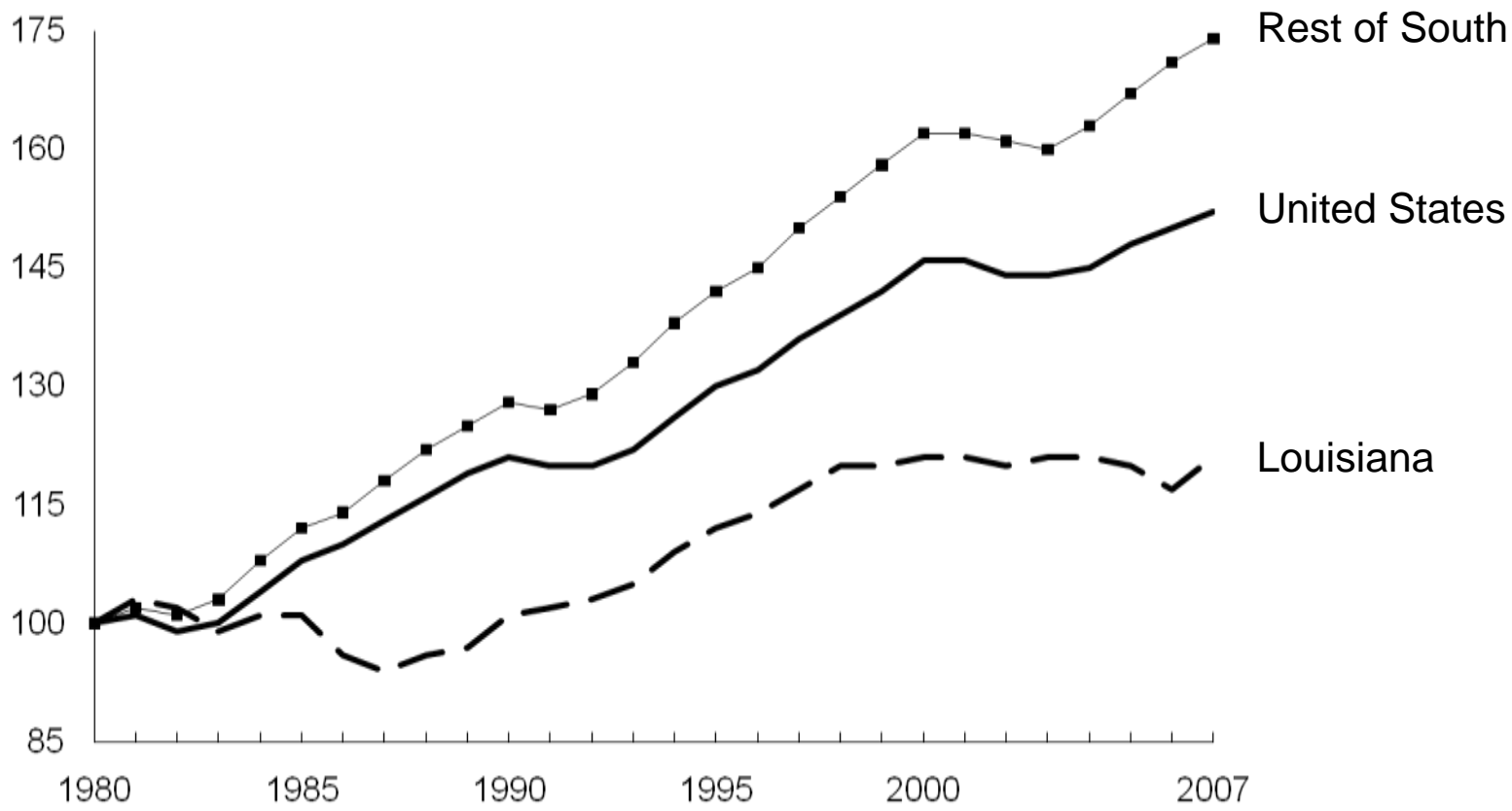




**Louisiana:
The Emerging Economic Powerhouse of the South
Air and Waste Management Association
October 25, 2011**

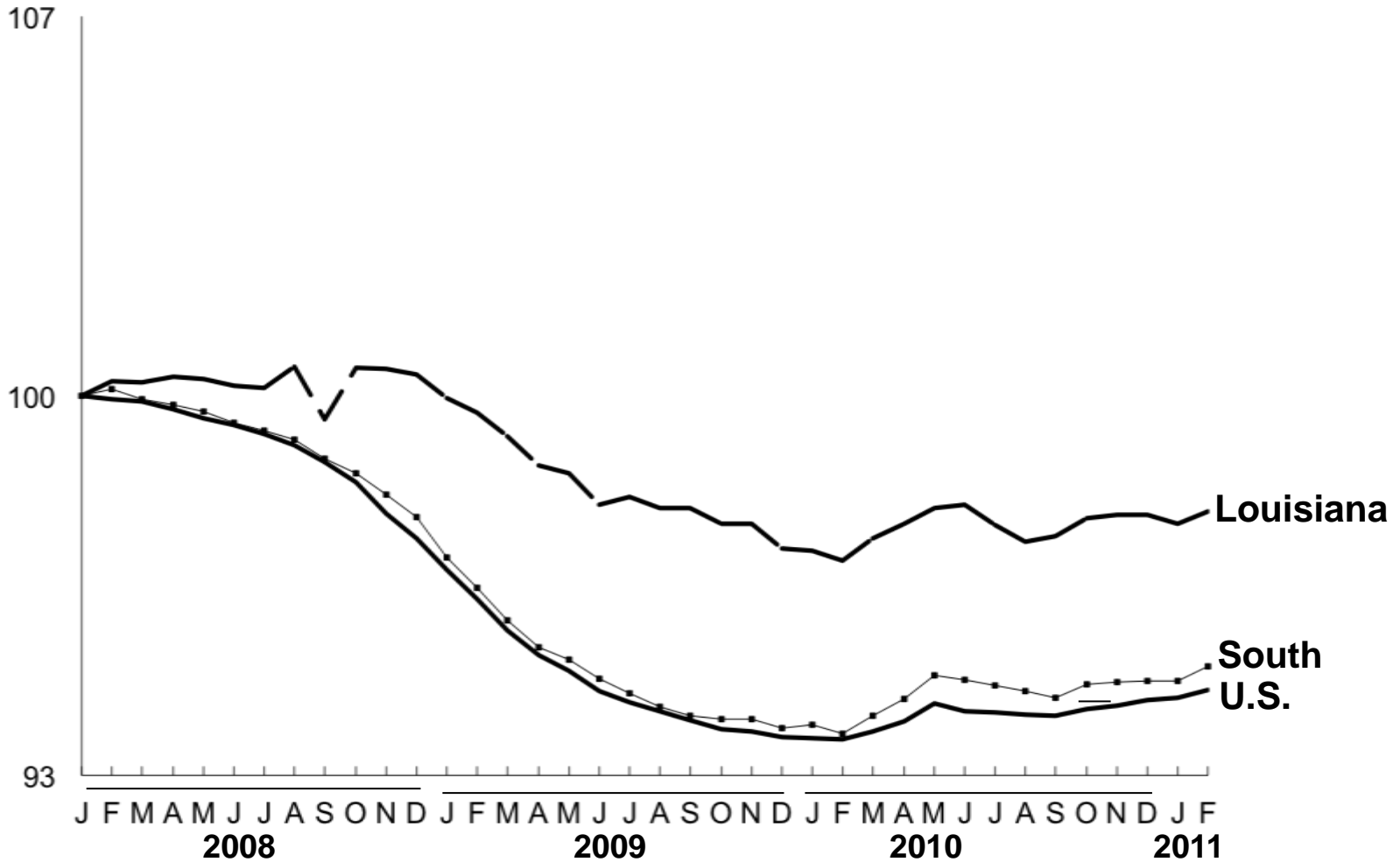
For decades, LA's economy underperformed the South and the U.S. . . .

