



# CHURCHILL DOWNS

INCORPORATED

Investor Presentation

November 13, 2024

# Forward-Looking Statements

Certain statements made in this presentation contain various “forward-looking statements” within the meaning of the “safe harbor” provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are typically identified by the use of terms such as “anticipate,” “believe,” “could,” “estimate,” “expect,” “intend,” “may,” “might,” “plan,” “predict,” “project,” “seek,” “should,” “will,” “scheduled,” and similar words or similar expressions (or negative versions of such words or expressions), although some forward-looking statements are expressed differently.

Although we believe that the expectations reflected in such forward-looking statements are reasonable, we can give no assurance that such expectations will prove to be correct. Important factors that could cause actual results to differ materially from expectations include the following:

- the occurrence of extraordinary events, such as terrorist attacks, public health threats, civil unrest, and inclement weather, including as a result of climate change;
- the effect of economic conditions on our consumers' confidence and discretionary spending or our access to credit, including the impact of inflation;
- additional or increased taxes and fees;
- the impact of any pandemics, epidemics, or outbreaks of infectious diseases, and related economic matters on our results of operations, financial conditions and prospects;
- lack of confidence in the integrity of our core businesses or any deterioration in our reputation;
- loss of key or highly skilled personnel, as well as general disruptions in the general labor market;
- the impact of significant competition, and the expectation that competition levels will increase;
- changes in consumer preferences, attendance, wagering, and sponsorships;
- risks associated with equity investments, strategic alliances and other third-party agreements;
- inability to respond to rapid technological changes in a timely manner;
- concentration and evolution of slot machine and historical racing machine (HRM) manufacturing and other technology conditions that could impose additional costs;
- failure to enter into or maintain agreements with industry constituents, including horsemen and other racetracks;
- inability to successfully focus on market access and retail operations for our TwinSpires sports betting business and effectively compete;
- online security risk, including cyber-security breaches, or loss or misuse of our stored information as a result of a breach including customers' personal information could lead to government enforcement actions or other litigation;
- reliance on our technology services and catastrophic events and system failures disrupting our operations;
- inability to identify, complete, or fully realize the benefits of, our proposed acquisitions, divestitures, development of new venues or the expansion of existing facilities on time, on budget, or as planned;
- difficulty in integrating recent or future acquisitions into our operations;
- cost overruns and other uncertainties associated with the development of new venues and the expansion of existing facilities;
- general risks related to real estate ownership and significant expenditures, including risks related to environmental liabilities;
- personal injury litigation related to injuries occurring at our racetracks;
- compliance with the Foreign Corrupt Practices Act or other similar laws and regulations, or applicable anti-money laundering regulations;
- payment-related risks, such as risk associated with fraudulent credit card or debit card use;
- work stoppages and labor problems;
- risks related to pending or future legal proceedings and other actions;
- highly regulated operations and changes in the regulatory environment could adversely affect our business;
- restrictions in our debt facilities limiting our flexibility to operate our business;
- failure to comply with the financial ratios and other covenants in our debt facilities and other indebtedness;
- increases to interest rates (due to inflation or otherwise);
- disruption in the credit markets or changes to our credit ratings may adversely affect our business;
- increase in our insurance costs, or any inability to obtain similar insurance coverage in the future, and inability to recover under our insurance policies for damages sustained at our properties in the event of inclement weather and casualty events; and
- other factors described under the heading “Risk Factors” in our most recent Annual Report on Form 10-K and in other filings we make with the Securities and Exchange Commission.

We do not undertake any obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law.



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# **Business Overview and Case for Investing**

## Churchill Downs Incorporated (“CDI”) Overview

We have a unique and diverse collection of entertainment assets that generate high margins with significant Adjusted EBITDA and Free Cash Flow

### Churchill Downs Racetrack (“CDRT”)

Hosts the longest continuously held annual sporting event in the U.S., the **Kentucky Derby**

KENTUCKY  DERBY



### Historical Racing Machines (“HRMs”)

#### Kentucky

Six gaming entertainment venues with ~4,640 HRMs and two HRM expansion projects underway

#### Virginia

Eight HRM properties with ~4,450 HRMs and two HRM expansion projects underway

#### New Hampshire

Chasers Poker Room in Salem with significant HRM and table game expansion opportunity

### TwinSpires

One of the largest and most profitable U.S. online wagering platforms for horse racing

Expanding pari-mutuel content and technology services to B2C sports betting platforms

Exacta provides HRM technology to third parties and reduces internal HRM costs in Virginia & Kentucky



### Gaming

Twelve gaming properties<sup>1</sup> with ~14,800 slot machines and video lottery terminals<sup>2</sup> and ~370 table games in eleven states



<sup>1</sup> Includes Miami Valley Gaming, 50% owned Ohio joint venture, and Rivers Casino Des Plaines, 61% owned Illinois joint venture

<sup>2</sup> Includes HRMs at Fair Grounds off-track betting facilities (“OTBs”)

## Case for Investing

### The Kentucky Derby

- Iconic and irreplaceable asset
- Consistent high margin growth and significant free cash flow over the long-term from marquee asset
- Growing international engagement through Japan and European Roads to the Derby

### Diverse Organic Growth

- Expansion of HRM properties in Kentucky, Virginia, New Hampshire, Louisiana, and other states
- Provider of HRM technology to existing and future central determinant system businesses
- One of the most profitable, industry-leading online wagering platforms for horse racing driven by access to best-in-class racing content and linkage to the Kentucky Derby
- Diverse portfolio of wholly-owned regional gaming properties and strategic equity investments

### Strong Financial Profile

- Strong free cash flow generation with disciplined maintenance capital spending
- Ability to pursue strategic reinvestment in organic growth, M&A, dividends, and share repurchases to maximize shareholder returns
- Conservative balance sheet with financial flexibility and significant access to capital

### With a Proven Management Team and Organizational Depth for Execution

- Proven record of disciplined capital allocation and earnings growth
- Successful track record of integrating new businesses and execution of organic growth projects
- Diverse backgrounds with multi-industry, technology, and international experience

# The Kentucky Derby is Only the Beginning

Live and Historical Racing

Gaming

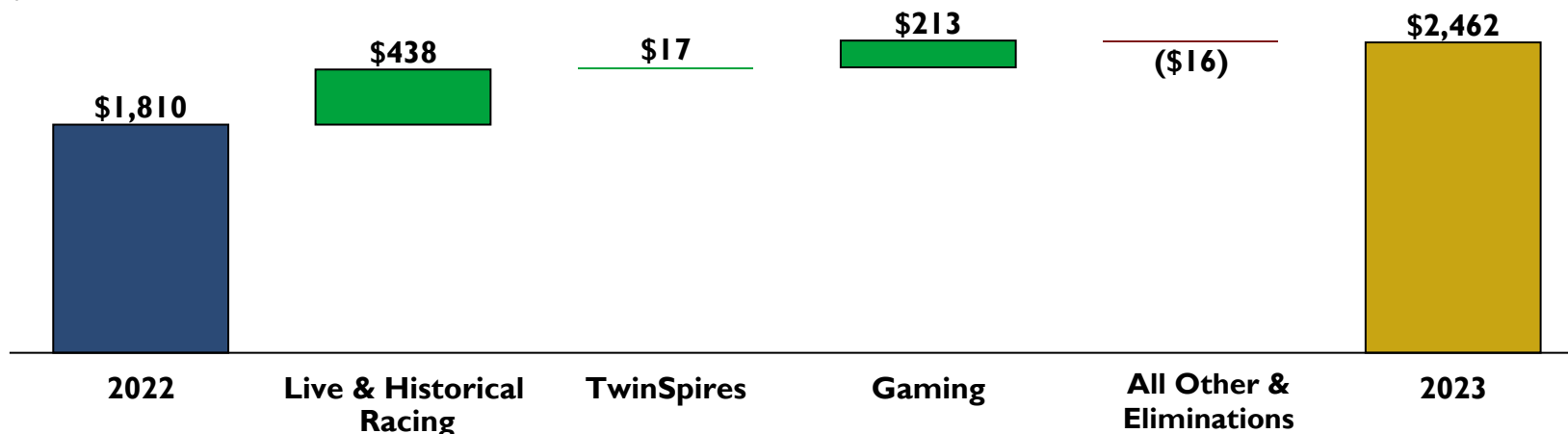


- Notes:
1. Owensboro Racing & Gaming in Kentucky is expected to open in 1Q'25.
  2. Calvert City HRM venue in Kentucky is expected to open in 1Q'26.
  3. Henrico HRM venue in Virginia is expected to open in 4Q'25.

## Strong 2023 Performance

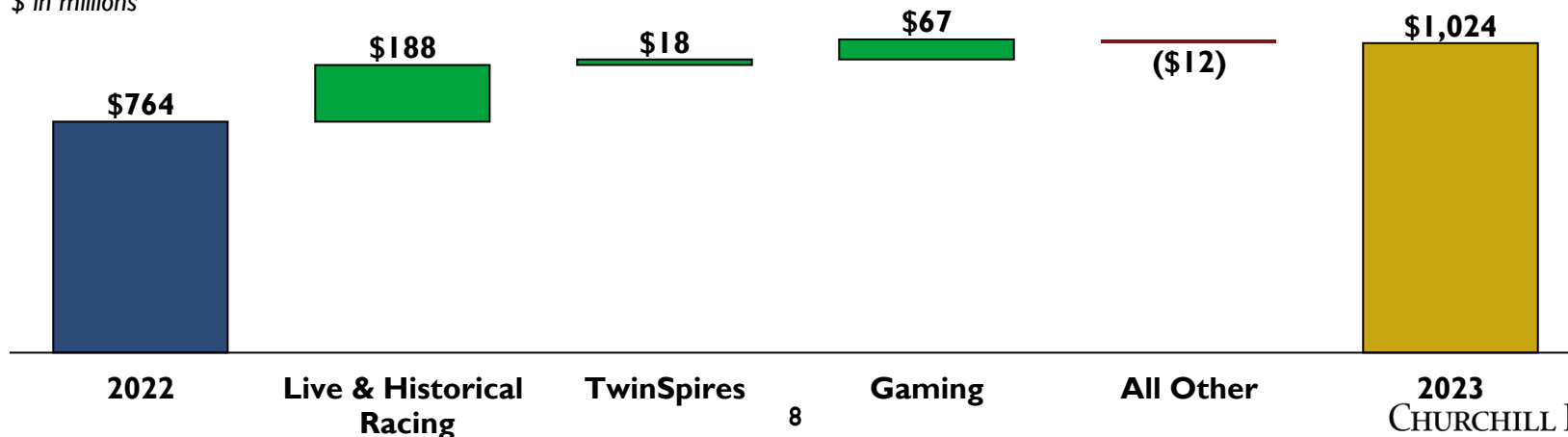
### 36% Annual Revenue Growth from 2022 to 2023

