

Exhibit 3

FILED UNDER SEAL

**Pursuant to the Text-Only Order granting Dkt. 263 Joint Motion to Seal,
entered on 10/13/2025 at 6:15 p.m. and filed on 10/13/2025**

From: Jonathan Marshall [jasm@raceteamalliance.com]
Sent: 5/8/2023 11:34:55 AM
To: Justin Marks [jmarks@trackhouse.com]; Steve Lauletta [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=93f0b8acdd9b4361a35fe349559ae000-steve.laule]; Brett Frood [bfrood@shrcing.com]
CC: Rob Kauffman [REDACTED]; Jess Ballard [jess@raceteamalliance.com]
Subject: Events Group - Oman Proposal
Attachments: Oman Race Concept Deck.pdf

Events Group -

Ray & Det sent through the Oman Race concept.

We are looking for a time with this group - Justin, Steve, Brett & Rob - on Wednesday for a call with Ray & Det.

Please let us know availability - Rob said he's pretty open that day.

Thank.s

JSM

----- Forwarded message -----

From: Det Cullum <det@rayevernham.com>
Date: May 8, 2023, 10:22 AM
Subject: Oman Proposal
To: Jonathan Marshall <jasm@raceteamalliance.com>

Jonathan,

Attached is the first iteration of the Oman race concept. As for the car design, Ray knows what he wants and has shared some of the vision with Rob but he wants to discuss direction before continuing on the rendering. He has done a rough sketch himself but we will need to hire someone to do a professional rendering before we move forward.

Best,

Det Cullum
Executive Vice President



Mobile: [REDACTED]
det@rayevernham.com

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JONATHAN MARSHALL // EXECUTIVE DIRECTOR

[REDACTED]

jm@receteamalliance.com



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Oman Race Concept



OVERVIEW

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The goal of this exercise has been to create a new form of motorsports entertainment that would be exciting and interesting for the country of Oman.

We believe not only can we accomplish creating an entertaining program for the Omanis, but we can also create a sustainable business plan based on cars, parts, and technology that could be replicated in other regions.

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THE CARS - OPTIONS

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In our original discussion with Justin Marks, he suggested utilizing TA2 cars to hold a yearly race event in Oman with American/RTA racing stars then leaving the cars for the Omanis to continue racing. Our initial studies show the cost may be the same whether we use TA2 cars, late models, or build our own car. We would still be jumping through the same hurdles with shipping, importing, duties, taxes and sales issues with either car. We will need to get an opinion from an importer with knowledge on this.

TA2 Option

- It would be difficult and expensive to purchase 16-20 TA2 cars. Additionally, making them look and feel identical would also be a challenge and, in searching for used TA2 cars, most of what is for sale is a generation or two old.
- We could try to contract with a current builder of TA two cars to build some new cars.
- There are only three approved builders for TA2 competition right now. I'm not sure if Any of those could Or would take on a project of this size with what I am guessing is a projected timeline of racing in 2025.
- Contracting someone else to build the cars would still not help us putting together a group of people to assemble and maintain the cars.

Custom Design Option

- The biggest difference between using TA2 cars and creating a custom design would be the cost of developing the prototype race vehicle, which is estimated to cost around \$350,000-\$450,000 to build, develop and test.
- After the prototype, the cost of building the rest of the cars runs closely together to the cost of TA2 cars or late models.
- Building and owning your own vehicles would allow opportunity for additional income and manufacturing flexibility.
- These cars would be non-descriptive so there would be no manufacturer issues and they would be more identical for competitive racing.
- The IP and design would be owned by the RTA so if the series were to grow, continue or be replicated in a different region there would already be a business plan in place for support.

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THE CARS - PROPOSED PLAN

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I would propose mirroring the plan that I put together for the SRX series, which would entail contracting with a chassis builder to construct a rolling chassis, per our spec, and having our own team assemble and maintain them. That same team could continue to support the service and repair of the current cars, as well as provide training to the Omanis. I feel it's important to deliver a quality product that would look and sound like a professional race car.

Research, surveys and case studies will need to be conducted to truly identify what excites the Omanis when it comes to motorsports, speed, sound, cool looking cars, etc. but I feel strongly there's an opportunity to create a car that can be multipurpose and has a wow factor when people look at it.

I am confident that if given the green light this project
can go from drawing board to racetrack in

12 to 16 months

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THE CARS - PROPOSED SPECS

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Custom built, modern racecar constructed to be able to race on small ovals based inside of a soccer stadium with the ability to easily convert to run on a street course or small course off pavement. From a technical perspective, there will be nothing revolutionary about the car to keep cost down and provide high level of reliability. However, the car will still provide a wow factor appearance. The car will basically be a mixed formula of a SRX, TA2, Late Model and Short Track Modified. There will be no ABS, traction control or driver assist.