Total nonfarm, annual employment (100=1980)

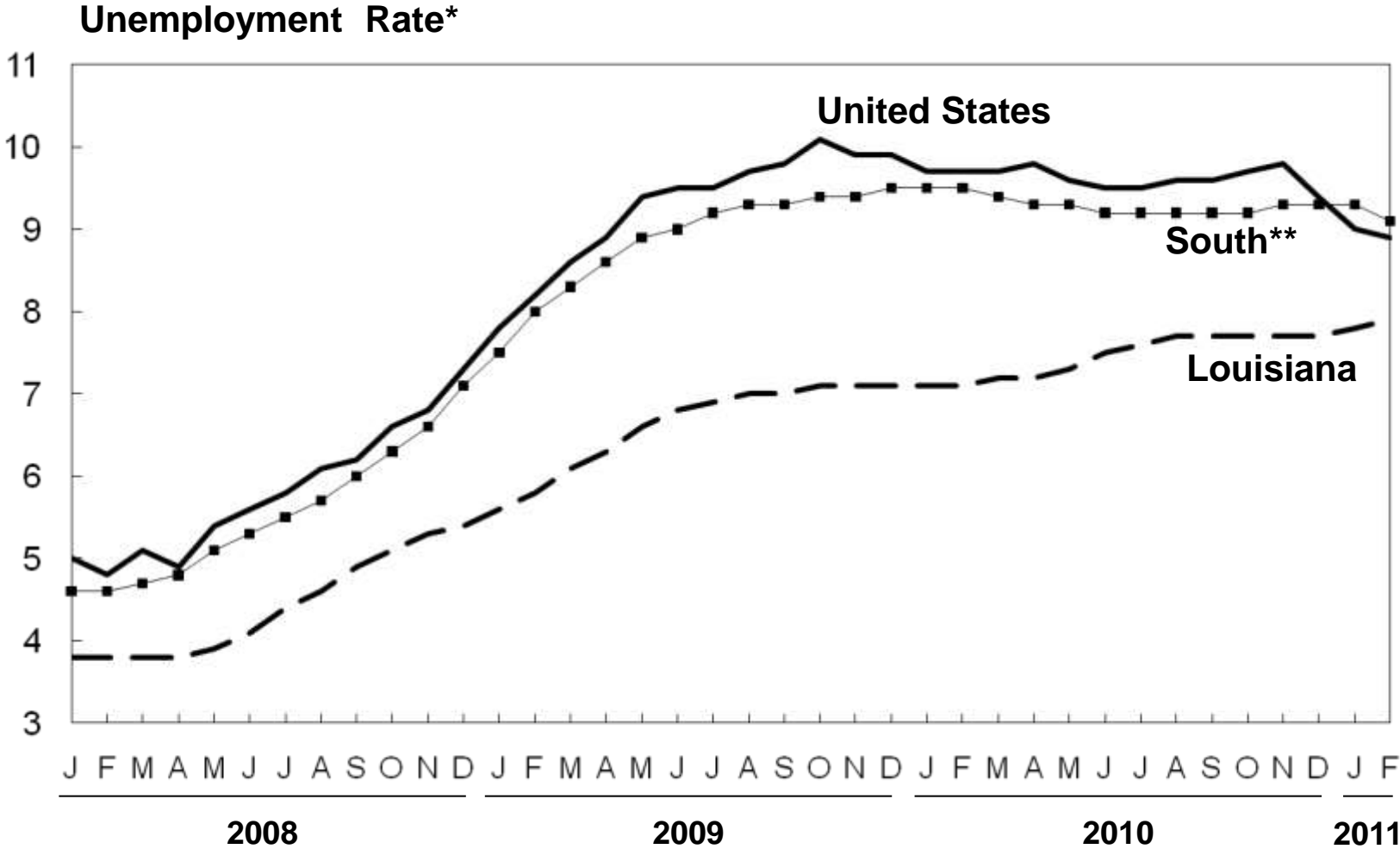


... But Louisiana has performed relatively well since early 2008 ...

Total nonfarm, seasonally-adjusted employment (100=January 2008)



... And Louisiana's unemployment rate has remained below that of the U.S. and South since the start of the national recession ...



* Seasonally adjusted; February 2011 figures are preliminary

** Based on weighted avg. of SREB states (Alabama, Arkansas, Delaware, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia)

U.S. Business Rankings...

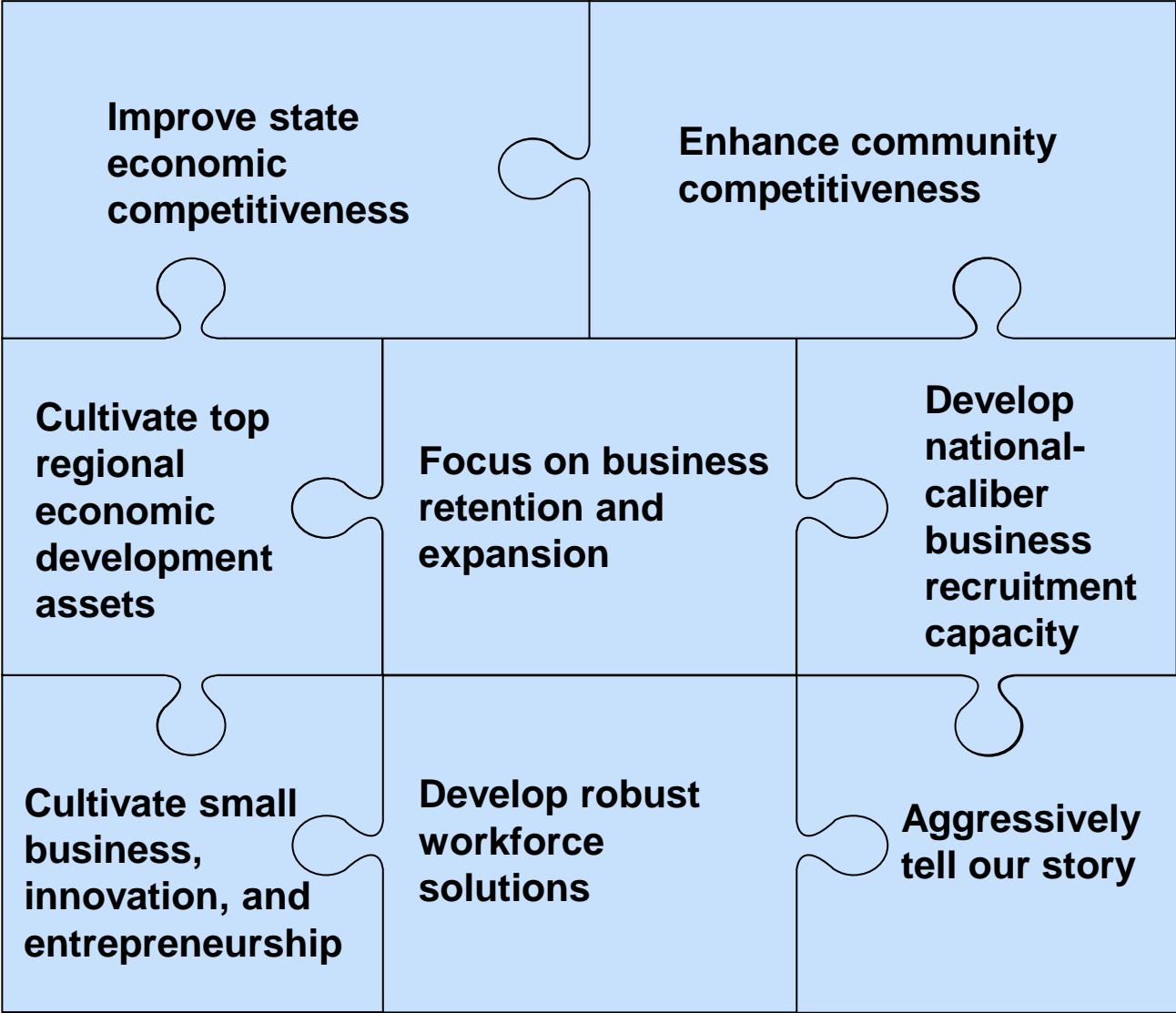
Over the last few years, Louisiana has moved up in every major economic and business climate ranking

