

# ASX ANNOUNCEMENT

Tabcorp

6 May 2025

ASX Market Announcements  
Australian Securities Exchange  
20 Bridge Street  
Sydney NSW 2000

## Presentation to Macquarie Australia Conference

Tabcorp Holdings Limited (**Tabcorp**) provides the attached presentation to be delivered by Gillon McLachlan, Tabcorp's Managing Director and Chief Executive Officer, at the Macquarie Australia Conference today.

This announcement was authorised for release by the Tabcorp Disclosure Committee.

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TO CLAIM\*



**TAB**

PGi



MACQUARIE AUSTRALIA  
CONFERENCE  
6 MAY 2025

Tabcorp

# TODAY'S TOPICS

## GETTING FIT

**1 OUR STORY SO FAR...**

**2 NEW LEADERSHIP & STRUCTURE**

**3 STRATEGIC EVOLUTION**

## OPERATIONALISING STRATEGY

**4 OUR GAME PLAN**

**5 GROWTH FOR INDUSTRY & OURSELVES**

**6 OMNICHANNEL EXPERIENCE**

**7 STRUCTURALLY PROFITABLE RETAIL**

**8 RACING & SPORTS MEDIA BUSINESS**

**9 MAX INTEGRITY SERVICES**

# OUR STORY SO FAR...

**CEO  
Commencement**  
Comprehensive turnaround  
plan commenced

**5 Day A Week  
Return  
to Office**



**Spring Racing  
Carnival**  
Strong execution making  
TAB the brand of the  
carnival



## Operationalise Strategy

Leveraging our unique assets to  
drive growth through differentiation

- ✓ Digital
- ✓ Retail
- ✓ Media
- ✓ Tote
- ✓ MAX

**AUG '24**

**DEC'24**

**JUN'25**

**FY24 Results  
and Impairment**  
Reflecting the structural  
reform required



Marketing and  
corporate cost  
out executed

**GETTING FIT  
TO GROW**



Group headcount  
reductions and  
CAPEX reset

**New Leadership  
and Capability**  
New leadership structure  
and capability announced.



**Zero-Base  
Design**  
In progress. Driving re-  
alignment of spend and  
(re)investment to strategy  
and growth drivers.



# NEW LEADERSHIP & STRUCTURE

- ✓ CLARITY
- ✓ COMMITMENT
- ✓ CAPABILITY



**GILLON McLACHLAN**  
Managing Director & Chief Executive Officer



**SHARON BROADLEY**  
Chief People Officer



**KAYELENE SNOWDEN**  
Chief Operating Officer



**ROBERT FRASER**  
Chief Technology & Transformation Officer



**MICHAEL FITZSIMONS**  
Chief Wagering Officer



**MARK HOWELL**  
Chief Financial Officer



**NARELLE MCKENZIE**  
Chief Legal Officer



**PAUL O'ROURKE**  
Chief Risk Officer



**JARROD VILLANI**  
Chief Commercial & Media Officer

# STRATEGIC EVOLUTION

AUG '24 – JUN '25

## GETTING OURSELVES FIT

- New leadership structure and capability
- Cost and capex discipline
- Strong execution through key racing season
- Zero base design
- Evolve strategy



MAR '25 – JUN '26

## OPERATIONALISE STRATEGY

- Operationalise key strategic initiatives
- Structural profitability and core proposition
- Financial discipline and operating leverage
- Drive cultural change

FY27 – FY28

## DELIVER STRATEGIC DIFFERENTIATION

- High-performance culture
- Sustained growth from our unique set of assets
- Strategic differentiation
- New markets and innovation
- Strong shareholder returns

**OPERATIONAL EXCELLENCE & COMPLIANCE**

# A NEW GAME PLAN

## HOW WE WILL WIN

### OUR ASSETS



**DIGITAL**



**RETAIL**



**TOTE**



**MEDIA**



**MAX**

### EXECUTION PLAN

1

#### Clarity, commitment and capability

Attract talented people and partners who want to succeed and deliver for our shareholders

Build culture which strives to be the best while being fun

Aligned structures and clear accountability

2

#### Growth for our industry and ourselves

Lead industry reform with our stakeholders

Disciplined focus on growth, efficiency, and margin

Reinvigorate and innovate the tote

Expand markets and diversify revenue streams

3

#### Unrivalled Omnichannel Experiences

Integrated execution across all channels: digital, retail, and media

Delivering our commitment to player safety and compliance

Personalised experiences and unique products

Trusted brand synonymous with the best wagering entertainment products and promotions

