



Duke Energy Site Readiness Program

Earnhardt Site
Rowan County, North Carolina



October 2025

Executive Summary

Holistic View to Site Readiness & Community Strategy

1 Technical Site Analysis

- Size
- Utilities
- Developability
- Transportation
- Benchmarking against typical industrial needs

How does the site align generally and for specific requirements?

3 Industry Impact

- Jobs: Industries that create more jobs.
- Wages: Industries that pay higher wages.
- Capex: Industries with higher capex

What does the community actually want?

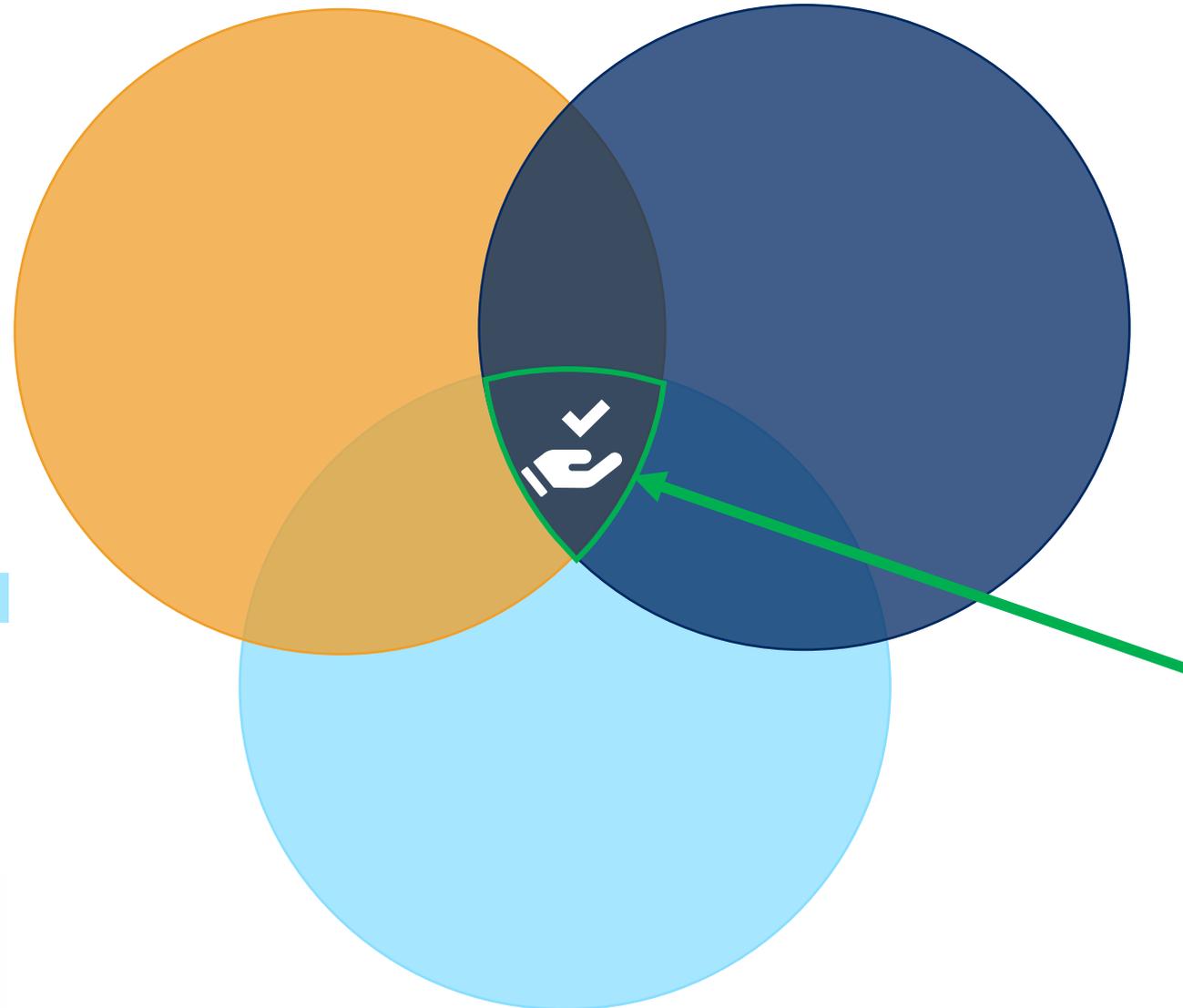
2 Competitive Analysis

- Cost analysis
- Workforce analysis
- Unique assets
- Benchmarking against competitors

How does the community align generally and for specific requirements?

Opportunities

Focusing on the industries and projects that you are competitive for and you actually want!

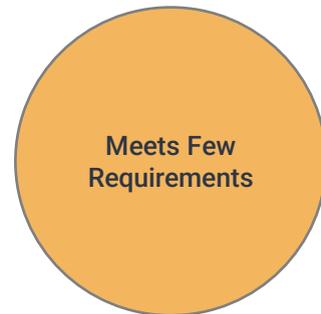


Great Sites Can Meet a Lot of Different Requirements

Technical Site Analysis

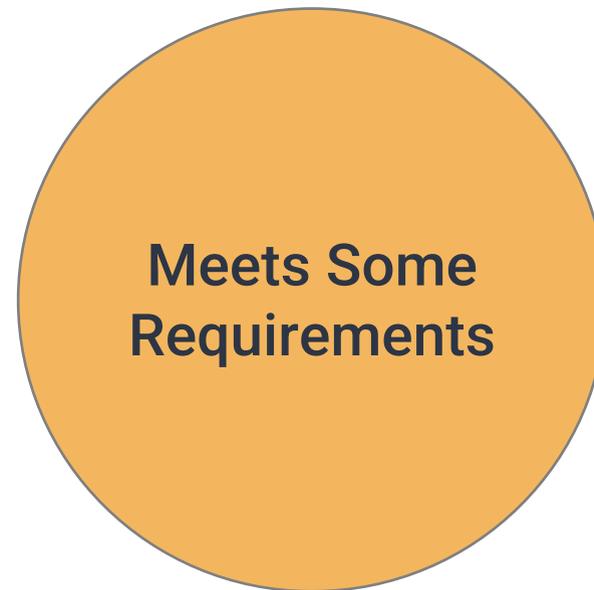
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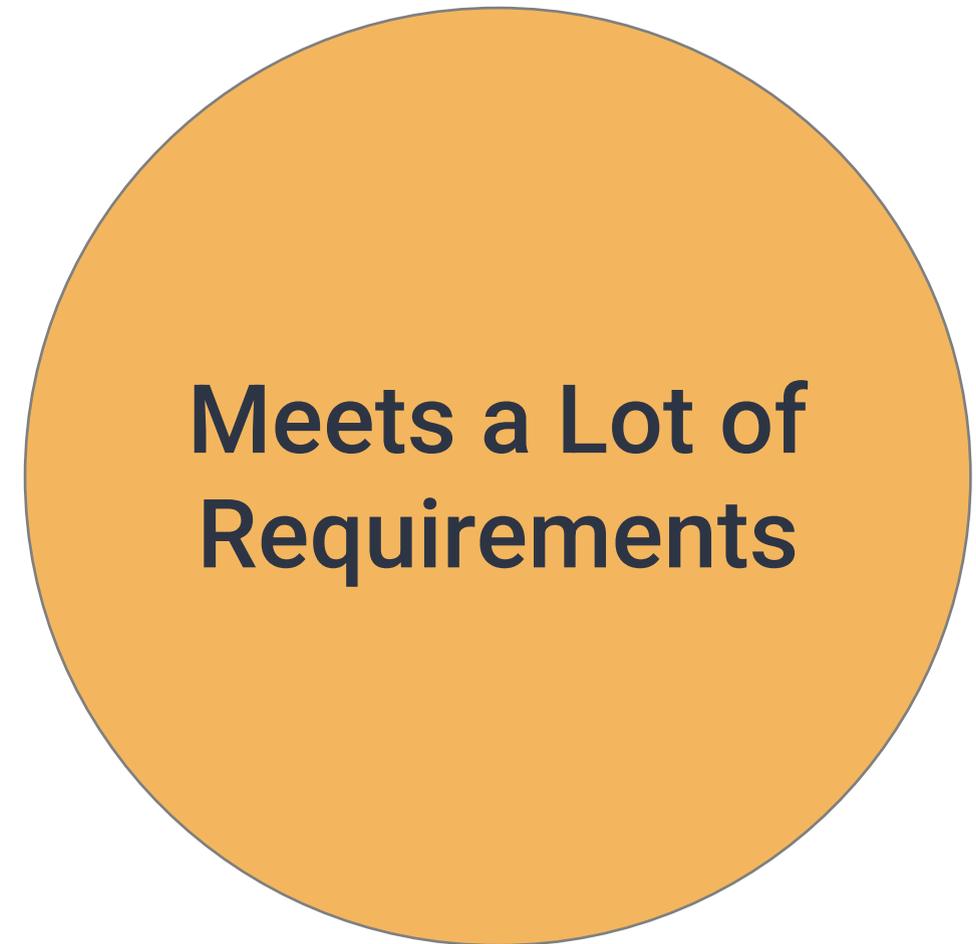
Example Characteristics

- Small site and limited buildability
- No diligence completed
- Unimproved road access
- 10-mile gas extension



Example Characteristics

- Larger site
- Most diligence completed
- Established road access
- Minimal utility extensions



Example Characteristics

- Huge site - mega user or industrial park
- All diligence completed
- Interstate proximity, truck-grade access, rail
- All utilities proximate with excess capacities

Expanding Opportunities through Strategic Site Investment

1 Technical Site Analysis

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How does the site align generally and for specific requirements?

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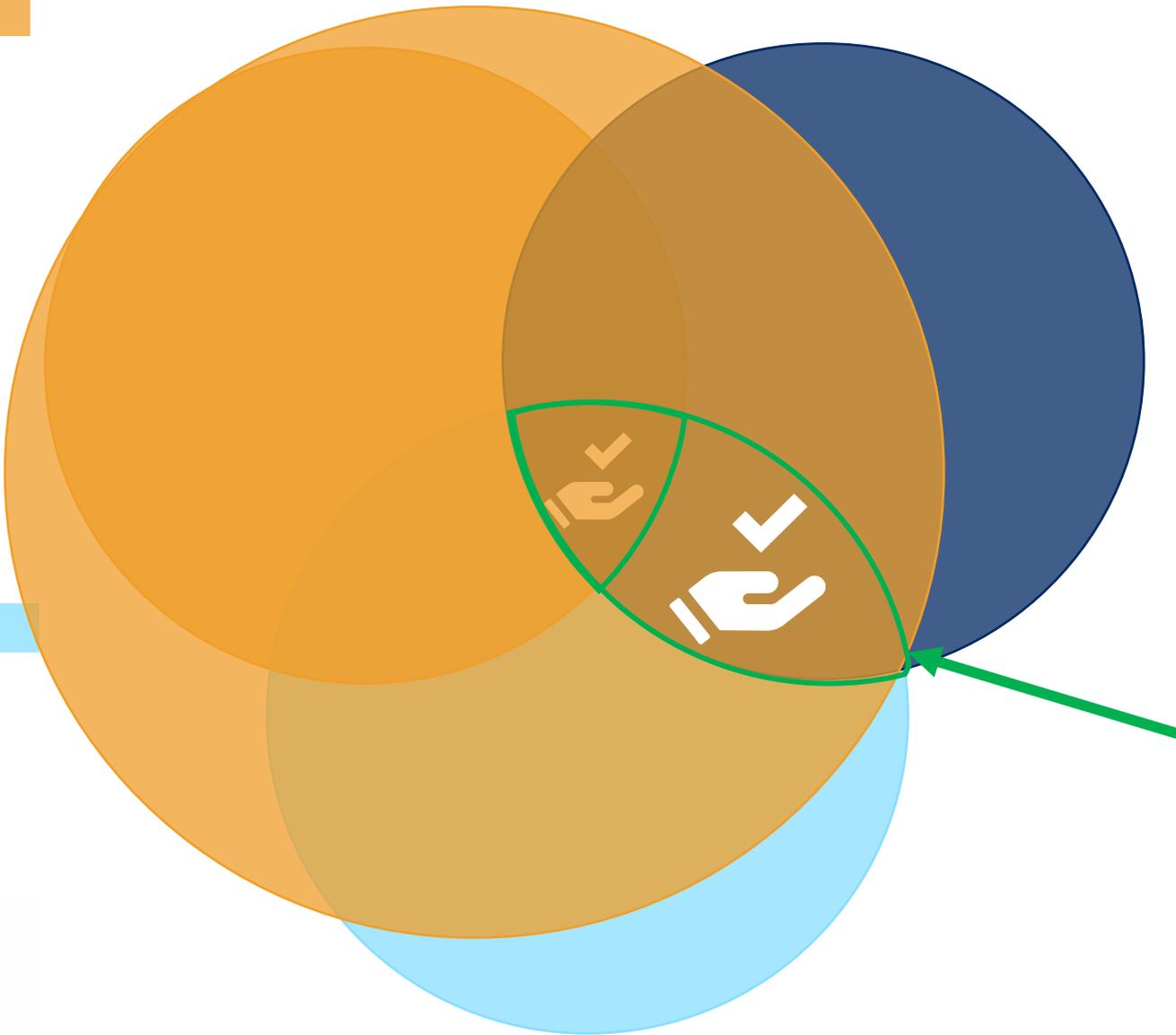
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What does the community actually want?

2 Competitive Analysis

- Cost analysis
- Workforce analysis
- Unique assets
- Benchmarking against competitors

How does the community align generally and for specific requirements?



Expanded Opportunities

You can increase the number of types of projects you can compete for through strategic site readiness!

Summarizing Your Community Competitiveness

Technical Site Analysis

Key Factors

- Size
- Utilities
- Developability
- Transportation
- Benchmarking against typical industrial needs

Results

- ✓ 50+ acres contiguous, developable land within established industrial area
- ✓ Strong electric infrastructure nearby
- ✗ On-site impediments will increase development costs
- ✗ Road access unestablished
- ✗ Lack of due diligence

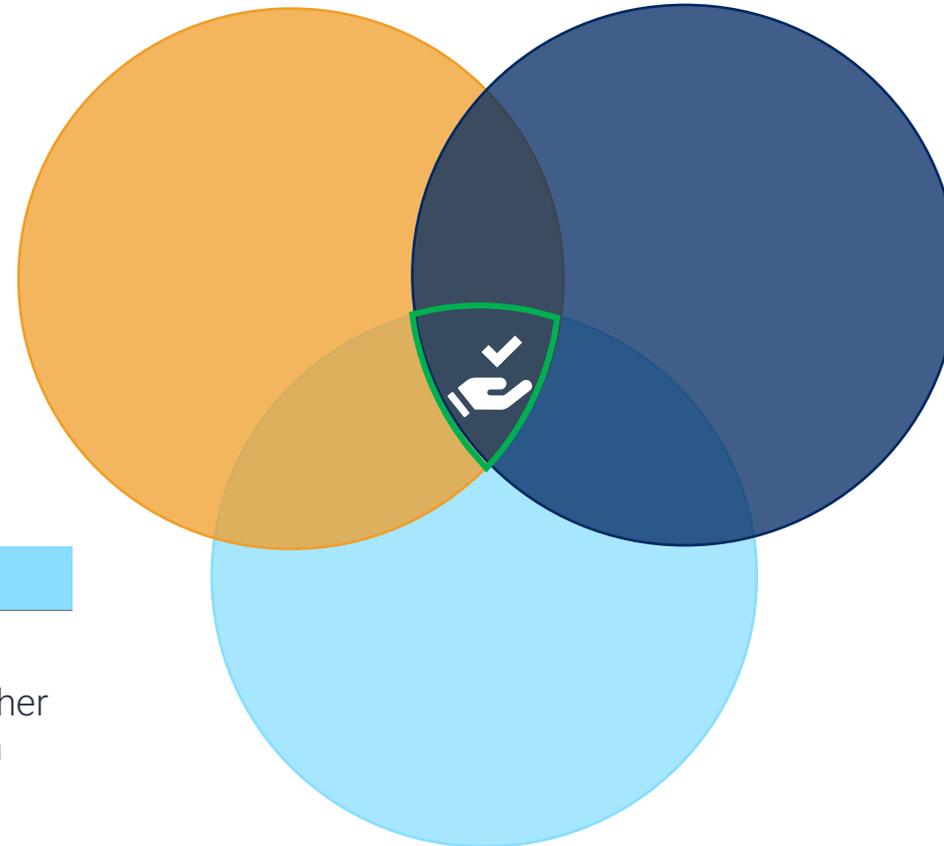
Industry Impact

Key Factors

- Jobs: Industries that create more jobs.
- Wages: Industries that pay higher wages.
- Capex: Industries with higher capex

Results

- ✓ Usual targets will have higher impacts and better growth profiles – Biopharma/Life Sciences, Electronics, Battery, etc.



Competitive Analysis

Key Factors

- Cost analysis
- Workforce analysis
- Unique assets
- Benchmarking against competitors

Results

- ✓ No major deficiencies uncovered in the cost or workforce analyses
- ✗ Data show elevated wages & salaries (proximity to Charlotte)
- ✗ More limited workforce supply at the narrower 20-minute drivetime

Potential Investments & Targets

Potential Site Investments

- ✓ Complete due diligence studies
- ✓ Established road access
- ✓ Utility infrastructure improvements

Potential Targets

- ✓ Ideal targets include cold storage, aerospace, building materials, logistics, machinery, medical device, or other light- to moderate-advanced manufacturing users.

Strategic Development Plan: Earnhardt Site

The plan below outlines development recommendations for the site and initiatives that would have a material impact on enhancing the site’s competitive value proposition to attract a corporate end user. These recommendations are inclusive of but not limited to the items listed within the report.

| | RECOMMENDATION | DESCRIPTION | SSG COMMENTS | |
|------------------|----------------|--|--|---|
| INVESTMENT LEVEL | \$ | Gauge ROI of public control | <ul style="list-style-type: none"> Work with the landowner and key economic development stakeholders to determine the costs and benefits of securing public control of the property. | <ul style="list-style-type: none"> Establishing public control at the site, whether by acquisition or a public option agreement, could allow the economic development team to invest proactively in site readiness efforts and mitigate downstream cost and schedule risk for prospects, thereby enhancing the competitive profile of the site. |
| | \$ | Annexation and rezoning of the property | <ul style="list-style-type: none"> Proactively annex the site into the Town of Granite Quarry and in parallel rezone the site for industrial use. | <ul style="list-style-type: none"> Since the property will require annexation into the Town of Granite Quarry in order to be served by public utilities, consider the benefits of proactive annexation and rezoning to Light Industrial to mitigate schedule risks for future prospects. Anything you can do to reduce the development timeframe improves the property’s competitive advantage in the marketplace. |
| | \$\$ | Complete due diligence | <ul style="list-style-type: none"> Complete due diligence studies at the site. | <ul style="list-style-type: none"> Complete key due diligence studies such as Phase I ESA, Wetlands Delineation, Threatened and Endangered Species, Cultural Resources, Geotechnical, etc. to enhance the site’s “readiness” value proposition and ensure information is on-hand for prospects. |
| | \$\$ | Develop roadway improvement plans | <ul style="list-style-type: none"> Gather engineer’s cost/schedule estimates for on/off-site roadway improvement plans to accommodate industrial grade traffic from Chamandy Drive. | <ul style="list-style-type: none"> Proactively acquire/secure the necessary right-of-way from Rowan County in order to establish road access into the site. Continue to prioritize funding for and development of primary ingress/egress access. Lack of established access will be a barrier to recruitment. |
| | \$\$ | Master plan utility service | <ul style="list-style-type: none"> Work with the various utility providers at the site to develop detailed engineer’s plans for extending and delivering service. Plans should include identified route, right-of-way acquisition, cost, schedule, etc. for delivering service. | <ul style="list-style-type: none"> Site selection is all about mitigating risk and currently the lack of natural gas and water service, along with the unclear wastewater capacity, is a question mark at the site. Service is seemingly available, but the possible supply is not well-defined and the timeline for larger loads would be prohibitive to many projects. Having this information on-hand will instill confidence in prospects that there is a plan that has been vetted. |
| | \$\$\$ | Develop site prep estimates | <ul style="list-style-type: none"> Develop site clearing, mass grading, stormwater, etc. plans for a development pad at the site on the core, developable acreage. | <ul style="list-style-type: none"> Admittedly, a long-term recommendation, but due to the ability to develop 50+ acres of contiguous property, proactive investment in site prep would benefit it greatly from a development cost and timeline perspective. |