\$ in millions



### 34% Annual Adj. EBITDA Growth from 2022 to 2023

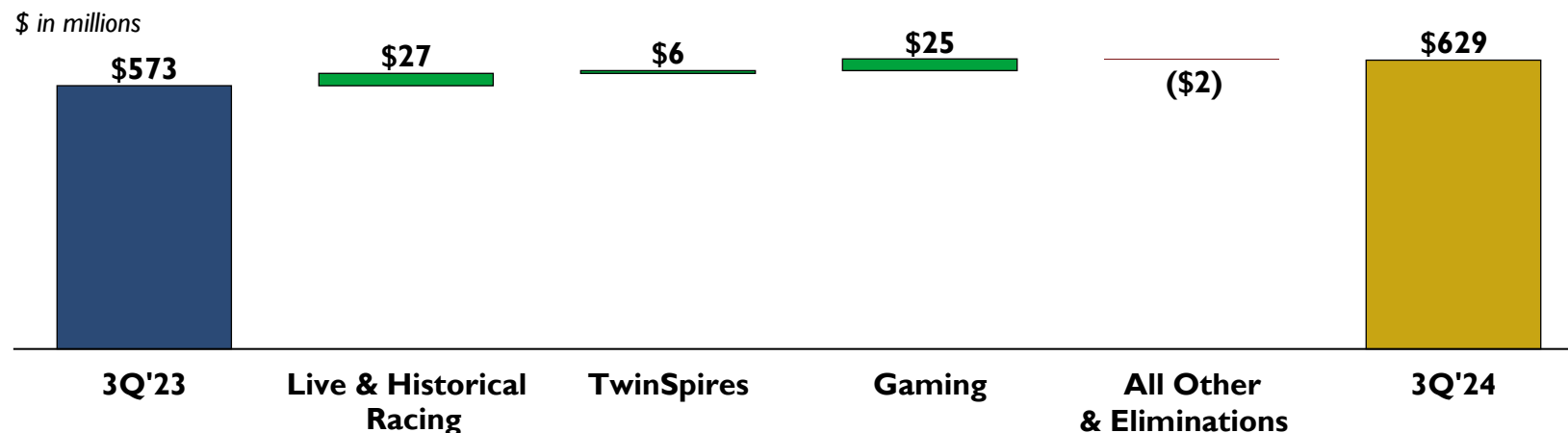
\$ in millions



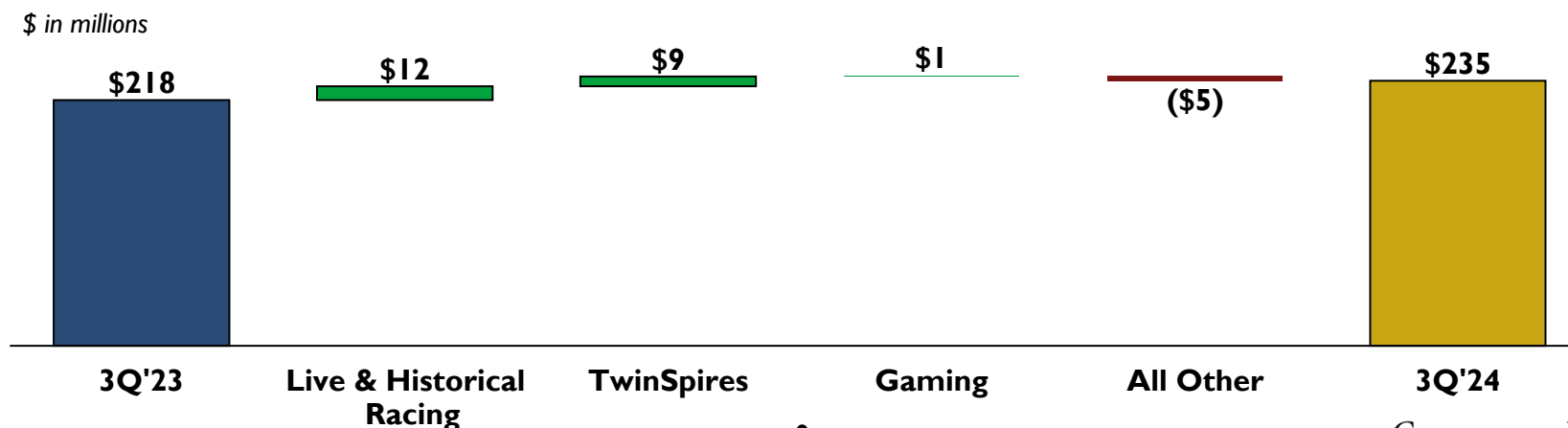


## Strong 3Q'24 Performance

### 10% Quarterly Revenue Growth from 3Q'23 to 3Q'24



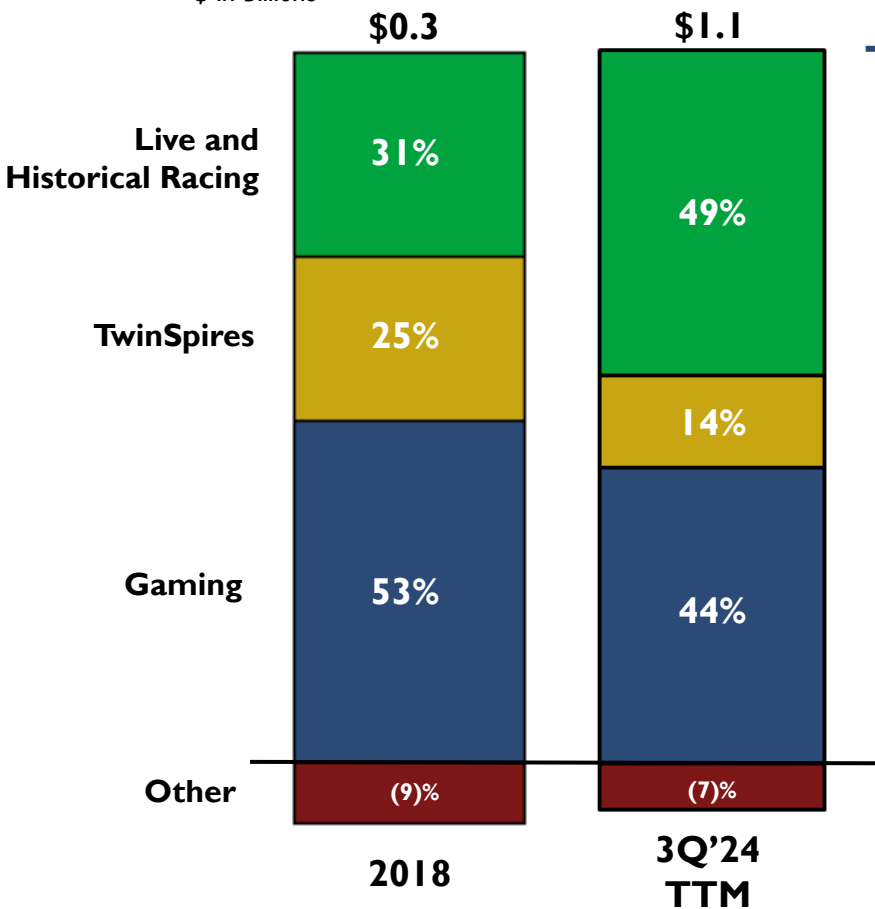
### 8% Quarterly Adj. EBITDA Growth from 3Q'23 to 3Q'24



## One of a Kind Portfolio

### Adjusted EBITDA<sup>1</sup>

\$ in billions



Adj.  
EBITDA  
Growth:

▶ +460%

▶ +95%

▶ +189%

### Segment Growth Drivers:

#### Live and Historical Racing Segment:

- HRM expansion in Kentucky and Virginia
- Kentucky Derby growth

#### TwinSpires Segment:

- Acquisition of Exakta
- Core TwinSpires growth
- B2B growth

#### Gaming Segment:

- Rivers equity investment
- Acquisition of Iowa and New York casinos
- Terre Haute opening 2Q 2024
- Regional gaming growth

<sup>1</sup> Continuing operations; 2018 reflects current segmentation

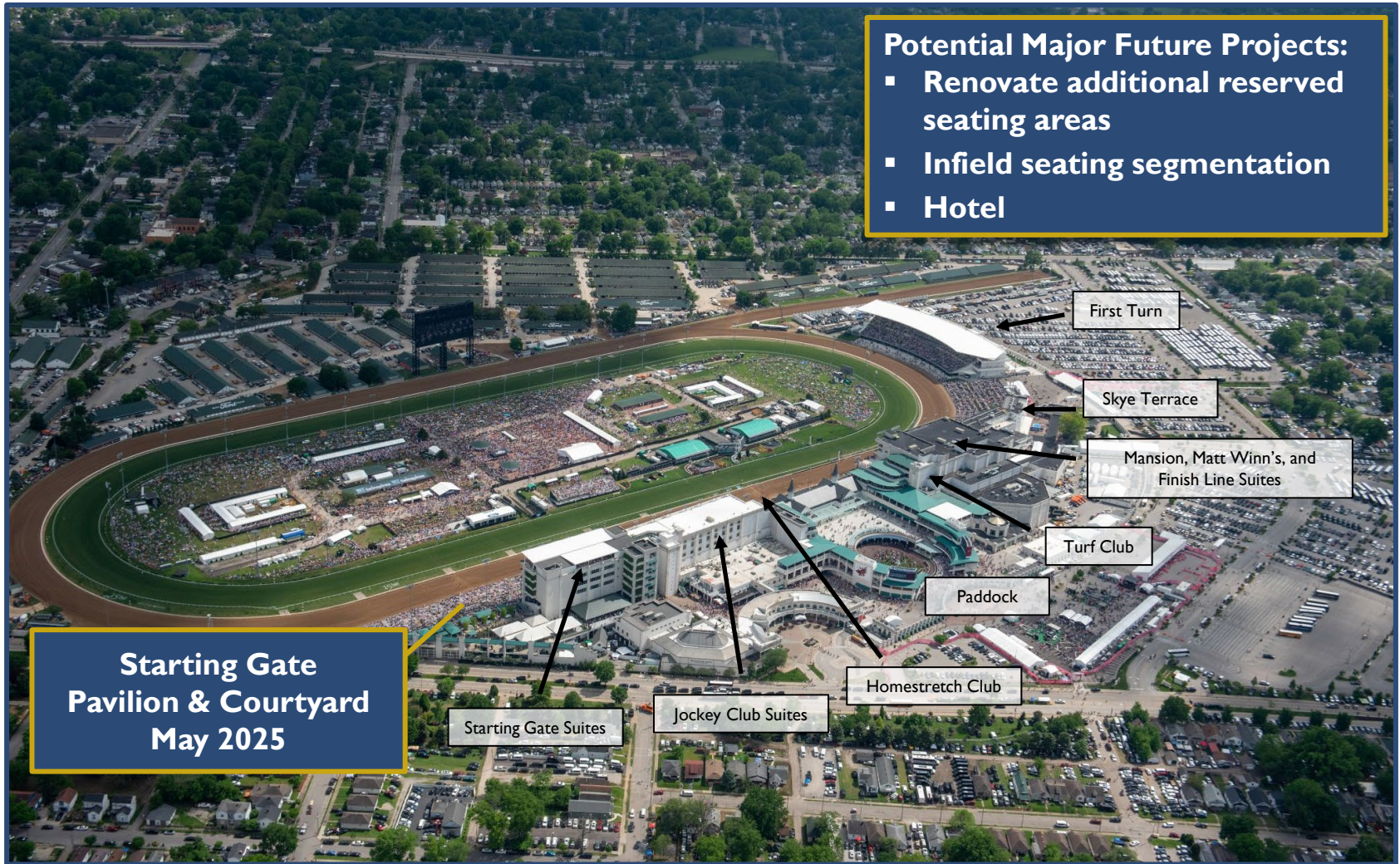
**Summary of Project Capital Investments**

Location – Project	Target Completion	Planned Spend (\$ Millions)
<div data-bbox="23 522 330 648" style="background-color: #1a3d54; color: white; padding: 5px; text-align: center;"><b>The Kentucky Derby</b></div> CDRT – Starting Gate Pavilion & Courtyard	April 2025	\$80-90
<div data-bbox="23 708 330 1322" style="background-color: #1a3d54; color: white; padding: 5px; text-align: center;"><b>Historical Racing Machines</b></div> Northern Virginia – The Rose Gaming Resort	October 2024	\$460
Virginia – Richmond HRM Expansion	December 2025	\$40-45
Virginia – Henrico HRM Venue	4Q'25	\$30-40
Western Kentucky – Owensboro Racing & Gaming	1Q'25	\$100
Southwestern Kentucky – Calvert City HRM Venue	1Q'26	\$40-50
New Hampshire – Salem HRM Venue	TBD	TBD

## On-Going Capital Investments at Churchill Downs Racetrack

### Potential Major Future Projects:

- Renovate additional reserved seating areas
- Infield seating segmentation
- Hotel



