

## **Tasracing Pty Ltd 2020**

Corporate Plan 2020-21 to 2024-25

Abridged 2020-21 Corporate Plan amendment

7 August 2020



## Material Updates to the 2020-21 Draft Corporate Plan

The Tasracing 2020-21 draft Corporate plan presented a pre-COVID-19 view without taking in to account impacts of the virus or the enforced shut down on costs and revenues. The potential for lost market share and operational cost impacts were not been factored into the forecasts due to the timing and uncertainty. This amendment now incudes expectations based on these impacts though there remains significant uncertainty especially around commercial revenue projections.

Key changes from the draft Corporate Plan presented in May include:

- Reduced Race Field Fee (RFF) projections
  - FY21 is forecast to be 10% less than the original version recovering slightly to a 6% reduction in later years.
  - With Tasmanian Racing shut down for 2 <sup>1</sup>/<sub>2</sub> months while all other jurisdiction continued there is an expectation that some market share has been lost in the short term to those continuing competitors.
  - Ongoing economic stress is expected to reduce wagering revenues in the medium term.
- Cash reserves have been consumed by the animal welfare payments during the closure with \$2m of additional debt taken on for cashflow protection.
  - Capital expenditure has been severely restricted in FY21 to rebuild cash to acceptable levels.
  - Some projects have been delayed particularly planned training facility improvements.

- With reduce commercial revenues forecast, FY21 code funding growth has been reduced from \$1.5m to \$0.7m. This is forecast to recover to reductions of around \$0.4m in future years.
- Tasracing's financial result is budgeted to reduce from a profit of \$0.6m to a loss of \$0.3m in FY21 with future years results forecast at around \$0.7m less than originally projected.

Key strategic directions over the planning period are not expected to be unduly impacted at this stage though significant uncertainty remains. FY21 will be a year of restraint as the commercial situation develops and cash reserves are rebuilt.

