



JobsOhio

**2016
Annual Report**



**2017
Strategic Plan**



In Ohio, you can:

Build great companies.

Access tomorrow's talent.

Innovate better solutions.

Our Mission:

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

Cover photos:

Feature image: Enable Injections, Cincinnati - developer and manufacturer of medical devices

Lower Left: Columbus Collaboratory, Columbus - innovative technology startup formed by Ohio corporations

Lower Right: think[box], Cleveland - Case Western Reserve University's on-campus innovation space

Table of Contents

Introduction	4
Celebrating a Lifetime of Service	10
Ohio Economic Overview	12
JobsOhio Industries	14
JobsOhio Results	16
Infrastructure and Supply Chain	20
Exceptional Talent	32
Research and Innovation	40
Competitive Business Climate	54
Expanding Our Global Reach	62
Redevelopment and Revitalization	68
Statewide Collaboration	76
Financial Statements	84
Corporate Governance	88
Board of Directors	89

2016 proved an exceptional time for JobsOhio. This past year marked the five-year anniversary of the beginning of JobsOhio. Since then, we have worked with more than 1,500 companies. We have continued to build the most innovative and unique economic development company in the U.S.

As JobsOhio has grown, we have kept our sights on fulfilling our mission and on serving our clients, our communities and our state. Many of our client companies achieved milestones in growing their businesses, and we have been pleased to partner with each of them to support their growth plans and achieve their objectives.

Over the past five years, the global spotlight has turned back on Ohio, and 2016 was a shining example of how people are paying attention to Ohio again. **Companies, executives and others have not only recognized Ohio's much-improved and attractive business climate, but also are seeing Ohio become the "Knowledge Belt."** Great advancements in technology are fostering a new wave of knowledge and innovation, which is core to the state's long-term competitiveness. Combined with other competitiveness drivers like investment, talent and infrastructure, this will have lasting implications for the growth of new sectors and future jobs.

At JobsOhio, we are focused on making Ohio more competitive by responding to the current and expected demands of businesses. We have listened to companies and stakeholders, who inform us of what is important to them. To that end, we launched several new programs in 2016, making investments that will bring long-term benefits to Ohio and elevate JobsOhio's impact.

2016 Results

After three straight years of improving our annual performance, we experienced a modest decline last year in some of our key metrics. 2016 commitments from companies totaled 20,603 new jobs, representing \$994 million in new payroll, 76,773 retained jobs, representing \$4.3 billion in payroll, and \$4.6 billion in new capital investment.

We are disappointed that we did not continue the string of higher results, but the U.S. experienced a slowdown in economic development project activity last year. This slowdown came as the U.S. economy continued to face macroeconomic challenges, including a labor force participation rate and business investment rate (as a percentage of GDP) at their lowest levels in more

than three decades, along with negative productivity growth for the first nine months of 2016.

While our 2016 performance metrics came in lower than 2015, these results tell only part of JobsOhio's story last year. **We head into 2017 with significant momentum from a project pipeline that is at the strongest level it has ever been.** Combined with our robust pipeline, our investments in new programs and additional resources should help drive future results and pay dividends for JobsOhio's long-term business development.

Investing for the Future

One reason for the lackluster U.S. economic growth has been weak productivity growth. Our economy needs to focus on increasing long-term productivity, which can be achieved through more investment in innovation, talent and infrastructure. JobsOhio and the state have increased investment in these three areas and maintain a long-term horizon towards economic development. Last year, we launched several new programs that will better serve our client companies and should help boost Ohio's productivity growth.

Innovation

Innovation-driven productivity is key to achieving the economic growth necessary to create future jobs and facilitate new investments. One measure of innovation is investment in research and development, which recently has been declining in the U.S. (as a percentage of GDP). In an effort to increase research and development spending in Ohio, **JobsOhio added an R&D Center grant program with initial funding capacity of \$50 million.** With this program, we look to establish more R&D centers to attract new talent, increase commercialization and position Ohio to win more production facilities creating additional high-tech jobs. Quality Electrodynamics (QED), the program's first recipient, is using the funds to create an Advanced Imaging Systems Research Center to collaborate with some of the world's most prominent imaging equipment manufacturers to improve patient care.

New partnerships between companies and universities are facilitating innovation in Ohio. For example, last year, JobsOhio joined the Institute for Advanced Composites Manufacturing Innovation (IACMI), which is a consortium of universities, states and companies focused on the development of carbon fiber material. JobsOhio made a \$5 million strategic investment in IACMI's public-private partnership, working with the University of Dayton's

Research Institute. This investment will strengthen Ohio's position in advanced composites, which help drive innovation and increased production in JobsOhio target industries like aerospace, automotive, chemicals and energy.

Innovation and advancements in technologies are disrupting and reshaping sectors and forcing companies to change their business models. This disruption can be seen particularly in an increasing digital economy. We have seen digitization impact our personal lives through smart phones, tablets and apps, but the digitization of industries has yet to impact large parts of the economy. This creates opportunities for investment in digital capabilities and tools like big data, cloud computing and sensors. An example of this digitization can be found in autonomous and connected vehicles.

We are participating in the autonomous disruption by leveraging Ohio's assets and investments. In 2016, the state announced a \$15 million investment in a 35-mile section of State Route 33 where new technologies can be safely tested. Combined with the 241-mile Ohio Turnpike, Ohio is creating smart mobility corridors that will be the proving ground for innovation in transportation. Also in 2016, the City of Columbus became a smart transportation center when it won the U.S. Department of Transportation's \$40 million Smart Cities Challenge and attracted an additional \$90 million of private-sector funding to invest in smart mobility. And in early 2017, Governor John R. Kasich, The Ohio State University and JobsOhio announced a \$45 million funding commitment for the initial phase of the Transportation Research Center's (TRC) new state-of-the-art hub for autonomous research and testing, which will be built on TRC's 4,500-acre independent proving ground campus.

Talent

Companies continue to make talent a high priority when assessing where to locate new facilities or expand existing operations. Technological changes will increase the rate of job displacement, driving the need for a more dynamic workforce and more targeted education and training programs. To address this current and future talent demand, **JobsOhio launched a talent acquisition service and is investing significant resources in talent and training.**

This new program provides JobsOhio another way to serve our client companies. For selected projects, we offer a customized suite of services that is tailored to

the company's talent strategy, including recruiting talent, screening candidates and training them for specific skills the company needs. JobsOhio's regional partners and their dedicated talent teams play a key role in providing these services to companies. Also, we are leveraging the state's existing workforce and education resources, including the Office of Workforce Transformation, local career centers, universities and community colleges and others. We continue to build our partner network with more than 100 public and private entities thus far.

2017 is the first year executing our talent strategy and delivering talent acquisition services to companies creating jobs. We have high expectations for these services, particularly as competition for economic development projects intensifies. Over the next few years, we can help strengthen Ohio's talent base, giving companies even greater confidence to add new operations in Ohio and develop the workforce needed for their growth plans. Longer-term, our JobsOhio talent team aims to be an economic development differentiator for Ohio and to turn talent acquisition into a strategic asset that can be leveraged in Ohio's branding and attraction efforts.

Infrastructure

In past annual reports, we highlighted the importance of building Ohio's infrastructure in areas like transportation, through \$12.5 billion in investments over the past six years, and information technology, through Ohio's OARnet system, broadband connectivity and supercomputer assets. Recently, we have seen significant infrastructure investment in the energy industry. This industry is undergoing a transition with the growth of new markets in alternative energy, and companies are focused on capturing energy efficiencies and adopting sustainability strategies to increase productivity.

In the past couple of years, Ohio has been attracting investment capital from around the world in energy. Currently, four natural gas-fired power plants totaling \$4.5 billion of capital investment are under construction – Middletown Energy Center, Oregon Clean Energy, Carroll County Energy and Lordstown Energy Center – all of which will commence commercial operations between mid-2017 and mid-2018. Driven by private investors, these new state-of-the-art plants are clean, reliable and 40 to 50 percent more efficient than older power plants, leading to the lowest generation prices in Ohio in more than 10 years, which benefits all Ohio customers.

Beyond these four plants, **Ohio has six more power plants under advanced development, bringing another \$7 billion of private investment to the state.** Combined with the thousands of construction jobs to build these plants over several years, the impact of these investments is massive. This growth in energy productivity can increase efficiencies and reduce costs for consumers and businesses in downstream sectors. With energy intensive manufacturing companies focusing more on the U.S. for their expansion projects, Ohio is well-positioned to capitalize on its abundant shale gas assets.

Investing in Communities

Our regional and local partners along with other economic developers have emphasized the need for a healthy inventory of development sites. We have listened to them and made this a strategic priority at JobsOhio by increasing investment in several site-related programs.

Last year, we highlighted the launch of the SiteOhio program, which focuses on increasing the inventory of authenticated sites for companies to consider when deciding where to locate their next expansion projects. Working with community partners, local officials and utility companies, we are beginning to see the results of our efforts and expect to have at least 14 sites authenticated by June 2017. Our investment of resources in this program provides our partners with a larger portfolio of properties to market to companies and site selectors and increases the opportunities to attract more companies to Ohio.

In 2016, we also stepped up activity in our revitalization program, which helps redevelop sites in preparation for end-user capital investment and job creation. **Since starting this revitalization program three years ago, JobsOhio has committed more than \$110 million of loans and grants. This funding has served as a catalyst for more than \$1 billion in total investment in redevelopment projects, making a substantial impact on Ohio's communities.**

Spotlight on Ohio

Companies, business executives and others are paying attention to Ohio again and have recognized the positive changes in Ohio's business climate over the past several years. **Since 2011, Ohio has jumped significantly in the rankings of the best states for business.** Consider Forbes, which ranked Ohio #11 in 2016, compared to #38 in 2011. Or Chief Executive, which ranked Ohio #10, compared

to #41 in 2011. Or Site Selection which ranked Ohio #3, compared to #9 in 2011. And between March 2011 and March 2016, Ohio led the nation for growth in the number of middle market companies, according to Dun & Bradstreet and American Express.

Much of Ohio's progress is a result of Gov. Kasich's leadership, in partnership with the Ohio legislature to improve the state's business environment. During the six years of Gov. Kasich's administration, Ohio has experienced positive developments like tax reductions, common-sense regulations, and investments in infrastructure and education. Combined with a balanced budget and \$2 billion in reserves, the state's financial stability sets Ohio apart by giving companies greater certainty when growing and investing here for the long-term.

All of this has sent a strong message to job creators and has drawn the attention of entrepreneurs and economic developers. In October, Cincinnati hosted Techstars' FounderCon, one of the nation's top startup events, bringing together entrepreneurs, investors and corporate innovation leaders. This event highlighted Cincinnati's startup community and added Cincinnati to the ranks of other notable entrepreneurial hubs like Austin and Boulder, which have hosted this convention in previous years.

In September, Cleveland hosted the International Economic Development Council (IEDC) annual conference with more than 1,600 economic development professionals, making it the largest gathering in IEDC's history. This event came just two months after the Republican National Convention, when Cleveland showed the world the city's economic rebirth and return to prosperity.

Financial Position

While we do not know what the future will bring in terms of the global economy, we are confident that JobsOhio will be prepared in any business environment to continue to serve our clients and capitalize on opportunities in both good and challenging markets. Regardless of what the next few years bring, **JobsOhio will continue to operate from a position of long-term financial stability and strength – and we believe that this will give us a competitive advantage over our peers.**

Part of this advantage stems from our unique funding model, strong financial capacity and ROI-focused approach. The liquor enterprise that we acquired from the state continues to generate stable, modestly growing profits that we use to fulfill our economic development

activities. In calendar 2016, this enterprise grew its operating profits from \$235 million in 2015 to \$242 million and its net earnings from \$179 million in 2015 to \$187 million. As of Dec. 31, 2016, JobsOhio had a combined net position of \$441 million. Although the combined net position does not include the outstanding funding commitments of \$298 million, we maintain solid capacity for future projects and strategic investments.

Team and Culture

We are honored to work with such a talented group of associates at JobsOhio. Our team has built an extraordinary company that continues to gain more and more attention as a leader in economic development in the U.S. The dedication, determination and drive that this team demonstrates every day make our board very proud to lead this organization.

We are equally proud of the culture that we have developed over the past couple of years. **At JobsOhio, culture is more than a buzzword; it is a set of values that drives our behavior in carrying out our mission, and the daily practice of values such as integrity and responsibility keeps us on the path to success.**

Often, we are asked about where we invest and spend our funds. We have implemented several items that exhibit a high degree of transparency at JobsOhio. In addition to our audited financial statements and monthly funding reports, JobsOhio undergoes an annual compliance and control review performed by an independent auditing firm, in coordination with the Auditor of State. In the report completed in December, we received an outstanding review with no material issues – our board is very proud of this report.


In addition to the impact we have had on communities across the state, we strive to be a good partner in our own community and our associates have contributed in numerous philanthropic activities. One that stands out is our partnership with Cristo Rey Columbus High School. Cristo Rey Columbus is part of a national network of 32 high schools that delivers an innovative model to inner-city education, blending academics, four years of work experience, moral values and support for students through college. Cristo Rey Columbus targets under-served youth from economically challenged families. A unique element of its model is its Professional Work Study Program, which JobsOhio joined and currently has a team of four Cristo Rey students, each of whom work at least one day per week at JobsOhio.

Conclusion

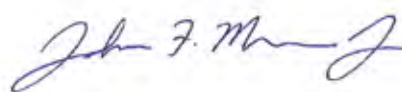
This annual report would be incomplete without remembering that we lost two remarkable Ohioans last year in John Glenn and George Voinovich. It is hard to name two better examples of individuals who lived a life of service and values. Both embodied a sense of mission throughout their lives, promoting the common good and helping communities work better, and we recognize them on pages 10 and 11.

We also recognize Brad Lindner, who joined our board of directors in 2012 when JobsOhio was just one-year old, and thank him for his service and contribution to the growth of our company. Last year, we welcomed Tom Williams to our board. As CEO of North American Properties, he brings a wealth of business knowledge and experience to JobsOhio.

JobsOhio enters 2017 with significant momentum, strong capabilities and outstanding associates. We remain committed to serving our company clients, making smart long-term investments and improving Ohio's competitiveness to position the state for faster economic growth. All of this will allow JobsOhio to successfully fulfill our mission and help strengthen Ohio and its communities.



James C. Boland
Board Chairman



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

A Message from the Governor

Ohio was privileged to host a number of the largest events in the nation this past year, and that spotlight served our state well when visitors saw firsthand our great Midwestern values, optimism and resourcefulness. Ohio also received significant recognition from leading business publications in 2016, ranking ours as the best state for quality of life, most improved business climate and best state for middle-market growth.

The credit for Ohio's renewed reputation and economic success belongs to our greatest asset – the men and women of Ohio – who have created nearly 450,000 private-sector jobs since 2011. With this significant momentum, more and more job creators have learned that our competitive business climate, diversified economy, lower taxes and worker compensation costs, and quality of life are engines for growth and innovation second to none.

Our privatized approach to economic development through JobsOhio has been integral to Ohio's success. Over the past five years, JobsOhio and its regional partners across the state provide an agile, innovative complement to our improved business climate, an engine for business development that is admired as a model for other states to follow.

Here are a few examples of businesses succeeding in Ohio.

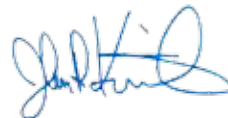
- FCA US announced a \$700 million investment in its Toledo Assembly Complex to retool for the next generation Jeep Wrangler, creating approximately 700 new jobs.
- Leading pharmaceutical manufacturer Alkermes will grow its operations in southwest Ohio to bring more innovative products to patients battling addiction worldwide.

- Global IT leader Amazon Web Services launched new data centers in central Ohio, the global IT leader's first location in the central United States.
- Explorys, a health data analytics company that was acquired by IBM Watson, is integrating more than 315 billion medical, financial and operational data elements from 360 hospitals.

Ohio understands that businesses are looking to embrace the future in today's technology-driven economy as a key to growing the jobs of the future. That is why JobsOhio regularly partners with companies to help them develop and attract a skilled workforce.

To keep our state competitive for jobs and economic growth, we too are actively pursuing forward-looking strategies to embrace the future – smart mobility, unmanned aerial systems, advanced data analytics and other emerging technologies. For more than a century, Ohio has been at the heart of transportation, manufacturing, innovation and research, and those ties grow stronger with each passing year. The innovations developed here will continue to build on our state's historic role as a world leader in transportation technology.

In Ohio, our best days are still ahead. Whether your company is small, medium or large, our team is ready to help you grow here. Let us know how we can help you be a part of the Ohio success story.



John R. Kasich
Governor, State of Ohio



Gov. Kasich discusses the Transportation Research Center investment



Ohio Economic Growth

The Ohio economy continued on a positive growth trend in 2016. Between 2011 and 2016, private employment in Ohio increased by 450,000 jobs, which far outperformed the regional average of approximately 261,000.

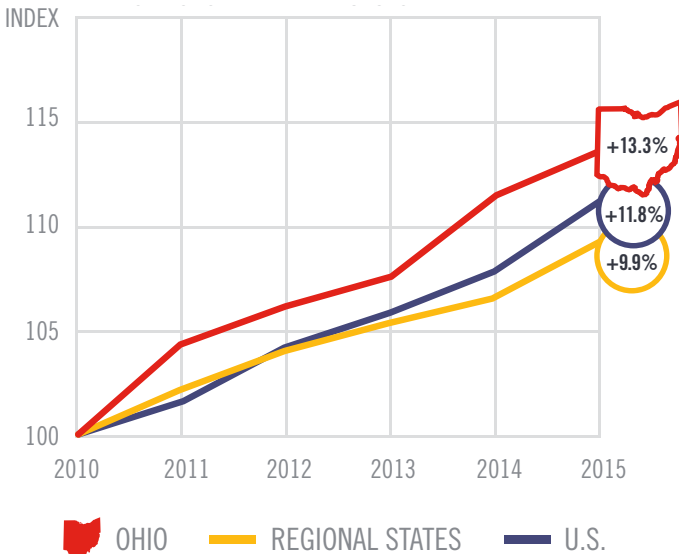
Ohio's gross state product (GSP) growth for the private sector, an indicator of the strength of the state's economy, is up 13.3 percent. Ohio's GSP has outperformed regional states and the U.S. Gross Domestic Product (GDP) since 2010.

Disposable income for Ohioans continued to grow faster than for people across the country. Per-capita disposable income in Ohio increased 17.5 percent since 2010 compared to 16.4 percent for regional states and 16 percent nationally.

Key components of disposable income include compensation and taxes. Ohio attracts higher-paying jobs and continues to lower income taxes. Those after-tax dollars go even further thanks to Ohio's low cost of living, which is 11.5 percent below the national average.

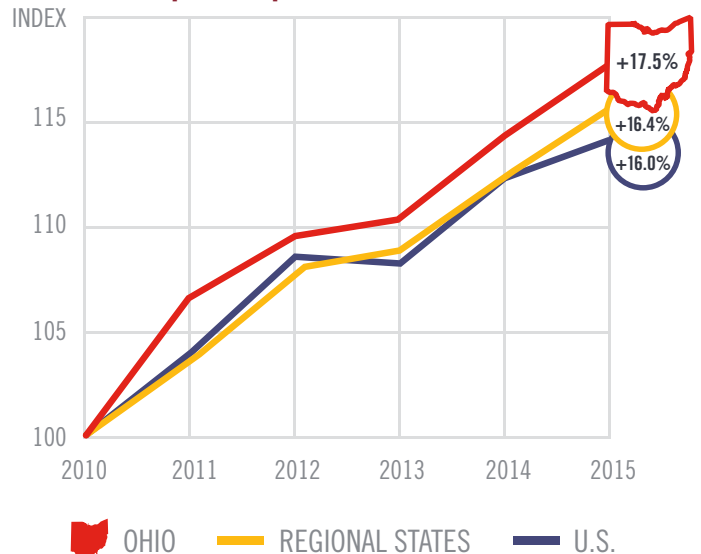
The state's budget reserves, strong credit rating and pro-business tax climate continue to support economic growth. Additionally, stable production at manufacturing plants, an improving housing market and healthy increases in upstream shale gas activity were reported by the Federal Reserve Bank of Cleveland (January 2017), which are all positive indicators for 2017.

GDP Growth - Private Sector



Source: U.S. Bureau of Economic Analysis
Regional States: IL, IN, KY, MI, PA, WV

Per Capita Disposable Income Growth



Source: U.S. Bureau of Economic Analysis
Regional States: IL, IN, KY, MI, PA, WV

Data represents the most recent available information.

John Glenn Embodied the Meaning of Public Service

It is difficult to imagine a greater embodiment of public service in Ohio than the legendary John Glenn. Since his death at the age of 95 on Dec. 8, 2016, much has been said about Glenn's iconic status as a bona fide American hero. But, at his core, Glenn was a man who dedicated – and risked – his life to serve, protect and teach other people.

A promising engineering student at Muskingum University in his hometown of New Concord, Glenn left school shortly after the 1941 bombing of Pearl Harbor to defend his country in the military. As a Marine, Glenn flew in 59 combat missions on the Pacific front of World War II and another 90 in the Korean War, where he earned admiration for his ability to draw enemy fire and helped lead a victorious dogfight in the final days of the war. Glenn received numerous awards and decorations for his military service, including the Distinguished Flying Cross six times.

After spending several years as a test pilot, Glenn was recruited by a new agency formed by the federal government, the National Aeronautics and Space Administration – now universally known as NASA – to instill a new sense of purpose and pride into America's space exploration efforts. In 1959, NASA named Glenn one of the Mercury Seven, the first American astronauts. After three years of training and providing input on spacecraft design and functionality, Glenn was ready for his first trip to space. With Glenn as its pilot, the Friendship 7 left Cape Canaveral Air Force Station on Feb. 20, 1962, and, after orbiting Earth three times, splashed down 800 miles southeast of Cape Canaveral almost five hours later.

After the Friendship 7, President Kennedy believed Glenn, the first American to orbit the Earth, was too valuable to risk on another NASA mission. Recognizing

not only his status as a national treasure but also his poise as a public figure, the Kennedy family steered Glenn, a fellow Democrat, toward a career in politics. A head injury forced Glenn to postpone his first campaign for the U.S. Senate in 1964, and he lost a close primary battle in 1970. But the third time proved to be the charm for Glenn, who was elected to the Senate in 1974 and went on to serve four distinguished terms before his voluntary retirement in 1998.

Before leaving the Senate, Glenn was asked by NASA to rejoin the space program for another journey into space. On Oct. 29, 1998, Glenn became the oldest person to fly in space when he joined the nine-day Discovery mission, participating in experiments to see how a 77-year-old body reacted to a microgravity environment. In 2006, The Ohio State University honored Glenn by naming its School of Public Affairs after him. Glenn taught at the school, now called the John Glenn College of Public Affairs.

What makes Glenn's life so unique in American history was how he found so many different capacities in which to serve. He already was a celebrated war hero when he joined the space program. He was a legendary astronaut when he entered politics. He was a revered U.S. senator when he committed himself to educating young people. What Glenn achieved at each relatively brief stop in his extraordinary career is more than most people could imagine accomplishing in a lifetime.

And yet, those who had the honor of meeting John Glenn know that there was nothing flashy about him. He was unassuming and decent, allowing his talents and achievements to speak for themselves. In other words, he was a quintessential Ohioan, and we can all be proud of that.



John Glenn

The Legacy of George V. Voinovich: Public-Private Partnerships

One of Ohio's most successful elected leaders, the late George V. Voinovich, served as mayor of Cleveland (1980-89), governor (1991-98) and U.S. senator (1999-2011); however, what he may most be known for was his ability to reach out to the business community to form lasting and intentional public-private partnerships.

In the late 1980s, Voinovich, serving as Ohio's lieutenant governor, was recruited by Cleveland's business community to return to Cleveland and run for mayor after the city defaulted on its debt.

Following his election, then-Mayor Voinovich immediately turned to the business community and formed the "Operations Improvement Task Force" to examine every aspect of the city's operations. The business community loaned Voinovich 79 executives to turn a patronage-laden city bureaucracy into one run by savvy business-minded professionals.

Voinovich worked directly with the city's Chamber of Commerce and business leadership to put the city on sound financial footing with a balanced budget. He learned to leverage government dollars, including street, water and sewer upgrades, to attract and retain businesses, to work with higher education to retrain employees in new technologies, and to use tax credits and tax abatement to attract suburban employers. In turn, businesses would be required to invest private dollars and agree to expand their workforces.

