

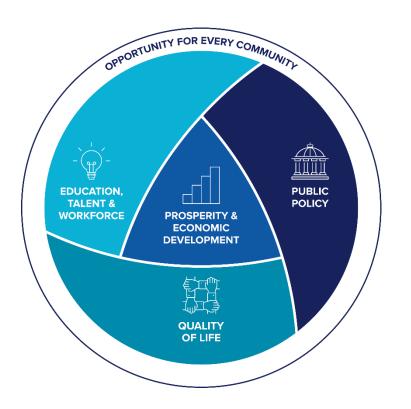
WELCOME, ABHI!

Kelly Cloud, Vice President of Economic Development Dallas Regional Chamber



BUILDING TOMORROW TOGETHER

2024 - 2026



PROSPERITY & ECONOMIC DEVELOPMENT

We champion the growth of existing companies and the innovation ecosystem in the Dallas Region while positioning our region as a prime destination for living, working, and doing business.

EDUCATION, TALENT & WORKFORCE

We foster a talent pipeline that meets the needs of employers and prepares workers and future workers for job opportunities that lead to a fulfilling life and career.

PUBLIC POLICY

We advocate for policies and outcomes that preserve Texas' economic competitive advantage and support a prosperous life for Texans in the near and long term.

QUALITY OF LIFE

We champion economic opportunity and help strengthen communities across the Dallas Region, creating pathways for all people and places to reach their full potential.

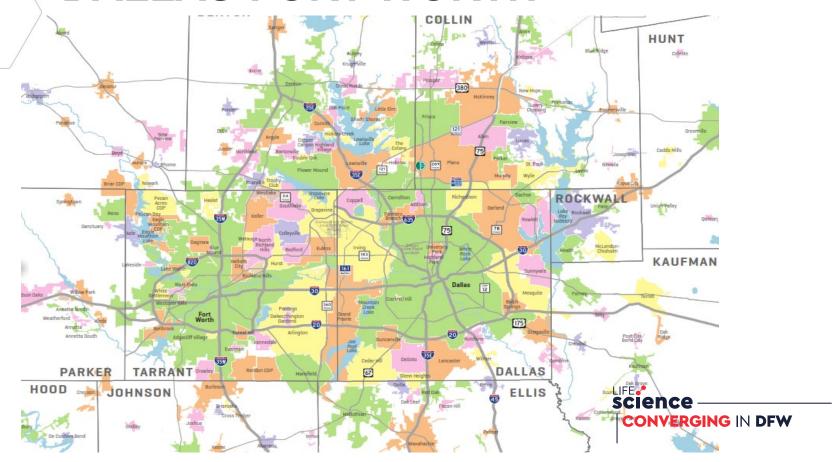


LOCATION



CONVERGING IN DFW

DALLAS-FORT WORTH



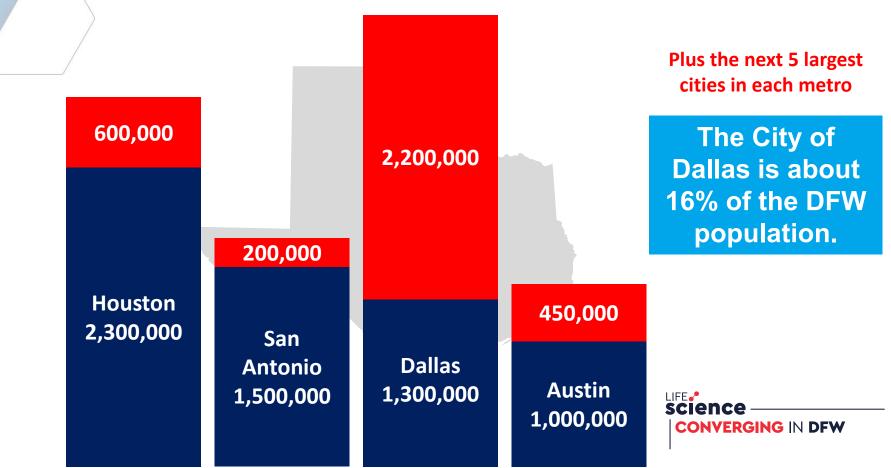


2023 POPULATION OF 10 LARGEST U.S. METRO REGIONS

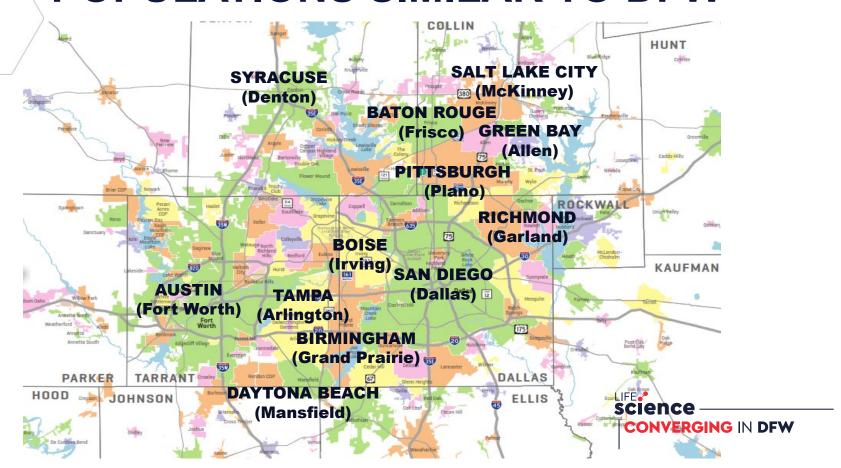
1.	New York	19.5 million	
2.	Los Angeles	12.8 million	
3.	Chicago	9.3 million	
4.	Dallas-Fort Worth	8.1 million	
5 .	Houston	7.5 million	
6.	Atlanta	6.3 million	
7.	Washington D.C.	6.3 million	
8.	Philadelphia	6.2 million	
9.	Miami	6.2 million	
10.	Phoenix	5.1 million	LIFE

