

Tabcorp



Sustainability Report
2025

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This Sustainability Report should be read in conjunction with Tabcorp's 2025 Annual Report, 2025 Corporate Governance Statement, 2025 full year results Investor Presentation and ASX Release, and other disclosures and key policies which are published on our website (www.tabcorp.com.au).



ACKNOWLEDGEMENT OF COUNTRY



Tabcorp recognises Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians of the lands on which we live, learn and work. We pay our respects to their Elders past and present.

ABOUT THIS REPORT

This is the 2025 Sustainability Report (**Report**) published by Tabcorp Holdings Limited (ABN 66 063 780 709).

Report scope and boundary

This Report covers the Tabcorp Group (We, **Tabcorp** or **Group**), which comprises Tabcorp Holdings Limited, a public company listed on the Australian Securities Exchange (**ASX**) under the code 'TAH', and its subsidiaries and the Group's interests in joint arrangements and associates. Refer to the About Tabcorp section for details of the Group's operations.

Reporting period

This Report relates to the sustainability activities of the Group for the financial year from 1 July 2024 to 30 June 2025 (**FY25**). In certain sections of the Report, data has been included for prior financial years to provide context for the reader.

Organisational changes

When comparing data with prior financial years, readers should note that:

- following the sales of our former Max Performance Solutions business in FY24 and eBet business in FY23, the Group no longer owns or leases electronic gaming machines;
- we successfully implemented the demerger of our former Lotteries and Keno businesses on 1 June 2022 (**Demerger**), and FY22 data includes 11 months contribution from these discontinued operations; and
- the COVID-19 pandemic and related government restrictions impacted our operations during FY21 and FY22.

Reporting framework

We prepared this Report with reference to the Global Reporting Initiative (**GRI**) Standards. We have also aligned this Report with additional standards and reporting frameworks, including the Sustainability Accounting Standards Board (**SASB**) Standards, the Task Force on Climate-Related Financial Disclosures (**TCFD**), the United Nations Global Compact (**UNGC**) and the United Nations Sustainable Development Goals (**UN SDGs**). Refer to page 61 for more information. We have reviewed our sustainability activities against each of these standards and frameworks, with relevant disclosures contained in the Appendix section of this Report.

Our website (www.tabcorp.com.au) provides additional information about the Group and our activities.

MANAGING DIRECTOR'S MESSAGE



Gillon McLachlan
Managing Director and
Chief Executive Officer

**“SUSTAINABILITY
IN OUR INDUSTRY
MEANS MORE THAN
COMPLIANCE –
IT MEANS SETTING
THE BENCHMARK
FOR RESPONSIBLE
AND SAFER
ENTERTAINMENT.”**

We are pleased to present Tabcorp's 2025 Sustainability Report.

As our industry continues to evolve, so does our commitment to drive responsible and sustainable growth.

Sustainability in our industry means more than compliance – it means setting the benchmark for responsible and safer entertainment. It also means empowering our teams, protecting our customers, and making a positive contribution to our community.

We recognise that our long term success depends not only on innovation and performance, but also on our ability to lead with integrity and care for the communities, environment, and people we impact.

This year, we continued to take meaningful steps to progress our Sustainability Framework and further embed sustainability across our business. From strengthening our approach to safer gambling and investing in sophisticated tools and intervention technologies, to reducing our environmental footprint and strengthening community partnerships.

We continue to receive recognition for our sustainability practices, ranking third globally in the Casinos and Gambling sector in the Dow Jones Sustainability Index (DJSI) Australia and DJSI Asia Pacific Indices again this year. We were also featured in the S&P Global Sustainability Yearbook 2025 as a leader in sustainable business practices in the Casinos & Gaming industry.

Customer care

Our long term success depends on the wellbeing of our customers and the communities in which we operate. We recognise the unique responsibility we carry and strive to create a safe and responsible experience for every customer.

We continue to invest in initiatives that promote safer gambling, support community wellbeing, and strengthen industry regulation. Whether it's through enhanced customer protections, funding for community programs, or transparent partnerships with industry and community organisations, we're focused on doing what's right – today and for the future.

We are guided by a clear set of priorities and targets, aligned to our Player Safety Promise, and are pleased to report during the year we made good progress against our Safer Gambling Strategy.

Community

We have a strong connection to the communities we serve, and a responsibility to help them thrive.

As a major financial contributor to the Australian racing and wagering industry, and with one of Australia's largest retail footprints, we understand the impact our operations have on local economies and livelihoods. Our commitment to sustainability is grounded in supporting these communities – not just economically, but socially and ethically.

In FY25, our economic value distributed⁽ⁱ⁾ predominantly included \$507.2m in payments to governments, and \$1,529.9m to racing industry bodies, hotels, clubs, TAB agents, and all other suppliers. We also continued our support of grass roots charities and community organisations with \$0.9m of voluntary contributions.

Our people

Our people are the driving force behind our strategy. They bring the passion, knowledge, critical skills and expertise to bring it to life.

During the year we refreshed our Values – *Team, Trust, Fun and Win* – to empower our people and guide the way we work together to execute on our new business strategy.

Health, safety and wellbeing

The health, safety and wellbeing of our people remain a high priority. This year, we have deepened our focus on creating a workplace where everyone feels safe, supported and empowered to thrive.

We launched a partnership with Sonder, a multilingual safety and wellbeing support service that provides 24/7 confidential and expert assistance to our team members and their immediate family members. We also supported our team members affected by natural disasters in QLD and NSW, by providing financial support, and through flexible work arrangements and mental health resources.

(i) Based on Direct Economic Value Generated and Distributed metric defined under the Global Reporting Initiative (GRI). Refer to page 9 for more information.

MANAGING DIRECTOR'S MESSAGE CONTINUED

Our lost time injury frequency rate in FY25 was 1.4 (per million hours worked), a reduction from 2.7 in FY24.

We remain dedicated to continuous improvement, listening to our teams, and investing in initiatives that promote holistic wellbeing.

Inclusion and diversity

A diverse and inclusive workplace is essential to our success.

During the year, we continued implementation of our Inclusion and Diversity Plan and became a member of Diversity Council Australia. This membership provides access to research, resources, and events across a broad spectrum of diversity dimensions.

At 30 June 2025, our female representation among our Non-Executive Directors was 60%, 33% for our Executive Leadership Team, 37% in the Leadership Cohort⁽ⁱ⁾ and 36% across the whole Group.

Environment

While our environmental footprint is relatively small compared to many industries, we recognise that every organisation has a role to play in addressing climate change.

We're committed to operating responsibly and sustainably, minimising our impact wherever possible. This includes reducing energy consumption across our operations, supporting renewable energy initiatives, and engaging our partners in environmentally conscious practices. We believe that even small actions, when taken consistently and collectively, contribute meaningfully to a more sustainable future.

During the year, we made good progress in advancing our Net Zero Plan and implementing our Supplier Carbon Framework. These initiatives are central to achieving our greenhouse gas emissions targets and reflect our commitment to reducing our environmental impact.

Human rights and modern slavery

Modern slavery has no place in our operations or supply chain. While our business model presents a relatively low risk in this area, we remain proactive and vigilant.

During the year, we advanced our Anti-Slavery Strategy and Roadmap, reinforcing our commitment to continuous improvement in addressing modern slavery risks. We strengthened our due diligence processes, enhanced supplier engagement, and continued to build awareness across our teams.

We were pleased to receive an 'A' rating from Monash University for the quality of our FY23 Modern Slavery Statement, as recognised in their report released in November 2024⁽ⁱⁱ⁾.

Conclusion

We are proud of the progress we've made in FY25 against our Sustainability Framework, as we strive to be a leader in sustainability in our industry. We remain focused on continuous improvement, guided by data, dialogue, and a deep respect for our stakeholders.

We look forward to keeping you informed about our sustainability progress and working together to shape a future where entertainment and responsibility go hand in hand.



Gillon McLachlan
Managing Director and
Chief Executive Officer

WE SUPPORT



Tabcorp is a signatory to the United Nations Global Compact (UNGC) and a participant of the United Nations Global Compact Network Australia. We strongly support the Ten Principles of the UNGC in the areas of Human Rights, Labour, Environment and Anti-Corruption, and aim to contribute to the UN SDGs through our operations and supply chains.

(i) The Leadership Cohort comprises the Executive Leadership Team (ELT) (excluding the MD & CEO), direct reports to the ELT and frontline leaders.

(ii) Pham, N., Cui, B., & Ruthbah, U. (2024) Modern Slavery Disclosure Quality Ratings: ASX100 Companies Update 2024 [Research brief]. Monash Centre for Financial Studies, Monash Business School. DOI: 10.26180/27645072.

ABOUT TABCORP

We are a uniquely Australian business.

We operate iconic brands that bring the excitement of racing and sports entertainment to millions of people every day.

Our businesses span wagering, media and integrity services in Australia, with complementary international wagering and broadcasting operations.



TAB is Australia's biggest multi-channel wagering brand, offering a broad range of betting experiences across digital channels and in retail throughout Victoria, New South Wales, Queensland, South Australia, Tasmania, Northern Territory and the ACT.



Premier Gateway International is one of the largest global wagering and tote pooling hubs, based in the Isle of Man.



Sky Racing is Australia's leading racing network, broadcasting over 150,000 races live every year into Australian homes, 4,000 retail venues and on the TAB App.



Sky Racing World is a US-based distributor of international racing content and facilitator of associated tote pools.



MAX is Australia's leading integrity services provider, offering electronic gaming machine monitoring and related integrity services, and other gaming-related services to venues.

OUR PURPOSE AND VALUES

Our purpose – **To live a more exciting life** – sparks energy, curiosity, and bold thinking across our people, customers, and partners. In a world where engagement and differentiation are critical, it inspires us to go beyond the ordinary and create experiences that surprise and delight.

Our values – **Team, Trust, Fun and Win** – establish the foundation of our workplace behaviours, interactions and organisational identity. They act as our DNA, underpinning our culture and assisting us in growing an inclusive and unified place to work. Our values are succinct and relatable, and guide how we treat each other (**Team & Trust**), how we create a positive environment (**Fun**) and how we will drive outcomes to succeed (**Win**).



We believe in the power of **team**. We are accountable to one another, support each other through challenges and successes, and prioritise collective achievement over individual recognition.



Trust is at the heart of everything we do. We act with integrity, make ethical decisions, and deliver on our promises. Trust enables us to take bold steps, knowing we have each other's support.

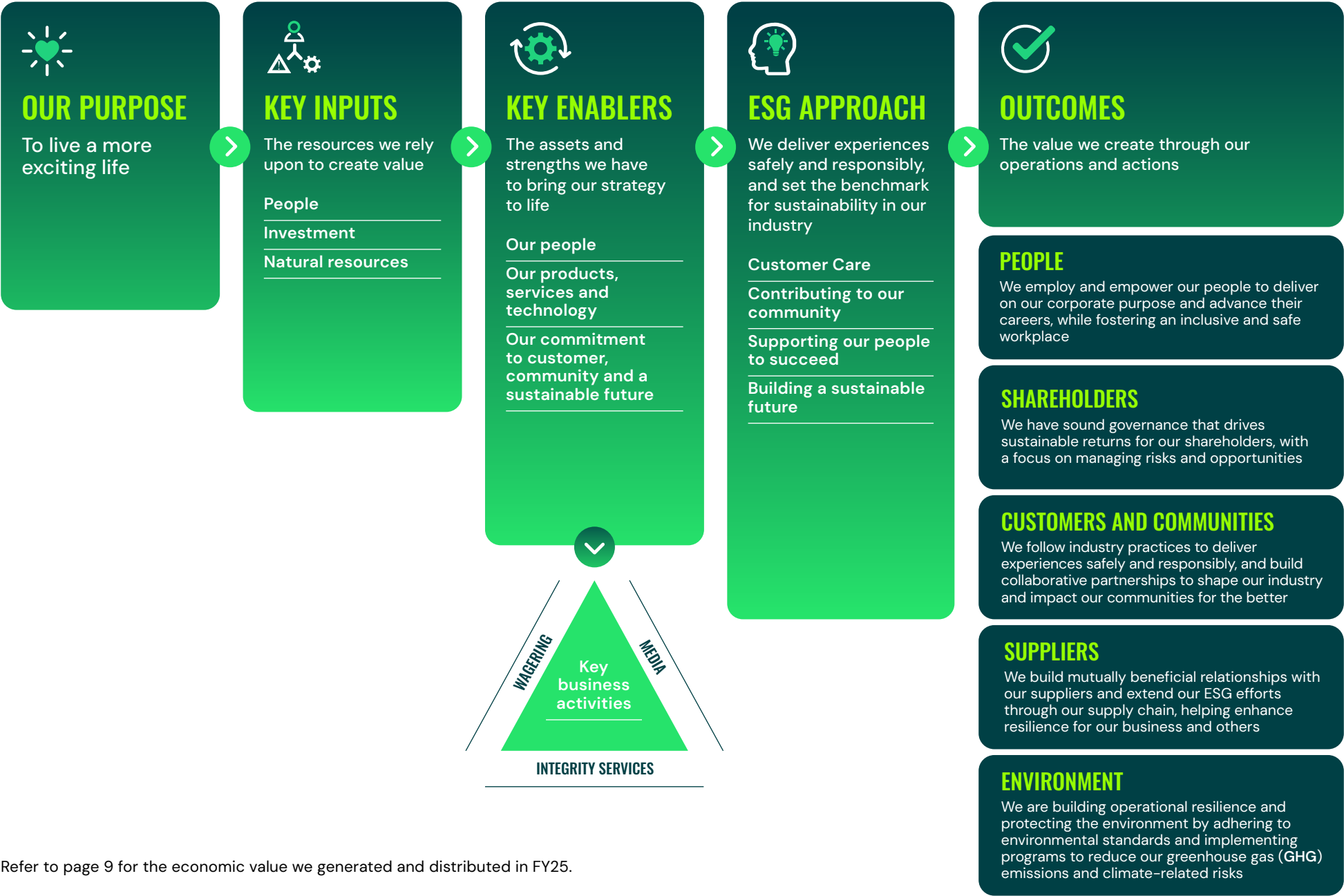


We believe work should be **fun**. Fun strengthens our connections, fuels creativity, and reflects our role in the entertainment industry. We're serious when we need to be, but we don't take ourselves too seriously.



We are driven to **win**. We set ambitious goals, act with urgency, and consistently deliver outstanding results. We innovate, lead, and celebrate our successes loudly.

HOW WE CREATE VALUE



Refer to page 9 for the economic value we generated and distributed in FY25.

ECONOMIC VALUE GENERATED AND DISTRIBUTED

We proudly contribute to the economic development and resilience of the Australian community through jobs, buying from local businesses and supporting community organisations.

In FY25, we generated \$2,617.1m in revenues, of which 93% or \$2,431.6m was distributed back to stakeholders and \$185.5m was retained⁽ⁱ⁾.

The economic value distributed⁽ⁱ⁾ comprised:

- \$1,529.9m in operating costs, including payments to racing industry bodies, commissions to hotels, clubs and TAB agents, and payments to suppliers;
- \$507.2m in payments to governments;
- \$297.9m in employee wages and benefits;
- \$96.5m in payments to providers of capital; and
- \$0.1m in direct community investment⁽ⁱⁱ⁾.

Our contributions represent an important source of funding for our industry partners, including Australian racing clubs and many small businesses such as local TAB venues. The payments to government also help support the provision of essential government-funded community services.

In addition, we engaged with selected charitable organisations that are aligned with our values and strategic direction, providing them with financial support and shared our resources, networks, skills, expertise and people. Our efforts generated \$0.9m of voluntary community contributions in the form of funding, in-kind giving, management costs, employee time, leverage and foregone revenue.



(i) Based on Direct Economic Value Generated and Distributed metric defined under the Global Reporting Initiative (GRI).

(ii) The FY25 economic value generated and distributed has been calculated in accordance with GRI 201: Economic Performance. Community investment only includes cash donations paid to charities, and does not include other indirect costs which totalled \$0.9m. Refer to the Community section on page 36 for additional information.

STAKEHOLDER ENGAGEMENT

Our approach

Effective stakeholder engagement is central to delivering our strategy, and supporting the long term sustainability and success of our business, our industry and our communities.

Our Group-wide stakeholder engagement approach recognises the stakeholders that have an impact on our business or are impacted by our operations and decisions.

We aim to engage meaningfully with each stakeholder group and consider their perspectives as part of our strategic and operating decision-making processes.

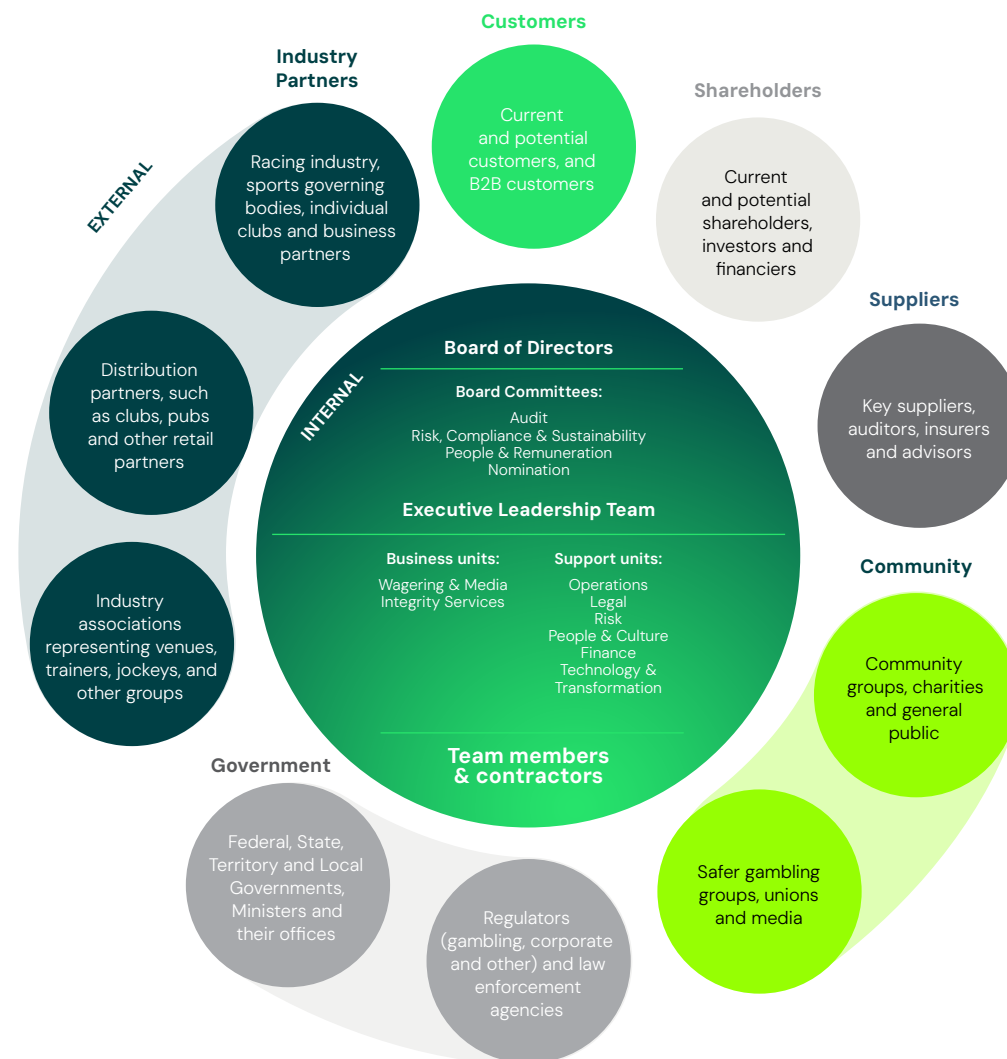
Stakeholder groups

We have identified our key stakeholder groups which are shown in the diagram opposite.

We operate in the highly regulated and complex gambling industry and have relationships with a diverse range of stakeholders across Australia and overseas through our international businesses.

We also actively participate in industry and professional associations, with our team members attending events that foster collaboration and dialogue. For more details, refer to the Memberships of Associations section on page 79.

Our stakeholders



STAKEHOLDER ENGAGEMENT CONTINUED

Examples of how we engage with our stakeholders, and topics of interest identified through our materiality assessment process, are outlined in the table below.

Stakeholder	Topics of interest	Examples of how we engage
 CUSTOMERS	• Our wagering products • Our media content (Sky Racing) • Our integrity services • Safer gambling and harm minimisation	• TAB venues and TAB digital App • Online surveys • Social media (e.g. X, LinkedIn and Instagram) • Calls and emails with our Customer Support Team
 SHAREHOLDERS, INVESTORS AND FINANCIERS	• Our strategy • Business performance • ESG approach • Management of material risks and opportunities • Safer gambling and harm minimisation • AML/ CTF	• Direct investor engagement • Results announcements • Annual General Meeting • Annual reporting and website • Investor roadshows • ASX announcements • Email broadcasts
 SUPPLIERS	• Responsible procurement • Collaboration on our ESG commitments • Human rights and modern slavery	• Direct engagement with our teams • Our Supplier Portal • Site visits and audits
 COMMUNITY	• Safer gambling and harm minimisation • Responsible marketing and advertising • Animal welfare • Community support • Sponsorships and partnerships	• Corporate and community support activities • Team member volunteering • Strategic sponsorships and partnerships • Direct engagement with relevant teams
 GOVERNMENT AND REGULATORS	• Our integrity services • Corporate governance • Compliance with laws and regulations • Adoption of voluntary codes • AML/CTF • Safer gambling and harm minimisation • Responsible marketing and advertising	• Direct engagement with our senior management and Board • Responding to government inquiries and consultations • Participation in consultation processes
 INDUSTRY PARTNERS	• Licensing arrangements • Safer gambling and harm minimisation • Animal welfare • Sponsorships and partnerships • Industry funding	• Trade shows, conferences and expos • Racing and sporting events • Participation in working groups and industry consultations • Direct engagement with relevant teams • Strategic sponsorships and partnerships
 TEAM MEMBERS	• Learning and development • Career advancement • Pay and benefits • Health, safety and wellbeing • Volunteering opportunities • Inclusion and diversity	• Engagement surveys • Performance reviews • Learning and development conversations • Our intranet • Emails • Town hall and team meetings

Governance

Our approach to stakeholder engagement is managed by a cross-functional team of specialists from investor relations, government relations, customer support, communications, regulatory strategy and governance. This team oversees strategic stakeholder engagement across the Group, and offers expert advice on stakeholder matters. Their role includes providing centralised support and governance to enable an informed, consistent and coordinated approach to stakeholder engagement, with regular reporting to the Executive Leadership Team (ELT) and business units.

We also report stakeholder engagement strategies, activities and feedback regularly to the Board and its Committees. Directors actively engage with key stakeholder groups and represent Tabcorp at external stakeholder events. The Board Skills Matrix includes skills and experience in stakeholder engagement, regulatory and legal, and sustainability as relevant areas of collective expertise required for the Board.

Key performance indicators and objectives relevant to stakeholder engagement are embedded in the balanced scorecards of senior executives, managers and team members who have specific responsibilities to promote engagement with their relevant stakeholder groups.

Implementation

Stakeholder engagement activities are developed and executed with guidance and advice from subject matter experts across the business. These activities are tailored taking into consideration relevance and prioritisation of stakeholders, the key issues relevant to stakeholder groups, the method and frequency of engagement, the capacity and responsiveness of stakeholders. Mechanisms for receiving and providing feedback, resourcing needs, and associated risks and mitigation strategies are also taken into consideration.

Senior managers within relevant business units are responsible for managing the relationships with their specific stakeholders. The needs, objectives and concerns of our stakeholders are identified and managed by the relevant business unit with oversight and support from the ELT and Board (as required).

We offer multiple channels for stakeholders to raise concerns and provide feedback. These include direct engagement with relevant relationship managers within our businesses, as well as communications through our websites, call centres, social media platforms, and other available channels and resources.

Policies

We have a suite of policies to support effective stakeholder engagement, aligned with leading governance practices and community expectations. These include our Code of Conduct, Supplier Code of Conduct, Anti-Bribery and Corruption Policy, Political Contributions Policy, Human Rights Policy, Whistleblower Policy, Privacy Policy and Shareholder Communications Policy.

Our key policies are available on our website at www.tabcorp.com.au/company/corporate-governance.

Retail Transformation in Action: TAB Trade Town Hall

As part of our commitment to transforming the TAB Retail network, TAB hosted a Retail Town Hall in Sydney in May 2025, welcoming over 200 stakeholders in person and engaging a further 600 participants via a live SKY broadcast. This event marked a key milestone in the execution of our retail transformation strategy, reinforcing our strategic focus and investment in our important retail channel.

The Retail Town Hall provided a platform to engage with our retail partners and outline our vision for the future, with a strong emphasis on simplifying commercial arrangements, driving operational clarity, and elevating the customer experience in-venue.

Central to the session was the introduction of several key initiatives, including **TAB Time** – a new weekly ritual that delivers to in-venue customers a major, exclusive boosted odds offer every Saturday afternoon. Designed to increase venue visitation and customer engagement, TAB Time is a clear demonstration of our intent to differentiate the in-venue experience.

We also unveiled an expanded suite of retail exclusive offers, including more frequent **Venue Mode Price Specials** across the week and enhanced value for **My Offer** tokens when redeemed in-venue. These initiatives are focused on delivering tangible value to customers and reinforcing the importance of our retail network as a key part of TAB's future growth.

The Town Hall served as a vital opportunity to align our broader network behind a consistent message, clearly articulate our objectives and the rationale for change, and open the lines of communication for feedback and collaboration. The strong engagement both in person and online reflects the momentum building across our network as we work together to unlock the next chapter of growth for retail.

Showcasing Innovation and Customer Experience: Tabcorp at the Australasian Hospitality and Gaming Expo

Tabcorp continued its strong trade presence at the 2025 Australasian Hospitality and Gaming Expo (AHG Expo) in Brisbane in May 2025 – one of the industry's most significant annual events. The AHG Expo provides a platform for hospitality operators, suppliers, and service providers to come together, explore emerging trends, and experience the latest innovations in gaming, wagering, and venue technology. As Principal Sponsor, Tabcorp and our leading brands – TAB, MAX, and SKY – were proud to play a central role in this year's event.

