

Dear Shareholder,

A series of experiments

"Whatever the result, we will receive useful information that will benefit the next experiment." Rick Rubin, The Creative Act

Since BetTube was founded, we have been running one experiment, broken into many smaller experiments. The overarching question to be answered is: could a corporate bookmaker be built on price, product, service and cost discipline, rather than bought with marketing budgets and bonuses?

We've made no secret of our client obsession and our focus on "operational excellence". We have strived to deliver continuous improvement in client experience while also driving productivity, margin and efficiencies.

Not every experiment along the way worked. Last year we told you the Daily Mail arrangement failed. It cost very little, and it taught us that partners need skin in the game. That is how we work. We run experiments, keep them cheap, weigh the results honestly, and use what we learn.

This letter reports the result of the first experiment and sets up some more.

Ben Graham said that in the short run the (stock) market is a voting machine, but in the long run it is a weighing machine. In 2000, Jeff Bezos used the same line to tell Amazon shareholders that Amazon was a company that wanted to be weighed. That's how we see BetTube.

An experiment is only worth running if you can weigh the result. Our transparent accounts are the scale, and they make it easy to see the results of the continued experiment.

We have been very clear that BetTube does not capitalise in-house software development costs and that this expenditure is expensed in the year we incur it.

There are no acquisitions. No integrations. No synergies. No normalised earnings. The way that BetTube does its statutory accounts makes it harder to "show" a (paper) profit, but much easier for an investor or prospective shareholder to read.

It also means the cost of every new experiment in this letter, InfoMarket included, is already in these numbers.

Let's go to the videotape.

FY2026 Form Guide

Operational Metrics		FY2026	FY2025	Change
Turnover		\$465m	\$311m	+49.3%
Sports turnover		\$92m	\$79m	+16.6%
Racing turnover		\$372m	\$232m	+60.5%
Sports Gross Margin	9.2%	\$8.5m	\$5.9m	+43.4%
Racing Gross Margin	12.0%	\$44.7m	\$29.2m	+52.8%
Gross Margin	11.4%	\$53.2m	\$35.1m	+51.2%
Net Margin (after Rewards)	8.3%	\$38.8m	\$26.8m	+44.9%
Net Gaming Revenue (NGR)	3.9%	\$18.3m	\$14.0m	+30.8%
Rewards (% of Turnover)		3.1%	2.7%	+0.4pts
Bet count		4.6m	4.2m	+11.6%
Average Saturday bet count		22,043	17,319	+27.3%
Average bet		\$101	\$78	+28.9%
Average daily active clients		1,186	1,038	+14.3%

The above numbers resulted in the following:

Financial Performance (Statutory)		FY2026	FY2025	Change
EBITDA		\$1.5m	\$0.8m	+92.9%
Profit/(loss) before tax		\$0.96m	-\$0.06m	+\$1.02m
Net profit/(loss) after tax		\$1.41m	-\$0.06m	+\$1.47m
Operating cash flow		\$4.0m	\$2.3m	+69.5%
Cash and cash equivalents		\$10.3m	\$6.8m	+50.8%
Net assets		\$4.0m	\$2.4m	+62.6%

Free Cash Flow ¹		FY2026	FY2025	Change
Free cash flow		\$3.8m	\$2.3m	+63.3%
Free cash flow per share (cents)		1.58	0.96	+0.62c

¹ Free cash flow is net cash from operating activities (\$3,980k) less net cash used in investing activities (\$167k).
Per share figures use the weighted average of 241,973,707 shares (ordinary and A Class) used for basic EPS.

Free cash flow per share remains our ultimate financial measure. In FY2026 the business generated \$4.0m from operations and, after \$0.2m in investing activities, \$3.8m in free cash flow. With no new shares issued, free cash flow per share rose from 0.96c to 1.58c. We finished the year with \$10.3m in the bank.

BetTube reported its first statutory profit: \$1.41m after tax, including a \$452k deferred tax asset. Profit before tax was \$959k, a \$1.02m turnaround on FY2025.

The deferred tax asset reflects carried-forward tax losses that we expect to use against future profits. The profit also answers the question a first profit invites: dividends, buybacks or reinvestment? We reinvest. In FY2026 that meant the platform, the data team, Braze and Amplitude, and the people to run them.

Henry Singleton, who ran Teledyne and whom Warren Buffett credited with the best capital allocation record in American business, put it best: "My only plan is to keep coming to work every day. I like to steer the boat each day rather than plan ahead way into the future."

