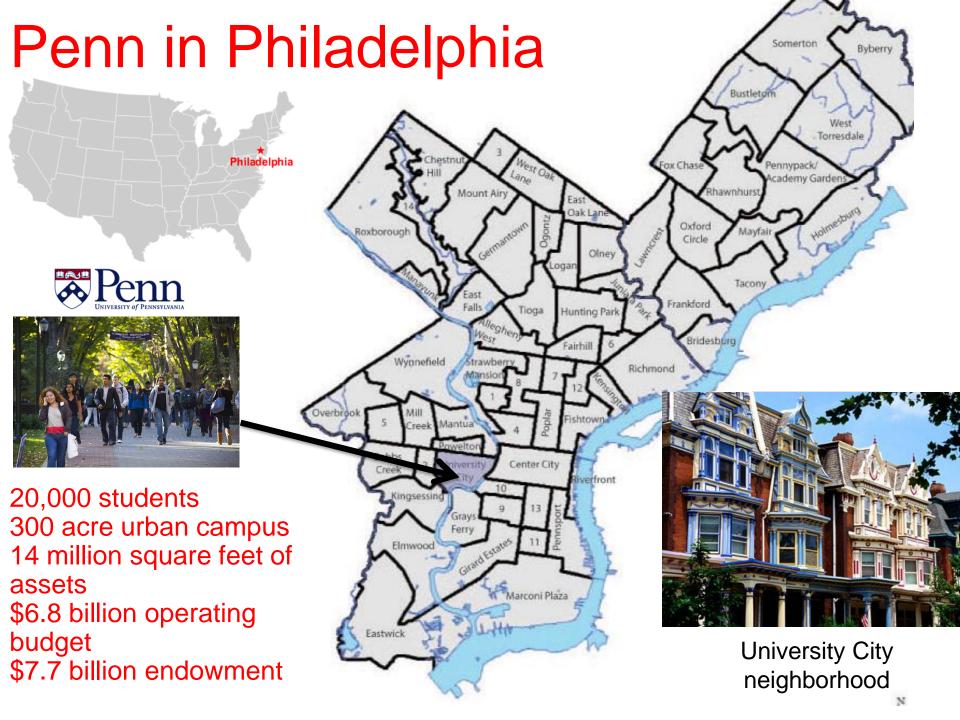
Anchors are "sticky": 2,000 US universities in cities; spending \$200 B on wages; employing 2 million; owning \$100 B in fixed assets.

Penn is a \$7B worldclass institution of higher education, and academic /clinical medicine.

Largest private employer (31K) in city. 2nd largest recipient of Fed Research (\$900). 300 acre campus 20,000 studnets

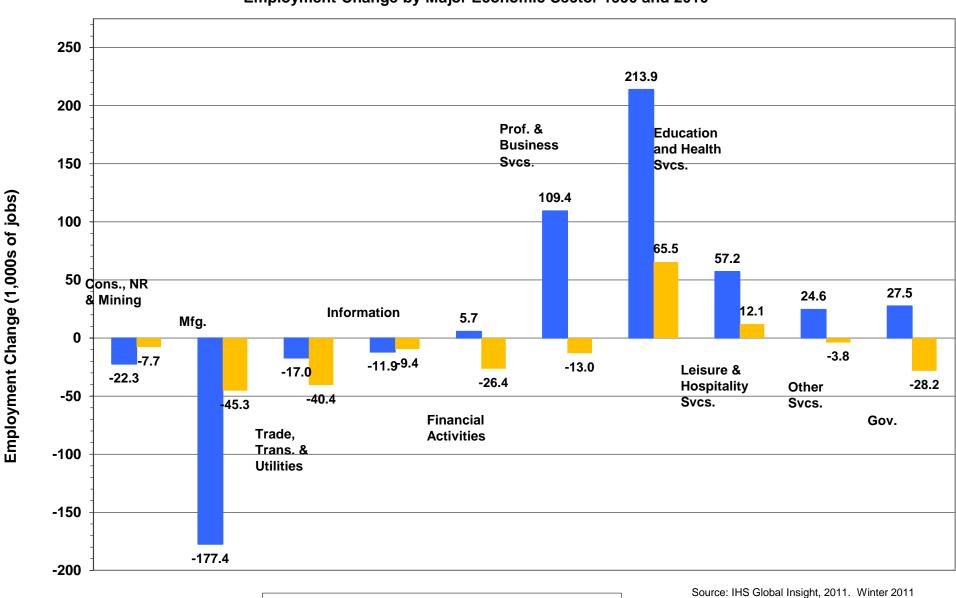




20 Year Shift in Phila Region Major Economic Sectors

■ Greater Philadelphia

Employment Change by Major Economic Sector 1990 and 2010



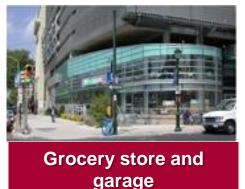
City of Philadelphia

County Forecasts



Penn's \$165 M Investment Yielded \$1.5 B in outside private investment











Medical Research







Mixed use multi family (Domus)





