

transformative.

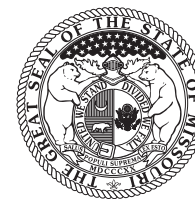
connected.

dependable.

talented.

innovative.

we are home.



October 19, 2017

Dear Mr. Bezos:

My entire team and I are excited to welcome you and to work with you to bring HQ2 to Missouri and the Heartland of America!

From our earliest days, Missouri has been the home of explorers, inventors, and innovators who are turning big, bold ideas into reality. We still are today.

Missouri remains a home for doers – people who deliver results.

I will work personally with you, our General Assembly, and our business and civic leaders across the state to welcome Amazon's HQ2 to Missouri.

My team fully and equally support the two proposals submitted by our major metropolitan areas, Kansas City and St. Louis. We are proud of both. While each proposal stands on its own, I also encourage you to envision what Amazon could achieve by partnering with us to unleash the combined strength of the entire State of Missouri.

Now, it's time for you to open the next chapter in Amazon's amazing history. Join us in making Amazon stronger and in transforming the Heartland of America, together, right here in Missouri.

Sincerely,

A handwritten signature in blue ink, reading "Eric R. Greitens".

Eric R. Greitens

Governor

a letter from governor
ERIC GREITENS



our transformative VISION

Missouri is blessed to have two vibrant, major metropolitan areas – Kansas City and St. Louis – submit independent proposals to bring Amazon’s HQ2 to Missouri. We are inspired by how these communities rallied. We have marshalled the full resources of Missouri’s state government to support these two cities’ proposals equally.

We believe this is a unique opportunity not just for these cities, but also for Missouri and the entire Midwest region.

And we want to challenge you, Amazon, to think differently, more expansively in both time and space, more boldly in terms of impact.

While considering Kansas City and St. Louis on their independent merits, we also hope that you will consider how powerful it would be for Amazon’s future if these two great cities in the very Heartland of America could both be part of Amazon’s HQ2.

Imagine that Columbia – Missouri’s fifth largest city in the middle of our state, a vibrant university community – could also be part of your HQ2 solution.

Look further and see HQ2 as more than just a campus, but rather an integrated series of campuses linked to form an innovation corridor that stretches from the banks of the Mississippi in St. Louis in the east, across I-70 through Columbia, to Kansas City on the Missouri River in the west.

And imagine that in doing so Amazon not only accelerated its own growth and health by providing its employees full access to the diversity of this region, but also helped transform the Heartland of America and signal a new model for public-private partnership for the rest of the country to emulate.

How could such a vision become a reality? How could Amazonians have the benefits of working together across such a corridor? How could traveling between St. Louis and Kansas City be as fast as a commute from a suburb to downtown?

We believe we can do this in the coming decade by pioneering the next major advancement in high speed travel, along with other developments in communications technologies.

We’re already partnering with Hyperloop One to develop a project for a generation that would bring communities and cultures together. A Hyperloop transportation system between St. Louis and Kansas City would invigorate the region and connect Amazon to a world-class multimodal transportation network and a workforce of nearly three million people.

Access to such an ultra-high-speed transportation system would help accelerate Amazon’s growth and support further expansions long into the future. And it would inspire others.

A statewide public-private consortium, the Missouri Hyperloop Coalition, recently announced plans to commission a privately-funded feasibility study for the Hyperloop project. The initiative shown by the Coalition is getting notice.

Rob Lloyd, CEO of Hyperloop One, has committed to work with Missouri to move the feasibility study forward and put Missouri at the top of the list for the first Hyperloop One routes.

“ Looking at the proposed routes in Missouri, it’s really one of the best we’ve ever seen. ”

- Dan Katz, Hyperloop One’s director of public policy and North American projects

The route would carry passengers and cargo between Kansas City and St. Louis, running parallel to I-70, and would include stops in Columbia, home to Missouri’s flagship public university, the University of Missouri.

The result will be a 240-mile long innovation corridor, connecting Missouri’s major economic and innovation centers. From end to end, the route, which currently takes nearly four hours, could be traveled in just 25 minutes.



3 hours, 42 minutes



5 hours, 40 minutes

What could be bigger than powering Amazon's HQ2 and its global logistics network with the next generation of transportation technology?

We envision during the next 10 to 20 years – the time for Amazon's HQ2 to grow and mature fully – that new transportation technologies ranging from the Hyperloop to autonomous vehicles, alongside advances in communications, will make a more dispersed model for HQ2 not only feasible, but preferred. We believe in innovation.

