



British Racing Industry Update 2016



Objectives

Review progress on
our industry's
Strategy for Growth



Communicate
priorities for the
year ahead



Provide you with an
opportunity to ask
questions on any
relevant subjects



Update on key
industry issues

Setting the Scene

Some good progress

- Members Agreement
- Race Planning
- Fixture List opportunity
- Authorised Betting Partners
- Horserace Betting Right

BHA making progress on core areas

- Integrity Review
- People
- Regulatory Reform
- Equine Welfare

Key Targets

1000 additional
horses in training
by 2020

Betting
participation up
5% by 2018

Racecourse
attendances to
reach 7 million by
2020

£120 million extra income for the
sport by 2020

Key Metrics – The Positives



Attendances up 5%



Prize money increases



300 more horses in training

Key Metrics – Challenges



Number of owners is continuing to fall



Levy income continuing to decline



Many people in the industry still struggling with financial viability

Pillar Structure

GROWTH PILLARS

**Customer
Growth**

**Horse Population,
Ownership and
Breeding**

**Racing and
Betting**

**Ultra High
Net Worth**

FOUNDATION PILLARS

**Integrity and
Regulation**

**Participant
Welfare and
Training**

Integrity & Regulation

➤ **Led by: Jamie Stier** *Director of Raceday Operations and Regulation, BHA*

➤ ***Key Aims***

- Ensuring a world leadership reputation for British Racing in the areas on integrity and regulation
- Ensuring that the Rules of Racing and their implementation are clear, accountable, fair and consistent

2015 Progress and Success



International
leadership role in
Equine Welfare and
Anti-Doping



Rules Rewrite - project
commenced



Betting Customer
Survey - focusing on
integrity and
regulation

Challenges

Funding

Resources

Sensitivities

Prioritisation

2016 Action



Rules
Rewrite



Equine
Welfare and
Anti-Doping



Stewarding
Review



Integrity
Review

Participant Welfare and Training

➤ **Led by:** Carole Goldsmith *Director of People and Development, BHA*

➤ **Key aims:**

- To support the long-term development and health of British Racing and its participants
- To speed up the implementation of the various welfare and training review that have taken place during the last 16 years
 - To help galvanise the industry to work together to achieve appropriate welfare and training provision
- To provide leadership on policy development, funding distribution and co-ordination of welfare and training provision

