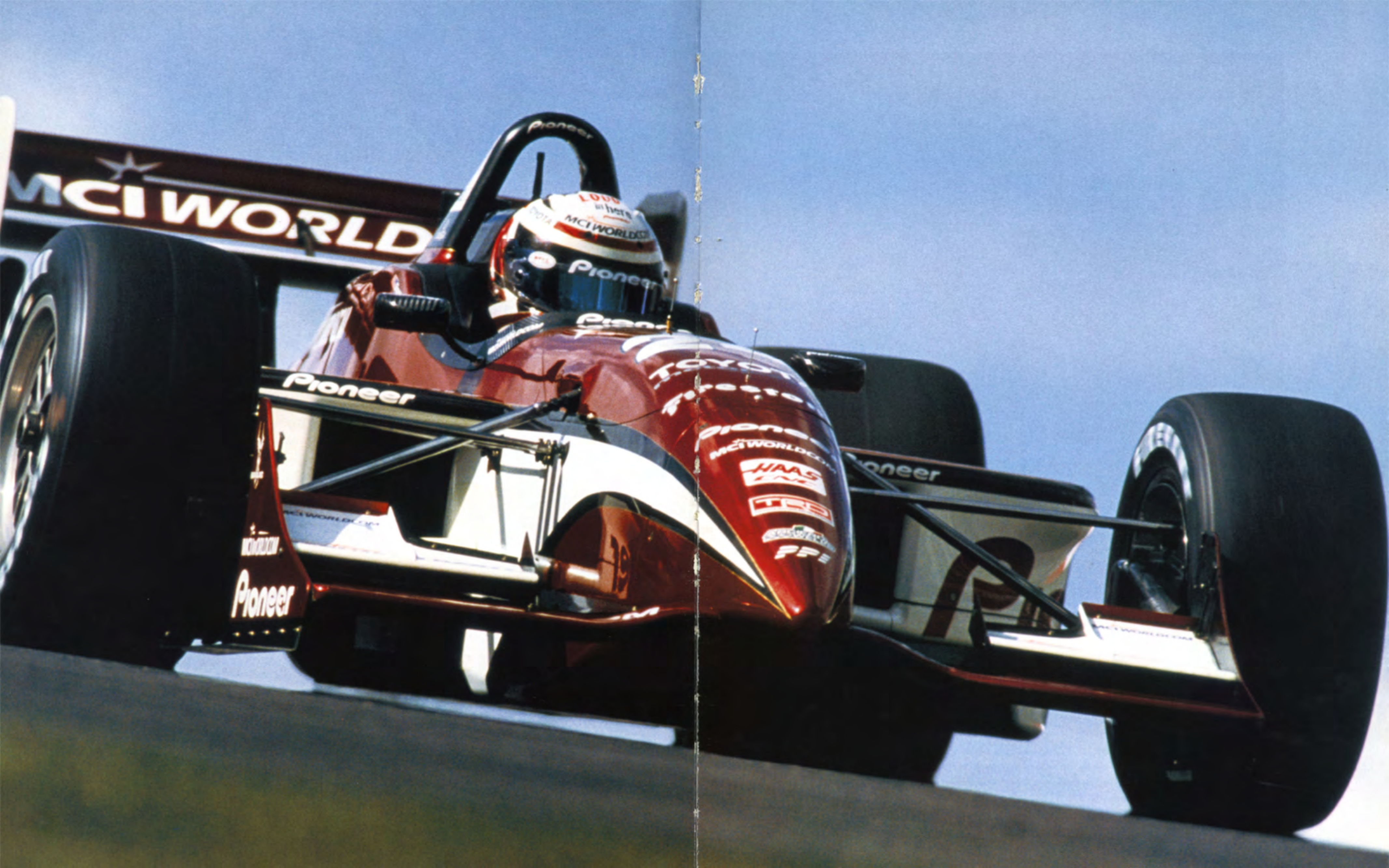






PPI Motorsports owner and president, Cal Wells III, and Vice President and General Manager, Mark Johnson, led the effort that saw PPIM reach unprecedented heights in 1999, including record performances in the Champ Car ranks, a championship finish in the Toyota Atlantic Series, another Baja 500 win and the addition of two NASCAR teams which will debut in 2000.

Welcome to PPI Motorsports

Motorsports is a complex and intense undertaking that requires an unlimited amount of commitment and dedication from a very qualified group of individuals focused on one common goal - winning! For 20 years, PPI Motorsports has held true to a vision of creating an enterprise which embodies the best attributes and resources motorsports has to offer.

Now made up of more than 200 passionate employees, all of whom embody the company's beliefs in dedication and quality performance, PPI Motorsports thrives off an edict which focuses upon a relentless drive for excellence. And with numerous off-road wins including 13 Baja wins and a recently captured Kool/Toyota Atlantic Series championship to our credit, PPI Motorsports has a strong winning heritage and our racing spirit is felt at every level in the company.

The 1999 race season was a tremendous success for PPI Motorsports and a reward for the hard work and dedication of our employees. Furthermore, we have now taken our Champ Car program to a higher level, one that we feel will deliver us to the victory podium during the 2000 racing season. For the 2000 race season, PPI Motorsports will, for the first time, be involved in the thriving form of motorsport known as NASCAR. Teamed together with two of the most esteemed corporations in the world - McDonald's and Proctor & Gamble - PPI Motorsports will bring its own brand of professionalism and commitment to America's preeminent form of auto racing.



Having said all of this, we could do none of it without the help of our marketing partners; Toyota, MCI WorldCom, Pioneer, Mitel, Firestone, B.F. Goodrich and many associate partners. And to them this book is dedicated. PPI Motorsports is built on a foundation that emphasizes a strong bond between our racing teams and the marketing goals and objectives of our partners. Much in the same fashion that we strive for perfection on the race tracks of the world, we also exert all of our talents and resources to perform at the highest level for the partners who have chosen us to help them reach their goals in the marketplace.

Racing is the greatest sport in the world and it's something we live, breathe and bleed. Through the book you are about to read, we hope to convey those feelings and beliefs so that we may be able to show you what we stand for. Our name represents the company's commitment to perfection - Precision Preparation Inc. Motorsports. Spend some time with the book. Look at the pictures, read the captions and get a feel for the people who make PPI Motorsports what it is today. We truly love what we are all a part of and we'd like to share that feeling with you.

We hope you enjoy it.

■ PPI Motorsports

"I could not imagine this in a million years," says an incredulous Cal Wells Jr. - father of Cal Wells III - while sitting in a majestic, wood-paneled office. "My son made all this happen and it's unbelievable...unbelievable," the tall, thin man with the gravelly voice continues on, looking around at the facility which his son, the one who raced with him in the desert as a boy, created. "He took what basically started as a hobby out of our garage in 1973 and turned it into a business which has amassed more championships and accomplishments than imaginable."



From days like this one in 1974, when Cal Wells Jr. and his son, Cal, raced through the Baja desert terrain to a seventh place finish, much has changed. Cal Wells Jr. has watched his son turn what used to be a family passion and hobby into a thriving business venture which is one of the most dynamic racing teams anywhere.

It's early autumn of 1999 and, just below the office window Cal Wells III looks out from, a group of mechanics and engineers work away in a quiet, determined silence. The 1999 CART FedEx Championship Series has reached its late season stretch and members of both the Pioneer Electronics and MCI WorldCom teams hover around a fleet of brightly painted Reynard 991s which will represent PPI Motorsports - and their respective partners - at the 20th round of the CART FedEx Championship Series in Fontana, California.

Based in a 54,000 square foot, state-of-the-art facility in Rancho Santa Margarita, California and 50,000 square feet



in Hickory, North Carolina, PPI Motorsports - better known as PPIM - is the vision of a man named Cal Wells III. A former desert racer who grew up in racing with his father, Cal Jr., Cal struck out alone at age 15 when he built his first off-road truck. And after nine years of racing in the sun-scorched deserts of the Southwest, Wells, along with one other partner and a mechanic, formed his own company, PPI Motorsports, in 1979. By 1982, he had formed a strong alliance with Toyota and within just one year the formidable pairing began dominating American off-road racing. With Ivan "Ironman" Stewart and Steve Millen at the controls, the fledgling rookie team won seven events and the highly coveted 1983 SCORE Off-Road World Championship. In the 16 years to follow, the Toyota/PPI Motorsports Off-Road team has marched on to win 11 manufacturer championships, 14 driver championships, the treacherous Baja 500 eleven times, and the world's most prestigious off-road event, the Baja 1000, twice.

And while Wells has always remained true to his off-road roots, the racer in him wanted more. And in the form of a major press conference, he finally got it. In 1994, Toyota let it be known that they would be taking part in America's premiere open wheel series, the CART Indy Car World Series. More than pleased with their relationship with Wells' PPI Motorsports group, Toyota tapped the enterprise to field one of its two start-up Indy Car teams. Thus, during the winter of 1994/95, Wells united with fellow Californian Frank Arciero and the Arciero-Wells racing team was brought to life. Five years later, PPI Motorsports has played a pivotal role in getting the Toyota RV8D/E race engine within sight of the podium in the ultra competitive CART FedEx Championship Series. With drivers Scott Pruett - at age 39, highly regarded as the ultimate professional - and the sensational rookie Cristiano da Matta flying the PPI Motorsports flag proudly, the team fields a pair of drivers that includes a proven veteran and an energetic rookie.

In its finest open wheel moment yet, this season PPI Motorsports won its very first non off-road championship on September 11th at Laguna Seca. With Anthony Lazzaro piloting the PPIM/MCI WorldCom Toyota 4AGE powered Swift, the bright blue MCI WorldCom-festooned car flashed beneath the checkered flag at the hallowed Central California circuit, winning the eleventh round of the 1999 Toyota Atlantic Series, and with it, the 1999 Kool/Toyota Atlantic Series championship. For Wells, and PPIM Vice President and General Manager, Mark Johnson, and their highly motivated teams, a signal was sent that, with the right tools, they are a threat anywhere they choose to show up and race.

In the span of 20 years, PPI Motorsports has become a motorsports empire that rivals any other in the world. Based in Orange County, California and Hickory, North Carolina, PPI Motorsports operates out of a sweeping facility which houses two Toyota-backed Champ Car teams, the Toyota factory off-road truck program, and a championship winning Toyota Atlantic team. Moreover, the company will go NASCAR racing in the year 2000, fielding a team for the McDonald's Corporation in the Busch Series Grand National division and another for Proctor & Gamble's Tide brand in the Winston Cup Series. With more than 130 employees at the Southern California headquarters and 80 employees in Hickory, North Carolina - ranging from travel agents to engineers - PPI Motorsports has been transformed from a three man race team operating out of a dusty garage in

California to a motorsports dynasty bristling with the latest research and development, technology, enthusiastic and supportive partners, and a deep pool of talented employees and drivers.

Race day is fast approaching and the hospital-clean race shop is pulsating with activity. The entire shop is humming in a type of united front to get the cars prepared and loaded so that they can be loaded into the fleet of 18-wheel trucks which will ultimately roll out of the shop and head east on the I-10 Freeway towards the smoggy enclave of Fontana, California. The carbon fiber workshop is finishing up various body



PPIM unveiled its newest tradition, the #97 McDonald's Ford Taurus, which will make its NASCAR Busch Series debut in 2000 with Anthony Lazzaro behind the wheel.

parts, while the fabrication shop is busily putting the final touches on a number of parts which will find their way onto the 1,550 pound, 850 horsepower, methanol burning Champ Cars that will fly around the California Speedway at upwards of 235 miles per hour. Putting two Champ Cars out on the road in search of international fame and glory is a daunting task and requires an astonishing amount of effort, determination and, most of all, support - all the ethics and beliefs of PPIM. This is the story of PPI Motorsports and the amazing way in which the company goes about its racing business.

PPIM's off-road team continued its winning ways in '99, capturing first in the Baja 500 and third in the Baja 1000.





In an effort to illustrate what goes on beneath the roof of our race facility in Southern California, the following words and pictures will provide you, the fan, with a type of "snapshot" of the work done behind the shop doors of PPI Motorsports. Fielding five world class race teams under one roof requires an incredible amount of organization, and that being the case, the PPI Motorsports workshops are a sterling example of meticulous preparation.



To find your way into the shops of PPIM, it first takes a walk through the large glass front doors of PPI Motorsports. Upon entering the brightly lit building, it's a quick stroll through the granite floored, bleached wood paneled lobby - past the Pioneer Champ Car and Toyota Stadium Off-Road Truck - and on through the security doors which lead the visitor directly into the race shop. And it is there that it all comes to life.

