



Appalachian Access to Capital

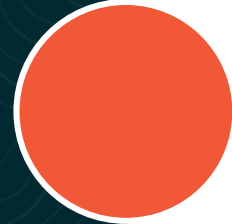
March 11, 2020

Wheeling, WV



Access to Jobs

Overview

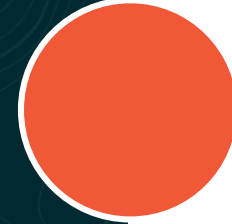


1. About Appalachian Access to Capital

2. About Global Location Strategies

3. Site Selection 101

4. Big Data



5. Who Gets to Compete for New Business

- Cost

- Workforce

- Product Inventory

- Team



6. Creating Multi-Generational Success

— About Appalachian Access to Capital

Our Hosts



DOE
U.S.
DEPARTMENT
OF ENERGY
OFFICE OF
FOSSIL
ENERGY



USDA
U.S.
DEPARTMENT
OF
AGRICULTURE
RURAL
DEVELOPMENT



US SBA
U.S.
SMALL
BUSINESS
ADMINISTRATION



USEA
U.S.
ENERGY
ASSOCIATION

Alleghany Science & Technology
USDA Rural Housing Service
USDA Rural Business Cooperative Service
National Energy Technology Lab

— Stakeholders

ECONOMIC DEVELOPMENT ORGANIZATIONS

Local, State,
and Federal

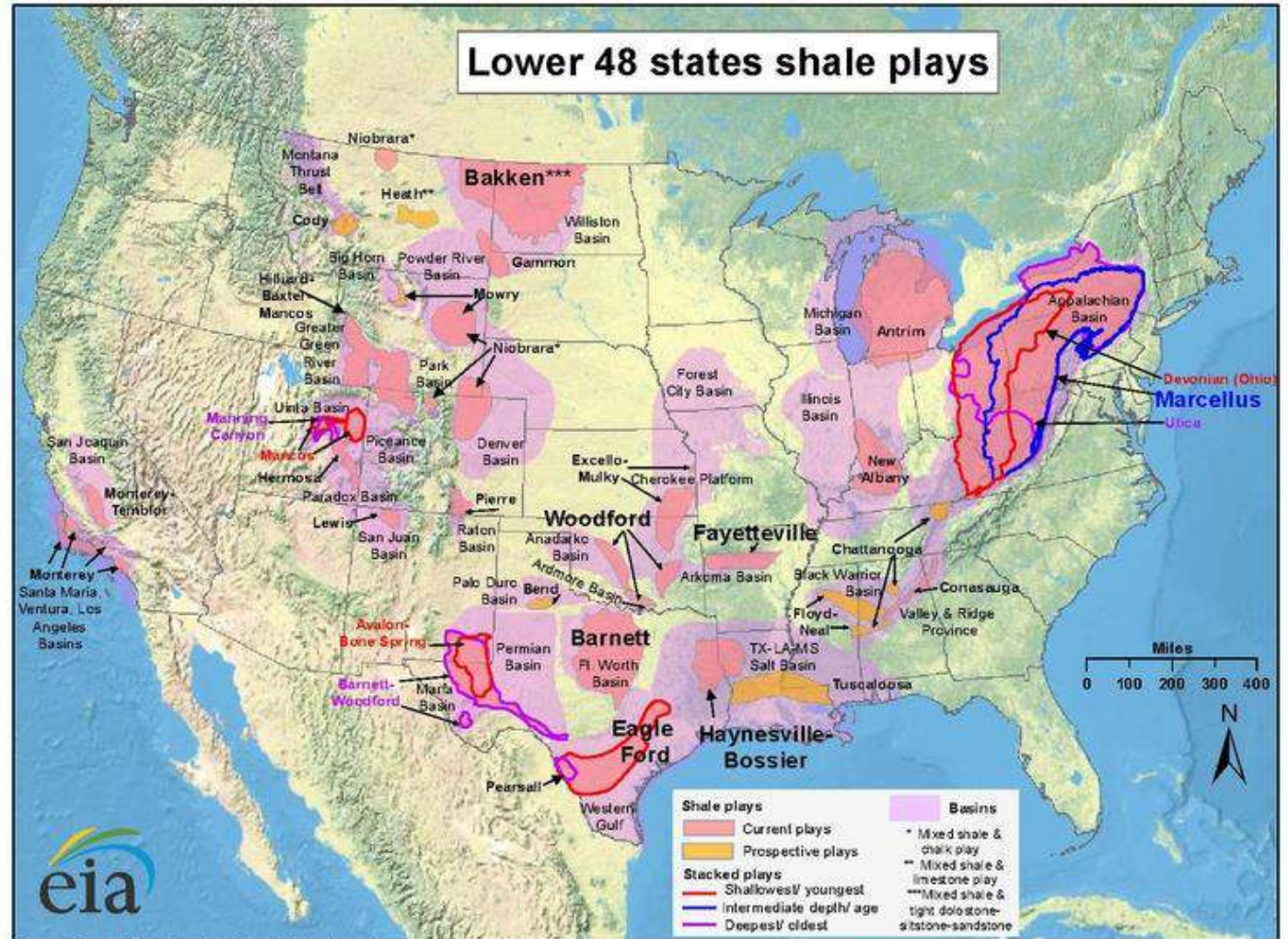


ENTREPRENEURS & BUSINESS OWNERS

Small to Medium
Sized Businesses

Why

SHALE BOOM

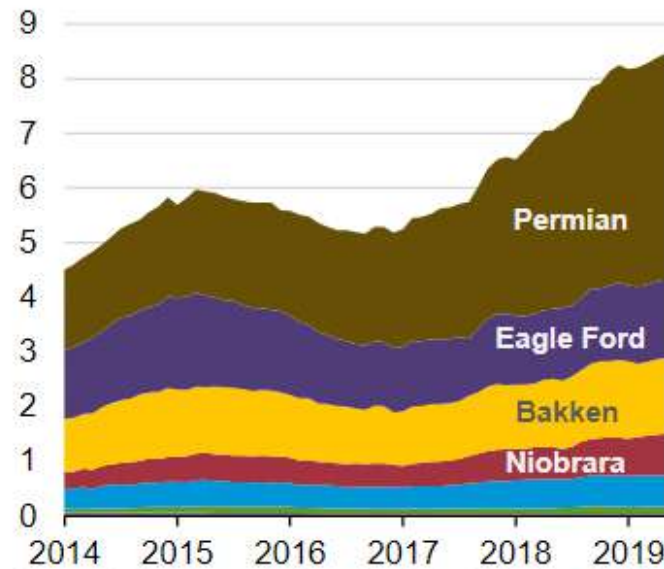


Source: Energy Information Administration based on data from various published studies.
Updated: May 9, 2011

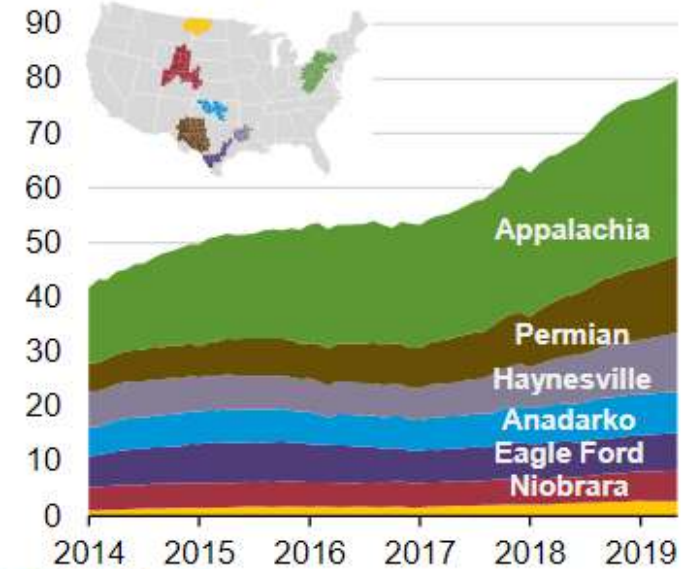
Why

SHALE BOOM

Crude oil production in selected regions
million barrels per day



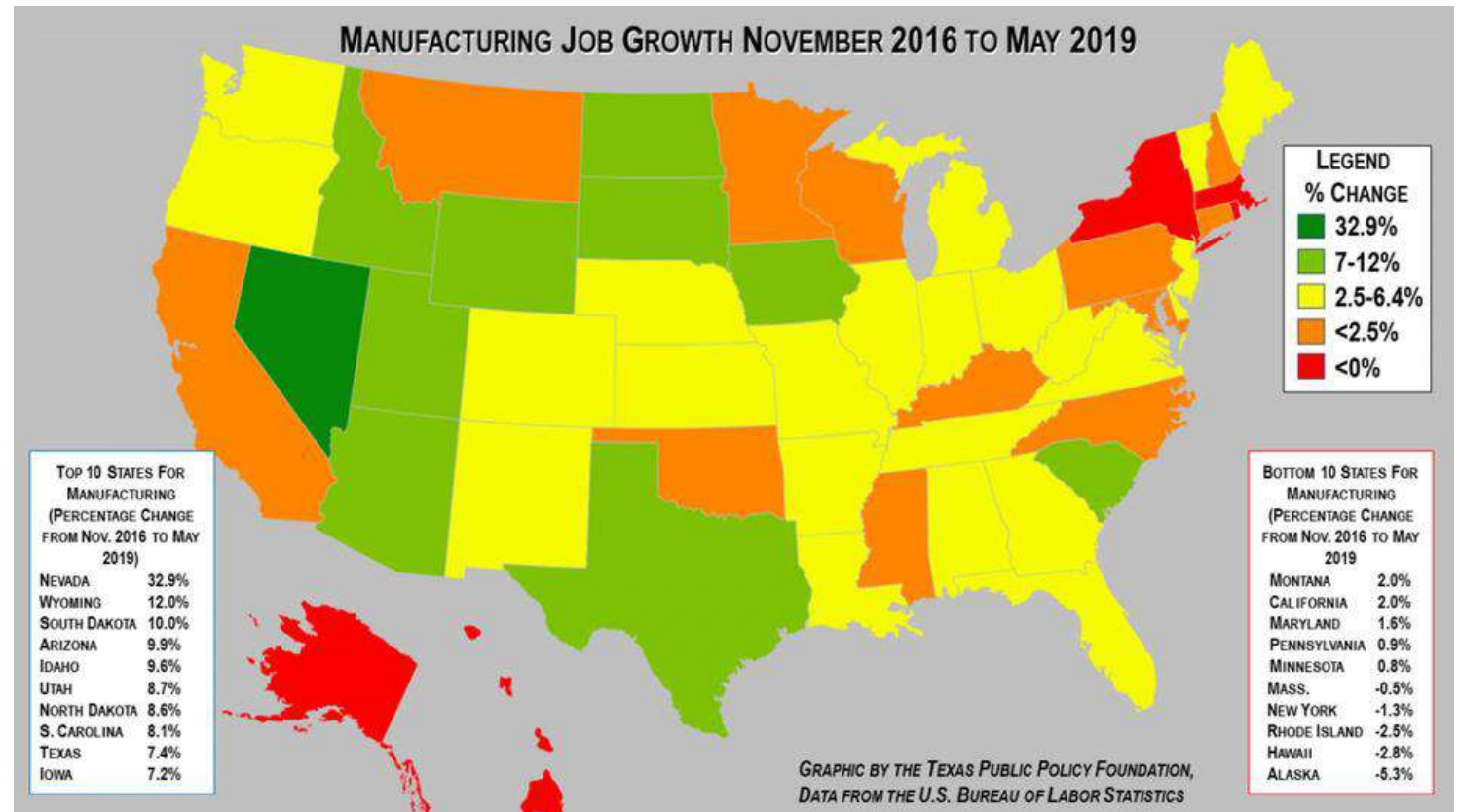
Natural gas production in selected regions
billion cubic feet per day



Source: U.S. Energy Information Administration, *Drilling Productivity Report*

Why

CAPTURE JOBS
IN THE
MANUFACTURING
AND INDUSTRIAL
SECTORS OF THE
ECONOMY



Why

MILLENNIALS
WANT TO BUY
HOMES

WHERE YOUNG PEOPLE CAN AFFORD HOMES

THESE STATES ARE THE MOST – AND LEAST – AFFORDABLE FOR MILLENNIALS.



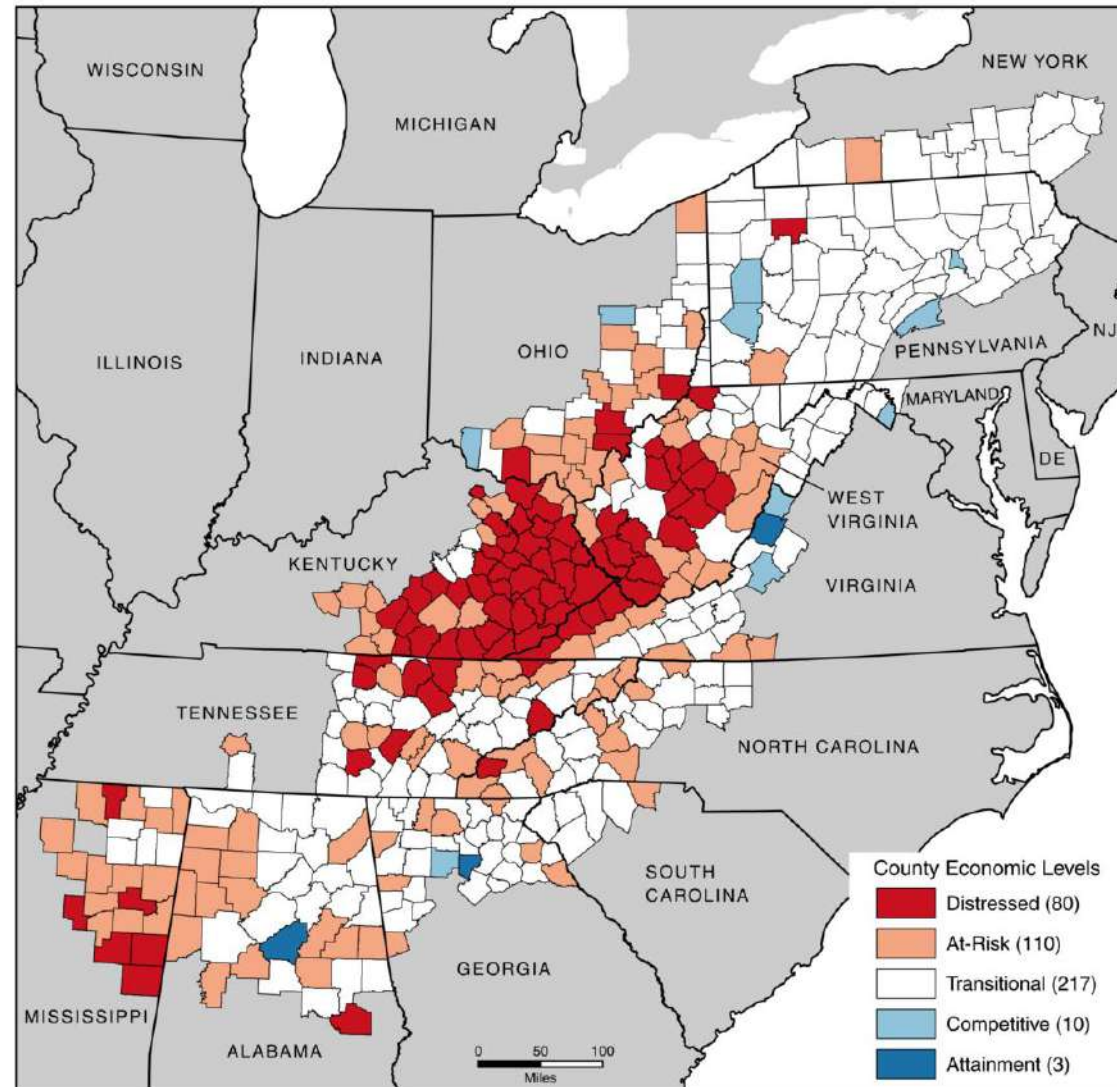
Note: Incomes as of 2016. House prices are Attom Data unless noted: *Realtor.com, **Zillow.com.

Source: Attom Data, Census Bureau, Ellie Mae, Realtor.com, Zillow.com

Money

Why

TRANSFORM
DISTRESS
INTO
SUCCESS



Created by the Appalachian Regional Commission, June 2019

Data Sources:

Unemployment data: U.S. Bureau of Labor Statistics, LAUS, 2015–2017

Income data: U.S. Bureau of Economic Analysis, REIS, 2017

Poverty data: U.S. Census Bureau, American Community Survey, 2013–2017

Effective October 1, 2019
through September 30, 2020

— About GLS

WHY WORK WITH GLOBAL LOCATION STRATEGIES?

we mean business.

Automotive

Aerospace

Chemicals and Petrochemicals

Clean Technology

Composite Materials

Data Centers and

Mission Critical Facilities

Food & Beverage

Forest Products

Life Sciences

Metals

We are a **purpose-driven organization** with nearly 50 years of experience helping companies and communities make matches for long-term, sustainable success.

Portfolio

\$18B

Announced capital investment since 2010

>9,000

Jobs announced by our projects in last ten years

\$50B

Of potential investment projects executed globally since 2015

S U C C E S S F U L L Y G U I D I N G T H E
W O R L D ' S L A R G E S T C O M P A N I E S A N D
M O S T C O M P L E X P R O J E C T S T H R O U G H
G L O B A L E X P A N S I O N S .

ABOUT GLS





Your global partner for location strategy.

01

Location Benchmarking

A cost-effective way to prioritize a search region and harden your business case before your official search process even begins. Evaluates countries, regions, states, or metros based on labor markets, business climates, living environments, and ability to meet the project's current and future operational needs.

02

Project Alignment

It's difficult to get everyone on the same page. We detail project requirements and gather valuable input from all stakeholders to create a project narrative. Before day one of the site selection process, clients are armed with a comprehensive summary of their project's technical criteria and its potential economic impact.

03

Site Identification

You don't have hours to spend poring over project bids. We solicit economic development organizations in a client's established competitive search region on their behalf. We filter through all of the proposals, eliminating sites that don't provide the necessary infrastructure, cost, talent, or incentives. We also prepare a shortlist of remaining locations for the entire stakeholder team.

04

Detailed Site Evaluations

We vet sites while reducing travel time and expense with virtual site tours and conduct physical site visits when only technically appropriate and cost competitive sites remain in consideration. Our detailed site evaluation includes an assessment of each location's relative merits in terms of investment, recurring costs, qualitative fit, and risks to schedule, cost, and operating flexibility.

05

Incentive Negotiation

No one wants to leave money on the table. Our unparalleled incentive negotiation services include both financial and non-financial perks such as tax incentives, cash grants, utility rate concessions, training assistance, and project financing. We've negotiated terms for hundreds of corporations, so we also know how to go after incentives most aren't aware are available.

06

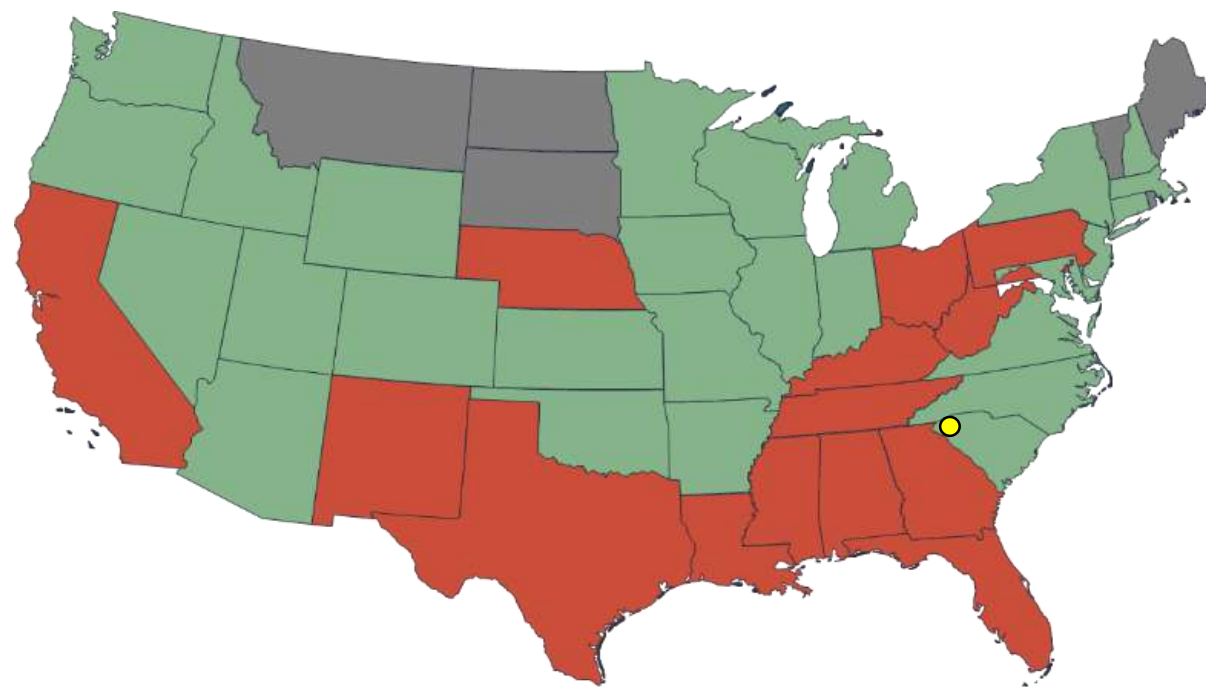
Technical Site Due Diligence

Ideal as a final step in the site selection process or a stand-alone service to confirm and validate your optimal site location. Our comprehensive analysis covers traditional due diligence factors such as zoning codes, site utilities, essential surveys, and transportation. We'll also develop a critical knowledge bank for future contractors, engineers, and architects.

Your USA partner for site selection & incentives negotiation



Relationships with state, regional, local, utility, transportation, and other economic development partners across the country.