We have our strategy and, like Henry, I will continue to steer the boat each day in that direction.

That is the weight. Here is how we got there.

The Bet Right Promise

The Bet Right Promise remains unchanged:

"Bet Right promises to give the best market access to racing and sports betting markets by providing the best possible prices, the best service and the best platform with exclusive products designed to maximise your winnings."

Over the year, we continued to offer RPX to all clients, RD+ continued to be the best tote derivative product on the market; at every metropolitan Sydney and Melbourne meeting (and other feature meetings), Bet Right clients enjoyed Best Tote Exotics; and our exclusive "Price Watch" on sporting events continued to garner support from clients.

So did we deliver on the Bet Right Promise?

How we price now.

In FY2026, across all Australian fixed price racing, Bet Right, with our world exclusive RPX, paid its clients on aggregate either:

1. \$2.6m MORE than they would have received had they bet with Sportsbet (an additional 4.6%); or
2. \$2.2m MORE than they would have received had they bet with Ladbrokes (an additional 3.9%); or
3. \$2.5m MORE than they would have received had they bet with TAB (an additional 4.4%).

That is more than in FY2025 against each of the Big 3. Since RPX launched on 19 September 2023, across three financial years, Bet Right has paid its clients on aggregate either \$6.2m MORE than Sportsbet, \$5.2m MORE than Ladbrokes or \$6.0m MORE than TAB. The amount has grown every year.

When we launched RPX, the question was whether a product that matched or beat the Big 3 would be profitable. Three years and over \$6m later, the answer is in the numbers.

In FY2026 we set out to service larger staking clients. These clients bet in size, expect sharp prices and fast service, and quickly find out whether a bookmaker can handle their business, temperament and demands. In FY2026 we had more of them than in any previous year.

As a result, racing turnover increased 60.5% to \$372m and Racing Gross Margin increased 52.8% to \$44.7m. Sports turnover also increased 16.6% to \$92m and Sports Gross Margin grew 43.4% to \$8.5m. The average bet rose from \$78 to \$101. That is proof the platform can service the “Big End of Town”; our pricing, our risk management through Market Making, and our Client Advocacy team all scaled with it.

Racing Gross Margin eased from 12.6% to 12.0% as volume grew. We will take that trade every time: 60% more turnover and 53% more margin dollars for 0.6 points of margin. But we are not resting on it, and we are working on ways to lift racing margin.

Sports Gross Margin rose from 7.5% to 9.2%. Prop markets, Same Game Multis and Price Watch continue to work. We are developing a Right Price Execution product aimed at Tier 1 sports using multis and aim for this to be released in calendar 2027. It's much more complicated than RPX racing and we expect a product that helps clients get the best price in Tier 1 sports to be very compelling.

Since year end, Australia has moved to a single national tote. With the launch of One Pool, the three state tote pools are now one pool with one dividend.

This changes the economics of our tote products. RD+ has always been derived from the best of the three Australian totes. With one tote, there is no longer a best tote to result against, and we expect this to assist our racing margin.

In response to One Pool, we have repriced RD+. Clients now receive the tote dividend or the Bet Right Starting Price, whichever is better, plus 5% of their winnings, up from 3%, on every Australian thoroughbred race. We expect this to be industry leading. While others offer up to 10%, it is restricted to selected races and it is not clear when it will be offered.

With Bet Right's RD+, a client knows before they bet that they will receive this better price on every transaction. We anticipate that the single tote will have a positive impact on our racing margin while +5% (on the greater of the tote price or Bet Right's Starting Price) keeps RD+ ahead of the market. We'll report the result next year.

Best Tote Exotics was built on paying the best of three exotic pools. With one pool, that experiment has ended. We are testing what replaces it.

How we acquire now.

In FY2026 we changed our Welcome Offer to slow down bonus hunters. We expected sign-ups to fall and the quality of the clients who stayed to improve.

Sign-ups fell 13.4% to 14,774. But first-time depositors (FTDs) rose 7.2% to 11,957, average daily active clients rose 14.3% to 1,186, monthly active clients rose 11.5% to 5,987, and the average bet rose from \$78 to \$101.

Fewer people walked through the door. More of them stayed, and they bet more when they did.

Each active client was worth more. Our annual yield per active client² rose 30.3%, from \$1,398 to \$1,822 (FY2024: \$969). The increase was influenced by our high-volume clients, and continued the growth of this metric.

