




**HORSE RACING
IRELAND
STRATEGIC
PLAN
2020-2024**

*Growing the grass roots
Winning the world over*



IRELAND WILL BE THE GLOBAL LEADER IN HORSE RACING AND BREEDING, SUSTAINING A VIBRANT RURAL INDUSTRY.



c.28,900

JOB IN IRISH BREEDING AND
RACING INDUSTRY DIRECT,
INDIRECT AND SECONDARY
EMPLOYMENT



€338m

SECOND LARGEST PRODUCER
OF BLOODSTOCK WORLDWIDE
BY VALUE SOLD



32 counties

RACING AND BREEDING
ACTIVITIES PRESENT
THROUGHOUT THE COUNTRY



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€1.8 billion

TOTAL DIRECT AND STIMULATED
EXPENDITURE

FOREWORD

THE HORSE RACING IRELAND STRATEGIC PLAN 2020-2024
HAS BEEN DEVELOPED TO SHOWCASE OUR AMBITIONS FOR THE
HORSERACING AND BREEDING INDUSTRY.

Ireland is the world leader in thoroughbred breeding and racing. A traditional industry, the natural advantages of climate and soil, allied to a world-renowned skill in horse care have seen Ireland become the headquarters for some of the biggest players in horse racing.

Successive governments, over decades, have seen the potential for a rural industry with high value-add which plays to inherent strengths. Thoroughbred exports are now the fifth biggest Irish agricultural export by value, and the thoroughbred industry returns €30 of economic activity for every €1 of government investment.

Horse racing is about enhancing the value of the stock, it is a desirable vehicle for betting respected by bettors globally and it is a strong pastime being the second best attended sport in both Britain and Ireland.

Getting to the top is difficult, staying there is even harder and in an uncertain world there are unprecedented headwinds. Brexit remains a threat and an unknown where the impact is widely expected to be negative, the extent of the potential damage to the Irish bloodstock industry unquantifiable.

The HRI Strategic Plan provides the vision of where we see the industry in 2024, the roadmap to that destination and what is needed to get there. The 2017 Deloitte report into the Economic Impact of Racing and Breeding in Ireland carefully calculated the industry's economic impact as €1.84 billion per annum, supporting directly and indirectly 29,000 jobs.

The geographical spread of these jobs is countrywide with rural centres of excellence and no county excluded from the return on investment.

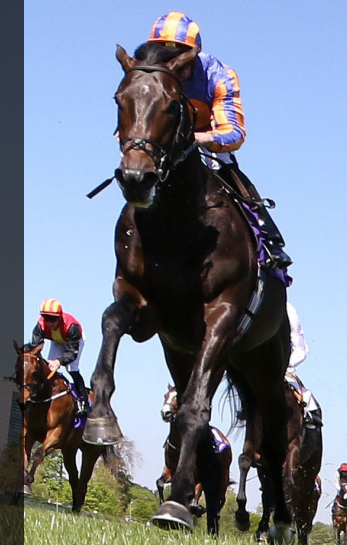
The sector under HRI's governance is applauded worldwide for its high standards, judged daily on the racecourses of the world. The horse people in leadership roles on five continents are Irish-born or educated here.

To maintain our high standards and ensure we do even better for our people and our horses requires continued strong support. This will create even more jobs, better quality of care, greater participation, increased exports and even higher returns to the Irish economy.

Quite simply, the focus areas in this Strategic Plan are the people and the horses. Participation by both is the key: more people involved in ownership leads to more horses in training which in turn increases employment levels. The knock-on effect will be to broaden the interest, profile and appeal of horseracing, with consequent benefits for economic activity in rural Ireland.

This document will be Horse Racing Ireland's roadmap. The business of how we do things and why we do them each year between now and 2024 will be informed by the priorities in this Plan, the results and success of which will be measured by its outcomes.

Nicky Hartery
Chairman
Horse Racing Ireland



THE HRI STRATEGIC PLAN IS FRAMED BY OUR VISION, MISSION AND VALUES.

OUR SIX STRATEGIC PRIORITIES
EACH CONTAIN A SET OF
SPECIFIC ACTIONS, WITH
DESIRED OUTCOMES FOR EACH
OF THESE.

