

GREAT BRITISH RACING

ANNUAL REVIEW 2020

GBRI's purpose

GBRI is the official service provider to the British racing and bloodstock industry and has a clear remit:

- To generate and enable international investment in British racing and breeding
- To promote British success internationally

Overseas investment and participation in British racing and breeding is vital for the future health of the industry. Overseas involvement must not be taken for granted and GBRI is the industry body tasked with assisting stakeholders to look after existing international owners when required, as well as growing awareness of why and how to invest in British racing and breeding, with activity around the latter carried out in conjunction with the TBA.

GBRI meets with the TBA, ROA, FBA, NTF, Tattersalls and Goffs UK on a quarterly basis to continually review activity and ensure collaboration and efficiency of activity.

Executive Summary

As the British racing and breeding industry's international marketing arm and designated point of contact for overseas individuals seeking to invest in British racing and bloodstock, GBRI had to adapt quickly and efficiently to the challenges presented by the Covid-19 pandemic to continue to add value to the sector throughout 2020. As you will see from this review, GBRI was still able to bring measurable commercial value to British racing last year.

We undertook regular assessments of our areas of focus and objectives for the year, allocating our resources accordingly and remaining conscious of the wider industry's priorities.

This was true for our concierge and client development plans, as well as for our marketing and PR strategy. Details of why and how we adjusted our focus and budget across our various areas of activity are given in the relevant sections of this review.

In order to contribute to the wider industry's effort to cut costs during the pandemic, GBRI incurred a budget reduction of 32% (£140,000) on the original budget for 2020 of £440,000, leaving us with £300,000.

In spite of the challenges posed to GBRI's client development and concierge function by virtue of restricted access to hospitality at the sales and racecourses for the majority of the year, as well as limited overseas travel, investment as a result of interaction with GBRI maintained a level that compares favourably with the budget we operated with in 2020. Section 2 of this review addresses this level of investment as a result of GBRI involvement.

From a marketing and PR perspective, 2020 was very positive year for GBRI.

A total of 193 articles were published as a direct result of GBRI activity in 2020, the vast majority in target publications. This represents an increase of more than 50% on the amount of coverage we generated in 2019. A multimedia approach yielded coverage across TV, radio and podcast, as well as print and digital media. Marketing output was also more strategically aligned with PR output in 2020. Gains in both areas are explained in detail in the relevant sections below.

2020 also welcomed positive developments in terms of GBRI's work with the Department of International Trade. A highlight was successfully pitching for racing to be incorporated into the GREAT Britain campaign, alongside the BHA, Ascot Racecourse and the UK Tote Group. Meanwhile, a number of valuable overseas contacts and introductions to other stakeholders within British racing were made, all of which are detailed in the final section of this review.

In spite of a drop in international travel outside of Europe for British-trained horses, the Team British Racing initiative delivered excellent coverage for British trainers at the Breeders' Cup in November. Indeed, the meeting produced some of the most extensive and pleasing content around Team British Racing representatives that we have seen in recent years.

This was all achieved against the backdrop of a severely compromised calendar of global racedays and bloodstock sales, restrictions on inward travel for overseas horsemen, limitations to our own overseas travel to target markets, and a reduced budget.

This review illustrates how GBRI demonstrated flexibility and adaptability to continue to promote British racing and incentivise international investment in the face of the challenges posed by Covid-19.

Thank you to everyone in the British racing and bloodstock industry who supported GBRI in 2020, especially our key stakeholders – the TBA, ROA, NTF, FBA, Tattersalls, Goffs UK and the RCA – who we are pleased to work with in delivering GBRI's strategies. GBRI remains particularly appreciative of the TBA's extra financial contribution to support the promotion of British-bred horses, and the RCA's continued support of the GBRI Members' Club.

We look forward to continuing to work with and support our stakeholders in 2021 and beyond.

Minty Farquhar

Acting General Manager

January 2021

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1. GBRI bespoke concierge service & client development

2020 started positively for GBRI's concierge service, as a group of Spanish buyers hosted at the Tattersalls February Sale were taken on a stud visit that resulted in three nominations being sold for a combined value of £55,000.

All concierge plans beyond March were cancelled due to the national lockdown. With raceday access across the UK still off-limits to anyone other than immediate connections and staff, GBRI's raceday hospitality was inactive for the remainder of 2020.

