



2015 REVIEW | 2016 OUTLOOK

# OUR FIFTH YEAR OF GROWTH AND OUR BIGGEST YET

Josh Apiafi  
Founder and Director



The 29th January 2016 marks the fifth anniversary of the launch of Rewards4Racing. We launched with great fanfare on Festival Trials Day at Cheltenham in 2011, sponsoring the Cleeve Hurdle and even managing to sign up a few hundred people on the day!

539 million Rewards4Racing points collected in 2015

Five years on, we are delighted to say that we are now approaching 1 million members. In the last 12 months our members have collected 539 million Rewards4Racing points with our 16 racecourse partners, three bookmaker partners and 4,000 general retailers. The programme has clearly come a very long way in a short space of time.

Membership increased by 57% to 970,000

Over the last 12 months, the Rewards4Racing membership has increased by 57% to 970,000 members, a magnificent achievement which is testament to the commitment and hard work of our marketing and commercial teams.

Our members collect Rewards4Racing points when purchasing racecourse tickets, placing bets with our key betting partners and when shopping with our network of general retailers.

In 2015, our membership increased their overall spend with our racecourse and retail partners by 34%.

£38 million spent with our racecourse partners

£12 million spent with our general retailers

£885 million staked with our betting partners

As has always been the case, 100 Rewards4Racing points equals £1 and these valuable points are spent by our members on their racing experiences and tickets. In 2015, not only did over 360,000 members collect points with our programme partners, but their transactions, when using points with our racecourse partners, were responsible for the purchase of over 135,000 tickets to the races.

135,000 racing tickets purchased with points

In March 2015, we were delighted to welcome bet365 and Betfred to the programme as they joined Coral as part of our triumvirate of key bookmaker partners. The addition of these very relevant partners has resulted in a substantial increase in the number of Rewards4Racing points being generated from sports betting and has helped us to engage with a wider group of horse racing fans. Points collected from our members' betting activity now represents over 70% of all points generated by the programme, up from 41% in 2014.

May 2015 saw the launch of York as a racecourse partner to the programme, the first racecourse outside The Jockey Club Group. It has been a very successful first year of the partnership. The Rewards4Racing programme has been responsible for acquiring over 2,000 new customers for York and reactivating 530 lapsed and dormant customers who collectively spent over £360,000 on tickets and hospitality at York Racecourse in 2015.



## GOING FROM STRENGTH TO STRENGTH

### Year on Year Revenue Growth

With the continued success of the programme, it will be no surprise to hear that our company has also grown considerably in size and scale during the year to 31st December 2015. Key operating metrics, such as the number of monthly active users and their transactions with our partners witnessed a very healthy growth path in 2015. The resulting commissions generated by increased membership activity saw year-on-year revenue growth of 52% to £3.1 million. These key metrics demonstrate that Rewards4Racing remains an exciting, high-growth business.

### A Great Team

Once again, along with my co-founders Tom Cowgill and Ian Lancaster, I would like to say a huge 'thank you' to the Rewards4Racing staff and partners. It is through their fantastic efforts and support that we are able to achieve our continued success and growth.



# 2016 OUTLOOK

Tom Cowgill  
Founder and Director



Following a fantastic 2015, our plans for 2016 call for further significant growth. We are confident that as we enter our sixth year of operation, our most exciting opportunities are still ahead of us.

## Reaching our one millionth member!

The first quarter is always the busiest period of the year for Rewards4Racing. The preparation and delivery of campaigns in the lead up to, and during, The Cheltenham Festival and the Crabbie's Grand National, as well as the start of the turf flat season, all contribute to a heavy workload for our marketing, IT, customer service and customer insight teams. However, with the challenges come the rewards and during the first quarter of 2016, we will reach a major milestone for the business as we welcome our one millionth member to the programme. We have plenty of exciting plans to celebrate this achievement.

## Greater redemption opportunities

During 2015, we were delighted to welcome York Racecourse to Rewards4Racing. The addition of our first non-Jockey Club Racecourse added another dimension to the programme; even greater redemption opportunities for our members at another of the country's best racecourses. Further expansion of redemption opportunities, including the range and quality of racing experiences for members, will be a major focus for us in 2016. Our plans include an increase in the number of racecourse partners

on the programme with whom members can spend their valuable Rewards4Racing points.

## Exciting progression with our partners

As well as racecourse partners, Rewards4Racing also works closely with a number of other well-known racing brands including the Racing Post, the ROA, the Racegoers Club and Racing UK. With the help of our partners, we are constantly striving to deliver even better and more extensive rewards for our members.

In 2016, not only will our members who subscribe to Racing UK continue to collect points for every pound that they spend on their monthly subscription, but we are delighted to announce that members will also now be able to redeem their points on Racing UK products and services, including their new 'Day Pass'.



## THERE WILL BE TRAVEL AHEAD!

Over the past five years, our network of general retail partners has provided a ready source of points collecting opportunities for members. The travel sector in the form of holidays, hotels, airlines and train bookings, has proved to be one of the most popular (and generous) sectors for collecting points.

In 2016, our commercial team will be expanding our key partner programme to include an official travel partner and/or destination. The world of racing has an ever-widening global reach and this partnership presents the right company with a fantastic opportunity to team up with our engaged membership base.

We are looking forward to the coming year with a sense of excitement and anticipation.

