

2023 Sustainability Report

Melbourne, 17 October 2023

PointsBet Holdings Limited (ASX:PBH; OTCQX:PBTHF) today released its 2023 Sustainability Report which can also be viewed on the Company's website at: <https://investors.pointsbet.com.au/latest-results-and-presentations/>

END

About PointsBet

PointsBet is a corporate bookmaker listed on the Australian Stock Exchange with operations in Australia, the United States, Canada and Ireland. PointsBet has developed a scalable cloud-based wagering platform through which it offers its clients innovative sports and racing wagering products, advance deposit wagering on racing (ADW) and iGaming.

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POINTSBET

SUSTAINABILITY REPORT 2023



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A MESSAGE FROM OUR CEO

I am pleased to share with you PointsBet's FY23 Environmental, Social and Governance (ESG) Report.

PointsBet endeavours to operate in ways that produce social, economic, and environmental benefits for the communities we serve in Australia and North America. We understand that our long-term success is linked to continuously improving our reputation and employee value proposition. We pay attention to the expectations of our employees and stakeholders, while respecting and serving our communities as best we can. Through our Company Value of **Opportunity**, we are seeking ways to build a sustainable business for the long term, improve our environmental impact and shape positive change for all stakeholders. This report outlines our efforts in FY23 and future aspirations.

Our strategy continues to be based on the following five pillars:

Our People

Responsibility

Community and Environment

Regulation

Corporate Governance

A key focus during FY23 was **Responsibility**, and playing a leadership role as the industry evolves in both Australia and North America.

PointsBet endorses the principle of informed choice, which is aimed at empowering customers to make informed decisions and exercise choice regarding their wagering expenditure.

Our commitment to responsible wagering is demonstrated through our collaborative engagement with gambling regulators, our suite of responsible wagering tools and our evolving range of customer protection initiatives. Customer protection is a core facet of PointsBet's Sustainability commitment. This is underpinned by contributing actively to regulatory reforms to ensure they are effective, and evidence based.

We continue to focus on responsible wagering strategies tailored by dedicated employees in-region. During the Reporting Period, our Australia team leant into technology to create better outcomes for our customers by creating more effective in-app responsible wagering messages to drive awareness of the various tools that can help manage play. These messages are designed as intervention steps in circumstances where customers are identified as displaying behaviors which may be symptomatic of problem wagering.

As we look towards our exit from the USA market later in FY24, our strategy will be to double down and reinforce existing regulator relationships in Australia and Canada to influence a reform agenda that is effective, evidence based and meets the unique needs of customers in each jurisdiction within which we operate. This work is already underway. In Australia during FY23 we worked with governments and regulators to implement the last of the National Consumer Protection Framework measures including most recently, BetStop – the National Self-Exclusion Register. We are also actively consulting with all stakeholders in Australia regarding the recommendations made by the House of Representatives Standing Committee on Social Policy and Legal Affairs following its recent inquiry into online gambling. We welcome a robust reform agenda that both protects families and ensures the ongoing sustainability of the wagering sector.

As we move into FY24, we will continue to focus on all five pillars, in addition to increasing our efforts on **Community Engagement** and the **Environment** where we are seeking opportunities to expand our positive impact, for our customers, our people, and our shareholders.



Sam Swanell
Managing Director and Group CEO

1. POINTSBET PEOPLE

WORKFORCE

In FY23, PointsBet's global employee headcount grew from 627 at the end of FY22, to 652 in FY23, with employees located across Australia, North America, Europe, and the US. As the challenges of COVID 19 began to reduce, and travel became accessible once again, we were able to relocate talented employees between countries providing knowledge sharing, and individual career growth, as we continued our trend in global mobility.

CULTURE AND ENGAGEMENT

Fostering a culture where our employees are highly motivated and feel valued has never been more important in an environment where traditional work locations and employer/employee relationships have changed. At PointsBet we know that it's our People who drive our momentum, who live the PointsBet dream, and who make the difference. Culture and engagement remain the foundation of our People and Culture strategy.

In recognition of our longer standing employees, PointsBet launched 3 Peat to celebrate the tenure of employees with three or more years of service. Various celebrations occurred around the globe to celebrate our employee's commitment. In Australia the team were fortunate to meet Shaquille O'Neal (PointsBet Ambassador) as part of the celebrations and get involved in supporting multiple Australian charities.

PointsBet hosted its inaugural Hackathon in Australia, driving innovation, with participants from all departments, not just technology. Our team came up with some outstanding innovations, and we were thrilled to see features like 'Light Mode' being fully developed and implemented shortly after the Hackathon for our customers to enjoy. Light Mode allows customers to change app backgrounds from dark to light, and can make it easier to see information, which can be especially useful for sight impaired customers.