■ Into the Race Shop

The PPIM race shop is an opulent facility graced with the latest advancements in automotive racing technology. With 12 service bays, each of which provides an individual dwelling for the company's CART, Atlantic and off-road machines, the area serves as the central hub of the teeming shop. Adorned with bright white walls, a light grey floor (which is as clean as a surgery ward), stainless steel work benches and meticulously organized tool boxes, the shop is a testament to the ubiquitous professionalism present everywhere within the facility. And as the mechanics and engineers work away at fine tuning and troubleshooting each individual race machine, a number of other team personnel continue on with their assigned responsibilities - all of which play a pivotal role in getting each of the operations' race cars out of the shop, on the road, and out to the race tracks of the world.

Sub-Assembly Shop

Just beyond the immediate workshop area exists the Sub-Assembly Shop. Managed by a diminutive expatriate Australian named Keith Devereux - otherwise known as Wombat - the area is lined with a handful of mechanics who spin large T-handle wrenches while attending to the main gearbox cases which rest on stainless steel scissor stands.

The Sub-Assembly Shop is one of the more intricate areas of the PPI Motorsports race shop. Day in and day out, every mechanic must not only scrutinize each and every gearbox which will end up in each of the company's race cars, but also factor in numerous variables when preparing and troubleshooting each of the main cases for every individual race and race track. And to illustrate that point, a large Champ Car gearbox case slated for the season ending Fontana round sits on its stand and waits to be operated on.

The gunmetal gray case, washed clean with solvent, is a six-speed case with six different gear ratios. As the concerned mechanic looks it over, he must decide which ratios will be best-suited for the high-speed Southern California oval. He, like every single other mechanic present in the area, knows he must get it all correct if the team is to have any shot at success on the race track.

The Machine Shop

Surrounded by large Haas CNC (Computer Numeric Control) milling machines and lathes and various other contemporary pieces of machinery, the PPI Motorsports Machine Shop is the heart and soul of the entire racing operation. Set up to provide each of the individual race teams with any type of part needed to keep the car in fighting trim and, most of all, competitive, the shop, which can design, machine and fabricate virtually every single part present on the cars, is constantly barraged with assignments. Managed by Norm Egle, the area is constantly churning out a wide variety of parts and pieces. Last year alone, over 460 different purpose-built parts found their way off of the extraordinarily complex machines present in the shop and onto the race cars. And whether it's a simple task such as facing off a bolt or a remarkably intricate milling process utilized in machining a special Champ Car wing bracket, there is always something to be done.

The Fabrication Shop

Whether it be a Champ Car, Toyota Atlantic car or off-road race truck, a race car (or truck) is a highly specialized and temperamental piece of machinery requiring specific parts and inconceivable attention to detail. That withstanding, the demand for specially fabricated, "one-off" components are in constant demand at PPI Motorsports. To help the cause, a fabrication shop was developed and implemented in the early 1980's. Managed by Mike Donavon, the shop is responsible for creating special, "purpose built" parts and components which can range from an intricate suspension component for a Champ Car to a complete gearbox for the off-road truck which will go to war in the Baja 1000.

At any given time, a wide array of projects are being executed within the confines of the shop, keeping the diligent group on its toes.

In the weeks leading up to the Fontana race, the shop is humming. A fabrication employee works away with a Lincoln Electric heli-arc welder, putting the finishing touches on a suspension piece for one of the Champ Cars. Concurrently, another individual begins arranging the pieces for a light bar which will grace the top of the Baja 1000 race truck.

And on and on it goes. Meanwhile, somewhere up on the second floor amongst the engineering desks, more blueprints are being drawn for more pieces. It will only be a matter of time before they find their way onto the already crowded workbenches of the fabrication team. It's a process that never ends.

Manufacturing Management

With so much going on within PPI Motorsports regarding manufactured componentry, a specialized and qualified person is needed to keep an eye on every item produced which will ultimately find its way onto a race car. Coordination is tantamount to a well organized shop where speed, efficiency, timing and cost management are considered fixed-variables. That being the case, Richard Deatherage, the PPI Motorsports Manufacturing Manager, works with every sector of the Engineering Department. His mission: To insure that all specially fabricated parts are completed exactly to their required specifics and dispatched to the correct sector within the comprehensive race operation.

"There are a number of disciplines in the Engineering Department, so there is a lot of crossover, making it difficult to keep track of everything," explains Deatherage from deep inside the busy PPIM race shop. "You have Gordon Coppock who is the Technical Director. Then you have



PPIM's expanded facility has led to maximum efficiency for the racing teams, with the Machine and Fabrication Shops just down the hall.

Iain Watt and John Dick, who are each in charge of one Champ Car. Iain is in charge of the MCI WorldCom car and John is in charge of the Pioneer car. In addition, there is an assistant engineer on each car. There are also two electronic engineers, one for each car, both of whom are in charge of the electronics. So in essence, you have three engineering individuals in charge of each car. Back here at headquarters, there is a group who is in charge of designing race car parts. This department is contacted by the chief



PPIM's Road Dynamics Simulator allows the team to do additional research and development in-house. The machine simulates the conditions of any track we race on, using accrued data, and tests various performance components of the car.

engineers and told what problems the team is experiencing and what parts are needed. The department then analyzes the problem and begins creating the parts. I'm here to keep track of the production of all the parts."

With the Champ Car, Atlantic and Baja efforts all striving for attention within the confines of the PPI Motorsports shop, there is a constant demand on the time and resources of

the Engineering and Fabrication Departments. At any given time, there are a host of tasks which must be accomplished on time and on budget. This area is responsible for the Baja truck program, the Atlantic program, the Champ Car effort as well as the soon to be launched NASCAR program. As a result, the group receives requests from every area of the building and that can become a very daunting prospect. Nonetheless, everything is kept in order, and through the actions and talents of a large group of determined individuals, it all gets done.

With an aggressive in-house test program - particularly with the company's wind tunnel program and state-of-the-art "seven-post" race track simulator - there is always something new to try, and subsequently, make. Whether it's a part designated for the race track or the wind tunnel model, the manufacturing realm of PPI Motorsports is on call and ready to make things happen.

Right - The Parts and Purchasing Department can ship anything from the nuts and bolts of the car to the car itself - at a moment's notice.

Parts and Purchasing Department

With three comprehensive race programs existing under one roof, the immediate demand for various parts - whether it be a small titanium bolt or a bulky carbon fiber tub - calls for an incredible amount of organization. That being the case, all parts sourced and disbursed at PPIM go through one "clearing" area and that's where the Parts and Purchasing Department comes into play.

The primary function of the department is to procure parts and supplies and keep both the race team and the facility functioning at peak performance. As can only be expected from car racing, often times the department will get a phone call from a race track informing them that there is something wrong with a car, or even worse, that there has been an unforeseen event like a crash. As a result, certain parts must then be sourced immediately and distributed to the appropriate PPIM race team.

"It comes down to the wire here sometimes when something is needed urgently," says Brian Hoeppner. "Parts are often needed at the very last minute, so at times we end up driving to the airport, parking the car illegally and running like crazy to the gate to hand a part over to the very last per-



son leaving for the race. I mean, we've literally handed parts to a flight attendant who was closing the airplane door on us. We did that for the Mid-Ohio Champ Car race this year where we had to get a suspension bracket for one of the cars delivered. It can get pretty crazy once in a while (laughter)."

The Paint and Graphics Department

Otherwise known as the shake and bake room around the PPI Motorsports hallways, the Paint and Graphics Department plays a key role in the day-to-day operations of PPI Motorsports. Based at the far end of the PPIM building, Chris Hukill and his team operate a cutting edge paint and body shop which utilizes the latest technology to get the cars painted, buffed and out in front of the millions of spectators who will see them in all their polished glory.

Gloss and image are a big part of auto racing and with sponsors infusing millions of dollars into the sport, they expect the cars they help underwrite to present their corporate image in the most favorable, lustrous light possible. To that end, the members of the Paint and Graphics Department are responsible for the overall cosmetic appearance of each car. And with each car thrown into the crucible of on-track combat on a weekly basis, it's no surprise to show up for work on Monday morning with a large number of body parts damaged and dinged and in need of some serious paint and body work.

Using high velocity, low pressure, gravity fed German guns called SATA to paint the cars and a downdraft spray booth which bakes each painted part at 160 degrees for 30 minutes, the paint and graphic corps can work miracles with their weapons of choice. In fact, their most recent "masterpiece" used a 3,400 pound Winston Cup Ford Taurus as a type of sheet metal "canvas."

Recently, the department was tapped by the Disney studio to work on a NASCAR Winston Cup project which was commissioned to promote their fast approaching Toy Story 2 theatrical release. Working in tandem with Disney and the Marketing Store Worldwide, (which does marketing work with the McDonald's Corporation), the two entities had decided to utilize the Winston Cup car to promote their respective brands and projects. The Marketing Store Worldwide drew up the concept on paper then handed the renderings over to the PPI Motorsports Paint and Graphics Department. It was then up to them to make it all happen. With only three weeks to complete the scheme, the team immediately set about bringing the "art project" to life. First off was spraying the basic color design on the car. From there, the team utilized a special machine which produced the large graphic images which were ultimately applied to the cars. Between the graphic work and all the drop shadows present within the complex design, seven layers of paint were shot upon the finished car. Furthermore - and to show just how much detail was required in the final paint scheme which also took a substantial amount of airbrush work.

Upon completion, the brilliantly colored car was premiered at the Disney Studios in Burbank, California where it left everyone from Toy Story 2 Director John Lasseter to Disney overlord Michael Eisner dazzled in appreciative awe.



The Paint & Graphics Department, including Chris Hukill and Matt Meckan (pictured above) is responsible for the look and presentation for all of the team's race cars. From design to completion, they execute the award winning designs on PPIM's racing vehicles.

The Electronics Department

One glance at the special work tables present in the PPI Motorsports Electronics Department and it becomes immediately clear the company has cast its lot with the sophisticated and fast developing science of electronic racing technology. Blessed with a supremely skilled staff, the department deals with the latest computer technology and telemetry along with other research diagnostic technology to insure PPI Motorsports remains at the vanguard of racing's electronic movement.

Utilizing special electronic sensors which are meticulously placed on the cars, specific data and knowledge can be gleaned from both test and practice sessions. The major sensors present on the cars - particularly on a 200 mile per hour oval - monitor such critical elements as tire pressure, engine related parameters (such as oil pressure and water pressure) and roll bar positions. In a test environment the information gathering process can also include things such as vehicle speed, air pressures, loading, dynamic loading, ride height and steering loads.



Above - Stewart Kay, a member of the Electronics Department, is working on the #24 Pioneer Champ Car steering wheel for the Fontana race event.

Above Right - Barry McSherry heads up the PPIM Test Team as the Test Team Manager for the Champ Car program.

Right Hand Page - Before it conquers the deserts of Baja, the PPIM off-road truck is fabricated 100 percent in-house.

However, as with any developing form of technology, the Electronics Department can't find all the answers. That withstanding, the Electronics Department at PPI Motorsports is constantly investigating, taking the lessons learned from the race tracks of the world and applying them to the company's rolling stock of high-revving race equipment.

The Test Team

While the race teams of PPI Motorsports globetrotts the planet in search of international fame and glory, a dedicated band of individuals known as the Test Team goes about its daily business of implementing and executing on-track test sessions. Utilized to shake down various engine, chassis and suspension components and theory, the sessions are vital to the PPI Motorsports engineers who use the knowledge procured from each of them to further enhance and improve the effort's burgeoning Champ Car program.

Working in conjunction with Toyota and Reynard, along with evaluating certain parts and technology generated in-house at PPI Motorsports, the team insures that everything is present at the test - the cars, the mechanics, the transporter, all the lunches for the team - and that the test is executed according to objective.

However, as with any element of motor racing, things can go wrong and throw the program off the rails. Recently, the Test Team had an important session slated for the high-speed 2.0 mile, 14 degree-banked California Speedway oval. However, what the team could not account for was the lashing Santa Ana winds which wreaked havoc on the facility, thus canceling out the sessions (and all the team's planning work). Undaunted, they got the laptop computers back out and began planning the sequel. All in a day's work.



■ Inside the Corporate Offices

Racing is an image business and that fact is not lost on Cal Wells and the entire PPI Motorsports company. To that end, present within the palatial building in Rancho Santa Margarita are a number of Fortune 500-caliber conference rooms and business offices which keep the PPI Motorsports empire alive and kicking. Created to provide a home to PPI Motorsports' Marketing, Public Relations, Human Resources, Information Services, and Accounting and Travel sectors, the office area is, as expected, modern, well furnished and staffed with a battalion of talented business people.



PPIM Vice President of Finance and Administration, Dave McNeil, oversees an accounting department that handles the books for the team's many racing interests.

