



Perfectly Centered. Remarkably Connected.

Investor Insights

I N V E S T O R R E P O R T

KEY CAMPAIGN PRIORITIES 2005 – 2009

- Renewed emphasis on branding, marketing, deal flow, deal making
- Competitive funding of \$4 million+ annually
- Streamlined governance structure
- Rigorous performance measures and regular communication with investors
- Revitalized regional economic development network

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No Time to Stop Pushing

“Now more than ever, investment in economic development is critical to maintaining a community’s short-term and long-term health.”

—Jeff Finkel, President & CEO, International Economic Development Council, *from remarks made at the End-of-Year Economic Development Investor Forum, December 11, 2008*

TO OUR CIVIC INVESTORS:

The recession that unfolded in 2008 was clearly a challenge. Several companies delayed or deferred new, inbound investments; recession-driven layoffs took their toll throughout the region.

Despite this backdrop, our economic development outreach continued full force throughout the year in the knowledge that consistency matters. We believe it’s critical for the St. Louis region to be “top of mind” when corporate confidence returns and decisions put off for now are back on the agenda.

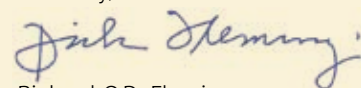
Together with our state and local partners, we completed **10** successful deals in 2008, ultimately resulting in **1,600** direct new jobs, with a combined annual payroll of nearly **\$95 million**, an announced capital investment of just under **\$1 billion** and nearly **4,000** additional indirect jobs.

We enter 2009 on the short list for a healthy number of significant projects,

and continue to be actively engaged in the “Big Idea,” the region’s long term initiative to position Greater St. Louis as the mid-continent gateway for China to access the American Heartland.

On behalf of the RCGA, thank you for your continued support which, in times like this, is more critical than ever. Greater St. Louis cannot afford to step back or passively wait for the turnaround. We need to prepare for it now.

Sincerely,



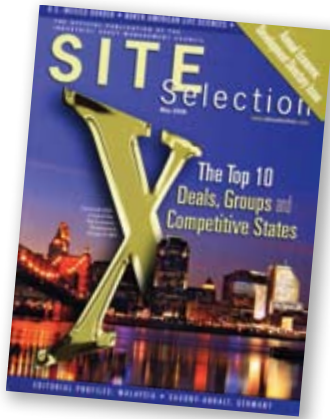
Richard C.D. Fleming,
President & Chief Executive Officer

2005-2008 BY THE NUMBERS

During the past four years, the RCGA completed **51** recruitment and expansion deals, generating **6,188** direct new jobs representing nearly **\$338 million** in new annual payroll and over **\$2.2 billion** in new capital investment.

BUILDING THE REGIONAL BRAND

Working with Fleishman-Hillard, the RCGA placed a range of positive, third-party news stories promoting the St. Louis region. These stories produced coverage in national media outlets such as **"AmericanWay,"** American Airlines in-flight magazine, the **Chicago Tribune,** **PBS Nightly Business Report,** and **The Washington Post,** whose nationally syndicated columnist Neal Peirce inked a column celebrating the St. Louis region receiving its first "All-America City" award from the National Civic League in more than five decades.



For the second consecutive year, and the third time in 10 years, *Site Selection* magazine ranked the RCGA economic development program as one of the top 10 in the nation.

When the **British Broadcasting Corporation (BBC)** visited St. Louis during the national election season, we secured a series of interviews with RCGA President and CEO Dick Fleming which focused on why the St. Louis region is positioned to be resilient through the challenging national economy. The segments aired in the United States and the United Kingdom.

At the same time the BBC was covering St. Louis, we hosted 25 international journalists as part of an initiative by the U.S. State Department's Foreign Press Center.

We landed several features focused on the region's growing partnership with China and our efforts to become a central U.S. logistics hub for that country. Stories about the partnership appeared in such outlets as **Air Cargo News,** **Forbes,** **China View,** **Shanghai Daily,** **Agence France-Presse,** **Brownfield Ad News for America,** and **Wisconsin Ag.**

The RCGA economic development website, www.gotostlouis.org, offers detailed site location data and resources, the latest news, and online viewing of publications.



PROTECTING THE BRAND

Being stewards of the regional brand, we not only seek opportunities to generate positive media coverage, but we also protect our region's reputation.

2008 brought several challenges that exposed our region to potential negative or controversial coverage. Consequently, we played "defense" in preparing and balancing national news such as the

Chrysler plant closure; the InBev acquisition of Anheuser-Busch; delays in the Ballpark Village development; the annual so-called **"Most Dangerous/Safest Cities"** national rankings; the Brookings Institution carbon footprint study and NPR's **"Road to Ruin"** series.

Our multi-year integrated reputation marketing campaign to debunk the **"Most Dangerous/Safest Cities"** national rankings won a national **Gold SABRE Award** for "issues management." SABRE (Superior Achievement in Branding and Reputation) is one of the most sought-after national awards in public relations, attracting more than 1,500 entries a year from agencies and corporate PR departments.