Our presence at the AHG Expo reinforced Tabcorp's commitment to delivering the best of our integrated offers into pubs and clubs. Through MAX, we showcased new partnerships with key third-party suppliers, unlocking innovative solutions for customers across Queensland and the Northern Territory. These partnerships will drive fresh experiences and efficiencies into venues, supported by MAX's established strengths in monitoring, maintenance and performance analytics.

For TAB, the focus was on in-venue customer engagement. We highlighted ongoing enhancements to the TAB App, including enhancements to our safer gambling tools, designed to deliver a more personalised and seamless betting experience and prevent gambling harm. We also demonstrated the power of racing and sports vision through SKY, reinforcing its impact in creating dynamic, high energy environments for customers in-venue.

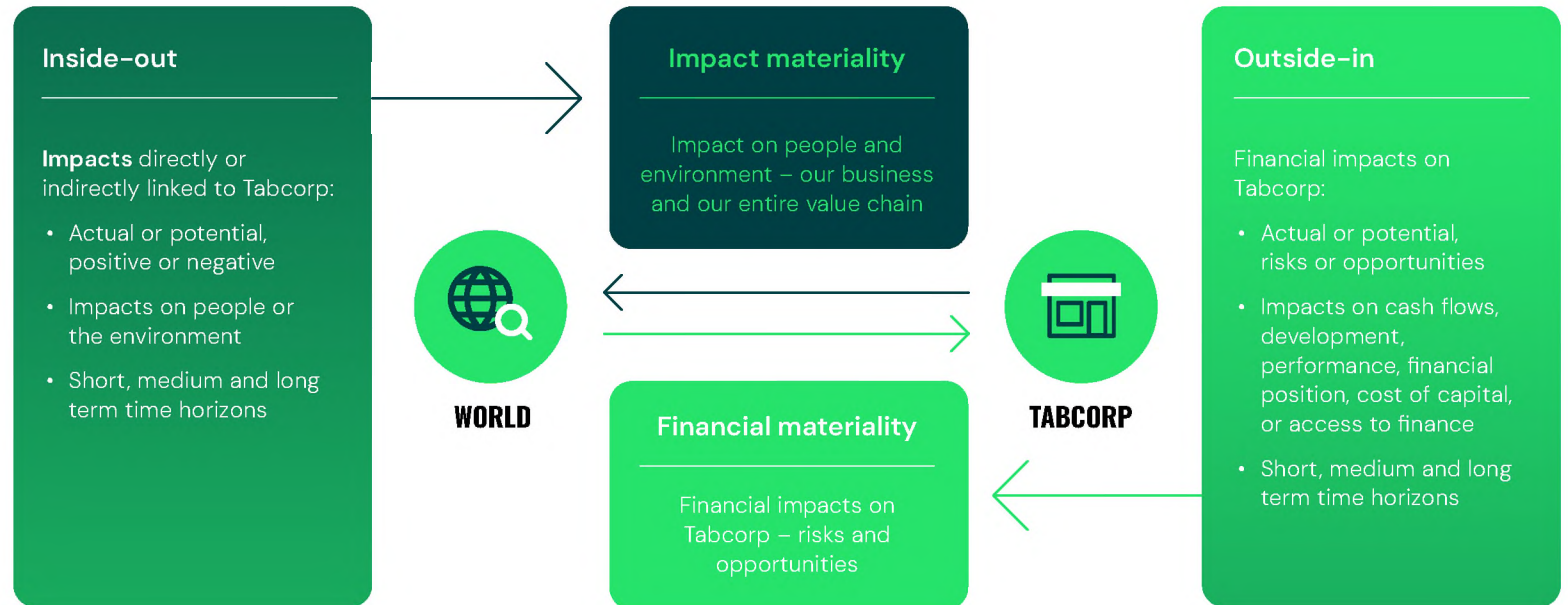
The AHG Expo remains a critical engagement point with our venue partners and industry stakeholders. It offers a valuable opportunity to align on our shared priorities, showcase innovation, and reaffirm our role in supporting the hospitality and gaming sectors.

We have renewed our partnership with the AHG Expo for a further two years, so we can continue to support and help shape the future of this important industry event.



MATERIALITY

Our annual materiality assessment is based on the GRI Standards. This assessment helps us understand the issues that matter most to our business and stakeholders. It also informs our decision-making and helps us prioritise sustainability topics and metrics for improvement, action, investment and public reporting. The assessment takes into consideration our impacts on the environment and society, and the financial effects of sustainability risks and opportunities on our business. This process is defined as double materiality, as illustrated opposite.



During FY25, we built upon the ‘pulse check’ double materiality assessment initiated in FY24 with key internal stakeholders and conducted a full double materiality assessment process. With the assistance of an external consultant, this process included assessment of a diverse range of data sources, and direct engagement with internal and external stakeholders, to enable a comprehensive analysis and determination of material topics. Key inputs included investor priorities, proxy advisor insights, peer and competitive analysis benchmarks, and industry-wide and Tabcorp-specific media coverage to offer additional contextual insights.

Global industry perspectives, particularly on safer gambling, enriched the data set, alongside findings from two targeted surveys (internal and external) and in-depth interviews with five key stakeholders.

This multifaceted approach provided a balanced and informed assessment aligned with stakeholder expectations and industry trends.

Through a process of engagement and analysis we identified eight sustainability areas that present the most material impacts, risks and opportunities to our organisation. These areas are displayed as ‘double material’ in the matrix opposite.



Pillars: ● Environment ● Social ● Governance

Materiality assessment process

We used the following process to determine materiality:

	1 SCOPE SETTING	We set our objectives and goals for the assessment, and continued to use the double materiality approach to also consider our impact
	2 TOPIC MAPPING	We reviewed industry specific sustainability topics, and the long list of sustainability issues created in our initial assessment that could be potentially material to our business
	3 STAKEHOLDER MAPPING	We created groups for our key internal and external stakeholders, gave each group a weighting, and then added individual stakeholders to the groups
	4 STAKEHOLDER ENGAGEMENT	We built upon the results of our internal stakeholder engagement in FY24 with a secondary survey for both internal and external stakeholders. We then conducted in-depth interviews with five selected stakeholders to capture the issues they see as material
	5 ANALYSIS	We analysed stakeholder survey results and feedback received during the interviews to identify topics considered material
	6 MATERIALITY THRESHOLDS	Based on internal discussions, we set preliminary materiality thresholds for impact materiality and financial materiality at 75 (based on a normalised scale of 0 to 100). If a sustainability matter scores 75 points or more it crosses our threshold
	7 VALIDATION	We validated each topic score through an internal discussion, focusing on both score and qualitative insights. Some topics crossed our preliminary materiality thresholds but were ultimately determined to be not material, whereas other topics scoring below the preliminary thresholds were deemed to be material. For instance, both GHG and climate topics were determined to be financially material with Australia's new climate-related financial disclosure regime, effective from FY26
	8 SELECTION AND ANALYSIS	We selected topics deemed material through stakeholder engagement and internal analysis and aligned the material topics with the UN SDGs
	9 APPROVAL	The sustainability topics identified and validated as material were presented to our Leadership team and Board for consideration and endorsement

MATERIALITY CONTINUED

This year's materiality assessment confirms that our material topics remain largely consistent with those identified in previous years. These topics are mapped below against the four key pillars of our Sustainability Framework.

OUR PRIORITIES	 Customer care	 Contribute to our community	 Support our people to succeed	 Build a sustainable future
MATERIAL TOPICS	• Responsible products • Responsible marketing and advertising • Customer welfare • Customer privacy • Data and cybersecurity	• Economic contributions • Animal welfare	• Inclusion and diversity • Learning and development • Health, safety and wellbeing • Recruitment, development, attraction and retention • Fair working conditions • Labor practices and management	• ESG governance and transparency • Business integrity • Modern slavery • GHG emissions • Climate adaption, resilience and transition • Stakeholder engagement
REPORT SECTION	Customer care	Community contribution	Supporting our people to succeed	Building a sustainable future
PAGES	20 to 33	34 to 42	43 to 57	58 to 70

Refer to the Sustainability Framework section on pages 18 to 19 to learn more about how we are addressing these topics.

The results of this year's materiality assessment will help inform the refresh of our Sustainability Framework and associated goals and targets, scheduled for FY26.

SUSTAINABILITY FRAMEWORK PROGRESS

Approach

We're committed to being here for the long term by taking care of our customers and people, being part of the community and operating our business with integrity.

Our Sustainability Framework (**Framework**) outlines our priorities and actions to create long term value. It also addresses how we manage our environmental, social and governance (**ESG**) risks and opportunities. It's aligned with our business strategy, expectations

of our key stakeholders, and has a strong focus on customer and community care.

The Framework is a result of a robust materiality assessment and consultation process completed in FY22. We have completed yearly materiality assessments since

then to confirm that we continue to focus our work in the right areas. Refer to the Materiality section on pages 14 to 17 for additional information.

Our Framework and our progress during FY25 are outlined below, including alignment with the

United Nations Sustainable Development Goals.

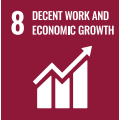
The structure of this Report is aligned to the Framework, with each of the four pillars representing separate sections of the Report.

Our Sustainability Framework

Pillars	Goals	Targets ⁽ⁱ⁾	FY25 progress
 CUSTOMER CARE 	• Deliver customer-centric safer gambling initiatives designed to prevent and minimise harm • Build and maintain cybersecurity controls that protect our customers' privacy and security and drive competitive advantage through customer and stakeholder trust	• Safer Gambling Strategy design and implementation • No. 1 trusted wagering brand for customer care • Protect our customers' data and personal information • Maintain cybersecurity defences that safeguard our business	• Continued implementation of our Safer Gambling Strategy, launched last year • No. 1 trusted wagering brand for customer care⁽ⁱⁱ⁾ • No material data breaches⁽ⁱⁱⁱ⁾ • No priority 1 or 2 cyber incidents
 CONTRIBUTE TO OUR COMMUNITY 	• Contribute to the strength of our stakeholders through shared economic benefits, industry funding and supporting jobs • Deliver strategic community partnerships and investment to support the communities we operate in • Engage on key industry issues such as animal welfare and sports integrity	• Contribute to a stronger local economy • Invest in strategic programs and causes that deliver benefit to our local community • Build strategic partnerships to help address key industry issues by 2025	• Economic value distributed^(iv) of \$2,431.6m predominantly includes \$507.2m incurred with government, operating costs of \$1,529.9m incurred with racing industry bodies, hotels, clubs, TAB agents and all other suppliers, and \$297.7m incurred with employees • Continued our support of grass roots charities and community organisations with \$0.9m of voluntary contributions • Joined the Financial Counselling Industry Fund to help support people experiencing financial hardship • Continued our partnerships with key organisations to address gambling harm, domestic violence, equine welfare, and inclusion and diversity

(i) These targets were set in FY23 and will be reviewed in FY26 as part of our Sustainability Framework refresh.
(ii) Survey question presented to customers in FY25 via TAB Brand Insights Report: If you had to choose just one provider, which would you say you trust the most for responsible gambling promotion and support?
(iii) A priority 3 incident was notified to the Office of the Australian Information Commissioner relating to a credential stuffing incident affecting eight individuals.
(iv) Based on Direct Economic Value Generated and Distributed metric defined under the Global Reporting Initiative (**GRI**).

SUSTAINABILITY FRAMEWORK PROGRESS CONTINUED

Pillars	Goals	Targets ⁽ⁱ⁾	FY25 progress
 SUPPORT OUR PEOPLE TO SUCCEED	- Foster a diverse, equitable and inclusive workplace - Invest in the health, safety and wellbeing of our team - Attract the best talent and support our team to shape their careers	- Inclusion and Diversity Strategy design and implementation - Balanced and diverse leadership team: 40:40:20 by 2027⁽ⁱⁱ⁾ - Provide a safe workplace to our people, contractors and customers 70% team member engagement score by 2025	- Inclusion and Diversity Strategy delivered, under implementation - Female representation at 30 June 2025: 60% Non-Executive Directors; 33% Executive Leadership Team; 37% Leadership Cohort⁽ⁱⁱⁱ⁾; and 36% whole of Tabcorp - Lost Time Injury Frequency Rate was 1.4 lost time injuries per million hours worked (compared to 2.7 in FY24) - An engagement score of 60% was recorded in the most recent survey conducted in July 2025. This represented an increase from 58% at the last survey in May 2024
  			
 			
 BUILD A SUSTAINABLE FUTURE	- Deliver a robust, transparent and effective approach to ESG - Develop a Net Zero roadmap to support our GHG emission reduction targets - Source products and services responsibly and sustainably	- Maintain membership and inclusion in the DJSI (World and Australia) index^(iv) 45% reduction in Scope 1 and 2 GHG emissions by 2030 from 2019 baseline levels 27.5% reduction in Scope 3 GHG emissions by 2030 from 2019 baseline levels - Net zero GHG emissions by 2050 - Responsible Procurement Action Plan delivery and implementation (Human Rights/Modern Slavery focus)	- Maintained membership and inclusion in the DJSI Australia and DJSI Asia Pacific Indices 43% reduction in Scope 1 and 2 GHG emissions from 2019 baseline levels 46% reduction in Scope 3 GHG emissions from 2019 baseline levels - Net Zero Plan developed and under implementation - Responsible Procurement Action Plan for Modern Slavery and Human Rights implemented. New Anti-Modern Slavery Strategy developed, under implementation
  			
 			

(i) These targets were set in FY23 and will be reviewed in FY26 as part of our Sustainability Framework refresh.

(ii) The target refers to the percentage of females:males:other.

(iii) The Leadership Cohort comprises the ELT (excluding the MD & CEO), direct reports to the ELT and frontline leaders.

(iv) Tabcorp is no longer a member of the FTSE4Good index due to Tabcorp's market capitalisation not meeting the minimum threshold for inclusion. Therefore, the previous target of maintaining membership in this index is no longer relevant and has been removed.

CUSTOMER CARE

CUSTOMER CARE

Our approach

Caring for our customers is at the heart of what we do. While many people enjoy wagering as a form of entertainment, we recognise that it can also lead to harm – impacting individuals, their loved ones and the broader community.

Our commitment to customer and community care goes beyond complying with the law. We actively advocate for a well-regulated and responsible industry and work with our partners on initiatives such as training, education campaigns, self-exclusion programs and research.

We engage regularly with governments, regulators, industry and community organisations dedicated to safer gambling, sharing our insights and practical knowledge and experience to enhance the collective understanding in this area.

We empower our customers by providing them with the necessary tools, information and resources to support informed decision-making about how they gamble.

In FY24, we launched our Safer Gambling Strategy to elevate safer gambling within our organisation. This strategy reflects evolving expectations from customers, communities and regulators and is underpinned by our Player Safety Promise and a Player Safety Framework.

During this financial year, we continued to enhance the customer journey and experience. We also strengthened our approach to safer gambling through an improved safer gambling tool offering and building out more sophisticated tools and interventions.

Privacy protection and information security controls are also in place, supporting our approach and commitment to safer gambling and responsible business practices.

Our Safer Gambling strategy

In line with our vision to be a leader in customer and community care, our Safer Gambling Strategy promotes safer gambling within our organisation.

The strategy, approved by the Tabcorp Board in 2024, is the result of an extensive process involving a review of best practice relating to harm minimisation, interviews with key stakeholders, analysis of stakeholders' sentiment (including customer, community and regulatory expectations), peer review and validation of findings with gaming and leisure subject matter experts.

Our strategy includes:

- A vision statement for Safer Gambling articulating our commitments to customers
- A Player Safety Promise and Framework outlining our core focus areas
- A strategic plan of initiatives to improve outcomes for customers and team members
- A program of work and governance model to track implementation and communicate progress

Our Player Safety Promise is outlined on the following page.



OUR SAFER GAMBLING STRATEGIC VISION

Leadership in Customer and Community Care

OUR PLAYER SAFETY PROMISE

Caring for our customers is at the heart of what we do. That means acknowledging that while our wagering products and services are enjoyed by most of our customers as a form of entertainment, they can also negatively impact or harm our customers, the people that care for them and the community. So, we're committing to a Player Safety Promise designed to prevent and minimise gambling-related harm and drive better outcomes for individuals and the community.

WE PROMISE TO



BE TRANSPARENT AND RAISE AWARENESS

We are transparent about what we do, we raise awareness and educate our customers, their loved ones and the community by providing easy to understand and widely accessible information.



PREVENT AND MINIMISE HARM

We are ensuring player safety is part of everything we do, from a fresh idea to product design and implementation. We provide easy to find and use tools so our customers can continue to play safely, stay within their limits and take breaks.



MONITOR AND PROVIDE A SAFETY NET

We are putting the individual first when patterns indicate they are at risk of gambling harm by understanding their circumstances, and taking proactive, swift action when we believe a customer is suffering from gambling-related harm.



CONTINUE TO LEARN AND BUILD ON EVIDENCE

We are committed to continuing to test, learn, enhance and improve our harm minimisation efforts by critically assessing our performance, engaging with researchers, community and customers while providing training to our people and partners.



CONTRIBUTE AND SUPPORT THE COMMUNITY

We will continue to advocate for a well-regulated and safer industry by working closely with state, territory, federal governments and regulatory authorities, and working with community services and researchers to support them.

PLAYER SAFETY FRAMEWORK

Awareness

Harm Minimisation and Prevention

Monitoring and Intervention

Culture and Training

Sustainability and Community Support

CUSTOMER CARE CONTINUED

During the year we adopted a clear set of priorities and targets aligned to our Player Safety Promise and continued to advance these.

Pillar	Targets	FY25 progress
AWARENESS	20% increase in number of SG awareness messages views in FY25	127% increase in views⁽ⁱ⁾ on our TAB Safer Gambling page, reflecting growing engagement with our safer gambling resources and awareness of our initiatives. - Launched our new Safer Gambling customer brand, TAB Coach, which equips customers with player safety and self-management tools. - Promoted Gambling Harm Awareness Weeks across our digital and retail channels, resulting in a 6.3% YoY increase in clicks on our digital banners across NSW, ACT, and VIC. This uplift reflects stronger audience engagement and growing awareness of our safer gambling messaging. - Released a multilingual feature on our TAB App. This feature allows linguistic diverse customers to access safer gambling tools and information in their preferred language.
HARM MINIMISATION AND PREVENTION	100% of Executive and Board Risk, Compliance and Sustainability Committee decisions consider our Player Safety Promise	Continued to refine our governance processes to operationalise and embed our Player Safety Promise in decision-making. Safer gambling is a standing topic for discussion at all Executive and Board Risk, Compliance and Sustainability Committee meetings.
MONITORING AND INTERVENTION	- Increase number of automated and human led interventions in FY25 - Reduce the average time between alert and intervention for customers showing high risk signs of gambling harm⁽ⁱⁱ⁾	- Number of automated and human led interventions increased from 93,625 in FY24 to 129,337 in FY25, a YoY increase of 38%. This increase demonstrates our strengthened commitment to proactive player safety and improved risk identification.⁽ⁱⁱⁱ⁾ - We have reduced the average time between alert and intervention by 60% for customers showing very high risk signs of gambling harm. - We have developed the Holistic Risk Score, an advanced machine learning model designed to identify customers at risk of gambling harm which now underlies our current automated interventions.
CULTURE AND TRAINING	100% completion of SG onboarding and annual refresher training on time - Complete annual harm minimisation survey of customers and venues - Quarterly engagement with community/industry on SG and harm minimisation	98.6% completion rate of our SG onboarding and annual refresher training.^(iv) - Annual harm minimisation survey completed and sent out to customers and venues in November 2024. - Attended a variety of community/industry events such as the National Association for Gambling Studies, Gambling Help Safer Gambling Network, SCAG and Safer Gambling Advisory Committee. - We continue to maintain our relationships across Gambling Help services to share knowledge and expertise, and inform our safer gambling practices.
SUSTAINABILITY AND COMMUNITY SUPPORT	Invest \$100k per year in SG research and/or community support	- Developing a Gambling Harm Research Funding Plan in line with Tabcorp's commitment to contribute \$2m towards research initiatives focused on safer gambling and harm minimisation over the next 20 years. - Currently exploring a number of research opportunities to be conducted by independent organisations.

(i) Relates to total number of views, not unique visitors. This is because a visitor can view the page multiple times throughout the FY.

(ii) This target is specific to one of our many controls for safer gambling. Our goal is to move closer to intervening with customers at the point of behaviour change, when a risk of harm is identified. This metric will be refined once our real time intervention model is in place.

(iii) Relates to number of interventions, not unique customer count. This is because a customer can be selected for intervention multiple times, and via both intervention types throughout the FY. Refer to Explanatory Note on page 80. FY24 data was internally reviewed. FY25 data was externally assured.

(iv) The outstanding 1.4% refers to team members who have not completed the training by 30 June 2025. This may be due to them being new starters and have a due date in July 2025, or other reason that prevented them from completing the training on time.

Safer Gambling tools

We deliver a range of tools to support customers and continue to invest in technology to help us identify potential gambling harm behaviour.

Human-led tools

We offer several tools to help customers manage their time and spend on gambling. A summary of these tools is outlined opposite.

In FY25, we expanded the availability of our Spend Limit tool to customers in all States and Territories. Since this expansion, we have noted a 105% increase in the usage of this tool⁽ⁱ⁾.



TAKE A BREAK

Customer can Take a Break from account/betting. During the break, customer is unable to access their TAB account. Can be set for 1, 2, 3, 7, 14, 30, 90 or 180 days.



MARKETING OPT-OUT

Customer can opt-out from receiving any marketing related promotion material via various channels. Can be set for email, SMS or all channels.



DEPOSIT LIMIT

Customer can set a maximum amount to deposit into their betting account.



ACTIVITY STATEMENT

Customer receives a monthly activity statement and list of all their betting transactions including their total deposits, withdrawals, bets and net result for the previous month.



SPEND LIMIT

Customer can set a limit on the amount they can spend within a nominated time period. Can be set for 1, 7, 14, or 28 days.



TRANSACTION HISTORY

Customer can view all transactions (deposit, withdrawal, account adjustment and bets) related to customer account up to 12 months old.



CARD LIMIT

Customer can set a maximum weekly amount to deposit into their betting account via debit card.



SELF EXCLUSION

Customer can self-exclude from their account either permanently or for specific periods (3, 6 or 12 months).

(i) Comparison period relates to the pre-expansion of the tool (10 April 2025, with 4,776 unique customers using this tool) to post expansion (10 April 2025–30 June 2025, with 9,825 unique customers using this tool).

Technology-led tools

We continue to invest in technology to help us identify potential harmful behaviour.

During the year we progressed the implementation of the GameScanner Expert Model – an independent customer risk scoring tool tailored to Tabcorp and the Australian wagering industry, incorporating expert insights, in collaboration with Mindway AI. GameScanner, targeted for implementation in FY26, aims to improve customer risk assessment, enable near real-time monitoring, and enhance the timeliness and effectiveness of interventions.

We have also developed the Holistic Risk Score (HRS), an advanced machine learning model designed to identify customers at risk of gambling harm.

By harnessing the power of near real-time data ingestion, HRS continuously updates and refines its risk assessments,

providing a near real-time view of customer behaviour. This dynamic approach allows for a comprehensive, single customer view across all systems, enabling immediate and informed decision-making.

Our HRS model identifies critical signs of gambling-related harm by analysing key factors such as betting behaviour, financial transactions, past account closures, and historical investigation cases. Additionally, behaviours are mapped across multiple time periods, short-term, mid-term, and long-term, enabling a full spectrum understanding of each customer. During the year we made further enhancements to our HRS model to improve accuracy and timeliness of identifying customers at risk of gambling harm.

This holistic approach enables more effective, proactive interventions, helping to enhance customer safety and minimise risk.



Tabcorp partnership with Mindway AI

During FY25 we continued our partnership with Mindway AI, a global software company with a focus on customer care. This partnership gives us access to cutting-edge artificial intelligence technology, allowing us to uplift our Safer Gambling capability and keep our customers safe.

Mindway AI uses a unique combination of neuroscience, artificial intelligence and expert assessments to identify potential problematic behaviour. This technology allows us to more easily identify changes in customer behaviour and intercept those customers before gambling becomes a problem.

Mindway AI's signature product – GameScanner – specialises in player profiling and monitoring. GameScanner is a machine learning based solution trained to replicate the individual assessments, made by professionals, of player risk and risk factors. In FY25, we worked with Mindway AI to develop a tailored customer risk scoring model for the Australian wagering context incorporating expert evaluation.

GameScanner Expert Model will complement our Player Safety Framework, enabling us to build timely, data driven safer gambling interventions across a range of behaviours.

Our partnership with Mindway AI is an important part of both our digital transformation and our commitment to be a leader in customer and community care.

Building confidence in conversations with Lifeline Canberra

Lifeline Canberra delivered ten complimentary harm minimisation related training modules to selected venues' employees between FY24 and FY25. They created the training 'Confidence in Conversations' to enhance venues' employee communication skills and interactions with people who may be vulnerable to gambling harm.

The training aims to enhance confidence in engaging with vulnerable individuals, fostering the ability to identify the necessity for support, select suitable responses and make effective referrals. It incorporates current best practice and has drawn on the knowledge of Lifeline Australia's national network, crisis support framework and interactions with callers.

Thanks to our funding, 104 employees across 19 venues in the ACT have completed the training free of charge between FY24 and FY25.

CUSTOMER CARE CONTINUED

TAB Safer Gambling website

Our TAB Safer Gambling (SG) website provides easily accessible information to help our customers manage their account, with links to all relevant SG tools and governing bodies.

Available on the TAB app and online, the site provides industry information and help on how to use our products safely and responsibly, and how to seek help if customers need it.

We update the information regularly and have received positive feedback from financial counsellors and regulators since its launch in 2019.

In FY25, we undertook a comprehensive refresh of our SG website to align with our updated Player Safety Promise and our strategic shift in terminology from “responsible gambling” to “safer gambling.” This update reflects our ongoing commitment to harm minimisation and a safer gambling environment.



