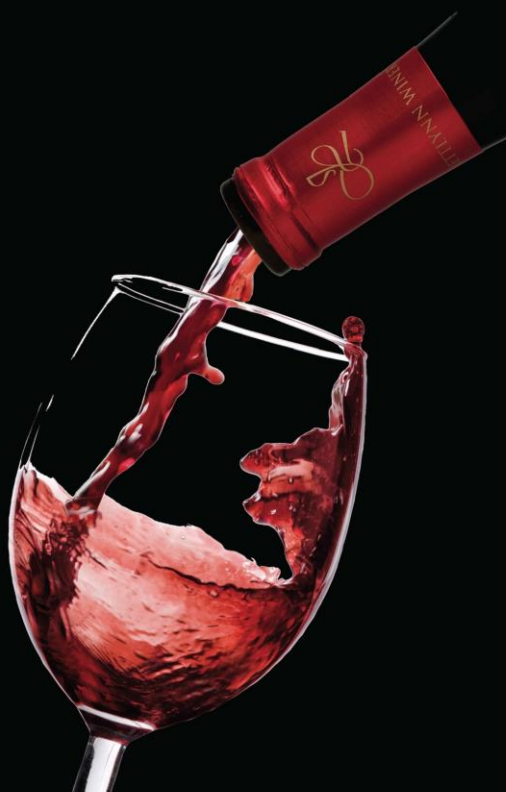




# Jettlynn

W I N E R Y



*Exquisite wine for the most discerning palate.*





# **BUSINESS PLAN**

## **Jettlynn Winery, LLC Destination Winery**

**This document contains confidential and proprietary information belonging exclusively to:**

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# **Jettlynn Winery**

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**Exhibit (a) Press Release: Crystal Cruises now carrying Mon Couer and Opulent**

**Exhibit (b) Press Release: Jettlynn Winery and The Yachts of Seabourn**

**Exhibit (c) Information: Costco**

**Exhibit (d) List: Paso Robles Wineries**

**Exhibit (e) Jettlynn Ratings & Awards**

## **Jettlynn Winery**

### **Executive Summary**

Founded in 2007 Jettlynn Winery is located in the Paso Robles AVA of central coast California. Jettlynn has quickly established itself as a producer of distinctive award winning wines and historically bottles approximately 1500 cases per year. These wines are marketed and sold domestically to Hotels, high-end Restaurants, and Jettlynn's own private wine club as well as distributed nationally and internationally via established relationships with Costco, The Yachts of Seabourn, Crystal Cruise Lines, and Hong Kong via Keida Distributors.

The U.S. has been the largest wine-consuming nation in the world since 2010. In 2014, domestic sales exceeded 375 million cases, valued at \$37.6 billion. California wines accounted for 225 million cases or \$24.6 billion representing 65% of the U.S. wine market by value. Lower-priced "Value" wines made up 75% of California volume while "Premium" wines accounted for only 25%.

Jettlynn's established relationship with Costco will allow it to increase production of its "Premium" wines and create a new category of "Value" wines in a pre-sold condition eliminating the traditional inherent risk for new products. Jettlynn's expansion is dictated by the need to create and produce these new "Value" wines exclusively for Costco. In 2014, Costco's 680 stores with a membership of 81 million recorded wine sales in excess of \$1 billion representing approximately 3% of the total U.S. market. In order to meet this demand, Jettlynn will produce two "Value" wines, Chardonnay and Cabernet Sauvignon beginning with 10,000 cases in FY(1) and thereafter increasing production each year to achieve the goal of 100,000 cases by FY(10). This new category of Jettlynn wines will retail at under \$13 which will be well received by the cost conscience Costco member.

Jettlynn Winery seeks financing in the amount of \$5 million dollars to acquire property and fund operational cost to meet these conditions. Jettlynn has identified 20 acres to purchase which includes existing buildings and infrastructure that can be modified to accommodate Jettlynn's storage, wine cave, and winery needs. The existing structures will require minimal modifications to house the Winery and the land which is deeded as two 10 acre parcels in an excellent location for an estate Vineyard and Winery. The property is also strategically situated for the future planned Jettlynn Tasting-room and Events center.

In order to meet the production goals and market demands on their product Jettlynn requires funding to be in place by early 2018.

#### **Milestones**

1. Secure Funding  
*timeline estimate 2018*
2. Purchase land and buildings for operations  
*timeline estimate Funding + 2 months*
3. Remodel existing buildings to accommodate winery requirements  
*timeline estimate Funding + 6 months*
4. Purchase and install equipment  
*timeline estimate Funding + 6 months*
5. Begin production of value wines  
*timeline estimate Funding + 7 months*

## Jettlynn Winery Market and Industry

The U.S. wine market has enjoyed 22 consecutive years of volume growth and has been the largest wine-consuming nation in the world since 2010. In 2014, sales of table wine, dessert wine and sparkling wine/champagne grew 1% to 375 million cases with an estimated retail value of \$37.6 billion. In 2014:

- California's 225 million cases shipped within the US represent a 60% share of the U.S. wine market, including and 65% of the retail sales dollars (\$24.6 billion).
- Value-priced wines made up 75% of California table wine volume while Premium wines accounted for 25% of wine volume. Value-priced wines accounted for almost half (47%) of 2014 US. winery revenues.

<b>WINE SALES IN THE U.S. 1998 to 2014 in millions of cases</b> (Wine shipments from California, other states and foreign producers entering U.S. distribution)					
<b>Year</b>	<b>Table Wine</b>	<b>Dessert Wine</b>	<b>Sparkling Wine/ Champagne</b>	<b>Total Wine</b>	<b>Total Retail Value</b>
2014	323.4	32.2	19.7	375.4	\$37.6 billion
2013	323.5	30.9	18.4	372.8	\$36.3 billion
2012	319.4	29.9	17.6	366.9	\$34.6 billion
2011	306.2	31.5	17.2	354.9	\$32.9 billion
2010	292.1	28.8	15.4	336.3	\$30.0 billion
2009	295.3	26.6	13.9	335.8	\$28.7 billion
2008	279.7	27.4	13.5	320.6	\$30.0 billion
2007	276.9	26.3	13.9	317.1	\$30.4 billion
2006	266	27.4	13.6	304.3	\$27.8 billion
2005	255.4	22.5	13.1	290.9	\$25.8 billion

<b>CALIFORNIA WINE SHIPMENTS in millions of cases</b>			
<b>Year</b>	<b>California Wine Shipments to All Markets</b>	<b>California Wine Shipments to U.S. Market</b>	<b>California Wines Estimated Retail Value</b>
2014	268.6	224.9	\$24.6 billion
2013	259.1	215.4	\$23.1 billion
2012	249.5	207.2	\$22.0 billion
2011	260	215.3	\$20.3 billion
2010	243.5	201.2	\$18.7 billion
2009	246.3	205.9	\$17.9 billion
2008	245.2	201.6	\$18.5 billion
2007	236.4	195.3	\$18.9 billion
2006	228.7	190	\$17.8 billion
2005	224	185.5	\$16.5 billion

According to Nielsen, in measured U.S. off-premise channels, the most popular wine types by volume were Chardonnay (19% share), Cabernet Sauvignon (13%), Red Blends/Sweet Reds (10%), Pinot Grigio (9%) Merlot (8%), followed by Moscato (6%), Pinot Noir (5%), White Zinfandel (5%), and Sauvignon Blanc (4%). Red blends accounted for the strongest volume gains, along with Moscato, Sauvignon Blanc, Pinot Noir and Cabernet Sauvignon.

