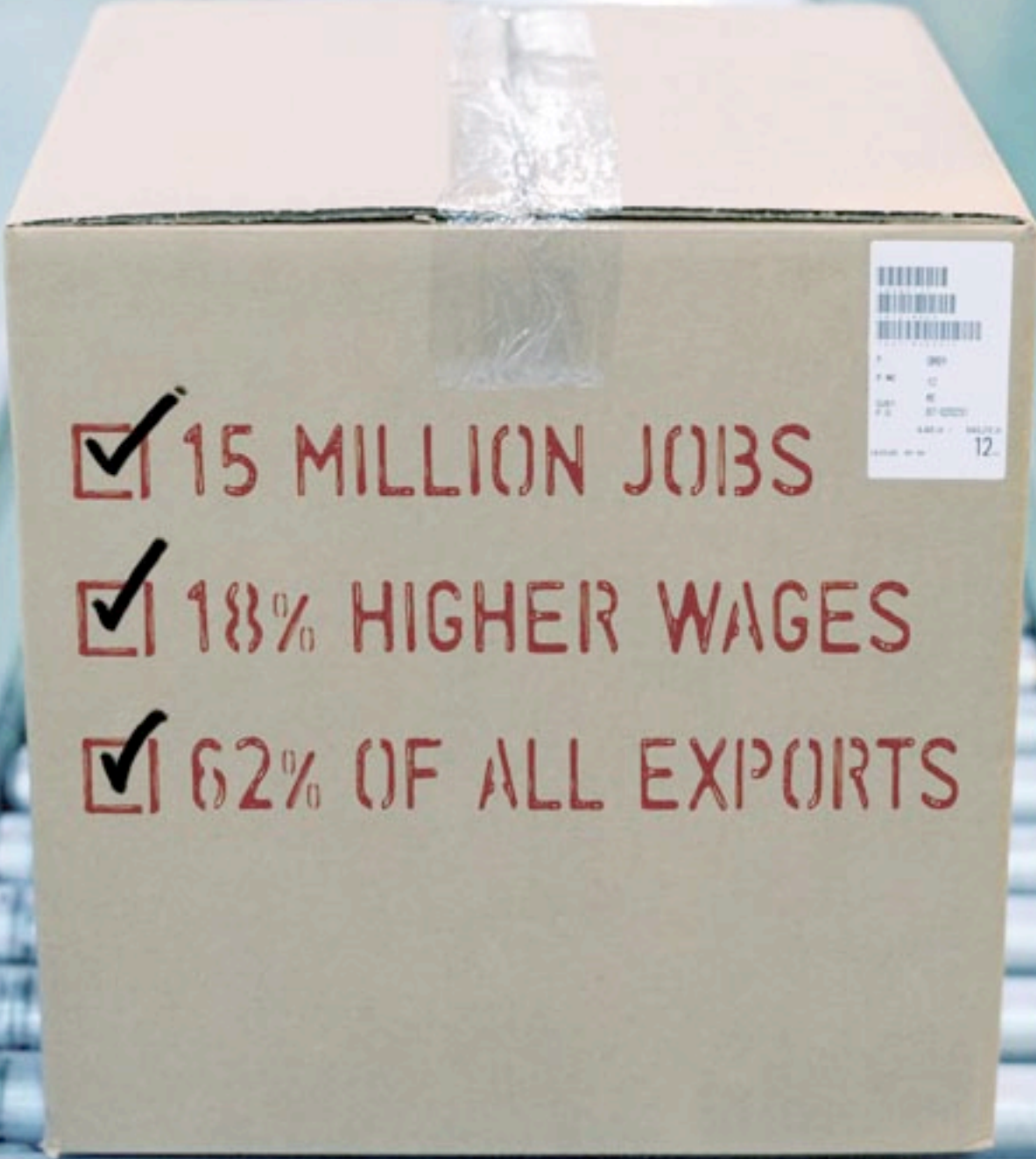
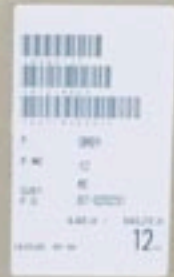