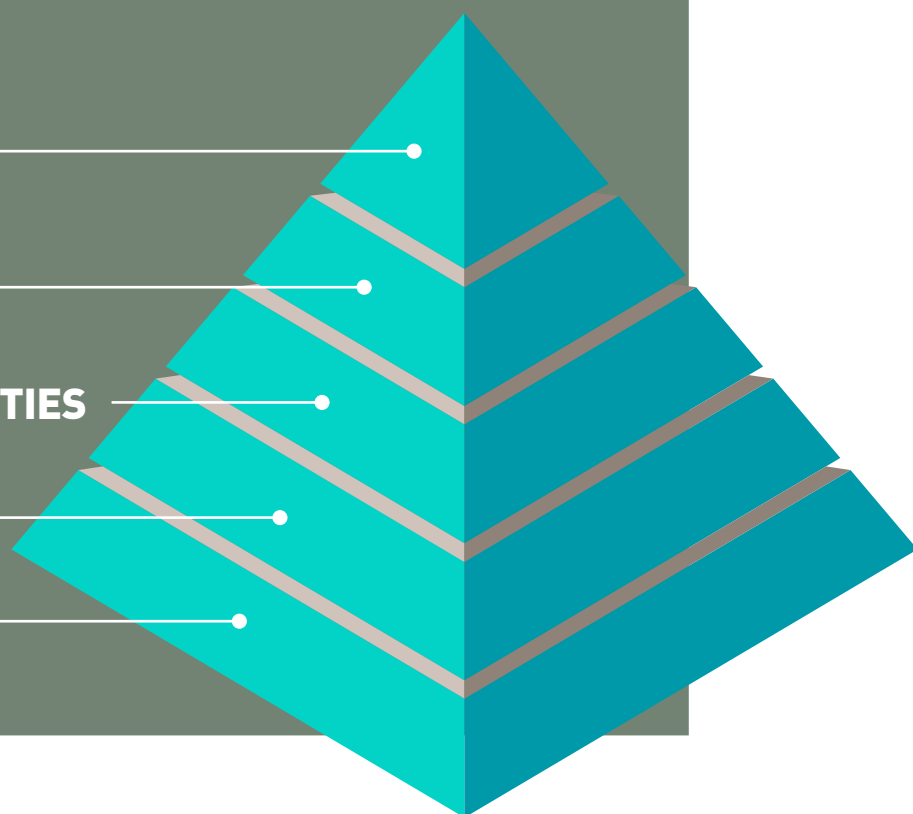
VISION

MISSION

STRATEGIC PRIORITIES

ACTIONS

OUTCOMES



STRATEGIC PLAN STRUCTURE

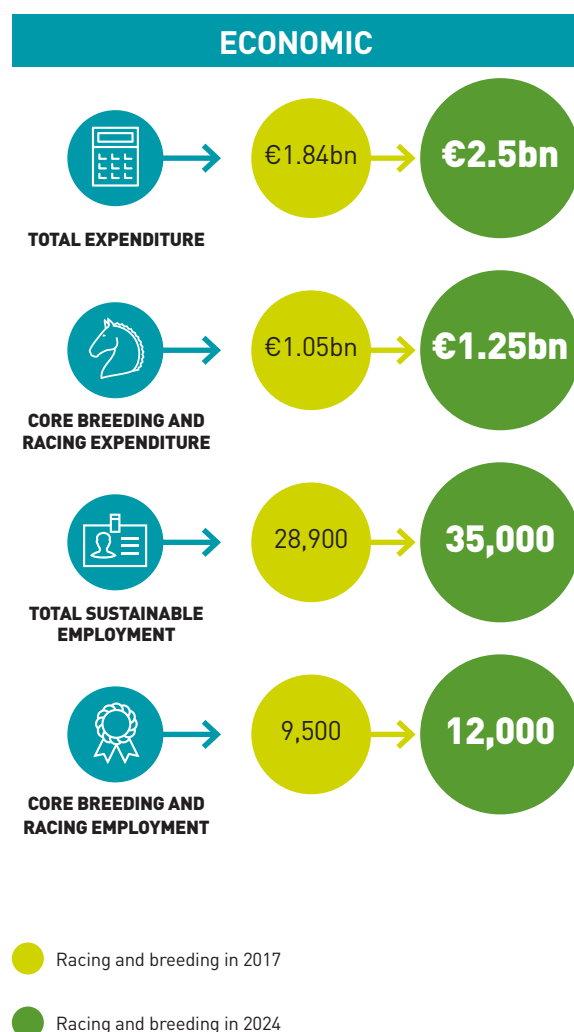


HRI AND THE RACING AND BREEDING INDUSTRY

HORSE RACING IRELAND (“HRI”) IS THE NATIONAL AUTHORITY FOR THOROUGHBRED RACING IN IRELAND WITH RESPONSIBILITY FOR THE GOVERNANCE, ADMINISTRATION, DEVELOPMENT AND PROMOTION OF THE INDUSTRY

Irish racing and breeding is already a vibrant industry, represented across every county and playing a vital role supporting the rural economy. Ireland leads on the international stage, being the third highest producer of foals globally with the thoroughbred being more common in Ireland on a per capita basis than anywhere else in the world.

