



GRETCHEN WHITMER

STATE OF MICHIGAN OFFICE OF THE GOVERNOR LANSING

GARLIN GILCHRIST II

September 1, 2022

Dear Project Copper team:

As you approach this next round of critical decisions for determining Project Copper's future home, I wanted to extend my deepest gratitude for the continued opportunity to make the strongest case for Michigan. I am thankful for the candid, productive conversations we had with key company officials two weeks ago as well as all our meetings with other members of the Project Copper team throughout this process. Together, we have created a strong foundation for a truly transformational project for Michigan and Project Copper.

Team Michigan has worked diligently at each step of the process to bring us to this moment. In our last conversation, I committed to answers and action. Today, we are pleased to share that we have control of the site, on schedule, and can meet requirements and the requested completion date of on the sites needs related to prepare to make your final decision, I will ensure you receive the answers you need quickly, and that Team Michigan will move mountains to cross the finish line with you. and members of the senior leadership team to I also want to extend an invitation to visit the and meet with me here in Michigan's capital to discuss any final, outstanding issues or concerns. We are proud of the work that has been done to get to this point and continue to strongly believe that Michigan should be the future home of Project Copper. We are grateful for the time and consideration you have given to explore Project Copper's future in our great state. It has been a Team Michigan effort, and I am grateful for our our regional economic development partner, the partners in ITC, and my teams across state government.

Collectively, Team Michigan will continue to outhustle and outcompete for Project Copper, and we request the "last at-bat" as you near your final decision. I remain available to speak with you anytime. Do not hesitate to contact Quentin at any point as he shares my view that Project Copper is vital for Michigan.

Let's get it done.

Sincerely,

Gretchen Whitmer

Governor

proud to be home to the best site in america for Project Copper. Jets gt it done!

Project Copper Team Michigan STATE OF MICHIGAN Gretchen Whitmer, Governor Garlin Gilchrist III, Lt. Governor UTILITIES EMDOT STATE PROJECT LEAD Quentin Messer, Jr., President and CEO, MEDC and Team Linda Apsey, President & CEO LABOR & ECONOMIC STANTEC/EPCOR EPCOR Ken Jewison, PE, Associate TRANSPORTATION PROFESSIONAL SERVICE PROVIDERS **LOCAL PARTNERS** Michael Balow, VP, Detroit CBRE Stephen Hershfield, Senior Associate WORKFORCE DEVELOPMENT **MSME** Brad Ewart, VP, Corporate Development

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CURRENT SITE PLAN



1. Land Acquisition & Timeline

Q: Michigan to close on land acquisition and tier 3 land acquisition timeline— Ongoing and would appreciate an update.

A: Control of 96% of Core Site: Michigan controls
required for Project Copper, per fit test site plan received
August 18, 2022. A land assemblage diagram has been
included for your reference.
Note: The Project Copper-provided fit test diagram in slide 1
of
while our review indicates that area is closer to
Thus, we are treating the test fit site boundaries as the core
site. We believe the scaling of buildings, structures, roads, etc.,
represented in the provided test fit plan to be accura <u>te</u> to the
site boundaries. (Project Copper source document is
Total current property control for the

Property control is secured through option to purchase agreements. Closing on parcels to take ownership can be initiated any time after receiving a formal commitment from the company.

Land Assembly Strategy: Through these efforts, Team Michigan has met the timeline for land assembly presented during the site visit with options on all vital properties to be completed by and securing options or ROFR (Right of First Refusal) on additional properties of interest from Current negotiations suggest that the timeline will be accelerated, as additions to the site are occurring at a very fast pace and increasing on almost a daily basis.

Team Michigan will continue to aggressively pursue all site assemblage and provide regular progress updates.

For larger version of map, see appendix.



2. Site Layout Examples

Q: Control to determine site layout without acquisition of properties—Site layouts below with entry moved east.

A: Team Michigan understands these properties remain of interest to and are proceeding forward with acquisition of these properties as part of our comprehensive land assembly plan. While we

acknowledge the current site plan dated will meet the needs of Project Copper without these properties, initial conversations with the owners have been promising.

Relocation

Q: relocation completion date of 2029 is not aligned to the project requirements—Michigan pulled in by 2 years to 2027. We would like to see this pulled into the end of 2025 and alternate road upgrades.

A: Yes, Team Michigan can meet this desired end of 2025 timeline. Improvements established by the environmental process will begin in the spring of 2024 and be completed in 2025. While the specific improvements will be driven by the environmental process and cannot be pre-determined, our preliminary review concludes that it is very likely that upgrades to the surrounding state and local roads will be able to manage current traffic, as well as the traffic generated by Project Copper.

Additionally, we have included an updated alternative delivery schedule below. For more information on this, please review the full letter from MDOT Director Paul Ajegba dated on August 29 in the appendix of this document.

