

LEADING THE WAY

IMPACT REPORT

APRIL 2023 - MARCH 2024



WOODBINE™
ENTERTAINMENT

WE ARE THE HEARTBEAT OF CANADIAN HORSE RACING, AND WE ARE PROUD TO LEAD THE WAY.

WELCOME TO THE 2023/2024 WOODBINE ENTERTAINMENT IMPACT REPORT.

You may have noticed the name change. What was once a Corporate Report is now an Impact Report, so why the change?

We believe this better aligns with who we are: an organization that positively impacts our surrounding communities. Whether it's through leading an industry that supports tens of thousands of families, or creating memorable experiences for our guests, Woodbine will continue to leverage the power of horse racing to invest in community initiatives that build healthy places to play, work, live, learn, and grow.

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WHO ARE WE

We are the largest horse racing operator in Canada, offering world-class horse racing at both Woodbine Racetrack (Toronto) and Woodbine Mohawk Park (Milton). We also operate Canada's only exclusive horse betting website, HPIbet.com, the wagering for all 15 Ontario racetracks, two off-track betting locations with WEGZ (Vaughan) and Greenwood (Toronto), and partner with third-party operators to run nearly 50 Champions off-track-betting locations. We also own and operate HPItv and are the landlords of Great Canadian Casino Resort Toronto (at Woodbine Racetrack) and Elements Casino Mohawk (at Mohawk Park).

WHY DO WE EXIST

Our sole objective is to lead a vibrant horse racing industry, and the nearly 25,000 jobs it supports across the province.

OUR MANDATE

Woodbine Entertainment is an Ontario corporation without share capital that operates a multi-dimensional entertainment business committed to maximizing financial performance to achieve the highest quality horse racing. After paying all required taxes, the corporation invests all profits back into the business to promote its corporate objectives.

OUR VISION

To share the thrill of horse racing experiences with the world.

LAND ACKNOWLEDGMENT

Woodbine Entertainment and its employees are honoured to engage in the sport of horse racing and entertainment activities in the meeting places of Etobicoke and Campbellville.

Woodbine Racetrack is located within the traditional and treaty Lands of the Mississaugas of the Credit. Known as Adoobiigok, the "Place of the Alders" in Michi Saagiig language, the region is uniquely situated along the Humber River Watershed, which historically provided an integral connection for Anishinaabe, Haudenosaunee, and Wendat peoples between the Ontario Lakeshore and Lake Simcoe/Georgian Bay regions.

Woodbine Mohawk Park Racetrack is located within the traditional Lands of the Mississaugas of the Credit of the Anishinabek Peoples and the Haudenosaunee on whose traditional territory we meet. Mohawk, our namesake, is one of the Haudenosaunee Nations. Kanyen'keha:ka (Mohawk) meaning "the People of the Flint."

Both territories are covered by the Dish with One Spoon Wampum Belt Covenant, an agreement between the Anishinaabe and the Haudenosaunee to peaceably take care for the land and resources around the Great Lakes. Woodbine Entertainment is honoured to care for this land, our human and equine athletes, and provide a place to race responsibly that offers a meaningful way of life for thousands of Ontario families.

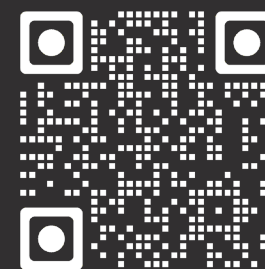
*Miigwech, Nia:wen, Kinanaskomitin,
Merci, Thank-You*

OUR MISSION

Leading a vibrant Ontario horse racing industry and delivering winning experiences.



ABOUT WOODBINE



YOUR FORMAL INVITATION

Watch this video to learn more about Woodbine Entertainment





MICHAEL COPELAND

The last year for Woodbine Entertainment was a meaningful part of our proud history that continued to strengthen our foundation and solidify our leadership position in the horse racing industry. It was also a year in which we embraced change, both from within and around us. However, what didn't change, and will never change, is our commitment and focus to our core business and purpose: horse racing. Racing is our north star and it will always lead and guide us forward. Everything we do is to grow a vibrant horse racing industry in Ontario and have a positive impact on the people that make it all possible.

One of the most notable changes for us was a familiar one. With the passing of Queen Elizabeth II in September of 2022, we honoured tradition as we rebranded Canada's most prestigious horse race from The Queen's Plate to The King's Plate, which it was known as from 1901 to 1952. The event was a huge success, selling out six days prior and generating a record handle of \$18.1M.

