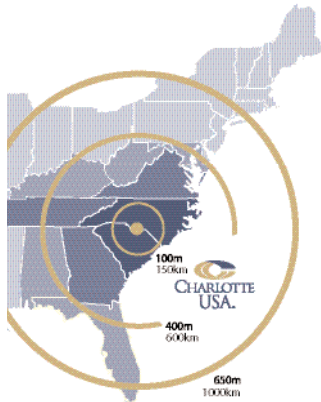


What is Charlotte USA?



The Charlotte region continues to strengthen its position as one of the most dynamic and diversified locations in North America. This 16-county region – 12 in North Carolina and four in South Carolina – is home to more than 850 foreign-owned firms, eight FORTUNE 500 company headquarters and a growing population of over 2.6 million residents.



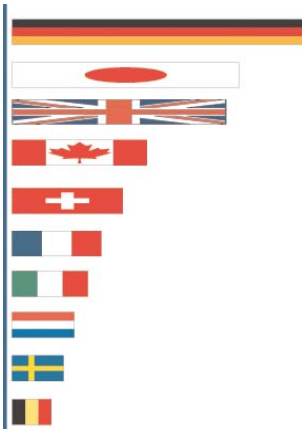
Charlotte Region Aerospace & Defense Industry Highlights

- Presence of major DOD contractors such as Goodrich Corporation, General Dynamics and Armament Technical Products, Curtis-Wright Controls Inc., and Michelin Aircraft Tire Corporation
- More than 60 aerospace/defense companies have facilities within the Charlotte USA region, employing approximately 7,000 workers
- 8,000+ engineers employed within the Charlotte USA region
- Center of “Carolina’s MicroOptics Triangle” – formed by UNC Charlotte, Western Carolina University and Clemson University to integrate specialized R&D programs focusing on new optoelectronics, precision metrology, and nanotechnology applications for the aerospace industry.

Unparalleled Accessibility

- 62% of the U.S. industrial base and over 52% of the U.S. population is accessible within 650 miles/1,000 kilometers of Charlotte USA
- Served by four major interstate highways (I-40, I-77, I-485, I-85)
- Over 500 daily departures to 120+ destinations, including non-stop flights to Munich, Frankfurt, London, Toronto, Paris and Mexico City, among others
- 8th largest U.S. trucking center in the U.S.
- Within 200 miles of three major seaports, including the 2nd largest on the eastern coast of the U.S. – Charleston, SC
- Served by CSX, Norfolk Southern and short-line railroads within the Charlotte region such as Lancaster & Chester Railway

850+ Foreign-Owned Companies in Charlotte USA



Source: Charlotte Regional Partnership and Charlotte Chamber of Commerce

Recent Announcements

- Turbomeca, a French-owned helicopter manufacturer whose clients include Sikorsky and Boeing, opens its first U.S. facility in Union County, N.C. in June 2008. The company, operating out of a new \$50 million facility, is expected to grow to 180 employees by 2010. (October 2008)
- ATI Allvac announces \$210 million expansion, adding 125 jobs to the 1,100 employees working at two Monroe, NC facilities. Follows \$28 million expansion in 2005.

Major Regional Aerospace/Defense Firms

Goodrich Corporation	Charlotte, NC	HQ's, Aircraft Parts & Equipment
ATI Allvac	Monroe, NC	Nickel & Titanium Alloy
Curtis Wright Flight Ssystems	Gastonia, NC	Aircraft Parts and Supplies
Michelin Aircraft Tire Corporation	Norwood, NC	Aircraft Tires
General Dynamics Armament & Technical Products	Charlotte, NC	Firearms & Ordnance
Turbomeca	Monroe, NC	Helicopter Engine Manufacturer
Defense Technologies	Gastonia, NC	Electronic Circuit Cards
Dana Corporation	Charlotte, NC	Engine Mount Parts, Aircraft
Northrup Grumman Space & Technology	Charlotte, NC	Military/Industrial Components
Ingersoll-Rand	Davidson, NC	Air compressors
Digital Optics	Charlotte, NC	Optical Sub-assemblies

AEROSPACE/DEFENSE

Growing and Talented Workforce

- North Carolina (3.6%) and South Carolina (3.9%) have the lowest percentage of unionized workers in the U.S. (BLS, 2008)
- Charlotte-Gastonia-Concord MSA ranked 7th fastest growing metro area in the nation (American Community Survey, 2008)
- The Charlotte region is home to 19 universities and 11 community and technical colleges with customized workforce development programs
- Over 12,000 degrees awarded in science, engineering, technology disciplines in North and South Carolina's public universities including University of North Carolina, University of South Carolina, Duke University and Clemson University among others.

