



seeing beyond

WOODBINE ENTERTAINMENT GROUP

2015 corporate responsibility report

corporate responsibility vision

Leverage the power of horse racing to revitalize communities.

corporate responsibility mission

Create healthier places to play, live, work, learn and grow together.

core values

Woodbine Entertainment Group (WEG) operates according to its Values and Beliefs. This enables WEG to achieve its strategic goals and initiatives, and continuing innovation for the horse racing industry in Canada.

- wow every guest
- own it
- listen & connect – people matter
- fuel the fun & pass it on
- trust in our team
- pursue your potential
- be bold
- be all in
- #WEGcares



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about woodbine entertainment

Woodbine Entertainment Group is the largest horse racing operator in Canada

WEG offers world-class horse racing at both Woodbine (Toronto) and Mohawk (Milton) racetracks. WEG also operates off-track wagering through its Champions teletheatre network throughout Ontario, which includes WEGZ Stadium Bar in Vaughan and Greenwood in the Beach area of Toronto. Remote wagering is also available to customers through HPIbet (formerly Horse-Player Interactive), the company's telephone, internet and mobile account wagering service. WEG also operates HPI tv, a CRTC licensed digital television channel that broadcasts its racing product into homes across Canada.

corporate vision:

Share the thrill of horse racing experiences with the world.

corporate mission:

Support the foundation and lead the growth of the Ontario horse racing industry.

mandate:

Woodbine Entertainment Group is an Ontario corporation without share capital, operating a multi-dimensional entertainment business committed to maximizing financial performance in order to achieve the highest quality of horse racing. After paying all required taxes, the corporation invests any and all profits back

into the business to promote its corporate objectives.

governance:

The responsibility of our governance rests with our Board of Directors, which establishes our governance based on our mandate and core values. The Board is comprised of nine members, two women. The governance structure, in which the chair is not an executive officer, includes Five Board Committees: Governance and Compliance, Pension and Compensation, Audit, Thoroughbred Racing and Standardbred Racing.

code of ethics:

Woodbine Entertainment Group's baseline policy is to conduct all of its activities in full compliance, and with utmost transparency, with all relevant laws and regulations. A Whistle Blower Policy allows employees to confidentially submit their concerns regarding questionable accounting, internal accounting controls and auditing matters to an independent third-party company which reports to the Board of Directors. The Board of Directors ensures proper communication of compliance issues and oversees the review of investigation of the complaints received from internal and external sources.

message from the ceo

it's often said in horse racing,
it doesn't matter where you start,
it's where you finish

At Woodbine Entertainment Group, responsible corporate citizenship is a never-ending journey rather than a final destination. It's about seeing beyond the finish line and operating our businesses, both Woodbine and Mohawk Racetracks, with foresight and a clear vision to create sustainable value by building a better tomorrow for the horse racing industry in Ontario and Canada.

Seeing things this way ensures we carefully consider our mandate and how we manage the impact of our operations while enriching the lives of our customers, industry partners, employees and the communities we proudly serve every day.

In many ways, this Report also reaffirms our commitment to the rural heritage of horse racing in Ontario and the urban vitality of Toronto's gaming and entertainment industry by showcasing our achievements and award-winning milestones in our six key areas of focus: Driving Economic Sustainability; Caring for our Horses and Riders; Creating a Winning Customer Experience; Engaging Employees; Making a Difference in our Communities; and Shrinking our Environmental Footprint.

With roots dating back to 1881, a commitment to growth and sustainability began 60 years ago with a bold vision by E.P. Taylor to build Woodbine Racetrack and become an integral part of Toronto and a vibrant and growing Rexdale community.

We honour this vision in 2016 – Woodbine's Diamond Anniversary – and beyond, by building on the trust we have earned as a company that is respected locally and admired globally.

Thank you for reading our 2015 Corporate Responsibility Report.

James J. Lawson, Chief Executive Officer



driving sustainability

Gaming expansion at Woodbine conditionally approved by Toronto City Council.

Champions Off-Track Betting network expands to 55 teletheatres across Ontario.

Plans unveiled for a 5,000 seat concert/entertainment venue at Woodbine.

"The racing world could really learn a thing or two by being here."

IAN RUSSELL, David Simcock Racing Limited, Suffolk England

we're always betting on green and youth to win

Recycling Council of Ontario crowns WEG a waste reduction champion.

Sold 245,368 Kw of electricity to the grid as a result of Woodbine's waste diversion from landfill to waste energy program.

15 co-op placements and internships provided to students.

"Thanks to WEG, Conservation Halton will continue to connect people with nature and make our forests and meadows more diverse, our waterways cleaner and colder, and restore places in nature we can all enjoy."

BRIAN HOBBS, Director of Development, Conservation Halton Foundation

record results

Queen's Plate sets a one-day record wagering handle of \$11.06-million, surpassing the previous mark of \$9.7-million set in 2013.

Pepsi North America Cup draws 12,000 harness racing fans to Mohawk and sets a record 15-race card wagering handle of \$4.3-million, breaking the previous record by 24.9% set in 2005.

Ricoh Woodbine Mile posts a record wagering handle of \$7.18-million, surpassing the previous mark of \$7.004-million in 2014.

Pattison Canadian International hits \$6.47-million in total wagering, edging the \$6.40-million in 2011.

Breeders Crown 12-race card sets a purse record of over \$7-million and a wagering handle record of over \$5.7-million.

"We are extremely proud of our wagering performance in 2015 and will build on this success in the years to come."

SEAN PINSONNEAULT, Executive Vice-President, Strategy and Wagering

it's in us to give back

115 employees volunteered a total of 2,732 hours – the equivalent of 341.5 business days – in support of charitable causes.