But we continually strive to improve, with growth driven by our infrastructure, horsemen and women, public interest and Government support. With these assets all helping us to stimulate increased investment via a sustainable funding model, we aspire to even greater heights over the next five years to achieve the vision of global leadership supported by rural development and employment.





RACING



FIXTURES

356

416



HORSES IN TRAINING

8,500

10,000+



MINIMUM RACE VALUE

€10k

€12,500

INVESTMENT



EQUINE CAMPUS
(DIAGNOSTIC AND
FORENSIC SERVICES)

0

1



ALL WEATHER
RACECOURSES

1

2

INTEREST AND APPEAL



POPULATION WITH AN
INTEREST IN RACING

25%

30%



ATTENDANCES

1.3m

1.5m

BREEDING



FOALS REGISTERED

9,381

10,000



BLOODSTOCK SALES BY
IRISH VENDORS

€438m

€500m+



VISION

IRELAND WILL BE THE GLOBAL LEADER
IN HORSE RACING AND BREEDING,
SUSTAINING A VIBRANT RURAL
INDUSTRY

TO DEVELOP AND PROMOTE IRELAND'S
HORSE RACING AND BREEDING
INDUSTRIES, TO ADMINISTER AND
GOVERN THE SPORT OF HORSE RACING
IN IRELAND, TO CULTIVATE AND
PROMOTE THE HIGHEST STANDARDS
OF INTEGRITY AND WELFARE

MISSION



VALUES

WE ARE GUIDED BY A CLEAR VISION
AND MISSION, WHILST ALWAYS
ENSURING THAT WE ADHERE TO THE
SIX CORE VALUES ON WHICH OUR
ORGANISATION IS BASED



RESPECT

- the history, legacy and
tradition of our industry,
its community, the horse
population and the people



EMPOWERMENT

- of our people to set the
highest standards



EXCELLENCE

- in everything we do, to be the
best we can be in the world



PRIDE AND PASSION

- is at the heart of the racing
and breeding industry and
underpins everything we do



AMBITION

- to build a sustainable and
progressive organisation
which will nurture and grow
the horse racing and breeding
industry



INTEGRITY

- we are committed to honesty
and integrity, promoting
transparency and sound,
moral and ethical principles



SWOT ANALYSIS



STRENGTHS

- Heritage of breeding and training winners at highest levels worldwide
- Foreign direct investment
- Government support, public and media interest
- Environmentally friendly industry
- Strong regional reach
- Source of employment in rural economies
- Passionate skilled people
- Disease-free status
- International networks
- High quality racing programme
- High relative per capita attendance
- Fun, exciting sport



WEAKNESSES

- Funding uncertainty inhibits medium to long term planning
- Low return on investment for owners
- Ageing racegoing demographic
- Time commitment required to attend racing
- Perception of complicated sport
- Reliance on Britain for export markets
- Racecourse reliance on media rights income
- Capital intensive nature of industry infrastructure
- Perception of elitism/barriers to entry
- Multiplicity of sectional interests



OPPORTUNITIES

- Increased economic impact for Ireland
- Grow sustainable rural employment
- Embrace new technology in all aspects of the business
- Sustainable funding solution
- Investment in racecourse facilities
- Capitalise on new technologies and customer insights to improve the racegoing experience
- Higher levels of disposable income available
- Retain and recruit owners through improvement in ownership experience
- New commercial income streams
- New global export markets
- Promote the sport through its heroes
- Enhanced training and educational supports
- Race programming to encourage participation



THREATS

- Brexit consequences
- Social issues relating to gambling
- Global mobility of stallion sector
- Urbanisation and changed public perceptions
- Disease outbreak
- Recruitment and retention of skilled staff
- Sourcing sponsorship in a competitive market
- Competition for leisure time and spend
- Betting on other products/sports
- Increasing competition from other racing and breeding countries



STRATEGIC PRIORITIES

THE SIX STRATEGIC PRIORITIES EACH CONTAIN A SET OF SPECIFIC ACTIONS, WHICH WILL ENABLE US TO DELIVER OUR VISION

DELIVERING THE VISION

GLOBAL LEADERSHIP IN BREEDING AND RACING

RURAL DEVELOPMENT AND EMPLOYMENT

STRATEGIC PRIORITIES

PARTICIPATION

Improve the racing experience for all participants in the industry and strengthen the quality of our product.

