



**PENN NATIONAL**  
G A M I N G , I N C .

Presentation to the Massachusetts Gaming Commission  
October 7, 2013

# Introductions

- Eric Schippers, Senior Vice President, Public Affairs
- Timothy Wilmott, President & Chief Operating Officer
- Jay Snowden, Senior Vice President, Operations
- Cori Whitacre, Vice President, Talent Management
- Jim Baum, Senior Vice President, Project Development
- Christopher McErlean, Vice President, Racing Operations
- Carl Sottosanti, Vice President, Deputy General Counsel
- Alex Stolyar, Vice President, Corporate Development
- Jeff Morris, Director of Public Affairs

# Video One



Tim Wilmott  
President & Chief Operating Officer

# About Penn National Gaming



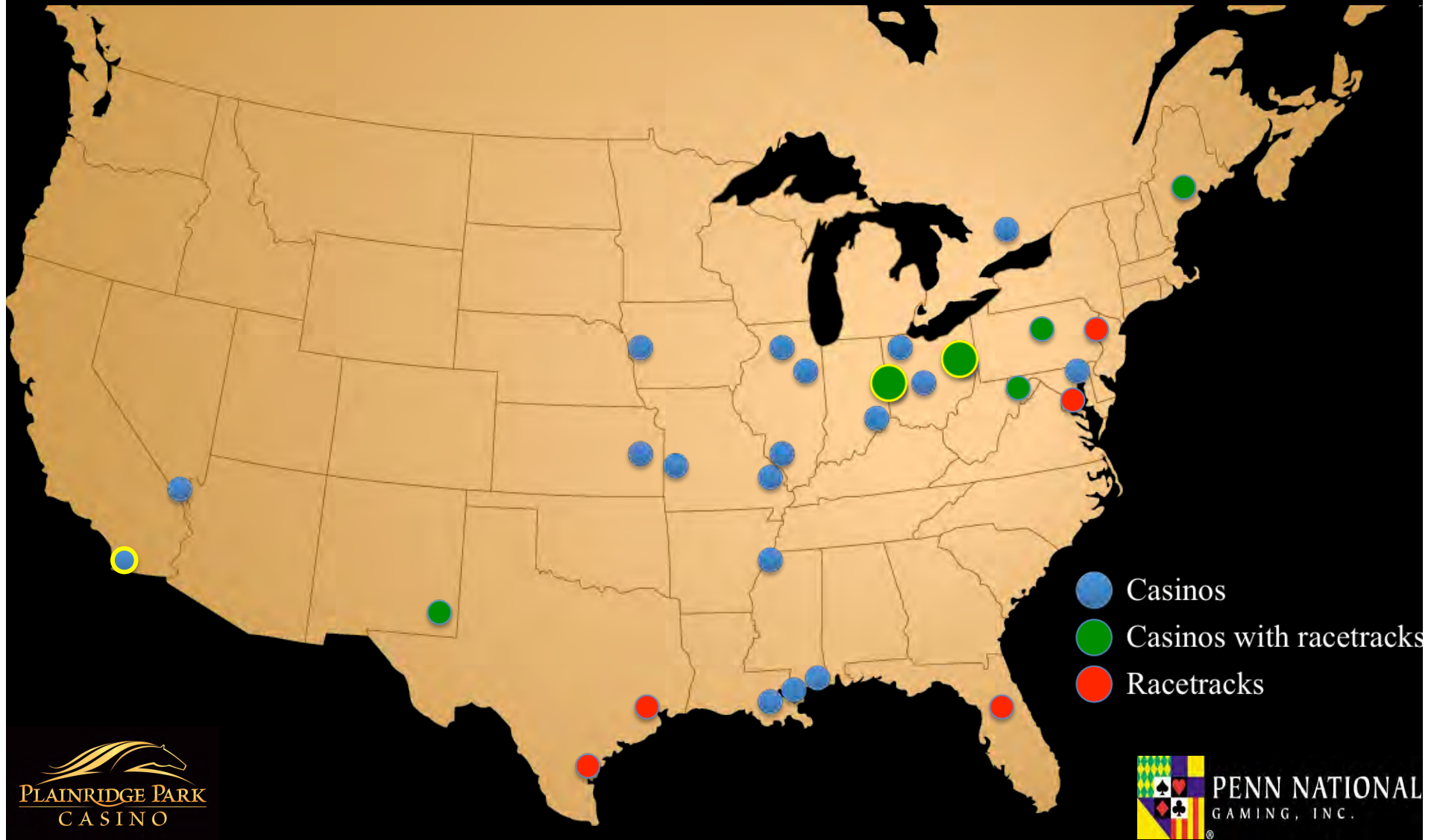
- Publicly traded on NASDAQ (PENN)
- \$4.3 Billion Market Cap
- \$2.8 Billion in Annual Revenues
- 20,000 Employees
- Largest owner/operator of pari-mutuel racetracks in the U.S.
- “Penn remains our top pick in the regional gaming space.”