A five-year, \$100,000 pledge is made in support of the Milton District Hospital Foundation to expand Milton District Hospital.

A second five-year, \$100,000 pledge is made in support of William Osler Health System Foundation to expand Etobicoke General Hospital.

"I'm working for a company that has a true conscience and genuinely commits itself to causes in and around the community. I find a sense of fulfillment from my work and from a company whose values match my own."
NATASSHIA LEE, WEG Employee

leading the way

New synthetic thoroughbred racing surface (Tapeta) installed at Woodbine.

WEG announces that 40 turf races between 5½ and 6 furlongs will be run European-style 'clockwise' on Woodbine's world-renowned E.P. Taylor turf course in 2016.

HPIbet.com launched with state-of-the-art technology, features and improved usability.

"Woodbine's horsemen, regulators, jockeys and management are clearly 'all in' to make racing safety and integrity an everyday and every race priority."

STEVE KOCH, Executive Director of Safety & Integrity Alliance, NTRA

empowering employees

1,710 full-time, part-time and casual workers employed at WEG (46% female, 54% male) with an average length of service of 11 years.

An employee *Culture Squad* hosted 14 events in eight short months to help engage and empower employees.

"To me, loving what you do, loving the people you work with, loving the atmosphere you work in is what Culture is all about. I feel privileged not only to work here, but to be part of a team trying to find ways to help WEG employees feel like I do when I come in every day."

ROB PLATTS, Employee & Culture Leader

2015 highlights

driving economic sustainability

we've grown beyond the engine that drives horse racing in Ontario, into a multi-dimensional entertainment business leader

Yet we will always respect our rural roots and remain steadfast in our commitment that a strong horse racing and breeding industry helps make Ontario strong.

Long recognized as the country's biggest and most progressive horse racing operator, our economic performance is vital to the health and prosperity of the province's agricultural community in which horse racing is the second-largest sector of this multi-billion dollar rural-based economy.

To achieve long-term financial viability – for our industry partners, customers, employees and the communities we proudly operate in – a five-year, five-point Strategic Plan was adopted in 2014. A key component of this plan includes gaming expansion, the vital catalyst for future property development at Woodbine, and Mohawk Racetrack in Milton, Ontario.

On July 8, 2015, Toronto City Council voted in favour of gaming expansion at Woodbine. This important decision led to our signing a 'memorandum of understanding' with Trinity Development Group. This partnership on a new 165,000 square foot facility with seating for up to 5,000 patrons is the next step in WEG's property development vision for an integrated gaming, entertainment and

horse racing district in Rexdale.

A strategic decision to close *Turf Lounge* was also made to help facilitate our rapidly expanding Champions teletheatre network across Ontario.

seeing beyond 2015

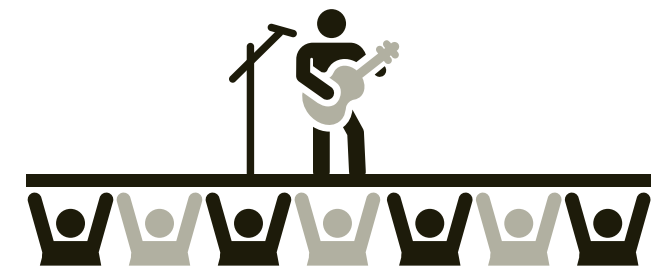
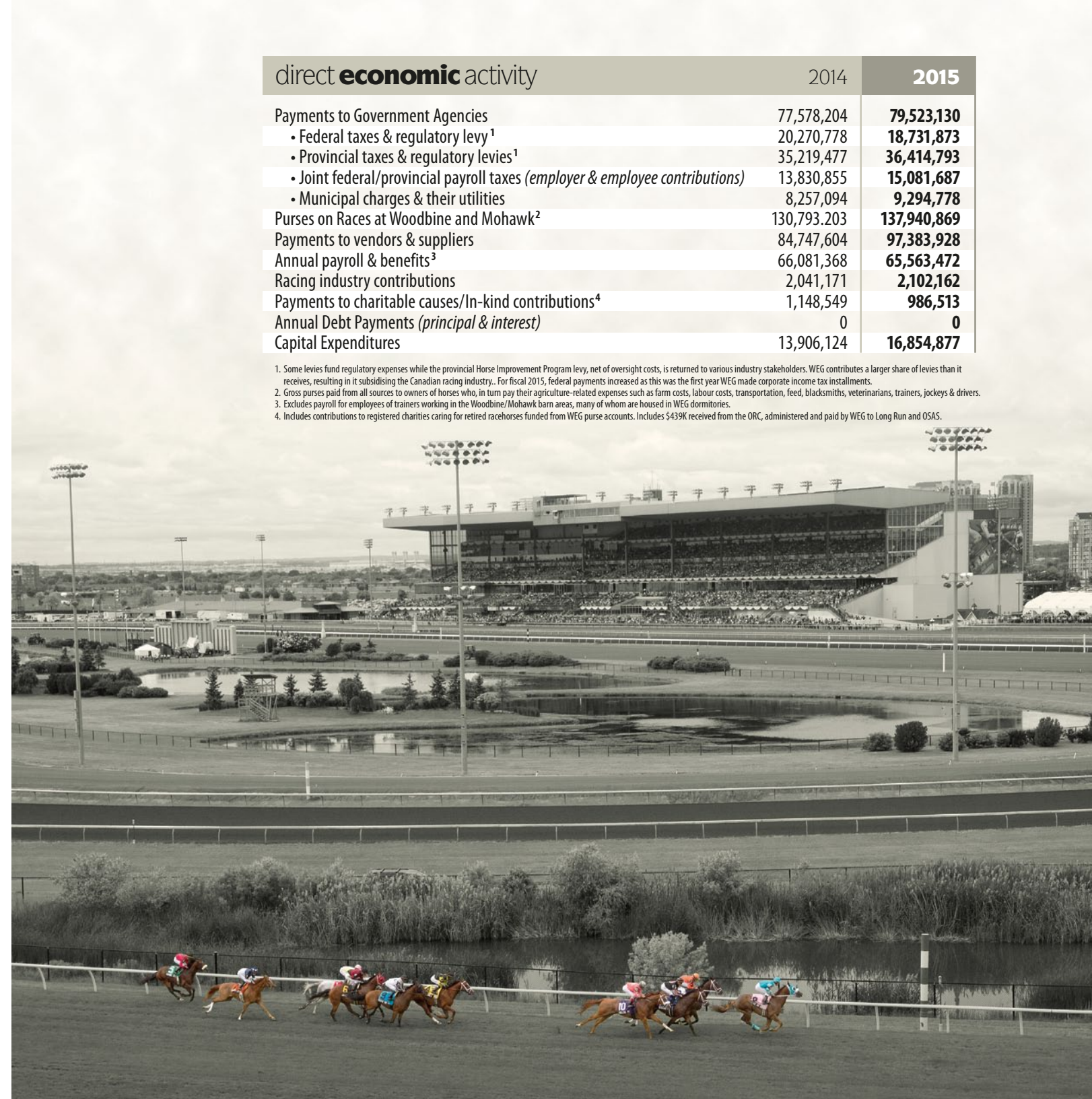
To further drive economic sustainability, we will continue to pursue the following strategic imperatives over the next three years: shift our corporate culture to improve trust and employee engagement; enhance new guest experiences to stimulate growth through new and repeat visitors; invest in the recruitment of racehorses and new racehorse owners to achieve world-class racing; expand technology and product distribution to attract and retain repeat horseplayers; and optimize land development to achieve its highest and best use.

