

# ASX ANNOUNCEMENT

Tabcorp

20 February 2025

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

## Tabcorp half year results presentation

Attached is the presentation regarding Tabcorp Holdings Limited's (**Tabcorp's**) results for the half year ended 31 December 2024.

This presentation will be webcast on Tabcorp's website at [www.tabcorp.com.au/investors](http://www.tabcorp.com.au/investors) from 10.00am (AEDT) today.

The information contained in this announcement should be read in conjunction with today's announcement of Tabcorp's half year results and Tabcorp's most recent Annual Report.

This announcement was authorised for release by the Tabcorp Board.

## For more information:

### Media

Daniel Meers  
GM Communications  
+61 419 576 961

### Investor Relations

Terry Couper  
GM Investor Relations  
+61 408 551 935

# 1H25 RESULTS

FOR THE SIX MONTHS  
ENDED 31 DECEMBER 2024



**Tabcorp**

ABN 66 063 780 709

# THE LINE UP

Tabcorp

SECTION 1  
**GETTING FIT**

SECTION 2  
**STRATEGIC  
EVOLUTION**

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**FINANCIAL  
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**WAGERING  
& MEDIA**

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# SECTION 1 GETTING FIT



# 1H25 SUMMARY

## 1H25 RESULT

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Group Revenue of \$1,331.3m, up 10.1%

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Group EBITDA of \$190.2m, up 12.0%

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Group EBIT of \$92.7m, up 85.4%

## LEADERSHIP AND CULTURE

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Change from matrix to vertical leadership structure, with key appointments announced

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Uplift in Wagering and Media capability

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Return to office, accountability for outcomes and bias to action

## VIC LICENCE BENEFITS

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Reformed Victorian Wagering and Betting Licence benefitting earnings and margins broadly in line with expectations given soft trading conditions in 1H25

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EBITDA uplift of \$36.4m for 4.5 months in 1H25

## COST DISCIPLINE

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Strong focus on cost disciplines and efficiency in 1H25 with further benefits to flow in 2H25

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Target opex savings for FY25 increased from \$20m to \$30m

## FOCUS ON EXECUTION

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TAB Everest, Melbourne Cup Carnival and Magic Millions execution showing what is possible with unique set of assets

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Delivering improved customer experience and greater efficiency in marketing and generosity spend

## STRATEGIC EVOLUTION

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Unrivalled omnichannel experiences

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Reform of business partnerships and relationships

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Standalone media business

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Structural reform of retail network

# 1H25 RESULT SUMMARY

Tabcorp

\$M	1H25	1H24	CHANGE (%)
Revenue	1,331.3	1,209.6	10.1%
Variable Contribution	544.4	485.6	12.1%
Opex	(354.2)	(315.8)	(12.2%)
EBITDA	190.2	169.8	12.0%
EBIT	92.7	50.0	85.4%
NPAT before significant items <sup>1</sup>	22.1	17.6	25.6%
Statutory NPAT	25.3	(636.8)	NM

NOTE: Opex, EBITDA, EBIT, NPAT before significant items and underlying referred to throughout this presentation are non-IFRS financial information, exclude significant items, and are not subject to audit or review. Refer to the reconciliation on slide 36 for further information.

1. Significant items (after tax) of \$3.2m comprises transformation costs (\$16.6m), Victorian Licence benefit \$22.2m and Demerger costs (\$2.4m). Refer slide 35 for details.

2. Calculated using NPAT before significant items, Victorian Licence amortisation (\$21.1m) and equity accounted investment result.

3. The unfranked nature of the interim dividend reflects the material impact on the franking account of \$126.3m of tax refunds received in FY24. This included the settlement of several tax matters with the ATO.

Earnings per  
share<sup>2</sup>

**1.9 CPS**

1H25 unfranked<sup>3</sup>  
dividend

**1.0 CPS**

1H25 dividend  
payout ratio<sup>2</sup>

**53%**

# GETTING FIT WHERE ARE WE?

✓ **NEW LEADERSHIP STRUCTURE AND CAPABILITY**

✓ **COST AND CAPITAL DISCIPLINE BEING IMPLEMENTED**

✓ **FOCUS ON EXECUTION**

✓ **STRATEGIC EVOLUTION**



# GETTING FIT NEW LEADERSHIP STRUCTURE AND CAPABILITY

Tabcorp

✓ CLARITY

✓ COMMITMENT

✓ CAPABILITY



**GILL McLACHLAN**

Managing Director & Chief Executive Officer



**SHARON  
BROADLEY**

Chief People  
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

# GETTING FIT COST AND CAPITAL DISCIPLINE



## OPEX

- ✓ ~200 roles removed<sup>1</sup>
- ✓ Zero-based cost design review underway
- ✓ Discretionary spend and A&P discipline
- ✓ Procurement optimisation

**FY25 target opex savings now \$30m**  
(vs. previous guidance of \$20m)

## CAPEX

- ✓ Review of all capital expenditure
- ✓ Re-prioritisation of projects in line with evolved strategy

**FY25 capex now expected to be \$110m-\$120m**  
(vs. previous guidance of \$140m)

1. This is a combination of both opex and capex related roles.

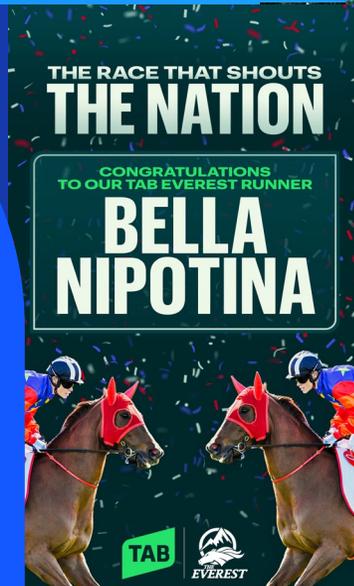
# GETTING FIT FOCUS ON EXECUTION

Tabcorp

## LOOKING, THINKING, ACTING BIGGER

Innovative, simultaneous  
activation on-course, in-venue,  
through SKY and broadcast  
partnerships

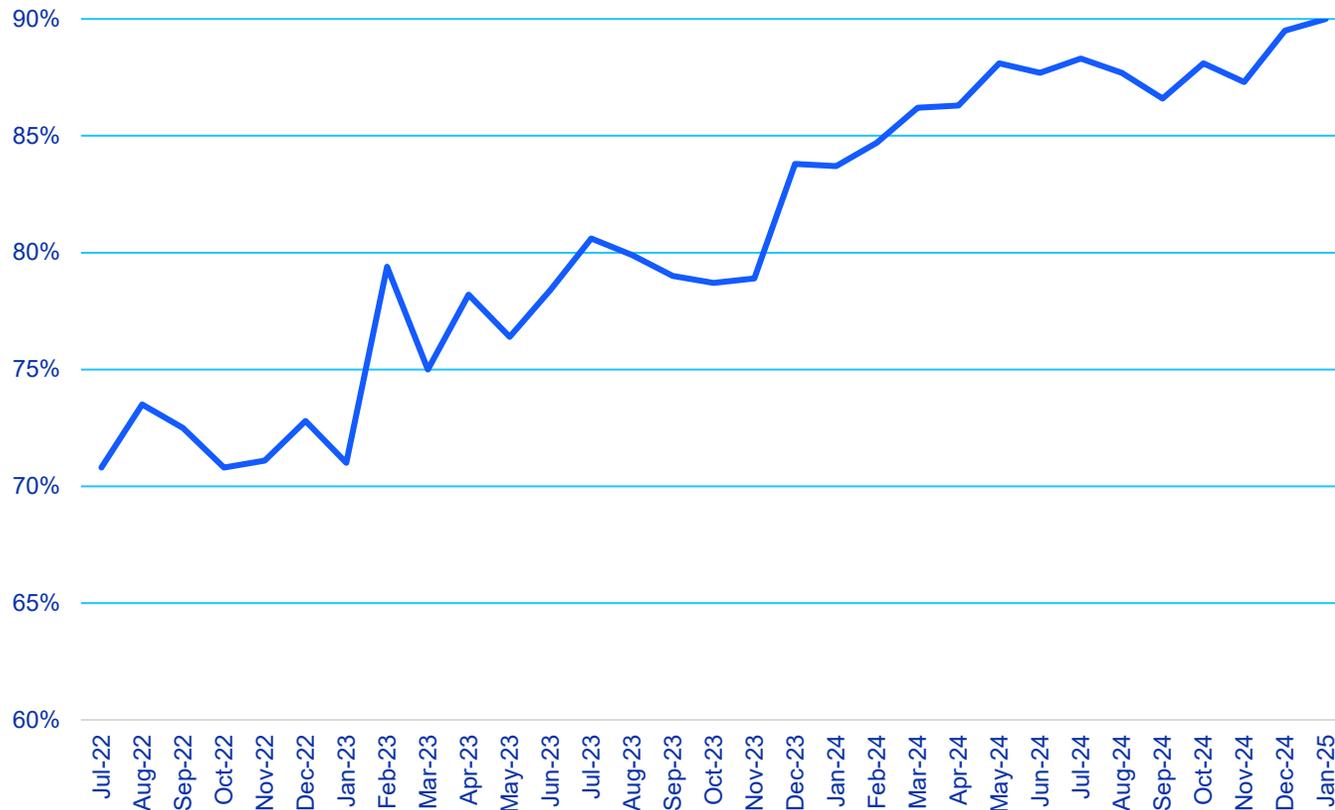
A window into the future of  
coordinating our assets



\*Promo T&Cs apply. Available once per person on TAB app 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.

