

**NORTH CAROLINA DEPARTMENT OF COMMERCE**

# **Job Development Investment Grant**

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## **2020 Annual Report**

Submitted on behalf of the Economic Investment Committee

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## I. Introduction

This report describes CY 2019 performance by existing grantees and CY 2020 new grants under the **Job Development Investment Grant** (“JDIG”) program, pursuant to North Carolina General Statute (“G.S.”) §143B-437.55(c). Information presented includes the number of JDIG applications submitted, a listing of grants awarded and accepted; the results of the Walden cost/benefit analysis (in terms of net state revenue and impact on state gross domestic product); a description of each project awarded a grant in 2020; the term of each grant; the percentage of withholdings used to determine the amount of each grant; job creation, investment, and average annual wage targets; the state’s maximum annual liability under the grants, amounts disbursed to-date under outstanding grants (to companies and to the Utility Account), company performance results under the grants, and eligible withholdings received from grantees.

## II. JDIG Program Summary

The JDIG program, adopted by the General Assembly in the 2001-2002 session, became effective January 2003 and is currently scheduled to sunset on January 1, 2030 (G.S. §143B-437.62). It is a performance-based economic development incentive program that provides annual grant disbursements for a period of up to 12 years, to new and expanding businesses based on a percentage of withholding taxes paid by new employees during each calendar year of a grant. This percentage ranges from 10% to 75% (80% for awards after October 1, 2015 in Tier 1 counties). The grant term can be extended to 20 years for a high-yield project, requiring the company to invest at least \$500 million in private funds and create at least 1,750 eligible positions. The grant term can be extended to 40 years for a transformative project, requiring the company to invest at least \$1 billion in private funds and create at least 3,000 eligible positions. High-yield and transformative projects may be eligible to receive an enhanced percentage, up to 100% of withholdings of eligible positions, when meeting all the terms of their grant agreement. 90% of the grant is payable to the company, and 10% is payable to the Utility Account.

Grants are made to qualifying companies by the North Carolina Economic Investment Committee (the “EIC”), subject to caps set by the General Assembly on future grant year liability. The EIC consists of five members: the Secretary of Commerce, the Secretary of Revenue, the State Budget Director, and one appointee by each house of the legislature. When deciding whether to award a grant and the appropriate amount and term of a grant, the EIC considers both economic and fiscal impacts. It conducts an extensive review and analysis of applications submitted by proposed grantees, considering factors enumerated in the JDIG statute and the Criteria for Operation and Implementation of Job Development Investment Grant Program (“Criteria”), adopted pursuant to G. S. §143B-437.52 and 54(d), which govern program administration. The EIC determines how a proposed project benefits the state, and, in particular, whether the fiscal benefits of the project, as measured by estimated tax revenues to the state, outweigh the total General Fund incentive costs to the state. The analysis of state revenue impacts is conducted using an economic model developed by Dr. Michael Walden of North Carolina State University, which has been regularly updated since the first version in 2002.<sup>1</sup> Based on industry data, accepted economic impact modeling techniques,

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<sup>1</sup> Walden, Michael. [A Model to Estimate the Economic Impacts of Business Location in North Carolina: Version 4](#). Developed for the NC Department of Commerce. December 2015 (with updates provided regularly).

and information in JDIG applications, the model estimates income and employment effects (direct, indirect, and induced), calculates expected effects on state expenditures and revenues, and the likely net effect on revenue to the state's General Fund. The Walden model includes all state incentives expected to be provided from the General Fund, known at the time of application, in its calculation of net state fiscal cost.

The total future annual liability for all grants awarded in any single calendar year is capped at \$35 million a year. This annual liability cap is limited to \$20 million for projects located in counties with total employment of 500,000 or more and \$5 million is reserved for projects located in counties with an annual ranking pursuant to G.S. 143B-437.08 in the highest fifty percent of the remaining counties. For years when a grant for a high-yield project is awarded the cap is increased to \$45 million. The maximum annual liability limit does not apply to transformative projects. Regardless of the stated liabilities under grants awarded, many companies' performance does not result in eligibility for the full annual amount possible under their respective agreements. The maximum payments for grants awarded during CY 2003-2020 will be less than the maximum theoretically possible. For example, 2020 payments were made for 80% of total liability for grantees with certified performance for CY 2016 - 2019 (not counting terminated or withdrawn grantees).<sup>2</sup> Each grant agreement specifies the maximum amount for which a company is eligible in each of its grant years.<sup>3</sup> The state's maximum annual liability for grants made in 2020 is included in Attachment A1, with the maximum liability to the grantee in Attachment A2, and the maximum liability to the Utility Account in Attachment A3. The Utility Account receives 25% of the value of every grant payment earned by companies for projects located in Tier 3 counties and 10% of the value of every grant payment earned by companies for projects located in Tier 2 counties. Funds in the Utility Account are made available for infrastructure projects in North Carolina's more distressed counties.

### ***Program Process: From Application to Award***

Project Managers at the Economic Development Partnership of North Carolina ("EDPNC") help companies understand the benefits and advantages of a North Carolina location compared to other states being considered for a project. All companies considered for a JDIG must first meet the minimum eligibility requirements described in G.S. 143B-437.53. If the company is a good candidate for a JDIG award, the EDPNC refers the project to the Department of Commerce ("Commerce") senior staff for consideration. In the fall of 2013, the EIC adopted a pricing model that sets the preliminary JDIG offer based on a prospective grantee's location, job count, average salary, investment, and industry. If a potential project's parameters fall outside of the guidelines

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<sup>2</sup> Note that this calculation considers both payments to companies and to the Utility Account. 19 companies received payments in 2019 for performance CY 2016 & 2017. Additionally, all companies who participated in the program in 2018 and filed reports did not receive the required certifications of their annual performance reports and were not paid in 2019 due to the lack of a state budget for FY 2019-2020; neither liability based on their grants nor possible payments to them are included in this calculation.

<sup>3</sup> Note that transformative projects are not subject to the limitations on maximum liability set out in G.S. 143B-437.52(c)(1), and the actual grant amount may be increased based upon the creation of additional jobs or payment of higher wages.

specified by the pricing model, the project may not move forward without specific approval by the EIC to deviate from the pricing model. Projects whose parameters fall within the model's guidelines do not require preliminary EIC approval before receiving a proposal and beginning the application process. Once the company is ready to proceed with an application, Commerce Finance staff informs the company of program requirements and begins the data collection process. The company then submits a draft application for review by Commerce staff, who works with the company to complete an accurate final application. During the application process, the company is required to submit the following:

- CPA-prepared financial statements
- Employment profile & average annual wage for the proposed project
- Information on company's existing North Carolina jobs and activity
- Worker benefits, including health insurance and training
- Investment schedule
- Project description
- Information on the competitive nature of the project
- Information on corporate governance
- Company organization and activity information
- Application fee
  - \$10,000 (Tier 3 County, transformative, or high-yield project)
  - \$5,000 (Tier 2 County)
  - \$1,000 (Tier 1 County)

An applicant is also asked to describe any anticipated environmental issues, anticipated impact of the project on public infrastructure, and information about compliance with laws and regulations. This is in addition to the extensive OSHA, environmental, and tax compliance checks and the cost-benefit analysis conducted by Commerce. An Economic Impact Analysis using the Walden Model estimates the expected net state revenue of a project. As with any model, the results depend on the model's assumptions, many of which are subject to uncertainty. Best practice in impact analysis dictates the adoption of the most conservative probable assumptions in order to avoid over-estimation of any positive benefits attributable to a given project.

The JDIG statute requires the EIC to find, based on the modeled estimates, that a proposed JDIG project's benefits to the state outweigh its costs to the state. The Walden Model measures this by estimating tax revenues. The EIC seeks to identify and select projects that are the most beneficial to the state after considering a number of different evaluation factors. Project application materials and the results of staff analysis are provided to the EIC and considered in one or more closed sessions. The EIC then chooses whether to propose terms it considers appropriate for a given project, and a term sheet is provided to the company. The term sheet outlines the structure and proposed terms of the grant and the conditions necessary to fulfill the grant requirements. If the company accepts the terms in writing and commits to locate the project in North Carolina, subject to the award of the grant, an open meeting is held by the EIC to award the grant, and a Community Economic Development Agreement ("CEDA") is executed. Grantees are required to submit performance reports by March 1<sup>st</sup> of each year following the end of a calendar year during the grant term, along with a reporting fee of the greater of \$2,500 or 0.03% of an amount equal to the

grant less the maximum amount to be transferred to the Utility Account.<sup>4</sup> These reports allow Commerce and the EIC to assess grant performance and eligibility for disbursement. The actual disbursement amount for which the company is eligible is determined from Commerce's analysis of the annual performance reports. The Department of Revenue certifies the company's reported withholdings and the absence of overdue tax debts. All disbursements must be approved by the EIC before actual payment.

### **III. JDIG Applicants and Grantees for CY 2020**

During CY 2020, the EIC awarded 27 grants.<sup>5</sup> Table 1 lists the details for each grant award. Roman numerals following the grantee name indicate the number of JDIG grants received by the grantee since the program's inception.

#### ***Tier***

Of the CY 2020 grants, six were awarded to projects locating in a tier 1 county, six were awarded to projects locating in a tier 2 county, and fifteen grants went to companies locating in a tier 3 county. These companies could contribute a maximum amount of approximately \$90 million to the Utility Account over the life of the grants. The funds in the Utility Account are to be used in tier 1 and 2 counties as more fully set forth below in the "Distribution of Grants" section on p 13.

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<sup>4</sup> The fee was changed from \$1,500 as of August 1<sup>st</sup>, 2013.

<sup>5</sup> It should be noted that EDPNC Project Managers interact with many more business prospects, but only those businesses that are likely to be good candidates for a grant award are encouraged to apply, as the application fee is non-refundable. If not a good candidate, developers work with companies to find other assistance to support locating their project in the state. Thirty applications were received in 2020. A total of 27 grants were awarded in 2020. Three companies did not proceed with their application. One company awarded a grant in 2020 submitted their application in 2019. One company submitted their application in 2020 and was awarded a grant in 2021.

**Table 1. CY 2020 Grantee Terms and Award Amounts**

| Legal Name                                  | County             | Tier | Number of Grant Years | 1st Year of Eligibility | % Withholding | Amount to Company | Amount to Utility Fund | Total Award Liability |
|---------------------------------------------|--------------------|------|-----------------------|-------------------------|---------------|-------------------|------------------------|-----------------------|
| American Fuji Seal, Inc.                    | Catawba            | 2    | 12                    | 2022                    | 40            | \$765,000         | \$85,000               | \$850,000             |
| Audentes Therapeutics, Inc.                 | Lee                | 2    | 12                    | 2020                    | 50            | \$3,725,100       | \$413,900              | \$4,139,000           |
| Bandwidth Inc.                              | Wake               | 3    | 12                    | 2023                    | 75            | \$32,279,250      | \$10,759,750           | \$43,039,000          |
| Beam Therapeutics Inc.                      | Durham             | 3    | 12                    | 2023                    | 41            | \$3,237,750       | \$1,079,250            | \$4,317,000           |
| BioAgilytix Labs, LLC                       | Durham             | 3    | 12                    | 2023                    | 60            | \$18,885,000      | \$6,295,000            | \$25,180,000          |
| Centene Management Company LLC              | Mecklenburg        | 3    | 39 (Transformative)   | 2023                    | 75            | \$387,890,250     | \$50,702,750           | \$438,593,000         |
| Chick-fil-A Supply, LLC                     | Alamance           | 2    | 12                    | 2022                    | 35            | \$1,562,400       | \$173,600              | \$1,736,000           |
| Clorox Services Company                     | Durham             | 3    | 12                    | 2021                    | 25            | \$2,194,500       | \$731,500              | \$2,926,000           |
| Eastern Wholesale Fence LLC                 | Rowan              | 2    | 12                    | 2021                    | 40            | \$1,078,200       | \$119,800              | \$1,198,000           |
| Eli Lilly and Company                       | Durham             | 3    | 12                    | 2023                    | 75            | \$8,689,500       | \$2,896,500            | \$11,586,000          |
| Evans Food Group Ltd. d/b/a Benestar Brands | Cleveland          | 1    | 12                    | 2022                    | 50            | \$1,212,000       | \$0                    | \$1,212,000           |
| Farmina Pet Food USA, LLC                   | Rockingham         | 1    | 12                    | 2022                    | 69            | \$1,833,000       | \$0                    | \$1,833,000           |
| GoldenHome International Inc.               | Cabarrus           | 3    | 12                    | 2022                    | 34            | \$1,117,500       | \$372,500              | \$1,490,000           |
| Grail, Inc.                                 | Durham             | 3    | 12                    | 2022                    | 50            | \$5,151,000       | \$1,717,000            | \$6,868,000           |
| Grifols Therapeutics LLC II                 | Johnston           | 3    | 12                    | 2025                    | 75            | \$5,161,500       | \$1,720,500            | \$6,882,000           |
| Grover Gaming, Inc.                         | Pitt               | 1    | 12                    | 2022                    | 73            | \$3,476,000       | \$0                    | \$3,476,000           |
| Intercontinental Capital Group, Inc.        | Mecklenburg        | 3    | 12                    | 2021                    | 50            | \$7,694,250       | \$2,564,750            | \$10,259,000          |
| Merchants Distributors, LLC II              | Caldwell           | 1    | 12                    | 2022                    | 50            | \$1,344,000       | \$0                    | \$1,344,000           |
| Nestle Purina PetCare Company               | Rockingham         | 1    | 12                    | 2022                    | 80            | \$4,310,000       | \$0                    | \$4,310,000           |
| Nuvotronics, Inc.                           | Durham             | 3    | 12                    | 2022                    | 30            | \$1,173,750       | \$391,250              | \$1,565,000           |
| Ontex Operations USA, LLC                   | Rockingham         | 1    | 12                    | 2022                    | 50            | \$3,001,000       | \$0                    | \$3,001,000           |
| Prepac Manufacturing US LLC                 | Guilford           | 2    | 12                    | 2021                    | 60            | \$2,106,000       | \$234,000              | \$2,340,000           |
| Prime Beverage Group, LLC                   | Cabarrus           | 3    | 12                    | 2023                    | 40            | \$2,430,000       | \$810,000              | \$3,240,000           |
| Raytheon Technologies Corporation           | Buncombe           | 3    | 12                    | 2023                    | 75            | \$15,543,000      | \$5,181,000            | \$20,724,000          |
| Retirement Clearinghouse, LLC               | Mecklenburg        | 3    | 12                    | 2021                    | 45            | \$3,267,000       | \$1,089,000            | \$4,356,000           |
| Taysha Gene Therapies, Inc.                 | Durham             | 3    | 12                    | 2021                    | 51            | \$4,880,250       | \$1,626,750            | \$6,507,000           |
| United Parcel Service, Inc.                 | Guilford, Alamance | 2    | 12                    | 2021                    | 65            | \$10,216,800      | \$1,135,200            | \$11,352,000          |
| Total                                       |                    |      |                       |                         |               | \$534,224,000     | \$90,099,000           | \$624,323,000         |

## Performance Minimums

Each grantee agrees to a set of performance requirements for job creation and average annual wages to be paid during each year of the grant; many grantees also have investment requirements. Grantees with existing employees in North Carolina are typically required to retain these positions before being given credit for new positions. A grantee's actual performance determines the grant payment it receives each year. With the exception of transformative projects, the payment can never be more than the maximum annual state liability stated in each company's grant agreement for that year.

CY 2020 grantees are expected to create 11,864 direct jobs and are required to retain 8,108 jobs over their grant terms. Grantees are also anticipated to invest about \$4.5 billion in buildings and fixtures, infrastructure, or machinery and equipment and other tangible personal property at the project site. Table 2 outlines the target number of jobs, jobs to be retained, target average annual wage, and investment for each 2020 grantee.<sup>6</sup> Anticipated job effects are reported at full

<sup>6</sup> The target numbers are based on the company's projections in its application. "Target average annual wage" is typically based on the lowest cumulative average wage the company expects to pay during a project's base period. As noted later in the text, the EIC often reduces these numbers by 10% to establish the minimum performance level required for a grantee to maintain compliance.



employment for each project. A company's annual compliance is measured using a weighted average of a company's compliance with job creation, average wages, and investment minimums.<sup>7</sup>

**Table 2: CY 2020 Grantee Jobs, Wages, and Investment**

| Grantee Name                                | Target Jobs | Jobs to be Retained | Target Average Annual Wage | Target Investment |
|---------------------------------------------|-------------|---------------------|----------------------------|-------------------|
| American Fuji Seal, Inc.                    | 101         | -                   | \$48,744                   | \$52,000,000      |
| Audentes Therapeutics, Inc.                 | 209         | -                   | \$83,900                   | \$109,400,000     |
| Bandwidth Inc.                              | 1,165       | 677                 | \$96,832                   | \$106,426,500     |
| Beam Therapeutics Inc.                      | 201         | -                   | \$102,654                  | \$83,000,000      |
| BioAgilytix Labs, LLC                       | 878         | 348                 | \$96,477                   | \$61,575,148      |
| Centene Management Company LLC              | 3,237       | 548                 | \$100,089                  | \$1,034,900,790   |
| Chick-fil-A Supply, LLC                     | 160         | -                   | \$62,429                   | \$52,000,000      |
| Clorox Services Company                     | 158         | 485                 | \$123,310                  | \$7,500,000       |
| Eastern Wholesale Fence LLC                 | 142         | 1                   | \$46,109                   | \$17,510,000      |
| Eli Lilly and Company                       | 462         | -                   | \$72,391                   | \$474,000,000     |
| Evans Food Group Ltd. d/b/a Benestar Brands | 129         | 12                  | \$43,021                   | \$24,000,000      |
| Farmina Pet Food USA, LLC                   | 129         | -                   | \$46,722                   | \$28,485,000      |
| GoldenHome International Inc.               | 257         | -                   | \$42,593                   | \$86,000,000      |
| Grail, Inc.                                 | 398         | -                   | \$71,705                   | \$103,000,000     |
| Grifols Therapeutics LLC II                 | 300         | 1,755               | \$69,032                   | \$351,600,000     |
| Grover Gaming, Inc.                         | 200         | 153                 | \$50,645                   | \$15,000,000      |
| Intercontinental Capital Group, Inc.        | 500         | 194                 | \$87,500                   | \$5,844,450       |
| Merchants Distributors, LLC II              | 111         | 1,262               | \$51,634                   | \$120,000,000     |
| Nestle Purina PetCare Company               | 300         | 23                  | \$42,053                   | \$450,000,000     |
| Nuvotronics, Inc.                           | 150         | 77                  | \$72,867                   | \$50,000,000      |
| Ontex Operations USA, LLC                   | 352         | 51                  | \$40,511                   | \$78,313,578      |
| Prepac Manufacturing US LLC                 | 201         | -                   | \$45,164                   | \$27,100,000      |
| Prime Beverage Group, LLC                   | 231         | -                   | \$65,980                   | \$68,000,000      |
| Raytheon Technologies Corporation           | 800         | -                   | \$68,440                   | \$650,000,000     |
| Retirement Clearinghouse, LLC               | 300         | 61                  | \$65,946                   | \$4,124,024       |
| Taysha Gene Therapies, Inc.                 | 201         | -                   | \$119,751                  | \$75,000,000      |
| United Parcel Service, Inc.                 | 592         | 2,461               | \$65,063                   | \$316,420,857     |
| Total                                       | 11,864      | 8,108               | \$81,312                   | \$4,451,200,347   |

Attachment B provides historical and CY 2020 direct job creation requirements (specifically, the number of jobs to be created when the project has completed its job ramp up period, known as the "base period"). Grantees that have withdrawn or terminated from the program are not included in Attachment B. Typically, there is a lag between the time an award is made and the actual commencement of new project operations and hiring of permanent staff on which the grant is based. Many projects invest substantial time and money in construction, plant renovation, and equipment. As a result, many JDIG grantees do not create many positions in the year in which they are awarded a grant, and sometimes not for several years.

<sup>7</sup> For companies that have a target investment less than \$5,000,000, the EIC generally does not include the investment requirement as a condition of the grant award.



### ***Estimated Economic Impact***

The 11,864 new direct jobs associated with CY 2020 projects affect other sectors by increasing demand for goods and services by businesses and households. These indirect and induced (multiplier) effects are estimated to add 18,113 jobs, for a total estimated employment impact of 29,977 jobs. State Gross Domestic Product is expected to increase by \$65.4 billion over the life of CY 2020 grants. The projects are expected to provide a net fiscal benefit to the state of approximately \$1.6 billion during their grant terms. A complete listing of estimated economic impacts for all active and “closed” JDIG projects is presented in Attachment B.<sup>8</sup>

**Table 3. Comparison of CY 2020 Grantees to CY 2019 Grantees**

| JDIG Grantees      | Total Grant Award Liability | Expected Jobs | Jobs Retained | Expected Investment | Indirect and Induced Jobs | Total Jobs | Estimated NC GDP Impact (millions) | Estimated Net State Revenue Impact (millions) |
|--------------------|-----------------------------|---------------|---------------|---------------------|---------------------------|------------|------------------------------------|-----------------------------------------------|
| Total CY 2019      | \$192,275,000               | 9,404         | 15,054        | \$1,737,312,922     | 13,143                    | 22,547     | \$30,677                           | \$663                                         |
| Total CY 2020      | \$624,323,000               | 11,864        | 8,108         | \$4,451,200,347     | 18,113                    | 29,977     | \$65,423                           | \$1,619                                       |
| Percentage Change: | 225%                        | 26%           | -46%          | 156%                | 38%                       | 33%        | 113%                               | 144%                                          |

### ***JDIG Grant Offers Not Accepted***

EDPNC Project Managers interact with many business prospects, but only those businesses that are likely to be good candidates for a grant award are encouraged to apply, as the application fee is non-refundable. If the project is not a good JDIG candidate, Project Managers work with companies to find other assistance to support locating their project in the state. In total, 30 JDIG applications were received in 2020 and 27 grants were awarded. Three companies did not proceed with their grant application. One company was awarded a grant in 2020 but had submitted their application in 2019. One company submitted their application in 2020 and their grant was awarded in 2021. There were 21 projects in CY 2020 that were estimated for a JDIG proposal but were ultimately not pursued by the company. The total proposed JDIG funding for these projects was estimated at \$114 million. A summary of this information is presented in Table 4.

