



WEDNESDAY, SEPTEMBER 30, 2026

The Inaugural OneNKY CEO Summit @ CVG

OneNKY
ALLIANCE

CVG
AIRPORT

BE
GROWTH
PARTNERSHIP

WEDNESDAY, SEPTEMBER 30, 2026

Agenda



7:30 AM	Registration & Breakfast	9:25 AM	Growth Strategy Spotlight: The Corridor of Commerce Chad Summe
8:00 AM	Opening Remarks David Spaulding	9:55 AM	Break
8:05 AM	Keynote Discussion: Investing in Regions that Lead Jeff Billingsley & Cain Moodie	10:10 AM	CEO Roundtable Discussions
8:50 AM	Break	10:40 AM	CEO Roundtable Report-Out
8:55 AM	Through the Lens of CVG: The Future of Global Connectivity Larry Krauter	10:55 AM	Call to Action & Remarks Carey Sanders
		11:00 AM	Executive Networking Reception

Wifi Connection

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Opening Remarks

David Spaulding

President, Acendion Collective
Board Chairman, OneNKY Alliance





DHL Express at CVG

The Americas hub that moves the region's freight to the world.

8:05 AM · KEYNOTE DISCUSSION

Investing in Regions that Lead



Jeff Billingsley

DHL Express
Vice President, Americas Hubs



Cain Moodie

DHL Express U.S.
SVP Network Operations

CVG – DHL’s Super Hub for the Americas



2009: 1,200 employees/80,000 packages per day

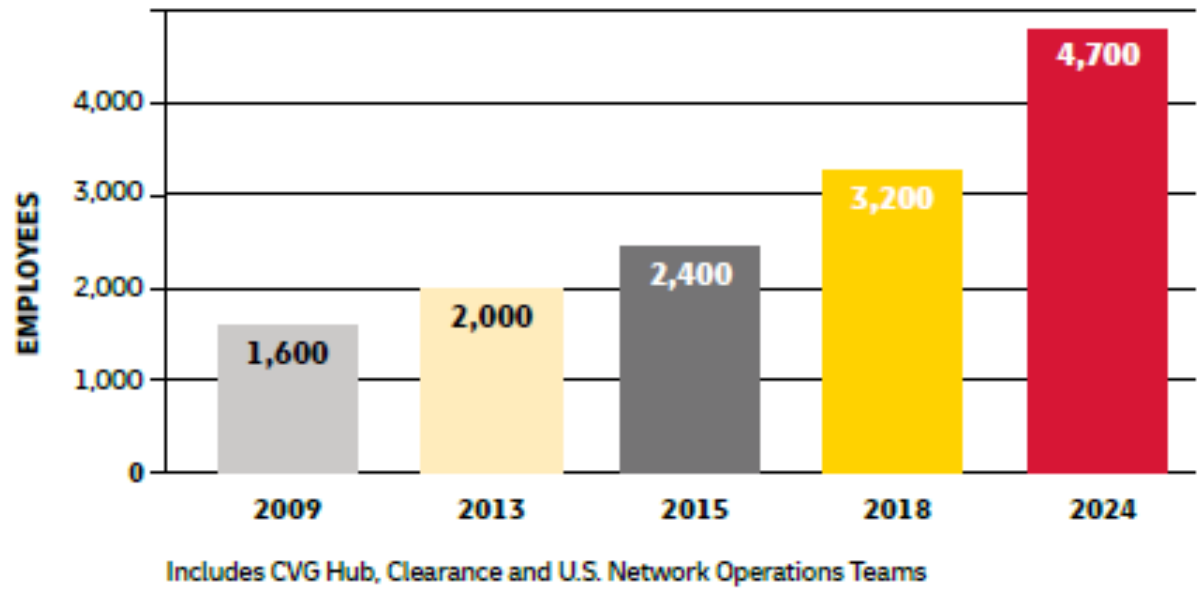
2026: 4,700 employees/350,000 packages per day



DHL Cincinnati Hub Specifications

Total Site Area:	194 Acres (*265 acres)
Office/Warehouse Area:	1,012,000 Sq. Ft.
Ramp Area:	6.4 million Sq. Ft. (*7.7 million Sq. Ft.)
Total Sort Capacity (per hour):	80,000
Internal Piece Transit Time:	5 Minutes
Average Pieces per Day:	Over 350,000 (capability)
Average Weight per Day:	4.1 Million lbs.
Daily Flights (Arrivals & Departures):	130
Total Aircraft Parking Gates:	67 (*78)

Employee growth



- One of three Global Super Hubs
- Provides connectivity to the entire U.S., the Americas and the world
- More than \$700m in capital investments since 2009
- 80% of all shipments from the Americas transit via CVG
- 90% of the U.S. volume comes into and goes out of CVG
- CVG Super Hub is within one hour’s flight time of 66% of the U.S. population and 3 hour’s flight time of 85% of the U.S. Population
- ISO 9001:2008 Certification
- TAPA Certified



BREAK

We resume at 8:55 AM

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8:55 AM · THROUGH THE LENS OF CVG

The Future of Global Connectivity



Larry Krauter

Chief Executive Officer
Cincinnati/Northern Kentucky International Airport



The airport as an economic engine – Connecting It All!

- **\$12.2 billion** annual economic impact
- **9 million** passengers (2025)
- **55+** nonstop destinations
- **7th largest cargo airport** in North America (dual cargo hubs: DHL and Amazon)
- **16,000 badged employees** on campus





Airport Stats

Providing commercial flight to our region since 1947



7,000+ acres



Four (4)
runways



Landed weight:
65% cargo /
35% passenger



\$160mn annual
operating budget



\$1.2bn capital plan
in the next five (5)
years



AIR CANADA

Alaska
AIRLINES

allegiant

American
Airlines

APPLE
VACATIONS

Breeze

BRITISH AIRWAYS

CVG

DELTA

FRONTIER
LOW FARES DONE RIGHT

Southwest

sun country airlines.

