20 August 2025

ASX Market Announcements Office
ASX Limited
20 Bridge Street
Sydney NSW 2000

RESULTS FOR THE YEAR ENDED 30 JUNE 2025
FOR ANNOUNCEMENT TO THE MARKET

The Lottery Corporation Limited (**The Lottery Corporation**) attaches for immediate release the following documents:

1. Appendix 4E and
2. 2025 Annual Report.

This announcement was authorised for release by the Board of The Lottery Corporation.

For more information

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Appendix 4E

Results for announcement to the market
Preliminary final report for the year ended 30 June 2025
The Lottery Corporation Limited (ABN 21 081 925 706)

Results	**$m**	**% change increase/ (decrease)**
Revenue from ordinary activities	3,748.9	(6%)
Profit from ordinary activities after tax attributable to members	365.5	(12%)
Net profit for the period attributable to members	365.5	(12%)

Dividend	**Record date**	**Payment date**	**Amount per share**	**Franked amount per share**
Final dividend	28 August 2025	25 September 2025	8.5 ¢	8.5 ¢
Interim dividend	27 February 2025	27 March 2025	8.0 ¢	8.0 ¢
Total dividend per share (interim plus final)			16.5 ¢	16.5 ¢

Dividend reinvestment plan

The Lottery Corporation Limited's Dividend Reinvestment Plan (DRP) will operate in respect of the final dividend, with the last date for receipt of election notices being 29 August 2025. No discount is applicable to shares allocated to participants and no brokerage, commission or other transaction costs will be payable by participants on shares acquired under the DRP. Shares will be allocated on 25 September 2025 and will rank equally in all respects with existing shares. The price at which shares are allocated is the daily volume weighted average market price of The Lottery Corporation Limited shares sold in the ordinary course of trading on the Australian Securities Exchange over a period of 10 business days beginning on the second business day after the dividend record date. The Company intends to purchase shares on market to satisfy its obligations under the DRP.

Net tangible asset backing (i)	**30 June 2025 $**	**30 June 2024 $**
Net tangible asset backing per ordinary share	(1.16)	(1.15)
Net tangible asset backing per ordinary share including licences	(0.87)	(0.85)

(i) Net tangible assets includes liabilities in relation to leasing and the corresponding right-of-use assets.

Supplementary information

The previous corresponding period is the year ended 30 June 2024.

For additional Appendix 4E disclosures, and further commentary on these results, refer to the Financial Results for the year ended 30 June 2025 and the Media Release lodged with the ASX on 20 August 2025.

This Appendix 4E should be read in conjunction with the Directors' Report and the audited Financial Report for the year ended 30 June 2025 and any public announcements made in the period by The Lottery Corporation in accordance with the continuous disclosure requirements of the *Corporations Act 2001* (Cth) and the ASX Listing Rules.

Annual Report

2025

The Lottery Corporation Limited
ABN 21 081 925 706

FY25 Financial Highlights

Portfolio diversification and active management delivered a resilient financial performance.

Group revenue
$3,748.9m

Group EBITDA
$749.3m

Group NPAT
$365.5m

Ordinary dividends[(i)]
16.5
cents per share
fully franked

Earnings per share
16.4
cents per share

Ordinary dividend growth
3.1%

Dividend payout ratio[(ii)]
100%

(i) Total ordinary dividends comprised of an interim dividend of 8.0 cps and a final dividend of 8.5 cps for FY25.
(ii) Payout ratio based on FY25 NPAT

FY25 Operational Highlights

Creating positive impacts for stakeholders through successful product initiatives, customer-centric innovation, digital transformation and responsible play enhancements.

Delivering product and marketing initiatives

Strong performance from the Weekday Windfall game

Saturday lotto game changes delivering value

$100m Oz Lotto jackpot – the game's largest offer since 2012

Keno retail growth driven by effective marketing initiatives and increased venue visitation

Refreshed the Lucky Lotteries brand platform alongside a commission increase

Leveraged The Lott's scale to expand the Play For Purpose[i] charity raffle and drive social impact

Creating positive stakeholder impacts

Supported Australian businesses with more than $650 million in commissions[ii]

Returned over $1.7 billion in State lottery and Keno taxes, making a meaningful difference in communities[ii]

Paid $5.3 billion in Lotteries and Keno prize money with more than 200 million winning entries[iii]

Uplifting customer experiences

Completed rollout of new lottery terminals in Queensland

Laid foundations for growth through digitally enhanced retail membership program

Introduced new responsible play controls for online Keno, including spend limits and continuous play alerts

Implemented a customer data platform to enable real-time communications and more seamless customer experiences

8.1%
Keno retail growth

Digital share of total Lotteries turnover[iv]

41.8%
up from 40.9% on FY24

(i) Play For Purpose charity raffle is conducted by the 50-50 Foundation Limited as trustee for the 50-50 Foundation.

(ii) FY25 Australia wide (ex. WA)

(iii) Prizes paid in the Saturday lotto, Weekday Windfall, Oz Lotto, Powerball, Set for Life, Super 66, Lotto Strike, Instant Scratch-Its and Keno games in FY25 Australia-wide (ex. WA).

(iv) Digital turnover comprises The Lottery Corporation direct online (including Store Syndicates Online) and resellers.

Contents

2025 Annual General Meeting
The 2025 Annual General Meeting will be held in person at 10:00am (Brisbane time) on Wednesday, 15 October 2025. Details of the meeting (including the items of business) are set out in the Notice of Annual General Meeting which is available on our website at:
www.thelotterycorporation.com/investors/annual-general-meeting

2025 Corporate Governance Statement
The 2025 Corporate Governance Statement can be found on our website at:
www.thelotterycorporation.com/about/corporate-governance

2025 Sustainability Report
The 2025 Sustainability Report is available on our website at:
www.thelotterycorporation.com/esg-strategy

Who We Are

The Lottery Corporation Limited (**The Lottery Corporation** or the **Company**) is the driving force behind Australia's leading lottery and Keno games and one of the best-performing lottery businesses in the world[i].

We operate a diversified and balanced portfolio of high-profile brands under exclusive and/or long-dated licences and approvals.

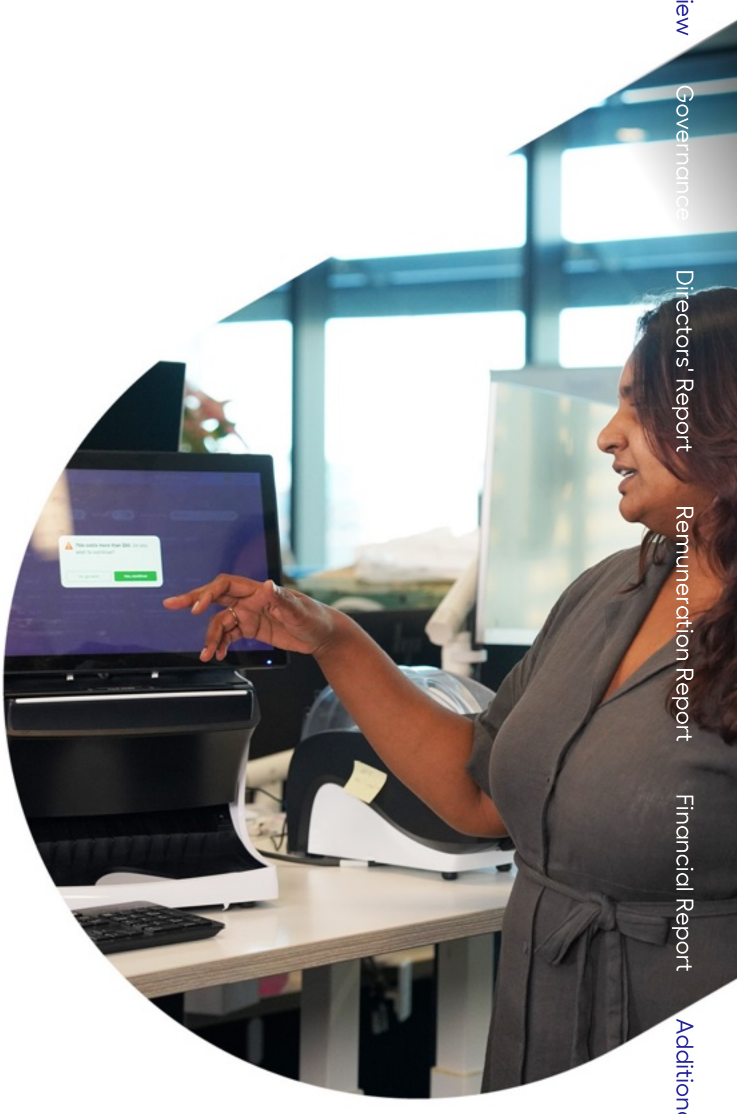
Customer-led convenience is central to our omni-channel offering. We bring Australia's largest lottery games to an estimated c.9.5m active Lotteries customers[ii].

We operate through more than 7,100 retail points of distribution[iii], which are integrated with our well developed digital channel across web and mobile apps.

We have a proud history of delivering life-changing wins to our customers and making a meaningful difference in our communities.

The Lottery Corporation has low capital intensity[iv] and highly defensive characteristics including strong cashflow generation.

More information can be found at:
www.thelotterycorporation.com



(i) The Lottery Corporation has the fourth-highest draw lottery game sales per capita. Source: La Fleur's Almanac 2025 (Lotto and spiel).

(ii) Active customer numbers based on Roy Morgan Gambling Monitor, July 2024 – June 2025. Based on percentage of respondents who had purchased a lottery product over the last 12 months in The Lottery Corporation's jurisdictions of operations (ex. WA), and weighted against the Australian adult population as at March 2025, based on Australian Bureau of Statistics monthly estimates.

(iii) As at 30 June 2025. Comprised of 3,862 Lotteries outlets and 3,260 Keno venues.

(iv) Other than in relation to periodic licence renewals.

Letter from the Chairman

Dear shareholder,

I am pleased to present The Lottery Corporation's Annual Report for the 2024/25 financial year (**FY25**).

The Company delivered a resilient FY25 performance in the face of a challenging economic environment for Australian consumers.

It did so while successfully strengthening the foundations for sustainable future growth through strategic investments in the game portfolio, distribution channels and customer experience.

The Board was pleased to determine to pay total ordinary dividends of 16.5 cents per share, up from 16.0 cents per share[i] in the prior year.

While earnings per share of 16.4 cents were down, largely due to a record jackpot year in the prior period, the strength of our diversified portfolio and highly cash generative model allowed us to increase the ordinary dividend. The payout ratio of approximately 100% of NPAT, is at the top end of our target range.

In March, our Managing Director and CEO, Sue van der Merwe, announced her intention to retire after nearly 35 years in the lottery industry. Sue's leadership since becoming CEO upon the Company's ASX listing in 2022 has been instrumental in shaping The Lottery Corporation into one of the world's leading lottery businesses. On behalf of the Board, I extend our sincere thanks to Sue for her outstanding contribution and wish her well in the next chapter of her life.

CEO Succession Update

In July 2025, we were pleased to announce the appointment of former Allwyn and Lotto New Zealand executive Wayne Pickup as our new Managing Director and CEO. Wayne brings extensive lottery industry experience spanning 25 years across international markets. He will join the Company on 24 November this year based in the Brisbane office. He will assume his role following the receipt of all necessary regulatory approvals.

Sue will continue in her current role until Wayne commences and will work closely with the Board to ensure a smooth transition.

Prior to receiving all necessary regulatory approvals in connection with his appointment, Wayne will act as an observer to the Board, and the existing Executive Leadership Team will continue to manage the day-to-day operations of the Company under the oversight of the Board.

Board Renewal

Board renewal was also a focus during the year. We welcomed Tim Poole as an observer to the Board in December 2024. His appointment as a Non-executive Director was announced on 6 August 2025 following the receipt of all necessary regulatory and ministerial approvals.

Tim brings deep experience across ASX-listed companies, and his insights are already proving valuable.

Board Areas of Focus

Throughout FY25, the Board maintained strong oversight of the Company's strategic direction, risk management and engagement.

We continued to advocate for a sustainable lottery sector across Australia, including through engagement with the Federal Government on the outcomes of its review into foreign-matched lotteries and online keno.

We believe it is essential that all operators are subject to consistent regulation to protect consumers, uphold game integrity and support the sustainability of small business partners. These are substantive public policy concerns, and our proactive approach reflects our commitment to preserving the integrity of the industry and its social licence to operate.

We also made meaningful progress in evolving our technology ecosystem — a critical enabler of long-term growth and competitiveness. FY25 saw the rollout of foundational initiatives across our core, retail and digital platforms.

These investments are helping us deliver more personalised and seamless customer experiences, while strengthening our data governance and customer data privacy capabilities.

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[i] Excludes 2.5 cents per share special dividend in FY24

A key focus in the year was the management of cyber risks and resilience in a rapidly evolving environment of new and emerging cyber threats and related risks.

In Closing

I would like to thank my fellow Directors, the Executive Leadership Team and all team members for helping to deliver a successful FY25.

Once again, the The Lottery Corporation has demonstrated its ability to deliver consistent and stable outcomes for shareholders.

Our long-term investment case remains compelling, supported by a resilient and diversified portfolio, disciplined capital and cost management and considered investment in customer experience and technology. With a strong balance sheet and a clear strategy, The Lottery Corporation is well positioned to deliver sustainable value for all our stakeholders.

Doug McTaggart
Chairman

Letter from the CEO

FY25 once again highlighted the distinctive strengths of The Lottery Corporation.

The business delivered solid returns for shareholders underpinned by the resilience of our core portfolio and our products' enduring appeal.

While jackpot activity naturally fluctuates from year to year, our long-term focus remains unchanged. We continue to invest in the sustainability and performance of our portfolio, guided by a clear strategy and a commitment to innovation.

I'm proud of the initiatives delivered throughout FY25, which position the business for future growth and continued appeal for our customers.

Group revenue totalled $3.7 billion in the absence of the extraordinary jackpot outcomes of the prior year, which included a one-in-seven year jackpot event.

Our disciplined approach to cost management kept operating expenditure growth to just 2.5%, despite the final impacts of separation, inflationary headwinds and continued investment. This strong focus on operational efficiency enabled us to maintain momentum on our strategic priorities while continuing to deliver value for shareholders.

In **Lotteries**, customer engagement remained strong across our portfolio with notable jackpot events and product enhancements. These included:

- Our proactive acceleration of jackpot sequences helped enable three $100m Powerball jackpots and one $100m Oz Lotto jackpot.
- Saturday lotto was refreshed in May with an increased $6 million Division 1 prize (up from $5 million) and a modest price rise – the first in five years. The initial response to the change has been encouraging.
- Our Weekday Windfall game, which added a Friday draw to the longstanding Monday and Wednesday events in May 2024, contributed $90 million in incremental turnover during FY25.
- The share of turnover from our higher margin digital channel continued to grow, now at 42%, reflecting evolving customer preferences.
- Retail partners received a significant commission increase on Lucky Lotteries game sales, reinforcing our commitment to their sustainability.

Keno continued to grow, benefiting from greater venue visitation and its positioning as an affordable social occasion game. It remains a valuable part of our portfolio reaching a distinct customer segment through different channels to lotteries.

Strategic Delivery

In FY25 we made meaningful progress in executing our strategy to modernise the business, deepen customer engagement and strengthen our digital and data foundations. We advanced several initiatives that support long-term growth and resilience, including:

- **Digitally Enabled Retail Membership**: enhancing customer registration pathways and strengthening our omni-channel offering.
- **Retail Terminal Modernisation**: rolling out new terminals, beginning in Queensland, to transform the in-store experience and help future-proof our retail network.
- **Customer Data Platform Launch:** delivering a unified customer view to enable more personalised experiences and improve data governance and privacy.

Together, these initiatives reflect our commitment to building a more connected customer-centric and future-ready business.

Responsible Play and Community Impact

Delivering our products responsibly and supporting our community are key to our ESG credentials.

We continue to invest in tools and programs to support responsible play.

In FY25 we introduced new responsible play features for online Keno customers, including weekly spend limits and continuous play alerts.

We also expanded our support for the 50-50 Foundation's Play For Purpose not-for-profit raffle, integrating it into The Lott's digital channels. This initiative continues to grow its reach across hundreds of charities, reinforcing our commitment to social impact and community connection.

In FY25, our operations returned $1.7 billion in lotteries and Keno taxes and duties to state and territory governments and $655 million in commissions to our retail and venue partners, who are primarily small businesses. This broad sharing of the value created by our games helps underpin the trust and acceptance of our products and the role they play in supporting communities.

FY26 Outlook

The Lottery Corporation started FY26 with good momentum in the business. The team is focused on generating revenue growth, customer conversion, transforming the customer experience, maximising operational efficiency and continuing to progress our licence value enhancement initiatives.

FY26 will have the full-year benefit of the Saturday lotto price change and, from November, the planned Powerball entry price increase, subject to regulatory approval.

The Company expects continued growth in digital share, enhanced personalisation and further productivity gains to support margin expansion and long-term value creation.

Closing Reflections

In March 2025, I announced my intention to retire after nearly 35 years in the lottery industry.

It's been a remarkable journey and leading The Lottery Corporation for the past three years has been a privilege.

I'm proud of the results we've delivered and the strong culture we have built. To the whole team at The Lottery Corporation - thank you for your dedication and passion you bring to The Lottery Corporation. To my Executive Team - thank you for your leadership and support. I know the business is in strong hands.

I also extend my sincere thanks to our Chairman Doug McTaggart and the Board for their guidance and support.

Finally, to our more than 140,000 shareholders - thank you for your investment and continued support.

The Lottery Corporation is not only a world class lottery business, but one of social significance creating positive impacts for customers, partners, governments and communities. It's a responsibility - and a privilege - that continues to guide how we operate and grow.

Sue van der Merwe

Managing Director and

Chief Executive Officer

Key Initiatives Delivered in FY25

A successful year delivering against our strategy.

Our investments have been balanced across both sustaining and growing the business. Key uplifts have been achieved across our products, brands, platforms and customer experiences.

Delivery of compelling product and game enhancements aligned with our product roadmap

Game changes to Saturday lotto game delivered a Division 1 prize pool uplift for customers from $5m to $6m. The Lucky Lotteries game brand received a new look, with a more daring "winner takes all" campaign targeted at younger adults. Retailers also benefited from an uplift in commissions supporting the ongoing sustainability of our retail network.

Acceleration of our Digital Transformation

A key component of The Lottery Corporation's strategy is to expand and grow its registered customer base as we reimagine digital experiences across all our customer touch points. An important deliverable in the year was the release of our customer data platform that will enable personalisation for our customers, leveraging real-time data gathered across our venues, paid and social media assets, mobile and web applications, contact centres and other forms of communications to provide relevant and timely experience improvements for our customers.

Uplift of the retail environment and experience

New retail terminals, accompanied by new software, have been rolled out to the Queensland Lotteries network. The investment will enable our retail and digital experiences to be more closely aligned and provides new and exciting propositions for our retail customers in the future. The introduction of the new terminals brings operational cost savings which are expected to increase as the new terminals are rolled out in other jurisdictions.

Enhancements delivered to the suite of payment options for customers

Customers now have more payment options than ever in both our Lotteries and Keno distribution networks highlighting our commitment to meeting customer needs. Apple and Google pay were introduced across The Lott website and mobile applications, Keno successfully completed a cashless pilot in Queensland allowing customers to play via debit cards in retail and the Lotteries network successfully phased out the use of cheques as a prize payment option, aligning with the Australian government's mandated removal of cheques. These enhancements provide features customers desire, reduce friction at purchase and create additional value through operational efficiencies gained.

Delivering our products in a responsible way

New continuous play alerts were implemented across our online Keno platforms this year providing alerts to customers in real-time. This initiative builds upon our commitment to harm minimisation and further reduces the risk profile associated with the distribution of online Keno. Other key features in our suite of Responsible Play tools include our introduction of mandated spend limits to online Keno and our algorithm-based early intervention models that enable us to detect and notify customers of their changing play behaviours.
These align with our purpose of creating positive impacts and allow us to provide games to our customers in a responsible and sustainable manner.

Play For Purpose integrated into The Lott's digital channels

This year marked the successful integration of the 50-50 Foundation's Play For Purpose charity raffle with The Lott's digital channels, allowing our 4.4m active registered Lotteries customers to easily support their favourite charitable organisations through our systems. Launched in June 2025, the additional scale delivered immediate benefit to the platform, enhancing fundraising outcomes for charities while also strengthening The Lottery Corporation's community impact.

Operating & Financial Review

About The Lottery Corporation

Our Business

The Lottery Corporation is Australia's leading lottery and Keno operator with a portfolio of high-profile brands and games. The Lottery Corporation's business segments consist of:

Lotteries – The Company holds exclusive and/or long-dated licences or approvals to operate in all Australian States and Territories (excluding Western Australia), with a significant retail distribution network and a strong online presence. The Lottery Corporation operates one of the highest performing lotteries businesses globally[(i)].

Keno – The Company is also licensed to provide Keno products to venues across New South Wales, Victoria, Queensland, South Australia and the Australian Capital Territory. Keno is supplied in licensed venues including hotels, clubs, casinos and TABs as well as online in the Australian Capital Territory and Victoria. Keno is also distributed through lottery outlets in South Australia.

Key Investment Characteristics

- Exclusive and/or long-dated licences.
- Low-spend, mass participation model underpins wide community acceptance.
- Diversified and balanced portfolio of high-profile brands.
- Significant and diverse retail distribution; further upside potential from digital growth.
- Highly defensive characteristics including strong cashflow generation and low capital intensity[(ii)].

Group revenue

$3,748.9m

Group EBITDA

$749.3m

Group NPAT

$365.5m

(i) The Lottery Corporation has the fourth-highest draw lottery game sales per capital. Source: La Fleur's Almanac 2025 (Lotto and spiel).

(ii) Other than in relation to periodic licence renewals

Our licences and approvals

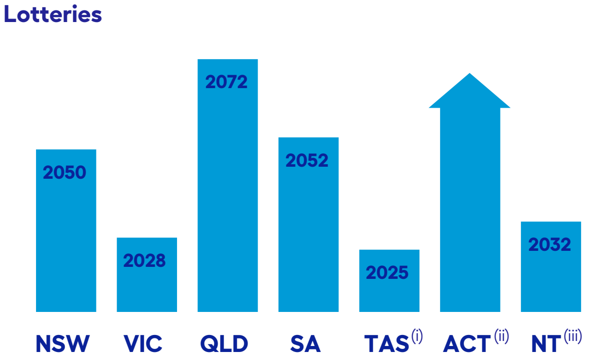


Figure 1 – Lotteries licences/approvals year of maturity

(i) The Lottery Corporation's Victorian and Queensland lottery licensees each hold a Tasmanian issued renewable five-year Foreign Games Permit which authorise the sale of certain draw lottery games (Victorian licensee permit holder) and Instant Scratch-Its tickets (Queensland licensee permit holder) in Tasmania.

(ii) The ACT Lotteries licence is indefinite unless revoked.

(iii) Permit to sell Instant Scratch-Its tickets in the NT expires in 2028.

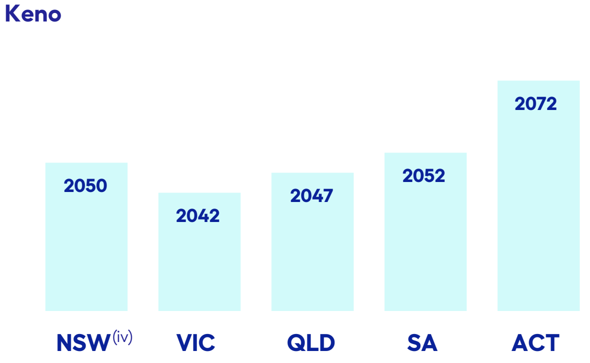


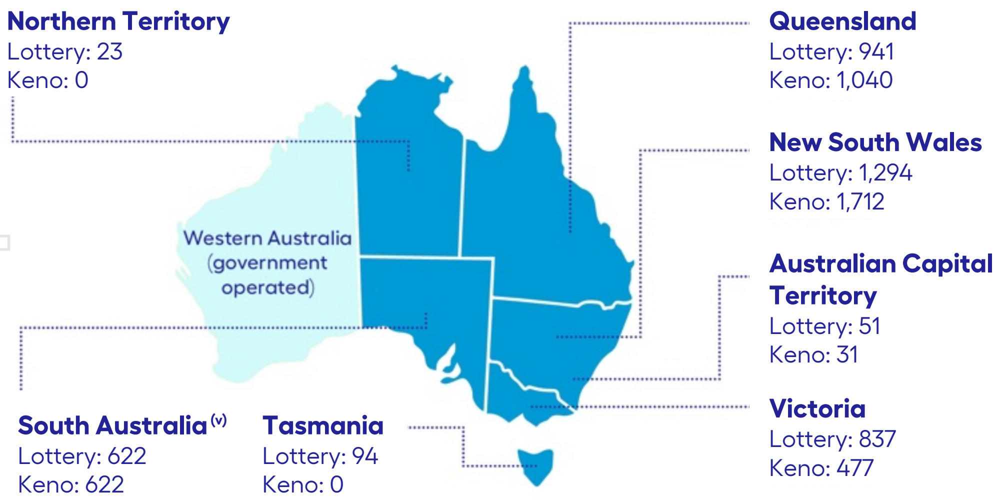
Figure 2 – Keno licences/approvals year of maturity

(iv) The NSW licence is operated with ClubKeno Holdings Pty Ltd as co-licensee.

The Lottery Corporation's national reach

The Lottery Corporation has a retail network of more than 7,100 points of distribution making it one of the largest retail networks in the country. As at 30 June 2025, there were 3,862 Lotteries outlets and 3,260 Keno venues.

Figure 3 – The Lottery Corporation map of retail distribution as at 30 June 2025



(v) Keno products are distributed through lottery retail outlets in South Australia and are excluded from Keno number of venues total.

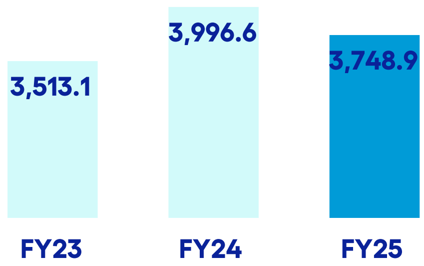
The Lottery Corporation's digital reach

The Lottery Corporation offers its products digitally via its app and website across both the Lotteries and Keno businesses, including through resellers. Our lottery products are offered online in every state and territory other than in Western Australia, whilst Keno is offered online through relevant Australian Capital Territory and Victorian approvals. We strive to create connected experiences across digital and retail so customers can play via the channel they prefer at a particular time and place.

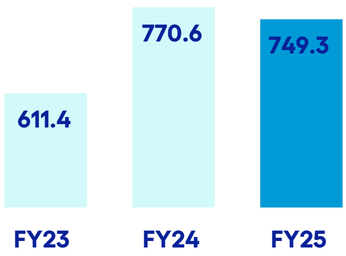
FY25 Financial Performance

Overview of Group results

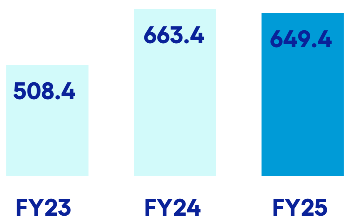
Revenue ($m)



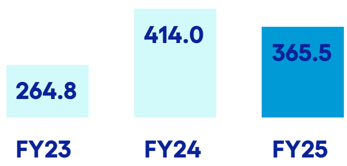
EBITDA ($m)



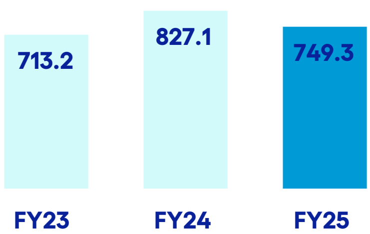
EBIT ($m)



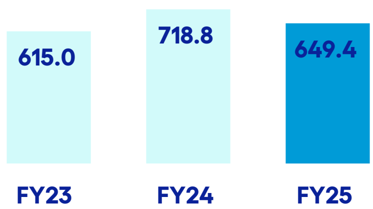
NPAT ($m)



EBITDA ($m)
(before significant items)(i)



EBIT ($m)
(before significant items)(i)



NPAT ($m)
(before significant items)(i)

(i) Non-IFRS information and unaudited.

Table 1 – Group FY25 performance summary

Group results for the year ended 30 June	FY25 $m	FY24 $m	% Change
Revenue	**3,748.9**	3,996.6	(6.2)
Taxes, levies, commissions, fees and consumables	**(2,692.5)**	(2,870.0)	(6.2)
Operating expenses	**(307.1)**	(356.0)	(13.7)
EBITDA	**749.3**	770.6	(2.8)
EBITDA (before significant items) (i)	**749.3**	827.1	(9.4)
Depreciation and amortisation	**(105.1)**	(108.3)	(3.0)
Impairment reversal	**5.2**	1.1	n.m.
EBIT	**649.4**	663.4	(2.1)
EBIT (before significant items) (i)	**649.4**	718.8	(9.7)
NPAT	**365.5**	414.0	(11.7)
NPAT (before significant items) (i)	**365.5**	411.8	(11.2)
EPS - cents per share	**16.4**	18.6	(11.8)
EPS (before significant items) (i) - cents per share	**16.4**	18.5	(11.4)

(i) "Non-IFRS" information and unaudited. For details of significant items, refer to note A1 Segment information of the Financial Report.

Review of Group performance

The Lottery Corporation and its subsidiaries (the **Group**) reported revenue for FY25 of $3,748.9m, down 6.2% on the previous year. Group NPAT was $365.5m, down 11.7% on the previous year.

Further details about the operational performance and results of our Lotteries business and Keno business are set out in this report.

Capital management

The Group's objectives when managing capital are to ensure the Group continues as a going concern while providing optimal returns to shareholders and other stakeholders, and to maintain an appropriate capital structure to reduce the cost of capital. In order to maintain or adjust the capital structure, the Group may alter the amount of dividends paid to shareholders, return capital to shareholders or issue new shares. Our approach to capital management includes the following objectives.

Target	Actual
Leverage of 3.0x to 4.0x (Net debt / EBITDA (before significant items))	2.9x (as at 30 June 2025) based on FY25 EBITDA (before significant items)
Minimise the cost of borrowing	Average interest rate of 5.7% (based on drawn debt as at 30 June 2025)
Strong investment grade credit rating	S&P Rating of BBB+

The Group targets a strong investment grade credit rating and, as at 30 June 2025, had a BBB+/stable rating. Leverage is managed primarily through the ratio of net debt to EBITDA. Net debt is gross debt (bank loans and US Private Placement at the Australian dollar principal repayable under cross currency interest rate swaps) plus lease liabilities less unrestricted cash.

Dividends

In relation to FY25 dividends, The Lottery Corporation has announced:

- A final ordinary dividend of 8.5 cents per share, fully franked, payable on 25 September 2025.
- An interim ordinary dividend of 8.0 cents per share, fully franked, paid on 27 March 2025.
- This brings total ordinary dividends (interim and final) to 16.5 cents per share, which represents a payout ratio of 100% of FY25 NPAT (before significant items).

The Lottery Corporation implemented a dividend reinvestment plan (DRP) from February 2023. Participation was offered to shareholders with a registered address in Australia or New Zealand in respect of the FY25 interim dividend. The DRP will also apply to the final dividend for FY25. No discount applied to shares allocated under the plan for the interim dividend. Similarly no discount applies to shares to be allocated under the plan for the final dividend. The allocation of shares under the DRP in respect of the interim dividend was satisfied (and, in respect of the final dividend, will be satisfied) in full by an on-market purchase of shares.

Our Operations

Lotteries

The Lott is the official home of Australia's lotteries by Tatts, NSW Lotteries, Golden Casket and SA Lotteries, with operations in Victoria, Tasmania, Northern Territory, New South Wales, Australian Capital Territory, Queensland and South Australia.

Figure 4 – The Lottery Corporation's licensed entities operate a portfolio of leading game brands. The portfolio includes 10 lottery games, consisting of base games and jackpot games.

The Lottery Corporation's game portfolio offers a range of top prizes that appeal to an array of consumer purchase motivations. The products range from Instant Scratch-Its tickets offering players instant wins to Powerball jackpots, which provides life-changing prizes.

Each game is designed, positioned and promoted to appeal to different customer segments to ensure broad appeal across the Australian adult population.

The Lottery Corporation offers its lottery products digitally through its website and app under The Lott brand, as well as through resellers, with the digital share of Lotteries turnover growing to 41.8% for FY25. The business also has a significant retail presence across Australia (excluding WA) through its distribution of lottery products in 3,862 retail outlets[(i)] and online.

The Lottery Corporation's retail franchise network includes full-service outlets and instant-only outlets that are installed as a 'store within a store' format to provide identity under The Lott brand alongside the respective licensee brands which follow a specific state based identity. Participation across these channels has resulted in the equivalent of approximately 50% of the Australian adult population purchasing a lottery product in the last 12 months, which translates to an estimated c.9.5m players[(ii)]. Of these players, The Lottery Corporation had 4.42 million active registered customers in its Lotteries database as at 30 June 2025, which accounted for approximately 60% of turnover in FY25. This database enables targeted communications which supports and engages customers across multiple customer touch points.

(i) As at 30 June 2025.

(ii) Source: Roy Morgan Gambling Monitor, July 2024 – June 2025. Based on percentage of respondents who had purchased a lottery product over the last 12 months in The Lottery Corporation's jurisdictions of operations (ex. WA), and weighted against the Australian adult population as at March 2025, based on Australian Bureau of Statistics monthly estimates.

Table 2 – Lotteries FY25 performance summary

Lotteries results for the year ended 30 June	FY25 $m	FY24 $m	% Change
Revenue	**3,374.9**	3,708.5	(9.0)
Taxes, levies, commissions, fees and consumables	**(2,467.4)**	(2,733.4)	(9.7)
Operating expenses	**(261.3)**	(250.6)	4.3
EBITDA	**646.2**	724.5	(10.8)
Depreciation and amortisation	**(75.1)**	(73.0)	2.9
EBIT	**571.1**	651.5	(12.3)

Review of Lotteries FY25 performance

Revenue was $3,374.9m, down 9.0% and EBIT was $571.1m, down 12.3%.

Turnover, which is the main driver of revenue, was down 8.0% on the pcp. Turnover of the jackpot games category – comprised of Powerball and Oz Lotto games – was down 14.6% vs pcp, whilst the base game[(iii)] category was up 1.1% vs pcp.

The Lotteries division delivered a resilient underlying performance following a record jackpot year in FY24, with the effective use of accelerated jackpot sequences helping to deliver three $100m Powerball jackpots and one $100m Oz Lotto jackpot.