The Michigan Department of Transportation (MDOT) understands the need for Project Copper to have control over

MDOT can close and detour traffic at any time allowing the company to To ensure Team

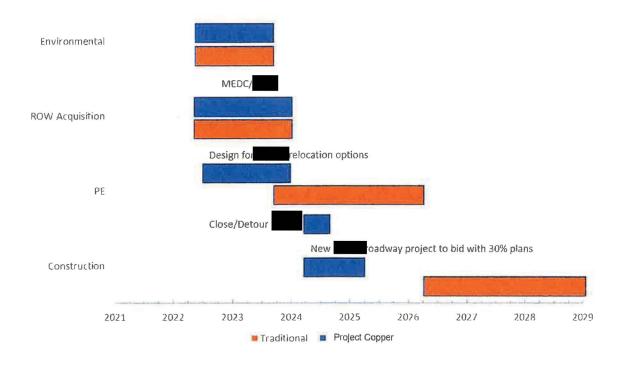
Michigan meets Project Copper's needs, the environmental review process that will consider company and community needs and determine the appropriate improvements to the surrounding transportation network (road, transit, and non-motorized) was started in late August. Further, Team

Michigan met with the agencies responsible for and transit programs, who shared their enthusiastic support for the project.

The additional newly constructed site perimeter roads

completed by Q₃ 2024, offering a more localized traffic detour option and more dynamic construction site access for Project Copper.

Alternative Delivery Schedule



4. Gas Line Relocation



5. Water Charts with Source Make Up

Q1: Detailed water charts with source make up (surface water/well water) (These charts also include the wastewater facility capacity referenced on page 11.)

A1: As acknowledged by the Project Copper Team, Team Michigan previously provided detailed water charts with source make up on July 22. **Those charts** have been included in the appendix of this document for easy reference.

Q2: Water Withdrawal that requires a NEPDES permit. Our understanding is that this is resolved per the latest letter, but this requires statute change which will require public hearing. Any concerns here?

A2: With regards to the NPDES permit and

there is no need for a change in statute and this concern has been resolved.

Project Copper will secure an NPDES permit from EGLE that will (simultaneously or concurrently) demonstrate compliance with water withdrawal requirements under Part 327 and Great Lakes Compact. While Project Copper will have to secure the Part 327 permit and notice the withdrawal to the Compact member states/provinces, Project Copper will have already demonstrated compliance with Part 327 and the Compact in securing its NPDES permit.

While EGLE may receive comment through the required notice process, nothing will impact EGLE's full authority to make that decision. Implementing this plan will not require a change in the law or EGLE's authorities. Under the innovative water use and discharge technologies/ approaches that have been described to us, Project Copper will be highly protective of Michigan's water resources.

For more information on this, please review the full letter from EGLE Director Liesl Clark dated August 31, 2022, in the appendix of this document.

6. Wastewater Facilities Capacity

Q: Detailed plan on the wastewater facility's capacity during ramp up

A: As acknowledged by the Project Copper Team, Team Michigan has provided a detailed plan on the wastewater facility's capacity during ramp up on July 22. Those plans have been included in the appendix of this document for easy reference.

7. Infrastructure Capital Expense

Q: The significant capital infusion required for infrastructure projects on water and wastewater will be impacted by inflationary pressure. Michigan agreed to cover these potential costs.

A: Team Michigan is prepared to provide all necessary financial support to bring public infrastructure and utilities to the site, including our previous commitment to Project Copper that Michigan has increased our offer

by \$150 million to help cover these costs. Further, Team Michigan's offer includes a contingency should project costs increase. Team Michigan welcomes additional conversations on this topic if desired.

8. Airport Modifications

8. Airport Modifications con't

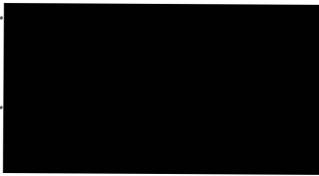
Q3:

9. Construction Support

Q: Large empty warehouses/fabrication yards in the area that could help to facilitate off-site fabrication and storage of materials

A: This is standard practice for large-scale projects in the region. We are confident the region can meet the demand for the warehouses and fabrication yards as demonstrated by the three recently completed projects below:





10. PFAS Concerns

Q: PFAS concern—Validate that the raised concerns are still outside the property boundary, and this won't cause issues with the site

A: Entirety of of the potential PFAS release area around National Guard facility at Abrams Airport, as determined by EGLE's PFAS Action Response Team. Recent testing was completed and indicated very localized surface level contamination only and no surface spreading or spreading into water per all surrounding well borings. Even in the event of eventual future spreading, groundwater flows southwest from contamination site away from

11. Talent Attraction:

Support

Q1: _______ but will _____ support the talent attraction items that you've put together for us previously?

A: Yes, Team Michigan will support all talent attraction activities previously discussed by instituting impactful initiatives to meet Project Copper's hiring needs, including Copper Campus, Academy, an expanded higher education pipeline through university

partnerships, a marketing campaign promoting the Copper Scholars program and efforts through the Copper Talent Solutions team. Team Michigan is committed to ensuring Project Copper has the workforce it needs to thrive in our state.

Q2: Housing/accommodation for construction personnel and early arriving TMs and affordable rates

A2: The provides a significant variety of hotel accommodation options, including

The average daily rate for 2022 is \$102.73 and

the average occupancy rate for 2022 is 53% (2,968 vacant rooms in June).

There are also additional accommodations available outside the within a commutable distance to the site.