## **Jettlynn Winery Location**

### **Paso Robles**

Paso Robles Wine Country is centrally located between San Francisco and Los Angeles along California's Central Coast. As California's fastest growing wine region and largest geographic appellation, the Paso Robles American Viticultural Appellation (AVA) is a diverse appellation comprised of a number of distinctive grape growing regions generally characterized by rolling hills east of the Salinas River and steeper hillsides, cut by small canyons, west of the Salinas River. The western boundary is just six miles from the Pacific Ocean. The AVA extends from the Monterey County border to the north, to the Cuesta Grade below Santa Margarita to the south, and from the Santa Lucia Mountains to the west, to the Cholame Hills to the east and encompasses more than 32,000 vineyard acres with more than 180 wineries.

J. Lohr is the leading producer of Paso Robles AVA wines with an annual production of over 500,000 cases. EOS Estate Winery, records production at 160,000 cases, Wild Horse Winery and Vineyards established by Kenneth Volk produces 150,000 cases. Treana Winery, owned by the Hope family, was established in 1996 and now produces 300,000 cases between the Treana and Liberty School brands. (see Exhibit d)

With a greater day-to-night temperature swing than any other appellation in California, distinct microclimates, diverse soils and a long growing season, Paso Robles is a unique wine region blessed with optimal growing conditions for producing premium and ultra-premium wines. More than 40 wine grape varieties are grown in Paso Robles, ranging from Cabernet Sauvignon and Merlot to Syrah, Viognier, and Roussanne, to Zinfandel, the area's heritage wine varietal.

Note: Paso Robles is currently restricted from adding new vines due to drought conditions.

Paso Robles name was recorded in 1828, named for its local oak trees, El Paso de Robles, "The Pass of the Oaks." The greater Paso Robles region has a rich history of winemaking and wine grape growing that was introduced by the Franciscan Friars beginning circa 1790 at the Asistencia located on the Santa Margarita Ranch, an assistant chapel to Mission San Luis Obispo that still stands preserved today.

The most widely planted varieties in the Paso Robles appellation are Cabernet Sauvignon, Merlot, Zinfandel, Syrah, Chardonnay, Petite Sirah and Sauvignon Blanc. With Italian and Rhone varieties on the upswing, more than 30 other varieties are planted in the region including Pinot Grigio, Tempranillo, Roussanne, Barbera, Semillon, Sangiovese, Viognier, and Mourvedre. Cabernet Sauvignon remains the leading variety for the Paso Robles appellation, accounting for 38 percent of the region's planted wine grape acreage.

Since the early 1990s, Paso Robles wines have proven consistent gold medal winners and have been featured regularly in the top rankings of national and international wine reviews. Jettlynn's Mon Couer earned such an honor receiving a Gold award in 2010. A milestone in the worldwide recognition of Paso Robles Wine Country as a premier wine region came in 2000 when JUSTIN Vineyards & Winery's Bordeaux-style ISOSCELES was named one of the top 10 wines in the world by the Wine Spectator.

## **Jettlynn Winery Description**

### **Jettlynn Winery**

Established in 2007 Jettlynn is a recognized and respected Paso Robles AVA boutique winery.

Jettlynn is committed to making distinctive wines with quality, consistency, and longevity. Jettlynn's annual production of approximately 2,000 cases of award-winning Central Coast wines is produced using classical methods, attention to detail, and respect for the land and the people it serves.

### **Jettlynn Winery Mission**

*To affect positive change in the lives of all who enjoy a great bottle of wine. To create with absolute certitude high-quality products for sipping, aging, and food pairing. To eschew half-hearted, mass produced plonk and to adhere to rigorous goals of viniferous pleasure for all seekers of the highest good.*

### **Jettlynn Winery Vision**

*To maximize palate satisfaction and achieve optimal glass-holder value through world-class fruit sourcing, vinification, and blending. To lead by example through a commitment to gathering the best Paso Robles grapes every vintage, without exception. To enrich, nurture and captivate every oenophile by placing a bottle of Jettlynn in each wine lover's home. To affect positive change in the lives of all who enjoy a great bottle of wine.*

## **Jettlynn Wine Offerings**

### **Premium Wines**

Cabernet Sauvignon  
Zinfandel  
Merlot  
Opulent  
Mon Couer  
Gout de Miel

### **Value Wines**

Cabernet Sauvignon  
Pinot Noir  
Chardonnay

Hand Crafted wines by Vintner Nikki Torres created exclusively from select California grapes

A little Art,  
A little Science,  
A little Magic.



## **Jettlynn Winery Marketing**

Starting in 2018 Jettlynn Winery will produce two tiers of wines.  
Premium wines for the retail market and Value wines exclusively for Costco.

### **Premium Wines**

- Continue current marketing programs for premium wines with all corporate clients including Costco as well as through its established relationships with The Yachts of Seabourn, Crystal Cruise Lines, domestic and international wine distributors.
- Expand Costco stores Vintner visits within the U.S. three tier system and Mexico.
- Expand Cruise line distribution by adding new offerings and new Cruise Lines.
- Expand high-end Restaurant and Hotel placement of Jettlynn wines via Traveling Sales Agents.
- Promote Jettlynn Winery by participating in regional and national Wine festivals.
- Expand offerings and create bonus program for Distributors to increase Premium Wine Sales.
- Use the print media portion of the advertising budget on high-end magazine promotions.
- Develop custom branded Premium Wines for Corporate clients (50 case minimum).
- Establish temporary Tasting Room to promote Jettlynn Premium wines.

### **Premium Wines – Online**

- Promote and market Jettlynn Wines in collaboration with online flash companies like WTSO, Tastingroom, Plonk Wine Merchants, and Half Wit Wines as well as direct online wine sales via Amazon and Ebay.
- Offer online daily specials via Company Website, Facebook page and Twitter.
- Update Corporate Facebook and Google + focused on news, Jettlynn events and wine trivia.
- Publish monthly photos and videos via Instagram, You Tube and Pinterest.
- Create direct cell phone Text marketing program for specials and events.
- Create and market special 4 bottle sample sets and Magnum gift sets exclusively for online.
- Market branded Jettlynn merchandise and accessories.

### **Premium Wines – Wine Club**

- Promote Wine Club membership via online promotions, Wine Festivals, Charity auctions, and Auto, Movie and Technology Corporate Events.
- Establish Newsletter for Wine Club Members.
- Create Loyalty program and referral bonus program for Wine Club Members.
- Offer Wine Club private parties at members' homes with Traveling Sales Agents (CA).
- Host annual after Harvest Vintners dinner and Wine auction benefiting Breast Cancer.

### **Value Wines**

- Seventy-Five percent of U.S. wine sales volume falls in the value wine category. Jettlynn's expansion is dedicated to producing value wines exclusively for Costco at their request.
- Costco will purchase up to 100,000 cases of value wines to be marketed at a target price below \$13 to appeal to their value focused consumer.
- For 2018, Jettlynn's value wine offerings will begin with an equal mix of Chardonnay and Cabernet Sauvignon; the two most popular domestic selling wines and thereafter increase production and variety in the ensuing years until reaching the annual goal of 100,000 cases.