## Future Capital Investments at Churchill Downs Racetrack

### Next chapter of growth for the Kentucky Derby

- Developing a series of new projects to be executed through 2028
- Provide new and unique experiences for guests at various prices

### Skye Terrace

- Replace and extend existing Skye Terrace
- 5-story structure will provide iconic views along ~500 feet of the rail just past the finish line with new price point for entry-level premium tickets

### Extraordinary Reimagination of Infield

- Conversion of temporary structures to permanent premium structures & hospitality
- Create an exclusive and luxury experience around the Derby Winner's Circle
- Elevate infield experience with a permanent structure for concessions and sponsorship activations
- Build a new tunnel under the racetrack to better connect the front side to the infield



Projected to Increase Permanent Seats by 20%

## Virginia Development Rights

### The Rose Gaming Resort

- The Rose Gaming Resort is located ~30 miles south of Washington DC off I-95
  - ~170K average daily traffic volume, per Virginia Department of Transportation
  - ~6.5 million people in the Northern Virginia & Washington DC market
- HRM entertainment venue
  - 1,650 HRMs
  - 102-room hotel with 2,540 space parking garage
- \$460 million total investment
  - ~\$50 million remaining after September 30, 2024
- Opened October 21, 2024



### Future HRM Expansion

- Opportunities for further expansion throughout the Commonwealth of Virginia
  - Henrico County HRM venue with 175 HRMs expected by 4Q'25<sup>1</sup>
  - Remainder expected to be deployed in Richmond by 4Q'25
- May reallocate HRMs from existing locations to new locations



Existing VA HRMs:	~2,800
The Rose Gaming Resort	1,650
<b>Current Plans</b>	<b>~4,450</b>
Remaining to be deployed by YE 2025	~550
<b>Total Current Authorization:</b>	<b>5,000</b>

## Western Kentucky Strategy

### Ellis Park Racing & Gaming

- Ellis Park, located in Henderson, Kentucky, serves the Western Kentucky market and is approximately 10 minutes from downtown Evansville, Indiana
- CDI has enhanced Ellis Park racing:
  - Improved customer racing experience
  - Safety and environmental compliance
  - Increased purse money
  - Added stakes races
- Ellis Park traditionally runs a ~25-day Thoroughbred race meet from early July to late August and has ~300 HRMs in its grandstand facility



**ELLIS PARK**  
RACING & GAMING

### Owensboro Racing & Gaming

- Owensboro Racing & Gaming will be located with convenient access to Highway 60 and ~6 miles from Owensboro city center
- HRM entertainment venue will include:
  - 600 HRMs
  - Retail sportsbook
  - Simulcast wagering
  - Food & beverage offerings
- Total spend of \$100 million
- Scheduled to open in 1Q'25



### New Hampshire HRM Strategy

#### Chasers

- Located in Salem, New Hampshire
  - Approximately 30 minutes from downtown Boston
  - The Boston Metro Area (Boston-Cambridge-Newton) has a population of ~4.9 million people
- Chasers is one of the leading New Hampshire charitable gaming operators
  - Under New Hampshire law, a portion of revenue from charitable gaming operations is allocated to nonprofit organizations licensed in the state
- CDI plans to construct a new HRM venue with HRMs and table games

#### Exacta Opportunity in New Hampshire

- CDI owns one of 13 HRM active licenses in New Hampshire
- New Hampshire statute requires every HRM property to utilize two HRM technology system providers
- Exacta is a provider of HRM technology that can be marketed to other HRM license holders in New Hampshire





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# **Live and Historical Racing Segment**

## Kentucky Live and Historical Racing Overview

Four racetracks in Kentucky with eight HRM venues

Live Racing	KY Historical Racing Facilities	Total Segment Key Metrics		
<b>Churchill Downs</b> <i>Home of the Kentucky Derby</i>	Derby City Gaming	\$ in millions	2023	3Q'24 YTD
	Derby City Gaming Downtown			
<b>Turfway Park</b>	Turfway Park Racing & Gaming	<b>Revenue</b>	<b>\$1,085</b>	<b>\$992</b>
	Newport Racing & Gaming	<b>VPY / VPQ</b>	<b>+68%</b>	<b>+17%</b>
<b>Oak Grove</b>	Oak Grove Racing, Gaming & Hotel	<b>Adjusted EBITDA</b>	<b>\$475</b>	<b>\$473</b>
	<i>Calvert City HRM Venue (1Q'26)</i>			
<b>Ellis Park</b>	Ellis Park Racing & Gaming	<b>VPY / VPQ</b>	<b>+65%</b>	<b>+22%</b>
	<i>Owensboro Racing &amp; Gaming (1Q'25)</i>			

Properties in red italics are not yet open.

Four racetracks in Kentucky with ~4,640 HRMs at eight properties currently with approval for up to 9,000 HRMs

## The Kentucky Derby Overview

The Kentucky Derby utilizes the magic and mystique of Churchill Downs to create unique experiences for our guests



Historic  
Americana



Contagious  
Excitement



Sophisticated  
Luxury



Living  
Traditions

## The Kentucky Derby - By The Numbers

**Significant broadcast interest creates long-term support for iconic entertainment event**

### Most Widely Distributed Derby in History on a Global Scale

- 20.1 million peak viewership, highest since 1989 (13% growth YoY)
- 16.7 million average viewership
- NBC broadcast on 16 networks in 174 territories (33% growth YoY)
- Social media engagements saw 60% growth YoY with over 177 million impressions
- Television lead-up coverage included: Today Show, Tonight Show with Jimmy Fallon, The Kelly Clarkson Show, The Players, Access, and E! News
- Lifestyle lead-up coverage included: At Home Menu with Martha Stewart and the first official Kentucky Derby Style Guide with Zanna Roberts Rassi
- Kentucky Derby to be presented on NBC & Peacock through 2032



Comparable Viewership	2024 Date	Network	Avg. Viewers <sup>1</sup>
<b>150<sup>th</sup> Kentucky Derby</b>	<b>May 4<sup>th</sup></b>	<b>NBC</b>	<b>16.7</b>
Masters Final Round	Apr 14 <sup>th</sup>	CBS	9.6
Daytona 500	Feb 19 <sup>th</sup>	Fox	6.0
Indy 500	May 26 <sup>th</sup>	NBC	5.3
Formula One Miami Grand Prix	May 5 <sup>th</sup>	ABC	3.1

<sup>1</sup> Viewership in millions

## The Celebration Leading Up to the Kentucky Derby

### Various non-affiliated organizations celebrate the Kentucky Derby

#### Kentucky Derby Museum

An all-day party to kick off the countdown to the Run for the Roses



#### Fillies Derby Ball

An evening of dinner, dancing, and live entertainment



#### Thunder Over Louisville

The largest annual fireworks display in North America



#### Great Balloon Race

A beloved family tradition where color fills the Louisville sky to signal that Derby is near

#### Kentucky Derby Festival Marathon

A Boston Marathon qualifying race which runs through Churchill Downs

#### Pegasus Parade

A family-friendly parade through Downtown Louisville featuring marching bands & floats

**Economic Impact to Louisville ... over \$400 million<sup>1</sup>**

<sup>1</sup>According to most recent local reports following 2023 Derby and economic impact study conducted by Reuters in 2022.

# The Lead Up to the Kentucky Derby



CELEBRITY GALAS

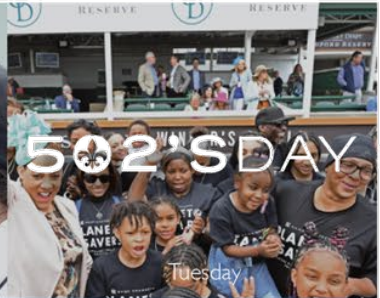
FASHION SHOWS



ENTERTAINMENT & NIGHT RACING UNDER THE LIGHTS



WATCH TOP CONTENDERS TRAIN FOR THE BIG RACES



APPRECIATE & HONOR THE BEST OF LOUISVILLE



BOURBON & HORSE TOURS



CONCERT PERFORMANCES



CELEBRATE THE THOROUGHBRED INDUSTRY



ENJOY KENTUCKY HERITAGE, BOURBON & BLUEGRASS



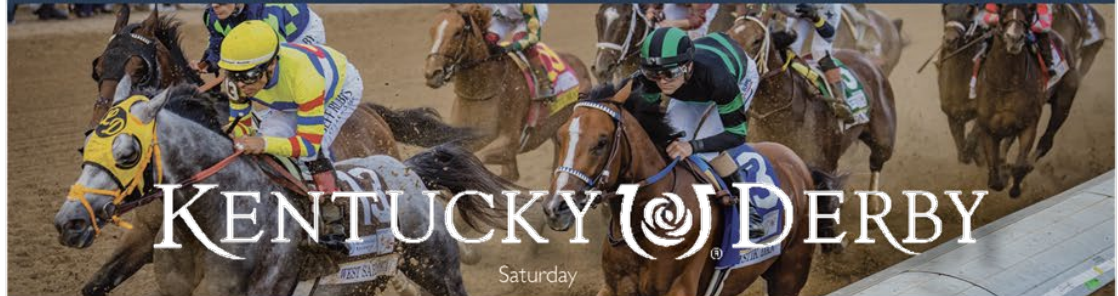
PREMIERE RACE FOR FILLIES, FASHION AND FUNDRAISING



CULINARY EVENTS



INDUSTRY PARTIES



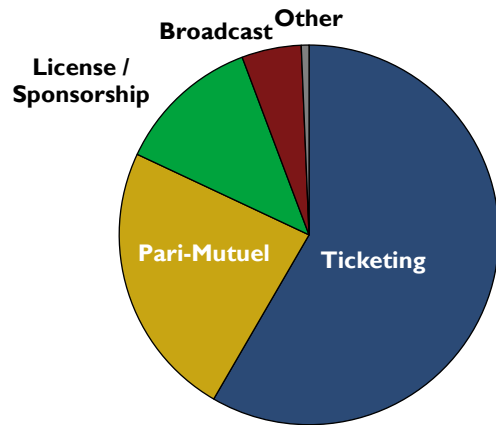
# KENTUCKY DERBY

Saturday

THE MOST PRESTIGIOUS EVENT IN RACING

## A Premier International Sporting & Entertainment Event

### Derby Week Revenue



### Premium tickets are largest contributor to revenue

- Over a third of reserved seats are under non-cancellable contracts with staggered 3-7 year expirations through personal seat licenses, suite contracts, and other agreements
- Remaining reserved seats are sold in advance of the event
- Demand for premium tickets continues to exceed supply

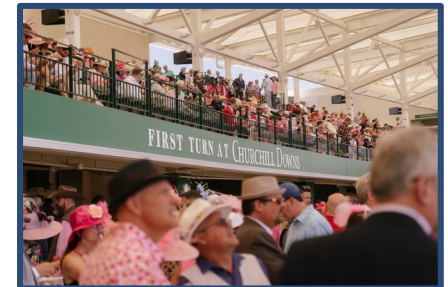
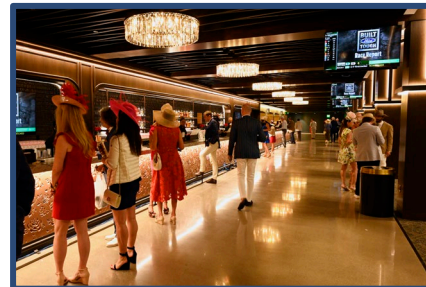
### Kentucky Derby Growth Strategy

#### Leverage unique experiences and make strategic capital investments

- Enhance guest experience to enable pricing differentiation for reserved seats
- Expand Derby Week offerings and attractions
- Execute capital investments to enable segmentation of guests who do not have a reserved seat

#### Attract additional sponsorships

#### Expand European Road to Derby and Japan Road to Derby



## Investing Capital in Unique Experiences

		Enhance Guest Experience	Enable Price Differentiation	Capital Investments to Enable Segmentation
2021	Conversion to all-inclusive experience for all reserved seating	✓	✓	✓
2022	Homestretch Club	✓	✓	✓
2023	First Turn Experience	✓	✓	✓
2024	Paddock Project	✓	✓	✓
2025	Starting Gate Pavilion & Courtyard	✓	✓	✓