A key component in Cal Wells' strategic plan (read: vision) in creating PPI Motorsports was to not lose track of the fact that racing is, above and beyond all, a business and should be treated and organized as such. Any serious race effort will not exist without a strong "bond" with its marketing partners and PPI Motorsports is set up to provide maximum return to the people and companies that choose racing (and PPI Motorsports) to market and promote their products. Realizing the importance of that socio-economic dynamic, Cal Wells has put together a professional and polished group of people who conspire together to manage and maintain the business side of the rapidly expanding operation.

Accounting Department

While the accounting function may seem incongruous to the superfluous spending world of professional auto racing - who wants to keep costs down in a constant search for a competitive advantage? At PPI Motorsports, the money people have a huge responsibility to keep the entire outfit in the black and fiscally responsible.

Headed up by Dave McNeil, the Accounting Department at PPI Motorsports is a type of reality check that monitors the financial status of every single program and project present within the company. First there is the accounts payable and accounts receivable sectors of the department. Furthermore, there is also a financial reporting division which is responsible for all the budgeting and day-to-day financial operations of the business: The banking, paying all the bills and collecting all the cash. Finally, and also incorporated into the accounting model at PPI Motorsports, are the Human Resources Department and the Information Services Department.

Working in close proximity to McNeil is Controller Jon Harrison, who makes sure all the bills get paid, the taxes get filed and the paychecks go out. Not just responsible for monitoring the financial actions of the PPIM business, the accounting team also keeps track of the six other companies that fall under the PPIM business umbrella. With the financial stature of the company, the accounting function is the ultimate reality check that keeps all PPI Motorsports business organized, on budget, and most importantly, efficient.

Information Services Department

Computers are a vital part of modern day racing and PPI Motorsports now has 80 of them which help to assist the business in everything from on-track telemetry to tracking travel costs. Linda Arriola, the Information Services Manager at PPI Motorsports, and her staff of two are responsible for handling all of the company's computer needs.



With 80 computers - 40 desktops which stay in-house, and 40 laptops that travel to the races - there is a lot to keep track of and up and running. In addition, the department monitors and maintains all the cell phones that PPI Motorsports utilizes, which also adds up to a significant amount of work. Also new to the group's list of responsibilities will be overseeing the development of the IS division for the new North Carolina facility, along with developing the new PPI Motorsports website, PPI-Racing.com.

Human Resources Department

With the volume of employees now working at PPI Motorsports, the Human Resources Department, headed by Geri Kramer, was implemented to attend to all employee needs. And whether it be benefit issues, introducing a new 401K program, filling positions, executing performance reviews, dealing with insurance issues, or organizing payroll, there are a host of day-to-day issues that must be dealt with. Motor racing is a very specialized occupation - more a way of life than a day-to-day job - and as a result, finding the right people for the job is not an easy task.



Travel Department

With a 20-race CART FedEx Champ Car schedule, a 12-race Toyota Atlantic schedule, an extensive testing schedule and a host of off-road races to contend with, arranging and organizing travel at PPI Motorsports is a major undertaking. As a result, instead of going through a local agent, PPI Motorsports operates its own in-house travel department. Supervised by Trisha Williams, the department oversees the travel itineraries, rental cars, hotel arrangements and overcrew passes for the more than 75 people who go on the road as part of the PPI Motorsports race organization weekly.

Upper Right - The PPIM Marketing Department, headed by Commercial Director Dave Wells, is responsible for both bringing corporate partners aboard and helping them grow their business. Wells, pictured with Toyota Motorsports' Les Unger, has seen PPIM add McDonald's and Procter & Gamble's Tide brands to its corporate portfolio during his first year with the team.

Marketing Department

Corporate sponsorship is the most important variable required in creating a serious and competitive race effort. Without strong corporate support, no race team, no matter how good it is, will survive. That being the case, the PPI Motorsports Marketing Department believes that a strong relationship with all of its marketing partners is tantamount to a successful racing program.

As they do at every race on the schedule, the marketing group is at the race track performing a host of sponsor/client-oriented services which play such an important part in the health and well-being of PPI Motorsports. On any given weekend, the team of six employees must be responsible for a comprehensive program which entails marketing, sales, client service and public relations functions. Utilizing a business-to-business strategy which encourages the interaction between PPI Motorsport's host of high technology oriented "partners," the marketing team juggles a litany of projects and responsibilities to stimulate intercommunication and cooperation between the individual corporate entities. Media coverage of each race and practice session is also a fundamental responsibility, as are a series of promotional events - whether they be garage tours for the sponsors, autograph sessions with the drivers, or public relations programs - all of which are critical elements to any successful race weekend. Moreover, hospitality must be arranged and offered to please and entertain the team's five major marketing partners. Finally, there are a host of other operating tasks which can include everything from monitoring sponsorship programs, keeping track of the show car program, managing photography needs, creating marketing brochures and CD Roms, arranging driver schedules, to insuring that all the signage on the race cars is correct.

With seven race teams currently being fielded by PPI Motorsports, the marketing sector of the business is about to take on another intimidating prospect. The addition of PPIM's two new NASCAR teams. To be based out of Hickory, North Carolina, the NASCAR effort - and all the commercial effort generated - will make PPIM the foremost authority in U.S. motor-sports marketing and sponsorship relations.



Hospitality Division

As much as 2.65 liter, turbocharged, 850 horsepower engines, Reynard chassis and Firestone tires, the hospitality area is an integral part of any powerful CART Champ Car team. Used to initiate business deals, provide a forum to meet and greet, entertain corporate sponsors and make a pronounced statement of professionalism at some of the world's greatest racing circuits, the hospitality area is a critical weapon in the sponsorship fulfillment arsenal. Keenly aware of this axiom, PPI

Motorsports has set out to create one of the most opulent and plush hospitality areas in American racing. From initially starting out with a small 40-foot bus which served 35 people, PPI Motorsports has now transformed its hospitality enterprise into a veritable high-end restaurant/business center on wheels.

"We have four transporters,"

says Dave Gowland, who oversees the expansive PPIM Hospitality Program. "One of our vehicles is our custom built hospitality unit which doubles as an on-site business center. Another is an equipment

hauler, and then we also have one utility truck with our 53-foot kitchen. We also have a contractual arrangement with FedEx, the series sponsor, and are responsible for its on-site corporate hospitality at all CART events as well. We have a team of ten that assist in managing the process for the 150+ people which will visit the hospitality tent each day of a race weekend."

Hospitality is a very long word and an exercise in meticulous organization and micro-management. As a result, Gowland and his crew must anticipate and account for every item needed to get the dazzling encampment set up and operating at each and every major race.

At each event, the team will arrive on Tuesday and begin to set up the hospitality unit. Normally, everything is done by Wednesday evening and by that point food has been delivered from a national food broker the team works with across the United States. Upon the arrival of the provisions at the venue, three chefs will begin preparing food for the team and the sponsors who will crowd the area the entire weekend.

The responsibilities of the PPI Motorsports hospitality division are large and intimidating. Not only must the unit be accountable for the entire hospitality presence at each event, but it must also always strive to leave a lasting and favorable impression on the corporate clients they have been designated to entertain and please.

PPIM's traveling hospitality crew, which includes an executive chef, creates the ideal atmosphere for PPIM's corporate guests to conduct business at the race track.



■ Champ Car Team

First launched in 1994 through a cooperative effort with Toyota, Cal Wells began the process of executing his next major objective in motor racing: Creating a top-flight CART Champ Car program. Partnered with venerable Champ Car team owner Frank Arciero, the team enlisted the help of Toyota, Reynard and Firestone and set about making a name for itself in the always volatile world of open wheel racing. Brandishing an early iteration of the Toyota engine, success came slowly for the new outfit. However, it all came right during the Memorial Day Weekend of 1995 when Hiro Matsushita left the famous Brickyard with a top-ten finish at the Indianapolis 500. Then, in 1996, talented young Californian Jeff Krosnoff was signed to the team, competing in eleven races before being killed in a tragic on-track incident at the Toronto Champ Car race. Drivers Max Papis and Robby Gordon took the team to new highs during the 1998 season, the brightest moment coming at Houston where Papis drove his Toyota/Reynard to a best-ever fifth place finish. For the 1999 race campaign, a completely new driver lineup was established with long-time Champ Car pilot Scott Pruett being sent out with rookie Cristiano da Matta of Brazil.



Through a long and meticulous process, PPI Motorsports has been able to create a type of dream team lineup of Champ Car engineering and mechanical talent. Put together by Cal Wells and Mark Johnson, the engineering core of the program is headed up by Technical Director Gordon Coppuck. Reporting to the legendary engineer are the two Champ Car engineers, Iain Watt, who monitors Cristiano da Matta's MCI WorldCom Reynard, and John Dick, who calls the shots on Scott Pruett's Pioneer 991. Supporting the engineering leaders are a host of talented and determined mechanics and managers. Bharat Naran works as the Crew Chief for the two-car effort, while Bobby Golasinski and John Stanchina work as Chief Mechanics on the Pioneer and MCI WorldCom cars, respectively.

Sorting out and improving the Reynard 991 chassis, Toyota RV8D engine and Firestone tires requires factoring together and analyzing a host of fickle variables, all of which require a well coordinated team of ingenious support people. Also working in the confines of the 18-wheel transporters, which travels more than 40,000 miles a year in the U.S. and Canada, and beneath the roof of the PPIM building back in Orange County, are a crew of specialized mechanics and engineers who constantly look to improve and perfect everything from engine management systems, to gearboxes, to suspension components.

Champ Car Race Engineers

Leading the team of engineers which keep PPI Motorsport's Champ Car program at the forefront in the CART technology weapons race is Iain Watt. A member of the PPI Motorsports team since 1997, Watt operates as the teams' Chief Engineer while also assuming engineering responsibilities for Cristiano da Matta's #25 Reynard. "I'm real involved with the wind tunnel program, the shaker room and virtually all of the general research and development work," says Watt.

"We are always thinking of ways to make the car faster and that requires a lot of creative thinking and applying that thinking to the cars. We are always in a fight to stay a step ahead of the competition."

Trying to stay "a step ahead" of the other ultra-competitive teams which crowd the CART paddock is no easy feat. In an effort to find that desperately sought "advantage," every single team in the series is constantly in search of some special part or flash of engineering creativity which will allow their car to traverse a CART oval, street course or road course one thousandth of a second quicker than "the other guys." "I openly encourage everyone to think creatively," concludes Watt. "I guess I act as a type of filter which considers both the harebrained and the practical. I have to make sure our teams are going in the same direction. We always need to make the cars faster if we are to win races. You always look to be perfect. That can be a utopian concept, but you need to work towards that because if you aren't, there's no point in doing it. There's no compromises in this business."

Working together with Watt, and assuming responsibility of the #24 Pioneer car, is John Dick. A veteran of the car racing wars since age 20 when he first took a job for Ford while going to engineering classes at Arizona State, Dick has, more or less, seen it all when it comes to car racing. "I came to PPI Motorsports from Team Green where I worked as Paul Tracy's engineer," begins Dick. "Prior to that I was working in

NASCAR for the Stavola Brothers and before that I worked as an engineer for Kenny Bernstein's Indy Car team. I've also worked for the Galles/Kraco Indy Car team where I performed engineering duties for drivers Al Unser Jr. and Bobby Rahal."

As far as real application learning is concerned, nothing can teach a young engineer lessons like the harsh world of racing. As a result, Dick has been able to draw upon this hard earned knowledge when making crucial race



day decisions. "The more experience you have, the less distracted you become," he explains. "You can narrow things down quickly because you've already chased down those 'red herrings' in the past. From that you are able to distill down what is and isn't a problem. Engineering these cars (Champ Cars) is not that different from any other race car. They all react to physics and have their own special idiosyncrasies."

Upper left, clockwise - Part of the Champ Car brain trust for PPIM includes Iain Watt, race engineer for the #25 Champ Car, John Dick, race engineer for the #24 Champ Car, Bharat Naran, crew chief, John Stanchina (right) and Bobby Golasinski, chief mechanics for the #25 and #24 Champ Cars.

Champ Car Team Management

So it is now, in the final stretch of the 1999 CART FedEx Championship Series, that PPI Motorsports stands poised to pull off its first podium placing. To help push the team even closer to its ultimate goal, Richard Buck has put all the pieces in place to make the Arciero-Wells effort a serious contender. A former World of Outlaws wrench for Al Unser Jr., Buck first jumped into the Champ Car circuit in 1982, where he twirled spanners under the aegis of Tony Bettenhausen and Johnny Rutherford.



