

Global Access Economy Infrastructure Workforce

Infrastructure Workforce

Economy Global Access

Global Access Infrastructure

Workforce Economy

GEORGIA
NO. 1 STATE IN U.S.
FOR BUSINESS

Source: CNBC, Site Selection and Area Development

Georgia's low cost of doing business, availability of skilled labor and global supply chain are just a few of the reasons why more than 440 Fortune 500® companies thrive in Georgia. Combine this with the Georgia Department of Economic Development's recent "best in class" agency ranking by Development Counsellors International (DCI) - and you have a recipe for success. Visit Georgia.org/Fortune to find out how you can become Georgia's next success story.



GEORGIA



HERE, A THRIVING BUSINESS ENVIRONMENT MEETS AN UNMATCHED QUALITY OF LIFE. THAT'S THE BEAUTY OF THIS SOUTHERN GEM—AND WHY MORE AND MORE COMPANIES ARE CHOOSING TO CALL THE STATE HOME.

We **SPEAK** Business



Georgia On Their Minds

FROM ITS SUPERIOR QUALITY OF LIFE AND WORKFORCE TO ITS BUSINESS-FRIENDLY GOVERNMENT, THE PEACH STATE IS THE PICK OF MORE AND MORE CEOS



CENTENNIAL OLYMPIC PARK is just one of the many cultural attractions that makes Georgia a great place to live and work.

HOW DO YOU WOO ONE of the most iconic brands in the world to move to your state? You've got to cover your bases, with a pro-business government, an exceptional quality of life, a highly skilled workforce, and world-class logistics. It doesn't hurt to have outstanding universities, a supportive business community home to numerous FORTUNE 500 companies, geographic diversity, and great weather. And for the coup de grace, it really helps to have a phenomenal

culinary scene, and world-class museums. Combine the latter two, as the state economic development team did one evening last fall in its meeting with Mercedes-Benz, and you've got a reminder of just what Georgia offers.

The occasion was the visit of Mercedes-Benz USA CEO Steve Cannon a couple of months before the company was to decide on the new location of its North American headquarters: Texas, North Carolina, or Georgia. The state's global commerce team wanted to show off the culture and people of Atlanta, so instead of a dinner at a great Atlanta restaurant, they held a banquet in the soaring, five-story

atrium of perhaps the finest art museum in the Southeast—the Richard Meier-designed High Museum of Art. The three tables of 10 included some of the business community's heaviest hitters, including the CEOs of Delta, UPS, and Georgia Power. As they dined on locally sourced surf and turf, the conversation centered on what it's like to live in the state, and the terrific support companies get at the state and local level.

"Georgia is pro-business, and we've built this business environment that's very invit-

PICTURE GEORGIA



We're proud to report business in Georgia is booming. And clicking. And downloading.

And that's one of the many reasons AT&T loves working here. It's a world-class mobile technology hub. It has an unmatched ecosystem that fuels mobile innovation. It's Georgia. And it has all the resources, attitude, and infrastructure to make businesses thrive.





“WE HAVE A GREAT ACCUMULATION of qualified young people that are being trained. Combine that with our infrastructure, some of the best interstate highway systems in the country, Hartsfield-Jackson Atlanta International Airport, and the Port of Savannah, and it makes us a pretty attractive place for business.” NATHAN DEAL, GEORGIA GOVERNOR

ing—low tax rates, a low regulatory burden, and great logistics and higher education,” says Chris Carr, Commissioner of the Georgia Department of Economic Development, who attended the dinner. “So we talked about all of that, and it really impacted the executives from Mercedes. I think they truly got a sense of what Atlanta, the Atlanta business community, and the arts community are like.”

Ultimately, it was Georgia’s high quality of life that successfully persuaded Mercedes-Benz to move its North American headquar-

employees, from millennials who prefer city life to older employees raising families who prefer the suburbs.

“Atlanta offers all these things that matter to us outside of work, such as a high quality of life, terrific schools, and wonderful cultural and recreational activities,” Cannon offers. “We’re proud to call Georgia our future home.”

Says Carr: “Their whole company culture is excellence, and when they have selected your community, that is a real point of pride. It shows that you are doing the right thing.”

BUSINESS DEAL

Georgia has always been a business-friendly place, but the state’s Southern hospitality—corporate style—really took a big step forward when Governor Nathan Deal took office in 2011. With the goal of becoming the No. 1 state in the nation for business, he immediately launched the Georgia Competitiveness Initiative to strengthen the state’s economic development strategy to attract new companies and jobs, spur investment, and support existing companies. It began by holding town-hall meetings in the state’s 12 economic development regions to assess the strengths and weaknesses, collect data and ideas from leaders across the state, and

ters from northern New Jersey to the north side of Atlanta. The cost of living is lower. The pace of life is more relaxed. Downtown is vibrant, and the mass transit system is excellent. Sure, there was a good tax incentive package, but any state can offer that. Mercedes wanted a “live-work-play” community that would appeal to its 800

A GROWING NUMBER of companies are calling Georgia home, including 17 on this year’s FORTUNE 500 list.



TOP: STATE OF GEORGIA; BOTTOM: DAVID KOSMOS SMITH / IMAGEREF



From Georgia with love

When we started in Atlanta in 1886, we never imagined that someday our beverages would be enjoyed around the world 1.9 billion times a day. Coca-Cola is proud to call Georgia home and a great place to do business.

“THERE IS A YOUTHFUL, CAN-DO ENERGY here that’s palpable. We have some of the best research and educational institutions in the world right in our backyard in Atlanta.”

MUHTAR KENT, CEO, COCA-COLA



implement recommendations to make Georgia more competitive.

“First of all, we involved the business community in the process of setting our goals,” says Gov. Deal. “We took those ideas and brought them back to the next legislative session, and out of that came tax reform, for example. We removed the sales tax from energy used for manufacturing, which has been a huge success in attracting more manufacturing opportunities for our state—and expanding the existing opportunities.”

With 17 FORTUNE 500 headquarters based in the state, including Coca-Cola and Home Depot, the business community Gov. Deal refers to is large and diverse. Perhaps no brand is more associated with Georgia than Coca-Cola, which started in the state in 1886 and is now comprised of more than 500 brands that bring in close to \$50 billion annually. Its 26-story headquarters in

downtown Atlanta is located right next to its very popular tourist attraction, the World of Coca-Cola.