BROADEN INTEREST AND APPEAL

Raise the profile and attractiveness of the sport to our customers to ensure both retention and growth of our audience.

DRIVING EXCELLENCE THROUGH PEOPLE

Develop our people to support sustainable employment throughout the industry, facilitating future growth.

INVESTMENT

Invest in securing areas critical to the development of our industry – including infrastructure, inward investment and global promotion of Irish bloodstock.

INTEGRITY AND EQUINE WELFARE

Enhance our domestic and international reputation through world-leading standards of integrity and equine welfare.

SUSTAINABLE FUNDING MODEL

Secure a sustainable funding model to grow the industry and achieve our vision of global success and rural development.



STRATEGIC PRIORITIES OVERVIEW

PARTICIPATION

- 1 Grow the number of people involved in racehorse ownership.
- 2 Build the number of horses in training in Ireland.
- 3 Increase the number of quality horses in training in Ireland.

BROADEN INTEREST AND APPEAL

- 4 Raise the profile of horseracing in Ireland.
- 5 Drive new standards in the promotion and marketing of racing by racecourses.
- 6 Grow sponsorship and brand activation for Irish horse racing.

DRIVING EXCELLENCE THROUGH PEOPLE

- 7 Support the industry to achieve sustainable employment and best practice employment standards.
- 8 Design a strategy for industry education and training which advocates excellence in performance and offer career pathways.
- 9 Embed an HR strategy which supports HRI and its subsidiaries to achieve its strategic and operational objectives.

INVESTMENT

- 10 Support racecourses throughout Ireland to develop best in class customer and industry facing facilities while remaining economically viable.
- 11 Source new and higher levels of foreign direct investment in the Irish racing and breeding industry.
- 12 Maintain Ireland's position as the leading source of Thoroughbreds in Europe in terms of volume produced and value sold.

INTEGRITY AND EQUINE WELFARE

- 13 Work collaboratively with the IHRB to ensure that Irish racing operates to the highest standards of integrity and fairness.
- 14 Support the establishment of a new equine health and welfare campus with world class diagnostic and forensic services.
- 15 Ensure that best practice in equine welfare is adopted throughout the industry.

SUSTAINABLE FUNDING MODEL

- 16 A sustainable long-term funding structure for the industry.
- 17 Demonstrate the value and economic impact of the industry to all key stakeholders.
- 18 Ensure a mutually beneficial relationship with the betting industry through collaboration and close co-operation.



STRATEGIC PRIORITY 1

PARTICIPATION

1

OBJECTIVE

Grow the number of people involved in racehorse ownership

ACTIONS

1. Improve the ownership experience, both at the racecourse and away from it (e.g. via regular communication from trainers/HRI Ownership Department).
2. Define a clear ownership target through establishment of the potential ownership pool by market.
3. Facilitate trainers in creating a sustainable business model.
4. Support trainers' promotional activities.

OUTCOMES

- Total number of horses in training per annum to increase from 8,561 to 10,000+ by 2024.
- Core racing and breeding employment to increase from 9,500 to 12,000.
- Number of individuals (Irish and international) involved in racehorse ownership to grow from 8,187 to 10,000+ by 2024.
- 1 in 500 Irish residents to be involved in racehorse ownership by 2024 (currently 1 in 650).

2

OBJECTIVE

Build the number of horses in training in Ireland

ACTIONS

1. Offer a competitive race programme which allows all owners and trainers the opportunity to progress and underpins future growth.
2. Increase the size of the fixture list and number of races to maximise the number of individual runners.
3. Use increased funding to achieve prize money of at least €90m by 2024 and ensure distribution to a broader pool of owners and trainers.
4. Progressively increase the minimum value for any race from €10,000 to €12,500.
5. Sustain and develop Point-to-Point racing and encourage progression of Point-to-Point horses to run under Rules.

OUTCOMES

- Increase in fixtures annually – to 377 by 2021 and to 416 by 2024.
- Increase in average field sizes and reduction in the number of races with less than 8 runners.
- Increase collective number of trainers/ jockeys with 10+ winners annually from 125 to 150 by 2024.
- Prize money to reach €90m by 2024.
- Increase both the number and % of horses winning prize money.
- Minimum race value of €12,500 per race by 2024.

3

OBJECTIVE

Further increase the number of quality horses in training and at stud in Ireland

ACTIONS

1. Ensure that the Irish race programme remains the highest quality in Europe.
2. Review the entry structure for major races to attract a high level of entries.
3. Progressively improve the race programme and prize money at key fixtures.