*Chris Jones, Telsey Advisory Group, 2012*
- “Penn has the best balance sheet and is the most significant free cash generator in regional gaming.”

*Shaun Kelley, Bank of America/  
Merrill Lynch, 2012*



# Our Portfolio: 28 Facilities in 18 Jurisdictions





## \$225 Million Fully Integrated Gaming and Racing Facility

  
PLAINRIDGE PARK  
CASINO

 PENN NATIONAL  
GAMING, INC.

# Distinct Advantages

- Largest, Most Experienced Regional Gaming Operator and Developer in North America
- Most Optimal Location
- Revitalization of Harness Racing in Massachusetts



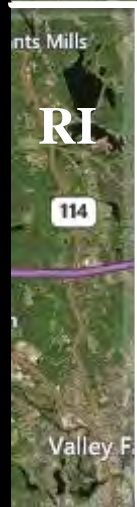
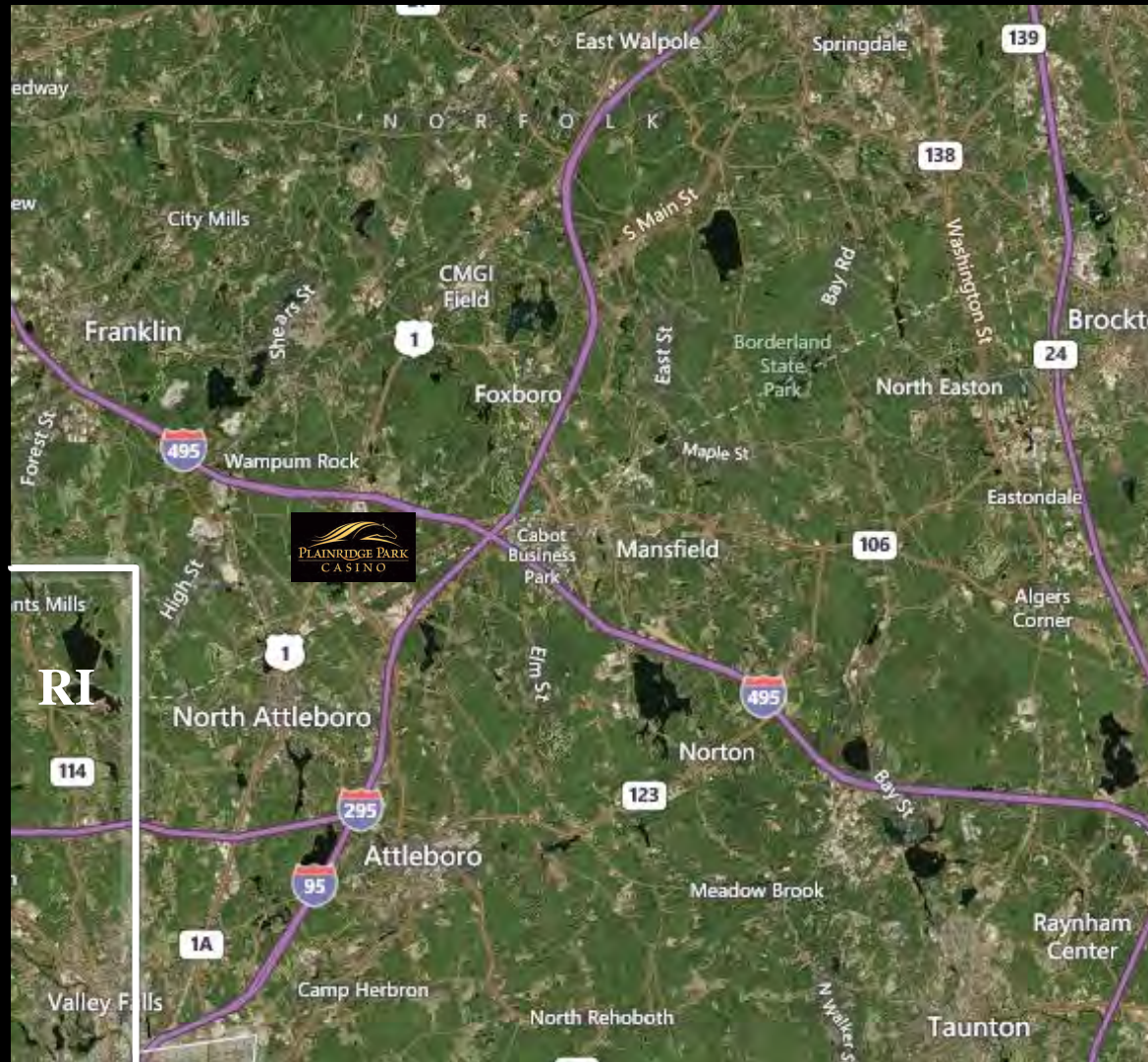