did you know?

Gross purses paid from all sources go directly to owners of horses who, in turn, pay related expenses such as farm and labour costs, transportation, feed, blacksmiths, veterinarians, trainers, jockeys and drivers.

direct economic activity	2014	2015
Payments to Government Agencies	77,578,204	79,523,130
• Federal taxes & regulatory levy ¹	20,270,778	18,731,873
• Provincial taxes & regulatory levies ¹	35,219,477	36,414,793
• Joint federal/provincial payroll taxes (<i>employer & employee contributions</i>)	13,830,855	15,081,687
• Municipal charges & their utilities	8,257,094	9,294,778
Purses on Races at Woodbine and Mohawk ²	130,793,203	137,940,869
Payments to vendors & suppliers	84,747,604	97,383,928
Annual payroll & benefits ³	66,081,368	65,563,472
Racing industry contributions	2,041,171	2,102,162
Payments to charitable causes/In-kind contributions ⁴	1,148,549	986,513
Annual Debt Payments (<i>principal & interest</i>)	0	0
Capital Expenditures	13,906,124	16,854,877

1. Some levies fund regulatory expenses while the provincial Horse Improvement Program Levy, net of oversight costs, is returned to various industry stakeholders. WEG contributes a larger share of levies than it receives, resulting in it subsidising the Canadian racing industry. For fiscal 2015, federal payments increased as this was the first year WEG made corporate income tax installments.
 2. Gross purses paid from all sources to owners of horses who, in turn pay their agriculture-related expenses such as farm costs, labour costs, transportation, feed, blacksmiths, veterinarians, trainers, jockeys & drivers.
 3. Excludes payroll for employees of trainers working in the Woodbine/Mohawk barn areas, many of whom are housed in WEG dormitories.
 4. Includes contributions to registered charities caring for retired racehorses funded from WEG purse accounts. Includes \$439K received from the ORC, administered and paid by WEG to Long Run and OSAS.



unveiled plans

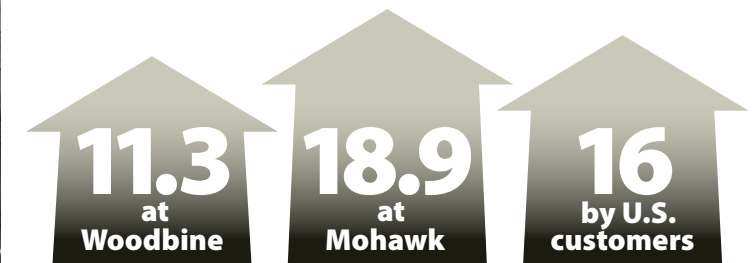
for a 5,000 seat concert/entertainment venue at Woodbine



gaming expansion approved at Woodbine by Toronto City Council



network expands to 55 teletheatres across Ontario from 27 locations in February, 2014



% increase from 2014 in all-source wagering

caring for our horses & riders

from the starting gate to the finish line, a world-class race is always a safe race

That is why we have introduced category-leading policies and programs with our regulatory and horse racing partners to ensure the health and welfare of our human and equine athletes. It is also why our leadership and commitment to safety and integrity has earned us industry-wide respect and recognition for our unwavering resolve to be the safest racing operation in North America.

In 2010, Woodbine became the first racetrack in Canada to receive full accreditation by the *National Thoroughbred Racing Association's (NTRA) Integrity and Safety Alliance*. In our ongoing commitment to excellence in racing safety and integrity, we continue to maintain this all-important accreditation today. Certification compliance covers six areas: injury and reporting; creating a safer racing environment; aftercare and transition of retired racehorses; uniform medication and testing; safety research; and wagering security. Furthermore, Woodbine has regularly earned 'Best Practice' distinction in numerous sections of the NTRA's *Code of Standards*.