- #1** State of the year for investment and job creation 
- #1** FastStart™ #1 workforce development program in country 
- #1** Louisiana rockets to #1 for financial disclosure 
- #1** Governor's Cup - Most significant economic wins per-capita 
- #1** Louisiana earns Most Improved state for business 
- #1** Co-state of the year for significant business wins 
- #4** Louisiana ranked among top 10 business climates 
- #5** Louisiana recognized as a top 5 state for low business cost 
- #7** Louisiana ranked among top 10 business climates 
- #9** Louisiana ranked among top 10 business climates 

... And we've been positioning our state for greater economic success

- Workforce development reforms
- Governmental ethics reform
- Business tax reform
- Infrastructure investment
- Workers compensation reform
- National image / branding campaigns
- Targeted economic development incentives

For the last three years, we have aggressively pursued eight integrated economic development strategies



Blue Ocean initiative will focus these strategies on high-growth industry segments



SASOL

In September 2011, Sasol, a South African-based company, announced that it selected Calcasieu Parish, La., as the location for a potential Gas-To-Liquids complex – the first of its kind in the United States. Working together with the Port of Lake Charles since mid-2010, LED's

Business Expansion and Retention Group utilized innovative GIS mapping technology to recommend locations that, once fully operational, could generate economic activity of almost \$919 million a year for Louisiana.

NEW JOBS

850

AVG. SALARY

\$89,000

CAPITAL INVESTMENT

\$8-10 BILLION

SOUTHWEST REGION



“

Louisiana has proven to be a place where research and next-generation technologies can thrive and grow.”

”

—ERNST OBERHOLSTER, New Business Development Managing Director

CENTURYLINK

In June 2011, Fortune 500 company CenturyLink announced a commitment to keep its corporate headquarters in Monroe, La., expand its headquarters and create nearly 800 new jobs in the state by 2016. To secure the headquarters expansion agreement, Louisiana Economic Development offered a customized incentive package, including a performance-based grant of \$14.9 million to pay for 50 percent of building

or leasing additional headquarters space in Monroe, as well as a performance-based grant of \$3.3 million to reimburse relocation costs. LED also will provide \$1.2 million over four years to expand CenturyLink's telecommunications partnership with Louisiana Tech University that will offer courses that serve the advanced education needs of the company's workforce.



NEW JOBS

796 (1,970 retained)

AVG. SALARY

\$65,000

NORTHEAST REGION



"We appreciate the state's efforts to support CenturyLink's growth during this pivotal time in our history."

—GLEN F. POST III, CEO and President of CenturyLink

CONAGRA FOODS LAMB WESTON INC.



In August 2009, Lamb Weston, a brand of ConAgra Foods Inc. (NYSE: CAG), announced plans to construct the world's first large-scale processing facility focused on high-quality, frozen sweet potato products near Delhi, La. Upon completion in 2010, the facility is expected to become one of the 10 largest private-sector employers

in Northeast Louisiana. An economic-impact analysis performed by LSU indicates this project will generate at least 1,900 new jobs, including indirect jobs in the area. Critical site selection factors that sealed the deal included quality and availability of workforce, competitive incentives, strong state and local coordination and Louisiana FastStart™.

NEW JOBS

500-600

AVG. SALARY

\$35,000

CAPITAL INVESTMENT

\$211-\$256 MILLION

NORTHEAST REGION



“Not only is the state of Louisiana known for its high-quality sweet potatoes, it offers a great environment for business and a skilled workforce. Gov. Jindal and LED have gone out of their way to make this plant possible, and we are grateful for their support.”

—JEFF DELAPP, President of ConAgra Foods Lamb Weston Inc.

DR. REDDY'S LABORATORIES

In December 2009, Dr. Reddy's announced plans to expand its Shreveport, La., facility, which is the largest producer of silver sulfadiazine cream and the second-largest prescription producer of ibuprofen for the North American market. The project could generate \$7.3 million in new,

state tax revenues and \$5 million in new, local tax revenues over the next 10 years. Competing against national and international sites, Louisiana was selected for its quality workforce, competitive incentive package and customized workforce solutions program, Louisiana FastStart™.



NEW JOBS

73 (161 retained)

AVG. SALARY

\$37,000

CAPITAL INVESTMENT

\$16.5 MILLION

NORTHWEST REGION



“Our plans to expand the scope and scale of our Shreveport facility are driven by the combination of several factors – the strategic fit of the products and capabilities of the site with our corporate growth objectives, the work ethic of the people of North Louisiana, as well as the incentives put forth at both the state and local levels.”

—AMIT PATEL, Senior Vice President and Head of Dr. Reddy's North American Generics

GAMELOFT

In August 2011, Gameloft, the world's No. 1 developer of mobile and social games, announced it will establish the state's first major mobile game development studio in New Orleans, La.

Key reasons Gameloft selected Louisiana over other states: digital media tax credits, a creative culture and an effective talent recruitment strategy led by Louisiana FastStart™.



NEW JOBS

150

AVG. SALARY

\$60,000+

SOUTHEAST REGION



“New Orleans presents the perfect opportunity to not only draw from a rich talent pool, but to incorporate the unique and world-class culture in which the studio resides...”

—SAMIR EL AGILI, U.S. General Manager, Gameloft

ELECTRONIC ARTS (EA)



In April 2011, Electronic Arts announced plans to significantly expand its EA SPORTS™ North American Test Center at LSU. After a relocation from its original site on LSU's South Campus, the center will move to a new Digital Media Facility on LSU's main campus in 2012. The 94,000-square-foot facility will house EA's testing

center and LSU's Center for Computation & Technology, including instructional space with cutting-edge audio/visual capabilities that will support LSU's academic digital media research efforts. EA's presence in Louisiana has represented one of Louisiana's most significant digital media industry wins to date.

NEW JOBS

600 (300 full time, 300 part time)

CAPITAL REGION



“The new Digital Media Facility at LSU will not only enable EA's growth but it also will help us grow a thriving digital media industry in Louisiana so that we can continue to create good jobs for our people.”

—BOBBY JINDAL, Governor of Louisiana



GARDNER DENVER THOMAS

After a competitive site selection process, Gardner Denver Inc. (NYSE: GDI) announced its subsidiary Gardner Denver Thomas will consolidate its Thomas Products Division from Sheboygan, Wis., to Monroe, La. This will quadruple employment at the Monroe facility by 2011, and the company will become one of Louisiana's top 300 economic-driver firms.

To position Monroe for success, state leaders took advantage of several economic development initiatives, including Louisiana Economic Development's Business Expansion and Retention Group, Louisiana FastStart™, the recently increased Rapid Response Fund and the new Workforce Training Rapid Response Fund.