- States where GLS has located a project
- States considered by GLS for a project
- GLS Headquarters

2019 Year in Review



194

Sites Analyzed

67

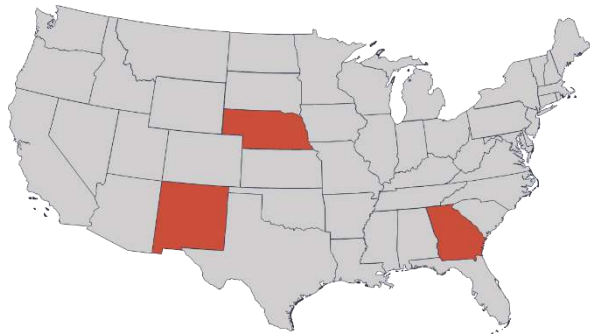


countries

26



U.S. States



3

Announced
Projects

3,395

Planned Jobs

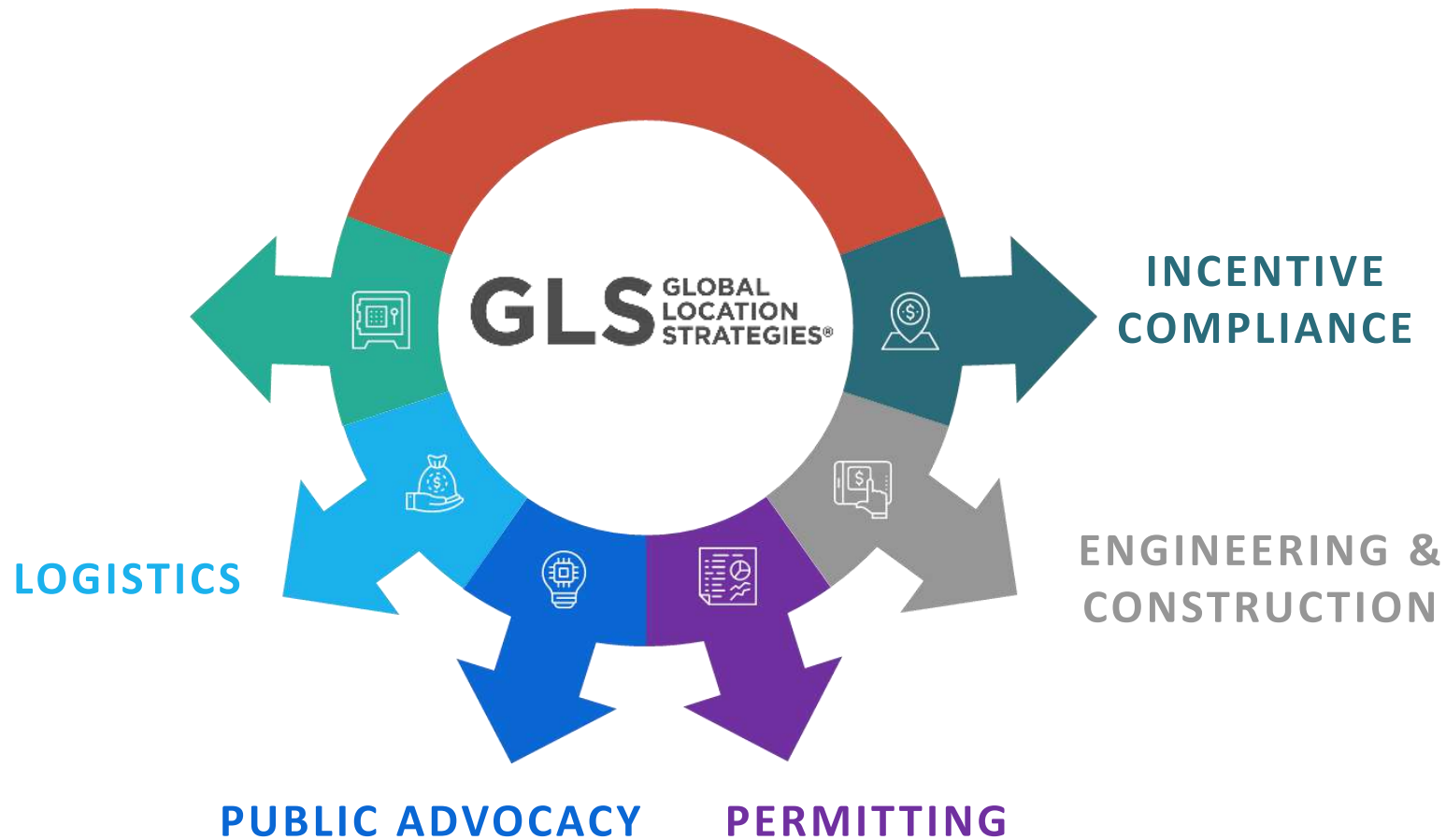
\$12.3B

Planned Capital
Investment

The Team

TO CONNECT
CAPITAL
INVESTMENT
AND JOBS TO
COMMUNITIES

Independently-owned with an ecosystem of partners to deliver turnkey location solutions for manufacturing and industrial corporations.



Value Prop

FORECASTING
OF WHAT IT
WILL BE LIKE
TO OPERATE IN
THE COMMUNITY

Technology & Data



- Proprietary database of industrial sites
- Spatial platform that allows for detailed analysis of sites, infrastructure, labor shed, and environmental aspects
- JobsEQ platform for detailed, project specific workforce analysis

Experience



- Nearly 50 years of site selection and incentive negotiations experience
- Focus on capital intensive, resource intensive projects
- In-depth understanding of energy markets and contracting structure

Team



- Team of subject matter experts that can deliver a turn-key solution
- Site Selection
- Incentive Negotiations
- Environmental Permitting
- Engineering
- Construction
- Logistics Modeling
- Human Capital Management

Risk Mitigation



- Investigating every aspect of a site and community to identify and mitigate risks:
- Risks to budget
- Risks to Schedule
- Risks to Operational Flexibility and Success

ROI Optimization



- Reduce costs and the risks of cost overruns by choosing the right location
- Improving the business case through maximization of financial incentives
- Risk mitigation to budget and schedule

PROPRIETARY TOOLS

- Manufacturing & Industrial site database
- Off-market site identification methodology
- Manufacturing and Industrial past and forecasted project profiles
- Project management methodology
- Site evaluation and scoring models
- Financial proforma models
- Risk models
- Virtual site visit process
- Field site visit framework
- Workforce analysis methods
- Employer interview process
- National USA Incentives database with project precedents

TECHNOLOGY TOOLS

- GeothinQ real-time real estate mapping and geospatial land evaluation
- JobsEQ workforce data warehouse
- Hoovers market and company research
- FDI markets for foreign direct investment project tracking
- Pipedrive customer relationship management and sales tracking
- Qualtrics surveys
- Google Earth
- SharePoint server
- Microsoft Teams collaboration
- Incentives SmartCompliance software by ADP

Powered by Technology

Knowledge, experience, a full technology stack, and data resources – at your service.



Site Database

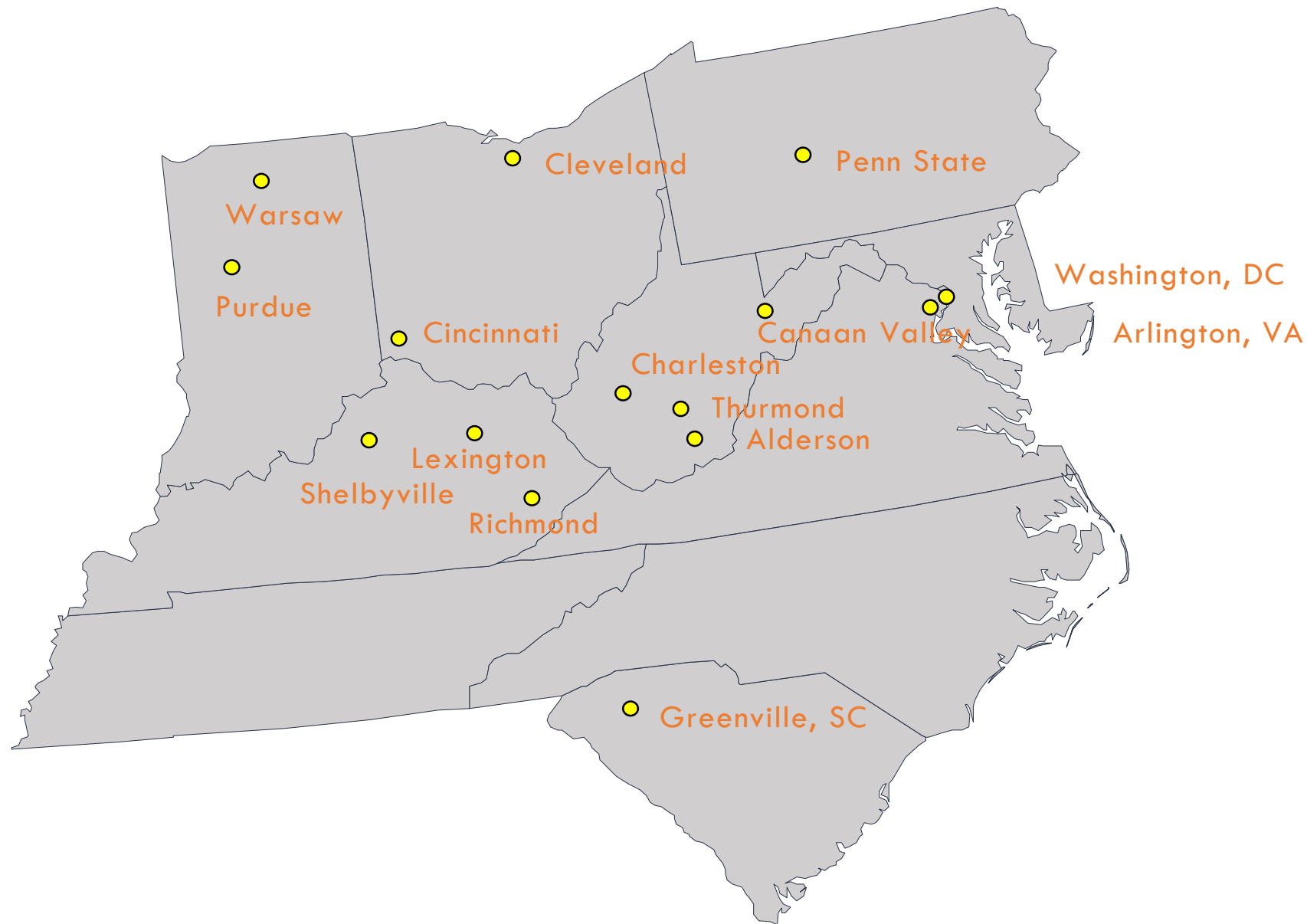


Susan Donkers Franklin

VP of Strategic Development

20

years of capital-intensive real estate project development experience



— Site Selection 101

methodology

OUR PROCESS



Alignment



Identification



Evaluation



Due Diligence



Selection

IMPLEMENTATION

Typical Schedule



Balancing Cost, Quality, and Risk

HOW LOCATION DECISIONS
ARE MADE



850 Data Points

-  Investment & Recurring Costs
-  Site / Building Characteristics
-  Utilities and Transportation
-  Environmental
-  Labor Climate
-  Business Climate
-  Risks to Cost, Schedule & Flexibility

PHASE I

- ▶ Project Alignment



PHASE II

- ▶ Site Identification



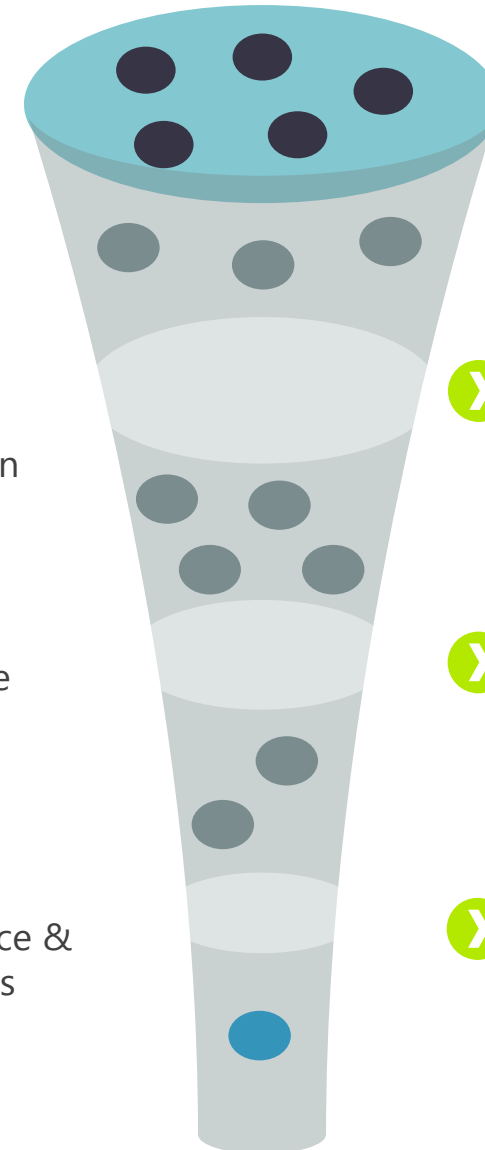
PHASE III

- ▶ Detailed Site Evaluation



PHASE IV

- ▶ Due Diligence & Negotiations



- ▶ Fatal Flaw Analysis

- ▶ Qualitative Score
- ▶ Prelim Financial

- ▶ 20-Year Financial Pro Forma
- ▶ Risk Model
- ▶ Due Diligence Checklist

Guiding Decisions Towards Multi- Generational Success

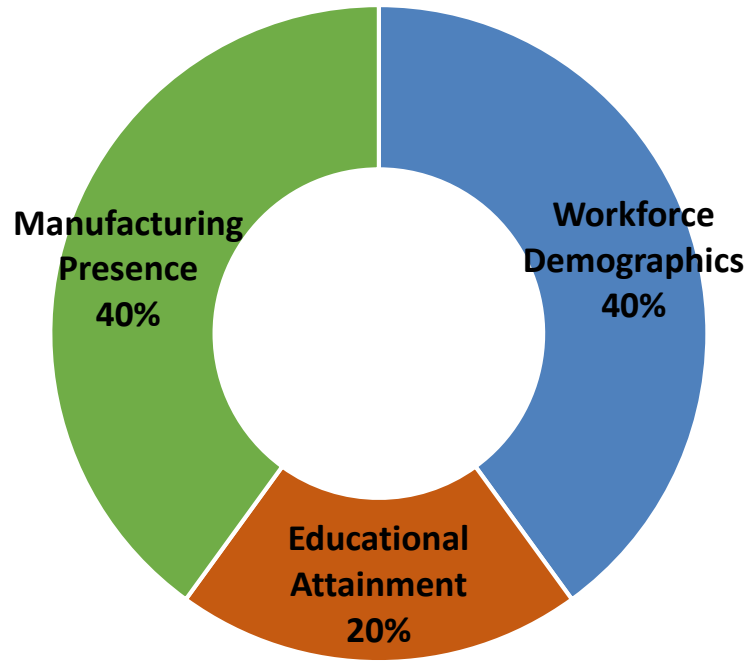
- Workforce pipeline
- Demographic shifts
- Community programs



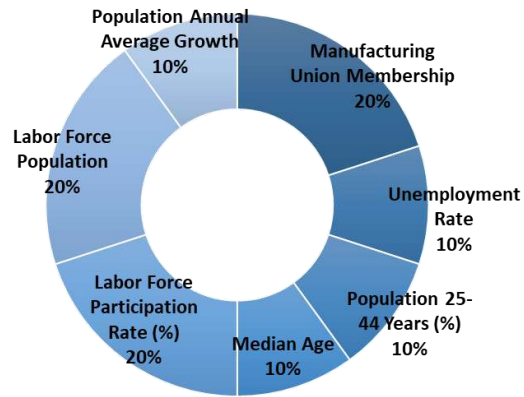
- 20 Year NPV (with and without incentives)
- Forecasted labor and logistics costs based on inflation and cost escalation
- Logistics sensitivity modeling (inbound and outbound)
- Utility and infrastructure plans
- Regulatory environment
- Political implications
- Labor Management Relations
- Environmental activism
- Long-term stressors on the community

Qualitative Analysis: Workforce

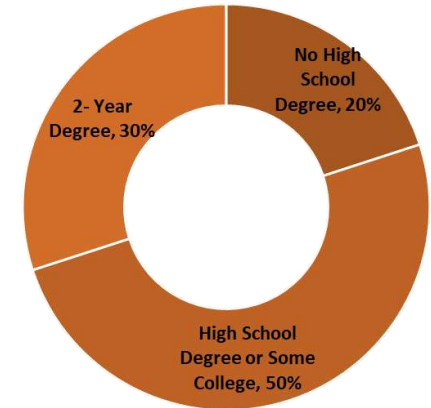
Conditional Factor Distribution



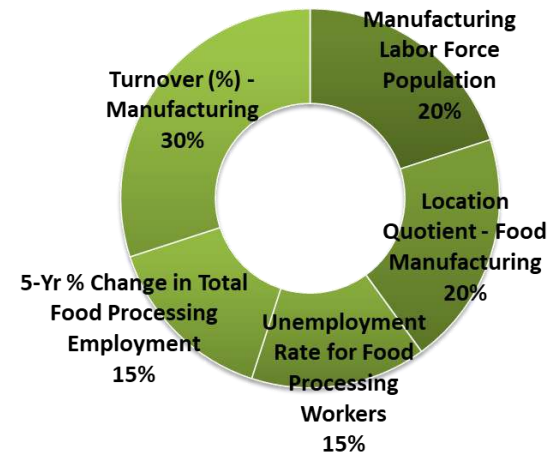
Workforce Demographics



Educational Attainment

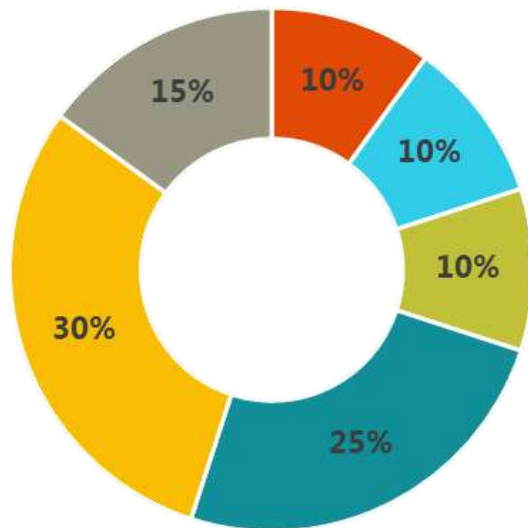


Manufacturing Presence



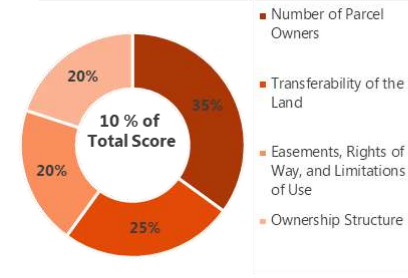
Qualitative Analysis: Site

Example Weighted Comparative Scoring

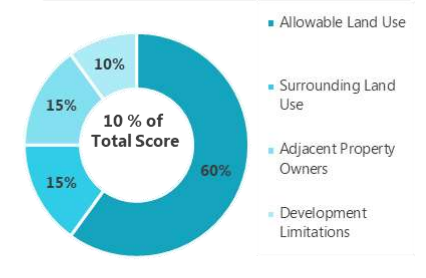


- Ownership & Transfer Structure
- Zoning & Surrounding Land Use
- Community Business Environment
- Site Characteristics
- Site Preparation
- Utility Infrastructure & Services

Ownership & Transfer Structure



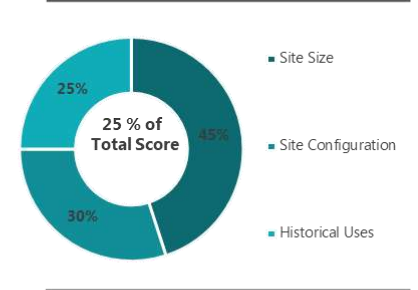
Zoning & Surrounding Land Use



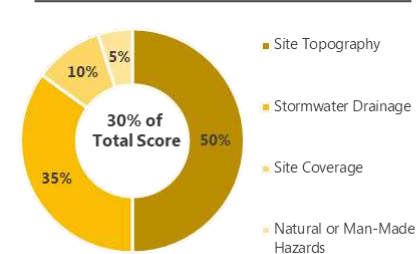
Community & Business Environment



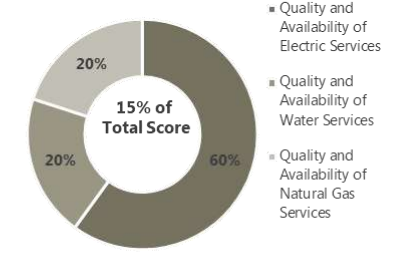
Site Characteristics



Site Preparation



Utility Infrastructure & Services



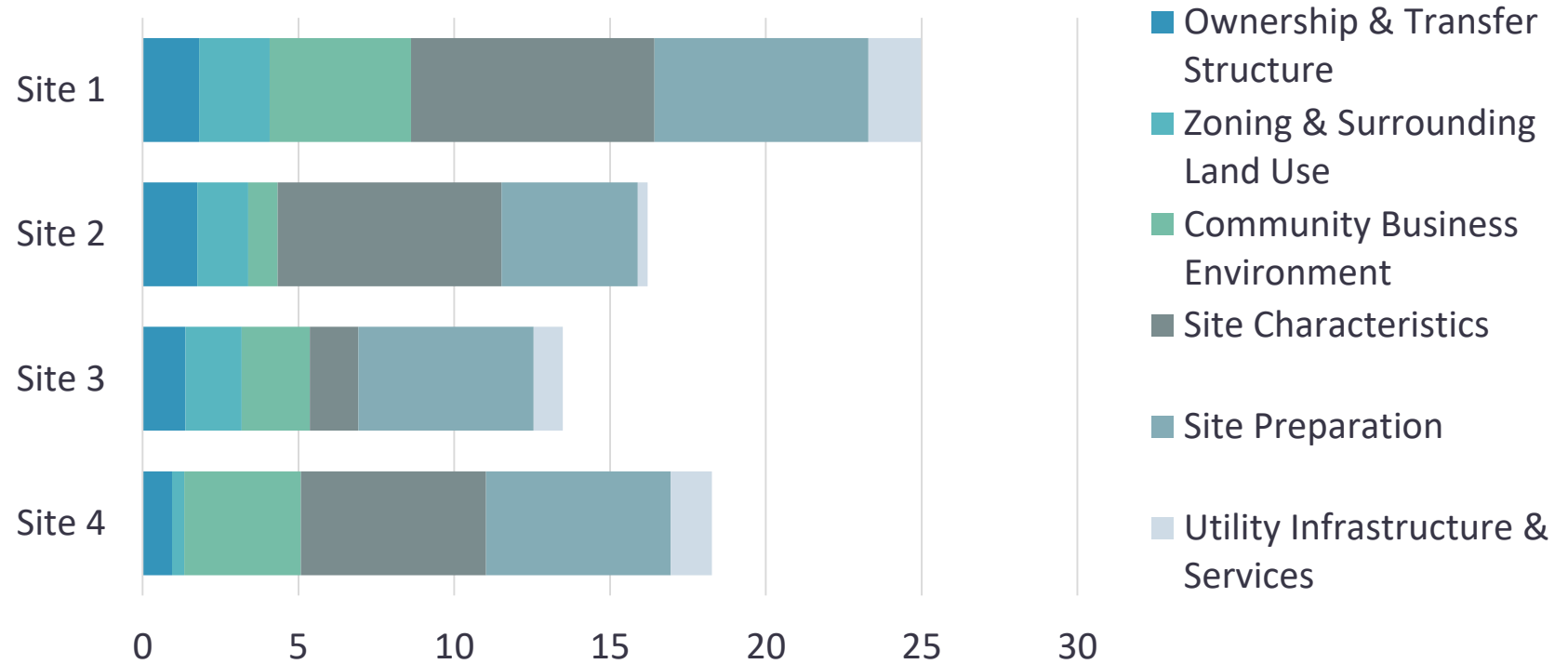


Using data obtained through the community RFPs and internal research, the scoring model will be developed to give the project team a better understanding of the conditions at each site.