## **Jettlynn Winery Staffing**

### **Vintner Nikki Torres**

Jettlynn is the result of a dream that lay dormant for many years. It started back in 1976 in a young man's heart when Nikki Torres first tasted a 1963 Chateau Lafite Rothschild. Sitting one on one and listening to the Sommelier describe the history, structure and complexity while sipping the magnificent wine left a lasting impression on the young man and for Nikki, nothing has been the same ever since. For the next nine years on what became a personal quest he searched and sampled many wines, trying to duplicate that magical 1963 wine experience to no avail.

Then, in 1985, he discovered the magic once again in Opus One; a Phillippe de Rothschild and Robert Mondavi venture. It was then he realized what he needed to do, what his calling was. To create superb California wines, that would be crafted in the manner of Chateau Lafite Rothschild.

Jettlynn Winery was established to create these rare wines with wonderfully complex layers of hidden beauty that would enchant us as the Rothschild wines had him and thus, his dream became a reality with his award winning wines Opulent and Mon Couer.

\*\*\*

The love, passion and artistry are evident in every Jettlynn bottle of exquisite wine. As with most legendary vintners, Nikki is a compulsive, driven, hands-on overseer of every facet in the production process and rarely rest until he is satisfied with the outcome.

The heart of wine, it's very soul, are the grapes. Rootstock, soil, and weather all contribute to the process, but timing is the most important factor. A great grape picked too early or too late becomes ordinary. The vineyards are constantly visited during the growing season pinpointing the right time to harvest, based on the grapes' relative levels of moisture, sweetness, PH, and acidity.

During harvest, the winemaker trains and supervises the pickers. Damaged fruit is dropped and immature grapes are left on the vine. Only the perfect grapes, hand-picked and selected with such care are transported to begin the process of making wine.

Then on to the winery where the crushing process turns the grapes into must. Using skills, science, and a bit of magic the vintner begins using a cool fermentation process to produce Jettlynn's fine wines followed by 3 to 5 years of aging in oak barrels, along with countless nurturing steps.

The wine making process is labor and time sensitive, an art as well as a science. Done well the results are magnificent . . . A Jettlynn perfect wine created by Vintner Nikki Torres.

# **Jettlynn Winery**

## **Staffing**

### **Vintner (Enologist)**

- *Develop new wines suitable for Value and Premium categories to be offered.*
- *Establish contracts with Paso Robles vineyards for future harvest relative to projected sales.*
- *Establish contracts with California vineyards outside the Paso Robles AVA for future harvest.*
- *Supervise the work of viticulturists; the grape growers who contract for the winery.*
- *Oversee Operations Director and set protocol for current and future development.*
- *Establish inventory, sales and production goals for Wine Maker and Operations Director.*
- *Develop operational production processes and direct Wine Maker and Warehouse staff accordingly.*
- *Oversee the entire production process of creating wine, including grape harvesting (pinpointing the right time to harvest, based on the grapes' relative levels of moisture, sweetness, PH, and acidity), crushing, fermentation, aging, and ultimately bottling.*
- *Coordinate with the winemaker to analyze the wine gauging the chemical composition and quality.*
- *Use scientific concepts and experience to alter the wine's chemical composition and make key decisions based on the levels of acid, sulfur and sulfite apparent in stored wine.*
- *Inspect and oversee stored wine with the winemaker and authorize when to bottle the finished product.*
- *Maintain and expand current Costco distribution processes including domestic and overseas locations.*
- *Represent Jettlynn Winery on promotional tours and host annual Vintners events.*
- *Establish specifications for future Tasting Room and Events Center with Operations Director.*
- *Report to the President on Winery progress and long term product goals.*

### **Winemaker**

- *Supervise the crushing process that turns grapes into must. Add the yeast to the must per the Vintners instructions before fermentation.*
- *Manage the process and use of machinery, such as vats and pumps, to ferment the wine before it's transferred into barrels or steel tanks for aging. Duties include general maintenance of the pumps, barrels, and temperature control equipment, coordinating daily operations and bottling.*

### **Assistant Winemaker**

- *Assist winemaker with all duties; fermenting, wine production, and quality control.*

### **Temporary harvest/bottling staff**

- *Assist vintner and winemaker with harvest, transportation, and wine production.*

### **Warehouse Manager**

- *Assist winemaker with wine storage, inventory control, barrel maintenance and shipping product.*

### **Assistant Warehouse Manager**

- *Assist warehouse manager with all storage, maintenance and shipping duties.*

### **Director of Operations**

- *Responsible for all day to day functions of the company not involving the production of wine.*
- *Develop a timeline and report to the Vintner and President on short and long term goals.*
- *Oversee implementation of the Business plan for the acquisition and development of new Winery property.*
- *Oversee bid and contract process for sub-contractors and suppliers for Winery development.*
- *Establish on-site temporary offices during the development phase.*
- *Write job descriptions; hire and train staff according to the business plan.*
- *Develop marketing and sales goals and oversee Premium, Wine Club, and Online Sales staff.*
- *Develop and implement POS and on-site IT systems for management of Winery.*
- *Develop and oversee Financial processes and coordinate activities with Accounting firms.*
- *Coordinate new product and marketing plans with Vintner and President.*
- *Oversees day to day operations with adherence to legal and fiduciary responsibilities.*
- *Develop and oversee plans for future expansion; Winery Tasting Room and Events Center.*

# **Jettlynn Winery Staffing**

## **Premium Sales Director**

- *The Sales Director is expected to be the top-selling salesperson within the company for Premium wines and the only sales person with a salary, commission, and bonus compensation plan.*
- *Actively engage in sales activities for Premium wines. Direct personal effort in retail sales of Premium Wines in the San Francisco – LA corridor of central California. (Restaurants, Hotels, and Event Centers)*
- *Attend regional trade shows and festivals on behalf of the company.*
- *Assist Operations Director to develop marketing and sales goals for Premium Wines. Including direct sales in states outside the three-tier system as well as sales to national and international distributors.*
- *Develop training guidelines and establish an internship for all sales staff.*
- *Responsible for coordinating and supervising Traveling Sales Agents during site-specific events.*
- *Assigns territories and placement for all local Sales agents. Sets their quotas and monitors their activities.*
- *Develop and maintain Sales reports on all Premium Wine sales for Operations Director.*
- *Expand Restaurant and Hotel placement of Jettlynn Premium wines.*
- *Expand Cruise line placement of Jettlynn Premium wines. Host on board greeting events at the port of LA.*
- *Developing sales materials for Premium Wines specific to Restaurants, Hotels and Event Planners such as sell sheets, brochures, and catalogs.*

## **Sales Agents (Traveling)**

- *Support Value Wine sales at Costco.*
- *Attend Events with the focus on direct sales and increasing Wine Club membership.*
- *Make direct sales to Restaurants, Hotels & California Wine Stores.*

## **Sales Agents (Local)**

- *Make direct sales to Restaurants, Hotels & California Wine Stores.*
- *Make direct sales at Winery local events.*