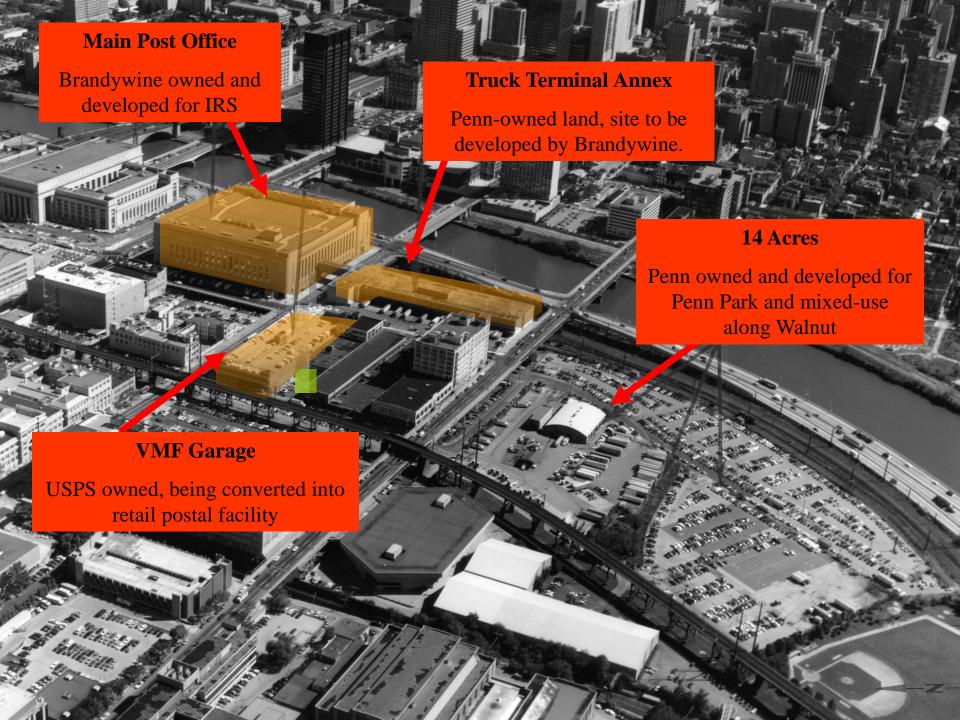


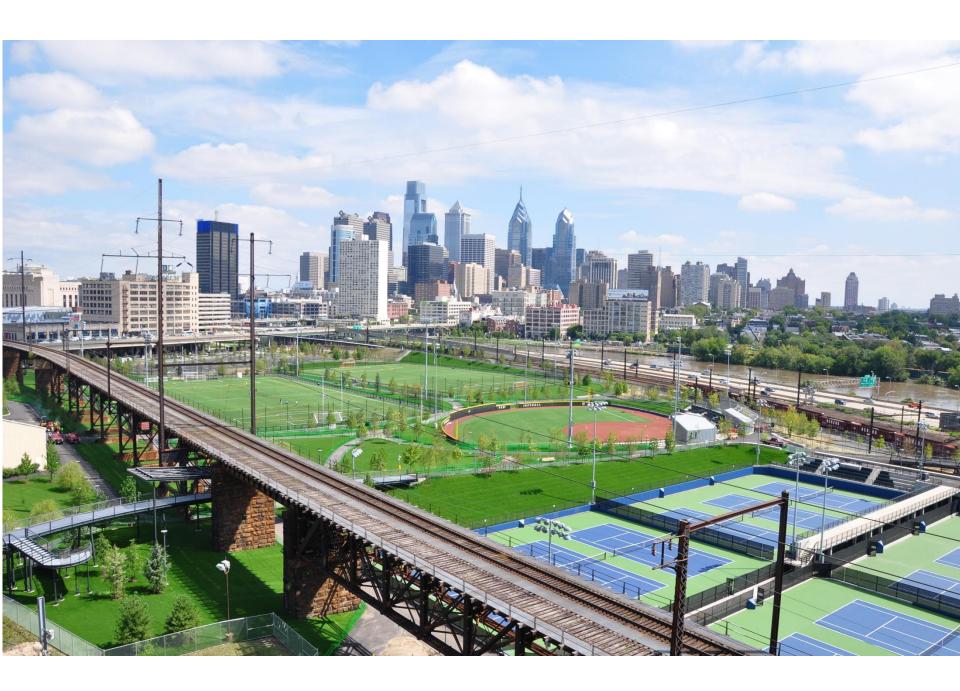














ROI on Penn's USPS Investment

\$14.6M

Penn Net Investment \$50.6M Postal purchase Less \$28M for MPO and \$8M Annex Ground Rent

\$350M

IRS

Headquarters and Parking

Garage

\$46M

Penn Park

\$23M Penn \$23M Donors \$22M

USPS New Retail Post

Office

\$171M

EVO

Apartments and Garage

Green Roof

\$341M

FMC Tower at Cira Centre South \$930M Total Investment 95% External Capital

Beyond Neighborhood Revitalization: Imagining the

possibilities of a new innovation campus



23 acre DuPont campus acquired by Penn for \$13 M.

250,000 S.F. of existing lab, office, & warehouse space

Redevelopment roll out Feb 2014



"It enables us to have a 23-acre plot immediately across the river from our campus for our innovation campus, where we can expand our technology transfer and commercialization of discoveries by Penn faculty on very favorable economic terms." President Amy Gutmann