A hackathon is a timed event in which teams made up of both technical and business experts get together to collaborate intensively on creative projects. The aim is to design, build and present the most innovative solution to a problem, and then pitch a final concept, prototype or presentation to the stakeholders.

PointsBet continues to be a fun place to work, where employees feel connected to their teams, make friends, and enjoy celebrating success together. It can be a fast paced, exciting environment, and one in which career opportunities have been plentiful.

81% of employees surveyed said they would recommend PointsBet as a great place to work.

Employee Retention improved across all countries in FY23, as a key reflection of employee satisfaction.

VALUES AND BEHAVIOURS

A highlight of the year was the creation and launch of the company's Values and Behaviours in September 2022. The Values were co-developed with employees, after a series of workshops and a survey, to ensure the Values truly reflected who we are now, as were not just aspirational. Each of our key offices globally organised launches, and our Values have now been proudly embedded into our everyday work and underpin everything that we do.

POINTSBET VALUES

- ▶ We exist to **delight our CUSTOMERS**
- ▶ Our **TEAM** is **centered** around this
- ▶ We do **everything** with a **CHALLENGER SPIRIT**
- ▶ To **unlock** continued **OPPORTUNITY**

LEADERSHIP

The capability of our leaders has been a particular focus in FY23 with all people leaders completing a Leadership Development Program in partnership with DDI, a world leader in the Leadership Development space. The blended learning Program included more than 100 frontline and middle level managers across all PointsBet's global operations. The Program's goal was to strengthen leadership capability, and to provide both current and emerging leaders with the tools to motivate, inspire, and better support their people within an inclusive culture.

In our most recent Employee Engagement Survey, through Culture AMP, employees said that 'Management Effectiveness' had increased to 85%, and that 88% of Managers 'genuinely cared about their (employee) wellbeing'.

EMPLOYEE WELLNESS

PointsBet's **Connect, Move & Improve** program is designed to support employees physical, mental, and emotional wellbeing. In combination with flexible work arrangements, **Connect, Move & Improve** aims to foster an environment where all employees can be resilient and excel.

After the many challenges of multiple years of COVID-19, PointsBet continued to offer increased flexibility through the PointsBet Flex Program and collaborating with teams to strike the right balance between remote and office-based work.

Providing safe and healthy working environments and conditions is paramount. Applying the right controls to reduce risk, eliminate workplace hazards and avoid injuries is an important goal. PointsBet appoints and trains First Aid Officers and Fire/Evacuation Wardens as part of regular Health and Safety prevention and readiness planning.

MENTAL HEALTH

The mental health impacts of the COVID-19 pandemic have challenged most workplaces globally.

At PointsBet we aim to provide employees with information, services, and support through our Employee Assistance Programs (EAPs), and by focusing on reducing mental health stigma.

In FY23, we provided a range of in-office presentations in different locations in support of mental health.

At our Head Office in Melbourne, our **PointsBet Paws** initiative welcomes employee's dogs (including puppies) to the office once a month, helping to increase employee engagement and wellness. Office dogs help reduce employee stress, boost office morale, promote productivity, and help improve connection and communication. Our **PointsBet Pets** slack channel is an employee favourite where we share photos and news of our furry friends.

In addition, we recognised and promoted several global mental health initiatives including:

POINTS BET FLEX PROGRAM

- 1 FLEXIBLE WORK** ✓
- 2 POINTSBET DAY** ✓
- 3 WORK FROM ANYWHERE WEEKS** ✓
- 4 FLOATING CULTURAL HOLIDAYS** ✓
- 5 242 LEAVE** ✓

FLEXIBLE WORK

Each of our offices provides a level of flexibility across working hours and days.

While some roles have time and location requirements due to the nature of the work, PointsBet strives to provide flexibility and work life balance with the understanding that this is important, especially when working within a global organization.

Launches globally 14 March

POINTSBET DAY

Enjoy 1 day off on (or close to) your work anniversary each year.

Thank you for staying a part of the PB family; 'rest, relax, take a break on us'.

Launches globally 14 March

WORK FROM ANYWHERE WEEKS

Work from any location other than your main office, including your home, for up to a maximum of 4 weeks per year.

Time can be used in single weeks or up to 4 weeks together. More flexibility around family visits, school holidays, and travel.

Eligibility depends upon the nature of your role, but accessible to most employees.

