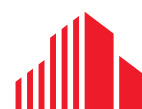


GLOBAL SUPPLY CHAIN SOLUTIONS

OPTIMIZING BUSINESS
PERFORMANCE AND REAL
ESTATE EFFECTIVENESS



**CUSHMAN &
WAKEFIELD**



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WAKEFIELD**

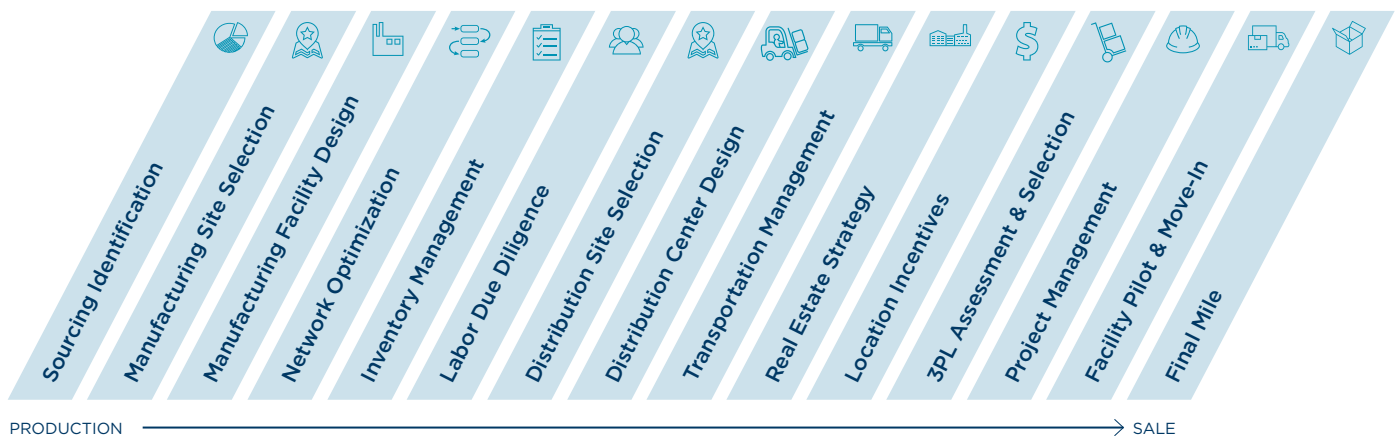
GLOBAL SUPPLY CHAIN SOLUTIONS

For 20 years, Cushman & Wakefield's Global Supply Chain Solutions (GSCS) professionals have helped clients connect their supply chain and location strategies to local market real estate execution.

Through the integration of our industrial real estate talent, management consulting capabilities, and the strategic supply chain engineering expertise of St. Onge Company, we provide a positive impact on product flows and business performance. Many of the most recognizable global companies have trusted our expertise on projects throughout the world. Through thought leadership and execution expertise, we save our clients time and money.

OPTIMIZING THE FLOW OF GOODS FROM PRODUCTION TO SALE

By understanding your unique requirements and business objectives, our GSCS experts identify the business and economic drivers that factor into supply chain requirements and the infinite variables around manufacturing, transportation, warehousing, and the delivery of products to end-users.



Whether it's optimizing your network and inventory or securing the right facility in the right location in the right market, we assist you along the entire continuum of the supply chain.



Network Optimization

- Evaluate millions of complex supply chain variables, optimizing all components within the chain



Location Strategy & Site Selection

- Identify the best location based on network, labor, suppliers, transportation, and other variables



Workforce Profiling & Labor Due Diligence

- Provide labor analysis support for site selection process



Location Incentives Negotiations & Implementation

- Provide incentives analysis for site selection process and implementation of incentives negotiations



3PL Advisory

- Determine if 3PL services are right and successfully transition warehousing and distribution functions



eCommerce Advisory

- Analyze trends in the real estate market and supply chain world impacting retail businesses



Distribution Center Design

- Apply expertise and best practices to develop optimal distribution center layout



Project Management

- Strategic planning, build-to-suit management, relocation management, and tenant improvement management



Real Estate Strategy & Brokerage

- Transaction strategic planning, market analysis, financial analysis, and negotiations



Inventory Optimization

- Quantify inventory implications and trade-offs
- Define stocking leads by location



Manufacturing Facility Design

- Assist with the design of new manufacturing plants, expansions, consolidations, core competency analysis, strategic outsourcing initiatives, and lean six sigma applications



