

NORTH CAROLINA DEPARTMENT OF COMMERCE

Job Development Investment Grant

2010 Annual Report

Submitted by Economic Investment Committee

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I. Introduction

This report describes CY 2010 performance by grantees under the **Job Development Investment Grant** (“JDIG”) program, pursuant to North Carolina General Statute (“G.S.”) §143B-437.55(c). Information presented includes a listing of grants made and accepted; the results of the cost/benefit analysis conducted by the Economic Investment Committee (the “EIC” or the “Committee”) for each project; the term of each grant; the percentage of withholdings used to determine the amount of each grant; job creation, investment and minimum average annual wage requirements; and the State’s liability under the grants.

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, 2016 (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%. Grants are made to qualifying companies by the EIC, subject to caps set by the General Assembly on future grant year liability. The EIC is comprised of five members: the Secretary of Commerce, the Secretary of Revenue, the Director of the Office of State Budget and Management, and two private sector members appointed by the General Assembly.

In considering whether or not 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 (the “Criteria”), adopted pursuant to G. S. §143B-437.52 and 54(d), which govern program administration. A determination is made as to how a proposed project benefits the State, and, in particular, whether the fiscal benefits of the project, as measured by tax revenues to the State, outweigh the grant 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.¹ The model generates estimates of income and employment impacts (direct, indirect and induced), calculates expected impacts on State expenditures and revenues, and the likely net increase in revenue to the State’s General Fund. The Walden model includes all State incentives known at the time of application in its calculation of net State fiscal cost.

By statute, the EIC is authorized to award up to 25 grants per year. The total amount paid out in any single grant year to all companies awarded a grant in the same calendar year cannot exceed \$15 million. Most companies do not receive a 12-year grant, and in many years the annual cap is

¹ Walden, Michael. [A Model to Estimate the Economic Impacts of Business Location in North Carolina](#). Developed for the NC Department of Commerce. February 2003 (with updates provided regularly).

not achieved by a company. The maximum State liability for grants awarded during CY 2003-2010 will be far less than the maximum theoretically possible. Each grant agreement specifies the maximum amount for which a company is eligible in each of its grant years. The State's maximum annual liability under grants made in 2010 is set forth for each grant in Attachment A1, with the maximum liability to the grantee provided in Attachment A2, and the maximum liability to the Utility Account of the Industrial Development Fund (the "Utility Account") set forth 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 15% of the value of every grant payment earned by companies for projects located in Tier 2 counties. Funds in the Utility Account are then made available for infrastructure projects in North Carolina's more distressed counties.

Program Process: From Application to Award

All companies considered for a JDIG must first meet the minimum eligibility requirements set forth in G.S. 143B-437.53. Department of Commerce ("Commerce") economic developers working with a business that meets the requirements and is a good candidate for a JDIG award recommends the project to senior staff for consideration. If preliminarily approved, the EIC is polled to determine if they would support a grant for the project. Business and Industry staff will assist the company in identifying how North Carolina can meet its needs, in competition with other states the company is considering for the project and 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, which works with the company to complete an accurate final application. During the application process, the company is required to submit the following:

- Audited financial statements
- Employment profile & average annual wage for the proposed project
- Information on existing North Carolina jobs and activity
- Investment schedule
- Project description
- Competitive nature of the project
- Corporate governance
- Company organization and activity information
- Application fee of \$5,000

An applicant is also asked to describe any anticipated environmental issues, anticipated impact of project on public infrastructure, and information about compliance with laws and regulations associated with the project. 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 is also conducted in order to model the Net State Revenue anticipated from a project. It should be cautioned that no economic impact analysis is infallible. The results depend heavily on the assumptions underlying each case, most of which are subject to some level of 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 model estimates, a proposed JDIG project's benefits, as measured by tax revenues to the State, outweigh its costs to the State, thus rendering the grant appropriate. The EIC seeks to identify and select projects that are the most beneficial to the State, after considering a number of different evaluation factors. Materials provided to the EIC for the consideration of a JDIG award are discussed in one or more closed sessions. Should the EIC choose to enter into contract with a firm, a term sheet is drafted and proposed to the company. The term sheet outlines the structure 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, a public 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 reports on an annual basis (by March 1st of each grant year), along with a reporting fee of \$1,500, to demonstrate satisfactory grant performance for the previous calendar year and eligibility for disbursement. The actual disbursement amount for which the company is eligible is determined from Commerce's analysis of the annual reports, which include certification by the Department of Revenue with respect to the company's reported withholdings and the absence of overdue tax debts. All disbursements must be approved by the EIC before actual payment can be made to the company.

III. JDIG Applicants and Grantees for CY 2010

During CY 2010, the EIC awarded 20 grants based on 22 applications received.² Of these 22 applications, 20 were accepted (3 were based on applications received in 2009) and 5 projects are still pending. No grants were awarded to projects which did not locate in North Carolina. Table 1 lists the county and tier in which the project has or will locate, the first grant year and length of grant term for each company, the percent of withholdings that will be the basis for each company's grant payment, the grant amount to the company, the grant amount to the Utility Account, and the total grant amount.

Table 1. CY 2010 Grantee Terms and Award Amounts

Company Name	Year Of Eligibility	County	Tier	Length of Grant	Withholding	Grant Amount to Company	Grant Amount to Utility	Total Grant Amount
ABB Inc.	2012	Mecklenburg and Wake	3	9	67%	\$2,149,500	\$716,500	\$2,866,000
BAE Technologies, Inc.	2011	Mecklenburg	3	9	60%	\$1,961,250	\$653,750	\$2,615,000
Brunswick Corporation	2010	Craven	2	12	70%	\$3,068,500	\$541,500	\$3,610,000
Caterpillar Inc. (Butterfly)	2011	Lee	2	11	75%	\$3,462,050	\$610,950	\$4,073,000
Caterpillar, Inc. (Camo)	2011	Forsyth	3	11	75%	\$4,677,750	\$1,559,250	\$6,237,000
Celgard, LLC	2010	Mecklenburg, Cabarrus	3	11	65%	\$4,593,750	\$1,531,250	\$6,125,000
Citco Fund Services (USA) Inc.	2011	Mecklenburg	3	9	60%	\$4,137,750	\$1,379,250	\$5,517,000

² It should be noted that Commerce developers interact with many more business prospects, but only those businesses that are likely to be awarded a grant are encouraged to apply for an award, as the \$5,000 fee is non-refundable. In such cases, developers work with companies on other assistance that can be provided to help locate their project in the State.

Company Name	Year Of Eligibility	County	Tier	Length of Grant	Withholding	Grant Amount to Company	Grant Amount to Utility	Total Grant Amount
Clearwater Paper Corporation	2011	Cleveland	1	12	65%	\$3,478,000	\$0	\$3,478,000
Cree, Inc. II	2012	Durham	3	10	60%	\$2,236,500	\$745,500	\$2,982,000
Hewitt Associates LLC	2010	Mecklenburg	3	9	60%	\$4,017,750	\$1,339,250	\$5,357,000
Husqvarna Professional Products, Inc.	2011	Mecklenburg	3	9	55%	\$2,619,750	\$873,250	\$3,493,000
IBM Lender Business Process Services, Inc.	2010	Durham	3	10	65%	\$7,779,000	\$2,593,000	\$10,372,000
Magna Composites LLC	2010	Rowan, Catawba, Caldwell	1 & 2	9	50%	\$1,111,800	\$196,200	\$1,308,000
Novartis Vaccines and Diagnostics Inc.	2011	Wake	3	9	75%	\$2,706,750	\$902,250	\$3,609,000
Novo Nordisk Pharmaceutical Industries, Inc.	2011	Johnston	3	10	65%	\$840,000	\$280,000	\$1,120,000
Plastek Industries, Inc.	2010	Richmond	1	9	65%	\$1,976,000	\$0	\$1,976,000
Siemens Energy, Inc. II	2011	Mecklenburg	3	12	75%	\$21,756,750	\$7,252,250	\$29,009,000
Siemens Energy, Inc. III (Smart Grid)	2011	Wake	3	9	60%	\$2,574,000	\$858,000	\$3,432,000
SPX Corporation	2011	Mecklenburg	3	11	70%	\$4,154,250	\$1,384,750	\$5,539,000
TIMCO Aerosystems, LLC	2011	Davidson	2	9	60%	\$1,798,600	\$317,400	\$2,116,000
Total						\$81,099,700	\$23,734,300	\$104,834,000

Tier

Of the CY 2010 grants, two were awarded to companies locating in a tier 1 county; three were awarded to companies locating in a tier 2 county; fourteen grants went to companies locating in tier 3 counties, with two of those companies locating in multiple counties. One grant went to a company locating operations in two tier 2 counties and one tier 1 county. These companies will contribute a maximum amount of at least \$23 million to the Utility Account over the life of the grants.

Awards (Payments) to 2010 Grantees

In CY 2010, six of the twenty JDIG grantees' first grant year was 2010. Of the remaining grantees, twelve will seek their first payment in 2011, and two will have their first grant year in 2012. Maximum State liability for grants awarded in 2010 is \$104 million, consisting of \$81 million for companies, and \$23 million for the Utility Account, over the life of those grants.

Performance Minimums

Each grantee agrees to a set of performance requirements for job creation, investment, and average annual wages to be paid during each year of the grant. Grantees with existing employees are typically required to retain those positions. A grantee's actual performance

determines the grant payment it receives each year. The payment can never be more than the maximum annual State liability stated in each company's grant agreement for that year.

CY 2010 grantees are expected to create 5,818 direct jobs and are required to retain 6,744 jobs. Grantees are also anticipated to invest in excess of \$1 billion in capital. Table 2 outlines the target number of jobs, wages and investment for each 2010 grantee. For companies listed as having no capital investment (denoted by an asterisk), investment requirements were excluded from grant terms due to the small size of expected investment (typically less than \$5 million). This is because a company's annual compliance is measured by a weighted average of a company's compliance with job creation, average wages, and investment minimums, and the EIC chooses not to provide "credit" for a small amount of investment.

