



CONSULTING SERVICES

LIFE SCIENCES

ABOUT US

Biggins Lacy Shapiro & Co. (BLS & Co.) is one of the largest specialty site selection and incentives advisory consulting firms in North America, helping companies compete and flourish by optimizing location choices. Our team has helped many of the world's most successful and demanding companies identify the best locations, secure incentives, obtain development approvals, and optimize energy strategies. We site facilities ranging from manufacturing operations to data centers, shared service facilities and corporate headquarters, and frequently partner with the largest, most respected global service providers in real estate brokerage, consulting, accounting, architecture and engineering.

BLS & Co. is devoted to bringing clarity to the business location decision-making process. Our team of experienced professionals can help you identify, evaluate and select the optimal location, and secure meaningful state and local incentives. Our firm's trademarked multi-disciplinary approach, Location Economics®, has built a track record of creating value for companies and their communities.

Our core services include location strategy and site selection; incentives strategy, negotiation, and compliance; utility and energy advisory; labor market and workforce analysis; infrastructure and site readiness due diligence; and implementation support through project launch.

Since 2020, BLS & Co. has supported more than 20 announced life sciences projects totaling over \$68 billion in investment.

LOCATION ADVISORY SERVICES

BLS harnesses diverse sources of location data, including regional population and income levels, employment patterns, education levels, workforce availability, costs, and other key factors. Data alone, however, does not make a location decision. Companies need experienced advisors who can interpret the information, compare markets objectively, and translate complex inputs into clear recommendations—especially when long-term location decisions must be made under high-pressure deadlines.

At BLS & Co., we help clients optimize their location choices through deep process expertise, problem-solving skills, and market insight informed by extensive recent project experience and a network of market-based relationships. We have access to the most effective analytical tools and databases available to evaluate labor markets, logistics, costs, regulatory environments, and other critical location variables. We also bring specialized expertise to the assessment of utility infrastructure and energy pricing and to the impact of location on supply chain networks. We carefully integrate site selection with incentives and real estate negotiations, staffing initiatives, and with our clients' overall project objectives and timelines.

We have especially deep experience in life sciences. Building on extensive project experience, BLS brings deep market knowledge and has developed resources, including a proprietary database of global pharmaceutical manufacturing operations which has been an invaluable dataset for informing our life sciences clients on the market depth and competition for qualified talent.

INCENTIVES ADVISORY SERVICES

Incentives are an essential instrument of economic development, representing investments made by state and local governments to influence corporate location decisions and grow a region's economy. Incentives work by reducing costs and operational risks confronting companies that are relocating or expanding.

Incentives can take the form of cash grants, tax credits and abatements, buildings and land offered at below-market cost, infrastructure grants or improvements, recruiting and training assistance, and expedited development approvals. However, securing incentives is often a complex and rigorous process, with many legal, financial and political nuances that vary based on the type and scale of a project and the jurisdictions involved.

BLS & Co. simplifies and streamlines the process of securing the optimal incentives package. We identify potentially available programs, evaluate eligibility and usability, compare risks and benefits across jurisdictions, and help clients understand how each incentive affects the overall business case. This is especially important in the United States, where incentives vary widely at the state and local levels and often involve different eligibility criteria, performance commitments, funding sources, approval processes, and compliance obligations.

Determining whether a company will be able to efficiently use specific forms of incentives – based on tax structure, details of the planned project, or other factors – is essential to understanding how incentives “offers” need to be evaluated in comparing location options.

For example, if a client has low or no corporate tax liability in a particular state, it is critical to know whether tax credits are refundable or assignable. Another key concern is the risk and consequence of underperformance against a project's job creation and investment commitments. BLS & Co. helps create incentive strategies that maximize value while mitigating compliance risk.

- **STRUCTURING AND NEGOTIATIONS:** We identify all incentives available to a project, evaluate if a company will be able to efficiently use the benefits, and negotiate with public entities to achieve the optimal balance between financial value and business flexibility for each relevant program. Throughout the process we closely coordinate with our clients' real estate due diligence, acquisition and disposition process, and by crafting a communications strategy and protocols to protect project confidentiality and ensure a company's public relations standing.
- **COMPLIANCE AND ADMINISTRATION:** Incentives typically require specific employment and/or capital investment commitments over a specified period of time. These requirements entail substantial compliance requirements for which we establish monitoring and reporting systems. We work with clients to provide a post-closing “roadmap” of all reporting and claiming requirements and can manage these compliance activities on an annual cycle over the life of the incentive.

