

FINDING YOUR WAY

The Trade and Investment
Guide to the US

2018/19

HELPING YOU GROW

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A smiling woman with dark hair, wearing a white apron with a black pattern of kitchen utensils, holds a white sign with a blue border. The sign has the word "OPEN" written in a large, blue, serif font. The background is a blurred interior with warm, glowing lights.

OPEN

WELCOME

Introduction

Every day, goods and services worth millions of pounds are exported across the Atlantic. Thousands of British firms have already invested in, or are on the way to the 'land of opportunities', making the UK the single largest source of foreign direct investment in the United States.

Behind this successful trade and investment relationship stand individual stories from big and small companies as well as ambitious entrepreneurs, who all decided to find their way in the US. Yet, whether you are large or small, established or a newcomer, whether you want to trade or invest in the US; it is important to know what to expect and how to navigate the world's largest market.

The opportunities are vast, but so are the challenges. Understanding the differences in legal and regulatory practices between the UK and the various US states, getting your head around federal visa procedures, accessing the right funding for your business, connecting with a distributor and finding a location for an office or warehouse can be challenging – particularly to those who are just getting started.

'Finding Your Way' has been developed to serve as a point of reference for all those who want to make the step across the Atlantic, but also those who are already there. Here, you will find guidance on the different regions of the US and their respective opportunities as well as practical advice on issues to look at when expanding across the pond.

We are here to help you and your business find your way. The Trade and Investment Guide to the US 2018/19 is produced by BritishAmerican Business (BAB) on behalf of the British-American Business Council (BABC) in partnership with leading member companies and regional partners. It is endorsed by SelectUSA and the Department for International Trade (DIT).



Duncan Edwards
CEO,
BritishAmerican Business
British-American Business Council



Emanuel Adam
Director of Trade and Policy,
BritishAmerican Business
British-American Business Council
Secretariat



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reasons why you should consider the US market

- **World's Largest Market:** The US has a GDP of \$18 trillion, and is home to over 325 million people.
- **Nexus of Innovation:** The United States is a recognised leader in research and development.
- **Ease of Doing Business:** The United States is consistently ranked among the best internationally for its overall competitiveness and ease of doing business.



- **Workforce Talent:** The US workforce is diverse, skilled, innovative and mobile.
- **Abundant Resources:** The United States is home to vast and varied landscapes with abundant natural resources – including petroleum and natural gas.
- **Access to Capital:** The United States hosts the most developed, liquid, flexible, and efficient financial markets in the world.

Welcome from the UK

The US has long been one of our most vital trade and investment partners. This is our biggest export market (accounting for nearly 20 percent of total UK exports, valued at £99.6bn) and our largest source of inward investment (accounting for 25.7 percent of total UK inward FDI stock and valued at £308bn). The benefits flow both ways; recent data from Pew Research Center found that British-owned companies employed over 1.2 million US workers in 2015, more than any other nation. In 2016-2017 the UK's Department for International Trade (DIT) was active in supporting UK companies of all sizes, from global corporations to SMEs, in winning billions of pounds in business deals spanning sectors and regions in both countries.

This is an achievement to be proud of, but the landscape is changing rapidly in both of our nations. The UK and the US will both need to adapt to build an even stronger partnership going forward. The UK is committed to minimising the uncertainty that always accompanies change and to taking advantage of the many opportunities it also affords. In partnership with industry, we have been developing long and short term strategies that will both grow our economy and shape business solutions and trade worldwide in the 21st century.

We are focussed on areas that have resonance for both the US and UK, particularly clean growth, AI, and life sciences, and we are securing deals to make these strategies a reality. For instance, US-based Merck recently announced an investment in a new, world-leading life sciences research facility in the UK. This joint endeavour to discover pioneering medical therapies will support 950 high-skilled, high-value jobs, and brings together both nations' leading strengths in a key global market. In another critical sector, technology, the British government is fostering similar partnerships by investing an additional £725m in the new Industrial Strategy Challenge Fund. This fund will benefit US companies that come to the UK to collaborate on R&D.

We are also developing our future agenda through the Trade Investment Working Group, which we launched with our US colleagues in the summer of 2017. Both Prime Minister Theresa May and President Donald Trump have repeatedly affirmed their commitment to strengthening and deepening



Antony Phillipson

Her Majesty's Trade Commissioner,
North America and Consul General in
New York, British Consulate General

our trade and economic partnership, including through a mutually beneficial bilateral free trade agreement.

As Her Majesty's Trade Commissioner for North America and Consul General in New York, I am proud to lead this important agenda, working with my colleagues across our offices in the US and Canada. Our teams have the necessary hands-on experience to support new or growing exporters by providing specialist insight, market expertise, key contacts, and targeted trade missions (so that businesses can gain a first-hand understanding of their overseas market and meet with key decision makers in the field). We are also committed to maintaining our excellent track record on attracting inward investment to the UK. We took the top spot for 2018 in Forbes' annual ranking of business destinations, based on technology readiness, size and education of work force, and ease of doing business – strengths the government's strategy will build on. We are looking forward to offering US businesses many opportunities in the year ahead.

Our engagement with the UK and US business communities, and our partnership with BritishAmerican Business (BAB) and the wider British-American Business Council (BABC) network is essential to our prospects of success. All of us are committed to a single aim – enhanced prosperity for our two countries. We look forward to working with all of you to this end.

// Our teams have the necessary hands-on experience to support new or growing exporters by providing specialist insight, market expertise, key contacts, and targeted trade missions //

Welcome from the US

The economic partnership between the United States and the United Kingdom is a model of bilateral trade. More foreign direct investment (FDI) comes to the United States from the United Kingdom than from any other market: more than \$598 billion. Conversely, America is the single largest source of FDI in the UK: \$682 billion. This combined \$1.3 trillion supports millions of jobs on both sides of the Atlantic – 1.1 million in the United States alone.

There has never been a better time to start or grow a business in the United States. The US market has topped the A.T. Kearney Foreign Direct Investment Confidence Index for six years in a row and ranks as the easiest place to do business among countries with populations of more than 100 million, according to the World Bank's Doing Business 2017 report. Businesses of any size can succeed here – large automakers, small software companies, energy producers, service providers, and everything in between has found success in America – which is one reason why the Global Entrepreneurship Index ranked the United States first of 137 countries for entrepreneurship in 2017.

In a complex and changing world, one thing remains constant: The United States is open for business investment – your investment. As the world's single-largest economy, the United States provides businesses with a wide array of resources that lead to success, from a highly educated, diverse workforce to strong intellectual property rights that protect and spur innovation.

America's pro-business climate is keeping America competitive in the 21st century. This was demonstrated by the first major reform of the US tax code in 30 years, and it's why we continually invite the world to do business in the United States. With fewer regulations, a simplified tax structure, and new infrastructure improvement initiatives, US leaders are working to create an environment in which all companies operating in the United States can flourish.

Our SelectUSA team is here to help. We are the U.S. Department of Commerce program that provides data, actionable business intelligence, and help navigating the US regulatory system for firms looking to expand in the US market. Another way to take advantage of our services



 **SELECTUSA**

Dale Tasharski

Acting Assistant Secretary for
Global Markets and Deputy Director
General of the US and Foreign
Commercial Service

is through the annual SelectUSA Investment Summit, the highest-profile FDI event in the United States. Companies from around the world have the opportunity to explore investment locations and meet directly with the people who drive investment projects forward. Participants also hear about the US investment climate directly from policymakers and business leaders, while also learning of specific investment resources and tools. Learn more about our Investment Summit and services at selectusa.gov, follow us on Twitter @SelectUSA and @SelectUSATech, or connect with our colleagues on the ground at the U.S. Embassy in London.

On behalf of SelectUSA, I would like to express appreciation and gratitude to the British-American Business Council for publishing its updated Trade and Investment Guide to the US. Now is the time to explore opportunities in the United States, and the SelectUSA team looks forward to working with you.

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Welcome from Santander

The United States is the UK's most valuable single-country export market, and our most significant trading partner. In 2017, the UK sold £47bn worth of goods to the US, accounting for some 13.5% of total exports. Only Germany comes close in its importance, taking 10% of exports last year.

The US is a hugely appealing market for British firms for many reasons but, in truth, we can condense these to two: its sheer size and its wealth. It has an affluent population of more than 320 million people, and it remains the world's largest economy (GDP in 2017 of \$19.4 trillion). It also remains firmly in the top five globally of countries ranked by GDP per capita, or individual wealth.

Notwithstanding, the US can be a very challenging market to crack for UK businesses, especially SMEs. It is a market where local players can be worldwide leaders in the industries they operate and the size of the market attracts the attention of companies from all over the world. We know from our Trade Barometer research in September that businesses are concerned about the current administration with 42 percent expecting a negative impact in the next 12 months. In particular, those businesses planning on starting to trade internationally are most concerned, with 61 percent expecting a negative impact – an increase of 27 percent since April 2017.

As such, any UK firm thinking about entering the market – either exporting to setting up a physical presence – should be prepared to face stiff local and international competition. Products and services will need to have a strong competitive advantage (e.g., design, quality, durability, and price). In addition, management teams require a good understanding of the different legal and technical requirements for their products in each state and, whether it is B2B or B2C, finding the right partners such as importers, distributors, agents or brokers is key.

Despite challenging environments; expanding to the US is a good move, especially if you have the right partner.

Santander understands the challenges and we are firmly established in both markets, having helped UK businesses export and trade with the US for many years. We can



 **Santander**
Corporate & Commercial

Chris Sullivan
CEO Corporate Banking
at Santander UK



 **Santander**
Corporate & Commercial

Robert Rubino
Co-President of Santander Bank N.A.
and Head of Commercial Banking at
Santander Bank, N.A.

connect businesses with the right partners, and are focused on fostering better trade between the UK and US for the benefit of both countries. This is a key priority for the bank.

Santander is one of the largest international financial institutions in the world. We are the largest bank in the Eurozone, the largest international bank in the LATAM market, and we have a significant and growing presence across the US. To amplify our role in UK/US trade, in 2018 Santander has developed what we call the “UK-US/ US-UK trade corridor” a targeted and wide-ranging initiative to make sure that our customers on both sides of the Atlantic benefit from our domestic and international expertise, our networks and our local relationships.

We want to be more than just a bank for our customers: we want to be useful for their businesses, helping them to make the right trading and capital decisions. Because, when our customers grow and diversify their businesses they become stronger, more resilient and less vulnerable to economic downturns. And, when our customers grow stronger, so do we.

When BritishAmerican Business told us about this guide and its other stakeholders such as the Department for International Trade (DIT) and the US Commercial Service, we were very keen to support it. Santander is an active transatlantic member of BritishAmerican Business and we have a strong relationship with BABC in a number of cities in the US and the UK. We have always seen BritishAmerican Business as an excellent platform to contribute with ideas and resources to boost the commercial ties between our two countries. This guide is just another example of how we see BritishAmerican Business working with key partners and a benchmark for businesses in both markets when it comes to talking trade and investment.

The US and UK have benefitted from a unique relationship for centuries. Santander is focused on developing unique relationships with our clients and helping them understand the benefits of US-UK trade.

// We can connect businesses with the right partners, and are focused on fostering better trade between the UK and US for the benefit of both countries //



FOR BRITISH MANUFACTURERS
LIKE MILLER

**THE WORLD
IS WAITING**

Already the UK's largest port by value for non-EU exports, Heathrow handles **over 30% of exports** to these markets. But the airport is full, **operating at 98% capacity**. Expansion will **double cargo capacity**, so more businesses like Miller International can trade with the world.

But the world won't wait forever.

It's time for Heathrow

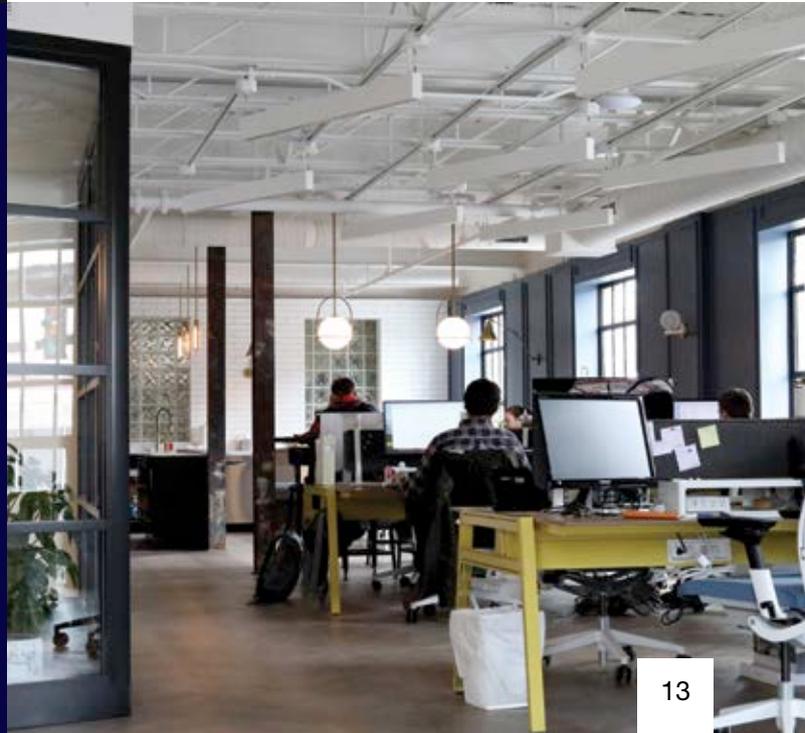
Heathrow
Building for the future

- More than 34,000 UK companies export to the US
- UK companies invest more in the US than in any other country



- Exports to the US from the UK are worth almost £100bn annually
- Over one million US jobs are supported by UK-owned affiliates in the US

- Every US state has jobs that are connected to investment from a UK company
- Outside the EU, the US is the most important trading partner for almost all UK regions and nations





PAXMAN

PAXMAN's Scalp Cooling System is used around the world by cancer patients undergoing chemotherapy treatment to minimize the devastating side effect of hair loss. PAXMAN know first-hand that chemotherapy-induced alopecia is often devastating. Patient care is at their heart: the goal is to ensure everyone has the opportunity to maintain normality, retain their hair and self-confidence at this difficult time in their lives. In less than a year since gaining official FDA clearance for their medical device, PAXMAN has seen great success across the US.



Brompton

Brompton are the manufacturer of a brilliantly engineered folding bicycle that is equally at home touring across country as it is carving through Broadway traffic. Whatever the journey, at either end it folds in seconds to an unbelievably compact and portable package that fits under a desk, in the airline overhead, trunk of a cab, or in the coat check of a bar or restaurant. Built in London since 1975, Brompton has been sold in the United States by independent retailers since the 1990s. Huge leaps in production capacity and finally being able to meet soaring global demand, Brompton opened a New York City office in 2015. Already available through 100+ quality bike shops throughout North America, Brompton added its 12th global flagship when they opened Brompton Junction New York in Manhattan's West Village in April 2018.