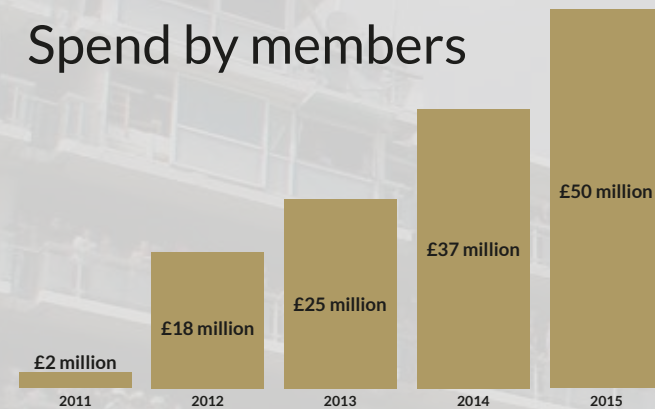


## Membership



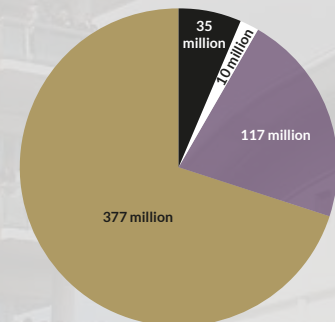
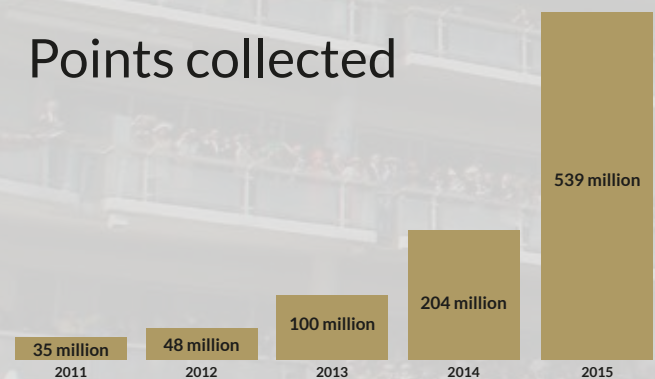
Rewards4Racing membership continues to grow at a rapid rate. Members join the programme for free either directly on our website or through one of our key partners. At the end of 2015, we had 970,000 members.

## Spend by members



In 2015, Rewards4Racing members spent a total of £50 million with our racecourse and retail partners, an increase of over 34%. This can be attributed to an increase in membership numbers and engagement, as well as the appointment of an additional racecourse partner.

## Points collected



Points collected - 2015 Breakdown

- Betting Partners (70%)
- Racecourses (22%)
- General Retailers (6%)
- Racing Partners & Promotions (2%)

**539 million**

Rewards4Racing points collected in 2015

**164%**

increase from 2014

## Ticket Sales



**£38 million**

spent by members on racecourse tickets across our 16 racecourse partners over the last 12 months.

## Shopping



97,000 members spent in excess of £12 million in 2015 with our general retail partners, earning themselves

**35 million**  
Rewards4Racing points

## THE STATS

**970,000**  
Rewards4Racing  
members

**£50  
million**  
spent by members with  
our racecourse and retail  
partners in 2015

**135,000**  
tickets to the races were  
purchased using points  
in 2015

**23%**  
of our racecourse partners'  
advanced ticketing  
transactions were by  
Rewards4Racing members  
using their points  
in Q4 2015

**£885  
million**  
staked by members  
with our three  
bookmaker partners



# TURNING YOUR SPEND INTO GREAT RACING MEMORIES

Thousands of Rewards4Racing members have been turning their online spend into great days out at our partner racecourses. In fact, in 2015 our members spent over £1.5 million with our travel partners alone, collecting over 7 million points!

More and more Rewards4Racing members are downloading our Points Reminder tool to ensure that they don't miss out on collecting points. Not only does this remind members to collect points when shopping online, it also shows them how many relevant retailers we have on the programme.

## Travel Saver!

How much you spend ↓	Booking.com	Hotels.com The Obvious Choice™	Expedia	LateRooms.com
£500	£20	£60	£60	£40
£1,000	£40	£120	£120	£80
£1,500	£60	£180	£180	£120
£2,000	£80	£240	£240	£160

These savings could help you pay for your tickets to these meetings:



NEWMARKET

The QIPCO Guinness Festival





EPSOM DOWNS

The Investec Derby Festival





York Racecourse

Welcome To Yorkshire Ebor Festival



and many more...

£1.56 million

total spend with travel retailers

7.4 million

points collected on travel spend

Insurance



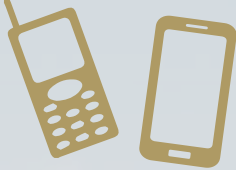

Fashion




D.I.Y




Mobile



Electronics






# JOCKEY CLUB RACECOURSES WELCOMES MORE RACEGOERS THAN EVER BEFORE

Paul Fisher  
Group Managing Director, Jockey Club Racecourses



## 2015 has been another record year for The Jockey Club and Rewards4Racing

I was delighted to announce recently that in 2015 we welcomed more people to our 15 racecourses than ever before. Total attendances of 1,946,644 surpassed our 2011 record and were up by more than 150,000 people on 2014 – a growth of 8.5%.

There are a number of factors responsible for the fantastic increase in our attendances, including: 1) the effort from our racecourse teams to improve customer experience and focus on giving racegoers a great day out; and 2) an improvement in retaining engaged racegoers so that they return to our courses year on year. We must factor into this the impact that Rewards4Racing has had in contributing to our success in 2015; particularly in relation to the retention of loyal racing fans as well as helping to encourage those people who haven't visited our racecourses for a while, to come back racing with The Jockey Club.

Through the Rewards4Racing programme, the level of customer engagement is growing rapidly. This has been demonstrated both by the number of points collected by our customers in 2015, as well as the increase in the number of redemptions.

The number of points redeemed in 2015 has increased by 78%, which has generated almost £5 million in advanced ticket sales for us.



