

5 US inter-state market prioritization results

What are the priority domestic target source markets for REAL AZ?

Market prioritization summary

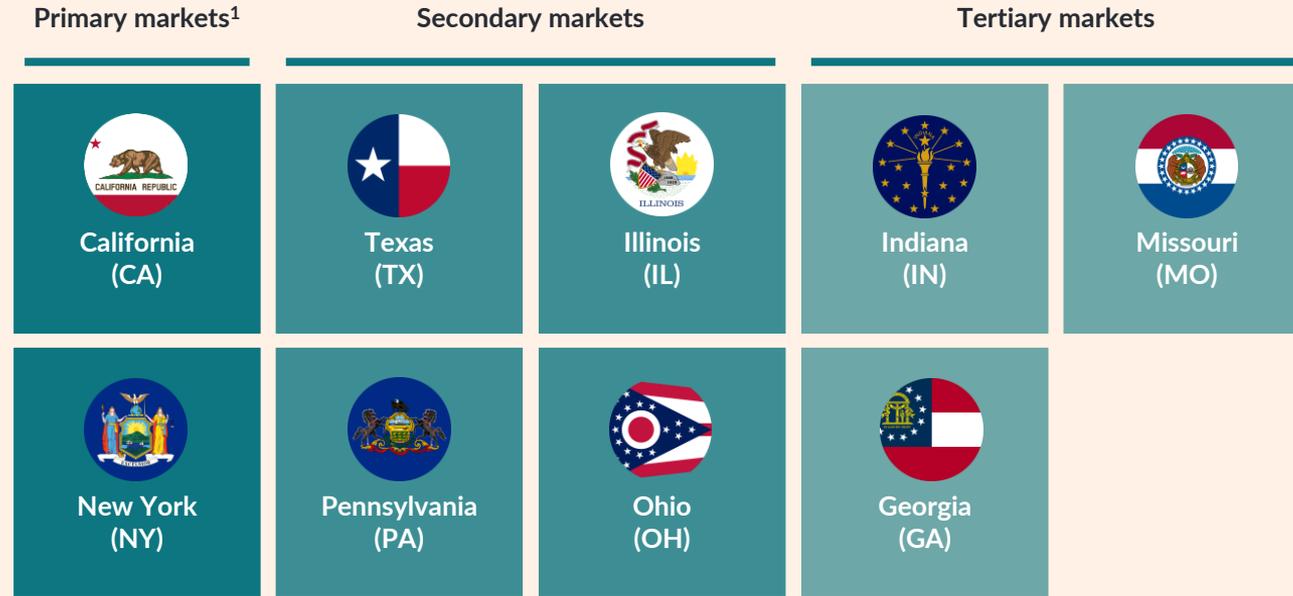
5.1 Methodology

5.2 Market prioritization results

Market prioritization summary

Target US inter-state markets in order of priority

High-level findings: Displayed below are the top inter-state source markets identified by overall ranking and categorized by level of importance.



fDi Strategies analyzed each source market for greenfield inter-state investment into the REAL AZ target segments across several indicators, including total number of inter-state projects, CapEx, and jobs created, growth rates of inter-state projects, number of investing companies, and percentage share of inter-state projects landing in the United States, Arizona, the REAL AZ Corridor, and competitor locations.²

Source
 FT Locations own analysis
 based fDi Markets database

Note
¹ See Appendix A6 for target market classifications
² See Appendix A14 for data analysis indicators

Market prioritization summary

Primary target US inter-state markets

California and New York have been identified as primary markets for highly proactive investor targeting for REAL AZ given the two source markets strong greenfield inter-state investments into other States in the United States in the target segments.



1. California

California is classified as a primary target market, with an average rank of 1st across the target segments:

- California ranks as a primary or secondary market across every target segment except for specialized logistics.
- California ranks as the most attractive market for material suppliers for utility-scale renewable energy, raw material and structural components for housing, heavy equipment providers and interior systems and appliance suppliers (ranking 1st in these four segments).
- California ranks as a secondary market for O&M services, industrial equipment and automation, and industrial building development (ranking 3rd, 4th and 6th respectively),



2. New York

New York is classified as a primary target market, with an average rank of 2nd across the target sectors:

- New York ranks as a primary market for material suppliers for utility-scale renewable energy and industrial building development (ranking 2nd in both segments).
- New York ranks as a secondary market for interior systems and appliance suppliers and raw material and structural components for housing (ranking 3rd and 4th respectively).

Source

FT Locations own analysis based fDi Markets database

Market prioritization summary

Secondary target US inter-state markets

Texas, Pennsylvania, Illinois, and Ohio have been identified as secondary markets to consider for opportunistic lead generation activities¹ for target segments in which they are primary or secondary markets, with three out of the four markets recommended as a primary or secondary market across all of REAL AZ's target segments.



3. Texas

Texas is classified as a secondary target market, with an average rank of 3rd across the target sectors:

- Texas ranks as a primary market within the O&M services segment, and a secondary market across five of the other seven segments including material suppliers for utility-scale renewable energy where it ranks 4th.