Strong customer uptake of the new Weekday Windfall draw on Fridays delivered c.$90m in incremental turnover. The refresh of Saturday lotto in May 2025, taking the Division 1 prize offer from $5m to $6m, with a modest 10 cent per game price rise, has been well accepted with strong early retention of the price increase.

In line with long term customer demand, underlying participation remained healthy across the portfolio as customers sought out value amid economic challenges. This was reflected in relatively stable like-for-like turnover levels across our top three games - with Oz Lotto slightly up, and Powerball and Saturday lotto slightly down.

Digital share of turnover continued to grow, accounting for 41.8% of FY25 turnover (40.9% in the pcp). The growth in higher margin digital share helped improve the variable contribution/revenue margin to 26.9% (26.3% in the pcp). The long term trend in active registered customer growth remains intact despite the prior year including the record $200m Powerball jackpot. Operating expenses increased primarily due to the increase in technology costs and the full-year run-rate impact of final separation.

(iii) The base game category comprises of Saturday lotto, Weekday Windfall , Set for Life, Lucky Lotteries, Instant Scratch-Its and other smaller lotteries games.

Important growth initiatives included the rollout of new terminals in retail outlets, the deployment of a new customer data platform to enable further personalisation, and improved onboarding and player registration systems.

The planned changes to the Powerball game in November 2025 (subject to regulatory approval) are designed to reinforce its position as our premium jackpot game and would see the entry price per game rise from $1.20 to $1.40 with consequent increases to prize offers and retailer commissions.

4.42m

active registered Lotteries customers

634m

lottery entries sold in FY25

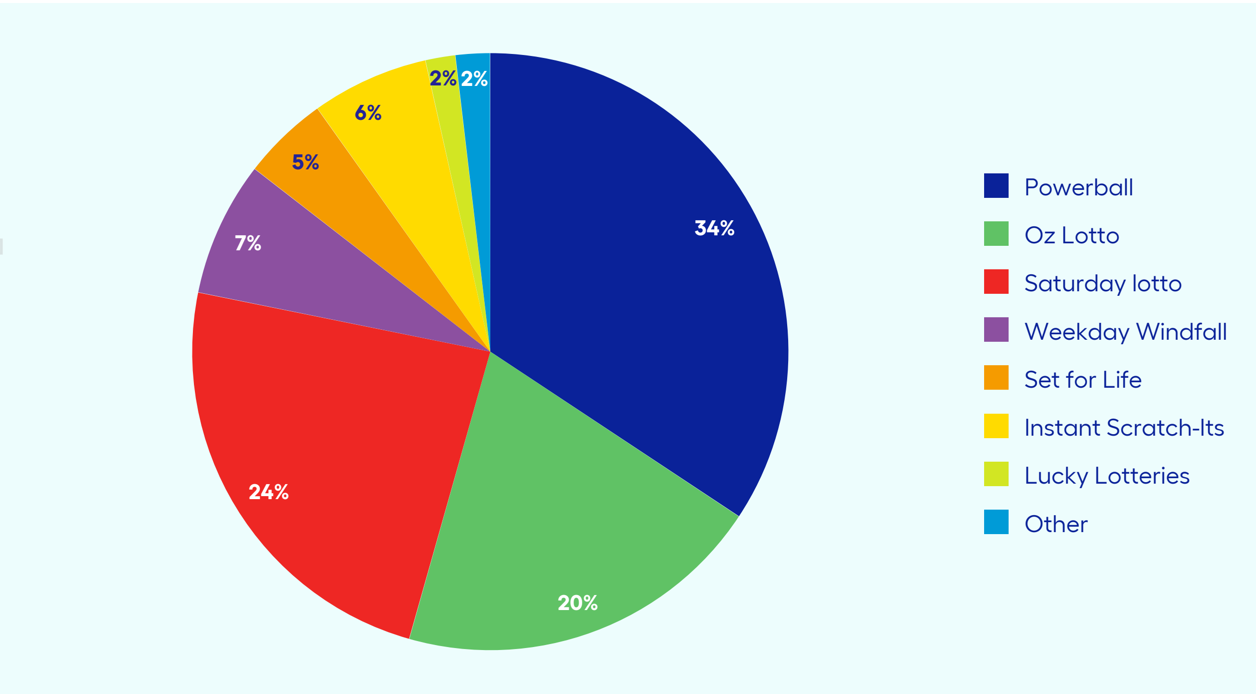
The equivalent of

50%

of the Australian adult population purchased a lottery product in the last 12 months(i)

(i) Source: Roy Morgan Gambling Monitor, July 2024 – June 2025. Based on percentage of respondents who had purchased a lottery product over the last 12 months in The Lottery Corporation's jurisdictions of operations (ex. WA), and weighted against the Australian adult population as at March 2025, based on Australian Bureau of Statistics monthly estimates.

Figure 5 – FY25 Lotteries turnover by game



Keno

Keno is a random number game in which 20 numbers between 1 and 80 are randomly drawn with the chance for customers to win instant prizes and multi-million-dollar jackpots.

Keno is an interactive social game played predominantly in venues such as pubs, clubs, hotels, casinos and TABs, with games typically running every three minutes. The Lottery Corporation operates a Keno distribution network of 3,260 venues(i) across New South Wales, Victoria, Queensland and the Australian Capital Territory, and holds licences/approvals to offer Keno products in both these venues and online through relevant Australian Capital Territory and Victorian approvals.

(i) As at 30 June 2025. Keno products are distributed through lottery retail outlets in South Australia and are excluded from Keno number of venues total.

Table 3 – Keno FY25 performance summary

Keno results for the year ended 30 June	FY25 $m	FY24(ii) $m	% Change
Revenue	**374.0**	362.7	3.1
Taxes, levies, commissions, fees and consumables	**(225.1)**	(211.2)	6.6
Operating expenses	**(45.8)**	(48.9)	(6.3)
EBITDA	**103.1**	102.6	0.5
Depreciation and amortisation	**(30.0)**	(35.3)	(15.0)
EBIT	**73.1**	67.3	8.6

(ii) The presentation of Revenue, and Taxes, levies, commissions, fees and consumables for Keno in NSW has been aligned to the change in financial information reported to the Chief Operating Decision Maker. This change has no impact on EBITDA. The effect of this change is to increase Revenue, with a corresponding offset of increases in Taxes, levies, commissions, fees and consumables. The FY24 comparative Keno results has been presented on a consistent basis and reconciled in the financial statements in accordance with the accounting standards, refer note A1 Segment information.

Review of Keno FY25 performance

Revenue was $374.0m, up 3.1% and EBIT was $73.1m, up 8.6%.

Keno turnover was up 4.6% overall, driven by strong growth in retail turnover of 8.1% on the pcp, continuing the channel's strong performance in recent years. The 'Together We Play' brand campaign and enhanced local area marketing initiatives - including joint promotions with major hotel groups - continue to strengthen Keno's popularity in the pub and club environment and drive turnover.

Digital turnover declined 18.6%, primarily due to our voluntary decision to introduce mandatory spend limits for all online Keno players in September 2024. This decision is part of The Lottery Corporation's long-term sustainability strategy for Keno. It complements other tools to help customers manage their play, including online continuous play alerts, which were introduced in May 2025.

The EBITDA/Revenue margin was 27.6% (28.3% in the pcp), impacted by lower digital turnover, which is higher margin than retail, and changes to fees paid by venue partners following a move to a variable fee model. This was partly offset by lower operating expenses.

20
year Victorian licence (granted 2022)
allowing digital distribution

Played in
3,260
venues(iii)

120m
Keno tickets sold in FY25

(iii) As at 30 June 2025, excluding South Australia.

Strategy

Our Vision

To be the world's best lottery operator

Our Purpose

To create positive impacts

The Lottery Corporation is Australia's largest lottery operator and one of the highest-performing lottery businesses globally. Having evolved through a series of acquisitions and industry milestones, the business has a deep understanding of the Australian lottery industry with heritage links dating back to 1881. This experience underpins the development and delivery of our strategy aimed at delivering positive outcomes for our customers, shareholders and the broader community.

Strategic Priorities

Our strategy is guided by three pillars: Drive for immediate priorities, Develop for defining our long-term strategic focus areas, and Discover for pioneering disruptive innovation and expansion—enabling us to deliver value today, tomorrow, and into the future. The strategic pillars balance our long-term growth ambitions with delivery of a sustainable and stable annualised performance profile. Our strategy and associated targets are regularly reviewed so that they continue to deliver in line with our vision and the market contexts in which we operate.

Strategic Pillars

Drive	Develop	Discover
Customer centred initiatives to support sustainable growth	**Guiding strategies to future-proof The Lottery Corporation**	**Complementary new earnings pathways**
Responsibly deliver seamless and personalised customer experiences	Transform customer experiences	Explore new revenue segments
Continue to reshape digital and retail offer	Maximise operational efficiency	Pursue licence opportunities
Actively manage and innovate the game portfolio	Enhance licence value	
	Amplify our community impact	

Strategy pillar - Drive

We drive focussed delivery of projects and programs that create in-year benefits for our customers and shareholders that align with our long-term vision. Key deliverables in FY25 include:

Delivery of seamless customer experiences - *Products and services that uplift our engagements with customers*

Successfully removed the usage of cheques as a prize payment option in Lotteries channels aligned with the Federal Government's phased removal of cheques in Australia and delivering more efficient operations for the organisation.

Reshape digital and retail offers: *Improve our offering for customers across channels*

A new retail terminal was introduced into the Queensland Lotteries market to improve the in-venue experience with the roll out to continue across our other jurisdictions and into the Keno network in FY26.

Active management and innovation across the game portfolio: *Delivery of product enhancements and performance aligned to our product roadmap across our suite of brands*

In FY25, Saturday lotto's Division 1 prize pool was increased from $5m to $6m, supported by an increase in ticket price. Lucky Lotteries game branding was refreshed to a more contemporary proposition for our customers. In addition to game innovations, active management of jackpot games was implemented to balance a period of below model jackpot outcomes, providing exciting propositions for customers across the year and stabilising game sales.

Strategy pillar - Develop

The areas of strategic focus that are of critical importance to achieving our vision. These strategies guide our decisions on future investments and operations.

Transform Customer Experiences

A program of activity focused on leveraging our retail and digital footprints to improve the player experience, expand market reach, and drive responsible participation and will be measured by our growth in registered customers. Major deliverables in the period include the development and implementation of the customer data platform, propelling our efforts to enhance personalisation, engagement and experiences at scale for our customers.

Maximise our Operational Efficiency

A strategic imperative that underpins our long-term business success, resilience, and the ability to thrive and compete. The organisation places a high imperative on activities to improve our agility, scalability and productivity. Several actions were taken in FY25 to reduce operating costs while increasing investment in initiatives that are expected to boost productivity and improve customer satisfaction.

Enhance the value of our Licences

The Lottery Corporation's most valuable assets are the licences enabling the distribution of our lottery and Keno products across Australia. To keep The Lottery Corporation positioned in the market as an industry leader, coordinated investments are made to maintain and grow the value of our licences, and to help prepare us to respond to competition. The Company is an active participant in Federal gambling reviews aimed at proactive industry reform as well as continuing effective engagements with State Governments and regulators to help ensure lottery products are distributed in a responsible manner for all stakeholders.

Amplify our Community Impact

We have a commitment to creating positive impacts for stakeholders and the broader community via focused effort to upholding robust corporate social responsibility practices. This includes leadership in responsible play, ESG deliverables, supporting charities and delivering significant benefits for small businesses. In FY25, The Lottery Corporation has delivered additional harm minimisation features across online Keno channels by introducing spend limits and continuous play alerts. The 50-50 Foundation's Play For Purpose charity raffle was also integrated across The Lott's digital channels unlocking new revenue pathways for our charitable partners.

Strategy pillar - Discover

We regularly seek and explore opportunities that can provide growth, extend our capability, reach new markets and customer segments that will create value for the future. The Lottery Corporation is well placed to explore opportunities that meet our investment criteria, have clear strategic rationale, and leverage our core capabilities to make our great business even greater.

Company Principles

Create joyful moments

Be accountable and transparent

Dare to find a better way

Nurture the uniqueness of our people

Delivery of our strategy is underpinned by our people and processes and guided by our organisational principles. Working together, we create joyful moments for the communities we serve in ways big and small through moments that matter. We amplify joy for our people, our customers and our community. This has been part of our identity since inception and is still what motivates us each and every day.

We embrace change and dare ourselves to find a better way so we grow and develop as a company, and drive improvements in our performance.

At The Lottery Corporation we respect and celebrate the differences in our people. We nurture our diverse team and support people to feel safe to be their authentic self.

Risk Management

The Company takes a structured approach to identifying, evaluating, and managing current and emerging risks which may affect the achievement of its strategic objectives.

The Company has adopted a risk management framework which reflects ISO31000:2018, the international standard on risk management. The Company has a dedicated Risk and Compliance function which supports all business functions of The Lottery Corporation with the management of operational risks. Key risks, issues and trends are managed by the Executive Risk and Compliance Committee consisting of the Executive leadership team. Our enterprise risk management practices, policies and framework are overseen by the Board's Risk and Compliance Committee and the Board.

The Company's risk mitigation strategies include various controls, processes and systems to support the management of risks. A non-exhaustive summary of the Company's material risks and related risk mitigations is set out below. There may be risks that are considered immaterial or unknown to the Company which subsequently become material or known. These risks may adversely impact the Company. Accordingly the Company provides no assurances or guarantees of future profitability, performance, or dividends. The mitigation strategies are designed to reduce the likelihood of the risk occurring or to minimise the adverse consequences of the risk should any arise. However, some risks are affected by factors external to, and beyond the control of, the Company. The mitigation strategies adopted by the Company are regularly reviewed as part of assessing the ongoing effectiveness of the Company's Enterprise Risk Management Framework.

Risk: Compliance

Achieving compliance in a highly regulated environment.

Risk description

Breaches of laws, regulations, rules, licence conditions, industry codes, permits and other approvals could impact the Company's social licence to operate and expose the Company to significant compliance and remediation costs, reputational damage, regulatory enforcement action, penalties, civil and criminal proceedings or litigation (including class actions), or could result in suspension or loss of licences (or the failure to renew a licence).

FY25 commentary	Mitigations in place
Enhancements to our compliance processes include: • Completion of a program of work to simplify our compliance obligations register to improve understanding of, and clarify accountability for, compliance. • Further enhancements for management to attest to the effectiveness of processes in place to minimise the risk of breaches of our material compliance obligations. • Improvements to our processes to identify, assess and manage incidents, including any compliance breaches. • Improvements to our data protection processes to better protect customer data and prevent breaches of our privacy obligations.	• We maintain processes, systems and controls to meet our compliance requirements, governed by overarching documents such as the Compliance Management Policy. • We have an experienced and dedicated Risk and Compliance function that reports directly to the Chief Legal and Risk Officer. • We have a risk governance and reporting framework that provides for regular reporting to the Board Risk and Compliance Committee (and, as appropriate, to the Board). • We have training programs for employees, retailers and venues to help promote compliance with their obligations. • We monitor and test our systems, processes and controls. This includes periodic reviews by Internal Audit of the adequacy and effectiveness of relevant controls and an in-house Investigations team which investigates potential breaches by retailers and venues so that appropriate remedial and/or disciplinary actions can be taken on a timely basis.

Risk: Changes in laws and the regulatory environment

Advocating for balanced and considered reform.

Risk description

Changes in legislation, regulation, taxation or government policy (and related judicial decisions and enforcement policy or regulatory interpretation by regulators) which may adversely affect the Company's operational and financial performance.

FY25 commentary	Mitigations in place
During FY25, we continued programs of work to prepare for a number of expected reforms which are considered material to the Company. Relevant regulatory changes, reviews and inquiries include data protection and privacy law reforms, sustainability and climate risk reporting, and the Federal Government review into online keno and foreign-matched lottery products, as announced in July 2024.	• We have an established legal and regulatory change process to monitor and assess the impacts to the Company of areas of potential reform. • We have dedicated regulatory and government affairs teams for effective liaison with and advocacy to regulators and governments. • We engage regularly with regulators, governments, and key industry bodies to support regulatory change management strategies and to help us better manage the impact of legislative changes.

Risk: Competition

Responding to disruption and competing effectively.

Risk description

Failure to adequately respond to disruption and increased competition through innovation and the creation of new products could have an adverse impact on our business and market share.

FY25 commentary	Mitigations in place
The Company continued to observe advertising activity by competing suppliers, including from overseas, offering products marketed as lottery or Keno products. New competitors may enter the Company's traditional or adjacent markets which could adversely affect the Company's operational and financial performance. Evolving consumer preferences and community sentiment, and regulatory developments have the potential to impact the Company in the domestic market.	• We monitor the lotteries and Keno markets to assess consumer behaviours and competitor/disruptor offerings. • We regularly review our products and service offering to attract new customers and retain existing customers. • We advocate for an industry where all legitimate operators compete effectively and are required to adhere to, and are held to, the same laws, regulations, licence conditions (where relevant) and industry codes and standards. • We operate in several Australian jurisdictions and market segments, which reduces reliance on any single business, product or customer category. • We have engaged with regulators and State/Territory/ Federal Governments to raise awareness of the public policy and regulatory considerations associated with the business model of new market entrants.

Risk: Financial

Compliance with financial covenants and maintaining access to funds.

Risk description

The Company is exposed to risks relating to the cost and availability of funds to support its operations, including changes in interest rates and foreign currency exchange rates, and liquidity risks which could affect its financing activities.

FY25 commentary	Mitigations in place
In FY25, the Company maintained compliance with its financial covenants and extended both tranches of its syndicated bank facility by two years.	• We monitor and evaluate the Company's compliance with financial covenants. • We have a dedicated Treasury function which oversees compliance with detailed policies approved by the Board. • We have adopted a capital management program with a range of funding sources and long dated maturities.

Risk: Technology, cybersecurity and data/privacy

Protecting technology systems and protecting personal information.

Risk description

Significant technology disruptions, cyber incidents including those resulting in a data breach, could damage the Company's reputation and financial performance and expose it to regulatory enforcement action.

Failure to appropriately adopt emerging technology could present an opportunity risk related to failure to realise potential organisational efficiencies and strategic outcomes.

FY25 commentary	Mitigations in place
In FY25, the Company continued progressing its multiyear program to uplift the maturity of its privacy, data management and cyber security practices in line with the evolving industry landscape.	• We have a Technology team that dedicates resources, systems and expertise to identifying, assessing and mitigating technology, cyber and data risks. This includes a Chief Information Security Officer, who reports to the Chief Information Officer, and who is responsible for overseeing the Company's cybersecurity risk management strategies. • We have adopted practices, procedures and systems to support the appropriate management of data and privacy, including through oversight by the Privacy Officer supported by our Risk and Compliance team and oversight from the executive Data Council. • The Board's Risk and Compliance Committee regularly receives presentations regarding actions taken to improve the Company's technology and cybersecurity risk profiles. • The Company has processes to assess the risk and opportunity of new technologies (including artificial intelligence) and use cases that exist within the Company.

Risk: Business resilience

To maintain acceptable levels of service in the event of an outage.

Risk description

Failure of the Company to manage its business resilience including risks, issues and incidents relating to management of complex IT infrastructure, IT disaster recovery, business continuity management and supply chain risk including outsourcing.

FY25 commentary	Mitigations in place
In FY25, the Company established a program to improve its strategic, tactical and operational response capabilities by: • Further enhancing the documentation and tools supporting the Crisis Management Team. • Conducting a crisis management exercise to practice the Company's response to a material cybersecurity incident. • Implementing a Third-Party Risk Management Framework to improve management of risks from dealing with suppliers and other third-parties.	• We have in place dedicated incident management and response functions across the business. • We have established operational, tactical, and strategic response plans to address a wide range of scenarios including business disruptions, IT disaster recovery, pandemics, cybersecurity incidents, third-party cyber event and data loss events. • We undertake annual reviews of our business continuity, disaster recovery and crisis management plans so they are kept up to date and fit for purpose. • We test and exercise plans at least annually so that we can respond to a broad range of potential disruptions to the business and to build the awareness and capability of incident managers and responders. • We use the outcomes of testing, exercising, near misses and real incidents to improve our preparedness, response and recovery capability.

Risk: People, health, safety and wellbeing

Maintaining the health and wellbeing of staff.

Risk description

Failure by the Company to appropriately manage team members' physical and/or psychological health and wellbeing, or a failure to comply with relevant workplace health and safety laws and regulations.

FY25 commentary	Mitigations in place
In FY25, we achieved a LTIFR[(i)] result of 0.0 (i.e. there were no lost time injuries during the financial year). The Company regularly educates all staff on safety risk management. (i) Lost Time Injury Frequency Rate - calculated as per Australian Standard 1885.1 – 1990 Measurement and recording.	• The Board, the People and Remuneration Committee, the Chief People Officer and various management committees oversee strategies and programs related to people, health, safety and wellbeing. • The People and Remuneration Committee has health, safety and wellbeing as a standing agenda item for its meetings. The Committee receives regular reports about health, safety and wellbeing performance and any key issues that may have arisen. • Our health, safety and wellbeing framework (including policies, procedures, reporting, training and education) prioritises the health and safety of our people.

Risk: People management

Creating a desirable workplace and effective succession plan.

Risk description

Failure to attract and retain key personnel and foster a high-performance culture could have an adverse impact on the Company's performance and the execution of its strategies and operations.

FY25 commentary	Mitigations in place
In FY25 we continued to focus on creating a strong culture of inclusion and belonging, and fostering a desirable workplace for our people. Team members have access to career and personal development activities and feel well supported by their leaders, as reflected in engagement and team member survey results during the period. We strengthened talent development and succession planning for key roles, and we updated the performance framework to allow for better differentiation of performance and remuneration outcomes. In FY25 we also made the first payment under the Company's Share in Success Incentive Plan, which is designed to reward participants for both Group and individual performance outcomes.	• We have in place performance management and remuneration frameworks. • We provide training and development programs to develop and motivate employees, including leadership development programs. In FY25, we received external recognition for our leadership, coaching and team development programs. • Potential successors have been identified for 100% of ELT roles. Talent development plans and programs are in place for potential successors for ELT roles. • We regularly survey our employees to monitor employee engagement. • We monitor and report to the People and Remuneration Committee a range of relevant metrics including employee turnover rates, vacancy ratios, and women in leadership roles. • We monitor employment market trends and adapt our employer narrative and talent acquisition process as required.

Risk: Responsible gambling

The Company operates in the gambling industry and is committed to reducing the risk of gambling harm by offering its games to players in a responsible way.

Risk description

Material failures of the Company's responsible gambling frameworks could result in harm to players as well as damaging the Company's reputation and exposing it to fines from breaches of laws, licences and regulations.

Failure to adequately manage the risks associated with responsible gambling may also expose the Company to other potential risks such as regulatory change risk.

FY25 commentary	Mitigations in place
In FY25 we continued to improve our use of data analytics to help identify customers showing potential signs of gambling harm. We enhanced our player intervention and self- exclusion processes. We introduced spend and deposit limits in relation to online Keno as an additional mechanism to reduce the risk of gambling harm.	• A Responsible Play Committee provides executive oversight of the effectiveness of the Company's responsible gambling strategies and opportunities for improvement. • We provide player online account management tools such as pre-commitment spending limits and self-exclusion features. • We train our employees and outlet/venue staff to promote compliance with our obligations and drive a positive culture of reducing the risk of gambling harm. • We have specialist teams who engage with community and industry stakeholders to inform our practices. This includes monitoring relevant research from Australia and overseas. • We maintain the highest level of accreditation (Level 4) in the World Lottery Association Responsible Gaming Framework. • The Board's Risk and Compliance Committee receives an update at each of its meetings on matters considered by the Responsible Play Committee, and on any other matters relevant to this risk. • We periodically update our Responsible Gambling Codes of Conduct.

Risk: Economic

Adapting and managing to broader externalities.

Risk description

Achievement of the Company's financial objectives depends on customers continuing to spend money on its products on a discretionary basis. This is partly determined by the economic climate.

FY25 commentary	Mitigations in place
FY25 was a period of continued easing of inflation across Australia. Economic conditions remained challenging with high cost of living and housing affordability issues. Interest rates began to be lowered in the second half of the financial year. Consumer sentiment showed some early signs of improvement in response but was still well below historical averages at period end. The Company delivered a resilient FY25 performance against a backdrop of below average jackpot outcomes and the final cost impacts of separation.	• We operate in several Australian jurisdictions and market segments, which reduces reliance on any single business, product or customer category. We regularly review our product offerings to meet customer demand. • We maintain a diverse portfolio of products with a wide pricing range of entry types available for customers to purchase in each product. • Historical evidence indicates that lottery ticket sales are not strongly correlated with economic conditions.

Risk: ESG/Social Licence

Protect our social licence to operate by managing environmental, social and governance (ESG) risks.

Risk description

Failure to meet evolving customer, investor and community expectations in relation to ESG performance or to maintain stakeholder trust (social licence) may harm the Company's reputation, sustainable financial performance.

FY25 commentary	Mitigations in place
In FY25, we: • Published our 2024 Sustainability Report, providing stakeholders with greater visibility of performance on material social, environmental and governance topics. • Finalised our Reconciliation Action Plan and delivered cultural awareness and capability training. • Commenced a holistic review of Company policies to provide confidence that the Company's governance processes continue to be effective.	• The Board, the Risk and Compliance Committee, and the People and Remuneration Committee each provide oversight of elements of the ESG strategy and programs. • We operate a Sustainability Committee, comprised of relevant business managers responsible for delivery of the strategy, with a regular meeting schedule. • We undertake a materiality assessment on a biennial basis during which we engage with external and internal stakeholders to understand material ESG risks. • We have a sustainability framework which guides our approach to managing material ESG risks and opportunities. • We monitor and publish a range of metrics (internal and external) on ESG performance

Our Executives

Sue van der Merwe
Managing Director and Chief Executive Officer

Sue is The Lottery Corporation's Managing Director and CEO

She holds a Bachelor of Social Science, Marketing and Economics.

Sue has more than 35 years' experience in lotteries and has played a central role in the development of the Australian Lotteries industry.

She previously led Tabcorp Holdings' Lotteries & Keno business, serving as its Managing Director since the 2017 combination of Tabcorp Holdings and Tatts Group. Prior to that, she was Chief Operating Officer of Lotteries at Tatts Group.

Sue is an elected member of the World Lottery Association and past Chairman of the Asia Pacific Lottery Association.

Sue has announced her intention to retire by the end of 2025.

Adam Newman
Chief Financial Officer

Adam is The Lottery Corporation's Chief Financial Officer.

He holds a Bachelor of Business, a Postgraduate Diploma of Business, and a Graduate Diploma in Applied Finance. He has also attended the Advanced Management Programme at INSEAD (France) and is a member of Chartered Accountants Australia & New Zealand and the Financial Services Institute of Australasia.

Before joining The Lottery Corporation as Chief Financial Officer, Adam served in that role with Tabcorp Holdings having joined in 2019.

He was previously Chief Financial Officer of ASX-listed energy company AusNet Services and held senior leadership roles at BlueScope Steel in Australia and the USA. He also worked at BHP and in Coopers & Lybrand's Perth and London Corporate Advisory Groups.

Nicholas Allton
Chief Legal and Risk Officer

Nicholas is The Lottery Corporation's Chief Legal and Risk Officer.

He holds a Bachelor of Laws (Hons), Bachelor of Arts and Master of Laws, and is a Graduate Member of the Australian Institute of Company Directors.

Nicholas has more than 30 years' experience, including 11 years in private legal practice for top-tier Australian, English and US firms in Australia and London.

Prior to joining The Lottery Corporation, Nicholas was the Group General Counsel and Company Secretary at the Bank of Queensland. He was previously the Group General Counsel and Company Secretary at MLC and spent 15 years working in senior roles within Macquarie Group.

Antony Moore
Chief Channel Officer

Antony is The Lottery Corporation's Chief Channel Officer.

He holds a Bachelor of Commerce (Economics and Accounting) and is a Graduate Member of the Australian Institute of Company Directors.

Antony has more than 25 years of experience in retail operations, including senior roles with Retail Adventures, Rebel Group, Coles Liquor, Coles Supermarkets, and Big W.

Prior to joining The Lottery Corporation, Antony was the General Manager of Lotteries Retail at Tabcorp Holdings.

Antony is the Chair of the National Retail Association, and a Franchise Council of Australia certified Franchise Executive.

Callum Mulvihill
Chief Commercial Officer

Callum is The Lottery Corporation's Chief Commercial Officer.

He holds a Bachelor of Commerce, a Masters of Business Administration, is a Certified Practising Accountant, and is a Graduate Member of the Australian Institute of Company Directors.

Callum has nearly 20 years of leadership experience in the lottery industry.

Prior to joining The Lottery Corporation, Callum was the General Manager of Finance & Commercial for Tabcorp Holdings' Lotteries & Keno business and held numerous commercial and business development roles at Tatts Group since 2013.

Prior to lotteries, Callum held several financial, marketing and sales roles for more than a decade at Westpac and Ford Australia.

Callum is a Director of the 50-50 Foundation Limited.

Andrew Shepherd
Chief Customer & Marketing Officer

Andrew Shepherd is The Lottery Corporation's Chief Customer & Marketing Officer.

He holds a Bachelor of Business (Marketing). He is a Graduate Member of the Australian Institute of Company Directors, and a member of various industry associations including the Australian Association of National Advertisers and the Association for Data-driven Marketing & Advertising.

He joined the lottery industry working for Golden Casket in 1997, which subsequently became part of Tatts Group in 2007 where he became the Head of Marketing.

Andrew has more than 30 years' experience in various marketing roles including in the lottery, automotive, dairy and beverage industries.

Loren Somerville

Chief Information Officer

Loren is The Lottery Corporation's Chief Information Officer.

She holds a Bachelor of Commerce (Business Management) and Information Systems, and a certificate in Driving Digital Transformation from Harvard Business School. She is a Graduate Member of the Australian Institute of Company Directors

Loren has held a range of senior technology roles including at Gartner and Rio Tinto.

Prior to joining The Lottery Corporation, Loren was Chief Digital & Information Officer at Youi Insurance.

Loren is a Director of the 50-50 Foundation Limited.

Rob Ure

Chief Corporate Development Officer

Rob is The Lottery Corporation's Chief Corporate Development Officer.

He holds a Bachelor of Laws and a Bachelor of Economics (Economics and Accounting) from the University of Sydney.

Rob has extensive experience leading corporate development and strategy teams in both the corporate and investment banking sectors in Australia and internationally.

Prior to joining The Lottery Corporation, Rob was Director of Strategy and M&A at News Corp Australia.

Previously he has held senior corporate development roles at Wesfarmers and Coca-Cola Amatil and worked in investment banking at Macquarie Capital, based in Sydney and New York.

Michelle Williams

Chief People Officer

Michelle is The Lottery Corporation's Chief People Officer.

She holds a Bachelor of Commerce and a Bachelor of Science. She is a member of the Australian Human Resources Institute and a Graduate Member of the Australian Institute of Company Directors.

Michelle has more than 25 years' experience in human resource roles.

Prior to joining The Lottery Corporation, Michelle was Chief People Officer at Tabcorp Holdings.

She was previously Group Director of Human Resources at Fairfax Media. Michelle has also held HR roles with AXA Asia Pacific Holdings and Colonial Limited.

Sustainability & Responsible Play

Our purpose is to create positive impacts - for our customers, our people, and the communities we operate in. We seek to operate our business and deliver our products in a sustainable way, and leave a positive lasting legacy for our community.

Our sustainability strategy was first published in FY23. The strategy outlines our ambitions for positive impacts across four key pillars, with targets set to FY25.

In FY25, we conducted a new materiality assessment and refreshed our sustainability strategy, aligning goals with our enterprise strategy, material topics and setting new performance measures and targets. Our refreshed strategy will be published in FY26.

Operating our Business and Products Responsibly

We operate our business ethically and responsibly, helping customers to have fun whilst recognising our responsibility to help protect our customers from potential and actual harm arising from use of our products.

Supporting our Community

We have an important role to play in our communities, through supporting small business and collaborating with our philanthropic and foundation partners to deliver impactful outcomes where they are needed.

Nurturing our People

We strive to create a great place for our people to work, where we embrace their uniqueness, invest in their wellbeing, and support their development.

Reducing our Environmental Impact

We take action to reduce our impact on the environment, through our business operations and influencing value chain activities.

For more information on our sustainability performance, see our 2025 Sustainability Report at:
www.thelotterycorporation.com/esg-strategy

Responsible Play

Responsible play is part of our purpose, built into our policies and procedures and drives decision making across our business.

We operate in accordance with our Responsible Gambling Codes of Conduct/Practice and applicable State and Territory legislative requirements, and support an approach that aims to go beyond regulatory compliance. In FY25 we delivered initiatives to strengthen customer support, including:

- Implementing new customer tools and controls for our highest risk product, online Keno
- Enhancing our early intervention models and subsequent customer intervention mechanisms and processes
- Uplifting training and education for our team members, with a focus on customer-facing team members in our contact centre
- Continuing investment in gambling harm research and surveys to better understand the risk of potential gambling harm of our products and inform our customer support priorities.

We are supporting our customers and minimising the risk of gambling harm through our customer support and intervention tools, and utilising research and insights.

Enabling Responsible Play Online

With online Keno being the highest-risk product in our portfolio, and with increased advertising of the product by others in the market, we continued to focus throughout FY25 on tools and controls to help minimise the risk of gambling harm:

- In September 2024, we introduced mandatory weekly spend limits. The limit can be decreased or increased by players, with decreases effective immediately, and increases subject to a seven-day waiting period.
- In May 2025, we implemented continuous play alerts, providing an in-play reminder to customers when they engage in a play session without a meaningful break.

These tools strengthen our existing suite of harm minimisation tools and controls already available to online Keno customers.

The introduction of these controls has reduced the risk rating of our online Keno product, as assessed using the Gamgard game design assessment tool, from high to medium. As a result, all games within our portfolio are rated medium or low.

