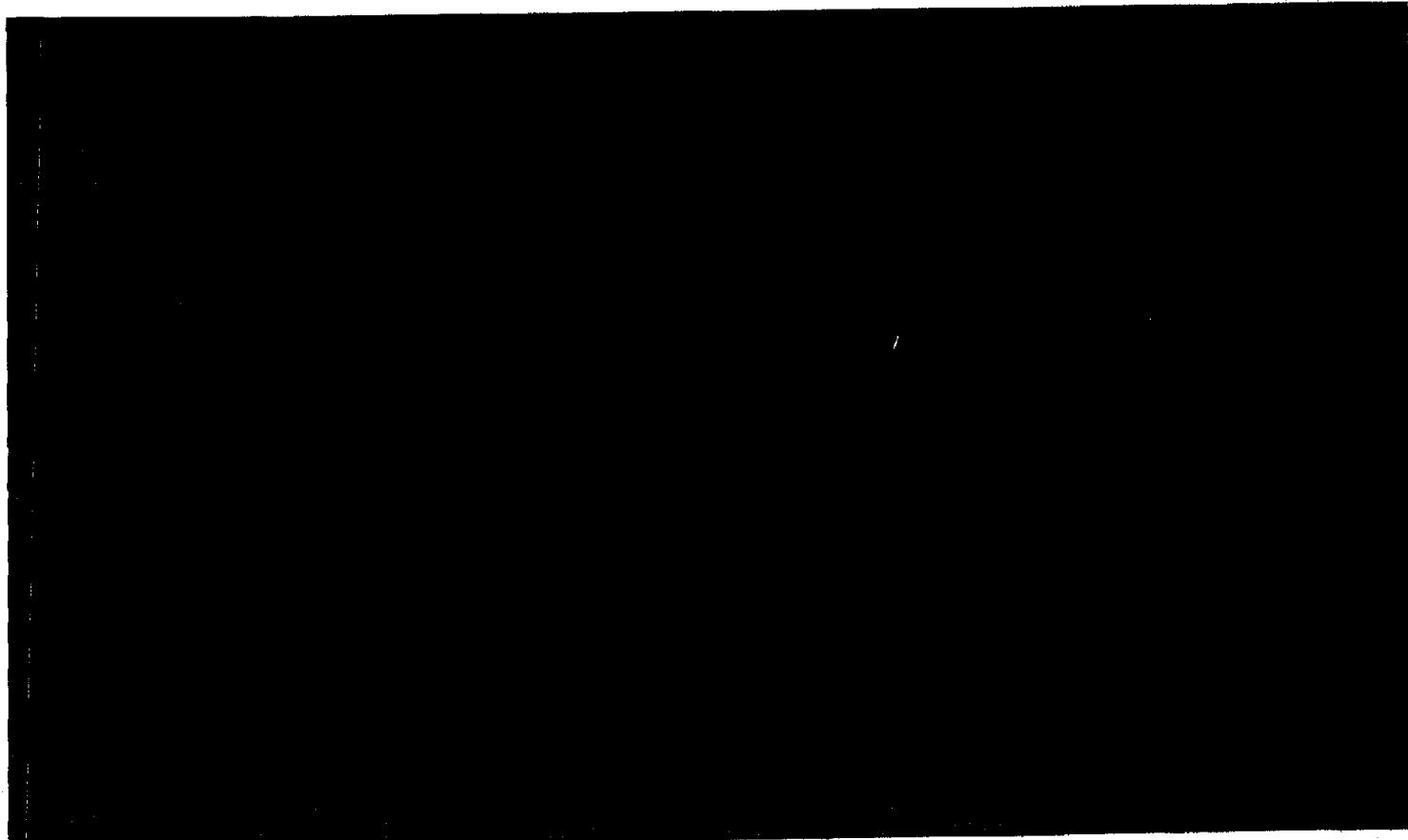
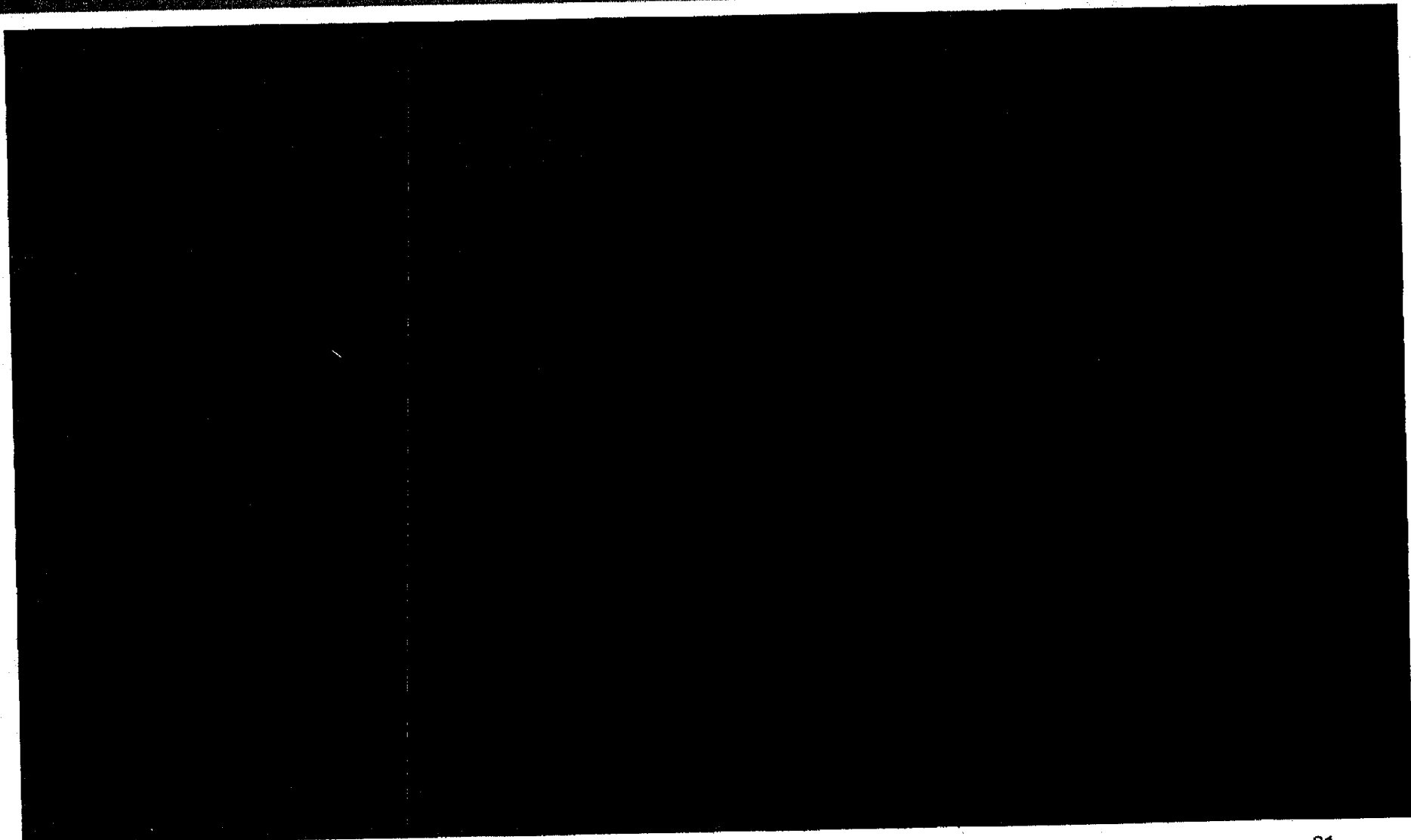


# Spaceframe Relative to Exterior Panels

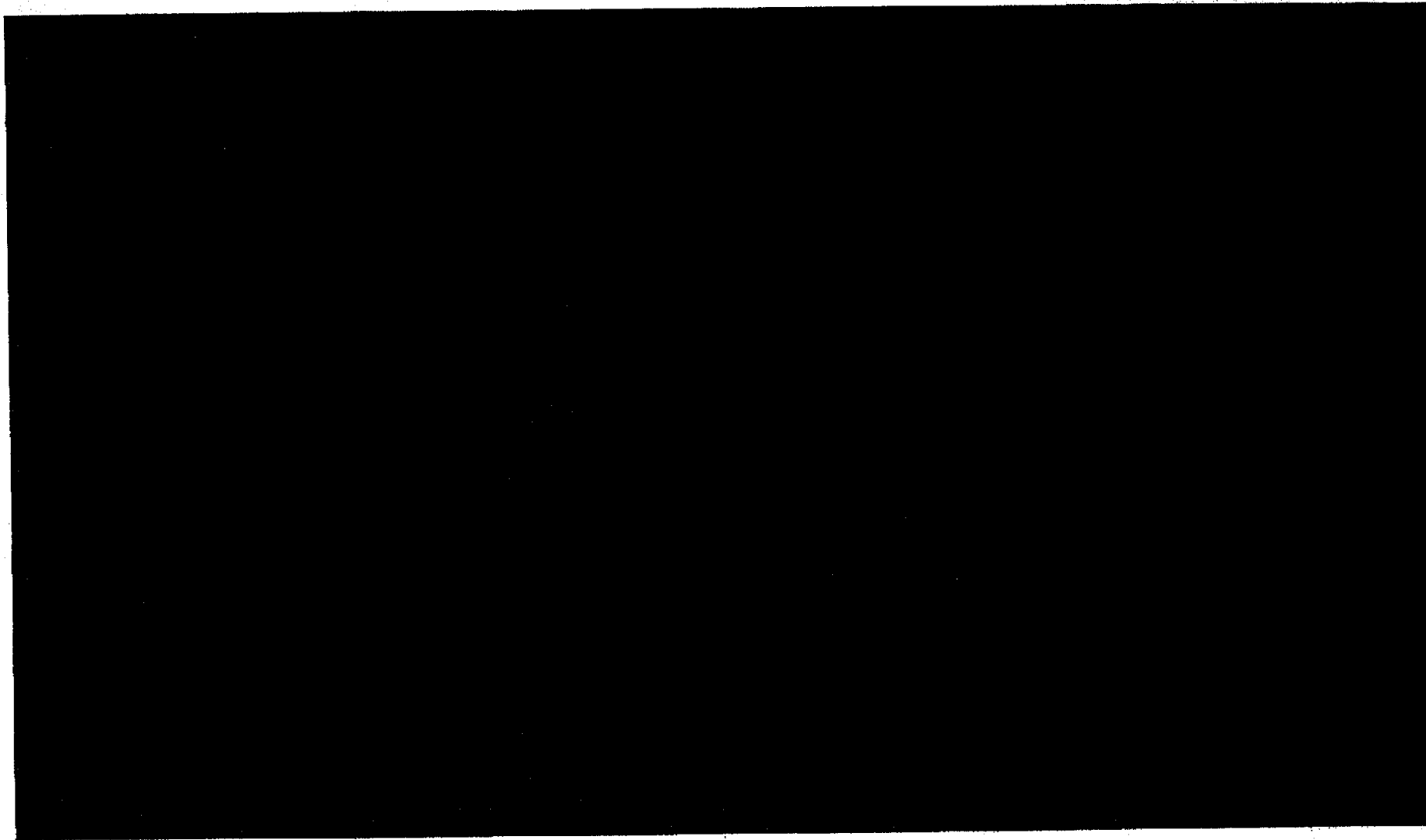


# Aerodynamics Analytical Results



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# High Quality Leather Wrapped Interior