4. Pennsylvania

Pennsylvania is classified as a secondary target market, with an average rank of 4th across the target sectors:

- Pennsylvania ranks as a primary market for industrial equipment and automation (ranking 2nd), while also being a secondary market in four out of the other seven segments.



5. Illinois

Illinois is classified as a secondary target market, with an average rank of 5th across the target sectors:

- Illinois ranks as a secondary market within O&M services (4th), industrial building development (4th), raw material and structural components for housing (6th), and industrial equipment and automation (6th).



6. Ohio

Ohio is classified as a secondary target market, with an average rank of 6th across the target sectors:

- Ohio ranks as a primary market for raw material and structural components for housing (ranking 2nd).

Source

FT Locations own analysis based fDi Markets database

Note

¹ See Appendix A6 for definitions of market prioritization lead generation approaches

Market prioritization summary

Tertiary target US inter-state markets

Indiana, Georgia, and Missouri are designated as watchlist sectors for greenfield inter-state investment. We recommend monitoring investor interest over the medium to long term and targeting only select segments in which they are at least tertiary markets.



7. Indiana

Indiana is classified as a tertiary target market, with an average rank of 7th across the target sectors:

- Indiana as the most attractive market for specialized logistics, and a tertiary market within the interior systems and appliance suppliers, raw material and structural components for housing, and industrial building development.



8. Georgia

Georgia is classified as a tertiary target market, with an average rank of 8th across the target sectors:

- Georgia ranks as the most attractive market for O&M services (ranking 1st). It is also a tertiary market within the industrial equipment and automation, and industrial building development segments.



9. Missouri

Missouri is classified as a tertiary target market, with an average rank of 9th across the target sectors:

- Missouri ranks as a primary market within the heavy equipment providers segment (ranking 2nd).

Source

FT Locations, *fDi Strategies*, based fDi Markets

Market prioritization summary

Tiering of US inter-state source markets by target segment

Focus ¹	Material suppliers for utility-scale renewable energy	Industrial building development	Raw material and structural components for housing	Interior systems and appliance suppliers	Operation & Maintenance services	Heavy equipment providers	Industrial equipment and automation	Specialized logistics ²	
Primary focus	 CA   MA	 MO   TX	 CA   PA	 CA   NY	 GA   CA	 CA   CA	 MO   TX		Proactive ¹ Opportunistic Watchlist
Secondary focus	 TX  OH	 IL  OR	 NY  TX	 MI  NJ	 IL  FL	 MD  CO	 IL  OR	 IN	
Tertiary focus	 PA	 CA	 IL	 PA	 PA	 KS  TX	 CA	 TX  MA	

Source
 FT Locations, *fDi Strategies*,
 based on fDi Markets

Note
¹ Focus tiers reflect targeting recommendations based on absolute segment scores and highlight the top-performing markets within each segment. This differs from the overall market prioritization, where Primary–Tertiary markets represent the best cross-segment opportunities for lead generation and broader engagement. See Appendix A6 for details. ² Comparatively lower scores reflected in reduced prioritization.

Market prioritization summary

Key changes in target source markets impacting US inter-state investment in the United States to monitor

1. Corporate relocations

US companies have been increasingly moving from high-cost states to more business-friendly ones like Texas and Tennessee. Most are departing high-regulation markets like California, moving headquarters and manufacturing operations to cost-competitive regions offering pro-business policies and infrastructure access.

2. Tariff-driven domestic expansion

The tariffs announced by the Trump administration seek to reconfigure US-based supply chains. New duties on steel, aluminum, and industrial inputs are extinguishing cost-related advantages of overseas production. Firms exporting to the US are seeking new domestic manufacturing bases to avoid tariff exposure and shorten supply chains, albeit investor decisions may hinge on whether tariff-related cost increases outweigh higher operational expenses in the US.

3. States to intensify incentive competition

As CHIPS and IRA tax credits phase out or get reshaped by the "One Big Beautiful Bill" (OB BB), state-level incentives are becoming deal-makers. Though key elements of the CHIPS Act remain intact, many IRA-era clean energy credits are under pressure from proposed federal reforms, including stricter content thresholds. Locations offering bundled tax credits, shovel-ready sites, streamlined permitting, workforce training, and utility access will increasingly capture investment.

4. GOP-aligned states to unify messaging

Republican-governed states to increasingly align in their approach to attracting business investment. This political and policy alignment creates more predictable, business-friendly environments that appeal to companies looking to expand across multiple states with minimal friction.

5. Migration to reshape labor landscape

Domestic in-migration is boosting workforce supply in southern and mountain states like Arizona, Texas, and Florida, while tighter immigration controls may offset labor gains. Lower living costs and warmer climates are drawing both workers and businesses away from high-cost, high-tax states. However, restrictions under the Trump administration, including enhanced border controls and visa limits, could reduce access to immigrant labor, creating localized labor shortages in key sectors.