Contributing to Community

For many years, lottery proceeds have helped fund community services such as health, education and infrastructure. We endeavour to sustain and broaden that legacy at The Lottery Corporation. In FY25 we:

- continued our support of the 50-50 Foundation by providing technology and corporate services and a dedicated 15-person Charitable Games team employed by The Lottery Corporation, which enabled more than $4.2m to be raised for 500-plus charities and community organisations through its 50-50 Charity Raffle and Play For Purpose products. From June 2025, customers were able to purchase Play For Purpose Charity Raffle tickets for the first time through The Lott website and app, tapping into The Lott's network of more than 4.4m active registered customers.
- contributed $5.2m to community, with funding sourced through our operating expenditure, unclaimed lottery prize money in QLD and the NT and as part of State and Territory licence agreements in the ACT, NT and QLD. Recipients included The Mater Foundation, Disaster Relief Australia, The Sydney Opera House and Starlight Children's Foundation, and new partners LIVIN, DV Safe Phone, Rural Aid, and Juiced TV.
- launched our first Reconciliation Action Plan (RAP), to create positive impacts and foster an inclusive environment that values and nurtures the unique perspectives of Aboriginal and Torres Strait Islander peoples.

For more information on our approach to reconciliation, see our Reconciliation Action Plan at:
www.thelotterycorporation.com/RAP

FY25 Sustainability Highlights

Implemented Mandatory Spend Limits and Continuous Play Alerts for online Keno

$4.2m
Raised for charities through our support of the 50-50 Foundation

$5.2m
Total Community Contributions

73%
Employee Engagement

42.5%
Women in Senior Leadership

$1.7b
Paid in state Lotteries & Keno taxes

$655m
Paid in commissions to retail partners

Corporate Governance

The Lottery Corporation maintains high standards of corporate governance which the Directors believe underpins strong, sustainable business performance.

For the financial year ended 30 June 2025, The Lottery Corporation complied with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th Edition). Details of The Company's compliance are set out in the 2025 Corporate Governance Statement and in the Appendix 4G. The Corporate Governance Statement is current as at 20 August 2025 and has been approved by the Board.

The Company regularly reviews and revises its corporate governance practices and policies so that they remain aligned with developments in good corporate governance practices, its strategic priorities and shareholders' expectations.

FY25 corporate governance activities

The Board continued to oversee management's development and implementation of the Company's corporate strategy and effectively monitored the Company's performance.

Board, Committee and Executive Renewal

- Mr Tim Poole was appointed as a Non-executive Director on 6 August 2025, following the receipt of all necessary regulatory and ministerial approvals. Mr Poole served as an observer to the Board between 16 December 2024 and 5 August 2025 In accordance with the Company's Constitution, Mr Poole will stand for election at the Annual General Meeting to be held in Brisbane on 15 October 2025.
- On 24 March 2025, Ms Sue van der Merwe announced her intention to retire at the end of 2025. A comprehensive process to select a new Managing Director and CEO, which included a global search, and an evaluation of internal and external candidates was undertaken.
- On 28 July 2025 the Company announced that Mr Wayne Pickup had been appointed as the Company's next Managing Director and CEO. Mr Pickup will join the Company on 24 November 2025 and will assume the role of Managing Director and CEO following receipt of all necessary regulatory approvals in relevant jurisdictions. Ms van der Merwe will continue to work with the Board and management to help ensure a smooth transition.

Strategic objectives and performance

The Board oversaw:

- The continued evolution and execution of the Company's Corporate Strategy including actions to enhance the value of existing licences.
- Planning and commencement of a multi-year project to enhance the Group's Lottery and Keno systems and the commencement of a multi-jurisdictional project to replace the Company's retail lottery terminals.
- The execution of the Company's strategy to *Reimagine Digital Experiences*, comprising enhancements to the Company's customer payments program, the creation of digitally-enabled retail memberships, delivery of a new customer data platform and development of special jackpot events.
- Ongoing refinements to the Company's operating structure.
- The introduction of new responsible play initiatives for Keno including the decision to introduce digital spend limits as part of the continuous improvement approach to the Responsible Play program.
- The expansion of The Lottery Corporation's support for the 50-50 Foundation's Play For Purpose (not for profit) raffle, and its integration into The Lott's digital channels.

Corporate Governance

Culture and governance

- The Board continued to monitor the Company’s culture including through the use of periodic surveys and engaged with the Executive Leadership Team to oversee actions in response to staff feedback.
- The Board reviewed and refined the Company’s remuneration policies to support the development of a high-performance culture. An overview of the changes is summarised in the Remuneration Report on pages 51 to 79.
- Ongoing review of key governance documents and corporate policies including the Company’s Code of Conduct, Treasury Policy, Market Disclosure Policy and Securities Trading Policy.

Risk management

- The Board continued to oversee programs to uplift data protection and cyber security which include ongoing investments in technology to enhance the Company’s resilience.
- The Board oversaw (and participated in) the conduct of a crisis management exercise.
- Ongoing review and refinement of the Company's risk catalogue, top risks and risk appetite statements.
- The Board oversaw completion of a project to enhance the Company's approach to identifying and managing compliance obligations related to the Company's top risks.

The Lottery Corporation's 2025 Corporate Governance Statement is available at:

www.thelotterycorporation.com/about/corporate-governance

Directors' Report

The Directors of The Lottery Corporation Limited (**The Lottery Corporation**, or **the Company**) present their report for the consolidated entity comprising the Company and its subsidiaries (the **Group**) in respect of the financial year ended 30 June 2025.

1. Principal activities

The principal activities of the Group during the financial year comprised the operation of a portfolio of lottery and Keno games. The Group's principal activities remain unchanged from the previous financial year, except as disclosed elsewhere in this Directors' Report.

2. Operating & Financial Review

The financial results of the Group for the financial year ended 30 June 2025 comprise its two operating segments of Lotteries and Keno. The activities and financial performance of the Group and each of its operating segments for the financial year are set out in the Operating & Financial Review section commencing on page 12.

Lotteries

The Lotteries business has the following operations which are supported by various licences/approvals.

Lotteries operations:

- The Lott is the brand that unites The Lottery Corporation's licensed lottery operations under one banner. The Lottery Corporation conducts lotteries in all States and Territories of Australia, except Western Australia, under licence arrangements.
- Our leading game brands include Set for Life, Powerball, Oz Lotto, TattsLotto, Saturday lotto, Gold Lotto, X Lotto, Weekday Windfall, Lucky Lotteries, Lotto Strike, Super 66, Instant Scratch-Its and Keno.
- Our Lotteries products can be purchased in newsagencies, convenience stores and other retail outlets, online at thelott.com and via our mobile app.

Lotteries licences/approvals:

- NSW Operator Licence and various product licences expire in April 2050.
- Victorian Public Lottery Licence expires in June 2028.
- Queensland Licensed Lottery Operator's Licence expires in July 2072.
- Lotteries operates under an agency agreement with the Lotteries Commission of South Australia which runs until December 2052.
- The Lottery Corporation's Victorian and Queensland lottery licensees each hold a Tasmanian issued renewable five-year Foreign Games Permit which authorise the sale of certain draw lottery games (Victorian licensee permit holder) and Instant Scratch-Its tickets (Queensland licensee permit holder) in Tasmania.
- ACT Approval to conduct a lottery indefinitely unless revoked.
- Northern Territory Lottery Agreement expires in June 2032, with permit to sell Instant Scratch-Its tickets expiring in June 2028.

Keno

The Keno business has the following operations which are supported by various licences/approvals.

Keno operations:

- Keno is a random number game with games typically running every three minutes with the chance for customers to win instant prizes and multi-million-dollar life-changing jackpots.
- Keno is played in clubs, hotels and TABs in Victoria, Queensland, South Australia and ACT, and in clubs and hotels in NSW, and is available online in ACT and Victoria.
- Keno jackpots are pooled across NSW, Victoria, Queensland and ACT.

Keno licences/approvals:

- NSW Keno Licence expires in April 2050. The Lottery Corporation operates Keno in NSW as co-licensee with ClubKeno Holdings Pty Ltd under management and operating agreements.
- Victorian Keno Licence expires in April 2042.
- Queensland Keno Licence expires in June 2047.
- Keno operates under an agency agreement with the Lotteries Commission of South Australia which runs until December 2052.
- ACT Approval and agreement to conduct Keno expires in May 2072.

3. Significant changes in the state of affairs

Other than the changes outlined in this Directors' Report, or in the Operating & Financial Review section commencing on page 12, there have been no other matters or significant changes in the state of affairs during the financial year.

4. Significant events after the end of the financial year

There have been no matters or circumstances that have arisen since the end of the financial year, which are not otherwise dealt with in this Directors' Report or in the Financial Report, that have significantly affected or may significantly affect the operations of the Group, the results of those operations or the state of affairs of the Group in subsequent financial years.

5. Business strategies

As Australia's largest lottery operator, The Lottery Corporation is committed to realising its vision of becoming the world's best lottery operator while creating lasting positive impacts for our customers, stakeholders, and communities. Our strategy is designed to deliver value not only today, but also well into the future, by balancing our long-term growth ambitions with a sustainable and stable annualised performance profile. We remain agile and responsive to the evolving market contexts in which we operate, so that our business continues to thrive and deliver exceptional outcomes for all those we serve. For more information on our strategic priorities refer to pages 21 to 23.

6. Likely developments and expected results

The achievements of the anticipated results in future financial years is dependent on a range of factors and may be adversely affected by any number of events, and are subject to, among other things, material business risks.

The Directors have excluded from this Directors' Report any further information on the likely developments in the operations of the Group and the expected results of those operations in future financial years, as the Directors have reasonable grounds to believe that to include such information, will be likely to result in unreasonable prejudice to the Group.

7. Directors

The names and details of the Company's Directors in office during the financial year and until the date of this Directors' Report are set out below. Directors were in office for this entire period unless otherwise stated.

- Doug McTaggart - appointed 31 October 2022
- Sue van der Merwe - appointed 20 May 2022
- Anne Brennan - appointed 20 May 2022
- Harry Boon - appointed 20 May 2022
- Stephen Morro - appointed 11 December 2023
- John O'Sullivan - appointed 31 October 2022
- Tim Poole - appointed 6 August 2025
- Megan Quinn - appointed 31 October 2022

Mr Tim Poole was appointed as a Non-executive Director on 6 August 2025, following the receipt of all necessary regulatory approvals and ministerial consents.

Mr Poole served as an observer to the Board between 16 December 2024 and 5 August 2025.

To the maximum extent permitted by law, Mr Poole expressly disclaims and takes no responsibility for any statements in or omissions from this Directors' Report.

The Directors' qualifications, experience and special responsibilities are detailed in the following section.

Doug McTaggart

Independent Chairman

Bachelor of Economics (Honours) Master of Arts (Economics) PhD

Life Fellow of the Australian Institute of Company Directors

Senior Fellow of the Financial Services Institute of Australasia

Doug McTaggart is the Chairman of the Board of The Lottery Corporation and the Chairman of the Nomination Committee.

He is a Non-executive Director of Indigenous Business Australia.

Doug was formerly the Chairman of Spark Infrastructure RE, a Non-executive Director of Suncorp Group and a Member of the Australian National University Council. He was also a Non-executive Director of UGL and the former Chairman of SunCentral Maroochydore.

Doug was previously Chief Executive Officer of the Queensland Investment Corporation, a member of the Council of Australian Governments' Reform Council, Councillor on the National Competition Council, and Professor of Economics and Associate Dean at Bond University.

Other ASX Company directorships in the past three years:

- Suncorp Group Limited from April 2012 to December 2023
- Spark infrastructure RE Limited from December 2015 to April 2022

Sue van der Merwe

Managing Director and Chief Executive Officer

Bachelor of Social Science, Marketing and Economics

Sue van der Merwe is the Managing Director and CEO of The Lottery Corporation.

She has more than 35 years' experience in lotteries and has played a central role in the development of the Australian Lotteries Industry.

Sue previously led Tabcorp Holdings' Lotteries & Keno business, serving as its Managing Director since the 2017 combination of Tabcorp Holdings and Tatts Group. Prior to that, she was Chief Operating Officer of Lotteries at Tatts Group.

Sue is an elected member of the World Lottery Association and past Chairman of the Asia Pacific Lottery Association.

Sue has announced her intention to retire by the end of 2025.

Harry Boon

Independent Non-executive Director

Bachelor of Laws (Honours), Bachelor of Commerce

Harry Boon is a Non-executive Director of The Lottery Corporation, Chairman of the People & Remuneration Committee, and a Member of the Audit and Nomination Committees.

He has more than 20 years' experience in the gaming industry.

Previously, Harry was a Non-executive Director of Tabcorp Holdings, Chairman of Tatts Group, Chairman of Asaleo Care Limited, and Non-executive Director of Toll Holdings.

Harry was a former Managing Director and Chief Executive Officer of Ansell Limited.

Other ASX Company directorships in the past three years:

- Tabcorp Holdings Limited from December 2017 to May 2022

Stephen Morro

Independent
Non-executive Director

Bachelor of Arts - Business Administration

Stephen Morro is a Non-executive Director of The Lottery Corporation and a Member of the People & Remuneration, Risk & Compliance and Nomination Committees.

He has more than 30 years' experience in the gaming industry as a supplier, operator, and regulator.

Stephen is a Non-executive Director of Light & Wonder and a former Non-executive Director of Dreamscape Entertainment Integrated Resorts.

He was formerly a Non-executive Director of Aristocrat Leisure Limited.

Stephen previously held various roles at International Game Technology PLC, including as President of the North American Gaming Division and Chief Operating Officer.

Other ASX Company directorships in the past three years:

- Light & Wonder since August 2022

John O'Sullivan

Independent
Non-executive Director

Bachelor of Laws, Bachelor of Arts, Master of Laws

John O'Sullivan is a Non-executive Director of The Lottery Corporation, and is the Chairman of the Risk & Compliance Committee and a Member of the Audit and Nomination Committees.

John is the Chairman of Abacus Storage King and an Ambassador for the Australian Indigenous Education Foundation.

He was a former partner at Freehill Hollingdale & Page (now Herbert Smith Freehills Kramer) practising in corporate, finance, mergers and acquisitions.

He was also General Counsel of the Commonwealth Bank of Australia, Executive Chairman of Investment Banking and Capital Markets (Australia) at Credit Suisse Australia, and a Non-executive Director of AMP Limited.

Other ASX Company directorships in the past three years:

- Abacus Storage King from June 2023
- AMP Limited from June 2018 to April 2022

Megan Quinn

Independent
Non-executive Director

Graduate Member of the Australian Institute of Company Directors

Megan Quinn is a Non-executive Director of The Lottery Corporation, and a Member of the People & Remuneration, Risk & Compliance, and Nomination Committees.

She has more than 30 years' experience as a senior executive, entrepreneur, advisor, and non-executive director across a range of industries.

Megan is a Non-executive Director of City Chic Collective Limited and a former Non-executive Director of Reece Limited and InvoCare Limited.

She co-founded online luxury retailer Net-A-Porter.

Megan previously served on the Board and National Committee of UNICEF Australia.

Other ASX Company directorships in the past three years:

- City Chic Collective Limited since October 2012
- Reece Limited from August 2017 to July 2025
- InvoCare Limited from October 2018 to November 2023 (when InvoCare was acquired by TPG Capital and delisted from the ASX)

Tim Poole

Independent
Non-executive Director

Bachelor of Commerce

Tim Poole is a Non-executive Director of The Lottery Corporation.

Tim is currently the Chairman of Aurizon Holdings Limited.

He was formerly the Chairman of Reece Limited.

Tim was previously a non-executive director of a range of public and private companies in various sectors including infrastructure, transport, property, financial services and mining.

Tim was a former Managing Director of Hastings Funds Management.

Other ASX Company directorships in the past three years:

- Aurizon Holdings Limited since July 2015
- Reece Limited July 2016 to December 2024

Anne Brennan

Independent
Non-executive Director

Bachelor of Commerce (Honours)

Fellow of Chartered Accountants of Australia & New Zealand

Fellow of the Australian Institute of Company Directors

Anne Brennan is a Non-executive Director of The Lottery Corporation, and the Chair of the Audit Committee, a Member of the People & Remuneration Committee and Nomination Committee.

She is a Non-executive Director of Endeavour Group and GPT Group.

Anne is an experienced Non-executive Director with deep financial and business experience across a range of industries. Her previous directorships include Argo Investments Limited, Charter Hall Group, Echo Entertainment Group, Metcash Limited, Myer Limited, Nufarm Limited, NSW Treasury Corporation, Tabcorp Holdings, Rabobank Australia and Rabobank New Zealand, and Spark Infrastructure Group.

She has held a variety of senior management roles in both large corporates and professional services firms. Anne was formerly Chief Financial Director at Coates Hire Limited. She was also a partner at Ernst & Young, Andersen and KPMG.

Other ASX Company directorships in the past three years:

- Endeavour Group Limited since June 2022
- GPT Group since May 2022
- Argo Investments Limited from September 2011 to October 2022

Directors' Report

8. Interests in the shares and options of the Company and related bodies corporate

As at the date of this report, the interests of the Directors in the shares and options of The Lottery Corporation Limited were:

Doug McTaggart	Sue van der Merwe
67,421	699,035
Anne Brennan	**Harry Boon**
38,500	76,364
Stephen Morro	**John O'Sullivan**
40,000	41,191
Tim Poole	**Megan Quinn**
56,000	10,000

9. Directors' interests in contracts

Some Directors, or related entities of the Directors, may conduct transactions with entities within the Group that occur within a normal employee, customer or supplier relationship on terms and conditions no more favourable than those with which it is reasonable to expect the entity would have adopted if dealing with the Director or Director-related entity on normal commercial terms and conditions.

The Board assesses the independence of Directors and, among other things, takes into account any related party dealings referable to a Director which are material and require disclosure under accounting standards, and whether any Director is, or is associated with, a supplier, professional adviser, consultant to or customer of the Group which is material. No such circumstances arose during the financial year.

10. Indemnification and insurance Directors and officers

The Lottery Corporation's constitution provides that the Company will indemnify each Director and officer to the extent permitted by law against any liability incurred by that officer as an officer of the Company or a related body corporate.

In accordance with The Lottery Corporation's constitution, the Company has entered into deeds of indemnity, insurance and access with each of The Lottery Corporation's Directors.

The Lottery Corporation has paid a premium in respect of a contract insuring Directors and officers against any liability incurred by them arising out of the conduct of the business of The Lottery Corporation or in or arising out of the discharge of their duties. In accordance with normal commercial practices, under the terms of the insurance contracts, the details of the nature and extent of the liabilities insured against and the amount of premiums paid are confidential.

11. Company Secretary

Daniel Csillag is the General Manager, Company Secretariat and Company Secretary of The Lottery Corporation. He is responsible for managing company secretariat and corporate governance support across the Group.

Daniel holds a Bachelor of Laws and a Bachelor of Arts (Soc) from the University of New South Wales. He is a Fellow of the Governance Institute of Australia and is a Graduate Member of the Australian Institute of Company Directors.

12. Environmental regulation and performance

The Lottery Corporation recognises it has an impact on the environment, directly through its operations, and indirectly through its value chain. The Company is taking action to reduce the environmental impact of its operations, and has commenced work to identify and manage climate-related risks and opportunities across its business.

During the financial year ended 30 June 2025, no environmental breaches have been notified to the Group by any government agency.

13. Political contributions and engagement

The Lottery Corporation's Political Contributions Policy acknowledges the responsibility the Company has to its shareholders and stakeholders to participate in the process of public policy development.

As part of this, The Lottery Corporation holds memberships of political party networking forums and attends events that support political parties as they participate in the democratic system of parliamentary government in Australia. In FY25, The Lottery Corporation's political contributions totalled $123,300 (including GST).

The Lottery Corporation's principles around its political contributions include maintaining an honest and transparent approach; no 'cash-only' donations; and a bipartisan approach as much as practicable. Priorities include advocating for sustainable lotteries sectors across Australia, strong responsible gambling and consumer protection laws and strategic priorities to create value for The Lottery Corporation customers, partners, the community and shareholders.

The Lottery Corporation's Political Contributions Policy is available on The Lottery Corporation's website (www.thelotterycorporation.com) under the Corporate Governance section.

14. Rounding of amounts

Dollar amounts in the Financial Report and the Directors' Report have been rounded to the nearest hundred thousand unless specifically stated to be otherwise, in accordance with the Australian Securities and Investments Commission Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191.

15. Auditors

The Group's external auditor is Ernst & Young Australia. The Group's internal auditor is KPMG.

16. Indemnification of auditors

To the extent permitted by law, the Company has agreed to indemnify its auditors, Ernst & Young Australia, as part of the terms of its audit engagement agreement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young Australia during or since the financial year.

17. Non-audit services

Ernst & Young Australia, the external auditor to the Company and the Group, provided non-statutory audit services to the Company during the financial year ended 30 June 2025. The Directors are satisfied that the provision of non-statutory audit services during this period was compatible with the general standard of independence for auditors imposed by the Corporations Act. The nature and scope of each type of non-statutory audit service provided means that auditor independence was not compromised.

The Audit Committee reviews the activities of the independent external auditor and reviews the auditor's performance on an annual basis. The Chairman of the Audit Committee must approve all non-statutory audit and other work to be undertaken by the auditor (if any).

Ernst & Young Australia, acting as the Company's external auditor, received or are due to receive $692,000 in relation to the provision of other assurance services (of which $140,000 is reimbursed to the Group by the Lotteries Commission of South Australia) and $203,000 in relation to the provision of other non-audit services to the Company in respect of the financial year ended 30 June 2025. Amounts paid or payable by the Company for audit and non-statutory audit services are disclosed in note E5 to the Financial Report.

18. Directors' meetings

The number of meetings of Directors (including meetings of committees of Directors) held during the year and the number of meetings attended by each Director is set out in the table below.

2025 Annual Report – Meeting Attendance Table

Director	Board Meetings		Committee Meetings							
			Audit		People & Remuneration		Risk & Compliance		Nomination	
	held/ attended BM	held/ attended as O	held/ attended as CM	held/ attended as O or NCM	held/ attended as CM	held/ attended as O or NCM	held/ attended as CM	held/ attended as O or NCM	held/ attended as CM	held/ attended as O or NCM
Doug McTaggart	8/8	N/A	N/A	4/4	N/A	4/4	N/A	4/4	1/1	N/A
Sue van der Merwe	8/8	N/A	N/A	4/4	N/A	4/4 (ii)	N/A	4/4	N/A	N/A
Harry Boon	7/8(iii)	N/A	4/4	N/A	4/4	N/A	N/A	4/4	1/1	N/A
Anne Brennan	8/8	N/A	4/4	N/A	4/4	N/A	N/A	4/4	1/1	N/A
Stephen Morro	8/8	N/A	N/A	4/4	4/4	N/A	4/4	N/A	1/1	N/A
John O'Sullivan	8/8	N/A	4/4	N/A	N/A	4/4	4/4	N/A	1/1	N/A
Megan Quinn	8/8	N/A	N/A	4/4	4/4	N/A	4/4	N/A	1/1	N/A
Tim Poole (i)	N/A	4/4	N/A	2/2	N/A	2/2	N/A	2/2	N/A	1/1

Legend:	**BM** = Board Member	**CM** = Committee Member	**NCM** = Non-Committee Member	**O** = Observer

(i) Mr Tim Poole commenced as a Non-executive Director on 6 August 2025, having first been appointed as an Observer to the Board on 16 December 2024.

(ii) Ms Sue van der Merwe was not present during discussions related to the review of her performance and her remuneration arrangements.

(iii) Absences were due to previously notified conflicts.

19. Auditor's independence declaration

Included on page 50 is a copy of the auditor's independence declaration provided under section 307C of the Corporations Act in relation to the audit for the financial year ended 30 June 2025. This auditor's independence declaration forms part of this Directors' Report.

20. Remuneration Report

The Remuneration Report for the financial year ended 30 June 2025 forms part of this Directors' Report and can be found on pages 51 to 79.

This Directors' Report has been signed in accordance with a resolution of Directors.

Dr Doug McTaggart
Chairman
20 August 2025

Sue van der Merwe
Managing Director and Chief Executive Officer

Shape the future
with confidence

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

Auditor's independence declaration to the directors of The Lottery Corporation Limited

As lead auditor for the audit of the financial report of The Lottery Corporation Limited for the financial year ended 30 June 2025, I declare to the best of my knowledge and belief, there have been:

a. No contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit;

b. No contraventions of any applicable code of professional conduct in relation to the audit; and

c. No non-audit services provided that contravene any applicable code of professional conduct in relation to the audit.

This declaration is in respect of The Lottery Corporation Limited and the entities it controlled during the financial year.

Ernst & Young

Michael Collins
Partner
20 August 2025

Remuneration Report

Letter from the People and Remuneration Committee Chairman

On behalf of the Board and the People and Remuneration Committee, I am pleased to present the FY25 Remuneration Report of The Lottery Corporation.

A resilient year

In a challenging year for Australian consumers, The Lottery Corporation demonstrated resilience through its diversified game portfolio and the efforts of around 900 employees. The Company reported FY25 group revenue of $3,748.9m, down (6.2)% on the prior record jackpot year and an EBITDA (before significant items)[i] of $749.3m, down (9.4%). Key highlights include:

- **Ordinary Dividend Growth**: Despite jackpot volatility, the Company delivered consistent shareholder returns with a full year ordinary dividend of 16.5 cents per share (FY24: 16.0 cents per share).
- **Digital Growth**: Ongoing investment in our digital offerings and improved customer experience drove an increased share of turnover from higher-margin digital channels to 41.8% (FY24: 40.9%).
- **Game Portfolio Evolution:** The refresh of Saturday lotto in May was well accepted with high early price retention. Strong uptake of the additional Weekday Windfall draw on Fridays delivered incremental turnover of $90 million.
- **Customer Experience Improvements**: Initiatives included deploying a new customer data platform, commencing the roll out of new retail terminals, and enhancing customer support and payments.
- **Responsible Play:** Introduction of features such as spend limits and continuous play alerts for online Keno reinforced our commitment to responsible gambling practices consistent with our highest-ranking Level 4 certification by the World Lottery Association.

(i) Non-IFRS information and unaudited

Fixed remuneration

Executive remuneration was again benchmarked to the ASX 25-75 to ensure remuneration remained competitive, with increases averaging 3% for executive KMP and no change for our retiring MD & CEO.

Short term incentive (STI) opportunity and plan

Short-term incentives were assessed against targets across the Group financial and non-financial measures and an STI pool of 90.3% of target was set. As a result the MD & CEO and executive Key Management Personnel each received 90.3% of their STI target after balancing factors including financial, non-financial, risk, sustainability, unfavourable jackpot outcomes and individual achievements.

Long-term incentive (LTI) opportunity and vesting

The MD & CEO's FY25 LTI offer was approved by shareholders at the 2024 AGM, with similar offers made to executive KMP. No LTI's vested in FY25, however during the period restricted shares from the FY22 STI plan were released in accordance with their terms.

Non-executive Director fees

Existing fees were benchmarked and deemed competitive. Cash fees were reduced by 0.5% in July 2025 to offset the 0.5% increase in the compulsory Superannuation Guarantee, as was done in the two prior years, leaving total fees unchanged. No changes are planned for FY26.

FY26 remuneration framework

The framework was reviewed to help maintain continued alignment with shareholder value creation, promoting the right behaviours, ethical practices, sustainable performance, and feedback from shareholders, proxy advisors and other stakeholders.

FY26 LTI Structure

Adjustments to the plan will ensure it remains balanced, aligned to shareholder interests, and meaningful for participants for FY26. These adjustments include removing the absolute positive TSR gateway (to maintain focus on relative TSR), and excluding from the ASX peer group companies and sectors such as Technology (Software) and Communications (Internet Media & Services) which are characterised by a significantly higher risk profile and share price volatility, in addition to Metals & Mining and Oil and Gas sectors. As a result there will be a total of 73 organisations within the new peer group.

FY26 STI Structure

The STI design has been simplified for the MD & CEO and the executive KMP for FY26, to better align financial and individual performance outcomes. These changes include the removal of the Group Scorecard and the addition of weightings across Group Financial outcomes and Individual Goals to help ensure KMP STI outcomes are strongly aligned to the financial results of the Group and allows for greater variability of outcome.

Executive KMP Retention Arrangements

A Retention Share plan was approved by the People and Remuneration Committee in June 2025, to retain key executives, their skills, and deep lotteries expertise during the MD & CEO transition. Executive KMP will receive Retention Shares under the condition of continuity of service for 18 months from 28 July 2025 (when the incoming MD & CEO was announced), with expected vesting on 28 January 2027.

MD & CEO Appointment

On 28 July 2025, it was announced to the ASX that Mr Wayne Pickup will join The Lottery Corporation as the incoming MD & CEO effective 24 November 2025 (subject to the receipt of all necessary regulatory approvals).

Prior to receiving all approvals, Mr Pickup will act as an observer to the Board, and the existing Executive Leadership Team will continue to manage the day to day operations of The Lottery Corporation Group under the oversight of the Board.

Ms van der Merwe will continue in her role as MD & CEO until Mr Pickup commences and will work closely with the Board to help ensure a smooth transition.

Conclusion

The People and Remuneration Committee remains committed to remuneration and people strategies that support the Company's goals, sustainable shareholder value creation, and making positive impacts on our customers, communities, and people.

Harry Boon
People & Remuneration Committee Chairman

Introduction

This Remuneration Report details the remuneration policies and arrangements for the Key Management Personnel (KMP) of the Group, comprising The Lottery Corporation and its subsidiaries, for the year ended 30 June 2025 (FY25).

KMP are those persons having the authority and responsibility for planning, directing, and controlling the activities of The Group, and comprises the Directors of The Lottery Corporation and certain members of the Executive Leadership Team. This Remuneration Report is presented in accordance with the requirements of the Corporations Act and its regulations and has been audited as required by section 308(3C) of the Corporations Act.

1. Key Messages and Summary

Table 1 – Overview of FY25 and FY26 remuneration

	FY25			FY26	
Non-executive Director fees					
Board and Board Committee fees	**No change from FY24**. However, cash fees decreased by 0.5% in July 2024 to absorb the corresponding SGC[i] rate increase. This resulted in overall fees remaining unchanged.			**No change from FY25.** However, cash fees decreased by 0.5% in July 2025 to absorb the corresponding SGC[i] rate increase. This resulted in overall fees remaining unchanged.	
Current MD & CEO remuneration					
Fixed remuneration	$1,552,500 (3.5% increase from FY24, effective from 1 September 2024)			$1,552,500 (**no change** from FY25)	
Short term incentive (STI) opportunity and award	**Target opportunity**	**Maximum opportunity**	**Actual FY25 award**	**Target opportunity**	**Maximum opportunity**
	$1,552,500 (100% of fixed remuneration)	$2,328,750 (150% of fixed remuneration)	$1,401,908 (90.3% of fixed remuneration)	$1,552,500 (100% of fixed remuneration)	$2,328,750 (150% of fixed remuneration)
	50% of Ms van der Merwe's STI award is delivered in Restricted Shares (restricted for 2 years). Restricted Shares are subject to malus, clawback and service conditions.				
Long term incentive (LTI) opportunity and vesting	**Target opportunity**	**Maximum opportunity**		**Target opportunity (unchanged)[ii]**	**Maximum opportunity (unchanged)[ii]**
	$1,552,500 (100% of fixed remuneration)	$3,105,000 (200% of fixed remuneration)		$1,552,500 (100% of fixed remuneration)	$3,105,000 (200% of fixed remuneration)
	The FY25 offer included two tranches, 50% based on rTSR (relative Total Shareholder Return) and 50% based on ROIC (Return on Invested Capital) plus an additional one-year holding lock on any LTI awards that vest. None of the LTI offers currently on foot vested in FY25. The FY23 Offer will be tested during FY26.				
Other executive KMP					
Fixed remuneration	An average increase of 3.5% across the executive KMP, effective 1 September 2024. The SGC[i] rate increase of 0.5% in July 2024 was absorbed into KMP salaries resulting in reduction of base pay.			An average increase of 3% across the executive KMP, effective 1 September 2025. The SGC rate increase of 0.5% in July 2025 was applied to KMP salaries up to the maximum contribution base for FY26, which resulted in an increase of $68 for each executive KMP.	
Short term incentive (STI) opportunity and award	**Average target opportunity**	**Average maximum opportunity**	**Average actual FY25 award**	**Average target opportunity**	**Average maximum opportunity**
	$349,167 (50% of fixed remuneration)	$698,333 (100% of fixed remuneration)	$315,298 (45% of average fixed remuneration)	$359,677 (50% of fixed remuneration)	$719,353 (100% of fixed remuneration)
	25% of executive KMP's STI awards are delivered in Restricted Shares (restricted for 2 years). Restricted Shares are subject to malus, clawback and service conditions.				
Long term incentive (LTI) opportunity and vesting	**Average target opportunity**	**Average maximum opportunity**		**Average target opportunity**	**Average maximum opportunity**
	$349,167 (50% of fixed remuneration)	$698,333 (100% of fixed remuneration)		$359,677 (50% of fixed remuneration)	$719,353 (100% of fixed remuneration)
	The FY25 offer included two tranches, 50% based on rTSR and 50% based on ROIC plus an additional one-year holding lock on any LTI awards that vest. None of the LTI offers currently on foot, vested in FY25. The FY23 offer will be tested during FY26.				

(i) SGC – mandatory Superannuation Guarantee Contribution.

(ii) No FY26 LTI offer will be made to Ms van der Merwe due to announcing her retirement.

1. Key Messages and Summary

Incoming MD & CEO

In July 2025, it was announced that Mr Wayne Pickup was to be appointed as the incoming MD & CEO (subject to all necessary regulatory approvals) with a commencement date of 24 November 2025.

Table 2 - Overview of the incoming MD & CEO remuneration arrangements

Incoming MD & CEO		
Fixed remuneration	$1,552,500 (commencing 24 November 2025)	
Short term incentive (STI) opportunity and award	**Average target opportunity**	**Average maximum opportunity**
	$1,552,500 (100% of Fixed Remuneration)	$2,328,750 (150% of Fixed remuneration)
	50% of Mr Pickup's STI award will be delivered in Restricted Shares (restricted for 2 years). Restricted Shares are subject to malus, clawback and service conditions.	
Long term incentive (LTI) opportunity and vesting	**Average target opportunity**	**Average maximum opportunity**
	$1,552,500 (100% of Fixed Remuneration)	$2,328,750 (150% of Fixed remuneration)
	Mr Pickup's FY26 LTI Offer will be prorated due to his commencement date being part way through the plan's service period. More information on the proposed offer will be provided in the FY26 Notice of Annual General Meeting.	
Cash Sign-on Bonus	$500,000 (in the form of cash) is to be paid to Mr Pickup upon commencement to compensate Mr Pickup for the proposed forfeiture of certain existing incentive arrangements with his previous employer. The cash sign-on bonus is repayable by Mr Pickup in the event that all necessary regulatory approvals are not obtained within 12 months of his commencement date (or such other date as may be agreed), or in circumstances where the relevant incentive arrangements from Mr Pickup's are not forfeited.	
Relocation assistance	Relocation assistance will be provided to Mr Pickup to cover the reasonable costs of relocating Mr Pickup and his family to Australia.	