# GETTING FIT FOCUS ON EXECUTION

Generosity efficiency (%)<sup>1</sup>



1. Percentage of generosity to positive revenue customers.

- ✓ DELIVERING IMPROVED CUSTOMER EXPERIENCE AND GREATER EFFICIENCY IN MARKETING AND GENEROSITY SPEND
- ✓ GENEROSITY EFFICIENCY HAS INCREASED TO 90% FROM 70% OVER THE LAST 2.5 YEARS
- ✓ GENEROSITY SPEND (\$M) REDUCED BY 12% IN 1H25, BENEFITTING NET REVENUE IN SOFT TRADING ENVIRONMENT

SECTION 2  
**STRATEGIC  
EVOLUTION**



# STRATEGIC EVOLUTION WHAT'S NEXT...

Tabcorp

**AUG '24 – JUN '25**

## GETTING OURSELVES FIT



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New leadership structure and capability

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Cost and capex discipline

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Strong execution through key racing season

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Evolve strategy

**MAR '25 – DEC '25**

## OPERATIONALISE STRATEGY

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Continued cost focus and implementation of zero-based cost review

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Operationalise and implement key strategic initiatives

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Ongoing structural reform of channel profitability

**2026 – 2028**

## DELIVER STRATEGIC DIFFERENTIATION

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High-performance culture

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Growth from our unique set of assets and differentiated customer offer

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Financial discipline and operating leverage

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Strong shareholder returns

# BRANDS AND ASSETS STRATEGIC ADVANTAGES READY TO BE UNLOCKED

Our unique assets provide us with significant potential as the Australian wagering market evolves

## BRAND

## DIGITAL EXPERIENCE

## MEDIA ASSETS

## RETAIL NETWORK

## TOTE BUSINESS



- ✓ Iconic Australian brands, with substantial growth
- ✓ Digital parity delivered. Only player with ability to create omnichannel experiences and unique product offers
- ✓ The best racing media inventory in the world, with opportunity to grow in new markets
- ✓ Large retail network with strong partnerships
- ✓ Exclusive Australian licences coupled with the capability to integrate global markets

# A NEW GAME PLAN HOW WE WILL WIN

## OUR CORE 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 industry and ourselves

Lead industry reform with our stakeholders

Disciplined focus on growth, efficiency, and margin

Reinvigorate and innovate the tote

### 3 Unrivalled omnichannel experiences

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

Delivering our commitment to player safety and compliance

Personalised experiences you can't get anywhere else

Trusted brand synonymous with the best wagering entertainment products and promotions

### 4 Standalone media entertainment business

Deliver the best racing media content in the world

A new destination for wagering entertainment

Globally integrated media platform serving multiple markets

### 5 Structurally profitable retail business

Grow the value of our extensive network of venue partners

Innovate retail as an exclusive channel for engagement

Modernise our retail technology and media footprint

Contemporary and compliant retail operations

# STRATEGIC EVOLUTION BROADER STRATEGIC FOCUS NOW DIGITAL IS COMPETITIVE

					
Our Core Assets	DIGITAL	RETAIL	TOTE	MEDIA	MAX
Strengths	<ul style="list-style-type: none"> <li>✓ Digital parity</li> <li>✓ Trading, generosity and offers</li> <li>✓ Commitment to safer gambling and regulatory knowledge</li> </ul>	<ul style="list-style-type: none"> <li>✓ Large retail network and presence</li> <li>✓ Strategic partnerships</li> <li>✓ Ability to offer exclusive products and offers</li> </ul>	<ul style="list-style-type: none"> <li>✓ World pool events</li> <li>✓ Knowledge and IP</li> <li>✓ International business with strong partnerships</li> </ul>	<ul style="list-style-type: none"> <li>✓ Best racing inventory in the world</li> <li>✓ Integrated production and content capabilities</li> <li>✓ International business</li> </ul>	<ul style="list-style-type: none"> <li>✓ Largest provider of monitoring services</li> <li>✓ Technology and IP</li> </ul>
Strategic Focus	<ul style="list-style-type: none"> <li>• Omnichannel integration with retail and media</li> <li>• Personalised offers</li> <li>• Sports and demographic growth</li> </ul>	<ul style="list-style-type: none"> <li>• Supercharge brand</li> <li>• Modernise technology</li> <li>• Grow value for venue partners</li> <li>• Structural profitability</li> <li>• Compliance and operational excellence</li> </ul>	<ul style="list-style-type: none"> <li>• Exotics, lottery-experience and innovation</li> <li>• Liquidity: a single national tote</li> <li>• Global pooling</li> </ul>	<ul style="list-style-type: none"> <li>• Sharpen core product and broaden distribution</li> <li>• Enhanced production</li> <li>• Integrated customer offering</li> <li>• Maximise existing rights globally</li> </ul>	<ul style="list-style-type: none"> <li>• Expand monitoring footprint</li> <li>• Grow value-added services</li> <li>• Expand markets</li> <li>• Innovate technology platform</li> </ul>

# SECTION 3 FINANCIAL RESULTS



# 1H25 GROUP RESULTS

Tabcorp

## Strong revenue, variable contribution and earnings growth driven by reformed Victorian Wagering and Betting Licence

\$M	1H25	1H24	CHANGE (%)
<b>Revenue</b>	<b>1,331.3</b>	<b>1,209.6</b>	<b>10.1%</b>
Variable contribution	544.4	485.6	12.1%
Operating expenses	(354.2)	(315.8)	(12.2%)
<b>EBITDA before significant items</b>	<b>190.2</b>	<b>169.8</b>	<b>12.0%</b>
Depreciation and amortisation	(97.5)	(119.8)	18.6%
<b>EBIT before significant items</b>	<b>92.7</b>	<b>50.0</b>	<b>85.4%</b>
Equity accounted loss	(0.5)	(2.8)	82.1%
Net interest	(46.0)	(20.9)	(>100%)
Tax expense	(24.1)	(8.7)	(>100%)
<b>NPAT before significant items</b>	<b>22.1</b>	<b>17.6</b>	<b>25.6%</b>
Significant items (after tax) <sup>1</sup>	3.2	(654.4)	NM
<b>Statutory NPAT</b>	<b>25.3</b>	<b>(636.8)</b>	<b>NM</b>
Statutory EPS	1.1 CPS	(28.2) CPS	
EPS <sup>2</sup>	1.9 CPS	0.9 CPS	
DPS	1.0 CPS	1.0 CPS	

NOTE: Opex, EBITDA, EBIT, NPAT before significant items and underlying referred to throughout this presentation are non-IFRS financial information, exclude significant items, and are not subject to audit or review. Refer to the reconciliation on slide 36 for further information.

1. Significant items (after tax) of \$3.2m comprises transformation costs (\$16.6m), Victorian Licence benefit \$22.2m and Demerger costs (\$2.4m). Refer slide 35 for details.

2. 1H25 calculated using NPAT before significant items, Victorian Licence amortisation (\$21.1m) and equity accounted investment result. 1H24 calculated using NPAT before significant items and equity accounted investment result.