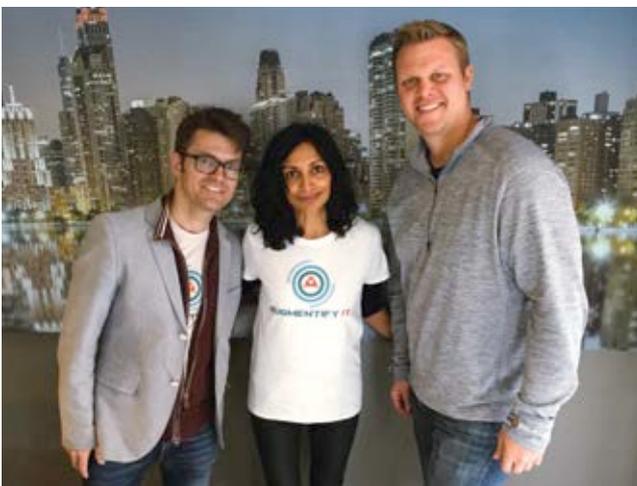
Thebigword

Language services provider thebigword established a New York office in 2007 and now has a presence in Washington DC, San Francisco, Boston and Florida, serving government departments and consumer brands.



LifeSaver

Demand from outdoor enthusiasts in the US has led to water purification experts, Icon LifeSaver, designing a product for trekkers to travelers. The LifeSaver Liberty™ is capable of delivering up to 2,000 litres of purified water.



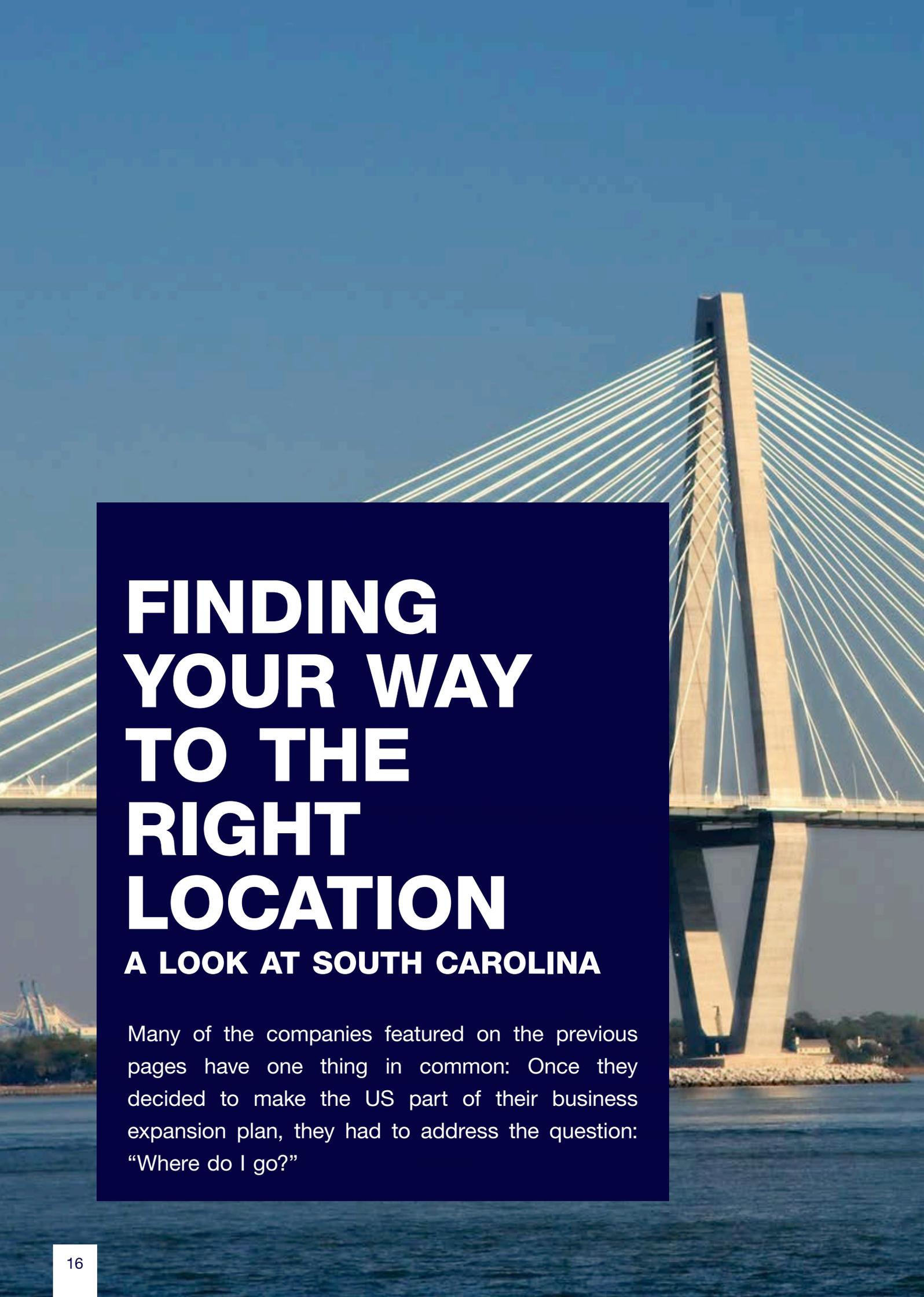
Peapodcity

Peapodcity is a multi-award-winning Augmented Reality (AR) STEAM educational technology company based in London, UK and Chicago, USA. Launching their debut hero product AugmentifyIt® AR Space Cards at Chicago Toy & Game Fair last November, the company are looking forward to growing their business across the States.



Lancashire Eccles Cake

Lancashire Eccles Cakes have transformed a traditional English tea-time cake into a globally recognised brand. Their US links have been strengthened by FDA compliance of their new and upcoming modules for UK manufacturers. Wholesale distribution on both East and West Coast and now into Florida.



FINDING YOUR WAY TO THE RIGHT LOCATION

A LOOK AT SOUTH CAROLINA

Many of the companies featured on the previous pages have one thing in common: Once they decided to make the US part of their business expansion plan, they had to address the question: “Where do I go?”

Given its sheer size, the US is truly a land of opportunities for foreign-based firms. Approximately 40 times the size of the UK, 11 out of the 50 US states are bigger than the entirety of the United Kingdom.

Making the right decision about where to locate in such a large market can define the success of your business endeavours. First and foremost, companies should consider their target market and where they will need to be in order to efficiently service that audience. Other factors may include the overall business climate in a particular state or region, as well as the status of an existing supply chain network.

Another element, which is often overlooked, is the vast support system that state and local agencies can provide for companies that are thinking about establishing a foothold in the US. Not only can these organisations help introduce foreign business leaders to different parts of the region, they are often key to allowing business expansions to come to fruition.

Let's take South Carolina as an example: the Palmetto State is located in the Southeastern region of the US. Learn more about South Carolina in the Regions section.

The South Carolina Department of Commerce (S.C. Commerce) has developed a range of services to help global businesses get started and expand within the state. Their comprehensive offerings range from adapting business plans to connecting exporters with potential partners on the ground. In addition, S.C. Commerce has developed a Landing Pad program, which is designed to assist small and medium-sized enterprises (SMEs) that plan to hire fewer than 10 employees and invest less than \$1 million USD in their beginning stages. This is an incredibly easy and cost-effective way to get connected with reputable and reasonably-priced services, covering local employment and compensation, regulation, taxation and translation. Other services include assistance with market research, access to government assistance, language interpretation

and detailed information on operating costs. S.C. Commerce also offers research on the labour market, providing businesses with the opportunity to analyse job projections, job skills and demographics ahead of making decisions.

In addition to on-the-ground services, many economic development agencies have international offices across the world, including in the UK and other parts of Europe, that serve as a gateway for recruiting business and assisting companies in making the step into the US market. Through these channels, European car manufacturers were able to successfully expand to South Carolina and benefit from its strategic location. As a result, the Palmetto State now leads the US in the export sales of completed passenger vehicles and tyres and boasts one of the nation's strongest automotive manufacturing economies.

More than four decades ago, the State of South Carolina established its first international presence with an office in Europe. Today, S.C. Commerce has representation on the ground in five different countries, including its office in Munich, Germany, which serves the UK market. Members of S.C. Commerce's Europe team regularly visit the UK to connect with business leaders and elected officials, ensuring that the economic partnership between the UK and South Carolina remains strong.

// Making the right decision about where to locate in such a large market can define the success of your business endeavours //



**WHAT TO
KNOW:
PRACTICAL
ADVICE**

The missing piece in your international legal plan.



Gibney, Anthony & Flaherty, LLP has served emerging market and multinational companies on both sides of the Atlantic for over 60 years.

With offices in **New York** and **San Francisco** and associated law firms in London and Geneva, we are positioned to help our clients achieve their legal and business goals

- » Antitrust and Product Distribution
- » Business
- » Emerging Business Legal Services
- » Immigration
- » IP: Trademark, Copyright and Anti-Counterfeiting
- » Labor & Employment
- » Litigation & Dispute Resolution
- » Private Client
- » Real Estate
- » Tax & Employee Benefits

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Immigration

In short:

- Immigration is one of the top issues for companies seeking to expand abroad
- You can enter the US for business purposes under ESTA for up to 90 days
- If you plan to work longer in the US, decide whether to seek a non-immigrant visa or immigrant visa
- Visit official U.S. Embassy website for general information and consider engaging an immigration specialist to navigate options, processes and changes in immigration law
- Allow for enough time to go through the immigration process

The US is a country of imagination, but also immigration, sharing a close history of migration with the UK. In fact, kinship lines reach back centuries, explaining the 2000 US Census estimate that currently eight out of 10 of the most frequently occurring surnames in the US are of British origin. Yet, with these cultural ties in mind, one of the most important issues that needs to be addressed when bringing a business into the US market is how to get people there.

There are dozens of different types of US visa classifications for non-US citizens. If you plan to visit the US for business you can easily enter the country for business purposes through ESTA, an automated system that determines the eligibility of visitors wishing to travel to the US under the US Visa Waiver Program for up to 90 days.



This is usually valid for two years or until your passport expires. If you plan to work in the US for longer, you will need a non-immigrant visa or an immigrant visa.

Your position, the types of employees you wish to bring into the US and the duration of the stay will determine which visa to go for best. When beginning the process, visit the US Embassy website for general information and consider engaging an accredited visa or immigration specialist that can help you navigate the different visa options, processes and changes in immigration law. Finally, don't leave immigration last in your expansion planning. Immigration processes can take time. Learn more in the following section, kindly provided by Gibney, Anthony & Flaherty LLP.

For foreign businesses looking to establish or grow their presence in the United States, US visa considerations require careful planning well in advance of travel, since processing times can be lengthy.

The threshold issue when transferring employees is whether to pursue a non-immigrant visa, immigrant visa or both. Non-immigrants come to the US temporarily to facilitate activities in accordance with the terms of a non-immigrant visa. Immigrants enter the US under an immigrant visa and reside in the US indefinitely in Lawful Permanent Resident status (i.e., a “green card”).

As an employer, if you need to relocate personnel to the US, the types of employees you plan to send and the duration of their stay in the US will determine which visa is best. Below is a summary of the common nonimmigrant and immigrant visa types and their requirements.

Common nonimmigrant visa categories

ESTA/Visa Waiver: Business visitors from certain countries, including the UK, may apply for admission to the US without a visa for up to ninety (90) days under the program. Certain restrictions apply, including a prohibition against changing or extending visa status once in the US. Visa Waiver is available to employees coming to the US temporarily to conduct business on behalf of their foreign employer.

L-1 Intracompany Transfer Visa: L-1 visas are available to intracompany transferees. The company must be doing business in the US and at least one other country. The employee must have worked abroad for the overseas company for one full year in the last three years in an executive, managerial or specialised knowledge capacity and must be transferred to a US branch, parent, subsidiary or affiliate to work in an executive, managerial or specialised knowledge capacity.

E Treaty Visa: E Treaty visas can be submitted on behalf of Treaty Traders (E-1) or Treaty Investors (E-2) – qualified US companies that are at least



50% owned by nationals of the treaty country (e.g., the UK). Employees must be nationals of the same treaty country (e.g., the UK), coming to the US to fill executive, managerial or essential skills positions. E Treaty visas may be issued for a period of up to five years for a UK company. The initial admission period is limited to two years, with possible extensions in two-year increments.

H-1B Visas: H-1B visas are available to employees coming to the US to be employed in a “specialty occupation.” The US position generally requires a bachelor’s or higher degree (or its equivalent in employment experience) as the minimum entry level and the visa holder must also possess a bachelor’s degree in a related field. The visa is initially valid for up to three years, but extensions are available for an additional three years. Only 85,000 H-1B visas are available annually and are typically allocated by lottery in April each year.

O-1 Visa: The O-1 visa is for individuals with extraordinary ability in the sciences, arts, education, business or athletics or a demonstrated record of extraordinary achievement in the motion picture or television industry and has been recognised nationally or internationally for those achievements. An individual must demonstrate extraordinary ability by sustained national or international acclaim and must be coming temporarily to the US to continue work in that area.

J-1 Exchange Visa: J-1 Exchange visas are for participants in an exchange program sponsored



by an organisation or institution designated by the US Department of State. J-1 visas are commonly used by corporate organisations for training foreign personnel for up to eighteen months.

Business checklist – key steps before you apply

For any new business looking to sponsor an employee for a temporary visa, the following requirements must be in place before you begin the visa application process: (1) Corporate entity formation; (2) Corporate bank account for your entity; (3) Leased corporate office space; and (4) Business plan.

Employment-based immigrant visas (Green cards)

- **EB1 – Priority Workers** is for key managers and executives employed outside the US by a branch, parent, subsidiary or affiliate of the US employer for one full year in the three years preceding entry, as well as aliens of “exceptional ability” in the sciences, arts or business and outstanding professors and researchers.
- **EB2 – Advanced Degree Holders and National Interest Waiver** is for professionals with a master’s degree or higher or equivalent, followed by five years of progressive work experience.
- **EB3 – Professionals and Skilled Workers** is for professionals with bachelor’s degrees, skilled workers filling positions requiring at least two

years of experience and unskilled worker positions requiring less than two years of experience.

- **EB5 – Investors** requires an investment of substantial capital (\$500,000 or \$1 million, circumstances depending) in a new commercial enterprise that directly creates at least ten full-time jobs for US workers within two years. The investor must be actively engaged in the management of the enterprise, unless investing via a qualified regional center.