THE NATIONAL NEWS: TALKING ABOUT OUR REGION

"St. Louis makes the cut! It's received its first All-America City award since 1956... St. Louis was the only winning region. And its victory says something significant about America today: Recovered and triumphant downtowns—provided there's visionary local leadership—are on a roll."

– **The Washington Post**, June 13, 2008
(Neal Peirce, nationally-syndicated urban affairs columnist, *The Washington Post* Writers Group)

The Washington Post

"Everything old is new again in this city, where downtown warehouses are being converted into stylish condominiums, and many buildings have been restored."

– **The Boston Globe**,
February 3, 2008

The Boston Globe

"As agricultural biotechnology enters its 'second wave'—in which products are enhanced for the supermarket shopper rather than just the farmer—the St. Louis area is poised to become the paramount region for the industry in the Americas."

– **Nature**, March 2008

nature

"Representatives from U.S. and Chinese companies on Monday signed 71 contracts and agreements worth a total of \$13.6 billion. The deals were made at two ceremonies in St. Louis, and Washington, D.C. and both were attended by visiting Chinese Vice Premier Wang Qishan. During his visit to St. Louis, Wang met with local political and business leaders and spoke highly of growing economic trade relations between the state of Missouri and China."

– **China Daily**, June 17, 2008

中国日报 CHINA DAILY

DEAL MAKERS

We have *tripled* the number of prospects seriously considering the St. Louis region for new or expanded facilities, as tracked through our Sales Pipeline, starting in mid-2005. At the beginning of the Campaign, the pipeline was in the high 20s. By the end of 2008, there were 66 deals working their way through the economic development pipeline.

This significant increase in the number of deals did not just happen by chance. Every business recruitment effort is dedicated to placing and keeping the St. Louis region uppermost in the minds of business executives and the people who advise them—national site location consultants, real estate brokers, and corporate real estate managers.

Whether engaging in special marketing events, face-to-face meetings, or the overall regional branding effort, a key to putting and keeping our region *in the game* is building strong relationships and “making friends” for the St. Louis region among those who influence deals.

SALES CALLS

Personal meetings continue to afford the best opportunities for identifying leads. Our team conducted 110 external one-on-one briefings during 2008, traveling to all major U.S. cities and several key international business centers.

Our team supplemented these briefings with 26 targeted meetings with major St. Louis area employers headquartered outside the region. This gave us an opportunity to build additional relationships and identify possible expansion opportunities.

EVENT-BASED MARKETING

Marketing events extended our reach to communicate the advantages of operating

a business in the region. We increased the number of targeted events in 2008 by staking out a major presence in biotech-related venues that narrowly focus on the medical technology sector of the broader life science industry.

Activities included:

- ▶ **Exhibiting** or participating in tradeshows such as Bio 2008, World Congress on Industrial Biotechnology and Bioprocessing, AdvaMed 2008: The MedTech Conference, Medical Design and Manufacturing Conference, Biomedical Engineering Society Annual Fall Meeting, Farnborough International Air Show, Council of Supply Chain Management, and several real estate-related trade shows.



The RCGA staked out a presence at major bioscience events that narrowly focused on the medical technology sector during 2008. Trade show exhibit by Skyline Exhibits & Graphics Mid-America.

MARKETING STATISTICS

| | 2008 | 2005 THROUGH 2008 |
|-----------------------------|----------------|-------------------|
| Sales Calls | 136 | 474 |
| Qualified New Prospects | 40 | 196 |
| In-Market Site Visits | 28 | 175 |
| Business Intelligence Calls | 26 | 98 |
| RFIs – RFPs | 53 | 174 |
| Deals Closed | 10 | 51 |
| Direct Jobs | 1,614 | 6,188 |
| New Annual Payroll | \$94.5 million | \$338 million |
| New Capital Investment | \$967 million | \$2.2 billion |

- ▶ **Hosting** corporate executives, national site location consultants, and corporate real estate brokers at St. Louis Cardinal games both here and on the road, and at the PGA Tour BMW Championship in St. Louis.

LEAD GENERATION INITIATIVE

We engaged Clayton-based Dulle & Company International to regularly scan hundreds of business websites and news articles for “business intelligence” that may signify company plans for expansion or relocation.

As a result, Dulle & Company generated 1,200 e-mails and over 1,300 follow-up telephone calls on behalf of the St. Louis region to companies from around the world. A number of project leads resulted. Currently, there are 21 Dulle-generated leads being worked by the business recruitment team.

BUSINESS TO BUSINESS

We maintained full-page brand print advertising in 2008 in **CEO** magazine and **Area Development** magazine, and continued to dedicate resources to developing targeted publications for wide distribution, both nationally and locally.

GROWING NEW VENTURES AND CAPITAL FORMATION

A critical element of any regional economic development initiative is the “grow your own” approach to building community wealth—fostering startups and entrepreneurial ventures. Our focus is on developing, nurturing, and recruiting technology-based startups.

This year our team, along with other regional partners, worked with five such technology-based companies in the St. Louis area to successfully proceed to the next stage of development.

