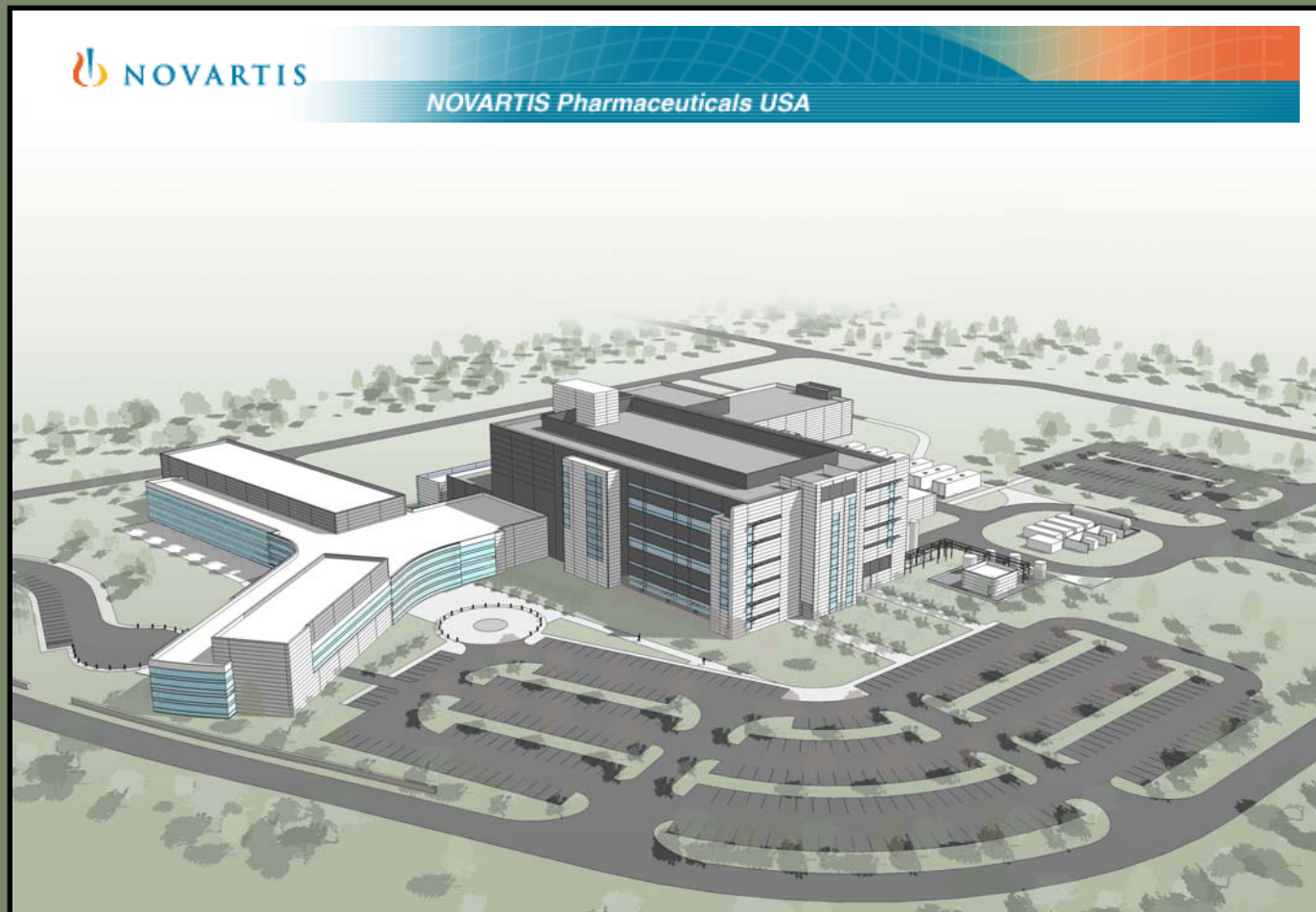


ECONOMIC IMPACT ANALYSIS

NOVARTIS VACCINES & DIAGNOSTICS AND THE LOCAL ECONOMY

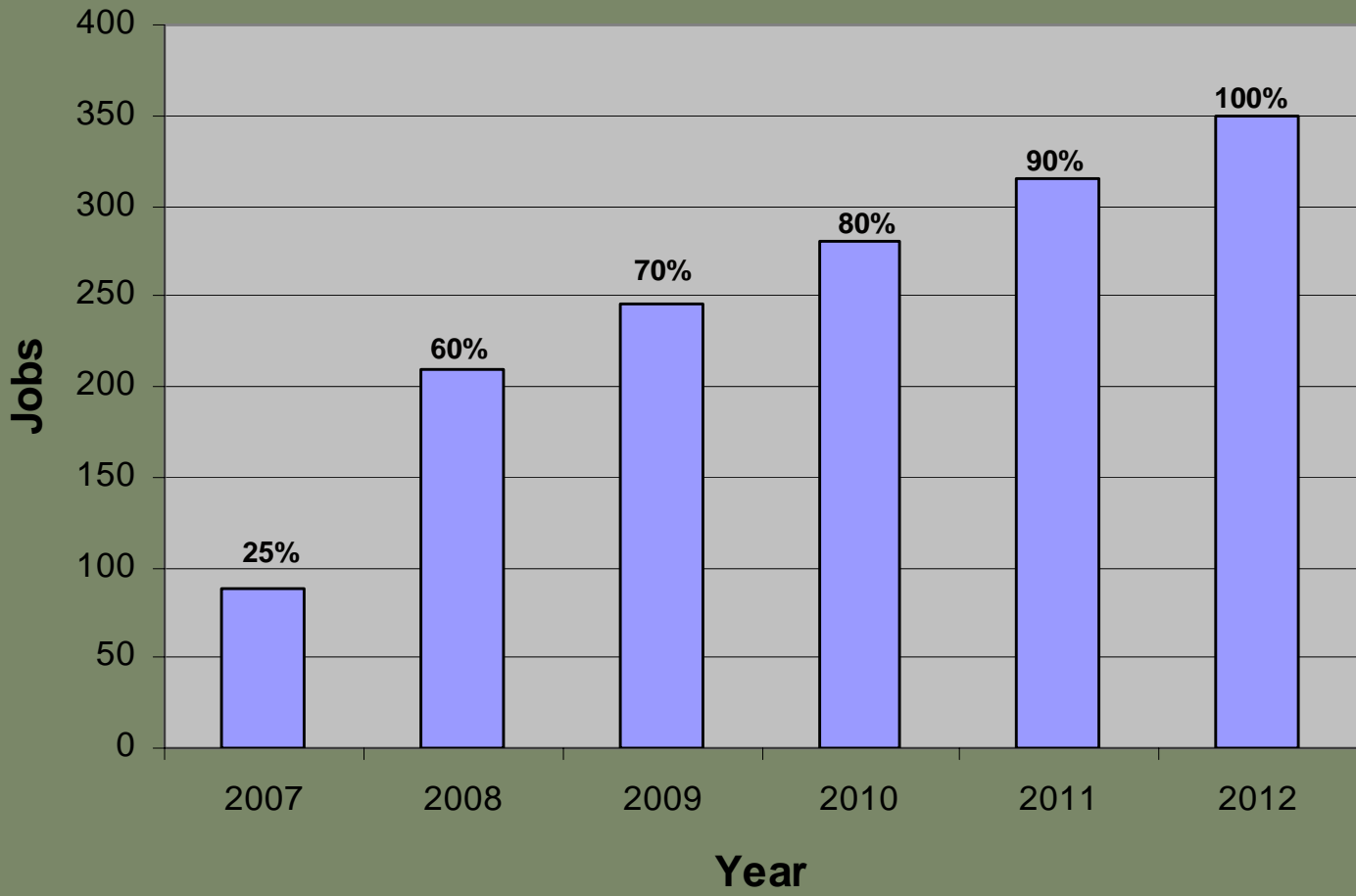


DATA SOURCES

- I. **IMPLAN Economic Impact Modeling System**
- II. **Fiscal Impact Analysis by Mark Goodman (Institute for Economic Advancement, University of Arkansas, Little Rock)**
- III. **Novartis Vaccines & Diagnostics Projections**
- IV. **Town of Holly Springs**