Q3: Smart growth plan on housing

A3: Team Michigan is engaged with multiple regional mixed-use/single-family housing developers to analyze the current housing market and strategize paths forward for housing developments across the region. Approximately 850 units are expected to be completed from 2022 to 2024, predominantly single-family.

For reference, we have included a map demonstrating future developments in the appendix of this document. Additionally, the is set to announce its comprehensive housing study for the in September 2022. The study discusses current housing makeup, statistical market analysis and housing demand (e.g., the total units and total product mix opportunity by 2040).

Lastly, public transit organizations are heavily engaged to provide transportation solutions to meet company needs. You can find the summary proposal in the appendix of this document.

11. Talent Attraction:

Support con't

Q4: Support for talent attraction for early construction workforce and future workforce to the area

A4: Team Michigan remains committed to supporting Project Copper's talent attraction efforts through the following:

- A total planned investment of \$379.5 million+ on talent solutions
- Fully day-one ready staffed support
- Commitment to long-term growth from leading educational institutions
- Attractive quality of life and deep investment around site
- Skilled and diverse workforce available today
- Local and state efforts to do an out-of-state marketing campaign in partnership with Project Copper to attract talent to the region
- A robust and significant construction workforce in the state, made up of more than 174,000 workers, ready to meet Copper's day-one and steady-state needs

Team Michigan will ensure a ready workforce on day one focused on newly trained and existing workers. We will accomplish it through several efforts, including:

- Upskilling existing Michigan residents, creating a net new supply of highly qualified and workforce-ready technical talent
- Drawing from Michigan's high quality student population, including local students and those studying in Michigan from other states and internationally
- Tapping into the best and brightest of Michigan's current engineering and technical talent through career development and progression opportunities

Working with developing an industry model for apprenticeships that, when coupled with the area schools' STEM and CTE (Career Technical Education) programs, can provide a customized workforce geared towards meeting needs. This approach includes developing a feeder program into the University of Michigan and Michigan State University.

As previously provided, Team Michigan's Talent Solution Plan, which covers all of these items in depth is included in the appendix of this document.

APPENDIX



STATE OF MICHIGAN **DEPARTMENT OF TRANSPORTATION** LANSING

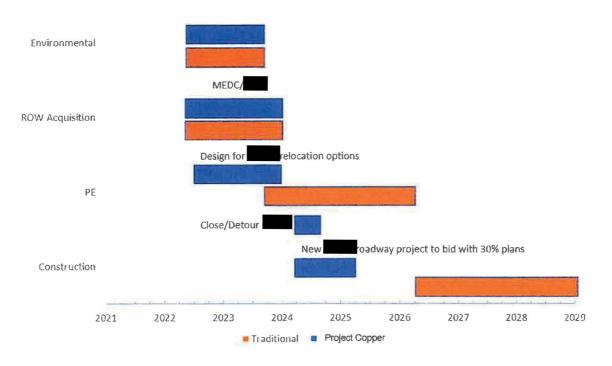


PAUL C. AJEGBA DIRECTOR

GRETCHEN WHITMER GOVERNOR

August 29, 2022
Dear
The Michigan Department of Transportation (MDOT) understands the need for Project Copper to have control over the section of that runs through their site and for the surrounding roadways to support the construction timelines and access needs of the company throughout the project. It is also imperative that changes to the transportation network are supported by and serve the surrounding community.
and detour traffic at any time allowing the company to extend power lines across the road and meet all site construction needs. To ensure we meet Project Copper's needs, last week I initiated the environmental review process that will consider company and community needs and determine the appropriate improvements to the surrounding transportation network (road, transit, and non-motorized). On August 24, 2022, Team Michigan met with the agencies responsible for road and transit programs. They shared their enthusiastic support for the development.
Improvements established by the environmental process will begin in the spring of 2024 and be completed in 2025. While the specific improvements will be driven by the environmental process and cannot be predetermined, our preliminary review concludes that it is very likely that upgrades to the surrounding state and local roads will be able to manage current traffic, as well as the traffic generated by Project Copper. All updated alternative delivery schedule is attached.
Please feel free to contact me with any additional questions or concerns that you may have. Lastly, MDOT and MEDC remain in constant contact, so feel free to reach out to Quentin Messer at 517-881-5861 or messerq@michigan.org, and he will ensure that we are coordinated.
Sincerely,
Paul C. Ajegba, P.E. Director
Attachment
cc: Q. Messer

