager ✨

Your potential opportunities

All opportunities

Barbara G LEAD SENT 8 AUG LOCAL VALUATION ALERT	Left message
Belinda H LEAD SENT 8 AUG LANDLORD	Left message
Mrs Deborah LEAD SENT 8 AUG DISCOVER LEAD	Left message

New Homes: Ascend¹

Select your preference during the week:

Monday

Tuesday

Wednesday

Rental Services: Enhanced Leads

MOVING DATE	Within 2 weeks
TENANCY LENGTH	6 months
MOVING WITH	Family 1 adult, 2 children
PETS	Yes 1 Dalmatian and 1 Rabbit

Rental Operators: Property Reviews



Fastest 3 month product take-up ever

2026

- EA: Price guides, lettings products, efficiency tools ✨
- NH: Microsite, virtual tours, showcase ✨
- Rightmove+ & digital self-service ✨
- Rental Operator: Listings product
- L2K: Enquiry, Tenancy, Ancillary
- Back-office transformation ✨
- And more...



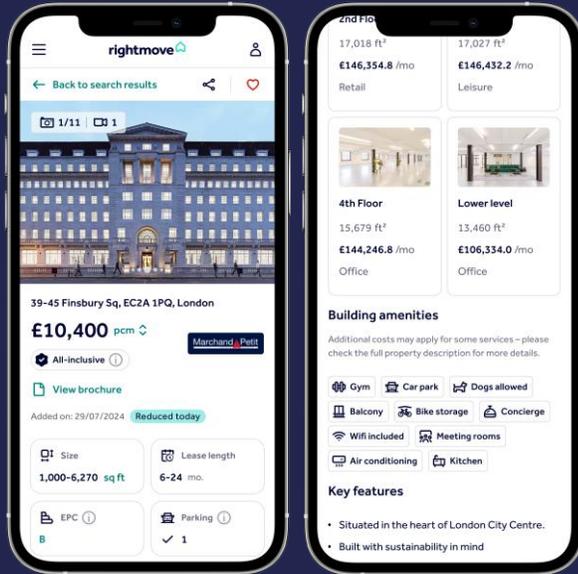
Strong 2025 **New Growth** Areas, +25% revenue

Commercial

Right to play

>60% time; >70% only on Rightmove¹

>275 new partners
Leads +26% YoY
API enabling

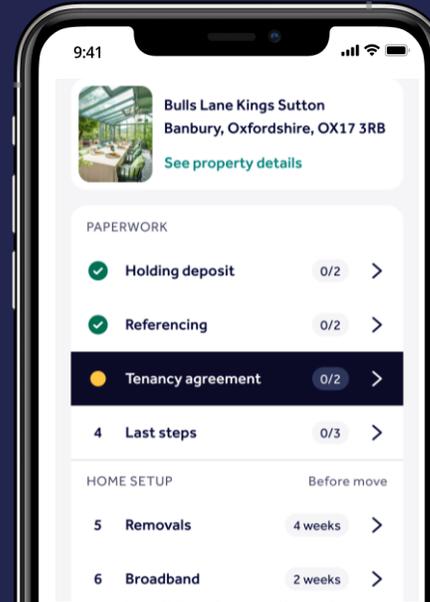


2025 milestones

Rental Services

End-to-end digital solution

Enhanced Leads 3x growth
Ancillary revenue +17%



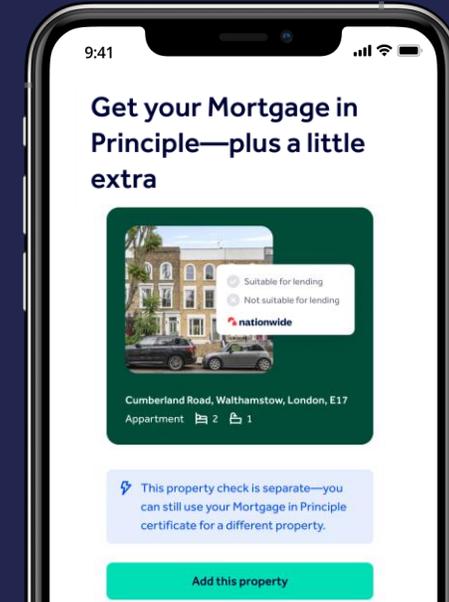
2026 themes

Search enhancements
CRM integrations + new product

Mortgages

>80% time of property seekers²

MiP submissions +34% YoY ✨
3.5x broker leads
Property Checker – a world first



New lender partnership + brokers
Increased Find-Afford integration



Reminder: our plan to accelerate across 3 areas

1 Consumer innovation

AI-powered search and App
Faster progress "Beyond Find"

