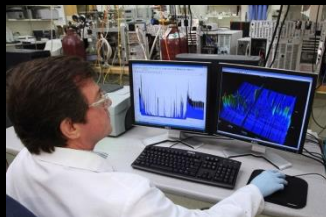


COLUMBUS[★] 2020

CORPORATE SITE SELECTION: WHAT COMPANIES ARE LOOKING FOR AND HOW TO EFFECTIVELY COMPETE

October 6, 2015



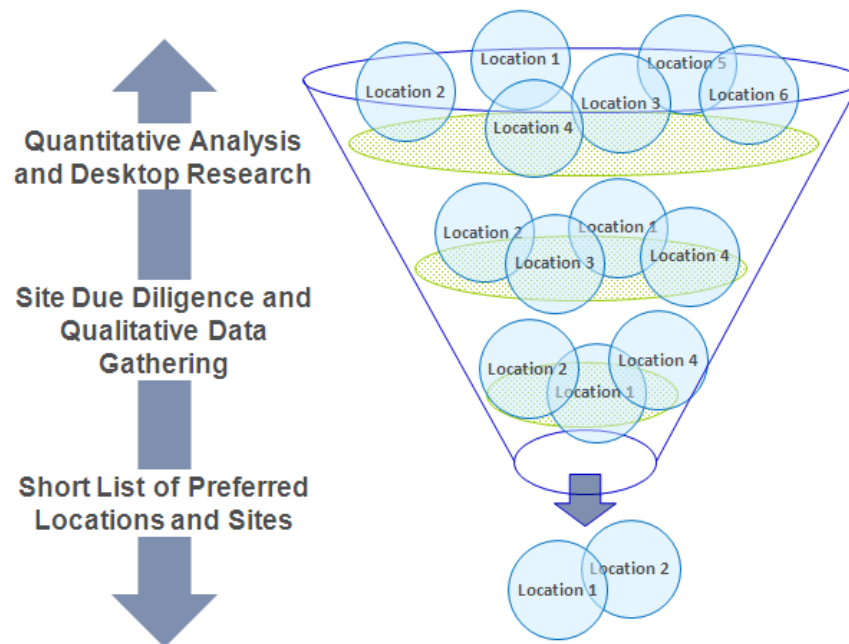
In the beginning....

- Need identified
- Internal team and key decision-makers determined
- Timeline structured
- Feasibility study completed
- Capital outlay plan formulated and approved

Project Team and Decision-Makers

- CEO – Does this fit into our global strategy?
- CFO – What is the long-term cost and how do I fit this into the budget?
- Real Estate Director – What is the best site or building?
- Human Resources Director – Is the workforce available and trainable?
- Facility Manager – Where do I want to live?
- Project Manager – How do I balance competing interests?

- Location selection is not about inclusion. It is a process of elimination.
 - What is within your control?
 - What can you influence?



Filter 1: Fatal Flaws

Screen out locations with fatal flaws such as lack of air service

Filter 2: Serious Flaws

Rule out locations that have key attributes, but in adequate infrastructure (delivery timing issues)

Filter 3: Controllable Flaws

Consider locations that meet all critical criteria, but have manageable issues that can be remedied.

Preferred and Back-up Locations

Operating Costs

Desired total variable operating costs to achieve corporate cost objectives (labor, facilities, utilities, taxes, supply chain, etc.)

Infrastructure

Reliable physical support infrastructure (real estate, power, water, airport, etc.)

Business Environment

Flexible regulatory conditions, acceptable protections, fast approval processes, etc.

Tax Strategy

Alignment with corporate global tax structure, objectives, and overall moderate to low exposure.

Scalability

Capable of appropriate scale for planned operations (labor, facilities, etc.)

Sustainability

Able to sustain operations for long-term (cost structure, talent pool, supply chain, etc.)

Risk

Achieve risk tolerance thresholds and pass on measures of corporate involvement risk (political, economic, social, natural disaster, etc.)

Implementation

Relative ease of establishing and expanding new business (permitting, regulatory, etc.)

