



# 2016 REVIEW | 2017 OUTLOOK

**WE GET RACEGOERS GOING**

# WHO WE ARE

Rewards4Racing is British racing's award winning rewards programme dedicated to racing fans and those who love a great day out at the races.

# WHAT WE DO

The Rewards4Racing programme is free to join. Members can collect points when they purchase tickets to any of The Jockey Club's 15 racecourses, York Racecourse and, soon, Arena Racing Company's 16 racecourses. Members can also collect points every time they bet with Rewards4Racing's three exclusive betting partners (bet365, Betfred and Coral) and through their everyday shopping with the programme's extensive network of 4,000 online retailers.

Points can then be used for great savings on raceday tickets, upgrades and experiences at over 900 race meetings each year including The Cheltenham Festival, The Randox Health Grand National, The Investec Derby, the Welcome to Yorkshire Ebor Festival, the St Leger Festival and the All Weather Championships.

Since its launch in 2011, Rewards4Racing's membership has grown rapidly and now stands at over 1 million members.

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# EXPANDING THE FAMILY

Josh Apiafi  
Founder and Director

As we enter our seventh year of operation, we are excited to announce that we are doubling the number of racecourses on the programme from 16 to 32, with the arrival of Arena Racing Company's (ARC's) 16 owned courses later this year. This will increase the number of race meetings at which Rewards4Racing points can be used from 360 to over 900 nationwide. As well as the fantastic race meetings and festivals which members are already able to redeem points for, the addition of ARC's courses will mean that iconic race meetings such as the St Leger Festival, the Newcastle Town Plate and the All Weather Championships will now be included in our redemption offering.

## Our members have staked over £1 billion with our three bookmaker partners

Two years ago, we outlined our move from a single to a multi-bookmaker partnership strategy. This gave our members even more opportunities to turn their betting spend into Rewards4Racing points. Our bookmaking partners have proven to be the most popular (and therefore relevant) retailers for our membership base to collect points with. Two years on and this strategy has yielded some amazing results for our members, as well as our racing and bookmaking partners. In fact, the success of these partnerships and the non-cash incentives that we offer, were highlighted in an independent Mintel report, the details of which are outlined on page 14.

In 2016, our members staked in excess of £1 billion with our three bookmaker partners and gained points for every bet staked. This resulted in 102,000 tickets to the races being purchased by Rewards4Racing members who had collected points from their betting activity.

## We welcomed our one-millionth member

Reflecting on another record-breaking year for the business, in February 2016 we welcomed our one-millionth member to the programme. A magnificent achievement for a company that was only in its sixth year of business.

In Q3 2016, we launched a new web interface providing members with an improved customer journey as well as a simplification in the way that points are collected and redeemed.

## World-class service while staying true to our core principles

In summary, we are extremely pleased with our continued momentum over the past year and we are excited about the year ahead. Our primary focus will be to continue to deliver engaging and rewarding opportunities for the ever-expanding membership base. As we ramp up our marketing spend in 2017, look out for a big brand awareness campaign as well as more PR about the business and our partnerships.

## Our biggest asset is our dedicated team whose commitment makes all of this possible

I would like to pass on my sincere thanks to our team at Rewards4Racing whose enthusiasm, professionalism and dedication continues to be the company's single biggest asset. We look forward to the coming year with a sense of excitement and anticipation.

# A brilliant programme and superbly managed by the team!

"The Rewards4Racing programme offers fantastic value for anyone who enjoys horseracing. With thousands of premium partners, it's hard not to earn reward points when I shop online and those points go towards either paying in full or part for tickets and hospitality packages at any of The Jockey Club racecourses. I even earn points when I book accommodation for race meetings, which in turn can be used for the next trip! A brilliant programme and superbly managed by the Rewards4Racing team."

Alex  
Rewards4Racing Member





# WE GET RACEGOERS GOING!

Ian Lancaster  
Founder and Director

## The more you reward the more they will come (and spend!)

In 2016, Rewards4Racing has again played its part in assisting our racecourse partners to achieve some key business objectives, namely:

- 1) acquiring new customers; and
- 2) retaining existing customers.

The metrics that we use to measure the success of the programme for our racecourse partners also reveal that racegoers who engage with Rewards4Racing are not only using their points to increase the number of times that they go racing but also the amount that they spend when they do go racing.

## More than just a loyalty programme – part of the racing experience

This is great news for both the programme and our partners. However, while the common thread among our racegoing members (who have understood and engaged with the Rewards4Racing proposition) is that the programme is a ‘no brainer’ and that we are an integral part of their racing life and experience, there is more work to be done. Our market research tells us that there is a significant number of engaged racegoers (some on the programme, some not), who like the Rewards4Racing brand but have not yet fully understood how to use the programme to get the most value from their racing experiences.

There is no doubt that this is a challenge, but one that we are well positioned to address. This will start with a significant brand awareness campaign in Q2 2017. The principal aim of the campaign is to explain (in simple terms) why Rewards4Racing is relevant to racegoers and how

the programme can enhance their racing experience by helping them pay for another great day at their favourite racecourse by betting and shopping with our partners. We will be working closely with our racecourse, racing and betting partners (as well as with the racing media) to deliver this campaign.

## Racing is social and so is Rewards4Racing

2017 will also see Rewards4Racing delivering even more exclusive experiential rewards for our members. This will include offering members access to fantastic monthly prizes as we did in January, where a member won a trip to visit Oliver Sherwood’s yard simply for telling us who their favourite travel partners are. We may not be able to guarantee our members a 100/1 winner but in 2017, Rewards4Racing members will have access to experiences that they could only dream about.

In January 2017, to build on the brand engagement through our Twitter feed and through social media generally, Rewards4Racing went live on Facebook. Racegoers tend to be ‘social animals’, so capitalising on a more expansive social media strategy was the obvious next step for the programme. As well as enabling us to better engage with our members, Facebook is proving to be a great platform for us to respond to and address any member queries and concerns as well.