6. States compete on speed and utility access

Grid congestion and permitting bottlenecks are becoming decisive factors in site selection. Delays in grid interconnection and local approvals for industrial or energy-intensive projects are pushing companies to prioritize markets that offer "plug-and-play" sites with reliable utilities, streamlined permitting processes, even speculative buildings.

5 US inter-state market prioritization results

What are the priority domestic target source markets for REAL AZ?

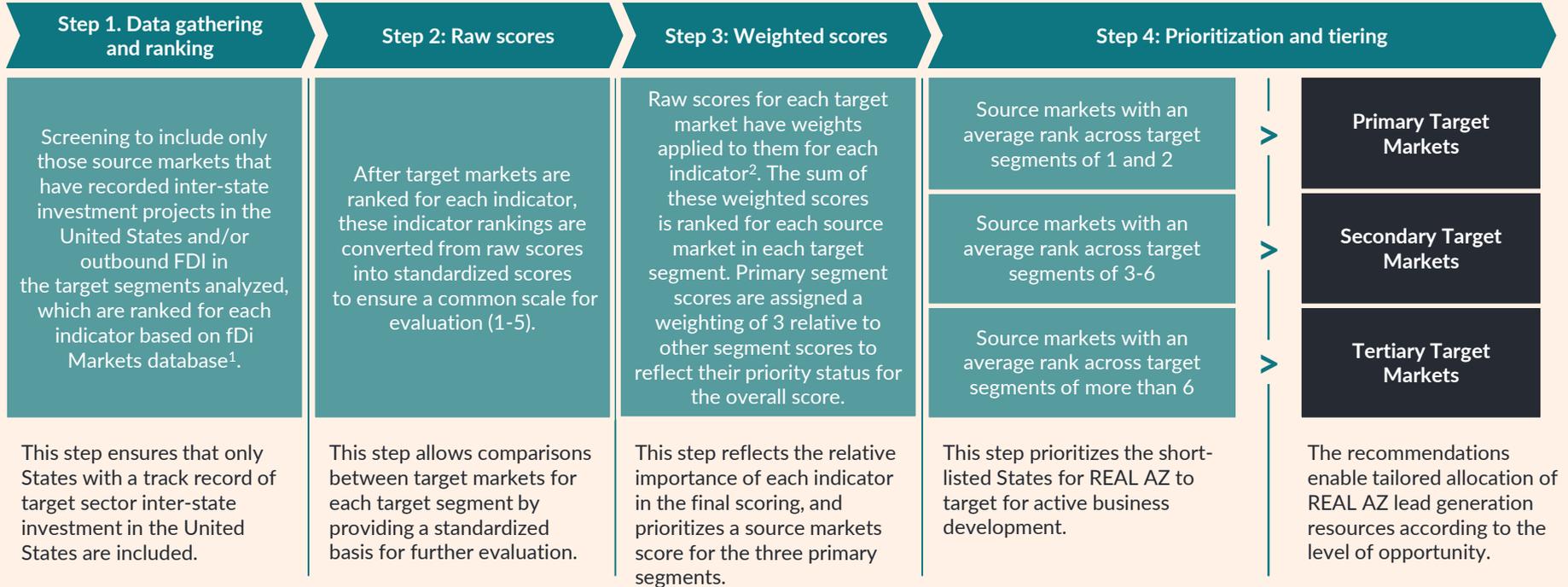
Market prioritization summary

5.1 Methodology

5.2 Market prioritization results

B2. US INTER-STATE: Methodology

We screened US States based on a 4-step process to identify and prioritize target markets.



Source
FT Locations, *fDi Strategies*, based on fDi Markets

Note
¹ See Appendix A14 for indicators used in analysis
² See Appendix A14 for indicator weightings

5 US inter-state market prioritization results

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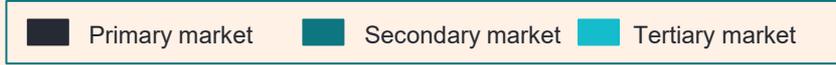
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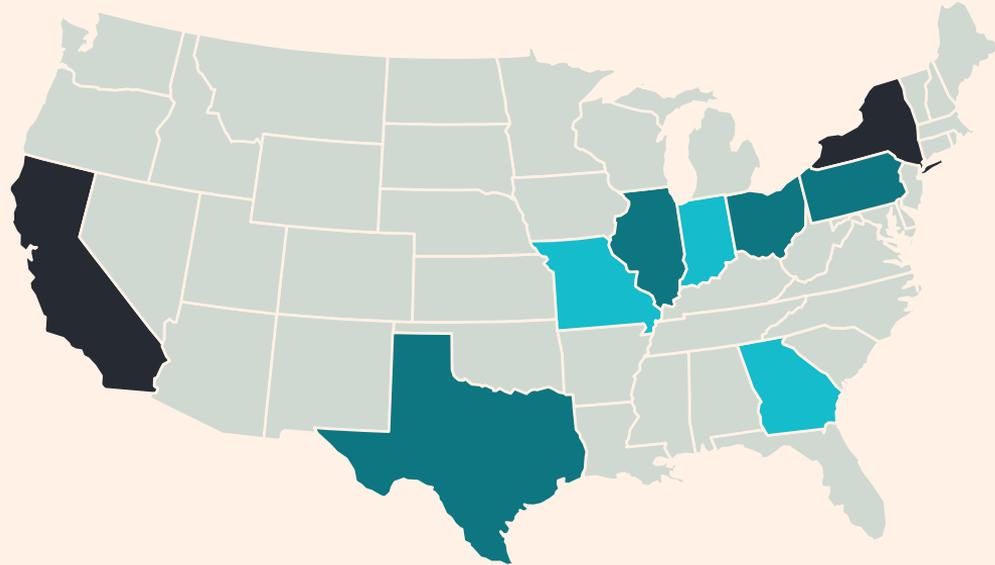
US inter-state market prioritization results