Meanwhile, at Woodbine Mohawk Park, we celebrated the 40th anniversary of the Pepsi North America Cup – Canada's richest harness race and one of the most coveted trophies in the sport. The event produced string results, including a \$5.3M in handle, the third highest total in its history.

At Woodbine and Mohawk Park we ran more than 3,500 races combined, awarded more than \$135M in purse money, and generated \$1.81B in wagering handle on our racing, the most in our history.

Off the track, we navigated change in the Ontario gaming market as the legalized sports betting sector continued to emerge. This has brought increased competition in the market for gaming dollars. However, at the same time, it has presented an opportunity for us to reach and engage an entirely new audience and drive incremental handle on horse racing, and ultimately, grow our business. To do so, we developed and executed a strategy to integrate our pari-mutuel racing product into a leading sports betting app in Ontario – bet365.

After a heavy lift by our technology and wagering teams, and in collaboration with our sports betting partner, horse racing was made available to sports bettors through bet365's licensed Ontario sports book right before The King's Plate in 2023. We believe this is a tremendous opportunity to drive handle and create new fans and customers for our sport in the long term. As part of our efforts, we continue to work on liberalizing the rules around co-promotion and marketing with other sports to help both the customer experience and the competitiveness of racing alongside the other sports. Our next step is to integrate pari-mutuel horse racing into other leading licensed sports books to expand our offerings and reach.

JIM LAWSON

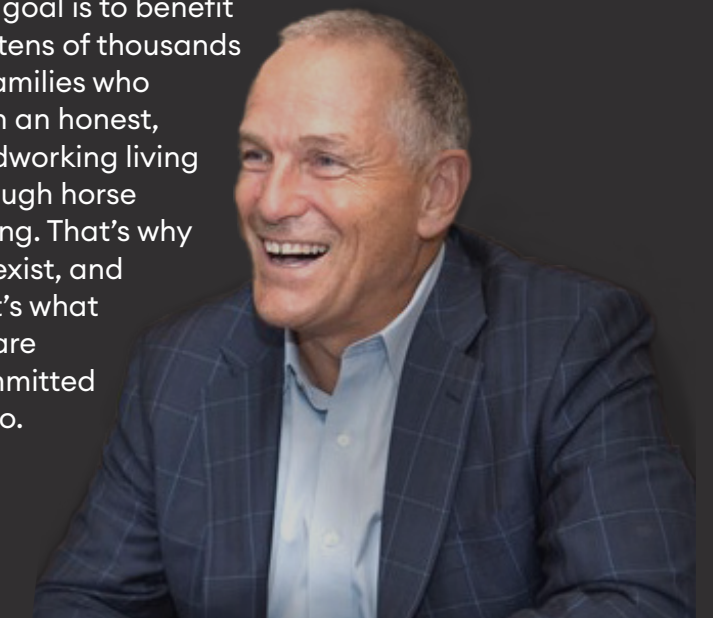
It's been an absolute honour leading Woodbine Entertainment as CEO for nearly a decade.

During that time, we celebrated many wins, even when in face of adversity. We embraced the opportunity to redefine ourselves, solidify our core operations and business model, and establish our leadership in the Ontario horse racing industry. None of that would have been possible without the people in the industry – Woodbine employees and members of our racing communities – coming together, being resilient, and channeling our collective passion for our sport and industry to push us through. Now, together, we stand on a strong foundation and can see plenty of opportunities on the horizon.

I am extremely proud of what we have collectively accomplished. However, what excites me the most is how everything we achieved together positions us for the future. With the new leadership of Michael Copeland as CEO who has a bold, ambitious vision for our organization and industry, we have an unprecedented opportunity to build on our strong foundation and truly take the sport of horse racing to new heights.

I was deeply honoured to serve as CEO, and I am equally honoured to now assume the role of Executive Chair. In this new capacity, I look forward to working closely with Michael, our Board of Directors, and the Woodbine leadership team to realize our vision of growing our sport and industry.

Our goal is to benefit the tens of thousands of families who earn an honest, hardworking living through horse racing. That's why we exist, and that's what we are committed to do.



