



2017 Annual Report



2018 Strategic Plan



State of Ohio Leadership

Enabling Economic Development

Financial Strength **\$2 Billion** budget reserves as of 6/30/2017

Competitive Business Climate **\$5 Billion** tax cuts
\$5 Billion rebate to companies for worker compensation premiums 2011-2017

Infrastructure Investments **\$14 Billion** transportation infrastructure investment 2011-2017



State investments and policies have moved Ohio up significantly in key rankings:

Most Improved State for Business
Approaching **500,000 New Private Sector Jobs**
#2 State for Quality of Life

Front Cover:

- 1) Transportation Research Center (TRC), East Liberty, Ohio
- 2) McLane, Findlay, Ohio
- 3) Hyland Software, Westlake, Ohio
- 4) Quality Electrodynamics, Mayfield, Ohio

JobsOhio Leadership

Driving Economic Development

New Jobs **139,178** new job commitments **\$6.2 Billion** new payroll

Retained Jobs **416,066** retained job commitments **\$24.3 Billion** retained payroll

Capital Investments **\$38.2 Billion** new capital investment

Revitalization **\$169 Million** revitalization investment **\$2 Billion** leveraged investment
Feb. 2013 - Dec. 2017

Data represents projects from July 2011 - Dec. 2017



JobsOhio recognized as third best state economic development organization

**Dedicated to Improving Communities
and the Lives of Ohioans.**

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A Message from JobsOhio Leadership

We begin this letter with a sense of gratitude and pride about JobsOhio, which has grown only stronger over the last five years. It is an extraordinary company with remarkable people, partners and a bright future.

2017 was another strong year for JobsOhio as we posted record results. The year also brought significant third-party recognition that independently validates our model for success. Our vision always has been for JobsOhio to be the best economic development organization in the U.S. and for Ohio to be a national leader in economic development activity. **In December, Ernst & Young released its EY 2017 US Investment Monitor, ranking Ohio as the No. 1 state for job creation in business investment projects. In September, Development Counsellors International ranked JobsOhio as the third-best state economic development organization.**

Our progress continues to be a function of making smart investments to not only build our capabilities through our team and programs, but also to increase our potential long-term impact on the state and its communities.

We remain clear in terms of our focus and our areas for growth – talent, sites, infrastructure and innovation. We are prepared to invest the resources to accelerate growth in these areas, helping to ensure that JobsOhio and Ohio remain leaders in economic development.

One reason for JobsOhio's success is our board and its strong leadership and corporate governance. Our board has placed a clear importance on JobsOhio operating with a high degree of transparency and accountability. Given the many disclosures, reporting requirements, audits, reviews, approvals and policies that JobsOhio must adhere to, we will continue to be one of the most transparent nonprofit organizations in the country.

2017 Highlights

Last year, JobsOhio completed 272 projects with companies that committed to create 22,788 new jobs, retain 67,849 existing jobs and invest \$9.6 billion in new

capital. **The job creation result represents an 11 percent increase over 2016, and these new jobs will create a JobsOhio record-tying \$1.06 billion in new payroll in Ohio. The capital investment result is more than double the 2016 amount and sets a new record for JobsOhio.**

In 2017, JobsOhio also experienced a significant increase in project funding activity. JobsOhio committed more than \$225 million⁽¹⁾ from our grant and financing programs for projects, many of which are currently in the project pipeline and could be completed in 2018. This total was 40 percent more than the funding amount committed in 2016. Also worth highlighting is the continued growth of JobsOhio's financing programs, with 21 new executed loans in 2017 totaling \$45 million, growing the total portfolio to more than \$113 million.

Impact on Communities

A recurring theme last year was community impact as JobsOhio completed projects that will bring long-term, positive changes to communities. JobsOhio's ability to make a difference for communities was evident through our revitalization program, which helps redevelop brownfield properties to make them productive again. Consider Huntington Bank, which rehabilitated an old, run-down grocery store that had closed the previous year, turning it into a new operations center that will create more than 380 new jobs and help revitalize a central Ohio community. Partnering with Huntington, JobsOhio assisted this project that accommodates Huntington's growth and invests in the community and surrounding neighborhoods.

Another example of JobsOhio making a difference can be found in the energy sector. RH energytrans is a new natural gas supplier that will serve Northeast Ohio's Ashtabula County, where a lack of natural gas service has been a barrier to business growth. Building a 28-mile gas pipeline, the company faced a gap in the capital needed to complete the project. JobsOhio provided a creative

⁽¹⁾ Excludes outstanding offers for mega-projects.

In December, Ernst & Young released its EY 2017 US Investment Monitor, ranking Ohio as the No. 1 state for job creation in business investment projects. In September, Development Counsellors International ranked JobsOhio as the third-best state economic development organization.

financing solution to close the gap, assisting Ashtabula County's communities with infrastructure to help attract business growth opportunities.

JobsOhio recognizes that certain areas of the state face business growth challenges. In 2018, we will continue to explore creative ways for JobsOhio to impact these areas through similar investments.

Looking Back – Five-Year Highlights

From 2013-2017, JobsOhio completed 1,431 projects with companies growing their businesses. These projects included a mix of small businesses, middle-market firms and large corporations, with approximately 80 percent of projects focused on small and medium-sized enterprises. Over these five years, JobsOhio has attracted nearly 300 companies to Ohio that did not have a presence in the state, helping to diversify the state's industry base and business mix.

Since privatizing JobsOhio's funding through the acquisition of the state's liquor enterprise five years ago, we have continued our responsible and smart investment approach, ensuring positive returns on our funds.

Through the end of 2017, JobsOhio committed more than \$550⁽¹⁾ million for economic development projects in Ohio. This capacity has given JobsOhio a funding advantage and helped Ohio compete more effectively for projects and accelerate business development and growth.

Included in this funding, JobsOhio spent considerable resources enhancing the supply of properties across the state and turning properties into productive sites for business attraction and expansion opportunities. **In the revitalization and redevelopment programs, JobsOhio provided more than \$169 million of funding commitments in both grants and loans. These funds served as a catalyst for an additional \$2.0 billion of investment** from other private and public funding providers. We are thrilled about leveraging this additional funding to accelerate development in Ohio.

Our economic development model has proven successful over these years, and keys to that success include our

⁽¹⁾ Excludes outstanding offers for mega-projects.

regional and local partners. **During this five-year period, JobsOhio was the largest funder of each of our six regional partners and provided total funding support of more than \$50 million.** In addition to attracting companies to the state, JobsOhio remains committed to our retention and expansion efforts. Working closely with regional and local development entities, we are focused on assisting Ohio companies to grow and expand here. To that end, we recently added resources to increase our collaboration with local development offices. Each year, JobsOhio has strengthened these partnerships, and together we are well-positioned to deliver great service to our client companies for the future.

Over the last five years, we have seen the benefit of JobsOhio's industry expertise and sector strategies. **Our six sector managing directors, who collectively have more than 100 years of industry experience, have given Ohio a competitive advantage over other states** and have provided value to companies here. Through the execution of their sector strategies, JobsOhio has generated growth opportunities in these evolving industries and has advanced Ohio's position in them. For example, Ohio has been known for its strong automotive assets; now it is seen as a center of smart mobility. Ohio has been known for having the country's top health care providers; now it is recognized for its leading biohealth innovation. And Ohio has been known for its strong financial institutions; now it is building an ecosystem of emerging fintech entrepreneurs.

Growth Areas – Looking Ahead

In last year's letter, we highlighted three new programs launched by JobsOhio. Today, we remain committed to increasing our investment in these growth areas and elevating JobsOhio's impact on business development.

Innovation and R&D

We see an increasing number of scale-up companies across JobsOhio's targeted sectors. We anticipate more opportunities to assist them with growth capital. This is already happening in the biohealth sector, where Ohio is positioning itself as a major player in health care start-up

Through the end of 2017, JobsOhio committed more than \$550 million for economic development projects in Ohio.

activity. In 2017, venture-backed funding increased more than 200 percent, and one of the biggest Midwest start-up exits was CoverMyMeds in Columbus, where the company also announced plans to add hundreds of new jobs. Also, Cleveland's Health-Tech Corridor, which includes institutions such as Cleveland Clinic, University Hospital and Case Western Reserve University, is attracting world-class minds to advance health care delivery and becoming a leader nationally in innovating new health care technologies. In biohealth and other sectors, JobsOhio plans to increase our engagement in the scale-up and early-stage community in 2018.

Less than two years ago, JobsOhio launched our Research & Development Center Grant program with \$50 million of initial funding. To date, we have committed most of these funds to nine R&D centers plus five additional active projects under negotiation. The program helps establish new R&D centers, working mostly with middle-market companies, to increase commercialization and high-tech talent in Ohio. **JobsOhio remains focused on attracting new R&D centers in strategic technologies and anticipates adding another \$50 million of funding to this program in 2018.**

Sites and Infrastructure

One of the keys to winning major, job-creating industrial investments by companies is a healthy supply of development-ready sites. Along with our regional and local partners, we recognize the need for large properties with necessary infrastructure, particularly in the advanced manufacturing, automotive and food processing sectors. JobsOhio has focused on attracting more companies by increasing the pipeline of properties across the state through our SiteOhio and Site Redevelopment programs. **Working with communities, utilities and partners, SiteOhio has produced 10 authenticated sites in less than two years and evaluated 20 additional properties for potential authentication.**

The site redevelopment program engages with partners to assist with site preparation and infrastructure costs. In 2016 and 2017, JobsOhio supported 21 sites with funding commitments of \$45 million. JobsOhio remains focused

on increasing the pipeline of ready sites to enhance Ohio's competitiveness, and in 2018 we expect to increase our site investments while leveraging more private capital.

Talent

Another key to attracting more companies to Ohio is the size and quality of the state's workforce. In most of our projects, companies continue to place a high priority on talent. Two years ago, JobsOhio started laying the foundation for a talent acquisition program. In this project-based program, JobsOhio can better serve companies growing in Ohio with customized talent solutions that provide them with the skilled workforce they need. **In the first year of delivering this service, JobsOhio and our regional partners worked with hundreds of companies on talent acquisition.** Entering 2018, the list of projects continues to grow rapidly, and we expect to invest more in our team and resources to elevate JobsOhio's impact on the talent area.

In addition to today's jobs, Ohio is looking at the jobs of the future. For example, the state boasts 30 higher education programs in data science, which is the base skill of data analytics, cybersecurity and artificial intelligence. At JobsOhio, we are leveraging these resources and investing in initiatives that differentiate us from other states as the market transitions to skills-based hiring. **Working with tech giants like Amazon and Google, we are focused on upskilling programs and competency-based training resources to create the talent market for tomorrow.**

Looking ahead, we will continue to take a long-term view toward increasing our investments in innovation, sites and talent. JobsOhio maintains a sound financial position, thanks to the continued performance of the JobsOhio Beverage System liquor enterprise and another positive annual financial audit by a Big 4 accounting firm. JobsOhio's balance sheet and net position remain healthy. While the net position includes restricted funds for the liquor enterprise and does not reflect all of JobsOhio's funding commitments, we have solid capacity for project funding and strategic investments.

Our six sector managing directors, who collectively have more than 100 years of industry experience, have given Ohio a competitive advantage over other states.

Final Thoughts

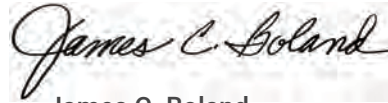
We recognize Steve Perry, whose term on our board expired. Steve joined our board in 2014 and made great contributions to the growth and success of JobsOhio. Last year, we welcomed former Speaker of the Ohio House of Representatives Bill Batchelder to our board. We are excited about the knowledge and experience he brings to JobsOhio.

Just as we began this letter, we end it with a sense of gratitude for all of the people and entities that have contributed to JobsOhio's success.

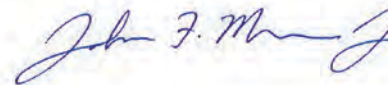
- To our clients, we value our relationships with you and appreciate the trust that you have in us.
- To our six regional partners, thank you for your commitment to our successful "One Firm, One State" model.
- To our many local partners, thank you for your valuable contributions and community perspectives.
- To Governor Kasich and his team and the state's legislators, thank you for improving the state's business climate and creating a growth environment that attracts job creators here.
- To the state agencies, thank you for your collaboration.
- To our board, thank you for your dedication and leadership, providing strong strategic direction and corporate governance.

- To our associates, thank you for your passion towards our mission and for always acting with integrity, valuing people and making a difference.
- To the companies that have not yet established a presence here, Ohio is the best place for your business to build, grow and succeed. We look forward to working with you, and we encourage you to make Ohio home.

JobsOhio begins 2018 with excitement, momentum and an outstanding team. We remain committed to serving our clients and stakeholders and to positioning Ohio for even stronger growth. We encourage you to review this annual report as well as our new website to learn more about how JobsOhio is making a difference for Ohioans.



James C. Boland
Board Chairman



John F. Minor, Jr.
President and Chief Investment Officer

JobsOhio 2017 Results

272

Total Projects

\$9.6 Billion

Capital Investment

22,788

New Jobs

\$1.1 Billion

New Payroll

67,849

Retained Jobs

\$4.7 Billion

Retained Payroll

A Message from the Governor

Governor Kasich tours McLane, Findlay, Ohio

From my first day as governor in 2011 to every day that's followed, my administration has focused on our top priority: driving Ohio's economic growth by creating a business-friendly climate that companies need to thrive. A lot has changed in the past seven years, and it's no longer a secret that Ohio has found the formula for business success.

So many have done so much to move our economy and our state forward, most notably the people of Ohio. Over the past seven years, Ohioans have added nearly 500,000 private-sector jobs, and creation of new businesses is at an all-time high. Ohio has moved up more than any other state in Forbes' Best States for Business rankings, and is second on Forbes' list of Best States for Quality of Life. Chief Executive ranks Ohio as its most improved business climate in America.

The first significant step taken to generate some of this momentum was establishing JobsOhio, the state's private economic development corporation. Its independent board of directors comes from some of the nation's most successful organizations, and its managing directors are industry experts with a wide range of business experience. Its private-sector flexibility and focus on the client needs are part of the reason JobsOhio was recognized as a top-three economic development organization in a survey conducted by Development Counsellors International last year. Along with its regional network partners, JobsOhio has transformed how we help companies succeed here.

Our state legislature has also been a strong partner in improving Ohio's business climate over these years, with balanced budgets, \$5 billion in tax cuts – more than any other state – and a projected budget deficit turned into more than \$2 billion in budget reserves; achievements that have given our state a strong, stable investment climate. The state has also supported companies' long-



term business strategies by investing an average of just over \$2 billion annually in roads and infrastructure, investments that are enhancing business productivity throughout the state and bolstering our growing smart mobility network.

Here in Ohio, we are all in it together when it comes to embracing the jobs of the 21st century. Just look around our state. You'll see the largest independent automotive proving ground. High-tech power plants that run on our abundant natural gas are coming online, providing low-cost, clean energy today and for decades to come. We produce engines for Boeing, Honda's first U.S.-designed and built supercar, the world's first 3-D printed prescription drug and so much more.

In Ohio, we have set the foundation to continue our success and move forward to an even brighter future. JobsOhio and its partners across the state are prepared to help your business be a part of it.

A handwritten signature in black ink, appearing to read "John R. Kasich".

John R. Kasich
Ohio Governor

"In Ohio, we have set the foundation to continue our success and move forward to an even brighter future. JobsOhio and its partners across the state are prepared to help your business be a part of it."

John R. Kasich, Ohio Governor



JobsOhio Mission Statement

JobsOhio is a private nonprofit corporation designed to drive job creation and new capital investment in Ohio through business attraction, retention and expansion efforts.

JobsOhio: Making an Impact Since 2011

Economic development is about creating a place where companies can thrive and individuals can enjoy a higher standard of living. JobsOhio plays a leading role in economic development and serves as a catalyst to growth by investing in communities, helping Ohio's businesses expand and attracting new companies to the state, which all contribute to job creation, greater payrolls and more investment.

Making a difference is a core value for JobsOhio. Our strategies and programs are designed to improve the lives of Ohioans and strengthen the communities where they live. Here's how:

- **Nine industry targets with five cross-sector strategies:** JobsOhio focuses on nine industries and five cross-sector strategies that help to diversify Ohio's economy. These industries and strategies leverage Ohio's strengths and offer significant future investment and job growth. JobsOhio sector teams partner closely with industry leaders to attract new investment opportunities to the state.
- **A partner in business:** JobsOhio takes a client-focused approach to projects by listening to companies and addressing their business needs. By partnering with company executives, JobsOhio builds long-term relationships that are unique to JobsOhio's economic development model.
- **Improving communities:** In addition to company relationships, JobsOhio values its relationship with local economic development partners across the state. JobsOhio has made investments in communities to revitalize sites, authenticate sites for immediate development and address workforce challenges.
- **Return on investment for Ohio:** JobsOhio makes investment decisions that support a company's unique project needs while also balancing the return on investment benefits to the state. Along with making smart investments, JobsOhio remains highly transparent and holds companies accountable to deliver their metric commitments through their evaluation periods.
- **Direct and indirect results:** The impact of JobsOhio on projects extends beyond the reported results. The jobs, payroll and capital investment metrics represent results tied directly to projects. Those metrics do not reflect the projects' indirect impacts, including construction jobs, supply chain activities and other economic benefits from the investment.

In partnership with our state and local partners, JobsOhio has redefined economic development and epitomizes a model that others are trying to emulate across the country and around the globe.

"JobsOhio has changed the way the state of Ohio presents itself to the world of business. JobsOhio takes a professionalized regional approach to economic development attraction and expansion; links workforce recruitment to economic investment; responds knowledgeably to attraction and expansion requests with industry-specific expertise; and represents all of the state to the world of investors with coordinated and sophisticated data capabilities."

Dr. Edward (Ned) Hill, professor of economic development policy, public policy and public finance,
The Ohio State University

JobsOhio Year-Over-Year Metrics

JobsOhio works collaboratively with regional and local economic development partners across the state to create and retain jobs and capital investment.

JOBSONIO METRICS*	2015	2016	2017
Total Projects	330	284	272
New Jobs	23,602	20,603	22,788
New Jobs Payroll	\$1.1 Billion	\$994 Million	\$1.1 Billion
Retained Jobs	54,233	76,773	67,849
Retained Payroll	\$3.1 Billion	\$4.3 Billion	\$4.7 Billion
Capital Investments	\$6.7 Billion	\$4.6 Billion	\$9.6 Billion

2017 Targeted Industry Results

INDUSTRIES	NEW JOBS	RETAINED JOBS	CAPITAL INVESTMENTS (\$ Millions)
Logistics and Distribution	5,435	2,916	\$288
Biohealth	4,139	5,656	\$534
Advanced Manufacturing	3,955	15,297	\$1,261
Financial Services	2,167	30,457	\$213
Information Technology	2,074	2,595	\$780
Food and Agribusiness	1,340	3,648	\$395
Automotive	1,273	3,650	\$330
Energy and Chemicals	393	1,501	\$4,716
Aerospace and Aviation	307	245	\$16
Other**	1,705	1,884	\$1,081
Total	22,788	67,849	\$9,614

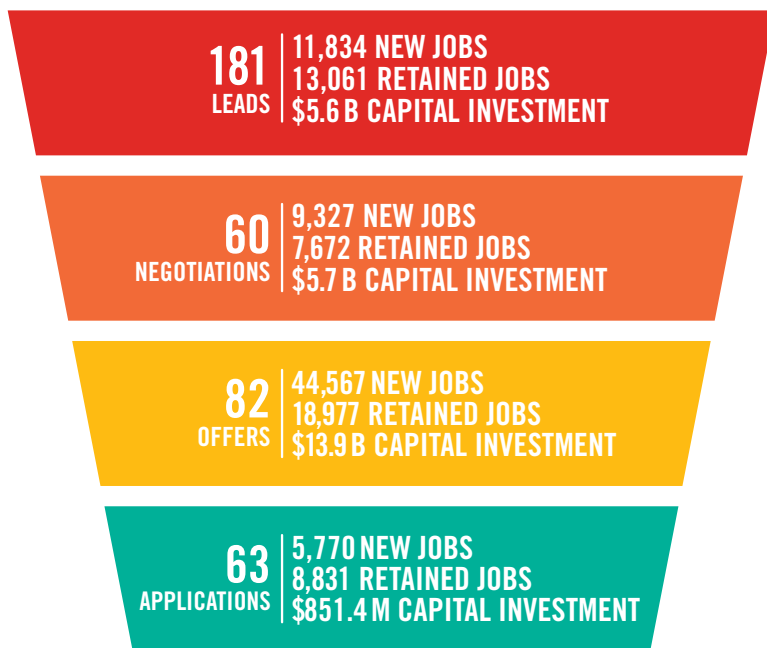
*Commitments **Represents Headquarters and Back Office

Strong Project Pipeline Fosters Growth

The JobsOhio project pipeline represents the potential deals that JobsOhio and its state, regional and local partners are working on to drive job creation and capital investment in Ohio. The project pipeline is used to analyze data, view trends and develop strategies.