2. Key Management Personnel (KMP)

Mr Poole was appointed as an Observer to the Board with effect from 16 December 2024 (as announced to the ASX), and was appointed as a Non-executive Director of The Lottery Corporation effective 6 August 2025 (as announced to the ASX) following the receipt of all necessary regulatory and ministerial approvals.

All other KMP were in place for the full year.

Table 3 – KMP for FY25

Name	Position held	Period in position
Current Non-executive Directors		
Doug McTaggart	Chairman and Non-executive Director	Full year
Harry Boon	Non-executive Director	Full year
Anne Brennan	Non-executive Director	Full year
Stephen Morro	Non-executive Director	Full year
John O'Sullivan	Non-executive Director	Full year
Megan Quinn	Non-executive Director	Full year
Future Non-executive Director		
Tim Poole[(i)]	Observer to the Board	From 16 December 2024, as an Observer to the Board.
Current executive Director		
Sue van der Merwe	MD & CEO	Full year
Current executive KMP		
Callum Mulvihill	Chief Commercial Officer	Full year
Adam Newman	Chief Financial Officer	Full year
Andrew Shepherd	Chief Customer & Marketing Officer	Full year

(i) Commenced as a Non-executive Director effective 6 August 2025, following the receipt of all necessary regulatory and ministerial approvals.

3. Executive Remuneration

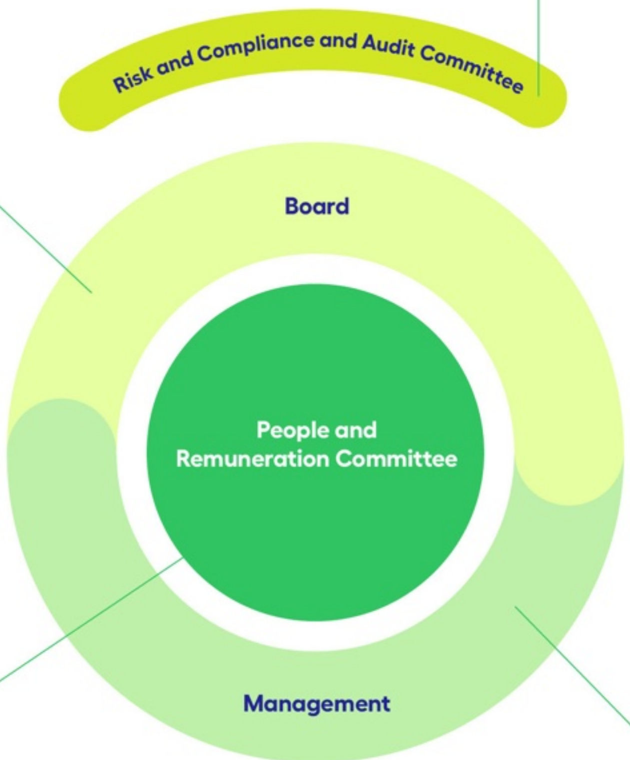
a) Governance and Structure

Diagram 1 – Remuneration governance structure and framework

The Board maintains accountability for the oversight of The Lottery Corporation's remuneration policies and seeks to ensure they are aligned with The Lottery Corporation's purpose, principles, strategic objectives, and risk appetite. The Board considers advice and recommendations from the People and Remuneration Committee with respect to the people and remuneration framework and its operation. The Board is responsible for approving and managing Non-executive Director fee arrangements and ensuring the MD & CEO's remuneration is shareholder-aligned, appropriate, competitive, and effectively aligned with Group and individual performance outcomes.

The Risk and Compliance Committee reviews risk and compliance cultural indicators and performance.

The Audit Committee reviews sustainability matters aligned to our environmental, social and governance (ESG) agenda.
Both Committees work with the People and Remuneration Committee to ensure appropriate variable remuneration outcomes.



Management provides advice for the People and Remuneration Committee to consider on matters including:

- Remuneration arrangements for the MD & CEO, and executive level direct reports, including the establishing of new, or amendment to existing, incentive and equity plans.
- Annual performance review and remuneration outcomes of MD & CEO and executive level direct reports.
- Changes to the Group's remuneration policies.
- Risks that have materialised that the People and Remuneration Committee (in conjunction with the Risk and Compliance Committee) should consider as part of the annual review and recommendation of remuneration outcomes for the MD & CEO, and executive level direct reports to assist with the exercise of any Board discretion.

The **People and Remuneration Committee's** role is to assist the Board in fulfilling its obligations to shareholders and regulators in relation to The Lottery Corporation's remuneration policies. The Committee does this by:

- Reviewing remuneration arrangements to ensure they continue to be fair, competitive, encourage strong business performance, shareholder value creation and are in line with our approach to risk management and compliance.
- Considering feedback from shareholders, shareholder representative groups, proxy advisors and other stakeholders when determining remuneration arrangements and outcomes.
- Setting people and remuneration strategies and policies, executive remuneration contracts, executive remuneration arrangements, designing organisation and executive incentive plans and approving executive incentive awards.
- Recommending new remuneration and incentive arrangements, key changes and Non-executive Director and MD & CEO remuneration arrangements to the Board.

b) Remuneration Framework

Our remuneration framework helps enable the achievement of our Vision, Purpose and Strategy. Our vision is to be the world's best lottery operator. Our purpose at The Lottery Corporation is to create positive impacts.

While our overarching intent remains the same, our updated remuneration framework clarifies our priorities and sharpens our focus. We are focusing on the priorities that lead to superior long-term performance for our community, customers, and shareholders.

Our remuneration framework is supported by our remuneration principles.

Remuneration Principles

Market Competitive

Market competitive to support attraction and retention

Performance Focussed

Differentiated outcomes to recognise accountability and performance

Shareholder Aligned

Aligned with shareholder interests

Culture Aligned

Reinforce The Lottery Corporation's vision and desired culture

Simple & Clear

Focus on simplicity and what management can materially influence

Our remuneration framework has three key elements:

Fixed remuneration
Set to attract, retain and motivate executives and fairly compensate for the responsibilities of their roles.

Short term incentive (STI)
Rewards executives for delivering on annual financial and non-financial targets that align to the Group's strategic priorities and long-term corporate plan.

Long term incentive (LTI)
Rewards executives for delivering on long-term financial strategic goals which leads to sustained long-term value creation for shareholders.

Cash

- Fixed remuneration is set considering both internal and external relativities for roles of similar size, complexity, performance, and experience.
- 50% of the MD & CEO's and 75% of the other executive KMP's STI awards are provided in cash.

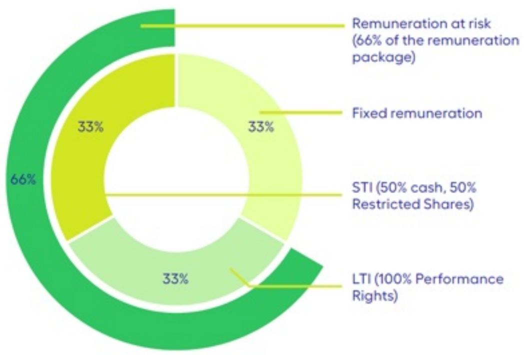
Equity

- 50% of the MD & CEO's and 25% of the other executive KMP's STI awards are provided in Restricted Shares which are restricted for 2 years and subject to malus, clawback and service conditions.
- The entire LTI grant is provided in Performance Rights which are subject to three-year performance conditions. Any Performance Rights that vest are subject to restriction for one further year. These shares are subject to clawback and malus provisions.

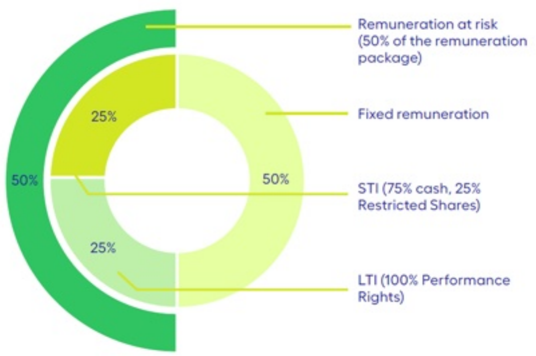
Executive KMP pay mix

The following graphs illustrate the current and incoming MD & CEO as well as other executive KMP pay mixes at target and maximum. The actual STI payments and LTI awards that may vest are subject to performance against pre-determined targets and may differ to what has been shown in graphs. The weighting of at-risk variable remuneration and equity, combined with the minimum shareholding requirements, means executive KMP are encouraged to act like owners and their remuneration outcomes are directly aligned to shareholder experience.

Target remuneration mix - MD & CEO (current and incoming)



Target remuneration mix – executive KMP



To inform its decisions, the People and Remuneration Committee sources a range of data and may receive independent advice, as appropriate.

No independent remuneration-related advice was sought, and no remuneration recommendations were received, by The Lottery Corporation in respect of executive KMP remuneration during FY25 and at the date of this report.

The People & Remuneration Committee is governed by its Charter, which is available on The Lottery Corporation's website **www.thelotterycorporation.com** under the Corporate Governance section.

c) Contracted Remuneration

We aim to reward our executive KMP competitively and appropriately for:

Creating long-term shareholder value

Our short and long term incentive performance measures are directly linked to shareholder value creation.

Behaving in line with our principles

All executive KMP are assessed both on performance and behaviour, including how they demonstrate behaviours in line with our principles. This determines fixed and variable remuneration outcomes.

Acting in line with our enterprise risk management framework

Key scorecard measures and an STI sustainability modifier(i) ensure that executive KMP are rewarded for results that are achieved sustainably and ethically.

Strong Group financial and non-financial performance

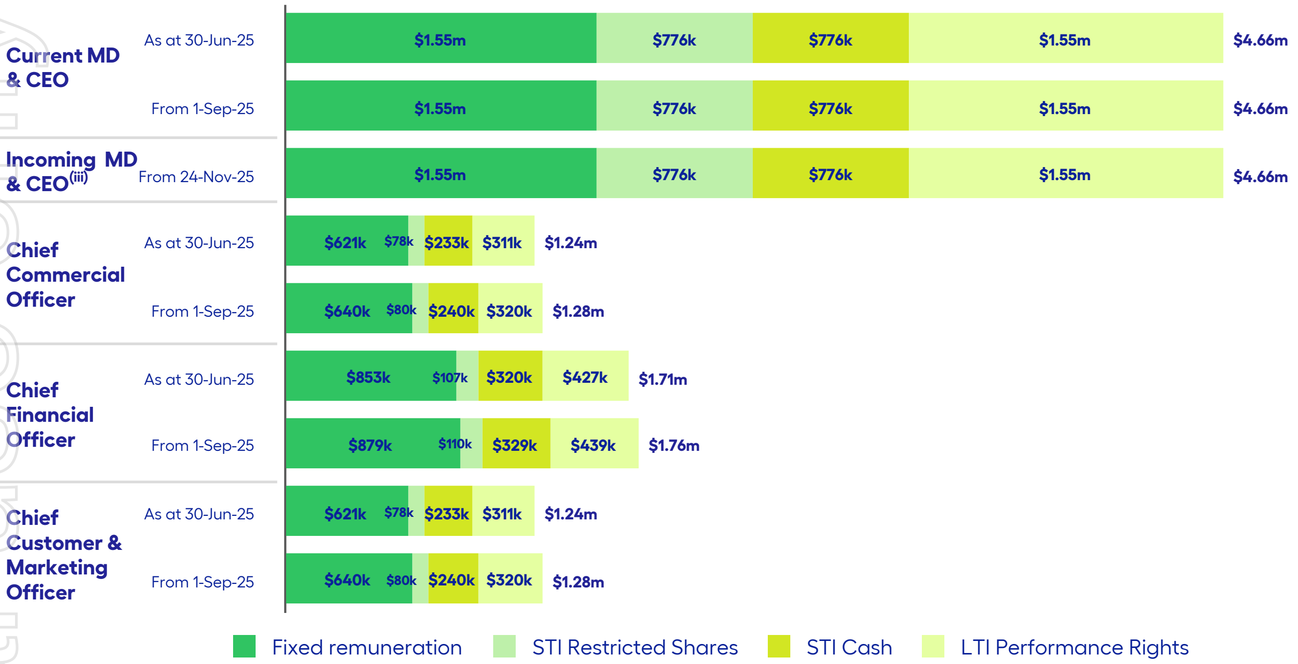
The STI pool is initially based on a financial gateway and is then set considering a range of outcomes against the Group STI scorecard which contains key measures that span both financial and non-financial targets (including strategic, customer and people and culture measures).

LTI measures are based on key strategic financial measures that align to the long-term corporate plan and value creation for shareholders.

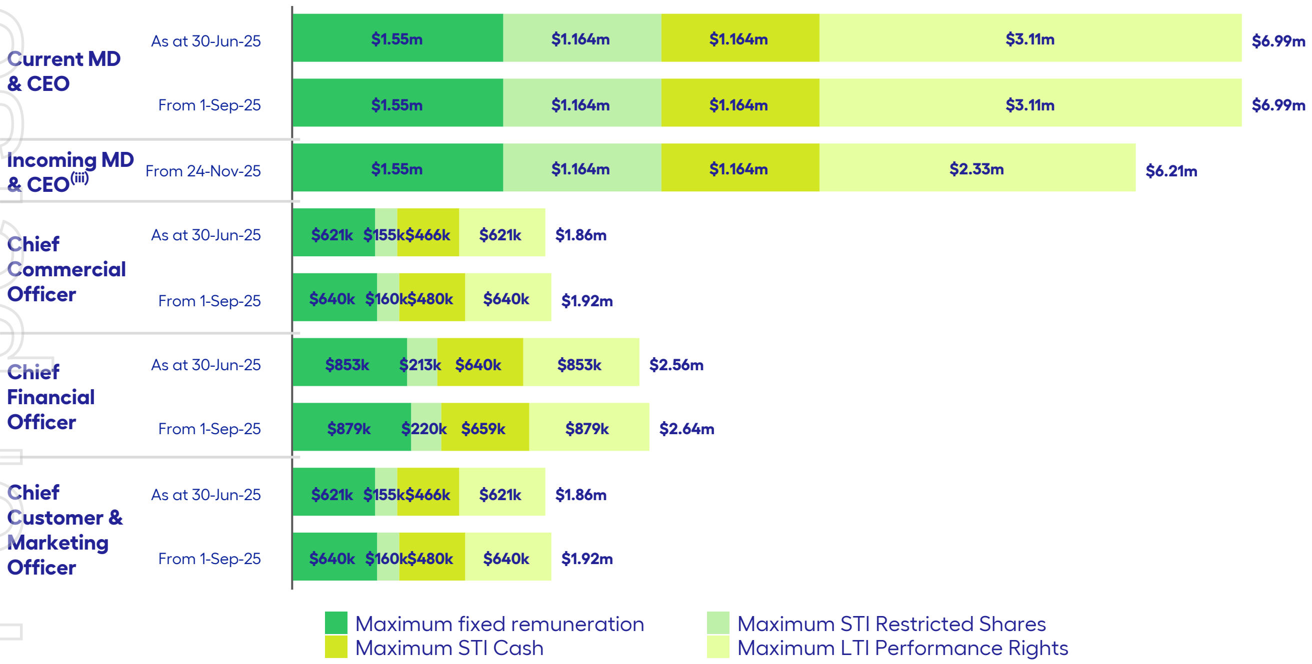
(i) The sustainability modifier and its application is outlined on page 63.

Diagram 2 – Executive Remuneration Packages (current and future)

Contracted annual remuneration assuming target levels of performance (i)



Contracted annual remuneration assuming stretch levels of performance (ii)
(and maximum incentive payout)



(i) Target value represents annual remuneration where target levels of performance have been achieved, the target STI opportunity is awarded and 50% of the LTI Performance Rights (granted in that year) are assumed to vest (at the grant value).

(ii) Maximum value represents annual remuneration where stretch levels of performance have been achieved, the maximum STI opportunity is awarded and 100% of the LTI Performance Rights (granted in that year) are assumed to vest (at the grant value).

(iii) Incoming MD & CEO contracted remuneration reflects the annualised target and maximum effective 24 November 2025.

c) Contracted Remuneration (continued)

i) Contracted remuneration changes from 1 September 2025

Executive KMP salaries were reviewed with adjustments made on an individual basis to ensure alignment to market benchmarks and considering responsibilities and experience in role. As the current MD & CEO has notified the Board of their intention to retire at the end of 2025, there will be no increase to their remuneration. Our Chief Financial Officer, Chief Commercial Officer and Chief Customer and Marketing Officer will receive a 3% increase from 1 September 2025.

d) Actual Remuneration Received in FY25

Table 4 provides a non-statutory voluntary disclosure of the total remuneration received by executive KMP during FY25. Some of the figures in the table have not been prepared in accordance with the Australian Accounting Standards. This additional information is supplementary to the remuneration disclosure prepared in accordance with the statutory requirements and Australian Accounting Standards as detailed in section 6 of this report. We believe this information will help shareholders understand the cash and other benefits received by executive KMP from the various components of their remuneration during FY25.

Table 4 – Actual value of remuneration received by executive KMP during FY25

Executive KMP	Salary and Fees (i)	STI cash bonus (ii)	Superannuation	Value of Restricted Shares that became unrestricted (iii)	Value of LTI vested (iv)	Total
	$	$	$	$	$	$
Sue van der Merwe (v)	1,373,791	726,457	253,166	193,866	–	2,547,280
Callum Mulvihill	587,568	267,300	29,932	54,089	–	938,889
Adam Newman	818,234	333,720	29,932	119,598	–	1,301,484
Andrew Shepherd	587,568	303,750	29,932	49,390	–	970,640
Total	**3,367,161**	**1,631,227**	**342,962**	**416,943**	**–**	**5,758,293**

(i) Comprises salary and sacrificed benefits (including salary sacrificed superannuation and motor vehicle novated leases including fringe benefits tax (FBT) where applicable).

(ii) STI cash bonus reflects the portion of the FY24 STI which was paid in September 2024.

(iii) Restricted Shares that became unrestricted relate to the release of the deferred component of the FY22 STI and calculated based on the market value of The Lottery Corporation shares at the date the restrictions ceased to apply (being August 2024).

(iv) As FY25 was The Lottery Corporation's third year of operation there were no LTI awards that vested during FY25.

(v) Ms van der Merwe participates in a defined benefit superannuation plan owned and managed by the Queensland Government. The amount disclosed for superannuation is the contribution paid by the Group into the fund, including $83,543 applicable to STI cash bonus paid in September 2024.

e) Remuneration Framework

i) Fixed remuneration

Our aim is to attract and retain talented team members by offering competitive and fair fixed remuneration levels.

What constitutes fixed remuneration?	Cash salary, statutory superannuation contributions and employee-elected salary sacrificed benefits.
How is it set?	With reference to the responsibilities and complexities of the role, the executive's knowledge, experience and skills and external market benchmarks.
What is our remuneration benchmarking peer group?	The ASX 25 to 75 group of companies.

ii) FY25 STI structure and operation

The FY25 STI plan focused participants on achieving the FY25 Group financial and non-financial performance targets which, in turn, helps to deliver the Group's strategy over the longer term. The STI plan also rewards participants for the demonstration of key behaviours aligned to our principles, which set the tone and culture of the organisation.

Diagram 3 – Executive KMP FY25 STI operation summary

Target and maximum STI opportunity

Executive KMP were assigned target and maximum STI opportunities which equated to the STI payout if relevant performance levels were achieved, and behaviours were in accordance with our principles. Opportunities were benchmarked to the market to ensure they were fair and reward effectively for appropriate performance outcomes.

MD & CEO:
At target: 100% of fixed remuneration
At maximum: 150% of fixed remuneration

Other executive KMP:
At target: 50% of fixed remuneration
At maximum: 100% of fixed remuneration

X

EBIT threshold gateway and STI pool

The STI pool is calculated by evaluating performance against an EBIT threshold gateway and considering a broader assessment based on the Group scorecard. To form an STI pool, at least 95% of the EBIT target must be achieved; in this instance, the result was 98.2%, leading to an initial pool of 82.0%.

The Board subsequently exercised its discretion to modify the STI pool outcome to 90.3%, considering the overall Group scorecard assessment, consideration for unfavourable jackpot outcomes, relevant risk factors, and business context. Further details are available in section 4(a) i) and ii).

This approach to discretion aligns with previous years. For example, in FY24, when there were record jackpot outcomes, the Board adjusted the pool down from 118% to 108%.

Final Outcome: 90.3%

X

Individual Key Performance Indicators

The MD & CEO award was dependent on a balanced scorecard of measures. 50% of the performance measures were financial and 50% pertained to Group strategic targets. Executive KMP STI awards were dependent on individual Key Performance Indicators (KPIs). These KPIs were set to align to strategic Group and business unit priorities as appropriate. KPIs were agreed with the Board at the beginning of the financial year.

X

Sustainability modifier

The Board considered the organisation's performance in relation to operating responsibly and transparently and strengthening the Group's ability to deliver sustainable financial returns. Sustainability-related measures such as the responsible operation of our business and products, contributing to the communities in which we operate, creating a great workplace and reducing our environmental footprint, were assessed to determine if any modification to the STI pool was required.

Modification applied: None

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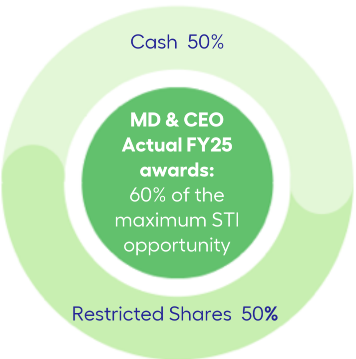
STI award



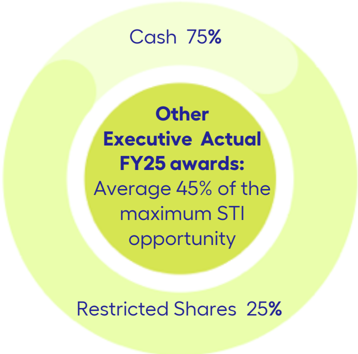


Table 5 – Additional STI Information

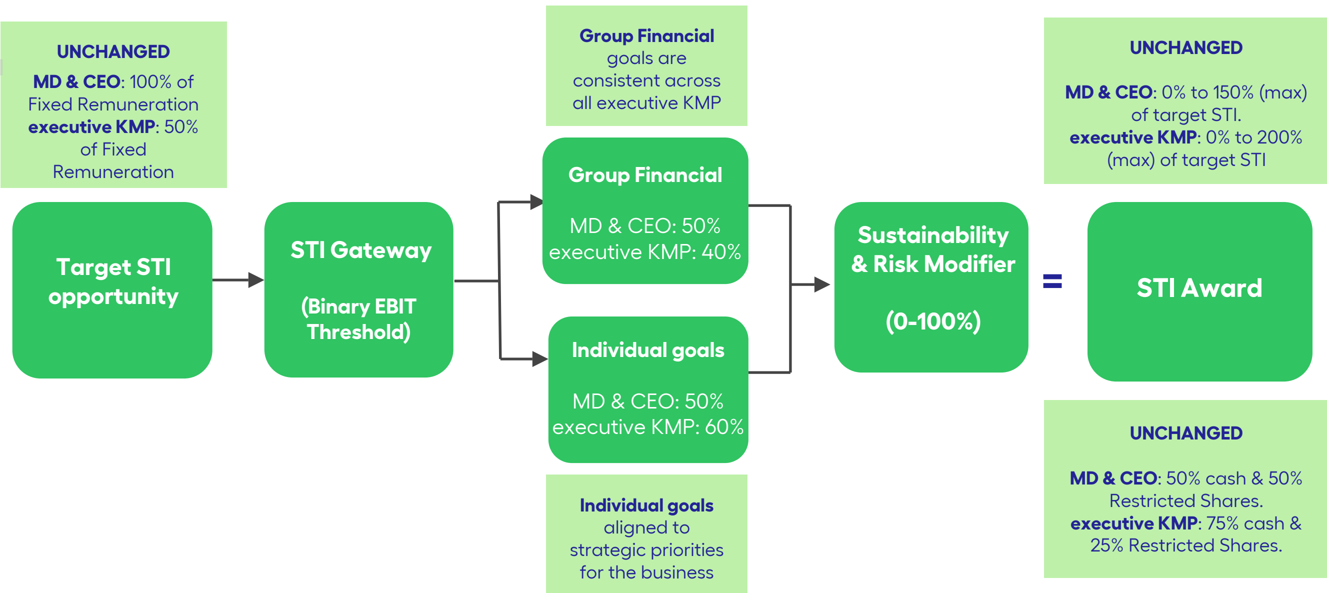
What happens to Restricted Shares if an STI participant leaves the Group during the two-year restriction period?	If the participant resigns or is terminated for cause, Restricted Shares are forfeited (unless the Board determines otherwise). If the participant leaves the Group under any other circumstances (including due to redundancy, retirement, or ill health), then Restricted Shares will remain on foot and dealing restrictions will be lifted at the end of the original restriction period (unless the Board determines otherwise).
When is the STI awarded to participants?	If STI awards are made, the cash component is paid and Restricted Shares are granted in September, following the end of the financial year to which it pertains.
Why was the above method chosen to assess performance?	The methodology set out in Diagram 3 was chosen as it aligns with our approach of rewarding our employees for strong Group and individual financial and non-financial and sustainable performance.
Can Restricted Shares be forfeited or clawed back?	Restricted Shares may be forfeited at the Board's discretion, based on certain adverse events or information that may come to light. If these adverse events occur or adverse information becomes available after the Restricted Shares have become unrestricted, the Board may require the participants to (amongst other things) repay all or part of the value of the Restricted Shares.
How does the STI framework align with The Lottery Corporation's risk and compliance objectives?	The sustainability assessment includes adherence to risk management and compliance objectives, appropriate customer outcomes and cultural measures. The STI award is also dependent on participants displaying the appropriate behaviours and is delivered partly as Restricted Shares (restricted for two years) which are subject to malus and clawback provisions.
What happens in the event of a change in control of the Group?	The Board is required to determine, in its absolute discretion, the appropriate treatment regarding any Restricted Shares.

iii) FY26 STI structure and operation

We continue to foster a high-performance culture that fairly recognises and rewards strong performance in a simple and equitable manner. After two years of operation, it was considered timely to review our entire remuneration framework to ensure it remains aligned with our strategic direction, external expectations and internal business needs. The review of the framework included a review of the STI plan.

To ensure the STI plan remains aligned with these ambitions, several changes have been implemented for FY26. These changes are focused on simplicity and rewarding high performance and individual behaviours aligned to our principles.

Diagram 4 – FY26 STI structure



iv) FY25 LTI offer

The Lottery Corporation's third LTI offer, made in FY25, introduced two performance measures for the first time following a comprehensive review and feedback from shareholders. The FY25 LTI performance measures are:

Relative total shareholder return (TSR) tranche:

- 50% of the total Performance Rights will be subject to a performance measure based on relative TSR over a three year performance period, commencing 2 October 2024, and ending on 1 October 2027.
- Vesting of the TSR tranche of Performance Rights is also subject to an absolute TSR gate. This means that unless the Board determines otherwise, the Company's TSR over the performance period must be positive for any Performance Rights to vest, even if relative TSR performance conditions have been met; and

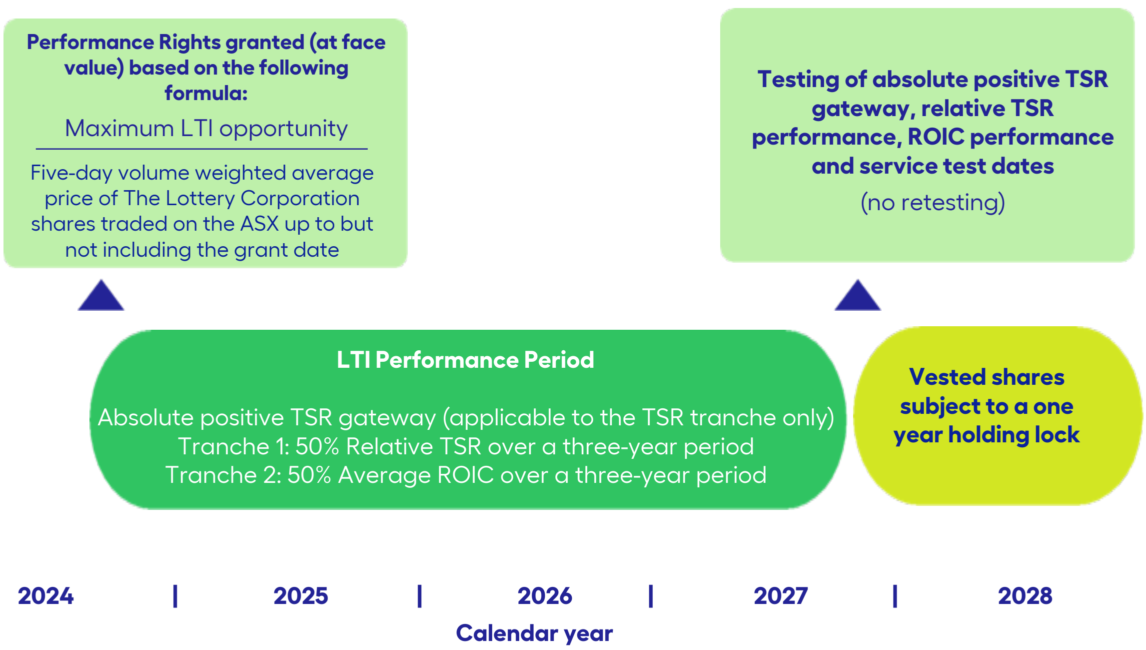
Return on invested capital (ROIC) tranche:

- 50% of the Performance Rights will be subject to a performance measure based on the achievement of average ROIC performance conditions, measured over three financial years (i.e. from 1 July 2024 to 30 June 2027 inclusive).
- Threshold, target and stretch ROIC performance metrics have been set relative to budget and the corporate plan. The ROIC Threshold, Target and Stretch goals will be published following the end of the performance period given the commercial sensitivity of this information.
- The ROIC performance condition was chosen as the second performance measure because it focuses management on achieving targeted returns on The Lottery Corporation's invested capital (equity and debt).

Vesting of all Performance Rights is also subject to a service condition. A one-year holding lock also applies to this offer. This holding lock will apply to any shares that vest in the future and participants are restricted from trading for the one-year period following vesting, providing an additional period to apply any malus or claw back. All performance and service conditions, and the absolute TSR gateway will be tested on or around 1 October 2027 (the Test Date).

The MD & CEO's FY25 LTI offer was approved by shareholders at the 2024 Annual General Meeting.

Diagram 5 – FY25 LTI operation summary



e) Remuneration framework (continued)

Table 6 – Additional FY25 LTI offer information

On what basis were Performance Rights allocated?	Participants were allocated a maximum number of Performance Rights (based on their maximum LTI opportunities) using a face value allocation methodology. Each Performance Right provides the right to receive one ordinary share, at no cost to the participant (either at grant or at vesting), subject to the satisfaction of performance and service conditions. Performance Rights do not attract dividends or voting rights.
What are the performance measures?	TSR over the performance period must be positive for any Performance Rights to vest. Once the gateway is met, vesting 50% of the Performance Rights are subject to relative TSR performance. A further 50% of the Performance Rights are subject to a three-year average ROIC target. If the performance conditions are not met, Performance Rights will lapse.
What is "positive absolute TSR"?	The return to shareholders (capital returns, dividends and share price movements) over the performance period is above zero. This metric is the gateway to the relative TSR tranche only.
What is “relative TSR”?	The return to shareholders (capital returns, dividends and share price movements) over the performance period relative to a peer group of companies. It was chosen as an LTI measure as it directly aligns to rewarding for sustained shareholder value creation.
What is "ROIC"?	ROIC is an absolute measure, defined as earnings before interest, tax and significant items (EBIT before significant items), divided by the average invested capital base (being shareholders' equity plus net economic debt). Average invested capital is calculated as the average of opening and closing balances for each financial year. The ROIC performance condition requires three-year average ROIC performance (measured over three financial years, from 1 July 2024 to 30 June 2027) to exceed specified targets.

What are the relative TSR performance conditions?

Relative TSR			
	Percentile ranking[i]	**% of Performance Rights that will vest**	**Peer Group**
Below Target	Below 50th percentile	0%	Companies included in the S&P/ ASX 100 index excluding organisations operating in the Metals & Mining and Oil and Gas sectors[iii].
Target[ii]	50th percentile	50%	
Maximum[ii]	75th percentile	100%	

What are the ROIC performance conditions?

ROIC		
	% of Performance Rights that will vest	**Performance Conditions[iv]**
Below Threshold	0%	Threshold acknowledges the level of challenge inherent in the strategic plan upon which the target is based. The threshold has been set at a level of earnings growth and return performance considered to be sufficiently challenging relative to the target.
Between Threshold and Target	10%	
At Target	50%	Target is based on the achievement of The Lottery Corporation's return objectives over the three-year performance period as reflected in the Company's strategic plan.
Between Target and Stretch	Straight line vesting to occur between 50% and 100%	Stretch has been set at a sufficiently high value that would require significant growth in The Lottery Corporation's earnings and level of returns over the three-year performance period, meaningfully beyond the target levels.
At or above Stretch	100%	

What are the ROIC targets?	The ROIC Threshold, Target and Stretch goals will be published following the end of the performance period given the commercial sensitivity of this information.

When will performance and service conditions be tested?	At the end of the three-year performance period.
How will the satisfaction of the performance conditions be assessed?	Relative TSR performance will be calculated by an independent third party, and the results will be assessed by the People and Remuneration Committee to determine appropriate vesting outcomes. ROIC performance will be calculated and verified by The Lottery Corporation's external auditors following 30 June 2027. The ROIC service condition will be tested and agreed with the Board in October 2027.
What happens if performance and service conditions are met?	If the service and performance conditions have been met, The Lottery Corporation will issue or transfer ordinary shares to the participant, which will rank equally with other fully paid shares (full voting and dividend rights). These shares will be held in restriction for a further one-year period from the date of vesting. Participants will be restricted from trading during this period, providing an additional period to apply any malus or claw back.
What happens when an LTI participant leaves the Group?	If a participant resigns or is terminated for cause, Performance Rights will lapse (unless the Board determines otherwise). In all other circumstances (including genuine retirement) a pro rata number of Performance Rights (based on the portion of the service period during which the participant was employed) remain on foot and are subject to the original terms and conditions (including performance but excluding service), unless the Board determines otherwise. The remainder of the Performance Rights will lapse.
What happens if there is a change of control?	The Board can determine, in its absolute discretion, the appropriate treatment regarding any unvested Performance Rights.
Can Performance Rights be cancelled or clawed back?	Performance Rights may lapse at the Board's discretion based on adverse events that have occurred or where adverse material information becomes available after Performance Rights have been granted. If this occurs after the Performance Rights have vested, the Board may require participants to repay all or part of the value of the award.
Accounting treatment	Performance Rights are expensed on a straight-line basis over the vesting period. Under Australian Accounting Standards, for the relative TSR measure, The Lottery Corporation is required to recognise an expense irrespective of whether Performance Rights ultimately vest to the participant. A reversal of the expense is only recognised in the event the Performance Rights lapse due to cessation of employment within the vesting period (for relative TSR and ROIC measures) or the Performance Rights do not vest (for the ROIC measure).

