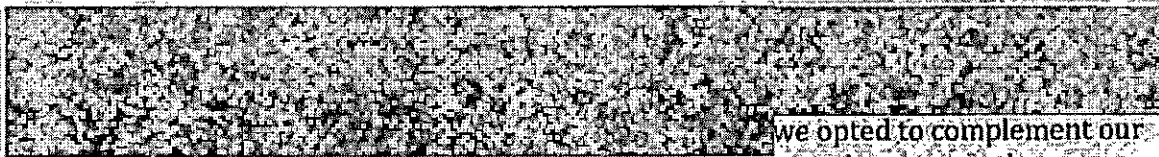


CITY OF PHILADELPHIA

OFFICE OF THE MAYOR
215 City Hall
Philadelphia, PA 19107
(215) 686-2181
FAX (215) 686-2180

JAMES F. KENNEY
Mayor

Together, as a city, we followed Amazon's lead in focusing on you and your employees as our customers. Through this short, but intense process, we studied and read all that we could about the culture, values and working preferences of Amazon. We traveled to see your impressive HQ1 campus and how it fits into the landscape of Seattle. We started all of our team meetings with a reading period before diving into the strategy debate of the day.



we opted to complement our written submission with a website and video because we wanted you to see the dynamism and personality of our city; hear the commitment of our business leaders, entrepreneurs, and community members; and experience the grit and passion that make Philadelphia so unique.

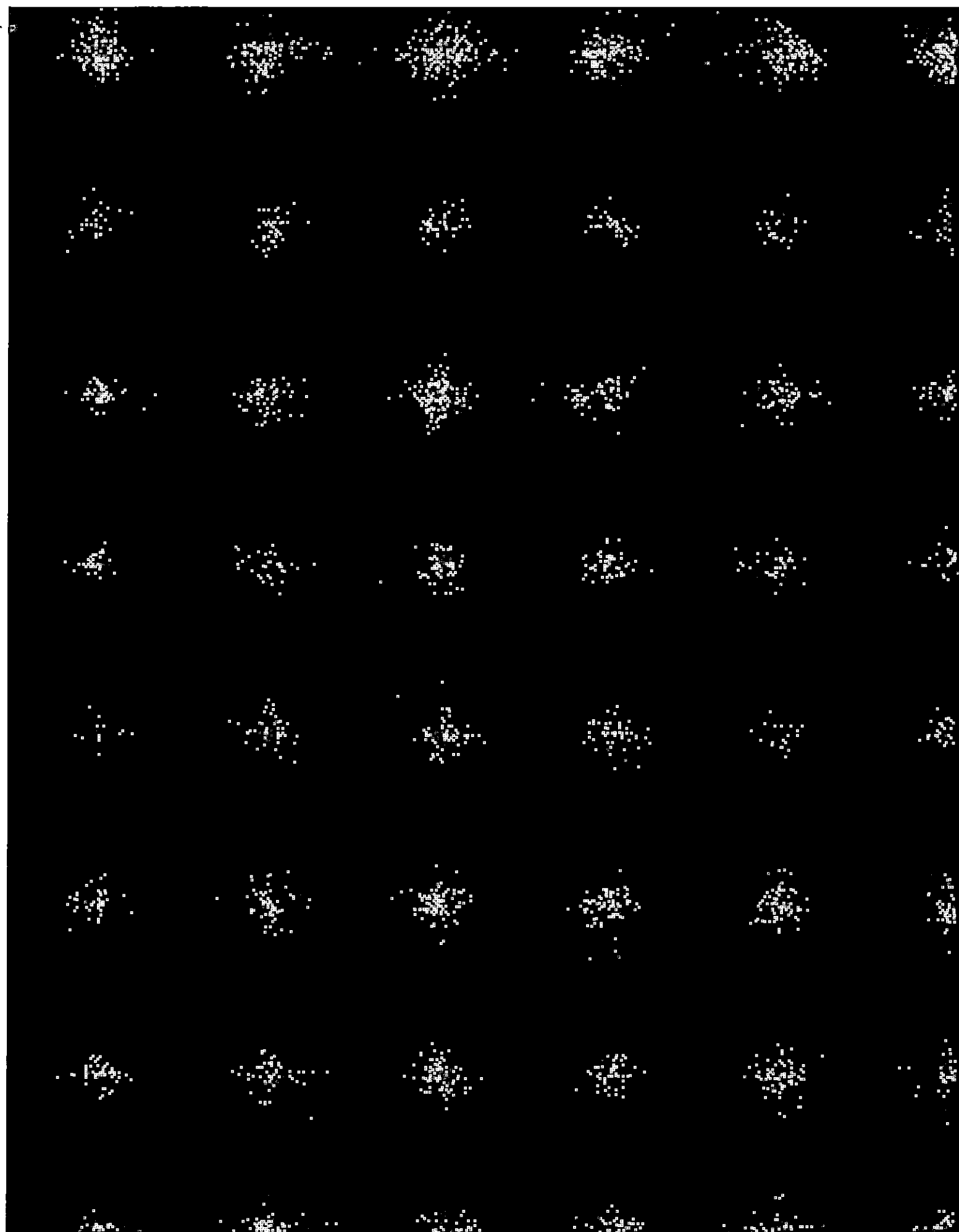
Perhaps this quote from one of the Wharton student finalists best captures the promise of our city:

"If Amazon is looking for thinkers, doers, and revolutionaries; if Amazon is looking to change the status quo, to push the boundaries; if Amazon is looking for a testament to the past and a plan for the future, its next stop should be Philly."

We hope that you will agree and ultimately make Philadelphia the home of HQ2.

Sincerely,

James F. Kenney
Mayor



01 Sites

"We have the land, we have the resources, and we have the wherewithal to catapult the city, and it needs a catalyst. Philadelphia's ready, and I think Philadelphia will be one of the great cities in the world for the next 200 years"

—
Brian Roberts, CEO of Comcast

FIGURE 1.1:

Philadelphia is well connected to the major economic and population centers of the East Coast. New York City and Washington, D.C. are easily accessible by train.

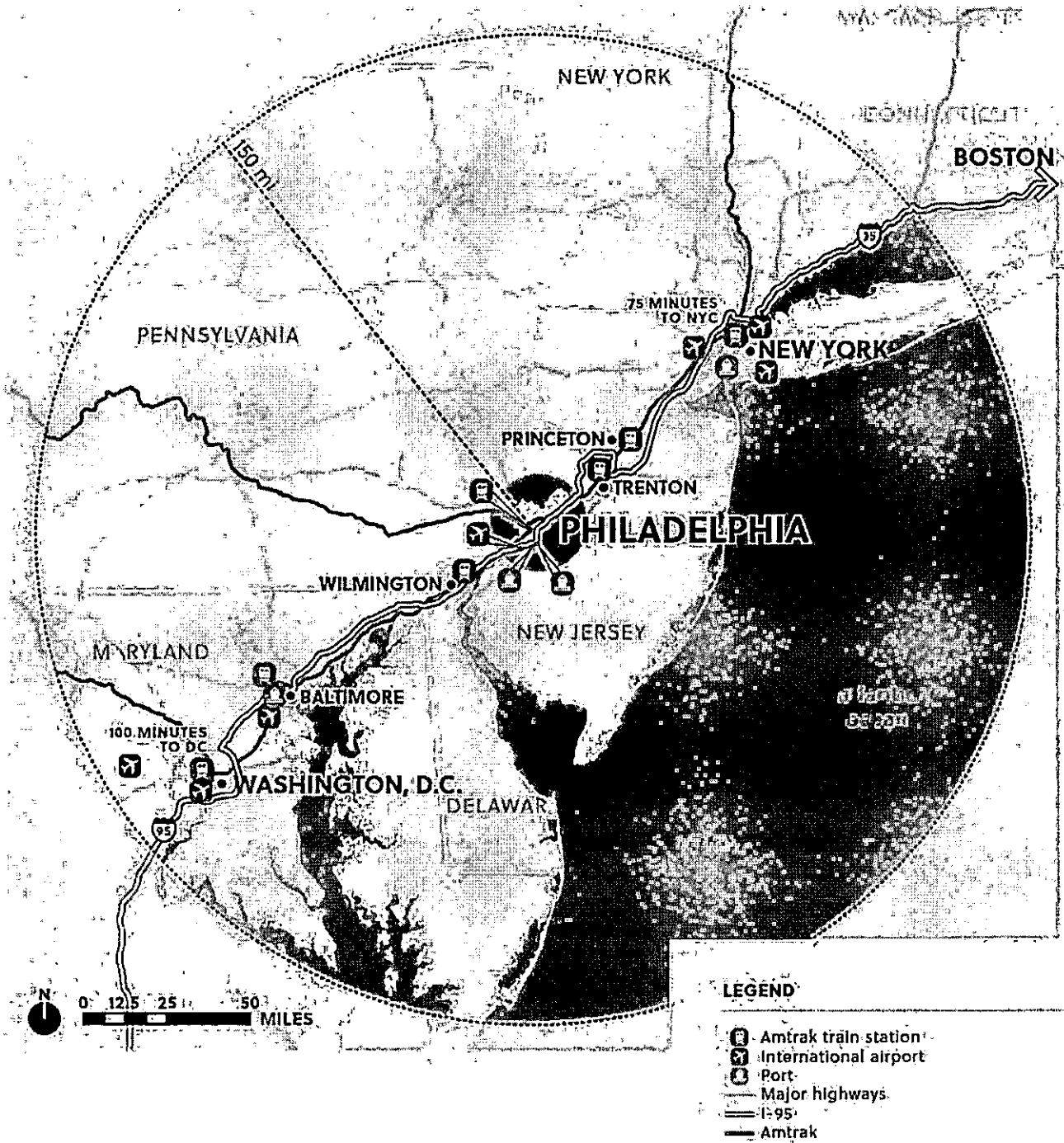
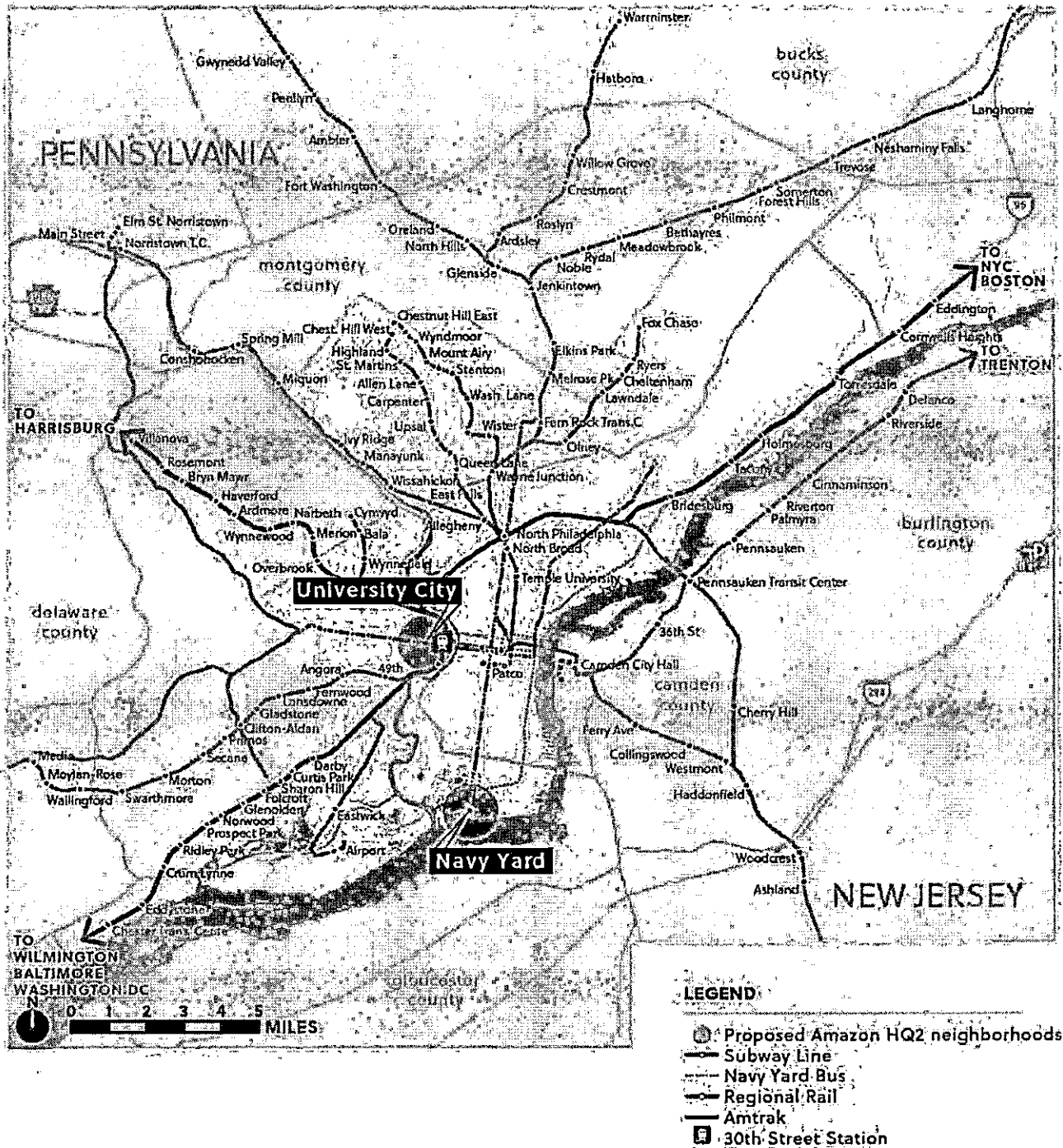


FIGURE 1.2:

Philadelphia's public transportation system is the 6th largest in the country by ridership – its robust system provides easy access to downtown, the suburbs, and neighboring states.