From there it was over to Roger Penske's high profile CART operation where he became a highly successful chief mechanic, winning 24 Champ Car races including two Indianapolis 500 victories. Buck joined Arciero-Wells in 1996 and has been with the team in a Team Manager role ever since. Determined to replicate his winning success at PPIM, Buck feels that he is now in a position to make it all happen.

Thus far in 1999, da Matta has registered three top placings, while Pruett has accounted for five with a third place qualifying position in Australia. Which at that time was our best qualifying position. And as Buck alluded to, upon Toyota delivering the latest version of its RV8E engine, and the PPIM crew dropping it into the Champ Cars, Team PPI Motorsports could very well be headed for the top step of the victory podium.

Technical Director

Truth be told, Gordon Coppuck is, arguably, the most esteemed member of the entire PPIM order. Through an illustrious 35-year career in global motor racing which first began at McLaren in 1965, the soft spoken Englishman has worked on everything from Can-Am cars to Champ Cars to Formula One cars. In fact, his revered McLaren M23 F1 car was one of the most dominant race machines in the history of Formula One (the car won two FIA F1 World Championships). After leaving McLaren, Coppuck went on to work for a number of F1 and Champ Car teams before finally joining PPI Motorsports where he has been a vital element in getting the Toyota-powered Reynards in order.

In an effort to accomplish PPI Motorsports' ultimate intent, Coppuck works ceaselessly with Champ Car engineers Iain Watt and John Dick and the rest of the PPI Motorsports engineering staff. In possession of everything needed to create a winning effort, it is only a matter of time before the highly motivated effort experiences the glory it so dearly deserves.

Top left - Richard Buck saw the team reach new heights and establish record setting performances during the 1999 campaign.

Lower left - PPI's technical director, Gordon Coppuck, pictured here sharing knowledge with Scott Pruett, concluded his illustrious racing career, retiring after the 1999 season.

The Toyota Atlantic Team

Through winning six of twelve events during the 1999 Kool/Toyota Atlantic Series, PPI Motorsports claimed its very first open wheel championship. Managed by a 34-year-old Englishman named Nick Harvey, drivers Anthony Lazzaro and Andrew Bordin placed an impressive first and third, respectively, in the final series point standings. The absolute culmination of three years of accelerated growth and development, the PPIM Toyota Atlantic team brought Cal Wells the championship he so badly wanted.

"The evolution of the team has been very, very quick," says Nick Harvey, who was instrumental in bringing the Atlantic title to the thrilled contingent of PPI Motorsports. "1997 was a very difficult year getting the team off the ground and functioning. It took half the season just to get the cars reliable and running and getting the right people in place. At the end of 1997, we made some wholesale changes to the way we were going about the program.

"Getting the right people was a tough challenge and it took us two seasons to get everybody we needed. The other major component in the team's success was getting Anthony Lazzaro and Andrew Bordin on board. Truth be told, through their attitude and results, both Bordin and Lazzaro formed a special bond with their teamwork and with the leadership skills and experience from Lazzaro, they became the major focal point of the team."

Remaining true to the program's original objective, the PPI Motorsports Atlantic program - while now a championship winning effort - was actually created to become a type of development program for the entire PPI Motorsports operation. Through bringing talented racers and crew members into the company, the Atlantic effort has been able to provide a "real world" forum for these individuals to learn and grow in a fast paced, competitive environment before being moved up to the more complex and comprehensive Champ Car program.



racing organization to work for is the fact that they all have a will to win and a desire to win and a desire to be the best. Every company reflects the character of the person at the top. And here there is a trickle down effect from Cal himself - the enthusiasm the guy has and his lust for success goes down all the way through the company. Winning the Atlantic championship was a huge moment for Cal and I know how much it meant to him."

Atlantic Team Manager Nick Harvey (above left), along with drivers Andrew Bordin and Anthony Lazzaro, took the third year PPIM team to a dominating championship run. Series champion Lazzaro teamed with Bordin, who finished third in the championship, to win six races and six poles. Bordin returns next year to defend his teammate's title, who is moving on to drive PPIM's NASCAR Busch Series entry.

■ The PPI Motorsports/Toyota Off-Road Team

The Toyota Motor Sales U.S.A. utilizes the PPI Motorsports Off-Road program to generate a significant amount of publicity and exposure through running - and winning - the Baja 500, Baja 1000 and various other prolific off-road races.

Considered by many to be the last bastion of gritty, "only the strong survive" form of motor racing left in America, the MCI WorldCom/Toyota Off-Road team - the team on which the entire foundation of PPI Motorsports is based upon - has been involved in 87 class victories, 14 dri-



ver championships, 11 manufacturer titles and 15 Baja wins (11 Baja 500s and two Baja 1000s).

Through an arrangement with Toyota, the team focuses all of its attention and resources on two primary races: The Baja 500 and the Baja 1000. Managed by Tom Morris and team coordinator James DeGaine, PPI Motorsports has transformed the program into a type of off-road "dynasty." In an effort to stay on top - and to keep Toyota in the winner's circle - the PPIM off-road program is a year round affair which keeps Morris and DeGaine hopping.



Top left - Tom Morris (shown above) and James DeGaine captain the off-road army that infiltrated the Baja deserts, capturing the team's 11th Baja 500 win and a third place finish in the Baja 1000.

Top right - At the center of it all has been Ivan "Ironman" Stewart, who, after pulling off a Baja sweep in 1998, nearly duplicated the trick in 1999.

Lower left - Off-road motorcycle racing legend and current SCORE Class 7 champion, Larry Roeseler, will be joining forces with PPIM in the year 2000.



To that end, the pair are already developing plans for the impending Nevada 2000 and the Baja 2000. Working on the plans and overall logistics for such major undertakings, six months to a year in advance of their actual race dates, is a full-time program which Morris compares to Desert Storm. In fact the team took 130 people, 12 chase trucks, two radio relay planes, and a medical-support helicopter to the Baja 500 this year - not to mention concurrently planning and organizing travel, hotel rooms, and equipment for 13 different visual pit areas.

And while Baja - with its dust, heat and wild west surroundings - may not be the most glamorous form of motorsport on the planet, to Toyota and PPI Motorsports, it means everything.

"For us and Toyota, it's just like the Indy 500 - you want to be the best," says Tom Morris. "Every year you want to be able to tell everybody you're still the best - that you're still the guy. We've done it 17 times and now we want to do it 18 times just to say we did it."

Combine the renowned PPIM Off-Road team with the legendary Ivan "Ironman" Stewart and you are destined for success. Ivan will complete his 17th year with PPIM, accounting for 14 driver championships, 11 manufacturer championships and 15 Baja wins, making him and Cal Wells III arguably the winningest duo in the history of off-road racing.





Through rain or shine, Anthony Lazzaro dominated the 1999 Toyota Atlantic Championship, winning four races and five poles en route to winning the overall championship. He took the lead with a win on May 1, 1999 and never relinquished it.

Cal Wells III welcomed talented Canadian Andrew Bordin to the Atlantic team in 1999, and saw him win two races and the first pole of his career, on his way to a third place finish in the championship standings.

Mark Johnson watches Homestead qualifying with Cristiano da Matta. It was da Matta's first ever Champ Car qualifying session; he had already run, and they were watching to see who would top him - few did. He qualified sixth, setting a then-Toyota record in his first race, the first of several performance records he would claim during his rookie season.



Anthony Lazzaro receives congratulations from McDonald's Motorsports Manager, Bill Korus, after winning the race at Laguna Seca and clinching the 1999 Toyota Atlantic championship in the process. It was not only a special moment for PPIM and MCI WorldCom, but for McDonald's as well, as Lazzaro will make his NASCAR Busch Series debut in 2000 in the #97 McDonald's Ford Taurus.



After joining PPIM in the fourth race of the season, race engineer John Dick and Scott Pruett forged a strong relationship. They worked together to finish the season with a flourish, including culminating Pruett's Champ Car career with a pole at Fontana in the season finale.



Normally a member of the Marketing Department, Sharon Villanueva mingled with the pit crew during race events, filming pit stops for the Champ Car team.

Team owner Cal Wells III's daughters, Alexandra and Sarah, were frequent attendees at CART events, cheering on their favorite PPIM drivers.



The crew of the #25 Champ Car makes in-pit adjustments for rookie Cristiano da Matta during a practice session for the Fontana event. Da Matta was not your typical rookie. The Brazilian set several Toyota Champ Car performance records, including a best finish of fourth at Nazareth – barely missing a first podium for Toyota and PPIM.



MCI WorldCom's Jeff LeClaire was a familiar sight at the CART events, helping MCI WorldCom achieve its marketing objectives through its program with the PPIM racing teams.

Top • The crew of the #25 Champ Car awaits the start of the Nazareth race, in which Cristiano da Matta would eventually finish fourth, a Toyota Champ Car record in just his fourth race.

Above • Cal Wells III enjoys a moment on the grid prior to the start of the Milwaukee race.



Top - Ed Sachs, Executive VP of Sales for Pioneer Electronics, and Andrew Bordin, PPIM Atlantic driver, discuss the challenging turns on the Laguna Seca road course.
Above - Scott Pruett, driving the #24 Champ Car, thrashes through the streets of Long Beach in the third round of the FedEx Championship Series.
Right - Scott Pruett mentally prepares for the Fontana qualifying session. His concentration paid off; he won pole position in the season finale.





Cristiano da Matta's rookie FedEx Championship Series season flew by in a blur - especially to many of his competitors who were trying to chase him. With the help of his crew, da Matta turned in an impressive inaugural campaign, causing many to predict championships in his future.



Top - While the fans in attendance and those watching on television see a lot of action in the pits during race events, much of the work is done back at the shop.

Above - Research and Development Engineer Chris Lerch looks over data from the Champ Car during a testing session.

Middle left - Keith Devereux and Dan Banks work on Champ Car gear boxes between events in the Sub-Assembly Area.

Lower left - Mechanic Jim Carbon, back at the PPIM shop for a rare break during the FedEx Championship Series schedule, works on the brake rotors of a Champ Car.





Top - Mitel Semiconductor, featuring their traveling emcee and Vice President, Glenn Stanley, utilized the PPIM hospitality center to entertain numerous corporate guests during the 1999 FedEx Championship Series season.

Bottom - The PPIM Traveling Department, including Caryn D'Allura, pictured here with Atlantic Team Manager Nick Harvey, was on hand at every race to help sort out ever-changing travel itineraries.



After arriving at PPIM with armloads of talent and vigor, Andrew Bordin matured into a race winning, top notch driver with championship aspirations for PPIM in 2000.

Right - Winning in Baja is no small feat, but thanks to the efforts of many, including Tom Morris, Cal Wells Jr. and Jim Blackmore, PPIM has it down to a science.

Below - Jim Blackmore, Peter Miles and Kiyoshi Bansho work on the PPIM Toyota-Tundra racing truck in the shop, preparing it to conquer the desert. Miles, also pictured at the lower right, is a veteran desert racer and is part of the nucleus of PPIM's winning off-road team.



The winner's circle in Baja is a coveted place, and one where Ivan "Ironman" Stewart and the PPIM off-road team have landed some 15 times.