“There is a youthful, can-do energy here that’s palpable,” says Coca-Cola chairman and CEO Muhtar Kent. “We have some of the best research and educational institutions in the world right in our backyard in Atlanta, and a base of strong, innovative companies that attract the best and brightest employees, suppliers, and partners. That’s a tough combination to beat. Georgia is a great place to do business. For anyone considering making Georgia home, this community will do everything in its power to help you succeed. Georgia’s welcoming, hospitable attitude is why the state has become such a dynamic and diverse melting pot of cultures, industries, and attractions.”

GEORGIA: THE NUMBERS

- In 2014, for the second consecutive year, *Site Selection* magazine picked Georgia as the No. 1 state in the nation for business. It also topped the annual rankings last year by CNBC and *Area Development* magazine.
- In addition to 17 FORTUNE 500 headquarters, more than 440 FORTUNE 500 companies have

ABOVE: VISITORS TO Atlanta can take a selfie with this giant bottle of Coke—and more—at the World of Coca-Cola. BELOW: Reliable high-speed connectivity is helping to lure more technology companies to Georgia.



TOP: COURTESY OF COCA-COLA; BOTTOM: PICTURE GEORGIA

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Our new headquarters, One Porsche Drive, is a major statement from Porsche and reaffirms our commitment to Atlanta, a city we’ve called home since 1998. The first of its kind in North America, the Porsche Experience Center allows you to explore the world of Porsche as never before. From the driver development track and Heritage Gallery to our business center and fine dining restaurant, our new home immerses guests in all things Porsche. Reserve your experience today, and witness our dedication to Atlanta at porschedriving.com.

Introducing our new home in Atlanta, One Porsche Drive.



PORSCHE



PORT OF BRUNSWICK terminal ranks among the nation's largest auto facilities, and is also the third busiest port in the U.S. for total Roll-On/Roll-Off cargo.

operations in the state.

- Georgia's workforce training program Quick Start is one of the oldest and best in the nation, providing customized workforce training free of charge to qualified businesses.
- Four Georgia institutions are ranked among the top 50 national undergraduate business programs, and two institutions are

ranked among the nation's top 50 graduate business schools, while the state's colleges and universities award more than 132,000 degrees and certificates each year, creating a skilled and diverse talent pool to fuel industry growth.

- The Port of Savannah is the second-busiest port on the East Coast and the fastest-growing port in North America.

● Hartsfield-Jackson Atlanta International Airport is the busiest passenger airport in the world, with direct flights to 150 U.S. cities and 70 international destinations in 50 countries, and is home to 16 cargo-only carriers. The majority of the U.S. market can be reached in a two-hour flight.

● The state offers businesses local access to 70 foreign governments through consular offices and/or trade representation.

● Georgia is one of the fastest-growing entertainment production centers in the U.S., currently ranked No. 3 in the nation and No. 5 in the world with a \$5 billion-plus impact last year.

"In the last eight months eight corporate headquar-

ters have relocated to Georgia, and that has created a lot of new jobs—over 2,000, I am told," notes Gov. Deal. "What we have tried to do is look at what it takes to be attractive to business. And one of those things is a qualified and readily available trained workforce. We have a great accumulation of qualified young people that are being trained. Combine that with our infrastructure, some of the best interstate highway systems in the country, Hartsfield-Jackson Atlanta International Airport, and the Port of Savannah, and it makes us a pretty attractive place for business."

GRAND OPENINGS

In addition to Mercedes-Benz, other companies that are opening facilities include Kaiser Permanente, which is building a \$20 million technology campus in Midtown Atlanta that will create 900 jobs; Haring, a German maker of precision automotive com-

GEORGIA IS ONE OF THE FASTEST-GROWING entertainment production centers in the U.S., currently ranked No. 3 in the nation and No. 5 in the world with a \$5 billion-plus impact last year.

ponents, which is investing \$54 million in its first U.S. manufacturing facility, in Hartwell, creating 800 jobs; and Keurig Green Mountain Inc., which is investing \$337 million in a 585,000-square-foot manufacturing center in Douglas County, west of Atlanta, to produce pods for the company's new cold version of its K-Cup brewing system, creating 550 jobs.

And Home Depot, which was started in the state in 1979, has just opened a new 1-million-square-foot direct fulfillment center south of Atlanta for online businesses, as

OPPORTUNITY 2016: INFRASTRUCTURE

TODAY, OUR NATION'S INFRASTRUCTURE is failing us. Ductile iron water pipes are deteriorating from corrosion. We are losing over 2.5 trillion gallons of our most precious resource yearly. Treated water flowing through corroded pipes encounters secondary pollution when sewage and other pollutants reach our tap water through these corroded pipes causing us to think twice about drinking from the tap.

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PORSCHE EXECUTIVES CONSIDERED 70 other locations to build its new facility before deciding to stay in Georgia; within minutes of landing in Atlanta, customers can be on the track with an instructor to choose their next Porsche.

well as the Home Depot Technology Center at Georgia Tech. The company also plans to open a new IT facility in Cobb County later this year.

Porsche's new \$100 million North American headquarters and the Porsche Experience Center, which opened to the public on June 2, are located next to the Atlanta airport. "Today we celebrate a significant milestone in the history of Porsche as we expand our footprint in the United States and reaffirm our commitment to the state of Georgia and the city of Atlanta," said president and CEO Matthias Müller. "We are investing more than ever before, heightening

visibility for the Porsche brand in the U.S. and worldwide."

The company moved to Atlanta from Reno in 1998. Porsche executives considered 70 other locations to build its new facility before deciding to stay in Georgia; within minutes of landing in Atlanta, customers can be on the track with an instructor to choose their next Porsche or get their first taste of the brand. The company also values the employee base and the help of state and city officials. "Atlanta has been our home in the United States since 1998 and we believe in giving back to the community that has given so much to us," said Detlev von Platen, president and CEO of Porsche Cars North America, Inc.

"One of the things that we pride ourselves on is that we don't take a cookie-cutter approach to problem solving," says Commissioner Carr. "We want to learn what really are the issues. Is it workforce? Is it logistics? Is it a direct flight? So we want to figure out what issues are the drivers and then provide the state's assets to solve those problems, not just for today, but 50 years down the road."