**Table 4. CY 2020 JDIG Grant Offers Not Accepted**

| Tier         | Number of Proposed JDIG Grants | JDIG Amount Proposed |
|--------------|--------------------------------|----------------------|
| 1            | 4                              | \$10,913,000         |
| 2            | 6                              | \$17,971,200         |
| 3            | 11                             | \$85,491,350         |
| <b>Total</b> | <b>21</b>                      | <b>\$114,375,550</b> |

<sup>8</sup> “Closed” refers to grantees that have completed their JDIG terms. It does not include “terminated” or “withdrawn” grantees. There are thirty-three closed grants.

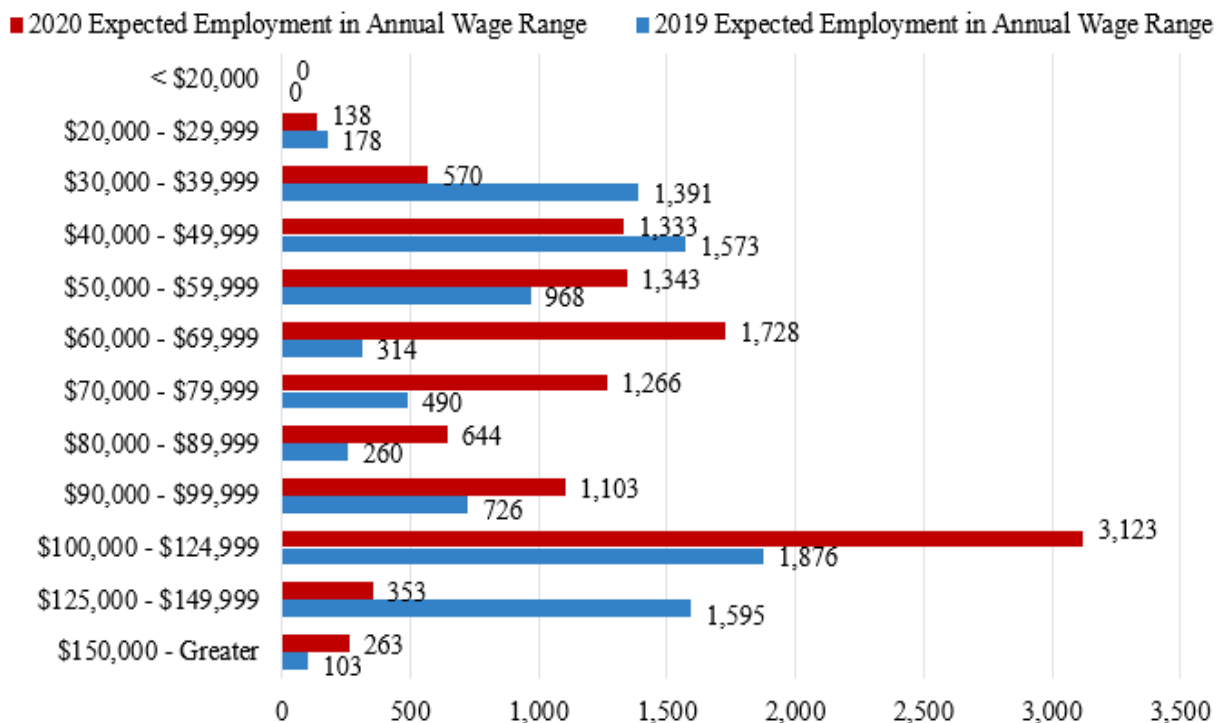
## IV. General Description of Calendar Year 2020 Grantees

A project's strategic importance to the state, region and locality is considered in the EIC's grant decision-making process. Many companies offer employment, generous benefits, and long-term competitive potential. Projects also provide new employment opportunities for unemployed members of the labor force with project-relevant skills.

The industrial sectors of the projects are examined by the EIC to ensure that a project fits with the strategic plans of the state and its region. CY 2020 projects include sectors such as headquarters, scientific research and development services, biotechnology, finance, and manufacturing, among others. These projects require labor at a variety of skill levels and types -- lower-skilled assembly trades, high-skilled manufacturing production, and knowledge-intensive consumer and business services.

For all projects awarded in CY 2020, the target average annual wage of all employees is \$81,312. The CY 2020 target average annual wage at full employment is above CY 2019 grantees' target average annual wage of \$79,618. Table 5 compares the expected wage levels of CY 2020 grantees and CY 2019 grantees, along with the number of employees within certain wage ranges.

**Table 5. Expected Jobs by Wage Increments: CY 2020 and CY 2019 Grantees**



It is expected that 83% of CY 2020 project employees will earn over \$50,000 dollars annually vs. 67% in CY 2019. Wage information does not include some elements of employee compensation, such as health insurance, stock options, and other benefits. For all grants made, the company is required to pay at least 50% of employee health insurance premiums, although many pay more.

JDIG is the state’s flagship program for both retention and expansion of existing North Carolina companies and recruitment of new companies to the state. For existing businesses, a JDIG award not only supports new job creation, but can help protect existing jobs. Table 6 summarizes the estimated job effects and economic effects of 2020 grantees according to three classifications: “Expanding Operations,” “New Operations (Company New to NC),” and “New Operations (Company Existing in NC).” “Expanding Operations” represents companies that were awarded a JDIG for a project that is an expansion of an existing facility or a new facility in the same industrial sector as its existing North Carolina facilities. “New Operations (Company New to NC)” represents companies without a prior presence in North Carolina. “New Operations (Company Existing in NC)” represents companies with a presence in North Carolina, but whose JDIG was awarded for operations in an industrial sector that is different from that of its existing North Carolina facilities. Of the 27 projects, ten are “Expanding Operations,” twelve are “New Operations (Company New to NC),” and five are “New Operations (Company Existing in NC).”<sup>9</sup> It should be noted that with respect to the Grantee Profiles in Section VI, certain companies with existing operations in North Carolina have requirements that they retain the number of positions that exist at the time of their JDIG applications before counting any new jobs as eligible for grant payments, while other companies with existing operations do not have this requirement. The JDIG statute limits grant payments to jobs filled by employees that represent a net increase in the number of the company’s employees statewide. Exemptions can be made if the EIC finds that: the increase or maintenance of employment may be measured at the level of a division or other operating unit of a business (a “Division Level Finding”), rather than at the business level; this is necessary in order to secure the project to the state; and the agreement includes terms to ensure that the business does not transfer existing positions to the project. This might be done where a company has distinct and separate operations and lines of business under different management structures. An example of a case where a division level finding may be implemented would be a company with a large number of retail facilities that is seeking to locate a new headquarters operation for its national operations, in which case the decision is unrelated to decisions about retail site location.

**Table 6. Comparison of New Operations to Existing Operations, CY 2020**

| 2018 Grantees                           | Total Number of Grant Awards | Total Grant Award Liability | % of Total Grant Award Liability | Expected Jobs | Expected Investment | % of Total Investment | Indirect and Induced Jobs | Total Jobs | % of Total Jobs | Estimated NC GDP Impact (millions) |
|-----------------------------------------|------------------------------|-----------------------------|----------------------------------|---------------|---------------------|-----------------------|---------------------------|------------|-----------------|------------------------------------|
| New Operations (Company New to NC)      | 12                           | \$37,519,000                | 6%                               | 2,582         | \$779,808,578       | 18%                   | 4,564                     | 7,146      | 24%             | \$9,616,083,189                    |
| New Operations (Company Existing in NC) | 5                            | 42,188,000                  | 7%                               | 1,991         | \$1,602,124,024     | 36%                   | 5,119                     | 7,110      | 24%             | \$14,632,215,984                   |
| Expanding Operations                    | 10                           | 544,616,000                 | 87%                              | 7,291         | \$2,069,267,745     | 46%                   | 8,430                     | 15,721     | 52%             | \$41,175,133,604                   |

<sup>9</sup> Industrial sectors are determined by research staff in consultation with applicants.

## V. JDIG Grantee Performance

This section examines actual results of active JDIG grantees since the program's inception. In calendar year 2020, there were 166 payments made based on certified performance results.<sup>10</sup> These payments covered performance in CY 2016 - 2019. For analysis purposes, the companies are typically considered 'reporting grantees'. This nomenclature describes the subset of companies that have been awarded a grant, created new jobs, and have reported activity for a previous calendar year to Commerce that has been certified by the Department of Revenue, and are eligible for grant payments. Companies are required to provide the EIC with detailed annual reports during each calendar year in which they are eligible for grant payments. The reports document company compliance with performance requirements of their respective CEDAs. The companies must provide the EIC with information on the number of eligible jobs created, existing positions retained, wages paid for eligible positions, investment made, certification of employee health insurance, and fulfillment of environmental, tax, and OSHA requirements. Companies forgo a year's grant payments for failure to achieve 80% compliance with the minimum requirements, based on a weighted average of performance factors, and may receive a pro-rated payment for compliance between 80% and less than 100%. If a company fails to achieve 100% of the minimum performance requirement for 3 consecutive years during its base period, the company is ineligible for a payment. At certain points of non-compliance, a company may lose its grant entirely.

Attachment C displays the JDIG annual grant performance results that were certified in CY 2020. All of the results are for prior years' performance and are included because they were certified in 2020. In 2020, Commerce and the EIC reviewed, certified, and awarded 166 payments for CY 2016 - CY 2019 grantee performance.

### ***Distribution of Grants***

An important goal of JDIG and other state incentive programs is the geographic distribution of benefits across the state. The JDIG program has two mechanisms to fulfill this goal. First, the Committee takes into account the economic characteristics of counties when awarding grants and setting grant terms. Second, for projects locating in tier 3 or tier 2 counties (relatively less economically distressed counties), a portion of the payment otherwise due to the grantee is instead paid into the Utility Account to fund economic development in more economically distressed areas, primarily in tier 1 and 2 counties.<sup>11</sup> For projects in tier 3 counties, 25% of the total payment due goes to the Utility Account and for projects in tier 2 counties, 10% of the total payment goes to the Utility Account. House Bill 117 changed the tier 2 county percentage from 15% to 10% as of October 1, 2015. The annual deposits to the Utility Account will increase as more JDIG grants

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<sup>10</sup> These grantees were certified and paid for CY 2016 - 2019 performance. A company can be included in this count more than once because multiple years of performance were certified and paid in 2020. Actual participants in 2019 may exceed the amount listed, but the exact performance and payments numbers cannot be established until reported results have been certified.

<sup>11</sup> Utility Account funds may be used for construction or improvements to water, sewer, gas, telecommunications, high-speed broadband, electrical utility distribution lines or equipment, or transportation infrastructure, for existing or proposed eligible industrial buildings in economically distressed counties. These funds are to be used exclusively in tier 1 and 2 counties with the exception that a maximum of \$100,000 may be used for emergency development assistance to a county experiencing a major economic dislocation. G.S. 143B-437.01.

become eligible for disbursements. Projects funded through this account are not directly linked to individual JDIG grants.

The Utility Account assists local governments in tier 1 and tier 2 counties. Program Requirements: Funds may be used for construction or improvements to water, sewer, gas, telecommunications, high-speed broadband, transportation infrastructure or electrical utility lines and for equipment for existing or proposed industrial buildings. To be eligible for funding, the infrastructure is required to be on the building site or if not located on the site, directly related to the operation of the specific industrial activity. In CY 2020, eight projects were funded by the Utility Account, totaling just over \$8 million. 51% of the funding dollars were awarded to Tier 1 counties. Table 7 lists each project funded by the Utility Account in CY 2020. A detailed description of each project can be found in the “Grantee Profile” section on page 26.

**Table 7. CY 2020 Utility Account Awards**

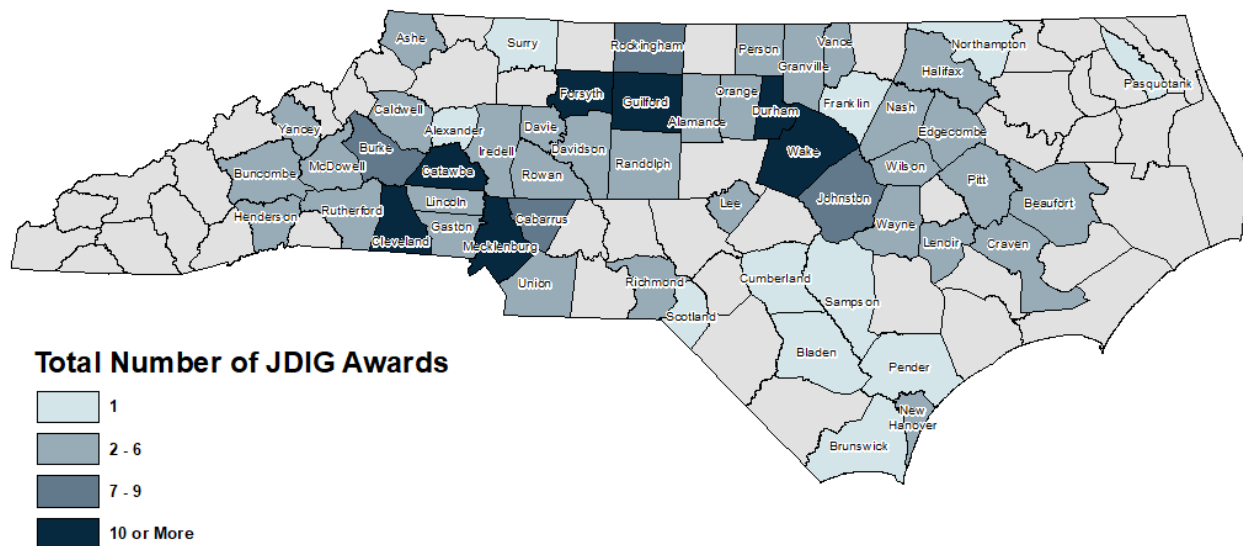
| County/City-Town (Grantee) | County       | Tier | Firm / Site                       | Award Amount       |
|----------------------------|--------------|------|-----------------------------------|--------------------|
| Louisburg                  | Franklin     | 2    | Louisburg Industrial Park         | \$2,439,100        |
| Cumberland                 | Cumberland   | 1    | Cumberland County Industrial Park | \$1,946,511        |
| Troy                       | Montgomery   | 1    | Wright Foods Bilhen Pump Station  | \$1,095,000        |
| Columbus                   | Columbus     | 1    | Southeast Region Park             | \$886,983          |
| Transylvania               | Transylvania | 2    | Gaia Herbs Sewer Expansion        | \$880,750          |
| Craven                     | Craven       | 2    | Craven County Industrial Park     | \$352,500          |
| Kernersville               | Forsyth      | 2    | National Pipe and Plastic         | \$330,975          |
| Kinston                    | Lenoir       | 1    | Jetstream Aviation                | \$187,300          |
| <b>Total</b>               |              |      |                                   | <b>\$8,119,119</b> |

Figure 1 and 2 summarize the distribution of JDIG grants and Utility Account Awards by county since the JDIG program inception in 2003.<sup>12</sup> Figure 3 and 4 summarize the distribution of the amount of JDIG grants and Utility Account awards by county.<sup>13</sup>

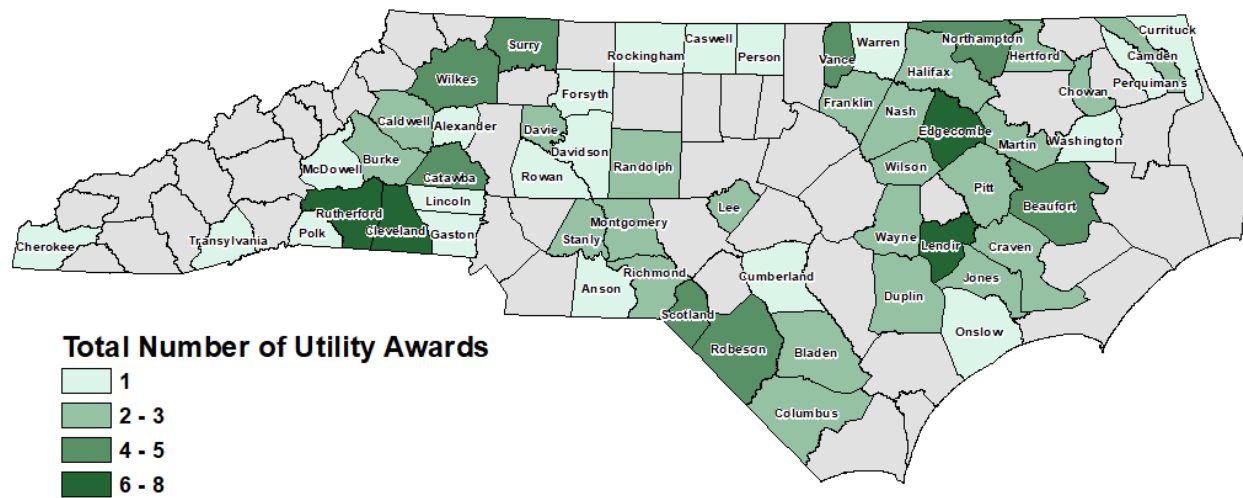
<sup>12</sup> All JDIG awards including those terminated. In instances where a project received one grant for locating facilities in multiple counties, each county is shown as receiving one award. For this reason, the total number of grant awards represented on this map is greater than the actual number of grants awarded.

<sup>13</sup> All JDIG awards including those terminated. In instances where a project received one grant for locating facilities in multiple counties, each county is awarded an equal proportion of the total grant.

**Figure 1. Location of JDIG Awards, CY 2003-2020**

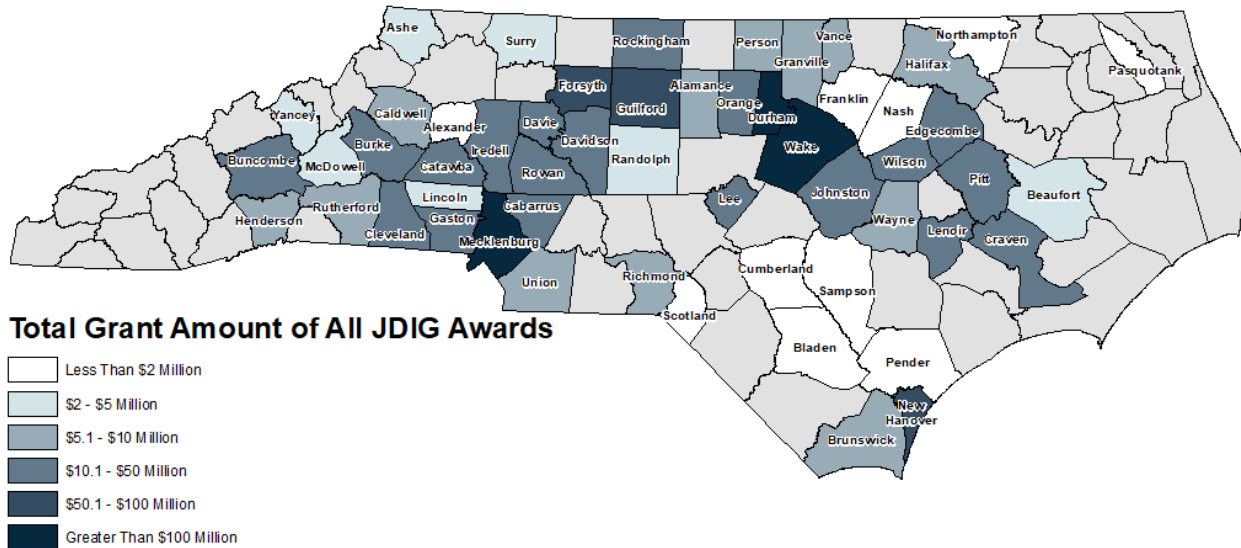


### **Figure 2. Location of Utility Account Awards, CY 2006-2020**



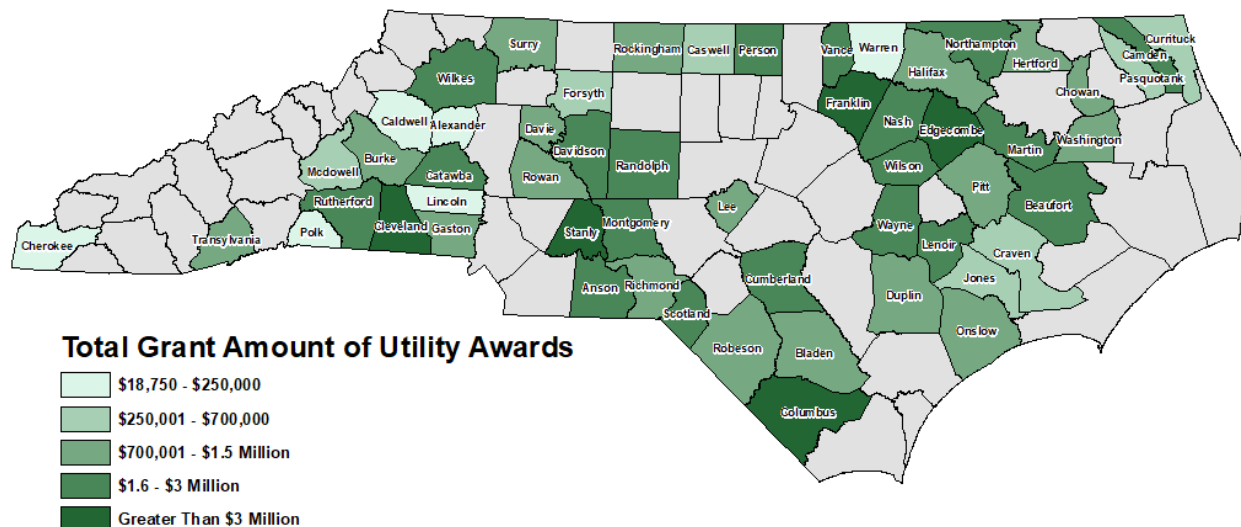


**Figure 3. Location of JDIG Awards by Amount of Grants, CY 2003-2020**



Note: Figure 3 shows the total grant amount of JDIG awards in each county. For projects in tier 3 counties, 25% of the total payment due goes to the Utility Account and for projects in tier 2 counties, 10% of the total payment goes to the Utility Account. House Bill 117 changed the tier 2 county percentage from 15% to 10% as of October 1, 2015. JDIG is a continual funding source for the Utility Account. Individual projects funded from the Utility Account are not directly linked to a specific JDIG Award.

**Figure 4. Location of Utility Account Awards by Amount of Grants, CY 2006-2020**



Note: Figure 4 shows the award amount for projects funded by the Utility Account in each county since the JDIG program began allocating funding to this account. The Utility Account is continually funded by JDIG payments to grants in Tier 2 and Tier 3 counties. Individual projects funded from the Utility Account are not directly linked to a specific JDIG Award.