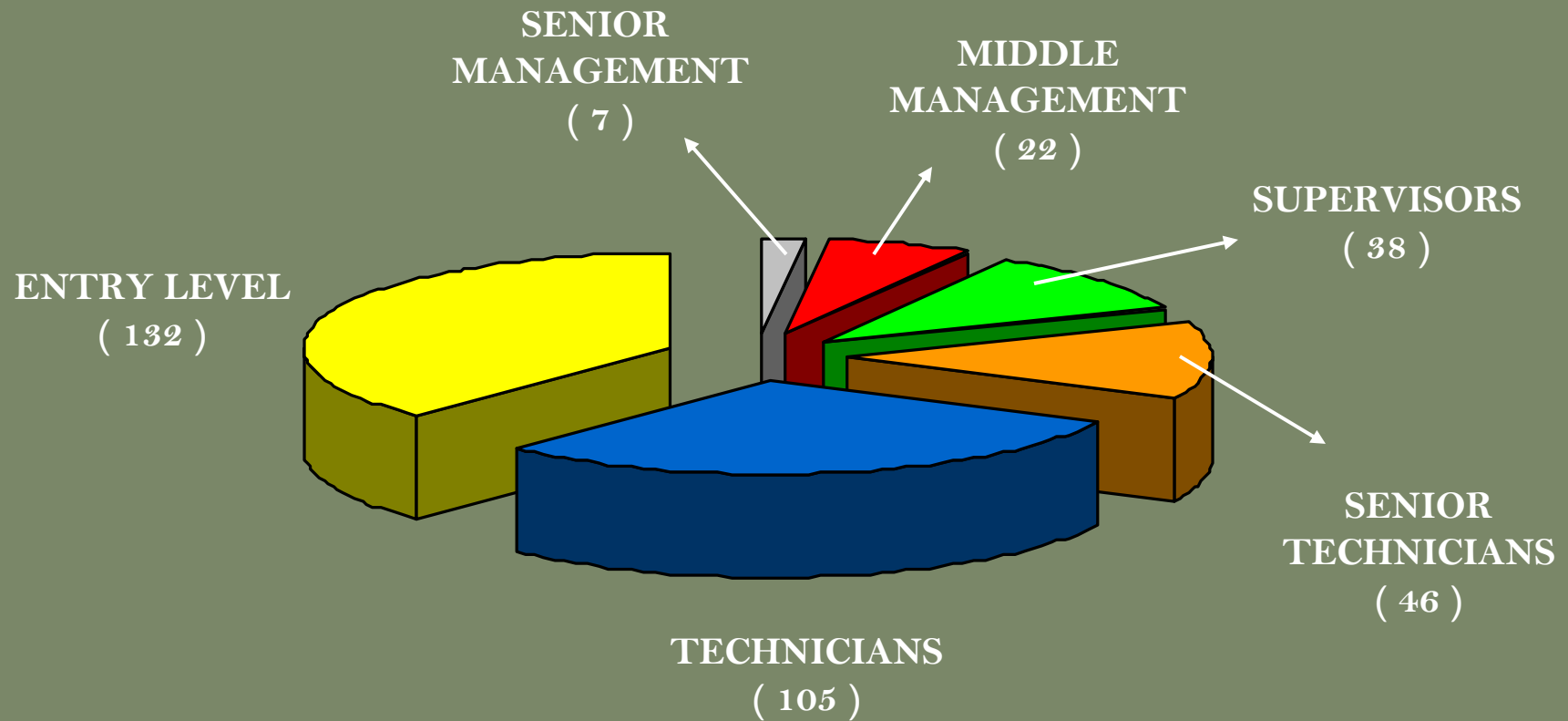
NOVARTIS EMPLOYMENT GROWTH



Source: Novartis Projections



PROJECTED POSITION TYPES



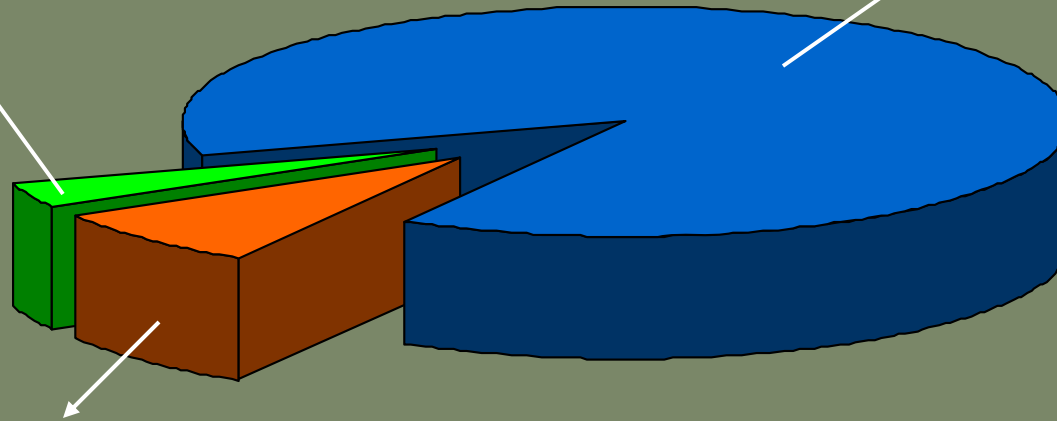
SECONDARY EMPLOYMENT GROWTH

INDUCED (40)

Dry Cleaning
Restaurants
Day Care

CONSTRUCTION (~ 1,000)

Electricians
Landscapers
Structural Engineers



INDIRECT (96)

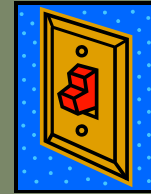
Commercial Printing
Research Operations
Distribution



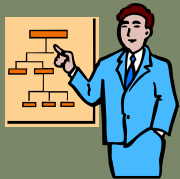
Town of
Holly Springs

THE MULTIPLIER EFFECT