Table 2: CY 2010 Grantee Jobs, Wages and Investment

Company Name	Target Jobs	Job Retention	Target Wage	Target Investment
ABB Inc.	130	301	\$71,120	\$90,000,000
BAE Technologies, Inc.	176	0	\$51,392	\$0*
Brunswick Corporation	350	279	\$31,426	\$4,700,000
Caterpillar Inc. (Butterfly)	325	825	\$35,602	\$28,300,000
Caterpillar, Inc. (Camo)	392	0	\$40,482	\$426,000,000
Celgard, LLC	289	390	\$56,960	\$91,000,000
Citco Fund Services (USA) Inc.	258	0	\$78,256	\$0*
Clearwater Paper Corporation	250	2	\$37,897	\$260,000,000
Cree, Inc. II	244	1723	\$42,726	\$135,000,000
Hewitt Associates LLC	463	534	\$43,438	\$0*
Husqvarna Professional Products, Inc.	160	160	\$79,453	\$8,250,000
IBM Lender Business Process Services, Inc.	600	95	\$50,000	\$0*
Magna Composites LLC	327	360	\$33,352	\$10,000,000
Novartis Vaccines and Diagnostics Inc.	100	350	\$106,200	\$36,000,000
Novo Nordisk Pharmaceutical Industries, Inc.	85	436	\$42,976	\$131,069,638
Plastek Industries, Inc.	250	0	\$32,824	\$19,000,000
Siemens Energy, Inc. II	825	777	\$63,966	\$135,000,000
Siemens Energy, Inc. III (Smart Grid)	139	260	\$88,736	\$0*
SPX Corporation	180	252	\$82,917	\$70,000,000
TIMCO Aerosystems, LLC	275	0	\$34,728	\$0*
Total	5,818	6,744		\$1,444,319,638

Attachment B provides historical and CY 2010 direct job creation requirements (the number of jobs to be created when the project is complete). The minimum required job creation in order to avoid default is typically 90% of the target number of direct jobs, to account for inevitable fluctuations and attrition. 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 dollars on building construction, plant

renovation, and equipment. As a result, many JDIG grantees do not create a substantial number of positions in the year in which they are awarded a grant.

Estimated Economic Impact

The 5,818 new direct jobs associated with CY 2010 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 12,186 jobs, for a total estimated employment impact of 18,004 jobs. State Gross Domestic Product is expected to increase by over \$9 billion over the life of CY 2010 grants. Further, the projects are expected to provide a net fiscal benefit to the State of approximately \$175 million during their grant terms. A complete listing of estimated economic impacts for all JDIG projects is presented in Attachment B.

Table 3. Comparison of CY 2009 Grantees to CY 2010 Grantees

	Total Grant Award (\$ millions)	Jobs Committed	Jobs Retained	Investment Total	Indirect + Induced Jobs	Total Jobs	Total NC GSP Impact (\$ millions)	Cumulative Net State Revenue (\$ millions)
Total 2009 CY	\$119,898	5,221	6,030	\$727	6,642	11,863	\$7,301.03	\$104.86
Total 2010 CY	\$104,834	5,818	6,744	\$1,444	12,186	18,004	\$9,428.26	\$175.44
Percent Change from 2009 to 2010	-14%	10%	11%	50%	45%	34%	23%	40%

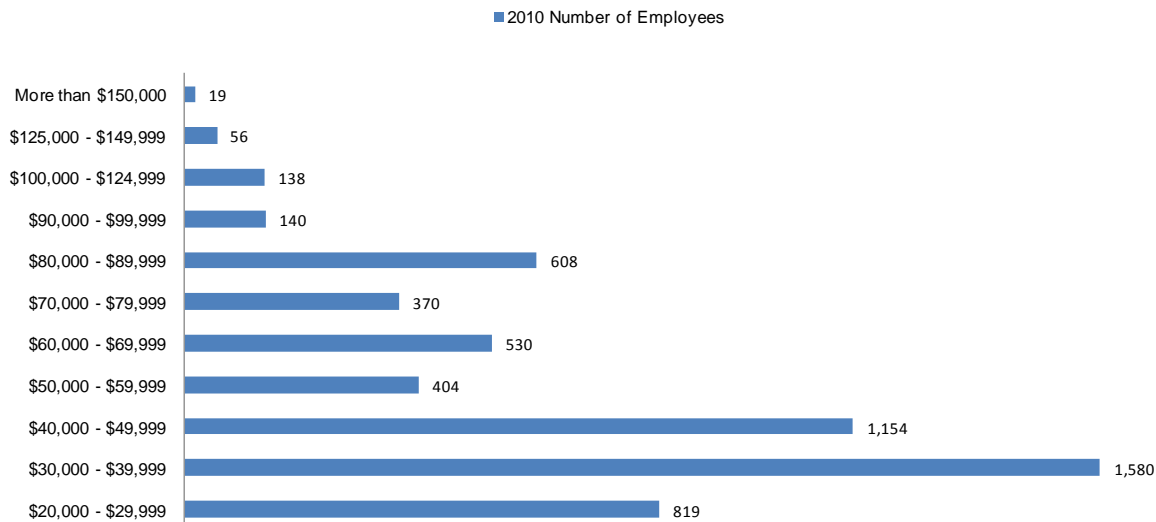
IV. General Description of Calendar Year 2010 Grantees

A project's strategic importance to the state, region and locality is considered in the EIC's grant decision-making process. Many projects bring higher wages, high technology and knowledge-intensive businesses that offer steady employment, generous benefits, and long-term competitive potential. Companies such as Siemens Energy, Inc., Novartis Vaccines and Diagnostics, Inc., Husqvarna Professional Products, Citco Fund Services (USA), Inc, and ABB, Inc., fit this criterion and were awarded grants in the 2010 calendar year. Other projects, such as Brunswick Corporation, Caterpillar, Inc., Celgard, Inc., and Magna Composites, LLC, provide opportunities for the re-hiring of manufacturing workers laid off from jobs with similar skill sets. The manufacturing sector has been a staple of the North Carolina economy for decades and has sustained a loss of nearly 98,000 jobs since the start of the recession in December 2007.

The industry sectors of the projects are examined by the EIC to make certain a project's initiative compliments the strategic plans of the State and its regions. CY 2010 projects include sectors such as global defense, headquarters, human resources consulting, financial services, smart grid technology, construction equipment manufacturing, boat and boat engine manufacturing, energy cable manufacturing, information technology, medical instrument manufacturing as well as many more. These projects require labor at a variety of skill levels -- lower-skilled assembly trades, high-skilled manufacturing production, and knowledge-intensive consumer services. For all projects awarded in CY 2010, the average annual wage of all employees is expected to be approximately \$52,000. Below is a chart describing the expected wage levels of CY 2010 grantees, along with the number of employees attributed to each wage. It is expected that 47% of total 2010 employees will make anywhere between \$30,000- \$49,000 a year. Wage information does not include total employee compensation, such as health insurance, employee stock options, or other benefits offered by the grantee. For all grants made, the company is

required to pay at least 50% of employee health insurance premiums, although most pay around 70%.

Chart 1. Expected Wage Levels of CY 2010 Grantees



JDIG is an effective 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 assure existing jobs are protected. Of the 20 projects, 16 are expansions of businesses already doing business within the State, while 4 are new to North Carolina. Below is a more detailed description of the contributions of both existing and new businesses which were awarded grants in CY 2010.

Table 4. Comparison of New Businesses to Existing Businesses, CY 2010

2010 Grantees	Total Grant Award (\$ millions)	Grant %	Target Jobs	Investment Total	Investment %	Indirect + Induced Jobs	Total Jobs	Total Jobs%	Total NC GSP Impact (\$ millions)
New	10,971,000	10%	758	\$279,000,000	19%	1,346	2,104	12%	\$1,249.21
Existing	93,863,000	90%	5,060	\$1,165,319,638	81%	10,840	15,900	88%	\$8,179.05

V. JDIG Grantee Performance

This section examines actual results generated by JDIG grantees.

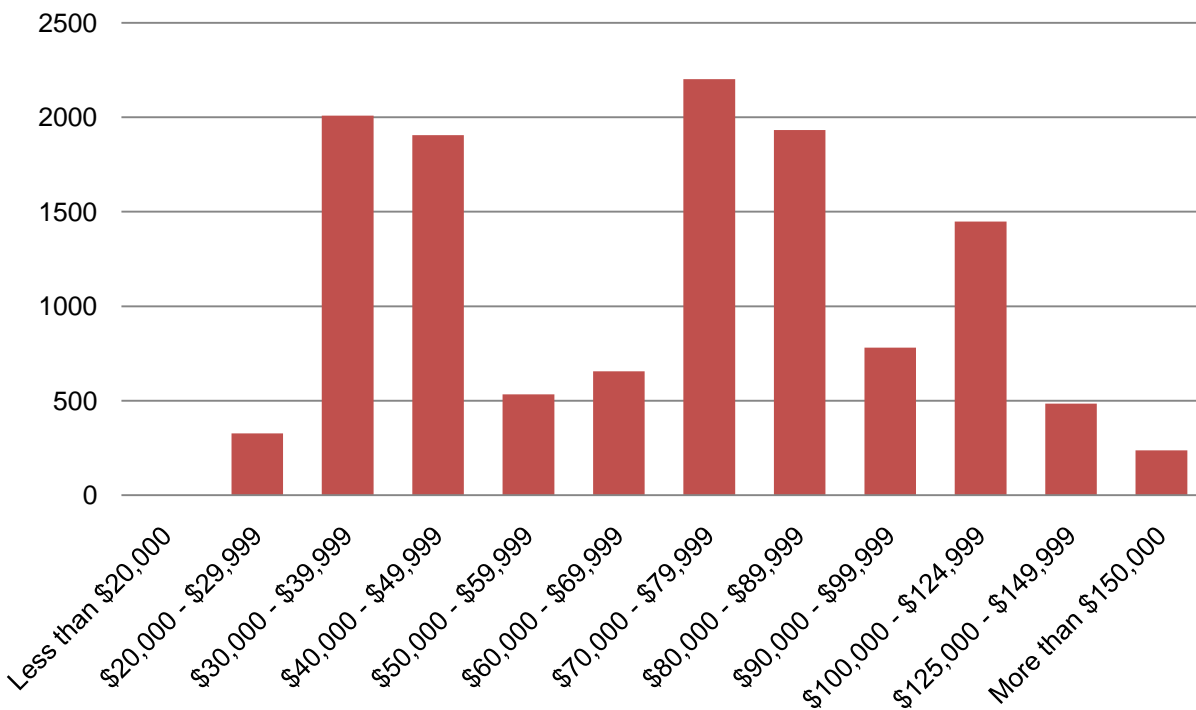
Companies are required to provide the EIC with detailed annual reports during each year they are eligible for grant payments. The reports document a company's compliance with performance requirements of their individual grant agreements. The companies must provide the EIC with information on the number of eligible jobs created, existing positions retained, wages paid for eligible positions, investment made, certifications they have provided employees with the required health insurance, and evidence showing fulfillment of environmental, tax and OSHA requirements. Companies lose some of their grant payments for failure to achieve minimum requirements, and the company may lose its grant entirely after a second year of non-compliance.

