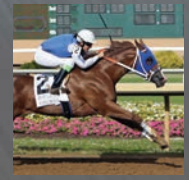
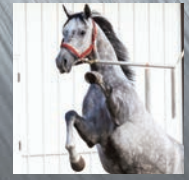
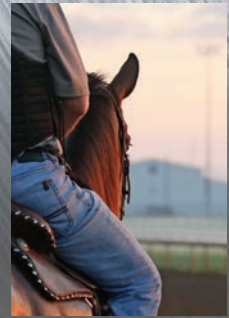
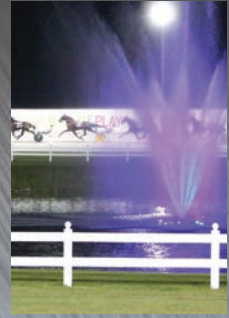


Agenda Item #5



2021 RACING OPERATIONAL PLAN

12.3.2020

TABLE OF CONTENTS

Executive Summary	3
Caesars Entertainment Updates	4
Harrah's Hoosier Park Racing & Casino	6
2020 Executive Summary	7
2020 Results	8
2020 Highlights	8
2021 Race Dates	11
2021 Stakes Schedule & Purse Strategy	12
2021 Wagering Format	12
2021 Projected Handle	13
Horsemen's Agreement Overview	14
Racing Personnel	15
Horsemen Partnerships	17
Safety & Integrity	18
2021 Capital Investments	19
2021 Marketing Plan	20
Indiana Grand Racing & Casino	29
2020 Executive Summary	30
2020 Results	31
2020 Highlights	32
2021 Race Dates	35
2021 Stakes Schedule & Purse Strategy	37
2021 Wagering Format	39
2021 Projected Handle	40
Horsemen's Agreement Overview	41
Racing Personnel	42
Horsemen Partnerships	44
Safety & Integrity	45
2021 Capital Investments	46
2021 Marketing Plan	47
Community Impact	56





EXECUTIVE SUMMARY

As Caesars Entertainment embarks on its third full year as an Indiana racetrack operator, it remains committed to being a valued partner with the Indiana Horse Racing Commission, Indiana breed organizations, and Indiana horsemen and horsewomen.

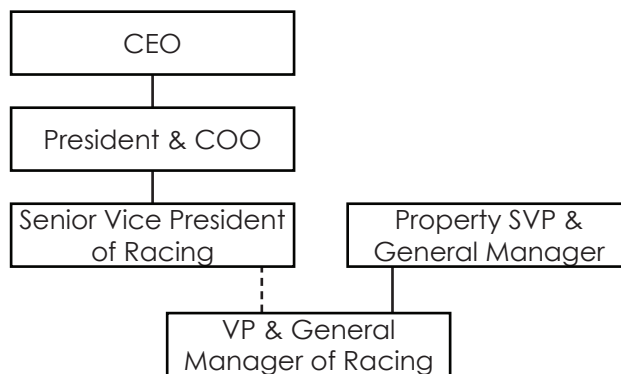
With a core mission to continue building a foundation of growth, innovation, and success for both Harrah's Hoosier Park Racing & Casino and Indiana Grand Racing & Casino, Caesars Entertainment is focused on being a first-class race track operator and leading by example with the utmost integrity.

Following the successful merger of Eldorado Resorts with Caesars Entertainment, the company now operates gaming properties in 16 U.S. states - including six racetracks under the new umbrella of Caesars Entertainment Racing. With the world's largest gaming and entertainment loyalty program, Caesars Rewards, at its core, Caesars Entertainment will continue to provide more value to racing guests and generate increased loyalty in its racing properties.

In Indiana, Caesars Entertainment is focused on upholding and growing the reputations of Harrah's Hoosier Park and Indiana Grand as first class racing operations.

The 2021 operational plan for both Harrah's Hoosier Park Racing & Casino and Indiana Grand Racing & Casino outline a strategy for growth and align with the gold standard, first-class level of operation that both tracks are known for. From race dates and strategic stakes schedules and purse structures to capital improvements, safety enhancements and marketing initiatives, the 2021 operational plan provides a roadmap for continued success.

CAESARS RACING ORGANIZATIONAL CHART



CAESARS
ENTERTAINMENT

Harrah's
HOOSIER PARK
RACING & CASINO

INDIANA
GRAND
RACING · CASINO



CAESARS ENTERTAINMENT UPDATES

In 2020, Caesars Entertainment joined two successful gaming leaders, Caesars Entertainment and Eldorado Resorts, to become the largest and most diversified collection of destinations across the U.S. Boasting many of the world's most prestigious gaming brands, Caesars Entertainment is the global leader in gaming, racing and hospitality. While each of its world-class destinations offer its own unique amenities, all share a common goal of providing unparalleled family-style service and exhilarating experiences.

The merger of Caesars Entertainment and Eldorado Resorts makes Caesars Entertainment the proud operator of six race tracks in the United States. Prior to the merger, Eldorado appointed long-time racing industry executive Joe Morris to Senior Vice President of Racing. Morris, who reports directly to Caesars Entertainment Chief Operating Officer Anthony Carano, oversees all six race tracks with a direct line to property racing leadership.

While 2020 presented unique obstacles, Caesars Entertainment's racing properties saw many successes.

Caesars Entertainment successfully linked legacy Eldorado Resorts affinity clubs with Caesars Rewards, giving guests the advantage of being a part of the largest gaming and entertainment rewards program in the world - with more options, more benefits, and more rewards.

Caesars Entertainment also announced an agreement on the recommended terms of a cash transaction to purchase William Hill by acquiring the company's entire issued and to be issued share capital. The company is already one of the largest and most diversified gaming entertainment companies in the U.S., and upon completion of this historic transaction, and subject to all anti-trust and regulatory approvals, this acquisition of William Hill will enable Caesars Entertainment to provide even more options for guests.

With multiple race tracks in its destination portfolio, Caesars Entertainment is working to establish the Caesars Racing brand, leveraging the benefits of Caesars Rewards across all properties. A first-ever multi-property television advertisement was launched in October at all six race tracks.

Additionally, Caesars Entertainment is working to establish an owner development program in each of the states it operates in, as well as supplementing a state-bred initiative with breed development programs starting with Indiana.



CAESARS
ENTERTAINMENT





CAESARS ENTERTAINMENT UPDATES

In 2020, Scioto Downs handled more than \$500,000 65 days out of the meet, as compared to one day in 2019. Additionally, the property handled more than \$1 million 15 days, in comparison to twice in the last 62 years. In 82 days, Scioto handled a total of \$55.3 million as compared to \$19.5 million in 90 days in 2019.

Pompano Park opens on November 8 and currently has record stall applications in modern history.

Harrah's Hoosier Park Racing & Casino hosted a shortened 111-day race meet, and realized a YoY average daily handle growth of approximately 24%. The property invested more than \$692,000 in capital investments and saw its share of ADW revenues rocket \$500,000 past original projections. Finally, Harrah's Hoosier Park hosted the 2020 Breeders Crown and handled \$4,463,423 over the course of two days.

Indiana Grand Racing & Casino kicked off a 94-day racing meet June 15 and immediately saw increases in all-sources handle. With an altered weekly schedule moved to Monday through Thursday racing, wagering averaged a 60 percent-plus YOY gain on the Thoroughbred dominant programs. For Quarter Horse racing, a move to mid-morning start times on select Saturdays recorded two of the track's all-time leading handles for the sprinters on the first two All-Quarter Horse days. Programs dedicated to all-Quarter Horse racing is also maintaining an average of 60 percent-plus YOY gains in 2020.



CAESARS
ENTERTAINMENT®





HARRAH'S HOOSIER PARK RACING & CASINO 2021 OPERATIONAL PLAN

2020 EXECUTIVE SUMMARY

As most would agree, 2020 will more than likely be considered the strangest year in history with the arrival of COVID-19 and its impact on our lives and economies across the globe. Standardbred horse racing in Indiana is no exception.

When the team at Harrah's Hoosier Park opened the barn area in early March, it was done with unguarded optimism as the property stood to benefit from the addition of live table games dealers that went into effect on January 1. As Harrah's Hoosier Park's team prepared for the start of live racing, the first day of Qualifying races on Saturday, March 14 was conducted. That would be the last day of qualifying for several months as the entire Harrah's Hoosier Park (HHP) operation came to a complete halt on Monday, March 16.

Working with the Indiana Horse Racing Commission, the leaders of the various horsemen's groups, both Caesars racetracks and the Governor's office, Harrah's Hoosier Park was able to establish health and safety protocols that allowed the property to reopen for live racing on Tuesday, June 16, albeit spectator free. With that opening, Harrah's Hoosier Park was slated for a total of 111 racing days compared to the originally scheduled 160 days of live racing. In addition, daily purses were cut by 30% due to the closure of the Casinos and our conservative approach to reopening.

On Saturday, July 4 the property opened with spectators in attendance. However, the number of spectators allowed was reduced to 597 on the Racing side of the building. The team worked with the IHRC on a health and safety plan that included masks for all guests while inside the building, social distancing mandates, and increased sanitization protocols.

Starting on August 1, Harrah's Hoosier Park raised purses to last year's levels due to better-than-expected Casino revenues, higher daily handle and an increase in Source Market Fee revenues from the Advance Deposit Wagering (ADW) companies.

Harrah's Hoosier Park hosted the 2020 Breeders Crown on Friday, October 30 and Saturday, October 31. The Breeders Crown was held as a ticket-only event with reduced capacity allowing for attendance of Breeders Crown horse owners, sponsors, and local racing community. In order to comply with approved health and safety protocols already put into place, the event hosted a crowd just shy of 600 each night and handled \$4,463,423 over the course of two days.

Total handle for all of 2020 was \$78,385,127, up \$18,412,669 or 31% as compared with \$59,727,222 for the same 105 like-days plus the first six days of the 2019 meet. 2020 average daily handle was \$706,172 (111 days) as compared to 2019 average daily handle of \$569,372 (160 days) and up 24%.

While 2020 had a shortened racing season, Harrah's Hoosier Park's capital expenditure commitment to the IHRC remains fully intact, and exceeded the \$692,295 spend commitment in 2020. Some of the major items completed in 2020 include the remodeling of the Track Kitchen, new HVAC units for the dorm rooms, new washers and dryers for the dorms, new LED lighting in the Paddock, and the installation of LED fixtures for Emergency Lighting on the racetrack to name a few.

Harrah's Hoosier Park has a valuable and solid partnership with the Indiana Standardbred Association (ISA). Harrah's Hoosier Park met with ISA president Joe Putnam and his leadership team on a regular basis throughout the year to ensure continued success at Harrah's Hoosier Park. The team met with the ISA to discuss race dates for 2021 and both partners agreed on a 160-day schedule with an additional two weeks added on to the 2020 calendar.

Finally, Harrah's Hoosier Park has contributed \$428,344 back into the community in 2020 alone with more than \$270,000 into the City of Anderson and more than \$119,000 to equine initiatives.

HARRAH'S HOOSIER PARK 2020 LIVE RACING RESULTS

	2020 Total	2019 Total	YoY %
Live	\$1,678,288	\$1,654,965*	1.41%
Export	\$76,706,839	\$58,072,257*	32.09%
Total	\$78,385,127	\$59,727,222*	31.24%
Avg Starts Per Race	8.8	8.47	3.90%
Avg Races Per Day	13.89	12	15.75%
Racing Days	111	160	-30.63%
ADW Source Market Revenue	Est. \$4,500,000	\$1,610,475	194.94%

*

HARRAH'S HOOSIER PARK 2020 HIGHLIGHTS

- Harrah's Hoosier Park's 2020 meet kicked off spectator-free on June 16, in close coordination with the Indiana Horse Racing Commission and Governor's office and the Indiana Standardbred Association
- Harrah's Hoosier Park officially reopened its doors to spectators on the Fourth of July
- The 2020 live racing season at Harrah's Hoosier Park featured a reduced number of live racing programs with 111 racing days and followed a Tuesday through Saturday schedule
- Harrah's Hoosier Park offered a \$10,000 Guaranteed Hoosier High-5 pool in the last race of the program every Tuesday through Friday with an industry low takeout of 12% and a minimum wager of 20 cents
- Harrah's Hoosier Park announced a purse increase of approximately \$35,000 per day, effective Friday, July 31. This increase was felt throughout the entire purse structure as a result of conservative revenue projections and increased casino, ADW and export revenues
- Harrah's Hoosier Park offered a free, live racing program online for the entire race meet and made a \$10,000 investment to continue to offer a free program daily for the remainder of the season. The free programs garnering more than 38,567 page views and 27,938 downloads from 2,881 cities both nationally and internationally.
- Harrah's Hoosier Park revamped its VIP Complimentary live Racing Program initiative, identifying VVIP Customers (\$35 daily voucher), VIP Customers (\$11 Daily Voucher) and Diamond Caesars Rewards Guests (\$3 live program) in an effort to create more core racing guest loyalty
- Harrah's Hoosier Park once again placed emphasis on an expanded social media campaign to raise awareness and engagement around the year's racing season
- Harrah's Hoosier Park launched The Weekly Wire, a racing update sent to more than 1,700 racing-dominant Caesars Rewards Guests each week

