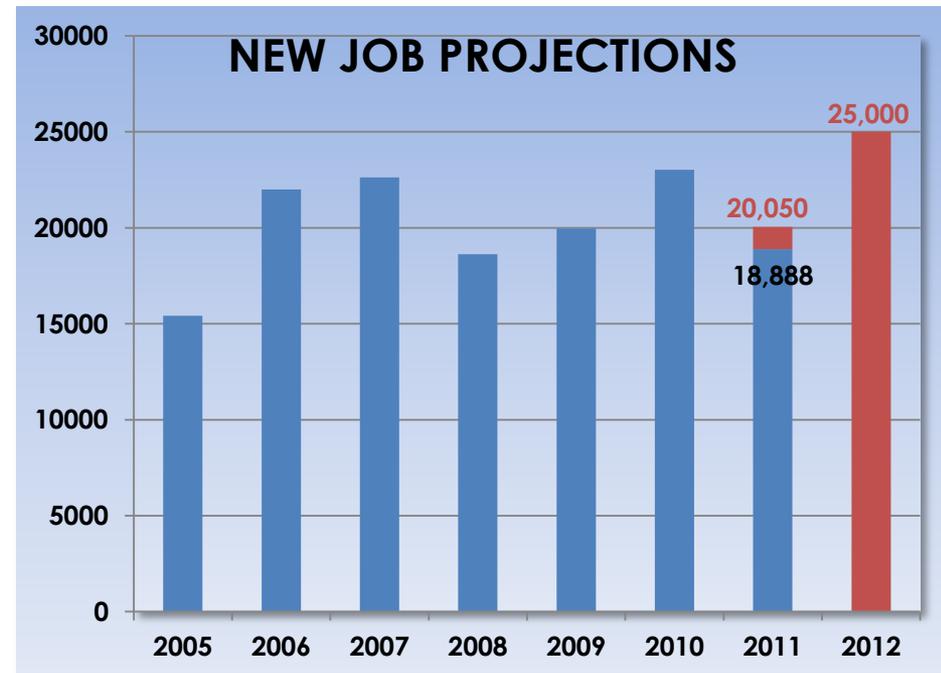


IEDC BOARD OF DIRECTORS

12.8.2011

A RECORD YEAR FOR PROJECTS WON

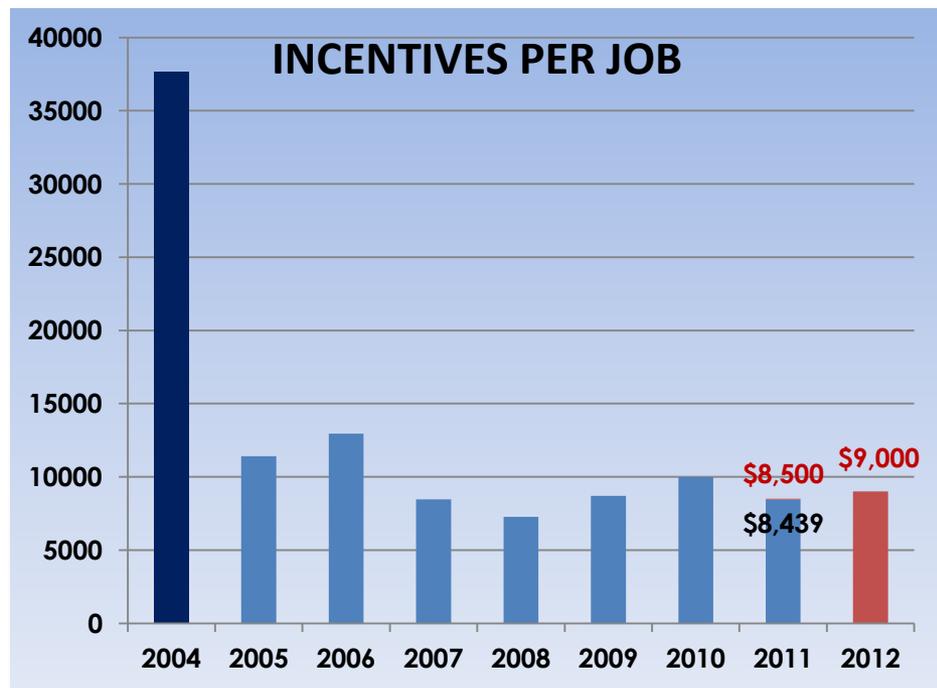
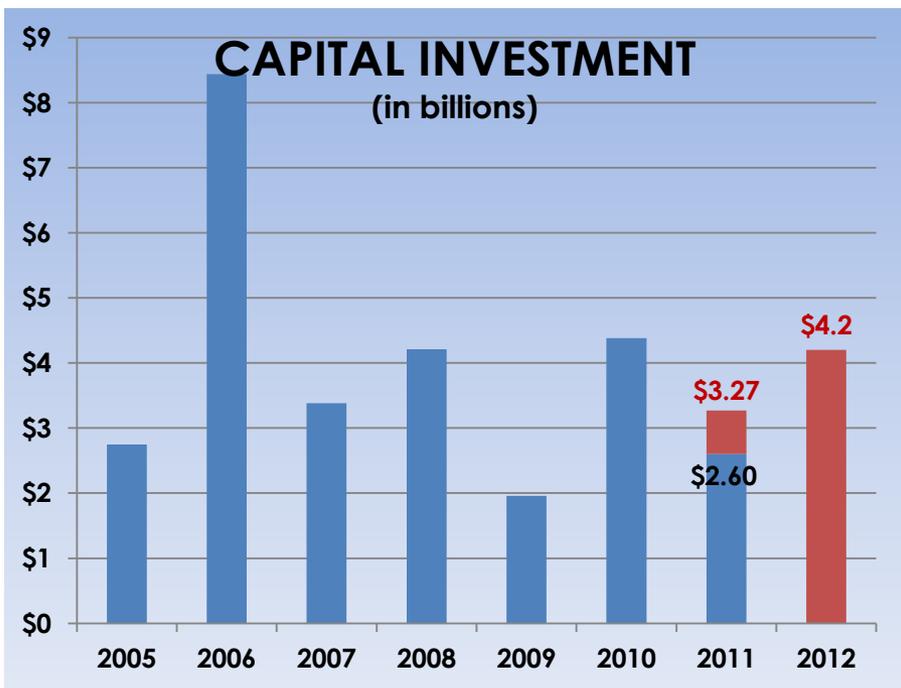
PRIVATE SECTOR PROJECTS & JOB PROJECTIONS OVERVIEW



