



Throughout the South, pockets of industry and commerce are bringing renewal to communities. Our "Dixie Dozen" is a salute to 12 parishes or counties in a state that continue to attract manufacturing jobs. In our last issue, we shared our first installment – highlighting communities across Alabama, Florida and Kentucky. This issue we focus on four more – Louisiana, Mississippi, North Carolina and South Carolina. Each of the featured areas attracted multiple projects during the years 2010 to 2016 and created 50 or more jobs. An amazing point is that each community also has a population of 200,000 or less.



Calcasieu Parish, La.

Calcasieu Parish's Port of Lake Charles, along with five other ports in the Southwest Louisiana region, are responsible for much of the industrial growth underway in the area. The Port of Lake Charles currently ranks in the top 12 ports in the nation.

LOUISIANA

ASCENSION PARISH

In 2013, Hola Nola Foods broke ground on the first flour and corn tortilla plant in Louisiana. Within three years, its products were in nearly 150 grocery stores and the company was ready to expand its facility. Hola Nola is hardly the only company thriving in Ascension Parish. Recent expansions by CF Industries (\$2.1 billion, 93 jobs), Occidental Chemical (\$147 million, 12 jobs), Honeywell (\$300 million, 75 jobs) and Huntsman (\$78 million, 17 jobs) are representative of the continued viability of this area for a variety of manufacturing ventures.

CALCASIEU PARISH

When Dongsung FineTec announced it was investing \$5 million in a cryogenic insulation manufacturing facility in Lake Charles, it was just the latest in a series of successes for Calcasieu Parish. The region's natural gas industry has been booming in recent years and, with it, an ever increasing number of companies have found Calcasieu a perfect location. For Dongsung FineTec, this is its first investment in manufacturing in the U.S., bringing more than 700 jobs to the area. In recent years, Northrop Grumman, Westlake Chemical, Matheson Tri-Gas and a number of others have invested in Calcasieu Parish as well.

CAMERON PARISH

With \$35 billion of capital investment in projects currently under construction and another \$40 billion proposed, Cameron Parish is booming. Home to Cameron Oil and Gas and the Sabine Pass LNG Terminal, Cameron Parish has become a major exporter of natural gas. All this activity and another five major projects announced recently make Cameron Parish a true success story in recent years, especially for an area with a population of little more than 6,000 people.

IBERIA PARISH

Staying ahead of the curve in a growing global industry continues to drive Hon-iron Manufacturing. After more than 165 years in business, the company remains a leader in industrial process equipment for the sugar, oil and gas, petrochemical, carbon black and food processing industries. The reason behind this company's commitment to the area is the same as global industrial leaders in Iberia Parish — direct access to the Gulf of Mexico, an outstanding business climate and a history of success in industries like oil and gas. These success factors helped Iberia attract two major announcements in 2016 — the Bayou Companies is increasing its existing footprint with an \$18 million expansion of its pipe coating operation to accommodate Shell Appomattox, a deep-water development project that is estimated to produce 175,000 barrels of oil equivalent per day at peak.

IBERVILLE PARISH

Shintech already operated facilities along nearly 6,000 acres adjoining the Mississippi River when the company announced plans to invest \$1.4 billion more to expand operations in Iberville Parish. The expansion retained 335 jobs and created another 100 in the production of ethylene. Former Louisiana Governor Bobby Jindal said at the time of the announcement, "This is the third major expansion by Shintech in Louisiana since 2008, and our partnership with this global chemical leader continues to strengthen." The area's attractiveness to chemical companies, as well as the gas and oil industry, continues to open doors for a variety of manufacturing. In 2013, Nachurs Alpine Solutions chose to expand operations from its Ohio base to produce liquid fertilizers in Iberville Parish.

CONTINUED

Lindsey James Photography

SOUTHWEST LOUISIANA

Welcome to Opportunity

- ▶ Six Ports Including The Nation's 11th Largest Port, The Port Of Lake Charles
- ▶ Chennault Industrial Park With A 10,000 Foot Runway
- ▶ Shovel-Ready Industrial Park On I-10
- ▶ Airparks With Greenfields
- ▶ Custom Sites Available

LED LOUISIANA ECONOMIC DEVELOPMENT

TEXAS **LOUISIANA** **MISSISSIPPI**

Dallas, Shreveport, Houston, Baton Rouge, New Orleans, Lake Charles, Cameron, Beauregard, Allen, Calcasieu, Jefferson Davis

SWLA ECONOMIC DEVELOPMENT ALLIANCE

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LOUISIANA

JEFFERSON DAVIS PARISH

In 2015, Metalplate Galvanizing announced a 50,000-square-foot facility in Jefferson Davis Parish. The plant is the "largest of Metalplate's seven galvanizing plants located across the Southern US," said Hartwell Davis, Jr., company chairman. "Metalplate recognizes the very large and enduring growth potential of energy-related industry in Louisiana and in particular along its I-10 corridor." The plant, an investment of \$9.75 million, employs more than 100 people, with an additional 245 new indirect jobs created. The company uses "hot-dip galvanizing" to protect metal from corrosion, which serves customers in the steel and petrochemical industries. The announcement followed several similar investments locally in the yarn spinning industry. . .Zagis Cotton Spinning developed a 140,000-square-foot production facility in Lacassine, La.

LINCOLN PARISH

Monster Moto has a brand new 100,000-square-foot campus in Ruston, including a showroom, corporate offices, warehouse and assembly plant. The facility, which opened in May 2016, consolidated the company's operations and brought production back to the U.S. Producing high quality and affordable mini bikes and go-karts for young riders, the company plans to employ more than 300 people at its new facility. Monster Moto, like other companies that have found a home in Lincoln Parish, was drawn to the area's amazing infrastructure, excellent workforce and entrepreneurial spirit.