After turning around Cleveland, Voinovich took the same approach to Ohio. He was elected governor in a state saddled with a \$1.5 billion debt. He made dramatic changes in how the state government worked, again guided by a volunteer task force of business leaders. He also tackled the deficit and, at the same time, brought

the unemployment rate to a historic low. Again, then-Gov. Voinovich championed public-private partnerships leading to perhaps his best-known collaboration, the Rock and Roll Hall of Fame in Cleveland and the development of the Ohio Business Round Table.

To round out his career, Voinovich was elected to the U.S. Senate. During his two terms in office, he was known for bringing his fiscal conservative approach and was proud of his reputation as a budget hawk.

His lifelong partner Janet was a tireless advocate of the health and education of children and a champion of breast cancer awareness. The family suffered a tragedy when their young daughter Molly was struck and killed by a car when she was on her way to school. George and Janet marked her death with a scholarship fund, and every year they attended Molly's school to award the scholarship.

In addition to serving as mayor, governor and U.S. senator, George Voinovich was elected to other positions including Ohio representative, county auditor and county commissioner. He steadily climbed the election ladder to be one of only a handful of politicians who served as governor and U.S. senator.

Voinovich died just prior to the Republican National Convention convening in his hometown of Cleveland. He would have been proud to see his city shine in

the spotlight. The delegates and reporters alike, raved about the city that George Voinovich helped to build through an innovative business-minded approach. Voinovich credited the strength and dedication of these public-private collaborators for leading to the remarkable comeback of his hometown and the state of Ohio.



George V. Voinovich

Employment, Productivity and Wage Growth

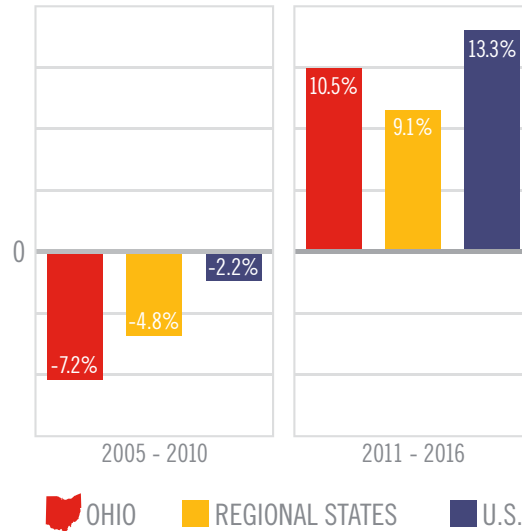
From 2011 to 2016, Ohio's private sector employment growth outpaced our regional peers. During this time period, Ohio experienced a more significant turnaround than the region and U.S.

The Ohio private sector productivity growth rate, up 3.8 percent, has far outperformed states in this region as well as the U.S. Ohio's operating advantages such as access to a large portion of the U.S. market, low business taxes, and low natural disaster risk, result in an optimal, low-risk business climate.

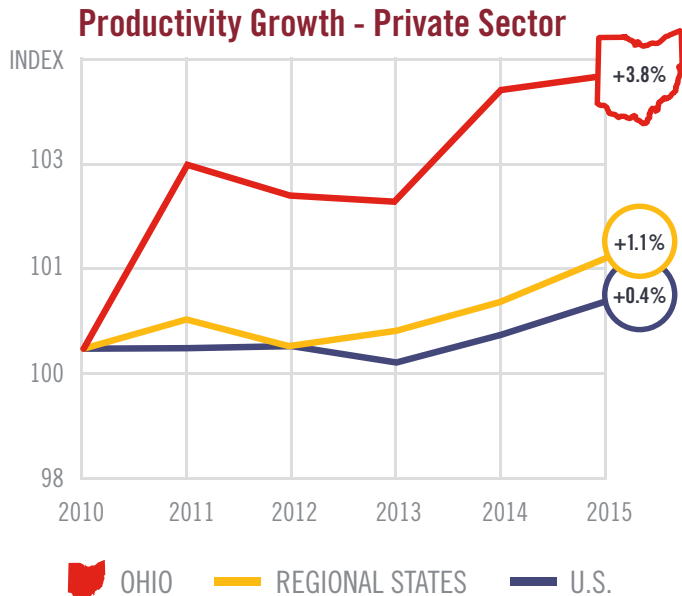
In addition to employment and productivity growth, Ohio's wage growth has trended positive with a 19 percent gain from December 2010 to December 2016. Actual wages remain competitive in Ohio compared to region states and the U.S.

From 2010 to 2016, Ohio experienced a significant turnaround in millennial population, attracting more than 87,000 recruits ages 20 to 34.

Employment Growth - Private Sector



Sources: U.S. Bureau of Labor Statistics, CES
Regional States: IL, IN, KY, MI, PA, WV



Sources: U.S. Bureau of Economic Analysis, Real GDP,
U.S. Bureau of Labor Statistics, QCEW
Regional States: IL, IN, KY, MI, PA, WV

Average Weekly Wage Growth - Private Sector

	Dec. 2010	Dec. 2016	6-Year Growth Rate
Ohio	\$684	\$813	19.0%
Regional	\$726	\$820	12.9%
U.S.	\$776	\$894	15.1%

Sources: Current Employment Statistics, CES
Regional States: IL, IN, KY, MI, PA, WV

*Millennials are defined as people born between 1982-1996

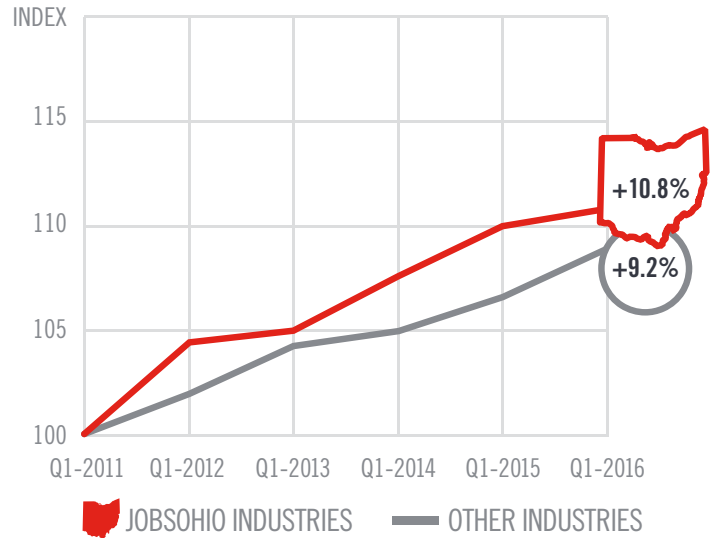
Data represents the most recent available information.

JobsOhio Targeted Industries

JobsOhio focuses on nine targeted industries: advanced manufacturing, aerospace and aviation, automotive, biohealth, financial services, food processing, information technology, logistics and distribution, and shale energy and petrochemicals.

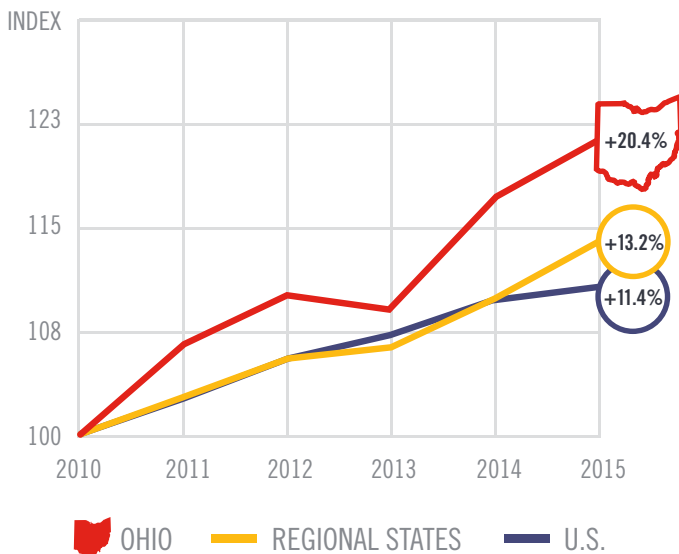
Recently, these industries contributed to the state's GSP at a faster rate than regional states and the nation as a whole. These industries are also growing at a faster rate than the rest of the private sector within the state. They reflect Ohio's competitive advantage, and generally pay salaries above the average for other private sector jobs.

Ohio Employment Growth - Private Sector



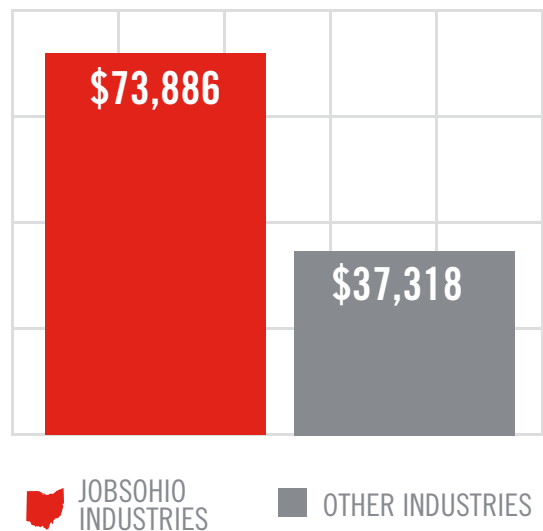
Sources: U.S. Bureau of Labor Statistics, Cleveland State University, Center for Economic Development

State/National GDP Growth JobsOhio Industries



Sources: U.S. Bureau of Economic Analysis; Cleveland State University, Center for Economic Development
Regional States: IL, IN, KY, MI, PA, WV

Ohio 2016 Average Annual Salary - Private Sector

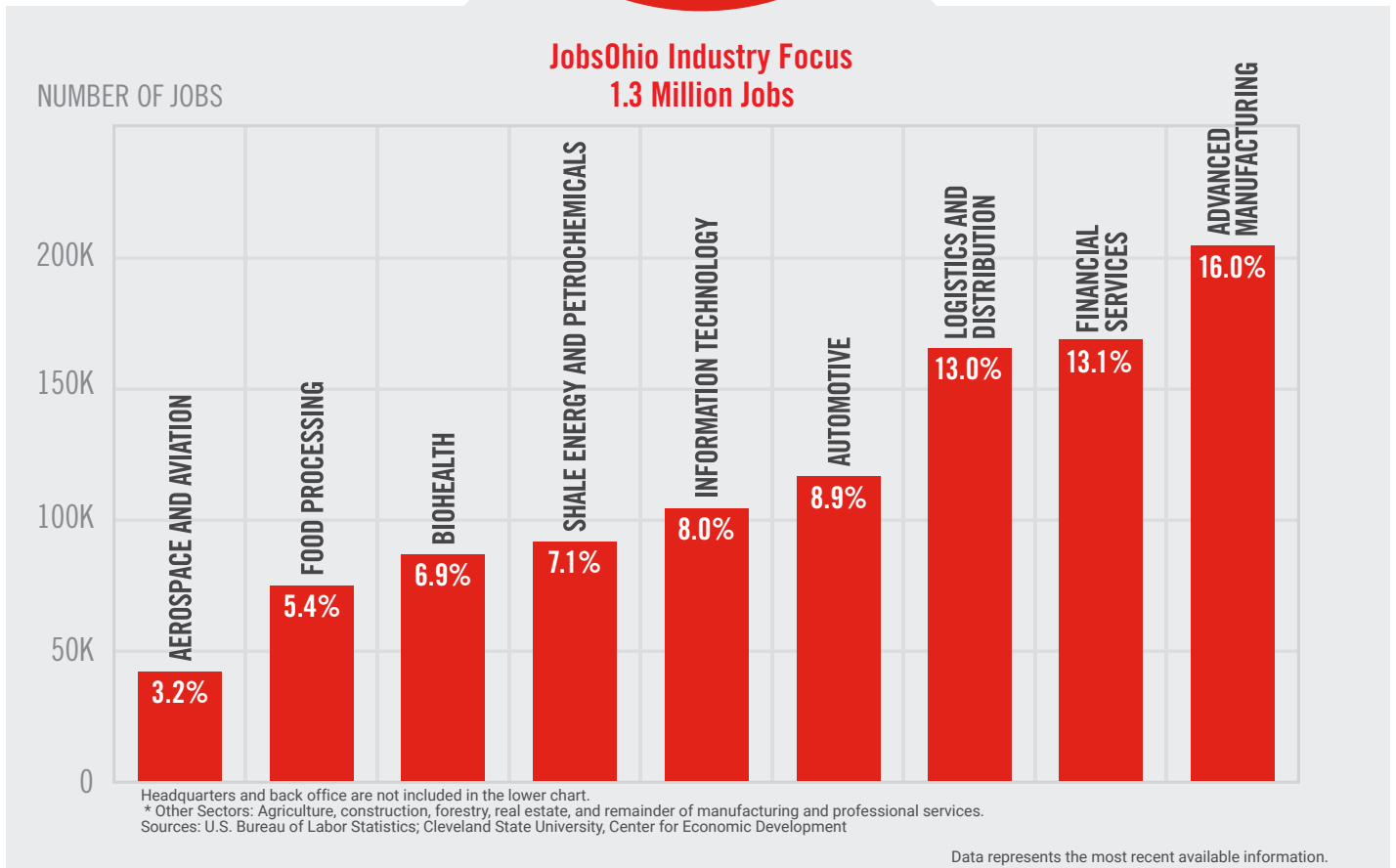
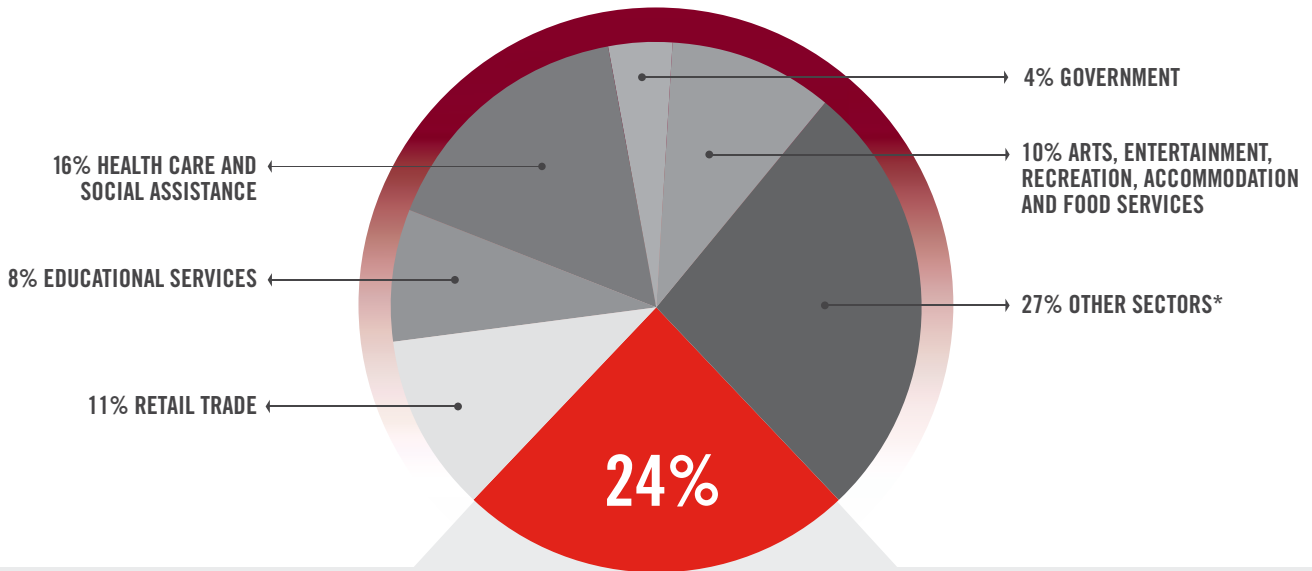


Sources: U.S. Bureau of Labor Statistics, Cleveland State University, Center for Economic Development

Data represents the most recent available information.

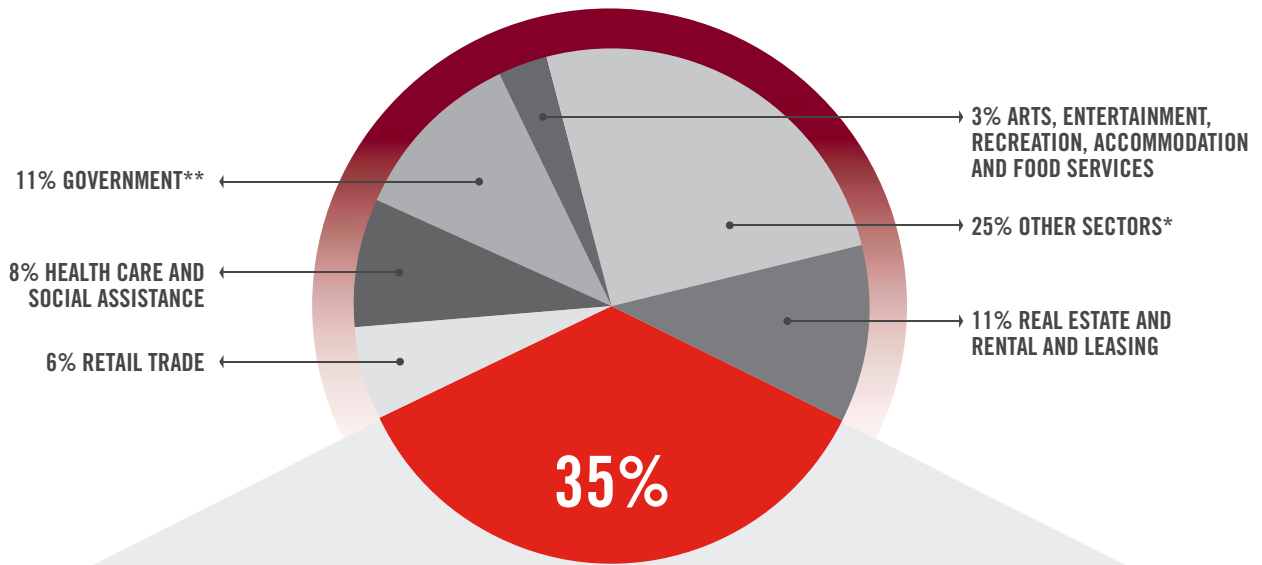
Ohio Employment: 5.5 Million Jobs

One of Ohio's economic strengths is the diversity of its industries. JobsOhio's targeted industries account for nearly one-fourth of Ohio's employment.



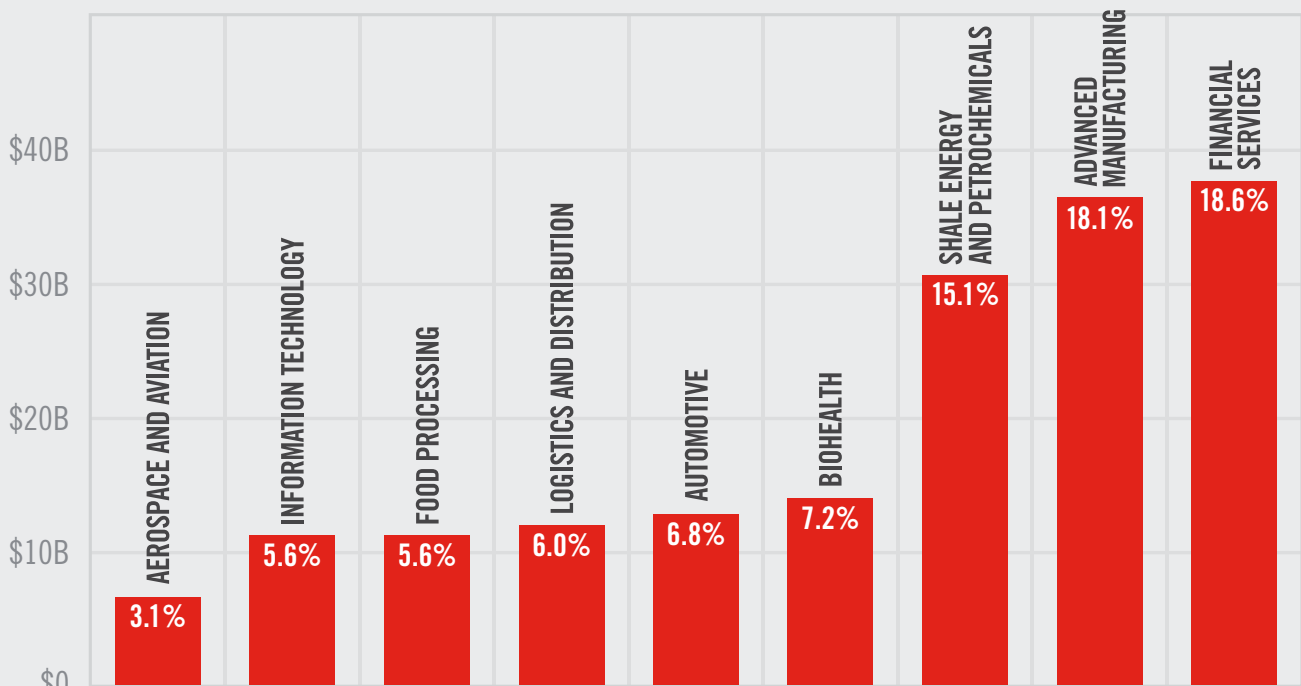
Ohio GSP: \$611 Billion

JobsOhio's targeted industries account for over one-third of the gross state product.



JobsOhio Industry Focus \$215 Billion Total GSP

GROSS STATE PRODUCT



Headquarters and back office are not included in the lower chart.

* Other Sectors: Agriculture, construction, forestry, educational services, and the remainder of manufacturing and professional services.

** Public Education is counted in the government section in this chart.

Percentages may not add up to 100 percent as they are rounded to the nearest percent.

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

Data represents the most recent available information.

TOTAL PROJECTS **284**

NEW JOBS **20,603**

NEW PAYROLL **\$994** MILLION

RETAINED JOBS **76,773**

RETAINED PAYROLL **\$4.3** BILLION

CAPITAL INVESTMENT **\$4.6** BILLION

JobsOhio booth at SelectUSA

JobsOhio Highlights

JobsOhio works with its state, regional and local partners to identify new projects that create and retain jobs and capital investment across the state.