OUTCOMES

- At least 10% of races under both codes to offer Black Type.
- Provide average prize money levels which bear favourable comparison with the other major European racing nations.
- Increase the number of National Hunt horses rated 140+ and Flat horses rated 100+ annually.





STRATEGIC PRIORITY 2

BROADEN INTEREST AND APPEAL

4

OBJECTIVE

Raise the profile of horseracing in Ireland

ACTIONS

1. Define - then grow - the number of horseracing fans in Ireland.
2. Target each segment of fans with relevant offers and experiences.
3. Invest in the brand of racing, drawing on its heroes and fun / excitement factor.
4. Break down perceptions of complexity / barriers to entry for new fans.
5. Target year on year growth in the total number of attendees, driven by the major festivals.

OUTCOMES

- Increase in national interest in racing from 25% to 30% by 2024.
- Attendances to reach 1.5m by 2024.

5

OBJECTIVE

Drive new standards in the promotion and marketing of racing by racecourses

ACTIONS

1. Implement a 'customer first' perspective to all capital programmes for racecourses.
2. Supplement local racecourse knowledge with support that will add value and enhance growth metrics – in particular in specialised areas such as digital marketing, CRM and media buying.
3. Develop tools and templates in areas such as pricing, local media and community engagement.
4. Incentivise feature racedays such as a music/student fixtures and "behind the scenes" events (e.g. for schools and colleges).
5. Net Promoter Score (NPS) type scoring or racecourse awards scheme developed.
6. Introduce a loyalty programme for Irish racing incorporating racecourses, ticketing and commercial partners.

OUTCOMES

- Enhanced advance tickets sales strategy live by 2021.
- Agreed national pricing policy for certain segments by 2021 (students/U18s).
- National open day for general public at 50+ trainers' yards nationwide.
- Loyalty programme in place by 2021.



6

OBJECTIVE

Grow sponsorship and brand activation for Irish horse racing

ACTIONS

1. Demonstrate the appeal of horseracing to the corporate sponsorship market.
2. Develop new assets and related rights packages tailored to new and current industry sectors.
3. Collaborate with key sponsors for activation at major festivals.

OUTCOMES

- 100% race sponsorship at all tracks by 2024.
- All of the major festivals to have a title sponsor by 2022.



STRATEGIC PRIORITY 3

DRIVING EXCELLENCE THROUGH PEOPLE

7

OBJECTIVE

Support the Industry to achieve sustainable employment and best practice employment standards

ACTIONS

1. Ensure integration of the HRI Industry Services Committee into the wider breeding and racing industry.
2. As part of racecourse capital plans, reform, remould and reconstruct facilities to provide a more conducive work environment.
3. Ensure that full and regular updates of the Industry employment agreements between IRTA/ISSA take place.
4. Improve employment standards across the country.
5. Provide enhanced welfare support services to all those working in the industry.

OUTCOMES

- Industry agreement in place for 2020 that is fit for purpose, relevant and in compliance with agreed legislation and/or codes of practice.
- Clear communication and information available on career opportunities, employment essentials and industry-wide induction.
- Facilities in place at racecourses to support the flexible work practices and employees.

8

OBJECTIVE

Design a strategy for Industry education and training which advocates excellence in performance and career pathways

ACTIONS

1. Maintain and develop Ireland's reputation for world class standards in relation to equine education and training.
2. Design an industry framework focused on the following principles
 - Industry relevant
 - Fit for purpose
 - Future proof
 - Nationally accessible.
3. Ensure that excellence in performance programmes and career pathways are in place for jockeys, stable staff and other industry participants.
4. Provide educational services for the racing and breeding industry.

OUTCOMES

- Increase in nationally accessible equine education/training programmes in place by 2024.
- Greater participation rates across education and training programs tailored to match specific Industry needs.
- Clear career pathways in place including entry level pathways to boost attraction to the Industry.
- A training academy that is fully supported, recognised and utilised by all stakeholders in the Industry.

9

OBJECTIVE

Embed an HR strategy which supports HRI and its subsidiaries to achieve its strategic and operational objectives

ACTIONS

1. Ensure that talent and development processes, along with some key strategic external hires, deliver succession plans.
2. Ensure a reward model is in place that is clear, transparent and easy to understand.
3. Performance culture to focus on individual, team and line manager roles.
4. Learning and development to include new ways of working, promoting transparency and openness through cultural change programmes.
5. Employee engagement and communication plan to be put in place that supports the organisation throughout the year.