HARRAH'S HOOSIER PARK 2020 HIGHLIGHTS

- Placing an emphasis on building loyalty from the core racing customer, Harrah's Hoosier Park launched a "VIP" promotions series offering exclusive Pick Six & Split It events for the Dan Patch Stakes, Kentucky Derby Day, Caesars Trotting Classic, Hoosier Champions and The Breeders Crown
- Harrah's Hoosier Park renewed its Race of the Day program with The JMV Show and 1070 the Fan
- Harrah's Hoosier Park renewed the Larceny Locks live radio broadcast from The Terrace, and hosted nine live radio shows
- Harrah's Hoosier Park aired a live broadcast of the Dan Patch and Caesars Trot on WISHTV8
- Harrah's Hoosier Park kicked off its fifth season of the fractional ownership opportunity, First Turn Stable, with Bay Rum as this year's first team horse
- The race to the wire in the \$225,000 Dan Patch Stakes on Friday, August 14 was as contentious as Pickett's Charge at Gettysburg with Century Farroh collecting the victory with the night's total handle equaling \$1,035,975.
- Harrah's Hoosier Park hosted the 27th edition of the Dan Patch stakes highlighted by a weekend festival including social distance-friendly entertainment like roaming entertainment, DJ in the Yard, celebrity appearance by Laura Steele, a water bottle giveaway and food trucks.
- The Caesars Trotting Classic offered social distance-friendly entertainment including a live entertainment and a Breeders Crown t-shirt giveaway
- The \$150,000 Caesars Trotting Classic featured eight high-quality rivals including world champion Guardian AS, Breeders Crown victor Fiftydallarbill, Indiana champions Custom Cantab and Bridge To Jesse's and defending champion Lindy The Great, but it all came down to Atlanta and Gimpanzee. The mare and stallion did not disappoint as two of the most talented horses in the sport engaged in a scintillating stretch duel in which Gimpanzee narrowly prevailed. The night's total handle equaled \$1,166,348.
- Harrah's Hoosier Park hosted the 37th edition of the Breeders Crown, presented by The Libfeld-Katz Breeding Partnership. The event was hosted in a reduced-capacity format and generated \$4,297,864 in handle over the course of the two days
- \$233,000 in sponsorships were sold for the 2020 Breeders Crown eclipsing the 2017 figure
- The Breeders Crown Charity Challenge generated more than \$126,000 in fundraising for four charities in partnership with Libfeld-Katz and local Indiana celebrities including Indianapolis Colt alum Jeff Saturday, Indiana Lieutenant Governor Suzanne Crouch, Indianapolis sports radio personality Dan Dakich, and Emmy award-winning WTHR Indianapolis news anchor Julia Moffitt
- Harrah's Hoosier Park invested more than \$692,295 in racing capital expenditures in 2019, highlighted by big ticket items including the remodeling of the Track Kitchen, new HVAC units for the dorm rooms, new washers and dryers for the dorms, new LED lighting in the Paddock, and the installation of LED fixtures for Emergency Lighting on the racetrack
- Harrah's Hoosier Park invested nearly \$1 million in 2020 race marketing, including the expenses associated with the \$6 Million Breeders Crown championship events
- In 2020, Harrah's Hoosier Park contributed \$428,344 back into the community, with more than \$270,000 into Madison County and more than \$119,000 to equine initiatives

2020 SPONSORSHIP HIGHLIGHTS

Harrah's Hoosier Park and Indiana Grand Racing & Casino have a dedicated Director of Marketing Partnerships who is responsible for selling cash and trade sponsorships for the properties. The below is an overview of Harrah's Hoosier Park's sponsorships:

Type	Sum
Breeders Crown Sponsorships	\$233,000
Regular Sponsorships	\$89,750*
Total	\$322,750

*Does not include \$112,100 in cancelled sponsorships due to closure.

2021 Sponsorship Projection - \$260,850

14 Hands Wine
Bombay Gin
Breed Development
Brittany Farms
Cosa
Crawford Farms
Deem
Diamond Creek Farm
Grey Goose
Hanover Shoe Farm
Harmon Construction

Hoosier Horse Review
Horseman & Fair World
ISA
Kentuckiana Farms
Libfeld/Katz
Lunazul Tequila
Meadowlands
MSOA
Piazza Produce
Standardbred Horse Sales
Sun King

TVG
United Tote
USHWA
Victory Hill Farms
Watch and Wager
Woodbine
Woodfrod Reserve
Larceny Bourbon/1070 the Fan
IHRC Breed Development

HARRAH'S HOOSIER PARK 2021 RACE DATES

HHP and the ISA have met to discuss race dates for 2021 and in the spirit of collegiality have agreed to a 160-day schedule that will include two additional calendar weeks of racing that will take live Standardbred racing into the month of December for the first time ever. Specifically, the race meet will start on Friday, March 26 and conclude on Saturday, December 4. Some other nuances to the schedule include the dropping of racing on Tuesdays in favor of racing on Sundays and racing on the night before Thanksgiving as well as Thanksgiving itself.

- Harrah's Hoosier Park will maintain a 160-day race meet
- March 26 - December 4
- First Post 6:30 pm EST

March

M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

August

M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

April

M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

September

M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

May

M	T	W	T	F	S	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

October

M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

June

M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

November

M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

July

M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

December

M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

HARRAH'S HOOSIER PARK'S 2021 STAKES SCHEDULE

NAME OF RACE	CATEGORY	DAY OF WEEK	DATE	PURSE
The Star Destroyer	3yo filly trot	Wednesday	6/23/21	\$50,000 Est.
The Star Destroyer	3yo C&G trot	Thursday	6/24/21	\$50,000 Est.
The Star Destroyer	3yo filly pace	Friday	6/25/21	\$50,000 Est.
The Star Destroyer	3yo C&G pace	Friday	6/25/21	\$50,000 Est.
The Nadia Lobell	3yo filly pace	Friday	7/23/21	\$150,000 Est.
Dan Patch	Free For All	Friday	8/13/21	\$300,000 Est.
Kentuckiana Stallion Management	2yo filly trot	Friday	9/24/21	\$200,000 Est.
Kentuckiana Stallion Management	2yo filly pace	Friday	9/24/21	\$200,000 Est.
Caesars Trotting Classic	Free For All trot	Friday	9/24/21	\$200,000 Est.
The Elevation	2yo C&G pace	Friday	9/24/21	\$125,000 Est.
The Jenna's Beach Boy	3yo C&G pace	Friday	9/24/21	\$150,000 Est.
The Moni Maker	3yo filly trot	Friday	9/24/21	\$150,000 Est.
The Hoosier Park Pacing Derby	Free For All	Friday	9/24/21	\$175,000 Est.
The Madison County	2yo C&G trot	Friday	9/24/21	\$75,000 Est.
The Pegasus	3yo filly trot	Friday	10/22/21	\$60,000 Est.
The Pegasus	3yo filly pace	Friday	10/22/21	\$60,000 Est.
The Pegasus	3yo C&G trot	Friday	10/22/21	\$60,000 Est.
The Pegasus	3yo C&G pace	Friday	10/22/21	\$60,000 Est.
The Circle City	3yo C&G pace	Thursday	10/29/21	\$75,000 Est.
The Circle City	3yo filly pace	Thursday	10/29/21	\$65,000 Est.
The Circle City	3yo C&G trot	Thursday	10/29/21	\$70,000 Est.
The Circle City	3yo filly trot	Thursday	10/29/21	\$70,000 Est.
The Madison County	2yo C&G pace	Friday	10/29/21	\$70,000 Est.
The Madison County	2yo filly pace	Thursday	10/29/21	\$70,000 Est.
The Madison County	2yo filly trot	Thursday	10/29/21	\$70,000 Est.
The Monument Circle	3yo C&G pace	Friday	11/5/21	\$200,000 Est.
The Monument Circle Consolation	3yo C&G pace	Friday	11/5/21	\$30,000 Est.
The Carl Erskine	3 year olds trot	Friday	11/5/21	\$200,000 Est.
The Carl Erskine Consolation	3 year olds trot	Friday	11/5/21	\$30,000 Est.
The USS Indianapolis Mem.	3yo filly pace	Friday	11/5/21	\$100,000 Est.
The USS Indianapolis Mem. Cons.	3yo filly pace	Friday	11/5/21	\$20,000 Est.
The Crossroads of America	3yo filly trot	Friday	11/5/21	\$100,000 Est.
The Crossroads of America Cons.	3yo filly trot	Friday	11/5/21	\$20,000 Est.

**TOTAL PURSES
FOR OPEN
STAKES:
\$3,355,000**

HARRAH'S HOOSIER PARK'S 2021 WAGERING MENU

With approval from the IHRC, Harrah's Hoosier Park would like to expand its wagering menu to include an additional Pick 3, Pick 4, Pick 5 and possibly another Hoosier High 5. It is also intended to take the superfecta wagers that do not have an outright winner and turn them into instant carryovers on a race with a superfecta that same night. Additionally, any carryovers go to the next day as a guarantee.

Harrah's Hoosier Park will continue to offer a \$10,000 Guaranteed Pick 4 on Thursdays and a \$10,000 Guaranteed Hoosier High 5 on the last race of the evening except for Saturdays.

HARRAH'S HOOSIER PARK 2021 PROJECTED HANDLE

	2020 Plan	2021 Plan	YoY %
Live	\$2,750,000	\$2,750,000	0%
Export	\$91,040,000	\$95,592,000	5%
Total Live & Export	\$93,790,000	\$98,342,000	5%
ADW Revenue	\$4,500,000	\$4,000,000	-10%
# OF DAYS	160	160	0%
Avg Starts Per Race	8.72	8.5	-3%
Avg Races Per Day	13	13	0%



HARRAH'S HOOSIER PARK'S 2021 HORSEMEN'S AGREEMENT

A signed copy of the Third Amendment to the 2018 Horsemen's Agreement has been executed by both Harrah's Hoosier Park and the Indiana Standardbred Association. This extends the current horsemen's agreement through December 31, 2021. A copy has been sent to the Indiana Horse Racing Commission. See Appendix.

ADW AGREEMENTS & SOURCE MARKET FEES

The ADW companies are the largest contributor to handle when it comes to wagering. During the pandemic the only way to make a horse wager was to sign up with one of the myriad of ADW companies. In-state Source Market Fees were originally projected at \$2.4 million from the ADW operators but that figure is now looking like \$4.5 million. Harrah's Hoosier Park and Indiana Grand have now contracted with every major ADW operator for the payment of Source Market Fees on every wager they accept within the state of Indiana. The list includes, TwinSpires, TVG, Xpressbet, AmWest Entertainment, Penn Gaming, NYRAbets, and Premier Turf Club.

To take advantage of this ADW explosion, Harrah's Hoosier Park will focus marketing dollars to partner with these ADW companies to drive business on our live racing product to ensure that we get more than our fair share of the pie.

HARRAH'S HOOSIER PARK KEY RACING TEAM



JOE MORRIS
SVP of Racing
Caesars Entertainment



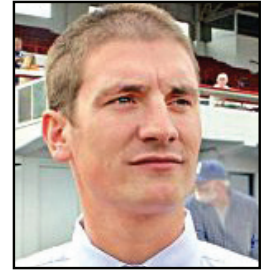
TRENT MCINTOSH
SVP & GM
Harrah's Hoosier Park



RICK MOORE
VP & GM of Racing
Harrah's Hoosier Park



KIERSTEN FLINT
VP of Marketing
Harrah's Hoosier Park



GABE PREWITT
Director of Racing
Caesars Entertainment



SCOTT PEINE
Director of Racing
Harrah's Hoosier Park



EMILY RATCLIFF
Race Marketing
Manager & Analyst



COOPER KEELER
Track Superintendent
Harrah's Hoosier Park



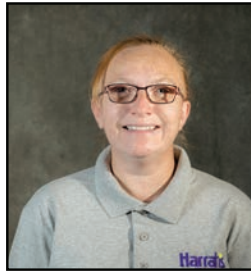
ANDREW PAXON
Director of Racing
Harrah's Hoosier Park



STEVE CROSS
Track Announcer
Harrah's Hoosier Park



RON PARKER
Director of Mutuels
Harrah's Hoosier Park



TEENA WALDEN
Dormitory Supervisor
Harrah's Hoosier Park



RYAN CLENDENEN
AV Director
Harrah's Hoosier Park



JOHN COMBS
Backside Security Sup.
Harrah's Hoosier Park



ROSE FLOOD
Marketing & Ops Admin
Harrah's Hoosier Park

TEAM MEMBER TRAINING & RESOURCES

Under Caesars Entertainment, the Harrah's Hoosier Park team will continue to have enhanced training, resources, and benefits promoting employee retention and growth, superior guest service, responsible gambling initiatives, and business growth:

- Caesars Rewards – The World's Leading Gaming and Entertainment Loyalty Program.
- Total Service – Service-based Bonus Program for all eligible employees
- Total Returns – Team Member Rewards Program
- Enhanced Benefits Packages, including positive changes to costs associated
- Professional Development Opportunities
- Expanded Compliance and Ethics Training
- Responsible Gaming Training and Awareness Initiatives

2019 VS 2021 RACING STAFF COMPARISON

2019 RACING OPERATIONS TEAM

Sr. Vice President & General Manager
 Vice President & GM of Racing
 Vice President of Marketing
 Dir. of Racing/Racing Secretary
 Assistant Director of Racing
 Track Superintendent
 Director of Audio Visual/Producer
 Director of Veterinary Services
 Director of Mutuels/Simulcasting
 Director of Programs
 Race Publicist/Race Marketing Manager
 Race Marketing & Operations Admin
 Track Announcer
 Race Office Assistant/Horse Identifier
 Race Office Assistant
 Race Office Assistant
 Charter/Program Director
 Horsemen's Bookkeeper
 Paddock Judge
 Stall Superintendent
 Dormitory Supervisor
 Backside Security Supervisor
 Starter/Patrol Judge
 Backside Operations Manager
 Outrider
 Racing Controller
 ISA Horsemen's Representative
 Backside Security Supervisor
 Photofinish Technician
 Judge's Stand Tote Assistant

2021 RACING OPERATIONS TEAM

Senior Vice President of Racing, Corporate
 Sr. Vice President & General Manager
 Vice President & GM of Racing
 Vice President of Marketing
 Director of Racing, Corporate
 Dir. of Racing/Racing Secretary
 Assistant Director of Racing
 Track Superintendent
 Director of Audio Visual/Producer
 Director of Veterinary Services
 Director of Mutuels/Simulcasting
 Director of Programs
 Race Publicist/Race Marketing Manager
 Race Marketing & Operations Admin
 Track Announcer
 Race Office Assistant/Horse Identifier
 Race Office Assistant
 Race Office Assistant
 Charter/Program Director
 Horsemen's Bookkeeper
 Dormitory Supervisor
 Paddock Judge
 Stall Superintendent
 Backside Security Supervisor
 Starter/Patrol Judge
 Backside Operations Manager
 Outrider
 Racing Controller
 ISA Horsemen's Representative
 Backside Security Supervisor
 Photofinish Technician
 Judge's Stand Tote Assistant

RACING FRONTLINE POSITION COMPARISONS

Position	2019	2020
Track Maintenance	9	8 - 1 Open
Backside Maintenance	11	9 - 1 Open
Receiving Barn	4	4
Backside Housekeeping	5	5
Racing Office	9	9
Track Security	19	18



INDIANA STANDARDBRED ASSOCIATION PARTNERSHIP

Harrah's Hoosier Park could not be more proud of the partnership that has been formed with the Indiana Standardbred Association (ISA). This solid partnership has never been more evident, as Harrah's Hoosier Park, the ISA and the IHRC worked together to bring live horse racing back to the state of Indiana after being shut down for several months due to the COVID-19 closure.