Site Exhibits

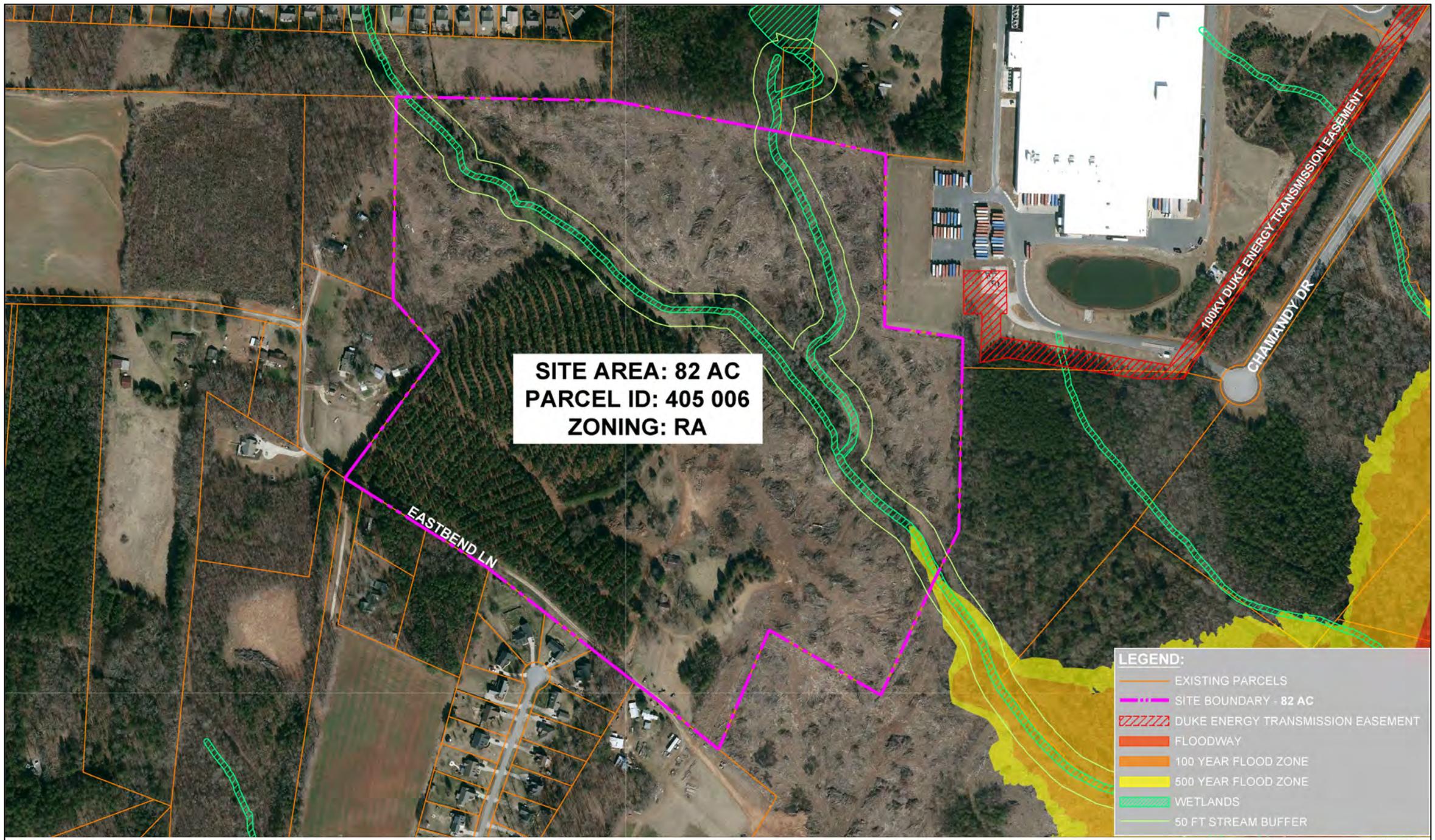


SITE SELECTION GROUP™

Engineering Analysis

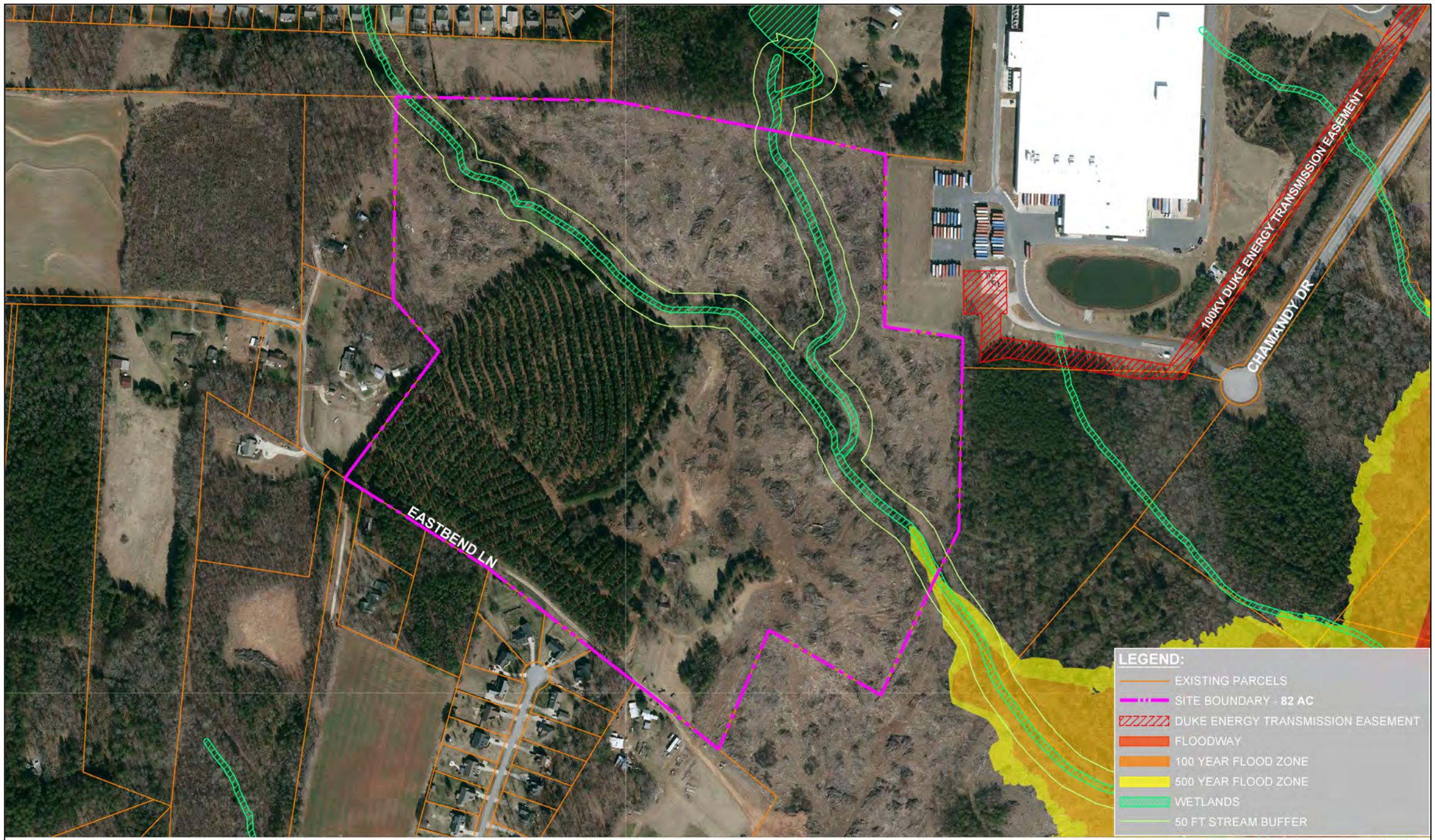


O'Brien Atkins performed a "buildability" study of the site to determine the acreage available for development and developed conceptual plans for the site accordingly.



SITE AREA: 82 AC
PARCEL ID: 405 006
ZONING: RA

- LEGEND:**
- EXISTING PARCELS
 - SITE BOUNDARY - 82 AC
 - DUKE ENERGY TRANSMISSION EASEMENT
 - FLOODWAY
 - 100 YEAR FLOOD ZONE
 - 500 YEAR FLOOD ZONE
 - WETLANDS
 - 50 FT STREAM BUFFER



LEGEND:

- EXISTING PARCELS
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DUKE ENERGY -- EARNHARDT SITE
Rowan County, NC

10-23-25

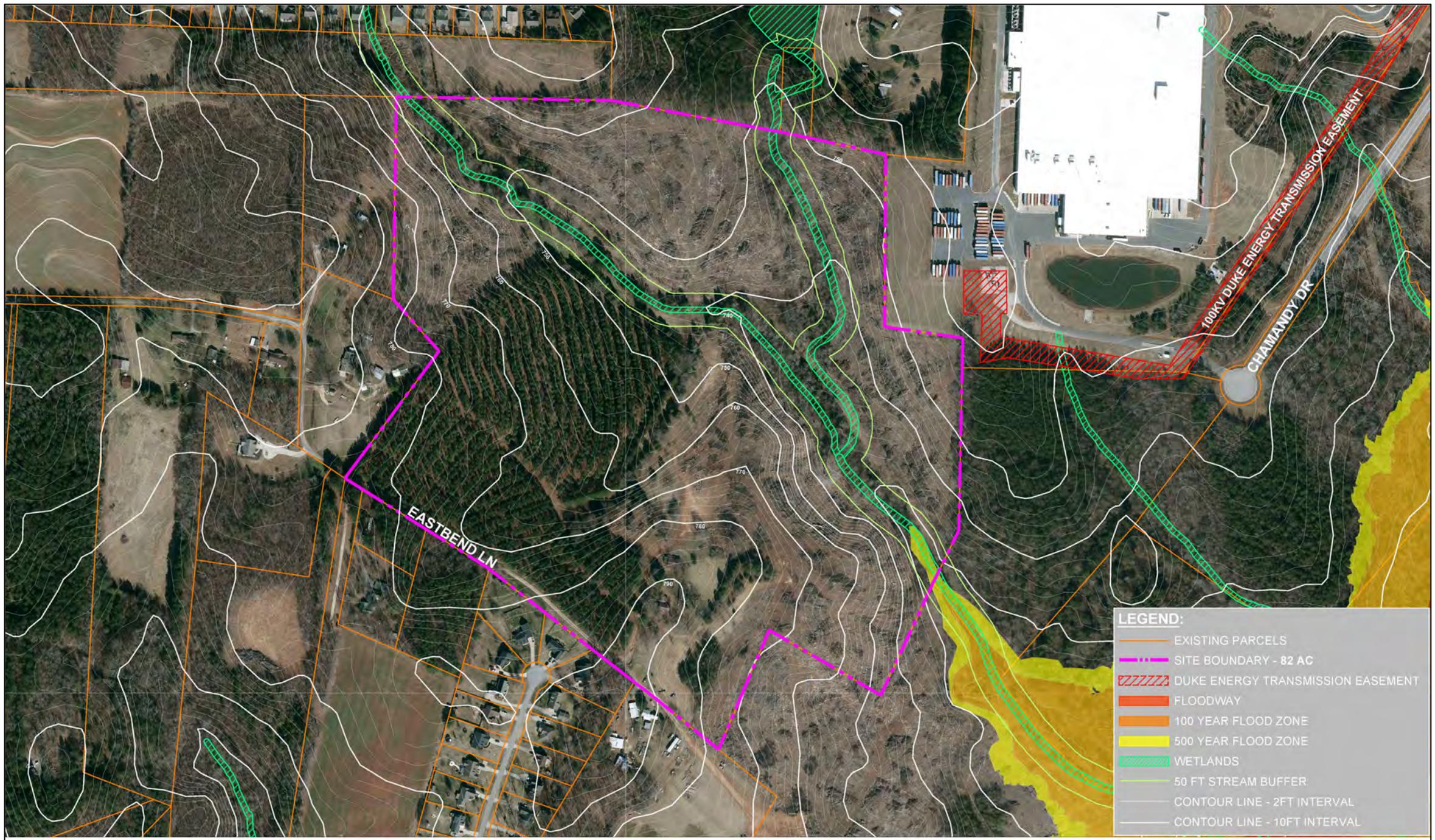
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**Site Analysis
Hydrology**



#2025016



LEGEND:

- EXISTING PARCELS
- SITE BOUNDARY - 82 AC
- DUKE ENERGY TRANSMISSION EASEMENT
- FLOODWAY
- 100 YEAR FLOOD ZONE
- 500 YEAR FLOOD ZONE
- WETLANDS
- 50 FT STREAM BUFFER
- CONTOUR LINE - 2FT INTERVAL
- CONTOUR LINE - 10FT INTERVAL



DUKE ENERGY -- EARNHARDT SITE
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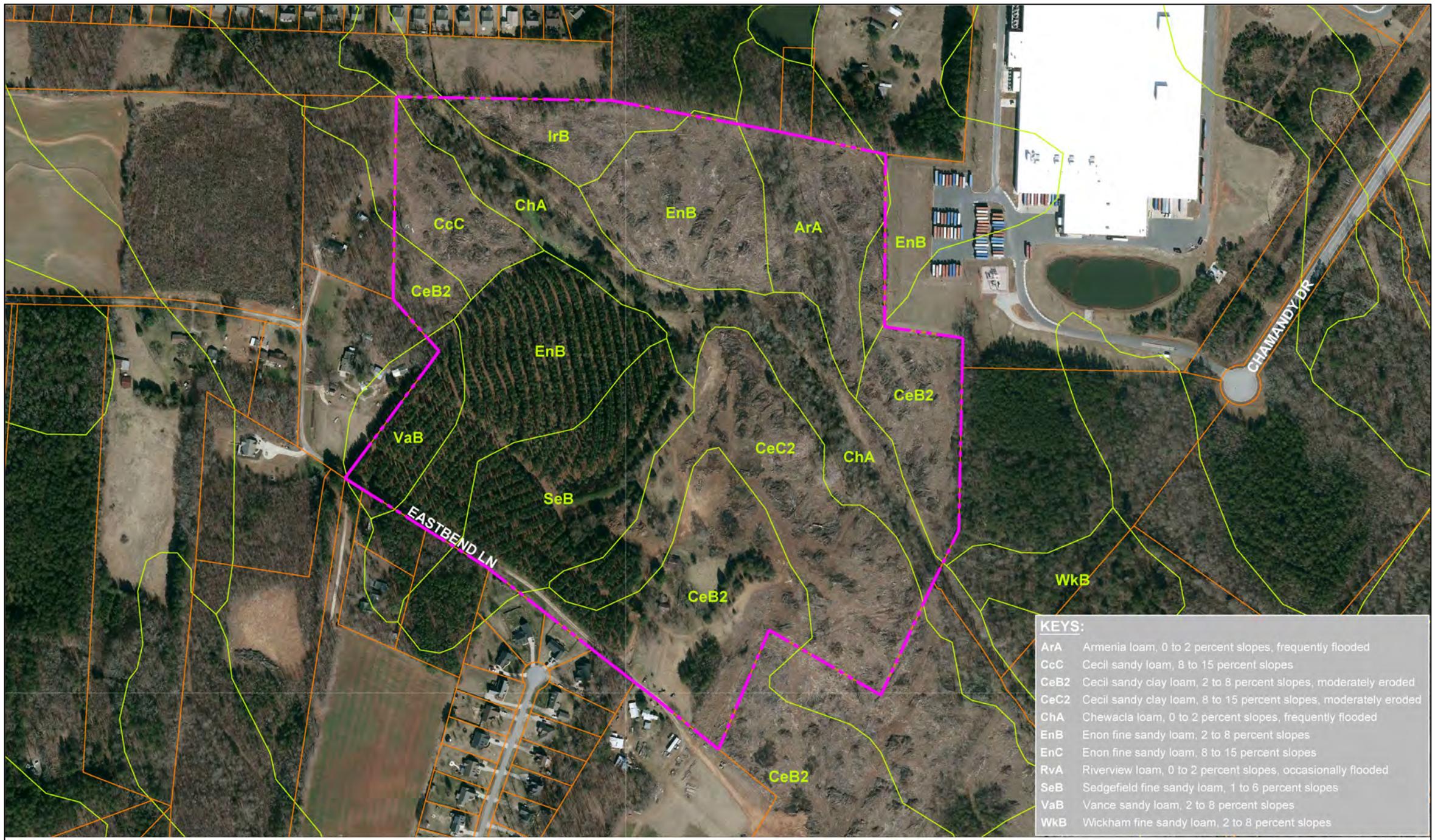
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**Site Analysis
Topography**



#2025016



KEYS:

| | |
|------|--|
| ArA | Armenia loam, 0 to 2 percent slopes, frequently flooded |
| CcC | Cecil sandy loam, 8 to 15 percent slopes |
| CeB2 | Cecil sandy clay loam, 2 to 8 percent slopes, moderately eroded |
| CeC2 | Cecil sandy clay loam, 8 to 15 percent slopes, moderately eroded |
| ChA | Chewacla loam, 0 to 2 percent slopes, frequently flooded |
| EnB | Enon fine sandy loam, 2 to 8 percent slopes |
| EnC | Enon fine sandy loam, 8 to 15 percent slopes |
| RvA | Riverview loam, 0 to 2 percent slopes, occasionally flooded |
| SeB | Sedgefield fine sandy loam, 1 to 6 percent slopes |
| VaB | Vance sandy loam, 2 to 8 percent slopes |
| WkB | Wickham fine sandy loam, 2 to 8 percent slopes |



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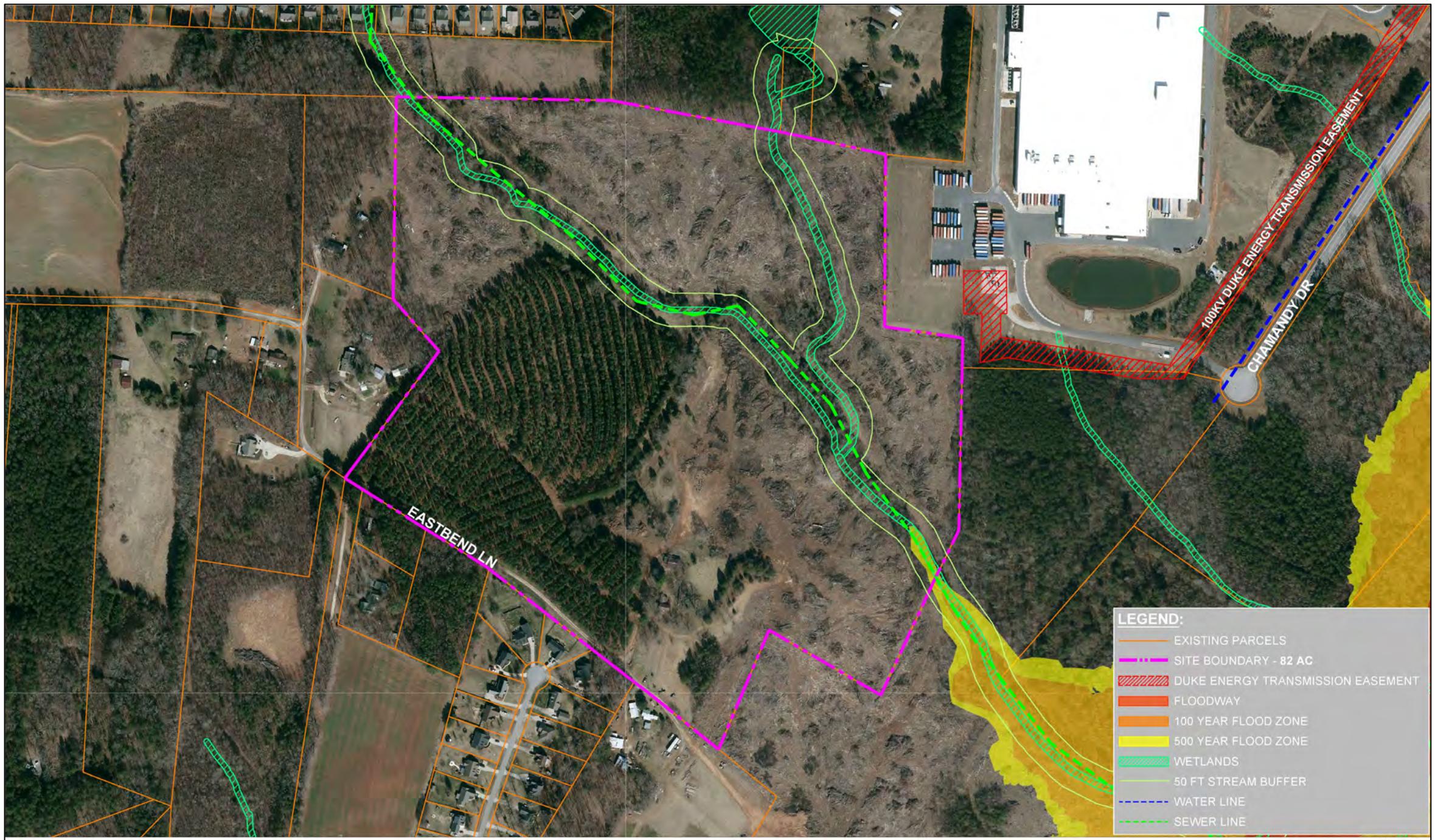
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**Site Analysis
Soils**



#2025016



LEGEND:

- EXISTING PARCELS
- SITE BOUNDARY - 82 AC
- DUKE ENERGY TRANSMISSION EASEMENT
- FLOODWAY
- 100 YEAR FLOOD ZONE
- 500 YEAR FLOOD ZONE
- WETLANDS
- 50 FT STREAM BUFFER
- WATER LINE
- SEWER LINE