UNITED

vacation
express
by sunwing

viva
aerobus





San Francisco, California

- CVG to SFO – Starting Oct 26, 2026
- Daily Service
- 737-800 Aircraft (166 Seats)



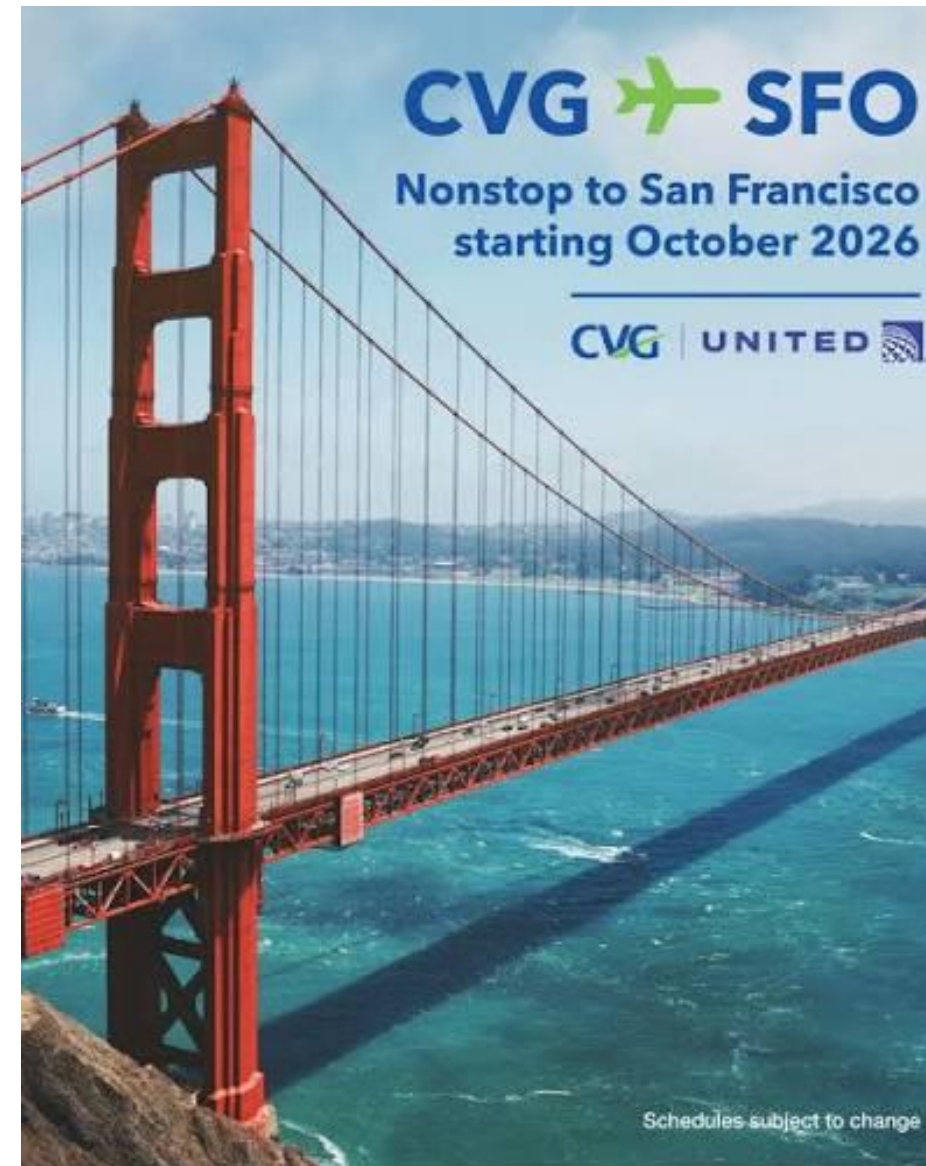
Orlando, Florida

- CVG to MCO – Starting Feb 12, 2027
- 2x Weekly (Monday & Friday)
- A320 Aircraft (186 Seats)



London, United Kingdom

- CVG to LHR – 6x Weekly March 28 – April 21, 2027
- 7x Daily April 22 – June 24, 2027
- 6x Weekly June 25 – September 8, 2027
- 7x Daily September 9 – October 28, 2027
- 787 Series Aircraft B787-10, B787-9, B787-8
- 204 – 256 Seats Depending on Aircraft



Allegiant's new nonstop service **starts in February to MCO.**

More nonstops. More possibilities.