**“Great day out again at the Grand National, plus money off ticket using Rewards4Racing”**  
*Sarah, Rewards4Racing Member*



## Get to know our members

In 2016, thousands of Rewards4Racing members have completed their member favourites, providing the following insights:



Rewards4Racing members prefer to go on holiday in August and to book their holiday in January



Members’ preferred mobile network provider is EE



90% of members use a comparison site when looking for car insurance



Sky is the No. 1 broadband provider among our membership



55% of members have an iPhone and 35% have a Samsung phone



Ford is the most popular brand of car with Rewards4Racing members



Most Rewards4Racing members celebrate their wedding anniversary in August

## Membership



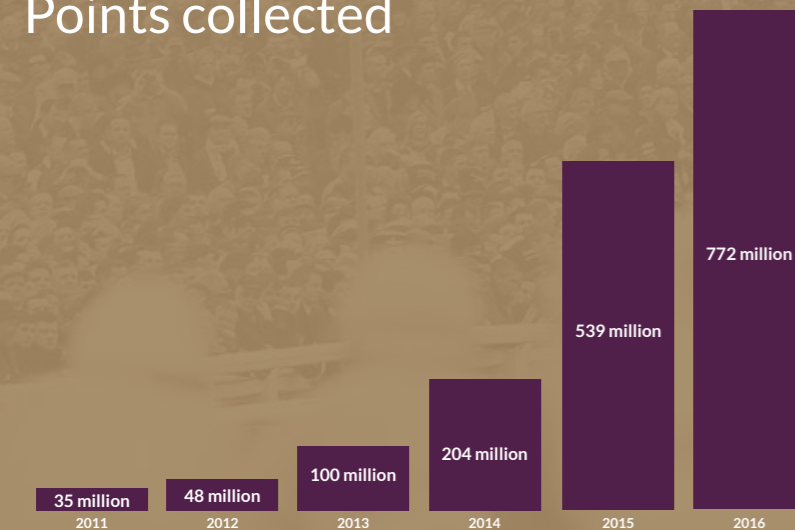
The Rewards4Racing membership continues to show impressive growth. At the end of 2016, we had 1.12 million members

## Spend by members



In 2016, Rewards4Racing members spent a total of £59 million with our racecourse and retail partners, an increase of over 18%.

## Points collected



**772 million**

Rewards4Racing points collected in 2016

**43%**

increase from 2015

## Shopping



**87,000**

unique members shopped

**£13.8 million**

total spend

**41 million**

points collected

## Betting



**58,400**

members signed-up to one of our bookmaker partners in 2016

**102,000**

tickets were purchased in 2016 by members who have collected points with our bookmaker partners

**572 million**

points collected

## THE VITAL STATISTICS

**1,121,000**  
Rewards4Racing members

**58,400**

members signed-up to our bookmaker partners in 2016

**170,000**

tickets to the races were purchased using Rewards4Racing points in 2016

**102,000**

tickets were purchased in 2016 by members who have collected points with our bookmaker partners

**£59 million**

spent by members with our racecourse and retail partners in 2016

**£1.24 billion**

staked by members with our three bookmaker partners

**£3 million**

spent online by our members with our travel retailers

# DATA AND CUSTOMER INSIGHT

With over one million members on our database generating a wealth of behavioural and transactional data through their engagement with the programme, data is an ever more valuable asset for the business.

## Doubling the investment in our insight capability

In 2016, we doubled the size of our insight team and made significant investment in our business intelligence tools and analytics capability.

The team has developed a full suite of dashboards for our marketing, finance and customer service departments and automated weekly and quarterly reporting for our bookmaker and racecourse partners.

Our CRM campaigns are increasingly driven by data and insight, with our Insight team working collaboratively with the marketing team to create engaging campaigns and journeys for our members.

## Segmentation of our database is key to delivering relevant marketing

We use detailed segmentation of our members based on their behaviours, from account activation, interaction with our communications and website, their shopping and betting activity and where and when they collect and redeem points with our racecourse partners.

## Using sophisticated demographic and lifestyle data in the year ahead

In the year ahead, we're continuing to develop our insight and analytical capability as well as improving our segmentation and targeting through the use of more sophisticated demographic and lifestyle data, predictive analytics and other statistical techniques.

The insight team works directly with our email marketing and CRM platform, owning the definition and management of the targeting data within the system, creating and monitoring our member journeys and trigger emails, and developing automated campaign reporting and conversion tracking.

## Sharing insights with our racing partners

The data generated by the programme through member engagement and interaction is also invaluable to our partners and their existing and potential sponsors.

## A must for any horse racing fan!

"Easy to collect and spend points - the whole initiative is excellent. A must for any horse racing fan. Easy to collect and even easier to spend."

Stuart  
Rewards4Racing Member



# BETTING AND GAMING - MEMBERS STAKE OVER £1 BILLION!

**CORAL**

**BETFRED**

**bet365**

2016 witnessed a continuation of the excellent relationships we have built with our bookmaker partners, bet365, Betfred and Coral. It has also proven to be another outstanding year in terms of the number of points being generated through members' betting activity.

The key attraction for our members is that if they join bet365, Betfred or Coral, they collect £20 in Rewards4Racing points when they open an account and place their first bet. This is in addition to the bookmakers' usual welcome offer. Further, 1% of members' sports betting turnover is returned back to them in the form of Rewards4Racing points: a unique and extremely attractive proposition for a betting and gaming focused audience such as ours.

**58,400 Rewards4Racing members joined Coral, bet365 or Betfred in 2016**

Indeed, we were the focus of a report by The Mintel Group in March 2016. The report identified that betting operators should be looking at non-cash incentives as a tool for acquiring new customers. The Mintel Report, referring to non-cash incentives, established that "81% of current and potential online gamblers expressed some degree of interest in this offer".

## Driving loyalty and benefits for all

In 2016, overall sportsbook turnover across our three bookmaker partners reached in excess of £1.24 billion, an increase of over 40% compared to 2015. The opportunity to collect points and save money on their next trip to the races through their betting activity is evidently resonating with Rewards4Racing members.

The active player numbers, combined with regular sustained levels of acquisition, continues to underline

the programme's use, not only as a loyalty solution for our racecourse partners, but also as a loyalty driver for our bookmaker partners. In such a competitive industry where bookmakers compete for every pound of a bettor's wallet, being able to demonstrate and improve key loyalty metrics is something that we continue to be extremely proud of.

The points collected with our three bookmaker partners are making a significant contribution to British racing, ensuring racing is more accessible and affordable and enabling racing fans to attend the sport they love on a more frequent basis. 2016 has seen a significant increase in the redemption of points collected from our members' betting activity, further increasing engagement and loyalty with the racecourses. Over 102,000 tickets in 2016 were purchased by members using points collected with our bookmaker partners.