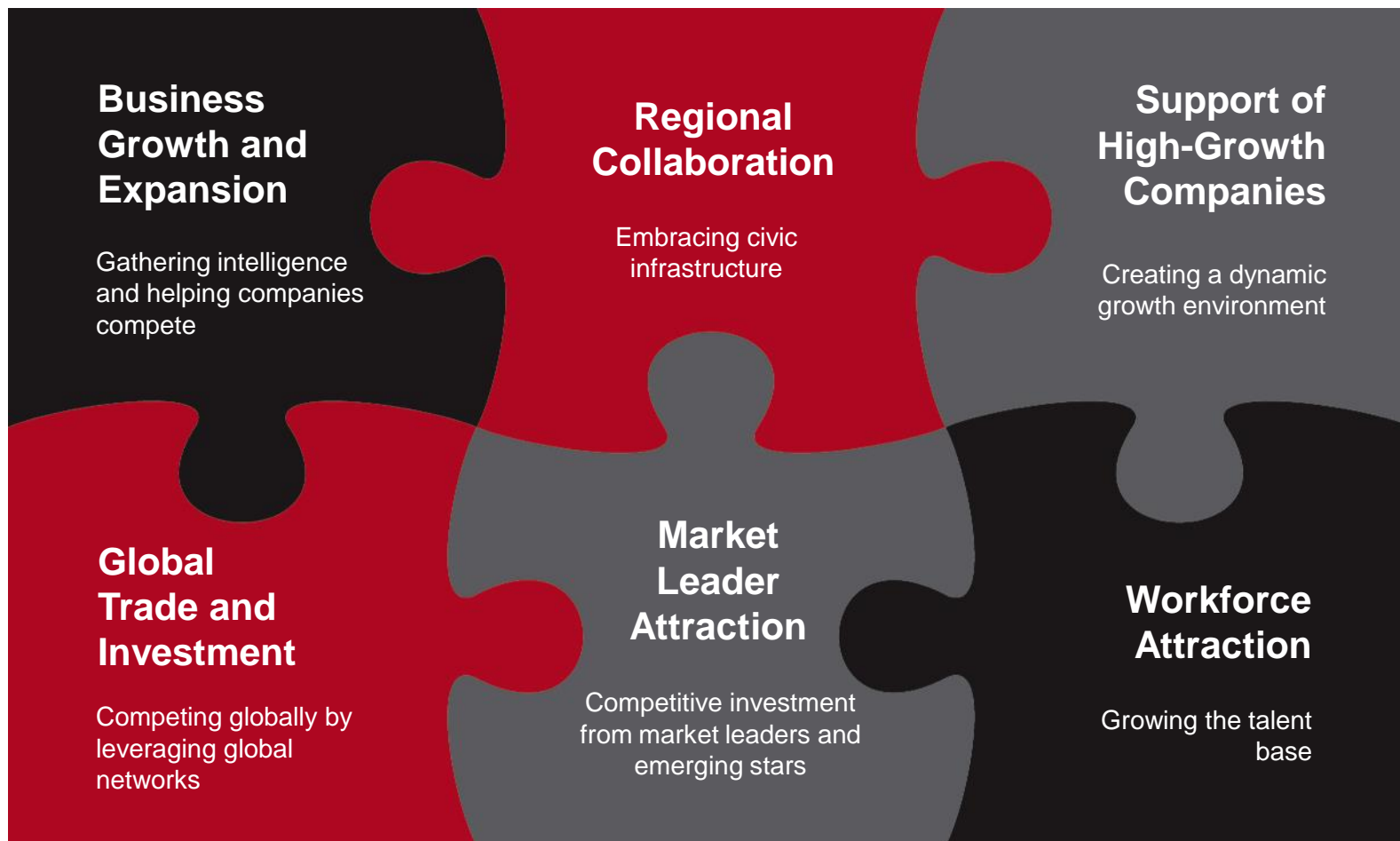
LOCATION DECISION PROCESS

| SITE COMPARISON MATRIX - PROJECT COMPASS / PROJECT NEW STAR | | | | | | |
|---|--|------|---|---------|---------|--|
| Major Factors | | | SCORING (1 = less favorable, 3 = neutral, 5 = most favorable) | | | |
| Weight | Subfactors | Rank | Weight | Site #1 | Site #2 | |
| (50% weighting for costs) | | | | | | |
| 50.0% | Total Costs (one-time and recurring) | | | | | |
| | (The net present value of one-time and ongoing operating costs are included in the overall cost score) | | | | | |
| | | 500 | 100% | 1.00 | 5.00 | |
| 12.5% | Supply Chain Effectiveness | | | | | |
| | Inbound Supply Chain | 31 | 25% | 3 | 5 | |
| | Outbound Supply Chain | 50 | 40% | 3 | 5 | |
| | Capacity | 19 | 15% | 3 | 5 | |
| | Lower Supply Chain Risks (Stability) | 28 | 20% | 3 | 5 | |
| | | 125 | 100% | 3.00 | 5.00 | |
| 7.5% | Ease of Implementation / Timing | | | | | |
| | Federal Permitting Complexity and Regulatory Environment | 4 | 5% | 3 | 3 | |
| | State Permitting Complexity and Regulatory Environment | 4 | 5% | 5 | 1 | |
| | River and Port Terminal Construction and Access | 0 | 10% | 3 | 3 | |
| | Foundation Installation | 11 | 15% | 5 | 1 | |
| | Site Preparation | 11 | 15% | 3 | 1 | |
| | Easement / Utilities Relocations | 4 | 5% | 5 | 1 | |
| | Road and Rail Upgrades / Relocations | 0 | 10% | 5 | 1 | |
| | Construction Timing Risks | 15 | 20% | 3 | 1 | |
| | Permit Timing Risks | 11 | 15% | 3 | 3 | |
| | | 75 | 100% | 3.70 | 1.60 | |

