

1998		<p>2008 Article in Johnstown Leader Herald  <a href="http://www.leaderherald.com/page/content.detail/id/501468.html">http://www.leaderherald.com/page/content.detail/id/501468.html</a></p> <p>Presenter Edward Tomeck of NBT Bank told the audience the story of how Euphrates came to Fulton County.</p> <p><b>"In 1998, the FCEDC</b> received a visit from a young man looking to start up an expansion of his family business in Fulton County. This was not an easy venture, as the young man was not a citizen of the United States and <b>didn't even have a green card when he approached the EDC,</b>" Tomeck said.</p> <p><b>"What he did have was a plan and the determination to bring that plan to fruition.</b> As a third generation food manufacturer, he also had the experience required to make his business a success," Tomeck said.</p>
2005	Edmeston	<p>Agro Farma bought Kraft Plant in West Edmeston and launched Chobani  <a href="http://schumer.senate.gov/new_website/record.cfm?id=320276">http://schumer.senate.gov/new_website/record.cfm?id=320276</a></p> <p>Syracuse Post-Standard article – comments</p> <p><a href="http://www.syracuse.com/news/index.ssf/2011/07/how_rural_chenango_county_beca.html">http://www.syracuse.com/news/index.ssf/2011/07/how_rural_chenango_county_beca.html</a></p> <p>I believe the Town of Edmeston (including the hamlet of South Edmeston) is in Otsego County.</p> <p>You are right, however the plant itself is located in the hamlet of South Edmonston, which is in the town of Columbus, Chenango County NY. This company has done more for the local economy than anything else. Keep up the great work!</p> <p><b>Ex-Kraft plant gets new ownership</b>  <a href="http://findarticles.com/p/articles/mi_qa3718/is_200508/ai_n15349165/?tag=content,col1">http://findarticles.com/p/articles/mi_qa3718/is_200508/ai_n15349165/?tag=content,col1</a></p> <p>Ganga Pillai will serve as plant manager and Mustafa Dogan was brought from Turkey to be the yogurt master. <b>Ulukaya says the process is under way for the property to be included in Chenango County's Empire Zone, which will give the business certain tax breaks and cost-saving incentives.</b> Snow says the building was an easy one to market once Kraft decided to sell the equipment along with the building.</p>

2006		<p>Feta Cheese article</p> <p><a href="http://www.cheesemarketnews.com/articlearch/retailwatch/2006/17mar06.html">http://www.cheesemarketnews.com/articlearch/retailwatch/2006/17mar06.html</a></p>
2007		
2008		<p>Article – Euphrates Business award</p> <p>See 1998</p>
2009	Norwich – Woods Corner	<p>Launch of Chobani at Norwich Proctor &amp; Gamble Pharma R&amp;D, buying the Proctor &amp; Gamble facility in Norwich - Woods Corner site in Norwich</p> <p><a href="http://schumer.senate.gov/new_website/record.cfm?id=320276">http://schumer.senate.gov/new_website/record.cfm?id=320276</a></p> <p>Ad Agency selection – includes location</p> <p><a href="http://www.adweek.com/news/advertising-branding/chobani-picks-new-agency-106805">http://www.adweek.com/news/advertising-branding/chobani-picks-new-agency-106805</a></p> <p><b>Euphrates’ Sewer Bills Fell Sharply – Police Investigation</b></p> <p>JOHNSTOWN - Sewer bills for cheese maker Euphrates Inc. - the subject of an ongoing police investigation into whether it illegally bypassed the local sewer system - are at least three times lower this year than they were in late 2007 and early 2008.</p> <p><a href="http://www.leaderherald.com/page/content.detail/id/514877.html?nav=5011">http://www.leaderherald.com/page/content.detail/id/514877.html?nav=5011</a></p> <p>Nearly \$1M Payment ends Euphrates Probe (2009)</p> <p><a href="http://www.leaderherald.com/page/content.detail/id/518800.html?nav=5011">http://www.leaderherald.com/page/content.detail/id/518800.html?nav=5011</a></p> <p>JOHNSTOWN - Euphrates Inc. has paid \$985,000 to the Gloversville-Johnstown Wastewater Treatment Facility through a consent order that ends the criminal investigation into whether the cheese company bypassed the cities' sewer system in an effort to save money.</p> <p><b>Agro Farma Bucks the trend</b></p> <p><a href="http://www.evesun.com/news/stories/2009-01-26/6160/Agro-Farma-bucks-the-trend-of-doom-and-gloom/">http://www.evesun.com/news/stories/2009-01-26/6160/Agro-Farma-bucks-the-trend-of-doom-and-gloom/</a></p> <p>Ulukaya received support and financing after his purchase of the facility by working closely with both Chenango County and Commerce Chenango.</p> <p>According to Maureen Carpenter, President of Commerce Chenango, her organization applied for a grant on</p>