NEW JOBS

230 (70 retained)

AVG. SALARY

\$37,000

NORTHEAST REGION



Our primary focus was to ensure the long-term competitiveness of the business by continuing to drive cost and inefficiencies out of the operations. We believe this consolidation positions us with the best business solution. We appreciate the effort and commitment demonstrated by state and local government agencies, as well as the extensive employee support received in both Wisconsin and Louisiana.

—BARRY PENNYPACKER, CEO of Gardner Denver

BLADE DYNAMICS LTD.

With investment funding from Dow Venture Capital and American Superconductor Corp., Blade Dynamics announced in September 2010 it will manufacture advanced wind turbine blades and components at the Michoud Assembly Facility in New Orleans. Blade Dynamics cited several key factors for selecting Michoud, including the availability of specialized

equipment, the attractiveness of the full-service facility, the state's workforce solutions program, LED FastStart, and a competitive state incentive package. Blade Dynamics' proprietary designs are expected to break industry barriers, providing compelling advantages for wind turbines rated at two megawatts and higher.



NEW JOBS

600

AVG. SALARY

\$48,000

CAPITAL INVESTMENT

\$1.3 MILLION

SOUTHEAST REGION



“Our relationship with and the commitments from the state of Louisiana and NASA will also significantly impact the success of our operations, and we are looking forward to furthering both of those relationships.”

—THEO BOTHA, Co-founder and Sales Director of Blade Dynamics Ltd.

GEORGIA-PACIFIC

Headquartered in Atlanta, Georgia-Pacific selected its mill in Port Hudson, La., as one of two locations to receive an advanced, proprietary tissue papermaking technology upgrade. This will enable Georgia-Pacific to produce an innovative, next generation of premium-branded and

top-tier, customer-branded bath tissue to meet the growing demands of consumers. The company plans to take advantage of the Gulf Opportunity Zone program, as well as the state's Retention and Modernization and Industrial Tax Exemption programs.



NEW JOBS

Approximately 1,000 retained

CAPITAL INVESTMENT

\$300 MILLION

CAPITAL REGION



"This [project] reflects our company's strong commitment to our consumer products business, to the global competitiveness of skilled Georgia-Pacific employees, to the support of the Port Hudson community and to the state of Louisiana that supports the value we create."

—KATHY WALTERS, Executive Vice President of Georgia-Pacific Global Consumer Products

ORMET CORP.

In May 2011, Ormet Corp. announced plans to reopen its Ascension Parish alumina manufacturing plant that had been idle since December 2006. By the end of 2011, Ormet will refurbish, modernize and restart the plant, bringing production of a key aluminum component – alumina – back online. Based on Ormet's direct and indirect job impact, the facility

will become one of the top 10 economic driver firms in Ascension Parish, as well as one of the top 150 economic driver firms statewide. Additionally, Louisiana Economic Development estimates the project will result in \$19.7 million in new, state tax revenue and \$10.8 million in new, local tax revenue over the plant's first 10 years of operation.



NEW JOBS

240

CAPITAL INVESTMENT

\$21 million

CAPITAL REGION



“The LED team is the best I've ever seen. I also want to thank our local officials – Ascension Parish is a wonderful place to do business.”

—MICHAEL F. TANCHUK, President and CEO of Ormet Corp.

SCHUMACHER GROUP

In July 2011, the nation's third-largest and fastest-growing emergency medicine staffing and management company, Schumacher Group, announced plans to expand its corporate headquarters in Lafayette, La., after considering several of its out-of-state regional offices. In addition to the state providing a customized incentive

package, Louisiana Economic Development worked with company executives to determine future growth opportunities and develop a competitive incentive package that includes customized workforce training by Louisiana FastStart™, the nation's strongest Digital Media and Software program and performance-based financial assistance.



NEW JOBS

600 (389 retained)

AVG. SALARY

\$62,000

CAPITAL INVESTMENT

\$19 MILLION

ACADIANA REGION



“For the past 17 years, we made the decision to have our corporate base in Louisiana because of the talent, drive and culture of the people, which so define our success. We’re now an international company, but we’re committed to Louisiana as our home base.”

—DR. WILLIAM “KIP” SCHUMACHER, CEO of Schumacher Group



GLOBALSTAR INC.

In July 2010, Globalstar Inc., a satellite voice and data service provider, announced the relocation of its corporate headquarters and other global business functions to Covington, La., from Milpitas, Calif. Louisiana Economic Development's Business Expansion and Retention Group began discussions with

Globalstar several months after the company purchased Louisiana-based Axonn. Prior to selecting Louisiana, executives considered a variety of locations in other U.S. states and Canada. Globalstar intends to use the state's Digital Media Incentive and Louisiana FastStart™.

NEW JOBS

490

AVG. SALARY

\$72,000

SOUTHEAST REGION



“We considered relocating our headquarters to numerous states but the overall advantages of moving [to Louisiana] were simply too compelling to ignore.”

—PETER DALTON, CEO of Globalstar Inc.



FOLGERS

In September 2010, Folgers, a subsidiary of Fortune 500 company The J.M. Smucker Co., officially began its multifacility expansion of two existing coffee production facilities in Orleans Parish and its distribution center in St. Tammany

Parish. Folgers will take advantage of the state's new Retention and Modernization Program and customized training from LED FastStart. Open since 1960, Folgers' New Orleans facility is the company's largest production facility in the nation.

NEW JOBS

120

AVG. SALARY

\$42,000

CAPITAL INVESTMENT

\$69 MILLION

NORTHWEST REGION



“We greatly appreciate the continued support of the state of Louisiana and the city of New Orleans, and are thankful for their contributions toward this critical project.”

RICHARD K. SMUCKER, Executive Chairman and Co-CEO of The J.M. Smucker Co.



NUCOR CORP.

The nation's largest steel producer, Nucor Corp., selected St. James Parish for a multiphase iron and steel project that will ultimately be one of the largest industrial projects in Louisiana history, creating up to 1,250 new, direct jobs and \$3.4 billion in capital investment. According to an economic-impact analysis by Louisiana State University, the project, if all phases are completed as described in its incentive

agreement with Louisiana, will generate approximately \$563.5 million in new, state tax revenues, and \$122.6 million in new, local tax revenues through 2033. LSU's analysis also indicates that approximately 4,800 new, indirect jobs could be created by 2019, resulting in a total of more than 6,000 new, direct and indirect jobs.

