

Good afternoon Mark,

Thank you again for the meeting last week, we look forward to working together with the DMTC Liaison committee to build on the Del Mar Experience.

Jamie, Josh, Carlene, Mike and I have reviewed and while there are more details and financial projections to flush out, the overall items we've discussed are laid out in the attached, quick PDF, for Carlene and yourself to use for the Board. A snapshot is also below of the immediate high level action items for Racing.

1. POS System

- Upgrading to a new POS system in the Grandstand restaurants and full-service box-seat locations. A new point of sale and management system will improve restaurant operations, increase speed of service, and create a better guest experience. We will add over one hundred portable handhelds, allowing the servers to stay focused on in- seat service. This efficiency will increase opportunity and drive sales.

Timeline for completion 5.31.2026 (Jamie working with Harsh Khamar, Legends VP of Venue Technology & Innovation)

2. Premium Menu Offerings

- Culinary // Upgrading Horse Racing menus with a focus on local fresh cuisine paired with a spin on historical DMTC favorites. We will highlight a few local restaurant brands so we can drive horse racing excitement and continue integrating the local community. We are adding the Michelin Guide recognized Tanner's Burger to our Luxury Suite and Director's Room menus. We are working with the DMTC team to finalize a partnership with well-known local restaurant Oggi's Pizza to bring them back to the track as our official pizza sponsor.

Similar to our L.A. Focus at SoFi Stadium, we know the San Diego food culture is heavily influenced by a vibrant mix of Fresh Seafood, California Cuisine and Mexican flavors. Our local and corporate culinary teams are cultivating some new offerings with focus on San Diego favorites.

Timeline for Menu Completion 4.30.2026 (Executive Chef Eddie Chiw working with Legends Corporate Chef Gretchen Beaumarchais)

- Beverage // New Specialty Cocktails with a partner focus and branded Souvenir Cup options. Restaurants to offer Beer Flights, Local Wine Options and Elevated Craft Cocktails. Adding Beverage Action Stations to the Turf Club on select days.

Timeline for completion 5.31.2026 (Jamie Working with Angie Weber, Legends VP of Beverage)

3. Technology / Mashgin Self-Checkout Market

- Creating a self-checkout market with computer vision technology to streamline the checkout process. Eliminating lines, with a focus on quick transactions and speed of service. The market will be set up with all beer, soda, water, and RTD options as well as a snack wall display to be a focal point located in the plaza on the North side of the Fountain.

Timeline for Completion 7.15.2026 (All pieces in house and will be set up once the Fair is complete)

4. Promotions & Discounts

- Focusing on Analytical Data, we will present our strategies to both drive the guest experience and the bottom line. Jamie met with Josh and Ryan earlier this week, to discuss what their business objectives are, we will align our strategy to elevate the experience for their guests and come back with what we think will serve the guests and racing the best. Discounts are built to drive additional foot traffic and give value opportunities. Promotions are built to drive a better experience for everyone, not just the hardcore racing fan.

Timeline for Completion 5.1.2026 (Enough time to pass the messaging onto the guests)

5. Marketing Strategy / Legends Corporate

- Legends Corporate team is working with the location to pinpoint some promotional marketing opportunities. We will work directly with the DMTC to align our objectives and push the F&B story.

Timeline for completion TBD as it's a work in progress and will continue through both summer and fall meets)

We will plan to connect later next week and align on any priority shifts that may come of the Board meeting and work with Carlene on incorporating or shifting.

Thank you!

Chad