		<p>Agro Farma's behalf with the New York State Office of Small Cities, now known as the Office of Community Renewal. <b>That money was divided into a \$250,000 low-interest loan and a \$340,000 forgivable loan for equipment, working capital and employee training.</b> As the money is paid back, it goes into the Chenango County Area Corporation's revolving loan fund where it can benefit other local businesses.</p>
2010		
2011	Columbus	<p>2011 July 21, Gov Andrew Cuomo announced Agro Farma will expand in Town of Columbus – investing \$97 million to build and equip a new dairy processing facility. Empire State Development (ESD) will provide Agro Farm with \$16 million in job creating incentives.</p> <p>Agro Farma based in Norwich – Columbus facility will be new....Senator Tom Libous said, "Agro Farma is a true success story, growing from 5 local employees to hundreds in just a few years..</p> <p>Assemblyman Gary Finch said, "Agro-Farma's expansion is the result of a productive collaboration between the private and public sector, leading to capital investment and new job creation.  <a href="http://www.evesun.com/news/stories/2011-07-21/12699/Cuomo-Agro-Farma-to-expand-create-450-new-jobs-in-Chenango/">http://www.evesun.com/news/stories/2011-07-21/12699/Cuomo-Agro-Farma-to-expand-create-450-new-jobs-in-Chenango/</a></p>
	Norwich	<p>NORWICH – U.S. Senator Charles E. Schumer will visit Procter &amp; Gamble's Woods Corners facility today to tour a portion of the future site of Project Campus, a large economic development project of Agro Farma Inc. He'll see firsthand the planned changes to accommodate the project and hold a media conference at 11:40 a.m. today.  <a href="http://www.evesun.com/news/stories/2009-11-30/8443/Schumer-visits-future-site-of-Agro-Farma-today/">http://www.evesun.com/news/stories/2009-11-30/8443/Schumer-visits-future-site-of-Agro-Farma-today/</a></p>
	Twin Falls	<p>NORWICH, N.Y., Nov. 3, 2011 /PRNewswire/ -- Today Chobani, America's #1 selling yogurt brand, announced their plans to open a <b>second domestic manufacturing plant</b> as part of the company's continued strategic growth initiative. Chobani plans to invest over \$100 million to build a state-of-the-art, high capacity production facility housed on 200 acres of agricultural and industrial land in Twin Falls, Idaho.</p>
	Forbes article	<p><a href="http://www.forbes.com/sites/christophersteiner/2011/09/08/the-700-million-yogurt-startup/">http://www.forbes.com/sites/christophersteiner/2011/09/08/the-700-million-yogurt-startup/</a></p> <p>Ulukaya got Chobani got off the ground in 2007 with the help of an SBA loan. His yogurt plant in New Berlin, NY used to see one milk truck a day. Now it sees 75.  Zero to \$700 million in four years. That's a story that Silicon Valley has only seen a few times.  Chobani has taken no investor money, instead building on cash flow and conventional bank loans.  <a href="http://www.wktv.com/news/economy/closerlook/Chobani-to-open-new-facility-in-Idaho-local-expansion-plans-not-affected-133180713.html?skinthumb=Y">http://www.wktv.com/news/economy/closerlook/Chobani-to-open-new-facility-in-Idaho-local-expansion-plans-not-affected-133180713.html?skinthumb=Y</a></p>