Starting in one of our two major metropolitan areas would enable Amazon to begin HQ2 in 2019. In the years ahead, we foresee Amazon expanding HQ2 along the new innovation corridor to the second city as transportation and communications networks allow.

Such an approach would give Amazon full access to diversity and potential beyond what any single metropolitan area, anywhere, could provide. It would also enable Amazonians to have the benefits of working together within normal commute times, but without any one city's limitations on expansion.

Missouri boasts two highly qualified metropolises for Amazon's HQ2. Each has submitted its own proposal. We believe that each offers something unique to Amazon and a practical path to beginning HQ2 in 2019. Imagine the power of developing HQ2 in the coming decade across a statewide innovation corridor, one that combines the strengths of both metropolitan areas and all the talent between.

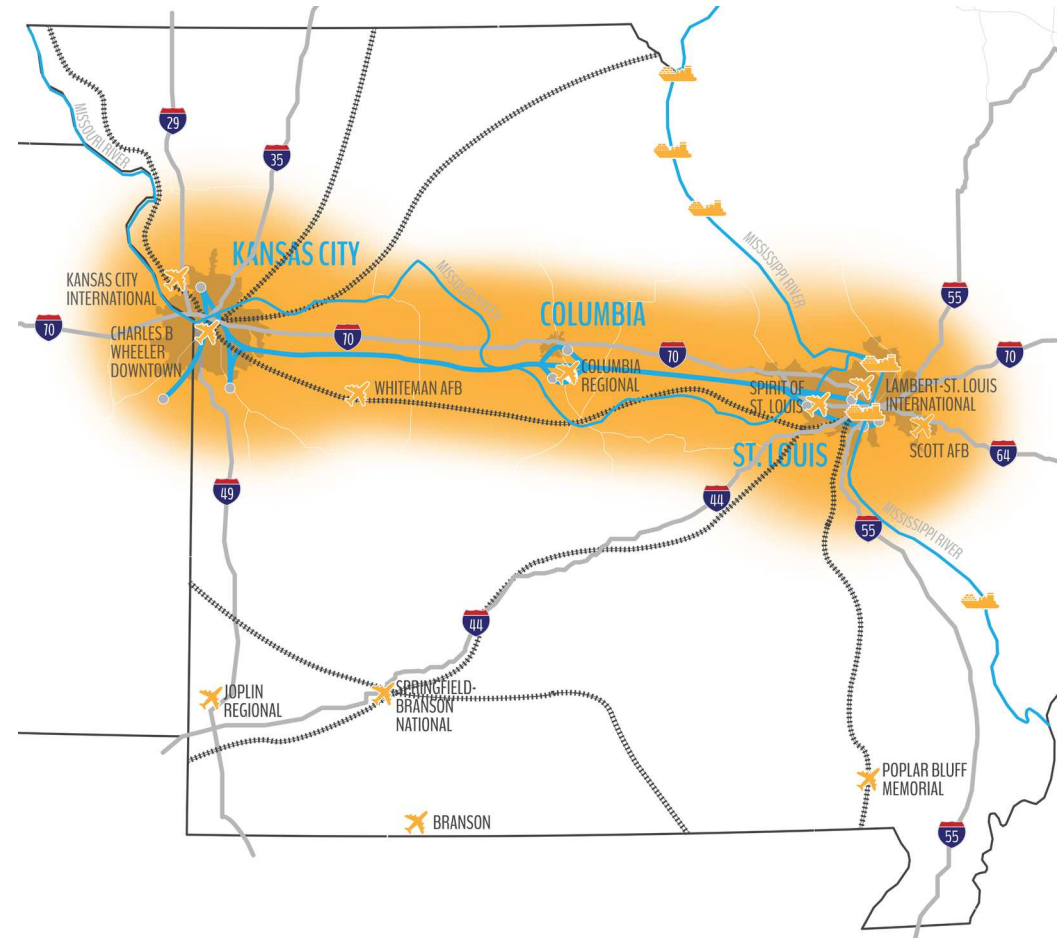
Consider partnering with Missouri on a project for our generation.



55 minutes



25 minutes





we are CONNECTED

Locating Amazon's new HQ2 in Missouri – where east meets west and north meets south – would place it literally in the middle of the United States. Where better than this epicenter for commerce and transportation?

