



NASHVILLE IS A LOCATION UNMATCHED FOR DISTRIBUTION, MARKET REACH AND COMPETITIVE AND AFFORDABLE TRANSPORTATION COSTS. Why? The Nashville area is centrally located and offers expansive modes of transportation allowing businesses to reach every location in the United States and internationally with ease and affordability. The Nashville area has become a “who’s who” in top logistics and distribution firms such as Nissan North America, Bridgestone, Ozburn-Hessey, Dell and Ingram Distribution just to name a few.

LOCATION ADVANTAGE

Nashville’s central location at the middle of the U.S. population base translates into major cost savings and shorter delivery times.

Fifty percent of the U.S. population lives within 600 miles of Nashville, and 24 states are located within that 600-mile radius. Tennessee borders eight states. These location advantages translate to one-day and two-day truck delivery times to more than 75 percent of all U.S. markets.

Nashville is within 250 miles of one-third of all car and truck assembly in the United States, offering an ideal location for vehicle shipment. Unmatched access to North American markets delivers absolute bottom-line advantage in freight costs.

Nashville is within a two-hour flight to 75 percent of U.S. markets – two hours to New York, one hour to Chicago, four hours to Los Angeles, and direct service via multiple major carriers.

ROAD, RAIL, RIVER, ROUTING ADVANTAGE

Only a dozen cities in the U.S. have three major intersecting interstate highways; Nashville is one of them.

Highway systems in Tennessee are rated among the nation’s best, most



complete, efficient and affordable, offering exceptional connections for freight and commuting.

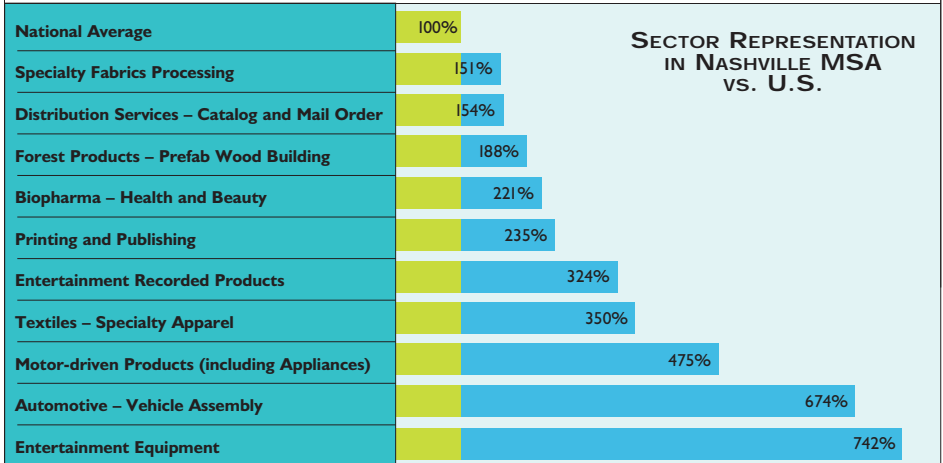
Nashville is directly connected to the Gulf of Mexico via the Port of Nashville on the Mississippi River system.

CSX, one of the nation’s leading rail carriers, operates a major intermodal facility in Nashville.

Nashville Advantages, continued on inside:

MAJOR DISTRIBUTION CLUSTERS NASHVILLE MSA

Relative to the national average, Nashville has greater than 50 percent more per capita employment in the following shippable products sectors.



Source: Harvard Business Institute for Strategy and Competitiveness: data based on employment (2004)

TRUCK TRANSPORTATION RATE COMPARISON

Nashville offers competitive and affordable trucking costs across all classes and sizes of shipments. Nashville's superior central location and excellent highway network permit these low cost advantages.

FROM:	TO NASHVILLE	TO ATLANTA	TO BIRMINGHAM	TO CHARLOTTE	TO LOUISVILLE
St. Louis	\$525	\$815	\$730	\$1,040	\$525
Chicago	\$710	\$1,070	\$975	\$1,160	\$525
Kansas City	\$785	\$1,195	\$1,020	\$1,415	\$725
Pittsburgh	\$670	\$800	\$885	\$530	\$525
Cleveland	\$765	\$1,042	\$1,130	\$780	\$525
Detroit	\$810	\$1,040	\$1,075	\$930	\$525
Dallas	\$790	\$940	\$770	\$1,225	\$970
Minneapolis	\$1,420	\$1,820	\$1,610	\$1,800	\$1,100
Los Angeles	\$2,820	\$3,060	\$2,760	\$3,270	\$3,000
Seattle	\$3,500	\$3,800	\$3,715	\$4,000	\$3,325

Rates based on trailer load of freight up to 40,000.