This information will later be aggregated with the cost analysis to develop the composite analysis.

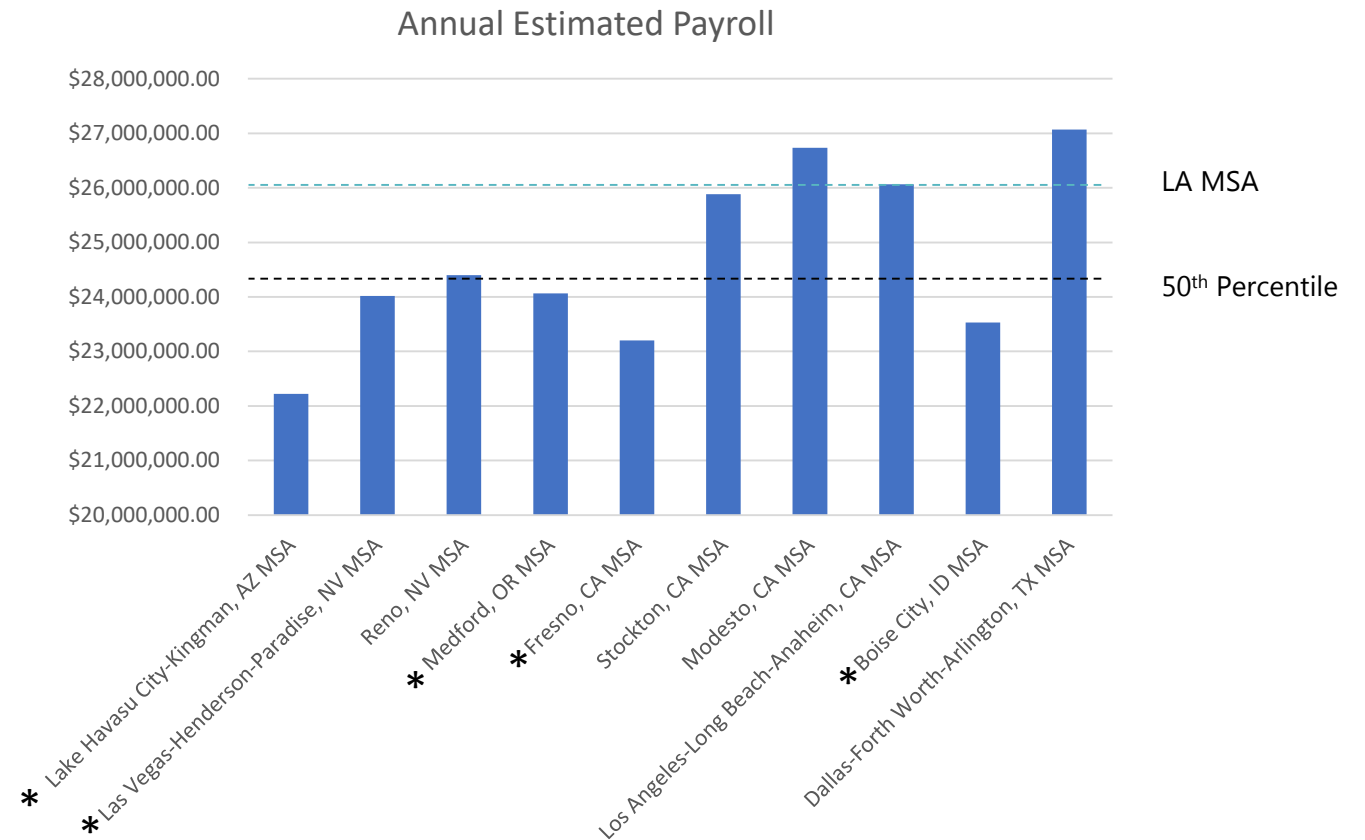
Weighted Comparative Scoring

Example WANT Scoring Results



Cost Analysis: Workforce

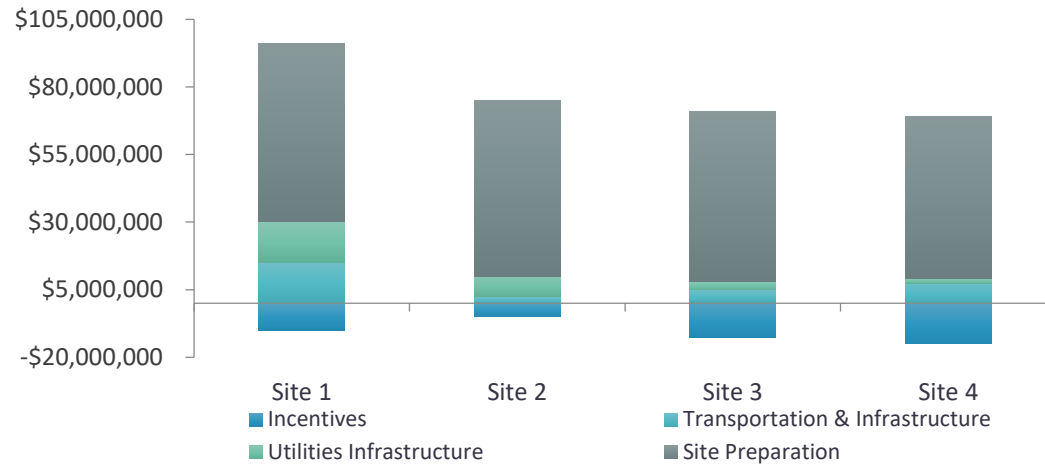
# Employees	SOC	Description	Average Wage in CA	Compared to Los Angeles-Long Beach-Anaheim, CA MSA County
422	51-0000	Production Occupations	\$20.80	75 th Percentile
100	13-0000	Business and Financial Operations Occupations	\$34.74*	50 th Percentile
522			\$25,483,328	



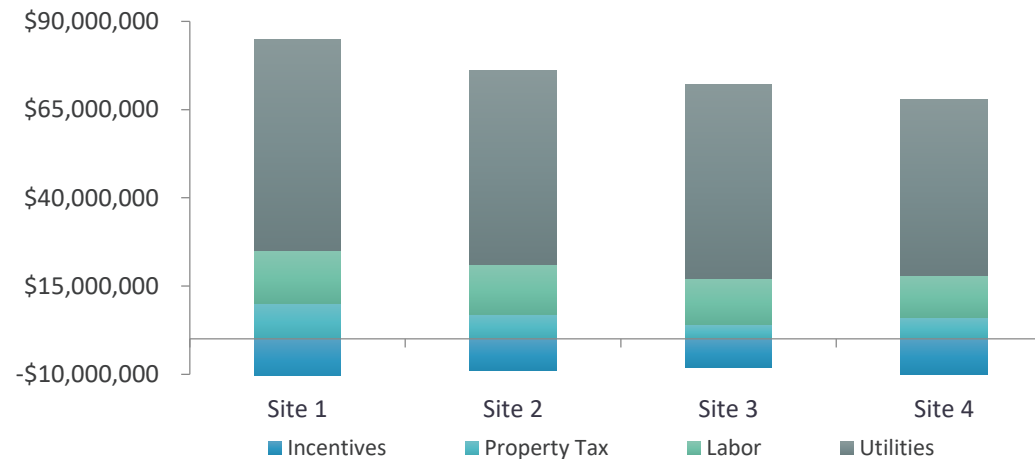
*50th Percentile for MSA used as proxy

Cost Analysis: Operating Expenses +

Example Capital Investment Cost Estimate



Example Operating Cost Estimate



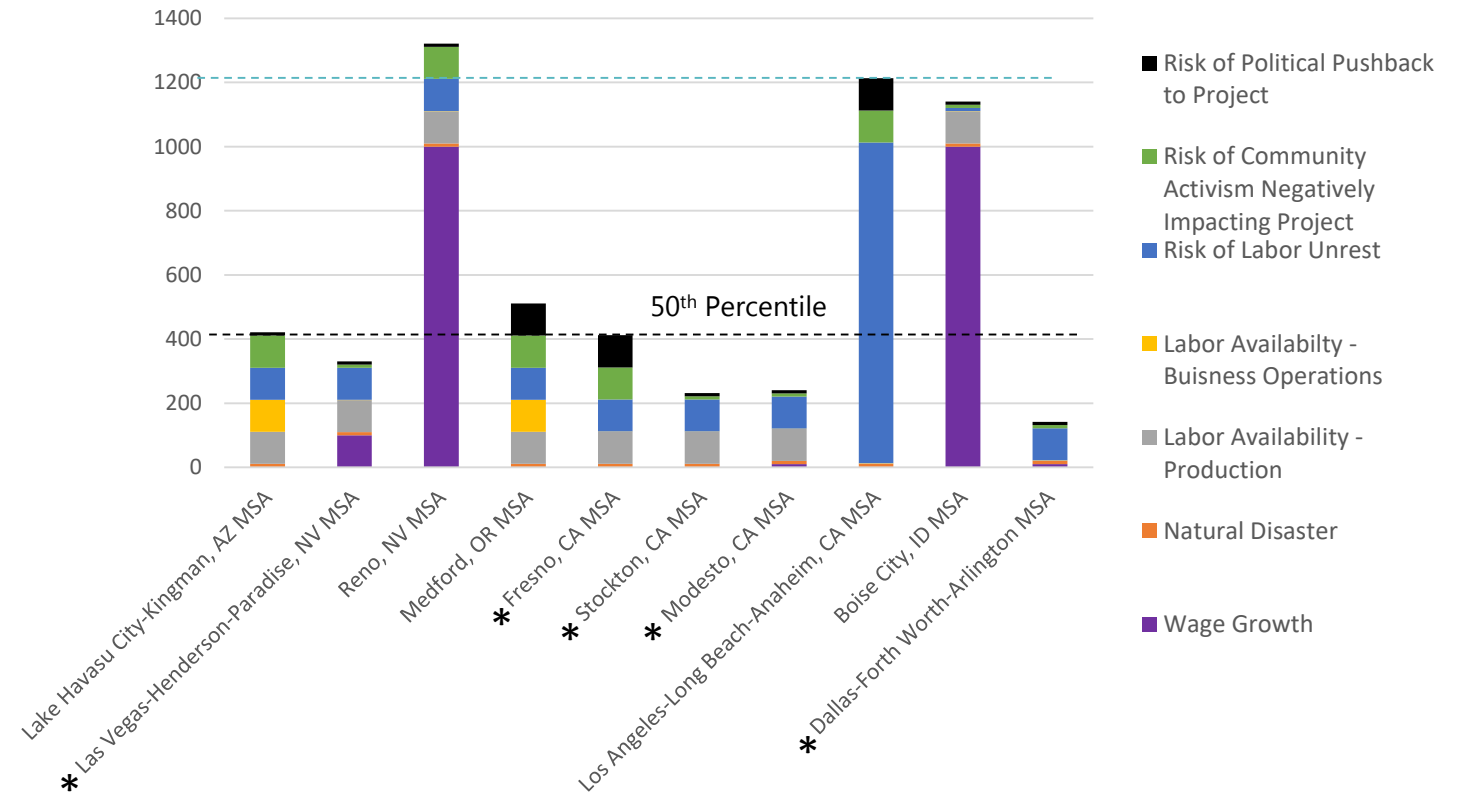
Risk Analysis

Scoring Table

		Likelihood				
		Level	E	D	C	B
Consequence	5	100	100	1000	1000	1000
	4	10	100	100	1000	1000
	3	10	10	100	100	1000
	2	1	1	10	100	100
	1	1	1	1	10	100

Low to High

Risk Scoring by Location

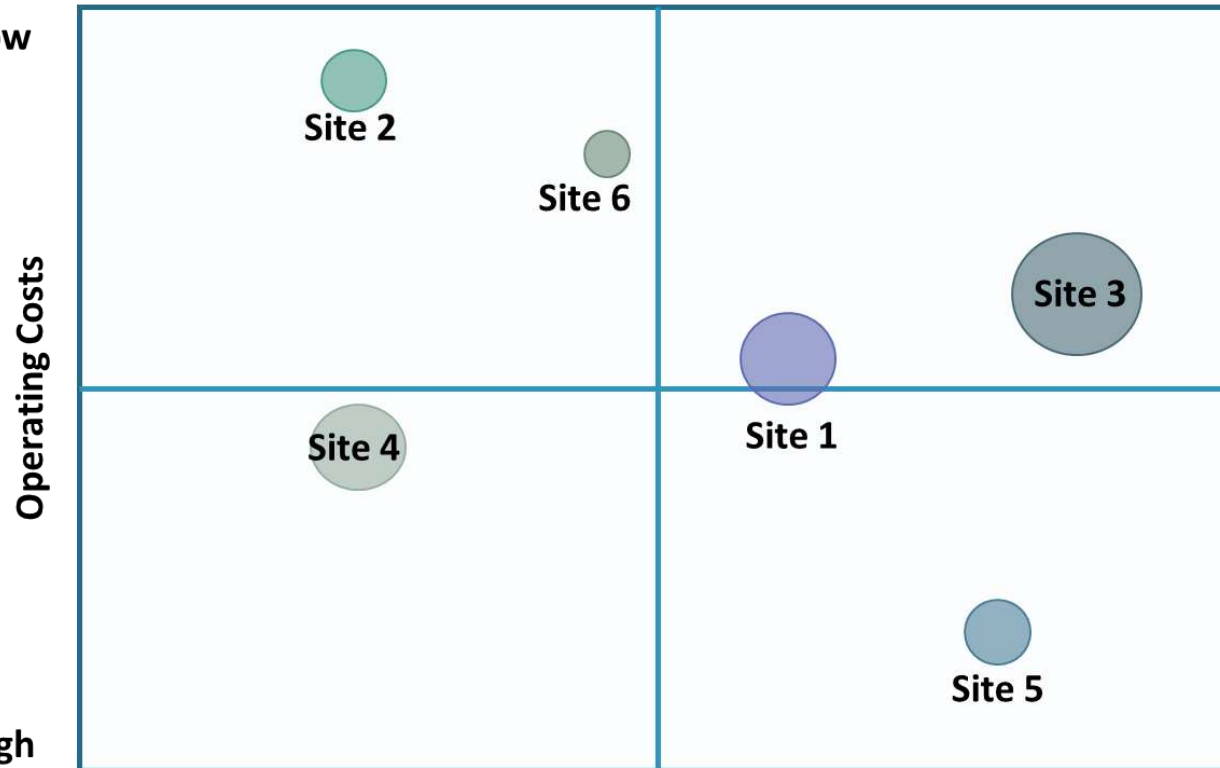


How to make the shortlist

Qualitative Scoring vs. Average Annual Operating Costs

*Low Operating Costs,
Low Conditions Score*

Low



*Low Operating Costs,
High Conditions Score*

*High Operating Costs,
Low Conditions Score*

High

Low

Qualitative Score

High

*High Operating Costs,
High Conditions Score*

Case Study: Siluria Technologies



Action

Siluria Technologies, an industrial start-up based out of San Francisco, California, approached the GLS team to conduct a site selection study for a pilot plant scale facility to convert natural gas (methane) to ethylene using proprietary technology.

Results

Part of the site selection process included identifying both co-location opportunities as well as greenfield locations. The search region considered was an array of states along the Gulf Coast of the United States. The final decision was made to co-locate with Braskem's facility in La Porte, Texas at the mouth of the Houston Ship Channel. Siluria was able to leverage existing infrastructure available in order to limit upfront investment costs.

La Porte,
Texas

17M

Capital investment

40

New Jobs

Active Project: Nationwide Portfolio of Production Facilities

Action

GLS is leading a site selection and incentive negotiation effort to identify multiple sites in Arizona, New Mexico, Texas and the Midwest for natural gas downstream energy production facilities.

Results

Using its proprietary site database, extensive network, and off-market site identification methodology, GLS is identifying, validating, and prioritizing more than 500 industrial sites for potential project development locations. This effort is integral to the company's fundraising and is helping to ensure that it reaches the requirements of its exclusive technology license.



9

Projects across the
country

~\$30 B

Planned investment

7

Years to achieve FID
for all 9 projects

Work Performed to Date:

- GLS compiled applicable sites from the GLS site database, client-provided sites, and other market sources resulting in 126 sites throughout AZ, ID, IN, KY, NM, OH, PA, TX, and WV.
- GLS then focused on OH, PA, and WV due to proximity to the Marcellus and Utica shale regions, and NM and TX due to proximity to the Permian shale region resulting in 86 assessed sites.

Initial Screening Criteria

- Proximity to natural gas lines
- Rail infrastructure on site or in close proximity
- Large site size and/or adjacent expansion opportunities