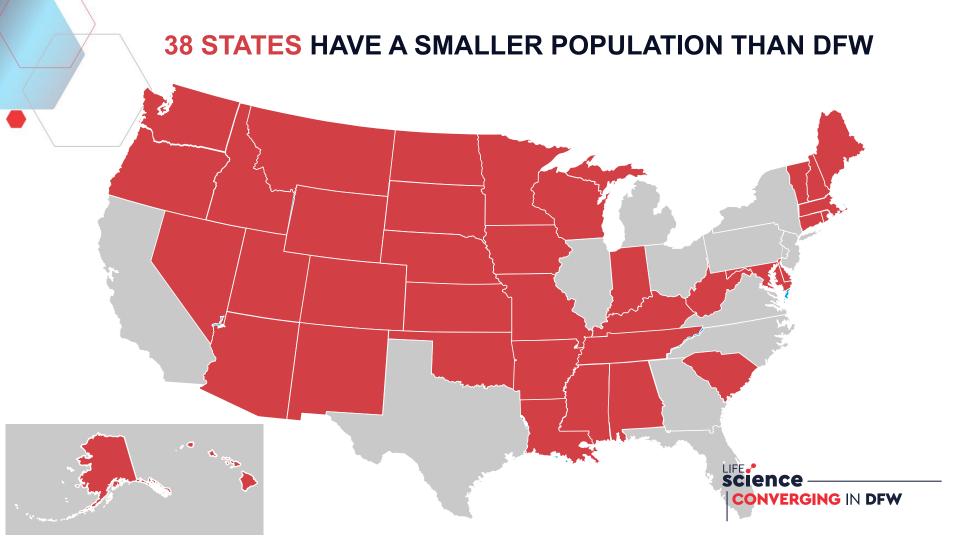
CONVERGING IN DFW

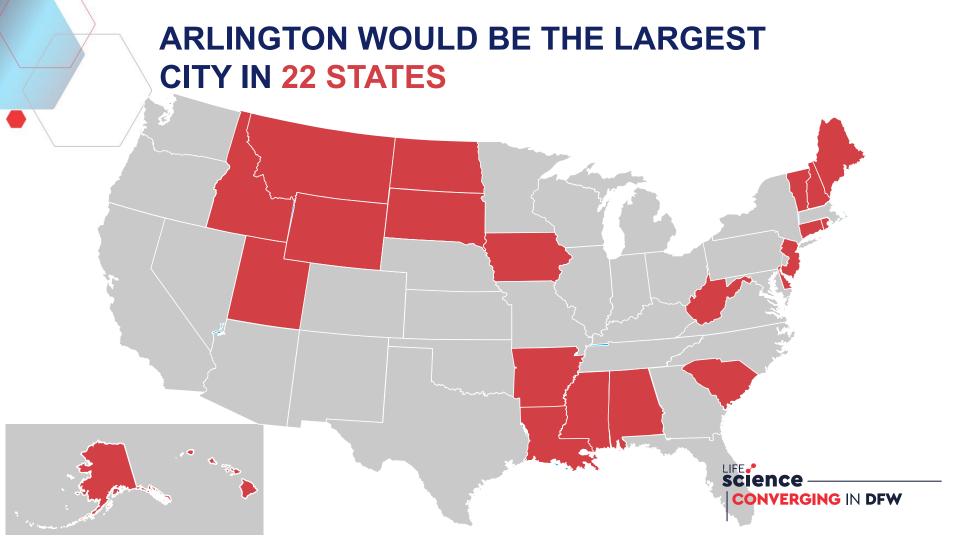
Largest City in Largest Texas Metros

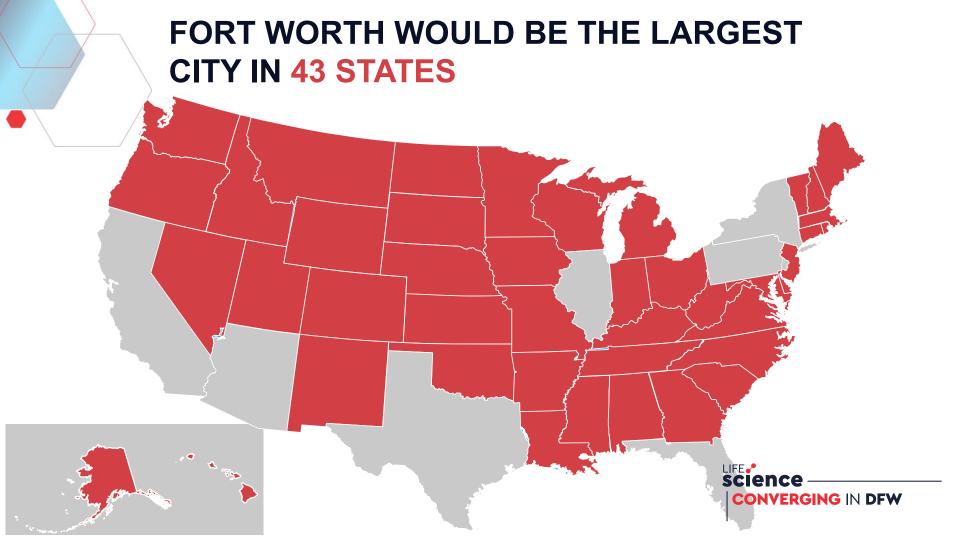


POPULATIONS SIMILAR TO DFW





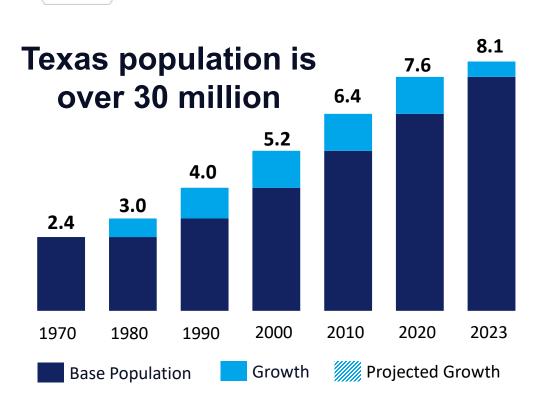




DFW GROWTH IN MILLIONS

11.3

2050



At current trends,
DFW
could surpass
Chicago in
population by 2045.

SCIENCE
CONVERGING IN DFW

5-YEAR JOB CHANGE

1.	DFW	512,500
2.	Houston	290,400
3.	Phoenix	284,300
4.	New York	247,900
5 .	Miami	246,100
6.	Atlanta	226,800
7.	Philadelphia	139,700
8.	Los Angeles	66,000
9.	Washington	49,400
10.	Chicago	20,700
11.	San Francisco	-7,400
12.	Boston	-8,800

DFW was best among major metro areas for quickest return to prepandemic jobs levels.

SCIENCE CONVERGING IN DFW



TEXAS TRIANGLE

DFW, Houston, Austin, & San Antonio

2022 Gross Output of Texas Triangle (and % of all Texas)

DFW	\$ 689 billion	(28.7%)
Houston	\$ 633 billion	(26.4%)
Austin	\$ 222 billion	(9.2%)
San Antonio	\$ 163 billion	(6.8%)
5 Others*	\$ 94 billion	(3.9%)
Total	\$ 1,801 billion	(75.0%)

All Texas \$ 2,402 billion (100.0%)

DFW's output would rank 23rd as a nation.





DFW 5-YEAR ECONOMIC PROJECTION

Increase in Population

660,000

29% of Texas

Increase in Jobs

526,000

33% of Texas

Increase in Regional Output

\$108.9b 31% of Texas

Increase in Retail Sales

\$ 19.5b

29% of Texas

DFW is projected to increase its share of the Texas economy.



DFW "PUNCHES ABOVE ITS WEIGHT"

Population vs Regional Output

DFW Share of Texas Population

26.6%