2 AI-powered operations

AI-powered developer experience
AI-powered back-office

3 R&D for new growth

Scale strategic R&D
Fast-track new opportunities

Rightmove's ecosystem will create even more value for partners and consumers

Enhanced network effects and new partner products

More efficient operations

Sustained double-digit growth



Reminder: ambitious KPIs to deliver future returns

1

Consumer innovation

x2

delivery pace

+50%

app users

x3

lifecycle interactions

2

AI-powered operations

+40%

back-office efficiency

+50%

quicker product purchase

+20%

development velocity

3

R&D for new growth

Grow capability in 2026

x2

R&D velocity by end '26

Scaling at least 1
new initiative in 2027

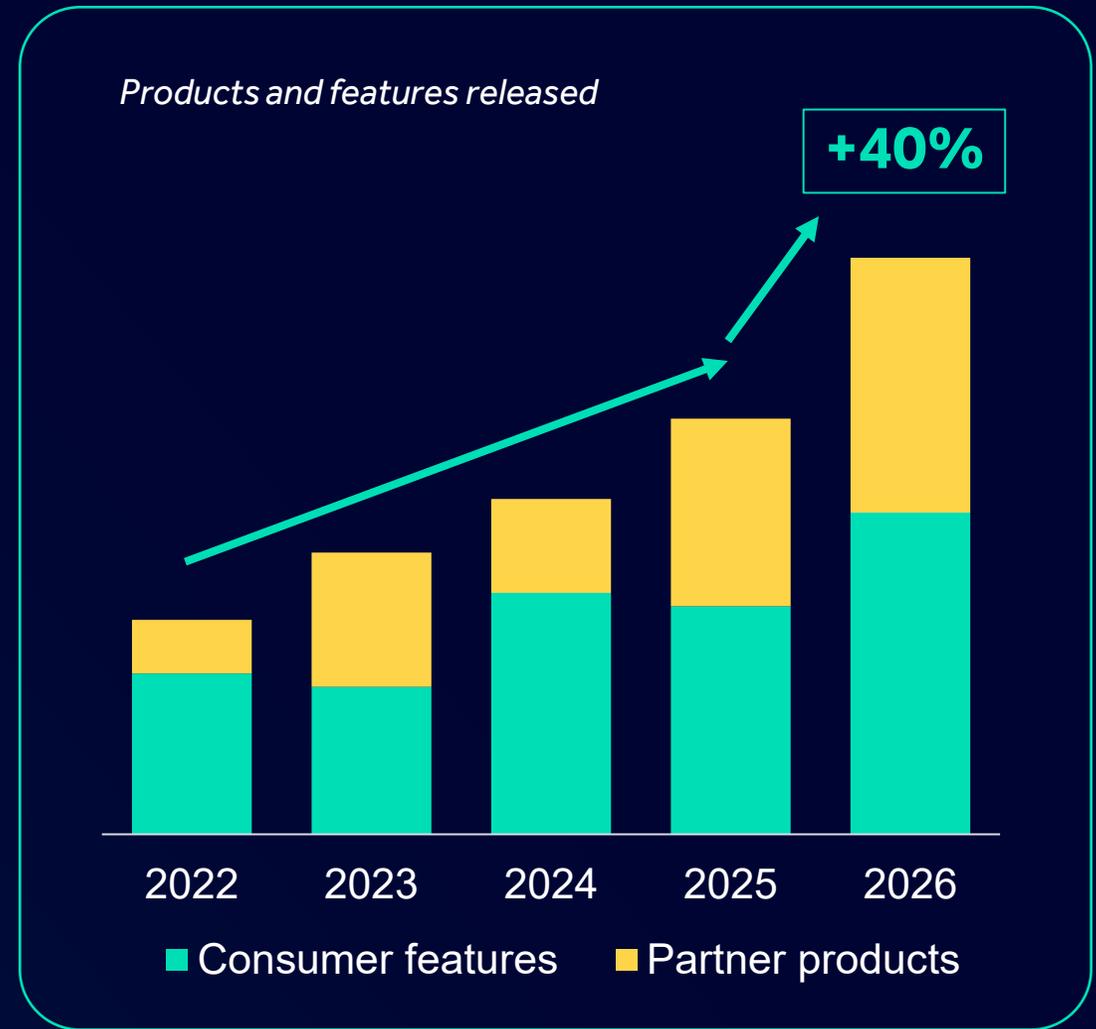


Conclusion



Key takeaways

1. 2025 saw strong business and product results; 2026 will see a further step-change in innovation and execution
2. The Core business continues to deliver compelling value to our partners. The Strategic Growth Areas reinforce the platform and diversify revenues
3. Building on our strong platform position with Consumers, Partners and our proprietary Data, we continue to execute on Rightmove's AI-enhanced solutions
4. With a clear growth strategy we are excited about the coming year and delivering further success in the future



Q&A

Strong foundations

UK property market

Large and growing

Digital platform

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Sustainable business model

B2B subscription-led, delivers in all market conditions

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All surplus cash returned to shareholders