Harrah's Hoosier Park works in partnership with the ISA on every major issue and important decision that affects the racing operation or the horsemen and horsewomen that we work with.

Even during the COVID-19 closure, Harrah's Hoosier Park management met with ISA President Joe Putnam on a weekly basis to brainstorm how to bring back racing in a safe and healthy environment for all participants.

In the matter of 2021 race dates, Harrah's Hoosier Park listened to the ISA on the importance of extending the racing season. Together, we are in agreement on the racing days that have been presented for IHRC consideration.

On the marketing front, the Harrah's Hoosier Park team worked to include the ISA into the Dan Patch Stakes program, and continued to identify areas of ISA inclusion in the midst of restricted meeting opportunities during the COVID-19 time.

The ISA is also involved with the execution and planning of the 2020 Breeders Crown, and members of the ISA have participated on various committees.

The Harrah's Hoosier Park team will continue to work with the ISA on the planning and execution of the 2021 live racing season, and welcome a successful 160-day racing season.





HARRAH'S HOOSIER PARK SAFETY & INTEGRITY

Harrah's Hoosier Park is committed to track safety and integrity, and is in partnership with the Indiana Standardbred Association on track safety. A track safety (pari-mutuel) committee is in place, and is consulted on all track issues.

A fact that is somewhat unknown is that Harrah's Hoosier Park employs a Director of Veterinary Services. The track Vet inspects each equine athlete as he/she steps on to the race track and while warming up to ensure that in his mind that horse has demonstrated that there are no health issues prohibiting that horse to race. If there is any question as to the soundness of a horse our Vet has the authority to scratch a horse out of a race.

The Track Veterinarian also monitors equine health conditions from around North America to make sure there is no horse coming from a jurisdiction with a health issue that could endanger the horses residing and racing at Hoosier Park.

Harrah's Hoosier Park also employs a full-time, year-round Track Superintendent and a full-time, year-round Track Maintenance crew. During the racing season the crew is divided into morning and evening teams to ensure that the track is the best it can be in the morning for training as well as in the evening for live racing.

During the Racing Season Harrah's Hoosier Park brings in the internationally renowned Coon Brothers, considered to be the best track consultants in the world, to meet with Harrah's Hoosier Park's Track Superintendent to determine if there are any racing surface issues that need attention. The Track Superintendent also has an adequate material supply.

Harrah's Hoosier Park's commitment to safety for both its equine and human athletes is always at the forefront of everything.



HARRAH'S HOOSIER PARK 2021 CAPITAL EXPENDITURES

Harrah's Hoosier Park is prepared to spend almost an additional \$2,448,318 in racing related Capital to ensure that racing at HHP is conducted in a first-class manner that all industry stakeholders can be proud of.

Item Description	Estimate
Small John Deere Skid Steer Loader - IHRC Mandatory	\$31,836
Large John Deere Skid Steer Loader - IHRC Mandatory	\$53,060
Ford Explorers (3) - IHRC Mandatory	\$212,240
IHRC Mandatory Total	\$297,136
Musco Sports Lighters - Pole #2 and Pole #3 - RCFAC	\$36,302
Dorm Floor - RCFAC	\$86,084
Spreader Truck - RCFAC	\$125,000
Ford F550 Diesel High Compaction Rear Loader (Garbage Truck) - RCFAC	\$130,000
Construction-Paddock Lounge & Judges Office - RCFAC	\$23,796
Rebuild of Barn #4 - RCFAC	\$250,000
Barn Surveillance System - RCFAC	\$1,500,000
RCFAC Total	\$2,151,182
Total	\$2,448,318



HARRAH'S HOOSIER PARK MARKETING & BUDGET OVERVIEW

Despite kicking off the 2020 season nearly three months late, and with the absence of spectators, Harrah's Hoosier Park remained committed to making the most of its 111-day live racing season highlighted by the \$225,000 Dan Patch Stakes and coveted Breeders Crown year-end championship event featuring \$6 million in purses.

From the very start of the season, the Harrah's Hoosier Park marketing team worked quickly to find new opportunities in the midst of a challenging year. The team invested more than \$10,000 to offer a daily live racing program on www.HarrahsHoosierPark.com, garnering nearly 28,000 downloads from 2,881 cities both nationally and internationally over the course of the season. The Weekly Wire was reintroduced for the first time since early 2018, offering a weekly racing recap to more than 1,700 Caesars Rewards racing core customers via email. An exclusive racing VIP Pick 6 & Split It series was introduced to drive more loyalty from racing customers. Harrah's Hoosier Park also revamped its VIP Complimentary live Racing Program program, offering VVIP Customers a \$35 daily voucher, VIP Customers a \$11 Daily Voucher and all Diamond Caesars Rewards Guests a \$3 live program in an effort to create more core racing guest loyalty.

Special wagers were featured, including the Hoosier High 5, Jackpot Six, and Special Carryovers. Guests also received 2X Reward Credits on all live Hoosier Park and Indiana Grand races.

Additionally, Harrah's Hoosier Park restructured the daily racing promotions, offering a new United Tote play to win promotion on Tuesdays, promoting more rated play, and offered a Superfecta Saturday promotion to garner more attention by retail racing guests.

Marquee racing events including the Dan Patch Stakes, Kentucky Derby and Caesars Trotting Classic were transformed into social distance-friendly events offering activities like roaming entertainment, DJs in The Yard, Food Trucks, Special Celebrity Appearances and more. And, the Breeders Crown was hosted in a ticketed-only, reduced-capacity format with first-class touches that has become expected of Harrah's Hoosier Park. Harrah's Hoosier Park also continued to invest strategically in racing-specific media including Twin Spires, TVG, Daily Racing Form, and various other standardbred industry media outlets.

HARRAH'S HOOSIER PARK MARKETING & BUDGET OVERVIEW

Harrah's Hoosier Park remains hopeful that the 2021 racing season will return with an exciting and robust marketing program, featuring top-notch marketing strategy, promotions and events, VIP development, strategic partnerships and more. Race marketing efforts will be increased by 10% from 2019 levels with exception of sponsored media, making the program even more robust than ever.

Race marketing efforts in 2021 will address three primary audiences: On-track customers, on-track VIP customers, and export customers. Below is an overview of each:

On-Track Customers

One of Harrah's Hoosier Park's ongoing goals in race marketing is to have a clear understanding of the racing-dominant database in Caesars Rewards and focus on growing on-track rated play.

Currently, Harrah's Hoosier Park Racing & Casino has 1,886 racing-dominant Caesars Rewards guests. Of those 1,886 guests, 359 receive race wagers on a monthly basis as a form of Caesars Rewards reinvestment. With nearly half a million Caesars Rewards dominant to Indiana, rated racing growth is the expectation.

In 2021, race marketing's goal will be to increase Caesars Rewards rated racing play through various tactics including the below:

- Promotions that require card use (2X Multipliers on Racing, United Tote Hot Tickets, Caesars Rewards Second Chance Drawings, mystery play, etc.)
- Promotions that engage guests over the course of multiple races (Pick Six & Split Its, Handicapping Contests, etc.)
- Continuation of racing messaging in Caesars Rewards monthly core mailings

In addition to growing racing rated play, Harrah's Hoosier Park is also focused on creating a fun and exciting atmosphere for all ages and capitalizing on weekends and stakes race nights. In 2021, race marketing will promote Harrah's Hoosier Park racing as a valuable entertainment option through various tactics including the below:

- Race Fan Appreciation Nights
- Race Apparel Giveaways
- Weekly Open-to-the-Public (OTP) Racing Promotions
- Engaging Stakes Race Promotions
- Signature Racing Events & Festival Weekends

Harrah's Hoosier Park will also leverage its racing product to attract guests who are dominant to slots, table games, and sports through fan appreciation bonuses, signature event promotions, free live race programs to all Diamond Guests, and more. Additionally, sports-dominant guests will also be included in racing-specific invitation-only promotions.

HARRAH'S HOOSIER PARK MARKETING & BUDGET OVERVIEW

On-Track VIP

In 2020, Harrah's Hoosier Park developed a racing-dominant VIP program that established new parameters for what is considered to be on-track VIP (\$4,000 - \$8999 Total 12-month Racing Theoretical) and VVIP (\$9,000+ Total 12-Month Racing Theoretical) horse play.

Racing VIP guests (count of 45) will continue to receive a VIP Daily Program Voucher to purchase race programs. In addition, Racing VIP guests will be included in any racing-specific VIP promotions and offers.

Racing VVIP guests (count of 71) will continue to receive a VVIP Daily Program Voucher to purchase race programs. Additionally, Racing VVIP guests will have exclusive access to signature racing events, VVIP promotions and offers. 2X Reward Credits on all live races at Harrah's Hoosier Park and Indiana Grand will also help generate loyalty and card usage.

Harrah's Hoosier Park's player development team will continue to market racing-specific events to hosted guests and promote racing activities to non-racing dominant guests who have a propensity to gamble on racing or enjoy racing-related activities and events.

Additionally, Harrah's Hoosier Park will work with other Caesars Racing properties to bring in new-to-market guests for signature racing events.

A focus on growing racing rated play should result in growing Harrah's Hoosier Park's VIP and VVIP racing-dominant guests.

Export

With export making up nearly 98% of Harrah's Hoosier Park's total handle, a continued focus on this audience is critical to grow racing revenues. The below tactics will be

- TVG Pay-Per-Race
- TVG Race Enhancements
- Added Presence on TVG with return of TVG2
- Twin Spires Promotions & Bonuses
- DRF Advertising & Past Performances
- DRF Handicapping Analysis
- Free Trackmaster Past Performances Online Daily
- Industry-Specific Platforms
- Guaranteed Wagers
- Advanced Graphics Package
- Trakus
- Hi-Definition Broadcast
- Social Media Integration into Simulcast Signal and Upgrades
- Australia Broadcasts

HARRAH'S HOOSIER PARK MARKETING & BUDGET OVERVIEW

2021 Marketing Budget*

Category	2021 Budget	2019 Actual	Variance	Notes
Paid Media (Racing Industry)	\$300,500	\$269,748	11.4%	TVG Pay Per Race & Race Day Enhancements (does not include horsemen contribution), Twin Spires, DRF, Trackmaster, Harness Racing Media
Sponsored Media	\$79,000*	\$75,000	5.3%	Wish TV Breed Development Sponsorship, Race of the Day Sponsorship. *Varies by contributions available
Paid Media (General - Racing-Specific)	\$96,800	\$88,000	10%	Billboards, Direct Mail, Radio
Promotions	\$117,700	\$107,000	10%	Prizes, Awards, Gifts
Collateral / Decor	\$8,800	\$8,000	10%	
Entertainment	\$47,300	\$43,000	10%	TV Talent, Music, DJ, Family Entertainment
Comp F&B	\$16,500	\$15,000	10%	Racing Parties, Horsemen Events, Etc.
Total	\$666,600	\$605,748	10.05%	

*The 2021 race marketing budget does not include VIP Complimentary Racing Programs, which is estimated to be an additional expense. Sponsored Media figure may change based on secured sponsorships.

HARRAH'S HOOSIER PARK MARKETING & BUDGET OVERVIEW

The below outlines specific initiatives for 2021 Race Marketing, pending no special health & safety regulations are in place:

Racing-Focused Advertising & Interactive Promotions

- TVG Pay Per Race
- TVG Race Enhancements for Opening Weekend, Dan Patch Stakes, Caesars Trotting Classic and Hoosier Champions
- TwinSpires Promotions & Advertising for Opening Weekend, Dan Patch Stakes, Caesars Trotting Classic, Hoosier Champions and other selected key race nights
- Daily Trackmaster Free Program Online
- Regular season advertising with Harness Racing Update, Horsemen & Fair World, and Midwest Harness
- Twin Spires Promotions for Opening Weekend, Dan Patch Stakes, Caesars Trotting Classic, Hoosier Champions and other selected key race nights
- Weekly Wire Email Series to Racing-Dominant Caesars Rewards Guests
- Fan Appreciation Mailing & Bonus Offer for Opening Weekend and Dan Patch Stakes
- DRF Advertising & Past Performances for Selected Race Dates
- DRF Handicapping Analysis
- USTA Coverage on Carryovers

Racing Promotional Programs & Fan Engagement

(Programming and/or days may change based on end-of-season results)

- 2X Points on All Live Races
- Lucky Ticket Tuesday United Tote Promotion
- Sur-5-Or
- Bet Against the Boss
- Ace of Races
- Superfecta Saturdays
- Interactive Kiosk Pick Em Promotions on Signature Race Days
- Gift Giveaways on Signature Race Days
- Cross-Property Handicapping Contest (Harness)
- Weekly Guaranteed Wagers
- VIP Owners Program
- First Turn Stable Fractional Ownership Program
- Seasonal Weekend Events (Family Saturdays, Fan Fridays, etc.)
- Caesars Rewards Loyalty & Engagement Program

Signature Racing Event Programming

- Opening Week Fan Appreciation Event
- Kentucky Derby OTP Event & VIP Event and/or Promotion
- Triple Crown VIP Events and/or Promotions (pending)
- Dan Patch Stakes Festival Weekend OTP Event & VIP Event and/or Promotion
- Caesars Trotting Classic & Community Night OTP Event & VIP Event and/or Promotion
- Hoosier Champions Event & VIP Event and/or Promotion
- Closing Week Promotions