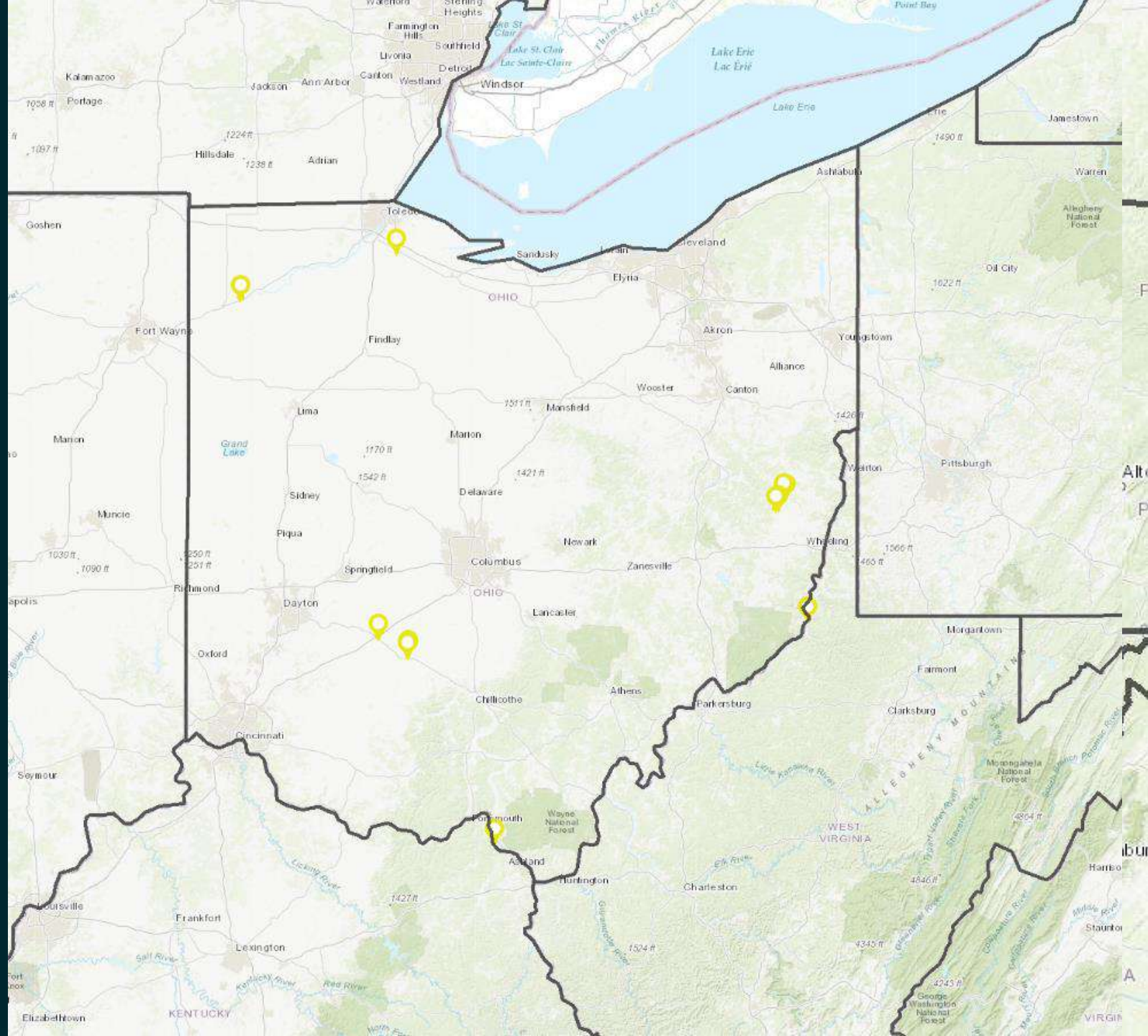


Properties initially considered

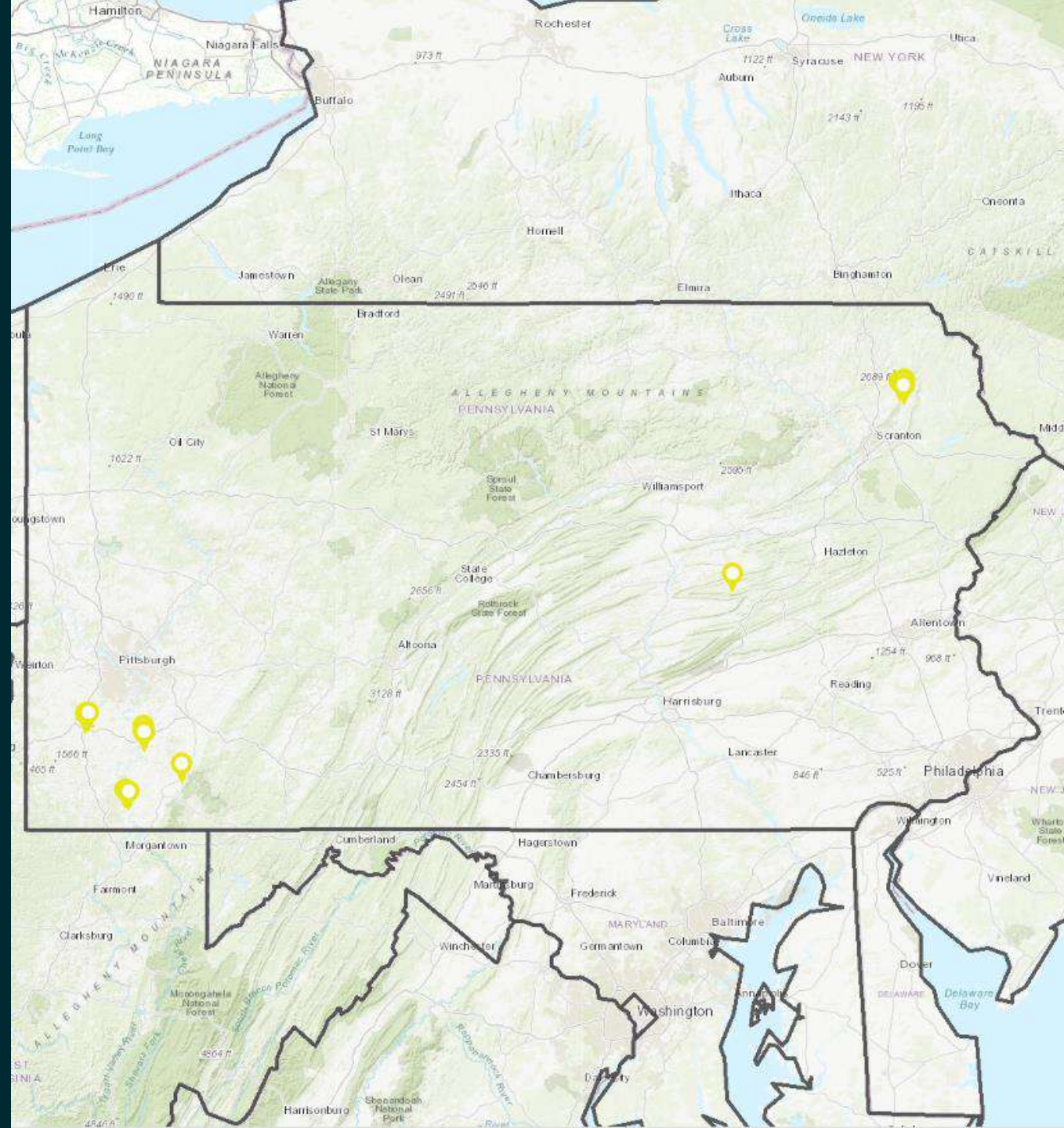
Subsequent evaluation criteria will become more refined as the sites are reviewed in greater detail.

i.e. Additional natural gas system & capacity data will be considered in order to determine which sites might experience upfront and/or operating cost advantages.

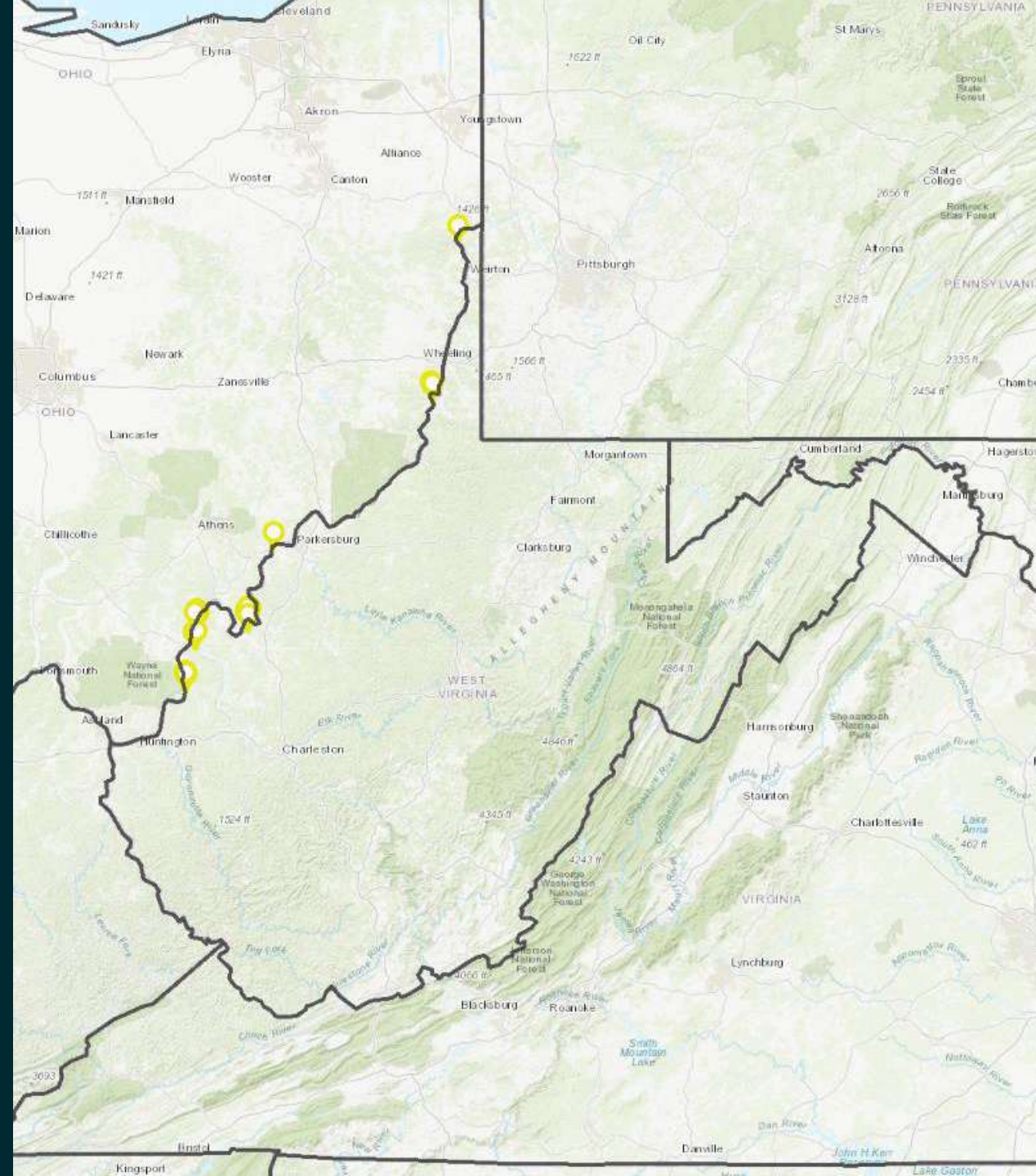
+ Ohio Sites



+ Pennsylvania Sites

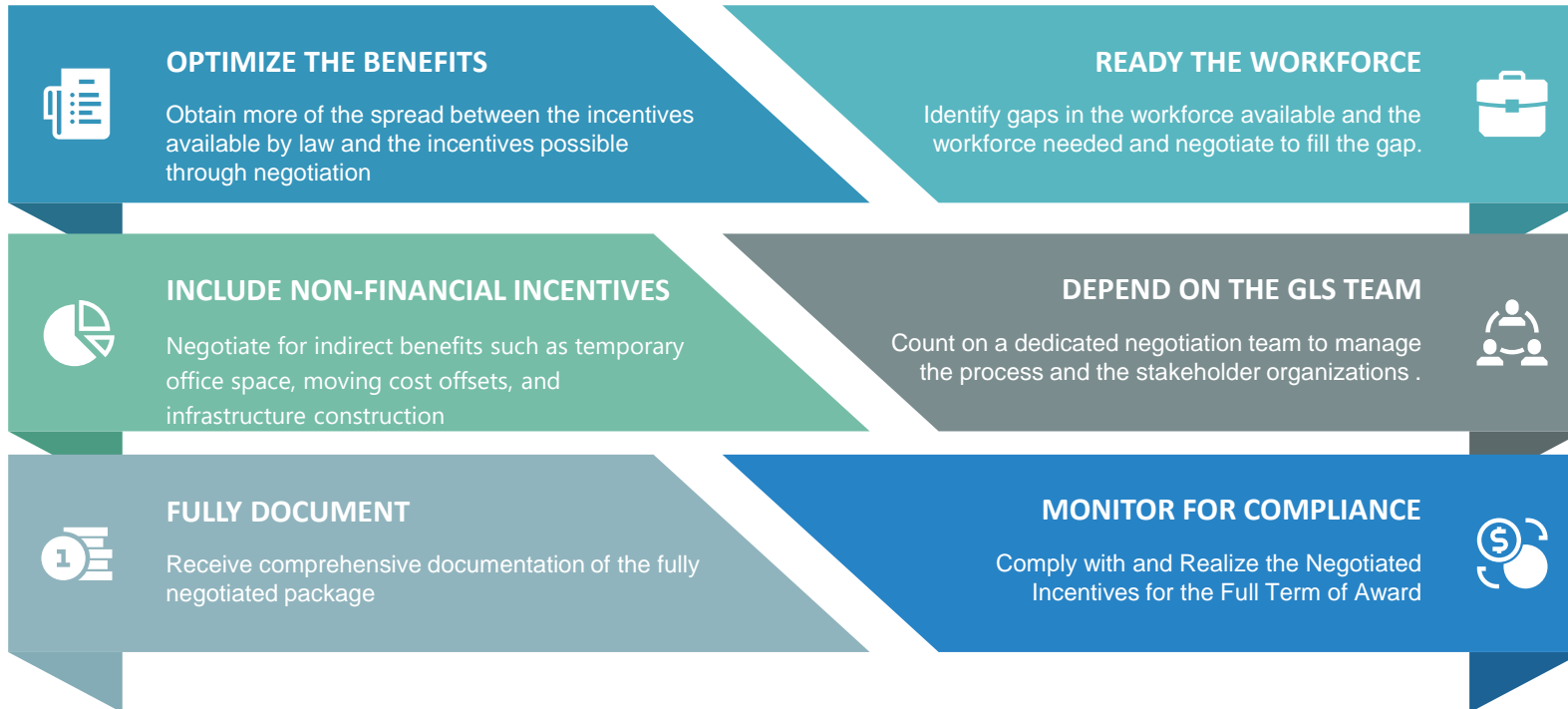


+ West Virginia Sites



Customized Incentive Packages

Negotiating an incentive package that optimizes your business case is a complex and iterative process. During the Site Selection phases of work we uncover as many site and community details as possible to create leverage during the negotiations. During incentive negotiations, we specialize in helping corporations reduce investment and operating costs, enhance strengths, and mitigate risks and weaknesses associated with the location. We coordinate with Client representatives from Tax, Real Estate, Human Resources, Finance, Operations, Strategic Planning, and Government Relations.





Incentives are negotiated with multiple stakeholders and jurisdictions: local, regional, utility, and state economic development organizations.

— Analyzing All The Incentive Options

Secured Incentives	
Cash Grants / Forgivable Loans <ul style="list-style-type: none"> • State • Local • Utility 	Utility Rate Reductions <ul style="list-style-type: none"> • Water & Sewer • Electricity • Natural Gas
Site Cost & Development <ul style="list-style-type: none"> • Free or Reduced Cost Land • Site Grading • Rent Subsidies • Soil Borings & Environmental Testing 	Workforce Development Assistance <ul style="list-style-type: none"> • Pre-employment Recruiting / Screening • Pre-employment Training • Post-employment Training • Training Expense Reimbursement
Property Tax Savings <ul style="list-style-type: none"> • Abatement • TIF • PILOT • Reduced or Fixed Assessment 	Infrastructure Improvements <ul style="list-style-type: none"> • Water, Sewer, Electric, Gas Extensions • Roads Extensions • Rail Improvements • Dual Electric Feed
Project Financing <ul style="list-style-type: none"> • IRB's • Direct Loans • Loan Guarantee Program • Low Cost Financing of Equipment • Low-Interest Building Loans • General Obligation Bonds 	Other Unique Assistance <ul style="list-style-type: none"> • Relocation Assistance • Day Care Assistance • Permitting Fee Waivers • Impact Fee Waivers • Temporary Office or Training Space • Foreign Trade Zones
Tax Credits <ul style="list-style-type: none"> • Job Creation • Investment • Enterprise Zones • Federal Empowerment Zones • Location Specific, Other • Child and Dependent Care • Motor Vehicle Investment • Computer and Software Investment • Pollution Control 	Tax Credits (continued) <ul style="list-style-type: none"> • Employee Benefits • Energy Conservation • Recycling • Environmental Remediation • Research & Development • Historic Preservation • Telecommunication • Target Industry Refunds • Worker Opportunity Tax Credit (WOTC)

— **Big Data**

Site ID

1

- Internal Site Database

2

- Off-Market Land Parcel Evaluation

3

- Submitted Sites

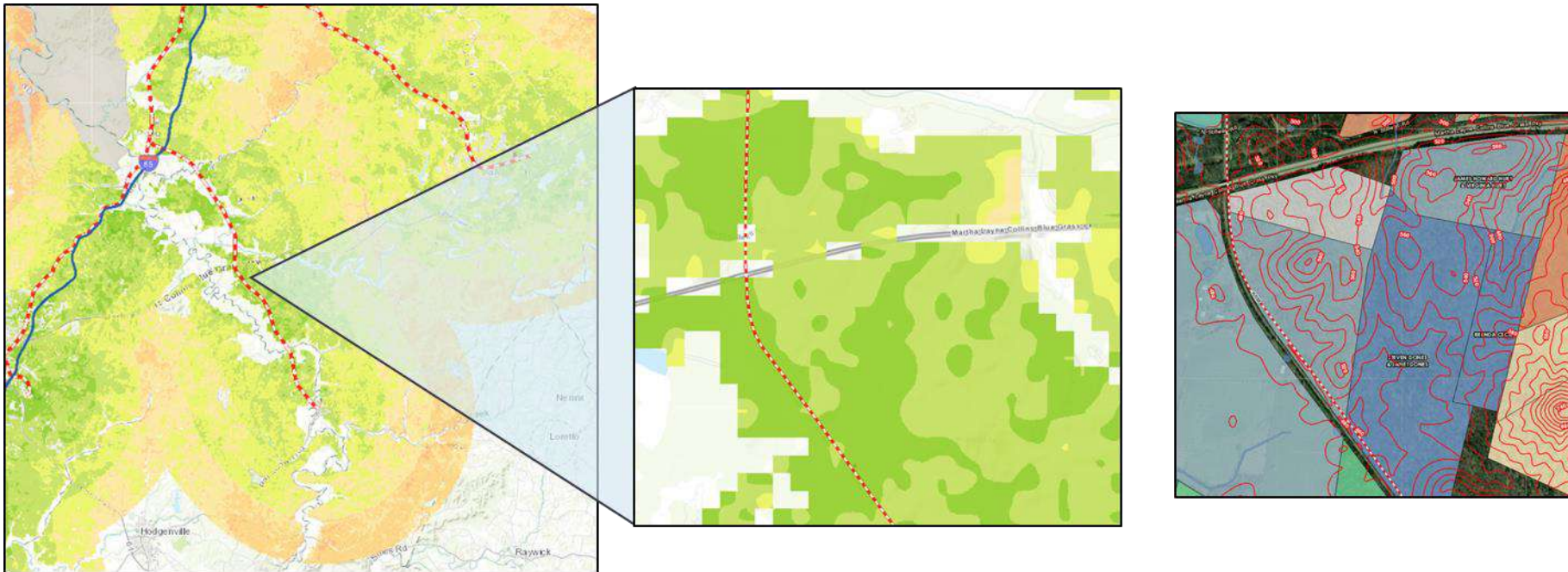
Site Database

10 YEARS OF PAST
PROJECTS



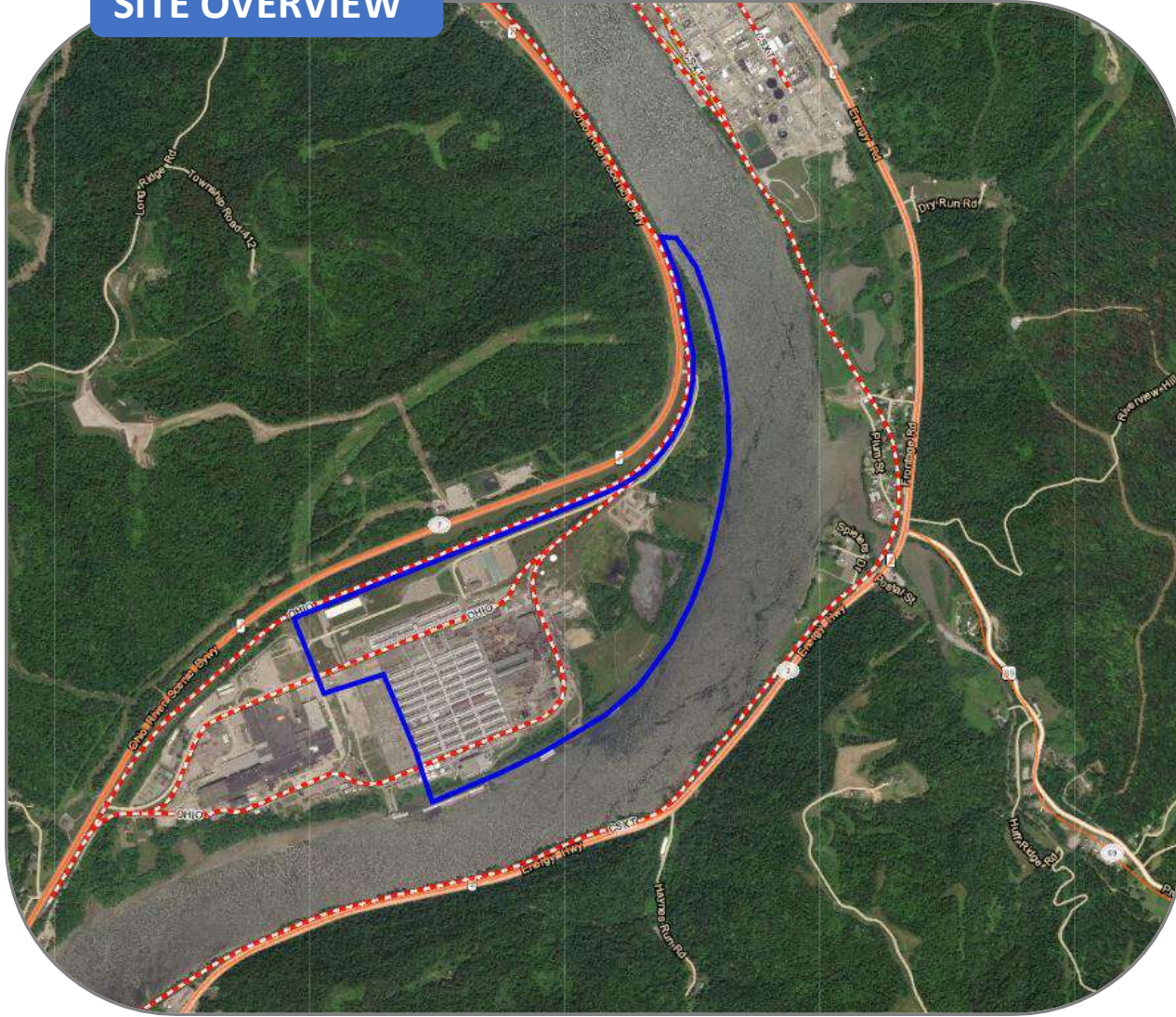
Off-Market

INTERSECTION OF PIPELINES AND
PEOPLE





SITE OVERVIEW



STATE LOCATION



SITE INFORMATION

Location: Hannibal, OH
Lat/Long: 39.708085, -80.842165

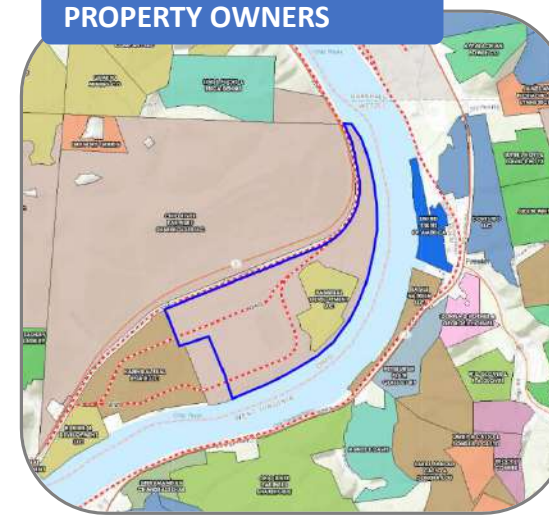
Number of owners: 2
Availability: On-market or Off-market Site ID.