JOBSONIO METRICS	2014	2015	2016
Total Projects	286	330	284
New Jobs	21,377	23,602	20,603
New Jobs Payroll	\$939 Million	\$1.1 Billion	\$994 Million
Retained Jobs	52,140	54,233	76,773
Retained Payroll	\$2.9 Billion	\$3.1 Billion	\$4.3 Billion
Capital Investments	\$6.1 Billion	\$6.7 Billion	\$4.6 Billion

JobsOhio 2016 Targeted Industry Results

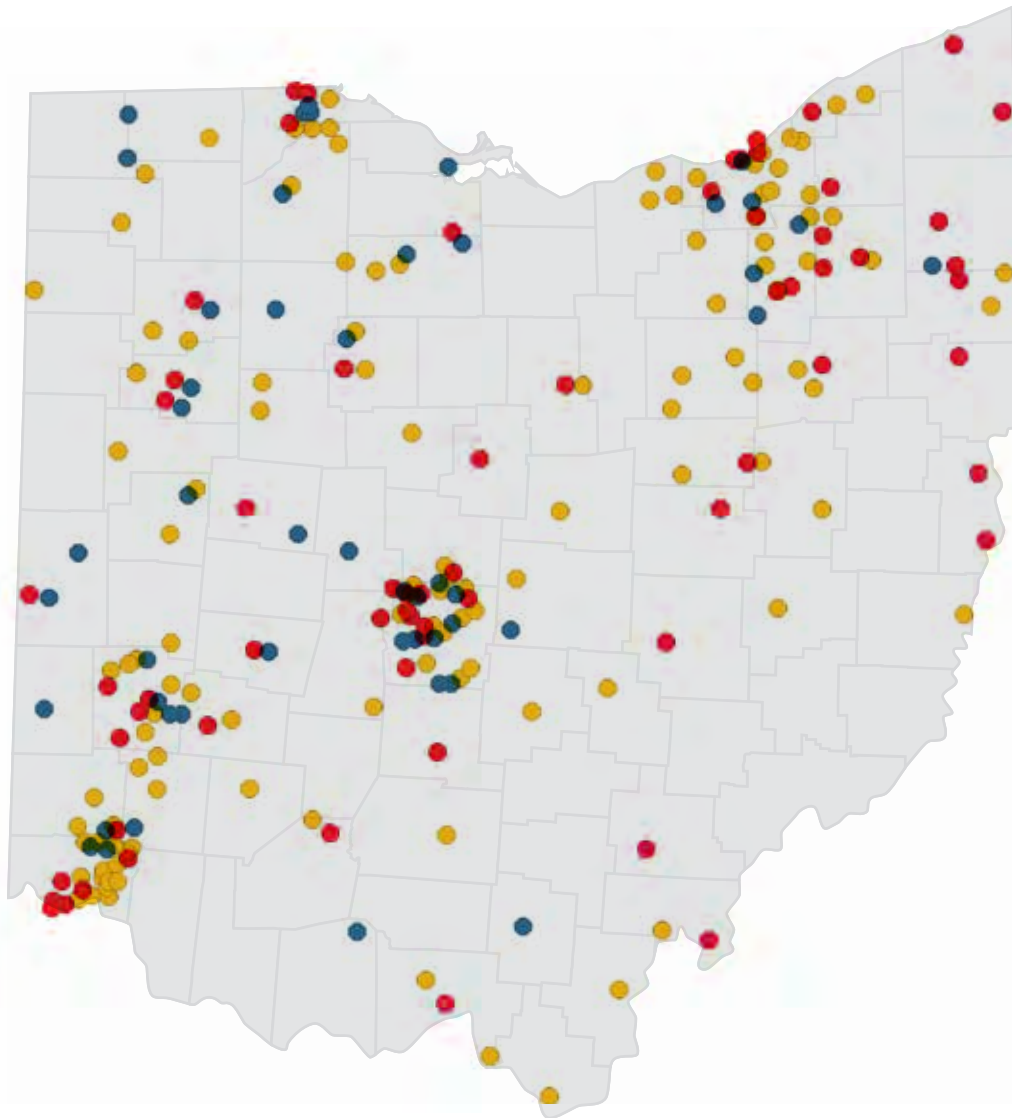
INDUSTRIES	JOBS CREATED	JOBS RETAINED	CAPITAL INVESTMENT (\$ millions)
Financial Services	3,419	25,721	\$266
Automotive	3,403	19,239	\$1,572
Advanced Manufacturing	2,929	11,919	\$575
Information Technology	2,630	3,384	\$218
Logistics and Distribution	2,552	3,770	\$294
Biohealth	2,379	4,290	\$70
Food Processing	1,365	2,717	\$404
Aerospace and Aviation	388	1,321	\$32
Shale Energy and Petrochemicals	343	450	\$1,145
Other ¹	1,195	3,962	\$72
Total	20,603	76,773	\$4,648

¹ Represents Headquarters and Back Office

Job Creation Covers the State

JobsOhio has a commitment to job creation across the state with a specific focus on small and medium enterprises (SMEs). Additionally, JobsOhio works with large corporations that have an established presence in our target industries and are making significant capital investments to grow their businesses.

Small and medium-sized enterprises generated 67 percent of the new job commitments and 81 percent of the projects.



Strong Project Pipeline Positions Ohio for Continued Growth

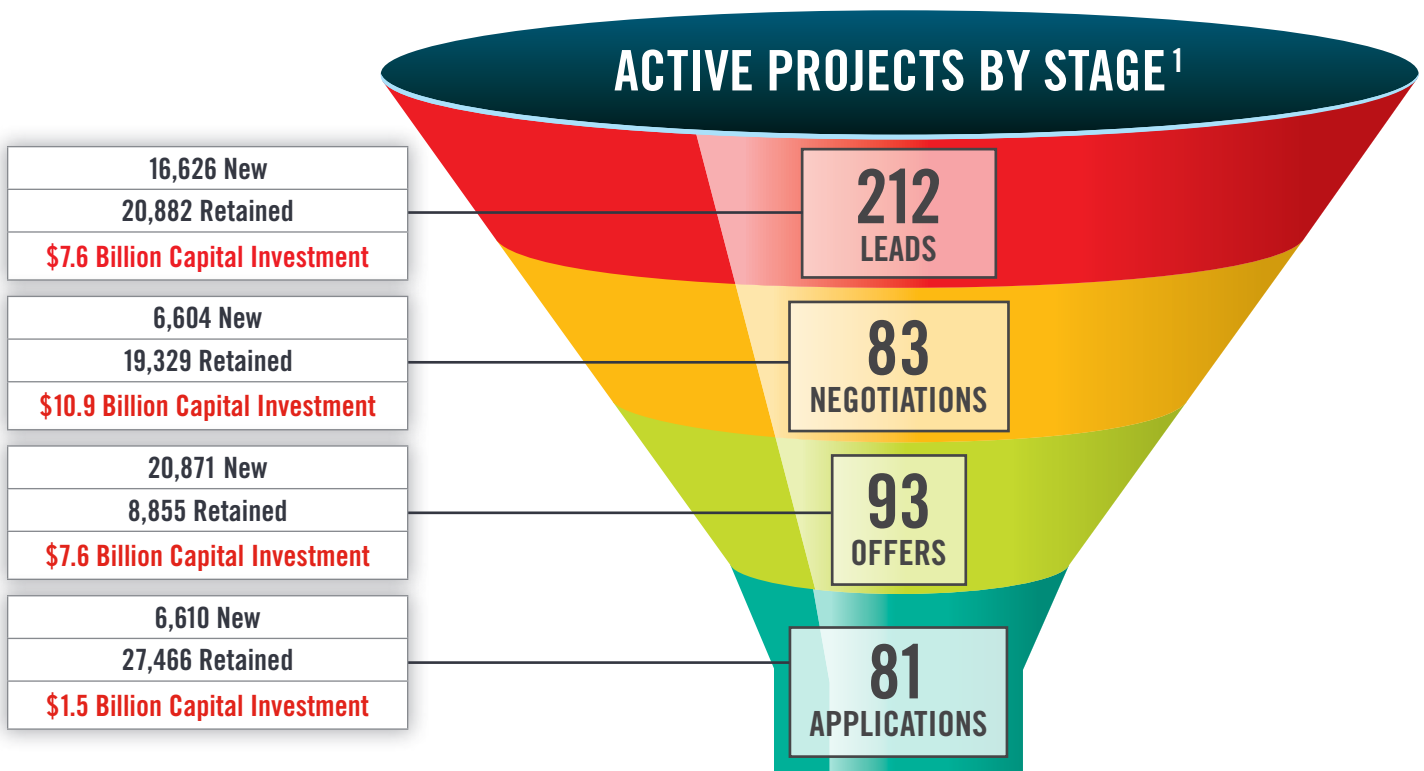
The JobsOhio project pipeline represents the potential deals that JobsOhio and its state, regional and local partners are working on to drive job creation and capital investment in Ohio. The project pipeline is used to analyze data, view trends and develop strategies.

At the end of 2016, the project pipeline contained 30 percent more new job opportunities, 41 percent more potential retained jobs and 29 percent more potential capital investment than the project pipeline at the end of 2015.

Benefits of the Project Pipeline

An improving economy, positive results from our outreach, and collaboration as a statewide team are key factors in maintaining a robust project pipeline. Economic development in Ohio is distinguished by significant cooperation and communication among local governments, regional and local partners, and JobsOhio.

We head into 2017 with significant momentum from a project pipeline that is at the strongest level it has ever been.



TOTALS

50,711 New Jobs, +30% over December 2015
76,532 Retained Jobs, +41% over December 2015
\$27.6 Billion Capital Investment, +29% over December 2015

Data as of December 31, 2016
¹ Potential results if all projects are realized.



Oregon Clean Energy, near Toledo



Timber Road Wind Farm,
Amazon's wind power source,
Paulding County

Ohio's Infrastructure and Supply Chain Assets Drive Economic Growth in 2016

The state's integrated infrastructure and supply chain plays a critical role in driving job creation and capital investment. Ohio's infrastructure assets – from interstates and airports to water and energy – enable companies to obtain raw materials, produce goods and deliver products to market more efficiently and cost-effectively.

Numerous domestic and international companies recognized the Ohio advantage and chose to relocate or expand here in 2016. Interstate Chemical will build a methanol plant in Ohio to leverage the state's abundant and low-cost natural gas and chemical, polymer and plastics marketplace. Recognizing the



impressive growth in e-commerce in Ohio, Bleckmann selected the state's infrastructure, logistics and distribution assets over competing states. Amazon Web Services added to Ohio's energy infrastructure by building two utility-grade wind farms to help power its data centers. And Valfilm, a Brazilian plastics manufacturer, opened its first U.S. facility in Ohio because of the state's superior infrastructure and market access.

The following pages detail these projects and explore the growth in Ohio's shale energy and petrochemicals and logistics and distribution industries.



CSX double
decker train

Abundance of Natural Gas Spurs Infrastructure Development and Supply Chain Growth

The Utica and Marcellus shale formations continue to yield large amounts of natural gas, natural gas liquids and crude oils. These plays, located primarily in eastern Ohio, western Pennsylvania and West Virginia, represent 85 percent of the growth in U.S. shale gas production since 2012. They're predicted to produce an additional 147 trillion cubic feet of natural gas by 2040, according to the U.S. Energy Information Administration, providing decades of low-cost energy feedstock.

The abundance of sustainable, low-cost natural gas is one of Ohio's top energy assets, spurring economic growth and infrastructure developments across the state. Used as both a fuel and raw material for manufacturing, Ohio's vast reserve of affordable natural gas is attracting energy producers. It's also attracting companies that consume high volumes of natural gas or use natural gas as a feedstock in their manufacturing processes.

Gas-Fired Power Plants Adding to Ohio's Energy Infrastructure

Driven by private sector investment, 10 state-of-the-art, natural gas-fired power plants with generating capacity of over 11,000 megawatts (MW) were under construction or in development in Ohio in 2016. These massive power plant investments allow Ohio's manufacturers to enjoy some of the lowest power prices and highest reliability in the nation. Natural gas-fired plants run more efficiently and emit less than half of the pollutants of coal-burning plants. The ample supply and low cost of natural gas in Ohio make natural gas generation an affordable option. That's good news for energy-intensive companies looking for ways to reduce operating costs.



Advanced Power, Carroll County

Continued Infrastructure Development Adds Value to Ohio's Oil and Gas Supply Chain

Power plants are not the only additions to Ohio's oil and gas infrastructure and supply chain.

Ongoing exploration and production activity has resulted in a massive increase in new wells, with more than 2,300 permits issued. Of those, more than 1,800 have been drilled and more than 1,400 are in production. Less than 10 percent of the available acreage has been drilled, which leaves plenty of room for additional upstream exploration and production for many decades in the future. The growth in shale gas production has led to a steady increase in the number of new jobs and new shale-related businesses since 2011.

Every part of shale development presents an opportunity for economic growth. More than \$12 billion of private sector investment has been committed to midstream development, including the construction of 40 new pipelines. This illustrates the high quality of Ohio's shale reserves and the high confidence companies have in investing significant capital in Ohio. Additionally, investment in pipelines and power plants will create numerous construction jobs during the next few years.

Ohio's downstream activity is just as robust. The number of companies that manufacture industrial chemicals, coatings and polymers, for example, continues to increase significantly. Ohio is ranked first in polymer output and the No. 1 supplier of polyolefins.

The abundance of reliable natural gas in Ohio has resulted in access to lower gas prices for the industries that rely on it. But low-cost natural gas is not the state's only advantage. Ohio also offers a competitive tax structure, a business-friendly approach by the Ohio Environmental Protection Agency for permitting projects, a location and infrastructure that provide easy access to suppliers and customers, and a gas and electricity market that allows companies to shop for competitive electric rates and customize their large-scale construction projects.

Clean Energy Future Builds in Northeast Ohio

Recognizing Ohio's competitive assets, **Clean Energy Future LLC** chose to build a state-of-the-art, 940-megawatt combined-cycle gas-fired power plant in the village of Lordstown near Youngstown. Clean Energy Future is making an \$890 million capital investment to build the Clean Energy Future-Lordstown plant, which will generate enough power to supply about 750,000 homes. Already underway, the two-year construction project has created hundreds of construction jobs.

Ohio's shale gas and vibrant electricity grid were major drivers of the project, but executives at Clean Energy Future, which develops gas-fired electric generation facilities, also liked the state's deregulated energy market and responsive business environment.

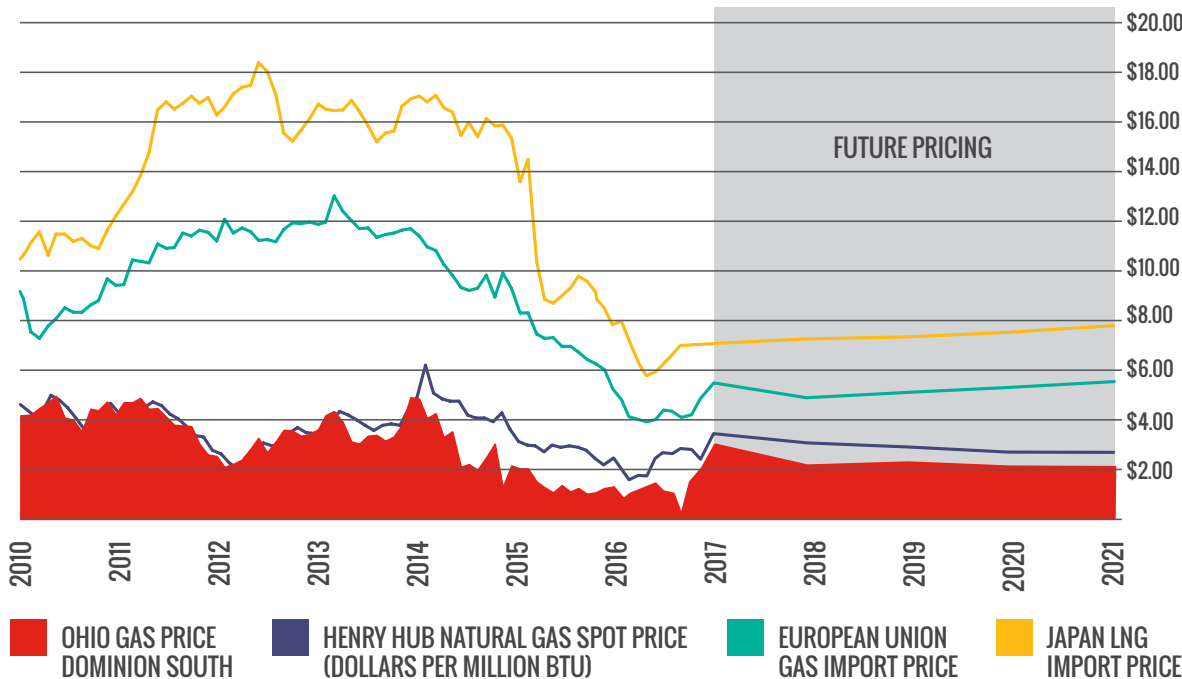
"With its large quantities of affordable natural gas and deregulated utilities, Ohio provides just the right environment to invest in a gas-fired power plant," said Bill Siderwicz, president of Clean Energy Future.

The company's decision to build the power plant in Lordstown was a huge win for the village. The school district will receive over \$19 million from Clean Energy Future over the next 15 years.

It's also a big win for the Mahoning Valley. Between 500 and 700 workers are involved in the plant's construction, and the additional income and spending from those workers will benefit the entire region.

"Everyone is a winner," said Arno Hill, mayor of Lordstown. "This project has had such a major economic impact. We're just beginning to see the benefits."

Skyrocketing Shale Reserves Make Ohio Shale Price Advantaged Today and Well into the Future



Source: U.S. Energy Information Administration, World Bank

Interstate Chemical to Build Plant Near Toledo to Leverage Natural Gas Supply

Pennsylvania-based Interstate Chemical Company, which manufactures, stores and distributes industrial and specialty chemicals, wanted to expand to better serve its customers in Canada and in the Midwest. The company needed a site for a new manufacturing plant to produce methanol and sodium methylate with easy access to both its customers and a large supply of low-cost natural gas.

After considering locations in Pennsylvania, company officials decided to look in Ohio. In early 2016, they contacted the Regional Growth Partnership (RGP) in search of an appropriate site. RGP brought in JobsOhio, and together, they found a location in Oregon, just east of Toledo across the Maumee River, that proved to be a perfect fit.

The site gives the company the proximity it wanted to key customers and major markets. It also offers a stable electrical supply and access to a brand-new, high-pressure gas pipeline that also feeds the Oregon Clean Energy Power Plant, which will become operational in the summer of 2017.

As Interstate Chemical evaluated the site, the Ohio EPA worked closely with the company, RGP and JobsOhio to ensure the plant would be permitted in a timely manner.

While the state's abundant supply of natural gas initially attracted Interstate Chemical, another factor also played a role in helping the company select Ohio.

"We were really impressed with the way everything came together," said Lou Razzano, Interstate Chemical executive vice president. "This was a complex project with challenging infrastructure demands. The City of Oregon, RGP, JobsOhio and the Ohio EPA all worked so well together to find and develop a site that will get us up and running as quickly as possible."

Interstate Chemical is investing more than \$50 million to build the new chemical manufacturing facility, which will employ 40 workers when fully operational.



Omni-Channel Flexibility Moves Ohio's Logistics Infrastructure into Spotlight

Ohio's strategic location makes it an ideal place for companies involved in or dependent on logistics and distribution. Ohio sits within 600 miles of 60 percent of North America's population and manufacturing capacity, putting businesses in close proximity to their suppliers, markets and customers. And the state's integrated infrastructure of roads, rails, ports and airfields makes it easy for businesses to reach them. Ohio provides global access with nine foreign trade zones that provide cost-effective access to suppliers and markets around the world. Thanks to the Port of Cleveland, Ohio is the only Midwestern state with direct, scheduled shipping to Europe. And the completion of the decade-long Panama Canal expansion in June 2016 created more routes and more cost-effective options for Ohio companies to ship freight internationally, especially to Asia.

Because Ohio's assets are spread across the state, it doesn't matter where a company is located, what it needs to move or how it needs to move it. From front-end information technology capability to the diversity of the logistics network, Ohio's omni-channel infrastructure provides reliable, flexible and cost-effective options for transporting raw materials and finished goods via all modes of transportation.

The state's robust infrastructure has the capacity and predictability to keep supply chains moving and to get products to market faster.

INTERSTATE SYSTEM



- Fourth-largest interstate system
- Largest trucking capacity in the Midwest

RAIL INTERMODAL



- 10 major rail yards
- 13 intermodal terminals
- Termination point for the Heartland Corridor and the National Rail Gateway

AIR AND WATER PORTS

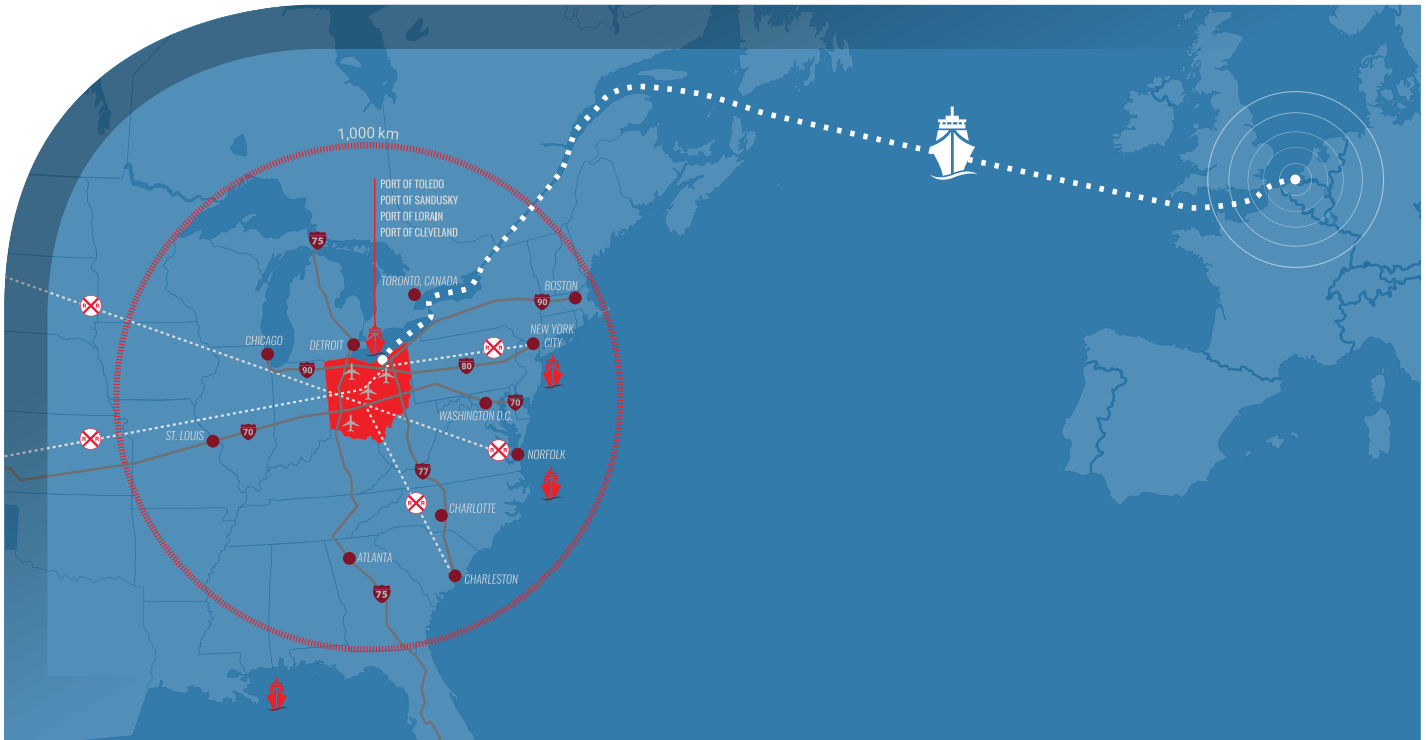


- Nine commercial and cargo airports
- Multiple inland water ports

GLOBAL ACCESS



- Nine foreign trade zones (FTZ)
- Container and heavy goods direct Europe shipping



Ohio Offers Competition and Diversity for Logistics and Distribution Companies

Ohio has created an environment conducive to the success of companies engaged in all aspects of logistics and distribution. The tax structure, for example, reduces the cost of doing business in Ohio. The state has the lowest effective tax rate on distribution centers and the lowest gasoline, diesel and sales/use tax rates. Moreover, Ohio does not charge tax on corporate profits, tangible

personal property, products sold to customers outside of Ohio, or on machinery, equipment and R&D investments.

Ohio has a large pool of reliable and skilled workers. The state's more than 8,100 logistics businesses employ more than 183,000 workers. And there's more talent in the pipeline. According to *US News and World Report*, The Ohio State University Fisher College of Business' supply chain management and logistics program ranks third (undergraduate) and fourth (graduate) nationally.



Columbus State Community College and Cincinnati State Technical and Community College both have training programs in logistics and supply chain management.

Ohio also offers access to diverse industries and their respective supply chains, relatively low utility rates, advantageous labor costs and a quality of life that appeals to people of all ages. These are some of the reasons why so many logistics companies call Ohio home and why many others are locating, consolidating or expanding here.

Companies Find Direct Route to Success in Ohio

Ohio's assets helped drive job creation and capital investment in the logistics and distribution industry in 2016. Nowhere is the growth more obvious than with e-commerce. In fact, Ohio is becoming an e-commerce hub. The number of online and brick-and-mortar retailers opening and expanding distribution centers in Ohio continues to grow. **Amazon, UPS, The Home Depot, DHL, Cargill, Cardinal Health, L Brands** and **zulily** are just a few of the brands that have significant operations in Ohio.

Ohio is proving to be a great central location for West Coast companies expanding in new markets. When companies want to cover the United States in a cost-effective way, they're coming to Ohio. Once here, many expand their distribution operations and add additional functions, such as marketing and data analytics.



Barge freight transport on the Ohio River

#1 IN THE MIDWEST
#3 IN THE U.S.
VALUE SHIPPED
VIA TRUCK

2ND BEST
U.S. LOGISTICS HIGHWAY
INFRASTRUCTURE

13 INTERMODALS
CONNECTED BY
4TH LARGEST
INTERSTATE SYSTEM

25 INSTITUTIONS
OFFERING PROGRAMS IN
SUPPLY CHAIN
MANAGEMENT AND
LOGISTICS

RICKENBACKER
AIRPORT
#1 FTZ
APPAREL
AND RETAIL



Central Ohio Lands Bleckmann's First U.S. Distribution Center

Central Ohio's strategic location and logistics infrastructure are helping to turn the region into a center of e-commerce. Many of the nation's top e-commerce retailers have opened or expanded operations in the region in the past five years to leverage the state's easy accessibility to suppliers and markets.

