

Building a sustainable funding model: Our progress

This update covers the final quarter of 2025 and summarises progress against the key pillars of Retraining of Racehorses (RoR)'s strategy. As we move into the last year of our current strategic period, the need for strong, sustainable aftercare provision remains clear, as does the value of the partnerships and funding that make this work possible.

During the quarter, we continued to strengthen our welfare safety net, expand education and community engagement, and drive demand for former racehorses in second careers, while maintaining momentum on traceability and income generation.

1 Welfare and support

During this period, we:

- Accepted **11 horses into the Vulnerable Horse Scheme (VHS)**, bringing the **annual total to 69**.
- Admitted **three horses to the Retraining Assessment Programme** (delivered in partnership with HEROS), bringing the **annual total to 25**.
- **Triaged 48 VHS enquiries and applications** where charitable support was not required.
- Supported **one horse through our Emergency Relief Fund**.
- Secured contingency funding from Horserace Betting Levy Board (HBLB) to support delivery of the 2026 Vulnerable Horse Scheme.

2 Education and community

During this period, we:

- Launched the Step into Competitions series to help members develop their skills and confidence with their former racehorses.
- Worked with three equestrian colleges to **deliver practical retraining demonstrations to 220 students**.
- Partnered with the British Horse Society and Racing to School to deliver education sessions, reaching a wider and more diverse audience.
- Hosted **education and community events attended by 685 people**.

3

Increasing demand and awareness

During this period, we:

- Delivered **four RoR parades** at Ascot, Cheltenham, Newbury and Newmarket, helping to raise awareness of life after racing and the opportunities available to former racehorses.
- Announced **four new Horses for Courses ambassadors** and onboarded **two new racecourses** to the programme.
- Completed a review of RoR competitions to strengthen our offer and better promote the versatility of former racehorses, supporting increased demand and participation.

4

Traceability

During this period, we:

- **Registered an additional 331 horses**, bringing the total number of **actively registered horses to 15,446** by the end of the year.
- Sent the non-racing agreement survey to 468 owners with a valid email address, **receiving 88 responses (18.8%)**, helping to strengthen traceability and inform targeted owner support.

5

Funding, marketing and communication

During this period, we:

- Took part in the Big Give Christmas Challenge match funding campaign to generate core income from non-industry sources, exceeding our target.
- Produced a new promotional video to help explain RoR's work and the racing industry's commitment to the lifelong welfare of former racehorses.

6

People, finance, governance and sustainability

During this period, we:

- Appointed an interim Executive Assistant to the Board to provide continuity and support.
- Welcomed Mark Johnston onto the RoR Board as a new ROA trustee and began recruitment for an independent trustee.