Alternative Delivery Schedule





STATE OF MICH DEPARTMEN' ENVIRONMENT, GREAT LAF

LANSING



August 31, 2022

VIA EMAIL Dear Thank you again for considering Michigan home for your transformative manufacturing investment. I write today to provide additional clarity and assurance that the water use and discharge permitting plan we discussed with your team previously remains in place and fits fully within the existing permitting authority of the Michigan Department of Environment, Great Lakes, and Energy (EGLE) and, thus, will not require a change in statute. As our Water Resources Division leadership has emphasized throughout this process. the innovative technologies and approaches you have laid out for withdrawing, using, reclaiming, treating, and discharging water will be highly protective of Michigan's water resources. Given the similar characteristics of the the basic determinations of the Effluent Limit Only analysis we conducted on the will hold for Unless your plans have changed significantly since, the comprehensive discussions we have had with your team ensure us that your plans will meet all Michigan water quality standards and technology requirements in the federal Clean Water Act—and other National Pollutant Discharge Elimination System (NPDES) permit requirements— Under existing Michigan law, securing an NPDES permit under Part 31, Water Resources Protection, of the Natural Resources and Environmental Protection Act. 1994 PA 451, as amended (Act 451), satisfies water withdrawal requirements under Part 327, Great Lakes Preservation, of Act 451, which prohibit adverse impacts on water resources. In other words, EGLE is authorized under current statute to issue a Part 327 permit to Project Copper once you have secured your NPDES permit. With a net daily consumptive water use of approximately withdrawal amount that is well within the bounds of available flow in that section of the —you will still need to apply for a Part 327 permit and provide a 90-day notice to the state and provincial members of the Great Lakes Compact (steps which

can be done concurrently). But again, your NPDES permit will have demonstrated your

Project Copper Page 2 August 31, 2022

compliance with both Part 327 and the aligned provisions of the Great Lakes Compact. If we receive any input from the public or the Great Lakes Compact members through the notice process, it will not impact EGLE's full authority to make this permit decision.

As I have said previously, EGLE will provide Project Copper with a dedicated team consisting of top executive leaders and our most experienced permit engineers to guide you through our processes. This will enable us to produce quality, defensible permits that will serve your company well over time, while helping you meet your construction schedule and other timelines. Nothing will facilitate that more than the strong plans you have established for protecting Michigan's water resources while building such a substantial manufacturing operation.

Thank you again for considering Michigan your next home. A project like yours presents our state with an unprecedented opportunity to retool our manufacturing heritage and assets to address the challenges of the 21st Century and deliver a prosperous, healthy, high quality-of-life future for our state's 10 million residents.

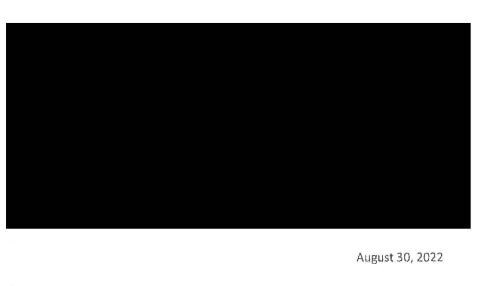
If you have questions or would like to discuss our programs further, please contact me any time at 517-284-6712 or ClarkL20@Michigan.gov. Thank you for your time and consideration.

Sincerely,

Liesl Eichler Clark Director 517-284-6712

V. 500002

cc: Quentin L. Messer, Jr., CEO, MEDC



VIA EMAIL

Quentin L. Messer, Jr., President & CEO Michigan Economic Development Corporation 300 N. Washington Square Lansing, MI 48913 Paul C. Ajegba, P.E., Director Michigan Department of Transportation 425 W. Ottawa Street, P.O. Box 30050 Lansing, MI 48909

Dear Mr. Messer and Mr. Ajegba:

As demonstrated during recent discussions with your collective team, and the list strongly supportive of a largescale prospective economic development project being realized at the largescale prospective and will do everything in its authority and capabilities to ensure the successful delivery of key roads infrastructure to service the site and make the project successful.	
is responsible for over Through its experienced board leadership and staff, the commission consistently utilizes every dollar available for maintaining and improving the county road system, and prospective development at the will experience the same and more.	
Akin to its local partners, such as shares the same understanding for the importance of and willingness to enable prospective development of the Commission ensures that any and all road reconstructions, abandonments, detours and eventual new routes as part of prospective development, especially the relocation in tandem with Michigan Department of Transportation, will be prioritized and expedited to efficiently support the progress of even an aggressive ramp-up timeline project at the with all due consideration and engagement of surrounding communities and businesses, for the betterment of the county, and the state as a whole.	
If you have any questions, please call my cell at as a whole is the right place (at the right time) for a largescale economic development opportunit will move mountains to bring it to fruition.	У





"Project Copper"

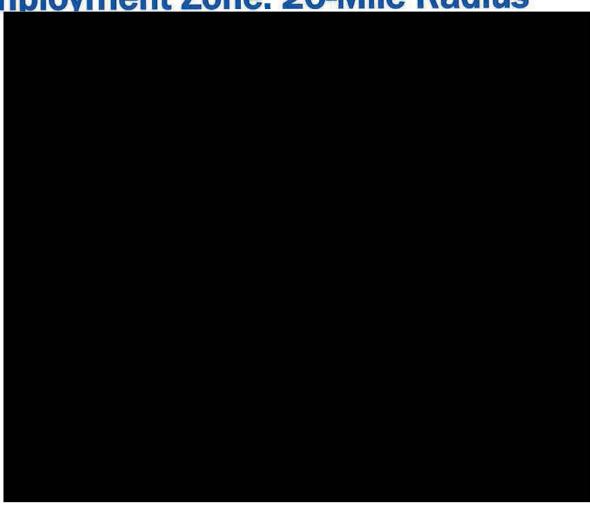


July 28, 2022



Target Employment Zone: 20-Mile Radius

July 28, 2022



Target Employment Zone: 45-Mile Radius July 28, 2022

Target Employment Zone - Demographics



Providing Mobility Solutions

Creating Value for Customers and Employers

- Meeting Individual Needs
 - Convenient
 - · Reliable
 - Transparent
 - · Flexible
- Meeting Employer Needs
 - Access to Multiple Diverse Population Centers