We combine our geographic location in the Heartland of America with our unique mix of international airports and extensive highway, rail, and river infrastructure to send goods all across the world.

It's no wonder giants like Boeing, Centene, Cerner, Emerson Electric, Enterprise, Express Scripts, Ford, General Motors, Hallmark, Monsanto, and many others call Missouri home. From Missouri, they are connected across the United States and around the globe.

We are also a thriving hub for the financial industries and national security community.

We're the only state that is home to two Federal Reserve Banks.

50% of the U.S. is within a day's drive of Missouri

7TH RANKED HIGHWAY SYSTEM IN THE U.S.

33,700 miles

2 INTERNATIONAL AIRPORTS
with capacity to grow



The Intelligence Community has chosen Missouri for the National Geospatial Intelligence Agency West. We are also home to Whiteman Air Force Base, the U.S. Army's Ft. Leonard Wood, and we're just across the Mississippi River from Scott Air Force Base, home to the U.S. Transportation Command (USTRANSCOM), which provides mobility solutions for the entire Department of Defense.

As a pioneer in logistics and transportation, it makes sense for Amazon's HQ2 to be not only where the nation's current transportation network converges, but where it can help accelerate efforts to usher in the next major advancement in high-speed transportation technology with a Hyperloop connecting St. Louis and Kansas City via Columbia. This could be the first segment of a new cross-continental transportation network.

Missouri is no stranger to blazing new trails. From the travels of Lewis and Clark to the birth of the Interstate System, we have a proud legacy of transportation innovation. We're ready to write a new chapter of our history of global commerce with Amazon.



2nd and 3rd

LARGEST

inland rail hubs are located in

Kansas City and St. Louis

Nation's

3rd largest

U.S. inland port



we are DEPENDABLE

Missouri is known as the Show-Me State, where we back up our word with real action. We have a long history of being a dependable partner for businesses, and we will work together across our communities and state and local governments to welcome Amazon's HQ2.

You can see Missouri's dependability in our more than 50 unbroken years of AAA credit rating and the stable outlooks projected by both Moody's and S&P. Just as you would in the business world, we maintain our credit rating by passing a balanced budget annually and making tough decisions to live within our means and make wise investments for the future.

We're committed to making sure taxes and business costs won't eat up all of your company's profits. We boast the fifth best corporate tax environment in the country.

Also, Missouri has an important state tax advantage for our businesses – only income earned in Missouri is considered taxable. Missouri is one of only two states to allow companies to annually select the income allocation formula that results in the lowest possible corporate income tax liability.

We also have restrictions on the amount of personal income used to fund state government and rules around tax and fee increases. Due to a constitutional provision, it takes a vote of the people of Missouri to raise taxes in the state.

This means the cost of doing business is low in Missouri, and we will strive to keep it that way.

Furthermore, the diversity of our economy – ranking seventh in the nation – enhances our resilience to the global economy's ups and downs.

We're also now streamlining our state government regulations through the Governor's No MO Red Tape initiative. After reviewing literally every regulation on the books, we plan to eliminate one-third of our state's regulatory restrictions in the coming months to take aim at the kind of red tape that harms businesses, kills jobs, and hurts working families.

We are proud of our business environment, and we are improving it every day. Amazon will find a welcoming and dependable partner in Missouri.

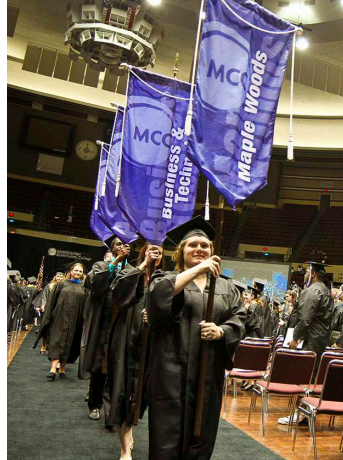
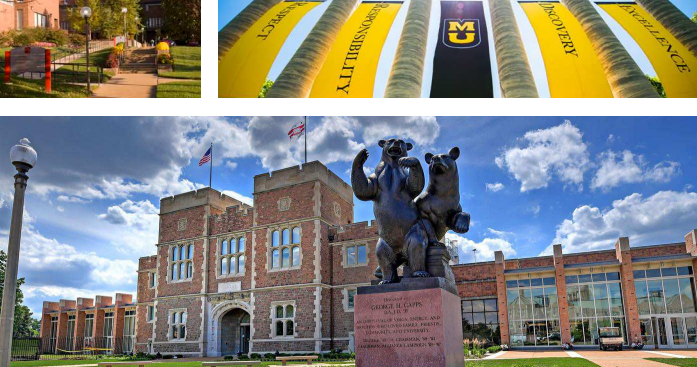
50 YEARS

with a **AAA** credit rating

5th
BEST corporate
income
tax index

9th
BEST state to
start a
business

7th
MOST
economically
diverse state
in the nation



we are TALENTED

Working together with Amazon, we can develop and attract the workforce for the future.