Key enhancements include:

UPDATED CONTENT

Enhanced information on our SG tools and programs to provide clarity and accessibility for all our customers

REFRESHED BRANDING

A modernised visual presentation to better reflect our values and engage our customers

MULTILINGUAL ACCESS

The website is now available in Simplified Chinese, Traditional Chinese, and Vietnamese, enabling us to better support our diverse customer base by providing information in their preferred languages

These improvements reinforce our dedication to transparency, inclusivity, and continuous improvement in customer safety.

Supporting self-exclusion through BetStop

We actively support and promote BetStop – the National Self-Exclusion Register. This national initiative empowers customers to take control of their gambling by self-excluding from all licensed online and phone wagering services across Australia.

To enable broad awareness and accessibility, we promote BetStop through a wide range of customer touchpoints, including:

- The TAB website and app
- The TAB help centre
- Our Safer Gambling website
- All marketing assets and safer gambling communications with and to customers

Our promotion of BetStop reflects our commitment to empowering customers with tools to manage their gambling and access support when needed.



Retail venues

Our third-party distribution network (**retail venues**) undertake mandatory annual training on Safer Gambling. The training educates them on identifying customers who may exhibit gambling harm behaviours, signs of intoxication, customers who may be self-excluded or a potential minor in venues, and how to interact and intervene, when appropriate.

We have a dedicated in-house learning team who develop effective training materials for approximately 47,000 TAB operators. We use modern technology to animate real-life scenarios that occur in our retail environment. In FY25, we launched our Learning Library. This consists of micro-learning that can be accessed throughout the year via our TAB Training Platform. The Learning Library currently consists of several SG topics, which we plan to further expand in FY26.

Micro-Learning Topics	Overview
 Safer Gambling & Self Exclusion Training	This content has been adapted from the TAB Compliance Training and presented in our Learning Library as a focused micro-learning
 Credit Betting & Betting on Duty	Consists of real-life scenarios provided by Tabcorp’s investigations team. Animation has been used to demonstrate scenarios that take place in the live environment and explain what steps should be taken to resolve/report
 Player Safety	Consists of a lived experience video and links to important information about how to help someone that is demonstrating potential gambling harm indicators. It covers how to assist customers, indicators of gambling harm, conversations starters, help services and incident management

We have also commenced working with Relationship Australia Queensland to further uplift our retail training program. In addition to training, we also:

- Require all retail venues to seek identification from customers who appear to be under the age of 25 or are suspected to be self-excluded from the venue.
- Require all retail venues to display the required (state/territory based) Safer Gambling signage, brochures, cards and/or posters.
- Issue targeted communications to retail venues throughout the year and during peak periods (e.g. before Spring Racing Carnival, commencement of AFL/NRL seasons, etc.), reminding them of their Safer Gambling obligations, including in relation to minors.
- Require all retail venues to place Electronic Betting Terminals/Self Service Terminals in locations directly supervised by their employees or via CCTV.

We monitor retail venues’ compliance with all of the above requirements through regular compliance reviews and make continuous improvements to the control environment, as required.

Safer Gambling Codes of Conduct

Our Safer Gambling Codes of Conduct outline our commitment to safer gambling across the different products and jurisdictions we operate in. We’ve developed these Codes in conjunction with regulators. They advise customers about how we provide an environment where they can make informed choices to gamble safely, and how to seek further assistance.

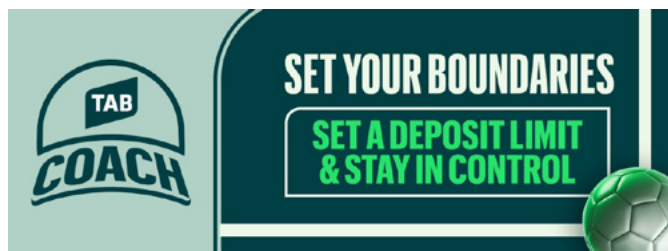
In FY25, we uplifted our Victorian Wagering Safer Gambling Code of Conduct to align with our Safer Gambling Strategy and Player Safety Promise, outlining a comprehensive framework of Safer Gambling interventions and improved programs designed to promote safer gambling for our customers across both account and retail channels.

Promoting Safer Gambling

We host ongoing campaigns to promote our Safer Gambling tools to help customers manage their time and spend on gambling. During FY25, we continued to encourage customers to set a deposit limit through targeted messaging and by promoting deposit limits in the TAB app and TAB website. We developed a new customer-facing Safer Gambling brand, TAB Coach, giving our customers all the information they need to stay in control and enjoy our products safely.

Since the introduction of this targeted campaign, the number of customers that have a limit in place has increased by 22%.⁽ⁱ⁾

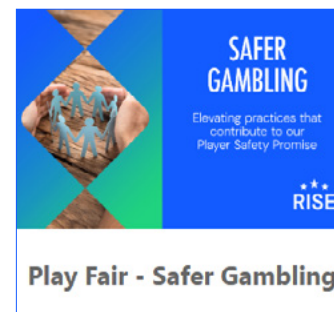
We also worked with state-based regulators to promote and amplify Gambling Harm Awareness Weeks as well as other awareness weeks. For example, the NSW Online Sports Betting campaign, which is an important initiative that promotes the online protection tools available in betting apps and encourages their use to reduce gambling harm prior to the NRL season launch.



Safer Gambling Change Champions Network

Over the past year, we proudly launched our dedicated Safer Gambling Change Champions network, designed to keep our team informed and engaged with the latest developments in safer gambling practices. We also introduced a new category in our employee reward and recognition program to recognise those who truly embody our Player Safety Promise. Initiatives like these are helping to build greater

awareness and embed a strong culture of safer gambling across our organisation, so that caring for our customers remains at the heart of everything we do.



Our Safer Gambling Centre of Excellence

Our Safer Gambling Centre of Excellence (CoE) is our hub for all Safer Gambling activity. Led by the GM of Regulation and Government Affairs, the CoE aims to drive efficiency, effectiveness and consistency by centralising operational SG activities across the organisation.

In FY25, we successfully enhanced and upskilled the resourcing within the Centre of Excellence (CoE), while also extending our operating hours to provide seven-day support for customers who may be experiencing gambling-related harm.

(i) Based on a four-month YoY comparison, which represents the period this campaign went live. Between 27 Feb 2024 – 30 Jun 2024: 78,195 had a deposit limit, and between 27 Feb 2025 – 30 Jun 2025: 96,025 had a deposit limit.

CUSTOMER CARE CONTINUED

Responsible marketing and advertising

We have taken a leadership position in government and regulatory engagement to advocate for tougher restrictions on betting advertising to protect young children, teenagers and vulnerable Australians.

We support strengthening the framework for regulating online gambling advertising and believe reform in this space is the right thing to do – both for the community and for the sustainability of our industry.

Responsible marketing and advertising practices play a crucial role in our operations. Our Responsible Marketing and Advertising Position Statement, summarised opposite, outlines our commitment to delivering our products and experiences safely and responsibly and supports our mission to set the benchmark for sustainability in our industry.



We comply with applicable laws, regulations, and industry standards



We provide honest, accurate and balanced information about our products and services



We depict marketing and advertising material in line with prevailing community standards, and respect human dignity and integrity



Our marketing and advertising activities are consistent with the aims of providing informed choice and avoiding gambling harm



Content that could appeal to minors, depict minors, or someone who appears to be under 18 years of age in advertising or marketing material is strictly prohibited



We promote the socially responsible use of our betting services as a recreational and entertainment activity



Customer data in our marketing and advertising campaigns are used in accordance with our Privacy Policy



We have systems and processes in place to help manage our compliance with applicable laws, regulations, standards, and codes



We hold ourselves accountable. Where breaches of our principles and applicable laws, regulations, standards, and codes occur, we take steps to rectify them

Internal controls

We have controls in place to minimise the risk of gambling harm and comply with applicable laws, regulations and codes relating to the advertising of wagering products:

- Advertising and marketing materials include safer gambling warning messages in accordance with relevant legislation.
- Customers can opt out of receiving direct marketing, or specific marketing channels, at any time.
- Customers who are self-excluded, on 'Take a Break', whose account is closed or who have not expressly agreed to receive direct marketing messages are placed on a suppression list that stops them receiving any direct marketing. This information is also recorded in the wagering betting system in the customer's account.
- Responsible advertising and promotion obligations are documented in our internal Marketing Guidelines. This document is provided to all team members involved in creating and distributing marketing and advertising materials.

INTRODUCTION

CUSTOMER CARE

COMMUNITY CONTRIBUTION

SUPPORTING OUR PEOPLE

BUILDING A SUSTAINABLE FUTURE

APPENDICES

- Team members involved in creating and distributing marketing and advertising materials are trained at the commencement of their employment on their responsible advertising and promotion obligations. They are also required to complete mandatory annual refresher training.
- We have processes in place to review and approve advertising and marketing materials before they're released to the public. This includes sign off from responsible teams across the organisation (i.e. Marketing, Legal and SG team, where relevant). Our Marketing team undertakes monthly quality assurance to check compliance with this process.
- Our Risk team assesses the effectiveness of key marketing controls and processes annually.

During FY25, we recorded one regulatory action following an investigation by the Australian Communications and Media Authority (**ACMA**). The regulatory action related to Tabcorp's obligations to obtain consent to send marketing to customers, to appropriately identify itself as the sender of marketing, and to

provide an option for customers to unsubscribe. We have entered into an enforceable undertaking with ACMA to improve our processes, systems and overall compliance. We acknowledge the findings of ACMA through the investigation and will continue to work closely with ACMA to ensure ongoing improved compliance.

Stakeholder engagement

We regularly engage with governments, regulators, industry and community groups to share and enhance our knowledge, keep up to date with relevant trends and research, and to demonstrate our shared commitment to promote Safer Gambling.

We also engage with our investors, proxy advisors, financiers and rating companies such as Sustainalytics, ISS ESG and S&P Global, to provide additional information about our commitments, programs and progress throughout the year.

We act on customer and stakeholder feedback, and adopt new technologies to enhance our systems, processes and services, to further protect our customers.

Cybersecurity, data security and privacy

We recognise the significant trust our customers and team members place in us when they share their personal information. We take this responsibility seriously and are committed to safeguarding their personal information, as well as our company's information, technology systems and infrastructure.

To manage cybersecurity, data protection, privacy, and technology-related risks, we have robust frameworks in place –encompassing people, processes, and technology. These risks are formally addressed in our Group Risk Appetite Statements and associated metrics. These are regularly reported to the Executive and Board Risk, Compliance and Sustainability Committee, as well as the Board of Directors.

Our Chief Security Officer (**CSO**), who reports to the Chief Risk Officer (**CRO**), oversees the Group's cyber and data security practices. The Risk, Compliance and Sustainability Committee is responsible for reviewing and endorsing the Group Information Security Strategy and its supporting programs.

Standards and frameworks

We hold ISO 27001:2022 (Information security, cybersecurity and privacy protection – Information security management system) certification for our key technology systems and infrastructure. We also hold ISO 9001:2015 (Quality Management System) certification for our technology service delivery. In addition, we comply with the Payment Card Industry Data Security Standard (**PCI DSS**), a standard that sets the baseline for security of payment card data. We have also adopted the National Institute of Standards and Technology (**NIST**) Cybersecurity Framework (**CSF**) to help us manage, prioritise and reduce our cybersecurity risk.

ISO27001

This certification specifies the requirements for establishing, implementing, maintaining and continually improving an information security management system, to manage risks related to the security of data owned or handled by the organisation. To obtain this certification, we need to demonstrate that we have organisational and technical controls in place to protect against unauthorised or unlawful processing of personal information.

ISO9001

This standard is based on a number of quality management principles, including a strong customer focus, the motivation and implication of top management, the process approach and continuous improvement.

CUSTOMER CARE CONTINUED

Assurance and risk management

We conduct annual IT General Controls and IT Corporate Control audits as part of our annual financial audits. The IT General Controls and Corporate Control audit is performed by our independent external auditor and examines the security posture of revenue recognising systems. This includes changes to user access and integrity of systems. Our Internal Audit team undertake ongoing cybersecurity audits, with external firms engaged to perform certain bespoke audits/ reviews on specific critical areas or projects. Reports from such external and internal audits are presented to the Board Audit Committee.

Our Technology team has dedicated resources and tools for the identification, analysis, and mitigation of technology, cyber and data risks, and leverages the expertise of key technology partners. Our Information Security Strategy and Cyber Security Program embed our commitment to continued improvement in our cybersecurity practices.

Our Information Security Policy sets out how team members are required to use data responsibly, maintain security and privacy of information, and protect against physical and cybersecurity threats.

Awareness, training and testing

Team members across the Group are required to complete mandatory cybersecurity and privacy training annually, as part of our Essential Learning Program. This year, our completion rate for this training was 100%. We also deliver regular communications to our team members on how to improve cybersecurity in their roles. For example, how to report suspicious emails and behaviours.

We conduct regular cybersecurity simulation exercises involving the Board, ELT, senior management and external advisors, to test our readiness to respond to a cyber incident. We also undertake vulnerability (penetration) testing of our systems by professional third-party cybersecurity experts and carry out security assessments of third-party vendors who may access our systems or data.



Privacy

Our Group Privacy Policy sets out how we collect, hold, use and disclose personal information in accordance with the *Privacy Act 1988* (Cth) and the Australian Privacy Principles. We have implemented practices, policies, procedures and systems across the Group to securely and properly handle personal information in accordance with our privacy obligations. This includes an internal Team Member Privacy Policy, together with detailed guidelines, to educate our team members on how to comply with privacy requirements in their day-to-day roles.

Tabcorp's Group Privacy Policy is published on our website at www.tabcorp.com.au/privacy-policy.

Our Annual Report 2025 contains an independent statement from the external auditor about our IT systems for the capture and recording of Wagering revenue transactions. Refer to "Automated processes and controls related to Wagering revenue" section on page 142.

We have a Privacy Officer (who is also a General Counsel), who together with the support of our Legal team, forms the Privacy team that manages our privacy program. This team works with the broader support of our Risk, Information Security and Data Governance teams.

We often conduct external privacy assessments, producing a prioritised roadmap of recommended actions to further uplift our privacy program. We incorporate these actions into our privacy management plan (**PMP**) for the financial year ahead, along with other actions coming out of our internal annual privacy maturity assessment. The privacy program and PMP enable us to evaluate and continuously uplift the maturity of our privacy practices. Internal audits are also conducted regularly to examine various aspects of our cybersecurity, data security and privacy practices.

Our Privacy team manages a dedicated privacy email inbox where anyone can contact them to make inquiries, complaints or requests. This team provides advice, information and assistance within the Group to enable compliance with our privacy obligations.

We adhere to 'privacy by design' at Tabcorp, undertaking privacy threshold assessments and privacy impact assessments as necessary on new initiatives and changes to existing activities involving personal information. The purpose of these assessments is to evaluate the privacy impact of these new initiatives and changes to existing activities and establish any necessary controls to comply with our privacy obligations.

We also have processes in place to enable implementation of collection notices at new personal information intake points.

We take steps to foster a culture of privacy awareness and good privacy practices through a variety of channels. These include our Code of Conduct, internal Team Member Privacy Policy and associated guidelines, induction process, policies, procedures and continuous improvement programs of work around personal and confidential information and how it is handled, training and awareness raising communications and events.

Data security and privacy are incorporated into our Risk Management Framework. We undertake security assessments on third party technology systems and services providers.

Contracts related to handling of personal information are reviewed by our Legal team.

Privacy incidents are reported to and investigated by the Privacy team. We enter these incidents into the Tabcorp Risk and Compliance System and the Privacy Incident Register. Key risks and any material data breaches are reported to the Executive and Board Risk, Compliance and Sustainability Committees, and the Board as appropriate, on a quarterly basis. Our Privacy Breach Response Plan, Major Data Breach Emergency Response Plan and Ransomware Emergency Response Plan set out procedures and operational processes for team members in the event of an actual or suspected data breach or ransomware scenario. During FY25, we notified the Office of the Australian Information Commissioner of a credential stuffing incident affecting eight individuals.

In the year ahead, our key objectives are to:

- Continually seek to mitigate data security and privacy risk.
- Further enhance our privacy risk and compliance management.
- Build capability through awareness, training and education.

- Continue to deliver Tabcorp's privacy program, including through our data governance program.
- Build on our privacy culture throughout the organisation through awareness initiatives.
- Continue to enhance our security posture, based on NIST-CSF prioritised security uplift projects and initiatives.
- Keep investing on modernising and evolving our information technology and cybersecurity ecosystem, and our ability to govern proper handling of personal information through governance tools, which enables our business to flex and scale in a sustainable manner.

For additional information about how we manage cybersecurity, data security and privacy, refer to our Corporate Governance Statement 2025, available at www.tabcorp.com.au/company/corporate-governance.

For an overview of our technology, cybersecurity and data privacy risks and our mitigating actions, refer to page 44 of our Annual Report 2025, available at www.tabcorp.com.au/investors.

Privacy – It's Everyone's Business

It's important that we reinforce our privacy responsibilities with team members and empower them to be privacy custodians.

To celebrate Privacy Awareness Week in June this year, our Privacy team delivered:

- An online session on "Privacy – It's Everyone's Business" with our Privacy Officer and Chief Security Officer, where our enthusiastic team members came together to embrace and reaffirm our commitment to privacy and data security.
- A learning session for our Legal, Regulatory, Data Governance and Risk teams on "A New Tort of Privacy".
- A training session for our Legal, Risk, Data Governance, Procurement, Digital Marketing, Data Analytics, Product, Retail, Customer, Wagering Integrity, Regulatory and People and Culture teams on "Privacy Risk Management".
- An updated Group Privacy Policy and Privacy Impact Assessment, to raise awareness of these critical updated resources for our team members.

The levels of participation in these activities demonstrates the collective desire of our team members to protect our customers' and our own personal information.



Responsible AI

At Tabcorp, responsible artificial intelligence (AI) means that we use AI in a legally compliant, fair, fit for purpose, accurate and accountable way.

AI holds great opportunities but also risks such as lack of reliability, bias, intellectual property infringement, security and privacy risks that require a considered approach.

During FY25, we introduced Responsible AI through:

- implementing an AI Impact Assessment (AIIA) template and process;
- conducting AIAs on new initiatives and changes to existing activities involving AI;

- advising on and implementing controls to avoid or mitigate any risks or impacts posed by AI;
- aligning AI risk management with Tabcorp's existing Risk Management Framework; and
- incorporating governance of AI under Tabcorp's Data Governance Program and the Data Governance Council (which reports to the Executive and Board Risk, Compliance and Sustainability Committees).

We have re-set our strategy and organisational structure this year and are now in a better position to finalise our AI Governance Framework and Responsible AI Policy. We expect to complete this work in FY26.



COMMUNITY CONTRIBUTION

Our approach

We're proud of our long-standing commitment to supporting the Australian economy and local communities. Through collaborative partnerships, we aim to shape our industry and create positive, lasting impacts. This approach is fundamental to our long term success and aligns with our contribution to the United Nations Sustainable Development Goals (**UN SDGs**).

As a major contributor to Australia's economic development and community resilience, we generate value through tax contributions, job creation, and buying from local businesses. In FY25, we generated \$2,617.1m in revenues, of which 93% or \$2,431.6m was distributed back to stakeholders⁽ⁱ⁾.

We partner with a range of local and industry-based charitable organisations that are aligned with our strategic priorities. These partnerships help us deliver shared value and economic benefits to the communities in which we operate.

Our programs and events foster engagement with industry partners and provide opportunities for our team members to volunteer, and support causes they are passionate about – strengthening our connection to our local community.

FY25 highlights

- Economic value distributed⁽ⁱ⁾ of \$2,431.6m predominantly includes \$507.2m incurred with government, operating costs of \$1,529.9m incurred with racing industry bodies, hotels, clubs, TAB agents and all other suppliers, and \$297.7m incurred with employees
- Continued our support of Australian grass roots charities and community organisations with \$0.9m of voluntary contributions. Funding was provided through direct donations, in-kind giving and foregone revenue (predominantly Sky Racing advertising costs and margin), management costs and team members' time.
- Launched a 'Takeover Week' campaign to drive awareness and donations for the Riding for the Disabled Association of Australia.
- Joined forces with our partner Accenture to support 'Eat Up', a not-for-profit organisation that provides free lunches to students in need.
- Became a member of the Financial Counselling Industry Fund, a collaboration between the financial counselling sector and a number of industries and companies.

Future priorities

- Review our community approach and strategy, in line with our evolved business strategy and priorities.
- Review our volunteering opportunities and Matched Fundraising program.
- Explore new community partnerships.

Community investment and philanthropy

Our community approach is aligned with the UN SDGs, our Sustainability Framework and

business strategy. This approach helps us leverage our strengths, our brand and our team members to have the most meaningful impact on our community.

Our partnerships and community activities follow a well-defined criteria, meaning that to be considered they need to:

- Align with our strategic direction, core values and Sustainability Framework.
- Fall within the communities in which we operate.
- Recognise Tabcorp's support, create awareness and enhance Tabcorp's reputation.

- Demonstrate good corporate citizenship.
- Where appropriate, be customer-led and aligned with our brands.

At the TAB brand level, they also need to be inclusive, passionate and modern, and align with our sports and racing culture.

Our community investment and philanthropic activities fall into three categories: strategic, response and relief donations, and workplace giving and volunteering, as displayed below.

Categories of community investment and philanthropic activities



STRATEGIC

Community and industry-based partnerships that complement our business strategy. Includes sponsorships



RESPONSE AND RELIEF

Targeted emergency and crises support such as floods, fires and natural disasters



WORKPLACE GIVING AND VOLUNTEERING

Supporting team members in their efforts to give back to the community through volunteering programs and matched fundraising

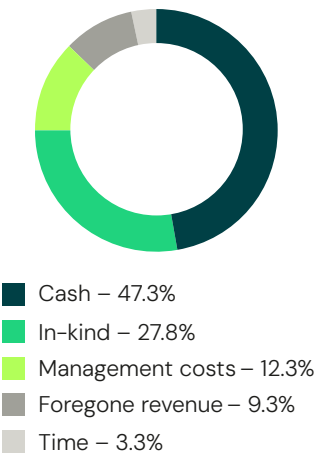
(i) Based on Direct Economic Value Generated and Distributed metric defined under the Global Reporting Initiative (GRI). Refer to page 9 for more information.

COMMUNITY CONTRIBUTION CONTINUED

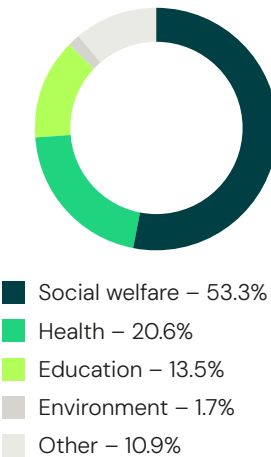
During FY25, we voluntarily invested \$0.9m in our community through:

- Cash donations of \$440,000, including donations to flood support and long term community partners.
- In-kind giving of \$260,000, mainly via advertising on Sky Racing.
- Management costs of \$110,000 for overseeing and managing community programs.
- Time spent by team members of \$30,000 for volunteering activities.
- Leveraged support from team member donations and foregone revenue of \$100,000.

Source of Tabcorp's FY25 voluntary contributions



Community investment by causes supported by Tabcorp in FY25



Riding for the Disabled Association of Australia (RDA)

During FY25, we continued to support the RDA, a voluntary, non-profit organisation which provides opportunities for anyone with a disability to enjoy safe, healthy, therapeutic, horse-related activities in Australia.

We launched a 'Takeover Week' campaign through SKY, dedicating a week to drive awareness and donations for the Riding for the Disabled Association of Australia across SKY's broadcast and digital channels.

The key activity for the week was an RDA telethon-style donations drive, with QR code links to the RDA donations page.

The week included an on course Open Day to engage with racegoers and industry stakeholders at Rosehill, Flemington and the Gold Coast racecourses.

All donations from the week were matched by Tabcorp.



Financial Counselling Industry Fund

During the year we became a member of the Financial Counselling Industry Fund, a collaboration between the financial counselling sector and a number of industries and companies. Members volunteered to provide funding to support this important initiative that will provide help to Australians experiencing financial hardship who need support managing their financial circumstances.

Industry-linked community support

We work closely with the racing industry to support initiatives that contribute to the wellbeing of those within our industry and the broader community. We provide them with financial contributions while sharing our resources, networks, skills, expertise and people, to help improve the communities around us. Contributions to the Lexus Melbourne Cup Tour and other industry-linked organisations that promote animal welfare are examples. For more information about industry-linked organisations that promote animal welfare, refer to the Animal Welfare section on page 40.

Lexus Melbourne Cup Tour

TAB is a supporting partner of the Lexus Melbourne Cup Tour, which travels around to many Australian communities, offering these communities a chance to see the Lexus Melbourne Cup and its ambassadors up close. Since its inception in 2003, the tour has travelled over a million kilometres, visited over 680 towns, and helped raise vital funds for various charities along the way.

Each year selected rural and regional communities are allocated starting barriers for the Cup, with representatives from each town invited to experience Lexus Melbourne Cup Day first-hand in Melbourne. The town that draws the barrier of the Cup-winning horse receives a cash prize of \$50,000 to support a charity of the community's choice.



Magic Millions Racing Women supported by TAB Achievement Awards

The Magic Millions Racing Women supported by TAB Achievement Awards (MMRW) recognise the outstanding national success and achievements by women in the Australian thoroughbred industry.

In its second year, the MMRW Awards shines a broader light on the depth of talented women in the industry by taking a state and territory-based approach to national recognition.

The five talented women chosen across the state-based national categories each received a \$10,000 Racing Women scholarship from TAB to further their career aspirations.



Matched fundraising and Team Volunteering

During the year, we continued to provide our team members with a platform to contribute for a cause they are passionate about, through matched fundraising and volunteering opportunities.

Our team members are entitled to one day of volunteer leave a year that can be used to assist a charity of their choice. We also organise volunteering events, with most team members volunteering with our long term community partner, OzHarvest.

This year we also joined forces with our partner Accenture to support 'Eat Up', a not-for-profit organisation that provides free lunches to students in need.

COMMUNITY CONTRIBUTION CONTINUED

OzHarvest

Our team members share our passion for helping our communities.

Team members across our business volunteered at OzHarvest during the year to fight food waste and feed those in need. This was a great opportunity to come together as a team and support a cause that is close to their hearts.