Despite only being able to offer a limited concierge service around the bloodstock sales in 2020, GBRI supplied return airport transfers for French and Italian buyers attending the Goffs UK & Arqana Breeze Up Sale, Italian buyers visiting the Goffs UK Premier Yearling Sale and Italian buyers attending the Tattersalls Ascot Yearling Sale.

Investment on the part of these buyers who benefited from this service amounted to £428,980. Italian presence and activity at the early yearling sales was pleasing, with particularly strong gains made in this market at Tattersalls Ascot (over £100,000 investment for the first time).

The continuation of the pandemic into the autumn meant that the Tattersalls October Yearling Sales were not attended by nearly as many internationals as would have been expected in a normal year. Nevertheless, GBRI was in touch with various live leads from 2019 who had previously attended as guests of GBRI or had expressed an interest in attending the sales for the first time in 2020, in order to help and support where appropriate and bridge communications ahead of 2021, when - pandemic allowing - we hope to make up for lost time.

GBRI was also on hand to conduct a series of video interviews to publicise the importance of the participation of overseas individuals – both buyers and vendors – at the sales, as requested by both Goffs UK and Tattersalls in January 2020.

Finally, plans to assist studs by providing a complimentary rolling taxi service for breeders wishing to view stallions during the Tattersalls December sales regrettably had to be cancelled when the government brought in the November 2020 lockdown. Instead, GBRI began conversations with the TBA around a virtual stallion showcase to be launched in early 2021.

2. Investment resulting from GBRI involvement

A summary of trackable investment resulting from involvement with GBRI in 2020 is as follows:

	Horses Purchased to Remain in GB	Horses Purchased to Leave GB	Totals
Direct	1	42	43 (£530,820)
Indirect	2	6	9 (£2,730,000)
Totals	3	48	51 (£3,260,820)

(Direct: hands-on involvement in facilitating investment, i.e. arranging sales transport/hospitality for buyers; introduction of international owner/trainer/agent to GBRI stakeholder; as a direct result of a targeted meeting / Indirect: investment from internationals initially introduced by GBRI in years 2 and 3; active users of GBRI Members' Club; investment GBRI has played a smaller part in facilitating.)

Please note that horses included in this count do *not* include those purchased in the Arqana part of the merged Goffs UK & Arqana Breeze Up Sale, except for one that was purchased from a British consignor.

3. GBRI Members' Club

The GBRI Members' Club continues to support international owners who have at least one horse currently in training in Britain and a primary address outside of the country.

We offer Britain's international owners complimentary membership to the Club, which ensures that they are richly rewarded for their investment in, and commitment to, British racing. This initiative is made possible by the generous support of RCA, who GBRI would like to thank for their continued involvement.

It should be noted that in 2020, discussion with the ROA around the Club's purpose and scope was renewed. Areas of potential growth for the benefit of the ROA and its members were identified and we look forward to exploring these further in 2021.

Partners for the 2020 Members' Club included the Racing Post, Iconic Luxury Hotels, Fitzdares, Racing Breaks, the Jockey Club Rooms, Kirsten Stanley-Hughes and new partners Rachel Trevor-Morgan, The Racing Manager and Flexjet.

Each international owner is nominated by a trainer or bloodstock agent. Once nominated they receive a welcome pack including a welcome letter, a special RCA badge, an RCA car parking sticker and a GBRI Members' Club brochure, which gives details of partners and outlines the terms and conditions of the club.

The GBRI Members' Club had 151 members from 31 different countries nominated before the March 2020 lockdown. However, due to the impact of Covid-19, many of the benefits of the GBRI Members' Club, such as use of the RCA badge, were not accessible to international owners for the majority of the year.

Not being able to access 75 High Holborn also meant that we were unable to distribute welcome packs to new members until we regained access to the office in mid-July, and even then, we were not able to send out all packs.

Instead, GBRI kept in touch with all 151 members that were nominated by digital mailing. At the start of lockdown, we shared the digital Members' Club brochure and highlighted the benefits of the club that would help owners to feel in touch with the action from afar, such as use of The Racing Manager, and we continued to communicate with members via several mailings focusing on Britain's major bloodstock sales and racedays.

The relative inaccessibility of the Members' Club's benefits throughout 2020 showed that we must revisit discussions with partners ahead of 2021 to secure the best deals and plan for benefits that we can issue to international owners from afar, e.g. photos/videos of horses, access to digital platforms, special one-off offers, etc., in the event that access to British racing remains limited beyond the first couple of months of the year.

We are aiming for 170 members in 2021. This number of members will allow us to share the benefits with as many international owners as possible, without compromising our ability to deliver a high-class service in all areas.