Goals
As of 12/7/2011

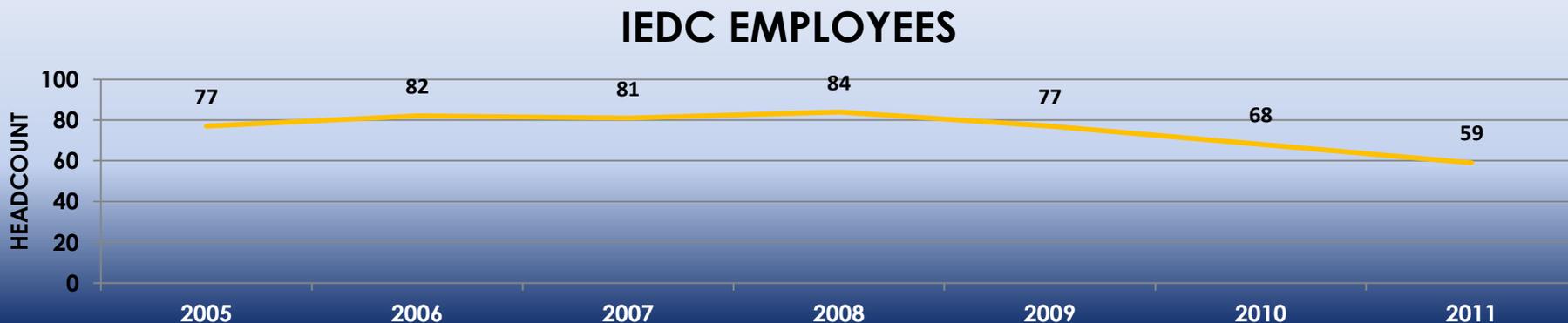
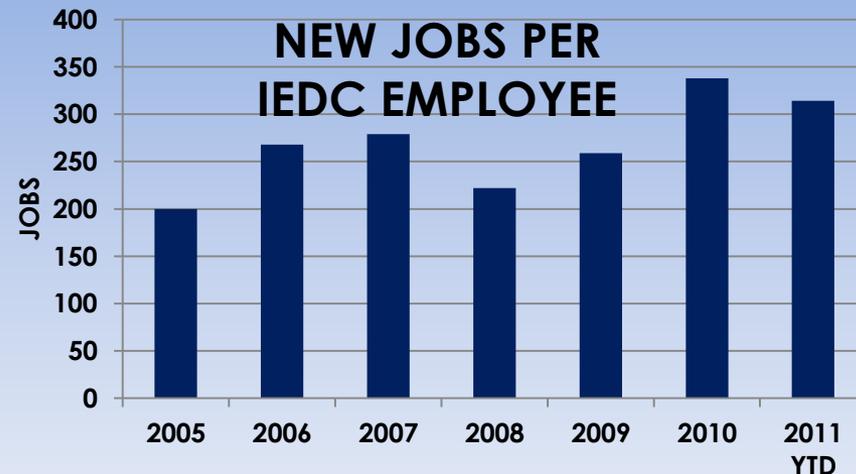
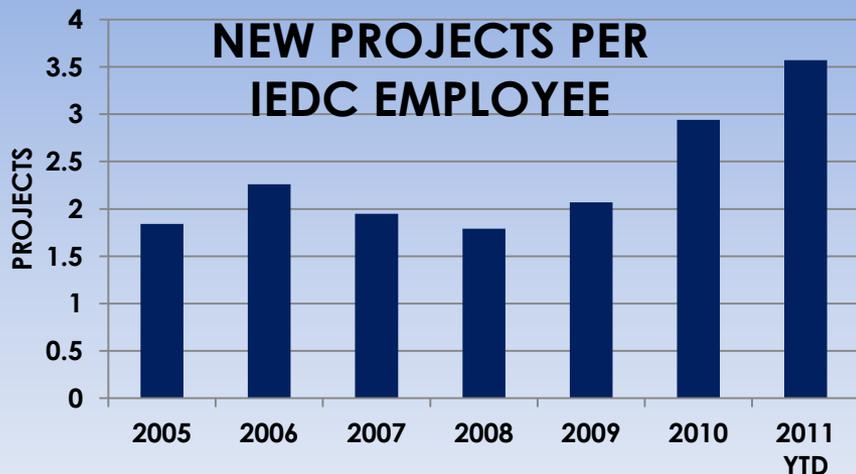
INVESTMENT DOWN SIGNIFICANTLY