- 
- ✓ 15 MILLION JOBS
- ✓ 18% HIGHER WAGES
- ✓ 62% OF ALL EXPORTS



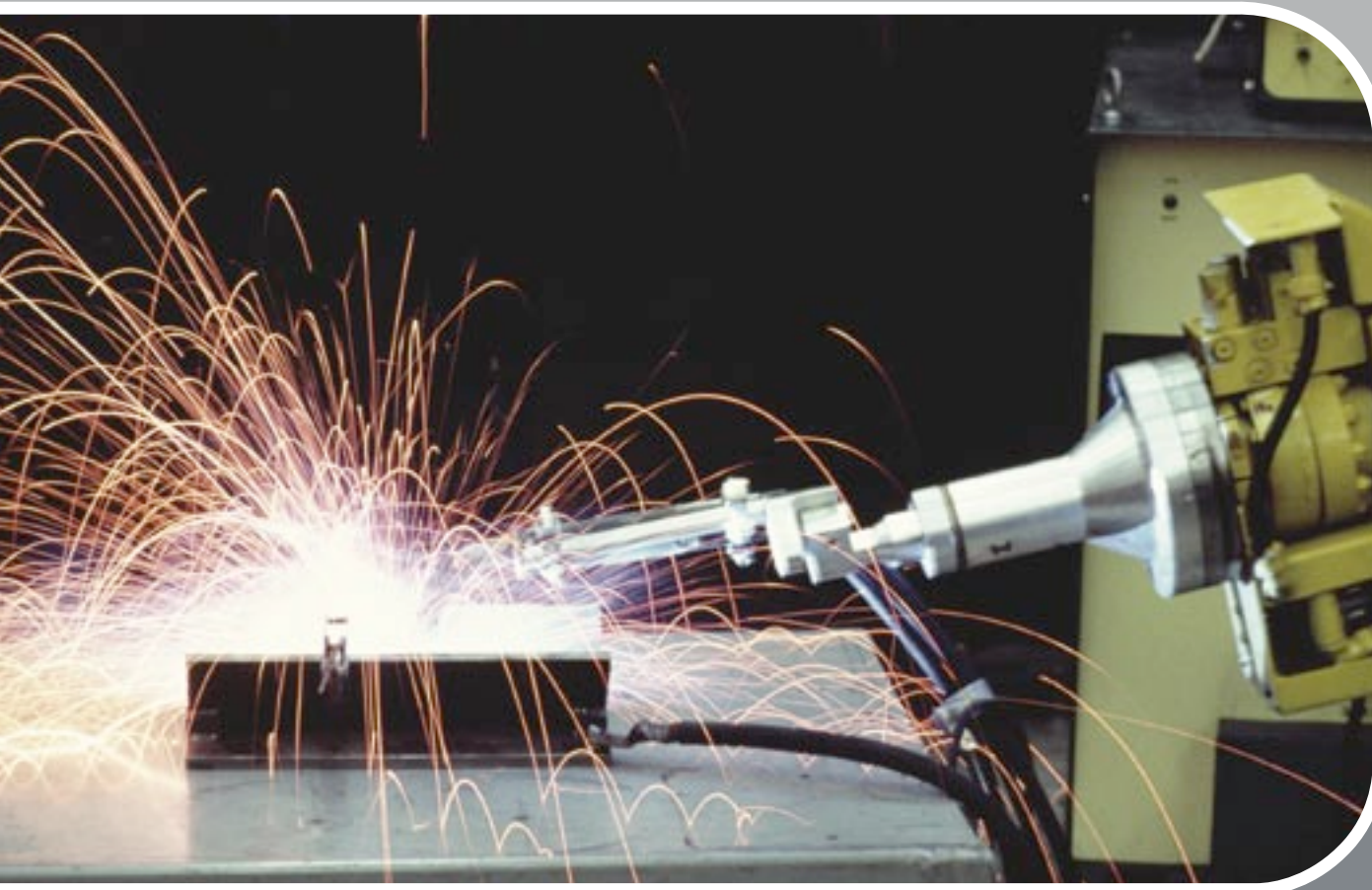
Barcode and shipping label with tracking information.