As proud as we are of our performance to date, we can – and will continue – to do more.

That is why a new synthetic racing surface called *Tapeta* was installed at Woodbine in December, 2015. This track will offer increased safety for our equine and human athletes and will require reduced maintenance.

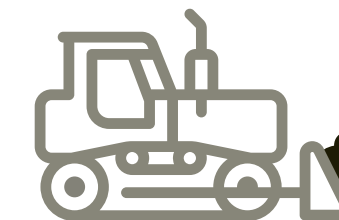
seeing beyond 2015

To further care for our athletes, we will pursue the following strategic imperatives over the next two years: implement a *Horsemanship Training Program* to teach those interested in learning the skills of a groom/hot walker and earn future employment in Woodbine's backstretch community; maintain best-in-class NTRA accreditation; and proceed with plans to evaluate a significant increase to the Mohawk racing program.



did you know?

To ensure the welfare, safety and dignity of horses continues in their retirement, we support race horse adoption and placement programs such as *LongRun Thoroughbred Retirement Society* and the *Ontario Standardbred Adoption Society*.



installed new **synthetic racing surface** called *Tapeta* at **Woodbine** for the 2016 thoroughbred season



earned re-accreditation from the National Thoroughbred Racing Association's Safety & Integrity Alliance for the sixth consecutive year

helped raise **\$71♥,000**

for those affected by the tragic barn fire that destroyed **Classy Lanes Stables** and killed 43 horses in January 2016

achieved for the third consecutive year, a **lower average catastrophics per 1,000 races** rating at Woodbine than the comparable North American industry average

creating a winning customer experience

starts with a promise – to “WOW every guest”

This bold new approach to customer service excellence was born from our five-year Strategic Plan adopted in 2014. A key component of this plan includes a commitment to enhance the new guest experience and acquire 100,000 unique repeat horse-players by 2018.

The first year of this renewed focus and investment produced numerous and impactful initiatives that resulted in 28,272 new guest acquisitions and a 37% increase in customer database opt-ins. Highlights included: connecting with more customers through new online wagering platforms; providing new value-added wagers such as the 20-cent minimum *Pick 5*, and installing state-of-the-art high resolution LED infield scoreboards at both Woodbine and Mohawk. A newly created “Learn to Bet/Win” team helped guests better understand a race program and place a bet, and organized jockey/driver meet-and-greets as well as backstretch tours at Woodbine.

With a focus on fueling the fun and the excitement of world-class racing and first-class entertainment, customers attending the *Queen’s Plate* and *Pepsi North American Cup* responded with a resounding “WOW,” breaking attendance and wagering records for both championship races.

To measure customer satisfaction performance, ongoing on-site research is conducted to determine a *Net Promoter Score*. With a goal of achieving a NPS score of 65% by 2018, our score of 60% in 2015 was a positive first step towards creating winning guest experiences in the years to come.

seeing beyond 2015

To further strengthen our guest experience, we will pursue the following strategic imperatives over the next two years: develop an employee training program and new collateral support materials to assist customers with their wagering; formalize Guest Experience *Service Standards*; review existing policies to help empower front line employees; create a ‘new guest zone’ that meets new customers’ experiential needs and interests; continue to conduct annual *Net Promoter Score* research to monitor guest experience performance; launch 10 new wagering sites and continue to identify and deliver opportunities that drive wagering.

did you know?

Over 6-million guests visit Woodbine annually and 1-million visit Mohawk yearly.



YOUR FIRST BET IS ON US!



signed 5-year partnership

with leading online horse racing games provider **Derby Games** to showcase WEG’s world-class live thoroughbred and standardbred racing and attract a new and younger demographic



announced 40 turf races between 5½ & 6 furlongs will be run clockwise

(European-style)

on Woodbine’s world-renowned E.P. Taylor turf course in 2016. By running races clockwise, more of the turf course will be utilized, allowing for more turf races, increased field sizes and wagering. Branded the EuroTurf Series, Woodbine will be the only racetrack in North America to run races clockwise



re-launched HPIbet.com

with state-of-the-art technology, features and improved usability

engaging our employees

to champion our vision and values
and lead the way in shaping our future

There's a new breed of employee empowerment at Woodbine Entertainment Group.

And it's aimed at inspiring the trust and engagement of our over 1,700 full and part time employees to take a greater, more active role in leading the changes required to meet the changing social and economic landscape of today's horse racing industry.

The catalyst for this renewed commitment was a shift in our corporate culture, the key component of our five-point Strategic Plan adopted in 2014 to support the foundation and lead the growth of Ontario's horse racing industry.

Now, more than ever before, we are encouraging employees to 'be bold' in how they approach and implement new ideas to improve our organization and attract more guests to all our venues. To foster a culture of openness and inclusiveness, we hold regular employee feedback sessions, appreciation events and salute employee achievements through a recognition-of-excellence program. We are also committed to a renewed focus on compliance within the company. To help employees 'pursue their potential' we provide goal and leadership coaching as well as leading educational and training programs. These include: a New Employee Orientation Program, Health and Safety Awareness, Respect in the Workplace, Accessibility for Ontarians with Disabilities Act and Workplace Hazardous Material Information

System certification training. Specialized training includes: Target Responders, Mental Health First Aid Canada, Chainsaw Safety and Special Driving Equipment training. As well, all service staff across all our facilities are trained and certified in accordance with the Alcohol and Gaming Commission of Ontario.

With a new employee engagement vision now firmly in place, we will continue to attract and retain a highly-skilled and dedicated workforce and build a dynamic, safe and diverse workplace to fuel the passion, talent and success of our people.

seeing beyond 2015

To foster ongoing employee engagement, we will pursue the following strategic imperatives over the next two years: continue rollout of our 'CARE' system; update the company's corporate intranet; improve employee 'Listen & Connect' sessions; increase leadership visibility; and upgrade an additional Employee Zone.

did you know?