Overcoming Challenges

· Employees varied point of origin

Creating options for different use cases & circumstances

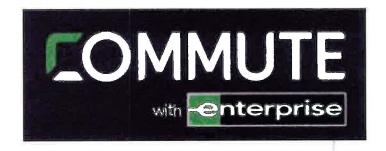
- · Ride Sharing
- · Fixed-Route
- Demand Response
- · Emergency Ride Home

Technology

 Tracking vehicles to provide up to the second location information to customers

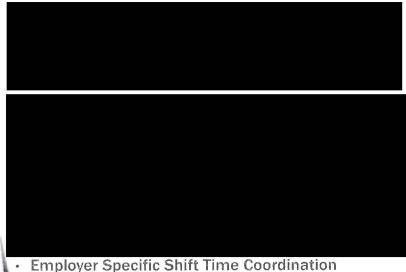
Ride Sharing

- Build car/van pools for employees living within relative proximity to one another.
 - Use technology to enable real-time tracking of vehicles
 - Commute with Enterprise MIDOT Partner
- Transition to Limited Fixed-Route service once regional demand matures.



Fixed-Route/Ride Share Network

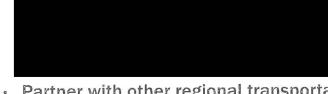
- Regularly scheduled service from population centers and transfer points
 - Phased Approach
 - Explore Sites within a ≈45-Mile Radius



Employer Specific Shift Time Coordination
 July 28, 2022

Demand Response Zones

- Regularly scheduled service from population centers and transfer points
 - Provide Microtransit Service within a ≈10-Mile Radius of Population Centers/Fixed-Route Boarding Areas/Project Copper Site



 Partner with other regional transportation providers to establish demand response zones around more distant population centers (shown in blue)



Demand Response - MaaS

- Multiple Providers
 - Subcontractors
- Uniform Technology Enabled
 - · Vehicle Tracking
 - · Advanced Reservation
 - · Tablet GPS Based
 - Tracking of Fixed Route Vehicles and Shuttle Services on Same App Required
- Multiple Vehicle Types
 - · Small Bus
 - · Group Trips, Lift Equipped
 - · Van
 - · Car
 - App Empowered Carpool

Technology Solution Provider	Via	Cityway	Moovit	Ecolane
Real-Time Tracking	Х	х	Х	Х
Regular Ride (Subscription)	X	NA	х	Х
Payroll Integration	NA	NA	х	NA
Autonomous Dispatch	X	X	Х	X

July 28, 2022

COTA Plus - Via

- · On-Demand Public Transit
 - 4 Service Zones
 - 72 Square Miles
- Directly Operated
- Fleet
 - 3 Large Bus
 - 13 Vans
- 20-Minute Service
- \$3.00/Ride
 - No Cost if Connecting to a COTA Bus Stop





July 28, 2022

Emergency Ride

- A robust transportation safety net for employees will enable more individuals to see mass transit as a viable option
- Multiple options for different kinds of customer situations
- Explore partnership with employers to house car sharing vehicles on property

Emergency
Ride
Solutions

Car
Sharing
Service

Emergency
Ride
Solutions

Emergency
DemandResponse
Service

Emergency Ride

- Multiple Providers
- Uniform Technology Enabled
- Convenient
- Readily Accessible

Solution Provider	On-Site Availability	Cost
Uber/Lyft/Local Taxi	On-Demand	Customer Borne/Employer Supported
ZipCar	Yes	Customer Borne/Employer Sponsored
Car2Go	Yes	Customer Borne/Employer Sponsored
Enterprise Car Share	Yes	Customer Borne/Employer Sponsored
Emergency Demand- Response	On-Demand	Customer Borne/Employer Sponsored

Thank you





We believe that Michigan is uniquely positioned to deliver your talent needs

By choosing Michigan, Copper can reap the benefits of being an early mover, in establishing a fab facility

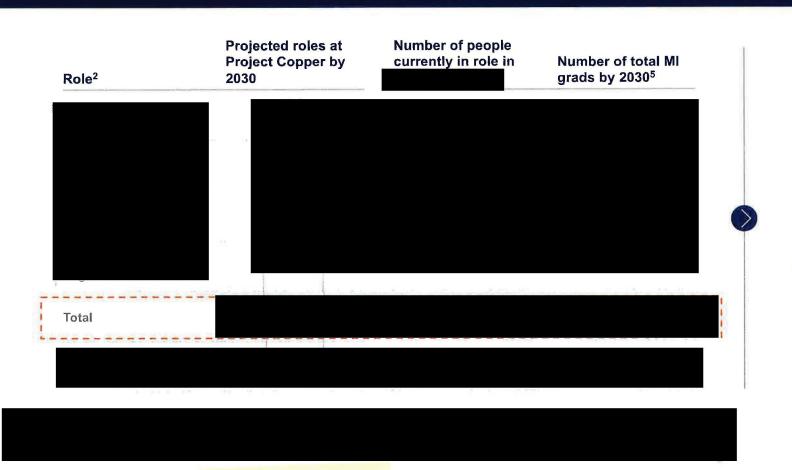
Fully Day 1-ready staffed workforce for Project Copper through collaborative recruitment and training efforts