HARRAH'S HOOSIER PARK MARKETING & BUDGET OVERVIEW

Community Events & Outreach

- Equine-related Fundraising & Contributions
- Welcome Back Horsemen & Horsewomen BBQ
- Indiana Artisans Night
- Fourth Grade Field Trips
- Dan Patch Festival Weekend Community Event
- Harvest Community Fest
- Fright Night at the Races
- Special Fundraising Initiatives
- Empire of Hope Fundraising for Standardbred Transition Alliance
- Animal Protection League Annual Event
- FFA Event
- HERO Volunteer Events

Group Sales Initiatives

- Race Sponsorships
- Corporate/Group Nights at the Races
- Motorcoach Growth

Sponsorships & Partnerships

- Indiana Standardbred Association
- Indiana Breed Development
- Grand Circuit Racing at Red Mile
- USHWA Dan Patch Awards
- Indiana Horse Racing Association's Hall of Fame Induction
- External Sponsorship Sales Program

VIP/Relationship Marketing Program

- Executive Hosts for Qualified Players
- VIP & VVIP Exclusive Promotions & Events

Export Promotional Opportunities

- Continuation of Enhanced Simulcast Graphics
- Behind-the-Scenes Camera Shots
- On-air & Skype Interviews
- Trakus Partnership
- Dedicated and Experienced AV Team
- Handicapping Initiatives with TVG & TVG2
- Weekly Guaranteed Wagers
- Trackmaster Partnerships
- Free Trackmaster Online Race Programs - Daily
- Incremental DRF Advertising for Guarantees & Carry Overs

HARRAH'S HOOSIER PARK MARKETING & BUDGET OVERVIEW

Caesars Entertainment Opportunities

- Increased awareness in Las Vegas and New Jersey Sports Books for daily racing
- Las Vegas and New Jersey Sports Book promotional campaigns for stakes races and other major racing events
- Increased awareness and shelf space in Las Vegas and New Jersey Sports Books
- Relationship marketing opportunities/VIP visitation
- Cross-promotions of major stakes races and contests other Caesars Entertainment racing properties
- On-air racing talent spots and appearances with other Caesars Entertainment racing properties
- Relationship marketing opportunities and expanded VIP horseplayer visitation options
- Caesars Racing advertising opportunities - New television spot
- Cross-property Harness Racing Contests
- Cross-property Fundraising Initiatives
- Cross-property leverage with soon-to-be William Hill sports book merger

Other

- Continued support of the Indiana Horse Racing Association's Hall of Fame, including assistance with compiling information, financial support for portraits, coordination of Hall of Fame display, and participation on the board of directors
- Continued support and assistance to the Indiana Breed Development program



Century Pharoah wins the 27th edition of the \$225,000 Dan Patch Stakes on August 14, 2020.

HARRAH'S HOOSIER PARK 2021 SIGNATURE RACES

Champion Racing Season

Harrah's Hoosier Park will continue its annual Championship Racing Season and its efforts to both build the Indiana racing program while hosting the best harness racing athletes in the world:

\$300,000 Dan Patch Stakes

- Indiana's Richest Pacing Event
- Dan Patch Weekend Festival
- National headline entertainment (pending routing)
- Free Family Activities
- Food Trucks & Live Entertainment
- Promotional giveaways & drawings
- VIP Pick Six & Split It (or replaced with new VIP promo)
- Enhanced TVG & TVG2 Coverage
- TVG & TVG2 Promotional Package
- TwinSpires Promotional Package
- Indiana Standardbred Association Sponsorship
- Expanded social media coverage and added promotional support for contenders



HARRAH'S HOOSIER PARK 2021 SIGNATURE RACES

\$200,000 Caesars Trotting Classic

- Caesars Trotting Race (Indiana's Richest Trotters Race)
- Free Family Activities
- Food Trucks & Live Entertainment
- Promotional giveaways & drawings
- VIP Pick Six & Split It (or replaced with new VIP promo)
- Enhanced TVG & TVG2 Coverage
- TVG & TVG2 Promotional Package
- TwinSpires Promotional Package
- Indiana Standardbred Association Sponsorship
- Expanded social media coverage and added promotional support for contenders



Hoosier Champions

- Free Family Activities
- Promotional giveaways & drawings
- VIP Pick Six & Split It (or replaced with new VIP promo)





INDIANA GRAND RACING & CASINO 2021 OPERATIONAL PLAN

INDIANA GRAND 2020 EXECUTIVE SUMMARY

While the hopes of starting the 2020 season in mid-April were dashed in mid-March, it is with pride that Indiana Grand can report the meet has been a success by any measure. The business results have been tremendous and the cooperation and working relationship between Indiana Grand with horsemen and IHRC are unparalleled in the racing industry. The challenges facing the racing program at Indiana Grand, after the shutdown in mid-March, were daunting. A pandemic that halted business, the window closing for starting the meet on time and the unknown of how the racing and casino revenues would rebound when the track was allowed to reopen were concerning.

Through the cooperation of the IHRC and horsemen, the shutdown, although difficult on everyone, became an opportunity to try some things that in a normal year would not have been attempted. The previously approved schedule of Saturday, Tuesday, Wednesday and Friday needed to be changed. The growth of ADW handle across the country gave some optimism that with a revamped weekly schedule of Monday through Thursday afternoon along with four special all-Quarter Horse Saturdays Indiana Grand could improve its standing as one of the premier racing signals in the United States. While the track knew racing during the week would hinder the on-track experience, the threat and unknown of COVID-19 led to a realistic approach to marketing the shortened meet.

One of the things Indiana Grand was most focused on for the restart of the 2020 season was an improved wagering menu. The team took the best of what was in place in 2019 (Pick 4's, Pick 5 and Pentafectas) and made changes that were more appealing to bettors nationwide. First, two Pick 4's were offered, one that starts in race 1 and one that ends in the last TB race. Secondly, the Pick 5 was moved to the last five TB races, but more importantly, with the cooperation of the horsemen, the takeout on the Pick 5 was changed to what was then an industry low 11.99%. There's no doubt that this lower takeout has been a huge part of Indiana Grand's success with the wager. Lastly, the old Pick 6 format was scrapped and a new Jackpot Pick 6 was added, the "Straight Fire 6," to the menu. These changes happened quickly and were the result of much discussion throughout the shutdown.

The united efforts of all organizations resulted in 92-mixed racing days and 4 QH programs beginning on June 15. The meet began with no spectators but by July 4, based on the approval of the IHRC via the Governor's Office, Indiana Grand had reopened its doors to a 50% capacity level. The return of spectators coincided with the first all Quarter Horse program that was scheduled to have 13 races. When considering the long day and the crowded simulcast calendar on a weekend, Indiana Grand made the bold step to experiment with a 10:00 a.m. post time in hopes of being the, "Only Track Racing in North America" and getting the benefit of TVG's full attention. The idea worked and an all-time record Quarter Horse handle of \$811,852 was wagered on the card.

INDIANA GRAND 2020 EXECUTIVE SUMMARY

Not to be outdone, Indiana Derby Day was also rescheduled from its original date of Saturday, July 11 to Wednesday, July 8. This was the ultimate experiment and for the first time ever the Indiana Derby and Indiana Oaks were deemed to be Kentucky Derby and Oaks points qualifiers. The increased presence on ADW's across the country resulted in the largest handle in track history of \$5,979,281. That beat the previous record handle from the 2019 Indiana Derby of just over \$4 million. In addition, the racing was spectacular. The winner of the Indiana Oaks, Shedaresthedevil, went to Churchill Downs as an outsider but came home the winner of the Kentucky Oaks. A feat that may never be repeated.

The capital expenditures met the standards as approved by the IHRC for 2020. Aside from the numerous pieces of track surfaces equipment (mowers, aerators, etc.) that were purchased, Indiana Grand also installed barn fans that have been very well received. The paddock has been completely remodeled and has drawn rave reviews from both local horsemen and those that ship in to race. The track purchased new generators and following the race meet the tote board indicators will be completely replaced.

The new partnership with Eldorado Resorts has been a surge of enthusiasm for the team members and horsemen's organizations. The merger has brought in fresh ideas, increased resources, and long-term goals and monetary commitments that place the facility above and beyond the initial level of operations. It's refreshing to work with such a forward-thinking team with such high hopes of elevating the product even further in the near future.

Lastly, Indiana Grand would like to take a moment to thank the horsemen for their cooperation in battling through a difficult year. The shutdown has been life changing for many and without the support and dedication of the local owners, trainers and breeders, the 2020 meet at Indiana Grand might look far different than it does right now. With that said, Indiana Grand is very much looking forward to a prosperous 2021 and joins everyone in hopes that the worst of this pandemic will be behind the country soon.

INDIANA GRAND 2020 HANDLE RESULTS

	2020 Total	2019 Total	YoY %
Live	\$1,625,107	\$3,692,490	-55.99%
Export	\$197,335,615	\$148,099,833	33.24%
Total	\$198,960,722	\$151,792,330	31.07%
Avg Starts Per Race TB/QH	7.9/9.2	7.6/9.1	3.9%/1.1%
Avg Races Per Day TB/QH	9/1.8	8.12/1.4	10.84%/28.57%
Racing Days	96	120	-20%
ADW Source Market Revenue	Est. \$4,500,000	\$1,610,475	194.94%



INDIANA GRAND 2020 HIGHLIGHTS

- Indiana Grand opened its 18th season of racing with a bang for the abbreviated 96-day meet. The top 10 best weeks ever were recorded during the 2020 racing season. The top week now is the 2020 Indiana Derby Week with \$13,339,560 followed by the 2020 Closing Week, when \$13,244,173 was wagered.
- For the fourth straight year, the Grade III \$300,000-guaranteed Indiana Derby set a new track record for handle. A total of \$5,979,281 was wagered on the 12-race card. With Covid-19 restrictions in place, attendance was held to under 1,500 individuals total for the racing venue.
- Shedaresthedevil wins the 2020 Indiana Oaks on July 15 of 2020, and goes on to win the Kentucky Oaks on September 5, 2020.
- Fancy Liquor took home the top spot in the \$150,000-guaranteed Caesars Stakes (Listed) in Indiana's richest turf race. The day brought in a total of \$2,621,442.02 in handle in its new early August slot.
- Indiana Grand saw tremendous growth in the Quarter Horse racing program with a new 10 a.m. Saturday post time, which resulted in records for all-Quarter Horse handles. A total of \$811,852 was wagered July 4 followed by \$819,708 Aug. 8.
- Created a new half-hour live television broadcast for Quarter Horse Day Oct. 24 featuring hosts Rachel McLaughlin and Martha Claussen, nationally prominent handicapper.
- Indiana Grand offered a new lower takeout for the Pick 5 at 11.99%, one of the lowest in the country. Two \$100,000 Guaranteed Pick 5 pools were offered during the season on Indiana Derby Day and Caesars Stakes Day with both pools covering the mark.
- Indiana Grand introduced the new Straight Fire 6, a Jackpot Pick 6 wager, generating additional buzz and handle for the track. The final racing program offered a mandatory payout on a 15-day carryover, generating more than \$700,000 in new money for the final pool, which topped \$841,000.
- Indiana Grand continues to be certified by the NTRA Safety and Integrity Alliance
- Adjusting to the first two weeks of no spectators, Indiana Grand created a new weekly online handicapping contest to engage fans via Twitter, which quickly caught on to host an average of 100 players weekly. The event was so popular, the track extended it through the end of the 2020 racing season.
- Indiana Horsemen's Benevolent and Protective Association (HBPA) and the Quarter Horse Racing Association of Indiana (QHRAI) teamed up with Indiana Grand for a few promotions. Thoroughbred promotions included four Barn Crew of the Month awards while Quarter Horse promotions included short sleeved t-shirts, and Quarter Four promotions on all-Quarter Horse days.
- Additional structure and equipment were put in place for Covid-19 protocols for daily entrance into the backstretch area with additional security personnel performing daily temperature checks
- Special privileges were granted to owners in a designated access area during the first three weeks of racing without spectators to allow viewing of races
- Backstretch Café personnel made two daily trips through the barn area to provide food and beverage services to backstretch workers

INDIANA GRAND 2020 HIGHLIGHTS

- Created an annual scholarship in memory of Jon Schuster at the University of Arizona's Racetrack Industry Program for \$2,500
- Partnered with Grayson-Jockey Club Research for a special five-week handicapping promotion featuring four prominent national handicappers along with Indiana Grand's team to raise funding through wagers they placed on turf racing. Indiana Grand provided each handicapper with a \$500 bankroll (\$2,500 total) and matched the total earnings from the wagers with a total of \$3,968.40 raised
- Indiana Grand made several direct donations to racehorse aftercare programs in 2020, including Friends of Ferdinand (\$11,000) Thoroughbred Aftercare Alliance (\$5,500), Tri-State Thoroughbreds (\$5,000), and New Vocations Racehorse Adoption (\$2,500)
- Other equine-related donations in 2020 included Jockeys and Jeans (PDJF fundraiser - \$2,500); Edelweiss Equine Assisted Therapy Center (\$5,000); IMPD Mounted Patrol (\$25,000); Shelby Ag Promotions (\$1,000); and Morning Dove Therapeutic Riding Center (\$10,000)
- Of the \$525,000 in community donations for this year, more than \$299,000 was allotted in Shelby County during the year, including a \$25,000 Alley Renovation in downtown Shelbyville, \$4,000 to Shelby County Pantry Pals, \$20,000 to Shelby County United Fund for You (SCUFFY), \$25,000 each to Girls, Inc of Shelby County and Boys Club of Shelby County, and \$10,000 to create a Festival of Lights public display at Blue River Park
- Indiana Grand assisted with the seventh annual Indiana Horse Racing Hall of Fame Induction ceremony for Jon Schuster (posthumously) and Mike Smith held at Harrah's Hoosier Park during Breeders Crown week.
- Indiana Grand assumed the cost of 35 stakes trophies (26 Thoroughbred, 9 Quarter Horse) due to state reductions and restrictions associated with Covid-19
- Over \$1 million was invested and completed by Caesars Entertainment on several racing related projects, including the paddock renovation \$254,000; barn fans (\$140,000); Shuttle Buses \$560,000; Tote Board Renovation (\$80,000); Track Generators (\$115,000) and Track Maintenance Spend (\$150,000 for mowers, aerators, etc.)
- Indiana Grand's paddock and new walking ring was dedicated to Jonathan Schuster. A special plaque complete with landscaping may be found at the entrance to the walking ring area, signifying the final project he worked on prior to his passing

2020 SPONSORSHIP HIGHLIGHTS

Indiana Grand and Harrah's Hoosier Park Racing & Casino have a dedicated Director of Marketing Partnerships who is responsible for selling cash and trade sponsorships for the properties. The below is an overview of Indiana Grand's sponsorships:

Type	Sum
Regular Sponsorships	\$92,750
Total	\$92,750

*Does not include \$45,000 in cancelled sponsorships due to closure.