Attachment C displays the 2009 grantee performance results for the companies required to submit annual reports. Companies must report by March 1 of each year following the end of a calendar year, and Commerce staff analyzes and reviews grantee reports for eligibility for payments from that point. Thus, in 2010, Commerce reviewed, certified, and made payments with respect to 2009 performance by grantees. Attachment D displays disbursements made for grants awarded in CY 2003-2009.

Jobs by Wage Increment:

The EIC considers the wage levels prospective grantees will pay new employees as a determinant in its JDIG awards. The following graph shows the actual confirmed average wage levels for the 59 companies filing annual reports in CY 2009.

**Chart 2. Actual Average Wage Levels for Companies
Submitted in 2009 JDIG Grantee Reports**

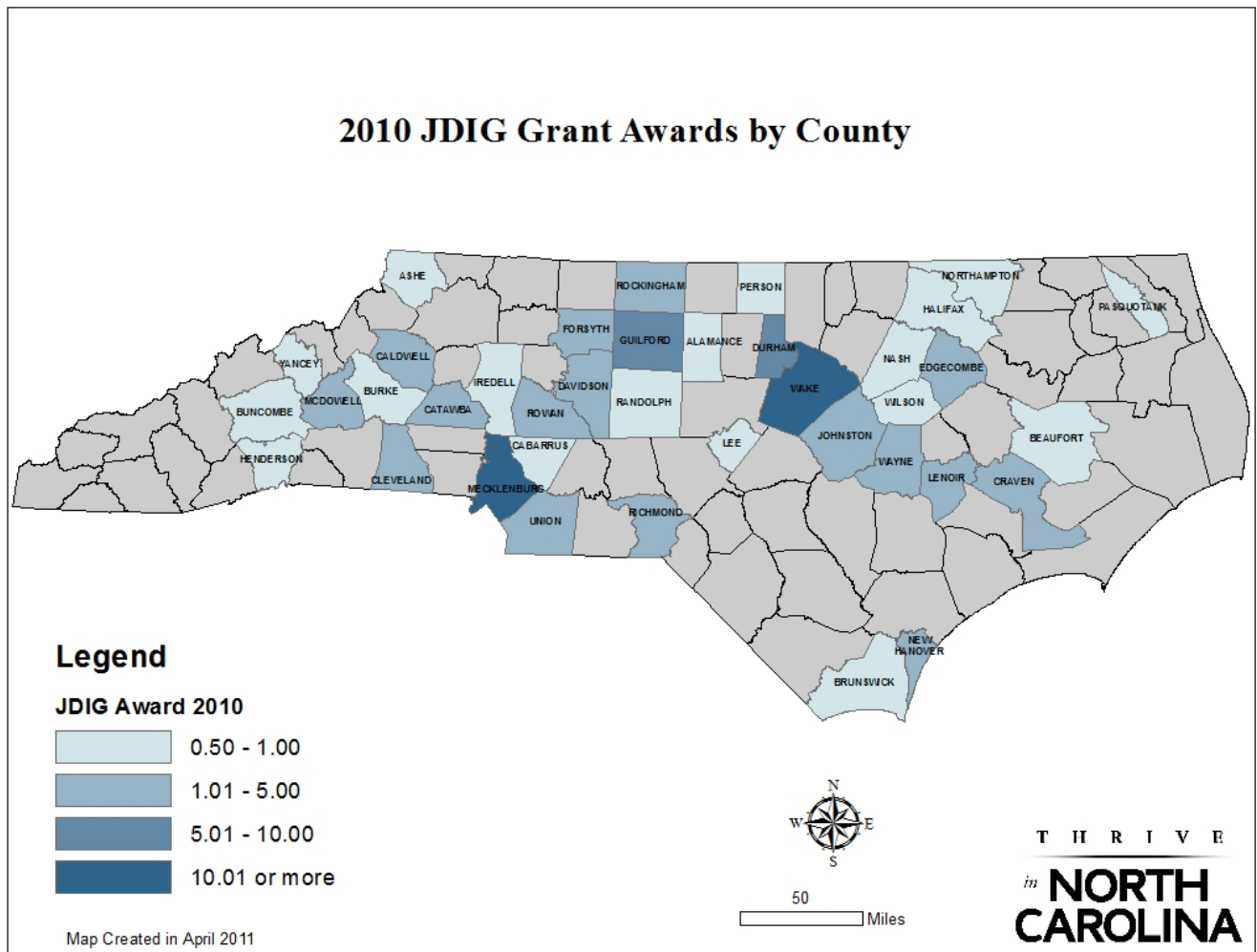


Distribution of Grants:

An important goal of JDIG and other state incentive packages is the broad 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 deciding grant terms. Second, for grants awarded in tier 3 or tier 2 counties (less economically distressed counties), 25% (tier 3) or 15% (tier 2) of the amount of the grant payment for which a company would otherwise be eligible is deposited into the Utility Account of the Industrial

Development Fund³. The annual deposits to the Utility Account will increase significantly as more projects become eligible for disbursements. Figure 1 summarizes the distribution of JDIG grants awarded in CY 2003-2010 by county⁴.

Figure 1. Location of JDIG Awards, CY 2003-2010



³ Utility Account funds may be used for construction or improvements to water, sewer, gas, or electrical utility lines and for equipment for existing or proposed industrial buildings in economically distressed counties.

⁴ All JDIG awards including awards not accepted or terminated. In instances where a project received one grant for locating facilities in two counties, each county received 0.5 of a grant awarded.

Environmental Impact:

All JDIG projects are screened for necessary environmental permits and reviewed for potential major environmental impacts. Commerce works closely with the Department of Environment and Natural Resources (DENR) staff during the JDIG review process. Upon receipt of an application, 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 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 2010

The following information was provided to the Economic Investment Committee at the time of evaluation of each grant discussed.

ABB, Inc. (“ABB”)

ABB Inc. is a Delaware corporation (incorporated in 1980) and a wholly-owned subsidiary of ABB Holdings, which is a wholly-owned subsidiary of ABB Ltd. The company is a leader in power and automation technologies that enable utility and industrial customers to improve their performance while lowering their environmental impact. ABB has five core competencies in low voltage products, discrete automation and motion products, process automation, power products, and power systems.

ABB will construct a new factory that will manufacture high-voltage land cables for power transmission for use in both AC and DC applications. The North Carolina site for the plant, Huntersville in Mecklenburg County, will create 100 jobs, with another 30 jobs to be added at the main campus in Raleigh, in Wake County. The 130 new jobs will all reside in the Power Systems division of the company and, as a result, the company will be required to retain 301 Raleigh-based jobs, many of whom share the same reporting structure and divisional obligations. The competition for this project was South Carolina; the company valued incentives offered by South Carolina at \$40 million.

BAE Technologies, Inc.

BAE Systems, Inc. is a subsidiary of BAE Systems Plc., a global defense, security and aerospace company which delivers a full range of products and services for air, land and naval forces, as well as advanced electronics, security, information technology solutions and customer support services. BAE Systems, Inc. was incorporated in Delaware in 1997, and is responsible for relationships with the United States Government, administration of BAE Systems' Special Security Agreement, and managing BAE's United State's based businesses.

The grantee, which will be formed prior to operation, will operate a shared services center that will help the BAE companies control overhead, better manage human resources, and achieve accounting efficiencies to enable BAE Systems to maintain competitiveness on government contracts. The facility will be located in Mecklenburg County. BAE Systems, Inc. evaluated three locations for this project: the Lending Tree Building or University Building, both located in Mecklenburg County, North Carolina; the South Cross Building located in Rock Hill, South Carolina; and an existing BAE complex in Austin, Texas. South Carolina offered various incentives. The company would have achieved cost savings at the Austin site due to its ownership of the building located there.

Brunswick Corporation (“Brunswick”)

Brunswick is a leading global manufacturer of recreation products including marine engines, boats, fitness equipment and bowling and billiards equipment. Brunswick’s engine products include outboard, stern drive, and inboard engines, trolling motors, and propellers. They also manufacture engine control systems and marine accessories. Boat offerings include fiberglass pleasure boats, luxury sport-fishing convertibles and motor yachts, offshore fishing boats, aluminum fishing, deck, and pontoon boats.