# GROUP AND BUSINESS SEGMENT RESULTS

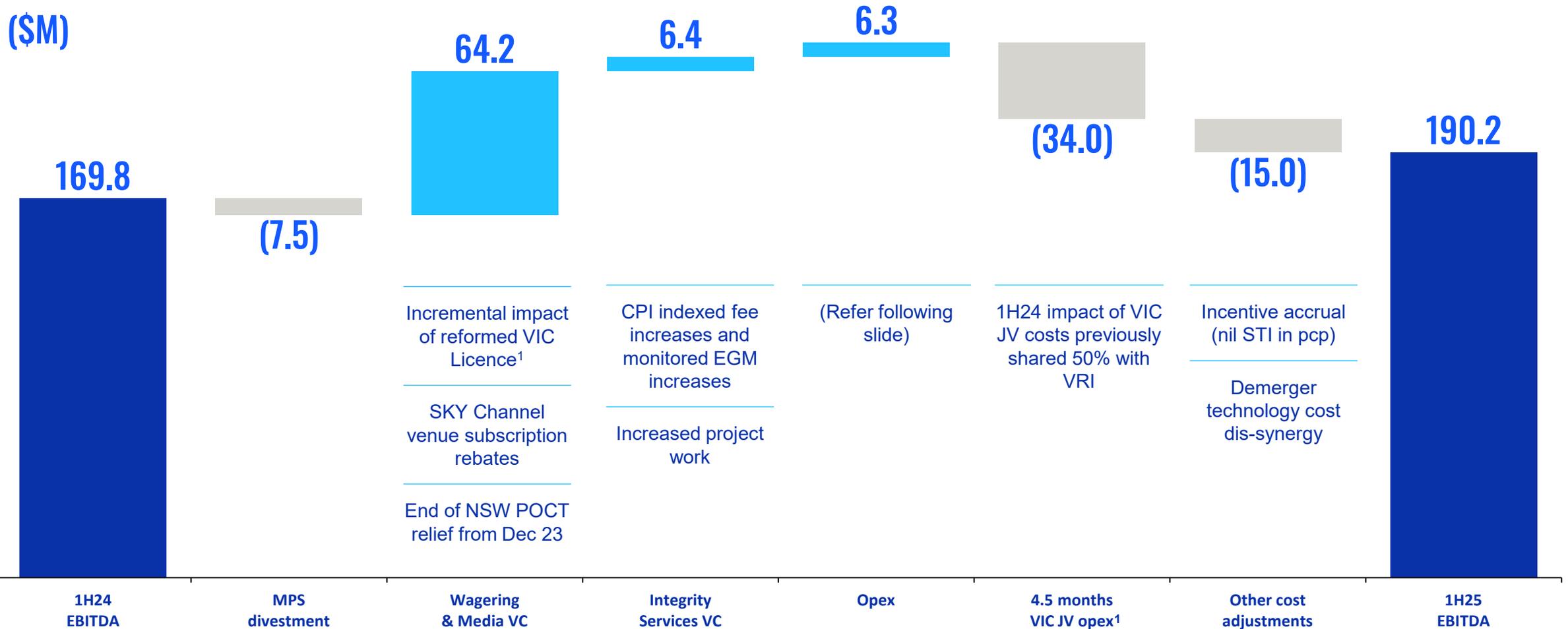
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Strong operating leverage on an underlying basis for each segment delivered in 1H25

\$M	1H25	1H24 <sup>1</sup>	CHANGE (%)
<b>Revenue</b>			
Wagering & Media	1,243.2	1,116.6	11.3%
Integrity Services - underlying	88.1	80.3	9.7%
<b>Group revenue – underlying</b>	<b>1,331.3</b>	<b>1,196.9</b>	<b>11.2%</b>
<b>EBITDA</b>			
Wagering & Media	156.7	134.0	16.9%
Integrity Services - underlying	33.5	28.3	18.4%
<b>Group EBITDA - underlying</b>	<b>190.2</b>	<b>162.3</b>	<b>17.2%</b>
<b>EBIT</b>			
Wagering & Media	79.4	33.3	>100%
Integrity Services - underlying	13.3	9.6	38.5%
<b>Group EBIT – underlying</b>	<b>92.7</b>	<b>42.9</b>	<b>&gt;100%</b>

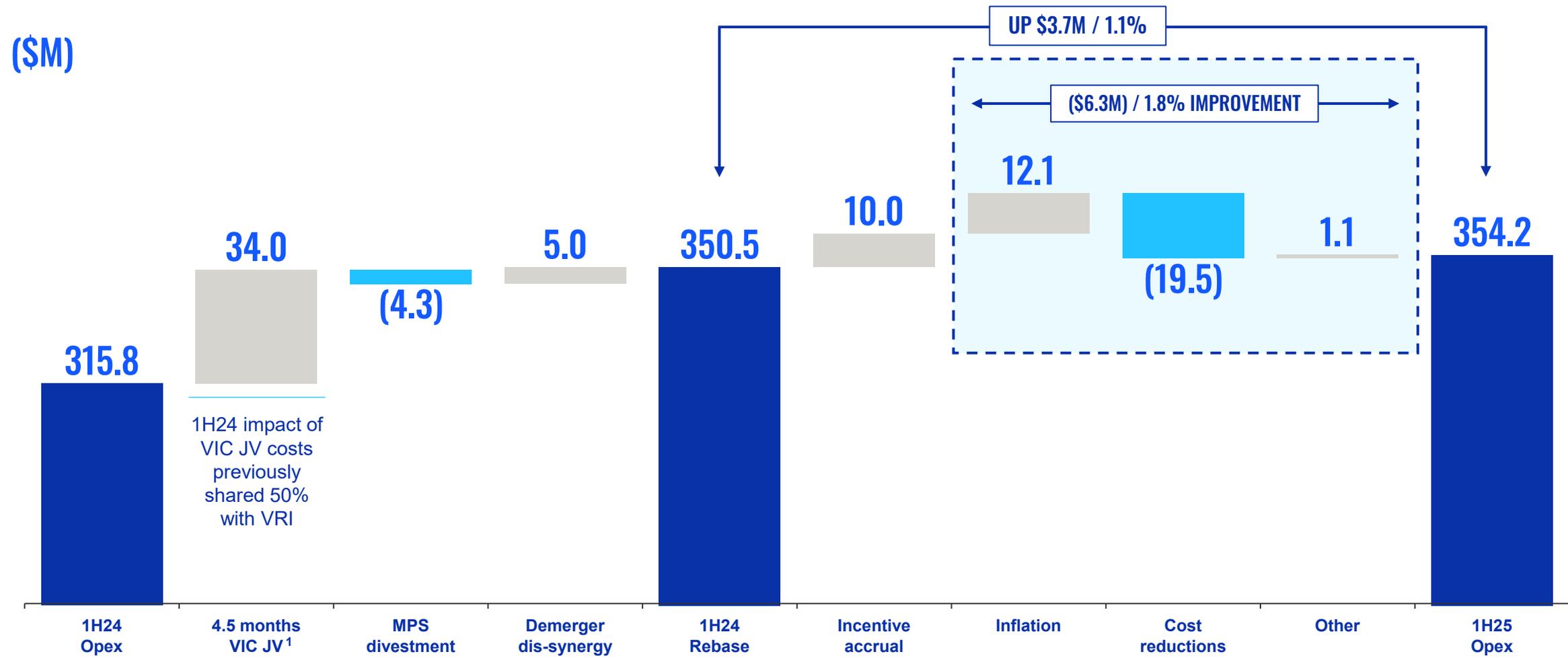
NOTE: All amounts are before significant items, non-IFRS and are not subject to audit or review.

1. Underlying adjusted to exclude the impacts of the MPS business that was sold during 1H24 (\$7.5m EBITDA impact, \$11.8m reduction in variable contribution and \$4.3m reduction in direct costs).



1. The Victorian Licence impact has been calculated by making adjustments for the changes in licence conditions under the reformed Victorian Wagering and Betting Licence that applied from 16 August 2024.

# COST CONTROL TO DELIVER OPERATING LEVERAGE



1. The Victorian Licence impact has been calculated by making adjustments for the changes in licence conditions under the reformed Victorian Wagering and Betting Licence that applied from 16 August 2024.