IHRC Breed Development

Modelo

IHRC Breed Development

Harmon Construction

Jack Daniels

Larceny Bourbon/1070 the Fan

2021 Sponsorship Projection - \$172,750



INDIANA GRAND 2021 RACE DATES

Indiana Grand has developed a calendar that is most beneficial to all participants in 2021. After the success of the Monday – Thursday afternoon racing in 2020, it is the feeling from everyone that Indiana Grand has spoken to that continuing with those days is very important.

The goal has become to be the premier simulcast signal during the week and grow the handle through organic growth, investment in partnerships with ADW's and stealing market share from the competitors. Indiana Grand is confident that the facility can do that in 2021. But, the track also wants to bring back some measure of an on-track experience that will reach out to families, weekend bettors and allow more owners to be involved. With that in mind, Indiana Grand is planning to race on eight Saturday's throughout the meet. Six of these days will be all-QH racing programs but a mixed card will be offered on Kentucky Derby Day and then again on a new "Indiana Champions Day" in late October.

Indiana Grand will plan to add to the racing on these days with events that will appeal to the diverse group of customers with family offerings, food and beverage options and/or music. The facility is still determining the right post times to maximize revenue for all on these Saturday programs as it may change depending on the event. The calendar has been distributed to all the horsemen's groups for their thoughts and the feedback has been very positive.

120 Day Thoroughbred/Quarter Horse Meet April 13 - November 4

INDIANA GRAND 2021 RACE DATES



2021
LIVE RACING CALENDAR
 120 TOTAL RACE DAYS
*pending IHRC approval

APRIL

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

MAY

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

JUNE

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

JULY

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

AUGUST

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

SEPTEMBER

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

OCTOBER

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

NOVEMBER

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

MON | TUES | WED
 POST TIME: 2:25 PM EST

THURS
 POST TIME: 3:25 PM EST

SAT TB & QH RACING
 POST TIME: NOON EST

ALL QH SAT
 POST TIME: 10:00 AM EST



INDIANA GRAND'S 2021 THOROUGHBRED STAKES SCHEDULE



2021 Thoroughbred Stakes Schedule*

Date	Stakes Race	Purse*	Distance	Surface
Wednesday, May 26	Swiftly Sired Fillies Stakes	\$100,000	6 Furlongs	Dirt
Wednesday, May 26	Sagamore Sired Stakes	\$100,000	6 Furlongs	Dirt
Wednesday, June 16	Hoosier Breeders Sophomore Stakes	\$100,000	1 1/16 Miles	Dirt
Wednesday, June 16	Hoosier Breeders Sophomore Fillies	\$100,000	1 1/16 Miles	Dirt
Wednesday, July 14	Snack Stakes	\$100,000	1 Mile	Turf
Wednesday, July 14	Ellen's Luck Star Stakes	\$100,000	1 Mile	Turf
Thursday, July 15	Indiana Derby (Grade III)	\$500,000	1 1/16 Miles	Dirt
Thursday, July 15	Indiana Oaks (Grade III)	\$200,000	1 1/16 Miles	Dirt
Thursday, July 15	Mari Hulman George (Listed)	\$100,000	1 1/16 Miles	Dirt
Thursday, July 15	Michael G. Schaefer Memorial (Listed)	\$100,000	1 Mile, 70 Yards	Dirt
Thursday, July 15	Indiana General Assembly Distaff (Listed)	\$100,000	1 1/16 Miles	Turf
Thursday, July 15	Jonathan B. Schuster Memorial (Listed)	\$100,000	1 1/16 Miles	Turf
Wednesday, July 21	Ta Wee Stakes	\$100,000	1 Mile	Turf
Wednesday, Aug. 11	Governor's Stakes	\$150,000	1 Mile, 70 Yards	Dirt
Wednesday, Aug. 11	Indiana First Lady Stakes	\$150,000	1 Mile, 70 Yards	Dirt
Wednesday, Aug. 25	William Henry Harrison Stakes	\$100,000	6 Furlongs	Dirt
Wednesday, Aug. 25	Shelby County Stakes	\$100,000	6 Furlongs	Dirt
Tuesday, Sept. 7	A. J. Foyt Stakes	\$100,000	1 1/16 Miles	Turf
Tuesday, Sept. 7	Florence Henderson Stakes	\$100,000	1 1/16 Miles	Turf
Wednesday, Sept. 8	Caesars Stakes (Listed)	\$200,000	1 Mile	Turf
Wednesday, Sept. 8	Indiana Grand (Listed)	\$200,000	1 Mile	Turf
Wednesday, Sept. 15	Brickyard Stakes	\$100,000	6 Furlongs	Dirt
Wednesday, Sept. 15	Merrillville Stakes	\$100,000	6 Furlongs	Dirt
Wednesday, Sept. 22	Hillsdale Stakes	\$100,000	6 Furlongs	Dirt
Wednesday, Sept. 22	City of Anderson Stakes	\$100,000	6 Furlongs	Dirt
Wednesday, Sept. 22	Gus Grissom Stakes	\$100,000	1 1/16 Miles	Dirt
Wednesday, Sept. 22	Richmond Stakes	\$100,000	1 1/16 Miles	Dirt
Wednesday, Oct. 13	ITOBA Stallion Season Fillies Stakes	\$75,000	1 Mile	Dirt
Wednesday, Oct. 13	ITOBA Stallion Season Colts & Geldings	\$75,000	1 Mile	Dirt
Saturday, Oct. 30	Unreachable Star	\$150,000	1 1/16 Miles	Dirt
Saturday, Oct. 30	Lady Fog Horn	\$150,000	1 1/16 Miles	Dirt
Saturday, Oct. 30	Crown Ambassador	\$100,000	6 Furlongs	Dirt
Saturday, Oct. 30	Indiana Stallion Stakes Filly Division	\$100,000	6 Furlongs	Dirt
Tuesday, Nov. 2	Indiana Futurity	\$100,000	1 Mile, 70 Yards	Dirt
Tuesday, Nov. 2	Miss Indiana	\$100,000	1 Mile, 70 Yards	Dirt
Wednesday, Nov. 3	To Much Coffee Stakes	\$150,000	1 1/16 Miles	Dirt
Wednesday, Nov. 3	Frances Slocum Stakes	\$150,000	1 1/16 Miles	Dirt

***2021 Thoroughbred Stakes Schedule will be finalized in January but will not be materially different than what was approved in 2020. The racing team is still discussing additional dates.**

INDIANA GRAND'S 2021 QUARTER HORSE STAKES SCHEDULE



2021 Quarter Horse Stakes Schedule *

<u>Date</u>	<u>Stakes Race</u>	<u>Purse*</u>	<u>Distance</u>
Saturday, June 5	Born Runner Final	\$75,000	400
Saturday, June 5	Harley Greene Derby Final	\$75,000	350
Monday, June 21	Gordon Mobley Futurity Final	\$150,000	300
Tuesday, June 22	Jaguar Rocket Futurity Final	\$100,000	300
Saturday, July 3	Bradford Stakes	\$50,000	400
Saturday, July 3	IN Grand QHRAI Derby Final	\$75,000	400
Saturday, July 24	Blue River Derby Final	\$100,000	400
Saturday, July 24	Heartland Futurity Final	\$75,000	300
Saturday, Sept. 4	QHRAI SSA Futurity Final	\$100,000	350
Saturday, Sept. 4	QHRAI SSA Derby Final	\$75,000	400
Saturday, Sept. 4	Bob Woodard Memorial Classic	\$75,000	400
Monday, Sept. 13	Indiana Grand Classic	\$100,000	400
Tuesday, Sept. 14	Leader of the Class Sale Futurity	\$75,000	350
Saturday, Oct. 9	Sterlie Bertram Memorial Final	\$100,000	400
Saturday, Oct. 9	Hoosier Park Classic	\$75,000	400
Saturday, Oct. 30	Indiana Championship	\$100,000	440
Saturday, Oct. 30	QHRAI Derby Final	\$100,000	400
Saturday, Oct. 30	Miss Roxie Little Futurity Final	\$150,000	350
Saturday, Oct. 30	Governor's Stakes Final	\$100,000	350

***2021 Quarter Horse Stakes Schedule will be finalized in January but will not be materially different than what was approved in 2020. The racing team is still discussing additional dates.**

INDIANA GRAND'S 2021 WAGERING MENU

2021 POST TIMES

RACE	ESTIMATED POST		
	PACIFIC	CENTRAL	EASTERN
1	11:20 AM	1:20 PM	2:20 PM
2	11:48 AM	1:48 PM	2:48 PM
3	12:16 PM	2:16 PM	3:16 PM
4	12:44 PM	2:44 PM	3:44 PM
5	1:12 PM	3:12 PM	4:12 PM
6	1:40 PM	3:40 PM	4:40 PM
7	2:08 PM	4:08 PM	5:08 PM
8	2:36 PM	4:36 PM	5:36 PM
9	3:04 PM	5:04 PM	6:04 PM
10	3:32 PM	5:32 PM	6:32 PM
11	4:00 PM	6:00 PM	7:00 PM
12	4:28 PM	6:28 PM	7:28 PM

Estimated 28 Minute Post Times

2021 WAGERING FORMAT

RACE	\$2 MIN	\$2 MIN	\$.50 MIN	\$.10 MIN	\$.50 MIN	\$.50 MIN	\$2 MIN	\$.20 MIN	\$.10 MIN
1	WPS	EXACTA	TRIFECTA	SUPERFECTA	PICK 3	PICK 4	DOUBLE		
2	WPS	EXACTA	TRIFECTA	SUPERFECTA	PICK 3		DOUBLE	PICK 6	
3	WPS	EXACTA	TRIFECTA	SUPERFECTA	PICK 3		DOUBLE		GRAND HI 5 TB
4	WPS	EXACTA	TRIFECTA	SUPERFECTA	PICK 3	PICK 5*	DOUBLE		
5	WPS	EXACTA	TRIFECTA	SUPERFECTA	PICK 3	PICK 4*	DOUBLE		
6	WPS	EXACTA	TRIFECTA	SUPERFECTA	PICK 3		DOUBLE		
7	WPS	EXACTA	TRIFECTA	SUPERFECTA	PICK 3		DOUBLE		
8	WPS	EXACTA	TRIFECTA	SUPERFECTA	PICK 3		DOUBLE		GRAND HI 5 TB
9	WPS	EXACTA	TRIFECTA	SUPERFECTA	PICK 3		DOUBLE		
10	WPS	EXACTA	TRIFECTA	SUPERFECTA	PICK 3		DOUBLE		GRAND HI 5 QH
11	WPS	EXACTA	TRIFECTA	SUPERFECTA			DOUBLE		
12	WPS	EXACTA	TRIFECTA	SUPERFECTA					

Trifecta/Superfecta wagering available in accordance with IHRC rules and regulations
Rolling Pick 3 & Daily Double wagering varies based on number of races carded

Takeout Rates: WPS 18% | Pick Five 11.99% | All Other Wagers 21.5%

Thoroughbred-Only Grand HI-5 on Races 4 and 8 Daily - with carryover
Quarter Horse-Only Grand HI-5 on Every QH Race - with separate carryover

*Pick Five on last 5 TB races, Late Pick 4 last 4 TB races



INDIANA GRAND 2021 PROJECTED HANDLE

	2020 Plan	2021 Plan	YoY %
Live	\$3,600,000	\$3,600,000	0%
Export	\$175,472,000	\$184,245,600	5%
Total Live & Export	\$179,072,000	\$187,845,600	5%
ADW Revenue	\$4,500,000	\$4,000,000	-10%
Avg Starts Per Race	8.16	7.94	-3%
Avg Races Per Day	10	10	0



INDIANA GRAND 2021 HORSEMEN'S AGREEMENTS OVERVIEW

Indiana Grand has finalized 2021 contracts with both the HBPA and QHRAI.