4. PR

GBRI promotes the success of British-bred, trained and sold horses globally in order to generate awareness around the excellence of British horses, horsemen and sales houses, with the primary goal being to initiate future investment. GBRI also aims to grow international recognition of the quality and prestige of Britain's races and racecourses.

Throughout 2020, GBRI was in a constant process of strategically re-focussing both its marketing and PR efforts where most worthwhile, in response to the changing circumstances arising from the pandemic. For example, more time was allocated to promoting the Great British Bonus scheme, which is crucially important to domestic breeders and, in time, will have a knock-on effect on the international market.

Covid-19 also resulted in us having to cancel various media trips we had planned for 2020.

We were nevertheless pleased to deliver a significant level of targeted and valuable coverage for the benefit of our stakeholders during a particularly challenging year.

See Annexe 1 for headline analysis. For a full report on GBRI's PR output in 2020, click here to download.

PR summary

GBRI is grateful to all breeders who responded to requests for interviews after a British-bred Group/Grade 1 success in 2020. A total of 33 articles were secured off the back of GBRI press releases, all in key industry publications, and a majority of these carried quotes from interviews with British breeders. Taking into account the 11 weeks of lost racing, this total is in line with our target for the year.

GBRI worked closely with the Racing Post on three major article series in 2020, with all three delivering pleasing results.

The behind-the-scenes stud tours (earned) produced in association with eight British breeding operations each had an impact² of circa 200,000, as did the series of video interviews with Britain's breeze up consignors (earned). Meanwhile, the popular Breeder of the Week articles (paid) resulted in an impressive impact of circa 300,000 each.

Additionally, Racing Post Bloodstock was one of a number of publications to support a virtual press conference for Without Parole's homecoming. The virtual event secured six pieces of coverage across key publications within British and US bloodstock. This event was particularly effective and so we will look to do further virtual press conferences in 2021.

Advertorial in both European Bloodstock News and Thoroughbred Racing Commentary allowed for GBRI to highlight major industry stories as well as the success of Britain's horses and horsemen. The former consistently reaches 4,000 monthly readers, while the latter is circulated to 8,000 subscribers. The British Briefing, discussed at greater length below in the Section 5, also provided a platform for such stories.

¹ If download link has expired, please contact <u>mfarquhar@greatbritishracing.com</u> to request a new link

² Impact - A quality assessment score that cross-references the relevance of the publication (based upon the audience targeted) with the media outlet's reach.

Meanwhile, GBRI's relationship with British broadcasters proved fruitful at major fixtures. We worked closely with ITV to promote Britain's studs via the sharing of foal images and to ensure the Great British Bonus scheme got coverage on terrestrial television. The foal images coverage had an impact of 1 million and the GBB coverage on a Saturday afternoon secured an impact of 2.7 million. Meanwhile, during Royal Ascot, GBRI successfully put forward a number of international owners for interview to highlight the enduring international significance of the meeting.

GBRI lined up five guests on the Nick Luck Daily podcast in 2020, including Tim Kent on the Goffs UK Premier Yearling Sales and Grant Prichard-Gordon on the Great British Bonus; Nick Luck Daily reaches over 3,000 listeners per episode. GBRI also arranged for Oliver St Lawrence, Chair of the Federation of Bloodstock Agents, to endorse the Great British Bonus via the Racing Post Top Lot podcast; this had an impact of 92,000.

In terms of international PR, GBRI secured 22 features in overseas publications. The most valuable of these were in the South China Morning Post, Gulf Today and Arab News. Examples of the Arab News articles are shared below in Section 6.

GBRI also worked to broaden British racing's appeal in publications that reach a HNWI audience in 2020. An editorial feature in Knight Frank's annual VIEW magazine around the development of Japanese and British racing relations as a result of Deirdre's 2019 Goodwood win was shared with an audience of 73,500 people within the property firm's private database. It was identified by the Knight Frank board as the strongest article within the publication, which helped us to develop a strong relationship with the Knight Frank editorial team.

The impact of GBRI's year-long advertorial in Country and Townhouse's Great British Brands magazine was 48,000. GBRI will once again feature and represent British racing within the publication in 2021.

GBRI also broke new ground in 2020 with articles in Lux Magazine's supplement Lux Life and Luxury Lifestyle Magazine, and will continue to nurture these relationships in anticipation of future collaborations.