Hatteras Yachts (“Hatteras”), established in 1959, is now a division of Brunswick, acquired by Brunswick in 2001. Hatteras, which is located in New Bern, North Carolina, manufactures luxury sport-fishing convertibles and motor yachts from 50’ to 100’ in length. In 2006, Hatteras acquired Cabo Yachts (“Cabo”) in Adelanto, California. Cabo manufactures sport-fishing convertibles from 32’ to 52’ in length. Hatteras hopes to capture sport-fishing enthusiasts earlier in their career, when they are buying smaller boats such as Cabo, with the potential that consumers eventually convert to the Hatteras size range.

While Hatteras believes the strategic reason for acquiring Cabo has been successful, the worldwide market for sport-fishing convertibles has shrunk. Cabo typically manufactured and sold 100+ boats per year and Hatteras manufactured and sold 60+. Because of market contraction, Hatteras believes the demand for the two brands is likely to peak at 70-80 Cabo boats and 40-50 Hatteras boats per year. As a result, instead of operating two plants at some 60-70% capacity, Brunswick will combine the two plants into a single location in Craven County.

The cost to relocate the California plant to North Carolina was estimated to be over \$4 million. This included relocating people, molds, and equipment, severance pay, a lease buyout of the California property, a new storage building in North Carolina, and training for production of the new product in North Carolina. The company believed the benefit of relocating in North Carolina, including the incentive package provided, was sufficient to move operations.

Caterpillar, Inc. (“Caterpillar-Forsyth”)

Caterpillar is the largest maker of construction and mining equipment, diesel and natural gas engines, and industrial gas turbines in the world. The company has nearly 300 operations in 40 countries and employs nearly 95,000 people. Caterpillar will construct an approximately 850,000 square foot manufacturing facility for the machining, assembly, testing and painting of axle assemblies for large mining trucks. This component is currently produced in multiple locations across the United States. The primary objective is to consolidate these operations into a state-of-the-art manufacturing facility in Forsyth County, in order to meet the current and projected global demand for these products.

Caterpillar conducted an initial search in 9 states and 72 communities, which resulted in the identification of 3 potential sites - Montgomery, Alabama; Spartanburg, South Carolina; and Winston-Salem, North Carolina. Each location presented a favorable environment for long-term success. The team assessed each market on the basis of availability of a skilled workforce, operating cost factors, and logistics to support the final business case for this location decision. The availability of economic incentives at the State and local level played a key role in the final decision in favor of Forsyth County.

Caterpillar, Inc. (“Caterpillar-Lee”)

The Lee County Caterpillar project is an expansion of operations to consolidate, manufacture and assemble new lines of Skid Steer Loaders. The Lee County facility will dramatically increase the number of models produced in order to provide Caterpillar customers with machines that meet new Federal emissions standards that will be phased in over the next several years. The project also includes upgrading the paint system to environmental-friendly powder coating, and consolidates two different operations to reduce the impact of transportation costs for inbound material. The project will also result in the location of a parts supplier near the site. The supplier’s process consists of receiving raw steel, cutting it into manageable pieces, and completing additional prep operations like bending and forming. Having the fabrication facility and related supply chain close to the Lee County assembly facility not only decreases transportation costs but also improves product quality. Previously, the long travel required in the old supply chain process from Mexico impacted fabrication quality.

During the site selection process, Caterpillar considered locating this project at an existing facility in Florence, South Carolina, which had additional space for expansion. South Carolina offered an incentive package of approximately \$16 million, of which approximately \$6 million would have been cash or cash equivalents.

Celgard, LLC

Celgard is a wholly-owned subsidiary of Polypore International, Inc. (NYSE: PPO) (“Polypore”), with manufacturing and headquarters in Charlotte, North Carolina. With 14 facilities worldwide, Polypore is a \$600 million global high-technology company that

develops, manufactures, and markets specialized microporous polymer-based membranes. These Polypore products are used in separation and filtration processes in two primary market segments, Energy Storage and Separations Media. Products manufactured by Celgard are highly engineered separators used in lithium batteries for consumer electronic devices such as notebook computers, mobile telephones, digital cameras, power tools, reserve power and electricity grid storage systems, and Electric Drive Vehicles (EDV). The company has been in Charlotte for more than 20 years, and has over 30 years experience in the market.

Celgard will expand its separator production capacity in the United States to supply domestic lithium-ion battery manufacturers participating in the EDV industry. Celgard will increase separator manufacturing within an existing building on its Charlotte campus. An additional new building is being constructed in Concord, Cabarrus County. The new addition will create additional capacity and jobs. Both sites will manufacture Poly-ethylene/Poly-propylene battery separators for use in lithium ion batteries

Before deciding on the North Carolina expansion, Celgard pursued opportunities in various states, and possibly several sites within states. Each location was unique and presented its own set of advantages and disadvantages. The company based its decision on the value of incentives, proximity to existing company facilities, opportunities for synergies with existing facilities, proximity to major customers, availability of a quality workforce, access to major highways and/or a large airport, and opportunities to work with existing academic or government research facilities. Incentives offered by South Carolina and Georgia were detailed in the application. In each case, the company received a written response from the State and/or applicable localities outlining the incentives available for a project of this size. Where appropriate, the company began the process of completing applications and other necessary steps in order to secure the incentive.

Citco Fund Services (USA) Inc. (“Citco”)

Citco is one of three core operations within the Citco Group, which includes hedge fund services, banking and custody, and trust and corporate management. The Citco Group was founded in 1940 by A.A.G. Smeets and is currently controlled by Christopher Smeets. With over 35 years experience, Citco offers back, middle, and front office administration and other services to hedge funds, fund of funds, and private equity funds, including fund accounting and net asset value calculations, investor relations, anti-money laundering compliance, corporate & legal services, and various other services such as tax reporting and financial statement preparation. After considering two other candidate locations, Citco will expand these services in Charlotte, with an emphasis on back office operations. The company’s selection of a site was heavily influenced by a number of favorable factors offered by Charlotte.

Charlotte has been widely known as the second largest financial services hub in the United States, after New York. Citco believed it could successfully cull from among Charlotte’s 30,000 skilled financial services workers to obtain the talent required. Citco also recognized the high quality of life in the Charlotte region that provides a satisfying work/life environment for staff, including: available and affordable housing, quality

educational institutions, universities and robust entertainment choices. Third, North Carolina has a strong legal framework to protect Citco's intellectual property and that of Citco clients. Finally, Citco determined that Charlotte has a competitive mix of reasonable salaries and affordable commercial lease rates.

Clearwater Paper Corporation ("Clearwater Paper")

Clearwater Paper is a pulp and paperboard private-label tissue and wood products company, once a part of the Potlatch Corporation. In 2006, Potlatch converted from a corporation to a REIT because of the tax savings associated with having large ownership of timberlands. In late 2008, Clearwater Paper was spun off as its own publicly-traded corporation which included the pulp & paperboard manufacturing, tissue production, and wood products manufacturing site. The timberlands, however, remained under Potlatch Corporation ownership.

One of Clearwater Paper's divisions is the Consumer Products Division ("CPD"). This division manufactures private label tissue and has a manufacturing presence in the Western U.S. (Las Vegas NV, and Lewiston ID), and in the Midwest (Elwood, IL). Over the years, the CPD has become a dominant supplier of private label tissue in those regions. The CPD currently sells products in the Southeast, but does not have cost-effective, high-production capacity capable of supporting market demand. The company believes there is large growth potential in the Southeast for private label tissue, and, has decided to locate a paper making, converting, and distribution facility in this region.

Clearwater Paper is opening a facility in Shelby, Cleveland County- a tier one county. The project will be introduced over approximately five years with a 650,000 sq. foot converting/distribution warehouse and two converting lines. Clearwater Paper narrowed the applicable site search from over 50 sites to four sites, including Shelby, North Carolina. The other three sites were located in Macon, Georgia, Chester, South Carolina and Chattanooga, Tennessee. All had similar 10-year cumulative costs structures. Incentives which lowered on-going operation costs and/or site development costs were critical to the selection of Shelby, North Carolina.

Cree, Inc. ("Cree")

Cree was established in 1987 and maintains its corporate and manufacturing headquarters in the Research Triangle Park ("RTP") and Silicon Drive in Durham County, North Carolina, where currently Cree employs 1,723 people. Globally, the company employs an additional 2,700 people in offices and manufacturing centers in China, Malaysia, Japan and Germany. Cree is focused on growing its core business of research, development and production of LED lighting products.

Cree is "leading the LED lighting revolution" and setting the stage for exclusion of the incandescent light bulb through the use of energy-efficient, environmentally friendly LED lighting. Cree produces LED fixtures and bulbs, blue and green LED chips, high-brightness LEDs, lighting-class power LEDs, power-switching devices and radio-frequency/wireless devices.

With the grant, Cree will increase production of next-generation LED chips. Cree has historically manufactured LED chips on 2-, 3-, and currently 4- inch diameter wafers; this project will allow Cree to produce chips on 150 mm (approx 6 inch) wafers, increasing output and production efficiency.

The company has an existing JDIG award, and must remain in compliance with that grant in order to be eligible for payments under the new grant.

Cree evaluated three locations for this expansion: the current Cree facilities in Durham, North Carolina; current production facilities in Huizhou, China with support functions in Hong Kong; or Penang, Malaysia, where Cree currently utilizes contract manufacturers.

Hewitt Associates LLC (“Hewitt”)

Hewitt provides leading organizations around the world with human resources consulting and outsourcing solutions. Hewitt works with companies to design, implement, communicate, and administer a wide range of human resources, retirement, investment management, healthcare, compensation, and talent management strategies. Established in 1940, Hewitt has approximately 150 offices in more than 30 countries and employs approximately 23,000 associates worldwide.

Currently, Hewitt has 534 employees in the State. Over 400 are located in the company’s Charlotte facilities. The remaining North Carolina positions work from home offices. Hewitt was given a previous JDIG award, which was terminated on Dec. 29, 2009. The terms of the prior grant depended on a contract for the outsourcing of Wachovia’s benefits work. With the takeover of that bank by Wells Fargo, the anticipated project would not proceed. The current project involves a number of new contracts that are independent of the company’s previous plans.