- ▶ Cambridge-based **Metabolix, Inc.** located a research facility in the Nidus Center
- ▶ **Vern Medical Technologies** relocated from Nashville to St. Louis
- ▶ St. Louis-based **Waste Remedies** received follow-on funding from Advantage Capital Partners
- ▶ St. Louis-based **Advanced ICU** received \$5 million in expansion-phase funding

- ▶ St. Louis-based **Mobile Armor** landed a \$3.4 million order from the U.S. Army and \$2.5 million in venture capital

While working with these companies and others that selected regions other than St. Louis, we validated Missouri is not poised to aggressively compete for tech-based startups, when compared to neighboring states or more technology-focused states and regions throughout the country. To begin addressing these shortcomings, the RCGA has championed a statewide effort called the “**Grow Me State**” Initiative.

The “**Grow Me State**” Initiative is the top RCGA 2009 legislative priority and is designed to provide Missouri-based,



high-tech, start-up companies with direct pre-seed and seed financing and early stage risk capital to stimulate additional investments from private sources. Perhaps the most decisive factor in whether a new technology venture will succeed is that an enterprise is able to secure adequate funding at critical junctures in its development.

Specific recommendations can be found at www.growmestate.org.

IDENTIFYING NEEDS IN GREATER ST. LOUIS WORKS

The RCGA is in the second year of Greater St. Louis Works, an initiative related to the Information Technology (I.T.) workforce in Greater St. Louis, and one in which we are partnering with St. Louis County Workforce Development and the Missouri Division of Workforce Development. This initiative is funded by the U.S. Department of Labor. The RCGA is providing leadership, as well as substantial in-kind services and support.

This initiative takes a business-focused, demand-driven approach to identifying the I.T. needs of the St. Louis region, and strives for fostering systemic change in how those needs are met. It has evolved into part of our sales message about the St. Louis region, particularly as we frequently work with prospects expressing very substantial needs for I.T. talent.

One of the more interesting and rewarding related tactics that emerged from this planning process has been “Bounce Back St. Louis,” a networking forum for displaced I.T. workers in the region that seeks to



www.greaterstlouisworks.org

reconnect them with employers actively searching for I.T. talent. The need for such a service increased dramatically throughout 2008 and attendance at these monthly forums grew five-fold in just six months.



ENCOURAGING REGIONAL TEAMWORK THROUGH BEST PRACTICES

REGIONAL ECONOMIC DEVELOPMENT NETWORK

One of the first priorities of RCGA's Greater St. Louis Inc. was to strengthen the Regional Economic Development Network (*The Network*). Originally created in 1995, *The Network* members include some 100 public and private sector economic development professionals from the bi-state region.

The Leadership Institute was created to help strengthen *The Network*. In 2008, the Leadership Institute included six forums which covered **"Best Practices in Regional Economic Development."** Members of *The Network* discussed pressing issues with top industry leaders, who are experienced in the "best practices" for cultivating regional growth.

The forums were designed to help hone our skills towards increasing our effectiveness as a regional team. Topics and speakers included:

- ▶ **"Economic Development Network Guiding Principles"**
Jim Alexander, Vice President for Business Recruitment, RCGA
- ▶ **"Best Practices—Branding the Region"**
Jack Farmer, Senior Vice President & Partner, Fleishman-Hillard
- ▶ **"Best Practices—Effective Regional Economic Development"**
Bob Marcusse, President and CEO, Kansas City Area Development Council
- ▶ **"Best Practices—Case Studies of Successful and Lost Projects"**
St. Louis RCGA Team and Network Members
- ▶ **"Best Practices—Future Trends in Economic Development"**
Mark Arend, Editor-in-Chief, *Site Selection* magazine
- ▶ **Evaluation and Feedback Session on 2008 Leadership Institute Series**
Jim Alexander, Vice President for Business Recruitment, RCGA

INVESTOR COMMUNICATION IS A TOP PRIORITY



Joe Imbs, 2007/2008 Chair, Board of Trustees and Regional Chairman/St. Louis Market President, U.S. Bank.

The Leadership Roundtable, an advisory group of investors who have committed \$20,000 or more annually, met quarterly. And, *Investor Insights*, an e-newsletter, was prepared monthly to help all investors stay up-to-date on activities.



CONSISTENT COMMUNICATION WITH THE INVESTORS CONTINUED TO BE A KEY PRIORITY IN 2008

Two all-investor forums were held to discuss marketing and prospect activity, progress towards goals, and as a means to gain valuable investor input. Breakfast meetings were held throughout the year for small groups of investors to become acquainted and provide important program insight.

FEATURED SPEAKERS AT ALL-INVESTOR FORUMS

Mid-Year Investor Forum

- ▶ **Macro Trends in Site Selection**, Darin Buelow, Principal in Strategy & Operations, Global Expansion Optimization, Deloitte Consulting
- ▶ **Brown Shoe Company Project**, Ron Fromm, Chairman & CEO, Brown Shoe Company

End-of-Year Investor Forum

- ▶ **Economic Development Outlook: 2009**, Jeff Finkle, President & CEO, International Economic Development Council

INTRODUCING ST. LOUIS AS THE “BIG IDEA” MIDWEST-CHINA HUB

The St. Louis region is poised to become the Midwest commercial hub for the fastest-growing economy in the world—China. This mega initiative called “The Big Idea,” began to take shape in February 2008 with the first visit to St. Louis by China’s Ambassador to the United States, Zhou Wenzhong. While we still have plenty of hard work ahead, the “Big Idea” is potentially transformational for the entire region. RCGA has played a regional “civic conveyor” and “economic development catalyst” role in the project since November 2007.