NEW JOBS

1,250

CAPITAL INVESTMENT

\$3.4 BILLION

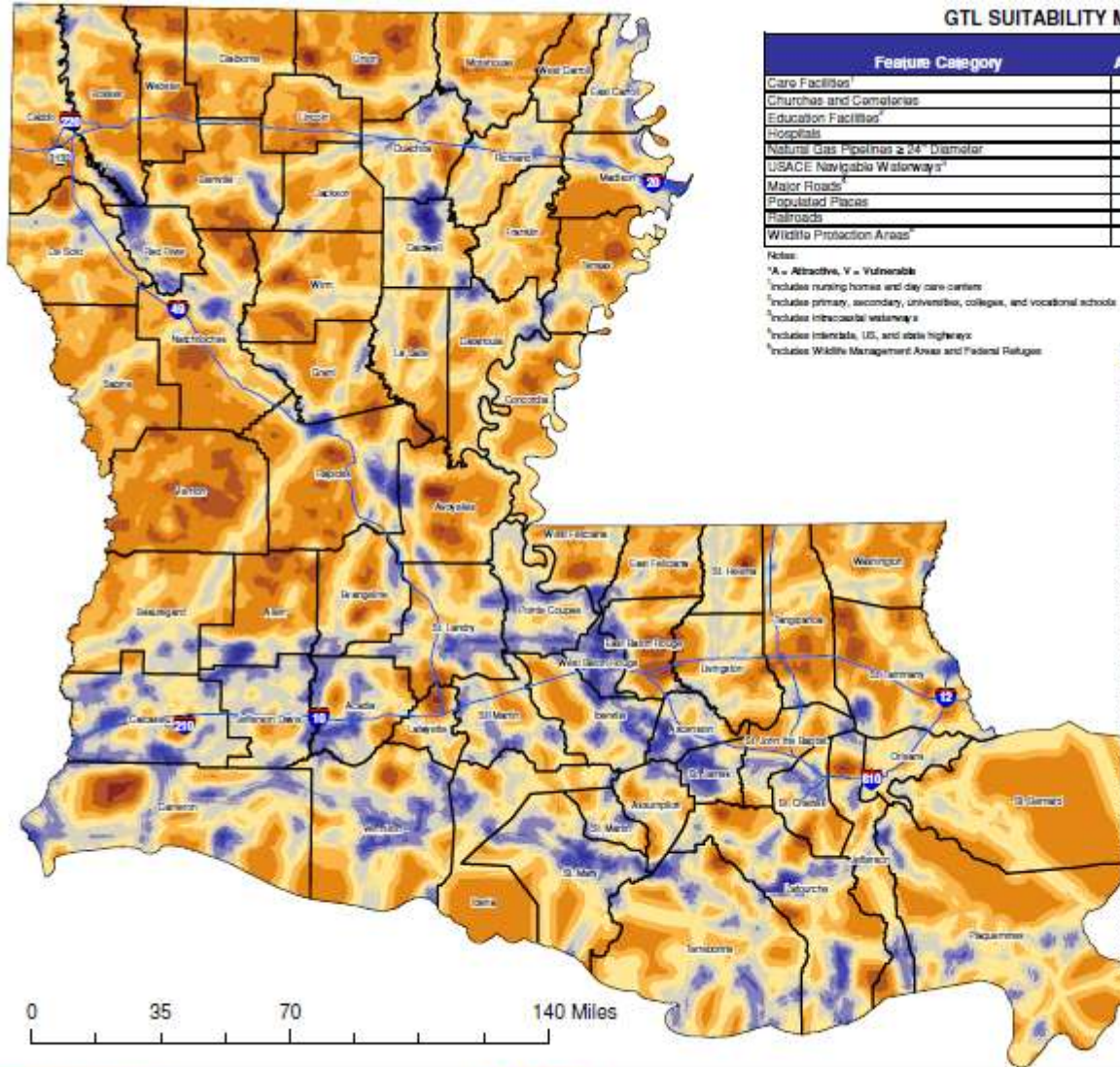
CAPITAL REGION



“*This facility will create good jobs for American workers and help Nucor achieve our long-term goal of increasing control over our raw materials supply.*”

—DANIEL R. DIMICCO, Chairman, President and CEO of Nucor Corp.

Use of GIS Mapping Technology for LED Site Selection



GTL SUITABILITY MODEL INPUT CRITERIA

Feature Category	A vs. V*	Proximity to Feature (miles)		Percent Influence
		Ideal	Practical Limit	
Care Facilities ¹	V	5.0	0.5	5%
Churches and Cemeteries	V	5.0	0.5	5%
Education Facilities ²	V	5.0	0.5	5%
Hospitals	V	5.0	0.5	5%
Natural Gas Pipelines ≥ 24" Diameter	A	0.5	5.0	20%
USACE Navigable Waterways ³	A	0.5	5.0	20%
Major Roads	A	0.5	5.0	10%
Populated Places	V	5.0	0.5	10%
Railroads	A	0.5	5.0	15%
Wildlife Protection Areas ⁴	V	5.0	0.5	5%

Notes:
 *A = Attractive, V = Vulnerable
¹Includes nursing homes and day care centers
²Includes primary, secondary, universities, colleges, and vocational schools
³Includes intracoastal waterways
⁴Includes islands, US, and state highways
⁵Includes Wildlife Management Areas and Federal Refuges

GTL SUITABILITY COMPOSITE SCORE PARISH STATISTICS

Rank	Parish	Minimum	Maximum	Mean	75th Percentile Acres
1	Acadiane	2.1	4.2	3.2	10,714
2	Adams	2.1	4.2	3.2	10,800
3	Allen	2.1	4.2	3.2	10,714
4	Assumption	2.1	4.2	3.2	10,800
5	Cadodouche	2.1	4.2	3.2	10,714
6	Cadeaux	2.1	4.2	3.2	10,800
7	Caldwell	2.1	4.2	3.2	10,714
8	Cameron	2.1	4.2	3.2	10,800
9	Cass	2.1	4.2	3.2	10,714
10	Catahoula	2.1	4.2	3.2	10,800
11	Cenacola	2.1	4.2	3.2	10,714
12	Chalmette	2.1	4.2	3.2	10,800
13	Chicot	2.1	4.2	3.2	10,714
14	Clayton	2.1	4.2	3.2	10,800
15	Concordia	2.1	4.2	3.2	10,714
16	Crawford	2.1	4.2	3.2	10,800
17	Cummins	2.1	4.2	3.2	10,714
18	Dallas	2.1	4.2	3.2	10,800
19	Davall	2.1	4.2	3.2	10,714
20	De Cade	2.1	4.2	3.2	10,800
21	De Cade	2.1	4.2	3.2	10,714
22	De Cade	2.1	4.2	3.2	10,800
23	De Cade	2.1	4.2	3.2	10,714
24	De Cade	2.1	4.2	3.2	10,800
25	De Cade	2.1	4.2	3.2	10,714
26	De Cade	2.1	4.2	3.2	10,800
27	De Cade	2.1	4.2	3.2	10,714
28	De Cade	2.1	4.2	3.2	10,800
29	De Cade	2.1	4.2	3.2	10,714
30	De Cade	2.1	4.2	3.2	10,800
31	De Cade	2.1	4.2	3.2	10,714
32	De Cade	2.1	4.2	3.2	10,800
33	De Cade	2.1	4.2	3.2	10,714
34	De Cade	2.1	4.2	3.2	10,800
35	De Cade	2.1	4.2	3.2	10,714
36	De Cade	2.1	4.2	3.2	10,800
37	De Cade	2.1	4.2	3.2	10,714
38	De Cade	2.1	4.2	3.2	10,800
39	De Cade	2.1	4.2	3.2	10,714
40	De Cade	2.1	4.2	3.2	10,800
41	De Cade	2.1	4.2	3.2	10,714
42	De Cade	2.1	4.2	3.2	10,800
43	De Cade	2.1	4.2	3.2	10,714
44	De Cade	2.1	4.2	3.2	10,800
45	De Cade	2.1	4.2	3.2	10,714
46	De Cade	2.1	4.2	3.2	10,800
47	De Cade	2.1	4.2	3.2	10,714
48	De Cade	2.1	4.2	3.2	10,800
49	De Cade	2.1	4.2	3.2	10,714
50	De Cade	2.1	4.2	3.2	10,800