OUTCOMES

- Lower employee turnover and greater employee engagement through an integrated internal communications plan.
- High performance culture facilitated through a culture of employee advocacy to support the Industry.



STRATEGIC PRIORITY 4

INVESTMENT

10

OBJECTIVE

Support racecourses throughout Ireland to develop best in class customer and industry facing facilities while remaining economically viable

ACTIONS

1. Contribute up to €30m towards a new capital development scheme of at least €70m, with the balance funded by racecourses, so as to continue to develop facilities in line with customer and user expectations.
2. Create the environment which allows all 26 racecourses to be profitable.
3. Maximise the potential of the available racing surfaces at all racecourses, optimising the use of the turf.
4. Advancement of a long-term development plan for Leopardstown and Fairyhouse racecourses.
5. Link the allocation of fixtures to the performance of racecourses across a set of agreed measurements.

OUTCOMES

- New €70m capital development scheme launched in 2021 covering the period to 2024.
- Second all weather track in Tipperary completed and opened by 2022.
- WiFi provided at all racecourses by start of their 2020 racing seasons.
- One stable per horse for runners at all racecourses by 2022.

11

OBJECTIVE

Source new and higher levels of foreign direct investment in the Irish racing and breeding industry

ACTIONS

1. Actively promote overseas investment in Ireland by high net worth (HNW) individuals.
2. HRI/ITM to work closely with all state agencies such as Department of Foreign Affairs, foreign embassies, IDA, Enterprise Ireland, and tourism bodies to ensure that investment in Irish bloodstock is developed to its full potential.

OUTCOMES

- Increase the number of High Net Worth individuals investing each year.
- Increase the number of countries from which investment is sourced.
- Track and grow the amount of foreign direct investment into the Irish racing and breeding industry

12

OBJECTIVE

Maintain Ireland's position as the leading source of thoroughbreds in Europe in terms of volume produced and value sold

ACTIONS

1. Work with the Government on creating the optimum environment for the Irish thoroughbred industry, with a focus on breeder friendly and pro-investment policies, particularly post-Brexit.
2. Engage with stallion owners, assisting them to promote their stallions as well as providing them with data on the advantages of breeding in Ireland to their existing and potential clients.
3. Promote the advantages of locating in Ireland to international mare owners and breeders.
4. Through ITM, cultivate the brand image for the Irish thoroughbred internationally – specifically promoting the (IRE) country code as a mark of quality.
5. Offer a high quality race programme that supports and delivers an enhanced band of broodmares in Ireland.
6. Introduce tracking of mare metrics and 'black type' producer/performer data for mares.

OUTCOMES

- Ireland to be home to no less than 6 of the top 10 leading sires in Europe at all times.
- Increase the number of foals registered annually up to 10,000.
- Increase in average and aggregate turnover at Irish sales.
- Increase in global value of bloodstock consigned by Irish based vendors worldwide.



STRATEGIC PRIORITY 5

INTEGRITY AND EQUINE WELFARE

13

OBJECTIVE

Work collaboratively with the IHRB to ensure that Irish racing operates to the highest standards of integrity and fairness

ACTIONS

1. Provide a multi-annual funding framework to ensure the IHRB provides world class regulatory services for Irish racing.
2. Work with IHRB to create efficiencies in delivery of integrity services through use of technology.
3. Work with IHRB to create efficient administration services for all participants in the sport.
4. Work with IHRB, Weatherbys and the Department of Agriculture, to implement a 'whole of life' traceability system for all thoroughbreds.

OUTCOMES

- Whole-of-life traceability system to be developed in 2020.
- Complete a co-design policy-making project by 2020
- Create a Racehorse Welfare Council in 2020. Council to establish industry standards by 2021.
- 30-day Foal Notification to become mandatory in 2020.
- Introduce e-Passport with multi-functionality for 2022 foal crop.

14

OBJECTIVE

Support the establishment of a new equine health and welfare campus with world class diagnostic and forensic services

ACTIONS

1. Ensure access to IFHA reference laboratory for testing of samples.
2. Create a new equine campus containing world class research, diagnostic and forensic services based at the Irish Equine Centre.
3. Continued commitment to world class anti-doping strategies including increased out of competition testing and a screening programme for the breeding industry.
4. Work with the IHRB to develop standards around equine research.

OUTCOMES

- Equine health and welfare campus commenced in 2021 and established by 2023.
- Crisis response protocols to include agreed response to equine welfare challenges.
- Develop a "Trusted Source" certification where IEC can advise on best practice and award badge of excellence by 2022.