CAREER COACHING

The state's vaunted Quick Start workforce training program is a big reason why companies choose to relocate to Georgia or expand existing operations (any business that's creating 15 jobs or more is eligible for the free service). Begun in 1967, the program has trained more than 1.1 million Georgians through approximately 6,650 projects, so there's a level of expertise in any given sector that few, if any, other states can match. It's also part of the Technical College System of Georgia, which has 23 colleges on 85 campuses; there's a campus within 30 minutes of every Georgian.

PORSCHE

GET BEHIND THE wheel of a Porsche at the company's new Driver Development Track at its Atlanta headquarters.



**GEORGIA SPOTLIGHT
DELTA**

**DELTA DELIVERS
GROWTH IN GEORGIA**

Delta and Georgia have grown up together, illustrating how government and business can work and grow together.



THE STORY OF how Georgia has become the No. 1 state for business begins with Delta, based in Atlanta since 1941. One leading reason why companies choose to start in or relocate to the state is accessibility to customers; not surprisingly, Georgia is home to 17 *Fortune* 500 companies, including Coca-Cola, UPS, and Home Depot. The more than 1,000 Delta flights a day to 220 global destinations have helped toward that end.

Delta itself has been named by *Fortune* as one of the 50 Most Admired Companies for the second consecutive year, as well as the most admired company in the airline category for the fourth time in the past five years. The

top 50 rankings are based on a survey that asks leaders across all industries to identify the companies they most admire.

"This is a direct reflection on the people of Delta," says CEO Richard Anderson. "Their professionalism and commitment to our culture and values are recognized by this important award, which places us among the world's leading brands."

Delta has more than 32,000 employees in Georgia and nearly 80,000 workers around the world. With an industry-leading global network, the airline operates a mainline fleet of more than 700 aircraft, and offers customers more than 15,000 daily flights worldwide to 327 destinations in 60 countries on six continents.

In 2014, Delta ran the best global operation in the airline industry, improved customer satisfaction scores, and generated more than \$4.5 billion in pre-tax profits, among many other accomplishments. The *Fortune* 500 status comes on the heels of a record \$1.1 billion profit-sharing payout.

Says Anderson: "This honor confirms what we have known all along. Our people, culture, and values—our biggest competitive advantages—are admired by business leaders around the globe. Together, we are building the preeminent airline brand and bringing humanity back to air travel."



“BOTH OF OUR SAVANNAH EXPANSIONS in the last 10 years were the result of the business-friendly environment and government we found here in Savannah.”

JAY NEELEY, VP, LAW AND PUBLIC AFFAIRS, GULFSTREAM

“At the end of the day, a trained and skilled workforce is the No. 1 requirement for companies expanding or relocating,” says Gretchen Corbin, commissioner of the Technical College System of Georgia. “We mold our curriculum to the business or industry for any type of technical position, so that interested students will be ready to go into the workforce.”

One of the first companies to take advantage of Quick Start was Gulfstream, which moved to Savannah from Bethpage, N.Y., in 1967. The aerospace manufacturer is Savannah’s largest private employer, growing from 100 employees when its first Georgia facility opened to more than 10,000 today. “Savan-

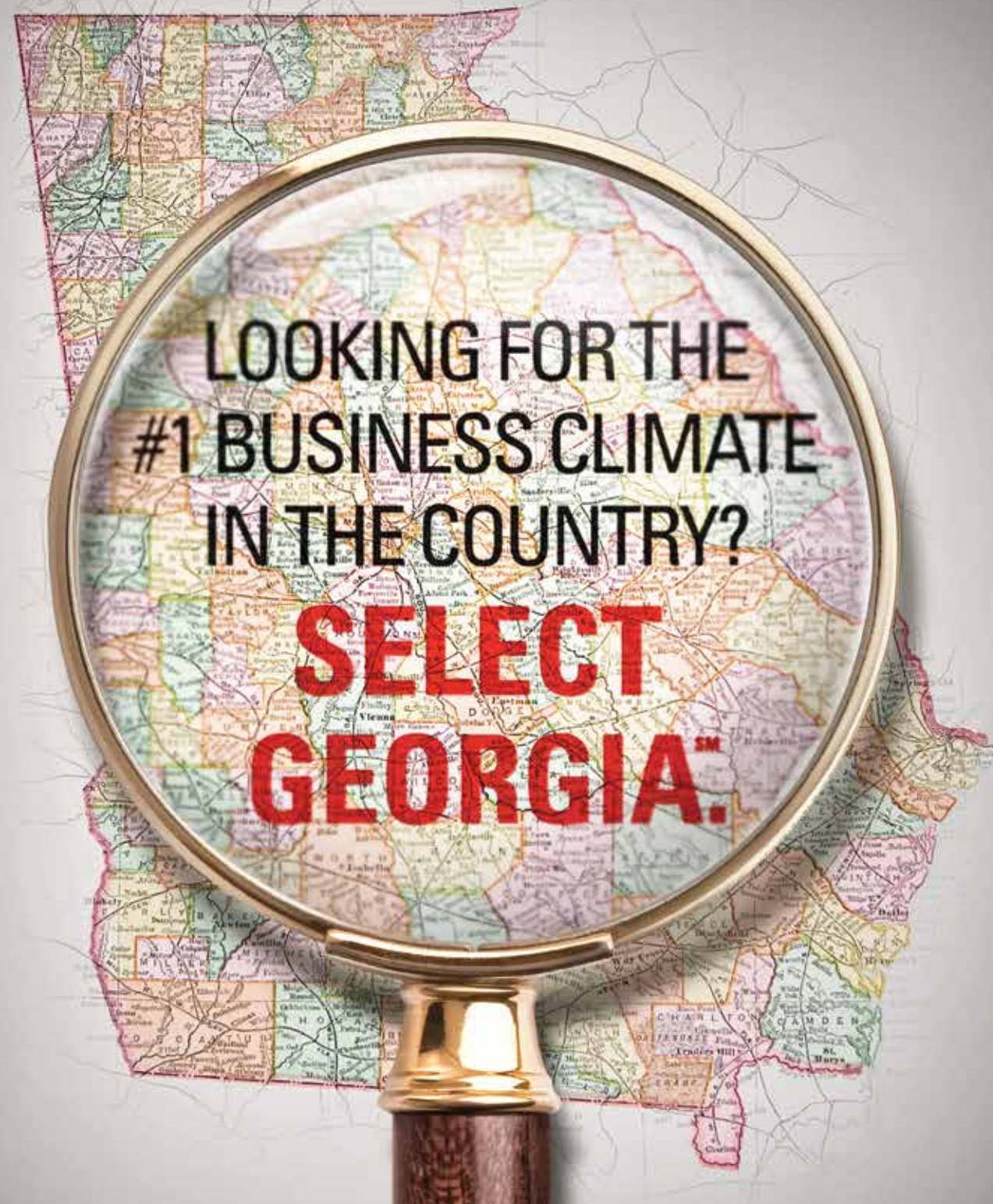
nah has a number of advantages when it comes to the quality of the workforce,” says Gulfstream’s Jay Neely, vice president, law and public affairs. “First, it’s close to several military bases, and we tend to hire military veterans since their values and work ethic closely align with our corporate culture. Beyond that, we have established partnerships with several local educational institutions to ensure the continued development of a solid talent pipeline.”