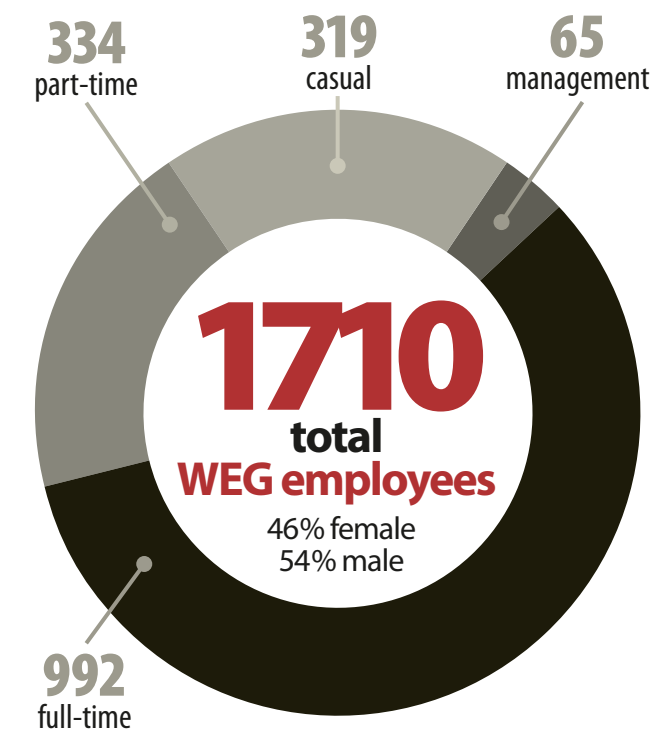
WEG employees regularly participate on committees of world-wide governing bodies such as the U.S. Trotting Association, World Trotting Council, International Federation of Horseracing Authorities, National Thoroughbred Racing Association, The Jockey Club and the Thoroughbred Racing Associations.



awarded **2 Higher Education Awards** to children of employees and those in our racing community to help them achieve their goals of **post-secondary education**

increased

employee participation in company's Culture Survey by **120%** vs. 2014



provided **14 training** programs to help **employees** pursue their potential

making a difference in our **communities**

by leveraging the power of horse racing to create healthier places to play, learn, work, and grow together

Our involvement, investment and commitment to improve the quality of life in our communities has always been – and will continue to be – an integral part of our corporate culture.

Through our “Community Investment Program” we assist a variety of charitable organizations through financial and in-kind donations. Our program is focused on five areas: building healthy, vibrant communities; educating and empowering children and youth; protecting the welfare of racehorses; and preserving, promoting and celebrating diverse cultures, heritages and responsible gambling.

Over the years we have learned that local needs require local solutions.

That is why we have aligned ourselves with leading community-based organizations and causes that contribute so much to the life, health, and vibrancy of our neighbourhoods. In recognition of these Woodbine-supported organizations, the 2nd annual ‘WEGcares Week’ was held. As part of WEGcares celebrations in 2015, we offered an online ‘Charity Challenge’ at wegcares.ca where many of our charitable partners were profiled and racing fans and customers could vote for their favourite cause. *Paths to Education* received the most votes and a \$7,500 donation

from Woodbine Entertainment Group. Youth Without Shelter placed second and received a \$2,500 WEG donation. This 11-day campaign culminated with the 17th annual ‘Woodbine Turf Races’, a fundraising event where employees and their families along with business partners, run on the world-famous E.P. Taylor Turf Course to raise money for *United Way Toronto & York Region*.

seeing beyond 2015

To continue making a difference in our communities, we will pursue the following strategic imperatives over the next two years: plant a one-acre Community Food Garden at Woodbine to help fight hunger in our community; maintain *Imagine Canada* ‘Caring Company’ status; expand employee volunteerism; and increase customer awareness of our community and charitable partners through major racing events.

did you know?

Since 1997, we have been a member of *Imagine Canada*, a national program that promotes public and corporate giving, volunteerism and support to the community. The benchmark for membership – and the recognition of being a ‘Caring Company’ – is donating 1% of pre-tax profit to charities.



115 employees volunteered a total of
2,732 hours
the equivalent of **341.5** business days
in support of **charitable** causes

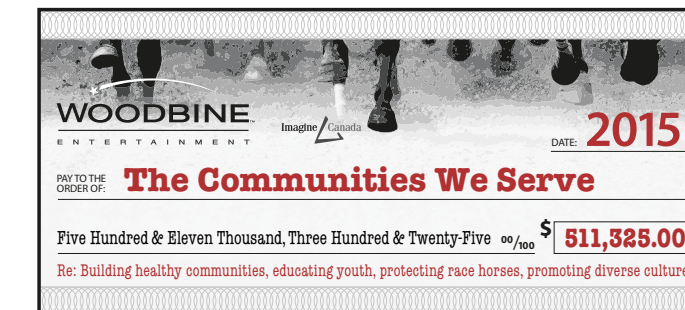
\$1 = \$8.60

Social value of every WEG dollar donated



donated \$1 from every ticket and program sold at the Queen’s Plate to **Rethink Breast Cancer**, raising over

\$120,000 since 2014



hosted **Road Hockey to Conquer Cancer** at Woodbine, attracting **1,400** participants and raising

\$2,400,000

for the **Princess Margaret Cancer Centre**

shrinking our environmental footprint

by reducing energy and water consumption, diverting waste and reducing CO2 emissions

If not managed properly, owning and operating two race-tracks on two large properties (680 acres at Woodbine and 450 acres at Mohawk) can have a major impact on the health of the environment and surrounding communities.