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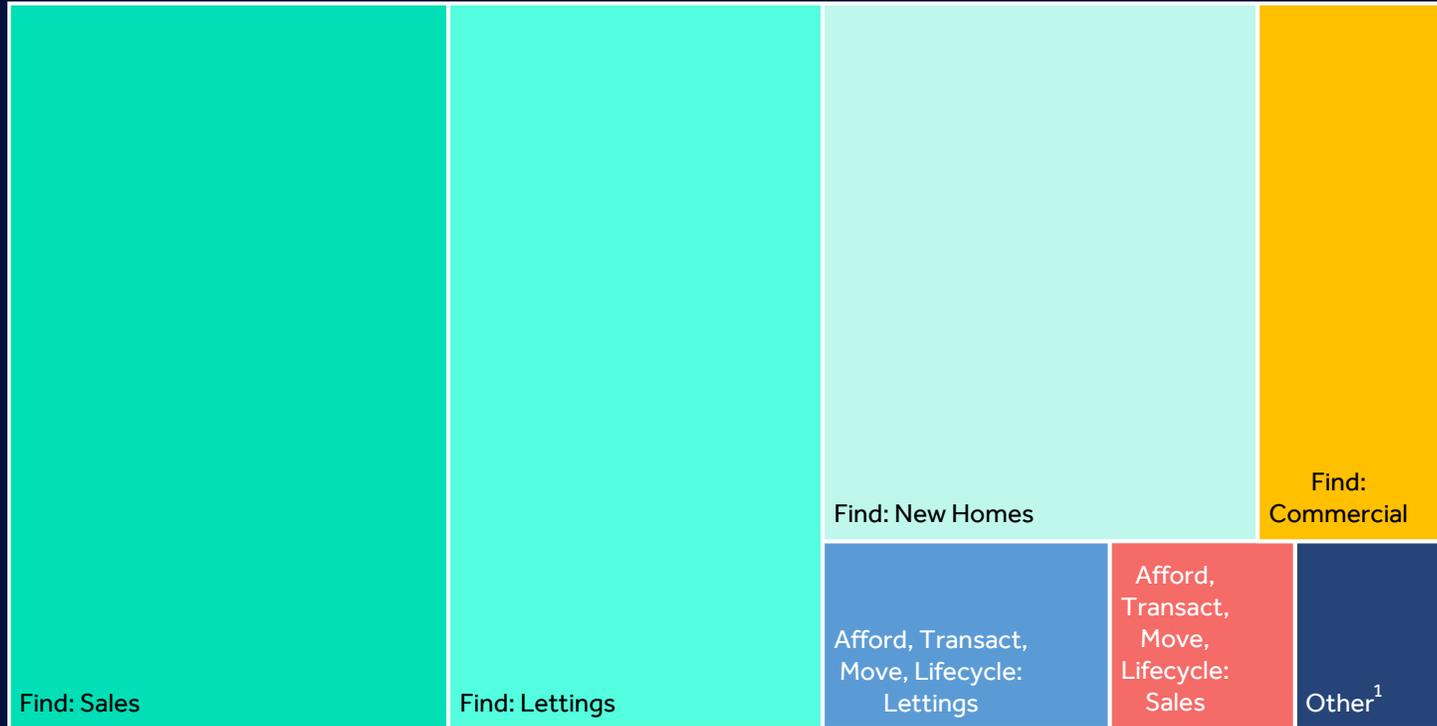
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Appendix



A large revenue pool with digital transformation ahead



>£10bn

Rightmove 2025 revenue: <3%



...underpinned by
long-term growth trends

UK population growth:

+400k adults p.a.

2025-30²

Constrained home supply:

+250k p.a.

2025-30²

House price growth:

+3-5% p.a.

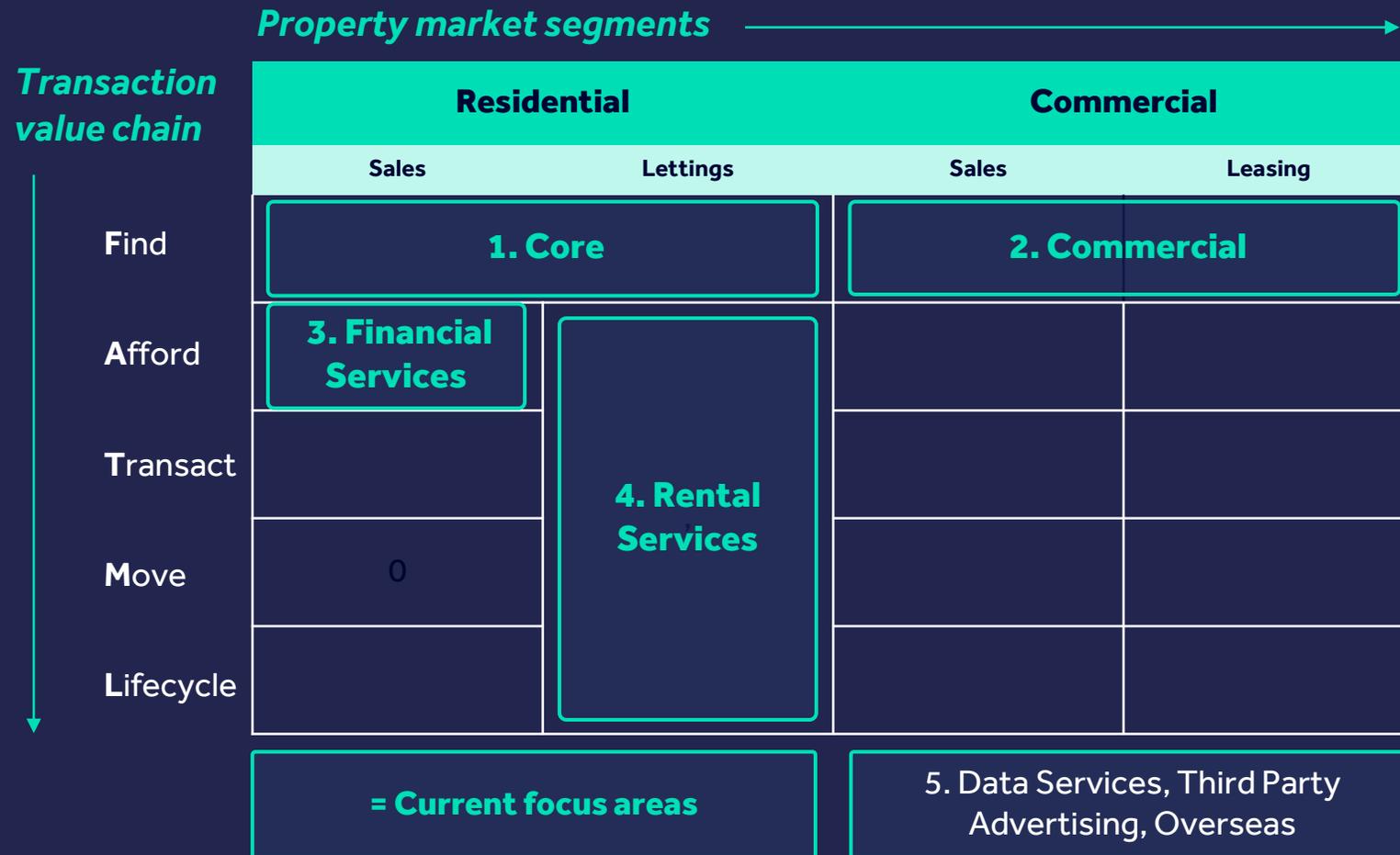
Source: Rightmove unless otherwise stated.