Many people are surprised to learn that manufacturing continues to be the cornerstone of economic prosperity in the United States.

After all, the explosive growth of the service economy in the 1980s and excitement surrounding today's information age make it easy to lose track of other business sectors. But the truth is manufacturing companies provide 16% of the gross domestic product, employ some 15 million Americans, and provide wages and benefits that are 38% higher than the national average. No other single business sector contributes so much benefit to so many people. And raw economic impact is only part of the story.





Innovating solutions

Manufacturers have also leveraged technology in pursuit of better and better solutions to the ultimate business problem: “How to do more with less?” Manufacturing companies produce more goods than ever before with less environmental impact. They develop new innovations at a faster pace and implement them in less time. They continuously set new records for greater worker productivity while reducing workplace injuries. And the success of the manufacturing sector in pairing more upside with less downside in nearly every category has made it the model for business in America.

#1 in U.S. Exports

The U.S. is the world’s largest exporter and 62% of our exports are manufactured goods.

Leading the world in exports

With all the headlines about trade imbalances with individual countries, it’s easy to forget that the United States is the world’s largest exporter. The manufacturing sector produces more goods for export than all other business sectors combined.

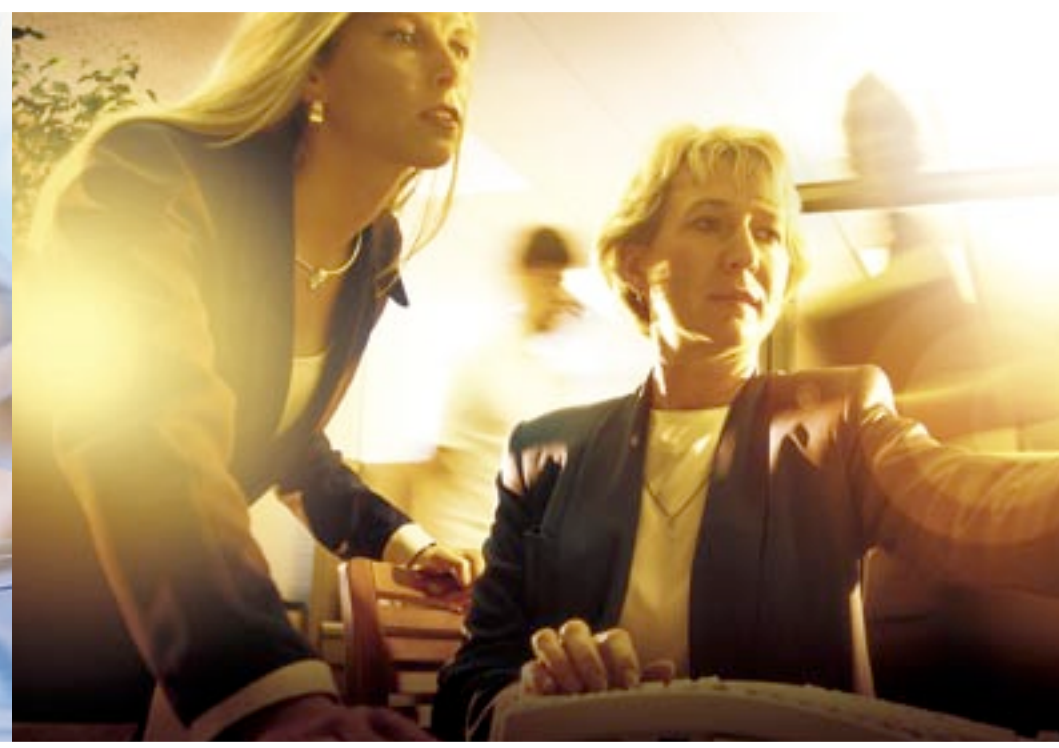
During the last 10 years, manufacturers have more than doubled the quantity of goods they produce for export. In fact, manufactured goods make up 62% of all U.S. exports. Without these products, America could never maintain its position as a global leader because international sales inject billions of new dollars into the national economy every year.