Source: SC Commission on Higher Education & Statistical Abstract of Higher Education in North Carolina, 2002-2003

Mfg Industry Employee Average Wages, as percent of U.S. average wage

	Manufacturing	Architecture/Engineering Occupations
South Carolina	90%	90%
North Carolina	84%	92%
Kansas	99%	95%
Connecticut	113%	102%
Maryland	96%	104%
Washington	110%	108%
United States	100%	100%

Source: Bureau of Labor Statistics (2003)

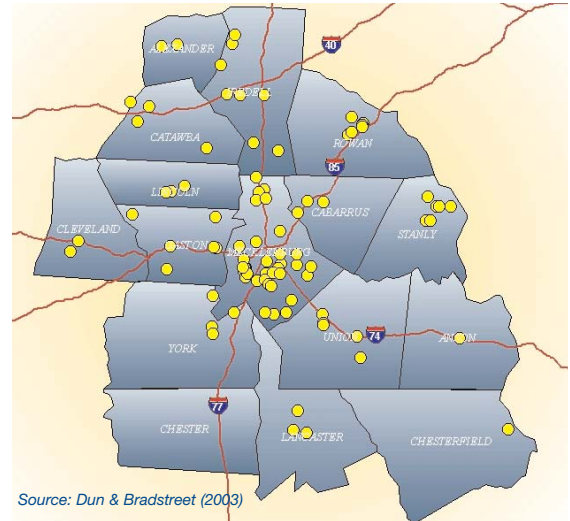
Regional Research Programs

- University of North Carolina's Charlotte Research Institute (CRI) combines cutting-edge technology and research facilities with local resources to provide employers a skilled workforce equipped with the latest industry trends and applications.
 - Center for Precision Metrology at CRI:
 - Nationally recognized programs at CPM concentrate on intelligent manufacturing, precise machining measurements, metrology instrumentation, nanotechnology, and subatomic measurement.
 - Projects funded by NASA, NIST and the U.S. Army, among others.
 - Center for Opto Electronics and Optical Communications at CRI:
 - Research areas include optoelectronics and optical device fabrication, optical metrology, optical communication infrastructure and optical imaging.
- The University of North Carolina at Charlotte's Office of Technology Transfer ranked nationwide:
 - 1st in start-ups formed
 - 2nd in invention disclosures received
 - 2nd in patent applications
 - 3rd in patents issued
 - 5th in licenses executed
 - 20th in licenses and options yielding income.

Source: Association of University Technology Managers (AUTM) Survey of American universities using equivalent footing by normalizing results per \$10 million of research expenditures, FY2001.

Regional Aerospace/Defense Firms Map

● = Aerospace/Defense Firms



Source: Dun & Bradstreet (2003)

Competitive Business Costs

- State and local tax incentives for job creation and capital investment
- State and local infrastructure development incentives
- Among the most competitive utility rates in the U.S.
- R&D tax credits available in North Carolina

Outstanding Business Climate

- North Carolina ranked 1st, South Carolina ranked 6th on *Site Selection's* Most Favorable Business Climate (2009)
- North Carolina ranked 3rd, South Carolina ranked 5th on *Pollina Corporate Real Estate's* Top 10 Pro-Business States (2009)
- South Carolina ranked 2nd, North Carolina ranked 4th in *Plants, Sites and Parks Magazine's* Readers Survey of Preferred States for Corporate Relocation
- North Carolina ranked 2nd according to a survey of CEO's in *Chief Executive* magazine of Best States for Business (2009)
- Charlotte-Gastonia-Concord MSA ranked 19th for Best Metro Area for Business and Careers by *Forbes* magazine (2009)
- North Carolina ranked 5th on *Forbes* magazine's Best States to Do Business (2009)

Industry Resources

University of North Carolina at Charlotte, Charlotte Research Institute
<http://www.research.uncc.edu/site/charlotteresearchinst.html>

University of North Carolina at Charlotte

<http://www.uncc.edu>

Western Carolina University's Center for Integrated Technologies

<http://millennial.wcu.edu/aboutWestern.html>

Clemson University

<http://www.clemson.edu>

North Carolina Military Business Center

<http://www.ncmbc.us/>

For more information, call 800.554.4373 or 704.347.8942.

www.charlotteusa.com