NEIGHBORHOOD: UNIVERSITY CITY



credit: Ryan Colbird

DIVERSE NEIGHBORHOOD + A HOTSPOT FOR MILLENNIALS

53,605

residents with a median age
between 22-24

19%

of residents are foreign-born
in University City

43,908

students enrolled across 4 colleges
and universities

56%

of residents aged 25 or older with
a bachelor's degree or higher

A CENTER FOR INNOVATION + RESEARCH

442

start-ups incubated over the past
50 years creating over 40,000 jobs

\$900M

in R&D and 175 patents issued in 2016

>40%

of Pennsylvania's National Institute
of Health funding sourced through
University City institutions

VIBRANT BUSINESS DISTRICT

>76,000

jobs throughout University City

71%

of residents walk, bicycle,
or ride public transit to work

152

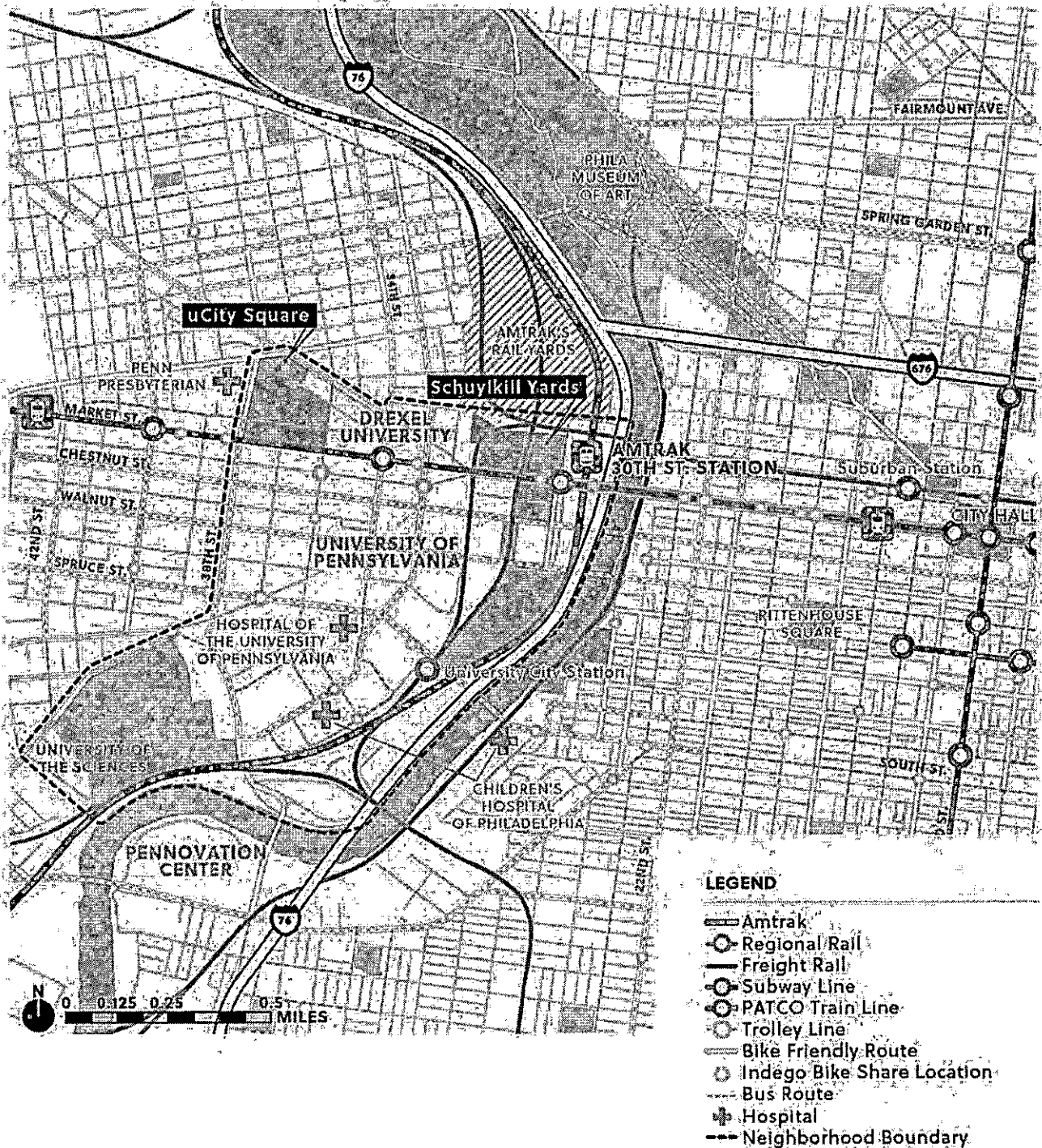
retailers

268

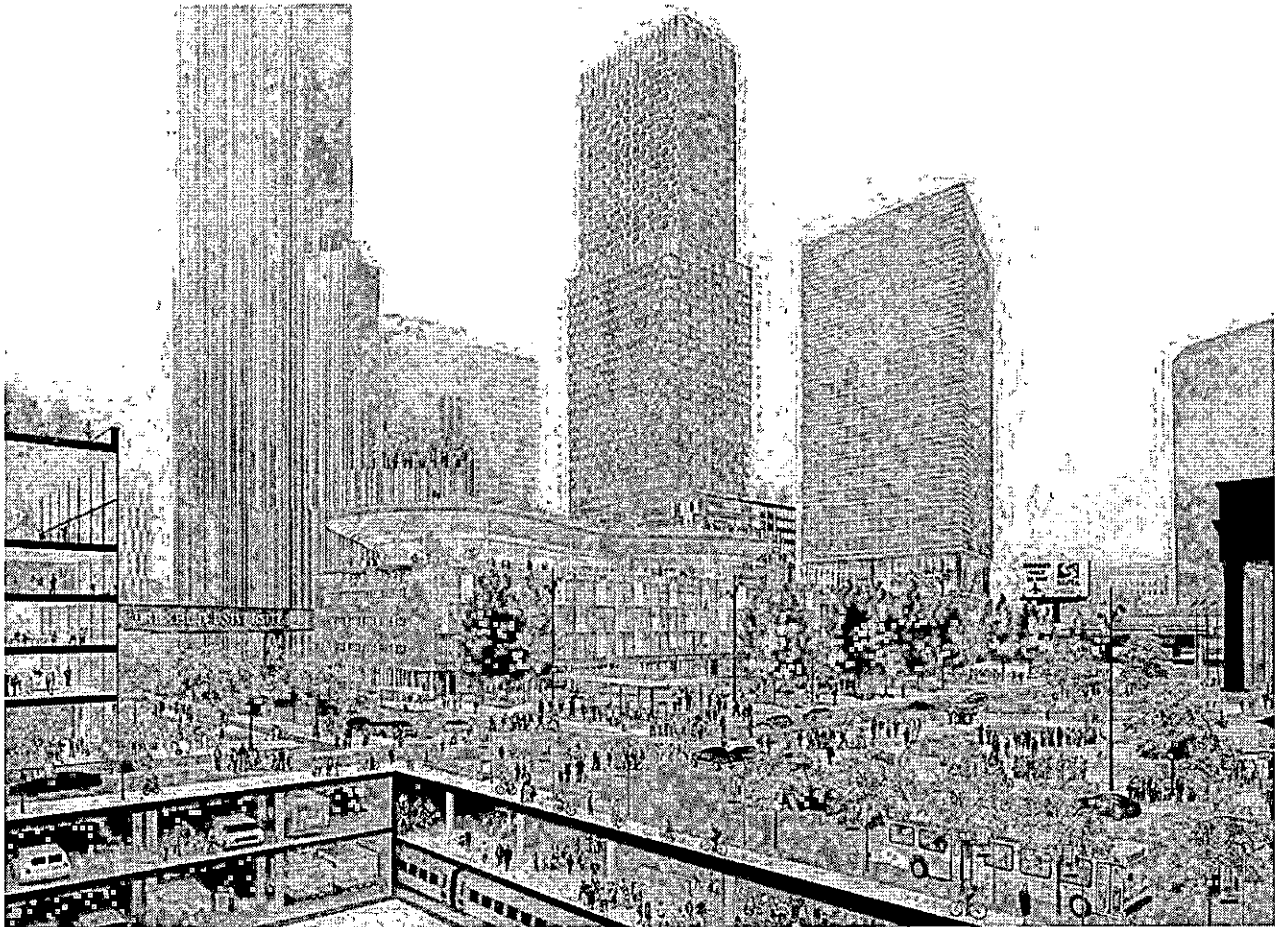
restaurants & bars –
an increase of 24% since 2009

FIGURE 1.4:

University City, located at the heart of the region's public transportation network, is home to world class academic and research institutions.



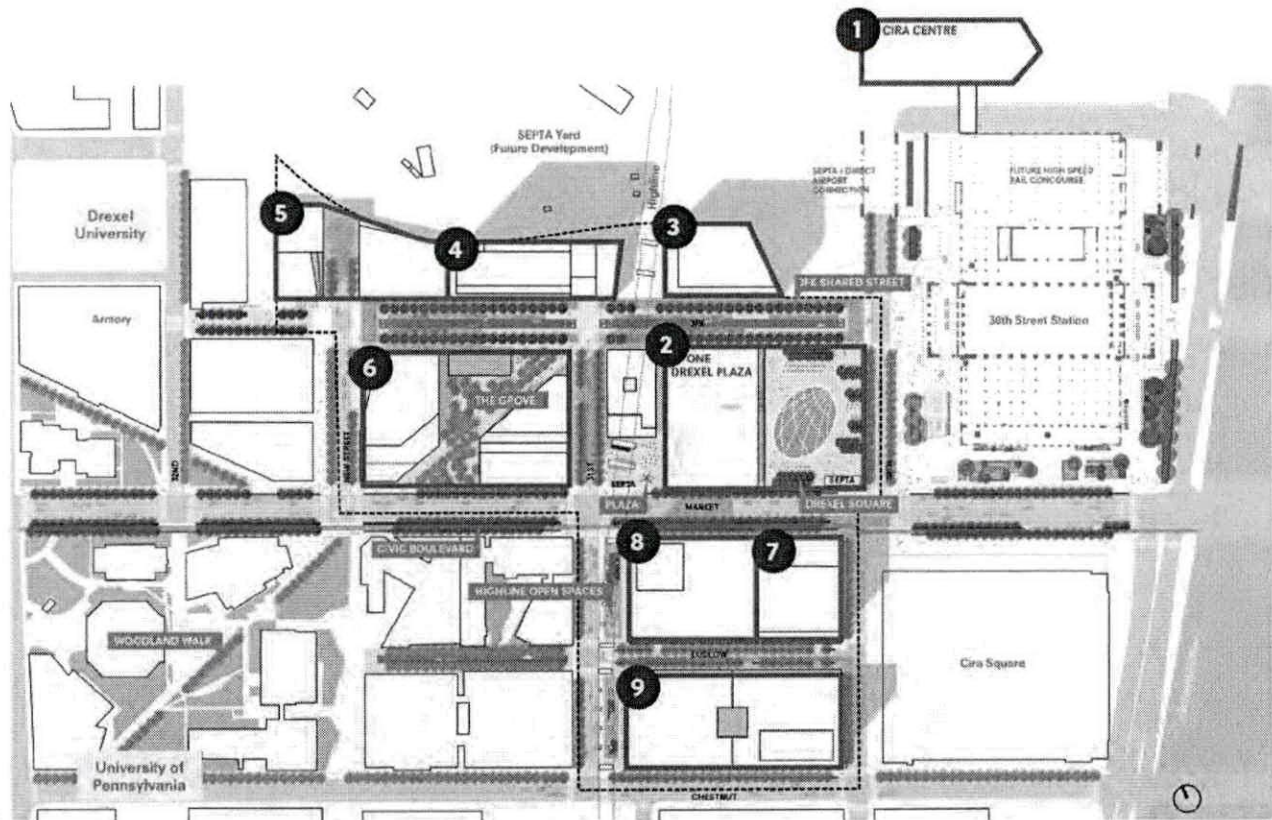
SCHUYLKILL YARDS



Situated along the Schuylkill River and adjacent to Amtrak 30th Street Station, Schuylkill Yards provides tremendous access to all of Philadelphia.