Connecting
It All





CVG | GLOBAL CARGO DESTINATIONS



CVG Airport Campus





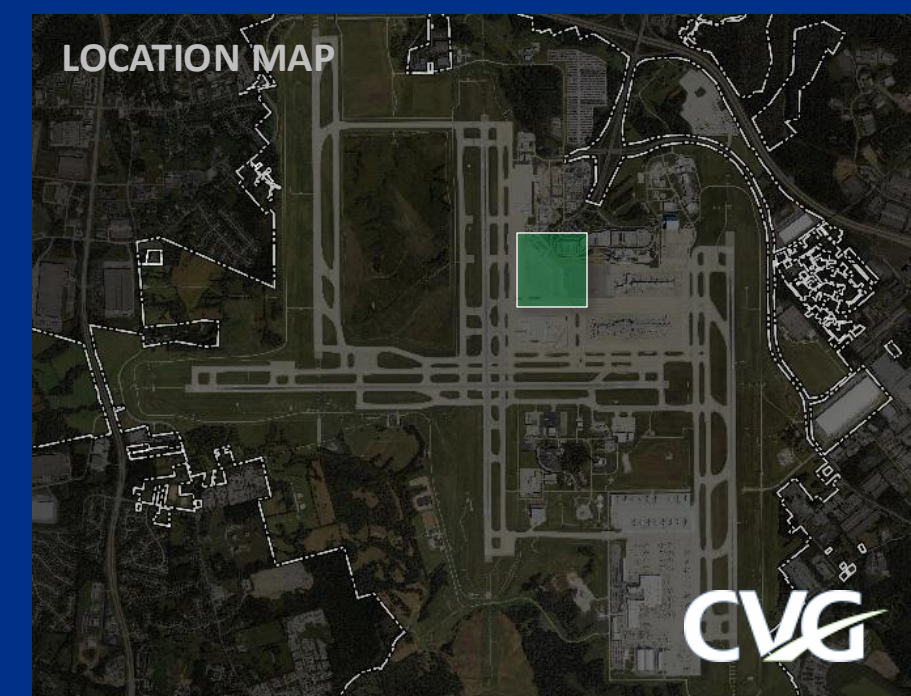
Projects on the Horizon



Global Logistics Park

Concept Plan

Additional Cargo Buildings
Improved Roadways
Aircraft Parking
Efficiencies
Truck Parking
Logistics Support





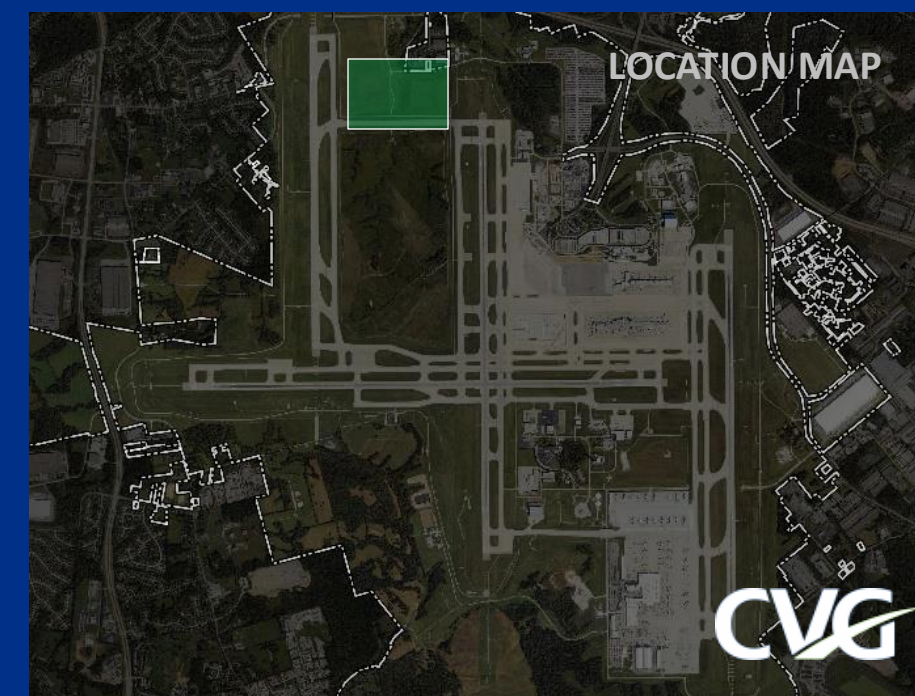
Northwest Quadrant Development Study

Concept Plan

MRO Hangar Development
Corporate Hangars
Airline Hangars
Fixed Base Operator
Aviation Support Facilities
Advance Air Mobility
Heliport
Future Midfield Projects

NW
Quadrant

NW Quadrant future development





How to continue the impact

- Planning and strategic collaboration
- Regional competitiveness – our unique corridor of the world for cargo, logistics, and supply chain resilience
- Infrastructure investments/land development
 - Recent U.S. DOT America's Great Corridors of Commerce announcement – Program wants distribution hubs, manufacturing, data centers to cluster along designated corridors for plug-and-play power with priority to longer multi-state corridors





How to continue the impact

- Air service and global connectivity – outbound/inbound
- Workforce development and talent attraction
- Innovation and future of aviation/aerospace/defense
- Coordinated advocacy
- Shared messaging



Corridor of Commerce:

A shared regional advantage

Where products move fast, supply chains deliver, and industry thrives. It's what happens when multimodal transportation meets geographic advantage.

The intersection of industry and infrastructure makes it one of the most strategically important logistics and commerce hubs in the world.

Our region sits at the heart of a broader Corridor of Commerce that stretches from Columbus, Ohio to Louisville, Kentucky.