That is why we have adopted a five-point policy to reduce our environmental footprint across all our facilities. It includes: measuring and monitoring the impacts of our operations; integrating environmental priorities into our core business activities; identifying and implementing best practices; educating and encouraging our employees and stakeholders to make more sustainable choices; and communicating our performance internally and externally.

We put this policy into practice in many ways including setting yearly targets to reduce electricity, natural gas and water consumption and through our category-leading waste management program "Zero Waste to Landfill". In 2015, WEG was honoured by the *Recycling Council of Ontario* for its leadership, excellence, and continuous improvement in waste reduction and diversion and received its fifth Ontario Waste Minimization Platinum Award. We conduct annual storm water, sewage system affluent and potable water testing at both our racetracks in full compliance with provincial regulatory policies and guidelines. For detailed information on our environmental performance in 2015, please view our 2015 Corporate Responsibility Report

Supplement at wegcares.ca.

To demonstrate corporate leadership and foresight in environmental stewardship, we are a founding business partner and ambassador for *Partners in Project Green* - a community of businesses working together to green their operations by creating an internationally-recognized "eco business zone" around the Toronto Pearson International Airport.

seeing beyond 2015

To further our environmental responsibility, we will pursue the following strategic imperatives over the next two years: complete a Biogas Feasibility Study; achieve Recycling Council of Ontario's *3RWaste Certification* at all our venues; implement a waste-to-energy program across all our facilities; install solar panels on stable roofs at Woodbine; and become mercury-free at Woodbine in three-years by replacing all fluorescent lights with LED lighting.



did you know?

WEG's redevelopment proposal for Mohawk Racetrack in Campbellville - located within the Niagara Escarpment, a protected area within the *UNESCO World Biosphere Reserve* - includes ongoing consultations with leading community and local planning groups, including *Conservation Halton*, the region's conservation authority.



Planted 800 trees and shrubs
by employee volunteers in 2015
in conjunction with
Partners in Project Green



recycled 52,996 MT of water
through the use of storm water ponds at Woodbine



achieved 100% waste diversion
at Woodbine with **11,735 MT** of waste diverted from landfill
and **1,658 MT** to waste energy, resulting in a reduction
of **4,311 MT** of greenhouse gas emissions



re-used 11,700 MT of manure
to grow multiple varieties of culinary mushrooms

note: MT = Metric tonne

earning awards

reflects our ongoing commitment to responsible corporate citizenry

As a company that continually strives to improve as a trusted, respected and sustainable industry leader, we are proud to have been recognized – locally and globally – for excellence in horse racing and facility management, customer service excellence and environmental stewardship.

Over the years, we have been honoured by many leading private and public sector organizations for achieving best-in-class results for ourselves and our valued stakeholders.

In 2015, WEG was again crowned a waste reduction champion by the Recycling Council of Ontario and received the prestigious *RCO Platinum Award* for a fifth time. This honour recognizes WEG's achievements in preventing waste through consumption and purchasing habits, success in sorting and tracking generated

materials to recycling, and overall waste minimization. For the seventh consecutive year, Woodbine Racetrack received the Top Choice Award as *Entertainment Complex of the Year* and WEGZ Stadium Bar earned the Top Choice Award as *Best Sports Bar in Vaughan* for the fifth straight year.

Over the years, we have received numerous *O'Brien and Sovereign Awards* for broadcast excellence and the *Energy Conservation Leadership Award for Business* from Toronto Hydro.

More important than these honours themselves – many of which are displayed in Woodbine's main lobby – is learning how we compare to our peers. Only by knowing this can we do better, and continue to build upon the trust and respect we have earned as a responsible corporate citizen.



For leadership, excellence, and continuous improvement in waste reduction and diversion

Woodbine Entertainment received its

5th

Ontario Waste Minimization Platinum Award
from the Recycling Council of Ontario



Woodbine Racetrack earned the **Top Choice Award** as *Entertainment Complex of the Year*

for the **7th** consecutive year

WEGZ Stadium Bar received the **Top Choice Award** as *Best Sports Bar in Vaughan*

for the **5th** straight year

a piece of our history

in 1947, E.P. Taylor embarked on a bold vision for horse racing in Toronto

His plan centered on acquiring five local racetracks (Hamilton, Thorncliffe, Long Branch, Dufferin and Stamford) and consolidating their racing charters into three racetracks: Fort Erie, Greenwood and a yet-to-be-built Woodbine.

Nine years later, on June 12, 1956 and on 680-acres in what was then called the Township of Etobicoke, a new Woodbine Racetrack opened. The modern and spacious facility, complete with a one-mile oval dirt track and seven-eighths mile turf course, was adorned with beautiful infield ponds complete with scenic waterfalls. It was the crowning jewel in Taylor's master

plan to streamline the province's horse racing industry and transform a fragmented, inefficient leaky-roof-circuit into one of the world's truly elite racing facilities.