Nearly three million strong, Missouri's workforce embodies the best of the Midwestern work ethic. Missourians aren't afraid to roll up their sleeves. We're adaptable and flexible. We respect creative minds and calloused hands. We're learners and doers.

Our colleges and universities bring together the brain power of 9,800 faculty and 278,000 students. Together, they are well-positioned to help Amazon meet the demand for top-flight workers in the years ahead.

More and more of these students are majoring in fields Amazon's HQ2 will need to succeed. Nearly 11,000 graduate every year with degrees in science, technology, engineering, and mathematics. The number of students graduating with degrees in engineering and technology has increased 58 percent in the last 10 years, computer science is up 53 percent, and math is up 45 percent.

Ranked 11th overall best college by the Wall Street Journal/Times Higher Education, Washington University in St. Louis is a world-class research institution affiliated with 24 Nobel Laureates. In 2017, it was awarded more than \$426 million in NIH grants alone.

2.9 MILLION

workers in Missouri

10,959

STEM Grads in 2016

COMMUNITY COLLEGES

12

colleges

90K

students

15,000

degrees and
certificates awarded

\$637.6 million

in federal research grants in 2016



Located in the center of Missouri, the University of Missouri - Columbia is the flagship research institution in our public higher education system. St. Louis and Kansas City each boast their own campuses in the University of Missouri System.

We're also home to Missouri University of Science and Technology in Rolla, the nation's third best engineering college, according to USA Today. Missouri S&T is leading the way to a more secure and sustainable society through research in advanced manufacturing, cybersecurity, big data analytics, and transportation infrastructure.

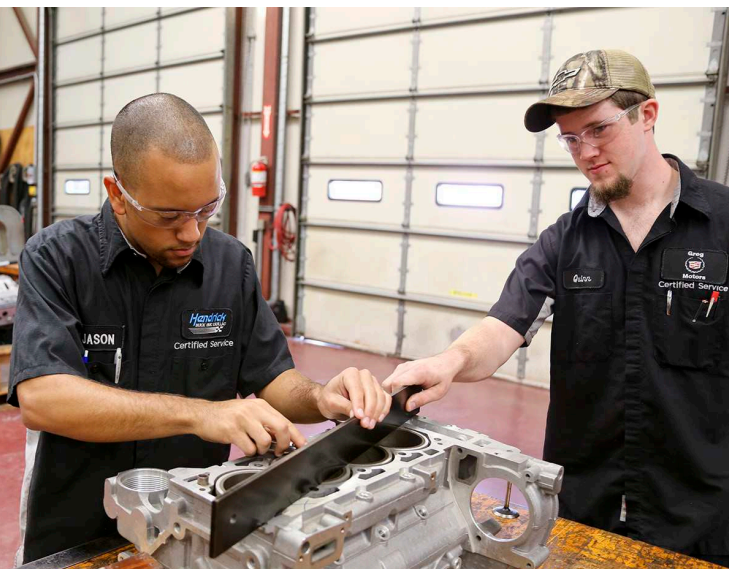
The University of Central Missouri has earned national recognition for its Innovation Campus. This program equips students in high school with practical studies and internships to meet the needs of both students and local employers, and enables students to accelerate their graduation with a college degree.