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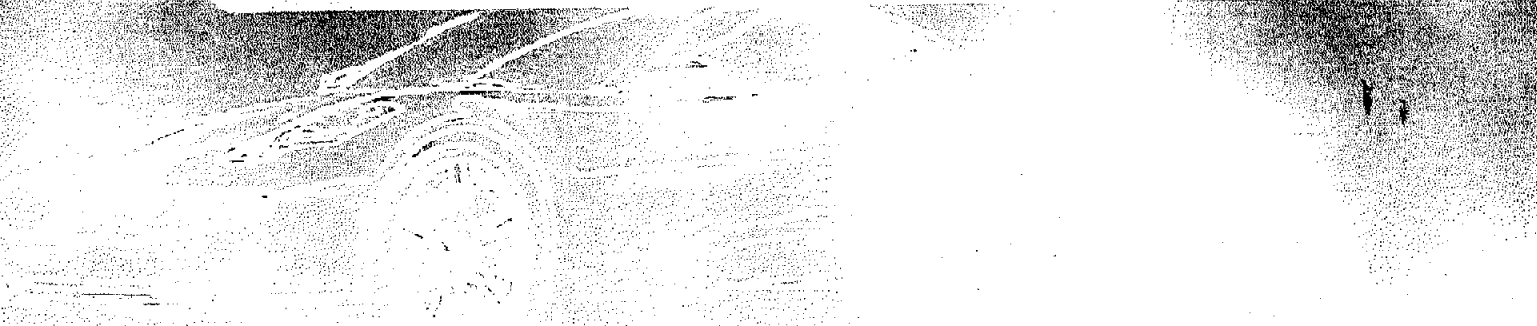
152



## Marketing and Sales

Fisker Karma

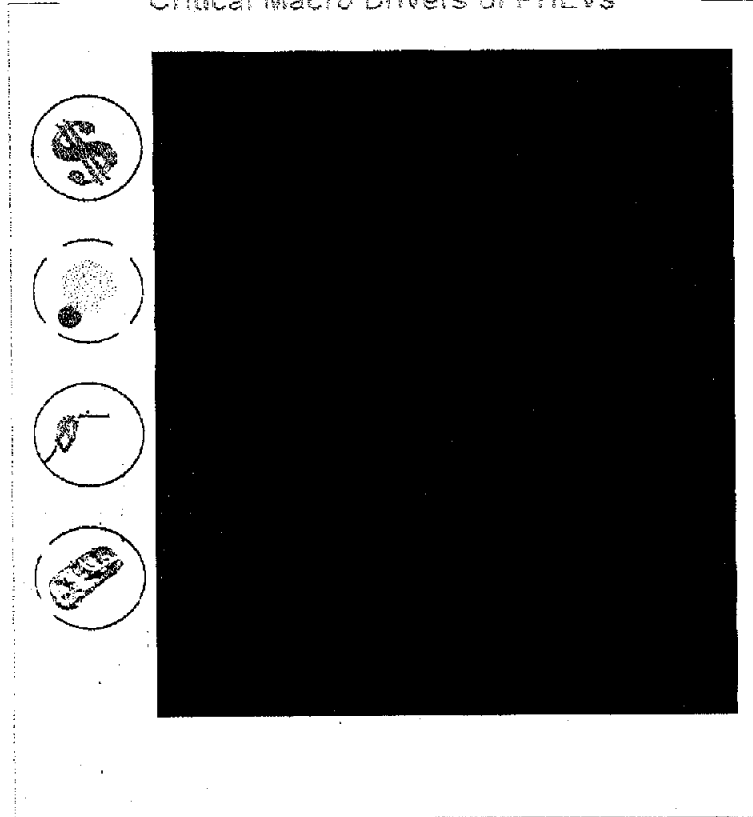
See Tab 1-G "Marketing Analysis"  
for additional detail.



# Huge Market Opportunity

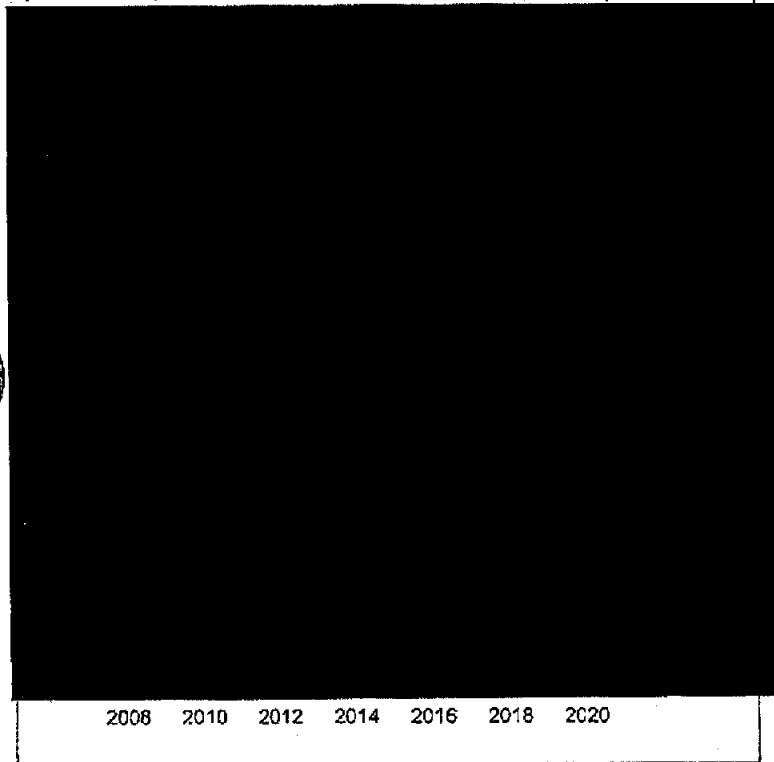


Critical Macro Drivers of PHEVs



Global Hybrid Vehicle Forecast <sup>(1)</sup>

(Units in millions)

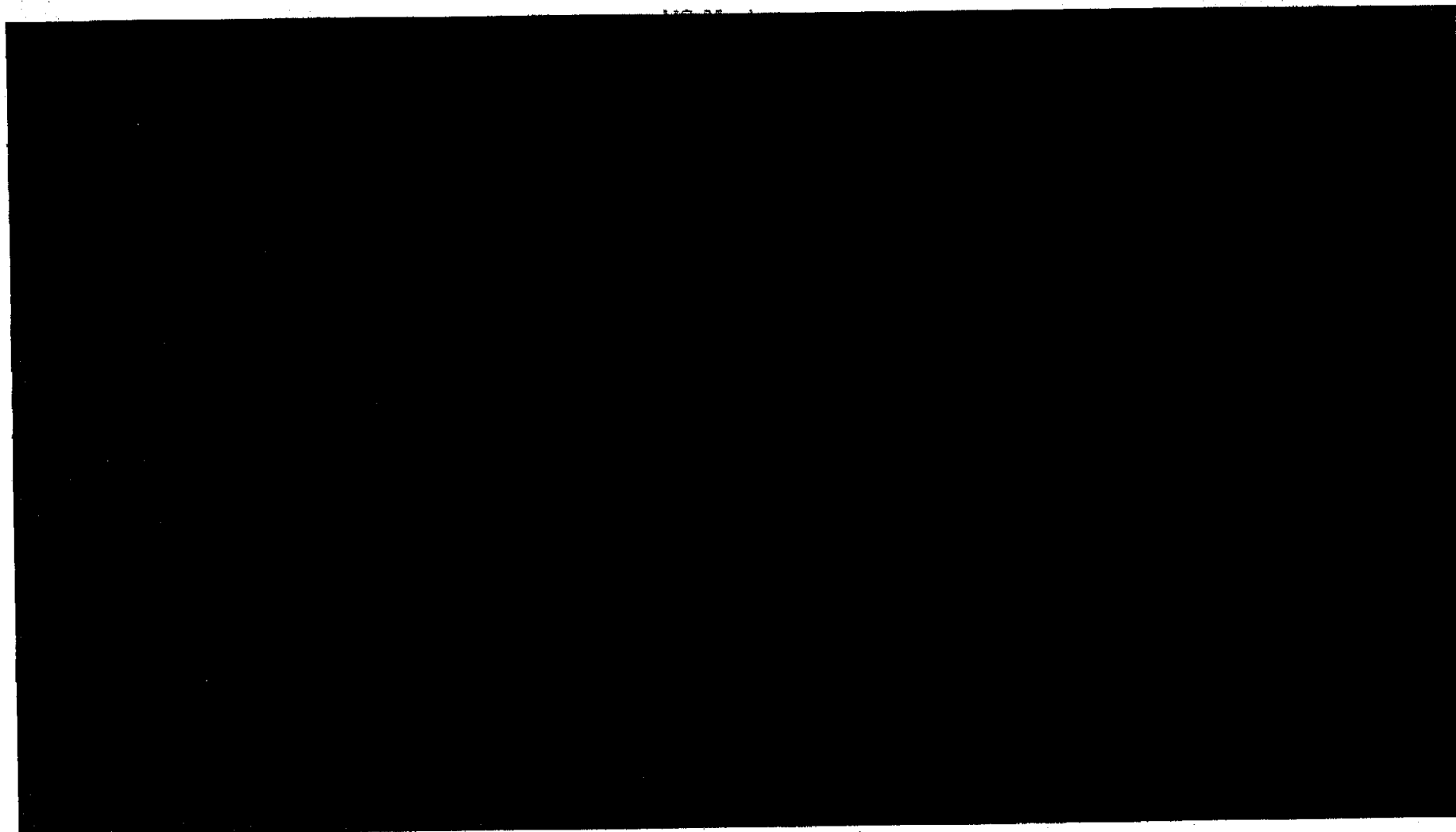


(1) Morgan Stanley Global Hybrid Demand Estimate with extrapolation of years 2011, 2013, 2014, 2016-2019 (March 2008). Assumes global PHEV proportion to total hybrid units is equivalent to US trends.  
(2) Based on 2008-2012 Global Light Vehicle CAGR (CSM, 3Q2008) and predominantly driven by emerging market unit growth.

Fisker is well-positioned to capture this attractive market opportunity

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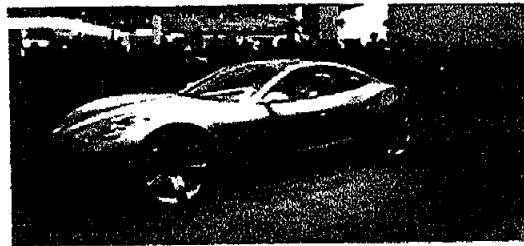
# Flexible Distribution Model



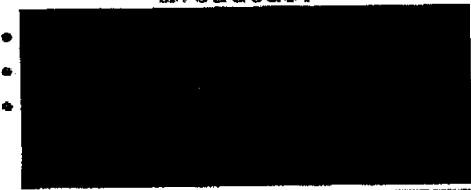
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# Significant Media Attention

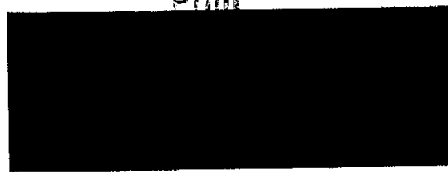
2008 North American International Auto Show