DFW 8.1 million Texas 31.0 million DFW Share of Texas Economy

28.7%

DFW \$689 billion Texas \$2.402 trillion





FROM CALIFORNIA

AECOM (2021)
CBRE (2020)
Charles Schwab (2021)
Jacobs (2016)
McKesson (2019)
Boingo
Copart
Core-Mark
Farmer Brothers Coffee
Kelly-Moore
Kubota
Ruiz Foods
Toyota Motor North America
WileyX

...many others

SELECT OTHERS

Boeing Global Services
Bombardier Recreational Products

Caterpillar (2022)

Hilti North America
McLaren North America
PGA of America
Smoothie King
Sunoco
Top Golf



BASED HERE BEFORE 2010

American Airlines
AT&T
BNSF Railroad
Comerica Bank
Fluor
Fossil
Frito-Lay
Kimberly-Clark
NEC Corp. of America
Nokia
Southwest Airlines
Tenet Healthcare
Texas Instruments

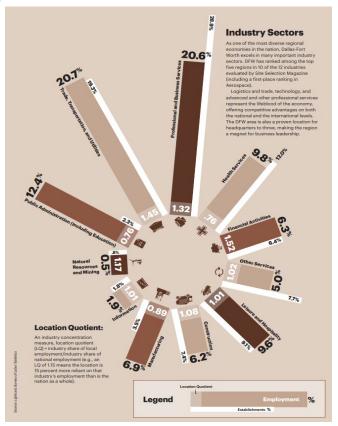
...many others

276 HQ
ANNOUNCMENTS
SINCE 2010,
Including 6 Fortune
500 Companies

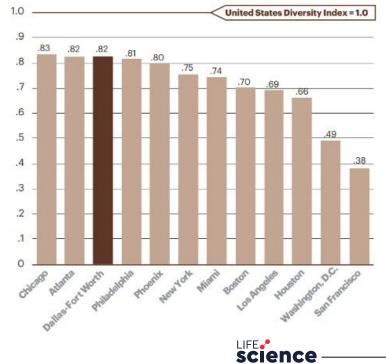
SCIENCE CONVERGING IN DFW



DFW INDUSTRY DIVERSITY



Moody's Industrial Diversity Index



CONVERGING IN DFW



INTERNATIONAL COMPANIES IN DFW

7-Eleven (Japan)

Accenture (Ireland)

Andritz Separation (Austria)

Bimbo Bakeries USA (Mexico)

Bombardier Aviation Services (Canada)

Clevon (Estonia)

Epiroc (Sweden)

Fresenius Medical Care (Germany)

Fujitsu America (Japan)

GKN Aerospace (England)

Hempel USA (Denmark)

HOYA Vision Care NA (Japan)

Indorama Ventures (Thailand)

LG Electronics USA (South Korea)

Megger (England)

NTT Data (Japan)

Randstad Technologies (The Netherlands)

Safran USA (France)

Samsung US (South Korea)

Siemens (Germany)

Smith & Nephew (England)