Unparalleled commitment to your long-term growth from leading educational institutions

Highly attractive quality of life and deep community investment around Project Copper site

Sufficiently skilled and diverse workforce available in market today; Project Copper will not overwhelm the local labor shed nor change local cost structure

Today, Michigan has the talent Copper needs – and shows promising growth over coming decade





Of polled postsecondary students said they would stay in Michigan if they secured permanent employment

Three-pronged approach to ensure a ready workforce on Day 1 focused on newly trained and existing workers



Upskill existing MI residents, creating a net new supply of highly qualified and workforceready technical talent



Attraction – marketing campaign to attract talent to the



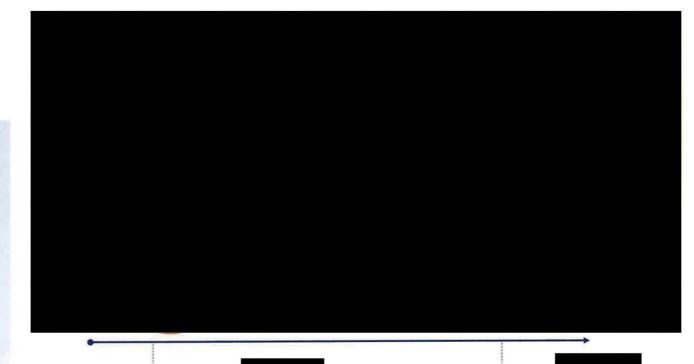
Draw from Michigan's high quality student population



Tap into the best & brightest of MI's current

through career development & progression opportunities

Access to high quality construction talent and equipment in Michigan will ensure Project Copper timelines are met



Day 1 Staffing Needs

2030 Staffing Needs

- As new industries grow in Michigan and the demand for what we do increases, I am confident that we will be able to fill the work created. Our training programs and partnerships with school districts are helping us expand our reach even more...
 - Jeremy Garza, State Political Lead for Pipe Trades Assoc.
- It is not hard for us to attract talent in construction we get plenty of students from variety of backgrounds (urban, rural, diverse). We bring career counselors, principals, to engineering center, and give them a PD day they get a sense of what we do for engineering and construction and they can't wait to sign up
 - Lee Graham, Exec. Director of the Operating Engineers 324 Labor Mgmt Education Committee

Source, MILMI



Day 1 Workforce

Suite of suite of programs to foster talent through training and recruitment

We will institute impactful initiatives to meet Copper's hiring needs:

Onsite workforce training accompanied by wraparound **Copper Campus** support (e.g., childcare, transit, etc) **Academy Expanded higher** University partnerships with MSU, UM, WMU and GVSU, education pipeline MTU and Kettering to bolster on-campus recruiting Marketing program to promote quality of life in the campaign alongside a loan program to make home ownership easier Copper Scholars program Financial incentives to encourage student re-location **Copper Talent Solutions** Talent acquisition and development team to help meet

Building on existing state investments:

team

Michigan New Jobs Training Program [©]	Community colleges enabled to provide free training for employers that are creating new jobs and/or expanding operations in Michigan
Reconnect [®]	Free tuition for community college to earn an associate degree or Pell-eligible skill certificate for all adults 25+
Going Pro®	Companies can apply for grants from this fund to assist in the training, developing and retaining of their current and newly hired employees in order to address talent gaps immediately

necessary hiring targets

Different programs will target different segments to get you the exact talent you need





Planned total investment of \$379.5M+ on talent solutions

Impact Team MI investment Program Develop training infrastructure: \$30M (2022-2030) to meet Copper's technician Train - Total cost of certification degrees (2022-Copper Campus requirements 2030): ~\$9M (2022-2030) to meet Copper's · Total cost of certification degrees (2022-Train Critical requirements 2030): ~\$13.7M Industry -Academy Provide financial incentives to graduating students to ensure Talent Copper's 2030 hiring target is met Total cost of sign-on/relocation bonuses Solutions Higher education liaison program and platinum-level partnerships with MI (2022-2030): ~\$26M pipeline project¹ universities to connect industry University partnerships: \$20M (~\$350M) through the Industry Advisory Committee Marketing campaign to attract top out of state talent and ensure local Regional events and talent relocation cost: Move to the talent retention \$90M campaign Significant funding to bolster overseas talent and recruitment efforts Training cost: \$161M Overseas training Provide talent education, training and recruiting support Talent development cost: ~\$16M Michigan Works Subsidized training with several certification courses for technician Other Michigan New Jobs Training cost: \$0.5M iobs Training Program **Programs** Workforce Housing Loan program cost: \$10M $(\sim $29.5)$ Loan Program

Total Investment (2022-2030): ~\$379.5M

Intentional plan for programming will ensure a consistent and durable supply of talent over the coming decade