THE JOCKEY CLUB

Since 1750



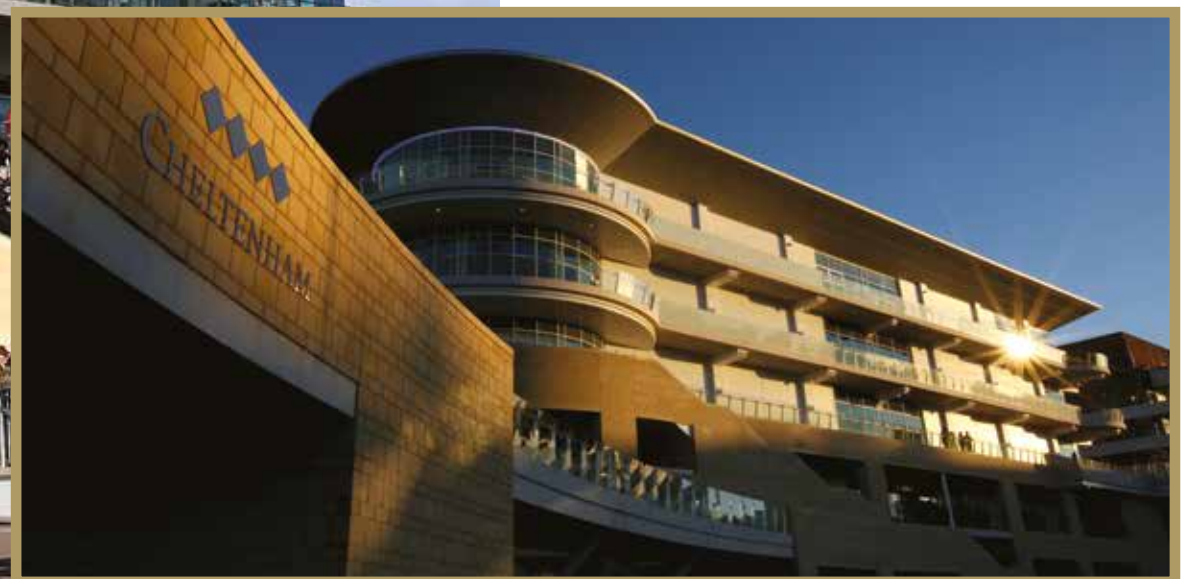
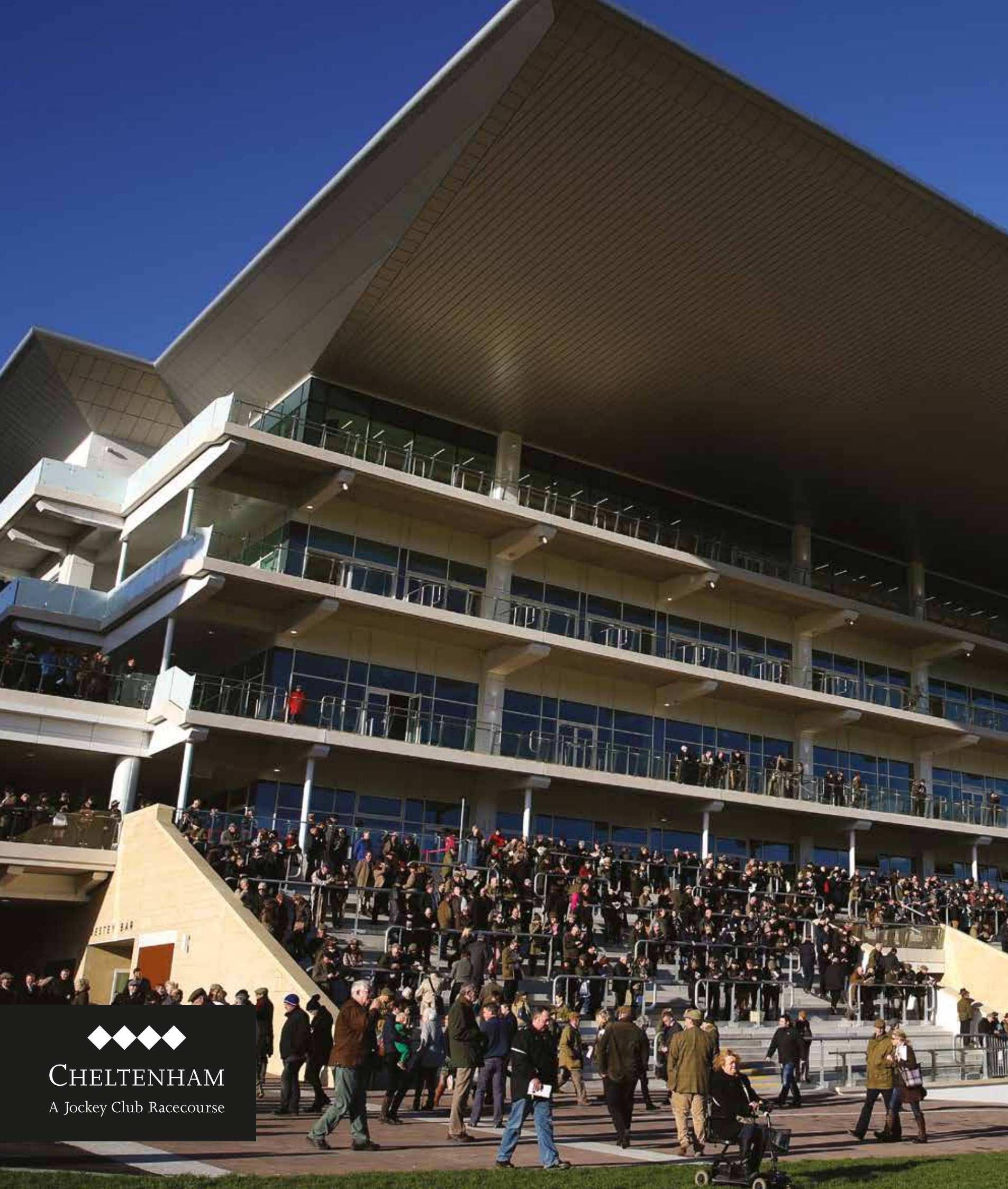


# THE RACECOURSE BOND

## THE NEW PRINCESS ROYAL STAND IS OPEN

It has been especially pleasing to see so many racing fans, and especially our racecourse bondholders, enjoying the new facilities at Cheltenham following the completion of the £45 million redevelopment project. The positive feedback we have received makes us very proud. It was fundamental that the horse and the customer were at the heart of this project from the outset. It is vital that we offer a world-class experience to match the racing, while maintaining the unique feel and atmosphere that Cheltenham offers every time we walk through its doors.

In 2015, we have had a record number of Rewards4Racing members and bondholders redeeming their points. It won't surprise you to hear that booking tickets to The Festival in 2016 has provided a focus for these redemptions.



CHELTENHAM

A Jockey Club Racecourse



# A very successful first year with Rewards4Racing

“It has been a very successful first year of the partnership between York Racecourse and the Rewards4Racing programme. As our loyalty programme, Rewards4Racing has been responsible for gaining a substantial number of new customers as well as reactivating a significant number of previously lapsed and dormant customers. Using the data and customer insights provided by Rewards4Racing, we are looking forward to increasing the number of racegoers attending our course in 2016.”