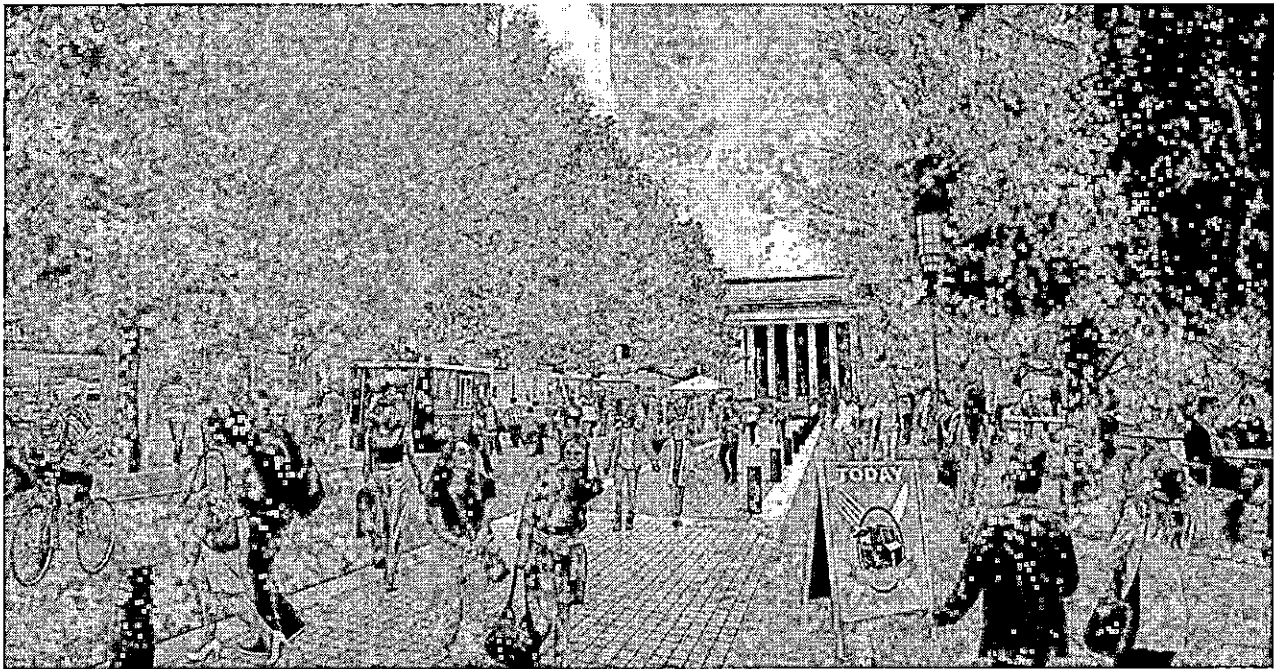
SCHUYLKILL YARDS IS A 14-ACRE NEXT-GENERATION INNOVATION COMMUNITY, INTENTIONALLY DESIGNED AND HOLISTICALLY CREATED FROM THE GROUND UP.

Schuylkill Yards' location, adjacent to 30th Street Station in Philadelphia's University City, is unmatched due to its connection to transit and the city's economic and education centers, providing tenants with critical opportunities for brand exposure, collaboration, technology transfer, and millennial workforce development. With a dynamic mix of office space, residential, retail, and greenspace planned, Schuylkill Yards provides incredible value.

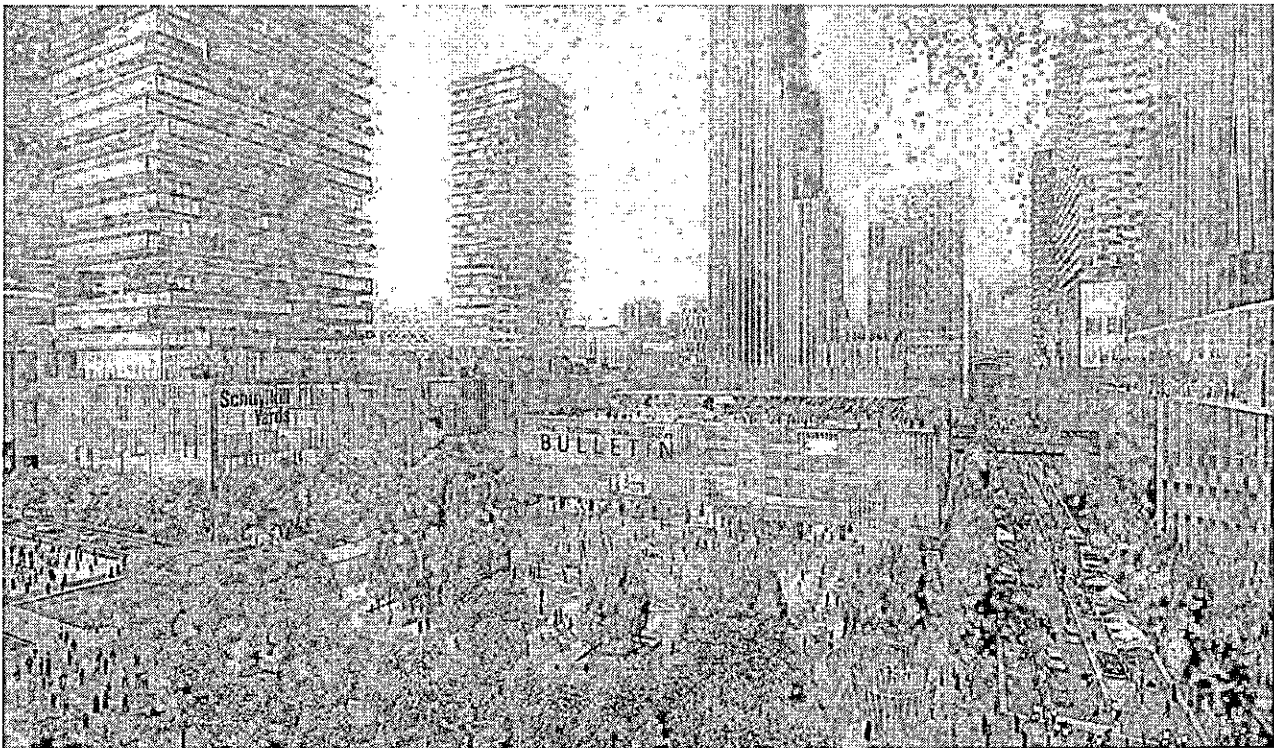


The Schuylkill Yards site is organized by a series of public gathering spaces tying directly to local institutions and the waterfront.

| PARCEL NUMBER | ADDRESS | BUILDABLE SQUARE FOOTAGE |
|---------------|---|---|
| 1 | 2929 Arch Street, Cira Centre (existing building) | 788,107 (proposed for initial 2019 requirement) |
| 2 | 3001 and 3025-53 Market Street | 3,474,100 (proposed for initial 2019 requirement) |
| 3 | 3001 - 3003 John F. Kennedy Blvd. | 996,884 |
| 4 | 3025 John F. Kennedy Blvd. | 1,209,152 |
| 5 | 3051 John F. Kennedy Blvd. | 375,510 |
| 6 | 3101 and 3051 Market Street; 3101-57 Rear Market Street | 711,070 |
| 7 | 3000-18 Market Street | 187,275 |
| 8 | 3020-52 Market Street | 357,915 |
| 9 | 3001 Chestnut Street | 463,295 |
| Total | | 8,563,308 |



Amazon’s HQ2 site at Schuylkill Yards offers world class transit and mobility.



| REQUESTED INFORMATION | |
|--|--|
| Key site specifications | |
| Ownership | Drexel University and Brandywine Realty Trust, with Brandywine Realty Trust serving as master developer and building owner via long-term master ground lease |
| Site control | Owned by Drexel University and Brandywine Realty Trust; Brandywine Realty Trust will be a fee simple owner of select parcels and will master lease the balance from Drexel University |
| Zoning | Existing zoning is a combination of CMX-5 and I-2 |
| Initial requirement (2019) | 500,000 square feet of existing office space will be available in 2019, accommodated between Cira Centre and One Drexel Plaza |
| Full buildout (2027) | The current zoning on the site will accommodate 8.56 million square feet (7.78 million of development and 788,107 in an existing building). Once adopted, the zoning changes recommended by the Planning Commission in its Southwest University City Plan would allow for a total of 17.4 million square feet of development |
| Transit | |
| Proximity to population center | 1.1 miles to City Hall |
| Proximity to airport | ~15 minutes via rail or car |
| Proximity to major highways / arterial roads | Schuylkill Yards has multiple on/off access ramps to both I-76 and I-676 directly adjacent to the site (connections within minutes to I-95) |
| Bus | 9 bus routes currently available on site (#9, 21, 30, 31, 42, 44, 62, 124 and 125); most popular two routes (#21, 42) average service every ~10 minutes |
| Subway / street trolley | Market-Frankford Subway line stop on site with service every ~10 minutes; 5 trolley routes serve the site, connecting various neighborhoods in Center City, Southwest, and West Philadelphia (#10, 11, 13, 34, 36) with service ~10-12 minutes |
| Commuter rail | Immediately adjacent to Amtrak 30th Street Station |
| Sidewalks | Every proposed Schuylkill Yards site is bounded by completed, ADA-accessible sidewalks |
| Bike lanes | Bike lanes available within and surrounding the site along Walnut Street, Chestnut Street, 30th Street, and JFK Boulevard / 32nd Street. Bike racks and shower facilities are available at all existing and proposed Schuylkill Yards building sites |
| Parking | ~2,901 parking spaces within three blocks of the site |
| Site connectivity | Dense urban campus and employees can easily walk, bus, bike, or drive between buildings; drop-off and pickup private watercraft commuter access is available via a dock at Walnut Street. Helipoint access could also be added |
| Permitting / Infrastructure | |
| Utility infrastructure | The site is served by dual electrical feeds from two separate PECO substations, providing total and complete redundancy. A significant component of the design phase will be to explore a variety of energy options and generation sources that are highly reliable, effective, and environmentally responsible |
| Fiber and cellular connectivity | Site includes both existing metro and long-haul network fiber connectivity. 3G and LTE coverage available across all 4 major carriers |
| Permitting process | Amazon's initial 500,000 square foot requirement can be accommodated in existing office space. The process to fit out this initial space would take approximately 4-8 months, and would be ready in 2019. New construction for additional space beyond the initial requirement would entail a 24-month process that would include design, permitting, and construction |