MOREHOUSE PARISH

When the last paper mill closed in Morehouse Parish, the area's economy was shaken. Wood pellets, however, have helped revitalize it. One wood pellet

company, Morehouse BioEnergy, a subsidiary of Drax BioMass, employs 60 people and produces 450,000 metric tons of wood pellets a year. The facility, completed in 2015, ships the pellets to the port in Baton Rouge. Responsible use of 169,000 acres of timberland provides the company a renewable resource for the pellets they ship to the U.K. Drax BioMass is one of the largest employers in Morehouse Parish today and is an exceptional corporate citizen, focused on giving back to the community.

OUACHITA PARISH

Ouachita Parish continues to draw a diverse range of manufacturing and industrial companies with its pro-business climate and accessibility. One of the area's top employers, Graphic Packaging, recently expanded operations for those very reasons. Investing \$41.5 million in upgrading its production machinery, the company increased capacity while reducing the site's environmental footprint. For Chicago-based Sapa Extrusions, expansion came because of the Louisiana Economic Development Business Expansion and Retention Group's efforts to retain and grow manufacturing companies' presence in the state. Sapa, an industry leader in aluminum extrusions and part of the world's largest aluminum profile company, expanded its existing operations in the Ouachita Parish community of Delhi, enabling the company to bid for work in the petroleum and chemical industry sectors. The expansion also created 37 new jobs and an additional 65 throughout Northeast Louisiana. "We're optimistic that with the additional space and increased operations capacity, we will be able to sustain two million pounds of extrusion and create even more jobs over the next several years," said Ron Ballman, plant manager of Sapa Delhi.

RAPIDES PARISH

Sundrop Fuels' announcement that it was investing \$450 million in a new bio-fuels facility near Alexandria was the next logical step for a daring startup. Sundrop, founded in 2008, has progressed from concept to production of "green gasoline," a vehicle-ready transportation fuel made from woody biomass and natural gas. Currently, near the community of Alexandria in Rapides Parish, the company is building what will be the world's single largest biogasoline production facility. The Alexandria facility will make the dream a reality — larger-scale production of a new product, in the belief that this is truly a step forward in the fuel industry. Sundrop's decision to locate in Rapides Parish is not surprising, with the area's abundant natural resources, accessibility and quality workforce.

ST. CHARLES PARISH

In February 2017, Monsanto broke ground on a \$975 million expansion in the St. Charles Parish community of

Luling, which will create more than 500 jobs. "Our Luling facility is a logical site uniquely positioned at the center of Monsanto's manufacturing network," said Brett Begemann, company president and CEO. This expansion supports the company's launch of its Roundup Ready Xtend Crop System, and follows a \$196 million expansion completed in 2010. In addition, Entergy Louisiana is building a state-of-the-art gas turbine facility in St. Charles Parish, with an investment of \$869 million. The facility, on land next to the Little Gypsy Power Plant, is expected to employ 700 people at peak.

ST. JAMES PARISH

Chinese company Yuhuang Chemical is investing nearly \$2 billion in the development of a methanol complex along the Mississippi River in St. James Parish. The plant, scheduled to begin operations by early 2018, is one of a number of projects in the area related to natural gas. The St. James plant will produce up to 1.7 million tons of methanol annually, most of which will be shipped to China. Transportation

accessibility is the primary driver, with St. James Parish having ready access not only to the Mississippi River, but also to rail and interstate highway systems.

TANGIPAHOA PARISH

Michael Hecht, president and CEO of Greater New Orleans Inc., was a little tongue-in-cheek when he called Elmer Chocolate's 2016 expansion in Tangipahoa Parish "sweet news." The company has had roots in this community since 1855, which demonstrates the long-term investment founded on a mutually beneficial relationship. Elmer invested \$40 million in its 70,000 square-foot state-of-the-art production facility in Tangipahoa Parish in the belief that the new technology, coupled with a robust and trained workforce, would make them even more competitive in an increasingly crowded marketplace. For Tangipahoa Parish, this was one in a series of "sweet" announcements in recent years, including a \$4.5 million expansion by J&M Industries (recycling) and construction of a \$2.5 million plant by MKS Plastics.

St. Charles Parish, La.

This photo shows the incredible commercial activity occurring daily on the Mississippi River in St. Charles. Many industrial facilities in St. Charles Parish utilize the Mississippi River for their international shipping needs via deep water vessels. Proximity to the river also enables St. Charles companies to transport to inland domestic customers and suppliers via barge.

keep sustainability with a highly motivated, productive & resilient workforce

lose fear of limiting growth by capitalizing on tremendous amounts of open space

grow on acres of land rich with easy access to the Mississippi River

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raise productivity by leveraging existing infrastructure, a skilled workforce & targeted incentives

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MISSISSIPPI



Columbus/Lowndes County, Miss.

Countless companies have been attracted to Columbus/Lowndes County, Miss., because of the gold standard in workforce training the area offers. Specifically, the Center for Manufacturing Technology Excellence (CMTE) at East Mississippi Community College is one of the state's paramount training facilities. CMTE has a proven track record, providing customized training for area companies including Steel Dynamics Inc., Airbus Helicopters, Aurora Flight Sciences, Stark Aerospace, Weyerhaeuser Pulp and Paper, Southern Ionics, Gulf States (a Nucor company), Baldor Electric, PACCAR Engine Company, and Yokohama Tire Manufacturing Mississippi.

ADAMS COUNTY

In a region that has a long history of success, Adams County, Miss., continues to be a leader. Delta-Energy announced in 2015 it was investing \$45 million to create 91 jobs, renovating a former paper plant in Natchez. The facility will employ a proprietary process to create carbon solids and hydrocarbon liquids with no waste for use in the rubber and chemicals industry. The draw for Delta-Energy was Adams County's commitment to innovation and quality workforce. Delta-Energy's announcement was one in a series of success stories for Adams County, which also includes the creation of a paper machine facility by vonDrehle, a company investing \$100 million in the project.