On the property surrounding Woodbine Racetrack, the lands continue to evolve and change as part our long-term strategy to develop new, sustainable revenue streams to grow the horse racing industry. This included the opening of our partner's expanded casino and resort. Now known as the Great Canadian Casino Resort Toronto, it features the largest gaming floor in Canada, a 400-room trackside hotel overlooking our world renowned E.P. Taylor Turf Course and a 5,000-person live entertainment theatre.

We also continued to progress our efforts to bring mass transit to the property which will make our sport more accessible than ever, unlock the full value of our lands to generate sustainable revenue through the development of the property, with horse racing at the centre of it all.

Finally, we also embraced change within the organization as Jim Lawson became Executive Chair. Through his efforts and leadership as CEO for more than eight years, and with the support and contributions of the Woodbine Entertainment team, our organization is well positioned to take advantage of the opportunities before us. As Jim mentioned, we have ambitious goals to take horse racing to new heights, and in doing so, grow our support for the industry and the approximately 25,000 people it employs in Ontario. It's an exciting time at Woodbine Entertainment and I am truly honoured and humbled by the opportunity to lead us through the next chapter of our storied history, and I am confident that together, with our nearly 1,500 team members, we will continue to do great things.

1,422

FULL-TIME Employees

In 2023, we held our
ANNUAL YEARS OF SERVICE CELEBRATION

40 YEARS 1 person	35 YEARS 6 people	30 YEARS 4 people	25 YEARS 11 people	20 YEARS 31 people
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TRAINING

As part of our commitment to being an industry leader, we invested the following hours of training:

4,608
PROMISES STEPS
of Service training

1,290
NEW MANAGER
Training

2,293
HOURS
of safety training provided across
the organization

221
EMPLOYEES

Employees have been certified by The First Nations University of Canada, helping us achieve the Truth & Reconciliation Commissions call to action #92

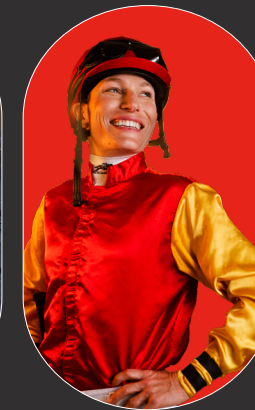


Woodbine strives to be a workplace that demonstrates a strong commitment to advance, nurture and sustain a holistic culture of diversity, equity, inclusion and belonging. We are proud that Woodbine and its employees serve as an example to the horse racing industry.



DIVERSITY

Of thought, people and perspectives



EQUITY

In policy, practice and position



INCLUSION

Via power, voice & organizational culture



BELONGING

Where all people are welcome, important, respected, encouraged, and appreciated

SUPPORTING MINDFUL WAGERING

We aim to provide a positive gaming experience at all our venues and for all our customers; however, we understand that a small percentage of people may experience problems related to wagering.

Know When to Take the Reins is our responsible gaming program. It ensures that we continue to be a conscientious corporate citizen, and that we provide a positive gaming experience for all our customers, whether on-track or off. Our digital venues, including HPIbet.com and Dark Horse Bets app, include direct links to the ConnexOntario website, which provides problem gambling services to Ontario residents and is supported by the Responsible Gambling Council (RGC).

This initiative provides individuals with important information regarding safe betting practices, risk factors, and signs of problem gambling behaviour, as well as helpful information should someone be concerned about their or someone else's gambling.

TAKING CARE OF BUSINESS

To help customers stay within reasonable wagering limits, we use deposit thresholds when new accounts are created with HPIbet. This ensures that individuals do not deposit an excessive amount of funds. These thresholds can only be removed after a certain period.

Additionally, customers can set limits on their own deposits which cannot be changed until certain conditions are met.

If attempts are made to deposit funds beyond the deposit limit, the customer will be notified that they have reached their deposit limit, and the transaction will be rejected. Customers also can place limits on the amount of time spent wagering via functionality available on the HPIbet website.

Materials about responsible gambling are available to customers throughout all our locations, including on and off-track. We have partnered with the RGC and the Ontario Lottery and Gaming Corporation (OLG) to provide PlaySmart, an interactive kiosk and resource centre. Should a racing patron go to the kiosk for support, they are referred to ConnexOntario and/or the RGC.

ANNUAL STAFF TRAINING

We ensure that all staff undergo annual training in problem gambling prevention and procedures to assist our customers, and to commit to the following:

- Complying with all laws and regulations to provide a safe and secure gambling experience.
- Providing information to customers on responsible gambling.
- Aiding those who may be experiencing problems.
- Promoting responsible gambling policies, practices, and procedures.