## Extending our offering by adding a fourth bookmaker

Looking ahead to 2017, we will continue to work closely with our betting partners to offer the best possible range of offers and benefits available exclusively to our members. Our long-term partnership with Coral has gone from strength to strength since we joined forces in 2012 and we were delighted to welcome bet365 and Betfred to the programme in 2015. We have developed strong relationships which help our members enjoy more days out racing and in turn make racing more accessible to a wider audience. Later this year, we will be looking to extend our offering by adding a fourth bookmaker partner to the programme. In such a competitive market, it is vital that we continue to innovate and offer our members a market-leading proposition, enabling our betting partners to support the long-term health of British racing.

# 58,400

Rewards4Racing members joined Coral, bet365 or Betfred in 2016

# TICKET 102,000

tickets in 2016 were purchased by members using points collected with our bookmaker partners

# £1.24 billion

staked with our three bookmaker partners

**"Excellent. Really good way to get more from your betting, I get points for bets I place and am able to purchase my tickets when I go racing  
WIN WIN WIN"**

**Michael, Rewards4Racing Member**





In March 2016, the global award-winning provider of market research, Mintel, published a report concerning the future of sign-up incentives being offered by online betting operators.

## Time to Cash Out on Free-Play Incentives

“Forget bonuses and free bets - online betting operators should take a closer look at non-cash incentives as an alternative means of attracting new players into the market.”

The report found that the offer of free bets was no longer attracting as many new customers to bookmakers and therefore the player pool was not growing; that the market was moving more towards gift vouchers and experiential incentives. It talked in detail about the Rewards4Racing rewards programme.

The report concluded that the success of loyalty programmes that reward online gambling activity with discounts redeemable in other leisure markets suggests that widening the focus of incentive marketing could be an important means of attracting new customers. The broad range of non-cash incentives available means that these offers can be highly targeted to the specific interests of key expansion demographics.

## Could non-cash incentives therefore be a better option for attracting new players into the online gambling market?

*“The experience of Rewards4Racing - in which the offer of free admission and discounts at UK racecourses appears to have driven significant online betting volumes - suggests the answer could well be yes. Mintel’s research on the issue also highlights a significant opportunity for non-cash incentives - 81% of current and potential online gamblers expressed some degree of interest in this kind of offer.”*

## I love Rewards4Racing

“I love Rewards4Racing! I have purchased numerous racing tickets for top meetings such as Cheltenham and Aintree using points built up by shopping online and betting with their partner bookmakers”

Peter  
Rewards4Racing Member





# RACECOURSE PARTNERS



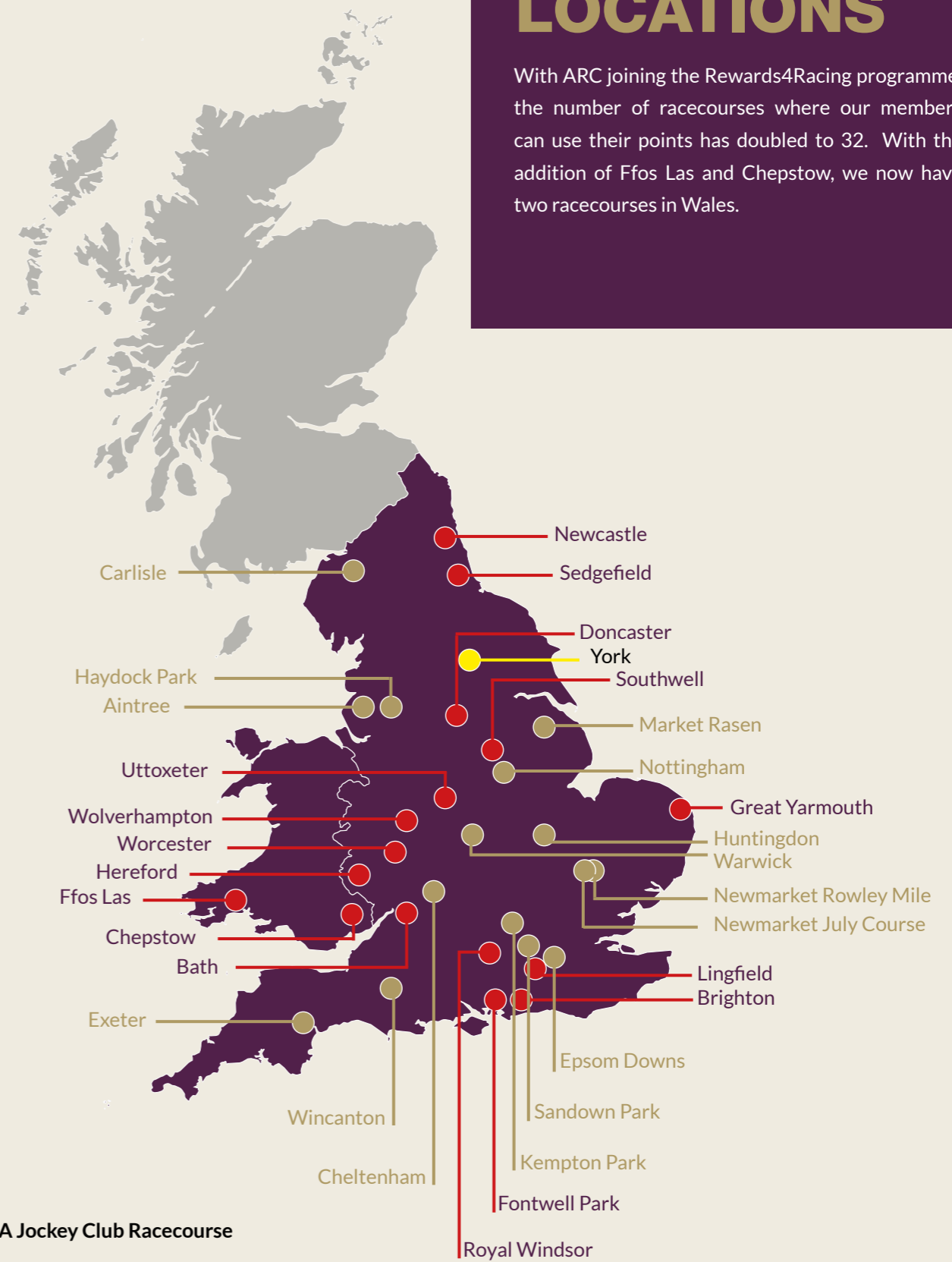
## THE JOCKEY CLUB RACE ON

- AINTREE**  
A Jockey Club Racecourse
- CARLISLE**  
A Jockey Club Racecourse
- CHELTENHAM**  
A Jockey Club Racecourse
- EPSOM DOWNS**  
A Jockey Club Racecourse
- EXETER**  
A Jockey Club Racecourse
- HAYDOCK PARK**  
A Jockey Club Racecourse
- HUNTINGDON**  
A Jockey Club Racecourse
- KEMPTON PARK**  
A Jockey Club Racecourse
- MARKET RASEN**  
A Jockey Club Racecourse
- NEWMARKET**  
Jockey Club Racecourses
- NOTTINGHAM**  
A Jockey Club Racecourse
- SANDOWN PARK**  
A Jockey Club Racecourse
- WARWICK**  
A Jockey Club Racecourse
- WINCANTON**  
A Jockey Club Racecourse