Legend

GTL Suitability Composite

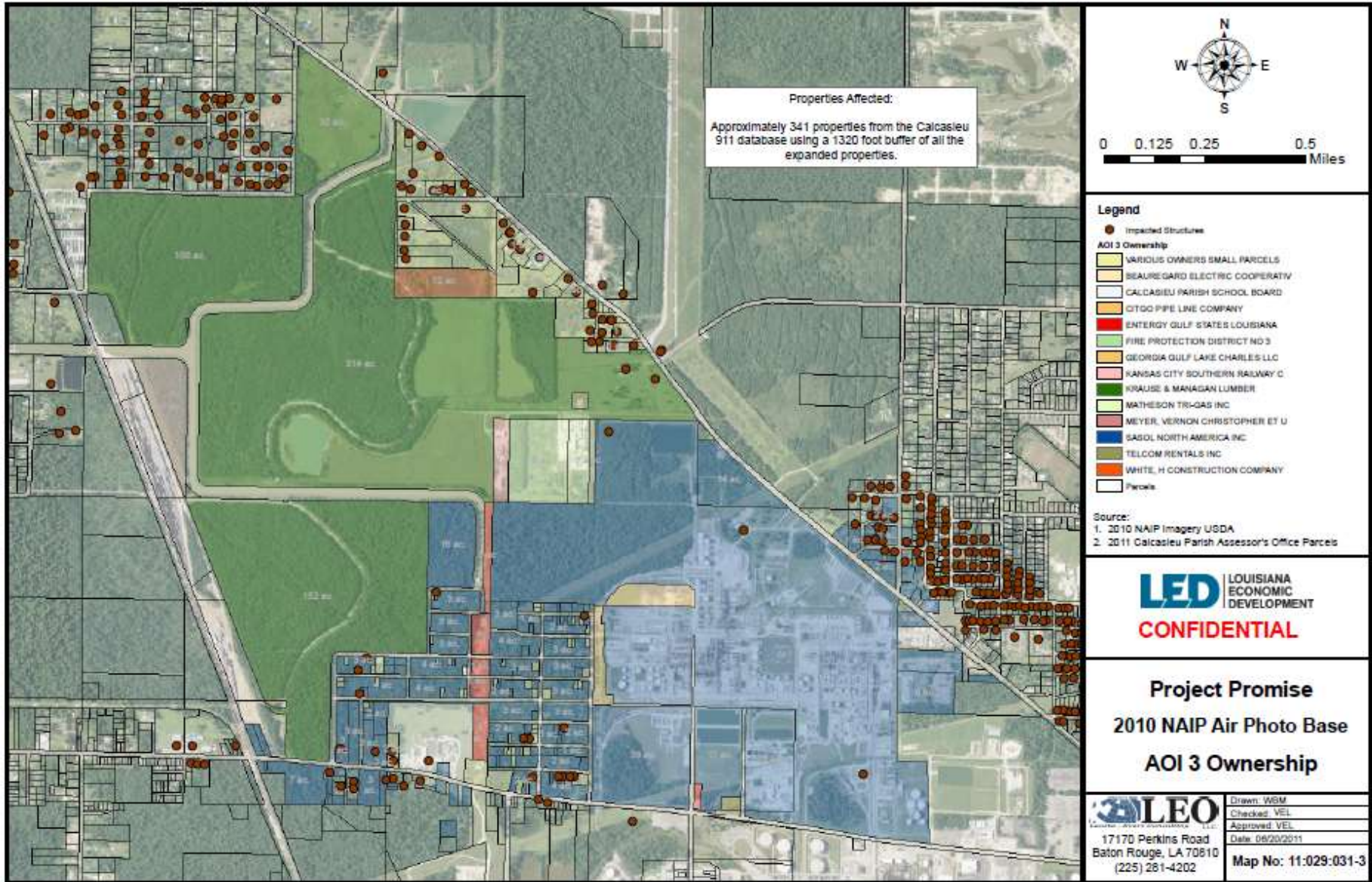
- 2 - 2.8 - Least Suitable
- 2.9 - 3.6
- 3.7 - 4.4
- 4.5 - 5.2
- 5.3 - 6
- 6.1 - 6.8
- 6.9 - 7.6
- 7.7 - 8.4
- 8.5 - 9.2
- 9.3 - 10 - Most Suitable

— Interstate

□ Parish Boundary

CONFIDENTIAL

Use of GIS Mapping Technology for LED Site Selection



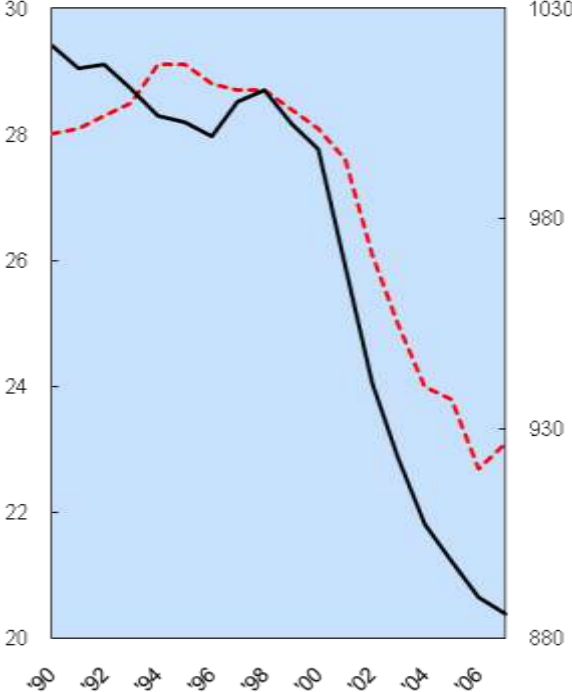
The big question . . .

**How do we position
Louisiana to grow
faster than the
South and the U.S.
on a regular basis?**

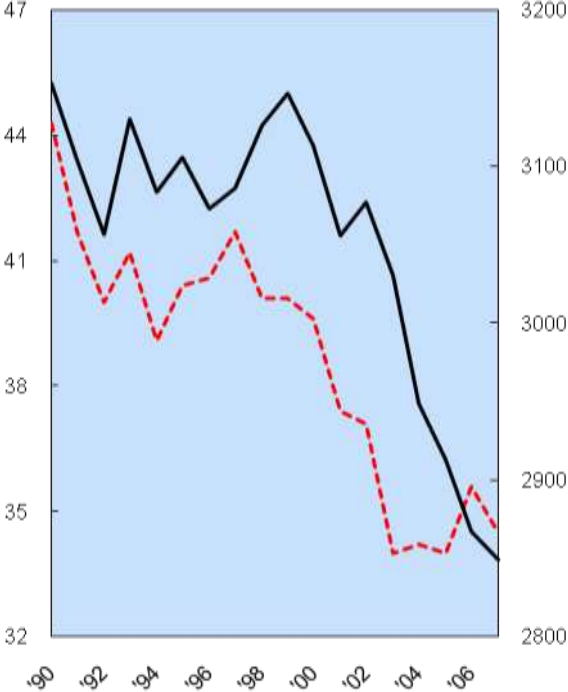
In line with their national counterparts, several of Louisiana's primary industry sectors have been losing jobs for many years