Rates do not include fuel surcharge.

Rates are based on truck availability.

■ NASHVILLE AIR SERVICE:

Nashville International Airport provides superior service to North American and overseas markets. Key features of Nashville as an aviation center include:

- 98 markets served with direct or nonstop flights.
- 80 markets with same-plane service.
- 400 average daily arrivals/departures in 2006.
- 9.7 million passengers in 2006.
- 820,000 square feet of terminal space.
- 61 air carrier gates.
- 46 jet bridge doors.
- 183 aircraft parking capacity.
- Ranked among 50 busiest airports in North America.
- Ranked in top five nationally for passenger ease of use.
- Easy access eight miles from downtown.

Major Air Carriers

Air Canada, American, American Connection, American Eagle, Continental Express, Delta, Delta Connection, Frontier, JetBlue, Midwest Connect/Skyway, Northwest, Northwest Airlink, Southwest, United Express, US Airways and US Airways Express

■ PORT OF NASHVILLE:

The Cumberland River, connecting to the Tennessee, Ohio, and Mississippi rivers, plays a significant role in the city's transportation and distribution network. With an 8-foot channel maintained by the U.S. Army Corps of Engineers, the Port of Nashville serves more than 30 commercial barge operators. Major firms relying on the Port include Volunteer Barge and Transport with 132 barges and Nashville-based Ingram Marine Group with a fleet of 4,000 vessels in operation.

■ NASHVILLE RAIL SERVICE:

CSX Transportation, a Class I rail carrier, offers service connecting Nashville to many national markets. The Nashville rail yard is a major hub for the Southeast, connecting CSX lines from Atlanta, Birmingham, Ala., Evansville, Ind., Louisville, Ky., and Memphis, Tenn., all intersecting in Nashville. Additionally, Nashville is a major interchange point between Chicago, New York, St. Louis and Atlanta. Other short-line rail providers in Nashville include Nashville Eastern and Nashville Western.

CSX provides 2,700 route-miles of service to 23 states, the District of Columbia and two Canadian provinces. The system operating through Nashville also features:

- CSX service to 27 of the top 50 U.S. metro markets.
- Direct access to 45 ocean, lake and river ports.
- Nashville's hump yard is one the largest in the Southeast, with 1,800 railcars classified daily.
- Total rail volume in Nashville averages 90 trains and 7,200 railcars daily.

LOGISTICS AND DISTRIBUTION FAST FACTS

- Tennessee ranked first in the nation in 2003-2005 for percentage increase in international exports from the state. (U.S. Department of Commerce)
- Nashville is ranked one of the Top 50 Logistics Cities in the United States. (Logistics Industry Menlo Worldwide)
- Tennessee maintains a friendly environment of taxes, fees, and regulations for all aspects of freight shipping, warehousing, transportation, and logistics-related telecommunications.
- Tennessee's road system stretches 87,259 miles, enough to circle the Earth more than three times.
- Tennessee does not use toll-roads; all major routes are open to trucking use.

The Nashville region offers every component of the supply chain, linking your business to the world - product manufacturing, transportation and distribution (local, national and global), warehousing, logistics coordination, global trade and marketing expertise.

SUPPLY CHAIN INTEGRATION - ADVANTAGE NASHVILLE

IN THE FOLLOWING EXAMPLE, TAIWAN IS THE MAIN GATHERING POINT FOR SUPPLIES FROM OUTLYING COUNTRIES/REGIONS IN ASIA TO THE UNITED STATES. AIR AND SEA CODE SHARE AGREEMENTS ALLOW SIX DIRECT FLIGHTS PER WEEK FROM TAIWAN TO NASHVILLE IN THE U.S. SUPPLIES ARE SHIPPED VIA TRUCK TO DELL'S MIDDLE TENNESSEE FACILITY.