Location: 157 miles to Columbus, OH; 89 miles to Pittsburgh, PA; and 196 miles to Cleveland, OH

Notes:

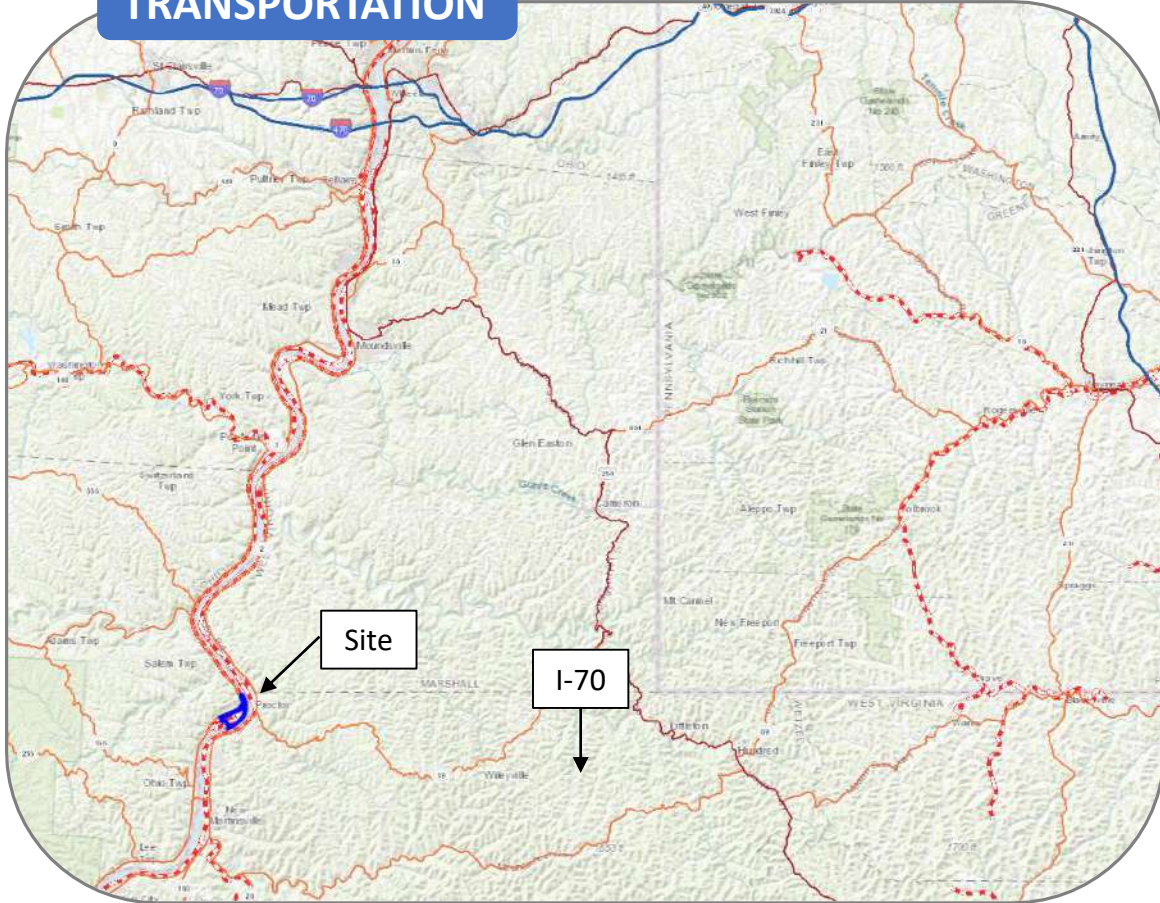
- Site is within an Opportunity Zone
- Possible expansion – XXX acres to the east

PROPERTY OWNERS





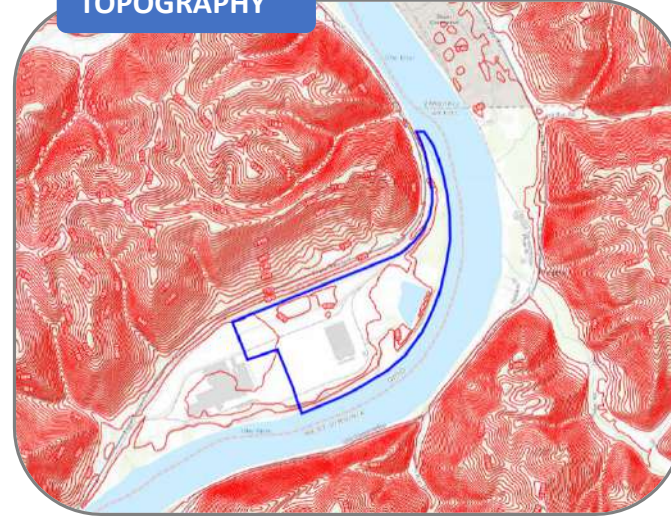
TRANSPORTATION



NOTES

Highway: 4 miles to I-70
Rail: On-site

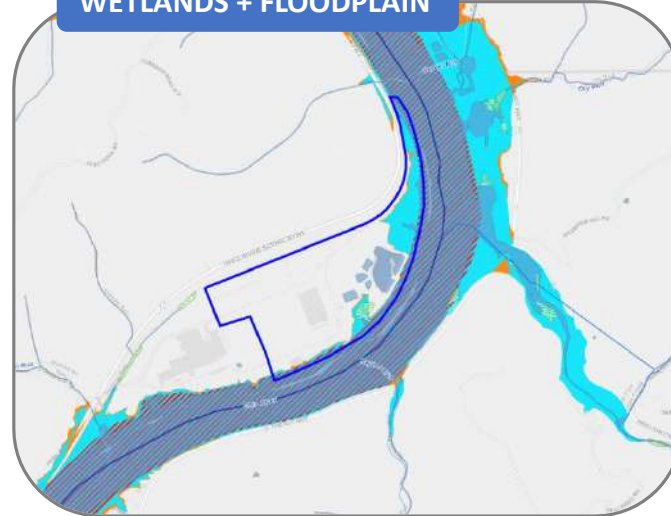
TOPOGRAPHY



NOTES

- Each red line represents a 10' elevation change. Closer lines represent more steep elevation changes.
- Site is mainly flat with few elevation changes

WETLANDS + FLOODPLAIN



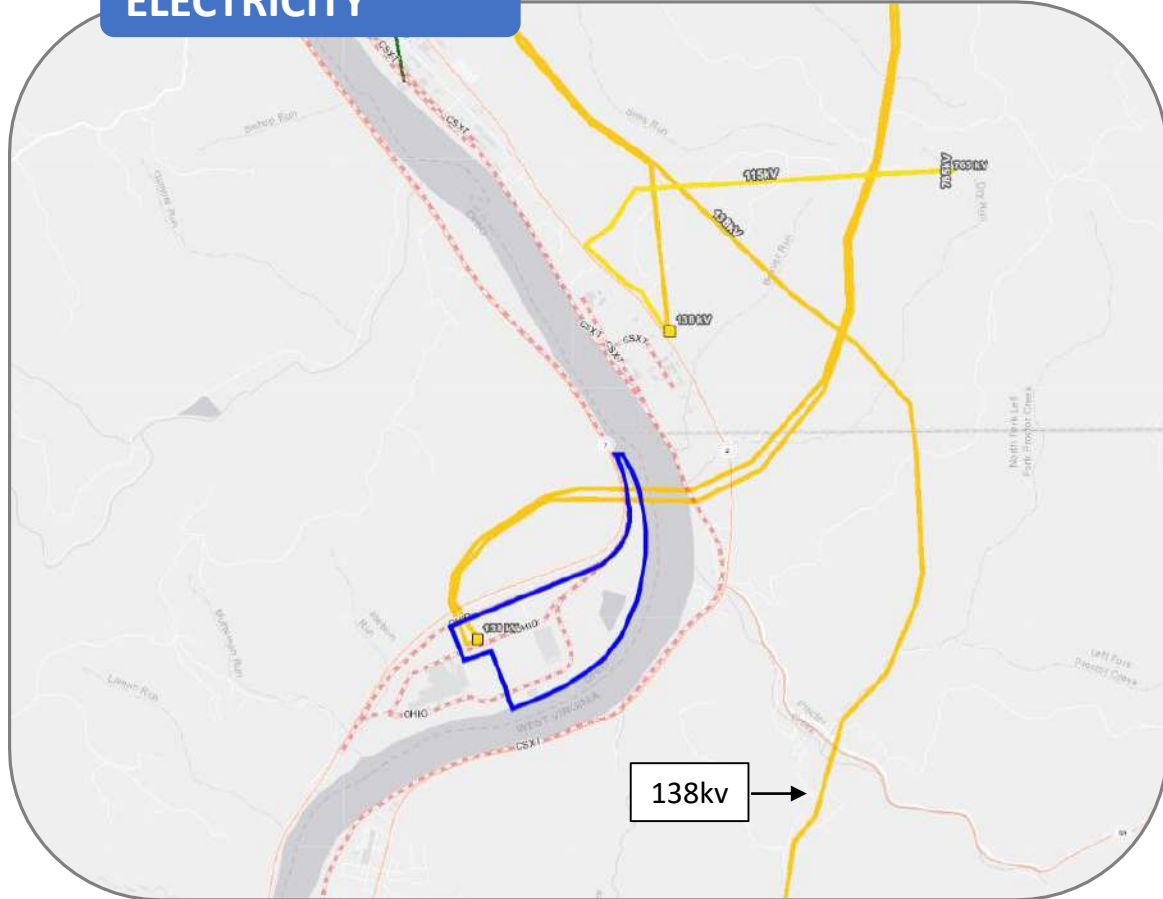
NOTES

NWI Potential Wetlands: Yes
Wetland Acres: 39.1

100-Year Floodplain: Yes
Flood Hazard Acres: 37.2



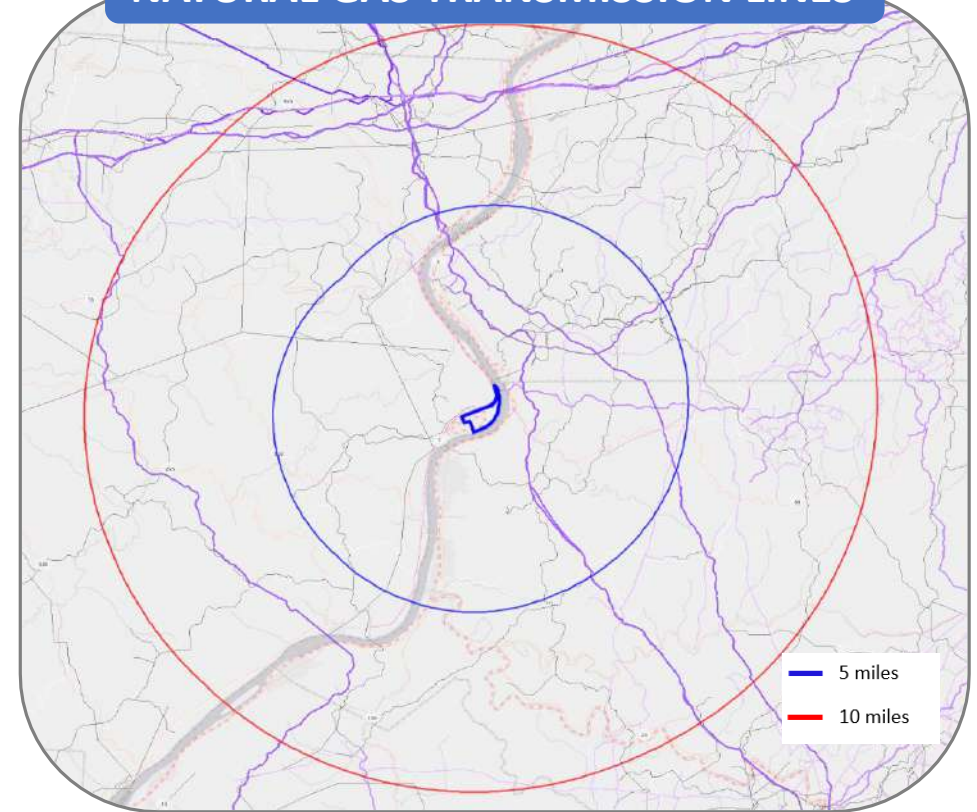
ELECTRICITY



NOTES

Lines: 345kv line

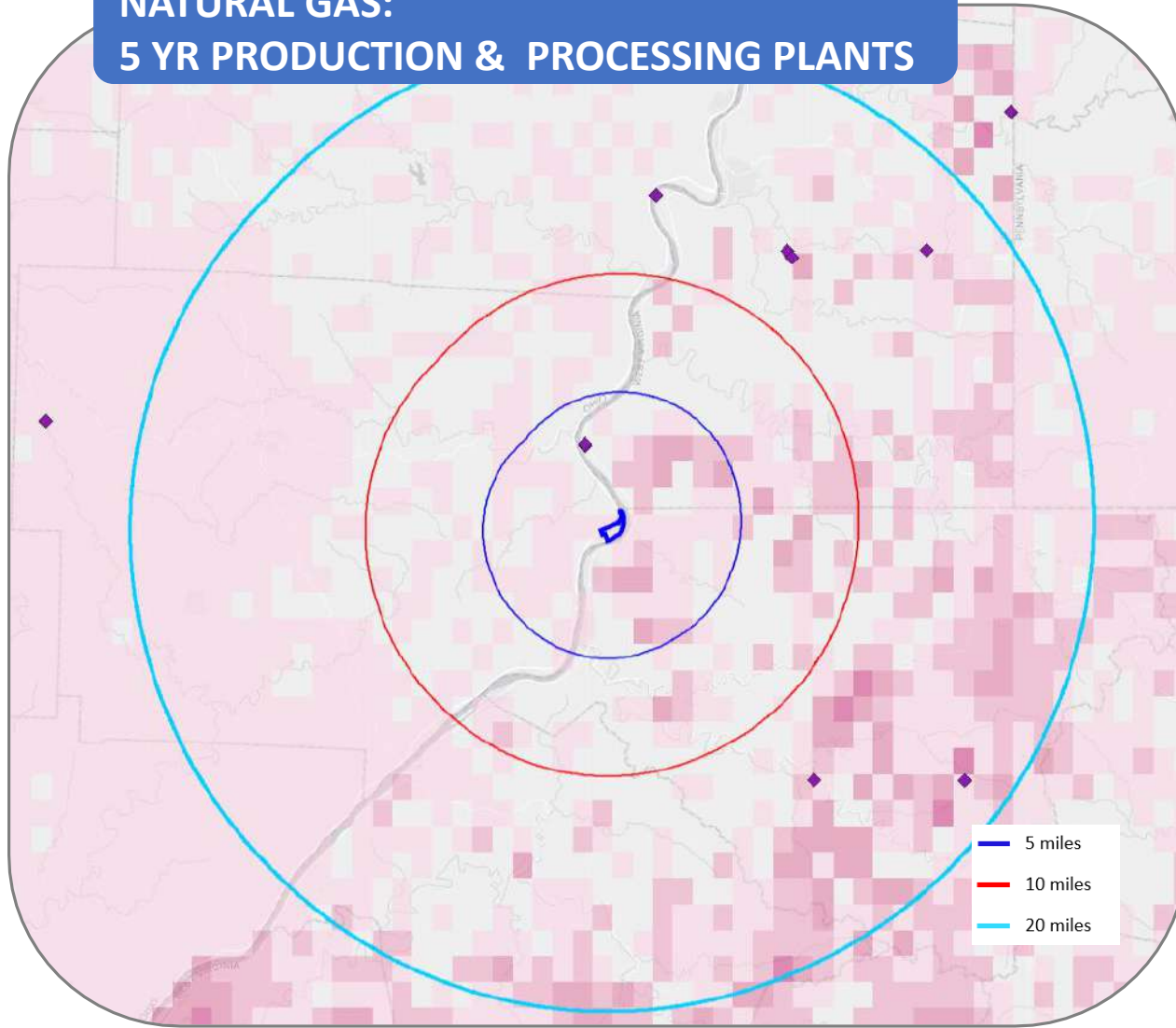
NATURAL GAS TRANSMISSION LINES



Transmission Lines			
Operator	Diameter (inch)	Distance (miles)	Status
Blue Racer Midstream, LLC	30	0.64	Operational
Columbia Gas Transmission	16	On Site	Operational
Blue Racer Midstream, LLC	24	1.4	Operational



NATURAL GAS: 5 YR PRODUCTION & PROCESSING PLANTS



Natural Gas Wellheads		
	# of Wells	Production (MCF in 2018)
On Property	3	-
5 Miles	310	71,986,688

Processing Plants within 20 miles			
Name	Status	Capacity (mmcf/d)	Throughput (mmcf/d)
Mobley I-V	Operational	920	708
Oak Grove (Fort Wetzel)	Operational	200	75
Natrium I-III Cryo*	Operational	600	
Total	3	1720	783

* Indicates processing plants within 10 miles
 ° Indicates missing capacity and throughput data



Workforce by Occupation Code: JobsEQ

Occupation Snapshot of Sample Mfg Facility in Idaho Falls, ID MSA, 2018q3									
		Current						5-Year History	
		Four Quarters Ending with 2018q3			2018q3			Total Change	Avg Ann % Chg in Empl
SOC	Title	Empl	Avg Ann Wages ¹	LQ	Unempl	Unempl Rate	Online Job Ads ²	Empl	Region
15-1121	Computer Systems Analysts	144	\$73,800	0.51	1	1.2%	3	-1	-0.1%
17-2041	Chemical Engineers	39	\$118,800	2.47	0	n/a	12	1	0.5%
17-2051	Civil Engineers	159	\$96,200	1.15	1	0.6%	4	25	3.5%
17-2071	Electrical Engineers	123	\$105,900	1.39	1	0.9%	29	-1	-0.2%
17-2112	Industrial Engineers	151	\$103,000	1.26	1	0.9%	16	11	1.5%
17-2131	Materials Engineers	60	\$120,600	4.82	0	n/a	0	-1	-0.2%
17-2141	Mechanical Engineers	234	\$98,800	1.77	1	0.5%	11	8	0.7%
17-2161	Nuclear Engineers	137	\$123,200	16.16	0	n/a	19	-2	-0.2%
17-3021	Aerospace Engineering and Operations Technicians	16	\$72,400	2.77	0	n/a	0	0	-0.2%
17-3022	Civil Engineering Technicians	36	\$52,600	1.06	0	n/a	0	4	2.7%
17-3023	Electrical and Electronic Engineering Technicians	46	\$61,300	0.72	0	n/a	0	0	0.1%
17-3024	Electro-Mechanical Technicians	11	\$65,400	1.57	0	n/a	0	0	-0.2%
17-3025	Environmental Engineering Technicians	15	\$58,500	1.91	0	n/a	0	4	6.9%
17-3026	Industrial Engineering Technicians	34	\$49,100	1.19	0	n/a	0	1	0.7%
17-3027	Mechanical Engineering Technicians	39	\$59,400	1.80	0	n/a	0	1	0.6%

— **Who Gets to Compete?**

— Recruiting New Business Today



01

COMPETE ON COSTS

Know where you stand and for which projects you can compete.

02

READY YOUR WORKFORCE

Train, recruit, and grow talent.

03

BUILD YOUR INVENTORY

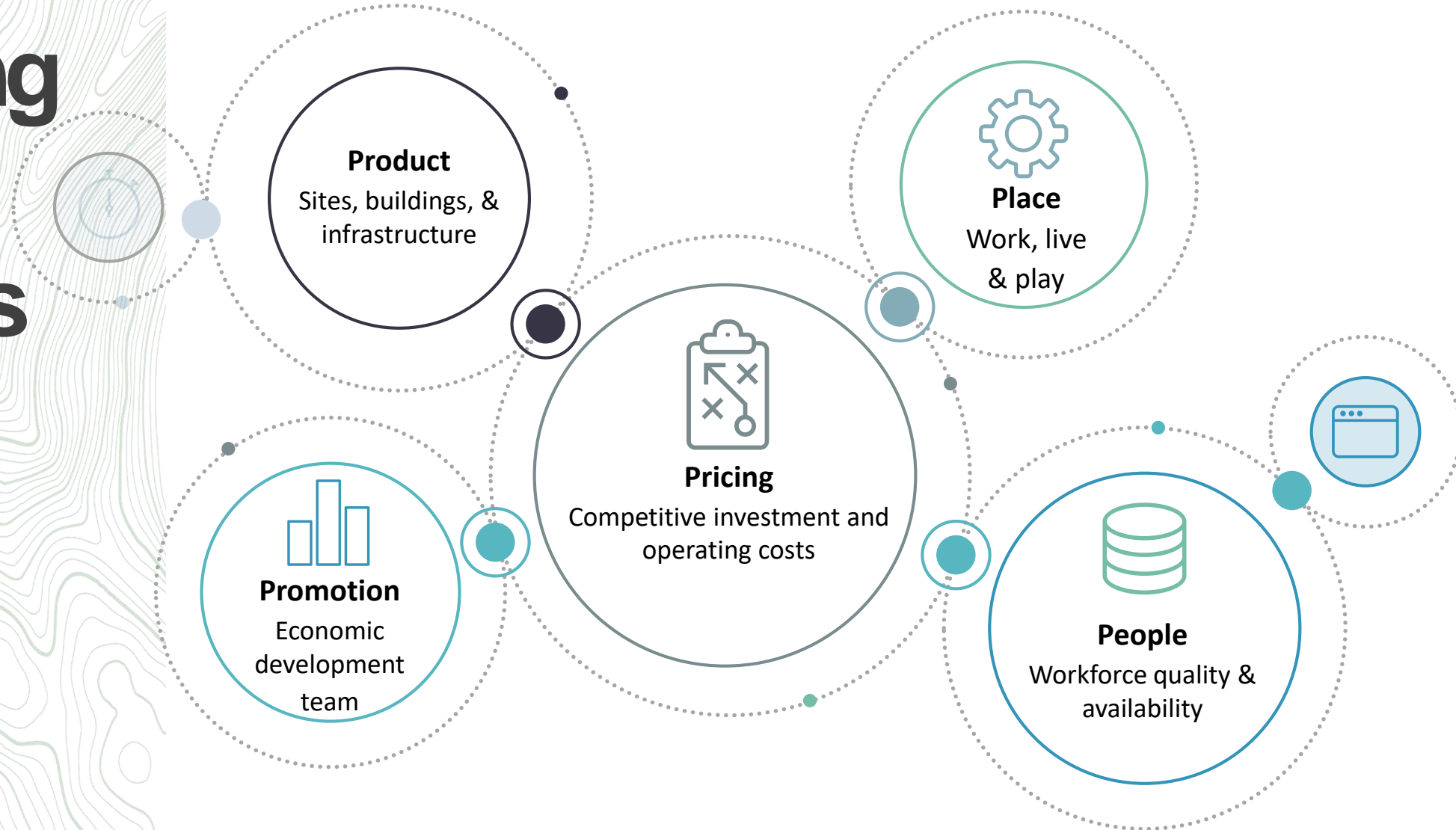
Shovel ready sites and quality existing buildings are necessary to compete.