Our advertising and marketing spend was \$0.85m. Our cost to acquire a first-time depositor was \$71.26, up from \$57.84. Last year we reported \$33.67. That measured spend per client sign-up, not per first-time depositor. Same spend, different yardstick. We now use the harder one. Industry norms typically range from \$300 to \$450.

To put Bet Right's spend in perspective, in FY2026 PointsBet and betr spent 24% and 21% of Net Win on marketing. Bet Right spent 2.2% of Net Margin, the closest equivalent measure.

With our investment in Braze and Amplitude (see below), we can now examine the sign-up funnel in detail and give clients relevant, personalised communications that improve their journey from the first bet.

How we spend now.

The best prices need the lowest costs. That has not changed. What changed in FY2026 is the shape of the business: more turnover, larger bets, more risk and more transaction costs.

Our costs followed that shape.

Operating costs rose by \$3.2m, or 22.5%, to \$17.4m. The increase is large and needs explanation. Three lines account for nearly nine-tenths of the increase:

- Data feeds and risk management rose \$1.3m, or 46.5%, to \$4.2m. This cost moves with the volume we price and the risk we manage, and it grew in line with turnover.
- Employee costs rose \$1.2m, or 19.1%, to \$7.8m. About \$0.86m reflects new headcount. These were new roles across key areas of Platform Development, Data, Client Advocacy, Finance and Regulatory Compliance. The remaining \$0.38m (a 5.8% increase) was driven by the annual salary review and the super guarantee increase to 12%.

² Net Margin (after Rewards) divided by yearly active clients.

- Bank fees rose \$0.2m, or 39.3%, to \$0.9m. This is a function of turnover (though not completely linear) and remains in proportion.

Everything else rose a net \$0.2m, or 5.6%, excluding a one-off, non-cash fair value loss.

Australian inflation was 3.8%, and our data providers and platform providers, including Microsoft Azure, increased prices above inflation. We expect that to continue, which is why every dollar we spend must earn its place. We remain vigilant and we are currently analysing all our costs to ensure we are maximising our cash.

While not totally comforting, the costs still grew more slowly than the business. This year it cost us \$3.74 to process each \$100 of turnover, down from \$4.56.

How we reward now.

Rewards are a cost of entering the high-volume client arena. These clients bet on lower margins and expect rewards that reflect their activity and contribution. They are experienced businesspeople who compare terms with bookmakers, so we are required to compete for their business on rewards as well as price. We always aim to win on price and experience and negotiate hard on rewards so that the business stays profitable.

In FY2026, rewards rose to 3.1% of turnover, up from 2.7% in FY2024 and FY2025.

While we “report” rewards as a percentage of turnover, it is important to look at the true costs and internally we use a “rewards to margin” ratio. In FY2026 this rose from 23.8% to 27.0%. That is still below the 28.7% of FY2024, and Racing Gross Margin, which drove the increase in gross margin, grew 52.8% over the same year.

We have made Reward platform changes (the Right Pocket) that introduce a “chip allocation” system for rewards. We expect a more efficient distribution of rewards to reduce the rewards to margin ratio while improving the competitive nature of our overall rewards. It’s about being more efficient.

To highlight the importance of efficiency of rewards, a losing bonus bet of \$100 can cost the operation up to \$20 in state Point of Consumption tax.

We’ll report the result next year.

Bet Right continues educating clients about the benefits of price over bonuses. RD+ and RPX deliver quantifiable benefits and we are introducing changes to how RPX is presented in the bet slip to further highlight the importance of price.

How we innovate now.

In last year’s letter, I foreshadowed the launch of Bet Tracker and Sports Stats. Both are now live on web, iOS and Android, across NBA, AFL, NRL and, since year end, NFL. Clients asked for them. We built them.

As always, our clients drove most of what we shipped. Complaints taught us more than praise. Here are the highlights of FY2026:

- Bet Tracker for Singles, Same Game Multis and Multis, launched for NBA in December 2025, then AFL and NRL in April 2026, with further AFL and NRL markets added in May 2026
- Sports Stats for NBA (January 2026), then AFL and NRL (March 2026)
- Safer gambling alerts and messaging in the apps
- The largest range of Soccer World Cup markets

Connecting with our clients

Last year I wrote that communication with clients is always a challenge. In FY2026 we did something about it.