Novartis pays a local printing company \$1,000 to produce a marketing brochure



Printing company then uses a portion of the \$1,000 to pay an employee's salary



Cashier then spends some of her salary on a utility bill, and so on... After multiple rounds of re-spending and circulation in the local economy, the initial \$1,000 eventually "leaks" out



Employee then re-spends some of the salary at a local grocery



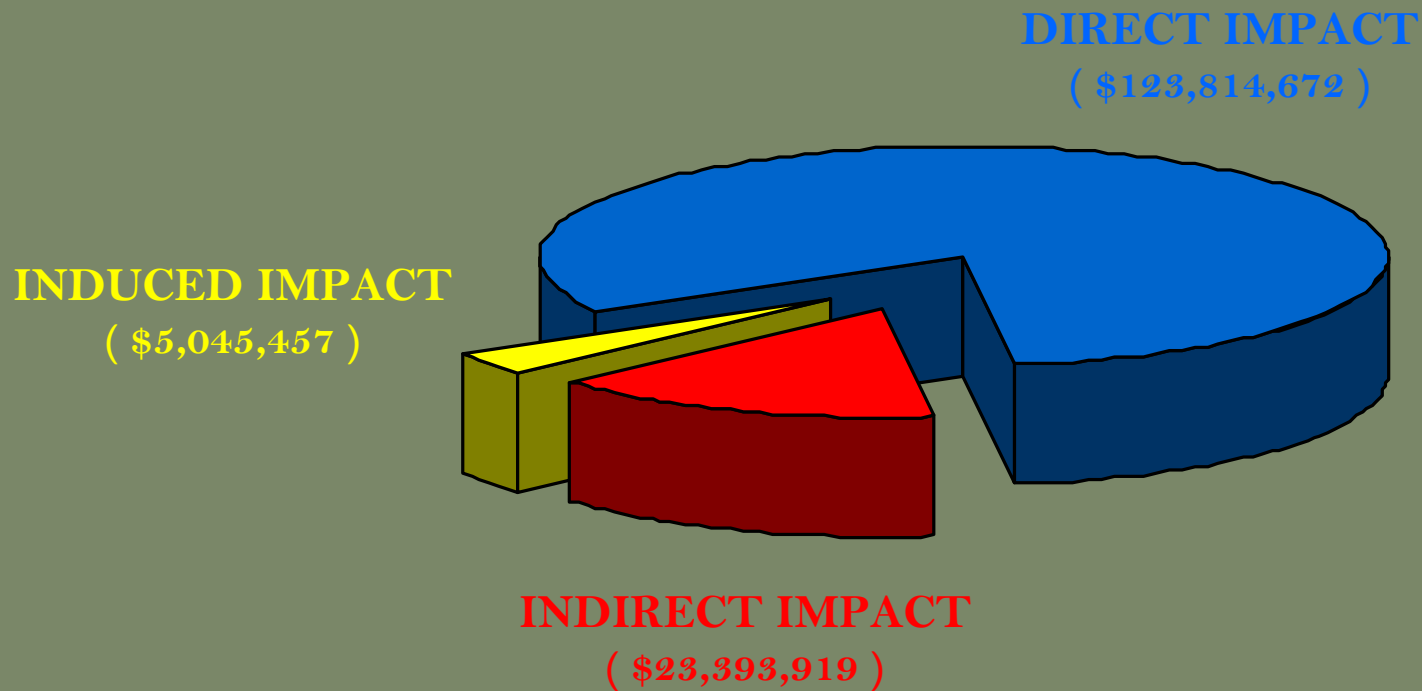
The local grocer uses some of the money to pay a cashier