Additionally:

- The 18+ age rule is strictly enforced, and no minors are allowed to wager at any Woodbine Entertainment racetrack or establishment.
- Woodbine Entertainment is committed to high ethical marketing standards that do not target minors in any way or portray extravagant or misleading wins.



- We aim to increase consultation with the World Lottery Association: an industry authority on the lottery and wagering sector that strives to provide best in class frameworks and policies with respect to responsible gambling. It is important that our growing business is supported in a way that aligns with our commitment to responsible gambling, especially in this new and expanding era of digital wagering.



Woodbine Entertainment is committed to leveraging the power of horse racing to invest in community initiatives that contribute to building healthy places to play, work, live, learn and grow.

Woodbine Cares is one of our core values and encompasses our philanthropic initiatives, focused on the following areas:

- **Vibrant and Connected Communities**
- **For the Love of Horses**
- **The Environment & Sustainability**

Through our corporation and the Woodbine Cares Foundation, our support comes in the form of programs, donations (financial and in-kind), and partnerships.

Recognized as an Imagine Canada Caring Company since 1997, Woodbine Entertainment is a proud member of this National program that fosters excellence and leadership in corporate citizenship.

Caring companies donate at least 1% of pre-tax profits to supporting communities.



The Woodbine Cares Foundation provided financial support to more than 35 community organizations this year alone.



THE WOODBINE COMMUNITY PLAN*

We are building an urban community for all of Toronto around Woodbine racetrack – half of this 684-acre site will become new neighbourhoods with housing, employment space and parks, along with upgraded horse racing facilities. Long-term ownership means we can generate sustainable, long-term value for our horse racing community and benefit people who live and work in North Etobicoke.

TRANSIT

The future Woodbine GO Station will provide a direct connection from the Kitchener-Waterloo line to Toronto Pearson Airport, and a quick 15-minute connection to Union Station. Additionally, it will integrate regional bus services, making Woodbine a key transit hub that enhances connectivity and supports both the horse racing industry and the Rexdale community for generations to come.

25,000 - 29,000
RESIDENTIAL UNITS

OVER 70 ACRES
OF OPEN SPACE

5.7M SQ FT
OF RETAIL, OFFICES, COMMUNITY SPACE, & LIGHT INDUSTRIAL

*Preliminary estimations as of September 2024. Subject to change.