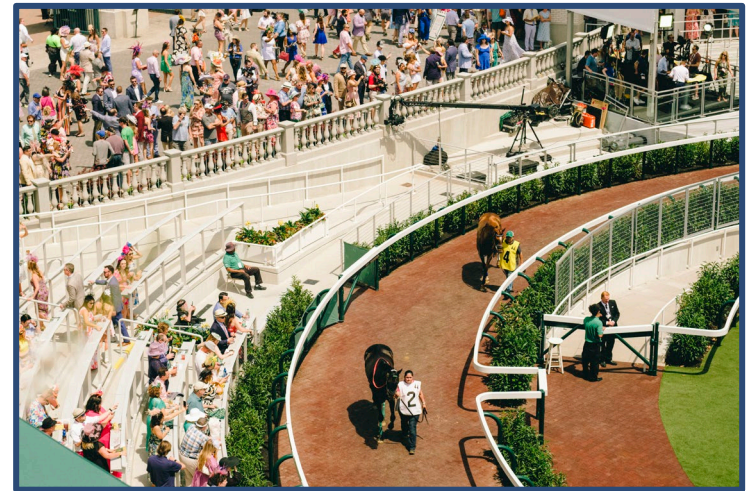
**Enhances Long-Term Shareholder Value**



## Paddock Project at Churchill Downs Racetrack

### Enhanced the Paddock experience for nearly every guest for the 150<sup>th</sup> Kentucky Derby in May 2024

- Up to \$200 million with a payback period of < 8 years
- Redesign improved the flow of guests throughout the Paddock
  - Larger paddock walking ring for viewing the horses prior to the races
  - New Paddock Club in the area on the first floor under the Twin Spires provides views of the paddock and views of the tunnel that the horses walk through
  - New hospitality and other amenities for guests in certain areas of the 3rd floor clubhouse seats
  - New terraces including a new Turf Club Balcony overlooking the Paddock



## Starting Gate Pavilion Renovation at Churchill Downs Racetrack

### Replacing the existing grandstand and improving amenities for the 151<sup>st</sup> Kentucky Derby in May 2025

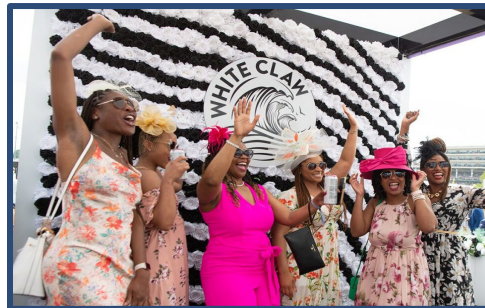
- \$80-\$90 million with a payback period of < 8 years
- Transforms existing outdoor bleachers into a combination of 8,300 new comfortable seating varieties
  - Updated seating options will include stadium-style seats and rail boxes along the dirt track's outer rail that will offer "trackside" seating experience where guests will be able to watch horses break from the Kentucky Derby Starting Gate
- Refreshes and adds amenities for 2,800 guests in the existing third floor box seats under the SAP Starting Gate Suites
  - Provides a more upscale social environment by converting existing second floor amenity area into a covered outdoor courtyard environment with new and permanent concessions, bars, and wagering windows
  - Creates additional space for overall guest circulation and adds an outdoor balcony for added dining seats



## Sponsorship Strategy

**Building relationships with sponsors targeting luxury, lifestyle and technology categories for both onsite experiences and Derby parties around the globe**

- Partners include Woodford Reserve, SAP, Longines, Ford, Accenture, FanDuel, Sports Illustrated, and White Claw
- Woodford Reserve will be the presenting sponsor of the Kentucky Derby through 2027
- Longines returned as the presenting sponsor of the Kentucky Oaks in 2024 and will continue through 2028



## International Growth Strategy

**Three unique Roads to the Derby for a horse to qualify  
in one of 20 coveted Derby starting positions**

### United States

Horses compete for a Derby starting position through 36 races from September through April

### Japan

Horses compete for one Derby starting position through four Japanese races from November to March

### Euro / Mideast

Horses compete for one Derby starting position through seven European and UAE races from September to April



### Growth Potential

- New international customers for the Derby
- Additional wagering
- Provides extended marketing opportunity for sponsors



## HRM Business

**A historical horse racing machine (“HRM”) is a gaming device that uses the results of previously run horse races to approximate the gaming experience of Class II and Class III machines**

- Top game titles / themes are from Aristocrat, Light and Wonder, International Game Technology, Konami Gaming, Ainsworth Game Technology, AGS, and Everi

## Unique early stage growth model

- CDI’s HRM business is still in relatively early days, with recently opened properties ramping up and new properties yet to open
- Consumer education on HRMs is still developing in all of our markets
- Opportunity remains for innovation in HRM products that can be offered to consumers
- CDI has the opportunity to expand into other states



## HRM Entertainment Venues - Kentucky

**Nine racing licenses have been awarded by the Kentucky Horse Racing and Gaming Corporation and are each allowed to have a main facility and one “annex” facility with HRMs within a 60-mile radius of the licensed racetrack**

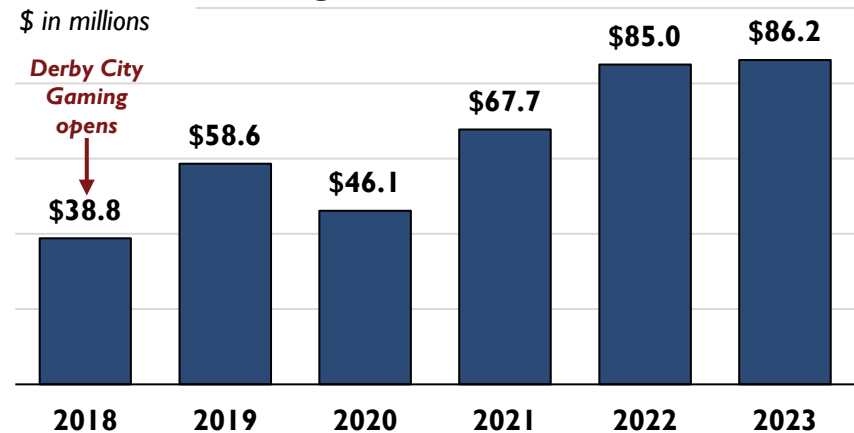
- CDI holds four racing licenses – Churchill Downs Racetrack, Oak Grove, Turfway Park, and Ellis Park
  - Churchill Downs Racetrack is permitted to have Derby City Gaming<sup>1</sup> & Derby City Gaming Downtown as an annex
  - Turfway Park has Newport Racing and Gaming as an annex
  - CDI has announced an annex for Ellis Park in Owensboro, Kentucky and Oak Grove in Calvert City, Kentucky
- Purse contributions from the HRM facilities attract more and better-quality horses resulting in better-quality racing content which strengthens the foundation of the entire horse industry in Kentucky and benefits TwinSpires

### Keeping Kentucky Strong



<sup>1</sup> Derby City Gaming operates at Churchill Downs Racetrack’s ancillary training facility in Louisville, Kentucky

### Purses Paid to Horse Owners at CDRT 17% Average Annual Growth Rate



## Churchill Downs Racetrack and Derby City Gaming

	DERBY CITY GAMING • HOTEL	DERBY CITY GAMING <i>Downtown</i>	CHURCHILL DOWNS
<b>Opened</b>	<b>Sep. 2018</b>	<b>Dec. 2023</b>	<b>Future Organic Growth Opportunity</b>
<b>Total investment (\$ millions)</b>	<b>\$158<sup>1</sup></b>	<b>\$90<sup>2</sup></b>	
<b>Proximity to major market</b>	<b>8 mi. to Downtown Louisville</b>	<b>Downtown Louisville</b>	
<b>Retail sports betting</b>	<b>Sept. 2023</b>	<b>Dec. 2023</b>	<b>Sept. 2023</b>
<b>Win/Unit/Day<sup>3</sup></b>	<b>\$447<sup>4</sup></b>	<b>\$110<sup>5</sup></b>	
<b>HRMs</b>	<b>1,300</b>	<b>500</b>	
<b>HRM capacity approval to date</b>	<b>3,000</b>		

### Derby City Gaming & Hotel

- Operates as Churchill Downs Racetrack’s ancillary training facility in Louisville, Kentucky
- HRM entertainment venue includes:
  - Center bar with large format televisions, two food venues, open-air gaming patio, and retail sports betting
- Opened expanded gaming floor late 2022 and a new hotel and restaurant Oliver’s Chop House & Bourbon Bar in June 2023
- Supports purse funding for Churchill Downs Racetrack meets

### Derby City Gaming Downtown

- Opened in Downtown Louisville in December 2023
  - Targets tourism, “Bourbonism,” and convention attendees
- HRM entertainment venue includes:
  - Open-air gaming patio, three unique bar concepts with stages for live music and entertainment, on-site parking, and retail sports betting
- Supports purse funding for Churchill Downs Racetrack meets



<sup>1</sup> Reflects total investment for property, including expanded gaming floor & hotel


<sup>2</sup> Reflects total investment for completed project

<sup>3</sup> Based on the pari-mutuel wagering data from the Kentucky Horse Racing and Gaming Corporation

<sup>4</sup> Based on average of 1,296 operational HRMs for twelve months ended August 31, 2024

<sup>5</sup> Derby City Gaming Downtown opened December 6, 2023; Win/Unit/Day reflects the average of 474 operational HRMs for December 6, 2023 through August 31, 2024

## Oak Grove Racing, Gaming & Hotel

		Calvert City
<b>Opened</b>	<b>Sep. 2020</b>	<b>1Q'26</b>
<b>Total investment (\$ millions)</b>	<b>\$200<sup>1</sup></b>	<b>\$40-50</b>
<b>Proximity to major market</b>	<b>~55 mi. to Nashville</b>	<b>~18 mi. to Paducah</b>
<b>Retail sports betting</b>	<b>Sept. 2023</b>	<b>1Q'26</b>
<b>Win/Unit/Day<sup>2</sup></b>	<b>\$357<sup>3</sup></b>	<b>-</b>
<b>HRMs</b>	<b>1,230</b>	<b>250</b>
<b>HRM capacity approval to date</b>	<b>1,500</b>	

### Oak Grove Racing, Gaming & Hotel

- Located off of Hwy 24 on the KY / TN border
- ~55 miles from Nashville, Tennessee (MSA pop. ~2.1 million)
- Near Fort Campbell, the second largest military base in the U.S. (MSA pop. ~200,000)
- ~11 miles from Clarksville, Tennessee (MSA pop. ~340,000)
- HRM entertainment venue includes:
  - Harness racetrack
  - 128-room hotel with event center and dining areas opened October 2020
  - 3,000 person capacity amphitheater, RV park, and equestrian center opened late spring 2021
  - Retail sports betting began September 7, 2023





<sup>1</sup> Reflects total investment for completed project

<sup>2</sup> Based on the pari-mutuel wagering data from the Kentucky Horse Racing and Gaming Corporation

<sup>3</sup> Based on average of 1,225 operational HRMs for twelve months ended August 31, 2024



## Turfway Park Racing & Gaming and Newport Racing & Gaming

		
<b>Opened</b>	<b>Sept. 2022</b>	<b>Oct. 2020</b>
<b>Total investment (\$ millions)</b>	<b>\$200</b>	<b>\$37</b>
<b>Proximity to major market</b>	<b>~10 mi. to Cincinnati</b>	<b>~3 mi. to Cincinnati</b>
<b>Retail sports betting</b>	<b>Sept. 2023</b>	<b>Sept. 2023</b>
<b>Win/Unit/Day<sup>1</sup></b>	<b>\$220<sup>2</sup></b>	<b>\$194<sup>3</sup></b>
<b>HRMs</b>	<b>850</b>	<b>460</b>
<b>HRM capacity approval to date</b>	<b>2,500</b>	