04

ALIGN YOUR TEAM

Economic development is a team sport.

Recruiting New Business



1. Compete on Costs

How do you **reduce cost** for an investor?



Invest in
infrastructure



Play to your
strengths



Aggressive and
targeted incentives

Global Benchmarking

Investment

**\$3.1 B USD
(\$4.1 B CAN)**

Jobs

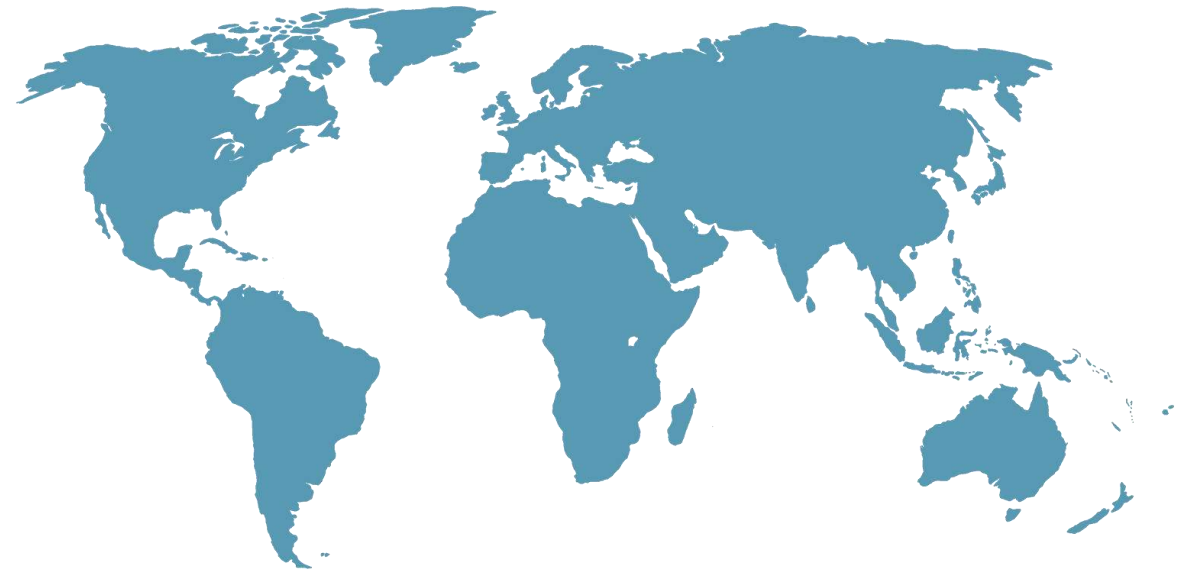
800+

Electricity

350 MW

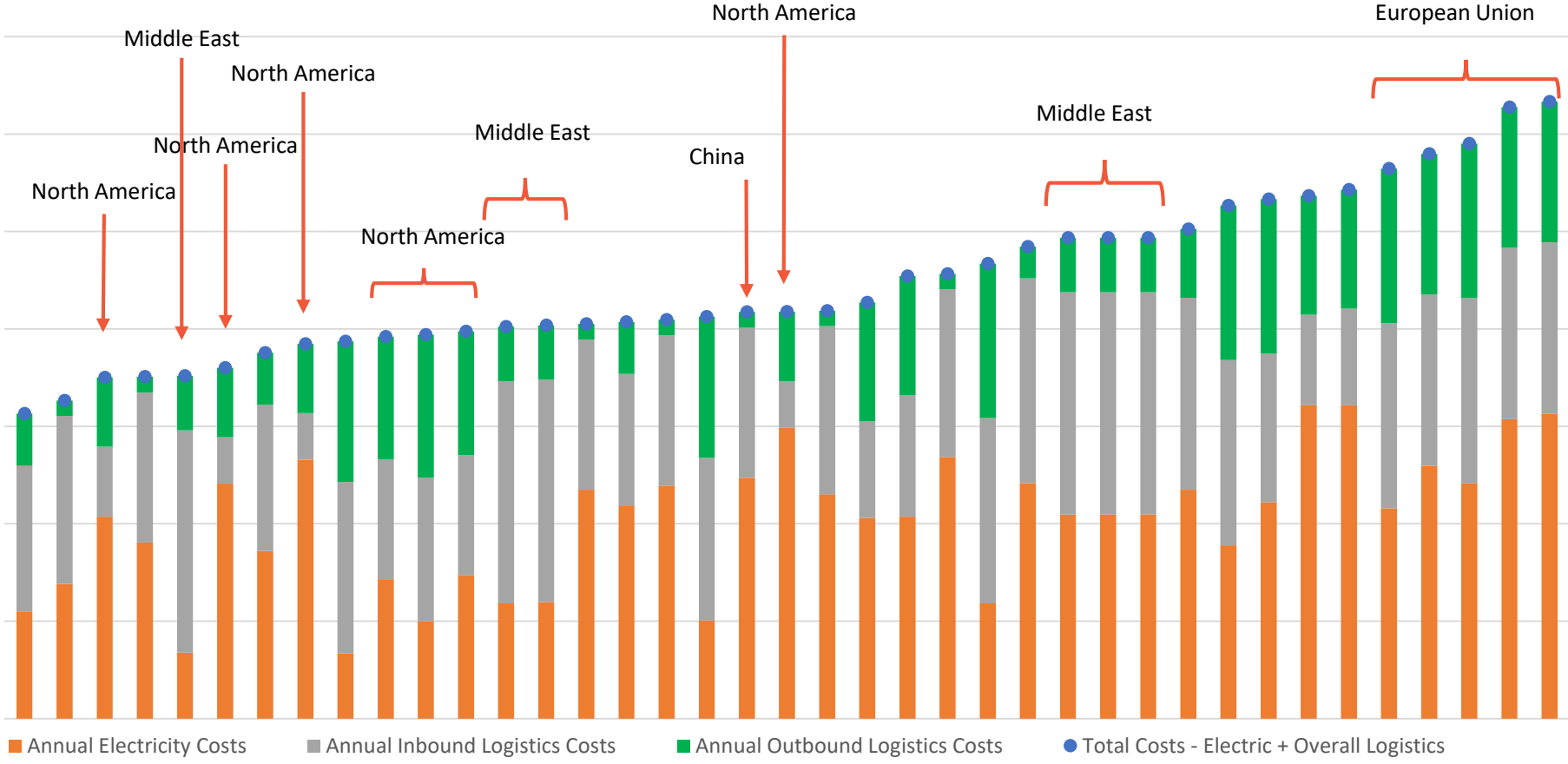
Natural Gas

**1,200 MMBTU/hr
(1,266 GJ/hr)**

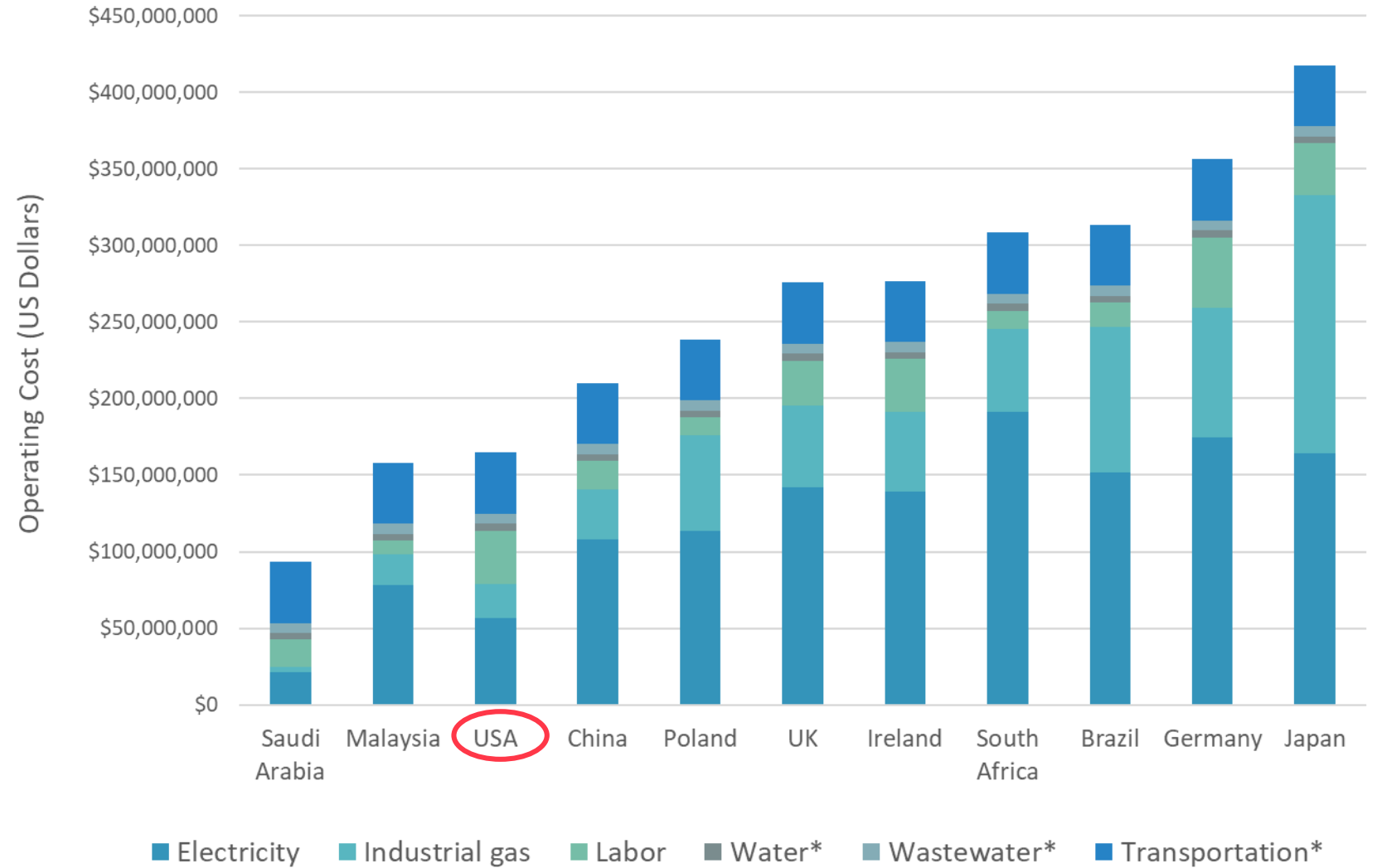


Total Logistics + Electricity

High to Low:
USD \$320 M



Location Dependent Operating Costs



*Plug numbers based on average costs
Source: GLS, fDi Benchmarking

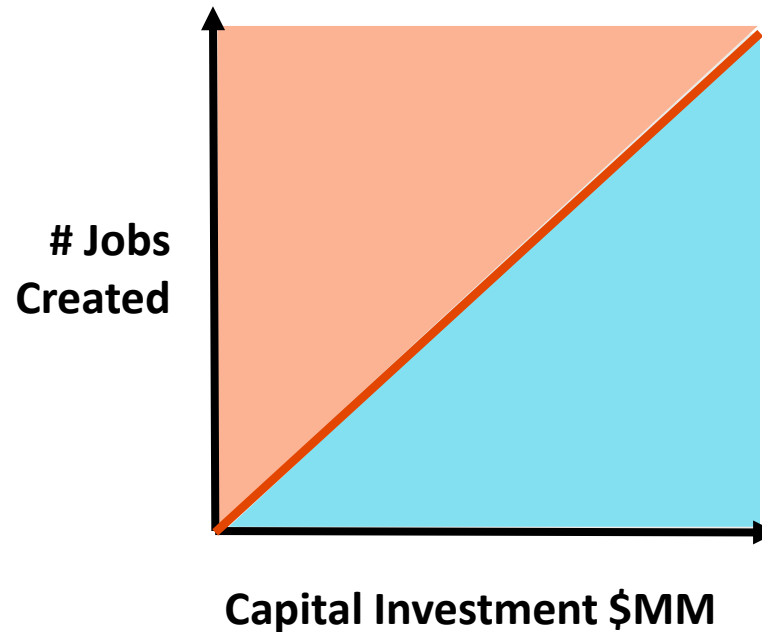
Labor or Capital Intensive

< \$1 million invested per job created = Labor Intensive

Ex: \$100 million invested for 200 jobs

Typical drivers:

- Labor costs
- Speed to market



> \$1 million invested per job created = Capital Intensive

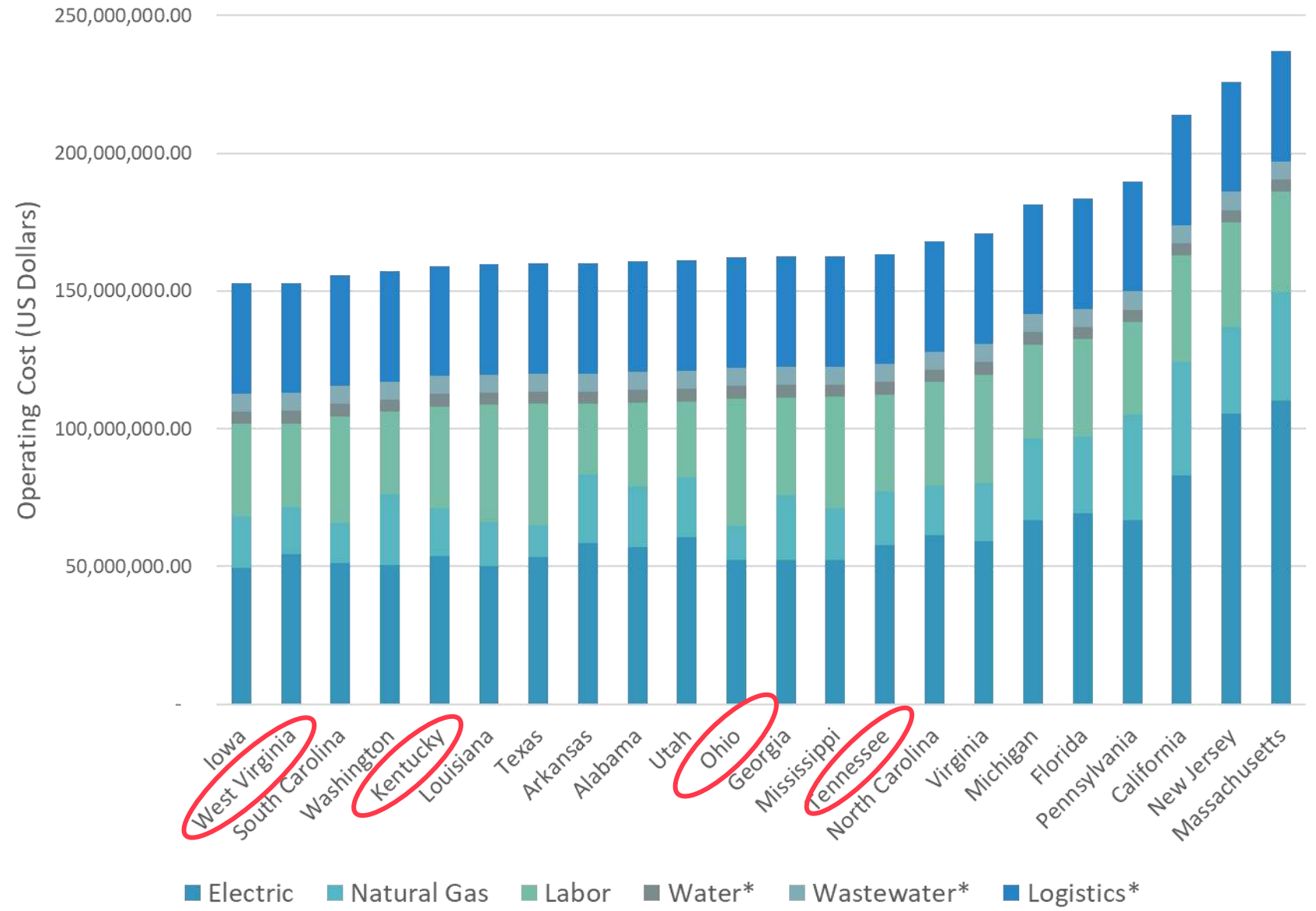
Ex: \$300 million invested for 75 jobs

Typical drivers:

- Energy Costs
- Infrastructure
- Permitting

Projects anywhere on the spectrum can be driven by **logistics costs/timing** and **labor quality and availability**.

Location Dependent Operating Costs



*Plug numbers based on average costs
Source: US EIA, GLS



Case Study: Capital Intensive Project

Investment: \$2.8 billion

Jobs created: 700 jobs

Industry: Metals

Search region: United States

Chosen location: Project on hold

Decision drivers: Energy costs

Proximity to markets

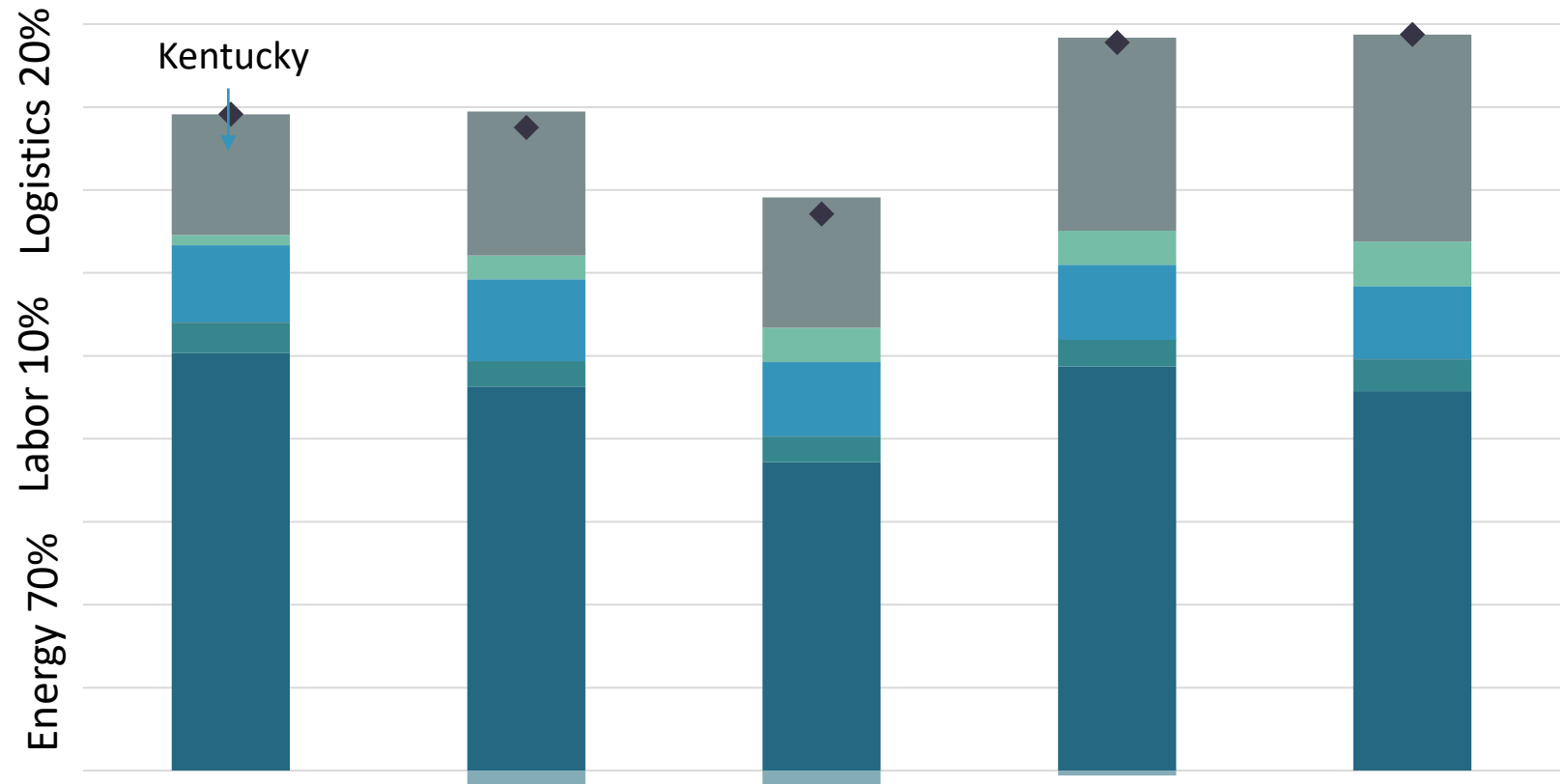
Logistics and utility infrastructure

Availability and quality of workforce

Future plans: On hold pending market analysis

Location Dependent Costs: Capital Intensive Project

20 Year, NPV



- Electric
- Sanitary Sewer
- RECURRING TAXES, before Incentives
- ◆ RECURRING COSTS, after Incentives
- Natural Gas
- Industrial Water
- FREIGHT COSTS, before Incentives
- Potable Water
- LABOR COSTS, before Incentives
- Incentives

2. Ready your Workforce

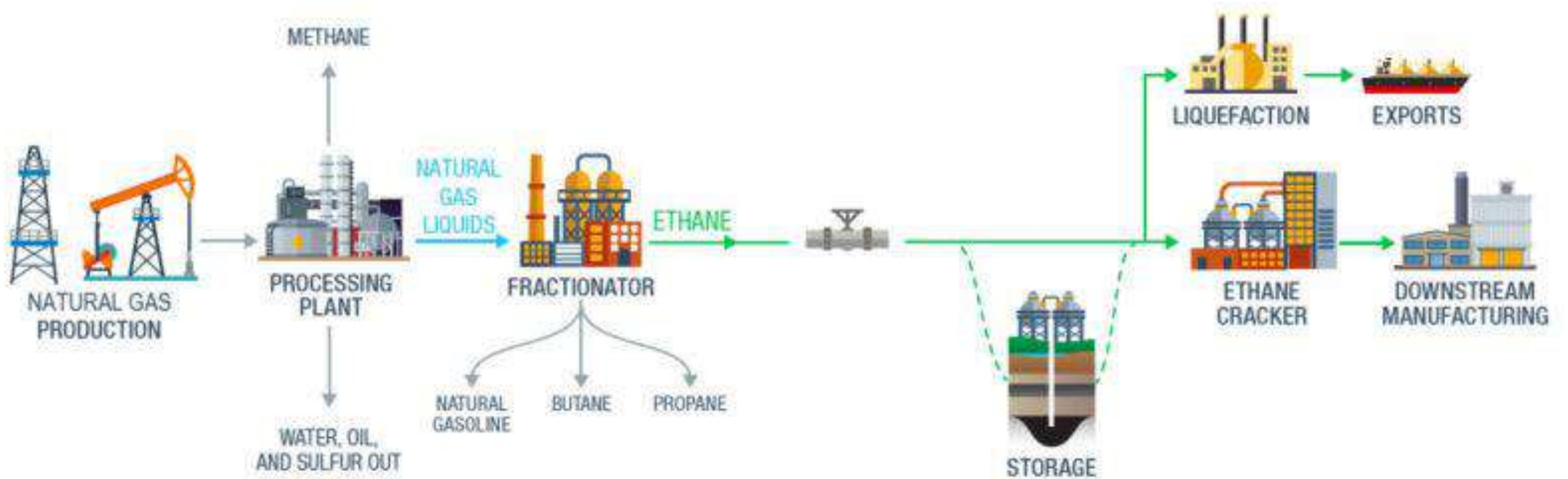
How do you **tip** the workforce scale?