Broadcast



Print



Online



Selected Media Coverage



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# Karma Sales Projections



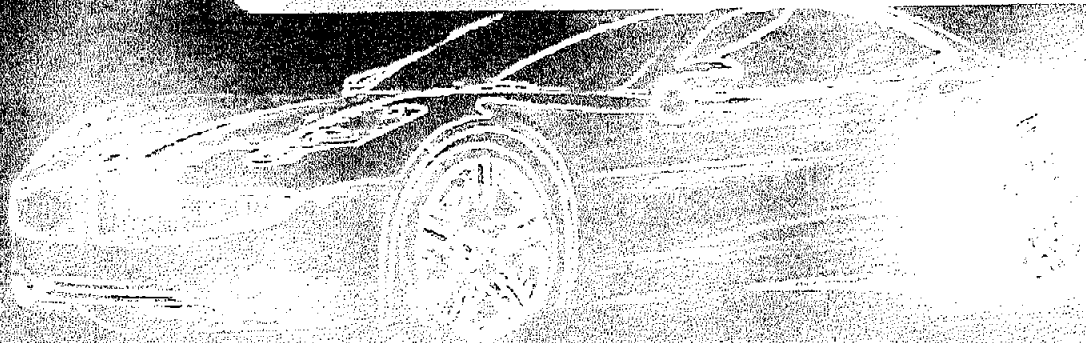
Model (Unit Volume)	2009	2010	2011	2012	2013
4 door sports sedan					
Convertible					
<b>Total Business</b>					



**See Tab 1-G “Marketing Analysis”  
for additional detail.**



## Management Team



# Experienced Management Team



## Management Team

**Henrik Fisker**  
*Chief Executive Officer*

**Bernhard Koehler**  
*Chief Operating Officer*

**Eric Weidner**  
*Chief Financial Officer*

**Thomas Fritz**  
*Director, Engineering*

**Alex Klatt**  
*Director, Interior Design*

**Mark Clarke**  
*Director, Exterior Design*

**John Kwapis**  
*Director, Manufacturing*

**Navin Jaitly**  
*Director, Program Management*

**Russell Datz**  
*Director, Public Relations*

**Sylvia Navarro**  
*Manager, Marketing/Retail*

## Board of Directors

**Dale Rasmussen**  
*Chairman, Quantum Technologies*

**David Anderson**  
*Board Member, Palo Alto Investors*

**Vic Doolan**  
*Board Member, Former CEO BMW, Volvo Cars NA*

**Henrik Fisker**  
*Board Member, CEO Fisker Automotive*

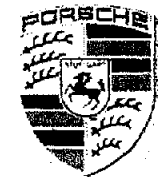
**Ray Lane**  
*Board Member, Kleiner Perkins Caufield & Byers*

**Alan Niedzwiecki**  
*Board Member, Quantum Technologies*

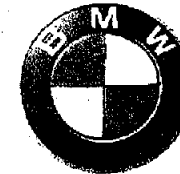
## Select Management Experience

ASTON MARTIN

ASTON MARTIN



Mercedes-Benz



Fisker's core management team has over 100 years of experience in the automotive industry

## Henrik Fisker, Chief Executive Officer



With the creation of Fisker Automotive, Inc., Danish-born Henrik Fisker has fulfilled a lifelong dream of designing and creating a range of beautiful cars that make environmental sense without compromise. Already considered a legend in the automotive design field with creations that have included the BMW Z8, the Aston Martin DB9 and the Aston Martin V8 Vantage, Fisker is looking to turn the automotive world on its head with the soon to be produced Fisker Karma, the world's first luxury plug-in hybrid.

Immediately upon graduating from The Art Center College of Design in 1989, Fisker began his career in Germany with BMW – first at their advanced design studio BMW Technick GmbH, then for the prestigious automaker's design headquarters. Some of his most notable BMW exteriors include the Z07 concept (showcased in 1997) and the Z8 roadster (launched in 1999). In January 2001, Fisker became President and Chief Executive Officer of BMW's California-based industrial design subsidiary, Designworks/USA.

Later that year, Fisker took his talents to Ford Motor Company, where he held such prominent positions as Creative Director for Ingeni, Ford's London-based design and creativity center; Board of Directors member and Design Director for Aston Martin; and Director of Ford's Global Advanced Design Studio (CAPC) in Irvine, California. Other concept cars Fisker designed during his tenure at Ford include the Lincoln Zephyr (now a production automobile) and the Shelby GR1, showcased at the 2005 Detroit Auto Show.

In 2005, Henrik Fisker and partner Bernhard Koehler launched Fisker Coachbuild, LLC, where they sought to combine beautiful design with existing world-class engineering. The result was the creation of the the Fisker Tramonto, a thrilling two-seat convertible sports car, and the Fisker Latigo, CS – an uncompromising and elegant coupe.

In 2007 Fisker Coachbuild, LLC and Quantum Technologies partnered to create Fisker Automotive, a green American premium car company.

## Bernhard Koehler, Chief Operating Officer



Since 1980, Bernhard Koehler has shaped more than cars – he has shaped the industry. His rare combination of creative and strategic talents resulted in Design and Business degrees, which the German native first put to work for BMW. There, he met Henrik Fisker. Over the years, Koehler and Fisker worked together in many capacities, for multiple companies, before opening the doors to Fisker Coachbuild in January 2005 and subsequently to Fisker Automotive, Inc. in 2007.

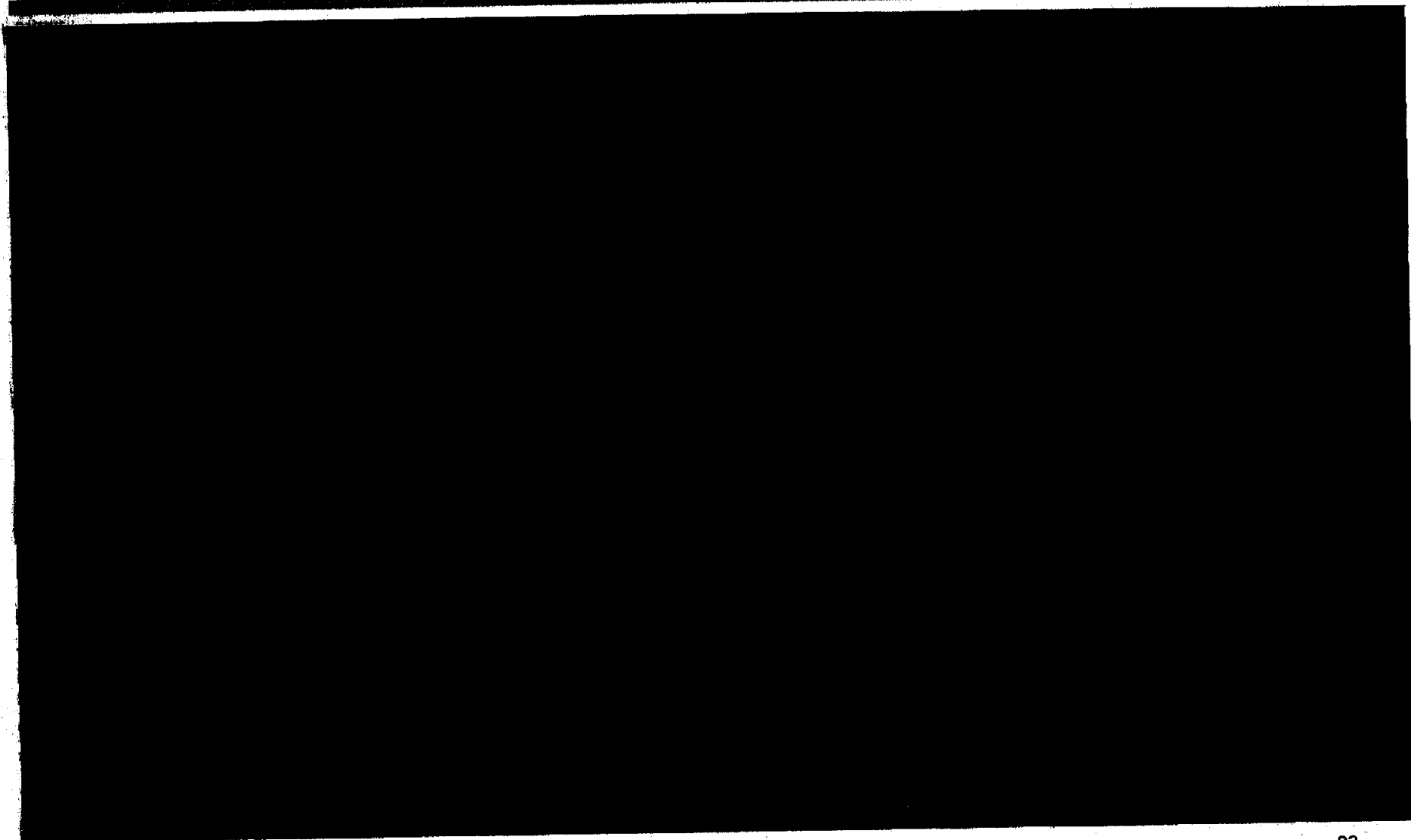
Koehler's career with BMW spanned 22 years, starting at BMW Design in Munich. There, he simultaneously formed a model-creation training studio while spearheading the Mini Monte-Carlo and BMW Motorcycle "Cruiser" sidecar concept projects. He then moved to BMW's industrial design subsidiary Designworks/USA in Southern California – as Director of 3D Services and ultimately Director of Operations.

In January 2002, Koehler was appointed Director for New Business Development at Ingeni, Ford Motor Company's design center in London. Responsibilities included revenue targets, as well as Aston Martin's modelling and operations for design and concept. In fact, he and Fisker share credit for the stunning Aston Martin DB9 and V8 Vantage designs. Koehler returned to California in January 2004, as Director of Business and Operations for Ford's Global Advanced Design Studio (CAPC).

In 2005, Koehler partnered with Henrik Fisker to launch Fisker Coachbuild, LLC, where they sought to combine beautiful design with existing world-class engineering. The result was the creation of the Fisker Tramonto, a thrilling two-seat convertible sports car, and the Fisker Latigo, CS – an uncompromising and elegant coupe.

In 2007 Fisker Coachbuild, LLC and Quantum Technologies partnered to create Fisker Automotive, a green American premium car company.

Thomas Fritz, Director of Engineering



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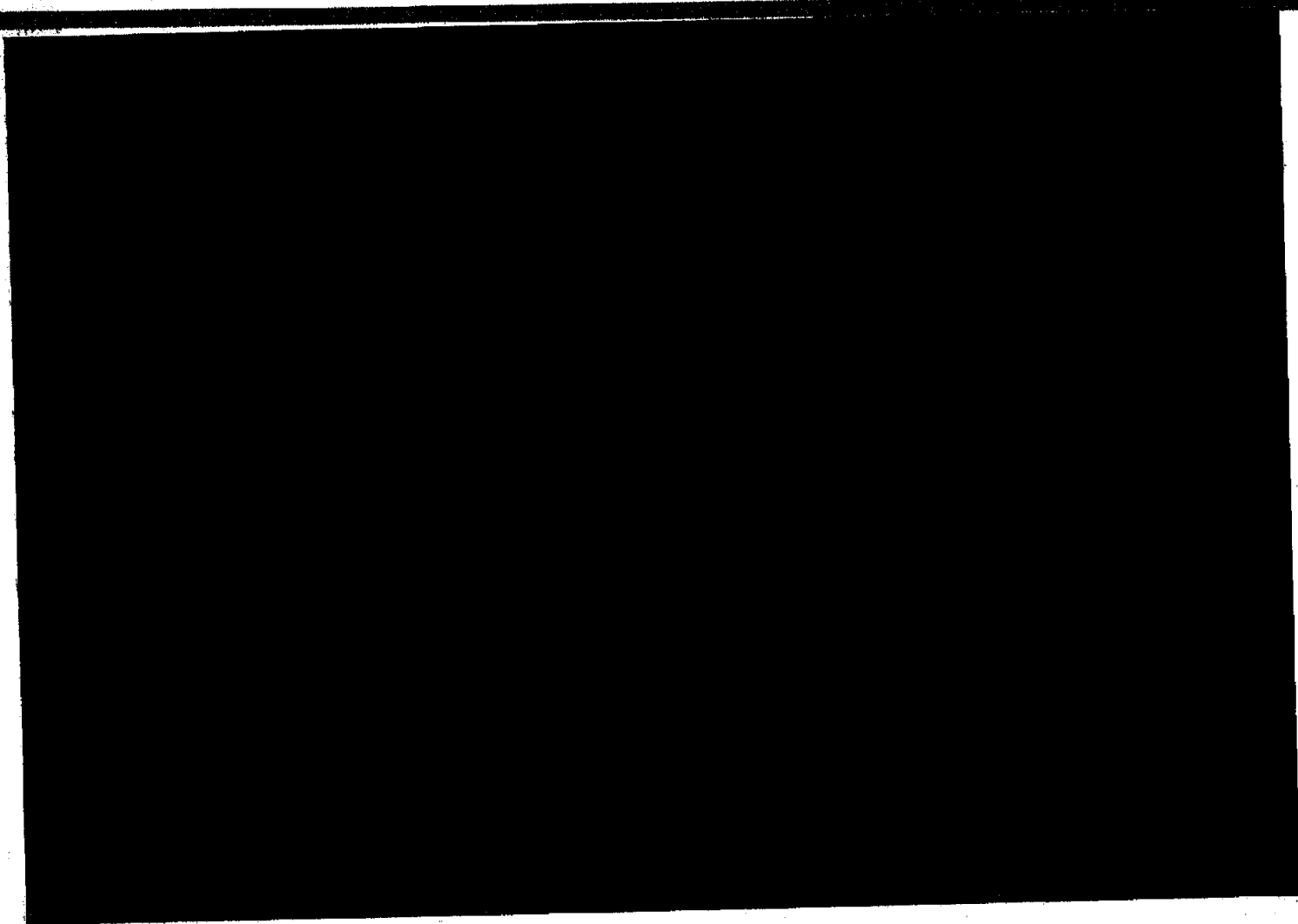