### Turfway Park Racing & Gaming

- Located in Northern Kentucky
- ~10 miles to Cincinnati, OH (MSA pop. ~2.3 million)
- Opened September 1, 2022
- HRM entertainment venue includes:
  - Thoroughbred racetrack, food and beverage offerings, event center, simulcast wagering, and retail sports betting
- Supports purse funding for Turfway Park race meets

### Newport Racing & Gaming

- Located in Newport, Kentucky
- ~3 miles to Cincinnati, OH
- HRM entertainment venue includes:
  - Simulcast wagering and retail sports betting
- Supports purse funding for Turfway Park race meets





<sup>1</sup> Total investment of \$200 million, inclusive of \$46 million purchase price and \$6 million Tapeta track

<sup>1</sup> Based on the pari-mutuel wagering data from the Kentucky Horse Racing Commission

<sup>2</sup> Based on average of 814 operational HRMs for twelve months ended August 31, 2024; can expand up to 1,200 HRMs

<sup>3</sup> Based on average of 457 operational HRMs for twelve months ended August 31, 2024

## Ellis Park Racing & Gaming and Owensboro Racing & Gaming

		
<b>Opened</b>	<b>1922</b>	<b>1Q'25</b>
<b>Total investment (\$ millions)</b>	<b>\$79</b>	<b>\$100</b>
<b>Proximity to major market</b>	<b>~5 mi. to Evansville, IN</b>	<b>~6 miles to Owensboro, KY</b>
<b>Retail sports betting</b>	<b>Sept. 2023</b>	
<b>Win/Unit/Day<sup>1</sup></b>	<b>\$228<sup>2</sup></b>	
<b>HRMs</b>	<b>300</b>	<b>600</b>
<b>HRM capacity approval to date</b>	<b>2,500</b>	

### Ellis Park Racing & Gaming

- Located off Interstate 69 on the KY / IN border
- ~5 miles from Evansville, Indiana
- Facility includes:
  - Thoroughbred racetrack
  - Retail sports betting

### Owensboro Racing & Gaming

- Located off US Highway 60 and Wrights Landing Rd.
- ~6 miles east of the City of Owensboro
  - Owensboro, Kentucky is the 4th largest city in Kentucky
- HRM entertainment venue will include:
  - Food and beverage offerings
  - Simulcast wagering area
  - Retail sports betting
- Will support purse funding for Ellis Park race meets



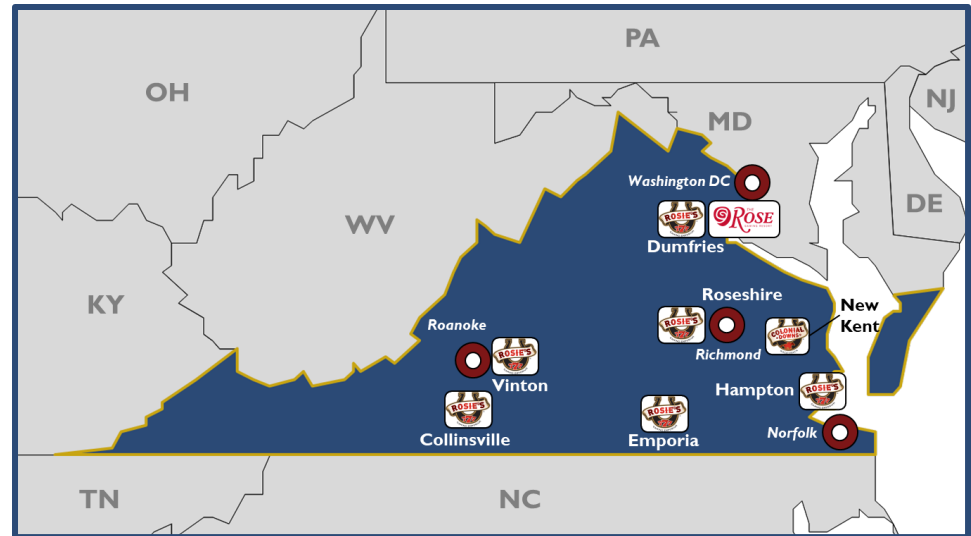
<sup>1</sup> Based on the pari-mutuel wagering data from the Kentucky Horse Racing and Gaming Corporation

<sup>2</sup> Based on average of 298 operational HRMs for twelve months ended August 31, 2024










## HRM Entertainment Venues - Virginia

### Virginia statute permits 5,000 HRMs through CDI's ownership and operation of Colonial Downs Racetrack

- Colonial Downs hosts one race day per 100 HRM machines deployed in Virginia with the number of race days increasing as the number of HRMs deployed increases
  - 27 race days in 2024
  - 44 race days in 2025
  - 50 race days in 2026
- CDI has created The Virginia Derby as a Kentucky Derby qualifying race in a newly added April race meet in addition to the August race meet
- Purse contributions from the HRM facilities attract more and better-quality horses resulting in better-quality racing content which strengthens the foundation of the entire horse industry in Virginia and benefits TwinSpires



## HRM Entertainment Venues – Virginia

									
Region	Northern Virginia		Central Virginia			Southern Virginia			Western Virginia
Location	Rosie's Dumfries	The Rose Dumfries	Richmond	Colonial Downs New Kent	Henrico County	Hampton	Emporia	Collinsville	Vinton
Opened	Jan. 2021	4Q'24	Jun. 2019	Apr. 2019	4Q'25	Oct. 2019	Sept. 2023	Jul. 2021	May 2019
Win/Unit/Day <sup>1</sup>	\$808	-	\$526	\$275	-	\$386	\$388 <sup>2</sup>	\$342	\$323
HRMs	150	1,650	740	570	~175	700	150	40	470

<sup>1</sup> Based on the historical horse racing reports from the Virginia Racing Commission using the average number of operational HRMs at each facility for the twelve months ended August 31, 2024

<sup>2</sup> Emporia opened September 26, 2023; Win/Unit/Day reflects the average of 150 operational HRMs for September 26, 2023 through August 31, 2024



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# **TwinSpires Segment**

## TwinSpires Growth Strategy

### Grow core TwinSpires horse racing customers

- Leverage linkage to Kentucky Derby to efficiently acquire customers
- Utilize in-house development team to continue to enhance superior technology platform
- Utilize analytics on customer behavior to drive efficient customer acquisition, retention, and activation

### Expand pari-mutuel content and technology services to B2C sports betting platforms

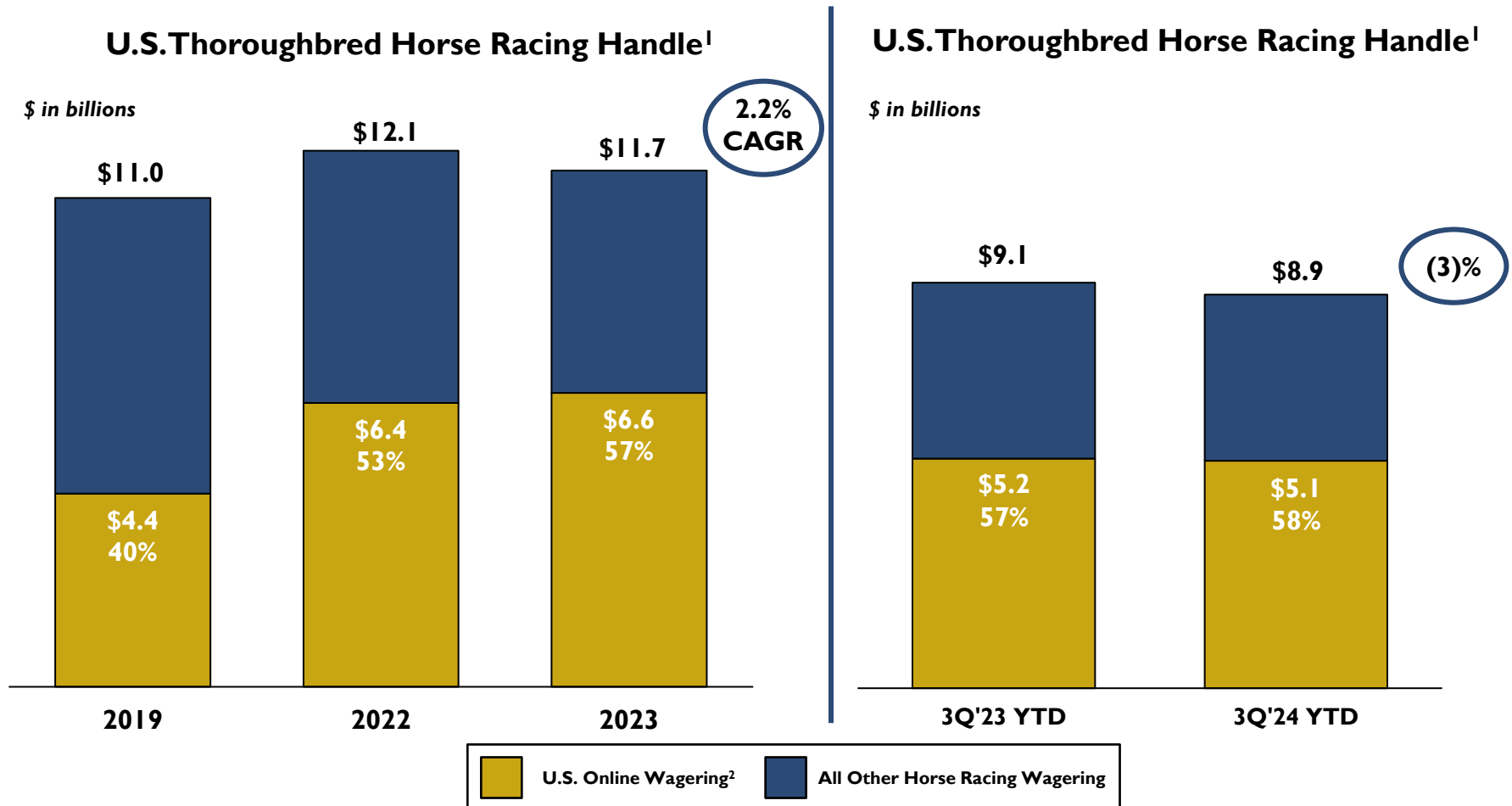
- Seamless delivery of casual betting pari-mutuel platform with single wallet integration
- Provide technology interfaces and ancillary services necessary to accept and settle pari-mutuel wagers via CDI's United Tote
- Provide services necessary to acquire pari-mutuel racing content
- Potential for sports wagering sponsorships of the Kentucky Derby
- Will generate incremental content fees for CDI racetracks

Key Metrics		
<i>\$ in millions</i>	2023	3Q'24 YTD
<b>Revenue</b>	<b>\$458</b>	<b>\$393</b>
<b>VPY / VPQ</b>	<b>+4%</b>	<b>+13%</b>
<b>Adjusted EBITDA</b>	<b>\$132</b>	<b>\$128</b>
<b>VPY / VPQ</b>	<b>+16%</b>	<b>+32%</b>