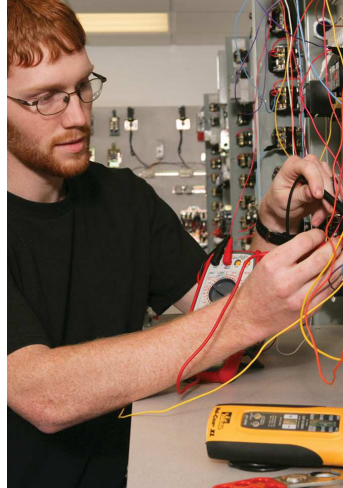
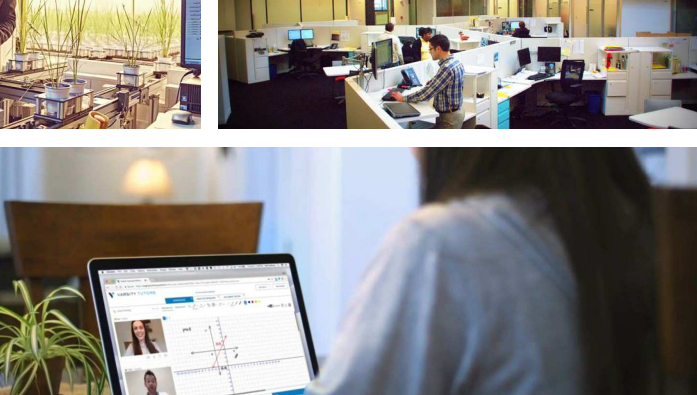
Missouri State University is an emerging regional powerhouse known for its combination of affordability and excellence.

We also have a collaborative system of 12 community colleges that work directly with local employers to develop innovative customized training programs and on-the-job learning opportunities.

We have four law schools, two historically black colleges and universities, one statewide technical college, and countless innovative partnerships that connect students with high-impact learning opportunities at every stage of their education.

The state's workforce system helps unite educational institutions and businesses around training solutions that keep Missouri companies competitive. Skilled Workforce Missouri, a single access point to assist businesses with recruitment and training needs, exemplifies this productive approach. We are confident that in Skilled Workforce Missouri, Amazon will find a world class partner to help meet its unique workforce development needs.





we are INNOVATIVE

Missouri offers Amazon a fertile and welcoming environment for its HQ2 with the state's mix of established innovators and a burgeoning startup scene. Our legacy of driving world-changing innovation inspires us today as we aim to become the leading innovation-driven economy between the coasts.

Missouri innovators have long made an impact on our country and our world, including Anheuser-Busch InBev, Boeing, Cerner, Centene, Edward Jones, Emerson Electric, Energizer, Express Scripts, H&R Block, MasterCard, Monsanto, Nestle-Purina, Panera Bread, Stifel Nicolaus, World Wide Technologies, and many others. Missouri innovators touch every sector of the economy and improve the lives of every American in some way.

In the past decade, we have led a rapid acceleration of startup momentum across the Midwest. Our entrepreneurial ecosystems in St. Louis, Kansas City, Columbia, Springfield, and elsewhere are thriving. They have earned national recognition – such as fivethirtyeight.com's recent analysis highlighting St. Louis, Kansas City, St. Joseph, and Springfield as four of the nation's top 12 metro areas for startup growth.

Startups like Kansas City's Zoloz (formerly EyeVerify), a biometrics security firm, and St. Louis' Varsity Tutors, a web-enabled, personalized online tutoring provider, are just two among the vanguard of new Missouri innovators attracting national and global attention.

2nd

in startup density among
large states

3rd

average yearly growth of
high-tech industries

5th

number of business
incubators per 10,000
business establishments



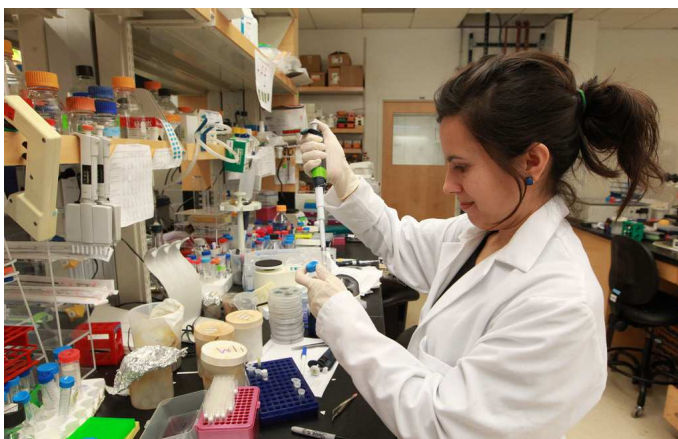
13th
in growth of
startup funding

New funds such as iSelect Fund, Spirit of St. Louis Ventures, and the MIC Accelerator Fund are mobilizing capital for the next wave of innovators. We rank 13th in the country in the pace of venture capital growth to our companies since 2010.

Our major research universities and world-class research institutions such as the Danforth Plant Science Center, the University of Missouri's Research Reactor, and the Stowers Institute ensure that world-class talent, ideas, and innovations flow through Missouri every day.