DUKE ENERGY -- EARNHARDT SITE
Rowan County, NC

10-23-25



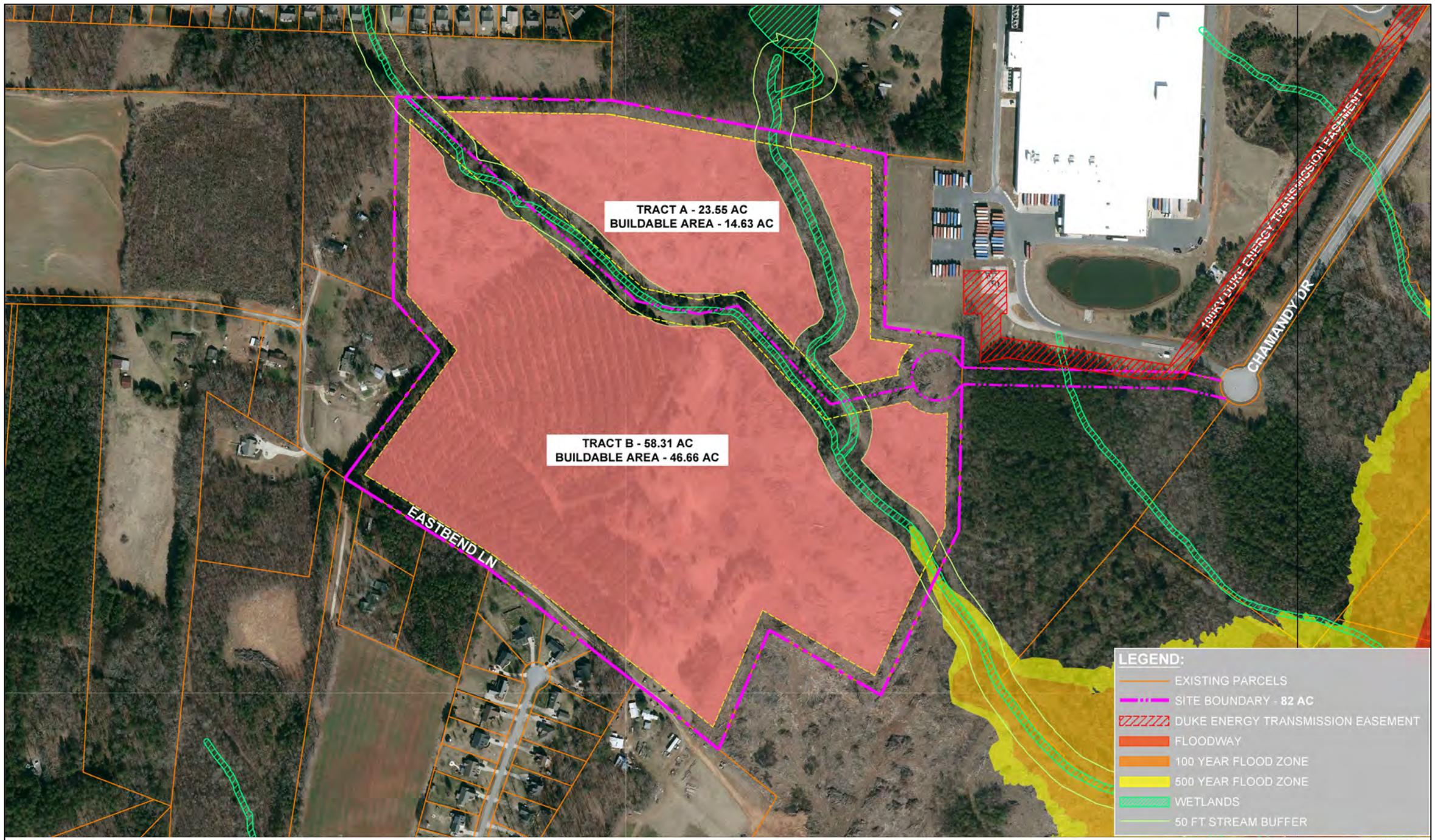
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**Site Analysis
Utilities**



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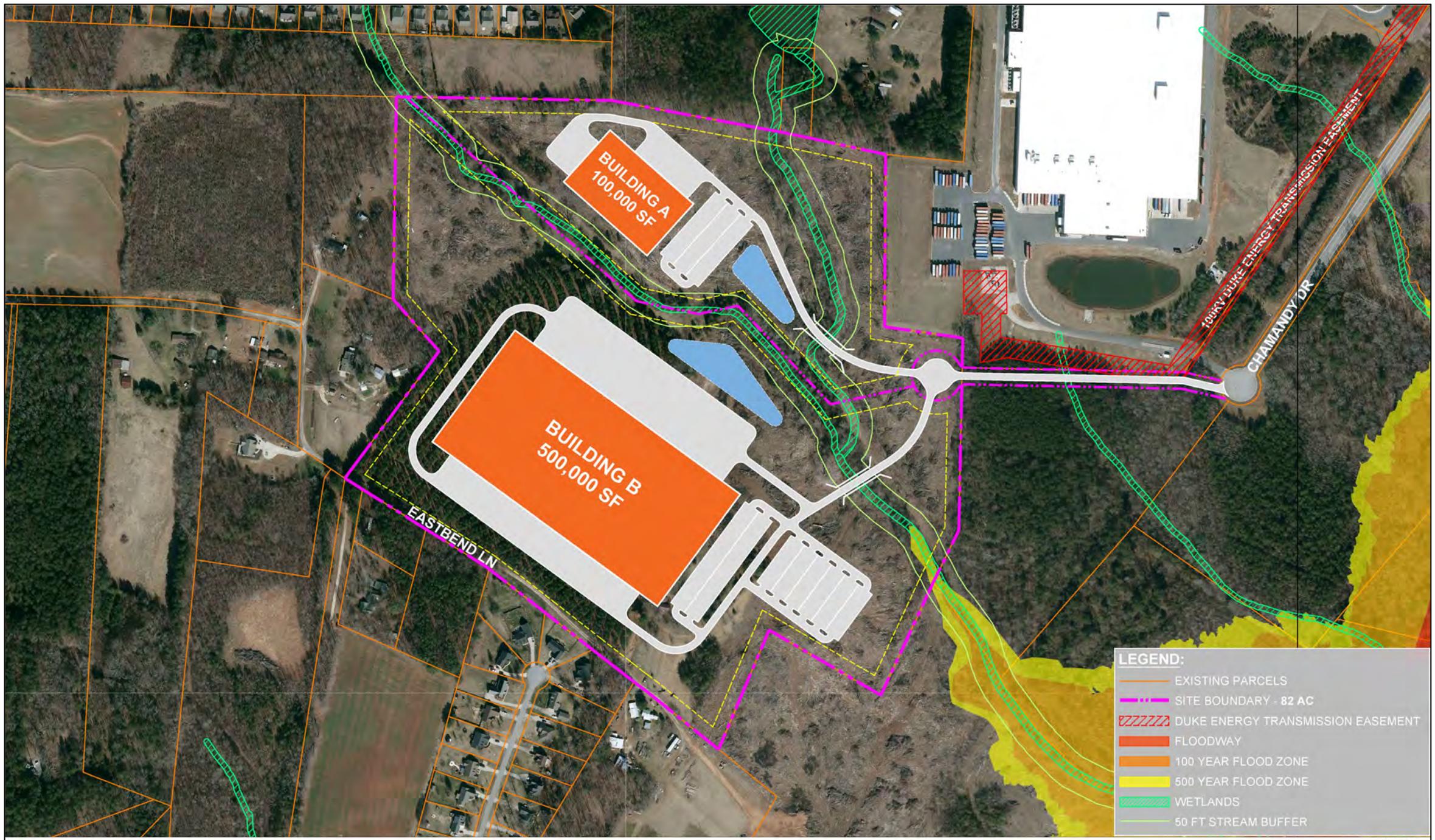
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**Site Concept A
Subdivision Tract**



#2025016



LEGEND:

- EXISTING PARCELS
- SITE BOUNDARY - 82 AC
- DUKE ENERGY TRANSMISSION EASEMENT
- FLOODWAY
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- WETLANDS
- 50 FT STREAM BUFFER



DUKE ENERGY -- EARNHARDT SITE
Rowan County, NC

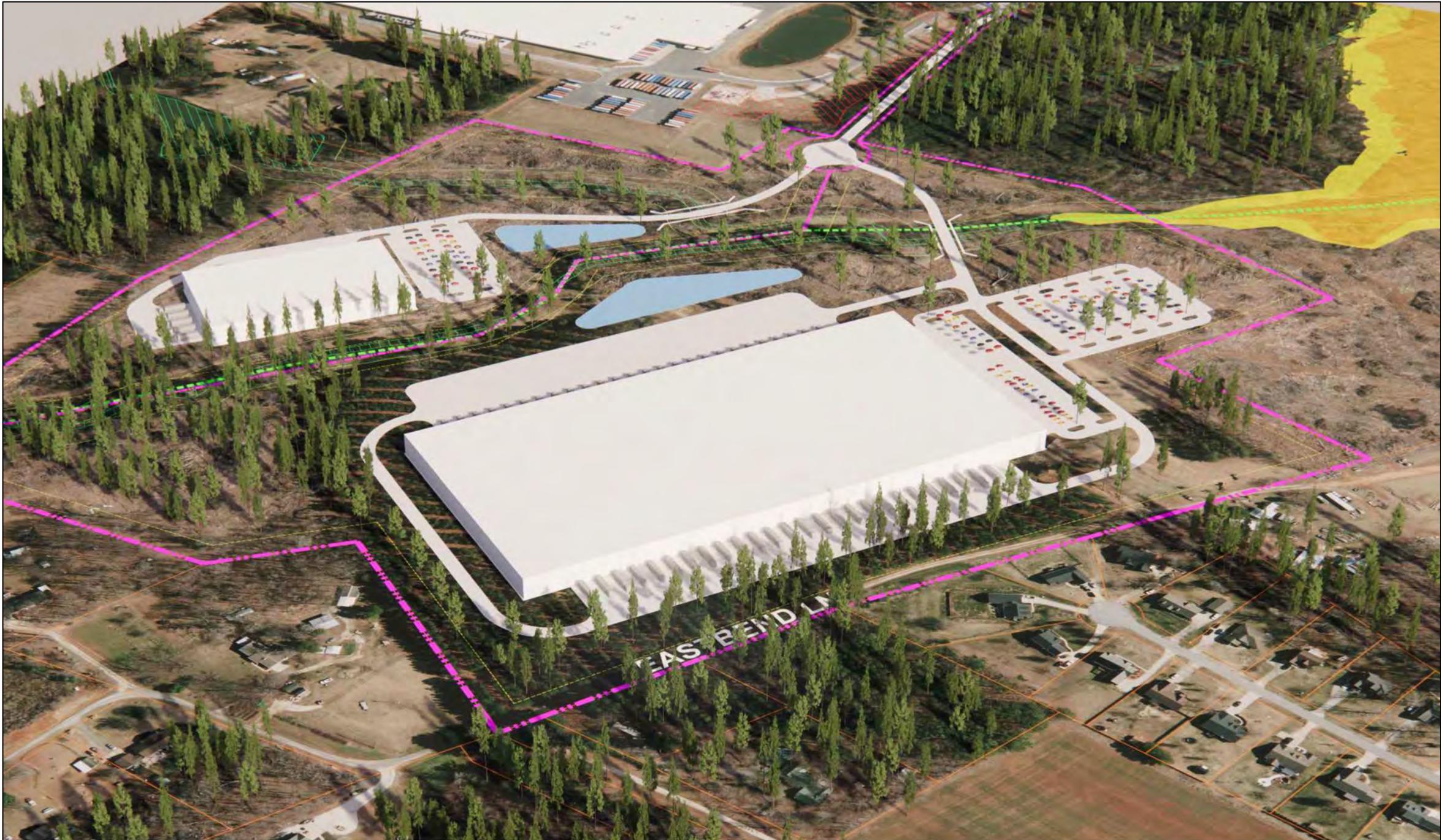
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**Site Concept A
Preliminary Plan**



#2025018



DUKE ENERGY -- EARNHARDT SITE
Rowan County, NC

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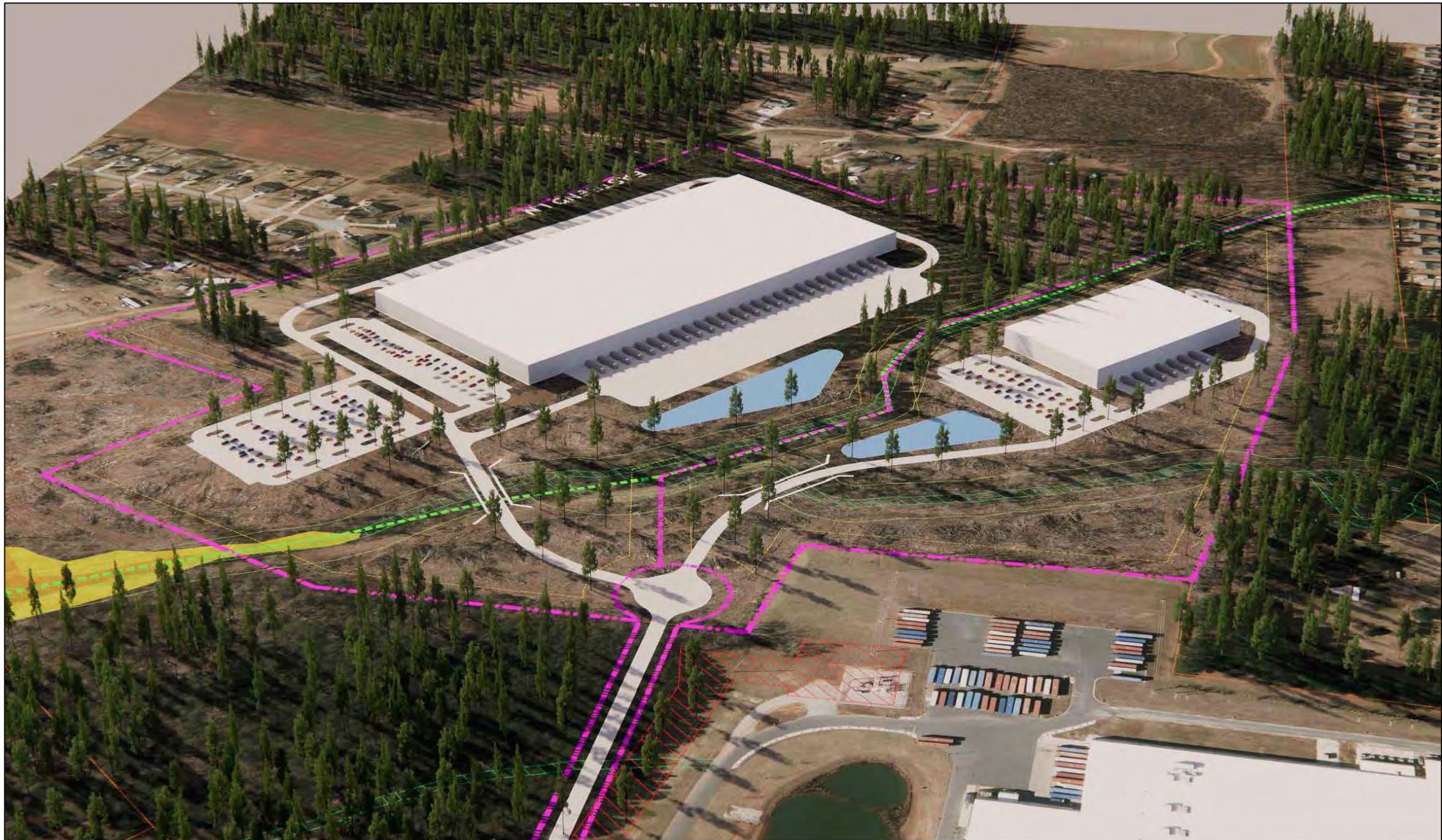
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Site Concept A
3D South View



#2025016



DUKE ENERGY -- EARNHARDT SITE
Rowan County, NC

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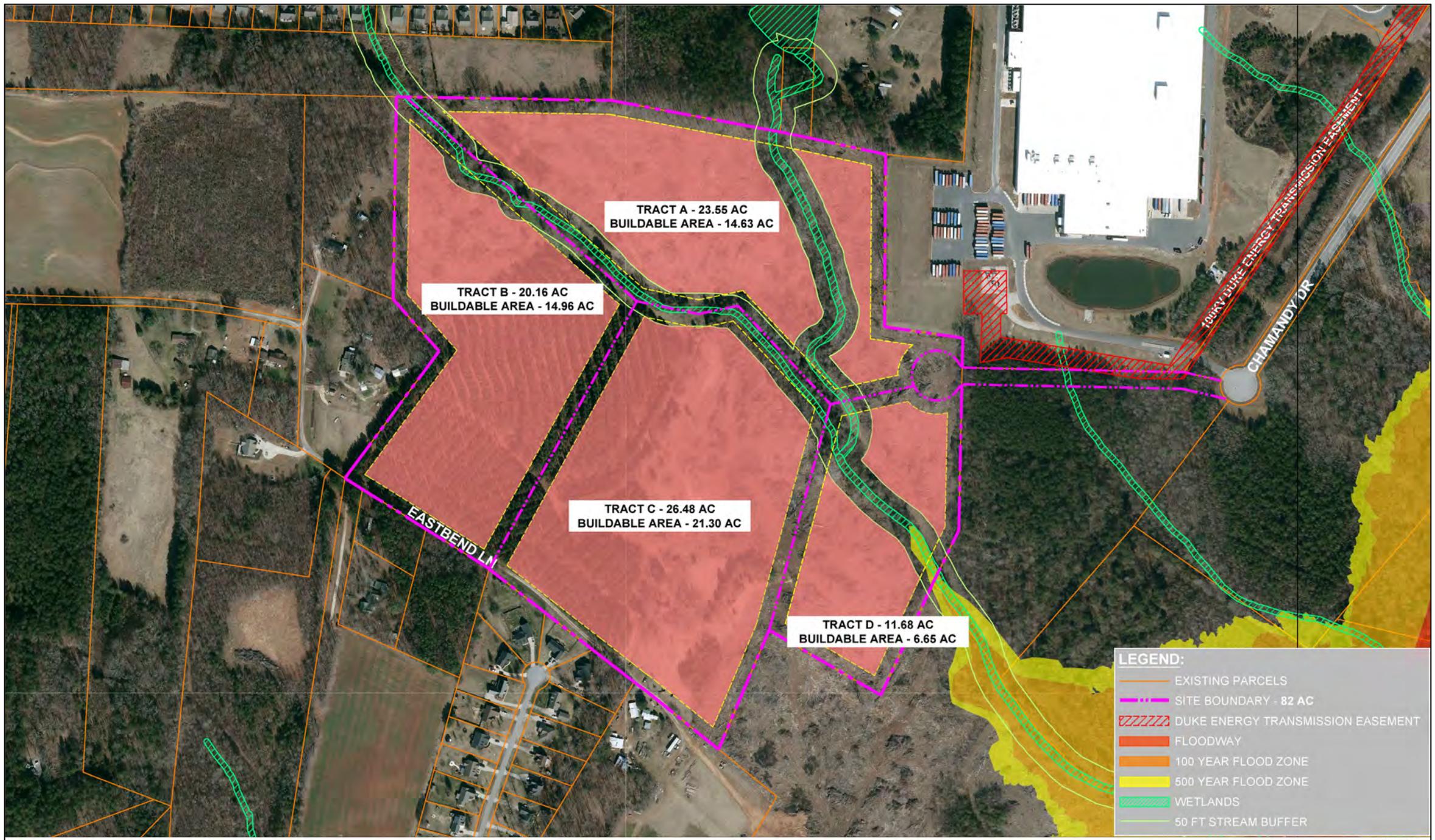
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Site Concept A
3D North View



#2025016



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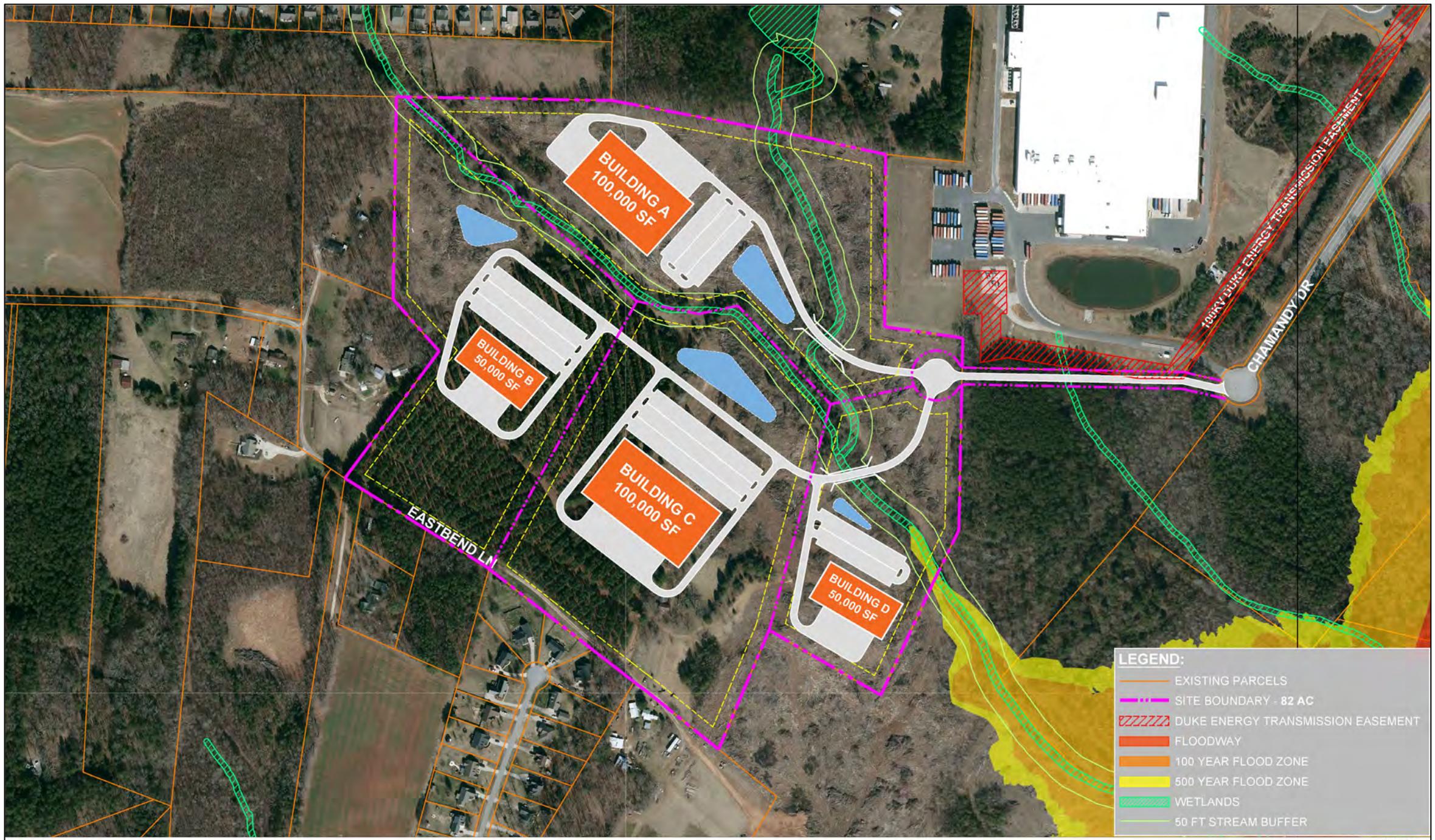
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**Site Concept B
Subdivision Tract**



#2025016



DUKE ENERGY -- EARNHARDT SITE
Rowan County, NC

10-23-25

1" = 300'



Site Concept B
Preliminary Plan



#2025016

1. Technical Site Analysis

Technical Site Analysis: Summary

Objective

- Technical Analysis: Review the technical merits of the site in the exact same manner we would if we were evaluating it for a corporate requirement.
- Strengths: Determine strengths of the site and how those could align with different types of users.
- Challenges: Identify challenges with the site and make tactical and strategic recommendations to improve.