Overview of 2021 QHRAI Agreement Changes (See Appendix)

- Increase the number of days of the condition book preview period
- Raise the minimum purse requirement
- 10-race cards on All-Quarter Horse nights
- Work with QHRAI on AQHA Challenge

Overview of 2021 HBPA Agreement Changes (See Appendix)

- All dates in the contract are updated/corrected
- Change the first condition book preview from 21 to 30 days
- Consult on any stakes race changes
- Add a paragraph about the end of the meet stabling and training dates
- Add a clause regarding possible "house rule" changes, as well as ability to invite the IHRC to track committee meeting
- Corrected notification address for HBPA and Joe Davis

INDIANA GRAND KEY RACING PERSONNEL



JOE MORRIS
SVP of Racing
Caesars Entertainment



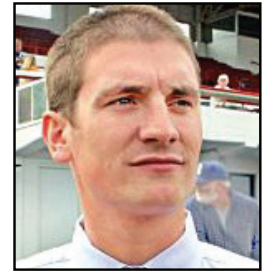
MIKE RICH
SVP & GM
Indiana Grand



ERIC HALSTROM
VP & GM of Racing
Indiana Grand



ELENA LISLE
VP of Marketing
Indiana Grand



GABE PREWITT
Director of Racing
Caesars Entertainment



JAMIE DEAN
Director of Racing Ops
Indiana Grand



CHRIS POLZIN
Racing Secretary
Indiana Grand



TAMMY KNOX
Race Marketing Mngtr
Indiana Grand



ROY SMITH
Track Superintendent
Indiana Grand



RACHEL MCLAUGHLIN
Broadcast Production
Mngtr Indiana Grand



BILL DOWNES
Track Announcer
Indiana Grand



NANCY URY HOLTHUS
Race Analyst
Indiana Grand



ROB WESNER
Mutuels Manager
Indiana Grand



TIM DEWITT
Racing Security Manager
Indiana Grand



TERRIL GABBARD
Equine Facilities Manager
Indiana Grand

TEAM MEMBER TRAINING & RESOURCES

Under Caesars Entertainment, the Indiana Grand team will continue to have enhanced training, resources, and benefits promoting employee retention and growth, superior guest service, responsible gambling initiatives, and business growth:

- Caesars Rewards – The World's Leading Gaming and Entertainment Loyalty Program.
- Total Service – Service-based Bonus Program for all eligible employees
- Total Returns – Team Member Rewards Program
- Enhanced Benefits Packages, including positive changes to costs associated
- Professional Development Opportunities
- Expanded Compliance and Ethics Training
- Responsible Gaming Training and Awareness Initiatives

2019 VS 2021 RACING STAFF COMPARISON

2019 RACING OPERATIONS TEAM

Sr. Vice President & General Manager
 VP & General Manager of Racing
 Dir. Of Racing/Racing Secretary
 Assistant Racing Secretary
 Starter
 Paddock Judge
 Placing Judge/Photo Finish/
 Placing Judge
 Placing Judge/Program Coordinator
 Clerk of Scales
 Entry Clerk
 Clocker/Claims Clerk
 Clocker
 Outrider
 Outrider
 Outrider
 Horsemen's Bookkeeper
 Identifier
 Stall Superintendent
 Silks Attendant
 Jockey Room Custodian
 Track Superintendent
 Track Veterinarian
 Track Veterinarian
 Director of Operations
 Mutuel Manager
 Security Manager
 Announcer
 Racing Broadcast & Production Mngr
 On-Air Paddock Analyst
 Race Marketing Manager
 Program Coordinator
 Equine Facilities Manager

2021 RACING OPERATIONS TEAM

Sr. Vice President & General Manager
 VP & General Manager of Racing
 Dir. Of Racing/Racing Secretary
 Assistant Racing Secretary
 Starter
 Paddock Judge
 Placing Judge/Photo Finish/
 Placing Judge
 Placing Judge/Program Director
 Placing Judge
 Clerk of Scales
 Entry Clerk
 Clocker/Claims Clerk
 Clocker
 Outrider
 Outrider
 Outrider
 Horsemen's Bookkeeper
 Identifier
 Stall Superintendent
 Silks Attendant
 Jockey Room Custodian
 Track Superintendent
 Track Veterinarian
 Track Veterinarian
 Director of Operations
 Mutuel Manager
 Security Manager
 Announcer
 Racing Broadcast & Production Mngr.
 On-Air Paddock Analyst
 Race Marketing Manager
 Equine Facilities Manager

RACING FRONTLINE POSITION COMPARISONS

Position	2019	2020
Track Maintenance	16	13
Backside Maintenance	12	11
Receiving Barn	4	4
Backside Housekeeping	2	2
Racing Office	7	7
Track Security	25	30

PARTNERSHIPS WITH HORSEMEN'S ASSOCIATIONS

Indiana Grand Racing & Casino works closely with several organizations that represent the Thoroughbred and Quarter Horse industries in the state of Indiana. Quarter Horse Racing Association of Indiana (QHRAI), Indiana Thoroughbred Owners and Breeders Association (ITOBA), and Indiana Horsemen's Benevolent and Protective Association (HBPA) are all very involved in promotions, special events and overall horsemen-related initiatives during the racing seasons.

QHRAI has a long-standing partnership with Indiana Grand through a joint purchase of t-shirts each season. The two entities share costs for t-shirts distributed to racing personnel visible on the simulcast signal, showing a unity in color for the day. In addition, these t-shirts are used for giveaways, t-shirt tosses and special VIPs throughout the year. QHRAI also partners with Indiana Grand to distribute \$2 race wagers and to bring in nationally known racing analyst Martha Claussen twice a year for special Quarter Horse events.

Indiana Grand also assists QHRAI each year with the Youth Racing Experience, a day utilized to introduce teenagers to the sport of Quarter Horse racing. The partnership includes t-shirts, guest speakers, meeting space and presentations for the attendees with the top student from the day advancing to the national AQHA Youth Racing Experience and receiving a scholarship.

Indiana HBPA has partnered with Indiana Grand for several promotions the past three years, including Barn Crew of the Month, which is also co-sponsored with Texas Corral, providing a monthly \$200 prize to the barn displaying enhanced work in their shedrow. Other partnerships include Boots 'N Brews, providing live entertainment, a mechanical bull, strolling entertainment and beverage specials during the races. Indiana HBPA also provides an electronic device giveaway and eight backpacks during the annual Back to School event. Indiana HBPA also works closely with Indiana Grand on funding for racehorse aftercare programs annually.

ITOBA has held their annual sales in Indiana's Receiving Barn for several years, partnering with the track for set-up and coordination of the event. In addition, the newly formed Indiana Champions Day, beginning in 2020, is a direct partnership with ITOBA to showcase the Indiana breeding and racing programs on a special card with giveaways, winner's circle presentations and highlighted past champion reels.

In addition, Indiana Grand provides a "Welcome Back BBQ" at the beginning of each meet for all horsemen and horsewomen of both breeds. The event includes a free lunch along with t-shirt and hat giveaways to those on the backstretch and generally attracts more than 250 individuals.

INDIANA GRAND 2021 CAPITAL INVESTMENTS & SAFETY

Indiana Grand continues to update, upgrade and implement features directly affecting the racing each year. In 2020, several racing projects were completed at a total cost of \$1,015,000, including Shuttle Buses (\$430,000); Track Maintenance for mowers, aerators, etc. (\$150,000), fans added to the Quarter Horse and Receiving barns (\$140,000), track generators (\$115,000), paddock renovations (\$100,000), and Tote Board renovations (\$80,000). The track renovation from 2019 continues to receive rave reviews.

In 2021, Indiana Grand is committed to spending the capital as part of the long-term expenditure plan with the commission plus additional projects. Through the merger of Caesars Entertainment and Eldorado Resorts, Indiana Grand will spend additional capital as warranted throughout the 2021 calendar year above and beyond the committed spend as appropriate items surface. Projects underway for 2021 include a new 100-stall barn (est. \$2 million); additional dorm rooms (cost TBD); Eurocizer and enclosure (\$200,000); and winterization of barns (Barns 1 - 4) for off-season stabling (\$75,000).

As it relates to the subject of safety specifically, Indiana Grand continues its commitment of ensuring the property is presented in the best possible manner with safety always at the forefront. The replacement of the entire track surface in early 2019 as well as adhering to the annual NTRA Safety and Alliance checklist, including veterinary enhanced procedures are just examples of the commitment to equine safety. In 2021 Indiana Grand continues its assurance the property remains a top track in the country committed to the prevention of equine injuries.

Safety and integrity initiatives in 2020 included an enhanced paddock stall and walking ring surface as well as a new re-enforced Duralock outer fence. The track also complied with all State of Indiana protocols with regards to Covid-19 regulations with amplified cleaning and disinfecting procedures, temperature checks for all individuals at the barn area entrance, enforcement of face coverings, and added hand sanitizing stations throughout the barn area, racing office, jockeys' quarters and grandstand. Projects for 2021 include continued Covid-19 safety protocols as well as added barn and dormitory space, state of the art Eurocizer structure, and winterization for the barns and track surface to conduct off-season training at the facility.



INDIANA GRAND 2021 CAPITAL EXPENDITURES

Item Description	Estimate
Welder - IHRC Mandatory	\$10,612
Ford Explorer Interceptor for Security (3) - IHRC Mandatory	\$127,344
IHRC Mandatory Total	\$137,956
Eurocizer - RCFAC	\$225,000
Dorm Rooms (48) - RCFAC	\$1,000,000
New Barn (100 stalls) - RCFAC	\$2,000,000
Winterize Barns - RCFAC	\$150,000
RCFAC Total	\$3,375,000
Total	\$3,512,956



INDIANA GRAND 2021 MARKETING & BUDGET OVERVIEW

Due to the shortened season and the first 12 days without spectators, Indiana Grand came up with innovative ways to interact with racing fans. A special social media handicapping contest was held on Mondays via Twitter to engage fans across the nation. The promotion, which was initially scheduled for the first month until spectators returned, was so popular, it was extended throughout the remainder of the meet. Other social media platforms were utilized for Twitter Tuesday where racing fans submitted their choices to be shown on the live television broadcast and Twitter Trivia in which fans submitted answers to racing questions for prizes. Participation in all three promotions tripled over the course of the 96-day racing season.

Because of Covid-19 restrictions, all special events in 2020 were canceled and major racing day promotions were altered to adhere to guidelines. As a result, regular advertising with local and regional media outlets was reduced, and those monies were applied to racing-specific outlets in the industry to target online and simulcast patrons in both Thoroughbred and Quarter Horse racing. Enhanced partnerships with organizations such as Daily Racing Form, Twinpires and TVG were utilized to reach fans, which in turn, saw a huge uptick in viewership and wagering through simulcasting handles.

The marketing department hopes to rejoin its regular schedule of on-track promotions, specialty racing days and major events in 2021 that cater to in-person audiences. The department is committed to the advancement of Thoroughbred and Quarter Horse racing through advertising and broadcast, on-track promotions and programming, export promotional opportunities, strategic sponsorships and partnerships, player acquisition and relationship marketing, ongoing community events and outreach, and leverage of Caesars racing and sports book networks. With a comparable race marketing spend as in past years, Indiana Grand will continue to have a robust race marketing program for 2021.

INDIANA GRAND 2021 MARKETING & BUDGET OVERVIEW

2021 Marketing Budget*

Category	2021 Budget	2019 Actual	Variance	Notes
Paid Media	\$445,000	\$399,500		Includes racing-specific media, direct mail, magazines, internet, print, tv, radio, newspaper, and TVG
Sponsored Media	\$179,894	\$163,540		Includes Caesars Handicapping Contest, 1070 The Fan, Indiana Derby Decor, WISH-TV, Gate Cam & Tiki Hut Advertising
Promotions & Events	\$542,778	\$493,435		Prizes, Awards, Gifts, Events, Decor *Includes Indiana Derby
Collateral / Decor	\$30,250	\$27,500		
Entertainment	\$50,000	\$45,000		
Comp F&B	\$241,607	\$219,643		Racing Parties, Horsemen Events, Etc.
Total	\$1,499,530	\$1,348,618		

INDIANA GRAND 2021 MARKETING & BUDGET OVERVIEW

With live racing moving to a Monday through Thursday format, the on-track strategies have shifted, but will continue to offer numerous staples on the race marketing schedule of events for 2021. The eight Saturdays when racing will be conducted will be targeted for special events and promotions along with Thursday evenings, adding a new element to the program in 2021. A focus of on-track customers, on-track VIP customers and export customers will be at the forefront of marketing strategies for the season.

On-Track Retail Strategy

Currently, Indiana Grand Racing & Casino has 1,321 racing-dominant Caesars Rewards guests. Of those 1,886 guests, 264 (50+ ADT) receive race wagers on a monthly basis as a form of Caesars Rewards reinvestment. With nearly half a million Caesars Rewards dominant to Indiana, rated racing growth is the expectation.

Indiana Grand is focused on providing a full entertainment experience during the racing program. With a majority of racing days held during the week in 2021, a shift in events to weekdays will open up new opportunities, especially for Thursday afternoons where the target will be after work crowds with a slightly later post time.

- Contests with prize money and giveaways offered exclusively to on-track patrons will continue during live racing to reward loyalty from Caesars Rewards members.
- Targeted specialty events, including exotic animal racing and Weiner Dog racing will be strategically placed on weekend Saturday cards to complement all-Quarter Horse racing
- Events such as International Fest, Boots 'N Brews, and Empire of Hope will be supported by additional media buys on select Thursdays throughout the meet.
- Partnerships with other Caesars Racing properties through contests, specialty wagers and live broadcast exchanges to build the Caesars Racing brand through cross-property promotions
- Continued partnerships with horsemen's organizations, including Indiana HBPA, QHRAI and ITOBA to provide gatherings, giveaways and special events

As always, Indiana Grand is committed to increase awareness and usage of Caesars Rewards Club card and will continue to offer added benefits and rewards to increase the number of racing customers in the database.

INDIANA GRAND 2021 MARKETING & BUDGET OVERVIEW

On-Track Racing VIP Strategy

On-track Racing VIP services will continue to provide excellent guest services related to racing while expanding opportunities to get more involved with the program. Racing VIP Services will rejoin several successful options for guests in addition to new advantages available to the program.

- Continued Racing VIP gatherings during special live racing events hosted by Relationship marketing, including food and beverage, programs, racing wagers and special giveaways
- Re-implementation of VIP Owner's Club with special discounts and perks during live racing in a designated area or suite
- Create new Quarter Horse VIP Owner's Club with special discounts and perks in line with the Thoroughbred VIP Owner's Club offerings
- Special Racing VIP trips to off-site locations, such as other racetracks, farms, special racing events, etc.