Jay Snowden  
Senior Vice President, Operations



# The Casino and Racecourse

# Optimal Location



# Site Plan



# Traffic Improvements

- \$4 Million in roadway improvements
- New traffic light in front of Facility to allow for left and right turns
- Improve signage on Route 1
- Traffic light on Route 495 southbound off-ramp
- Reshape off-ramp to allow traffic queuing



# Approaching Plainridge Park Casino



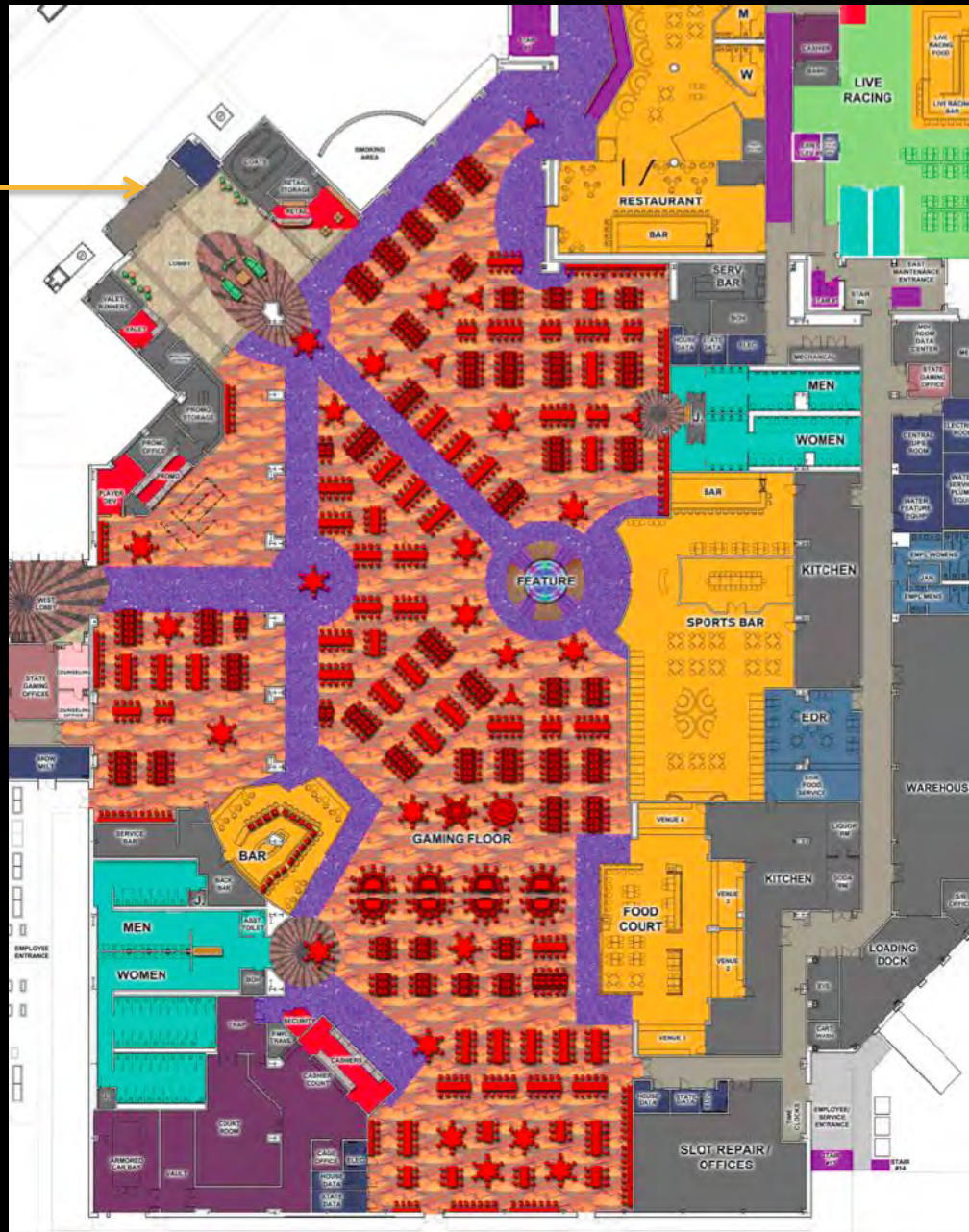
# Project Details

- \$225 Million Integrated Racing and Gaming Facility
- 106,000 square foot venue with 1,250 slot machines
  - 1,000 construction/ 500 casino-related jobs
  - Upscale casual dining restaurant
  - Sports bar
  - Four-venue food court
  - Multi-purpose/ banquet room
  - Entertainment lounge/casino bar
- 1,620 structured and surface parking spaces
- Live horse racing and simulcast wagering
  - 5/8 mile harness horse racing track



# Casino Floor Plan

Main Entrance



-  Gaming Floor
-  Food & Beverage
-  Live Racing
-  Back of House



# Racing

## Preserving the Heritage of Racing in Massachusetts

- Promote scheduled races and continue Simulcasting