1. Data Services, Overseas and Third-Party Advertising.

2. Source: Office for Budget Responsibility, "Economic and fiscal outlook", November 2025.

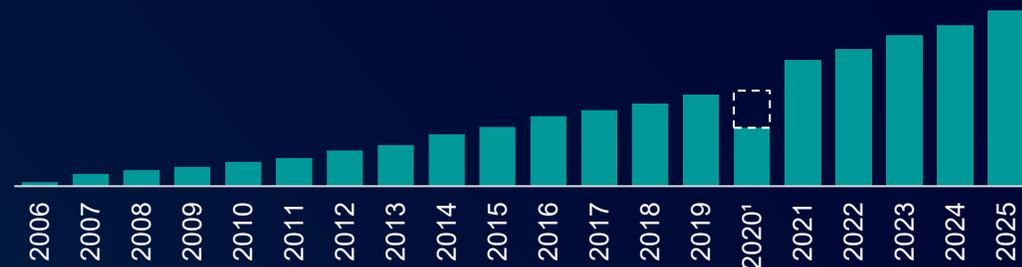


Our strategy is to **develop the leading digital ecosystem** for the whole moving experience, powered by exceptional data and network effects

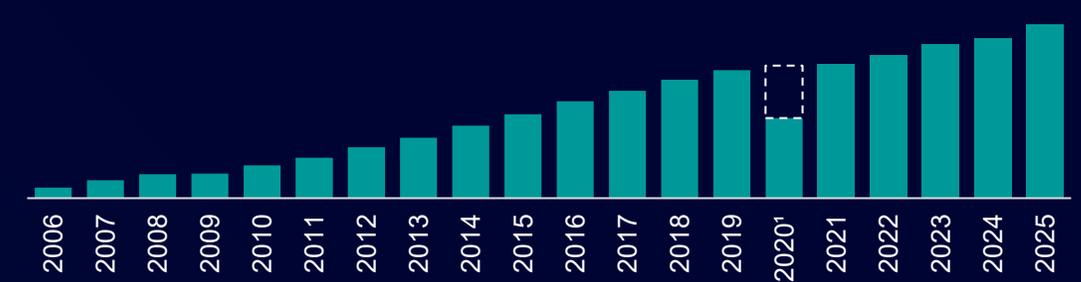


Consistent delivery through all markets

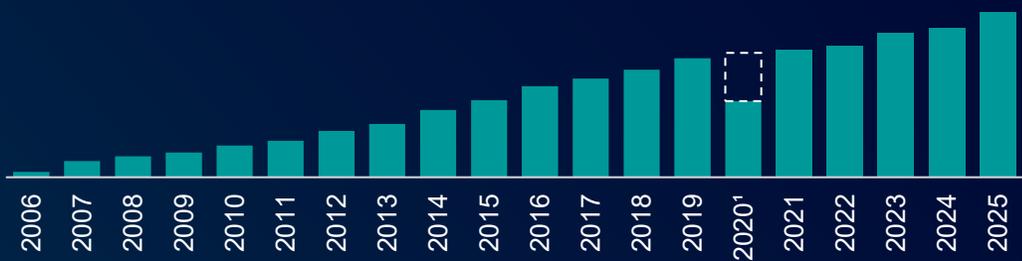
Revenues (£m)



Underlying EBIT (£m)²



Operating free cash flow (£m)



Capital return

- >£700m dividends since IPO
- All remaining free cash returned through buyback (c.£1.5bn; >40% of all issued shares repurchased)
- Simple capital structure

Source: Rightmove.

1. Rightmove provided c.£90m of discounts in 2020 to support partners through the COVID pandemic; discount assumed to flow through at 100% margin.