Aging Population
Brain Drain
Outbound Commuters
Outdated Skills
Drug Epidemic



Grow Population
Retain Youth
Inbound Commuters
Retraining Workers
Labor Force Participation

Fill Gaps in the Petrochem Supply Chain

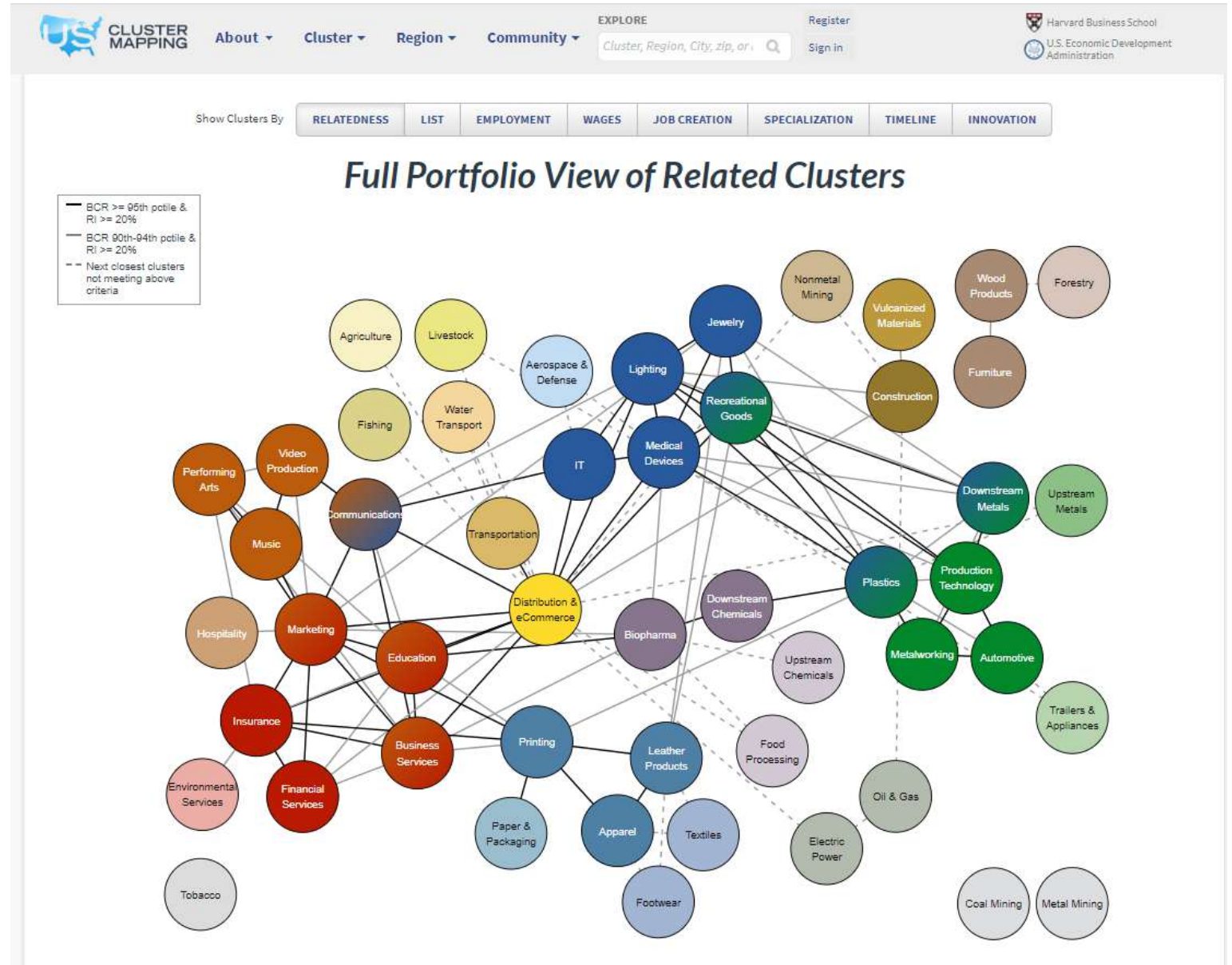


Prepare for Projects by Petrochem Project Profile

— Safety & Maintenance

Employment	
<i>Provide total employment for each job title. If available, provide Occupation Code for</i>	
	Phase I
Total Employment	195
<i>Plant Manager</i>	1
<i>Communications / Rublic Relations Manager</i>	1
<i>Maintenance Manager</i>	1
<i>Reliability Engineers</i>	6
<i>Operations Control Staff</i>	24
<i>Safety (HSE)</i>	12
<i>Procurement</i>	3
<i>Accounting</i>	8
<i>IT</i>	8
<i>Clerical</i>	5
<i>Maintenance Staff</i>	18
<i>Lab staff</i>	16
<i>Plant Operators</i>	50
<i>Security</i>	26
<i>Warehouse Staff</i>	12
<i>Environmental Engineers</i>	2
<i>HR</i>	2
Average Benefits Package (%)	31%

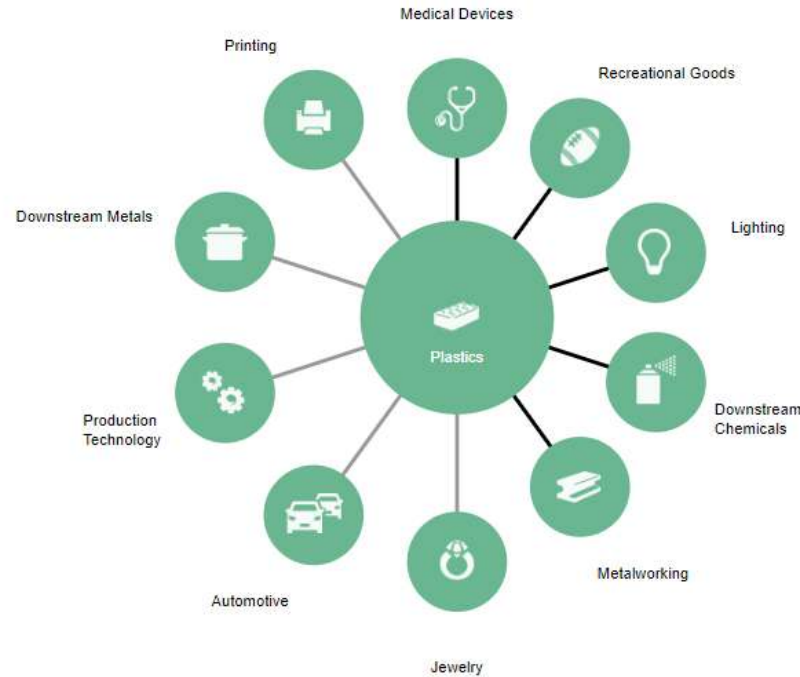
Fill Gaps in Related Sector Clusters



Fill Gaps in Related Sector Clusters

Plastics

Traded Clusters pay higher wages



Distribution

Action

In 2013, GLS was brought in as part of a large project that resulted in five new distribution centers for Procter & Gamble (P&G) in five different locations across the United States. These distribution centers were part of a P&G initiative to completely revolutionize their North American supply chain to make it more consumer friendly, with a distribution goal of being within one day's transit to 80 percent of retailers.

Results

GLS instituted a corporate-wide program to provide assistance in the evaluation and technical site due diligence of locations already identified by P&G. Keeping in mind the goal of a comprehensively integrated supply chain network, GLS and P&G worked together to identify five locations that matched P&G's business goals. GLS utilized our due diligence checklist to gain a technical perspective of the site options and ultimately recommend the finalist sites. The new distribution centers, ranging from 1.5 to 2 million square feet each, are located in Moreno Valley, CA; Atlanta, GA; Dayton, OH; Shippensburg, PA; and Dallas, TX.



\$90-120

million initial capital investment for each facility

500-1,000

total employees at full build-out for each facility

Solid Waste to Fuel



Action

As part of their continued growth strategy, Fulcrum BioEnergy needed to identify a site to develop their Centerpoint BioFuels Plant, which would produce transportation fuel from household garbage. With a pilot plant currently under development in Reno, Nevada, this would be their first full-size production facility. Due to the location of some of their primary partners, along with the extensive amount of municipal solid waste available, the Fulcrum team was focused on finding a new site in the greater Chicago area.

Results

GLS began its search by looking for sites in Illinois, northwest Indiana, and southeast Wisconsin. In coordination with one of GLS's logistics partner, shipping scenarios and preliminary costs were developed for the movement of the municipal solid waste, the main feedstock. Through detailed analysis and site due diligence, a brownfield site was selected in Gary, Indiana in December 2018 as the future location for the Centerpoint BioFuels Plant. This new project committed to bringing \$600 million in capital investment and 160 full-time jobs to northwest Indiana.

Northwest Indiana

Circular Economy
to Transition Solid
Waste to
Renewable Fuel

\$600

Million investment

160

Jobs in Phase I

Coal Ash to Product



SEARCH IN PRELIM PHASES

LOOKING TO BUILD FIVE
FACILITIES ACROSS THE USA

Search Underway

Circular Economy

\$200

Million investment

40

Jobs

Composites



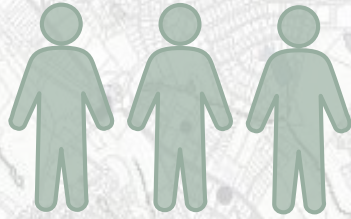
IACMI IN KNOXVILLE

ACMA - COMPOSITE

MANUFACTURING ASSOCIATION

CAMX 2020

Short-Term



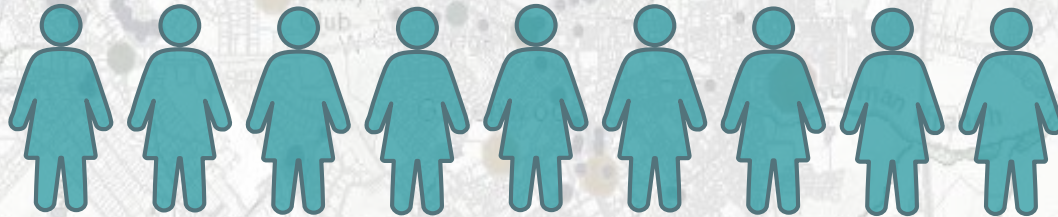
Retain and Retrain Current Workers

Medium-Term



Attract Workers from Elsewhere

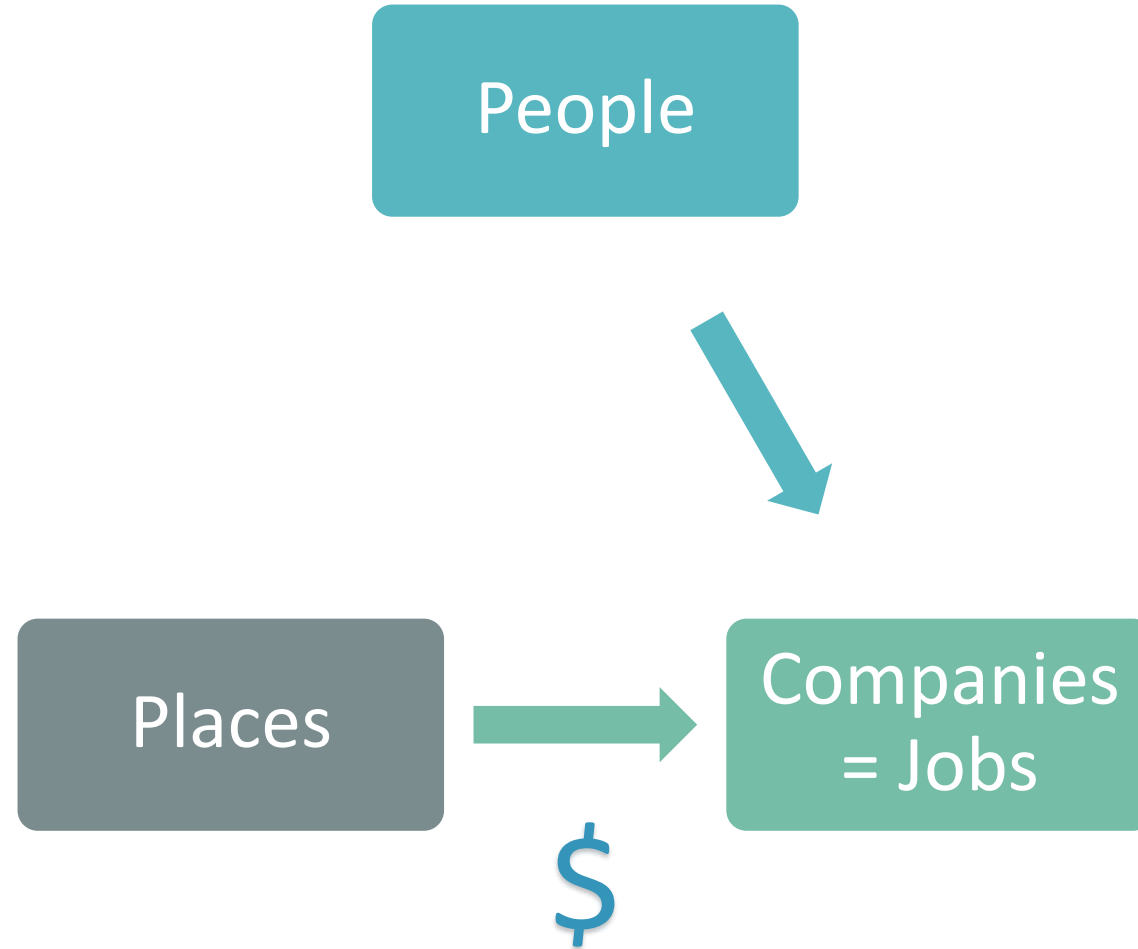
Long-Term



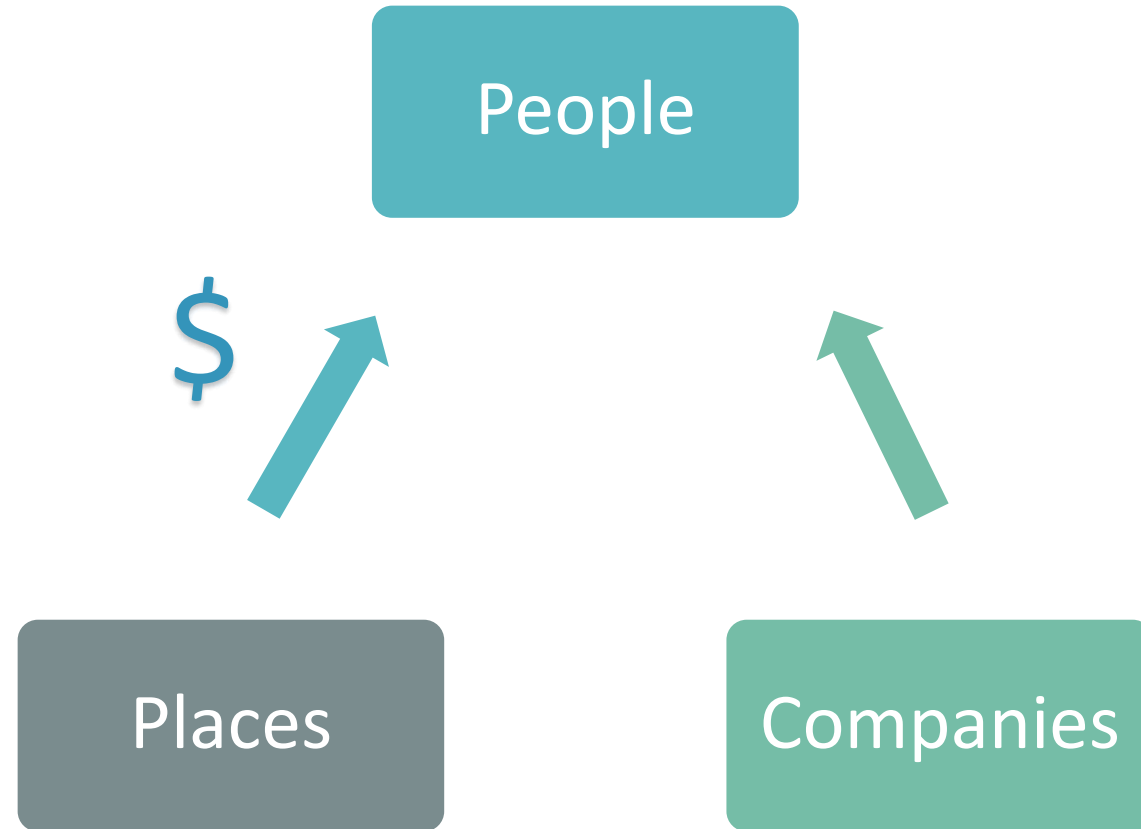
**Grow Employment-Ready
Future Workforce in K-12**



Talent as an Incentive



Talent as an Incentive



**You're looking for something new.
We're looking for great people to join the Tulsa community.**

WE'VE GOT A LOT TO SHARE:



**\$10,000
Cash**



**Free Desk
Space**



**Low Cost
of Living**



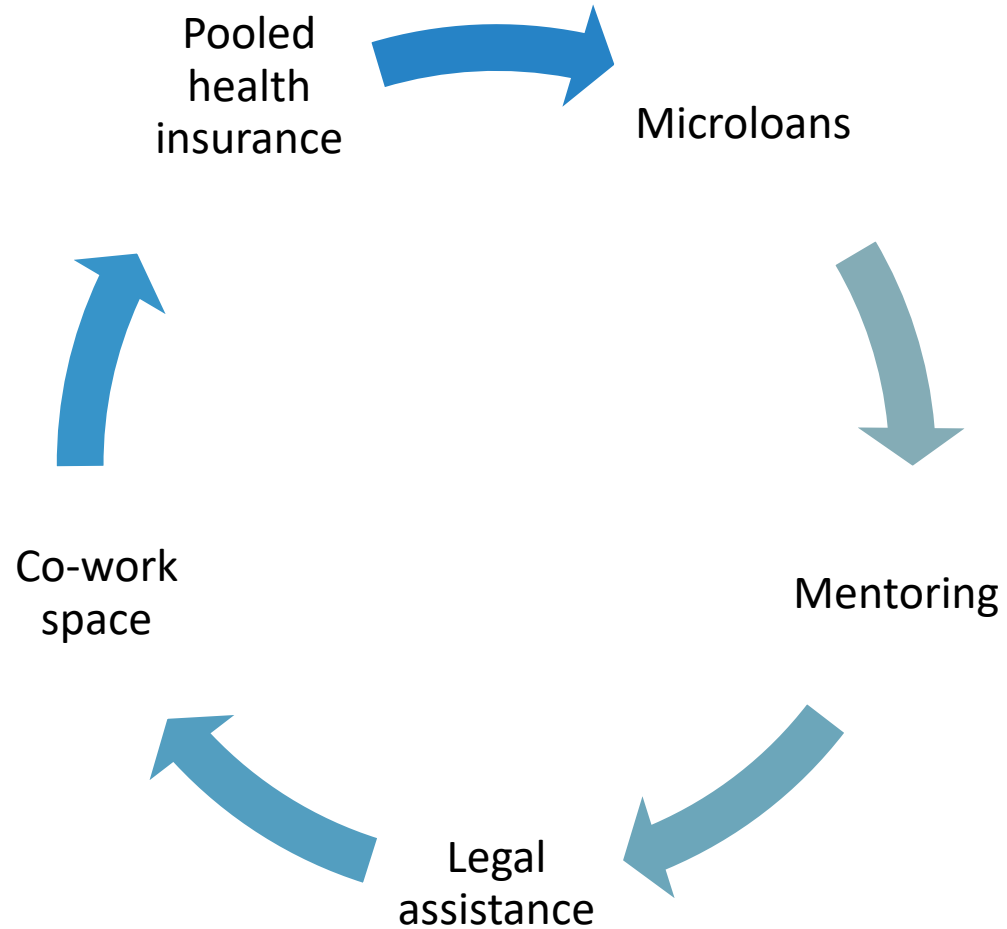
**Welcoming
Community**



**ICR IOWA:
OH, THERE IT IS!**



Support entrepreneurs in your area

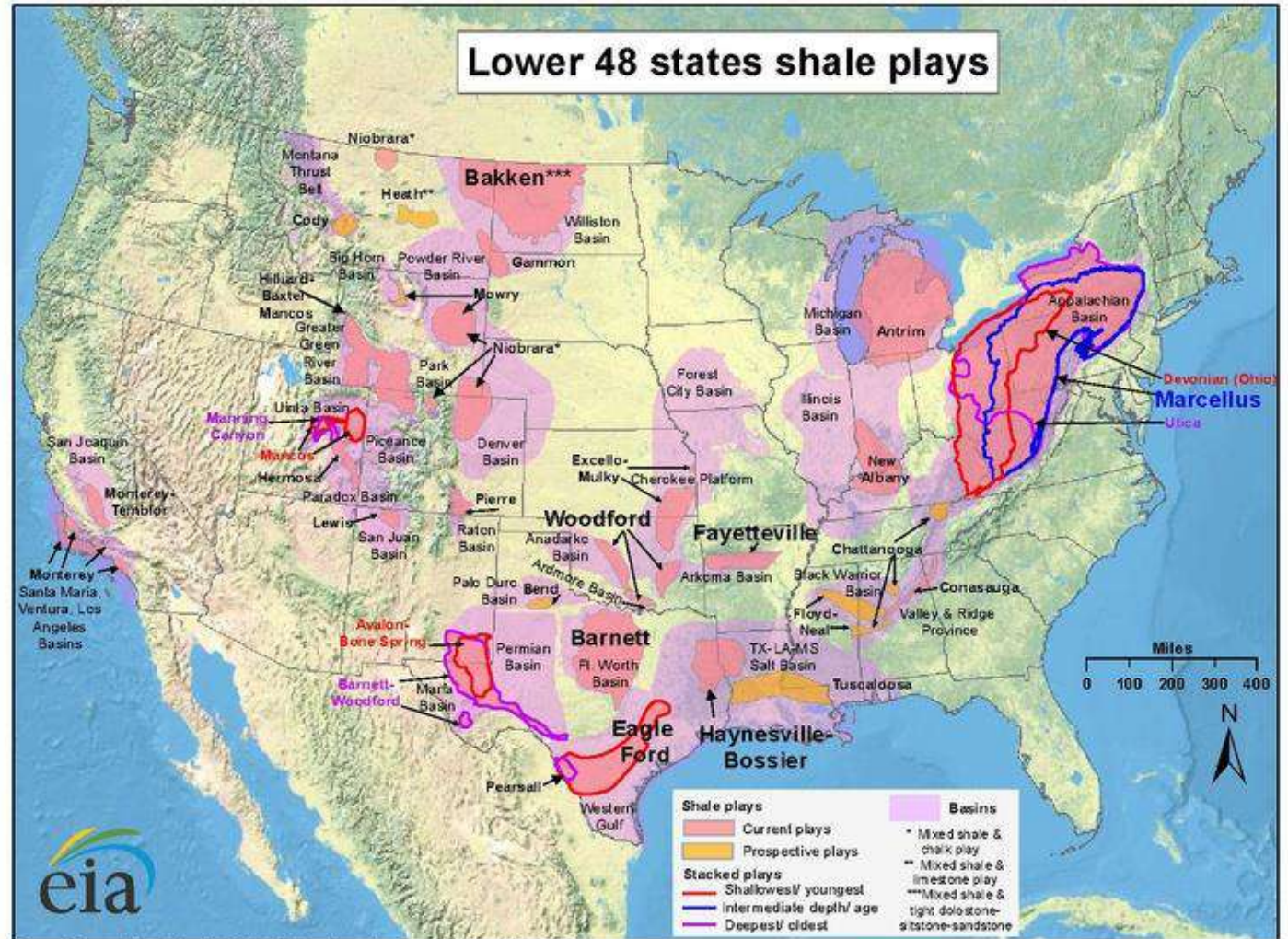


— 3. Build Your Inventory

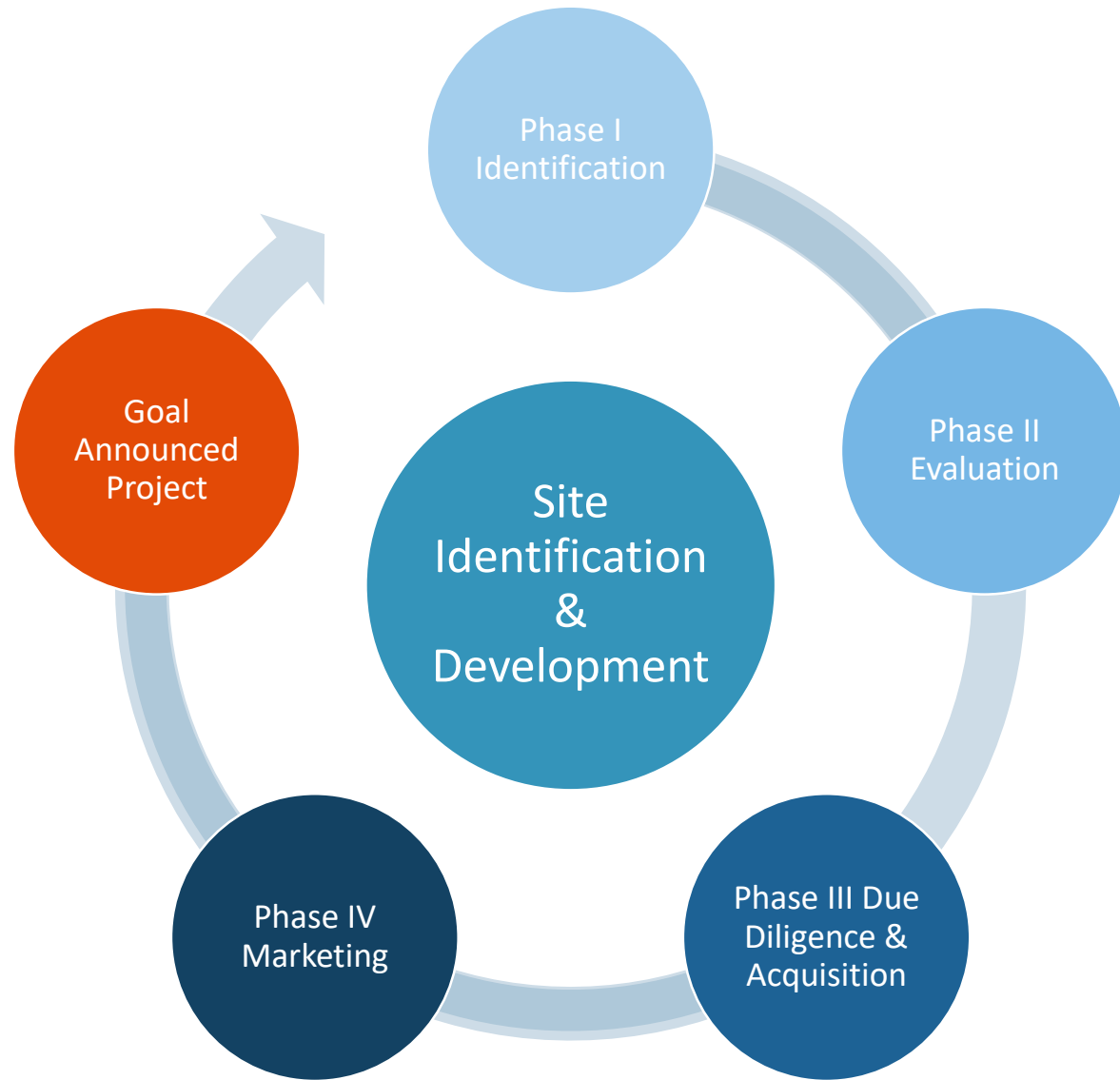


Why

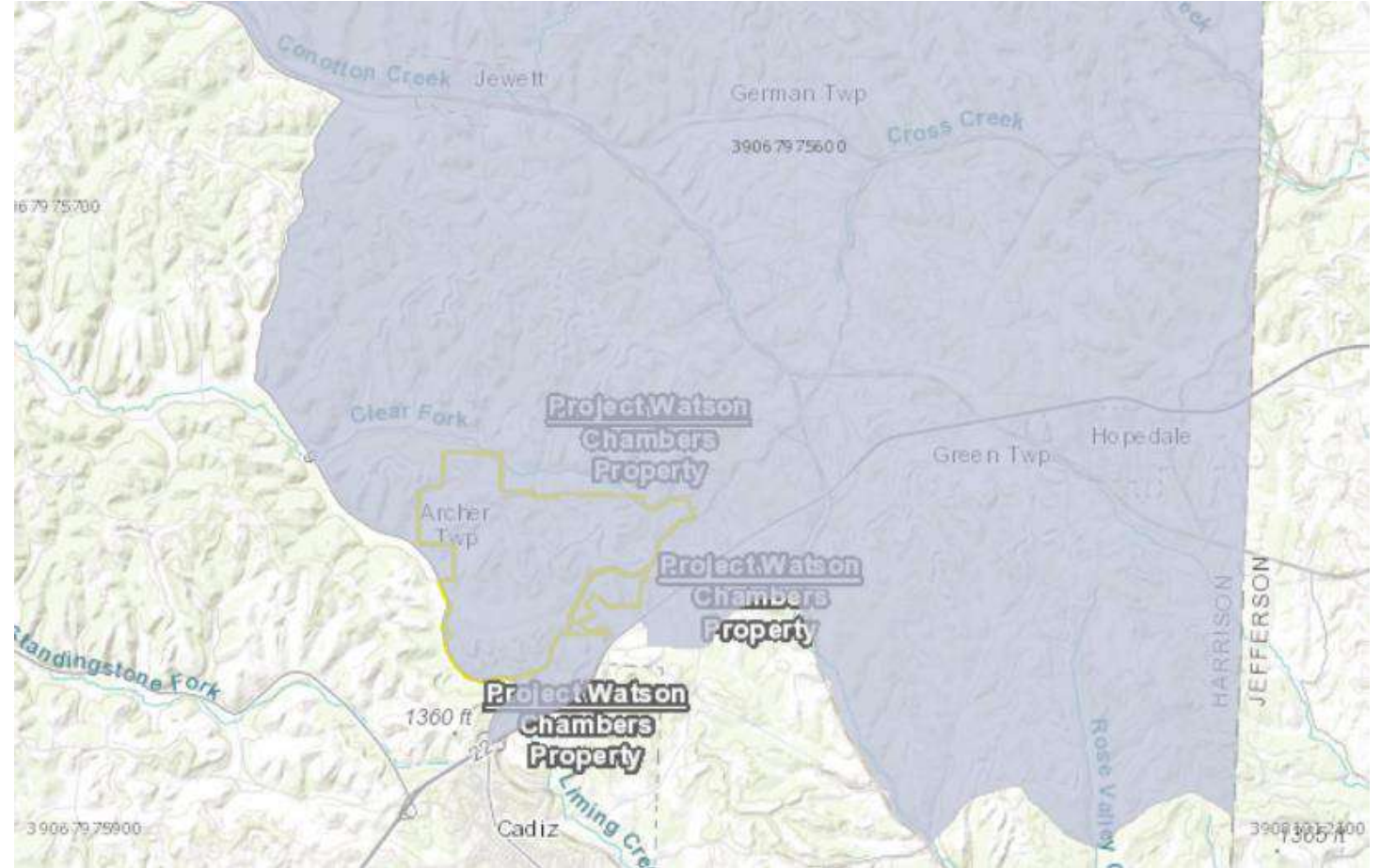
OTHER REGIONS
WANT THE NEW
BUSINESS TOO.
BENCHMARK TO
THEM.



Source: Energy Information Administration based on data from various published studies.
Updated: May 9, 2011

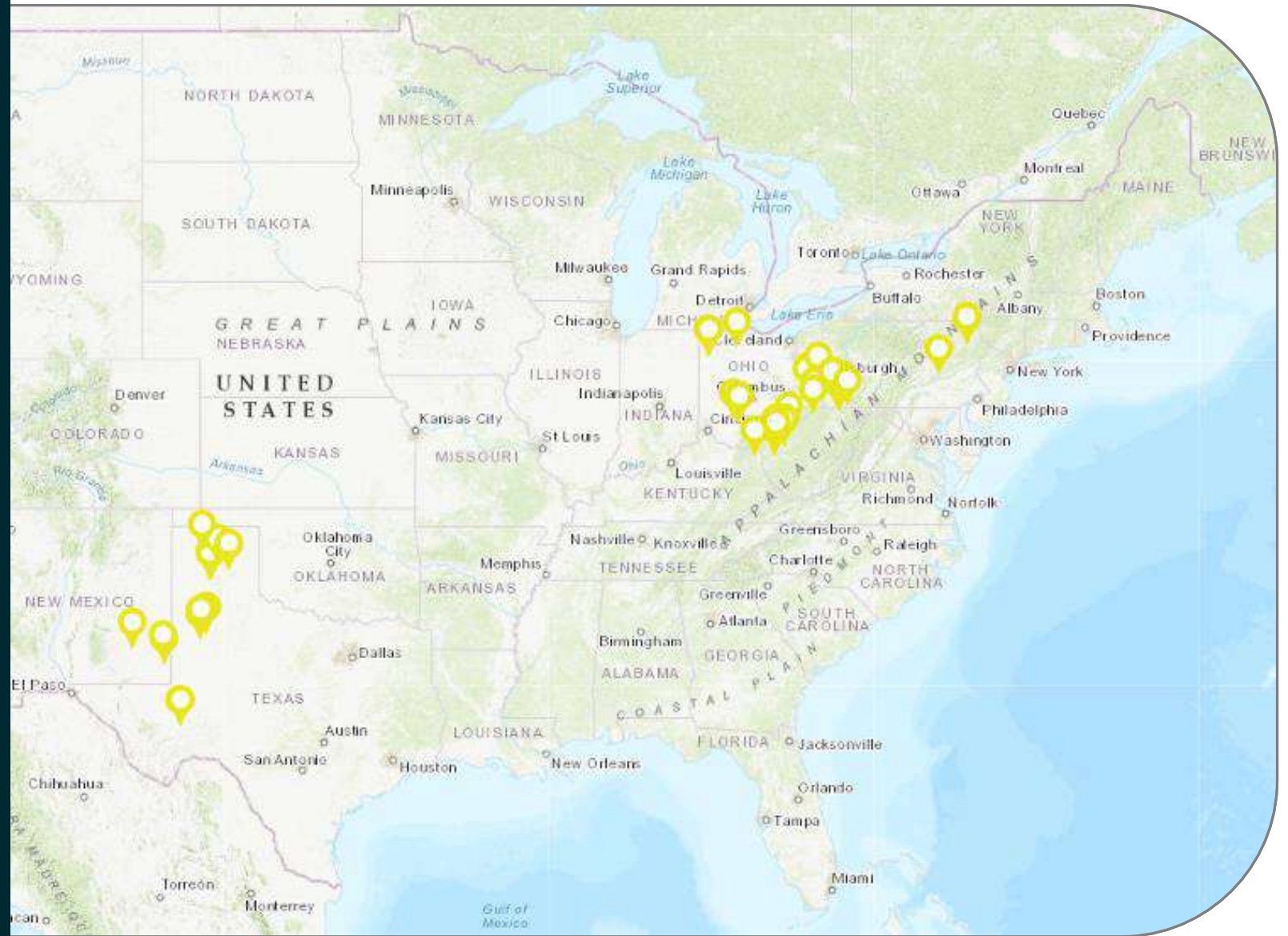


Opportunity Zones



Be Ready

ALWAYS
COMPETING ON
COST
SITE QUALITY
COMMUNITY
WORKFORCE



From Acquired Property to Top Site:

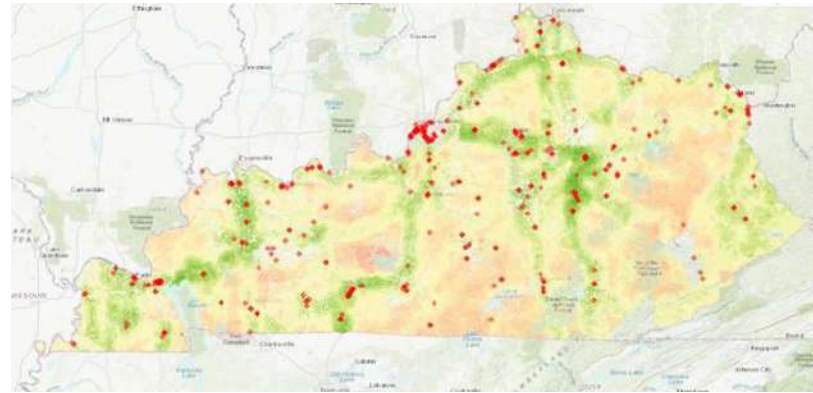
Minimize the Risk for Investors

- Control the site
- Due diligence studies
 - Environmental Phase I
 - Geotechnical
 - Archeological
 - Wetlands Delineation
- Know the location, capacities, and upgrade costs to all utilities
 - Electricity
 - Natural gas
 - Water (potable, raw, effluent)
 - Wastewater (municipal, direct discharge)
 - Telecommunications
 - Rail
 - River
- Develop conceptual plans

Does Your Inventory Play to Your Strengths?

Kentucky and Virginia want the new business too

A Heavy Rail Developability Model



● Major Air Emitters





- **Minimum 200 developable acres**
- **Good access to highways**
- **75 MW electricity**
- **300 mcf per hour of 40 lb. pressure gas**
- **5 MGD raw water**
- **2.5 MGD wastewater capacity or NPDES capable**
- **Air quality attainment**
- **Close proximity to intermodal operation**
- **Rail served**
- **Minimum workforce of 100,000 within 45 min drive time**
- **Team that can make it happen**
- **Competitive pricing**

Site Selector's Holy Grail

Nature, then Nurture

Key project drivers determine the initial search region

- Electricity or Natural Gas operating costs
- Access to natural resource or raw material
- Distance to end user markets
- Transportation infrastructure

State, Utility, Region, or County could be the RFI recipient

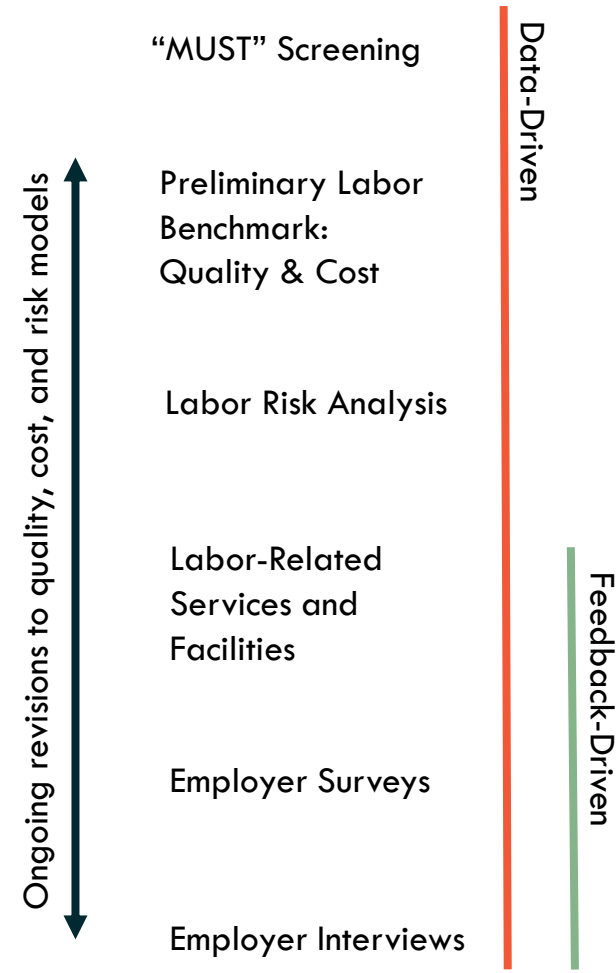
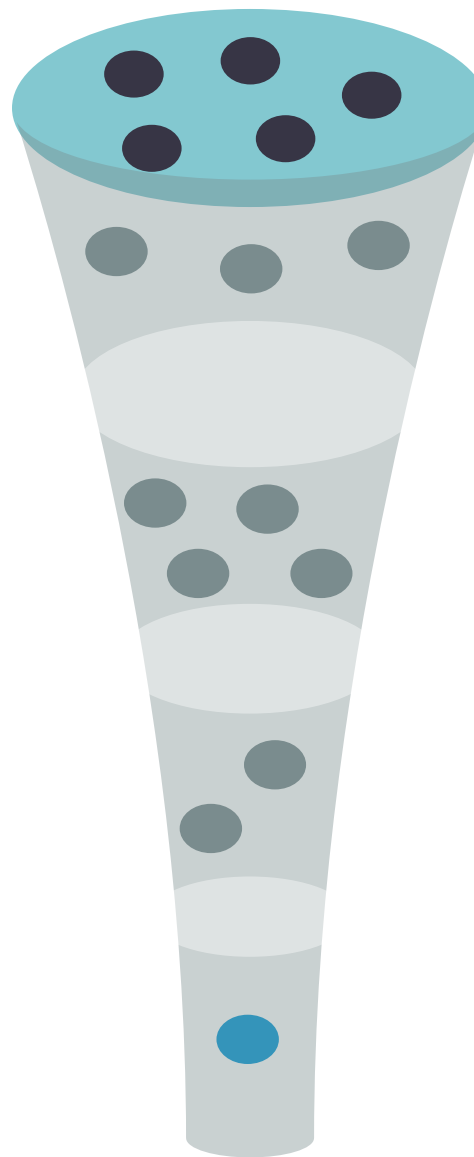
- Meet the MUST criteria
- Deliver on the Site Visit
- Once on the shortlist, demonstrate the existing business climate
- Nurturing existing businesses is key

Past
Success
is an
indicator
of future
success

MANAGING WORKFORCE RISK

Support Your Existing Businesses

New corporations considering a location will interview the existing businesses to determine what it is like to hire and operate in the community. Nurturing existing business is crucial to being ready to attract new business.



— Creating Multi- Generational Success



“How much longer do we have to wait until a customer finds us, walks into this meeting room, and places a big order?”



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**HELPING
COMPANIES AND
COMMUNITIES
COME TOGETHER
TO MAKE GOODS
THAT MAKE LIFE
BETTER**