## **Sales Agents (Online)**

- *Promote, expand and maintain Wine Club membership and sales.*
- *Book sales in collaboration with online flash companies like WTSO, Tastingroom, Plonk Wine Merchants, and Half Wit Wines as well as organize and manage online wine sales via Amazon and Ebay.*
- *Offer online daily specials and news blog via Company Website, Facebook page, and Twitter.*
- *Create Corporate Facebook and Google + pages focused on news, Jettlynn events and wine trivia.*
- *Publish monthly photos and videos via Instagram, YouTube and Pinterest.*
- *Create direct cell phone Text marketing program for specials and events.*
- *Maintain Newsletter for Wine Club Members.*

## **Administrative Assistant**

- *Assist President, Vintner, and Director of Operations.*
- *Answer phone calls, make appointments and maintain executive and corporate calendars.*
- *Maintain paper records as required and manage general office supplies.*
- *Maintain Human Resource records.*

## **Compliance Director.**

- *Act as compliance officer for all financial and regulatory issues.*
- *Direct Jettlynn on all compliance filings and requirements.*
- *Establish annual calendar for compliance measures and internal processes.*

## **Finance & Bookkeeping**

- *Assist Finance Director.*
- *Establish and maintain QuickBooks accounting program in coordination with CPA firm.*
- *Oversee all financial transactions. AP / AR / Invoicing / Payroll, etc.*
- *Prepare weekly, monthly and quarterly financial reports for Director of operations.*
- *Make authorized payments for approved AP invoices.*
- *Oversee all banking and credit card transaction associated with the Jettlynn Winery.*
- *Maintain onsite financial records in coordination with CPA firm.*

## Jettlynn Winery Funding

Jettlynn Winery seeks financing in the amount of \$5,000,000 to purchase 20 acres suitable for the winery, and to fund the operational cost to develop production capacity of 100,000 cases of “Value” wine earmarked to be sold exclusively to Costco. “Value” wine projections begin in FY(1) at 10,000 cases with production increasing annually to 100,000 cases by FY(10).

This plan assumes a 20-year amortization with an 8-year balloon for debt servicing.

Jettlynn has identified and upon funding is prepared to purchase 20 acres for the negotiated price of \$2 million. An acquisition cost which is below market value for the region and represents a sound investment in and of itself.

The selected property has an excellent location; good soil and existing structures and infrastructure that can be modified to accommodate Jettlynn’s storage, wine cave, and winery needs. The property which is deeded as two 10 acre parcels is in an excellent site for the company’s estate Vineyard and Winery as well as strategically situated for the future planned Jettlynn Tasting Room and Events center.

Remodeling, Equipment & Materials estimates account for a sum of approximately \$2.2 million. Sewer plant (budgeted at \$1 million), light modification to the existing buildings, updating power and water systems, adding winery equipment, and purchasing raw materials. The remaining funds of approximately \$800,000 will be held as utility deposits and working capital.

FUNDING REQUIREMENT		Asset	Depreciable Assets	Capital	Deposits
<b>Real Estate Purchase</b>	\$ 2,000,000				
<i>Land</i>		\$ 700,000			
<i>Buildings</i>			\$ 1,300,000		
<b>Sewer Plant</b>	\$ 1,000,000		\$ 1,000,000		
<b>Building Remodeling</b>	\$ 90,000		\$ 90,000		
<b>HVAC</b>	\$ 40,000		\$ 40,000		
<b>Tanks &amp; Insulation</b>	\$ 140,000		\$ 140,000		
<b>Signage/Entrance</b>	\$ 30,000		\$ 30,000		
<b>Cooperage (150 Barrels)</b>	\$ 105,000		\$ 105,000		
<b>Warehouse Equipment</b>	\$ 65,000		\$ 65,000		
<b>Furniture &amp; Fixtures</b>	\$ 5,000		\$ 5,000		
<b>Computers &amp; Technology</b>	\$ 25,000		\$ 25,000		
<b>Inventory Management System</b>	\$ 15,000		\$ 15,000		
<b>Vehicles</b>	\$ 35,000		\$ 35,000		
<b>Working Capital</b>	\$ 1,440,000				
<i>Cash</i>				\$ 815,552	
<i>Marketing &amp; Promotions</i>				\$ 50,000	
<i>Raw Material</i>				\$ 541,448	
<i>Licenses &amp; Permits</i>				\$ 3,000	
<i>Prepaid Insurance Premiums</i>				\$ 30,000	
<b>Utility Deposits</b>	\$ 10,000		\$ -		\$ 10,000
<b>Totals</b>	<b>\$ 5,000,000</b>	<b>\$ 700,000</b>	<b>\$ 2,850,000</b>	<b>\$ 1,440,000</b>	<b>\$ 10,000</b>

# Jettlynn Winery

## Financial Assumptions

Inputs	Assumptions
Start date	2018
Startup Year - End of Period	2019
Startup Year - Days in Period	365
Loan Amortization in Years	20
Loan Balloon in Years	8
Federal Income Tax Rate	35%
California Income Tax Rate	5.75%
Recommended Production Reserves	10%
Interest Rate (L/T debt)	10%
Interest Rate (S/T debt)	7%
Distributions to Shareholders	0%
Expenses	Assumptions
Bank & Merchant Fees (Premium & WC)	2.1%
Freight & Shipping, purchases (inbound)	\$ 0.60
Freight & Shipping, Premium (outbound)	0.5%
Freight & Shipping, Value (outbound)	0.0%
Marketing & Promotions (Value)	0.25%
Marketing & Promotions (Premium)	2.0%
Value Sales Commission Rate	10.0%
Premium Sales Commission Rate	20.0%
Portion of Sales Attributable to Reps	100.0%
Office Expenses & Supplies	1.0%
Write-offs / bad debt (Wine Club)	0.0%
Tech Infrastructure/Barrel Room/Winery	0.5%
Utilities Annual (Water, Electric)	\$ 48,000
Property Tax (Comparable Estimate)	\$ 24,000
Paso Robles Sales Tax (.5%)	0.5%
State of California Sales Tax (7.5%)	7.5%
State of CA Alcohol Tax (gallon) (.20)	\$ 0.20
Federal Alcohol Tax (gallon) (.17 - 1.07)	\$ 0.17
Purchase & Sales	Assumptions
Inflation Rate (inflation index)	1.8%
Unit cost price "Premium" (case)	\$ 38.16
Unit cost price "Value" (case)	\$ 47.04
Unit cost price "Wine Club" (case)	\$ 38.16
Unit Sales Price "Premium" (case)	\$ 240
Unit Sales Price "Value" (case)	\$ 120
Unit Sales Price "Wine Club" (case)	\$ 204
Collection Period (days)	45
Payables Period (days)	30
WINE CLUB Assumptions	Assumptions
Membership 2016	50
Membership 2025	450
Average WC price per bottle	\$ 17.00
Average cost per bottle	\$ 3.18
Production Assumptions	Assumptions
Value Wine Capacity (cases) 2016	10,000
Premium Wine Capacity (cases) 2016	2,000
Value Wine Capacity (cases) 2025	100,000
Premium Wine Capacity (cases) 2025	10,000

## Jettlynn Winery

### Production, Sales & Cost of Goods Sold (COGS)

- Premium wine sales are projected at a modest growth rate for the purposes of this presentation and do not exceed current capacity at any point during the 10-year period.
- Value wine sales progress in a linear fashion adding 10,000 cases per year to production and sales. It should be noted that this in no way reflects the production capacity of the Winery and that the slow sales/production progression for Value wines is only a conservative projection to meet Costco's demand for 100,000 cases by FY(10). The winery would be able to deliver 100,000 cases by FY(4) of the plan if requested.
- Wine Club sales follow the increase in membership during the same 10-year period to 450 members at various levels. (Platinum, Gold, Silver, and Bronze)