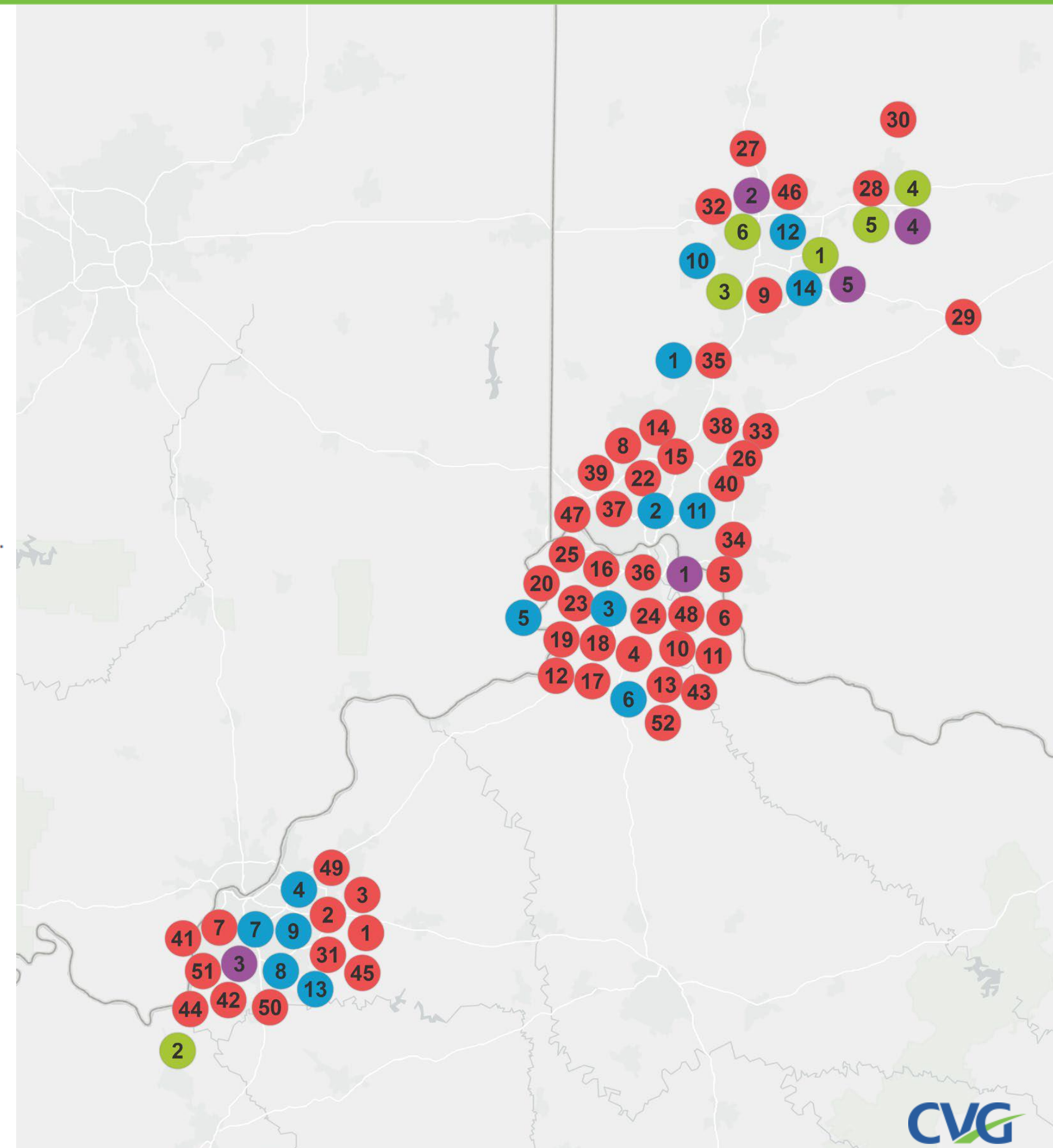
CVG sits at the center as a complex economic platform for commerce, manufacturing, innovation, and investment.



Sample of regional assets

Companies, airports, R&D, and education assets fueling growth of aerospace, supply chain, and logistics

● Companies	● Companies, continued	● Education
1 Aerotech of Louisville Inc	36 Meggitt Polymers & Composites	1 Butler Tech
2 Airlines Reporting Corporation	37 Meyer Tool	2 Cincinnati State
3 Alliant Technologies	38 Mitsubishi Electric	3 Epic Flight Academy
4 Amazon Fulfillment Center Prime Air	39 Northrup Grumman	4 Flight Club 502
5 Andrews Laser Works Aerostructures	40 Parker Hannifin	5 FlightSafety International Learning Center
6 Atlas Air Worldwide Holdings	41 Raytheon	6 Gateway Community & Technical College
7 BAE Systems	42 Republic Airline Maintenance	7 Jefferson Community & Technical College
8 Barnes Aero	43 Safran	8 Jefferson County Public Schools Acad. of Louisville
9 Beta Technologies	44 Saint-Gobain Quartz USA	9 Louisville Aviation
10 Blum-Novotest Inc	45 Satco Inc of Ky	10 Sinclair CC National UAS Training & Certification Center
11 Bosch Rexroth	46 Sierra Nevada Corporation	11 University of Cincinnati
12 Burdine-Anderson Inc	47 Skilcraft Aerospace LLC	12 University of Dayton
13 Celanese	48 Toyota	13 UPS Global Aviation Training Center
14 CFM	49 UPS	14 Wright State Research Institute
15 CTL Aero	50 UPS Global Ops	15 Northern Kentucky University
16 DESMA USA	51 UPS Worldport	
17 DHL	52 Zotefoams	
18 Diversified Structural Composites Inc	53 ATSG	
19 FEAM Aero		
20 Fives Machining Systems Fives Cin.		
21 Ford/BlueOval SK		
22 GE Aerospace	● Airports	
23 GE Aviation	1 CVG Airport	
24 GE Aviation	2 DAY Airport	
25 GE On Wing Support Div	3 SDF Airport	
26 General Tool	4 SGH Municipal Airport	
27 Goodrich/Collins Aero	5 Wright-Patterson AFB	
28 Heroux-Devtec	6 Wilmington Airport	
29 Honda LGES		
30 Honeywell Aerospace	● R&D	
31 IMR Test Labs Louisville	1 Air Force Research Laboratory	
32 Joby Aviation	2 Fort Knox	
33 L3Harris	3 GE Aerospace EPISCenter	
34 L3Harris	4 Ohio Uncrewed Aircraft Systems Ctr.	
35 Magellan	5 SNC Aviation Innovation & Tech Center	
	6 Wright Brothers Institute	



Source: ESRI, Dun and Bradstreet, EY. *Approximate location for readability.

Corridor of Commerce: More powerful when we tell the story together

Bigger than any one airport, company, or city. When we present our assets as one connected corridor, we compete at a different level — for capital, talent, federal investment, and global business.

We are beginning to message. Together, we can move this from an interesting concept to a shared message.

If we align our language, engage our partners, and tell this story consistently, we can help position the Corridor of Commerce as one of the most important economic platforms in the country and in the world.



2026 Farnborough Air Show



KY Association of Manufacturers:
Aerospace and Defense Summit

9:25 AM · GROWTH STRATEGY SPOTLIGHT

The Corridor of Commerce

Chad Summe

eGateway Capital
OneNKY Alliance Board Secretary



OneNKY CEO SUMMIT @ CVG

The Corridor of Commerce

in the Commonwealth

A supra-regional growth strategy accelerating commerce, prosperity, and resilience in Kentucky.