4

#### Structurally Profitable Retail Business

Grow value through our extensive network of profitable venue partners

Innovate retail as our key channel for engagement

Modernise our retail technology and media footprint

Contemporary and compliant retail operations

5

#### Standalone Racing & Sports Media Business

Deliver the best racing media content in the world

A new destination for sports wagering entertainment and content

Globally integrated media platform serving multiple markets



# GROWTH FOR OUR INDUSTRY & OURSELVES

## **WE MUST OPTIMISE OUR HERITAGE**



- > Structural Reform
- > Reinvigorate & innovate the Tote
- > Long-term sustainability and growth for our industry partners across wagering & racing
- > Expand markets & diversify revenue streams





## UNRIVALLED OMNICHANNEL EXPERIENCES

**REAL ABILITY TO  
DIFFERENTIATE****BRAND**

Iconic Australian brands, with substantial growth upside in sports market

**DIGITAL**

Digital parity delivered. Only player with ability to create omnichannel experiences and unique product offers

**RETAIL NETWORK**

Large retail network with strong partnerships

**MEDIA ASSETS**

The best racing media inventory in the world, with opportunity to disrupt in sports

**TOTE**

Exclusive Australian licences coupled with the capability to integrate global markets

**PREMIUM PARTNERSHIPS**

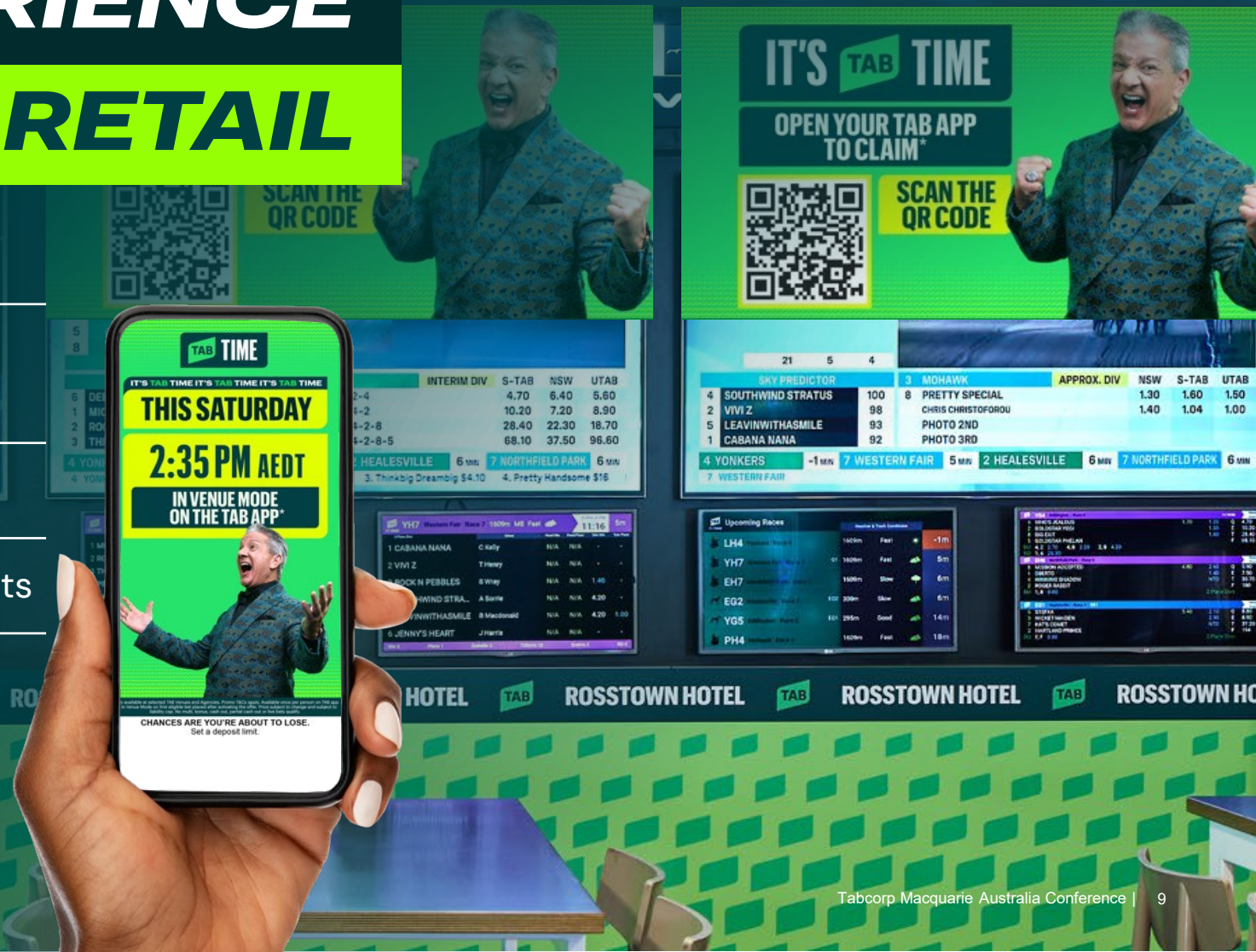
Partner to the best racing tracks and events, and building our association as a destination for sports