(i) The vesting schedule aligns with predominant ASX 25 to 75 practices.

(ii) Straight line (pro rata) vesting occurs between target and maximum performance levels.

(iii) The Board has discretion to remove organisations included in the peer group if there have been material changes to the market positioning of those organisations or if they have delisted from the ASX. The Board also has discretion to adjust the TSR calculations for a peer group company, where there have been material capital adjustments to that organisation.

(iv) The Board has the discretion to adjust the ROIC calculation so as to not unduly benefit or disadvantage participants. This may include material events or transactions that are in the best interests of the Company, such as the extension of licences, strategic acquisitions or divestments or asset impairments.

v) FY26 LTI offer

During FY25, the Board reviewed the entire remuneration framework including the LTI structure to ensure it continues to be strategically aligned, market competitive and focussed on incentivising the creation of long term value for shareholders within our business context.

The FY26 LTI grant (intended to be offered in October 2025) will have minor changes to its structure compared to FY25 in regards to the relative TSR peer group and the removal of the absolute TSR gateway.

Change in relative TSR peer group

The relative TSR peer group has been refined to exclude companies in the Communications (Internet Media and Services) and Technology (Software) sectors, reflecting their significantly higher risk profiles and share price volatility. These changes are better aligned to assessing the relative performance of The Lottery Corporation given its lower-risk business model and relatively lower share price volatility. This adjustment allows for a more appropriate and balanced comparison, enhancing the integrity and relevance of the LTI framework. These exclusions are in addition to the current exclusions of Metals & Mining and Oils and Gas sectors. In total, this excludes a total of 27 companies from the ASX 100, which will mean the total number of organisations in the peer group will be 73 for FY26.

Removal of the absolute positive TSR gateway

The absolute positive TSR gateway has been removed from the FY26 LTI to simplify the plan and to better align executive KMP outcomes with peer comparisons rather than be influenced by external market volatility. This change maintains the focus on relative TSR and is aligned to market practice.

More details will be provided in the Lottery Corporation's 2025 Notice of Meeting and the FY26 Remuneration Report.

vi) FY26 executive KMP Retention Arrangements

In June 2025, the People & Remuneration Committee approved a one-off retention plan for the executive KMP. These awards are designed to support The Lottery Corporation's leadership continuity, strategic delivery and retain deep Australian lotteries expertise during the transition to a new MD & CEO. The arrangements were communicated to executive KMP in July 2025.

The awards take the form of deferred Restricted Shares, subject to continued service, with no additional performance hurdles. Vesting occurs at the end of the retention period provided the executive remains employed and has not resigned at that time.

The retention period commenced on the date the incoming MD & CEO was announced, being 28 July 2025, and the retention period will end 18 months from this date, being 28 January 2027. The face value of the award for each executive KMP is $250,000, and will be calculated on a value weighted average price (VWAP) of the 5 trading days prior to the 28 July 2025, rounded down to the nearest whole share. The Restricted Shares will be awarded post the release of the FY25 financial results.

4. Performance and Incentive Outcomes

a) Overall Business Performance and Incentive Outcomes

As The Lottery Corporation was listed on the ASX on 24 May 2022, the table below shows Group financial performance, and STI and LTI outcomes for FY22 to FY25 only. It is intended that this table will be expanded in future years to provide comparative metrics for the preceding five financial years in which we have operated and will address the statutory requirement to provide a five-year outline of the link between Group financial performance and executive remuneration.

Table 7 – Overall business performance – FY22, FY23, FY24 and FY25

Measure	Measurement unit	FY25	FY24	FY23	FY22 (i)
Earnings before interest and tax (EBIT) (ii)	$m	649.4	663.4	508.4	538.4
EBIT (before significant items) (iii) (iv)	$m	649.4	718.8	615.0	594.0
EBITDA (before significant items) (iii) (iv)	$m	749.3	827.1	713.2	684.6
Net profit after tax (NPAT) (ii)	$m	365.5	414.0	264.8	346.6
Basic earnings per share (EPS) (ii)	Cents	16.4	18.6	11.9	15.6
Closing share price (v)	$	5.33	5.07	5.13	4.52
Dividends - ordinary	Cents per share	16.5	16.0	14.0	n/a
Dividends - special (vi)	Cents per share	—	2.5	1.0	n/a
STI awards					
STI pool	% of target pool	90 %	108 %	100 %	100 %
MD & CEO	Award as % of target STI opportunity	90 %	108 %	100 %	105 %
	Award as % of maximum STI opportunity	60 %	72 %	67 %	56 %
Other executive KMP	Average award as % of target STI opportunity	90 %	121 %	100 %	105 %
	Average award as % of maximum STI opportunity	45 %	60 %	50 %	53 %
LTI vesting					
LTI awards vested (vii)	% of target opportunity	n/a	n/a	n/a	n/a

(i) FY22 results include earnings for the Lotteries business for 12 months and the Keno business for one month, following the acquisition in connection with the demerger.

(ii) FY22 and FY23 results are not directly comparable as FY23 includes a full year of the Keno segment profit before interest and tax of $76.0m (FY22: $6.5m), following the acquisition of the business in May 2022, separation costs of $101.2m (FY22: $0.6m), and a full year of finance costs of $124.0m (FY22: $12.2m) following the demerger from Tabcorp. Refer to Note A1 Segment information in the 2023 Financial Report.

(iii) "Non-IFRS" information and unaudited. For details of significant items, refer to note A1 Segment information of the relevant Financial Report.

(iv) To enhance comparability between FY22 and FY23, FY22 reflects the results of Keno as if the acquisition had taken place at the beginning of the prior year.

(v) The closing share price is as at 30 June of the respective financial year. The opening share price as at 24 May 2022 was $4.61.

(vi) FY23 special dividend of 1.0 cents per share paid in relation to June 2022 NPAT (before significant items).

(vii) The Lottery Corporation has made three LTI offers in November 2022 (FY23), October 2023 (FY24) and October 2024 (FY25). They include a three-year performance period, and the FY25 offer included an additional 12-month holding lock. As such there were no LTI awards that vested between FY22 and FY25.

i) FY25 STI Pool

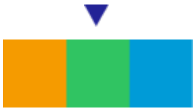
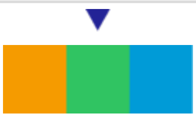
FY25 marked a strong third year post demerger for The Lottery Corporation, characterised by disciplined execution and meaningful progress across strategic priorities, laying a solid foundation for sustainable growth. When considering final STI outcomes, the Board reviewed both financial results (including consideration of the level of jackpot favourability) and non-financial achievements across FY25, including:

- **Operational Efficiency**: Operating expenditure delivered a 6% favourable result through disciplined cost control and various efficiency initiatives.
- **Game Portfolio Management:** Strategic use of reserves and draw sequences helped drive major jackpot events and attracted new customers; product and commission changes implemented in May 2025 will deliver ongoing benefits.
- **Strategic Delivery**: Key initiatives in pricing, payments, and customer onboarding reinforced The Lottery Corporation's innovation agenda and appeal to younger adults.
- **Technology Enablement**: Cybersecurity and data protection milestones were met, helping to reduce the risk exposure and strengthening governance.
- **Licence Value & Stakeholder Engagement**: The Lottery Corporation sustained licence momentum and influenced reform through targeted advocacy and strategic stakeholder engagement.
- **ESG Impact**: The Lottery Corporation advanced its ESG credentials with a Reconciliation Action Plan, Net Zero Roadmap, and strengthened responsible play measures through Keno spend limits.

ii) FY25 STI scorecard assessment

Table 8 – The Lottery Corporation STI scorecard and assessment of performance

Dimension	Weighting	Key	Target	FY25 result	FY25 performance
Financial	50%	Revenue	$3,885m	$3,748.9m	Group revenue was $3,748.9m down 3.5% on target and down 6.2% on FY24. Group EBITDA (before significant items) result of $749.3m was 3.0% down on target and 9.4% down on FY24. These results are before adjustments for unfavourable jackpot outcomes (versus model probabilities) which impacted turnover by an estimated $100m.
		EBITDA (before significant items)	$773m	$749m	
		Opex	$327m	$307m	The full-year Opex was $307m, 6.0% favourable to target due to a variety of factors, including disciplined cost control and various efficiency initiatives.
Drive	20%	Drive product innovation and optimise portfolio performance			The successful implementation of Saturday lotto price change and Lucky Lotteries entry price and commission increases in May have driven strong customer retention and stakeholder engagement. The new $6m Saturday lotto draws are exceeding expected customer retention rates at 70%. The Powerball entry price increase is set for 31 October 2025, subject to regulatory approvals (six months early).
		Grow customer numbers			The number of active registered Lotteries customers fell by 7.1% in FY25 compared to FY24, following the record jackpot outcomes in FY24. A strong second half saw us finishing with 4.4 million active registered Lotteries customers at year end, which was up 5.5% compared to December 2023. Implementation of various initiatives to improve customer experience created strong retention and attraction of customers under the age of 40. While online Keno turnover was impacted by the decision to introduce spend limits to reduce the risk of gambling harm, the business achieved its target on customer numbers with 52,581 registered online players.

Dimension	Weighting	Key	Target	FY25 result	FY25 performance
Drive (Cont)		Effective Risk Management			The Lottery Corporation successfully delivered all milestones in its Cyber Security program, helping to reduce technology risks. Key initiatives completed include; • enterprise architecture • penetration testing • breach testing • data loss prevention
		Foster a high-performance culture connected to strategy			The Lottery Corporation completed a comprehensive review of its reward framework, resulting in FY26 refinements endorsed by the People & Remuneration Committee. These included revised remuneration principles, and simplified incentive designs. Implemented new performance framework with a focus on goal setting and regular performance conversations. Employee engagement survey results demonstrated an increase in leadership effectiveness and high performance indicators.
		Build future capability			The Lottery Corporation has strengthened its leadership pipeline through comprehensive succession planning and targeted development plans.
Develop	20%	Reimagine digital experiences			The Lottery Corporation advanced its digitisation agenda with the successful rollout of Digitally Enhanced Retail Messaging (DERM), enabling in-store SMS sign-ups and driving over 60% digital onboarding for new retail customers. Apple Pay and Google Pay implemented which now make up 13% of digital transactions since their launch. The customer data platform enabled greater targeted advertisements and personalisation, while Play For Purpose raffle integration boosted sales and engagement for the 50-50 Foundation's raffle, improving customer experience and social impact.
		Enhance licence value			The Lottery Corporation enhanced its regulatory and licence approach through a comprehensive national program and engagement with the Federal Government on the outcomes of its review into foreign-matched lotteries and online Keno. Ongoing stakeholder engagement and policy submissions help The Lottery Corporation safeguard and increase long-term licence value and preserve the integrity of the industry and its social license to operate.
		Evolve our technology ecosystem			The Lottery Corporation defined a clear transformation pathway for its core, retail, digital, and customer systems through a best-in-class RFP process with global vendors. This has resulted in the decision to complete the build in-house. This informed a robust digital strategy and optimised business case, both endorsed by the Board in June 2025, confirming alignment to business objectives and readiness for implementation.
Discover	10%	Discover complementary new markets and earnings pathways			The Lottery Corporation advanced its growth agenda through Board-endorsed strategic planning and consideration of inorganic and other licence opportunities.

Below target   Achieved target   Exceeded target

b) Executive KMP FY25 STI Awards

Table 9 – Executive KMP FY25 STI Awards

Executive KMP	Financial Year	Maximum STI opportunity (i)	Total STI awarded (ii)					STI foregone
			Total	Cash portion	Deferred portion	As a % of target	As a % of maximum	As a % of maximum
		$	$	$	$	%	%	%
Sue van der Merwe	FY25	2,328,750	1,401,908	700,954	700,954	90	60	40
Callum Mulvihill	FY25	621,000	280,382	210,286	70,095	90	45	55
Adam Newman	FY25	853,000	385,130	288,847	96,282	90	45	55
Andrew Shepherd	FY25	621,000	280,382	210,286	70,095	90	45	55

(i) Ms van der Merwe's maximum STI opportunity equates to 150% of her target STI opportunity. For all other executive KMP, their maximum STI opportunities equate to 200% of their target STI opportunities.

(ii) The minimum STI value possible is zero. The maximum possible value of the deferred portion of a participant's STI award will depend on the number of Restricted Shares that become unrestricted for them and the prevailing market value of The Lottery Corporation shares.

i) LTI awards granted in FY25

In FY25, LTI grants were provided to executive KMP following shareholder approval of the MD & CEO's FY25 LTI grant received at our Annual General Meeting held on 1 October 2024 and obtained under ASX Listing Rule 10.14. These LTI grants are subject to a performance condition and a service condition as detailed in section 3 (e) (iv).

The minimum LTI value possible is zero, and the maximum LTI value will depend on the number of Performance Rights that vest and the prevailing market value of The Lottery Corporation shares.

Table 10 – Performance Rights granted during FY25

Executive KMP	Grant date 2 October 2024					
	Vesting date 1 October 2027					
	Number granted	Fair value (i) per Performance Right at grant date		Fair value at grant date	Face value (ii) per Performance Right at grant date	Face value at grant date
		Relative TSR $	Return on invested capital (ROIC) $	$	$	$
Sue van der Merwe	605,522	2.14	4.31	1,952,809	5.04	3,051,831
Callum Mulvihill	121,104	2.14	4.31	390,560	5.04	610,364
Adam Newman	166,348	2.14	4.31	536,472	5.04	838,394
Andrew Shepherd	121,104	2.14	4.31	390,560	5.04	610,364
Total	**1,014,078**			**3,270,401**		**5,110,953**

(i) Expensed for accounting purposes over the vesting period and is determined by an external valuer taking into account the terms and conditions upon which the Performance Rights are granted. Vesting of 50% of the grant is subject to relative TSR performance and the remaining 50% is based on ROIC performance.

(ii) Used for allocation purposes and is calculated as the five-day volume weighted average price of The Lottery Corporation shares traded on the ASX up to the grant date.

Table 11 – KMP interests in Performance Rights (number)

Executive KMP	Balance at start of year	Granted as remuneration	Vested	Lapsed	Balance at end of year [(i)]
Sue van der Merwe [(ii)]	1,358,640	605,522	–	–	1,964,162
Callum Mulvihill	260,073	121,104	–	–	381,177
Adam Newman	373,172	166,348	–	–	539,520
Andrew Shepherd	260,073	121,104	–	–	381,177
Total	**2,251,958**	**1,014,078**	**–**	**–**	**3,266,036**

(i) The number of Performance Rights vested at year end was nil.

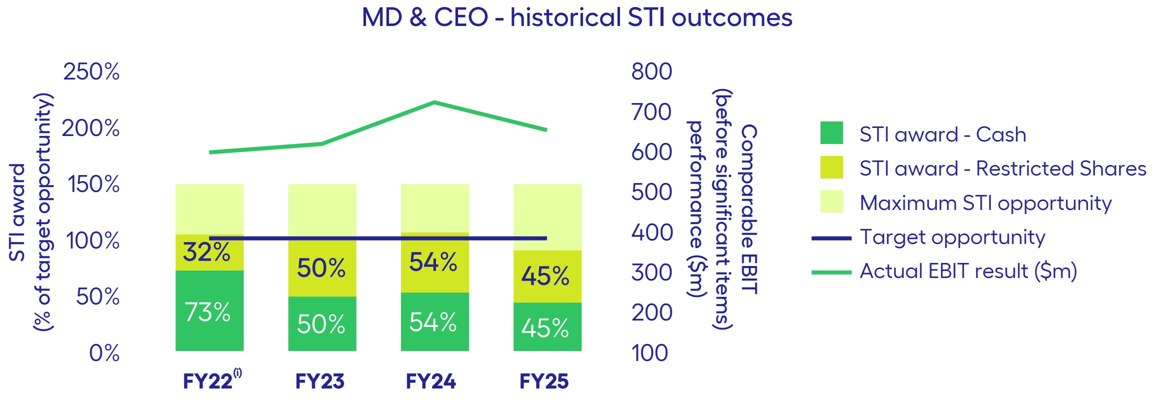
(ii) Under the LTI plan rules, Ms van der Merwe's current Performance Rights on foot will be pro-rated based on the portion of service completed up till her cessation date (once finalised), unless the Board determines otherwise. The remaining Performance Rights will lapse.

ii) LTI vesting outcomes in FY25

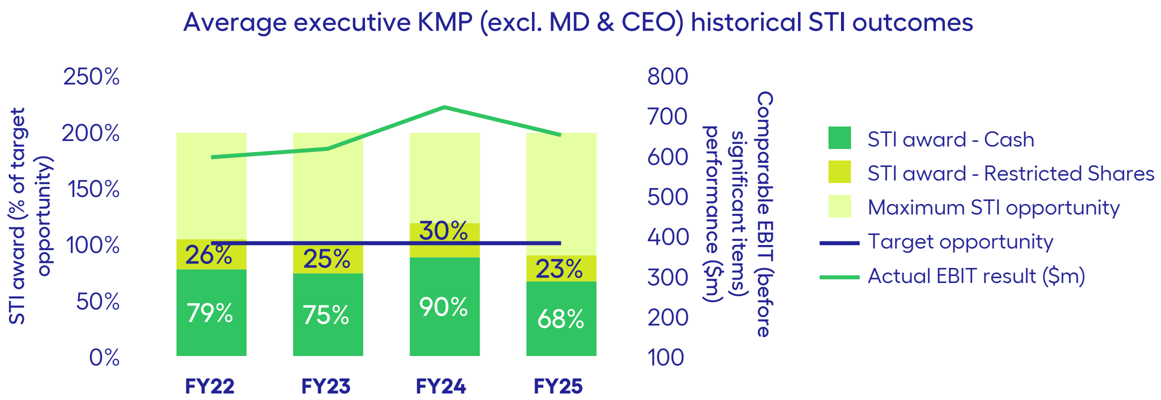
The FY23 LTI offer was made in November 2022 and remains on foot until September 2025. The FY24 and FY25 LTI offers were made in October 2023 and October 2024 respectively. All three offers are subject to a three-year performance period and also remain on foot. No LTI vesting occurred in FY25.

iii) Historical incentive outcomes

Diagram 6 – Executive KMP historical STI outcomes



(i) In FY22, Ms van der Merwe held the role of MD Lotteries & Keno at Tabcorp (pre-demerger) for 11 months and MD & CEO of The Lottery Corporation for one month post demerger. At Tabcorp, 25% of her STI award was paid in Restricted Shares and at The Lottery Corporation, this figure is 50%. The figures in the diagram represent a proportional pro rata split between these two deferral requirements.



c) Executive KMP Employment Contracts

Table 12: Executive KMP employment contracts and notice periods

Current executive KMP	Position held	Contract duration	Minimum notice period (months)	
			Executive	The Lottery Corporation
Sue van der Merwe	MD & CEO	Open ended	6	12
Callum Mulvihill	Chief Commercial Officer	Open ended	6	9
Adam Newman	Chief Financial Officer	Open ended	6	9
Andrew Shepherd	Chief Customer & Marketing Officer	Open ended	6	9

Where The Lottery Corporation terminates the executive KMP's employment, The Lottery Corporation may, at its discretion, elect to pay the executive KMP an amount in lieu of notice for any portion of the relevant notice period worked. On cessation of employment, STI or LTI awards may vest, lapse or be forfeited in accordance with the relevant plan rules.

d) Executive Remuneration Policies

Policy prohibiting hedging

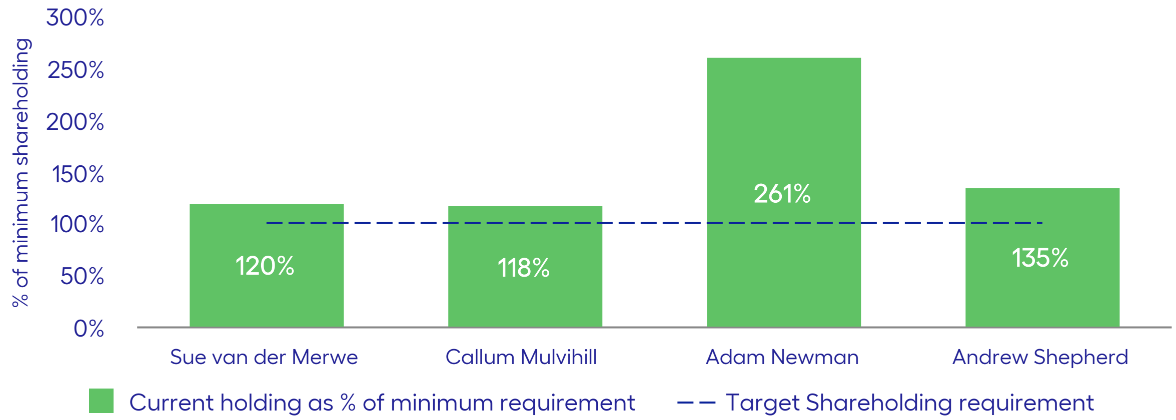
Participants in the Group's incentive plans are restricted from hedging the value of Restricted Shares and unvested Performance Rights and must not enter into a derivative arrangement in respect of the equity instruments granted under these plans. Breaches of the restriction will result in equity instruments being forfeited. These prohibitions are included in the terms and conditions of the incentive plans and The Lottery Corporation's Securities Trading Policy, which is available on The Lottery Corporation's website (www.thelotterycorporation.com) under the Corporate Governance section.

Equity instruments granted under the incentive plans can only be registered in the name of the participant, are identified as non-tradable on the share register (i.e. placed under a holding lock) and cannot be traded or transferred to another party until vested or until any trading restriction period has expired (where applicable).

Executive Shareholding Policy

The Executive Shareholding Policy ensures that the interests of executives, the Group and shareholders are aligned. Under the policy, the MD & CEO is required to hold the equivalent of 200% of the value of their annual fixed remuneration in The Lottery Corporation shares. Other executive KMP are required to hold the equivalent of 100% of the value of their annual fixed remuneration in The Lottery Corporation shares. The minimum shareholding must be achieved within five years from the executive KMP's appointment or within five years of the date of the demerger (1 June 2022), whichever is later. A copy of this policy is available on The Lottery Corporation's website (www.thelotterycorporation.com) under the Corporate Governance section.

Diagram 7 – Executive KMP progress against minimum shareholding requirements as at 30 June 2025[(i) (ii)]



(i) The value of the shareholding has been calculated using a share price of $5.33 which was the closing share price as at 30 June 2025.

(ii) The graph represents the percentage of the shareholding required under the Executive Shareholding Policy. The minimum shareholding requirement must be met by 1 June 2027.

5. Non-executive Director Fees

Non-executive Director fees are set based on workload, responsibilities, qualifications, experience, and market benchmarks. The Lottery Corporation benchmarks Non-executive Director fees to organisations ranked 25 to 75 on the ASX, by market capitalisation. Non-executive Directors do not receive any performance or incentive-related payments.

Board fees are not paid to the MD & CEO or to executives for directorships of The Lottery Corporation or any subsidiaries.

a) Aggregate Fee Limit

The maximum aggregate fee limit is set at $3.0 million and has remained at this level during FY25. No adjustment to this limit is proposed for FY26. Total fees paid (including superannuation) to Non-executive Directors in FY25 was $1.9 million.

b) Non-executive Director Fee Structure

Non-executive Directors receive a base Board fee and a fee for each Board Committee that they chair or are a member of (except for the Nomination Committee, where no additional fees are paid). The Board Chairman receives a single fixed fee which is inclusive of services on applicable Board Committees.

Superannuation contributions form part of the fees and Non-executive Directors are not eligible to receive any other retirement benefits.

The Lottery Corporation aims for Non-executive Director fees to be aligned with fee levels paid by organisations ranked 25 to 75 on the ASX (by market capitalisation). This is considered to be appropriate given we are ranked amongst the 50 largest companies on the ASX and remunerating Non-executive Directors competitively is important to attract and retain the desired experience and knowledge in a highly regulated business. The Board will continue to review fees to ensure they remain competitive and appropriately remunerate Non-executive Directors for their responsibilities and contribution.

Table 13 – FY25 Non-executive Director fee structure (inclusive of superannuation)

Committee Structure		**Annual fees $**
Board	Chairman(i)	580,350
	Member(ii)	186,150
Audit Committee	Chairman	54,750
	Member	24,090
Risk & Compliance Committee	Chairman	49,275
	Member	21,900
People & Remuneration Committee	Chairman	49,275
	Member	21,900

(i) The Board Chairman receives a single fixed fee which is inclusive of services on applicable Board Committees.

(ii) The fees paid to Board members are inclusive of services on the Nomination Committee.

c) Non-executive Director fees paid during FY25

There were **no changes** to Non-executive Director fees in FY25. On 1 July 2024, the Superannuation Guarantee Contribution rate increased from 11% to 11.5%. The Board agreed to absorb this change into existing fees, thereby reducing the Non-executive Director cash fees. This resulted in no change to total fees (inclusive of superannuation) in FY25.

On 1 July 2025, the Superannuation Guarantee Contribution rate increased from 11.5% to 12%. The Board, once again, agreed to absorb this change into existing fees, thereby reducing the Non-executive Director cash fees and keeping total fees (inclusive of superannuation) unchanged. There will be no adjustment to Non-executive Directors fees in FY26.

Certain Non-executive Directors may receive additional fees for memberships of other Board Sub-Committees, however during FY25 no such fees were paid.

Non-executive Directors are entitled to be reimbursed for all business-related expenses, including travel, which may be incurred as part of their duties.

Table 14 – Non-executive Director fees paid in FY25

		Fees and benefits		Post-employment	
Non-executive Directors	**Year**	**Fees**	**Non-monetary benefits**	**Superannuation**	**Total**
		$	**$**	**$**	**$**
Current					
Doug McTaggart	**FY25**	**550,418**	**–**	**29,932**	**580,350**
	FY24	330,144	–	36,316	366,460
Harry Boon	**FY25**	**232,749**	**–**	**26,766**	**259,515**
	FY24	233,797	–	25,718	259,515
Anne Brennan	**FY25**	**235,695**	**–**	**27,105**	**262,800**
	FY24	236,757	–	26,043	262,800
Stephen Morro	**FY25**	**229,950**	**–**	**–**	**229,950**
	FY24	229,950	–	–	229,950
John O'Sullivan	**FY25**	**232,749**	**–**	**26,766**	**259,515**
	FY24	214,878	–	23,637	238,515
Megan Quinn	**FY25**	**206,233**	**–**	**23,717**	**229,950**
	FY24	207,162	–	22,788	229,950
Observer					
Tim Poole(i)	**FY25**	**91,064**	**–**	**10,472**	**101,536**
Former Non-executive Directors					
Steven Gregg(ii)	FY24	362,534	–	39,879	402,413
Total	**FY25**	**1,778,858**	**–**	**144,758**	**1,923,616**
Total	FY24	1,815,222	–	174,381	1,989,603

(i) Mr Poole was appointed as an Observer to the Board on 16 December 2024.

(ii) Mr Gregg retired from the Board on 31 March 2024.

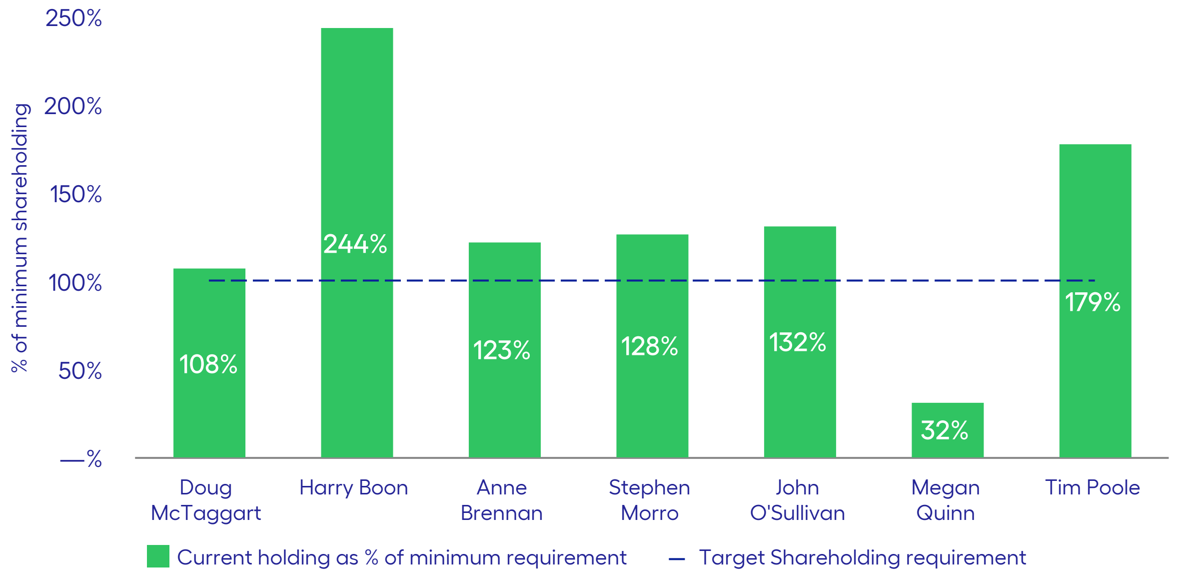
d) Non-executive Director Fee Policies

i) Non-executive Director Shareholding Policy

This policy requires Non-executive Directors to hold a minimum shareholding in The Lottery Corporation, equivalent to the annual Board Member base fee ($166,951 excluding superannuation as at 30 June 2025), and the Board Chairman to hold a minimum shareholding equivalent to double the annual Board Member base fee (excluding superannuation). The Non-executive Directors are required to reach the applicable threshold within three years of appointment or within three years from the date of demerger (whichever is later).

A copy of this policy is available on The Lottery Corporation's website (www.thelotterycorporation.com) under the Corporate Governance section.

Diagram 8 – Non-executive Director progress against minimum shareholding requirements at 30 June 2025[i] [ii]



(i) The value of the shareholding is calculated using a share price of $5.33 which was the closing share price as at 30 June 2025.

(ii) The graph represents the percentage of the shareholding required under the Non-executive Director Shareholding Policy. The minimum shareholding requirement must be met by 1 June 2025, other than for Mr McTaggart (1 March 2027), Mr Morro (11 December 2026), Ms Quinn (31 October 2025) and Mr O'Sullivan (31 October 2025).

6. Statutory Remuneration Disclosures

a) KMP Statutory Remuneration Tables

The following table provides a breakdown of the executive KMP remuneration in accordance with statutory requirements and the Australian Accounting Standards.

Table 15 – Executive KMP remuneration for FY25

Current executive KMP	Year	Short term			Long term	Post-employment	Charge for share-based allocation (iv)		Total	Perf. related (vi)
		Salary and fees (i)	Non-Monetary Benefits (ii)	Cash bonus (iii)	Accrued leave benefits	Super-annuation	Restricted Shares (v)	Performance Rights		
		$	$	$	$	$	$	$	$	%
Sue van der Merwe (vii)	**FY25**	**1,373,791**	**4,097**	**625,852**	**86,698**	**244,725**	**1,149,022**	**1,271,792**	**4,755,977**	**66**
	FY24	1,330,377	4,112	726,457	(40,957)	253,166	577,042	871,681	3,721,878	58
Callum Mulvihill	**FY25**	**587,568**	**4,097**	**210,286**	**(4,871)**	**29,932**	**72,311**	**245,680**	**1,145,003**	**46**
	FY24	564,268	4,112	267,300	28,134	27,399	82,090	165,658	1,138,961	45
Adam Newman	**FY25**	**818,234**	**5,171**	**288,847**	**(4,197)**	**29,932**	**99,712**	**349,339**	**1,587,038**	**46**
	FY24	796,601	5,298	333,720	(10,492)	27,399	135,040	239,421	1,526,987	46
Andrew Shepherd	**FY25**	**587,568**	**4,097**	**210,286**	**18,299**	**29,932**	**75,987**	**245,680**	**1,171,849**	**45**
	FY24	564,268	4,112	303,750	23,722	27,399	84,557	165,658	1,173,466	47
Total	**FY25**	**3,367,161**	**17,462**	**1,335,271**	**95,929**	**334,521**	**1,397,032**	**2,112,491**	**8,659,867**	
Total	FY24	3,255,514	17,634	1,631,227	407	335,363	878,729	1,442,418	7,561,292	

(i) Comprises salary and sacrificed benefits (including salary sacrificed superannuation and motor vehicle novated leases including FBT where applicable).

(ii) Comprises car parking benefit including FBT where applicable.

(iii) Cash bonus reflects the cash portion of the STI achieved in the relevant financial year, being 50% for the MD & CEO (excluding superannuation) and 75% for other executive KMP. The remaining portion of the STI is deferred into Restricted Shares and is reflected in the Restricted Shares column in accordance with Australian Accounting Standards.

(iv) Represents the fair value of share-based payments expensed during the period.

(v) Includes the expensing of Restricted Shares issued as the deferred component of STI and issued as Retention awards in relation to the 2022 Retention Plan (FY24 only). For a description of the Retention awards, please refer to The Lottery Corporation's 2022 Remuneration Report.

(vi) Represents the sum of the cash bonus, superannuation applicable to the cash bonus (for the MD & CEO), Restricted Shares and LTI Performance Rights as a percentage of total remuneration, excluding termination payments.

(vii) Ms van der Merwe participates in a defined benefit superannuation plan owned and managed by the Queensland Government. The amount disclosed for superannuation is the contribution paid by the Group into the fund, including $75,102 (FY24: $83,543) applicable to the cash bonus. The amount disclosed for Restricted Shares includes an acceleration of the expense relating to the FY24 and FY25 STPP due to Ms van der Merwe's announced retirement.