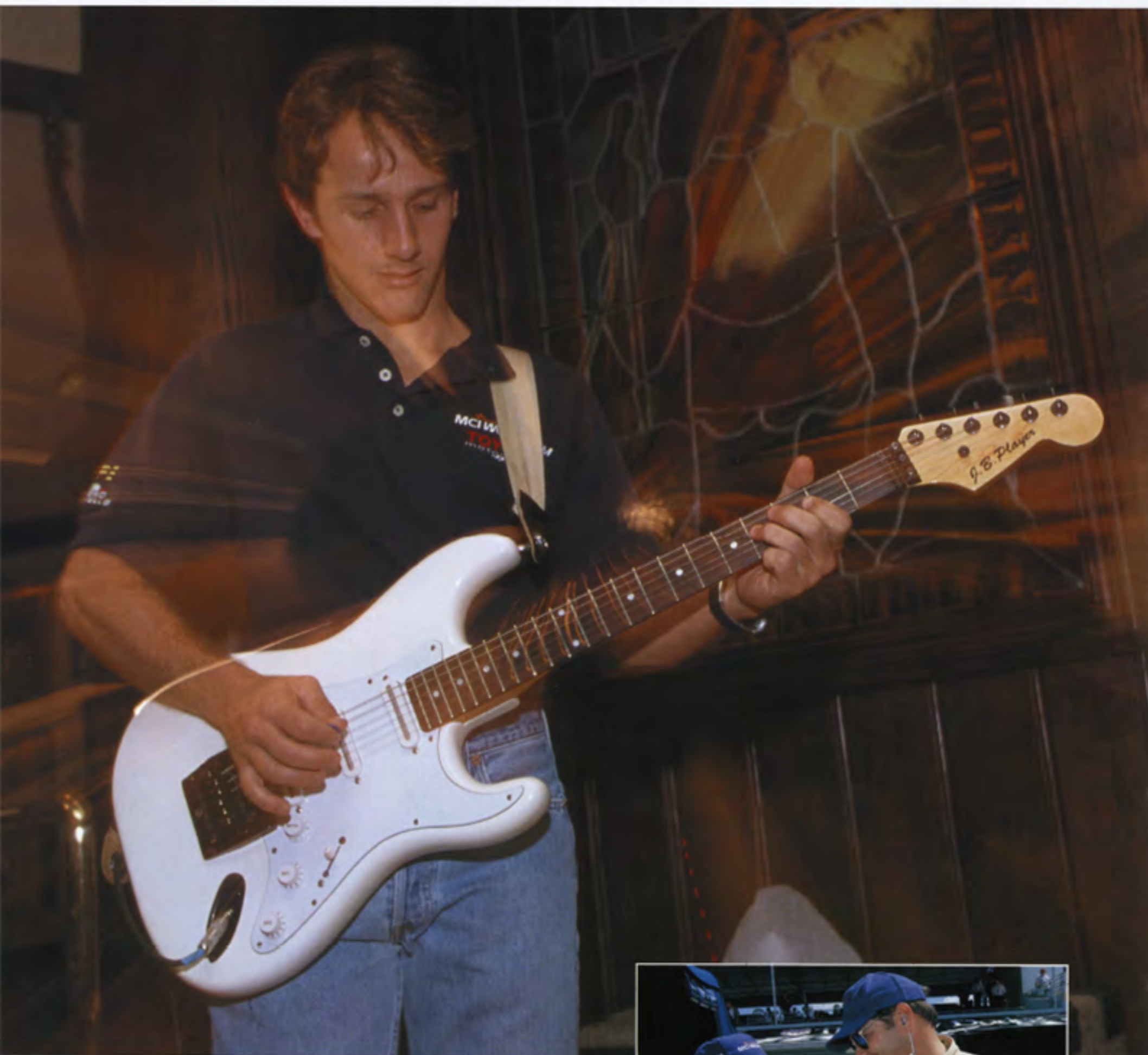




PPIM's Corporate Chef, Tim Kowalec, at right, along with Assistant Chef Gary Borkenhagen and the rest of the crew, prepared nearly 20,000 delicious meals for more than 6,500 guests during the course of the 1999 FedEx Championship Series season.



Gourmet meals are not often found under a tent, let alone at a racetrack, but the PPIM hospitality crew provides that and much more. Armed with an 80-foot tent, the latest in home entertainment equipment from Pioneer Electronics, and a dedicated traveling crew, the PPIM hospitality group provides a great area for guests to mingle, conduct business and even catch a meal with a driver at the track.



Team Owner Cal Wells III is no doubt telling his rookie sensation, Cristiano da Matta, not to quit his day job. Da Matta is an avid guitar player, and displayed his talents at the Rock & Roll Hall of Fame in Cleveland; ESPN would later broadcast his performance during the race.



Left - Just as Cristiano da Matta was not your typical rookie, Long Beach is not your typical race course. With blue skies and palm trees forming the backdrop, Long Beach is somewhat of a "home" race for Orange County based-PPIM, along with some of its Southern California-based partners, Toyota and Pioneer Electronics. MCI WorldCom also has offices in the area.

Below - Mark stump, a veteran at PPIM, prepares the tires for the #25 Champ Car team.



Above - In the garage Mark Morgan joined his fellow mechanics in preparing the #25 Champ Car to be race-ready and, once the checkered flag fell, he performed air vent jack duties during pit stops.

Left - John Stanchina, Chief Mechanic for the MCI WorldCom Champ Car, gets ready to change the outside front tire during the Houston race.



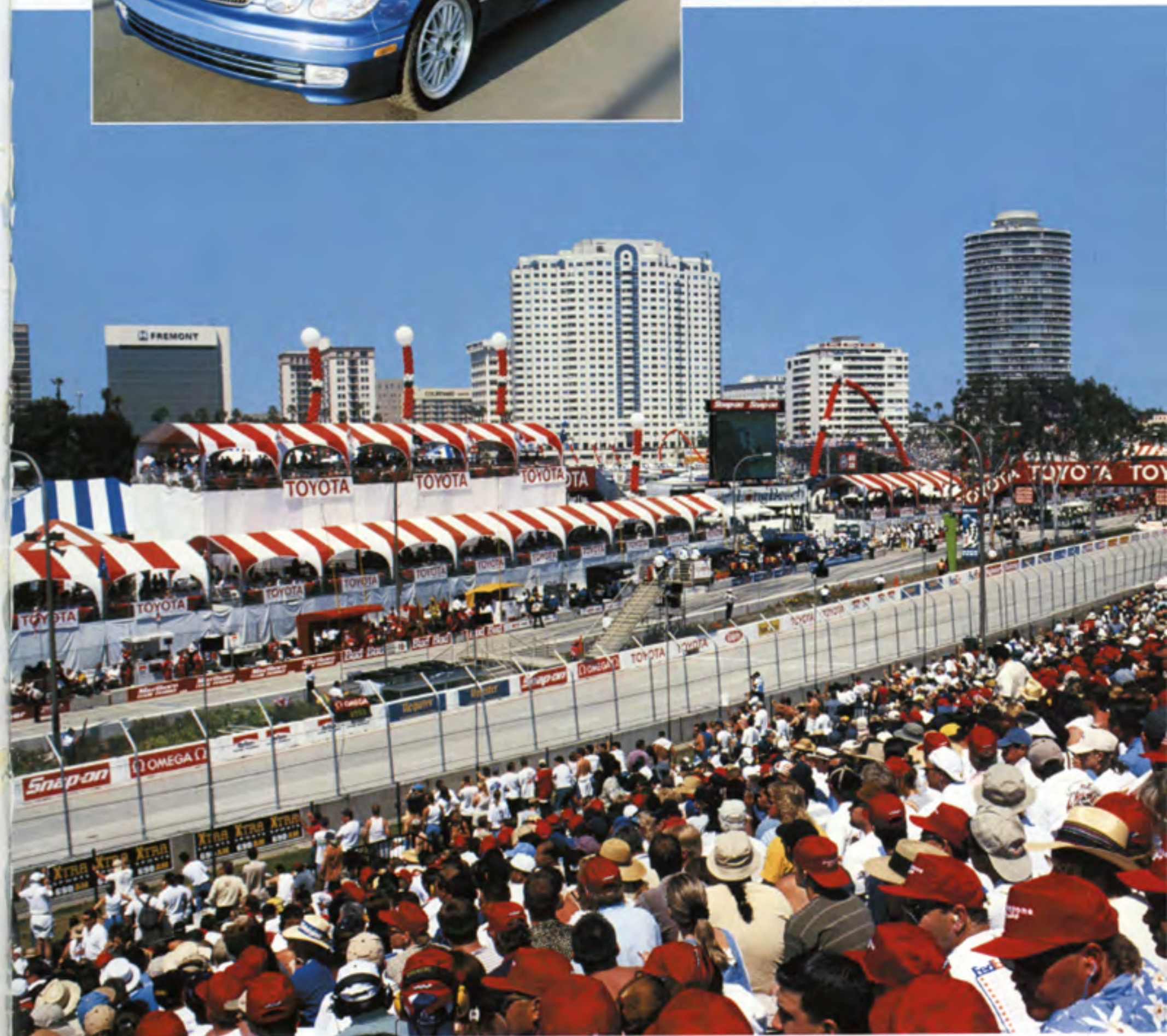


The Long Beach race is indeed a busy stop on the schedule for PPIM. The team prepares the Toyota Celicas (pictured on top and at right) that are raced in the Toyota Grand Prix of Long Beach Celebrity race.

Above, Scott Pruett gives a few last minute instructions to KTLA Channel 5 reporter Gayle Anderson, who did a live shot from the #24 Champ Car.



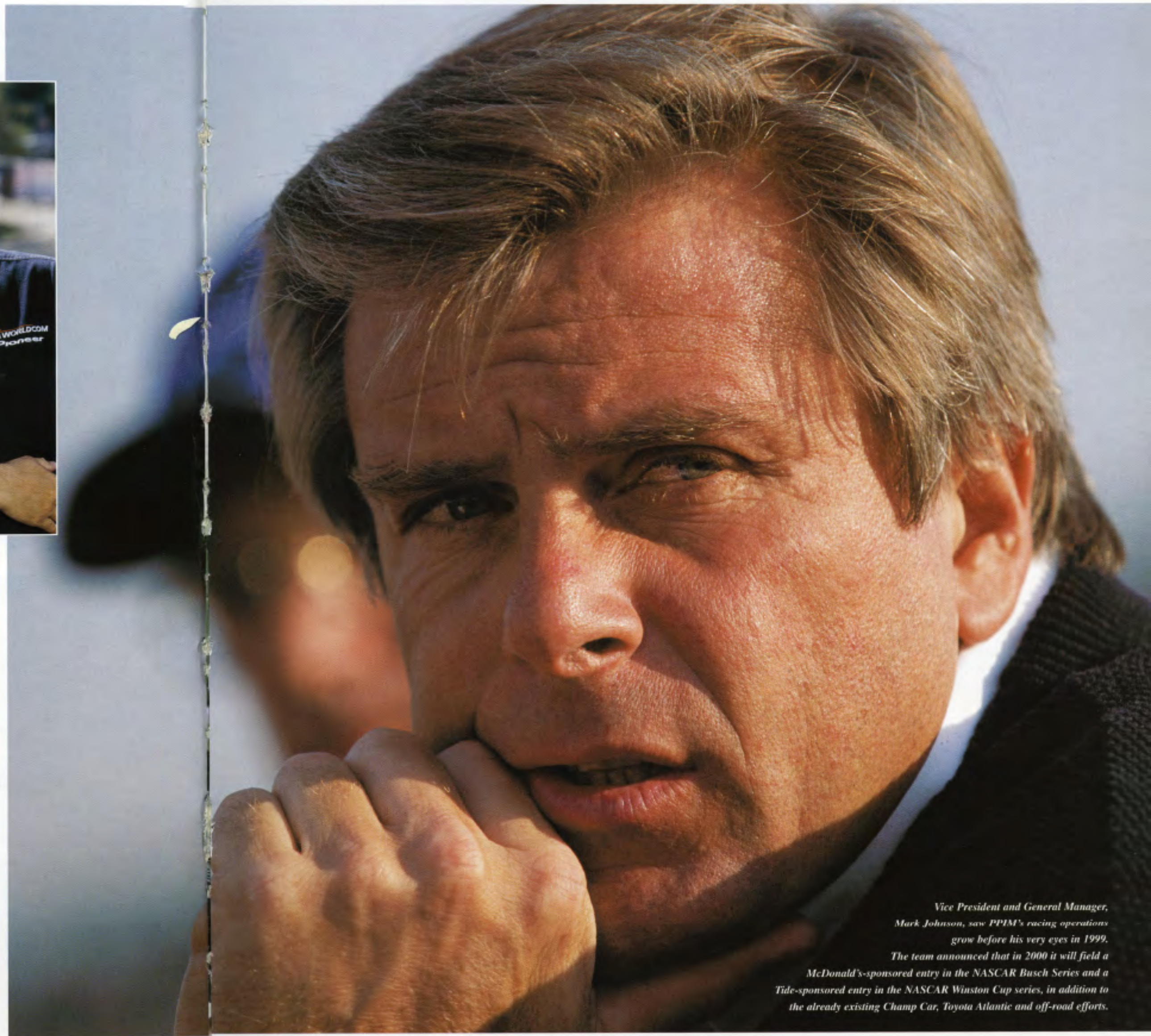
PPIM also prepares the Toyota pace cars and safety trucks utilized by CART during events, including the Lexus shown here. Then come Sunday, it's time to put on a show in front of the hometown Long Beach fans.





Above - Cindy Andreotti, Senior Vice President of Global Accounts West, and her husband, John Tupper, joined Cal Wells III in Laguna Seca to help celebrate Anthony Lazzaro's Toyota Atlantic championship.

Right - Les Unger, national motorsports manager for Toyota Motorsports, saw PPIM carry the Toyota Champ Car program to new heights in the 1999 season. Les has overseen Toyota's racing efforts in the United States for close to 16 years.



Vice President and General Manager, Mark Johnson, saw PPIM's racing operations grow before his very eyes in 1999. The team announced that in 2000 it will field a McDonald's-sponsored entry in the NASCAR Busch Series and a Tide-sponsored entry in the NASCAR Winston Cup series, in addition to the already existing Champ Car, Toyota Atlantic and off-road efforts.



