

CONFIDENTIAL CAMPAIGN STRATEGY MEMO

To: Campaign Team

From: Matt David, Campaign Manager

Re: Jon Huntsman for President

This memo provides a brief campaign update on the strength of Jon's candidacy and a strategic outline of the path to the nomination.

CAMPAIGN STRATEGY

Zero To Sixty In Just Two Short Months

While our opponents have had years to put together their campaign infrastructure, teams and strategy, Jon's recent return from China meant that we had to work very quickly to catch up. Over the past month or so, we've recruited a strong mix of talent, experience and youth for our national campaign team and built a strong team in each of the early primary states. Here is a brief overview of where we are today:

Fundraising – Jon and his finance team have worked extremely hard to pull in the resources that have allowed us to put together one of the strongest campaigns in this race. From his first few days back in the country, he has traveled non-stop to New York, Florida, Texas, Chicago, California and across the country to recruit top bundlers. In just the first 10 days in the race, we were able to report that we had amassed *\$4.1 million* to finance the campaign.

Political – In three critical early primary states - New Hampshire, South Carolina and Florida, Jon has one of the most robust political teams out of anyone in the GOP field.

New Hampshire - With four extended, jam-packed trips to New Hampshire, Jon has traveled all across the state to start the process of recruiting organizers and volunteers, as well as introducing himself to the voters of the state. He has secured the public support of numerous individuals who are committed to seeing he wins the primary. Our campaign team in the state knows how to win in New Hampshire, having done so twice, an unparalleled record of success. In addition we have, by far, the largest field team in the state and are beginning to see an uptick in Jon's name ID as well as grassroots support in every county. Recent internal polling has Jon leapfrogging candidates who have been campaigning for more than ten times that of Jon.

South Carolina – Jon's momentum in solidly conservative South Carolina continues to grow, with an endorsement this week from the "First Family" of South Carolina Republican politics, the family of late former Gov. Carroll Campbell. The iconic family has held leadership roles in presidential campaigns from Reagan to Huckabee, and their enthusiastic embrace of Jon's candidacy will go a long way toward building wide coalition of support in the state. The Campbell's join former SCGOP Chairman and Attorney General Henry McMaster on the political team. McMaster, a party chairman in the 1990's and early 2000's, was responsible for flipping South Carolina's legislature from Democratic to Republican control, and is one of the most respected figures to the base of the state Party.

Florida – Jon and Mary Kaye chose to headquarter their campaign in Orlando and have extensive family ties in the state. We've recruited political talent from the Rick Scott campaign, Gov. Jeb Bush's team and Jon recently was joined by Jeb Bush Jr. on his visit to Miami. Florida will be a resource driven state, but the campaign is actively focused on swaying delegates for the P5 Straw Poll that occurs in September. The Huntsman children are traveling county to county across the state to meet with delegates and start building positive momentum in advance of P5.

PATH TO NOMINATION

Strength Of Jon's Candidacy – Experience, Authenticity And Electability

The first and foremost issue on voters' minds is the economy, and on that issue Jon's record is second to none. Under his leadership, Utah was first in the nation in job creation. In stark contrast, Massachusetts was 47th under Mitt Romney. Jon has extensive experience in the private sector with a company that has built American products and created jobs domestically. He is clearly the most prepared to confront the global economic competitive challenges the United States is facing over the next century.

Jon is the only candidate in the field with substantial foreign policy experience. He has the most compelling case to make that he is uniquely prepared to confront America's global challenges – whether they be national security or economic competitiveness.

Jon is authentic. Authenticity is always an undercurrent of shaping voters opinions about candidates. Jon maintains his convictions regardless of what the polls may say. As voters begin to tune in, they'll see a genuine and humble candidate they can relate to. This comes across in retail politics and in all of his interactions with voters, which Time Magazine's Mark Halperin compared favorably to President Clinton and President Bush and called "very impressive."

Jon has a record in Utah that appeals to conservatives. Despite media-driven labels, Jon's record of cutting taxes, his steadfast 2nd amendment support, his strong pro-life convictions and his two landslide victories in one of the most conservative states in the country prove that he can appeal to conservatives. Jon Huntsman is a conservative problem-solver.

When informed of the entirety of Jon's record, internal polling shows that his support in New Hampshire jumps to 20%. As contrasts are made between Jon and his opponents, his support would likely grow even more. By introducing himself to voters in a small, retail-oriented state like New Hampshire first, he will capitalize on his strengths.

Republican voters are looking for a candidate that can beat President Obama in November 2012. A CNN Poll showed that 68% of Republicans will choose someone they believe can beat Barack Obama over a candidate with whom they agree more but might not be able to do so. Jon Huntsman has the track record and the wide-ranging appeal to be that candidate.