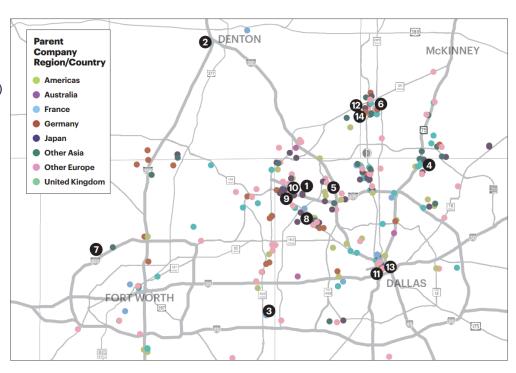
STMicroelectronics (Switzerland)

Tech Mahindra Americas (India)

T-Mobile (Germany)

Toyota Connected (Japan)

ZTE USA (China)





DFW TRADE AROUND THE WORLD



Honorary Consuls & Consuls General Serving Dallas-Fort Worth

Belgium El Salvado
Belize Finland
Cambodia France
Canada Germany
Cote d'Ivoire Guatemala
Denmark Honduras

El Salvador Iceland Finland Italy France Japan Germany Korea Guatemala Malta

Mexico

Monaco Netherlands Norway Paraguay

Paraguay Spain
Sweden
Sierra Leone Switzerland

Slovak

Republic

South Africa

Taiwan United Kingdom Uruguay



SCIENCE CONVERGING IN DFW



ACCESS Cold Chain Capabilities















DFW AIRPORT COLD CHAIN SHIPPING

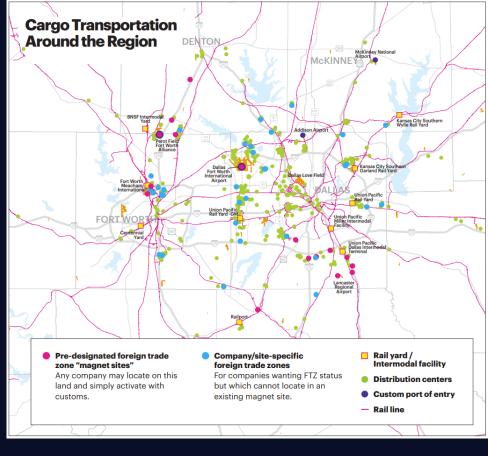
Dallas Fort Worth International Airport is the second airport in North America to achieve an IATA CEIV Pharma certified cargo community designation.





Dallas Fort Worth International Airport's cargo network connects the region to 38 major hubs around the world.



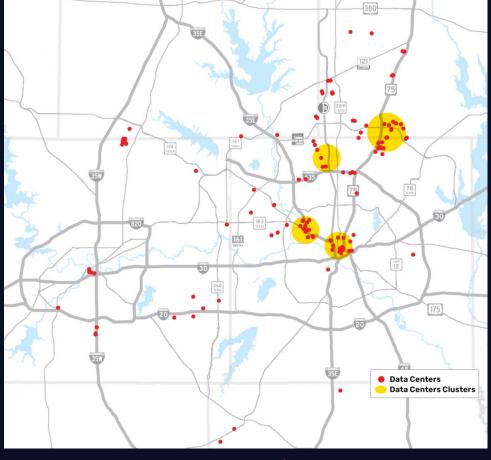






DFW is a digital infrastructure and peering point connecting it to the world.

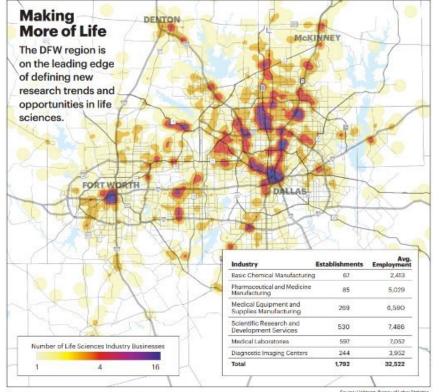
- Dallas-Fort Worth is home to data centers of all types and sizes that specialize in activities from internet hosting for multiple clients to large IT services for one company.
- The Texas electric power grid, ERCOT, gives data center operators a competitive advantage due to its independence from electric grids in other states. This autonomy reduces the risk of rolling power outages, improves reliability and reduces volatility in prices.
- Industrial Power Rates for Dallas-Fort Worth range from \$.069 cents/kWh to \$.092 cents/kWh.







LIFE SCIENCE ECOSYSTEM









Source-Lightcast, Revenue'll abor Statistics



HEALTH CARE ECOSYSTEM

Health Care

Health care industry companies are located throughout the Dallas-Fort Worth region where they can tap into a broad base of skilled employees, Dallas' medical community includes the highly rated UT Southwestern Medical Center and Baylor University Medical Center, as well as Parkland Hospital's burn unit, one of the most recognized units in the nation. The health care industry in DFW is more than services, however. It also encompasses manufacturing, research, and goods distribution. The activities often cluster around each other, creating synergy within the health care community.