ENERGY SERVICES

Energy costs are only one part of a project's utility risk profile. BLS & Co. helps clients evaluate the full range of energy variables that can affect operating cost, reliability, schedule, and long-term flexibility, including:

- **Reliability:** Can the system maintain the needed uptime? This is particularly important to data centers and other mission-critical activities.
- **Capacity:** Does the utility presently have the ability to supply the amount of energy required? If not, will there be time to plan and build out the necessary infrastructure?
- **All-in Costs:** Beyond the standard metric - average cost per kilowatt hour – are a host of other expenses. How much will it cost to install the infrastructure needed to get power to a site? What will be required to provide duplicate service? What would be the expense to ensure adequate reserved capacity (for unusual load profiles or expansion requirements)?

Through our [Sugarloaf Associates™](#) energy services affiliate, BLS & Co. offers a broad spectrum of energy procurement and assessment services that can be integrated into any phase of a corporate relocation or expansion project. Our team has over 100 years of combined experience in the utility industry, giving us a deep understanding of utility issues, methods, technologies, infrastructure and costs.

Additional Services

Complementing our consulting services in support of energy procurement and mission-critical facilities, BLS & Co. provides a number of other energy-related services including:

- **Utility Location and Infrastructure Assessment:** In conjunction with our Location Advisory services, we review and analyze the potential of existing buildings and properties, identifying variables that may potentially impact project success.
- **Energy Optimization:** BLS & Co. will review and analyze energy conservation options, oversee installation and monitor post-installation activities.
- **Solar and Renewables:** We provide comprehensive solar and other renewable energy installation services, including feasibility studies, issuing and reviewing bids, regulatory and utility review, installation completion and monitoring.

Please take a moment to review our experience in supporting life sciences companies with the full range of site selection services throughout the US and in Europe.

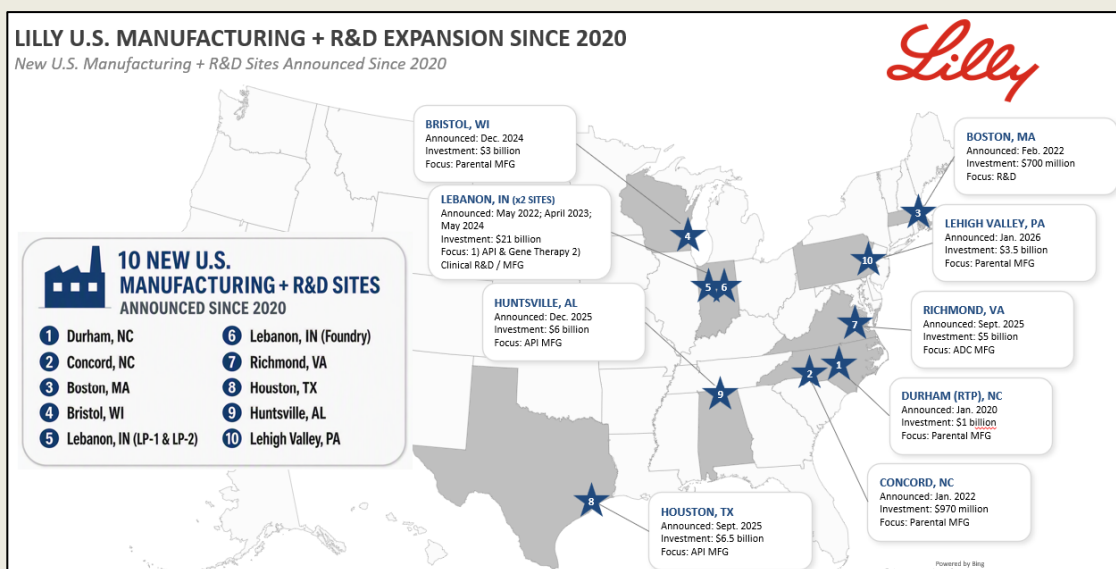
LIFE SCIENCES EXPERIENCE



BLS & Co. has maintained a longstanding relationship with Eli Lilly and Company (“Lilly”) dating back to 2008, serving as strategic advisor on site selection and incentives advisory projects throughout the company’s global real estate portfolio.