PRIVATE SECTOR INVESTMENT & INCENTIVES OVERVIEW



■ **Goals**
As of 12/7/2011

IEDC PRODUCTIVITY



PROJECT WIN & LOSS REPORT

WIN

KRONOS INCORPORATED, *INDIANAPOLIS*

- ▶ A Massachusetts-based global leader in workforce management solutions that enable organizations to control labor costs, minimize compliance risk and improve workforce productivity.
- ▶ 250 projected new jobs
- ▶ \$5.17 million capital investment
- ▶ **Key Deal Factors:** Kronos sought to locate in a market with a large presence of IT-related companies near large university campuses that would provide a talented workforce excelling in information technology and computer science fields.

LOSS

AVERY GRAPHICS SYSTEMS, INC. (AVERY DENNISON), *SCHERERVILLE*

- ▶ An expansion opportunity to retool the company's Schererville facility to establish a center of excellence for clean energy.
- ▶ 64 projected new jobs
- ▶ \$51.4 million capital investment
- ▶ Company considered existing facilities in Schererville, Ind., Mentor, Ohio and a new facility in China.
- ▶ **Key Deal Factors:** Avery is still planning to add a small number of R&D positions to the Schererville facility. However, the largest investment was deferred, in part, because Avery wanted a significant amount of "upfront money" to support the investment.

2010 JOB ACTUALIZATION OVERVIEW UPDATED

Year of Transaction	Total Projects	Canceled Projects	Completed Projects	Non-Reporting Projects	Other Projects	Active Reporting Projects
2005	137	38	11	1	0	87
2006	188	48	29	1	2	108
2007	152	34	24	0	2	92
2008	147	32	18	2	2	93
2009	158	17	6	0	0	135
2010	177	15	0	0	0	162
TOTAL	959	184	88	4	6	677

2010 JOB ACTUALIZATION ANALYSIS UPDATED

Year of Transaction	Number of Projects From Accepted Reporting Projects	Total Expected New Jobs by 2010 From Accepted Reporting Projects	Net New Jobs Reported in 2010 From Accepted Reporting Projects	Percentage Realization From Accepted Reporting Projects
2005	87	8,882	6,795	77%
2006	108	12,935	10,445	81%
2007	92	11,171	6,874	62%
2008	93	7,294	5,052	69%
2009	135	10,504	8,502	81%
2010	162	4,124	6,754	164%
TOTAL	677	54,910	44,422	81%

We continue to work with companies that have fallen out of compliance... No significant change from last report.