Da Matta gets big CART win

Brazilian holds off Andretti for his first win in 51 tries

By Mike Harris
The Associated Press

CICERO, Ill. — Little Cristiano da Matta came up big in his race car Sunday, becoming the fourth first-time winner in CART this season.

The Brazilian driver, who claims to be 5-3 and 130 pounds but appears smaller, took the lead late in Sunday's Target Grand Prix during a series of pit stops. He was able to stay well ahead of points leader Michael Andretti, who remained in da Matta's mirrors through the final 33 laps of the 1.029-mile Chicago Motor Speedway oval.

Da Matta's Toyota-powered Reynard crossed the finish line 1.69 seconds — about 20 car-lengths — ahead of Andretti's Lola-Ford to make him the ninth winner in 12 races this season. The victory came in the 51st career start for the 1998 Indy Lights champion.

"It was incredible," said da Matta, 26. "I've won some races in oth-



"Obviously, I'm very disappointed," Green said. "We were in the race with both cars. It's tough to pass here and Paul was trying to make up for some spots he just lost."

"It's not a good day. I keep reminding my guys that there are two green-and-white cars out there and they need to take some consideration that they're teammates. It's tough, though, because I've asked them both to race hard."

Pit notes: Da Matta is the second winner for Toyota. Montoya won twice previously this season. ... Team owner Bobby Rahal announced contract extensions with rookie Brack and sponsor Shell.

► Weekend results, 17C

Crash derails Fittipaldi plans

Not only did Christian Fittipaldi miss the show, he also missed the movie. Fittipaldi sustained a concussion in a crash during practice Friday and thus, by rule, was not allowed to compete in the CART race at Chicago Motor Speedway.

That's bad enough, but the Brazilian also was supposed to be part of the ongoing filming for Sylvester Stallone's movie *Champs*. Fittipaldi

Bubbly bath: Mika Häkkinen mark his C

Brazil's notch

From staff and wire n

Rubens Barrichello first Formula One victor a wild German Grand tured a first-turn o walking on the track a ory of a late champion

After Formula One Michael Schumacher, Ferrari teammate, was just after the start, Ba tled from 18th place o grid for the

Notes by a Brazili seven years.

Barrichello finished ahead of two-time c champion Mika Häkkinen before a show the Hockenheim cir nen's McLaren-Merc mate, David Coulthart

Hugging a Brazilia richello broke into tea dium. "I can't believe lieve it," he said. "The the longest lap in my

*Below - Toyota Atlantic team
Chief Mechanic, Michael Harvey,
makes preparations to the
#24 Atlantic car driven by
Andrew Bordin prior to a race.*



*Above Right - Andrew Bordin con-
cluded the 1999 Toyota Atlantic
season on a tear,
finishing no lower than sixth
in each of the final seven races,
including two wins and a pole. The
finish propelled him
to third in the final
championship standings.*

*Right - When not in the cockpit
himself, Andrew Bordin talked
shop with Champ Car rookie
and PPIM teammate,
Cristiano da Matta.*



*Andrew Bordin, featured in both of these pictures,
will begin his 2000 race season in the
#1 PPIM MCI WorldCom Atlantic car.*





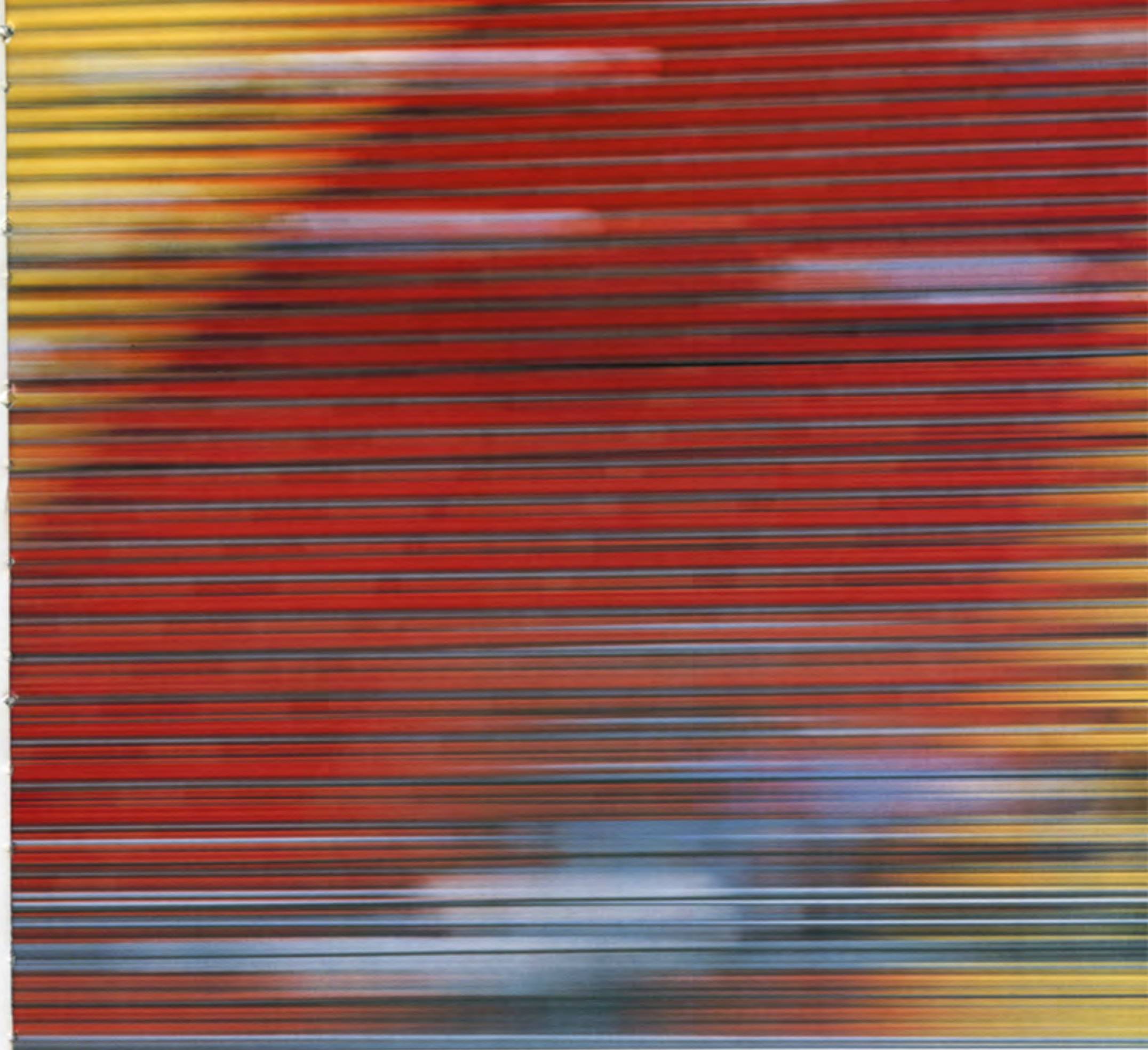


Top - The #24 Pioneer show car traveled throughout the United States with the Toyota Exposition Show.

Above - Andy McNiven's role in the PPIM Electronics Department was to insure crystal clear communication between Scott Pruett and the Pioneer crew in the #24 Champ Car.

Above right - Brett Young is a mechanic on the Champ Car test team, which conducts several tests throughout the season to further the team's research and development.

Right - Jason Madison spent his first season on the #24 Champ Car crew preparing tires for races.





Below - Kyle Brunnan's first year as engineer for the Toyota Atlantic team proved to be a victorious one, as he teamed with Anthony Lazzaro to capture the Atlantic championship.

Bottom - On his way to winning the championship, Anthony Lazzaro had a lot of interesting things to say. Here, he provides a quote to team PR Manager, Amy Riley, after the Nazareth race. Winning that race put Lazzaro on the top of the Atlantic standings, where he would remain for the rest of the season.



Chase Campen, a member of the Marketing Department, smiles for the camera after the Atlantic Championship win in Monterey, California.





Above - Pete Hansel downloads data from the #24 Champ Car during the Vancouver race weekend.

Right - Clayton Triggs leads this pit tour for the PPIM Marketing Department. Guests of PPIM partners are able to take part in these pit tours, which provide them an up-close and personal explanation of the Champ Cars in the team's garage area.



Top - Scott Pruett and the PPIM team were the center of the CART universe at California Speedway on October 30, when he claimed the first pole for Toyota and PPIM by putting the #24 Pioneer Electronics/MCI WorldCom Champ Car in the top spot.

Above - A mechanic on the Pioneer team checks the tire pressure during a practice session.

Left - Kevin Duncan works on a part for the #24 Champ Car during the Long Beach race event.

Anthony Lazzaro races his way to a podium finish at the Long Beach Atlantic race event.



Adam Saal, director of public relations for Indy Lights, and Kevin Wilkerson, part of the CART public relations team, present Cristiano da Matta with his American Auto Racing Writers & Broadcasters Association award during the Portland race; da Matta was named to the AARWBA All America Race Team in 1998.



After working for many years in the sporting goods industry, including a successful stint as National Director of Sales for Adidas, Dave Wells returned to his racing roots in 1998 and became Commercial Director for PPIM.



Above - Amy Riley, PPIM's public relations manager, and Sharon Villanueva, sponsor relations manager, often worked in tandem at race events.

Left - Team coordinator, Jeff McComb, is an integral part of the Champ Car team management; he handles the myriad of logistical details for each event, and also serves as a spotter during oval races.



Top - Jamie Wells, an engineer for PPIM, works on a component piece for the Champ Car team.

Above - Eddie Pratt, a member of the Research & Development division, works on a carbon fiber piece for the Test Team.

Right - Steve Passey plays a vital role in PPIM's research and development efforts; he builds the 40 percent scale models the team tests in wind tunnels.

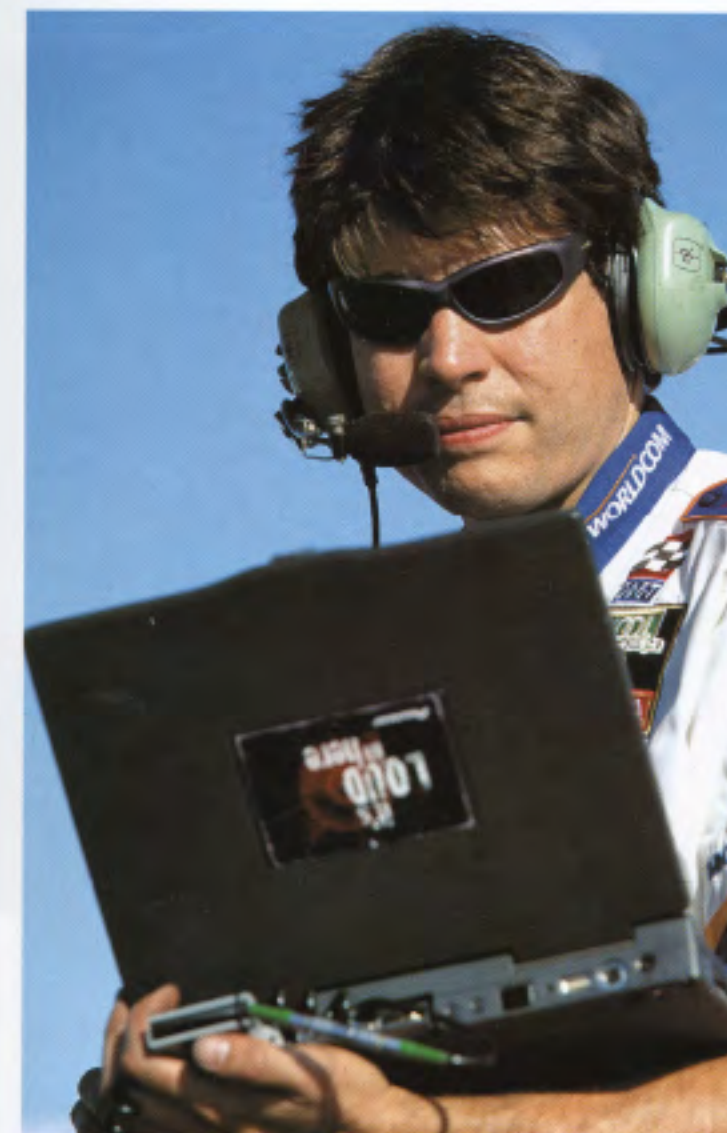


Relatively quiet here, this room is often a whirlwind of activity. When the Champ Car, Toyota Atlantic and off-road teams are home, 40 to 50 mechanics will be circulating, busily preparing racing vehicles.