### ***Environmental Impact***

All JDIG projects related to manufacturing are screened for necessary environmental permits and reviewed for potential environmental impacts. Commerce works closely with the Department of Environmental Quality (DEQ) staff during the JDIG review process. Upon receipt of an application related to a manufacturing project, Commerce forwards a copy to the staff environmental consultant, who prepares a memo and a due diligence report for consideration by the EIC. To date, there has been no indication that any existing grantee will experience difficulty obtaining needed permits, nor have there been significant concerns regarding the environmental impacts of existing projects. In addition, all grantees are required to certify they have received all required environmental permits when filing their annual report with the EIC.

## **VI. Grantee Profiles for Calendar Year 2020**

### ***JDIG Grants***

For information regarding the specific job creation, wages, investment, and location of these projects please refer to Tables 1 and 2.

#### **American Fuji Seal, Inc.**

Headquartered in Japan, Fuji Seal Group, the company's parent, began manufacturing seals in 1958 and has developed into a professional packaging manufacturer.

AFS is adding additional capacity to meet market demand for its Shrink Sleeve Label business. This project involves the printing of flexible film and conversion for manufacture of shrink sleeve labels. With operations in CA, NJ and KY, this site will be the fourth North American location.

The company considered four other potential sites: Jeffersonville, IN; Bardstown, KY; Northern Kentucky area; and Dallas, TX.

#### **Audentes Therapeutics, Inc.**

Audentes is a leading AAV-based (Adeno-Associated Virus) genetic medicines company focused on developing and commercializing innovative medicines for serious rare neuromuscular diseases. Its product candidates are showing promising therapeutic profiles in clinical and preclinical studies across a range of neuromuscular diseases.

Audentes is expanding its manufacturing capacity and capability. At application, the company had a manufacturing facility in South San Francisco.

The North Carolina facility will be the company's second large-scale manufacturing facility. The team at the proposed site will play a critical role in supplying gene therapy products for clinical and commercial use on a global scale.

The company considered several potential sites in Northern California in the vicinities of Sacramento and Vacaville.

### **Bandwidth Inc.**

Bandwidth is a communications platform as a service (CPaaS) company that has proudly called Raleigh home for the past 18 years.

Bandwidth's new headquarters location and the new employees will help fuel the continued growth of the business within the US and internationally. The new campus will be somewhere in the range of 400,000 to 500,000 square feet and will encompass business and office functions (HR, legal, internal IT, purchasing, etc.) as well as a variety of employee amenities.

Bandwidth Inc. is headquartered in Raleigh, NC and also has office locations in Denver, CO and Rochester, NY. The company is contemplated expanding both of these existing offices.

### **Beam Therapeutics Inc.**

Beam Therapeutics is a biotechnology company developing precision genetic medicines through the use of base editing. Beam's proprietary base editors create precise, predictable, and efficient single base changes, at targeted genomic sequences, without making double-stranded breaks in the DNA.

The project facility will be utilized for clinical and commercial manufacturing constructed to accommodate processing of the following: cell therapy, mRNA, sgRNA intermediates, as well as gene therapy products.

Beam Therapeutics considered the four major biotechnology labor markets along the eastern seaboard (Massachusetts, Philadelphia, Maryland and North Carolina) for the location of its initial cell & gene therapy manufacturing facility.

### **BioAgilytix Labs, LLC**

Founded in Durham in 2008, BioAgilytix is a lab-based, contract research organization ("CRO") with a focus in providing large molecule bioanalytical services for clinical trials.

The company is in the midst of rapid growth, which is expected to continue through 2027 and beyond. With all three of its facilities projected to reach capacity by the end of 2021, BioAgilytix has aggressive expansion plans over the next several years.

BioAgilytix has two US locations: one in Durham, NC and one in Boston, MA. The company identified several specific properties in the greater Boston area that were

attractive expansion possibilities at competitive pricing, including locations in Woburn, MA and Bedford, MA.

### **Centene Management Company LLC**

Centene Corporation, a Fortune 100 company, is a leading multi-national healthcare enterprise that is committed to people living healthier lives. Centene offers affordable and high-quality products to nearly 1 in 15 Americans across all 50 US states, including Medicaid and Medicare members as well as individuals and families served by the Health Insurance Marketplace, the TRICARE program, and individuals in correctional facilities.

Centene is expanding its US-based, east coast presence with this significant regional headquarters/IT-centric office project. This project will continue to further Centene's growth plans for a more significant presence in the eastern United States. This campus-like office project will entail the development and construction of over 1 million square feet of new class A office space together with a sizable new data center with eventual capacity for more than 5,700 employees.

The two primary geographic areas outside of NC where Centene pursued a suitable location for this regional headquarters/office campus project are Tampa, FL and York County, SC.

### **Chick-fil-A Supply, LLC**

Founded in 1967 by S. Truett Cathy, Chick-fil-A is the largest quick service chicken restaurant chain in the country and one of the nation's largest privately held restaurant chains with more than 2,400 restaurants in 47 states.

Chick-fil-A currently utilizes third-party distributors to supply its locations and plans to move its distribution in-house to better serve its restaurants. The North Carolina location will be the company's second in-house distribution center. The company plans to construct a facility that will include cold-storage and a vehicle maintenance facility. It is estimated that this distribution center will serve 175 restaurants in the Southeast United States.

Chick-fil-A Supply evaluated locations throughout the United States for this second in-house distribution center. In addition to North Carolina, the shortlist of locations included Ohio, Indiana, and Texas.

### **Clorox Services Company**

The Clorox Company is a leading multinational manufacturer and marketer of consumer and professional products with about 8,800 employees worldwide and fiscal year 2020 sales of \$6.7 billion. Clorox markets some of the most trusted and recognized consumer brand names.

This project is the relocation of The Clorox Company's Better Health VMS brand headquarters and expansion of operations. The Better Health VMS brand focuses on vitamins, minerals, supplements and other health products for consumers. The company

will relocate the Better Health VMS headquarters to Durham, expand the existing Durham corporate facility and create a new research and development facility.

In addition to North Carolina, the company considered the Atlanta, GA metro region for the Better Health VMS headquarters and the associated employment growth.

### **Eastern Wholesale Fence LLC**

Founded in 1971, Eastern Wholesale Fence LLC, is headquartered in Medford, NY. The company is an extruder, manufacturer, and distributor of fence products throughout the Eastern U.S. Eastern sells only to the fence trade, distributors, big box stores, fence fabricators, and retailers.

The company will create a manufacturing center of excellence at the new North Carolina site. This facility will manufacture, extrude, fabricate and distribute fence products throughout the Eastern U.S.

The competition for the project was South Carolina.

### **Eli Lilly and Company**

Eli Lilly and Company was incorporated in 1901 in Indiana to succeed the drug manufacturing business founded in Indianapolis, Indiana, in 1876 by Colonel Eli Lilly. The company discovers, develops, manufactures, and markets human pharmaceutical products as part of its bio-medicines, diabetes, and oncology business areas.

The project is an integrated life science GMP-compliant manufacturing operation with associated warehouse, QA/QC, office administration and utility support areas. The facility will provide drug product formulation & filling capacity, device assembly, and final packaging of both currently marketed and late-stage pipeline candidates. Specific manufacturing activities targeted for this facility are planned to include Trulicity and Tirzepatide.

In addition to North Carolina, other finalist states were Indiana (Indianapolis) and Pennsylvania (Philadelphia).

### **Evans Food Group Ltd. d/b/a Benestar Brands**

Evans Food, is the leading manufacturer of pork rinds, serving US and international markets. The company is vertically-integrated and manages various brands, as well as co-packing, private label and pallet sales. Founded in 1947, the company is headquartered in Chicago and currently operates six production facilities.

In an effort to grow its snack food business, Evans Food is establishing a new production facility in the Southeastern US, primarily in support of its growing Tortilla Chip brand. The new facility will be the company's newest and most modern production facility.

Three preferred sites were identified: Cleveland County, NC, Cherokee County, SC and York County, SC.

### **Farmina Pet Food USA, LLC**

Farmina was founded in 1965 in Italy by Francesco Russo and began as a company focusing on animal nutrition. In 1999, Angelo Russo shifted the focus of the company to pet food that targeted the well-being of pets. Since then, the company has manufactured pet food for cats and dogs that uses only natural antioxidants and no GMOs.

This facility is the company's first North American manufacturing facility, and will produce high-end, all-natural dry pet food. The project will also include the company's North American headquarters and although the facility will primarily be for manufacturing, the company will conduct research & development on site, as well as some warehousing activities.

The competition for this project were three sites in North Carolina, South Carolina, and Georgia.

### **GoldenHome International Inc.**

Goldenhome specializes in R&D, manufacturing, sales, installation, and services of integrated kitchen cabinets and customized furnishings. Goldenhome International Inc. is Xiamen Goldenhome Co., Ltd.'s wholly-owned subsidiary in the USA.

The company's parent is launching a production base and headquarters in the USA in 2020 and building a North American HQ (operation center), and intelligent manufacturing production base for cabinets, closets, and vanities. The project also includes a showroom, research and development center, training center, and an east coast distribution center.

The company began the project's site-selection process in the fall of 2018 and was originally focused on the geographic regions of the southwestern and southeastern United States. The company narrowed the project's geographic focus to the greater Charlotte Region, with finalist sites identified in Rock Hill, SC (York County) and Concord, NC (Cabarrus County).

### **Grail, Inc.**

Grail, Inc. has developed a commercial blood based, multi-cancer early detection test that detects cancer early by combining high-intensity sequencing with techniques of modern data science in over 100,000 targeted genomic regions. Grail's custom-built bioinformatics pipeline processes raw data generated from the Multi-Cancer assay to generate cancer classification results and if positive signal is present, provide a ranking of the predicted cancer tissue(s) of origin.

In addition to processing the commercial blood based multi-cancer early detection test, the laboratory/facility, once established will also be utilized to process future clinical studies.

With the anticipation of increased product development, scientific, commercial, and administrative personnel coming on board, Grail initiated a location strategy study within the U.S. to analyze the optimal location to construct an approximate 200,000 sq. ft. lab/warehouse/office facility to process their commercial blood based multi-cancer early detection test samples.

The location challenge that Grail, Inc. is ultimately trying to solve for, is to find the most suitable location that will optimize a series of qualitative and quantitative factors underpinning their groundbreaking cancer diagnostics program. Qualitative drivers include industry alignment; talent access/quality/sustainability; compatible business climate and infrastructure; and overall site suitability and ease of implementation. Quantitative evaluation was focused on long-term competitive operating costs, across a wide battery of recurring and one-time costs. In addition, the unique character of Grail's process in bio-tech diagnostics and big data analytics required careful consideration of future customer dynamics, depth and breadth of the local Life Science eco-system and logistics around supplier management.

After a national search of all major Life Science eco-systems at the metro level, a semi-finalist list of candidate locations was presented to senior management. The project team then down selected to a final four set of metro level solutions. A Board level decision was made to move ahead with two finalist locations, Durham, NC and Houston, TX.

### **Grifols Therapeutics LLC II**

Grifols Therapeutics and Grifols Worldwide are part of the global healthcare company, Grifols, S.A. (collectively "Grifols"). Grifols is a leading supplier of medicines derived from human plasma and diagnostic technologies used to screen whole blood and plasma for infectious agents.

To help meet the growing demand for plasma-derived medicines, Grifols Therapeutics is constructing a new plasma fractionation facility and plasma logistic center (PLC). Grifols Worldwide, will provide personnel and expertise necessary to operate the PLC. To support these new facilities, a central utility area will also be constructed on the Clayton campus.

Both Clayton, NC and San Marcos, TX were under consideration for the project location.

### **Grover Gaming, Inc.**

Founded in Greenville, NC with offices in six states, Grover Gaming is a software development and design company that specializes in electronic gaming throughout the United States and Canada.

This project will create a new headquarters campus that will house all corporate operations of the company and all in-house design and development of its software.

In addition to North Carolina, the company considered locating this project in Ohio.

### **Intercontinental Capital Group, Inc.**

ICG is a New York City based direct lending mortgage bank specializing in home financing for one to four family residential properties. ICG is licensed in 25 states, as well as licensed by the U.S. Department of Housing and Urban Development.

Full company operations will occur at the North Carolina site, including Call Center, Information Technology, Client Services, Marketing/Sales, HR, and Executive Management.

In addition to NC, the company considered at sites in Indianapolis, IN and Richmond, VA.

### **Merchants Distributors, LLC II**

MDI is a wholesale grocery distributor, founded in 1931, headquartered in Hickory, NC. The company distributes to over 600 retail stores both food and non-food products. The company also provides retail support services including retail automation services, advertising planning and placement, retail price hosting along with other services.

MDI is expanding its distribution services by renovating an existing facility and adding approximately 200,000 new square feet. The expanded facility will use technology and automation to improve operations and support the rapid growth of the business.

In addition to North Carolina, MDI evaluated alternative sites in both South Carolina and Georgia where the company owns other distribution facilities.

### **Nestle Purina PetCare Company**

Headquartered in St. Louis, Missouri, NPPC is an American subsidiary of Nestlé S.A., which is a European multinational food and drink manufacturing and processing company headquartered in Switzerland. The company produces and markets pet food, treats and cat litter.

Due to market demand, NPPC is opening a new pet food manufacturing facility. The NC site was a vacant former brewery located in Eden, NC. The Eden site includes approximately 40 buildings that comprise approximately 1.3 million square feet of building space. The company's plan calls for the demolition of certain portions of the existing facility, renovation of the facility and reuse a portion of the building square footage. The project site sits on over 1300 acres.

The company also considered sites in Batavia, OH and Richmond, KY.



### **Nuvotronics, Inc.**

Nuvotronics was founded in 2008 with a vision to revolutionize microelectronics hardware. Nuvotronics is a provider of microfabricated radio frequency (RF) products. Based in Durham, North Carolina, Nuvotronics' patented PolyStrata technology enables the design and production of uniquely packaged RF devices, such as antennas, filters, and combiners, all of which are components in the company's advanced technology product offerings.

The North Carolina facility will manufacture microelectronic microwave components for communication to enable 5G networks and other applications.

Nuvotronics is considered both Huntsville, AL and Durham, NC for this project.

### **Ontex Operations USA, LLC**

Ontex Global is an international personal hygiene group that engineers and makes high quality products for baby care, feminine care and adult care. Ontex Operations (formerly operating under the name Valor Brands) was acquired by the Ontex Group in 2016.

The company has grown over 10% per year and anticipates double-digit annual growth over the next five years. The company is increasing its share of the market in the US through an expansion of its product range and a broadly appealing value proposition in its competitive space. The company plans to strategically optimize its supply chain by locating its manufacturing closer to end customers and consumers.

The company has narrowed its search to three states and seven potential sites spread throughout North Carolina, South Carolina and Georgia.

### **Prepac Manufacturing US LLC**

Prepac Manufacturing LTD was incorporated in Vancouver BC in 1979. Since that time, it has grown organically to become one of North America's largest ready-to-assemble furniture manufacturers and e-commerce "drop-ship" (direct to consumer) specialists. Its product categories include bedroom, entertainment, entryway, home office, living/dining room, and utility storage furniture.

Prepac Manufacturing LTD has a long-established history of growth. To fuel further growth and provide more opportunities in 2021, the guarantor is expanding its operations through significant investment in a manufacturing and distribution facility in the Eastern United States.

The North Carolina facility will manufacture furniture and storage products such as entryway, bedroom, home office, and living room furniture.

The selection process for a suitable Eastern North American location took a number of factors into consideration and after a detailed review of multiple locations in the US, the company has shortlisted two states, Pennsylvania and North Carolina.

### **Prime Beverage Group, LLC**

Prime Beverage is in the co-packing processing industry. Co-packing involves a company outsourcing a product, in this case beverages, for mixing, canning, packaging and warehousing to be distributed for consumer use.

Prime Beverage Group is the culmination of several beverage industry leaders coming together at the request of the industry itself and starting a new co-packing company to service the unmet industry needs. The company is opening a new state of the art production facility to fill cans under contracts with brand name companies to service the drink industry.

The site selection process was narrowed down to the Charlotte Region with the competing site located in Rock Hill, SC.

### **Raytheon Technologies Corporation**

United Technologies Corporation was incorporated in Delaware in 1934. On April 3, 2020, United Technologies Corporation (“UTC”) and the Raytheon Company merged; thereafter, the surviving corporation, UTC changed its name to Raytheon Technologies Corporation (“RTX”). Pratt & Whitney (P&W), a division of RTX, is among the world’s leading suppliers of aircraft engines for the commercial, military, business jet and general aviation markets. Pratt & Whitney produces and develops families of large engines for wide- and narrow-body and large regional aircraft in the commercial market and for fighter, bomber, tanker and transport aircraft in the military market.

The development of new engines and improvements to current production engines present important growth opportunities. P&W is expanding its footprint by adding a new, aerospace parts manufacturing facility.

Over the last 18 months, the company has searched across the United States to find a location that will meet its requirements for its proposed manufacturing facility. In addition to North Carolina, other finalist states were South Carolina and Tennessee.

### **Retirement Clearinghouse, LLC**

RCH is a fin-tech company that was founded in 2001. The company provides employee retirement transition services, helping protect employee retirement savings when transitioning from one job to another. Through its existing partnerships with 401(k) Record Keepers, Third Party Administrators, and Plan Sponsors, RCH has relationships with over 25k company retirement plans, providing its services to their current and former employees.

RCH provides enhanced services targeted to the estimated six million annual American job-changers who traditionally cash out their retirement savings. Due to a unique exemption by the Department of Labor, the company’s auto portability technology, and

significant new contracts, RCH is on the verge of meteoric growth. For this rapid expansion, RCH is expanding its headquarters and corporate office.

RCH explored sites in North Carolina as well as York County and Lancaster County sites in South Carolina.

### **Taysha Gene Therapies, Inc.**

Taysha Gene Therapies, currently headquartered in Dallas Texas, is focused on discovering, developing, and commercializing gene therapies for treatment of monogenic diseases of the central nervous system (CNS), both in rare and large patient populations.

This project will allow the company to develop and enhance one of the strongest gene therapy pipelines in the industry. Taysha Gene Therapies currently holds a pipeline of 18 programs. Taysha's lead candidate is called TSHA-101, which seeks to treat a condition called GM2 Gangliosidosis, a disorder in which lipid accumulation destroys nerves in the brain and spinal cord, along with several product candidates in IND-enabling studies.

Taysha is leasing approximately 160,000 square feet, which will expand the company's capabilities by launching a manufacturing site to support its commercial launch.

Taysha Gene Therapies is explored sites in both Dallas, TX and Durham, NC for this project.

### **United Parcel Service, Inc.**

Founded August 28, 1907, United Parcel Service, Inc. is a package delivery company, which provides global package delivery and supply chain management services. The company operates its business through three segments: U.S. Domestic Package segment provides in-time definite, money-back guaranteed, small package delivery services also offers a spectrum of U.S. domestic guaranteed ground and air package transportation services.

The project entails a Greensboro hub modification project to upgrade the company's existing infrastructure to meet its needs, including updating existing conveyor equipment, which is used to move both incoming and outgoing packages rapidly to the proper semi-trailer and/or package delivery vehicle. The Mebane/Graham portion of the project will house a package car facility that will outfit 180 package cars. Both the upgraded hub and the new package car center will be able to take in both incoming and outgoing packages from various hubs throughout the region.

In addition to North Carolina, the company considered Memphis, TN as a possible location for this project.

## ***Utility Account Awards***

### **Craven County – Tier 2**

Craven County requests a grant to assist in the construction of water and sewer infrastructure at the county's industrial park. At approximately 60 acres, the site is situated at the intersection of US 70 and Clarks Road. The county has received interest in the site but the lack of infrastructure has hindered the county's ability to successfully recruit.

### **City of Kinston – Tier 1**

The City of Kinston seeks financial support in an effort to increase water pressure for Jetstream Aviation. The aircraft maintenance and refurbishment company believes it will create 145 jobs over the next three years but the building currently lacks the water pressure needed to provide adequate fire suppression. Lenoir County is the state's 15th most distressed.

### **Columbus County – Tier 1**

Columbus County is seeking funds to provide increased water flow to Helena Chemical, who recently completed a move to a new 40-acre site located in the Southeastern Region Park (SERP). By designing the project to complete a loop, the line will also open 130 acres for future economic development at the other end of the park, which is already served by sewer, electric, gas and rail.

### **Cumberland County – Tier 1**

Cumberland County seeks funds to assist in providing sewer to a critical piece of its economic development strategy. The infrastructure would immediately serve 100 acres and represents a joint venture with the private sector that will support up to 1.1 million square feet of new industrial space. The site will be served by a 15-inch line with 8,600 feet required to access the entire park. Cumberland County is the state's 17th most distressed location.

### **Louisburg – Tier 2**

The Town of Louisburg requests a grant to assist in the construction of water and sewer infrastructure, as well as industrial access, at the county's industrial park. At approximately 70 acres, the site is situated at the geographic center of the county. The town has made the site a critical piece of its economic development strategy and intends to commit additional resources focused on recruitment.

### **Town of Kernersville – Tier 2**

The Town of Kernersville seeks funding to assist National Pipe and Plastics in its effort to expand in North Carolina. A significant employer to the community, National Pipe is faced with a decision to invest in upgrading its facility in Kernersville or to roll up operations and increase capacity at its New York location. Without assistance in infrastructure, the company has stated it will leave the state.

### **Town of Troy – Tier 1**

The Town of Troy seeks funds to replace and upgrade a failing pump station. The improved infrastructure will allow Wright Foods to execute its plans to expand production as well as serving the needs of other industry and a planned industrial park. With the existing gravity sewer already at capacity and experiencing surcharges, additional capacity and uninterrupted operation is critical to the town's economic development efforts. The upgrades include a new, larger pump station, and 3,300 feet of gravity sewer line.

### **Transylvania County – Tier 2**

Transylvania County is seeking funds to extend the Town of Rosman's sewer approximately 3.5 miles to serve Gaia Herbs, one of the county's largest private-sector employers. The company operates four facilities in the region, including its headquarters, production facility, and two separate warehouses. Collectively, the company employs 260 individuals. The company currently handles its wastewater through either treating it onsite or trucking industrial waste. As a result, expansion is limited unless there are upgrades that would allow the company to tie into the Town of Rosman.