- Talent attraction and retention
- Business climate
- Operating Costs
- Real Estate
- Culture

| | Labor Environ. | The Nike Environ. | Business Risk | Operations Environ. (Existing) | Operations Environ. (New) | Business Environ. | Real Estate Options | Incentive Potential |
|------------|----------------|-------------------|---------------|--------------------------------|---------------------------|-------------------|---------------------|---------------------|
| Location A | ++ | ++ | + | -- | - | ++ | + | ++ |
| Location B | 0 | 0 | - | 0 | ++ | - | + | 0 |
| Location C | - | 0 | -- | ++ | + | 0 | + | - |
| Location D | -- | -- | ++ | -- | -- | + | + | ++ |
| Location E | + | + | 0 | 0 | 0 | -- | + | -- |

Requirements of a 21st century economic growth strategy



COLUMBUS
2020



ABOUT COLUMBUS 2020

COLUMBUS
2020

Mission

Generate opportunity and build capacity for economic growth in the Columbus Region

Goals to achieve by the year 2020

- Add 150,000 net new jobs
- Increase personal per capita income by 30 percent
- Generate \$8 billion of capital investment
- Be recognized as a national leader in economic development

Plan

- Retain and expand companies and industries that call the Columbus Region home today
- Attract economic base employers to the Columbus Region
- Accelerate high-growth enterprises by connecting entrepreneurs with the economic development system
- Improve civic infrastructure to enhance the economic development environment



COLUMBUS 2020

- Attraction of market-leading companies
- Expansion and retention of existing businesses
- Acceleration of high-growth companies
- Marketing and research



- Expert advice for venture acceleration
- Access to capital
- Incubator services
- Growth of entrepreneurial ecosystem through targeted corporate networks

COLUMBUS CHAMBER OF COMMERCE

- Government relations
- Talent strategies
- Logistics industry growth
- Market research
- Business connections

COLUMBUS PARTNERSHIP

- Advancing economic development
- Improving education
- Supporting arts and culture
- Enhancing the Columbus image
- Promoting philanthropy

ECONOMIC SECTORS

COLUMBUS
2020



MANUFACTURING



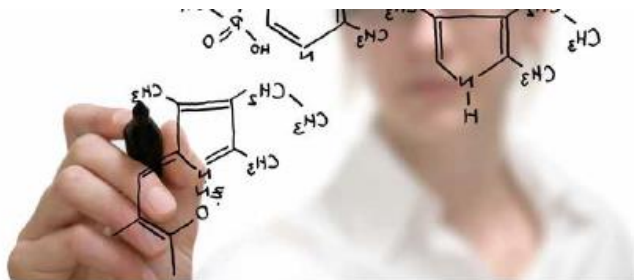
LOGISTICS



AGBIOSCIENCE



INTERNATIONAL BUSINESS



SCIENCE & TECHNOLOGY



HEADQUARTERS & BUSINESS SERVICES

WHERE THE NEW MIDWEST BEGINS

**FASTEST-
GROWING**
CITY IN THE
MIDWEST



-U.S. Census Bureau, May 2015

**No. 1 METRO
FOR JOB
GROWTH**
IN THE MIDWEST



-Bureau of Labor Statistics, September 2015

No. 1
OPPORTUNITY
CITY IN THE U.S.



-Forbes, September 2014



**MOST
INTELLIGENT
COMMUNITY**
IN THE WORLD

-Intelligent Community Forum, June 2015

No. 1
METRO FOR
WAGE GROWTH
IN THE U.S.



-Bureau of Labor Statistics, August 2015

TALENT

THERE ARE NEARLY

1,800



AUTOMOTIVE, AEROSPACE, FOOD AND
CONSUMER PRODUCTS MANUFACTURERS

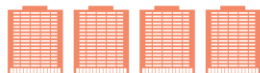
1 Building = 225 Manufacturers

MORE THAN **80,000** EMPLOYEES

40%

OF THE REGION'S POPULATION
HOLDS AN
ASSOCIATE DEGREE OR HIGHER

15 FORTUNE 1000



HEADQUARTERS

5TH HIGHEST CONCENTRATION
AMONG MAJOR METROS

ACCESS



WITHIN 10 HOURS OF
47% OF U.S. POPULATION
33% OF CANADIAN

GREATEST MARKET
ACCESS OF ANY U.S. METRO

140 DAILY FLIGHTS
TO **30+** DESTINATIONS



MULTI-MODAL, HIGHLY EFFICIENT
ROAD, RAIL & AIR
INFRASTRUCTURE

4

INTERMODAL FACILITIES
SERVED BY MAINLINE RAIL
(CSX AND NORFOLK SOUTHERN)

VALUE

EY & KPMG
RANKED OHIO

AS ONE OF THE **TOP 5**
TAX CLIMATES IN THE UNITED STATES



NO STATE TAX
ON MACHINERY AND EQUIPMENT,
NO COMMERCIAL
★ **ACTIVITY TAX** ★
ON GOODS SOLD OUTSIDE OF OHIO

LOWEST

★ ★ ★ EFFECTIVE ★ ★ ★
TAX RATE
FOR NEW R&D FACILITIES

THANK YOU

Columbus 2020

150 S. Front St., Suite 200
Columbus, OH 43215

columbusregion.com | 614-225-6063

THE
COLUMBUS
REGION