Methodology

- RFI Process: Collect site related information via request for information (RFI) in the same way we would in a corporate engagement.
- Site Visit: Visit the site and meet with key stakeholders (e.g., utilities, permitting, etc.) to further evaluate the site.
- General Industrial Standards: Compare the site against general market standards for industrial uses.
- Industry Specific Alignment: Highlight unique factors that could help the site align with specific industries (e.g., excess utilities, transportation access, etc.)

Results

Key Strengths

- ✓ 60+ acres of contiguous, developable area
- ✓ Extension of established industrial area
- ✓ Strong electric infrastructure and potential capacity nearby

Challenges

- ✗ Annexation and rezoning is required for industrial use
- ✗ Road access has not been established
- ✗ Natural gas and water extensions required
- ✗ On-site impediments (wetlands and utility easement bisect the site, limiting the contiguous, developable acreage of the northern portion
- ✗ Lack of due diligence completed

Summary Takeaway/Recs

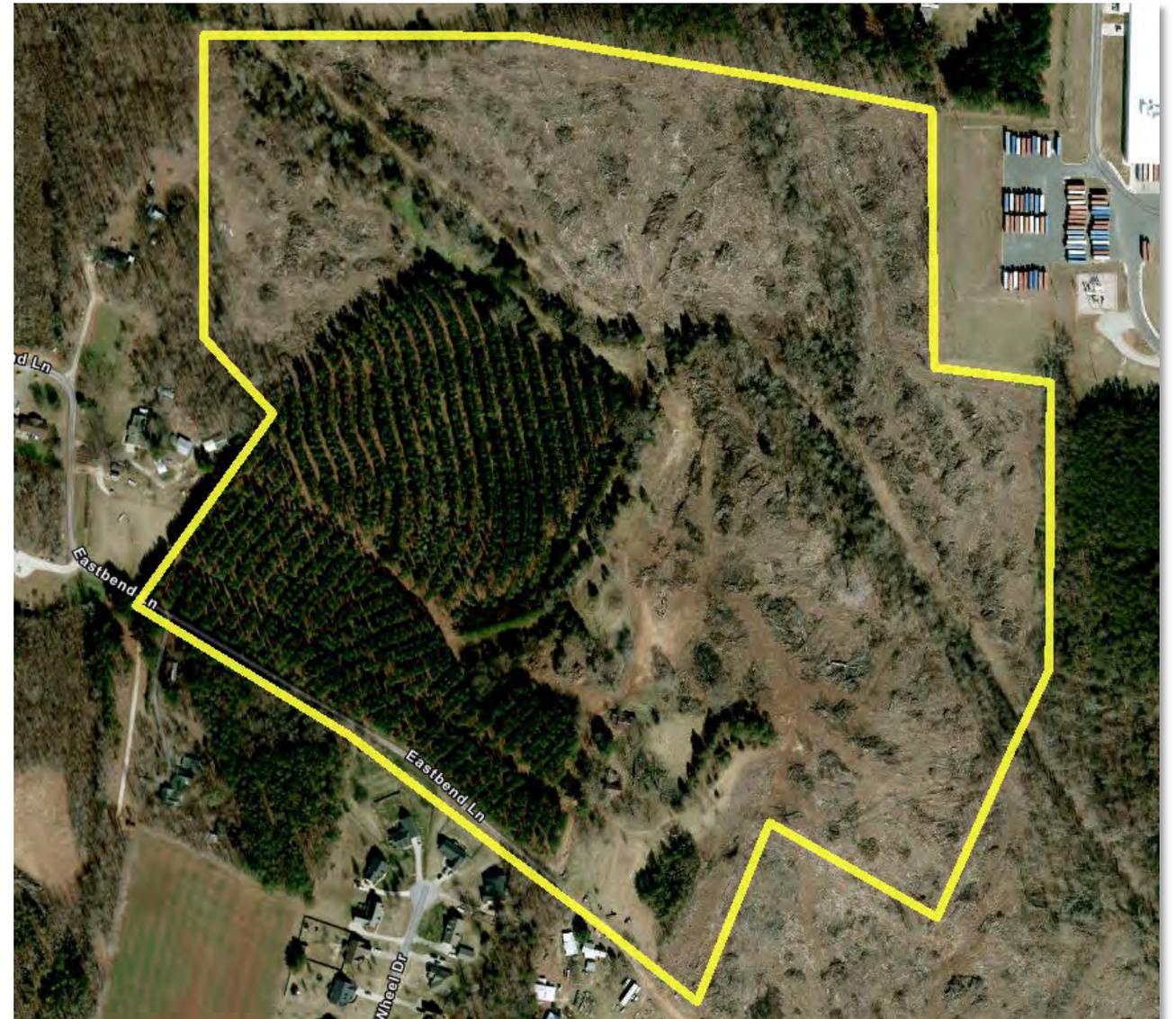
- The site is upstream in development but is the extension of the adjacent industrial area, with all utilities on-site or nearby. Investing in standard pre-development activities such as due diligence study, constructing road access, etc. will have a significant impact on the site's ability to recruit and end user.

Earnhardt Site

Site Characteristics

| | |
|----------------------------|--|
| Location | Salisbury, Rowan County, South Carolina |
| Lat/Long | 35.61205, -80.48127 |
| Total Acres | 82.46 acres |
| Developable Acres | 63 acres |
| Ownership | Private landowner There is currently no form of public control at the site; however, the site is owned by a single landowner who is supportive of the envisioned use. |
| Asking Price | \$50,000 per acre |
| Comments & Recommendations | <ul style="list-style-type: none">• Commentary during the site visit indicated that the Rowan EDC is open to an assignable option but is not interested in purchasing the site outright. Having a form of public control is a competitive advantage for economic development projects. |

Aerial Map with Boundary



Earnhardt Site

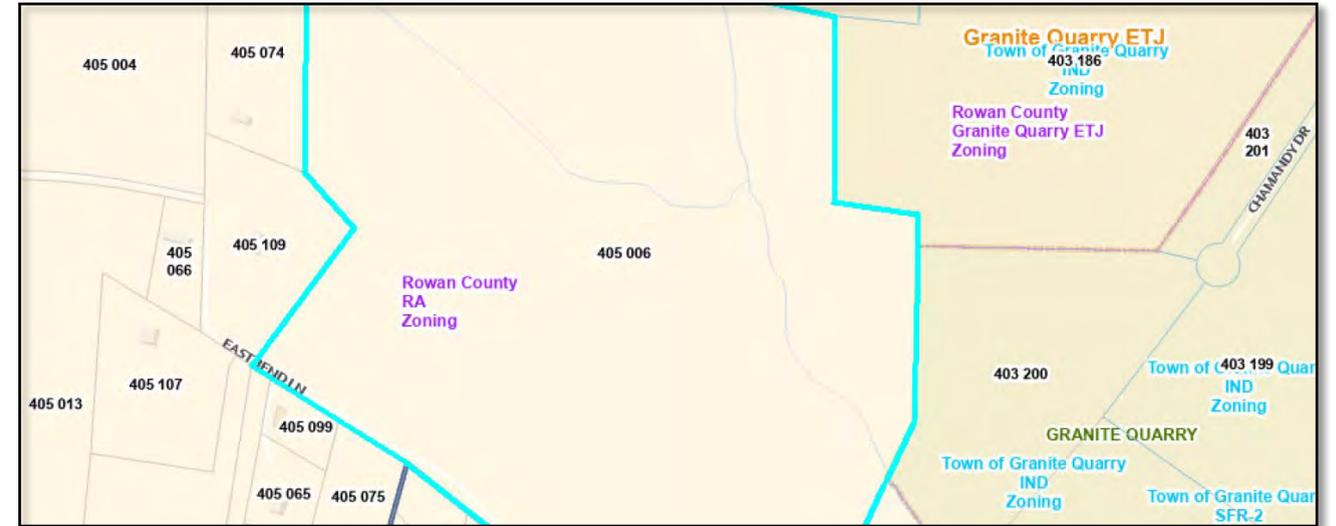
Zoning & Land Use

| | |
|------------------|-------------------------------------|
| Zoning | RA – Rural Agriculture |
| Future Land Use | Light Industrial |
| Current Use | Undeveloped/Vacant Land |
| Prior Use | Undeveloped/Vacant Land |
| Surrounding Uses | Industrial/Agricultural/Residential |

Comments & Recommendations

- Rezoning will be required for industrial use.
- Since the property will require annexation into the Town of Granite Quarry in order to be served by public utilities, consider the benefits of proactive annexation and rezoning to Light Industrial to mitigate schedule risks for future prospects. Anything you can do to reduce the development timeframe improves the property's competitive advantage in the marketplace.
- Annexation and rezoning process is initiated by owner petition and can be done concurrently; process typically takes 60-75 days.

Zoning



Surrounding Land Uses



Earnhardt Site

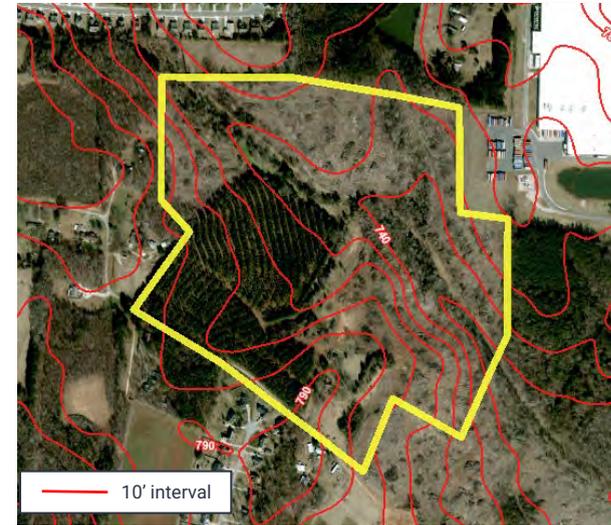
Site Developability

| | | |
|--|----------------------|--|
| | Wetlands | <p>National Wetlands Imagery depicts a stream traversing the site from east to west; however, a wetlands delineation has not been completed.</p> <p>Wetlands are expected to have a moderate impact on the site and stream crossing(s) will likely be required to establish road access.</p> |
| | Floodplain | <p>The majority of the site is in located FEMA Flood zone X - outside the 100-year and 500-year flood zones. A small portion of the site along the eastern boundary is located within the 500-year flood zone; however, impacts to development are not expected.</p> |
| | Topography | <p>Site rises from 732 ft. to 792 ft., and impacts from topography are expected to be typical for the area. The lowest lying areas lie in the center of the site along the stream and wastewater easement.</p> |
| | Due Diligence | <p>Due diligence study has not been completed at the site.</p> |

Comments & Recommendations

- Complete due diligence studies at the site including:
 - Phase I ESA
 - Wetlands Delineation
 - Geotechnical Exploration
 - Threatened & Endangered Species
 - Cultural Resources Review
 - Boundary Survey
- Town of Granite Quarry wastewater easement traverses the site from east to west and will impact development.

Topography



Existing Site Conditions



FEMA Flood Hazard and National Wetlands Inventory

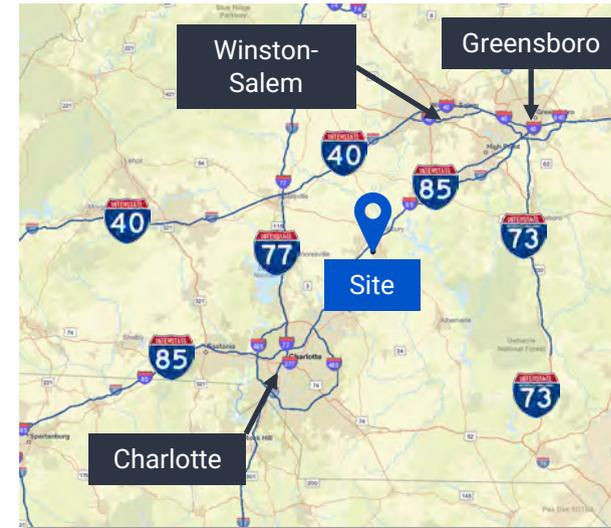


Earnhardt Site

Transportation

| | | |
|--|---------------------------------------|---|
| | Ingress/Egress | Chamandy Drive will provide primary access for ingress/egress to the site. Improvements will be required to accommodate industrial-grade traffic, including a stream crossing(s) on-site. |
| | Interstate/Highway | The site is 2.1 miles to the nearest interchange onto Interstate 85 (I-85). The site is 2.9 miles away from US 601, a 4-lane highway. |
| | Rail Provider | The site is not rail served. |
| | Rail Infrastructure | N/A |
| | Port | Port of Wilmington is 208 miles from the site. |
| | Airport | Charlotte-Douglas International Airport is 42.8 miles from the site. |
| | Comments & Recommendations | <ul style="list-style-type: none"> Gather engineer's cost/schedule estimates for on/off-site roadway improvement plans to accommodate industrial grade traffic from Chamandy Drive. Proactively acquire/secure the necessary right-of-way from Rowan County in order to establish road access into the site. Continue to prioritize funding for and development of primary ingress/egress access. Lack of established access will be a barrier to recruitment. |

Interstate System



Chamandy Drive



Transportation Overview



Earnhardt Site

Electric

Electric Infrastructure

| | |
|----------------------------|--|
| Electric Provider | Duke Energy |
| Electric Infrastructure | <p>12 kV line is located approximately 600 ft. to the north</p> <p>100 kV radial circuit is located approximately 0.01 miles to the north of the site within the broader industrial park</p> <p>Julian Road Retail Substation is located 0.75 miles from the site</p> |
| Capacity & Improvements | <p>Estimated schedule to serve was gathered for providing service at varying capacity levels:</p> <p><u>1-5 MW</u>: Minimal improvements required to service this capacity via the 12 kV electric distribution line, and service can be made available within 1-12 months.</p> <p><u>10 MW</u>: Service at this level could be provided either by tapping the 100 kV circuit and constructing a dedicated on-site substation or by constructing an additional 12 kV circuit from the Julian Road Substation. A nearby industrial customer is currently absorbing nearly all of the capacity on the adjacent 12 kV circuit; however, it is anticipated that the capacity will free up in the next 2-3 years.</p> <p><u>10-20 MW</u>: Service over 10MW will require construction of an on-site substation. Right-of-way acquisition may be required for any new line extensions. Estimated no up-front cost for standard single service, and service can be made available in 25-36 months.</p> <p>Electric redundancy may be feasible at this location; however, further engineering review would be required.</p> |
| Comments & Recommendations | <ul style="list-style-type: none"> Given the proximity of the 100 kV line, this site can likely support a large demand user; however, further engineer study would be required. |



Earnhardt Site

Natural Gas

Natural Gas Provider

Piedmont Natural Gas

Natural Gas Infrastructure

2-inch distribution line is located approximately 165 ft. on the southern side of the site, operating at 60 PSIG; however, although this is the nearest natural gas line, it is likely not feasible to support an industrial customer.

4-inch distribution line is 3,700 ft. to the west of the site.

Capacity & Improvements

Estimated cost and schedule was gathered for providing service at varying capacity levels:

Up to 30 MCFH: Approximately 3,700 ft. extension of 4-inch distribution line tying into existing 4-inch distribution line west of the site is required. Estimated at \$500,000, and service can be provided in 10 months.

50 MCFH: Approximately 2.2-mile extension of a 4-inch line that ties into a high-pressure distribution system east of the site is required. Estimated at \$2.75 million, and service can be provided in 20 months.

100 MCFH: Approximately 2.2-mile extension of a 6-inch steel line that ties into a high-pressure distribution system east of the site is required. Estimated at \$4 million, and service can be provided in 20 months.

Comments & Recommendations

- Obtain engineer's detailed cost and schedule estimates for extending natural gas infrastructure into the site.
- The lack of natural gas service available to the site be a barrier to recruitment of many industries, especially in the manufacturing sector. Lighter uses, distribution, or assembly projects are feasible without natural gas.
- Commentary provided by PNG during the site visit indicated that this area is "weaker" in terms of overall natural gas supply and system support.

Natural Gas Infrastructure Map Not Provided



Earnhardt Site

Water

Water Provider Salisbury-Rowan Utilities

Water Line

12-inch water line is located at the end of the Chamandy Dr cul-de-sac. Total and excess capacities of the line are unknown.

Up to 100,000 GPD: Extension of the 12-inch water line into the site. Estimated at approximately \$500,000, and service can be made available within 13-18 months.

300,000 GPD: For service up to 300,000 GPD, estimated costs and details for service are unknown, but it is anticipated that service can be provided in 19-24 months.

600,000 GPD: For service up to 600,000 GPD, estimated costs and details for service are unknown, but it is anticipated that service can be provided in 25-36 months.

Construction of an on-site elevated storage tank (approximately 0.5 MGD) may be required for higher scenarios. Available Flow study was provided dated October 10, 2025, that indicates all three scenarios could be achieved maintaining approximately 70 psi or greater.

