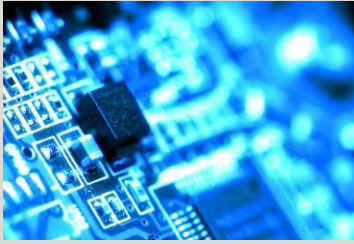


# 20-YEAR PRO FORMA

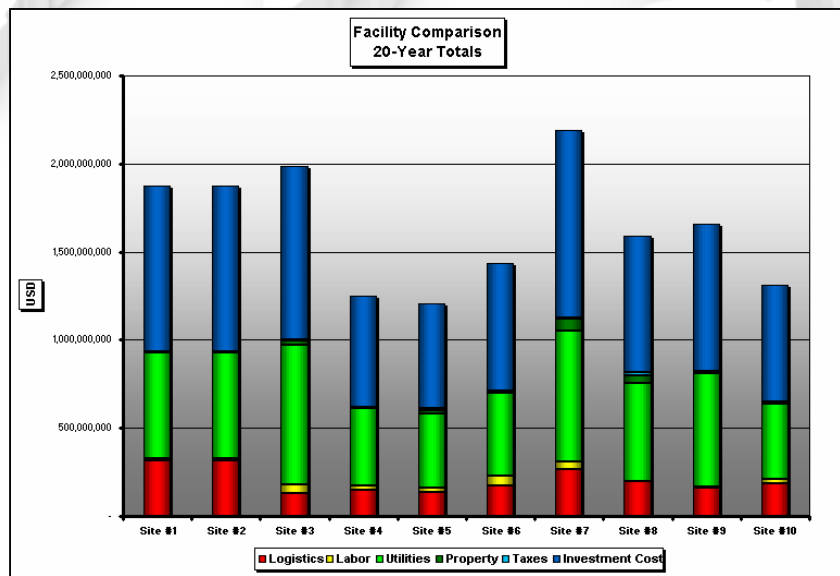


## Twenty-Year Financial Pro Forma

GLS conducts a series of comparative cost analyses for both non-recurring (investment) and recurring (operating) costs associated with each site for analysis. This typically includes the cost of land, an indexed cost of construction, utility extensions, tap fees, capacity fees, highway improvements and more.

A comparative recurring cost analysis will also be performed for each short-listed site location. Costs typically included are estimated wages, payroll taxes, sales/VAT taxes, estimated benefits, utility costs, transportation costs, country/state/local taxes, estimated training and recruiting costs, among others.

GLS works closely with client finance, tax, human resources and logistics departments to identify and include all aspects of costs into our pro forma.



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