- Host special events for the Hambletonian and Triple Crown
- Leverage our family of 11 racetracks to cross promote events



Freehold Raceway promotional coupons. The top row includes a 'FREE' coupon for 'SMALL SODA' and 'INSIDE TRACK' simulcasting. The middle row features a 'NEW! 50¢ MINIMUM WAGER on all Trifectas' and another 'FREE' coupon for 'SMALL COFFEE'. The bottom row shows a 'FREE' coupon for 'SMALL SODA' and 'SMALL COFFEE'. The text 'Your BEST BET for a GOOD TIME!' and 'Routes 9 & 3' are also visible.



**The Horses are Coming... THE HORSES ARE COMING...**  
LIVE HORSE RACING RETURNS TO ZIA PARK RACETRACK SEPTEMBER 10!  
BE A PART OF HISTORY IN THE MAKING AS LIVE HORSE RACING WITH THE BIGGEST PURSES INTO THE TRACK THROUGH DECEMBER 4.  
The race is on every Saturday - Tuesday with featured race days including:  
• PREMIERE CUP HANDICAP - Sept. 11 \$100,000 estimated purse  
• HOBBS AMERICA DERBY - Oct. 9 \$200,000 estimated purse  
• HOBBS AMERICA FUTURITY - Oct. 9 \$300,350 estimated purse  
• EXCLUSIVE NEW MEXICO CUP - Oct. 30 \$2 Million estimated purse, the largest and richest race day stakes in the country!