Hewitt has identified several clients whose demands, during the next three years, are anticipated to create substantial new jobs for Hewitt. This project is not geographically tied to existing and future client locations; performance of the work could be done at any of Hewitt’s existing global service centers. Hewitt evaluated existing locations in Charlotte, Lincolnshire, Illinois, Orlando, Florida, and The Woodlands, Texas to determine the optimal location for expansion. Each location possessed the infrastructure and space to accommodate the expansion. Factors that affected the ultimate decision included the availability of a skilled workforce, labor costs, the proximity to existing teams and customers, and the availability of financial assistance. None of the existing locations required additional investment to accommodate the expansion – all were considered equal. Incentives, helpful in reducing operational costs, were a determining factor in selecting the final location. The JDIG grant and proposed North Carolina training grant made a difference when compared to incentives being considered in Florida and Texas and was competitive with the Illinois incentives.

Husqvarna Professional Products, Inc. (“HPP”)

With gross revenues equivalent to approximately \$4.5 billion and 15,700 employees in over 100 countries, Husqvarna is the world's largest producer of chainsaws, garden

tractors, lawn mowers and other gas-powered garden equipment such as trimmers and leaf blowers. Husqvarna is also one of the world's largest producers of cutting equipment for the construction and stone industries.

Husqvarna will consolidate its Consumer Products headquarters from Augusta, Georgia, with its Professional Products headquarters in Charlotte in Mecklenburg County, a tier three county. Currently, HPP has 160 employees at the Charlotte facility, which will be remodeled by the building owner. Also, a build-to-suit research and development facility will be constructed by an unrelated party and leased to the HPP. In addition to Mecklenburg County, Husqvarna received a generous incentives offer from the State of South Carolina.

IBM Lender Business Process Services, Inc. (“LBPS”)

Incorporated in the State of New York in 1911, IBM is a globally integrated innovation company, serving the needs of enterprises and institutions worldwide. IBM develops and manufactures information technologies, offers information technology infrastructure and business process services, application outsourcing services, computing and storage solutions, middleware and operating systems software, information management software, and commercial financing.

Founded in 2006, IBM Lender Business Process Services, Inc. provides turnkey private label mortgage loan origination services, including application enablement, underwriting, vendor order and transaction management, loan processing, document preparation, loan closing coordination and settlement, and post-closing review and investor delivery. By providing origination fulfillment capability, LBPS will allow lender clients to focus on their core strengths and more effectively manage their customer relationships and distribution strategies.

LBPS selected Durham County, specifically the Research Triangle Park, to expand mortgage processing/fulfillment operations. A recent acquisition of a West Coast mortgage processing business, as well as new customer developments led LBPS to expand operations. Competing sites included other IBM properties in Metro-Atlanta, Georgia and Metro-Dallas, Texas.

Magna Composites, LLC (“Magna”)

Magna International, Inc. (“Magna International”), the parent of Magna, is a highly diversified automotive supplier. It designs, develops and manufactures automotive systems, assemblies, modules and components; and engineers and assembles complete vehicles, primarily for sale to original equipment manufacturers (OEMs) of cars and light trucks in three geographic segments - North America, Europe, and Asia. The guarantor on the grant, Magna Exteriors and Interiors of America, Inc. (“MEIA”), common parent of an affiliated group that includes Magna Composites, LLC, had 242 manufacturing operations and 86 product development, engineering and sales centers in 25 countries on five continents as of September 2009.

Over the next few years, Magna intends to increase its current operations in three different locations: Salisbury, Rowan County, Newton, Catawba County, and Lenoir, Caldwell County.

Magna International purchased certain assets of Meridian Automotive Systems, Inc. on June 1, 2009. Included in this acquisition were the three North Carolina facilities in the locations noted above. Magna International also acquired the rights for future business either already awarded or being pursued by Meridian's composite products division. As a result, numerous product launches are planned over the next three years. Before deciding to accept the proposed grant and locate in North Carolina, the company pursued opportunities in both Indiana and Kentucky, for which strong proposals were presented.

Novartis Vaccines and Diagnostics Inc. ("Novartis V&D")

Novartis V&D, a Delaware corporation, is a wholly-owned subsidiary of Novartis AG (NYSE: NVS), which was created in 1996 from the merger of the Swiss companies, Ciba-Geigy and Sandoz. Headquartered in Basel, Switzerland, the Novartis Group employs approximately 96,000 people and operates in over 140 countries around the world. The project company, Novartis V&D, focuses on the development of preventive treatment and tools. Novartis V&D consists of Novartis Vaccines and Chiron, the blood testing and molecular diagnostics unit.

Novartis V&D recently received a JDIG grant for construction of a facility in Holly Springs, North Carolina, for production of pandemic and seasonal flu vaccine.

The grant awarded in the 4th quarter of 2010, was for development of a TD Viral Lab and Pilot Plant at the existing Holly Springs facility. The North Carolina site was chosen over a competing site in Rosia, Italy, where the company was offered a grant equal to 30% of Novartis' planned investment for the project. To be eligible for payments under the 2010 grant, Novartis V&D will be required to create and retain jobs under the first grant

Novo Nordisk Pharmaceutical Industries, Inc. ("Novo")

Novo is a subsidiary of Novo Nordisk A/S (Denmark), a leader in diabetes care with more than 29,000 employees located in 76 countries. Novo is involved in many aspects of the insulin production process. The company currently has facilities in Clayton, North Carolina where the FlexPen®, a disposable insulin device, is assembled and prepared for the US market.

This project is an expansion of existing production lines in order to manufacture the next generation FlexPen®. Additionally, Nypro, Inc., based in Buncombe County, will supply components for the new pens, and the Nypro supplier jobs will be required to be created under this grant.

The company considered existing facilities in China and Europe for this project, before choosing the Clayton facility.

Plastek Industries, Inc. (“Plastek”)

Plastek is a family-owned and managed business, founded in 1956 as a tool building company that has grown to include plastic molding and assembly. The company specializes in tool building, injection molding and assembling rigid packaging for the personal care, cosmetics, pharmaceutical, food and beverage industries. Plastek currently operates worldwide, with locations in the United Kingdom, Brazil, Venezuela and the United States. Customers include Abbott Labs, Pfizer, Wyeth Pharmaceuticals, Unilever, Procter and Gamble, Church and Dwight, Colgate and other leading Fortune 500 companies.

Plastek has transferred a substantial amount of work from its Erie, Pennsylvania facilities to a location in Hamlet, North Carolina, in order to bring manufacturing of various items closer to customer manufacturing sites. This project is very capital intensive and requires the purchase of a factory, significant renovations and investment in new equipment.

The competitive nature of custom injection molding and the bargaining power customers have results in supplier contracts carrying a “condition of competitiveness” such that, even long-term agreements allow the customer to move the business at any time during the contract, if they find a cheaper price and wish to move. North Carolina incentives were a critical part of this company’s decision to move. Plastek considered remaining in Erie in order to possibly avoid the large investment and risk associated with moving. North Carolina provided adequate incentives, allowing the company to lower cost, reduce risk, and make the decision to locate in NC.

Siemens Energy, Inc. (“SEI”) II

Siemens Energy is a leading company in the international power generation sector providing cutting-edge power and energy solutions. Siemens Energy develops and builds fossil fuel power plants and power-generating components, as well as wind turbines, turbines for use as mechanical drivers, compressors for industrial applications, instrumentation and control systems, and fuel cell technology. Siemens Energy, Inc. is Siemens Energy’s United States Corporation. SEI is ultimately owned by the German corporation, Siemens AG. Siemens AG is organized in 3 sectors; the project company is the United State energy sector entity.

As a result of expanding demand for cleaner and more efficient energy production, SEI continues to experience long term growth. This project, which will locate in Charlotte, involves engineering, manufacturing, and servicing of gas turbines. SEI pursued opportunities in various other locations. The top three competing locations were Ontario, Michigan, and Louisiana. Louisiana’s offer was valued at approximately \$66 million, and Michigan offered \$56 million. Ontario incentives were kept confidential.

Siemens Energy, Inc. (“SEI”) SmartGrid

Siemens Energy is a leading company in international power generation. The company’s ultimate parent is the German public corporation, Siemens AG, which is organized in 3 sectors. The grantee is the United State’s entity in the energy sector. (See above)

This grant was provided for a smart grid high voltage engineering and equipment demonstration project in the grantee's Transmission and Distribution division, in Wendell, North Carolina, with possible expansion to another Wake County facility. Before deciding to locate this project in North Carolina, the company evaluated expansion possibilities at existing locations in Florida and Mississippi. North Carolina's JDIG award, together with North Carolina customized training and work force development assistance, addressed cost disadvantages North Carolina had when compared to the competing sites.

SPX Corporation ("SPX")

SPX, incorporated in Delaware in 1968, is a *Fortune 500* multi-industry manufacturing leader that provides highly specialized engineered solutions. The company employs approximately 15,000 individuals in more than 35 countries worldwide. Operating segments include Flow Technology, Test and Measurement systems, Thermal Equipment, Industrial Products and related services.

The company is expanding operations with the development and construction of new global headquarters in Charlotte, as well a new regional shared services center for the Americas. The shared services center will provide tactical support to the business through providing transactional services such as accounts payable, accounts receivable and general ledger functions. The center will deliver centralized human resources, finance, payroll and other support services. Other SPX regional centers currently exist in China and England. The company states South Carolina offered state and local incentives valued in excess of \$45 million for the company to locate at the Edgewater Corporate Center in Lancaster County.