Chad Summe

Managing Partner, eGateway Capital

Board Chair, CVG • Board Officer, OneNKY Alliance • Board Member, BE NKY



Why CEOs, Why Now?

Northern Kentucky's economic development strategy relies upon high quality and a large number of leaders who choose to invest here. The future of Northern Kentucky will be defined by how well we can:

1. Enroll business leaders here today in a shared vision; and
2. Attract more leaders to join the mission.



Northern Kentucky owns assets a competing region cannot assemble.

AIR CARGO

CVG — #7 in the U.S., #20 in the world

A 7,000+ -acre logistics platform, not an airport.

GROUND & WATER

Five interstates, two Class I railroads, the #1 inland port

I-71, I-74, I-75, I-275, I-471; Norfolk Southern and CSX; Port of Cincinnati.

EXPRESS

DHL Americas Global Superhub

One of three worldwide. Connects 220+ countries.

TALENT

190,000 sector workers across 8,000+ companies

Purpose-built pipelines at CVG, higher education, and UPS.

E-COMMERCE

Amazon Air Hub

Approximately \$1.5 billion invested. Amazon's largest air hub.

No other region in the country holds all five.

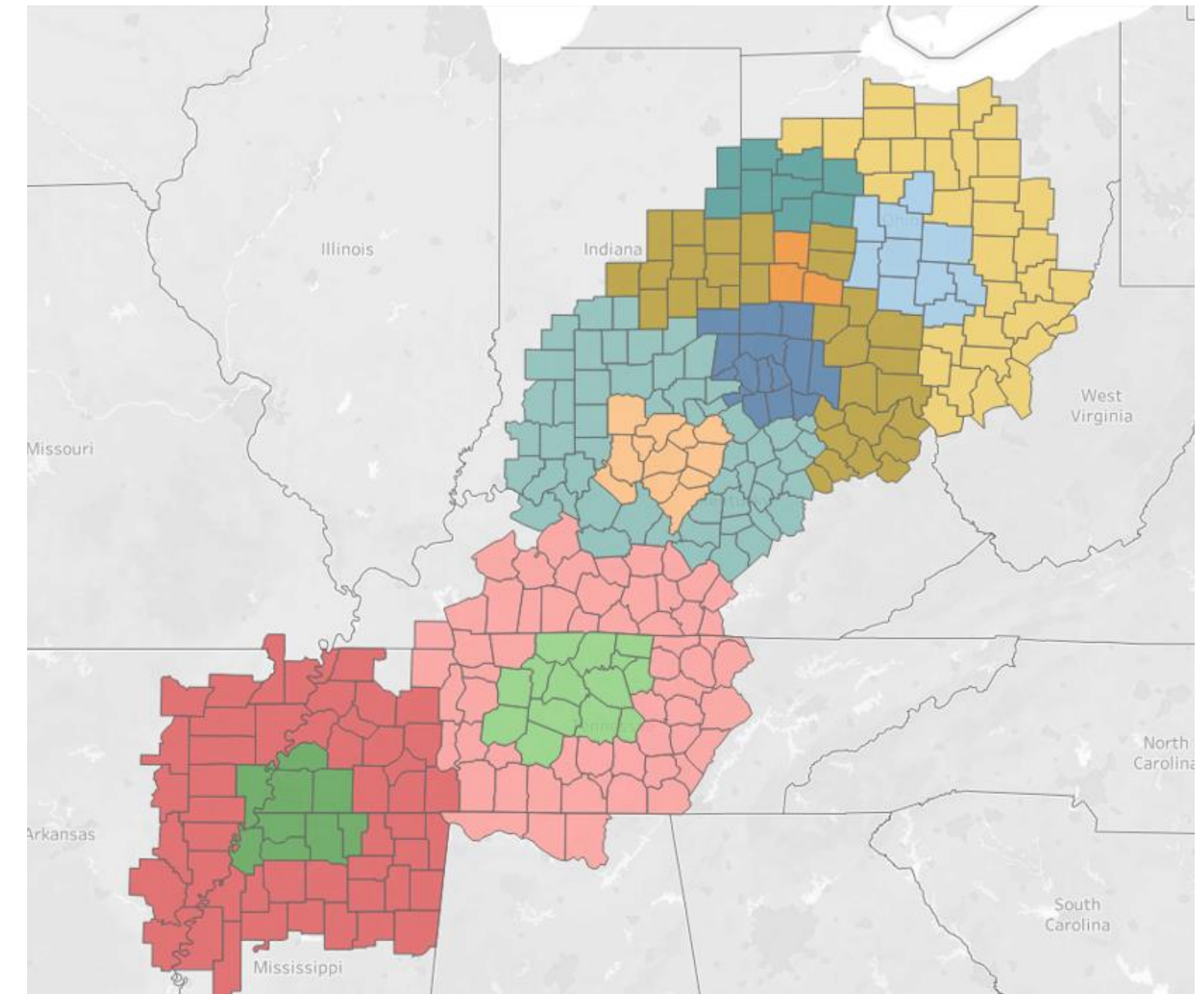
And we have never said so out loud, together.

What is the Corridor of Commerce?

Northern Kentucky as the Operational Core

The Corridor is an integrated economic system where global air cargo networks, advanced manufacturing ecosystems, e-commerce logistics, cold-chain distribution, and rural and urban industrial assets operate together to create a highly efficient platform for commerce and investment.

- Kentucky has become one of the most strategically important logistics and advanced manufacturing platforms in the United States.
- Within a one-day truck drive of a majority of the U.S. population and manufacturing base, the Commonwealth sits at the convergence of modern supply chains, aviation infrastructure, industrial production, and digital commerce.



