



MISSOURI PARTNERSHIP FY19 ANNUAL REPORT

MISSOURI
PARTNERSHIP®

OUR PURPOSE

To increase economic prosperity throughout the state by attracting new jobs and investment to Missouri

OUR PRIORITIES

Field the best statewide team in the country

Build global brand recognition

Provide customized solutions and certainty to the client

Enhance statewide competitiveness at the community level

OUR PRINCIPLES

PEOPLE WIN PROJECTS. Our success relies on individuals doing their jobs exceedingly well.

CUSTOMER EXPERIENCE MATTERS. Every interaction we have with a client provides an opportunity to move ahead or retreat on a project.

PREPARATION IS KEY. Once the client begins the search process, it's too late to get ready.

WE ARE ACCOUNTABLE TO OUR STAKEHOLDERS. We understand this is not OUR organization, but that we are accountable to our stakeholders, including: the economic development community throughout the state as represented by the Missouri Economic Development Council (MEDC); the State of Missouri and specifically the Department of Economic Development; and the private sector and business community as represented by Hawthorn Foundation.

A Message From the Vice Chair

FY2019 was a good year for our organization, and a great year for rural Missouri. It was also a year of transition, as Steve Johnson stepped down as CEO of Missouri Partnership and Subash Alias was asked by the Board to take the reins and lead us into the future.

Our top line results were the first year in our current three-year strategic plan, focused on jobs, investment, and annual payroll created. These are lofty goals, based on two of the most successful years Missouri Partnership has had since it was formed in 2007. Working in partnership with Missouri's Department of Economic Development, Hawthorn Foundation, and regional and economic partners across the state, we won 23 projects in FY2019 that will create 1,466 jobs, \$367 million in new capital investment, and \$80 million in new annual payroll.

A significant number of those projects were in rural Missouri. In fact, 76 percent of the capital investment we attracted to Missouri went to rural communities, along with 26 percent of the new jobs, and 22 percent of the new annual payroll. These rural jobs had an average wage of more than \$50,000. This is the transformative impact our work has statewide.

In FY2020, under the leadership of Subash, the organization will increase its focus on business development and marketing, while maintaining the high level of customer service we provide to companies and communities. In addition, our partnership with the State of Missouri and Hawthorn Foundation will continue to grow, and we plan to increase the collaborative opportunities between us in order to have an even greater impact on the economic growth of Missouri.

Missouri continues to be an incredibly attractive state to companies around the world. It is an honor to serve in this organization, and ultimately to serve the residents of Missouri, and to help increase economic prosperity throughout the state by attracting new jobs and investment.

Sincerely,



Scott Carter
President, Missouri Operations, Spire Inc.
Vice Chair, Missouri Partnership Board of Directors



Scott Carter
President, Missouri Operations,
Spire Inc.
Vice Chair, Missouri Partnership
Board of Directors



Missouri Partnership

Overview of Missouri Partnership & Purpose

Missouri Partnership was founded in 2007 at the request of communities across the state in order to focus on global business attraction to Missouri. We are a public-private economic development organization dedicated to promoting Missouri to business audiences around the world in order to attract new investment and new jobs to the state.

Since 2009, we have led or supported the successful recruitment of projects that have resulted in more than 22,000 new jobs, more than \$2.7 billion in new capital investment, and more than \$1.1 billion in new annual payroll.

We work statewide to connect companies with the best solutions for their expansion needs and business goals. We do so in partnership with Hawthorn Foundation, the Missouri Department of Economic Development, and economic development agencies statewide.

Our work is focused on one purpose: to increase economic prosperity throughout the state by attracting new jobs and investment to Missouri.

Missouri Partnership Strategy Map: FY2019–2021

Purpose

To increase economic prosperity throughout the state by attracting new jobs and investment to Missouri.

Destination

Over three years, we will facilitate new business transactions leading to the creation of 10,000 new jobs, \$500 million in new annual payroll, and \$2 billion in new capital investment.

Value Propositions

To our clients

We aggregate statewide access into a single point-of-contact and deliver customized, confidential business solutions through our highly experienced and professional team.

To our stakeholders

We actively project Missouri's brand globally, engage our statewide partners in a collaborative process, and provide consultative leadership on competitive recruitment projects.

To our team

We provide the opportunity to make a positive difference in people's lives throughout our state and an environment that expects great work and recognizes contributions by all.