So when Bleckmann, a Dutch-Belgian company that provides logistics, distribution and supply chain services to the fashion and lifestyle industries in Europe, decided to expand into the United States, company executives included Ohio on their list of potential sites along with Indiana and Pennsylvania.

"As a third-party logistics company focused on fashion and e-commerce, it is key for us to be in a location that has a good infrastructure, a good labor base and a central location so that a large part of the market can be reached quickly and cost efficiently," said Johan Milliau, CEO and co-owner of Bleckmann.

Bleckmann ultimately chose a site in the village of Johnstown, about 25 miles northeast of downtown Columbus.

"After a detailed analysis, we concluded that Columbus was the ideal location to serve the United States, from the East Coast to the West Coast," said Steven Rymenans, group strategy director and co-owner of Bleckmann, which employs about 1,500 workers throughout Europe.

Central Ohio had the logistical, workforce and business climate that Milliau and Rymenans were seeking. It had something else, that also impressed them: the support they received from Johnstown, GROW Licking County, Columbus 2020 and JobsOhio. The organizations worked together to show the Bleckmann officials the benefits of launching their U.S. operations in Ohio.

Bleckmann invested \$3.5 million in its 175,000-square-foot distribution center, which began operations in the summer of 2016. The facility will employ around 200 people in administration, production, warehousing and operations management.



Amazon Wind Farm Putting Stakes in the Ground on Construction in Ohio

JobsOhio and Amazon Web Services (AWS) began collaborating three years ago, when AWS announced in 2014 its intent to invest in new data centers in central Ohio – its first location in the central United States.

AWS has millions of active customers every month across 16 geographic regions worldwide, including locations in the United States, Canada, Europe, Asia, Australia and South America. It not only supports large companies and governments, it also enables small companies to thrive in the digital age.

On Oct. 17, 2016, AWS launched US East (Ohio) Region, demonstrating the leading role Ohio is playing in the digital economy. Along with the world's most comprehensive cloud services, AWS brought its longstanding commitment to power its cutting-edge technology with renewable energy to Ohio with investments in two major renewable energy projects.

Amazon Wind Farm US Central is a 100-megawatt wind farm in Paulding County that went into operation in December 2016. Additionally, under construction in Hardin County is Amazon Wind Farm US Central 2, a 189-MW wind farm that will deliver wind energy by December of 2017.

"We are continuously innovating our data centers to reduce energy use as our business grows," said Director of AWS Energy Strategy Nat Sahlstrom. "We are excited about the role Ohio is playing in our efforts. The two wind farms located in the state will continue to accelerate our work at running our business in the most environmentally friendly way possible."

"Investing in these wind farms along with our new data center region for delivering the AWS cloud shows Amazon's long-term commitment to Ohio," said Senior Manager of AWS Public Policy John Stephenson. "As the tech sector grows, it is important to increase the use of renewable power to make that growth more sustainable."

AWS' investments in Ohio during 2016 built upon Amazon's investments in 2015, when it announced that two new Amazon fulfillment centers would open operations near Columbus. In total, Amazon has expanded its Ohio footprint in a variety of sectors while creating more than 2,200 jobs statewide.



John Stephenson



"We were looking for the last 10 years to come to the United States, but we weren't sure how to start from zero. This was a great opportunity for us. And people from Ohio helped us a lot with the transition and to close the deal."

Tiago Geronimi, Director, Valfilm USA

Valfilm USA, Findlay

Brazilian Manufacturer Credits Ohio's Infrastructure with Decision to Launch U.S. Operations in Findlay

The events of Jan. 30, 2015, remain etched in Steve Shiparski's mind. That was the day Dow Chemical closed its packaging films plant after more than 50 years in Findlay.

"We all walked off the site, they shut the door and it was no longer Dow Chemical," remembers Shiparski, part of the plant's leadership team at the time.

But Shiparski also vividly remembers what happened two days later.

"A majority of us returned to the site and turned the lights back on," he says. "Valfilm was open for business in Findlay, Ohio."

The transition from Dow to Valfilm USA, a subsidiary of Brazilian company Valgroup, can be credited to a collaboration between the two companies and a partnership among JobsOhio, Regional Growth Partnership and Findlay-Hancock County Economic Development, which worked together to facilitate the purchase of the plant. As a result, some 55 Dow employees – most of the 72 formerly employed there – transitioned smoothly to Valfilm. An additional 80 jobs were created by Valgroup's \$9.5 million investment in the plant.

Dow's decision to close the plant opened a door for Valgroup, which manufactures polyolefin films similar to those produced by Dow. In fact, it was Dow that reached out to Valfilm about purchasing the plant when Dow decided to close. Valfilm – one of Dow's largest customers – was already looking for an opportunity to open a plant in the United States.

"We were looking for the last 10 years to come to the United States," explains Tiago Geronimi, director of Valfilm USA, "but we weren't sure how to start from zero. This was a great opportunity for us. And people from Ohio helped us a lot

with the transition and to close the deal." Valgroup originally had planned to base its U.S. operations in the Carolinas or Texas. But the benefits of Ohio's infrastructure were too valuable to ignore, Valgroup CEO Carlo Bergamaschi remembers.

"We found out that the big customer market is here, and that we could be serviced by rail," Bergamaschi explains. "So actually, we found that logistically it made sense."

According to Geronimi, additional advantages included nearby colleges and the support of the thriving plastics industry in Ohio. "It was a prime location for us to continue to grow."

Not only has Valfilm's move to Findlay helped create jobs, the company plans to add more by doubling its workforce in the future. For the city and its residents, additional jobs are the biggest benefit of all.

Shiparski, now operations manager for Valfilm, remembers the sting Dow employees felt at the prospect of losing their jobs and leaving a solid company like Dow. "That building has housed a lot of people's growth in their own careers," he says.

The transition to Valfilm employment, however, has shown those employees that Valfilm values them just as Dow did, Shiparski says. Not only did Valfilm welcome its new employees, the company encouraged them to actively help build the new company from the ground up.

"The fear turned into excitement about being entrepreneurial," he says. "It's been an exciting journey thus far, and it's only been two years."



Exceptional Talent



CoverMyMeds employees, Columbus



Columbus Collaboratory,
Columbus

Ohio's Exceptional Talent Helps Companies Succeed

The availability of a skilled and well-trained workforce is a critical factor in site-selection decisions. Companies need access to talent just as much as they need access to roads, electricity or a good supply chain. Ohio provides employers a diverse, educated and skilled talent pool, so it's not surprising that many of JobsOhio's project wins in 2016 were based on this exceptional asset.

The following pages cover Ohio's advantage and describe JobsOhio's new talent acquisition services, a suite of



customized services to help companies recruit, hire and train employees. This section also explains how Ohio's skilled workforce continues to spur growth in the advanced manufacturing and auto industries, leading Dana and Airborne Maintenance and Engineering Services to announce projects in Ohio, and helping Honda to build its Acura NSX supercar in Marysville.



Honda Performance
Manufacturing Center,
Marysville

Customized Talent Acquisition Services Slated to Help Select Companies in 2017

With the baby boomer generation retiring in droves nationally from many industries, insurance to IT to health care are seeing a talent gap. In an effort to address this issue, JobsOhio launched its talent acquisition services. First announced as a strategic initiative, these services, offered to select companies, range from candidate attraction to screening to job training.

The talent acquisition team achieved the following milestones:

- Hired and onboarded a talent team comprised of five full-time staff members in the JobsOhio office as well as a dedicated full-time talent person in each of the six JobsOhio regional network partner offices.
- Mapped Ohio's public, private and non-profit resource and vendor partners to provide visibility into delivery gaps and worked collaboratively with the Ohio Office of Workforce Transformation to strategically address talent gaps.

The talent acquisition framework offers four core services to help companies succeed in Ohio:

- Talent Attraction: Marketing job opportunities to the right audience through various channels ranging from social media to advanced digital advertising.
- Talent Sourcing: Leveraging ongoing relationships as well as out-of-state resources for talent pipeline development.
- Pre-screening Talent: Accessing national assessment tools tailored to specific occupations.
- Training the Workforce: Offering customized training programs created for specific skill requirements.

2017 Strategic Priority: Talent Acquisition Services

JobsOhio's talent acquisition team will continue to support the talent needs of select, expanding companies by strengthening its services in the following ways:

Utilizing target marketing opportunities to approach and refine algorithms for talent advertisement and promotion.

Sourcing replicated methods and models to identify quality candidates and find talent using resources across Ohio.

Leveraging Ohio's confirmed network and delivery system to identify delivery methods to meet company's talent needs for today and the future.



ExactCare Pharmacy, Valley View

Companies Create Custom Training Programs to Develop Workforce

Manufacturing companies depend on a skilled workforce to succeed, but acquiring this important asset can often be a challenge. In Ohio, companies take different paths to developing the manufacturing talent they need. Some offer mentoring or apprenticeships. Some provide on-the-job training. Others collaborate with education institutions, community groups, government agencies and economic development organizations to develop innovative and cost-effective talent solutions.

Festo's Unique Apprentice Program Trains Workers in Mechatronics

German-based **Festo**, an industrial control and automation company with a facility in Cincinnati, collaborated with Sinclair Community College (SCC) and TechSolve to create a unique new apprenticeship program in mechatronics. JobsOhio provided support to help Festo launch the program. Based on the German dual-education model, the apprenticeship gives students both theoretical instruction and on-the-job training in computer science as well as in mechanical, electrical and controls engineering.

Students take classes at SCC, receive hands-on training at Festo's state-of-the-art learning center and acquire actual experience at their respective employers. Graduates gain the in-demand skills required for jobs in mechatronics and earn an associate's degree.

"Our mission is to improve companies' productivity by re-establishing manufacturing as a choice for young talent," said Carolin

McCaffrey, chief liaison officer at Festo. "Students who graduate from this program will have more than just a job. They'll have a career path in a field known for high wages and steady growth."

JobsOhio's Support of Aerospace Leader's Training Program Leads to Job Creation

Airborne Maintenance and Engineering Services (AMES), a western Ohio company, which provides aircraft maintenance, repair and overhaul (MRO) services at the Wilmington Air Park, simply couldn't keep up with the increasing demand for MRO services and began turning away business.

AMES' biggest obstacle to growth was the national shortage of technicians in this specialty area nationwide. Company officials realized the best way to develop the necessary workforce was to recruit workers who want to develop these in-demand skills and provide the necessary training in-house.

AMES sought – and received – assistance from JobsOhio to help fund a customized training program to train technicians in the area of sheet metal structure and repair. The on-the-job training removes the hurdle of obtaining a two-year certification prior to employment and allows employees to learn while they work.

AMES, which employs about 640 workers in the Wilmington Air Park, expects to hire and train at least 100 more over the next couple of years as new students enter the six-month training program. The new positions represent nearly \$3 million in payroll.

"The JobsOhio Workforce Grant gave us the financial support we needed to create a customized training program," said Brady Templeton, president of AMES. "This training is enabling us to develop some of the talent we need to expand and serve more aviation companies in Ohio."



Airborne Maintenance and Engineering Services, Wilmington

Ohio's Pool of Skilled Talent Drives Auto Industry Growth

Ohio's automotive industry remains as innovative today as it was more than 100 years ago, when Ohioans first began making early versions of today's automobiles. This innovation helps explain why Ohio's auto industry continues to prosper, ranking second in the nation for vehicle production and first in the production of engines and transmissions. It also ranks first in the production of glass, plastics and rubber products.

Ohio has a large workforce to support automotive companies. Consider these numbers:

- 108,000 automotive workers (40 percent more than neighboring states)
- Second-largest motor vehicle and parts manufacturing workforce
- 10 percent lower wages than national average for top 10 auto occupations

Northwest Ohio Automotive Partnership Benefits From Robust Talent Pool

Toledo's auto workforce will jump significantly when two projects are complete.

Fiat Chrysler Automobiles (FCA) sells Jeep Wranglers worldwide. The company is retooling its north and south plants at its Toledo assembly complex to keep pace with its expanding Jeep lineup. The automaker announced in July 2016 that it's making \$700 million in upgrades to the north plant, resulting in 700 new jobs. The investment will enable workers to produce the next generation of the iconic Wrangler and increase annual production capacity from 240,000 to approximately 350,000.

Just six months later, FCA announced that it's investing \$1 billion in two Midwest factories, including the south plant in Toledo, where workers will build the all-new Jeep pickup truck.

Meanwhile, **Dana** is building a new, high-tech manufacturing facility in Toledo. The Maumee-based company is investing \$70 million to triple the size of a recently constructed building from 100,000-square-feet to 300,000-square-feet. Dana expects to employ more than 300 associates at the new facility, which will produce axles for the Jeep Wranglers made at FCA's Toledo complex, among others.

Both FCA and Dana need skilled and experienced autoworkers to support these massive projects and knew they could find them in Northwest Ohio. FCA had, after all, been producing Jeep vehicles in Toledo for many years. And with its world headquarters in nearby Maumee, Dana was more than familiar with Ohio's auto talent.

"It became clear that being in the Toledo area made sense for us," said Bob Pyle, president of Dana Light Vehicle Driveline Technologies. "We have a number of our major customers within shipping distance from Toledo, the longstanding history of supplying Jeep, and really the hard work and manufacturing experience of people in Toledo."

Dana has been supplying Jeep with axles since the 75-year-old brand was introduced during World War II. Dana's new facility sits on the site of the former Willys-Overland Motors, which developed the original military Jeep, and is less than three miles from FCA's Toledo assembly complex.

A strong workforce clearly benefits both companies and the state. Businesses enhance their competitive edge with the right talent. The state, meanwhile, can attract more capital investment, leading to economic growth and prosperity.



The FCA Toledo assembly complex, Toledo



Honda Depends on Ohio Talent to Build First American-Made Supercar

A quality automotive workforce is one of the reasons Honda came to Ohio in the 1970s to manufacture motorcycles. And that outstanding talent is what helped Honda design and build the first American-made supercar, the Acura NSX, in Ohio.

Honda's Acura brand debuted the all-new NSX at the Performance Manufacturing Center (PMC) in Marysville in May 2016. The NSX, Honda's halo car, boasts a hybrid powertrain with three electric motors and a twin-turbo 3.5-liter, V-6 engine. The 573 hp NSX can accelerate from zero to 60 mph in 3.1 seconds.

"The NSX is the best thing we make on four wheels, and it makes sense that Honda decided to make the pinnacle version of what Acura is here in Ohio," said Jon Ikeda, vice president and general manager of the Acura division. "They had all the confidence in the world in the talent here."

When Honda first considered manufacturing in America in the late 1970s, talent was one of its main concerns. Could Honda find skilled, hard-working labor to match that of Japan? Founder Soichiro Honda eventually concluded that he could – in Ohio. In 1979, the first Honda motorcycle rolled off the line in Marysville, with 64 American associates under the spotlight.

Those 64 pioneers proved that Ohio had the right stuff. Today, Honda employs about 14,000 associates at five Ohio production facilities, including the PMC. The center opened in 2015 as the exclusive global production facility for the made-to-order supercar. NSX production is centered on the skills of approximately 100 experienced engineers and technicians.

At the NSX rollout, Clement D'Souza, chief engineer at the PMC, stressed the role talent played in the development of the supercar.

"Today marks the realization of a big dream here at the PMC and the culmination of more than 30 years of manufacturing experience and expertise here in Ohio," D'Souza said. "Our world-class team of expert technicians, through their passion, has realized major innovations in the design and manufacturing of a next-generation Acura supercar that truly delivers incredible precision-crafted performance."

From the very beginning, Honda officials needed automotive workers with excellent skills, a strong work ethic and great ingenuity. That's exactly what they discovered in Ohio.



HONDA

German Company's Faith in Ohio Workers Helps Community Hit Hard by Job Losses

Valerie Puckett and her family had no intention of leaving their home in Norwalk, Ohio. But when a local manufacturing plant shut down in 2014, Puckett and her husband were two of nearly 300 residents who lost their jobs.

The company's decision to close left the Pucketts and the entire Norwalk community reeling. "Norwalk had already experienced a great amount of loss during the recession," Norwalk Mayor Rob Duncan said. "We'd lost approximately 1,000 jobs already, so this was a devastating time for our community."

The Pucketts found work in Missouri and followed their packed moving van out of town. Other residents, however, weren't so lucky. Norwalk just didn't have many employment options.

But that was about to change. Around the time the manufacturing plant was preparing to close, German automotive supplier Borgers AG began searching for a location to build its second North American manufacturing facility. Werner Borgers, company CEO and a fifth-generation member of its founding family, had just started thinking about the search when representatives from JobsOhio came to his company's headquarters in Bocholt, Germany.

"Amazingly, they showed up in my office before we had even started the selection process," Borgers said. "There must have been something in the air."

Borgers USA Corp., a division of the parent company, had some tall orders. As a company that produces textile automotive products like trim, carpet and insulation for commercial and passenger vehicles, Borgers USA had to find a community with workers skilled enough to keep pace with the demanding production process of its customers. They also needed employees who could come to the job highly trained, trained with experience working on complex machinery. Norwalk satisfied both requirements.

Once Borgers USA narrowed its choices to two communities, the final decision came down to which one could meet their aggressive timing requirements the best. In the end, the city of Norwalk offered everything that Borgers USA needed. From the people, to a site that was ready to build on in a very short timeline, all the right ingredients were there for Borgers USA to be able to put Norwalk on the top of their list.

"It was the whole community that was the real difference," said Borgers when the announcement was made that Borgers USA selected Norwalk. "Norwalk is a great location regarding logistics as it relates to our Midwest customers, and the labor force is exceptional and highly motivated. In addition to that, we feel that there is a great emotional fit between the people in Norwalk and the values and characteristics of our family business."

Looking back, Borgers says he was also impressed by the collaboration of the community, the state and JobsOhio.

Borgers USA invested \$60 million in the Norwalk facility, which began operations in 2015 and will employ as many as 230 once it's running at full capacity. The company's decision to build its second North American plant in Ohio brought back a lot of good jobs – and even some former residents.

Valerie Puckett and her family are Ohioans once more. "We would not be back in Norwalk if Borgers USA had not decided to come to Norwalk."



JobsOhio's Joe Worboy and Kristi Tanner, Borgers' Werner Borgers and Ingo Klinkenbusch, and Team NEO's Mindy McLaughlin celebrate Borgers' Norwalk opening.





BORGERS

"We have encountered many very, very interactive people here, even the administration was helpful. It was the whole community that was a real difference between Norwalk and some other cities."

Werner Borgers, CEO

Watch the video for more information on how Borgers made a difference in this community at jobs-ohio.com/borgers



Ohio's Research and Innovation Network Helps Companies Gain Competitive Advantage

Innovation drives economic growth in Ohio. It leads the way to new ideas, processes and technologies that solve problems and make positive changes. Ohio's research and innovation investments and assets benefit diverse industries, including advanced manufacturing, automotive, information technology and biohealth.

The following section explores the companies, programs and organizations that ensure research and innovation thrive in Ohio.



*Quality Electrodynamics,
Cuyahoga County*



Advanced manufacturing companies, for example, can access programs and organizations that support the development of advanced materials, processes and technologies. Partners within the state's automotive research network are leading advancements in connected and autonomous vehicles. Ohio's information technology infrastructure and collaborative ecosystem help IT companies excel in areas such as data analytics, cloud computing, cybersecurity and the Internet of Things. A supportive biohealth network benefits companies developing innovations that improve patient care and save lives. And JobsOhio's new research and development grant program is ensuring more companies can locate and expand R&D centers in the state.



Athersys,
Cleveland

A Snapshot of Ohio's Research and Innovation Network

Public-Private Organizations

Long-term partnerships between the federal government, state of Ohio and strategic corporate investment position Ohio to maintain a competitive advantage and accelerate innovation. Combined, the state of Ohio and private industries invest **\$10 billion annually to science and engineering research**. These collaborations between public and private entities are advancing research and translating these discoveries into commercial applications helping to create jobs and advance technology.



Capital and Business Supporters

Ohio's statewide network of capital and business support creates a continuum of assistance for company creation, early stage seed and venture funding, and corporate partnerships to scale and reach market penetration. Committed resources such as business expertise, mentorship, capital and talent help nurture innovative ideas into global corporate leaders in the state. Ohio's unique ecosystem for entrepreneurs continues to attract national and global audiences and create jobs throughout the state. **2016 was a banner year for Ohio**, evidenced by multiple public company acquisitions of firms fueled by **Ohio Third Frontier** entrepreneurial service providers (ESPs) and Ohio-backed venture funds.

The robust research and innovation network throughout Ohio is available to startup entrepreneurs, middle-market companies and mature enterprises ready to achieve next level success advancing transformative technologies, cutting-edge materials and innovative processes. Here is a sample of the state's innovation assets that help Ohio companies continuously improve their competitive positions.



Ohio Supercomputer Center



OARnet



Academic and Clinical Resources

Ohio is anchored by **some of the nation's best teaching and research hospitals**, multiple **academic research institutes**, and more than **200 institutions of higher education**, distinguishing the state as a national center of excellence. Together, these institutes attract funding from the National Institutes of Health, corporate leaders, and philanthropists to move innovations from concept to commercial application. Integrated clinical and hospital care, coupled with research and education, puts Ohio at the forefront of attracting world renowned thought leaders with the common goal of improving humanity. In 2016, innovations launched in Ohio across human performance, industrial automation, personalized genetic pharmacology, and clinical pathway development are being adopted globally.



Logos are illustrative examples and not intended to be a comprehensive list.

Innovation Network Puts Ohio at the Forefront of Advanced Manufacturing

Ohio has long been home to American manufacturing. As the industry has evolved to incorporate new technologies, Ohio has built an innovation ecosystem, talent pool and supply chain to support the high-tech manufacturing businesses of tomorrow. But today's advanced manufacturers also need the collaborative support of a comprehensive and connected innovation network. This network exists in Ohio.

In fact, Ohio is home to or connected with numerous companies, academic institutions, research facilities and trade organizations involved in the research and development of composites and carbon fiber, additive manufacturing, and autonomy and sensors.

Collaboration Helps Advance Materials Research in Ohio

Manufacturing USA, previously known as the National Network for Manufacturing Innovation, coordinates public and private investment in emerging advanced manufacturing technologies. Manufacturing USA brings together industry, academic and government partners to collaborate, leverage existing resources, and co-invest to advance manufacturing innovation and accelerate commercialization. Advanced manufacturers in Ohio benefit from the state's participation in four Manufacturing USA institutes: NextFlex, America Makes, Lightweight Innovations for Tomorrow and the Institute for Advanced Composites Manufacturing Innovation (IACMI).

Advanced Processes and Technologies Development in Ohio

America Makes is the nation's leading partner in additive manufacturing or 3-D printing technology innovation and development. Headquartered in Youngstown, America Makes is working to accelerate additive manufacturing technology to increase the nation's global manufacturing competitiveness.

Ohio is leading the way in the development of advanced technologies. NASA's Glenn Research Center in Cleveland's Sensors and Electronics branch is developing thin film sensors for surface measurement of propulsion system research in order to monitor the health of existing and future vehicles.

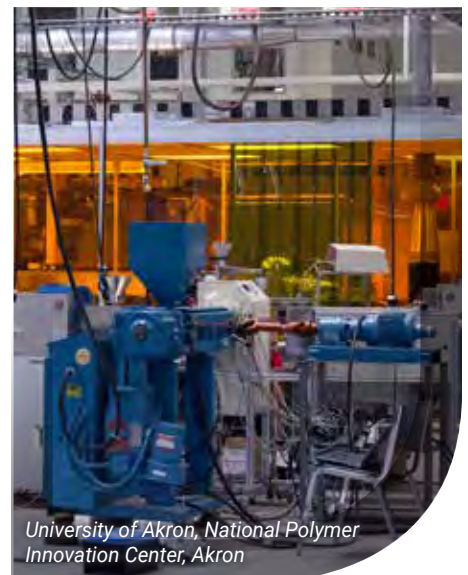
2017 Strategic Priority: Carbon Fiber

Media coverage of today's transportation industry is all about autonomy and driverless cars. But transportation is still a large energy user and a significant pollution emitter. The United States has Corporate Average Fuel Economy standards that require automobiles to be more efficient. Advanced propulsion and lightweighting technologies are needed to achieve these ever-increasing standards. JobsOhio has cross-sector strategies focused on lightweighting, specifically carbon fiber composites for the aerospace, automotive, biomedical and petrochemical sectors.