Table 16 – KMP number of interests in The Lottery Corporation Limited shares for FY25

KMP	Balance at start of year[(i)]	Granted as remuneration[(ii)]	Net change other[(iii)]	Balance at end of year[(iv)]
Current Non-executive Directors				
Doug McTaggart	40,874	–	26,547	67,421
Harry Boon	76,364	–	–	76,364
Anne Brennan	18,182	–	20,318	38,500
Stephen Morro	40,000	–	–	40,000
John O'Sullivan	41,191	–	–	41,191
Megan Quinn	10,000	–	–	10,000
Future Non-executive Directors				
Tim Poole	56,000	–	–	56,000
Executive Director				
Sue van der Merwe	539,900	159,135	–	699,035
Current executive KMP				
Callum Mulvihill	119,707	17,504	–	137,211
Adam Newman	395,630	21,854	–	417,484
Andrew Shepherd	131,999	19,891	5,329	157,219
Total	**1,469,847**	**218,384**	**52,194**	**1,740,425**

(i) Reflects shareholding at 16 December 2024 for Mr Poole, when he commenced as an Observer to the Board.
(ii) Includes Restricted Shares issued during the year as the deferred component of the FY24 STI.
(iii) Includes voluntary on-market transactions.

b) Transactions and Loans with KMP

No KMP (including their related parties) have entered into material commercial relationships or transactions with the Group or a subsidiary during FY25 other than as disclosed in this Remuneration Report. All KMP related party relationships are at arm's length and on normal commercial terms and none of the KMP were, or are, involved in any procurement or other decision-making regarding organisations with which they have an association. No KMP (including their related parties) have entered into a loan made, guaranteed, or secured, directly or indirectly, by the Group or a subsidiary during the reporting period.

Financial Report

Income Statement

For the year ended 30 June 2025

	Note	2025 $m	2024 $m
Revenue	A4	**3,748.9**	3,996.6
Other income	A4	**3.6**	1.1
Government taxes and levies		**(2,040.7)**	(2,202.2)
Commissions, fees and consumables		**(651.8)**	(667.8)
Employment costs		**(156.8)**	(140.7)
Communications and technology costs		**(55.4)**	(57.3)
Advertising and promotions		**(48.2)**	(47.3)
Separation costs	A1	**—**	(53.3)
Other expenses		**(50.3)**	(58.5)
Depreciation and amortisation	A4	**(105.1)**	(108.3)
Impairment reversal	A4	**5.2**	1.1
Profit before income tax and net finance costs		**649.4**	663.4
Finance income	A4	**11.0**	19.0
Finance costs	A4	**(129.4)**	(132.1)
Profit before income tax		**531.0**	550.3
Income tax expense	A5	**(165.5)**	(136.3)
Net profit after tax		**365.5**	414.0
Other comprehensive income			
Items that may be reclassified to profit or loss			
Change in fair value of cash flow hedges taken to equity	B4.4	**(2.3)**	(12.0)
Income tax relating to these items	B4.4	**2.7**	6.2
Items that will not be reclassified to profit or loss			
Remeasurements of net defined benefit plan liabilities	E2	**(0.6)**	(0.7)
Change in fair value of equity instruments		**—**	0.4
Income tax relating to these items		**0.2**	(0.1)
Other comprehensive income for the year, net of income tax		**—**	(6.2)
Total comprehensive income for the year		**365.5**	407.8

		2025 cents	2024 cents
Earnings per share:			
Basic and diluted earnings per share	A2	**16.4**	18.6
Dividends per share:			
Final dividend	A3	**8.5**	8.0
Interim dividend	A3	**8.0**	8.0
Special dividend	A3	**—**	2.5

The accompanying notes form an integral part of this income statement.

Balance Sheet

As at 30 June 2025

	Note	2025 $m	2024 $m
Current assets			
Cash and cash equivalents	C6	**476.9**	445.9
Receivables	C7	**41.7**	47.7
Prepayments		**21.8**	19.2
Derivative financial instruments	B4	**27.3**	13.5
Other financial assets	B2	**73.6**	58.1
Other	C10	**127.4**	121.9
Total current assets		**768.7**	706.3
Non current assets			
Receivables	C7	**6.5**	7.3
Other financial assets	B2	**328.7**	319.2
Licences	C1	**647.1**	681.4
Other intangible assets	C2	**2,258.3**	2,247.3
Property, plant and equipment	C4	**93.7**	85.9
Right-of-use assets	C5	**67.4**	70.7
Prepayments		**—**	0.5
Derivative financial instruments	B4	**234.6**	245.3
Other		**0.2**	0.3
Total non current assets		**3,636.5**	3,657.9
TOTAL ASSETS		**4,405.2**	4,364.2
Current liabilities			
Payables	C8	**892.2**	847.6
Interest bearing liabilities	B3	**160.5**	—
Lease liabilities	C5	**13.3**	12.4
Current tax liabilities		**32.7**	40.6
Provisions	C9	**15.8**	15.0
Derivative financial instruments	B4	**0.2**	9.1
Other	C10	**112.8**	101.1
Total current liabilities		**1,227.5**	1,025.8
Non current liabilities			
Payables	C8	**381.7**	349.3
Interest bearing liabilities	B3	**2,259.8**	2,391.1
Lease liabilities	C5	**66.8**	76.2
Deferred tax liabilities	A5	**130.5**	141.2
Provisions	C9	**11.2**	9.7
Other		**5.9**	7.8
Total non current liabilities		**2,855.9**	2,975.3
TOTAL LIABILITIES		**4,083.4**	4,001.1
NET ASSETS		**321.8**	363.1
Equity			
Issued capital		**781.6**	782.7
Retained earnings		**699.3**	746.0
Reserves		**(1,159.1)**	(1,165.6)
TOTAL EQUITY		**321.8**	363.1

The accompanying notes form an integral part of this balance sheet.

Cash Flow Statement

For the year ended 30 June 2025

	Note	2025 $m	2024 $m
Cash flows from operating activities			
Net cash receipts in the course of operations		**3,891.1**	4,062.9
Payments to suppliers, service providers and employees		**(1,099.6)**	(1,133.7)
Payments to government (including GST)		**(1,956.3)**	(2,181.4)
Finance income received		**10.8**	17.7
Finance costs paid		**(124.2)**	(123.4)
Income tax paid		**(180.1)**	(186.4)
Income tax benefit received in respect of settlement of pre-demerger tax litigation matters	A5	**–**	37.1
Net cash flows from operating activities	C6	**541.7**	492.8
Cash flows from investing activities			
Payment for property, plant and equipment and intangibles		**(71.6)**	(68.5)
Transfers to term deposits relating to certain lottery games		**(42.7)**	(19.1)
Redemption from managed fund relating to certain lottery games		**18.3**	–
Net cash flows used in investing activities		**(96.0)**	(87.6)
Cash flows from financing activities			
Net drawdown from/(repayment to) revolving bank facilities		**10.0**	(70.0)
Payment of lease liabilities		**(10.7)**	(10.2)
Dividends paid		**(340.0)**	(270.0)
On-market share purchase for dividend reinvestment plan		**(71.8)**	(41.6)
Net outlay to purchase shares		**(2.2)**	(2.0)
Net cash flows used in financing activities		**(414.7)**	(393.8)
Net increase in cash held		**31.0**	11.4
Cash at beginning of year		**445.9**	434.5
Cash at end of year	C6	**476.9**	445.9

The accompanying notes form an integral part of this cash flow statement.

Statement of Changes in Equity

For the year ended 30 June 2025

	Number of shares		Issued capital			Reserves			
	Ordinary	Treasury	Ordinary shares	Treasury shares	Retained earnings	Hedging	Demerger	Other	Total equity
	m	m	$m	$m	$m	$m	$m	$m	$m
2025									
Balance at beginning of year	**2,225.2**	**0.6**	**785.9**	**(3.2)**	**746.0**	**(35.1)**	**(1,137.1)**	**6.6**	**363.1**
Profit for the year	**-**	**-**	**–**	**–**	**365.5**	**–**	**–**	**–**	**365.5**
Other comprehensive income	**-**	**-**	**–**	**–**	**(0.4)**	**0.4**	**–**	**–**	**–**
Total comprehensive income	**-**	**-**	**–**	**–**	**365.1**	**0.4**	**–**	**–**	**365.5**
Dividends paid	**-**	**-**	**–**	**–**	**(411.8)**	**–**	**–**	**–**	**(411.8)**
Share based payments	**-**	**-**	**–**	**–**	**–**	**–**	**–**	**7.2**	**7.2**
Transfers	**0.2**	**(0.2)**		**1.1**	**–**	**–**	**–**	**(1.1)**	**–**
Net outlay to purchase shares	**(0.5)**	**0.5**		**(2.2)**	**–**	**–**	**–**	**–**	**(2.2)**
Balance at end of year	**2,224.9**	**0.9**	**785.9**	**(4.3)**	**699.3**	**(34.7)**	**(1,137.1)**	**12.7**	**321.8**
TOTAL	**Shares**	**2,225.8m**	**Issued capital**	**$781.6m**		**Reserves**		**($1,159.1m)**	
2024									
Balance at beginning of year	2,224.4	1.4	785.9	(6.3)	644.3	(29.3)	(1,137.1)	7.3	264.8
Profit for the year	-	-	–	–	414.0	–	–	–	414.0
Other comprehensive income	-	-	–	–	(0.7)	(5.8)	–	0.3	(6.2)
Total comprehensive income	-	-	–	–	413.3	(5.8)	–	0.3	407.8
Dividends paid	-	-	–	–	(311.6)	–	–	–	(311.6)
Share based payments	-	-	–	–	–	–	–	4.1	4.1
Transfers	1.2	(1.2)	–	5.1	–		–	(5.1)	–
Net outlay to purchase shares	(0.4)	0.4	–	(2.0)	–	–	–	–	(2.0)
Balance at end of year	2,225.2	0.6	785.9	(3.2)	746.0	(35.1)	(1,137.1)	6.6	363.1
TOTAL	Shares	2,225.8m	Issued capital	$782.7m		Reserves		($1,165.6m)	

Issued capital

Ordinary shares are issued and fully paid. They carry one vote per share and hold rights to dividends. Issued capital is recognised at the fair value of the consideration received. When issued capital is repurchased, the amount of the consideration paid, including directly attributable costs, is recognised as a deduction from total issued capital. Any transaction costs directly attributable to the issue of ordinary shares are recognised directly in equity, net of tax, as a reduction of the share proceeds received.

Treasury shares represent the unvested portion of Restricted Shares issued to executives as an incentive, on appointment or for retention, which is recognised as a reduction in issued capital. The amount which has been credited to the employee equity benefit reserve is transferred to issued capital to the extent the relevant Restricted Shares and Performance Rights vest or have been treated as vested.

Nature of reserves

Hedging reserve represents hedging gains and losses recognised on the effective portion of cash flow hedges.

Demerger reserve arose on the demerger of The Lottery Corporation Limited from Tabcorp Holdings Limited. It represents the value of the US Private Placement debt and the associated derivatives effectively transferred from Tabcorp, together with fair value uplifts relating to the Keno business combination.

Other reserves contain the employee equity benefit reserve and the equity instruments revaluation reserve.

The accompanying notes form an integral part of this statement of changes in equity.

Notes to the Financial Statements:

About this Report

For the year ended 30 June 2025

The Lottery Corporation Limited (**The Lottery Corporation** or the **Company**) is a company limited by shares which are traded on the Australian Securities Exchange (ASX). The Company is incorporated and domiciled in Australia, and is a for-profit entity. The Financial Report of the Company for the year ended 30 June 2025 comprises the Company and its subsidiaries (the Group).

The Financial Report was authorised for issue by the Board of Directors on 20 August 2025.

The Financial Report is a general purpose financial report which:

- has been prepared in accordance with the *Corporations Act 2001* (Cth), Australian Accounting Standards as issued by the Australian Accounting Standards Board and other mandatory financial reporting requirements in Australia;
- complies with International Financial Reporting Standards as issued by the International Accounting Standards Board;
- is presented in Australian dollars with dollar amounts rounded to the nearest hundred thousand unless specifically stated to be otherwise, in accordance with *ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191*; and
- is prepared on the historical cost basis, except for derivative financial instruments and equity instruments that have been measured at fair value.

The accounting policies have been applied consistently throughout the Group for the purposes of this Financial Report. The Directors are of the opinion that the Company is a going concern, and have prepared the financial report on this basis. The Group's balance sheet reflects a net current asset deficiency as follows:

	Note	**2025** **$m**	2024 $m
Current assets			
Cash and cash equivalents(i)	C6	**476.9**	445.9
Receivables	C7	**41.7**	47.7
Other financial assets(ii)	B2	**73.6**	58.1
SA Lotteries monies held in trust	C10	**111.3**	99.6
Other		**65.2**	55.0
Total current assets		**768.7**	706.3
Current liabilities			
Payables - prize liabilities and customer account balances		**618.8**	612.2
Payables - other		**273.4**	235.4
Interest bearing liabilities	B3	**160.5**	—
SA Lotteries monies held in trust	C10	**111.3**	99.6
Other		**63.5**	78.6
Total current liabilities		**1,227.5**	1,025.8
Net current asset deficiency		**(458.8)**	(319.5)

(i) Includes restricted cash balances (2025: $406.2m; 2024: $374.0m). Refer to note C6 for further details.

(ii) Other financial assets are held to fund payments to winners of certain lottery games, where winnings are payable for up to 20 years.

The net current asset deficiency largely arises due to prize liabilities and customer account balances totalling $618.8m, and is impacted by the timing of lottery draws, receipt of customers' entries, prize settlements, jackpot activity, new winners for long-term annuity prizes, and the maturity profile of debt and investments relating to long-term annuity prizes.

The Group maintains cash balances of $476.9m (of which $406.2m is restricted). The Group holds other financial assets (current) of $73.6m required to be held to satisfy licence conditions to fund winnings of certain lottery games payable for up to 20 years. The Group has access to undrawn debt facilities of $630.0m (2024: $740.0m) to meet working capital and licence requirements, including settlement of prizes payable and customer account balances.

Note disclosures have been grouped into five sections. The notes within each section detail the accounting policies applied, together with any key judgements and estimates used. The purpose of this format is to provide users with a clear understanding of the key drivers of the Group's financial performance and financial position.

Notes to the Financial Statements:

About this Report

For the year ended 30 June 2025

Significant accounting estimates and assumptions

The carrying amount of certain assets and liabilities are often determined based on estimates and assumptions of future events. The key estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of these assets and liabilities recognised in the financial statements are described in the following notes:

Note	Underlying estimates and assumptions
A5 Income tax	Calculation of provision for income tax.
B2 Other financial assets B4 Derivative financial instruments	Fair value measurement.
C1 Licences C2 Other intangible assets C4 Property, plant and equipment	Asset useful lives.
C3 Impairment testing	Recoverable amount of cash generating units (CGUs).
C5 Leases	Lease term, make good and incremental borrowing rate.
C8 Payables	Timing of cash flows.
C9 Provisions	Future obligations and probability of outflow.
E3 Contingencies	Assessment of possible obligation and probability of outflow.

Notes to the Financial Statements:

Section A - Group Performance

For the year ended 30 June 2025

A1 Segment information

Operating segments reflect the business level at which financial information is provided to the Managing Director and Chief Executive Officer (Chief Operating Decision Maker), for decision making regarding resource allocation and performance assessment. The measure of segment profit used excludes significant and other unallocated items not considered integral to the ongoing performance of the segment. Intersegment pricing is determined on commercial terms and conditions.

The Group has two operating segments at year end.

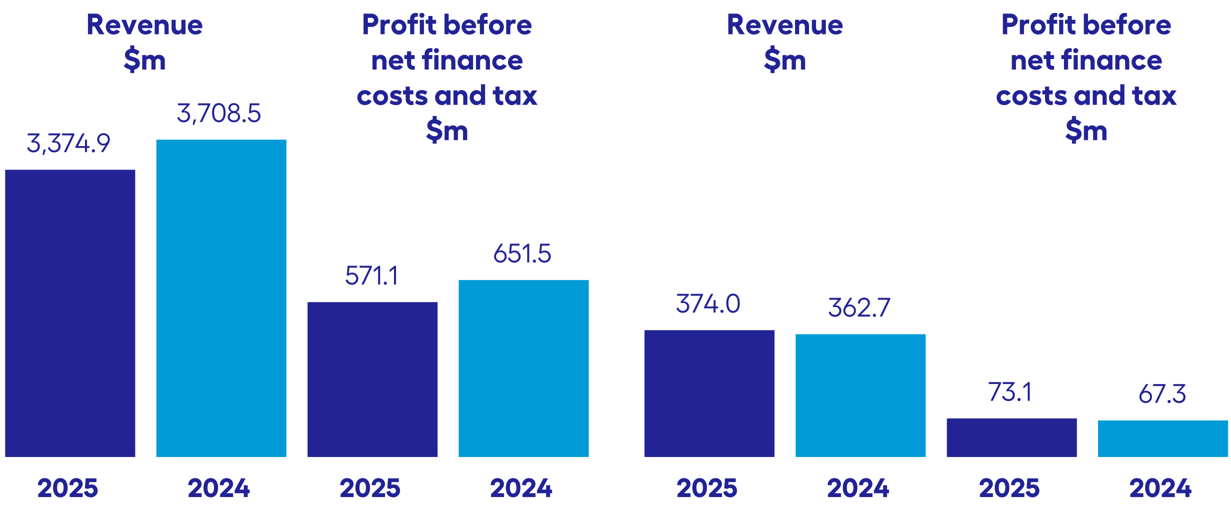
The Lottery Corporation

Lotteries

Operation of Lotteries pursuant to licences and approvals in certain Australian States and Territories.

Keno

Operation of Keno pursuant to licences and approvals in certain Australian States and Territories.



Notes to the Financial Statements:

Section A - Group Performance

For the year ended 30 June 2025

A1 Segment information (continued)

	Lotteries $m	Keno $m	Total $m
2025			
Segment revenue(i)	**3,374.9**	**374.0**	**3,748.9**
Taxes, levies, commissions, fees and consumables	**(2,467.4)**	**(225.1)**	**(2,692.5)**
Operating expenses	**(261.3)**	**(45.8)**	**(307.1)**
Depreciation and amortisation(ii)	**(75.1)**	**(30.0)**	**(105.1)**
Segment profit before net finance costs and tax(i)	**571.1**	**73.1**	**644.2**
Capital expenditure(iii)	**64.3**	**13.7**	**78.0**
2024			
Segment revenue(i)	3,708.5	362.7	4,071.2
Taxes, levies, commissions, fees and consumables	(2,733.4)	(211.2)	(2,944.6)
Operating expenses	(250.6)	(48.9)	(299.5)
Depreciation and amortisation(ii)	(73.0)	(35.3)	(108.3)
Segment profit before net finance costs and tax(i)	651.5	67.3	718.8
Capital expenditure(iii)	52.8	15.3	68.1

(i) Lotteries includes interest revenue, refer to note A4.

(ii) Total agrees to the Group's income statement.

(iii) Capital expenditure excludes the acquisition of licences, make good provisions raised during the year and additions to right-of-use assets. The prior year included $8.4m of capital expenditure associated with the replication and separation of technology infrastructure and systems post demerger.

Notes to the Financial Statements:

Section A - Group Performance

For the year ended 30 June 2025

A1 Segment information (continued)

A reconciliation (where required) of the segment result to the Group's income statement is as follows:

	Revenue		Taxes, levies, commissions, fees and consumables (i)		Operating expenses (ii)		Profit before income tax	
	2025	2024	**2025**	2024	**2025**	2024	**2025**	2024
	$m	$m	**$m**	$m	**$m**	$m	**$m**	$m
Segment total (per above)	**3,748.9**	4,071.2	**(2,692.5)**	(2,944.6)	**(307.1)**	(299.5)	**644.2**	718.8
Keno presentation change(iii)	**–**	(74.6)	**–**	74.6	**–**	–	**–**	–
Unallocated items:								
- significant items:								
– separation costs(iv)	**–**	–	**–**	–	**–**	(53.3)	**–**	(53.3)
– impairment reversal(v)	**–**	–	**–**	–	**–**	–	**–**	1.1
– other	**–**	–	**–**	–	**–**	(3.2)	**–**	(3.2)
	–	–	**–**	–	**–**	(56.5)	**–**	(55.4)
- finance income	**–**	–	**–**	–	**–**	–	**11.0**	19.0
- finance costs	**–**	–	**–**	–	**–**	–	**(129.4)**	(132.1)
– impairment reversal(v)	**–**	–	**–**	–	**–**	–	**5.2**	–
Total per income statement	**3,748.9**	3,996.6	**(2,692.5)**	(2,870.0)	**(307.1)**	(356.0)	**531.0**	550.3

(i) Total per the Group's income statement comprises Government taxes and levies and Commissions, fees and consumables.

(ii) Total per the Group's income statement comprises Other income, Employment costs, Communications and technology costs, Advertising and promotions, Separation costs and Other expenses.

(iii) The presentation of Revenue, Government taxes and levies, and Commissions, fees and consumables for Keno in NSW has been aligned to the change in financial information reported to the Chief Operating Decision Maker. This change has no impact on segment profit before net finance costs and tax. The effect of this change is to increase Revenue, with a corresponding offset of increases in Government taxes and levies, and Commissions, fees and consumables. The 2024 comparative segment information has been presented on a consistent basis in accordance with the accounting standards.

(iv) Predominantly related to costs associated with the replication and separation of technology infrastructure and systems from Tabcorp Holdings Limited post demerger.

(v) Comprises a partial reversal of previously recognised write downs of assets in respect of surplus corporate lease space.

Notes to the Financial Statements:

Section A - Group Performance

For the year ended 30 June 2025

A2 Earnings per share

	2025 $m	2024 $m
Earnings used in calculation of earnings per share (EPS) attributable to shareholders	**365.5**	414.0
	2025 Number (m)	2024 Number (m)
Weighted average number of ordinary shares used in calculating basic EPS	**2,225.0**	2,225.1
Effect of dilution from Performance Rights	**4.9**	3.2
Weighted average number of ordinary shares used in calculating diluted EPS	**2,229.9**	2,228.3

Basic EPS is calculated as net profit after tax divided by the weighted average number of ordinary shares outstanding during the year.

Diluted EPS is calculated on the same basis as basic EPS except that it reflects the impact of any potential commitments the Group has to issue shares in the future, for example shares to be issued upon vesting of Performance Rights.

A3 Dividends

	2025 Cents per share	2024 Cents per share	**2025 $m**	2024 $m
Fully franked dividends declared and paid during the year:				
Prior year final dividend	**8.0**	6.0	**178.1**	133.5
Prior year special dividend	**2.5**	–	**55.6**	–
Interim dividend	**8.0**	8.0	**178.1**	178.1
	18.5	14.0	**411.8**	311.6
Fully franked dividends declared and recognised after balance date:				
Final dividend	**8.5**	8.0	**189.2**	178.1
Special dividend	**–**	2.5	**–**	55.6
	8.5	10.5	**189.2**	233.7
Franking credits balance				
Franking credits available at balance date			**101.5**	97.8
Impact of estimated current tax payable			**32.7**	40.6
Franking credits available at the 30% company tax rate after allowing for tax payable			**134.2**	138.4

Notes to the Financial Statements:

Section A - Group Performance

For the year ended 30 June 2025

A4 Revenue and expenses

		Note	2025 $m	2024 $m
(a)	**Revenue comprises:**			
	Revenue from contracts with customers[(i)]		**3,727.2**	3,977.0
	Interest revenue		**21.7**	19.6
			3,748.9	3,996.6
(b)	**Other income**			
	Net loss on disposal of non current assets		**–**	(0.6)
	Other		**3.6**	1.7
			3.6	1.1
(c)	**Employment costs include:**			
	Defined contribution plan expense		**(13.1)**	(12.0)
(d)	**Finance income**			
	Interest income		**11.0**	13.5
	Interest on settlement of pre-demerger tax litigation matters[(ii)]		**–**	5.5
			11.0	19.0
(e)	**Finance costs**			
	Interest costs on interest bearing liabilities		**(124.2)**	(125.3)
	Interest costs on lease liabilities	C5	**(1.8)**	(1.8)
	Other		**(3.4)**	(5.0)
			(129.4)	(132.1)
(f)	**Impairment reversal[(iii)]**			
	Right-of-use assets	C5	**5.2**	1.1
			5.2	1.1
(g)	**Depreciation and amortisation**			
	Licences	C1	**(34.3)**	(34.6)
	Other intangible assets	C2	**(36.8)**	(37.6)
	Property, plant and equipment	C4	**(22.4)**	(24.7)
	Right-of-use assets	C5	**(11.6)**	(11.4)
			(105.1)	(108.3)

(i) Includes management fees recognised in relation to the Master Agency Agreement associated with the operation of SA Lotteries of $162.6m (2024: $165.9m).

(ii) Refer to note A5.

(iii) Comprises a partial reversal of previously recognised write downs of assets in respect of surplus corporate lease space.

Notes to the Financial Statements:

Section A - Group Performance

For the year ended 30 June 2025

A4 Revenue and expenses (continued)

Revenue from contracts with customers is recognised when control of the goods or services is transferred to customers at an amount that reflects the consideration the Group expects to be entitled to in exchange for those goods or services. Incremental costs of obtaining contracts with a duration of one year or less are expensed as incurred. The following specific criteria must also be met before revenue is recognised:

Lotteries revenue is recognised as the gross subscriptions (inclusive of commissions) received from players less prize obligations when the official draw for each game is completed. Prize obligations are calculated based on a predetermined minimum percentage of gross subscriptions (excluding commissions) that shall be returned to players as established by the State and Territory-based licences. The actual payout for each draw may be below this minimum percentage, with the difference recognised as a liability to be used for prizes in future draws.

The Group also pays commissions to agencies who sell tickets to the players on their behalf. These are recognised as an expense as incurred within Commissions, fees and consumables.

Subscriptions received during the year for games which will be drawn in the next financial period are deferred and recognised as revenue in the next financial period. Lotteries revenue includes management fees recognised in relation to the Master Agency Agreement associated with the operation of SA Lotteries.

Keno revenue is recognised as the residual value of Keno turnover after deducting either the minimum return to customers or the required minimum contribution to prize funds in respect of approved Keno games conducted under each State and Territory-based licence or approval. The actual return to customers for each game may vary from the minimum return or contribution, with the difference recognised on the balance sheet and applied to future games.

Other revenue from contracts with customers for the sale of goods or rendering of a service is recognised upon the delivery of the goods or service to customers.

Interest revenue earned in the ordinary course of operations from certain prize-related financial assets is disclosed within revenue.

Contributions to defined contribution plans are recognised in the income statement as they become payable.

Finance income is recognised using the effective interest rate method.

Finance costs are recognised as an expense using the effective interest rate method.

Notes to the Financial Statements:

Section A - Group Performance

For the year ended 30 June 2025

A5 Income tax

(a) The major components of income tax expense are:	2025 $m	2024 $m
Current tax	**(174.6)**	(194.4)
Adjustments in respect of current income tax of previous years	**1.9**	3.6
Deferred tax	**7.2**	17.4
Settlement of pre-demerger tax litigation matters(i)	**–**	37.1
	(165.5)	(136.3)
Income tax reconciliation:		
Profit before income tax	**531.0**	550.3
Income tax payable at the 30% company tax rate	**(159.3)**	(165.1)
Tax effect of adjustments in calculating taxable income:		
- amortisation of licences	**(3.8)**	(3.8)
- settlement of pre-demerger tax litigation matters(i)	**–**	37.1
- other	**(2.4)**	(4.5)
Income tax expense	**(165.5)**	(136.3)

(i) In the prior year, on 11 September 2023 Tabcorp Holdings Limited (Tabcorp) and The Lottery Corporation resolved a dispute with the Australian Taxation Office relating to the income tax treatment of payments for various licences and authorities. Under the terms of the Separation Deed dated 25 March 2022 between Tabcorp and the Company, proceeds obtained, including any interest thereon, on the settlement of matters relating to businesses conducted by the Group prior to demerger would be remitted to the Group. The settlement funds received by the Group comprised a settlement amount of $37.1m and $5.5m representing interest thereon.

(b) Deferred tax assets/(liabilities)

	Balance at 1 July 2024 $m	Recognised in income statement $m	Recognised directly in equity $m	Balance at 30 June 2025 $m
Licences	**(183.6)**	**6.8**	**–**	**(176.8)**
Right-of-use assets	**(22.0)**	**1.2**	**–**	**(20.8)**
Other intangible assets	**(18.7)**	**2.1**	**–**	**(16.6)**
Lease liabilities	**26.8**	**(2.6)**	**–**	**24.2**
Provisions	**7.5**	**0.3**	**–**	**7.8**
Property, plant and equipment	**5.5**	**2.4**	**–**	**7.9**
Unlisted investments - managed fund	**(3.2)**	**2.6**	**–**	**(0.6)**
Deferred revenue	**2.6**	**(0.5)**	**–**	**2.1**
Separation costs	**22.2**	**(7.1)**	**–**	**15.1**
Other	**(3.6)**	**3.2**	**0.8**	**0.4**
Accrued expenses	**2.0**	**(0.8)**	**–**	**1.2**
US Private Placement	**0.5**	**(0.4)**	**–**	**0.1**
Fair value of cash flow hedges	**22.8**	**–**	**2.7**	**25.5**
Net deferred tax assets/(liabilities)	**(141.2)**	**7.2**	**3.5**	**(130.5)**

Notes to the Financial Statements:

Section A - Group Performance

For the year ended 30 June 2025

A5 Income tax (continued)

(b) Deferred tax assets/(liabilities) (continued)

	Balance at 1 July 2023	Recognised in income statement	Recognised directly in equity	Balance at 30 June 2024
	$m	$m	$m	$m
Licences	(190.1)	6.5	–	(183.6)
Right-of-use assets	(22.3)	0.3	–	(22.0)
Other intangible assets	(23.8)	5.1	–	(18.7)
Lease liabilities	27.0	(0.2)	–	26.8
Provisions	7.1	0.4	–	7.5
Property, plant and equipment	(0.1)	5.6	–	5.5
Unlisted investments - managed fund	(3.1)	–	(0.1)	(3.2)
Deferred revenue	3.1	(0.5)	–	2.6
Separation costs	22.4	(0.2)	–	22.2
Other	(2.6)	(1.0)	–	(3.6)
Accrued expenses	0.3	1.7	–	2.0
US Private Placement	0.8	(0.3)	–	0.5
Fair value of cash flow hedges	16.6	–	6.2	22.8
Net deferred tax assets/(liabilities)	(164.7)	17.4	6.1	(141.2)

Income tax comprises current and deferred income tax. Income tax is recognised in the income statement except when it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable income for the period and any adjustment to tax payable in respect of previous years.

Deferred tax is calculated using the balance sheet method, providing for temporary differences between the carrying amounts of assets and liabilities for accounting purposes and the amounts used for tax purposes. The temporary differences for goodwill and the initial recognition of an asset or liability in a transaction which is not a business combination and that affect neither accounting nor taxable profit at the time of the transaction are not provided for. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets and deferred tax liabilities are offset only if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred tax assets and liabilities relate to the same taxable entity and the same taxation authority.

The income tax expense and deferred tax balances assume certain tax outcomes in relation to the application of tax legislation as it applies to the Group. An **uncertain tax treatment** occurs where there is uncertainty over whether a tax authority will accept a tax treatment adopted by the Group under tax law. The Group revisits the accounting in relation to an uncertain tax treatment when there are changes in relevant facts and circumstances.

A6 Subsequent events

Other than the events disclosed elsewhere in this report, no other matters or circumstances have arisen since the end of the financial year, that may significantly affect the Group's operations, the results of those operations or the state of affairs of the Group.

Notes to the Financial Statements:

Section B - Capital and Risk Management

For the year ended 30 June 2025

B1 Capital management

The Group's objectives when managing capital are to ensure the Group continues as a going concern while providing optimal returns to shareholders and benefits for other stakeholders, and to maintain an appropriate capital structure to reduce the cost of capital. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders or issue new shares.

The Group targets a strong investment grade credit rating, and has a BBB+/stable rating as at 30 June 2025 and 30 June 2024. Leverage is managed primarily through the ratio of net debt to earnings before interest, tax, depreciation, amortisation and impairment (EBITDA).

At 30 June the Group's leverage ratio was:

	2025	2024
	\$m	\$m
Net debt[(i)]	**2,147.8**	2,147.2
EBITDA (before significant items)	**749.3**	827.1
Leverage ratio	**2.9**	2.6

(i) Net debt is gross debt (bank loans and US Private Placement at the Australian dollar principal repayable under cross currency interest rate swaps) plus lease liabilities less unrestricted cash.

Notes to the Financial Statements:

Section B - Capital and Risk Management

For the year ended 30 June 2025

B2 Other financial assets

Other financial assets are held to fund payments to winners of certain lottery games, where winnings are payable for up to 20 years.

	2025	2024
	$m	$m
Equity instruments at fair value through other comprehensive income		
Unlisted investments - managed fund[(i)]	**5.7**	23.4
Debt instruments at amortised cost		
Investment - term deposits[(i)]	**396.6**	353.9
	402.3	377.3
Current	**73.6**	58.1
Non current	**328.7**	319.2
	402.3	377.3

(i) Held to satisfy various regulatory requirements per State and Territory-based licences under which the Group operates. Refer to note C6 for further details.

Equity instruments at fair value through other comprehensive income are equity instruments which the Group intends to hold for the foreseeable future, and for which an irrevocable election to classify as such upon transition to AASB 9 has been made.

After initial measurement, they are subsequently carried at fair value (refer to note B5). Changes in the fair value are recognised in other comprehensive income and accumulated in a reserve within equity. No subsequent recycling of gains or losses to profit or loss is permitted.

Debt instruments at amortised cost are financial assets held in order to collect contractual cash flows that solely represent payments of principal and interest. They are carried at amortised cost.

Notes to the Financial Statements:

Section B - Capital and Risk Management

For the year ended 30 June 2025

B3 Interest bearing liabilities

The Group borrows money from financial institutions and debt investors in the form of bank loans, overdraft and foreign currency denominated notes.

The following table details the debt position of the Group at 30 June:

Facility	Details	Facility limit $m	Maturity	2025 $m	2024 $m
Bank overdraft	Floating interest rate overdraft facility(i)	100.0	n/a	**–**	–
Bank loans - unsecured	Floating interest rate revolving facility(ii)	400.0	Jul-27	**317.0**	307.9
		550.0	Jul-29	**–**	–
		950.0		**317.0**	307.9
US Private Placement	Fixed interest rate US dollar debt. Aggregate US dollar principal of $1,250.0m (June 2024: $1,250.0m). Cross currency interest rate swaps are in place for all US dollar debt. These swaps hedge the underlying US dollar debt amounts payable, resulting in the aggregate Australian dollar amount payable at maturity being $1,626.5m (June 2024: $1,626.5m).	USD 105.0	Jun-26	**160.5**	158.8
		USD 450.0	Jun-28	**689.2**	682.3
		USD 520.0	Jun-30	**798.1**	790.2
		USD 175.0	Jun-33	**269.6**	266.9
		AUD 97.3	Jun-35	**93.1**	92.7
		AUD 97.3	Jun-36	**92.8**	92.3
				2,103.3	2,083.2
				2,420.3	2,391.1
Current				**160.5**	–
Non current				**2,259.8**	2,391.1
				2,420.3	2,391.1

(i) The Group cancelled the overdraft facility during the current year.