## UNRIVALLED OMNICHANNEL EXPERIENCES

# BRINGING EXPERIENCE BACK TO RETAIL

- Integrated execution across all channels: Digital, Retail, Media
- 3700+ licensed pubs, 80K+ screens
- Personalised experiences and unique products
- Delivering our commitment to player safety and compliance





# UNRIVALLED OMNICHANNEL EXPERIENCES

**TAB TIME**

IT'S TAB TIME IT'S TAB TIME IT'S TAB TIME

**THIS SATURDAY**

**12:35 PM AEDT**

**IN VENUE MODE ON THE TAB APP\***



\*Only available at selected TAB Venues and Agencies. Promo T&Cs apply. Available once per person on TAB app bet in Venue Mode on first eligible bet placed after activating the offer. Price subject to change and subject to liability cap. No multi, bonus, cash out, partial cash out or live bets qualify.

**CHANCES ARE YOU'RE ABOUT TO LOSE.**  
Set a deposit limit.

**TAB TIME**

IT'S TAB TIME IT'S TAB TIME IT'S TAB TIME

**MR BRIGHTSIDE TO WIN**



**SCAN THE QR CODE**

**\$4.00**

**BOOSTED FROM \$2.00**


**\$20 MAX BET\***

\*Only available at selected TAB Venues and Agencies. Promo T&Cs apply. Available once per person on TAB app bet in Venue Mode on first eligible bet placed after activating the offer. Price subject to change and subject to liability cap. No multi, bonus, cash out, partial cash out or live bets qualify.

**CHANCES ARE YOU'RE ABOUT TO LOSE.** Set a deposit limit.

**IT'S TAB TIME**

**OPEN YOUR TAB APP TO CLAIM\***



**SCAN THE QR CODE**

\*Only available at selected TAB Venues and Agencies. Promo T&Cs apply.

**CHANCES ARE YOU'RE ABOUT TO LOSE.**  
Set a deposit limit.

**TIME-BASED TO DRIVE ACTION**

**QR CODE ENABLED POINTING CUSTOMERS TO TAB\***

**ALIGNED MESSAGING ACROSS DIGITAL TOUCHPOINTS**

**UNMISSIBLE BOOSTED OFFER NO-ONE ELSE CAN DELIVER**



## UNRIVALLED OMNICHANNEL EXPERIENCES



# BET LIVE ON SPORT IN-VENUE WITH *TAP IN-PLAY*

Digitally integrated In-Play betting in retail for the first time – something totally **unique to TAB**<sup>1</sup>

<sup>1</sup>Regulatory approval received in NSW. Initial trial phase over the coming months prior to a decision on mass roll-out.