LOGISTICS AND DISTRIBUTION FIRMS

FIRMS WITH MORE THAN 10 EMPLOYEES AND \$1 MILLION ANNUAL SALES

Freight Trucking		Air, Marine, Rail and Support Services	
Specialized Freight Trucking, Long-distance	165	Motor Vehicle Towing	17
General Freight Trucking, Local	54	Freight Transportation Arrangement	14
Used Household and Office Goods Moving	3	Other Support Activities for Air Transportation	10
SUBTOTAL	222	Support Activities for Rail Transportation	9
Warehousing and Storage		Other Airport Operations	8
General Warehousing and Storage	16	Couriers	6
Farm Product Warehousing and Storage	14	Packing and Crating	5
Refrigerated Warehousing and Storage	5	Marine Cargo Handling	2
Other Warehousing and Storage	5	Local Messengers and Local Delivery	1
SUBTOTAL	40	Other Support Activities for Road Transportation	1
		Other Support Activities for Water Transportation	1
		SUBTOTAL	74
		TOTAL	336

Source: InfoUSA

NASHVILLE

...NG/CONSOLIDATING FACILITY FOR AIR CARGO FLIGHTS FROM
...MENTS EXIST FOR THE SEAMLESS MOVEMENT OF GOODS FROM
...DELL COMPONENTS ARE CONSOLIDATED, CHINA AIR PROVIDES
...INTERNATIONAL AIRPORT (BNA). COMPONENTS FROM MEXICO
...IES.



"NASHVILLE AND THE MIDDLE TENNESSEE REGION PROVIDE TREMENDOUS LOGISTICAL BENEFITS TO COMPANIES LIKE DELL THAT REQUIRE EASY ACCESS TO THEIR CUSTOMERS. WE CAN SHIP TO VIRTUALLY ANY CUSTOMER ON THE EASTERN SEABOARD BY GROUND IN 24 HOURS, WHICH ENABLES US TO DELIVER A GREAT CUSTOMER EXPERIENCE."

Stephen Cook
Director, TNO Manufacturing
Dell

Source: Wilbur Smith Associates

LEADING NASHVILLE-AREA FIRMS FOR LOGISTICS AND DISTRIBUTION

LOCAL FACILITIES	LOCAL EMPLOYMENT	FUNCTION	CITY
Nissan North America*	8,500	Distribution of vehicles	Smyrna
Saturn	5,776	Distribution of vehicles	Spring Hill
Bridgestone*	4,900	Distribution of tires and rubber products	La Vergne
Dell Computer Corp.	4,500	Warehouse and distribution center for computers	Nashville
Ingram Distribution*	2,283	Distribution of books and prerecorded movies	La Vergne
A.O. Smith	1,800	Distribution of water heaters	Ashland City
Lifeway Christian*	1,500	Distribution of publications	Nashville
United Parcel Service	1,500	Distribution center for commercial delivery service	Nashville
Gap, Inc.	1,450	Clothing distribution	Gallatin
Thomas Nelson*	1,200	Publication and distribution of religious books	Nashville
Borders Group, Inc.	1,000	Distributes books and CDs	La Vergne
Asurion	941	Cellular phone reconditioning and distribution	Smyrna
Performance Food Group	712	Distribution of groceries, restaurant supplies, etc.	Lebanon
Robert Orr Sysco Food Services	694	Food distribution	Nashville
Cinram	550	Distribution of prerecorded media	La Vergne
Peyton's Mid South	500	Warehousing and distribution of nonfood items to Kroger stores	Portland
Oshkosh B'Gosh Inc.	500	Distribution of children's clothing	White House
Ryder Distribution Resources	500	Distribution for Saturn Corp.	Spring Hill
EDS	400	Distribution and logistics for Saturn Corp.	Spring Hill
Startek Inc.	400	Computer software packaging and distribution	Clarksville
Ozburn-Hessey*	380	Third-party logistics	Brentwood
Central South Distribution Inc.	300	Distributes CDs and cassette tapes	Nashville
Pepsi Bottling Company	250	Soft drink warehouse distribution center	Nashville
Famous Footwear	220	Shoe distribution center	Lebanon
National Fulfillment	200	Direct marketing distribution	Lebanon
Rayovac Corp.	175	Distribution center for batteries	Smyrna

*Denotes Corporate Headquarters

Local Employment Includes Entire Operation

NASHVILLE-AREA LOGISTICS SERVICE PROVIDERS

Nashville is the preferred location for companies depending on access to fast, reliable and cost-effective distribution channels throughout the region, the nation or the world. Logistics support is delivered by service provider companies delivering a full range of flexible competitive alternatives for domestic or international distribution from small packages overnight to deep sea full container loads including:

- Trucking
- Rail
- River
- Air freight
- Ocean
- Freight forwarding
- Customs brokers
- Foreign Trade Zones and Sub-Zones
- Warehousing and storage
- Supply Chain Management

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