Proposed plandelates to be confirmed

Copper Campus

Academy

igher education peline program •

campaign

opper Scholars program

Copper Talent Solutions team

We will also invest in retention; crucial to long term success of Day 1 employees

To enable lower employee turnover, we plan to provide:



Copper Campus wraparound services

- Public transport with in-vehicle Wi-Fi allows employees to utilize their commute as an active part of their workday
- On-site childcare provides necessary flexibility to employees, increasing their productivity



Workplace diversity and equity

- Liaison program with Universities will enable prioritization of diversity candidates through on-campus recruiting
- Best-in-class support system to be developed for diverse candidates at Copper Campus: e.g., counselors, emergency loans, ELL support, ELL classes, language tutoring, translation services, to foster the holistic success of employees
- Bi-annual touchpoints with Copper team to discuss diversity targets and opportunities to pursue
- Affinity groups sponsored on campus to ensure employees have a safe space & peers



Soft-skill training

Training in communication, workplace effectiveness, conflict resolution, etc.
 will enable workers to easily integrate and succeed in the workplace



Commitment from Copper Scholars

• Scholars required to complete three-year return of service upon completion of program, which helps to increase "stickiness" and integration into company

1, 67% of employees cite diversity and equity as an important factor in the workplace

Commitment to long term growth

Michigan understands and is prepared for the forces that will dictate the future talent needs of fabrication



Automation in manufacturing

Robotics and AI, combined with increased complexity of manufactured devices is increasing automation

ON TALENT

IMPLICATIONS Data skills (e.g., Python and MATLAB) increasingly important compared to processing skills such as soldering, even at technician level: requires both new sources of talent and investment in upskilling/reskilling



Growth in 5G, Al, and AVs

High demand for devices in new industries fueling a need for expansion of semi fabrication

Higher volume of R&D, engineering, and technicianlevel talent required to keep up with the demand



Moving Beyond Moore's Law

Increased demand on capability driving industry towards advanced packaging

Move towards advanced packaging (with the potential of being stateside) will necessitate an increased demand for



"Networked" industry

Given increasing interdependence, critical to colocate with suppliers for efficient production & operations

Additional depth of talent pool required, including engineers and technicians; added benefit from R&D investments and well as training resources regional workforce

Attention to these trends enables us to meet your talent needs and build a supplier ecosystem around Copper to enable long-term success



Commitment to long term growth

MI's best-in-class engineering schools ready to meet the changing talent needs & produce high-quality, diverse tech talent for the state of MI

Compared to peer states, MI produces more engineers and comp scientists per 1M¹



MI has top engineering schools focused on producing diverse talent





- #7 engineering program in the country
- Top 20 producer of total STEM graduates
- · Graded A in student & faculty diversity by Niche.com





- #59 engineering program in the country
- · Renowned industrial engineering program
- Robust internship program with >2,500 student participating





- Home to National Science Foundation grant focused on semiconductor engineering research
- Certificate program in engineering, design & manufacturing

Other large schools for talent in the area









^{1.} Based on 2020 IPEDS Data; per capita (per million residents) comparisons adjusted for estimates number of students who live out-of-state and are 100% distance education Source. IPEDS, USNews, Niche.com, University websites.



Our leading higher ed institutions offer unmatched commitment to your long-term growth



Routine input into curriculum & enrollment targets

- Commitment to develop tailored courses and certificate programs from major MI universities in partnership with Copper, input provided by Project Copper quarterly
- Creation of an Industry Advisory
 Committee, consisting of university
 deans, large employers, Project
 Copper, and MEDC Talent Solutions;
 gathering quarterly to address
 industry concerns around talent



Agile solutions with fastcycle turns for programs

- Onsite MEDC Talent Solutions team providing implementation support for all programming and initiatives
- Agreements between universities to ease transfers, particularly from community colleges and out-of-state schools in STEM programs
- Prior learning assessments to recognize on-the-job learning in the form of credits for continued higher education learning



Custom recruiting support to hire best students for Copper

- Dedicated liaisons at Universities to coordinate recruitment efforts, including setting and revising targets
- Platinum-level partnership with the career service group to create coops & internships, ensure visibility at job fairs, and support Copper's recruiting strategy at leading institutions

And our P-20 system is increasingly oriented towards your needs with a rigorous STEM focus

MiSTEM Network and Advisory Council are investing >\$7M to build a robust STEM culture in Michigan schools with four-pronged approach:

Creating a STEM culture

- Michigan is a lead state with NGSS (Next Generation Science Standards)
- 3P1 learning supports development of habits needed for STEM careers
- E.g., Project Lead the Way STEM curriculum that works with >25 industry partners, received >\$1M in funding, and impacted >37k students and 100+ teachers

Empowering STEM teachers

- Training >800 teachers in key STEM areas to enhance quality of instruction
- Promoting externships for teachers to understand real-world applications of STEM knowledge and subsequently integrate into curriculum

Ensuring high-quality STEM experiences

- Enable elementary and middle school students to work with different organizations to support hands-on project-based education (e.g. building dog houses with heating)
- Plan to launch apprenticeship programs aligned with future workforce needs