Wine Production	FY1	FY2	FY3	FY5	FY6	FY7	FY9	FY10
<b>Total Produced in Units (cases)</b>	<b>11,862</b>	<b>21,893</b>	<b>32,074</b>	<b>52,347</b>	<b>62,409</b>	<b>72,621</b>	<b>92,995</b>	<b>103,157</b>
Premium	1,800	1,800	1,950	2,100	2,100	2,250	2,500	2,600
Value	10,000	20,000	30,000	50,000	60,000	70,000	90,000	100,000
Wine Club (WC)	62	93	124	247	309	371	495	557
Product Mix (Premium & WC)	16%	9%	6%	4%	4%	4%	3%	3%
Product Mix (Value)	84%	91%	94%	96%	96%	96%	97%	97%
Sales (US \$)	FY1	FY2	FY3	FY5	FY6	FY7	FY9	FY10
Sales Revenues Premium	432,000	432,000	491,400	554,400	554,400	621,000	720,000	748,800
Sales Revenues Value	1,200,000	2,400,000	3,600,000	6,500,000	7,800,000	9,800,000	14,040,000	15,600,000
Sales Revenues Wine Club	12,614	18,921	26,712	56,392	70,490	89,040	124,656	140,238
<b>Total Sales</b>	<b>1,644,614</b>	<b>2,850,921</b>	<b>4,118,112</b>	<b>7,110,792</b>	<b>8,424,890</b>	<b>10,510,040</b>	<b>14,884,656</b>	<b>16,489,038</b>
Sales Revenue Growth (YOY)		73%	44%	33%	18%	25%	25%	11%
COGS (US \$)	FY1	FY2	FY3	FY5	FY6	FY7	FY9	FY10
COGS Premium	68,688	70,062	77,418	86,742	88,477	96,692	111,776	118,572
COGS Value	470,400	959,616	1,468,212	2,545,880	3,116,158	3,708,228	4,960,337	5,621,715
COGS Wine Club	2,360	3,610	4,910	10,216	13,026	15,943	22,117	25,379
<b>Total COGS</b>	<b>541,448</b>	<b>1,033,288</b>	<b>1,550,540</b>	<b>2,642,838</b>	<b>3,217,660</b>	<b>3,820,863</b>	<b>5,094,230</b>	<b>5,765,667</b>
Gross Profit (US \$)	1,103,166	1,817,633	2,567,572	4,467,954	5,207,230	6,689,177	9,790,426	10,723,371
Gross Margin %	67%	64%	62%	63%	62%	64%	66%	65%

Note FY4 and FY8 are omitted to facilitate placement only and follow the same progression stated.

## Jettlynn Winery Financials

CASH FLOW ANALYSIS								
Operating activities	FY1	FY2	FY3	FY5	FY6	FY7	FY9	FY10
<b>Inflows</b>								
Sales Revenues	1,644,614	2,850,921	4,118,112	7,110,792	8,424,890	10,510,040	14,884,656	16,489,038
Cash from Sales	1,644,614	2,850,921	4,118,112	7,110,792	8,424,890	10,510,040	14,884,656	16,489,038
<b>Total Inflows</b>	<b>1,644,614</b>	<b>2,850,921</b>	<b>4,118,112</b>	<b>7,110,792</b>	<b>8,424,890</b>	<b>10,510,040</b>	<b>14,884,656</b>	<b>16,489,038</b>
<b>Outflows</b>								
Purchases - Cost of Goods	541,448	1,033,288	1,550,540	2,642,838	3,217,660	3,820,863	5,094,230	5,765,667
Operating Expenses	974,509	1,162,343	1,388,950	2,113,907	2,478,789	2,823,060	3,530,682	3,800,365
Fed Income Taxes			42,300	620,083	760,887	1,164,062	2,169,103	2,401,245
CA Income Tax			6,949	101,871	125,003	191,239	356,353	394,490
<b>Total Outflows</b>	<b>1,515,957</b>	<b>2,195,631</b>	<b>2,988,740</b>	<b>5,478,699</b>	<b>6,582,339</b>	<b>7,999,224</b>	<b>11,150,367</b>	<b>12,361,766</b>
<b>Net Cash after Operating Activities</b>	<b>128,657</b>	<b>655,290</b>	<b>1,129,372</b>	<b>1,632,093</b>	<b>1,842,551</b>	<b>2,510,816</b>	<b>3,734,289</b>	<b>4,127,272</b>
Investing Activities	FY1	FY2	FY3	FY5	FY6	FY7	FY9	FY10
Purchase of fixed assets		-	-	-	-	-	-	-
Sale of fixed assets	-	-	-	-	-	-	-	-
Net Inflow/Outflow from Investing	-	-	-	-	-	-	-	-
<b>Net Cash after Investing Activities</b>	<b>128,657</b>	<b>655,290</b>	<b>1,129,372</b>	<b>1,632,093</b>	<b>1,842,551</b>	<b>2,510,816</b>	<b>3,734,289</b>	<b>4,127,272</b>
Financing Activities	FY1	FY2	FY3	FY5	FY6	FY7	FY9	FY10
<b>Inflows</b>								
Cash from long-term debt	5,000,000							
Cash from short-term debt	-	-	-	-	-	-	-	-
<b>Total Inflows</b>	<b>5,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Outflows</b>								
Capital Expenditures	3,560,000							
Retirement of long-term debt (Principal)	82,737	91,401	100,971	123,225	136,128	150,382	-	-
Retirement of long-term debt (Interest)	496,276	487,612	478,042	455,788	442,885	428,631	-	-
<b>Total Outflows</b>	<b>4,139,013</b>	<b>579,013</b>	<b>579,013</b>	<b>579,013</b>	<b>579,013</b>	<b>579,013</b>	<b>-</b>	<b>-</b>
<b>Net from Financing</b>	<b>860,987</b>	<b>(579,013)</b>	<b>(579,013)</b>	<b>(579,013)</b>	<b>(579,013)</b>	<b>(579,013)</b>	<b>-</b>	<b>-</b>
<b>Net increase (decrease) in cash</b>	<b>989,644</b>	<b>76,277</b>	<b>550,359</b>	<b>1,053,080</b>	<b>1,263,538</b>	<b>1,931,803</b>	<b>3,734,289</b>	<b>4,127,272</b>
Cash, Beginning	-	989,644	1,065,921	2,167,996	3,221,077	4,484,615	4,622,262	8,356,551
<b>Cash, Ending Balance (US \$)</b>	<b>989,644</b>	<b>1,065,921</b>	<b>1,616,280</b>	<b>3,221,077</b>	<b>4,484,615</b>	<b>6,416,418</b>	<b>8,356,551</b>	<b>12,483,823</b>

Note FY4 and FY8 are omitted to facilitate placement only and follow the same progression stated.