Today, carbon fiber reinforced composites are used in high-end sporting goods and the latest generation twin-aisle airplanes. The goal is to develop low-cost carbon fibers and composite processing technologies that allow its widespread use in automobiles, wind turbine blades and prostheses. For petrochemicals, the primary source of carbon fiber feedstock is a shale-gas byproduct.

Ohio is well positioned to support this emerging technology, as the state is rich in shale gas reserves, which provide a local feedstock source and low-cost energy for carbon fiber processing. Ohio has the innovation infrastructure and market access to support the development and commercialization of this technology.

JobsOhio pledged \$5 million over five years to the IACMI and has partnered with the University of Dayton Research Institute to use those funds, matched by federal and private funds, to accelerate carbon fiber development in collaboration with Ohio companies. The goal of IACMI is to reduce the cost of carbon fiber and increase commercialization across key sectors.



University of Akron, National Polymer Innovation Center, Akron

Ohio's Research and Engineering Talent Play a Role in Steiner eOptics' Decision to Expand in Dayton Region

A Dayton-area company that designs and manufactures advanced electro-optical equipment underwent a significant expansion after it consolidated with a division from California.

Steiner eOptics, a subsidiary of German-based Steiner Optik GmbH (itself a subsidiary of Beretta Holding SpA, the Italian firearms manufacturer), had two facilities: one in California and one in Beavercreek Township in Montgomery County. When officials at Beretta sought to consolidate the two facilities, they considered sites in several other states where the company had operations. But they ultimately decided to expand in Ohio.

They found a building in nearby Miami Township and invested more than \$1.1 million to renovate the building and add the necessary equipment to accommodate the expansion.

"We chose Ohio over several other potential sites, and we're proud to call Miami Township our new home," said Alan Page, general manager of Steiner eOptics. "Ohio provides a business friendly climate, and the greater-Dayton area gives us access to a deep pool of highly educated engineers and researchers aligned with the defense industry as well as a skilled and motivated production workforce."



Wright Patterson Air Force Base is home to several R&D organizations tied to electro-optics, including the Air Force Research Laboratory (AFRL), the Air Force Institute of Technology, the Human Performance Wing and the AFRL Sensors Directorate. These organizations help create a talent pool from which Steiner eOptics can draw.

Five employees from California joined the 21 employed in Montgomery County, and Steiner eOptics hired an additional 55 people locally as a result of the consolidation. The company plans to add even more workers in the next couple of years as it expands its product line.

Steiner eOptics designs and produces night-vision goggles, combat identification beacons, laser aiming devices, handheld and weapon-mounted tactical lights, and other electro-optical equipment for use by military, government and law enforcement personnel. The company's products are designed to provide improved situational awareness in both day and night operations.

"Our new Ohio location will allow us to continue to lead in the field of electro-optical equipment," Page said.

STEINER 
Nothing Escapes You

Ohio Continues to Invest in Smart Transportation Resources

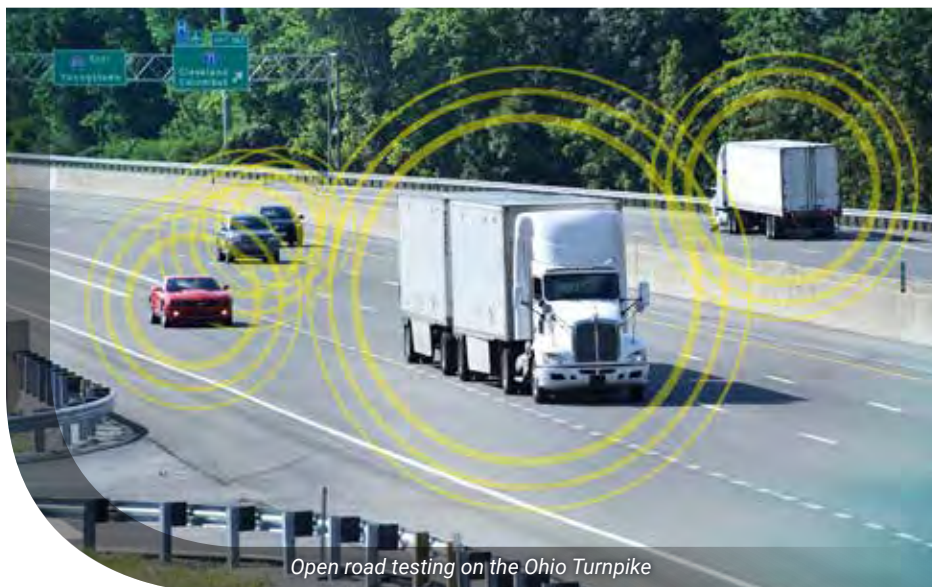
Not since Henry Ford revolutionized auto manufacturing with the introduction of the Model T has the automotive industry undergone such profound change. Driven by new technologies, sustainability policies and a desire for safer transportation, traditional automotive manufacturers, big tech companies and pioneering startups are changing transportation. These remarkable new innovations are transforming the movement of people and goods.

These smart transportation systems promise safer, smarter and more efficient mobility. Auto manufacturers are incorporating advanced driver-assisted systems into their vehicles, and autonomous testing is in full swing.

Ohio is committed to autonomous vehicle research and offers exceptional resources for industry leaders involved in the advancement of autonomous vehicle technology and smart transportation systems.

The 4,500-acre Transportation Research Center (TRC) is the largest independent proving ground in the U.S. and an excellent location for testing in a controlled environment. The Ohio State University also offers world-class automotive testing resources, including its Center for Automotive Research and Driving Simulation Laboratory. Smart Columbus is the first and only U.S. Department of Transportation's winner of the "Smart City Challenge," beating 77 cities nationwide. Finally, Ohio's extensive and varied road system is another asset for companies engaged in autonomous testing.

Ohio's central location, world-class research capabilities, strong auto industry ties and four-season climate make it the ideal location to advance technology that drives the development of autonomous vehicles and smart transportation systems.



Open road testing on the Ohio Turnpike

2017 Strategic Priority: Autonomous/Connected Vehicles

Significant investments in 2016 put Ohio at the top of the list for companies involved in the research, development and testing of connected and autonomous vehicles and advanced mobility technologies.

Smart Columbus alone brings \$140 million in funding from the U.S. Department of Transportation, Paul G. Allen's Vulcan Inc. and local public and private sector partners. Projects will implement next-generation solutions to help residents and goods move more easily.

The TRC received a combined \$45 million from the state of Ohio, JobsOhio and The Ohio State University for the first phase of the Smart Mobility Advanced Research and Test (SMART) Center, a state-of-the-art hub for automated and autonomous testing in a controlled environment.

Ohio is also investing over \$15 million in advanced highway technology to support improved open road testing of autonomous and connected vehicles. The state is installing smart systems and devices along the Ohio Turnpike and Interstate 90 in northern Ohio and along U.S. Route 33 and Interstate 270 in central Ohio. These roads will provide perfect conditions for this technology, which collects and transmits high levels of data to researchers and traffic monitors, to be safely tested in real-life traffic situations.

Moving forward, JobsOhio will leverage these significant investments to support the expansion and attraction of companies that work in this space.

Innovation Benefits from IT Infrastructure and Public-Private Partnerships

Autonomous vehicles, wearable technology, machines that talk to each other – these and other technological advances represent fantastic opportunities for Ohio’s economy. Yet, speed to market requires more than science. It depends on connectivity among research and development partners.

Ohio’s established tech community fosters public-private sector collaboration in the research and development of data analytics, cloud computing, cybersecurity, sensors, virtual reality, the Internet of Things (IoT) and other areas driving the IT revolution. That network includes a strong infrastructure that makes it possible for partners to connect with each other and important resources.

Continued Investments Contribute to Ohio’s Strong IT Infrastructure

Driven by businesses’ increasing reliance on big data, a significant number of new cloud service providers are coming to Ohio as well, among them **Amazon Web Services (AWS)**, the world’s most comprehensive cloud services provider. In October 2016, AWS announced availability of the US East (Ohio) Region, which consists of three separate availability zones – data centers in separate, distinct locations within a single region that are engineered to be operationally independent of other availability – adding to the company’s national network. Customers running their applications in the AWS Cloud leverage the scale and performance of AWS, and are able to move faster, operate more securely, and save substantial costs.

Collaboration Results in Resources to Advance IoT Innovation

The Internet of Things is changing the way we live and work. Personal fitness trackers monitor and record our activity. Sensors in streets help manage traffic. Smart grids share information in real time to better manage energy distribution.

The burgeoning use of consumer and industrial smart devices connected to each other and the Internet is contributing to the exponential growth of data.

Ohio’s colleges and universities, working in collaboration with industry partners, are launching programs to develop and commercialize sensor technologies that capture and analyze data. Sensor systems are critical to diverse applications within the automotive, aerospace, biomedical, energy, advanced materials and agricultural industries. Cleveland State University’s Wright Center for Sensor Systems Engineering and Case Western Reserve University’s Institute for Smart, Secure and Connected Systems are two programs involved in developing and commercializing sensor technology.

As more smart devices generate more data, and as cyber attacks wreak havoc for companies, the need to secure data is more important than ever. Ohio is also leading the way in protecting data with 25 higher education institutions offering programs in cybersecurity and 17 offering programs in data analytics.

Ohio is becoming recognized as ground zero for the infrastructure and collaborative partnerships that drive IT innovation of tomorrow.

2017 Strategic Priority: Internet of Things

In 2017, JobsOhio will leverage the growing need for cybersecurity, data analytics and the Internet of Things by building on the state’s growing status as a big data hub. The presence of companies like **IBM, 84.51, Alliance Data, Teradata, Oracle** and **Saama** illustrate Ohio has the talent, collaborators and ecosystem for success.

Additionally, JobsOhio will continue to engage in IoT opportunities available in the biohealth, advanced manufacturing (Industry 4.0), smart mobility and smart grid sectors. A strong existing footprint in these sectors, combined with advanced research centers and innovative scale-up businesses, present a unique opportunity to grow the IoT sector in Ohio.

Ohio Academic Resource Network (OARnet)

Provides 100 Gb per second

A single point of connection with all R&D resources in Ohio including university-based tools.



Clinical Excellence Positions Ohio Biohealth Innovators for Success

Ohio boasts world-class hospitals, universities and research centers. It's also among the seven largest medical states for research consortiums, led by **Cleveland Clinic**. These hospitals work with academic research centers to conduct research and execute clinical trials, which results in some of the industry's most innovative and life-saving medical advances.

Innovation Network Boosts Biohealth

A well-funded entrepreneurial ecosystem is another biohealth asset. The industry receives crucial support from Ohio's Third Frontier, a program providing operating expenses for incubators as well as pre-seed and seed funding. Ohio's biohealth sector has outpaced national biohealth industry employment levels for the last 10 years, adding more than 7,800 jobs since 2012.

Ohio biohealth businesses also benefit from approximately 1,600 bioscience companies located throughout the state, including corporate leaders **Cardinal Health**, **Steris** and **Ethicon**. Ohio's deep manufacturing expertise as well as the high volume of U.S. pharmaceutical distribution moving through Columbus (about 90 percent) helps position manufacturers of biohealth innovations for success in Ohio. **Aprecia Pharmaceuticals**, located in Cincinnati, has earned national acclaim as the first company to win FDA approval for a 3-D printed medication.

Ohio's strong business climate and the collaborative nature of the state's biohealth industry make it possible for biohealth companies to bring life-saving innovations, products and services to market. The state's hospitals, research institutions and companies are willing and eager to work together to improve patient care and help each other succeed.

As home to many of the nation's leading hospitals, research institutions and biohealth companies, Ohio is leading the way in developing the medical innovations that could save, improve and extend lives worldwide.

ExactCare's Innovation Results in Explosive Growth

ExactCare has experienced tremendous growth from its headquarters in Cuyahoga County. The full-service pharmacy, which specializes in medication management for patients with chronic conditions who require multiple medications, has grown more than 1,500 percent since its inception in 2009.

In need of an expansion to accommodate its explosive growth, ExactCare executives began looking at potential sites, including its Valley View headquarters and locations in Nashville, Tennessee and Dallas, Texas. The company decided to stay in Ohio and expand its existing facility to take advantage of Ohio's supportive and innovative biohealth industry.

ExactCare will invest \$1.93 million in the expansion, which will add 690 jobs to its current workforce of 185. The additional jobs will increase the company's payroll by \$34.4 million.

Cleveland Clinic

#1 HEART PROGRAM
22 CONSECUTIVE YEARS

#2 HOSPITAL
IN U.S.

RANKED THE TOP 10
NATIONALLY IN 13 ADULT SPECIALTIES

Cincinnati Children's Hospital

#3 CHILDREN'S HOSPITAL

Nationwide Children's Hospital

#10 CHILDREN'S HOSPITAL

THE OHIO STATE UNIVERSITY - JAMES CANCER CENTER

10. PERFECT SCORE.

Alkermes to Expand Wilmington Manufacturing Facility to Meet Demand for Mental Illness Medicines

As a growing biopharmaceutical company that makes medicines for mental illness and addiction, Alkermes is planning to expand its existing manufacturing facility in Wilmington to meet an increasing demand for its products. Alkermes has steadily expanded the facility since acquiring it more than 20 years ago.

Alkermes is a global organization that develops innovative medicines designed to help millions of patients with serious, chronic diseases of the central nervous system, including schizophrenia, depression, opioid dependence, alcohol dependence and multiple sclerosis.

In Ohio, Alkermes manufactures several medicines, including VIVITROL[®], which is approved for the treatment of alcohol dependence and the prevention of relapse to opioid dependence following opioid detoxification. The planned facility expansion, which is projected to add more than 90 new jobs to the existing 440-person workforce, is intended to support increased production of VIVITROL as demand has increased in response to the nation's growing opioid epidemic.

"The expansion of our Wilmington facility is exciting. We are committed to the patients we serve as well as the community of Clinton County, so we look forward to growing our existing workforce in order to meet the ongoing needs of patients," said Kristen Parr, vice president, general manager, Alkermes. "We have been a part of this community for many years and appreciate all of the support, including the economic development services from JobsOhio, Dayton Development Corporation and Clinton County."

Alkermes' investment in its Wilmington facility strengthens Ohio's role as a leader in pharmaceutical manufacturing. It also gives the company the capacity to continue manufacturing innovative medicines that make a meaningful difference in the way patients manage their diseases.



Kristen Parr



The city of Dayton and the CareSource Headquarters

CareSource Continues to Lead the Redevelopment of Downtown Dayton

As a young social worker in Marion County, Ohio, Pamela Morris saw how difficult it was for her clients to get health care. Then, having led a managed care organization, she saw how the managed care model would provide a higher quality of care for under-resourced citizens. She was ready in 1989 when community leaders called on her to pioneer the new managed care model in Dayton.

In the 28 years since then, that calling has become the nonprofit company, now called CareSource, one of the largest Medicaid managed care plans in the country and a leading provider of quality health care plans and programs.

It also has become the driver of downtown Dayton's revitalization. With its nine-story headquarters, CareSource is a major presence in downtown, and that presence is growing. The company recently announced plans to expand its footprint with the construction of a six-story office building and the renovation of another nearby building. The result will be a walkable campus connecting the three buildings. The expansion will create 650 jobs, bringing the total number of workers in Dayton to 2,600 by the year 2019.

"Almost 10 years ago we took a bold step at the height of the economic recession and invested in Dayton by building the CareSource headquarters," said Morris, president



Pamela Morris

and CEO of CareSource. "We are proud to continue investing in Dayton and look forward to the resurgence of our downtown."

Today CareSource is a \$7.2 billion company that employs 3,100 people and manages health care for more than half of Ohio's Medicaid recipients. In addition to its Medicaid managed care plans, the company also offers Medicare Advantage plans, health plans through the Health Insurance Marketplace and programs that link members with vital support services. Together, these programs serve more than 1.6 million CareSource members in Ohio, Indiana, Kentucky and West Virginia. In July 2017, the company will begin serving members in Georgia.

"Ohio has been a great place to grow our business," said Morris of the company's continued commitment to the city. "We've been able to attract and retain the talent we need to grow."

Despite its growth, CareSource has remained committed to its core mission: to make a lasting difference in its members' lives by improving their health and well-being. What started as one person's vision for better health care has turned into one of the nation's leading health care organizations.



Health Care Giant Reaches an Agreement to Acquire CoverMyMeds, Proving Ohio's Startup Success

In less than 10 years, CoverMyMeds went from an idea to automate prescription drug approvals to Ohio's first tech startup valued above \$1 billion.

In January 2017, San Francisco-based McKesson Corp., one of the three biggest health care products distributors in the U.S., announced plans to purchase the fast-growing CoverMyMeds for \$1.1 billion. The acquisition, on the heels of IBM's purchase of Explorys and Assurex Health's purchase by Myriad Genetics, once again proves that startup companies can succeed in Ohio. It also strengthens Ohio's position as a leading location for investors and entrepreneurs.

CoverMyMeds founders Sam Rajan and Matt Scantland started the company in 2008 with a simple goal: to streamline the approval process for prescription drugs. They created software to automate and accelerate the process for obtaining prior authorization from health insurers, eliminating faxes, phone calls, long waits and other hassles that often result in denials and prolonged health issues for patients.

The company has nearly doubled in size every year since its software launched in 2010. Today, about 500 employees work at the company's Columbus and Highland Hills offices, and the company plans to add significantly to its headcount in 2017.

The deal with McKesson allows CoverMyMeds to operate as an independent business unit under its existing leadership.

"CoverMyMeds is a signal that a state like Ohio can build great technology companies that contribute

not just to the startup ecosystem, but that can go on to form a lasting part of our economy and a source of high-quality job growth and innovation for years to come," said Matt Scantland, co-founder and CEO.

JumpStart Inc., the nonprofit investment group that administers Ohio Third Frontier technology funds for Northeast Ohio, invested \$500,000 in CoverMyMeds in 2010 and provided guidance and industry introductions to help the startup continue its scale-up growth trajectory.

"This is a great signal. Investments of the Ohio Third Frontier have supported companies that have the potential to grow to be quite large and can be meaningful on the national scene," said Ray Leach, CEO of JumpStart.

Regional early stage partners, such as Cleveland's JumpStart, Columbus' Rev1 Ventures and Appalachia's TechGrowth, combine Ohio Third Frontier matching dollars from corporations and other sources to make investments in early technology startups.

"This is another great example that Ohio grows billion-dollar companies," said David Goodman, director of the Ohio Development Services Agency and chairman of the Third Frontier Commission. "This is Governor (John) Kasich's technology vision – that the success of companies like CoverMyMeds provides reinvestment opportunity so other startups can build the tech companies of tomorrow."



covermymeds®

New JobsOhio Grant Program Supports QED's Center of Excellence

Quality Electrodynamics (QED) is adding 30 jobs to nearly 150 already on hand using a JobsOhio Research & Development (R&D) Grant provided to support the creation of an Advanced Imaging Systems Research Center.

JobsOhio launched the R&D grant program in mid-2016 as a way to make strategic investments in new corporate R&D centers that support the development and commercialization of emerging products and technologies. QED, the program's first grant recipient, is using the funds to collaborate with some of the world's most prominent imaging equipment manufacturers to improve patient care.

"The health care industry is going through a transformation," says QED's founder and CEO Dr. Hiroyuki Fujita. "We are changing from a treatment-based system to a value-based system. QED is a private company, but for us to make a bigger impact, we cannot just do that by ourselves. So for patients to have a more effective device and treatment, we have to collaborate more. Everybody has to come together to work for the greater good."

For Fujita, that means collaborating with companies that in other contexts might be competitors. As part of the center for excellence, QED is finalizing collaborative agreements with several leading equipment manufacturers that serve markets around the world.

Based in Mayfield, QED has been a rising star in the biomedical space since

Fujita founded the company in 2006. What began in a 300-square-foot room at the Case Western Reserve University physics department has grown into an important global developer, manufacturer and supplier of advanced medical equipment electronics.

QED received early financial support from the Ohio Third Frontier initiative and later from JobsOhio. Fujita is thankful for the system of support available in Ohio.

"I am grateful to Team NEO, BioEnterprise and JobsOhio in particular because, at the end of the day, they are trying to grow this ecosystem in the biomedical health care sector," he says. "They have played a big role for me because they are connectors. They see opportunities, which I may not see from my side, and are able to connect those opportunities together."

The JobsOhio R&D grant program is accessible to middle-market companies and companies with high growth potential. It offers financial support to for-profit companies and non-profit institutes focused on commercialization and future production facilities that create jobs at scale.

Universities may participate in new R&D centers in supporting roles but cannot be the recipient of these grants.



Ohio is an Exceptional Location for Innovations in Health Tech

From personal fitness trackers to digital medical records, an increasing amount of health-related information is being generated about people all the time. **IBM** estimates the average person will likely generate more than 1 million gigabytes of health-related data in a lifetime. Using technology to create, store, share and analyze health information can provide valuable insight into patient-related issues and help transform the way health care is managed. This kind of innovation is happening in Ohio, which is why JobsOhio has identified health care information technology, or health tech, as a priority cross-sector for the state.

Ohio's high concentration of health care and service providers, as well as IT companies, offer a collaborative environment ripe for health tech innovators. Consider these impressive statistics:

- 14 of the top 50 employers in Ohio are in health care
- 16 percent of all 2015 U.S. clinical trials occurred in Ohio
- Ohio ranks 8th in bio-related patents
- 14,877 IT establishments operate in Ohio

This intersection of assets makes Ohio an exceptional location for health IT innovators to discover solutions that will improve medical care.

IBM Expands Watson Health Division in Northeast Ohio

Cleveland-based **Explorys** is just one example of a major player in Ohio's health tech industry. The health analytics company offers a cloud-based platform that integrates more than 315 billion medical, financial and operational data elements from 360 hospitals, 317,000 health care providers and 50 million individual patients. Its technologies can mine databases for insights applicable in many areas of health care, from medical research to patient care.

The growth and success of Explorys, which spun out from the Cleveland Clinic in 2009, caught the attention of IBM. In 2015, IBM purchased the company and incorporated it into its new Watson Health division headquartered in Cambridge, Mass. Watson Health was created to accelerate development of a new generation of data-driven applications and solutions to advance health and wellness.

Several groups worked together to encourage IBM to grow Explorys in Cleveland. The City of Cleveland, Team NEO, the Greater Cleveland Partnership, Cuyahoga County, BioEnterprise and JobsOhio teamed up to provide the rationale for expanding the business in Ohio. The state's growing health analytics industry offers Watson Health access to some of the nation's leading health care facilities, research institutions and data analytics companies. Also, IBM has access to exceptional talent at an advantaged cost basis relative to other U.S. health tech hubs.

In early 2016, IBM officials announced their decision to expand in Cleveland, establishing a \$35 million development center adjacent to the Cleveland Clinic that will employ 300. Employees will have opportunities to collaborate with many others in The Medical Capital.

2017 Strategic Priority: Health Tech

The health care industry is advancing at an accelerated pace which is enabled through technology. JobsOhio continues to focus on the convergence of technology and health care or health tech with the ultimate goal of contributing to improved patient care. By accessing data and applying the insights across the practice of medicine, health tech is driving advances in care coordination and personalized medicine, while driving waste out of the system.

The health tech industry in Ohio has attracted and continues to attract investment from global leaders in each of these categories. **Explorys**, **Assurex Health** and **CoverMyMeds** are all Ohio companies that were acquired by corporate powerhouses IBM, Myriad Genetics and McKesson, respectively. These companies are all reinventing the practice of medicine by enabling technology to improve patient care coordination, individualize treatment options in mental health, and streamline clinical processes to drive cost down and improve pharmaceutical adherence.



Competitive Business Climate

Strong State Economy

Ohio's strong state economy features a balanced budget, unprecedented job growth and a stable credit outlook, which makes locating or expanding in Ohio low risk.

450,000 NEW PRIVATE SECTOR JOBS SINCE 2011

\$2 BILLION RESERVE

7TH LARGEST GROSS STATE PRODUCT

Business-friendly Tax Climate

The state's business-friendly tax climate continues to effectively stimulate company growth, job creation and profitability.

#3 U.S. BUSINESS CLIMATE (SITE SELECTION)

\$5 BILLION IN TAX CUTS IN 5 YEARS

2ND LOWEST TAX ON NEW DISTRIBUTION CENTERS

Competitive Business Climate Attracting Companies Looking for Innovation and Operational Excellence

Over the past few years, Ohio's business climate and economic outlook have improved more than any other state. Assets such as Ohio's tax structure, a balanced budget and lower operating costs continue to catch the attention of domestic and global companies looking to relocate or expand. In 2016, Ohio earned impressive business rankings from publications and organizations that included Site Selection and the

Strategic Talent Advantage

Compared to competitor states and industry centers, Ohio offers companies a strategic talent advantage.