# FINANCIAL DISCIPLINE COST AND CAPITAL RESET

## CONTEXT

Soft macroeconomic environment **impacting wagering market**

Persistent cost **inflation**

Large proportion of **costs fixed** or contracted (e.g. sponsorships)

**Increased regulatory requirements** and associated costs

1. This is a combination of both opex and capex related roles.

## 1H25 ACTIONS

- ✓ Cost and capex disciplines implemented
- ✓ Reduction of ~200 roles in Nov 24<sup>1</sup>
- ✓ Focus on discretionary spend
- ✓ Advertising and Promotion efficiency
- ✓ More selective sponsorships and renewals

## 2H25 PRIORITIES

Deliver \$30m FY25 targeted cost savings including run-rate benefits from 1H25 actions

Implement zero-based design

Embed new cost and capital disciplines and processes

Further optimise procurement (multi-year project)

# CAPITAL EXPENDITURE FOCUSING ON RETURNS

Increased focus on returns when approving new capital spend. FY25 capex guidance of \$110m - \$120m

1H25 CAPEX

**\$57M**

Growth & transformation investment

**67%**

(1H24: 72%)

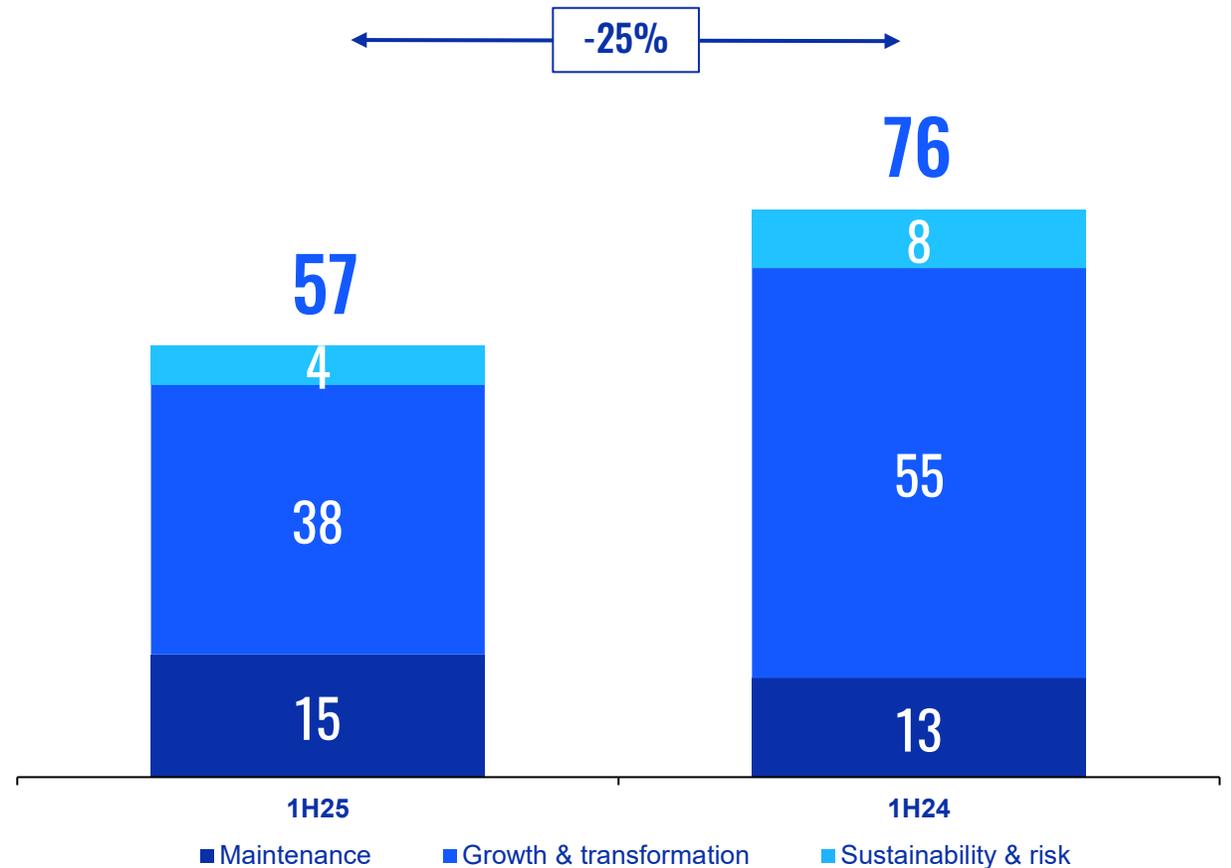
FY25 CAPEX  
(revised guidance)

**\$110m-  
\$120m**

FY25 D&A  
(revised guidance)

**\$200m-  
\$210m**

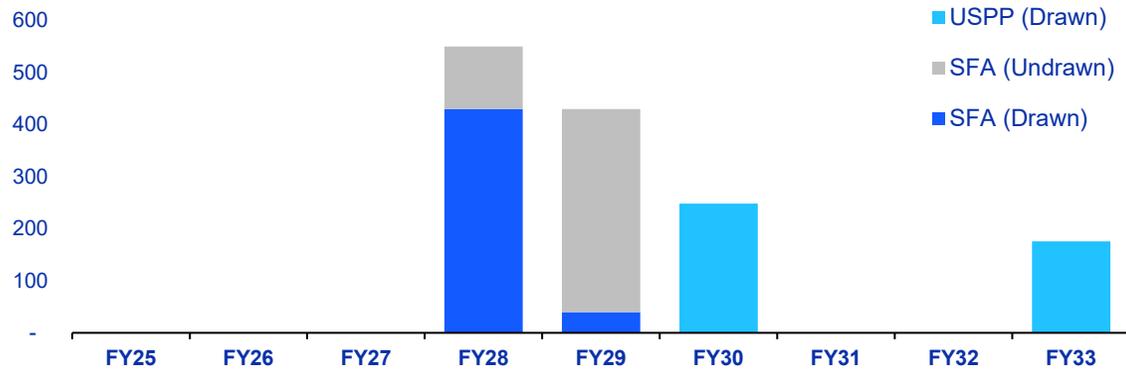
## CAPITAL ALLOCATION (\$M)



# CAPITAL AND LEVERAGE

## STRONG BALANCE SHEET PROVIDING FLEXIBILITY

### DEBT MATURITY PROFILE (\$M)



Target net debt/EBITDA<sup>1</sup>

<2.5x

Net debt/EBITDA<sup>1</sup>

2.2x

Average drawn debt maturity

4.5YRS

### FUNDING AND LIQUIDITY



Tabcorp continues to maintain access to diversified funding sources and has no debt maturity until FY28 following extension of Tranche A bank facility

Net debt of \$753m as at 31 December 2024<sup>1</sup>. Undrawn facilities and unrestricted cash of \$634m, providing significant headroom

Weighted average drawn debt maturity of 4.5 years

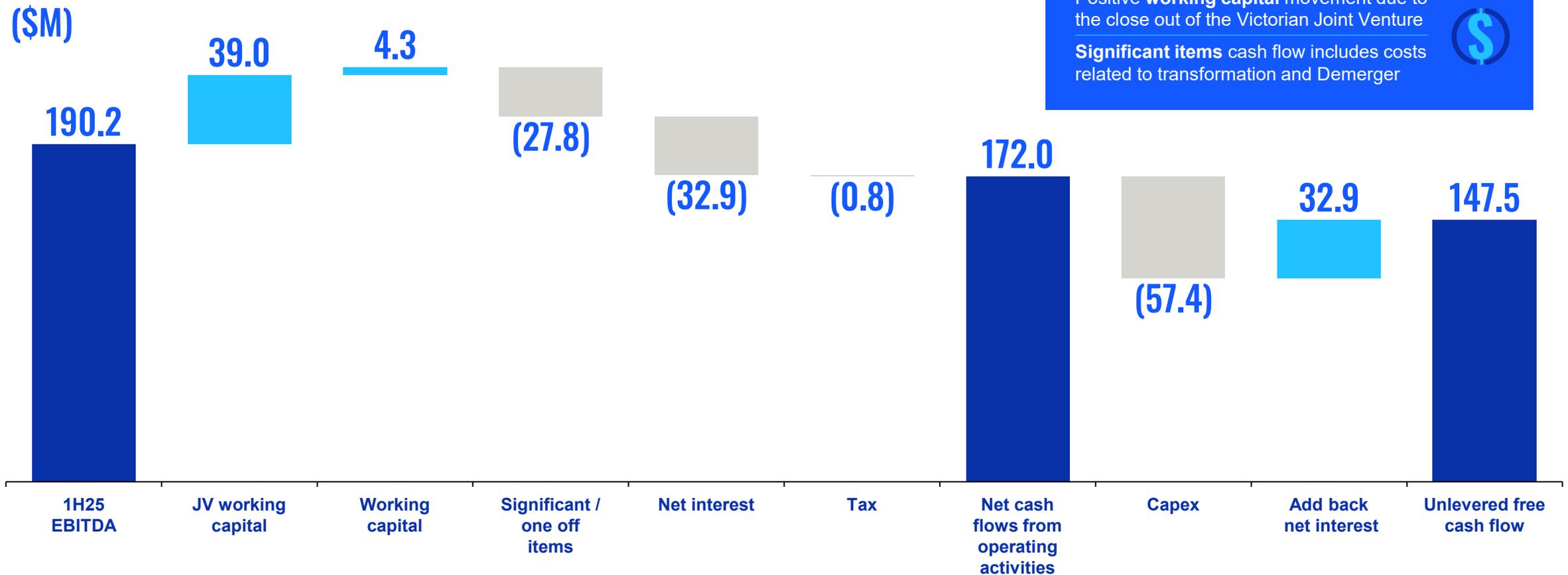
### TARGET LEVERAGE



To provide Tabcorp with the necessary flexibility and funding capacity to pursue growth opportunities, a target of <2.5x net debt/EBITDA<sup>1</sup> through the cycle is considered to be appropriate and consistent with investment grade credit characteristics

1. Leverage is net debt / EBITDA on a last 12-month (LTM) basis. Net debt is gross debt (Australian Dollar equivalent repayable at maturity), including lease liabilities, less cash. EBITDA and net debt are non-IFRS financial information and not subject to audit or review.