**TwinSpires is the premier pari-mutuel content and technology provider**

## Horse Racing Industry Handle and Online Wagering

Online wagering on horse racing has grown significantly since 2019

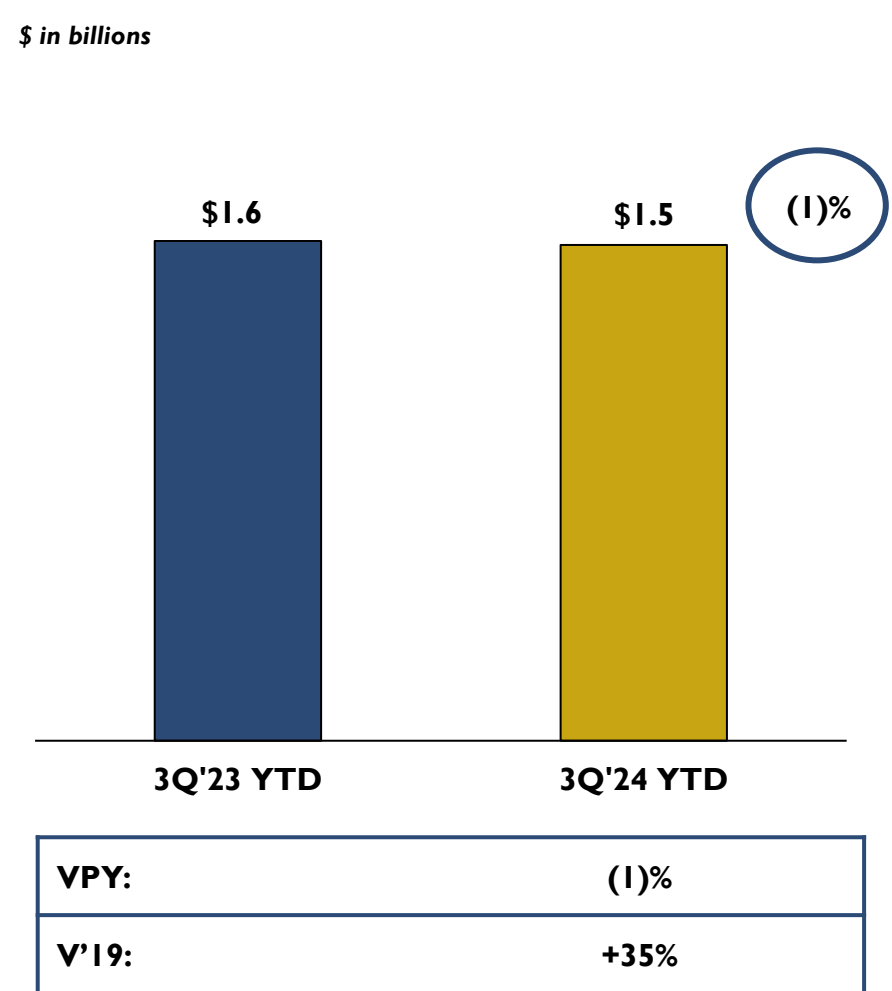
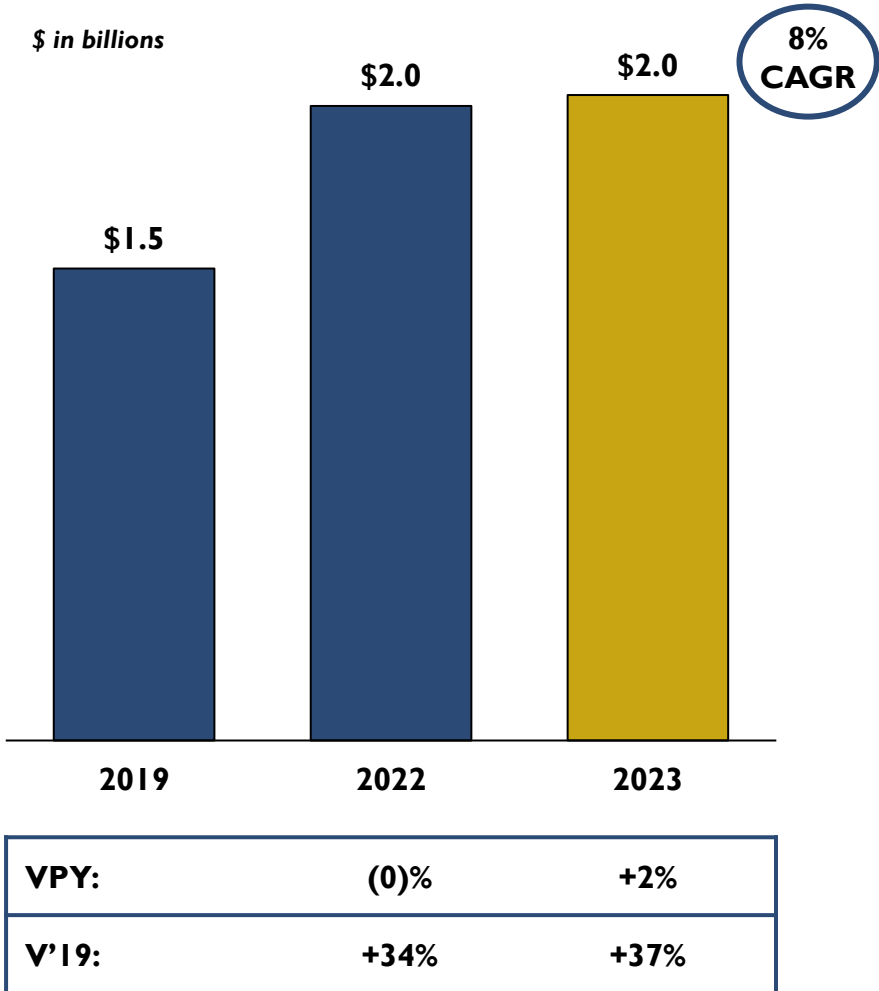


<sup>1</sup> Represents wagering on U.S. Thoroughbred Horse Racing as reported by Equibase

<sup>2</sup> U.S. Online Wagering as reported by the Oregon Racing Commission

## TwinSpires Handle Growth

TwinSpires Horse Racing handle<sup>1</sup> has also grown significantly since 2019



<sup>1</sup> TwinSpires handle excludes Velocity



## TwinSpires Horse Racing

**TwinSpires Horse Racing business is a well-proven, profitable, and growing platform built on pari-mutuel wagering economics**

### Strategic Advantages

**24/7/365 Wagering in 16 Countries with  
~165,000 Races at 360 Racetracks**

#### Linkage to the Kentucky Derby

- Inexpensively acquire new customers each year with an affinity for horse racing
- Access to premier content because of ownership of the Kentucky Derby

#### Customer relationships

- Highly engaged and growing database
- Differentiate VIP relationships to build loyalty and retention
- Unique ability to create once in a lifetime experiences at the Kentucky Derby

#### Technology platform and analytics

- Own technology platform with in-house development team
- Utilize analytics on customer behavior to drive efficient customer acquisition, retention, and activation

#### Management team

- Significant online wagering and technology experience



KENTUCKY DERBY

BELMONT STAKES

PREAKNESS

SARATOGA



## TwinSpires B2B Growth Strategy – FanDuel and DraftKings Agreements

### FanDuel

- Agreement began in January 2023
- FanDuel created a fully integrated and seamless wagering experience with a single wallet for their customers who want to bet on sports and on horse racing with FanDuel TV driving ongoing engagement
- Key components of agreement:
  - Non-exclusive Kentucky Derby sponsorship rights for sports wagering
  - Content fees for wagers that FanDuel accepts on CDI's owned or controlled horse racing content, including the Kentucky Derby
  - Exclusive TV rights to racing content at all CDI Thoroughbred racetracks excluding specified content such as Kentucky Derby Week
  - Utilization of CDI's United Tote business to facilitate pari-mutuel wagering on its platforms in the U.S. including FanDuel Sportsbook and TVG



### DraftKings

- DraftKings launched DK HORSE in March 2023 ahead of the 149<sup>th</sup> running of the Kentucky Derby in May 2023
- DK HORSE allows DraftKings' eligible customers to bet on horse racing using a standalone branded app
- Key components of agreement:
  - TwinSpires provides advanced deposit wagering ("ADW") technology to DraftKings for a full end-to-end label ADW solution
  - CDI provides DraftKings pari-mutuel wagering rights to horse racing content owned or controlled by CDI, including the Kentucky Oaks and Kentucky Derby
  - CDI also secures, on behalf of DraftKings, additional horse racing content for use on DK HORSE





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# **Gaming Segment**

## Regional Gaming Properties

### Diverse portfolio of gaming properties

#### Strategic Advantages

##### Local approach

- Unique brands and marketing strategies
- Menus and offerings reflect local tastes
- Promotions catered to local customer base
- Loyal player base

##### Business intelligence analytics

- Utilize analytics on customer behavior to optimize customer trips and casino / food and beverage offerings

##### Leverage corporate gaming expertise

- Return on invested capital focused
- Gaming floor layout and game mix optimization focus
- Centralized slot purchasing to leverage size
- Centralized marketing resources facilitate shared best practices

##### Regional property gaming leaders

- Significant overall gaming experience
- Stable executive leadership maintains local market focus

Key Metrics		
<i>\$ in millions</i>	2023	3Q'24 YTD
Revenue <sup>1</sup>	\$975	\$788
VPY / VPQ	+28%	+6%
Adjusted EBITDA <sup>2</sup>	\$489	\$387
VPY / VPQ	+16%	+3%

<sup>1</sup> Revenue does not include revenue from our equity investments

<sup>2</sup> Adjusted EBITDA includes our portion of EBITDA from our equity investments

## Wholly-Owned Gaming Properties

### Ten wholly-owned regional gaming properties

State	Property	Acres	Slots <sup>1</sup> & Video Poker / VLTs <sup>1</sup>	Tables <sup>1</sup>	Racetrack	Hotel Rooms	Retail Sportsbook
FL	Calder Casino	54	1,080	6	-	-	-
IA	Hard Rock Hotel & Casino Sioux City	15	660	20	-	54	✓
IN	Terre Haute Casino Resort	48	1,000	36	-	122	✓
LA	Fair Grounds Slots and VSI <sup>2</sup>	145	2,030 <sup>3</sup>	-	✓	-	✓
ME	Oxford Casino and Hotel <sup>4</sup>	97	970	24	-	107	✓
MD	The Casino at Ocean Downs	167	880	18	✓	-	✓
MS	Harlow's Casino Resort & Spa	85 <sup>5</sup>	670	20	-	105	✓
MS	Riverwalk Casino Hotel	22	590	11	-	76	✓
NY	del Lago Resort & Casino	83	1,670	80	-	205	✓
PA	Presque Isle Casino	270	1,540	34	✓	-	✓

<sup>1</sup> Units as of December 31, 2023

<sup>2</sup> Fair Grounds operates 15 OTBs across southeast Louisiana

<sup>3</sup> Includes slots, video poker, and HRMs as of December 2023. Fair Grounds's HRMs (approximately 500) are subject to pending litigation. Please see our Form 10-Q filed on October 23, 2024 for more details.

<sup>4</sup> Oxford retail sportsbook is approved but pending final regulations

<sup>5</sup> Leased land

## Terre Haute Casino Resort

### Built the new Terre Haute Casino Resort

- Located ~70 miles southwest of Indianapolis, Indiana
- Up to \$290 million investment
- Entertainment amenities include:
  - 1,000 slot machines
  - 36 table games
  - High-limit gaming lounge
  - 122-room luxury hotel
  - Signature sports bar with TwinSpires retail sports betting offering
  - Several food and beverage offerings
- Grand opening:
  - Casino opened April 5, 2024
  - Hotel opened May 15, 2024



## Equity Investments

### Rivers Casino Des Plaines (61% Ownership)

- Premier location on 21 acres in Des Plaines, IL (~17 mi. from Chicago)
- ~2,000 positions<sup>1,2</sup> (1,520 slot machines and 120 table games)
- Eight food and beverage outlets plus a VIP lounge
- Retail and online BetRivers sportsbook



### Miami Valley Gaming (50% Ownership)

- Located on 120 acres in Lebanon, OH (North of Cincinnati, south of Dayton)
- ~2,200 video lottery terminals<sup>1</sup> and four dining facilities
- Joint venture (50/50) with Delaware North



<sup>1</sup> Units as of December 31, 2023

<sup>2</sup> For purposes of statutory requirements, slot machines are counted as 0.9 positions and table games are determined based on type of game (Craps tables have 10 positions, all others have 5 positions).