## **VII. Conclusion**

The JDIG program has been a widely used tool in the competitive incentives market for attracting investment to North Carolina. The jobs, investment, and spending of projects supported by JDIG grants are believed to enhance the strategic economic development of the state as well as increase revenues to the state's general fund. The program explicitly supports development in economically distressed areas of the state by funding the Utility Account, which provides assistance to local government units in creating jobs. For projects in tier 3 counties, 25% of the total JDIG payment due goes to the Utility Account and for projects in tier 2 counties, 10% of the total payment goes to the Utility Account. Over \$8 million in Tier 1 and Tier 2 infrastructure projects were funded by the Utility Account in 2020.

## Attachment A1. Maximum Annual State Liability under JDIG Awards Made in CY 2020

| Company Name                                | 2020        | 2021         | 2022           | 2023           | 2024            | 2025            | 2026            | 2027            | 2028            | 2029            | 2030            | 2031            | 2032            | 2033            | 2034            | 2035            | 2036            | 2037 - 2061      | Total            |
|---------------------------------------------|-------------|--------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|
| American Fuji Seal, Inc.                    |             |              | \$34           | \$38           | \$59            | \$63            | \$82            | \$82            | \$82            | \$82            | \$82            | \$82            | \$82            | \$82            |                 |                 |                 |                  | \$850            |
| Audentes Therapeutics, Inc.                 | \$71        | \$153        | \$257          | \$354          | \$413           | \$413           | \$413           | \$413           | \$413           | \$413           | \$413           | \$413           |                 |                 |                 |                 |                 |                  | \$4,139          |
| Bandwidth Inc.                              |             |              |                | \$1,437        | \$2,272         | \$2,850         | \$3,640         | \$4,105         | \$4,105         | \$4,105         | \$4,105         | \$4,105         | \$4,105         | \$4,105         | \$4,105         |                 |                 |                  | \$43,039         |
| Beam Therapeutics Inc.                      |             |              |                | \$166          | \$217           | \$307           | \$403           | \$403           | \$403           | \$403           | \$403           | \$403           | \$403           | \$403           | \$403           |                 |                 |                  | \$4,317          |
| BioAgilytix Labs, LLC                       |             |              |                | \$957          | \$1,281         | \$1,632         | \$2,014         | \$2,412         | \$2,412         | \$2,412         | \$2,412         | \$2,412         | \$2,412         | \$2,412         | \$2,412         |                 |                 |                  | \$25,180         |
| Centene Management Company LLC *            |             |              |                | \$836          | \$1,733         | \$2,692         | \$3,717         | \$4,813         | \$5,988         | \$7,243         | \$8,582         | \$10,019        | \$13,099        | \$13,099        | \$13,099        | \$13,099        | \$13,099        | \$327,475        | \$438,593        |
| Chick-fil-A Supply, LLC                     |             |              | \$72           | \$127          | \$135           | \$146           | \$157           | \$157           | \$157           | \$157           | \$157           | \$157           | \$157           | \$157           |                 |                 |                 |                  | \$1,736          |
| Clorox Services Company                     |             | \$88         | \$258          | \$258          | \$258           | \$258           | \$258           | \$258           | \$258           | \$258           | \$258           | \$258           | \$258           |                 |                 |                 |                 |                  | \$2,926          |
| Eastern Wholesale Fence LLC                 |             | \$64         | \$80           | \$100          | \$106           | \$106           | \$106           | \$106           | \$106           | \$106           | \$106           | \$106           | \$106           |                 |                 |                 |                 |                  | \$1,198          |
| Eli Lilly and Company                       |             |              |                | \$252          | \$439           | \$604           | \$963           | \$1,166         | \$1,166         | \$1,166         | \$1,166         | \$1,166         | \$1,166         | \$1,166         | \$1,166         |                 |                 |                  | \$11,586         |
| Evans Food Group Ltd. d/b/a Benestar Brands |             |              | \$50           | \$72           | \$91            | \$111           | \$111           | \$111           | \$111           | \$111           | \$111           | \$111           | \$111           | \$111           | \$111           |                 |                 |                  | \$1,212          |
| Farmina Pet Food USA, LLC                   |             |              | \$55           | \$119          | \$140           | \$151           | \$171           | \$171           | \$171           | \$171           | \$171           | \$171           | \$171           | \$171           |                 |                 |                 |                  | \$1,833          |
| GoldenHome International Inc.               |             |              | \$43           | \$65           | \$86            | \$144           | \$144           | \$144           | \$144           | \$144           | \$144           | \$144           | \$144           | \$144           |                 |                 |                 |                  | \$1,490          |
| Grail, Inc.                                 |             |              | \$273          | \$335          | \$446           | \$646           | \$646           | \$646           | \$646           | \$646           | \$646           | \$646           | \$646           | \$646           | \$646           |                 |                 |                  | \$6,868          |
| Grifols Therapeutics LLC II                 |             |              |                |                |                 | \$122           | \$313           | \$388           | \$491           | \$696           | \$696           | \$696           | \$696           | \$696           | \$696           | \$696           | \$696           | \$696            | \$6,882          |
| Grover Gaming, Inc.                         |             |              | \$48           | \$116          | \$198           | \$274           | \$355           | \$355           | \$355           | \$355           | \$355           | \$355           | \$355           | \$355           | \$355           |                 |                 |                  | \$3,476          |
| Intercontinental Capital Group, Inc.        |             | \$205        | \$410          | \$615          | \$821           | \$1,026         | \$1,026         | \$1,026         | \$1,026         | \$1,026         | \$1,026         | \$1,026         | \$1,026         |                 |                 |                 |                 |                  | \$10,259         |
| Merchants Distributors, LLC II              |             |              | \$57           | \$80           | \$100           | \$123           | \$123           | \$123           | \$123           | \$123           | \$123           | \$123           | \$123           | \$123           | \$123           |                 |                 |                  | \$1,344          |
| Nestle Purina PetCare Company               |             |              | \$100          | \$200          | \$401           | \$401           | \$401           | \$401           | \$401           | \$401           | \$401           | \$401           | \$401           | \$401           | \$401           |                 |                 |                  | \$4,310          |
| Nuvotronics, Inc.                           |             |              | \$37           | \$75           | \$112           | \$149           | \$149           | \$149           | \$149           | \$149           | \$149           | \$149           | \$149           | \$149           |                 |                 |                 |                  | \$1,565          |
| Ontex Operations USA, LLC                   |             |              | \$127          | \$180          | \$228           | \$274           | \$274           | \$274           | \$274           | \$274           | \$274           | \$274           | \$274           | \$274           |                 |                 |                 |                  | \$3,001          |
| Prepac Manufacturing US LLC                 |             | \$84         | \$128          | \$175          | \$217           | \$217           | \$217           | \$217           | \$217           | \$217           | \$217           | \$217           | \$217           |                 |                 |                 |                 |                  | \$2,340          |
| Prime Beverage Group, LLC                   |             |              |                | \$270          | \$270           | \$270           | \$270           | \$270           | \$270           | \$270           | \$270           | \$270           | \$270           | \$270           | \$270           |                 |                 |                  | \$3,240          |
| Raytheon Technologies Corporation           |             |              |                | \$985          | \$1,547         | \$1,645         | \$1,747         | \$1,850         | \$1,850         | \$1,850         | \$1,850         | \$1,850         | \$1,850         | \$1,850         | \$1,850         | \$1,850         |                 |                  | \$20,724         |
| Retirement Clearinghouse, LLC               |             | \$49         | \$115          | \$247          | \$369           | \$447           | \$447           | \$447           | \$447           | \$447           | \$447           | \$447           | \$447           |                 |                 |                 |                 |                  | \$4,356          |
| Taysha Gene Therapies, Inc.                 |             | \$149        | \$388          | \$597          | \$597           | \$597           | \$597           | \$597           | \$597           | \$597           | \$597           | \$597           | \$597           |                 |                 |                 |                 |                  | \$6,507          |
| United Parcel Service, Inc.                 |             | \$62         | \$572          | \$742          | \$1,072         | \$1,113         | \$1,113         | \$1,113         | \$1,113         | \$1,113         | \$1,113         | \$1,113         | \$1,113         |                 |                 |                 |                 |                  | \$11,352         |
| <b>Total</b>                                | <b>\$71</b> | <b>\$854</b> | <b>\$3,104</b> | <b>\$9,398</b> | <b>\$13,608</b> | <b>\$16,781</b> | <b>\$19,857</b> | <b>\$22,197</b> | <b>\$23,475</b> | <b>\$24,935</b> | <b>\$26,274</b> | <b>\$27,711</b> | <b>\$30,378</b> | <b>\$26,614</b> | <b>\$24,001</b> | <b>\$13,795</b> | <b>\$13,795</b> | <b>\$327,475</b> | <b>\$624,323</b> |

Notes: Values shown in thousands; \* Centene Management Company LLC is a transformative grant. Amounts shown reflect estimates based on company's hiring schedule. There are no statutory caps for a transformative grant.

## Attachment A2. Maximum Annual Grant Amount Payable to CY 2020 Grantees

| Company Name                                | 2020 | 2021  | 2022    | 2023    | 2024     | 2025     | 2026     | 2027     | 2028     | 2029     | 2030     | 2031     | 2032     | 2033     | 2034     | 2035     | 2036     | 2037-2061 | Total     |
|---------------------------------------------|------|-------|---------|---------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|
| American Fuji Seal, Inc.                    |      |       | \$31    | \$34    | \$53     | \$57     | \$74     | \$74     | \$74     | \$74     | \$74     | \$74     | \$74     | \$74     |          |          |          |           | \$765     |
| Audentes Therapeutics, Inc.                 | \$64 | \$138 | \$231   | \$319   | \$372    | \$372    | \$372    | \$372    | \$372    | \$372    | \$372    | \$372    |          |          |          |          |          |           | \$3,725   |
| Bandwidth Inc.                              |      |       |         | \$1,078 | \$1,704  | \$2,138  | \$2,730  | \$3,079  | \$3,079  | \$3,079  | \$3,079  | \$3,079  | \$3,079  | \$3,079  | \$3,079  |          |          |           | \$32,279  |
| Beam Therapeutics Inc.                      |      |       |         | \$125   | \$163    | \$230    | \$302    | \$302    | \$302    | \$302    | \$302    | \$302    | \$302    | \$302    | \$302    |          |          |           | \$3,238   |
| BioAgilytix Labs, LLC                       |      |       |         | \$718   | \$961    | \$1,224  | \$1,511  | \$1,809  | \$1,809  | \$1,809  | \$1,809  | \$1,809  | \$1,809  | \$1,809  | \$1,809  |          |          |           | \$18,885  |
| Centene Management Company LLC *            |      |       |         | \$627   | \$1,300  | \$2,019  | \$2,788  | \$3,610  | \$4,491  | \$5,432  | \$6,437  | \$7,514  | \$11,789 | \$11,789 | \$11,789 | \$11,789 | \$11,789 | \$294,728 | \$387,890 |
| Chick-fil-A Supply, LLC                     |      |       | \$65    | \$114   | \$122    | \$131    | \$141    | \$141    | \$141    | \$141    | \$141    | \$141    | \$141    | \$141    |          |          |          |           | \$1,562   |
| Clorox Services Company                     |      | \$66  | \$194   | \$194   | \$194    | \$194    | \$194    | \$194    | \$194    | \$194    | \$194    | \$194    | \$194    |          |          |          |          |           | \$2,195   |
| Eastern Wholesale Fence LLC                 |      | \$58  | \$72    | \$90    | \$95     | \$95     | \$95     | \$95     | \$95     | \$95     | \$95     | \$95     | \$95     |          |          |          |          |           | \$1,078   |
| Eli Lilly and Company                       |      |       |         | \$189   | \$329    | \$453    | \$722    | \$875    | \$875    | \$875    | \$875    | \$875    | \$875    | \$875    | \$875    |          |          |           | \$8,690   |
| Evans Food Group Ltd. d/b/a Benestar Brands |      |       | \$50    | \$72    | \$91     | \$111    | \$111    | \$111    | \$111    | \$111    | \$111    | \$111    | \$111    | \$111    |          |          |          |           | \$1,212   |
| Farmina Pet Food USA, LLC                   |      |       | \$55    | \$119   | \$140    | \$151    | \$171    | \$171    | \$171    | \$171    | \$171    | \$171    | \$171    | \$171    |          |          |          |           | \$1,833   |
| GoldenHome International Inc.               |      |       | \$32    | \$49    | \$65     | \$108    | \$108    | \$108    | \$108    | \$108    | \$108    | \$108    | \$108    | \$108    |          |          |          |           | \$1,118   |
| Grail, Inc.                                 |      |       | \$205   | \$251   | \$335    | \$485    | \$485    | \$485    | \$485    | \$485    | \$485    | \$485    | \$485    | \$485    |          |          |          |           | \$5,151   |
| Grifols Therapeutics LLC II                 |      |       |         |         |          | \$92     | \$235    | \$291    | \$368    | \$522    | \$522    | \$522    | \$522    | \$522    | \$522    | \$522    | \$522    |           | \$5,162   |
| Grover Gaming, Inc.                         |      |       | \$48    | \$116   | \$198    | \$274    | \$355    | \$355    | \$355    | \$355    | \$355    | \$355    | \$355    | \$355    |          |          |          |           | \$3,476   |
| Intercontinental Capital Group, Inc.        |      | \$154 | \$308   | \$461   | \$616    | \$770    | \$770    | \$770    | \$770    | \$770    | \$770    | \$770    | \$770    |          |          |          |          |           | \$7,694   |
| Merchants Distributors, LLC II              |      |       | \$57    | \$80    | \$100    | \$123    | \$123    | \$123    | \$123    | \$123    | \$123    | \$123    | \$123    | \$123    |          |          |          |           | \$1,344   |
| Nestle Purina PetCare Company               |      |       | \$100   | \$200   | \$401    | \$401    | \$401    | \$401    | \$401    | \$401    | \$401    | \$401    | \$401    | \$401    |          |          |          |           | \$4,310   |
| Nuvotronics, Inc.                           |      |       | \$28    | \$56    | \$84     | \$112    | \$112    | \$112    | \$112    | \$112    | \$112    | \$112    | \$112    | \$112    |          |          |          |           | \$1,174   |
| Ontex Operations USA, LLC                   |      |       | \$127   | \$180   | \$228    | \$274    | \$274    | \$274    | \$274    | \$274    | \$274    | \$274    | \$274    | \$274    |          |          |          |           | \$3,001   |
| Prepac Manufacturing US LLC                 |      | \$76  | \$115   | \$158   | \$195    | \$195    | \$195    | \$195    | \$195    | \$195    | \$195    | \$195    | \$195    |          |          |          |          |           | \$2,106   |
| Prime Beverage Group, LLC                   |      |       |         | \$203   | \$203    | \$203    | \$203    | \$203    | \$203    | \$203    | \$203    | \$203    | \$203    | \$203    | \$203    |          |          |           | \$2,430   |
| Raytheon Technologies Corporation           |      |       |         | \$739   | \$1,160  | \$1,234  | \$1,310  | \$1,388  | \$1,388  | \$1,388  | \$1,388  | \$1,388  | \$1,388  | \$1,388  | \$1,388  |          |          |           | \$15,543  |
| Retirement Clearinghouse, LLC               |      | \$37  | \$86    | \$185   | \$277    | \$335    | \$335    | \$335    | \$335    | \$335    | \$335    | \$335    | \$335    |          |          |          |          |           | \$3,267   |
| Taysha Gene Therapies, Inc.                 |      | \$112 | \$291   | \$448   | \$448    | \$448    | \$448    | \$448    | \$448    | \$448    | \$448    | \$448    | \$448    |          |          |          |          |           | \$4,880   |
| United Parcel Service, Inc.                 |      | \$56  | \$515   | \$668   | \$965    | \$1,002  | \$1,002  | \$1,002  | \$1,002  | \$1,002  | \$1,002  | \$1,002  | \$1,002  |          |          |          |          |           | \$10,217  |
| <b>Total</b>                                | \$64 | \$695 | \$2,609 | \$7,471 | \$10,796 | \$13,228 | \$15,565 | \$17,320 | \$18,278 | \$19,373 | \$20,377 | \$21,455 | \$25,358 | \$22,320 | \$19,966 |          |          |           | \$534,224 |

Notes: Values shown in thousands; \* Centene Management Company LLC is a transformative grant. Amounts shown reflect estimates based on company's hiring schedule. There are no statutory caps for a transformative grant.



**Attachment A3. Maximum Annual Grant Amount Payable to Utility Account**  
**Under JDIG Awards Made in CY 2020**

| Company Name                                | 2020       | 2021         | 2022         | 2023           | 2024           | 2025           | 2026           | 2027           | 2028           | 2029           | 2030           | 2031           | 2032           | 2033           | 2034           | 2035    | 2036    | 2037-2061 | Total           |
|---------------------------------------------|------------|--------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------|---------|-----------|-----------------|
| American Fuji Seal, Inc.                    |            |              | \$3          | \$4            | \$6            | \$6            | \$8            | \$8            | \$8            | \$8            | \$8            | \$8            | \$8            | \$8            |                |         |         |           | \$85            |
| Audentes Therapeutics, Inc.                 | \$7        | \$15         | \$26         | \$35           | \$41           | \$41           | \$41           | \$41           | \$41           | \$41           | \$41           | \$41           |                |                |                |         |         |           | \$414           |
| Bandwidth Inc.                              |            |              |              | \$359          | \$568          | \$713          | \$910          | \$1,026        | \$1,026        | \$1,026        | \$1,026        | \$1,026        | \$1,026        | \$1,026        | \$1,026        |         |         |           | \$10,760        |
| Beam Therapeutics Inc.                      |            |              |              | \$42           | \$54           | \$77           | \$101          | \$101          | \$101          | \$101          | \$101          | \$101          | \$101          | \$101          | \$101          |         |         |           | \$1,079         |
| BioAgilytix Labs, LLC                       |            |              |              | \$239          | \$320          | \$408          | \$504          | \$603          | \$603          | \$603          | \$603          | \$603          | \$603          | \$603          | \$603          |         |         |           | \$6,295         |
| Centene Management Company LLC *            |            |              |              | \$209          | \$433          | \$673          | \$929          | \$1,203        | \$1,497        | \$1,811        | \$2,146        | \$2,505        | \$1,310        | \$1,310        | \$1,310        | \$1,310 | \$1,310 | \$32,748  | \$50,703        |
| Chick-fil-A Supply, LLC                     |            |              | \$7          | \$13           | \$14           | \$15           | \$16           | \$16           | \$16           | \$16           | \$16           | \$16           | \$16           | \$16           |                |         |         |           | \$174           |
| Clorox Services Company                     |            | \$22         | \$65         | \$65           | \$65           | \$65           | \$65           | \$65           | \$65           | \$65           | \$65           | \$65           | \$65           |                |                |         |         |           | \$732           |
| Eastern Wholesale Fence LLC                 |            | \$6          | \$8          | \$10           | \$11           | \$11           | \$11           | \$11           | \$11           | \$11           | \$11           | \$11           | \$11           |                |                |         |         |           | \$120           |
| Eli Lilly and Company                       |            |              |              | \$63           | \$110          | \$151          | \$241          | \$292          | \$292          | \$292          | \$292          | \$292          | \$292          | \$292          | \$292          |         |         |           | \$2,897         |
| Evans Food Group Ltd. d/b/a Benestar Brands |            |              | \$0          | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            |                |         |         |           | \$0             |
| Farmina Pet Food USA, LLC                   |            |              | \$0          | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            |                |         |         |           | \$0             |
| GoldenHome International Inc.               |            |              | \$11         | \$16           | \$22           | \$36           | \$36           | \$36           | \$36           | \$36           | \$36           | \$36           | \$36           | \$36           |                |         |         |           | \$373           |
| Grail, Inc.                                 |            |              | \$68         | \$84           | \$112          | \$162          | \$162          | \$162          | \$162          | \$162          | \$162          | \$162          | \$162          | \$162          |                |         |         |           | \$1,717         |
| Grifols Therapeutics LLC II                 |            |              |              |                |                | \$31           | \$78           | \$97           | \$123          | \$174          | \$174          | \$174          | \$174          | \$174          | \$174          | \$174   | \$174   |           | \$1,721         |
| Grover Gaming, Inc.                         |            |              | \$0          | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            |                |         |         |           | \$0             |
| Intercontinental Capital Group, Inc.        |            | \$51         | \$103        | \$154          | \$205          | \$257          | \$257          | \$257          | \$257          | \$257          | \$257          | \$257          | \$257          |                |                |         |         |           | \$2,565         |
| Merchants Distributors, LLC II              |            |              | \$0          | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            |                |         |         |           | \$0             |
| Nestle Purina PetCare Company               |            |              | \$0          | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            |                |         |         |           | \$0             |
| Nuvotronics, Inc.                           |            |              | \$9          | \$19           | \$28           | \$37           | \$37           | \$37           | \$37           | \$37           | \$37           | \$37           | \$37           | \$37           |                |         |         |           | \$391           |
| Ontex Operations USA, LLC                   |            |              | \$0          | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            | \$0            |                |         |         |           | \$0             |
| Prepac Manufacturing US LLC                 |            | \$8          | \$13         | \$18           | \$22           | \$22           | \$22           | \$22           | \$22           | \$22           | \$22           | \$22           | \$22           |                |                |         |         |           | \$234           |
| Prime Beverage Group, LLC                   |            |              |              | \$68           | \$68           | \$68           | \$68           | \$68           | \$68           | \$68           | \$68           | \$68           | \$68           | \$68           | \$68           |         |         |           | \$810           |
| Raytheon Technologies Corporation           |            |              |              | \$246          | \$387          | \$411          | \$437          | \$463          | \$463          | \$463          | \$463          | \$463          | \$463          | \$463          | \$463          |         |         |           | \$5,181         |
| Retirement Clearinghouse, LLC               |            | \$12         | \$29         | \$62           | \$92           | \$112          | \$112          | \$112          | \$112          | \$112          | \$112          | \$112          | \$112          |                |                |         |         |           | \$1,089         |
| Taysha Gene Therapies, Inc.                 |            | \$37         | \$97         | \$149          | \$149          | \$149          | \$149          | \$149          | \$149          | \$149          | \$149          | \$149          | \$149          |                |                |         |         |           | \$1,627         |
| United Parcel Service, Inc.                 |            | \$6          | \$57         | \$74           | \$107          | \$111          | \$111          | \$111          | \$111          | \$111          | \$111          | \$111          | \$111          |                |                |         |         |           | \$1,135         |
| <b>Total</b>                                | <b>\$7</b> | <b>\$159</b> | <b>\$495</b> | <b>\$1,927</b> | <b>\$2,812</b> | <b>\$3,553</b> | <b>\$4,292</b> | <b>\$4,877</b> | <b>\$5,197</b> | <b>\$5,562</b> | <b>\$5,897</b> | <b>\$6,256</b> | <b>\$5,020</b> | <b>\$4,294</b> | <b>\$4,035</b> |         |         |           | <b>\$90,099</b> |

Notes: Values shown in thousands; \* Centene Management Company LLC is a transformative grant. Amounts shown reflect estimates based on company's hiring schedule. There are no statutory caps for a transformative grant.