## **Statement of Corporate Intent**

FinancialS MillionS MillionS MillionS MillionS MillionS MillionFinancialTargetTargetTargetTargetTargetTargetNPAT-0.300.930.550.320.35Race Field Revenu15.4417.0517.9718.9620.00Code Funding25.9828.0429.1630.3331.54Capital Expenditure2.002.035.604.894.17Annimal Welfare Funding0.581.171.911.211.23Workers Compensation1.001.001.001.001.00Non-Financial2020-20212021-20222022-20232023-20242024-2025Racing Information2020-20212021-20222022-20232023-20242024-2025ThoroughbredNumber of races5.705.705.705.715.71Total Starters5.2265.3265.3265.3265.326Av. Starters Per race9.29.39.39.39.3HarnessNumber of races7.207.3507.6507.650Av. Starters Per race1.011.021.031.0601.600GreyhoundNumber of races1.6001.6001.6001.600Av. Starters Per race7.77.77.77.7Licensed Persons1.4281.4391.23912.339Stakes Money Paid SM2.2612.2612.2662.5592.661Stak			2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
NPAT   -0.30   0.93   0.55   0.22   0.35     Race Field Revenue   15.44   17.05   17.97   18.96   20.00     Code Funding   25.98   28.04   29.16   30.33   31.54     Capital Expenditure   2.00   5.53   5.60   4.89   4.17     Animal Welfare Funding   0.58   1.17   1.19   1.21   1.23     Workers Compensation   1.00   1.00   1.00   1.00   1.00   1.00     Wagering Turnover   593.57   655.30   691.00   728.76   768.72     Non-Financial   2020-2021   2021-2022   2022-2023   2023-2024   2024-2025     Racing Information   1   1.00   1.00   1.00   1.00     Harnes   Number of races   570   570   570   571     Total Starters   5,226   5,326   5,326   5,326   5,326     Av. Starters Per race   9.2   9.3   9.3   9.3   9.3     Har			\$ Million				
Race field Revenue   15.44   17.05   17.97   18.96   20.00     Code Funding   25.98   28.04   29.16   30.33   31.54     Capital Expenditure   2.00   5.53   5.60   4.89   4.17     Animal Welfare Funding   0.58   1.17   1.19   1.21   1.23     Workers Compensation   1.00   1.00   1.00   1.00   1.00     Wagering Turnover   593.57   655.30   691.00   728.76   768.72     Non-Financial   2020-2021   2021-2022   2022-2023   2023-2024   2024-2025     Racing Information   1   1.01   1.00   5.326	Financial		Target	Target	Target	Target	Target
Code Funding   25.98   28.04   29.16   30.33   31.54     Capital Expenditure   2.00   5.53   5.60   4.89   4.17     Animal Welfare Funding   0.58   1.17   1.19   1.21   1.23     Workers Compensation   1.00   1.00   1.00   1.00   1.00     Wagering Turnover   593.57   655.30   691.00   728.76   768.72     Racing Information   2020-2021   2021-2022   2022-2023   2023-2024   2024-2025     Racing Information   5.236   5.70   570   570   571   53.26     Harness   Number of races   5.20   7.30   7.450   7.50   7.650     Greyhound   Number of races   7.20   7.30   7.450   7.500   7.650     Greyhound   Number of races   7.20   7.30   7.450   7.500   7.650     Mumber of races   7.20   7.30   7.450   1.600   1.600   1.600   1.600   1.600   1.600		NPAT	-0.30	0.93	0.55	0.32	0.35
Capital Expenditure   2.00   5.53   5.60   4.89   4.17     Animal Welfare Funding   0.58   1.17   1.19   1.21   1.23     Workers Compensation   1.00   1.00   1.00   1.00   1.00   1.00   1.00     Wagering Turnover   S93.57   655.30   691.00   728.76   768.72     Non-Financial   2020-2021   2021-2022   2022-2023   2023-2024   2024-2025     Racing Information   Number of races   570   570   570   570   571     Thoroughbred   Number of races   5.226   5.326		Race Field Revenue	15.44	17.05	17.97	18.96	20.00
Animal Welfare Funding 0.58 1.17 1.19 1.21 1.23   Workers Compensation 1.00 1.00 1.00 1.00 1.00 1.00   Wagering Turnover 593.57 655.30 691.00 728.76 768.72   Non-Financial 2020-2021 2021-2022 2022-2023 2023-2024 2024-2025   Racing Information 101 570 570 570 571 5326   Thoroughbred Number of races 572 5326 5,326 5,326 5,326 5,326 5,326   Av. Starters Per race 9.2 9.3 9.3 9.3 9.3 9.3   Harness Number of races 720 720 720 720 720 720   Greyhound Number of races 7,250 7,350 7,450 7,550 7,650   Av. Starters Per race 10.1 10.2 10.3 10.60 1,600   Greyhound Number of races 1,600 1,600 1,600 1,600 1,600 1,600 1,600 1,600 1,600 1,600 <		Code Funding	25.98	28.04	29.16	30.33	31.54
Workers Compensation1.001.001.001.001.001.00Wagering Turnover593.57655.30691.00728.76768.72Non-Financial2020-20212021-20222022-20232023-20242022-2025Racing InformationNumber of races570570570571ThoroughbredNumber of races5,2265,3265,3265,326Av. Starters Per race9.29.39.39.39.3HarnessNumber of races720720720720720GreyhoundNumber of races10.110.210.310.510.6Mumber of races1,6001,6001,6001,6001,6001,600Av. Starters Per race10.110.210.310.510.6GreyhoundNumber of races7,77,77,77,7Av.e Starters Per race7,77,77,77,77,7Licensed Persons1,4281,4991,5291,5601,591Stakes Money Paid \$M22.6124.6025.5926.6127.67		Capital Expenditure	2.00	5.53	5.60	4.89	4.17
Wagering Turnover   593.57   655.30   691.00   728.76   768.72     Non-Financial Racing Information   2020-2021   2021-2022   2022-2023   2023-2024   2024-2025     Thoroughbred   Number of races   570   570   570   570   571     Av. Starters Per race   9.2   9.3   9.3   9.3   9.3     Harness   Number of races   720   720   720   720   720     Greyhound   Number of races   10.1   10.2   10.3   10.5   10.6     Mumber of races   1,600   1,600   1,600   1,600   1,600   1,600     Av. Starters Per race   10.1   10.2   10.3   10.5   10.6     Greyhound   Number of races   1,600   1,600   1,600   1,600   1,600     Av. Starters Per race   7,7   7,7   7,7   7,7   7,7     Greyhound   Number of races   1,600   1,600   1,600   1,600   1,600     Av. Starters Pe		Animal Welfare Funding	0.58	1.17	1.19	1.21	1.23