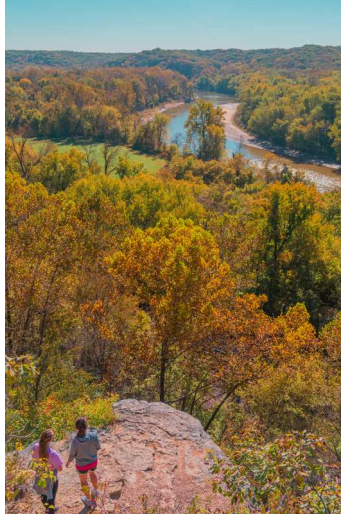
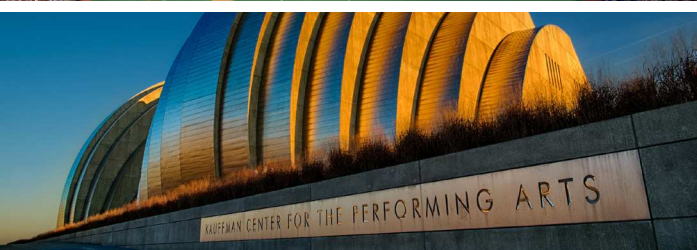
And we're a microcosm for the rest of the country. It is no surprise that we're a test bed for technology like GoogleFiber, smart city, and Internet of Things technologies. Partnering with Amazon, we can provide a unique environment to test autonomous vehicles on land, water, and air for new methods of transportation and delivery.

Missourians are changing how business gets done and customers are served – whether in IT, advanced analytics, agtech, biotech, logistics, health care, financial services, or advanced manufacturing. The diversity of our innovation is a foundational strength, one that will help Amazon as it builds and expands its new HQ2 in the Heartland.



11,000+
firms in the
IT industry

TOP 10
fastest growing state for
high-tech jobs for
6 consecutive years



We're home to the best zoo in the country, the iconic Kauffman Center for the Performing Arts, the best BBQ in America, and the world's best ice cream – or frozen custard – at Ted Drewes.

And we love sports. We are proud to be home to two baseball teams, each of whom have won the World Series in the past six years, as well as the NFL's Kansas City Chiefs and the NHL's St. Louis Blues. On any day, you can find Missourians competing for fun on soccer fields and softball diamonds, running tracks and tennis courts, golf courses and basketball courts.

We love living in Missouri. Our people are grounded and welcoming. This is our home. We hope you'll make it yours, too. We have a bold future to build together!

we are HOME

Where would you like to live? Missouri has it all, from eclectic urban scenes to friendly college towns to rolling countryside. Missouri is where Amazonians can afford the lives they want.

Our downtowns are being revitalized with old industrial and office buildings becoming boutiques, lofts, and restaurants to satisfy the hipster in all of us. Within a few minutes, you can go from downtown to beautiful tree-lined streets and brick homes, and it's not much farther to a farmhouse looking over one of our majestic rivers.

With the country's sixth lowest cost of living, you can choose where to call home.

Our schools are committed to excellence. Eight Missouri schools earned the coveted 2017 Blue Ribbon School award by the U.S. Department of Education.

We have an abundance of diverse outdoor activities - hiking, riding, climbing, fishing, boating, or hunting - you will find them here. Our state parks system - with 150,000 acres and more than 1,000 miles of trail available to the public - ranks in the top four in the nation. And the stunning Lake of the Ozarks has more coastline than California.

Our state's natural beauty is one of our greatest assets, matched only by Missouri's rich, diverse cultural amenities.

**TOP
20** Best State
for Millennials

BEST City Park in America
FOREST PARK

6TH
lowest cost
of living

9TH
for affordable
housing

Home of the world's
BEST ICE CREAM
Ted Drewes

AMERICA'S BEST BBQ
Joe's Kansas City



get IN TOUCH

We are so excited about the potential that this project has to offer—for both Amazon and Missouri. Either Kansas City or St. Louis would make a great home for HQ2, and we want you to know we're here to support you with a bold transformative idea that will drive Amazon and Missouri's growth for decades to come.

Here in Missouri, we think big. We're connected. We're dependable. We are talented, and we are innovative. And we hope that these are all reasons why you'll decide to call Missouri home.

Brought to you by:
**Missouri Department of
Economic Development**
ecodev@ded.mo.gov