While volunteering at OzHarvest kitchens, team members learned about food waste, food insecurity, how to minimise food wastage, and some great cooking recipes. This activity is one of the many ways our team can enjoy their annual day of volunteer leave.

During FY25, 81 team members joined OzHarvest in the kitchen, cooking almost 650 meals for people in need, saving 324kg of food from landfill, and preventing 311kg of CO₂ emissions.



Joining forces to support Eat Up

In partnership with Accenture, more than 60 volunteers from our teams in Sydney and Melbourne came together to support Eat Up, a not-for-profit organisation that provides free lunches to students across Australia. Volunteers turned food donations into sandwiches, which were delivered to schools, frozen, and used as needed.

Together, our volunteers made over 2,270 sandwiches in just one hour for kids in need.

This event was a fun way to bring our teams together, while supporting a great cause.



Volunteering at The Guide Dogs QLD

Our Technology team had a fantastic experience volunteering at The Guide Dogs QLD this year.

They started the afternoon with a site tour and overview of the organisation. Next, they took part in activities to raise awareness about visual impairments, including a sensory mosaic-making workshop using impairment glasses and an obstacle course that gave them a small glimpse into the challenges blind individuals face.

The feedback from the team was positive. They enjoyed giving back to the community, learning something new, and spending time as a team.



COMMUNITY CONTRIBUTION CONTINUED

Fundraising for men's health

Some male team members in our teams came together again this year to support Movember, a global charity committed to changing the face of men's health.

Movember's purpose is to stop men dying too young by tackling some of the most complex male health issues – mental health, suicide, prostate cancer and testicular cancer.

Together, they raised helpful funds, which were matched by Tabcorp's donation matching policy, taking the total to \$4,855.



DV Safe Phone

Our Women in Tech Committee showcased how technology can drive social good through an inspiring event to support DV Safe Phone. This not-for-profit organisation provides donated and refurbished safe phones to survivors of domestic violence.

The event featured Ashton Wood, Founder and CEO of DV Safe Phone, and encouraged team members to support the cause by donating money and/or their old phones to this important cause.

The event was livestreamed across all Tabcorp offices, bringing our teams together to engage in this meaningful conversation.

The Women in Tech Committee's mission is to amplify the voices of women in our Technology team – providing opportunities for mentoring, growth, visibility, and using their skills to support impactful causes like DV Safe Phone. This event truly showcased the power of collaboration and innovation in driving change.

Together, our team helped raise funds, which were matched by Tabcorp's donation matching policy, taking the total to \$3,020.

COMMUNITY CONTRIBUTION CONTINUED

Animal welfare

We're committed to upholding the highest standards of animal welfare and integrity, with zero tolerance for animal cruelty – both within the racing industry and across society more broadly.

The racing industry plays an important role in setting governance frameworks and welfare standards across participant groups. It is instrumental in managing animal population dynamics, enhancing safety and industry culture, improving post-racing outcomes and rehoming pathways, and delivering education to participants.

While our direct influence over animal welfare outcomes may be limited, we actively collaborate with stakeholders nationwide –including racing bodies, government agencies, and animal welfare groups, to strengthen our position and drive improvements in the care of all animals involved in racing.

We also play a role in monitoring industry practices, advocating for change when needed, and supporting animal welfare initiatives and programs.

The following animal welfare principles guide our engagement with, and investment in, the racing industry:

- We expect those involved in the racing industries to comply with all applicable laws and regulations, industry standards, frameworks and codes of practice concerning the housing, training, management, husbandry, racing and transport of racing industry animals.
- We support sustainable and ethical practices throughout the lifecycle of racing animals. This includes current owner accountability and tracking of racing animals by racing authorities throughout their life.
- We expect that every effort is made to re-home or re-purpose animals at the end of their racing careers. The welfare of the animal is paramount in all decision-making.
- We expect the provision of modern racing environments that prioritise animal and human welfare.

We support ongoing research into the health and welfare implications of animals participating in racing to keep the industry at the forefront of developments in these fields.

During FY25, we reinforced our dedication to animal welfare by extending our partnership agreement with Greyhound Racing South Australia (GRSA) for a further five years. This agreement includes promotion of GRSA's animal welfare initiatives.

We have also allocated a dedicated budget to support animal welfare programs within the Victorian racing industry,

as part of our new Victorian Wagering and Betting Licence awarded last year. We look forward to collaborating with the Victorian Racing Industry to allocate these funds to support the already strong programs the racing industry have in place.

Additionally, we continued our partnership with Thoroughbreds Are Go, a television series that

helps the racing industry promote animal welfare, contributing \$25,000 sponsorship to produce ten episodes.

We will continue to use our industry leadership position and voice to support our racing partners, governments and regulators in achieving the best possible animal welfare outcomes.



COMMUNITY CONTRIBUTION CONTINUED

Thoroughbreds Are Go

Thoroughbreds Are Go (**TAG**) is a national television program dedicated to promoting the wellbeing of thoroughbreds beyond their racing careers. The program supports racing owners by showcasing practical ideas and successful approaches to rehoming retired racehorses, while highlighting a range of rehoming initiatives across Australia.

TAG also champions the athleticism and versatility of thoroughbreds within the broader equestrian community. It serves as a valuable resource, offering guidance on the care and management of thoroughbreds once they leave the racetrack.



TAB Sock Stable Campaign

This year, TAB partnered with Swanky Socks and launched the Sock Stable initiative. Seven past and present equine greats – Winx, Black Caviar, Makybe Diva, Bella Nipotina, Nature Strip, Verry Elegant and Pride of Jenni – were immortalised in bold, custom sock designs available for purchase.

The net proceeds of every purchase under this initiative will be donated to the Off the Track Program and Team Thoroughbred NSW equity welfare initiatives, to help retired racehorses live out their days in comfort and care. Run by Racing Victoria and Racing NSW respectively, these initiatives rehome and retrain retired racehorses to enjoy a second career in pursuits such as dressage, show jumping, polo, trail riding and equine therapy.



COMMUNITY CONTRIBUTION CONTINUED

Sports and racing integrity

Our commitment to sports and racing is grounded in the highest ethical standards. We have integrity arrangements in place and work closely with all major sports bodies and racing industries across Australia. These arrangements enable information

sharing to promote high levels of integrity among sports and racing.

From time to time, we participate in, and contribute to, consultation processes with regulatory bodies and the racing industry. For example, Tabcorp participated in the consultation process for the Australian Sports Wagering

Scheme as a key stakeholder. We're supportive of Sports Integrity Australia and view it as a key regulatory body that helps keep Australian sport safe and fair, at all levels, for all participants.

This year, we've worked with the South Australian regulator on approvals for LIV Golf and UFC

events, as well as the New South Wales regulator on approvals for the Lawn Bowls Premier League and LIV Golf.

We will continue to engage and share our knowledge and resources with regulatory bodies and the racing industry, to help protect the integrity of racing and sports. We're currently engaging

in discussions with state regulators to standardise the approved sports for betting purposes in each jurisdiction.

Having a 'national' approach to approved events strengthens integrity controls and allows for more effective data sharing between each jurisdiction.



SUPPORTING OUR PEOPLE TO SUCCEED



SUPPORTING OUR PEOPLE TO SUCCEED

Our approach

Our people are the driving force behind our strategy, providing the critical skills, knowledge and expertise to bring it to life.

A key pillar of our strategy is **Clarity, Commitment** and **Capability**, which means:

Attracting talented people who wants to succeed and deliver for our shareholders

Building culture that strives to be the best while having fun

Establishing clear and aligned plans, structures and accountabilities

We are proud to be an inclusive and diverse organisation and strive to be an employer of choice. Our workplace reflects a culture where every team member can share their unique perspectives and contribute their experience to drive the best possible outcomes for the business.

We're also committed to equitable remuneration for all team members in equivalent roles – irrespective of gender, race, religion, disability and any other affiliation – because fairness and respect are fundamental to who we are.

During FY25, we maintained memberships with:



Pride In Diversity, a support program for all aspects of LGBTIQ workplace inclusion



Diversity Council Australia

We offer a wide range of learning and development opportunities to support our team members to grow personally and professionally. From structured training programs to on-the-job learning, we're committed to helping our people build the skills they need to succeed.

We regularly benchmark ourselves against relevant indicators across key areas such as culture, inclusion and diversity, engagement, recognition, and

health, safety and wellbeing. This helps us stay focused on what matters most, and to continuously improve and create a workplace where everyone can thrive.

The Board People and Remuneration Committee oversees our people strategies, policies and programs and the progress against our indicators.

Some of the key initiatives that support our team members are summarised below.

 INCLUSION AND DIVERSITY	 TEAM MEMBER BENEFITS	 WELLBEING	 COMMUNITY
Gender affirmation support	Supportive working practices, such as bonus leave and 18 weeks of paid parental leave for all new parents	Domestic and family violence support	Team member and community engagement and volunteering programs
Inclusion and diversity programmes and activities	Learning and development programs	Free confidential external support services	Volunteer leave
HESTA 40:40 Vision signatory	Monthly social events and state-based social clubs	Wellbeing programs and activities	
Member of Pride in Diversity	Corporate discounts	Flexible leave, including flexible public holiday leave	
Cultural leave	Employee share scheme	Recognition program	
Respect@Work program		Natural disaster leave and financial support	

SUPPORTING OUR PEOPLE TO SUCCEED CONTINUED

FY25 highlights

Inclusion and diversity	Team engagement and culture	Wellbeing and support	Recognition and benefits	Operational improvements
Continued implementation of our Inclusion and Diversity Plan, built around four strategic pillars: Balanced Teams; Belonging; Inclusive Practices; and Inclusive Brand.	Introduced our new Values: Team; Trust; Fun: Win	Introduced Sonder, a new wellbeing platform offering 24/7 personal safety, medical, and mental health support for team members and their families.	Expanded our team member benefits program through RISE Discounts. This program offers our team discounts and savings offers on an extensive range of products and services.	Enhanced contractor onboarding with the implementation of a new contractor management system within Oracle Fusion, streamlining procurement and improving compliance.
Surpassed our target of 40% female Non-Executive Directors (NEDs), achieving 60% representation at 30 June 2025.	Participated in the QLD & NSW Corporate Games, part of one of Australia’s largest annual multisport championship, fostering team spirit, unity, and pride.	Rolled out a new Employee Assistance Program (EAP) in partnership with Sonder, providing enhanced support for mental health, safety, and wellbeing.		
Became a member of Diversity Council Australia, gaining access to research, resources, and events across a broad spectrum of diversity dimensions.	Upgraded our intranet and launched InForm, a mobile-friendly platform that enables two-way communication and easy access to key information across the organisation.	Launched the Respect@Work Anonymous Reporting Portal, strengthening our commitment to addressing inappropriate workplace behaviour.		

Future priorities

- Bring our Values to life and build a culture which strives to be the best while being fun.
 - Accelerate our business’ growth through people, culture and performance.
- Create talent development programs integrated with succession.
 - Set KPIs across the organisation that clearly support our business strategy.
- Continue to review and focus on business hazards and effectiveness of controls, including early intervention and support for physical and mental injuries/illnesses.
- Review our Health and Safety Management System framework to confirm its effectiveness and alignment with best practice standards.

SUPPORTING OUR PEOPLE TO SUCCEED CONTINUED

Our Values

The values – **Trust, Team, Fun, Win** – lay the foundations of our workplace behaviours, interactions, and organisational identity. They act as the Tabcorp DNA, underpin our culture and assist us in growing an inclusive and unified place to work.

	TEAM WE KNOW THE POWER OF TEAM	We do our job and we're accountable to each other Our goals are clear and we work together to achieve them We support each other, when things are good, and when things go wrong We're honest with each other about what we do well, and where we can be better We put team success ahead of individual recognition
	TRUST WE PRIORITISE TRUST	Our customers trust us and we trust each other We do what we say we will do. We make ethical decisions with good judgement We deliver exceptional experiences to our customers, safely Integrity is non-negotiable to us We are honest and respectful Trust empowers us to take risks and do our best work because we have each other's backs
	FUN WE HAVE FUN	We're a fun place to work that creates challenge and growth We're in the entertainment business and enjoy what we do. Fun helps us connect and be strong together When we're having fun, we learn, solve problems, and are more creative We make it easy for others to have fun We're serious when we need to be, but don't take ourselves too seriously
	WIN WE WIN A LOT	We set standards high and do not settle We're continually raising the bar. We act quickly We deliver consistently outstanding results We innovate and lead the industry, fuelled by our passion to create the best entertainment experience We stay curious and change course when we need to We love celebrating and do it loudly

SUPPORTING OUR PEOPLE TO SUCCEED CONTINUED

Inclusion and diversity

We believe that by creating an environment where everyone can be their real self at work, we allow diversity to flourish naturally.

Our Inclusion and Diversity Policy sets out what we expect from everyone, starting with the atmosphere we all create.

Built on respect, reflective of our diverse communities and adjusting for differences, our inclusive environment makes for better ideas, better customer experiences and a better place to work.

Our Inclusion and Diversity Strategy is focused on four strategic pillars shown opposite.



BALANCED TEAMS

Recruit, develop and retain diverse talent. Our purpose is to have teams and leaders that reflect the diversity of our customers and communities



BELONGING

Building community, cohesion and a sense of belonging at work. Creating an environment where individuality is both noticed and valued, and everyone feels comfortable to be their authentic self



INCLUSIVE PRACTICES

Having the right governance, policies, processes, data, measures and reporting capabilities available to drive inclusive outcomes



INCLUSIVE BRAND

Leverage our external channels to broaden our inclusion focus externally. Find opportunities to align product to meet the needs of our diverse customers

Our Inclusion and Diversity Strategy takes an intersectional approach, which considers our team holistically, and aims to make progress over the five priority dimensions shown below.

GENDER

Truly support gender equality by removing systemic barriers and driving change to increase female representation in leadership

CALD

Reflect the communities we operate in. In doing so, embrace cultural and linguistic diversity and foster a culture that values people's unique backgrounds, experiences and perspectives

LGBTIQ+

Create a genuinely safe environment where identifying members of the LGBTIQ+ community can be their true authentic self. They are enabled to contribute, be heard in decision-making and empowered to deliver their best work

FIRST NATIONS PEOPLE

Create an inclusive environment that acknowledges, respects and celebrates First Nations People. We aim to provide equitable access to opportunities and involve First Nations People in our decision-making process

DISABILITY

Create a disability confident culture across our organisation by providing a supportive and inclusive working environment that allows team members with a disability to thrive. Address barriers and provide meaningful and sustainable employment opportunities

SUPPORTING OUR PEOPLE TO SUCCEED CONTINUED

The table below shows the progress we have made towards our gender diversity targets which applied in FY25. The Board has set gender diversity targets to be achieved by 30 June 2027 which are also shown below.

Progress towards our gender diversity targets

Cohort	As at 30 June 2025 ⁽ⁱ⁾	Prior year ⁽ⁱ⁾	Target for 30 June 2027 ⁽ⁱ⁾
NEDs	60:40:0	43:57:0	40:40:20
ELT ⁽ⁱⁱ⁾	33:67:0	22:78:0	40:40:20
Leadership Cohort ⁽ⁱⁱⁱ⁾	37:63:0	39:61:0	40:40:20
Whole Group	36:64:0	38:62:0	40:40:20

(i) Percentage of females:males:other, rounded to nearest one percent.

(ii) The MD & CEO is an ELT member.

(iii) The Leadership Cohort comprises the ELT (excluding the MD & CEO), direct reports to the ELT and frontline leaders.

During FY25, we progressed the implementation of our Inclusion and Diversity Plan by:

- Celebrating days of significance throughout the year relating to our Inclusion and Diversity priority diversity dimensions.
- Promoting respect and inclusion of all LGBTIQ+ identifying people through training, storytelling, awareness building and celebrating days of significance.
- Establishing a team member resource group for Pride, fostering a sense of belonging and support, and promoting diversity and inclusion within our organisation.
- Supporting flexible working arrangements and promoting paid Cultural Leave for team members to take part in cultural activities.
- Progressing our ongoing commitment to equal pay and eliminating the gender pay gap. According to our most recent assessment, our average total remuneration gender pay gap is 9.2% (median 6.3%). This gap is primarily due to the higher proportion of women in lower-paid casual roles. These roles offer flexibility to work hours which suit different circumstances, but they also contribute to a lower overall average for women, thereby

widening the pay gap. We continue to focus on achieving greater gender balance across all levels of our organisation.

- Delivering training on Acknowledgment of Country to our team members.



Celebrating Diversity and Inclusion at Work

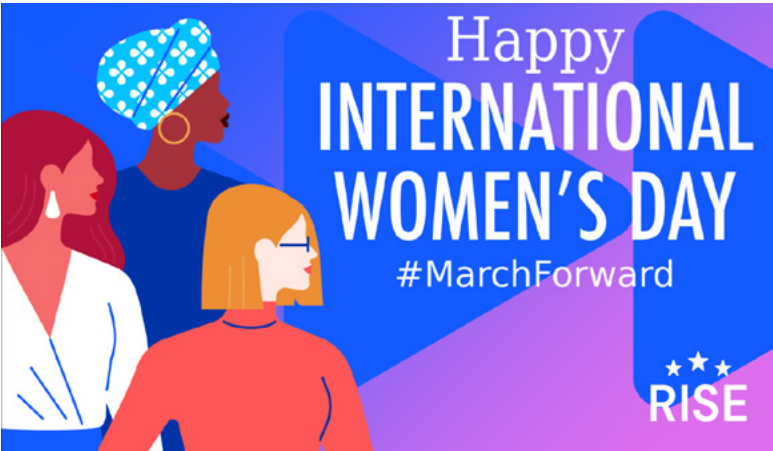
We proudly celebrate culturally and religiously significant events throughout the year. This includes Mardi Gras, International Women’s Day, Ramadan, Harmony Day, Holi Festival, and International Trans Day of Visibility. These moments help foster a workplace where everyone feels seen, valued and respected.

In the lead-up to International Women’s Day (IWD) on 8 March, we introduced a special IWD eCard in **RISE**, our team member recognition platform. This was an uplifting way to celebrate the incredible women we work with every day. We also hosted an Empowering Women webinar in partnership with CommBank, designed to boost financial confidence and equip team members with practical strategies to take control of their financial wellbeing.

On Harmony Day on 21 March, we celebrated our rich cultural diversity by inviting team members to share a dish from their heritage – creating a vibrant and inclusive lunch experience.

During NAIDOC Week, we partnered with Acknowledge This! to explore the meaning and purpose behind Acknowledgements of Country. The session offered practical tools and cultural insight to help people deliver acknowledgements with confidence and authenticity, deepening our collective understanding and respect.

These initiatives, along with various events and educational activities throughout the year, are part of our ongoing commitment to creating a workplace where everyone feels safe, supported, and empowered to be their authentic selves.



Women in Sports Summit

TAB was a major supporting partner of the annual ‘Women in Sports Summit’ on the Gold Coast again this year.

This event is the largest of its kind in Australia and provides a platform for women to tell their story, be heard and empowered. It celebrates women’s achievements in sport, while exploring ways to enhance their participation in both sports and racing.

With an exclusive High Performance Day, an expanded Student Day, the flagship Women in Sport Summit, plus the prestigious Women in Sport Awards, this is the ultimate event for athletes, sports professionals, and industry leaders looking to be part of the movement shaping the future of sport. Bringing together industry leaders, change-makers, and visionaries, the Summit featured keynote speakers, panel discussions, and interactive sessions designed to drive real impact. As proud attendees, our team absorbed invaluable insights and knowledge, further empowering us to contribute to the growth and advancement of women in sports and racing.

Celebrating Pride

We're proud to foster an inclusive culture where team members can show their true colours and be their authentic self.

We encourage our team to show their support for our LGBTIQ+ community all year round by wearing a rainbow lanyard, joining our Pride and Allies network, registering for Pride ally training and acknowledging and celebrating days of LGBTIQ+ significance. For example, Wear It Purple Day and IDHOBIT – the International Day Against Homophobia, Biphobia and Transphobia.

We also encourage our team to take part in Pride celebrations – by joining an organised event or creating their own moments of celebration and connection.

We're part of the Welcome Here Project, which promotes environments that are visibly welcoming and inclusive of LGBTIQ+ people. Participating locations display 'Welcome Here' rainbow stickers, letting everyone know that LGBTIQ diversity is welcomed and celebrated within their business.

By joining the project, we've committed to:

WELCOME AND INCLUDE LGBTIQ+ PEOPLE

CREATE POSITIVE CHANGE IN YOUR LOCAL COMMUNITY

CELEBRATE LGBTIQ+ DIVERSITY



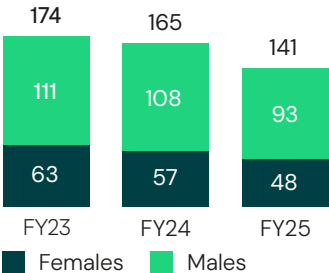
Parental leave

We recognise that families come in all shapes and sizes, which is why our parental leave policy is designed to be inclusive, flexible and supportive of every journey to parenthood.

We offer 18 weeks of paid parental leave to all new parents – regardless of gender – with no qualifying period. Our policy also extends support to families formed through surrogacy, adoption, foster care and kinship care. In addition, we provide paid leave for IVF treatment, pregnancy related illness and pregnancy loss.

We're proud to offer leading dad-friendly policies including paid parental leave and flexible working arrangements. Over recent years we've seen a trend of more men taking parental leave and stepping into the role of primary carer – an encouraging shift towards share caregiving and workplace equality.

Parental leave



Domestic and family violence support

Domestic and family violence may occur behind closed doors and out of the office, but its effects reach far beyond – to our communities, our relationships and our workplaces. At Tabcorp, we're committed to fostering a safe, inclusive and respectful working environment, free of sexism, harassment and abuse.

We stand united against domestic and family violence because we believe everyone – regardless of gender, sexual orientation or background – should be helped, supported and made to feel safe.

Our Domestic and Family Violence Support Policy provides a framework to assist team members when they need it, including:

- Unrestricted paid leave for team members experiencing violence to seek safety and support.
- Up to 10 days paid carer's leave for those who may be supporting others experiencing violence.
- A financial allowance of up to \$2,500.
- Access to removalist services for an emergency move.
- Flexible work arrangements.
- Tailored safety plans.

The policy explains how team members will be managed confidentially and sensitively, and how they may access a range of support including a referral to a behavioural change program, access to leave options and flexible work arrangements. It covers team members who may be experiencing domestic and family violence, or providing support to someone affected by domestic and family violence.

We also support organisations that bring awareness and provide support to people experiencing domestic violence. During the year we partnered with DV Safe Phone, a not-for-profit organisation that provides refurbished phones to support survivors of domestic violence.

Our Domestic and Family Violence Statement of Support outlines our position against domestic and family violence and the support framework we have in place to assist our people, when they need it.

Our Domestic and Family Violence Statement of Support is available on our website at www.tabcorp.com.au/sustainability/supporting-our-people.

Gender Affirmation Statement of Support

We encourage our team members to be their authentic selves at work, regardless of their sexual orientation, gender identity or expression. Our Gender Affirmation Statement of Support (**Statement**) is a way of providing real, tailored support to team members who are affirming their gender, through leave inclusions, flexibility in working arrangements and financial assistance. The Statement outlines our approach to gender affirmation and our shared responsibility to care for our people.

Our Gender Affirmation Statement of Support is available on our website at www.tabcorp.com.au/sustainability/supporting-our-people.

Respect@Work

We're committed to providing a workplace free from sexual harassment, sex-based harassment, discrimination and other inappropriate behaviour. This commitment has been documented in our Respect@Work Position Statement. Our approach to Respect@Work is underpinned by our Code of Conduct.

We continue to work diligently to meet our Respect@Work obligations. This work includes taking positive steps to address each of the seven standards highlighted in the Australian Human Rights Commission framework: leadership; risk assessment and transparency; culture; knowledge; support; reporting; and measuring.

This year, we launched a new Respect@Work Anonymous Reporting Portal, an additional resource to strengthen our efforts in addressing inappropriate workplace behaviour. The portal provides team members with a confidential and secure platform to raise concerns about unreasonable sex-based behaviours, enabling them to feel heard and supported.

Key features of the Anonymous Reporting Portal:

Confidentiality – team members can make a report without revealing their identity

Access – the reporting line is available 24/7 via an online platform

Support – all reports are handled sensitively, with timely and appropriate follow-up actions

Our Respect@Work Position Statement is available on our website at www.tabcorp.com.au/company/corporate-governance.

Team member engagement

We're committed to creating open and accessible channels for our team members to share feedback, contribute ideas, and voice their perspectives.

One of the most valued initiatives has been our regular CEO-led townhalls, which continue to see growing attendance. These sessions have become an interactive platform for communicating our strategy and showcasing key customer activations, such as the Spring Racing Carnival. Team members have responded positively to this format, appreciating the opportunity to engage directly with the CEO and executive team, ask questions, and gain deeper insights into the business.

In November 2024, we held a pulse engagement survey to establish a baseline as we embarked on significant transformation and organisation change.

A full engagement survey followed in July 2025, providing valuable insight into the impact of our engagement initiatives over the past six months and how effectively our strategy has resonated with the team.

The July 2025 survey recorded an engagement score of 60%, an increase from 58% in the May 2024 survey. These results are to be considered in the context of a period of significant transformation or organisational change, including a significant reduction in roles across the business. The results, along with feedback provided by our team, will inform the next iteration of our culture roadmap as we continue to strengthen team member engagement.



RISE – Tabcorp’s Recognition Program

Our recognition program RISE allows team members to appreciate, celebrate and recognise each other for their great work.

The program has three key components:

RISE Ecards	RISE Awards	Game Changer Awards
Everyday	Elevated	Exceptional
Team members can appreciate and celebrate everyday efforts and moments by sending RISE eCards to the recipient instantly	Team members can nominate a team mate or team that go the extra mile and bring our values to life	Quarterly and annual awards that showcase outstanding accomplishments

RISE has become an integral part of fostering a culture of appreciation and celebration within our company, with 9,024 recognition moments logged during FY25.

Introducing RISE Discounts

This year, we elevated our team members’ value proposition by introducing RISE Discounts.