Export Strategy

Indiana Grand began the process of beefing up export strategies in 2020 due to the move of live racing to Monday through Thursday with Quarter Horse racing on Saturdays. Below is a continuation of that strategy for 2021:

- Increase involvement with TVG to continue coverage on Monday, Tuesday, Wednesday and Thursday through the "pay to play" plan to get live racing on their broadcast
- Keep Quarter Horse racing programs at a late morning post time to attract wagering through export locations such as TVG and Twinspires with little or no competition
- Plan off-site visits by Rachel McLaughlin, Indiana Grand's on-air racing personality, to key events for exposure and linked interest in the signal at venues such as TVG, National Horseplayers Championship, etc.
- Continued online handicapping contests through Twitter, expanding the reach of Indiana Grand's racing program
- Continued expansion of Quarter Horse industry media venues through advertising and partnerships
- Work with sportsbooks in Las Vegas owned by Caesars for better shelf visuals as well as promotional giveaways and links to Indiana Grand racing

INDIANA GRAND 2021 RACE MARKETING BUDGET & OVERVIEW

Advertising & Broadcast Initiatives

- TVG racing enhancements each Monday, Tuesday and Wednesday throughout the meet as well as Indiana Derby, Caesars Stakes and Indiana Championship Day in the fall
- Joint partnerships with ITOBA, Indiana HBPA and QHRAI for events such as horse sales, promotional events, specialty racing programs and education opportunities
- Continued Twinspires monthly promotions and specialty nights, including Indiana Derby and Caesars Stakes
- Enhanced coverage with Thoroughbred racing media outlets such as Daily Racing Form, Steve Byk Sirius Radio "At the Races," Horse Racing Radio Network (HRRN), Blood Horse a Paulick Report, and Enhanced coverage with Quarter Horse racing media outlets including Stallionsearch and Speed Horse
- Continued special appearance opportunities for Indiana Grand personalities at other Caesars-owned locations
- Continued partnership with Grayson-Jockey Club Research Foundation for "Grayson Grass Challenge" promotion
- Opportunities to expand and enhance guaranteed wagering pools on specialty wagers such as the Straight Fire 6 (Jackpot Pick 6) and Pick 5
- Potential increased racing coverage at Caesars-owned sports books in Vegas
- REACH Magazine cover and offers to Central Indiana
- Continued Race of the Day with 1070 The Fan Dan Dakich Show four times per week
- Coverage on Sirius Radio dedicated racing shows
- Dedicated racing specific advertising through direct mail, internet, magazines, newspapers, local broadcast, etc.
- Explore potential partnerships with sister racing properties as a result of the expansion of racing operations related to the Eldorado Resorts merger

Group Sales Initiatives

- Group race sponsors
- Familiarization events and sales blitzes with local chambers and visitor bureaus
- Corporate/group nights at the races
- Indianapolis-based minority business and event sponsorships and partnerships
- Partnership with Sales Force, a Caesars enterprise-wide initiative
- Indiana Thoroughbred and Quarter Horse Breed Development

INDIANA GRAND 2021 RACE MARKETING BUDGET & OVERVIEW

On-Track Promotional Initiatives:

- Free daily racing contests for Caesars Rewards horseplayers with prize money in excess of \$50,000
- Free daily tip sheets on-track and on-line for Thoroughbred and Quarter Horse racing
- Free family-friendly activities during specialty nights, including strolling entertainment, inflatables and face painting
- Continued specialty wagers, such as the Pick-5, Straight Fire 6 and the Grand High 5 with reduced takeouts and guaranteed pools when applicable
- National Horseplayers Championship Qualifying site with three advancing to final
- Quarter Horse Youth Racing Experience qualifying site to advance winner to the national AQHA Quarter Horse Challenge Championships
- Guest appearances by nationally known racing analysts for both Thoroughbred and Quarter Horse special events
- Specialty nights featuring events such as Exotic Animal Racing, Weiner Dog Racing, Back to School/PDJF Night, Boots 'n Brews, International Fest, Pink Out Night and Quarter Horse Stakes Night

Community Events & Outreach (See expanded detail of community outreach and volunteerism noted in the final section of the 2021 operational plan):

- Fourth of July Community Fireworks
- National FFA Convention Week Career Success Tours site
- Riley Hospital for Children annual Jockey Visit
- Community food booths during specialty events to benefit area school organizations
- Welcome Back BBQ for Horsemen and Horsewomen
- Continued annual support to various racehorse aftercare programs, including Friends of Ferdinand
- Continued funding for the Jon Schuster Memorial Scholarship with University of Arizona's Racetrack Industry Program
- National Farm Safety Week education stations for all Shelby County Fourth graders
- Continued annual support of Shelbyville's Music in the Park
- Jockey toy drive for Shelbyville Parks' Breakfast with Santa
- Participation in national Racing Across America to raise awareness for PJDF (Permanently Disabled Jockey's Fund)
- Continued annual support of Jockeys and Jeans to raise funding/awareness for PDJF
- October Cancer fundraising and awareness programs
- Continued support of "Festival of Lights" drive-through display with Shelby Parks
- Continued support of downtown Shelbyville renovations for special projects, including Alley Renovations, Blue River Trail Walkway enhancements, etc.

INDIANA GRAND 2021 RACE MARKETING BUDGET & OVERVIEW

Sponsorships and Partnerships

- Indiana HBPA, ITOBA and QHRAI
- City of Shelbyville
- Shelby Parks and Recreation
- SCUFFY (Shelby County United Fund for You)
- Especially Kidz
- Blue River Community Foundation
- Morning Dove Therapeutic Riding Center
- IMPD Mounted Patrol

VIP/Relationship Marketing

- Dedicated relationship marketing contact
- Special VIP horse player events
- Frequent dining specials and/or hosted events
- On-track and simulcast incentives
- Best Seat in the House and Derby Suite options for special events

Export Promotional Opportunities

- Continued Social Media presence and posts
- Twitter Tuesday, Twitter Trivia, Grayson Grass Challenge and online handicapping contests featuring prizes for winners nationally
- Continued appearances and call-ins by Indiana Grand on-air talent with TVG, TwinSpires, Sirius Radio and other racing entities
- Continued reduced takeout and guaranteed pools for specialty wagers where applicable
- Blood Horse National Stakes Guide advertising and listings
- Continued opportunities with Quarter Horse media outlets for promotion and advertisement of Quarter Horse racing days
- On-air special appearances by Indiana Grand's broadcast team at national level events including NHC in Las Vegas, TVG in studio appearances, and other Caesars-owned racetrack appearances

Caesars Racing Opportunities

- Increased awareness in Las Vegas and New Jersey Sports Books for daily racing
- Las Vegas and New Jersey Sports Book promotional campaigns for stakes races and other major racing events
- Increased awareness and shelf space in Las Vegas and New Jersey Sports Books
- Relationship marketing opportunities/VIP visitation
- Cross-promotions of on-track handicapping contests with Harrah's Hoosier Park
- Relationship marketing opportunities and expanded VIP horseplayer visitation options
- Continued support of the Indiana Horse Racing Association's Hall of Fame, including assistance with compiling information, financial support for portraits, coordination of Hall of Fame display, and participation on the board of directors.
- Continued support and assistance to the Indiana Breed Development programs for both Quarter Horse and Thoroughbred racing

INDIANA GRAND 2021 RACE MARKETING BUDGET & OVERVIEW

Caesars Racing Opportunities

- Increased awareness in Las Vegas and New Jersey Sports Books for daily racing
- Las Vegas and New Jersey Sports Book promotional campaigns for stakes races and other major racing events
- Increased awareness and shelf space in Las Vegas and New Jersey Sports Books
- Relationship marketing opportunities/VIP visitation
- Cross-promotions of on-track handicapping contests with Harrah's Hoosier Park
- Relationship marketing opportunities and expanded VIP horseplayer visitation options

Other

- Continued support of the Indiana Horse Racing Association's Hall of Fame, including assistance with compiling information, financial support for portraits, coordination of Hall of Fame display, and participation on the board of directors.
- Continued support and assistance to the Indiana Breed Development programs for both Quarter Horse and Thoroughbred racing

INDIANA GRAND 2021 SIGNATURE RACES

Grade III \$300,000 Indiana Derby and Grade III \$200,000 Indiana Oaks

- Indiana's richest Thoroughbred horse race
- More than \$1.1 million offered in purses during the evening
- Evolved into the summer's biggest sporting event in Central Indiana with increased handle and attendance annually
- Celebrity appearance support
- Live 30-minute broadcast on WISH TV
- Entertainment and free family activities
- Promotional giveaways and drawings including \$1,000 Megabet drawings
- VIP party experience and retail sales
- Premier racing viewing/dining packages
- Enhanced TVG and TwinSpires coverage
- Expanded coverage for media and social media platforms with trade professional support
- Promotion and presence in Las Vegas and New Jersey sports books



INDIANA GRAND 2021 SIGNATURE RACES

\$150,000 Caesars Stakes (Listed)

- State's richest turf race
- 1070 The Fan Race of the Day Enhancement
- Enhanced TVG and Twinspires coverage
- Expanded coverage for media and social media platforms with trade professional support
- Promotion and presence in Las Vegas and New Jersey sports books



Indiana Championship Day

- Featuring four stakes with purses in excess of \$500,000 dedicated to the Indiana sired and bred racing program
- Enhanced media coverage and on-track giveaways and contests
- Special trophy presentations
- Celebration of past Indiana champions through displays and printed material

Quarter Horse Stakes

- Six dedicated days of racing for Quarter Horse action
- A total of 19 stakes with purses in excess of \$1.47 million in purses
- Entertainment and free family activities
- Promotional giveaways and drawings
- Live 30-minute broadcast on WISH TV
- Quarter Horse Stakes Day featuring five stakes with purses in excess of \$500,000 along with t-shirt giveaways, special appearance by Martha Claussen, national known Quarter Horse racing analyst, \$2 race wager giveaways and drawings
- Expanded coverage for media and social media platforms with trade professional





Harrah's Hoosier Park and Indiana Grand donate \$50,000 to the IMPD Mounted Patrol Unit in August of 2020.

COMMUNITY IMPACT

Corporate social responsibility (CSR) provides direction for each and every one of us at Caesars Entertainment to act with integrity and care for our colleagues, communities and the environment. PEOPLE PLANET PLAY is Caesars Entertainment's CSR framework. With Eldorado Resorts and Caesars Entertainment combined, we will continue building upon this foundation and support the communities where we live and work through volunteer programs and other philanthropic efforts, including integrating existing Eldorado property programs.

PEOPLE PLANET PLAY contains 11 CSR priorities representing our most important business impacts on people, our communities, society and the environment. Caesars Entertainment has set goals for each of these 11 priorities that will help strengthen our overall impact and contribution.

PEOPLE - Caesars Entertainment is committed to putting people first. This means promoting diversity and inclusion along with health and wellness, to create a great place to work. The company is dedicated to supporting local communities and providing positive economic contributions.

PLANET - Caesars Entertainment is committed to environmental stewardship. It's part of our Corporate Code of Commitment and represents our promise to preserve the planet for current and future generations. To carry out this promise, we initiated CodeGreen, and it has become part of the way we do things at Caesars Entertainment.

Caesars Entertainment's CodeGreen strategy drives environmental awareness and engagement, as well as performance, across the business. It is synonymous with environmental stewardship at Caesars Entertainment. A data-driven and disciplined environmental program that leverages the passion of our employees, CodeGreen also engages our guests and suppliers. CodeGreen was established in 2008, with a baseline year of 2007 for environmental targets and 2011 for our science-based goals. The strategy now encompasses additional elements of our corporate responsibility strategy for a comprehensive approach and includes community involvement and engagement of our colleagues at many different levels.



CAESARS
ENTERTAINMENT®

Harrah's
HOOSIER PARK
RACING & CASINO

**INDIANA
GRAND**
RACING · CASINO®

COMMUNITY IMPACT

PLAY - PLAY is what helps us thrive. PLAY is essential to our essence. PLAY makes people happy, relieves stress and connects people to others. PLAY helps fuel imagination and creates memorable experiences. That's why our mission of "inspiring grown-ups to play" is a very serious thing indeed. We believe that helping create a society that knows how to have fun and get the most out of life is an important part of the social value we generate. Of course, in a casino entertainment business, PLAY also means gaming. As long as gaming is fun, we're happy. To protect against the risks of gaming becoming a problem for some individuals, we maintain the most robust Responsible Gaming program in our industry, having led the industry in our commitment to Responsible Gaming for over 30 years. Forging connections and making everyone feel happy and at home are also parts of PLAY. Our responsible business practices, as well as our approach to diversity, equity and inclusion lets everyone be a winner.

SUPPORTING OUR COMMUNITIES - Supporting our communities comes naturally to us at Caesars Entertainment. We connect at all possible levels from within our organization to integrate seamlessly within our communities' governing bodies, economic, social and environmental lives. Our diverse employees are recruited from our local communities and they are motivated to connect through our PEOPLE PLANET PLAY initiatives supporting the community. We are also known for the public stand we take on social and environmental issues that affect our guests, our employees and our communities. Our leaders are often in the public eye, speaking out about issues that are close to our hearts.

RESPONSIBLE GAMBLING - Promoting responsible gaming is part of the heritage and culture of Caesars Entertainment. It's the foundation of our Code of Commitment, which spells out the principles that govern the way we do business. Our company's long-standing and continuing commitment to responsible gaming is something we take great pride in. Caesars Entertainment's position on this issue is clear: We want everyone who gambles at our casinos to be there for the right reasons – to simply have fun. We believe that all entities involved in legal wagering have an obligation to promote responsible gaming and address underage gambling.

DIVERSITY, EQUITY & INCLUSION - To achieve the best experiences for guests, the values, principles and practices of diversity, equity and inclusion must be embedded in every part of our organization - starting with the way we help change public perception through to the way we market and promote our gaming, entertainment and hospitality offerings. We have formalized a diversity, equity and inclusion framework that identifies five pillars of activity and focus on how we can most effectively make a difference within each of them.

HERO - Our HERO volunteer program enables, encourages and empowers team members to be leaders in our communities by embodying the spirit of People Planet Play. **In 2019, Harrah's Hoosier Park and Indiana Grand had more than 15,000 HERO hours combined.**

BOARDS & SERVANT LEADERSHIP - Harrah's Hoosier Park and Indiana Grand will continue to promote servant leadership and encourage participation on boards and organizations at both a local and state level, at the same level as in years past.

SPONSORSHIPS & COMMUNITY RELATIONS - Harrah's Hoosier Park and Indiana Grand continue a community relations programs in 2021, providing support for key organizations in host communities and in the state of Indiana. An outline of the 2020 recap can be found in the appendix files.