What does that mean in real terms? Every dollar of manufactured goods generates \$1.43 in additional economic activity—more than any other sector.



143% Return on Investment

Every dollar of manufacturing activity generates an additional \$1.43 in economic impact.



Creating more jobs

The numbers provide a big picture view of the tremendous impact manufacturing has on the overall economy, but putting aside the spreadsheet reveals the people behind the numbers. People from every business sector contribute to the process of making, distributing, and selling manufactured goods. As a result, every \$1 million in final sales of manufactured products results in eight jobs in the manufacturing sector plus another six jobs in other business sectors. No other business sector creates so many jobs in addition to the people it employs directly. During the most recent year on record, the manufacturing sector supported 23 million jobs in the United States.



Raising the standard of living

Manufacturers not only create jobs, they create some of the best jobs available. They bring new dollars into the economy and pay them out in the form of higher than average wages. Recent reports show that the average manufacturing employee earned \$46,000 in wages with an additional \$8,000 in benefits, while the average U.S. employee in the remainder of the economy earned \$39,000 in wages with \$7,000 in benefits. Of course, some occupations provide higher salaries, but manufacturing provides millions of good-paying jobs. Overall, pay for manufacturing employees is higher than the average wage for construction, service, and retail jobs. Manufacturing also provides job opportunities for workers across the educational spectrum—employing people with a range of training from graduate degrees to GEDs and all levels of education in between.

18% Higher Wages
than the national average

Advancing Safety

Workplace injuries in manufacturing operations have declined **40%** over the last decade.

Operating cleaner and safer

The reality of modern manufacturing is very different from the dangerous and dirty enterprise pictured on television and movies. Today's manufacturing lines are high-tech operations that reside in clean, dust-free work areas with excellent safety records—workplace injuries are down nearly 40% in the past decade alone. Manufacturing has also drastically reduced environmental waste and harnessed technology to ensure continued improvements in water and air quality. On the one hand, manufacturers have conformed to federal regulations, but

many have also voluntarily invested in technologies to reduce emissions and other waste products. These efforts have been so successful that despite rapid increases in population, energy consumption, and the number of vehicle miles driven, manufacturers have contributed heavily to a dramatic decline in pollution.



Ushering in the future

Manufacturing has always been a business based on innovation. Manufacturers pioneered the use of computerization, robotics, and many other technologies that have become commonplace. Nearly two-thirds of private sector research and development originates from the manufacturing sector, and many of the technologies it develops impact other sectors of the economy. The technology behind automated teller machines was created for factory equipment, while antibiotics and vaccines developed by pharmaceutical manufacturers have revolutionized the healthcare industry. In the years to come, manufacturers will continue to turn ideas, experiments, CAD drawings, and prototypes into products that enrich our everyday lives.

Manufacturing accounts for **two-thirds of all U.S. R&D**



Manufacturing in Chattanooga

The broad benefit manufacturing provides to the national economy is magnified in our local economy. Manufacturing represents 15.2% of Chattanooga's economic base and manufacturers employ more than 34,000 people in our area—more than any other business sector. In addition to strengthening the economy through higher than average wages, manufacturers pay one-third of all corporate taxes collected by state and local governments. Sales of products all over the world return to the Chattanooga area as neighborhood schools, senior services, healthcare, and other support for citizens.

Chattanooga's manufacturing heritage is well known, but few realize how strongly the past points the way to future economic growth. Successful economies are always built on existing foundations. Many communities have suffered from jumping on economic development bandwagons in an effort to become the next "Silicon Valley" or "Bio-tech Mecca." These communities soon discover that they do not have the resources to support growth in these sectors.