Coming to a track near you in 2013.....  
**PENN NATIONAL GAMING, INC.**  
Starring **The Best Horses in the Land**  
**HOLLYWOOD Casino**  
AT CHARLES TOWN RACES  
**April 20th**  
\$1,500,000 Charles Town Classic (G2) 4&up, 1 1/8 Miles  
\$200,000 Sugar Maple F&M 4&up, 7 furlongs  
**September 21st**  
\$400,000 Researcher S. 3YO, 7 furlongs  
\$400,000 Charles Town Oaks F 3YO, 7 furlongs  
**HOLLYWOOD Casino**  
AT PENN NATIONAL RACE COURSE  
**June 1st**  
\$500,000 Penn Mile 3YO, 1 Mile (turf)  
\$250,000 Mountainview Handicap 3&up, 1 1/8 Miles  
**January 26th**  
\$400,000 Houston Ladies Classic F&M 4&up, 1 1/16 Miles  
\$200,000 John Connally Turf (G3) 4&up, 1 1/8 Miles (turf)  
**SAM HOUSTON RACE PARK**  
HERE'S TO RACING  
www.hollywoodpnrc.com • www.hollywoodcasinocharlestown.com • www.shrp.com  
**PENN NATIONAL GAMING, INC.**

# Doug Flutie's Sports Pub

150-seat restaurant and sports bar  
serving quality food at affordable prices

- Meet and greets with Doug
- Photo opportunities with the Heisman Trophy
- Special appearances from notable Boston area sports figures



PLAINRIDGE PARK  
CASINO



PENN NATIONAL  
GAMING, INC.

# Entertainment

Plainridge Park Casino will offer an entertainment lounge with plans to book local bands for year-round, free live lounge entertainment.



# Seasonal Outdoor Entertainment

The infield of the harness track provides our project with considerable built-in options for outside entertainment.

- Simulated game shows
- Food, wine, and craft beer festivals





# Marketing Plan



# Marketing Plan

# Marketing Plan

Drive trial, repeat visitation, and loyalty by utilizing the following:

- Penn National Gaming's database
- Marquee Rewards loyalty program
- Targeted advertising plan
- Local and tourism partnerships

# Database Marketing

Leverage 4.3 Million Active Customer Database  
(1 million in Northeast/Mid-Atlantic and Canadian regions)

Integrated Direct Marketing Programs:



- Leverage Penn National Gaming VIP's  
Market VIP Greater Boston getaway weekends to import valuable players to the Commonwealth
- Geographic and Customer Value Targeting  
Leverage unique location to defend Massachusetts customers from competition; target Rhode Island opportunity zones for importing revenue
- Best of Breed Technologies  
Use of world class database marketing systems for analytics, direct mail/ email, planning and analysis, and VIP host contact software



# Marquee Rewards

Penn National Gaming's universal loyalty program combines cross-property play into one account

- Patrons earn tier points and complimentary incentive dollars
- Allows customers to use their earned benefits at any connected location
- Incentivizes cross property VIP visitation
- Will import VIP business into the Boston region