## Eric Weidner, Chief Financial Officer

Eric Weidner is a seasoned manufacturing operations finance leader with four years experience at the Division CFO level for international manufacturing companies. He has staff leadership experience including operations analysis and reporting, treasury, and tax and capital expenditure evaluation, spanning both domestic and international locations. Eric also has extensive M&A experience including acquisitions and divestitures. He has completed eight transactions (domestic and international).

Eric holds an MBA in Finance from Case Western Reserve University and is a Certified Public Accountant.

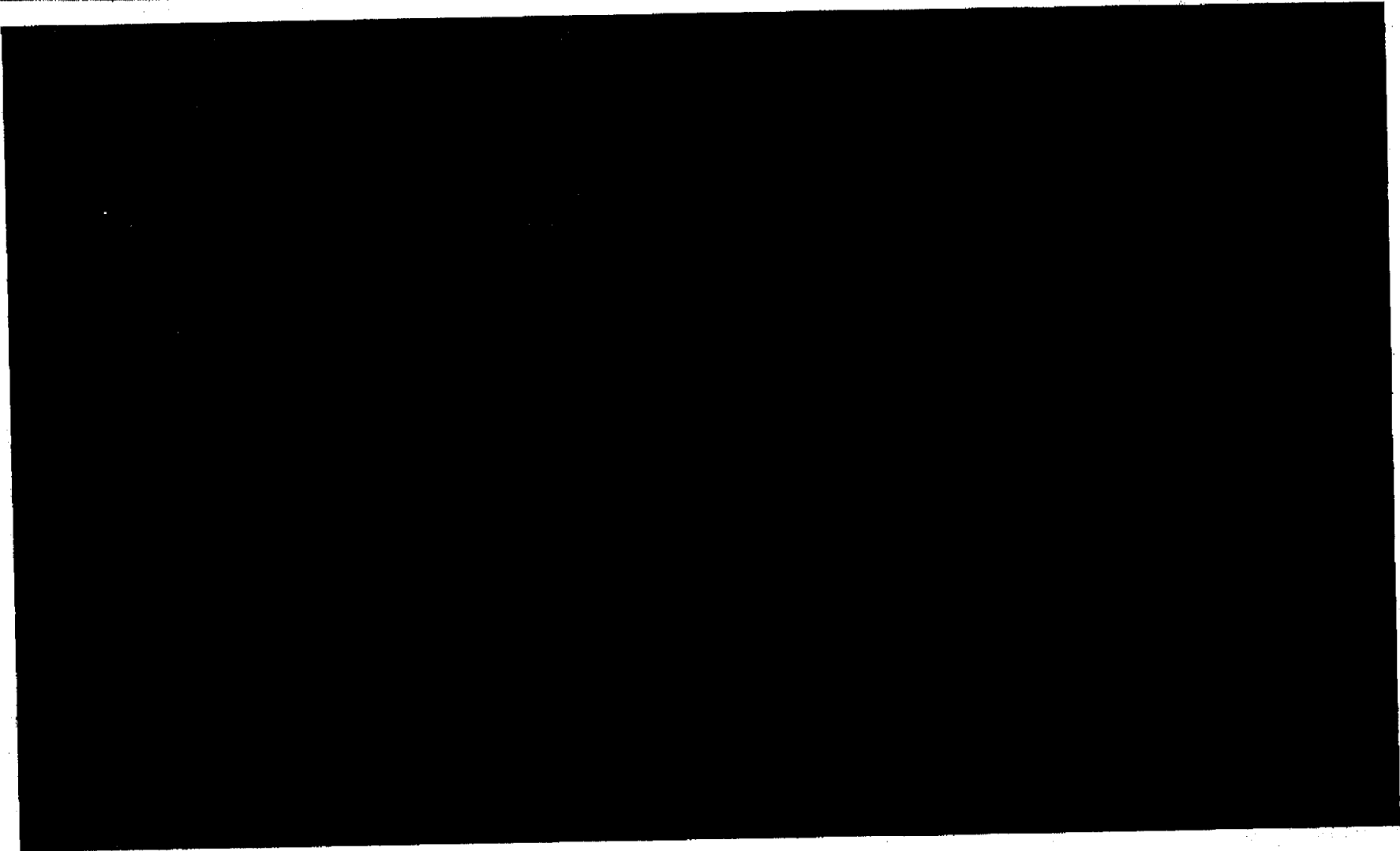
Alexander Klatt, Director of Interior Design



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**Mark Clarke, Director of Exterior Design**

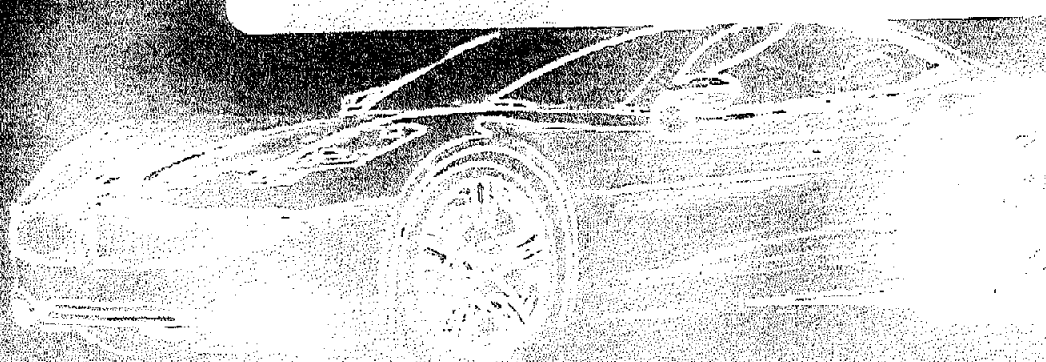


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## Financial Overview

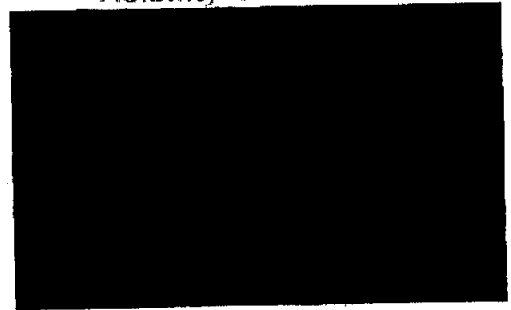
Pro Forma Financial Statements are included immediately following this document in Tab 1-F.



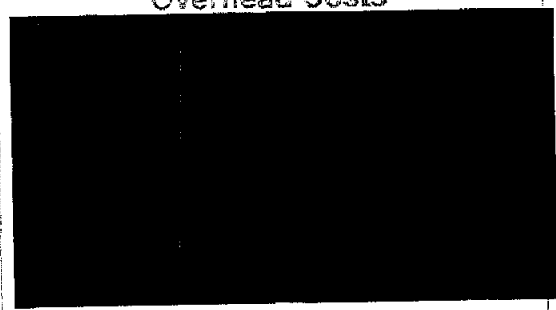
# High Growth Business Model with Significant Cash Flow Generation and Leverage



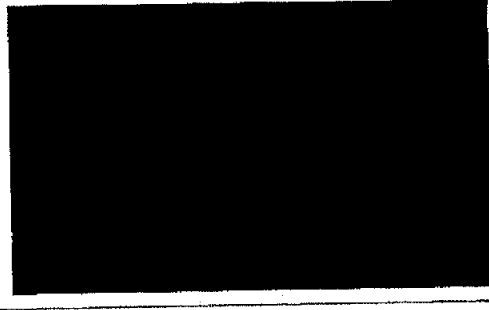
Visibility Into Growth



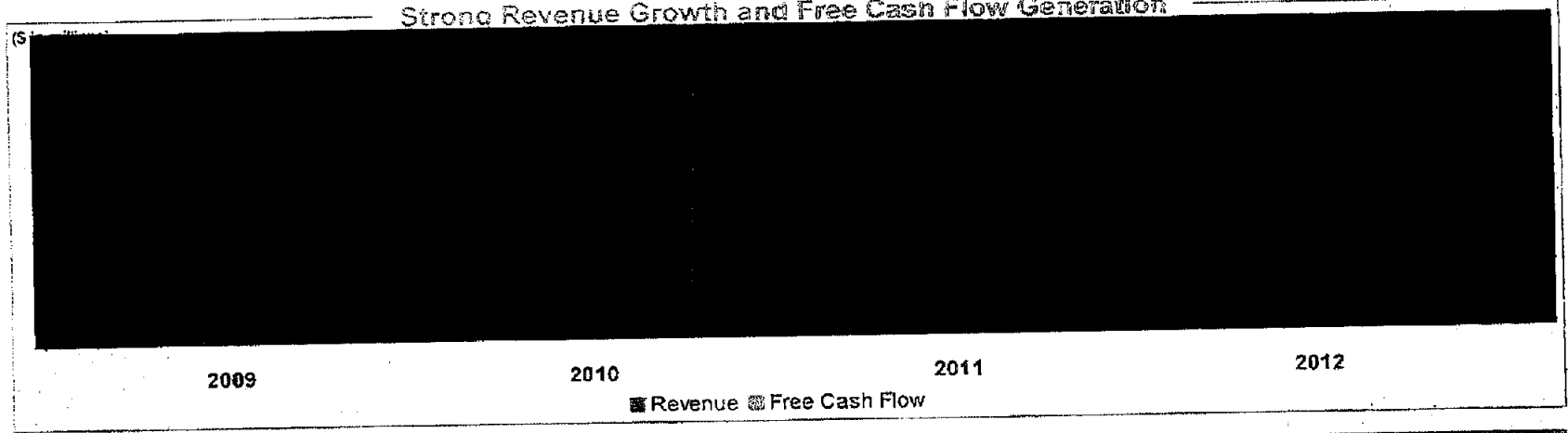
Low Development / Overhead Costs



Low Capex



Strong Revenue Growth and Free Cash Flow Generation



**Dramatically different business model to traditional automotive OEMs**

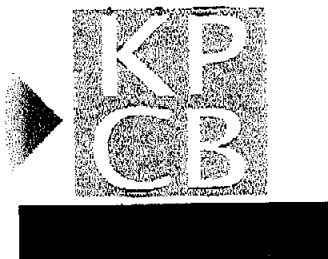
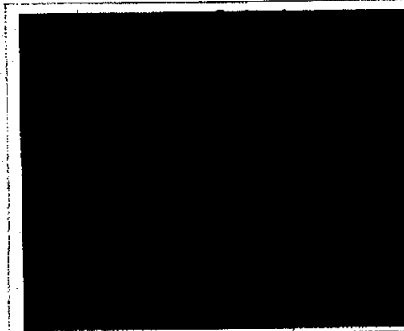
# Capitalization Table