ALCORN COUNTY

Caterpillar's expansion in Corinth was just another example of the success story happening in Alcorn County. The company not only has maintained a presence in the area for more than 30 years, but it has consistently expanded operations, including recently investing nearly \$15 million to develop a new 540,000-square-foot building where it will remanufacture the c-175 engine. For Alcorn County, it's another in a series of expansions in recent years that demonstrate the quality of the local workforce and the community's commitment to manufacturing. In fact, workforce and a pro-business climate were the primary factors in Ayrshire Electronics' decision to expand its presence there as well, investing \$100,000 and creating 25 new jobs at its Corinth facility.

CLAY COUNTY

West Point Mayor Robbie Robinson equated recent events to "a kid who's been waiting for Christmas, and now

it's Christmas morning." In 2013, Yokohama's \$300 million investment in West Point came to fruition with the groundbreaking of what will be one of the largest tire plants in the country. For Yokohama, it's also its very first U.S. production plant. Obviously, the substantial impact of a facility like this has ripple effects when it comes to creating momentum for a community. In the case of Clay County, the success of Yokohama should continue to draw a variety of manufacturing companies. For Plum Creek Environmental, for example, the quality workforce and access to markets it found in Clay County were crucial. Plum Creek is a manufacturer and distributor of waste and recycling containers and equipment that recently announced it was investing \$825,000 and creating 50 new jobs in Clay County. "We are excited to find a property in West Point that will greatly enhance our production capacity and allow us to tap into a skilled talent pool of production welders," said the company's President/CEO Jim Wamble.

DESOTO COUNTY

Operating in DeSoto County for more than 30 years, J.T. Shannon Lumber is invested in the community. As a result, Shamrock Plank Flooring, a division of the company, announced it was investing \$1 million by locating manufacturing operations in a 62,900-square-foot facility in Hernando. The facility created 25 jobs, which prompted Mickey Milligan of the Mississippi Development Authority to say, "It's a great day for Mississippi and Hernando. We are excited about job creation. These are jobs coming back from Mexico and China. We are hoping to see more of that." Indeed, DeSoto County has been busy creating manufacturing jobs in recent years. Companies like Shamrock see the value of the local manufacturing workforce and infrastructure, and they



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MISSISSIPPI



Columbus/Lowndes County, Miss.

Steel Dynamics has recently invested \$100 million in its steel factory in Columbus, Miss. The facility produces sheet steel products consisting of hot roll, cold roll, and coated steel products.

are won over. Like BPI Packaging, which announced last March it would be investing \$8 million to create 150 jobs in Olive Branch. BPI provides full-service custom chemical blending and packaging. All of these announcements are evidence that DeSoto County is "open for manufacturing business."

JACKSON COUNTY

Jackson County is fast becoming a center for transportation manufacturing in the Southeast. In February, Ingalls Shipbuilding and VT Marine of Pascagoula were among five companies awarded contracts from the U.S. Coast Guard for heavy polar icebreaker design studies and analysis. Combine that with Mississippi ports of Pascagoula and Gulfport recently signing accords with Cuba looking toward future business, and you have the potential for a lot of movement. The community's accessibility, right on the Gulf of Mexico, provides amazing advantages for business. With Airbus investing \$600 million in a jet assembly center in nearby Mobile in 2012, the ripple effect throughout this area related to the aerospace and aviation industry has clearly been felt. Suppliers like Constellium are setting up shop, benefiting from the potential of partnership with Airbus. Constellium recently increased its partnership, which began in 2010, with Airbus.

JONES COUNTY

In October, Praxair Surface Technologies and GE Aviation entered a joint venture called PG Technologies, which will be primarily located in the Jones County community of Ellisville. The partnership will increase employment at the former GE Aviation facility to 250, with the potential to grow to 400. "Access to a rich pool of manufac-

turing talent is critical to our success, and we found that in Mississippi," said PG Technologies Board Member and Praxair Surface Technologies President Pierre Luthi. "We look forward to being in production at the Ellisville facility in the second half of 2017." The area's tradition of quality manufacturing has made Jones County a hotbed for corporate relocations and expansions in recent years. In fact, Jones County is home to 51 different manufacturing companies, employing almost 20 percent of the local workforce. PG Technologies fits perfectly in the region's growing aerospace industry presence.

LAUDERDALE COUNTY

When CertainTeed reopened its facility in Meridian in May 2015, it was cause for celebration. Not only was the company investing \$24 million in the project, it was also creating 110 new jobs. CertainTeed ceased production at this location in 2009, during the construction market downturn, though the building had been used for development of ceiling tiles since 1941. Lauderdale County has a number of companies that are thriving in the area, relying on the skilled manufacturing workforce and accessibility. For companies like A&B Electric, which have been there for decades, the choice is obvious when it comes time to expand — it will stay in Lauderdale County.

LEE COUNTY

Tupelo/Lee County consistently wins awards. With 35 projects (creating 4,816 jobs) that fit our Dixie Dozen selection criteria in the past six years, Lee County sets the standard for manufacturing economic growth. While the Toyota facility in nearby Union County has opened the door to attract new auto-

motive suppliers, this area is diverse in its manufacturing representation. Long known for quality furniture manufacturing, Lee County has seen numerous significant industry announcements in recent years, most notably the \$20 million relocation by Southern Motion that is creating 600 jobs (2016), H.M. Richards Inc.'s expansion of \$8 million and 500 jobs (2015) and Grammer Inc.'s location of \$30 million and 650 jobs (2014).