Target US inter-state markets identified



Target markets have been segmented by prioritization for lead generation and marketing efforts:

- **Two primary markets identified:** California and New York.
- **Four secondary markets identified:** Texas, Pennsylvania, Illinois, and Ohio.
- **Three tertiary markets identified for strategic targeting in target segments:** Indiana, Georgia, and Missouri.



Source

FT Locations, *fDi Strategies*, based fDi Markets

US inter-state market prioritization results

Performance of target US inter-state markets across target segments

Top 10 source markets by rank across target segments and heatmap by score¹

Lower Score  Higher Score

Material suppliers for utility-scale renewable energy-	Industrial building development	Raw material and structural components for housing	Interior systems and appliance suppliers	O&M services	Heavy equipment providers	Industrial equipment and automation	Specialized logistics	Overall rank ²	
California	Missouri	California	California	Georgia	California	Wisconsin	-	California	Primary
New York	New York	Ohio	Wisconsin	Texas	Missouri	Pennsylvania	-	New York	
Massachusetts	Texas	Pennsylvania	New York	California	Maryland	Texas	-	Texas	
Texas	Illinois	New York	Michigan	Illinois	Colorado	California	-	Pennsylvania	Secondary
Ohio	Oregon	Texas	New Jersey	Florida	Kansas	Oklahoma	Indiana	Illinois	
Pennsylvania	California	Illinois	Pennsylvania	Pennsylvania	Texas	Illinois	-	Ohio	
Illinois	Georgia	Wisconsin	Nebraska	Alabama	South Carolina	Georgia	Texas	Indiana	Tertiary
New Jersey	Maryland	Michigan	Utah	Washington	Massachusetts	New Jersey	Massachusetts	Georgia	
Connecticut	South Carolina	Indiana	North Carolina	New York	North Carolina	Minnesota	-	Missouri	
Washington	Pennsylvania	Florida	Indiana	Virginia	Florida	Ohio	-		

Source
FT Location, fDi Strategies, based on fDi Markets

Note

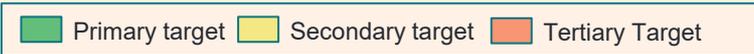
¹ Primary segment raw scores have been given a weight of 3 whilst secondary and tertiary segments are given a weight of 2 and 1 respectively, to reflect the prioritization of markets by the strength of outward greenfield DDI into the primary segments; Heatmap coloring reflects relative market strength across all target segments combined, rather than within individual columns

² Ranked by total weighted score

US inter-state market prioritization results

Primary, secondary, and tertiary US inter-state markets

Source market to target by segment



Source market	Material suppliers for utility-scale renewable energy	Industrial building development	Raw material and structural components for housing	Interior systems and appliance suppliers	O&M services	Heavy equipment providers	Industrial equipment and automation	Specialized logistics
California	Primary market	Secondary market	Primary market	Primary market	Secondary market	Primary market	Secondary market	
New York	Primary market	Primary market	Secondary market	Secondary market	Tertiary market		Tertiary market	
Texas	Secondary market	Secondary market	Secondary market		Primary market	Secondary market	Secondary market	Tertiary market
Pennsylvania	Secondary market	Tertiary market	Secondary market	Secondary market	Secondary market		Primary market	
Illinois	Tertiary market	Secondary market	Secondary market		Secondary market		Secondary market	
Ohio	Secondary market		Primary market				Tertiary market	
Indiana		Tertiary market	Tertiary market	Tertiary market				Secondary market
Georgia		Secondary market			Primary market		Tertiary market	
Missouri		Primary market				Primary market		

Source
FT Location, fDi Strategies, based on fDi Markets

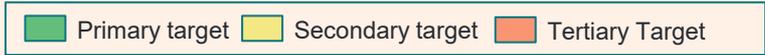
Note

¹ In order by average rank, based on total weighted score
² Primary markets represent the top 1-2 ranked locations, Secondary markets rank 3-6, and Tertiary markets rank 7-11