“I am the Midwest’s #1 salesman. It’s time we turned our attention to St. Louis and the State of Missouri, and use the base here to expand our openness to the Midwest of the United States, to open up further and promote economic links.”

—Vice Premier Wang Qishan
People’s Republic of China
Speaking in St. Louis on June 16, 2008



RCGA produced in short order multiple print and video pieces, along with more than a dozen topically-specific briefings in English and Chinese.

MILESTONES AT A GLANCE

February, 2008

- ▶ China’s Ambassador to the U.S., Zhou Wenzhong makes two-day visit to St. Louis.

March

- ▶ 30-member St. Louis delegation, led by Sen. Kit Bond and Sen. Claire McCaskill, travel to Beijing, China.
- ▶ Gov. Matt Blunt signs agreement with the Chinese Ministry of Commerce’s Investment Promotion Agency and the Trade Development Bureau.

March Cont.

- ▶ Gov. Matt Blunt, St. Louis Mayor Francis Slay and St. Louis County Executive Charlie Dooley sign two Memos of Understanding with the Vice Minister of the Civil Aviation Administration of China calling for an in-depth feasibility study assessing the potential of Lambert-St. Louis International Airport becoming a hub for Chinese air cargo and a commercial base for expanded two-way trade between China and Missouri and the Midwest region.

April

- ▶ China’s Foreign Affairs Committee Chairman Li Zhaoxing makes two-day visit to St. Louis.

May

- ▶ St. Louis regional response to Civil Aviation Administration of China (CAAC) detailed questionnaire is submitted.

June

- ▶ China’s Vice Premier Wang Qishan visits St. Louis and strongly endorses the “Big Idea” during luncheon meeting with Sen. Kit Bond and Sen. Claire McCaskill, and regional business and civic leaders.
- ▶ Chinese officials sign four purchase agreements in St. Louis with businesses and organizations.
- ▶ China’s Ministry of Commerce Vice Minister Ma leads a 110-member delegation of Chinese entrepreneurs, investors, and business executives on a mission to St. Louis in conjunction with Vice Premier Wang’s visit.



China's Foreign Affairs Committee Chairman Li Zhaoxing hosting the St. Louis delegation, led by Sen. Kit Bond and Sen. Claire McCaskill, at a meeting in the Great Hall of the People during the mission to Beijing in March 2008.

The Midwest-China Hub

Commission was formed by the State of Missouri, St. Louis County, City of St. Louis, RCGA, World Trade Center of St. Louis, Missouri Partnership, Missouri Chamber of Commerce and Industry, and the St. Louis County Economic Council. Civic Progress, Lambert-St. Louis International Airport, Missouri Department of Economic Development, Missouri Department of Transportation, and St. Charles County are also Commission members.

Midwest



Commission

July

- ▶ RCGA commissions study of potential backhaul of freight from Lambert Airport to China.

August

- ▶ Lambert Airport commissions freight forwarders study.

September

- ▶ Small working group attends strategy sessions in London with Stephen Perry, Managing Director, London Export Company.
- ▶ RCGA Senior Vice President Steve Johnson engages in fact-finding mission to the AsiaCenter in Budapest, Hungary.

November

- ▶ Wilson Research completes study of potential backhaul of freight from Lambert Airport to China.

December

- ▶ Midwest-China Hub Commission is formed to spearhead efforts to make St. Louis a hub for China's Midwest trade.
- ▶ Lambert Airport receives freight forwarders study results.

January, 2009

- ▶ China's Ambassador to the U.S., Zhou Wenzhong returns to St. Louis to celebrate the first day of the Chinese New Year and the official announcement of the Midwest-China Hub Commission.

January, 2009 *Cont.*

- ▶ Sen. Kit Bond and Sen. Claire McCaskill announce the U.S. Department of Commerce will release more than \$1.7 million in federal funds to support the St. Louis-China hub.

February, 2009

- ▶ U.S. Department of Commerce Foreign-Trade Zone Board approves expansion of Foreign-Trade Zone #102 to include more than 825 acres at and around Lambert Airport.