2. Rightmove Underlying Operating Profit (EBIT before share-based payment charges).



Rightmove by the numbers¹

	Consumer		Partner	
	96% Home-mover awareness	>80% Consumer time	c.19,000 Core Membership	>75,000 Partner meetings
	1 in 2 UK adults use the Rightmove website at least once a month	6 in 10 Rightmove web-users exclusively visit Rightmove	>3,000 Partners outside Core	>60,000 Rightmove Hub subscriptions
	>85% Direct and organic traffic	>8m Enhanced consumer profiles	<3% Largest partner as % of revenues	>80% Agents with us for ≥5 years
	93% Net recommend score	7 / 10 Vendor instructions for resale	>8 / 10 Tenants found for rentals	>50% Spend above monthly threshold
Data	>69bn Consumer signals per year	500,000 Recorded sessions per year	c.10,000 Properties uploaded per day	>100m Historical property listings
	20,000 Minutes user testing per year	>85,000 Survey responses per year		>1bn Property images



Rightmove by the numbers: Notes

Figure	Source
96% home-mover awareness	YouGov, Profiles, 12 months to 24 March 2024 from We Are Unchained's The Voice of the Agent 2024.
1 in 2 UK adults use the Rightmove website at least once a month	Google Analytics, 12 months to December 2025 (unique website users only; excludes app). UK adult population of c.55m (Source: United Nations, Department of Economic and Social Affairs, Population Division (2024). World Population Prospects 2024, Online Edition. 2025 estimate, medium variant)
>85% direct and organic traffic	Google Analytics, 2025. Comprises consumers directly opening the app on their device, visiting the site via a bookmarked link, typing a Rightmove URL directly into their browser address bar, clicking through a link to site within their browser history, typing "Rightmove" into a search engine.
93% net recommend score	The Voice of the Agent 2025, YouGov Profiles, 31 August 2025. % of consumers surveyed who would recommend a brand vs avoid a brand (range -100 to +100)
>80% consumer time	Comscore MMX® Desktop only + Comscore Mobile Metrix® Mobile Web & App, Total Audience, Custom-defined list of Rightmove sites, zoopla.co.uk, primelocation.com, onthemarket.com, United Kingdom, December 2025.
6 in 10 Rightmove users exclusive to Rightmove	SimilarWeb (web and mobile only), 1 January – 31 December 2025: Rightmove sites, Zoopla.co.uk, onthemarket.com.
>8m enhanced consumer profiles	Rightmove, December 2025.
>7 / 10 vendor instructions for resale	Street (January -December 2025). Custom-defined list of Rightmove, Zoopla, OnTheMarket.
>8 / 10 tenants found for rentals	RLTS tenant survey (January -December 2025). Question: "How did you find the property you are applying for?". Custom-defined list as above.
c.19,000 Core Membership	Rightmove, 2025. Estate Agency branches + New Homes developments.
>3,000 Partners outside Core	Rightmove, end-2025. Number of billing entities outside Estate Agency and New Homes.
<3% largest partner as % of revenues	Rightmove, 2025.
>75,000 partner meetings	Rightmove, 2025; all partners.
>60,000 Rightmove Hub subscriptions	Rightmove, unique users with a Rightmove Hub account, as at December 2025.
>80% agents have been with us for ≥5 years	Rightmove. All estate agent partners, as at 1 January 2026.
>50% spend above monthly threshold	Rightmove, independent estate agents, 2025.
>69bn consumer signals per year	Google Analytics, 12 months to 31 December 2025.
20,000 minutes user testing per year	Rightmove, minutes of consumer or partner engagement via UserTesting platform, 2025.
500,000 recorded sessions per year	Rightmove, on-site consumer and partner surveys via Hotjar platform, 2025.
>85,000 survey responses per year	Rightmove, Hotjar, UserTesting, Living Room and external research, 2025.
c.10,000 properties uploaded per day	Rightmove, all properties uploaded, 12 months to 31 December 2025.
>100m historical property listings	Rightmove, as at December 2025.
>1bn property images	Rightmove, as at December 2025.



Presentation footnotes

Page	Notes
4	<ol style="list-style-type: none"> For Agency and New Homes partners. Underlying operating profit is operating profit before share-based payments charges (including the related national insurance) and transaction related charges. Underlying EPS is profit for the year before share-based payments charges (including the related National Insurance and appropriate tax adjustments) and transaction related charges, divided by the weighted average number of ordinary shares in issue for the period. Cash returned to shareholders includes dividends paid and shares bought back. Source: Google Analytics.
5	<ol style="list-style-type: none"> Source: Google Analytics. Source: Rightmove. December 2025 vs December 2024. Source: Sprout. January-December 2025 vs January-December 2024, for Facebook, Instagram, LinkedIn, Tiktok. 'Engagement' defined as reactions, comments, shares, saves, link clicks and profile actions.
6	<ol style="list-style-type: none"> Time in minutes spent on Rightmove platforms (site and app): SimilarWeb (website), Data.ai/SensorTower (app), December 2025. Comscore MMX® Desktop only + Comscore Mobile Metrix® Mobile Web & App, Total Audience, Custom-defined list of Rightmove sites, zoopla.co.uk, primelocation.com, onthemarket.com, United Kingdom, December 2025. Vendor instructions: Street (January - December 2025). Tenants delivered: RLTS tenant survey (January - December 2025). Question: "How did you find the property you are applying for?". Custom-defined list of Rightmove, Zoopla, OnTheMarket.
7	<p>Source for charts: DJS Research. 1,600-2,000 annual unique respondents. Quarterly data, trailing four-quarter average basis.</p> <ol style="list-style-type: none"> "How do you feel about [brand] on a scale of 1-10 where 1 is very negative and 10 is very positive?" Line represents proportion of respondents scoring 8-10. "Thinking now about your experiences with property portals, on a scale of 1 to 10 how would you rate them on the following statements, where 1 is 'Strongly Disagree' and 10 is 'Strongly Agree'?" (2025)
8	<ol style="list-style-type: none"> Source: HMRC, "Monthly property transactions completed in the UK with value of £40,000 or above."
10	<p>Totals within this section may not add up exactly due to rounding</p> <ol style="list-style-type: none"> Agency comprises £244.5m of Resale revenue (+8% YoY) and £60.3m of Lettings revenue (+12% YoY). Includes Commercial, Mortgages, Data Services, Overseas and Third Party. With reference to the table above, Commercial and Mortgages are reported in Other; Rental Services is reported in Agency. Includes Other revenue and £0.5m of non-ARPA Agency revenue growth.
11	<ol style="list-style-type: none"> Housing Associations (HAs) includes Retirement Homes.
13	<ol style="list-style-type: none"> Underlying operating costs are before share-based payments charges and related national insurance. Other costs include Depreciation & Amortisation and other general & administrative costs.
14	<ol style="list-style-type: none"> Cash generated from operating activities of £308.0m (2024: £277.6m) compared to operating profit as reported in the income statement of £287.9m (2024: £256.3m). 'Other' represents the net cash flow from: Share purchases for share incentive schemes, proceeds from share exercises and net interest received.
29	<ol style="list-style-type: none"> New top package in New Homes, which includes Enhanced Leads and Direct Appointment Booking.
30	<ol style="list-style-type: none"> Rightmove calculation based on Similarweb data, 1 January – 31 December 2025 (68%). Time in minutes spent on Rightmove platforms (site and app): Comscore MMX® Desktop only + Comscore Mobile Metrix® Mobile Web & App, Total Audience, Custom-defined list of Rightmove sites, zoopla.co.uk, primelocation.com, onthemarket.com, United Kingdom, December 2025.