Strong cash flow generation led to a reduced leverage of 2.2x



Operating cash conversion<sup>1</sup> 108%  
On an underlying<sup>2</sup> basis 88%

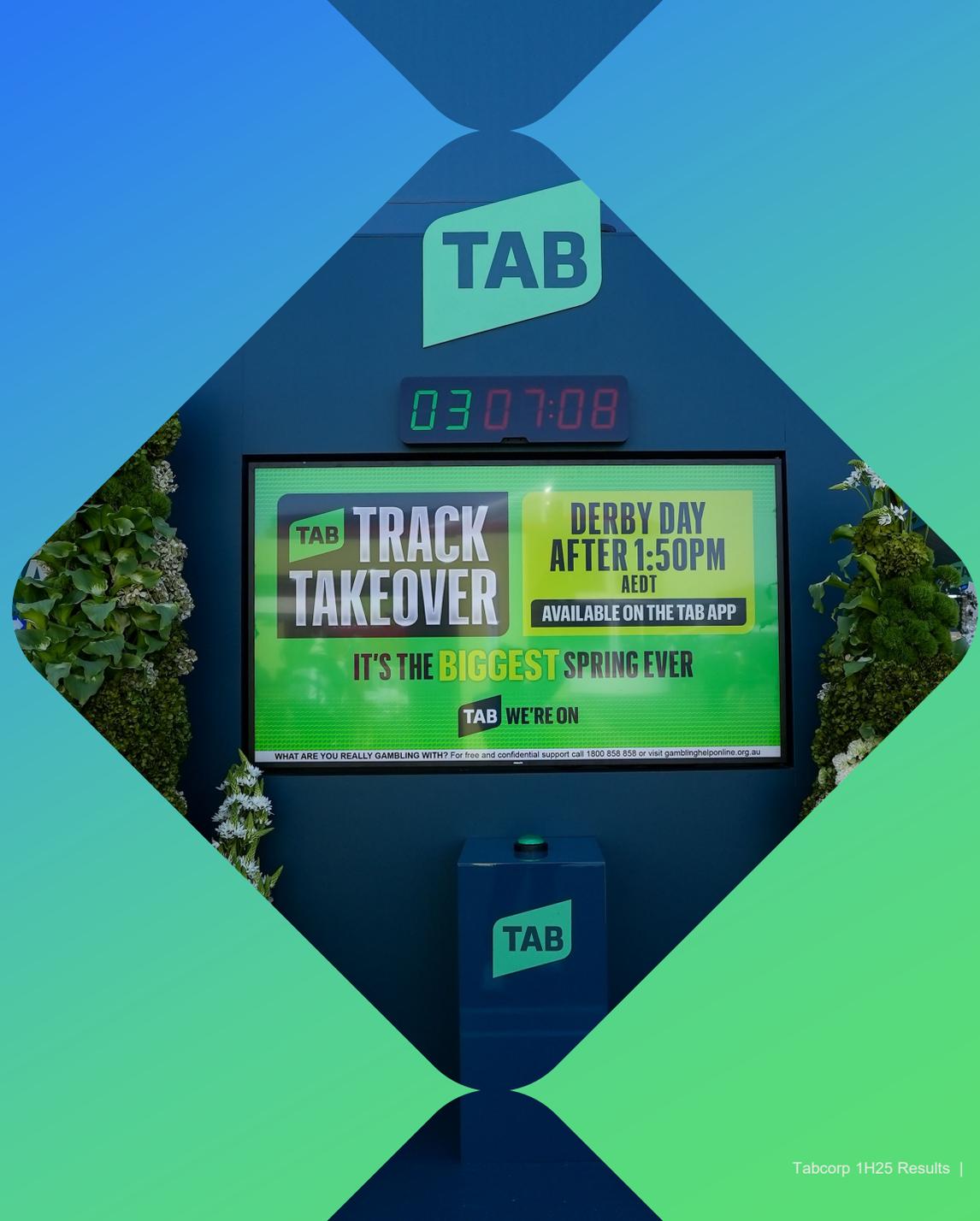
Positive **working capital** movement due to the close out of the Victorian Joint Venture

**Significant items** cash flow includes costs related to transformation and Demerger



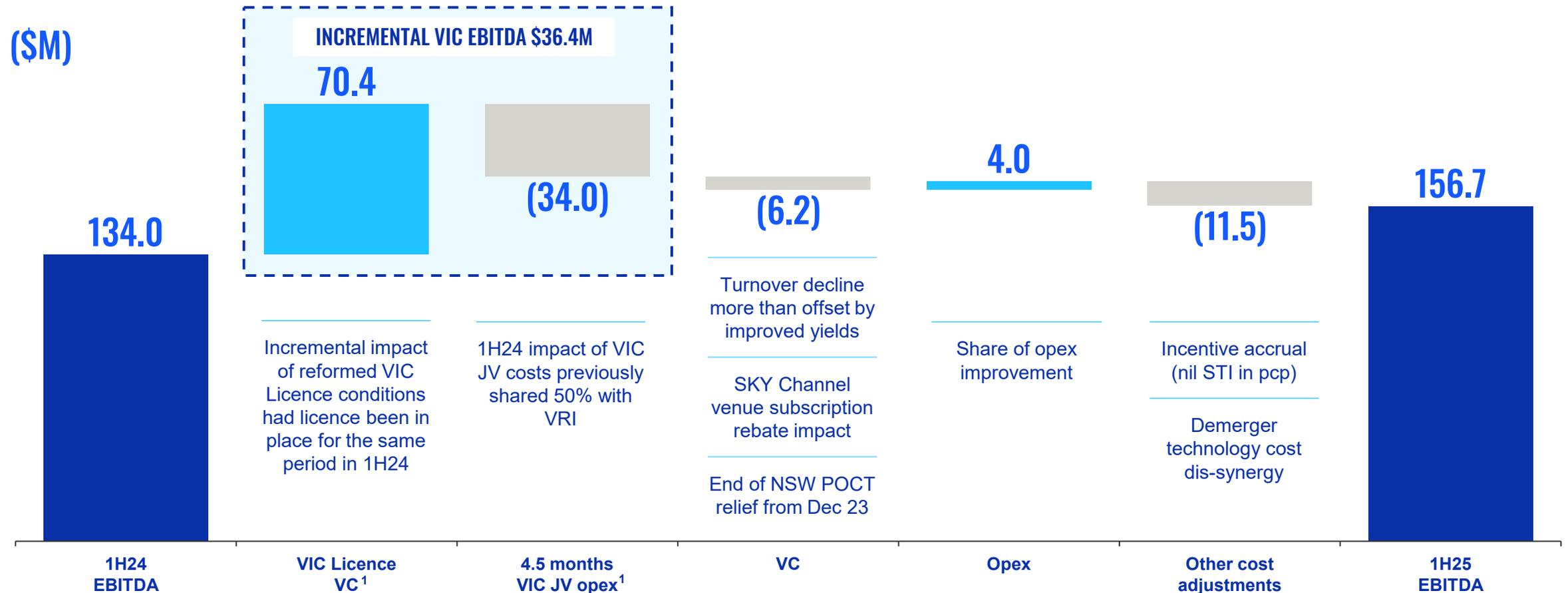
1. Operating cash conversion is net cash flows from operating activities adding back interest and tax, as a percentage of EBITDA.  
2. Underlying operating cash conversion excluding working capital impacts of closing out the Victorian Joint Venture arrangements.