March, 2009

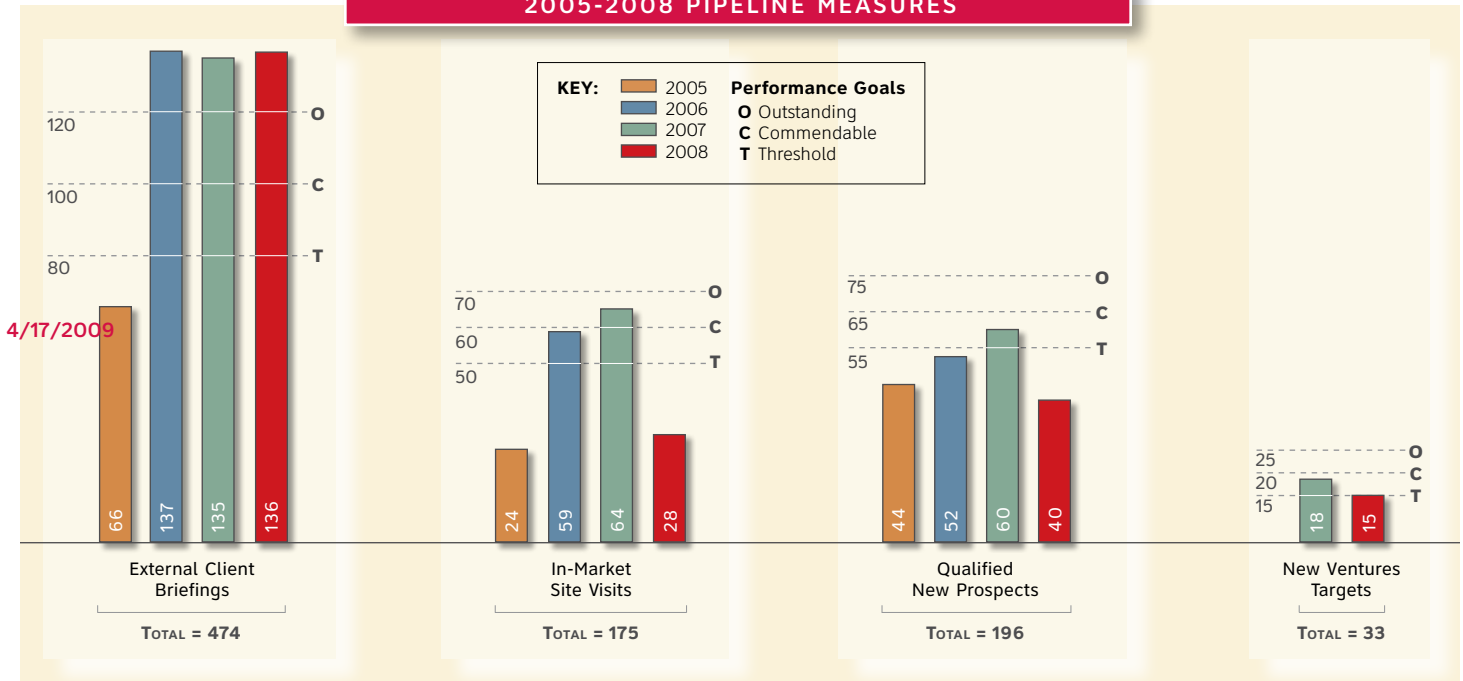
- ▶ Working group from St. Louis travels to Beijing to further pursue the regional commercial hub proposal and emerging economic development opportunities between the St. Louis region and China.