Bangor, Maine



Las Vegas, Nevada

# Targeted Advertising

## A Proven Strategy

### PROPERTY

### GRAND OPENING

AT PENN NATIONAL RACE COURSE

February, 2008

BANGOR

July, 2008

PERRYVILLE, MD

September, 2010

**KANSAS SPEEDWAY®**

February, 2012

TOLEDO, OH

May, 2012

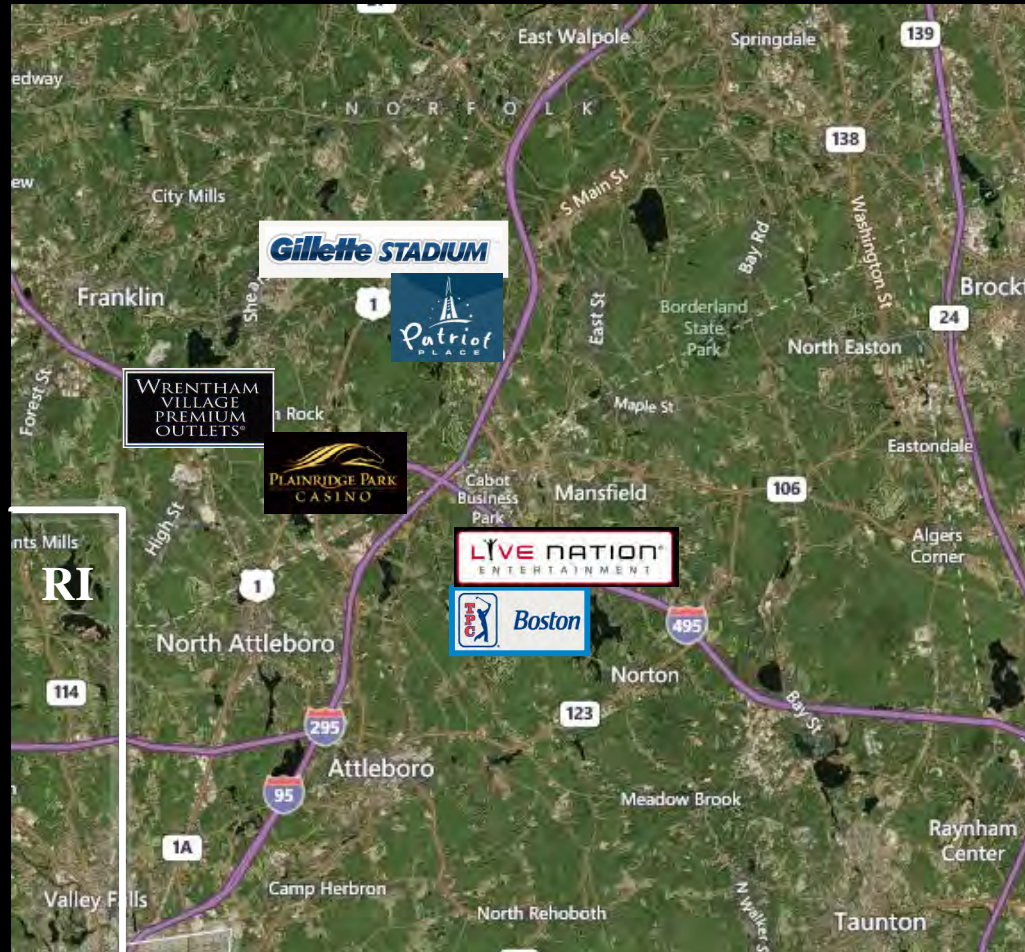
COLUMBUS, OH

October, 2012



# Center of the Action...

Less than 10-minute drive to  
several key area attractions



# True Business Partner

Collaborate with area attractions, hoteliers, and retailers to increase their visitation

- Virtual hotel program
- Stay, Play, and Shop Packages
- Gift card program
- VIP sports and concert tickets
- Sports sponsorships
- Charitable golf events
- Locally sourced festivals



# Local Partnerships

## Successful Partnerships in Kansas City, Kansas

### Comp Redemption



JUST IN TIME FOR THE  
**HOLIDAYS**

CONVERT YOUR COMP  
INTO  
**GIFT CARDS!**

**HOLLYWOOD**  
*Casino*  
AT KANSAS SPEEDWAY®

*Nebraska*  
**Furniture Mart**

**ONE WEEK ONLY!**

Convert your comp into a Nebraska  
Furniture Mart® or Cabela's® Gift Card!



MONDAY, DECEMBER 17 - 24, 2012

For a limited time only, you can convert your comp into the  
gift card of your choice. Comp can be redeemed in  
\$25 increments - not exceeding \$250 (10 gift cards).