Water System

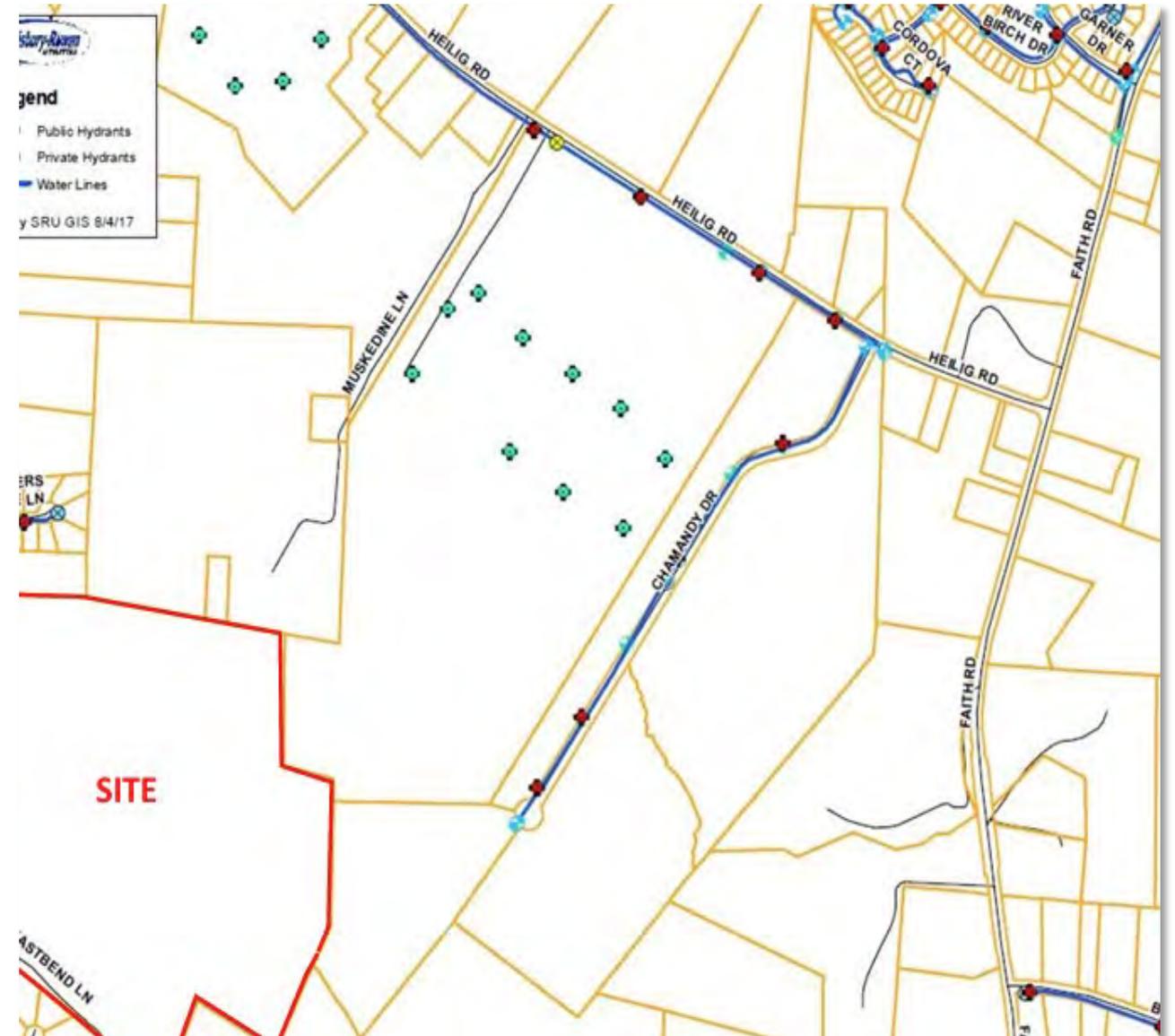
Salisbury-Rowan Utilities provides water treatment plant capacity to the park.

Permitted capacity the Salisbury-Rowan Utilities Water Treatment Plant is 24 MGD, and excess capacity is 12.5 MGD factoring peak utilization.

Comments & Recommendations

- Obtain engineer's detailed cost and schedule estimates for extending water infrastructure into the site.
- Continue working with water provider to vet plans of service for demands greater than 100,000 GPD in order to have on-hand for future prospect activity.
- Commentary during the visit indicated that the extension of the water line into the site would likely follow the road right-of-way, when constructed.

Water Infrastructure

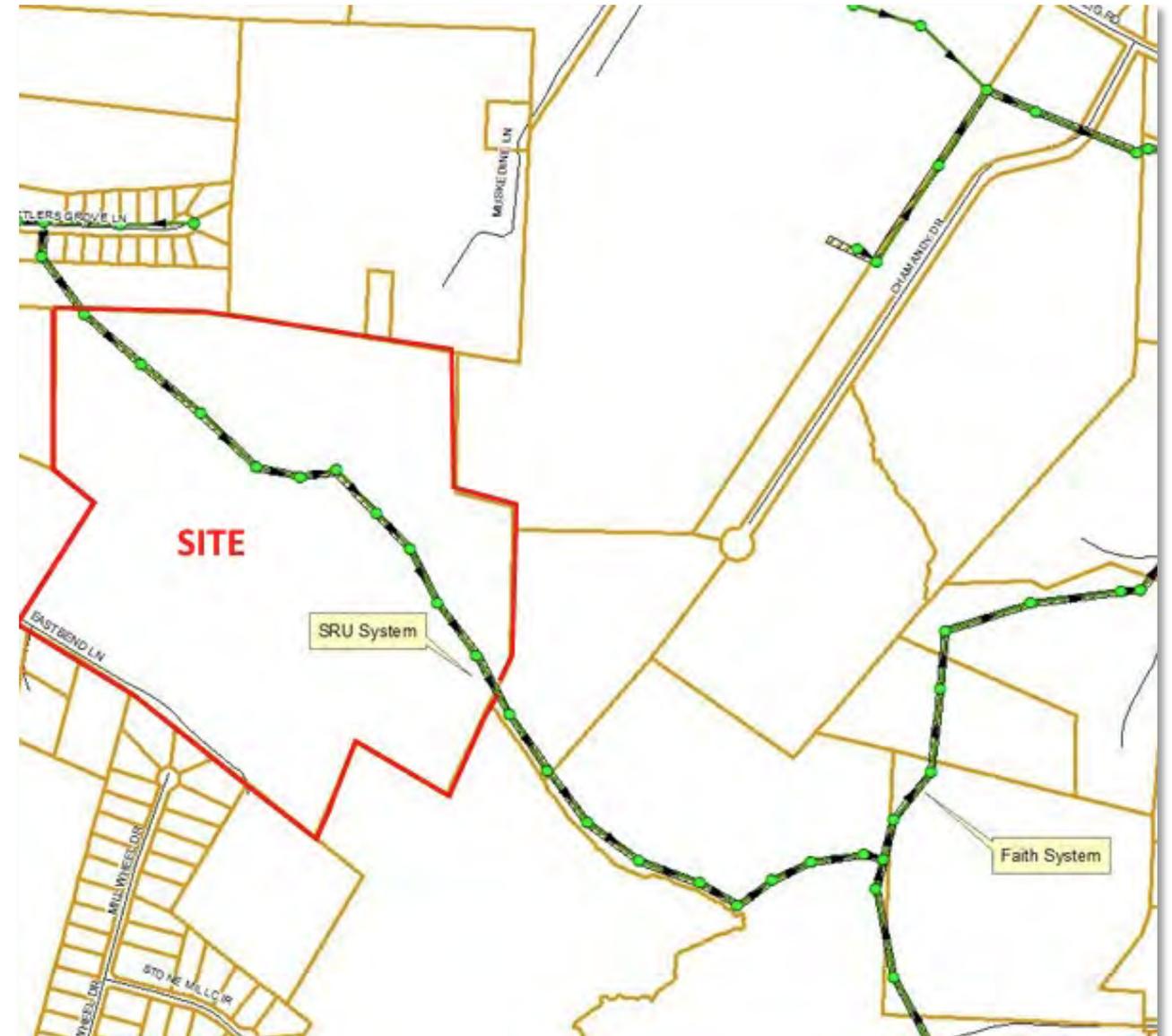


Earnhardt Site

Wastewater

| | |
|---------------------------------------|---|
| Wastewater Provider | Salisbury-Rowan Utilities |
| Wastewater Line | <p>8-inch gravity main is located on site and traverses the property from east to west. Total and excess capacities of the line are unknown.</p> <p><u>80,000 - 250,000 GPD</u>: Although the excess capacity available to the site is uncertain, commentary during the site visit indicated it would be within this range. Service would require lift station improvements (currently at max capacity) and potential line upsizing depending on demand. Estimated costs and schedule are unknown.</p> <p><u>500,000 GPD</u>: Service requires lift station improvements, gravity main upsizing and treatment plant upgrades. Estimated costs and schedule are unknown.</p> |
| Wastewater System | <p>Salisbury-Rowan Utilities provides wastewater treatment plant capacity to the park.</p> <p>Permitted capacity of the Town Creek Wastewater Treatment Facility provides 5 MGD, and excess capacity is 1.5 MGD, factoring allocated capacity.</p> |
| Comments & Recommendations | <ul style="list-style-type: none"> • Obtain engineer's detailed cost and schedule estimates for upgrading the lift station and upsizing the gravity main. • While a respectable amount of capacity is available to the site, SSG scores wastewater as a weakness at the lower scenarios due to the unknowns surrounding improvement cost and schedule. At higher scenarios (i.e., greater than 250,000 GPD), wastewater would be viewed as a challenge due to the treatment plant upgrades. |

Wastewater Infrastructure



Earnhardt Site

Telecommunications

Telecom Provider Kinetic Business

Telecom Infrastructure Existing fiber will require a 950 ft extension to the site. Estimated costs are unknown and service can be provided within three (3) months.

- Comments & Recommendations**
- Commentary during the site visit indicated that AT&T also has fiber infrastructure in the area. Work with AT&T to gather plans for service to a new industrial user, as many users prefer to have redundant sources for fiber.

Telecom Infrastructure Map Not Provided



Industry Based Analysis: Different Profiles & Requirements

| | | Aerospace | Automotive | Battery & EV Suppliers | Biopharma/ Life Science | Building Materials | Chemicals | Cold Storage | Electronics | Food & Beverage | Logistics | Machinery | Medical Device | Metals & Plastics | Paper | Advanced Manufacturing |
|-------------------------------|--------|-----------|------------|------------------------|-------------------------|--------------------|-----------|--------------|-------------|-----------------|-----------|-----------|----------------|-------------------|-----------|------------------------|
| Headcount | Small | 50 | 80 | 150 | 70 | 40 | 50 | 20 | 150 | 60 | 50 | 100 | 50 | 50 | 100 | 73.0 |
| | Medium | 150 | 200 | 350 | 150 | 75 | 250 | 50 | 350 | 110 | 100 | 200 | 100 | 110 | 200 | 171.0 |
| | Large | 280 | 400 | 600 | 300 | 110 | 450 | 100 | 600 | 300 | 150 | 300 | 150 | 330 | 300 | 312.0 |
| Capex | Small | \$15 m | \$35 m | \$60 m | \$50 m | \$20 m | \$50 m | \$45 m | \$60 m | \$20 m | \$10 m | \$25 m | \$20 m | \$30 m | \$200 m | \$46 m |
| | Medium | \$55 m | \$140 m | \$150 m | \$100 m | \$40 m | \$150 m | \$90 m | \$150 m | \$40 m | \$25 m | \$50 m | \$40 m | \$50 m | \$400 m | \$106 m |
| | Large | \$200 m | \$725 m | \$1300 m | \$350 m | \$60 m | \$350 m | \$135 m | \$1300 m | \$100 m | \$50 m | \$100 m | \$60 m | \$110 m | \$600 m | \$389 m |
| Acreage | Small | 20 | 20 | 30 | 20 | 20 | 20 | 5 | 30 | 20 | 10 | 25 | 10 | 30 | 100 | 26.0 |
| | Medium | 40 | 35 | 50 | 40 | 40 | 40 | 10 | 50 | 40 | 15 | 50 | 20 | 50 | 200 | 49.0 |
| | Large | 150 | 150 | 150 | 80 | 60 | 80 | 15 | 150 | 90 | 20 | 75 | 30 | 130 | 300 | 106.0 |
| Electric - Demand (MW) | Small | 1.0 | 5.0 | 10.0 | 5.0 | 1.0 | 15.0 | 5.0 | 10.0 | 1.0 | 2.0 | 3.0 | 3.0 | 3.0 | 20.0 | 6.0 |
| | Medium | 5.0 | 25.0 | 25.0 | 10.0 | 3.0 | 35.0 | 12.0 | 25.0 | 3.0 | 3.0 | 5.0 | 5.0 | 10.0 | 30.0 | 14.0 |
| | Large | 20.0 | 100.0 | 50.0 | 15.0 | 5.0 | 50.0 | 20.0 | 50.0 | 7.0 | 5.0 | 8.0 | 8.0 | 50.0 | 45.0 | 31.0 |
| Gas (MCF/hr) | Small | 5 | 30 | 10 | 5 | 8 | 25 | 2 | 10 | 5 | 2 | 10 | 3 | 25 | 100 | 17.0 |
| | Medium | 10 | 125 | 30 | 10 | 15 | 250 | 3 | 30 | 10 | 3 | 15 | 5 | 100 | 180 | 56.0 |
| | Large | 15 | 250 | 80 | 15 | 25 | 600 | 5 | 80 | 20 | 5 | 20 | 8 | 180 | 270 | 112.0 |
| Water (GPD) | Small | 10,000 | 30,000 | 500,000 | 40,000 | 5,000 | 150,000 | 5,000 | 500,000 | 80,000 | 5,000 | 15,000 | 40,000 | 25,000 | 675,000 | 148,500 |
| | Medium | 40,000 | 250,000 | 1,350,000 | 130,000 | 10,000 | 450,000 | 10,000 | 1,350,000 | 200,000 | 10,000 | 30,000 | 80,000 | 100,000 | 1,350,000 | 383,000 |
| | Large | 80,000 | 1,200,000 | 2,000,000 | 200,000 | 15,000 | 900,000 | 15,000 | 2,000,000 | 400,000 | 15,000 | 45,000 | 120,000 | 500,000 | 1,800,000 | 663,500 |
| Wastewater (GPD) | Small | 8,000 | 23,000 | 375,000 | 30,000 | 4,000 | 115,000 | 4,000 | 375,000 | 60,000 | 4,000 | 11,000 | 30,000 | 20,000 | 500,000 | 111,500 |
| | Medium | 30,000 | 190,000 | 1,000,000 | 100,000 | 8,000 | 340,000 | 8,000 | 1,000,000 | 150,000 | 8,000 | 23,000 | 60,000 | 75,000 | 1,000,000 | 285,000 |
| | Large | 60,000 | 880,000 | 1,500,000 | 150,000 | 11,000 | 675,000 | 11,000 | 1,500,000 | 300,000 | 11,000 | 34,000 | 90,000 | 375,000 | 1,350,000 | 496,000 |

Reading the Table

- Goal: We use the table above to score the site from a Technical perspective but also Costs and Workforce (next section) to measure overall alignment.
- Wide Ranging Parameters: We use target parameters for different types of target industries based on SSG's experience and real project data. As a result, we see a very wide range of drivers, from small to very large headcount, capex, and utility requirements.
- Using "Advanced Manufacturing" as a Guide: For the summary results in the Costs and Workforce section we average the drivers for each target industry and parameter into a summary "Advanced Manufacturing" project.

Industry Specific Scoring: Categories & Approach

| Category | Weight | Description | Analysis Favors |
|---------------------------------------|--------|---|---|
| Site Characteristics | 30% | <ul style="list-style-type: none"> Site size Developability (Wetlands, floodplain, easements, topography etc.) | <ul style="list-style-type: none"> Larger sites Sites free of encumbrances or significant topographic differentials Contiguous, developable acreage (erring on the side of maximizing acreage) |
| Ownership & Entitlements | 15% | <ul style="list-style-type: none"> Ownership/transaction type Zoning Surrounding Land Use | <ul style="list-style-type: none"> Fewer owners Transaction type flexibility Public Control Industrial zoning (or equivalent) Compatible surrounding uses |
| Environmental & Permitting | 5% | <ul style="list-style-type: none"> Environmental impact Historic & Archeological impact Threatened & Endangered Species impact Air Quality Status | <ul style="list-style-type: none"> Completion of due diligence studies Due diligence and other mapping resources showing clear of environmental or permitting concerns Cleared sites with few or no potential habitats Fewer major air emitters within a 5-mile radius |
| Utilities | 30% | <ul style="list-style-type: none"> Locations, distance to, size/voltage, and available capacity of nearest infrastructure Approximate capacity (range) that could be reasonably achieved within 24-30 months | <ul style="list-style-type: none"> Nearby or adjacent infrastructure Larger line sizes (or voltages) Excess capacity available at system level in next 24-30 months (erring on the side of maximizing capacity) |
| Logistics | 20% | <ul style="list-style-type: none"> Site Access & Improvements Route quality to interstate/highway Proximity to airports (depending on industry) Rail access & quality (depending on industry) | <ul style="list-style-type: none"> Nearby or adjacent to major roadways Shorter distance and higher quality routes to interstate Established and controlled access points Shorter distances to commercial airports Shorter distances to and accessibility of rail line |

Reading the Graphic

- Description:** The categories, weights, and descriptions listed at left shows the factors used to score the site.
- Scoring:** The evaluation process assigns scores based on data, multiplying them by weights, and combines these weighted scores to provide a single site score on a 1-10 scale, where 1 is weak and 10 is strong. Similar scoring scales are available at each level of the evaluation on a 1-10 scoring scale.
- Multiple Industries:** SSG built custom versions of this model to score and rank different industries and sizes based on different requirements.
- “Optimistic” Assumptions:** We’ve erred on the side of assuming maximum acreage and/or utility capacities to test what COULD be possible.
- Example Weights:** The weights shown on the left are for example purposes only and will vary by industry depending on which factors are most critical to their site selection.

Industry Specific Scoring: Existing Conditions

| Cluster | WEIGHT | 33% | | 34% | | 33% | | Notes |
|------------------------|-------------|-------|-----------|--------|-----------|-------|-----------|-------|
| | Total Score | Small | Pass/Fail | Medium | Pass/Fail | Large | Pass/Fail | |
| Cold Storage | 4.21 | 4.20 | FAIL | 4.09 | FAIL | 4.34 | FAIL | |
| Medical Device Mfg | 4.20 | 4.16 | FAIL | 4.22 | FAIL | 4.22 | FAIL | |
| Biopharmaceutical Mfg | 4.07 | 4.17 | FAIL | 4.12 | FAIL | 3.93 | FAIL | |
| Machinery Mfg | 4.03 | 4.08 | FAIL | 4.11 | FAIL | 3.91 | FAIL | |
| Building Materials Mfg | 3.98 | 3.99 | FAIL | 4.00 | FAIL | 3.94 | FAIL | |
| Food & Beverage Mfg | 3.96 | 4.19 | FAIL | 4.08 | FAIL | 3.61 | FAIL | |
| Aerospace Mfg | 3.84 | 3.99 | FAIL | 4.03 | FAIL | 3.49 | FAIL | |
| Logistics & Distr | 3.79 | 3.80 | FAIL | 3.79 | FAIL | 3.79 | FAIL | |
| Metals & Plastics Mfg | 3.74 | 4.10 | FAIL | 3.88 | FAIL | 3.24 | FAIL | |
| Chemicals Mfg | 3.64 | 4.00 | FAIL | 3.63 | FAIL | 3.28 | FAIL | |
| Automotive Mfg | 3.62 | 3.98 | FAIL | 3.79 | FAIL | 3.09 | FAIL | |
| Electronics Mfg | 3.54 | 3.82 | FAIL | 3.66 | FAIL | 3.14 | FAIL | |
| EV & Battery Suppliers | 3.52 | 3.82 | FAIL | 3.59 | FAIL | 3.14 | FAIL | |
| Paper Mfg | 2.97 | 3.32 | FAIL | 2.85 | FAIL | 2.75 | FAIL | |

Reading the Graphic

- The graphic at left shows summary results for Technical Site Scoring by Industry Requirements.
- Scores range from 1 (not aligned at all) to 10 (perfectly aligned), and include scoring across all project sizes, but also for different project sizes.
- We have included a “Pass/Fail” categorization for each industry and project size. This is a high-level fatal flaw screening of acreage and utilities for each target industry and project size (see Appendix).
- Common sense buffers were applied across the model. For example, if a site could meet 80% of the acreage requirement, it received a “Pass” for acreage.

Summary of Results

- The site is failing the fatal flaw screening due to the lack of water, wastewater, and natural gas service available to the site. The required improvements will limit the site’s competitiveness for industrial users until resolved.
- Lack of established road access and completed due diligence, while not a fatal flaw, is also negatively affecting the scores.

Industry Specific Scoring: Improvement Summary

| Cluster | WEIGHT | 33% | | 34% | | 33% | | Notes |
|------------------------|-------------|-------|-----------|--------|-----------|-------|-----------|--|
| | Total Score | Small | Pass/Fail | Medium | Pass/Fail | Large | Pass/Fail | |
| Medical Device Mfg | 8.23 | 8.24 | PASS | 8.28 | PASS | 8.16 | PASS | |
| Cold Storage | 8.12 | 8.19 | PASS | 7.98 | PASS | 8.20 | PASS | |
| Machinery Mfg | 7.94 | 8.14 | PASS | 8.08 | PASS | 7.60 | PASS | |
| Biopharmaceutical Mfg | 7.90 | 8.18 | PASS | 7.96 | PASS | 7.55 | PASS | <ul style="list-style-type: none"> Biopharma projects often tend to cluster or prefer campus-style settings |
| Building Materials Mfg | 7.90 | 7.96 | PASS | 7.92 | PASS | 7.81 | PASS | |
| Food & Beverage Mfg | 7.76 | 8.29 | PASS | 7.97 | PASS | 7.02 | PASS | |
| Logistics & Distr | 7.70 | 7.77 | PASS | 7.68 | PASS | 7.67 | PASS | |
| Aerospace Mfg | 6.63 | 7.92 | PASS | 7.89 | PASS | 4.05 | FAIL | <ul style="list-style-type: none"> Larger aerospace projects may require runway |
| Metals & Plastics Mfg | 6.50 | 8.14 | PASS | 7.60 | PASS | 3.74 | FAIL | <ul style="list-style-type: none"> Projects at the mid- to large-scale in these industries are failing the screening due to constraints of... <ul style="list-style-type: none"> Acreage Natural gas Wastewater |
| Chemicals Mfg | 5.26 | 7.85 | PASS | 4.18 | FAIL | 3.78 | FAIL | |
| Automotive Mfg | 5.23 | 7.87 | PASS | 4.34 | FAIL | 3.52 | FAIL | |
| Electronics Mfg | 5.17 | 7.57 | PASS | 4.27 | FAIL | 3.71 | FAIL | |
| EV & Battery Suppliers | 5.09 | 7.55 | PASS | 4.14 | FAIL | 3.62 | FAIL | |
| Paper Mfg | 3.52 | 3.92 | FAIL | 3.39 | FAIL | 3.25 | FAIL | |

Reading the Graphic

- The graphic at left shows summary results for Technical Site Scoring by Industry Requirements.
- Scores range from 1 (not aligned at all) to 10 (perfectly aligned), and include scoring across all project sizes, but also for different project sizes.
- We have included a “Pass/Fail” categorization for each industry and project size. This is a high-level fatal flaw screening of acreage and utilities for each target industry and project size (see Appendix).
- Common sense buffers were applied across the model. For example, if a site could meet 80% of the acreage requirement, it received a “Pass” for acreage.
- A baseline utility capacity was assumed for this evaluation—sufficient to prevent fatal flaws for light-use industries, but not for more utility-intensive users.