CORE MSA • OUTLYING COUNTY

Cincinnati/NKY



Columbus



Dayton



Louisville



Nashville



Memphis



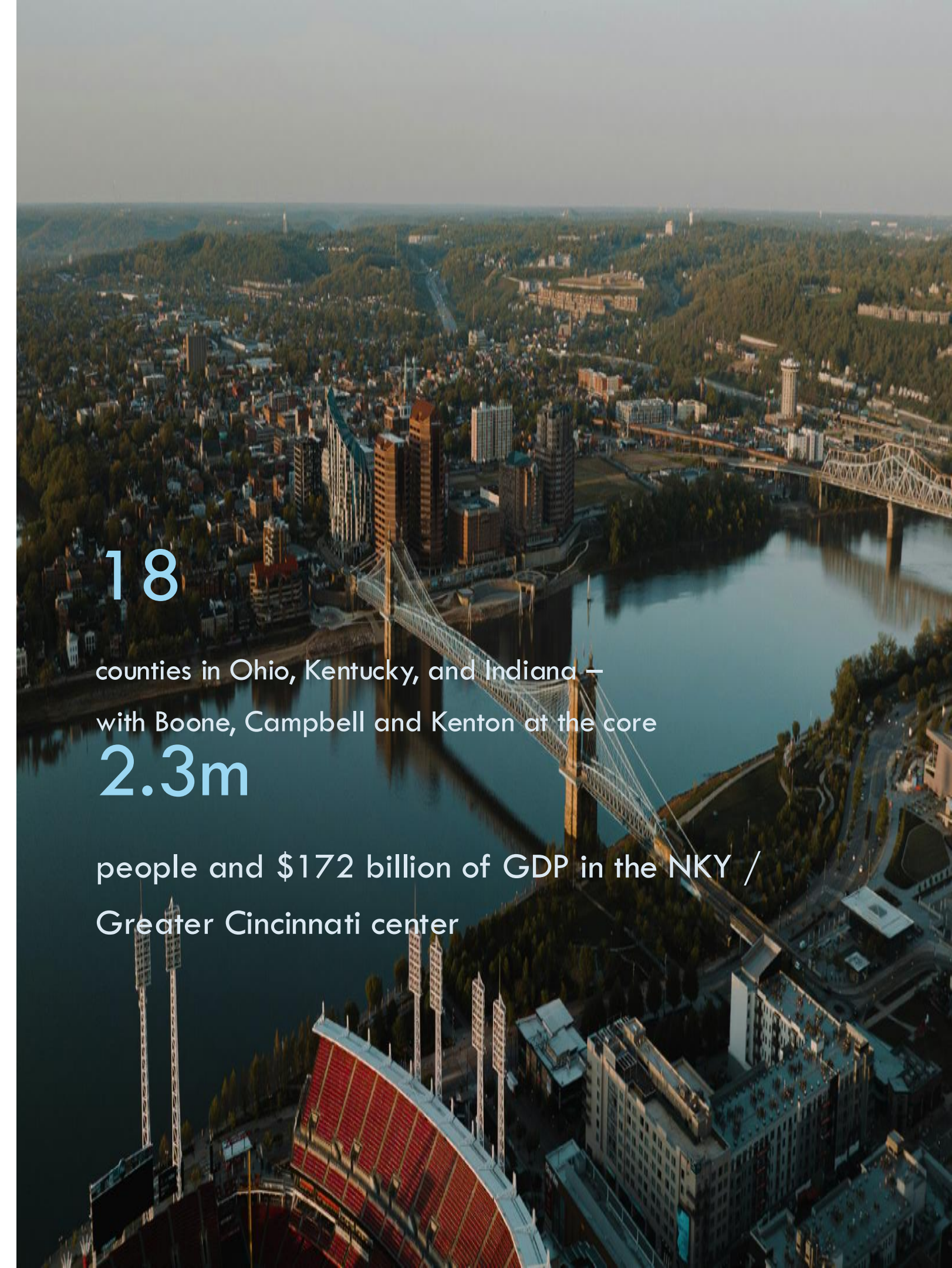
What is the Corridor of Commerce?

The Region's Case for Investment

The Commonwealth's economic momentum reflects a strategic advantage. **Kentucky** has experienced sustained investment growth across aerospace, logistics, advanced manufacturing, pharmaceuticals, electric vehicle production, and supply-chain technology.

Capital investment is concentrating around regions that offer geographic optionality, supply-chain resilience, and multi-modal connectivity — all advantages Kentucky possesses at scale.

And the Northern Kentucky/Cincinnati Region- with Boone, Campbell and Kenton Counties at the core - serves as the Hub.



18

counties in Ohio, Kentucky, and Indiana —
with Boone, Campbell and Kenton at the core

2.3m

people and \$172 billion of GDP in the NKY /
Greater Cincinnati center

The Northern Kentucky / Cincinnati region is the strongest position in North America, measured in drive time.

65%

of the U.S. population within a one-day drive

66%

of U.S. manufacturing output within reach

50%

of the U.S. population one hour by air from CVG

\$364b

regional economy across the three-state core



The CVG region — Kentucky, Ohio, Indiana

THE OPERATIONAL CORE

CVG at a glance.



7,000+

acres of contiguous airport land

16,000

direct jobs on the campus

\$12.2b

estimated annual regional
economic impact

55+

nonstop passenger destinations

Source: CVG Airport Authority

DHL Americas Global Superhub

One of three DHL global superhubs worldwide — with the other two in Hong Kong and Germany — and the backbone of the company's intercontinental network.