Testimonials

'In the past, you could definitely say that, compared to France and Ireland, we weren't doing enough to market our success. It's great now that whenever anything happens, be it a runner abroad or a British-bred Gr.1 winner, your stuff is out there. The little montages and images you do, being able to ring you up and ask you to ping them over, it's really useful for our marketing.'- Doug Procter, The Glanvilles Stud

'I was impressed with the effort GBRI went to and the organisation and exposure we got - very impressive. It certainly got the horse attention.' - Julian Dollar, Newsells Park Stud

'Many thanks, we even got a mare from an Arab owner and lots of interest in Massaat too so many thanks for your great work. Would safely say it was prompted Massaat a name better than a lot of very expensive magazines and Post advertising.'- Richard Kent, Mickley Stud

5. Marketing

GBRI began working with James Ford Design in 2020, undergoing an extensive redesign process in order to make all marketing output more professional and eye-catching in order to make the most of advertising spend.

For examples of GBRI's marketing output in 2020, see Annexe 2. For a full report on GBRI's marketing output in 2020, click <u>here</u> to download³.

Advertising, including promotion of British-bred success in accordance with GBRI's partnership with the TBA

In 2020, GBRI took a bold approach to advertising deals that were agreed/paid for in the first two months of the year, renegotiating deals as deemed necessary and pushing for greater value than was initially offered in response to the pandemic's effect on our activity and the racing/sales calendar.

GBRI continued to advertise British-bred success in accordance with its partnership with the TBA in 2020. A total of 23 adverts celebrating British-bred success were published in 2020. These featured in the EBN, TDN (both European and US sections), Racing Post and ANZ Bloodstock News.

As part of a deal with the Racing Post, which ceased its print distribution throughout the first lockdown and drew more attention to its digital platform, GBRI undertook an effective new form of advertising for Royal Ascot, the Derby/Oaks and the Eclipse. The online Racing Post profiles of all British-bred horses running in Group 1 races were 'tagged' with an animated GIF banner advert to highlight their British-bred status. The adverts were seen by 363,927 people from 116 countries. Given the reach of these adverts, GBRI will use profile tagging again in 2021.

As noted in the section above, GBRI also worked with Racing Post Bloodstock to sponsor a weekly 'Breeder of the Week' column throughout the British flat turf season. A total of 21 articles were produced and published both online (over 34,500 reads) and in print (estimated daily readership of 60,030).

Alongside the above, GBRI also continued to take additional new advertising opportunities to promote a variety of messages in support of its campaigns, insofar as the reduced marketing budget allowed.

A good example of such spend was the standalone show on Tattersalls Books 1 and 2 that was commissioned and co-produced by GBRI in partnership with Peter Fornatale's 'In The Money' franchise of podcasts, which includes Nick Luck Daily. The podcasts have a strong, committed audience in the US - heavily concentrated in Kentucky and Saratoga - and therefore represent a strong advertising opportunity. The October Yearling Sale show featured Minty Farquhar and invited guests Chad Brown, Jimmy George and Jamie Lloyd (on behalf of the FBA). It received over 1,800 downloads, in addition to the listeners streaming online.

Lastly, GBRI also launched its e-magazine, <u>The British Briefing</u>, in partnership with stakeholders in the autumn of 2020. The first e-magazine was published at the end of September and was well received: it was read 694 times with an impressive average reading time of 5:17. The second edition was launched just before Christmas and has so far, at the time of writing, been read 400 times with an average reading

 $^{^3}$ If download link has expired, please contact $\underline{mfarquhar@greatbritishracing.com}$ to request a new link

time of 3:43. The two publications have been read in 27 countries worldwide, including key markets such as the USA, Australia, Canada, Ireland, France, Germany, UAE and Bahrain. We will continue to publish The British Briefing at the end of each quarter in 2021. We remain grateful for the support of participating stakeholders in sharing the publication with their own audiences for the wider benefit of the British racing and bloodstock industry.

Mail-outs

Throughout 2020 GBRI sent mail-outs to its 'Great British Great Breeding' distribution list to highlight the widespread and regular success of Britain's bloodstock, trainers, stallions and sales houses. The distribution list is made up of UK and international trainers, UK bloodstock agents, British owners and studs.

A total of 17 mail-outs were sent throughout 2020, a significantly higher number than the 11 sent during 2019. The sharp increase was as a result of us feeling it was more necessary than ever to keep conversation going digitally, seeing as our face-to-face contact with breeders in 2020 was severely limited.

The mail-outs featured interviews with relevant connections and breeders of British-bred Group/Grade 1 winners throughout the year, with a focus on results at the major racedays including the July Festival, Prix de l'Arc de Triomphe weekend, British Champions Day and a successful Breeders' Cup for British contenders.