LOWNDES COUNTY

They clearly are not sleeping on the job in Lowndes County. Sleepmade, a manufacturer of advanced sleep products, is investing \$1.4 million and creating 50 jobs by locating operations in the area. "Our investment in Mississippi is important to us," said Matt Fowler, co-founder of the company, "and it represents a significant competitive advantage given the talent pool, supply base and local and state support." Known as the "Golden Triangle," northeast Mississippi is rich in resources and infrastructure, drawing a wide range of manufacturing companies to the area. Actually, 16 percent of the local workforce is currently employed in manufacturing. With numerous Dixie Dozen qualifying projects in the past few years, it seems certain that growth in the manufacturing sector will only continue.

MADISON COUNTY

Since opening its doors in 2003, Nissan's Canton facility has become a significant producer for the automotive company. Upon opening, Nissan became the largest employer in the area and has continued to prosper, adding a number of jobs to the local economy. In addition to the more than 3,000 employees at the plant, the area has attracted over 47 auto supplier companies in recent years. Madison County has also been a longtime home for construction and mining machinery manufacturing, turbine and power transmission equipment and, in recent years, the pronounced boom in auto suppliers.

MARSHALL COUNTY

"They have looked the world over, decided they want to expand operations

here in Mississippi, and we are thrilled to have them," said Speaker of the Mississippi House Philip Gunn at the March 2016 groundbreaking of a new manufacturing facility for Denmark-based ROCKFON. The expansion of the parent company's operation in Marshall County will add 90 jobs. That good news was followed, in December 2016, by the announcement that the nation's largest private-label beverage supplier, Niagara Bottling, was investing \$78 million to also move into the Chickasaw Trail Industrial Park. National and international manufacturers continue to be drawn to Marshall County by the combination of a skilled workforce and unbeatable access — via multiple highways, railroad, Memphis International Airport and the International Port of Memphis on the Mississippi River.

MONROE COUNTY

If there was any doubt about Monroe County's place as a furniture-manufacturing leader, the past few years have laid them to rest. December 2015's announcement that American Furniture Manufacturing was investing \$560,000 to move into a facility in the Monroe County community of Amory and hire 140 people was just one of several such announcements recently that have validated the area's strong heritage in the furniture industry. The community's top employer is United Furniture Industries, which announced in June 2015, it was expanding its presence in Monroe County by locating its distribution operations in the community of Wren, creating 50 new jobs, in addition to another 50 manufacturing jobs at its Amory facility. Newcomer HomeStretch, which produces upholstered reclining furniture, entered the scene in 2010 and has found itself needing to expand operations there as well, adding 60,000 square feet of manufacturing space to its building.

PONTOTOC COUNTY

Eaton Custom Seating has operated in Pontotoc County for more than 50 years. Recently, the company announced a \$500,000 investment to add nearly 13,000 square feet to its 110,000-square-foot facility and create 20 new jobs. Manufacturing seating products used primarily in hospitals and healthcare environments, Eaton rep-

resents the region's continued strength as a furniture-manufacturing hub. Adding to this announcement, North Carolina-based Brooks and Dehart Furniture Xpress created 35 local jobs with a \$2.8 million investment to open a terminal in Pontotoc County to serve furniture manufacturers throughout the region. Both announcements only further solidified Pontotoc County's role as a leader in the furniture industry.

TISHOMINGO COUNTY

Tishomingo County takes pride in its manufacturing presence. More than 36 percent of the labor force there is employed in manufacturing, prompting *Southern Business & Development* to name it one of our "Top Ten Communities in the South for Manufacturing." For companies like Hago Automotive and BMSI Inc., Tishomingo is a natural choice for setting up operations. German-based Hago is investing \$10 million to manufacture parts for BMW. "Just up the road in Blue Springs, Toyota made a half-million Corollas faster than at any Toyota plant in world history," said Governor Phil Bryant. "The word has not only gone out across the United States, but also across the world that Mississippi is the place to do business." BMSI has also found this area favorable, investing \$6 million in a new manufacturing facility to develop specialty products for the Department of Defense, as well as commercial restaurant equipment.

UNION COUNTY

Toyota opening its Blue Springs plant in 2011 was the culminating event in a series of moves throughout the region to attract auto industry manufacturing. The result, obviously, has been an economic boom locally, with associated companies springing up to support Toyota, as well as Mercedes-Benz, Nissan and Navistar, all of which operate in Alabama, Mississippi and Tennessee. For Union County, an area that has a long tradition of manufacturing excellence, it has only increased its visibility for potential suitors. One such company, Emerald Home Furnishings, is investing more than \$2 million to renovate a former furniture plant in Hickory Springs, which will employ 15 people.



NORTH CAROLINA



Catawba County, N.C.

Catawba Valley Community College recently broke ground on the Workforce Solutions Complex, which will house state-of-the-art classrooms and laboratory spaces to teach advanced manufacturing skills and other technical skills in demand by a growing local and state economy.

ALAMANCE COUNTY

Prescient, a fully integrated and patented design, engineering, manufacturing and installation solution for the construction industry, announced in August 2016 that it would establish a second manufacturing facility in Alamance County, N.C. The company is constructing a 135,000-square-foot facility on about 20 acres. This was just one of several recent projects that have created jobs across manufacturing industry sectors in Alamance, including Belgium-based Lotus Bakeries (\$50 million, 60 jobs created),

Nypro (plastics, \$17 million, 75 jobs) and Honda Power Equipment (\$8.5 million, 40 jobs).

CABARRUS COUNTY

Home to Charlotte Motor Speedway, Cabarrus County is definitely racing toward becoming a manufacturing center as well. Home to food industry giants like Dole Foods and General Mills, one of the county's biggest recent success stories has been S&D Coffee & Tea. Founded there in 1927, the company has been a cornerstone of the local

economy for decades, growing steadily along the way. In August 2016, Cott Corporation, one of the world's largest producers of beverages, acquired S&D Coffee & Tea. Last year also saw the announcement that global leader Intertape Polymer Group was investing \$40 million to create a production facility in Cabarrus County.

