

ReconRemarket

B2B Digital Platform

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The Company

ReconRemarket — we provide digitally-enabled wholesale automotive service solutions that empower our customers to sell/buy automobiles with ease and confidence.

We're "*Carvana*" . . . to the Wholesale Automotive Industry.



Founded to Provide

Digitally-enabled Service Solutions for The Wholesale Automotive Industry

**We Seamlessly Combined Brick-and-Mortar
Capabilities with Digital Age Technology . . .**

Our Brick-and-Mortar Capabilities

- We reimagined and reengineered — all traditional back-of-the-house auto inspection and reconditioning processes, workflows and service offerings.
- We created an Industry first digitally-enabled, fully optimized and scalable Recon Production System that's faster, consistent in quality and always reliable.

Our Digital Platform Capabilities

- 100% online frictionless end-to-end customer service.
- We provide digital selling and buying services that are easy, convenient and fully transparent.
- We offer seamless access to a full range of advanced recon and remarketing service solutions.

An Opportunity Exists for an Innovative Reconditioning Centric Market Entrant

Why Now?

The Wholesale Automotive Industry is in The Midst of a Digital Disruption . . .

- **Sales Channel Shift** — Sellers and buyers are shifting their sales channel preference from physical brick-and-mortar to digital auto auction marketplaces.
- **The Tipping Point** — In 2019, 50% of the 11.6M autos sold within the Industry were actually transacted online which since 2016 represents a 54% growth rate for online digital marketplaces.
- **Covid-19** — The 2020 Coronavirus has now further accelerated sellers and buyers digital adoption rate.
- **Online Service Gap** — Industry competitors have failed to fully address and fulfill their customer's growing and changing digitally-driven service needs.

The Problem

Digitally-inclined Wholesale Automotive Customers Are Underserved



Limited Online Marketplace Services

Basic "Buy & Sell" service experience without being able to digitally source actionable auto reconditioning services.



Outdated Reconditioning Service Model

Slow and inconsistent reconditioning services that impact seller/buyer digital selling speed and auto resell values.



"Black Hole" Service Experience

Sellers are unable to digitally view and track their auto's inspection, reconditioning and remarketing process journey.



Inadequate Digital Transaction Confidence

Limited-scope and inaccurate auto inspection reports along with poor quality photos all leading to unwanted surprises.



Subpar Buyer Assurances

Less than desirable limited-time and/or costly extended-time online post-sale buyer assurance programs.

ReconRemarket's Value Proposition

The Solution



Speed-to-Market

A fast and error-free reconditioning process with service results that will maximize automobile remarketing value in the wholesale and retail markets.



Reliable Quality Service

A full range of consistent, timely and exceptional auto inspection, reconditioning and remarketing service solutions.



The Best Experience

A fully transparent, easy, convenient and personalized service experience that empowers digital selling and buying confidence.

Value Proposition . . . the service solutions

Digital Platform



100% Online Marketplace
Daily Auto Auction Sales



Point of Purchase Recon
Online Prepriced Services



Virtualized Production View
Real-time Tracking & Alerts



Online Auto Inventory Mgmt.
Easy Decision Making Process

Recon



3 Stage Process Photos
Arrival - Inspect - 360° Final



Auto Inspection
Detailed "200 Point" Report



Auto Reconditioning
Wholesale & Retail Ready



Resell Value Optimization
Smart Recon \$Investments

Remarket



Full Service Experience
Title, Funds & Transport



Secured Storage Facility
GPS Geolocation Mapping



Regulatory Compliance
Personal Identifiable Data



ReconRemarket Certified
20/30 Day No Fee Buy Assurance

"The service solutions . . . customers want."