We partnered with more than 600 popular Australian retailers to offer our team members discounts, instant vouchers and cashback offers on everything from everyday essentials to items and experiences. This is all easily accessed and managed through our RISE platform or through a mobile app.

This program provides our team with meaningful financial support that stretches their disposable income through significant savings.

SUPPORTING OUR PEOPLE TO SUCCEED CONTINUED

Health, safety and wellbeing

We are committed to providing a safe environment for our team members, contractors and visitors, and actively promote health, safety and wellbeing in the workplace.

Our Health, Safety and Wellbeing Policy formalises our commitment to:

- Eliminating or reducing health and safety risks through effective hazard management.
- Demonstrating leadership in, and commitment to, all areas of health, safety and wellbeing.
- Fostering a culture of wellbeing by providing resources that reinforce healthy lifestyle choices.
- Visibly and actively supporting team member involvement in our health, safety and wellbeing programs.
- Complying with legislative and regulatory requirements.
- Providing a supportive and caring environment for rehabilitation following work and non-work-related injuries and illnesses.

- Enhancing our knowledge to promote awareness of health, safety and wellbeing responsibilities and ability to perform tasks safely.
- Setting health and safety objectives and targets and regularly reviewing performance in support of our goal of continuous improvement.

We take a risk-based approach to managing health, safety and wellbeing. Our team develops risk profiles for each business unit on a bi-annual basis to identify significant risks. The team uses these risk profiles, as well as consultation with team members and site inspections, to develop Health and Safety Action Plans and implement appropriate controls to mitigate potential hazards. We have procedures for investigating work-related injuries, ill health, disease and incidents. We prioritise actions to address key risks and integrate actions to prepare for and respond to high risk and emergency situations.

Our Health and Safety Management System is based on the AS 4801 standard and aligned with the ISO 45001 standard.

We're committed to continuous improvement, and during FY25, we continued to enhance our Health and Safety Management System. We increased our focus on managing psychosocial hazards and developing new and refined procedures and work method statements.

Our team conducts a health and safety learning needs analysis each year to confirm all team members receive appropriate training. All team members undertake health and safety training as part of the induction process, and specific training relating to the learning needs of their role.

Our Health, Safety and Wellbeing Policy and practices apply to all of our operations and all team members, including contractors or individuals under our supervision.

Health, safety and wellbeing performance is regularly reported to the ELT and the Board People and Remuneration Committee.

Wellbeing Programs

We have recently launched a partnership with Sonder, a multilingual safety and wellbeing support service that provides 24/7 confidential and expert assistance to our team members and their immediate family members, including:



Counselling, therapy and mental health pathways



Personal safety and harm prevention



In-person critical incident support



24/7 access to immediate support



Personalised self-help resource library



Medical advice and injury management

Sonder and its suite of resources is available to our team members and immediate family members completely free of charge.

We've partnered with Sonder.

Your new 24/7 safety, medical and mental health sidekick.

Our workplace benefits are designed to support you in every aspect of your life. Sonder goes beyond a traditional EAP – it's your personal support network. With nurses, mental health clinicians and wellbeing experts available 24/7 – we've got all your needs covered.

Tabcorp X Sonder

SUPPORTING OUR PEOPLE TO SUCCEED CONTINUED

Natural disaster support

Natural disasters can have a profound impact on our team members, both personally and professionally. They may face physical displacement, loss of property, or injury, which can lead to emotional and psychological distress and financial hardship.

We provide support to team members affected by natural disasters through flexible work arrangements, mental health resources, and clear communication to help them recover and maintain stability.

We offer up to five days of Natural Disaster Leave, as well as accommodation and financial assistance for team members directly affected by natural disasters such as floods, bush fires or similar.

During the year, we supported affected team members by providing a total of \$75,352 in Natural Disaster Leave.

Bupa Corporate Partnership

Our corporate partnership with Bupa provides our team members access to a range of health and wellness services and great corporate discounts on their personal health insurance.

Offerings under this partnership are aligned with our wellbeing plan and linked to key activities, such as RUOK Day, World Mental Health Day, Health Cities Move Month and Movember.

Benefits under this partnership include:

Access to keynote speakers

Flu vaccinations

Skin checks performed by a dermatoscopist

Onsite massages

These services are offered to our team members free of charge.

In March 2025, Bupa offered our team members the opportunity to attend a live, virtual Q&A with special guest Jelena Dokic.

Jelena discussed the power of vulnerability and how she managed to reinvent herself so successfully after her tennis career. She also shared her tips on letting go and how we can tackle fears while staying focused on our goals.

The session, titled *Resilience: how to thrive in challenging environments*, was part of Bupa's Thought Leadership Series and was well received by the attendees.



Healthy Cities

During FY25, Tabcorp partnered with Bupa for their Healthy Cities challenge, a movement challenge throughout the month of September.

The challenge involved participants tracking the number of daily steps across the month through the Healthy Cities app. The app incorporates physical activity recommendations and encourages and empowers participants to develop healthy lifestyle habits that they can continue in the long term.

The movement recorded by participants throughout the month of September was linked with Bupa's investment of funding to nature regeneration projects across Australia and New Zealand. The more movement, the more funding was invested. The Healthy Cities program provided funding for 59 local regeneration projects in and around Australian and New Zealand cities all of which make for a healthier planet bringing health benefits for nearby communities.

Together, 18 Tabcorp team members took almost 4 million steps across the September challenge, contributing to Bupa's goal to get more people active and support investment in nature.

As a result, Bupa committed to planting 500 native plants and trees on our behalf for our participation, and an additional native plant or tree for each participant that registered for our team in the Healthy Cities app.



SUPPORTING OUR PEOPLE TO SUCCEED CONTINUED

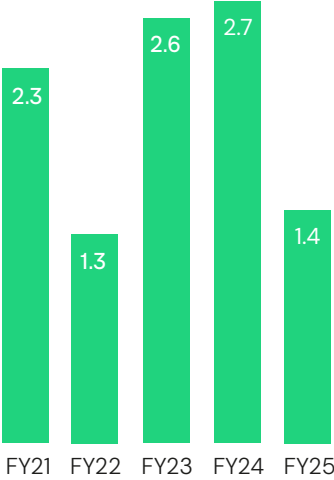
Lost time injuries

We had five Lost Time Injuries (LTI) in FY25. Our lost time injury frequency rate in FY25 was 1.4 (per million hours worked), a decrease from 2.7 in FY24. These injuries mainly related to slips, trips and falls. In FY25, these injury types were also considered the most significant health, safety and wellbeing risks identified for our team members and contractors.

The majority of lost time injuries occurred in the Operations business unit, primarily due to the non-office-based nature of the work involved. However, there has been significant improvement in safety performance within Operations and across all other business units.

No workplace fatalities were recorded during FY25.

Lost time injury frequency rate (number of lost time injuries per million hours worked)



Learning and development

An engaged, empowered and capable team is critical to successfully execute our strategy. We invest in our people by equipping them with the right tools and skills so they can adapt to the challenges and opportunities of a changing world.

Our learning and capability frameworks, supported by a robust learning management and development system, provide team members with meaningful opportunities to grow. Through regular conversations with managers, individuals can identify their development needs and access tailored training modules.

Compliance training is delivered through our comprehensive Essential Learning program, covering critical topics such as anti-bribery and corruption, conflicts of interest, safer gambling, anti-money laundering, health and safety, privacy, cybersecurity and modern slavery.

We analyse training and development data and have performance indicators to check training effectiveness. We consider a range of metrics – including age, gender, management level, location and cultural background – to better understand our team’s learning needs and monitor compliance with our mandatory training.

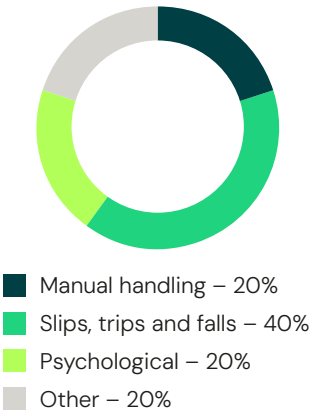
Train with the Broncos experience

Through our partnership with the Brisbane Broncos, we had the opportunity to offer our Brisbane-based team members the experience of a ‘Train with the Broncos’ afternoon at their Red Hill training base.

Our team enjoyed the fun afternoon mingling with some of the Broncos players, seeing the facilities they train out of each day, and sharpening their rugby league skills.



Lost time injury types in FY25



We offer a range of leadership and coaching programs – including Take the Lead, Leaders as Coach, and 1:1 Executive Coaching – designed to build confidence and capability at every level. For those pursuing external studies, we provide support through study leave and financial assistance.

Take the Lead Program

People leaders play a pivotal role in shaping our strategy and culture. The Take the Lead program is designed to strengthen leadership capability by embedding essential leadership skills, clarifying expectations of modern leadership, and aligning leaders with Tabcorp’s strategic priorities.

This program is offered to new leaders entering the organisation, and team members stepping into leadership roles for the first time. We also encourage all leaders to attend a two-day face to face workshop and continued learning activities. These experiences help build a shared understanding of what modern leadership at Tabcorp looks like.

Course topics include culture, values, inclusion, coaching, empathy, connecting teams and individuals to the company mission, trust, authenticity and care, leadership style and performance management.

Benefits include:

To Tabcorp	To participants
Improved performance	Enhanced leadership skills
Innovation and adaptability	Broader perspective on business strategy
Culture and engagement	Improved communication and influence
Strategic alignment	Networking opportunities
	Self-awareness and personal growth

The program response has been positive, with increased onboarding 90-day survey results, reduced enquiries to our People and Culture team, and strong program evaluation (over 80% overall).

During FY25, 137 leaders attended this program.



In the Game Immersion Program

Our In the Game Immersion Program provides an opportunity for team members in our corporate offices to immerse themselves into other business units via a series of experiences. These experiences may take place at a racecourse, a TAB venue, a Sky Racing studio or other locations to enable our team to see firsthand what and how other parts of the business operate. Benefits of this program include:

- Deeper connection and interaction with team members in different business units to understand their experiences, concerns and expectations, so we can put them at the core of our decisions and actions.
- Better understanding of barriers team members may face when working directly with our customers.
- Ability to explore what team members can do individually and as a team.
- Improve the customer experience, enabling better business outcomes.

During FY25, we held 10 sessions across Melbourne, Sydney and Brisbane, with a total of 123 participants.



SUPPORTING OUR PEOPLE TO SUCCEED CONTINUED

Recruitment

We're dedicated to providing a seamless, supportive, and inclusive recruitment process.

We know that looking for a new opportunity can be exciting but also challenging, so we strive to make people's experience as positive as possible, every step of the way.

We believe in transparency and communication. As a member of the Circle Back Initiative, we promise to get back to every candidate, no matter the outcome. People's time and effort matter, and we're committed to keeping them informed throughout the recruitment process.

Peter Mac Connection Program

We partnered with a recruitment group this year to support cancer patients in remission at Peter MacCallum Cancer Centre in Melbourne, who are re-entering the workforce. The program works by our partners connecting us with patients that have the skills that match our recruitment needs.

We had a successful hire this year and look forward to many others to come in the future.

Internal mobility

We're committed to developing our people and nurturing their potential. Our dedication to internal mobility means that team members have the opportunity to apply for new roles, transfers, or promotions across the organisation. By prioritising internal moves, we not only retain top talent but also provide opportunities for professional development and career progression.

This approach helps us maintain valuable company knowledge and industry expertise, while delivering job security and diverse career paths to our team members. We're dedicated to creating a vibrant, dynamic workplace where our people can thrive and grow.

Our referral program: Tabcorp Valuable Players

We strive to make our organisation a fantastic place to work, not just for our team members but also for their friends, family, and professional connections. Attracting and retaining top talent is crucial to creating a high-performance, one-team culture.

Our referral program, Tabcorp Valuable Players, plays a key role in shaping the future of our organisation by rewarding team members who introduce talent to our workforce.

Eligible team members who refer successful candidates receive an attractive cash bonus, recognising their valuable contribution to our team's growth and success.

By leveraging the networks of our team members, we continue to attract exceptional talent and bring in the best people to drive our organisation forward.



BUILDING A SUSTAINABLE FUTURE



BUILDING A SUSTAINABLE FUTURE

Our approach

We're committed to building a sustainable future for our business and the broader industry by:

Upholding ethical, transparent and effective corporate governance that fosters accountability and trust

Proactively addressing social and environmental issues, including responsible procurement, human rights and climate change

Holding our partners and suppliers to the same high standards we set for ourselves, reinforcing integrity across our value change

In taking this approach, we believe we are contributing to a more sustainable industry in the long run.

FY25 highlights

Sustainability Recognition	Climate-Related Progress	Modern Slavery and Ethical Sourcing
Maintained membership and inclusion in the Dow Jones Sustainability Index (DJSI) Australia and DJSI Asia Pacific Indices	Expanded our TCFD reporting to enhance transparency and accountability	Received an 'A' rating from Monash University for the quality of our FY23 Modern Slavery Statement ⁽ⁱ⁾
Featured in the S&P Global Sustainability Yearbook 2025 as a leader in sustainable business practices in the Casinos & Gaming industry	Engaged an external consultant to review our climate-related risks, opportunities and scenario analysis methodology. Insights from the review informed enhancements to our climate-related risk assessment and TCFD disclosures	Advanced our Anti-Slavery Strategy and Roadmap, reinforcing our commitment to continuous improvement in addressing modern slavery risks
	Continued implementation of our Climate-Related Disclosures Roadmap, guided by our Climate Change Steering Committee	Partnered with LRQA to conduct independent third-party audits on three key suppliers. The purpose of these audits is to confirm compliance with our Supplier Code of Conduct and test these suppliers' due diligence processes

Future priorities

- Complete quantitative scenario analysis and financial modelling to better understand the financial impact of climate-related risks and opportunities in our business.
- Continue to enhance and expand our climate-related financial disclosures to align with Australia's new climate-related financial disclosure regime, effective from FY26.
- Progress our Net Zero Roadmap to achieve our emission reduction targets, build resilience, and accelerate the decarbonisation of our business.
- Progress the implementation of our Anti-Modern Slavery Strategy and Roadmap.
- Enhance our responsible procurement practices.

(i) Pham, N., Cui, B., & Ruthbah, U. (2024) Modern Slavery Disclosure Quality Ratings: ASX100 Companies Update 2024 [Research brief]. Monash Centre for Financial Studies, Monash Business School. DOI: 10.26180/27645072.

Governance

We recognise that effective governance and high standards of corporate conduct are essential to building trust, driving performance and long-term sustainability. We're committed to maintaining leading governance and risk management practices by setting a clear tone from the top and going beyond compliance to embed integrity and accountability across our business.

Our governance framework supports well informed decision-making, promotes accountability and transparency, and fosters a culture of doing the right thing. In a highly regulated industry, this approach is critical to our ability to operate sustainably and retain and win licences that underpin our business.

Our corporate governance arrangements, policies and practices are aligned with the 4th Edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations. These are regularly reviewed and revised as appropriate to reflect evolving business needs, regulatory developments, and emerging best practice in governance.

Refer to the Company > Corporate Governance section of our website at www.tabcorp.com.au/company/corporate-governance for our 2025 Corporate Governance Statement, key policies, and other governance documents.

Sustainability governance

Our corporate governance arrangements to address ESG matters are core to our mission to set the benchmark for sustainability in our industry.

Implementation of our Sustainability Framework is overseen by the Board via the Risk, Compliance and Sustainability Committee, with quarterly progress reports provided to this Committee. We also report externally on our sustainability performance and progress against the Sustainability Framework through the publication of our annual Sustainability Report. A summary of our sustainability governance framework is outlined below.



Reporting frameworks

We align our public disclosures with the following globally recognised standards and reporting frameworks:

- GRI
- SASB
- TCFD
- UNGC
- SDGs

Last year, we engaged an external consultant to assess our climate-related disclosures and internal processes against the exposure draft Australian Sustainability Reporting Standards (**ASRS**) AASB S2⁽ⁱ⁾, which is based on the International Financial Reporting Standard S2. The assessment confirmed we are well positioned to begin reporting under the AASB S2, while also identifying opportunities to enhance the higher level of detail required by the standard.

In response, we developed a Climate Disclosures Strategy and Roadmap to help address these

improvement areas and guide our transition to the new reporting regime. Oversight of this Roadmap is provided by our Climate Change Steering Committee, which meets monthly to monitor progress across the business. We also report quarterly to the Executive and Board Risk, Compliance and Sustainability Committees.

We continue to enhance our TCFD disclosures and reporting practices and will be reporting against the new AASB S2 from FY26, in line with the mandatory reporting requirements for financial years beginning on or after 1 January 2025.

We disclose ESG information annually in our Sustainability and Annual Reports, and throughout the year to several organisations and rating companies such as Sustainalytics, ISS ESG, CDP and S&P Global. This multi-channel approach allows us to communicate effectively with different markets and audiences, stay ahead of evolving regulatory practice in ESG reporting, and continuously improve our ESG performance.

Responsible procurement

Ethical, sustainable and socially responsible procurement is a cornerstone of our commitment to strong governance, respect of human rights and the environment.

Our procurement framework guides how we assess, onboard, review and manage suppliers. It helps us partner with organisations that share our values and make fair, responsible and ethical decisions.

We view our suppliers as business partners and care about the way they do business. We expect high standards of ethical conduct from our suppliers through their business activities, including in their relationships, governance, work practices, sourcing, and operations.

We have a dedicated section on our website that provides information to our suppliers about our policies, processes and standards. We have also implemented a Supplier Portal that enables higher collaboration, and more efficient and transparent interactions.

Through the portal, suppliers can:

- ✓ Access up-to-date information related to their contracts and transactions with us
- ✓ Complete assessments and qualification requirements as part of our onboarding and compliance processes
- ✓ Update and manage their own business information with ease

The Supplier Portal is designed to streamline our engagement and support a more seamless and accountable supplier experience.

(i) The Australian Accounting Standards Board (**AASB**) S2 Climate-related Disclosures sets out disclosure requirements for an entity to provide useful information to primary users of its general purpose financial report about climate-related risks and opportunities that could reasonably be expected to affect the entity's cash flows, access to finance or cost of capital over the short, medium or long term. Tabcorp is required to disclose against AASB S2 from FY26.

Supplier Code of Conduct

Our Supplier Code of Conduct (**Code**) sets the expectations we have of our suppliers, in accordance with the following six principles:



Integrity, ethics and corporate conduct



Corporate governance



Labour and human rights



Health, safety and wellbeing



Privacy and cybersecurity



Environmental management

We expect our suppliers to:

- assess their compliance with the Code, report on any deficiencies or breaches, and promptly remediate any noncompliance; and
- provide evidence of their compliance with the Code. This might be through self-assessment or independent compliance audits.

We have established centralised processes for supplier pre-qualification, onboarding, contracting, monitoring, and relationship management.

As part of our pre-qualification for all suppliers, we conduct due diligence and risk assessments in compliance with our Code.

Our evaluation includes checks for anti-money laundering practices, reviews of sanctions list, adverse media monitoring, and verification of labour licence status. These actions help us to pro-actively manage risks in our supply chain.

Our Supplier Code of Conduct is available from the Company > Corporate Governance section of our website at www.tabcorp.com.au/company/corporate-governance.

In FY25:

- We engaged directly with 1,045 suppliers and contractors.
- Approximately 85% of our total spend was with 106 suppliers.
- Our largest category of spend was information and communication technology at 38.9%. This includes items used to develop and manage our systems, cloud platforms, hardware and software purchases, and purchases within our Integrity Services business. The remaining 61.1% of procurement spend was on activities including marketing, property, recruitment and professional services, travel and consumables. 8.5% of total procurement spend was with 100 international suppliers⁽ⁱ⁾ located outside Australia, and 99.99% of this spend was with suppliers based in countries deemed as low or medium risk for modern slavery according to the Global Slavery Index.

(i) Refers to suppliers without an ABN registration, where payment is made by an overseas account.

(ii) Refers to suppliers with an ABN registration, where payment is made to local bank accounts.

Our largest category of spend at

38.9%

is on information and communication technology

Of our procurement spend,

91.5%

is with Australian suppliers⁽ⁱⁱ⁾

We continue to make good progress in our procurement practices. Key achievements include:

- Engaged LRQA to complete independent third-party audits on three key suppliers to confirm compliance with our Code and improve due diligence processes in line with the *Modern Slavery Act 2018* (Cth). These suppliers were chosen based on their operations within high risk industries and their Global Slavery Index ratings. The audits are scheduled to be completed in FY26.

- Further integrated anti-modern slavery qualification into our procurement process, for both new and existing suppliers. Qualification outcomes are recorded in the Supplier Master Data, enabling traceability, improved compliance tracking, and proactive risk monitoring.
- Embedded modern slavery clauses in all supplier contracts and purchase order terms and conditions, reinforcing supplier accountability and contractual obligations aligned with responsible sourcing principles.
- Reached 73% supplier compliance with modern slavery qualification or due diligence requirements through our online portal, reflecting our suppliers' alignment with Tabcorp's expectations on ethical and responsible practices. The remaining 27% compliance was achieved through a manual process, pre-online registration implementation.
- All team members completed Tabcorp modern slavery awareness training, building the knowledge needed to identify, assess, and respond to modern slavery risks across our operations and supply chains.

Looking ahead, our aim is to continue to enhance our responsible procurement practices. Our key priorities in FY26 include:

- Expand modern slavery risk assessments to include tier 2 and high-risk offshore subcontractors in critical categories.
- Strengthen contract performance review cadence for suppliers in medium/high-risk areas.
- Expand independent supplier audits, prioritising higher risk spend areas or supplier operations in vulnerable regions.
- Sustain strong compliance and quality levels by continuing modern slavery awareness and training, maintaining supplier qualifications and risks through ongoing monitoring, assessment, and engagement activities.
- Strengthen internal governance and reporting by embedding modern slavery KPIs into leadership scorecards, conducting annual effectiveness reviews of controls and supplier risk qualification processes, and enhancing reporting aligned with the Sustainability Framework.

Human rights and modern slavery

Respecting human rights and acting on modern slavery is critical to delivering long term shareholder value.

We are committed to:

- Respecting and upholding the internationally recognised human rights set out in the *International Bill of Human Rights*, the *International Labour Organisation's Declaration on Fundamental Principles and Rights at Work* and the *United Nations Guiding Principles on Business and Human Rights*.
- Preventing modern slavery and minimising the risk of slavery within our operations and supply chains.
- Meeting or exceeding applicable laws and regulations with respect to wages, working hours, leave entitlements, superannuation, and workers' compensation insurance.
- Complying with reporting obligations under the *Modern Slavery Act 2018* (Cth).

Our Executive and Board Risk, Compliance and Sustainability Committees are responsible for overseeing our Sustainability Framework, which includes our response to human rights and modern slavery. Outcomes are reported regularly through these

Committees, and annually in our Modern Slavery Statement and our Sustainability Report.

Human Rights Policy

Our Human Rights Policy is aligned with the UN Guiding Principles on Business and Human Rights. These principles build on the three pillars of the UN 'Protect, Respect and Remedy' and are based on the State duty to protect human rights, the corporate responsibility to respect human rights, and the need to provide access to remedy for those affected by human rights abuses.

Our Human Rights Policy formalises our commitment to:

- Undertake human rights due diligence, risk assessment and monitoring processes to understand, assess and address potential human rights violations associated with our own operations and the activities of our business partners and suppliers.
- Regularly communicate our expectation to respect human rights to team members, business partners and suppliers and include this in relevant training programs.
- Establish confidential reporting processes for those wishing to report human rights related concerns and, where appropriate, seek remedy.

- Undertake annual, public reporting on our legal, regulatory and voluntary human rights commitments.

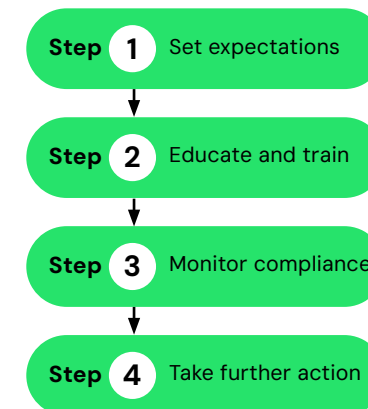
Our Human Rights Policy is available from the Company > Corporate Governance section of our website at www.tabcorp.com.au/company/corporate-governance.

Fair Work Compliance Program

We undertake an annual minimum wage review across all our operations to confirm that our team members are compensated fairly and in accordance with relevant awards or enterprise agreements, where applicable. We also undertake work to protect vulnerable workers and prevent potential contraventions of the *Fair Work Amendment (Protecting Vulnerable Workers) Act 2017* (**Fair Work Act**) in our retail networks (agencies).

Our Fair Work Compliance Program promotes compliance with the Fair Work Act regarding minimum rates of pay, awards and enterprise agreements to our retail partners. It also promotes compliance with the *Modern Slavery Act 2018* (Cth).

The program comprises four steps:



We have risk management processes in place to verify compliance with the various labour hire licencing schemes across Australia. These schemes are designed to bring integrity and scrutiny to the labour hire sector, keep vulnerable workers safe from exploitation and protect them from being underpaid. We only procure designated labour hire services from licenced providers in those States and Territories that mandate labour hire licenses.

Taxation and transparency

Tabcorp is a large Australian taxpayer and one of the largest financial contributors to the racing and wagering industry. Through our taxes, licence fees, and commercial arrangements, we help sustain a vibrant local racing ecosystem, support Australian jobs, and contribute to the viability of retail venues such as pubs and clubs.

Tax strategy

We take a conservative and prudent approach to managing tax risk. Our tax strategy is designed to protect shareholder interests by paying the right amount of tax, at the right time, in the jurisdictions where we operate.

Tabcorp’s tax strategy is guided by the following principles:

- Full compliance with all statutory tax obligations, operating transparently and in good faith.
- Maximising shareholder value while adhering strictly to legal requirements.
- Proactive management of tax risks and affairs.
- Maintaining professional, open, and collaborative relationships with tax authorities.

- Considering reputational and stakeholder impacts when assessing tax risks.
- Aligning profits and taxes with where value is created in our international operations.

We maintain a comprehensive Tax Risk Management Policy and procedures manual, which has been shared with the Australian Taxation Office. This policy is approved by the Board, and taxation matters are regularly reviewed by the Audit Committee.