200+
COLLEGES AND
UNIVERSITIES

170K+
GRADUATES
ANNUALLY

10K ENGINEER AND
ENGINEER TECH
GRADUATES ANNUALLY

Quality of Life

Ohio offers a low cost of living, top-rated education institutions and great opportunities for Ohioans to live, work and play.

#1 BEST STATE
FOR QUALITY OF LIFE
(FORBES)

CINCINNATI | RANKED IN TOP
CLEVELAND | **25** CITIES
COLUMBUS | WHERE YOUR PAY
CHECK GOES FURTHER
(FORBES)

Kauffman Index of Growth Entrepreneurship. Learn more about what sets Ohio's competitive business climate apart and how companies across diverse industries including CardinalCommerce, benefit from it. Also, with its bustling millennial population, Ohio is earning a reputation as an ideal location for growing fintech companies.



Governor Kasich at 2017
Look Ahead briefing

Ohio Recognized for Impressive Growth in Multiple Industries

Competition among states is tough when it comes to growing the economy, but in 2016 Ohio continued its rise to the top. Numerous business and site selection publications credited business-friendly policies in Ohio for attracting high-value investment projects, creating new jobs and driving growth in multiple industries, ranging from automotive to information technology. Some of the accolades:

- Site Selection magazine ranked Ohio third nationally in its 2016 Business Climate Ranking, edging out Tennessee and Texas.
- Kauffman Index of Growth Entrepreneurship included Cincinnati, Cleveland and Columbus in the top 20 list for U.S. entrepreneurial business growth.
- Area Development awarded Ohio with its 2016 Gold Shovel Award, an honor only five states received.

A balanced state budget with a \$2 billion reserve paired with a stable credit outlook from the top three credit agencies offer the stability and confidence necessary to relocate or expand in Ohio. Ohio has the second-lowest tax on new capital manufacturing among top competitor states. With the lowest tax rate in the Midwest, Ohio's tax structure offers a low-rate commercial activity tax on corporate revenues and no corporate income tax or tangible personal property tax.



Nestlé Research and Development Center, Solon

Nestlé Expands in Ohio

Nestlé, the world's largest food and beverage company, continues to invest in Ohio, employing more than 3,400 people across the state and providing innovative food processing quality assurance for their products worldwide.

In 2016, Nestlé completed an expansion of its Quality Assurance Center (NQAC) in Dublin, investing \$31 million to add a 32,000-square-foot state-of-the-art lab and \$10 million worth of testing equipment. The NQAC, the largest and most sophisticated testing facility in the Nestlé network, employs more than 220 people, including chemists and food scientists who offer specialized laboratory services and food safety systems around the clock.

In February of 2017, Nestlé executives announced a decision to move 320 technical and supply chain positions from California to the company's Solon campus. Nestlé's leadership team sees Ohio's competitive business climate as a critical factor in achieving its mission to work smarter while offering the highest-quality products.

"We're experiencing one of the most profound shifts in how people eat, shop and engage with brands right now. To address the ever-changing landscape, we're striving to make our products healthier and tastier," said Nestlé USA Chairman and CEO Paul Grimwood. "Fueling growth for our bright future, we are pleased to continue that growth and investment here in Ohio."

In 2015 Nestlé added R&D Solon as a significant expansion of the company's already strong presence in Ohio, establishing the Cleveland area campus as one of 12 "centers of excellence" for global product and process development. Nestlé's Solon campus also serves as headquarters for a number of Nestlé divisions.

Ohio Emerges as an Ideal Destination for Financial Services Industry

Financial services companies are continually looking for ways to become more efficient without sacrificing the quality of talent they employ or services they provide. Ohio is fast becoming a destination for those financial services firms seeking to grow outside of traditional high-cost locations. There is a good reason for that. Ohio provides a great talent supply, superb quality of life with a low cost of doing business. Ohio's average financial services wage is one-half that of New York City and San Francisco, and average rent is about a fourth that of Manhattan.

Ohio's financial services industry is the second-largest private sector in Ohio and the sixth largest financial services industry in the United States by GDP. Traditional financial companies in banking and insurance have been a powerhouse driver of business growth across virtually every Ohio industry sector. In fact, Ohio is only second to New York City for the number of top U.S. banks and insurance headquarters. Here, executives can also collaborate with the fifth highest number of Fortune 500 and Fortune 1,000 decision-makers in the nation.

While those are impressive numbers, what really stands out for financial services companies is Ohio's access to a vast, well-educated talent pool. Ohio graduates 170,000 people every year from more than 200 colleges, and 35,000 of those graduates are direct candidates ready to work in the financial services sector.

Ohio's strategic location in the Eastern Time Zone puts financial services executives within a two-hour flight of nearly three-quarters of the North American industry. Also each major Ohio metropolitan area offers more than 20 daily, nonstop flights to New York City. What this means is that financial executives don't have to trade convenience for cost savings.

2017 Strategic Priority: Financial Services

As many financial institutions in the U.S. and abroad are growing through acquisitions, those same firms are looking for ways to reduce duplication and become more resourceful through consolidation. This industry trend presents a great opportunity in 2017 for Ohio to become an ideal location for companies exploring ways to operate more efficiently.

JobsOhio will also look to identify financial services adjacencies. These are opportunities to expand with large companies already doing business in Ohio but may have, for example, a financing arm located elsewhere in the U.S. or in another country.

Fintech presents a vast growth opportunity for Ohio. This is due to the fact that Ohio offers access to multiple fintech-applicable industries, from healthcare to IT, as well as abundant talent at a fraction of the cost. JobOhio's fintech cross-sector strategy aims to facilitate opportunities that enable growth for all participants – the private sector seeking partnerships with fintech providers and vice versa.



84.51°, Cincinnati



CardinalCommerce Builds New Global Headquarters in Mentor

CardinalCommerce, the leader in payment authentication in digital commerce, opened its new global headquarters in Mentor in November 2016. The move was necessitated by Cardinal's rapid growth over the past few years, as the company has become one of Ohio's largest fintech employers and a leader in the e-commerce software industry. The new facility enables Cardinal to continue to expand and create additional high-tech jobs in the Cleveland area.

Cardinal, founded in Mentor in 1999, received a revitalization grant from JobsOhio to help with the construction of its new facility, which features a host of innovative design elements intended to spark creativity and foster teamwork. It has 40,000 square feet, more than double the square footage of its prior space.

In addition to JobsOhio, Team NEO, the city of Mentor and Lake County worked with Cardinal to help the company expand its operations in Mentor.

"We are very pleased to be embarking on the next chapter in the company's history in a new and expanded corporate headquarters," said CardinalCommerce Founder

Mike Keresman. "It is an exciting time in the digital commerce industry with tremendous opportunity for growth and innovation. We founded the company in Mentor more than a decade ago, and we look forward to continuing to be an important part of the community."

Just a couple of weeks after the opening of its new headquarters, Visa announced its intent to acquire Cardinal (and the deal closed on Feb. 1, 2017).

The acquisition will enable more secure, seamless payments, whether made through a browser, mobile app or connected device, and will help Visa's clients and merchant partners accelerate digital commerce.

Visa already provides Cardinal's services to merchants and will draw upon its global relationships and presence to drive international expansion of Cardinal's products and services.

Cardinal will continue to operate and serve all of its clients as a wholly-owned subsidiary of Visa.



CardinalCommerce,
Mentor



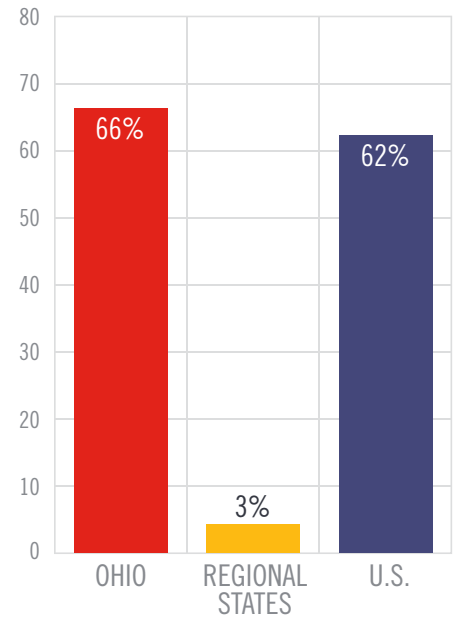
Fintech Leaders Choose Ohio to Connect with Success and Opportunity

The financial services industry is going through a transformational change. Fintech is moving into the mainstream as many companies search for ways to mix traditional financial transactions and advances in information technology to remain relevant. As an emerging hotbed of new and expanding fintech companies, Ohio offers a collaborative culture with access to a multitude of global leaders across industries, a world-class workforce, including tech-savvy millennials and technical expertise that companies can leverage for success.

Ohio gives fintech innovators a continuum of support, ranging from investment opportunities for startups and early stage companies to JobsOhio growth financing programs for companies in the scale-up phase. JobsOhio works in partnership with its regional partners to attract domestic and international fintech businesses to Ohio that want to stay ahead in this evolving sector.



Venture Capital Funding Growth
Percent Change 2011 - 2016



Source: PwC Money Tree Report
Regional States: IL, IN, KY, MI, PA, WV



Global IT Company Leverages Ohio's Business Climate and Partnerships to Expand

Hyland got its start when an entrepreneur approached his first client, a small financial institution, with an electronic solution for reducing the massive amount of documents being printed each day.

In 1991, Packy Hyland Jr. created an enterprise content management (ECM) solution that has evolved into OnBase, Hyland's enterprise information platform that manages content, processes and cases. Based in Northeast Ohio, Hyland services more than 15,500 customers across the globe, including banks, government agencies, large health care systems and more. Today, the company employs 1,604 people at its global headquarters in Westlake and another 2,232 around the world.

In 2016, an opportunity for significant growth spurred Hyland's executives to start looking at expanding its office locations in Nebraska, Arizona and Utah as well as at the company's Westlake headquarters. Working in partnership with Team NEO, JobsOhio secured a \$10 million investment commitment from Hyland by providing economic and workforce grants. Hyland recently broke ground on a 70,000-square-foot building on its campus in Westlake. The expansion will eventually create close to 500 jobs with an expected payroll of \$25 million.



Hyland Corporate
Headquarters,
Westlake

"Northeast Ohio provides an outstanding platform of talent and work ethic that is indispensable to growing our global IT services," said Rick Kirk, director of operations at Hyland. "JobsOhio and Team NEO provided a turnkey approach to readily accommodate our growth in Westlake."

That incredible growth is attributed to the assets Ohio offers, especially its competitive business climate. Ohio has the lowest tax rate in the Midwest and a much lower cost of doing business compared to the East and West coasts. A recent Fortune magazine feature on Hyland summed it up perfectly: ***"Who needs Silicon Valley's sky-high rents and traffic?"***

Hyland may not have Silicon Valley's costs, but it is well-known for having Silicon Valley's mindset, offering employee perks such as flex days, paid sabbaticals, on-site fitness classes, a wellness clinic and even a barber shop. In addition, Hyland pays up to \$10,000 in tuition reimbursement for employees and provides between 50 to 77 hours of training each year. This "employee first" attitude is what initially landed Hyland on Fortune's "100 Best Companies to Work For" list in 2014. Since then, the company has made the list every year and moved up 45 spots in 2016.

Hyland
creator of OnBase®

Huntington National Bank Expansion Brings Jobs and Vitality to Struggling Neighborhood

In March of 2016, after Huntington National Bank CEO Steve Steinour announced a historic merger with Akron-based FirstMerit Bank, he received a congratulatory phone call from Columbus Mayor Andrew J. Ginther. During the call, Ginther asked Steinour how the city and its hometown bank could partner together to support Columbus neighborhoods. After working for months with the city of Columbus, JobsOhio and Columbus 2020, Steinour had an answer.

In November, Huntington announced a new project that will bring jobs and vitality to Columbus' Northland neighborhood. Huntington is investing more than \$18 million in a vacant department store building to construct a 210,000-square-foot office complex that will accommodate Huntington's growth and provide an enormous boost to the neighborhood. Huntington Gateway Center will feature an open floor plan, sit-to-stand workstations, multipurpose meeting rooms, a fitness center, a cafeteria, outdoor walking paths, a wellness clinic, automobile electric charging stations, open community areas and a bus stop. The project will yield almost 400 new jobs and \$25 million in new payroll.

In addition, Huntington announced a commitment of \$300 million in investments and loans within low- to moderate-income Columbus neighborhoods over the next five years. Huntington also is setting up a \$20 million foundation in Akron, budgeting \$2 million for 10 years to support those in need.

Now the largest bank in Ohio by deposits, and more than 1,000 branches across the Midwest, Huntington has reasserted a commitment to strengthen the financial services industry throughout the state. In Columbus, Huntington has committed to add 1,000 new jobs by 2024. In Akron, Huntington is investing in a new operations center and is committed to a visible downtown presence with the creation of a regional headquarters.



Steve Steinour

"At Huntington, giving back to and investing in our local communities is at the heart of everything we do," Steinour says. "Huntington and the state of Ohio continue to grow, create new jobs and improve the quality of life of our residents and our communities together."



Expanding Our Global Reach



German Chancellor Merkel, President Obama, MakerGear CEO Rick Pollack, Ohio Lt. Governor Taylor discuss advanced manufacturing in Ohio.

Global Relationship-Building Brings Foreign Direct Investment to Ohio

International companies view the United States as an attractive destination to launch or grow a business, which is why JobsOhio is doing its part to ensure global executives choose Ohio.

Foreign direct investment (FDI) is as important to the state economy as domestic investment. International companies invest in property, buildings and equipment, and they employ thousands of Ohioans in good-paying jobs. They also spur innovation, fund research and development, and introduce new products, technologies and organizational processes that improve productivity. Simply put, international companies play a big role in Ohio's economic growth.



Ohio booth presence at Money20/20



In 2016, Ohio was home to more than 3,500 international establishments representing 45 countries. These businesses employ more than 224,000 Ohioans, giving Ohio the seventh-largest international employment rate in the country.

These numbers are impressive, but there's a lot of room for growth. Keep reading the "Expanding Our Global Reach" section to learn why Ohio is so attractive to international companies, what JobsOhio is doing to identify and attract additional FDI, and how Schaeffler, a German automotive supplier, is thriving in Ohio.



*Sofidel Groundbreaking,
Circleville*

OHIO IS PUTTING

“ADVANCE IN ADVAN MANUFAC

Ohio Offers International Companies a Pathway to Profitable Expansion in the United States

Site selection decisions are tough for any company. But choosing a location can be especially difficult for international businesses starting or expanding in the United States. Each of the country's 50 states has different laws, tax codes, industries, infrastructures, cultures and climates that can be difficult to understand and compare.

JobsOhio simplifies the decision-making process by taking a client-centered approach to serving international companies from startups to multinational corporations. Throughout the entire investment process, JobsOhio partners with companies to ensure a positive experience in Ohio.

Industry experts at JobsOhio and in the Regional Network start by building relationships with potential investors, getting to know them, their culture and their specific business needs. Then our experts help international investors identify the assets that establish Ohio as the right location for their business. We strive to become their trusted advisors for their weighty decisions.

Ohio's Assets Attract International Companies

The state's central U.S. location, along with its outstanding transportation infrastructure, draws international companies that want to reach large portions of the American market. Its business-friendly environment and low overall tax rate appeal to companies in all industry sectors. And Ohio's large, diverse and well-trained workforce enables international companies to find the talent they need to succeed.

As a company considers Ohio, JobsOhio strengthens the relationship by:

- offering site selection assistance.
- helping with talent acquisition.
- navigating taxes and regulations.
- finding trusted service providers such as attorneys, bankers and accountants.
- making introductions to potential resources, including trade associations, workforce development programs and nearby universities.

Moreover, Ohio's large metropolitan and numerous micropolitan areas give international investors many attractive sites to consider. With a large number of global companies already operating in Ohio, new establishments can easily integrate into existing international business and social communities.

Targeted Strategy Drives International Investment

Companies from 45 countries have investments in Ohio. While JobsOhio works across the entire spectrum for business development, our efforts have an emphasis on countries including Japan, United Kingdom, Germany, Canada, France and others.

JobsOhio's sales teams in these strategic markets proactively drive its international business development efforts. They monitor news, search databases and call targeted companies to find prospects who might want to invest in Ohio. JobsOhio also goes on sales missions to each of the target markets, where they meet with numerous companies over several days to learn how Ohio can support the investment journey. When a foreign company reaches out to JobsOhio first, the external sales team engages in culturally sensitive ways.

This worldwide sales support team ensures that time zones, distance and language don't inhibit the ability to talk to potential customers in other countries. With their help, the message that Ohio is a great place to do business reaches the worldwide market 24 hours a day.

Global Events Maximize International Opportunities

JobsOhio participates in numerous international trade shows each year. These trade shows allow JobsOhio to reach many potential foreign investors in a relatively short period of time. They also provide an ideal opportunity to create new and strengthen existing relationships.

In April 2016, JobsOhio participated in Hannover Messe, the largest manufacturing trade show in the world. During the weeklong event, Lt. Gov. Taylor met with international dignitaries and global and industry media representatives to share the Ohio story. Meanwhile, JobsOhio and its partners held about 150 meetings with company executives that resulted in more than a dozen projects involving future business and job creation opportunities.

For Ohio, the highlights of the show took place just minutes after the kickoff event. President Obama and German Chancellor Merkel visited Ohio's booth to watch Rick Pollack, founder and CEO of Ohio-based **MakerGear**, demonstrate one of his company's desktop 3-D printers. A short time later, Oliver Jung, COO of **Schaeffler**, took the spotlight and announced his company's plans to expand its automotive facility in Wooster.

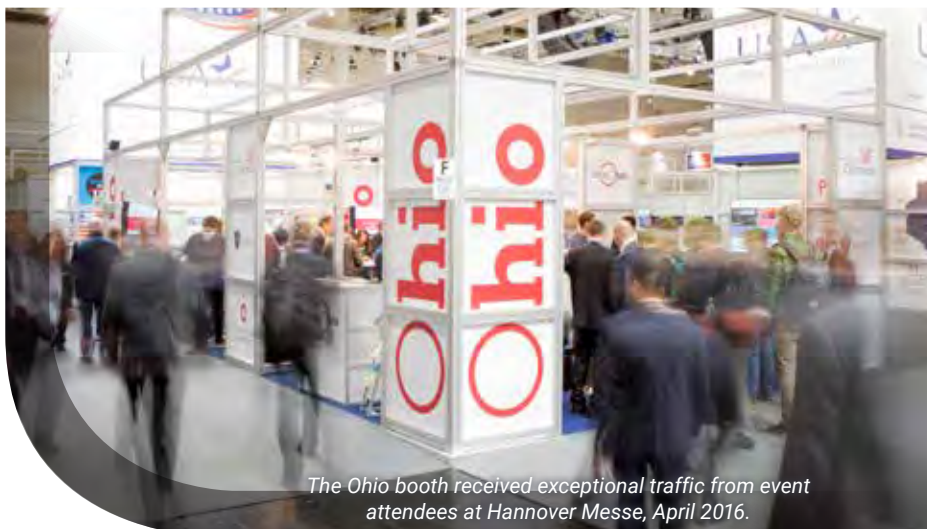
In June, JobsOhio attended the 2016 SelectUSA Investment Summit in Washington, D.C. About 2,500 people from 70 international markets attended the summit, which is considered the United States' highest-profile event promoting foreign direct investment. In his keynote address, President Obama talked about the role of SelectUSA in connecting American markets with foreign investors. He referenced Ohio's 2015 experience attracting Italy-based **Sofidel** to the state. JobsOhio helped Sofidel create 310 jobs and invest nearly \$260 million as an example.

In October, JobsOhio attended Money20/20, billed as the world's largest payments and financial services innovation event. The event gave JobsOhio the chance to network with innovative companies across the globe and share the story about Ohio's growing financial services and fintech industries.

JobsOhio partnered with The Ohio State University School of Engineering and others to present Ohio's assets at The Farnborough International Airshow, July 2016.



NPR Reporter Marilyn Geewax visits JobsOhio's booth at SelectUSA to discuss Ohio's efforts to attract foreign direct investment, June 2016.



The Ohio booth received exceptional traffic from event attendees at Hannover Messe, April 2016.



German Automotive Developer and Manufacturer Announces Investment Commitment During Hannover Messe

It was an exciting day in Germany at Hannover Messe 2016, the world's largest industrial trade fair. At this event in April, Schaeffler Group, a German-based company, announced plans to expand its automotive facility in Wooster, creating 250 jobs for the region.

The \$60 million expansion, which adds 91,000 square-feet to the plant, includes offices, production space and a shipping hall. The fully integrated facility, home to Luk USA, a member of the Schaeffler Group, designs and manufactures transmission system components – primarily torque converters – for original equipment manufacturers across the globe. The technologies that Schaeffler introduces to the market are focused on improving vehicle performance, fuel economy and driving comfort.

JobsOhio, Team NEO and the City of Wooster worked together to ensure Wooster remained a competitive candidate for the expansion that Schaeffler was planning, as other sites in North America were under consideration. To demonstrate Ohio's support for Schaeffler's growth in Wooster, Ohio Lt. Gov. Taylor joined JobsOhio in Germany to attend Hannover Messe and meet with companies, including Schaeffler executives at their German headquarters.

"Our partnership with the state of Ohio, JobsOhio, Team NEO and the City of Wooster plays an important role in Schaeffler's continued growth," said Marc McGrath, president

of Schaeffler's Automotive Americas division. "Ohio Lt. Gov. Taylor's visit to our headquarters in Germany exemplified the commitment that Ohio leaders have to the state's economic development."

Schaeffler came to Wooster in the 1970s and set up shop with fewer than 10 people. Today, the company has more than 1,700 employees, making it Wooster's largest employer. The presence of LuK USA, one of three brands that comprise Schaeffler's U.S. operations, has been "life-changing," according to Wooster Mayor Robert Breneman.

"We are thrilled to have Schaeffler expanding in our community and they have been an excellent corporate partner for our region," Breneman said.

A combination of factors brings global companies like Schaeffler to Ohio. Ohio's proximity to major automotive customers and suppliers is a major element, while the state's work ethic, integrated infrastructure, lower tax rates and cultural competency also help Ohio stand out.

For Schaeffler, a workforce historically familiar with the automotive world gave Wooster the edge.

The expansion of Schaeffler is just one example of how foreign direct investment can benefit a community.



Lt. Gov. Taylor
with Schaeffler
executives

SCHAEFFLER



South Korean Company Selects Ohio for Its First U.S. Facility

NOX Corporation (NOX), a South Korean manufacturer of luxury vinyl tile (LVT), became the first Asian LVT supplier to open a manufacturing plant in the United States when it opened NOX US in Fostoria.

The Fostoria NOX facility is a partnership between NOX and Roppe Corp., a commercial flooring business headquartered in Fostoria. NOX has been a longtime supplier to Roppe, maintaining an excellent business relationship through the years.

NOX purchased a shuttered automotive parts factory for its first American manufacturing facility. It invested \$21 million to renovate the 300,000-plus-square-foot plant by building a 16,820-square-foot addition and purchasing equipment and machinery. The state-of-the-art facility is expected to employ 150 workers by end of 2018.

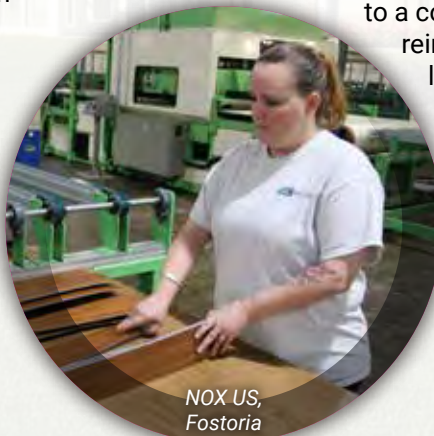
"They could have located anywhere in the United States," said Renee Smith, president of the Fostoria Economic Development Corp. "It's a great coup for us."

NOX executives focused on Fostoria because of their relationship with Roppe. But they also were drawn to Fostoria's available talent, close proximity to local raw material suppliers and rail and trucking transportation hubs, and easy access to U.S. 23, U.S. 224 and Interstate 75.

"We found there are a few other Asian companies in Fostoria and the surrounding region, so there was a belief the city and state were open for investment," said Dan Koh, president and CEO of NOX Corporation and NOX US. "This facility gives us the opportunity to better serve our current customers in North America and to continue to be the best original design and equipment manufacturer in the LVT industry."