Launches globally 14 March

FLOATING CULTURAL HOLIDAYS

You may choose to swap out one or more public holidays for ones more culturally relevant to you e.g., Chinese New Year, Eid, NAIDOC week, etc. This allows you to recognize and celebrate cultural events that are relevant to your cultural background, heritage, or religious beliefs.

Launches globally 14 March

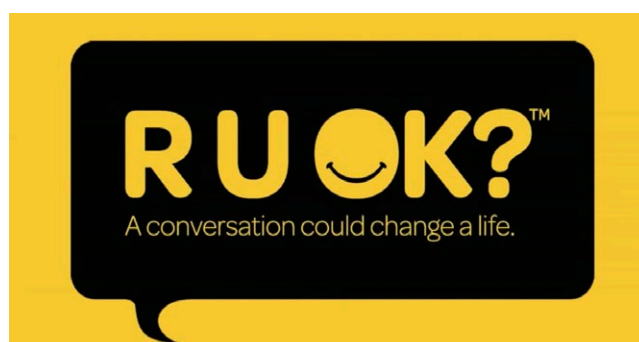
242 LEAVE

After a minimum of 2 years of employment, you may take a sabbatical of up to 2 months unpaid leave away from PointsBet in the one leave break.

'242' = Up to 2 months of unpaid leave for (4), 2 years' of service.

Go on an adventure, take a long holiday, or just enjoy your life knowing your job is here for you when you come back. Take 2 weeks, 4 weeks or up to 2 whole months off - it's up to you!

Launches globally 1 April



PHYSICAL HEALTH

As our teams have returned to offices our focus on physical wellness has also increased. Each of our global offices organised regular physical activities that were well attended by our people, proving opportunities for both exercise and fun including:

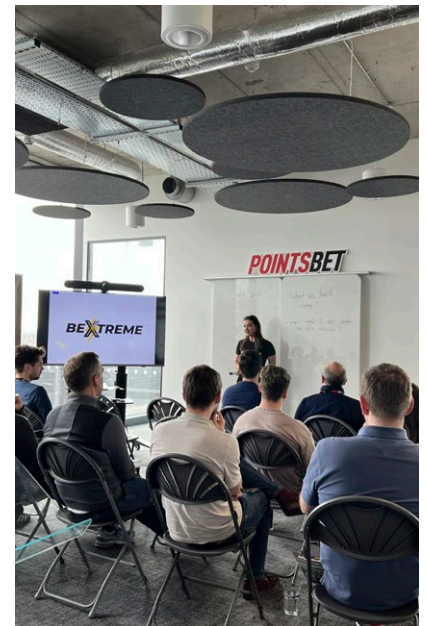
- Walking and Running groups
- The STEPtember challenge
- Health and Nutrition presentations
- Self-defence seminars
- Weekly boot camp personal training sessions
- Group gym sessions including F45, 98 Gym, and FoxFit
- The PointsBet Olympics
- The 'Hell & Back' challenge, undertaken by our Dublin team, which is Ireland's toughest physical and mental endurance challenge



Wellness Hell&Back – Ireland



Teambuilding Melbourne



Wellness Campaign



Wellness & Fundraising Run – The Liberties

DIVERSITY, EQUITY & INCLUSION

At PointsBet we foster an inclusive workplace culture that values diversity in all its forms and perspectives. Our team is rich in cultural diversity with employees based across North America, Europe and Asia. We know that through understanding, respecting, and celebrating the cultural heritage of our people we can better understand and support all our stakeholders.

PointsBet's DEI Committee championed many initiatives, and throughout the year we celebrated our diversity, with frequent events held around the globe such as:

- Harmony Week
- International Women's Day
- Pride Month
- Eid
- Chinese New Year
- Ramadan
- Asian American and Pacific Islander Heritage Month
- Diwali
- NAIDOC week
- St Patrick's Day
- National indigenous peoples day in Canada



Diwali at Pointsbet

WOMEN AT THE POINT

We acknowledge that women are often under represented in the gaming industry. At PointsBet we recognize the significant contribution made by women and supporting female employees has been a priority. **Women at The Point** was launched at the end of FY22 and has continued to provide a range of activities, learning opportunities and events specifically for the women at PointsBet. We celebrated International Women's Day, and held activities promoting Women's Health Week, and Women's History Month. PointsBet provides generous Parental Leave entitlements in all countries to support the balance of family and work commitments.

In FY23, we continued our partnership with Women in Sports Technology (WiST) a nonprofit organization for women and employers, from the classroom to the boardroom, at the intersection of sports, technology, and innovation.