In the 60 years that followed, the momentum generated from Woodbine's opening would spark an evolution and growth that not only changed the landscape of the Canadian horse racing industry, but the vibrancy and vitality of Toronto, neighbouring Rexdale, and the many rural communities across Ontario we help support today.

major milestones at a glance

- 1881** The Ontario Jockey Club (OJC) was founded to improve the quality of horse racing in the Toronto.
- 1947** Edward Plunkett Taylor embarked on a bold plan to improve horse racing in Toronto.
- 1956** Woodbine Racetrack opens.
- 1963** The Ontario Jockey Club (OJC) opens Mohawk Racetrack in Campbellville, ON for harness racing.
- 1964** Northern Dancer makes history and a nation proud becoming the first Canadian-bred horse to win the Kentucky Derby.
- 1973** Secretariat, called the greatest horse of all-time, races for the last time at Woodbine before retiring, winning the Canadian International Championship.
- 1982** The OJC introduces the first simulcast wagering in North America when live racing at Fort Erie is broadcast via satellite back to Woodbine.
- 1996** Woodbine becomes the first and only racetrack outside of the United States to host the prestigious Breeders' Cup World Championships.
- 2001** The OJC changes its corporate name to Woodbine Entertainment Group (WEG) to better reflect its growing multi-dimensional entertainment business.
- 2006** Woodbine Racetrack becomes the first racetrack in Canada to install a "polytrack" synthetic racing surface to improve horse and rider safety.
- 2007** Emma-Jayne Wilson becomes the first female jockey to win the Queen's Plate. ▶
- 2010** Her Majesty Queen Elizabeth II and His Royal Highness The Duke of Edinburgh attend their fourth Queen's Plate, following previous visits in 1959, 1973, 1997.
- 2012** Ontario Lottery & Gaming (OLG) announces the termination of the *Slots at Racetracks* program resulting in a year of unprecedented change and uncertainty for WEG and the entire horse racing industry in Ontario.
- 2013** Mohawk Racetrack celebrates its 50th anniversary and the 30th running of the Pepsi North America Cup with Ontario Premier Kathleen Wynne in attendance.
- 2014** The Horse Racing Partnership Plan – the Ontario government's five-year blueprint to invest up to \$500-million to support the horse racing industry in the province – is announced.
- 2015** Toronto City Council votes in favour of expanded gaming at Woodbine Racetrack. A memorandum of understanding is signed with Trinity Development Group to build a 165,000 square foot concert and entertainment facility at Woodbine.



about this report

The 2015 Woodbine Entertainment Group (WEG) Corporate Responsibility Report describes our performance and efforts across all WEG facilities for our stakeholders during the 12-month fiscal period of April 1, 2015 to March 31, 2016. Our previous report covered our two 12-month fiscal years from April 1, 2013 to March 31, 2015.

Now operating as a for-profit company, WEG remains an Ontario corporation without share capital which will invest any and all profits back into the business to promote our corporate objectives with no change to the corporate structure.

boundary

All information in this report focuses on the facilities and operations owned and/or operated by Woodbine Entertainment Group, headquartered at Woodbine Racetrack in Toronto, Ontario, Canada.

performance measurement & reporting

The metrics and goals in this report are established and measured by the WEG operational departments that are responsible for achieving them. To provide a meaningful context of our performance, our internal as well as external stakeholders are consulted. Our management team follows a strict system of internal controls, including verification by internal subject-matter experts where applicable, to ensure that this report fairly and

accurately represents our results.

materiality

A materiality assessment was completed by WEG's departmental leaders to determine what is material, or important, to the company and what the 2015 report should focus on. This was conducted considering government policy changes, related stakeholder group input, as well as corporate risk management and strategic plan documents. Stakeholder group consultations were not designed specifically for the purpose of corporate responsibility reporting, however stakeholder consultations proved valuable in providing an overview of key concerns. The materiality assessment prioritized the topics based on their importance to the stakeholder and the company. The report contains information relating to topics listed in the adjacent matrix as these were identified as the most material.

stakeholder groups

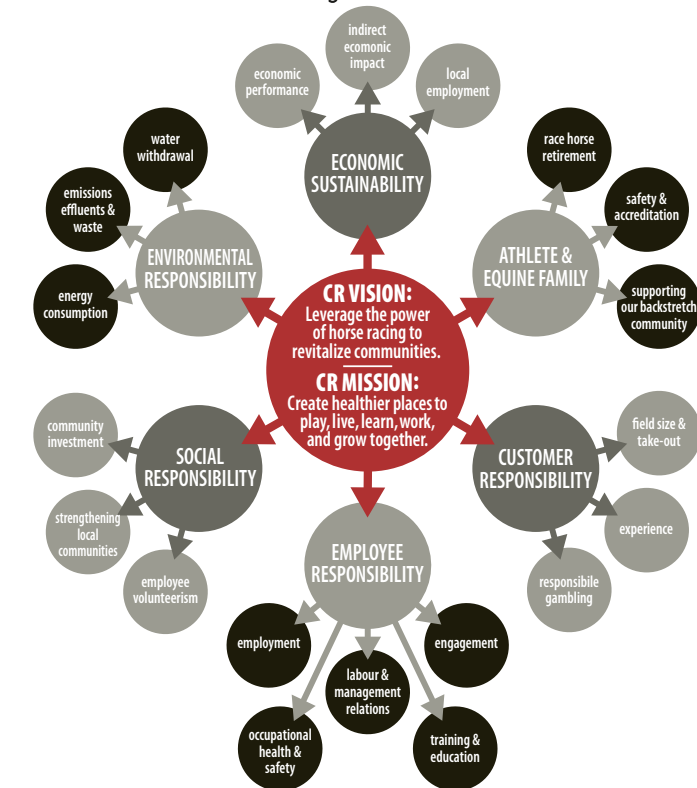
Stakeholders were identified during the materiality assessment as: any person or group that has direct dealings with our facilities, or has any influence over or is impacted by our operations. For details on how we engage our stakeholders to help achieve our mandate, please refer to our "Supplement" available at wegcares.ca



stakeholder groups



materiality assessment



corporate information

Woodbine Entertainment Group

Head office address: 555 Rexdale Boulevard, P.O. Box 156, Toronto, Ontario, Canada M9W 5L2
Telephone: 416.675.7223 / Toll Free: 1.888.675.7223 / Web: woodbineentertainment.com