Best practices

With the current US Administration, immigration policies in the US are rapidly changing. To determine the best visa type that aligns with your business needs, and to be compliant with the most up-to-date requirements, it is best to consult with a qualified immigration attorney.



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In short:

- **Having the financial foundation for your business expansion is crucial**
- **Look out for UK Government support schemes, particularly for exporters**
- **Explore support schemes geared towards helping you develop innovative, competitive products that meet the markets of the future**
- **Work with a bank that is experienced in the market**
- **Note that many banks can also provide specific and comprehensive advice on demand, market opportunities and potential partners**

Having the financial foundation for your business expansion is crucial. Yet, while your business should, of course, be in a healthy place before making an expansion decision, no company should give up its plans due to a lack of access to additional funds needed to finance your expansion and growth.

If you are an exporter, consider working with UK Export Finance (UKEF), the UK's export credit agency, which works alongside the Department for International Trade (DIT). The organisation offers products to facilitate greater access to finance for UK companies doing business overseas, including protection against the risk of not getting paid.

In addition, explore further support schemes helping to finance your business expansion. Through Innovate UK, for example, the UK



Government can provide financial support to help businesses innovate products that will meet or define the markets of the future.

Finally, look for a partner bank that is experienced in the market. The bank can assist you further in building a solid financial foundation for your business and help mitigate the risk of currency fluctuation and cashflow shortages. It will also provide you with access to local banking services, such as opening a US bank account – something that remains to be a surprising obstacle for many foreign firms.

An experienced bank may also be able to offer your company specific and comprehensive advice on demand, market opportunities, and potential partners. Learn more in the following section, kindly provided by Santander UK.

British companies have had a long history of valuable trade with the United States. For another year running, the US has maintained its spot as the number one single-country destination for UK goods exports.

In order to succeed in the US, SMEs will need to think strategically and seek specialist help.

Create the opportunity

Start by taking time to understand the potential opportunity for your business in key US markets – and the obstacles you will need to overcome. Santander can help with this analysis as you consider:

- **Identifying the potential** – as a bank that has a global presence with International Desks in 15 countries, we work collectively across borders. We have helped UK businesses conduct both virtual and physical Trade Missions to the US, which include conferences and workshops for businesses considering their next move. This also gives businesses the opportunity to investigate local opportunities and meet potential customers.
- **Analysing the competition** – is there a gap for your product or service and how can you secure competitive advantage? For example, our customers can take advantage of our online Trade Portal, a free resource that provides crucial data on potential customers and competition across a broad range of sectors and industries in international markets, including the US. Non-Santander customers can also access a light version of the portal on a free 90 day trial basis.
- **Finding local partners** – the best way to move into the US for the first time will very often be to identify a local partner to support you along the way, effectively acting as your US distribution arm. Our Trade Club introduces clients to a community of importers (and exporters too) in 30 countries.
- **Leveraging local expertise** – every market is different and local nuances can catch out the unwary. For example, the stringent US legal

Top 10 Countries for UK Goods Exports, 2017

Ranking	Country	Total Export Value – £m	Total Export Share – %
1	USA 	46,967	13.5
2	Germany 	36,030	10.3
3	France 	25,491	7.3
4	Netherlands 	21,215	6.1
5	Irish Republic 	19,374	5.6
6	China 	16,807	4.8
7	Switzerland 	16,437	4.7
8	Belgium 	13,680	3.9
9	Spain 	10,394	3.0
10	Italy 	10,220	2.9

system means UK companies selling into the US must have good intellectual property protections in place, and need local legal representation when conducting negotiations such as agreeing distribution agreements. Our Trade Network consists of local partners in areas such as professional services and marketing that can provide this support. The Trade Portal lists detailed information about the regulations your business will need to consider when entering and operating in the country.

Make your move

Having identified where to make your move in the US – and how to do it – think about the practical considerations of executing your strategy.

- **Building solid financial foundations** – focus on securing the right mix of working capital and trade finance for the challenges your business may face. That might include an export letter of credit discounting or receivables finance to help bridge the gap until customers begin paying.
- **Managing your risks** – for example, with currency exposures, address the ongoing challenge of selling in dollars in the US market and then converting the money back into pounds when bringing it home. Currency fluctuations can have a big impact on the bottom line, so working with your bank to understand and mitigate this risk will be important. Similarly,



UK's #1 Export Trading Partner



The UK exported £47bn worth of goods to the US in 2017.



20% increase in the UK Export of goods between 2014-2017



UK businesses have exposure to c.5x more potential customers in the US market

documentary letters of credit, guarantees or standby letters of credit are also useful risk mitigation tools for some businesses.

- **Planning for cashflow challenges** – how will you pay new suppliers on time and build strong relationships? We offer products such as supply chain finance that help exporters pay their suppliers quickly, which may secure better terms.

Manage for success

As your business steps up on its investments in the US and builds on its export success with local operations, further support such as the following could help ensure that the new venture runs smoothly:

- **Arranging local banking facilities** – opening a business bank account often proves difficult for international companies moving into the US, with banking regulation acting as a disincentive for domestic banks to take business from all but the best-known and largest foreign firms. A pre-existing relationship with a bank such as Santander can make all the difference here, giving your business access to all the local facilities it needs straight away, including both transactional services and also, potentially, funding. Santander is one of the US's top retail and commercial banks by deposits, and has 647 branches in the US serving 2.1 million customers.

- **Sourcing local services** – your US business venture will need local expertise on issues such as immigration and employment law – as well as day-to-day concerns such as accounting, taxation and payroll administration. We can help you find local experts within these fields to support you and your business.

There is great opportunity for UK businesses in the US, but capitalising on that opportunity may not be as straightforward as firms imagine. While it's easy to be daunted by these issues, the size of the prize makes confronting the challenges of trading and investing in the US worthwhile. Working with our US-based experts and the wider International Desk team, we are confident UK exporters and investors will be better placed to succeed in America.

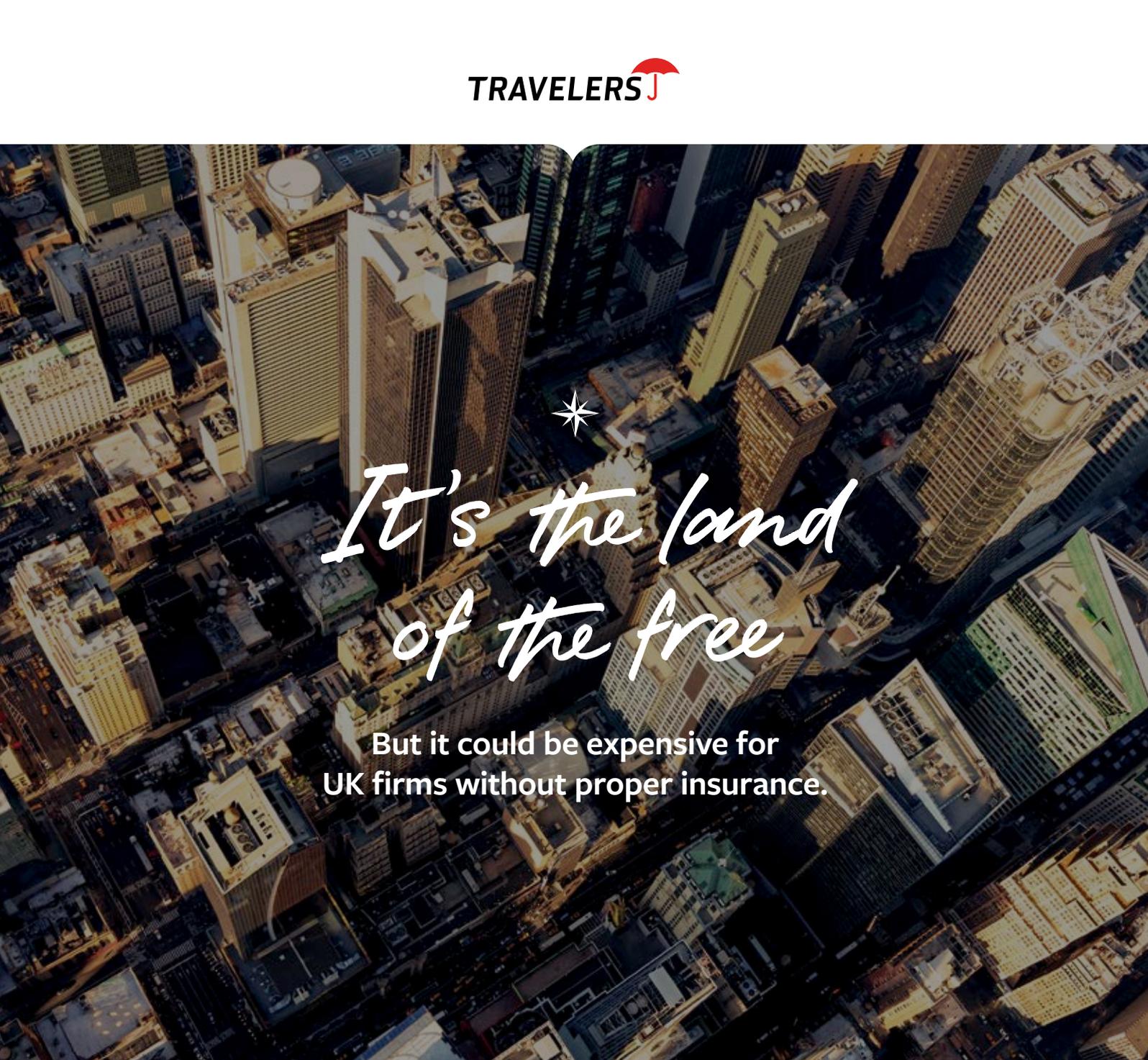


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of the free*

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UK firms without proper insurance.**

If your UK business is expanding into the U.S., insurance can be a complex challenge.

As a leading U.S. business insurer, our specialist coast-to-coast expertise and proven experience can ensure you have the right cover in place – whatever state you locate to.

We understand that exposures can begin before you even have a functioning U.S. presence. Whether it is around buying and selling products or sending employees across on business trips, we can help you manage these potential risks.

**Download our whitepaper today for a head start
on how to navigate the complex U.S. insurance market.**

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In short:

- **One of the most underestimated issues to address when selling a product abroad is the risk of not being sufficiently protected**
- **Complete an assessment for potential liability for your product**
- **Know that the coverage of your insurance in the US may differ from the products you are used to in the UK**
- **Consider that you may face risks in the US that you would not in the UK**
- **Find a partner that that knows the market and can help you assess potential risks to your company and products, including on Intellectual Property (IP)**

Do you have a realistic, informed view of how to manage risk for your company and products across the pond? It is very likely that you don't. In fact, being sufficiently protected against liability risks, including on your IP, is one of the most under-estimated issues to look at when bringing a company or product into the US.

A successful expansion will depend upon having certainty regarding the liabilities, commercial risks and externalities of your business. Therefore, investing the time and money on precautionary measures to ensure your requirements are covered should be a priority.

Before you set off with your business, complete an assessment of the potential liability for your



product. It is best to do this with an insurance partner experienced in the market. This partner will help you to get an understanding of the American insurance market and its products. They will also help you define what your existing UK products cover, and most importantly, what they don't. In fact, you may find that insurance products differ greatly in scope. You may also face risks in the US that you would not necessarily consider in the UK.

Last, but not least, a good insurance partner can also assist you in the management and protection of your IP. Learn more in the following section, kindly provided by Travelers.

Arranging cover for your US operations

As more and more companies seek a global footprint, a large number of UK companies are starting to export products to or establish operations in the US.

However, gaining a global footprint brings complexity.

Whether companies have operated in the US for decades or are making their first foray into the US market, they must ensure that they comply with evolving insurance and tax regulations, while protecting their balance sheets from their additional US exposures.

Many companies assume that the practices they are familiar with in the UK are the same the world over, but that is not the case, so companies need to understand the nuances of the US market and how to cover their operations effectively.

A litigious society

The US has a reputation for being a litigious society. There are three key differences to the UK legal environment that highlight the uncertainty of trading in the US:

- In the UK, civil disputes are heard by a judge. In the US, civil cases are heard by juries. Judges are legal professionals who are generally keen to see consistency in rulings, while juries are less predictable and more emotive.
- There is no requirement for an unsuccessful plaintiff to reimburse the defendant's legal costs. This encourages litigation and class actions, which creates a financial burden for corporations that may have to defend spurious claims.
- Punitive damages can be added as a penalty, on top of 'actual' damages. In cases where a defendant knowingly caused harm, they are often far higher than the actual damages awarded.



The geographic influence

The US is made up of 50 states but 51 insurance jurisdictions, each with different rules, regulations and exposures.

Each state's demographics and political leanings can influence the level of payouts to claimants. New York and California, for instance, are known for awarding high levels of compensation.

Claimants often capitalise on the differences between states by 'forum shopping' – i.e. trying to have their case heard in the state most likely to give them a favourable judgment. The claimant may be eligible to bring a case in one of several jurisdictions – for example, because an injury happened in one state, but the company is headquartered in another.

Significant natural catastrophe exposures

The US is one of the leading countries worldwide in terms of the number of natural disasters that it experiences. Of the top 10 insured losses in 2017, nine took place in the US.

In addition to experiencing almost every type of natural disaster, weather varies considerably across the country, so a company with operations across the US needs to understand its unique natural disaster exposures in every location.



Top tips

- Make sure you understand your exposures across the US and remember that duties to customers are often more onerous than in the UK.
- Be aware of all local insurance and tax rules and comply with them.
- Be mindful of the litigious environment and high payouts in the US.
- Bear natural catastrophe exposures in mind when you are choosing where to locate your operations.
- Make sure that you have the right insurance cover in place and that your limits are high enough.
- Do not assume that a UK policy can be extended to cover the US.
- Be aware of the differences in the types of cover available in the US – such as workers' compensation as opposed to employer's liability.
- Partner with brokers and insurers that understand the US market and have claims people on the ground, preferably in every state.

TRAVELERS 

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In short:

- **Decide what you want to move and distribute, when, and where**
- **Choose the right mode of transport for your goods**
- **Assess customs, regulatory and documentation requirements**
- **Use the expertise of a logistics partner**



Transport and distribution arrangements for your product are a fundamental consideration when engaging in international trade, whether it be directly in the market or online. To ensure your export operation is as cost-effective, sustainable and resilient as possible, it is essential to choose the right mode of transport for your goods.

Be it via road, rail, air or sea (or any combination) the most important issues of international shipping include dealing with customs, complying with regulations, providing documentation and managing transportation costs. Rest assured – exporting goods from the UK to the US does not necessarily require many documents to be filled in.