(ii) The revolving facility was extended by two years during the current year.

All facilities are subject to financial undertakings as to leverage and interest cover, with reporting required at 30 June and 31 December. The Group has complied with these financial undertakings in both the current and prior financial year.

Notes to the Financial Statements:

Section B - Capital and Risk Management

For the year ended 30 June 2025

B3 Interest bearing liabilities (continued)

B3.1 Changes in liabilities arising from financing activities

	Interest bearing liabilities $m	Lease liabilities $m	Total $m
2025			
Carrying amount at beginning of year	**2,391.1**	**88.6**	**2,479.7**
Cash flows	**10.0**	**(12.5)**	**(2.5)**
Foreign exchange movement	**21.3**	**–**	**21.3**
Changes in fair values	**(1.3)**	**–**	**(1.3)**
Lease recognition	**–**	**2.2**	**2.2**
Other	**(0.8)**	**1.8**	**1.0**
Carrying amount at end of year	**2,420.3**	**80.1**	**2,500.4**
2024			
Carrying amount at beginning of year	2,459.8	89.4	2,549.2
Cash flows	(70.0)	(12.0)	(82.0)
Foreign exchange movement	1.7	–	1.7
Changes in fair values	(1.2)	–	(1.2)
Lease recognition	–	9.4	9.4
Other	0.8	1.8	2.6
Carrying amount at end of year	2,391.1	88.6	2,479.7

Interest bearing liabilities are recognised initially at fair value net of transaction costs, and subsequent to initial recognition are recognised at amortised cost which is calculated using the effective interest rate method.

Foreign currency liabilities are carried at amortised cost and are translated at the exchange rates at reporting date. Gains and losses are recognised in the income statement when the liabilities are derecognised in addition to the amortisation process.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan. These fees are capitalised as a prepayment for liquidity services and amortised over the period of the facility to which they relate.

Notes to the Financial Statements:

Section B - Capital and Risk Management

For the year ended 30 June 2025

B4 Derivative financial instruments

The Group holds the following derivative financial instruments, all at fair value based on level 2 observable inputs (refer to note B5):

	2025 $m	2024 $m
Current assets		
Cross currency interest rate swaps	**23.9**	1.7
Interest rate swaps	**3.4**	11.8
	27.3	13.5
Non current assets		
Cross currency interest rate swaps	**230.7**	222.2
Interest rate swaps	**3.9**	23.1
	234.6	245.3
	261.9	258.8
Current liabilities		
Cross currency interest rate swaps	**–**	9.1
Foreign currency forward	**0.2**	–
	0.2	9.1

Derivative financial instruments are recognised initially at cost, and subsequently are stated at fair value (refer to note B5). The method of recognising any remeasurement gain or loss depends on the nature of the item being hedged. For the purposes of hedge accounting, the Group's hedges are classified as cash flow hedges.

At inception, hedge relationships are designated as such and documented. This includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged, and how the hedge effectiveness requirements are assessed.

A hedging relationship qualifies for hedge accounting if it meets all of the following effectiveness requirements:

- there is an economic relationship between the hedged item and the hedging instrument;
- the effect of credit risk does not dominate the value changes that result from that economic relationship; and
- the hedge ratio is the same as that resulting from actual amounts of hedged items and hedging instruments for risk management.

Cash flow hedges are used to hedge the exposure to variability in cash flows attributable to a particular risk associated with a recognised asset or liability, or a highly probable forecast transaction. Hedge effectiveness is measured by comparing the change in the fair value of the hedged item and the hedging instrument respectively each quarter. Any difference represents ineffectiveness. The effective portion of any gain or loss on the hedging instrument is recognised directly in equity, with any ineffective portion recognised in the income statement. For hedged items relating to financial assets or liabilities, amounts recognised in equity are reclassified into the income statement when the hedged transaction affects the income statement (i.e. when interest income or expense is recognised).

When the hedged item is the cost of a non-financial asset or liability, the amounts recognised in equity are transferred into the initial cost or other carrying amount of the non-financial asset or liability.

When a hedging instrument expires or is sold, terminated or exercised, or the designation of the hedge relationship is revoked but the hedged forecast transaction is still expected to occur, the cumulative gain or loss at that point remains in equity and is recognised in accordance with the above when the transaction occurs. If the hedged transaction is no longer expected to take place, then the cumulative unrealised gain or loss recognised in equity is recognised immediately in the income statement.

Financial instruments that do not qualify for hedge accounting are stated at fair value with any resultant gain or loss being recognised in the income statement.

Notes to the Financial Statements:

Section B - Capital and Risk Management

For the year ended 30 June 2025

B4 Derivative financial instruments (continued)

B4.1 Interest rate swaps

These swaps are used to mitigate the risk of variability in cash flows due to movements in the reference interest rate in relation to the US Private Placement debt.

The notional principal amounts and periods of expiry of these interest rate swap contracts are:

	Notional principal	
	2025	2024
	$m	$m
Less than one year	**136.7**	–
One to five years	**585.4**	722.1
Notional principal	**722.1**	722.1
Fixed interest rate range p.a.	**2.7% - 2.9%**	2.7% - 2.9%
Variable interest rate range p.a.	**3.7%**	4.4%

Net settlement receipts and payments are recognised as an adjustment to interest expense on an accruals basis over the term of the swaps, such that the overall interest expense on borrowings reflects the average cost of funds achieved by entering into the swap agreements.

There is an economic relationship between the hedged item and the hedged instrument as the key terms of the interest rate swap are similar to the key terms of the floating rate borrowings. The Group has established a hedge ratio of 1:1 which has been determined by comparing the notional principal of the swap with the notional amount of the designated debt.

Further information about the Group's interest rate risk management is disclosed in note B6.1.

B4 Derivative financial instruments (continued)

B4.2 Cross currency interest rate swaps

These swaps are used to reduce the exposure to the variability of movements in the forward USD exchange rate in relation to the US Private Placement debt.

The principal amounts and periods of expiry of the cross currency interest rate swap contracts are:

	2025		2024	
	Pay principal AUD m	**Receive principal USD m**	Pay principal AUD m	Receive principal USD m
Less than one year	**136.7**	**105.0**	–	–
One to five years	**1,262.0**	**970.0**	722.1	555.0
More than five years	**227.8**	**175.0**	904.4	695.0
Notional principal	**1,626.5**	**1,250.0**	1,626.5	1,250.0
Fixed interest rate range p.a.	**5.3%-5.6%**	**4.6%-5.0%**	5.3%-5.6%	4.6%-5.0%
Variable interest rate range p.a.	**5.8% - 6.0%**		6.5%-6.7%	

There is an economic relationship between the hedged item and the hedged instrument as the terms and conditions in relation to the interest rate and maturity of the cross currency interest rate swaps are similar to the terms and conditions of the underlying hedged US Private Placement debt. The Group has established a hedge ratio of 1:1 which has been determined by comparing the notional principal of the swap with the notional amount of the designated debt.

Further information about the Group's foreign currency risk management is disclosed in note B6.2.

B4.3 Impact of hedging on balance sheet

The change in fair value used for measuring ineffectiveness is set out in the below table. All hedging instruments are presented within derivative financial instruments in the balance sheet.

	2025 $m	2024 $m
Interest rate swaps	**(23.7)**	(3.3)
Cross currency interest rate swaps	**42.8**	(3.0)
	19.1	(6.3)

The ineffectiveness recognised in the income statement was immaterial in both the current and prior financial year.

Notes to the Financial Statements:

Section B - Capital and Risk Management

For the year ended 30 June 2025

B4 Derivative financial instruments (continued)

B4.4 Impact of hedging on equity

Set out below is a reconciliation of the movement in the hedging reserve:

	Hedging reserve $m
As at 1 July 2024	**(35.1)**
Effective portion of changes in fair value arising from:	
- Interest rate swaps	**(23.7)**
- Cross currency interest rate swaps	**42.7**
Gain on revaluation of USD debt	**(21.3)**
Other	
	(2.3)
Tax effect	**2.7**
As at 30 June 2025	**(34.7)**
As at 1 July 2023	(29.3)
Effective portion of changes in fair value arising from:	
- Interest rate swaps	(3.3)
- Cross currency interest rate swaps	(3.0)
Loss on revaluation of USD debt	(1.7)
Other	(4.0)
	(12.0)
Tax effect	6.2
As at 30 June 2024	(35.1)

Notes to the Financial Statements:

Section B - Capital and Risk Management

For the year ended 30 June 2025

B5 Fair value measurement

The fair value of financial assets and financial liabilities is estimated for recognition, measurement and disclosure purposes at each balance date. Various methods are available to estimate the fair value of a financial instrument, and comprise:

Level 1 - calculated using quoted prices in active markets.

Level 2 - estimated using inputs other than quoted prices included in level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices).

Level 3 - estimated using inputs for the asset or liability that are not based on observable market data.

The carrying amount of financial assets or liabilities recognised in the financial statements is deemed to be the fair value unless stated below:

	Carrying amount		Fair value	
	2025	2024	**2025**	2024
	$m	$m	**$m**	$m
Financial liabilities				
US Private Placement	**2,103.3**	2,083.2	**2,099.3**	1,999.9

The fair value of the Group's financial instruments is estimated as follows:

US Private Placement

Fair value is calculated using discounted future cash flow techniques, where estimated cash flows and estimated discount rates are based on market data at balance date, in combination with restatement to foreign exchange rates at balance date (level 2 in fair value hierarchy).

Cross currency interest rate and interest rate swaps

Fair value is calculated using discounted future cash flow techniques, where various inputs including the credit quality of counterparties, foreign exchange spot and forward rates, yield curves of the respective currencies, currency basis spreads between the respective currencies and interest rate curves are based on market data at balance date (level 2 in fair value hierarchy).

Equity instruments at fair value through other comprehensive income

Fair value is referenced to market prices prevailing at balance date (level 2 in fair value hierarchy).

There have been no significant transfers between level 1 and level 2 during the financial year ended 30 June 2025.

Notes to the Financial Statements:

Section B - Capital and Risk Management

For the year ended 30 June 2025

B6 Financial instruments - risk management

The Group's principal financial instruments, other than derivatives, comprise cash, term deposits, unlisted investments and interest bearing liabilities. The main purpose of these financial instruments is to raise finance for the Group's operations. The Group also has various other financial assets and liabilities which arise directly from its operations.

The Group uses derivative financial instruments to hedge its exposure to foreign exchange and interest rate risks arising from operational, financing and investment activities, principally interest rate swaps and cross currency interest rate swaps. The Group does not hold or issue derivative financial instruments for trading purposes.

The main risks arising from the Group's financial instruments are discussed in section B6.1 to B6.4.

B6.1 Interest rate risk

The Group has a policy of controlling exposure to interest rate fluctuations by the use of fixed and variable rate debt, floating rate term deposits, interest rate swaps, capped or collar options and forward rate agreements. It has entered into interest rate swap arrangements to hedge underlying debt obligations and allow floating rate borrowings to be swapped to fixed rate borrowings. Under these arrangements, the Group pays fixed interest rates and receives the bank bill swap rate (BBSW) calculated on the notional principal amount of the contracts. The Group also has entered into floating rate term deposits where it receives variable interest that is priced against the BBSW.

At 30 June 2025 after taking into account the effect of interest rate swaps and floating rate term deposits, approximately 85.1% (2024: 85.7%) of the Group's borrowings are at a fixed rate of interest.

The following assets and liabilities are exposed to floating interest rate risk:

	2025 **$m**	2024 $m
Cash assets	**428.0**	398.5
Investment - term deposits	**–**	5.0
	428.0	403.5
Bank loans - unsecured	**(317.0)**	(307.9)
Interest rate swaps - notional principal amounts	**722.1**	722.1
Cross currency interest rate swaps - notional principal amounts	**(722.1)**	(722.1)
	(317.0)	(307.9)

Notes to the Financial Statements:

Section B - Capital and Risk Management

For the year ended 30 June 2025

B6 Financial instruments - risk management (continued)

B6.1 Interest rate risk (continued)

Sensitivity analysis - interest rates - AUD and USD

The Group's sensitivity to reasonably possible changes in interest rates on the affected financial assets and financial liabilities in existence at year end is shown below. With all other variables held constant, post tax profit and other comprehensive income would have been affected as follows:

	Post tax profit higher/(lower)		Other comprehensive income higher/(lower)	
	2025	2024	**2025**	2024
	$m	$m	**$m**	$m
AUD				
+0.5% (50 basis points) (2024: +0.5%)	**(0.2)**	–	**32.5**	38.3
-0.5% (50 basis points) (2024: -0.5%)	**0.2**	–	**(34.8)**	(37.3)
USD				
+0.2% (20 basis points) (2024: +0.2%)	**–**	–	**(15.1)**	(17.3)
-0.2% (20 basis points) (2024: -0.2%)	**–**	–	**15.2**	17.5

The movements in profit are due to higher/lower interest costs from variable rate debt and investments. The movement in other comprehensive income is due to an increase/decrease in the fair value of financial instruments designated as cash flow hedges.

Significant assumptions used in the analysis include:

- reasonably possible movements were determined based on the Group's current credit rating and mix of debt, and the level of debt that is expected to be renewed;
- price sensitivity of derivatives is based on a reasonably possible movement of spot rates at balance date; and
- net exposure at balance date is representative of what the Group was and is expecting to be exposed to in the next 12 months.

Notes to the Financial Statements:

Section B - Capital and Risk Management

For the year ended 30 June 2025

B6 Financial instruments - risk management (continued)

B6.2 Foreign currency risk

The Group's primary currency exposure is to US dollars as a result of issuing US Private Placement debt. In order to manage this risk exposure, the Group uses hedging primarily through cross currency interest rate swaps to fix the exchange rate on the USD debt until maturity. The Group agrees to pay a fixed USD amount for an agreed AUD amount with swap counterparties, and to re-exchange this again at maturity. These swaps are designated to hedge the principal and interest obligations of the US Private Placement debt.

Sensitivity analysis foreign exchange

The following analysis is based on the Group's foreign currency risk exposures in existence at balance date and demonstrates the Group's sensitivity to reasonably possible changes in the AUD/USD exchange rate. With all other variables held constant, post tax profit and other comprehensive income would have been affected as follows:

	Post tax profit higher/(lower)		Other comprehensive income higher/(lower)	
	2025	2024	**2025**	2024
	$m	$m	**$m**	$m
AUD/USD +10 cents (2024: +10 cents)	**–**	–	**(8.9)**	(2.8)
AUD/USD -10 cents (2024: -10 cents)	**–**	–	**13.0**	5.1

The movement in other comprehensive income is due to an increase/decrease in the fair value of financial instruments designated as cash flow hedges. Management believe the balance date risk exposures are representative of the risk exposure inherent in the financial instruments.

Significant assumptions used in the foreign currency exposure sensitivity analysis include:

- reasonably possible movements were determined based on a review of the last two years' historical movements and economic forecasters' expectations;
- movement of 10 cents was calculated by taking the USD spot rate as at balance date, moving this spot rate by 10 cents and then re-converting the USD into AUD with the 'new spot rate'. This methodology reflects the translation methodology undertaken by the Group;
- price sensitivity of derivatives is based on a reasonably possible movement of spot rates at balance dates; and
- net exposure at balance date is representative of what the Group was and is expecting to be exposed to in the next 12 months.

Notes to the Financial Statements:

Section B - Capital and Risk Management

For the year ended 30 June 2025

B6 Financial instruments - risk management (continued)

B6.3 Credit risk

The Group's credit risk arises in relation to cash and cash equivalents, receivables, term deposits, financial liabilities and liabilities under financial guarantees. Credit risk on financial assets which have been recognised on the balance sheet, is the carrying amount less any allowance for non recovery.

Credit risk is managed by:

- adherence to a strict cash management policy;
- conducting all investment and financial instrument activity with approved counterparties with investment grade credit ratings and setting exposure limits based on these ratings; and
- reviewing compliance with counterparty exposure limits on a regular basis, and spreading the aggregate value of transactions amongst the approved counterparties.

Credit risk associated with financial liabilities arises from the potential failure of counterparties to meet their obligations under the contract or arrangement. The Group's maximum credit risk exposure in respect of derivative contracts is detailed in the liquidity risk table in note B6.4.

Credit risk includes liabilities under financial guarantees. For financial guarantee contract liabilities the fair value at initial recognition is determined using a probability weighted discounted cash flow approach. The fair value of financial guarantee contract liabilities has been assessed as nil (2024: nil), as the possibility of an outflow occurring is considered remote.

Details of the financial guarantee contracts at balance date are outlined below:

- The Company has entered into a deed of cross guarantee as outlined in note D2.
- The maximum amount of bank guarantee contracts at balance date is $15.6m (2024: $15.6m).

Notes to the Financial Statements:

Section B - Capital and Risk Management

For the year ended 30 June 2025

B6 Financial instruments - risk management (continued)

B6.4 Liquidity risk

Liquidity risk arises from the ongoing financial liabilities of the Group and the Group's subsequent ability to meet its obligations to repay its financial liabilities as and when they fall due.

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of bank loans and notes. To help reduce liquidity risk, the Group maintains a minimum level of cash and cash equivalents and has sufficient undrawn funds available.

The Group's current policy is that not more than 33% of debt facilities should mature in any financial year.

At 30 June 2025, 4.9% (2024: 3.5%) of debt facilities will mature in less than one year. The prior year amount related to the overdraft facility which was cancelled by the Group during the current year.

Due to the measures in place for managing liquidity and access to capital markets, this risk is not considered significant.

The contractual cash flows including principal and estimated interest payments of financial liabilities in existence at year end are as follows:

	2025			2024		
	< 1 year $m	**1 - 5 years $m**	**> 5 years $m**	< 1 year $m	1 - 5 years $m	> 5 years $m
Non-derivative financial instruments						
Financial liabilities						
Payables	**(892.2)**	**(107.6)**	**(273.7)**	(847.6)	(97.2)	(252.1)
Bank loans - unsecured	**(13.9)**	**(336.1)**	**–**	(17.2)	(311.4)	–
US Private Placement	**(239.0)**	**(1,577.1)**	**(522.8)**	(101.3)	(1,073.5)	(1,260.9)
Lease liabilities	**(13.6)**	**(49.2)**	**(33.2)**	(12.5)	(47.9)	(35.4)
Outflow	**(1,158.7)**	**(2,070.0)**	**(829.7)**	(978.6)	(1,530.0)	(1,548.4)
Derivative financial instruments						
Financial assets						
Interest rate swaps - receive AUD floating	**22.9**	**41.3**	**–**	31.5	76.4	–
Cross currency interest rate swaps - receive USD fixed	**227.6**	**1,529.7**	**267.1**	90.3	1,027.7	992.3
	250.5	**1,571.0**	**267.1**	121.8	1,104.1	992.3
Financial liabilities						
Interest rate swaps - pay AUD fixed	**(19.7)**	**(31.8)**	**–**	(20.0)	(51.9)	–
Cross currency interest rate swaps - pay AUD fixed	**(224.6)**	**(1,522.8)**	**(265.4)**	(96.6)	(1,036.1)	(989.0)
	(244.3)	**(1,554.6)**	**(265.4)**	(116.6)	(1,088.0)	(989.0)
Net inflow	**6.2**	**16.4**	**1.7**	5.2	16.1	3.3

For floating rate instruments, the amount disclosed is determined by reference to the interest rate at the last repricing date. For foreign currency receipts and payments, the amount disclosed is determined by reference to the AUD/USD rate at balance date.

Notes to the Financial Statements

Section C - Operating Assets and Liabilities

For the year ended 30 June 2025

C1 Licences

	Lotteries licences $m	Keno licences $m	Total $m
2025			
Carrying amount at beginning of year	**422.3**	**259.1**	**681.4**
Amortisation	**(24.6)**	**(9.7)**	**(34.3)**
Carrying amount at end of year	**397.7**	**249.4**	**647.1**
Cost	**664.6**	**280.1**	**944.7**
Accumulated amortisation	**(266.9)**	**(30.7)**	**(297.6)**
	397.7	**249.4**	**647.1**
2024			
Carrying amount at beginning of year	446.9	269.1	716.0
Amortisation	(24.6)	(10.0)	(34.6)
Carrying amount at end of year	422.3	259.1	681.4
Cost	664.6	280.1	944.7
Accumulated amortisation	(242.3)	(21.0)	(263.3)
	422.3	259.1	681.4

Amortisation policy - straight line basis over useful life (years):	10 - 65	20 - 50	

Licence expiration date:			
- Victoria	2028	2042	
- Queensland	2072	2047	
- New South Wales[(i)]	2050	2050	
- Northern Territory	2032		
- South Australia	2052	2052	
- Australian Capital Territory		2072	

(i) The New South Wales Keno licence is operated with ClubKeno Holdings Pty Ltd as co-licensee.

Licences that are acquired by the Group are stated at cost less accumulated amortisation.

Notes to the Financial Statements

Section C - Operating Assets and Liabilities

For the year ended 30 June 2025

C2 Other intangible assets

	Goodwill $m	Brand names $m	Customer related assets $m	Software $m	Total $m
2025					
Carrying amount at beginning of year	**2,083.2**	**37.0**	**0.6**	**126.5**	**2,247.3**
Additions:					
- acquired	**–**	**–**	**–**	**21.4**	**21.4**
- internally developed	**–**	**–**	**–**	**30.0**	**30.0**
Transfers	**–**	**–**	**–**	**(3.6)**	**(3.6)**
Amortisation	**–**	**(0.8)**	**(0.6)**	**(35.4)**	**(36.8)**
Disposals	**–**	**–**	**–**	**–**	**–**
Carrying amount at end of year	**2,083.2**	**36.2**	**–**	**138.9**	**2,258.3**
Cost	**2,083.2**	**50.0**	**–**	**296.7**	**2,429.9**
Accumulated amortisation	**–**	**(13.8)**	**–**	**(157.8)**	**(171.6)**
	2,083.2	**36.2**	**–**	**138.9**	**2,258.3**
Includes capital works in progress of:				**32.2**	**32.2**
2024					
Carrying amount at beginning of year	2,083.2	37.8	5.0	129.4	2,255.4
Additions:					
- acquired	–	–	–	22.0	22.0
- internally developed	–	–	–	23.8	23.8
Transfers	–	–	–	(15.6)	(15.6)
Amortisation	–	(0.8)	(4.4)	(32.4)	(37.6)
Disposals	–	–	–	(0.7)	(0.7)
Carrying amount at end of year	2,083.2	37.0	0.6	126.5	2,247.3
Cost	2,083.2	50.0	9.8	248.9	2,391.9
Accumulated amortisation	–	(13.0)	(9.2)	(122.4)	(144.6)
	2,083.2	37.0	0.6	126.5	2,247.3
Includes capital works in progress of:				36.8	36.8
Amortisation policy - straight line basis over useful life (years):		65	2	3 - 5	

Goodwill arising in a business combination represents the excess of the consideration transferred over the fair value of the identifiable net assets acquired and liabilities assumed. All business combinations are accounted for by applying the acquisition method. Any contingent consideration is recognised at fair value at the acquisition date. Negative goodwill arising on an acquisition is recognised directly in the income statement. Goodwill is not amortised, and is stated at cost less any accumulated impairment losses. Any impairment losses recognised against goodwill cannot be reversed.

Brand names that are acquired by the Group with a finite useful life are stated at cost less accumulated amortisation.

Other intangible assets that are acquired by the Group with a finite useful life are stated at cost less accumulated amortisation. The cost of internally developed software includes the cost of materials, direct labour and an appropriate proportion of overheads.

Expenditure on internally generated goodwill and brands is recognised in the income statement as an expense as incurred.

Section C - Operating Assets and Liabilities

For the year ended 30 June 2025

C3 Impairment testing

Goodwill is tested for impairment annually, or whenever there is an indicator of impairment.

Carrying amount of goodwill allocated to each cash generating unit (CGU):

	2025 **$m**	2024 $m
Lotteries	**1,511.0**	1,511.0
Keno	**572.2**	572.2
	2,083.2	2,083.2

In accordance with the Group's accounting policies, the Group performs its impairment testing annually at 30 June.

The recoverable amount of each CGU is determined based on fair value less costs of disposal, calculated using discounted cash flows. The cash flow forecasts are principally based upon a five year period and extrapolated using long term growth rates ranging from 2.5% to 3.5% (2024: 2.5% to 3.5%). These cash flows are then discounted using a relevant long term post tax discount rate, ranging between 7.5% and 8.6% (2024: 7.5% and 8.6%). This is considered to be level 3 in the fair value hierarchy (refer to note B5 for explanation of the valuation hierarchy).

Key assumptions on which management has based its cash flow projections:

- State tax regimes and the regulatory environment in which the Group currently operates remain largely unchanged.
- Growth rates used to extrapolate cash flows are either in line with or do not exceed the long term average growth rate for the industry in which the CGU operates.
- Discount rates applied are based on the post tax weighted average cost of capital applicable to the relevant CGU.
- Terminal growth rate used is in line with the forecast long term underlying growth rate in the Consumer Price Index.

The key estimates and assumptions used to determine the fair value less costs of disposal of a CGU are based on management's current expectations after considering past experience and external information, and are considered to be achievable. Management do not believe that reasonably possible changes to any of the key estimates and assumptions would trigger considerations of impairment of any of the Group's CGUs.

At each balance date, in addition to goodwill, all non-current assets are reviewed for impairment if events or changes in circumstances indicate they may be impaired. When an indicator of impairment exists, the Group makes a formal assessment of recoverable amount. An impairment loss is recognised in the income statement for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the greater of fair value less costs of disposal and value in use. It is determined for an individual asset, unless the asset's recoverable value cannot be estimated as it does not generate cash inflows that are largely independent of those from other assets or groups of assets. In this case, the recoverable amount is determined for the CGU, being assets grouped at the lowest levels for which there are separately identifiable cash flows.

Goodwill acquired through business combinations have been allocated to each CGU expected to benefit from the business combination's synergies for impairment testing.

Notes to the Financial Statements

Section C - Operating Assets and Liabilities

For the year ended 30 June 2025

C4 Property, plant and equipment

	Leasehold improvements	Plant and equipment	Total
	$m	$m	$m
2025			
Carrying amount at beginning of year	**16.1**	**69.8**	**85.9**
Additions	**0.3**	**26.3**	**26.6**
Transfers	**1.7**	**1.9**	**3.6**
Depreciation	**(3.8)**	**(18.6)**	**(22.4)**
Carrying amount at end of year	**14.3**	**79.4**	**93.7**
Cost	**37.0**	**232.0**	**269.0**
Accumulated depreciation and impairment	**(22.7)**	**(152.6)**	**(175.3)**
	14.3	**79.4**	**93.7**
Includes capital works in progress of:	**0.1**	**24.0**	**24.1**
2024			
Carrying amount at beginning of year	16.8	55.9	72.7
Additions	0.8	21.5	22.3
Transfers	2.2	13.4	15.6
Depreciation	(3.7)	(21.0)	(24.7)
Carrying amount at end of year	16.1	69.8	85.9
Cost	35.0	214.4	249.4
Accumulated depreciation and impairment	(18.9)	(144.6)	(163.5)
	16.1	69.8	85.9
Includes capital works in progress of:	–	17.6	17.6

Depreciation policy - straight line basis over useful life (years):	7 - 14	3 - 10	

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed annually and adjusted prospectively, if appropriate.

Notes to the Financial Statements

Section C - Operating Assets and Liabilities

For the year ended 30 June 2025

C5 Leases

(a) Group as a lessee

The Group has lease contracts for various properties and motor vehicles with lease terms expiring from 1 to 8 years.

Leases generally provide the Group with a right of renewal at which time all terms are renegotiated. Lease payments comprise a base amount plus an incremental contingent rental. Contingent rentals are based on either movements in the Consumer Price Index or are subject to market rate review.

Right-of-use assets

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

	Property $m	Motor vehicle $m	Total $m
2025			
Carrying amount at beginning of year	**70.1**	**0.6**	**70.7**
Additions	**0.9**	**0.7**	**1.6**
Lease remeasurements	**1.5**	**–**	**1.5**
Depreciation	**(11.2)**	**(0.4)**	**(11.6)**
Impairment reversal(i)	**5.2**	**–**	**5.2**
Carrying amount at end of year	**66.5**	**0.9**	**67.4**
2024			
Carrying amount at beginning of year	73.5	0.8	74.3
Additions	–	0.1	0.1
Lease remeasurements	6.6	–	6.6
Depreciation	(11.1)	(0.3)	(11.4)
Impairment reversal(i)	1.1	–	1.1
Carrying amount at end of year	70.1	0.6	70.7

Lease liabilities

Set out below are the carrying amounts of lease liabilities and the movements during the year:

	2025 $m	2024 $m
Carrying amount at beginning of year	**88.6**	89.4
Additions	**0.7**	0.1
Lease remeasurements	**1.5**	9.3
Interest expense	**1.8**	1.8
Payments	**(12.5)**	(12.0)
Carrying amount at end of year	**80.1**	88.6
Current	**13.3**	12.4
Non current	**66.8**	76.2
	80.1	88.6

(i) Comprises a partial reversal of previously recognised write downs of assets in respect of surplus corporate lease space.

Notes to the Financial Statements

Section C - Operating Assets and Liabilities

For the year ended 30 June 2025

C5 Leases (continued)

(b) Group as a lessor

Finance sub-leases

The following table sets out a maturity analysis of lease receivables, showing the undiscounted lease payments to be received after the reporting date.

	2025 $m	2024 $m
Less than one year	**0.9**	0.8
Between one to two years	**0.9**	0.9
Between two to three years	**1.0**	0.9
Between three to four years	**1.0**	1.0
Between four to five years	**1.1**	1.0
More than five years	**2.9**	4.0
Total undiscounted lease receivable	**7.8**	8.6
Unearned finance income	**(0.5)**	(0.6)
	7.3	8.0

Operating sub-leases

Future minimum rentals receivable under non-cancellable operating sub-leases as at 30 June:

Not later than one year	**2.4**	4.6
Later than one year but not later than five years	**3.3**	5.6
	5.7	10.2

Notes to the Financial Statements

Section C - Operating Assets and Liabilities

For the year ended 30 June 2025

C5 Leases (continued)

When a contract is entered into, the Group assesses whether the contract contains a lease. A lease arises when the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. At commencement of the lease, the Group recognises a right-of-use asset representing its right to use the underlying leased asset and a lease liability representing its obligation to make lease payments.

Right-of-use assets are recognised at the commencement date of the lease, which is when the underlying assets are available for use. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, any make good costs, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

Lease liabilities are recognised at the commencement date of the lease, measured at the present value of lease payments to be made over the lease term using the Group's incremental borrowing rate if the rate implicit in the lease cannot be readily determined. Lease payments include fixed payments or variable lease payments that depend on an index or a rate, incorporating the Group's expectations of extension options which is a key area of judgement. Option periods are only included in determining the lease term at inception when they are reasonably certain to be exercised.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for lease payments made. Lease liabilities are remeasured when there is a modification, a change in the lease term, or changes in future lease payments arising from a change in rates or index used to determine the payments.

Short term leases (lease term of 12 months or less) and **leases of low value assets** are recognised as an expense as incurred.

The Group enters into lease arrangements as lessor in respect of some property leases. When the Group is an intermediate lessor it accounts for its interests in the head lease and the sub-lease separately.

The sub-lease is a **finance lease** where it transfers substantially all the risks and rewards of ownership to the lessee. All other sub-leases are operating leases. The determination of whether a sub-lease is classified as a finance lease or operating lease is made by reference to the right-of-use asset arising from the head lease. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sub-lease as an operating lease. Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease and is included in other income.

The Group recognises on the balance sheet a net investment in a lease as the sum of the lease payments receivable plus any unguaranteed residual value, discounted at the interest rate implicit in the lease.

Notes to the Financial Statements

Section C - Operating Assets and Liabilities

For the year ended 30 June 2025

C6 Notes to the cash flow statement

	2025	2024
	$m	$m
(a) Cash and cash equivalents comprise:		
Cash on hand and in banks - significant restrictions(i)	**406.2**	374.0
Cash on hand and in banks - available for corporate use	**70.7**	71.9
	476.9	445.9

For the purpose of the cash flow statement, cash comprises cash and bank overdrafts (refer to note B3).

(i) Significant restrictions

The Group operates under State and Territory-based licences which have various regulatory requirements in place that restrict the Group's use of certain cash balances and other financial assets (refer to note B2) for payment of lotteries duties and licence fees and to satisfy customer prize payment obligations. These restrictions arise under the trading conditions for each licence in connection with the Group's liability obligations and vary by jurisdiction. Cash on hand and in banks subject to restrictions as presented are held in accounts segregated from cash held for general use for corporate purposes where required.

	2025	2024
(b) Reconciliation of net profit after tax to net cash flows from operating activities	**$m**	$m
Net profit after tax	**365.5**	414.0
Add items classified as investing/financing activities:		
- net loss on disposal of non current assets	**–**	0.6
Add non cash income and expense items:		
- depreciation and amortisation	**105.1**	108.3
- impairment reversal(i)	**(5.2)**	(1.1)
- share based payments expense	**6.6**	4.1
- other	**6.3**	(1.1)
Net cash provided by operating activities before changes in assets and liabilities	**478.3**	524.8
Changes in assets and liabilities:		
(Increase)/decrease in:		
- debtors	**6.9**	4.3
- prepayments	**(3.3)**	(4.8)
- other assets	**6.4**	(6.6)
(Decrease)/increase in:		
- payables	**71.7**	(11.7)
- provisions	**1.3**	0.8
- deferred tax liabilities	**(7.2)**	(17.4)
- provision for income tax	**(7.9)**	4.4
- other liabilities	**(4.5)**	(1.0)
Net cash flows from operating activities	**541.7**	492.8

(i) Comprises a partial reversal of previously recognised write downs of assets in respect of surplus corporate lease space.

Notes to the Financial Statements

Section C - Operating Assets and Liabilities

For the year ended 30 June 2025

C7 Receivables

	2025 $m	2024 $m
Current		
Trade debtors	**19.0**	14.9
Allowance for expected credit losses	**(0.1)**	–
	18.9	14.9
Other	**22.8**	32.8
	41.7	47.7
Non current		
Other	**6.5**	7.3

Trade debtors are recognised and carried at original invoice amount less an allowance for any uncollectible amount.