In contrast, Chattanooga's strong manufacturing tradition gives us a head start in creating successful modern manufacturing operations for the 21st Century. Existing assets that are helping us define our future include:

- **Workforce** with experience and skill in manufacturing.
- **Chattanooga State's Industrial Training Programs** are in the top tier among schools with similar offerings and can be customized to meet the needs of individual manufacturers.
- **University of Tennessee at Chattanooga's Engineering Program** provides the kind of highly skilled workers manufacturing operations need to succeed.
- **The University of Tennessee SimCenter at Chattanooga** is a world-class computer simulation program that has the ability to computer proto-type new products for manufacture. The SimCenter also acts as a magnet for new industrial talent and ideas.

Supporting existing industries as they continuously adapt to rapid changes in the global economy while making the area attractive to new manufacturing operations is an essential part of any viable economic development strategy.

Chattanooga is home to the world's first Coca-Cola bottling plant, the invention of the tow truck, and Little Debbie.

About the Chattanooga Manufacturers Association

Chattanooga Manufacturing: A Past with a Future

Manufacturing is a proud part of Chattanooga's past and an essential key to its future. While cotton was still king, Chattanooga built an international reputation for itself as the "Dynamo of Dixie." In the early part of the 20th Century, Chattanooga built a foundation of prosperity on a diverse manufacturing base that made every kind of product imaginable, including engines, watches, hosiery, vending machines, synthetic silk, toys, furniture, and baked goods.

And, Chattanooga did not just make "things." Their ideas shaped and redefined entire industries. One Chattanooga invented the tow truck, creating a brand new market segment, while others bottled Coca-Cola for the first time, an innovation that revolutionized the distribution of beverages the world over.

Today, Chattanooga continues that tradition of innovation as existing companies produce products for the new millennium such as integrated robotics for auto assembly and cutting edge medical devices, while the area's start-up companies pioneer the manufacture of products utilizing nanotechnology, produce the next generation of smart ovens, and launch the first fully automated wind tower manufacturing operation in North America.



The Chattanooga Manufacturers Association (CMA) is a proactive organization that addresses issues affecting the economic development and stability of Chattanooga's manufacturing industries. With a membership of 340 business leaders from 250 companies, CMA represents the needs of manufacturers both large (as many as 3,000 employees) and small (as few as five employees).

Through CMA, manufacturers have a unified voice to express their needs and perspective on public policy, environment, workforce development, and energy. Working with its members, committees, industry leaders, the community at large, and the Chattanooga Area Chamber of Commerce,

CMA develops strategies to address core issues that affect manufacturers.

Typical efforts include challenging utility increases that make area manufacturers less competitive, working to ensure compliance with the Clean Air Act, raising awareness about environmental regulations, and helping area educators understand how to best prepare students for jobs in the manufacturing sector.

Focused clearly on human capital, environmental stewardship, and competitive, profitable business operations, CMA is the independent, assertive advocate for industrial interests in the Chattanooga region.



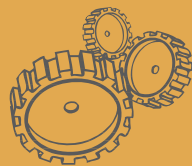
Manufacturing our economic security

Considering the integral role manufacturing plays in economic growth, affecting practically every sector of our economy, a robust manufacturing sector is critical to a strong overall economy. Unfortunately, many Americans are simply unaware of manufacturing's contribution to our high standard of living. And worse, many political leaders are indifferent to the importance of maintaining our global manufacturing leadership. This current climate of unawareness and indifference combined with the intense challenges the industry already faces from a sluggish economy and intense global competition threatens to undermine the general prosperity of our nation.

We invite you, therefore, to join us in our efforts to encourage community and political leaders, educators, the media and neighbors to support manufacturing whenever possible, reminding people that manufacturing accounts for:

- Two-thirds of all R&D
- 8 million jobs outside the manufacturing sector
- 18% higher pay than the national average
- The exports that balance our imports—keeping us competitive
- Innovations in productivity efficiency that reduce costs, inflation, and raise the standard of living

And together we'll continue to manufacture the economic security of our nation.