Security	Shares	% Ownership	% F/D Ownership
----------	--------	-------------	-----------------

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
------------	------------	------------	------------

## Financing Rounds



\$90.3 million raised in first 3 rounds

# Vehicle Profit Margin (U.S.)



## Vehicle Profit Margin (U.S.)

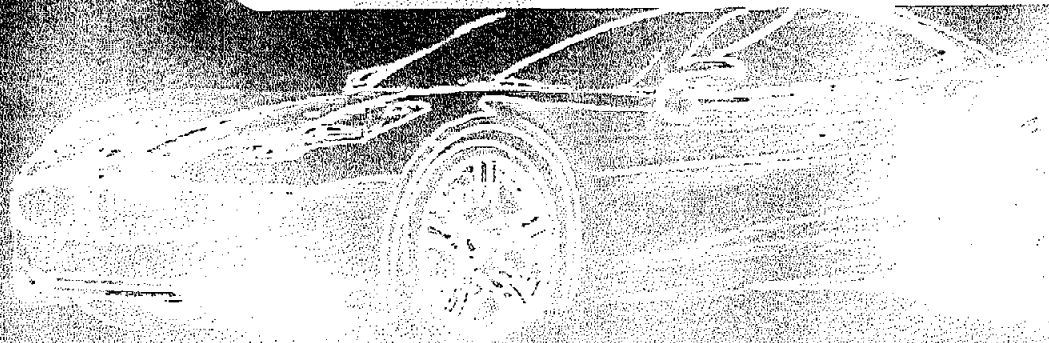
	2010 4-Door Sedan per Unit	2011 4-Door Sedan per Unit
Retail Price (Average Mix)		
Dealer Margin		
Net Revenue		
Powertrain		
Steering Suspension Brakes		
Interior		
Body Structure		
Assembly		
Exterior		
Body Closures		
Electrical		
Information & Controls		
Destination / Delivery		
HVAC		
Service / Warranty		
Delivery Customer Charge		
<b>COGS (4-Door Sedan - Base)</b>		
Freight and Duty		
Mix Impact		
<b>Variable Margin</b>		
<i>Variable Margin %</i>		

**Production ramp will drive an improvement in variable margin**

**Pro Forma Financial Statements are included immediately following  
this document in Tab 1-F.**



**Thank You**







FISKER PROJECT #1

PRO FORMA FINANCIAL STATEMENTS

**Fisker Automotive, Inc.**  
**KARMA PROJECT U.S. Project + Rest of World COST ASSUMPTIONS AND METHODOLOGY**  
 DOE Application Tab 1-F

Below is a detailed description of the overall financial plan for the proposed project, including all sources and uses of funding, equity, and debt, and the liabilities of parties associated with the project. This document also includes assumptions made in its preparation.

**Financial Assumptions**

Volume:	Total Units	US	ROW
2009			
2010			
2011			

**Product Launch:** [REDACTED]

These volume assumptions are based upon internal market research for this market segment.

**Pricing and Mix (US):**

	Mix %	Price	US	ROW	Average Price
Package					
Base					
Eco-Sport					
Eco-Chic					
Dealer Margin					

The pricing assumptions are based upon cost of the new technology, environmental and fuel efficient product features, and competitive prices of benchmark vehicles.

**COGS:**

	2009	2010	2011
Assembly			
Powertrain			
Steering Suspension Brakes			
HVAC			
Interior			
Body Structure			
Body Closures			
Exterior			
Information & Controls			
Electrical			
Service / Warranty			
Destination / Delivery			
Delivery Customer Charge			
COGS (4-Door Sedan - Base)			
Freight and Duty			
Mix Impact			

**Operating Expenses**  
 Operating expenses are primarily Selling, General, and Administrative expenditures (SG&A). This comprises:

**Labor and Related:** These contain specific identifiable costs (such as salary and fringe benefits) for Fisker's employees taking into consideration our ramp-up hiring plans to support the various program milestones. Each employee has a signed employment agreement containing all the details about his/her salary and fringe benefits. This category also includes costs associated with the recruiting, hiring, and relocation of employees.

**Marketing:** These are costs associated with auto-shows, public relations, marketing and promotions, advertising, and other events. Estimates are obtained from the various agencies/companies and purchase orders and/or contracts are executed whenever possible.

**Professional Fees:** These costs include outside service expenses such as legal and accounting/auditing/consulting costs that are provided by outside firms. Fisker employs outside services for these types of costs due to its operating philosophy of lean, efficient and effective utilization of overhead.

[REDACTED]

Fisker Automotive, Inc.  
**KARMA PROJECT (U.S. Project + Rest of World) COST ASSUMPTIONS AND METHODOLOGY**

DOE Application Tab 1-F

**Facilities:** These are the costs associated with leasing both the Irvine, CA and Pontiac, MI facilities (including building maintenance expenses). Fisker Automotive has signed lease agreement with both locations and the specific monthly payments are spelled out in the lease. In addition, costs incurred for activities such as office/hopline/renting/computer, supplies, telephone, building maintenance, postage, etc are reported in this category.

**All Other:** This category includes all other costs such as business travels, meals and entertainment expenses for both domestic and overseas business activities. This also includes cost of insurance and financing fees paid to third-parties in obtaining equity financing for the business.

**Development Expenses:**

These are costs incurred for researching, developing, designing, engineering, and tooling necessary for the vehicle. The development expense costs consists of the following:

**Manufacturing Setup**

These are the costs incurred to setup the manufacturing facilities for the production of the vehicles. These costs include tooling, engineering design and development, equipment, etc. that are all unique to the Fisker product line. All such costs are negotiated with our manufacturing supplier and executed in the form of a contractual agreement.

**Tooling and Component Part Development**

The methodology for these costs are similar to those above for ED&D. These are primarily research and development costs associated with the Karma project. The tooling costs are incurred due to specific build up of suppliers' infrastructure in order to accommodate the specific requirements (equipment, layout, etc.) and needs of the project.

**Powertrain Development**

The supplier was selected based upon its partnership relationship with Fisker Automotive. He proven technology, and experience in the type of engine that is necessary to power the Karma. Detailed negotiations were held between the two companies reviewing quotes for the powertrain. A purchase order and supply agreement was signed to formalized the costs and deliverables for the program.

**Prototype Development and Testing**

These are costs incurred to develop and test a trial production version of the vehicle that is used at auto shows and other media/public relations demonstrations.

Similar to the tooling costs, these activities were costed out and negotiated with various suppliers. Fisker then selected the suppliers based upon cost, quality, reputation, reliability, location, and credit-worthiness of the company.

**Engineering Integration Services**

These are costs associated with the engineering, development and design of the vehicles. These costs were obtain via arms-length transactions with various suppliers. Formal quotations were solicited from several suppliers. Taking into consideration costs, quality, reputation, location and credit-worthiness of the suppliers, Fisker negotiated the prices for these ED&D costs. The suppliers selected for the various vehicle partitions were issued purchase orders and are required to sign a supply agreement with Fisker Automotive prior to commencement of production work.

These are engineering services provided by several outside companies in order to engineer the project. The methodology for incurring these costs are similar to that outlined above for ED&D.

Fisker Automotive, Inc.  
**KARMA PROJECT U.S. Project + Rest of World CGST ASSUMPTIONS AND METHODOLOGY**  
 DOE Application Tab 1-F

**Income Statement**

**Depreciation** – the Fixed Assets - Depreciation Schedule details the capital expenditure plan by year by major asset class. All depreciation calculations employ the straight-line methodology and assume zero residual value.

**Interest expense** – this line item is driven by the loan amortization schedule as described in Tab 1D & 1E.

**Income tax** – following utilization of net operating loss balances (accumulated losses) the company pays income tax at an estimated rate of [REDACTED]

**Balance Sheet**

**Property, Plant and Equipment** – refer to “Capital Expenditure” in Fixed Assets - Depreciation Schedule

Working Capital	2009	2010	2011	2012	2013
- Accounts Receivable (Days)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
- Inventory (Days)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
- Accounts Payable (Days)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

**Investment in Battery Supplier** – direct equity investment in supplier of vehicle battery packs.

**Customer Deposits** – this balance includes cash deposits received for vehicle orders.

**Department of Energy Loan** – funding of this loan is scheduled to begin in Q1 2009 and accumulate on a quarterly basis through Q4 2010, reaching a peak balance of \$146.3 million.

**Equity Capital** – the company has successfully raised \$90.3 million through three rounds of equity financing (Series A, B, and C) completed since the company's inception in August, 2007.

[REDACTED]

Tab 1-F

Fisker Automotive, Inc.  
**BUSINESS PLAN - KARMA PROJECT (U.S. Project + Rest of World)**  
(Income Statement)

	2009 Full Year (\$Mbs)	2010 Full Year (\$Mbs)	2011 Full Year (\$Mbs)	2012 Full Year (\$Mbs)	2013 Full Year (\$Mbs)
Sales					
Total Vehicles (units)					
Gross Revenue					
Less: Dealer Margin					
Net Revenue					
Cost of Good Sold					
Variable Margin					
Var Margin (% of Net Revenue)					
Operating Expense					
Labor and Related					
Marketing					
Professional Fees					
Facilities					
All Other					
Total Operating Cost					
Operating Cost (% of Net Revenue)					
Development Expense					
Manufacturing Setup					
Tooling and Component Part Development					
Powertrain Development Services					
Prototype Development and Testing					
Engineering Integration Services					
Total Development Expenses					
EBITDA					
EBITDA %					
Depreciation/Amortization					
Interest Expense (Income)					
Income Tax					
Net Income					
Accumulated Loss Carryforward					

Tab 1-F

Fisker Automotive, Inc.  
**BUSINESS PLAN – KARMA PROJECT (U.S. Project + Rest of World)**  
(Cash Flow)