UCITY SQUARE

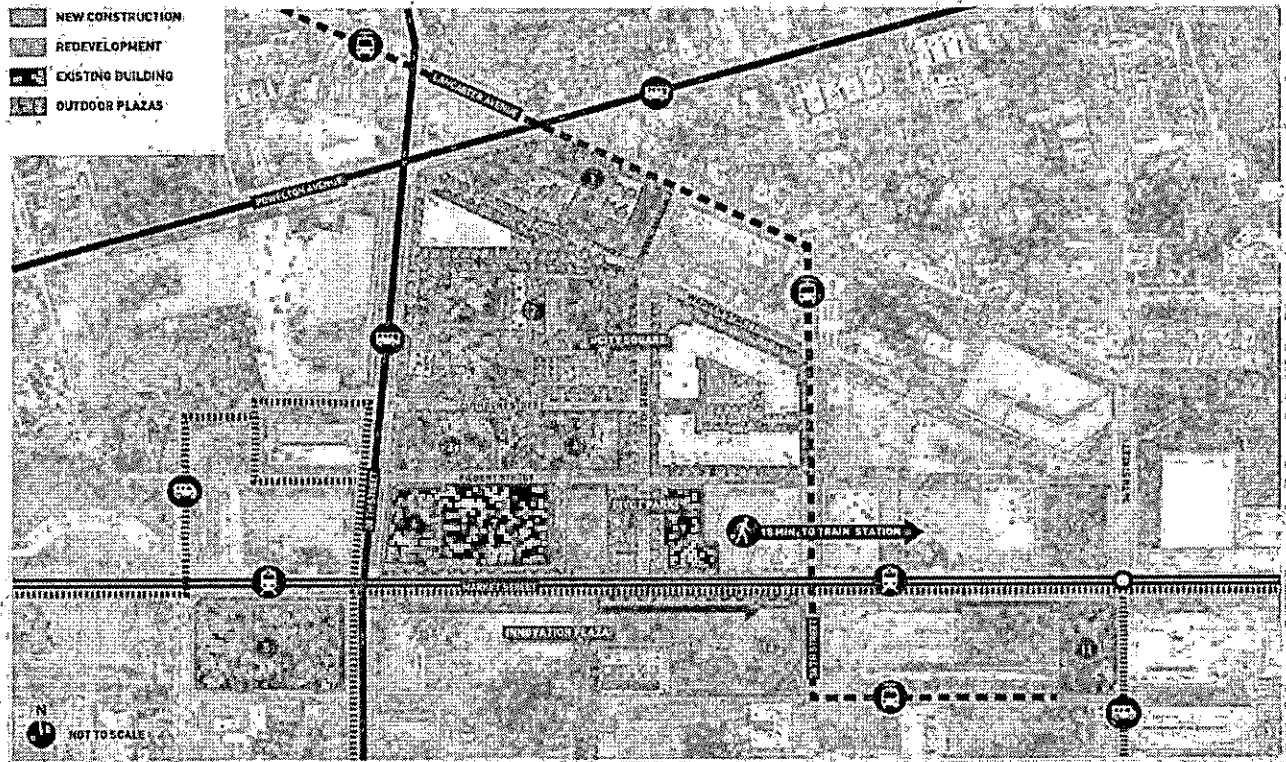


Wrapped around a central square, Amazon's HQ2 site at uCity Square would be part of a vibrant live-work-play neighborhood.

LOCATED IN PHILADELPHIA'S INNOVATION DISTRICT, UCITY SQUARE IS AN URBAN MIXED-USE COMMUNITY CONSISTING OF OFFICE, RESIDENTIAL, RETAIL AND OUTDOOR SPACES.

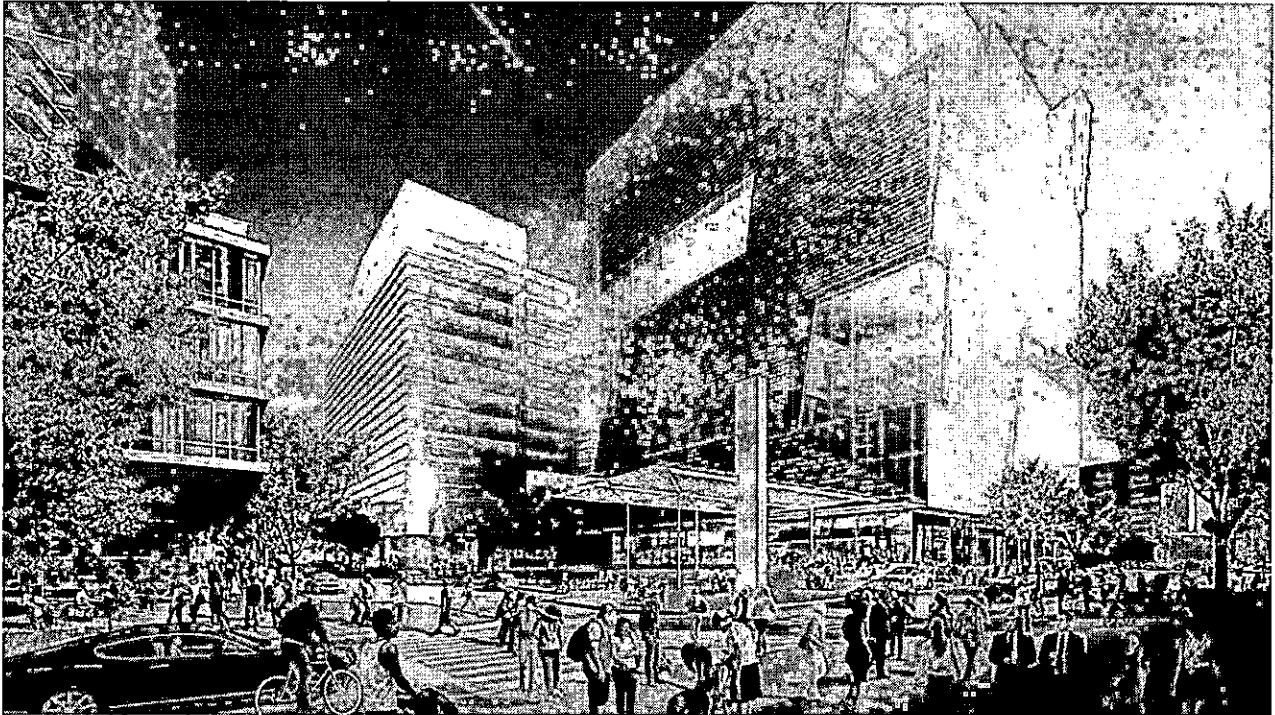
The project is designed to support high-growth companies who seek to recruit, retain and engage a talented workforce. Home to over 9,000 employees and 90+ companies in technology, energy, medicine, and life sciences, uCity Square is driving Philadelphia's economy through collaboration between the private sector and top-tier research institutions such as the University of Pennsylvania and Drexel University.

Building on a 54-year legacy, uCity Square has embarked on the next phase of expansion that includes 14 additional shovel-ready acres, the capacity for an additional 8.4 million square feet of new office space, and a new central square.



uCity Square is accessible by public transit, offering easy access to city and neighborhood amenities.

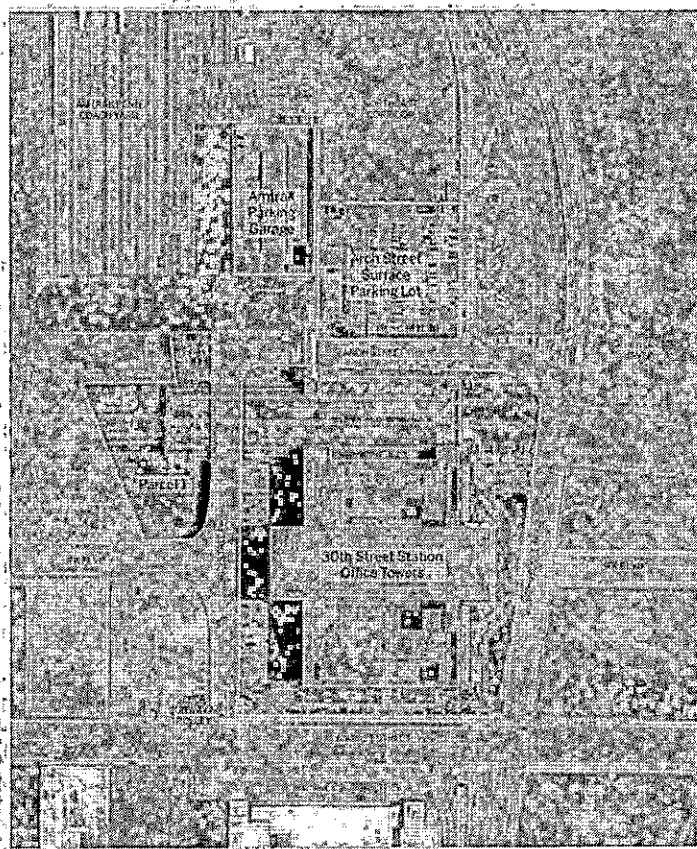
| PARCEL NUMBER | ADDRESS | BUILDABLE SQUARE FOOTAGE |
|---------------|--------------------------|--------------------------|
| 1 | 3700 Lancaster Avenue | 728,730 |
| 2 | 225 North 38th Street | 1,655,825 |
| 3 | 115 North 38th Street | 344,062 |
| 4 | 3701 Filbert Street | 389,018 |
| 5 | 3800- 3840 Market Street | 923,640 |
| 6 | 3737 Market Street | 314,508 |
| 7 | 3711 Market Street | 1,025,160 |
| 8 | 3701 Market Street | 288,000 |
| 9 | 3675 Market Street | 462,912 |
| 10 | 3401 Market Street | 412,920 |
| 11 | 3400 Market Street | 319,944 |
| 12 | 3440 Market Street | 425,052 |
| 13 | 3600 Market Street | 401,940 |
| 14 | 3624 Market Street | 677,304 |
| Total | | 8,379,015 |



Connecting the University of Pennsylvania and Drexel University campuses, uCity Square offers premiere access to local talent and the bustling West Philadelphia neighborhood.