Depending on your business requirements, it is nevertheless important to make informed

logistical decisions that balance service quality, cost and risk, organisation and time. Consider what it is you want to distribute, how quickly the product needs to reach its destination, where your destination is and how valuable the goods are. You will need to decide whether to handle logistics yourself or work with a freight forwarder or broker.

Managing supply chains and navigating the paperwork without errors that lead to delays and non-compliance penalties is challenging, especially if you are looking at saving time and ensuring reliable deliveries.

To secure your place in the world market, the expertise of logistics partners can be essential to help you chart the course. Learn more in the following section, kindly provided by UPS.

The global trade and business landscape is rapidly evolving, and it presents both an opportunity and a challenge for companies with ambitions to scale globally – particularly SMEs.

Digital disruption, GDPR, and Brexit are among some of the considerations companies now have to keep in mind when thinking about their business strategy. Additionally, the way companies sell their products overseas must keep pace with the disruption in the retail industry.

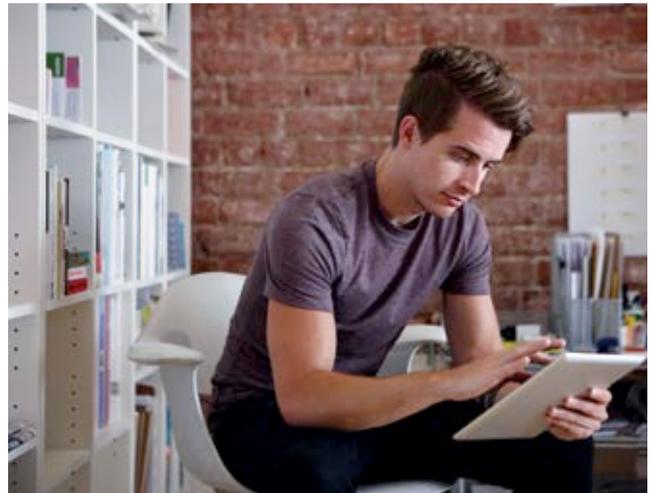
The internet is fast becoming the destination of choice for shoppers as consumers trade high-street shopping to browse the stores online from wherever they are. E-commerce is now a necessity, with global retail online sales expected to reach \$4.5 trillion by 2021 (Shopify, 2017).

The good news is that e-commerce levels the playing field for SMEs, and at UPS, we believe that there are substantial growth opportunities for smaller and nimble companies to capitalise on the international retail market.

According to recent figures from the Department for International Trade (DIT), approximately 300,000 UK companies make products that could be exported but currently have no overseas sales. To ensure companies reach their exporting potential – it will be important to help them develop an export strategy.

While the idea of navigating the complex regulatory and legal structures of the international markets, not to mention the unexpected demands of foreign consumers, can be daunting, there is an undeniable opportunity for SMEs who are willing to expand to new markets, whether to the EU or beyond. DIT estimates that in March 2018 the value of exports (EU and Non-EU) was £31.7 billion.

According to our European SME Exporting Insights Study, SMEs from all countries surveyed revealed that they are mostly held back from exporting by the practicalities of cross-border shipping.



The biggest concern for SME exporters – whether exporting to other EU countries or beyond – is the risk of damage or loss to their shipments. And if exporting beyond EU borders, customs clearance and regulations are a significant concern as well.

To help SMEs overcome some of the uncertainty, below are three top tips to help guide retail SMEs' thinking and activity when trading cross-border.

- Get to grips with rules and regulations. Before committing to entering a market, it's important to research and understand what local laws and regulations apply to your product or industry. The UPS Export Toolkit is a good source for information on 150 markets around the world.
- Get to know your (e-)customer. It's important that your website appeals to your target audience. UPS research has shown that e-customers have unique needs in their respective markets. As a customer's online buying matures and increases, they expect more from e-tailers – particularly regarding website capabilities, social media presence and delivery options. Visibility and traceability of a package are major concerns.
- Don't forget returns. Remember, it's not just about getting your products to your customer. If someone from overseas is buying a product



online, they need to know they can return it easily if it's not quite right. Ensuring a hassle-free, reassuring returns policy and procedure is key.

- Our research found that US consumers are buying from international retailers because of lower prices (43%), or because they wanted unique products not offered by US retailers (36%)
- Of the 47 percent of US consumers who purchased from an international retailer online, the majority of these retailers are based in China (61%), the UK (23%), Canada (15%), and Japan (14%).
- More than 9 out of 10 shoppers still use computers to buy online, but desktop and tablet usage are in decline. It's the acceleration of smartphones that marks an important shift. There was a 45 percent increase reported for mobile retail spending last year, largely driven by millennials.
- 93 percent of online shoppers purchased on a marketplace. The number one reason they shop there instead of going directly to a retailer

is because of better prices (65%), followed by free and discounted shipping (55%), the total cost of the order including shipping costs and/or taxes (45%), and speed of delivery (44%).

- In 2016, the tax-free threshold for importing goods into the US quadrupled, making it more appealing for shopper to shop abroad. This tax threshold, known as the de minimis, has increased from \$200 to \$800 per shipment.



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See the impossible, think doable.

Over the past two years, the US/UK M&A corridor has been characterized by record activity. Even with uncertainty—Brexit, technology and innovation, and US tax changes—the United States and the United Kingdom remain two of the world's most competitive and creative economies.

Their size, scope, and potential will drive future dealmaking. What does this mean for your business? Deloitte can help you follow trends and analyze underlying driving forces to help you understand what is next for your business..

Tax and Accountancy

In short:

- **Assess how you want to conduct your business in the US**
- **Know that federal and local taxes can apply and that you are taxed based on where you do your business**
- **Note that the US has no Value Added Tax (VAT)**
- **Seek professional help to assess your tax liability**
- **Choose an advisor that is specialised in the market and in your company size**



The US has a complex system of taxation. How your company is being taxed depends first of all on how you chose to conduct your business in the US. Every business has a unique set of attributes and circumstances, meaning your taxation situation will always bring specific obligations.

Depending on which form of business entity you choose and how you conduct your business in or with the US, your tax considerations might differ. You may be taxed directly or indirectly depending on whether business is conducted through a US-based office, a US subsidiary or directly from the UK. The 'Getting Started in the US Market' section on the Department for International Trade (DIT) website may offer you a first clue as to what options there are, particularly for exporters.

Further, know that the US has several layers of taxation. In addition to the federal taxes which apply throughout the US, what makes the US unique is that taxes are also imposed by individual states, counties and cities. Moreover, you are taxed based on where you do your business, whether physically or online. In addition, there is no Value Added Tax (VAT) in the US; instead each state sets and collects a sales tax on its own terms.

Finally, since early 2018, the US has introduced sweeping reforms to income tax legislation, known as the 'Tax Cuts and Jobs Act of 2017' which will have an impact on tax liability for domestic and foreign entities doing business in the US market. Therefore, carefully assess your company's tax liability with professional tax advisors, accountants and lawyers specialised in the market and, also important, on your company size.

A feature from Deloitte on Brexit

What happened?

On 23 June 2016 the UK held a referendum on membership of the EU, the 28-member political and economic union that comprises all the main west European states, except Switzerland and Norway, as well as most of the smaller west European and east European states. The result was 51.89% in favour of the UK leaving the EU.

The decision has introduced an unprecedented element of uncertainty in business decision-making and in cross-border investing. These uncertainties are very unlikely to be resolved fully until the end of 2020 when a proposed 'transition period' designed to smooth the UK's exit is expected to end, and agreeing the terms of the ongoing trade relationship may take longer still.

The process of exiting the EU is governed by a constitutional treaty, 'Article 50' which gives just two years to negotiate the terms of leaving the EU. Article 50 was triggered by the UK on 29 March 2017. Barring any significant changes, the UK will officially leave the EU in March 2019.

What happens next?

The first and simpler stage of the Brexit negotiation process is well advanced: the initial terms of the 'divorce' have been agreed between the UK government and the European Commission (the executive of the EU). The first phase of negotiation confirms that the UK will leave both the EU Single Market which enshrines the principles of free movement of people, capital, goods, and services within the EU, and also leave the EU Customs Union, which offers tariff-free trade between EU members and a common external tariff for trade with non-EU countries.

This set of initial agreements – concluded at a summit in Brussels in December 2017 – has allowed negotiators to move on to the next and considerably more complex phase of negotiations



that will cover the transitional arrangements and the UK's relations with the EU after March 2019.

The outcomes of these negotiations will determine the future for businesses in the UK that interact in any way with the EU economies. They will cover trade relations including customs duties and border arrangements, market access for both goods and services, and non-tariff barriers such as product standards and mutual recognition of professional qualifications.

When does it happen?

It is now accepted by almost all parties in this debate that there is not sufficient time to negotiate anything resembling a comprehensive trade agreement between the UK and the EU before the March 2019 deadline.

2018 should see the UK negotiating an agreement on the parameters but not on the detail of its future relations with the EU; attention will likely then turn to a 'transition period' of further negotiation which the EU insists must end no later than December 2020.

For businesses and investors the critical period is the first half of 2018. They will be asking whether they have sufficient reassurance of continuity and stability to keep their operational and investment plans on track. Many companies consider mid-2018 the break point; if they cannot by then see a viable future deal taking place, they will likely act as if there were no deal.



What are the potential impacts?

The extent of the impact of Brexit on investment and business performance in the UK is highly contentious: opinions travel the spectrum from 'no real change' to 'total chaos'.

We do not pretend to have any insight what the final post-Brexit terms of the UK's relationship with the EU and the rest of the world will be. However, it is worth repeating that the scope of uncertainty remains large: in early 2018 we do not know what customs tariffs UK exporters will face in the EU (which currently accounts for 43% of the UK's export revenue), what border arrangements will be in place, what access UK professional and financial services will have to the EU, or what access UK companies will have to EU skills or EU-funded collaborative R&D ventures.

What can you do?

For many companies and investors, the key issue is the EU exposure of businesses; similar businesses can have very different EU exposures.

Ask yourself:

- Will operations be influenced by changes in the UK/EU tariffs, border delays, and IT system changes?
- How reliant are you on EU skills, and what are the alternatives if those skills become scarce or more costly?
- How will you maintain market access irrespective of tariffs, particularly if your business is in specific industries such as financial services which are dependent on level-playing field market access rules?
- What is the potential for developing alternative markets if EU access is lost or impaired?

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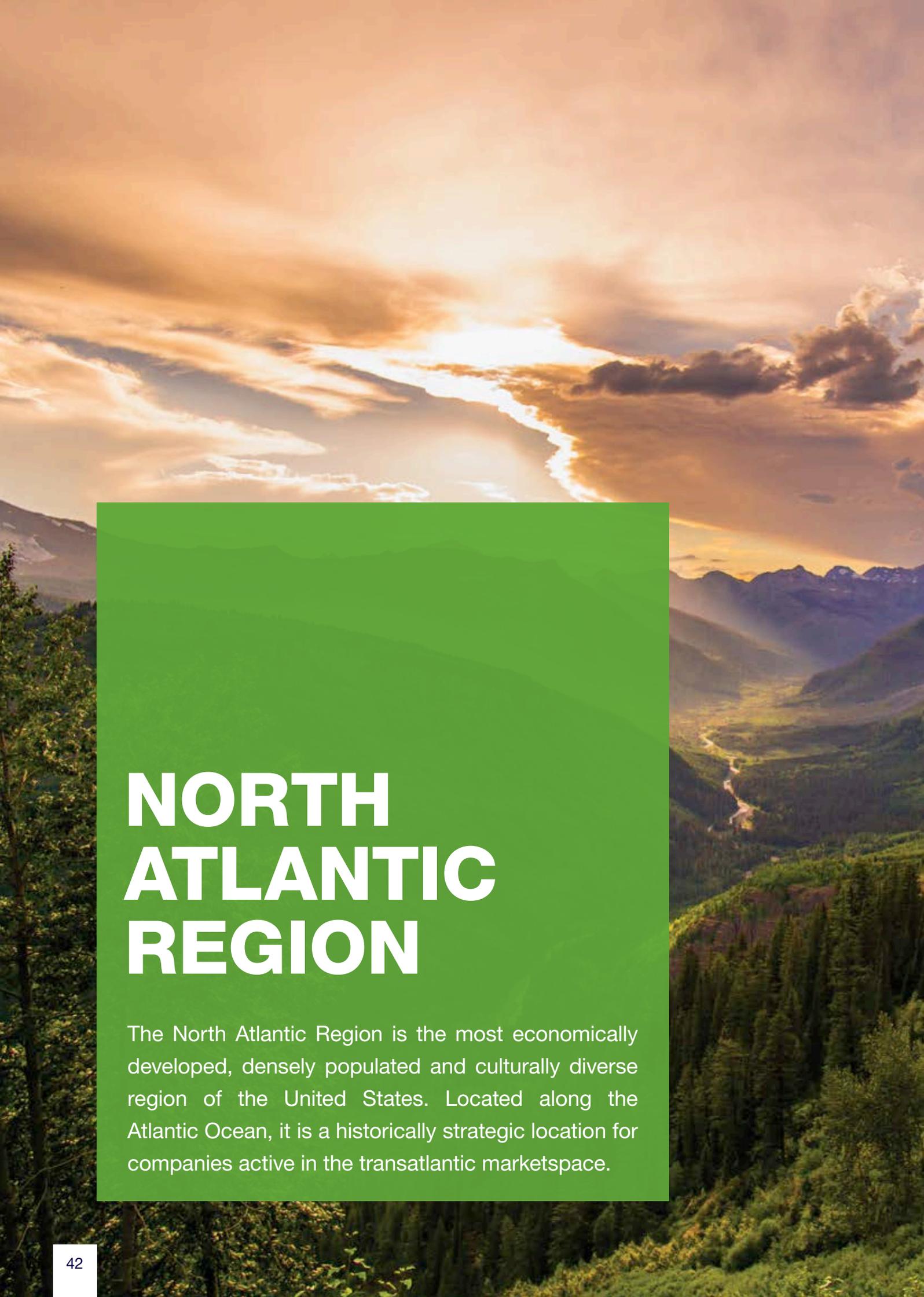
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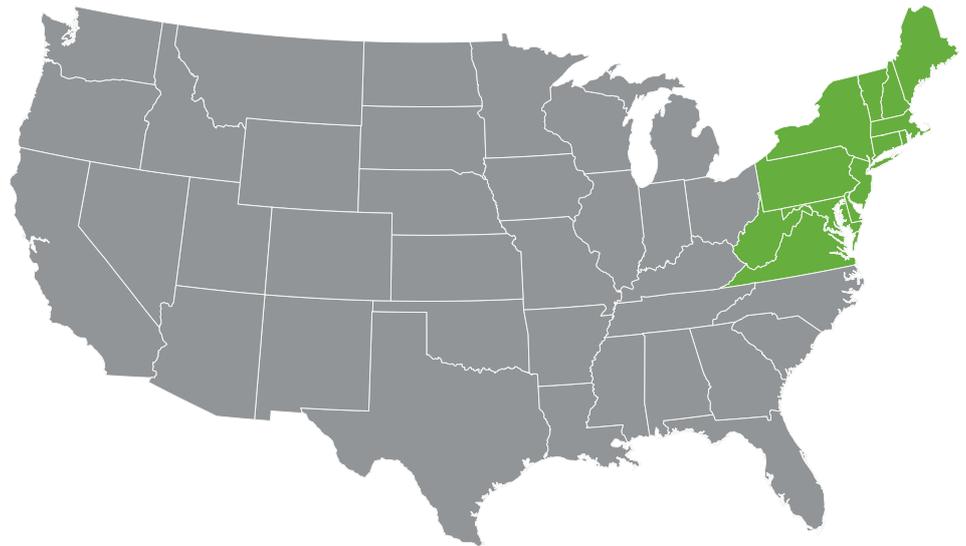


WHERE TO GO: REGIONS



NORTH ATLANTIC REGION

The North Atlantic Region is the most economically developed, densely populated and culturally diverse region of the United States. Located along the Atlantic Ocean, it is a historically strategic location for companies active in the transatlantic marketplace.



