

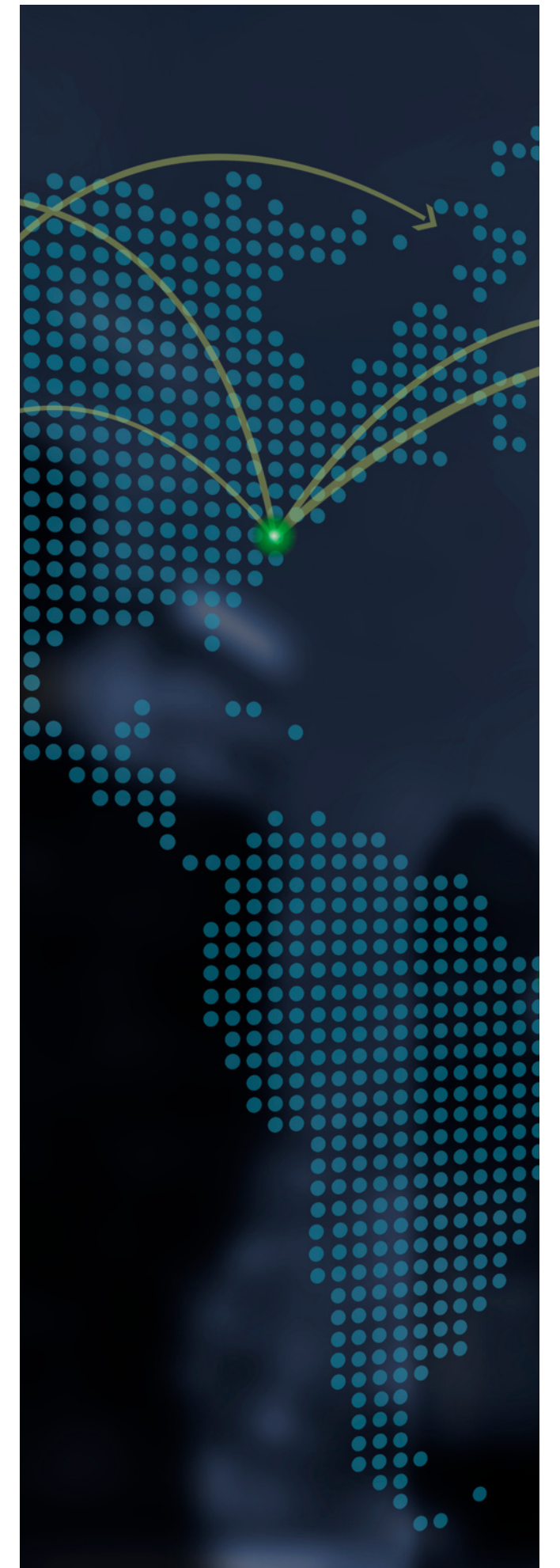
FOREIGN DIRECT INVESTMENT IN THE CHARLOTTE REGION

CANOPY REALTORS
TRACY DODSON, COO
CHARLOTTE REGIONAL BUSINESS ALLIANCE



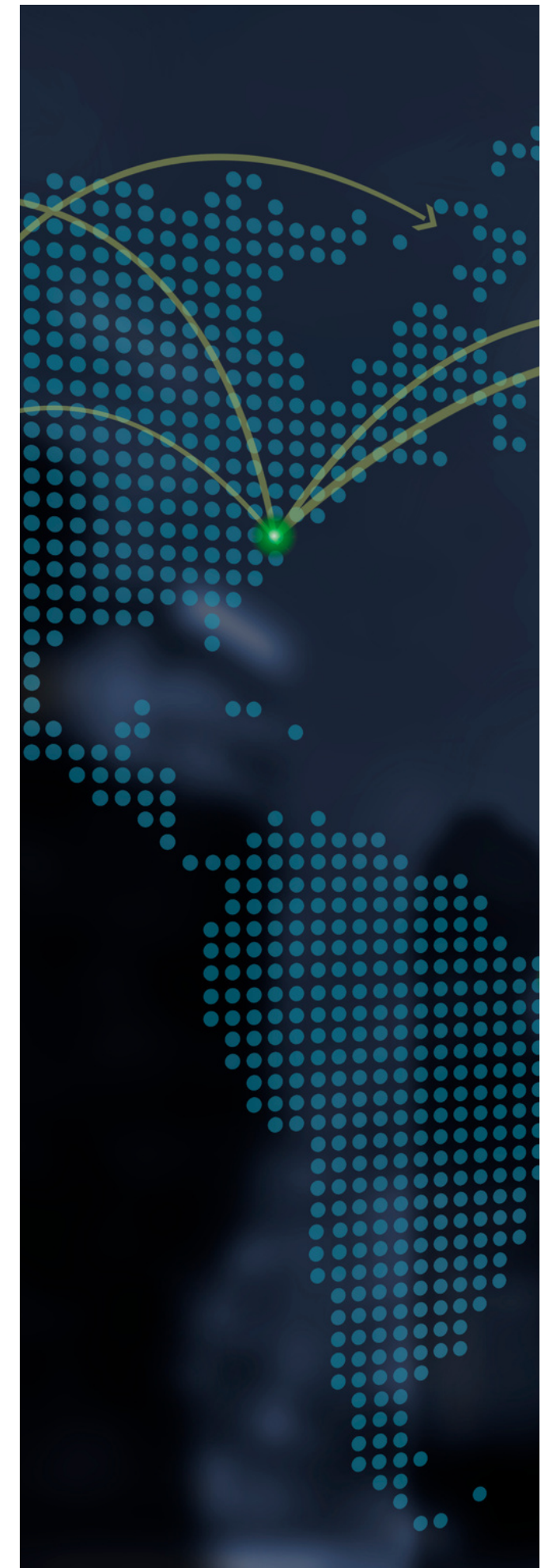
GLOBAL TRENDS IN FDI

- Uncertainty in geopolitics is accelerating interest in U.S. investment
 - U.S. FDI was \$100B more in 2025 than in 2024
- Sectors seeing strong demand:
 - Life sciences & medtech
 - Industrial equipment
 - Advanced technologies (semiconductors, robotics, AI)
 - Financial services
- Capital intensive projects
 - FDI Capx has increased an average of 23% over last 3 years nationwide