James Brennan  
Head of Marketing and Sponsorship, York Racecourse

**Rewards4Racing**

**Collect and Spend R4R Points with**

**York Racecourse**

**We are delighted to welcome York Racecourse to Rewards4Racing**

Collect 3 Points per £1 on all your County Stand and Grandstand & Paddock purchases with York Racecourse. Also, spend your Points the next time you buy tickets online to any of the 17 fixtures held at York Racecourse, including the Dante Festival and the Welcome to Yorkshire Ebor Festival.

0845 605 5220 Rewards4Racing.com/YorkRacecourse hello@rewards4racing.com



York Racecourse



## Working together for the good of racing

Throughout 2015, Rewards4Racing has been involved in the largest customer insight exercise that racing has ever undertaken. The project is the result of the work of the BHA's Customer Growth Pillar, which was led by the RCA and GBR.

The aim of the Customer Insight Project was for racecourses to better understand their own customers, just as The Jockey Club and York have done through Rewards4Racing, and for the sport to continue to build an insight-led approach to increasing attendances.

The Jockey Club's initial investment in Rewards4Racing and the customer insights produced by the loyalty programme, meant that Jockey Club Racecourses were leading the industry in many areas highlighted by the project. For those courses not fortunate enough to have ready access to regular data analytics services, it was a great opportunity to receive some 'business changing' customer insights. It was also fantastic to have a common misconception confirmed through the findings of the project, namely that racecourses are not competing for the same customer.

York Racecourse in its first year, coupled with the continued growth of the programme among The Jockey Club's customer base, clearly shows that rather than competing for the same customer, racecourses can, in fact, complement each other by providing racing fans with ever more opportunities to engage with our great sport.

## The British racing industry is better and stronger by working together

The project also underlined the fact that the British racing industry is better and stronger by working together. Throughout the next year Rewards4Racing will be launching further racecourse partners on to the programme. Using the insights, knowledge and solutions that we have created over the last five years, we aim to help them improve their understanding of, and engagement with, their customers.

## Racecourses are not competing for the same customer

The findings, in part, vindicated the decision to open up the Rewards4Racing programme to the first non-Jockey Club Racecourse in 2015. The success of the partnership between Rewards4Racing and





# There's no hesitation for me in recommending Rewards4Racing

"Gaining rewards to go racing with Rewards4Racing is effortless and potentially win-win! For example, you could place a bet with Coral and win or lose, you'll accrue Rewards4Racing points with no extra effort involved! There's no hesitation for me in recommending Rewards4Racing who do a wonderful job in raising the profile of racing and rewarding regular (and occasional) race-goers. 10 out of 10, keep up the good work!"

Mike Towers  
Rewards4Racing Member

## 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 Smith  
Rewards4Racing Member



# DRIVING LOYALTY

Ian Lancaster  
Founder and Director



## Offering a solution to racing’s exciting challenges ahead

Through British racing’s data project in 2015, it was refreshing to see other UK racecourses following the lead taken by The Jockey Club and York Racecourse in wanting to understand more about their customers. It’s fair to say that they also now understand some of the challenges that they face and need to overcome.

In our 2014 Annual Review and Outlook, we discussed the importance of identifying customer trends and behaviours. Early on in the programme’s evolution, we identified that racing fans are no different from any other customers. They tend to have an affinity with a particular brand (or racecourse in this instance) and their customer loyalty is based largely on emotion. This was also evident from the racing industry’s report. Therefore, this year, we have been working hard with The Jockey Club and York Racecourse to create loyalty and reward campaigns and solutions that ultimately increase the affinity and emotional attachment that these customers (our members) have for the racecourses they attend.

## Keeping focused on the reward

Since we launched in 2011, Rewards4Racing has created a ‘loyalty currency’ for racegoers in the UK. We have worked tirelessly to promote our core message to our members and the wider racing audience, namely that racegoers can easily turn their everyday spend into great racing rewards.

With over 360,000 members collecting points from our various partners in 2015, the focus for Rewards4Racing and our racing partners in 2016 will be to remind members why it’s a great idea to collect points with us and ensure that they fully understand the ultimate rewards that are on offer. In 2016, you will see a focused approach from Rewards4Racing on the rewards side of the loyalty cycle. Our messaging will encourage members to think about and tell us ‘what they are saving for’. By setting more tangible goals, we feel that members will get more from the programme and enjoy even better racing rewards.



# PERSONALISATION

## Delivering the right message at the right time through the right channel

By and large, loyalty programmes exist to help businesses understand their customer better through data-led insights. However, on its own data cannot provide all the answers. The clever part of any customer loyalty programme is in how businesses use the insights to design personalised solutions and communications for customers - without making the experience creepy!

Personalisation is at the heart of everything we do. Using our own bespoke personalisation tools, as well as those provided through social media channels (such as Facebook’s custom audience platform) we have been able to deliver personalised loyalty and reward messages to our members where they are interacting. The results of these campaigns have been very encouraging. They have proved that campaign objectives can be much more easily achieved by better understanding the data you have, as well as the channels your customer wants to receive communications through. This year we are looking forward to sharing these techniques and insights with our racecourse partners to help better support their marketing campaigns and objectives.



# BETTING AND GAMING

2015 witnessed an exciting evolution for Rewards4Racing and the relationships we have built with our bookmaker partners. It has also proven to be another outstanding year in terms of the number of points being generated through members' betting and gaming activity.

In addition to our successful long term partnership with Coral, we were delighted that bet365 and Betfred joined the programme in March 2015. Our members are now able to collect Rewards4Racing points when they place bets online with three of the largest and most popular bookmakers in the UK.

The attraction for our members is that if they join Coral, bet365 or Betfred, they collect £20 in points when they open an account and place their first bet. This is in addition to the bookmaker's 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.

## Over 41,000 Rewards4Racing members joined Coral, bet365 or Betfred in 2015

We have worked hard to keep our betting content relevant, fresh and engaging and, through Rewards4Racing, our members are able to receive fantastic benefits whilst undertaking their usual betting activity. Our data driven approach enables us to engage with members from the moment they book their ticket to the time they attend the racecourse; an approach that has resulted in significant increases in both betting activity and value.