Summary of Results

- Upon delivering utilities and establishing road access, the site is competitive for a broad range of industries at varying project sizes.
- Smaller- to mid-size projects in industries that do not require large wastewater demands are particularly competitive.

2. Competitive Assessment: Cost & Workforce

Competitive Assessment: Summary

Objective

- Summary: Compare the target site against benchmark locations on critical site selection criteria, namely around operating costs and workforce. This is the same type of analysis we would use if we were evaluating the site for a real project.
- Operating Costs: Build a mock comparative operating cost analysis to identify the site's cost profile. This includes wages, benefits, utilities, taxes, land/real estate, and capex.
- Workforce: Build a mock workforce analysis to identify the site's workforce-related strengths and weaknesses. This includes target demographics, specific occupational supply, competition, and organized labor considerations.

Methodology

- Comparative: Evaluate the site compared to representative benchmark sites and communities. We use the current round of participants as well as all previously reviewed sites and out of state benchmarks.
- Example Industries: SSG uses broad, but different industry requirements to see how the site aligns for diverse types of projects (e.g. food vs. aerospace).
- Example Project Size: Vary project parameters by headcount, capital, utilities and other factors to see how that impacts results.
- Value Proposition: Identify which types of project profiles are most aligned with the site and community's cost and workforce value proposition.

Results

Operating Costs:

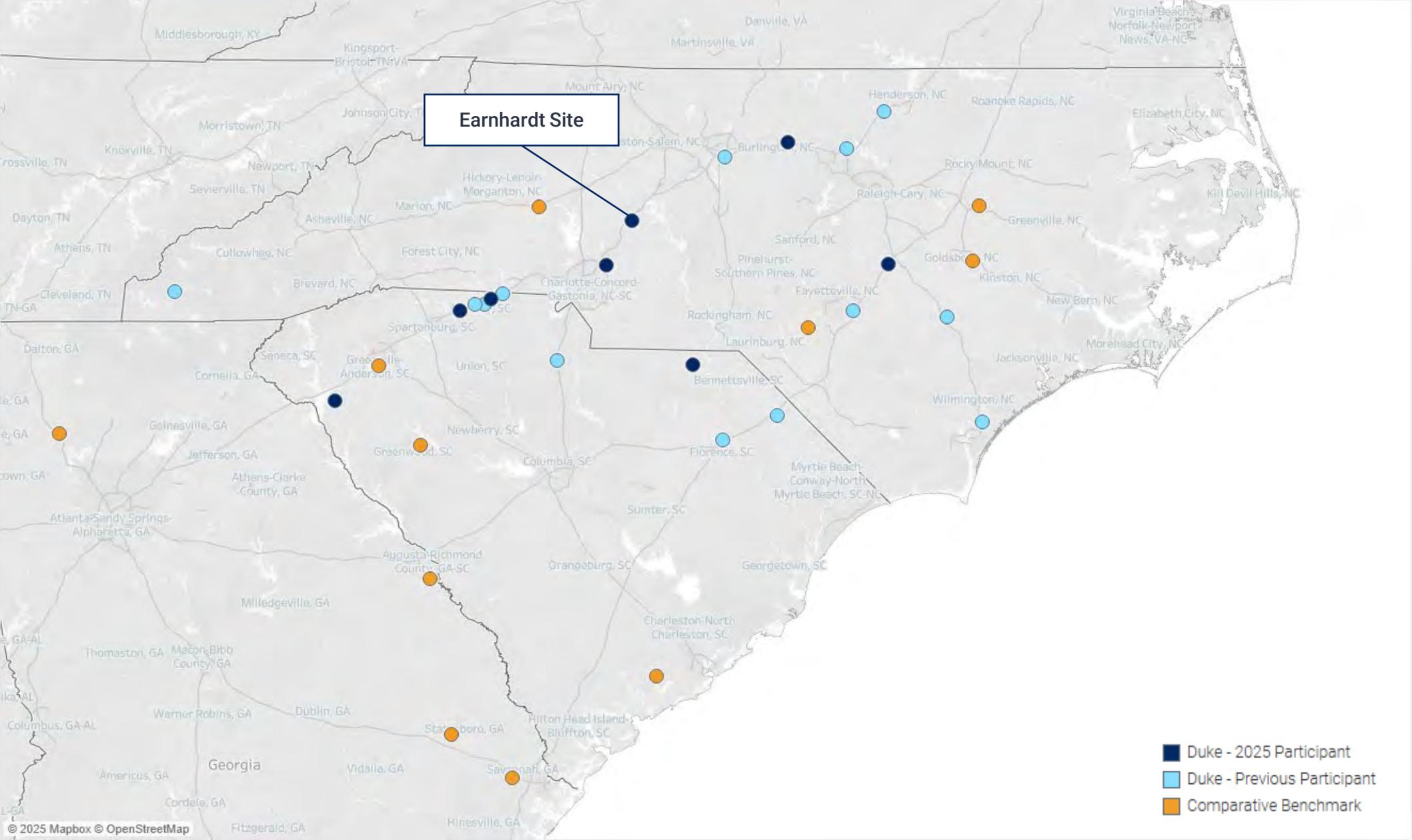
- ✓ Generally moderate cost profile – varies slightly by project type
- ✓ Lower property tax rates and land costs relative to comparison markets
- ✗ Elevated wages & salaries (driven by proximity to Charlotte) are driving overall costs up

Workforce:

- ✓ Better demographics and occupational supply scores at a broader drivetime
- ✗ Limited population and workforce draw at the narrower 20-minute drivetime
- ✗ Competition for workers increases as you get closer to Charlotte

Summary Takeaway: The Earnhardt Site scores just about average in workforce and costs. It doesn't stand out, nor does it have any major deficiencies.

Benchmark Communities



Summary

- Reading the Map: The map at left shows the comparison locations used in the cost and workforce analysis portion of the report.
- Method for Selection: In addition to the Duke sites in this round of analysis, SSG benchmarked sites from previous rounds (light blue) and additional regional communities that would be likely competitors for industrial investment (orange). This is not meant to be a fully inclusive list but rather used to provide an illustrative example of each site's competitive positioning.

Operating Cost Analysis: Structure

| Site Name | State | Total Costs | | | Operating Costs | | | | Capital Costs | | | |
|----------------|-------|-------------|-----------|--------|------------------|----------|-----------|----------------------|---------------|-----------|----------|---------------|
| | | Total | Abs. Diff | % Diff | Wages & Salaries | Benefits | Utilities | Property & Sales Tax | Land Cost | Site Prep | Building | Capital (M&E) |
| Example Site 1 | State | \$ | \$ | % | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Example Site 2 | State | \$ | \$ | % | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Example Site 3 | State | \$ | \$ | % | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |

Key Data Points

- Total: The total 10-year cost of the specified site.
- Absolute Difference: The cost difference in dollar between the cheapest option and the specified site.
- % Difference: The cost difference in percent between the cheapest option and the specified site.

- Wages & Salaries: Weighted model using data from 3 sources (Lightcast, ERI and Job Postings) measuring labor cost across comparison markets.
- Benefits: Health insurance, SUTA, UI, other factors.
- Utilities: Electric, Gas, Water and Wastewater rates from RFI. If rates were blank, a combo of state level/market proxy comps were used.
- Property & Sales Tax: Rate provided via RFI. If rate was left blank, we use estimates for each county.

- Land Cost: Cost per acre as provided in RFI. If blank, primary research or best estimate market comps were used.
- Site Prep: Standard assumption on cost/acre used for all markets.
- Building: See Industry Drivers for cost/SF estimates. Not assuming construction cost differentials across markets.
- Capital (M&E): See Industry Drivers for capex assumptions. Used to estimate personal property tax.

Provided by Community

- Key data points are provided by the community via the RFI process, especially for key drivers like utility rates, property tax rates, and land costs.
- If those aren't provided, or the data is unclear, SSG will supplement using existing data, third-party databases, or primary research.
- SSG uses multiple databases for categories like Wages & Salaries and Benefits, rather than relying on community provided data to ensure and apples-to-apples comparison.

Operating Cost Analysis Example: Mid-Size Advanced Manufacturing Projects

| Site Name | State | Total Costs | | | Operating Costs | | | | Capital Costs | | | |
|--------------------------------------|-----------|------------------|-----------------|-------------|------------------|----------|-----------|----------------------|---------------|-----------|----------|---------------|
| | | Total | Abs. Diff | % Diff | Wages & Salaries | Benefits | Utilities | Property & Sales Tax | Land Cost | Site Prep | Building | Capital (M&E) |
| Cherokee County | SC | \$299.0 m | \$0.0 m | 0.0% | \$110.8 m | \$44.6 m | \$52.9 m | \$13.6 m | \$3.0 m | \$1.6 m | \$36.3 m | \$36.3 m |
| Anderson County | SC | \$306.1 m | \$7.1 m | 2.4% | \$114.4 m | \$45.2 m | \$56.8 m | \$13.4 m | \$2.2 m | \$1.6 m | \$36.3 m | \$36.3 m |
| Alamance County | NC | \$308.1 m | \$9.1 m | 3.0% | \$115.2 m | \$43.5 m | \$64.2 m | \$7.9 m | \$3.2 m | \$1.6 m | \$36.3 m | \$36.3 m |
| Cherokee County | SC | \$309.5 m | \$10.5 m | 3.5% | \$110.8 m | \$44.6 m | \$52.5 m | \$15.7 m | \$11.8 m | \$1.6 m | \$36.3 m | \$36.3 m |
| Earnhardt Site - Rowan County | NC | \$310.5 m | \$11.5 m | 3.9% | \$120.0 m | \$44.3 m | \$62.4 m | \$7.7 m | \$2.0 m | \$1.6 m | \$36.3 m | \$36.3 m |
| Chesterfield County | SC | \$315.4 m | \$16.4 m | 5.5% | \$114.8 m | \$45.3 m | \$67.4 m | \$13.1 m | \$0.8 m | \$1.6 m | \$36.3 m | \$36.3 m |
| Cabarrus County | NC | \$327.3 m | \$28.3 m | 9.5% | \$120.7 m | \$44.5 m | \$67.0 m | \$9.0 m | \$12.0 m | \$1.6 m | \$36.3 m | \$36.3 m |

Reading the Table

- **Summary:** This shows the results of the 10-year cost analysis, with total costs shown at left and components of total costs (operating and capital costs) at right.
- **Colors:** Each cell is highlighted, with those in green indicating more favorable (lower) costs in each category, and those in red indicating higher costs within each category.
- **Sorted:** To show differences (in absolute and percentage terms), each site is shown relative to the lowest cost one. And for ease of review, we only show results for the target site, along with higher, lowest, and average costs for context.

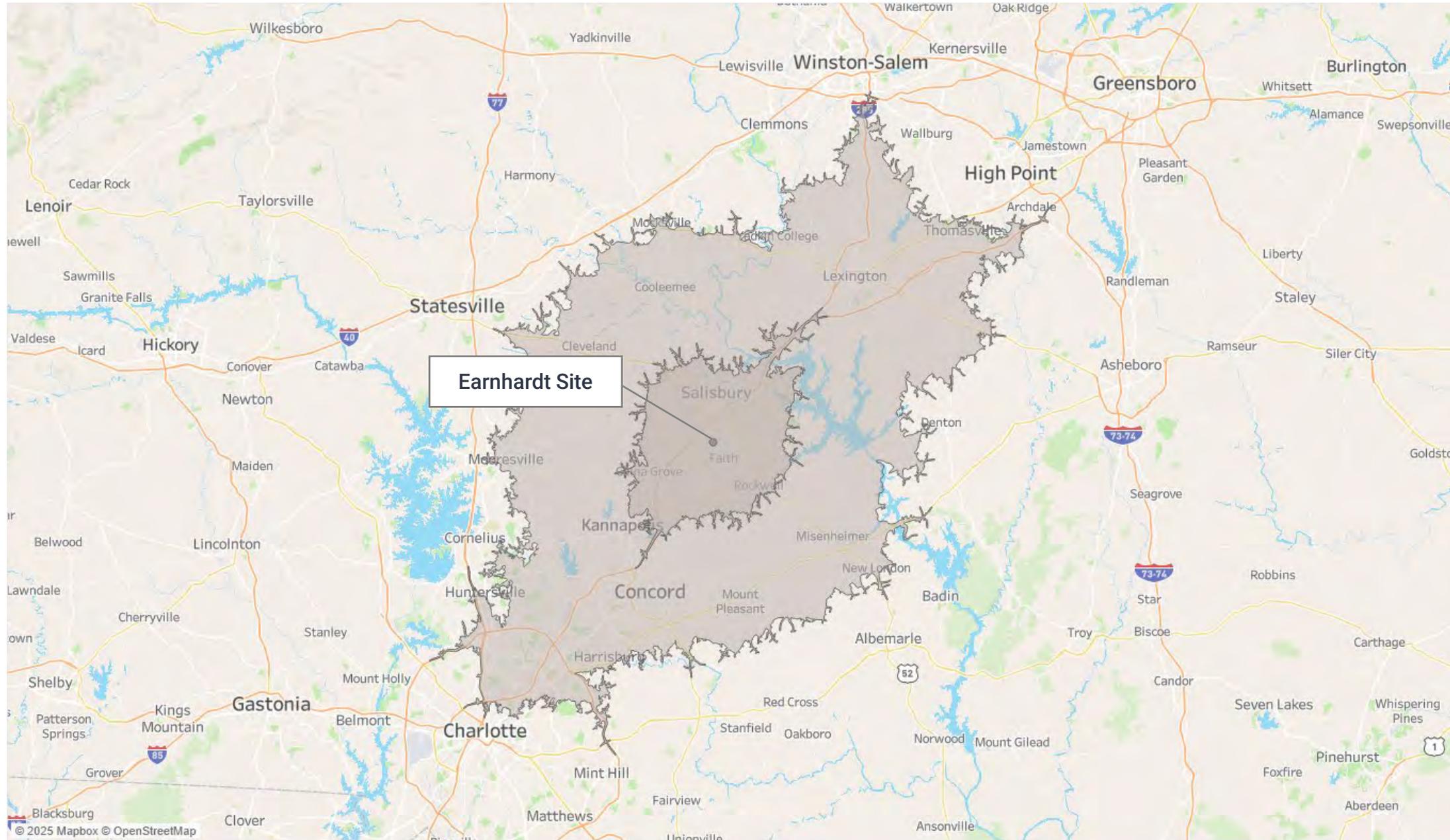
Summary of Results

- The Earnhart Site has a moderate cost profile across mid-size manufacturing projects.
- While wages & salaries are slightly elevated, property tax costs and land costs are very favorable (low property tax rate and cost per acre reported via RFI).
- Utility costs are about average. While reported gas and water rates are favorable at the site, electric and wastewater rates are slightly elevated. Please note, all NC Duke sites had a slightly higher electric rate compared to SC Duke sites.

Key Drivers Provided by Community

- **Electric:** ~\$0.077 / kwh (RFI)
- **Gas:** ~\$5.40/ mcf (RFI)
- **Water:** \$6.19 / kgal (RFI)
- **Wastewater:** \$8.43 / kgal (RFI)
- **Property Tax Rate:** 1.00% (RFI)
- **Land Costs:** \$50,000 / acre (RFI)

Drivetime Intervals



Summary

- Reading the Map: The map at left illustrates the 20- and 40-minute drivetime intervals around the site used to measure data in the workforce analysis.

Workforce Analysis: Structure

| | | WEIGHT | 20.0% | 10.0% | 20.0% | 10.0% | 5.0% | 15.0% | 10.0% | 10.0% |
|----------------|-------|-------------|----------------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|---------------|
| Site | State | Total Score | Workforce Demographics (20 Mins) | Workforce Demographics (40 Mins) | Occupational Supply (20 Mins) | Occupational Supply (40 Mins) | Occupational Demand (20 Mins) | Occupational Demand (40 Mins) | Project Announcements (Future Demand) | Union Climate |
| Example Site 1 | State | % | % | % | % | % | % | % | % | % |
| Example Site 2 | State | % | % | % | % | % | % | % | % | % |
| Example Site 3 | State | % | % | % | % | % | % | % | % | % |

Key Data Points

- Population
- Population Growth
- Labor Force
- Participation Rate
- Unemployment Rate
- Age
- Income
- Educational Attainment
- Includes current and 5-year projection data.

- Presence of Key Workers
- Concentration of Key Workers
- Projected Growth of Key Workers
- Customized to each industry's requirements (e.g. an Aerospace project will focus on different occupational clusters than a Food project)

- Total Job Postings (total demand)
- Job Posting Intensity (how hard are employers working to hire)
- Job Postings/Relevant Workforce (relative demand)
- Project announcement data - capturing recent announcements that will be hiring but not captured in job posting data yet.

- Right to Work?
- Organized Labor Rates
- Recent attempts
- Recent successful attempts

Provided by Community

- Nothing! SSG and other consultants are doing the vast majority of these types of analyses behind the scenes using third-party data from varying sources.
- As a result, it's critical to see how you show in the "data," even if you have limited control over the results. Once you understand how your community shows from a data perspective, you can better tailor the narrative about your community.

Workforce Analysis Example: Mid-Size Advanced Manufacturing Projects

| | | WEIGHT | 20.0% | 10.0% | 20.0% | 10.0% | 5.0% | 15.0% | 10.0% | 10.0% |
|--------------------------------------|-----------|-------------|----------------------------------|----------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|---------------|
| Site | State | Total Score | Workforce Demographics (20 Mins) | Workforce Demographics (40 Mins) | Occupational Supply (20 Mins) | Occupational Supply (40 Mins) | Occupational Demand (20 Mins) | Occupational Demand (40 Mins) | Project Announcements (Future Demand) | Union Climate |
| Cherokee County | SC | 114% | 99% | 109% | 116% | 131% | 113% | 116% | 78% | 167% |
| Cabarrus County | NC | 110% | 134% | 128% | 115% | 120% | 69% | 66% | 55% | 160% |
| Anderson County | SC | 109% | 91% | 91% | 127% | 125% | 80% | 77% | 122% | 163% |
| Cherokee County | SC | 102% | 88% | 99% | 85% | 102% | 115% | 114% | 78% | 167% |
| Chesterfield County | SC | 101% | 75% | 70% | 90% | 87% | 115% | 125% | 110% | 162% |
| Alamance County | NC | 100% | 119% | 111% | 97% | 108% | 99% | 75% | 55% | 135% |
| Earnhardt Site - Rowan County | NC | 98% | 94% | 119% | 74% | 96% | 110% | 94% | 64% | 167% |

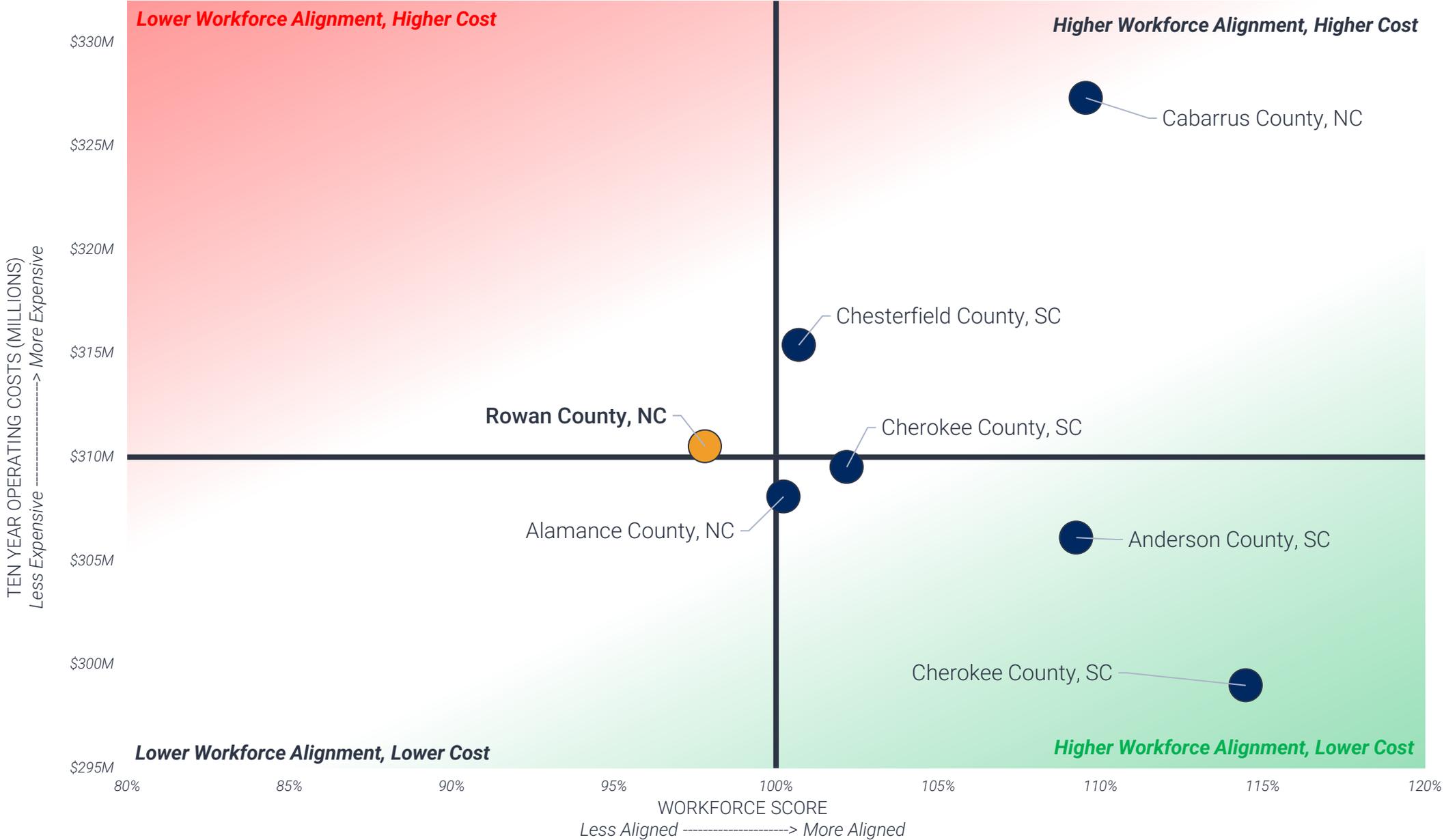
Reading the Graphic

- **Summary:** This shows the results of the workforce analysis, with the Total Score shown at left and the components and associated weights at rights.
- **Scoring:** A score of 100 in any category represents the average of the group. Each cell is also highlighted, with those in green indicating a more favorable score, and those in red indicating a less favorable score within each category.
- **Example Project:** This is an example of the results for a mid-size, Advanced Manufacturing project. SSG ran this same analysis for all mock projects, but we do not show them herein for brevity.