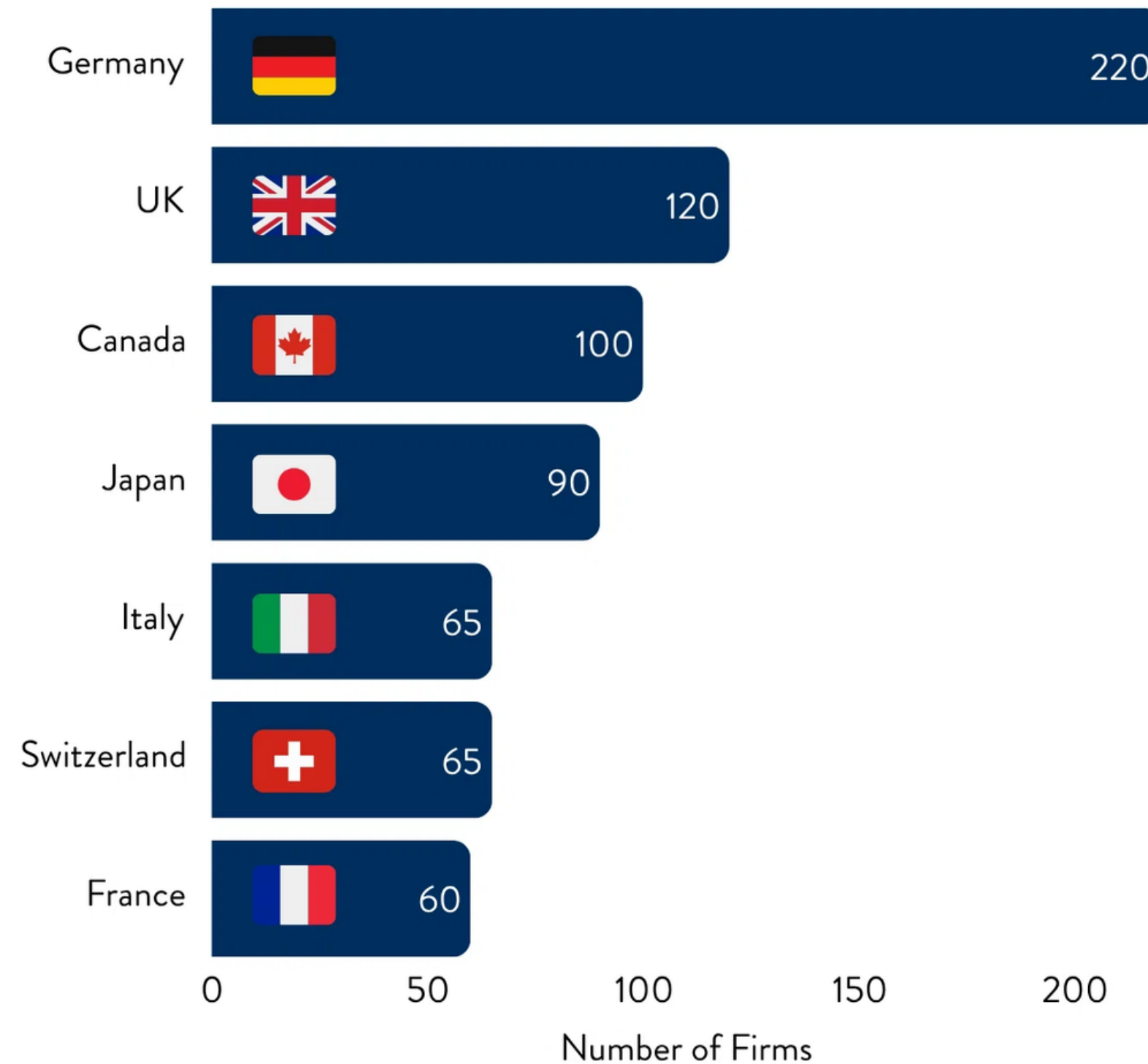


THE REGION'S FDI LANDSCAPE

- The Carolinas collectively saw \$72 billion in FDI from 2020-2025
- N.C. was #3 state for FDI capital investment from 2020-2025 (fDi Intelligence, 2026)
- Charlotte Region has seen an increase of \$1.2B in FDI from 2024 to 2025
- Diverse industry strengths
 - Advanced Manufacturing
 - Engineering
 - Financial Services
 - Data Science and AI
 - Healthcare Innovation



THE REGION'S FDI LANDSCAPE



135

AVERAGE DAILY NEW
RESIDENTS



1000+

INTERNATIONAL
BUSINESSES



#2

STATE FOR BUSINESS
(RANKED #1 OR #2 STATES
FOR BUSINESS 3 OF LAST 5
YEARS (NC))