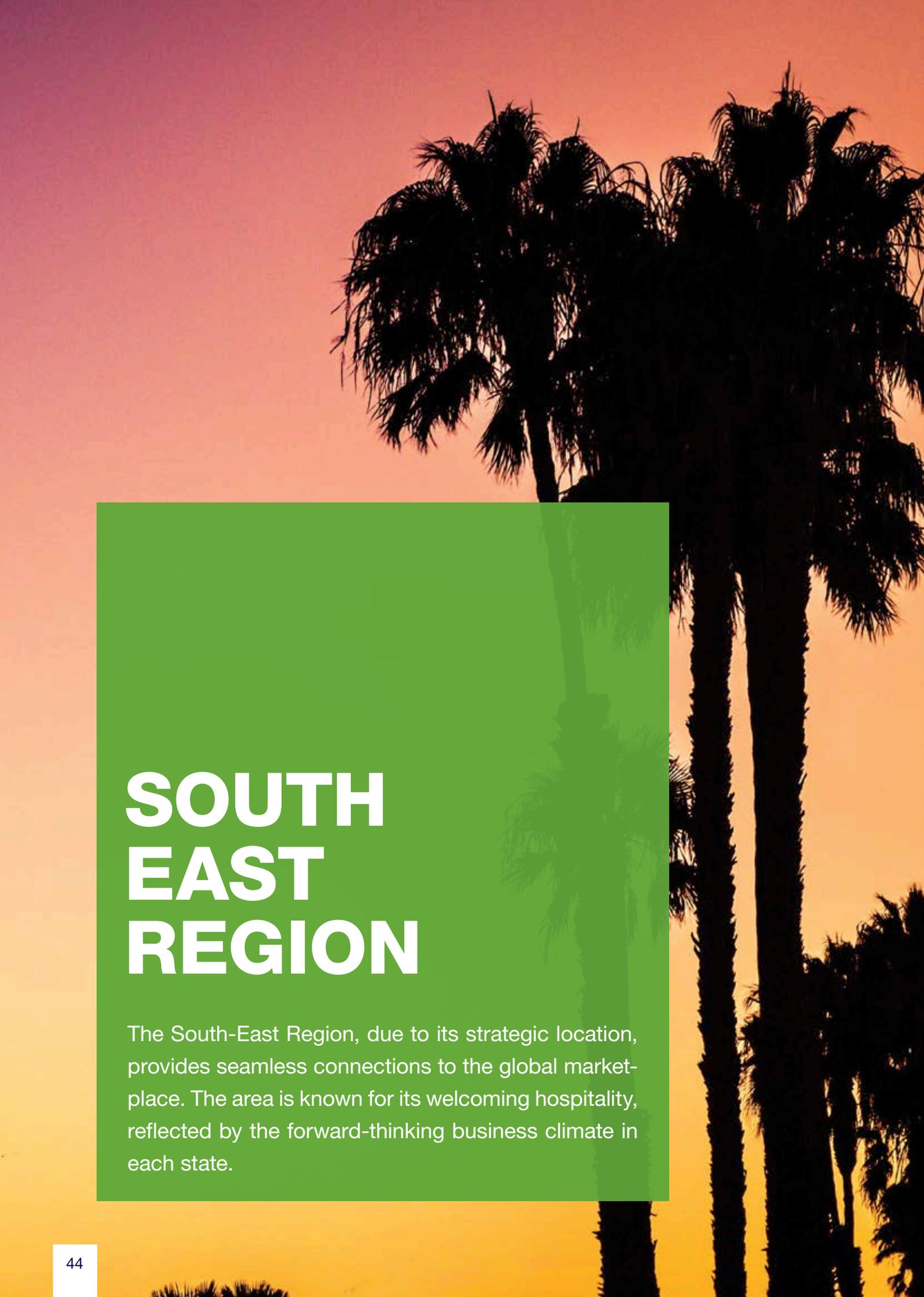
The North Atlantic region is known for being a global capital hub and has one of the highest percentages of corporates in the nation, counting more than 150 Fortune500 companies. This is underlined by the region's strong culture of progressive innovation and technology, with the highest ranked education system in the nation.

The most developed industries are Healthcare, Finance and Insurance, Education, Renewable Energy and Clean Tech, Life Sciences, Biotechnology, Pharmaceutical, Defence and Aerospace. The area has a business-friendly tax climate, with most states in the region offering tax credit, business incentives and low tax burden to companies willing to invest.

The North Atlantic Region comprises the states of New York, New Jersey, Pennsylvania, and the "New England States" of Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont.

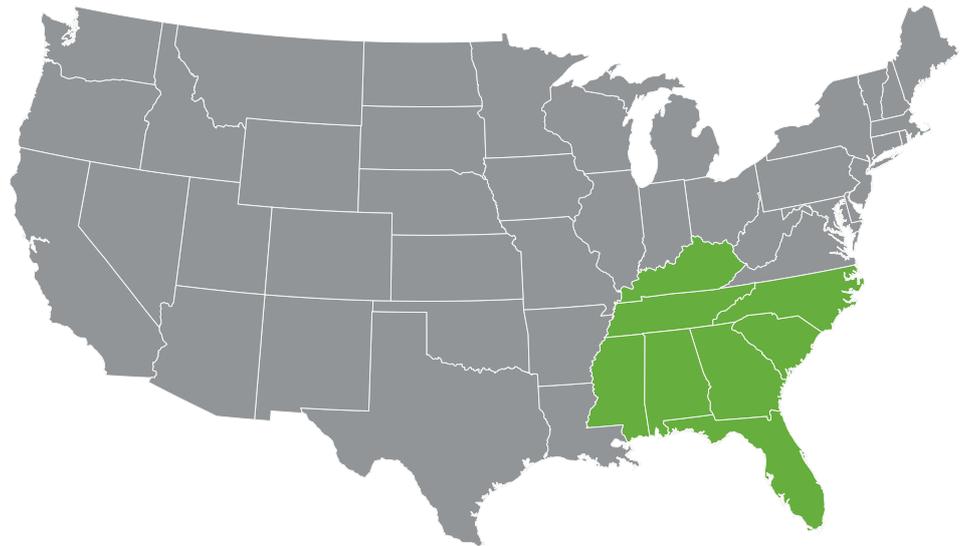
Did You Know?

- Nearly half of all officially US Government recognised National Historic Landmarks are found in the North Eastern Region.
- Mary Kies, of South Killingly in Connecticut was the first woman to receive a US patent. On May 15th, 1809 for a method of weaving straw with silk.
- With about 83.1% of its land forested in 2012, Maine is the most tree covered State.
- Massachusetts has produced half of all the Nobel Prize winners in the Country.
- In 1833, the first free public library in the United States was established in New Hampshire.
- Ann and Hope, the first discount department store in the United States, was opened in Rhode Island.
- Vermont's largest employer isn't Ben and Jerry's, it's the University's Medical Center and IBM.
- New Jersey has the highest percent urban population in the US, with about 90% of people living in urban areas.
- Small firms make up 98.2% of Pennsylvania's employers.
- 26 percent of FDI in New York comes from the UK.

The background of the page features a warm sunset sky transitioning from orange at the bottom to a soft pink at the top. Several palm trees are silhouetted against this sky, with their fronds clearly visible. A large, semi-transparent green rectangle is positioned on the left side of the page, serving as a backdrop for the text.

SOUTH EAST REGION

The South-East Region, due to its strategic location, provides seamless connections to the global marketplace. The area is known for its welcoming hospitality, reflected by the forward-thinking business climate in each state.



It is one of the most attractive regions for foreign investment in the manufacturing and automotive sectors. With a long history of manufacturing in the South, its workforce is well trained and serves as a big attraction to both national and foreign firms.

Aerospace and Aviation is another major industry in the region. Many NASA facilities, such as the Kennedy Space Centre in Florida and the Stennis Space Centre in southern Mississippi, are in the Southeast. Moreover, Biotechnology and Life Sciences firms have developed rapidly in recent years with over 550 firms in biotechnology and life sciences based in Alabama alone.

The South East Region comprises the states of Florida, Alabama, Georgia, Mississippi, Maryland, Delaware, Tennessee, Kentucky, West Virginia, Virginia, North Carolina, and South Carolina.

Did You Know?

- Over 30 UK firms in machinery, electronics, transport and manufacturing are established in Alabama. These include BAE systems, BP America, GKN Aerospace and Tate & Lyle.
- Florida accounts for 24 percent of total US trade with Latin America and the Caribbean.
- In the past years South Carolina has led the nation in attracting FDI, and today is home to more than 1,200 locations of foreign companies operating within its borders.

- Hartsfield-Jackson Atlanta International Airport in Georgia is the world's busiest airport by passenger traffic since 1998. Accordingly, the state ranks first in the US for aerospace manufacturing, worth over \$64 billion annually.
- The first human lung transplant in the world was performed by Dr. James Hardy at the Mississippi Medical Center in 1963.
- UK groups such as GlaxoSmithKline, GKN Driveline, Unilever and the Compass Group are well established in North Carolina.
- The first commercial oil well was established in 1819 on the Cumberland River in Kentucky.
- Tennessee foreign investments total more than \$33.8 billion in capital investment, with over 127,000 Tennesseans working for foreign-owned companies.
- 70% of all global internet traffic flows through 10 million square feet of data centres in Loudoun County in Virginia every day, according to local economic development officials.
- While coal was its main industry for many years, West Virginia has recently become a hub for tourism and outdoor activities.
- Nearly half of all public corporations in the United States are incorporated in Delaware
- King Williams School opened in Maryland in 1696 as the first school in the United States.



South Carolina

A worldwide leader in industrial development, South Carolina is in the midst of unprecedented economic growth and, as a result, the state is enjoying global connectivity like never before. So, what has driven the rise to international prominence?

The answer is simple – South Carolinians are good at making things. Long before companies like Michelin and BMW established significant manufacturing operations in the Palmetto State, South Carolinians were busy making things and selling those things all over the world. As the economy has matured, becoming more and more advanced, so have the items that are produced and sold.

Throughout the 18th and 19th centuries, South Carolina was predominately an agricultural state, producing and exporting a great deal of rice,

indigo and cotton to Europe. As industrialism took hold in America, South Carolina began to produce and export a variety of textile products. Today, the state is home to a more advanced economy.

South Carolina leads the United States in the export of completed passenger vehicles and tyres and is also home to rapidly-growing aerospace, advanced materials, life sciences and office and shared services sectors. Boasting a diverse economy, the state has more than 1,200 operations of foreign-based firms.

With the mission to recruit new firms and help existing ones succeed, the South Carolina Department of Commerce (S.C. Commerce) has been a key driver of this economic diversification and growth. With an official international presence in five different countries, the recruitment of new industry to the state is a truly global effort. And, in

each of the last seven years, IBM – Plant Location International reports have ranked South Carolina among the top three in the nation for attracting jobs through foreign investment, per capita.

To provide prospective companies with a detailed look at available industrial properties within the Palmetto State, S.C. Commerce maintains an online sites database – LocateSC.com. Additionally, through the Coordinating Council for Economic Development, South Carolina offers an array of grants and incentives to help businesses that choose to invest in the Palmetto State.

Supporting South Carolina’s existing industries – and companies of all sizes – S.C. Commerce provides a variety of services, including export assistance, workforce consultation and research and data services. Additionally, the agency provides networking and connection opportunities through matchmaker events, as well as the Source S.C. supplier locator program.

To ensure that the Palmetto State remains a premier destination for both new and existing businesses, S.C. Commerce partners with a variety of state, regional and local organisations to address issues such as infrastructure, workforce development, rural development and innovation and tech economy advancement. As a result of this collaboration, South Carolina is routinely recognised as a location that’s ‘just right’ for business.

For more information about doing business in South Carolina, please visit www.sccommerce.com.

- From 2011-2017, new and existing companies announced more than \$26 billion in capital investment and 98,000 new jobs in South Carolina.
- From 2011-2017, South Carolina’s manufacturing employment increased a Southeast-leading 19 percent.
- South Carolina is home to more than 1,200 operations of foreign-based firms, which employ a nation-leading seven percent of the state’s workforce.



- South Carolina has achieved seven consecutive record years in export sales, topping \$31 billion for the first time in 2016.
- South Carolina is one of only two states with a population of less than six million that exports more than \$30 billion in products annually.
- South Carolina leads the United States in the export sales of both completed passenger vehicles and tyres.
- As one of the nation’s ten fastest-growing states, South Carolina adds an average of 180 people to its population each day.



South Carolina Department of Commerce

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Kentucky

Kentucky is known for horse racing, bourbon and Colonel Sanders. However, the state's central location and leadership are attracting global businesses interested in success.

Kentucky's goals are simple. We want to become the most business-friendly state in the US, and the globally recognised hub of engineering and manufacturing excellence in America. Tremendous progress is being made toward both goals.

Nearly 500 internationally owned companies have facilities in Kentucky. This includes over 200 European firms, 33 of which are UK owned. Among some of the most well-known of Kentucky's British investors are Diageo, BAE Systems, The Hut Group, and Meggitt.

Kentucky and the United Kingdom also share a common bond through trade. The UK is

Kentucky's second-largest trading partner representing a bilateral trading volume of over \$4.4 billion, helping the state achieve a record \$30.9 billion in exports last year.

Kentucky's business advantages include some of the lowest costs of doing business in the United States. For example, industrial electricity costs are the lowest in the eastern US and housing costs 30 percent below the national average.