# SECTION 4 WAGERING & MEDIA



# WAGERING & MEDIA EBITDA

Reformed Victorian Wagering and Betting Licence result is broadly in line with expectations given soft trading conditions



1. The Victorian Licence impact has been calculated by making adjustments for the changes in licence conditions under the reformed Victorian Wagering and Betting Licence that applied from 16 August 2024.

# 1H25 RESULTS WAGERING & MEDIA

\$M	1H25	1H24	CHANGE (%)
Digital wagering revenue	539.6	473.4	14.0%
Cash wagering revenue	497.1	420.6	18.2%
<b>Domestic wagering revenue</b>	<b>1,036.7</b>	<b>894.0</b>	<b>16.0%</b>
International wagering revenue	108.0	109.2	(1.1%)
<b>Total wagering revenue</b>	<b>1,144.7</b>	<b>1,003.2</b>	<b>14.1%</b>
<b>Media revenue</b>	<b>192.1</b>	<b>189.1</b>	<b>1.6%</b>
Intra segment eliminations	(93.6)	(75.7)	(23.6%)
<b>Wagering &amp; Media revenue</b>	<b>1,243.2</b>	<b>1,116.6</b>	<b>11.3%</b>
<b>Wagering &amp; Media VC</b>	<b>458.1</b>	<b>393.9</b>	<b>16.3%</b>
Operating expenses	(301.4)	(259.9)	(16.0%)
<b>EBITDA</b>	<b>156.7</b>	<b>134.0</b>	<b>16.9%</b>
D&A	(77.3)	(100.7)	23.2%
<b>EBIT</b>	<b>79.4</b>	<b>33.3</b>	<b>&gt;100%</b>
VC / Revenue %	36.8%	35.3%	1.5%
Opex / Revenue %	24.2%	23.3%	(0.9%)
EBITDA / Revenue %	12.6%	12.0%	0.6%

**Wagering turnover down 4.3%** driven by a continued soft trading environment.

**Total wagering revenue up 14.1%** benefitting from changes to the Victorian Wagering and Betting Licence from 16 August 2024. Total revenue pre VRI share<sup>1</sup>, up 0.8% with the decline in turnover offset by higher net yields from favourable results, and generosity efficiency.

**Cash wagering revenue up 18.2%** outperforming digital.

**Fixed odds revenue up 5.2%** driven by increased yields.

**Media revenue up 1.6%** driven by growth in distribution partly offset by the impact of a softer domestic wagering market.

**Eliminations impacted by increased SKY venue subscription rebates** and assuming 100% of VIC operations under the reformed licence.

**VC margin improvement** from reformed Victorian Wagering and Betting Licence partially offset by increases to SKY venue subscription rebates.

D&A benefitting from the wagering asset impairments recognised at 31 December 2023 and 30 June 2024.

1. Revenues earned from Victorian operations were subject to a 50/50 JV with the VRI until 15 August 2024 when the JV ended and the reformed Victorian Wagering and Betting Licence commenced.

# 1H25 DOMESTIC WAGERING REVENUE AND KPIs

DOMESTIC WAGERING REVENUE (\$M)	1H25	1H24	CHANGE (%)
<b>Digital</b>			
Active users ('000) <sup>1</sup>	801	786	1.9%
Digital turnover <sup>2</sup>	4,353.9	4,731.2	(8.0%)
Gross yield	17.0%	16.5%	0.5%
Net yield	12.8%	12.1%	0.7%
Net digital revenue pre VRI share <sup>3</sup>	557.9	572.9	(2.6%)
Other <sup>4</sup>	(18.3)	(99.5)	81.6%
<b>Digital revenue</b>	<b>539.6</b>	<b>473.4</b>	<b>14.0%</b>
<b>Cash</b>			
Cash turnover <sup>2</sup>	2,791.8	2,732.4	2.2%
Gross / Net yield	17.2%	16.8%	0.4%
Net cash revenue pre VRI share <sup>3</sup>	481.1	458.1	5.0%
Other <sup>4</sup>	16.0	(37.5)	NM
<b>Cash revenue</b>	<b>497.1</b>	<b>420.6</b>	<b>18.2%</b>
<b>Total turnover</b>	<b>7,145.7</b>	<b>7,463.6</b>	<b>(4.3%)</b>
<b>Total revenue pre VRI share<sup>3</sup></b>	<b>1,039.0</b>	<b>1,031.0</b>	<b>0.8%</b>
<b>Total revenue</b>	<b>1,036.7</b>	<b>894.0</b>	<b>16.0%</b>

1. Rolling 12-month basis.

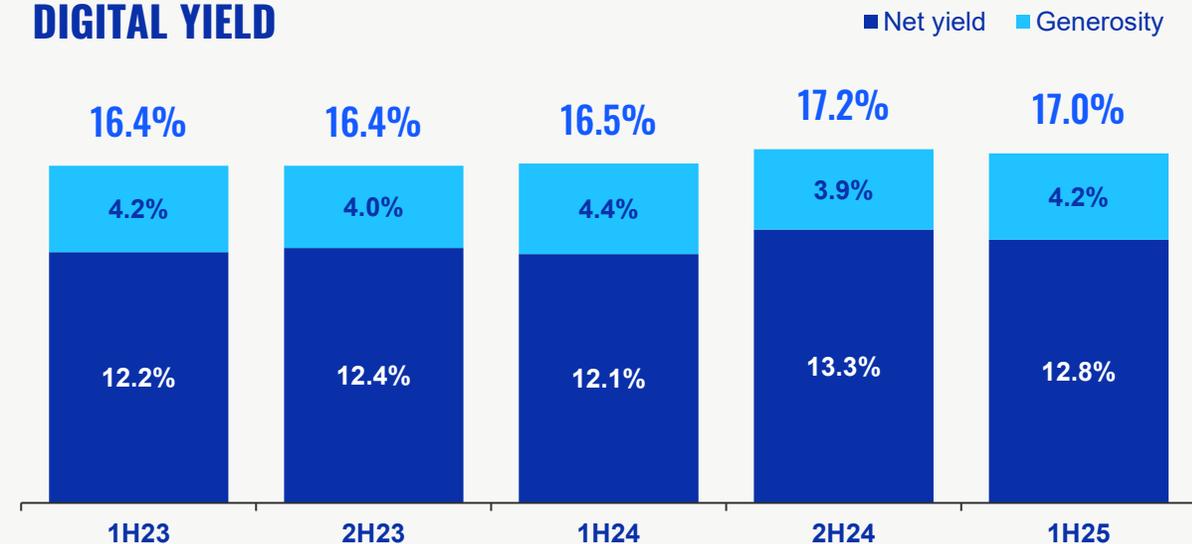
2. Includes Victorian Racing Industry (VRI) interest until 15 August 2024 when the Joint Venture (JV) ended and the reformed Victorian Wagering and Betting Licence commenced.

3. Revenues earned from Victorian operations were subject to a 50/50 JV with the VRI until 15 August 2024 when the JV ended and the reformed Victorian Wagering and Betting Licence commenced.

4. Includes non-betting revenues and VRI share adjustment until 15 August 2024 when the JV ended and the reformed Victorian Wagering and Betting Licence commenced.