CATAWBA COUNTY

To say that Catawba County is a hotbed of manufacturing would be an understatement. The reality is that manufacturing represents a full 27 percent of the total workforce, nearly three times the national average, which is one of the reasons SB&D named it one of the 20 top mid-markets in the South a few years ago. Catawba County continues to diversify the sectors it attracts — everything from machining and metalworking to plastics, fiber optic and furniture, making it easy to see why companies continue to be drawn to the area. Companies like Corning, which has had an operation in Catawba County for more than 30 years, announced plans in September 2016 to invest an additional \$30 million to expand its optical cable production plant in Hickory, creating 105 new jobs. Corning also recently chose to open a facility in Newton, investing an additional \$67 million and creating 210 new jobs. GKN, an automotive parts manufacturer with a 30-year history in Catawba County, has had three expansions in as many years with combined investment of more than \$252 million, creating 426 jobs at its facilities in Conover and Maiden.

CLEVELAND COUNTY

The 2015 announcement that Metal Works Manufacturing was expanding in Cleveland County was big news. Not only did it mean 86 new jobs in the next three

years, it also meant the recovery from the closing of a local company (Ultra Machine & Fabrication) and the reclamation of the affected jobs, and then the addition of nearly 90 more. Cleveland County has seen numerous such announcements in recent years, including Mafic USA, which announced in 2016 that it is investing \$15 million in a production facility in Shelby that will employ 113 people.

DAVIDSON COUNTY

Davidson County could make a case for being called a driver in the windows and doors industry. The community's largest private employer is Atrium Windows and Doors, one of the largest manufacturers of premium vinyl and aluminum windows and doors in North America with corporate headquarters in Davidson County's community of Welcome. When Atrium opened its new 94,000-square-foot distribution center in September 2016, it was just the latest expansion of operations there since the company first located in Davidson County in 1994. "The expansion on this campus is proof that manufacturing remains vibrant and very important to the Davidson County economy," said Lexington Area Chamber of Commerce President Burr Sullivan at the facility launch.

DAVIE COUNTY

When Ingersoll Rand celebrated its 50th anniversary in Mocksville in 2015, more than 1,000 people showed up for the party. A global leader in compressed air and gas systems and services, power tools and fluid and material handling equipment, Ingersoll Rand is clearly rooted there. "This is a celebration of our talented employees and the half-century of excellence in manufacturing and operations that they have created," said Manlio Valdes, president of compressed air systems and services. In fact, the company has seen multiple expansions in recent years, due to growth, much of which company leaders attribute to the quality of the workforce they have found in Davie County. When Ingersoll Rand announced plans in 2012 to invest nearly \$22 million to expand, it was a clear sign that it values the contribution of the local workforce, in addition to the many natural advantages of doing business in Davie County. These advantages also explain why Ashley Furniture, a nationally recognized leader in the industry, has

invested more than \$250 million in its manufacturing and distribution facility in Davie County.

GASTON COUNTY

With companies like Tyson Farms, Butterball and Perdue Farms among the area's largest employers, Gaston County is firmly established as a center for food manufacturing and distribution. However, the area is also a hotbed for a variety of other industries, having attracted investment from Hanesbrands, Eaton, Goodyear and Lenovo in recent years. In June 2016, Owens Corning opened its new \$130 million plant, the largest single investment the Ohio-based company has ever made.

HENDERSON COUNTY

Growth in the manufacturing sector continues to pour into Henderson County, which anchors the employment sector between Asheville, N.C., and Greenville, S.C. The economic engine of western North Carolina has seen a steady stream of location and expansion announcements. In 2015, Germany-based Raumedic AG (medical and pharmaceutical) announced the creation of its first US manufacturing facility, creating 170 jobs locally. Bold Rock Hard Cider, one of the fastest growing craft cider companies in the country, also opened doors in Henderson County in October 2015, expanding the Virginia-based company's presence along the East Coast. The momentum has continued with jobs being created by GF Linamar (automotive, 350 jobs, \$217 million), Demmel AG (tier 1 automotive, 50 jobs), Norafin Industries (nonwoven materials, 46 jobs, \$18 million), and Smart Products (check valves and pumps for various industries, 26 jobs, \$3.2 million) all announcing manufacturing locations in Henderson County in 2016.

IREDELL COUNTY

This area's top manufacturing employers demonstrate the kind of industry diversity that makes Iredell County unique. Companies like NGK Ceramics (automotive), BestCo (healthcare), Carolina Beverage Group and Pactiv (food service) employ the area's manufacturing workforce in a variety of sectors. Equally intriguing, though, is the variety of advanced manufacturing facilities there — everything



NORTH CAROLINA



Union County, N.C.

Cyril Bath, a leader in the commercial and military aerospace industry, is one of many manufacturers thriving in Union County, N.C. The company fabricates large, titanium structural components for companies like Boeing. In the Union County community of Monroe, Cyril Bath has expanded multiple times and experienced tremendous growth in its international sales.

from Hymec Aerospace and Advanced Detection Technology (perimeter security solutions) to 3D printing and high precision machining (CRP USA). A unique sector in Iredell County is auto racing, with familiar names Roush Yates Engines, Kyle Busch Motorsports and Team Penske having technology, engineering and testing presence in NASCAR City U.S.A.

JOHNSTON COUNTY

North Carolina is globally recognized as a leader in the biotech industry. Few locations in the state are as active in this regard as Johnston County. So, it was little surprise that Novo Nordisk announced in August 2015 that it was expanding operations in the area to the tune of \$1.85 billion. The expansion includes doubling the workforce at the company's Clayton campus (700 additional jobs). The Danish company produces medication for diabetes, hemophilia and hormone therapies. This expansion was the most recent in a series the company has made in Johnston County, where it has operated since 1996. Another major employer locally is Grifols, which produces plasma-derived medicines from a recently expanded, state-of-the-art 155,000-square-foot facility. The Spain-based company invested \$370 million in the facility, which is set to become one of the world's largest and most advanced plasma fractionation facilities, with production capacity of 6 million liters annually.