	IN MILLIONS
AMOUNT PURSUED	\$12.2
\$ Collected	\$4.0
Performance Workout	\$1.4
Unrecoverable	\$2.9
In Collection	\$3.9
Payable	\$ 0.0
ADDITIONAL CREDITS RELEASED:	\$10.8
(projects originating 1994 to present)	

PIPELINE REPORT COMPARISON

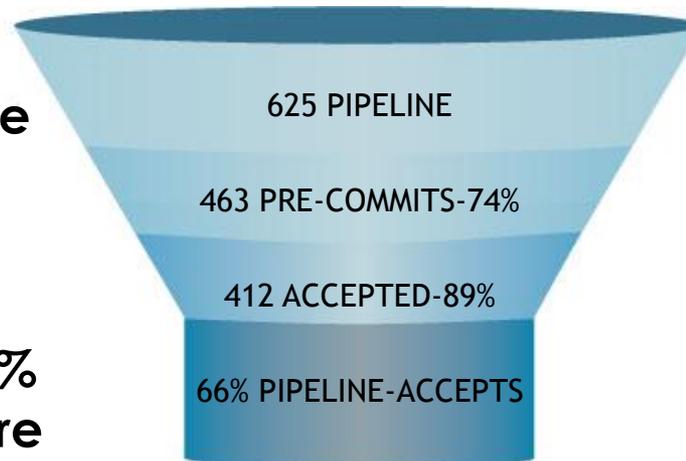
2010	
TOTAL	73 Projects
	15,368 Jobs
	\$3B Investment
	\$601M Payroll
	\$19.95 Hrly Wage

2011	
TOTAL	100 Projects
	21,855 Jobs
	\$2.6B Investment
	\$1.4B Payroll
	\$33.19 Hrly Wage

**as of Dec. 2, 2010/2011*

When Indiana is in competition with other states, we win nearly 66%* of the time (last 18 months)

- ▶ Site selectors tell us it's the local/regional/state collaboration that sets us apart
- ▶ And approximately 81% of the promised jobs are actually filled



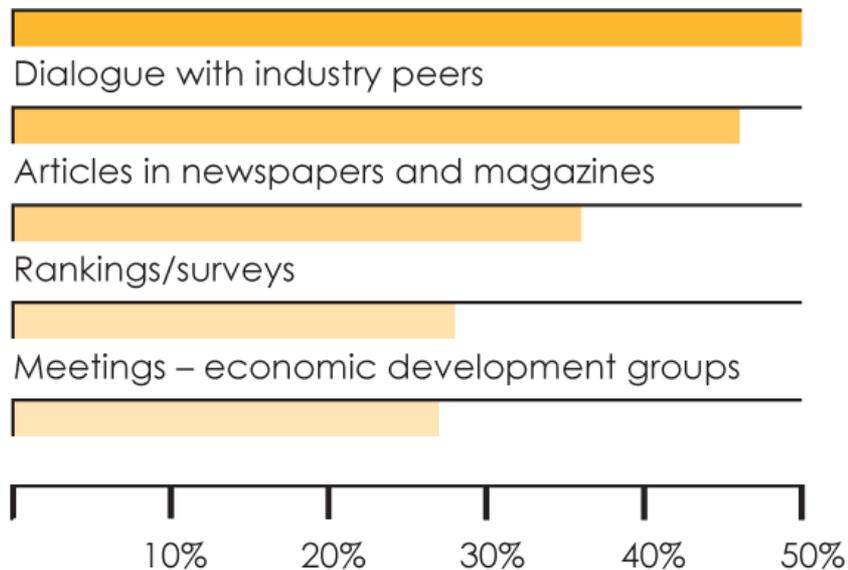
**The remaining 34% include deals that did not move forward due to economic conditions.*

Note: Companies only receive the benefit of EDGE credits after they prove the job has been filled.

The secret to success is shots on goal...

Most opportunity to compete

Where do executives get their information?