Integrating business and education

 Work with businesses and post-secondary partners to identify internship opportunities and support a sustainable workforce pipeline

1, 3P - project, problem and place-based learning



Governor Whitmer Signs Legislation Enabling Michigan to Attract Billions in Investment, Create Tens of Thousands of jobs

Michigan gov., 2022

Legislative investments

In December 2021, Governor signed several bills into law, creating a \$1.5B economic development fund to enable attracting thousands of jobs to MI and to support necessary adaptation to rapid technological change

Focus on child development

Bill signed in October 2021 to invest \$1.4B¹ in subsidized childcare, in an effort to offset the impact of COVID in driving parents out of the workforce and to attract new talent into the state

"This budget deal is historic...a down payment on continued investment in our youngest children. COVID-19 has brought into focus how critical and essential child care is to the state's economy and to future generations and to working families."

Chalkbeat. Detroit, 2021

Growing ecosystem of corporations

Collaboration between employees, industry and labor associations (providing apprenticeships) and higher ed have supported large corporations such as Hemlock, LG Energy, Zoetis and Medbio to set-up successful operations in Michigan

1. Funding through both state and federal ARPA dollars

Respondents unequivocally agree: Michigan is a desirable place to live and work



I want to return home to
Michigan because Michigan
has it all: metropolitan areas,
nature, suburbs, good
education, history, diversity,
and affordability

MI UNIVERSITY ALUMNUS



I want to work & live in MI because of the state's focus on diversity, equality, and inclusion values and the opportunity to enjoy the outdoors – and because it offers some of the best jobs

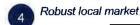
CURRENT MI UNIVERSITY STUDENT



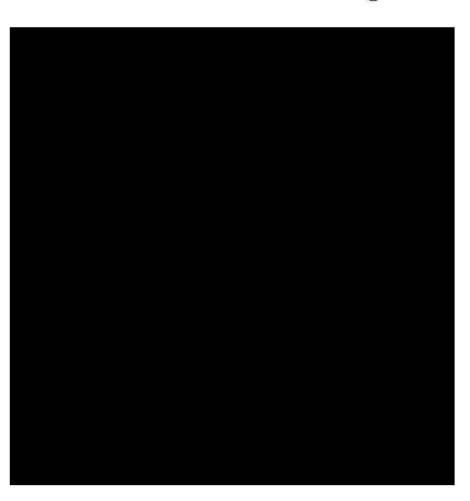
To me, living in Michigan means being in a place that is known for both innovation and its natural beauty. These two aspects work together. Michigan embraces her uniqueness and celebrates it

CURRENT MI RESIDENT

Source: Domain 7 MI Engagement Survey



target Copper jobs offer strong labor supply, sustainable wages and an attractive quality of life





Winning companies have moved to or grown within Michigan with outstanding success

When I first got to Michigan, I anticipated that recruiting from the coasts or outside of Michigan would be a lot harder than it actually has been.

What I found is that people follow the same path I have: they get here, they see the state, they see the legacy of design and creativity, and they put all those things together along with the quality of life and realize – **life here is super compelling.**

In fact, recruiting for MI has been a plus for almost every single candidate I've talked to.

- President and CEO, Herman Miller

- We have had unbelievable support throughout Michigan, but MEDC has been very important as well as the
 - Rick Wallace, President & CEO, KLA
- The teams that we build here and the people we find here are folks that are in it for the long haul.
 - Cofounder and General Manager, Duo Security at Cisco
- People here want to work hard, they want to win, and they're used to creating industries that change the world.
 - Chief Product Officer, May Mobility
- When you think about technology and movies and creativity and other elements of the future, this will be the spot to be. Michigan will be the place where everyone wants to be.
 - VP, Talent Development, Quicken Loans

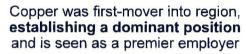
Envisioning Copper in 10 years:

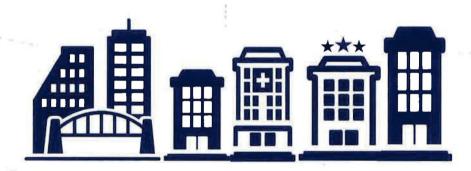
Prosperity for Copper, Michiganders, and society at large





Michigan is flourishing with diverse population, high quality of living, and a great P-20 system to support residents & their families







Michigan & Copper have partnered to bring more semi companies to round out the network, creating a hub of innovation



with exceptional talent at the helm



Sustainable labor pipeline with strong presence at major universities and colleges in MI & surrounding areas; R&D is a focus at academic institutions for accelerated innovation

Copper is leveraging a decades-long partnership with Michigan to hire hardworking, skilled, and diverse Michiganders, who are driving success for Copper while building fulfilling careers

...and all the building blocks are in place to make this a reality for Copper & Michigan

Talent base in key areas today

Detailed plan to ensure Day 1-ready workforce

Engaged colleges & universities ready to partner

High quality of life & low cost of living

Business friendly state policies to help attract talent Opportunity to be pioneer in short term plan to create semi ecosystem



Appendix



Explore More

www.michiganbusiness.org www.miplace.org www.michigan.org

The state of Michigan invites you to tour our sites and the great communities where Project Copper will thrive.

To learn more, contact:

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