NASH COUNTY

When Hospira announced in 2012 that it was investing a minimum of \$85 million to expand operations in Nash County, it not only created 200 new jobs locally, but also meant the company would be the county's top manufacturing employer. The world's largest generic injectable pharmaceutical manufacturer

now employs nearly 3,000 locally. "Our new facility expansion and technology investments underscore the importance of the Rocky Mount facility in supplying life-saving, lower-cost medicines for our patients, customers and healthcare providers in the global marketplace," said Marty Nealy, vice president, Rocky Mount Operations. Located just east of the Research Triangle, Nash County has become a draw for innovative manufacturing start-ups in recent years, one notable being Carolina Innovative Food Ingredients, a subsidiary of Universal Leaf North America, that is using advanced technology to produce high quality food grade dehydrated and juiced fruit and vegetable products.

PITT COUNTY

It was already one of the largest pharmaceutical contract manufacturing facilities in North America when Patheon announced, in late 2014, that it was adding 488 jobs at its Greenville plant. The company had added 139 jobs in 2012 at the facility, then began filling the promised 488 additional positions in September of 2015. The 1.5-million-square-foot complex, which encompasses 29 buildings on 640 acres, manufactures aseptic liquid fill and oral dosage forms. While this investment has strengthened the area's status as a leader in pharmaceutical manufacturing, Pitt County is a substantially diverse manufacturing center with major employers including Hyster-Yale (lift trucks), Alliance One International (tobacco), TRC Inc. (metal fabrication) and ASMO (small electric motors).

RANDOLPH COUNTY

In November 2014, Technimark announced an investment that meant 163 new jobs in Randolph County. The manufacturer of plastic injection

molding services was going to invest \$25.9 million in its facilities there over a three-year period. A global leader in its industry, with manufacturing locations in the U.S., Germany, Mexico and China, Technimark has called Asheboro and Randolph County home since its launch in 1983, maintaining its headquarters in the area and expanding operations locally multiple times over the years. Randolph County has become home to many recognizable brands in recent years, from Sealy to Goodyear to Energizer.

RUTHERFORD COUNTY

Rutherford County has clearly become a tasty option for business expansion. Not only did the area attract the largest location investment announcement in North Carolina in recent years (\$450 million in 2010, from Facebook), it also landed the largest manufacturing investment in the state in 2011, when Horsehead announced it was spending \$360 million there. Rutherford County also had the largest announcement of proposed jobs of any area of North Carolina last year when Everest Textile announced it was creating 610 jobs. When Valley Fine Foods announced in February 2016 that it was moving pasta and sauce production from its California headquarters to the production facility it launched in Rutherford County in 2013, it was clearly a vote of confidence for the local workforce. The move only reinforces Rutherford County's reputation as a center for outstanding manufacturing, with great accessibility and a first-rate workforce. It also further supports the community's efforts to diversify its manufacturing presence, as it has seen growth in the auto (Meritor), metals and plastics (Diamondback Tactical) and textiles industries in recent years.

UNION COUNTY

Union County boasts, among other things, the largest concentration of aerospace companies in North Carolina – 19 in a seven-mile radius. It has rapidly become an epicenter for this industry, prompting multiple expansion projects in recent years. The June 2015 announcement that ATI (Allegheny Technologies Incorporated) was investing nearly \$70

million to expand in Union County came as further proof of the area's solid foundation as an aerospace manufacturing leader. "Our confidence in North Carolina is validated by our investment that now exceeds \$300 million during the last decade," said ATI Chairman, President and CEO Richard Harshman. The expansion creates 70 jobs locally. ATI is currently the second largest manufacturing employer in the area, behind Tyson Foods.



SOUTH CAROLINA



Aiken County, S.C.

Top photo: Aiken County has an abundance of prime industrial sites including the one pictured above in Sage Mill Industrial Park. The 150-acre site has a half mile of interstate frontage and is located one mile from I-20. It is owned by Aiken County with all utility infrastructure at the property line and all engineering due diligence complete.

Bottom photo: This spec building located in Aiken County is on 23 acres in Sage Mill Industrial Park. The 105,000 square-foot building is expandable to one million square feet.

AIKEN COUNTY

Clearly, we have been impressed by what is happening in Aiken County. Sixteen qualifying projects is a giant validation that this community is a manufacturing stalwart. Last year SB&D named Aiken County one of the "Best Small Markets in the South for the Automotive Industry." Special things are happening there. So, it is no surprise that Carlstar Group, a global manufacturer of specialty wheels and tires, recently announced plans to invest \$6.9 million in its highly successful local operation, creating 43 jobs in the process. "It's because of companies like the Carlstar Group that our automotive industry continues to grow and is considered one of the best in the world," said South Carolina Governor Henry McMaster. Calstar's announcement came on the heels of May 2016's announcement that Autoneum North America would be expanding operations as well. The manufacturer of components and systems for noise and heat protection for the auto industry is investing \$35 million and creating 41 jobs in Aiken County. While the county is a major player in the auto industry, you do not get to be near the top of our "Dixie Dozen" with one or two projects. Aiken County has seen a growing number of companies locate there, across a variety of industries. In 2015, AmbioPharm,

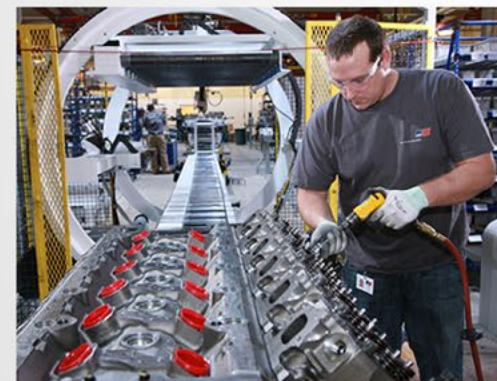
a peptide manufacturer and generic drug developer, announced a nearly \$19 million expansion in Aiken County.