**CASH FLOW**

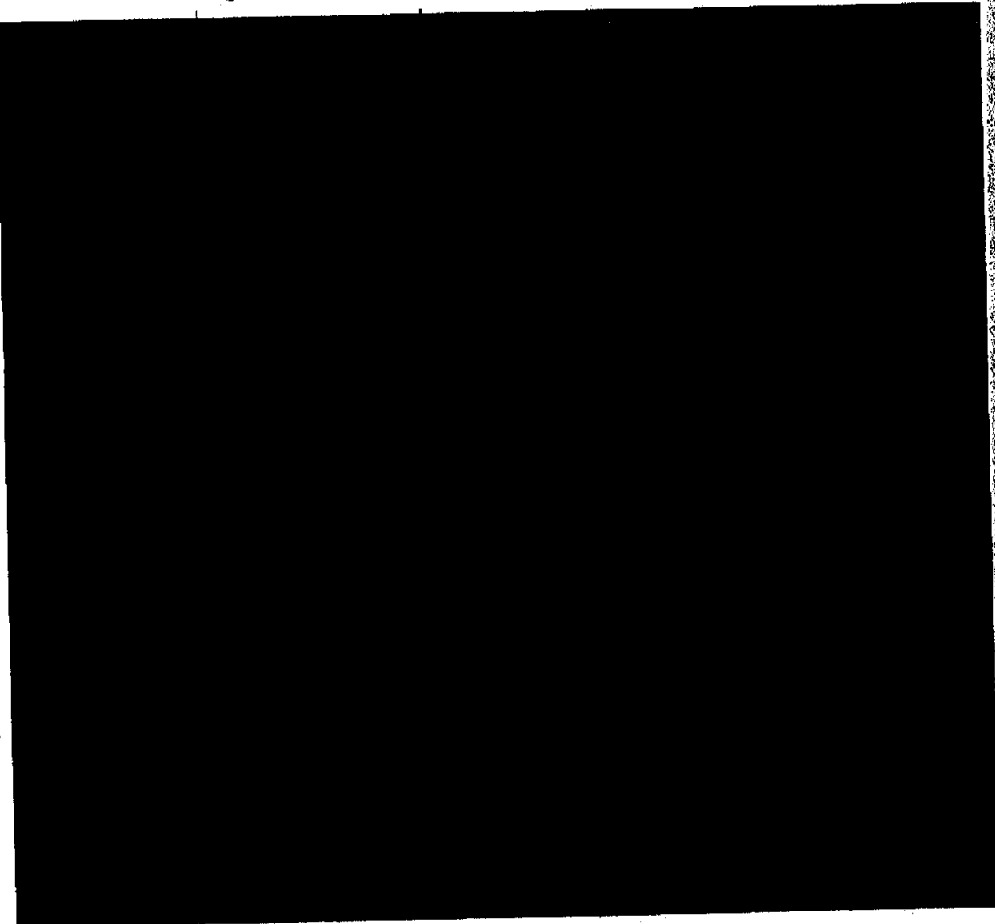
2009 Full Year    2010 Full Year    2011 Full Year    2012 Full Year    2013 Full Year  
(\$Mils)            (\$Mils)            (\$Mils)            (\$Mils)            (\$Mils)

From Operating Activity  
Net Income  
Depreciation/Amortization  
Customer Deposits (Restricted Cash)  
Change in Working Capital:  
  Accounts Receivable  
  Inventory  
  Accounts Payable  
Total Operating Cashflow

From Investing Activity  
Capital Expenditure  
Principal payment DOE Loan  
Total Investing Cashflow

From Financing Activity  
Debt Funding (DOE Loan Program)  
Equity Funding (DOE Project)  
Equity Funding (Karma Project Global)  
Total Financing Cash Flow

Summary  
Net Change In Cash  
Opening Cash Position  
Closing Cash Position



Tab 1-F

Fisker Automotive, Inc.  
**BUSINESS PLAN - KARMA PROJECT (U.S. Project + Rest of World)**  
(Balance Sheet)

	2009 Full Year (\$Mts)	2010 Full Year (\$Mts)	2011 Full Year (\$Mts)	2012 Full Year (\$Mts)	2013 Full Year (\$Mts)
<b>Balance Sheet</b>					
Cash					
Accounts Receivable					
Inventory					
<b>Total Current Assets</b>					
Property, Plant, Equipment					
Acc Depreciation					
<b>Net PPE</b>					
Investment Battery Supplier					
Other Deposits					
<b>Total Assets</b>					
Customer Deposits					
Accounts Payable					
<b>Total Current Liabilities</b>					
<b>DOE Loan (excl repayment)</b>					
Principal repayment					
<b>Net Loan Balance</b>					
<b>Total Liabilities</b>					
Retained Earnings					
Series A (2007)					
Series B (2008)					
Series C (2008)					
Series D - Karma Project (Global)					
Series E - Karma Project U.S.					
<b>Total Equity</b>					
<b>Total Liabilities and Equity</b>					

Tab 1-F

**Fisker Automotive, Inc.**  
**BUSINESS PLAN – KARMA PROJECT (U.S. Project + Rest of World)**  
 (Income Statement)

	09Q1	09Q2	09Q3	09Q4	09 Full Yr	10Q1	10Q2	10Q3	10Q4	10 Full Yr
Sales	(\$Mn)	(\$Mn)	(\$Mn)	(\$Mn)	(\$Mn)	(\$Mn)	(\$Mn)	(\$Mn)	(\$Mn)	(\$Mn)

Total Vehicles (units)	[REDACTED]									
Gross Revenue	[REDACTED]									
Less: Dealer Margin	[REDACTED]									
Net Revenue	[REDACTED]									
Cost of Goods Sold	[REDACTED]									
Variable Margin	[REDACTED]									
Var Margin (% of Net Revenue)	[REDACTED]									
Operating Expense	[REDACTED]									
Labor and Related	[REDACTED]									
Marketing	[REDACTED]									
Professional Fees	[REDACTED]									
Facilities	[REDACTED]									
All Other	[REDACTED]									
<b>Total Operating Cost</b>	[REDACTED]									
Operating Cost (% of Net Revenue)	[REDACTED]									
Development Expense	[REDACTED]									
Manufacturing Setup	[REDACTED]									
Tooling and Component Part Dvlpmt	[REDACTED]									
Powetrain Development	[REDACTED]									
Prototype Development and Testing	[REDACTED]									
Engineering Integration Services	[REDACTED]									
<b>Total Development Expenses</b>	[REDACTED]									
<b>EBITDA</b>	[REDACTED]									
Depreciation/Amortization	[REDACTED]									
Interest Expense (Income)	[REDACTED]									
Income Tax	[REDACTED]									
<b>Net Income</b>	[REDACTED]									
Accumulated Loss Carryforward	[REDACTED]									

\* Includes 2007/8 Operating Activity

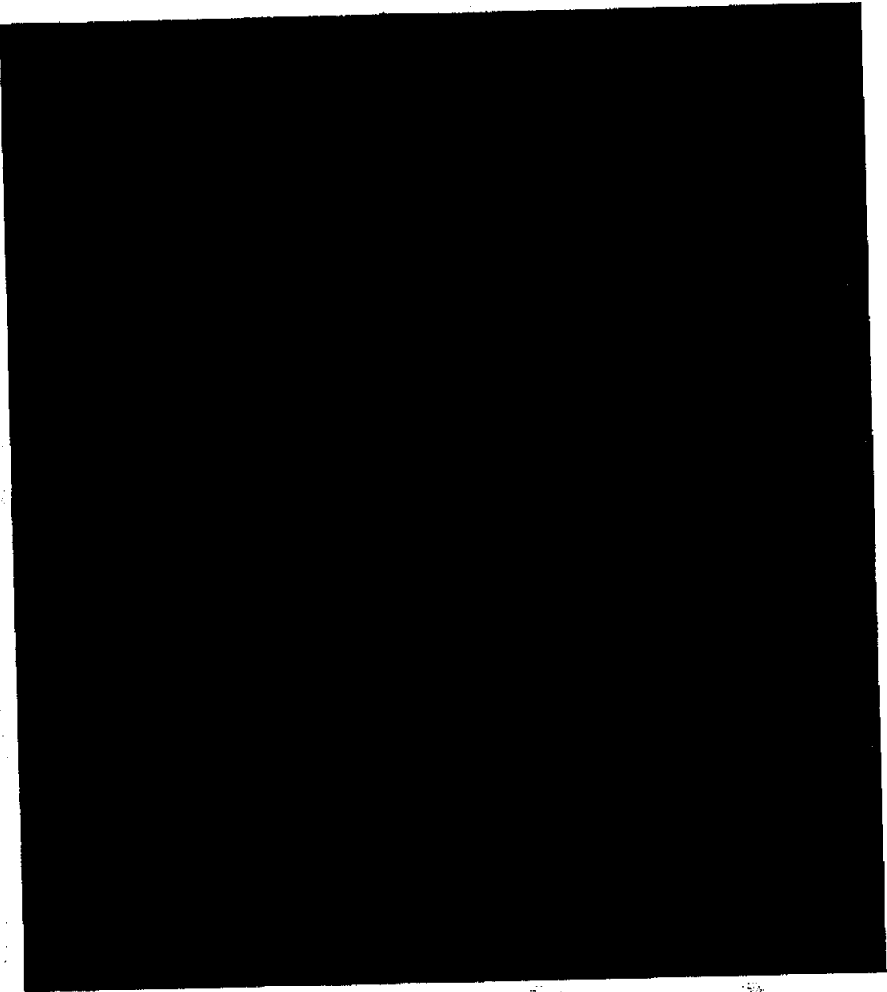


Fisker Automotive, Inc.  
**BUSINESS PLAN – KARMA PROJECT (U.S. Project + Rest of World)**  
 (Cash Flow)

	09Q1	09Q2	09Q3	09Q4	09 Full Yr	10Q1	10Q2	10Q3	10Q4	10 Full Yr
	(\$Mils)	(\$Mils)	(\$Mils)	(\$Mils)	(\$Mils)	(\$Mils)	(\$Mils)	(\$Mils)	(\$Mils)	(\$Mils)

**CASH FLOW**

From Operating Activity										
Net Income										
Depreciation/Amortization										
Customer Deposits (Restricted Cash)										
Change in Working Capital:										
Accounts Receivable										
Inventory										
Accounts Payable										
Total Operating Cashflow										
From Investing Activity										
Capital Expenditure										
Total Investing Cashflow										
From Financing Activity										
Debt Funding (DOE Loan Program)										
Equity Funding (DOE Project)										
Equity Funding (Other Project Cost)										
Total Financing Cashflow										
<b>Summary</b>										
Net Change in Cash										
Opening Cash Position										
Closing Cash Position										



Fisker Automotive, Inc.  
**BUSINESS PLAN -- KARMA PROJECT (U.S. Project + Rest of World)**  
 (Balance Sheet)

	09Q1 (\$Mils)	09Q2 (\$Mils)	09Q3 (\$Mils)	09Q4 (\$Mils)	10Q1 (\$Mils)	10Q2 (\$Mils)	10Q3 (\$Mils)	10Q4 (\$Mils)
<b>Balance Sheet</b>								
Cash								
Accounts Receivable								
Inventory								
<b>Total Current Assets</b>								
Property, Plant, Equipment								
Accumulated Depreciation								
<b>Property, Plant, Equipment (Net)</b>								
Investment Battery Supplier								
Other Assets								
<b>Total Assets</b>								
Customer Deposits								
Accounts Payable								
<b>Total Current Liabilities</b>								
DOE Loan								
<b>Total Liabilities</b>								
<b>Shareholder's Equity</b>								
Retained Earnings								
Equity Capital								
Series A (2007)								
Series B (2008)								
Series C (2008)								
Series D - Karma Project Global								
Series E - Karma Project U.S.								
<b>Total Equity</b>								
<b>Total Liabilities and Equity</b>								

Fisker Automotive, Inc.  
BUSINESS PLAN – KARMA PROJECT (U.S. Project + Rest of World)  
(Fixed Assets - Depreciation Schedule \$ Mills)

Capital Expenditure	Category	Useful Life	2008	2009	2010	2011	2012	2013	Total
	Office Furniture / Fixtures								
	IT Equipment								
	Leasehold Improvements								
	Autos/Trucks								
	Shop Equipment								
Total									
Depreciation									
2008 Capex	Office Furniture / Fixtures								
2008 Capex	IT Equipment								
2008 Capex	Leasehold Improvements								
2008 Capex	Autos/Trucks								
2008 Capex	Shop Equipment								
2009 Capex	IT Equipment								
2009 Capex	Shop Equipment								
2010 Capex	IT Equipment								
2010 Capex	Shop Equipment								
2011 Capex	IT Equipment								
2011 Capex	Shop Equipment								
2012 Capex	IT Equipment								
2012 Capex	Shop Equipment								
2013 Capex	IT Equipment								
2013 Capex	Shop Equipment								
Total									

Capital Expenditure

Category

Useful Life

2008

Capex

2009

Capex

2010

Capex

2011

Capex

2012

Capex

2013

Capex

Total

Depreciation

2008 Capex

Office Furniture / Fixtures

IT Equipment

Leasehold Improvements

Autos/Trucks

Shop Equipment

Total

2009 Capex

IT Equipment

Shop Equipment

2010 Capex

IT Equipment

Shop Equipment

2011 Capex

IT Equipment

Shop Equipment

2012 Capex

IT Equipment

Shop Equipment

2013 Capex

IT Equipment

Shop Equipment

Annual Depreciation

P&E

Acc Depreciation

Net P&E

Notes:

- depreciation calc includes 1/2 year convention in the year capex is acquired

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APPLICATION FOR PROJECT # 1 -  
ENGINEERING INTEGRATION FOR FISKER KARMA

TAB 1G: MARKET ANALYSIS

*Marketing Analysis and Plan for Fisker Automotive Inc. CONFIDENTIAL*

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Documents marked as "Confidential" contain proprietary information that Fisker Automotive Inc. requests not be released to persons outside the Government, except for purposes of review and evaluation.