Logistics Execution Systems Design & Implementation

- Identify various MHE (e.g. conveyors, lifts, etc.) and technology solutions (e.g. warehouse management systems) needed for efficient receipt, order fulfillment, and distribution of products within a facility; assist with seamless installation and implementation of those systems for speed to operational 'stand-up'



Transportation Sourcing and Diagnostic

- Customized RFP bidding and analysis tool, help clients improve rates



Multimodal Transportation Strategy

- Assess opportunities to take advantage of the economies offered by intermodal transportation including growth strategies, terminal development, and economic impact assessments including traditional seaports and inland locations



Facility Pilot, Start-Up & Move-in

- Coordinate various move-related assets and services through a single-point-of-contact



Warehouse Operations Audits & Assessments

- Provide blueprints to achieve and sustain the highest level of performance at the lowest possible operating cost



Cushman & Wakefield Logistics & Industrial Services has partnered with the St. Onge Company since 1999. St. Onge Company offers industry-leading supply chain engineering services including

logistics consulting and operations design services. St. Onge helps clients select the best course for their business, as well as design the operational processes, equipment, and systems required to enable clients to pursue their revenue, profit, and service goals.



SERVICE OFFERINGS

COMPREHENSIVE SITE SELECTION

A multi-faceted process that finds properties aligned with business goals

Cushman & Wakefield exhaustively screens and qualifies potential properties, categorizes them according to fit, and overlays the detailed costs, conditions, and incentives for each location, in a comparative format.

BENEFITS

- Operating cost savings of 20% to 30%
- Risk mitigation
- Long-term cost avoidance on labor, utilities, and taxes
- Reduction of capital outlay associated with a new facility
- Confidence in meeting implementation timelines
- Securing optimal government incentives



WORKFORCE ANALYTICS AND PROFILING

Labor market evaluations that characterize differences among locations

Workforce Profiling uses demographic and economic data, as well as local market interviews with key employers to recommend locations where your required workforce is available at the cost that meets your requirements for a strategic long-term fit.

BENEFITS

- Strategic fit of workforce and business operations
- 5-year forecasted workforce supply/demand balance
- Savings of 5% to 15% of annual payroll through efficient use of real estate assets



BUSINESS INCENTIVES OPTIMIZATION

Maximizes the value of available incentives

Cushman & Wakefield's approach to winning location incentives is proactive, strategic, and confidential. We drive added value through positive working relationships with local officials, extensive experience closing incentives contracts, and finding balance between corporate goals and incentive structure.

BENEFITS

- Project capital expenditure savings of 10% to 20% for distribution facilities and 25% to 30% for manufacturing centers
 - One-time capital investment cost avoidance
 - Cash grants
 - Tax abatement agreements
 - Job creation tax credits
- Positive public relations working with government authorities and local community