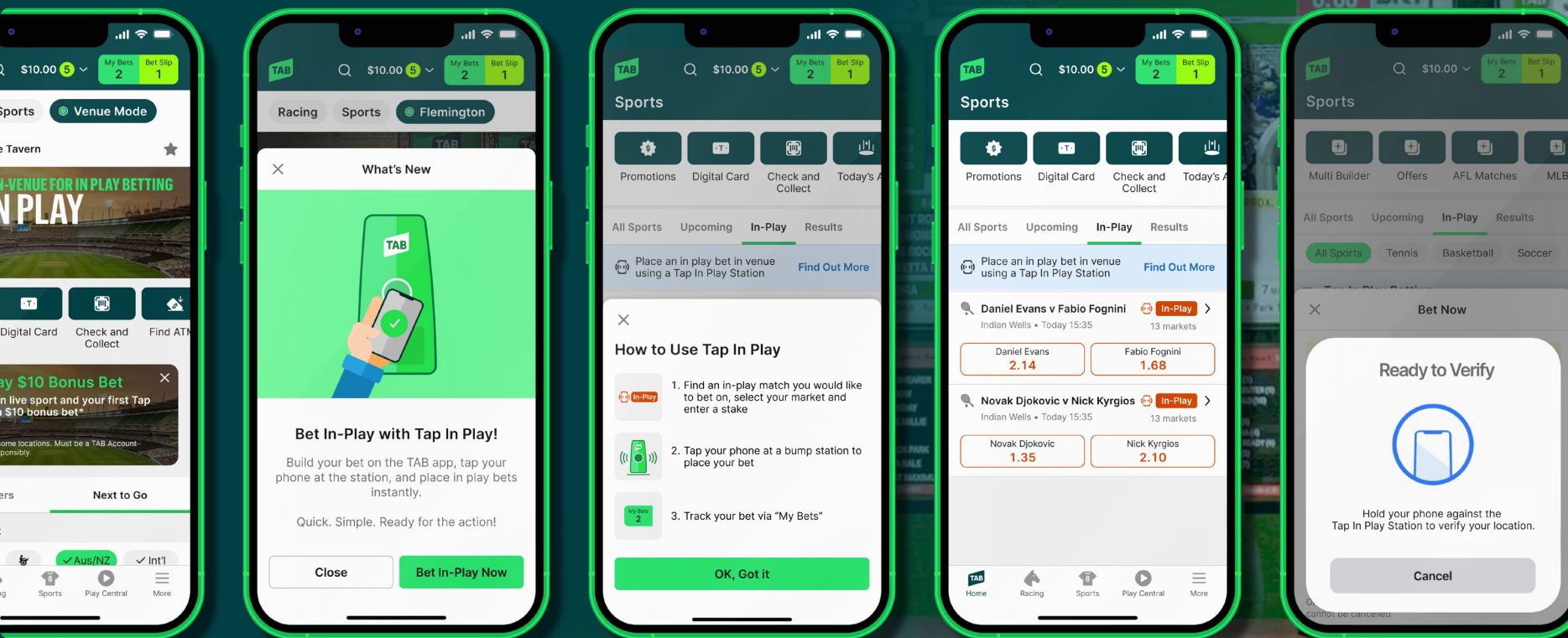




# UNRIVALLED OMNICHANNEL EXPERIENCES

## TAP IN-PLAY EXCLUSIVE EXPERIENCE

Driving targeted awareness and ensuring a seamless user journey



TO DATE, IN-PLAY  
BETTING HAS ONLY  
BEEN AVAILABLE VIA:

- TAB self-service terminals
- Over the counter with a TAB Operator
- Contacting the call centre

Regulatory approval received in NSW. Initial trial phase over the coming months prior to a decision on mass roll-out.

\*Offers subject to applicable regulatory requirements

# STRUCTURALLY PROFITABLE RETAIL

## A STRONGER RETAIL PARTNERSHIP



### Evolving partnership model

- A commercial model focused on growth
- Investing to increase customer footfall and engagement



### The best wagering experience in-venue

- Exclusive in-venue products & offers\*
- In-play betting^
- Integrated media and wagering content



### Modern brand and technology

- Uplift venues
- New technology to uplift experience and compliance

\*Offers subject to applicable regulatory requirements

^Currently only approved in NSW



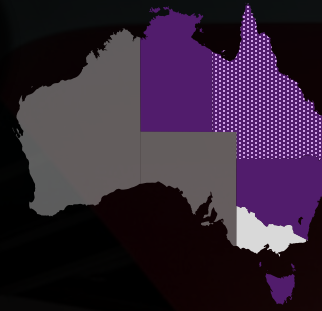
## STANDALONE RACING &amp; SPORTS MEDIA BUSINESS

**PROFITABLE AND GROWING  
MEDIA BUSINESS**

- Evolve business model
- Enhance core offering and content
- Screen utilisation
- Local and global distribution
- Increase margins



## MAX INTEGRITY SERVICES

**LEADING PROVIDER OF  
INTEGRITY SERVICES  
AND TECHNOLOGY**

- ~126K EGMs monitored nationally
- Exclusive licences in NSW & TAS
- Leading provider in QLD & NT
- Significant value add potential

- Expand monitoring footprint
- Grow value-add services
- Innovate technology & data
- Explore new markets





# MARKET OBSERVATIONS & SUMMARY

## WAGERING MARKET

At our 1H25 result in February, we noted a modest improvement to the turnover trend in the wagering market. No change to this comment.

## CONSUMER BEHAVIOUR

To date, no discernible change in consumer behaviour despite recent global macroeconomic volatility. We continue to monitor.

## IN SUMMARY

- **Tabcorp is getting fitter.** We have increased wagering and media capability. We are creating a simpler more cost-effective operating model and are operating with a new cadence and increased accountability.
- Our **unique assets** provide us with significant potential as the Australian wagering market evolves.
- Our **evolved strategy** aims to drive growth through:
  - ✓ High-performance culture
  - ✓ Differentiated customer offer and experience
  - ✓ Cost and capital discipline and a strong financial position
  - ✓ Focus on structural improvement.



## QUESTION & ANSWER

# ***ALL THAT IS GOOD IS GREEN***





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