Simply bring in the coupon below, along with a valid photo I.D. to  
Player Services and take advantage of this great one time offer!  
Valid while supplies last.



Must be 21. All games owned and operated by the Kansas Lottery. Must present your Marquee Rewards card and valid photo I.D. to Player Services to redeem offer. Limit one offer per person. Marquee Rewards member must have at least \$25 in comp to qualify. Offer valid 8:00am December 17 through 11:59pm December 24, 2012 only. While supplies last. Comp cannot be redeemed for free SlotPlay®. Persons enrolled in the Voluntary Exclusion Program in Kansas and the Disassociated Persons program in Missouri may not enter the casino.

Getting help? Getting Help is your Best Bet 800.522.4700 ksgambinghelp.com

**HOLLYWOOD**  
*Casino*  
AT KANSAS SPEEDWAY®  
777 Hollywood Casino Blvd.  
Kansas City, KS 66111

**Cabela's**  
WORLD'S FOREMOST OUTFITTER

hollywoodcasinokansas.com

  
**PLAINRIDGE PARK**  
CASINO

  
**PENN NATIONAL**  
GAMING, INC.

# Local Partnerships

## Successful Partnerships in Aurora, Illinois

Gift card giveaways for local retailers



**\$10,000 SHOPPING SPREE**  
★ GIVEAWAY ★

SATURDAY, NOVEMBER 24

HOLLYWOOD  
*Casino*  
AURORA

630-801-1234 ★ 800-888-7777 ★ [hollywoodcasinoaurora.com](http://hollywoodcasinoaurora.com)



**HOME IMPROVEMENT**  
GIFT CARD GIVEAWAY  
SATURDAY, APRIL 6

**MENARDS**  
GIFT CARD

HOLLYWOOD  
*Casino*  
AURORA

630-801-1234 ★ 800-888-7777 ★ [hollywoodcasinochicagoland.com](http://hollywoodcasinochicagoland.com)

# Plainville Area Partnerships

- Live Nation/Comcast Center
- Wrentham Village Premium Outlets
- Gillette Stadium
- Holiday Inn Express Plainville
- Chieftain Pub
- Emerald Square Mall
- Hawthorn Suites Franklin
- Hampton Inn Franklin
- The Tavern from Tower Square



EMERALD SQUARE



# Massachusetts State Lottery

Expand upon the existing relationship  
with Plainridge Racecourse

- Licensed Massachusetts Lottery agent
- Add lottery products throughout the casino
- Incorporate strategies employed at other Penn National Gaming locations





# Massachusetts State Lottery

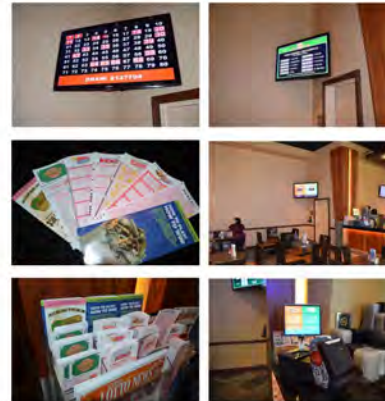
Successful partnerships with state lotteries  
at other Penn National Gaming facilities