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# Capital Management



### **Capital management philosophy based on creating long-term shareholder value**

#### **Maintain broad and expedient access to the capital markets**

- Ideal target is 3.0x-4.0x bank covenant net leverage - willing to go higher for a strategic investment

#### **Engage in open and active dialogue with rating agencies and institutional investors**

#### **Investments focused on creating long-term shareholder value**

- Invest in organic investments to expand offerings in high growth areas with returns above cost of capital
- Pursue strategic acquisitions
- Dividends are considered annually by the Board of Directors based on the health of the Company
- Opportunistic share repurchases dependent upon free cash flow generation, leverage levels, and other investment opportunities to grow the business

## Capital Projects

### Projected Capital Investments

Capital	2024 Forecast	2025 Outlook
Maintenance	\$90 - \$105 million	\$100 - \$110 million
Project	\$450 - \$550 million	\$250 - \$325 million
	<ul style="list-style-type: none"> <li>▪ Churchill Downs</li> <li>▪ Ellis / Owensboro</li> <li>▪ New Hampshire</li> <li>▪ Terre Haute</li> <li>▪ Virginia</li> </ul>	<ul style="list-style-type: none"> <li>▪ Starting Gate Pavilion &amp; Courtyard</li> <li>▪ Ellis / Owensboro</li> <li>▪ Virginia</li> <li>▪ Calvert City</li> </ul>

### Capacity for Future Investments

- 4.0x TTM Bank Net Leverage as of September 30, 2024
- Significant balance sheet flexibility
- \$1.2 billion revolving credit facility
- Demonstrated ability to access debt markets with attractive rates / terms

## M&A and Organic Capital Investments are a Core Discipline of Our Team

### Disciplined M&A

- Rivers Casino Des Plaines
- P2E: ~7.8x multiple including tax benefits, < 7.8x after realizing synergies from the Exacta transaction
  - Provides substantial scale and expands historical racing geographic diversification
  - Future development rights and opportunities
- Exacta Systems

### Focused Capital Investments

- Target unique, high cash generating assets
- Churchill Downs Racetrack
  - Homestretch Club      – Jockey Club Suites
  - First Turn Experience      – Starting Gate Pavilion & Courtyard
  - Paddock Project
- Kentucky, Virginia, and New Hampshire HRMs
- Terre Haute Casino Resort

### Strategic Seller of Assets

- Big Fish Games
  - Purchased for \$835 million<sup>1</sup> Dec. 2014
  - Sold for \$990 million<sup>1</sup> in Jan. 2018
  - > 50% levered IRR
- Calder land sales in 2016 and 2022
  - 176.7 total acres, \$317.5 million<sup>2</sup> total
- Arlington property sale in 2023
  - 326 acres, \$197.2 million<sup>2</sup> total

<sup>1</sup> Gross, prior to settlement of working capital adjustments and transaction costs

<sup>2</sup> Gross, prior to real estate commissions

### CDI has returned over \$1.9 billion of capital to shareholders since 2015

#### Dividends

- **January 2025 will be 14<sup>th</sup> consecutive increase in dividend per share**
- **Over \$230 million paid to shareholders in dividends since 2015<sup>1</sup>**

#### Share Repurchases

- **Returned nearly \$1.7 billion to shareholders through share repurchases since 2015<sup>2</sup>**
  - Repurchased ~34.5 million shares at an average price of ~\$49 per share<sup>2,3</sup>
- **\$170.9 million remaining under the 2021 Stock Repurchase Plan on September 30, 2024**

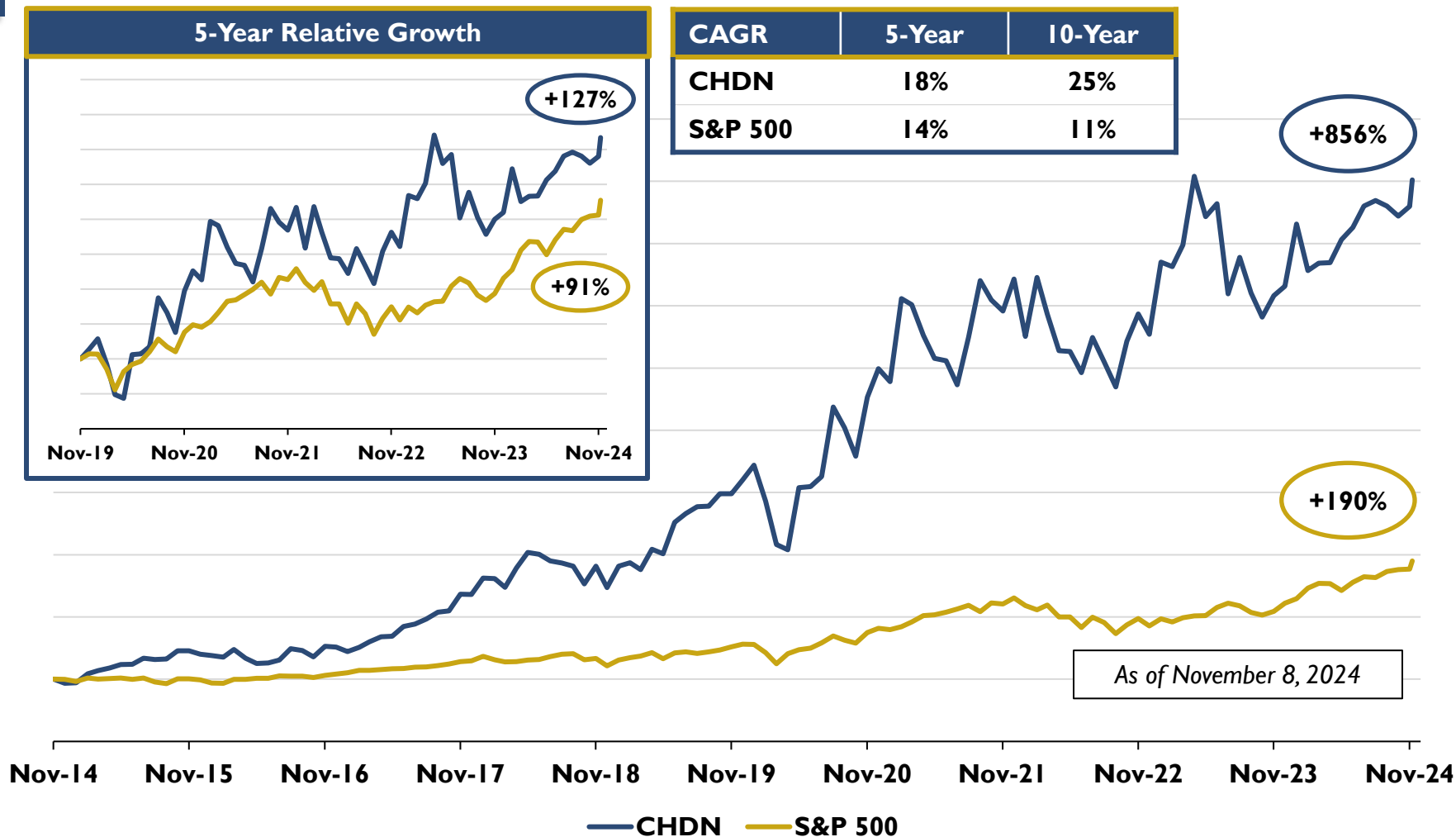
**Reflects our long-term commitment to effectively return capital to shareholders unless there are more attractive growth opportunities**

<sup>1</sup>Through January 5, 2024

<sup>2</sup>Through September 30, 2024, based on trade date

<sup>3</sup>Split adjusted shares

## Churchill Downs Incorporated vs. S&P 500 10-Year Relative Growth





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# **Environmental, Social, and Governance**

## CDI Approach to Environment, Social and Governance (“ESG”)

### ESG Committee established to lead ESG initiatives

- Cross-functional team led by CFO
- CDI’s Nominating & Governance Committee provides oversight to the Committee and CDI leadership regarding CDI’s ESG strategy
- Oversight of CDI’s responsible gaming, compliance, environmental, health and safety, sustainability, corporate social responsibility, corporate governance, and other efforts regarding public policy matters and commitments

### Responsible Gaming

- CDI only operates in regulated gaming markets
- CDI promotes responsible gaming at all of our properties and online, for all of our products and services
- CDI’s leadership team and CDI’s Audit Committee of the Board of Directors provide oversight

### Environment

- CDI is committed to environmental responsibility in the communities in which we operate
- CDI initiatives at properties to lessen energy and water usage, to decrease carbon emissions, and to responsibly manage waste are ongoing

### Social

- CDI is investing in the communities in which we operate
- CDI supports its team members by assisting with funding of continuing education and pursuit of professional licenses and designations, various leadership programs, and programs to help those in need

### Governance

- We strive to attract a Board with diversity of race and gender, as well as general diversity of background and experiences including financial, industry, and risk experience
- Each member of the Board brings unique skills and experiences to the team and plays a vital role in the direction of CDI

## CDI Approach to Responsible Gaming

**CDI is committed to promoting responsible gaming at all of our properties and online, for all of our products and services**

### Team Members

**We provide the knowledge and skills regarding:**

- Importance of responsible gaming
- CDI policies related to responsible gaming
- CDI policies regarding advertising and direct marketing
- How to actively recognize and respond to requests for information and to incidents

### Customers and Guests

**We provide information regarding:**

- Self-restriction and self-exclusion programs to not receive direct marketing and to be denied access to any CDI property
- Education on how the games work, tips on how to play responsibly, and to provide referrals and support for problem gambling treatment

### Monitoring

**CDI's Audit Committee oversees compliance with responsible gaming regulations:**

- Quarterly self reporting of property incidents by CDI Leadership Team
- Periodic internal audits reported to CDI's Audit Committee and state gaming regulators

**Periodic state gaming regulator audits**

Notes:

1. Please visit the ESG section of our Investor Relations webpage to view our Responsible Gaming and Advertising Policy.



## CDI Approach to Equine and Jockey Health and Safety

### CDI is committed to protecting and furthering equine and jockey health and safety at all of our racetracks

#### Horseracing Integrity and Safety Act (HISA)

- Independent body responsible for implementing national standards for medication usage and racetrack safety
- The Anti-Doping and Medication Control (ADMC) Program was implemented in May 2023 and the Racetrack Safety Program was implemented in July 2022
  - The ADMC creates a national set of rules and standards for the treatment of horses
  - This was a welcome change from the prior model where states had their own independent medication programs
  - HISA contracted veterinarians perform pre-race veterinary examinations of each horse competing prior to each and every race

#### Equine Safety and Welfare

- “Safety from Start to Finish” Program
- All horses competing undergo veterinary reviews before each race or timed high-speed workout
- Equine medical center and on-site equine PET scan at CDRT to help detect and prevent injuries
- CDI is investing in new technologies to monitor and assess equine athletes (e.g., StrideSAFE)

#### Racing Integrity

- Barn security and contact logs
- Escorts and horse identification prior to races
- Increased out-of-competition testing
- HISA has hired a 23-year FBI veteran as their Director of Intelligence and Strategy with an extensive team that will use intelligence gathering, data analysis, and investigations to further strengthen the integrity of the industry

#### Jockey Health and Safety

- CDI tracks have numerous emergency medical technicians onsite during racing and training to provide care to jockeys



## CDI Approach to the Environment

### We have ongoing initiatives at our properties:

- To lessen energy and water usage
- To decrease our carbon emissions
- To responsibly manage waste



### Examples of these initiatives include:

- We are committed to installing LED lighting in all of our newly constructed properties and converting to LED lighting at our existing properties
- Our properties are implementing a wide range of recycling initiatives
- Our teams have enhanced the efficiency of our heating and cooling systems, including nightly setbacks, high efficiency compressors on HVAC equipment, and demand controlled ventilation at our properties
- We installed large pipes at Churchill Downs Racetrack to act as storage basins during heavy rainfalls, reducing an estimated 12 million gallons of wastewater overflows into the neighboring communities
- Eight of our properties have worked with Restaurant Technologies to utilize cooking oil recycling, reducing used cooking oil by 90,624 pounds annually

**We are committed to reducing our impact on the environment in the communities in which we operate.**

#### Notes:

1. Please visit the ESG section of our Investor Relations webpage to view our Environmental and Water Policy.

## CDI Approach to Social

### CDI is investing in the communities in which we operate

- CDI contributes over \$5.0 million annually via grants and in-kind donations to over 750 organizations
- Each year, CDI donates tickets and experiences to nonprofit fundraising auctions, resulting in > \$2.5 million raised to benefit various charitable causes
- Our team members demonstrate their commitment to our communities through toy and food drives, neighborhood beautification projects, mentorship projects, and assisting nonprofits with a variety of volunteer initiatives like our Repair Affair Project with New Directions
- Our Kentucky Oaks charitable initiative fundraises for women's health advocacy, primarily focused on breast and ovarian cancer
  - More than \$1.5 million raised for women's health advocacy since its inception
  - Partnerships with Norton Cancer Institute and Horse & Hopes help to provide preventative access to underserved women, including those that work in the equine industry
  - Attendees are encouraged to incorporate pink or teal into their outfit and 150 breast and ovarian cancer fighters and survivors march in the Survivors Parade



### CDI supports its team members by assisting with funding of continuing education and pursuit of professional licenses and designations, various leadership programs, and programs to help those in need

- Our Business & Technology Rotational Program is a 2-year development track that provides a unique professional development and mentorship opportunity for young professionals to work with senior-level leaders
- CDI supports and encourages its team members to continue their academic growth by offering tuition reimbursement following one year of service
- The Helping Others Receive Support in Emergencies (HORSE) Program is a nonprofit charitable organization established by CDI to provide confidential emergency financial assistance to team members and their families in situations caused by unforeseeable and uncontrolled hardships



#### Notes:

1. Please visit the ESG section of our Investor Relations webpage to view our Code of Conduct and Anti-Human Trafficking Policy.