A marker of JobsOhio's strategic efforts is the high number of active attraction and expansion opportunities. Between 2016 and 2017, JobsOhio saw a 134 percent increase in the number of active opportunities created, and 2018 is on pace for another record growth year. **Currently, JobsOhio has more than 1,100 attraction and expansion opportunities it is pursuing in addition to the active projects funnel below.** Part of this growth can be attributed to expanded business development resources that are now leveraged to bring higher quality projects to Ohio.

ACTIVE PROJECTS BY STAGE*



TOTAL PROJECT PIPELINE*



Data as of December 31, 2017

* Potential results if all projects are realized.

"JobsOhio has been a fantastic partner and an invaluable resource for Montgomery County and the Dayton region. The relationship we have with JobsOhio and the JobsOhio network partners has allowed us to be better prepared to compete nationally and globally to attract and retain businesses."

Erik Collins, director, Montgomery County Community & Economic Development

Why the JobsOhio Model Works

JobsOhio has a unique business model. Unlike other state economic development organizations, JobsOhio is a nonprofit company that has a private funding stream and an independent board of directors. This structure is designed for continuity and long-term stability.

JobsOhio, local and state officials gather with Facebook representatives at the company's announcement, New Albany, Ohio



Unique Model

In 2013, JobsOhio acquired Ohio's liquor enterprise to fund economic development activities. Private funding gives JobsOhio a competitive advantage because it enables us to make long-term commitments. This flexibility also allows JobsOhio to respond quickly to the needs of businesses and communities, providing customized solutions. As a business, JobsOhio focuses on strategic investments to ensure that every project provides direct benefit to the state. It invests funds in projects that will have a positive impact on Ohio promising long-term, in-state growth and good-paying jobs for Ohioans.

Customer Focus

At JobsOhio, the relationship comes first. JobsOhio focuses on companies, building trust with them and cultivating long-term relationships by providing outstanding service at the speed of business. A network of six regional partners and countless local economic development organizations across the state collaborate with JobsOhio to ensure that companies' needs are met at every level. As a nonprofit company, JobsOhio can respond more quickly to trends in business and industry, implementing programs and services that meet specific needs.

Expert Leadership

The management team at JobsOhio includes experts in Ohio's nine key industries and five cross sector strategies. Guided by their many years of experience, these leaders connect companies with resources, organizations, academia and partners.

JobsOhio was created with businesses in mind. Its resources and its independent operations give it the ability to meet business needs. Dedicated to driving economic investment in Ohio with strong capabilities, JobsOhio serves companies at every stage of the business process.

"New Albany city leaders continue to show great foresight by investing in public infrastructure and technology that enable the community to attract mission critical facilities like Facebook. We are very proud of the collaboration between city leaders, the State of Ohio, JobsOhio, Columbus 2020 and New Albany Company that not only helped us attract a high-profile company like Facebook but also has made the New Albany International Business Park an economic engine for Ohio, growing to more than 15,000 jobs."

William Ebbing, president, New Albany Company

JobsOhio Cultivates Long-Term Relationships

Over the past six years, small business, middle-market firms and large companies, ranging from Q Labs to Amazon, continue to reinvest in Ohio and that's not a coincidence. JobsOhio and its network partners work hard to stay in contact with and help companies already located in Ohio. In fact, it's a strategy based on an old business adage that building strong relationships is the key to winning and retaining business.

It's not unusual for state-level economic development agencies to close a deal with a company and then move on to the next project. JobsOhio was designed with the opposite idea: offer company executives the industry experts who can provide continuity and resources, regardless of the state's political climate or budget fluctuations.

Looking to make a major expansion, Hyland, a fast-growing tech company headquartered in Westlake, Ohio, engaged with JobsOhio in 2012.

The Greater Cleveland Partnership, Team NEO and JobsOhio mobilized to connect Hyland with the right services and offer a collaborative incentive package. Hyland wanted to stay in Ohio, creating 887 jobs and retaining more than 1,100. But the relationship didn't end there. JobsOhio continued to engage with Hyland throughout the next several years through regular meetings and industry events. In 2016, Hyland executives contacted JobsOhio with plans to expand again. The long-term relationship and the continued communication allowed JobsOhio and its partners to mobilize quickly and keep the growth in Ohio.

In an ever-increasing data driven world, the makers of semiconductor memory chips are innovating new technology to store more data on devices with smaller

footprints. This technology resulted in an increased demand for Silfex, a tech manufacturer, to undertake an expansion at one of its global operations. In order to secure the investment in its Eaton, Ohio operation, JobsOhio, the Dayton Development Coalition and Clark County partnered with Silfex to develop a plan for Silfex's investment, adding more than 100 new jobs to its workforce of nearly 400.

As the demand for innovative products continued to grow, Silfex leadership recognized that the company needed to expand to a second location. Pleased with the quality of the Ohio workforce, Silfex once again engaged JobsOhio and local partners in 2017, which led to a \$215 million investment creating 400 new jobs for the Springfield area. The company has a goal to have the new plant up and running by January 2019.

Hyland in Westlake, Ohio



"The team from JobsOhio had an excellent understanding of our business needs and assembled a highly capable and collaborative team to work with Silfex on the project, which resulted in the selection of the Springfield, Ohio, site."

Christopher (Kit) Armstrong, divisional general manager, Silfex

JobsOhio's Collaborative Network

Ohio's economic development efforts are led by a network of unique relationships among JobsOhio at the state level, six regional economic development organizations, and hundreds of local economic development entities.

This network, along with other partner organizations and stakeholders across the state, including state and local officials, drive business and job growth throughout Ohio.

This collaboration and combination of resources ensure a dynamic delivery model that rapidly responds to the needs of growing companies, further increasing Ohio's competitiveness.

The local practitioners interact regularly with companies that are invested in Ohio. The regional organizations reinforce the collaboration and serve as the liaison between JobsOhio and the community. JobsOhio serves as a facilitator across the state, and it also opens doors to other Ohio organizations.

Driven by experience and dedication to economic improvement, Ohio's collaborative network of providers offers a variety of services, including:

- Site selection assistance
- Connections to a robust system of resources
- Customized incentive programs
- Introductions to major industry players
- Talent acquisition support

Here's how the process works: project leads come into local entities, our regional partners or directly to JobsOhio. A project team is formed depending on the parameters of the geographical search location (region-specific or statewide) and other factors. It is then led by either a JobsOhio, regional or local project manager.

The assigned team oversees the project from inception through executed agreements and works directly with the company to guide it through the process, identify its needs and develop solutions that best meet its requirements.

The local economic development practitioners are critical partners on the project team. They negotiate local agreements and incentives and make important connections among companies, programs and stakeholders. Another key entity is the Ohio Development Services Agency, which reviews state incentives and performance metrics.



"When you get down to international companies looking at expansion, they have many choices. That's where JobsOhio became essential. They gave us that communication between the state and our city and also the company that was looking to expand. JobsOhio has done a really nice job working with our community."

Bob Breneman, mayor of Wooster

Ohio's Improving Brand

Today, more companies are making Ohio home, and national publications are taking notice. Since its creation, JobsOhio has had a string of successes that have transformed how businesses, site selection organizations and local communities view Ohio.

From 2011 to 2017, Ohio jumped significantly in several rankings of the best states for business. Forbes, for example, ranked Ohio 14th in 2017, compared to 38th in 2011. Chief Executive ranked Ohio 11th, compared to 41st in 2011, and Site Selection ranked Ohio fourth, compared to ninth in 2011. Ohio's rankings reflect JobsOhio's client-centric, streamlined approach.

That approach is working. At its annual conference in 2017, the International Economic Development Council (IEDC) named JobsOhio the third best economic development organization in the U.S. The IEDC bases its rankings of economic development organizations on a survey conducted by Development Counsellors International every three years. The survey provides insights into the minds of key business decision-makers, their perceptions of locations around the world and how they get the information that shapes business expansion decisions.

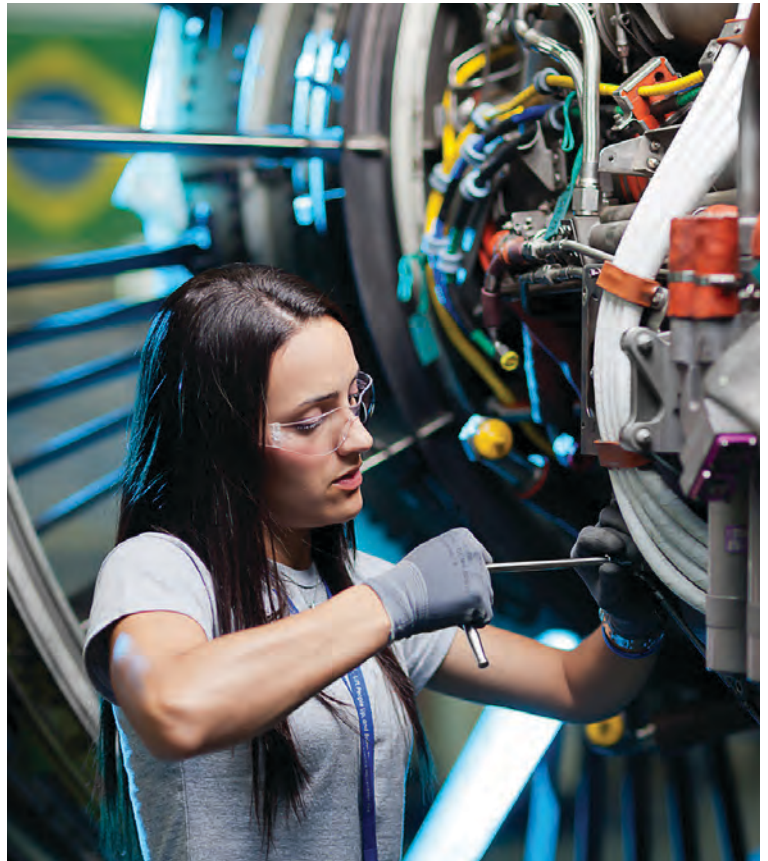
Ohio also topped Ernst & Young's 2017 U.S. Investment Monitor list as the state with the most new jobs. Building on this momentum, Ohio continues to be recognized as a top state in Site Selection's Governor's Cup rankings. Ohio earned the No. 2 spot overall for total projects and is No. 3 for projects per capita.

#3 JobsOhio Top State
Economic Development Organization in the U.S.

TOP 10 Cleveland, Columbus and Cincinnati Best Cities for Jobs

TOP 10 Dayton and Toledo Tier 2 Metro Areas by Number of Projects

GE Aviation, Evendale, Ohio



"The collaborative approach that JobsOhio has taken to improve Ohio's competitiveness is working, both in my district and throughout the state."

Bill Reineke, representative, Ohio House of Representatives

Improving Ohio's Competitiveness

The upturn in economic development and positive perceptions of Ohio did not happen by accident. Gov. Kasich and the Ohio General Assembly deserve a great deal of credit for Ohio's improved reputation. To continue this positive momentum, JobsOhio has identified five important areas for successful economic development, business recruitment and job growth.

Sites and Infrastructure

Increasing Ohio's portfolio of marketable sites must continue to be a priority for economic developers and policymakers. Sites and infrastructure support is especially important in economically challenged areas. JobsOhio's SiteOhio authentication program is generating a known pipeline of development-ready sites, but it also has identified information gaps and infrastructure needs. By exploring opportunities for site and infrastructure improvement, Ohio can help increase its site portfolio.

Talent

Ohio has made progress to ensure that the workforce training and education system is outcome-oriented, but more can be done to attract and retain talent. K-12 education should provide early career awareness and hands-on experiences that teach applicable skills. Better collaboration between high school and college is essential to ensure that students are prepared for the jobs of tomorrow. Training programs should be oriented toward lifelong learning to align skillsets with a constantly evolving economy. By coordinating education and employment programs, Ohio can bridge existing talent gaps and create a well-prepared workforce.

Business Climate and Quality of Life

Ohio's pro-business climate positively impacts businesses of all sizes. By continuing to reduce taxes and increase marketing efforts, lawmakers improve Ohio's attractiveness to economic drivers such as entrepreneurs and millennials. Job creators in the 21st century seek to invest in communities that align with both their business and cultural priorities, and many of Ohio's newest investments were made by companies that took this holistic view. Community development is an important contributor to Ohio's job and economic growth.

Energy Resources

A reliable energy infrastructure, stable pricing and access to a competitive selection of power resources have helped Ohio become an ideal location for investments from energy-intensive industries. Any measures that artificially increase energy prices would negatively impact Ohio's competitiveness. JobsOhio continues to find that access to renewable energy resources is a priority for companies of all sizes and encourages businesses to make investments in green energy solutions.

Innovation and Entrepreneurship

By creating an environment that supports innovation, Ohio will attract the job creators of the future. Ohio is benefiting from more investments in information technology, biohealth and advanced manufacturing innovators.

By working as a team to address these issues, JobsOhio and public officials can unleash Ohio's full economic potential and make Ohio's competitive position best in class.

"Ohio has one of the friendliest business climates in America: taxes have been cut, excessive regulations have been reduced, and through careful fiscal management, we have \$2 billion in reserves. Businesses know this is where they want to come."

Bob Peterson, president pro tempore and state senator, Ohio Senate



An ODOT bridge inspector examines the underside of a bridge on State Route 259 in Tuscarawas County

Investments in Infrastructure Boost Ohio's Appeal to Businesses

A strong and well maintained transportation infrastructure is critical to efficient and cost-effective movement of goods, and therefore an economic development priority. Ohio has the fourth largest interstate system in the nation, making the state a top choice for businesses that depend on highways for shipping.

Ohio's transportation infrastructure is maintained by the Ohio Department of Transportation (ODOT), one of several state agencies that JobsOhio partners with on infrastructure, permitting and regulatory issues. ODOT is dedicated to maintaining a safe, efficient and reliable transportation network for the benefit of Ohio residents as well as for companies that bring jobs and capital investments to Ohio.

Ohio has enjoyed record highway construction progress since 2011. By the end of 2018, ODOT will have invested \$16.4 billion in more than 7,900 projects, improving 6,374 bridges and 43,598 miles of pavement. That's an average of \$2 billion annually, which is \$500 million more per year than it spent between 2002 and 2010.

These ongoing infrastructure investments pay dividends when it comes to retaining existing companies and attracting new ones to Ohio. But these are not the only investments ODOT is making to enhance the state's infrastructure – and its competitiveness. ODOT is also leveraging technology to prepare Ohio's roads for the future. For example, ODOT is investing \$15 million into the installation of fiber-optic cable and roadside communication devices

along a 35-mile stretch of U.S. 33 known as the Smart Mobility Corridor.

ODOT has invested in other smart mobility projects across the state, including the 60-mile Lake Effect Corridor on I-90, a 60-mile stretch of the Ohio Turnpike and a nine-mile Smart Lane on I-670. These and other projects will not only improve the safety and efficiency of Ohio's roads, but they will also attract companies that are interested in smart mobility innovation.

Investing in infrastructure is critical to growth. JobsOhio is grateful for ODOT's leadership in making large, forward-looking infrastructure investments that enhance the state's appeal to businesses.

"Whether you are moving goods to and from your customers, or developing self-driving technologies, you will need good solid roads and bridges to drive on. We have made an unprecedented investment over the last eight years to improve Ohio's roads and bridges. We understand that our work supports JobsOhio's economic development efforts because a great infrastructure is important to the success of businesses and Ohio."

Jerry Wray, director, ODOT



Economic Highlights - Ohio's Turnaround Story

Since 2011, Ohio has experienced a significant turnaround in its economy that has grabbed the attention of many people and companies. This shift is illustrated by the growth of private-sector GDP and average wages, both outpacing U.S. and regional growth. Between 2011 and 2017, Ohio's private-sector employment growth approached 500,000 new jobs, which far outpaced the regional average of 305,300.

The state's healthy budget reserves, strong credit rating and pro-business tax climate continue to support economic growth. Continuing to promote a pro-business environment with investments in infrastructure and innovation in our industries will foster a place for ongoing success.

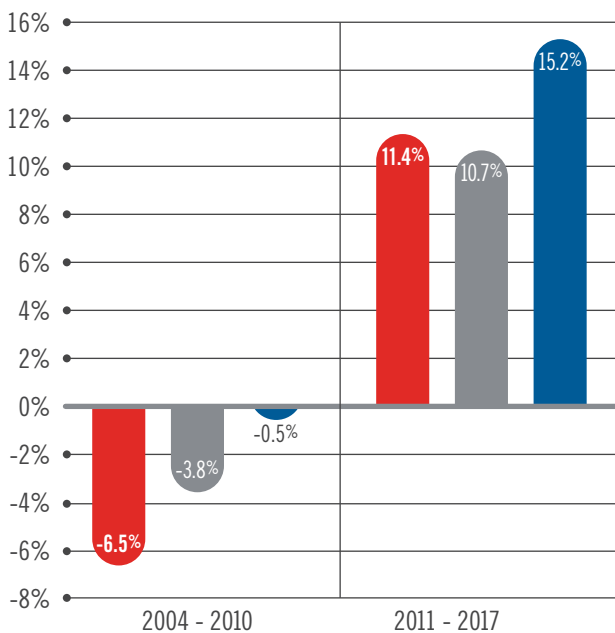
Average Weekly Earnings - Private Sector

	Dec. 2010	Dec. 2017	7-Year Growth Rate
Ohio	\$691	\$835	20.9%
Regional	\$728	\$851	16.8%
U.S.	\$778	\$917	17.8%

 OHIO  REGIONAL STATES  U.S.

Source: U.S. Bureau of Labor Statistics

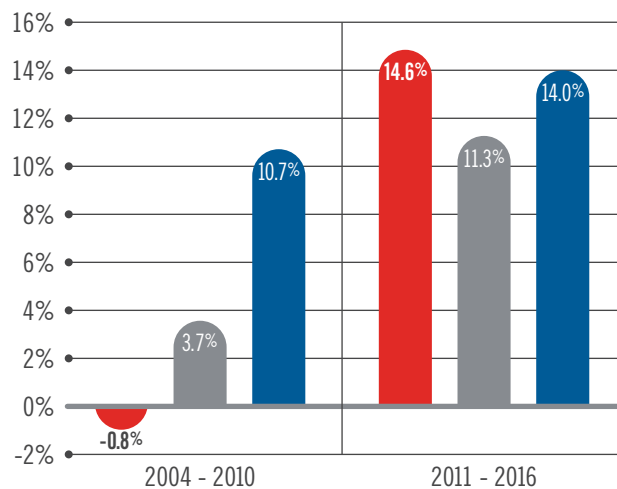
Employment Growth - Private Sector



 OHIO  REGIONAL STATES  U.S.

Source: U.S. Bureau of Labor Statistics

GDP Growth - Private Sector



 OHIO  REGIONAL STATES  U.S.

Source: U.S. Bureau of Economic Analysis

Data represents the most recent available information.
Regional States: IL, IN, KY, MI, PA, WV

"In its 2017 annual survey of business confidence, PNC Bank stated 89% of Ohio businesses reported optimism about the local economy, half expect an increase in profits and 28% expect to hire more full-time employees. Those metrics for expectations of hiring and profitability are the strongest since PNC started surveying Ohio in 2009."