The Regional Growth Partnership, JobsOhio, local Ohio Means Jobs offices and the state of Ohio have come together to provide assistance to NOX US in its start-up phases. According to company officials, this has made the transition to the U.S. much easier.

NOX offers more than 3,500 designs that mimic the color, look and texture of wood, stone and other natural materials. By launching its American operations in Fostoria, the company brought hope to a community hit hard by job losses and reinforced the fact that Ohio is an ideal location for foreign direct investment.



NOX US,
Fostoria



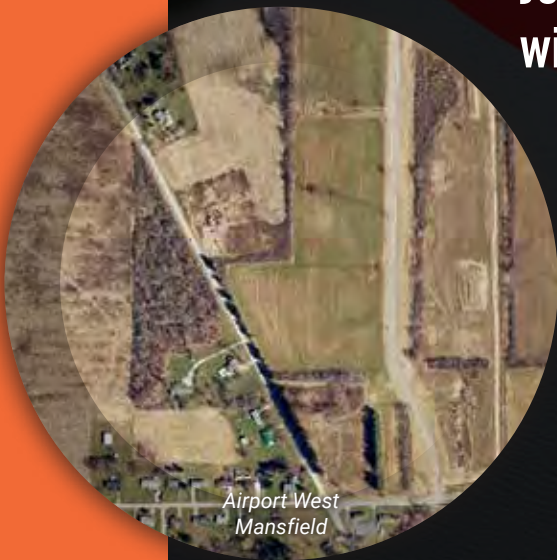


The Mingo Junction site in the Appalachian Region

JobsOhio Offers Resources that Help Companies with Site Selection and Development

Choosing the right location is one of the most important decisions a business can make. Yet it's also one of the most difficult. There are a lot of factors to consider, including a site's cost, risk and speed to market. For companies locating or expanding in Ohio, JobsOhio offers several resources that can help them make informed decisions.

Launched in 2016, SiteOhio gives companies access to an inventory of authenticated sites ready to build on. JobsOhio's new ZoomProspector site selection tool allows users to conduct an online search for properties that fit their needs. And the Revitalization Program provides financial assistance



*Airport West
Mansfield*



to companies that want to redevelop abandoned, neglected or contaminated properties. Together, these resources help companies make the best decision about site selection in Ohio.

Learn more in this section about these resources as well as how a brewery's expansion is helping to revitalize a Cincinnati neighborhood and how a bourbon cooperage's renovation of a former manufacturing facility is making a major impact on a small Ohio community.



*Speyside Bourbon
Cooperage, Jackson*

SiteOhio Gives Prospective Investors Authenticated Construction-Ready Sites

Today's site selection decisions are increasingly based on the availability of ready-to-build sites that pose little risk. Companies want sites that have the necessary infrastructure, utilities and compatible uses so they can get up and running quickly.

In 2016, JobsOhio rolled out SiteOhio, a new site-authentication program that ensures Ohio has an inventory of ready-to-go sites to offer prospective companies.

The SiteOhio program identifies, authenticates and markets eligible project sites that are ready for immediate development by prospective businesses. Its purpose is to increase the state's portfolio of available industrial, manufacturing and commercial locations for capital investment and job creation, while mitigating risk for companies.

But SiteOhio isn't the typical site-authentication program. It doesn't just list what is or isn't available at a particular site. Instead, it evaluates all of a site's attributes and how they work together to provide companies the best possible location to match their site requirements. A SiteOhio authentication guarantees that:

- the property's overall attributes are accurately detailed
- due diligence has been performed to reveal any Phase II, archaeological or endangered species issues
- any barriers, such as small wetlands or trees, are identified and mitigated
- access to and capacity of utilities are verified, at site and with excess capacity



Communities and property owners can opt in to have a particular site vetted for certification. The SiteOhio process requires a comprehensive review with detailed information, commonly known as a Request for Information. JobsOhio's site selection team, along with consultants from InSite Consulting, analyze that information. If the site meets specific criteria, they make visits to the site to conduct field reviews. After an exhaustive examination of the property, they decide whether or not the site is ready for authentication. JobsOhio works with InSite Consulting to ensure integrity in the program's standards.

JobsOhio, the Ohio Development Services Agency and stakeholders across the state work together to support SiteOhio. JobsOhio's six regional network partners, local economic development organizations, and several utility and railroad companies collaborated with JobsOhio to develop the program, and all have committed their ongoing support.

At the start of 2017, three have been certified. The program features stringent requirements, resulting in sites that are construction-ready for companies to start the building process. Sites that don't quite meet the strict guidelines, referred to as pipeline sites, are still considered viable locations for companies. Regardless of the classification, the process results in better information about all sites.

JobsOhio will continue working with local, regional and statewide partners to identify potential sites, prepare sites for certification and market certified sites to prospective clients.

ZoomProspector Helps JobsOhio Provide Customized Site Selection Support

JobsOhio introduced an enhanced site selection tool on its website in February 2017. Called ZoomProspector, this powerful GIS mapping software provides a more positive customer journey, making it easy for users to capture, store, manipulate, analyze and display the information they want.

While ZoomProspector is not meant to replace JobsOhio's personalized site selection assistance, it is designed to enable users to conduct initial searches on their own. Users can search ZoomProspector for greenfield locations, existing buildings, demographic data and more.

Two of ZoomProspector's key features are the customized proposal room, a virtual room that provides special access to property information for companies working directly with JobsOhio, and information about sites that have received authentication from SiteOhio.

First Three Industrial Parks Certified for Development

JobsOhio worked closely with local and regional economic development partners to submit and review, visit and ultimately certify the following locations as the first three SiteOhio authenticated sites across the state.

All sites are construction ready with utilities to the park boundaries including water, sewer, electricity, natural gas and fiber. With all due-diligence studies completed, each site is an ideal location for advanced manufacturing, aerospace, automotive, food processing and others offering robust regional populations and access to a deep talent pool.

Leesburg Industrial Park in Leesburg, Highland County

The Highland County Economic Development and Appalachian Partnership for Economic Growth collaborated with JobsOhio to inventory and identify these additional compelling site features:

- Close proximity to Cincinnati, Columbus and Dayton
- Industrial park is community owned
- Access to a large labor force

Prime Ohio II Industrial Park in Springfield, Clark County

Together, the Community Improvement Corporation of Springfield and Clark County, Dayton Development Coalition and JobsOhio authenticated Prime Ohio II. This site also offers users:

- Rail service providing connections to Norfolk Southern and CSX
- Close proximity to Dayton and Interstate 70
- Thirty-minute drive to Dayton International Airport and 60-minute drive to John Glenn Columbus International Airport

Airport West Industrial Park in Mansfield, Richland County

The Richland County Development Group, Team NEO and JobsOhio collaborated to identify these additional site features for future companies:

- Excess sewer capacity and redundant water
- Access to a 9,000-foot runway at Mansfield Lahm Regional Airport
- Industrial park is community owned



Leesburg Industrial Park, Leesburg

Revitalization Support Helps Companies Overcome Risks of Redevelopment

Abandoned properties, dilapidated facilities and other types of underutilized sites can be attractive options for companies seeking a new location. These sites are often in ideal places as they relate to infrastructure, labor force, population and markets. Yet these types of sites also pose potential risks, financial and otherwise, that can scare away investors.

JobsOhio Revitalization loans and grants eliminate much of the risk by providing financial support to bridge the gap between redevelopment costs and post-development market value.

Company officials interested in cleaning up and redeveloping idled, underused, abandoned and vacant properties, whether they're physical structures or pieces of land, could be eligible for revitalization loans and grants. Projects must demonstrate job creation/job retention, have funding gaps and address environmental risks. JobsOhio funds can be used for:

- Site readiness: JobsOhio Phase II grants provide funds for an environmental assessment of sites where redevelopment and job creation is likely. Phase II assessments, depending on the site, may be the first step to uncovering the redevelopment gap and potential risks of the site. The EPA assessment outlines the potential environmental risks and suggested steps to mitigate them. These grants do not require a capital investment or job commitment.
- Project specific: Revitalization loans and grants support accelerated redevelopment of projects that create job opportunities and new capital investment.



Burger Power Plant smoke stack demolition, Belmont County

Former Power Plant Site Ready for Redevelopment

The proposed **PTT Global Chemical America (PTTGCA)** petrochemical complex in Belmont County is one project that has benefited from JobsOhio's Revitalization program. Revitalization funds have been used to prepare the site for potential development. The complex would serve as an economic anchor for this region. JobsOhio has worked closely with state agency partners, including the Ohio Environmental Protection Agency, on this project. PTTGCA continues to make significant progress on its feasibility evaluation and officials hope to reach a final investment decision by the end of 2017.

In 2016, JobsOhio provided loans and grants totaling \$31.7 million for 17 site redevelopment opportunities and 28 revitalization projects across Ohio. These projects committed to a combined capital investment of \$138.6 million and more than 1,500 new jobs.

2017 Strategic Priority: Site Development

JobsOhio will continue to support companies with their site selection decisions and site development needs by focusing on the following priorities:

Continue a deep dive into Ohio's site inventory so we can market what's available today and focus on addressing product gaps.

Leverage and engage stakeholders across Ohio to create a wealth of resources for site development.

Invest in resources including funding, with a targeted approach to revitalize sites, authenticate sites and go to market with products.

JobsOhio Revitalization Programs Help MadTree Brewing Grow, Add Jobs

In a growing craft brewing industry, a relatively new Cincinnati beer maker is taking no prisoners with the support of JobsOhio and regional partner REDI Cincinnati.

MadTree Brewing LLC, which first began selling beer in 2013, has quickly become one of the fastest growing breweries in Ohio. Founded by three home-brew aficionados in 2011, MadTree produced 21,000 barrels of beer in 2016.

However, the brewery's original Columbia Township location provided little room for expansion as the company struggled to meet demand. So founders Kenny McNutt, Brady Duncan and Jeff Hunt sought other locations for their growing business. With a vision to become the premier craft brewer in Ohio, Kentucky, Indiana, Michigan and Illinois, MadTree opened a new \$18 million facility in the Oakley neighborhood in Cincinnati in February 2017 with the help of a JobsOhio revitalization loan and revitalization grant.

The new complex sits on a five-acre site and includes a 100-barrel brewhouse, an expanded quality laboratory, a larger taproom featuring 64 taps, and a 10,000-square-foot outdoor beer garden as well as an expanded pizza cafe, two private event spaces and new office space. MadTree currently employs 75 people at its new complex.

Partnerships with JobsOhio, REDI Cincinnati and the City of Cincinnati were essential to putting the financing together for the project, McNutt says.

"We didn't even have three tax returns when we began, so trying to raise \$18 million was a challenge," he explains. "REDI worked as a liaison with JobsOhio to make sure things continued to progress."

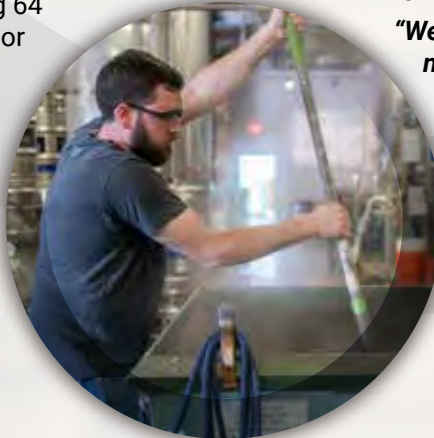
"I was really impressed with how quick and relatively painless the process was," McNutt adds. "Our experience with JobsOhio was great."

Referring to the next stage in the life of their company as "MadTree 2.0," McNutt, Duncan and Hunt opened the new complex in the former RockTenn paper plant. The 50,000-square-foot facility, which allows MadTree to quadruple its production, required significant remediation and renovation, including removal of asbestos and other remnants of heavy manufacturing.

MadTree deliberately kept much of the industrial look and feel of the space. "We like buildings that have a story to tell and that provide a direct conduit to a neighborhood's history," says McNutt.

Two of the three founders live in Oakley, the other lives in nearby Madisonville. So they're especially interested in doing their part to improve the neighborhood.

"We wanted to put money back into the neighborhood to encourage density, walkability, sustainability and to grow the neighborhood," McNutt says. "I can now walk to work, walk to the park with my dog and walk to dinner with my wife."



Speyside Bourbon Cooperage Gives Jackson Workers New Lease on Jobs

The news came as a shock to Mike Bentley when, in 2013, Masco officials announced that its Merillat cabinetmaking subsidiary in Jackson would close at the end of the year. Bentley had 36 years with the company, rising from a 22-year-old electrician in 1977 to maintenance supervisor.

Bentley wasn't the only one affected by the decision. More than 180 workers found themselves out of work. It was one more closing in a region that had seen too many shutdowns, too many job losses.

Then, the tide turned for Bentley and his coworkers.

Masco officials asked Bentley to maintain the shuttered plant while the company looked for a buyer. When Ed Robbins, CEO of several lumber-based companies, bought the building, he, too, asked Bentley to stay on and care for it. Finally, in 2015, Scotland-based Speyside Cooperage signed a lease with Robbins to operate a bourbon barrel-making facility in the empty plant. The company hired Bentley.

Speyside's decision to open a plant in Jackson gave Bentley and dozens of other Jackson-area workers – some of them former Merillat employees – a new lease of their own.

Speyside Meets Growing Demand for Bourbon Barrels

Speyside has provided the whisky industry – scotch makers in Scotland and bourbon makers in the U.S. – with barrels made of American oak since 1947. Acquired by France-based Tonnellerie Francois Frères Group in 2008, Speyside established its first U.S. cooperage in Shepherdsville, Ky., in 2010.

Until Speyside signed its lease with Robbins and opened Speyside Bourbon Cooperage, the company's primary business was refurbishing used barrels for use around the world. The cooperage in Jackson, for the first time, puts Speyside in the new barrel business – the result of a growing demand from U.S. bourbon distilleries.

But it almost didn't happen. According to Darren Whitmer, general manager of Speyside Bourbon Cooperage, the company had originally planned to put the new plant in Kentucky and was just a step away from closing the deal.

But while on a trip to Ohio to consider lumber sources, Speyside officials met with Robbins about his companies, Taylor Lumber and Ohio Valley Veneer. Robbins said he had not only an abundant source of high-quality white Ohio oak, but also a vacant building in Jackson that might serve Speyside's needs – the former Merillat site. Robbins encouraged the Speyside officials to contact APEG and JobsOhio.

"We started meeting some people from Ohio – the JobsOhio folks, the APEG folks – and started really finding out what was available to us," Whitmer says. "The facility had a lot of the infrastructure that we needed

and there were a lot of good potential employees to choose from. The more we met people from the state and community, it slowly started to make sense to us."

Speyside signed its lease in May 2015. Since then, it's been full speed ahead. The bourbon cooperage started production in May 2016, making 20 barrels a day. In June and July, the count was up to 200 barrels a day, and by November, 400 barrels a day – half of the company's targeted goal of 800.

"If the market continues to grow like it is right now, maybe we even go to 1,000 or 1,200 barrels," Whitmer says.

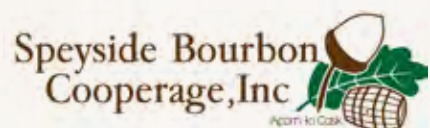
Jackson Mayor Randy Heath says Speyside brought some relief to a hurting community. "When other people were leaving, these people said we believe in you and we believe in the workforce," Heath says.


Meanwhile, Robbins has seen his own business grow, having opened a new stave mill in Waverly to supply the new cooperage.

"We've got two shifts going and 50 employees," he says.

As for Bentley?

"Come May 28 of 2017, I will have been in this building for 40 years," he muses, seemingly surprised by his own words. "I would have gladly retired from Merillat. It was a great company to work for. Speyside though, to me, is a greater company to work for. It's brought jobs back to the community."





"It was certainly an exciting time to see life come back into the building and see Speyside really give the community a future."

Randy R. Heath, Mayor, City of Jackson

Watch the video for more information on how Speyside made a difference in this community at jobs-ohio.com/speyside

Statewide Collaboration



NEW JOBS	RETAINED JOBS	CAPITAL INVESTMENT
2,597	15,112	\$1.7 Billion



NEW JOBS	RETAINED JOBS	CAPITAL INVESTMENT
4,853	11,670	\$1.6 Billion



NEW JOBS	RETAINED JOBS	CAPITAL INVESTMENT
3,687	11,240	\$303 Million



NEW JOBS	RETAINED JOBS	CAPITAL INVESTMENT
4,032	28,431	\$690 Million



NEW JOBS	RETAINED JOBS	CAPITAL INVESTMENT
5,022	8,132	\$289 Million



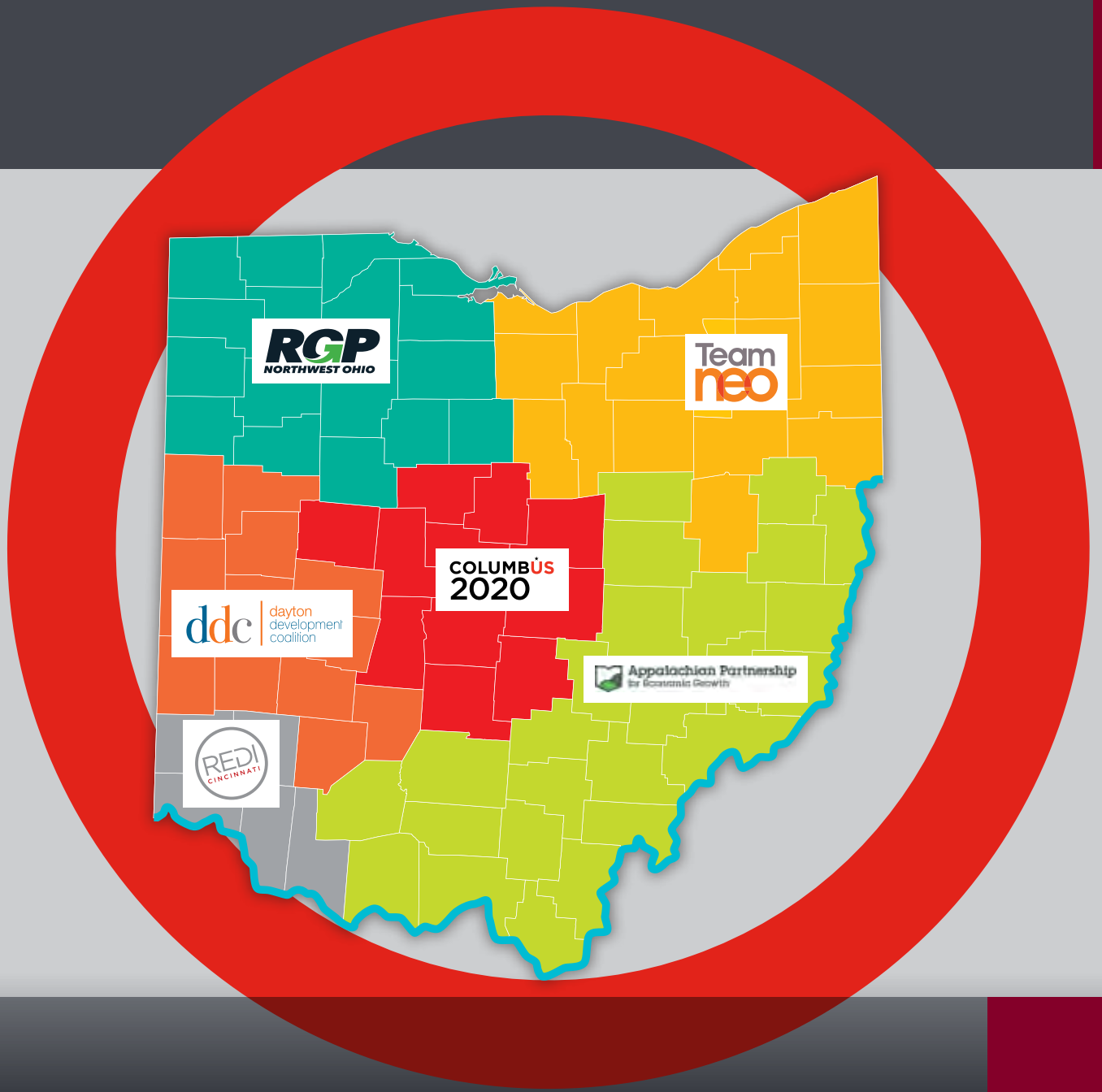
NEW JOBS	RETAINED JOBS	CAPITAL INVESTMENT
412	2,188	\$75 Million

One Firm, One State Approach is Helping More Companies Succeed in Ohio

Attracting new companies for investment and supporting current businesses as they expand is a competitive process. States, counties and cities frequently compete with one another to ensure job creation continues. But that's not how it works in Ohio.

The One Firm, One State approach is the cornerstone of how the JobsOhio regional network operates. The six partners in the network are strategically located in each region of the state, driving capital investment in their respective regions.

The six regional network partners collaborate with JobsOhio, one another, local economic development organizations, government agencies, elected officials and the business community to help companies successfully locate or expand operations in the state.



Through the JobsOhio regional network, job creators can tap into a supportive community of economic development teams ready to support them with site selection, detailed research, industry introductions and customized incentive programs.

The results in 2016: \$4.6 billion in capital investment commitments, 20,603 new jobs, 76,773 retained jobs and \$4.3 billion retained jobs payroll. These are the kinds of results that can only be achieved when one firm works to benefit one state.



2017 Strategic Priorities: Southeast Region

- Identify, improve and promote regional inventory of river and inland sites and buildings in the U.S.
- Recruit new and support existing companies through proactive, sustained engagement.
- Pursue manufacturing attraction opportunities by leveraging the natural gas and natural gas liquids surplus available from the Utica shale play.
- Develop businesses engaged in wood product manufacturing to maximize the value added in the region and create higher value exports and market growth.



Athens Mold and Machine, Athens

Utica Shale and Ohio River Attract Energy and Manufacturing Industries

The Appalachian Partnership for Economic Growth (APEG) represents 25 counties in the JobsOhio network and provides expertise for improving manufacturing processes for those and other Appalachian counties through the Ohio Manufacturing Extension Partnership. APEG supports Ohio's forest and wood products manufacturers through a Small Business Administration Regional Innovation Cluster initiative.

In 2016, APEG collaborated with JobsOhio and local economic development partners leading to \$75 million in total capital investment and 412 new jobs to the region.

Competitive Regional Assets

The Utica shale in Ohio's Appalachian Basin provides manufacturers, energy producers, and midstream and downstream processors with abundant, low-cost natural gas and natural gas liquids for power generation or petrochemical feedstocks.

Ohio River Sites offer access to low-cost transportation, oversized load shipping and the cooling power of millions of gallons of water.

Companies Expanding in Appalachian Region

Speyside Bourbon Cooperage Inc., chose a vacant industrial facility in Jackson to produce bourbon and whiskey barrels because of its supply chain proximity to Appalachian white oak and a stave-making facility in neighboring Pike County. See page 74 for details on this community impact success story.

Athens Mold and Machine Inc., a tire mold manufacturing company, will invest \$3 million to restart its Ohio facility, adding up to 60 jobs to the Appalachian region.

Imperial Electric committed to investing \$1.9 million to modernize its existing plant into a state-of-the-art facility and launch a new product line at its Meigs County facility.



COLUMBUS
2020

Columbus 2020 Leverages Infrastructure and Innovation Assets to Attract Companies

Columbus 2020 generates and builds economic growth throughout the 11-county Columbus Region by leveraging Central Ohio's most competitive assets. In 2016, Columbus 2020 collaborated with JobsOhio and local economic development partners to assist companies across diverse sectors invest \$690 million, creating 4,032 new jobs in the region.

Competitive Regional Assets

Companies can access and benefit from a global logistics and distribution infrastructure and robust research and innovation network in Ohio including:

Rickenbacker Inland Port, providing unparalleled access to global markets by rail, road and air, and Foreign-Trade Zone #138, providing FTZ services in 25 Central Ohio counties.

Columbus Collaboratory, an ecosystem of founding member companies and strategic partners focused on rapid innovations in advanced analytics and cyber security, drawing top IT talent to the region.

Designation as the **US DOT Smart City**, positioning Columbus to become the country's first region to fully integrate innovative technologies – self-driving cars, connected vehicles and smart sensors – into its transportation network.

Companies Expanding in the Columbus Region

Bleckmann, a Dutch-Belgo company dedicated to third-party logistics in the fashion and lifestyle sector, will invest \$1.4 million in a 175,000-square-foot distribution center. See page 28 for details on this company win.