GBRI will continue to send out similar mail-outs in 2021. We will promote British-bred success stories after notable top-level victories where there is a strong story or exclusive content that we can obtain.

We also sent 7 mail-outs to our new 'international distribution' list which is made up of international trainers, bloodstock agents, owners and stud farms. The mailings featured details on Britain's major bloodstock sales, interviews with connections and breeders of British-bred or trained winners on major racedays plus updates on Britain's new prize money scheme for British-born and sired fillies and mares, the Great British Bonus.

Digital marketing

There was a much greater emphasis on digital presence in 2020, as a result of Covid-19 regulations meaning everyone spent a greater portion of time at home close to their devices. GBRI thus endeavoured to increase its digital marketing output, especially video marketing.

During lockdown, GBRI worked with studs to produce 'virtual stud visits' over an eight-week period up until the resumption of racing. Eight studs each produced four videos highlighting a foal, a yearling, a mare and a stallion that they wished to showcase. These stud videos together received more than 55,000 views across social media platforms. Racing Post Bloodstock, who we secured as a media partner, shared eight articles featuring the videos. The reach and impact of these virtual stud visits was exemplified by Mickley Stud receiving a new client from the Middle East off the back of the client watching the video feature. The new client sent a mare to board at Mickley and be covered by featured sire Massaat.

GBRI also produced a series of virtual consignor visits, hosted by Vanessa Ryle and Mike Cattermole, to promote those horses entered by British consignors across the delayed British breeze up sales. These

were shared over social and published by Racing Post Bloodstock on their website, with one video per sale (Craven, Ascot, Goffs UK, Arqana and Guineas) embedded into every Racing Post Bloodstock article during the three weeks leading up to the relevant sales.

The occasional permitted visits to studs and attendance at sales also allowed us to further enhance our digital marketing output. We filmed interviews with international vendors and buyers at the yearling sales, in response to Goffs UK's and Tattersalls' requests to do so in January 2020. These videos together had just under 9,000 views on Twitter.

The GBRI team also used digital marketing to promote the Great British Bonus scheme on behalf of the TBA. We have provided a number of video endorsements with delighted vendors and buyers at the sales and, subject to Covid-19 regulations, will continue to deliver these in 2021.

2020 was a strong year for GBRI's social media platforms. A more creative approach to content – particularly video content during lockdown – ensured that our engagements target of 100k and media views target of 250k were both surpassed in mid-November. Infographics were consistently used to celebrate British-bred Group and Grade 1 successes; these proved very effective again in 2020.

At the time of writing, GBRI's twitter platform (@GBRI_UK) has 5,715 followers, showing an increase of 602 followers since the start of 2020.

In 2021, we will continue to build upon our existing digital activity, keeping our focus on the targeted audience of people that take an active interest and participate in the British breeding and racing industries in Britain and internationally. We will improve our reach by dedicating more time to Facebook and Instagram. We will also use a global social media insights document provided to us by World Horse Racing to guide our social media output in 2021 and will continue to communicate our stakeholders' key messages, as well as the message of the excellence of the British racing industry generally.

GBRI remains grateful for the digital support of British breeders, trainers, sales houses, racecourses and other stakeholders.

6. International Travel

In 2020, GBRI completed overseas visits to Saudi Arabia, Dubai and Bahrain. Further travel was prohibited by Covid-19.

GBRI was represented by Rod Street and Minty Farquhar at the inaugural Saudi Cup and its associated events during the last week of February. Given the rapid growth of the Saudi market, the trip was helpful in improving GBRI's understanding of the burgeoning appetite for thoroughbred racing in the country. We are already seeing an increased demand for quality thoroughbred pedigrees as Saudi Arabia invests in building up its thoroughbred population so as to be able to compete at the same level as Britain, Ireland, France, etc.

GBRI was represented by Minty Farquhar at Meydan's Super Saturday meeting and the two days leading up to it. The main purpose of this trip was to promote the Goffs UK Breeze Up Sale in partnership with Tim Kent from Goffs UK.

Later in the year, GBRI was represented by Minty Farquhar at the second renewal of the Bahrain International Trophy in November.

Each trip afforded GBRI the opportunity to fulfil its client development function, through catching up with many existing international contacts as well as making various new contacts. Particularly in Bahrain, GBRI's continued support of the event was no doubt recognised and appreciated by the Bahraini Royal family and the Rashid Equestrian & Horseracing Club.