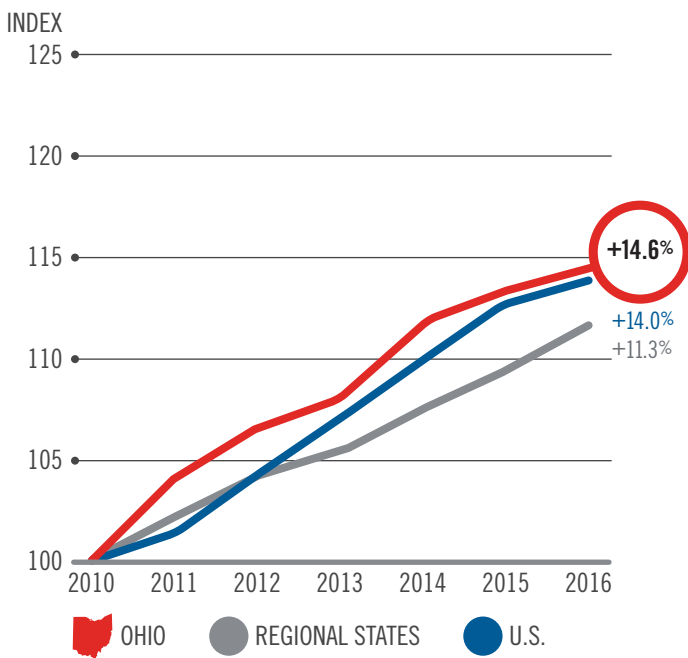
Crain's Cleveland Business (2017)

Industry Focus Helps Drive Growth

A key measure of economic strength is gross domestic product (GDP) growth, and Ohio continues to outperform regional states and the U.S. Ohio's gross state product (GSP) for the private sector increased 14.6 percent (from 2010-2016), placing it in the top 15 states.

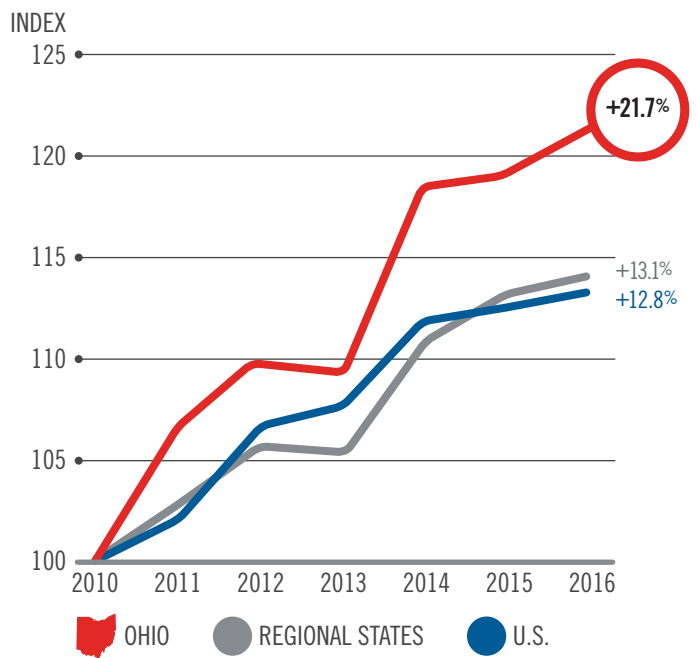
The growth of Ohio's economy is driven in part by the efforts of JobsOhio and its regional and local development partners. GSP growth for JobsOhio target industries is up significantly compared to the U.S. and regional states. The continued focus on these nine industries helps strengthen Ohio's economic growth and diversity.

GDP Growth - Private Sector



Source: U.S. Bureau of Economic Analysis

GDP Growth - JobsOhio Industries



Sources: U.S. Bureau of Economic Analysis; Cleveland State University, Center for Economic Development

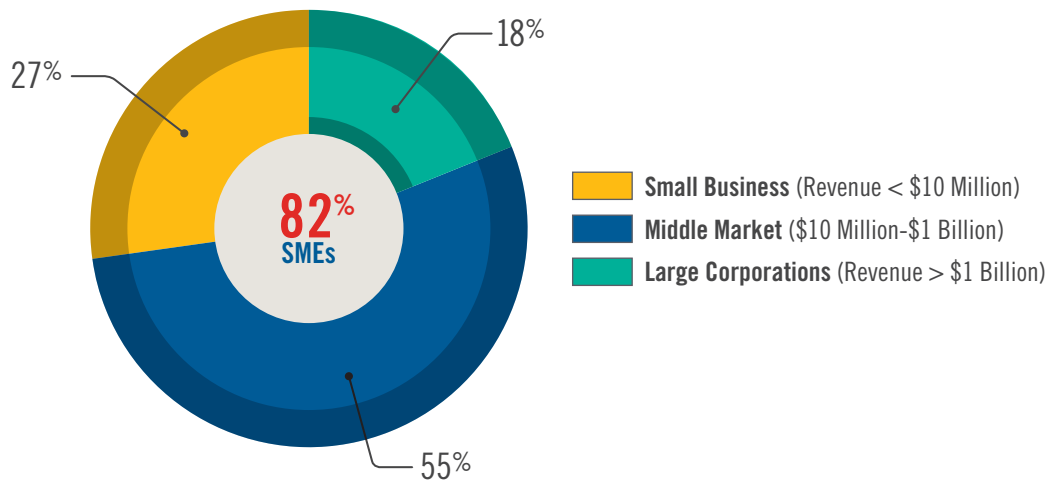
Note: Each data point on the chart is year-end data. Data represents the most recent available information. Regional States: IL, IN, KY, MI, PA, WV

"Ohio's turnaround has been remarkable, and Ohio is getting noticed more and more."

Chief Executive Magazine, April of 2017

82% of JobsOhio Projects are with Small and Middle-Market Enterprises

With a commitment to drive job growth and capital investment across the state, JobsOhio puts a particular focus on small and medium enterprises (SMEs). For 2016 and 2017 combined, 82 percent of closed projects were with small businesses and middle-market firms. Supporting these SMEs is fundamental to JobsOhio while working with large corporations that make significant capital investments in the state.



Total JobsOhio Projects July 2011 - 2017 by County

JobsOhio projects are distributed across the state, as demonstrated in the map below.



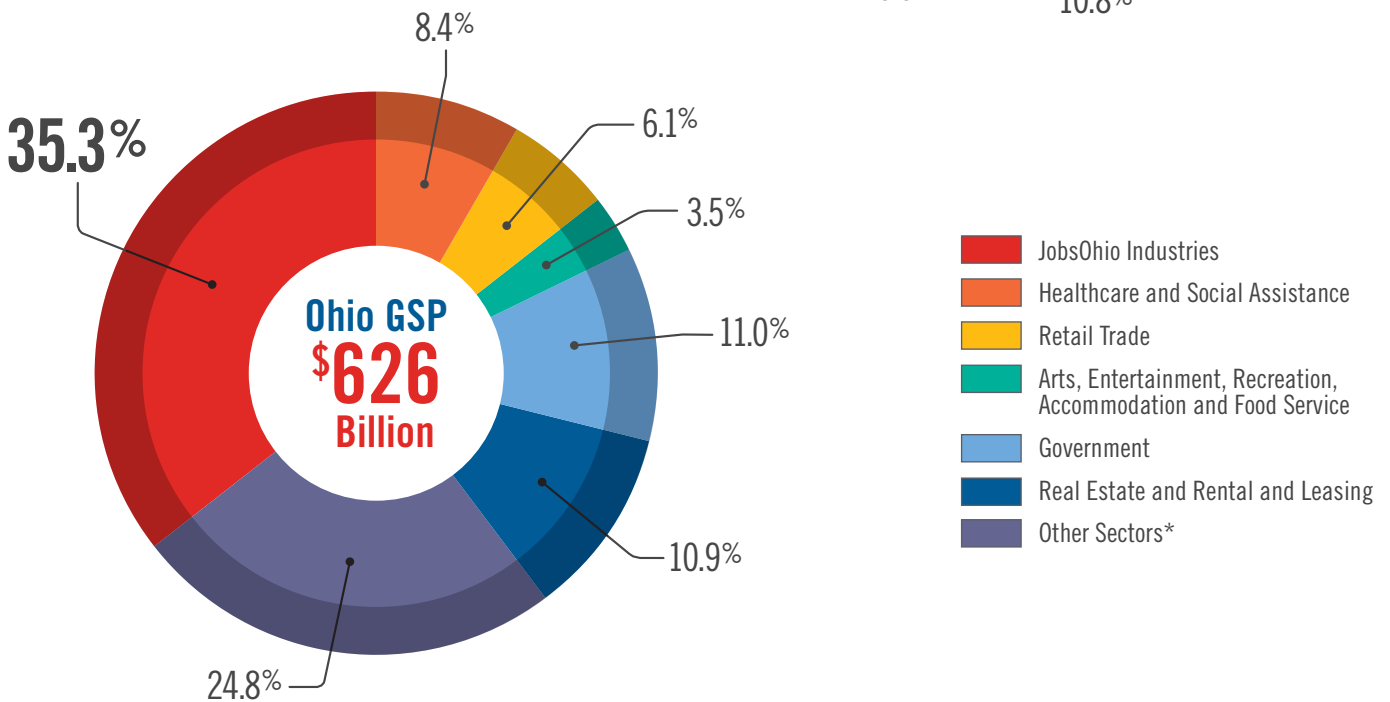
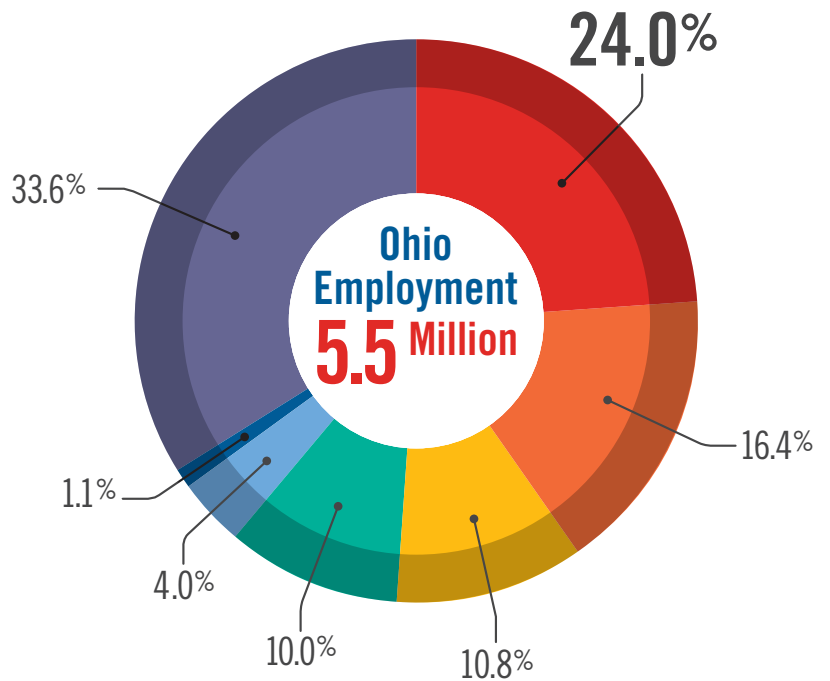
1,846 total projects from July 5, 2011 - December 31, 2017

Note: Cross-county projects are not represented.

Ohio Employment and Gross State Product

With 5.5 million Ohioans at work, JobsOhio industries account for 1.3 million, or 24 percent, of that workforce.

The gross state product (GSP) for the state is \$626 billion, and JobsOhio industries account for 35 percent, or \$221 billion.



- JobsOhio Industries
- Healthcare and Social Assistance
- Retail Trade
- Arts, Entertainment, Recreation, Accommodation and Food Service
- Government
- Real Estate and Rental and Leasing
- Other Sectors*

* Other Sectors: Agriculture, construction, forestry, remainder of professional services, education services and remainder of manufacturing
Sources: U.S. Bureau of Labor Statistics; U.S. Bureau of Economic Analysis; Cleveland State University, Center for Economic Development
Percentages may not add up to 100 percent as they are rounded to the nearest percent. Data represents the most recent available information.

"When we help bring good-paying jobs to Ohio, we help our state's citizens support their families and improve our communities. We need to continue to create job opportunities that move the entire state forward."

Kenny Yuko, senate minority leader, Ohio Senate

JobsOhio's Nine Diverse Industries Are Differentiators

JobsOhio focuses on industries that are diverse, have an established presence in Ohio and show growth opportunities. Together, these nine industries account for nearly one-third of Ohio's gross state product. As part of this sector strategy and to differentiate itself from other state-level economic development organizations, JobsOhio recruited seasoned industry experts to manage economic development efforts in their respective industries. With more than 100 years of combined experience at leading companies, JobsOhio's executive team members are experts in Ohio's growing industries.

Building on Ohio's core strengths, JobsOhio's targeted industries offer the most potential for job creation and new capital investment.

Advanced Manufacturing

Ohio is a global leader in advancing next generation manufacturing. Thousands of companies make up Ohio's manufacturing industry and produce more than \$108 billion in goods each year.

- Ohio is the third largest U.S. manufacturing state with over 3,000 companies employing over 685,000 Ohioans
- Ohio has a robust educational network for talent pipelines to grow the advanced manufacturing industry

Festo, Mason, Ohio



Aerospace and Aviation

More than 590 aerospace companies in Ohio represent all parts of the supply chain, from component suppliers to original equipment manufacturers.

- Since the Wright brothers' first flight, Ohio has been a leader in aerospace and today is the No. 1 supplier state to Boeing and Airbus with over \$15 billion in annual spending
- Ohio supports disruptive technologies, such as additive manufacturing (3-D printing), lightweight materials and automation to grow the aerospace industry

Automotive

As a leading automotive producer in the U.S., Ohio is also a premier location for researchers, developers and manufacturers to create, test, deploy and commercialize self-driving and connected vehicle technologies.

- Six OEMs, a comprehensive supply chain and a large production of lightweight materials, make Ohio an automotive powerhouse
- Home to the largest independent vehicle proving grounds in North America and an array of resources to test and develop new automotive innovations

Biohealth

Ohio's diverse and growing biohealth industry offers a collaborative network of nationally recognized medical centers, world class universities and research centers that are changing the way health care is diagnosed and delivered.

- Nearly every prescription or device manufacturer in Ohio has expanded, including Alkermes, Xellia Pharmaceuticals, Nuvasive, AstraZeneca and West-Ward Pharmaceuticals
- Ohio has outpaced both the U.S. and regional biohealth employment index since 2007

"We thank Gov. John Kasich, JobsOhio and a number of local partners in the Toledo community for their efforts to help advance this project, including an offer of approximately \$30 million in grants and other financial incentives. We will continue to work closely with the state of Ohio through the environmental permitting process, and are excited to bring a significant number of high-paying jobs to Ohio."

Lourenco Goncalves, chairman, president and CEO, Cleveland-Cliffs Inc.

Energy and Chemicals

Since 2011, the availability of shale gas in Ohio has dramatically changed the energy and petrochemical industry landscape in the state, making Ohio ripe for investment from energy producing companies.

- Ohio shale-related investments totaled \$63.9 billion from 2011 to mid-2017
- Utica and Marcellus shale formations make up 85 percent of the growth in U.S. shale gas since 2012

Financial Services

Ohio has the key ingredients to move financial services companies forward in fintech including affordability, talent and access to partners in banking, insurance and retail.

- Second largest concentration of top financial institutions outside of New York City with rent one-quarter the cost of either coast
- Home to one of the nation's most influential fintech accelerators, uniting innovative startups with industry leaders

Genetesis, Mason, Ohio



Food and Agribusiness

Food and Agribusiness is home to more than 2,000 food-related companies that grow, process, package, distribute and sell food and drinks enjoyed by consumers around the world.

- Ohio has over 1,100 food manufacturing facilities with about 70,000 employees
- Headquarters for industry leaders such as Kroger, Smuckers, Bob Evans and Wendy's

Information Technology

Information technology continues to grow with some of IT's most visible and well-respected brands calling Ohio home.

- 30 higher education institutions with data analytics programs and 26 higher education institutions with cybersecurity programs, five of which are designated National Security Agency cybersecurity programs
- Thousands of data scientists across the state have turned Ohio into a hub for retail and consumer product goods, health care, finance, insurance and analytics services

Logistics and Distribution

Companies are continuing to discover the strategic advantage of Ohio's logistics capabilities from e-commerce to retail to heavy industry.

- More than 25 higher education institutions that offer logistics programs
- Ohio is No. 2 in the nation in intermodal sites and has invested nearly \$15 billion since 2011 into an extensive logistics infrastructure

"I think Paycor is part of the story of Cincinnati becoming more of a technology hub. There is a lot of entrepreneurial and startup activity here. JobsOhio has been an amazing partner through this. We're proud to be a great success story for Ohio."

Stacey Browning, president, Paycor

JobsOhio Pursues Growth in Five Cross Sector Strategies

In the past, industries operated in silos, rarely collaborating across sectors in the pursuit of new advancements. But this traditional model is changing as industries recognize the value of cross sector collaboration. Industries are working together to devise innovative and revolutionary ways of doing things.

Technology has driven much of this disruption, as it enables industries to provide smarter products and services while reducing costs and improving efficiencies.

JobsOhio targets its economic development efforts on nine industries that drive opportunities for growth and job creation. Building on the strengths of these key industries, JobsOhio has identified five emerging cross sector strategies – each based to some degree on technology – that promise to create the jobs of the future.

1. Fintech

Fintech is the intersection of traditional financial services and technology and is positioned to completely transform how businesses interact with their customers in five to 10 years.

2. Autonomous and connected vehicles/smart mobility

Ohio has made deliberate investments in facilities, infrastructure and R&D to create an unparalleled combination of resources for companies that are interested in developing, testing and manufacturing connected and self-driving vehicles.

3. Carbon fiber

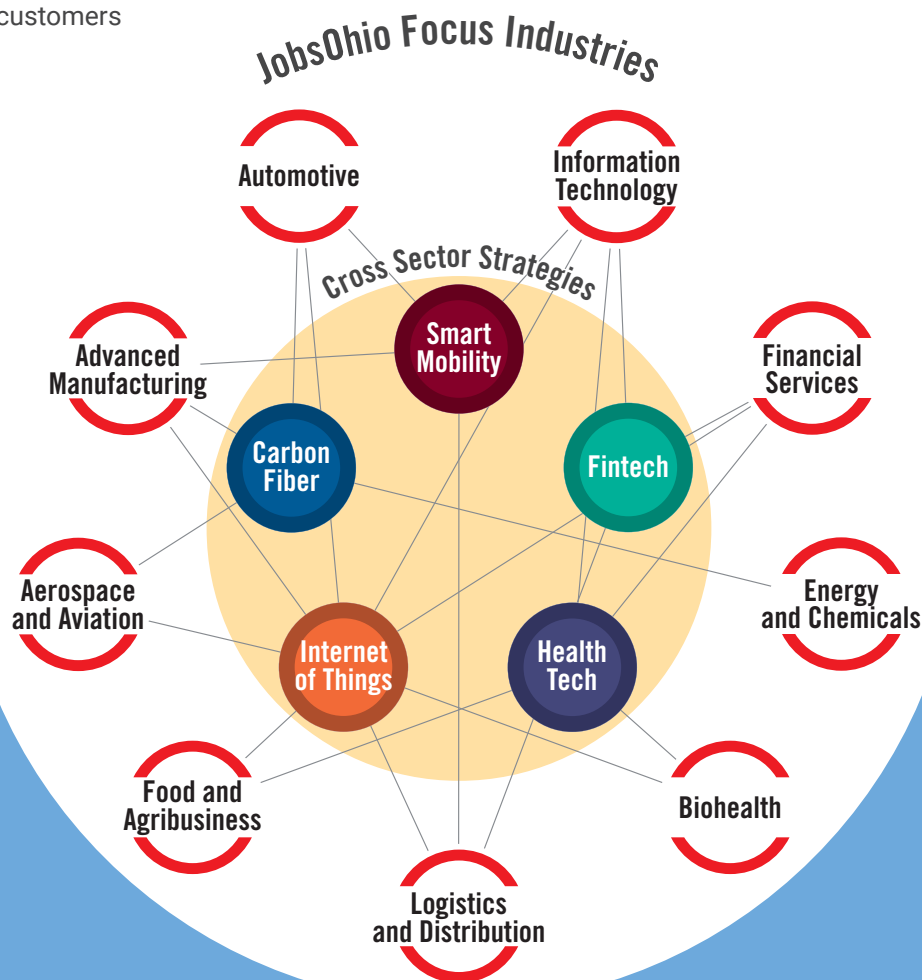
Ohio's automotive, advanced manufacturing, and aerospace and aviation industries benefit from carbon fiber, a strong but lightweight material that's perfect for use in cars, airplanes and other applications where strength and weight matter.