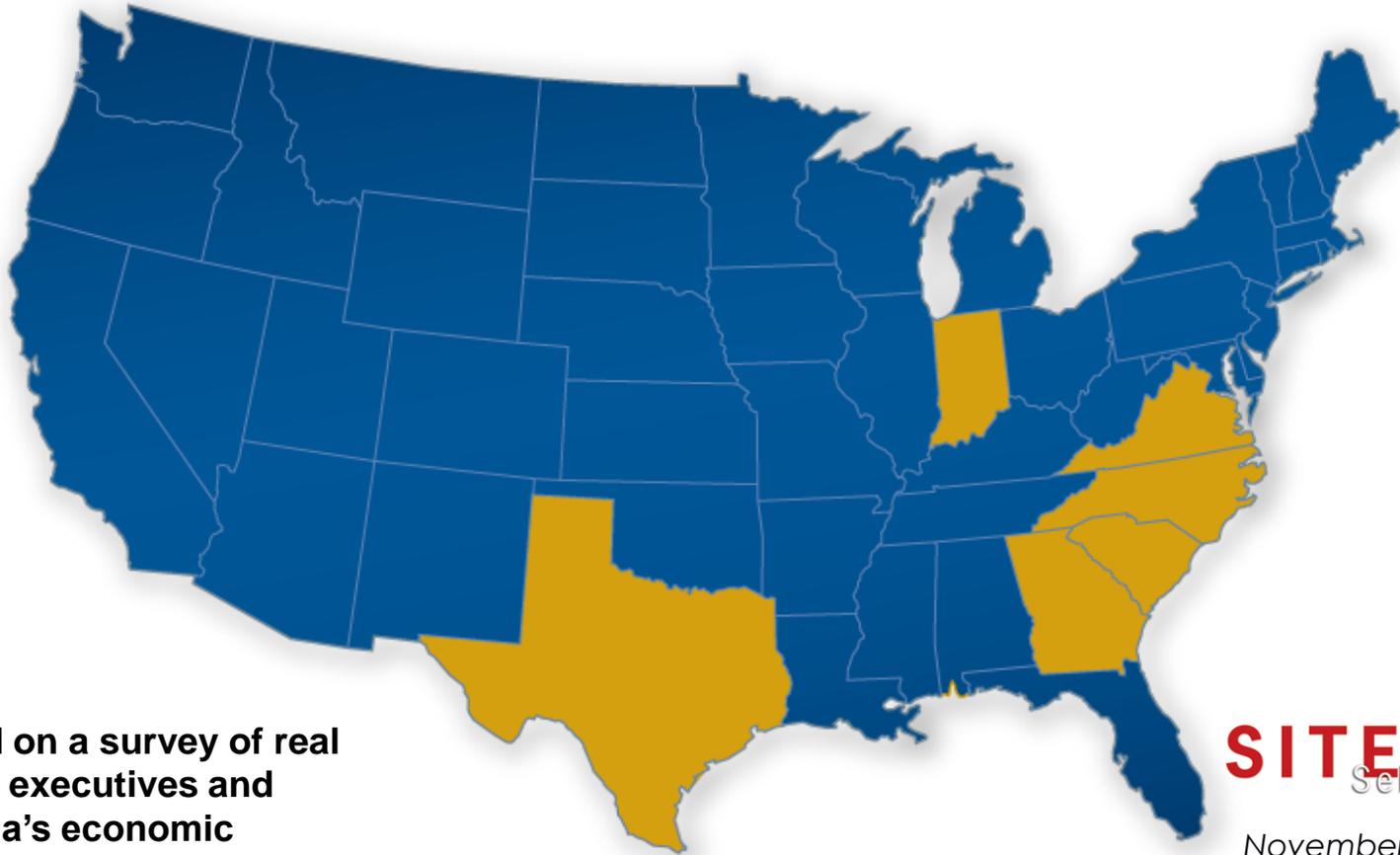


Source: Development Counselors International 9.11

CURRENT IEDC CHANNELS

- Website
- Personalized websites
- Gatherings of site selectors
- Trips to domestic and international companies
- Organized visits
- Banner ads
- Billboards
- Articles in national/local papers

BUSINESS CLIMATE RANKS 6th IN U.S.



Based on a survey of real estate executives and Indiana's economic performance

SITE Selection

November, 2011

SINGLE MOST VALUABLE PIPELINE FILLER

Will Indiana be
the 23rd Right
To Work State?



2012 BUSINESS DEVELOPMENT GOALS

PROJECTS

- ▶ 250 accepted deals in calendar year 2012
- ▶ \$4 billion in capital investment
- ▶ 25,000 new job commitments
- ▶ 1+ large headquarter relocation