How We Win

We will win more projects by focusing on four strategic priorities:

Build a stronger organization

We must continually strengthen the organization — our finances, our external brand, and our workplace culture and environment. None of the other strategic priorities are possible without a viable, competitively-funded organization.

Field the best team

Our greatest advantage is our team. We will keep this advantage by pursuing a balanced workplace, ensuring team members have the tools and knowledge to succeed, and are competitively rewarded for their accomplishments.

Raise the bar

Projects are ultimately won at the community level so we must constantly communicate and role model best-in-class business recruitment strategies and tactics to our community partners.

More shots on goal

We can only win more projects by opening more & increasing our success ratio. We must continually identify and pursue new means to uncover recruitment opportunities and strategies to enhance our effectiveness.

Accountability

In all things we will be accountable to our stakeholders, including: the economic development community throughout the state as represented by Missouri Economic Development Council (MEDC); the State of Missouri and specifically the Department of Economic Development; and the private sector as represented by Hawthorn Foundation.



Missouri's Key Sectors

Advanced Manufacturing

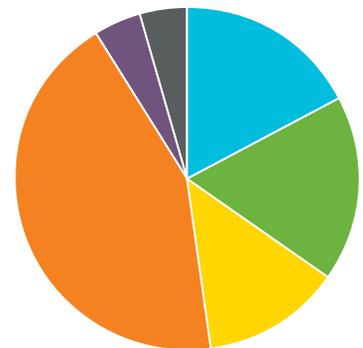
Missouri is a world leader in advanced manufacturing, building the latest innovations in aviation, automotive, and much more.

Aerospace and Defense

Missouri's aerospace and defense leadership impacts military and commercial aerospace, land defense systems, geospatial analysis, and cybersecurity around the planet.

Number of Companies Recruited to Missouri in FY2019 by Industry

- Advanced Manufacturing
- Agtech
- Energy Solutions
- Financial & Professional Services
- Food Solutions
- Logistics





Agtech

Missouri is the global leader in agtech. Supported by an \$88 billion ag industry and leading research taking place statewide, the future of advanced farming is happening in Missouri.

Energy Solutions

Missouri is home to leading developers and producers of energy storage devices for the defense, space, automotive, and consumer industries.

Financial and Professional Services

With nearly five percent of Missouri's workforce in financial services, including 10 percent of the U.S. reinsurance employees, and a highly valued location for corporate support offices, Missouri is a leader in financial and professional services.

Food Solutions

Missouri's robust food solutions industry is the result of nearly 400 companies and nearly 100,000 farms excelling at what they do, combined with a well-positioned global distribution system.

Health Innovation

Missouri's health innovation leadership is both in the lab, and where doctor and data meet patient. Missouri's companies are driving industry-wide changes in healthcare logistics, data management, and treatment development.

Distribution and Logistics

Missouri is a world-leader in logistics and distribution and is known as North America's Logistics Center. Missouri has the infrastructure and the expertise to get products to a global marketplace via road, river, rail, air, sea, and pipeline.



Creating Opportunities for Missouri

Outreach and Marketing

In FY2019, we conducted strategic outreach via owned, earned, and paid media, alongside trade shows and events designed to generate connectivity with corporate and governmental decision makers. The foundation of our digital outreach is our website, which underwent search engine optimization, content strategy adjustments, and additions to increase visibility globally. Our team members produced hundreds of articles and videos that covered project announcements, business developments, and general business news from around the state.

Business Development and Lead Generation

One key outcome from our approach to targeted digital marketing is the identification of project leads and engaging directly with those leads in real-world conversations. Our team members do this through online marketing, digital location-specific outreach, and other traditional means of connecting with targeted decision makers such as events and trade shows.

Missouri Partnership Scorecard Metrics

Active Projects Opened



Active Projects Sourced by Missouri Partnership



Touchpoints/Initial Contacts



Qualified Leads



Consultant Briefings



Industry Briefings



In-State Site Visits



FDI Briefings



Lead Generation Meetings



Trade Shows, Conferences and Other Events



Online Advertising Click-Throughs



Social Media Click-Throughs



FDI Events

In FY2019, we hosted two FDI lunches focused on building connections with foreign government officials. During the lunch in Washington, D.C., we engaged directly with more than 20 guests from numerous foreign nations, including Ambassadors, Deputy Ambassadors, and Heads of Trade. During our Chicago lunch,

we engaged with a similar number of Consuls General, Deputy Consuls General, and Trade Commissioners.