In August 2025 we selected Braze and Amplitude, widely regarded as the gold standard for client engagement and product analytics. It is one of the biggest investments we have made in the platform since launch, and we have employed specialists to run both. We made the investment expecting better data to make our communications more relevant and our product decisions faster.

Amplitude shows us how clients use Bet Right: which features they find, where they get stuck, and what brings them back. It replaced Google Analytics and went live in the apps in December 2025, alongside in-app surveys that let us ask clients for feedback in real time, not weeks later.

Braze is how we respond. Email, SMS, push notifications, in-app messages and banners now run from a single platform, replacing separate providers. In-app messages went live on web in February 2026 and on the apps in March 2026, followed by push notifications and banners.

What this means for clients:

- **One view of the client.** What a client does on Bet Right and what we say to them are now connected, rather than sitting in separate systems.
- **One record of preferences.** Communication preferences are managed in one place. When a client opts out, they opt out everywhere.
- **Relevance, not volume.** A client who bets on NBA hears about NBA. A client who only bets on Saturdays is not messaged on a Tuesday night.
- **Measurement.** We can see whether a message helped a client or simply interrupted them.

In 2024 I wrote that personalisation should give clients greater utility, not be used to extract more margin from them. Braze and Amplitude are what make that possible at scale. The tools are only as good as the people using them, which is why we hired specialists rather than leaving it to chance.

Since year end

Since 30 June, we have released the most significant change to how clients use promotions since Bet Right launched. Bet slip benefits shows every benefit and bonus bet

that can apply to a bet, and the client chooses which to use. No hidden conditions, no guessing. Clients can now also split a bonus bet up to ten ways directly from the bet slip.

We have also launched NFL Sports Stats and Bet Tracker, added around 150 AFL player markets, and redesigned the mobile bet slip so clients can deposit without leaving it.

Every release was built by our own team on our wholly owned platform. Every dollar of it, Braze and Amplitude included, was expensed, not capitalised.

How we comply now.

Compliance is not a cost centre to be minimised. It is part of the product. A client who trusts that their money, identity and wellbeing are protected is a client who stays.

FY2026 brought the most significant change to Australian anti-money laundering law in almost two decades. The AML/CTF reforms went live on 1 April 2026, and Bet Right was ready on day one. Watchlist screening went into production, our alert rules were redesigned from the ground up, and Confirmation of Payee now checks that the bank account a client deposits from or withdraws to is actually theirs. Anyone operating a betting account on behalf of another person must now complete full onboarding and screening in their own right.

New systems rarely launch without friction. In the first 24 hours, only 33 withdrawals were held because a name did not match exactly (a middle name, or names transposed). Each was reviewed and resolved, and we refined both the process and the messaging to clients within days.

On safer gambling, last year I wrote that Bet Right had developed “several new safer gambling products, many of which will launch over the next 12 months.”

We launched safer gambling alerts and messaging in the apps. We held the rest back. During the year, safer gambling was the subject of parliamentary hearings, and the Northern Territory released a new draft code of practice (which was delayed). Building tools above the statutory requirements, only to rebuild them when the requirements changed, would have spent money twice. These tools remain developed, and we will deploy them against the final rules, not the draft.

Our position on safer gambling has not changed. Bet Right monitors client accounts 24/7, and where required, a client interaction cannot be dismissed until the client has answered the questions asked.

On privacy, we have approved a plan to destroy identity documents once they are no longer required, and we are preparing for the new Privacy Act transparency obligations on automated decision-making that commence in December.

Looking ahead, the Interactive Gambling Amendment Bill passed on 19 August 2026 and takes effect no earlier than 1 January 2027. It introduces:

- A 90-day no-marketing period for clients returning from BetStop
- A 14-day no-marketing period for new clients

- New safer gambling detection requirements with restricted marketing attached to clients deemed “at harm of gambling”
- A national opt-out register for social media advertising

Our impact analysis is complete. For operators whose growth depends on inducements, these changes will bite. Bet Right’s marketing costs were 2.2% of Net Margin. We built our client base on price, not promotions, and that strategy is also our best compliance strategy.

Risk entertainment defined.

In 2024 we changed our mission statement:

BetTube: The world’s most client-obsessed platform for risk entertainment.

We asked: what is risk entertainment? Watch this space.

This was answered in FY2026 by international markets with the rise of prediction markets, a term now used to describe a platform where participants can place “trades” or “bets” on all events which can be determined by an outcome.