— U.S. annual employment
 Louisiana annual employment

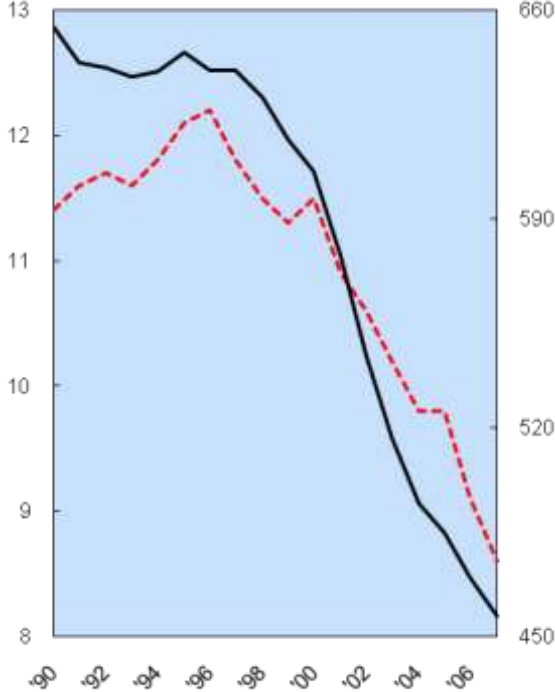
Chemical Manufacturing



Agriculture / farming

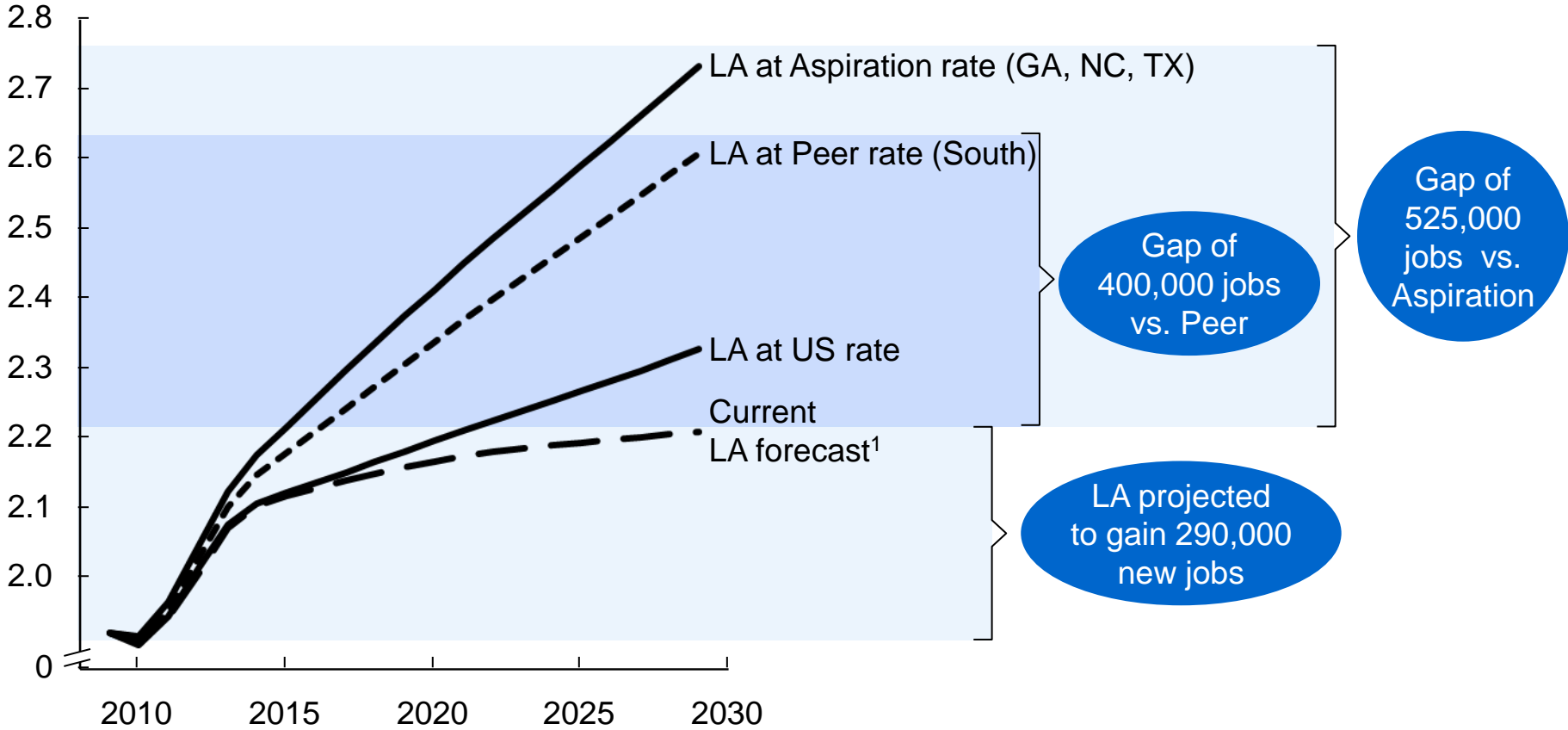


Paper Manufacturing



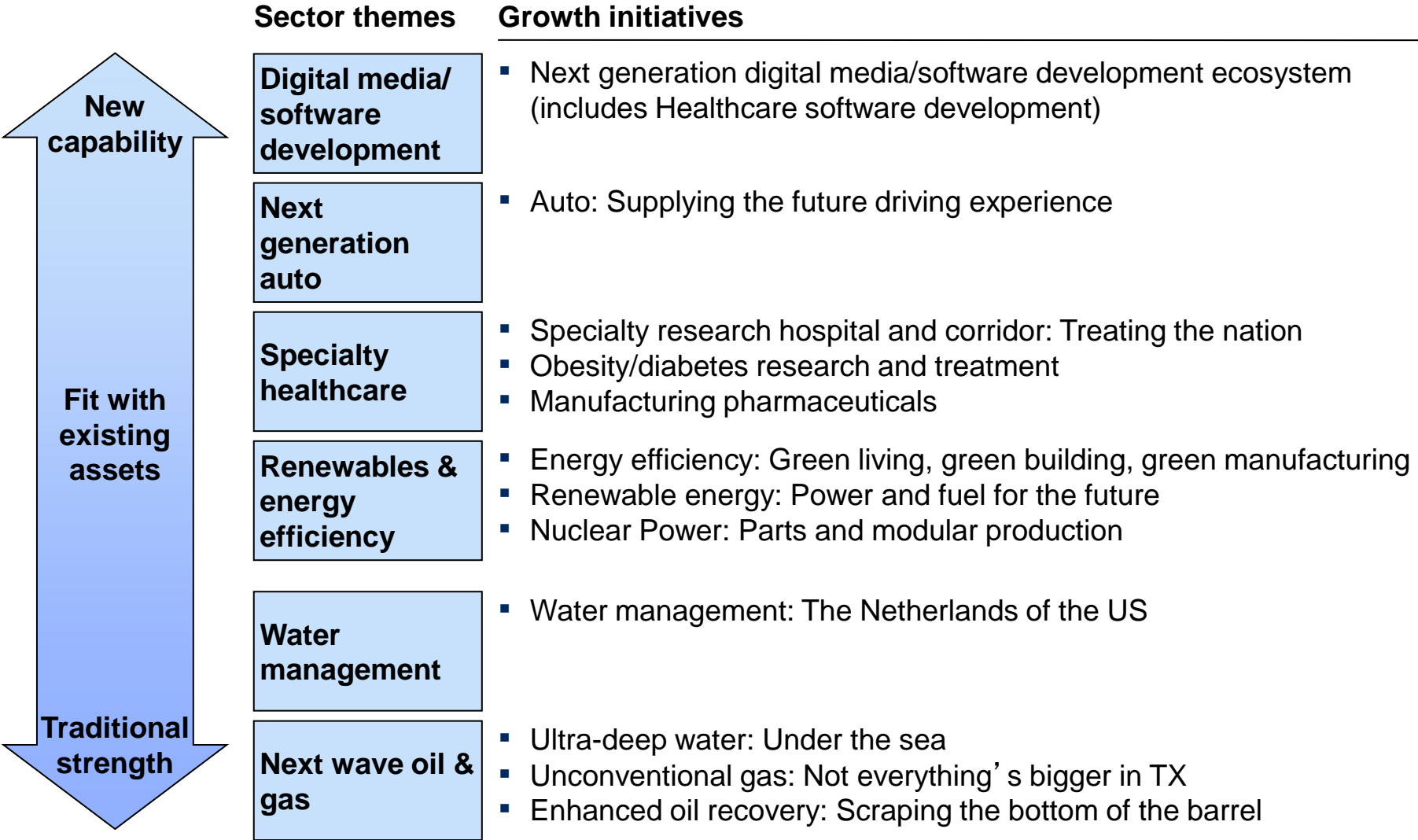
Accordingly, some economists expect Louisiana's traditional industry mix will lead our state to underperform in job creation over the next 20 years