- BATH RACECOURSE**
- BRIGHTON RACING & EVENTS**
- CHEPSTOW RACING & EVENTS**
- doncaster racecourse**
- FFOS LAS**
- FONTWELL PARK RACING & EVENTS**
- GREAT YARMOUTH RACING & EVENTS**
- HEREFORD RACING & EVENTS**
- LINGFIELD PARK**
- NEWCASTLE RACING & EVENTS**
- ROYAL WINDSOR RACECOURSE**
- SEDGEFIELD RACECOURSE**
- southwell racecourse**
- wolverhampton racecourse**
- UTTOXETER RACING & EVENTS**
- worcester racecourse**

# OUR RACECOURSE LOCATIONS

With ARC joining the Rewards4Racing programme, the number of racecourses where our members can use their points has doubled to 32. With the addition of Ffos Las and Chepstow, we now have two racecourses in Wales.



# RACING INDUSTRY PARTNERS

## RACING POST

Established in 1986, the Racing Post is the market-leading publisher of racing and betting information in the UK, focused with products covering horse racing, greyhounds, football and sports betting. The company publishes a daily national newspaper, runs multiple websites and several mobile products. It also has an iPad newspaper app and a growing B2B division. The business continues to invest significantly in the development of digital/multimedia services for both existing and potential markets, launching an online subscription service in 2008 and the award-winning mobile app in 2010. Racing Post employs approximately 280 permanent staff.

## RACING UK

Racing UK is Britain's premier horseracing channel, broadcasting live races from 34 of the UK's top racecourses. Racing UK was successfully launched as a subscription channel in 2004 and its reputation as a destination for 'pure racing entertainment' has flourished ever since. All profits are returned to these racecourses, improving prize monies and facilities for horseracing up and down the country.



The Racegoers Club is British horse racing's official supporters club. Championing racegoers across the country, supporting members and ensuring that racegoers have a voice with racecourses and in the wider industry, driving support for British horseracing at all levels, encouraging attendance and engagement with the sport we all love. The Racegoers Club is a not for profit organisation.



The Racehorse Owners Association promotes the interests of racehorse owners in Great Britain and has a membership of over 7,300. As one of the British Horseracing Authority's shareholders, it plays a central role in British racing's politics and finance.



Discover Newmarket is the central point for Tourist Information in Newmarket and is the town's official Tour Guide. Offering visitors a unique opportunity to go behind the scenes at racing's headquarters to see the equine stars at work and learn about the fascinating history, heritage and culture of the town. Their expert guides deliver tours for groups and individuals which can be organised for as little or as long as you want. They also run their most popular tours on set dates throughout the year, which anyone can book onto. From trainers yards and mornings on the gallops, to The National Stud and the Jockey Club Rooms, if you want behind the scenes access, Discover Newmarket is the place to go.



Racingbreaks is one of Europe's largest racing travel businesses, offering ticket inclusive and hospitality packages to all major UK and Ireland racecourses. They also offer international horse racing abroad packages to Meydan in Dubai, Longchamp, Chantilly, Keeneland, Santa Anita, Kentucky and Melbourne. With tens of thousands of racegoers travelling with them annually, you are guaranteed the very best price and service for your race day or break.



Our newest partner, The British Racing Club offers the opportunity to discover the thrill of racecourse ownership for just £25 a month! With horses in training throughout the year over jumps and on the flat, there is something for everyone. As well as having a creative and informative website with daily news, stories and regular updates from their trainers and racing journalists, you will certainly feel part of the action.

## OUR BOOKMAKER PARTNERS

# We Get Racegoers Going

## COLLECT POINTS

with over 4,000 partners



and with any of our 32 racecourse partners

## SPEND POINTS

on a day at the races with any of our 32 racecourse partners



THE JOCKEY CLUB

Since 1750



York Racecourse

are  
Racing & Leisure Group

# MAKING THE CONNECTION

## Connecting racegoers with their favourite courses

Rewards4Racing offers racecourses a programme to help drive engagement among their racing fans. Through our sophisticated platform, we are able to:

- give fans free use of a fantastic 'value added' benefit by providing them with literally thousands of points collecting opportunities with their favourite retailers and betting partners; enabling them to let their everyday betting activity and high street spending pay for the sport they love;
- easily and seamlessly integrate with a racecourse's ticketing provider, providing racing fans with access to a simple redemption process where they can spend (redeem) points with the course of their choice and get the reward they want (ie. tickets, packages and access to money can't buy prizes).

By allowing racing fans to reduce the cost of their ticket (and by giving those fans the reward they want), the platform can also help racecourses:

- drive incremental revenue, improve retention rates and reduce churn;
- unlock the potential of their customer engagement and reward strategies.

## Connecting racegoers with sponsors

Rewards4Racing helps sponsors and brands to be more inventive in trying to 'activate' their sponsorship with a

racecourse and engage more effectively with racing fans.

The Rewards4Racing programme provides sponsors with a digital solution to incentivise racing fans to buy their products through points-based messaging.

This approach helps sponsors increase the lifetime value of their customers (the racecourse's fans) as well as helping the racecourse offer additional opportunities for its sponsors.

## Connecting fans with retailers & partners

Through its unique approach, Rewards4Racing ensures that its racing, betting and retail partner brands are promoted at relevant times to an engaged group of passionate racing fans. The fans are incentivised to transact with those partners through rewards that are important to them.

The programme allows partners to target bespoke audiences with specific messaging and offers in the knowledge that a points-based incentive motivates that audience to transact with them. The approach is unique, targeted and 'value creating' for the partners.

Our partners also like the programme because it allows them to offer specific, meaningful rewards to customers without having to get involved in the fulfilment or administration of those rewards. We call it 'frictionless fulfilment'.