TIMCO Aerosystems, LLC ("TIMCO")

TIMCO Aerosystems, LLC is a wholly-owned subsidiary of TIMCO Aviation Services, Inc., a privately-held company incorporated in Delaware in 1996. TIMCO is one of the largest providers of maintenance, repair and overhaul services in the world. TIMCO currently has facilities in Greensboro as well as satellite offices in Seattle and Atlanta. TIMCO is also recognized as the only project integrator in the industry certified by the FAA with Organization Designation Authorization authority. The company believes this designation provides a unique competitive advantage within the industry, as TIMCO can support customer operations from initial design and engineering to complete, in-house systems and structures manufacturing.

The project represents the establishment of an East Coast-based passenger seat manufacturing operation and the formation of a dedicated aircraft galley and lavatory manufacturing facility. The project entails the creation of a standalone manufacturing presence that offers synergistic benefits to the engineering and integration operation currently based in Greensboro. The project will bring the operations of another TIMCO Aviation Services wholly-owned subsidiary, California-based Brice Manufacturing Company, to Davidson County.

TIMCO considered several options, including the expansion of existing operations in either Georgia or California. Construction of new operations in Alabama was also considered. The company made its final decision based on State and local incentives, facility specifications and workforce development opportunities.

VII. Conclusion

The JDIG program has been very successful in keeping North Carolina competitive. The use of the JDIG program to expand existing businesses helps to protect jobs companies might decide to locate in other states or overseas. The jobs, investment, and increased diversity of industry created through this grant program help mitigate negative economic shocks now and in the future. The JDIG program has allowed the State to attract a high level of globally competitive employers to drive long-term innovation and growth.

Attachment A1. Total Annual Grant Caps per Project

All Projects Awarded in 2010

Company Name	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total by Project
ABB Inc.	\$0	\$0	\$298,000	\$321,000	\$321,000	\$321,000	\$321,000	\$321,000	\$321,000	\$321,000	\$321,000	\$0	\$0	\$2,866,000
BAE Technologies, Inc.	\$0	\$221,000	\$287,000	\$301,000	\$301,000	\$301,000	\$301,000	\$301,000	\$301,000	\$301,000	\$0	\$0	\$0	\$2,615,000
Brunswick Corporation	\$84,000	\$175,000	\$242,000	\$309,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$0	\$3,610,000
Caterpillar Inc. (Butterfly)	\$0	\$150,000	\$260,000	\$359,000	\$413,000	\$413,000	\$413,000	\$413,000	\$413,000	\$413,000	\$413,000	\$413,000	\$0	\$4,073,000
Caterpillar, Inc. (Camo)	\$0	\$65,000	\$344,000	\$545,000	\$628,000	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000	\$665,000	\$0	\$6,237,000
Celgard, LLC	\$176,000	\$375,000	\$501,000	\$600,000	\$639,000	\$639,000	\$639,000	\$639,000	\$639,000	\$639,000	\$639,000	\$0	\$0	\$6,125,000
Citico Fund Services (USA) Inc.	\$0	\$253,000	\$406,000	\$562,000	\$716,000	\$716,000	\$716,000	\$716,000	\$716,000	\$716,000	\$0	\$0	\$0	\$5,517,000
Clearwater Paper Corporation	\$0	\$139,000	\$222,000	\$291,000	\$314,000	\$314,000	\$314,000	\$314,000	\$314,000	\$314,000	\$314,000	\$314,000	\$314,000	\$3,478,000
Cree, Inc. II	\$0	\$0	\$192,000	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$0	\$2,982,000
Hewitt Associates LLC	\$327,000	\$564,000	\$638,000	\$638,000	\$638,000	\$638,000	\$638,000	\$638,000	\$638,000	\$0	\$0	\$0	\$0	\$5,357,000
Husqvarna Professional Products, Inc.	\$0	\$349,000	\$393,000	\$393,000	\$393,000	\$393,000	\$393,000	\$393,000	\$393,000	\$393,000	\$0	\$0	\$0	\$3,493,000
IBM Lender Business Process Services, Inc.	\$715,000	\$1,073,000	\$1,073,000	\$1,073,000	\$1,073,000	\$1,073,000	\$1,073,000	\$1,073,000	\$1,073,000	\$1,073,000	\$0	\$0	\$0	\$10,372,000
Magna Composites LLC	\$70,000	\$178,000	\$229,000	\$277,000	\$277,000	\$277,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,308,000
Novartis Vaccines and Diagnostics Inc.	\$0	\$297,000	\$414,000	\$414,000	\$414,000	\$414,000	\$414,000	\$414,000	\$414,000	\$414,000	\$0	\$0	\$0	\$3,609,000
Novo Nordisk Pharmaceutical Industries, Inc.	\$0	\$82,000	\$97,000	\$108,000	\$119,000	\$119,000	\$119,000	\$119,000	\$119,000	\$119,000	\$119,000	\$0	\$0	\$1,120,000
Plastek Industries, Inc.	\$124,000	\$214,000	\$234,000	\$234,000	\$234,000	\$234,000	\$234,000	\$234,000	\$234,000	\$0	\$0	\$0	\$0	\$1,976,000
Siemens Energy, Inc. II	\$0	\$361,000	\$1,086,000	\$1,555,000	\$2,303,000	\$2,963,000	\$2,963,000	\$2,963,000	\$2,963,000	\$2,963,000	\$2,963,000	\$2,963,000	\$2,963,000	\$29,009,000
Siemens Energy, Inc. III (Smart Grid)	\$0	\$144,000	\$257,000	\$367,000	\$444,000	\$444,000	\$444,000	\$444,000	\$444,000	\$444,000	\$0	\$0	\$0	\$3,432,000
SPX Corporation	\$0	\$84,000	\$180,000	\$395,000	\$526,000	\$622,000	\$622,000	\$622,000	\$622,000	\$622,000	\$622,000	\$622,000	\$0	\$5,539,000
Timco Aerosystems, LLC	\$0	\$104,000	\$166,000	\$205,000	\$236,000	\$281,000	\$281,000	\$281,000	\$281,000	\$281,000	\$0	\$0	\$0	\$2,116,000
Total	\$1,496,000	\$4,828,000	\$7,519,000	\$9,257,000	\$10,649,000	\$11,487,000	\$11,210,000	\$11,210,000	\$11,210,000	\$10,338,000	\$6,716,000	\$5,637,000	\$3,277,000	\$104,834,000

Attachment A2. Total Annual Grant Caps on Company Portion only

All Projects Awarded in 2010

Company Name	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total by Project
ABB Inc.	\$0	\$0	\$223,500	\$240,750	\$240,750	\$240,750	\$240,750	\$240,750	\$240,750	\$240,750	\$240,750	\$0	\$0	\$2,149,500
BAE Technologies, Inc.	\$0	\$165,750	\$215,250	\$225,750	\$225,750	\$225,750	\$225,750	\$225,750	\$225,750	\$225,750	\$0	\$0	\$0	\$1,961,250
Brunswick Corporation	\$71,400	\$148,750	\$205,700	\$262,650	\$297,500	\$297,500	\$297,500	\$297,500	\$297,500	\$297,500	\$297,500	\$297,500	\$0	\$3,068,500
Caterpillar Inc. (Butterfly)	\$0	\$127,500	\$221,000	\$305,150	\$351,050	\$351,050	\$351,050	\$351,050	\$351,050	\$351,050	\$351,050	\$351,050	\$0	\$3,462,050
Caterpillar, Inc. (Camo)	\$0	\$48,750	\$258,000	\$408,750	\$471,000	\$498,750	\$498,750	\$498,750	\$498,750	\$498,750	\$498,750	\$498,750	\$0	\$4,677,750
Celgard, LLC	\$132,000	\$281,250	\$375,750	\$450,000	\$479,250	\$479,250	\$479,250	\$479,250	\$479,250	\$479,250	\$479,250	\$0	\$0	\$4,593,750
Citco Fund Services (USA) Inc.	\$0	\$189,750	\$304,500	\$421,500	\$537,000	\$537,000	\$537,000	\$537,000	\$537,000	\$537,000	\$0	\$0	\$0	\$4,137,750
Clearwater Paper Corporation	\$0	\$139,000	\$222,000	\$291,000	\$314,000	\$314,000	\$314,000	\$314,000	\$314,000	\$314,000	\$314,000	\$314,000	\$314,000	\$3,478,000
Cree, Inc. II	\$0	\$0	\$144,000	\$232,500	\$232,500	\$232,500	\$232,500	\$232,500	\$232,500	\$232,500	\$232,500	\$232,500	\$0	\$2,236,500
Hewitt Associates LLC	\$245,250	\$423,000	\$478,500	\$478,500	\$478,500	\$478,500	\$478,500	\$478,500	\$478,500	\$0	\$0	\$0	\$0	\$4,017,750
Husqvarna Professional Products, Inc.	\$0	\$261,750	\$294,750	\$294,750	\$294,750	\$294,750	\$294,750	\$294,750	\$294,750	\$294,750	\$0	\$0	\$0	\$2,619,750
IBM Lender Business Process Services, Inc.	\$536,250	\$804,750	\$804,750	\$804,750	\$804,750	\$804,750	\$804,750	\$804,750	\$804,750	\$804,750	\$0	\$0	\$0	\$7,779,000
Magna Composites LLC	\$59,500	\$151,300	\$194,650	\$235,450	\$235,450	\$235,450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,111,800
Novartis Vaccines and Diagnostics Inc.	\$0	\$222,750	\$310,500	\$310,500	\$310,500	\$310,500	\$310,500	\$310,500	\$310,500	\$310,500	\$0	\$0	\$0	\$2,706,750
Novo Nordisk Pharmaceutical Industries, Inc.	\$0	\$61,500	\$72,750	\$81,000	\$89,250	\$89,250	\$89,250	\$89,250	\$89,250	\$89,250	\$89,250	\$0	\$0	\$840,000
Plastek Industries, Inc.	\$124,000	\$214,000	\$234,000	\$234,000	\$234,000	\$234,000	\$234,000	\$234,000	\$234,000	\$0	\$0	\$0	\$0	\$1,976,000
Siemens Energy, Inc. II	\$0	\$270,750	\$814,500	\$1,166,250	\$1,727,250	\$2,222,250	\$2,222,250	\$2,222,250	\$2,222,250	\$2,222,250	\$2,222,250	\$2,222,250	\$2,222,250	\$21,756,750
Siemens Energy, Inc. III (Smart Grid)	\$0	\$108,000	\$192,750	\$275,250	\$333,000	\$333,000	\$333,000	\$333,000	\$333,000	\$333,000	\$0	\$0	\$0	\$2,574,000
SPX Corporation	\$0	\$63,000	\$135,000	\$296,250	\$394,500	\$466,500	\$466,500	\$466,500	\$466,500	\$466,500	\$466,500	\$466,500	\$0	\$4,154,250
Timco Aerosystems, LLC	\$0	\$88,400	\$141,100	\$174,250	\$200,600	\$238,850	\$238,850	\$238,850	\$238,850	\$238,850	\$0	\$0	\$0	\$1,798,600
Total	\$1,168,400	\$3,769,950	\$5,842,950	\$7,189,000	\$8,251,350	\$8,884,350	\$8,648,900	\$8,648,900	\$8,648,900	\$7,936,400	\$5,191,800	\$4,382,550	\$2,536,250	\$81,099,700