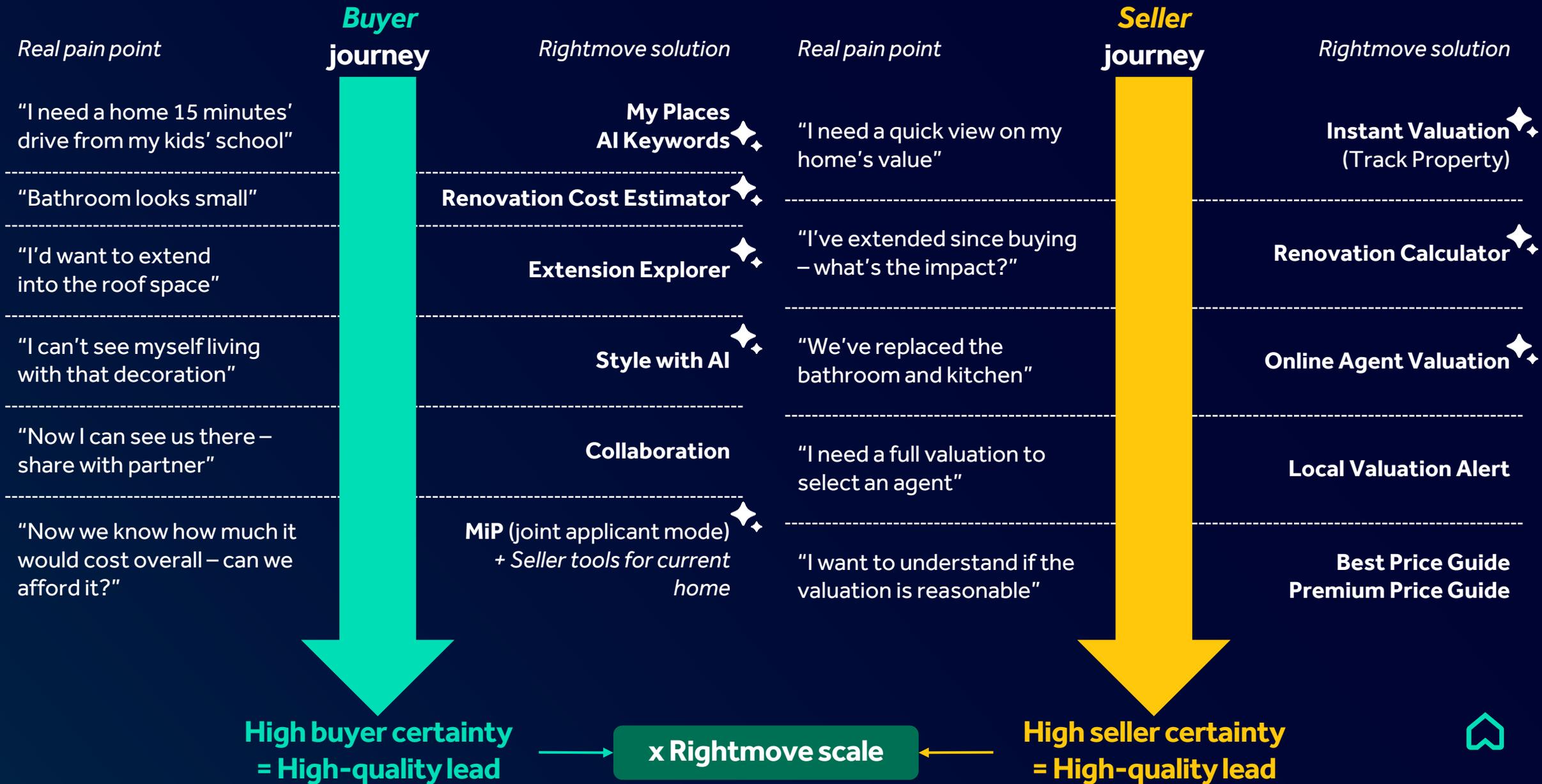
AI considerations: *The detail*

Rightmove has:

<p>1a. Deep <u>consumer</u> relationships at scale</p>	<ul style="list-style-type: none"> • Frequency: >25 years' embedded behaviour; 1 in 2 UK adults visit website each month; synonymous with UK property search • Direct engagement: >85% traffic organic/direct vs <0.5% from LLMs¹ • Trust: UK's living property map (28m UPRNs); >60% of consumers trust Rightmove to deliver financial services agentically² vs 7% trust for AI agents³
<p>1b. Experience tailored to <u>consumer</u> needs</p>	<ul style="list-style-type: none"> • Free, intuitive UX • Solely focused on UK property vertical (high-value, emotional, complex, lengthy process: browsing is key) • Deep feature set "Beyond Find": user- and property-specific functionalities on one familiar platform • Data drives innovation: >69bn consumer signals and 500,000 recorded sessions per year; >8m profiles
<p>2a. Deep <u>partner</u> relationships at scale</p>	<ul style="list-style-type: none"> • Scale: c.19,000 Core partners; >80% agents with Rightmove for more than 5 years • Relationships: >75,000 meetings per year with UK-wide salesforce: business partnering approach
<p>2b. Experience tailored to <u>partner</u> needs</p>	<ul style="list-style-type: none"> • Business outcomes: >7/10 vendor instructions; >8/10 tenants delivered • Inclusive value: >60,000 on Rightmove training platform; 28m Rightmove Plus sessions in 2025
<p>3. <u>AI</u> experience, strategy and relationships</p>	<ul style="list-style-type: none"> • Team experience: >50 Data & AI experts, globally connected • Business experience and strategy: 31 live initiatives as a base for ongoing activity, within clear framework • Relationships: Google (platform), OpenAI (Style with AI), Anthropic, along with open-source and proprietary models in a model-agnostic framework and within tight guardrails
<p>4. High-quality, proprietary <u>data</u> at scale</p>	<ul style="list-style-type: none"> • Scale: >4PB of AI-ready data across >30,000 tables on single Unified Data Platform • Proprietary: >90% proprietary • Enhanced: >200 proprietary models transform proprietary data into proprietary tools/features • Real-time quality: c.10,000 properties uploaded per day; >50% of data underpinning property listings not visible on face of Rightmove site • Significant data quality and curation to ensure validity and usefulness



Consumer: incremental features add deeper utility



Our data: Scaled, Proprietary and Connected

		Increasing depth			
		Proprietary			
Increasing interconnectivity	Consumers	Consumer Signals >69bn*	Minutes c.17bn*	CRM c.10m consumers	Enhanced Profiles >8m
	Properties	Property Signals >180m	Unique Properties c.28m	Property Images >1bn	Tracked Properties c.5m*
	Behaviours	Property Searches >7bn*	Property Views c.5bn*	Leads c.50m*	Mortgage interactions >18m*
	Partners	Patches c.57k	Core Membership >19k	Price Guides >12m*	Survey Reports ¹ >2m*
		Third-party overlay			
	Market Context	Home moves >2m*	EPC assessments ² >1.8m*	Planning Applications ³ >300k*	Mortgages approved ⁴ >1.3m*

...leveraged by proprietary models and tools



Partner: Rightmove Plus

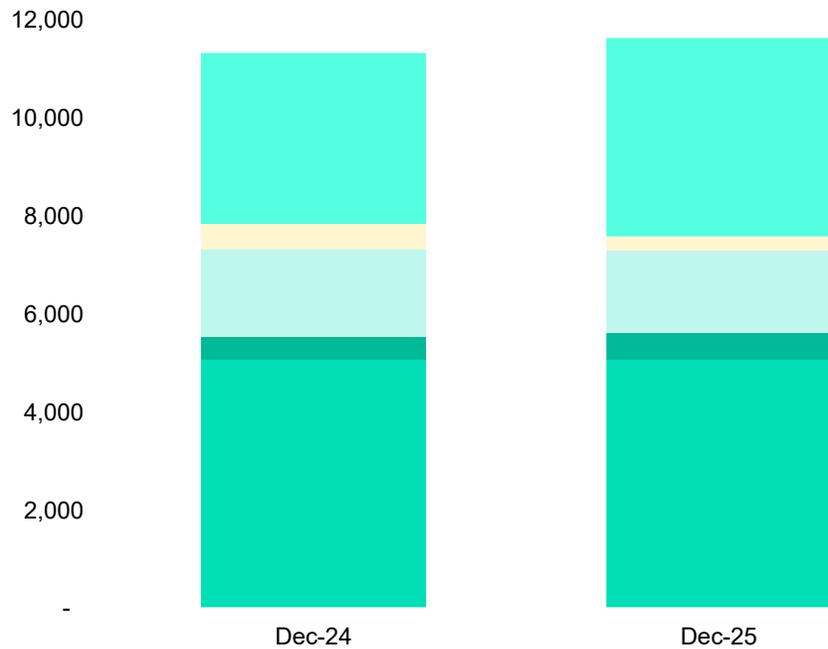
- Business management dashboard, included within all Core Partner subscriptions
- Indicates real-time branch performance across numerous metrics
- >25 updates in 2025, including UX refresh, agent branding, improved navigation, tours and alerts, company report enhancements and more