SelectUSA Investment Summit

SelectUSA is hosted by the U.S. Government and is what we call a target-rich environment. Many

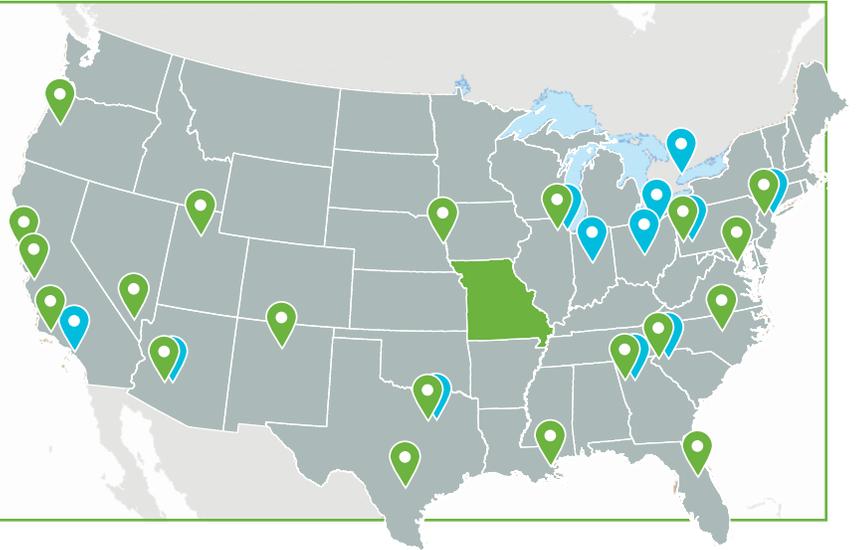
times, it is the first stop for overseas companies who are evaluating a business expansion to the U.S. Missouri Partnership and our economic development partners from across the state have had a visible presence every year of the Summit's existence, and we have seen real wins for Missouri as a result.

Where We've Been

Missouri Partnership's meetings, events, and trade shows across the globe in FY2019.

 Consultant missions

 Trade shows, briefings & other events



Forbes Agtech Summit and Ag Innovation Showcase

Missouri is the global agtech leader, so we outreach directly to global companies who attend the Forbes Agtech Summit, and the Ag Innovation Showcase each year. These focused conferences allow our team to engage with growing companies and position Missouri as their prime North American launch point.

Paris Air Show and Farnborough Air Show

Missouri is a leader in the aerospace and defense industry, and each year we partner with the Missouri Department of Economic Development at both the Paris and the Farnborough International Air Shows. These top industry events allow our team to connect directly with innovative companies in a way that can show them how Missouri could be their next expansion destination.

U.K. & Netherlands Agtech Mission

Throughout each year, our team members attend missions in order to connect directly with innovative companies outside of Missouri. This year, we engaged directly with agtech companies in the United Kingdom and the Netherlands.

Additional Trade Shows

Over the past fiscal year, we have also had a presence at numerous other trade shows. Our efforts have been enhanced by data analytics and real-world news analysis to generate solid meetings with companies across multiple sectors and geographies. These other trade shows included IPT, MIPIM, IFT, IAMC, PACK EXPO, IEDC, SSG, InfoAg, IFT, CAR, and more.



Missouri agtech leaders and British Government officials are briefed by Rothamsted Research leadership in the United Kingdom



Raise the Bar

Assess

For the past few years, Missouri Partnership and our utility partners have secured the services of a professional site selector to take Missouri communities through a mock site visit and community evaluation. This exercise helps communities prepare for the rigorous process involved in business attraction and identifies unrealized opportunities within the communities. This program continued in FY2019.

Train

For the second year, we provided ongoing training workshops for communities to prepare them to rapidly respond to investment inquiries by companies and site selectors. These inquiries sometimes require a turn-around time of a couple of days, so being as ready as possible is essential to being able to compete for projects.

Insight Missouri

Missouri Partnership worked with the Missouri Economic Development Council (MEDC) to assist with the rebranding and execution of their annual site selector conference in Missouri. Insight Missouri, formerly known as Lakeside With The Locators, is a multi-day gathering of professional site consultants, sharing the latest in industry trends and their perspectives on Missouri, while also allowing Missouri to introduce these individuals to Missouri's strengths, assets, and opportunities. This year's Insight Missouri was hosted in Springfield, Missouri.