MEASURING SUCCESS

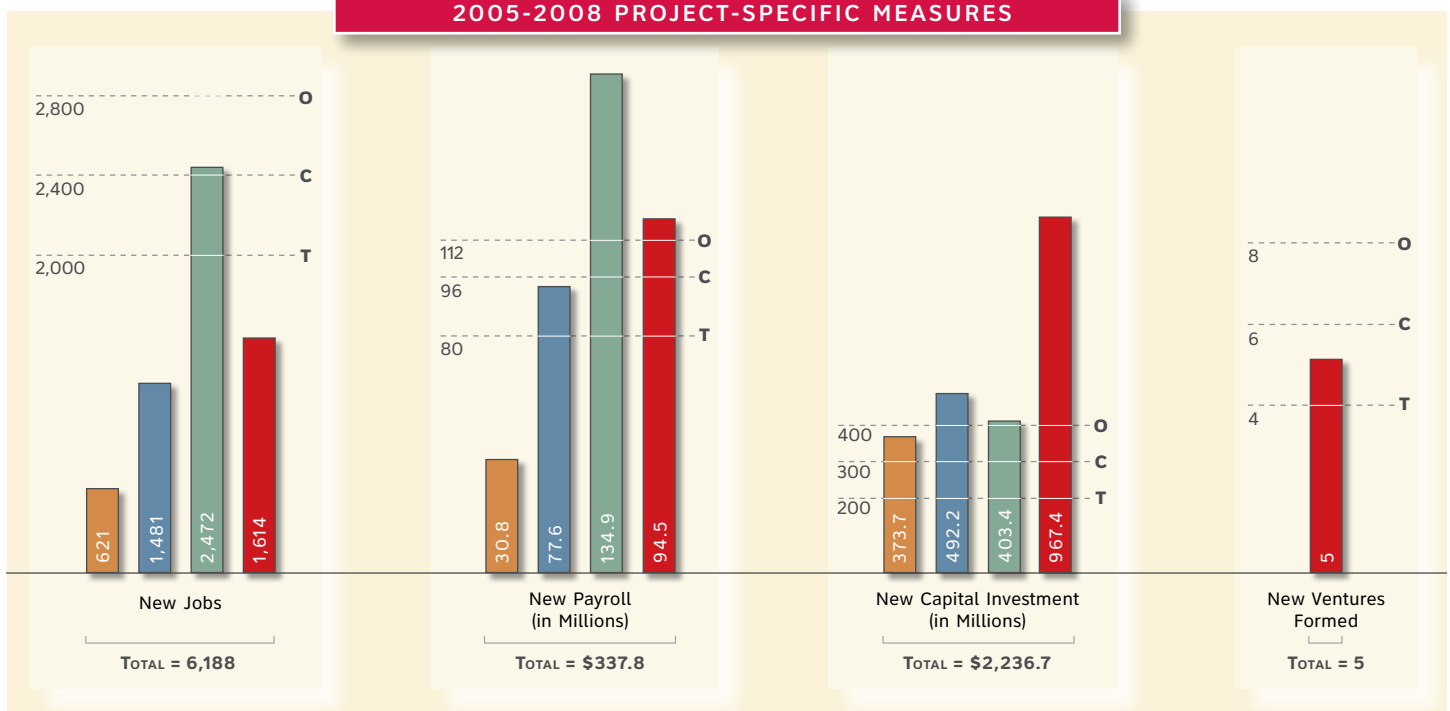
METRICS

Performance metrics are approved each year and monitored quarterly by RCGA's Economic Development Board of Trustees. Our team continues to meet — and in most cases exceed — these pipeline and project-specific metrics.

2005-2008 PIPELINE MEASURES



2005-2008 PROJECT-SPECIFIC MEASURES



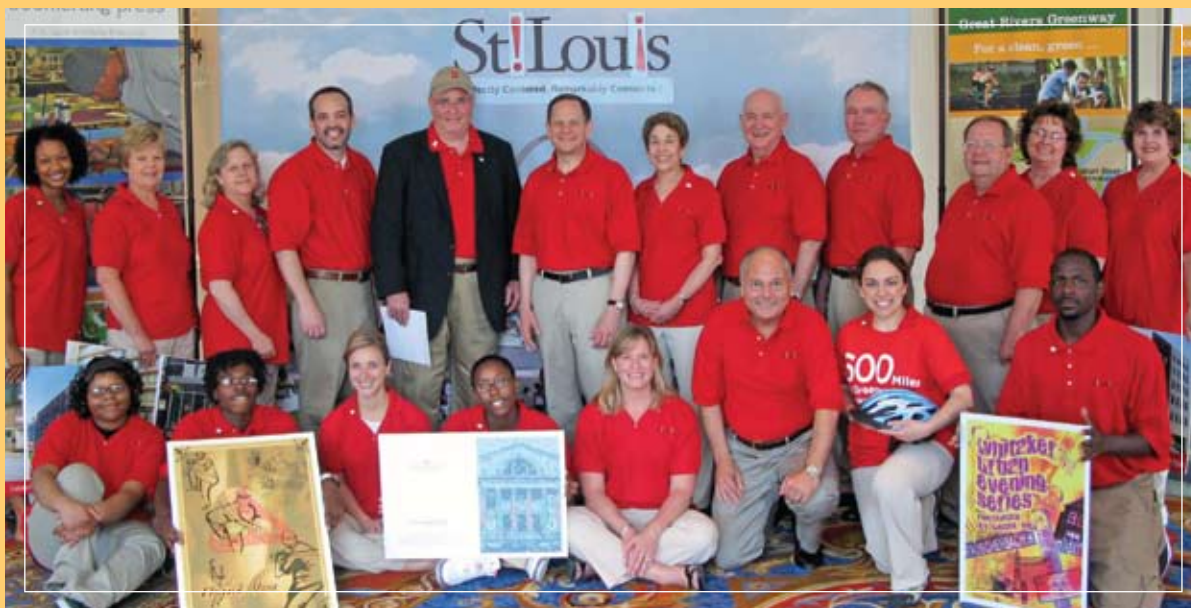
Note: Performance goals are evaluated yearly and adjusted to coincide with market conditions. The charts on this page represent 2008 performance goals.

ACCOMPLISHMENTS IN 2008

| Company | Project Type/ Facility Type | Facility Size Sq. Ft. | New Jobs | New Capital Investment | Total Annual Payroll | Average Salary |
|--------------------------------|--|--------------------------|-------------|---------------------------|-------------------------|-------------------|
| Abengoa Bioenergy of Illinois | Attraction/Ethanol Production | N/A | 60 | \$200,000,000 | \$3,300,000 | \$55,000 |
| Air Products and Chemicals | Expansion/ Manufacturing | 100,000 | 100 | \$27,000,000 | \$4,080,000 | \$40,800 |
| APS Healthcare | Attraction/Office | 25,000 | 100 | \$2,100,000 | \$3,876,000 | \$38,760 |
| Brown Shoe* | Expansion/Mixed Use | N/A | 650 | \$568,000,000 | \$33,950,150 | \$52,231 |
| DCL Medical Laboratories | Expansion/Medical Laboratories/Manufacturing | 5,000 | 34 | \$1,820,000 | \$1,190,000 | \$35,000 |
| Flight Safety International | Expansion/Training Center | 80,000 | 50 | \$80,000,000 | \$3,600,000 | \$72,000 |
| Johnson Controls | Attraction/Manufacturing | 100,000 | 80 | \$6,800,000 | \$2,432,000 | \$30,400 |
| Sisters of Mercy Health System | Expansion/Data Center | 40,000 | 30 | \$60,000,000 | \$1,800,000 | \$60,000 |
| Timewell Tile | Attraction/ Distribution Center | 130,680 | 10 | \$638,000 | \$249,600 | \$24,960 |
| Wachovia Securities** | Retention/Office | N/A | 500 | \$21,000,000 | \$40,000,000 | \$80,000 |
| TOTAL | | 480,680 | 1,614 | \$967,358,000 | \$94,477,750 | \$58,536 |