officers

James Lawson, *Chief Executive Officer*

Jamie Martin, *Executive Vice President, Racing*

Sean Pinsonneault, *Executive Vice President, Strategy & Wagering*

Joe Aschaiek, *Senior Vice President, Finance*

Tania Caza, *Senior Vice President, People Experience*

Bill Ford, *General Counsel & Corporate Secretary*

Paul Lawson, *Senior Vice President, Marketing & Communications*

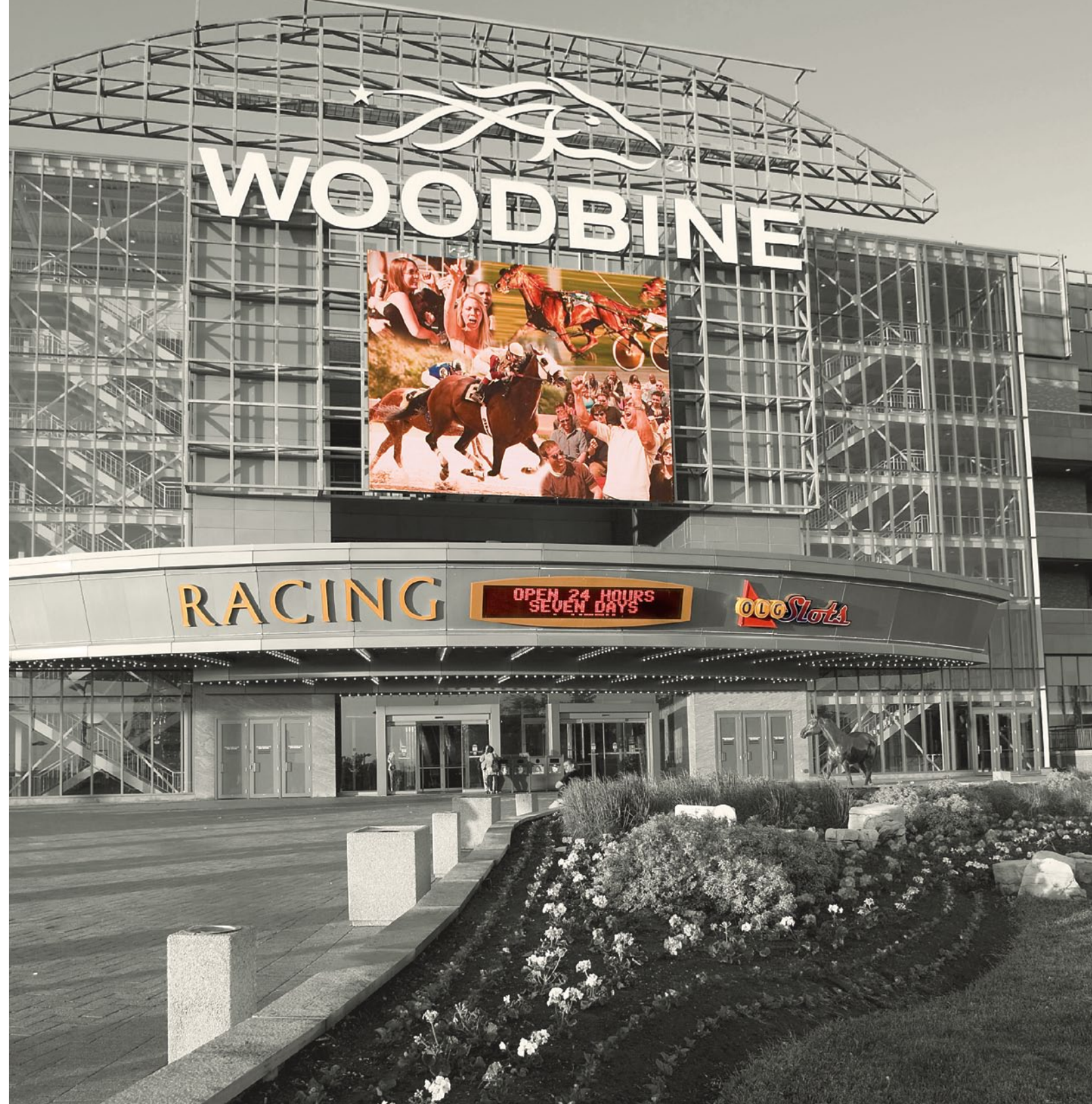
Chris Lush, *Senior Vice President, Information Technology*

Tom Via, *Senior Vice President, Operations*

regulatory compliance

To provide all its guests with a safe and secure gaming environment, Woodbine Entertainment Group maintains licenses with the *Canadian Pari Mutuel Agency* to offer pari-mutuel wagering on live horse racing at all its venues. It complies with the *Accessibility for Ontarians with Disabilities Act*, and maintains *Electrical Safety Authority* certification and *Code Compliance* certification by the *Technical Standards and Safety Authority* at all its facilities. Know When to Take the Reins is the company's responsible

gambling policy. It promotes our policies and programs to help ensure we continually provide a positive wagering experience to all eligible customers (18 years of age or older) at all our venues. Managed in partnership with the *Responsible Gambling Council of Ontario*, this program incorporates customer service staff training on policies and procedures, and includes an information brochure available from customer service staff, at point of sale terminals throughout our facilities, and on our website.



we welcome your feedback

Please direct your inquiries to: Jessica Buckley at:
jbuckley@woodbineentertainment.com

This report is also available as a PDF and can be downloaded
from our website at: wegcares.ca.

For more information on our six key areas of focus,
please view our Supplement online at wegcares.ca.




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WEGZ
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CHAMPIONS
OFF TRACK BETTING


HPIBET


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