Non-Financial   2020-2021   2021-2022   2022-2023   2023-2024   2024-2025     Racing Information   Toton Statutes   570   570   570   570   571     Thoroughbred   Number of races   570   570   570   570   571     Harness   Number of races   720   720   720   720   720     Av. Starters Per race   9.2   9.3   9.3   9.3   9.3   9.3     Harness   Number of races   720 <td></td> <td>Workers Compensation</td> <td>1.00</td> <td>1.00</td> <td>1.00</td> <td>1.00</td> <td>1.00</td>		Workers Compensation	1.00	1.00	1.00	1.00	1.00
Non-Financial   2020-2021   2021-2022   2022-2023   2023-2024   2024-2025     Racing Information   Totooughbred   Number of races   570   570   570   570   571     Thoroughbred   Number of races   570   570   570   570   571     Harness   Number of races   720   9.3   9.3   9.3   9.3     Harness   Number of races   720   720   720   720   720     Greyhound   Number of races   1,200   1,020   10.3   10.5   10.6     Iteness   Number of races   1,600   1,510							
Racing Information     Thoroughbred   Number of races   570   570   570   571     Total Starters   5,226   5,326   5,326   5,326   5,326     Av. Starters Per race   9.2   9.3   9.3   9.3   9.3     Harness   Number of races   720   720   720   720     Total Starters   7,250   7,350   7,450   7,550   7,650     Mumber of races   10.1   10.2   10.3   10.6   10.6     Greyhound   Number of races   1,600   1,60	Wagering Turnover		593.57	655.30	691.00	728.76	768.72
Racing Information     Thoroughbred   Number of races   570   570   570   571     Total Starters   5,226   5,326   5,326   5,326   5,326     Av. Starters Per race   9.2   9.3   9.3   9.3   9.3     Harness   Number of races   720   720   720   720     Total Starters   7,250   7,350   7,450   7,550   7,650     Mumber of races   10.1   10.2   10.3   10.6   10.6     Greyhound   Number of races   1,600   1,60							
Thoroughbred   Number of races   570   570   570   570   571     Total Starters   5,226   5,326   5,326   5,326   5,326   5,326     Av. Starters Per race   9.2   9.3   9.3   9.3   9.3     Harness   Number of races   720 <t< td=""><td>Non-Financial</td><td></td><td>2020-2021</td><td>2021-2022</td><td>2022-2023</td><td>2023-2024</td><td>2024-2025</td></t<>	Non-Financial		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Total Starters   5,226   5,326	Racing Information						
Av. Starters Per race 9.2 9.3 9.3 9.3 9.3   Harness Number of races 720 720 720 720 720   Total Starters 7,250 7,350 7,450 7,550 7,650   Av. Starters Per race 10.1 10.2 10.3 10.5 10.6   Greyhound Number of races 1,600 1,600 1,600 1,600 1,600 1,600   Av. Starters Per race 12,339 12,339 12,339 12,339 12,339 12,339 12,339   Licensed Persons 1,428 1,499 1,529 1,560 1,591   Stakes Money Paid \$M 26.61 27.67 27.67 27.67	Thoroughbred	Number of races	570	570	570	570	571
HarnessNumber of races720720720720Total Starters7,2507,3507,4507,5507,650Av. Starters Per race10.110.210.310.510.6GreyhoundNumber of races1,6001,6001,6001,6001,600Total Starters12,33912,33912,33912,33912,339Licensed Persons1,4281,4991,5291,5601,591Stakes Money Paid \$M122.6124.6025.5926.6127.67		Total Starters	5,226	5,326	5,326	5,326	5,326
Total Starters7,2507,3507,4507,5507,650Av. Starters Per race10.110.210.310.510.6GreyhoundNumber of races1,6001,6001,6001,6001,600Total Starters12,33912,33912,33912,33912,33912,339Av.e Starters Per race7.77.77.77.77.7Licensed Persons1,4281,4991,5291,5601,591Stakes Money Paid \$M2.6.122.6124.6025.5926.6127.67		Av. Starters Per race	9.2	9.3	9.3	9.3	9.3
Av. Starters Per race 10.1 10.2 10.3 10.5 10.6   Greyhound Number of races 1,600 1,600 1,600 1,600 1,600   Total Starters 12,339 12,339 12,339 12,339 12,339 12,339   Av.e Starters Per race 7.7 7.7 7.7 7.7 7.7   Licensed Persons 1,428 1,499 1,529 1,560 1,591   Stakes Money Paid \$M 22.61 24.60 25.59 26.61 27.67	Harness	Number of races	720	720	720	720	720
Greyhound   Number of races   1,600   1,501   1,501   1,501   1,501   1,501   1,501   1,501   2,501   2,661   2,767		Total Starters	7,250	7,350	7,450	7,550	7,650
Total Starters   12,339 <th< td=""><td></td><td>Av. Starters Per race</td><td>10.1</td><td>10.2</td><td>10.3</td><td>10.5</td><td>10.6</td></th<>		Av. Starters Per race	10.1	10.2	10.3	10.5	10.6
Av.e Starters Per race 7.7 7.7 7.7 7.7   Licensed Persons 1,428 1,499 1,529 1,560 1,591   Stakes Money Paid \$M 22.61 24.60 25.59 26.61 27.67	Greyhound	Number of races	1,600	1,600	1,600	1,600	1,600
Licensed Persons 1,428 1,499 1,529 1,560 1,591   Stakes Money Paid \$M 22.61 24.60 25.59 26.61 27.67		Total Starters	12,339	12,339	12,339	12,339	12,339
Stakes Money Paid \$M   22.61   24.60   25.59   26.61   27.67		Av.e Starters Per race	7.7	7.7	7.7	7.7	7.7
	Licensed Persons		1,428	1,499	1,529	1,560	1,591
Breeder Bonuses paid 145 165 200 200 200	Stakes Money Paid \$M		22.61	24.60	25.59	26.61	27.67
	Breeder Bonuses paid		145	165	200	200	200

