



## HOW NCR CONSOLIDATED ITS NEW HOME IN GEORGIA

Skilled workforce, global access and quality of life gave Georgia the edge

NCR is the world's leading provider of ATMs, self-checkout and other innovative assisted- and self-service solutions. In its search for new locations, NCR conducted a comprehensive analysis of possible sites utilizing third party independent research. Georgia scored among the highest ranked states in the categories that mattered most to NCR. As a result, NCR built a single innovation hub for its worldwide headquarters in Duluth, Ga., creating jobs, driving innovation and developing talent.

The opening of NCR's worldwide headquarters campus was a milestone for the company and a demonstration of the commitment that the company has made to its employees, shareholders, Gwinnett County and the State of Georgia. NCR's decision to consolidate functions in Georgia and build a technology-focused corporate headquarters campus was in line with the company's business strategy to drive growth, improve innovation output, increase productivity and continually upgrade the focus on customer service.

“In a little under a year, NCR has undertaken a remarkable transition, fueled by an excellent public-private partnership with the state and various local entities.”

*Bill Nuti  
NCR's chairman and CEO*

In addition to the new headquarters, NCR opened two additional facilities in Georgia, including a new North American manufacturing plant in Columbus and a global Center of Excellence for NCR's worldwide customer services business in Peachtree City. Here is how NCR picked Georgia:

### SKILLED WORKFORCE

- **Availability of talent:** The availability of skilled talent was among the most critical factors for NCR. The metro Atlanta region ranks No. 1 in the U.S. for growth in highly-educated people ages 25-44, the most coveted demographic in the nation.
- **Ready workforce development programs:** Quick Start, the nation's top-ranked workforce training program, provides manufacturing companies in Georgia with customized, strategic workforce training at no cost to companies operating in the state. As a result, NCR received a unified training program, materials and communication tools for the company's vast line of products and services. Quick Start's multimedia designers and software programmers also produced a number of web-based training modules for NCR's consumer helpdesk, and launched, with NCR's manufacturing experts, a pre-employment assessment process for the Columbus facility.
- **Customized leadership curriculum:** NCR benefitted from the unique collaboration and synergy existing among the state's educational community, and received a customized leadership program created from the Georgia Research Alliance (GRA), the Georgia Institute of Technology and the University System of Georgia's Intellectual Capital Partnership Program (ICAPP).

“Quick Start has been fantastic; they're excellent at putting ideas forward as we've developed this customized training from the ground up at no cost to the company.”

*Dean Sayer  
NCR learning specialist*

- **Prompt start dates:** The State also worked closely with the company and the Georgia Department of Labor to get NCR's customized training started right away and accelerate the process.

#### GEORGIA TALENT POOL

- 4.8 million member workforce
- Deep intellectual capital
- Growing population

#### FAST ACCESS TO CUSTOMERS AND MARKETS

- **Limits of outsourcing:** Before locating its ATM manufacturing facility in Columbus, NCR had considered sites overseas. Yet NCR believed that outsourcing was limiting the company from developing new ATM models and features fast enough to satisfy new customer needs and demand. The distance and disconnect between the potential overseas design team, customers in the Americas and the manufacturing cycle of the equipment pushed NCR to bring production back to the U.S.
- **Georgia's logistics powerhouses:** NCR needed to be in a location from which it could easily, efficiently and flexibly reach its customers across the globe. Hartsfield-Jackson Atlanta International Airport and the ports of Brunswick and Savannah with their intermodal stations answered that need. Situated in the heart of the Southeast, Georgia boasts an undeniably strong logistical infrastructure. More than 80 percent of the U.S. markets are within a two-hour flight or a two-day truck haul.

#### BUSINESS FRIENDLY ENVIRONMENT

- **Megatag Project Tax Credit:** NCR benefitted from the newly updated Georgia Megatag Credit program. Companies that employ at least 1,800 net new employees, and either invest a minimum of \$450 million or have a minimum annual payroll of \$150 million may claim a \$5,250 per job per year tax credit for the first five years of each net new job position.
- **Single Factor Apportionment:** NCR also qualified for a partial sales tax exemption of the income of the company. The net result of this factor is that companies like NCR, which have significant Georgia assets and Georgia payroll, but substantial sales of goods or services to customers outside the state, will bear a proportionately smaller Georgia state income tax burden on manufacturing, sales and service income. This results in a significantly lower effective rate of income tax for NCR.
- **Competitive workforce:** Georgia has the nation's second lowest union membership and is a right to work state. According to The Bureau of National Affairs, only 4.3 percent of Georgia's private manufacturing workers are unionized, compared to 11.3 percent for the nation overall.

#### QUALITY OF LIFE ADVANTAGE AND PEOPLE CONNECTIONS

- **Attracting and keeping employees:** In Georgia, NCR found an affordable cost of living and tax rates lower than in other states. In addition, Georgia is the only state that guarantees a free technical college education or a free university education to high school graduates who score a "B" average or better through the HOPE Scholarship program. Georgia also enjoys a variety of recreational and family activities, and its mild climate allows residents to take advantage of outdoor activities year-round.
- **Trust:** Georgia's assets and infrastructure made a difference for NCR, but it is its commitment to business relationships that placed the state on the company's short list and ultimately made a difference: a 30-year span working relation between NCR and the Georgia Department of Economic Development (GDEcD) fostered and cultivated trust.

"The opportunity to partner with top-tier academic institutions such as Georgia Tech was one reason among many that we made this decision."

*Bill Nuti*  
NCR's chairman and CEO



- **Teamwork:** By co-locating the customer support and service center functions in the greater Atlanta area, NCR has created a collaborative community of service professionals who can more easily share service knowledge and best practices and better serve customers on a global basis. The 360,000-square-foot Center of Excellence in Peachtree City was remodeled to create NCR's world-class service support environment and training facility. This was only possible thanks to collaborative efforts between the local authorities and the company.

The stream of project announcements by NCR in such a short period of time — late 2008 to summer 2009 — is a testament of the strong relationship between NCR, the Georgia Department of Economic Development and numerous local partners including chambers of commerce, development authorities, city and county governments, state agencies, and universities. Six weeks after announcing its Georgia consolidation, an ATM rolled off the NCR production line — a record for large scale manufacturing plants.

“Our new corporate headquarters, conceived and realized to promote innovation and collaboration, opening here in Georgia today, positions NCR for a very bright future. It will help us to secure and extend our competitive edge, drive growth and enhance the service we provide to our customers.”

*Bill Nuti*  
NCR's chairman and CEO

### CONSOLIDATION OF 3 NCR FACILITIES IN 11 MONTHS

- Aug. 2008** Governor Perdue and NCR CEO Bill Nuti meet at the Governor's office in Atlanta.
- Oct. 2008** NCR announces its Global Customer Service headquarters will be located in Duluth and Peachtree City facility will be expanded.
- Dec. 2008 through May 2009** GDEcD Commissioner, Deputy Commissioner and project manager meet and have phone conferences dozens of times with NCR senior executives to discuss potential corporate headquarters location.
- Feb. 2009** Governor Perdue and Bill Nuti have a phone call to discuss project details.
- May 2009** Bill Nuti and Governor Perdue have phone call to discuss project details.
- June 2009** Governor Perdue and Bill Nuti announce NCR Corporate headquarters relocation to Georgia.

11/2010