Cooperative Missions

We are honored to work with our regional and local partners from around the state in a series of cooperative missions to various cities across North America. During these missions, the team engaged directly with professional site consultants who work with companies that may be considering Missouri as an investment destination.

Raise the Bar

ASSESS Participants:

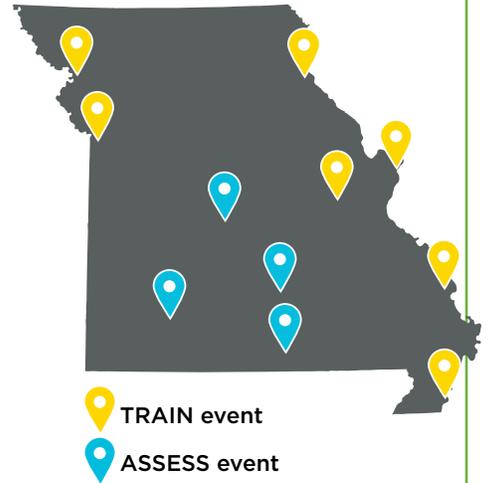
City of Houston
 Lake of the Ozarks Regional
 Economic Development Council
 (LOREDC)
 City of Republic
 City of West Plains

TRAIN Participants:

AllianceSTL
 City of Caruthersville
 City of Higginsville
 St. Joseph Chamber of Commerce

Kansas City Area Development Council
 (KCADC)

City of Kennett
 Liberty Utilities
 Missouri Department of Economic
 Development
 Missouri Economic Development
 Council (MEDC) District 7
 Moniteau County
 Northeast Missouri Development
 Partnership (NMDP)
 Spire Inc.
 St. Louis Economic Development
 Partnership
 City of Ste. Genevieve
 City of Union



Missouri Partnership Scorecard Metrics

Capacity Building Events



TRAIN workshop session in St. Louis



Creating Wins for Missouri

All projects start the same way — with a company need. Queries resulting from this need are generated several different ways, such as our marketing efforts, news coverage, a professional site selection consultant, or a previous business deal. However, the results are the same. A query, driven by a company's data on what they need to expand, and a need for immediate responsiveness from everyone who receives it in order to provide that information within just a few days. Regardless of whether we helped the company identify the need, or if the company came to us, once that query is made, the Missouri team shifts into high gear.

Immediately, the project is entered into our system and is assigned a code name to allow coordination and cohesion at all levels. Requests for information are sent statewide to our regional economic development partners, utilities, and railroads, who in turn distribute the requests for information to the local communities and counties. The responses, which are sometimes due only two to three days later, are consolidated by our team into one professional package and sent to the company or site selection consultants for review. It is this package, and the reaction to it, that determine if we really get to compete for this new investment into Missouri.

FY2019 Announcements

Company Name	Location	Jobs	Capital Investment	Annual Payroll
Bioheuris	Creve Coeur	10	-	-
Central Service and Supply	Macon	7	\$976,000	\$319,998
Central States Manufacturing	St. Peters	88	\$6,300,000	\$4,600,992
CGS Infotech	St. Louis	5	\$750,000	\$182,000
ChowNow	Kansas City	173	\$1,960,000	\$8,523,018
Conexon, LLC	Kansas City	22	\$926,915	\$1,950,058
CS Manufacturing	Grandview	21	\$5,893,600	\$804,027
Empire Comfort Systems	Poplar Bluff	140	\$10,710,000	\$5,525,660
GESS International	Ladonia	63	\$109,038,000	\$3,563,973
GESS International	Triplett	21	\$36,466,000	\$1,187,991
GESS International	Tuscumbia/ Ulman	21	\$36,466,000	\$1,187,991
Glass, Lewis & Co	Kansas City	51	\$1,750,000	\$2,895,015
GTI USA	Kansas City	11	\$261,300	\$779,350
Heartland Dental, LLC	Creve Coeur	100	\$2,230,000	\$7,875,000
Lincoln Rackhouse	Kansas City	17	\$62,681,968	\$1,128,188
Palindromes Inc	Columbia	14	\$125,000	\$1,245,006
Scollar, Inc.	Kansas City	200	-	\$17,080,000
Sedes Group, LLC	Columbia	16	\$105,000	\$1,105,008
Sedes Soy Crush	Caruthersville	63	\$61,940,000	\$3,010,014
Smith Seed Services	Lamar	34	\$24,500,000	\$1,020,000
SwipeSum	St. Louis	85	\$356,500	\$7,029,925
Technical Youth, LLC	St. Louis	79	\$186,160	\$3,530,036
TrialCard	Kansas City	225	\$3,740,000	\$6,084,000