Health Care Systems and Services in Dallas-Fort Worth

Major Not-for-Profit Systems

Baylor Scott & White Health Children's Health CHRISTUS Health Cook Children's Methodist Health Texas Health Resources UT Southwestern

Major For-Profit Systems

Medical City Healthcare Steward Health Care Tenet Healthcare

Major Veterans System

VA North Texas Health Care

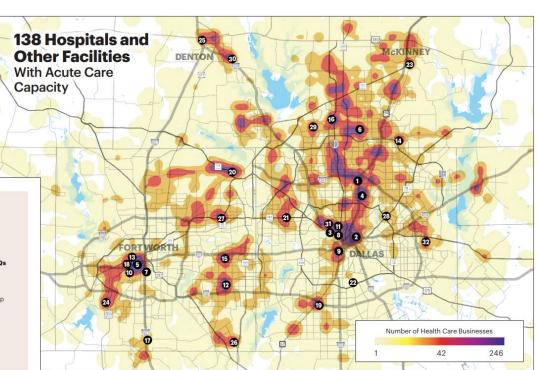
Major Public Systems

JPS Health Network Parkland Health

Accentcare

National Health Care HOs

Addus HomeCare AMN Healthcare Community Hospital Corp Concentra Conifer Health Solutions Golden Livina McKesson Corporation U.S. Renal Care **United Surgical Partners**



Major Hospitals (With More Than 200 Beds)

	Hospital Number of beds
1	Medical City Dallas Hospital
2	Baylor University Medical Center
3	Parkland Memorial Hospital
4	Texas Health Presbyterian Hospital Dallas 875
5	Texas Health Harris Methodist Hospital Fort Worth
3	Medical City Plano
7	John Peter Smith Hospital639
3	University of Texas Southwestern Medical Center 608
9	Methodist Dallas Medical Center
)	Baylor Scott & White All Saints Medical Center - Fort Worth . 538
1	Children's Medical Center of Dallas
2	Medical City Arlington
3	Cook Children's Medical Center444
4	Methodist Richardson Medical Center
5	Texas Health Arlington Memorial Hospital
ô	Texas Health Presbyterian Hospital Plano338
7	Texas Health Huguley Hospital
3	Medical City Fort Worth
9	Methodist Charlton Medical Center
)	Baylor Scott & White Medical Center - Grapevine
1	Baylor Scott & White Medical Center - Irving293
2	Dallas VA Medical Center289
3	Columbia Medical Center of McKinney Subsidiary, L.P
4	Texas Health Harris Methodist
	Hospital Southwest Fort Worth
5	Texas Health Presbyterian Hospital Denton
3	Methodist Mansfield Medical Center254
7	Texas Health Harris Methodist Hospital Hurst - Euless - Bedford
3	White Rock Medical Center
9	Carrollton Regional Medical Center
)	Medical City Denton
1	Lifecare Hospitals of North Texas - Dallas
2	Dallas Regional Medical Center
	Zuido Regional Medical Celitel

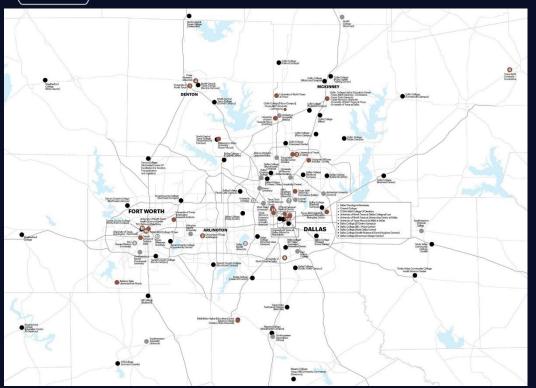


CONVERGING IN DFW



TALENT

Higher Education



Dallas-Fort Worth has more than 70 accredited colleges and universities. From public and private institutions with robust programing in life sciences, engineering, and the arts to community colleges and other centers of higher education, DFW offers one of the widest varieties of education in the country.





UTSouthwestern

Medical Center









THE UNIVERSITY of NORTH TEXAS
HEALTH SCIENCE CENTER at FORT WORTH















SCIENCE CONVERGING IN DFW

COST OF DOING BUSINESS



	Texas	Califo	rnia	Illinois	New York
Corporate Income Tax Rate ⁵	0%1	8.849	61	7.0%1	6.5%1
Personal Income Tax Rate ⁵	0%	1%-12.3	1%-12.3%²		4%-10.9%
Franchise Tax 5	0.75%2	0%	O%		.1875%²
Sales Tax Rate 5	6.25%3	7.25%	7.25%3		4.0%3
Right to Work State 6	Yes	No	No		No
State Labor Force 7	15,147,835	19,207,	19,207,991		9,645,984
Cost of Doing Business ⁸	93.34	115.5	115.55		94.68
CNBC State Business Rank®	#5	#29	#29		#36
CEO Magazine Business Climate Rank 10	#1	#50	#50		#49
Cost of Living Index 11	102.3 (Dallas) / 94.1 (Fort Worth)	149.5 (Los Angeles)	17.07 (San Francisco)	113.7 (Chicago)	226.5 (NY Manhattan)
Housing Cost Index 11	98.2 (Dallas) / 83.5 (Fort Worth)	236.8 (Los Angeles)	290.1 (San Francisco)	138.4 (Chicago)	503.6 (NY Manhattan)
Average Price/SqFt for CBD Office 12	\$32.41 (Dallas) / \$29.68 (Fort Worth)	\$37.10 (Los Angeles)	\$72.86 (San Francisco)	\$48.85 (Chicago)	\$80.98 (NY Manhattan)
Average Price/SqFt for Suburb Office 12	\$35.63 (Dallas) / \$28.09 (Fort Worth)	\$36.90 (Los Angeles)	\$74.83 (San Francisco)	\$30.46 (Chicago)	\$35.07 (NY Long Island)
Average Price/SqFt for Industrial 12	\$8.01 (Dallas/Fort Worth)	\$18.93 (Los Angeles)	\$22.68 (San Francisco)	\$7.15 (Chicago)	\$28.26 (NY Outer Boroughs
Texas California	Ulinois	New York	All States		

0% **Income Tax**

Texas does not collect personal (state or local) income tax

LIFE. science

CONVERGING IN DFW

- engaged in retail or wholesale trade; terable entities with revenues of \$2,470,000 or less we no tax; taxable entities with tax due of ass than \$1,000 owe no tax.