## Connecting it all together

The integration of the Rewards4Racing programme with a racecourse:

- ensures that racing fans are recognised and rewarded by the course for their regular spend away from racing;
- enables racecourses to build up a picture of their customers' buying and betting behaviour outside racing;
- ensures the racecourse is 'front of mind' when their racegoers go shopping or have a bet;
- allows racing fans to get their 'rewards' quickly as points balances (and therefore access to meaningful rewards) build up rapidly, because of the frequency of spend with the network of partners;
- enables the racecourse to drive extra value for their racing fans and increase their lifetime value to the course. Rewards4Racing is championing this integrated solution which sees the racing, betting and retail partners essentially funding the racecourse's rewards programme, while at the same time delivering great value to each racing fan (their customer).

# THE MEMBER'S JOURNEY

## AUGUST

John books his family holiday through [Booking.com](#) by clicking through from Rewards4Racing.com

COLLECTS  
**£40**  
IN POINTS

## DECEMBER

John buys all his Christmas presents by clicking through from Rewards4Racing.com

COLLECTS  
**£30**  
IN POINTS



## JUNE

John signs up to

**bet365**

and places his first bet

COLLECTS  
**£20**  
IN POINTS

## MARCH

John buys 4 tickets to the Randox Health Grand National



COLLECTS  
**£10**  
IN POINTS

# WINNER!

John saves  
**£100**

off next year's Randox Health Grand National tickets



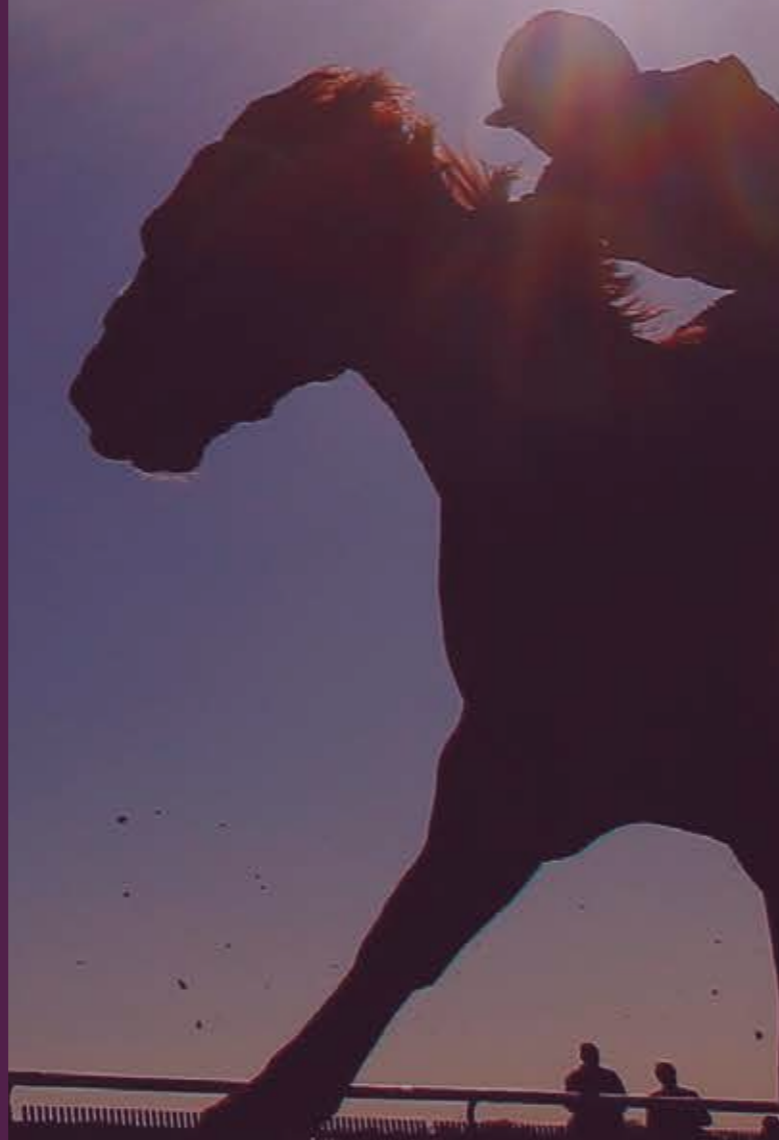
## YOU SPEND WE GIVE

Every time a member shops online with us, we will make a donation to Racing Welfare

Rewards4Racing has formed an exciting new partnership with Racing Welfare, the charity supporting the workforce of British horse racing. Racing Welfare, founded in 2000, endeavours to enhance the wellbeing of people from the horse racing and breeding community, by providing comprehensive and individual support throughout and after their working lives. The charity's work aims to ensure that no-one from the thoroughbred racing and breeding community is left unsupported and that everyone has the opportunity to thrive.

Each time a member makes a purchase through the Rewards4Racing website with one of the 4,000 plus retailers, Rewards4Racing will make a donation to Racing Welfare. Members will still receive their full allocation of points but at the same time they will be giving back to the racing industry.

When Rewards4Racing was launched, one of our aims was to make a lasting contribution to the racing industry and give back to this amazing sport. In 2016, 87,000 Rewards4Racing members spent over £13.8 million with the programme's online and in-store retailers. Now every time there is a shopping transaction from one of our members through the platform, Racing Welfare will benefit.



Racing Welfare is a registered charity supporting the workforce of British Racing

An average of **800** people are supported each year by Racing Welfare, through over

**7,500**

individual sessions



Racing Homes (their housing association) provide over

**160 UNITS OF ACCOMMODATION**

with more being planned and built



They support current and retired racing staff and their families. Their work is dependent on donations and successful fundraising activities



Their work aims to help people from recruitment to retirement, to thrive in day to day life and through a range of challenges specific to a career in racing

Stable Staff have a

**25%**

chance of becoming an accident book entry in any one year!



# BUILDING DEEPER RELATIONSHIPS

Paul Fisher  
Group Managing Director, Jockey Club Racecourses

## Understanding the needs and preferences of our customers

As a founding partner of Rewards4Racing, we are delighted with the progress that the programme has made over the last six years. The Jockey Club increasingly takes an insight-led approach to what we do, so it is particularly helpful to use the data and insights that Rewards4Racing gives us to understand the needs and preferences of our customers better.