## Keno Lounge in Hollywood & Grind

**HOLLYWOOD**  
*Casino*  
AT KANSAS SPEEDWAY®

  
**KANSAS**  
**LOTTERY**  
www.kslottery.com



  
**PLAINRIDGE PARK**  
CASINO

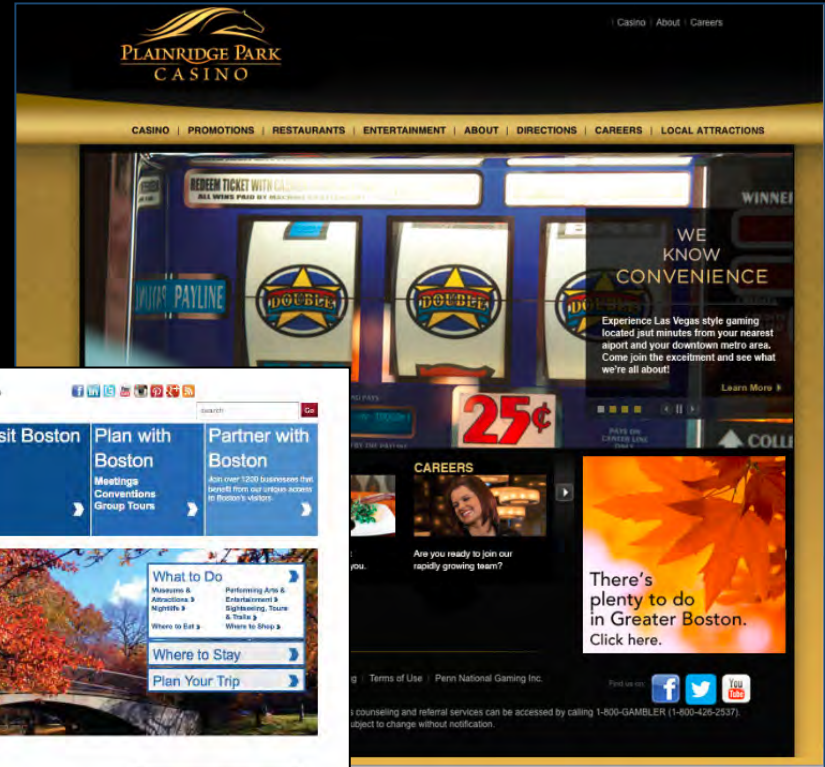
  
**PENN NATIONAL**  
GAMING, INC.

# Travel & Tourism

Driving incremental revenue locally and across the region

- Support state and regional tourism programs
- Cross market regional tourism via:

- Website and social media
- Marquee Rewards
- Travel advertising
- Penn database and facilities



# Travel & Tourism

Partner with Massachusetts Office of Travel and Tourism  
for Stay, Play, and Shop Packages

**MA MASSACHUSETTS**  
IT'S ALL HERE.

MY TRIPS REGIONS & TOWNS DEALS EVENTS MA GREEN LGBT

FOLLOW US:

**EXPLORE STAY EAT IMAGINE NAVIGATE DISCOVER**

## 50 UNDER \$50

Is there anything better than an amazing Massachusetts vacation? Yes, getting some great deals and saving some serious money on your Massachusetts vacation. Like, say, amazing things to do for couples and families of four, all under \$50? Now, if only there were some sort of official Massachusetts Tourism organization that collected all these \$50-and-under offers from restaurants, attractions, and shops in one place. Oh wait, that's what we do. Right here. Yay!

**\* Note: A family of four is qualified as two adults and two children/youths. Prices are subject to change; please call the attraction in advance to check prices, availability, and times.**

### GREATER BOSTON

**WIN A MASSACHUSETTS PRIZE PACKAGE**  
**Plainridge Park Casino Stay, Play, Shop Package**

[MORE INFORMATION](#)

**SHARE**



Cori Whitacre  
Vice President, Talent Management

# Employment

## Hire Local

- 500 jobs
- Commitment to hire up to 90% locally
- Average salary: \$40,000
- Comprehensive benefits package
- Tuition reimbursement
- 401K plan with matching funds



# Employment

## Hire Local

Success through partnerships

- Massachusetts Casino Careers Institute
- Massasoit and Bristol Community Colleges
- Executive Office of Labor and Workforce Development
- Norfolk County Career Center
- Bristol Workforce Investment Board/Career Center



# Vendors and Suppliers

## Buy Local

- Commitment to LBE, MBE, WBE, and DBE
- Exceeded goals for past six openings
- Strong union history
- Success through partnerships
  - Vendor fairs
  - Mentoring programs



# Video Two







Eric Schippers  
Senior Vice President, Public Affairs



PLAINRIDGE PARK  
CASINO

# Video Three





Thank You



PENN NATIONAL  
GAMING, INC.