GREAT CANADIAN CASINO RESORT TORONTO

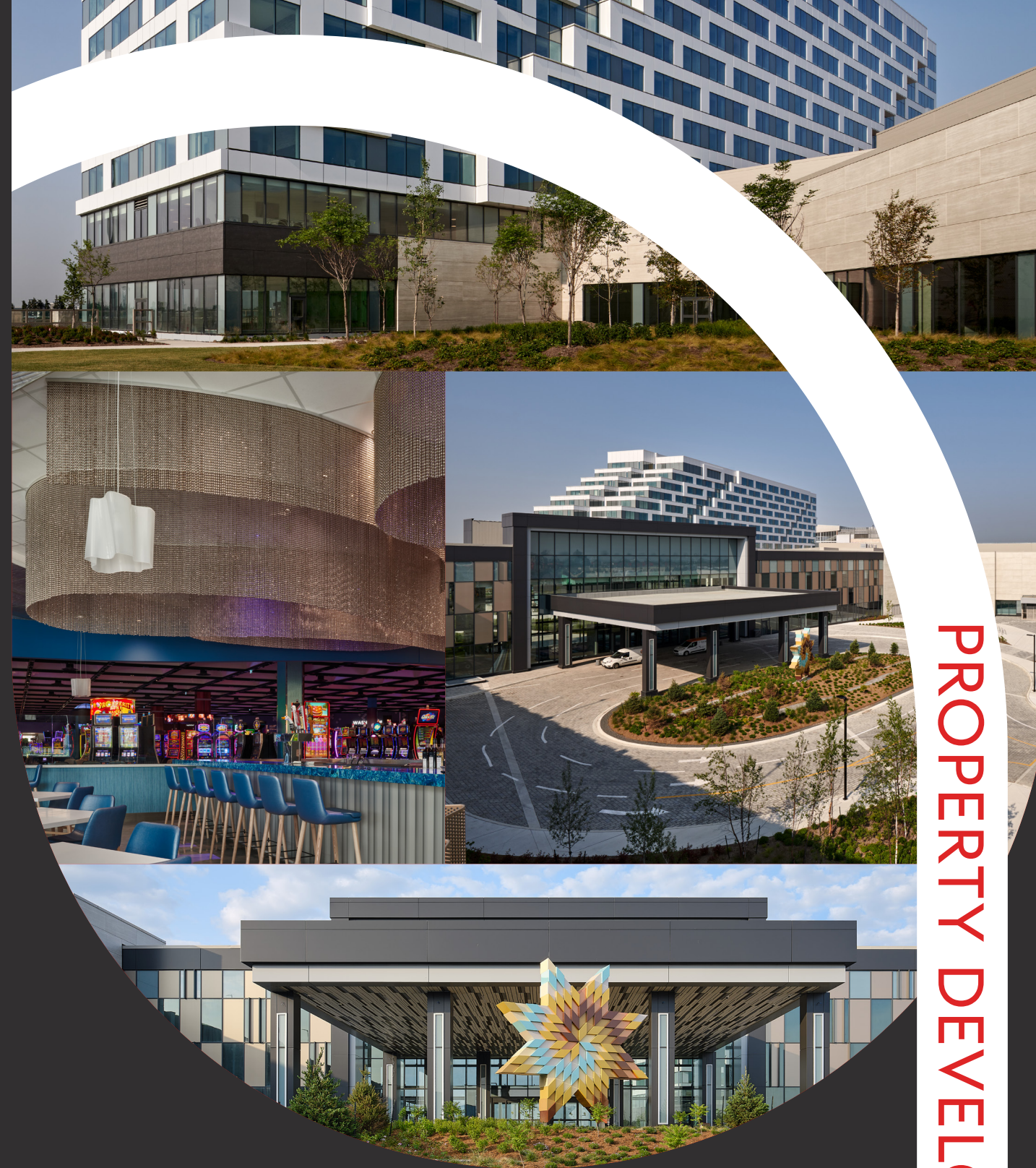
The first phase of our property development vision is the expansion of the casino that has been on our property for more than two decades. After years of planning and construction, our casino partners, Ontario Gaming GTA LP (OGG), opened the doors to the Great Canadian Casino Resort Toronto.

LARGEST CASINO FLOOR
IN CANADA AND ONE OF THE
BIGGEST IN NORTH AMERICA

400-TRACKSIDE HOTEL
OVERLOOKING THE
WORLD-RENOWNED E.P. TAYLOR
TURF COURSE

THE THEATRE
5,000-PERSON, MULTI-USE LIVE
ENTERTAINMENT

Woodbine Entertainment employees help deliver the casino experience through the operation of food and beverage on the casino floor, two casino bars (Northern Lights and Signature Bar), five quick service restaurants (Big Smoke Burger, Mary Brown's Chicken, Noodle Box, Pizzaiolo, Tim Hortons), room service in The Hotel, and beverage service in The Theatre.



Building A Vibrant Future for the Horse Racing Industry in Ontario by Creating New, Sustainable Revenue Streams Through the Development of the Property Surrounding Woodbine Racetrack.

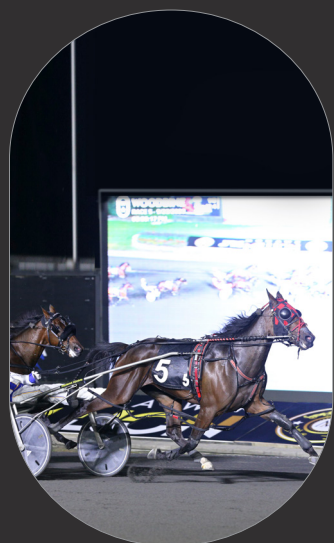
PROPERTY DEVELOPMENT



PEPSI
NORTH AMERICA CUP

PEPSI NORTH AMERICA CUP

The 40th edition of the richest Standardbred race for 3-year-olds in North America did not disappoint. Its My Show held off Confederate in a thriller at the wire, and the \$5.3 million handle was a record for the event when a mandatory Hi5 payout was not offered.



M O H A W K
MILLION

MOHAWK MILLION

“You gotta be kidding me” was the electrifying call from Mark McKelvie as T C I broke from the pack down the stretch to take the Mohawk Million in late September. A healthy handle of \$3.9 million was the second highest since the race’s inception.