## Jettlynn Winery Financials

INCOME STATEMENT								
Operations	FY1	FY2	FY3	FY5	FY6	FY7	FY9	FY10
Sales	1,644,614	2,850,921	4,118,112	7,110,792	8,424,890	10,510,040	14,884,656	16,489,038
Less: Cost of Goods Sold	(541,448)	(1,033,288)	(1,550,540)	(2,642,838)	(3,217,660)	(3,820,863)	(5,094,230)	(5,765,667)
Gross Margin (US \$)	1,103,166	1,817,633	2,567,572	4,467,954	5,207,230	6,689,177	9,790,426	10,723,371
Gross Margin %	67%	64%	62%	63%	62%	64%	66%	65%
Less: Operating Expenses	(974,509)	(1,162,343)	(1,388,950)	(2,113,907)	(2,478,789)	(2,823,060)	(3,530,682)	(3,800,365)
EBITDA	128,657	655,290	1,178,621	2,354,047	2,728,441	3,866,117	6,259,744	6,923,006
Operating Margin	8%	23%	29%	33%	32%	37%	42%	42%
Depreciation Expense	126,593	126,593	126,593	126,593	111,593	111,593	62,308	62,308
Interest Expense	496,276	487,612	478,042	455,788	442,885	428,631	-	-
Total Other Expenses	622,869	614,206	604,635	582,382	554,479	540,224	62,308	62,308
Earnings Before Taxes (EBT)	(494,212)	41,084	573,986	1,771,665	2,173,962	3,325,893	6,197,436	6,860,699
Taxable Earnings		(453,128)	120,858	1,771,665	2,173,962	3,325,893	6,197,436	6,860,699
Federal Income Tax	-	-	42,300	620,083	760,887	1,164,062	2,169,103	2,401,245
CA Income Tax	-	-	6,949	101,871	125,003	191,239	356,353	394,490
Net Income (US \$)	(494,212)	41,084	524,737	1,049,711	1,288,073	1,970,591	3,671,981	4,064,964

Note FY4 and FY8 are omitted to facilitate placement only and follow the same progression stated.

# Jettlynn Winery Financials

BALANCE SHEET								
ASSETS	FY1	FY2	FY3	FY5	FY6	FY7	FY9	FY10
Current Assets								
Cash & Cash Equivalents	989,644	1,065,921	1,616,280	3,221,077	4,484,615	6,416,418	8,356,551	12,483,823
Accounts Receivable	-	-	-	-	-	-	-	-
Inventory	-	-	-	-	-	-	-	-
Less: Bad Debt Write-offs	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>989,644</b>	<b>1,065,921</b>	<b>1,616,280</b>	<b>3,221,077</b>	<b>4,484,615</b>	<b>6,416,418</b>	<b>8,356,551</b>	<b>12,483,823</b>
Long-term Assets								
Less: Accumulated Amortization	-	-	-	-	-	-	-	-
Deposits	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Property, Plant, & Equipment	3,550,000	3,550,000	3,550,000	3,550,000	3,550,000	3,550,000	3,550,000	3,550,000
Less: Accumulated Depreciation	(126,593)	(253,187)	(379,780)	(632,967)	(744,560)	(856,154)	(980,769)	(1,043,077)
<b>Total Long-term Assets</b>	<b>3,433,407</b>	<b>3,306,813</b>	<b>3,180,220</b>	<b>2,927,033</b>	<b>2,815,440</b>	<b>2,703,846</b>	<b>2,579,231</b>	<b>2,516,923</b>
<b>TOTAL ASSETS</b>	<b>4,423,051</b>	<b>4,372,734</b>	<b>4,796,500</b>	<b>6,148,110</b>	<b>7,300,054</b>	<b>9,120,264</b>	<b>10,935,782</b>	<b>15,000,746</b>
LIABILITIES & EQUITY								
Current Liabilities								
Accounts Payable	-	-	-	-	-	-	-	-
Accrued Expenses (Payroll Liabilities)	-	-	-	-	-	-	-	-
Other Short-term Liabilities	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Long-term Liabilities								
Long-term Debt	4,917,263	4,825,863	4,724,891	4,490,122	4,353,994	4,203,612	-	-
<b>Total Long-term Liabilities</b>	<b>4,917,263</b>	<b>4,825,863</b>	<b>4,724,891</b>	<b>4,490,122</b>	<b>4,353,994</b>	<b>4,203,612</b>	<b>-</b>	<b>-</b>
Shareholder Equity								
Retained Earnings (deficit)	(494,212)	(453,128)	71,608	1,657,987	2,946,060	4,916,652	10,935,782	15,000,746
Distributions to shareholders	-	-	-	-	-	-	-	-
<b>Total Shareholder Equity</b>	<b>(494,212)</b>	<b>(453,128)</b>	<b>71,608</b>	<b>1,657,987</b>	<b>2,946,060</b>	<b>4,916,652</b>	<b>10,935,782</b>	<b>15,000,746</b>
<b>TOTAL LIABILITIES &amp; EQUITY (US \$)</b>	<b>4,423,051</b>	<b>4,372,734</b>	<b>4,796,500</b>	<b>6,148,110</b>	<b>7,300,054</b>	<b>9,120,264</b>	<b>10,935,782</b>	<b>15,000,746</b>



# **BUSINESS PLAN**

## **Exhibits**

## **Exhibit (a): Crystal Cruises now carrying Mon Couer and Opulent**

Jettlynn Winery is proud to announce that the sophisticated world renowned cruise line “Crystal Cruises” is now carrying Mon Couer and Opulent for your cruising pleasure on-board the beautiful “Symphony” and “Serenity”.

We believe that Crystal Cruises and Jettlynn Winery missions are the same: To create a unique experience for those who do not want the ordinary...who do not want the average...these are customers who want a special adventure; something rare. This is why we believe that our wines and Crystal Cruises ships are a perfect match.



We, too, believe in quality and not in quantity and we are sure all our customers will understand how aligned our two companies are in attempting to create an amazing experience for those who seek out something special.

So for those customers who venture to the open sea and desire only the best, we recommend Crystal Cruises and Jettlynn Winery wines!

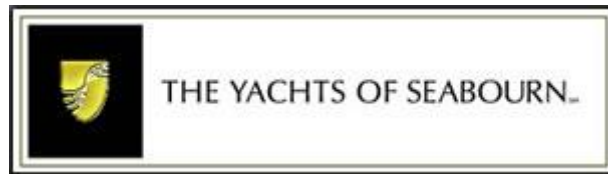
### **Top Culinary Talent on the Menu for Crystal’s Back-to-Back Wine & Food Cruises**



Calling in cities throughout Italy, Greece, Turkey, Spain, Monaco and France, the voyages feature tasteful experiences ashore, from exclusive private tours and tastings at a farm and wine cellar in Sorrento to a classic Spanish tapas feast in Barcelona.

“Wine and food are integral to the culture of the Mediterranean, and a great way to immerse oneself in these spectacular destinations,” says Toni Neumeister, vice president, food and beverage.

## Exhibit (b): Jettlynn Winery and The Yachts of Seabourn



“Imagine cruising on the intimate, all-suite Yachts of Seabourn while sipping Jettlynn Winery’s exquisite wines. By doing so, you’ll be part of an exclusive circle, a privileged few who have discovered the true joys of yachting.”



“We believe that the mission of Jettlynn Winery is similar to that of The Yachts of Seabourn: To create a unique experience for those who do not want the ordinary...who do not want the average...these are customers who want a special adventure; something rare. This is why we believe that our wines and the Yachts of Seabourn are a perfect match.”