**Attachment B. Estimated Lifetime Fiscal and Economic Impacts for Grants  
Awarded in CY 2003-2020**

| Award Year  | Company Name                                       | Grant Term (Years) | Expected Jobs | Indirect and Induced Jobs | Total Jobs   | Estimated NC GDP Impact (millions) | Estimated Net State Revenue Impact (millions) |
|-------------|----------------------------------------------------|--------------------|---------------|---------------------------|--------------|------------------------------------|-----------------------------------------------|
| 2003        | Albaad USA, Inc.                                   | 10                 | 200           | 416                       | 616          | \$194                              | \$0.8                                         |
| 2003        | General Electric Company                           | 9                  | 200           | 174                       | 374          | \$359                              | \$4.8                                         |
| <b>2003</b> | <b>Total (Grant Term is average)</b>               | <b>10</b>          | <b>400</b>    | <b>590</b>                | <b>990</b>   | <b>\$554</b>                       | <b>\$5.6</b>                                  |
| 2004        | Altec Industries, Inc.                             | 11                 | 350           | 302                       | 652          | \$240                              | \$2.9                                         |
| 2004        | Cellco Partnership d/b/a Verizon Wireless          | 10                 | 1,211         | 1,938                     | 3,149        | \$1,207                            | \$20.7                                        |
| 2004        | Credit Suisse Securities (USA) LLC (I)             | 10                 | 400           | 344                       | 744          | \$2,470                            | \$88.4                                        |
| 2004        | Cree, Inc. I                                       | 11                 | 275           | 731                       | 1,006        | \$903                              | \$16.9                                        |
| 2004        | Hospira, Inc.                                      | 10                 | 152           | 380                       | 532          | \$317                              | \$8.2                                         |
| 2004        | Merck Sharp & Dohme Corp.                          | 12                 | 200           | 360                       | 560          | \$1,430                            | \$20.2                                        |
| 2004        | NetApp, Inc. I                                     | 10                 | 361           | 410                       | 771          | \$2,520                            | \$98.9                                        |
| 2004        | Pactiv LLC (fka Prairie Packaging, Inc.)           | 10                 | 242           | 140                       | 382          | \$444                              | \$14.0                                        |
| 2004        | TWC Administration LLC (I)                         | 10                 | 350           | 305                       | 655          | \$372                              | \$7.3                                         |
| <b>2004</b> | <b>Total (Grant Term is average)</b>               | <b>10</b>          | <b>3,541</b>  | <b>4,910</b>              | <b>8,451</b> | <b>\$9,902</b>                     | <b>\$277.5</b>                                |
| 2005        | American Institute of Certified Public Accountants | 12                 | 360           | 179                       | 539          | \$606                              | \$11.3                                        |
| 2005        | Target Corporation                                 | 10                 | 580           | 270                       | 850          | \$363                              | \$5.5                                         |
| <b>2005</b> | <b>Total (Grant Term is average)</b>               | <b>11</b>          | <b>940</b>    | <b>449</b>                | <b>1,389</b> | <b>\$969</b>                       | <b>\$16.8</b>                                 |
| 2006        | Credit Suisse Securities (USA) LLC (II)            | 10                 | 575           | 282                       | 857          | \$1,022                            | \$28.6                                        |
| 2006        | Fidelity Global Brokerage Group, Inc.              | 12                 | 2,000         | 772                       | 2,772        | \$4,300                            | \$93.8                                        |
| 2006        | MOM Brands Company (f/k/a Malt-O-Meal)             | 10                 | 164           | 247                       | 411          | \$351                              | \$9.9                                         |
| 2006        | Novartis Vaccines and Diagnostics, Inc. I          | 12                 | 350           | 1,038                     | 1,388        | \$1,463                            | \$41.2                                        |
| 2006        | Quintiles Transnational Corp.                      | 12                 | 1,000         | 830                       | 1,830        | \$963                              | \$4.7                                         |
| 2006        | Ralph Lauren Corporation I                         | 9                  | 200           | 43                        | 243          | \$1,746                            | \$77.7                                        |
| <b>2006</b> | <b>Total (Grant Term is average)</b>               | <b>11</b>          | <b>4,289</b>  | <b>3,212</b>              | <b>7,501</b> | <b>\$9,845</b>                     | <b>\$255.9</b>                                |

| Award Year  | Company Name                             | Grant Term (Years) | Expected Jobs | Indirect and Induced Jobs | Total Jobs   | Estimated NC GDP Impact (millions) | Estimated Net State Revenue Impact (millions) |
|-------------|------------------------------------------|--------------------|---------------|---------------------------|--------------|------------------------------------|-----------------------------------------------|
| 2007        | Honda Aero, Inc.                         | 12                 | 70            | 116                       | 186          | \$339                              | \$11.5                                        |
| 2007        | Honda Aircraft Company, LLC              | 12                 | 283           | 672                       | 955          | \$754                              | \$12.3                                        |
| 2007        | NetApp, Inc. II                          | 10                 | 646           | 418                       | 1,064        | \$1,080                            | \$24.4                                        |
| 2007        | Pharmaceutical Research Associates, Inc. | 9                  | 494           | 419                       | 913          | \$422                              | \$5.0                                         |
| <b>2007</b> | <b>Total (Grant Term is average)</b>     | <b>11</b>          | <b>1,493</b>  | <b>1,625</b>              | <b>3,118</b> | <b>\$2,594</b>                     | <b>\$53.2</b>                                 |
| 2008        | HCL America Inc.                         | 10                 | 513           | 341                       | 854          | \$407                              | \$0.8                                         |
| 2008        | Spirit AeroSystems North Carolina, Inc.  | 12                 | 1,031         | 1,437                     | 2,468        | \$2,944                            | \$39.2                                        |
| 2008        | TWC Administration LLC (II)              | 9                  | 200           | 136                       | 336          | \$440                              | \$12.6                                        |
| <b>2008</b> | <b>Total (Grant Term is average)</b>     | <b>10</b>          | <b>1,744</b>  | <b>1,914</b>              | <b>3,658</b> | <b>\$3,791</b>                     | <b>\$52.7</b>                                 |
| 2009        | AFI US LLC (f/k/a Ally US LLC and GMAC)  | 9                  | 200           | 234                       | 434          | \$272                              | \$2.1                                         |
| 2009        | ASCO Power Technologies, L.P.            | 9                  | 328           | 425                       | 753          | \$367                              | \$4.3                                         |
| 2009        | Bayer CropScience LP                     | 9                  | 128           | 124                       | 252          | \$149                              | \$0.7                                         |
| 2009        | Continental Automotive Systems, Inc.     | 9                  | 338           | 368                       | 706          | \$346                              | \$7.3                                         |
| 2009        | DB Global Technology, Inc. I             | 11                 | 319           | 584                       | 903          | \$724                              | \$13.7                                        |
| 2009        | Electrolux Home Products, Inc. I         | 12                 | 738           | 912                       | 1,650        | \$1,274                            | \$13.3                                        |
| 2009        | EMC Corporation                          | 9                  | 397           | 850                       | 1,247        | \$752                              | \$13.5                                        |
| 2009        | Innovative Emergency Management, Inc.    | 12                 | 430           | 367                       | 797          | \$619                              | \$9.0                                         |
| 2009        | Loparex LLC                              | 9                  | 128           | 166                       | 294          | \$198                              | \$1.9                                         |
| 2009        | Premier Healthcare Solutions, Inc.       | 9                  | 300           | 241                       | 541          | \$292                              | \$6.0                                         |
| 2009        | Siemens Energy, Inc. I                   | 9                  | 226           | 147                       | 373          | \$236                              | \$2.1                                         |
| 2009        | Zenta Mortgage Services, LLC             | 9                  | 1,002         | 883                       | 1,885        | \$555                              | \$2.8                                         |
| <b>2009</b> | <b>Total (Grant Term is average)</b>     | <b>10</b>          | <b>4,534</b>  | <b>5,301</b>              | <b>9,835</b> | <b>\$5,785</b>                     | <b>\$76.6</b>                                 |
| 2010        | ABB Inc.                                 | 9                  | 130           | 311                       | 441          | \$295                              | \$6.9                                         |
| 2010        | BAE Systems Shared Services Inc.         | 9                  | 176           | 157                       | 333          | \$189                              | \$4.5                                         |
| 2010        | Caterpillar Inc. (Butterfly)             | 11                 | 325           | 1,320                     | 1,645        | \$834                              | \$23.4                                        |
| 2010        | Caterpillar Inc. (Camo)                  | 11                 | 392           | 1,125                     | 1,517        | \$758                              | \$13.1                                        |

| Award Year  | Company Name                                      | Grant Term (Years) | Expected Jobs | Indirect and Induced Jobs | Total Jobs    | Estimated NC GDP Impact (millions) | Estimated Net State Revenue Impact (millions) |
|-------------|---------------------------------------------------|--------------------|---------------|---------------------------|---------------|------------------------------------|-----------------------------------------------|
| 2010        | Celgard, LLC I                                    | 11                 | 289           | 291                       | 580           | \$381                              | \$4.8                                         |
| 2010        | Citco Fund Services (USA) Inc.                    | 9                  | 258           | 336                       | 594           | \$223                              | \$2.5                                         |
| 2010        | Clearwater Paper Corporation                      | 12                 | 250           | 813                       | 1,063         | \$762                              | \$11.5                                        |
| 2010        | Cree, Inc. II                                     | 10                 | 244           | 922                       | 1,166         | \$762                              | \$22.7                                        |
| 2010        | Hewitt Associates L.L.C. (d/b/a Aon Hewitt)       | 9                  | 463           | 538                       | 1,001         | \$517                              | \$14.0                                        |
| 2010        | Husqvarna Professional Products, Inc.             | 9                  | 160           | 663                       | 823           | \$224                              | \$3.0                                         |
| 2010        | Novartis Vaccines and Diagnostics, Inc. II        | 9                  | 100           | 125                       | 225           | \$141                              | \$1.3                                         |
| 2010        | Novo Nordisk Pharmaceutical Industries, Inc.      | 10                 | 85            | 145                       | 230           | \$117                              | \$0.8                                         |
| 2010        | Plastek Industries, Inc.                          | 9                  | 250           | 197                       | 447           | \$264                              | \$3.4                                         |
| 2010        | Siemens Energy, Inc. (Smart Grid)                 | 9                  | 139           | 173                       | 312           | \$156                              | \$2.5                                         |
| 2010        | Siemens Energy, Inc. II                           | 12                 | 825           | 2,784                     | 3,609         | \$2,149                            | \$32.3                                        |
| 2010        | SPX Corporation                                   | 11                 | 180           | 161                       | 341           | \$250                              | \$4.2                                         |
| 2010        | TIMCO Aerosystems, LLC                            | 9                  | 275           | 421                       | 696           | \$211                              | \$3.2                                         |
| <b>2010</b> | <b>Total (Grant Term is average)</b>              | <b>10</b>          | <b>4,541</b>  | <b>10,482</b>             | <b>15,023</b> | <b>\$8,232</b>                     | <b>\$154.3</b>                                |
| 2011        | American Roller Bearing Company of North Carolina | 9                  | 231           | 283                       | 514           | \$285                              | \$4.0                                         |
| 2011        | AptarGroup, Inc.                                  | 9                  | 150           | 118                       | 268           | \$138                              | \$1.9                                         |
| 2011        | Capgemini Financial Services USA Inc.             | 5                  | 550           | 547                       | 1,097         | \$222                              | \$0.9                                         |
| 2011        | Celgard, LLC II                                   | 11                 | 250           | 255                       | 505           | \$362                              | \$6.1                                         |
| 2011        | Chiquita Brands International, Inc.               | 11                 | 417           | 607                       | 1,024         | \$826                              | \$1.7                                         |
| 2011        | CTL Packaging USA, Inc.                           | 10                 | 131           | 134                       | 265           | \$197                              | \$4.3                                         |
| 2011        | Eaton Corporation                                 | 10                 | 120           | 184                       | 304           | \$120                              | \$0.6                                         |
| 2011        | ESA Management, LLC                               | 12                 | 170           | 267                       | 437           | \$419                              | \$8.5                                         |
| 2011        | Infinisource, Inc.                                | 8                  | 162           | 90                        | 252           | \$121                              | \$2.1                                         |
| 2011        | Linamar North Carolina, Inc. I                    | 9                  | 363           | 693                       | 1,056         | \$530                              | \$10.2                                        |
| 2011        | LORD Corporation                                  | 8                  | 117           | 184                       | 301           | \$119                              | \$1.8                                         |
| 2011        | Pittsburgh Glass Works, LLC                       | 10                 | 260           | 286                       | 546           | \$296                              | \$5.5                                         |

| Award Year  | Company Name                                     | Grant Term (Years) | Expected Jobs | Indirect and Induced Jobs | Total Jobs    | Estimated NC GDP Impact (millions) | Estimated Net State Revenue Impact (millions) |
|-------------|--------------------------------------------------|--------------------|---------------|---------------------------|---------------|------------------------------------|-----------------------------------------------|
| 2011        | Red Hat, Inc. I                                  | 12                 | 240           | 554                       | 794           | \$749                              | \$21.1                                        |
| 2011        | Red Hat, Inc. II                                 | 12                 | 300           | 694                       | 994           | \$761                              | \$19.7                                        |
| 2011        | Semprius, Inc.                                   | 11                 | 256           | 967                       | 1,223         | \$421                              | \$0.1                                         |
| 2011        | Sequenom Center for Molecular Medicine, LLC      | 9                  | 242           | 246                       | 488           | \$2,110                            | \$92.6                                        |
| 2011        | TWC Administration LLC (III)                     | 9                  | 225           | 353                       | 578           | \$363                              | \$8.6                                         |
| <b>2011</b> | <b>Total (Grant Term is average)</b>             | <b>10</b>          | <b>4,184</b>  | <b>6,462</b>              | <b>10,646</b> | <b>\$8,039</b>                     | <b>\$189.7</b>                                |
| 2012        | Ashley Furniture Industries, Inc.                | 10                 | 550           | 444                       | 994           | \$522                              | \$3.6                                         |
| 2012        | Caterpillar Inc. (Bee)                           | 9                  | 199           | 501                       | 700           | \$486                              | \$13.3                                        |
| 2012        | Citrix Systems, Inc.                             | 12                 | 337           | 380                       | 717           | \$505                              | \$3.8                                         |
| 2012        | Deere-Hitachi Construction Machinery Corporation | 9                  | 340           | 724                       | 1,064         | \$703                              | \$16.3                                        |
| 2012        | Denver Global Products, Inc.                     | 10                 | 450           | 639                       | 1,089         | \$560                              | \$9.0                                         |
| 2012        | Gildan Yarns, LLC I                              | 10                 | 170           | 138                       | 308           | \$166                              | \$1.5                                         |
| 2012        | GKN Driveline North America, Inc. I              | 10                 | 131           | 223                       | 354           | \$164                              | \$2.0                                         |
| 2012        | Hamilton Sundstrand Corporation                  | 12                 | 325           | 501                       | 826           | \$1,579                            | \$38.3                                        |
| 2012        | Herbalife International of America, Inc.         | 11                 | 493           | 900                       | 1,393         | \$963                              | \$20.1                                        |
| 2012        | Inmar, Inc.                                      | 10                 | 212           | 161                       | 373           | \$236                              | \$1.5                                         |
| 2012        | JELD-WEN, Inc.                                   | 9                  | 142           | 219                       | 361           | \$229                              | \$2.8                                         |
| 2012        | Klausner Lumber Two, LLC                         | 11                 | 350           | 725                       | 1,075         | \$557                              | \$2.3                                         |
| 2012        | Leviton Manufacturing Co., Inc.                  | 8                  | 152           | 181                       | 333           | \$141                              | \$1.4                                         |
| 2012        | Linamar North Carolina, Inc. II                  | 9                  | 250           | 439                       | 689           | \$333                              | \$4.2                                         |
| 2012        | NetApp, Inc. III                                 | 10                 | 460           | 518                       | 978           | \$581                              | \$1.8                                         |
| 2012        | Ralph Lauren Corporation II                      | 9                  | 500           | 335                       | 835           | \$285                              | \$2.9                                         |
| 2012        | Reed Elsevier Inc.                               | 10                 | 350           | 353                       | 703           | \$508                              | \$4.3                                         |
| 2012        | S. & D. Coffee, Inc.                             | 10                 | 200           | 680                       | 880           | \$371                              | \$6.5                                         |
| 2012        | Schletter Inc.                                   | 9                  | 305           | 411                       | 716           | \$278                              | \$0.6                                         |
| 2012        | Sheetz Distribution Services, LLC                | 12                 | 254           | 170                       | 424           | \$273                              | \$2.4                                         |

| Award Year  | Company Name                                 | Grant Term (Years) | Expected Jobs | Indirect and Induced Jobs | Total Jobs    | Estimated NC GDP Impact (millions) | Estimated Net State Revenue Impact (millions) |
|-------------|----------------------------------------------|--------------------|---------------|---------------------------|---------------|------------------------------------|-----------------------------------------------|
| 2012        | Sid Tool Co., Inc.                           | 12                 | 400           | 617                       | 1,017         | \$702                              | \$1.4                                         |
| 2012        | Valley Fine Foods Company, Inc.              | 10                 | 305           | 557                       | 862           | \$372                              | \$3.2                                         |
| 2012        | XPO Logistics, Inc. I                        | 10                 | 201           | 191                       | 392           | \$222                              | \$2.1                                         |
| <b>2012</b> | <b>Total (Grant Term is average)</b>         | <b>10</b>          | <b>7,076</b>  | <b>10,008</b>             | <b>17,084</b> | <b>\$10,734</b>                    | <b>\$145.0</b>                                |
| 2013        | AIG PC Global Services, Inc.                 | 10                 | 230           | 222                       | 452           | \$312                              | \$7.5                                         |
| 2013        | AREVA INC.                                   | 9                  | 130           | 121                       | 251           | \$268                              | \$7.2                                         |
| 2013        | ASMO Greenville of North Carolina, Inc.      | 12                 | 200           | 357                       | 557           | \$292                              | \$5.2                                         |
| 2013        | Castle Branch, Inc.                          | 8                  | 420           | 135                       | 555           | \$181                              | \$3.5                                         |
| 2013        | DB Global Technology, Inc. II                | 10                 | 431           | 416                       | 847           | \$469                              | \$4.2                                         |
| 2013        | Electrolux Home Products, Inc. III           | 12                 | 810           | 1,120                     | 1,930         | \$1,513                            | \$14.2                                        |
| 2013        | Evalueserve, Inc.                            | 10                 | 400           | 330                       | 730           | \$378                              | \$7.7                                         |
| 2013        | General Electric Company (Aviation Division) | 12                 | 242           | 579                       | 821           | \$457                              | \$2.7                                         |
| 2013        | Gildan Yarns, LLC II                         | 12                 | 501           | 376                       | 877           | \$756                              | \$28.5                                        |
| 2013        | InVue Security Products Inc.                 | 9                  | 70            | 108                       | 178           | \$87                               | \$1.7                                         |
| 2013        | Ipreo US LLC                                 | 9                  | 250           | 229                       | 479           | \$324                              | \$4.7                                         |
| 2013        | KSM Castings NC Inc.                         | 12                 | 189           | 199                       | 388           | \$231                              | \$2.5                                         |
| 2013        | MetLife Group, Inc.                          | 12                 | 2,622         | 3,242                     | 5,864         | \$5,379                            | \$50.1                                        |
| 2013        | Owens Corning Composite Materials, LLC       | 10                 | 110           | 153                       | 263           | \$275                              | \$11.8                                        |
| 2013        | Rack Room Shoes, Inc.                        | 7                  | 87            | 134                       | 221           | \$83                               | \$1.7                                         |
| 2013        | RC Creations, LLC                            | 12                 | 120           | 242                       | 362           | \$244                              | \$9.4                                         |
| 2013        | Sturm, Ruger & Company, Inc.                 | 12                 | 473           | 545                       | 1,018         | \$931                              | \$36.3                                        |
| 2013        | Syngenta Crop Protection, LLC                | 12                 | 150           | 201                       | 351           | \$342                              | \$9.3                                         |
| 2013        | XPO Logistics, Inc. II                       | 9                  | 287           | 198                       | 485           | \$535                              | \$16.0                                        |
| <b>2013</b> | <b>Total (Grant Term is average)</b>         | <b>10</b>          | <b>7,722</b>  | <b>8,909</b>              | <b>16,631</b> | <b>\$13,057</b>                    | <b>\$224.2</b>                                |
| 2014        | Advance Stores Company, Incorporated         | 12                 | 600           | 828                       | 1,428         | \$1,310                            | \$9.8                                         |
| 2014        | Argos Therapeutics, Inc.                     | 12                 | 236           | 812                       | 1,048         | \$2,654                            | \$96.4                                        |