If any of our submitted locations meet enough of the project parameters, we will have the opportunity to fight hard for this new investment. Site and building parameters, workforce, infrastructure, possible incentives, regulations, raw materials, and much more are usually part of the scenario. Our team and our partners across the state collaborate to identify solutions for any and all issues that arise along the way. At this point in the project, usually every interaction with the company or consultant is long-distance or involves us traveling to them. We typically do not see them in Missouri for a site visit until they have eliminated a majority of their options nationwide.

The site visit, however, is where the community really gets their chance to shine. All the time and effort invested in Raise the Bar - Assess, Raise the Bar - Train, Insight Missouri, cooperative missions, web presence, data gathering, and more, all come together in this one moment. At this point, sometimes the company has revealed who they are, but sometimes their identity is still confidential. An expansion is always done for a competitive reason and keeping things quiet until it is time to meet with government officials or make an announcement is a valuable advantage companies count on when making expansion and investment decisions.

So now, the statewide team has provided a concierge service of sorts to the company, answered all their questions, come up with solutions for any challenges, solved the workforce needs, verified the validity of the project, introduced them to leaders within the communities, and given them numerous reasons to choose Missouri. At this point, we are usually competing with one to two other locations, and working to make Missouri their obvious location choice in order to have them invest in Missouri and create life-changing jobs for our residents.

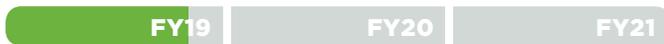
In FY2019, 23 projects went all the way through this process resulting in 1,466 new jobs, \$367 million in new capital investment, and \$80 million in new annual payroll. These wins included ChowNow, Empire Comfort Systems, Scollar, GESS International, Smith Seed Services, GTI USA, and more.



Governor Mike Parson speaks at the announcement event for Scollar

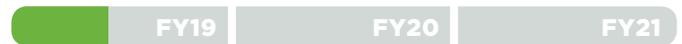
Missouri Partnership Scorecard Metrics

Projects Won



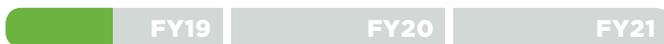
Three-Year Target (FY19-21): 80
FY19 Actual: 23

Jobs



Three-Year Target (FY19-21): 10,000
FY19 Actual: 1,466

Payroll



Three-Year Target (FY19-21): \$500,000,000
FY19 Actual: \$80,627,250

Investment



Three-Year Target (FY19-21): \$2,000,000,000
FY19 Actual: \$367,362,443

ChowNow

 **Industry:** Professional Services and Food Solutions

 **Location:** Kansas City

 **Jobs:** 173

 **Capital Investment:** \$2 million

Challenge

ChowNow, a Los Angeles-based company that connects local restaurants with their customers online, was looking for a new location to launch an operational center to house their future growth. They were working with a site selection consultant to ensure their new expansion location met their needs and also worked directly with the regions in which they were interested. The company needed to create 100 jobs initially, with the opportunity to grow to 200. Talent and workforce were key issues for them, along with a lifestyle and a food scene that fits their corporate culture and business objectives.

Competition

Missouri was competing with Tennessee, Idaho, Kansas, and Arizona.

Solutions

Missouri Partnership worked alongside Kansas City Area Development Council (KCADC), the Economic Development Corporation of Kansas City (EDCKC), and the Missouri Department of Economic Development to find solutions for their location, workforce development and training, and incentive needs.

Results

ChowNow chose to locate in downtown Kansas City, Missouri.

Empire Comfort Systems

 **Industry:** Advanced Manufacturing

 **Location:** Poplar Bluff

 **Jobs:** 140

 **Capital Investment:** \$10 million

Challenge

Empire Comfort Systems, a leading manufacturer of high-quality furnaces and heaters, was looking for an expansion location. Their needs were driven by real estate and workforce. The company was directly driving the extremely time-sensitive project forward.

Competition

Missouri was competing with Illinois.