We, too, believe in quality and not in quantity and we are sure all our customers will understand how aligned our two companies are in attempting to create an amazing experience for those who seek out something special.

So for those customers who venture to the open sea and desire only the best, an intimate touch, a grace and elegance unlike any other, then we recommend the Yachts of Seabourn and Jettlynn Winery wines!



## **Exhibit (c): Costco**

Costco is a membership warehouse club, dedicated to bringing our members the best possible prices on quality brand-name merchandise. With hundreds of locations worldwide, Costco provides a wide selection of merchandise, plus the convenience of specialty departments and exclusive member services, all designed to make the shopping experience a pleasurable one.

Costco Wholesale is a multibillion dollar global retailer with warehouse club operations in eight countries. The recognized leader in their field, dedicated to quality in every area of their business and respected for outstanding business ethics.

As of 2014, it was the third largest retailer in the United States, in 2015 it is the second largest in the world and the largest membership warehouse club chain in the United States.

### **The History of Costco**

The company's first location, opened in 1976 under the Price Club name, was in a converted airplane hangar on Morena Boulevard in San Diego. In 1983, the first Costco warehouse location was opened in Seattle. Costco became the first company ever to grow from zero to \$3 billion in sales in less than six years. When Costco and Price Club merged in 1993, the combined company, operating under the name PriceCostco, had 206 locations generating \$16 billion in annual sales. Since resuming the Costco name, the company has grown worldwide with total sales in recent fiscal years exceeding \$64 billion. Costco has transformed the retail world. When entrepreneur Sol Price introduced a groundbreaking retail concept in San Diego, California. Price Club was the world's first membership warehouse club, a place where efficient buying and operating practices gave members access to unmatched savings. By carefully choosing products based on quality, price, brand, and features, the company can offer the best value to members.

Costco serves more than 10 million members across Canada, and is one of the nation's largest retailers, averaging CDN \$15 billion in sales per year.

### **Key Information**

Number of warehouses: 697 (11/20/15)  
487 locations in 43 U.S. States & Puerto Rico;  
90 locations in nine Canadian provinces;  
27 locations in the United Kingdom;  
11 locations in Taiwan;  
12 locations in Korea;  
24 locations in Japan;  
8 locations in Australia;  
36 locations in 18 Mexican states;  
2 location in Spain  
Membership Data (8/30/15): 81.3 million cardholders  
Warehouse sizes 73,000 to 205,000 square feet  
Annual revenues (8/30/15): \$116.2 billion  
Number of U.S. employees: 135,000 full and part-time  
Number of employees (worldwide): 200,000 full and part-time

## **Exhibit (c): Costco**

### **Historical Timeline**

1976 Sol & Robert Price raise \$2.5 million from friends and family to open Price Club on July 12th, the first warehouse club for business shoppers only. The warehouse was located in a remodeled airplane hangar on Morena Boulevard in San Diego, California.

1979 Price Club has two locations, 900 employees, 200,000 members.

1982 Jeff Brotman and Jim Sinegal draw up plans to start a new wholesale club business.

1983 The first Costco warehouse opens in September in Seattle, Washington.

1984 By calendar year-end, there were nine Costco's in five states, serving over 200,000 members. Price Club sales exceed \$1 billion.

1985 Costco opens its first Canadian warehouse in Burnaby, British Columbia.

1986 Price Club is 10 years old and is named the Forbes Magazine's "Best Managed Company". The company has 22 locations, 3.2 million members, and 7,294 employees. Costco is three years old and has 17 locations, 1.3 million members, and 3,740 employees.

1989 Costco begins the year with 46 warehouses in operation. The Price Company is the third most profitable company in the United States.

1992 The first Price Club in Mexico City opens. In December Costco opens its 100th warehouse in Miami Florida.

1993 Costco celebrates its 10th anniversary. Shareholders approve the merger of Price Company and Costco. PriceCostco is formed and opens its first warehouse in the United Kingdom in West Thurrock, Essex, England

1994 The first Asia Costco opens in Seoul, Korea.

1995 The 200th location opens in Wenatchee, Washington. Kirkland Signature, Costco's exclusive private label, is introduced.

1997 The company officially changes its name from PriceCostco to Costco Companies, Inc. The first Taiwan Costco opens in Kaohsiung.

1998 E-Commerce is introduced with Costco.com.

1999 The first Japan warehouse opens in Hisayama. The Company changes its name to Costco Wholesale Corporation.

2001 The Company celebrates its 25th anniversary. Costco enters Puerto Rico.

2002 Costco finishes the fiscal year with 40.5 million cardholders and 98,000 employees.

2003 Costco.com generated online sales of \$226 million. 24 new Costco locations are opened.

2004 Costco is the 5th largest retailer in the U.S. and 11th largest in the world. Fortune Magazine lists Costco 29th on the Fortune 500. Costco Enters Iowa bringing the number of states to 37.

2005 Costco.ca (equivalent of Costco.com in the U.S.) is launched for Canadian members.

2006 Costco was named one of the "most admired" companies by Fortune magazine. Costco Optical Center received the National Vision Retailers award for highest customer satisfaction from J.D. Power and Associates. Costco opened 27 new locations for a year-end total of 487.

2007 Costco was named one of the "most admired" companies by Fortune Magazine for a second consecutive year. Costco.com exceeds \$1 billion in online sales on the year.

2009 Costco opens first warehouse in Melbourne, Australia.

## **Exhibit (c): Costco**

Costco Wholesale Corporation operates an international chain of membership warehouses, mainly under the "Costco Wholesale" name, that carry quality, brand name merchandise at substantially lower prices than are typically found at conventional wholesale or retail sources. The warehouses are designed to help small-to-medium-sized businesses reduce costs in purchasing for resale and for everyday business use. Individuals may also purchase for their personal needs.

Costco's warehouses present one of the largest and most exclusive product category selections to be found under a single roof. Categories include groceries, candy, appliances, television and media, automotive supplies, tires, toys, hardware, sporting goods, jewelry, watches, cameras, books, housewares, apparel, health and beauty aids, tobacco, furniture, office supplies and office equipment. Costco is known for carrying top quality national and regional brands, with 100% satisfaction guaranteed, at prices consistently below traditional wholesale or retail outlets. Members can also shop for private label Kirkland Signature products, designed to be of equal or better quality than national brands, including juice, cookies, coffee, housewares, luggage, clothing and detergent. The Company also operates self-service gasoline stations at a number of its U.S. and Canadian locations.

Additionally, Costco Wholesale Industries, a division of the Company, operates manufacturing businesses, including special food packaging, optical laboratories, meat processing and jewelry distribution. These businesses have a common goal of providing members with high-quality products at substantially lower prices.

According to Craig Jelinek, the Company's CEO and Director, "Costco is able to offer lower prices and better values by eliminating virtually all the frills and costs historically associated with conventional wholesalers and retailers, including salespeople, fancy buildings, delivery, billing and accounts receivable. We run a tight operation with extremely low overhead which enables us to pass on dramatic savings to our members."