Package breakdown

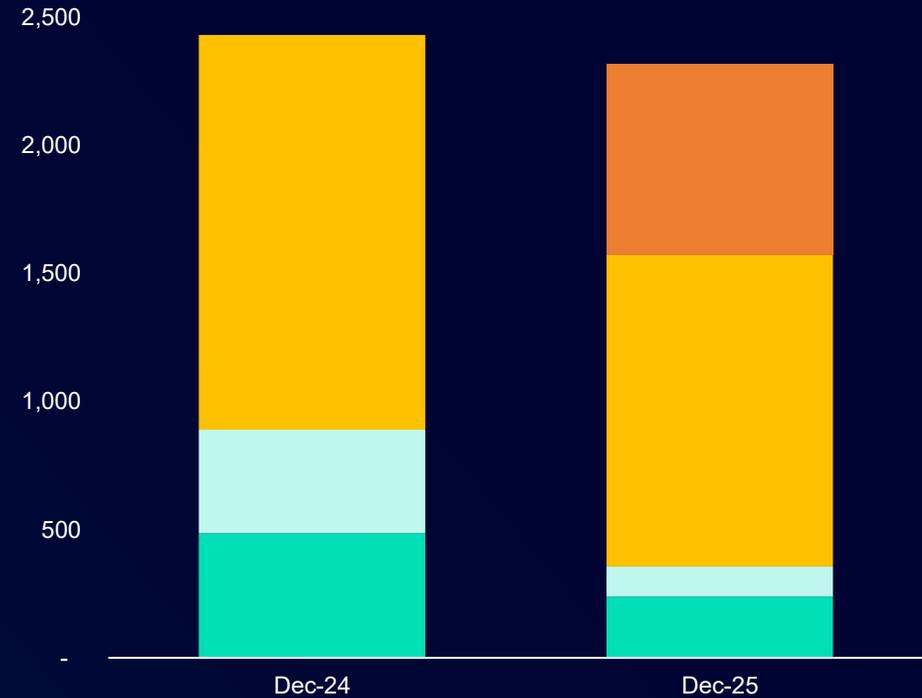
Agency Packages (Independent agents)

Essential Essential Extra Enhanced Optimiser 20 Optimiser Edge



New Homes Packages (Traditional developers) ¹

Standard Gold Advanced Ascend



Detailed guidance

Revenues: H1/H2 2026	<ul style="list-style-type: none"> • FY26 revenue guidance is +8-10% • Due to a strong H1 2025 (+10%), H1 2026 vs H1 2025 growth is expected to be lower than H2 2026 vs H2 2025
Costs: Digital Services Tax	<ul style="list-style-type: none"> • Payable once annual eligible revenues exceed £500m, at a rate of 2% of eligible revenues above a tax-free allowance of £25m • The tax is accounted for as a cost (i.e. before Operating Profit)
Tax: Tax rate	<ul style="list-style-type: none"> • UK corporate tax rate: 25%
Number of shares	<ul style="list-style-type: none"> • 2025 basic EPS based on 772,378,723 issued ordinary shares at 31 December¹ • Current share count 762,528,333 as at 28 February 2026¹ • Assume £90m share buyback to be completed by 31 July 2026 • Thereafter, we expect to follow our longstanding capital allocation policy
Capital expenditure	<ul style="list-style-type: none"> • Total capex of up to 4% of revenues in any year
Net cash	<ul style="list-style-type: none"> • Expect c.£20m at 30 June 2026



Income statement

(£m)	FY25	FY24
Revenue	425.1	389.9
Operating costs (exc. share-based incentives charges and transaction costs)	(127.4)	(116.0)
Underlying Operating Profit	297.7	273.9
<i>Underlying margin</i>	70%	70%
Transaction-related costs	-	(9.2)
Share-based incentives charge	(9.8)	(8.4)
Operating profit	287.9	256.3
<i>Margin</i>	68%	66%
Net financial income	2.1	2.1
Profit before tax	290.0	258.4
Income tax expense	(72.9)	(65.7)
Profit for the period	217.1	192.7
Underlying EBITDA	306.0	280.0
<i>Underlying EBITDA %</i>	72%	72%
Basic EPS (in pence)	28.1	24.4
Underlying Basic EPS (in pence)	29.1	26.2

Source: Rightmove

Note: Underlying operating profit is excluding share-based payments charges (including the related national insurance) and transaction-related charges. Underlying margin is underlying operating profit as a proportion of revenue.

Underlying EBITDA is underlying operating profit before D&A and Underlying EBITDA % is underlying EBITDA as a percentage of revenue.



Key performance indicators

Period end membership	FY 2025	FY 2024	FY 2023
Agency branches	16,385	16,124	15,839
New Home developments	2,887	2,923	2,946
Total	19,272	19,047	18,785
Growth	1%	1%	(1%)
Commercial partners ¹	1,227	949	790
ARPA (£)			
	FY 2025	FY 2024	FY 2023
Agency	1,530	1,440	1,356
New Homes	2,135	1,987	1,825
Total Core ARPA	1,621	1,524	1,431
Growth	6%	6%	9%
Commercial ¹	1,108	1,260	1,291
Churn rate			
	FY 2025	FY 2024	FY 2023
Agency (% of agents at start still listing at end of period)	90%	90%	89%
New Home developments (monthly churn rate)	5%	4%	4%
Commercial (monthly churn rate) ¹	1%	1%	1%