WOODBINE
TURF CHAMPIONS

TURF CHAMPIONS DAY

Woodbine’s historic E.P. Taylor Turf Course played host to some of the world’s finest Thoroughbreds as they vied for a coveted spot at the 2023 Breeders’ Cup. Irish-bred Master of the Seas won the marquee \$1 million Ricoh Woodbine Mile in commanding fashion. The \$12.1 million handle was the second highest for a Mile Day without a mandatory Hi5 payout.



WOODBINE RACETRACK

STELLA ARTOIS
TERRACE

STELLA ARTOIS TERRACE

In its first full season, the Stella Artois Terrace easily established itself as Toronto’s premiere patio. Foodies raved about the next-level menu and service, and made it one of the best-reviewed restaurants in the city with an extraordinary 4.9 out of five stars on Google.



KING'S PLATE

THE KING'S PLATE

The 164th King's Plate truly had it all: the pomp and pageantry, a sell-out crowd, and a thrilling race that saw Paramount Prince lead from gate to wire. It also had deep historical significance as the first King's Plate in 72 years following the passing of Her Majesty, Queen Elizabeth II.

Racing fans showed up in full force, snatching up all available tickets an incredible six days prior to the event. They also bet early and often, with a record handle that day of \$18.1 million across the entire card.



A Prince becomes
the King!

Woodbine Track Announcer
Robert Geller



THE KING'S PLATE

THOROUGHBRED RACING HIGHLIGHTS

128 RACE DAYS
1,180 RACES

\$72 M
PURSES DISTRIBUTED

\$613,125,180
TOTAL HANDLE

OTHER HIGHLIGHTS

- Announced initial plans to rebuild a portion of the world-renowned E.P. Taylor Turf Course at Woodbine Racetrack
- Entered a new agreement with the HBPA for a two-year deal that commits to \$62M in purses for the 2023 and 2024 thoroughbred racing meets.
- Second highest single-season all-sources handle (\$613M) in Woodbine history
- Second highest single-season foreign handle (\$512M) in Woodbine history
- Record-breaking average per-race handle of \$519,597
- Average field size of 8.2 (above North American industry average)
- Saw the return of the King's Plate for the first time in over 70 years with winner Paramount Prince. The total all-sources wagering on King's Plate day was a record \$18,127,049

STANDARD BRED RACING HIGHLIGHTS (FY24)

218 RACE DAYS
2,351 RACES

\$63.3 M
PURSES DISTRIBUTED

\$468,620,310
TOTAL HANDLE

OTHER HIGHLIGHTS

- New state-of-the-art track lighting installed
- Announced and entered into a new 3-year agreement with COSA
- Highest single-season all-sources handle (\$460M) in Woodbine Standardbred history
- Highest single-season foreign handle (\$365M) in Woodbine Standardbred history
- Highest single-season per-race handle (\$199K) in Woodbine Standardbred history
- Third highest all-sources handle on a Pepsi North America Cup card (\$5.2M)
- The fourth edition of the Mohawk Million on September 23, 2023 delivered a total handle for the of \$3.8, just off the \$3.9 million total done in 2022



bet365

Prior to the King's Plate, we launched the integration of pari-mutuel horse racing into bet365's licensed Ontario sports book app, creating an unprecedented opportunity to reach and engage an entirely new audience.

PRESTIGE BY HPIBET

Prestige by HPIbet is a reward program personalized for HPIbet customers. Intended for experienced horseplayers, it has been designed to reflect the unique ways in which they like to be treated and rewarded. Prestige by HPIbet offers customized services, including a personal Account Manager to enhance the horse racing experience.

OMNI SWINGER PICK 2 IN THE TOP 3

The Swinger Bet - Known globally as the Swinger or Omni, the popular international wager requires horseplayers to select two of the top three finishers in a race. A horseplayer can win with their selected horses finishing first and second, first and third, or second and third. The minimum for the Swinger/Omni is \$1 and the takeout is 18 per cent. The Swinger/Omni wager is now available on all races at both Woodbine Racetrack and Woodbine Mohawk Park.