In the last nine years, the company has invested more than \$900 million in expansions at its headquarters, where it makes the G450, G550, G500, G600, G650, and G650ER jets. “Our decision to expand in Georgia was heavily influenced by strong working relationships with the state and local authorities,” Neely adds. “Both of our Savannah expansions in the last 10 years were the result of the business-friendly environment and government we found here in Savannah.”

On the other side of the state, in the former textile town of West Point near the Alabama border, Kia Motors opened a 2,200-acre manufacturing site—its first in North America—in 2009 in large part because of Quick Start, which helped design and build its training center. It’s been so successful that the chairman of the Hyundai Motor Group called the training program its “global benchmark.”

“The state of Georgia has been an outstanding partner for Kia Motors Manufacturing Georgia,” says Randy Jackson, senior vice president of human resources and administration. “The Kia Georgia Training Center

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WITH ITS MORE THAN 80 COLLEGES AND universities, including Georgia Tech, Emory, and the University of Georgia, the state is turning out a highly educated workforce.

and Georgia Quick Start have been invaluable resources in transforming the workforce for a specifically high-tech automotive product. Through three waves of hiring and more than 135,000 applications, Georgia Quick Start provided the support needed to train more than 3,000 team members. We continue to receive great support at all levels of the state government. Just recently, Governor Nathan Deal signed HB 259, the Georgia Business Act, which allows state agencies to purchase Kia products and bypass the time-consuming competitive bidding process."

SCHOOL SPIRIT

With its more than 80 colleges and universities, including Georgia Tech, Emory, and the University of Georgia, the state is turning

out a highly educated workforce. Emory's Goizueta Business School, named after the visionary leader Roberto C. Goizueta of Coca-Cola, has one of the best MBA programs in the country.

"We're a world-class business school, so our focus is making sure we're meeting the needs of students and preparing them for wherever they may choose to go," says dean Erika James. "We have good relationships with industry in this region to ensure that we're preparing our students for the needs in this marketplace.

"The school attracts students from all over the country and world. The majority of our students pursue careers at various locations. For example, we have a large amount of students from the Northeast, which is a hub in banking. But the increasing opportunities in Atlanta are another reason why they're attracted to our program."

As a spinoff of the Competitiveness Initiative, the governor also launched the High Demand Career Initiative last year, tasking the university system and technical colleges to ask the private sector what workforce needs they're going to have five to 10 years down the line, and to close any gaps.

"We wanted to ask the question, 'Are there jobs currently available in our state where we do not have enough qualified individuals to fill those jobs?'" says Gov. Deal. "We have identified some 11 areas where those situations exist, and we have created 100% tuition scholarship in our technical colleges for anyone who will pursue a degree in those 11 areas."

Companies have said that they need "practical engineers," managers who could be on the shop floor,

KIA MOTORS CHOSE West Point, Georgia, in 2009 when it decided to open its first North American manufacturing plant.



KIA MOTORS

Committed to Georgia. Committed to Excellence.



Beginning in 2006 Kia made one of the biggest single foreign investments in the history of Georgia by establishing Kia Motors Manufacturing Georgia, a state-of-the-art production facility in West Point. Since then we have helped create over 15,000 jobs in West Point and the surrounding areas, and produced over 1.5 million vehicles, which can be seen on roads all across the US today.

We owe so much of our success to the thousands of people who work closely with KMMG. The quality of our plant and its people are two important reasons why we were voted one of the Best Global Brands in 2014.

We're proud to call Georgia home and look forward to continuing our successful relationship together.

Kia Sorento and Optima GDI (EX, SX & Limited and certain LX trims only) are assembled in the United States from U.S. and foreign parts. 2016 Sorento SX Limited prototype and 2015 Optima Limited shown with optional features. Some features may vary. Kia has been named as a top 100 brand in Interbrand's Best Global Brands 2014 report.

FEW STATES IN THE COUNTRY CAN MATCH Georgia for its affordable housing, mild weather, outdoor pursuits, culture, and geographic diversity.

so the governor asked the state Board of Regents to approve a degree in manufacturing engineering. “As I understand it, we are the only state in the Southeast, and Georgia Southern is the only school, to have this program,” says Economic Development Commissioner Carr. “What it shows is that we’re listening and that we’ll act at the speed of business.”

LIFE’S A PEACH

Perhaps just as important as a well-trained workforce is the quality of life for those workers. And few states in the country can match Georgia for its affordable housing, mild weather, outdoor pursuits, culture, and geographic diversity. Famed director/producer/actor/writer Tyler Perry headquartered his production company and studio in Atlanta for those reasons, and others.

“I have a house in L.A. and an apartment in New York, but I guess for me, being a country boy from the South, my channels for writing don’t open until I get here and have some space,” he says. “I love the Georgia pines. It really is true when they talk about a rainy night in Georgia in that song. It is magical. You can see lightning dancing across the sky. I just love the town. I love the history, I love the richness, I love the people. I felt like I got to the Promised Land when I moved here from Louisiana because it nurtured everything in me to do what I’m doing now.”

From the sea islands in the state’s southeast to the mountains in the north, Georgia is blessed with a variety of landscapes. The governor and First Lady Sandra Deal like to escape to the northern part of the state. “We have a little log cabin up on the upper part of the Chattahoochee River,” he says, “and we like to go up there and watch the river, and watch people canoe and kayak, and all the other things that go along with that.”