Attachment A3. Total Annual Grant Caps on IDF Utility Account Portion
Only Projects Awarded in 2010

Company Name	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
ABB Inc.	\$0	\$0	\$74,500	\$80,250	\$80,250	\$80,250	\$80,250	\$80,250	\$80,250	\$80,250	\$80,250	\$0	\$0	\$716,500
BAE Technologies, Inc.	\$0	\$55,250	\$71,750	\$75,250	\$75,250	\$75,250	\$75,250	\$75,250	\$75,250	\$75,250	\$0	\$0	\$0	\$653,750
Brunswick Corporation	\$12,600	\$26,250	\$36,300	\$46,350	\$52,500	\$52,500	\$52,500	\$52,500	\$52,500	\$52,500	\$52,500	\$52,500	\$0	\$541,500
Caterpillar Inc. (Butterfly)	\$0	\$22,500	\$39,000	\$53,850	\$61,950	\$61,950	\$61,950	\$61,950	\$61,950	\$61,950	\$61,950	\$61,950	\$0	\$610,950
Caterpillar, Inc. (Camo)	\$0	\$16,250	\$86,000	\$136,250	\$157,000	\$166,250	\$166,250	\$166,250	\$166,250	\$166,250	\$166,250	\$166,250	\$0	\$1,559,250
Celgard, LLC	\$44,000	\$93,750	\$125,250	\$150,000	\$159,750	\$159,750	\$159,750	\$159,750	\$159,750	\$159,750	\$159,750	\$0	\$0	\$1,531,250
Citco Fund Services (USA) Inc.	\$0	\$63,250	\$101,500	\$140,500	\$179,000	\$179,000	\$179,000	\$179,000	\$179,000	\$179,000	\$0	\$0	\$0	\$1,379,250
Clearwater Paper Corporation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cree, Inc. II	\$0	\$0	\$48,000	\$77,500	\$77,500	\$77,500	\$77,500	\$77,500	\$77,500	\$77,500	\$77,500	\$77,500		\$745,500
Hewitt Associates LLC	\$81,750	\$141,000	\$159,500	\$159,500	\$159,500	\$159,500	\$159,500	\$159,500	\$159,500	\$0	\$0	\$0	\$0	\$1,339,250
Husqvarna Professional Products, Inc.	\$0	\$87,250	\$98,250	\$98,250	\$98,250	\$98,250	\$98,250	\$98,250	\$98,250	\$98,250	\$0	\$0	\$0	\$873,250
IBM Lender Business Process Services, Inc.	\$178,750	\$268,250	\$268,250	\$268,250	\$268,250	\$268,250	\$268,250	\$268,250	\$268,250	\$268,250	\$0	\$0	\$0	\$2,593,000
Magna Composites LLC	\$10,500	\$26,700	\$34,350	\$41,550	\$41,550	\$41,550	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$196,200
Novartis Vaccines and Diagnostics Inc.	\$0	\$74,250	\$103,500	\$103,500	\$103,500	\$103,500	\$103,500	\$103,500	\$103,500	\$103,500	\$0	\$0	\$0	\$902,250
Novo Nordisk Pharmaceutical Industries, Inc.	\$0	\$20,500	\$24,250	\$27,000	\$29,750	\$29,750	\$29,750	\$29,750	\$29,750	\$29,750	\$29,750	\$0	\$0	\$280,000
Plastek Industries, Inc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Siemens Energy, Inc. II	\$0	\$90,250	\$271,500	\$388,750	\$575,750	\$740,750	\$740,750	\$740,750	\$740,750	\$740,750	\$740,750	\$740,750	\$740,750	\$7,252,250
Siemens Energy, Inc. III (Smart Grid)	\$0	\$36,000	\$64,250	\$91,750	\$111,000	\$111,000	\$111,000	\$111,000	\$111,000	\$111,000	\$0	\$0	\$0	\$858,000
SPX Corporation	\$0	\$21,000	\$45,000	\$98,750	\$131,500	\$155,500	\$155,500	\$155,500	\$155,500	\$155,500	\$155,500	\$155,500		\$1,384,750
Timco Aerosystems, LLC	\$0	\$15,600	\$24,900	\$30,750	\$35,400	\$42,150	\$42,150	\$42,150	\$42,150	\$42,150	\$0	\$0	\$0	\$317,400
Total	\$327,600	\$1,058,050	\$1,676,050	\$2,068,000	\$2,397,650	\$2,602,650	\$2,561,100	\$2,561,100	\$2,561,100	\$2,401,600	\$1,524,200	\$1,254,450	\$740,750	\$23,734,300

**Attachment B. Estimated Lifetime Fiscal and Economic Impacts for Grants
Awarded in CY 2003-2010**

Grant Year	Project (Grantee)	Grant Years	Direct Jobs	Indirect & induced Jobs	Total Jobs	Total NC GSP impact (\$millions)	Cumulative Net State Revenue (\$millions)
2003	AFG Wipes	10	200	416	616	\$194.40	\$0.80
2003	General Dynamics	10	405	701	1,106	\$616.80	\$9.70
2003	General Electric	10	200	174	374	\$359.10	\$4.80
2003	Goodrich	10	300	560	860	\$326.00	\$4.40
2003	Infineon (Quimonda)	11	400	268	668	\$620.30	\$10.30
2003	R H Donnelley	10	275	240	515	\$325.30	\$6.40
2003	Total (Grant Term is average)	10.2	1,780	2,359	4,139	\$2,441.90	\$36.40
2004	Altec Industries	11	350	302	652	\$240.40	\$2.90
2004	Cellco Ptshp/Verizon	10	1,211	1,938	3,149	\$1,206.60	\$20.70
2004	Citicorp Credit Svcs.	10	900	1,621	2,521	\$833.00	\$12.50
2004	CS First Boston	10	400	344	744	\$2,469.90	\$88.40
2004	Cree Inc.	11	300	731	1,031	\$902.90	\$16.90
2004	Dell Inc.	12	2,000	7,803	9,803	\$20,123.40	\$610.00
2004	Getrag Corporation	11	302	467	769	\$981.50	\$34.60
2004	Harris Corp.	10	258	271	529	\$3,738.00	\$165.00
2004	Hospira	10	152	380	532	\$316.80	\$8.20
2004	Merck	12	200	360	560	\$1,429.60	\$20.20
2004	Network Appliances	10	361	410	771	\$2,520.40	\$98.90
2004	Novo Nordisk Pharma. Ind.	10	187	524	711	\$413.80	\$4.80
2004	PCB Piezotronics, Inc.	10	250	146	396	\$171.20	\$2.10
2004	Prairie	10	242	140	564	\$444.10	\$14.00
2004	Sysco	10	442	731	1,173	\$1,576.50	\$59.10
2004	Time Warner Entertainment	10	350	305	655	\$371.50	\$7.30
2004	Unilin	10	330	261	591	\$260.60	\$4.40
2004	Z F Lemforder	9	200	247	447	\$564.30	\$20.00

Grant Year	Project (Grantee)	Grant Years	Direct Jobs	Indirect & induced Jobs	Total Jobs	Total NC GSP impact (\$millions)	Cumulative Net State Revenue (\$millions)
2004	Total (Grant Term is average)	10.3	8,435	16,981	25,598	\$38,564.50	\$1,190.00
2005	AAR	11	500	660	1,160	\$837.00	\$21.90
2005	AICPA	12	360	179	539	\$606.10	\$11.30
2005	Cobia Boat Company (Maverick)	10	292	216	508	\$302.20	\$7.40
2005	General Electric II	10	200	194	394	\$555.00	\$16.50
2005	GlaxoSmithKline	12	200	593	793	\$3,976.90	\$171.10
2005	Headway	10	188	642	830	\$604.90	\$18.10
2005	Hewitt Associates	10	900	645	1,545	\$650.80	\$9.40
2005	Target	10	580	270	850	\$362.60	\$5.50
2005	Total (Grant Term is average)	10.6	3,220	3,399	6,619	\$7,895.50	\$261.20
2006	BSH	10	225	434	659	\$404.40	\$10.70
2006	Carolina Classifieds	9	287	192	479	\$221.80	\$5.40
2006	Chris-Craft	10	640	472	1,112	\$394.30	\$3.20
2006	Credit Suisse Securities	10	400	282	682	\$1,021.90	\$28.60
2006	Fidelity Global Brokerage	12	2,000	772	2,772	\$4,300.30	\$93.80
2006	Indian Motorcycle	10	167	153	320	\$172.10	\$2.60
2006	Lotus	10	108	173	281	\$108.50	\$4.90
2006	Maersk	11	254	136	390	\$1,134.40	\$27.50
2006	Malt-O-Meal	10	164	247	411	\$351.00	\$9.90
2006	MeadWestvaco Corp	10	200	136	336	\$578.90	\$16.40
2006	Newell Rubbermaid	9	320	800	1,120	\$1,036.30	\$32.30
2006	Novartis Vaccines & Diagnostics	12	350	1,038	1,388	\$1,463.00	\$41.20
2006	PGT Industries	10	712	602	1,314	\$896.10	\$24.20
2006	Quintiles	12	1,000	830	1,830	\$962.50	\$4.70
2006	Ralph Lauren Media	10	200	43	243	\$1,745.90	\$77.70
2006	RF Micro Devices	11	300	633	933	\$1,324.30	\$41.30
2006	Stiefel Research Institute	9	200	136	336	\$200.20	\$3.60
2006	Volvo	12	264	1,674	1,938	\$1,098.40	\$25.30