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# Fisker Automotive Inc. Marketing Analysis & Plan




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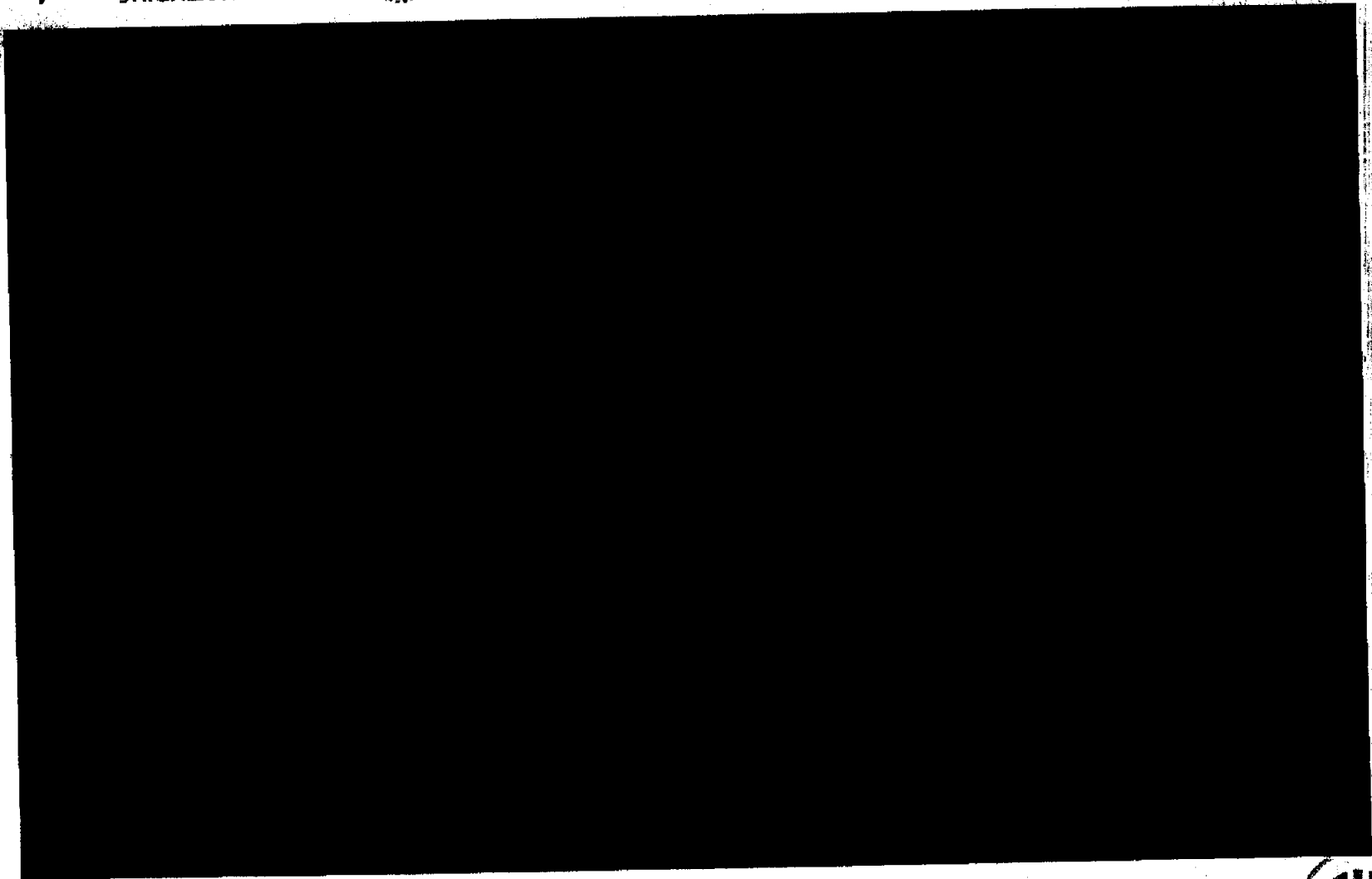
# Strategy and Objectives

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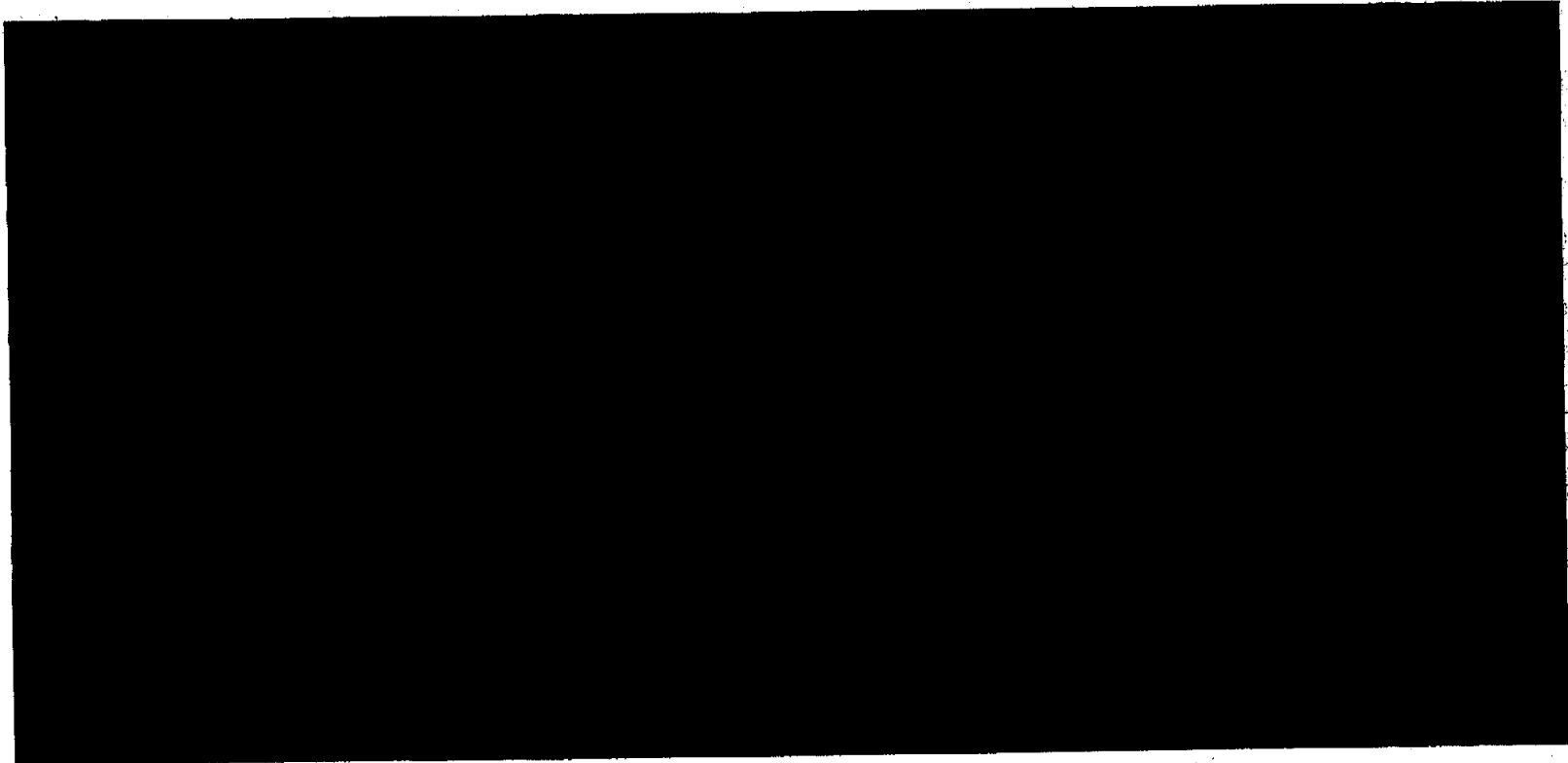
Marketing Strategy