TOURISM - Indiana Grand and Harrah's Hoosier Park continue to maintain the number one and two spot in the Indianapolis Business Journal's most popular tourism attraction list with more than 6 million annual visits. Caesars Entertainment is committed to making the properties tourism gateways to the state and to local communities.



CAESARS
ENTERTAINMENT®

Harrah's
HOOSIER PARK
RACING & CASINO

INDIANA
GRAND
RACING · CASINO®

COMMUNITY IMPACT - 2020 REPORT

Harrah's Hoosier Park and Indiana Grand are currently underway with 2020 community relations efforts, with a budgeted spend of \$300,000 at Harrah's Hoosier Park and \$400,000 at Indiana Grand.

Caesars Entertainment, Inc. (Eldorado) added an additional \$250,000 cooperatively between the two properties. Final 2020 spends are \$428,344 for Harrah's Hoosier Park and \$525,000 for Indiana Grand. This deck provides an overview of each property's spend, percentages of spend to host communities, equine-related efforts and other initiatives, and quarterly breakdowns.

These spends do not include sports partnerships or HERO volunteer hours, and are all community relations-specific.

Harrah's Hoosier Park	2019	2020	Var	Var %
Madison County - Anderson	\$105,885	\$270,494	\$164,609	155.46%
Madison County - Other	\$15,650	\$3,750	-\$11,900	-76.04%
Madison County Total	\$121,535	\$274,244	\$152,709	125.65%
Equine	\$57,217	\$119,537	\$62,320	108.92%
Other	\$43,088	\$34,563	-\$8,525	-19.79%
Grand Total	\$221,840	\$428,344	\$206,504	93.09%

Indiana Grand	2019	2020	Var	Var %
Shelby County - Shelbyville	\$135,830	\$269,000	\$133,170	98.04%
Shelby County - Other	\$60,333	\$30,700	-\$29,633	-49.12%
Shelby County Total	\$196,163	\$299,700	\$103,537	52.78%
Equine	\$5,900	\$70,000	\$64,100	1086.44%
Other	\$132,277	\$155,300	\$23,023	17.41%
Grand Total	\$334,340	\$525,000	\$190,660	57.03%

HHP UIN Combined	2019	2020	Var	Var %
Host Counties - Anderson & Shelbyville Only	\$241,715	\$539,494	\$297,779	123.19%
Host Counties - Other	\$75,983	\$34,450	-\$41,533	-54.66%
Host Counties Total	\$317,698	\$573,944	\$256,246	80.66%
Equine	\$63,117	\$189,537	\$126,420	200.29%
Other	\$175,365	\$189,863	\$14,498	8.27%
Grand Total	\$556,180	\$953,344	\$397,164	71.41%





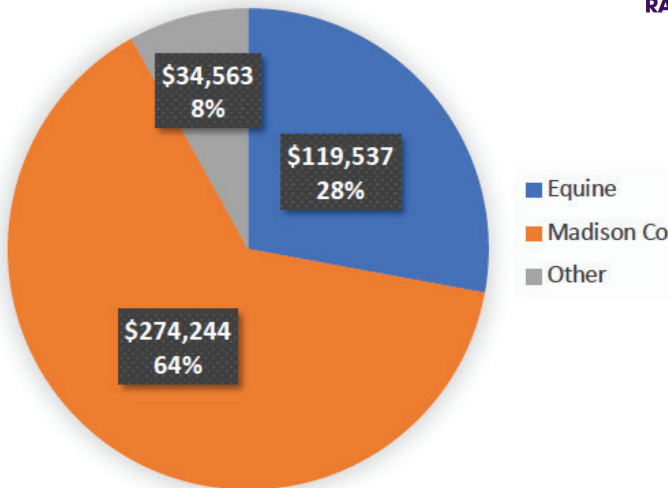
Harrah's Hoosier Park donates \$20,000 and a Shuttle Bus to the Christian Center in Anderson.

Harrah's Hoosier Park supports numerous worthy causes in Madison County and surrounding communities throughout Indiana. Our team maintains continuous involvement in various community-related endeavors, primarily through giving, volunteerism and service on local boards and organizations. In 2019, the property had more than 11,300 volunteer hours. By contributing time, energy, and monetary support to the efforts of many worthy causes, Harrah's Hoosier Park reinforces its strong commitment to its host community.

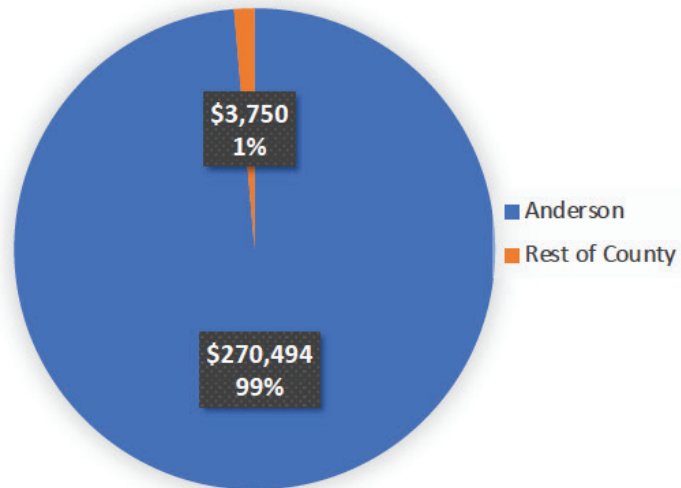
With a proactive approach, the community relations team at Harrah's Hoosier Park frequently meets with organizations to learn their needs and areas of development. Annual plans are created with those organizations identifying strategy with funding, auction items, boardmanships and HERO hours. The property's primary community giving spend is to Anderson and Madison County organizations and equine health.



Total 2020 Giving \$428,344



Anderson vs. Madison County



*Some Madison County organizations outside of Anderson benefit Anderson residents. Additionally, these organizations benefit the communities where our team members and guests live and work.



HARRAH'S HOOSIER PARK SPONSORSHIPS & COMMUNITY RELATIONS ORGANIZATIONS

100 Black Men of Indy	IMPD Mounted Patrol	New Vocations Racehorse
40&8 ~ Veteran Car Show	Indiana Careers in Construction	Noon Exchange Club
AGAPE	Assoc	North American Harness Update
Alex Chamber	Indiana Chamber	Paramount Theatre
Alternatives	Indiana Coalition Against Domestic	Racing Medication & Testing
Alzheimer's Walk	Violence	ROSE Awards
American Cancer Society	Indiana Horse Racing Association	Second Harvest Food Bank
Anderson Black Expo	Indiana Plan	Spear Huff
Anderson Community Schools	Indiana Standardbred Association	St Vincent Anderson Foundation
Anderson Education Foundation	Indianapolis Chamber	St Vincent de Paul
Anderson Mayors Ball	Indy Pride	Standardbred Transition Alliance
Anderson Museum of Art	Ivy Tech Foundation	Stripped Love
Anderson Symphony Orchestra	Jessica & Lynsey Memorial Ride	Suicide Prevention
Animal Protection League	Leadership Academy of Madison	The Christian Center
Aspire	County	Top Notch Service of Excellence
Athena Awards	LifeStream	United in Christ
City of Anderson	Mad Co 4-H Fair	United States Harness Writers Assoc
Community Hospital Foundation	Madison County Black Chamber	United Way of Madison County
Cotillion Beautifillion	Madison County Chamber	Visit Indy
Court Appointed Special Advocate	Mad Co Community Health Center	Willow Place
Geater Center	Madison County Humane Society	Woodbine Invitational
Grace House	Mentoring Warriors	YMCA of Madison County
Habitat for Humanity	Morning Dove	
Harness Horse Youth Foundation	NAACP	
Hopewell Center	Nappanee Raceway	

2021 COMMUNITY RELATIONS BUDGET - \$430,000

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Total
Anderson	\$22,583	\$22,583	\$22,583	\$22,583	\$22,583	\$22,583	\$22,583	\$22,583	\$22,583	\$22,583	\$22,583	\$22,583	\$271,000
Madison County Other	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$4,000
Equine	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$120,000
Other	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$35,000
Total	\$35,833	\$35,833	\$35,833	\$35,833	\$35,833	\$35,833	\$35,833	\$35,833	\$35,833	\$35,833	\$35,833	\$35,833	\$430,000



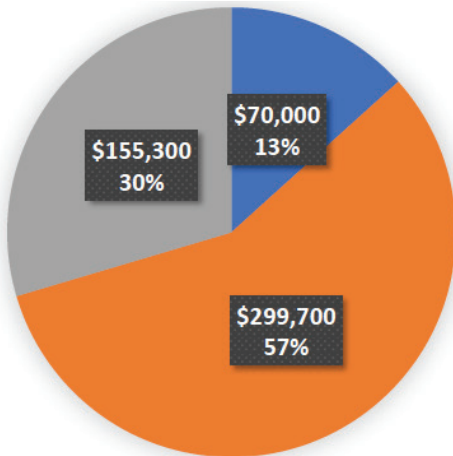


Indiana Grand donates \$25,000 to the Blue River Community Foundation in Shelbyville.

Indiana Grand has a holistic approach in utilizing funds in support of our area communities. Our team members and patrons, live, work, and commute, not only from Shelby County, but the areas of Indianapolis and beyond. In being good stewards and to show care for the communities they call home, we work to understand, review and assess needs that are both apparent and those that come to light through specific request.

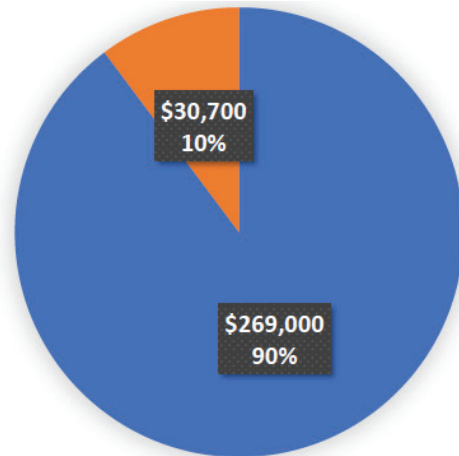
Research of the organization is done to see what type of support will best suit their needs and if it is proper and aligns with the mission of Caesars Entertainment philanthropy efforts. We work within our annual budget to offer aid through gift certificates, direct donations and support of events. We also encourage our team members to get actively involved in their communities through volunteerism. The more they immerse themselves in lending a helping hand, the better our relationship with our neighbors become.

Total 2020 Giving \$525,000



- Equine
- Shelby Co
- Other

Shelbyville vs. Shelby County



- Shelbyville
- Rest of County

*Some Shelby County organizations outside of Shelbyville benefit Shelbyville residents. Additionally, these organizations benefit the communities where our team members and guests live and work.



CAESARS
ENTERTAINMENT®



INDIANA GRAND SPONSORSHIPS & COMMUNITY RELATIONS ORGANIZATIONS

- | | | |
|--|---|--|
| 100 Black Men of Indy | Indiana 4H Foundation | Purdue Equine Specialty Hospital |
| 4th Annual Cancer Cup | Indiana Chamber of Commerce | ROSE Awards |
| American Red Cross Indiana Chapter | Indiana Coalition Against Domestic Violence | SCUFFY |
| American Foundation for Suicide Prevention | Indianapolis FOP Shop with a Cop Program | Shelby Ag Promotions |
| Blue River Community Foundation | Indianapolis Professional Fire Fighters | Shelby County Animal Shelter |
| Blue River Friends of NRA | Indianapolis Neighborhood Resource Center | Shelby County Drug Free Coalition |
| Boys Club Shelby County | Indianapolis Urban League | Shelbyville Early Learning Center |
| Cancer Sucks Ride | Indianapolis Zoo | Shelby County Parks |
| City of Shelbyville Community Coburn Place | Indianapolis Zoological Society Indy Prize | Shelby County Scholarship for Equine Studies |
| Concerns of Police Survivors | Indy Chamber | Shelbyville Holiday Celebration |
| Court & Child Advocacy Group Shelby Co. | Indy Pride | Shelbyville Parks and Recreation |
| Crohn's & Colitis Foundation | Indy Sports Corp. Corporate Challenge | The Hope House |
| D.A.R.E. Shelbyville | Ivy Tech Foundation | The Strand |
| Edelweiss Equine Assisted Therapy Center | Jake Laird Memorial Fund | Thoroughbred Aftercare Alliance |
| Especially Kidz | Leadership Shelby County | Tri-State Thoroughbred |
| Friends of Ferdinand | Lugar Series Luncheon | St Vincent House |
| Girls, Inc. Shelby County | Mainstreet Shelbyville, Inc. | Top Notch Service of Excellence |
| Grayson-Jockey Club Research Foundation | Major Hospital Foundation | University of Arizona Jon Schuster Memorial |
| Heartland Film Festival | Meals on Wheels Shelby County | Visit Indy |
| Helping Hands for Freedom | Morning Dove | Visit Indy Hotel Symposium |
| Hoosier Veterans Assistance Foundation | New Vocations | Wheeler Mission |
| IMPD Mounted Patrol | Pantry Pals Shelbyville | |
| | Permanently Disabled Jockeys Fund | |

2021 COMMUNITY RELATIONS BUDGET - \$525,000

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Total
Shelbyville	\$22,417	\$22,417	\$22,417	\$22,417	\$22,417	\$22,417	\$22,417	\$22,417	\$22,417	\$22,417	\$22,417	\$22,417	\$269,000
Shelby County Other	\$2,558	\$2,558	\$2,558	\$2,558	\$2,558	\$2,558	\$2,558	\$2,558	\$2,558	\$2,558	\$2,558	\$2,558	\$30,700
Equine	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$70,000
Other	\$12,942	\$12,942	\$12,942	\$12,942	\$12,942	\$12,942	\$12,942	\$12,942	\$12,942	\$12,942	\$12,942	\$12,942	\$155,300
Total	\$43,750	\$43,750	\$43,750	\$43,750	\$43,750	\$43,750	\$43,750	\$43,750	\$43,750	\$43,750	\$43,750	\$43,750	\$525,000



CAESARS
ENTERTAINMENT®

Harrah's
HOOSIER PARK
RACING & CASINO

INDIANA GRAND
RACING · CASINO®