Summary of Results

- From a workforce perspective, the site scores just below average across mid-size manufacturing projects. Please note, results here reflect comparisons against a much wider subset of sites (i.e., some sites score well below 98%).
- The site scores better in workforce demographics and occupational supply at the broader 40-minute drivetime, as sheer population and workforce access improve. However, at this wider drivetime, competition for workers also increases, as indicated by the lower occupational demand score.
- More recent project announcements in the area indicate the potential for increased competition in the future.

Costs vs. Workforce: Mid-Size Advanced Manufacturing Projects



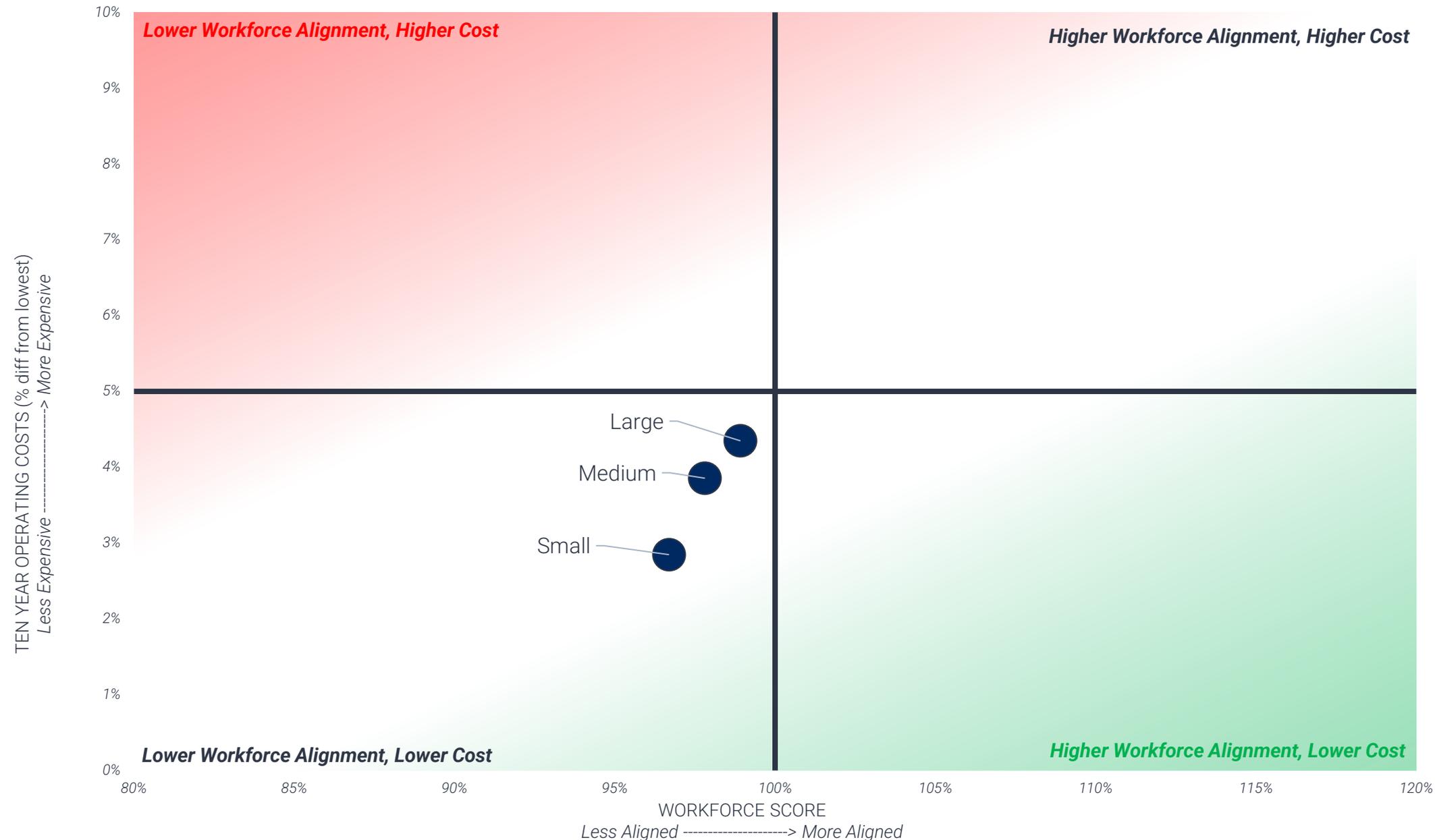
Reading the Graphic

- This graphic combines the results of the cost analysis (Y axis), workforce analysis (X axis).
- Each dot shows the tradeoff between cost and workforce alignment for each site.
- Markets to the bottom right have a more favorable combination of cost and workforce alignment. Those to the top left have a less favorable balance.

Summary of Results

- The Earnhardt Site scores just about average in workforce and costs for a typical advanced manufacturing project. It doesn't stand out, nor does it have any major deficiencies.

Costs vs. Workforce: Advanced Manufacturing Projects by Size



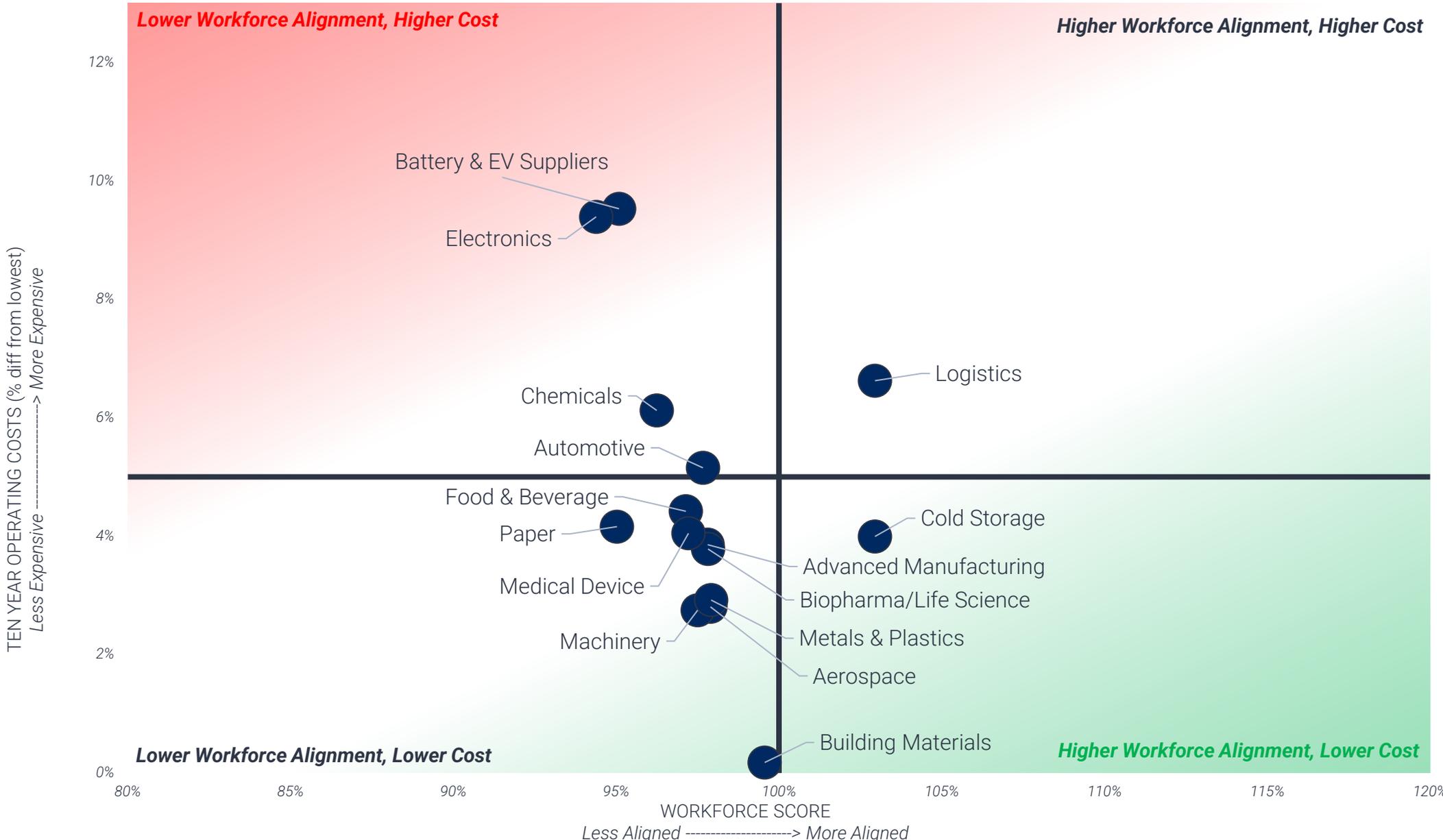
Reading the Graphic

- This graphic combines the results of the cost analysis (Y axis), workforce analysis (X axis).
- Each dot shows the tradeoff between cost and workforce alignment by project size.
- Projects to the bottom right have a more favorable combination of cost and workforce alignment. Those to the top left have a less favorable balance.

Summary of Results

- Here we show how the site's "dot" shifts based on project size for an Advanced Manufacturing project.
- All three project sizes score similarly, although the site has slightly better cost scoring for small-mid size projects (lower headcount requirements).

Costs vs. Workforce: Mid-Size Industry Projects



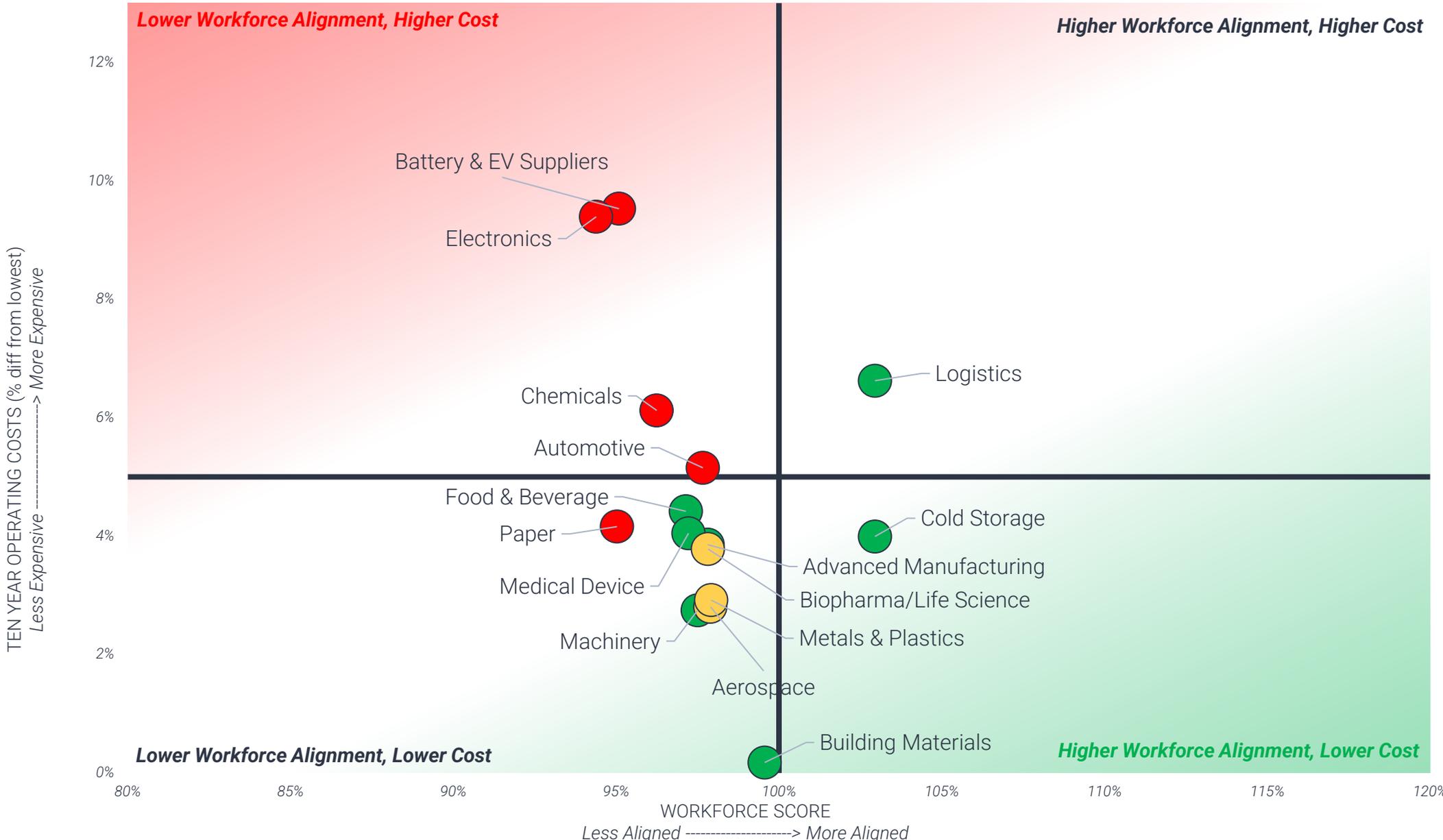
Reading the Graphic

- This graphic combines the results of the cost analysis (Y axis), workforce analysis (X axis).
- Each dot shows the tradeoff between cost and workforce alignment for project type.
- Projects to the bottom right have a more favorable combination of cost and workforce alignment. Those to the top left have a less favorable balance.

Summary of Results

- Here we show how the site scores by specific project type.
- Projects further to the right are more aligned from a workforce perspective. Of note, the area has a very favorable concentration of logistics workers, leading to higher scores for logistics and cold storage projects.
- Projects towards the bottom of the graphic are more favorable from a cost perspective (building materials, machinery, metals & plastics, etc.).

Costs vs. Workforce: Mid-Size Industry Projects



Reading the Graphic

- This slide introduces the final element: the technical site score, showing how the site performs across different project types.
- This graphic mirrors the format we use with corporate clients to illustrate which sites offer the strongest mix of technical site factors, workforce alignment, and cost profile.
- Color coding:
 - Aligned
 - Moderately Aligned
 - Not Aligned

Summary of Results

- When we add the technical site analysis, it's clear to see that this site could be aligned for mid-size projects industries such as Medical Device, Machinery, Building Materials, etc.

3. Industry Impact



Industry Impact: Summary

Objective

- Summary: Build a data-driven model to identify different industry clusters that are potentially attractive to the community, whether in terms of job creation, high wages, or capital investment.
- Fold Into Full Analysis: Compare these results to identify industries that also align with the technical site analysis and competitive assessment.
- Compare Against Current Targets: If applicable, compare results against target industries previously identified from the community.

Methodology

- Score and Rank: Build a model that scores and ranks each target cluster against one another using national and state-level data
- Components: We break this analysis into three components because communities oftentimes measure “impact” in different ways:
 - Job Creation: Industries that offer more jobs based on growth and recent announcements.
 - Wages: Industries that offer higher wages based on national and state data.
 - Capital Investment: Industries that offer higher levels of capital investment for potential property tax based on project announcements and impact multipliers.

Results

Industries Best Meeting All Three Components:

- ✓ Biopharma/Life Sciences
- ✓ Battery
- ✓ Electronics

Industry Impact: Structure

| Industry Cluster | Industry Impact Score | 33.3% | 33.3% | 33.3% | US Project Announcements (2023-2025) | | | |
|--------------------|-----------------------|--------------|-------------|--------------------|--------------------------------------|----------------------|--------------|---------------|
| | | Job Creation | Wage Impact | Capital Investment | Count of Projects | Average Job Creation | Average Wage | Average Capex |
| Industry Cluster 1 | [] | [] | [] | [] | [] | [] | [] | [] |
| Industry Cluster 2 | [] | [] | [] | [] | [] | [] | [] | [] |
| Industry Cluster 3 | [] | [] | [] | [] | [] | [] | [] | [] |

| Key Data Points | Industry Impact Score | Job Creation | Wage Impact | Capital Investment | US Project Announcements (2023-2025) |
|--|---|--|---|---|--------------------------------------|
| <ul style="list-style-type: none"> A weighted average of the categories shown at right. But communities may prioritize different factors, so this is a dynamic analysis! | <ul style="list-style-type: none"> Historical Job Growth Projected Job Growth Project Announcements - Sum of Total Jobs and Average Jobs/Project Project Announcements - Concentration of Industry Jobs Job Multipliers Data measured at the national and state level | <ul style="list-style-type: none"> Average Wages Historical Wage Growth Earnings Multipliers Data measured at the national and state level | <ul style="list-style-type: none"> Project Announcements - Sum of Capex and Average Capex Project Announcements - Concentration of Industry Capex Sales Multipliers Data measured at the national and state level | <ul style="list-style-type: none"> We highlight key project announcements statistics at the national level. These statistics represent publicly announced projects in the US over the last two years. | |

Provided by Community

- No data provided by the community, but we encourage this to be a tool to drive conversation about what criteria (e.g. jobs, wages, capex), are more important.
- We are also happy to compare these results against any previously conducted target industry analysis.

Industry Impact: Results for North Carolina

| Industry Cluster | Industry Impact Score | 33.3% | | | US Project Announcements (2023-2025) | | | |
|------------------------|-----------------------|---------------------------------------|--------------------------------------|---|--------------------------------------|----------------------|--------------|---------------|
| | | Job Creation (National & State Level) | Wage Impact (National & State Level) | Capital Investment (National & State Level) | Count of Projects | Average Job Creation | Average Wage | Average Capex |
| Biopharma/Life Science | 80% | 81% | 66% | 91% | 286 | 160 | \$63.48 | \$187 m |
| Battery | 74% | 75% | 65% | 82% | 30 | 295 | \$44.44 | \$273 m |
| Electronics | 61% | 54% | 64% | 65% | 651 | 222 | \$64.42 | \$351 m |
| Aerospace | 60% | 68% | 60% | 51% | 247 | 134 | \$53.81 | \$40 m |
| Food & Beverage | 59% | 77% | 30% | 69% | 643 | 86 | \$34.83 | \$54 m |
| Logistics | 58% | 55% | 56% | 65% | 949 | 93 | \$37.95 | \$42 m |
| Chemicals | 53% | 47% | 58% | 55% | 363 | 95 | \$55.71 | \$368 m |
| Automotive | 52% | 50% | 47% | 58% | 431 | 135 | \$37.16 | \$77 m |
| Medical Device | 51% | 49% | 53% | 51% | 212 | 116 | \$52.80 | \$31 m |
| Metals & Plastics | 47% | 45% | 40% | 54% | 897 | 91 | \$36.39 | \$73 m |
| Machinery | 42% | 43% | 42% | 42% | 577 | 95 | \$38.22 | \$30 m |
| Building Materials | 41% | 37% | 37% | 48% | 544 | 82 | \$33.25 | \$36 m |
| Paper | 35% | 23% | 36% | 46% | 103 | 71 | \$41.35 | \$79 m |

Reading the Graphic

- **Summary:** The table at left shows the results of the data-driven analysis. We combine the score for Job Creation, Wages, and Capital Investment into a single score (we average the three), knowing that some communities will favor one category over the other.
- **Scoring:** A score of 100 in any category represents the average of the group. Each cell is also highlighted, with those in green indicating a more favorable score, and those in red indicating a less favorable score within each category.