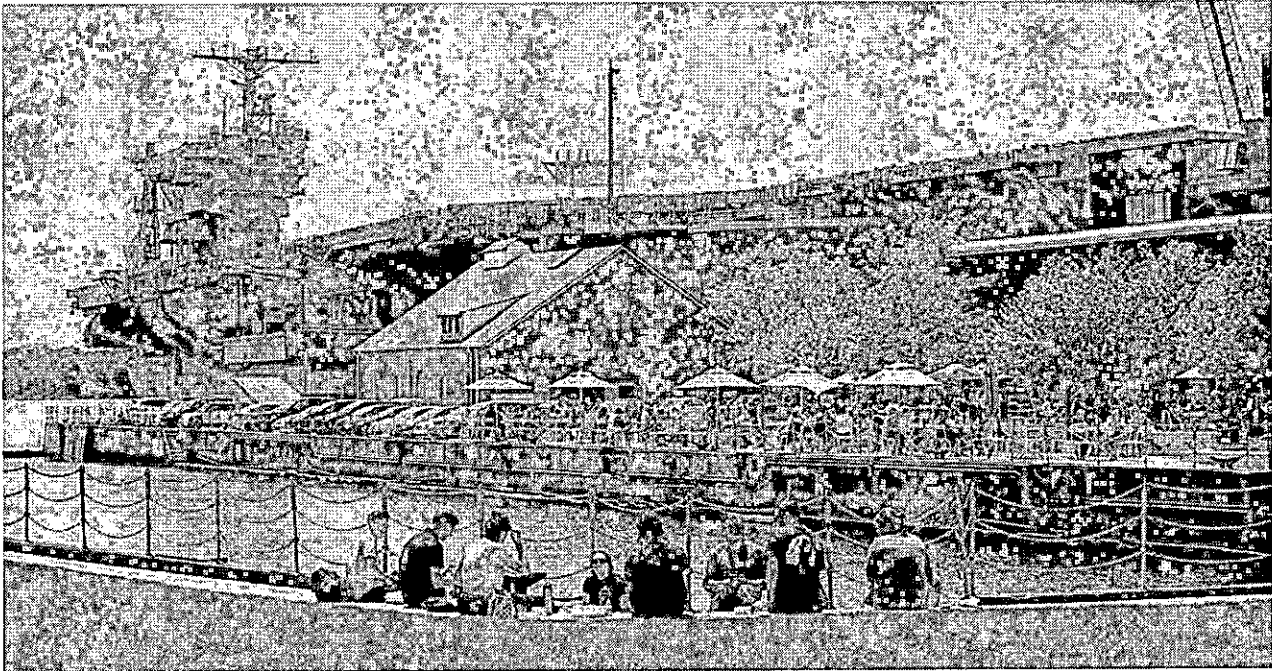
| REQUESTED INFORMATION | |
|--|---|
| Key site specifications | |
| Ownership | Wexford Science & Technology, LLC (Wexford) with joint venture partners, Ventas (NYSE: VTR) and the University City Science Center (UCSC) |
| Site control | Site is owned by joint venture and consists of a mix of fee simple and 99-year prepaid ground leases |
| Zoning | Existing zoning is CMX-4 with an overlay to allow additional density |
| Initial requirement (2019) | 500,000 square feet of existing office space is available for Amazon to lease in 2019 |
| Full buildout (2027) | The current zoning on the site will accommodate 8.4 million square feet of development. Once adopted, the zoning changes recommended by the Planning Commission in its Southwest University City Plan would allow for a total of 11.9 million square feet of development |
| Transit | |
| Proximity to population center | 1.4 miles to City Hall |
| Proximity to airport | 15 minutes via car |
| Proximity to major highways / arterial roads | Served by 5 on/off access ramps to I-76 and I-676, all within 1.2 miles of the site with 4 major and minor arterial roadways, uCity Square is well-connected via multiple access points |
| Bus | 4 bus routes (#21 every 8-10 minutes; #30 every 30 minutes; #40 every 15 minutes; #42 every 6-8 minutes) as well as free neighborhood shuttles that run every 5-15 minutes |
| Subway / street trolley | Market Frankford Subway Line is on site – trips every 6 minutes; trolley lines on site with service every 5-10 minutes; additional trolley lines (#34, 13, 11, 36) within one block, each with trips every 3-10 minutes |
| Commuter rail | 10-minute walk to Amtrak 30th Street Station (or one subway stop for a direct connection) |
| Sidewalks | Designed with a specific focus on the pedestrian experience, the area has a plethora of existing 14'-22' sidewalks |
| Bike lanes | uCity Square has numerous bike lanes and routes. Bike parking is plentiful, and new buildings are being developed with indoor bike storage and showers |
| Parking | ~3,000 parking spaces on site |
| Site connectivity | Dense urban community - employees can easily walk, bus, bike, or drive |
| Permitting / Infrastructure | |
| Utility infrastructure | uCity Square is served by PECO, which can provide dual service from multiple grids. Procurement of power from renewable sources is available. Developer will consider CHP, co-gen micro-grid, and sustainable power solutions to meet tenant objectives |
| Fiber and cellular connectivity | Site includes both existing metro and long-haul network fiber connectivity. 3G and LTE coverage available across all 4 major cellular carriers |
| Permitting process | The initial 500,000 square foot requirement can be accommodated in existing office space. The process to fit out this initial space would take approximately 4-12 months, and the space would be ready in 2019. New construction for additional space beyond the initial requirement would entail a 33-month process that would include design, permitting and construction |



In addition to being a major regional and Northeast Corridor transportation hub, Amtrak 30th Street Station also offers sites for additional growth in University City with up to 280,000 square feet of existing office space in the station and future development sites over the existing railroad tracks and parking garage.

| SITE | ZONING | BUILDABLE SQUARE FOOTAGE |
|--|--|---|
| 30th Street Station Office Towers: 280,000 square feet of existing office space accessible from inside the station available for redevelopment | I-2 (Office use is a legal use) | 280,000 square feet |
| Parcel 1: A ~32,500 square foot tract of land and associated air-rights located at the northwest corner of 30th Street and JFK Blvd, immediately west of 30th Street Station (requires construction over tracks) | CMX-5, Center City / University City FAR Overlay | 520,000 square feet base zoning, up to 910,000 square feet with bonuses |
| Arch Street Surface Parking Lot: North of the Station, ~60,000 square feet of single floor open-air surface parking lot built over rail tracks, which is accessible to vehicles from Arch Street to the south | CMX-5, Center City / University City FAR Overlay | 960,000 square feet base zoning, up to 1,680,000 square feet with bonuses |
| Amtrak Parking Garage: A 57,500 square foot lot with a nine-story, 1,525 car parking garage totaling 520,000 square feet; additional 400,000-1,000,000 square feet of FAR available for expansion or redevelopment | CMX-5, Center City / University City FAR Overlay | 912,000 square feet base zoning, up to 1,596,000 square feet with bonuses |

NEIGHBORHOOD: NAVY YARD



OPEN SPACE + ACCESS TO NATURE

1,200

acre riverfront neighborhood

20

acres of green space, including a 5-acre park designed by renowned landscape architect James Corner of High-Line fame

6.3 miles

of riverfront, with a 1-mile waterfront walking/biking path

THRIVING CORPORATE COMMUNITY

>150

companies including Urban Outfitters' global headquarters and GlaxoSmithKline's North American headquarters

>13,000

employees

7.5 million

square feet of occupied and in-development real estate

SMART CITY

1,500

Navy Yard bus rides to Navy Yard from Center City per day

1st

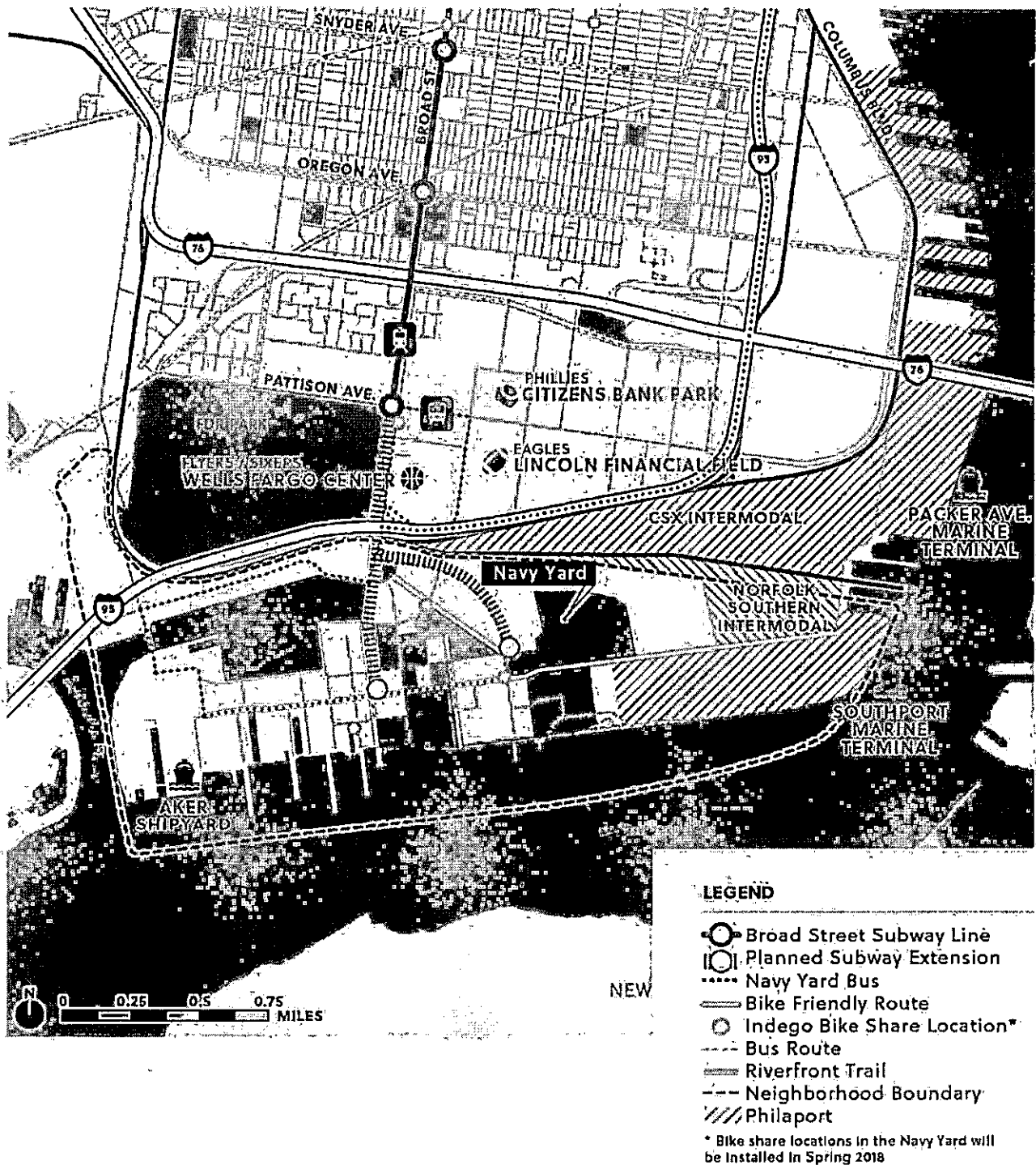
Community solar project in Pennsylvania

280,000

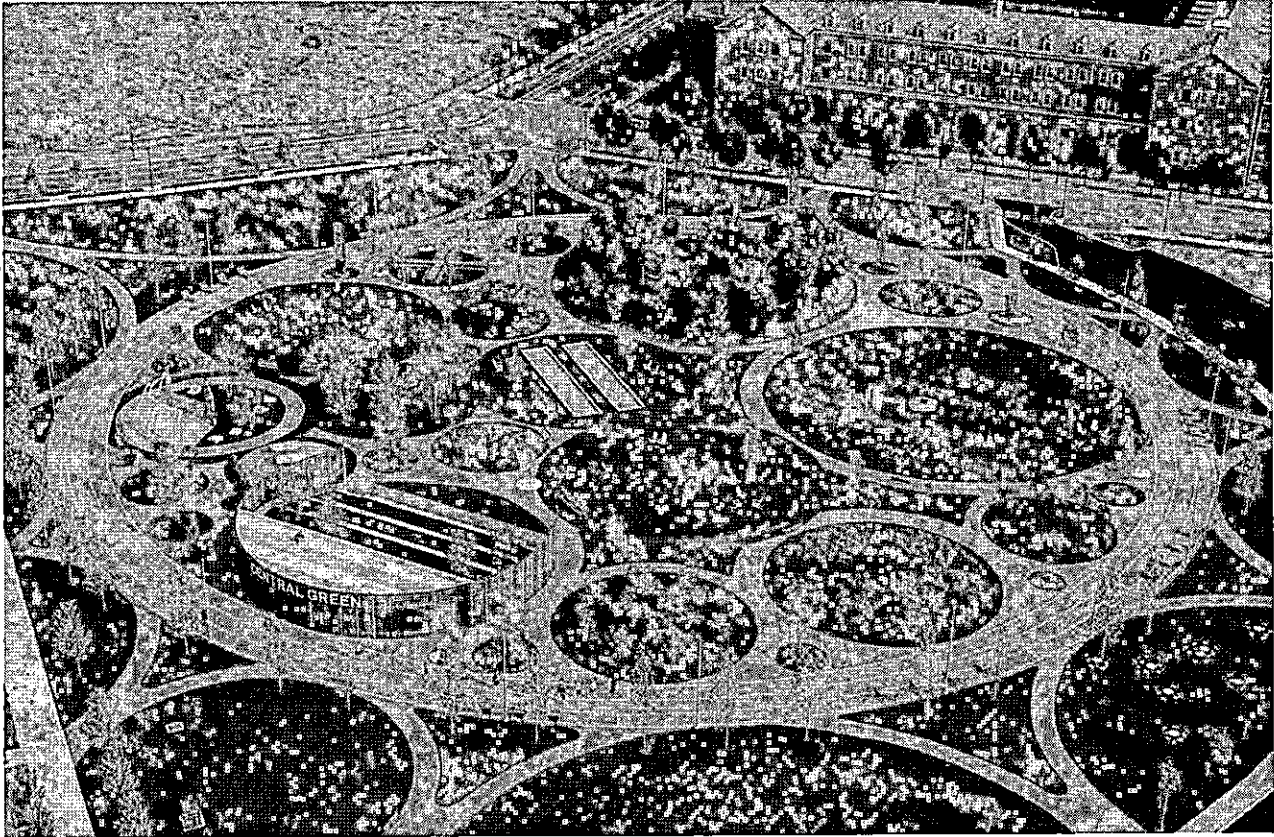
square feet for one of the largest cell therapy manufacturing facilities in the USA (WuXi AppTec)

FIGURE 1.5:

The Navy Yard, a thriving riverfront neighborhood, is considered the most successful redevelopment of a former military facility in the country.