Cumulative state employment growth for next 20 years (millions)



SOURCE: Moody's Economy.com estimates

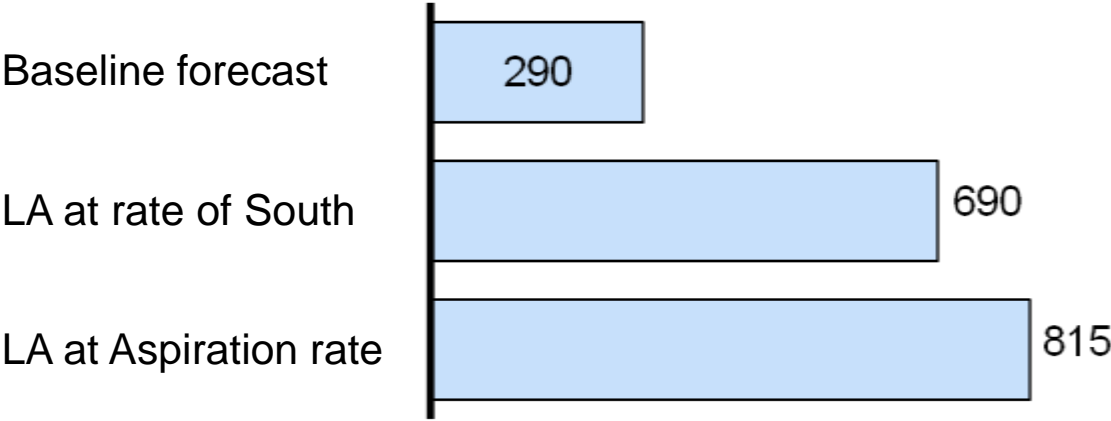
By combining employment growth, value of jobs, and LA's ability to win, six "Blue Ocean" themes and 12 growth initiatives were selected



The blue ocean initiative can help us achieve our target growth rate while generating huge amounts of new population and tax revenues

Total jobs added, 2009-29

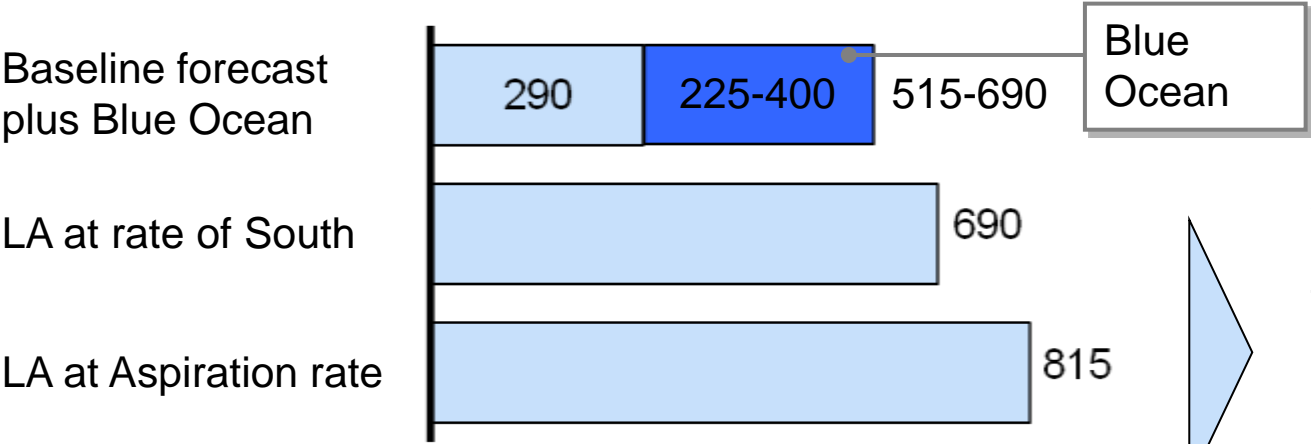
Thousands



The blue ocean initiative can help us achieve our target growth rate while generating huge amounts of new population and tax revenues

Total jobs added, 2009-29

Thousands



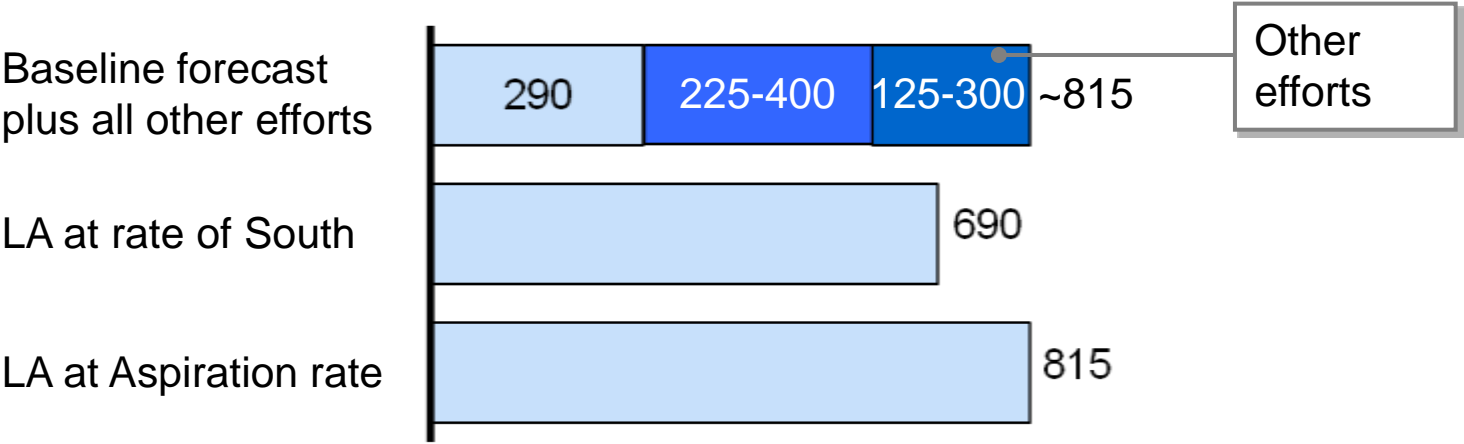
Additional economic impact over 20 years from “Blue Ocean” alone

- Roughly \$18-24 billion in new State and local tax revenue
- ~515-920K in new population

The blue ocean initiative can help us achieve our target growth rate while generating huge amounts of new population and tax revenues

Total jobs added, 2009-29

Thousands



What's ahead for 2011-2012?

EXAMPLES – NOT COMPREHENSIVE

- Continued, dramatic improvement in Louisiana's national rankings
- Rebounding chemical industry / major new projects
- New energy opportunities- GTL- and other natural gas valued added projects
- Improving wood products sector – especially paper mills
- Acceleration of drilling activity in the Gulf (shallow and deep water)
- Continued remarkable economic turnaround in New Orleans
- Several new mega projects, including auto industry, green energy, corporate headquarters, unconventional natural gas projects and advanced manufacturing
- Continued new wins in digital media and software development
- Manufacturing, digital media, film and headquarters relocations spurred in part by tax increases and elimination of incentives in other states
- Louisiana positioned to become one of first 2-3 Southern states to regain its pre-recession employment (most of other Southern states in 2014)