4. Health tech

Health tech represents the use of technology to achieve one or more of the triple aim health care objectives: improve the patient experience, reduce the per capita cost of health care and improve the health of populations.

5. The Internet of Things

The Internet of Things (IoT) touches all industries. IoT uses the internet to connect devices and to collect and share data, which can be analyzed and used to make better decisions.



JobsOhio is a Catalyst for Fintech Growth

Financial services, like other sectors, is undergoing significant technological changes.

Around the globe, fintech is transforming the ways in which B2B, B2C and C2C transactions occur. Within a five- to 10-year time frame, fintech is expected to dramatically disrupt the financial services industry. Machine learning, artificial intelligence and digital currencies are among the major drivers of this change.

Startups are seizing opportunities within fintech. It is critical for traditional market leaders and these startup innovators to collaborate to drive the future of financial services. JobsOhio has specified fintech as an area of strategic focus, leveraging Ohio's financial services sector strength and excellent technology assets to drive innovation.

In April 2017, JobsOhio co-founded a nonprofit mission-driven fintech accelerator focused on growing entrepreneurial activity, attracting fintech companies and expanding the innovation pipeline for current private-sector stakeholders. Following an exhaustive interview and review process, ten companies were chosen to participate: Billon, Elafris, Hexanika, ID-Pal, James, Steady, PayKey, SafeChain, SKOOKii and a "Stealth" stage company.

The accelerator is playing an important role in facilitating industry-wide collaboration and bringing awareness to Ohio's vital role in the fintech revolution.

Big ideas in fintech become reality in Ohio



Select Financial Institutions Supporting Fintech in Ohio



"Ohio's fintech advantage is its supporting infrastructure, such as the fintech accelerator, a network of engaged corporate partners with a high concentration of financial services providers; and JobsOhio to help successful startups scale up their operations through support services, incentives and grants."

James O'Toole, CEO and co-founder, ID-Pal

Ohio Positioned to Lead the Nation in Smart Mobility

Ohio has long been a powerhouse in the automotive industry – and for good reason. Ohio is credited with many of the early advances in the industry. Today, Ohio is a top automotive state, with six original equipment manufacturers, more than 108,000 autoworkers, a comprehensive supply chain and the second-highest number of assembly plants in the U.S.

With such a strong foundation in the traditional automotive industry, Ohio is well positioned to take a primary role in the next generation of automotive innovation: the development, testing and manufacturing of connected and self-driving vehicles. **The state has the automotive, engineering, manufacturing and IT talent needed to drive smart mobility innovations.** It also has an unparalleled combination of physical assets, research partners, controlled and open-road test facilities, smart city initiatives and funding opportunities that cannot be found anywhere else.

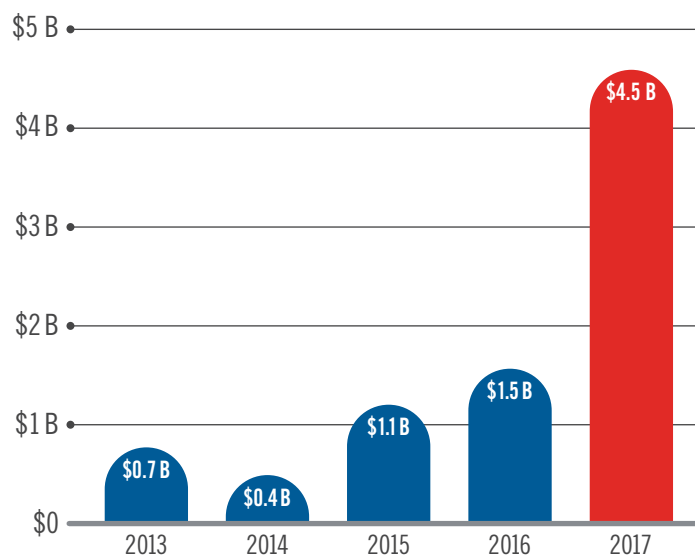
That's why JobsOhio supports efforts to make Ohio the nation's leader in smart mobility, combining technological innovation with automotive know-how. JobsOhio works to attract investments and create jobs in smart mobility by touting the state's smart mobility assets, which include:

- Open collaboration among private industry, government entities and academic research centers
- Six designated “smart” projects aimed at testing autonomous and connected technologies
- 164 miles of roads equipped to test autonomous and connected vehicles
- The Transportation Research Center Inc. (TRC Inc.), North America's largest independent automotive proving grounds
- The Smart Mobility Advanced Research and Test (SMART) Center at TRC Inc.
- Marysville, a suburban community with a connected vehicle pilot program along the U.S. 33 Smart Mobility Corridor

- Columbus, the winner of the U.S. Dept. of Transportation's “Smart City Challenge”
- DriveOhio, the state's new center for smart mobility that brings together government, industry and research partners to build Ohio's infrastructure for, and developments in, smart mobility technologies
- The Ohio State University's Center for Automotive Research
- The Smart Belt Coalition

Ohio is not just building cars anymore, it's building the future of transportation. Globally, venture capital and private equity funding has grown exponentially in the last year and is expected to continue. The advancements taking place in the state are changing the way vehicles are made and used and are creating a safer and more efficient transportation system. When it comes to smart mobility, there's no better place than Ohio.

Global Smart Mobility Funding Activity



Source: CB Insights

“The network of local, regional and state economic development partners was able to demonstrate to us that Findlay, Ohio, was in fact the right place for ANBS to locate this project. We appreciate the partnership and are pleased with the support of the community.”

Stefan Kroenung, vice president of operations, Autoliv-Nissin Brake Systems

Carbon Fiber Poised to Revolutionize Ohio Industries

Technological advances are having a significant impact on industries involved in manufacturing, improving both products and processes. But something else is becoming just as important: the materials used to make things.

Carbon fiber, in particular, has become the material of choice for several Ohio industries, including automotive, energy, advanced manufacturing, and aerospace and aviation. Carbon fiber is an exceptionally strong material that's also lightweight. It is five times as strong as steel, but weighs about two-thirds less. Carbon fiber is also resistant to chemicals and tolerant of extreme heat. These qualities make it an ideal manufacturing material for many purposes.

CRG Industries fiber preform, Beavercreek, Ohio



Sometimes called “wonder steel,” carbon fiber is not used alone. Instead, it is combined with other materials to create composites, and it is these carbon fiber composites that are used to produce items such as aircraft wings, propeller blades, wind turbine blades, car components, bicycle frames, lacrosse sticks and much more. The cost of manufacturing carbon fiber, however, has made it cost-prohibitive for mass production and cost-sensitive applications.

JobsOhio has made it a strategic priority to reduce the cost of, and foster advancements in, carbon fiber and carbon fiber composites in Ohio. The state is well-positioned to support both the production and use of this material. Ohio's abundant shale gas provides a local, reliable and reasonably priced feedstock, giving companies the opportunity to develop lower-cost and less energy-intensive methods of manufacturing carbon fiber. The state's automotive, energy, advanced manufacturing, and aerospace and aviation industries, which already are heavy users of carbon fiber, will need more of it as they discover new applications for its use.

As part of its strategy to foster Ohio's carbon fiber industry, JobsOhio became a charter member of the Institute for Advanced Composites Manufacturing Innovation (IACMI). IACMI is a partnership of industry, academia and government that is focused on the development of carbon fiber and other advanced materials. **In connection with IACMI, JobsOhio has now worked on seven projects with Ohio company participation, committing nearly \$1.2 million and leveraging an additional \$7.1 million in private and IACMI funds. These projects have the potential to create more than 1,600 jobs.**

“Michelman is an active member of the Institute for Advanced Composites Manufacturing Innovation (IACMI) and we have been working diligently on carbon fiber advancements. I want to personally thank JobsOhio for its support. We have been able to accelerate our strategy for growth and investment around carbon fiber. With the help of this project and others, we are also expanding our R&D capabilities.”

Rick Michelman, executive vice president and chief growth & technology officer, Michelman, Inc.

Ohio's Health Tech Industry is Changing Health Care Delivery

The growing intersection between health care and information technology is disrupting and revolutionizing the traditional ways of providing health care. Health tech applies systems and information to achieve one or more of the triple-aim objectives of health care: reduced costs, improved patient experience and better health outcomes.

Investors poured nearly \$10 billion into digital health companies in 2017. This is also a global trend, with venture capital and private equity funding for digital health growing around the world.

JobsOhio has identified health tech as one of Ohio's most important cross sector strategies, as it has the potential to attract significant investments and create lucrative jobs. Many well-known health tech companies, such as Covermymeds, IBM/Explorys, GenomOncology and DocHalo, already call Ohio home.

Health tech uses technology, including databases, mobile devices, applications and wearables, to solve health problems, speed up the development and commercialization of health care products and improve clinical outcomes. Recent health tech innovations have enhanced everything from diagnostic capabilities and medical devices to drug delivery, medical imaging and surgical techniques, including:

- Wearable patches can detect sleep apnea in adults and monitor babies' temperature
- At-home devices keep track of a patient's health and transmit reports directly to a care provider
- New interoperable systems enable patient information to be shared safely across care settings

Many of these amazing breakthroughs are taking place in Ohio, which is home to a thriving biohealth industry that includes world-renowned health care providers, early stage companies, nationally ranked medical programs and some of the most impressive R&D in the country.

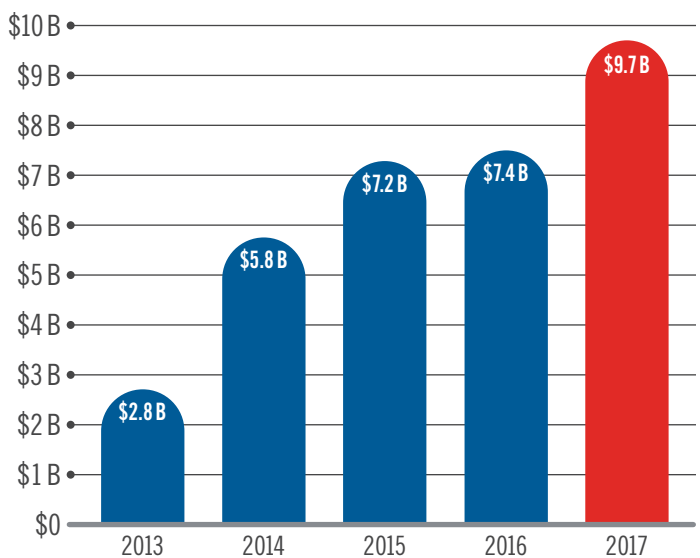
Plug and Play, the world's largest accelerator program, validated Ohio's position as a health tech leader when it partnered with the Cleveland Clinic and JumpStart Inc. to launch its new health tech accelerator in Cleveland.

It is Plug and Play's first U.S.-based accelerator focused on biotech and digital health innovation.

Beginning in spring 2018, the health tech accelerator will operate two cohort programs per year, each featuring 10 companies, for three years. Hundreds of global startups are expected to vie for one of the 60 slots. The accelerator will help the region become a national center for innovation in biotechnology and medicine, and it will bring entrepreneurial firms, large corporate players and more knowledge-sector jobs to the region.

Plug and Play's decision to start a health tech accelerator in Cleveland added to the momentum that already exists in Ohio. JobsOhio will continue its efforts to grow Ohio's biohealth industry by leveraging opportunities such as Plug and Play to attract investments that create jobs, foster innovation and nurture collaboration.

Global Digital Health Funding Activity



Source: CB Insights

"We are thrilled to engage Cleveland's robust health, industrial and investment community to attract the most innovative health startups worldwide to Cleveland. We believe our efforts will accelerate the growth of Cleveland's entrepreneurial economy through the connections we make between corporations, startups and investors."

Saeed Amidi, CEO and founder, Plug and Play

Internet of Things is Enabling All Industries

The Internet of Things (IoT) is a network of devices that gather and share information directly with each other and with remote systems through the internet, making it possible to collect, record and analyze data faster and more accurately to solve a customer need. Whether measuring health progress from a wearable device, providing a seamless purchasing experience or improving factory production, IoT is transforming the way consumers live and businesses work.

Ohio is well-positioned to support and benefit from IoT. As a state known for manufacturing, Ohio already makes things. Now, companies in Ohio are making things even better by developing and using IoT technologies.

Four Ohio regions have particularly impressive IoT assets that can support nearly any industry, project or organization. The Cincinnati region, for example, has a considerable startup ecosystem, strong analytics education programs and a large demand for IoT capabilities from companies in health care, manufacturing and retail consumer goods.

The Dayton region benefits from its position as headquarters to several defense institutions, which are creating IoT applications for their work in cybersecurity and unmanned aerial vehicles.

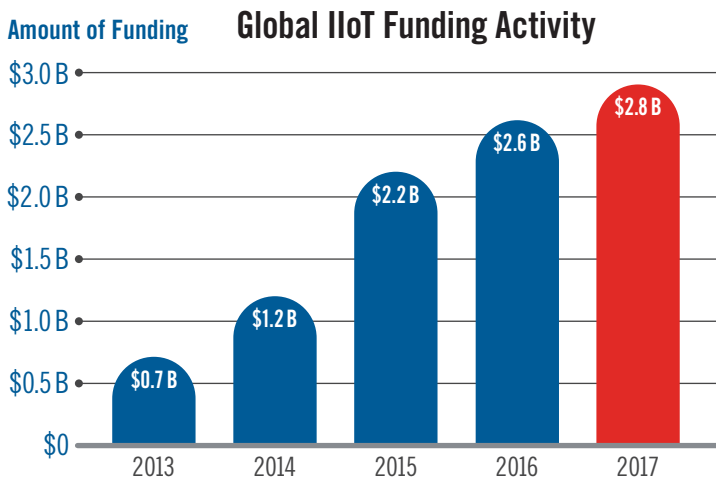
The Cleveland region offers universities engaged in IoT R&D, accelerator programs encouraging IoT innovation, and manufacturers and health care organizations that are using IoT to improve their operations. The Cleveland Foundation, Case Western Reserve University and Cleveland State University have formed a collaboration around IoT to transform the region into a national model of workforce, research and innovation.

As the nation's first Smart City, Columbus is using IoT in R&D centers to create smart vehicle technologies. In addition, it has companies that make the hardware necessary for IoT as well as companies that use IoT to discover life-changing innovations.

While all industries are using IoT to some degree, health care, manufacturing, agriculture and retail consumer goods are just a few in Ohio that have been particularly successful in adopting IoT. In health care, the move to outpatient care and telemedicine is driving an increasing demand for IoT applications such as wearable devices and intelligent and connected systems. Manufacturing companies are optimizing operations, managing maintenance and creating new services to enhance product experience using IoT. **Fueling this growth, Industrial Internet of Things (IIoT) global funding activity has grown from \$730 million in 2013 to**

\$2.8 billion in 2017. Agricultural companies are taking advantage of IoT to remotely monitor crops, livestock and equipment. Retail consumer goods operations use IoT to enhance their supply chains and give consumers seamless purchasing experiences.

IoT offers unlimited opportunities for all industries in Ohio. JobsOhio will continue to support this cross sector strategy, finding ways to connect companies with the resources that will help them use and advance their IoT capabilities.



Source: CB Insights

"JobsOhio is allowing MCPc to take a big step forward in expanding its capabilities in technology lifecycle management. The value goes beyond MCPc itself. We will create up to 100 new jobs in three years, hiring directly from the neighborhoods where our facilities are to be located. We will provide opportunities for the chronically underemployed, for students who will be more likely to remain in Ohio as a result of this experience, and for people who are looking for steady employment. It's a triple win: for MCPc, for job growth, and for the economy of the Buckeye State."

Peter Anagnostos, vice president of marketing and business development, MCPc

JobsOhio Funding Programs Give Ohio Advantage Over Competitors

Economic development projects can be highly competitive, given that companies have options in where they invest. The most important location decision factors typically include available talent, real estate options, and access to markets and supply chains. When all of these factors are equal, incentives often become the driving factor.

JobsOhio pursues projects from companies that have a choice where they can locate, and its powerful incentive programs are designed to win these competitive projects. These performance-based incentives include loans and grants for companies that are relocating or expanding operations in Ohio. Driven by the needs of the clients, loans and grants are available for different purposes, from R&D centers and workforce training to revitalization and infrastructure improvements.

By providing creative incentives and financing solutions to companies, JobsOhio often tips the scale for Ohio.

Because JobsOhio has a private source of funding, it has the flexibility to offer grants and loans customized to fit a company's needs. JobsOhio can offer grants to train workers and to offset the costs of capital investments. In terms of financing, it provides capital to companies that have limited access to capital in private markets and supplements projects financed by other lenders when a funding gap exists. It can also offer funding at different stages of a project or when specific milestones are met.

Strong analytical thinking backs up the incentives program. JobsOhio offers funding assistance to companies that have proven, recurring revenue generation and strong growth potential. Its return on investment philosophy ensures that projects will have a positive net present value and will create new jobs for the state.

JobsOhio's strategy is to win a disproportionate share of competitive projects in its nine targeted industries. The ability to provide customized incentive packages that meet clients' needs makes that goal more attainable.

Dr. Fujita, founder and CEO of Quality Electrodynamics (QED), Mayfield, Ohio



"Business leaders like me are very fortunate to have access to these organizations, with people who care about what we do and see the opportunities we want to create. JobsOhio saw the opportunity, understood the difficulties and executed the resources to make it happen."

Dr. Hiroyuki Fujita, founder and CEO, QED



Breaking ground at Hematite's new manufacturing facility in Englewood, Ohio

Englewood and JobsOhio Attract Canadian Automotive Supplier U.S. Headquarters to Ohio

Hematite Inc., a tier 1 automotive supplier based in Ontario, Canada, wanted to open a manufacturing facility in the United States to be closer to its U.S. customers. Company executives began looking for a location in the Midwest.

They were drawn to Englewood, Ohio, primarily because of the city's proximity to the company's customers. But incentives from Englewood and JobsOhio helped seal the deal.

Hematite committed to invest \$18.4 million in a manufacturing plant and create 100 jobs. In return, the city of Englewood offered an economic development grant and a property tax abatement, while JobsOhio provided loans to help finance building costs and a workforce grant to support employee training.

The company broke ground in May 2017 on the 106,000-square-foot manufacturing plant. This is Hematite's first facility in the U.S., and it will serve as the company's U.S. headquarters. The plant was finished in late November 2017, and Hematite has been testing its equipment and manufacturing processes since December. Already approved as a supplier to Toyota, the plant will begin operations in April 2018.

Hematite started more than 30 years ago as a recycling business that diverted industrial waste

from landfills. Its commitment to green culture continues today as the company seeks to find innovative applications for recycled material to treat the underbody of vehicles. Specifically, Hematite engineers and manufactures products to manage the effects of sound, airflow and water.

"Our expansion into the United States is a natural evolution for our company, as we need to be closer to our customers," said John Pavanel, president of Hematite. "We look forward to continuing our many great years of service for customers such as FCA, VW, Toyota, Ford and Honda from our Englewood, Ohio, facility."

"The process we went through with JobsOhio and the city of Englewood was professional and timely. I have nothing but good things to say. They made us feel really welcome to this area, and they were supportive at all levels. At the end of the day, it was an easy decision to choose Englewood."

Jacque Nadeau, COO, Hematite



Ohio Innovates with JobsOhio R&D Center Program

Determined to serve as a catalyst for more corporate innovation, JobsOhio introduced the Research & Development (R&D) Center Grant in June 2016. This program provides qualified companies with an incentive to establish new R&D centers in Ohio that support targeted industries and the evolution of the Ohio economy. R&D centers foster advancements in additive manufacturing (3-D printing), advanced materials, aero propulsion, autonomous vehicles, biomedical, cybersecurity, data analytics, fintech, energy storage/fuel cells, Internet of Things, sensors and unmanned aerial systems.