All three trips gave GBRI the opportunity to develop rapport with the Embassies in each country. GBRI can make more use of in-country diplomatic teams, in the Middle East especially, and is now prioritising this as a strategy.

The trip to Dubai afforded GBRI the opportunity to meet with Andrew Jackson, HM Consul General, following a meeting in London with Simon Penney, HM Trade Commissioner for the Middle East. GBRI was able to make clear to the Consul General the value of Dubai's investment into racing in the UK and discuss various opportunities for working together in the future, including holding events at the British Embassy in Dubai and exploring Expo 2020 as a potential avenue for the promotion of racing and bloodstock on the global stage.⁴

In Bahrain, GBRI again met with Mohamed Ismail, Country Director for the Department for International Trade in Manama, following an introductory meeting in 2019. The reception at the UK Embassy for guests attending the Bahrain International Trophy was not able to go ahead in 2020, but the plan is to reinstate it in 2021 and GBRI will again look to host this event in partnership with the Embassy. It was also suggested that the Embassy host a welcome event for George Baker at the residency with a select list of Embassy guests upon his arrival in the autumn of 2021 (pandemic allowing).

The promotion of the British contenders in various key contests at these three meetings was very pleasing.

⁴ Expo 2020 was initially postponed to October 2021 and has since been postponed further to 2022. GBRI will begin discussions about this opportunity with DIT in London in early 2021.

Ahead of the Saudi Cup, we secured two valuable articles in Arab News (both print and online) covering the story of <u>Prince Khalid Abdullah's UK-rooted success</u> as an owner-breeder and also Ted Voute's significant involvement in the day as purchaser of six horses, two of which were in the feature race. The former ran as the page 3 <u>'Spotlight' feature</u> on Kingdom Day, with a section also on the front page, while the latter ran as the top story on the sports page on Saudi Cup day.

At the races on Super Saturday, Salute The Soldier's victory represented another key global success for bloodstock agent Oliver St Lawrence. GBRI was able to publicise St Lawrence's purple patch (in partnership with trainer Fawzi Nass) in Al Adiyat the following week.

The majority of the international contenders in the Bahrain International Trophy were British-trained, which exemplifies the strong relations that currently exist between British racing and Bahraini racing. It is absolutely vital that this message is communicated via a dedicated initiative and platform, and that the REHC is made aware of Britain's pride in its support of the event.

A series of short videos filmed by GBRI and shared on social media platforms collectively received over 6,300 views, making our output around the raceday almost exactly as effective as our content around the Breeders' Cup. A discussion with key Team British Racing travelling groom Maddy O'Meara was also facilitated on Nick Luck Daily.

GBRI also had a notable meeting with Shaikh Salman bin Rashed Al Khalifa, Executive Director of the REHC, about how Bahrain can improve, and perhaps even extend, its sponsorship commitments in the UK, possibly delivering a more experiential sponsorship for racegoers at the July Festival by involving the Bahrain Economic Development Board. GBRI was introduced to the key members of the Bahrain EDB team at the racecourse and have since started conversations around extended sponsorships alongside The Jockey Club and JSC Communications (promotional partner of the Bahrain International Trophy event). GBRI will be working hard to translate this into financial investment into British racing in the coming months and years.

7. Team British Racing

While British trainers in 2020 only won 61% of the international prize money that they did over the previous 12-month period, they did so from just 55% of the number of runners (owing to limited opportunities because of Covid-19). This statistic demonstrates the continued strength of the British training ranks.

GBRI's Team British Racing (TBR) marketing initiative continues to promote British-trained horses when they race outside of Europe in Group/Grade 1 races or races worth a certain amount on the world's premier racedays. The initiative gives GBRI creative content to promote British trainers on the world stage, in support of the NTF's objectives, and highlight any international success they may have.

In 2020, 26 horses represented TBR on 32 different occasions. Once again Prince Of Arran was the most active member of TBR in 2020, racing three times abroad (Saudi Cup, Caulfield Cup and Melbourne Cup) and winning £598,022.83, including a third-place finish in the Melbourne Cup having finished second in the race last year.

As noted above, there was limited international travel outside of Europe for British-trained horses in 2020, due to the challenges posed by Covid-19 and the ever-changing situation regarding quarantine rules and overseas travel. This makes the number of representatives even more impressive when compared to 2019, when 20 horses represented TBR on 34 different occasions.