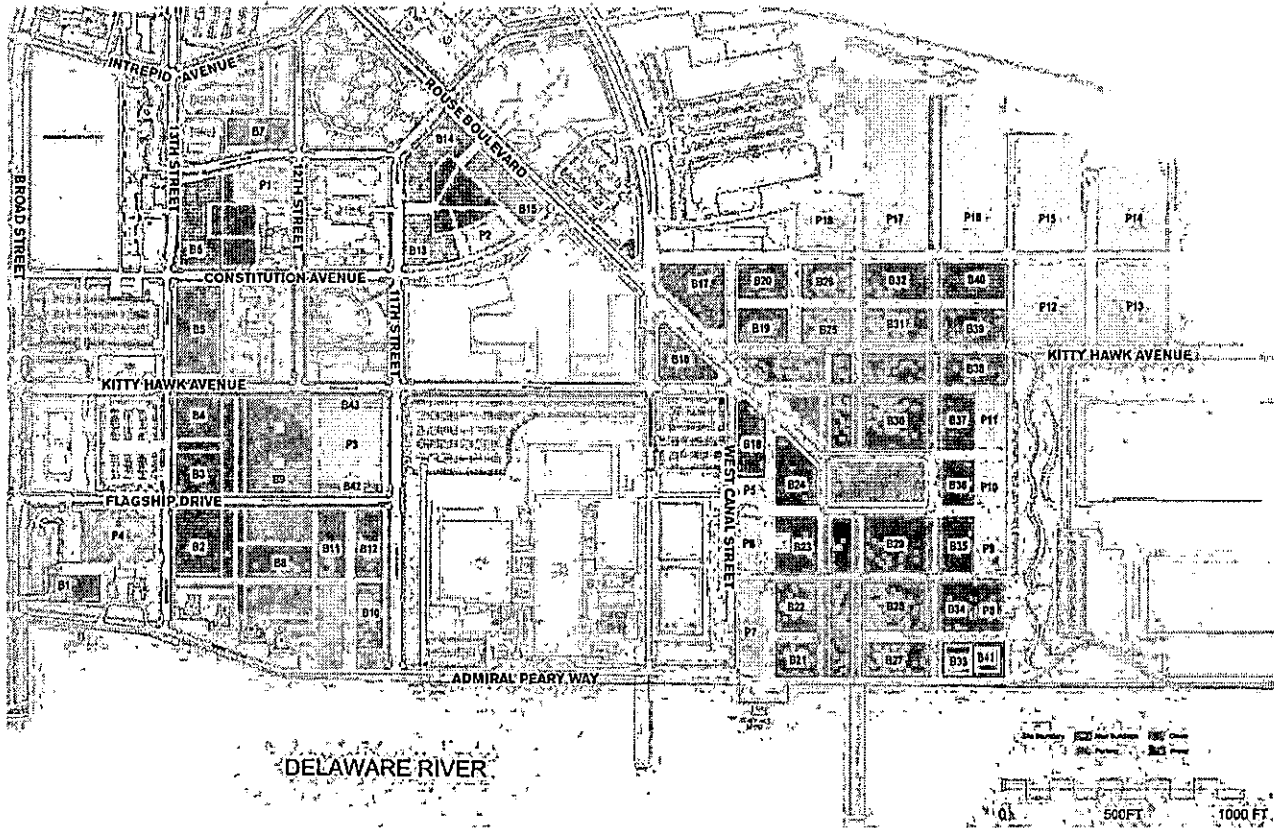
NAVY YARD



Minutes from Center City Philadelphia, an international airport, and the region's highway and mass transit network, the Navy Yard is a thriving riverfront neighborhood with capacity for another 10 million square feet of additional mixed-use development.

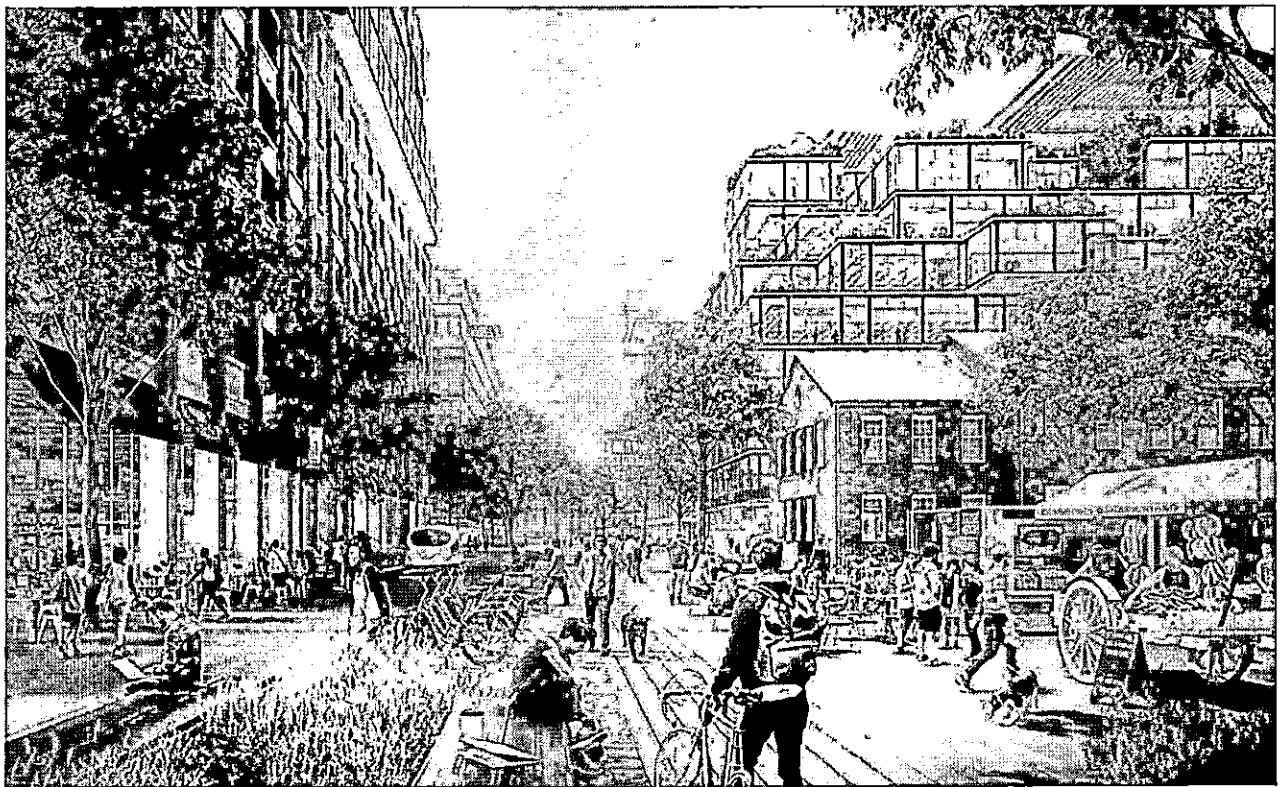
THE NAVY YARD IS CONSIDERED THE MOST SUCCESSFUL REDEVELOPMENT OF A FORMER MILITARY FACILITY IN THE COUNTRY.

A thriving riverfront neighborhood, the Navy Yard currently features more than 7.5 million square feet of buildings housing 13,000 employees working at 150 companies, ranging from headquarters for Urban Outfitters and GSK to technology startups, manufacturers, corporate R&D, and a graduate engineering and research satellite for Penn State University. Home to historic structures and new high-performance and LEED-certified development, the Navy Yard offers diverse, flexible building choices with varying heights, vintages, and floorplates, all powered by a nationally-recognized micro grid and oriented around miles of riverfront access and world-class open space. Future growth will include more than 10 million square feet of commercial and residential development.



The Navy Yard is directly adjacent to I-95 and proximally located to Philadelphia's sports complex and the AT&T Station/Navy Yard multimodal hub.

| PARCEL NUMBER | BUILDABLE SQUARE FOOTAGE | PARCEL NUMBER | BUILDABLE SQUARE FOOTAGE | PARCEL NUMBER | BUILDABLE SQUARE FOOTAGE | PARCEL NUMBER | BUILDABLE SQUARE FOOTAGE |
|---------------|--------------------------|---------------|--------------------------|---------------|--------------------------|---------------|--------------------------|
| B1 | 118,233 | B12 | 161,336 | B21 | 81,768 | B32 | 208,864 |
| B2 | 236,155 | B13 | 177,727 | B22 | 157,664 | B33 | 277,496 |
| B3 | 261,168 | B14 | 430,089 | B23 | 147,407 | B34 | 176,973 |
| B4 | 261,168 | B15 | 239,043 | B24 | 182,052 | B35 | 176,973 |
| B5 | 660,842 | B42 | 60,135 | B25 | 243,778 | B36 | 87,647 |
| B6 | 660,842 | B43 | 60,135 | B26 | 105,404 | B37 | 240,690 |
| B7 | 99,504 | B16 | 140,828 | B27 | 171,601 | B38 | 269,132 |
| B8 | 127,731 | B17 | 361,750 | B28 | 224,500 | B39 | 308,231 |
| B9 | 899,560 | B18 | 305,012 | B29 | 470,414 | B40 | 463,285 |
| B10 | 143,728 | B19 | 227,433 | B30 | 473,528 | B41 | 281,088 |
| B11 | 161,336 | B20 | 247,472 | B31 | 308,231 | Total | 11,097,953 |



| REQUESTED INFORMATION | |
|--|---|
| Key site specifications | |
| Ownership | Philadelphia Authority for Industrial Development (PAID), a public entity managed by the Philadelphia Industrial Development Corporation (PIDC) |
| Site control | The property is owned by PAID and under a long-term, exclusive development agreement with Liberty Property Trust (NYSE: LPT) and Synterra Partners |
| Zoning | Existing zoning for the office campus is CMX-3 |
| Initial requirement (2019) | 1.3 million square feet of office space is available within two vacant historic buildings. The 500,000 square feet requirement could fit in either of these buildings and will be available in 2019 |
| Full buildout (2027) | The current zoning on the site will accommodate more than 10 million square feet of additional development. Currently, the Navy Yard has 7.5 million square feet of occupied space |
| Transit | |
| Proximity to population center | 3.5 miles to City Hall |
| Proximity to airport | 7 minutes via car |
| Proximity to major highways / arterial roads | Immediately adjacent to I-95 and I-76 and is directly served by an onramp and an offramp to the Navy Yard, from both highways |
| Bus | Private employer-funded "Express" bus connects the Navy Yard to Center City Philadelphia. At rush hour, it is a 10-minute ride and the bus currently departs every 10 minutes. By 2019, departures will be every five minutes |
| Subway / street trolley | The SEPTA Broad Street subway line is 0.5 miles from the Navy Yard entrance. The Navy Yard employer-funded "loop" bus connects to the subway and Center City Philadelphia (in planning stages of extension of Broad Street line) |
| Commuter rail | 12 minutes from Amtrak 30th Street Station. Private mass transit bus system that runs every 10 minutes to regional rail lines located in Center City |
| Sidewalks | Every block of the Navy Yard either currently has sidewalks or will have sidewalks when developed. The Navy Yard also has a riverfront trail and a running track |
| Bike lanes | The Navy Yard has an extensive bike network and bike parking facilities. No street is ever built or repaved without giving consideration to all modes that will use it, including bicycles. All buildings have showers, encouraging this commuting method |
| Parking | The Navy Yard currently has ample free parking for each development site based on the specific requirements of each tenant. Additionally, there are 20,000 parking spaces at the Multimodal transportation hub in the stadium district which connects to the Navy Yard via mass transit |
| Site connectivity | The Navy Yard is contiguous and employees can comfortably walk, bike, or take a circulator bus between buildings |
| Permitting / Infrastructure | |
| Utility infrastructure | PAID owns and operates its own unregulated electric grid at the Navy Yard. This grid has two distinct substations that are fed in total by seven lines from two distinct external substations operated by PECO-An Exelon Company (third substation under development). The Navy Yard has also commenced construction of a micro-grid that will feature onsite generation, solar, and batteries to provide additional resiliency |
| Fiber and cellular connectivity | The site includes existing metro network fiber connectivity. 3G and LTE coverage is available across all 4 major carriers. Infrastructure is in place to support several major data centers and to significantly expand capacity |
| Permitting process | The time to develop at the Navy Yard is a streamlined process as a result of several critical factors (i.e., by-right zoning, exclusive development agreement between land owner and developers, shorter-time to design and permit given mid-rise zoning); The initial 500,000 square feet requirement can be accommodated in existing historic buildings. The process to fit out this initial space would take approximately 18 months, and would be ready in 2019. New construction for additional space beyond the initial requirement entails an 18-24 month process that would include design, permitting and construction |

02

Business Environment + Incentives

"As a technology company, we were not bound to any particular geography, and in fact our largest customer base was in NY, and there were advocates of us choosing that locale. We chose Philadelphia because it was the best choice for our workforce. The company not only received lots of support and incentive from the city and local businesses to move downtown, but when we considered the growing technology landscape, the concentration of healthcare excellence (our industry), the cost of living, the talent pool, the easy commute, and the very large millennial population and all the energy that brings, there wasn't a better choice to be found."