2017 R&D Center Highlights

In 2017, JobsOhio announced four R&D centers, representing an array of industries.

- **Midmark Corporation**, a leading provider of medical, dental and veterinary equipment solutions, announced plans to create at least 97 new jobs at a new R&D center in Versailles, Ohio.
- **Theken Companies**, an Akron-based medical device company, is creating a center of excellence for innovative 3-D printed orthopedic implants. The new center will enhance the capacity of the company's additive and advanced manufacturing facility, and add 71 jobs.
- **Franklin International Inc.**, one of the nation's largest privately held adhesives and sealants manufacturers, announced plans to invest \$4.4 million to construct a new 12,500-square-foot R&D facility at its corporate headquarters in Columbus. The center will formulate next-generation polymers, adhesives and manufacturing technologies.

- Construction is underway on the 540-acre **Smart Mobility Advanced Research and Test Center** at the Transportation Research Center in East Liberty, Ohio. JobsOhio, The Ohio State University and the state of Ohio committed to invest \$45 million in this state-of-the-art hub, which is designed specifically for the testing of autonomous and connected vehicle technologies.

High corporate interest in the JobsOhio R&D Center Grant Program has resulted in new senior-level conversations with leading domestic and international companies.

Ultimately, the program's goal is to see current and future R&D centers successfully commercialize innovative products and services that lead to significant investments and job creation in Ohio.

Franklin International, Columbus, Ohio



"That help from Ohio is going to further propel us towards more innovation, more fun and more development of things that nobody else in the world is doing."

Evan Williams, president and CEO, Franklin International



Midmark facility in Versailles, near Dayton

JobsOhio Helps Fourth-Generation Midmark Expand R&D

Midmark Corporation, a leading provider of medical, dental and veterinary equipment solutions, is adding a state of the art R&D center to its Versailles, Ohio, operations with the help of a JobsOhio R&D Center grant.

CEO John Baumann said the grant was instrumental in making the new center a reality. He cited the importance of keeping jobs in Ohio, adding that the JobsOhio R&D Center grant makes it possible for companies such as Midmark to invest in new jobs and contribute to the state's growth as an innovation hub.

Midmark is investing more than \$40 million, including more than \$20 million in machinery and equipment, in its state-of-the-art facility and corresponding growth needs. The company says the new center will help foster collaboration and an accelerated product development cycle while strengthening the point of care for patients and physicians. Slated to begin construction in 2018, the center is expected to add almost 100 jobs.

Together with JobsOhio, key partners included the Dayton Development Coalition, the city of

Versailles and Darke County, Baumann said.

Founded in 1915, Midmark is a fourth-generation company employing nearly 1,700 worldwide. The company is headquartered in Dayton and operates production and administrative offices in Versailles.

"Midmark is dedicated to sustaining Ohio's legacy as a leader in innovation and could not be more grateful for JobsOhio's support of our new R&D center in Versailles. With this grant, we are well-positioned to bring our new product development teammates together to accelerate our product cycle and provide our health care customers with cutting-edge solutions."

John Baumann, CEO, Midmark



JobsOhio's Revitalization Program Brings New Life to Sites

Companies seeking a new location sometimes consider rundown, abandoned and underutilized properties as options, often because they're located in desirable or easily accessible locations that have an existing infrastructure and an available and skilled workforce. The cost to improve the properties, relative to their market value, limits and often prevents redevelopment.

JobsOhio offers a program that can bridge that financial gap.

The JobsOhio Revitalization Program offers loans and grants to companies to redevelop underutilized properties that are hard to sell – both land and buildings – and put them back into productive use. This funding mitigates their risk and accelerates the speed at which they can redevelop sites.

Revitalization grants and loans are available to projects that will retain or create jobs, have funding gaps and

address environmental risks. They can be used for:

- Demolition
- Environmental remediation, testing and lab fees
- Building renovation
- Asbestos and lead paint abatement
- Removal and disposal of universal and construction waste
- Site preparation
- Infrastructure

JobsOhio also offers revitalization grants to fund environmental assessments of sites where development and job creation is likely. The assessments identify environmental risks and outline steps to mitigate them.

JobsOhio has worked closely with its regional partners to administer the Revitalization Program since its inception in 2014. JobsOhio has invested \$169 million in the program, putting dozens of empty, dilapidated buildings and brownfield sites back into use, spurring \$2 billion in capital investment and creating more than 5,000 jobs.

ProMedica, a nonprofit health care organization in Toledo, is one example of a company that benefited from the JobsOhio Revitalization Program. ProMedica invested \$60 million to revitalize an abandoned steam plant that was built in 1896 and turn it into state-of-the-art office space along Toledo's riverfront. ProMedica held a ribbon-cutting ceremony in August 2017 to celebrate the grand opening of the revitalized building and to mark the beginning of a new chapter for Toledo's downtown.

ProMedica, Toledo, Ohio



“As an anchor institution, we have a responsibility to reinvest in our communities and we’re happy to play a role in the revitalization of downtown Toledo.”

Randy Oostra, president and CEO, ProMedica



Rittman site, Rittman, Ohio

Abandoned Industrial Site Gets New Purpose with JobsOhio Revitalization Program

Caraustar Industries, a manufacturer of recycled paperboard, ran a mill in Rittman, Ohio, that at its peak employed more than 1,200 people. The company closed the plant in 2006, leaving several hundred people unemployed and nearly 300 acres of industrial space unused. The site became an economic blight for the small city located between Akron and Wooster.

In 2013, Urban Renewables, a special purpose entity for brownfield development created by the environmental engineering firm Hull & Associates, purchased the property and began preparing 60 acres of it for redevelopment. **Over the next year, the company demolished the 800,000-square-foot paper mill and oversaw asbestos abatement and environmental remediation.**

Urban Renewables sought help from JobsOhio to get the site ready for immediate development. Because of the site's location and amenities, JobsOhio provided a revitalization grant. The grant enabled the company to remove concrete and other materials from the ground, grade the land into a flat site and comply with Ohio Environmental Protection Agency standards.

"We used our own capital to demolish the buildings and perform remediation," said Brad White, vice president of Hull. "Our JobsOhio grant provided the gap funding we needed to go from a controlled brownfield site to a shovel-ready redevelopment site eligible for the site-authentication program."

The property, which boasts rail access and excess water capacity, could accommodate a large-scale project. The support from JobsOhio accelerated the timeframe in which Urban Renewables was able to get the site ready for productive reuse and on the market, paving the way for job creation and industrial development in a city that appreciated the economic boost.

"Creating a shovel-ready site with the revitalization grant allows us to compete with other sites in other states to attract new, high-quality jobs to Ohio."

Brad White, vice president, Hull & Associates

SiteOhio Creates Inventory of Sites Ready for Immediate Development

Companies that are looking for a perfect project location in Ohio will have an easier time thanks to a unique site-authentication program offered by JobsOhio. The one-of-a-kind SiteOhio program ensures that Ohio has an inventory of sites available for immediate development, saving companies time and money and increasing their speed to market.

Prior to JobsOhio launching SiteOhio in 2016, a comprehensive list of available sites across the state didn't exist, making it difficult for companies to find locations that met their needs. Moreover, when companies were interested in a property, economic development officials weren't always sure about the utility companies' ability to serve it. The lack of this information often hampered economic development efforts.

SiteOhio solves those problems. Taking the typical site-certification process several steps further, SiteOhio puts potential project sites through a comprehensive review and analysis, granting authentication only to sites that meet specific criteria. If a property receives SiteOhio authentication, it means that:

- All due diligence studies are complete and clear, which minimizes unknown construction risks
- Utilities have been verified to be at the property with sufficient available capacities
- Surrounding uses have been vetted for compatibility with industrial operations

SiteOhio maintains a directory of authenticated sites in its ZoomProspector database. The directory contains detailed information about each site, including utility and due diligence details.

When a community identifies a property that could be used for commercial or industrial purposes, it can apply for SiteOhio authentication. The process is comprehensive but well worth the effort.

As of early 2018, 10 sites in Ohio have passed the authentication process, earning the SiteOhio seal and increasing their likelihood for development. Sites that don't meet the program's strict guidelines, referred to as pipeline sites, are still viable options for companies. And communities still benefit from going through the process. They learn how to showcase the site and the community, how to handle site visits from prospective companies, and how to partner with utilities, local economic development partners and other stakeholders that have an interest in developing the site.

Thanks to SiteOhio, the state has an inventory of construction-ready locations that minimize risk and costs for end users. This makes it easier for JobsOhio and its local and regional partners to attract companies that will bring capital investment and create jobs. At the same time, companies have more options in Ohio.

It's a win-win situation.

SiteOhio visit, Van Wert, Ohio



"The process afforded us the opportunity to evaluate our sites from an outside perspective and really see them with new eyes. I think it improved us, and we would do it again. Actually, we are doing it again. Thanks to JobsOhio for initiating this program and for selecting the team to implement it."

Kelly Cole, director of economic development, Brown County



Mount Orab site, Cincinnati region

Mount Orab Credits SiteOhio for Making Site More Marketable

Bruce Lunsford, mayor of Mount Orab, knew that a 1,045-acre site in his village, about 40 miles east of downtown Cincinnati, could be perfect for large-scale industrial development. The site had been through multiple site-selection processes over the years, but needed additional improvements.

Then he learned about SiteOhio, JobsOhio's site authentication program, and decided to have the site vetted for authentication. Lunsford worked with Kelly Cole, director of economic development for Brown County, to compile and submit the required information to the SiteOhio team.

SiteOhio approved the site for an in-person audit, and Lunsford and Cole began meeting with officials from REDI Cincinnati, JobsOhio's regional partner, to compile even more detailed information about the site and prepare for the visit.

The SiteOhio consultants provided valuable feedback following their site visit. They suggested, for example, Lunsford and Cole should tout Mount Orab's proximity to the Cincinnati metropolitan area and a workforce exceeding 1.1 million people.

"This was a complete change in the way we had presented the site," Cole said. "Now we look at this from the perspective of someone who does site selection, not from the perspective of someone who has a site to offer."

The consultants also identified the need for additional due diligence studies and a plan to address wetlands

on the property. As a result, the site has not yet received SiteOhio authentication.

Despite the outcome, Lunsford and Cole have no regrets about going through the authentication process.

"This process got us thinking logically about how to present this site, how to put our best foot forward and how to get ahead of issues," Lunsford said.

Once the due diligence studies and the plan for the wetlands are complete, Lunsford and Cole are confident their site will receive SiteOhio authentication.

"We can't say enough good things about this program," Lunsford said. "Working with JobsOhio and REDI Cincinnati made us a lot more prepared. They have really set us up for success."

"We have nothing but good things to say about the SiteOhio authentication process. It was time-consuming and a lot of work, but it has been very, very beneficial. Not only for this site but for our other sites, as well."

Bruce Lunsford, mayor, Mount Orab



TalentOhio: A Customized Approach to Workforce Development

Workforce is a top consideration when companies decide to locate or expand in a state. Finding the right talent is mission critical to business growth plans. In an effort to provide greater value to businesses, JobsOhio offers them assistance in acquiring the specific employee talent they will need through a talent acquisition program called TalentOhio.

Designed for agile execution and tailored for each new or expanding company in Ohio, TalentOhio is structured to support a company's human resources team by enhancing its hiring and retention plans. TalentOhio team members are a mix of seasoned workforce development and business recruitment professionals who deliver customized services through a statewide and national network of partners.

JobsOhio and its network partners have worked diligently in 2017 to deploy the talent acquisition program by partnering with more than 100 workforce colleagues and vendors throughout Ohio for a seamless infrastructure.

The talent acquisition framework offers three core services:

- **Talent attraction** – posting job opportunities through various channels to the right audience and leveraging candidates from validated partners from in-state and out-of-state resources.
- **Prescreening talent** – accessing national assessment tools tailored to specific occupations, improving candidate fit and impacting longer-term retention.
- **Workforce training** – offering customized training programs created for specific skill requirements.

JobsOhio and its regional partners have made approximately 50 talent offerings so far to organizations looking to move to or expand in Ohio.

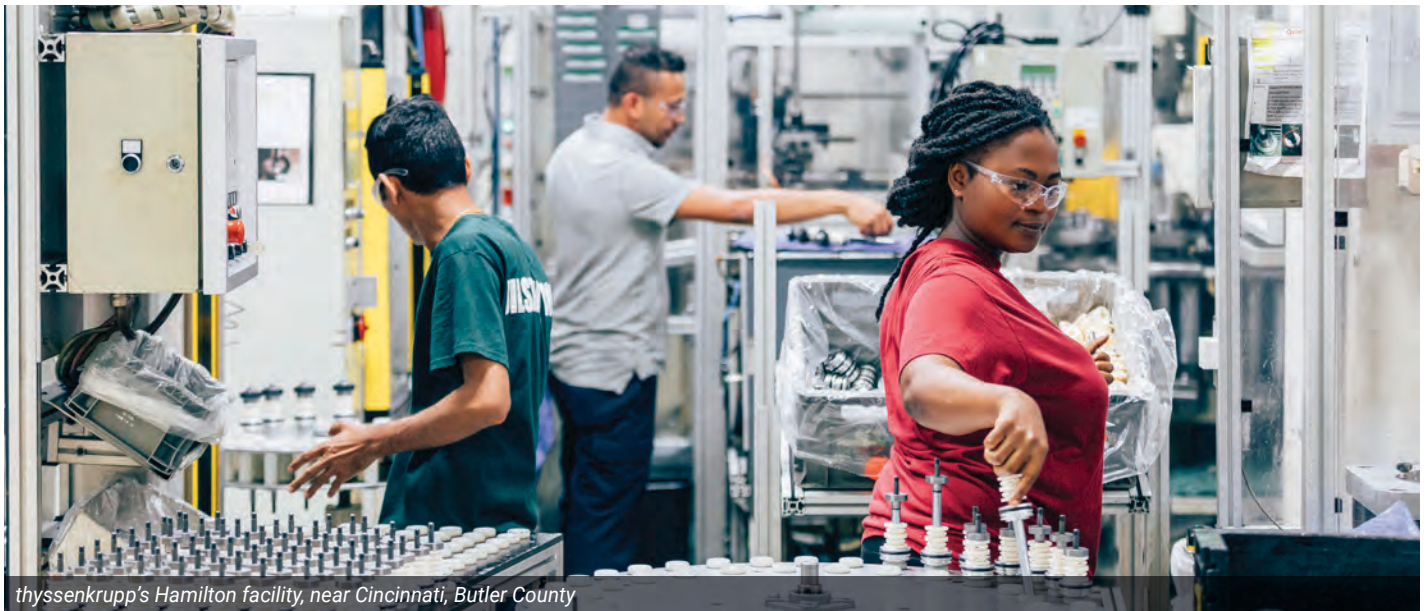
The TalentOhio program collaborates with business and education partners to maximize business growth. Due to a high demand from Ohio manufacturers for ongoing incumbent worker skill upgrades, JobsOhio partnered with local manufacturers, the Union County Community Improvement Corp. and the Ohio Department of Higher Education to solve the workforce need. In December 2017, Marion Technical College received a new \$500,000 mobile training lab, which is designed to teach new skills to a developing workforce. JobsOhio helped cover the initial cost of the mobile lab. With the capacity to train hundreds of workers each year, the 400-square-foot simulator can provide onsite training to local manufacturers, thereby reducing costs and time for companies and employees. Training courses for manufacturers will begin in early 2018.

Marion Technical College mobile lab



“Current and prospective new employers who are considering locating or expanding in the Central Ohio region echo a common theme – the need for a highly qualified workforce. The JobsOhio talent development program is 100% aligned with employer needs, and MTC is fortunate to partner with JobsOhio in this initiative. We value our partners including Columbus 2020, Marion CanDo! and JobsOhio.”

Bob Haas, chief strategy officer,
Marion Technical College



thyssenkrupp's Hamilton facility, near Cincinnati, Butler County

JobsOhio Support Helps thyssenkrupp Bilstein Exceed Commitment for Job Creation and Capital Investment

Knowing that about 80 percent of the jobs created in Ohio come from existing companies, JobsOhio and its local partners maintain strong relationships with them by serving as a valuable resource, helping when they have an opportunity to expand or make new investments, and ensuring they have a positive experience in Ohio.

thyssenkrupp Bilstein of America, a subsidiary of Germany-based thyssenkrupp, is an example of a company that has expanded multiple times in Ohio with support from JobsOhio as a long-standing partner.

The company, a leading supplier of high-performance shock absorbers, has expanded its North American headquarters in Hamilton, Ohio, three times since 2011.

In 2011, the company invested \$6.4 million for new equipment in its Hamilton manufacturing plant, including technologies used at its parent company in Germany. In 2013, the company spent \$5.4 million on building improvements and upgrades. Later that year, in response to strong growth, the company announced a \$25.5 million investment to increase the size of the facility and add more customized machinery.

JobsOhio supported the company's three projects by offering economic development grants, job creation tax credits and workforce grants to train newly hired employees. Each time, thyssenkrupp exceeded its commitments to Ohio, reflecting its outstanding leadership and reinforcing the value of JobsOhio's support. Together, these projects resulted in \$37.3 million in capital investments and 374 jobs committed.

JobsOhio has worked strategically with REDI Cincinnati and the city of Hamilton to ensure the company's continued success in Ohio.

"We truly appreciate JobsOhio, REDI Cincinnati and the city of Hamilton for supporting our dynamic growth. Expanding our facility has created new, high-quality jobs and lasting economic benefits for our community," said Fabian Schmahl, president and CEO of thyssenkrupp Bilstein. "Our innovative damper technology allows our customers to deliver a competitive advantage. That's good for us, our customers and Hamilton. A true win-win."

"Expanding our plant here is good news for the site, the employees and the region. This investment is a vote of confidence in our facility and our ability to successfully compete in the highly competitive automotive marketplace. There's no question we made the right choice coming to Hamilton with this project."

Fabian Schmahl, president and CEO,
thyssenkrupp Bilstein of America



Ohio's Energy Investments Positively Impact Communities

Ohio's energy sector is growing, largely due to its highly productive Utica shale deposit. This shale growth, coupled with low energy prices, has prompted independent power plant developers and operators to invest billions of private sector money in new state-of-the-art electricity generating plants. The result is an abundance of reliable, low cost and clean electricity, which benefits all businesses and consumers.

JobsOhio has relationships with companies and resources across the state that benefit economic development efforts. These relationships often bring about company investments that make an impact throughout the state. During projects, JobsOhio maintains an active role by connecting companies with the appropriate resources and decision makers to obtain permits and other regulatory approvals in a timely manner. For fast-growing energy companies, JobsOhio's involvement helps them get their facilities up and running in accordance with their desired timeframe.

These plants are having a significant positive impact on the communities where they're located, not only by creating construction jobs and permanent jobs, but also by creating additional tax revenue that can be reinvested in further improving the communities.

Construction Jobs

When JobsOhio measures jobs created, the numbers reflect only the full-time employees who will work in a facility when it's operational. The construction process, however, creates hundreds, and sometimes thousands, of high-paying jobs over several years, which creates additional economic benefits to the state and to local communities.

The Lordstown Energy Center in Northwest Ohio, for example, created 1,026 jobs during its 32-month construction period, generating \$55.6 million in payroll for each year of construction, for an estimated total of \$148.3 million in labor income.

Southwestern Ohio's Gemma Power Systems LLC employed over 400 skilled craft workers at its site during peak construction of its 475 megawatt natural gas-fired power plant. More than 1 million safe work hours have been accumulated without a lost-time accident since construction began in late 2015.

Nearly 1,000 craftsmen worked more than 2 million man-hours between April 2015 and May 2017 to build the Oregon Clean Energy Power Plant in Northwest Ohio. The project was completed on time and under budget with zero lost-time accidents.

Bechtel Power Corp. in Eastern Ohio began construction of a natural gas-fired power plant, Carroll County Energy, in July 2015. During the two-year construction period, the project created 700 union trade jobs. Even though 3 million man-hours were spent on the job, zero fatalities and zero loss-of-time accidents occurred.