Solutions

The Missouri team, realizing the time-sensitive nature of the project, worked incredibly hard to expedite everything. Missouri Partnership, Missouri Department of Economic Development, City of Poplar Bluff,

Butler County, Poplar Bluff Chamber of Commerce and Poplar Bluff Industries all worked closely together to show the company that Poplar Bluff was the right location for their investment. The team quickly responded with location information, workforce solutions, incentives, and more.

Results

Empire Comfort Systems chose to locate in Poplar Bluff and build a new 130,000 square foot manufacturing facility. This was the first ground-up business attraction industrial development in Poplar Bluff in 30 years.

Scollar



Industry: Agtech



Location: Kansas City



Jobs: 200

Challenge

Scollar, an innovative animal health technology company, needed to move their Silicon Valley headquarters to another part of the U.S. The Scollar team attended the annual Animal Health Corridor events hosted by the Kansas City Area Development Council (KCADC) and quickly realized that Kansas City was the optimal place to move to due

to its central location in the Animal Health Corridor. The challenge was to ensure there was a workforce in place and to make the move work financially. For those to happen, the company needed to leverage Missouri's incentives and network of partners to ensure the move was feasible and they would have the necessary pipeline of talent.

Competition

Missouri was competing with California and had to prove it had the workforce, fiscal environment, and culture that Scollar needed to be successful.

Solutions

Working in partnership with KCADC, the State of Missouri, and the

Economic Development Corporation of Kansas City (EDCKC), the team went to work to support the company and answer any of the questions that arose during the company's evaluation of the Kansas City area. The team worked to coordinate all the moving parts on the ground, brought appropriate state contacts into the mix when needed, and moved the company towards a final decision.

Results

The company received everything it needed to make a successful move from California to Missouri. These types of moves from California are a growing trend among technology companies there.

GESS International



Industry: Energy Solutions



Location: Audrain County (3 facilities); Miller County (1); Chariton County (1)



Jobs: 100+



Capital Investment:
\$185 million

Challenge

GESS International, a highly experienced and globally established renewable energy company, was looking to expand its presence in the Midwest and turn huge amounts of farm waste into renewable energy. The challenge was finding the answers to big questions related to permitting, incentives and workforce training.

Solutions

Missouri Partnership worked with the company to answer questions within each county they were considering and at the state level. After the final selection of five sites, the Missouri team submitted all the projects together and managed them through the state-level processes to deliver a high level of customer service and ensure all questions and issues were addressed completely and quickly.

Results

GESS International invested in five rural areas of Missouri, with the additional benefit of mitigating the negative impacts of animal manure and creating new energy sources.

Smith Seed Services

 **Industry:** Agtech

 **Location:** Lamar

 **Jobs:** 38

 **Capital Investment:**
\$24.5 million

Challenge

Smith Seed Services is an agtech company headquartered in Oregon. They needed an additional location in order to effectively serve their customers in the Midwest. Because their facility was handling seed coating, they needed assistance navigating the regulatory environment in Missouri as this was their first potential expansion into the state.

Competition

Missouri was competing with both a possible expansion of the company's existing Oregon operations and a possible new location in Kansas.

Solutions

The Missouri team immediately answered the company's questions and figured out how to meet their expansion requirements. Introductions were quickly made with the Missouri Department of Natural Resources, Missouri Department of Economic Development, Barton County Chamber of Commerce, and the City of Lamar, impressing Smith Seed with the connectivity between Missouri organizations. Regulatory questions were answered, site specific issues were solved, and available incentives were ascertained.

Results

Smith Seed Services saw the attractiveness of Lamar, Missouri, and selected Lamar as the home of their newest location.

GTI USA

 **Industry:** Logistics and Transportation

 **Location:** Kansas City

 **Jobs:** 11

 **Capital Investment:**
\$261,000

Challenge

GTI USA, an international company specializing in transportation logistics for other companies in several different industries, was looking for a new expansion location. They were specifically interested in the Kansas City, Missouri, region. They had detailed hiring plans and targeted skill sets that were needed for the project to be successful.

Competition

Kansas City was competing with numerous other Midwest metropolitan regions.

Solutions

Missouri Partnership immediately introduced the company to Kansas City Area Development Council (KCADC), KC Smart Port, and the Missouri Department of Economic Development. The full team then went to work finding the right locations for evaluating, facilitating state incentives, and planning for their workforce solution needs.

Results

GTI USA selected Kansas City, Missouri, as the best location for their expansion location.