2. RESPONSIBILITY

In Australia and North America, PointsBet has continued its commitment to continuous improvement of its responsible wagering capability and to ensuring that customers identified as displaying potentially problematic wagering behaviour are provided appropriate assistance.

AUSTRALIA

This commitment was demonstrated in FY23 through PointsBet's active participation in the reform process to develop and implement the final National Consumer Protection Framework measures, which include:

- **Activity Statements** – PointsBet built its own mandatory Activity Statement solution in compliance with its obligation to provide transparent information about a player's betting activity on a monthly basis.
- **Consistent Gambling Messaging (CGM)** – PointsBet was an active contributor to the development of the CGM measure including by working with regulators and government officials at State and National level to ensure that the 7 new taglines and the new call to actions are a successful replacement for the traditional "gamble responsibly" messaging.
- **BetStop, the National Self-Exclusion Register** – PointsBet's world class technology employees designed and built a comprehensive solution to prevent customers registered on BetStop from continuing to bet with PointsBet."

In addition, PointsBet Australia kicked off its busiest time of year (the Spring Racing carnival) with a responsible wagering SMS campaign that reached some 187,000 customers. The campaign was designed to increase awareness of our responsible wagering tools before this critical high volume period and assist customers to responsibly manage their play.

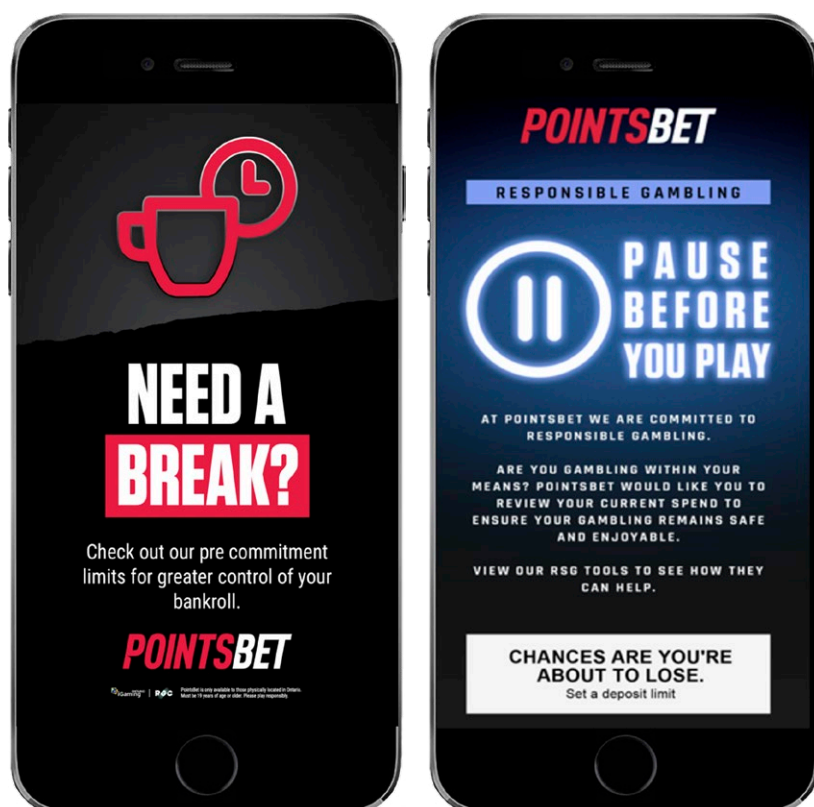
NORTH AMERICA

PointsBet Canada and PointsBet United States achieved its "RG Check" Accreditation from the Responsible Gambling Council. This involves a rigorous process in which an operator's overall responsible wagering program is assessed based on a comprehensive set of established standards. Not only in North America, but globally, such accreditation is viewed as the gold standard of responsible gambling. PointsBet is one of the few operators who have successfully achieved this accreditation in Ontario, Canada, to date, with such achievement demonstrating that PointsBet has the highest degree of customer safeguards in place.

OTHER INITIATIVES

Automated Behavioural Messaging

To ensure that Responsible Gambling communications are distributed to customers at appropriate intervals, PointsBet maintains a tailored responsible gambling monitoring program in each region that, among other things, will automatically trigger the sending of responsible wagering communications in the form of emails and in-app messages at pre-defined trigger points. FY23 saw the expansion of pre-defined trigger points from net-loss thresholds to include new metrics such as, among other metrics, behavioural indicators inclusive of increased time spent on app and large number of cancelled withdrawals. Data definitions for these trigger points were based on best practices as well as analysis of PointsBet customer datasets. Recipients of these automated messages are driven to the responsible wagering and/or account history pages to ensure that they are aware of available tools and resources.