The number of members signing up to our betting partners can be attributed to the attractiveness of our approach to rewarding racegoing bettors. Despite Betfred and bet365 only joining the programme in March 2015, over 41,000 Rewards4Racing members joined one of our partner bookmakers during the 2015 calendar year.

Looking ahead to 2016, we will be launching our exciting new and improved 'Predict The Winner' game which will feature free to enter competitions for members with the attraction of winning some great prizes.



# Over 41,000

Rewards4Racing members joined Coral, bet365 or Betfred in 2015

# Over 64,000

tickets in 2015 were purchased by members using points collected with our bookmaker partners

# 70%

of points collected are through our bookmaker partners



# £885 million

staked with our three bookmaker partners

## Driving loyalty and benefits for all

In 2015, overall sportsbook turnover across our three bookmaker partners reached £750 million, with an average turnover per member of £6,500.

The opportunity to collect points and save money on their next trip to the races through their betting activity is clearly resonating with Rewards4Racing members. The active player numbers combined with regular, sustained levels of acquisition underlines 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 are 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.

2015 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 64,000 tickets in 2015 were purchased by members using points collected with our bookmaker partners.

Rewards4Racing Membership No: 81 Member ID: 81 Member ID: 81

### QIPCO Champion Stakes Preview

PARTNER BETTING OFFERS

<b>CORAL</b> 6/1 SOLOW to win the 2-30!	<b>BETFRED</b> Bet £10 Get £30 FREE!	<b>bet365</b> 100% Deposit Bonus up to £200!
BET NOW	BET NOW	BET NOW

## COLLECT POINTS WITH OUR 3 BETTING PARTNERS EVERY WEEK!

Ascot Racecourse hosts QIPCO British Champions Day this afternoon, with 5 Group races and a competitive handicap to round off an excellent day of racing. As well as enjoying their sign up bonus, you can collect £20 worth of Rewards4Racing points when signing up as a new customer to any of our 3 partner bookmakers!

Check our tailored offers above to see how you can collect more points to use on your next ticket to any of 18 partner racecourses!

### Key Players

<b>Jack Hobbs</b> Irish Derby winner who bypassed the Arc in an attempt to take today's showpiece event. He has only ever been beaten by Golden Horn, which is no disgrace considering what he has achieved this year. Returned from his summer break with a facile victory at Kempton Park and is the one to beat here.	<b>Found</b> Showed lots of promise as a 2-year-old, winning the Group 1 Prix Marcel Bressac at Longchamp. This season hasn't gone entirely to plan, although she has still performed with credit in the top races. Unlucky in the Arc earlier this month and could end the season on a high.
5/4	5/4
<b>Vadamos</b> 4-year-old who is unbeaten since moving to the Ardie Fabre yard this year. Won a Group 2 over a mile in Germany last time out but the step up in trip today shouldn't be a concern. Has a fair bit to find on bare form but could still be improving for the 24 time Champion Trainer.	<b>The Corsican</b> Yet to win at the top level but seems to be improving with age. Has been unlucky twice this year, when denied a clear run behind Free Eagle at Royal Ascot and again at Glorious Goodwood. Career best last time and has place claims with ground conditions likely to be ideal.
7/1	11/2

The Rewards4Racing Team  
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# RELEVANT COMMUNICATION IS KEY

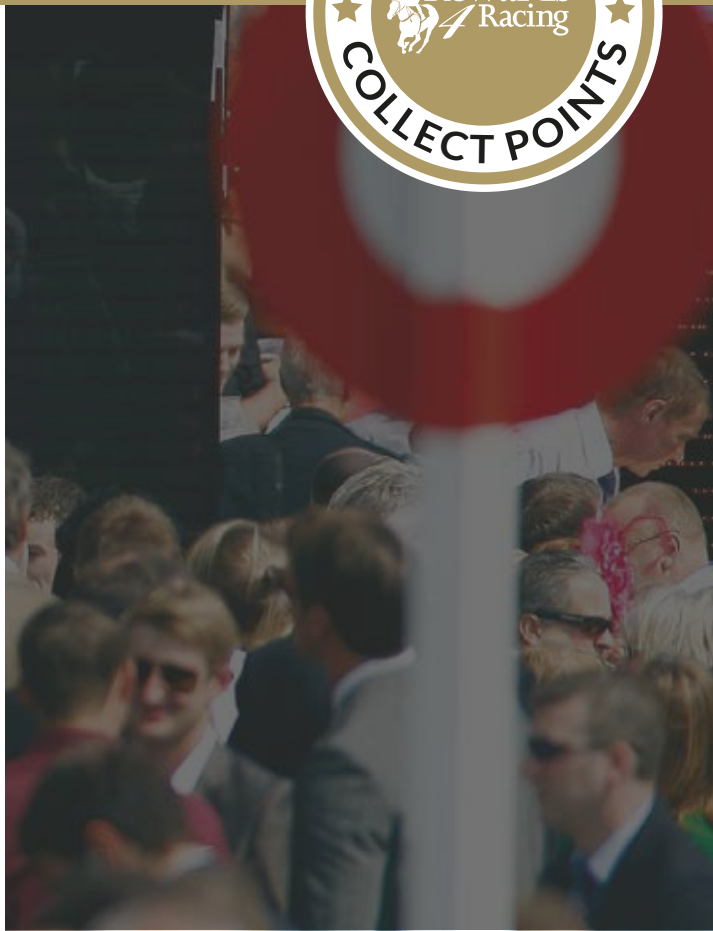


## Communications that boost retention and drive acquisition

Our weekly betting emails are increasingly being used as a key tool for driving acquisition, boosting retention and triggering reactivations for our bookmaker partners. As we approach the landmark of 1 million racegoing members, the focus of our betting campaigns will continue to be the production of engaging and relevant content, delivered to members at the appropriate time.

Over the past 12 months, we have conducted a comprehensive review of our overall betting related communications. Our analysis revealed that a high percentage of traffic, clicks and conversions following our betting related emails, were conducted by members on their mobile devices. The results of our review led us to slightly alter our approach, to ensure that we delivered more personalised betting related messages to members through a variety of notifications, reactivation journeys and targeted follow-ups. The use of additional incentives and prizes for competitions (such as free tickets, hospitality and points giveaways) from our bookmaker partners has also contributed to increased betting activity among the membership.