Total Addressable Market

KAR Global's Aug 2020 Report:

- North America's total addressable Wholesale Automotive Market: 16M Units

Data Source: NYSE KAR Investor Relations



Total Units: 16M Autos

Physical Mkt Segment: 10M Units
~5M Commercial Units; ~5M Dealer Units

DLR-to-DLR Mkt Segment: 5M Units

Private Label Segment: 1M Units

Market Entry Point:

- Physical Market Segment
- Pursue Commercial Sellers:
~5M Units / ~\$4.5B
- Pursue digital buyers of
commercial sourced units



Wholesale Market Sales

Physical Mkt Segment: ~\$8B

Commercial Units: ~\$4.5B

Dealer Units: ~\$3.5B

ReconRemarket Estimated Sales Data

Market Entry Strategy



Leverage Our Digital Platform

Our marketplace will allow us to acquire existing 100% online customers that are seeking a more accurate and fully transparent digital selling and buying service experience.



Leverage Our Recon Service Solutions

Our full range of auto inspection and reconditioning services will allow us to acquire existing sellers/buyers that are seeking more timely and advanced services like — retail ready service.



Leverage Our Brick-and-Mortar Capabilities

Our ability to store, inspect and recondition automobiles will allow us to develop strategic recon service programs with digitally-inclined Commercial sellers and Dealer buyers.

Physical Auto Auctions



MANHEIM
Auctions

Manheim Auctions

Cox Automotive
40% Market Share ~77 Locations



Adesa Auctions

Kar Global (NYSE: KAR)
30% Market Share ~74 Locations



Americas Auto Auctions

Private Equity Backed
~5% Market Share 23 Locations



XLerate Group Auctions

Private Equity Backed
~3% Market Share 15 Locations

100% Online Auto Auctions



ACV Auctions

(NASDAQ: ACVA)



BackLotCars

KAR Global (NYSE: KAR)



EXPRESS

Manheim Express

Cox Automotive



EBlock Auctions

Private Equity Backed

The Competition

"Our Competition is in the auto auction business and some of them also recondition automobiles."

"ReconRemarket is in the auto reconditioning business and we also auction automobiles."

ReconRemarket vs The Competition

Customer Services	Physical Auction	ReconRemarket	100% Online
Physical Marketplace Sales Channel	✓		
Online Marketplace Sales Channel	✓	✓	✓
Standard Automobile Condition Report & Photo Imaging	✓	✓	✓
Storage, Title, Funds & Transportation Services	✓	✓	✓
Auto Reconditioning: Wholesale Ready Service < 20 Days	✓	✓	
Auto Reconditioning: Retail Ready Service < 7 Days		✓	
Auto Inspection: Comprehensive "200 Point" Report		✓	
3 Stage Imaging: Arrival - Inspection - 360 Photo Booth		✓	
"Point of Purchase Recon" Actionable Prepriced Service Offers		✓	
Customer Production Portal: Virtual Real-time Tracking & Alerts		✓	
Automobile Resell Value Optimization: Smart Recon \$Investments		✓	
ReconRemarket Certified: 20 & 30 Day No Fee Buyer Assurance		✓	

"Our auto inspection and reconditioning service prowess will clearly differentiate us from the competition – while simultaneously forcing them to compete on that basis."

Operational Strategy

Operational Know-how Coupled With The Right . . . People, Process & Technology



Recon Operations Playbook

- Lean Manufacturing Principles
- Production Methods
- Proprietary Technology
- Production Mgmt. Best Practices