DOMESTIC WAGERING TURNOVER <sup>2</sup> (\$M)	1H25	1H24	CHANGE (%)
<b>Racing</b>	<b>5,798.3</b>	<b>6,120.1</b>	<b>(5.3%)</b>
<b>Sport</b>	<b>1,347.4</b>	<b>1,343.5</b>	<b>0.3%</b>
<b>Total</b>	<b>7,145.7</b>	<b>7,463.6</b>	<b>(4.3%)</b>

## DIGITAL YIELD



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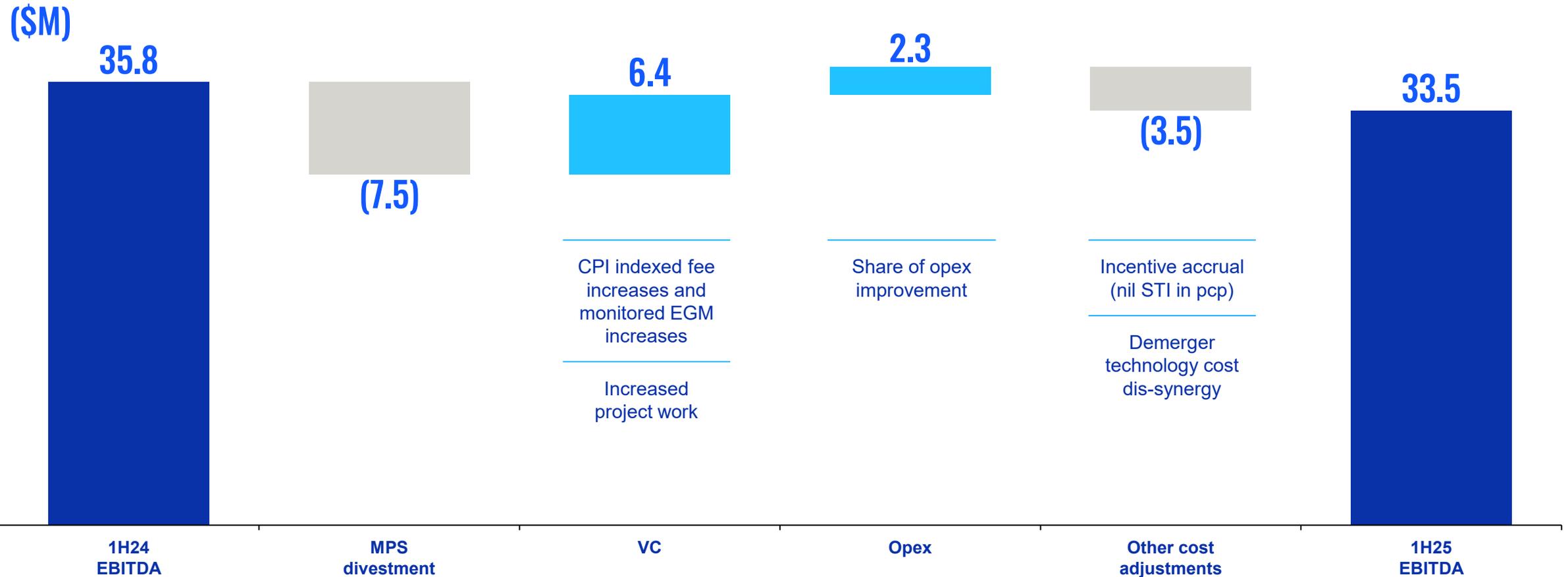
# SECTION 5 INTEGRITY SERVICES



# INTEGRITY SERVICES EBITDA

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Integrity Services is growing strongly on an underlying basis (ex MPS)



# 1H25 RESULTS

## INTEGRITY SERVICES

Tabcorp

\$M	1H25	1H24	CHANGE (%)
<b>Integrity Services – Reported</b>			
Revenue	88.1	93.0	(5.3%)
EBITDA	33.5	35.8	(6.4%)
EBIT	13.3	16.7	(20.4%)
Capex	8.6	13.2	(34.8%)

### Integrity Services – Underlying<sup>1</sup>

<b>Revenue</b>	<b>88.1</b>	<b>80.3</b>	<b>9.7%</b>
Variable Contribution	86.3	79.9	8.0%
Opex	(52.8)	(51.6)	(2.3%)
<b>EBITDA</b>	<b>33.5</b>	<b>28.3</b>	<b>18.4%</b>
D&A	(20.2)	(18.7)	(8.0%)
<b>EBIT</b>	<b>13.3</b>	<b>9.6</b>	<b>38.5%</b>
VC / Revenue %	98.0%	99.5%	(1.5%)
Opex / Revenue %	59.9%	64.3%	4.4%
EBITDA / Revenue %	38.0%	35.2%	2.8%

MONITORED EGMs	DEC 24	DEC 23	CHANGE (%)
NSW	93,000	92,240	0.8%
QLD	29,470	29,300	0.6%
TAS	2,210	2,250	(1.8%)
NT	1,570	1,560	0.6%
<b>Total</b>	<b>126,250</b>	<b>125,350</b>	<b>0.7%</b>

1. Underlying adjusted to exclude the impacts of the MPS business that was sold during 1H24 (\$7.5m EBITDA impact, \$11.8m reduction in variable contribution and \$4.3m reduction in direct costs).

# SECTION 6 SUMMARY & OUTLOOK



## SUMMARY



Tabcorp's performance in 1H25 demonstrates that Tabcorp is getting fitter. We have increased wagering and media capability, created a simpler more cost-effective operating model and are operating with a new cadence and increased accountability

Our improved earnings reflect the benefits of the reformed Victorian Licence, cost and capital discipline, and strong execution during the half

## OUTLOOK



While the wagering market has continued to remain soft, we have seen a modest improvement in recent months

Our focus will remain on executing our evolved strategy and business transformation



# SECTION 7 APPENDICES



		PRE-TAX	TAX	POST-TAX	
	<b>TRANSFORMATION COSTS</b>	Costs to implement long term strategic cost reduction program initiatives, including one-off redundancies and other transformation initiatives.	(23.8)	7.2	(16.6)
	<b>DEMERGER COSTS</b>	Costs incurred to separate Tabcorp and The Lottery Corporation (TLC). These costs exclude certain technology related separation costs which are recharged from TLC.	(3.4)	1.0	(2.4)
	<b>VICTORIAN LICENCE</b>	Embedded in the Victorian Racing Industry funding support arrangement was commercial protection against race field fee increases for three years to FY27. Following the October 2024 race fields increase announcement, the three years of funding support liability has been remeasured at 1H25. The \$26.0m net P&L benefit is partly offset by \$6.1m of one-off licence implementation expenses.	19.9	2.3 <sup>1</sup>	22.2
<b>TOTAL SIGNIFICANT ITEMS</b>			<b>(7.3)</b>	<b>10.5</b>	<b>3.2</b>

1. Funding support liability is a permanent difference for tax purposes (i.e. non assessable) and therefore impacts the tax calculation.

# 1H25 GROUP RESULTS RECONCILIATION

Tabcorp

CONSOLIDATED (\$M) CONTINUING OPERATIONS	STATUTORY	TRANSFORMATION COSTS	DEMERGER COSTS	VICTORIAN LICENCE	OTHER	BEFORE SIGNIFICANT ITEMS
Revenue	1,331.3	-	-	-	-	1,331.3
Taxes, levies, commissions and fees	(760.5)	-	-	(24.6)	(1.8)	(786.9)
Net operating expenses	(387.9)	23.8	3.4	4.7	1.8	(354.2)
<b>EBITDA</b>	<b>182.9</b>	<b>23.8</b>	<b>3.4</b>	<b>(19.9)</b>	-	<b>190.2</b>
Depreciation and amortisation	(97.5)	-	-	-	-	(97.5)
<b>EBIT</b>	<b>85.4</b>	<b>23.8</b>	<b>3.4</b>	<b>(19.9)</b>	-	<b>92.7</b>
Equity accounted loss	(0.5)	-	-	-	-	(0.5)
Net finance costs	(46.0)	-	-	-	-	(46.0)
<b>Profit before tax</b>	<b>38.9</b>	<b>23.8</b>	<b>3.4</b>	<b>(19.9)</b>	-	<b>46.2</b>
Income tax	(13.6)	(7.2)	(1.0)	(2.3)	-	(24.1)
<b>Profit after tax</b>	<b>25.3</b>	<b>16.6</b>	<b>2.4</b>	<b>(22.2)</b>	-	<b>22.1</b>

NOTE: Reconciliation of statutory profit after tax from continuing operations to profit after tax before significant items. Results before significant items are non-IFRS financial information, exclude significant items, and are not subject to audit or review.