Summary of Results

- Not surprisingly, industries like Biopharma/Life Sciences and Batteries score the most favorably across all three factors (job creation, wage impact and capital investment).
- While Battery scores well, projects in this space have slowed considerably – as indicated by the lower count of projects over the last two years.
- Conversely, an industry like logistics has been much more active, but doesn't score as well from a job creation or wage impact perspective.



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Appendix

Competitive Assessment Assumptions and Feedback

What This Report Is. What This Is NOT. And What Matters.

Technical Site Analysis

NOT Evaluated Here, But Can Be Measured

- Full Engineering Studies
- New Due Diligence Reports
- Specific Site Prep Line Items
- Full ROI Analysis

Competitive Analysis

NOT Evaluated Here, But Can Be Measured

- Logistics
- Site Prep Costs
- Corporate Income Taxes
- Incentives Impact
- Educational Completions
- Industry Presence - Complement vs. Clustering
- Union Presence

Community Goals

NOT Evaluated Here, But Can Be Measured

- In-Depth Clustering
- Detailed evaluation of Local/State Project Activity
- Detailed Education Pipeline
- In-Depth Economic Impact Modeling
- **Cost/Benefit and Opportunity Cost!**

NOT Evaluated Here, and Can't Be Measured... But Things that MATTER!

- Sense of Place
- Curb Appeal
- Political Leadership
- State/Community Perception
- Engagement Between Education & Industry
- Engagement Between Companies
- Effectiveness of Economic Development
- Engagement within Economic Development
- Community History
- **And most importantly...Your Community Goals!**

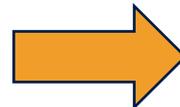
Occupational Cluster Weights for Each Type of Project

Occupational Cluster Weights for Different Types of Projects

| | Aerospace | Automotive | Battery & EV Suppliers | Biopharma/ Life Science | Building Materials | Chemicals | Cold Storage | Electronics | Food & Beverage | Logistics | Machinery | Medical Device | Metals & Plastics | Paper | Advanced Mfg. |
|------------------------|-----------|------------|------------------------|-------------------------|--------------------|-----------|--------------|-------------|-----------------|-----------|-----------|----------------|-------------------|-------|---------------|
| Advanced Production | 10% | 35% | 10% | | | | | 10% | | | 35% | 30% | 20% | 10% | 11.4% |
| Aerospace Production | 30% | | | | | | | | | | | | | | 2.1% |
| Biotech | | | | 45% | | | | | | | | 15% | | | 4.3% |
| Engineering Techs | 15% | 15% | 20% | 15% | 5% | 10% | 10% | 10% | 10% | 10% | 15% | 15% | 10% | 10% | 12.1% |
| Engineering | 15% | 15% | 20% | 15% | 5% | 10% | | 10% | 15% | | 15% | 15% | 10% | 10% | 11.1% |
| Food Production | | | | | | | | | 50% | | | | | | 3.6% |
| Industrial Maintenance | 15% | 15% | 10% | 10% | 10% | 10% | 10% | 10% | 15% | 10% | 15% | 10% | 10% | 10% | 11.4% |
| Logistics | 10% | 10% | 10% | 5% | 20% | 10% | 80% | 10% | 10% | 80% | 10% | 5% | 10% | 10% | 20.0% |
| Metals & Plastics | 5% | 10% | | | | | | | | | 10% | 10% | 40% | | 5.4% |
| Chemicals | | | | 10% | | 60% | | | | | | | | | 5.0% |
| Electronics | | | 30% | | | | | 50% | | | | | | | 5.7% |
| Paper & Packaging | | | | | | | | | | | | | | 50% | 3.6% |
| Wood & Timber | | | | | 60% | | | | | | | | | | 4.3% |

Prioritizing Different Metrics for Different Sized Projects

| | Small Project | Medium Project | Large Project |
|---|---------------|----------------|---------------|
| Absolute Presence (sheer count of workers) | 30% | 45% | 60% |
| Concentration (specialization of market) | 60% | 45% | 30% |
| Projected Growth | 10% | 10% | 10% |



- Smaller projects favor places with favorable concentration of key skill sets, but sheer size of markets and absolute occupational presence is less important.
- Larger projects favor places with more favorable sheer presence of key skill sets, as they simply need a larger pool to draw workers from.

Demographic Alignment for Each Type of Project

| | Aerospace | Automotive | Battery & EV Suppliers | Biopharma/ Life Science | Building Materials | Chemicals | Cold Storage | Electronics | Food & Beverage | Logistics | Machinery | Medical Device | Metals & Plastics | Paper | Advanced Mfg. |
|---|--------------|--------------|------------------------|----------------------------|--------------------|--------------|--------------|--------------|-----------------|--------------|--------------|----------------|-------------------|--------------|---------------|
| Labor Scalability | 45.0% | 45.0% | 45.0% | 45.0% | 45.0% | 45.0% | 45.0% | 45.0% | 45.0% | 45.0% | 45.0% | 45.0% | 45.0% | 45.0% | 45.0% |
| Population | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Labor Force Population | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% |
| Population Growth (Projected 5 Years) | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% |
| Labor Force Participation | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% |
| Unemployment Rate | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% |
| Employed Civilian Population - Blue Collar | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% |
| Employed Civilian Population - White Collar | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% |
| Age | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% |
| % Age Under 18 | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% |
| % Age 18-24 | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% |
| % Age 25-34 | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% |
| % Age 35-44 | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% |
| % Age 45-54 | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% |
| % Age 55+ | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Median Age | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% |
| Income | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% | 7.5% |
| % Household Income less than \$15,000 | 0.0% | 0.0% | 0.0% | 0.0% | 0.8% | 0.0% | 0.0% | 0.8% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.8% | 0.2% |
| % Household Income \$15,000 to \$24,999 | 0.0% | 0.0% | 0.0% | 0.0% | 1.8% | 0.0% | 0.8% | 1.8% | 2.0% | 0.8% | 0.8% | 2.0% | 0.0% | 1.8% | 0.8% |
| % Household Income \$25,000 to \$34,999 | 0.0% | 0.0% | 0.0% | 0.8% | 2.5% | 0.8% | 1.8% | 2.5% | 2.5% | 1.8% | 1.8% | 2.5% | 0.8% | 2.5% | 1.4% |
| % Household Income \$35,000 to \$49,999 | 2.0% | 2.0% | 0.0% | 1.8% | 1.8% | 1.8% | 2.5% | 1.8% | 2.0% | 2.5% | 2.5% | 2.0% | 1.8% | 1.8% | 1.9% |
| % Household Income \$50,000 to \$74,999 | 2.5% | 2.5% | 2.0% | 2.5% | 0.8% | 2.5% | 1.8% | 0.8% | 1.0% | 1.8% | 1.8% | 1.0% | 2.5% | 0.8% | 1.7% |
| % Household Income \$75,000 to \$99,999 | 2.0% | 2.0% | 2.5% | 1.8% | 0.0% | 1.8% | 0.8% | 0.0% | 0.0% | 0.8% | 0.8% | 0.0% | 1.8% | 0.0% | 1.0% |
| % Household Income \$100,000 to \$124,999 | 1.0% | 1.0% | 2.0% | 0.8% | 0.0% | 0.8% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.8% | 0.0% | 0.4% |
| % Household Income \$125,000 to \$149,999 | 0.0% | 0.0% | 1.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.1% |
| Educational Attainment | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% |
| % Less than High School Graduates | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 5.0% | 0.0% | 0.0% | 5.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.7% |
| % High School Graduates (or GED) | 2.5% | 2.5% | 2.5% | 2.5% | 5.0% | 2.5% | 5.0% | 2.5% | 5.0% | 5.0% | 2.5% | 5.0% | 5.0% | 5.0% | 3.8% |
| % Some College, no degree | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2.5% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.2% |
| % Associate's Degree | 5.0% | 5.0% | 5.0% | 2.5% | 5.0% | 5.0% | 1.3% | 5.0% | 2.5% | 1.3% | 5.0% | 5.0% | 5.0% | 5.0% | 4.1% |
| % Bachelor's Degree | 5.0% | 5.0% | 5.0% | 5.0% | 2.5% | 5.0% | 1.3% | 5.0% | 2.5% | 1.3% | 5.0% | 2.5% | 2.5% | 2.5% | 3.6% |
| % Post Bachelor's Degree | 0.0% | 0.0% | 0.0% | 2.5% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.2% |

Operating Cost Assumptions & Sources

| Data Point | Sources / Notes |
|-----------------------------|---|
| Wages & Salaries | <ul style="list-style-type: none"> Weighted model using data from three sources: Lightcast, ERI, and Job Postings (via Lightcast) 3% wage inflation |
| Benefits | <ul style="list-style-type: none"> Employee +1 health insurance at 85% coverage 7% health insurance inflation SUTA Workers Comp Estimate +10% for additional benefits/retirement/bonuses Federal Payroll Taxes |
| Utilities | <ul style="list-style-type: none"> Electric: rates as provided by provider in RFI or provided by EIA Gas: rates as provided in RFI, or state-level EIA data (please note that due to wide ranges of gas costs quoted in this type of exercise, we typically err to the side of using more consistent rates across different geographies). Water & Wastewater: rates as provided in RFI, or primary research (e.g. reviewing community rate sheets) All assumed at 3% annual price growth. |
| Taxes | <ul style="list-style-type: none"> Property Taxes: effective rates as provided in RFI or as researched by SSG for rates not provided by communities Sales Taxes: Primary research on sales tax rates Does not include any applicably inventory tax, state corporate income tax Rates assumed to escalate at 1.5% annually Assume 10-year depreciation on M&E Assume 3% annual increase in value of land/real estate for taxing purposes |

| Data Point | Sources / Notes |
|-------------------------------------|---|
| Land | <ul style="list-style-type: none"> Cost: Cost per acre as indicated in RFI. For comparison properties, primary research or best estimate Assume 3% annual increase in value of land for taxing purposes |
| Building | <ul style="list-style-type: none"> Assume 60% of total capex is for real property improvements. No adjustment based on nearest market for RSMMeans construction cost index Assume 3% annual increase in value of building for taxing purposes |
| Capital (M&E) | <ul style="list-style-type: none"> Fixed amount for purposes of estimating personal property tax Assume 40% of total capex is for personal property |
| Not Included in the Analysis | |
| Logistics | <ul style="list-style-type: none"> Does not include any estimated logistics costs which can play a significant role in a site/community's value proposition. Inbound and outbound logistics are far too unique to each requirement to attempt to model in the abstract. |
| Site Prep | <ul style="list-style-type: none"> Not included in analysis but meant to show a placeholder on what level of investment would it take to get a site competitive and how would that impact comparison with other sites. |

Target Industry Profiling: Lens for the Analysis - Small

| | Headcount | Cap Ex | Acreage | Electric – Demand (MW) | Gas (MCF/hr) | Water (GPD) | Wastewater (GPD) |
|----------------------------------|-----------|---------------------|-----------|------------------------|--------------|----------------|------------------|
| Aerospace Manufacturing | 50 | \$15,000,000 | 20 | 1 | 5 | 10,000 | 8,000 |
| Automotive Manufacturing | 80 | \$35,000,000 | 20 | 5 | 30 | 30,000 | 23,000 |
| Battery & EV Suppliers | 150 | \$60,000,000 | 30 | 10 | 10 | 500,000 | 375,000 |
| Biopharmaceutical Manufacturing | 70 | \$50,000,000 | 20 | 5 | 5 | 40,000 | 30,000 |
| Building Materials Manufacturing | 40 | \$20,000,000 | 20 | 1 | 8 | 5,000 | 4,000 |
| Chemicals Manufacturing | 50 | \$50,000,000 | 20 | 15 | 25 | 150,000 | 113,000 |
| Cold Storage | 20 | \$45,000,000 | 5 | 5 | 2 | 5,000 | 4,000 |
| Electronics Manufacturing | 150 | \$60,000,000 | 30 | 10 | 10 | 500,000 | 375,000 |
| Food & Beverage Manufacturing | 60 | \$20,000,000 | 20 | 1 | 5 | 80,000 | 60,000 |
| Logistics & Distribution | 50 | \$10,000,000 | 10 | 2 | 2 | 5,000 | 4,000 |
| Machinery Manufacturing | 100 | \$25,000,000 | 25 | 3 | 10 | 15,000 | 11,000 |
| Medical Device Manufacturing | 50 | \$20,000,000 | 10 | 3 | 3 | 40,000 | 30,000 |
| Metals & Plastics Manufacturing | 50 | \$30,000,000 | 30 | 3 | 25 | 25,000 | 19,000 |
| Paper Manufacturing | 100 | \$200,000,000 | 100 | 20 | 100 | 675,000 | 500,000 |
| Advanced Manufacturing | 73 | \$45,714,286 | 26 | 6 | 17 | 148,500 | 111,500 |

Summary

- The table at left shows how critical parameters vary by specific project type. These parameters (e.g., headcount, utilities, etc.) were developed based on SSG’s project experience and industry research.
- They will heavily impact the results of the desktop analysis, specifically the cost and technical site analysis.
- Industry parameters in the table at left are taken from Slide 21, which provides a side-by-side comparison of parameters for small, medium, and large projects.
- Using “Advanced Manufacturing” as a Guide: For the summary results, we average the drivers for each target industry and parameter into a summary “Advanced Manufacturing” project.

Target Industry Profiling: Lens for the Analysis - Medium

| | Headcount | Cap Ex | Acreage | Electric – Demand (MW) | Gas (MCF/hr) | Water (GPD) | Wastewater (GPD) |
|----------------------------------|------------|----------------------|-----------|------------------------|--------------|----------------|------------------|
| Aerospace Manufacturing | 150 | \$55,000,000 | 40 | 5 | 10 | 40,000 | 30,000 |
| Automotive Manufacturing | 200 | \$140,000,000 | 35 | 25 | 135 | 250,000 | 190,000 |
| Battery & EV Suppliers | 350 | \$150,000,000 | 50 | 25 | 30 | 1,350,000 | 1,000,000 |
| Biopharmaceutical Manufacturing | 150 | \$100,000,000 | 40 | 10 | 10 | 130,000 | 100,000 |
| Building Materials Manufacturing | 75 | \$40,000,000 | 40 | 3 | 15 | 10,000 | 8,000 |
| Chemicals Manufacturing | 250 | \$150,000,000 | 40 | 35 | 250 | 450,000 | 340,000 |
| Cold Storage | 50 | \$90,000,000 | 10 | 12 | 3 | 10,000 | 8,000 |
| Electronics Manufacturing | 350 | \$150,000,000 | 50 | 25 | 30 | 1,350,000 | 1,000,000 |
| Food & Beverage Manufacturing | 110 | \$40,000,000 | 40 | 3 | 10 | 200,000 | 150,000 |
| Logistics & Distribution | 100 | \$25,000,000 | 15 | 3 | 3 | 10,000 | 8,000 |
| Machinery Manufacturing | 200 | \$50,000,000 | 50 | 5 | 15 | 30,000 | 23,000 |
| Medical Device Manufacturing | 100 | \$40,000,000 | 20 | 5 | 5 | 80,000 | 60,000 |
| Metals & Plastics Manufacturing | 110 | \$50,000,000 | 50 | 10 | 100 | 100,000 | 75,000 |
| Paper Manufacturing | 200 | \$400,000,000 | 200 | 30 | 180 | 1,350,000 | 1,000,000 |
| Advanced Manufacturing | 171 | \$105,714,286 | 49 | 14 | 56 | 383,000 | 285,000 |

Summary

- The table at left shows how critical parameters vary by specific project type. These parameters (e.g., headcount, utilities, etc.) were developed based on SSG’s project experience and industry research.
- They will heavily impact the results of the desktop analysis, specifically the cost and technical site analysis.
- Industry parameters in the table at left are taken from Slide 21, which provides a side-by-side comparison of parameters for small, medium, and large projects.
- Using “Advanced Manufacturing” as a Guide: For the summary results, we average the drivers for each target industry and parameter into a summary “Advanced Manufacturing” project.

Target Industry Profiling: Lens for the Analysis - Large

| | Headcount | Cap Ex | Acreage | Electric – Demand (MW) | Gas (MCF/hr) | Water (GPD) | Wastewater (GPD) |
|----------------------------------|------------|----------------------|------------|------------------------|--------------|----------------|------------------|
| Aerospace Manufacturing | 280 | \$200,000,000 | 150 | 20 | 15 | 80,000 | 60,000 |
| Automotive Manufacturing | 400 | \$725,000,000 | 150 | 100 | 250 | 1,200,000 | 880,000 |
| Battery & EV Suppliers | 600 | \$1,300,000,000 | 150 | 50 | 80 | 2,000,000 | 1,500,000 |
| Biopharmaceutical Manufacturing | 300 | \$350,000,000 | 80 | 15 | 15 | 200,000 | 150,000 |
| Building Materials Manufacturing | 110 | \$60,000,000 | 60 | 5 | 25 | 15,000 | 11,000 |
| Chemicals Manufacturing | 450 | \$350,000,000 | 80 | 50 | 600 | 900,000 | 675,000 |
| Cold Storage | 100 | \$135,000,000 | 15 | 20 | 5 | 15,000 | 11,000 |
| Electronics Manufacturing | 600 | \$1,300,000,000 | 150 | 50 | 80 | 2,000,000 | 1,500,000 |
| Food & Beverage Manufacturing | 300 | \$100,000,000 | 90 | 7 | 20 | 400,000 | 300,000 |
| Logistics & Distribution | 150 | \$50,000,000 | 20 | 5 | 5 | 15,000 | 11,000 |
| Machinery Manufacturing | 300 | \$100,000,000 | 75 | 8 | 20 | 45,000 | 34,000 |
| Medical Device Manufacturing | 150 | \$60,000,000 | 30 | 8 | 8 | 120,000 | 90,000 |
| Metals & Plastics Manufacturing | 330 | \$110,000,000 | 130 | 50 | 180 | 500,000 | 375,000 |
| Paper Manufacturing | 300 | \$600,000,000 | 300 | 45 | 270 | 1,800,000 | 1,350,000 |
| Advanced Manufacturing | 312 | \$388,571,429 | 106 | 31 | 112 | 663,500 | 496,000 |

Summary

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Industry Classification – for Community Goals

| Sector | Sector |
|-------------------------------------|---|
| Aerospace | Food & Beverage |
| Aerospace and Defense | Food & Beverage |
| Aviation | Livestock Processing |
| Automotive | Logistics |
| Battery | Distribution and Electronic Commerce |
| Biopharma/Life Science | Cold Storage |
| Building Materials | Machinery |
| Construction Materials | Agricultural and Construction Machinery |
| Wood Products | Air Handling Equipment |
| Glass | Industrial Machinery |
| Construction Products | Appliances |
| Furniture | Material Handling Equipment |
| Forestry | Metalworking Technology |
| Chemicals | Medical Device |
| Upstream Chemicals | Medical Device |
| Downstream Chemicals | Process and Laboratory Instruments |
| Industrial Gas | Metals & Plastics |
| Data Center | Upstream Metals |
| Electronics | Downstream Metals |
| Semiconductor & Related | Tires & Rubber |
| Communications Services & Equipment | Plastics |
| Electrical Equipment | Paper |
| Process Equipment and Components | Packaging & Related |
| Electronics | Paper Mills |

Feedback

Request for Information

Site Visit

Key Strengths

- RFI was completed and included most information requested for the utility questionnaires.
 - Ample supporting documentation was made available for the site and enhanced understanding of on-site conditions.
 - Submission was organized and followed a methodical numbering schema.
- Rowan EDC assembled the proper team, and attendees were knowledgeable about technical site characteristics as well as utility capabilities at the site.
 - Team was prepared with agenda, slide deck, list of attendees, etc., and managed time effectively in order to accomplish the goals of the visit.

Areas for Improvement

- The submission would benefit from greater clarity and details within the utility sections. While responses were provided, it would be very difficult for a prospect/consultant to gain an accurate picture of the site without having a direct conversation and/or on-site visit.
- While SSG realizes the upstream nature of the site in development, future visits would greatly benefit from accessing the site from Chamandy Drive. Having to host prospects through the current access via the private landowner's property would be a weakness for an actual client visit.

Summary Takeaways / Recommendations

- Well-formulated submission from the Rowan EDC team. Ensure everything is kept up to date as the site progresses. Job well done!
- Rowan EDC displayed a high degree of professionalism in hosting the visit. We compliment the team on their preparation, comprehensive approach, and hospitality.
- Accessing the site via a different route would be the easiest way to “boost” the site visit experience.