Market prioritization results

Other markets to consider for target sectors

Source market to target by segment



Source market	Material suppliers for utility-scale renewable energy	Industrial building development	Raw material and structural components for housing	Interior systems and appliance suppliers	O&M services	Heavy equipment providers	Industrial equipment and automation	Specialized logistics
New Jersey	Tertiary market		Tertiary market	Secondary market			Tertiary market	
Florida			Tertiary market		Secondary market	Tertiary market		
Wisconsin				Primary market			Primary market	
Massachusetts	Secondary market					Tertiary market		Tertiary market
Maryland		Tertiary market				Secondary market		
Oregon		Secondary market			Tertiary market		Tertiary market	
Michigan			Tertiary market	Secondary market				
Colorado						Secondary market		
Alabama					Tertiary market	Tertiary market		
South Carolina		Tertiary market				Tertiary market		
North Carolina	Tertiary market			Tertiary market		Tertiary market		

Source
FT Location, fDi Strategies, based on fDi Markets

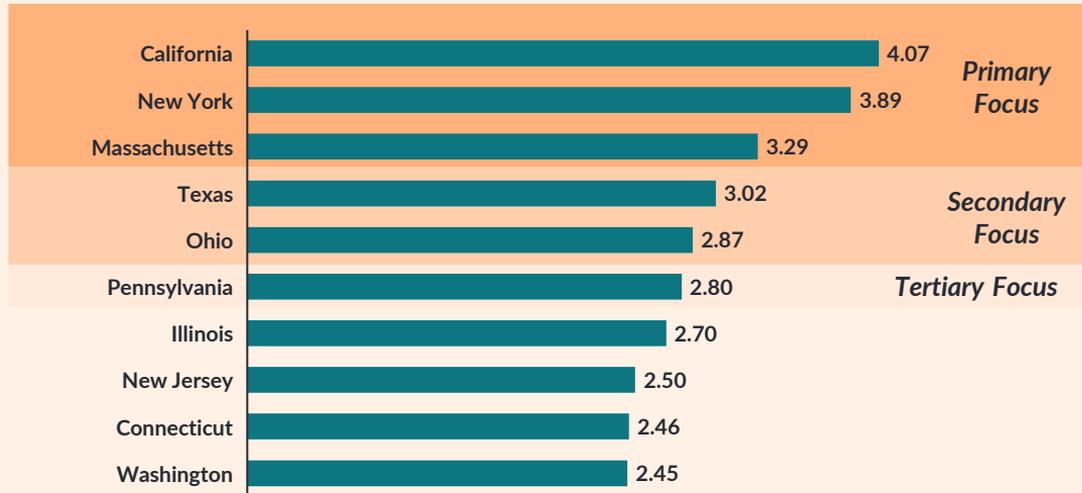
Note

¹ In order by average rank, based on total weighted score
² Primary markets represent the top 1-2 ranked locations, Secondary markets rank 3-6, and Tertiary markets rank 7-11

US INTER-STATE: Findings from data analysis across target segments

PRIMARY: Material suppliers for utility-scale renewable energy

Top 10 source markets by total score in segment [1-5]; 5 = max



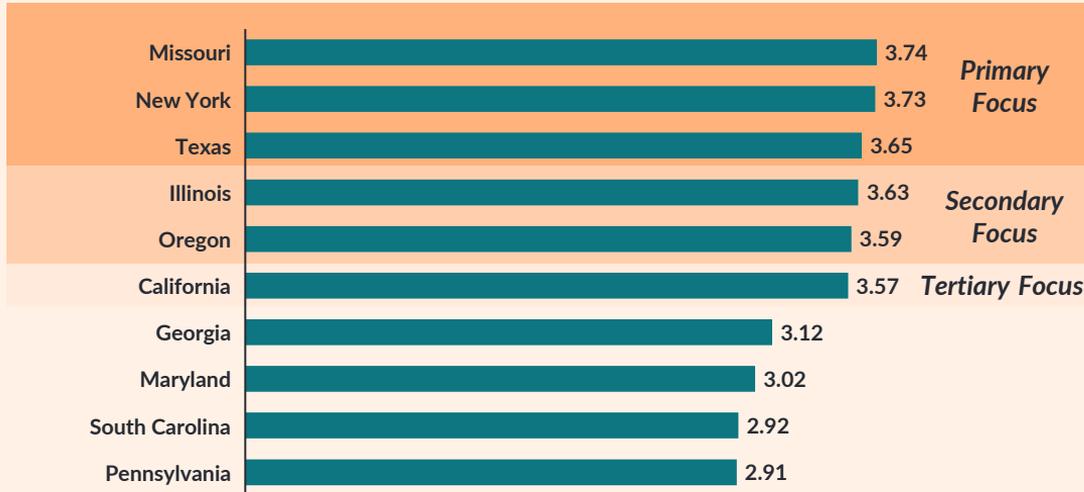
- California and New York rank as the highest priority domestic markets for material suppliers for utility-scale renewable energy.
- California ranks 1st, with the joint highest amount of greenfield DDI projects in the United States and Arizona. It also has the second largest volume of DDI CapEx in the US, and the third highest number of jobs created nationally between 2021–Apr 2025.
- New York ranks 2nd, with the joint highest number of greenfield DDI projects and the highest volume of jobs created across all states. It also joins California as a top source market for Arizona-bound DDI.
- Massachusetts ranks 3rd, with the highest number of outbound FDI from any state in this segment. It also has the third highest number of greenfield DDI projects in the US and the second large volume of DDI jobs.