The robust membership of Ohio's skilled trades combined with strong training programs are integral reasons why these large-scale projects are completed on time, on budget and without lost-time accidents.

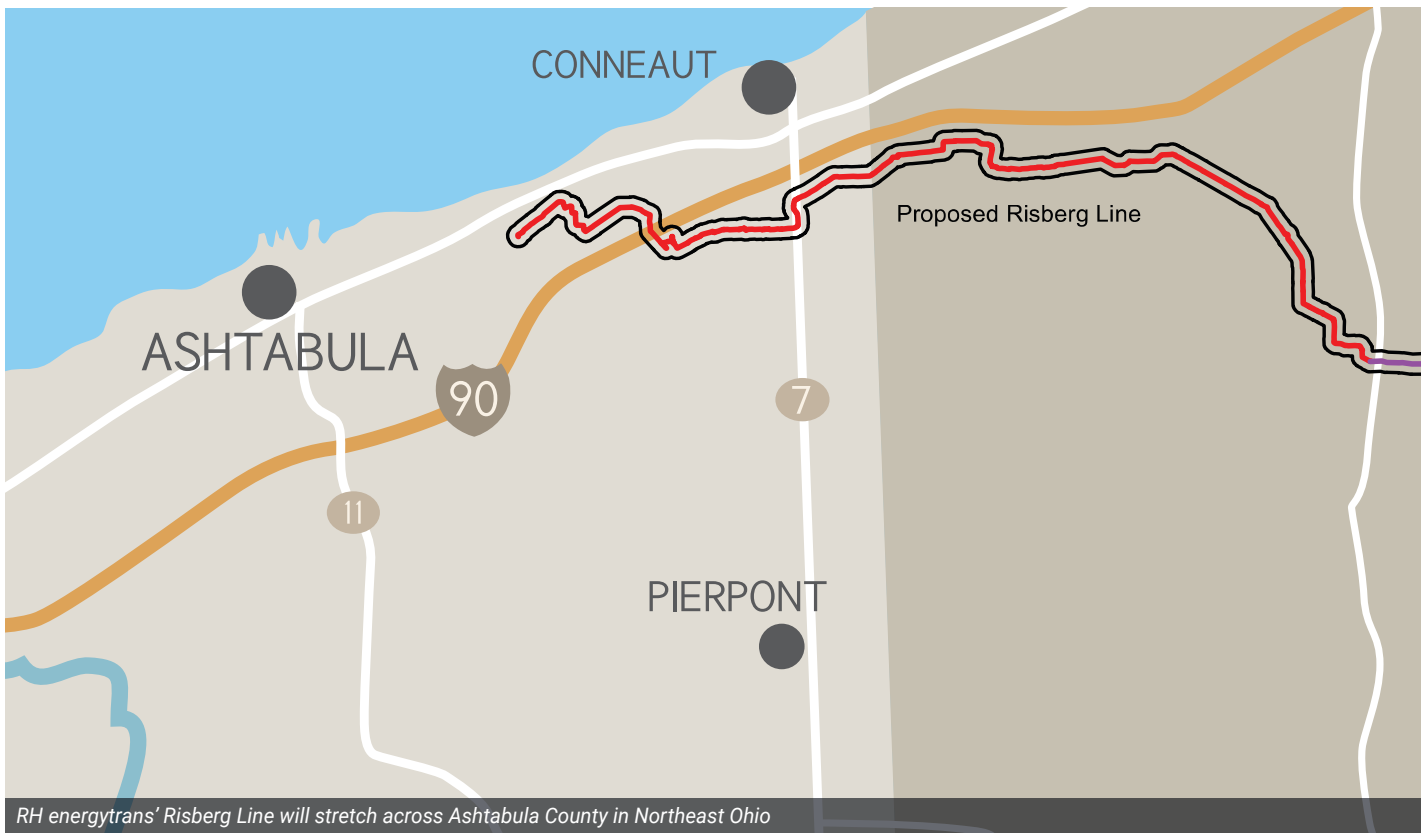
Building Schools

The Carroll County Energy facility, which became operational in December 2017, generates 700 megawatts of power – enough to supply 750,000 homes. More important, this natural gas electric generation facility in Northeast Ohio has made it possible for Carrollton Exempted Village Schools to construct a long-desired new school.

The taxes generated by the Carroll County Energy facility will pay the school district \$1.3 million annually for 30 years, for a total of \$38 million, to help with the cost. The remainder of the money will come from the Ohio Facilities Construction Commission. This agreement meant the school district could build the school without going to taxpayers with a levy.

"Our local schools are the foundation of our professional lives. A school is a symbol of pride for the students who attend it and is an anchor for the families that surround it. As a member of the community, Carroll County Energy is proud to contribute to this project."

Merritt Brown, facility manager, Carroll County Energy



The new school, which is scheduled to open for the 2019-2020 school year, will be beneficial in attracting companies and their employees with families to the area.

Business Attraction

Ashtabula County in Northeast Ohio lacked access to an adequate supply of natural gas, making it difficult for the area to attract new, and expand existing, businesses. That is expected to change with RH energytrans LLC’s new 28-mile natural gas pipeline, supported in part by \$4 million from the JobsOhio Growth Fund.

The Risberg Line, as it will be known, will connect to 32 miles of existing line owned by energytrans’ sister company, Emkey Energy. Initially, natural gas will be received from interstate pipeline sources carrying domestic natural gas. Dominion Energy in Northeast Ohio will be the primary customer of the new line, which will have an initial capacity of 55,000 dekatherms per day.

As a result of this investment, natural gas supply and pressure will flow to an Ohio county that is badly underserved.

It is evident that Ohio’s energy projects have a ripple effect that extends beyond the physical plants and what they yield during operation. They also act as a catalyst in job creation and business attraction. Energy investments are excellent examples of how the projects that JobsOhio supports throughout Ohio often create more jobs and opportunities than the metrics indicate.

“JobsOhio has been most valuable in providing guidance on navigating Ohio’s permitting process and workforce development resources. They also provide a valuable communication link to government resources.”

William Siderewicz, founder and president, Clean Energy Future

New Campaign Highlights Ohioans at Work

Quality Electrodynamics (QED), Mayfield, Ohio

What is a home? A home is a trusted place. A place built on a firm foundation, with a strong infrastructure and a roof for protection. Similarly, Ohio is a home to many, providing a strong base to build on and a wealth of opportunities on the road to prosperity.

In 2018, JobsOhio is encouraging companies and people to make the state their home with the Make Ohio Home campaign. The campaign paints a picture of a vibrant and healthy Ohio for people, whether it's their first time calling Ohio home or they're returning home. The campaign focuses on the following four themes:

- **The four pillar Ohio assets:** Ohio has many assets that attract and benefit companies, but four of them are particularly advantageous: a large and talented workforce, an integrated infrastructure, endless opportunities for research and innovation, and a nationally recognized business climate.
- **JobsOhio's nine industries and five cross sector strategies:** A diverse set of industries and cross sector strategies are thriving in Ohio, serving as examples that anyone can find success here.
- **JobsOhio programs:** These client-centered programs serve as helpful resources to meet the unique needs of every company investment, making the decision to choose Ohio swift and easy.
- **Boomerangs:** JobsOhio has helped to boost Ohio and bring changes to Ohio, including a large number of good jobs. Now is the time for those with personal ties, who parted ways once upon a time, to reunite with Ohio as their home.



This campaign highlights the people of Ohio – our greatest asset – puts faces to the workforce and tells individual stories meant to stir emotion and make a human connection.

In Ohio, we are building for the future, building great companies and building for the residents of Ohio. As Ohio grows, JobsOhio aims to position Ohio as a top 10 state in all major economic development rankings. From small towns to major metropolitans, Ohio is attracting leaders from all over the world that are coming here to grow, innovate and succeed. So, wherever you are, here's your invitation: **Make Ohio Home.**

What happens in Ohio impacts the world. It is here, in Ohio, where talent, collaboration and world-class institutions transform big ideas into industry-changing products, services and solutions. For generations, Ohioans have consistently exhibited the determination, enthusiasm and that spark of genius that power innovation and make Ohio a great place to call home.



Theresa Harvey stands proudly inside McLane's Findlay facility

McLane Brings Life-Changing Impact to Findlay Residents

What seemed like a standard new company announcement turned out to be life changing for Findlay resident Theresa Harvey. A single mother of three, Harvey had been working three jobs when McLane Co. Inc. announced in 2014 that it would build a highly automated distribution center in Northwest Ohio. Once the hiring process began in the fall of 2016, Harvey said she applied for every position available.

"I think I cried in the office when they gave me the opportunity to start working here," says Harvey. "Because I knew that was a lot of weight lifted off my chest knowing that I could quit one of my jobs. It was a big opportunity."

JobsOhio and local economic development organizations promoted Ohio's assets to attract McLane. Impressed with Findlay's talent, roads, utility infrastructure and quality of life, McLane chose Ohio over other locations.

McLane's new \$150 million facility expects to employ approximately 450 workers, who will work in what is considered the company's most technologically advanced distribution center nationwide, with state-of-the-art automation, advanced robotics and artificial intelligence. Employees help control and program

the robots, and load and organize products into bins based on their final destinations.

Approaching her one-year work anniversary, Harvey says McLane's values and inclusive culture have opened up job opportunities to disabled workers in the region and created new friendships for her.

"Everybody is about teamwork, everybody helps each other. It's one of those jobs where you enjoy going to work."

"I'd like to tell the people at JobsOhio thank you very much for all the work that they do. They have to put in some long hours. It's the work that they do that brings the opportunity for ones like me and other people. I appreciate how much JobsOhio has done for the community. I know Findlay appreciates it."

Theresa Harvey, McLane employee



Corporate Governance

Practicing Responsibility and Accountability to Put Ohio First

Corporate governance is the framework of rules, practices and processes by which an organization is directed and controlled. The framework ensures an organization's good faith in its relationship with stakeholders.

Led by the board of directors, the JobsOhio team is dedicated to the success of Ohio and the companies that invest in the state. To fulfill its mission of increasing capital investment and driving job growth, JobsOhio holds itself to the highest standards of accountability, transparency, integrity and ethical conduct. Strict policies and procedures are consistently applied at all levels of the organization to ensure JobsOhio follows responsible business practices in everything it does. No matter how big or small the task, its team exemplifies care in behavior between internal associates, clients and the partners with whom JobsOhio works.

Ethics and Integrity

JobsOhio employees and board members adhere to stringent rules, procedures and reporting requirements and sign the annual JobsOhio Ethical Conduct Pledge. The pledge covers two principle policies: 1) the Standards of Conduct policy, which requires all employees and directors to perform their duties with the highest ethical conduct, and 2) the Conflict of Interest policy, which protects the interests of JobsOhio when involved in a transaction that could financially benefit the private interest of a director, officer or employee.

JobsOhio conducts annual ethics and compliance training for its employees and board members. In addition, an open-door policy and a hotline give employees opportunities to discuss any ethical issues that may arise.

Transparency and Accountability

As a private nonprofit corporation, JobsOhio provides more transparency than state agencies. For example, the public can access any of the following information on the JobsOhio website:

- Conflict of interest and standards of conduct policies
- Annual ethics presentation
- Annual audited and quarterly reviewed financial statements
- Monthly reporting of executed grant and loan agreements with companies investing in and committing jobs to Ohio
- Independent compliance and control review

JobsOhio diligently complies with all statutory reporting and oversight requirements and voluntarily goes above and beyond what's required. A nationally-recognized firm of independent certified public accountants conducts an annual audit of the corporation's financial statements and also completes an annual Compliance and Control Review, which examines ethical standards, expense reimbursements, payroll, project review procedures, board operations and other oversight matters. In fiscal year 2017, the Compliance and Control Review resulted in no material findings.

JobsOhio also provides public reports to the following state and federal agencies:

- Ohio Development Services Agency
- Ohio Ethics Commission
- Internal Revenue Service
- Ohio Auditor of State
- Controlling Board

Internal mechanisms for accountability include an Independent Review Panel (IRP) that evaluates all projects under consideration for support. The IRP is comprised of outside individuals who have experience in business, finance, investment management and economic development.

Another internal mechanism for accountability is the annual reporting process. Our grantees and borrowers are contractually obligated to submit an annual report each year throughout their metric evaluation period to the JobsOhio Project Performance Team explaining the progress made on their project(s) during the preceding year.

The Metric Evaluation Report also serves as a mechanism for accountability. It is a public report on all projects with a metric evaluation date of December 31, 2016. In the aggregate, the report showed JobsOhio grantees and borrowers were overperforming in all metrics measured.

Everything JobsOhio does should give stakeholders confidence that it operates with the highest standards of integrity, ethics, accountability and transparency.

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Retired Vice Chairman,
Ernst & Young
Former President, CEO
& Vice Chairman,
Cavaliers Operating Company



John F. Minor, Jr.
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Senior Vice President,
OhioHealth
Assistant Adjutant General,
Ohio Air National Guard



Lawrence J. Kidd
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Reliable Staffing Services
and RSS Professional, LLC



Thomas L. Williams
President and CEO,
North American Properties

Companies Supported by JobsOhio Exceed Their Investment Commitments

JobsOhio provides incentives to companies of all sizes when they are starting, relocating or expanding in Ohio. In return, those companies pledge to reach specific measurable commitments in a certain amount of time, referred to as the metric evaluation period. JobsOhio and the companies work together to determine these metrics, which include jobs created and retained, payroll created and retained, and fixed asset investments.

Details of the agreement between JobsOhio and a company receiving incentives become legally binding and, once executed, are shared publicly. After signing their agreement, companies must submit reports each year throughout their metric evaluation period indicating their progress toward meeting their commitments. JobsOhio uses these annual reports to monitor a company's performance and to ensure its compliance.

In 2017, JobsOhio executed 272 projects with new and existing companies. These companies have pledged to create 22,788 jobs, retain 67,849 jobs and make \$9.6 billion in capital investments. Companies with commitments will submit their first annual report to JobsOhio in 2018.

The metric evaluation report for projects that reached their metric evaluation date at the end of 2016 indicates companies are exceeding their job creation commitments by 106 percent. These figures show that JobsOhio has operated responsibly on the state's behalf by making good deals. They also demonstrate JobsOhio's ability to vet projects, understand project scopes and apply industry knowledge when offering incentives and determining metrics.

JobsOhio will continue doing its due diligence when making deals, carefully evaluating each company and its industry to ensure project goals are attainable.

2016 Metric Evaluation Report

PROJECT METRIC	COMMITTED	REPORTED	AGGREGATE PERFORMANCE
Jobs Created	4,116	4,353	106%
Payroll Created	\$167,362,475	\$210,275,067	126%
Jobs Retained	7,586	7,586	100%
Fixed Asset Investment	\$610,465,782	\$686,705,749	112%
Employees Trained*	3,100	6,616	213%

The aggregate actual performance for 2016 identifies the results of committed versus reported results across the state.

**Employees Trained may include training of both new and retained employees.*

"Our partnership with the state of Ohio, JobsOhio, Team NEO and the city of Wooster plays an important role in Schaeffler's continued growth."

Marc McGrath, president of Automotive Americas division, Schaeffler

Accountability and Reporting Summary

JobsOhio holds itself to the highest standards of accountability, transparency, ethical conduct and responsible business practices.

**Former Ohio
Department of
Development**

Actions	JobsOhio	Former Ohio Department of Development
Audits		
Financial audit	✓	✓
Compliance and control (JO)/performance (DSA)	✓	✓
Conflicts of Interest		
Conflicts and conduct policy and statute	✓	✓
Financial disclosure with ethics commission	✓	✓
Cross-check for potential conflicts at project initiation	✓	
Ethics		
Criminal law-bribery	✓	✓
Gift policy	✓	✓
Annual ethics training	✓	✓
Public disclosure		
IRS financial and governance disclosure and oversight	✓	
Controlling board annual review of ethics policies	✓	
DSA contract public disclosure requirements		
Public board meeting minutes	✓	
Tax returns	✓	
Ethics policies and acknowledgements	✓	✓
Audit reports	✓	✓
Employee compensation	✓	✓
Project incentive proposal and recommendation data	✓	
Project commitment monitoring records	✓	
Annual strategic plan	✓	
DSA contract conflict-of-interest public disclosure requirements	✓	
Public records statute	✓	✓
Confidentiality (non-disclosure) of project data before approval	✓	✓
Timing of disclosures of project data (after final approval)	✓	✓
Other		
State Inspector General authority	✓	✓
Revolving door	✓	✓
DSA contract requires DSA project review oversight and participation	✓	
Quarterly reports with projects results	✓	

Financial Statements

Statements of Net Position (Unaudited) December 31, 2017 and 2016 (In thousands)

Assets:	December 31, 2017	December 31, 2016
Current assets:		
Cash and cash equivalents - unrestricted - JOBS	\$ 214,574	\$ 202,548
Cash and cash equivalents - unrestricted - JobsOhio	105,333	77,367
Cash and cash equivalents - restricted - JOBS	152,175	146,429
Investments - JobsOhio	407,511	378,777
Inventory - JOBS	71,595	74,370
Loans - current portion - JobsOhio	5,957	2,906
Accounts receivable - JOBS	1,903	689
Accounts receivable - JobsOhio	1,592	860
Prepaid expenses - JOBS	1,420	2,078
Prepaid expenses - JobsOhio	1,145	632
Total current assets	963,205	886,656
Long-term assets:		
Intangible asset - liquor franchise, net of amortization - JOBS	1,108,539	1,163,736
Capital assets, net of accumulated depreciation - JobsOhio	970	1,194
Capital assets, net of accumulated depreciation - JOBS	285	-
Loans, net of loss allowance - JobsOhio	67,379	33,625
Total long-term assets	1,177,173	1,198,555
Total assets	2,140,378	2,085,211
Liabilities:		
Current liabilities:		
Accounts payable - JOBS	19,944	33,093
Accounts payable - JobsOhio	1,355	971
Accrued liabilities - JOBS	58,154	39,801
Accrued liabilities - JobsOhio	104,186	67,670
Special obligation bonds payable - current portion - JOBS	44,870	44,020
Bond interest payable - JOBS	29,012	29,438
Capital lease payable - current portion - JobsOhio	10	10
Total current liabilities	257,531	215,003
Long-term liabilities:		
Special obligation bonds payable - JOBS	1,381,140	1,428,794
Capital lease payable - JobsOhio	13	23
Total long-term liabilities	1,381,153	1,428,817
Total liabilities	1,638,684	1,643,820
Net position:		
Net investment in capital assets - JOBS	285	-
Net investment in capital assets - JobsOhio	970	1,194
Unrestricted - JOBS	16,975	14,636
Unrestricted - JobsOhio	483,464	425,561
Total net position	\$ 501,694	\$ 441,391

These statements provide the combined financial information of JobsOhio and JobsOhio Beverage System (JOBS) as of December 31, 2017 and 2016. Current assets include more than \$150 million of restricted cash that is to be used solely for the operation of JOBS' liquor enterprise. JobsOhio has outstanding, non-executed commitments of loans and grants to companies for the purpose of job creation and retention; these commitments are not reflected in JobsOhio's statements of net position. Please visit Jobs-Ohio.com for more information on JobsOhio's and JOBS's financial statements.