	<p>Bloomberg</p>	<p><a href="http://www.prnewswire.com/news-releases/chobani-to-invest-over-100-million-to-open-new-facility-in-idaho-133144283.html">expansion-plans-not-affected-133180713.html?skipthumb=Y</a></p> <p><b>SOUTH EDMESTON, N.Y.</b> - Chobani, America's #1 selling yogurt brand, has announced their plans to open a second domestic manufacturing plant as part of the company's continued strategic growth initiative...Chobani officials say the company plans to invest over \$100 million to build a state-of-the-art, high capacity production facility housed on 200 acres of agricultural and industrial land in Twin Falls, Idaho.</p> <p>Expected to be operational in 2012, the opening of the new plant is expected to create around 400 new jobs. Chobani's new Twin Falls site will not impact plans to move forward with their announced expansion for the company's landmark South Edmeston, N.Y. manufacturing plant.</p> <p><a href="http://www.prnewswire.com/news-releases/chobani-to-invest-over-100-million-to-open-new-facility-in-idaho-133144283.html">http://www.prnewswire.com/news-releases/chobani-to-invest-over-100-million-to-open-new-facility-in-idaho-133144283.html</a></p> <p><a href="http://www.idahostatesman.com/2011/11/03/v-print/1864901/chobani-yogurt-maker-to-build.html">http://www.idahostatesman.com/2011/11/03/v-print/1864901/chobani-yogurt-maker-to-build.html</a></p> <p>The Twin Falls Urban Renewal Agency and city council members approved an agreement earlier Thursday helping pave the way for the new facility.</p> <p>Under terms of the deal, about <b>\$4.3 million in urban renewal money will go toward acquiring land, and almost \$13 million more will go toward infrastructure including water lines, wastewater improvements and utilities. The city will chip in \$6.75 million in tax dollars for wastewater pretreatment and sewer line improvements.</b></p> <p><b>WSJ</b> <a href="http://online.wsj.com/article/APcbf1b48ed973461087a5930da21ee272.html">http://online.wsj.com/article/APcbf1b48ed973461087a5930da21ee272.html</a></p> <p>The Twin Falls Urban Renewal Agency and city council members approved an agreement earlier Thursday helping pave the way for the new facility.</p> <p>Under terms of the deal, about \$4.3 million in urban renewal money will go toward acquiring land, and almost \$13 million more will go toward infrastructure including water lines, wastewater improvements and utilities. The city will chip in \$6.75 million in tax dollars for wastewater pretreatment and sewer line improvements.</p> <p>How Chopani got it's Name  <a href="http://www.uticaod.com/blogs/ackerman/x1225323742/How-Chobani-got-its-name">http://www.uticaod.com/blogs/ackerman/x1225323742/How-Chobani-got-its-name</a></p> <p><a href="http://www.bloomberg.com/video/69182574/">http://www.bloomberg.com/video/69182574/</a> Bloomberg Interview  Was 24 when he came to the U.S. Hamdi Ulukaya</p>
2011	Chenango Cty	Commerce Chenango - Recent Developments

		<p><a href="http://www.chenangony.org/ecodev/recent-developments/">http://www.chenangony.org/ecodev/recent-developments/</a></p> <p>Agro-Farma, Inc.  One of Chenango County's biggest success stories, Agro-Farma, Inc. purchased the former Kraft plant in New Berlin, NY, and began manufacturing yogurt. Many former Kraft plant employees were kept on and rehired to work at Agro-Farma. This project included designation as an Empire Zone Regionally Significant Project, a CDBG application by the county on behalf of the project, and financing from the Business Assistance Loan Fund (BALF).</p> <p>The company has invested over \$15 million in equipment and plant upgrades since 2005. The facility is now one of the most productive yogurt manufacturing plants in the entire nation, with 189,000 cases of yogurt being produced and sold per year.</p> <p>Agro-Farma recently acquired the Procter &amp; Gamble R &amp; D facility in Norwich at Woods Corners. This 335,000 square foot, 88 acre "campus" will be home of Agro-Farma's headquarters, and will eventually be developed for other uses as well. In August 2010, Agro-Farma held a groundbreaking ceremony for a new 150,000 square foot warehouse in S. Edmeston, across the street from their existing manufacturing facility. This warehouse will allow their Chobani yogurt to be stored locally, and will serve as the distribution hub for their entire operation. This project is expected to create at least 50 more new jobs.</p> <hr/> <p>DCMO BOCES Campus Expansion Project  <a href="http://www.chenangony.org/ecodev/recent-developments/">http://www.chenangony.org/ecodev/recent-developments/</a></p> <p>In the summer of 2008, a \$49 million renovation and construction project that was first proposed in 2005 was completed. The project included work at both the Norwich and the Masonville BOCES campuses, and much of the work planned was intended to continue expanding the skills of the Chenango County workforce.</p> <p>At the Chenango Campus in Norwich, a new 108,000 square foot building was constructed to house alternative and special education students, with 20 new classrooms, 10 offices, counselors' office, mechanical room, storage, conference rooms, and therapy space. Another addition included a gym, aerobic room, weight room, and a new culinary arts and bakery classroom. Project work also included new science labs, a library-media center, a new nurses' office, a renovated dining area, and much more</p> <p><a href="http://old.thedailystar.com/news/stories/2005/12/14/boces11.html">http://old.thedailystar.com/news/stories/2005/12/14/boces11.html</a></p>
2011	Food Review	<p><a href="http://www.thegreekyogurt.com/things-to-love-with-chobani-greek-yogurt">http://www.thegreekyogurt.com/things-to-love-with-chobani-greek-yogurt</a></p> <p><b>Cost.</b> Chobani is perhaps one of the cheapest yogurt in the market today. In fact this only retails for \$1.39 in its six ounce cup. To date there are still no yogurt that could be able to match such kind of a deal. In fact Fage for</p>