Source
FT Location, fDi Strategies, based on fDi Markets

US INTER-STATE: Findings from data analysis across target segments

PRIMARY: Industrial building development

Top 10 source markets by total score in segment [1-5]; 5 = max



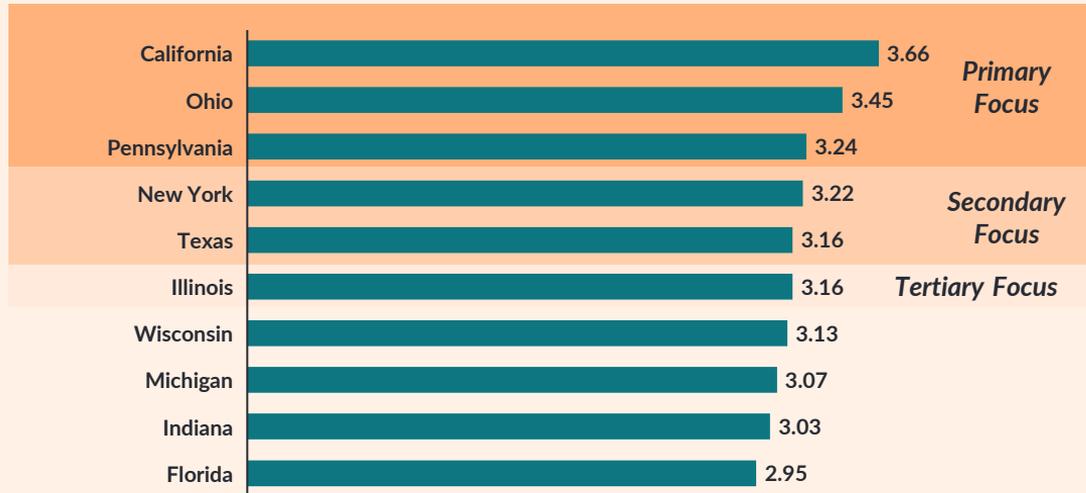
- Missouri and New York rank as the highest priority domestic markets for industrial building development.
- Missouri ranks 1st, with the fourth largest number of greenfield DDI projects. It ranks fifth for both CapEx and jobs between 2021–Apr 2025, and second for DDI project growth from 2023–2024. It is also joint-fourth for Arizona-bound DDI across projects, CapEx, and jobs.
- New York ranks 2nd, with the second largest volume of outward FDI projects. It ranks seventh for DDI projects, sixth for CapEx and seventh for jobs. It also ranks joint-fourth for DDI into Arizona.
- Texas ranks 3rd, with the highest number of DDI projects and jobs nationally, and second for both outward FDI projects and DDI CapEx. It ranks third for Arizona-bound DDI across projects, CapEx, and jobs.

Source
FT Location, fDi Strategies, based on fDi Markets

US INTER-STATE: Findings from data analysis across target segments

PRIMARY: Raw material and structural components for housing

Top 10 source markets by total score in segment [1-5]; 5 = max



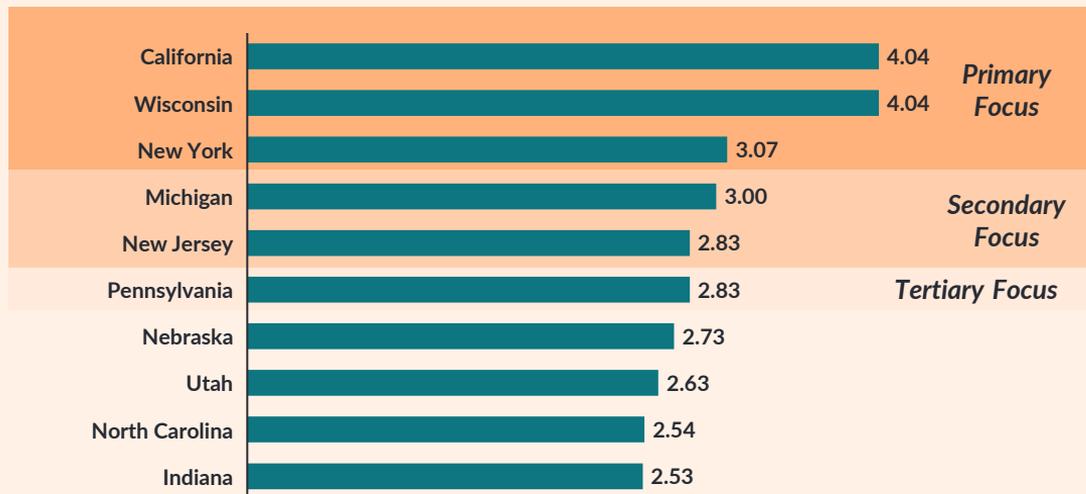
- California and Ohio rank as the highest priority domestic markets for raw material and structural components for housing.
- California ranks 1st, with the highest number of greenfield DDI project, CapEx and jobs in Arizona. It also ranks sixth for greenfield DDI projects and fourth for DDI jobs in the United States.
- Ohio ranks 2nd, with the second highest number of greenfield DDI projects in this segment. It is also ranks third for DDI job creation in the US. It has the second largest volume of DDI CapEx and jobs in Arizona as well.
- Pennsylvania ranks 3rd, with the highest number of greenfield FDI and DDI projects. It ranks as the third largest source market for DDI Capex and jobs in the US and Arizona.