In 2016, our betting communications will continue to evolve and adapt to the needs of the member. We are looking forward to delivering new players and revenue for our bookmaker partners while at the same time, giving even greater benefits and experiences back to members through their betting activity.



## A brilliant programme and superbly managed by the Rewards4Racing 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 racemeetings, which in turn can be used for the next trip! A brilliant programme and superbly managed by the Rewards4Racing team.”

Alex Pickering  
Rewards4Racing Member

**BACK A 4/1 WINNER**  
GET A RISK FREE BET  
PLUS COLLECT 1 REWARDS4RACING POINT FOR EVERY £3 STAKED  
**BET NOW**

**Feature Race - Tingle Creek**  
The Tingle Creek Chase at Sandown Park usually provides a pointer to the Queen Mother Champion Chase at The Cheltenham Festival. The likes of Lodgepole Bulfinch and Sprinter Sacre have won this race en route to The Festival. Back a winner at 4/1 or more on any (see Channel 4 race and you will receive a risk free bet to the same value as the next line race) Read on for our preview of the Tingle Creek.  
Bet with bet365 this weekend and you will also collect Rewards4Racing points to use on your next purchase with any of our 16 partner racecourses!

**Key Players**

**Vibrato Valiant**  
He was below par in the Arkle and in the Celebration Chase here in April after a promising novice campaign. He bounced back in emphatic fashion in the style of an improved performer in the Maiden Gold Cup. That was arguably a career best and he bids to surpass his trainer's excellent record in this race.

**Special Tiers**  
He likes to front run and could be dangerous if he is given an easy ride today. He won the Celebration Chase here in April, beating Sprinter Sacre in the process. This isn't the strongest of Grade 1 but he will need to improve on his disappointing return at Henlow last month. Winner to great form.

**7/1**

**BET NOW**

**BET £10 ON THE FIRST CHAS RACE**  
**GET £50**  
TO BET ON THE OTHER LIVE RACES  
PLUS COLLECT £20 WORTH OF REWARDS4RACING POINTS  
**BET NOW**

**Feature Race - Relkeel Hurdle**  
Channel 4 kick off 2016 with excellent racing from both Cheltenham and Musselburgh today. Sign up to Coral and bet £10 on the first live Channel 4 race at 1.20pm and you will receive £50 FREE to use on the next 5 live races! Read on for our preview of the feature race.  
Sign up to Coral today and collect £20 to use on your next ticket to any of our 16 partner racecourses!

**Key Players**

**Cole Harden**  
When the World Hurdle here last season and also ran well in defeat at Aintree. He is almost certain to improve on his run at Wexbury last time but conditions will be far from ideal today. The soft ground and drop in trip are unlikely to play to his strengths but he needs respecting nonetheless.

**11/1**

**BET NOW**

**11/4 » 4/1 CUE CARD TO WIN THE 3.00!**  
No 1 horse in training bet for more £1 stake  
**BET NOW**

**Feature Race - Betfair Chase**  
The Betfair Chase at Haydock Park is the first Grade 1 chase of the season and the first leg of the Jump Triple Crown. Cue Card is a previous winner of this race and Betfred are offering Rewards4Racing members the exclusive enhanced price of 4/1 (£25 max bet) that he wins the race for a 2nd time! Read on for our preview of the feature race.  
A £25 bet on Cue Card would see you win £100! You will also collect points on every bet you place to spend on your next purchase at any of our 16 partner racecourses!

**Key Players**

**Silvintaco Centi**  
Multiple Grade 1 winner has won this race twice in the last 3 years. He often needs his first run of the season and he recently put up a creditable performance over hurdles at Wexbury last time. The soft ground will suit him and he is the one to beat for a trainer who has won this race 6 times.

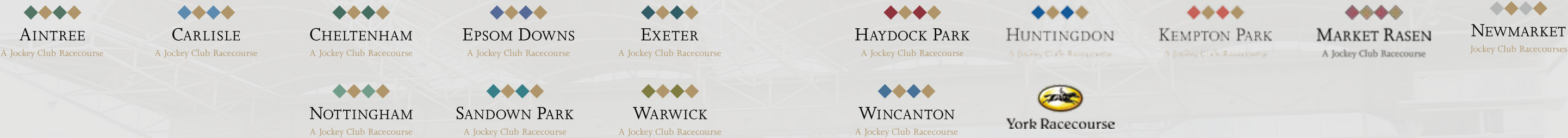
**8/1**

**BET NOW**



# OUR PARTNERS

## RACECOURSE PARTNERS



## RACING PARTNERS



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 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.

## FOUNDING PARTNER



The Jockey Club is the largest commercial group in British horseracing. The Jockey Club exists solely for the long-term good of the sport and has done since 1750.

Governed by Royal Charter, every penny The Jockey Club makes is invested back into racing to support its long-term health, whether working alongside other parties or pursuing excellence through its 15 racecourses, Jockey Club Estates, The National Stud and Racing Welfare.



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.

The ROA Council is comprised of 16 members who are elected by ballot among the ROA membership.

## BOOKMAKER PARTNERS



**3** Official Bookmakers **1%** of sports betting stakes returned to members in Rewards4Racing points **£20** in Rewards4Racing points when members open an account and bet with one of our bookmaker partners





The Award Winning Rewards  
Programme For Racegoers



## Fancy going to the races?

Use your Rewards4Racing points as full or part payment towards tickets to any of the below fixtures, plus many more with our 16 Racecourse Partners:

  
**HAYDOCK PARK**  
A Jockey Club Racecourse

**Betfair Chase Weekend**  
20th & 21st November  
[www.haydock-park.co.uk](http://www.haydock-park.co.uk)

  
**SANDOWN PARK**  
A Jockey Club Racecourse

**Tingle Creek  
Christmas Festival**  
4th & 5th December  
[www.sandown.co.uk](http://www.sandown.co.uk)

  
**AINTREE**  
A Jockey Club Racecourse

**Betfred Becher  
Chase Day**  
5th December  
[www.aintree.co.uk](http://www.aintree.co.uk)

  
**CHELTENHAM**  
A Jockey Club Racecourse

**The International**  
11th & 12th December  
[www.cheltenham.co.uk](http://www.cheltenham.co.uk)

  
**MARKET RASEN**  
A Jockey Club Racecourse

**Boxing Day Family  
Fun Race Day**  
26th December  
[www.marketrasenraces.co.uk](http://www.marketrasenraces.co.uk)

  
**KEMPTON PARK**  
A Jockey Club Racecourse

**William Hill  
Winter Festival**  
26th & 27th December  
[www.kempton-park.co.uk](http://www.kempton-park.co.uk)



Visit the racecourse  
website to book  
your tickets today!