In addition to the statutory tax disclosures in our Annual Report, we have adopted the Voluntary Tax Transparency Code. This code, developed by the Board of Taxation and administered by the ATO, sets out principles and minimum standards for public tax disclosures.

Pillar II global tax regime

The recent introduction of the OECD’s Pillar II global minimum tax regime marks a significant shift in international taxation, aiming to have large multinational enterprises paying a minimum effective tax rate (ETR) of 15% in every jurisdiction where they operate.

For Tabcorp, Pillar II applies to our international operations in the Isle of Man and the United States, where we maintain business activities that fall within the scope of the regime. Under these rules, if the ETR in any of these jurisdictions falls below the 15% threshold, a top-up tax may be levied either by the local jurisdiction or by the ATO.

We are actively assessing the impact of these changes on our global tax profile and have implemented internal processes to comply with the new reporting and calculation requirements. This includes aligning with transitional safe harbour provisions and preparing for the additional disclosures required under the ATO’s implementation framework.

We remain committed to tax transparency and compliance. We will continue to report and pay taxes in the jurisdictions where value is created, in line with both our tax strategy and the principles of the Pillar II framework.

Anti-money laundering/counter-terrorism financing

We maintain an Anti-Money Laundering and Counter Terrorism (AML/CTF) program that operates under the legal and regulatory requirements of Australia’s AML/CTF regime. Additionally, a separate, tailored AML/CTF program is in place for our PGI business, which operates under the regulatory requirements of the Isle of Man.

Each of our AML/CTF programs cover key processes such as customer onboarding and verification, customer due diligence, employee due diligence, and monitor for customers who may be susceptible to bribes or on sanctions watch lists.

We conduct regular independent reviews of our AML/CTF programs to assess their effectiveness, with findings reported to the Board. The most recent review was conducted during FY23/FY24, and the next review is currently scheduled for FY26. This timing aligns with the upcoming reforms to Australia’s AML/CTF regime and will allow us to evaluate and implement the necessary processes and systems enhancements to enable compliance with the updated regulatory requirements.

Our AML/CTF programs and associated systems and functions are overseen by our Financial Crime Centre of Excellence, comprising up to 50 dedicated specialists with deep expertise across compliance, customer operations, technology and intelligence. The Centre operates under the strategic leadership of our General Manager of Financial Crime and AML Compliance Officer.

Our team members are required to understand and comply with AML/CTF obligations. To support this, all team members are required to complete annual AML/CTF training, including general and role-specific training. Failure to comply with AML/CTF obligations may result in disciplinary action, including suspension or termination of employment or engagement with Tabcorp.

We’re committed to achieving the highest levels of regulatory compliance and strive to maintain an effective AML/CTF compliance system to support this commitment. We engage with AUSTRAC at multiple levels and on a regular basis to update the regulator on our AML/CTF programs and share intelligence.

This year, we continued to drive a series of enhancements across both our process and technology environments to strengthen our ability to detect and manage AML risks, as well as identify unusual behaviours and transactions within our unique operating landscape.

A key milestone was the launch of a significant technology transformation program aimed at consolidating our various AML systems and data flows into a unified case management platform. This initiative will improve the efficiency, consistency and responsiveness of AML monitoring and investigation capabilities.

Tabcorp did not incur any monetary losses as a result of AML legal proceedings in FY25.

Looking ahead to 2026, we will continue to accelerate progress on our technology transformation, while preparing our systems and processes for the upcoming changes to Australia's AML/CTF regulatory framework, as part of AUSTRAC's wider "Tranche 2" reforms.

Environment and climate change

Caring for our environment and addressing climate change are essential to building a sustainable future – for our business, our industry, and the communities we serve.

We recognise climate change as one of the most pressing global challenges of our time. That's why we're committed to acting responsibly to minimise our environmental impact and manage our exposure to climate-related risks. We continue to invest in meaningful opportunities that support the global transition to a low-carbon economy.

Our Board-approved Environmental Policy outlines our commitments to the environment. These include robust risk management, effective governance, increased transparency, and building long term resilience. Together, these commitments guide our actions and confirm that we remain accountable in our journey towards a more sustainable future.

Our key commitments

Risk assessment

Assessing environmental risks and opportunities, including those linked to climate change



Risk Management

Actively managing and mitigating the environmental impact of our operations and supply chain



Reporting

Publicly reporting on our environmental and climate performance and related risk management



Governance

Effective governance and oversight of environmental and climate-related risks and opportunities that may impact Tabcorp now and in the future



Compliance

Complying with, or exceeding, the requirements of relevant sustainability reporting and environmental legislation, regulation and codes in the areas in which we operate



Awareness

Encouraging our team members to minimise their impact and providing opportunities for them to participate in environmental protection activities and training sessions



Communications

Communicating our Environmental Policy to all team members and having it publicly available to our stakeholders and general public



We believe that by investing in environmental sustainability, we can create a better business model and add value to our community and our stakeholders.

This investment helps us protect the environment, and future-proof our business for climate change challenges, while reducing our operational costs.

Task Force on Climate-Related Financial Disclosures (TCFD)

We disclose climate-related information through the CDP and have adopted the voluntary TCFD framework in our Annual Report to align with global best practices.

For FY25, we have expanded our TCFD reporting to enhance transparency and accountability. We included more detailed information regarding our scenario analysis and expanded the level of disclosures under the Risk management and Metrics and targets sections.

In FY26, we will transition from reporting under the TCFD framework to reporting under the newly mandated ASRS, issued by the AASB.

We are actively preparing for this transition so that our disclosures remain transparent, and aligned with evolving regulatory expectations.

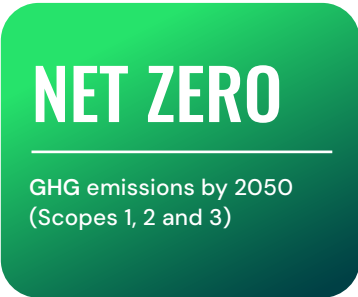
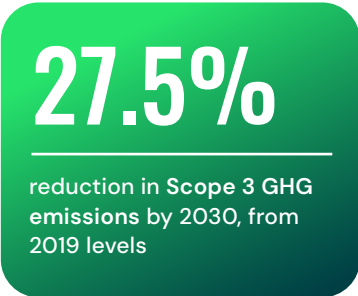
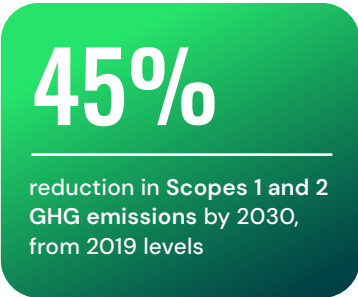
Our detailed TCFD disclosures are available in our Annual Report 2025, available from the Investors section of our website at www.tabcorp.com.au/investors

Our targets

We’ve set medium and long term GHG emission reduction targets⁽ⁱ⁾ aligned with science-based target (SBT) setting methodologies. Targets are considered “science-based” if they are in line with what the latest climate science says is necessary to meet the goals of the Paris Agreement – to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit global warming to 1.5°C.

SBTs provide companies with a clearly defined pathway to future-proof growth by specifying how much and how quickly they need to reduce their GHG emissions.

Our targets are:



Our Net Zero Roadmap and Plan

We continue to reduce our GHG emissions by using less electricity in our properties, using energy-efficient products and technologies, recycling or donating office equipment, transitioning to hybrid and low emission utility vehicles in our fleet, reducing the volume of paper we use, and encouraging team members to minimise their impacts on the environment.

Our Net Zero Plan outlines our key priorities and biggest opportunities to accelerate decarbonisation and achieve our Scope 1, 2 and 3 GHG emissions reduction targets. These opportunities include:

-  Installing solar and battery storages at our largest facilities and other locations.
-  Improving energy efficiency from lighting through LED upgrades and/or automated sensors.
-  Increasing the uptake of hybrid, low emissions utility vehicles and electric vehicles within our fleet.
-  Better managing our supply chain emissions by adopting a Supplier Carbon Framework.

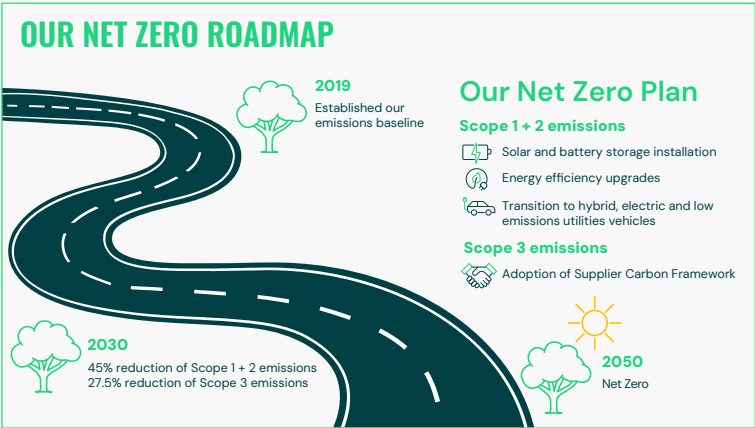
Opportunities identified during the development of our Net Zero Plan will help further reduce emissions and limit the risk that decarbonisation of the electricity grid does not materialise as expected. They will also help us reduce our operational costs.

As our largest sources of Scope 3 emissions are related to purchased goods and services (61% in FY25), we have developed a Supplier Carbon Framework to help us manage and mitigate the carbon emission risk of our suppliers.

Achieving our Scope 3 targets will only be possible if our suppliers set their own science-based targets. While this is not a small task, we believe we’ll be building higher-quality relationships with our suppliers, which will enhance efficiency, transparency, and resiliency across our value chain.

Our Climate Change Steering Committee oversees the implementation of our Supplier Carbon Framework and progress against our Net Zero Plan.

(i) These are net targets and relate to carbon dioxide (CO₂). Our level of ambition for Scopes 1 and 2 is 1.5°C and for Scope 3 is well below 2°C (WB2D).



Looking ahead, we'll continue to implement initiatives that deliver the most value to our business, and access additional opportunities to accelerate the decarbonisation of our business and value chain.

Greenhouse gas emissions

Following the Demerger of our former Lotteries and Keno business in June 2022, we re-established our 2019 GHG emissions baseline to remove those emissions related to our discontinued businesses.

While undertaking this process, we have improved our data gathering processes, expanded our data coverage, adapted our operational control methodology, and enhanced our disclosures.

This year, we have also included Scopes 1 and 2 GHG emissions data from our international operations.

Our combined Scope 1 and Scope 2 GHG emissions for FY25 were 14,602 tonnes CO₂e, a decrease of 43% from our 2019 baseline.

We believe we're on track to achieving our Scopes 1 and 2 medium term GHG emissions target of 45% reduction by 2030.

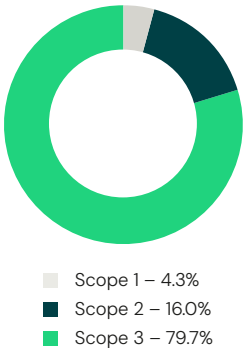
Our Scope 3 emissions for FY25 were 57,223 tonnes CO₂e, a decrease of 46% from our 2019 baseline. This is a significant achievement, surpassing our medium term GHG emissions target of 27.5% reduction in Scope 3 emissions by 2030.

Fuel used in our vehicle fleet and diesel generators at some offices and media transmitter sites, and gases released from refrigerants in air conditioning units (Scope 1) contributed 4.3% of total FY25 emissions (FY24: 2.9%).

Emissions from the consumption of electricity at our properties (Scope 2) contributed 16.0% of total FY25 emissions (FY24: 10.5%).

Scope 3 emissions contributed 79.7% of our total FY25 emissions (FY24: 86.6%), mostly from the procurement of goods and services.

FY25 GHG emissions by Scope



Scope 1 emissions

Our sources of Scope 1 (direct) emissions are from fuels used in fleet vehicles and on-site generators, natural gas, and gases released from refrigerants in air conditioning units.

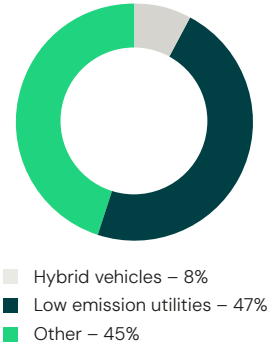
In FY25, our Scope 1 emissions accounted for 21.3% of our combined Scope 1 and 2 emissions.

We operate a fleet of vehicles used by our venue support and field services teams when visiting sites across Australia, including those located in regional areas. Fuel is also used in some of our offices and media transmitter sites to power diesel generators.

Total vehicle fuel consumption was 1.13m litres in FY25, a decrease of 5.6% from the previous year. This was largely due to a reduction in our fleet, resulting in less travel, and an increase of hybrid and low emission utility vehicles, which are more fuel efficient.

We purchased 13 hybrid and 57 low emission utility vehicles, comprising 79% of all vehicle purchases in FY25. These vehicles currently account for 55% of our total fleet.

Composition of fleet



Our plan is to progressively transition to hybrid, low emission, electric or hydrogen powered vehicles in the coming years, provided that projected improvements in technology and supporting infrastructure materialises.

Total FY25 Scope 1 emissions were down 11.4% from FY24, mainly due to a reduction in vehicle fuel consumption and transition of our forklifts from LPG to electric.

BUILDING A SUSTAINABLE FUTURE CONTINUED

Scope 2 emissions

Scope 2 (indirect) emissions are those associated with our electricity use and in FY25 comprised 78.7% of our combined Scope 1 and 2 emissions.

We use electricity sourced from the grid to power our corporate offices, warehouses, and the majority of other premises across Australia, such as TAB agencies, broadcasting and transmission infrastructure.

Electricity use in FY25 was 17,412 MWh, which was 8.0% below the prior year, predominantly due to site closures, relocation of our Sydney corporate office to a more energy efficient building, energy efficiency upgrades, solar installation at our Frenchs Forest facility in NSW, and technology upgrades in selected sites.

Weather conditions also slightly contributed to reduced electricity consumption. This contributed to the total FY25 Scope 2 emissions being down 10.6% from FY24.

We continue to increase our resource efficiency and reduce GHG emissions in areas over which we have control and influence. During FY25, we completed LED lighting upgrades and installed a 257.5 kW solar system in our Frenchs Forest broadcast and media facility in NSW (pictured opposite).

This solar system generated 174.5 MWh of electricity between November 2024 and June 2025, resulting in savings of approximately \$26,170 during that period.

In January 2025, we relocated our Sydney corporate office to a building with a 6-star NABERS Energy rating, carbon neutral certification, and common areas powered entirely by renewable energy. This move is expected to significantly reduce both electricity consumption and operating costs compared to our previous premise.

We're also working through a program of continual improvement implementing and adopting more energy-efficient technologies at selected sites across Australia. Some examples include:

- Upgrading to modern inverter split system air conditioners (A/Cs), which offer significantly improved energy efficiency. These A/Cs reduce electricity consumption and lower operating costs, particularly during periods of peak demand.

- Upgrading the logic and controls for heating, ventilation and air conditioning (HVAC)/ building management systems (BMS), equipment, and plant operations. These upgrades leverage advanced algorithms, sensors, and real-time data to optimise performance, reduce waste, and dynamically adapt to changing conditions. The result is reduced power consumption, extended

equipment lifespan, and lower maintenance requirements—delivering both immediate and long-term operational savings.

- Upgrading an uninterruptible power supply (UPS) at our Granville facility in NSW with a modern, high efficiency system. This newer system offers improved energy performance, reduced cooling needs, and enhanced battery reliability.

This upgrade will contribute to measurable reductions in energy use and electricity costs, while also improving system resilience.

A dedicated budget has been assigned to progress this work in FY26.



Scope 3 emissions

Scope 3 emissions (indirect) associated with our value chain accounted for 79.7% of our total GHG emissions in FY25. We calculated and mapped these emissions in accordance with the GHG Protocol, as outlined below:

Category	Sources	FY25 emissions (tCO ₂ e)	% of Scope 3 emissions
 1. Purchased goods and services	Data centre services, paper, other goods and services related to procurement spend (i.e. communications/ media and consulting services)	43,734	76.4
 3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	Upstream transport/losses of fuel and electricity	1,815	3.2
 5. Waste generated in operations	Waste generated across offices, warehouses, etc	545	1.0
 6. Business travel	Flights, taxis and hotel stays	5,454	9.5
 7. Employee commuting	Team members commute to and from our offices, warehouses	1,682	2.9
 8. Upstream leased assets	Base building services. Includes HVAC, lifts, lobby lighting – electricity and natural gas	813	1.4
 14. Franchises	Emissions associated with the operation of retail agencies that Tabcorp can influence	3,180	5.6
Total		57,223	100.0

Note: Categories 2, 4, 9–13 and 15 are not relevant to Tabcorp.

BUILDING A SUSTAINABLE FUTURE CONTINUED

Purchased goods and services (Category 1) continues to be the major source of our Scope 3 GHG emissions. It accounted for 76.4% of our FY25 Scope 3 emissions, and 60.9% of our total FY25 emissions (Scopes 1, 2 and 3).

FY25 emissions from purchased goods and services decreased 29.5% from the previous year, mostly as a result of reduced procurement activity.

We remain focussed on reducing our waste and provide a number of options (e.g. recyclable and organic waste bins) and awareness campaigns for team members.

All electronic waste we generate is recycled by a third party who provides certification that 100% of e-waste is resold or recycled with zero waste to landfill.

Overall, our total Scope 3 emissions for FY25 were down 46.0% from FY24.

Emissions intensity

We have calculated our emissions intensity based on our total GHG emissions (tCO₂e from Scopes 1, 2 and 3) divided by total revenue (in \$m).

For FY25, our emissions intensity was 27.5 (FY24: 52.2).

Water consumption

We use water sourced from metropolitan mains water supplies in bathrooms and kitchens in our premises.

In FY25, our water consumption slightly increased by 2.5% from the prior year. The main reasons for this increase include our team members returning to work in our offices five days a week, enhanced data gathering and an undetected water leak at our Granville facility for one month.

Future priorities

- Progress implementation of our Climate-Related Disclosures Strategy and Roadmap, in preparation to Australia's new mandatory climate-related financial reporting regime.
- Progress implementation of our Net Zero Roadmap and Supplier Carbon Framework to support achievement of our Net Zero targets for Scopes 1, 2 and 3 emissions.

- Enhance our climate risk assessment by completing a quantitative climate-related scenario analysis and financial modelling.
- Improving data quality and accuracy, in particular for Scope 3 GHG emissions.



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COMMUNITY DATA

Direct community investment by source

Year	Cash \$	Time \$	In kind \$	Management \$	Total \$
FY21	3,749,259	32,690	222,894	229,750	4,234,593
FY22	3,967,200	35,793	249,179	235,750	4,487,922
FY23	593,465	26,332	376,558	233,000	1,229,355
FY24	444,681	50,348	187,883	122,191	805,103
FY25	440,486	31,007	258,902	114,735	845,130
% change (1 year)	-0.9%	-38.4%	37.8%	-6.1%	5.0%
% change (4 years)	-88.3%	-5.1%	16.2%	-50.1%	-80.0%

- Cash refers to cash donations (and in FY21 and FY22 includes Tabcorp's operating expenses for the Charitable Games division before the Demerger was implemented in FY22).
- Time is the value of our team members' time for volunteering activities.
- In kind giving is mainly advertising on Sky Racing broadcasts.
- The methodology used for calculating management costs was revised in FY24, resulting in changes to team members' employment costs and the proportion associated with managing community programs. Prior years have not been restated.
- FY22 represents 11 months contribution from the Charitable Games division before the Demerger was implemented.

Contributions by type of program

Year	Charitable donation %	Community investment %	Commercial initiative %
FY21	15.0	82.5	2.5
FY22	24.4	75.6	-
FY23	42.5	54.7	2.8
FY24	41.4	54.0	4.5
FY25	46.9	45.7	7.4
% change (1 year)	13.3%	-15.4%	64.4%
% change (4 years)	>100%	-44.6%	>100%

Additional contributions

Year	Leverage \$	Foregone revenue \$
FY21	4,809,062	95,466
FY22	2,923,976	106,791
FY23	13,915	132,132
FY24	36,550	53,735
FY25	7,995	86,865
% change (1 year)	-78.1%	61.7%
% change (4 years)	-99.8%	-9.0%

- Leverage includes donations sourced from team members, customers, general public and other third parties where Tabcorp facilitated the program (and unclaimed lotteries prizemoney in FY21 and FY22 prior to the Demerger).
- Foregone revenue relates to advertising on Sky Racing broadcasts.

Total contributions

Year	Total \$
FY21	9,139,121
FY22	7,518,689
FY23	1,375,402
FY24	895,388
FY25	939,990
% change (1 year)	5.0%
% change (4 years)	-89.7%

Community investment by causes supported by Tabcorp

Year	Health %	Social welfare %	Education %	Environment %	Emergency relief %	Other %
FY21	67.8	2.6	0.0	1.7	10.5	17.4
FY22	63.4	2.7	0.0	1.0	28.5	4.5
FY23	46.7	24.1	4.5	1.9	8.8	14.0
FY24	45.1	26.6	5.5	1.5	0.0	21.3
FY25	20.6	53.3	13.5	1.7	0.0	10.9
% change (1 year)	-54.3%	>100%	>100%	13.3%	n/a	-48.8%
% change (4 years)	-69.6%	>100%	n/a	0.0%	n/a	-37.4%

- Excludes management costs (and the Charitable Games division in FY21 and FY22 prior to the Demerger).

Team member blood donations

Year	Number of donations
FY21	221
FY22	179
FY23	147
FY24	146
FY25	96
% change (1 year)	-34.2%
% change (4 years)	-56.6%

- The Australian Red Cross indicates that every donation has the potential to save three lives.

WORKPLACE DATA

Team member engagement

Year	% favourable	% response rate
FY21	60	68
FY22	57	73
FY23	59	73
FY24	58	75
FY25	60	74
% change (1 year)	3.4%	-1.3%
% change (4 years)	0.0%	8.8%

• No survey was conducted during FY22 while the Demerger was being implemented, but a survey was undertaken in August 2022 shortly after the end of FY22 which has been applied to FY22 above.

Lost time injury frequency rate (LTIFR)

Year	Number of lost days per million hours worked
FY21	2.3
FY22	1.3
FY23	2.6
FY24	2.7
FY25	1.4
% change (1 year)	-48.1%
% change (4 years)	-39.1%

Type of lost time injury/illness

Type of injury/illness	Manual handling %	Slips, trips and falls %	Motor vehicle accidents %	Other %
FY21	47	33	0	20
FY22	71	29	0	0
FY23	37	18	27	18
FY24	46	27	0	27
FY25	20	40	0	40
% change (1 year)	-56.5%	48.1%	na	48.1%
% change (4 years)	-57.4%	21.2%	na	100.0%

Gender diversity

Year	Non-Executive Directors %	Executive Leadership Team %	Total Leadership Cohort %	Whole of Tabcorp %
FY21	29	33	43	43
FY22	25	33	42	40
FY23	43	25	37	39
FY24	43	25	39	38
FY25	60	33	37	36
% change (1 year)	39.9%	33.2%	-5.4%	-4.2%
% change (4 years)	>100%	0.9%	-15.1%	-15.3%

- Proportion of female team members across Tabcorp at 30 June.
- The ELT comprises the CEO and executives who report to the CEO.
- The Total Leadership Cohort is comprised of the executives (level 2), senior leaders (level 3) and frontline leaders (level 1-4) (Hay grade 16-20). The CEO is excluded.
- Whole of Tabcorp includes all permanent, fixed term and casual team members.

Team member training and development

Year	Average training hours per female FTE	Average training hours per male FTE	Average training hours per FTE	Average spend per FTE \$
FY21	na	na	9.15	na
FY22	na	na	8.74	na
FY23	9.95	9.96	9.95	333.17
FY24	8.69	7.05	7.50	448.80
FY25	4.36	3.93	4.05	399.86
% change (1 year)	-49.8%	-44.3%	-46.0%	-10.9%
% change (4 years)	na	na	-55.7%	na

- Average training hours per full time equivalent (FTE) includes all permanent/fixed term employees.
- Average spend per FTE includes permanent/fixed term employees and casual/contingent workers, which differs to average training hours due to system limitations.

Team member recruitment

Year	Number of new positions filled	Positions filled by internal candidates %	Positions filled by female candidates %	Cost per new position filled \$
FY21	854	48	48	661
FY22	566	36	36	na
FY23	251	25	32	970
FY24	171	17	37	1,526
FY25	66	13	18	1,300
% change (1 year)	-61.4%	-23.5%	-51.4%	-14.8%
% change (4 years)	-92.3%	-72.9%	-62.5%	96.7%

- Cost per new position filled = Total recruitment cost (proportionate to new positions) divided by number of new positions filled.

Team member absenteeism

Year	Absenteeism rate %
FY21	2.4
FY22	2.4
FY23	2.2
FY24	2.1
FY25	2.7
% change (1 year)	28.6%
% change (4 years)	12.5%

- Absenteeism rate is the total number of personal/carer's leave days taken by eligible team members (permanent/ fixed term) during the financial year divided by available work days for the same period.

Workplace profile (headcount)

Year	Full time permanent	Part time permanent	Total permanent	Fixed term	Casuals	Contingent workers/ contractors	Total
FY21	2,537	152	2,689	69	1,242	145	4,145
FY22	1,966	92	2,058	47	1,089	210	3,404
FY23	1,941	71	2,012	51	941	146	3,150
FY24	1,792	71	1,863	61	769	93	2,786
FY25	1,543	57	1,600	22	629	34	2,285
% change (1 year)	-13.9%	-19.7%	-14.1%	-63.9%	-18.2%	-63.4%	-18.0%
% change (4 years)	-39.2%	-62.5%	-40.5%	-68.1%	-49.4%	-76.6%	-44.9%

- As at 30 June.
- Tabcorp's workforce experiences seasonal changes (for example, a greater number of casuals are employed during peak periods, such as the Spring Racing Carnival).

Team member turnover

Year	Total team member turnover rate %	Voluntary team member turnover rate %
FY21	24.3	12.3
FY22	19.4	16.2
FY23	19.2	12.6
FY24	20.9	10.2
FY25	29.9	12.7
% change (1 year)	43.1%	24.5%
% change (4 years)	23.0%	3.3%

- Includes permanent/fixed term employees.