Source
FT Location, fDi Strategies, based on fDi Markets

US INTER-STATE: Findings from data analysis across target segments

SECONDARY: Interior systems and appliance suppliers

Top 10 source markets by total score in segment [1-5]; 5 = max



- California and Wisconsin rank as the highest priority domestic markets for interior systems and appliance suppliers.
- California ranks joint 1st, with the joint highest number of greenfield DDI projects in the US, fourth largest volume of DDI CapEx, and second for DDI jobs. It is also the second-top investor in Arizona.
- Wisconsin ranks joint 1st, with the largest volume of greenfield DDI projects, CapEx and jobs in the US. It is also the foremost investor in Arizona, with 3 DDI projects creating over 1,000 jobs in total.
- New York ranks 3rd, with the third largest volume of greenfield DDI projects, CapEx and jobs in the US.

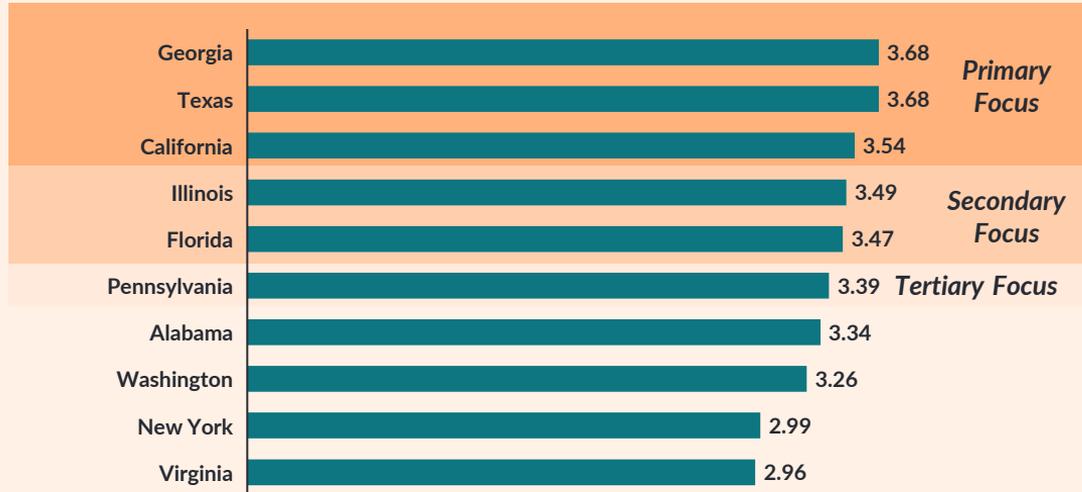
Source

FT Location, fDi Strategies, based on fDi Markets

US INTER-STATE: Findings from data analysis across target segments

SECONDARY: Operation & Maintenance (O&M) services

Top 10 source markets by total score in segment [1-5]; 5 = max



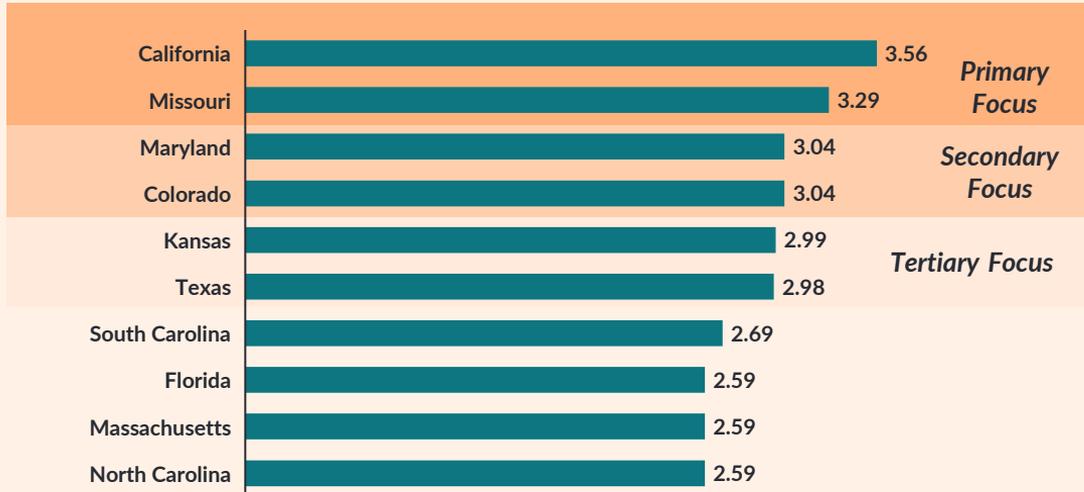
- Georgia and Texas rank as the highest priority domestic markets for O&M services.
- Georgia ranks 1st, with the second highest number of greenfield DDI projects and CapEx in this segment. It has also recorded investment in Arizona.
- Texas ranks joint 1st, with the second highest number of greenfield FDI projects. While it ranks ninth for greenfield DDI projects, it is the sixth top creator of DDI jobs. It is the joint-second top investor in Arizona.
- California ranks 3rd, with the largest volume of greenfield FDI projects and the fifth highest number of greenfield FDI projects. It ranks third for DDI CapEX and second for DDI jobs in the United States between 2021-Apr 2025.