CHATTANOOGA
MANUFACTURERS ASSOCIATION

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423.266.1902 | FAX: 423.266.1985

WWW.CMA1902.COM

Chattanooga Makes Sense for Manufacturing

LOGISTICS

- Regularly named a five-star distribution location
- Centrally located about 1.5 hours from metro Atlanta, Nashville, Huntsville, and Birmingham
- Within one day's drive of 70% of U.S. consumer markets
- Excellent north/south and east/west access via I-75, I-24, and I-59
- Available dual-rail transport with Norfolk Southern Railway System and CSX Transportation
- Easy access to 16,000 miles of navigable waterways
- Home to more than 70 common and contract carriers, including two of the nation's top transportation companies—U.S. Xpress and Covenant Transport

WORKFORCE

- Existing workforce of half a million people within a 50-mile radius
- A post secondary education rate that exceeds the national average
- A higher than average concentration of workers with manufacturing experience and skills
- Cost-competitive wages that are below national norms, including total average industrial earnings (83%), manufacturing wages (75%), and service sector salaries (81%)
- More than 10 universities within a 50-mile radius, graduating thousands of students each year in programs such as engineering, chemistry, physics, computational sciences, liberal arts, and education
- Chattanooga State delivers "built-to-suit" technical training programs and has already served more than 130 businesses and trained 10,000 workers





TECHNOLOGY RESOURCES

- Home to the University of Tennessee SimCenter at Chattanooga, a world leader in computational engineering that provides, research, design services, and graduate training to industry and U.S. government clients such as NASA, Lockheed Martin, Oak Ridge National Laboratory, the U.S. Department of Defense, and Boeing Corporation
- Access to supercomputing via a direct fiber-optic link to Oak Ridge National Laboratories
- Located in the middle of the Tennessee Valley Technology Corridor:
 - An alliance of more than 200 national R&D centers, universities, private corporations, and communities dedicated to growing the area's technology assets and opportunities in energy, homeland security, nano-technology, propulsion, computational engineering, and biosciences
 - Includes key national R&D centers such as Oak Ridge National Laboratory, NASA-Marshall Space Flight Center, and Arnold Engineering Development Center, with available industry access to technology transfer and product improvement support—each within 100 miles of Chattanooga
- Fiber-optic Internet access that's up to 300 times faster than standard T1 lines—and connected by a 60-mile Metro Area Network



LIFESTYLE

- Surrounded by the breathtaking natural beauty of the Tennessee mountains
- One of the most affordable costs of living in the nation, with housing prices 30% below the national average
- Named one of America's most livable cities by national publications like *Parade Magazine* and *U.S. News and World Report*
- Exceptional outdoor activities that attract millions of visitors each year—along with coverage in such publications as *Outdoor Magazine* and *Runner's World*
- Just a short drive from the site of the 1996 Olympic whitewater events
- A "can-do" community spirit that has fueled, among other achievements, one of the most successful urban revitalization initiatives in the country
- Arts and cultural activities that rival and even surpass many large cities



Join the Chattanooga Manufacturers Association

Focused on human capital,
environmental stewardship,
and competitive, profitable

business operations, CMA is the independent, assertive advocate for industrial interests in the Chattanooga Region, injecting the perspective of manufacturers into the policy-making processes of government, environment, workforce development, energy, media, and other activities that directly impact your business.

MEMBER BENEFITS

- Business contacts with all of the major manufacturers in the Chattanooga business area—CMA regularly refers business opportunities to member-companies and encourages member-companies to consider one another as business partners. CMA also provides opportunities for members to meet and establish relationships with other business, professional, and government leaders.
- Low-cost, high-value seminars on such subjects as Workers Compensation, Media Interaction, Interpersonal Skills, Regulatory Compliance, Union Avoidance/Labor Relations, Benefit Design and Administration, Internet/Computer applications, etc.
- Opportunities to participate in CMA Committees in the areas of Workforce Development, Energy, Environment, Government Affairs, Human Resources, Insurance, and Membership Development—these committees are led by some of the most well-respected and capable local professionals.
- Advocacy, Consulting and Referral Services:
 - Ray Childers, CMA President, is a seasoned Dupont Co. Human Resources Manager with a variety of labor relations, benefit administration, and employee relations experience, and represents manufacturers as a registered lobbyist at the State Legislature.
 - Celeste Longwith, Assistant to the President, is a Notary Public and can provide member companies with wage, salary and benefit information, "Matchmaker" resumes, and assistance or referral services on other matters of concern to manufacturers.
- Alliance with Tennessee Chamber of Commerce & Industry. As a CMA member, you will be eligible to apply for group health insurance coverage, dental insurance, 401(k) pension plans, special rental car discounts, discount long distance service through AT&T, a self-insured workers compensation plan, and other benefits offered by the TAB Service Corporation.