Industry Level Commitment to Responsible Wagering

PointsBet recognises the value of aligning with other gaming operators around responsible wagering. For this reason, PointsBet United States joined the Responsible Gambling Coalition comprised of the leading operators to advance responsible gambling standards. The coalition meets regularly to discuss critical issues facing the industry and to meaningfully discuss operational nuances of responsible gambling implementation. Similarly, PointsBet Australia continued in FY23 to be an active member of Responsible Wagering Australia which comprises some of the largest operators in Australia and is at the fore of promoting socially responsible wagering and advocating for increased standards in the Australian sector.

Enhancements to PointsBet Australia Employee Training

PointsBet Australia reinforced its existing responsible wagering staff training program with new material tailored specifically to ensure that appropriate staff are fully educated in all aspects of the new 'National Unit of Competency' for responsible online wagering implemented consequent to the National Consumer Protection Framework staff training measure. Additionally, the responsible service of gambling team designed and conducted new enhanced training tailored specifically for certain customer facing departments. Through its suite of training materials, PointsBet Australia aims to foster a company culture that places customer protection at the fore.

PointsBet US Brand Ambassador RG Integration

To reach customers who are closely engaged with regularly scheduled digital content, PointsBet US brand ambassadors recorded responsible wagering messages to be played at the end of every show. For added credibility around messaging, scripts were thematically parallel to the show and delivered in a tone which is genuine.

Responsible Gambling Website

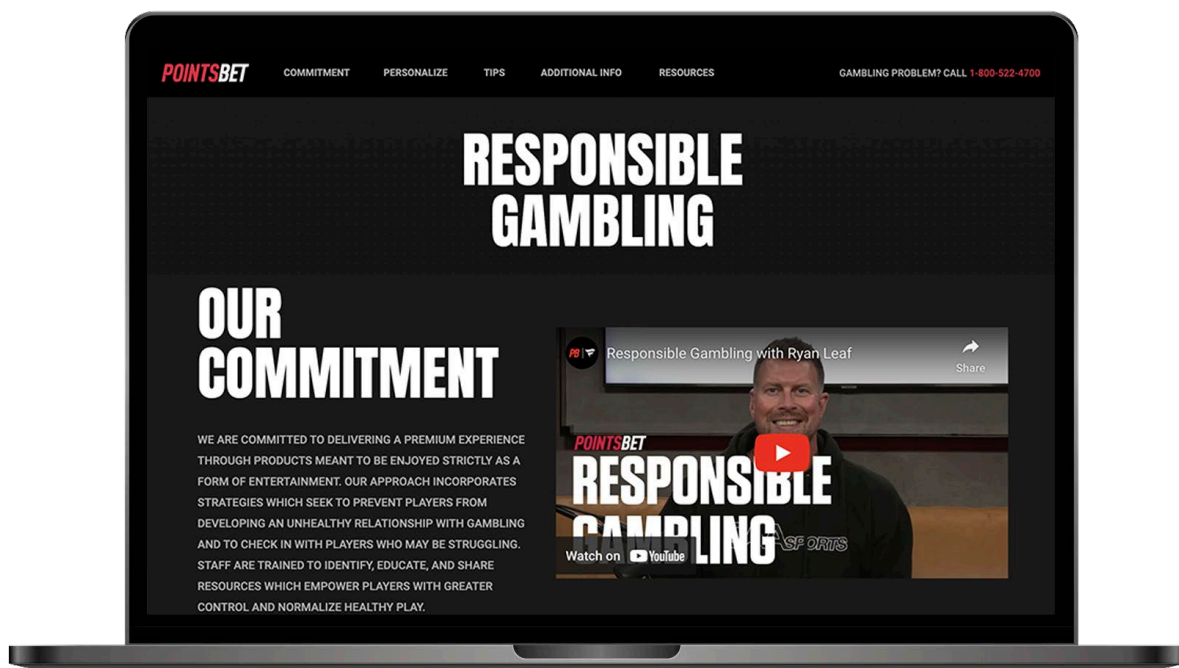
Recognising the need to improve visibility of problem gambling as a diagnostic addiction, PointsBet United States and Canada developed a website independent of the app which is accessible to any member of the public even if they do not have an account. Within this format, pertinent information including healthy gambling tips, support resources and tips for parents are presented in a well-organised and approachable manner.