There were 12 representatives at the Breeders' Cup, the most at that meeting in recent years. This meant the TBR content around the Breeders' Cup was particularly strong: videos with connections of TBR representatives yielded just shy of 6,500 views and press releases on Glass Slippers' and Audarya's wins were used by the TDN, the Racing Post, The Owner Breeder and Thoroughbred Racing Commentary.

Despite good results from the Breeders' Cup, 2020 revealed a weakness in our current TBR strategy: when not in attendance ourselves (or without a third party contracted to provide content, such as in 2019), and/or without connections actively sharing images/videos of themselves and their horses wearing the livery, we find it hard to generate sufficient – and sufficiently interesting – content.

In 2021, therefore, we will develop a strategy to ensure we secure coverage of Team British Racing representatives even if members are not seen in kit or if GBRI are not in attendance to obtain footage and interviews.

To that end, we will work on getting a formal partnership in place with World Horse Racing. By working closely with WHR during the major international festivals, we will be able to promote the initiative to a much larger audience.

8. Partnerships

GBRI's partnerships with luxury brands afford us the opportunity to interact with and source potential new investors for British racing. Boasting an extensive network of partners, we are also able to leverage these partnerships to link international visitors with suitable hotels, restaurants and VIP shopping/leisure experiences.

GBRI continued to partner with Iconic Luxury Hotels in 2020 and collaborated as a headline partner at their Cheltenham Preview event at The Lygon Arms in early March. Instead of contributing financially to the event, we organised for Ben Pauling and David Bass to appear on the panel, as well as Mike Cattermole to host the evening. GBRI has been offered a three-page feature in Iconic Magazine, which will be published in early 2021.

GBRI's partnership with Chase Distillery continued in 2020, albeit on reduced terms due to the pandemic. Chase, in addition to Iconic Luxury Hotels, Thyme and Wingfield Digby, generously donated to the goody bags for GBRI guests at the Cheltenham Festival in 2020. Chase also gifted GBRI six cases of their 'GB' gin for the promotion of British-bred success, although these will be carried over to 2021 as we were unable to send out bottles due to not having regular access to the office.

In response to not hosting various partners' clients at Royal Ascot, GBRI pivoted its focus and instead delivered a Virtual Opening of Royal Ascot in June in partnership with The Luxury Network and Quintessentially. Invitations to the event were also extended to the Members' Club, as well as to international clients of GBRI with runners and partners. Amanda Prior opened the call and trainer Charlie Fellowes took attendees through the card.

At present, we remain unable to host live leads and partners' clients at the racecourse or sales due to Covid-19. Instead, we are exploring creative ways in which we can digitally connect with our partners and their clients. For budget reasons, GBRI has not committed to 2021 membership of The Luxury Network, although we are in discussion about potential collaborations for later in 2021, subject to a return to business-as-usual.

Being fully aware that we are continuing to operate in a distanced manner for the foreseeable future, we will be reconnecting with GBRI's luxury partners in early 2021 to assess which can offer the most value to the organisation in this current Covid-19 climate and which we would like to host events with as and when appropriate, including Iconic Luxury Hotels, Thyme and potential partner Killik & Co.

9. Department for International Trade

GBRI continues to develop working relationships with the Department for International Trade (DIT) and its overseas representatives.

Notably, 2020 saw GBRI successfully pitch racing to the <u>GREAT campaign</u> alongside the BHA, Ascot and the UK Tote Group. As a result, racing will now feature more prominently under the 'Sport is GREAT' pillar; this was a key objective for GBRI following the initial meeting with DIT in Autumn 2019.

As detailed above in the Section 6, GBRI made contacts at the embassies in Riyadh and Dubai in 2020, as well as revisiting those connections made in 2019 at the Embassy in Manama. These connections will enable us to network more efficiently and plan embassy supported events around key international race meetings when we return to a business-as-usual travel schedule.

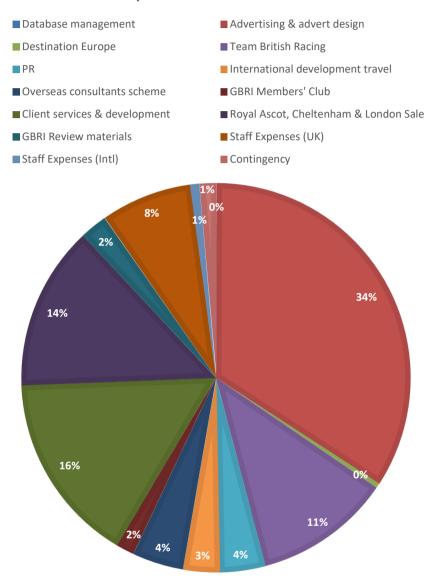
Through our contacts at DIT, we were also able to introduce various stakeholders within British racing to DIT representatives who could potentially assist in achieving their objectives. These have included:

- DIT India & RMG conversations are ongoing, albeit quietly given the current global financial climate, about finding an in-country sponsor for EuroSport India's coverage of a series of British racedays in summer 2021
- DIT India & UK Tote Group an introduction was made to facilitate the British gambling industry advising on best practice for the development of sports betting in various Indian states looking to regulate racing for the first time
- DIT Beijing & BHA conversations ongoing about positioning the British racing industry as a goto example of best practice within a racing industry, in response to China's Five-Year Horse Industry Development Plan. Specifically, we continue to work on a webinar event planned for March 2021
- DIT London investment team & Epsom Downs Racecourse introduction made to discuss the vacant Derby sponsorship
- DIT Buenos Aires & Jockey Club Racecourses general meet and greet

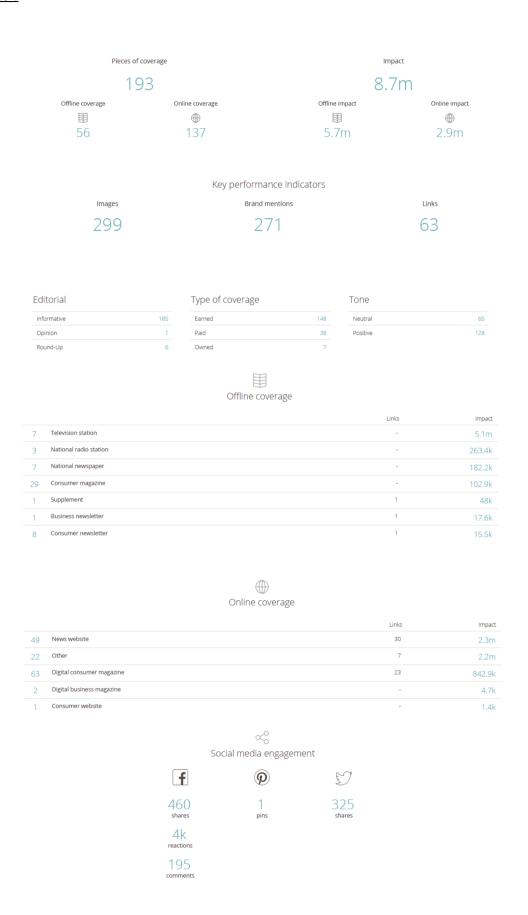
Early plans for 2021 include participation in the DIT's annual 'Delivering Sector Knowledge' programme, which invites various industries to present about opportunities for trade and investment into Britain to DIT representatives in target markets around the world.

10. Budget

GBRI 2020 BUDGET (POST 32% REDUCTION DUE TO COVID-19)



Annexe 1



Annexe 2



















OBLOODSTOCK

VIDEOS & POSTCASTS VIRTUAL VISIT

Richard Kent and his team show off the prized stock at Mickley Stud

Don't miss the latest video going behind the scenes of the farms of Britain



Related stories Irish jumps career beckons as €240,000 Prunay tops

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nt also shows off Massaat himself along with a ection of his most exciting youngstock.



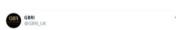


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"I named her AUDARYA after a beautiful vineyard that I visited in the summer in Sardinia.

Audarya's owner Alison Swinburn ahead of her run in the Gr.1 @BreedersCup Breeders' Cup Filly & Mare Turf.



1 Retweet 1 Quote Tweet 13 Likes



Having captured the Prix Jean Romanet earlier this year, Audarya contests tonight's Breeders' Cup Filly & Mare Turf – in association with @GBRI_UK we spoke to the filly's owner Alison Swinburn ahead of Audarya's run in the Grade 1 #TeamBritishRacing





BRITISH-TRAINED GR.1 WINNERS

THE BREEDERS' CUP

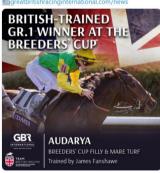


Trainer @james_fanshawe reveals how the Filly & Mare Turf heroine got her name.



"Last night was one of the most exciting, most thrilling,

AUDARYA, @james. fanshawe first ever @BreedersCup runner, showed grit & determination when coming out on top in the Gr.1 Filly & Mare Turf for owner Alison Swinburn.





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