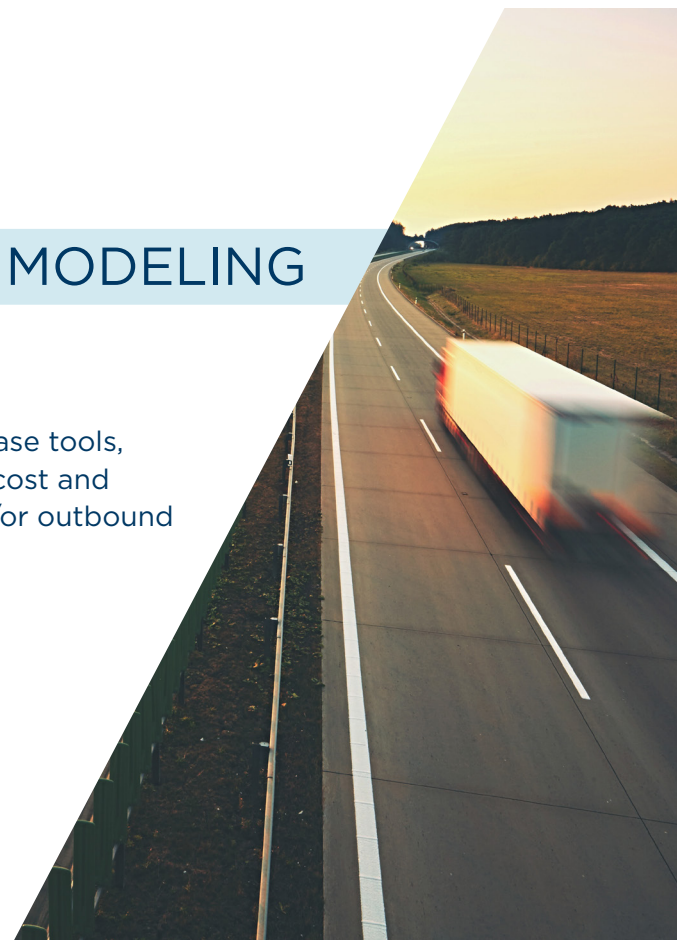
FREIGHT COST AND SERVICE MODELING

Logistics analysis that characterizes differences in single-facility networks

Freight Cost and Service Modeling uses market rate database tools, geospatial modeling, and/or RFQ processes to determine cost and service level differences among locations for inbound and/or outbound components of a single-facility network.

BENEFITS

- Differences of 5% to 15% in annual recurring costs are typically uncovered
- Identification of cost and service level trade-offs among candidate locations for various freight transportation modes (e.g., TL, LTL, Rail, Ocean)
- Identification of rates specific to origin-destination pair, commodity, and equipment





SERVICE OFFERINGS

COMPARATIVE MARKET SCREENING

A multi-faceted process that uncovers geographical areas best suited to business goals

Comparative Market Screening provides the business case information you need to make an educated go/no-go decision regarding expanding, relocating, or establishing new operations in new markets.

BENEFITS

- Understand variability of operating cost structure by location
- Quantified labor, transportation, utilities, and real estate costs, potential incentives, as well as identification of unique labor conditions by skill set
- Informs business location decisions



DISTRIBUTION CENTER & MANUFACTURING FACILITY DESIGN

with 

Optimizes operating strategies and productivity

Distribution Center & Manufacturing Facility Design optimizes material handling/factory flow and operating strategies for designing a Greenfield, Brownfield, or an existing location retrofit.

BENEFITS

- Cost savings of up to 20 times the engineering and consulting services
- Increased productivity through high performance design
- Thorough economic feasibility analysis and projections
- Leverage in negotiation for lease renewal



INVENTORY OPTIMIZATION with St. Onge

Identifies the right balance of inventory and customer service

Inventory Optimization provides solutions to balance product stock and customer service levels. Cost savings from inventory management can rival cost savings from transportation, which is typically the most significant supply chain cost.

For more information, see the APQC Inventory Optimization Consortium Benchmarking Study & Key Findings Report.

BENEFITS

- Reduction in total inventory value by 10% to 20%
- Reduction of 20% to 30% of finished goods inventory
- Less distribution space required
- Reduced inventory carrying cost
- Improved inventory efficiency



NETWORK OPTIMIZATION with St. Onge

Multi-variable modeling that evaluates changes in complex multi-location networks

Leveraging sophisticated software, Network Optimization evaluates and optimizes millions of supply chain components, including product sourcing costs, inventory carrying costs, and facility costs, to design a supply chain with the lowest total landed logistics and inventory costs.

BENEFITS

- Typical savings are between 5% to 15% of logistics costs, or from 4% to 5% of total cost of goods sold
- Potential service improvements include:
 - Reduced order lead time
 - Improved order and line item fill rates
 - Quickly test alternative operating scenarios and model future business changes
 - Itemized costing within the supply chain
- Catalyst for communication across the organization





About Cushman & Wakefield

Cushman & Wakefield (NYSE: CWK) is a leading global real estate services firm that delivers exceptional value for real estate occupiers and owners. Cushman & Wakefield is among the largest real estate services firms with approximately 53,000 employees in 400 offices and 60 countries. In 2019, the firm had revenue of \$8.8 billion across core services of property, facilities and project management, leasing, capital markets, valuation and other services. To learn more, visit www.cushmanwakefield.com or follow @CushWake on Twitter.

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Cushman & Wakefield Capabilities

Service Lines

Agency Leasing
Asset Services
Capital Markets
Facility Services
Global Occupier Services
Project & Development Services
Tenant Representation
Valuation & Advisory

Industries & Specialties

Airports
Automotive
Build-to-Suit
Data Centers
eCommerce
Education
Emerging Technology
Energy (oil & gas)
Financial Services
Flexible Workplace
Food & Beverage
Global Supply Chain
Government
Healthcare
Hospitality
Industrial
Land
Legal/Professional
Life Sciences/Pharma
Multifamily
Net Lease Investment
Not-for-Profit
Office
Ports & Intermodal
Public Sector
Rail
Retail
Sports & Entertainment
Third-Party Logistics (3PL)