\$192m

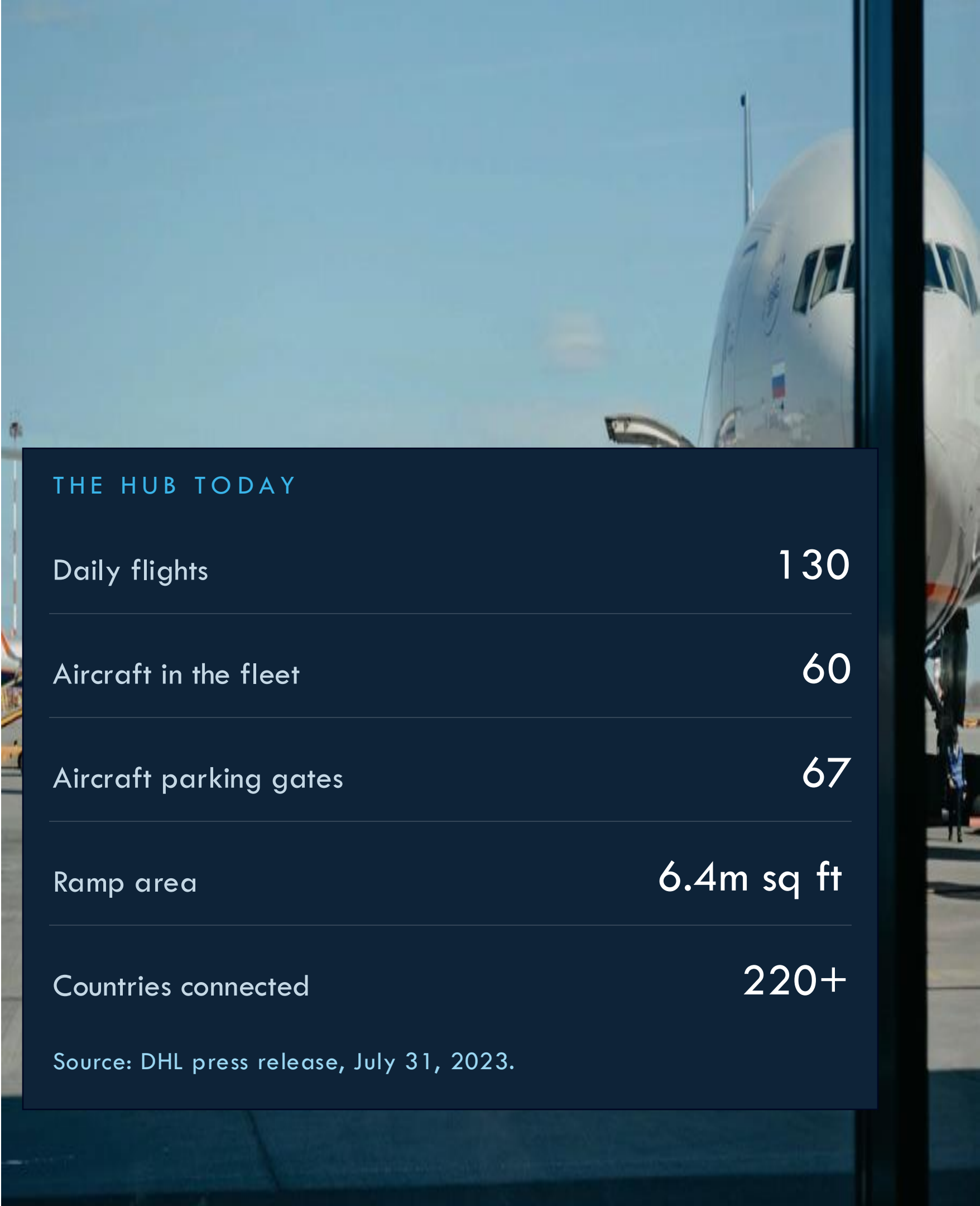
announced in 2023 for a 305,000 sq ft LEED-certified, carbon-neutral aviation maintenance facility on 50 additional acres — large enough to house two Boeing 777s side by side, with three maintenance gates and eight new aircraft gates. Completed 2025.

On top of more than \$250 million invested since 2015 in handling equipment, autosort capacity of 80,000 shipments per hour, and facility upgrades.

THE HUB TODAY

Daily flights	130
Aircraft in the fleet	60
Aircraft parking gates	67
Ramp area	6.4m sq ft
Countries connected	220+

Source: DHL press release, July 31, 2023.