WAGERING HIGHLIGHTS

\$1,081,745,490

IN TOTAL WAGERING ON
WOODBINE RACING - HIGHEST
TOTAL IN OUR HISTORY

\$607,860,408

HPIBET WAGERING HANDLE

\$733,675,070

ONTARIO CUSTOMERS
WAGERING HANDLE

\$1.8B
TOTAL
WAGERING HANDLE

WAGERING HIGHLIGHTS

One of the safest Thoroughbred racetracks in North America – it is a title we take immense pride in.

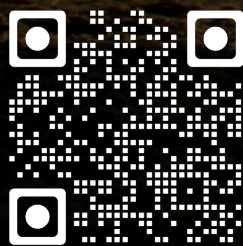
Woodbine Racetrack stables upwards of 1,800 Thoroughbred racehorses during the racing season.

Woodbine is the only racetrack in Canada, and one of only four in North America, that offers racing on an all-weather track consisting of Tapeta: a synthetic dirt that consistently produces the lowest fatality rates in North America.

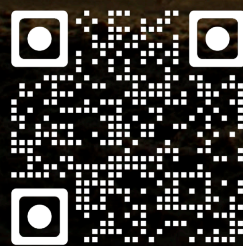
As part of our commitment to equine welfare and the safety of all racing participants, Woodbine Entertainment cancelled nine race cards (five at Woodbine and four at Mohawk Park) due to extreme weather and/or poor air quality.

Woodbine supports and donates annually to LongRun Thoroughbred Retirement Society and Ontario Standardbred Adoption Society, charitable organizations dedicated to retired racehorses.

To learn more about our commitment to equine welfare, visit:



<https://woodbine.com/horse-welfare-at-woodbine-racetrack/>



<https://woodbine.com/mohawk/horse-welfare-at-woodbine-mohawk-park/>

FOR THE LOVE OF HORSES

Direct Economic Activity from WEG-based Operations	Comments	12 MONTHS	12 MONTHS	12 MONTHS	12 MONTHS	12 MONTHS	12 MONTHS	12 MONTHS	12 MONTHS
		Apr 1/23 through to Mar 31/24	Apr 1/22 through to Mar 31/23	Apr 1/21 through to Mar 31/22	Apr 1/20 through to Mar 31/21	Apr 1/19 through to Mar 31/20	Apr 1/18 through to Mar 31/19	Apr 1/17 through to Mar 31/18	Apr 1/16 through to Mar 31/17
Payments to Government and Agencies		80,940,006	77,726,976	70,463,986	64,173,577	80,527,201	84,199,484	79,286,366	82,918,894
Federal taxes & regulatory levy	Note 1	18,075,170	13,778,265	17,574,864	14,526,893	17,082,589	20,549,441	16,546,283	17,388,457
Provincial taxes & regulatory levies	Note 1	32,290,835	33,971,187	29,690,086	26,923,156	34,144,955	34,897,375	35,395,709	37,018,114
Joint Federal/Provincial payroll taxes	Employer & Employee Contributions	21,920,589	21,081,719	14,134,191	13,302,737	20,697,329	19,926,984	18,800,345	18,563,300
Municipal charges & utilities		8,653,412	8,895,806	9,064,844	9,420,791	8,602,328	8,825,684	8,544,029	9,949,023
Purses on Races at Woodbine/Mohawk	Note 2	137,267,831	143,424,023	109,812,381	101,620,895	132,911,685	120,124,397	120,284,649	127,690,968
Payments to Vendors & Suppliers		99,160,957	95,331,840	79,259,204	56,792,383	103,469,261	106,605,083	99,840,075	99,683,151
Annual Payroll & Benefits	Note 3	79,440,979	65,588,913	54,540,604	44,469,910	79,785,726	75,203,267	71,368,488	69,457,140
Racing Industry Contributions	Note 4	2,158,805	2,130,570	1,762,688	1,585,159	1,958,291	1,950,877	1,923,489	1,965,554
Payments to Charitable Causes/In-Kind Donations		316,551	272,500	430,360	395,122	108,267	1,234,532	1,194,489	1,905,877
Annual Debt Payments	Principal & Interest	-	-	-	-	-	-	-	-
Capital Expenditures		31,463,438	26,223,000	18,457,000	9,059,000	25,038,000	33,146,000	16,280,507	16,854,877

- NOTES**
- Some levies fund regulatory expenses while the provincial Horse Improvement Program levy, net of oversight costs, is returned to various industry stakeholders. WE contributes a larger share of levies than it receives, resulting in it subsidizing the Canadian racing industry.
 - Gross purses paid from all sources provide revenue 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.
 - Includes expenses associated with annual severance costs and the Company-wide performance incentive program. Amounts exclude COVID-19 government wage subsidies as well as payroll for employees of trainers working in the Woodbine & Mohawk barn areas, many of whom are housed in WE dormitories.
 - Includes contributions to registered charities caring for retired racehorses funded from WE purse accounts.