1. Torobb entition are subject to a franchise tax. 1. Special rates for 50 exponentions and processing the processing property. 2. 0.375% is the rain for taxable entities primarily 2. become brackets one adjusted arms subject and tax tax 15% for 5 compositions, partmently, and discuss. 2. become for taxable entities primarily 2. become brackets one adjusted arms subject to the processing property of the processing processing

- | For trappeys with an income base of ever \$5 million, the tax reasks 2758 (Princeph 2006).
 | For trappeys with an income base of ever \$5 million, the tax reasks 2758 (Princeph 2006).
 | Source Thomson Readers | Source Thomson Delaters | Source Thomson Readers | Source Th 2 0.1875% for each dollar of the taxpayer's total
 - 0.1875% for each dollar of the taxpayer's total business and investment capital allocated to New 9 5002 (U.S. energie + 100) 9 Source: CNBC America's Top States for Doing
- States for Doing Business 11 Source: ACCRA Cost of Living Index, 2023 Annual
 - Average Data (U.S. average = 100), Note: Results are for the MSA primary city



COST & INCENTIVES CPRIT



CANCER PREVENTION & RESEARCH INSTITUTE OF TEXAS

CPRIT is a \$6 billion, 20-year initiative—
the largest state cancer research
investment in U.S. history and the second
largest globally. It funds innovative cancer
research, product development, and
evidence-based prevention programs in
Texas.





CPRIT ECONOMIC IMPACT

Metroplex (DFW)

Investing in the research capabilities of Metroplex-area research entities

- ▶ \$665 million in grants awarded to 9 Metroplex-area research entities
- ► 105 stellar researchers and their labs recruited to Metroplex-area research entities
- ► \$800 million in direct follow-on funding raised by Metroplex-area CPRIT grantees

- ► UT Southwestern Medical Center achieved NCI comprehensive cancer center status
- ► 13 CPRIT core facility awards and renewals in the Metroplex area to provide access to cutting-edge shared technology through specialized instrumentation and technical expertise

Expand life science infrastructure by attracting companies to the Metroplex & creating high-quality jobs

- ► 13 companies started, expanded, or brought to the Metroplex with CPRIT investment totaling \$139 million
- ► 16 grants to companies with established connections to Texas research institutions
- ▶ \$1.29 billion total expenditures statewide in 2024

- ► \$2.15 billion annual state and local tax receipts
- ► \$2.18 billion direct follow-on funding raised by CPRIT companies in the Metroplex
- ▶ Over 7,640 permanent jobs created in 2024 in Texas

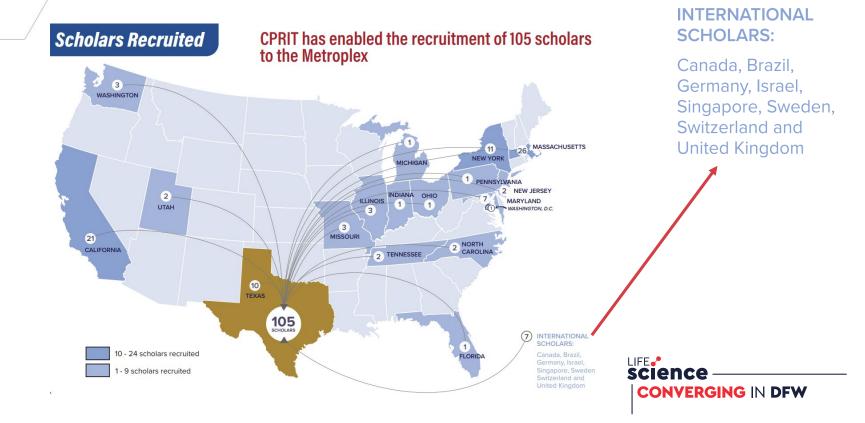
Expedite innovation breakthroughs in prevention and cures

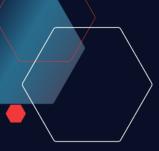
- ► 6,424 patients in 72 clinical trials or studies in the Metroplex
- ► \$394 million in grants awarded for 311 prevention projects in all 254 Texas counties
- ► 48,431 cancers and cancer precursors detected by CPRIT-funded prevention projects
- ► Nationally recognized teams and centers in immunotherapy and childhood cancers in Texas
- ► 13 percent of CPRIT's portfolio goes to childhood cancer projects proportionally 3 times greater than federal commitment





CPRIT ECONOMIC IMPACT





RECENT WINS

Madrid-Based Cancer Diagnostics Co. Snags Biggest Spec Suite at Pegasus Park's Bridge Labs Founded in 2012, Universal DX is focused on "cracking cancer's code" via its multi-

omics and machine learning models. Starting with colorectal cancer, it's building a "multi-cancer platform" that can ID the unique DNA regions associated with different types of cancers.



Another California company is moving its HQ to North Texas -- this time thanks to new City of Dallas incentives

Kova Medical already has a small presence in Dallas, but the move is expected create 220 new positions at its new Design District headquarters.