Chassis.....Mild steel tube frame and roll cage
Wheelbase.....95"-100"
Tread.....60"-64"
Weight.....2,700 lbs with driver and fuel
Engine.....Small displacement V8 aluminum block with electronic fuel injection and engine management will provide a cost efficient, simple, dependable and proven powerplant with plenty of horsepower and great sound. Can easily be designed to run on standard gasoline.
Transmission.....5-speed sequential (Easy to shift and used universally in motorsports)
Rear axle.....Aluminum quick change with straight axle (Simple, easy, readily available and provides low-cost gear changes to accommodate different size racetracks)

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THE RACE TRACK – OPTION 1

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Street circuit through the streets of Oman's Capital, Muscat.

Muscat



Monaco



Muscat is the most populous city in Oman and a popular tourist destination. The scenery in Muscat provides an incredible backdrop for this event, much like Monaco, and has easy travel access with the Muscat International Airport.

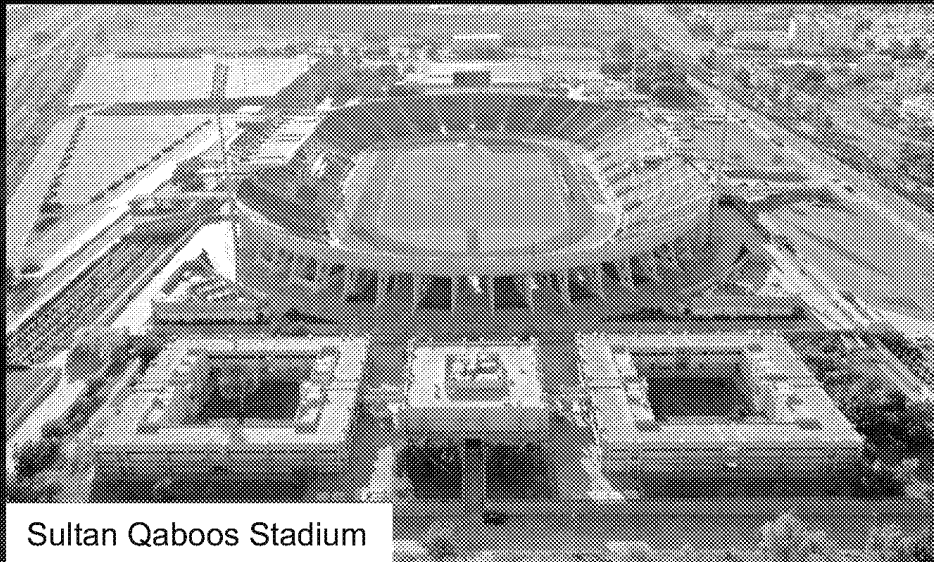
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THE RACE TRACK – OPTION 2

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Temporary Oval Track Inside the Sultan Qaboos Stadium



Sultan Qaboos Stadium



The Clash at LA Coliseum

Again, located in the nation's capital, the Sultan Qaboos Stadium could provide a great venue for a temporary oval track much like what has been created for the Clash at the LA Coliseum. Additional research and discussions with Oman would have to be completed to fully understand the feasibility of this option.

THE RACE FORMAT – OVAL TRACK

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Field

- A field of **Fifteen (15) Cars** will be split up into **Three (3) Teams**, each led by a well-known American crew chief, retired driver or celebrity.
- Each five (5) person team will consist of **Three (3) American/RTA Drivers**, **One (1) Omani Driver** and **One (1) Wild Card Driver** (surprise driver from another series, popular retired RTA drivers or celebrities)
- Team cars would be identified by the color of the numbers or another defining graphic

Points System

- Points will be awarded based on finishing position in each round (1st = 15 points, 2nd = 14 points, 3rd = 13 points, etc.)
- The winner of each round will be awarded an additional 3 points (Winner receives 3 bonus points + 15 position points = 18 points total)
- Drivers will be awarded 1 additional point per position improved in each round (Driver starts 12th, finishes 5th receives 11 finishing position points + 7 position points = 18 points total)
- Calculations and scenarios need to be reviewed to flush out the points system, but the goal is to create drama, give drivers and teams the opportunity to be strategic and keep fans involved.

Schedule

- Monday – Team arrives
- Tuesday – Containers with cars and equipment arrive
- Wednesday – Unload, assemble equipment and prepare cars
- Thursday A.M. – Finalize cars, equipment, pit and garage area
- Thursday P.M. – Car shakedown and initial mechanical review
- Friday A.M. – Final car prep
- Friday P.M. – Driver practice, two seat car rides, fan fest, dignitary dinner
- Saturday Early P.M. – Qualifying, two seat rides, pre-race entertainment
- Saturday P.M. – Race event 1

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THE RACE FORMAT – OVAL TRACK

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Qualifying

- All drivers complete **Two (2) Qualifying Laps**. Their fastest lap determines qualifying order.
- The top five (5) qualifiers are given the opportunity to start the race at the rear of the field to provide opportunity to gain additional points for number of positions gained.
 - EX: Pole winner could decide to start 15th, 2nd place could stay up front and would start 1st, 3rd place could decide to go to the back and would start 14th, etc.
 - Qualifiers 6-15 would start wherever they land after the top 5 qualifiers make their decisions