Costco is open only to members and offers three types of membership: Business, Gold Star (individual) and the Executive membership. Business members qualify by owning or operating a business and pay an annual fee (\$55 in the U.S.) to shop for resale, business, and personal use. This fee includes a household card. Gold Star members pay a \$55 annual fee (in the U.S.) and is available to those individuals that do not own a business. This fee includes a free household membership. The Companies third membership level, called the Executive Membership in addition to offering all of the usual benefits, it allows members to purchase a variety of discounted consumer services (auto and homeowner insurance, auto buying, mortgage, refinancing, boat and RV loans, identity protection, personal check printing, and/or business services (business phone services, merchant credit card processing, health and dental insurance, payroll services, business check and forms printing, small-business 401(k) plans, small-business web sites ) at substantially reduced rates. Executive Members also receive a 2% annual reward (up to \$750 beginning January 1, 2012) on most of their warehouse purchases. Executive Members pay an annual fee of \$110. Costco is a Washington corporation, publicly traded under the Nasdaq ticker symbol "COST", with its home office in Issaquah, Washington.



## Exhibit (d): Paso Robles Wineries

Adelaida Cellars  
Aleksander by S & G Estate  
Alta Colina Vineyard & Winery  
AmByth Estate  
Ancient Peaks Winery  
Anglim Winery  
AronHill Vineyards  
Asuncion Ridge Vineyards  
August Ridge Vineyards  
Austin Hope  
B & E Vineyard/Winery  
Barr Estate Winery  
Bella Luna Estate Winery  
Bianchi Winery  
Bodegas Paso Robles  
Bon Niche Cellars  
Booker Vineyard and Winery  
Brecon Estate  
Brian Benson Cellars  
Brochelle Vineyards  
Broken Earth Winery  
Burbank Ranch Vineyard & Winery  
Calcareous Vineyard  
Caliza Winery  
Candor  
Caparone Winery  
Cass Winery  
Castoro Cellars  
Cayucos Cellars  
Chateau Margene  
Chronic Cellars Winery Inc.  
Cinquain Cellars  
Claudiere Vineyard  
Clavo Cellars  
Clayhouse Wines  
Clos Solene  
Copia Vineyards  
Croard Vineyards  
Cypher Winery  
DAOU Vineyards  
Dark Star Cellars  
Denner Vineyards  
Derby Wine Estates  
Desparada Wines  
Doce Robles Winery  
Domaine Degher Wines  
Donatoni Winery  
Dover Canyon Winery  
Dunning Vineyards Estate Winery  
Eberle Winery  
Ecluse Wines  
Edmond August  
Eos Winery  
Epoch Estate Wines  
Field Recordings.  
Four Lanterns Winery  
Four Sisters Vineyards & Winery

Fratelli Perata  
Frolicking Frog Cellars  
Gelfand Vineyards  
Giornata  
Glunz Family Winery & Cellars  
Graveyard Vineyards  
GreMarK Vineyards  
Grey Wolf & Barton Family Wines  
Grizzly Republic Wines  
Guyomar Wine Cellars  
Halter Ranch Vineyard  
Hammer Sky Vineyards  
Hansen Vineyards & Winery  
Harmony Cellars  
HEARST RANCH  
Hearthstone Vineyard & Winery  
Herman Story Winery  
Hidden Oak Winery  
Hoyt Family Vineyards  
Hug Cellars & Bodega de Edgar  
Hunt Cellars  
J Dusi Wines  
J&J Cellars  
J. Lohr Vineyards & Wines  
Jack Creek Cellars  
Jacob Toft  
Jada Vineyard & Winery  
JUSTIN Vineyards & Winery  
Kaleidos  
Kenneth Volk Vineyards  
kukkula  
L'Aventure  
Law Estate Wines  
LDT Cellars  
Le Cuvier Winery  
Le Vigne Winery  
Liberty School  
Locatelli Vineyards & Winery  
Lone Madrone  
LXV Wine  
McPrice Myers  
MCV Wines  
Michael Gill Cellars  
Midnight Cellars  
Minassian-Young Vineyards  
Mitchella Vineyard & Winery  
Nadeau Family Vintners  
Nichols Winery & Cellars  
Niner Wine Estates  
ONX Wines  
Opolo Vineyards  
Oso Libre Winery  
Parrish Family Vineyard  
Paso Port/Per Cazo Cellars  
Paydirt Wines  
Peachy Canyon Winery  
Pear Valley Vineyard & Winery

Pelletiere Estate Vineyard & Winery  
Penman Springs Vineyard  
Pianetta Winery  
Pipestone Vineyards  
Pomar Junction Vineyard & Winery  
Proulx  
Ranchita Canyon Vineyard  
Rangeland Wines  
Rasmussen Vineyard & Winery  
Red Soles Winery & Stillhouse  
Rendarrio Vineyards  
RIO SECO Vineyard & Winery  
Riverstar Vineyards  
RN Estate Vineyard & Winery  
Robert Hall Winery  
Rockin' R Winery  
Rocky Creek Cellars  
ROTTA Winery  
Roxo Port Cellars  
San Antonio Winery  
San Marcos Creek Vineyard  
Sarzottti Vineyard & Winery  
Saxum Vineyards  
Seven Oxen Estate Wines  
Sextant Wines  
Shadow Run Vineyard and Winery  
Shale Oak Winery  
STANGER  
Starr Ranch Vineyards and Winery  
Steinbeck Vineyards & Winery  
Still Waters Vineyards  
Summer Wood Winery  
Tablas Creek Vineyard  
Tackitt Family Vineyards  
TH Estate Wines  
Thacher Winery  
The Farm Winery  
TOBIN JAMES CELLARS  
Tooth & Nail Winery  
Treana  
Treana and Hope Family Wines  
Turley Wine Cellars  
Venteux Vineyards  
Victor Hugo Winery  
Villa Creek Cellars  
Villa San-Juliette Winery  
Villicana Winery  
Vina Robles Vineyards & Winery  
VinAlegre Vineyards  
Vines on the Marycrest  
Vista Del Rey Vineyards  
Whalebone Winery  
Wild Coyote Estate Winery  
Wild Horse Winery & Vineyards  
Windward Vineyard  
Zenaida Cellars

## Exhibit (e): Jettlynn Ratings & Awards



Mon Couer (91 Points). “A superb example of a fine, modern-style Paso Robles red wine, with a full body, rich tannins and utterly ripe, complex fruit. Although it’s soft in acidity, it’s elaborate, offering waves of black currants, mocha, olives, pepper, sage and smoky sandalwood. Ready now and through 2013.” — S.H. (4/1/2010).

Opulent (88 Points). “Quite a delicious, rich and opulent wine. It shows Paso Robles softness and accessibility, with deep, long-lasting flavors of blackberries, currants, chocolate, olives and cedar. Fully ready now.” — S.H. (4/1/2010).



On January 8th, 2010, the San Francisco Chronicle Wine Competition concluded the annual week of judging at the Cloverdale Citrus Fairgrounds in Sonoma County, California. Over five days, 63 professional wine experts tasted and evaluated a world-record breaking 4,913 entries.

Wines were awarded as Bronze, Silver, Gold, and Double Gold (unanimous gold by the judges). In addition, there were Best of Class & Judges’ Choice Awards given for each of the wine judging categories, and the prestigious Sweepstake Awards for the top Sparkling, White, Pink, Red, & Dessert/Specialty wines.

Jettlynn Winery received a Gold Award for its Mon Couer and a Bronze award for Opulent wine.



**Jettlynn Winery, LLC**  
**Destination Winery**



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