15

OBJECTIVE

Ensure that best practice in equine welfare is adopted throughout the industry

ACTIONS

1. Raise understanding of equine welfare amongst racing stakeholders and increase public awareness of racing's commitment to equine welfare
2. Commission research to establish benchmarks of optimal equine welfare in the management of racehorses and breeding stock.
3. Support the IHRB to develop equine welfare training modules and ongoing updates for licence holders including through a racehorse welfare portal.
4. Produce guidelines to ensure the highest standards in horse-facing infrastructure and bio-security on racecourses.
5. Support the IHRB to create a comprehensive equine injuries database and develop appropriate intervention strategies to minimise risks.
6. Publish information for potential and existing owners about responsible racehorse aftercare.
7. Convene a thoroughbred industry welfare symposium each year to share knowledge and improve practices.

OUTCOMES

- Create benchmarks of optimal equine welfare.
- Introduce formal guidelines re minimum racecourse requirements.
- Establish formal equine injuries database.
- Publish detailed aftercare information for owners.
- Introduce Racehorse welfare portal and annual thoroughbred industry welfare symposium.



STRATEGIC PRIORITY 6

SUSTAINABLE FUNDING MODEL

16

OBJECTIVE

Secure a Sustainable Funding Structure for the Industry

ACTIONS

1. Secure an increased multi-annual funding model. Outline the return on investment and the economic impact of the racing and breeding industry, thus ensuring funding in place for all key strategic decisions.
2. Maximise commercial non-government revenue for Irish racing.
3. Increase international revenue through overseas media rights sales.
4. Grow the profitability of Tote Ireland to maximise annual returns to racing.
5. Support the industry in Northern Ireland in developing a sustainable funding mechanism for that region.
6. Work with the IHRB to deliver a cost efficient, user friendly administration service to all participants in Irish racing.

OUTCOMES

- Progressively increase funding of horse racing from €67m in 2019 to €98m by 2024.
- Commercial income for HRI of €18m by 2024.
- New media rights deal secured which maximises income post 2023 when the current deal expires.
- New funding mechanism for Northern Ireland to be in place.

17

OBJECTIVE

Demonstrate the value and economic impact of the Industry to all key stakeholders

ACTIONS

1. Communicate with the media and public representatives to explain the importance of the racing and breeding industry, its contribution to the economy and the value for public money provided.
2. Engage with key stakeholders, public representatives and European counterparts to ensure the optimal solutions for Irish racing and breeding post-Brexit.
3. Work with various industry bodies and staff members to explain the workings and economic value of the industry so they can all be advocates.
4. Engage with key stakeholders to ensure the industry operates with sustainability and with the environment as a priority.

OUTCOMES

- Every political party to include an informed position on the racing and breeding industry in their agricultural policies.
- Ensure continued free movement of animals with the UK which is tariff-free and facilitated by high health welfare and hygiene status in both countries post-Brexit.
- Environmental policy for HRI, its subsidiaries and racecourses to be finalised in 2020, with emphasis on commitment to sustainability and Green governance.

18

OBJECTIVE

Ensure a mutually beneficial relationship with the betting industry through collaboration and close co-operation

ACTIONS

1. Work with the betting industry to ensure that horse racing remains the pre-eminent product within the Irish betting shop estate.
2. Work with betting operators and their representatives to promote responsible gambling measures.

OUTCOMES

- Betting on Irish racing to grow year on year.
- Percentage of turnover on Irish racing in Licensed Betting Offices to be measured and reported annually.





MILESTONES

2020

NEW RACECOURSE
CAPITAL DEVELOPMENT
SCHEME LAUNCHED

WIFI AVAILABLE AT ALL
IRISH RACECOURSES

LATEST PHASE OF
LEOPARDSTOWN
REDEVELOPMENT
COMPLETE

2022

NEW ALL WEATHER
TRACK TO OPEN IN
TIPPERARY

2024

RACING AND BREEDING
EXPENDITURE OF €2.5 BILLION

TOTAL SUSTAINABLE
EMPLOYMENT OF 35,000

PRIZE MONEY OF €90m



2021

EQUINE HEALTH AND WELFARE
CAMPUS DEVELOPMENT
COMMENCED

CENTRALISED TICKETING
SYSTEM IN PLACE

RACEHORSE WELFARE COUNCIL
TO BE CREATED AND SET
INDUSTRY STANDARDS

2023

EQUINE HEALTH AND
WELFARE CAMPUS
ESTABLISHED



FINANCIALS

OUR FINANCIAL PROJECTIONS UP TO 2024 WOULD BE ASSISTED BY THE IMPLEMENTATION OF A SUSTAINABLE FUNDING MECHANISM FOR THE INDUSTRY.