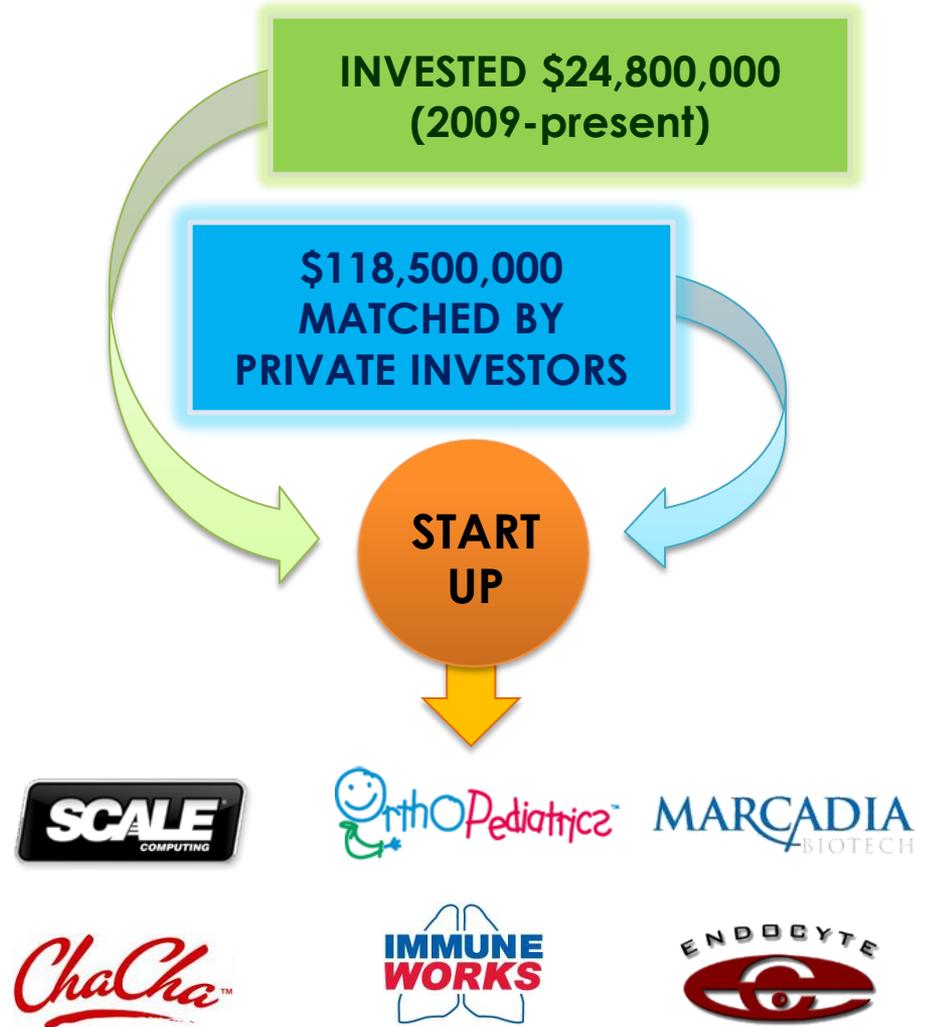
INSTITUTIONAL KNOWLEDGE/PROCESSES

MARKETING OUTREACH

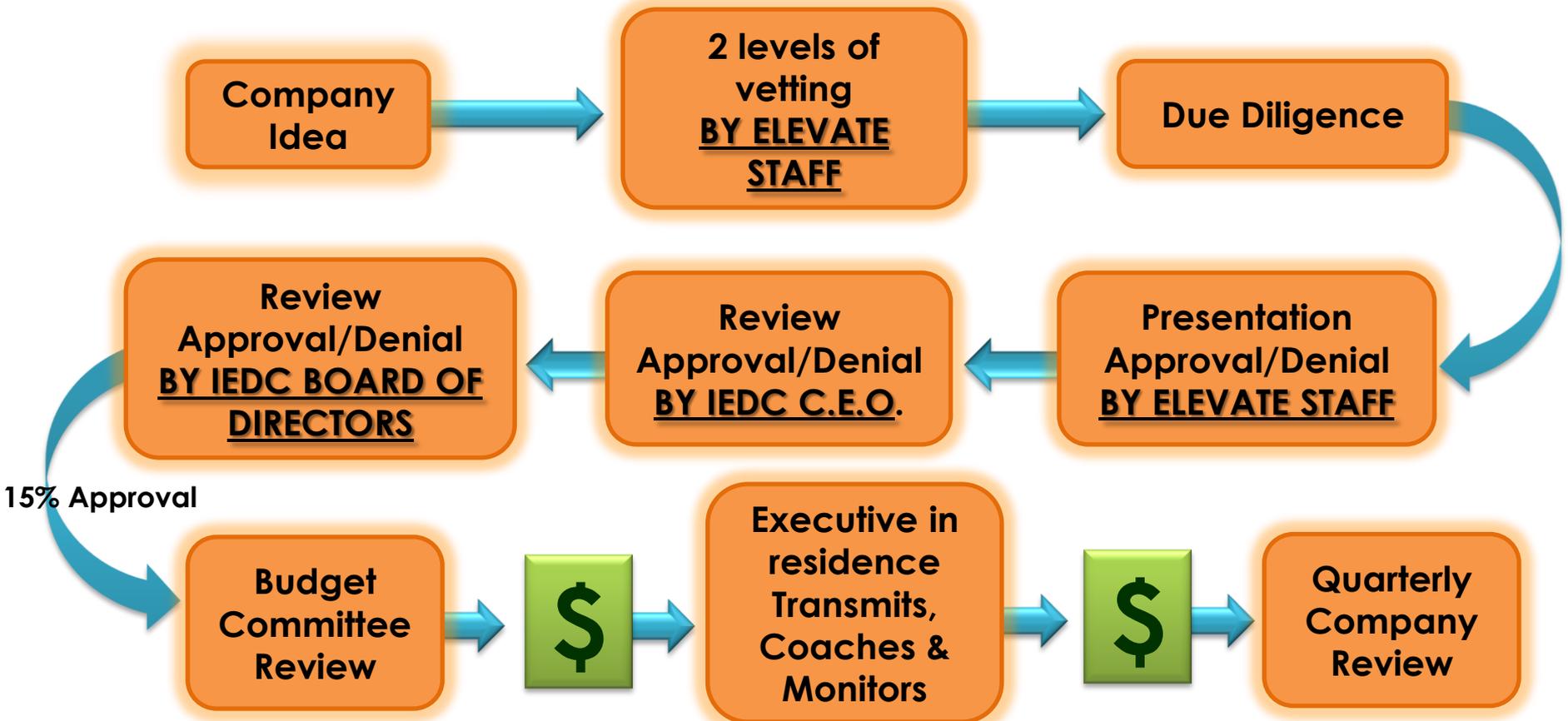
- ▶ Hoosier Ambassador Program
- ▶ China/U.S. executive in residence program