Areas of Progress and Success



£1 million
funding
secured



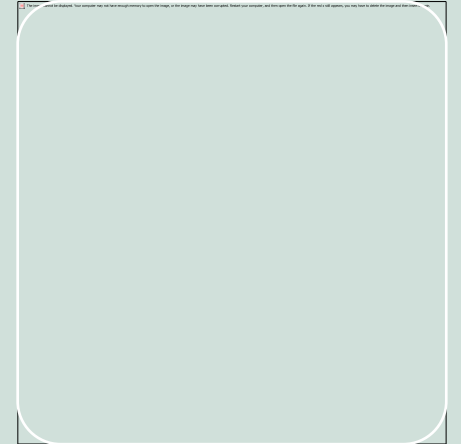
Employer led
training
programme



Personal
Development
Manager for
Jockeys
employed



Work Rider
Trainer
programme
launched



Newmarket
Occupational
Health Pilot
launched

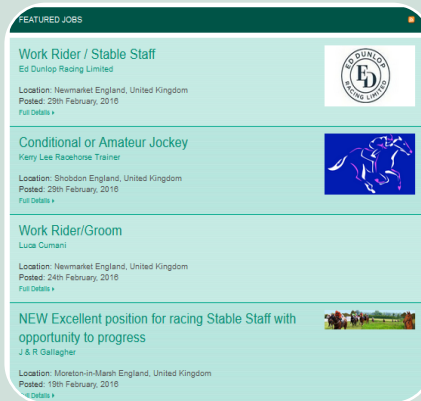
Challenges



Appetite
for change



War for
talent



Lack of
skilled
riders

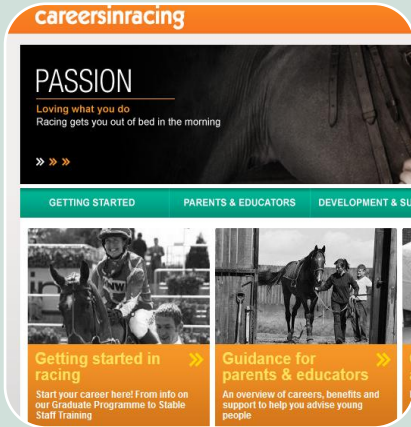


Retention



Lack of
quick fix

2016 Action



Generate and support a range of gateways into the industry

Provide training and development for stable and stud staff

Expand the occupational health pilot

Launch a careers advice and training service

Improve the insurance offering to all participants

Racing and Betting

➤ **Led by:** Nick Rust *CEO, BHA*

➤ ***Key Aims***

- Generate fair and sustainable revenues from betting operators
- Build relationships with betting operators
- Grow betting activity on British Racing

2015 Progress and Success



Racing and Betting Group



Horserace Bettors Forum



Authorised Betting Partners



Roadmap for Remote Betting

Challenges



Trust
between
parties



Reliability of
information
on betting
trends



Acceleration
of betting
activity to
digital betting



£20m+ “Levy
Cliff” for 2017

2016 Action

Deliver ABP benefits and sign up betting operators

Conclude work with Government to deliver replacement for current Levy Scheme

Work up a blueprint for a Fixture List which better suits digital betting

Re-establish racing and Betting Group work

Horse Population, Ownership and Breeding

➤ **Led by:** Richard Wayman *Chief Operating Officer, BHA*

➤ **Key Aims**

- Growing ownership across the sport
- Enhancing the ownership experience, both on and off the racecourse
- Working towards an increasingly sustainable environment for breeders to do business in