CASE STUDY 02

Amazon Air Hub

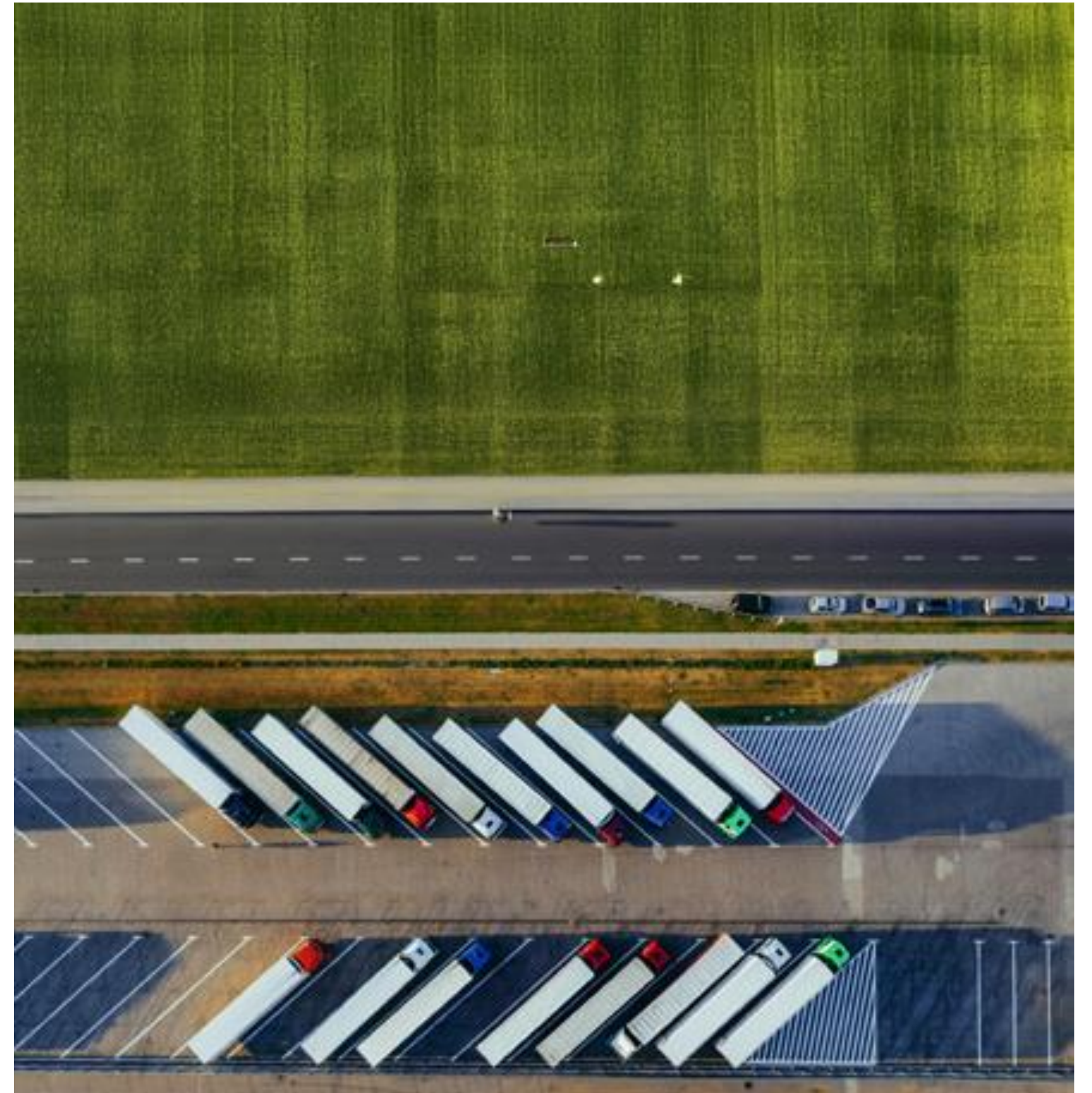
Approximately \$1.5 billion invested to make CVG the company's largest air hub — a decision made entirely on the strength of the region's geography and infrastructure.

REASONS AMAZON GAVE PUBLICLY

- Central U.S. access to major consumer markets
- Room for long-term operational expansion
- Strong regional workforce availability
- Multi-modal logistics connectivity

\$20b

estimated impact on Northern Kentucky
yielded by this investment.



Amazon Air Hub, CVG • Boone County, Kentucky

America's Great Corridors of Commerce and Other Federal Alignment

The U.S. Department of Transportation has announced a new program, America's Great Corridors of Commerce, that catalyzes utility infrastructure along major transportation Corridors.

Transportation cabinets and Class I railroads are the only eligible applicants, but we can give them a corridor that's already defined.

Five interstates, two Class I railroads,
the #1 inland port

I-71, I-74, I-75, I-275, I-471; Norfolk
Southern and CSX; Port of Cincinnati.

MORE FEDERAL PROGRAMS TO PURSUE AS A DEFINED REGION

Bipartisan Infrastructure Law (IIJA)

Inflation Reduction Act (IRA)

CHIPS and Science Act

EDA Build Back Better Regional Challenge

USDOT INFRA and RAISE grants

EDA Economic Development District designation

A supra-regional Comprehensive Economic Development Strategy is the prerequisite for most of these. We do not have one yet.

Five lanes for the regional wins.

The Corridor's impact ensures that these five lanes are pulling in the same direction.

Policy	Infrastructure	Capital	Talent	Scale
Identify and pass what the Corridor needs in Frankfort.	Coordinate airport, rail, highway, and intermodal investment.	Attract investors across the private capital continuum.	Align training with aviation, logistics, and advanced manufacturing.	Use our assets to promote regional growth and benefit our people.

Success is strategic alignment and enrollment.

There is no list to sign and no dues to pay. Enrolling means using this language and promoting the Corridor the way a chamber of commerce promotes its region — until these four groups are telling one story.

CEOs	Elected officials	Regional leaders	Capital investors
Use the Corridor language with customers, boards, and peers.	County, state, and federal, aligned on one set of Corridor priorities.	OneNKY, BE NKY, REDI, meetNKY, the chambers, the port authorities.	Private, philanthropic, state, and federal capital pointed at the same priorities.

Join us as we envision and implement the future of the Corridor, define the critical components for realizing its potential, and identify the essential partners to engage.

Chad Summe

Managing Partner, eGateway Capital • Board Chair, CVG



BREAK

Roundtables begin at 10:10 AM

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10:10 AM

CEO Roundtable Discussions

What can Northern Kentucky and its leaders do to improve as we think about a unified regional growth plan? What is your big idea for Northern Kentucky?

What have been the reasons you have chosen to invest in Northern Kentucky through your business ventures?

How do Northern Kentucky's geography and institutional assets benefit your business operations?

Do you face any challenges in your business because of Northern Kentucky's geography?

Do you feel that you understand and agree with the idea of the Corridor of Commerce in the Commonwealth? Would you adopt and share this plan within your network?

10:40 AM

CEO Roundtable Report-Out

10:55 AM

Call to Action & Remarks

Carey Sanders

Senior Vice President, Commercial Executive —
Cincinnati Region, Fifth Third Bank BE NKY Board
Chair



11:00 AM

Executive Networking Reception

Thank you for joining us. Please stay and connect.



THANK YOU

On behalf of our sponsors, thank you for your attendance — and for the work you do to promote Northern Kentucky's growth.

OneNKY
ALLIANCE

CVG
AIRPORT

BE NTKY
GROWTH
PARTNERSHIP