45+

INTERNATIONAL
FLIGHTS

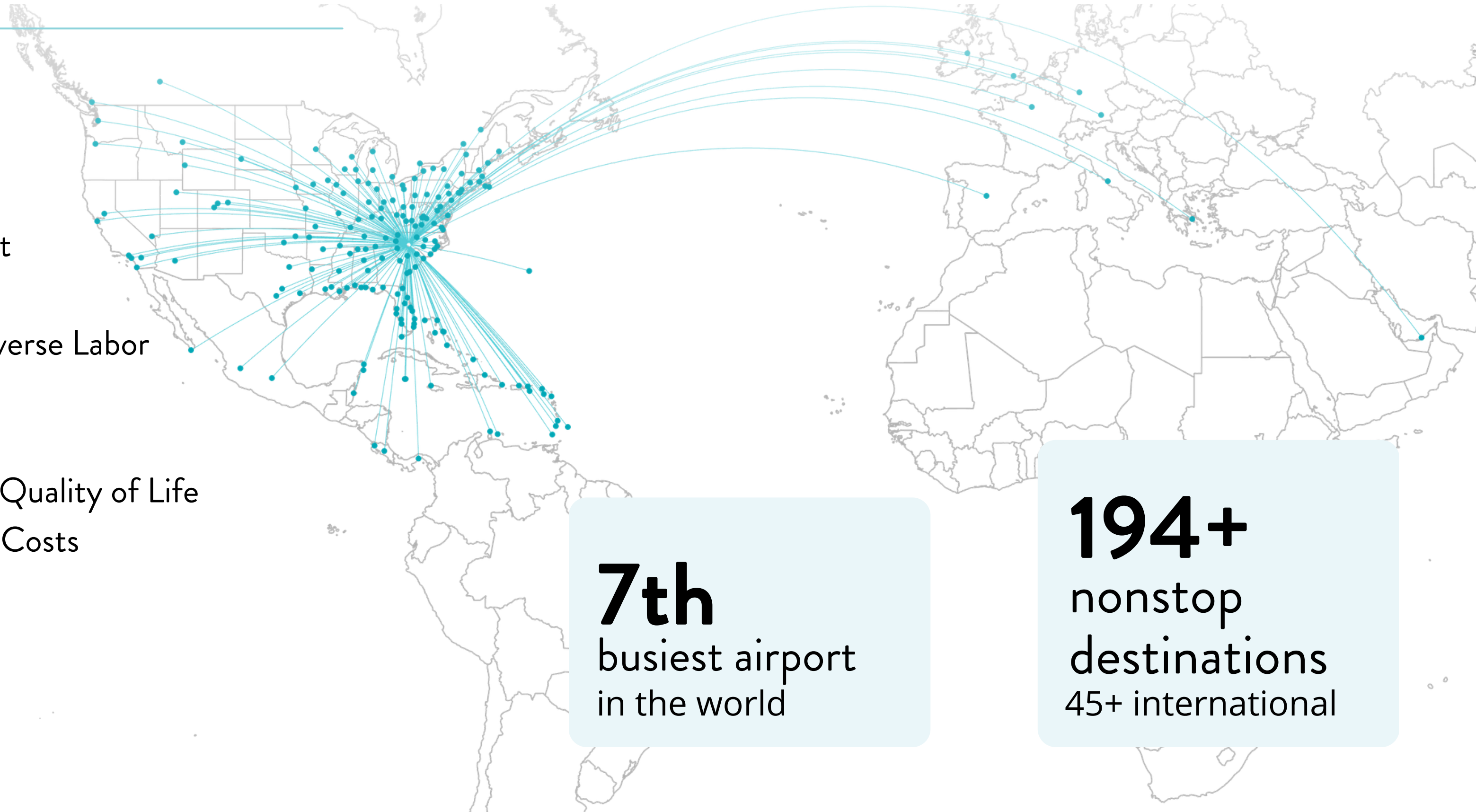


ATTRACTING FDI

- CLT Airport
- Large & Diverse Labor Pool
- Affordable Quality of Life & Business Costs

7th
busiest airport
in the world

194+
nonstop
destinations
45+ international



RECENT WINS

Since 2020

- 142 FDI announcements
- \$6 billion capital investment
- 15,300 new jobs announced

 octapharma

Switzerland
Life Sciences
1,500 Jobs
York County



SMBC

Japan
Financial Services
2,000 Jobs
CLT/Meck

 prysmian

Italy
Fiber Optic Cable
365 Jobs
Catawba County

 HEALSEE 赫尔希

China
Life Sciences
100 Jobs
Gaston County



MAERSK

Denmark
Logistics/HQ
500 Jobs
CLT/Meck



France
Aerospace/Tires
\$30M Expansion
Stanly County



Canada
Defense/Auto
200K SF
CLT/Meck



Italy
Advanced Materials
75 Jobs
Chester County

 TRENCH

Germany
Energy Grid
140 Jobs
CLT/Meck

ATTRACTING FDI

Quality of Life is a BIG factor:

- International Community Has Grown by 32%
 - Places of worship, grocery stores, restaurants, arts, museums
 - 275+ cultural festivals and events annually
 - Access to international language schools
- Housing Affordability & Cost of Living
- Sports Teams & Outdoor Activities
- Charlotte is 8th most diverse city in the U.S.



CASE STUDY: SCOUT MOTORS

- Manufacturing announced in Columbia, S.C.
- Proactive, years-long recruitment process touting:
 - CLT airport + global connectivity
 - Proximity to S.C. manufacturing
 - Specialized automotive + HQ workforce
- Outcome: 1,200 new jobs in Plaza Midwood
- Welcome to Charlotte
 - Relocation weekends
 - Community integration



Scout

CASE STUDY: OCTAPharma

- Existing small corporate operation in Mecklenburg County, familiar with strong workforce and growth of our region
- Speed to market was important factor
- Palmetto Research Park offered ready-to-go site
- City + County rallied around a strong community story
 - Why is life sciences is important for their growth
 - Community investments to support the industry:
 - Ex: York Technical College developing multi-credential life sciences curricula
- Outcome: 1,500 new jobs in Rock Hill



octapharma

CLT ALLIANCE FDI RECRUITMENT STRATEGY

- International Prospecting Trips
 - June - Germany & Austria
 - September - Canada
 - October - Germany & Turkey
 - 2027: Targeting Japan
- Industry-Targeted International Trade Shows
 - Life Sciences
 - Manufacturing
- Local Resources
 - International Chambers
 - Services Providers (accounting and legal firms)
 - International Community Resources (Honorary Consuls, language schools)