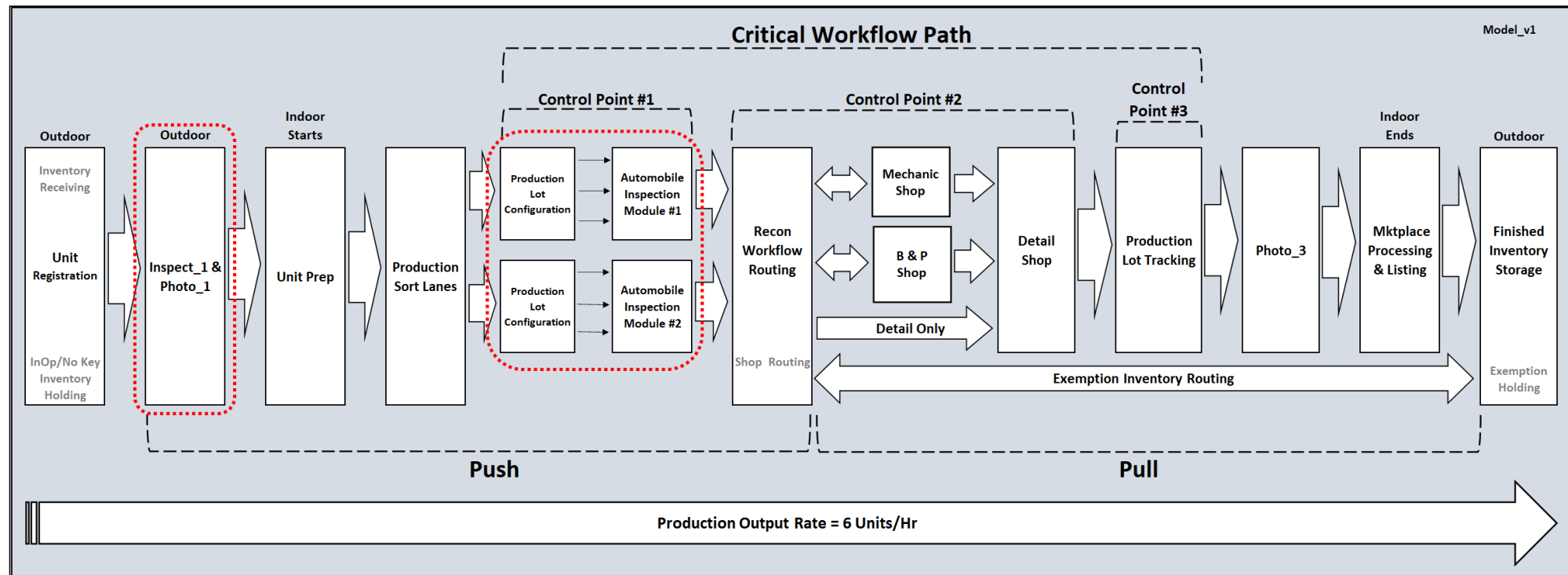
Key Operational Goals

- Leverage technology that empowers the workforce to lead, own and manage their daily workplace activities.
- Combine all traditional auto back-of-the-house operational roles to form a cohesive, efficient and faster production model.
- Achieve our unit cost tracking, P&L performance and Return On Investment goals.

Recon Production System

"Auto Reconditioning → reimagined and reengineered."

Recon Production Facility (Phase I: Model_v1 Flowchart)