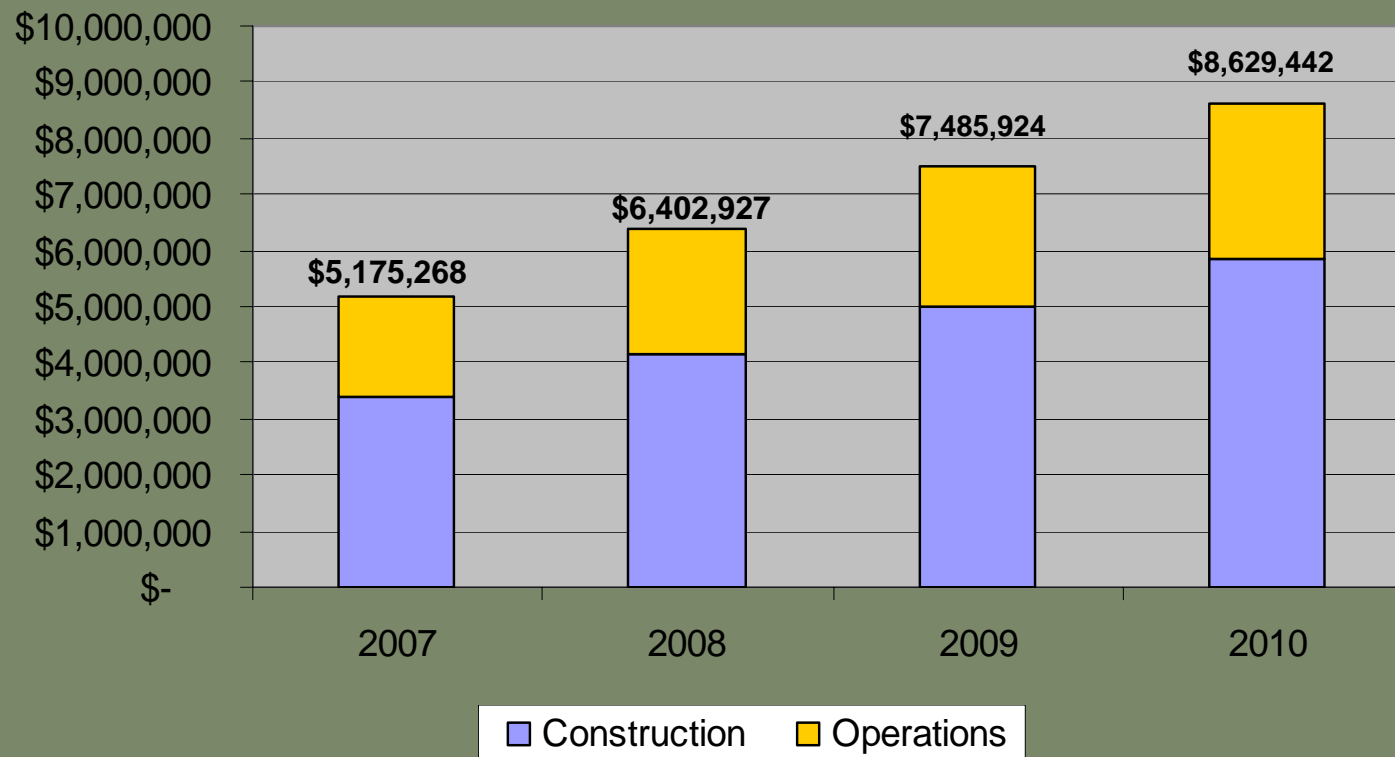
TOTAL ECONOMIC IMPACT (2010)