| Award Year  | Company Name                                    | Grant Term (Years) | Expected Jobs | Indirect and Induced Jobs | Total Jobs    | Estimated NC GDP Impact (millions) | Estimated Net State Revenue Impact (millions) |
|-------------|-------------------------------------------------|--------------------|---------------|---------------------------|---------------|------------------------------------|-----------------------------------------------|
| 2014        | AvidXchange, Inc.                               | 12                 | 603           | 832                       | 1,435         | \$1,638                            | \$44.4                                        |
| 2014        | Cisco Systems, Inc.                             | 12                 | 550           | 759                       | 1,309         | \$1,182                            | \$16.7                                        |
| 2014        | Cognizant Technology Solutions U.S. Corporation | 12                 | 500           | 506                       | 1,006         | \$1,371                            | \$37.5                                        |
| 2014        | Enviva Management Company, LLC                  | 12                 | 160           | 762                       | 922           | \$608                              | \$11.3                                        |
| 2014        | GKN Driveline Newton, LLC                       | 12                 | 228           | 407                       | 635           | \$845                              | \$33.6                                        |
| 2014        | GKN Driveline North America, Inc. II            | 12                 | 105           | 210                       | 315           | \$229                              | \$3.8                                         |
| 2014        | HCL America Inc. II                             | 12                 | 1,237         | 1,204                     | 2,441         | \$2,035                            | \$20.4                                        |
| 2014        | Ideal Fastener Corporation                      | 12                 | 155           | 123                       | 278           | \$222                              | \$4.8                                         |
| 2014        | Linamar Forgings, Inc.                          | 12                 | 125           | 239                       | 364           | \$217                              | \$4.0                                         |
| 2014        | Patheon Manufacturing Services LLC              | 12                 | 488           | 2,638                     | 3,126         | \$1,877                            | \$38.5                                        |
| 2014        | RBUS, Inc.                                      | 12                 | 580           | 258                       | 838           | \$546                              | \$8.8                                         |
| 2014        | Richelieu Hosiery USA Inc.                      | 12                 | 205           | 119                       | 324           | \$221                              | \$2.2                                         |
| 2014        | Sealed Air Corporation                          | 12                 | 1,262         | 1,741                     | 3,003         | \$3,168                            | \$38.4                                        |
| 2014        | Spectra Group Inc.                              | 12                 | 250           | 243                       | 493           | \$445                              | \$9.4                                         |
| <b>2014</b> | <b>Total (Grant Term is average)</b>            | <b>12</b>          | <b>7,284</b>  | <b>11,681</b>             | <b>18,965</b> | <b>\$18,565</b>                    | <b>\$380.0</b>                                |
| 2015        | Albemarle Corporation                           | 12                 | 120           | 306                       | 426           | \$407                              | \$9.0                                         |
| 2015        | Ashley Furniture Industries, Inc. II            | 12                 | 454           | 855                       | 1,309         | \$604                              | \$5.3                                         |
| 2015        | BSH Home Appliances Corporation II              | 12                 | 460           | 1,202                     | 1,662         | \$590                              | \$2.0                                         |
| 2015        | Corning Optical Communications LLC              | 12                 | 150           | 383                       | 533           | \$342                              | \$6.7                                         |
| 2015        | DB Global Technology, Inc. III                  | 12                 | 250           | 611                       | 861           | \$543                              | \$7.2                                         |
| 2015        | Dimensional Fund Advisors LP                    | 12                 | 316           | 806                       | 1,122         | \$1,336                            | \$33.7                                        |
| 2015        | Fidelity Global Brokerage Group, Inc. II        | 12                 | 600           | 1,418                     | 2,018         | \$1,625                            | \$23.7                                        |
| 2015        | Frontier Communications of the Carolinas LLC    | 12                 | 200           | 281                       | 481           | \$240                              | \$4.1                                         |
| 2015        | Herbalife International of America, Inc. II     | 12                 | 301           | 776                       | 1,077         | \$645                              | \$9.0                                         |
| 2015        | Interactive Purecloud, Inc.                     | 12                 | 200           | 489                       | 689           | \$406                              | \$6.4                                         |
| 2015        | Metal Works Mfg. Co.                            | 12                 | 86            | 179                       | 265           | \$132                              | \$1.7                                         |



| Award Year  | Company Name                                          | Grant Term (Years) | Expected Jobs | Indirect and Induced Jobs | Total Jobs    | Estimated NC GDP Impact (millions) | Estimated Net State Revenue Impact (millions) |
|-------------|-------------------------------------------------------|--------------------|---------------|---------------------------|---------------|------------------------------------|-----------------------------------------------|
| 2015        | Novo Nordisk Pharmaceutical Industries, Inc. III      | 12                 | 691           | 4,276                     | 4,967         | \$7,361                            | \$208.8                                       |
| 2015        | Premier Research International LLC                    | 12                 | 260           | 683                       | 943           | \$568                              | \$9.5                                         |
| 2015        | RBUS, Inc. II                                         | 12                 | 500           | 701                       | 1,201         | \$583                              | \$12.9                                        |
| 2015        | Royal Appliance Mfg. Co.                              | 12                 | 200           | 398                       | 598           | \$613                              | \$14.5                                        |
| <b>2015</b> | <b>Total (Grant Term is average)</b>                  | <b>12</b>          | <b>4,788</b>  | <b>13,363</b>             | <b>18,151</b> | <b>\$15,995</b>                    | <b>\$354.4</b>                                |
| 2016        | Aurobindo Pharma USA Inc.                             | 12                 | 275           | 1,231                     | 1,506         | \$1,126                            | \$15.8                                        |
| 2016        | Avadim Technologies Inc.                              | 12                 | 551           | 1,359                     | 1,910         | \$1,817                            | \$43.2                                        |
| 2016        | Citrix Systems, Inc. II                               | 10                 | 400           | 640                       | 1,040         | \$659                              | \$8.1                                         |
| 2016        | Corning Optical Communications LLC (Cable)            | 12                 | 205           | 345                       | 550           | \$460                              | \$8.7                                         |
| 2016        | CSX Intermodal Terminals, Inc.                        | 12                 | 149           | 170                       | 319           | \$2,485                            | \$97.1                                        |
| 2016        | Everest Textile USA, LLC                              | 12                 | 610           | 698                       | 1,308         | \$733                              | \$15.5                                        |
| 2016        | GF Linamar LLC                                        | 12                 | 350           | 349                       | 699           | \$606                              | \$8.4                                         |
| 2016        | GKN Driveline Newton, LLC II                          | 12                 | 143           | 284                       | 427           | \$307                              | \$5.9                                         |
| 2016        | GKN Driveline North America, Inc. III                 | 12                 | 159           | 316                       | 475           | \$449                              | \$10.7                                        |
| 2016        | INC Research, LLC II                                  | 8                  | 550           | 836                       | 1,386         | \$750                              | \$6.2                                         |
| 2016        | JELD-WEN, Inc. II                                     | 12                 | 206           | 313                       | 519           | \$456                              | \$7.2                                         |
| 2016        | K-Flex USA L.L.C.                                     | 12                 | 100           | 125                       | 225           | \$231                              | \$4.4                                         |
| 2016        | LendingTree, LLC                                      | 12                 | 314           | 1,061                     | 1,375         | \$1,106                            | \$22.7                                        |
| 2016        | PrescientCo Inc.                                      | 12                 | 205           | 258                       | 463           | \$444                              | \$9.6                                         |
| 2016        | Relias Learning LLC                                   | 12                 | 470           | 790                       | 1,260         | \$1,583                            | \$43.5                                        |
| <b>2016</b> | <b>Total (Grant Term is average)</b>                  | <b>12</b>          | <b>4,687</b>  | <b>8,775</b>              | <b>13,462</b> | <b>\$13,212</b>                    | <b>\$307.0</b>                                |
| 2017        | ABC Phones of North Carolina, Inc. (D/B/A A Wireless) | 12                 | 250           | 399                       | 649           | \$640                              | \$11.2                                        |
| 2017        | Albemarle Corporation II                              | 12                 | 170           | 271                       | 441           | \$390                              | \$6.9                                         |
| 2017        | Allstate Insurance Company                            | 12                 | 2,250         | 7,050                     | 9,300         | \$3,909                            | \$5.6                                         |
| 2017        | AXA Equitable Life Insurance Company                  | 10                 | 550           | 877                       | 1,427         | \$891                              | \$4.2                                         |
| 2017        | Clearwater Paper Corporation II                       | 12                 | 180           | 605                       | 785           | \$612                              | \$12.4                                        |

| Award Year  | Company Name                                     | Grant Term (Years) | Expected Jobs | Indirect and Induced Jobs | Total Jobs    | Estimated NC GDP Impact (millions) | Estimated Net State Revenue Impact (millions) |
|-------------|--------------------------------------------------|--------------------|---------------|---------------------------|---------------|------------------------------------|-----------------------------------------------|
| 2017        | Conduent Business Services, LLC                  | 12                 | 200           | 319                       | 519           | \$344                              | \$2.1                                         |
| 2017        | Continental Automotive Systems, Inc. (Burke)     | 12                 | 160           | 286                       | 446           | \$444                              | \$10.6                                        |
| 2017        | Corning Incorporated (Agate)                     | 12                 | 111           | 78                        | 189           | \$225                              | \$6.0                                         |
| 2017        | Corning Incorporated (Excalibur)                 | 12                 | 317           | 537                       | 854           | \$932                              | \$18.6                                        |
| 2017        | Corning Incorporated (Fiber)                     | 12                 | 200           | 279                       | 479           | \$536                              | \$12.2                                        |
| 2017        | Corning Optical Communications LLC (Cable II)    | 12                 | 210           | 353                       | 563           | \$500                              | \$8.6                                         |
| 2017        | Credit Suisse Securities (USA) LLC (III)         | 12                 | 1,200         | 1,390                     | 2,590         | \$2,842                            | \$17.6                                        |
| 2017        | Dhollandia MFG, LLC                              | 12                 | 150           | 196                       | 346           | \$223                              | \$3.7                                         |
| 2017        | EGGER Wood Products LLC                          | 12                 | 400           | 705                       | 1,105         | \$1,023                            | \$17.7                                        |
| 2017        | Fibertex Personal Care Corporation               | 12                 | 145           | 219                       | 364           | \$327                              | \$6.4                                         |
| 2017        | Fresenius Kabi USA, LLC                          | 12                 | 445           | 1,066                     | 1,511         | \$853                              | \$12.8                                        |
| 2017        | Infosys Limited (d/b/a Infosys Limited of India) | 12                 | 2,000         | 2,158                     | 4,158         | \$2,920                            | \$24.4                                        |
| 2017        | Mako Medical Laboratories LLC                    | 12                 | 153           | 125                       | 278           | \$226                              | \$2.9                                         |
| 2017        | NN, Inc.                                         | 12                 | 200           | 319                       | 519           | \$511                              | \$11.9                                        |
| 2017        | Sunrise Global Marketing LLC                     | 12                 | 187           | 260                       | 447           | \$428                              | \$12.6                                        |
| 2017        | Triangle Tyre (USA) Technologies LLC             | 12                 | 800           | 1,277                     | 2,077         | \$2,467                            | \$16.3                                        |
| 2017        | Trilliant Networks, Inc.                         | 12                 | 130           | 140                       | 270           | \$220                              | \$3.1                                         |
| 2017        | Tristone Flowtech USA Inc.                       | 12                 | 302           | 340                       | 642           | \$281                              | \$1.8                                         |
| <b>2017</b> | <b>Total (Grant Term is average)</b>             | <b>12</b>          | <b>10,710</b> | <b>19,249</b>             | <b>29,959</b> | <b>\$21,745</b>                    | <b>\$229.5</b>                                |
| 2018        | Advance Stores Company, Incorporated II          | 12                 | 435           | 686                       | 1,121         | \$1,002                            | \$4.4                                         |
| 2018        | Albaad USA, Inc. II                              | 12                 | 302           | 716                       | 1,018         | \$810                              | \$19.6                                        |
| 2018        | Arch Capital Services Inc.                       | 12                 | 365           | 544                       | 909           | \$761                              | \$3.8                                         |
| 2018        | AveXis, Inc.                                     | 12                 | 200           | 475                       | 675           | \$919                              | \$19.9                                        |
| 2018        | AvidXchange, Inc. II                             | 12                 | 1,229         | 1,939                     | 3,168         | \$2,584                            | \$32.9                                        |
| 2018        | Booz Allen Hamilton Inc.                         | 7                  | 208           | 196                       | 404           | \$194                              | \$2.4                                         |
| 2018        | Cascades Holding US Inc.                         | 6                  | 66            | 155                       | 221           | \$143                              | \$3.8                                         |

| Award Year  | Company Name                                       | Grant Term (Years) | Expected Jobs | Indirect and Induced Jobs | Total Jobs    | Estimated NC GDP Impact (millions) | Estimated Net State Revenue Impact (millions) |
|-------------|----------------------------------------------------|--------------------|---------------|---------------------------|---------------|------------------------------------|-----------------------------------------------|
| 2018        | Cognizant Technology Solutions U.S. Corporation II | 12                 | 300           | 479                       | 779           | \$704                              | \$17.0                                        |
| 2018        | Corvid Technologies LLC                            | 12                 | 367           | 730                       | 1,097         | \$764                              | \$6.3                                         |
| 2018        | Dentsply North America LLC                         | 12                 | 320           | 404                       | 724           | \$959                              | \$20.1                                        |
| 2018        | Ernst & Young U.S. LLP                             | 12                 | 375           | 348                       | 723           | \$596                              | \$11.5                                        |
| 2018        | Honeywell International Inc.                       | 12                 | 750           | 1,183                     | 1,933         | \$7,955                            | \$248.5                                       |
| 2018        | Ipreo US LLC II                                    | 12                 | 250           | 399                       | 649           | \$550                              | \$8.7                                         |
| 2018        | ITM Medical Isotopes, Inc.                         | 12                 | 137           | 765                       | 902           | \$1,037                            | \$31.0                                        |
| 2018        | Jetstream Aviation, LLC                            | 12                 | 145           | 535                       | 957           | \$880                              | \$8.7                                         |
| 2018        | Laboratory Corporation of America Holdings         | 12                 | 422           | 602                       | 1,038         | \$969                              | \$13.2                                        |
| 2018        | LendingTree, LLC II                                | 12                 | 436           | 1,854                     | 2,480         | \$1,959                            | \$34.1                                        |
| 2018        | National General Management Corp. (NGMC)           | 12                 | 626           | 224                       | 369           | \$414                              | \$6.2                                         |
| 2018        | Pendo.io, Inc.                                     | 12                 | 590           | 664                       | 1,254         | \$1,182                            | \$15.6                                        |
| 2018        | Poly-Wood, LLC                                     | 9                  | 384           | 458                       | 842           | \$439                              | \$8.2                                         |
| 2018        | Publix Super Markets, Inc.                         | 12                 | 1,000         | 670                       | 1,670         | \$1,385                            | \$7.7                                         |
| 2018        | RiceWrap Foods Corporation                         | 12                 | 305           | 446                       | 751           | \$514                              | \$7.5                                         |
| 2018        | Sensus USA Inc.                                    | 12                 | 301           | 547                       | 848           | \$607                              | \$5.0                                         |
| 2018        | Shurtape Technologies, LLC                         | 12                 | 100           | 152                       | 252           | \$199                              | \$4.4                                         |
| 2018        | Sonic Automotive, Inc.                             | 12                 | 500           | 217                       | 717           | \$518                              | \$3.4                                         |
| <b>2018</b> | <b>Total (Grant Term is average)</b>               | <b>11</b>          | <b>10,113</b> | <b>15,385</b>             | <b>25,498</b> | <b>\$28,043</b>                    | <b>\$544.0</b>                                |
| 2019        | ABB Inc. II                                        | 12                 | 403           | 492                       | 895           | \$1,027                            | \$14.1                                        |
| 2019        | AveXis, Inc. II                                    | 12                 | 200           | 475                       | 675           | \$1,269                            | \$36.8                                        |
| 2019        | Bharat Forge Aluminum USA, Inc.                    | 12                 | 304           | 486                       | 790           | \$787                              | \$15.6                                        |
| 2019        | Carvana, LLC                                       | 12                 | 413           | 211                       | 624           | \$512                              | \$9.0                                         |
| 2019        | Cataler North America Corporation                  | 12                 | 151           | 268                       | 419           | \$414                              | \$8.9                                         |
| 2019        | Cellectis Biologics, Inc.                          | 12                 | 200           | 475                       | 675           | \$1,460                            | \$45.1                                        |
| 2019        | Design Foundry LLC                                 | 12                 | 202           | 194                       | 396           | \$320                              | \$4.9                                         |

| Award Year  | Company Name                                | Grant Term (Years) | Expected Jobs | Indirect and Induced Jobs | Total Jobs    | Estimated NC GDP Impact (millions) | Estimated Net State Revenue Impact (millions) |
|-------------|---------------------------------------------|--------------------|---------------|---------------------------|---------------|------------------------------------|-----------------------------------------------|
| 2019        | FFE Transportation Services, Inc.           | 7                  | 96            | 59                        | 155           | \$60                               | \$0.2                                         |
| 2019        | Greenheck Fan Corporation                   | 12                 | 403           | 375                       | 778           | \$768                              | \$17.5                                        |
| 2019        | JB Hamlet LLC                               | 12                 | 130           | 118                       | 248           | \$252                              | \$4.8                                         |
| 2019        | Kalyani Precision Machining, Inc.           | 12                 | 156           | 293                       | 449           | \$454                              | \$10.8                                        |
| 2019        | Lowe's Companies, Inc.                      | 12                 | 1,612         | 2,405                     | 4,017         | \$6,268                            | \$129.3                                       |
| 2019        | Merck Sharp & Dohme Corp. II                | 12                 | 425           | 1,008                     | 1,433         | \$3,085                            | \$88.7                                        |
| 2019        | Microsoft Corporation I (Enterprise)        | 12                 | 430           | 750                       | 1,250         | \$2,167                            | \$50.3                                        |
| 2019        | Microsoft Corporation II (Kirk)             | 12                 | 500           | 684                       | 1,114         | \$1,984                            | \$53.8                                        |
| 2019        | Newco                                       | 12                 | 100           | 121                       | 221           | \$636                              | \$22.4                                        |
| 2019        | NEWCO-SPV                                   | 12                 | 475           | 574                       | 1,049         | \$958                              | \$7.5                                         |
| 2019        | Ontic Engineering and Manufacturing, Inc.   | 12                 | 126           | 167                       | 293           | \$413                              | \$10.4                                        |
| 2019        | Pamlico Yachtworks, LLC                     | 12                 | 207           | 216                       | 423           | \$433                              | \$9.6                                         |
| 2019        | PAREXEL International, LLC                  | 12                 | 264           | 423                       | 687           | \$869                              | \$16.2                                        |
| 2019        | PCB Piezotronics of North Carolina, Inc. II | 10                 | 120           | 102                       | 222           | \$151                              | \$2.4                                         |
| 2019        | Pella Corporation                           | 12                 | 124           | 135                       | 259           | \$247                              | \$4.5                                         |
| 2019        | Policygenius Inc.                           | 12                 | 377           | 542                       | 919           | \$1,557                            | \$37.2                                        |
| 2019        | Q Squared Solutions LLC I                   | 12                 | 293           | 375                       | 831           | \$704                              | \$6.7                                         |
| 2019        | Q Squared Solutions LLC II                  | 12                 | 456           | 241                       | 534           | \$563                              | \$4.1                                         |
| 2019        | SynergyLabs, LLC                            | 12                 | 237           | 908                       | 1,145         | \$968                              | \$20.8                                        |
| 2019        | Well Dot, Inc.                              | 12                 | 400           | 180                       | 580           | \$609                              | \$8.4                                         |
| 2019        | Xerox Corporation                           | 12                 | 600           | 868                       | 1,468         | \$1,740                            | \$22.5                                        |
| <b>2019</b> | <b>Total (Grant Term is average)</b>        | <b>12</b>          | <b>9,404</b>  | <b>13,143</b>             | <b>22,547</b> | <b>\$30,677</b>                    | <b>\$662.6</b>                                |
| 2020        | Bandwidth Inc.                              | 12                 | 1,165         | 1,010                     | 2,175         | \$2,731                            | \$31.3                                        |
| 2020        | BioAgilytix Labs, LLC                       | 12                 | 878           | 1,119                     | 1,997         | \$2,880                            | \$58.8                                        |
| 2020        | Clorox Services Company                     | 12                 | 158           | 192                       | 350           | \$463                              | \$8.5                                         |
| 2020        | Grifols Therapeutics LLC                    | 12                 | 300           | 536                       | 836           | \$1,722                            | \$57.7                                        |

| Award Year  | Company Name                         | Grant Term (Years) | Expected Jobs | Indirect and Induced Jobs | Total Jobs    | Estimated NC GDP Impact (millions) | Estimated Net State Revenue Impact (millions) |
|-------------|--------------------------------------|--------------------|---------------|---------------------------|---------------|------------------------------------|-----------------------------------------------|
| 2020        | Grover Gaming, Inc.                  | 12                 | 200           | 267                       | 467           | \$467                              | \$8.8                                         |
| 2020        | Intercontinental Capital Group, Inc. | 12                 | 500           | 658                       | 1,158         | \$1,337                            | \$29.6                                        |
| 2020        | Merchant Distributors, LLC           | 12                 | 111           | 142                       | 253           | \$306                              | \$7.8                                         |
| 2020        | Nuvotronics, Inc.                    | 12                 | 150           | 161                       | 311           | \$300                              | \$5.1                                         |
| 2020        | United Parcel Service, Inc.          | 12                 | 592           | 324                       | 916           | \$1,428                            | \$35.5                                        |
| 2020        | Centene Management Company LLC       | 39                 | 3,237         | 4,022                     | 7,259         | \$29,542                           | \$674.1                                       |
| 2020        | Eli Lilly and Company                | 12                 | 462           | 2,336                     | 2,798         | \$4,137                            | \$110.2                                       |
| 2020        | Evans Food Group Ltd.                | 12                 | 129           | 358                       | 487           | \$432                              | \$10.7                                        |
| 2020        | Nestle Purina PetCare Company        | 12                 | 300           | 1,057                     | 1,357         | \$1,954                            | \$61.2                                        |
| 2020        | Raytheon Technologies Corporation    | 12                 | 800           | 974                       | 1,774         | \$7,437                            | \$258.1                                       |
| 2020        | Retirement Clearinghouse, LLC        | 12                 | 300           | 395                       | 695           | \$673                              | \$14.2                                        |
| 2020        | American Fuji Seal, Inc.             | 12                 | 101           | 75                        | 176           | \$169                              | \$3.7                                         |
| 2020        | Audentes Therapeutics, Inc.          | 12                 | 209           | 476                       | 685           | \$1,404                            | \$45.9                                        |
| 2020        | Beam Therapeutics Inc.               | 12                 | 201           | 359                       | 560           | \$1,365                            | \$42.5                                        |
| 2020        | Chick-fil-A Supply , LLC             | 12                 | 160           | 134                       | 294           | \$389                              | \$9.8                                         |
| 2020        | Eastern Wholesale Fence, LLC         | 12                 | 142           | 156                       | 298           | \$288                              | \$5.7                                         |
| 2020        | Farmina Pet Food USA, LLC            | 12                 | 129           | 455                       | 584           | \$857                              | \$27.2                                        |
| 2020        | Goldenhome International Inc.        | 12                 | 257           | 283                       | 540           | \$526                              | \$12.0                                        |
| 2020        | Grail, Inc.                          | 12                 | 398           | 731                       | 1,129         | \$1,235                            | \$22.6                                        |
| 2020        | Ontex Operations USA, LLC            | 12                 | 352           | 793                       | 1,145         | \$1,015                            | \$24.9                                        |
| 2020        | Prepac Manufacturing US LLC          | 12                 | 201           | 244                       | 445           | \$376                              | \$5.9                                         |
| 2020        | Prime Beverage Group, LLC            | 12                 | 231           | 489                       | 720           | \$1,219                            | \$32.3                                        |
| 2020        | Taysha Gene Therapies, Inc.          | 12                 | 201           | 369                       | 570           | \$772                              | \$14.8                                        |
| <b>2020</b> | <b>Total (Grant Term is average)</b> | <b>13</b>          | <b>11,864</b> | <b>18,113</b>             | <b>29,977</b> | <b>\$65,423</b>                    | <b>\$1,619</b>                                |