In the United States, prediction markets have grown into federally regulated financial markets. Operators such as Kalshi and Polymarket are regulated by the CFTC as designated contract markets, which means they must meet federal standards for clearing and custody of client funds. The regulator now treats them as finance, not gambling. In January 2026, the CFTC Chairman directed staff to withdraw the 2024 proposed rule that would have banned sports and politics event contracts, and the 2025 staff advisory cautioning against sports event contracts. In March 2026, a staff advisory classified event contracts as a “financial asset class”, and the CFTC sought public comment on how the Commodity Exchange Act should apply to prediction markets.

A racing bet, a sports multi, a prediction market contract and a bet on the price of Bitcoin share the same core: priced risk on an uncertain outcome. Client demand is converging across them. The client does not care which industry the product came from. The client cares about price, access and experience.

This Is Risk Entertainment.

InfoMarket

In FY2026 we launched InfoMarket through a Platform-as-a-Service agreement in cooperation with FEX Global, an Australian derivatives market operator. InfoMarket is built on the BetTube infrastructure and platform. Different product. Different client. Same Machine.

InfoMarket is part of our “showroom”, demonstrating that the infrastructure we have built has additional capabilities. InfoMarket is fully compliant with Australia’s high standards of regulation and client protection.

Cryptocurrency markets

After extensive consultation with the Northern Territory Wagering Commission, at its meeting on 2 July 2026, the Commission approved our application to provide markets on specified cryptocurrencies.

These are fixed-price wagering markets on the price of Bitcoin and Ethereum, offered under Bet Right's Northern Territory bookmaker's licence. In the coming weeks you will see 15-minute markets on both available on Bet Right.

Settlement references NT Approved Benchmark Reference Rates for BTC/USD and ETH/USD, giving the product an independent, published and auditable settlement source rather than a single exchange feed.

Year-round demand

Cryptocurrency markets sit alongside InfoMarket as part of a deliberate extension of Bet Right's offering beyond racing and sport, into markets with year-round, non-seasonal demand. Cryptocurrency prices move 24 hours a day, seven days a week, which materially broadens our activity outside the traditional racing and sporting calendars.

We may be early. The shape may differ from what we expect. But price, access and experience are what Bet Right has been built on from the first bet, and InfoMarket and cryptocurrency markets show the Machine can carry them into new markets. Both were built by the same team on the same platform, and their costs are expensed.

How we grow now.

Platform-as-a-Service remains our long-term objective. Our lesson from the Daily Mail has not changed: partners need skin in the game.

InfoMarket was developed with FEX Global's extensive intellectual property in regulated financial markets and runs on the BetTube platform.

That is Platform-as-a-Service, working today.

We have also signed a non-binding Memorandum of Understanding with FEX Global to explore offering prediction markets in overseas jurisdictions where they are permitted.

Wherever we operate, our role is the same: price and risk. Same Machine.

Our approach has not changed either. We will not telegraph discussions, structures or timelines. When there is news, you will hear it.

How we bet now.

Every bet is an experiment. We price it, we weigh the result, and we use what we learn to price the next one.

That was true of the first bet Bet Right ever took. The first experiment has given its result. The next ones have started, and next year we will weigh them: RD+ at +5% in a one-tote

market, LOOT 4.0, cryptocurrency markets, InfoMarket and the Favourites Index (stay tuned).

Charlie's Mispriced Gamble

For three years, this letter has ended with the same question. In 2023, I quoted the late Charlie Munger:

"You're looking for a mispriced gamble. That's what investing is. And you have to know enough to know whether the gamble is mispriced. That's value investing."

You have the product, accounts and this letter.

As BetTube is publicly traded, you can act on your determination.

To our shareholders, thank you for your patience and your support. It takes time to build a great business. We're not there yet, but we are closer to the mountain than we were last year.

To the BetTubers, thank you. FY2026 asked more of you than any year before it: more turnover, larger clients, new AML obligations, Braze and Amplitude, InfoMarket and cryptocurrency markets. To those who joined us this year, welcome. As a shareholder, I am grateful for the work and commitment you show day after day.

And to any clients reading this letter, thank you for choosing Bet Right. We will continue to uphold the Bet Right Promise: the best market access to racing and sports betting markets, with the best possible prices, the best service and the best platform, with exclusive products designed to maximise your winnings.

How we bet now.



Anthony Waller

CEO & Executive Director

BetTube Corporation Ltd