		instance retails for \$1.79 and Oikos is at \$1.99. Simply imagine the savings you would be getting in the process in the event you purchase the Chobani Greek Yogurt.
2011	Ad Agency	<b>Notice – Rumor</b> <a href="http://www.mediabistro.com/agencyspy/leo-burnett-and-chobani-nothing-yet_b24233">http://www.mediabistro.com/agencyspy/leo-burnett-and-chobani-nothing-yet_b24233</a>

### Proctor & Gamble – Woods Corner

2001		<p>EDGAR – Sale of P &amp; G Norwich facilities to Outsourcing Services Group <a href="http://sec.edgar-online.com/outsourcing-services-group-inc/10-k405-annual-report-regulation-s-k-item-405/2002/03/28/section42.aspx">http://sec.edgar-online.com/outsourcing-services-group-inc/10-k405-annual-report-regulation-s-k-item-405/2002/03/28/section42.aspx</a></p> <p>This is an <b>ASSET SALE AND PURCHASE AGREEMENT</b> , dated June 29, 2001 between Procter &amp; Gamble Pharmaceuticals, Inc., an Ohio corporation formerly known as Norwich Eaton Pharmaceuticals, Inc., and a wholly-owned subsidiary of The Procter &amp; Gamble Company ("P&amp;G") ("Seller"), and OSG Norwich Pharmaceuticals, Inc., a Delaware corporation and wholly owned subsidiary of Outsourcing Services Group, Inc. ("Buyer"). Each of Seller and Buyer may hereafter be referred to as a "party" or collectively as "parties."</p> <p>This Agreement ("Agreement") sets forth the terms and conditions upon which Seller will sell to Buyer, and Buyer will purchase from Seller, the Acquired Assets located at the Norwich Plant and certain assets associated with Chemical Operations (all as hereinafter defined).</p>
		<p>Myspace Blog</p> <p>Central Florida Animal Rescue - Proctor &amp; Gamble story</p> <p><a href="http://www.myspace.com/animalrights/blog">http://www.myspace.com/animalrights/blog</a></p>

### Outsourcing Services Group

2001		Outsourcing Services Group 15-Oct-01
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		<p>October 15, 2001  VIA FEDERAL EXPRESS  WARNING LETTER  (02-ATL-5)  Joseph Healy,  Chief Executive Officer  OutSourcing ServicesGroup  25 Commerce Drive  Allendale, New Jersey 07401</p> <p><a href="http://www.fda.gov/ICECI/EnforcementActions/WarningLetters/2001/ucm178197.htm">http://www.fda.gov/ICECI/EnforcementActions/WarningLetters/2001/ucm178197.htm</a></p>
		<p>Myspace Blog  Central Florida Animal Rescue - Proctor &amp; Gamble story</p> <p><a href="http://www.myspace.com/animalrights/blog">http://www.myspace.com/animalrights/blog</a></p>
		<p><a href="http://www.bdp-llc.com/meet.html">http://www.bdp-llc.com/meet.html</a></p> <p><b>Ken Beck</b></p> <p>From 1982-1999, Ken was Co-Founder and Principal of Acupac Packaging, Inc., an FDA Registered consumer products and OTC pharmaceutical contract packaging and manufacturing organization based in Mahwah, NJ. For 17 years, Ken had direct oversight of all operational and new business development functions for Acupac. In 1995, Ken was elected to serve as President of the Contract Packaging Association, by industry participants. In 1999, Ken negotiated the sale of Acupac Packaging, Inc. to Outsourcing Services Group, Inc., a \$300mm diversified consumer products contract manufacturing organization. From 2001-2003, Ken served on the Operating Committee of Outsourcing Services Group and in various senior management roles, including President of the Unit Dose Division and Senior Vice President of Business Development. Ken is a graduate (BSME) of Worcester Polytechnic Institute.</p> <p><b>Jack McCabe</b></p> <p>Jack is Co-Founder and a Managing Partner of Business Development Partners, LLC (2005-Present), a service</p>