# GROUP AND BUSINESS RESULTS

Tabcorp

	WAGERING & MEDIA			INTEGRITY SERVICES			GROUP		
\$M	1H25	1H24	CHANGE (%)	1H25	1H24	CHANGE (%)	1H25	1H24	CHANGE (%)
<b>Revenue</b>	<b>1,243.2</b>	<b>1,116.6</b>	<b>11.3%</b>	<b>88.1</b>	<b>93.0</b>	<b>(5.3%)</b>	<b>1,331.3</b>	<b>1,209.6</b>	<b>10.1%</b>
Variable contribution	458.1	393.9	16.3%	86.3	91.7	(5.9%)	544.4	485.6	12.1%
Operating expenses	(301.4)	(259.9)	(16.0%)	(52.8)	(55.9)	5.5%	(354.2)	(315.8)	(12.2%)
<b>EBITDA</b>	<b>156.7</b>	<b>134.0</b>	<b>16.9%</b>	<b>33.5</b>	<b>35.8</b>	<b>(6.4%)</b>	<b>190.2</b>	<b>169.8</b>	<b>12.0%</b>
D&A	(77.3)	(100.7)	23.2%	(20.2)	(19.1)	(5.8%)	(97.5)	(119.8)	18.6%
<b>EBIT</b>	<b>79.4</b>	<b>33.3</b>	<b>&gt;100%</b>	<b>13.3</b>	<b>16.7</b>	<b>(20.4%)</b>	<b>92.7</b>	<b>50.0</b>	<b>85.4%</b>
VC / Revenue %	36.8%	35.3%	1.5%	98.0%	98.6%	(0.6%)	40.9%	40.1%	0.8%
Opex / Revenue %	24.2%	23.3%	(0.9%)	59.9%	60.1%	0.2%	26.6%	26.1%	(0.5%)
EBITDA / Revenue %	12.6%	12.0%	0.6%	38.0%	38.5%	(0.5%)	14.3%	14.0%	0.3%
EBIT / Revenue %	6.4%	3.0%	3.4%	15.1%	18.0%	(2.9%)	7.0%	4.1%	2.9%
<b>Capex</b>	<b>48.8</b>	<b>62.3</b>	<b>(21.7%)</b>	<b>8.6</b>	<b>13.2</b>	<b>(34.8%)</b>	<b>57.4</b>	<b>75.5</b>	<b>(24.0%)</b>

NOTE: All amounts are before significant items, non-IFRS and are not subject to audit or review. These results are as reported (have not been adjusted for the sale of the MPS business in 1H24).

# MEDIA: THE VALUE OF VISION DIVERSIFIED MARKET LEADER

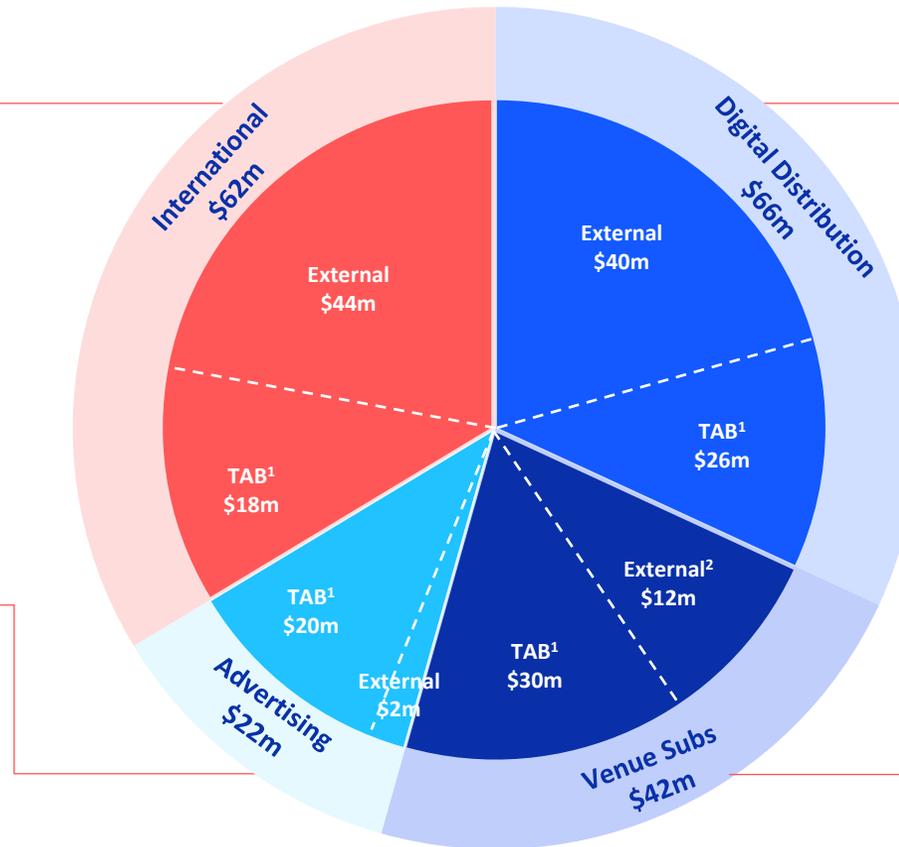
## 1H25 Media revenue sources (\$m)

### INTERNATIONAL \$62M (32%)

Export revenue (% of turnover) to overseas countries, including through SKY Racing World

### ADVERTISING REVENUE \$22M (12%)

TV and radio ad sales. TAB is currently the exclusive bookmaker integrated into SKY



### DIGITAL DISTRIBUTION \$66M (34%)

Revenue (% of turnover) generated from supplying SKY vision to bookmakers, including TAB

### VENUE SUBSCRIPTIONS \$42M (22%)

Purchase of SKY racing vision and other sports vision across licenced venues and TAB Agencies

1. TAB revenue represents charges between SKY and other Tabcorp entities. These are eliminated at consolidation.  
2. External venue subscriptions reflect the net position of Sky revenue received and Wagering rebates provided to venues.

# GLOSSARY

<b>1H/2H</b>	Six months ended 31 December/30 June of the relevant financial year
<b>A&amp;P</b>	Advertising and Promotion
<b>AAS</b>	Australian Accounting Standards
<b>ACT</b>	Australian Capital Territory
<b>ASIC</b>	Australian Securities and Investments Commission
<b>ASX</b>	Australian Securities Exchange
<b>ATO</b>	Australian Tax Office
<b>CAPEX</b>	Capital expenditure
<b>COMPANY OR TABCORP</b>	Tabcorp Holdings Limited (ABN 66 063 780 709)
<b>CPI</b>	Consumer Price Index
<b>CPS</b>	Cents per share
<b>CY</b>	Calendar Year
<b>DEMERGER</b>	The Demerger of the Group's former Lotteries and Keno business that is now operated by the ASX listed company The Lottery Corporation Limited
<b>D&amp;A</b>	Depreciation, Amortisation and impairment
<b>DPS</b>	Dividends Per Share
<b>EBIT</b>	Earnings before interest and tax (before significant items)
<b>EBITDA</b>	Earnings before interest, tax, depreciation, amortisation and impairment (before significant items)
<b>EGM</b>	Electronic Gaming Machine
<b>EPS</b>	Earnings Per Share
<b>FINANCIAL YEAR / FY</b>	The Group's financial year is 1 July to 30 June
<b>GAAP</b>	Generally accepted accounting principles
<b>GROUP</b>	The Tabcorp group of companies
<b>INTEGRITY SERVICES</b>	The Group's business that provides EGM monitoring services under licence, the provision of other regulated and approved services, and other services to licensed gaming venues (formerly referred to as Gaming Services)
<b>IFRS</b>	International Financial Reporting Standards
<b>IP</b>	Intellectual property
<b>JV</b>	Joint Venture
<b>KPI</b>	Key Performance Indicator

<b>LTM</b>	Last twelve months
<b>MAX</b>	The Group's Integrity Services brand
<b>MPS</b>	Max Performance Solutions
<b>NM</b>	Not meaningful
<b>NPAT</b>	Net profit after tax
<b>NSW</b>	New South Wales
<b>NT</b>	Northern Territory
<b>OPEX</b>	Operating expenses net of other income
<b>P&amp;L</b>	Profit and Loss
<b>PCP</b>	Prior corresponding period
<b>POCT</b>	Point of Consumption Tax
<b>QLD</b>	Queensland
<b>ROIC</b>	Return on invested capital
<b>SA</b>	South Australia
<b>SFA</b>	Syndicated facility agreement
<b>SKY RACING, SKY1 &amp; SKY2</b>	Part of the Group's Media business, Broadcasting racing and sport throughout Australia and internationally
<b>STI</b>	Short Term Incentives
<b>TAB</b>	The Group's wagering brand
<b>TAH</b>	The ASX ticker code used to identify Tabcorp
<b>TAS</b>	Tasmania
<b>THE LOTTERY CORPORATION (TLC)</b>	Post Demerger is a stand-alone company listed on the ASX, holding the Lotteries and Keno businesses
<b>TURNOVER</b>	Turnover is gross amount wagered by customers. It is a non-IFRS measure
<b>USPP</b>	US Private Placement
<b>VC</b>	Variable Contribution
<b>VIC</b>	Victoria
<b>VRC</b>	Victorian Racing Club
<b>VRI</b>	Victorian Racing Industry
<b>WAGERING AND MEDIA (W&amp;M)</b>	The Group's business that operates fixed odds and pari-mutuel betting products and services on racing, sport and novelty products, and racing and sports broadcasting
<b>WSP</b>	Wagering Service Provider

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