[www.Rewards4Racing.com](http://www.Rewards4Racing.com)

[www.rewards4racing.com](http://www.rewards4racing.com)

Follow us on Twitter @rewards4racing

# DATA AND CUSTOMER INSIGHT

## Enjoying the 'Big Data' challenge

One of the principal aims of the Rewards4Racing programme is to provide racegoers with an engaging loyalty solution and to ensure that their racing experience is as rewarding as it possibly can be. To do that, we believe data is our most important asset. This is why we are investing so heavily in our platform and in our partnerships; not only to enable us to harness the 'right' data but also make it insightful and actionable. This, in turn, will allow our partners and us to improve our offering and service to the racegoer.

As has been further highlighted by the industry insight pillar, racing must embrace the data and insights that are available to it. It must ensure that it employs the most efficient and appropriate tools and solutions available, to deliver relevant and engaging communication to the racegoer.

In 2016, working with key loyalty industry participants such as Quidco, Rewards4Racing will be investing further in our platform as well as our 'offering'. This will enable us to build an even more complete picture of what our members and our racecourse partners' customers look like. Using techniques, such as propensity modelling, we will be better positioned than ever to attract new racegoers to the programme, incentivise those racegoers to come racing more often and deliver useful and actionable insights for our racecourse partners.

## Supporting the science behind sponsorship

Through the Rewards4Racing programme, we are gaining a more complete understanding of the purchasing and behavioural patterns and trends of racegoers. In addition, the programme provides the valuable link between the data and insights provided by our racegoing members and their passion for horse racing, therefore giving current and future partners of Rewards4Racing the ability to:

1. target potential customers with the right message at the right time.
2. provide a reason and incentive as to why those customers would engage with our partners ie. through their passion for racing.

These principles are also directly applicable to any sponsor within racing. Sponsorship in racing offers brands a unique opportunity as it gives them direct access to a high concentration of captive fans. However, sponsorship is about far more than just brand awareness. Brands are becoming ever more sophisticated in the ways in which they seek to leverage and optimise the sponsorship funds that they are investing through access to customer data.

The Rewards4Racing programme provides an ideal platform for racecourses to drive value for their sponsors, through the collection of valuable customer data, as well as the ability to incentivise the audience they are seeking to influence. In 2016, Rewards4Racing will be working with our racecourse partners to assist in their sponsorship programmes and activity.

## Why guess when the members know best?

We have had a record year in terms of the number of members collecting points with our retail partners as well as the transactional amounts they are spending with those partners. A great deal of that success can be attributed to 'relevancy' and our ability to communicate with our members at the right time, with the right message and using the right channel. However, rather than using guess work to determine when would be a good time to communicate, we simply asked the members themselves through our 'member preference' campaigns.

Through our platform, we are able to deliver personalised offers at a member level, making the experience more attractive and convenient for members and more targeted for the brands and retailers who would like to communicate with them.



THE REWARDS4RACING  
USER GUIDE

Following the success of the education campaign that we launched in 2014, we produced another two four-page pull outs for The Racing Post; one for the flat season alongside our announcement that York Racecourse had joined the programme and one to go alongside the start of the jumps season.

The user guide is always very well received. We hear fantastic plaudits from our current members and it also encourages new members to sign up. With some loyalty programmes expecting you to spend a fortune to earn enough points to redeem, it is fantastic to be able to educate the racegoers on how easy it is to collect enough points from their everyday shopping and betting, to get money off their next racing experience.

**Rewards4Racing USER GUIDE**

**114,068 Racegoers**  
have been rewarded in the last year.  
Read on to make sure you are not missing out!

**2015/16 NATIONAL HUNT SEASON**

**CHELTENHAM**  
Aintree Club November  
The Open  
13th - 15th November

**HAYDOCK PARK**  
Aintree Club November  
Betfair Chase Weekend  
20th & 21st November

**KEMPTON PARK**  
Aintree Club November  
William Hill Winter Festival  
26th & 27th December

Plus over 350 race meetings staged annually by our 16 Racecourse Partners

0845 605 5220   www.Rewards4Racing.com   hello@rewards4racing.com

**Bet & Collect Points**

**Spend Points**

Sign up to our betting partners

Get up to **£60** in points for signing up!

1 point for every £1 bet you place thereafter!

**bet365**  
New Customers Collect £20 worth of points when signing up!  
New Customers Up to £200 Deposit Bonus!  
1 point for every £1 staked on sports bets!  
Channel 4 Price Promise and 4/1 offer!

**BETFRED**  
New Customers Collect £20 worth of points when signing up!  
New Customers Bet £10 Get £30 FREE!  
1 point for every £1 staked on sports bets!  
Exclusive price boosts for Rewards4Racing members!

**CORAL**  
New Customers Collect £20 worth of points when signing up!  
New Customers Bet £10 Get £30 FREE!  
1 point for every £1 staked on sports bets!  
1 point for every £2 wagered on casino!