Parental leave

Year	Females	Males	Total	Retention rate %
FY21	92	147	239	95
FY22	96	166	262	97
FY23	63	111	174	97
FY24	57	108	165	95
FY25	48	93	141	97
% change (1 year)	-15.8%	-13.9%	-14.5%	2.1%
% change (4 years)	-47.8%	-36.7%	-41.0%	2.1%

- Number of team members who took parental leave (as primary or secondary carer) during any part of the year.
- Retention based on those team members who completed their parental leave during any part of the year and returned to work at Tabcorp.

Workplace profile (FTE)

Year	Number of team members
FY21	2,712.9
FY22	2,062.2
FY23	2,037.8
FY24	1,902.6
FY25	1,605.1
% change (1 year)	-15.6%
% change (4 years)	-40.8%

- As at 30 June.
- Relates to FTE in respect of permanent and fixed term team members (excludes casuals and contingent workers).

Collective bargaining arrangements

Year	Team members who are covered by an enterprise agreement %
FY21	36.0
FY22	37.7
FY23	35.7
FY24	32.0
FY25	32.3
% change (1 year)	0.9%
% change (4 years)	-10.3%

- As at 30 June.
- Excludes contingent workers/contractors.

FY25 workplace summary

Position	Number of women	Number of men	Number of team members
ELT	3	6	9
Senior Leader	6	17	23
Frontline Leader	52	84	136
Total Leadership Cohort*	61	107	168
Other	381	1,068	1,449
Total (excluding Casuals)	442	1,175	1,617
Casuals	375	253	628
Total (including Casuals)	817	1,428	2,245

- As at 30 June.
- The ELT comprises the CEO and executives who report to the CEO.
- Total Leadership Cohort is comprised of the executives (level 2), senior leaders (level 3) and frontline workers (level 4) (Hay grade 16 – 20), CEO excluded.
- Other includes all permanent, fixed term team members who are not part of the Total Leadership Cohort.

FY25 workplace – specialist roles

Position	Women %	Men %
All management positions	36.5	63.5
Management positions for revenue generating functions	35.3	64.7
STEM positions	30.0	70.0

- As at 30 June.
- All Management positions = Total Leadership Cohort (excluding CEO).
- Revenue generating = Customer/Wagering/Media/Operations.
- STEM positions = Positions in Technology (permanent/full time only).

FY25 workplace – age

Years of age	Total	%
<30	312	19.3
30 to 44	629	38.8
45 to 60	513	31.7
>60	166	10.2

- As at 30 June.
- Includes all permanent/fixed term team members.

FY25 workplace – other diversity criteria

Team members who have reported they identify as	%
Aboriginal or Torres Strait Islander	1.4
Use a language other than English at home	23.0
Cultural background other than Aus/NZ	32.2
Participation by disability	2.4
LGBTIQ+	2.3

- In accordance with Australian laws and practices, we do not breakdown our workforce on race, ethnicity or nationality. However, the percentages shown are voluntary responses received from an engagement survey which was run in July 2025.

FY25 workplace – turnover

Team members who ceased employment	% of total voluntary terminations
Female	36
Male	64
ELT and Senior Leaders	30
Frontline Leaders	70
<30 years old	24
30 to 44 years old	48
45 to 60 years old	19
>60 years old	9

- Team members who left via voluntary terminations excluding retirements.

SUPPLY CHAIN DATA

Procurement portfolio summary

	Number of suppliers and contractors	Proportion of total spend with top 50 suppliers %
FY21	1,823	68
FY22	1,829	71
FY23	1,463	74
FY24	1,012	72
FY25	1,045	74
% change (1 year)	3.3%	2.8%
% change (4 years)	-42.7%	8.8%

Location of suppliers

	Australian suppliers %	Non-Australian suppliers %
FY21	96.0	4.0
FY22	92.5	7.5
FY23	92.9	7.1
FY24	93.2	6.8
FY25	90.4	9.6
% change (1 year)	-3.0%	40.8%
% change (4 years)	-5.8%	>100%

Types of procurement spend

	Information and communication technology %	Property and facilities %	Recruitment and professional services %	Travel, fleet, freight, and other corporate services %	Marketing, sponsorship, machines, and print production %
FY21	30	15	12	5	38
FY22	29	10	14	6	41
FY23	39	11	17	4	29
FY24	43	11	16	9	21
FY25	39	13	19	8	21
% change (1 year)	-9.3%	18.2%	18.8%	-11.1%	0.0%
% change (4 years)	30.0%	-13.3%	58.3%	60.0%	-44.7%

Critical Tier 1 Suppliers

	Number of critical Tier 1 suppliers ⁽ⁱ⁾	Proportion of total procurement spend on critical Tier 1 suppliers	Number of suppliers which completed a sustainability risk assessment	Number of suppliers assessed as potential high sustainability risk	Total number of suppliers
FY21	166	86.0%	na	na	1,908
FY22	145	87.0%	145	15	1,466
FY23	144	89.6%	40	6	1,276
FY24	165	88.4%	40	6	1,012
FY25	154	89.4%	130	6	1,045
% change (1 year)	-6.7%	1.2%	>100%	0.0%	3.3%
% change (4 years)	-7.2%	4.0%	na	na	-45.2%

⁽ⁱ⁾ Critical Tier 1 suppliers are those which have a direct impact to revenue generation and/or those that provide non-substitutable products or services. Other Tier 1 suppliers are those where the procurement value is more than \$500,000 per annum and both current performance and value potential are considered high.

ENVIRONMENTAL DATA

Energy consumption

Year	Electricity (MWh)	Gas (GJ)
FY21	12,566	6,323
FY22	19,907	6,101
FY23	24,274	3,244
FY24	18,917	3,240
FY25	17,412	2,921
% change (1 year)	-8.0%	-9.8%
% change (4 years)	38.6%	-53.8%

- Electricity is measured in megawatt hours.
- Gas is measured in gigajoules.
- FY22 data shows an increase due to improvements in data gathering and change in operational control methodology relating to properties. TAB agencies, broadcasting transmission towers and additional premises at our Brisbane office were included for the first time.
- FY23 data shows an increase due to further improvements in data gathering to include additional TAB agencies and other premises for the first time.
- Data has been restated to only include Scope 2 electricity use at our properties (owned and leased locations). Excludes Scope 3 usage.
- Gas data includes Scope 3 usage (offices – base buildings).

Vehicle fuel consumption

Year	Diesel (l)	Petrol (l)	Total (l)
FY21	691,109	244,783	935,892
FY22	708,370	470,310	1,178,680
FY23	706,740	544,077	1,250,817
FY24	727,030	467,270	1,194,300
FY25	771,142	292,152	1,063,294
% change (1 year)	6.1%	-37.5%	-11.0%
% change (4 years)	11.6%	19.4%	13.6%

- Refers to ULP, PULP and E10, measured in litres.

Water consumption

Year	Total (kl)
FY21	29,518
FY22	23,278
FY23	34,857
FY24	28,380
FY25	29,102
% change (1 year)	2.5%
% change (4 years)	-1.4%

- Measured in kilolitres.
- FY23 data shows an increase due to improvements in data gathering and change in operational control methodology relating to properties, with the inclusion of TAB agencies and other premises for the first time.

Paper consumption

Year	Total (kg)
FY21	1,237,021
FY22	1,212,603
FY23	390,653
FY24	346,504
FY25	336,792
% change (1 year)	-2.8%
% change (4 years)	-72.8%

- Measured in kilograms.
- Includes all paper such as office paper and from venues including tickets, bet slips and marketing material.

Scope 3 greenhouse gas emissions (tCO₂e) by source

Year	Air travel	Paper use	Waste	Third party energy use	Procurement spend	Other	Total
FY21	152	2,918	37	1,379	na	1,681	6,167
FY22	502	2,716	770	6,685	99,997	6,277	116,947
FY23	1,410	457	752	9,644	91,497	9,020	112,780
FY24	1,317	407	741	30,293	61,981	11,352	106,091
FY25	1,274	396	529	3,607	43,718	7,699	57,223
% change (1 year)	-3.2%	-2.7%	-28.6%	-88.1%	-29.5%	-32.2%	-46.1%
% change (4 years)	>100%	-86.4%	>100%	>100%	na	>100%	>100%

- Measured in tonnes of carbon dioxide equivalent.
- 'Paper use' associated with delivering our products to customers in-venue.
- 'Waste' from the company's main offices in Melbourne, Sydney and Brisbane, and from FY22 from TAB agencies. It includes general and recycled waste.
- 'Third party energy use' includes Tabcorp's share of ancillary building services (such as lifts, foyer and heating) at the company's main offices in Melbourne, Sydney and Brisbane, and energy used in outsourced data centres.
- 'Other' includes emissions associated with energy extraction, production, transportation of fuels, transmission and distribution losses for electricity.
- FY22 shows an increase due to improvements in data gathering and change in operational control methodology relating to properties. Emissions related to TAB agencies, EGMs owned, broadcasting transmission towers, additional premises at our Brisbane office, and an estimate of other goods and services based on procurement spend were included for the first time.
- FY24 'third party energy use' includes one-off 24,878 tCO₂e emissions from the expected lifetime consumption of electricity of EGMs sold. This data has been revised and restated (from 30,100 tCO₂e).
- FY24 'procurement spend' methodology has been amended to include adjustments for inflation and improvements in data gathering.

Greenhouse gas emissions (tCO₂e) by scope

Year	Scope 1	Scope 2	Scope 3	Total
FY21	2,668	10,172	6,167	19,007
FY22	3,265	15,130	116,947	135,342
FY23	3,375	16,692	112,780	132,847
FY24	3,509	12,858	106,091	122,458
FY25	3,108	11,493	57,223	71,824
% change (1 year)	-11.4%	-10.6%	-46.1%	-41.3%
% change (4 years)	16.5%	13.0%	>100%	>100%

- Measured in tonnes of carbon dioxide equivalent.
- Scope 1 includes fuel used in vehicle fleets and on-site generators, natural gas, and gases released from refrigerants in air conditioning units.
- Scope 2 includes energy consumption in office buildings.
- Scope 3 includes emissions from the sources listed in the table above.
- FY22 shows an increase due to improvements in data gathering and change in operational control methodology relating to properties. Emissions related to TAB agencies, EGMs owned, broadcasting transmission towers, additional premises at our Brisbane office, and an estimate of other goods and services based on procurement spend were included for the first time.
- FY25 included Scopes 1 and 2 GHG emissions data from our international operations for the first time.

Emissions intensity

Year	Factor
FY22	57.0
FY23	54.6
FY24	52.2
FY25	27.5
% change (1 year)	-47.4%
% change (3 years)	-51.8%

- Measured as total GHG emissions (tCO₂e from Scopes 1, 2 and 3) divided by total revenue (in \$m).

Waste

Year	Landfill (t)	Recycled (t)	Total (t)	Proportion recycled
FY21	14.6	5.9	20.5	28.7%
FY22	577.2	210.6	787.9	26.7%
FY23	557.5	210.9	768.4	27.5%
FY24	545.2	153.7	698.9	22.0%
FY25	405.4	90.6	496.0	18.3%
% change (1 year)	-25.6%	-41.1%	-29.0%	-16.9%
% change (4 years)	-29.8%	-57.0%	-37.0%	-31.7%

- Measured in tonnes.
- FY22 data shows an increase due to improvements in data gathering and a change in operational control methodology relating to properties. TAB agencies were included for the first time.
- FY24 recycled data excludes the calculation for disposal of sold EGMs after lifetime of use.

MEMBERSHIPS OF ASSOCIATIONS

We maintain memberships or representation of industry groups, professional associations and advisory bodies in the wagering, media and gaming services industries. These memberships provide team members with an effective platform to engage with stakeholders on key industry issues that are important to us and our stakeholders. During FY25, these memberships included:

- Association of Certified Anti-Money Laundering Specialists – acams.org
- Australian Hotels Association – aha.org.au
- Australian Narrowcast Radio Association – narrowcastradio.com.au
- Commercial Radio Australia – cra.au
- Corporate Tax Association – corptax.com.au
- Digital Radio Broadcasting (Brisbane and Sydney)
- Diversity Council Australia – dca.org.au
- Fintel Alliance – austrac.gov.au
- Gaming Technologies Association – gamingta.com
- National Association for Gambling Studies – nags.org.au
- Pride in Diversity – prideinclusionprograms.com.au
- Procurement Leaders – procurementleaders.com
- Queensland Safer Gambling Advisory Committee – governmentbodies.premiers.qld.gov.au
- South Australian Gambling Advisory Council – cbs.sa.gov.au
- Tasmanian Gambling Industry Consultative Group – dpac.tas.gov.au
- United Nations Global Compact – unglobalcompact.org
- World Tote Association – world-tote.org

While many of these memberships are provided at no cost, our total expenditure across these memberships was approximately \$0.6m in FY25.

We also maintain memberships with various Australian state and territory-based bodies which represent the interests of community clubs and hotels. Refer also to the Political Contributions and Engagement section on page 61 of our 2025 Annual Report.

EXPLANATORY NOTE: NUMBER OF AUTOMATED AND HUMAN-LED INTERVENTIONS

We define automated interventions as the action we take to communicate with customers to reduce or prevent potentially harmful gambling behaviour. These automated interventions rely on the use of technology, including software systems and machine learning models, to monitor the gambling activity of individual customers and send automated predefined messages.

Automated interventions employ a player risk model that evaluates account-based customers daily, assigning a risk score based on potential gambling harm indicators. Customers exhibiting elevated risk scores in conjunction with specific behavioural criteria (such as high losses or turnover) receive targeted educational communications from us via email, informing them about our safer gambling tools and resources.

We define human-led interventions as actions taken by our Safer Gambling team. They are responsible for identifying potentially harmful or at-risk activity and providing direct and personalised communication with customers (usually in the form of a phone call offering support, guidance, and safer gambling resources). These interventions include the total number of both successful and unsuccessful Safer Gambling calls completed.⁽ⁱ⁾

These interventions are informed by a combination of data and technology (including software systems, machine learning models, and data-based gambling harm risk monitoring controls), as well as referrals from other business units to identify potentially at-risk customers.

Once a potentially at-risk customer is identified, the Safer Gambling team assesses their activity to determine whether a human-led intervention is appropriate.

If a phone call is attempted but not successfully completed (e.g., the customer cannot be reached or does not engage), a temporary block is placed on the customer's account. This block remains in effect until a successful phone call is completed, so that appropriate support and guidance can be provided before gambling activity resumes.

Both intervention approaches aim to equip customers with the necessary assistance to address potential gambling harm effectively.

This metric is limited to interventions that we can track through reporting on our TAB accounts. It excludes activities that we are unable to track. For example: safer gambling interventions by TAB retail staff completed in venue, outside a TAB customer account.

We are voluntarily reporting on this metric as part of our Board-approved Safer Gambling Strategy and Player Safety Promise. This reinforces our commitment to safer gambling and harm minimisation, in absence of a well-defined target within our industry.

(i) This metric does not represent a unique customer count. This is because it includes unsuccessful calls, which then results in duplication within the total count of human-led interventions. For example, a customer may have both an unsuccessful and a successful call for the same trigger. This duplication applies to both automated and human-led interventions, since customers may be flagged by both intervention types. Customers may also be targeted multiple times within the financial year depending on their gambling activity.

GRI CONTENT INDEX

We prepared this Report with reference to the GRI Standards. The following table sets out our disclosures against the GRI Standards, including references to relevant pages within this Report, and other published documents and information available on our website at www.tabcorp.com.au. Where information is not disclosed, we have provided a brief explanation.

Disclosure	Notes	
GRI 1: Foundation		
Statement of use	We have reported with reference to the GRI Standards for the period 1 July 2024 to 30 June 2025	
GRI 1 used	GRI 1: Foundation 2021	
Applicable GRI sector standards	Not applicable	
GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
GRI 2: General Disclosures		
GRI 102: 1. Organisational profile		
2-1	Organizational details	Pages 3 and 6 to 14, and inside back cover
2-2	Entities included in the organization's sustainability reporting	Page 3, and pages 124, 125 and 138 of the 2025 Annual Report
2-3	Reporting period, frequency and contact point	Page 3 and inside back cover
2-4	Restatements of information	The FY24 Scope 3 GHG emissions from third party energy use was understated by 193 tCO ₂ e
2-5	External assurance	Pages 97 to 98
2-6	Activities, value chain and other business relationships	Pages 3 and 6 to 14. Also refer to our website at www.tabcorp.com.au/company and pages 1 to 33 of the 2025 Annual Report
2-7	Employees	Pages 73 to 75
2-8	Workers who are not employees	Pages 63 and 73 to 75
2-9	Governance structure and composition	Page 60. Also refer to pages 3 to 23 of the 2025 Corporate Governance Statement
2-10	Nomination and selection of the highest governance body	We have a Board Nomination Committee in place. Refer to pages 5 to 13 and 18 of the 2025 Corporate Governance Statement
2-11	Chair of the highest governance body	The Chair of Tabcorp's Board of Directors is Brett Chenoweth. Refer to pages 4 and 7 of the 2025 Corporate Governance Statement
2-12	Role of the highest governance body in overseeing the management of impacts	Pages 10 to 12 and 60. Also refer to pages 3 to 6 and 12 of the 2025 Corporate Governance Statement
2-13	Delegation of responsibility for managing impacts	Pages 10 to 12 and 60. Also refer to pages 5 and 6 of the 2025 Corporate Governance Statement
2-14	Role of the highest governance body in sustainability reporting	The information disclosed in this Report, including our material topics, was prepared and reviewed by a cross-functional group led by the Governance and Sustainability Team, with an internal verification process. The Executive Leadership Team endorsed, and the Board approved, the Report. Refer to page 25 of the 2025 Corporate Governance Statement
2-15	Conflicts of interest	Refer to pages 8, 9, 26 and 28 of the 2025 Corporate Governance Statement, and our Code of Conduct available at www.tabcorp.com.au/company/corporate-governance
2-16	Communication of critical concerns	Pages 10 to 17 and 60
2-17	Collective knowledge of the highest governance body	Refer to pages 7 to 12 of the 2025 Corporate Governance Statement
2-18	Evaluation of the performance of the highest governance body	Refer to page 13 of the 2025 Corporate Governance Statement
2-19	Remuneration policies	Refer to pages 64 to 87 of the 2025 Annual Report

GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
2-20	Process to determine remuneration	Refer to pages 64 to 87 of the 2025 Annual Report. Refer also to the Notice of Annual General Meeting 2024 available at www.tabcorp.com.au/investors which contains resolutions regarding the adoption of the Remuneration Report and grant of Options to the MD & CEO. These resolutions were passed by shareholders at the meeting on 23 October 2024 with 98.86% and 98.63% respectively of votes cast in favour
2-21	Annual total compensation ratio	Ratio of the annual total compensation of the highest-paid individual to the median annual total compensation for all team members: 26.52 Ratio of the percentage increase in annual total compensation of the highest-paid individual to the median percentage increase in annual total compensation for all team members: 0.0, because there was no change in the MD & CEO's annual total remuneration package from FY24 to FY25 Refer to pages 64 to 87 of the 2025 Annual Report
2-22	Statement on sustainable development strategy	Pages 4, 5, 18 and 19
2-23	Policy commitments	Pages 4, 5, 12 to 70. Refer also to the 2024 Modern Slavery Statement, 2025 Corporate Governance Statement and key policies available at www.tabcorp.com.au/company/corporate-governance
2-24	Embedding policy commitments	Pages 12 to 70
2-25	Processes to remediate negative impacts	Pages 10 to 12. Our Integrity Protection Service (TIPS), whistleblower framework and Whistleblower Policy are disclosed on page 28 of the 2025 Corporate Governance Statement and at www.tabcorp.com.au/company/corporate-governance
2-26	Mechanisms for seeking advice and raising concerns	Pages 10 to 12 and 51. Refer to TIPS disclosed on page 28 of the 2025 Corporate Governance Statement and at www.tabcorp.com.au/company/corporate-governance
2-27	Compliance with laws and regulations	Page 30. Tabcorp experienced some instances of non-compliance during FY25. These were considered not financially material and remediation plans have been employed.
2-28	Membership associations	Page 79
2-29	Approach to stakeholder engagement	Pages 10 to 13
2-30	Collective bargaining agreements	32.3% of team members are covered by an enterprise agreement (excludes contingent workers). For team members not covered by collective bargaining agreements, their working conditions and terms of employment are generally based on standard employment agreements and industry practice, noting that variations may occur based on various matters (such as location, experience, role and responsibilities)
GRI 3: Material Topics		
3-1	Process to determine material topics	Pages 14 to 19
3-2	List of material topics	Pages 15 to 19
3-3	Management of material topics	Pages 14 to 19
GRI 200: Economic		
GRI 201: Economic Performance		
201-1	Direct economic value generated and distributed	Page 9
201-2	Financial implications and other risks and opportunities due to climate change	Pages 59 and 65 to 70. Refer also to pages 24, 30 to 32 and 47 to 55 of the 2025 Annual Report

GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
201-3	Defined benefit plan obligations and other retirement plans	Refer to pages 133 and 134 of the 2025 Annual Report for details about our defined benefit superannuation plan (closed to new entrants) which operated during FY25. Each year, an actuary provides a report determining the level of funding. If the plan is below the acceptable threshold, we'll contribute to top up the plan so that it is above the minimum threshold based on the actuarial advice. Under Australian laws, we're required to make statutory superannuation guarantee contributions from team member's salary to their nominated superannuation fund. These contributions were at the rate of 11.5% in FY25 of their ordinary time earnings (subject to meeting certain thresholds). Team members can also voluntarily salary sacrifice additional contributions into their superannuation plan
201-4	Financial assistance received from government	Nil
GRI 202: Market Presence		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	The remuneration levels for most of our team members are based on individual contracts, not on minimum wage rules. The remaining team members have their base rate of pay set by the relevant enterprise agreement, as referred to in GRI 2-30. The individual team member's classification and employment category determines their applicable rate of pay. We follow the annual minimum wage rates set by the Fair Work Commission and applicable award reference instruments as a reference point
202-2	Proportion of senior management hired from the local community	87.5% of our senior managers were hired from the local community
GRI 203: Indirect Economic Impacts		
203-1	Infrastructure investments and services supported	Not applicable. We don't have significant infrastructure investments
203-2	Significant indirect economic impacts	Page 9 for economic benefits generated by our businesses, and pages 20 to 33 for how we care for customers and prevent and minimise potential harm
GRI 204: Procurement Practices		
204-1	Proportion of spending on local suppliers	Pages 62, 63 and 76. In FY25, 91.5% of our total procurement spend was with local Australian based suppliers (with an ABN registration, where payment is made to local bank accounts)
GRI 205: Anti-corruption		
205-1	Operations assessed for risks related to corruption	Our risk assessment covers the whole Group. There were no significant risks related to corruption identified through the normal course of our business. Refer also to page 22 and 28 of the 2025 Corporate Governance Statement
205-2	Communication and training about anti-corruption policies and procedures	100%. All team members and Directors undertake mandatory training, and our policies are communicated to all team members and suppliers
205-3	Confirmed incidents of corruption and actions taken	None identified
GRI 206: Anti-competitive Behaviour		
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	None identified

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GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
GRI 207: Tax		
207-1	Approach to tax	Page 64
207-2	Tax governance, control, and risk management	Pages 60 and 64 Tax strategy is overseen by the Board Audit Committee, which receives reports regarding tax matters at each Committee meeting (at least quarterly). Tax risk management and compliance is overseen by the Risk, Compliance and Sustainability Committee – refer to pages 16 and 19 to 23 of the 2025 Corporate Governance Statement The tax function is managed by the Chief Financial Officer. Team members in the tax function have relevant tax qualifications, and receive regular training and professional development to maintain their qualifications. Their performance is assessed at least annually against a set of key performance indicators and behaviours, and some senior members receive performance based remuneration, that are aligned with the tax strategy and other organisational objectives TIPS is an independent service where people can anonymously report misconduct or an improper state of affairs or circumstances. Refer to page 28 of the 2025 Corporate Governance Statement Tax disclosures are included in the annual Financial Report which is audited by an independent external auditor. Refer to pages 101 to 103, 137 and 138 of the 2025 Annual Report for income tax disclosures and to pages 140 to 145 for the independent auditor's report
207-3	Stakeholder engagement and management of concerns related to tax	Pages 10 to 13 and 64
207-4	Country-by-country reporting	Refer to pages 124, 125, 128 and 138 of the 2025 Annual Report for entities registered in Australia and other countries, and pages 101 to 103 for income tax disclosures
GRI 300: Environmental		
GRI 302: Energy		
302-1	Energy consumption within the organization	Pages 19, 66 to 70, 77 and 78
302-2	Energy consumption outside of the organization	Pages 19, 66 to 70, 77 and 78
302-3	Energy intensity	Not calculated. Refer to GHG emissions intensity on pages 70 and 78
302-4	Reduction of energy consumption	Pages 19, 66 to 70, 77 and 78
302-5	Reduction in energy requirements of products and services	Not applicable. Our products and services don't have any material energy requirements once sold
GRI 303: Water and Effluents		
303-1	Interactions with water as a shared resource	Pages 70 and 77. Water is used in our office kitchens and bathrooms, and is sourced from metropolitan mains water supplies. While water use is not a material issue for Tabcorp (refer to Materiality matrix on page 15), we are committed to reducing our consumption
303-2	Management of water discharge-related impacts	Not applicable. Refer to GRI 303-1 above
303-3	Water withdrawal	Pages 70 and 77
303-4	Water discharge	Not applicable. Refer to GRI 303-1 above