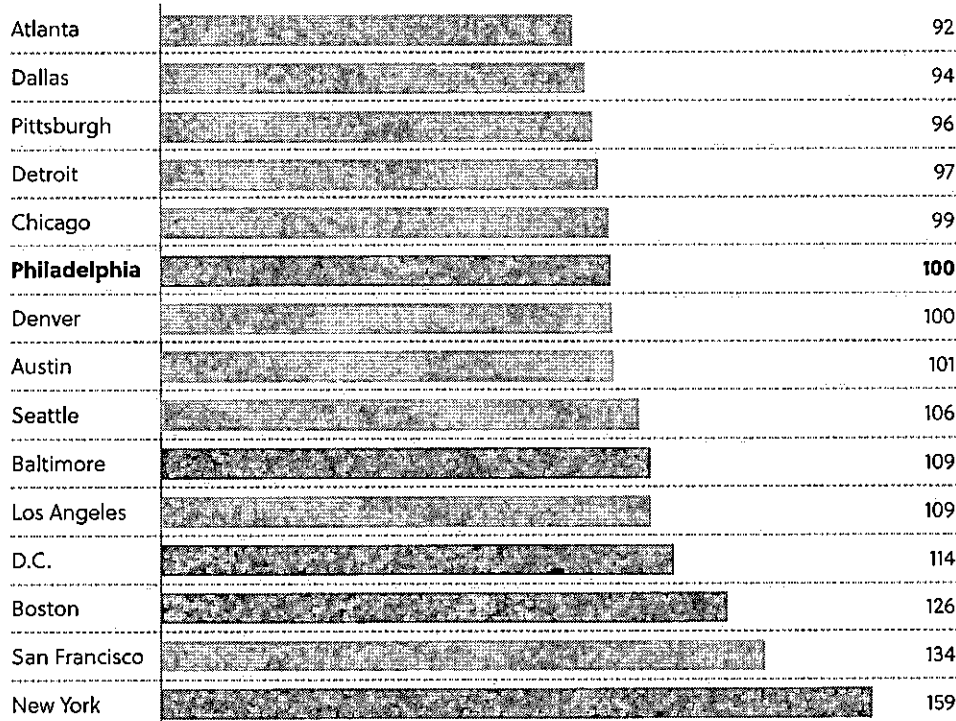
—
LeRoy Jones, President & CEO, GSI Health

FIGURE 2.1:

When factoring in the cost of labor, taxes, and facilities, Philadelphia is the most affordable city to do business in the Northeast Corridor.

COST OF DOING BUSINESS

Indexed to Philadelphia = 100



(Note: Dark gray bar represent cities on the Northeast Corridor)

SOURCE: Moody's Analytics

"I was so energized by Philadelphia's unique potential to grow my creative technology agency that I moved my business here. And it has paid off even bigger than I hoped. The City has been an incredible partner, with meaningful assistance and attention, all the way to the Mayor."

— Tim Reeves, Principal, Allen & Gerritsen

FIGURE 2.2:

Philadelphia's commercial real estate market is significantly more affordable than other major cities.

**AVERAGE COST FOR CLASS A CENTRAL BUSINESS DISTRICT
COMMERCIAL PROPERTY**

Cost measured in \$/square foot

| | |
|---------------------|----------------|
| NYC | \$79.76 |
| San Francisco | \$75.82 |
| DC | \$68.24 |
| Boston | \$60.85 |
| Austin | \$56.92 |
| Chicago | \$46.54 |
| Seattle | \$45.62 |
| LA | \$43.12 |
| Denver | \$39.98 |
| Dallas | \$31.82 |
| Philadelphia | \$31.29 |
| Atlanta | \$31.13 |
| Pittsburgh | \$29.61 |
| Baltimore | \$27.43 |
| Detroit | \$22.70 |

SOURCE: Jones Lang LaSalle Real Estate Research

**COMMERCIAL PROPERTY VACANCY
(CENTRAL BUSINESS DISTRICT AND SUBURBAN MARKETS)**

% of total available property currently vacant, 2017

| | |
|---------------------|--------------|
| Detroit | 19.5% |
| Dallas | 19.4% |
| Atlanta | 17.5% |
| Pittsburgh | 16.6% |
| Chicago | 15.0% |
| LA | 14.9% |
| Denver | 14.3% |
| Baltimore | 13.6% |
| Boston | 13.3% |
| Philadelphia | 12.6% |
| DC | 11.8% |
| Austin | 11.6% |
| NYC | 10.6% |
| San Francisco | 8.6% |
| Seattle | 8.5% |

SOURCE: Jones Lang LaSalle Real Estate Research

"After moving here from SF to start SocialLadder, I was blown away by everything Philadelphia has to offer a startup. Philadelphia is the 6th largest city in the US and 20th for cost of living which has made a BIG difference for us as a startup. We have become a globally recognized company & attracted world class talent to join our team, but we haven't had to fundraise just to pay the rent."

— Alana Bly, Co-Founder, SocialLadder

FIGURE 2.3:

Given Philadelphia's affordable cost of living, wages in the relevant job categories for Amazon are lower than in peer cities.

AVERAGE WAGE OVERALL, AND BY RELEVANT OCCUPATION, BY METRO REGION

Average 3-year annual salary (average 3-year growth rate), 2014-2016

| | Average wage, '000s | Average wage for relevant jobs, '000s | Management Jobs, '000s | Accounting Jobs, '000s | Software Jobs, '000s | Legal Jobs, '000s |
|---------------------|------------------------|---|---------------------------|---------------------------|-------------------------|-----------------------|
| San Francisco | 67 (2.1%) | 122 (2.3%) | 146 (1.8%) | 94 (1.6%) | 109 (2.4%) | 138 (3.3%) |
| D.C. | 66 (1.6%) | 117 (1.6%) | 139 (1.8%) | 91 (1.0%) | 102 (1.5%) | 137 (2.1%) |
| Boston | 62 (1.9%) | 109 (1.2%) | 132 (1.5%) | 85 (1.0%) | 97 (0.8%) | 123 (1.4%) |
| New York | 60 (1.5%) | 119 (1.6%) | 154 (2.0%) | 92 (1.8%) | 98 (1.3%) | 134 (1.2%) |
| Seattle | 59 (2.2%) | 104 (1.7%) | 127 (2.2%) | 80 (0.8%) | 107 (1.7%) | 104 (2.0%) |
| Denver | 54 (1.8%) | 103 (2.0%) | 132 (2.5%) | 78 (1.0%) | 93 (2.3%) | 107 (2.0%) |
| Los Angeles | 54 (1.6%) | 106 (0.8%) | 126 (1.1%) | 80 (1.1%) | 91 (1.1%) | 127 (0.0%) |
| Baltimore | 54 (1.5%) | 94 (0.2%) | 123 (0.8%) | 76 (0.0%) | 96 (0.2%) | 83 (-0.3%) |
| Philadelphia | 9th 53 (1.1%) | 6th 102 (1.0%) | 14th 135 (0.9%) | 8th 78 (1.0%) | 10th 87 (1.9%) | 6th 109 (0.2%) |
| Chicago | 52 (1.9%) | 94 (1.8%) | 114 (1.2%) | 75 (0.5%) | 83 (2.5%) | 105 (3.0%) |
| Detroit | 50 (1.4%) | 90 (0.7%) | 117 (2.1%) | 72 (2.0%) | 79 (1.4%) | 92 (-2.6%) |
| Atlanta | 50 (1.3%) | 96 (1.4%) | 120 (1.6%) | 74 (0.0%) | 85 (2.1%) | 107 (1.9%) |
| Austin | 50 (1.8%) | 94 (1.9%) | 118 (2.3%) | 73 (2.2%) | 84 (2.3%) | 100 (0.8%) |
| Dallas | 49 (1.8%) | 99 (2.8%) | 126 (2.4%) | 77 (1.6%) | 87 (2.6%) | 107 (4.4%) |
| Pittsburgh | 46 (1.4%) | 90 (1.7%) | 118 (1.3%) | 68 (1.8%) | 74 (2.6%) | 102 (1.3%) |

SOURCE: Bureau of Labor Statistics

Note: Philadelphia rank by column category

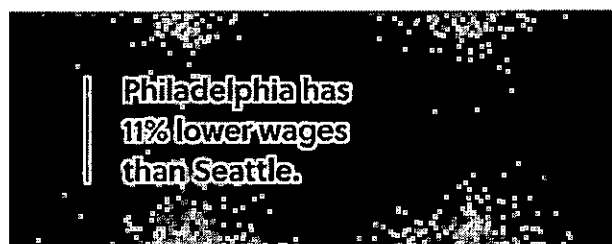
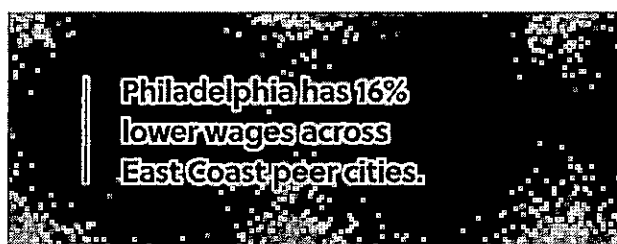


FIGURE 2.4:

Philadelphia has a truly diversified set of industries which enriches the talent ecosystem and stabilizes the local economy.



| | |
|--------------------------------------|-------|
| Mining, utilities, and construction | 3.0% |
| Manufacturing | 3.7% |
| Retail/wholesale | 14.0% |
| Other | 7.7% |
| Finance | 4.1% |
| Professional and technology services | 5.6% |
| Administrative and waste services | 3.9% |
| Education | 9.5% |
| Healthcare | 20.9% |
| Arts and entertainment | 2.0% |
| Accommodation and food service | 7.9% |
| Public sector | 17.6% |

SOURCE: IHS Economic Forecast

"We grew organically through talent acquisition of ready-made professionals who brought to us vast experience working with other multinational organizations in the region. The establishment of successful businesses in the region makes cross-pollination of talents possible, a clear win-win for all players in this ecosystem."