Board, Staff, & Investors

Board

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KCP&L
Chair (July-Dec 2018)

Cheryl Norton
Missouri American Water
Chair (Jan-Mar 2019)

Greg Nook
JE Dunn Construction
Vice Chair (July-Dec 2018)

Scott Carter
Spire Inc
Vice Chair (Jan 2019-Present)

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AT&T Missouri
Treasurer (July-Dec 2018)

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Ex-Officio

Tim Arbeiter
Missouri Department of Economic Development
MEDC President

Rob Dixon
Missouri Department of Economic Development

Ryan Mooney
Springfield Area Chamber of Commerce
Advisory Council Representative

Hawthorn Foundation Executive Director Steve Oslica, former Springfield Chamber President Jim Anderson, Senator Kit Bond, and Hawthorn Foundation Chairman Warren Erdman at the Kit Bond Citizen Leadership Award Dinner



Advisory Council

Jim Alexander
AllianceSTL

Bernie Andrews
Regional Economic Development, Inc. (REDI)

Carolyn Chrisman
Kirkville Regional Economic Development, Inc. (K-REDI)

Tim Cowden
Kansas City Area Development Council (KCADC)

Steve Halter
Greater Poplar Bluff Area Chamber of Commerce

Brad Lau
St. Joseph Chamber of Commerce

John Mehner
Cape Girardeau Chamber of Commerce

Ryan Mooney
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Staff

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Dennis Pruitt, CEcD
VP, Business Development

Mark Sutherland
CMO

Stephen Votaw
Manager, Marketing & Communications

Investors

Hawthorn Foundation, led by Executive Director Steve Oslica, is a key partner, investor and supporter of our mission. Hawthorn Foundation and their members are an essential foundation in our success.

ABNA Corporation

Accenture

AllianceSTL

Ameren Missouri

ARCO Construction Company

Associated Electric Cooperative, Inc.

Associated General Contractors of Missouri (AGC)

AT&T

Bank of America

Bayer Crop Science

BJC Healthcare

Boeing Corporation

Brewer Science

BNSF Railway

Burns & McDonnell

Callaway Electric Cooperative

Cape Girardeau Area Chamber of Commerce

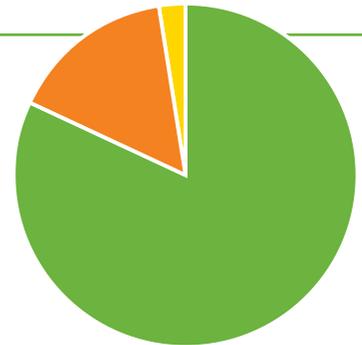
Carmichael & Neal, P.C.	Kansas City Southern (KCS)	Olsson Associates
Central Bank and Central Bancompany	KCP&L	Orscheln Products LLC
Certified Express, Inc.	Kevin C. Fleming, Esq.	Ozarks Technical Community College
City of St. Charles	Kit Bond Strategies (KBS)	Peabody Energy
City Utilities of Springfield	Lee's Summit Economic Development Council	Platte County Economic Development Corporation
Clark-Fox Family Foundation	Liberty Utilities	Port KC
Clinton Economic Development	Maryville University	Regional Business Council (RBC)
Commerce Bancshares, Inc.	Masterclock, Inc.	Regional Economic Development, Inc. (REDI)
Community Bank & Trust (CBT)	McCarthy Building Companies, Inc.	Ridewell Corporation
CoxHealth	McCownGordon Construction	Schnucks Markets
Economic Development Corporation of Kansas City (EDCKC)	Mercy Hospital Joplin	SCI Engineering, Inc.
Economic Development Council of St. Charles County (EDC)	Missouri American Water	Show Me Christian County
Economic Development Sedalia-Pettis County Missouri	Missouri Bankers Association (MBA)	SmithAdmundsen LLC
Edward Jones	Missouri Chamber of Commerce and Industry	Southeast Missouri State University
Elasticity	Missouri Community College Association (MCCA)	Southwest Airlines
Electrical Connection	Missouri Department of Economic Development	Spire Inc.
Emery Sapp & Sons, Inc. (ESS)	Missouri Department of Higher Education	Springfield Area Chamber of Commerce
Enterprise Holdings Inc.	Missouri Department of Workforce Development	St. Joseph Chamber of Commerce
First State Bank & Trust Co., Inc. of Caruthersville	Missouri Development Finance Board (MDFB)	St. Louis Cardinals
Ford Motor Company	Missouri Economic Development Council (MEDC)	St. Louis Community College
Gilmore Bell	Missouri Employers Mutual	St. Louis Regional Chamber
Greater Kansas City Chamber of Commerce	Missouri Energy Initiative (MEI)	The Staenberg Group
Hallmark Cards, Inc.	Missouri REALTORS®	State Technical College of Missouri
Hamra Enterprises	Missouri Southern State University	Stifel Financial Corp.
Husch Blackwell LLP	Missouri State University	Taney County Partnership
IncentiLock	Missouri Walnut LLC	The Striler Group
Industrial Process Systems (IPS)	Moberly Area Economic Development Corporation	Thompson Coburn LLP
Ingram's Magazine	Mosaic Life Care	Union Pacific Railroad
JE Dunn Construction	Neosho Area Business and Industrial Foundation, Inc. (NABIFI)	University of Missouri System
Joplin Area Chamber of Commerce	Newmark Grubb Zimmer	U.S. Bank
Jordan Valley Community Health Center	Next Move Group LLC	Veterans United Home Loans
J.P. Morgan	Norfolk Southern Corporation	Wells Fargo Advisors
K&S Wire Products, Inc.	Northeast Power Electric Cooperative (Northeast Power)	Western Governors University-Missouri
Kadean Construction Company		Wood, Cooper & Peterson, LLC
Kansas City Area Development Council (KCADC)		World Wide Technology Holding
		Ygrene Energy Fund, Inc.