CHEROKEE COUNTY

Cherokee County's long history in the textiles industry has prepared this community for world-class manufacturing in a modern context. Since the first textile mill opened there in 1899, companies have benefited from Cherokee County's accessibility and exceptional workforce. Today, Cherokee County is home to a variety of international advanced materials manufacturers, as well as automotive industry leaders. For example, Belgium-based Moderna Products is investing \$6.5 million to create 35 jobs in Cherokee County. The family-owned manufacturer of plastic products for pets, Moderna moved into a 116,000-square-foot facility, which is the company's first U.S.-based manufacturing plant. With BMW's Spartanburg County plant only one county away, a number of auto suppliers now call Cherokee County home including Timken, a global manufacturer of tapered roll bearings. Freightliner Custom Chassis announced a \$22.7 million investment and construction of a new logistics center in Cherokee County in 2016.

CONTINUED

AIKEN
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Clarendon County, S.C.

Clarendon County, consistently a community with vision, has an abundance of outstanding sites and buildings that are helping it attract manufacturing growth. The area's newest building, pictured here, is located in Clarendon County Industrial Park. Currently, it has 50,000 square feet on 15 acres, but the property is expandable to 200,000 square feet with an additional 200 acres available. It is 6 miles from I-95 and 79 miles from the Port of Charleston.

CHESTER COUNTY

Boral Stone Products has operated in Chester County since 2001. Launched locally as Owens Corning Masonry Products, the company has found great success in Chester County in recent years, announcing in 2012 plans to invest \$6 million to expand operations to produce more stone-veneer products for homes and commercial applications. In June 2014, former South Carolina Governor Nikki Haley announced that Singapore-based Giti, the world's tenth largest tire manufacturer, was investing \$560 million and creating 1,700 jobs in Chester County by locating a new manufacturing facility. The groundbreaking came in February 2015, and, while this is Giti's ninth production facility in the world, it is the first in North America and will be an impressive 1.8-million-square-foot plant when completed.

CLARENDON COUNTY

In December, ProBrass announced it was establishing operations in Clarendon County. A startup specializing in the manufacturing and remanufacturing of rifle brass cartridge cases, the company is investing \$40 million in a 144,000-square-foot existing facility located on 47 acres. ProBrass is creating more than 70 new jobs in the Clarendon County community of Summerton. "We made the decision to locate in South Carolina because, in the Palmetto State, pro-business is not a bland statement but a hard-core reality," said co-founder and CEO Christopher Moe. In December 2015, Advanta, a company specializing in material handling applications, announced it was expanding operations. Advanta is a family-owned company headquartered in Petersburg, Mich., that has found manufacturing success in South Carolina. It opened its first Palmetto State facility in 2010, and then relocated to a larger one in Manning in 2013. Most recently, the company invested \$2.6 million to expand its operation via a 30,000-square-foot addition to the facility, creating another 25 jobs locally.

DORCHESTER COUNTY

Dorchester County's largest private employer Robert Bosch has been a cornerstone locally since 1974. With

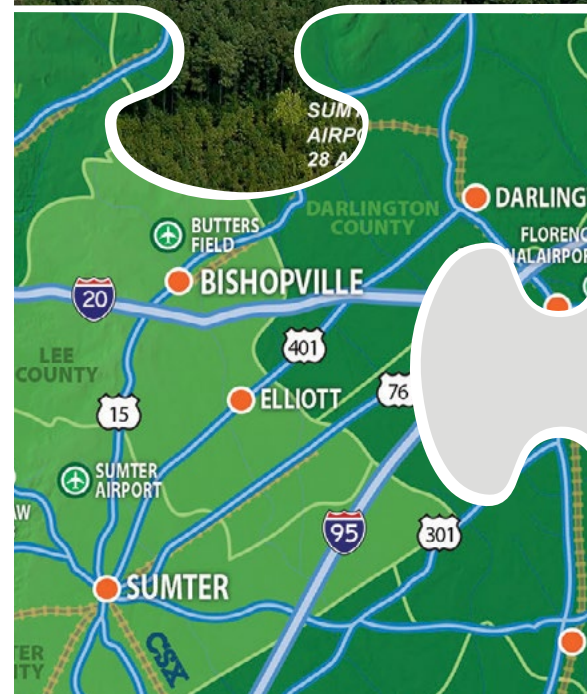
a workforce of more than 2,000, the Bosch plant in Dorchester County occupies more than 950,000 square feet of production space and represents corporate investment of more than \$600 million. The auto industry continues to grow quickly throughout South Carolina, but locally, the economy is also driven by aerospace (Aero Precision Products) and bioscience (ArborGen), as well as marine manufacturing. Scout Boats was launched in Dorchester County in 1990, literally from the garage of its founder and has steadily grown into a company that has pioneered the marine industry, winning numerous awards for original designs.

FLORENCE COUNTY

McCall Farms has operated in Florence County since 1838, a firmly established local tradition. As one of America's leading producers of fresh canned vegetables and fruit, the family-owned company has steadily grown from small beginnings to farming its own products on 2,000 acres of land in Effingham. In July 2015, McCall Farms announced an investment of \$4 million to generate 25 new jobs over a five-year period to expand operations. The company's new facility doubles overall manufacturing capacity and retail canning capacity by 100 percent. With a growing mix of established manufacturing and new business, Florence County is rapidly becoming a significant hub for a variety of sectors. In August, Honda of South Carolina announced a \$45 million expansion of operations at its Timmonsville facility, which increases production capacity via a 115,000-square-foot building expansion and creation of 250 new jobs.