WHAT OUR MEMBERS SAY

“The CMA has proven to be a very valuable resource for our company over the past years. It is the single entity in the community that has the best interest of manufacturing affiliated industries as its core value. The CMA president, staff, and the board of directors are all mature, dedicated, and committed individuals with a wide range of experience and expertise. When I can't get an answer anywhere else, I call CMA. I am proud to be associated with the organization.”

J. D. PURVIS | SITE MANAGER | BASF

“The Chattanooga Manufacturers Association is the most efficient and effective trade association I have ever been associated with. They have a lean but talented staff (two individuals) who are very productive.

Most companies and people in our community are not aware of the efforts and results of the Chattanooga Manufacturers Association in the organization's contributions to improving curriculums and vocational programs in our public school system. The CMA strives to improve the educational environment so that our emerging workforce will be better trained to compete for jobs in local industries and businesses upon graduation.”

PHIL BALL | GENERAL MANAGER | W. R. GRACE & CO.

“Our company is a member of many industry, civic, and community associations, and I can honestly tell you that the Chattanooga Manufacturers Association's annual dues are one of our best investments each year. I am pleased and impressed at the industry representation that we have in Nashville through the CMA. I am confident that the lobbying efforts of Ray Childers and his staff are working for our entire manufacturing segment.”

DAVE BRECKINRIDGE | GENERAL MANAGER | ALSTOM

“Manufacturing support in this community through the CMA is very unique. Working in manufacturing for over two decades in a number of Dupont facilities in the U.S and Europe, I have never seen such a focused organization providing direct support and advocacy for manufacturing, while continually integrating the community's needs and interest. Critical decisions need accurate and factual information from and for citizens, government, business and manufacturing. The CMA continues to fulfill this role in bringing knowledge and insights on making manufacturing work for all in Chattanooga.”

JERRY VIOLETTE | PLANT MANAGER | DUPONT NYLON, RETIRED



Consider a Career in Manufacturing

YOU'LL BE A VITAL PART OF OUR ECONOMY

- Manufacturing represents 15.2% of Chattanooga's economic base, employing more than 34,000 people in our area and 15 million nationally—more than any other business sector.

ENJOY A HIGHER STANDARD OF LIVING

- Manufacturing employees earn 18% higher pay than the national average—higher than the average wage for construction, service, or retail jobs.

GET EQUAL OPPORTUNITY

- Manufacturing provides job opportunities for workers across the educational spectrum—employing people with a range of training from graduate degrees to GEDs and all levels of education in between.

STAY CLEAN AND SAFE

- Today's manufacturing lines are high-tech operations that reside in clean, dust-free work areas with excellent safety records—workplace injuries are down nearly 40% in the past decade alone.

TAKE ADVANTAGE OF LOCAL EDUCATION OPPORTUNITIES

- **Chattanooga State's Industrial Training Programs** are in the top tier among schools with similar offerings. In fact, CSTC offers "built-to-suit" technical training programs for a wide range of disciplines that have already served more than 130 businesses and trained more than 10,000 workers.
- **University of Tennessee at Chattanooga's Engineering Program** provides the kind of highly skilled training you'll need to succeed in today's manufacturing world. In fact, *The SimCenter at UTC* is a world-class computer simulation program that offers students the opportunity to mix with the very brightest and best industrial talent and ideas anywhere.
- There are also more than 10 universities within a 50-mile radius, graduating thousands of students each year in programs such as engineering, chemistry, physics, computational sciences, liberal arts, and education.

WANT TO KNOW MORE?

- Visit www.CMA1902.com, or contact us 423.266.1902.