A revolutionary workforce training system is being put into place that includes new and improved training facilities, and programs based on best-practice European models. Kentucky also offers customised training incentives and assistance with talent recruitment.

The state's aggressive pro-business stance has resulted in record levels of investment and jobs

over the past two years, due in large part to Kentucky Governor Matt Bevin, a business owner who has taken steps to eliminate red tape and foster growth.

Why Choose Kentucky?

- **Central US Location** – within 1,000 km of 65 percent of the US population. In addition, a vast network of interstates, rail and river access guarantee just-in-time shipping.
- **Shipping Opportunities** – Three global air shipping hubs – DHL, UPS and Amazon Prime can get products to market virtually anywhere overnight.
- **Growth Incentives** – Inducements that will help lower the overall cost of doing business, thereby ensuring profitability more quickly.
- **Low Business Costs** – industrial electricity among the lowest in the US and labour costs approximately 20 percent below the national average.

Kentucky is known for its manufacturing strength, with over 4,600 firms dedicated to manufacturing world-class products. This includes a wide variety of manufacturing sectors:

- **Automotive**
515 facilities, 100,000 employees
- **Distribution and Logistics**
450 facilities, 60,000 employees
- **Food and Beverage**
300 facilities, 50,000 employees
- **Aerospace**
75 facilities, 50,000 employees
- **Healthcare**
160 facilities, 30,000 employees
- **Plastics and Rubber**
225 facilities, 28,000 employees
- **Primary Metal**
225 facilities, 27,000 employees
- **Chemical**
200 facilities, 15,000 employees



How we can help

Kentucky's European office is located in Hamburg, Germany and provides UK companies a variety of free and confidential services designed to ensure a soft landing in the US market. These include:

- Site evaluation services
- Detailed community data
- Connections to resources and expertise
- Incentive and training inducements
- Workforce services
- Assistance obtaining required permits and licenses

Please contact our European Office to learn more about how we can help you be successful in the US market:



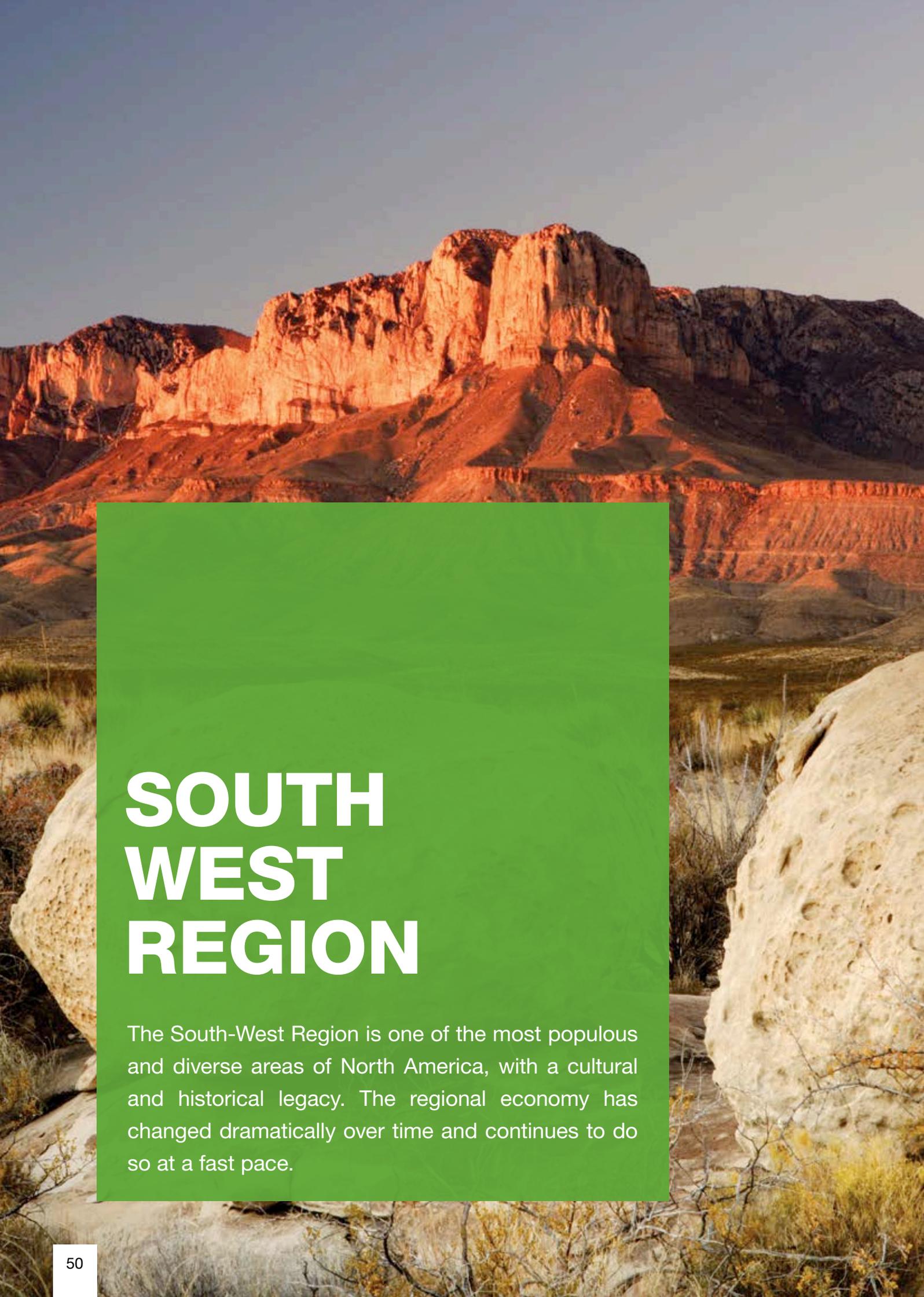
Kentucky European Representative Office

Morgan Pierstorff
Executive Director

Morgan.pierstorff@thinkkentucky.eu

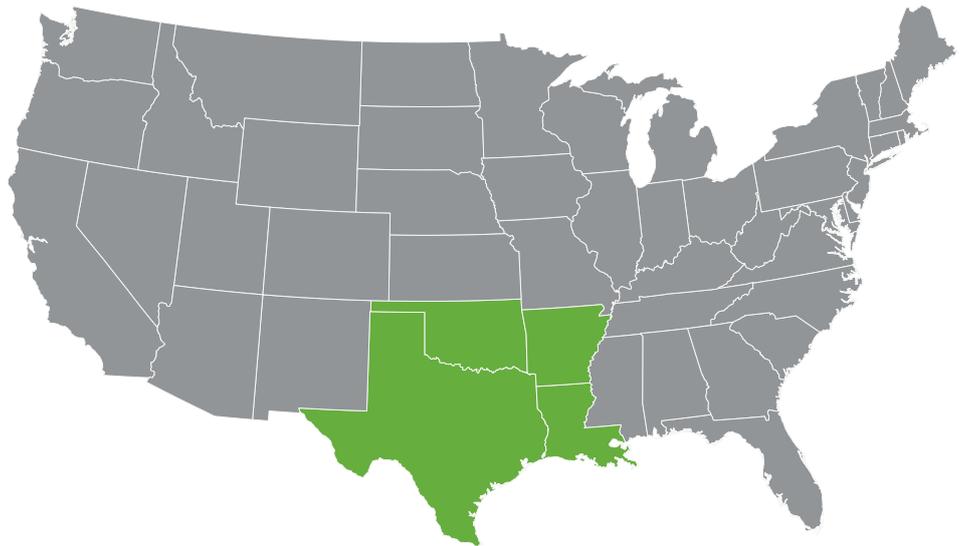
www.thinkkentucky.eu

Poststrasse 14-16, 20354 Hamburg, Germany



SOUTH WEST REGION

The South-West Region is one of the most populous and diverse areas of North America, with a cultural and historical legacy. The regional economy has changed dramatically over time and continues to do so at a fast pace.



With a growing service sector, a strong manufacturing base and a dominant energy industry, the region is one of the most recognised and resilient business hubs in the world. In fact, Texas alone has been experiencing up to 5 percent of annual growth in real GDP in the aftermath of the 2009 recession. The region has strong transatlantic ties: In Louisiana, UK companies have long been investing, with over 25 projects since 2003 amounting to over \$1.4 billion in capital expenditure. UK businesses are also operating the most foreign-owned companies in Arkansas.

Opportunities for international expansion in the region are vast, with a growing workforce, geographical diversity ranging from semi-tropical plains to dry desert and a range of urban and rural industry keeping with the times.

The South West Region includes: Texas, Arkansas, Oklahoma and Louisiana.

Did You Know?

- As opposed to strictly following the common law system, Louisiana is the only state in the US with a private law system based on the French, Spanish and ultimately Roman civil law systems.
- Since 1947, it is illegal to mispronounce Arkansas under the Arkansas Code, decreeing that “the only true pronunciation of the name of the state is that received by the French from the native Indians.” It’s “Ar-kan-saw”.
- 5 out of 10 of the world’s largest wind farms can be found in Texas.
- Oklahoma’s economy is largely dependent on the oil and natural gas industry, which is strengthening after the slump in global oil prices in 2016.



Texas

Welcome to Texas: Where foreign investment generates prosperity

As the 10th largest economy in the world and home to more than 50 Fortune 500 companies, Texas combines a business-friendly climate, highly skilled workforce, access to global markets, first-class infrastructure, predictable regulations, and overall economic strength to provide a place where businesses can flourish.

With the second largest civilian workforce in the United States – 13 million industrious people – and a strategic location in the center of the country, Texas serves as a major logistical hub for easy access to markets across North America. With 11 deep-water ports, 28 border crossings with Mexico, and the most extensive freight rail system in the country, Texas gives

companies the ability to quickly transport their products across the state, continent and world.

Texas also offers one of the lowest tax burdens in the country, with no corporate income tax and no individual income tax, in addition to one of the most competitive incentives programs in the nation.

A globally connected economic powerhouse, Texas remains wide open for business—and welcoming to international companies of all sizes and industries.

Why Dallas: Top ranked business climate and workforce

Low taxes, a low cost of doing business, and a business-friendly environment that sets us apart. Those are just a few of the reasons that 18

Fortune 500 companies, 12 of Forbes top private companies, and nearly 40 among the Fortune 1000 call the Dallas region home.

It is also our people. We have 12 major four-year universities in the region and seven community college districts. That, combined with a population that is growing by one person every four minutes, and you have a motivated, highly skilled, and highly educated work force.

In addition, our accessibility. Due to DFW's central location and excellent transportation infrastructure, it is easy to do business locally, nationally, and globally. DFW International Airport features easy, non-stop flights to all major US cities and direct routes to multiple gateway points in Europe, Australia, South America, Asia, and the Middle East. And being in the virtual center of the country, we are fast becoming one of the top logistics and distribution centers in the world.

City of Cedar Hill, Texas:

Diverse, flexible, and open

Located at the highest elevation of Dallas County and just 20 minutes from city centre, Cedar Hill is situated in one of the fastest-growing metropolitan areas of the United States, replete with tremendous potential and opportunities.

Culturally, economically and geographically, Cedar Hill's appeal is broad and palpable.

"Its prime location within the metro area is a key strength, as well as its easy access to major thoroughfares, the DFW International Airport, and International Inland Port of Dallas. It provides businesses with a competitive advantage with regards to logistics, as well as various transit options for locals and visitors," said Mayor Rob Franke, who also heads the Dallas-Fort Worth Regional Transportation Council.

With its low cost of doing business, ample workforce, low-risk location, and attractive quality of life, Cedar Hill is experiencing an influx of both startups and established companies. Locating to the city could yield handsome dividends for young companies looking to expand to the



United States and for multinationals pursuing long-term, global growth.

Cedar Hill provides a fresh, natural approach to development and welcomes any UK companies looking for a place to call home.

Cedar Hill, Texas facts:

- 20 Minutes from Downtown Dallas
- US 67/Rail-Served Business Park
- Pro-Business Community with a workforce of over 1 million within a 30-minute drive time
- Low taxes, low cost of doing business, quality education, close to 4 million square feet of retail, and Class A office space
- To facilitate and energise Foreign Direct Investment, Cedar Hill offers competitive economic development incentives



Cedar Hill, TX Economic Development

Allison J. H. Thompson
Economic Development Director, City of Cedar Hill

Allison.Thompson@CedarHillTX.com

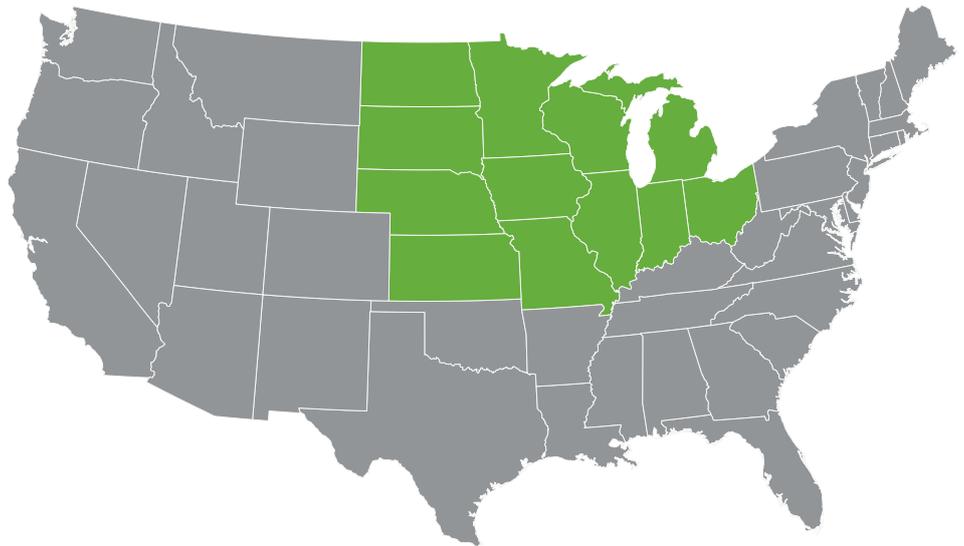
www.CedarHillEDC.com

285 Uptown Boulevard, Building 100,
Cedar Hill, Texas 75104



MIDWEST REGION

The Mid-Western Region is the vast central area of the United States and considered a national hub for advanced manufacturing, agriculture and business services. The largest City is Chicago, Illinois, offering a great logistical network and a cosmopolitan business community. Over 300 UK companies such as Tate & Lyle, HSBC, AON plc and BP plc have expanded to Illinois. Similarly, more than 140 companies in Minnesota are affiliates of British firms. The largest area with the least population density in the region is Kansas, with over 82,000 square miles of land populated at 35.6 inhabitants per square mile in 2016.