21 Fund history last 2 years...

Out of the 26 direct awards, 23 are operating, able to raise additional capital, and are seeing revenue growth. Among the 23 operating, 12 have been able to raise significant follow-on capital and are seeing healthy growth.



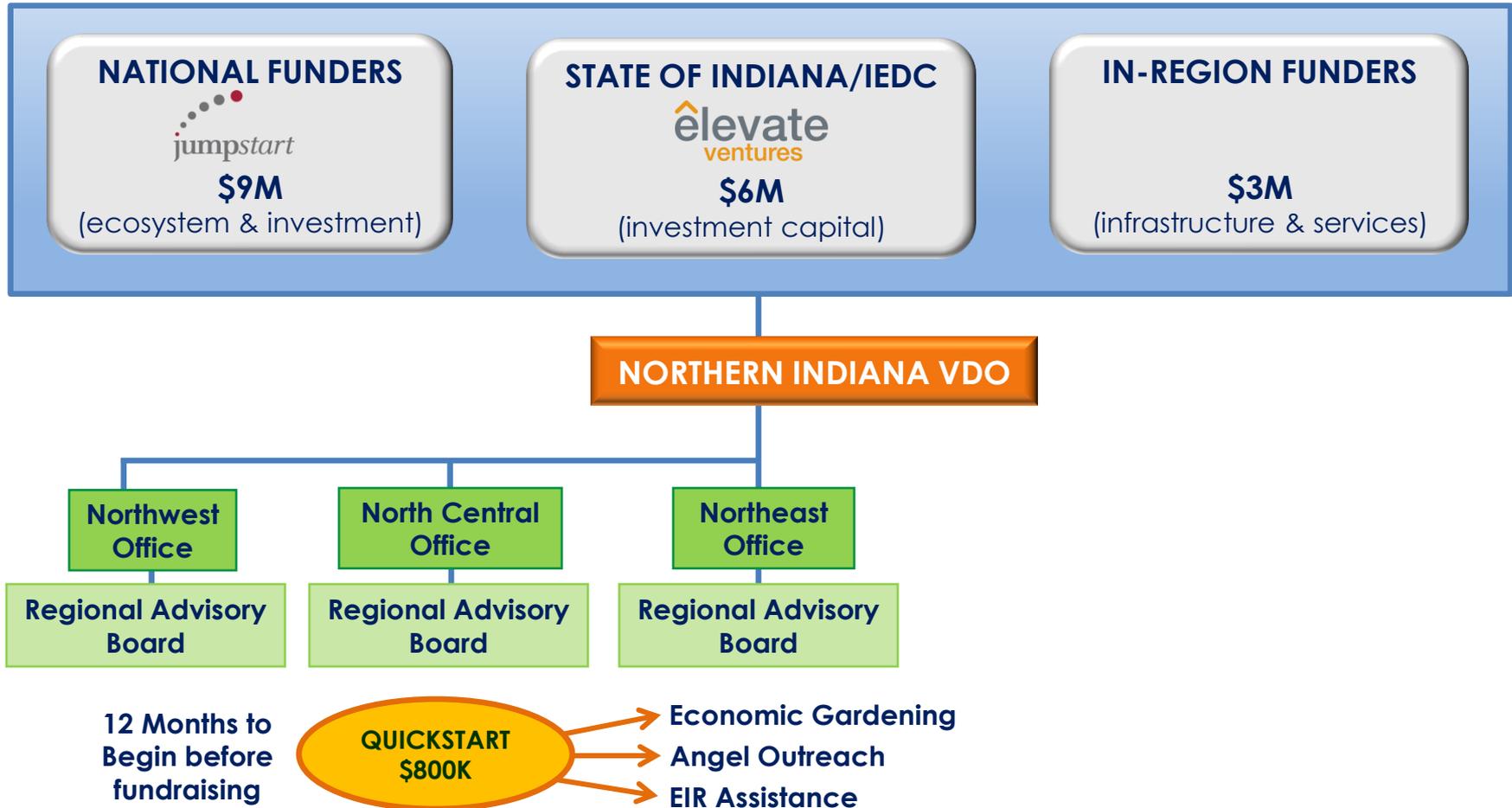
Exceptional due diligence and approval of investments is **ALWAYS** essential