Anthony Lazzaro and Andrew Bordin running first and second – as they do here in Road America – was a common sight for PPIM's competitors during the 1999 Toyota Atlantic Championship.



Above - Good shot!
PPIM Atlantic teammates, Andrew Bordin and Anthony Lazzaro, had several occasions to play bartender for each other; the two stood on the podium together four times during the 1999 campaign.



Above - MCI WorldCom's Director of Sports Marketing, Andy Deas, is one of the key components of MCI WorldCom's racing effort.

Left - Eric Crowder, a PPIM Atlantic team member, gets ready to download data from the Atlantic cars during a practice session.

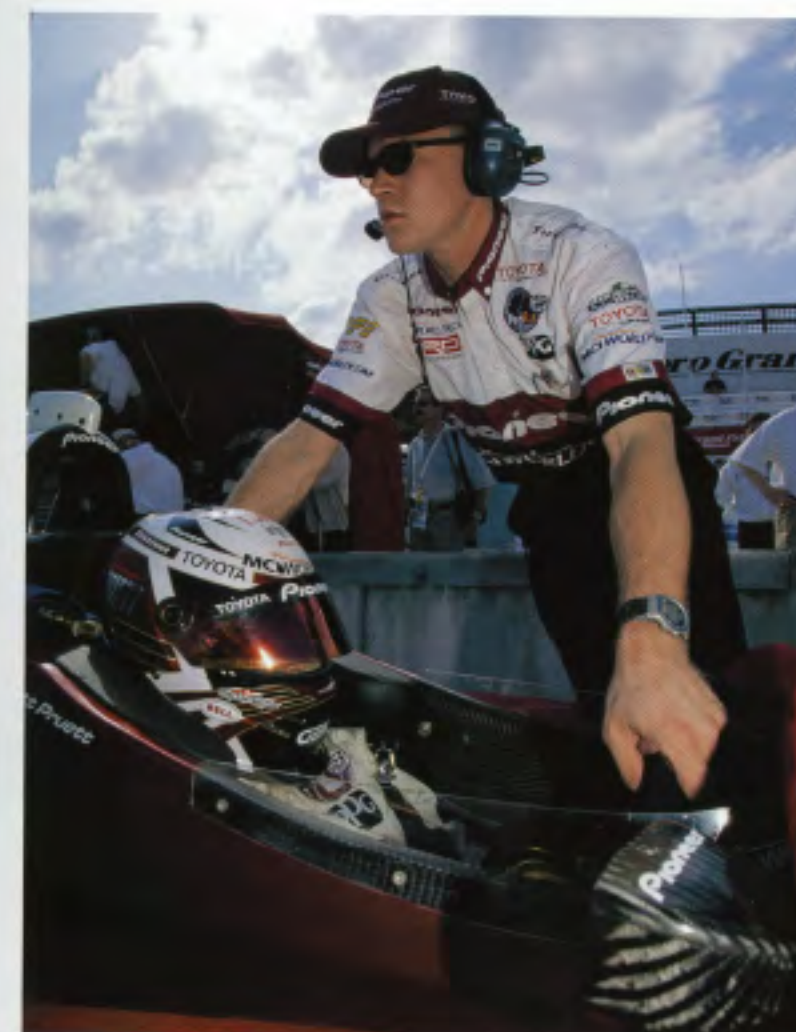
John Reynolds and other Pioneer Champ Car team members watch patiently for the qualifying results.



From left to right - Doug Dorsten, Tom Skroch, Mike Simpson and Robby Maschaupt are some of the truck drivers who drive the PPIM transportation vehicles to all of the race events in the United States and Canada.



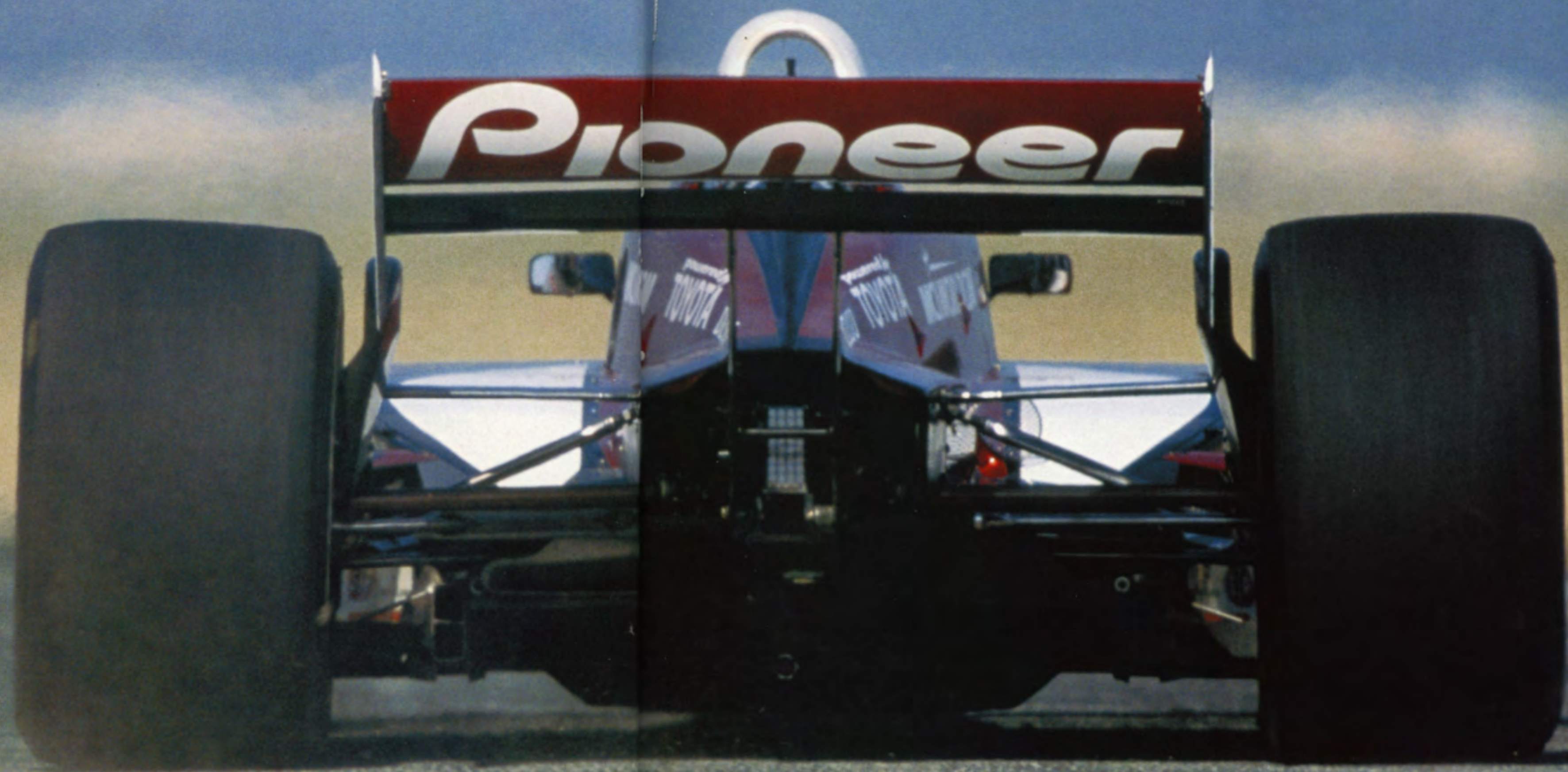
Robby Maschaupt is among the crew of PPIM truck drivers. They arrive at each race usually days before everyone else, and prepare the garage and pit areas for the race weekend. Their trucks, such as this Pioneer transporter, are immaculately kept and log over 40,000 miles on the road each year.



Top - Pre-race strategy meetings give the crew one last chance to meet as a group and plan their assault on the up-coming race.

Above - Personal commitment and teamwork are captured during a practice session at the Long Beach CART race.

Left - Todd Phillips helps Scott Pruett into the #24 cockpit before a Champ Car practice session.



Mark Morgan and
Craig Adams take a
break from the cold during
the event at the Motegi
track in Japan.

The #25 crew readies to send Cristiano da Matta on
his way after a pit stop during the Long Beach race.



PPIM mechanic,
Kelly Courie, spends races
in the heat of the action,
working as the fueler
for the #25 Champ Car.



Top - Stewart Kay works as the electronic
engineer for the #25 Champ Car team.

Middle - One of Ken Aplanalp and
Robby Maschaupt's responsibilities during
the race is to pass vital information to the
race car drivers.

Above Right - Cooper King is one of
PPIM shock technician specialists.

Left - PPIM mechanic, Mike Hartgraves,
helps Cristiano da Matta prepare his helmet
prior to the start of the race.



Team owner, Cal Wells III, surveys the race action from the timing stand, which is home base during the race for the team owner, engineers and race team management. From the timing stand they are able to monitor the performance of the car and driver through telemetry.

Below - Garrett Motherhead is the assistant engineer for Cristiano da Matta and the #25 Champ Car team.

Bottom - The calm before the storm. Vent jack man, Mark Morgan, and fueler, Kelly Cowrie, enjoy a quiet moment during the rainy Vancouver event, in anticipation of a Cristiano da Matta pit stop.

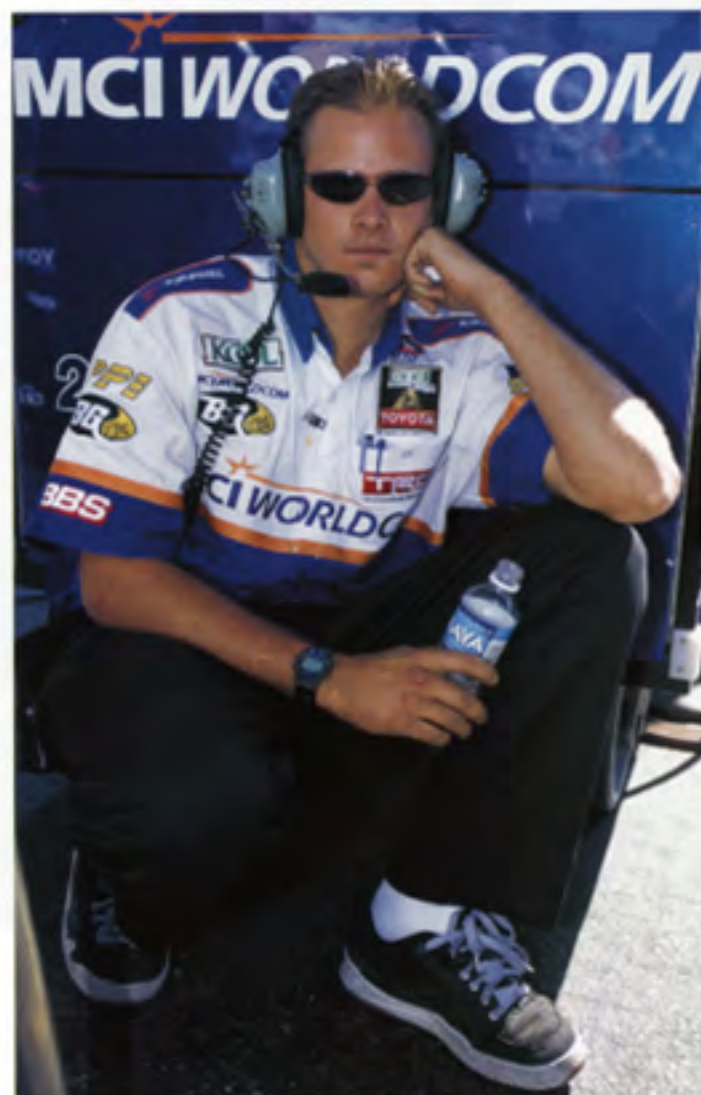


Above - Over here, over here! Chief mechanic, Bobby Golasinski, anxiously waves Scott Pruett into the proper pit stall during a race.



Left - Steve Yanez readies a Firestone tire for action during a race practice session.

Atlantic team Chief Mechanic, Dave Walsh, received top honors during the year from RACER magazine, as the magazine dubbed him as their Mechanic of the Month.



Atlantic team mechanic, Rob Arciero, teamed with Dave Walsh to do much of the work on the championship winning #25 Atlantic car, driven by Anthony Lazzaro.



"You think you can win with that thing?" Andrew Bordin ponders, as Anthony Lazzaro gets ready to take off on a scooter.



McDonald's and families have always made a great combination. Anthony Lazzaro takes a moment with his (from left, moving clockwise), son, Cory, wife, Marcie, Anthony, and daughter, Ansley. When daddy goes to show and tell next year, he may be asked to bring the #97 McDonald's Ford Taurus that he'll be racing during his rookie season in the NASCAR Busch Series.