## **Statement of Corporate Intent**

WHS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Lost Hours (Employees)	550.0	500.0	450.0	450.0	450.0
Toolbox Meetings Held	48	48	48	48	48
Jockey Raceday Injury Claims	2.0	2.0	2.0	2.0	2.0
Jockey Training Injury Claims (External)	1.0	1.0	1.0	1.0	1.0
Jockey Training Injury Claims (Tasracing)	5.0	5.0	5.0	5.0	5.0
Welfare	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Greyhounds Euthanased (Non Injury/Safety)	10	0	0	0	0
Greyhounds Rehomed	150	200	200	200	200
Horse Attendance OTT Clinics	1,000	1,250	1,500	1,500	1,500
Operations	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Operations Brand Awareness Growth	<b>2020-2021</b> 6%	<b>2021-2022</b> 6%	<b>2022-2023</b> 6%	<b>2023-2024</b> 6%	<b>2024-2025</b> 6%
•					
Brand Awareness Growth	6%	6%	6%	6%	6%
Brand Awareness Growth Video Hours Consumption Growth	6% 14%	6% 14%	6% 14%	6% 14%	6% 14%
Brand Awareness Growth Video Hours Consumption Growth Administration Costs	6% 14% 6.1%	6% 14% 6.0%	6% 14% 5.9%	6% 14% 5.9%	6% 14% 5.9%
Brand Awareness Growth Video Hours Consumption Growth Administration Costs Asset Life Percentage	6% 14% 6.1% 52%	6% 14% 6.0% 56%	6% 14% 5.9% 60%	6% 14% 5.9% 60%	6% 14% 5.9% 60%
Brand Awareness Growth Video Hours Consumption Growth Administration Costs Asset Life Percentage	6% 14% 6.1% 52%	6% 14% 6.0% 56%	6% 14% 5.9% 60%	6% 14% 5.9% 60%	6% 14% 5.9% 60%
Brand Awareness Growth Video Hours Consumption Growth Administration Costs Asset Life Percentage Assets Fit for purpose or better	6% 14% 6.1% 52%	6% 14% 6.0% 56%	6% 14% 5.9% 60%	6% 14% 5.9% 60%	6% 14% 5.9% 60%