*Job creation progressing; capital investment postponed

**Merged with Wells Fargo & Company, January 1, 2009.



St. Louis Region



On June 6, 2008, the St. Louis region was named a 2008 All-America City—the first All-America City designation for St. Louis since 1956 and the only region so designated in the 2008 competition. Months of hard work and collaboration by community leaders and citizens led to the award, which is given annually to 10 outstanding communities by the Denver-based National Civic League. The delegation was led by St. Louis' Mayor Francis Slay and RCGA President Dick Fleming.

FINANCIAL STEWARDSHIP

Greater St. Louis Inc. is the five-year regional economic development initiative of the St. Louis Regional Chamber & Growth Association (RCGA). The RCGA has fiduciary responsibility for the receipt, disbursement and reporting of all funds related to the work of the Greater St. Louis Inc. campaign.

2008 REVENUE RESULTS

| | | |
|---|---------------------|-----|
| General Investment | \$ 4,000,000 | 81% |
| RCGA Cash Investment | 200,000 | 4% |
| Carry-Forward Balance | 540,000 | 11% |
| In-Kind Revenue | 185,000 | 4% |
| Total Cash & In-Kind Revenue | \$ 4,925,000 | |

EXPENSE RESULTS BY PROGRAM

| | | |
|------------------------------------|---------------------|-----|
| Marketing & Media Relations | \$ 1,993,000 | 48% |
| Business Recruitment | 916,000 | 22% |
| Existing Business | 249,000 | 6% |
| New Ventures and Capital Formation | 538,000 | 13% |
| Research & Analysis | 259,000 | 6% |
| In-Kind Expenses | 185,000 | 5% |
| Total Expenses | \$ 4,140,000 | |

2009 REVENUE AND BUDGET SUMMARY

| | | |
|---|---------------------|-----|
| General Investment | \$ 3,050,000 | 72% |
| RCGA Cash Investment | 200,000 | 5% |
| 2007 Carry-Forward Balance | 784,000 | 19% |
| In-Kind Revenue | 185,000 | 4% |
| Total Cash & In-Kind Revenue | \$ 4,219,000 | |

BUDGETED EXPENSES BY PROGRAM

| | | |
|------------------------------------|---------------------|-----|
| Marketing & Media Relations | \$ 1,797,000 | 43% |
| Business Recruitment | 1,032,000 | 25% |
| Existing Business | 291,000 | 7% |
| New Ventures and Capital Formation | 604,000 | 14% |
| Research & Analysis | 310,000 | 7% |
| In-Kind Expenses | 185,000 | 4% |
| Total Expenses | \$ 4,219,000 | |

2008 TOP RANKINGS

15th Best City for Young Professionals

Forbes, June 2008

Lowest Cost of Living Among Top 20 Metros

ACCRA Cost of Living Index, 2008

9th Most Literate City in America

Annual Study by Central Connecticut State University, December 2008

All-America City

St. Louis, MO-IL Region

National Civic League, 2008

8th Top Market for Real Estate Investing

HomeVestors, 2008

21 Fortune 1000 Company Headquarters

Fortune, May 2008

3rd Best City to Buy a Home

Forbes, July 2008

7th Most Cost-Competitive Location to do Business

St. Louis, MO-IL MSA

"Competitive Alternatives"
KPMG, 2008

17th Highest Volunteer Rate in America

Corporation for National & Community Service, 2008

2008 AND 2009 GREATER ST. LOUIS INC. BOARD OF TRUSTEES

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Board of Trustees
Former Chief
Information Officer
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Regional Chairman/
St. Louis Market President
U.S. Bank

Michael S. Kearney

Manager, Economic
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Ameren Services
*Representing Network
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President
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*Representing Leadership
Council of Southwestern Illinois*

Randall L. Schilling

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Quilogy, Inc.
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Senior Vice President
Director – St. Louis Public
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Stifel, Nicolaus & Co.
*Representing the Capital
Alliance in 2008
Ex-Officio*

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Mayor
City of St. Louis

Leonard P. Toenjes, CAE

President
Associated General Contractors
of St. Louis

Douglas H. Yaeger

Chairman, President & CEO
The Laclede Group, Inc.

Scott A. Zajac

Senior Managing Director
Advantage Capital Partners
*Representing Capital Alliance
in 2009
Ex-Officio*

Larry Zarin

Senior Vice President & Chief
Brand Officer
Express Scripts, Inc.