As the home of perhaps the most famous golf course in the world, Augusta National, Georgia is also a golfer’s haven. Excellent public-access courses dot the entire state, such as those at Sea Island Resorts, Reynolds Plantation, and Barnsley Gardens. Celebrated historic clubs include Atlanta Athletic Club, site of the 2011 PGA Championship; Peachtree Golf Club, founded by golf legend Bobby Jones; and East Lake Golf Club, where Jones learned to play—the permanent home of the PGA Tour’s TOUR Championship by Coca-Cola. Others include the Atlanta Country Club, Capital City Club, Piedmont Driving Club, and Dunwoody Country Club.

There are also four major-league sports teams—soon to be five when Major League Soccer comes to town after

THE GEORGIA lifestyle is made affordable by below-average housing costs, low taxes, and a cost of living that is lower than that of many U.S. cities.



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The Gulfstream G650ER™ and Gulfstream G650™ fly farther at faster speeds than any other business aircraft. While their capabilities profoundly impact business aviation, their economic impact means high quality jobs in the state of Georgia. Gulfstream’s worldwide headquarters, research and development, engineering, and largest manufacturing and service operations all are in Savannah, Georgia. A facilities expansion underway in Savannah has created more than 3,500 jobs since 2010, along with a 40 percent employment increase at the Gulfstream Brunswick facility. Gulfstream employs more than 10,500 people in Georgia and we are proud to say that no matter how far the G650ER and G650 fly, these state-of-the-art aircraft will always call Georgia home.



IN ADDITION TO THE Martin Luther King Jr. National Historic Site, Georgia is home to the new Center for Civil and Human Rights.



the Atlanta Falcons' new retractable-roof stadium opens in 2017. "The quality of life now really, really drives a lot of relocation decisions," says Chris Clark, president and CEO of the Georgia Chamber of Commerce. "We spend a lot of time making sure that we've got that right mix of live-work-play

so we're a place where people want to be. And I think that's starting to pay off for us. More and more graduates are staying here. They're finding opportunities or they're starting their own companies."

A particularly authentic enhancement is the Atlanta BeltLine, an award-winning urban revitalization project created on an abandoned rail ring. The 22-mile park, with a multi-use system of trails and a recreation loop, will encircle the city when it's completed in 2030; 7.5 miles of the project have been completed to date.

"It is, by most estimations, the largest and most comprehensive urban redevelopment initiative in the city's history, at almost 15,000 acres," says the BeltLine's president and CEO Paul Morris. "And if you count anything that's within a half-mile of the actual 22-mile corridor, it is probably one of the biggest such efforts underway in the country. We're putting about 1,000 acres of brownfield

back into productive development, which will produce about 30,000 jobs and 20,000 housing units.

"The BeltLine has become an icon of the kind of urban revitalization that leaders want to see across the state," he adds. "And it's become the kind of thing that cities and towns will come visit or will give speeches about, because they're seeing a shift in the economy and so much of it is the result of a combination of millennials and empty-nesters wanting to live in the city, and they're really depending upon quality-of-life improvements to do that."

New responsibly sourced restaurants are popping up all over the state from Athens to Macon to Savannah, giving Georgia high marks for its farm-to-table cuisine from chefs across the country. "The farming here has pretty much been naturally done for years, and it hasn't been artificially created with a lot of irrigation," says noted chef



HUGH ACHESON is the author of the James Beard Foundation Award-winning cookbook, *A New Turn in the South*, and owns four restaurants in Georgia.

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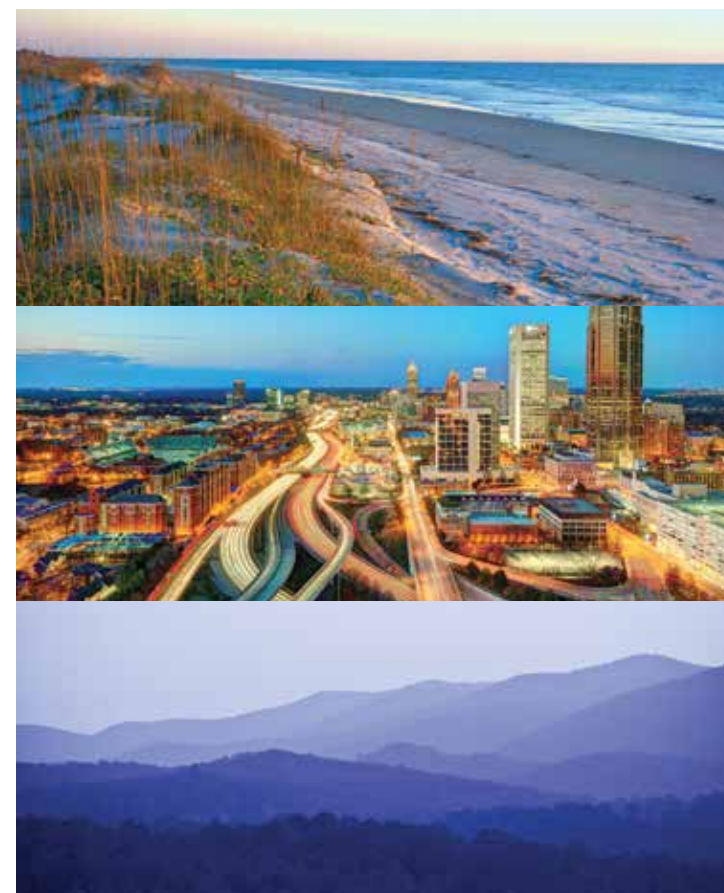
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THE AIRPORT IS AN ECONOMIC JUGGERNAUT for Georgia and the entire Southeast region, generating over \$64 billion in annual economic impact.

Hugh Acheson, the *Top Chef* judge who owns four restaurants in the state. “So it’s good to see. And we’ve had a lot of rain this year, so it’s shaking up to be a pretty awesome growing summer. It’s pretty hard not to be excited.”

MOVING PEOPLE AND FREIGHT

Without a doubt, the Hartsfield-Jackson Atlanta International Airport is one of the state’s key assets—some would say its best asset. Direct flights to customers and facilities worldwide are critical for local corporations, and no other airport in the world has more flights coming and going—2,500 every day—than ATL. With the opening of the new \$1.4 billion international terminal two years ago, reaching one of the 75 international destinations has never been easier.