<https://pointsbet.com.au/responsiblegambling>

In Australia, enhancements to the PointsBet Australia website and apps were made to emphasise the availability responsible wagering tools by displaying the Responsible Gambling page as a standalone link, including prominently on the homepage.

Responsible Gambling Product Overhaul

With PointsBet quick expansion into North America (14 US states and Ontario), considerable effort was spent in streamlining the responsible gambling journey across all jurisdictions. This included a review of all customer facing language on the responsible gambling and player protection pages, automated confirmation messages sent to customers who set a limit on their account, updated terms, and conditions, and testing of limit setting functionality. Improvements were made across all jurisdictions with appropriate regulatory approvals a key part of the process.



3. COMMUNITY AND ENVIRONMENT

GIVING

PointsBet continues to be an active contributor to the many communities within which it operates.

Through a combination of sponsorships and charitable contributions we seek to give back and make a meaningful difference across a broad range of community initiatives.

Sponsorship of Sydney FC Charitable Foundation power chair football (soccer) program, and PointsBet's partnership with Women in Sports Tech (WiST) both continued in FY23.

- **Sydney Football Club Charitable Foundation's** mission is to positively impact the lives of youth, through providing meaningful community programs including health and wellbeing initiatives and youth development pathways
- **WiST's** mission is to drive transformative growth opportunities for women and employers in the sports tech industry, including the provision of education, networking and career support

In addition, PointsBet made charitable donations to the following organisations:

- The Dylan Alcott Foundation
- The Australian Sports Foundation
- Hummingbird House, children's hospice
- The Cancer Council Australia
- The Women & Children's Hospital Adelaide
- YMCA of Northern Territory Community Services

Highlighting our team's passion for making a difference, we energised around numerous charity and community events during the year, choosing to fundraise for and support the following organisations:

- The City Harvest food donation drive in New York
- Christmas Crusade for Children in Colorado, where we sponsored 30 underprivileged children by donating clothing, shoes, coats, gloves, blankets, school supplies, toys, and games for each child.
- Project Angel Heart in Colorado supporting individuals facing a life-threatening diagnosis
- Support of various back to school charities for vulnerable children including 'Fill a Backpack Drive' in Colorado, the 'Back to School' fundraising campaign in Ireland, and the 'NY Foundling' appeal helping children in foster care
- The St James Hospital Foundation in Ireland
- The Iveagh Trust in Dublin, providing housing for families in need, the elderly and homeless
- Down Syndrome in Galway
- Belong To who support LGBTI young people in Ireland
- Donation to various global Blood Banks with PointsBet providing paid time off for employees to donate blood
- The Birthing Kit Foundation in Australia
- Movember, supporting men's health
- Fight MND (Motor Neuron disease) fundraising activities
- Red Nose Day, providing families support from pregnancy to birth
- Support of many cancer awareness and fundraising events such as The Susan G. Komen Race for the Cure, Breast Cancer Awareness Month, Daffodil Day, and The Biggest Morning Tea



Donation to various global Blood Banks with PointsBet providing paid time off for employees to donate blood



Susan Komen Race for a cure in US

TAXES

PointsBet is a meaningful and significant economic contributor to various communities within which it does business. Among other ways, this contribution is made through the payment of various gambling specific taxes and other fees (e.g. point of consumption tax) which are paid by PointsBet in addition to the various ordinary taxes, levies, and duties that all companies are expected to pay.

For the 12 months to 30 June 2023, The PointsBet Group paid A\$193 million in wagering specific taxes, including through the payment of GST, State Point of Consumption Tax and sport and racing product fees in Australia, and state wagering taxes and license fees in North America.