Securing and Growing Funding

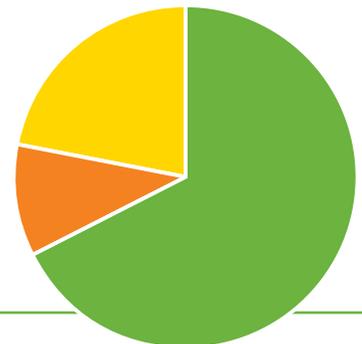
FY2019 Funding

- Promote Missouri public-sector funds: \$2,400,000
- Hawthorn Foundation private-sector funds: \$450,000
- Other: \$69,919



FY2019 Expenses

- Professional services: \$1,728,017
- Operating expenses: \$265,859
- Direct marketing expenses: \$556,970



OUR BELIEFS AND EXPECTATIONS

OUR ADVANTAGE: We believe out-performing our competition will result in increased success for Missouri, and the client is interested in more than just lowest cost and highest incentives. We expect to create and work through seamless teams, communicate with one voice, be available, respond expeditiously, and create certainty around the deal for the client.

CUSTOMER FOCUS: We believe a strong focus on solving the clients' business needs will lead to more success for Missouri. We expect to do everything within our power to understand the clients' driving issues and offer Missouri-based solutions, wherever they may be.

STATEWIDE PERSPECTIVE: We believe it is our responsibility to vigorously advocate for the entire state and expect to highlight, on every project we lead, as many opportunities throughout Missouri as possible given the clients' parameters.

RESPECT THE LEAD: We believe in working projects through whomever owns the relationship with the client. If it's Missouri Partnership, we expect our partners to work through us until the client chooses to make the transition. If our partner owns the relationship, we will always work through them and never introduce new opportunities outside our partner's region. If requested to do so by the client we will immediately inform our community partner and ask the client to do the same.

CONFIDENTIALITY: We believe in respecting the requests of our clients and partners for certain information to be kept confidential and expect such confidences to be honored by all with whom we work.

MUTUAL REGARD: We believe in positively and accurately promoting our state, regions, and communities, and will refrain from disparaging other areas. We expect our community partners, whether during site visits or outbound company/consultant meetings, to never speak ill of another Missouri community.

PREPARATION: We believe it is our responsibility to be fully prepared for every client-related encounter and expect our community partners to be similarly prepared to the extent possible based on the information we have provided.

RESPONSIVENESS: We believe in simplifying the process for our clients by responding to their information requests in the manner and timeframe they desire, and expect our partners to help us in this regard by providing relevant and comprehensive information on-time and in the format requested.

COUNSEL: We believe it is part of our mission to assist partners in areas such as research, proposal preparation, and providing overall support for investment projects they are working on, even if we're not directly involved.

SUCCESS: We believe Missouri can compete with anyone, anywhere, and we expect to win.



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