As well as being an important way to reward loyal customers and build deeper relationships with new or infrequent ones, the programme is also an investment from which we expect a return. With this in mind, when the programme was established, Jockey Club Racecourses (JCR) agreed the annual results from Rewards4Racing would be judged on four key metrics, namely:

- Redemptions (where members have used rewards points as part of their ticket purchase to a JCR course).
- New Bookers (that have been acquired by Rewards4Racing for JCR).
- Reactivations (dormant JCR customers who purchase tickets again to a JCR course using points).
- Engaging and increasing the value of our most loyal JCR customers (spend and frequency of attendance).

In 2016, we were delighted to announce a 9% increase in points redemptions for JCR. As an important part of our marketing mix, Rewards4Racing assisted JCR in attracting attendances of 1.92 million, the second largest in the history of our group.

From new bookers and reactivations alone, the Rewards4Racing programme produced almost 64,000 advance ticket sales for us. When you factor in the increase in spend by engaged JCR customers who regularly use the programme, Rewards4Racing produced another excellent return for us and, in accordance with the Royal Charter which governs The Jockey Club, these returns are reinvested back into British racing.

## Expanding the offering by welcoming ARC

We are delighted that the Arena Racing Company (including its 16 racecourses) is joining the programme. With the addition of these courses, Rewards4Racing members will now be able to collect and spend their valuable points at over 900 race meetings annually.



THE JOCKEY CLUB

Since 1750



**9%** increase in points redemptions for JCR

**£5.62 million**  
in ticket sales by Rewards4Racing members using points

**154,000**  
advance ticket sales for The Jockey Club by Rewards4Racing members

# REWARDS4 PARTNERING WITH US!



## York Racecourse

It has been another great year for the partnership between Rewards4Racing and York Racecourse.

Since the partnership began, over 5,000 Rewards4Racing members have bought tickets to York for the first time meaning that their advance ticket spend has helped the track invest over £7 million in prize money. In 2016, not only did we exceed our target for new bookers introduced to York by the programme, we more than doubled the number of new bookers compared to our inaugural year, meaning more people enjoyed the experience of racing on the Knavesmire.

The good news didn't just stop there. Our respective marketing teams worked together on delivering a

reactivation campaign for the Welcome to Yorkshire Ebor Festival. The campaign included a Rewards4Racing points incentive and also targeted potential customers from the York region who hadn't booked before. The campaign delivered some fantastic results for York with over 1,000 customers reacting to it (and the points incentive) and purchasing tickets to this great Festival.

In total, almost 4,000 Rewards4Racing members redeemed their valuable points to go racing at York in 2016. The total spend by these members (both through advanced ticket purchases and on-course spend in places like the refurbished Edwardian Weighing Room) provided a real boost in revenue for York.







# OUR NEWEST RACING PARTNER

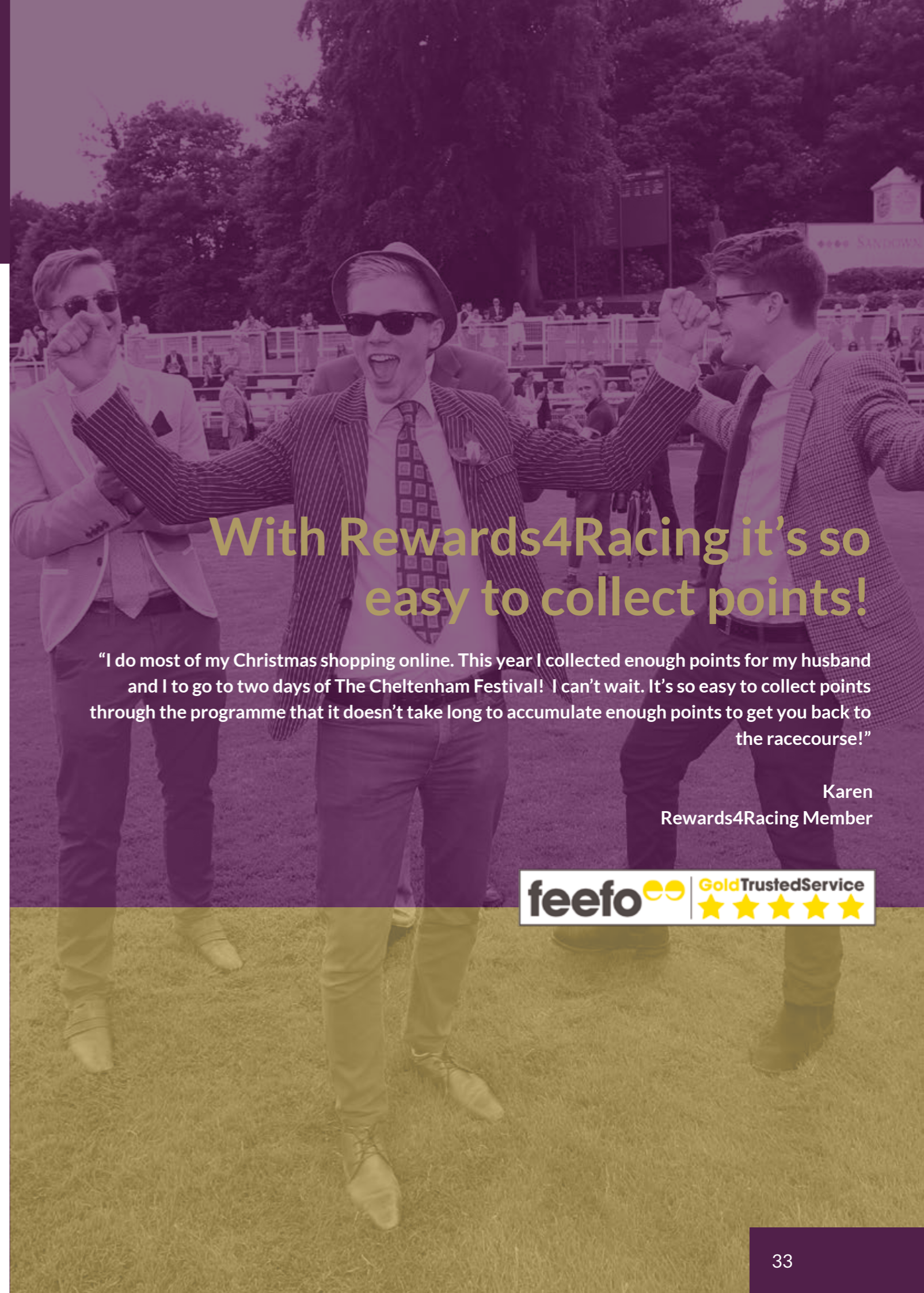
In early 2017, we were delighted to welcome the British Racing Club as an official racing partner of Rewards4Racing. The British Racing Club has six horses in training: over jumps with trainers Oliver Sherwood, Emma Lavelle, Harry Whittington, Lucinda Russell and Phillip Hobbs and on the flat with Tom Dascombe.