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GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
303-5	Water consumption	Pages 70 and 77. All water is sourced from metropolitan mains water supplies
GRI 305: Emissions		
305-1	Direct (Scope 1) GHG emissions	Pages 67 and 78
305-2	Energy indirect (Scope 2) GHG emissions	Pages 68 and 78
305-3	Other indirect (Scope 3) GHG emissions	Pages 69, 70 and 78
305-4	GHG emissions intensity	Pages 70 and 78
305-5	Reduction of GHG emissions	Pages 19, 65 to 70 and 78
305-6	Emissions of ozone-depleting substances (ODS)	None identified
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	None identified
GRI 306: Waste		
306-1	Waste generation and significant waste-related impacts	Pages 69, 70 and 78
306-2	Management of significant waste-related impacts	Pages 69, 70 and 78
306-3	Waste generated	Pages 69, 70 and 78
306-4	Waste diverted from disposal	Pages 69, 70 and 78
306-5	Waste directed to disposal	Pages 69, 70 and 78
GRI 308: Supplier Environmental Assessment		
308-1	New suppliers that were screened using environmental criteria	100%. The risk assessment for all new suppliers includes environmental criteria
308-2	Negative environmental impacts in the supply chain and actions taken	None identified
GRI 400: Social		
GRI 401: Employment		
401-1	New employee hires and employee turnover	Pages 57, 74 and 75
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	One day of flexi leave per annum, one day of volunteer leave per annum, one day of cultural leave per annum, parental leave outside statutory entitlements, study assistance, access to purchased leave, additional emergency services leave, access to unpaid leave of absence, and one week of bonus leave applies to permanent employees (subject to meeting policy requirements). Team members can also own Tabcorp shares under our employee share scheme. Health care in Australia operates under a shared public-private model underpinned by a national single-payer funding model (Medicare). Retirement provisions are covered under superannuation arrangements, which are legislated in Australia

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GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
401-3	Parental leave	a. Total number of employees that were entitled to parental leave, by gender: 443 females and 1,178 males (at 30 June 2025) b. Total number of employees that took parental leave, by gender: 48 females and 93 males. Refer also to pages 50 and 74 c. Total number of employees that returned to work in the reporting period after parental leave ended, by gender: 45 females and 93 males d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender: 81% females and 95% males. Tabcorp has a flexible policy that allows team members to take parental leave in one or more installments over a maximum period of up to two years e. Return to work and retention rates of employees that took parental leave, by gender: 94% females and 100% males
GRI 402: Labor/Management Relations		
402-1	Minimum notice periods regarding operational changes	We notify team members as soon as practicable, and in accordance with legislative requirements. Our Enterprise Agreements require us to: consult with relevant team members as soon as practicable once we have made a decision to make a significant or major operational change; and under a small number of Enterprise Agreements, to provide a minimum of three workdays after the initial consultation before implementing the change
GRI 403: Occupational Health and Safety		
403-1	Occupational health and safety management system	Pages 53 to 55 and 73
403-2	Hazard identification, risk assessment, and incident investigation	Pages 53 to 55 and 73
403-3	Occupational health services	Pages 53 to 55 and 73
403-4	Worker participation, consultation, and communication on occupational health and safety	Pages 53 to 55 and 73
403-5	Worker training on occupational health and safety	Page 53
403-6	Promotion of worker health	Pages 53 to 55
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 53 to 55 and 73
403-8	Workers covered by an occupational health and safety management system	All team members, contractors and visitors are covered by our Health, Safety and Wellbeing Management System
403-9	Work-related injuries	Pages 53 to 55 and 73

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GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
403-10	Work-related ill health	a. For all employees: i. The number of fatalities as a result of work-related ill health: 0 ii. The number of cases of recordable work-related injury/ill health: 21 iii. The main types of work-related ill health: Musculoskeletal b. For all workers who are not employees: i. The number of fatalities as a result of work-related ill health: 0 ii. The number of cases of recordable work-related injury/ill health: 0 iii. The main types of work-related ill health: Not applicable c. The work-related hazards that pose a risk of ill health, including: i. how these hazards have been determined: Consultative risk assessments and periodic risk profile reviews ii. Which of these hazards have caused or contributed to cases of ill health during the reporting period: Manual handling, environmental (slip/trip/fall) iii. Actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls: Risk and control reviews, workplace inspections, audits and training d. No workers have been excluded from the above e. We compiled this data using our incident management database
GRI 404: Training and Education		
404-1	Average hours of training per year per employee	Page 73
404-2	Programs for upgrading employee skills and transition assistance programs	Pages 55 to 57
404-3	Percentage of employees receiving regular performance and career development reviews	100%. All team members participate in the annual performance review and development process
GRI 405: Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	Pages 44, 50, 73 and 75. Also refer to page 29 of the 2025 Corporate Governance Statement
405-2	Ratio of basic salary and remuneration of women to men	Page 48

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GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
GRI 406: Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	In FY25 Tabcorp managed two sexual harassment cases, and three harassment cases. No discrimination cases were reported. Each of these was managed in line with the complaints procedure outlined in Tabcorp's Workplace Behaviour Policy. Of the two sexual harassment cases, one took six days to resolve and the other took 77 days to resolve. The latter was run by an external party which typically results in a longer investigation process. One was substantiated and the respondent dismissed. The other was unable to be substantiated, as the defendant resigned before the investigation concluded. Of the three harassment cases, two were resolved in an average of 11 days. Neither of the cases were substantiated however expectations were reset with respondents. The third case was investigated by an external party and took 130 days to resolve. The matter was partially substantiated and the respondent was dismissed.
GRI 407: Freedom of Association and Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Pages 61 to 63 and 76. Refer also to the 2024 Modern Slavery Statement
GRI 408: Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	Pages 61 to 63 and 76. Refer also to the 2024 Modern Slavery Statement
GRI 409: Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Pages 61 to 63 and 76. Refer also to the 2024 Modern Slavery Statement
GRI 410: Security Practices		
410-1	Security personnel trained in human rights policies or procedures	All security personnel provided by our third party property supplier receive a copy of the company's human rights policy and procedures document. Compliance with the policy is part of their employment obligations
GRI 411: Rights of Indigenous Peoples		
411-1	Incidents of violations involving rights of indigenous peoples	None identified
GRI 413: Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Pages 21 to 42. Safer gambling is our most relevant and material sustainability issue at the local community level
413-2	Operations with significant actual and potential negative impacts on local communities	Pages 21 to 33. Refer to GRI 413-1 above
GRI 414: Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	Pages 61 to 63. Refer also to the 2024 Modern Slavery Statement
414-2	Negative social impacts in the supply chain and actions taken	Pages 61 to 63. Refer also to the 2024 Modern Slavery Statement
GRI 415: Public Policy		
415-1	Political contributions	Refer to page 61 of the 2025 Annual Report

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GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Page numbers in this Report and/or references to other documents or URLs
GRI 416: Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	100%. All of our wagering products are subject to safer gambling assessments. Refer to the Customer Care section on pages 20 to 33
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Not disclosed
GRI 417: Marketing and Labelling		
417-1	Requirements for product and service information and labelling	Refer to Player Safety Promise on page 22, Safer Gambling tools on pages 24 and 25, TAB Safer Gambling website on page 26, Retail venues on page 27, Safer Gambling Codes of Conduct on page 27, Promoting Safer Gambling and responsible marketing and advertising on pages 28 to 30
417-2	Incidents of non-compliance concerning product and service information and labelling	Not disclosed
417-3	Incidents of non-compliance concerning marketing communications	Refer to page 30
GRI 418: Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Pages 30 and 32. During FY25, no material data breaches were identified.

In conducting our materiality assessment, we have determined that the following topics are not applicable to us:

- Biodiversity
- Food waste
- Packaging materials
- Water

For additional information on how we determine materiality, and a full list of topics considered not material, refer to pages 14 to 17.

UNITED NATIONS GLOBAL COMPACT (UNGC) INDEX

The United Nations Global Compact (**UNGC**) is a call to companies to align strategies and operations with ten universal principles on human rights, labour, environment and anti-corruption, and take action that advance societal goals.

We are committed to making the UNGC and its principles part of our strategy, culture, and day-to-day operations, and to engaging in collaborative programs which advance the UN SDGs.

The table below provides an overview of these principles, and the reference where these have been addressed.

The documents listed below are available from our website at www.tabcorp.com.au/company/corporate-governance.

Principles	Document reference	Section reference in this Report	Page number
Human Rights			
Principle 1 Protection of Internationally Proclaimed Human Rights	• 2025 Sustainability Report • Annual Modern Slavery Statements • Supplier Code of Conduct • Human Rights Policy	Building a sustainable future	59 to 63
Principle 2 No Complicity in Human Rights Abuse	• 2025 Sustainability Report • Annual Modern Slavery Statements • Supplier Code of Conduct • Human Rights Policy • Respect@Work Position Statement	Building a sustainable future	59 to 63
		Supporting our people to succeed	51
Labour			
Principle 3 Freedom of Association and Collective Bargaining	• 2025 Sustainability Report • Annual Modern Slavery Statements • Supplier Code of Conduct • Human Rights Policy	GRI content index (407–1)	88
Principle 4 Elimination of all forms of Forced and Compulsory Labour	• 2025 Sustainability Report • Annual Modern Slavery Statements • Supplier Code of Conduct • Human Rights Policy	Building a sustainable future	59 to 63
Principle 5 Abolition of Child Labour	• 2025 Sustainability Report • Annual Modern Slavery Statements • Supplier Code of Conduct • Human Rights Policy	Building a sustainable future	59 to 63

UNITED NATIONS GLOBAL COMPACT (UNGC) INDEX CONTINUED

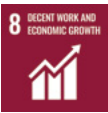
Principles	Document reference	Section reference in this Report	Page number
Principle 6 Elimination of Discrimination	• 2025 Sustainability Report	Building a sustainable future	59 to 63
	• Annual Modern Slavery Statements	Supporting our people to succeed	44 to 51
	• Supplier Code of Conduct		
	• Human Rights Policy		
	• Inclusion and Diversity Policy		
	• Respect@Work Position Statement		
Environment			
Principle 7 Precautionary Approach to Environmental Challenges	• 2025 Sustainability Report	Building a sustainable future	58 to 70
	• Environmental Policy	We support a precautionary approach by taking actions to avoid or minimise our environmental impact	
Principle 8 Environmental Responsibility	• 2025 Sustainability Report	Building a sustainable future	58 to 70
	• Environmental Policy		
	• Supplier Code of Conduct		
Principle 9 Environmentally Friendly Technologies	• 2025 Sustainability Report	Building a sustainable future	58 to 70
	• Environmental Policy		
	• Supplier Code of Conduct		
Anti-corruption			
Principle 10 Work against Corruption in all its forms	• Anti-Bribery and Corruption Policy	Building a sustainable future	58 to 63
	• Whistleblower Policy		
	• Code of Conduct		
	• Supplier Code of Conduct		
	• 2025 Corporate Governance Statement		

UN SUSTAINABLE DEVELOPMENT GOALS (SDG) INDEX

Our contribution to the UN SDGs and the alignment with our Sustainability Framework is outlined below.

UN SDG	UN SDG target	Our Sustainability Framework pillar	Our contribution and section reference
	Good Health and Wellbeing 3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks 3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	• Customer Care • Supporting our People to Succeed	We're contributing to these targets through: • our Safer Gambling program. Our Customer Care Principles and Player Safety Promise reflect our commitment to address harmful gambling. Refer to the Customer Care section • our health, safety and wellbeing program. Refer to the Health, Safety and Wellbeing section
	Quality Education 4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	• Supporting our People to Succeed	We're contributing to these targets through our learning and development program. Refer to the Learning and Development section
	Gender Equality 5.1 End all forms of discrimination against all women and girls everywhere 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	• Supporting our People to Succeed	We're contributing to these targets through our inclusion and diversity program. Our Inclusion and Diversity Policy supports achievement of these targets. Refer to the Inclusion and Diversity section

UN SUSTAINABLE DEVELOPMENT GOALS (SDG) INDEX CONTINUED

UN SDG	UN SDG target	Our Sustainability Framework pillar	Our contribution and section reference
	Decent work & economic growth 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value 8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its form 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	- Supporting our People to Succeed - Building a Sustainable Future	We're contributing to these targets through: - our inclusion and diversity program. Our Inclusion and Diversity Policy supports achievement of these targets. Refer to the Inclusion and Diversity section - our responsible procurement program. Our Human Rights Policy supports achievement of these targets. Refer to the Responsible Procurement and Human Rights and Modern Slavery sections. Also refer to our Modern Slavery Statement for additional information - our health, safety and wellbeing program. Refer to the Health, Safety and Wellbeing section
	Industry, Innovation and Infrastructure 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	Building a Sustainable Future	We're contributing to this target through our environmental management practices. Refer to the Environment and Climate Change section and our Environmental Policy. Also refer to our the TCFD section of our Annual Report for additional information
	Reduced Inequalities 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	- Supporting our People to Succeed - Building a Sustainable Future	We're contributing to these targets through: - our inclusion and diversity program. Our Inclusion and Diversity Policy supports achievement of these targets. Refer to the Inclusion and Diversity section - our Responsible Procurement program. Our Human Rights Policy supports achievement of these targets. Refer to the Responsible Procurement and Human Rights and Modern Slavery sections, and our Modern Slavery Statement

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UN SUSTAINABLE DEVELOPMENT GOALS (SDG) INDEX CONTINUED

UN SDG	UN SDG target	Our Sustainability Framework pillar	Our contribution and section reference
	Responsible Consumption and Production 12.2 By 2030, achieve the sustainable management and efficient use of natural resources 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	Building a Sustainable Future	We're contributing to these targets through this yearly report, and our environmental management practices. Refer to the Environment and Climate Change section and our Environmental Policy . Also refer to our the TCFD section of our Annual Report for additional information
	Climate Action 13.2 – Integrate climate change measures into national policies, strategies and planning	Building a Sustainable Future	We're contributing to this target through our environmental management practices. Refer to the Environment and Climate Change section . Our Environmental Policy reinforces our commitment to climate action
	Partnerships for the Goals 17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	Community contribution	We're contributing to this target through our business operations (e.g. paying taxes, contributing to our industry, buying from local businesses and generating jobs). Refer to the Community Contribution section

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) DISCLOSURES – CASINOS AND GAMING SECTOR

Code	Accounting Metric	Reference
Sustainability Disclosure Topics & Accounting Metrics		
SV-CA-130a.1	(1) Total energy consumed	(1) Greenhouse gas emissions, pages 67 to 70; Environmental data, pages 77 to 78. Note: we measure electricity in megawatt hours.
	(2) Percentage grid electricity	(2) 58.4%. This percentage is calculated as: 62,682GJ from the grid, divided by (628.2GJ from solar, 606,669GJ of fuels + grid electricity).
	(3) Percentage renewable	(3) 0.59%. This percentage is calculated as: 628.2GJ from solar, divided by (628.2GJ from solar, 606,669GJ of fuels + grid electricity).
SV-CA-260a.1	Percentage of gaming facilities that implement the Responsible Gambling Index	Not applicable.
SV-CA-260a.2	Percentage of online gaming operations that implement the National Council on Problem Gambling (NCPG) Internet Responsible Gambling Standards	The NCPG Standards is applicable to the US market. We comply with applicable Responsible Gambling standards and relevant legislation in all jurisdictions in which we operate. We exceed these standards in some cases, using our leadership position to advocate for change in the industry when needed. Refer to the Customer Care section on pages 20 to 33 for more information.
SV-CA-320a.1	Percentage of gaming floor where smoking is allowed	Not applicable.
SV-CA-320a.2	Percentage of gaming staff who work in areas where smoking is allowed	We don't operate casinos, and smoking is not permitted inside the agencies and retail venues where our betting products are distributed.
SV-CA-510a.1	Description of anti-money laundering policies and practices	Refer to Anti-money laundering/counter-terrorism financing section on page 64 for more information.
SV-CA-510a.2	Total amount of monetary losses as a result of legal proceedings associated with money laundering	We had no material monetary losses as a result of AML legal proceedings in FY25.
Activity Metrics		
SV-CA-000.A	Number of tables	Not applicable.
SV-CA-000.B	Number of slots	Tabcorp does not operate casinos.
SV-CA-000.C	Number of active online gaming customers	792,358 in FY25. Note: we define an active gaming customer as one who places a minimum of one bet via a TAB account through any channel across a specific period.
SV-CA-000.D	Total area of gaming floor	Not applicable. Tabcorp does not operate casinos.

INDEPENDENT RATINGS AND RECOGNITIONS

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Dow Jones Sustainability Indices
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64 (out of 100)
Ranked third globally in the Casinos and Gambling sector

63/100 rating⁽ⁱ⁾
Scores within this range indicates good relative ESG performance and above average degree of transparency in reporting material ESG data publicly

C, Awareness
We disclose our climate change impact through CDP, a global environmental disclosure platform



B+ Prime
This rating demonstrates leadership in our industry peer group

AA, Leader (on a scale of AAA-CCC)⁽ⁱⁱ⁾

16.5, Low Risk
Ranked 6/70 in the Casinos and Gaming sector, indicating that our ESG risks are being well managed⁽ⁱⁱⁱ⁾

(i) Formerly the Refinitiv and Thomson Reuters Financial & Risk business.

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ASSURANCE STATEMENT



Ernst & Young
8 Exhibition Street
Melbourne VIC 3000 Australia
GPO Box 67 Melbourne VIC 3001

Tel: +61 3 9288 8000
Fax: +61 3 8650 7777
ey.com/au

Independent Limited Assurance Report to the Management and Directors of Tabcorp Holdings Limited

Our Conclusion:

Ernst & Young ('EY', 'we') were engaged by Tabcorp Holdings Limited ('Tabcorp') to undertake a limited assurance engagement as defined by Australian Auditing Standards, hereafter referred to as a 'review', over the Subject Matter defined below for the year ended 30 June 2025. Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe the Subject Matter has not been prepared, in all material respects, in accordance with the Criteria defined below.

What our review covered

We reviewed the following Subject Matter in Tabcorp's FY25 Sustainability Report (the 'Report'):

We reviewed a selection of performance metrics, as shown in the table below:

Subject Matter	Results
Total scope 1 greenhouse gas emissions (tCO ₂ -e)	3,108
Total scope 2 greenhouse gas emissions (tCO ₂ -e)	11,493
Direct economic value generated and distributed (\$m)	
Direct economic value generated (A)	2,617.1
Economic value distributed (B)	2,431.6
Economic value retained (A-B)	185.5
Percentage completion rate of mandatory Safer Gambling Training ¹	98.6%
Number of automated and human led Safer Gambling interventions ²	129,337
Lost time injury frequency rate (LTIFR)	1.4
Percentage female representation in Leadership Cohort	37%

Other than as described in the preceding paragraphs, which set out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express an opinion or conclusion on this information.

¹ Note that our review applied to the completion rate of the mandatory Responsible Gambling Training, testing that the training was done, not that it was fit for purpose.

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Criteria applied by Tabcorp

In preparing the Subject Matter, Tabcorp applied the following Criteria:

- Definitions as per the Global Reporting Initiative (GRI) Sustainability Reporting Standards
- Measurement principles of the Greenhouse Gas Protocol (GHG Protocol): A Corporate Accounting and Reporting Standard Revised Edition 2004 by the World Business Council for Sustainable Development (WBCSD) and World Resources Institute (WRI)
- National Greenhouse Account Factors for Australia, November 2024.
- Company specific definitions that are publicly disclosed.

Key responsibilities

Tabcorp's responsibility

Tabcorp's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibility and independence

Our responsibility is to express a conclusion on the Subject Matter based on our review. We have complied with the independence and relevant ethical requirements, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and

² Note that our review applied on the total number of automated and human-led interventions, not the comparative percentage (%) between FY24 and FY25.



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operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our approach to conducting the review

We conducted this review in accordance with the Australian Auditing and Assurance Standards Board's Australian Standard on Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ASAE3000') and the terms of reference for this engagement as agreed with Tabcorp on 11 June 2025. That standard requires that we plan and perform our engagement to express a conclusion on whether anything has come to our attention that causes us to believe that the Subject Matter is not prepared, in all material respects, in accordance with the Criteria, and to issue a report.

Summary of review procedures performed

A review consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information and applying analytical and other review procedures.

The nature, timing, and extent of the procedures selected depend on our judgement, including an assessment of the risk of material misstatement, whether due to fraud or error. The procedures we performed included, but were not limited to:

- Conducted interviews with personnel to understand the business and reporting process
- Conducted interviews with key personnel to understand the process for collecting, collating and reporting the Subject Matter during the reporting period
- Assessed that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria
- Undertook analytical review procedures to support the reasonableness of the data
- Tested, on a sample basis, underlying source information to assess the accuracy of the data

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

Inherent limitations

Procedures performed in a review engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a review engagement is substantially lower than the assurance that would have

been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to assessing aggregation or calculation of data within IT systems.

The greenhouse gas quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of greenhouse gases. Additionally, greenhouse gas procedures are subject to estimation and measurement uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

Other matters

Our report does not extend to any disclosures or assertions made by Tabcorp relating to future performance plans and/or strategies disclosed in Tabcorp's FY25 Sustainability Report.

Use of our Assurance Report

We disclaim any assumption of responsibility for any reliance on this assurance report to any persons other than management and the Directors of Tabcorp, or for any purpose other than that for which it was prepared.

Our review included web-based information that was available via web links as of the date of this statement. We provide no assurance over changes to the content of this web-based information after the date of this assurance statement.

Ernst & Young

Ernst & Young
Melbourne, Australia
27 August 2025

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GLOSSARY

AASB	Australian Accounting Standards Board
ASRS	Australian Sustainability Reporting Standards
ACT	Australian Capital Territory
AML/CTF	Anti-Money Laundering/Counter-Terrorism Financing
ASX	Australian Securities Exchange
B2B	Business to business
Board	The Company's Board of Directors
CLO	Chief Legal Officer
Company or Tabcorp	Tabcorp Holdings Limited (ABN 66 063 780 709)
CRO	Chief Risk Officer
Demerger	The demerger of the Group's former Lotteries and Keno business which was implemented on 1 June 2022
DJSI	Dow Jones Sustainability Index
ELT	Executive Leadership Team
ESG	Environmental, social and governance sustainability matters
FY or Financial year	The Group's financial year is 1 July to 30 June
GHG	Greenhouse gas
GRI	Global Reporting Initiative
Group	The Tabcorp group of companies
Integrity Services	The Group's business that provides electronic gaming machine monitoring services and services to licensed gaming venues
HRS	Holistic Risk Score used to identify customers at risk of gambling harm

LTIFR	Lost time injury frequency rate
MAX	The Group's Integrity Services brand
MD & CEO	Managing Director and Chief Executive Officer
NED	Non-Executive Director
NSW	New South Wales
PGI	The Premier Gateway International wagering pooling hub located in Europe
QLD	Queensland
SASB	Sustainability Accounting Standards Board
SBT	Science-based target
Sky Racing	Part of the Group's Media business, broadcasting racing and sport throughout Australia and internationally
TAB	The Group's wagering brand
TAH	The ASX ticker code used to identify Tabcorp
TCFD	Task Force on Climate-related Financial Disclosures
UNGC	United Nations Global Compact
UNGCA	United Nations Global Compact Network Australia
UN SDGs	United Nations Sustainable Development Goals
VIC	Victoria
Wagering and Media	The Group's business that operates fixed odds and pari-mutuel betting products and services on racing, sport and novelty products, and racing and sports broadcasting
YoY	Year on year

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COMPANY DIRECTORY

Registered office

Tabcorp Holdings Limited
Level 19, Tower 2, Collins Square
727 Collins Street
Melbourne VIC 3008
Australia
Telephone 03 9246 6010
Email enquiries@tabcorp.com.au

Share registry

MUFG Corporate Markets (AU) Limited
Locked Bag A14
Sydney South NSW 1235
Australia
Telephone 1300 665 661
Telephone 02 8280 7418
Facsimile 02 9287 0303
Facsimile 02 9287 0309
(proxy forms only)
Email tabcorp@cm.mpms.mufg.com.au
Website au.investorcentre.mpms.mufg.com

Website

www.tabcorp.com.au

New South Wales office

Tower 1, Darling Park
Level 5, 201 Sussex Street
Sydney NSW 2000
Telephone 02 9218 1002

Queensland office

Level 13
180 Ann Street
Brisbane QLD 4000
Telephone 07 3877 1010

Sky Racing/Sky Sports Radio

79 Frenchs Forest Road
Frenchs Forest NSW 2086
Telephone 02 9452 8400

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Corporate information

Tabcorp Holdings Limited (ACN 063 780 709) (**Tabcorp** or **Company**) is a company limited by shares that is incorporated and domiciled in Australia.

Stock exchange listing

The Company's ordinary shares are quoted on the Australian Securities Exchange (**ASX**) under the code '**TAH**'.

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Investment warning

Past performance of shares is not necessarily a guide to future performance. The value of investments and any income from them is not guaranteed and can fall as well as rise. Tabcorp recommends investors seek independent professional advice before making investment decisions.

Privacy

Tabcorp respects the privacy of its stakeholders. Tabcorp's Privacy Policy is available on the Company's website at www.tabcorp.com.au.

Currency

References to currency are in Australian dollars unless otherwise stated.

Feedback

To ask questions or provide feedback about this report and our sustainability practices, please email sustainability@tabcorp.com.au

Forward-looking statements

This report contains forward-looking statements (**Statements**) in relation to the Tabcorp Group, including statements regarding the Group's intent, belief, goals, objectives, opinions, initiatives, commitments or current expectations with respect to the Group's business and operations, market conditions, results of operations and financial conditions, and risk management practices. This report also includes Statements regarding climate change and other environmental and energy transition scenarios. Examples of these Statements include words such as 'estimate', 'plan', 'will', 'anticipate', 'may', 'believe', 'should', 'expect', 'intend', and other similar expressions.

Any Statements are based on the Group's current knowledge and assumptions, including with respect to financial, market, risk, regulatory and other relevant environments that will exist and affect the Group's business and operations in the future. The Group does not give any assurance that the assumptions will prove

to be correct. These Statements involve known and unknown risks, uncertainties and assumptions, that could cause our actual results, performances or achievements to be materially different from the relevant Statements.

There are also limitations with respect to scenario analysis, and it is difficult to predict which, if any, of the scenarios might eventuate. Scenario analysis is not an indication of probable outcomes and relies on assumptions that may or may not prove to be correct or eventuate. We caution readers not to place undue reliance on forward-looking statements. Except as required by applicable laws or regulations, the Group does not undertake to publicly update, review or revise any of the forward-looking statements or to advise of any change in assumptions on which any such statement is based. Past performance cannot be relied upon as a guide for future performance.