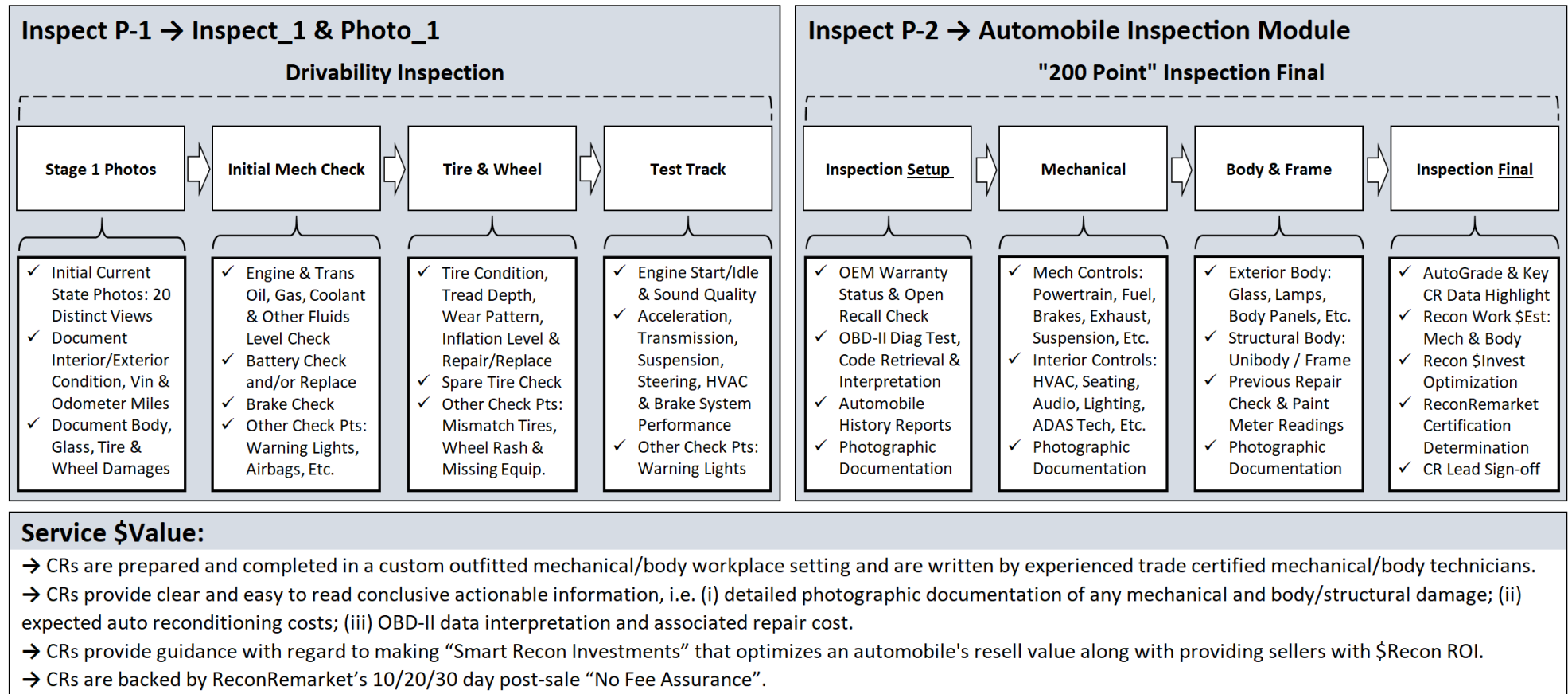
Note: (i) The facility's floorplan design and production output rate are predicated on Control Point #1's total processing output – each Auto Inspect Module has a processing capacity of 3 Units/Hour. (ii) The facility's end-to-end workflow stream is optimally sized and configured to meet the total processing output of Control Point #1. (iii) The physical floorplan design is also optimally designed to meet any physical land and/or brick-and-mortar limitations. (iv) The production facility can be efficiently scaled-up to meet expected production output demands @ multiples of 3 Units/Hour – Model_v1 is the minimum efficient scale design.

"A proactive technology enabled production system – and not a reactive manually driven process."

"200 Point" Auto Inspection

"Auto Inspection → reimagined and reengineered."