MANAGEMENT

Richard C.D. Fleming

President & CEO
RCGA

Steven S. Johnson

Senior Vice President
Economic Development
RCGA

RCGA ECONOMIC DEVELOPMENT TEAM DIRECTORY

Jim Alexander

Vice President
Business Recruitment

Tim Alexander

Director
Business Research and Analysis

Lori Becklenberg

Director
Business Recruitment

Louis Copilevitz

Director
Business Recruitment

Jay DeLong

Vice President
New Ventures & Capital Formation

Dick Fleming

President & CEO

Blair Forlaw

Director
Greater St. Louis Works

Adam Hoffman

Intern
Saint Louis University

Felicia Holyfield

Executive Assistant

Steve Johnson

Senior Vice President
Economic Development

Nancy Krelle

Project Manager
Economic Development

Linda Leonard

Vice President
Economic Development

Lindsay Ochoa

Project Coordinator
Business Recruitment

Judy Schrum

Administrative Assistant
Business Recruitment

Ruth Sergenian

Director
Economic Policy & Analysis

Meredith Turk

Project Coordinator
New Ventures & Capital Formation

GREATER ST. LOUIS INC. 2008 INVESTOR ROSTER

AAA Missouri
 Abengoa Bioenergy
 Advantage Capital Partners
 Ameren Corporation
 American Airlines
 Ameristar Casino St. Charles
 Angelica Corporation
 Anheuser-Busch
 ARCO Construction Company Inc.
 Armstrong Teasdale LLP
 Associated General Contractors of St. Louis
 AT&T Missouri
 Bank of America - Missouri
 Bank of Washington
 Big Boy's Steel
 BJC HealthCare
 Brown Shoe Company Inc.
 Bryan Cave LLP
 BSI Constructors Inc.
 Build-A-Bear Workshop
 Bunge North America
 Carpenters' Union of Greater St. Louis & Vicinity
 CB Richard Ellis, Inc.
 Centene Corporation
 Central Parking System
 Centric Group
 Charles E. Jarrell Contracting Inc.
 Charter Communications
 Christner Inc.
 City of St. Louis/St. Louis Development Corp.
 City of Washington, MO
 Clayco
 Colliers Turley Martin Tucker

Commerce Bancshares Inc.
 Commerce Bank - St. Louis Region
 Deloitte
 DHR International
 Dierbergs Markets Inc.
 Duke Realty Corporation
 East County Enterprises Inc.
 Edward Jones
 Electrical Connection
 Emerson
 Energizer Holdings Inc.
 Enterprise Financial Services Corp.
 Enterprise Rent-A-Car World Headquarters
 Express Scripts Inc.
 Fleishman-Hillard Inc.
 Fox Family Foundation
 Franklin County, MO
 Gateway Commercial|Cushman Wakefield Alliance
 GKN Aerospace-Aerostructures
 Graybar Electric Company Inc.
 Hardee's Food Systems Inc.
 Harrah's St. Louis Casino and Hotel
 HNTB Corporation
 HOK Group Inc.
 Holland Construction Services
 Home Builders Association of St. Louis & Eastern Missouri
 Hunter Engineering Company
 Husch Blackwell Sanders LLP
 JS Logistics
 Kellwood Company
 Kozeny-Wagner Inc.
 KPMG LLP

Lambert-St. Louis International Airport
 LandAmerica Commonwealth Land Title Insurance Co.
 Lewis, Rice & Fingersh L.C.
 Lodging Hospitality Management
 Macy's Inc.
 Madison County, IL
 Maritz Inc.
 MasterCard Worldwide
 McCarthy Building Companies
 McEagle Properties LLC
 Missouri Growth Association
 Monsanto Company
 Murphy Company
 National City Bank of the Midwest
 Nestlé Purina PetCare Company
 Opus Northwest LLC
 Pace Properties Inc.
 Paric Corporation
 Partners for Progress
 Peabody Energy
 Pfizer St. Louis Laboratories
 Plumbers & Pipefitters Local #562
 Polsinelli Shughart PC
 PriceWaterhouseCoopers
 Regions Bank
 RubinBrown LLP
 Sara Lee Foundation
 Schnuck Markets Inc.
 Scottrade Inc.
 Sigma-Aldrich Foundation
 Skyline Exhibits & Graphics Mid-America
 Smurfit-Stone Container Corporation

Southern Illinois Construction Advancement Program
 Southwest Bank of St. Louis
 SSM HealthCare - St. Louis
 St. Anthony's Medical Center
 St. Charles County, MO
 St. John's Mercy Health Care
 St. Louis Association of Realtors
 St. Louis Blues Hockey Club
St. Louis Business Journal
 St. Louis College of Pharmacy
 St. Louis County, MO/Economic Council of St. Louis County
St. Louis Post-Dispatch
 St. Louis Rams
 St. Louis RCGA
 Tartlton Corporation
 The Integrated Defense System/The Boeing Co.
 The Korte Company
 The Laclede Group Inc.
 The Newberry Group Inc.
 The Stolar Partnership
 Thompson Coburn LLP
 Tri-City Regional Port District
 U.S. Bank
 UMB Financial Corporation
 UniGroup Inc.
 University of Missouri Columbia
 Wachovia Securities, LLC
 Washington University in St. Louis
 World Wide Technology Inc.



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