

APPENDIX C

Pebble Beach Equestrian Center Emails 3.7.2012
Aaron Flink, EVP & Chief Strategy Officer, Pebble Beach Company

From: Lisa Baca <cli.baca@gmail.com>
Sent: Thursday, March 7, 2024 10:14 PM
To: Flink, Aaron <FlinkA@pebblebeach.com>
Cc: Lisa Baca <cli.baca@gmail.com>
Subject: Let me know how we can help!

This message originated from an outside source:

Use caution in opening links or attachments.

Please send me your info and let me know when we can chat on how we can support your efforts to keep PBEC open.

Best,

Lisa Baca

Los Angeles Equestrian Coalition

Cell 213.910.2592

On Fri, Mar 8, 2024, 1:45 PM Flink, Aaron <FlinkA@pebblebeach.com> wrote:

Hi Lisa,

Thanks for the email. We have had many conversations with the boarder/equestrian community this week and appreciate how challenging the news is. It was a very difficult decision and announcing the closure was a sad day for the Company as well. The Center has a storied history and we are proud of that history. Unfortunately, even a scaled down new facility would cost in excess of \$15M and would still not be economically viable on a go-forward basis. Ultimately we made the decision that is best for our Company as a whole and the decision is final.

Our current focus is on ensuring as smooth a transition as possible for our boarders and their horses, our leased and owned horses and the employees of the Equestrian Center. We've had several very positive conversations with local barns regarding re-homing some of the horses boarded at our Center and donating supplies and the like to ease the transition.

Thanks again for your email.

Best, Aaron

Aaron Flink
EVP & Chief Strategy Officer
Pebble Beach Company
www.pebblebeach.com

Re: Let me know how we can help! RESPONSE

6 messages

Lisa Baca <cli.baca@gmail.com>

Sat, Mar 9, 2024 at 7:42 AM

To: "Flink, Aaron" <FlinkA@pebblebeach.com>

Cc: Lisa Baca <cli.baca@gmail.com>

Good Morning Mr. Flink:

Since I did not contact you at the Pebble Beach Company, I'm glad you were able to find my personal email and reached out to me.

March 4, 2024 indeed was a very sad day for you personally. As the EVP and Strategy Officer for the Pebble Beach Company, (PBC), it was your direct responsibility to ensure that the 100 year legacy and jewel that is the Pebble Beach Equestrian Center thrive and flourish.

As the LAST remaining equestrian center in the Del Monte Forest with access to the public coastal trails, the Pebble Beach Equestrian Center should have been prioritized and maintained in excellence.

It is possible to be successful in the equestrian business.

You can consult ASM GLOBAL EQUESTRIAN who recently took over the LA Equestrian Center. If they weren't profitable, they would not be so successful globally.

<https://www.asmglobal.com/p/our-portfolio/equestrian-centers>

Based on results, for the past 11 years of PBEC management, you, the PBC Board of Directors and staff, have focused on golf and tourism instead of equestrians because you are priority golfers and not equestrians.

The Monterey Peninsula does not need another parking lot or golf driving range that was put over the old Polo fields.

As they say, where there is a will, there is a way. As a company running 4 golf courses already on the Monterey Peninsula, I am respectfully asking you and the PB Company Board of Directors to reconsider your position made public on March 4th, a decision made only 5 days ago.

Clint Eastwood and Peter Ueberroth from the Monterey Peninsula Foundation could be heroes and give the Pebble Beach Company's Foundation a large grant to fix the equestrian center and develop a NEW riding Academy for equine therapy, underserved kids

(there are plenty of farmworkers kids working the local artichoke fields), post COVID teens in mental health crisis (teen suicide has increase nationally in double digits), and create a new ACTIVE equestrian show calendar. You WOULD THRIVE it is Pebble Beach after all.

Based on the public community benefit legacy left behind from the 1984 LA Olympics, Mr. Ueberroth understands the concept of investing for future generations in sports. Equestrians are courageous, fearless athletes and so are their horses. Additionally, Clint Eastwood started his fortune making great western movies riding a horse. As owners, they and you should care more about the devastating impact the final March 4, 2024 decision to close PBEC would have on the state's equestrian community and losing 100 years history that began in the Gilded Age. Because you may not see us riding at the beach, does not mean we do not exist or care about PBEC.

You can even host a first annual SAVE THE PB EQUESTRIAN CENTER golf tournament and I promise you the equestrian community would step up to raise the 15 million for the Pebble Beach Company Foundation. We are a big industry in California.

California Equestrians today are educated; we work 2 sometime 3 jobs- we're doctors, lawyers, judges, tech innovators, scientist, nurses, truck drivers, teachers, gardeners; we vote; pay taxes and we are very passionate about saving the equestrian lifestyle that is entwined in the rich diverse western history that IS California.

The Monterey Peninsula IS and ALWAYS WILL BE PART of that Western heritage and history. John Steinbeck even wrote books about it that we read in high school.

It IS our responsibility as California Equestrians to make sure we do EVERYTHING possible to keep the PBEC open for our grand kids and their grand kids to enjoy for the next 100 years.

Respectfully, please find a new strategy for PBEC.

Best,
Lisa Baca
Cell 213.910.2592

PS Please Google..." How much does the equestrian industry contribute to the California economy"

ANSWER:

"\$11.6 Billion

Horse Industry Drives Huge Economic Gains Across California Equine businesses and organizations generate \$11.6 Billion for California economy and over 132,000 jobs across racing, competition, recreation, equine therapy, animal-wellness sectors and more. Feb 18, 2024

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Flink, Aaron <FlinkA@pebblebeach.com>

Sat, Mar 9, 2024 at 3:56 PM

To: Lisa Baca <cli.baca@gmail.com>

Hi Lisa,

Thanks for the follow up. I assure you that we appreciate your points and did not come to this decision lightly. It was a very difficult decision that was arrived at after many years considering and evaluating many different options. In the end, closing the Center is the right decision for our Company as a whole and the decision is final. The Company will continue to maintain nearly 30 miles of forested and coastal riding trails for public enjoyment. Those trails will be open and available for generations to come as you point out.

As I indicated yesterday, following the announcement, we moved our focus to the transition and making it as easy as possible for all involved – the boarders, the owned/leased horses and our employees. We've already made great progress with many finding great homes at other barns in our local community.

Thank you again for your email and thank you for respecting our decision.

Best Aaron