For just £25 a month, Rewards4Racing members can enjoy the thrill of racehorse ownership, including a morning on the gallops with one of the club's growing number of trainers, going to the races to watch their horses run, having access to a creative and informative website with daily news as well as receiving stories and updates from trainers and racing journalists. It really is a club that we hope members will want to be part of.

When members join, they also collect £25 in Rewards4Racing points to spend on an exciting day at the races!

“The British Racing Club has a roster of great trainers training some good horses, to be a part of this and a lot more for just £25 a month? I am definitely a fan!”

Champion Jockey, Richard Johnson

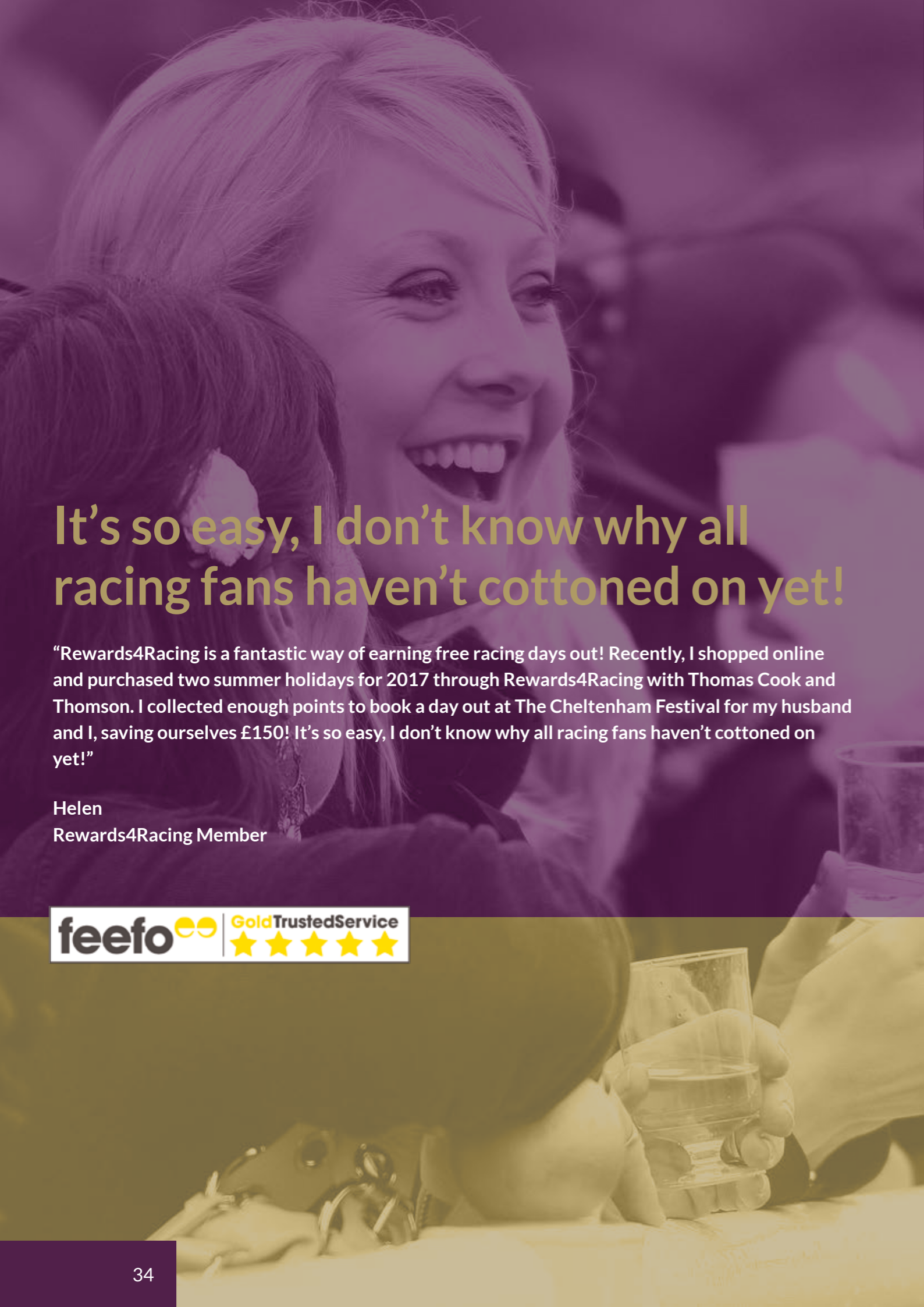


## With Rewards4Racing it's so easy to collect points!

“I do most of my Christmas shopping online. This year I collected enough points for my husband and I to go to two days of The Cheltenham Festival! I can't wait. It's so easy to collect points through the programme that it doesn't take long to accumulate enough points to get you back to the racecourse!”

Karen  
Rewards4Racing Member





## It's so easy, I don't know why all racing fans haven't cottoned on yet!

"Rewards4Racing is a fantastic way of earning free racing days out! Recently, I shopped online and purchased two summer holidays for 2017 through Rewards4Racing with Thomas Cook and Thomson. I collected enough points to book a day out at The Cheltenham Festival for my husband and I, saving ourselves £150! It's so easy, I don't know why all racing fans haven't cottoned on yet!"

Helen  
Rewards4Racing Member



## TURNING YOUR SPEND INTO GREAT RACING MEMORIES

In 2016, in an effort to engage more with our growing member base and to better understand their needs, we signed up to Feefo, an online service that independently collects reviews and feedback from members on the service that they receive from the programme.

We are pleased to announce that in 2016, 98% of our feedback scores from members rated the Rewards4Racing programme as either good or excellent. Not only does this reflect the high regard that members have for the programme and the service that we offer, but these scores are also testament to the fantastic work of our customer service team.

Even better news came at the start of 2017, with Feefo awarding us the accolade of being one of their Gold Trusted partners, reinforcing the outstanding level of service that the programme is delivering to our members.





# 2017 OUTLOOK

Tom Cowgill  
Founder and Director

Following another fantastic year of growth for the business in 2016 which saw significant increases in our membership numbers, in engagement by racing fans with the programme, in the generation of points through our betting and retail partners and in redemptions (and therefore attendances) at our partner racecourses, you'd think that in 2017 we might be looking for a period of consolidation. Think again!