The White House has already signaled that they fear Jon Huntsman's candidacy and have quietly discussed the potential of facing Huntsman as the most difficult. Jon has strong crossover appeal because of his authenticity and problem-solving record. There is no doubt that as voters begin to look at who has the best chance next Fall, Jon will receive a great share of their attention.

Most importantly our internal polling show that Jon's message resonates with voters in New Hampshire, South Carolina, and Florida. From the economy, to spending, to foreign policy we are uniquely situated to appeal to a wide swath of Republican Primary voters.

Weakness Of The Field

While many of Jon's opponents have essentially been campaigning for President for years, the rest of the field is very weak.

The frontrunner, Gov. Romney, has been running a very quiet campaign in order to minimize earned media mistakes. His track record in Massachusetts is full of vulnerabilities like his health care reform, poor job creation performance, and his conversion from liberal positions on a wide range of issues is likely to be re-litigated as the race heats up. A recent poll showed 61% of likely primary voters are unlikely to vote for a candidate who signed an individual mandate into law. Romney's penchant for making gaffes and flip-flops is well known and he has struggled to display a relatable,

authentic persona to the public. While Romney is certainly formidable and is outraising the competition, Jon's strengths make for a great exercise in contrasts to Romney.

Governor Pawlenty has struggled to gain traction despite an aggressive early campaign. His stumbles and lack of movement in Iowa or New Hampshire are causing the media to begin writing off his chances, further harming his ability to raise money or gain traction. While he still has a chance to win the nomination, his path has become jeopardized as Michele Bachman rises in Iowa. Pawlenty's window is closing. His performance in the upcoming debates and placement in the Ames Straw Poll are crucial if he is to even remain viable in the race.

Michele Bachman's rapid rise in the polls is a great example of the fluidity of the race this early, and the nature of GOP primary politics. Iowa is her natural stronghold and she is expected to do well in the Hawkeye state. While she is garnering a lot of media attention and is quickly becoming the frontrunner in Iowa, she is widely perceived to have significant challenges in earning the nomination. Her path after Iowa may be similar to Mike Huckabee in 2008, but her positions on various issues and perceived weakness in a general election will make it extremely difficult for her to win the nomination.

Rick Perry is rumored to be considering a run, but time is quickly running out for his entry. While he has a similar economic story to tell as Jon from his time as Governor, he has some very serious vulnerabilities on electability. A recent poll showed that Governor Perry could not even carry his home state of Texas in a head-to-head match-up with President Obama. Without a campaign infrastructure in place, he will have considerable challenges to keep up with Michele Bachman in Iowa and Jon or Romney in New Hampshire.

Mitt Romney is clearly the frontrunner in this race and Gov. Huntsman offers a sharp contrast to him on job creation, authenticity, and foreign policy – three things that will be key to success in New Hampshire and beyond.

Historical Similarity to 1992, 2000

This election is on a path similar to 1992. In 1992, with a formidable incumbent President in office, voters were concerned about the economy and were looking for new leaders with fresh approaches to solve the nation's problems. Bill Clinton surged from the back of a weak field with a relatively late entry to win the nomination. From January to June of 1991, Bill Clinton's poll average was 1.7%, well within the margin of error. His name recognition was 30%. In New Hampshire for example, by November 1991, Bill Clinton was still running at 6 percent. Yet, he went on to win the nomination.

In the 2000 election, John McCain ran an insurgent campaign that came one state shy of winning the nomination by all accounts. Between January and June of 1999, John McCain averaged just 5% in the polls. Yet, he shocked the world with a victory in New Hampshire and nearly captured the nomination from a front-runner who was much better positioned than Governor Romney is today.

Resources for Success

Jon Huntsman's path to the nomination runs through three critical early primary states – New Hampshire, South Carolina and Florida. In recent political history, no nominee has emerged without winning some combination of these states. In order to continue raising Jon's name identification and build momentum in these states we need the resources to educate voters about his record and vision for turning our country around. This will require a substantial fundraising effort that will allow us to compete on the airwaves. Gov. Romney has already built a formidable fundraising machine and has an outside "Super PAC" that will spend tens of millions supporting his effort. Jon has a stronger record, a more compelling message, and the ability to beat President Obama in November. We only need the resources to go toe-to-toe with Gov. Romney in disseminating that message.

CONCLUSION

Jon has put together one of the strongest campaign teams in the race and has a clear path to the nomination. Over the summer months, we'll be working hard to raise the resources needed to compete in through the primary and spending time in the early primary states to put in place the political network that will help us capitalize on movement in the polls. As debate season ramps up and campaigns begin to hit the airwaves, we're confident that Jon's message and background will set him apart from the field.

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