Visit [www.rewards4racing.com/bookmakers](http://www.rewards4racing.com/bookmakers) for more information

Step 1: Visit racecourse website

Step 2: Select your tickets

Step 3: Use your points at the payment page

Tickets for first 2 days of @CheltenhamRaces Festival paid for via @Rewards4Racing #result #illbethere Bill Tait, Rewards4Racing member

357 Nationwide race meetings staged annually:

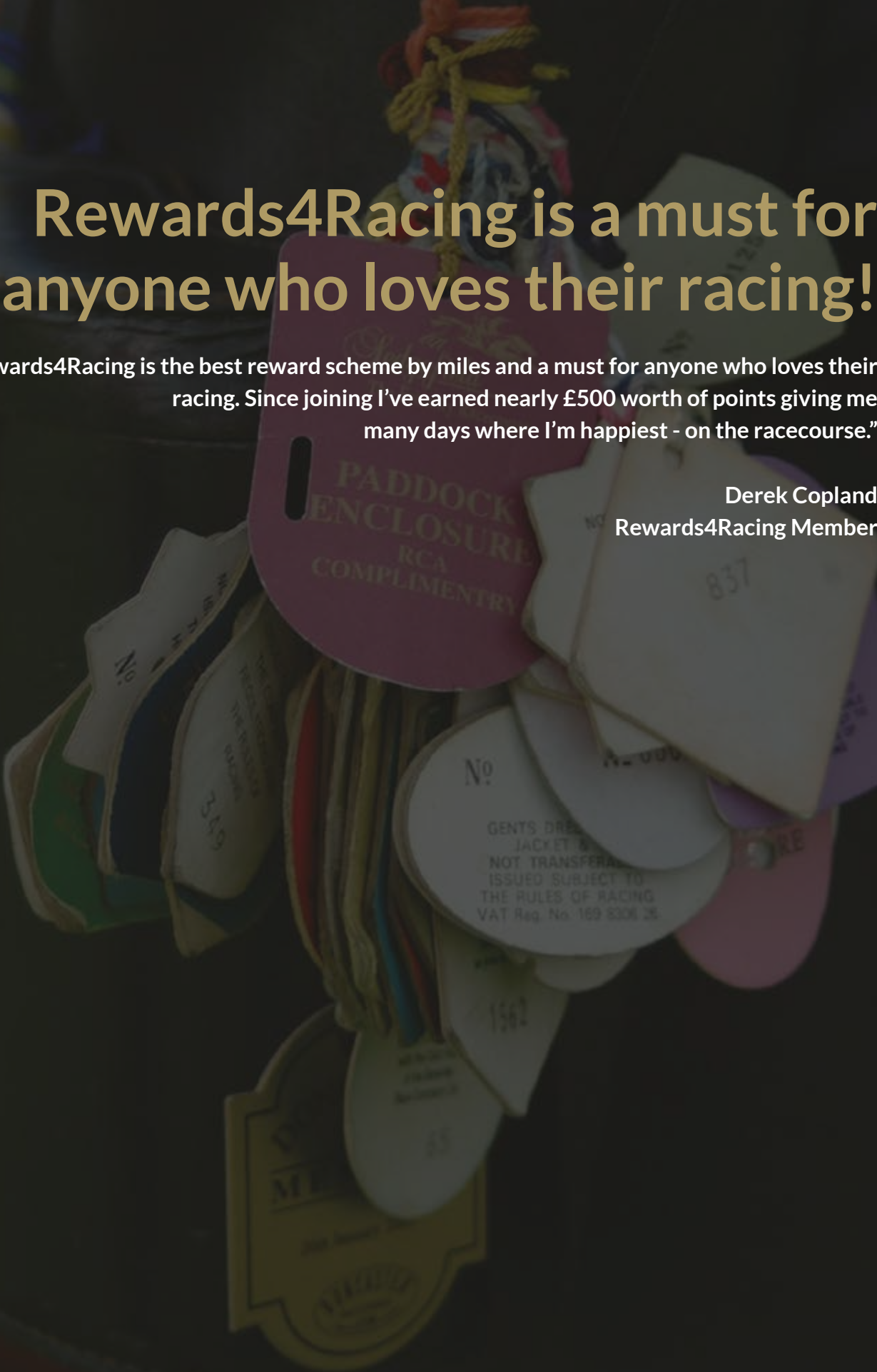
Aintree, Carlisle, Cheltenham, Epsom Downs, Exeter, Haydock Park, Huntingdon, Kempton Park, Market Rasen, Newmarket, Nottingham, Sandown Park, Warwick, Wincanton, York Racecourse

0845 605 5220   www.Rewards4Racing.com   hello@rewards4racing.com

Rewards4Racing is a must for  
anyone who loves their racing!

“Rewards4Racing is the best reward scheme by miles and a must for anyone who loves their racing. Since joining I’ve earned nearly £500 worth of points giving me many days where I’m happiest - on the racecourse.”

Derek Copland  
Rewards4Racing Member





# MEET THE BOARD



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

Paul Fisher is responsible for the performance of the largest racecourse group in the UK, while contributing to the executive management and business strategy of The Jockey Club group.

All Regional Directors across The Jockey Club's racecourse portfolio and the Group's Human Resources department, report to Paul.

Paul joined Jockey Club Racecourses in 2000 as Finance Director of its three London racecourses. He was promoted to Managing Director of Kempton Park in 2005. In 2008, he was appointed as Chief Operating Officer of Jockey Club Racecourses.

In 2010, Paul went 'back to the floor' as the *Undercover Boss* for an episode of Channel 4's hit television documentary series.



**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.

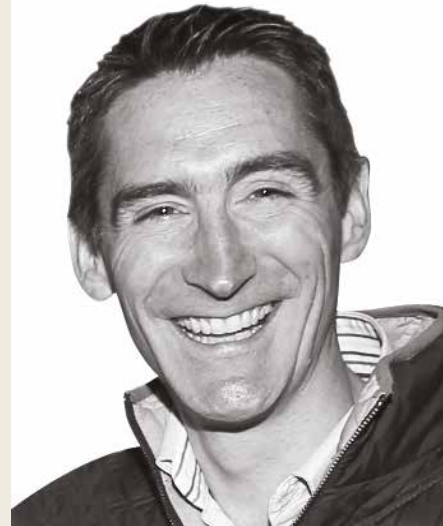
**Tom Cowgill** – Founder and Director

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

Rewards4's innovative sports loyalty platform has provided clients with a proven and cost effective 'turnkey' loyalty solution. This 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 loyalty model works. 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.

As an avid sports fan (and occasional participant!), Tom has certainly found his niche and is looking forward to the continued success of the Rewards4Racing programme.



**Josh Apiafi** – Founder and Director

Back in the early nineties, Josh Apiafi 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 great 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 stills 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 influenced by a number of successful sports administrators, none more so than the late Peter Deakin. Ian 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.







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