“Now, consider this,” says the airport’s general manager, Miguel Southwell. “Geor-

gia, which is significantly an agricultural state, has managed to attract over 490 German facilities, two of which—Mercedes and Porsche, are right here in Atlanta. That simply would not have happened had we not serviced daily flights on Delta Air Lines every day to Germany, as well as serviced flights by the German carrier Lufthansa. We help the corporations looking to expand beyond their borders.”

ATL is Delta’s biggest hub, with over 1,000 peak day departures to more than 220 global destinations. The relationship between the airline and airport is a big part of the success story of Atlanta and the entire Southeast region. Delta introduced the hub and spoke model in 1955, setting the stage for the efficiency and growth that was a boon for Atlanta, and that led to ATL’s ascendance as the world’s busiest airport since 1998. Atlanta’s location puts it within a two-hour flight of 80 percent of the U.S. population. The airport is an economic juggernaut for Georgia and the entire Southeast region, generating over \$64 billion in annual economic impact. Delta’s relationship with the Atlanta community is a model of the benefits that can accrue for all stakeholders: It has a strong airport-airline partnership, government support, a competitive

airport cost structure, and a single well-positioned and efficiently designed local airport. Delta is Atlanta’s largest private employer, with more than 32,000 employees.

The ports of Savannah and Brunswick are also huge logistical strengths. The former is currently undergoing a \$700 million dredging operation that will enable Savannah to handle the bigger ships coming through the newly expanded

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SAVANNAH IS home to the largest single container terminal in North America.



The Logic of Logistics

As UPS expanded from package delivery to supply-chain management and strategic problem solving, facilities like the Georgia Logistics Cluster have played a key role.



FEW DECADES AGO, the location of a company warehouse was rarely a bet-the-company decision. But yesterday’s warehouses have become today’s logistics centers, and their placement is increasingly critical. In a world of globalized competition, just-in-time manufacturing and razor-thin margins, the location of your shipping point and access to the right transportation can make an enormous difference. Unlike entertainment clusters (Hollywood) or financial clusters (Wall Street), logistics clusters, which concentrate shipping companies, transportation, and customers, “are not as well understood by many governments, supply chain managers” and others, says Prof. Yossi Sheffi, director of the MIT Center for Transportation and Logistics.

Since the 1990s, UPS has been based out of Georgia’s logistics cluster, which is near Atlanta’s Hartsfield-Jackson Airport, rail lines, and highways, with easy access to the Port of Savannah. The location has been ideal as the company’s mission has expanded from delivering small packages to strategically enabling its corporate customers’ supply chains. UPS, headquartered in Atlanta, maintains a global network of logistics centers in and outside the U.S., including Louisville, Chicago, Shanghai, Singapore, and Cologne, Germany.

As companies confronted globalization, says Mark Wallace, UPS’s senior vice-president for engineering, they cut costs by offshoring and automating production. Eventually, they focused on supply chain efficiency. Companies began turning to third-party logistics players like UPS. Not incidentally, says Wallace, it solidified the relationship between UPS and its customers: “As you help customers solve supply chain problems, you become a much more valuable partner. We can then optimize their supply chain for success.”

Logistics players do a lot more today than move parts or products. UPS’s Georgia Distribution Center in Atlanta, for example, provides distribution for Pratt & Whitney’s military and commercial customers, as well as product support for engine assembly. “UPS has the systems to



THE LOCATION OF YOUR SHIPPING POINT AND ACCESS TO THE RIGHT TRANSPORTATION CAN MAKE AN ENORMOUS DIFFERENCE.

deliver us the metrics and data that we need,” said Earl Exum, Pratt & Whitney’s vice president of Global Materials and Logistics. “They’ve clearly demonstrated that they understand our business and can execute.”

Some logistics centers even assemble smaller component parts before shipping them to manufacturers for final assembly. “We spend time with customers to understand their go-to-market goals, and then leverage our network based on their geographic location,” says Geoff Bastow, president of Global Customer Solutions for UPS.

Logistics centers also drive economic growth and jobs, experts say. When Georgia officials recruit companies to invest in their state, they often call on UPS to share its experience. MIT’s Prof. Sheffi writes: “The growth of logistics clusters is self-reinforcing, becoming more valuable to their participants the bigger they are, which in turn attracts more companies and furthers growth.”



PHOTO COURTESY OF UPS

INTERNATIONAL INTRIGUE

WITH OPERATIONS OF MORE THAN 3,000 FOREIGN-OWNED FACILITIES
OPERATING IN THE STATE, GEORGIA IS A GLOBAL GOLIATH

STRONG PARTNER-SHIPS with foreign companies such as Mitsubishi (top right), Kia Motors, and Mando (bottom, right) have boosted Georgia's imports and exports for five consecutive years. Here, Gov. Deal cuts the ribbon to officially open the state's trading office in Qingdao, China.

MERCEDES-BENZ HAS PUT DOWN stakes in Georgia, joining the ranks of Bombardier, Bridgestone Golf, Häring, Honda, Kia, Kubota, Pirelli, Porsche, ThyssenKrupp, and Yamaha. The leading investor nations from 2010–2014 include Japan (\$2.4 billion), South Korea (\$1.3 billion), Germany (\$793 million), and Switzerland (\$508 million). Why do so many foreign companies choose Georgia?

It starts with the fact that Hartsfield-Jackson Atlanta International Airport offers non-stop flights to nearly 75 destinations in 50 countries. The new \$1.4 billion international terminal—Georgia's "front door to the world"—makes travel a joy, too, with its cutting-edge LEED Gold-certified glass-façade facility. Combined with Concourse E, it gives the airport a 40-gate international complex.

"We have a dominance in flights to Europe," says airport GM Miguel Southwell, "with a major focus now to build that service to the fastest-growing economies of the world, including those in Asia and Africa. Atlanta is really the gateway to the newly emerging African continent. We have flights to South and West Africa, and we're working hard to build service to Eastern Africa as well."

It also helps that Georgia has representatives in 11 strategic markets around the world helping to grow jobs and investment in the state; offices in Japan and Europe have existed for more than 40 years. Two years ago, Georgia became the only state in the U.S. to open an office in Colombia, South America. Likewise, officials from more than 25 countries have set up shop in Georgia to promote trade, while metro Atlanta offers access to about 70 foreign governments through consular offices and/or trade representation.