Source
FT Location, fDi Strategies, based on fDi Markets

US INTER-STATE: Findings from data analysis across target segments

SECONDARY: Heavy equipment providers

Top 10 source markets by total score in segment [1-5]; 5 = max



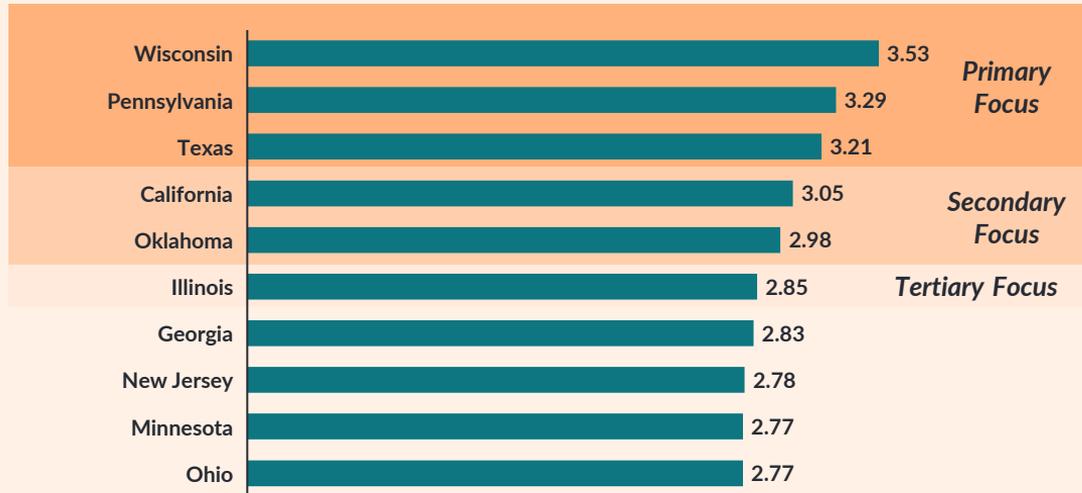
- California and Missouri rank as the highest priority domestic markets for heavy equipment providers.
- California ranks 1st, with the second highest number of outbound FDI projects, joint third highest number of DDI projects, all the while being the single top market for investment in Arizona between 2021-Apr 2025.
- Missouri ranks 2nd, with largest volume of greenfield DDI projects, jobs and CapEx between 2021-Apr 2025. It has also experienced the fastest growth of any source state from 2023 to 2024.
- Maryland and Colorado ranks joint 3rd, with both states recording the joint second highest number of greenfield DDI projects between 2021-Apr 2025. Both states exhibited similar CapEx and jobs figures.

Source
FT Location, fDi Strategies, based on fDi Markets

US INTER-STATE: Findings from data analysis across target segments

TERTIARY: Industrial equipment and automation

Top 10 source markets by total score in segment [1-5]; 5 = max



- Wisconsin and Pennsylvania rank as the highest priority domestic markets for industrial equipment and automation.
- Wisconsin ranks 1st, with the largest number of greenfield FDI projects, the second largest number of greenfield DDI projects and the second highest CapEx in the United States. It is also among the top three DDI job creators in this segment.
- Pennsylvania ranks 2nd, with solid DDI project volumes and CapEx figures, and a top-three position nationally for greenfield FDI projects in this segment.
- Texas ranks 3rd, supported by its FDI activity and top 10 position across greenfield DDI projects and CapEx. Notably, it ranked as the fourth largest source market for DDI jobs.

Source
FT Location, fDi Strategies, based on fDi Markets

US INTER-STATE: Findings from data analysis across target segments

TERTIARY: Specialized logistics

Top 10 source markets by total score in segment [1-5]; 5 = max



- Indiana ranks as the highest priority domestic markets for specialized logistics. While it leads this segment, overall activity remains modest, making it a selective rather than proactive opportunity.
- Indiana ranks 1st, with the highest number of greenfield DDI projects and jobs among states in this segment, despite limited overall volume.
- Texas and Massachusetts rank joint 2nd, though each has seen just one greenfield FDI project in the period and zero greenfield DDI projects, reflecting weaker market signals overall.

Source

FT Location, fDi Strategies, based on fDi Markets

Note

Fewer US inter-state markets scored highly across the indicators for specialized logistics due to limited sample size. Texas and Massachusetts' categorization reflects their comparatively weaker scores.