KERSHAW COUNTY

South Carolina's automotive industry has more than quadrupled in the past two decades. As the state continues to solidify its position as an auto industry leader, communities like Kershaw County are poised to attract even more business. Nowhere is this clearer than in the case of Hengst Automotive, a company with a long record of accomplishment of international success. Because its operation in Kershaw County has been so beneficial in increasing the company's profitability, Hengst announced in October 2014 it was invest-



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SOUTH CAROLINA



Sumter County, S.C.

Pictured is Continental Tire's plant in Sumter. Recently the company announced it was going to invest another half-billion dollars and create about 1,600 more jobs by 2021, with a goal of producing 8 million tires annually.

ing \$8 million to create 20 new jobs in Kershaw County. . .the company's third expansion announcement in the area in less than a decade. Hengst is not alone, either. Suominen, a global supplier of nonwovens, announced in June 2015 it was expanding Kershaw County operations and adding 25 new jobs. The Finland-based company's President and CEO Nina Kopola said, "The plant already has some specialized production lines and very talented staff, and the investment will further strengthen Bethune's market position as a leading supplier of nonwovens with higher added value."

LANCASTER COUNTY

To help fill the growing demand for its animal health products, Nutramax announced last February it was expanding operations in Lancaster County. Since establishing operations there in 2010, the company has invested \$29 million and created 250 jobs locally. A leading manufacturer of nutritional supplement products for people and their pets, the announced expansion adds \$15 million of investment and another 125 jobs as Nutramax moves into a 138,000-square-foot building. Several other manufacturing companies have also announced projects there recently, including MakroChem (carbon black), 3i Products (seat cushions and fiber material), Central Wire (welding wire) and PCI Group (mission critical document printing and delivery). These projects account for 311 new jobs. If that were not enough, Chinese textile company Keer announced a \$250 million investment to create a manufacturing facility there that will employ 500 people.

LAURENS COUNTY

ZF Transmission has made its largest

investment in North America in Laurens County. A production plant, measuring nearly one million square feet, represented more than \$400 million in corporate investment, staffing about 1,200 people. Opened in July 2013, the facility already has been expanded to about 1.4 million square feet due to increases in sales, and it employs approximately 2,500 people. The company specifically chose Laurens County because South Carolina has become a growing hub for the auto industry in recent years. Companies like Yanfeng Automotive Interiors have been drawn to Laurens County by the pro-business climate that continues to attract international firms. Yanfeng announced in July 2016 it was investing \$71 million in development of a manufacturing facility there, to increase capacity for what is already the world's largest automotive interiors supplier. Additionally, Laurens County is home to a variety of other auto industry and advanced manufacturing companies including Michelin, Alupress, CeramTec, Continental and CCL Label.

NEWBERRY COUNTY

Newberry County has been a manufacturing epicenter for years, with numerous internationally recognized brands being produced locally, including Caterpillar, International Paper, Kraft Foods and Georgia-Pacific. In recent years, the community has managed to attract investment from manufacturing companies across a wide variety of industries. Germany-based MM Technics announced in December 2016 it was investing \$12.6 million and creating 65 jobs in the next five years in Newberry County, developing its first plant outside Europe. The new 40,000-square-foot facility will be used to supply the auto industry as a tier 1

million in creating 75 new jobs producing Boeing Inlet lip skins.

PICKENS COUNTY

Pickens County has quickly attracted a diverse manufacturing base and become home to some vibrant and innovative companies. TaylorMade Golf moved golf ball production to Pickens County recently, bringing with it 125 new jobs. The investment of \$13 million in a 120,000-square-foot facility brought with it the company's belief that it would see substantial production increases in the near future. The announcement was just another in a series of intriguing pieces of good news locally. In May 2016, the Germany-based company, era-contact USA, announced it was bringing a manufacturing headquarters to Pickens County to the tune of \$3.6 million and creation of 45 new jobs. The company is the world's only producer of Ethernet solutions between train cars.

BMW supplier of metal structural parts. Even outside of automotive, manufacturing is the largest industry sector in Newberry County, and companies like Sea Pro Boats are drawn to this central South Carolina area for the exceptional workforce, location and cost of doing business.

OCONEE COUNTY

Oconee County is home to more than 60 manufacturing companies, and calls itself the "geography of opportunity." In spring 2016, Baxter Manufacturing announced a \$20.7 million investment that will create 87 new jobs and construct an 85,000-square-foot facility. Baxter is a full-service supplier for the plastics and tooling industries. Along with this addition to the industrial family in Oconee County, BASF announced a \$60 million expansion of its facility to support its chemical catalysts and precious metal refining operations. Oconee County continues to be an attractive option for manufacturing companies of all sizes, across a diverse array of sectors.

ORANGEBURG COUNTY

Orangeburg County has become home to a growing number of international companies in recent years, especially in the automotive and aerospace industries. British carbon fiber textile manufacturer Sigmatex announced in January 2015 plans to develop one of the largest projects in the company's 30 years of operation by investing \$12 million in a manufacturing facility in Orangeburg County. Another aerospace company that has found success there recently is GKN Aerospace, which announced plans in June 2015 to add a second facility in Orangeburg County, adjacent to its first. The new 126,000-square-foot plant represents an investment of \$20

SUMTER COUNTY

Continental Tire believes in Sumter County. The announcement in 2011 that the company would be locating a production facility there was the largest single private sector investment in the area's history. That investment was not only a sign of the growing strength of South Carolina's auto industry, it was a vote of confidence in the workforce in Sumter County. By 2015, more than 700 people were working in the plant, with an initial capital investment of \$500 million. Then, the company announced it was going to invest another half-billion dollars and will create about 1,600 more jobs by 2021. Continental is now Sumter County's largest manufacturing employer, and it continues to demonstrate a deep trust in the area's ability to deliver beyond projections. Sumter County continues to be a diverse manufacturing center, with other top local employers including Pilgrim's Pride (food processing), BD Diagnostics (medical) and Santee Print Works (textiles). ✪

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