BDO USA, LLP, one of the nation's leading accounting firms, will open a 33,000-square-foot multi-discipline service center in Columbus and add more than 400 jobs.

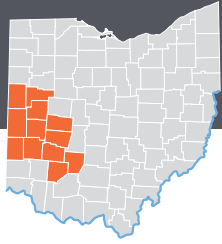
The innovative men's grooming brand, **Dollar Shave Club**, delivering high-quality razors and personal care products, will invest \$4.5 million in a new 180,000-square-foot facility adding 185 new jobs to the Columbus Region.

2017 Strategic Priorities: Central Region

- Attract and grow global trade and investment by promoting the Region to market-leading companies and assisting locally based operations.
- Engage and collaborate with public, private, and academic partners to prepare for success and build capacity for future economic opportunities.
- Raise the overall level of competitiveness in the 11-county Columbus Region.



Rickenbacker Inland Port, Columbus



2017 Strategic Priorities: West Region

- Increase awareness among existing and future investors well-suited to leverage the region's advanced manufacturing, aerospace and aviation, defense, information science and software, logistics and distribution, food and agri-business and biohealth industry strengths, workforce and competitive business climate.
- Develop and implement strategies for collaboration to heighten the competitiveness of the Dayton Region.
- Strengthen the aerospace and defense capital investment pipeline through strategic engagement with industry contractors.
- Build foreign direct investment opportunities through strategic marketing and partnerships.



Airstream, Jackson Center

Dayton Region's Premier Research Resources Support Continued Innovation

As the lead economic development engine for the 12-county Dayton region, Dayton Development Coalition (DDC) joins with local and state partners to bolster job creation and prosperity by supporting entrepreneurial activity, retaining and attracting businesses and promoting the region's competitive assets. During 2016, together the DDC, JobsOhio and local economic development partners assisted companies across diverse sectors invest \$303 million, creating 3,687 new jobs in the region.

Competitive Regional Assets

Wright-Patterson Air Force Base is one of the largest, most diverse Air Force installations in the world playing a critical role developing, building and maintaining new technologies for the Air Force and future commercialization.

Wilmington Air Park is an integrated Aviation and Logistics Business Park with foreign trade zone designation located on 1,900 acres featuring nearly 3 million square feet of industrial, office and hanger space, strategically located near Interstate 71.

Companies Expanding in the Dayton Region

Turnkey aircraft maintenance, repair and overhaul provider **Airborne Maintenance and Engineering Services, Inc.**, committed to develop a customized talent training program and create 100 jobs. See page 35 for details on this project.

Airstream Inc., the industry's most respected travel trailer and touring coach manufacturer for the luxury RV market, committed to invest \$5.4 million and add 230 jobs to accommodate the addition of two product lines at its Jackson Center facility.

Spectrum Brands consolidated operations from Texas and California to commit to a \$33 million, 570,000-square-foot hub that houses 350 workers for logistics and distribution and light manufacturing for auto care products.



Strategic Talent Partnerships Help REDI Attract Diverse Industry Leaders to Region

The Regional Economic Development Initiative (REDI) Cincinnati actively identifies opportunities to attract businesses to Greater Cincinnati by developing relationships with companies and new markets domestically and across the globe. REDI Cincinnati helps small, mid-size and large companies achieve strategic growth leading to job creation and economic prosperity for Southwest Ohio.

In 2016, REDI Cincinnati collaborated with JobsOhio and local economic development partners leading to \$289 million in total capital investment, creating 5,022 new jobs in the region.

Competitive Regional Assets

Strategic talent partnerships pioneered by the University of Cincinnati, implemented and refined by several area universities and industry partners, continues producing a high concentration of aerospace professionals with real-world training accompanying aerospace-related degrees.

Financial services company concentration, including Fifth Third Bancorp, VANTIV and 84.51, are located throughout Greater Cincinnati and attract technology innovators and contribute to continued growth in the fintech cross-industry sector.

Companies Expanding in Greater Cincinnati

Independent aerospace maintenance, repair, and overhaul provider **StandardAero Component Services, Inc.**, selected Ohio over Kentucky and Tennessee for a \$10.5 million expansion and plans to add 120 new jobs.

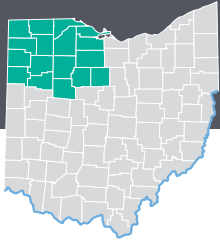
Madtree Brewing, one of the fastest growing craft breweries in Ohio, opened a new \$18 million facility in Cincinnati helping expand its barrel production capacity. See page 73 for more details on this company success story.

Trusted partner to small and medium-sized businesses, **Paycor** is committed to expand in the Cincinnati area, with plans to invest \$8 million and add 1,064 jobs.

2017 Strategic Priorities: Southwest Region

- Increase cluster-specific domestic and international travel to identify global capital investment opportunities.
- Innovate using data and existing industry expertise as well as state, local and regional partners to position Greater Cincinnati as a premier business destination.
- Define the region's industry assets through deep-dive research into each cluster.





Regional Growth Partnership Connects Companies with Infrastructure and Talent

2017 Strategic Priorities: Northwest Region

- Foster relationships with consultants and companies in identified target industries to showcase Northwest Ohio as a high-value, low-cost place for businesses to succeed.
- Partner with local economic development organizations and utility providers to market certified sites for investment, development, and revitalization.
- Engage in strategic relationship-building to identify and partner with foreign investors seeking competitive business opportunities in the U.S.
- Generate greater awareness of the Northwest Ohio regional assets and revitalization initiatives.

In 2016, the Regional Growth Partnership (RGP) collaborated with JobsOhio and local economic development partners to assist companies across diverse sectors invest \$1.7 billion, creating 2,597 new jobs in the region.

Competitive Regional Assets

In the Northwest Ohio region, RGP is building a diverse, growing economy by leveraging the competitive infrastructure, supply chain and talent advantages Northwest Ohio offers locating and expanding companies.

A robust energy industry featuring heavy pipeline infrastructure, a deep pool of engineering talent and widespread community support.

Proven, productive automotive and advanced manufacturing workforce with the nationally respected The Harbour Report ranking three Northwest Ohio automotive plants as the most productive in North America.

Three of the country's most traveled interstates cross through Toledo, I-75, I-80, and I-90, providing efficient access to nearly half the U.S. and Canadian marketplace.

Companies Expanding in Northwest Ohio

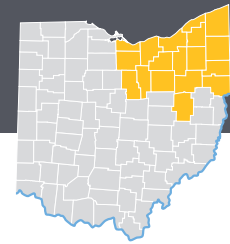
FCA US announced it will invest \$700 million in the Toledo Assembly Complex to retool the North plant for the next generation Jeep Wrangler, adding approximately 700 new jobs. See page 36 for details on this company win.

Leading global provider of automotive thermal systems, **Hanon Systems** will invest \$16 million in a new manufacturing facility to serve its Eastern U.S. market, adding up to 139 new jobs.

Chinese manufacturing company **Magretech** expanded through acquisition to launch first U.S. operations, investing \$9.4 million, adding up to 35 new jobs.



Oregon Clean Energy, Lucas County



Collaborative Business Environment Helps Team NEO Attract Companies to the Medical Capital

To accelerate economic growth impacting the region's key industries, Team NEO fosters a collaborative business environment helping companies leverage the region's concentration of interconnected businesses, suppliers, service providers and institutions to help locating or expanding companies succeed.

In 2016, Team NEO collaborated with JobsOhio and local economic development partners to assist companies across diverse sectors invest \$1.6 billion, creating 4,853 new jobs in the region.

Competitive Regional Assets

In Northeast Ohio, companies can quickly access and benefit from a robust research and innovation network and talent pipeline that includes:

More than 60 hospitals and medical centers, including world-renowned Cleveland Clinic, Akron Children's Hospital, Summa Health System and University Hospitals.

Sponsored research exceeding \$650 million annually driving next generation biohealth innovations, products and services.

A skilled talent pipeline resulting from strategic partnerships leading to 51,000 post-secondary degrees and certificates awarded annually across diverse industries.

Companies Expanding in Northeast Ohio

Clean Energy Future-Lordstown has committed to invest \$890 million to construct a 940-megawatt combined cycle gas turbine electric power generation facility in Lordstown. See page 23 for details on this company win.

ExactCare is a full-service pharmacy specializing in medication management for home-based patients partnered with Team NEO, Greater Cleveland Partnership, BioEnterprise and JobsOhio to help the company invest \$1.9 million and create 690 new jobs in Valley View. For details on this capital attraction project see page 48.

UK-based medical device company **PulseFlow Technologies** selected Northeast Ohio over Tennessee, Florida, Washington and Texas to locate a U.S. headquarter operation. The company committed to create 75 new jobs.

2017 Strategic Priorities: Northeast Region

- Create greater industry focus throughout the economic development system by concentrating efforts on the region's six driver industries including biohealth, automotive, advanced manufacturing, professional services/ headquarter operations, metals and chemicals.
- Enhance network coordination and actively encourage partners to leverage Northeast Ohio's economic development assets in a high performing network.
- Create strategic impact through marketing and research insights that drive results within Northeast Ohio's economic development system.
- Create seeker-solver networks for smart devices and systems, additive manufacturing and energy storage clusters to connect larger driver industry companies (seekers) and early-stage companies as well as research institutions (solvers) for business development through innovation of new products.



Cleveland Clinic, Cleveland

Financial Summary

JobsOhio

JobsOhio is a 501(c)(4) private non-profit corporation and the sole member of JobsOhio Beverage System (JOBS), a 501(c)(3) private non-profit 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 acquired 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.

JobsOhio Financial Summary

In this report, we provide the statements of net position and statements of revenues, expenses, and changes in net position for JobsOhio and JobsOhio Beverage System (JOBS) for the 12 months ended Dec. 31, 2016 and Dec. 31, 2015. The financial activities for both entities are accounted for as an enterprise fund, reporting all financial activity, assets, and liabilities using the accrual basis of accounting in the same manner as with other private sector businesses.

New regulatory criterion requires blending of a component unit incorporated as a not-for-profit corporation in which the primary not-for-profit is the sole corporate member. Accordingly, financial statements for JobsOhio and JOBS are blended.

The blended statements of net position provide information about assets and liabilities and reflects the combined financial position of JobsOhio and JOBS. The blended entity has a strong net position at Dec. 31, 2016 of \$441 million consisting mainly of cash, cash-equivalent assets, and investments. As of Dec. 31, 2016, JobsOhio had \$298 million of outstanding commitments of loans and grants to companies for the purpose of job creation and retention. These commitments are not reflected on JobsOhio's balance sheet.

The blended statements of revenues, expenses, and changes in net position reports the revenue and expense activity for the 12-month periods ended Dec. 31, 2016 and Dec. 31, 2015.

Total operating expenses for the 12-month period ended Dec. 31, 2016 increased over the prior year period, largely due to increasing expenses tied to economic development programs and activities in support of JobsOhio's mission.

Liquor Enterprise Performance

The liquor enterprise experienced moderate growth from Jan. 1 to Dec. 31, 2016. For this 12-month period, total revenues increased to \$1.075 billion, a 5.6 percent increase when compared to the same period for the prior year. This increase is primarily attributed to the 5.9 percent growth in the retail market, while the wholesale segment increased by 5.1 percent.

Growth of the liquor enterprise in 2016 signifies that consumers are spending more on spirits. This is widely known in the industry as positive price mix and aligns with the social responsibility message of the liquor enterprise.

JobsOhio and JOBS
Statements of Net Position (Unaudited)
December 31, 2016 and 2015
(In thousands)

Assets:	December 31, 2016	December 31, 2015
Current assets:		
Cash and cash equivalents - unrestricted - JOBS	\$ 202,548	\$ 170,542
Cash and cash equivalents - unrestricted - JobsOhio	77,367	65,542
Cash and cash equivalents - restricted - JOBS	146,429	132,971
Cash and cash equivalents - restricted - JobsOhio	-	4,798
Investments - JobsOhio	378,777	319,520
Inventory - JOBS	74,370	62,172
Loans - current portion - JobsOhio	2,906	1,018
Accounts receivable - JOBS	689	1,040
Accounts receivable - JobsOhio	860	274
Prepaid expenses - JOBS	2,078	628
Prepaid expenses - JobsOhio	632	642
Total Current Assets	886,656	759,147
Long-term assets:		
Intangible asset - liquor franchise, net of amortization - JOBS	1,163,736	1,218,933
Capital assets, net of accumulated depreciation - JobsOhio	1,194	1,575
Loans, net of loss allowance - JobsOhio	33,625	9,502
Total long-term assets	1,198,555	1,230,010
Total assets	2,085,211	1,989,157
Liabilities:		
Current liabilities:		
Accounts payable - JOBS	33,093	24,435
Accounts payable - JobsOhio	971	403
Accrued liabilities - JOBS	39,801	35,219
Accrued liabilities - JobsOhio	67,670	46,943
Special obligation bonds payable - current portion - JOBS	44,020	43,440
Bond interest payable - JOBS	29,438	29,729
Capital lease payable - current portion - JobsOhio	10	10
Total current liabilities	215,003	180,179
Long-term liabilities:		
Special obligation bonds payable - JOBS	1,428,794	1,475,631
Capital lease payable - JobsOhio	23	33
Total long-term liabilities	1,428,817	1,475,664
Total liabilities	1,643,820	1,655,843
Net position:		
Net investment in capital assets - JobsOhio	1,194	1,575
Restricted - JobsOhio	-	4,798
Unrestricted - JOBS	14,636	(22,302)
Unrestricted - JobsOhio	425,561	349,243
Total net position	\$ 441,391	\$ 333,314

JobsOhio and JOBS
 Statements of Revenues, Expenses, and Changes in Net Position (Unaudited)
 Twelve months ended December 31, 2016 and 2015
 (In thousands)

	Twelve months ended December 31, 2016	Twelve months ended December 31, 2015
Operating revenues:		
JOBS:		
Retail net liquor sales	\$ 773,636	\$ 730,817
Wholesale net liquor sales	301,762	287,096
JobsOhio:		
Interest income - loans	1,318	364
Fees and other	426	213
Total operating revenues	1,077,142	1,018,490
 Operating expenses:		
JOBS:		
Cost of goods sold	619,564	586,504
Sales commissions	58,950	55,659
Liquor gallonage taxes	46,061	44,412
Amortization of intangible asset - liquor franchise	55,197	55,197
Service fees	15,181	6,350
Supplemental Payment	35,659	32,968
Other	1,923	869
JobsOhio:		
Economic development programs	59,103	50,370
Salaries and benefits	10,166	8,248
Professional services	4,003	3,668
Administrative and support	3,072	2,470
Marketing	8,732	5,839
Total operating expenses	917,611	852,554
Operating income	159,531	165,936
 Nonoperating revenues (expenses):		
Bond interest, net - JOBS	(56,059)	(56,619)
Investment income - JobsOhio	3,809	455
Other, net - JOBS	796	151
Total nonoperating revenues (expenses)	(51,454)	(56,013)
Change in net position	108,077	109,923
Net position, beginning of period	333,314	223,391
Net position, end of period	\$ 441,391	\$ 333,314

JobsOhio is Best-in-Class in Compliance Efforts

By definition, corporate governance is the system of rules, practices and processes by which a company is directed and controlled. At the direction of the board of directors, the compliance team at JobsOhio ensures its employees operate under the highest standards of integrity, ethics, transparency and accountability. These four values drive JobsOhio's corporate governance efforts from top to bottom. Simply put, JobsOhio takes corporate governance as seriously as it takes job creation.

Integrity and Ethics

Everything done at this unique corporation should give confidence to stakeholders that JobsOhio operates with the highest level of integrity. This means all employees and board members must adhere to the corporation's policies, procedures and reporting requirements.

Two policies help guide this directive. The Standards of Conduct policy ensures all employees, directors and officers perform their duties with the highest ethical conduct. The

Conflict of Interest policy protects the interests of JobsOhio when involved in a transaction that could financially benefit the private interest of a director, officer or employee. By signing the annual JobsOhio Ethical Conduct Pledge, every JobsOhio employee and board member promises to abide by these two policies.

In 2016, 100 percent of JobsOhio employees and board members participated in annual ethics and compliance training. JobsOhio maintains an open door policy and a compliance report hotline to give employees ample opportunity to discuss any ethical issues that may arise.

Transparency and Accountability

As a private non-profit corporation, JobsOhio provides more transparency than state agencies. The public can access any of the following information on the JobsOhio website:

- Conflicts of Interest and Standards of Conduct policies
- Annual ethics presentation
- Audited and reviewed financial statements
- Monthly Metrics reports of executed grant and loan agreements with companies investing in and committing jobs to Ohio
- Compliance and Control Review report by an independent firm

JobsOhio diligently complies with all statutory reporting and oversight requirements. 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 2016, the Compliance and Control Review report resulted in no material findings.

2015 Metric Evaluation Report

PROJECT METRIC	COMMITTED	REPORTED	AGGREGATE PERFORMANCE
Jobs Created	477	558	117%
Payroll Created	\$23,772,032	\$59,503,184	250%
Jobs Retained	2,211	2,211	-
Fixed Asset Investment	\$88,102,000	\$117,080,369	133%
Employees Trained ¹	373	870	233%

The aggregate actual performance for 2015 identifies the results of committed versus reported results across the state.

¹Total Employees Trained may include training of both new and retained employees.

JobsOhio reports to several state and federal agencies, including the Internal Revenue Service, the Ohio Auditor of State, the Ohio Ethics Commission, the Controlling Board and the Ohio Development Services Agency.

Internal mechanisms for accountability include an Independent Review Panel (IRP) that evaluates 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 report process. Grantees and borrowers are contractually obligated to submit an annual report to the JobsOhio Project Performance Team explaining the progress made on their projects for the preceding year.

The Metric Evaluation Report (see page 88) serves as a third mechanism. It is a public report on all JobsOhio Projects with a metric evaluation date of Dec. 31, 2015. In the aggregate, the 2015 report showed JobsOhio grantees and borrowers were over-performing in all metrics measured.

Board of Directors



James C. Boland
Board Chairman

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



John F. Minor, Jr.
President & Chief
Investment Officer,
JobsOhio



Gary R. Heminger
President & CEO,
Marathon Petroleum
Corporation



Stephen A. Perry
Retired President &
Executive Director,
Pro Football Hall
of Fame



Barbara R. Snyder
President,
Case Western
Reserve University



John J. Bishop
Chairman of the Board,
The Motorists
Insurance Group



Stephen E. Markovich, MD
Senior Vice President,
OhioHealth
Assistant Adjutant General,
Ohio Air National Guard



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



Thomas L. Williams
President and CEO,
North American Properties

Companies that Selected Ohio in 2016

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

7signal Solutions	Cognitive Ventures	GBQ
80 ACRES FARMS	Cologix	GE Aviation
A1 Truck and Trailer Service	Columbus JACK/Regent	GENCO I
Abilene Motor Express	Complion	General Motors
Accenture	ConAgra Brands	Gent Machine
Additive Engineering Solutions	Consolidated Storage Solutions	Georgia-Pacific Corrugated
Advanced Testing Laboratory	Cooper-Standard	Givens Engineering
Airborne Maintenance and Engineering Services	Coty US	Golden Fresh Farms
Airstream	Coulter Ventures	Green Tokai Co.
Alcott Holdings	Credit Adjustments	H&W Tool Company
Alex Products	CROSSCHX	Hanon Systems
AlphaMicron	Custom Pro Logistics	Health Carousel
Altivia Petrochemicals	D&D Ingredient Distributors	Henry Schein Animal Health
amazon.com.dedc	Daisy Brand	Hess Industries
Amcor	Dana	Hillcrest Egg & Cheese Co.
AMG Industries	Daniel's Amish Collection	Honda of America Mfg.
Appalachian Wood Floors	Dealer Tire	Huckberry
Arnold Machine	Diamond Drugs	Humtown Pattern Company
Ascendum Solutions	DMI Big Data Insights	Hunter Defense Technologies
Associated Plastics Corporation	DNA Diagnostics Center	Hyland Software
Athens Mold and Machine	DocHalo	iCARE Solutions
Atlantic Tool & Die	Dollar Shave Club	Imperial Electric
Ball Metal Food Container	DriveTime	Industrial Power Systems
BarkBox	DSW	Infocision Management Corporation
Batterii	Dura-Line Corporation	Integrity Express Logistics
BDO USA	E1 Digital Direct	Intermedix
Big Lots	EDP Renewables	IBM
Bleckmann	ElectroCraft Ohio	Intwine Connect
Blue & Co.	Encore Technologies	Involta
Blue Chip Consulting Group	EnPro Associates	Jackson International
Bulldog Rack Company	Ernst Metal Technologies	Jay Industries
Candle-lite	Evanston Investments	JBK Group
CardinalCommerce	Everything But The House	JPMorgan Chase
CardioInsight Technologies	ExactCare Pharmacy	Kalida Manufacturing
CareSource	Exel	Kalmbach Feeds
CC Kitchens	Fabrisonic	Kenco Logistic Services
Central Beverage Group	Fat Head's Brewing	King's Command Foods
Cetitec	FCA US	Krush Technologies
Chard Snyder Benefit Solutions	FedEx	L&T Technology Services
Chestnut Commerce Center	Fireline	Lancaster Colony
Classic Warehousing	Fro-Tech-Inc.	Lima Pallet Company
Clean Energy Future-Lordstown	Fuserashi International Technology	Liqui-Box
	Guardian Glass	LMI Custom Mixing

Macy's Credit and Customer Services
MadTree Brewing
Magna Seating of America
Magretech
MAHLE Behr
Malish Corporation
Mane
Mar-Bal
Medpace
Mennel Milling
Meridian Roofing Solutions
METSS Commercialization Company
Mid-West Fabricating
Mindset Digital
Morgan Stanley
Mountjoy Chilton Medley
Muxie Distributing Co
Nanofiber Solutions
National DCP
National Interstate Insurance
Navigator Management Partners
Navistar
Nehemiah Manufacturing Company
New Horizons Baking Company
NEX Transport
Nexen Tire
NMG Aerospace
NOX US
ODW Logistics
Oodle
Orbital ATK
P. Graham Dunn
Pacific Industries USA
Pallet Source
PalPac Industries
PatientPoint
Paycor
Phillips Edison & Company
Philpott Industrial Plastics
Pilkington
Pison Stream Solutions
Planes Companies
Plastic Packaging Technologies
Pleasant Valley Trailers
Polychem
Polyfill

Powerbuilt Material Handling Solutions
PPG Industries
PRIME AE Group
Primero Home Loans
Principle Business Enterprises
Pro-Pet
Procter & Gamble
Production Products
Progressive Foam Technologies
Provia's Stone
Pulse Flow Technologies
Q Laboratories
QSR7 Ventures
Quality Electrodynamics
Quotient Technology
RDP Foodservice
Recker Consulting
RelaDyne
RelateCare
Reliant Capital Solutions
Repacorp
Reztark Design Studio
RHBA Acquisitions
Riddell
Riffle Machine Works
Rise
Risk International
Rotex Global
Saf-Holland
Sahm Glass
Sakamura U.S.A.
Sands Decker CPS
Saucy Brew Works
Schaeffler Group
Schlabach Wood Design
Shearer's Foods
Silfex
Sirna & Sons Produce
SK Tech
Specialty Manufacturing Solutions
Spectra Jet
Speyside Bourbon Cooperage
Spintech
Spirex
Spliethoff
SQ Module

StandardAero Component Services
Star Turbine
Steel Valley Tank
Steiner eOptics
Sterigenics
STP
Superior Dairy
Superior Marine Ways
Synchrony Bank
T.N.T. Equipment
Talis Clinical
Tata Consultancy Services
Taylor Lumber
Te-Co Manufacturing
Tenneco
The O'Gara Group
The Sanson Company
The Sophic Group
Thomas Steel
Tilr
Tokio Marine & Nichido Fire Insurance
Top Shot Ammunition
Total Airport Services
TP Mechanical Contractors
TRW Automotive
U.S. Bank
Ultimus Fund Solutions
Uni-Grip
United Grinding
UPS
USG
Vaughn Industries
Veluscek and Heban Properties
Ventech Solutions
Vernovis
Victory Wholesale Grocers
Virtusa
W&W Dry Cleaners
WeFuFillIt.com
Wheels Up
Whirlpool
Woodpeckers
Worthington Industries
XPO Logistics
Zaner-Bloser



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

JobsOhio is a private non-profit 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

© 2017 JobsOhio. All rights reserved.