Expected credit losses for the Group are calculated using a lifetime expected loss allowance under the simplified approach of AASB 9. The expected credit loss is based on historical credit loss experience adjusted for forward-looking factors specific to the debtors and the economic environment.

C8 Payables

	2025 $m	2024 $m
Current		
Payables(i)	**892.2**	847.6
Non current		
Payables(ii)	**381.7**	349.3

(i) Includes prize liabilities and customer account balances totalling $618.8m (2024: $612.2m).

(ii) Comprises prizes payable to the winners of certain lottery games where winnings are payable for up to 20 years (refer to note B2).

Payables are recognised initially at fair value, and subsequent to initial recognition are recognised at amortised cost which is calculated using the effective interest rate method.

Notes to the Financial Statements

Section C - Operating Assets and Liabilities

For the year ended 30 June 2025

C9 Provisions

	2025 $m	2024 $m
Current		
Employee benefits	**15.7**	15.0
Make good	**0.1**	–
	15.8	15.0
Non current		
Employee benefits	**2.8**	2.2
Make good	**8.4**	7.5
	11.2	9.7

Movement in provisions other than employee benefits during the year are set out below:

	Make good $m
Carrying amount at beginning of year	**7.5**
Provisions made during year	**1.0**
Provisions used during year	**–**
Carrying amount at end of year	**8.5**

A **provision** is recognised in the balance sheet when the Group has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation and the amount can be reliably estimated. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recorded as a finance cost.

Employee benefits (short term) are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided and the obligation can be estimated reliably.

Employee benefits (long term) - the Group's net obligation is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The obligation is discounted to determine its present value. Remeasurements are recognised in the income statement in the period in which they arise. This excludes pension plans.

Make good provision is recognised for leasehold properties requiring remedial work at the end of the lease arrangement. The provision recognised represents the present value of the estimated expenditure required for remedial work.

Notes to the Financial Statements

Section C - Operating Assets and Liabilities

For the year ended 30 June 2025

C10 Other current assets and liabilities

	2025 $m	2024 $m
Current assets		
SA Lotteries monies held in trust[(i)]	**111.3**	99.6
Other	**16.1**	22.3
	127.4	121.9
Current liabilities		
SA Lotteries monies held in trust[(i)]	**111.3**	99.6
Other	**1.5**	1.5
	112.8	101.1

(i) SA Lotteries is operated under a Master Agency Agreement with Lotteries Commission of South Australia, and monies are held in trust.

Notes to the Financial Statements:

Section D - Group Structure

For the year ended 30 June 2025

D1 Subsidiaries

The ultimate parent entity within the Group is The Lottery Corporation Limited.
The consolidated financial statements incorporate the assets, liabilities and results of The Lottery Corporation Limited and the following controlled entities, that were held in both current and prior period unless otherwise stated:

100% owned Australian subsidiaries in a deed of cross guarantee with The Lottery Corporation Limited (refer to note D2):

Club Gaming Systems (Holdings) Pty Ltd	New South Wales Lotteries Corporation Pty Ltd	Tatts Lotteries SA Pty Ltd
Golden Casket Lottery Corporation Limited	TAHAL Pty Ltd	Tatts NT Lotteries Pty Ltd
Keno (ACT) Pty Ltd	Tattersall's Gaming Pty Ltd	Tatts Online Pty Ltd
Keno (NSW) Pty Ltd	Tattersall's Gaming Systems NSW Pty Ltd	tatts.com Pty Ltd
Keno (QLD) Pty Ltd	Tattersall's Sweeps Pty Ltd	TattsTech Pty Ltd
Keno (VIC) Pty Ltd	Tatts Employee Share Plan Pty Ltd	Thelott Enterprises Pty Ltd
Keno Online Pty Ltd	Tatts Employment Co (NSW) Pty Ltd	Wintech Investments Pty Ltd
L&K Finance Pty Ltd	Tatts Keno Holdings Pty Ltd	50-50 Software Pty Ltd
L&K Operations Pty Ltd		

Subsidiaries are entities controlled by the Company. The Group controls an entity if and only if the Group has:

- power over the entity;
- exposure, or rights, to variable returns from its involvement with the entity; and
- the ability to use its power over the entity to affect its returns.

The financial statements of subsidiaries are included in the consolidated financial report from the date control commences until the date control ceases.

Elimination of intragroup balances, and any unrealised gains and losses or income and expenses arising from intragroup transactions, are undertaken in preparing the consolidated financial statements.

Investments are initially recognised at cost, being the fair value of the consideration given, and if acquired prior to 1 July 2009 included acquisition charges associated with the investment. Subsequently investments are carried at cost less any impairment losses unless an accounting policy choice is made by a company to measure its investments at fair value, they are stated at fair value with any resultant gain or loss being recognised in the income statement.

D2 Deed of cross guarantee

The parties to the deed of cross guarantee, as identified in note D1, each guarantee the debts of the others. By entering into the deed, the subsidiaries are relieved from the requirements of preparation, audit and lodgement of a financial report and a Directors' report under *ASIC Corporations (Wholly-owned Companies) Instrument 2016/785*. Together with The Lottery Corporation Limited, the entities represent a 'Closed Group' for the purposes of the ASIC Instrument. The consolidated financial statements of the Group represent the results and the financial position of the Closed Group.

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Notes to the Financial Statements:

Section D - Group Structure

For the year ended 30 June 2025

D3 Parent entity disclosures

	The Lottery Corporation	
	2025	2024
	$m	$m
Result of the parent entity		
Profit for the year	**274.8**	776.1
Other comprehensive income	**–**	–
Total comprehensive income for the year	**274.8**	776.1
Financial position of the parent entity		
Current assets	**0.6**	0.2
Total assets	**11,527.8**	11,633.9
Current liabilities	**2,118.3**	2,092.3
Total liabilities	**2,118.3**	2,092.3
Net assets	**9,409.5**	9,541.6
Total equity of the parent entity comprising of:		
Issued capital	**781.6**	782.7
Retained earnings	**10,377.6**	10,514.6
Reserves	**(1,749.7)**	(1,755.7)
Total equity	**9,409.5**	9,541.6

Investment in subsidiaries

The Lottery Corporation has made an accounting policy choice to measure its investment in subsidiaries at fair value. Any resultant gain or loss on remeasurement is recognised in the income statement, and eliminates on consolidation at the Group level. The profit for the year includes the gain or loss on remeasurement.

Contingent liabilities

Refer to note E3.

Capital expenditure

The parent entity did not have any capital expenditure commitments for the acquisition of property, plant and equipment contracted but not provided for at 30 June 2025 or 30 June 2024.

Parent entity guarantees in respect of debts of its subsidiaries

The parent entity has entered into a deed of cross guarantee with the effect that the Company guarantees debts in respect of its subsidiaries. Further details of the deed of cross guarantee and the subsidiaries subject to the deed, are set out in note D2.

Tax consolidation

The Lottery Corporation Limited (the Head Company) and its 100% owned Australian tax resident subsidiaries have formed an income tax consolidation group, and are therefore taxed as a single entity. Members of the tax consolidation group entered into a tax sharing arrangement that provides for the allocation of income tax liabilities between the entities should the Head Company default on its tax payment obligations. At balance date, the possibility of default is considered remote.

Members of the tax consolidation group have entered into a tax funding agreement which requires each member of the tax consolidation group to make a tax equivalent payment to or from the Head Company, based on the current tax liability or current tax asset of the member. These amounts are recognised as either an increase or decrease in the subsidiaries' intercompany accounts with the Head Company. Deferred taxes are recognised separately by each member of the tax consolidation group. The Group applies the 'separate taxpayer within group' approach in calculating current taxes for each entity in the tax consolidation group.

Notes to the Financial Statements:

Section E - Other Disclosures

For the year ended 30 June 2025

E1 Employee share plans

The Company operates share plans which provide equity instruments to senior executives and management as a component of their remuneration.

Long Term Incentive Plan (LTI Plan)

The LTI Plan is available at the most senior executive levels. Under the LTI Plan employees may become entitled to Performance Rights in the Company. Performance Rights are subject to a relative total shareholder return (relative TSR) performance measure, a market vesting condition with a positive absolute TSR gateway. A second performance measure (weighted 50%), Return on Invested Capital (ROIC), a non-market vesting condition, was introduced for grants made in the current financial year. Any Performance Rights that vest into shares following testing are subject to a one-year holding lock (introduced for Performance Rights granted in the 2024 financial year onwards).

The fair value of Performance Rights under each performance measure is determined at grant date by an external valuer and takes into account the terms and conditions upon which they were granted. The fair value is recognised as an employee expense (with a corresponding increase in equity) over the vesting period.

For the relative TSR measure the fair value is recognised as an expense irrespective of whether the Performance Rights vest to the holder, and a reversal of the expense is only recognised in the event the instruments lapse due to cessation of employment within the vesting period. For the ROIC measure, the amount expensed is based on the expected number of Performance Rights vesting, with the ultimate expense reflecting the actual Performance Rights that vest.

The dilutive effect, if any, of outstanding Performance Rights is reflected in the computation of diluted earnings per share.

Short Term Incentive Plan (STI Plan)

For senior management it is mandatory to defer 25% (50% for the Managing Director and Chief Executive Officer) of their STI Plan into Restricted Shares, which are subject to a two year service condition. The cost of the Restricted Shares is based on the market price at grant date and is recognised over the vesting period. The share based payments expense in respect of the equity instruments granted is recognised in the income statement for the period.

Further explanation of the share plans is disclosed in the Remuneration Report.

Notes to the Financial Statements:

Section E - Other Disclosures

For the year ended 30 June 2025

E1 Employee share plans (continued)

Performance Rights (number)

Details of and movements in Performance Rights granted under the LTI Plan that existed during the current or prior year are:

Grant date	Expiry date	Balance at start of year	Movement during the year Granted	Forfeited	Vested	Balance at end of year
2025						
8 November 2022	28 September 2025	**1,750,707**	**–**	**–**	**–**	**1,750,707**
19 October 2023	3 October 2026	**2,039,790**	**–**	**–**	**–**	**2,039,790**
2 October 2024	1 October 2027	**–**	**2,023,095**	**–**	**–**	**2,023,095**
		3,790,497	**2,023,095**	**–**	**–**	**5,813,592**
2024						
8 November 2022	28 September 2025	1,925,779	–	(175,072)	–	1,750,707
19 October 2023	3 October 2026	–	2,039,790	–	–	2,039,790
		1,925,779	2,039,790	(175,072)	–	3,790,497

No Performance Rights were exercisable at the end of the current or prior year.

Fair value of equity instruments

Performance Rights have been independently valued at the date of grant using a Monte Carlo simulation option pricing model.

The weighted average fair value of Performance Rights granted during the year was $3.22 (2024: $1.73).

The assumptions underlying the Performance Rights valuations are:

Grant date	Expiry date	Performance measure	Share price at date of grant $	Expected volatility in share price %	Expected dividend yield %	Risk free interest rate %	Value per Performance Right $
8 November 2022	28 September 2025	relative TSR	4.47	20.00	3.44	3.45	2.42
19 October 2023	3 October 2026	relative TSR	4.42	20.00	3.92	4.15	1.73
2 October 2024	1 October 2027	relative TSR	5.04	17.50	3.54	3.44	2.14
2 October 2024	1 October 2027	ROIC	5.04	17.50	3.54	3.44	4.31

The expected volatility reflects the volatility in the Company's share price post demerger, together with consideration of the historic volatility of Tabcorp as a consolidated business prior to the demerger.

Notes to the Financial Statements:

Section E - Other Disclosures

For the year ended 30 June 2025

E2 Pensions and other post employment benefit plans

The Group has a defined benefit superannuation plan (closed to new entrants), the New South Wales Lotteries Corporation Pty Limited defined benefit plan, which provides benefits based on salary and length of service. The plan is governed by the employment laws of Australia and the Group contributes to the plan at rates based on actuarial advice.

	Fair value of plan assets	Present value of defined benefit obligation	Net defined benefit plan assets/(liabilities)
	$m	$m	$m
Reconciliation of the net defined benefit recognised in the balance sheet(i)			
Balance at 1 July 2023	20.9	(21.3)	(0.4)
Actuarial gains/(losses)	0.4	(1.1)	(0.7)
Benefits paid	(1.2)	1.2	–
Other	2.0	(1.2)	0.8
Balance at 30 June 2024	**22.1**	**(22.4)**	**(0.3)**
Actuarial gains/(losses)	**0.9**	**(0.4)**	**0.5**
Benefits paid	**(2.2)**	**2.2**	**–**
Other	**2.0**	**(1.1)**	**0.9**
Adjustment for the effect of asset ceiling	**–**	**–**	**(1.1)**
Balance at 30 June 2025	**22.8**	**(21.7)**	**–**

(i) Net defined benefit is recognised on the balance sheet in other non current liabilities.

	2025	2024
	$m	$m
Amounts recognised in other comprehensive income	**(0.6)**	(0.7)

Fair value of plan assets

The major categories of plan assets as a percentage of the fair value of total plan assets are as follows:

	%	%
Cash	**6.7**	6.7
Fixed interest	**3.1**	3.0
Australian equities	**11.7**	16.3
International equities	**38.9**	40.1
Property	**7.7**	5.7
Alternatives	**31.9**	28.2
	100.0	100.0

The Trustees are responsible for the governance and administration of the fund, the management and investment of the fund assets and compliance with other applicable regulations. The defined benefit fund assets are invested with independent fund managers and have a diversified asset mix. The fund has no significant concentration of investment risk or liquidity risk.

The Group's total defined benefit obligation is not materially sensitive to changes in assumptions.

Defined benefit plans are recognised in the balance sheet as the difference between the present value of the estimated future benefits that will be payable to plan members and the fair value of the plan's assets.

An annual adjustment is made to recognise all movements in the carrying amount of the plan in the income statement, except for the portion of the movement that is attributable to actuarial gains and losses, or the effect of asset ceiling, which are recognised directly in equity. Actuarial gains and losses represent the difference between previous actuarial assumptions of future outcomes and the actual outcome, in addition to the effect of changes in actuarial assumptions.

Notes to the Financial Statements:

Section E - Other Disclosures

For the year ended 30 June 2025

E3 Contingencies

Details of contingencies where the probability of future payments is not considered remote are set out below as well as details of contingencies, which although considered remote, the Directors consider should be disclosed as they are not disclosed elsewhere in the notes to the financial statements.

(a) Legal disputes

From time to time, controlled entities within the Group become party to disputes and/or receive claims in the ordinary course of business, including disputes with retail partners and claims from customers in relation to prizes. There are outstanding legal actions on foot and other potential legal exposures between controlled entities and third parties at 30 June 2025. It is not currently expected that any liabilities arising from any current disputes would have a material adverse effect on the Group's financial position.

E4 Related party disclosures

Compensation of Key Management Personnel (KMP)

	2025	2024
	$	$
Short term	**6,498,752**	6,719,597
Other long term	**95,929**	407
Post employment	**479,279**	509,744
Share based payments	**3,509,523**	2,321,147
	10,583,483	9,550,895

E5 Auditor's remuneration

	2025	2024
	$'000	$'000
Amounts received or due and receivable by Ernst and Young for:		
- audit and review of the statutory financial report of the Group and subsidiaries	**1,565**	1,920
- other assurance and agreed upon procedures services under other legislation or contractual arrangements(i)	**692**	236
- other services(ii)	**203**	–
	2,460	2,156

(i) Includes $140,000 (2024: $140,000) for which the Group has been, or is entitled to be, reimbursed by the Lotteries Commission of South Australia.

(ii) The Group engages Ernst and Young to provide permitted non-audit services where there is a compelling reason to do so provided stringent independence requirements are satisfied.

Notes to the Financial Statements:

Section E - Other Disclosures

For the year ended 30 June 2025

E6 Other accounting policies

(a) Statement of compliance

(i) Changes in accounting policy and disclosures

A number of new and amended accounting standards became mandatorily applicable for the Group for the first time in the current financial year. The adoption of these new and amended standards had no impact on the financial position or performance of the Group, or the disclosures included in this Financial Report.

(ii) New Australian Accounting Standards or International Financial Reporting Standards issued but not yet effective

The following new and amended accounting standards and interpretations have been recently issued by the Australian Accounting Standards Board but not yet effective, and are considered relevant to the Group. They are available for early adoption but have not been applied by the Group in this Financial Report:

AASB 18 Presentation and Disclosure in Financial Statements is applicable to the Group from 1 July 2027. It introduces requirements for the presentation of newly defined subtotals in the income statement and the disclosure of management-defined performance measures and enhances requirements for the aggregation and disaggregation of information. It also requires all income and expenses to be classified as either operating, investing or financing in the income statement.

The Group has not yet completed its assessment of the impact of this new standard on the Financial Report.

(b) Goods and services tax

Revenues, expenses, assets and liabilities are recognised net of the amount of GST except:

- when the GST incurred on a purchase of goods and services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable;
- certain Lotteries and Keno revenues, with the relevant GST being expensed within government taxes; and
- receivables and payables, which are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the balance sheet.

Cash flows are included in the cash flow statement on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority are classified as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the taxation authority.

(c) Foreign currency translation and balances

Transactions in foreign currencies are translated at the foreign exchange rate ruling at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies at balance date are translated to Australian dollars at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in the income statement with the exception of differences on foreign currency borrowings that are in an effective hedge relationship. These are taken directly to equity until the liability is extinguished at which time they are recognised in the income statement. Refer to note B4 for further detail.

Non monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction.

Non monetary assets and liabilities denominated in foreign currencies that are stated at fair value are translated to Australian dollars at foreign exchange rates ruling at the dates the fair value was determined.

Consolidated Entity Disclosure Statement

As at 30 June 2025

Entity name	Entity type	Body corporate country of incorporation	Body corporate % of share capital held	Country of tax residence
The Lottery Corporation Limited	Body corporate	Australia		Australia
Club Gaming Systems (Holdings) Pty Ltd[i]	Body corporate	Australia	100	Australia
Golden Casket Lottery Corporation Limited	Body corporate	Australia	100	Australia
Keno (ACT) Pty Ltd	Body corporate	Australia	100	Australia
Keno (NSW) Pty Ltd	Body corporate	Australia	100	Australia
Keno (QLD) Pty Ltd	Body corporate	Australia	100	Australia
Keno (VIC) Pty Ltd	Body corporate	Australia	100	Australia
Keno Online Pty Ltd	Body corporate	Australia	100	Australia
L&K Finance Pty Ltd	Body corporate	Australia	100	Australia
L&K Operations Pty Ltd	Body corporate	Australia	100	Australia
New South Wales Lotteries Corporation Pty Ltd	Body corporate	Australia	100	Australia
TAHAL Pty Ltd	Body corporate	Australia	100	Australia
Tattersall's Gaming Pty Ltd	Body corporate	Australia	100	Australia
Tattersall's Gaming Systems NSW Pty Ltd	Body corporate	Australia	100	Australia
Tattersall's Sweeps Pty Ltd	Body corporate	Australia	100	Australia
Tatts Employee Share Plan Pty Ltd	Body corporate	Australia	100	Australia
Tatts Employment Co (NSW) Pty Ltd	Body corporate	Australia	100	Australia
Tatts Keno Holdings Pty Ltd	Body corporate	Australia	100	Australia
Tatts Lotteries SA Pty Ltd	Body corporate	Australia	100	Australia
Tatts NT Lotteries Pty Ltd	Body corporate	Australia	100	Australia
Tatts Online Pty Ltd	Body corporate	Australia	100	Australia
tatts.com Pty Ltd	Body corporate	Australia	100	Australia
TattsTech Pty Ltd	Body corporate	Australia	100	Australia
Thelott Enterprises Pty Ltd	Body corporate	Australia	100	Australia
Wintech Investments Pty Ltd	Body corporate	Australia	100	Australia
50-50 Software Pty Ltd	Body corporate	Australia	100	Australia
The CGS Trust	Trust	N/A	N/A	Australia
50-50 Foundation Limited[ii] [iii]	Body corporate	Australia	N/A[iv]	Australia
50-50 Foundation[ii]	Trust	N/A	N/A	Australia

(i) Trustee to The CGS Trust.

(ii) Charitable entities are deemed to be controlled by the Group under Australian Accounting Standards, notwithstanding that the Group does not legally control those charitable entities. Not consolidated into the Group financial statements on the basis of materiality.

(iii) Trustee to the 50-50 Foundation.

(iv) Entity is a company limited by guarantee.

Directors' Declaration

In the opinion of the Directors of The Lottery Corporation Limited:

(a) the financial statements and notes of the Group are in accordance with the *Corporations Act 2001* (Cth), including:

(i) giving a true and fair view of the Group's financial position as at 30 June 2025 and of its performance for the year ended on that date; and

(ii) complying with Accounting Standards and *Corporations Regulations 2001* (Cth);

(b) the consolidated entity disclosure statement required by section 295(3A) of the *Corporations Act 2001* (Cth) is true and correct;

(c) the financial statements and notes also comply with International Financial Reporting Standards; and

(d) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration has been made after receiving the declarations required to be made to the Directors by the Chief Executive Officer and Chief Financial Officer in accordance with section 295A of the *Corporations Act 2001* for the financial year ended 30 June 2025.

In the opinion of the Directors, as at the date of this declaration, there are reasonable grounds to believe that the members of the Closed Group identified in note D2 will be able to meet any obligations or liabilities to which they are or may become subject, by virtue of the Deed of Cross Guarantee.

Signed in accordance with a resolution of Directors.

Doug McTaggart
Chairman

Sue van der Merwe
Managing Director and
Chief Executive Officer

20 August 2025

Shape the future
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Independent auditor's report to the members of The Lottery Corporation Limited

Report on the audit of the financial report

Opinion

We have audited the financial report of The Lottery Corporation Limited (the Company) and its subsidiaries (collectively the Group), which comprises the consolidated balance sheet as at 30 June 2025, the consolidated income statement, consolidated statement of changes in equity and consolidated cash flow statement for the year then ended, notes to the financial statements, including material accounting policy information, the consolidated entity disclosure statement and the directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

a. Giving a true and fair view of the consolidated financial position of the Group as at 30 June 2025 and of its consolidated financial performance for the year ended on that date; and

b. Complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial report of the current year. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, but we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the financial report* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial report. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial report.

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Reliance on automated processes and controls related to revenue

Why significant	How our audit addressed the key audit matter
The Group's financial reporting processes are reliant on IT systems with automated processes and controls over the capturing and recording of Lotteries and Keno subscription and commission revenue transactions. Given the significance of these processes and controls to the recording of subscription and commission revenue, the understanding and testing of these IT systems and the related processes and controls was considered a key audit matter.	With the involvement of our IT specialists, we assessed the operating effectiveness of the IT control environment and automated transaction processing controls relevant to the recording of subscription and commission revenue throughout the year. When testing controls was not considered an appropriate or efficient testing approach, alternative audit procedures were performed on the financial information being produced by those IT systems.

Impairment assessment of Keno's licence intangibles, other intangibles and goodwill

Why significant	How our audit addressed the key audit matter
The Group has licence intangibles of $249.4 million, other intangibles of $32.4 million and goodwill of $572.2 million attributable to the Keno cash generating unit (CGU). The assets of the Keno CGU were remeasured at fair value at the time of the demerger in 2022. For this reason, no headroom existed between the carrying value of the assets and their recoverable amount. An impairment assessment is performed on an annual basis for goodwill and indefinite life intangibles. Finite life intangibles including license intangibles and other intangibles are assessed for impairment when there is a trigger. This assessment determines whether the carrying value of these assets and the related non-current assets exceed the recoverable amount. There are judgements inherent in the cash flow forecast including forecast business growth rates, discount rates, licence renewal and terminal value assumptions. The estimate of recoverable amount is sensitive to changes in these assumptions. Given the value of goodwill, licences and other intangibles and the judgements and estimation involved in impairment testing, this was a key audit matter.	Our audit procedures included the following: ▪ We evaluated the future cash flow forecasts supporting the impairment assessment for goodwill, licence intangibles, other intangibles, and the related non-current assets within the Keno CGU. ▪ We evaluated the appropriateness of the forecasts by comparing the future cash flows to approved budgets and compared the Keno CGU's results to historical forecasts to assess forecast accuracy. ▪ We performed sensitivity analysis around the key assumptions to ascertain the extent of change in those assumptions that would either individually or collectively result in impairment. ▪ We involved our valuation specialists to assess whether the methodology applied is in accordance with Australian Accounting Standards and evaluated key assumptions including licence renewal and terminal values, long term growth rates, discount rates, capital expenditure assumptions and working capital requirements applied in the impairment model. ▪ We performed market capitalisation and earnings multiples cross checks in comparison with other comparable businesses to assess the output of impairment testing models. ▪ We assessed the Group's determination of the cash generating units (CGUs) used for their impairment assessment is in accordance with Australian Accounting Standards. ▪ We tested the mathematical accuracy of the discounted cash flow models. ▪ We assessed the adequacy of the associated disclosures made within Note C3 - Impairment testing.

Information other than the financial report and auditor's report thereon

The directors are responsible for the other information. The other information comprises the information included in the Company's 2025 annual report, but does not include the financial report and our auditor's report thereon.

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Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon, with the exception of the Remuneration Report and our related assurance opinion.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial report

The directors of the Company are responsible for the preparation of:

- The financial report (other than the consolidated entity disclosure statement) that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001*; and
- The consolidated entity disclosure statement that is true and correct in accordance with the *Corporations Act 2001;* and

for such internal control as the directors determine is necessary to enable the preparation of:

- The financial report (other than the consolidated entity disclosure statement) that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and
- The consolidated entity disclosure statement that is true and correct and is free of misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the Group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial report. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated to the directors, we determine those matters that were of most significance in the audit of the financial report of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Shape the future
with confidence

Report on the audit of the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in the directors' report for the year ended 30 June 2025.

In our opinion, the Remuneration Report of The Lottery Corporation Limited for the year ended 30 June 2025, complies with section 300A of the *Corporations Act 2001*.

Responsibilities

The directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.

Ernst & Young

Ernst & Young

Michael Collins
Partner
Melbourne
20 August 2025

Shareholder Information

As at 31 July 2025

Securities on Issue

The Lottery Corporation has on issue 2,225,771,703 fully paid ordinary shares (shares) which are quoted on the ASX under the code TLC. These shares represent the only Company securities quoted on the ASX.

Voting Rights

Shares issued by The Lottery Corporation carry one vote per share.

Substantial Shareholders

The following organisations have disclosed a substantial shareholder notice to The Lottery Corporation.

Name	No. of ordinary shares	% of issued capital
AustralianSuper Pty Ltd	306,875,806	13.79 %
State Street Corporation	180,171,520	8.09 %
Vanguard Group	138,094,904	6.20 %
BlackRock Group	123,793,533	5.56 %

On-market Buy Back

There is no current on-market buy back.

Distribution of Securities Held

No. of share held	No. of holders	No. of securities	% of issued capital
1 to 1,000	70,772	23,285,676	1.05
1,001 to 5,000	56,044	134,239,932	6.03
5,001 to 10,000	9,936	70,436,624	3.16
10,001 to 100,000	7,117	153,437,161	6.89
100,001 and Over	306	1,844,372,310	82.86
Total	**144,175**	**2,225,771,703**	**100**

Unmarketable Parcels

As at 31 July 2025, there were 10,078 shareholders holding less than a marketable parcel of TLC shares. These shareholders held a combined total of 434,544 securities.

A marketable parcel of TLC shares was 93 shares, based on a closing price of $5.42 on 31 July 2025.

Twenty Largest Registered Holders of Ordinary Shares

Investor name	No. of ordinary shares	% of issued capital
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	642,851,062	28.88 %
J P MORGAN NOMINEES AUSTRALIA LIMITED	584,807,129	26.27 %
CITICORP NOMINEES PTY LIMITED	235,102,044	10.56 %
BNP PARIBAS	185,295,632	8.33 %
NATIONAL NOMINEES LIMITED	26,376,528	1.19 %
NETWEALTH INVESTMENTS LIMITED	16,729,193	0.75 %
WENTWORTH INVESTMENTS	12,966,844	0.58 %
INVIA CUSTODIAN PTY LIMITED	12,133,236	0.55 %
ARGO INVESTMENTS LIMITED	10,548,951	0.47 %
BUTTONWOOD NOMINEES PTY LTD	9,649,756	0.43 %
IOOF INVESTMENT MANAGEMENT LIMITED	8,411,867	0.38 %
UBS NOMINEES PTY LTD	4,743,682	0.21 %
BOND STREET CUSTODIANS LIMITED	3,064,891	0.14 %
TABCORP NRT LIMITED	3,020,448	0.14 %
MRS VICKI LEA MAY BRAUN	2,967,441	0.13 %
YEVRAH NOMINEES NO 2 PTY LTD	2,729,758	0.12 %
KAYAAL PTY LTD	2,681,819	0.12 %
CHRISTOPHER ERROL WHITE	2,548,374	0.11 %
GEANMONEY INVESTMENTS PTY LTD	2,519,219	0.11 %
SEYMOUR GROUP PTY LTD	2,444,366	0.11 %
Total	**1,771,592,240**	**79.58 %**

Key Dates

2025	
Half year results	**19 February**
Ex-dividend for interim dividend	**26 February**
Record date for interim dividend	**27 February**
Interim dividend payment	**27 March**
End of financial year	**30 June**
Full year results announcement	**20 August**
Ex-dividend for final dividend	**27 August**
Record date for final dividend	**28 August**
Final dividend payment	**25 September**
Annual General Meeting - Brisbane	**15 October**

Indicative Key Dates

2026(i)	
Half year results	**18 February**
Ex-dividend for interim dividend	**25 February**
Record date for interim dividend	**26 February**
Interim dividend payment	**26 March**
End of financial year	**30 June**
Full year results announcement	**19 August**
Ex-dividend for final dividend	**26 August**
Record date for final dividend	**27 August**
Final dividend payment	**24 September**
Annual General Meeting - Sydney	**14 October**

(i) Proposed dates set out above are subject to change. Payment of any dividend is subject to Board approval and the key dates for each dividend will be confirmed to the ASX. Please refer to the Company's website for any updates.

Notice of meeting

The 2025 Annual General Meeting of The Lottery Corporation will be held in person on Wednesday, 15 October 2025, commencing at 10:00am (Brisbane time) at the Grand Ballroom, Brisbane Marriott Hotel located at 515 Queen Street, Brisbane Qld 4000.

The Notice of Meeting for the 2025 Annual General Meeting is available on our website at:
www.thelotterycorporation.com/investors/annual-general-meeting

Glossary

Term	Definition
ASX	the Australian Securities Exchange.
Board	the Board of The Lottery Corporation Limited.
Company	The Lottery Corporation Limited (ABN 21 081 925 706).
CEO	Chief Executive Officer
Corporations Act	the Corporations Act 2001 (Cth).
CPS	cents per share.
Directors	the Directors of the Board of The Lottery Corporation.
Directors' Report	the report on pages 41 to 49.
DRP	dividend reinvestment plan.
EBIT	earnings before interest and tax[i].
EBITDA	earnings before interest, taxes, depreciation, amortisation and impairment[i].
EPS	earnings per share.
ESG	environmental, social and governance.
Financial Report	the report on pages 80 to 128.
FY24	the financial year ended 30 June 2024.
FY25	the financial year ended 30 June 2025.
Group	The Lottery Corporation Limited and its subsidiaries.
Keno	refers to a random number game offered by the Company as further described on page 20 of this report or the Company's Keno business segment.
KMP	key management personnel.
Lottery or Lotteries	refers to the Company's lotteries business and includes the lotteries products as further described on pages 17 to 19 of this report.
LTI	long term incentive.
LTIFR	lost time injury frequency rate.
MD	Managing Director.
n.m.	not meaningful.

(i) Includes interest revenue earned in the ordinary course of operations from certain prize-related financial assets.

Term	Definition
non-IFRS	non- International Financial Reporting Standards.
NPAT	net profit after tax.
Operating & Financial Review	the report on pages 12 - 29.
p.a.	per annum.
pcp	prior corresponding period.
Performance Rights	a right to receive one ordinary The Lottery Corporation share, at no cost to the employee, subject to the satisfaction of performance and service conditions.
Remuneration Report	the report on pages 51 to 79.
Restricted Shares	The Lottery Corporation shares that are registered in the employee's name and placed under a holding lock on the share register. The shares are restricted from trading until the end of the applicable restriction period and are subject to forfeiture, malus, and clawback conditions.
S&P	S&P Global Ratings.
STI	short term incentive.
SGC	superannuation guarantee contribution - the minimum superannuation contributions The Lottery Corporation is required to make into a nominated superannuation fund on behalf of the employee.
Tabcorp Holdings or Tabcorp	Tabcorp Holdings Limited (ABN 66 063 780 709).
The Lott	umbrella brand for the entire Lotteries business.
TSR	total shareholder return.
Turnover	game sales, excluding commissions paid.

Directory

Share Registry

For any queries about shareholdings in The Lottery Corporation Limited, please direct all correspondence to our share registry MUFG Corporate Markets (formerly Link Market Services).

MUFG Corporate Markets
Liberty Place, Level 41
161 Castlereagh Street
Sydney NSW 2000 Australia

Telephone (within Australia)	1800 550 560	Telephone (outside Australia)	+61 1800 550 560
Email	thelotterycorporation@cm.mpms.mufg.com		
Website	www.mpms.mufg.com/en/mufg-corporate-markets/		

Registered Office

The Lottery Corporation Limited
Level 8, 180 Ann Street
Brisbane QLD 4000 Australia
Telephone 07 3001 9300

Corporate information

The Company is a company limited by shares that is incorporated and domiciled in Australia.

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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. The Lottery Corporation recommends investors seek independent professional advice before making investment decisions.

Sydney Office

Level 29, 680 George Street
Sydney NSW 2000 Australia
Telephone 02 8239 6400

Melbourne Office

Level 21, Tower 2
727 Collins Street
Melbourne VIC 3008 Australia
Telephone 03 6811 2700

Website

www.thelotterycorporation.com

Privacy

The Lottery Corporation respects the privacy of its stakeholders. The Lottery Corporation's Privacy Policy is available on the Company's website at www.thelotterycorporation.com.

Currency

References to currency are in Australian dollars unless otherwise stated.

Trade marks

® These trade marks are registered in Australia either across Australia or limited to certain State(s) or Territory(ies) and are owned by or licensed to a company in the Group.

The Lottery Corporation