McDonald's Motorsports Manager, Bill Korbus, and PPIM Marketing team member, Ruth Warren, go back a long way; the two worked together previously for McDonald's in Chicago.

Below - Atlantic Team Manager, Nick Harvey, has a debriefing session with Andrew Bordin during a practice session. Their first year together produced a third place finish in the final standings of the Toyota Atlantic Championship.



Tracy Krosnoff, wife of Jeff Krosnoff, enjoys a moment with Cal Wells III during the PPIM open house held in late October.



With Hospitality Supervisor Dave Gowland looking on, receptionist Heidi Wood helps a guest sign in at the open house.



Above - More than 400 guests packed the PPIM shop for the open house in October. In the center of this photo, Cal Wells III gets ready to cut a cake that was presented to him commemorating the first 20 years for PPIM, which opened in 1979.

Right - Karen Grow, Procter & Gamble's Tide Motorsports Manager, smiles after winning a PPIM sweatshirt from the open house raffle.



Far right - Sandra Wells (Cal Wells III's wife) entertains young Tate Caraway during this year's open house.



Trophies from the PPIM Atlantic team's nine victories over the past two years, accumulated by Anthony Lazzaro and Andrew Bordin, sit on display in the shop lobby.



The PPIM shop was a spectacle of lights - and race cars - during the open house. It was also the first look at the #32 Tide Ford Taurus, which will be driven by Scott Pruett in the 2000 NASCAR Winston Cup series.

Off-road team member, James DeGaine, gets a fuel can in place during a testing session for the Baja 1000.



During the Baja 1000, the PPIM off-road team used three helicopters and five chase trucks for race support.



Ivan "Ironman" Stewart climbs a hill during testing for the Baja 1000. Earlier in the year the Ironman recorded PPIM's 15th victory in the deserts of Baja by winning the Baja 500.



Ted Mangels

1928-1999

No one single person has contributed more to the engineering success of our grand national sport trucks and desert truck. He was paramount in our dominance in the 1980s and certainly solely responsible for our dominance in the 1990's. He will be missed by all.





PPIM Atlantic racer, Anthony Lazzaro, had a lot on his mind during the summer months of 1999; he was simultaneously working to maintain his lead in the Atlantic championship standings, and auditioning for the ride in the McDonald's Busch Series car. Both went well – he won the championship and got the ride.



In just their second race together, new PPIM Atlantic teammates, Andrew Bordin and Anthony Lazzaro, joined each other on the podium. Lazzaro grabbed the championship lead that day and never let go.



PPIM Atlantic crew members, Dave Walsh and Rob Arciero, under the watchful eye of Team Manager, Nick Harvey, were part of the crew that had the cars in top shape race after race.

PPIM Atlantic team mechanics, Alaric Edscorn (rear) and Chuck Glass, get ready to send the #24 Atlantic car out for the race.



Vic Carl, who heads up Precision Service Racing Group (PSRG), is the sole Yokohama tire distributor in the United States. PSRG is owned by Cal Wells III.



Andrew Bordin's first year with PPIM was beneficial for both sides; Bordin took advantage of the team's vast knowledge, expertise and experience, and the team benefited from Bordin's talent behind the wheel, which brought two wins and a pole.



Below - Members of the #24 Champ Car position themselves on the grid before the start of the race.

Lower Left - Pioneer's Tracey Ramsey, Assistant Manager of Marketing Services, Russ Johnston, Vice President of Marketing Car Electronics, and Ed Sachs, Executive Vice President of Sales, wish Scott well prior to the start of the season finale.



Right - Scott Pruett lowers himself into the cockpit for the start of his final Champ Car race in Fontana, California.





■ The Future

"My heart is still in off-road," says Cal Wells Jr., who, interestingly, has seen PPI Motorsports grow from a humble, empty pocketed, three man enterprise to a veritable motorsports empire. "I guess I'm kind of a traditionalist because I think off-road is where it's at. However, my son, Cal, has big goals and I can understand that. This is a business now and Champ Cars have taken precedence and, of course, NASCAR will be our next challenge to conquer. And while for me it's about going out there and kicking ass in the middle of the desert and showing people who is boss, I am constantly amazed at what has happened here and how great this company has become."



Cal Wells Jr. has been in the pits for all of PPIM's more than 100 victories, and is in many ways the patriarch of off-road racing's most winning team.

In an intriguing way, Cal's father's words poignantly reflect both the old and new iterations of the ever changing PPI Motorsports. Initially born out of his son's love for desert racing in the Southwest, PPI Motorsports came to life in an effort to bring more professionalism to young Cal's nascent racing effort. However, unlike his father, who was content to keep hammering away in the Mojave Desert and the far reaches of the Baja Peninsula, Cal (known by close friends as a true racer who will race anything, anywhere, anytime), was willing to

look ahead to new and invigorating opportunities in U.S. motorsports.

So it is now 1999, as American motorsports gets prepared to enter the new millennium, that PPI Motorsports is poised to become one of the most powerful motorsports entities in the world. And when the 2000 race season opens up in February, PPI Motorsports racing will drive south from their bristling new building in the NASCAR metropolis of Charlotte, North Carolina and unload two new NASCAR teams in the revered garages of Daytona International Speedway. In one transporter will be rookie Busch Grand National driver Anthony Lazzaro, who will drive a new, from the



Scott Pruett drove the #24 Pioneer Electronics/MCI WorldCom Champ Car during his final year in CART competition, and moves into the #32 Tide Ford Taurus in NASCAR Winston Cup competition for 2000.

ground up, PPI Motorsports McDonald's backed Ford entry. Also present at Bill France's legendary race circuit will be longtime Champ Car driver, Scott Pruett, who has decided to take his talents into the rough and tumble, fender banging world of Winston Cup racing. After a long and successful open wheel career, Pruett will climb into a 3,400 pound Winston Cup car adorned in the resplendent bright orange colors of the Tide brand, ready to embark on his new life on NASCAR's booming Winston Cup circuit.

Meanwhile, back in California, PPI Motorsport's two Champ Car teams will be hard at work putting the final pieces in place for a run at the year 2000 CART FedEx Championship Series title. With mercurial rookie Cristiano da Matta already in place for the fast approaching season and a soon to be named second driver slated to fill Scott Pruett's vacant Reynard 991, PPI Motorsports will be a threat to win races in the new millennium.

Concurrently, Nick Harvey and his band of Atlantic mechanics and engineers will be putting the finishing touches on the successful Toyota Atlantic program which will head into 2000 to relentlessly defend their 1999 championship. Finally, Tom Morris and the off-road team - the team which, to this day, serves as the heart and soul of PPI Motorsports - will once again be in the shop planning a battle strategy for yet another successful run at the Baja 500 and two intimidating 2000 mile events.

When one takes a step back and looks at everything objectively, the PPI Motorsports race operation has become one of the true great success stories in American motorsports. In fact, at any one time next year, the teams of PPI Motorsports may be racing on different continents, in five different race series, upwards of seven different cars!

And it doesn't stop on the race track.

Back in California, Wells and Johnson will be taking every step necessary to insure that both of the PPI Motorsports race shops will be equipped with only the latest, most cutting edge racing technology available. Already graced with state of the art CAD/CAM design capability and CNC capabilities, the world class engineering department will continue its quest of creating better, faster, stronger and safer race cars. The fabrication shop, the machine shop and the carbon fiber shop will proceed to utilize - and optimize - the most contemporary technology in a concerted effort to gain an edge over all competitors.

While all of this is taking place, a group of PPI Motorsports employees who manage the Toyota Motorsports Garage will continue to prepare the PPG pace cars - the Toyota Solara and Lexus GS 400 - for the CART FedEx Championship Series. Moreover, the division will also build the new 2000 Toyota Celicas which will thrill the crowds at the annual Toyota/Pro Celebrity Race at the Long Beach Grand Prix this April. Finally, PPIM will introduce a new fleet of CART Safety Trucks, all of which will be based on the new Toyota Tundra full-size pick-up truck.

With more than 10.5 million spectators and 250 million television viewers watching both the NASCAR Winston Cup Series and CART FedEx Championship Series in 1999, PPI Motorsports will continue to develop and nurture motorsports partnership opportunities. By positioning PPI Motorsports as a company that can provide interested corporations with unique marketing and promotional opportunities, these said companies, through a joint venture with PPI Motorsports, can enjoy the halo effect of auto racing and the sport's intrinsic attributes of speed and technology.

With motorsports about to enter a brave new era, PPI Motorsports, through a multitude of far reaching motorsports programs and a clairvoyant vision, is now in a position to lead the movement. With its technology, resources, talented personnel and state-of-the-art entertainment infrastructure, PPI Motorsports - and the partners who choose to join them - will be at the vanguard of American auto racing. And whether it be the CART FedEx Championship Series, the NASCAR Winston Cup and Busch Grand National Series, the Kool/Toyota Atlantic Series or the Baja 1000, PPI Motorsports will be there - and be there to win.

Another PPIM driver moving within the team is Anthony Lazzaro. After winning the Toyota Atlantic championship in 1999, Lazzaro will be a NASCAR rookie in 2000.





P P I M O T O R S P O R T S 1 9 9 9

Atlantic Team

Tony Alvarado
Rob Arciero
Kyle Brannan
Eric Crowder
Alaric Edscom
Dave Geisler
Chuck Glass
Michael Harvey
Nick Harvey

Accounting

Lisa Dowell
Margaret Goodberry
Jonathon Harrison
Annette Jones
Geraldine Kramer
Debra Lindsey
Mark Roth
Deanna Stark
Diane Tilton -
not shown

Administrative/ Management

Albert Arciero
Cathy Britvich -
not shown
Bobbie Caraway
Amy Davis
Kimberly Gibson
Wayne Goodell
Mark Johnson
David McNeil
Heather Rawls
Cheryl Stansbury
Cal Wells Jr.
Cal Wells III
Heidi Wood

Drivers

Andrew Bordin
Cristiano da Matta
Anthony Lazzaro
Scott Pruett
Ivan Stewart

Fabrication Shop

Kiyoshi Bansho
Michael Donovan
George Gould
Michael Markowitz

General Engineering

Richard Deatherage
Christopher Leiphart
Stefan Pfeiffer -
not shown
Gary Powell
David Walsh
James Wells

Hospitality

Kenneth Aplanalp
Gary Borkenhagen -
not shown
Dave Gowland
Stephanie Gray -
not shown
Scott Groves

Richard Jarrett
Timothy Kowalec
David Laible
Sherry McGeough
Mary Plant -
not shown

Information Services

Linda Arriola
Nathan Hamre
Rudy Ruiz
Ken Van Mersbergen II -
not shown

Machine Shop

Jesus Cazares
Norman Egle
Huy Nguyen
Lou Rael
Tobin Wood

Marketing

Chase Campen
Amy Riley
Sharon Villanueva
David Wells

MCI WorldCom CART Team

Craig Adams
Vincent Baud
Richard Buck
James Carbon
Kelly Courie
Mike Hartgraves
Stuart Kay
Cooper King
Robert Maschhaupt
Jeffery McComb
Mark Morgan
Garrett Mothersead
Bharat Naran
Anthony Nash
Thomas Skroch
John Stanchina
Mark Stump
Iain Watt

Paint Department

Daniel Garcia
Christopher Hukill
Matt Meehan
Alejandro Rivera
Fermin Rivera
David Wachter
Ronald Williams

Parts & Purchasing

Tyler Caraway
Kenneth Doering
Juan Espinoza
Brian Hoepfner
Scott Liebert
Darick Schmitt

Pioneer Electronics CART Team

Darren Arns
Glen Rotha
Keith Burton
John Dick
Douglas Dorsten
Kevin Duncan
Robert Golasinski
Peter Hansel
Jayson Madison
Andrew McNiven
Christopher Moschetto
Todd Phillips
John Reynolds

Research & Development/Test Team

Raymond Brown
Benjamin Devitt
Christopher Lerch
Barry McSherry
Steven Passey
Eddie Pratt
Stephen Ritenour
George Salazar
Brandon Shorr
Jon Tomlinson
Neil Wheatley
Brett Young

TMS Motorsports Garage

Richard Garver
Damon McLunkin
Albert Pinedo Jr.
Martin Schwerter
Charles Wade

Toyota Off-Road Team

James Blackmore
James Degaine
Peter Miles
Tom Morris

Travel

Michael Acuna
Caryn D'Allura
Trisha Williams
Jennifer Wright

Unit Repair/ Sub-Assembly

Keith Devereux
David James
Kelly Kono
Paul Kulawiak
Richard Lamber Jr.
Steven Yanez



Jeff Krosnoff
1964-1996