Financial Statements

Statements of Revenues, Expenses, and Changes in Net Position (Unaudited)

Twelve months ended December 31, 2017 and 2016

(In thousands)

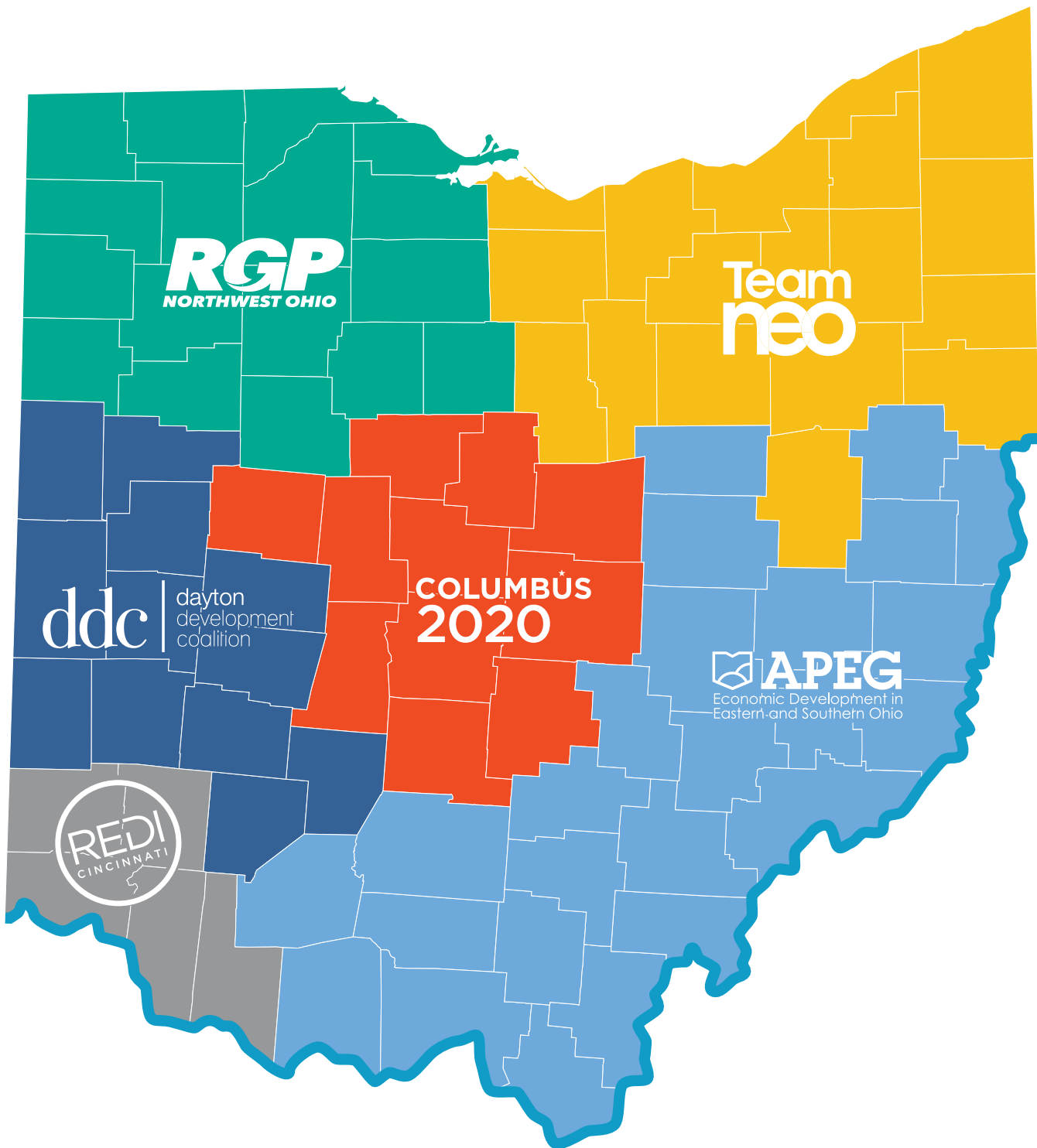
	Twelve months ended December 31, 2017	Twelve months ended December 31, 2016
Operating revenues:		
JOBS:		
Retail net liquor sales	\$ 830,133	\$ 773,636
Wholesale net liquor sales	314,562	301,762
Distribution center revenue	3,231	-
JobsOhio:		
Interest income - loans	2,082	1,318
Fees and other	482	426
Total operating revenues	<u>1,150,490</u>	<u>1,077,142</u>
Operating expenses:		
JOBS:		
Cost of goods sold	693,933	619,564
Sales commissions	62,443	58,950
Liquor gallonage taxes	47,367	46,061
Amortization of intangible asset - liquor franchise	55,197	55,197
Service fees	20,238	15,181
Supplemental Payment	12,713	35,659
Other	14,417	1,923
JobsOhio:		
Economic development programs	102,884	59,103
Salaries and benefits	11,539	10,166
Professional services	4,413	4,003
Administrative and support	4,032	3,072
Marketing	11,384	8,732
Total operating expenses	<u>1,040,560</u>	<u>917,611</u>
Operating income	<u>109,930</u>	<u>159,531</u>
Nonoperating revenues (expenses):		
Bond interest, net - JOBS	(55,241)	(56,059)
Investment income - JobsOhio	3,611	3,809
Other, net - JOBS	2,003	796
Total nonoperating revenues (expenses)	<u>(49,627)</u>	<u>(51,454)</u>
Change in net position	<u>60,303</u>	<u>108,077</u>
Net position, beginning of period	441,391	333,314
Net position, end of period	<u><u>\$ 501,694</u></u>	<u><u>\$ 441,391</u></u>

JobsOhio

JobsOhio is a 501(c)(4) private nonprofit corporation and the sole member of JobsOhio Beverage System (JOBS), a 501(c)(3) private nonprofit corporation. The primary source of funding for JobsOhio is grants from JOBS. These grants enable JobsOhio to fulfill its economic development purpose by promoting job creation and new capital investment in Ohio through business attraction, retention and expansion activities.

JobsOhio Beverage System

On Feb. 1, 2013, JOBS purchased from the state an exclusive franchise for the sale of spirituous liquor throughout Ohio. In addition to the initial cash payment, JOBS committed to make supplemental payments as further consideration for this acquisition based on the performance of the liquor enterprise. JOBS operates the enterprise in part through a contract with Ohio Department of Commerce and its Division of Liquor Control. JOBS grants the net revenues of the liquor enterprise to JobsOhio.



One Firm, One State

One Firm, One State refers to a shared mission among Ohio's economic development organizations who work together in pursuit of business growth throughout Ohio.

JobsOhio collaborates closely with six regional partners who then work with each other and local elected and non-elected economic development officials on unique solutions to business needs.

In 2017, this network obtained commitments of \$9.6 billion in capital investment, helped retain 67,849 jobs and will create 22,788 jobs. These results can only be achieved when partners work together as one firm for one mission across one state.



NEW JOBS	RETAINED JOBS	CAPITAL INVESTMENT
2,423	4,817	\$1.8 Billion
NEW JOBS PAYROLL	RETAINED JOBS PAYROLL	
\$114 Million	\$241 Million	



NEW JOBS	RETAINED JOBS	CAPITAL INVESTMENT
8,629	21,150	\$807 Million
NEW JOBS PAYROLL	RETAINED JOBS PAYROLL	
\$402 Million	\$1.5 Billion	



NEW JOBS	RETAINED JOBS	CAPITAL INVESTMENT
2,078	10,207	\$950 Million
NEW JOBS PAYROLL	RETAINED JOBS PAYROLL	
\$112 Million	\$555 Million	



NEW JOBS	RETAINED JOBS	CAPITAL INVESTMENT
5,137	26,847	\$1.5 Billion
NEW JOBS PAYROLL	RETAINED JOBS PAYROLL	
\$236 Million	\$2.1 Billion	



NEW JOBS	RETAINED JOBS	CAPITAL INVESTMENT
4,202	4,302	\$363 Million
NEW JOBS PAYROLL	RETAINED JOBS PAYROLL	
\$180 Million	\$239 Million	



NEW JOBS	RETAINED JOBS	CAPITAL INVESTMENT
284	499	\$1.2 Billion
NEW JOBS PAYROLL	RETAINED JOBS PAYROLL	
\$10 Million	\$32 Million	

One multi-regional win resulted in 35 new jobs and \$3 billion in capital investment.

"We are vested in the communities where we live and work. We have always collaborated with trade schools and local colleges to provide and train current and future members of our workforce. As long as the spirit of community and collaboration exists to enable success, why wouldn't we want to grow in Ohio?"

John Campbell, general manager, Wayne Trail



APEG

Economic Development in
Eastern and Southern Ohio

The Appalachian Partnership for Economic Growth (APEG) oversees economic development across 25 counties in southern and eastern Ohio. APEG works with site selectors, communities and counties to attract new companies to and grow the operations of existing companies in the region.

The APEG region has several natural resources that make the area a particularly attractive investment location. Eastern Ohio is home to a large portion of the Utica shale gas play. This play produces an abundant, reliable and relatively low-cost supply of natural gas and natural gas liquids, which are attracting energy producers and manufacturers that consume high volumes of natural gas for fuel or feedstock.

The region is also home to the majority of Ohio's 8 million acres of forests, which supply much of Ohio's \$26 billion forest and wood products industry. Production of the region's prized hardwoods can be increased by more than 50 percent and remain sustainable. Coupled with the region's logistics advantages, APEG's hardwood resources provide robust opportunities for wood-products companies to grow and prosper.

APEG has several sites available for development, including two that have been authenticated by SiteOhio.

In 2017, APEG collaborated with JobsOhio and local economic development partners, leading to nearly \$1.2 billion in capital investment and 284 new jobs in the region.

APEG Strategy:

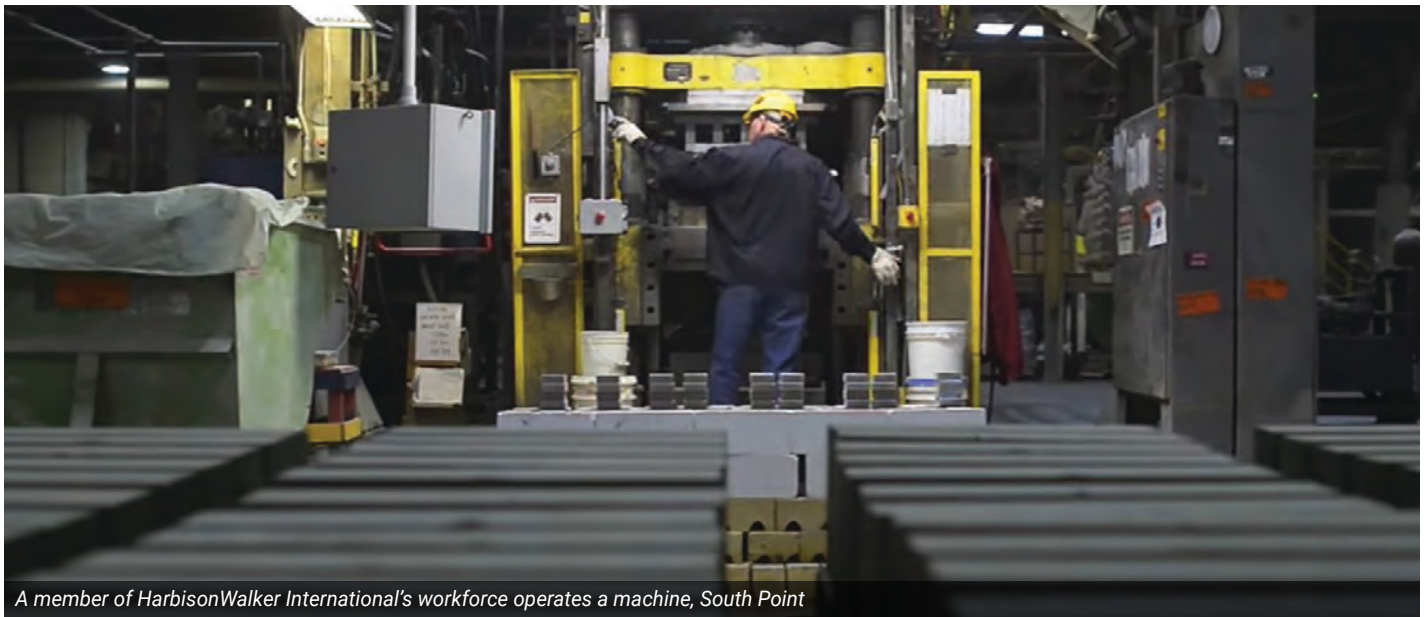
- Reach out to companies to raise awareness about the business advantages of operating in southeastern Ohio.
- Increase the availability of more competitive sites and buildings.
- Develop more lead generation and site visits through proactive business development efforts.
- Increase business opportunities tied to shale gas and hardwood forest resources.

Competitive Assets

- **Natural gas hotspot:** The APEG region's proximity to the Utica shale play means companies have access to abundant, low-cost energy. Moreover, energy companies choosing the APEG region can be part of the nation's growing natural gas hub.
- **Logistics advantages:** Road and rail networks provide flexible land transportation options. The Ohio River, with its 125 ports, offers river transport as well as abundant water for manufacturing.
- **Manufacturing strength:** Resources are available for companies involved in the manufacturing of metals, chemicals, wood products, food products, and automotive and transportation equipment.
- **Available, affordable skilled workforce:** The APEG region has labor surpluses, particularly in skilled manufacturing trades. The region's 25 counties are home to the campuses of 32 post-secondary educational institutions.

"The ability to unite the entire economic development team, including APEG, JobsOhio, AEP, SOACDF and ODOT, allowed for collaboration and sharing of resources that enabled putting together a competitive package. The overall availability and accessibility from these entities is what allowed for the opportunity to flourish."

Bill Dingus, executive director, Lawrence Economic Development Corporation



A member of HarbisonWalker International's workforce operates a machine, South Point

Cost of Doing Business in Ohio Attracts HarbisonWalker International

HarbisonWalker International (HWI), the largest supplier of refractory products and services in the U.S., determined that it would build a new, state-of-the-art refractory facility for its monolithic products. The new plant will enable HWI to serve national and international customers more effectively, and it illustrates the company's forward-thinking strategy to harness new technology and invest for future growth. HWI's location criteria for the new plant included being on or near the Ohio River for efficiencies in shipping and receiving goods.

Lawrence Economic Development Corporation (LEDC) began working with HWI in 2017. The company became attracted to Ohio for its favorable tax structure, but it also sought transportation options to achieve goals for delivery of raw materials from nearby suppliers and finished products to customers. HWI was looking for options in a timely manner. LEDC acted quickly to come up with a plan of action for the company, bringing in the Appalachian Partnership for Economic Growth (APEG) to assist.

APEG facilitated conversations with American Electric Power (AEP), the Southern Ohio Agricultural & Community Development Foundation (SOACDF) and the Ohio Department of Transportation (ODOT) to support the needs of the project further. JobsOhio knew this investment would be important, as the new facility would serve as a center for monolithic refractory manufacturing leadership nationwide. JobsOhio worked closely with APEG and LEDC to put together resources, location assets and infrastructure options.

HWI chose to build its new, \$30 million monolithic refractories manufacturing facility at The Point Industrial Park in Lawrence County, Ohio. The company broke ground in June 2017 and expects the facility to be operational in early 2018.

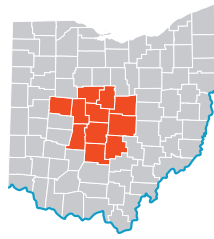
Upon making the site selection, HWI noted that "the plant's South Point location offers unique transportation, logistics, and business amenities that combine to create an ideal and cost-effective match for the requirements of the new facility. The site offers efficiencies that are not possible elsewhere. Proximity to suppliers, a supporting infrastructure, incentives, and the potential for long-term partnerships in the area also led to the location selection."

An exceptionally high degree of collaboration and responsiveness among all of the partners helped bring this project to Ohio.

"All the features of this plant, including its unique location, state-of-the-art equipment and processes, and highly skilled workforce represent the future of the refractory industry in North America."

Carol Jackson, chairman and CEO,
HarbisonWalker International





COLUMBUS[★] 2020

Columbus 2020 serves as the economic development organization for the 11-county Columbus region. The Columbus 2020 Regional Growth Strategy, launched at the beginning of the decade, has fueled the Columbus Region's ambition to set higher growth goals and to seek to build a prosperous, inclusive economy. This region, which boasts diversity, a large millennial population and smart technology assets, is among the Midwest's fastest growing areas according to the U.S. Census Bureau and the U.S. Bureau of Labor Statistics.

Seven percent of Columbus residents were born outside the U.S., and 21 percent of the growth in the metro area comes from international migration. Columbus is home to one of the nation's highest concentrations of millennials. Within the past five years, Columbus has been named the world's most intelligent community by the Intelligent Community Forum and the winner of the U.S. Department of Transportation's Smart City Challenge.

In 2017, Columbus 2020 collaborated with JobsOhio and local economic development partners, leading to \$1.5 billion in total capital investment and 5,137 new jobs in the region.

Columbus 2020 Strategy:

- Leverage the rapid growth in recent years by nurturing the area's growing reputation as an affordable center of technology and talent.
- Build an advanced infrastructure to support global operations and technology companies.
- Accelerate the growth of startups and existing businesses.
- Prepare the Columbus Region to be a competitive location for manufacturing and research and development.

Competitive Assets:

- **Abundant Talent Pool.** Thirty-six percent of the Columbus Region's workforce holds at least a bachelor's degree, and 43.5 percent holds at least an associate degree. Forty-five percent of Ohio State University graduates stay in Columbus.
- **Growth Forecast.** The Columbus population is forecast to grow by more than 1 million by 2050.
- **Easy International Access.** Rickenbacker International Airport offers weekly direct cargo flights to Asia, Europe and the Middle East, providing unique capabilities for international transportation.
- **Location Opportunities.** With its ample sites, speculative buildings and aggressive communities that are eager to assist expanding and new business operations, the Columbus Region is ready and equipped for investment.

Columbus skyline



"We had a lot of help from Columbus 2020, JobsOhio and the city of New Albany. The teamwork to get to the finish line was very impressive."

John (Jack) Kessler, co-founder and chairman, The New Albany Company



Rendering of Facebook's data center, New Albany

Fast Response Brings Facebook to New Albany

As one of the most influential technology companies in the world, Facebook needed to find the right location for its newest data center and it needed it fast. It sought at least 200 acres with heavy utilities that would allow the company to eventually support five data center buildings.

The city of New Albany has been interested in attracting Facebook since 2013, but the company needed a particular site. New Albany diligently worked on its site offerings, keeping in touch with Facebook in the meantime. In 2016, Facebook was ready for a new data center.

JobsOhio sprang into action, understanding Facebook's decision-making process and meeting those needs swiftly in partnership with Columbus 2020 and New Albany. The city of New Albany and The New Albany Company, a real estate development firm, worked diligently to bring together resources to provide a phased development and building-permitting process that enabled the company to get shovels in the ground quickly and ultimately have its first data center operational in early 2019. JobsOhio

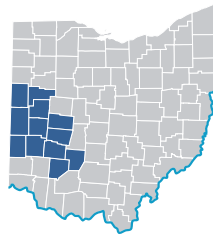
and New Albany were both very swift and aggressive in ensuring that the final package satisfied the client's needs.

New Albany won the project because Columbus 2020, New Albany and JobsOhio proved to be great partners for Facebook.

"We're thrilled to have found a home in Ohio and to embark on this exciting partnership. Everything here has been as advertised – from a committed set of community partners and strong pool of talent to the opportunity to power our facility with 100 percent renewable energy. The Buckeye State is a great place to do business."

Erin Egan, VP of U.S. public policy, Facebook

facebook



The Dayton Development Coalition (DDC) specializes in driving economic development in the 14 counties that comprise the Dayton region. The DDC collaborates with businesses of all sizes, from entrepreneurs to large companies, to recruit, expand and retain jobs in the region.

Many of the big breakthroughs found in everyday life originated in Dayton. Each time you board an airplane, start your car, or pop open a can of craft beer, you connect to the Dayton region's culture of innovation. The Dayton region is known for its advanced manufacturing, aerospace and aviation, defense, biohealth and IT industries. It's also becoming known for an emerging downtown innovation district. With more than \$900 million in investments since 2010 and an additional \$400 million in projects in the pipeline, downtown Dayton is re-inventing itself.

The Brookings Institute found Dayton to be one of only 11 of the top 100 metro areas achieving "inclusive growth," measured by improving the employment rate, median earnings and relative poverty.

In 2017, the DDC collaborated with JobsOhio and local economic development partners, leading to \$950 million in capital investments and 2,078 new jobs for the region.

DDC Strategy:

- Increase awareness among existing and future investors well-suited to leverage the region's workforce, competitive business climate and strength in the advanced manufacturing, aerospace and aviation, IT, logistics and distribution, food and agribusiness, and biohealth industries.
- Strengthen the aerospace and defense capital investment pipeline through strategic engagement with industry contractors.