UT Arlington and Texas A&M to Launch Biomanufacturing Hub at Dallas' Pegasus Park The new center at Bridge Labs will train the workforce powering North Texas'

olotech boom—helping startups speed therapies, vaccines, and breakthrough biologics from lab bench to patients. Funded in part by Lyda Hill Philanthropies. the National Center for Therapeutics Manufacturing Satellite Campus is set to



Spineart attracts more than CHF20 million to fuel further growth



Psychemedics Corporation Announces Relocation of Headquarters to Dallas, Texas

ACTON, Mass., Ianuary 2, 2024

Psychemedics Corporation, a global leader in hair testing for drugs of abuse, proudly announces the relocation of its corporate headquarters from Acton, Massachusetts, to Dallas, Texas, while reaffirming its unwayering dedication to delivering exceptional service and maintaining the highest standards in air drua testina

Verily to relocate its HQ from San Francisco to Dallas





McKinney's StatLab Medical **Products To Launch New** Manufacturing Facility in Arlington

Injection molding operations at the new 35,000-square-foot Arlington facility will give laboratories the confidence of additional U.S.-produced core histology consumables including cassettes, the company said

BY LANCE MURRAY - JUL 17, 2021

StatLab Medical Products, a McKinney-based developer and manufacturer of medical diagnostic supplies, is launching a new manufacturing facility in Arlington after acquiring two UK-based histology consumables and diagnostic equipment companies in 2021 and





Texas Is Chosen for One of Three ARPA-H Hubs, with Dallas Snagging a Key Prize

Texas consortium for one of three regional hubs in its \$2.5 billion health innovation network initiative. The Customer Experience hub will be physically

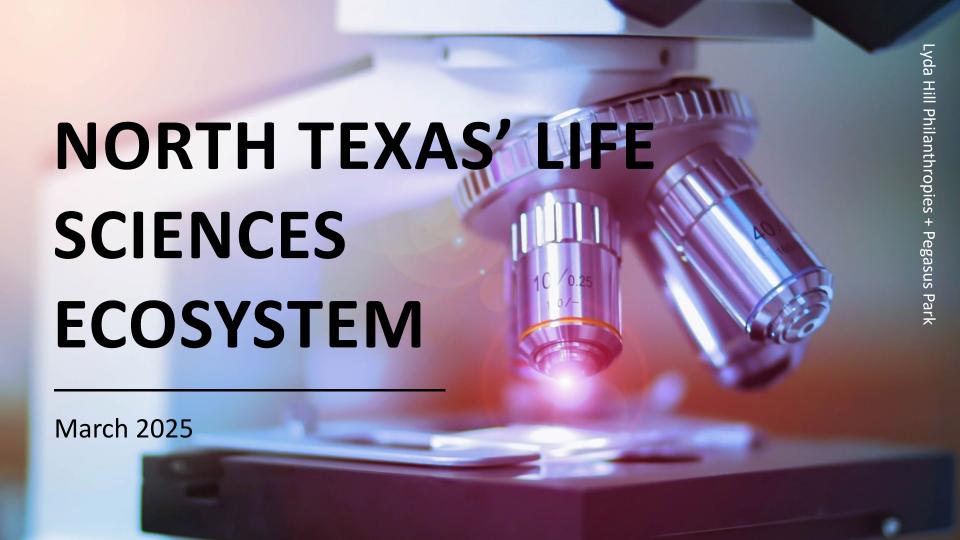


Alcon's New Research Clinic Is **Enabling Flexible Research** and Faster Innovation to Address Patient Needs

Opening in the summer of 2024, Alcon's Research Clinic in Fort Worth, Texas, will enable faster eye care innovation by and for patients and professionals. Fort Worth locals will have the chance to participate in clinical trials using neverbefore-seen cutting-edge technologies and help shape the future of eve care.







At Lyda Hill Philanthropies, we believe Texas is well positioned to become a globally recognized life science hub. By leveraging, coordinating, and expanding existing resources - and by convening ecosystem partners across industries – we aim to develop a thriving life science ecosystem across the North Texas region.

Dallas selected as one of three national hubs for new medical innovation federal agency

The city joins Cambridge, Mass. and the Washington, D.C. area as epicenters of the new agency, administration initiative, Advanced Research Projects Agency for Health will work toward medical breakthroughs in treating diseases like cancer, Alzheimer and diabetes.

BY MAIA PANDEY SEPT. 26, 2023 5 PM CENTRAL

Nature Index

pipeline

SHARE REPU



Biotech Booms in North Texas

Read it here:

Biogen to Buy Reata for \$7.3 Billion in Rare-Disease Deal

Bridge Labs at Pegasus Park Aims to Boost the Region's Burgeoning Life Sciences Ecosystem

The \$110 million, 155,000 square-foot expansion at Pegasus Park—a regional hub for life sciences and biotechnology in North Texas—will offer prebuilt lab suites with the tools and flexible space needed for growth-stage life sciences entrepreneurs



Research Bridge Partners and Lyda Hill Philanthropies Fuel UT Southwestern's Biotech Spinouts With \$4 Million Investment

The initial investment will support the commercialization of life science research including identifying researchers with entrepreneurial mindsets, safeguarding



Pegasus Park's newest arrival: Boston-founded accelerator MassChallenge sets up shop

> UT Southwestern, UT Dallas dedicate joint research facility for biomedical engineering

The \$120 million bioengineering building, funded in part by Texas Instruments, furthers the mission to establish Dallas as a biotech hub.



Dallas Regional Chamber Launches Life Science Recruitment Campaign

The campaign builds on the region's thriving tech sector as the foundation of Dallas-Fort Worth's growing biotech and life science ecosystem. "What we're seeing now is the cumulative effect of convergence across industries—and that gives DFW an edge," says Mike Rosa, the DRC's economic development chief.



SMU Is Bringing Its 'Innovative Biotech Research' to Pegasus Park

Dallas College wins nearly \$9 million to train North Texas' future biotech workers

Already, seven major health employers have agreed to create 1,100 combined entry-level positions that pay at least \$15 an hour and include benefits.