DIRECT + INDIRECT + INDUCED = TOTAL IMPACT

\$123,814,672 + \$23,393,919 + \$5,045,457 = \$152,254,047



RETAIL IMPACT

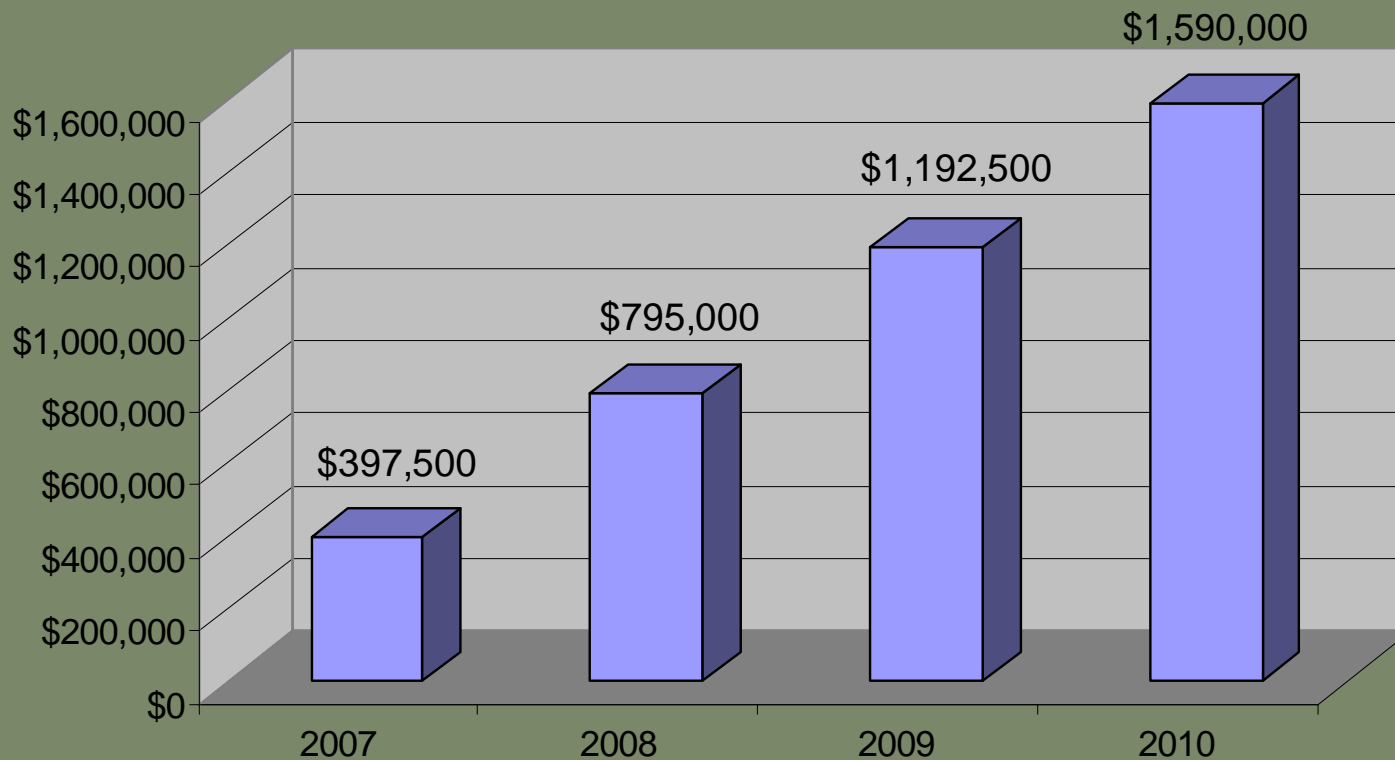


Source: Goodman Fiscal Impact Model



Town of
Holly Springs

PROPERTY TAX REVENUES



* Property Tax Revenues based on \$300,000,000 taxable capital investment



Town of
Holly Springs