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# Marketing Objectives

# Best Value in Class

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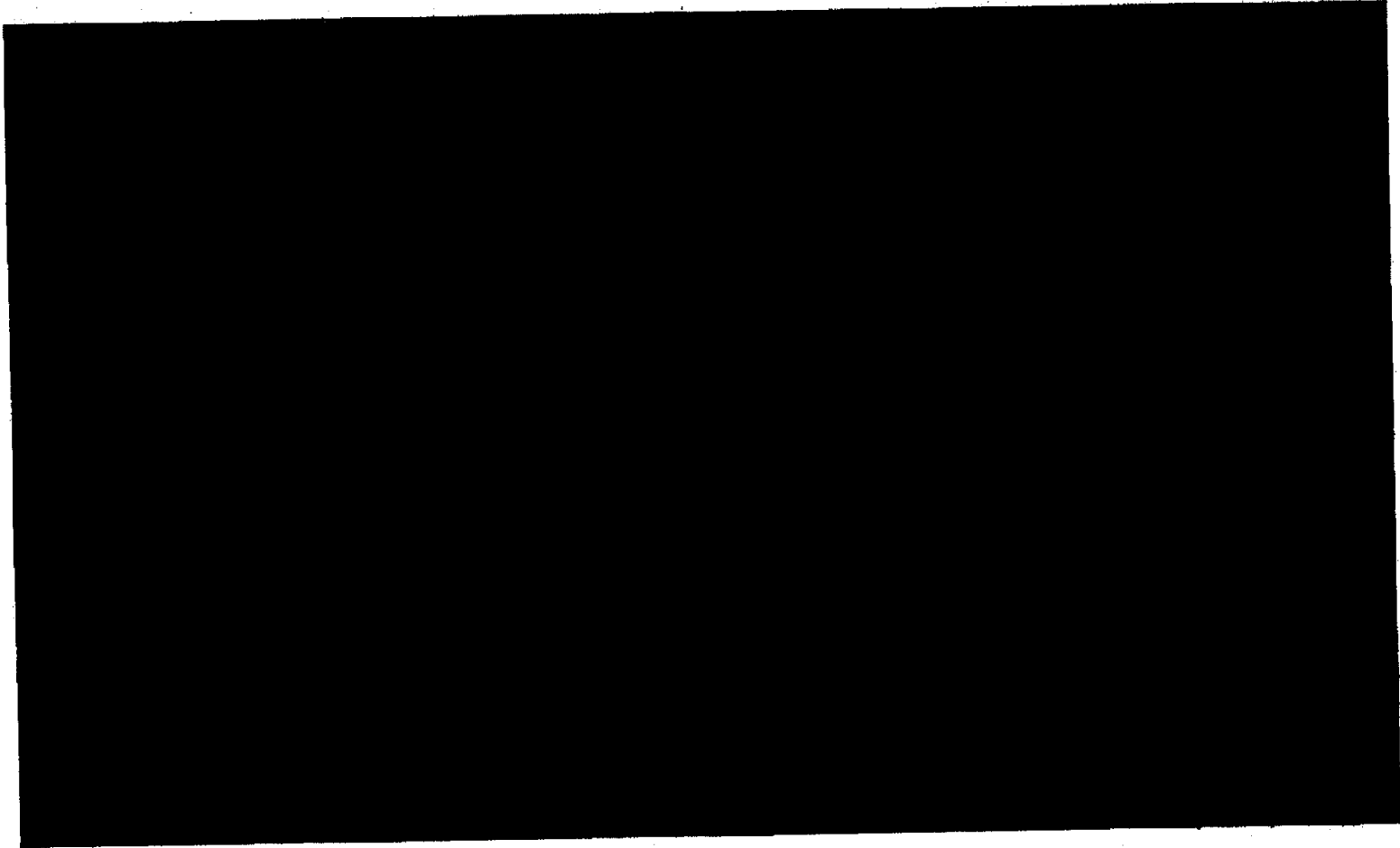
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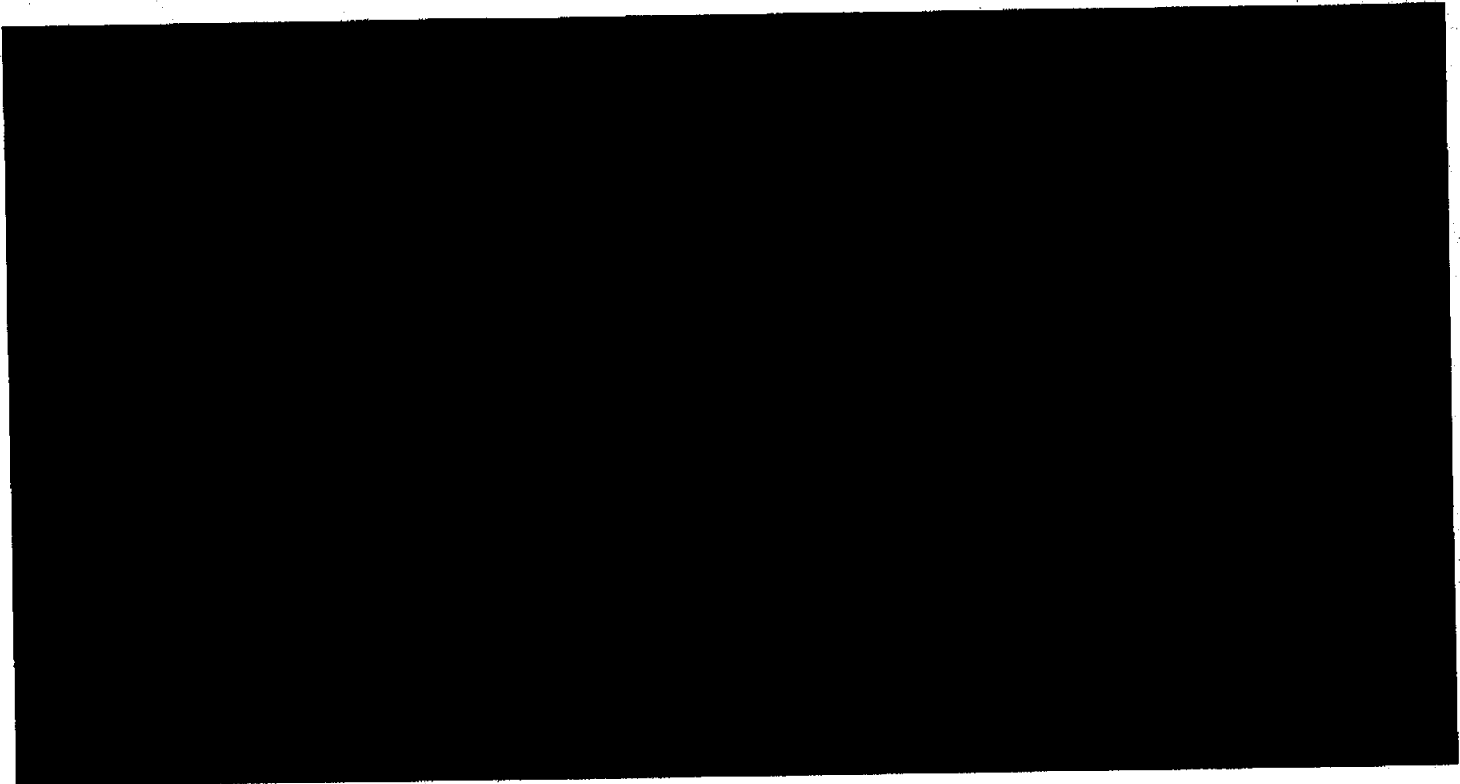
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Best Value in Class

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Best Value in Class

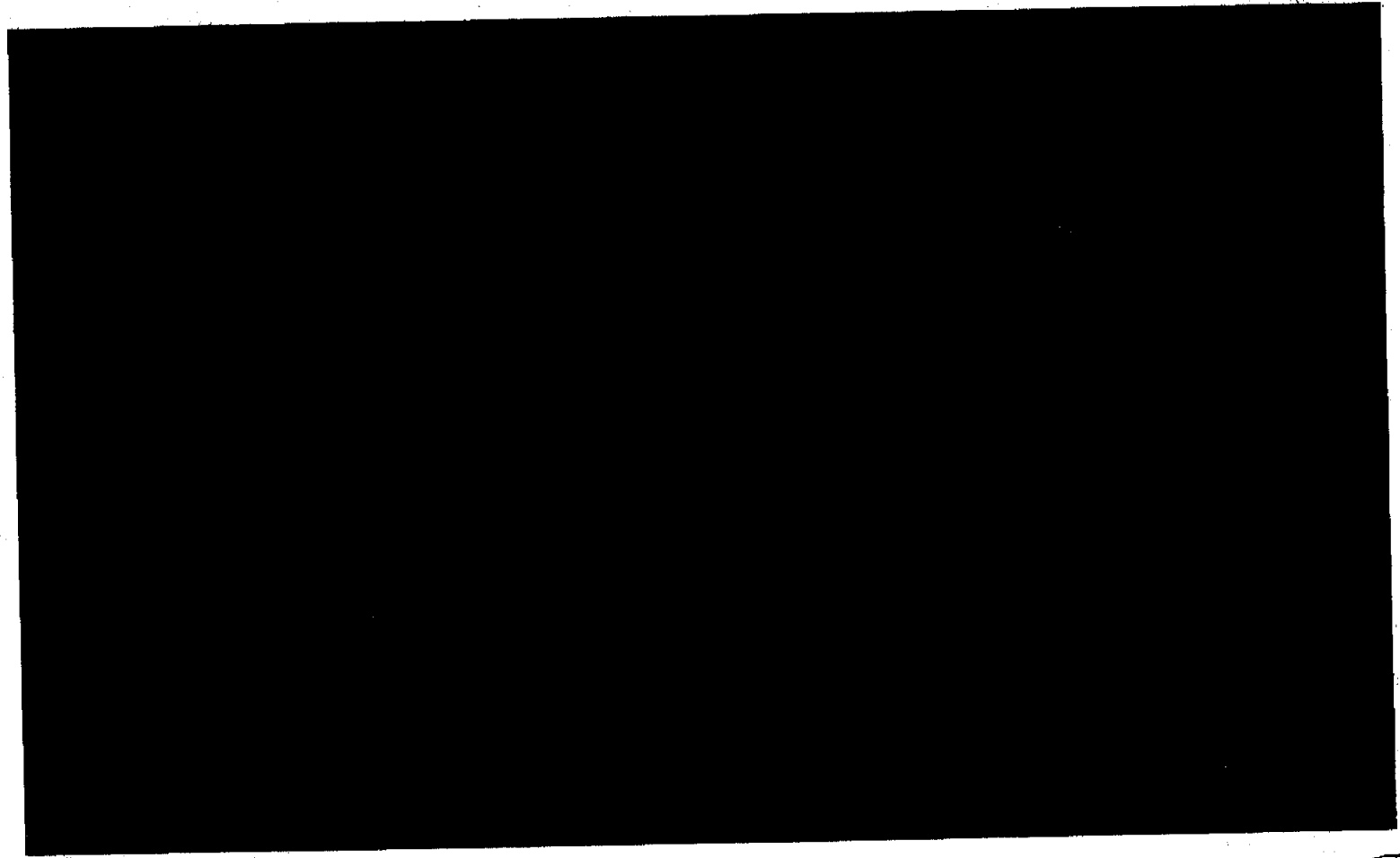


# Ownership Experience

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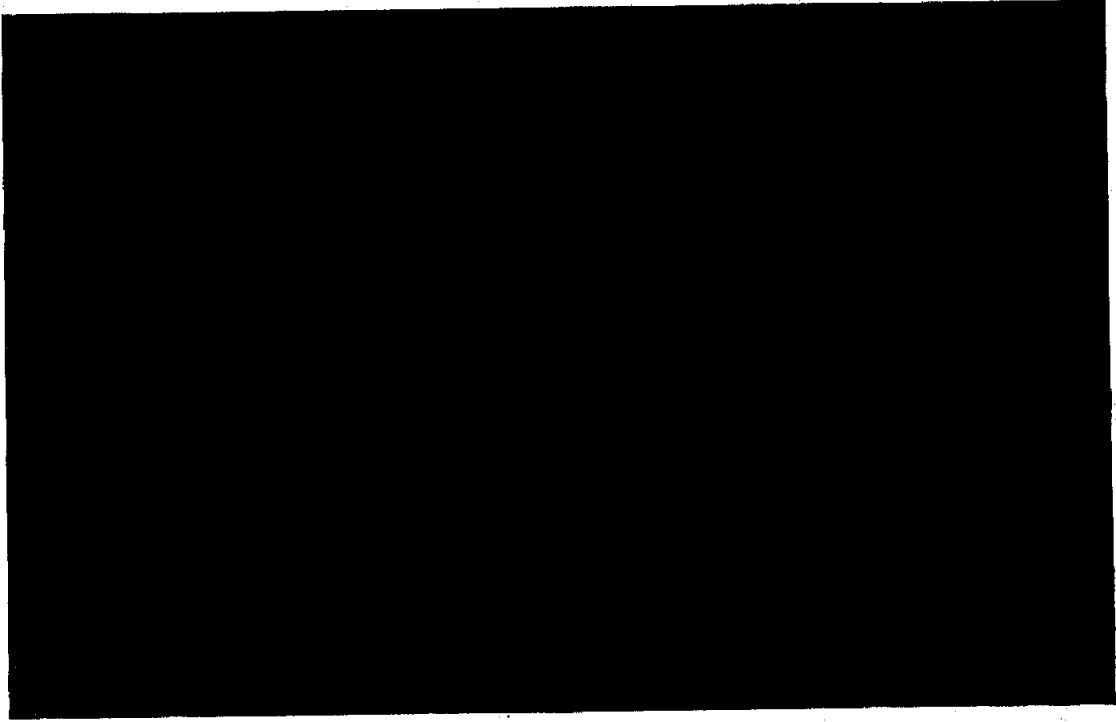
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Ownership Experience



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Ownership Experience



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# Retail Plan

Retailer Selection, Network, Initiatives