## CDI Approach to Governance

### Strong Board of Directors – eight highly qualified members that play a vital role in the direction of CDI

- 7 of 8 directors are independent
- Fully independent Audit and Compensation committees
- 3 of 7 independent directors are women or diverse
- Board includes financial, industry and risk management experts

### Oversight by Board of Directors regarding critical governance responsibilities

- Risk Management
- Responsible Gaming
- Cybersecurity
- Sustainability
- Code of Conduct

### Single-class capital structure protects investor rights

### Mandatory Board of Director retirement age of 72

### Significant shareholder engagement throughout the year

### Policies and practices in place to protect the integrity of our business

- Anti-money laundering policy
- Mandatory ethics and cybersecurity training for all full-time employees
- Anti-corruption policy

#### Notes:

1. Please visit the Governance section of our Investor Relations webpage to view our Charters and Governance Documents.



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# *Appendix*

## Management Team



**Bill Carstanjen**  
**Chief Executive Officer**

- Chief Executive Officer since Aug. 2014; Director since 2015
- President and COO, Mar. 2011 – Aug. 2014; COO, Jan. 2009 – Mar. 2011
- EVP, General Counsel & Chief Development Officer, July 2005 – Dec. 2008
- Former Executive of GE
- Began career as attorney with Cravath, Swaine, & Moore LLP in NYC
- Columbia Law School



**Bill Mudd**  
**President and Chief Operating Officer**

- Chief Operating Officer since Oct. 2015
- President and Chief Financial Officer, Aug. 2014 – Oct. 2015
- Chief Financial Officer from Oct. 2007 to Aug. 2014
- 15-year multi-industry, multi-business background with GE
- Former Captain in the U.S. Army Reserves
- B.A. in Mathematics from Bellarmine University; MBA



**Marcia Dall**  
**Executive Vice President and Chief Financial Officer**

- Chief Financial Officer since Oct. 2015
- Public company Chief Financial Officer for Erie Insurance Group / Erie Indemnity (Nasdaq: ERIE), Mar. 2009 to Oct. 2015
- 20+ year tenure with GE / GE Capital in finance / operational / executive roles
- B.S. in Accounting – Indiana University; MBA – Kellogg School of Management at Northwestern University; CPA

## Board of Directors



### **Alex Rankin** **Chairman of the Board**

- Independent Chairman since 2018
- Director since 2008
- Chairman of the Board of Sterling G. Thompson Company, LLC
- President of Upson Downs Farm, Inc.
- Chairman of James Graham Brown Foundation



### **Bill Carstanjen**

- CEO since 2014; Director since 2015
- CDI President and COO, 2011 – 2014; COO, 2009 - 2011
- CDI EVP, General Counsel & Chief Development Officer, 2005 - 2008
- Former Executive of GE
- Began career as attorney with Cravath, Swaine, & Moore LLP in NYC



### **Ulysses Bridgeman, Jr.**

- Director since 2012
- Owner and CEO of Heartland Coca-Cola Bottling Company
- Previously owner & CEO of various companies operating over 450 restaurants in 20 states
- From 1975 – 1987 played professional basketball for the Milwaukee Bucks and Los Angeles Clippers

## Board of Directors (continued)



### Andréa Carter

- Director since 2022
- Senior Executive Vice President and Chief Human Resources Officer for Global Payments, Inc. in Atlanta
- Extensive human resources executive experience with Habitat for Humanity, Ralph Lauren, Newell Rubbermaid, and The Home Depot



### Doug Grissom

- Director since 2017
- Managing Director of Madison Dearborn Partners' Business & Government Software and Services team
- Previously with Bain Capital, McKinsey & Company and Goldman Sachs



### Daniel Harrington

- Director since 1998
- Chair of Compensation Committee
- President and CEO of HTV Industries, Inc.
- Extensive financial, accounting, and Chief Executive experience



## Board of Directors (continued)



### Karole Lloyd

- Director since 2018
- Chair of Audit Committee and serves on the Nominating & Governance Committee
- Former Vice Chair and Southeast Regional Managing Partner for Ernst & Young LLP
- Serves on the Board of Directors of Aflac Inc.
- Handled mergers, IPOs, acquisitions, and divestures for EY



### Paul Varga

- Director since 2020
- Former Chairman and CEO of Brown-Forman Corporation
- Serves on the Board of Directors of Macy's Inc.
- Considerable experience and expertise in corporate finance, building brand awareness, product development, marketing, and sales

## CDI Racetrack Overview

Racetrack	Churchill Downs	Ellis Park	Colonial Downs	Presque Isle Downs	Turfway Park	Fair Grounds	Miami Valley Gaming	Oak Grove	Ocean Downs
Location	Louisville, Kentucky	Henderson, Kentucky	New Kent, Virginia	Erie, Pennsylvania	Florence, Kentucky	New Orleans, Louisiana	Lebanon, Ohio	Oak Grove, Kentucky	Berlin, Maryland
Race Season	May-Jul. & Sept. & Nov.	Jul.-Aug.	Jul.-Sept.	May-Oct.	Nov.-Apr.	Nov.-Mar.	Jan.-May	Apr.-Jul.	May-Sept.
Type of Racing	Thoroughbred	Thoroughbred	Thoroughbred	Thoroughbred	Thoroughbred	Thoroughbred	Standardbred (Harness)	Standardbred (Harness)	Standardbred (Harness)

## Definition of Non-GAAP Financial Measures

In addition to the results provided in accordance with GAAP, Churchill Downs Incorporated (the “Company”, “we”, “our”) also uses non-GAAP measures, including EBITDA (earnings before interest, taxes, depreciation and amortization) and Adjusted EBITDA.

The Company uses non-GAAP measures as a key performance measure of the results of operations for purposes of evaluating performance internally. These measures facilitate comparison of operating performance between periods and help investors to better understand the operating results of the Company by excluding certain items that may not be indicative of the Company's core business or operating results. The Company believes the use of these measures enables management and investors to evaluate and compare, from period to period, the Company's operating performance in a meaningful and consistent manner. The non-GAAP measures are a supplemental measure of our performance that is not required by, or presented in accordance with, GAAP, and should not be considered as an alternative to, or more meaningful than, net income or diluted EPS (as determined in accordance with GAAP) as a measure of our operating results.

We use Adjusted EBITDA to evaluate segment performance, develop strategy, and allocate resources. We utilize the Adjusted EBITDA metric to provide a more accurate measure of our core operating results and enable management and investors to evaluate and compare from period to period our operating performance in a meaningful and consistent manner. Adjusted EBITDA should not be considered as an alternative to operating income as an indicator of performance, as an alternative to cash flows from operating activities as a measure of liquidity, or as an alternative to any other measure provided in accordance with GAAP. Our calculation of Adjusted EBITDA may be different from the calculation used by other companies and, therefore, comparability may be limited.

Adjusted EBITDA includes our portion of EBITDA from our equity investments and the portion of EBITDA attributable to noncontrolling interest.

Adjusted EBITDA excludes:

- Transaction expense, net which includes:
  - Acquisition, disposition, and property sale related charges;
  - Other transaction expense, including legal, accounting, and other deal-related expense;
- Stock-based compensation expense;
- Asset impairments;
- Gain on property sales;
- Legal reserves;
- Pre-opening expense; and
- Other charges, recoveries, and expenses.

Further information relevant to the interpretation of non-GAAP financial measures and reconciliations of these non-GAAP financial measures to the most comparable GAAP measures, including reconciliations for the periods other than the three and nine months ended September 30, 2023 and 2024, respectively, is available on the reports we file from time to time with the SEC, including our Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, and Current Reports on Form 8-K. Copies of reports we file with the SEC are posted on our website.

## Reconciliation from GAAP to Non-GAAP Financial Measures

### Reconciliation of Comprehensive Income to Adjusted EBITDA

<i>(in millions)</i>	Three Months Ended September 30,		Nine Months Ended September 30,	
	2024	2023	2024	2023
Net income attributable to Churchill Downs Incorporated	65.4	61.0	355.1	359.7
Net income attributable to noncontrolling interest	0.8	-	1.7	-
<b>Net income and comprehensive income</b>	<b>66.2</b>	<b>61.0</b>	<b>356.8</b>	<b>359.7</b>
<b>Additions:</b>				
Depreciation and amortization	49.6	42.1	145.7	121.8
Interest expense	73.1	67.9	217.0	197.8
Income tax provision	19.9	20.8	125.4	130.2
<b>EBITDA</b>	<b>\$ 208.8</b>	<b>\$ 191.8</b>	<b>\$ 844.9</b>	<b>\$ 809.5</b>
<b>Adjustments to EBITDA:</b>				
Stock-based compensation expense	\$ 7.1	\$ 8.1	\$ 23.2	\$ 24.8
Arlington exit costs	-	0.1	-	9.4
Pre-opening expense	7.8	5.0	23.6	11.4
Other expenses, net	1.0	0.7	1.3	7.6
Asset impairments	3.9	-	3.9	24.5
Transaction expense, net	(4.0)	1.5	0.7	1.8
Other income, expense:				
Interest, depreciation and amortization expense related to equity investments	10.6	10.1	31.4	29.8
Rivers Des Plaines' legal reserves and transaction costs	-	-	0.3	-
Other charges and recoveries, net	0.1	0.9	(6.7)	-
Gain on sale of Arlington	-	-	-	(114.0)
Total adjustments to EBITDA	26.5	26.4	77.7	(4.7)
<b>Adjusted EBITDA</b>	<b>\$ 235.3</b>	<b>\$ 218.2</b>	<b>\$ 922.6</b>	<b>\$ 804.8</b>
<b>Adjusted EBITDA by segment:</b>				
Live and Historical Racing	\$ 93.0	\$ 80.9	\$ 473.0	\$ 386.5
TwinSpires	42.5	33.9	128.3	97.2
Gaming	123.3	122.3	386.8	375.2
Total segment Adjusted EBITDA	258.8	237.1	988.1	858.9
All Other	(23.5)	(18.9)	(65.5)	(54.1)
<b>Total Adjusted EBITDA</b>	<b>\$ 235.3</b>	<b>\$ 218.2</b>	<b>\$ 922.6</b>	<b>\$ 804.8</b>