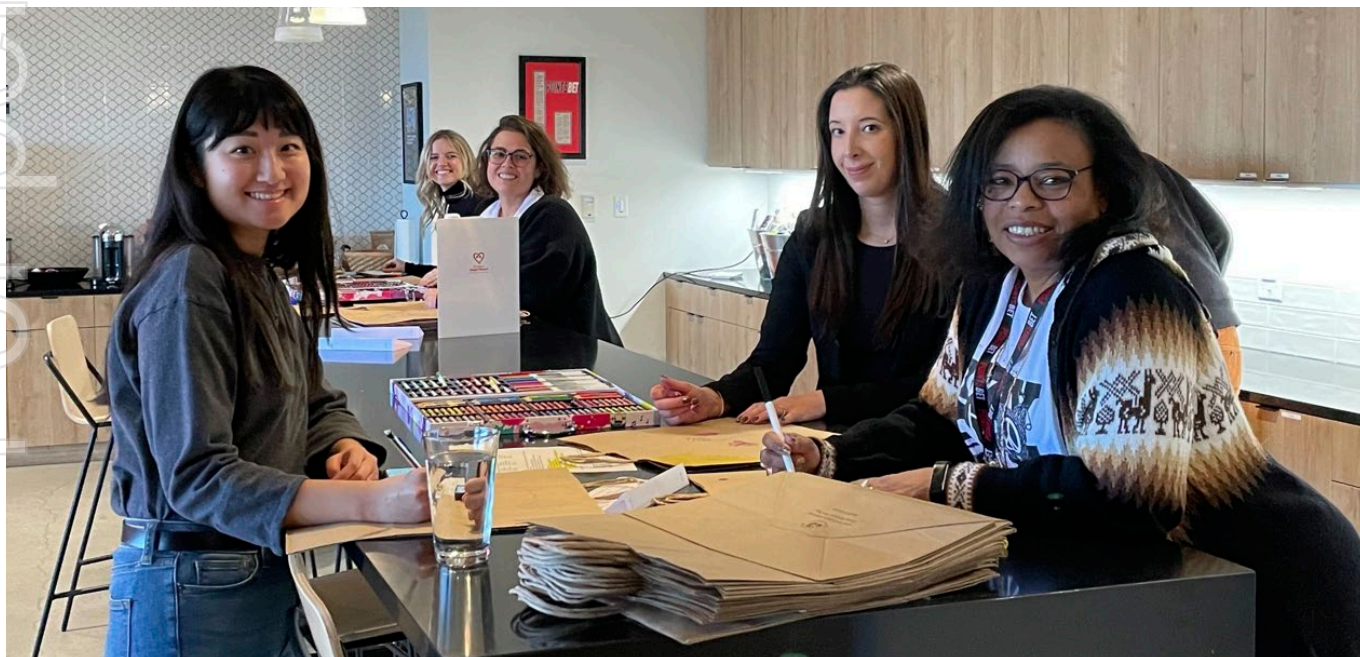
Christmas Charity Event – Dublin

THE ENVIRONMENT

As PointsBet's global operations continue to evolve, environmental sustainability has become an increased focus.

In our offices we seek to employ as many sustainable measures as possible including three levels of kitchen waste recycling, reduction of paper products, preference for reusable crockery and glassware, recycling programs, and the purchase of biodegradable, recycled and fair-trade office products. Coupled with a focus on the most efficient use of resources, such as electricity, helps our team create a positive impact in everyday operations. Making smart decisions around the responsible use of resources reduces our impact, our waste and often our costs. In future, we are committed to finding premises with high sustainability practices and building efficiency ratings.

We know that more people are looking for ways to live sustainably and highly value this. In collaboration with various sustainability groups, we have facilitated presentations across multiple locations, aimed at raising employee awareness of what we can do individually to support our environment, both at work and at home. Collaboration with employees on initiatives is helping us build our sense of responsibility to create a more sustainable and environmentally conscious workforce.



Fill a backpack drive

4. REGULATION

During FY23, PointsBet maintained its commitment to only operate in regulated jurisdictions. This means that 100% of Group revenue for the period was again derived from licensed activities in markets committed to ensuring players are provided with a responsible service of gambling. To further its stated aspiration to be a best-in-class gambling operator and a responsible corporate citizen, PointsBet continued to engage actively with regulators and contribute actively to regulatory discourse. Throughout 2023, PointsBet made a concerted effort to reinforce and/or build relationships with key regulators and solidify a reputation as a pragmatic and trustworthy industry participant.

REGULATORY DEVELOPMENTS

Notable regulatory developments for PointsBet in FY23 included:

- Increased regulatory activity in Australia being driven by the House of Representatives Standing Committee on Social Policy and Legal Affairs inquiry into online gambling and its impacts on those experiencing gambling harm (the Inquiry) – PointsBet made a submission to the Inquiry and is actively contributing to the development of regulatory reform in Australia following that Inquiry's recommendations which were handed down late in FY23.
- In North America, the complexity of PointsBet's regulatory compliance will be significantly reduced following the Group's decision in FY23 to exit the USA gambling sector – during FY23 PointsBet operated in 14 licensed jurisdictions in the USA (New York, New Jersey, Illinois, Michigan, Indiana, Colorado, Pennsylvania, Iowa, Kansas, Louisiana, Ohio, Maryland, West Virginia and Virginia).
- Also in North America, PointsBet continued in FY23 to operate in Canada (Ontario) and PointsBet has closely monitored the expected regulation in other Canadian provinces such as Alberta – PointsBet's Canadian operations are not impacted by the USA gambling sector exit and PointsBet is well placed to work with new regulators as those markets open up.