Automobile Inspection Flowchart

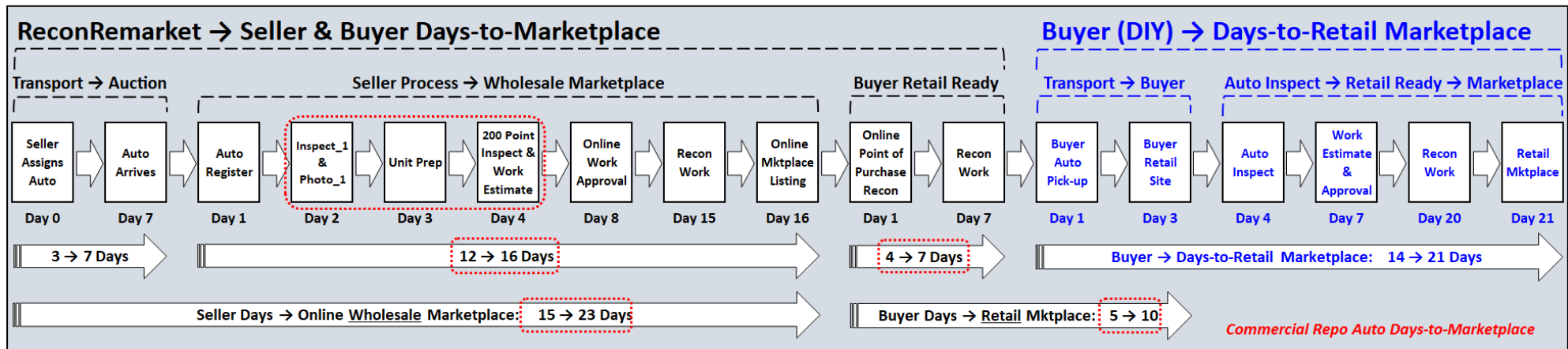
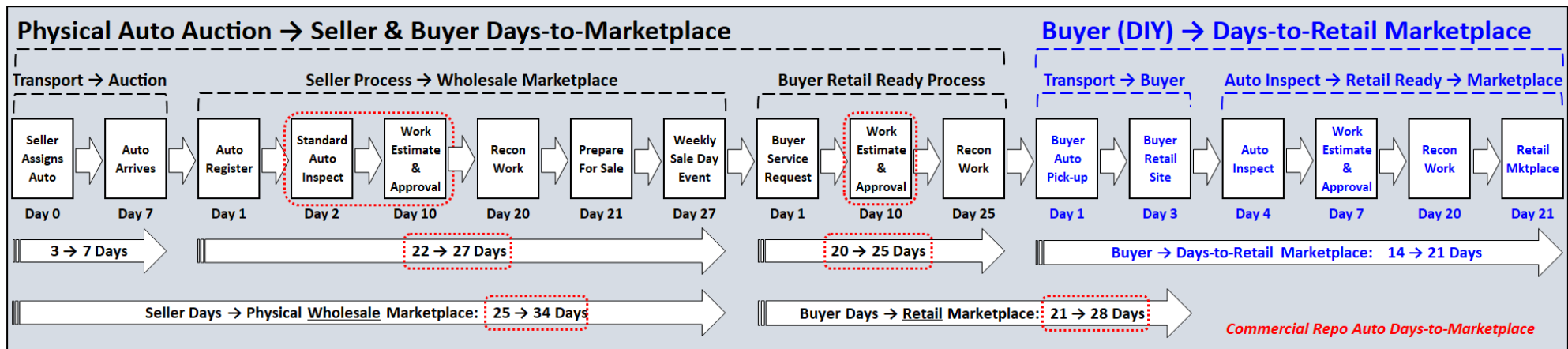


"People, Process and Technology along with the right – Workplace, Work Tools and Work Pay."

Days-to-Marketplace

"Wholesale & Retail Market Sellers want → Speed-to-Market"

ReconRemarket vs Physical Auto Auction → Days-to-Marketplace



Note: Days-to-Marketplace as shown only apply to Financial Institution repossessed type autos which are typically the most challenging units to be reconditioned and processed. Days-to-Marketplace for (i) Financial Institution off-lease; (ii) Fleet lease; and (iii) OEM Factory units will vary; however those units are normally considered easier to process and they will therefore have a faster path to market.

Growth Strategy

Hub-and-Spoke Model . . . An Efficient Path Towards a National Growth Plan

Hub — ReconRemarket Facilities

Appropriately scaled recon facilities will act as centralized processing Hubs in all major U.S. Metropolitan Markets.

Spoke — Sales Regions

Contiguous U.S. Counties that are within a ~4 hour driving distance from each recon facility (Hub) will act as customer sales regions (Spokes). Regions will be defined according to their geographic distance from each recon Hub.

Auto Transportation & Logistics

Upon achieving a critical mass of recon Hubs within contiguous U.S. Counties — an in-house transportation and logistics solution will be added to effectively and efficiently better serve ReconRemarket's customer base.

Want More Information?

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Additional Information Available Upon Request:

ReconRemarket's Business Plan

- Business Overview
- Marketing
- Operations
- Financial Information
- Excel Financial Model