ENVIRONMENT

Last year Woodbine had **100% LANDFILL DIVERSION** through recycling and energy recovery, and Greenhouse Gas Reduction Carbon Offset of 2,093 metric tons. This is a landfill savings of 644 cubic meters!

ENVIRONMENTAL CHART FY24

(APRIL 1ST, 2023 – MARCH 31ST, 2024)

Year		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Direct Energy Consumption by Primary Source							
Natural Gas	GJ	116,732	107,988	71,078	86,201	70,963	116,582
Indirect Energy Consumption by Primary Source							
Electricity	GJ	136,906	138,779	94,408	115,987	129,649	126,086
Total Water/Sewage Withdrawal							
Surface Water	M3	498,004	349,597	425,564	423,695	335,174	264,850
Total Water Withdrawal							
Ground Water	M3	87,227	138,100	68,977	83,213	92,528	79,988
All Sources	M3	585,231	487,697	494,541	506,908	427,702	344,838
Total Weight of Non-Hazardous Waste							
Total Waste	MT	2982	3143	712	1107	1,191	1,052
Total Recycled	MT	947	840	142	263	329	280
Total Disposed	MT	0	0	0	0	0	0
Total Reused	MT	2035	2303	570	844	862	772
Total Weight of Recycled Organic Waste							
	MT	310	255	7	36	70	57
Total Weight of Hazardous Waste							
Recycled Electronics	kg	4012	935	0	0	0	1,562
Recycled Batteries	kg	0	619	0	0	0	0
Total	kg	4012	1554	0	0	0	1,562
Total Indirect/Direct Greenhouse Gas Emissions by Weight							
Facility Energy & Electricity (Indirect)	tCO2e	1569	2968	2019	2481	2,773	2,697
Natural Gas (Direct)	tCO2e	5906	5328	3507	4254	3,502	5,753
Fleet & Other Equipment (Direct)	tCO2e	657	1007	565	632	1,248	1,193
Total	tCO2e	8132	9303	6091	7367	7,523	9,643

BOARD OF DIRECTORS

(as of publishing this report)

JIM LAWSON
Executive Chair

HUGH MITCHELL
(Lead Independent Director), (Former) President, Western Fair District

BOB AZIZ
Chief Operating Officer, Ontario
Municipal Employees Retirement System
(OMERS)

BRAD GRANT
Standardbred Owner & Breeder

EDWARD C. HANNAH
Founding Partner, Karama Investment
Partnership

MARVIN KATZ
President and Co-Founder KG Group

MICHAEL LAY
Managing Partner & Co-Head, ONCAP

Our Board of Directors meets on a regular basis throughout the year to provide direction, support, and governance to the Woodbine Entertainment Management Team that is aligned with our mandate of growing and sustaining a vibrant horse racing industry in Ontario.

COMMITTEES OF THE BOARD OF DIRECTORS

(As of publishing this report)

AUDIT COMMITTEE
B. Tohana (Chair) | E.C. Hannah | H. Mitchell | S. Mitchell

GOVERNANCE & COMPLIANCE COMMITTEE
R.M Aziz (Chair) | H. Mitchell | Mark Saunders

PEOPLE AND CULTURE COMMITTEE
M. Lay (Chair) | J. Roth | B. Tohana | M. Saunders | B. Grant

THOROUGHBRED RACING COMMITTEE
J.J. Lawson (Chair) | R.M. Aziz | H. Mitchell | M. Lay | J. Roth | S. Mitchell | Yvonne Schwabe (Non-Director Member)

STANDARD BRED RACING COMMITTEE
H. Mitchell (Chair) | E.C. Hannah | M. Katz | J.J. Lawson | M. Saunders

PROPERTY DEVELOPMENT COMMITTEE
B. Aziz | E.C. Hannah | M. Katz | J.J. Lawson | M. Lay

To further support the Woodbine Entertainment Management Team, our Board of Directors' committees meet regularly throughout the year.



WOODBINE.COM

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