Throughout FY23, PointsBet continued to build out its regulatory capability to ensure that it is well placed to thrive in changing regulatory environments by fostering a sustainable player base supported by regulated frameworks that encourage competitive play and minimise the risk of harmful consequences for our players. A fully regulated market is the only way to effectively achieve this delicate balance, and so PointsBet is committed to continuing to only operate within such regulatory frameworks.

COMPLIANCE AND ENGAGEMENT

Operating in regulated markets provides PointsBet with market stability and will ultimately contribute to better growth and quality earnings for the Group. To maintain this advantage, PointsBet recognises the need to actively comply with regulatory obligations and maintain open dialogue with regulators. Active compliance means taking a responsible approach to protecting PointsBet's players and ensuring that their experience with the Group remains fun and safe, while developing cutting edge products and services to keep the sector relevant. Open dialogue with regulators is important to ensure that the Group is a prominent contributor to future reform in the jurisdictions within which it operates and to help PointsBet comply with its licensing and other obligations including those related to responsible gambling, taxation, anti-money laundering and other financial crimes, and privacy and data security. Most notably, PointsBet has been an active contributor to regulatory reform in Australia throughout FY23 including as it relates to the introduction of regulatory initiatives such as BetStop – the National Self-Exclusion Register, mandatory Activity Statements, and new Consistent Gambling Messaging for advertising.

PointsBet's approach to regulatory engagement continues to be based on assessment at a jurisdictional level. This may include communication directly, through industry bodies (or through other third parties) with wagering and gaming regulators, financial crime and other regulators, ministers, governments, and other key stakeholders. PointsBet strives to maintain external relationships at all appropriate levels of its business with these stakeholders and to contribute to meaningful requests for submission or consultation on key sector issues or reform.

LOOKING AHEAD

While PointsBet expects a sharp reduction in regulatory complexity for its North American operations, it is clear that the next twelve months will be critical to the future regulatory landscape faced by PointsBet's Australian operation. PointsBet is excited by the challenge and committed to enabling its world class employees to work proactively with governments and regulators on the development of new and effective evidence based regulatory reform for the benefit of our players. By maintaining this approach to compliance and by proactively engaging with regulators PointsBet will be well placed to continue its growth in mature markets and take advantage of those new and emerging while maintaining a strong focus on a best in class, responsibly provided product and service offering to our customers.

5. CORPORATE GOVERNANCE

PointsBet is committed to maintaining high standards of effective corporate governance arrangements to help create, protect, and enhance shareholder value and ensure the future sustainability of the Company. Our governance framework provides a solid structure for effective and responsible decision making and setting a culture of integrity, transparency and accountability that flows throughout the Company.

2022/2023 AREAS OF GOVERNANCE FOCUS

During the year, the Board provided strategic guidance and effective oversight of management in its implementation of PointsBet's objectives and instilling its Values and desired culture.

SUCCESSION AND RENEWAL

- The Board has continued to implement and deliver on its orderly renewal process with the nomination of William W Grounds as a Non-Executive Director on 13 December 2022. William is a former Non-Executive Director of MGM Resorts International and has a successful track record of managing businesses across geographies and in diverse industry sectors, including highly regulated environments.

During the period, Manjit-Gombra Singh also transitioned from an Executive Director to a Non-Executive Director.

- A focus on key Executive talent, including the appointment of Andrew Catterall, Australian CEO, previously CEO of Racing.com and having held senior leadership positions at Racing Victoria and the Australian Football League (AFL).

STRATEGIC GOVERNANCE

- Strategic oversight of PointsBet's M&A and strategic opportunities, with overall strategy and key decisions for material transactions being managed through the Board. Sub-committee and reporting structures are in place to ensure appropriate Board oversight, project governance and to monitor key outputs of workstreams.
- This governance framework culminated with the review, diligence, and execution of the sale of the US Business and associated capital return initiatives.

SUSTAINABILITY

- Continued risk-based identification of environment, social and governance (ESG) priorities, including governance, responsible gambling, data security and privacy, culture, and community.
- Oversight of sustainability initiatives to ensure they are adequate to deliver progress against the Group's priorities, with Board participation where appropriate.
- Recognising that the Board, together with management, has a critical role in supporting responsible gambling at PointsBet, ongoing Board education in this area is provided as part of the Board's education and professional development calendar.

CULTURE

- Ongoing oversight of PointsBet's desired culture by leveraging data and analytics provided through a range of resources including our employee culture and engagement surveys and insights platform.



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