Located at the heart of the country, the Mid-Western Region has a strong connection to the national and global economy. This allows for key access to both industrial and consumer markets and is a crucial attraction point for business development in the US.

With trends in bioscientific and agricultural sectors, the Midwest is a prime destination for manufacturing innovation and forward-thinking industry development. Through supportive workforce programmes, cutting edge research institutions and valuable infrastructure networks, the region offers a collaborative environment allowing business and society to flourish.

Mid-Western States include: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin.

Did You Know?

- Iowa ranked 1st in the US News & World Report Best States study across 77 different metrics, including public health, employment, affordability, environment, broadband access and growth.
- Kansas produces more wheat than any other US state, accounting for 20.2 percent of all wheat production in the US
- Missouri is a national leader in the yield and production of soybeans.
- The Ogallala aquifer in Nebraska is the nation's largest underground water supply.
- North Dakota is the only state that has an established publicly owned bank, the Bank of North Dakota, based in Bismark.
- Besides agriculture, Tourism is the second largest industry in South Dakota, with visitors spending \$3.9 billion across the state in 2017.
- Illinois generated the most nuclear power in the US in 2016.
- Indiana leads the region with a AAA Standard & Poor's Bond Rating.
- Wherever you are in Michigan, you are within 85 miles of one of the Great Lakes – supplying 80 percent of the fresh water supply of North America.
- Minnesota embraces what Senator Al Franken sees as the new energy economy, cutting emissions from power plants by 10% in the last decade.
- Ohio ranks highest in Housing Affordability nationwide.
- Wisconsin's largest manufacturing export category is machinery (except electrical) which accounted for \$4.1 billion of the state's total goods exports in 2016.



Michigan

Michigan is making more advancements and bold changes than any other state in the nation. Reinvention is taking place across the state with corporate income tax relief, personal property tax reform, immediate and available resources, the elimination of regulatory red tape, and a skilled workforce of motivated creators ready to go to work for you. Michigan's business ecosystem is an ideal fit for UK-based companies considering entering the North American market.

- In 2015, Michigan was ranked a top 10 pro-business state by Pollina Corporate/AEDI.
- 540,000 private sector jobs have been added since December 2010.
- Detroit ranks 3rd in the US as a tech jobs "hotbed" and ranks in the top 10 for economic growth potential, according to Business Facilities annual ranking report.

And that is just the beginning.

Reinvented business climate

For four consecutive years, Site Selection magazine has ranked Michigan among the top 10 states for major new and expanded facilities. Businesses are coming to Michigan and expanding their operations here due to the state's business-friendly environment that ranks among the best in the nation. This includes a streamlined flat six percent corporate income tax as well as an elimination of personal property taxes paid on office and industrial equipment, saving businesses \$500 million annually.

Manufacturing might

Manufacturers help drive Michigan's economy. The state's largest city, Detroit, is the North American center of automotive manufacturing.

Since 2010, Michigan has received \$25 billion in OEM and supplier investment, more than any other state or province in North America. This wealth of production capability accounts for an increase of 122,800 new manufacturing jobs since December 2010, ranking Michigan No. 1 nationally in new manufacturing jobs created.

In addition, Michigan is home to 27 assembly plants and more than 2,200 facilities that conduct automotive research, design, engineering, testing and validation, as well as 92 of the top 100 North American auto suppliers. Together these assets account for 20 percent of all US auto production occurring in Michigan.

Shaping the next transportation frontier

Michigan is a world leader in the next generation of mobility and autonomous vehicle technology and design. The state's PlanetM initiative is a partnership of mobility organisations, communities, educational institutions, research and development, and government agencies that are working together to develop and deploy the mobility technologies driving the future. PlanetM also matches mobility companies and investors with partners and resources to help them innovate and grow at a faster pace. For UK-based companies, PlanetM allows you to quickly and easily connect with Michigan's vast automotive ecosystem so your business can thrive. Visit planetm.com for more information.

World-class talent

Michigan is home to the largest concentration of engineers in the nation at more than 123,000 statewide and has a skilled-trades workforce of more than 245,000 – creating one of the greatest concentrations of talent in the world.

Altogether, Michigan has more than 55 independent universities and colleges, 28 community colleges, and 15 public universities – with several ranking as top universities in the world. This is in addition to, Michigan's Community College Skilled Trades Training Program, which leveraged a \$50 million investment by state legislature in 2015 – the largest of its kind in the country.



Gateway to North America

Located within 500 miles of half of the US and Canadian population and income, Michigan is a strategic entry point to the North American market. The state has nine international border crossings, 15 major international shipping ports, four Class-1 rail systems, 19 commercial airports, and is home to the world's busiest trade border between Detroit and Windsor, Canada.

Michigan Economic Development Corporation

The Michigan Economic Development Corporation (MEDC) is the state's marketing arm, offering a number of business assistance services and capital programs for business attraction and acceleration, entrepreneurship, and strategic partnerships. For more information about the opportunities available in Michigan, please visit www.michiganbusiness.org or contact:

MICHIGAN ECONOMIC DEVELOPMENT CORPORATION | PURE MICHIGAN®

Michigan Economic Development Corporation

Vlatko Tomić-Bobaš, EDFP
Investment Promotion Director, Europe
Global Business Development

tomic-bobasv@michigan.org

www.michiganbusiness.org

300 N. Washington Square, Lansing, MI 48913



Ohio

Located in the Midwest region of the United States, Ohio is an innovative state with a stable economy, diverse industries and welcoming communities. International investors have caught on to the Ohio advantage. More than 3,700 international establishments representing 49 countries have operations in Ohio. The UK, Canada, China, Germany and Japan are the state's largest international trade partners. Ohio offers the following competitive assets that set companies up for success:

- A **competitive business climate** featuring a growth-friendly tax structure, strong economic climate and continued private sector job growth. This strength reduces investment risk and provides long-term stability.
- An **integrated infrastructure** that connects highways, intermodal facilities, airports and water. This enables companies to produce and deliver goods faster and at a reasonable cost.
- A **skilled workforce** trained at world-class education institutions and known for a strong work ethic and manufacturing expertise to help companies be more competitive.
- A **robust research and innovation network** that consists of collaborative public and private organisations providing companies access to academic and clinical resources.

A State Built for Business

Ohio has the seventh largest economy in the US and the 21st largest globally, with a \$2 billion budget reserve. With almost 6 million people in its workforce and more than 200 academic institutions that contribute over 170,000 graduates to the talent pipeline every year, Ohio is filled with quality, skilled workers ready to drive your growth. Moreover, Ohio is among the top states for business climate, economic outlook, regulatory environment and small business tax climate.

Living in Ohio

Where you live is just as important as where you work. Ohio offers residents a low cost of living, four seasons and a low-hazard weather risk location. Transplants from Europe are pleased to find that Ohio presents a diversity that other states can't rival. As one of the few states with multiple large cities – Cleveland, Cincinnati and Columbus – alongside smaller, tight-knit communities, Ohio gives foreign investors many attractive site locations to consider for themselves and their employees. Additional Ohio perks include seven major-league sports teams, 74 state parks and a rich culture and arts scene.

Business Support in Ohio

For innovative companies, the decision to locate and expand operations is a strategic one. That's why as the state's lead economic development organisation, JobsOhio, along with our regional partners and industry experts, offer complimentary support to domestic and international businesses. Services include site selection assistance, resource mapping, talent sourcing, and research and development and revitalisation grants, all designed to help international investors prosper in Ohio. Visit www.jobsohio.com to learn more.



Did You Know?

- In 2016, Ohio's goods exports were valued at approximately \$49.1bn.
- Ohio's top export industry is transportation equipment, accounting for 30 percent of the state's total goods exports.
- Many of Ohio's leading industries produce 'intermediate goods' – maintaining strong, cost-effective import links are therefore critical.
- Almost 9 in 10 of the more than 16,000 exporting businesses in Ohio are SMEs.
- Approximately 260,000 people in Ohio are directly employed by foreign-owned companies.
- The UK alone supports approximately 42,600 jobs in Ohio.



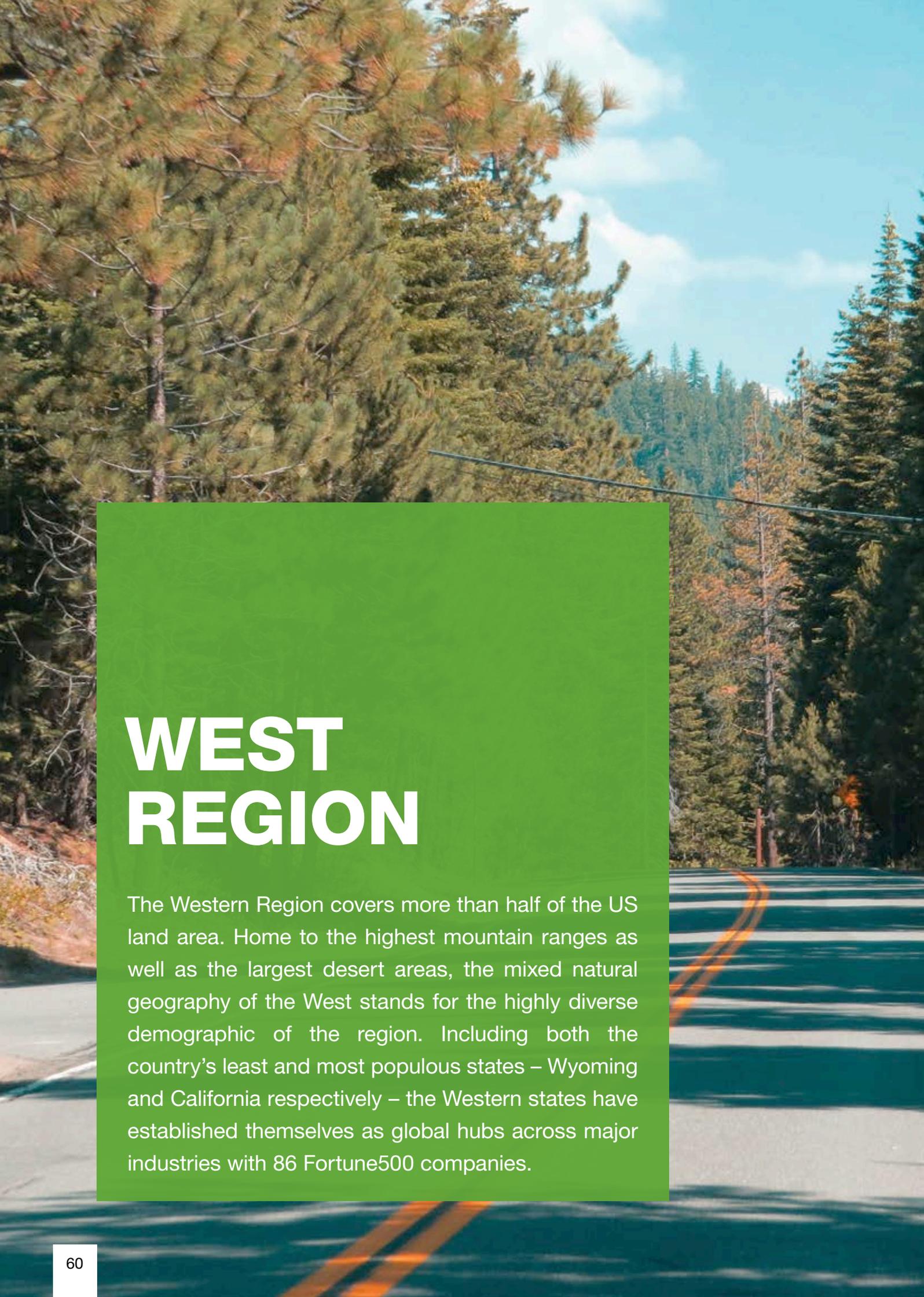
Jobs Ohio

Lee Crume
Director, Global Business Development

crume@jobsohio.com

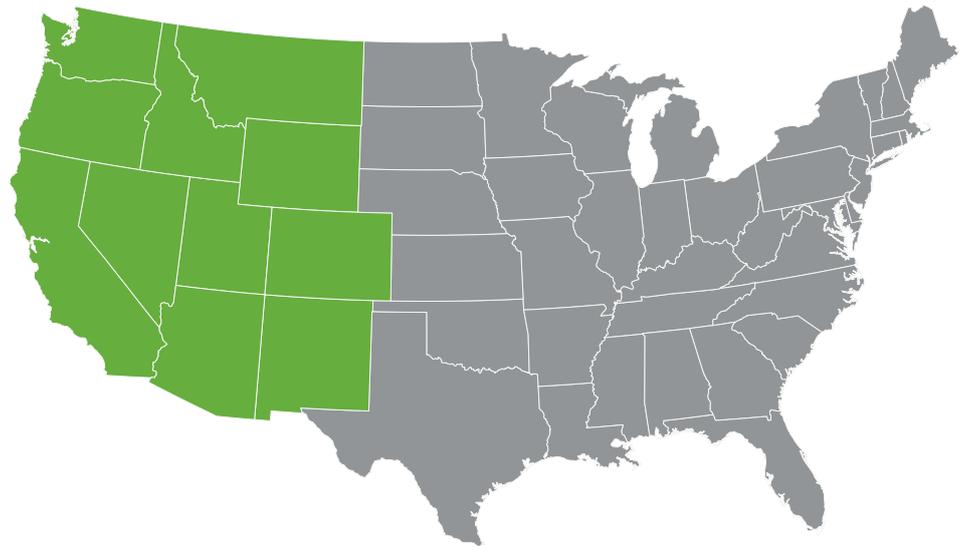
www.jobsohio.com

41 S. High St #1500 Columbus, OH 43215



WEST REGION

The Western Region covers more than half of the US land area. Home to the highest mountain ranges as well as the largest desert areas, the mixed natural geography of the West stands for the highly diverse demographic of the region. Including both the country's least and most populous states – Wyoming and California respectively – the Western states have established themselves as global hubs across major industries with 86 Fortune500 companies.



The region is at the forefront of the knowledge economy, as highlighted by the wealth of top-tier tech talent sourced in educational attainment hotspots including California, Colorado and Montana. Several UK Businesses like Aggregate Industries, BP, BAE Systems, Vodafone have already capitalised on the forward-thinking environment of the region. Similarly, great deposits of natural resources from Montana to New Mexico and a suitable regulatory environment offer world class energy development opportunities for sustainable business strategies in the face of climate challenges. Forward-thinking technology & policy initiatives – ranging from renewable energy commitments to high incentive foreign trade zones being set-up – prove that the Western Region allows for fit-for-future business.

The Western States include: Colorado, Wyoming, Montana, Idaho, Utah, Nevada, Washington, Oregon, California, Arizona, New Mexico, Alaska and Hawaii.