And the hard work is paying off. In February, Gov. Nathan Deal announced a record increase in exports and imports for the fifth consecutive year, 4.9% and 11.5%, respectively.

"With our strong and diverse international presence, Georgia is able to successfully support companies in reaching new markets," said Deal. "When combined with the ever-increasing value of Georgia's exports and imports, I am confident that we will continue the trend of more record-breaking international trade in the future."

PHOTOS CLOCKWISE FROM TOP LEFT: PICTURE GEORGIA; MITSUBISHI; PICTURE GEORGIA; 2 ROBERT PANNE/ PICTURE GEORGIA



SERVICE DRIVEN COMMERCE



Global Payments Inc. is a leading worldwide provider of payment technology services that delivers innovative solutions driven by customer needs globally.

Headquartered in Atlanta, Georgia with more than 4,300 employees worldwide, Global Payments has merchants and partners in 29 countries throughout North America, Europe, the Asia-Pacific region and Brazil. For more information about Global Payments, our Service. Driven. Commerce brand and technologies, please visit our website.

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“FAST, SMART, AND RELIABLE HIGH-SPEED Internet has led to tremendous innovation in the communications industry.”

BETH SHIROISHI,
PRESIDENT OF AT&T GEORGIA

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locks of the Panama Canal. “The ports are a huge play in Georgia, not just for the expanded Panama Canal,” says Georgia Ports Authority executive director Curtis Foltz. “Our ports represent about 350,000 jobs and about \$8.5 billion in income for Georgians a year, so clearly the ports collectively, between Savannah and Brunswick, are a major economic engine.

“But our ports are only as successful as the connectivity that they support,” he

adds. “We’ve got great rail and roadway connectivity throughout every corner of Georgia, and our ports are there to make sure our customers have access to international markets. Savannah is one of the few major American ports with balanced trade. Our exports and imports create jobs and drive our economy throughout the Southeast.”

Two companies that rely heavily on good logistics are Georgia-Pacific and Rollins Inc. Founded in Augusta in 1927, GP has long called Georgia home. Headquartered in Atlanta, the company is a leading manufacturer and marketer of bath tissue, paper towels, napkins, tableware, paper-based packaging, office papers, cellulose, specialty fibers, nonwoven fabrics, building products, and related chemicals. In Georgia, GP employs 7,200 people, operates 19 facilities and has invested approximately \$1.2 billion in operations since 2006.

Rollins Inc. is a premier global consumer and commercial services company. Headquartered in Atlanta, the company provides essential pest control services and protection against termite damage, rodents, and insects to more than 2 million customers around the world through its 11 wholly owned subsidiaries.

TECH? CHECK.

To the degree that the transportation infrastructure drives the economy, so does the technology sector. More and more hi-tech companies are relocating or starting in the state because of its reliable, high-speed connectivity. AT&T, with more than 21,000 employees in the state, has invested nearly



High-speed connectivity and a diverse, educated workforce are great for business at AT&T (left).

The Atlanta Tech Village is building a thriving ecosystem in the tech community by promoting faster connections between talent, ideas and capital.

\$5.4 billion in its best-in-class wireless and wired networks in Georgia from 2012 through 2014, driving upgrades to reliability, coverage, speed, and performance for residents and business customers.

“Fast, smart, and reliable high-speed Internet has led to tremendous innovation in the communications industry,” says Beth Shiroishi, president of AT&T Georgia. “From using a smartphone to downloading movie tickets, to depositing a check through a mobile banking application, the Internet is playing a larger role than ever before in the day-to-day lives of consumers. To keep pace

with the changing technology and communications landscape, service providers are offering new products and services to improve the mobile experience and increase connection speeds.”

Fintech, or financial technologies, is another big component of Georgia’s economy now. “Fintech is just incredible for us,” says Clark of the Georgia Chamber of Commerce. “IT continues to give us lots of opportunity for future growth, and the infrastructure continues to drive it. AT&T is investing in Georgia, as is Google Fiber, to build out the Internet connectivity and increase those

GEORGIA'S NEW GEM

MERCEDES-BENZ USA, now headquartered in Atlanta, GA, is responsible for the distribution, marketing, and customer service for all Mercedes-Benz products in the United States. Its diverse product line-up in the luxury segment includes 14 model lines ranging from the sporty CLA-Class four-door coupe to the flagship S-Class and the Mercedes-AMG GT S.

MBUSA is also responsible for Mercedes-Benz Commercial Vans.

For more, we invite you to visit www.mbusa.com, www.mbsprinterusa.com and www.smartusa.com



MAKING A SPLASH

VOTED BEST AQUARIUM IN THE U.S. and among the top three globally, Georgia Aquarium is observing its tenth year offering entertaining and educational experiences to 2 million+ guests annually. The destination has boosted state tourism with its beluga whales, sea otters, whale sharks, manta rays, penguins, dolphins and more. Georgia Aquarium also gives back, with a research and conservation program that integrates studies of the species in its care with field studies from around the globe, focused on the interconnectivity between animal, environmental, and human health.

For more information, please visit www.georgiaaquarium.org.



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Georgia Department of Economic Development	Georgia.org
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Delta Air Lines	Delta.com
Emory University's Goizueta Business School	Goizueta.Emory.edu
Georgia Aquarium	GeorgiaAquarium.org
Georgia Ports Authority	GAPorts.com
Georgia Power	GeorgiaPower.com
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Global Payments Inc.	GlobalPaymentsInc.com
Gulfstream Aerospace Corporation	Gulfstream.com
Hartsfield-Jackson Atlanta International Airport	Atlanta-Airport.com
Home Depot	HomeDepot.com
JM Eagle	JMEagle.com
Kia Motors America	Kia.com
King's Hawaiian	KingsHawaiian.com
Mercedes-Benz USA	MBUSA.com
Porsche Cars of North America	PorscheUSA.com
Rollins, Inc.	Orkin.com
SunTrust	SunTrust.com
UPS	UPS.com



THE GEORGIA AQUARIUM houses over 100,000 animals, including whales, dolphins, and manta rays, in 10 million gallons of water.



speeds. AT&T now has a facility called The Foundry at Georgia Tech, where they're doing all types of research. And we'll have the third-highest concentration of Google employees over the next year or so as they build out their facilities here in Georgia."