A SNAPSHOT OF 21 FUND PORTFOLIO



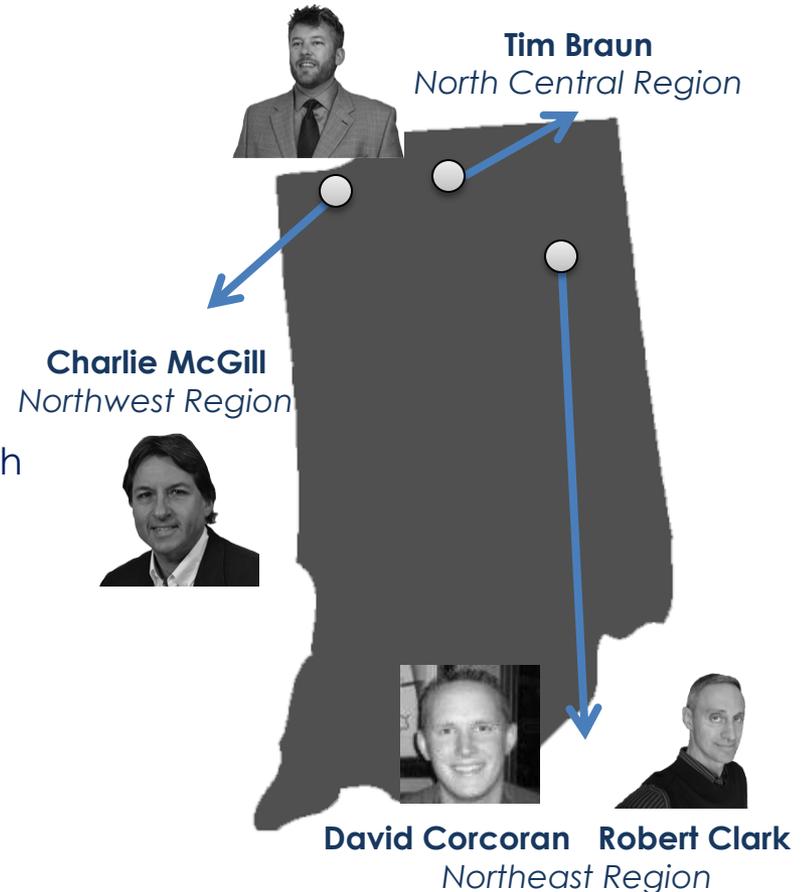
REGIONAL ENTREPRENEURSHIP ACTION PLAN (REAP) NORTHERN INDIANA START-UPS



ECOSYSTEM STRATEGY

On October 1, 2011 Elevate Ventures launched three (3) pilot programs under the **Quick Start Initiative**:

- ▶ Regional Entrepreneur-in-Residence to assist entrepreneurs and prospective entrepreneurs in developing new high-potential venture.
- ▶ Economic Gardening Pilot to identify high-growth opportunities.
- ▶ Angel Network Program to encourage Indiana investments.



2012 ELEVATE VENTURES GOALS

INVESTMENT

- ▶ Invest in 12 high-growth high-potential companies
- ▶ Increase the investment portfolio leverage to 4:1
- ▶ Achieve 1 liquidity event

ENTREPRENEURIAL ECOSYSTEM

- ▶ Raise \$9 million from national foundations to fund REAP
- ▶ Transition Quick Start to the REAP
- ▶ Assist 75 Economic Gardening companies in northern Indiana
- ▶ Establish a network of 10 local angel investor groups

IEDC BOARD OF DIRECTORS

12.8.2011