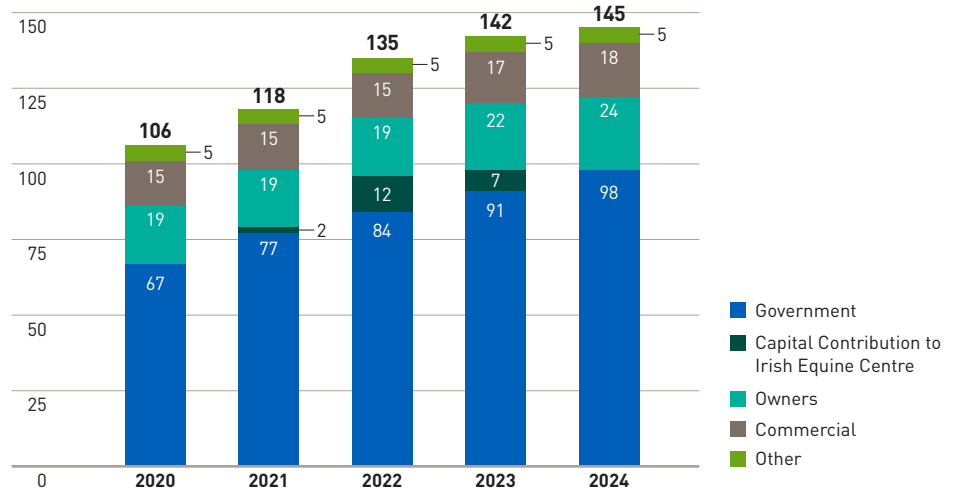
This will require government support and if achieved will enable us to meet the desired outcomes we have outlined in this strategic plan and achieve our vision of global leadership sustaining a vibrant rural industry.

The financial projections are driven by a number of assumptions, notably:

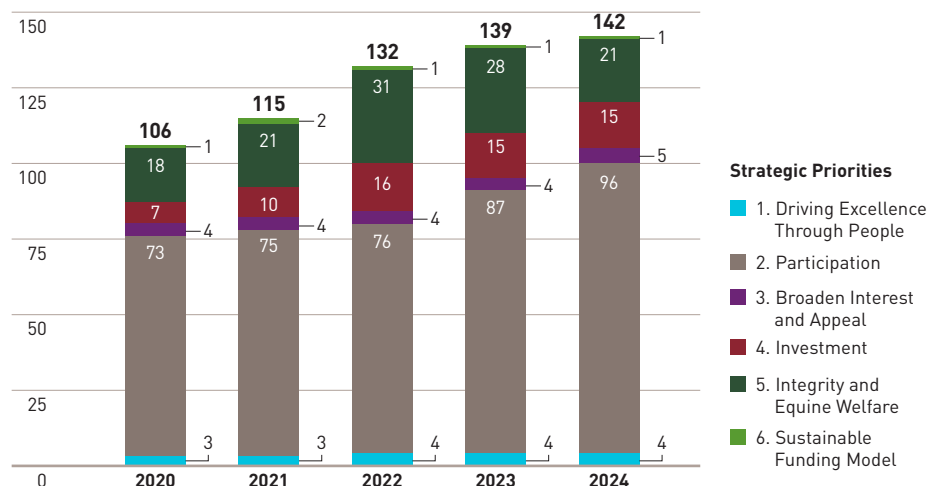
- funding of horse racing to increase to €98.2m by 2024
- an increase in the number of fixtures to over 416 by 2024
- an increase in prize money to €90m by 2024

Throughout this period we will continue to invest in infrastructure and innovation for the industry whilst ensuring the highest levels of integrity and equine welfare are maintained.

Revenue: 2020-2024 (€m)



Strategic Priority Investments: 2020-2024 (€m)



Cash Flow (€m)	Budget 2020	Plan 2021	Plan 2022	Plan 2023	Plan 2024
Surplus/(Deficit) on Revenue and Strategic Priority Investments	0.2	4.2	3.5	3.4	3.7
Non-Cash Items	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)
Loan Drawdown/(Repayments)	(7.7)	(3.2)	(1.6)	(1.7)	(1.1)
Other including Working Capital	7.4	(1.8)	(0.8)	4.1	2.9
Net Cash Flow position	(0.3)	(1.0)	1.0	5.6	5.4



HORSE RACING IRELAND

Ballymany, The Curragh, Co. Kildare.

Telephone: 045 455 455

Fax: 045 455 456

Email: info@hri.ie

www.hri.ie