Global Payments, a leading provider of payment technology services, is one of the largest fintech companies in the world. Headquartered in Atlanta with more than 4,300 employees worldwide, Global Payments is a FORTUNE 1000 company with merchants and partners in 29 countries throughout North America, Europe, the Asia-Pacific region and Brazil.

"Atlanta has evolved to become the epicenter of a growing segment of the financial services industry and is a gateway for global business, offering international diversity and unparalleled access to worldwide connections," says Global Payments CEO Jeff Sloan. "The East Coast location is ideal for access to global financial markets and ease of worldwide travel. It also has a reasonable cost of living and robust educational opportunities. Along with the Metro Atlanta Chamber of Commerce and the Technology Association of Georgia [TAG], we are entrenched in the community and focused on positioning Georgia as a leader in financial services technology. The growth of technology-based organizations in Atlanta creates an exciting dynamic of inspiration, passion and innovation."

Georgia is also home to more than 400 life science companies and 225 health IT companies, including Baxter, GE Healthcare, and McKesson Technology Solutions, while Emory and Georgia Tech comprise the No. 2 graduate biomedical engineering program in the nation.

But states don't develop big technology sectors—which use a lot of power—unless they have a reliable energy system with competitive rates. Georgia Power provides safe, clean, reliable, and affordable electricity to 2.4 million customers across the state with

KATE VUKOVICH/IMAGERIEF



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LEAD

MEET THE BEST BUSINESS SCHOOL
IN THE BEST STATE TO DO BUSINESS

BEING A LEADER MEANS MORE THAN BEING NUMBER ONE. At *Emory University's Goizueta Business School*, we celebrate the many accolades we've earned during our nearly 100-year existence by giving credit to those who make it possible. We recognize our esteemed faculty whose thought leadership informs and influences business here in Atlanta and throughout the world. Their blend of rigorous curriculum and hands-on learning creates an academic experience that is second to none, and together with dedicated staff and engaged alumni, we produce highly sought-after students ready to impact the marketplace. Our small-by-design community is fueled by the principles of our namesake, Roberto C. Goizueta, whose principled leadership as CEO of The Coca-Cola Company led to record returns and enviable brand equity.

Together, we salute Georgia for being recognized as "the best state to do business", and invite you to learn more about what makes our accomplished school — and award-winning state — leaders worth following. [EMORY.BIZ/TOGETHER](https://www.emory.edu/biz/together) | [@EmoryGoizueta](https://twitter.com/EmoryGoizueta)



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“RELIABLE AND AFFORDABLE ENERGY is one of the fundamental factors that makes Georgia an attractive place to do business.”

PAUL BOWERS

CHAIRMAN, PRESIDENT, AND CEO, GEORGIA POWER

rates around 10% below the national average. The company has one of the smartest power grids in the country, helping to eliminate outages and reduce service interruptions for Georgia Power customers.

“Our track record of high reliability and low energy rates is due to a constructive regulatory environment that allows us to invest in our energy infrastructure and a continued focus on developing a diverse generation portfolio that includes natural gas, nuclear, coal, hydro, renewables, and energy-efficient

cy programs,” says Paul Bowers, chairman, president, and CEO. “Reliable and affordable energy is one of the fundamental factors that makes Georgia an attractive place to do business. Georgia Power has been helping to grow and bring businesses to our state nearly since the start of the company more than 100 years ago.”

BOOM TOWN

Film production in the state has taken off since the legislature passed the resalable tax credit in 2005, jumping from 10 productions that year to more than 300 last year, amounting to a \$5 billion-plus impact. Some of the shows and films recently shot in the state include *The Walking Dead*, *Selma*, and *The Blind Side*. “Filming is booming here,” says Perry. “It is amazing the amount of movies that are being shot here, and I’m just super-excited about it on so many levels.”

Recent shoots in the state have put Georgia’s locations and talent on Hollywood’s on-location radar, so studios are popping up all over. Perry just purchased a former Army base and plans to build a new studio there with 20 sound stages and a big backlot.

“The state is so easy for people to get to with the airport that we have here,” Perry says. “But for me, I love being in a place where there are more trees than people. I love having space, and I love that you can come to Georgia and you can live so well here for what would cost you so much more in a lot of other states, like California.”

Clearly, the state has a lot to offer, not just to production companies but any company looking to move



GEORGIA POWER serves 2.4 million customers statewide with one of the most reliable power grids in the country.

GEORGIA POWER

or grow here. “As companies are looking at coming to Georgia or even expanding, you’ve got to have a great community and a great environment to live in,” says Commissioner Carr of the Georgia Department of Economic Development office. “As you leverage what we have, from our arts and culture to outdoor activities, not only in Atlanta but really around the state, we’ve got it all. And the final thing

truly is the people of Georgia. I mean, folks are genuinely nice down here. Sometimes I think people hear this is the case, but you don’t believe it until you get down here, and then you find out that people truly do care about who their friends and neighbors and coworkers are. So all these intangibles really have come together and are hitting all at the same time.” ●

THE ALOHA SPIRIT

IN THE 1950S IN HILO, HAWAII, a young man named Robert Taira had a passion for baking. Working with the finest ingredients, he refined his recipe until he created a bread that was soft, sweet and irresistible. Today, three generations of the Taira family continue the legacy by delivering irresistible Hawaiian food and aloha spirit, that families love everywhere, everyday.

For more, visit www.kingshawaiian.com.



GEORGIA'S GLOBAL GATEWAY

HARTSFIELD-JACKSON ATLANTA International Airport is the world’s busiest. With award-winning efficiency, the airport serves more than 96 million passengers annually; it is also one of the Southeast’s top cargo airports, with 80% of the U.S. population just a two-hour flight away. As Georgia’s largest employer, it yields a statewide economic impact totaling nearly \$71 billion.

The airport has established a list of priorities that include expanding air cargo capacity and building a robust, job-creating international air service development program. All such projects are aimed at strengthening the airport’s economic impact and making it an even larger force in the global aviation market.

For more, visit www.atlanta-airport.com.



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Proud to call Atlanta home for over 50 years, Rollins, Inc. (NYSE: ROL) is a premier global consumer and commercial services company. Through its wholly owned subsidiaries, including Orkin Pest Control, the company provides essential pest control services to more than two million customers in the United States, Canada and over 30 countries around the world.



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