**Attachment C. Certified JDIG Grantee Report Findings for Payments Made in CY 2020 (All Grantees)**

*Note: CY 2018 performance was not certified for any grantee during 2019 and no payments were made due to the lack of a state budget for FY 2019-2020. CY 2018 performance was certified and paid in 2020. 2019 is the latest year company results have been certified. Most delays relate to changing names, corporate structures, or completing financial statements.*

*Some companies were paid based on CY 2016 & 2017 performance in 2020 due to the types of delays noted above as well as delayed appropriations to use for making grant payments. They are included here.*

| Term Year | Company Name                   | Total Certified Jobs | Total Certified Jobs Retained | Reported Average Wage | Reported Investment | Annual Disbursement to Company | Annual Disbursement to Utility Account | Eligible Withholdings |
|-----------|--------------------------------|----------------------|-------------------------------|-----------------------|---------------------|--------------------------------|----------------------------------------|-----------------------|
| 2016      | EMC Corporation                | 409                  | 937                           | \$119,231             | \$289,341,232       | \$982,500                      | \$327,500                              | \$2,688,472           |
| 2017      | Citco Fund Services (USA) Inc. | 179                  | 0                             | \$103,242             |                     | \$361,061                      | \$120,353                              | \$1,032,718           |
| 2017      | GKN Driveline North America,   | 226                  | 1,502                         | \$48,923              | \$0                 | \$97,750                       | \$17,250                               | \$492,303             |
| 2017      | GKN Driveline North America,   | 242                  | 1,486                         | \$41,992              | \$21,948,973        | \$129,200                      | \$22,800                               | \$402,158             |
| 2018      | General Electric Company,      | 277                  | 1,542                         | \$95,692              | \$196,766,277       | \$349,500                      | \$116,500                              | \$1,305,807           |
| 2018      | Markit North America, Inc. I   | 279                  | 25                            | \$96,094              |                     | \$453,000                      | \$151,000                              | \$1,350,464           |
| 2018      | DB Global Technology, Inc. II  | 406                  | 319                           | \$114,971             | \$13,678,502        | \$605,250                      | \$201,750                              | \$2,344,157           |
| 2018      | Sturm, Ruger & Company, Inc.   | 380                  | 0                             | \$45,020              | \$28,623,693        | \$481,080                      | \$0                                    | \$699,247             |
| 2018      | Gildan Yarns, LLC II           | 592                  | 911                           | \$33,350              | \$279,241,799       | \$291,550                      | \$51,450                               | \$769,123             |
| 2018      | RC Creations, LLC              | 162                  | 70                            | \$36,901              | \$35,619,639        | \$84,750                       | \$28,250                               | \$227,962             |
| 2018      | AIG PC Global Services, Inc.   | 290                  | 169                           | \$147,840             | \$5,055,283         | \$551,250                      | \$183,750                              | \$2,409,576           |
| 2018      | Enviva Management Company,     | 95                   | 182                           | \$64,549              | \$163,253,214       | \$0                            | \$0                                    | \$261,430             |
| 2018      | Cisco Systems, Inc.            | 549                  | 4,756                         | \$128,468             |                     | \$1,164,000                    | \$388,000                              | \$3,633,811           |
| 2018      | Sealed Air Corporation         | 962                  | 0                             | \$155,382             | \$75,956,385        | \$2,549,018                    | \$849,672                              | \$7,477,363           |
| 2018      | AvidXchange, Inc. I            | 690                  | 205                           | \$82,773              | \$29,252,612        | \$702,000                      | \$234,000                              | \$2,662,515           |

| Term Year | Company Name                    | Total Certified Jobs | Total Certified Jobs Retained | Reported Average Wage | Reported Investment | Annual Disbursement to Company | Annual Disbursement to Utility Account | Eligible Withholdings |
|-----------|---------------------------------|----------------------|-------------------------------|-----------------------|---------------------|--------------------------------|----------------------------------------|-----------------------|
| 2018      | Advance Stores Company,         | 643                  | 98                            | \$120,228             |                     | \$1,527,000                    | \$509,000                              | \$3,827,169           |
| 2018      | HCL America Inc. II             | 446                  | 831                           | \$110,328             | \$8,620,088         | \$0                            | \$0                                    | \$2,001,365           |
| 2018      | GKN Driveline North America,    | 233                  | 1,288                         | \$46,759              | \$26,861,935        | \$97,750                       | \$17,250                               | \$469,134             |
| 2018      | Cognizant Technology            | 509                  | 2,197                         | \$94,867              |                     | \$501,000                      | \$167,000                              | \$2,199,773           |
| 2018      | Linamar Forgings Carolina Inc.  | 70                   | 145                           | \$71,114              | \$36,133,946        | \$0                            | \$0                                    | \$206,141             |
| 2018      | Dimensional Fund Advisors LP    | 236                  | 0                             | \$164,036             | \$157,383,874       | \$558,000                      | \$186,000                              | \$1,782,304           |
| 2018      | Herbalife International of      | 305                  | 494                           | \$71,587              |                     | \$248,696                      | \$82,898                               | \$923,486             |
| 2018      | Albemarle Corporation I         | 275                  | 213                           | \$292,694             | \$14,906,597        | \$175,500                      | \$58,500                               | \$3,506,511           |
| 2018      | Premier Research International  | 164                  | 113                           | \$104,579             |                     | \$164,250                      | \$54,750                               | \$740,843             |
| 2018      | Royal Appliance Mfg. Co.        | 204                  | 14                            | \$109,181             |                     | \$309,530                      | \$103,177                              | \$1,124,349           |
| 2018      | GF Linamar LLC                  | 112                  | 0                             | \$48,367              | \$0                 | \$97,072                       | \$32,357                               | \$172,572             |
| 2018      | DB Global Technology, Inc. III  | 0                    | 725                           | \$0                   | \$8,432,467         | \$0                            | \$0                                    | \$0                   |
| 2018      | Aurobindo Pharma U.S.A., Inc.   | 50                   | 14                            | \$59,583              | \$0                 | \$0                            | \$0                                    | \$127,529             |
| 2018      | Corning Optical                 | 100                  | 558                           | \$214,613             | \$38,296,784        | \$140,250                      | \$46,750                               | \$824,999             |
| 2018      | PrescientCo Inc.                | 59                   | 2                             | \$40,908              | \$15,630,283        | \$0                            | \$0                                    | \$94,052              |
| 2018      | Relias LLC (fka Relias Learning | 175                  | 315                           | \$100,916             |                     | \$190,115                      | \$63,371                               | \$816,808             |
| 2018      | Avadim Health, Inc. (fka        | 56                   | 57                            | \$41,521              | \$0                 | \$0                            | \$0                                    | \$88,172              |
| 2018      | Everest Textile USA, LLC        | 210                  | 0                             | \$25,039              | \$0                 | \$67,830                       | \$0                                    | \$167,749             |
| 2018      | Corning Optical                 | 235                  | 1,243                         | \$81,156              | \$96,290,656        | \$98,250                       | \$32,750                               | \$867,332             |
| 2018      | LendingTree, LLC I              | 160                  | 296                           | \$125,016             | \$0                 | \$257,250                      | \$85,750                               | \$952,424             |
| 2018      | Citrix Systems, Inc. II         | 0                    | 678                           | \$0                   |                     | \$0                            | \$0                                    | \$0                   |
| 2018      | JELD-WEN, Inc. II               | 80                   | 174                           | \$140,939             | \$0                 | \$90,750                       | \$30,250                               | \$405,665             |
| 2018      | Clearwater Paper Corporation    | 174                  | 280                           | \$41,789              | \$0                 | \$119,093                      | \$13,232                               | \$177,368             |
| 2018      | Corning Incorporated (Fiber)    | 198                  | 1,765                         | \$54,185              | \$97,228,935        | \$94,243                       | \$31,414                               | \$301,566             |
| 2018      | Allstate Insurance Company      | 407                  | 1,892                         | \$106,805             | \$0                 | \$0                            | \$0                                    | \$1,086,563           |
| 2018      | Infosys Limited (d/b/a Infosys  | 270                  | 1,162                         | \$63,061              | \$6,866,576         | \$0                            | \$0                                    | \$567,899             |

| Term Year | Company Name                     | Total Certified Jobs | Total Certified Jobs Retained | Reported Average Wage | Reported Investment | Annual Disbursement to Company | Annual Disbursement to Utility Account | Eligible Withholdings |
|-----------|----------------------------------|----------------------|-------------------------------|-----------------------|---------------------|--------------------------------|----------------------------------------|-----------------------|
| 2018      | NN, Inc.                         | 42                   | 0                             | \$326,843             | \$9,750,798         | \$59,250                       | \$19,750                               | \$352,627             |
| 2018      | Sensus USA Inc.                  | 52                   | 707                           | \$110,946             |                     | \$20,729                       | \$6,909                                | \$81,287              |
| 2018      | Sunrise Global Marketing, LLC    | 24                   | 0                             | \$34,693              | \$0                 | \$13,036                       | \$1,448                                | \$28,400              |
| 2018      | Albaad USA, Inc. II              | 0                    | 186                           | \$0                   | \$0                 | \$0                            | \$0                                    | \$5,103               |
| 2018      | Conduent Business Services,      | 87                   | 6                             | \$115,642             |                     | \$53,293                       | \$17,764                               | \$270,391             |
| 2018      | GKN Driveline North America,     | 214                  | 1,307                         | \$41,708              | \$21,948,973        | \$129,200                      | \$22,800                               | \$358,191             |
| 2018      | RELX INC. fka Reed Elsevier Inc. | 319                  | 325                           | \$127,965             |                     | \$1,065,750                    | \$355,250                              | \$2,229,479           |
| 2018      | XPO Logistics, Inc. I            | 201                  | 63                            | \$128,170             |                     | \$332,250                      | \$110,750                              | \$1,288,853           |
| 2018      | Hamilton Sundstrand              | 344                  | 131                           | \$230,401             |                     | \$1,456,018                    | \$485,339                              | \$4,145,403           |
| 2018      | Sid Tool Co., Inc.               | 402                  | 111                           | \$99,681              | \$39,278,581        | \$834,777                      | \$278,259                              | \$1,898,459           |
| 2018      | Sheetz Distribution Services,    | 255                  | 0                             | \$38,421              | \$29,890,213        | \$166,600                      | \$29,400                               | \$382,069             |
| 2018      | Leviton Manufacturing Co.,       | 152                  | 531                           | \$47,735              | \$8,935,398         | \$144,000                      | \$0                                    | \$318,651             |
| 2018      | S. & D. Coffee, Inc.             | 223                  | 679                           | \$43,818              | \$53,306,962        | \$178,500                      | \$59,500                               | \$407,906             |
| 2018      | Herbalife International of       | 493                  | 306                           | \$63,040              | \$143,741,106       | \$523,500                      | \$174,500                              | \$1,328,668           |
| 2018      | Gildan Yarns, LLC I              | 165                  | 1,338                         | \$40,340              | \$64,818,305        | \$154,229                      | \$27,217                               | \$279,148             |
| 2018      | Ashley Furniture Industries,     | 1,379                | 142                           | \$46,516              | \$83,159,396        | \$345,100                      | \$60,900                               | \$2,523,830           |
| 2018      | Citrix Systems, Inc. I           | 447                  | 231                           | \$106,521             | \$32,299,662        | \$805,500                      | \$268,500                              | \$2,231,641           |
| 2018      | JELD-WEN, Inc. I                 | 174                  | 80                            | \$203,835             |                     | \$289,500                      | \$96,500                               | \$2,131,751           |
| 2018      | Merck Sharp & Dohme Corp. I      | 259                  | 1,084                         | \$139,929             | \$314,156,557       | \$381,000                      | \$126,999                              | \$1,883,190           |
| 2018      | Seqirus Inc. I (fka Novartis     | 300                  | 153                           | \$105,177             | \$581,125,642       | \$571,000                      | \$190,000                              | \$1,545,757           |
| 2018      | Fidelity Global Brokerage        | 2,073                | 1,395                         | \$137,957             | \$74,191,163        | \$4,783,000                    | \$1,594,000                            | \$12,192,450          |
| 2018      | MOM Brands Company, LLC          | 228                  | 0                             | \$60,168              | \$130,927,523       | \$124,500                      | \$41,500                               | \$565,454             |
| 2018      | IQVIA RDS Inc. (fka Quintiles,   | 1,000                | 1,219                         | \$120,688             | \$55,779,067        | \$2,206,000                    | \$735,000                              | \$7,022,152           |
| 2018      | Honda Aircraft Company, LLC      | 321                  | 678                           | \$120,729             | \$114,303,338       | \$660,000                      | \$220,000                              | \$1,891,475           |
| 2018      | Honda Aero, Inc.                 | 64                   | 82                            | \$148,225             | \$26,835,257        | \$167,000                      | \$29,000                               | \$482,517             |
| 2018      | HCL America Inc. I               | 515                  | 762                           | \$81,468              | \$3,104,222         | \$63,000                       | \$21,000                               | \$1,910,687           |



| Term Year | Company Name                     | Total Certified Jobs | Total Certified Jobs Retained | Reported Average Wage | Reported Investment | Annual Disbursement to Company | Annual Disbursement to Utility Account | Eligible Withholdings |
|-----------|----------------------------------|----------------------|-------------------------------|-----------------------|---------------------|--------------------------------|----------------------------------------|-----------------------|
| 2018      | Premier Healthcare Solutions,    | 282                  | 748                           | \$207,790             | \$77,939,264        | \$584,250                      | \$194,750                              | \$3,192,151           |
| 2018      | Loparex LLC                      | 120                  | 118                           | \$93,980              | \$12,014,582        | \$229,264                      | \$45,663                               | \$537,710             |
| 2018      | DB Global Technology, Inc. I     | 316                  | 409                           | \$119,278             | \$7,121,593         | \$881,250                      | \$293,750                              | \$1,828,474           |
| 2018      | Electrolux Home Products, Inc.   | 743                  | 28                            | \$112,143             | \$13,767,567        | \$2,108,250                    | \$702,750                              | \$4,585,787           |
| 2018      | Husqvarna Professional           | 169                  | 236                           | \$123,736             | \$7,681,155         | \$294,750                      | \$98,250                               | \$1,315,100           |
| 2018      | Clearwater Paper Corporation I   | 270                  | 184                           | \$62,103              | \$267,382,432       | \$314,000                      | \$0                                    | \$869,224             |
| 2018      | Alight Solutions LLC (fka Hewitt | 503                  | 688                           | \$50,894              |                     | \$470,957                      | \$156,985                              | \$1,061,106           |
| 2018      | Plastek Industries, Inc. d/b/a   | 233                  | 74                            | \$33,680              | \$22,783,678        | \$177,252                      | \$0                                    | \$273,213             |
| 2018      | Seqirus Inc. II (fka Novartis    | 96                   | 357                           | \$99,905              | \$34,032,647        | \$220,708                      | \$73,569                               | \$474,097             |
| 2018      | Caterpillar Inc. (Butterfly)     | 443                  | 1,110                         | \$49,730              | \$27,819,121        | \$351,050                      | \$61,950                               | \$930,125             |
| 2018      | Cree, Inc. II                    | 518                  | 2,428                         | \$83,051              | \$208,424,991       | \$232,500                      | \$77,500                               | \$2,158,969           |
| 2018      | Novo Nordisk Pharmaceutical      | 179                  | 1,026                         | \$96,918              | \$150,714,160       | \$89,250                       | \$29,750                               | \$872,782             |
| 2018      | ESA Management, LLC              | 209                  | 19                            | \$137,426             |                     | \$410,250                      | \$136,750                              | \$1,897,191           |
| 2018      | BAE Systems Shared Services      | 169                  | 10                            | \$86,913              |                     | \$225,750                      | \$75,250                               | \$640,355             |
| 2018      | Red Hat, Inc. I                  | 258                  | 1,691                         | \$129,644             | \$59,082,271        | \$645,000                      | \$215,000                              | \$1,705,933           |
| 2018      | Red Hat, Inc. II                 | 781                  | 1,168                         | \$177,337             | \$14,166,214        | \$663,750                      | \$221,250                              | \$7,315,694           |
| 2018      | Pittsburgh Glass Works, LLC      | 244                  | 206                           | \$45,223              | \$77,346,832        | \$240,000                      | \$0                                    | \$507,820             |
| 2018      | AptarGroup, Inc.                 | 162                  | 0                             | \$70,110              | \$48,503,638        | \$133,450                      | \$23,550                               | \$447,891             |
| 2018      | Charter Communications, LLC      | 229                  | 2,397                         | \$135,957             | \$125,556,987       | \$370,500                      | \$123,500                              | \$1,523,376           |
| 2018      | Rack Room Shoes, Inc.            | 88                   | 164                           | \$90,309              | \$20,566,094        | \$107,250                      | \$35,750                               | \$360,289             |
| 2018      | KSM Castings USA Inc.            | 138                  | 0                             | \$49,627              | \$50,692,628        | \$183,018                      | \$0                                    | \$325,786             |
| 2018      | MetLife Group, Inc.              | 2,167                | 143                           | \$116,105             | \$141,134,114       | \$6,323,421                    | \$2,107,807                            | \$12,413,124          |
| 2019      | Novo Nordisk Pharmaceutical      | 179                  | 1,071                         | \$103,425             | \$150,714,160       | \$89,250                       | \$29,750                               | \$856,725             |
| 2019      | ESA Management, LLC              | 209                  | 22                            | \$131,844             |                     | \$410,250                      | \$136,750                              | \$1,383,790           |
| 2019      | BAE Systems Shared Services      | 169                  | 8                             | \$71,152              | \$0                 | \$216,078                      | \$72,026                               | \$624,275             |
| 2019      | Pittsburgh Glass Works, LLC      | 244                  | 149                           | \$48,831              | \$77,346,832        | \$240,000                      | \$0                                    | \$534,519             |

| Term Year | Company Name                   | Total Certified Jobs | Total Certified Jobs Retained | Reported Average Wage | Reported Investment | Annual Disbursement to Company | Annual Disbursement to Utility Account | Eligible Withholdings |
|-----------|--------------------------------|----------------------|-------------------------------|-----------------------|---------------------|--------------------------------|----------------------------------------|-----------------------|
| 2019      | AptarGroup, Inc.               | 162                  | 34                            | \$64,109              | \$48,503,638        | \$133,450                      | \$23,550                               | \$520,767             |
| 2019      | Charter Communications, LLC    | 229                  | 2,365                         | \$148,669             | \$125,556,987       | \$370,500                      | \$123,500                              | \$1,998,018           |
| 2019      | Rack Room Shoes, Inc.          | 88                   | 168                           | \$92,542              | \$20,566,094        | \$102,641                      | \$34,213                               | \$345,579             |
| 2019      | MetLife Group, Inc.            | 2,164                | 304                           | \$124,128             | \$141,134,114       | \$6,361,265                    | \$2,120,421                            | \$12,320,204          |
| 2019      | Dentsply North America LLC     | 42                   | 212                           | \$150,037             |                     | \$0                            | \$0                                    | \$124,696             |
| 2019      | Poly-Wood, LLC                 | 39                   | 22                            | \$39,152              | \$0                 | \$30,398                       | \$0                                    | \$40,531              |
| 2019      | Pendo.io, Inc.                 | 91                   | 174                           | \$116,331             | \$0                 | \$109,000                      | \$36,000                               | \$384,056             |
| 2019      | Cascades Holding US Inc.       | 0                    | 161                           | \$0                   | \$0                 | \$0                            | \$0                                    | \$0                   |
| 2019      | Advance Stores Company,        | 178                  | 729                           | \$144,251             | \$0                 | \$221,708                      | \$73,902                               | \$664,801             |
| 2019      | General Electric Company,      | 277                  | 1,530                         | \$99,518              | \$196,766,277       | \$349,500                      | \$116,500                              | \$1,439,751           |
| 2019      | Markit North America, Inc. I   | 322                  | 61                            | \$92,347              | \$0                 | \$453,000                      | \$151,000                              | \$1,203,141           |
| 2019      | DB Global Technology, Inc. II  | 254                  | 319                           | \$115,937             | \$13,678,502        | \$0                            | \$0                                    | \$1,702,454           |
| 2019      | Sturm, Ruger & Company, Inc.   | 452                  | 0                             | \$43,522              | \$28,623,693        | \$567,640                      | \$0                                    | \$774,354             |
| 2019      | Gildan Yarns, LLC II           | 616                  | 993                           | \$34,039              | \$279,241,799       | \$291,550                      | \$51,450                               | \$697,294             |
| 2019      | RC Creations, LLC              | 162                  | 71                            | \$37,459              | \$35,619,639        | \$84,750                       | \$28,250                               | \$246,902             |
| 2019      | AIG PC Global Services, Inc.   | 289                  | 131                           | \$165,037             | \$5,055,283         | \$551,250                      | \$183,750                              | \$2,474,380           |
| 2019      | Enviva Management Company,     | 166                  | 190                           | \$62,536              | \$325,528,879       | \$139,400                      | \$24,600                               | \$375,387             |
| 2019      | Cisco Systems, Inc.            | 530                  | 4,755                         | \$140,349             |                     | \$1,164,000                    | \$388,000                              | \$3,634,165           |
| 2019      | AvidXchange, Inc. I            | 690                  | 257                           | \$90,109              | \$29,252,612        | \$702,000                      | \$234,000                              | \$2,863,861           |
| 2019      | Advance Stores Company,        | 607                  | 300                           | \$137,253             | \$0                 | \$1,527,000                    | \$509,000                              | \$4,299,917           |
| 2019      | HCL America Inc. II            | 456                  | 831                           | \$108,999             | \$8,620,088         | \$0                            | \$0                                    | \$2,179,298           |
| 2019      | GKN Driveline North America,   | 293                  | 1,362                         | \$46,197              | \$26,861,935        | \$97,750                       | \$17,250                               | \$491,585             |
| 2019      | Linamar Forgings Carolina Inc. | 133                  | 145                           | \$67,007              | \$36,133,946        | \$98,000                       | \$0                                    | \$326,353             |
| 2019      | Dimensional Fund Advisors LP   | 251                  | 0                             | \$166,294             | \$157,383,874       | \$755,682                      | \$251,894                              | \$1,767,309           |
| 2019      | Premier Research International | 191                  | 113                           | \$114,421             |                     | \$209,250                      | \$69,750                               | \$950,198             |
| 2019      | Royal Appliance Mfg. Co.       | 204                  | 19                            | \$119,679             | \$0                 | \$312,750                      | \$104,250                              | \$1,185,043           |