## ARC will double the number of racecourses on the programme

As part of our 2017 plans, we are delighted to introduce Arena Racing Company (ARC) to Rewards4Racing. As well as doubling the number of racecourses on the programme, this is fantastic news for Rewards4Racing members, who will now be able to collect and spend their valuable Rewards4Racing points at ARC's 16 courses as well as with our current partners, Jockey Club Racecourses and York Racecourse. This is also great news for the hundreds of thousands of racing fans who regularly attend ARC's racecourses as they will now be able to engage with British racing's unique rewards programme and enjoy all the benefits that we have to offer.

## Connecting the racing world through British racing's rewards programme

The planned introduction of ARC to the programme gave us some time for introspection. At its heart, the Rewards4Racing proposition is very simple. Through our platform, we connect racing fans with racecourses, with betting partners, with retailers and with sponsors. Our partner brands are promoted at relevant times to an engaged group of racegoers who are incentivised to

transact with them through the racing rewards that are important to them.

## Experts at understanding what motivates and incentivises racing fans through data

Through our platform, Rewards4Racing has a unique insight into racegoers' consumer behaviour and is able to understand where racing fans spend away from the racecourse and the sport they love. We are experts at understanding what motivates and incentivises racing fans and we are able to connect this data (through our reward mechanics) to their racing habits. This, in turn, helps to support racecourses' marketing efforts to help build better engagement with their race-going audience, improve retention and drive loyalty.

In short, the Rewards4Racing programme can help change racing fans' behaviour – fans are incentivised to transact with our racing, betting and retail partners and feel rewarded and those partners and sponsors get to connect with fans who are interested in their products or services.

## Simplifying the story for the benefit of our members and our partners

Our 'story' for racing fans, for racecourses and for our partner brands needs to be simple. This starts in 2017 where we are planning a nationwide brand awareness campaign, mainly aimed at racegoers but also at current and prospective partners of the programme to show them the commercial opportunities that being involved with the Rewards4Racing programme can bring.

## An exciting year ahead

During the next 12 months, we are looking forward to working ever more closely with our racecourse, betting and retail partners, to inviting new partners to join the programme and to offering our members even more extensive redemption opportunities and great racing rewards.

# MEET THE BOARD



**Paul Fisher** – Group Managing Director, Jockey Club Racecourses  
non-executive Director, Rewards4Racing

Paul Fisher has run the UK's leading racecourse group since 2008 – a period of sustained growth and reinvestment – and contributes to the executive management of The Jockey Club group.

He has overseen the introduction and management of many innovations within the Group in addition to Rewards4Racing, including: the Racecourse Bond – the first mini bond in British sport that raised £25 million towards the development of facilities at Cheltenham Racecourse; Jockey Club Catering – a joint venture partnership with Compass plc to provide the finest food, drink and hospitality

experience across its venues; Jockey Club Live – one of the UK's leading music promoters; Jockey Club Services – which provides a range of business services to other sports organisations using The Jockey Club's expertise, technology and resources; and Jockey Club Venues – its events arm that welcomes circa 2 million people to its venues outside racedays for conferences, exhibitions, meetings, weddings and various leisure experiences.

Under Paul's leadership, Jockey Club Racecourses has been accredited and reaccredited with the Investors in People standard.



**Alan Byrne** – Chief Executive and Editor-in-Chief, Racing Post  
non-executive Director, Rewards4Racing

Alan has led the transition of the Racing Post from a traditional newspaper publisher to a multimedia business. More than a third of the Group's revenues are now digital.

Alan was previously editor of the Racing Post from 1993 to 2001 during which time he merged the Racing Post and Sporting Life. He subsequently

worked as a consultant to Godolphin, Betfair, Betdaq and others. He returned to the Racing Post after the business was bought from Trinity Mirror in 2007.

Following a further transaction completed in September 2016, the business is now owned by Exponent Private Equity LLP.

**Tom Cowgill** – Founder and Director

Tom is a former corporate lawyer who turned to the 'dark side' of commercial business in the mid-2000's. Together with Ian Lancaster, in 2008 Tom established the market leading sports rewards business, Rewards4, and launched their first programme, Rewards4Golf, later that year.

Rewards4's innovative rewards platform has provided clients with a proven and cost effective 'turnkey' solution. The platform has the flexibility to adapt the means of rewarding customers, members and fans according to their needs.

Since its launch in 2011, the success of the Rewards4Racing programme in terms of rewarding members' passion for racing and delivering loyalty back to a principal redemption partner, provides ample evidence that the rewards model works in sport. It is testament to the programme's relevance and ease of use, that so many racegoers have chosen to engage with it and continue to do so.



**Josh Apiafi** – Founder and Director

Back in the early nineties, Josh was an amateur jockey to champion trainer Martin Pipe. Since then, he has turned his attention to the business side of the racing industry with considerable commercial achievement. He was part of the management team at Betfair from the embryonic stage of the business, through to 2007 as Director of Racing and Head of Marketing. He then went on to be the CEO of the Professional Jockeys' Association before launching Rewards4Racing with his fellow founders in 2011.

Josh has a unique understanding and experience from all sides of the racing and betting industries and is fortunate enough to own racehorse Big Occasion, the winner of the 2013 Midlands Grand National. Josh still regularly rides out and schools for Grand National winning trainer Oliver Sherwood in Lambourn.



**Ian Lancaster** – Founder and Director

Ian's successful career in sports' Sales and Marketing started in the late nineties at Saracens Rugby Club, where he was heavily involved with the successful Community Cashback Programme at Saracens and through that, came to understand the importance for any club or sport to make fans feel valued and part of the journey.

Ian is passionate about the power that sport can have in its engagement with fans. Through Rewards4Racing and other sports-based loyalty programmes, he is determined to ensure that sports fans have a more

rewarding experience, either by making it more affordable to watch sport, take part or by getting the opportunity to meet their heroes, whether they are human or equine.

Ian still (when his body allows!) plays rugby for his local rugby club although he is dreaming of the day when the coach lets him retire to stud.



# WE GET RACEGOERS GOING



Rewards4Racing Ltd  
Suite 5-6 Faraday Court,  
Centrum 100,  
Burton upon Trent,  
Staffordshire,  
DE14 2WX

0345 605 5220  
hello@rewards4racing.com  
www.rewards4racing.com  
@rewards4racing