Since 2020, BLS has advised Lilly on the site selection and incentives negotiation of 10 new U.S. sites, resulting in more than \$50 billion in announced investment, 6,500 new positions, and over \$2.9 billion in state and local incentives secured.

Across our relationship with Lilly, BLS has provided a full range of strategic location advisory services, including multi-state site selection, infrastructure due diligence, labor market analysis, incentives strategy and negotiation, utility and site development risk assessment, and incentives compliance support. Shown below is a snapshot of announced US projects which BLS has supported:



2025 National Manufacturing Site Search: In 2025, Lilly announced a multibillion-dollar investment into new US manufacturing capacity across four new sites. BLS has served as strategic location advisor to Lilly throughout their simultaneous site search, managing the evaluation process of over 300 site submissions from 40+ states. The downselection process led to the successful transaction of four new manufacturing sites which will be located in Texas, Virginia, Pennsylvania and Alabama.



Lilly European Site Selection Projects: In Europe, BLS and our European partner firm, Location Decisions, have assisted Lilly with three recent Lilly manufacturing site selection requirements which have resulted in over \$7.5 billion of investment and 2,000 announced jobs.

- **The Netherlands - Oral Solid Dose MFG:** In 2024-2025, BLS & Co. and Location Decisions served as location advisor for Lilly's new manufacturing facility in Katwijk, Netherlands. The company has announced \$3.0 billion in investment which will add oral solid dose manufacturing capabilities for the European market. The site will produce orforglipron, the company's next generation of oral GLP-1 medications, as well as oral medications in neuroscience, cancer treatment, and immunology. The plant, located in Leiden Bio Science Park in Katwijk, Netherlands, will create 500 skilled manufacturing jobs and about 1,500 construction roles.
- **Germany - Parenteral MFG:** In 2023-2024, BLS & Co. and Location Decisions served as location advisor for Lilly's new manufacturing facility in Germany. The BLS/LD team evaluated and made recommendations on all aspects of the site selection process, including labor, site conditions, infrastructure, permitting and incentives. Lilly selected a site in Alzey, Germany for a \$2.5 billion investment that will employ more than 1,000 people and add drug product capabilities for the European market. This new facility will further expand the company's global parenteral (injectable) product and device manufacturing network for its diabetes and obesity portfolio.
- **Ireland - Biologics API MFG:** In 2022-2023, BLS & Co. and the Location Decision teamed as site selection and incentives advisor for Lilly's new large molecule API manufacturing site. Our location analysis evaluated potential site solutions in multiple European markets, assessing critical location criteria including talent, costs, tax climate, real estate & utility infrastructure suitability, development timelines, and incentives. Lilly ultimately chose a site in Limerick, Ireland where it has announced over \$2 billion of total investment in the site to date. The site will employ over 450 positions. As part of the transaction, BLS assisted Lilly in securing an IDA grant valued at €7.5 million.



BLS & Co.'s relationship with BMS dates back more than two decades supporting site selection and incentives efforts. As of 2026, BLS has supported three announced projects with additional confidential work performed across the company's real estate portfolio.

- **Texas – Multi-Modal Manufacturing:** BLS served as advisor on a comprehensive U.S. site selection process for a major advanced therapeutics manufacturing investment. The process managed a nationwide location evaluation that included site identification, labor market and workforce assessments, utility and infrastructure due diligence, executive site visits, and incentive strategy development across multiple finalist states. BLS coordinated closely with BMS leadership, developers, utility providers, and EDOs to support accelerated decision-making and implementation schedules. The project ultimately announced a capital investment of over \$2.3 billion at a new site in Houston, Texas, which is expected to create 489 new jobs. As part of the site selection process, BLS provided strategic counsel and project management to secure an economic development incentive package totaling \$55 million.
- **Massachusetts – Bulk Biologics Manufacturing:** BLS's first engagement with BMS dates back more than two decades beginning with management of site selection and incentives in support of BMS's planned bulk biologics plant which was announced in Devens, Massachusetts in 2006. As part of the competitive site selection process, BLS integrated special development approvals and incentives, requiring special legislation and creative financing structures to enable the project to launch within an aggressive schedule and budget. Total state and local incentives secured for the project were valued at over \$100 million. Following multiple expansions including a cell therapy manufacturing facility in 2021, the Devens site has announced more than \$1.0 billion of investment since its inception and now employs more than 1,500 employees at the facility.
- **Florida - North American Capability Center:** In 2013, BLS served as site selection and incentives consultant for the Company's \$21 million, 580-job North American Capability Center (NACC) to combine technology, finance and accounting together with research and analytics, in a cost-effective market with diverse pools of talent. BLS managed an interdisciplinary team of brokers, designers and BMS's own human resource, technology and function heads to plan and execute a successful site selection project, including incentives negotiation, staffing and opening of the NACC. Tampa, FL was chosen for this project.