| Term Year | Company Name                    | Total Certified Jobs | Total Certified Jobs Retained | Reported Average Wage | Reported Investment | Annual Disbursement to Company | Annual Disbursement to Utility Account | Eligible Withholdings |
|-----------|---------------------------------|----------------------|-------------------------------|-----------------------|---------------------|--------------------------------|----------------------------------------|-----------------------|
| 2019      | Novo Nordisk Pharmaceutical     | 526                  | 724                           | \$97,676              | \$1,175,963,202     | \$1,036,500                    | \$345,500                              | \$2,444,593           |
| 2019      | Aurobindo Pharma U.S.A., Inc.   | 80                   | 14                            | \$62,066              | \$0                 | \$0                            | \$0                                    | \$196,010             |
| 2019      | Corning Optical                 | 79                   | 558                           | \$250,398             | \$38,296,784        | \$0                            | \$0                                    | \$939,758             |
| 2019      | PrescientCo Inc.                | 85                   | 2                             | \$47,303              | \$15,630,283        | \$0                            | \$0                                    | \$135,172             |
| 2019      | Relias LLC (fka Relias Learning | 191                  | 315                           | \$101,862             |                     | \$0                            | \$0                                    | \$1,007,930           |
| 2019      | Corning Optical                 | 141                  | 1,243                         | \$94,257              | \$96,290,656        | \$130,658                      | \$43,553                               | \$708,020             |
| 2019      | LendingTree, LLC I              | 234                  | 296                           | \$192,076             | \$0                 | \$369,750                      | \$123,250                              | \$1,529,156           |
| 2019      | Citrix Systems, Inc. II         | 0                    | 659                           | \$0                   |                     | \$0                            | \$0                                    | \$0                   |
| 2019      | JELD-WEN, Inc. II               | 129                  | 172                           | \$142,823             | \$41,555,104        | \$162,279                      | \$54,093                               | \$702,142             |
| 2019      | Continental Automotive          | 82                   | 429                           | \$43,487              | \$63,727,350        | \$0                            | \$0                                    | \$147,154             |
| 2019      | Clearwater Paper Corporation    | 174                  | 402                           | \$58,190              | \$420,161,698       | \$219,600                      | \$24,400                               | \$429,454             |
| 2019      | Corning Incorporated (Fiber)    | 233                  | 1,786                         | \$55,803              | \$161,495,019       | \$154,394                      | \$51,465                               | \$490,141             |
| 2019      | Credit Suisse Securities (USA)  | 794                  | 1,499                         | \$91,199              | \$0                 | \$1,667,570                    | \$555,857                              | \$3,092,879           |
| 2019      | Equitable Financial Life        | 333                  | 618                           | \$152,476             | \$31,167,491        | \$763,500                      | \$254,500                              | \$2,071,738           |
| 2019      | Allstate Insurance Company      | 677                  | 1,909                         | \$62,899              | \$34,672,707        | \$0                            | \$0                                    | \$1,760,379           |
| 2019      | Fibertex Personal Care          | 32                   | 0                             | \$36,720              | \$0                 | \$0                            | \$0                                    | \$31,488              |
| 2019      | Infosys Limited (d/b/a Infosys  | 353                  | 1,162                         | \$71,519              | \$7,681,267         | \$0                            | \$0                                    | \$1,164,375           |
| 2019      | Fresenius Kabi USA, LLC         | 113                  | 162                           | \$70,474              | \$0                 | \$135,000                      | \$15,000                               | \$283,447             |
| 2019      | Dhollandia US, LLC (fka         | 4                    | 0                             | \$76,872              | \$0                 | \$0                            | \$0                                    | \$32,295              |
| 2019      | Ernst & Young U.S. LLP          | 225                  | 1,225                         | \$99,778              | \$0                 | \$108,750                      | \$36,250                               | \$641,022             |
| 2019      | Mako Medical Laboratories       | 50                   | 169                           | \$34,244              | \$0                 | \$40,161                       | \$0                                    | \$72,895              |
| 2019      | Albaad USA, Inc. II             | 30                   | 226                           | \$42,806              | \$0                 | \$0                            | \$0                                    | \$57,600              |
| 2019      | Conduent Business Services,     | 89                   | 6                             | \$122,094             |                     | \$0                            | \$0                                    | \$539,838             |
| 2019      | RiceWrap Foods Corporation      | 29                   | 7                             | \$24,467              | \$7,003,214         | \$0                            | \$0                                    | \$12,218              |
| 2019      | Markit North America, Inc. II   | 37                   | 346                           | \$137,089             | \$0                 | \$0                            | \$0                                    | \$58,474              |
| 2019      | Arch Capital Services Inc.      | 78                   | 91                            | \$158,086             | \$7,290,632         | \$0                            | \$0                                    | \$340,399             |

| Term Year | Company Name                     | Total Certified Jobs | Total Certified Jobs Retained | Reported Average Wage | Reported Investment     | Annual Disbursement to Company | Annual Disbursement to Utility Account | Eligible Withholdings |
|-----------|----------------------------------|----------------------|-------------------------------|-----------------------|-------------------------|--------------------------------|----------------------------------------|-----------------------|
| 2019      | National General Management      | 257                  | 1,435                         | \$50,499              | \$0                     | \$130,500                      | \$14,500                               | \$441,148             |
| 2019      | GKN Driveline North America,     | 185                  | 1,470                         | \$40,072              | \$21,948,973            | \$129,200                      | \$22,800                               | \$263,666             |
| 2019      | RELX INC. fka Reed Elsevier Inc. | 336                  | 389                           | \$136,757             | \$0                     | \$1,065,750                    | \$355,250                              | \$2,233,379           |
| 2019      | XPO Logistics, Inc. I            | 201                  | 57                            | \$111,245             |                         | \$332,250                      | \$110,750                              | \$1,044,474           |
| 2019      | Hamilton Sundstrand              | 344                  | 190                           | \$265,010             |                         | \$1,506,750                    | \$502,250                              | \$5,095,996           |
| 2019      | Sid Tool Co., Inc.               | 402                  | 117                           | \$96,225              | \$39,278,581            | \$812,653                      | \$270,884                              | \$1,745,664           |
| 2019      | Sheetz Distribution Services,    | 255                  | 7                             | \$43,637              | \$29,890,213            | \$166,600                      | \$29,400                               | \$421,617             |
| 2019      | Leviton Manufacturing Co.,       | 112                  | 531                           | \$51,281              | \$8,935,398             | \$125,611                      | \$0                                    | \$264,709             |
| 2019      | Gildan Yarns, LLC I              | 170                  | 1,439                         | \$41,434              | \$64,818,305            | \$145,323                      | \$25,645                               | \$263,028             |
| 2019      | Ashley Furniture Industries,     | 1,384                | 213                           | \$52,056              | \$83,159,396            | \$345,100                      | \$60,900                               | \$2,488,772           |
| 2019      | Citrix Systems, Inc. I           | 440                  | 219                           | \$132,358             | \$32,299,662            | \$805,500                      | \$268,500                              | \$2,735,532           |
| 2019      | JELD-WEN, Inc. I                 | 150                  | 151                           | \$182,954             | \$0                     | \$289,500                      | \$96,500                               | \$1,354,441           |
| 2019      | Seqirus Inc. I (fka Novartis     | 267                  | 288                           | \$113,912             | \$581,125,642           | \$571,000                      | \$190,000                              | \$1,372,520           |
| 2019      | IQVIA RDS Inc. (fka Quintiles,   | 1,000                | 1431                          | \$125,354             | \$55,779,067            | \$2,206,000                    | \$735,000                              | \$6,794,699           |
| 2019      | Honda Aircraft Company, LLC      | 321                  | 616                           | \$122,184             | \$114,303,338           | \$660,000                      | \$220,000                              | \$1,772,086           |
| 2019      | Honda Aero, Inc.                 | 64                   | 42                            | \$141,104             | \$26,835,257            | \$0                            | \$0                                    | \$435,004             |
| 2019      | DB Global Technology, Inc. I     | 314                  | 259                           | \$116,939             | \$7,121,593             | \$881,250                      | \$293,750                              | \$1,958,594           |
| 2019      | Husqvarna Professional           | 169                  | 240                           | \$126,790             | \$7,681,155             | \$294,750                      | \$98,250                               | \$1,138,134           |
| 2019      | Clearwater Paper Corporation I   | 270                  | 307                           | \$62,056              | \$267,382,432           | \$314,000                      | \$0                                    | \$779,063             |
| 2019      | Seqirus Inc. II (fka Novartis    | 95                   | 460                           | \$118,814             | \$34,032,647            | \$211,418                      | \$70,472                               | \$482,792             |
| 2019      | Caterpillar Inc. (Butterfly)     | 443                  | 1,306                         | \$51,247              | \$27,819,121            | \$351,050                      | \$61,950                               | \$918,139             |
|           | <b>Total</b>                     | <b>50,823</b>        | <b>93,061</b>                 | <b>\$102,264</b>      | <b>\$10,009,606,420</b> | <b>\$76,041,519</b>            | <b>\$23,563,258</b>                    | <b>\$243,482,002</b>  |

*Note: Some companies showing zero dollars of investment may not have been required to submit investment totals at the time of this report. Investment is only required to be reported to the Department of Commerce one time, and is typically done after the company has completed making initial investments in a project. Often this requirement comes at the end of a company's base period/job creation period. Some companies are not required to submit investment figures if projected investment is low. Retention shown as zero may represent a company that was new to North Carolina and did not have current operations at the time the grant was awarded.*

**Attachment D: Withdrawn / Terminated Grants (through December 31, 2020)**

| Company Name                                           | Status     | Date<br>Withdrawn/Terminated |
|--------------------------------------------------------|------------|------------------------------|
| Superior Essex Communications, LP                      | Withdrawn  | 08/01/2005                   |
| Andrew Corporation                                     | Withdrawn  | 05/01/2006                   |
| Smiths Aerospace Components, Inc.                      | Withdrawn  | 01/01/2007                   |
| Lenovo (United States) Inc.                            | Terminated | 11/15/2007                   |
| SmithKline Beecham Corporation D/B/A GlaxoSmithKline   | Terminated | 01/23/2008                   |
| Qimonda North America Corp.                            | Terminated | 03/13/2008                   |
| Skybus Airlines, Inc.                                  | Terminated | 04/10/2008                   |
| Reliance Industries USA, Inc.                          | Withdrawn  | 09/01/2008                   |
| Chris-Craft Corporation                                | Terminated | 12/04/2008                   |
| Google Inc.                                            | Withdrawn  | 12/04/2008                   |
| Brunswick Corporation                                  | Terminated | 04/28/2009                   |
| Harris Stratex Networks Operating Corporation          | Terminated | 06/20/2009                   |
| Hewitt Associates, LLC                                 | Terminated | 12/29/2009                   |
| Dell Products LP                                       | Terminated | 02/25/2010                   |
| Fountain Power Boats, Inc.                             | Terminated | 02/25/2010                   |
| ITG Automotive Safety Textiles, LLC                    | Terminated | 02/25/2010                   |
| Volvo Construction Equipment, NA                       | Terminated | 02/25/2010                   |
| BSH Home Appliances Corporation I                      | Terminated | 03/18/2010                   |
| Force Protection Industries, Inc.                      | Terminated | 03/31/2010                   |
| General Dynamics Armament and Technical Products, Inc. | Terminated | 03/31/2010                   |
| Headway Corporate Resources, Inc.                      | Terminated | 03/31/2010                   |
| RF MICRO DEVICES, INC. II                              | Terminated | 03/31/2010                   |
| IBM Lender Business Process Services, Inc.             | Terminated | 04/08/2010                   |
| General Electric Company II                            | Terminated | 05/13/2010                   |
| MeadWestvaco Corporation                               | Terminated | 05/13/2010                   |
| PGT Industries, Inc.                                   | Terminated | 05/13/2010                   |
| PRC Industries, Inc.                                   | Terminated | 05/13/2010                   |

| Company Name                                                    | Status     | Date Withdrawn/Terminated |
|-----------------------------------------------------------------|------------|---------------------------|
| ZF Lemforder Corporation                                        | Terminated | 06/10/2010                |
| Lotus Engineering Inc.                                          | Terminated | 06/14/2010                |
| Citicorp Credit Services, Inc.                                  | Terminated | 08/12/2010                |
| Novo Nordisk Pharmaceutical Industries, Inc. I                  | Terminated | 08/12/2010                |
| Goodrich Corporation                                            | Terminated | 10/14/2010                |
| Indian Motorcycle Company                                       | Terminated | 10/14/2010                |
| Maverick Boat Company, Inc.                                     | Terminated | 11/10/2010                |
| RF Micro Devices, Inc.                                          | Terminated | 12/09/2010                |
| Carolina Classifieds.Com LLC                                    | Terminated | 01/13/2011                |
| DRS Technical Services, Inc.                                    | Terminated | 03/10/2011                |
| INC Research, Inc.                                              | Terminated | 03/10/2011                |
| Sysco Food Services of Raleigh, LLC                             | Terminated | 03/10/2011                |
| Tessera NA Inc                                                  | Terminated | 03/10/2011                |
| LS Tractor USA, LLC                                             | Terminated | 03/23/2011                |
| Unilin Flooring NC, LLC                                         | Terminated | 06/09/2011                |
| GETRAG Corporation                                              | Terminated | 10/16/2011                |
| Mack Trucks, Inc.                                               | Terminated | 01/12/2012                |
| Maersk Inc.                                                     | Terminated | 01/12/2012                |
| Newell Rubbermaid Inc.                                          | Terminated | 01/27/2012                |
| GE-Hitachi Nuclear Energy Americas LLC                          | Terminated | 02/01/2012                |
| Merchants Distributors, Inc                                     | Terminated | 02/28/2012                |
| Toshiba America Nuclear Energy Corporation                      | Terminated | 03/23/2012                |
| Becton Dickinson and Company                                    | Terminated | 09/05/2012                |
| PCB Piezotronics of North Carolina, Inc.                        | Terminated | 09/05/2012                |
| Sutter Street Manufacturing, Inc.                               | Terminated | 09/20/2012                |
| Grifols Therapeutics Inc. (f/k/a Talecris Biotherapeutics, Inc) | Terminated | 12/06/2012                |
| Arneg LLC                                                       | Terminated | 02/14/2013                |
| R.H. Donnelley, Inc. (d/b/a Dex One Corp)                       | Terminated | 02/14/2013                |
| Stiefel Research Institute, Inc.                                | Terminated | 02/14/2013                |

| Company Name                                      | Status     | Date Withdrawn/Terminated |
|---------------------------------------------------|------------|---------------------------|
| Seterus, Inc.n (fka IBM LBPS)                     | Terminated | 03/12/2013                |
| Siemens Medical Solutions USA, Inc.               | Terminated | 03/26/2013                |
| Compass Group USA, Inc.                           | Terminated | 04/09/2013                |
| Avaya, Inc.                                       | Terminated | 10/08/2013                |
| Turbomeca Manufacturing, Inc.                     | Terminated | 10/08/2013                |
| Electrolux Home Products, Inc. II                 | Terminated | 12/02/2013                |
| AAR Manufacturing, Inc.                           | Terminated | 12/10/2013                |
| TransTech Pharma, Inc.                            | Terminated | 12/10/2013                |
| Mitsubishi Nuclear Energy Systems, Inc.           | Terminated | 03/11/2014                |
| Stone & Webster Services, LLC                     | Terminated | 03/11/2014                |
| Sypris Technologies, Inc.                         | Terminated | 03/11/2014                |
| Brunswick Corporation (Hatteras Yachts Division)  | Terminated | 04/08/2014                |
| Magna Composites LLC                              | Terminated | 05/27/2014                |
| Allscripts Healthcare, LLC                        | Terminated | 12/09/2014                |
| Superior Essex Energy LLC                         | Terminated | 12/19/2014                |
| Semprius, Inc.                                    | Terminated | 01/13/2015                |
| Sequenom Center for Molecular Medicine, LLC       | Terminated | 01/13/2015                |
| Denver Global Products, Inc.                      | Terminated | 04/14/2015                |
| Spirit AeroSystems North Carolina, Inc.           | Terminated | 04/14/2015                |
| Zenta Mortgage Services, LLC                      | Terminated | 04/14/2015                |
| AREVA INC.                                        | Terminated | 05/12/2015                |
| Hospira, Inc.                                     | Terminated | 06/23/2015                |
| ABB Inc.                                          | Terminated | 09/08/2015                |
| Infinisource, Inc.                                | Terminated | 10/13/2015                |
| SPX Corporation                                   | Terminated | 10/13/2015                |
| American Roller Bearing Company of North Carolina | Terminated | 11/10/2015                |
| Spectra Group Inc.                                | Terminated | 12/17/2015                |
| Target Corporation                                | Terminated | 12/17/2015                |
| Chiquita Brands International, Inc.               | Terminated | 01/12/2016                |

| Company Name                                     | Status     | Date Withdrawn/Terminated |
|--------------------------------------------------|------------|---------------------------|
| Electrolux Home Products, Inc. III               | Terminated | 02/09/2016                |
| ASCO Power Technologies, L.P.                    | Terminated | 03/08/2016                |
| Celgard, LLC II                                  | Terminated | 03/08/2016                |
| Syngenta Crop Protection, LLC                    | Terminated | 03/08/2016                |
| Castle Branch, Inc.                              | Terminated | 03/22/2016                |
| Capgemini America, Inc.                          | Terminated | 04/12/2016                |
| PayPal, Inc.                                     | Withdrawn  | 05/17/2016                |
| Dollar Express Stores LLC                        | Withdrawn  | 05/24/2016                |
| Eaton Corporation                                | Terminated | 05/24/2016                |
| Valley Fine Foods Company, Inc.                  | Terminated | 06/28/2016                |
| Caterpillar Inc. (Bee)                           | Terminated | 11/22/2016                |
| Deere-Hitachi Construction Machinery Corporation | Terminated | 12/20/2016                |
| LORD Corporation                                 | Terminated | 03/14/2017                |
| NetApp, Inc. III                                 | Terminated | 04/18/2017                |
| Patheon Manufacturing Services LLC               | Terminated | 04/18/2017                |
| Siemens Energy, Inc. (Smart Grid)                | Terminated | 04/18/2017                |
| Caterpillar Inc. (Camo)                          | Terminated | 04/25/2017                |
| Schletter Inc.                                   | Terminated | 05/09/2017                |
| Celgard, LLC I                                   | Terminated | 06/13/2017                |
| Alevo Manufacturing, Inc.                        | Withdrawn  | 09/05/2017                |
| Fidelity Global Brokerage Group, Inc. II         | Terminated | 11/10/2017                |
| Ashley Furniture Industries, Inc. II             | Terminated | 11/14/2017                |
| Interactive Purecloud, Inc.                      | Terminated | 11/21/2017                |
| ASMO Greenville of North Carolina, Inc.          | Terminated | 12/08/2017                |
| Argos Therapeutics, Inc.                         | Terminated | 01/09/2018                |
| CTL Packaging USA, Inc.                          | Terminated | 01/09/2018                |
| Ideal Fastener Corporation                       | Terminated | 01/23/2018                |
| Klausner Lumber Two LLC                          | Terminated | 02/13/2018                |
| Linamar North Carolina, Inc. I                   | Terminated | 03/13/2018                |



| Company Name                                          | Status     | Date Withdrawn/Terminated |
|-------------------------------------------------------|------------|---------------------------|
| Linamar North Carolina, Inc. II                       | Terminated | 03/13/2018                |
| TIMCO Aerosystems, LLC                                | Terminated | 03/13/2018                |
| XPO Logistics, Inc. II                                | Terminated | 03/27/2018                |
| Albemarle Corporation II                              | Withdrawn  | 08/01/2018                |
| Peds Legwear (USA) Inc.                               | Terminated | 09/25/2018                |
| BSH Home Appliances Corporation II                    | Terminated | 10/09/2018                |
| ABC Phones of North Carolina, Inc. (D/B/A A Wireless) | Terminated | 10/23/2018                |
| Inmar, Inc.                                           | Terminated | 01/08/2019                |
| Innovative Emergency Management, Inc.                 | Terminated | 01/08/2019                |
| Ralph Lauren Corporation II                           | Terminated | 01/08/2019                |
| Frontier Communications of the Carolinas LLC          | Terminated | 02/26/2019                |
| Siemens Energy, Inc. II (Cardinal)                    | Terminated | 04/23/2019                |
| Owens Corning Composite Materials, LLC                | Terminated | 06/11/2019                |
| RBUS, Inc. I                                          | Terminated | 07/23/2019                |
| RBUS, Inc. II                                         | Terminated | 07/23/2019                |
| Corning Optical Communications LLC (Cable II)         | Terminated | 08/29/2019                |
| Bayer CropScience LP                                  | Terminated | 10/08/2019                |
| InVue Security Products Inc.                          | Terminated | 10/08/2019                |
| Evalueserve Inc.                                      | Terminated | 11/12/2019                |
| GKN Driveline North America, Inc. III                 | Terminated | 11/12/2019                |
| K-Flex USA L.L.C.                                     | Terminated | 01/14/2020                |
| Citco Fund Services (USA) Inc.                        | Terminated | 02/11/2020                |
| Continental Automotive Systems, Inc. (Henderson)      | Terminated | 02/11/2020                |
| GKN Driveline Newton, LLC II                          | Terminated | 02/25/2020                |
| NN, Inc.                                              | Terminated | 04/14/2020                |
| Sealed Air Corporation                                | Terminated | 05/12/2020                |
| Sensus USA Inc.                                       | Terminated | 05/26/2020                |
| DB Global Technology, Inc. III                        | Terminated | 07/14/2020                |
| CSX Intermodal Terminals, Inc.                        | Terminated | 10/13/2020                |