— Greg Bentley, CEO, Bentley Systems

FIGURE 2.5:

There are 40+ Fortune 1000 and large international or private companies headquartered in the region.

| COMPANY NAME | 2016 REVENUE (MILLION) | CITY/STATE |
|--------------------------------------|------------------------|---------------------|
| Ace Insurance | \$31,469 | Philadelphia, PA |
| Airgas | \$5,313 | Radnor, PA |
| American Water Works Company | \$3,302 | Voorhees, NJ |
| Amerisourcebergen Corporation | \$146,849 | Chesterbrook, PA |
| Ametek | \$3,840 | Berwyn, PA |
| Aramark | \$14,415 | Philadelphia, PA |
| Arkema | \$8,902 | King Of Prussia, PA |
| Burlington Stores | \$5,590 | Burlington, NJ |
| Campbell Soup Company | \$7,890 | Camden, NJ |
| Carpenter Technology Corporation | \$1,813 | Wyomissing, PA |
| Comcast Corporation | \$80,403 | Philadelphia, PA |
| Crown Holdings | \$8,284 | Philadelphia, PA |
| E. I. Du Pont De Nemours and Company | \$24,594 | Wilmington, DE |
| Endo International | \$4,010 | Malvern, PA |
| FMC Corporation | \$3,282 | Philadelphia, PA |
| Genesis Healthcare | \$5,732 | Kennett Square, PA |
| GlaxoSmithKline | \$36,813 | Philadelphia, PA |
| Grupo Bimbo | \$13,363 | Horsham, PA |
| IKEA | \$41,610 | Conshohocken, PA |
| Lincoln National Corporation | \$13,300 | Radnor, PA |
| Navient Corporation | \$4,965 | Wilmington, DE |
| QVC | \$8,682 | West Chester, PA |
| Ricoh | \$18,057 | Malvern, PA |
| SAP SE | \$26,065 | Newtown Square, PA |
| Saint-Gobain | \$46,186 | Malvern, PA |
| Siemens AG | \$94,095 | Malvern, PA |
| Subaru Corporation | \$29,601 | Cherry Hill, NJ |
| TD Bank | \$27,452 | Wilmington, DE |
| TE Connectivity | \$12,238 | Berwyn, PA |

Section 02: Business Environment

| | | |
|---------------------------------|----------|---------------------|
| Teleflex Inc | \$1,868 | Wayne, PA |
| Teva Pharmaceuticals Industries | \$21,903 | North Wales, PA |
| The Chemours Company | \$5,400 | Wilmington, DE |
| The Penn Mutual Life Insurance | \$1,848 | Horsham, PA |
| Toll Brothers | \$5,169 | Horsham, PA |
| Triumph Group | \$3,532 | Berwyn, PA |
| UGI Corporation | \$5,685 | King Of Prussia, PA |
| UNISYS Corporation | \$2,820 | Blue Bell, PA |
| Universal Health Services | \$9,766 | King Of Prussia, PA |
| Urban Outfitters | \$3,545 | Philadelphia, PA |
| Vanguard | \$6,782 | Malvern, PA |
| Vishay Intertechnology | \$2,323 | Malvern, PA |
| VWR Corporation | \$4,514 | Radnor, PA |

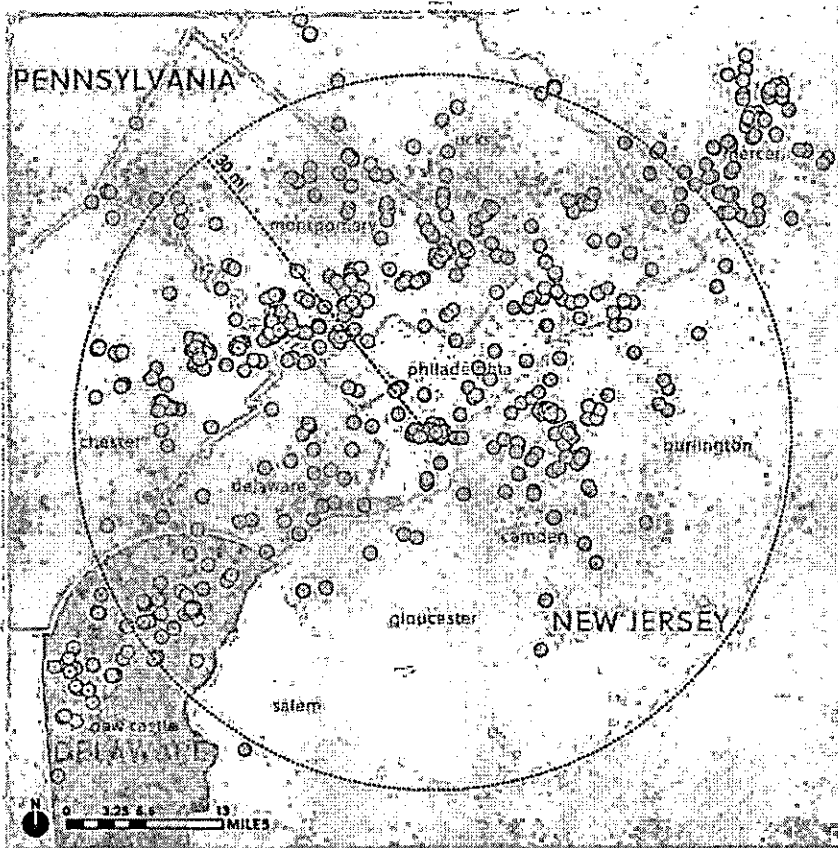
SOURCE: Hoovers

"Our talent and recruitment teams have enjoyed being situated in an energetic community of job seekers, both from the region's world-class colleges and universities as well as in a competitive business environment which is home to numerous global and national corporations. Philadelphia and its surrounding communities are enticing to professionals and their families - benefiting from an energetic art and culture scene and world-class institutions, museums, restaurants and more."

**— Steven H. Collis, Chairman,
President and Chief Executive Officer, AmerisourceBergen**

FIGURE 2.6:

Major technology firms are headquartered in Philadelphia and have drawn early-tenure and executive talent into the region. Philadelphia is an innovation hub in its own right, with 65 incubators and some of the most innovative tech firms across software, retail, e-commerce, and healthcare.



LEGEND

○ Technology company

"Philadelphians are not great at simply copying what others have done, or accepting someone else's prescription for success. An un-scratchable itch of independence drives our spirit of innovation in our startups, our universities, our private companies and our public institutions. Yet in curious complement to our independence, the sense of community and partnership are no less than an equal component of our spirit."

— RoseAnn Rosenthal, President and CEO, Ben Franklin Technology Partners

"So many innovative tech and e-commerce companies trace their roots back to Philly — from the 'dot com' pioneers like CDNow (which Amazon acquired) and Half.com to a big name like Urban Outfitters to young companies like Warby Parker and Kynetic."

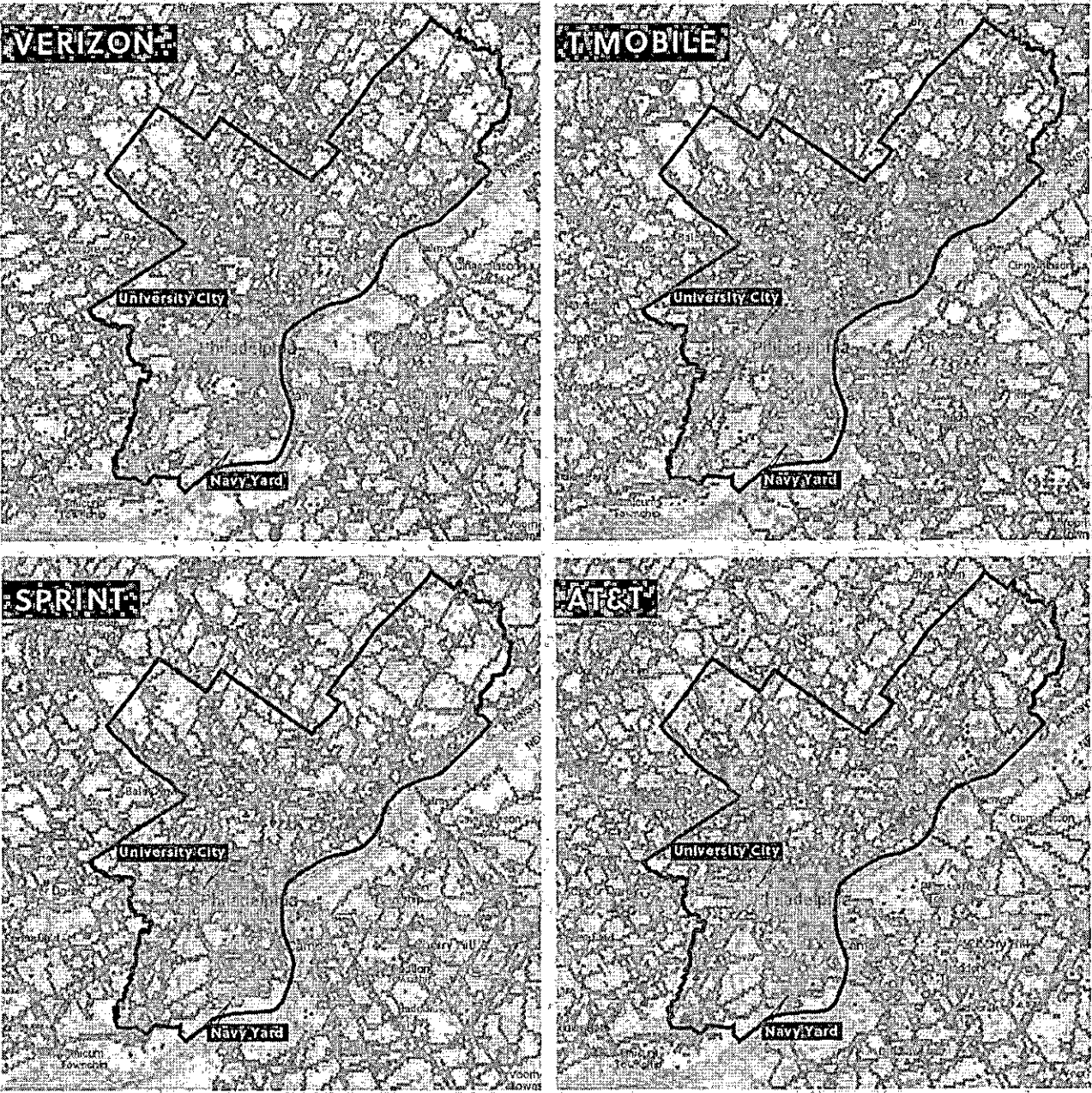
— Josh Kopelman, Partner, First Round Capital

"Philadelphia has provided Stitch with an ample supply of world-class team members at a competitive regional cost. Philly boasts a large network of renowned universities, a low regional cost of living, and a massive metropolitan population size. These have given us access to a seemingly limitless talent network at an affordable price, something our peers in other cities seem to perpetually struggle to find."

— Robert Moore, Chairman, Stitch Data

FIGURE 2.7:

Philadelphia has strong cellular coverage across all major carriers.



LEGEND

Source: Rootmetrics, Best Technology Found, 2017

- Proposed Amazon HQ2 neighborhoods
- 2G/3G
- 3G+
- LTE

FIGURE 2.8:

Philadelphia ranks third in cellular network speed among the top 10 largest U.S. cities.

| | |
|---------------------|-------------|
| Atlanta | 93.6 |
| Chicago | 93.5 |
| Philadelphia | 92.4 |
| Dallas | 91.5 |
| D.C. | 90.8 |
| Houston | 90.7 |
| Los Angeles | 90.6 |
| Miami | 90.2 |
| Boston | 89.6 |
| New York | 89.5 |

SOURCE: RootMetrics

Ranks estimated speeds for daily smartphone consumer use activities, such as checking email, browsing webpages, using apps, making calls, and sending texts

FIGURE 2.9:

Philadelphia ranks third in cellular data performance among the top 10 largest U.S. cities.

| | |
|---------------------|-------------|
| Chicago | 97.3 |
| Atlanta | 97.3 |
| Philadelphia | 96.6 |
| Dallas | 96.5 |
| Houston | 96.1 |
| D.C. | 96.0 |
| Los Angeles | 95.9 |
| Miami | 95.5 |
| New York | 95.3 |
| Boston | 95.3 |

SOURCE: RootMetrics

Ranks the reliability and speed during uploads and downloads, such as downloading email, downloading files, loading typical webpages and apps

FIGURE 2.10:

Philadelphia leads the top 10 largest U.S. cities in fiber accessibility.

| | |
|---------------------|-------------|
| Philadelphia | 83.5 |
| D.C. | 74.3 |
| New York | 71.4 |
| Boston | 49.0 |
| Dallas | 25.6 |
| Miami | 25.1 |
| Los Angeles | 20.6 |
| Atlanta | 16.5 |
| Chicago | 14.5 |
| Houston | 4.7 |

SOURCE: National Broadband Map, Federal Communications Commission

Percentages reflect population with access to fiber technology

FIGURE 2.11:

Philadelphia has the fastest download speeds among the 10 largest U.S. cities.

| | |
|--------------|------|
| Philadelphia | 98.2 |
| Boston | 98.0 |
| Washington | 96.0 |
| Chicago | 95.8 |
| Atlanta | 94.6 |
| New York | 94.3 |
| Miami | 91.2 |
| Houston | 81.0 |
| Dallas | 47.6 |
| Los Angeles | 37.1 |

SOURCE: National Broadband Map, Federal Communications Commission

Percentages reflect population with access to download speeds over 100 mbps