The Issue



Individual horses
that raced at least
once – Declined
9% since 2008



Registered
Owners with
Horses in Training
– Declined 17%
since 2007



GB Bred Foals –
Declined 22%
since 2007

Ownership Administration

Ownership
Structures

Ownership
Systems

Owners'
Fee



Promotion of Syndicates



Central
Hub

Racecourse
Campaign

Code of
Conduct

Ownership Survey

New

Existing

Lapsed



Other Areas of Focus



Ownership Raceday
Experience



Review of the Fillies
and Mares Programme

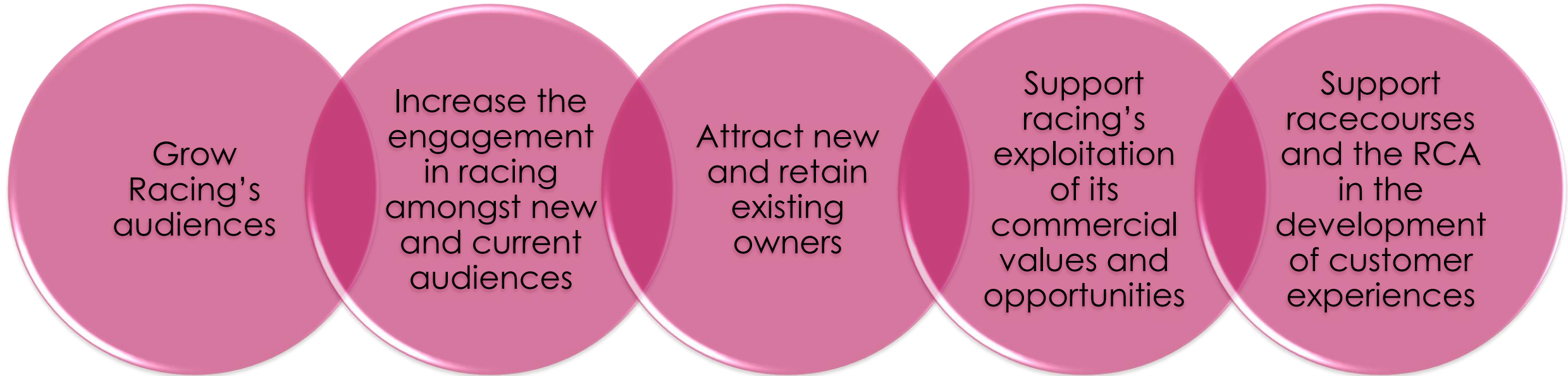
Fixture List and Race Planning





Update

Objectives



2015 Highlights



AP McCoy
Retirement



Stobart
Jockeys
Championship

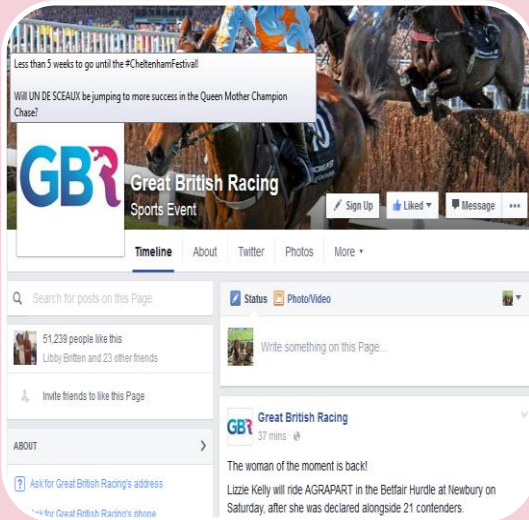


Digital and
Social Media



Maximising
the Big
Moments

Looking Ahead - Great British Racing



Digital Growth



QIPCO British
Champions
Series

THE *Stobart* JOCKEYS
CHAMPIONSHIP

JUMP JOCKEYS' CHAMPIONSHIP TOP 10

The Jump Jockey Championship covers wins from April to April.

Ranking	Jockey	Wins
1	Richard Johnson	203
2	Aidan Coleman	115
3	Noel Fehily	100
4	Sam Twiston-Davies	93
5	Harry Skelton	84
6	Brian Hughes	83

Jockey
Championships



Natural Racing
Highlights

Looking Ahead – National Campaigns



Customer Growth

➤ **Led by:** Rod Street *CEO, Great British Racing*

➤ **Key Aims**

- Racecourses to better understand their own customers
- The sport to build an insight led approach to growing attendances
- The use of insight to help courses provide an improved customer experience

Progress in 2015

Insight
=
Growth



Racecourses shared customer data for analysis



Aggregated analysis received by GBR and RCA



3 KPI's identified to help enable growth

Key Insights

GROWTH OPPORTUNITY

34^{MILLION}

adults are aware of horseracing but do not currently consider attending.

“Racecourses are not in competition with each other.”

6^{PERCENT}

of racegoers currently go to more than one racecourse.

RETENTION

Easiest to Influence

Ticket purchasers who buy one year and return in the next.

27^{PERCENT}

of 2013 purchasers purchased again in 2014.

Key Insights

SOCIALISING MASSES

Top Motivations To Attend

Great Day out with Friends
Special Occasion
Great Day out with Family

“*Racing is an exciting day out, more involving and entertaining than other leisure activities.*”

66 PERCENT

of racegoers primarily go to socialise.

GENDER

Horseracing has many more female customers than any other top spectator sport in GB.

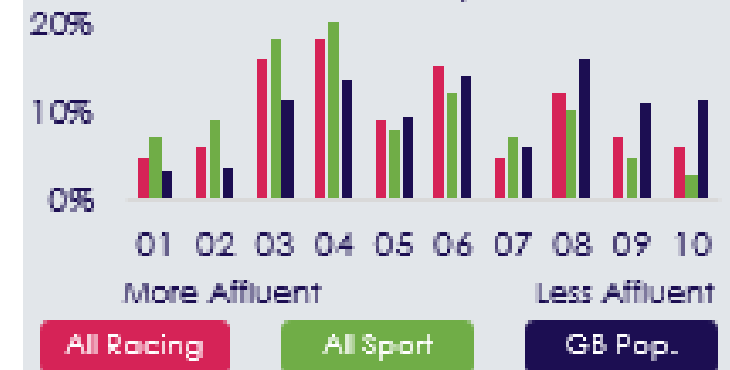
Female Ticket Buyers

All Racing
39 PERCENT

All Sport
20 PERCENT

SOCIO ECONOMIC – TICKET BUYER

Horseracing is more representative of GB population than other sports.



2016 Action



National 'Come
Racing'
Campaign



Drive
attendances
using the social
aspect of racing



Identify
national
sponsorship
opportunities