Dallas' federal biotech hub targets first mission: untangling clinical trial

UT Southwestern ranked top health care

institution globally for published research by

The federal biotech agency launched its customer experience hub at Pegasus Park on Thursday, one of three headquarters across the country.



FORTUNE ESTABLISHED LIFE SCIENCE MAJOR HEALTH 43 60+ 8 1,000 HQS **COMPANIES SYSTEMS FORTUNE LIFE SCIENCE NATIONAL CORPORATE** 24 **157 500 HQS STARTUPS HEALTHCARE HQS**







WORKFORCE DEVELOPMENT VENTURE CAPITAL

North Texas is leading the Nation in attracting corporate relocations, expansions, and talent Headquarters relocation to North Texas Established and headquartered in North Texas amazon T··Mobile· J.P.Morgan C Kimberly-Clark *CATERPILLAR **★**M⊆KESSON Comerica *AECOM *verily Sachs cognizant *American *FLUOR *CBRE *charles SCHWAB Celanese Gartner **WELLS** 🛖 🕪 🔼 Raytheon **GE Transportation Technologies** GENERAL *(P) TOYOTA 467 DYNAMICS FedEx *JACOBS People a day <u> Tenet</u> move to DFW **BANK OF AMERICA** Best State for **PRATT INDUSTRIES** Business Southwest * INSTRUMENTS Alcon GALDERMA **International Expansions:** 19 Consecutive Years





































North Texas has a growing community of seasoned and successful biotech entrepreneurs, ventures, and leading corporations

MCKESSON



































KdT Ventures



North Texas' innovation ecosystem is supported by an active community of...



Medical

Southwestern























accelerators, incubators & networks

investors



















TECHFW























here are the largest:









.....









Texas has several incentives and initiatives to help support innovation in the state

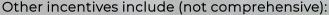
The cost of doing business is up to 3% lower in DFW than the national average



SPOTLIGHT: Texas Enterprise Fund (TEF)

One of the nation's largest "deal closing" funds created to attract businesses and new jobs to Texas. TEF has awarded over \$118 million to life science-related companies, which have committed to creating 13,706 jobs in Texas.

select awardees...



- Skills development support (State)
- R&D tax incentives (State)
- Manufacturing tax incentives (State)
- Inventory tax exemptions (State)
- Goods-in-transit exemptions (State)
- Product development and small business incubator funds (State)
- Researcher recruitment for academic institutions (State)
- Tax increment financing districts (local)
- Tax abatements (local)













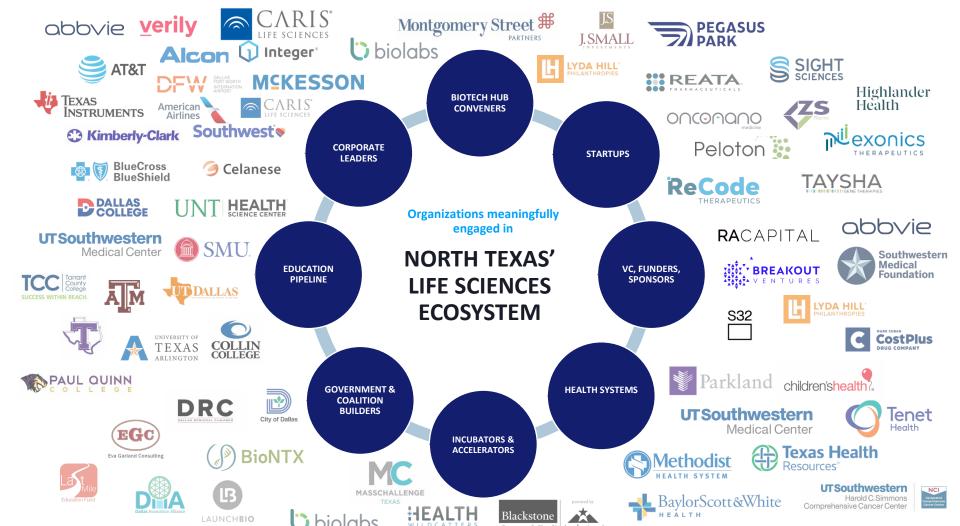








T · · Mobile ·



At the center of it all is

How we do it:







THE TOWER



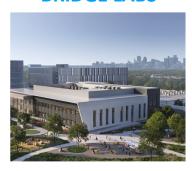
BIOLABS



AMENITIES



BRIDGE LABS





PEGASUS PARK IS ANCHORED BY THREE HUBS OF ACTIVITY:



The Tower

- •17-story Main Tower
- •ARPA-H's Customer Experience Hub
- UT Southwestern (5 floors)
- Highlander Health
- •Accelerator programs (MassChallenge, Health Wildcatters, Blackstone Launchpad)
- •~35 Water Cooler nonprofit tenants WATER COOLER
- Higher ed. institutions











Lab Space



and healthcare entrepreneurs • BioLabs (~37k SF incubator space) biolabs



• Bridge Labs (~130k SF purpose-built lab space)





Amenities

- Conference Center (~16,000 SF)
- •The Compound dining area
- Recess café
- •Community Beer Co.
- Hidden Gym
- Greenspace, including a city park

What's Next?

The development of our booming and collaborative life science ecosystem will pave the way for:

- Advancing discovery and treatment
- olncubating and scaling life science companies
- Attracting and building a qualified workforce
- Cultivating an innovative reputation
- Maximizing economic development returns
- oExpanding the Pegasus Park campus



THADDEUS E. CHASE, JR. Partner