		<p>organization for clients that provide innovation, own intellectual property, and design supply chain solutions within the consumer products and pharmaceutical industries. From 2003-2005, Jack served as Senior Vice President – National Account Sales and a member of the Operating Committee of Outsourcing Services Group, Inc., a \$300mm diversified consumer products contract manufacturing organization. From 2001-2003, Jack was Vice President – Sales &amp; Marketing for the Eastern Region of the Consumer Products Division of Outsourcing Services Group. Prior to this, Jack served as Vice President and a Principal of Technimark Associates, Inc.(1993-2001), a services company providing contract manufacturing, and custom packaging and component solutions to Fortune 500 branded consumer products companies. Prior to his work in the consumer products industry, Jack served in the Investment Banking Divisions of both Goldman, Sachs &amp; Co. (1985-1988) and Morgan Stanley &amp; Co. (1989-1993) in the New York, London, and Chicago offices. Jack is a graduate of the University of Notre Dame (BBA), and he received his MBA from the J.L. Kellogg Graduate School of Management at Northwestern University.</p>
1998		<p>OSG Acquires Kolmar - Outsourcing Service Group, Kolmar Laboratories  <a href="http://www.accessmylibrary.com/coms2/summary_0286-9316770_ITM">http://www.accessmylibrary.com/coms2/summary_0286-9316770_ITM</a></p> <p>Outsourcing Services Group, Inc., (OSG) has purchased Kolmar Laboratories, Inc. from CCL Industries, Inc. In addition to Kolmar, a contract formulator and manufacturer of color cosmetics as well as custom producer of skin care products, OSG owns and operates Aerosol Services Company, Inc. and Piedmont Laboratories. According to OSG, Chris Denney, former president of Kolmar, will assume the role of ceo of OSG; ...</p>
2007	Norwich	<p><b>Outsourcing Services Group (OSG) has announced it has sold its contract manufacturing subsidiary OSG Norwich Pharmaceuticals to a US private equity firm for an undisclosed amount.</b></p> <p>OSG Norwich said that the operations at the Norwich facility, which employs around 425 staff, will continue <i>"uninterrupted"</i>. In addition, the current management team and employees will remain with the new company. The business will operate under the name Norwich Pharmaceuticals.</p> <p>OSG purchased the Norwich plant in 2001 - 250 were working at the facility at the time - forming OSG Norwich Pharmaceuticals, from Procter &amp; Gamble and entered into a five-year manufacturing contract with P&amp;G. Since then, the firm said, the Norwich operation has grown substantially.</p> <p>AFI Partners, the firm buying the business, said it was prepared to <i>"make the necessary investments that will expand Norwich's capacity and capabilities"</i>.</p> <p>The New Jersey-based company is a manufacturer of prescription and over the counter (OTC) pharmaceuticals from clinical trials supply through scale-up to commercial launch.</p> <p>It specialises in the production, packaging and distribution of solid dose and other products, and also provides</p>



		<p>laboratory support services, such as stability evaluation, microbiological testing and analytical testing.</p> <p><b>AFI Partners – Private Equity Firm</b>  <a href="http://investing.businessweek.com/research/stocks/private/snapshot.asp?privcapId=37613997">http://investing.businessweek.com/research/stocks/private/snapshot.asp?privcapId=37613997</a></p>
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SBA

		<p><a href="http://newequitybusiness.com/viewarticle/1256/neb101">http://newequitybusiness.com/viewarticle/1256/neb101</a></p> <p>An SBIC is a hybrid of sorts; in that they are independent, for-profit investment firms with close ties to the Small Business Administration (SBA). These private firms, in conjunction with the U.S. government have provided nearly \$67 billion in financing to over 107,000 small businesses. While not limited to these figures (see below) many of the financing packages; either loans or debt with equity instruments, fall into the \$250,000 to \$5 million range.</p>

Euphrates – Feta Cheese Company

<http://www.fetacompany.com/main/index.htm>

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