Did You Know?

- Colorado contains $\frac{3}{4}$ of the land above 10,000 feet in the US.
- Women in Wyoming were the first to win the right to vote.
- In 2016, 79 percent of Idaho's utility-scale net electricity generation came from renewable energy sources, while maintaining the fifth-lowest average electricity prices in the United States.

- Utah ranked first on Forbes 'Best States for Business' four out of the last five years.
- In a Foreign Trade Zone (FTZ) such as in Nevada, a company can bring foreign goods or raw materials for manufacturing or assembly into the state without formal US Customs entry or payment of duties and taxes until the final product leaves the zone.
- The largest concentration of Science, Technology, Engineering and Maths (STEM) workers reside in Washington.
- California has the most patents filed on an annual basis nationwide.
- Aside from ranking high for quality of life, Hawaii has the advantage of being a gateway to China and Japan.
- In Alaska, oil has contributed to about 90 percent of the state's economy since 1977.
- Arizona's diversity in climate and geography can result in both the highest and lowest temperatures in the country within the same day.
- New Mexico has on average 320-plus days of sunshine in its expansive land per year, allowing for many solar and wind energy projects that provide electricity to neighbouring states Texas, Arizona and California.
- There are no State Sales Taxes in Oregon and Montana.



Arizona

Arizona has emerged as a top location of choice for many of the world's fastest growing companies. World-class universities producing highly-skilled talent, modern transportation and infrastructure systems, and a pro-business regulatory environment are among the many reasons international heavyweights such as FUJIFILM Holdings Americas, SAP, Siemens and Kudelski Securities are drawn to Arizona.

Much of Arizona's economic growth can be attributed to long-term commitments from legacy industry giants in the aerospace and defense, financial services and advanced manufacturing sectors. Arizona is home to more than 1,200 aerospace and defense companies and more than 4,000 manufacturers including global powerhouses like Intel, Boeing, Orbital Sciences, Raytheon and Honeywell. According to a report from the Center

for Manufacturing Research, total output from manufacturing activities in Arizona was \$24.43 billion in 2016, with the largest share derived from the computer and electronic products sector.

Building a robust talent pipeline equipped to meet the needs of 21st century employers is a top priority for state leaders. Arizona is home to three public universities educating students through a network of campuses located throughout the state. With more than 13,000 international students enrolled, Arizona State University (ASU) is ranked as the number one public university for international students, according to the Institute of International Education. And, for the third year in a row, ASU has been recognised by US News and World Report as the most innovative school in the nation.

In addition to being part of a growing metropolitan economy, Arizona companies enjoy direct

access to two of the world's largest economies – California and Mexico. The state's strategic geographic location allows businesses access to more than 35 million consumers in a single day's drive. Located minutes from downtown, Phoenix Sky Harbor International Airport offers daily nonstop and one stop flights to hundreds of domestic and international destinations. British Airways operates daily nonstop flights to London Heathrow from Sky Harbor and, starting this May, Condor Airlines will add a new direct flight to Frankfurt, Germany from Sky Harbor.

Greater Phoenix will soon welcome SkyBridge Arizona, the nation's first international air cargo hub to house both Mexican and United States customs. The first-of-its-kind service, which will be operated out of Phoenix-Mesa Gateway Airport, will enable e-commerce companies, manufacturers and other commercial interests conducting business in Mexico and throughout Latin America to more efficiently and cost-effectively transport goods between countries, while ensuring proper inspections and safety controls.

Reducing business barriers is a longstanding tradition in Arizona. Arizona Governor Doug Ducey's 2015 Executive Order supporting the responsible testing and operation of self-driving vehicles in Arizona and barring new regulations imposed on the industry is a testament of this commitment. Over the past two years, Arizona has garnered international attention by deliberately cultivating an open environment for driverless cars, a stark contrast to the dozens of other states that have enacted new rules and regulations on the autonomous vehicle sector. Arizona has since become a favored partner for the industry, attracting innovators to the region such as Uber, Lyft, Intel, General Motors and Waymo.

For decades, pro-business policies have been enacted at the state and local levels, creating an environment where companies can grow and thrive. For international companies entering the market, there are a number of programs available to help offset upfront costs including tax credits for new job creation and significant reductions in real and personal property taxes for active Foreign Trade Zone users.



Under the leadership of Arizona Governor Doug Ducey and forward-thinking local leaders, Arizona continues to attract foreign direct investment from innovative companies across the globe. The result is a community ready to help international companies succeed, putting Greater Phoenix on the map as a destination for foreign owned enterprises to go to scale.



ARIZONA
COMMERCE AUTHORITY

Arizona Chamber of Commerce & Industry

Sandra Watson, President and CEO
SandraW@AZcommerce.com
www.azcommerce.com
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ARIZONA CHAMBER
OF COMMERCE & INDUSTRY

Arizona Chamber of Commerce & Industry

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Greater Phoenix
ECONOMIC COUNCIL

Greater Phoenix Economic Council

Stephane Frijia
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www.gpec.org
2 N. Central Ave., Suite 2500, Phoenix, AZ, 85004



**HOW
WE CAN
HELP**



UK Government Department for International Trade (DIT)

The Department for International Trade (DIT) helps UK-based companies succeed in the US market by providing them with the tools and resources they need to be competitive.

How We Can Help

The Department for International Trade (DIT) helps a wide range of UK companies with varied needs and experience find success in North America. Our teams of trade advisors across the United States and Canada work to promote transatlantic trade and investment, cultivating relationships and opportunities with local businesses and connecting them with well-matched UK companies. To take advantage of DIT's full range of support, UK companies should complete our North America Export Portal: <https://www.surveymonkey.com/r/DITNorthAmericaExport>. Once we learn more about your business, we can determine how best to assist you.

US in world business rankings



Helping businesses sell overseas

www.great.gov.uk has tailored support and advice for businesses on how to start exporting or increase the amount of goods and services they sell overseas.

Export finance

The UK government's credit agency, UK Export Finance (UKEF) helps companies in the UK to:

- Win export contracts by providing attractive financing terms to their buyers
- Fulfil orders by supporting working capital loans
- Get paid by insuring against buyer default
- Protect their investments in overseas markets

Getting local market help to sell overseas

DIT has trade specialists who can help you commission services from local experts overseas.

This includes:

- Country and sector advice
- Local market research
- Support during overseas visits
- Identification of possible business partners
- Preparation for exhibitions and events

Connecting overseas buyers with UK businesses

Our find a supplier service allows international buyers to connect with UK businesses. UK buyers looking to be listed on this service can sign up to the find a buyer service: <https://trade.great.gov.uk/>

We link international businesses with the right UK partners and suppliers through meet-the-buyer events, networking receptions, and product launches.

Opportunities for UK businesses in the US

DIT provides free international export sales leads from its worldwide network. Find export opportunities in the US: <https://opportunities.export.great.gov.uk/>

Washington DC and New York are home to the World Bank and United Nations. These aid agencies can offer excellent opportunities to UK companies. The World Bank, United Nations and other aid organisations spend over \$180 billion on goods and services each year.

DIT contacts in the US

Email the DIT team in the US for help and support to start exporting.



ResearchUSA@mobile.trade.gov.uk
Department for International Trade,
British Consulate-General,
845 Third Avenue New York, NY 10022

A long-exposure photograph of the Golden Gate Bridge at night, illuminated with warm yellow lights. The bridge spans across the water, with its two main towers clearly visible. In the background, the city of San Francisco is lit up, with numerous lights from buildings and streets creating a dense pattern of light. The sky is dark, and the overall scene is a vibrant display of urban infrastructure at night.

US Government SelectUSA

SelectUSA is the only federal-level program dedicated to facilitating high-impact business investment into the United States – working with global companies, US economic development organisations (EDOs), and other federal, state, and local government agencies.

The program officially began as the Invest in America initiative in 2007, during the George W. Bush Administration. SelectUSA was officially established by Executive Order in 2011 and received its first budget in 2014.

How We Can Help

Today, SelectUSA remains a small team led by the Department of Commerce, but one with a major impact; facilitating over \$26.7 billion in client-confirmed new investment to the United States and supporting tens of thousands of US jobs, with a reputation as a flexible and responsive organisation that delivers results.

The program comes at a discount compared to other top-ranked FDI destinations. Despite representing the world's largest economy, SelectUSA relies on a budget that is lower than those of competing investment promotion agencies in 15 other nations.

SelectUSA Clients



Global Companies

SelectUSA is the storefront for the United States. The program works with companies of all sizes at every stage of the decision-making process, making it easier for them to find success in communities across the nation.



US Economic Development Organisations

SelectUSA works with state, local, and regional EDOs to connect them with potential investors, provide advocacy support, and help them compete against international destinations for new investment.

Key Services and Activities

Investment Services

SelectUSA is often the initial point of contact for a global company seeking information or assistance with investing in the United States. The team works one-on-one with companies and EDOs to help navigate federal rules and regulations, make connections with partners, identify resources, and deliver research-based information and analysis as well as strategic counseling services.

Events

In 2016 and 2017, SelectUSA led over 400 international and domestic investment promotion events with nearly 30,000 attendees. The annual SelectUSA Investment Summit – the nation's premier investment event – showcases business investment opportunities throughout the United States. The Investment Summit attracts serious investors; according to data from fDi Markets, past participants announced more than \$71 billion in greenfield FDI projects between October 2013 and September 2017.

Interagency Engagement

As Chair of the Interagency Investment Working Group (IIWG), SelectUSA coordinates activities among more than 20 federal agencies to promote

business investment and respond to issues that impact investment decisions. The program works with IIWG partners to seek solutions to business and EDO questions and address concerns relating to a wide range of federal regulatory issues, helping these organisations navigate an unfamiliar system.

Data Analysis

Recognising the need to deepen understanding of FDI in a domestic and global landscape, SelectUSA brings best-in-class research and analytical expertise to the conversation through innovative research, measuring of investment impact, and publishing publicly accessible data tools.



SelectUSA

Gus Franklyn-Bute

Senior Regional Investment Advisor – UK & Ireland
SelectUSA, US Commercial Service

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Council of American States in Europe (CASE)

The United States is the world's largest economy boasting a GDP of over \$20.4 trillion and a population greater than 327 million consumers. With a business-friendly environment, flexible labour force, low energy prices and solid industries, the US is a thriving market offering investors a wealth of opportunities. With all these opportunities, however, there are also challenges to potential investors. Unlike many countries, the US is a nation of 50 separate states that have their own state and local regulations that require a healthy knowledge of tax, commercial and labour laws.

How We Can Help

Fortunately, UK SMEs have access to US state and local experts to guide them through these intricacies via the Council of American States in Europe (CASE). For more than four decades, CASE has served as a bridge into the US marketplace for the many European firms who have sought to learn more about doing business in the US. As the official state-supported organisation in Europe, CASE represents 15 US member States with representative offices in Europe which promote the benefits of considering the United States as an investment destination and serve as a first-hand resource for international investors.

As the world's largest consumer market, the US is a top destination for Foreign Direct Investment (FDI) worldwide. In fact, 2018 marked the sixth year in a row that the United States ranks number one in the A.T. Kearneys Foreign Direct Investment Confidence Index. The continuation of improved economic performance in the US coupled with recent corporate tax rate cuts will likely only further increase the appeal of investors looking to access this key market.

As UK companies seek to capitalise on the growing promise of the US, CASE offers valuable tools to help inform their decision making and find the business location that best fits their unique needs. CASE member states support European companies throughout the whole process of expanding to or in the United States, by offering customised services from the initial planning phase to actual operation. With its local knowledge and network of experienced professionals, CASE is a valuable partner for any new investor.

Our services

- Identification of the most suitable investment opportunities for your company
- Professional assistance in the site selection process
- Introduction to job creation and investment incentives and local business networks
- Detailed information on industry sectors and operating costs
- Access to technical and workforce training programs
- Organisation of administrative and legal support
- Introduction to our network of qualified service providers

Your benefits:

- Individually tailored information packages
- All services are free, confidential and without any obligations
- An international team in your area
- A soft landing in the United States providing the best location for your company

Current CASE member states:

- Arkansas
- Florida
- Georgia
- Illinois
- Indiana
- Iowa
- Kentucky
- Louisiana
- Missouri
- Ohio
- Pennsylvania
- South Carolina
- Tennessee
- Virginia
- West Virginia

For further information, please contact:



Council of American States in Europe (CASE)

+32 488 331 972

caseoffice@invest-in-usa.org

www.invest-in-usa.org

A nighttime photograph of a city skyline, likely Los Angeles, with numerous skyscrapers and buildings illuminated. A large red rectangular box is overlaid on the lower half of the image, containing white text.

British-American Business Council (BABC)

The British-American Business Council (BABC) is the largest transatlantic business network, dedicated to advancing economic growth for companies with operations in the UK and the US. BABC has more than 20 individual chapters, and over 2,000 member-companies based in major business centres throughout North America and the United Kingdom.

How We Can Help

The BABC's chapters often serve as the starting point for those companies keen to expand across the Atlantic or those who have just arrived.

Through membership, businesses and organisations gain access to a broader transatlantic business network and enjoy additional benefits, such as access to business development, networking, marketing opportunities and valuable business insights and intelligence. Please see the following pages for a list of all chapters.

The BABC has designated BritishAmerican Business to provide the Secretariat for the network and to take the lead for the BABC on policy issues.

Services and benefits

- Access to the largest transatlantic business network
- Access to market-specific business insights and marketing opportunities through various communications platforms
- Access to local events programs, including briefings, celebrations and networking
- Access to tailored policy and trade insights
- Every year, the BABC holds its Annual Transatlantic Conference in one of the chapter locations, an opportunity to network with over 250 businesses and government leaders, as well as member companies of the BABC from throughout the network. It's a fantastic opportunity to promote your company and services.

Learn more at www.babc.org

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8 STEPS TO CONSIDER

**EXPLORE THE
POTENTIAL OF THE
MARKET**

**ASSESS HOW YOU WANT
TO CONDUCT YOUR
BUSINESS IN THE US**

**ENSURE YOUR
EMPLOYEES HAVE THE
CORRECT VISA**

**BUILD A SOLID
FINANCIAL FOUNDATION**

**CONDUCT A LIABILITY
ASSESSMENT
AND ADJUST
YOUR INSURANCE
ACCORDINGLY**

**ENGAGE WITH
TRADE BODIES AND
GOVERNMENT PARTNERS
FOR SUPPORT**

**CREATE A BUSINESS
PLAN**

**CHOOSE A ROUTE
TO MARKET**

virgin atlantic 

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WHAT WILL BE YOUR SUCCESS STORY?

BritishAmerican Business and
British-American Business Council 2018

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