- Build foreign direct investment opportunities through strategic marketing and partnerships.
- Develop and implement strategies for collaboration to increase the competitiveness of the Dayton region, including continued talent cultivation.

Competitive Assets:

- **Aerospace and Aviation Resources:** Wright Patterson Air Force Base is the state's largest single-site employer and the intellectual capital of the United States Air Force, playing a critical role in developing, building and maintaining new technologies for military and commercial aviation. The Wilmington Air Park is an integrated aviation and logistics business park with foreign trade zone designation. Strategically located near Interstate 71, it has nearly 3 million square feet of industrial, office and hangar space.
- **A Resurgent Downtown:** Downtown Dayton has a surging housing scene and a rapidly growing number of new restaurants, brewpubs and recreational assets. It also has a growing innovation district anchored by the Air Force Research Laboratory, the University of Dayton, Sinclair Community College and Wright State University. This combination of partners within blocks of each other offers business collaboration and research and development opportunities unmatched in any other market.
- **Proximity to Major Roadways:** I-75, I-70 and US-35 are close and provide convenient access to the Dayton International Airport and to cities across the Midwest and beyond.

"This expansion will be an incredible opportunity for Clark County, for the Dayton region, and for the state of Ohio. As a regional affiliate of JobsOhio, and as a champion for continued growth in the region, the Dayton Development Coalition understands the impact 85 new jobs will have on Clark County. We will continue to work with our partners in Springfield and JobsOhio to move this project forward."

Jeff Hoagland, president and CEO, DDC



Ribbon cutting at Topre manufacturing facility, Springfield

Topre Chooses Springfield for Its New North American Plant

What started as an unannounced visit to the Chamber of Greater Springfield turned into one of the area's biggest economic development wins in several years.

Officials from Topre, an auto parts manufacturer based in Japan, wanted to expand the company's North American operations. A Topre executive stopped by the chamber to get some information about the area and instead received a personal tour of several potential sites.

A few other states vied for Topre's new facility. But the chamber's outstanding customer service, along with the immediate availability of an appropriate site and Springfield's proximity to major Honda and Toyota plants, were major factors in luring the company to Ohio.

Topre announced in December 2016 that it would lease a 20,000-square-foot facility on five acres of land. Within a few months of announcing that it was coming to Ohio, the company began to receive more customer orders. In response, Topre modified the project plan and purchased a 30-acre industrial park to build its own 177,000-square-foot facility.

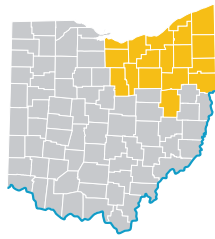
Topre's Springfield facility is being built on the site of a former International Harvester/Navistar factory

that closed in 2002. Springfield officials spent nearly a decade cleaning the site and making infrastructure improvements before turning it into a 30-acre industrial park. The new plant is a transformative project for the community, revitalizing an area that has been vacant for nearly 20 years.

"At the end of the day, geographically it's located correctly between Honda Indiana, Honda Ohio and Toyota in Kentucky," said Brad Pepper, vice president of Topre America. "We supply all those plants. The Springfield community is the perfect strategic location for us to locate and expand our operations."

"The Springfield community is the perfect strategic location for us to locate and expand our operations. It's simply a community that wanted our investment and worked with our leadership to make it happen."

Brad Pepper, vice president, Topre America



Teamneo

Team NEO enhances the economy of Northeast Ohio by collaborating with its partners to attract new businesses and to help those that are already located there to grow. Team NEO brings together local, regional and state resources to raise the profile of the region and to make the case for investment in Northeast Ohio, focusing on proven businesses that will contribute to the region's success.

Team NEO also accelerates the impact of innovation by facilitating regional clusters and focusing on smart devices and systems, the Internet of Things, additive manufacturing and energy storage. Team NEO's Innovation Clusters Team uses its industry expertise and knowledge of emerging technologies to connect companies and academic and research institutions with opportunities to collaborate and to take advantage of new technologies that build on the industrial, organizational and workforce strengths of the region.

In 2017, Team NEO celebrated its best year, having collaborated with JobsOhio and local economic development partners to bring \$807 million in total capital investments and 8,629 new jobs to the region.

Team NEO Strategy:

- Enhance business attraction, retention and expansion efforts by creating breakthrough driver-industry strategies, maximizing the impact of innovation clusters and executing workforce strategies.
- Advance network performance by providing tools for improved calling effectiveness and outreach.
- Augment driver-industry, marketing and media-outreach insights for calling strategies.

Competitive Assets:

- **Educated Workforce:** Northeast Ohio has a healthy talent pipeline, boasting more than 25 accredited colleges and universities, 52 two-year training assets, 68 non-degree (certificates/diplomas) training centers and other educational opportunities.
- **Manufacturing Pride:** Manufacturing remains an important force in Northeast Ohio's economy. Manufacturing makes up 26 percent of traded sectors for the region and 18 percent for the U.S.
- **Growing Biohealth Location:** Biohealth is one of Northeast Ohio's fastest-growing sectors, making the region one of the most predominant biomedical centers in the nation, fueled by innovative regional collaborations and a diverse range of funding sources for companies.
- **Transport Anywhere:** Northeast Ohio offers a wealth of transportation resources, such as the Cleveland Hopkins International Airport and the Akron-Canton Airport, five interstate highways, class 1 railroads, a variety of port facilities, and the Port of Cleveland's Cleveland-Europe Express, the only scheduled maritime service from the Great Lakes to Europe.

Cleveland skyline from Lake Erie



"The JobsOhio's biohealth sector team's deep industry knowledge and business relationships were instrumental in securing this attraction opportunity. The team's understanding of the market opportunity and supply chain alignment in Ohio supplemented the strong business case for Northeast Ohio."

Christine Nelson, vice president of project management, Team NEO



Inogen product ad shows product that will be supported by location in Brooklyn

Meeting Inogen's Needs Through Collaboration

Northeast Ohio's strong biomedical industry continues to attract innovative biomedical companies to the region. Inogen Inc., a medical technology company that develops, manufactures and markets portable oxygen concentrators, is one of the latest companies to locate in Northeast Ohio.

In December 2016, Inogen, the only manufacturer of oxygen equipment in the United States, approached the JobsOhio management team with the need to establish a sales and back office center in the Midwest. The company wanted approximately 20,000 square feet of office space in an area where it could attract and acquire talent in a short period of time.

This sparked the assembly of a team consisting of JobsOhio, Team NEO and BioEnterprise, which quickly assessed the company's needs and developed a plan. The Team NEO project team worked closely with the biohealth management team at JobsOhio to deliver industry and incentive responses that exceeded Inogen's expectations in both quality and efficiency.

The project team at Team NEO provided a cost benefit analysis of the biomedical industry in Northeast Ohio, highlighting similar companies in the area, the cost of living and the cost of doing business,

as well as the logistics and workforce assets. The Team NEO project team also helped identify and analyze several possible locations and worked with the company to identify an alternative location as a backup in case the preferred location did not materialize.

The company ultimately located in the former American Greetings building in the Cleveland suburb of Brooklyn, providing accessibility to employees and room for future expansion.

"We believe that having a sales and service support location based in the eastern time zone will allow us to better serve our customers and we believe that the Northeast Ohio region meets all of the items in our selection criteria."

Scott Wilkinson, CEO, Inogen





REDI Cincinnati's mission is to drive job growth and business development in the five-county region of Southwest Ohio. Greater Cincinnati is home to the second-largest concentration of aerospace workers in the U.S. as well as to an array of companies from diverse industries.

Cincinnati skyline



REDI Cincinnati ensures that regional collaboration eliminates boundaries, breaks down walls, cuts red tape, and offers creative and collaborative solutions to meet and exceed the long-term needs of businesses. Each partner, from elected officials and local economic developers to college presidents and startup accelerators, plays a pivotal role in shaping the region's future, and REDI Cincinnati calls on their expertise to deliver the best service.

In 2017, REDI Cincinnati, in collaboration with JobsOhio and local economic development partners, brought \$363 million in capital investments and 4,202 new jobs to the region.

REDI Cincinnati Strategy:

- Focus on generating prospects in the pre-lead stage for a domestic target industry attraction.
- Partner with JobsOhio to impress prospective companies and to showcase the advantages of doing business in Ohio and the greater Cincinnati region.
- Increase the number of good-paying jobs across the region.

Competitive Assets:

- **A competitive, business-focused environment:** REDI Cincinnati helps growing companies of any size find the workforce they need to thrive.
- **Move products worldwide:** Greater Cincinnati is at the intersection of two rivers, three major interstate highways, two class-A railways, two active foreign trade zones and one international airport.
- **Vetted, productive talent:** The area is home to educational and corporate entities that partner to create innovative training programs designed to attract and train talent quickly and effectively.

"This project exemplified the value JobsOhio and REDI Cincinnati create for our region. We both knew we wanted Dediene to locate and grow in our region to leverage our aerospace expertise, and JobsOhio enabled us to work quickly and efficiently to make that happen."

Johnna Reeder, president and CEO of REDI Cincinnati



Dedienne is bringing aerospace operations to Cincinnati

Proximity to Aerospace Cluster Excites Dedienne About Ohio

Dedienne Aerospace is an international company specializing in aerospace tooling for the civil and defense markets. Expertise in design and manufacturing is supported by a global infrastructure that is strategically located at commercial aviation centers throughout the world. Thanks to domain expertise, a global infrastructure and a large array of aircraft tooling, engine tooling and ground support equipment, Dedienne Aerospace has strong partnerships with prestigious OEMs throughout the world.

Dedienne's U.S. headquarters is in Miami, and Cincinnati will be the company's first expansion outside of Florida. Before deciding upon Cincinnati, Dedienne considered sites throughout the country.

REDI Cincinnati connected with Dedienne and immediately brought in JobsOhio as well as officials from Clermont County to discuss the company's needs and to deliver a win-win solution. The cohort shared the roles of each level of Ohio's economic development network and explained how they would collaborate in Dedienne's best interest.

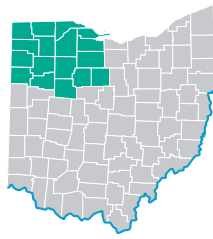
JobsOhio and its partners shared information about Ohio's aerospace and aviation industry, including its skilled workforce, its large number of aerospace companies, and the assets that foster growth. They also talked about where the industry is heading. Dedienne was very excited, and the investment process quickly accelerated.

"Economic development is a team sport," said Johnna Reeder, president and CEO of REDI Cincinnati. "We worked hand in hand with JobsOhio and Clermont County to offer Dedienne the most compelling opportunity to join our region. From hosting the company's leadership team to making the final pitch, our collaboration and alignment is a winning model for attracting businesses and meeting the needs of our clients."

"Cincinnati is an ideal location in our core market that enables us to connect with key customers and top partners. We're focused on growing a team of experts, and another consideration for selecting Cincinnati was the depth of engineering talent that exists in the Midwest. We're excited about this launch and looking forward to growing our U.S. business."

Ethan Krimins, general manager,
Dedienne Aerospace Cincinnati





The Regional Growth Partnership (RGP) attracts investment, new business and high-quality jobs to the Northwest Ohio region through collaboration with its economic development and strategic partners in the 17-county area.

RGP provides full confidentiality in all investment opportunities with potential prospects during site selection and throughout the investment process.

Educational and training institutions throughout the region provide tremendous resources to help companies develop a competent workforce that is ready to compete in a global economy. The Northwest Ohio region provides access to the world's largest supply of fresh water. It is also one of the top five hubs for rail in the United States.

In 2017, RGP collaborated with JobsOhio and local economic development partners, which led to \$1.8 billion in capital investments and 2,423 new jobs in the region.

RGP Strategy:

- Foster relationships with consultants and companies in targeted industries to showcase Northwest Ohio as a high-value, low-cost place for businesses to succeed.
- Expand lead-generation marketing initiatives.
- Partner with local economic development organizations and utility providers to market authenticated and certified sites.
- Engage in strategic relationship-building to identify and partner with foreign investors seeking competitive business opportunities in the U.S.

Competitive Assets:

- **Robust energy industry:** For companies that use or produce energy or support the energy industry, Northwest Ohio is a top location for business. Nearly every type of energy, including nuclear, petroleum, natural gas, biofuels, solar and wind, is produced in the 17 counties comprising the Northwest Ohio region.
- **Comprehensive transportation network:** The Toledo region has been designated as a five-star logistics metro, featuring every available mode of transportation to meet the global needs of diverse businesses.
- **A productive and committed workforce:** A skilled workforce provides a competitive advantage for Northwest Ohio in such industries as advanced manufacturing and automotive.
- **Two SiteOhio authenticated sites:** Two locations within the RGP region have been authenticated as development-ready sites for businesses.
- **Four certified food and beverage sites:** Four locations within the RGP region have been designated as certified and shovel ready by Austin Consulting for the food processing and beverage industry.

Toledo skyline at night



“The flexibility and rapid response shown by JobsOhio, particularly related to the unique offering of its programs, played a significant role in winning this project for Lima and Northwest Ohio.”

Dean Monske, president and CEO, RGP



deSter's plastics products are being made in Lima, Ohio

Northwest Ohio Brings Resources Together for deSter

Ohio has an incredible network of organizations at the local, regional and state levels that don't just help companies meet their expectations, but rally around their objectives.

Two food consultants came to the Allen Economic Development Group (AEDG) with information that Belgium's deSter was interested in opening a manufacturing facility in Northwest Ohio. RGP was brought on shortly thereafter.

This would be deSter's second location in the U.S., but there were concerns about identifying and recruiting a qualified workforce. Allen County's Ohio Means Jobs office was immediately brought onboard to find and screen workers.

Construction of a new facility caused some apprehension due to time commitments. So, instead of building, deSter expressed interest in purchasing an existing facility. RGP and AEDG turned to JobsOhio for help with revitalization, and JobsOhio offered deSter a revitalization grant. The organizations worked quickly together to make sure deSter's needs were met.

In the end, the strength of Northwest Ohio's food processing industry and the spirit of collaboration among the state, regional and local economic development partners reassured deSter that it had made the right choice.

"The spirit of collaboration between JobsOhio, RGP and AEDG contributed greatly to deSter's decision as the company realized the commitment of Ohio's economic development team in creating advantageous opportunities for new businesses."

Johnny Kattar, corporate development director, deSter



a gategroup member 

2017 Company Wins

JobsOhio thanks the following companies for achieving the next level of success and creating jobs for Ohioans.

1250 Old River Rd	Carlisle Brake & Friction	Federal Supply Services International
1-800-Flowers.Com	Catherine's	Ferguson Enterprises
20/20 Custom Molded Plastics	Charter Manufacturing	Fersa - NKE Bearings
3D Engineering Solutions	Chase Doors	FEW Automotive Glass
ABB Automation	Cheryl & Co.	Filter Media
Adare Pharmaceuticals	Chestnut Commerce Center	Fire-Dex
Adept Marketing	Cintas	Flex Technologies
Aero Fulfillment Services	Claritas	FloQast
Air Enterprises	Cleveland Industrial Innovation Center	FLUVITEX
Air Wisconsin Airlines	Clinical Management Consultants	Fortner Upholstery
Alkermes	Coal Auger Pro	Fortuity Calling
Allied Crawford Steel	Coldwater Machine	Franklin International
ALPLA	CommutAir/United Express	Freshway Foods
Alpont	Composite Advantage	Fund That Flip
Amazon.com.dedc	Consolidating Packaging Group	GBX Associates
AmbaFlex	Continental Structural Plastics	General Aluminum Mfg. Co
American Manpower Services	ContiTech	GHH Mining & Tunneling North America
American Retail Corporation	Cooper Farms	Global Graphene Group
Anderson and DuBose	Creative Plastic Concepts	Great Lakes Brewing
Angstrom Materials	Crown Equipment	Great Lakes Cold Storage
Apio	Cutting Edge Countertops	Group Management Services
APT Manufacturing Solutions	Data Inventions	Hamilton Avenue Partners
Aunt Millie's Bakeries	Dayton Freight Lines	Hamilton Casework Solutions
Auto Parkit	Deceuninck	HarbisonWalker International
Autoliv-Nissin Brake Systems	Decorative Paint Incorporated	Hayneedle
AutoSweet	Dedienne Aerospace	Hematite
Autotool	Denso	Homeside Financial
Awmous	DESCH	Huntington National Bank
BASF	deSter	Hydrofresh
Beach Communications	Detroit Manufacturing Systems	IC3D
Bio-Systems	Diversified Systems	Imperial Machine & Tool
BoxCast	Dover Corp.	Infinite Arthroscopy
Brecks Food	DS Architecture	Information Control Company
BrightEdge	Dwellworks	Infoverity
BrightFarms	Eban's Bakehouse	InnoSource
Building Systems Transportation	EDP Renewables	Inogen
Burke	Emerson Climate Technologies	Insight Catastrophe Group
Busche Performance Group	Ensemble	InXite Health Systems
Cable Manufacturing & Assembly	ExpressPoint Technology Services	IronUnits LLC
Camaco	Exsurco	Jacobson Manufacturing
Campbell Soup	FacilitySource	Jefferson Industries
Capital Energy	Federal Equipment Company	Johnson Electric

Joseph Manufacturing	Owens & Minor	Steed Hammond Paul
JTM Provisions	Partitions Plus	Step2
Keno Kozie	Patriot Software	Stolle Machinery
King Memory	Paxata	Synergy Manufacturing
Law Offices of Robert A. Schuerger	Penny Fab	T&C Rail Holdings
Le Tote	Pharmaforce	T-Cetra
LISNR	Pillar Technology Group	TCI of Alabama
London Computer Systems	Piping Rock Health Products	TechR3
LSI Graphic Solutions	Pleasant Valley	Tenk Center
Lubrizol Advanced Materials	POET Biorefining	Theken Companies
Machine Tool & Fab	Positrol	Therma-Tru
Magnode	Pratt Paper	Thermwell Products
Martin Technologies	Pretzel Baron	Topre
Marxent Labs	Prime Controls	Total System Services
McMaster-Carr Supply	Production Design Services	TQL
MCPc	Progressive Insurance	TransCanada
Medical Staffing Options	ProLink Staffing	Transportation Research Center
Menard	Pro-Tec	Traxler Tees
Mennel Milling	Provimi	Trelleborg
Metal Framing Industries	Q Labs	Treves
MetalX	Raymond Storage Concepts	Tronair
MICC Manufacturing	Recleim	Trumbull Manufacturing
Midmark	Relatecare	Tv One
Midwest Express	RH Energytrans	Unilock
MPW Environmental Services	Ridder	United Healthcare
MRI Software	RMG Investment Group	Updax
Mucci Farms	Robots and Pencils	UPS Supply Chain Solutions
Multi-Color Corp	Rocket Code	Verhoff Machine & Welding
NanoSperse	Rocla Concrete Tie	Verso Corporation
National Enterprise Systems	Rogers Industrial Products	Vox Mobile
Nationwide Insurance	Round Box Management	Wastebits
NDC Technologies	Rover Pipeline	Wauseon Machine and Manufacturing
Nestle USA	RXQ Compounding	Wayne Trail Technologies
New Horizons Baking	Safelite	Weidmann
Next Generation Films	Safeway Packaging	Wellness IQ
Northern Stamping	Sarnova	WellPet
Novitex Enterprise Solutions	S-E-A, Ltd.	West-Ward Pharmaceuticals
NRP Investments	SFA Architects	Woodard Development
NSC Global	Sidecat LLC	Woolpert
Nucor Steel	Siemens	Xellia Pharmaceuticals
Ohio Logistics	Silfex	Yorkville Intermodal Terminals
Ohio Star Forge	SK Infrared	
OhioHealth	Skybox Packaging	
ORIS Intelligence	Solvay Specialty Polymers	
Orlando Baking Company	Starwood Energy Group	
Overdrive	State Industrial Products	

Visit our website at JobsOhio.com or call us at (614) 224-6446 to learn more.

JobsOhio is a private nonprofit corporation designed to drive job creation and economic development efforts in Ohio. Metrics in this report reflect job and capital investment commitments by companies. Data subject to adjustments based on final commitments.



41 S. High Street, Suite 1500
Columbus, OH 43215

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