North Carolina - Drug Product Manufacturing: BLS served as strategic location advisor to AbbVie in their search for a new small volume parenteral (SVP) drug product manufacturing facility in the US. The engagement included assessment of site readiness, utility infrastructure, workforce availability, permitting risk, development timelines, and financial incentives, as well as coordination with developers, utility providers, government agencies, and project consultants. BLS helped guide the project through a complex diligence and implementation process while supporting negotiations on critical infrastructure, site access, and incentive commitments.

AbbVie ultimately selected Durham, North Carolina for the new facility, which is expected to generate approximately \$1.4 billion in capital investment and 734 new jobs. BLS also advised on incentive strategy and negotiations with state, local, and utility partners securing an incentives package valued at \$66 million to support the successful implementation of the project.



North Carolina - Monoclonal Antibody Manufacturing: In 2024, BLS & Co served as location and incentives advisor on behalf of Johnson & Johnson in their search for a new monoclonal antibody manufacturing facility which would be their first US greenfield pharma site in over three decades. After a highly competitive and extensive due diligence process to evaluate and confirm site readiness, utility infrastructure, local labor market conditions, and workforce training resources, the facility selected a greenfield site in Wilson, North Carolina which was announced in October 2024.

In addition to the \$65 million in direct state and local funding secured for the company, BLS & Co. assisted in securing over \$43 million in state, local, and nonprofit funding for a state-of-the-art biomanufacturing training center to be located in Wilson. The 35,000-square-foot facility will include simulated cleanroom environments, flexible classroom space and administrative offices. With a focus on biologics, or therapies derived from living organisms, the center is being designed to train skilled workers in complex and precise biomanufacturing processes. To date, the Wilson facility has announced over \$4.0 billion in capital investment and is expected to employ more than 900 employees at full build-out.



BLS & Co.'s relationship with Roche dates back to 2012 supporting site selection and incentives efforts. As of 2026, BLS has supported four announced projects with additional confidential work performed across the company's real estate portfolio.

- **Oregon – Hillsboro Technical Operations (HTO) Expansion:** BLS served as strategic advisor to Genentech on a major expansion of its Hillsboro Technical Operations campus to expand U.S. drug product manufacturing capacity, including fill-finish, device assembly, and final packaging capabilities. The project advanced after Genentech evaluated multiple U.S. manufacturing expansion alternatives.
BLS led incentives strategy, infrastructure due diligence, and state/local negotiations, securing an incentives package valued at more than \$15 million that included a landmark Oregon Governor's Strategic Reserve Fund commitment. BLS also supported legislative efforts to enhance the state's Enterprise Zone program. The project will invest approximately \$750 million and create 250 jobs.
- **North Carolina - Fill-Finish Manufacturing:** BLS & Co. served as location advisor to Genentech, the South San Francisco-based member of the Roche Group, on a U.S. site search for its first Eastern U.S. pharmaceutical manufacturing operation. The process supported a high-volume fill-finish requirement and included site identification, labor and workforce assessments, utility due diligence, site visits, and incentive strategy across multiple finalist states.
Genentech announced a \$1 billion, 700,000-square-foot facility in Holly Springs, North Carolina in 2025, later doubling the planned investment to \$2 billion in January 2026. BLS secured a \$65 million state and local incentives package for the project, which is projected to employ 520 positions.
- **Oregon – Access Solutions Patient Service Center:** In 2018, Genentech engaged BLS to manage a nationwide search for a second Access Solutions center. Genentech selected an office in Portland's Lloyd District.
- **New York – Translational Clinical Research Center (TCRC):** In 2012, Roche required assistance on the location of its new R&D center. Roche engaged BLS to manage site selection and incentives negotiations of the TCRC eventually led to the company selecting the East River Science Park on Manhattan's east side. The new facility would invest \$13M and relocate 200 positions from NJ.

For additional information on how BLS & Co. can support complex life sciences location and incentives decisions, please visit our website.

www.BLSstrategies.com