Race

- **4 Rounds** consisting of **50 Laps** or **20 minutes** (whichever comes first)
- There will be 10 minutes between each round to give time for car adjustments along with driver interviews and video recaps on big screens, much like an Olympic event. We can use this time on the broadcast to cover where drivers/teams stand in points totals and create anticipation.
- Starting order for Round 2 will be the **Reverse** of the Round 1 finishing order with the top 5 after this reverse, which would be finishers 11-15 in Round 1, having the choice to maintain their starting position based on the reversal or go to the back of the field with the same process used for Round 1 starting order.
- Starting order for Round 3 will be **Chosen** by Team Leaders with picking order being determined by overall **Team Points** accumulated then the top 5 starters will be again be given the opportunity to go to the back of the field
 - 1st Place in points determines which of their drivers will start 1st, 4th, 7th, 10th, 13th
 - 2nd Place in points determines which of their drivers will start 2nd, 5th, 8th, 11th, 14th
 - 3rd Place in points determines which of their drivers will start 3rd, 6th, 9th, 12th, 15th
- Starting order for Round 4 will be based solely on **Total Driver Points**. The top 5 can choose to go to the back of the field.
- There would be **Round Winners**, **Omani Driver Champion**, **Overall Driver Champion** and **Team Champion** based on total points.

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THE RACE FORMAT – OVAL TRACK

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This format forces the drivers and team leaders to use strategy and take gambles. It also motivates drivers to pass cars for points as well. I understand it may sound a bit complicated, but this format is not designed for the stereotypical American race fan. It is designed for a new age of intellectual race fans who will enjoy the strategic and almost mathematical elements of the race. Additional research into the Omani culture will have to be conducted to ensure their population fits the fan this format targets.

Our biggest challenge will be creating a racetrack that will allow passing. It's important that we can somehow create side-by-side racing, which may take some creative construction.

All of this together will provide an interesting and engaging entertainment piece for viewers at track and at home. It will give the announcers great material to talk about during the breaks but getting the right team of on-camera talent will be important to keep it interesting.

We would also have to consider either inviting the Omani drivers to the US to test and practice with us or send a car and support over there to get them up to speed.

PRO FORMA

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More research will need to be in order to get the numbers closer, but our estimates show the total cost of the one-time event will be between \$6M-\$7M depending on driver and team final cost. Right now, the build and assembly shop is fat but the sooner we begin planning the more we can drop the labor cost. Also, ~\$4M of this budget is made up of capital expenditures.

This proposal is designed to leave the cars in Oman with enough spare parts for the Omanis to run some events. We can also propose our people training the Omanis.

Other things to consider are being able to find tire supplier, oil supplier, fuel supplier. These numbers are without any sponsorship/product trade involved.

17 Complete Race Cars	\$3,400,000	(\$200,000 Each)
1 Spare Rolling Chassis	\$60,000	
2 Spare Engines	\$90,000	\$45,000 Each
Miscellaneous Engine Parts	\$15,000	
3 Spare Transmissions	\$30,000	\$10,000 Each
Miscellaneous Transmission Parts	\$10,000	
2 Spare Rear Axles Without Brakes	\$14,000	
Miscellaneous Rear Axle Parts	\$8,000	
Miscellaneous Body and Glass Pieces	\$15,000	
Miscellaneous Bumpers and Rub Rails	\$12,000	
Fuel System Spares	\$10,000	
Electrical System Spares	\$20,000	
Cooling System Spares	\$12,000	
Brake System Spares	\$16,000	
Exhaust Spares	\$6,000	
Interior	\$8,000	
Wheels	\$20,000 (steel) or \$80,000 (aluminum)	
Graphics	\$25,000	
Tools and Equipment	\$60,000	
Vehicle Lease for US Shop Use	\$60,000	
Crew Uniforms	\$25,000	
Tires (Testing & 1 Event)	\$200,000	Tire service on-site or will we need to ship mounted tires?
Fuel (2,000 gallons)	\$20,000	This price is without shipping so will change if not available on-site and we have to ship.
Chemicals, Oils, Gear Oils, Fluids & Cleaners	\$12,000	
Taxes, Duties and Import Fees		
REE Project Management & Design		
Driver Salaries		
Driver Travel		
Driver Uniforms		
Temporary Build/Assembly Shop (12 Months)	\$200,000	
Build Staff (12 Employees for 12 Months)	\$1,400,000	
Event Staff (18 Employees for 2 Weeks)	\$100,000	
Event Staff Managers (3 Employees for 2 Weeks)		
Travel Concierge Service		
Race Control Director		
Car & Equipment Shipping One Way	\$250,000 (Ocean) or \$450,000 (Air)	
Staff/Crew Travel & Per Diems		
insurance		
Total*	\$6,000,000-\$7,000,000	

*All items left blank will need further direction, feedback and research to determine cost but we believe the total one-time event cost will land between \$6M-\$7M

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CLOSING

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The goal would be for the RTA or designated ownership company to retain all rights to the IP. The Omanis would continuously buy replacements parts and cars from the ownership company, and we could easily set up a franchise system if they wanted to expand this race/series to a franchise system.

To create a more detailed plan, traveling to Oman for a site visit and culture survey would be necessary. This proposal is meant to be a thought starter for the team and will be refined as we get feedback and learn more.