



STRATEGIC PLAN 2020 - 2022

Purpose & Ambition



THE BRISBANE RACING CLUB

A Club born from passion, built on history, focused on the future

PURPOSE

To attract and host premium thoroughbred racing and training for the enjoyment of our Members and the benefit of the racing community and the public

AMBITION

To be an innovative industry leader with a self-sustaining ethos to protect and secure the future of racing



Our Journey



Eagle Farm & Doomben Wagering Turnover



Our 2 Year Strategy – Playing to our strengths in uncertain times

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Focus on improving Members' experiences within our grandstands. Reinvest 100% of Membership subscriptions revenue into Members' Facilities

Along with RQ and our wagering partners strengthen and take advantage of Eagle Farm and Doomben's wagering premium to grow wagering and media revenue

Improve the broadcast quality and distribution of Brisbane racing to maximise commercial opportunities and grow wagering income for the QLD racing industry

Our corporate governance and risk management will be independently assessed against the standard expected of a much larger (ASX listed) entity

Demonstrate leadership on climate change by accelerating our journey to net zero emissions and by accessing recycled water A Club Born From Passion, Built On History, Focused On The Future

Follow a long term, consistent and full schedule of race days at Eagle Farm and Doomben that allows for consistently scheduled renovations and non-race day opportunities

> Minimise debt related to racing infrastructure and with RQ / Government support establish a racing infrastructure sinking fund from wagering revenue

> > Play to our strengths being live racing, history, tradition and the growth of Brisbane as a Destination with a more sophisticated food and entertainment culture

Grow revenue from our diversified business including licensed Clubs that build on their role supporting their communities

Accelerate digital transformation of our business and the adoption of digital for communications, loyalty and on-course wagering

Close the gap between Brisbane and other interstate metropolitan Racing venues' racing and spectator infrastructure

Our 2021 Goals.

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Refurbish Level 1 of the John Power Stand and the Eagle Farm Birdcage for Members, Owners and Hospitality customers

\$1.3 Billion in Turnover each year. Up from \$1.05Billion in FY20. Support TAB and consolidate gains in market share during COVID

Ensure proper showcasing of Brisbane racing, launch a new free to air channel, reach 1M+ audience during Carnivals, drive Sponsorship sales

Implement Directors Australia recommendations in full. Operate to our risk profile ensuring racing continues and we secure income from non-racing projects with blue chip partners

Progress sustainability strategy to commit to net zero emissions timeline and access to recycled water

A Club Born From Passion, Built On History, Focused On The Future

Take full control of Eagle Farm track and conduct a minimum of 45 BRC Saturday metro meetings across both tracks

Reduce BRC commercial debt by \$8M and work with Government to address the impact racing infrastructure debt has on BRC's business

> Leverage the history, tradition and thrill of live racing, the benefits of being a BRC Member and the joys of living in Brisbane in our marketing and in the community

Masterplan Gallopers Sports Club site, St Leger precinct and the Eagle Farm spectator precinct in preparation for a significant investment decision

Complete digital transformation including our data warehouse, a new ticketing platform, mobile ticketing, website and integration with loyalty across our venues

Advocate for a meritocratic approach to Infrastructure funding so the Metro tracks remain competitive with Sydney and Melbourne venues