Grant Year	Project (Grantee)	Grant Years	Direct Jobs	Indirect & induced Jobs	Total Jobs	Total NC GSP impact (\$millions)	Cumulative Net State Revenue (\$millions)
2006	Total (Grant Term is average)	10.4	7,791	8,753	16,544	\$17,414.30	\$453.30
2007	Arneg S.P.A.	9	181	259	440	\$167.44	\$2.71
2007	Brunswick Corporation	10	858	705	1563	\$909.42	\$24.18
2007	Force Protection	11	270	356	626	\$275.37	\$1.84
2007	Honda Aerospace	12	70	116	186	\$338.74	\$11.46
2007	Honda Aircraft Company	12	283	672	955	\$753.88	\$12.33
2007	INC Research	9	1,093	927	2,020	\$723.81	\$4.72
2007	Narricot Industries	9	200	107	307	\$276.56	\$8.37
2007	Network Appliance, Inc.	10	646	418	1064	\$1,079.65	\$24.35
2007	PRA International	9	494	419	913	\$421.89	\$5.01
2007	PRC Industries, Inc.	9	288	405	693	\$237.91	\$1.21
2007	RF Micro Devices II	11	350	929	1279	\$639.79	\$9.49
2007	Stone & Webster Services (Shaw)	10	556	496	1,052	\$611.44	\$7.03
2007	Trans Tech/PharmaCore, Inc.	12	205	1550	1735	\$682.23	\$5.31
2007	Turbomeca	12	180	297	477	\$251.05	\$1.99
2007	Total (Grant Term is average)	10.4	5,674	7,656	13,310	\$7,369.18	\$120.00
2008	Sypris Technologies, Inc.	10	203	171	374	\$364.59	\$6.37
2008	GE Hitachi Nuclear Energy Americas LLC III	12	900	2,493	3,393	\$3,757.29	\$62.26
2008	Spirit AeroSystems, Inc	12	1,031	1,437	2,468	\$2,944.20	\$39.21
2008	Tessera North America, Inc.	9	185	242	427	\$237.62	\$3.17
2008	Becton Dickinson & Company	9	274	654	928	\$446.11	\$1.32
2008	IBM LBPS	10	600	749	1,349	\$911.92	\$16.70
2008	Siemens Medical Group	10	300	168	468	\$594.14	\$16.78

Grant Year	Project (Grantee)	Grant Years	Direct Jobs	Indirect & induced Jobs	Total Jobs	Total NC GSP impact (\$millions)	Cumulative Net State Revenue (\$millions)
2008	Sutter Street Manufacturing, Inc.	10	820	623	1,443	\$757.20	\$6.56
2008	Merchant Distributors, Inc	10	200	170	370	\$830.60	\$28.68
2008	HCL America, Inc.	10	513	341	854	\$407.07	\$0.84
2008	Fountain Power Boats	11	250	210	460	\$245.36	\$0.33
2008	Time Warner Cable LP II	9	200	136	336	\$440.14	\$12.61
2008	Mack Trucks	9	493	597	1,090	\$738.06	\$9.35
2008	Total (Grant Term is average)	10.1	5,969	7,992	13,961	\$12,674.30	\$204.18
2009	Asco Power Technologies	9	328	425	753	367.435	4.254
2009	Bayer CropScience LP	9	128	124	252	149.062	0.733
2009	Continental Automotive Systems, Inc.	9	338	368	706	346.103	7.274
2009	DB Global Technologies	11	319	584	903	724.34	13.685
2009	DRS Technical Services, Inc.	9	100	133	233	178.327	5.105
2009	Electrolux Home Products, Inc.	12	738	912	1650	1274.491	13.338
2009	EMC Corporation	9	397	850	1247	751.661	13.468
2009	GMAC	9	200	234	434	271.734	2.086
2009	Innovative Emergency Management, Inc.	12	430	367	797	619.048	9.009
2009	Loparex LLC	9	128	166	294	197.796	1.878
2009	LS Tractors USA, LLC	9	134	105	239	391.231	13.753
2009	Premier, Inc.	9	300	241	541	292.159	5.987
2009	Siemens Energy, Inc.	9	226	147	373	236.21	2.133
2009	Talecris Biotherapeutics, Inc.	12	259	977	1236	714.707	8.187
2009	Toshiba Nuclear Energy Corporation	9	194	126	320	231.98	1.205
2009	Zenta Mortgage Services, LLC	9	1002	883	1885	554.75	2.767

Grant Year	Project (Grantee)	Grant Years	Direct Jobs	Indirect & induced Jobs	Total Jobs	Total NC GSP impact (\$millions)	Cumulative Net State Revenue (\$millions)
2009	Total (Grant Term is average)	9.7	5,221	6,642	11,863	\$7,301	\$104.86
2010	ABB Inc.	9	130	311	441	\$295.0	\$6.9
2010	BAE Technologies, Inc.	9	176	157	333	\$188.6	\$4.5
2010	Brunswick Corporation	12	350	487	837	\$290.3	\$2.1
2010	Caterpillar Inc. (Butterfly)	11	325	1,320	1,645	\$834.3	\$23.4
2010	Caterpillar, Inc. (Camo)	11	392	1,125	1,517	\$757.5	\$13.1
2010	Celgard, LLC	11	289	291	580	\$380.7	\$4.8
2010	Citco Fund Services (USA) Inc.	9	258	336	594	\$223.2	\$2.5
2010	Clearwater Paper Corporation	12	250	813	1,063	\$762.0	\$11.5
2010	Cree, Inc. II	10	244	922	1,166	\$762.0	\$22.7
2010	Hewitt Associates LLC	9	463	538	1,001	\$516.6	\$14.0
2010	Husqvarna Professional Products, Inc.	9	160	663	823	\$223.8	\$3.0
2010	IBM Lender Business Process Services, Inc.	10	600	793	1,393	\$731.0	\$16.1
2010	Magna Composites LLC	9	327	424	751	\$175.3	\$2.9
2010	Novartis Vaccines and Diagnostics Inc.	9	100	125	225	\$141.0	\$1.3
2010	Novo Nordisk Pharmaceutical Industries, Inc.	10	85	145	230	\$117.0	\$0.8
2010	Plastek Industries, Inc.	9	250	197	447	\$264.0	\$3.4

Grant Year	Project (Grantee)	Grant Years	Direct Jobs	Indirect & induced Jobs	Total Jobs	Total NC GSP impact (\$millions)	Cumulative Net State Revenue (\$millions)
2010	Siemens Energy, Inc. II	12	825	2,784	3,609	\$2,149.0	\$32.3
2010	Siemens Energy, Inc. III (Smart Grid)	9	139	173	312	\$156.0	\$2.5
2010	SPX Corporation	11	180	161	341	\$250.0	\$4.2
2010	TIMCO Aerosystems, LLC	9	275	421	696	\$211.0	\$3.2
2010	Total (Grant Term is average)	9.9	5,818	12,186	18,004	\$9,428.3	\$175.4

Caveats

The economic impact analysis results are based on a methodology developed by Dr. Mike Walden of North Carolina State University. The Walden methodology uses accepted economic impact techniques and data from the following sources: the IMPLAN and economic impact models (e.g., income and employment multipliers, migration estimates, and local purchase ratios), the project applications, the NC Dept. of Commerce Finance Center (for estimates of eligible grants and credits), and other secondary sources.

The model is designed to generate conventional estimates of gross economic impact in terms of income and employment. However, the model also yields a fiscal net benefit figure or an estimate of projected state revenues over costs attributable to a given project. The cost-benefit element of the methodology is designed to prevent a scenario in which total credits and grants provided to a company exceed total state revenues yielded by the additional economic activity represented by the project.

No economic impact analysis is infallible. The results depend heavily on the assumptions underlying each case, most of which are subject to some level of uncertainty. Best practice in impact analysis therefore dictates the adoption of the most conservative assumptions possible in order to avoid over-estimation of any positive benefits attributed to a given project. This application of the model to the projects outlined in this report follows that principle.

Attachment C. Certified JDIG Grantee Report Findings on 2009 Performance

Note: 2009 is the latest year company results have been certified

Term Year	Company Name	New Jobs	Job Retention	Avg. Wage	Investment	Disbursement to Company	Disbursement to Utility Fund	Withholdings
2009	A.F.G. Wipes, Inc.	181	0	\$23,158.00	\$30,548,324.00	\$109,673.00	\$0.00	\$193,356.00
2009	AAR Manufacturing, Inc.	255	9	\$33,870.00	\$21,356,301.00	\$293,455.00	\$0.00	\$469,730.00
2009	Ally US LLC	196	285	\$197,035.00	\$10,590,629.00	\$338,250.00	\$112,750.00	\$1,292,070.00
2009	Altec Industries, Inc.	195	332	\$42,312.00	\$19,936,317.00	\$148,192.00	\$0.00	\$412,588.00
2009	American Institute of Certified Accountants, Inc.	414	0	\$64,200.00	\$10,100,000.00	\$604,000.00	\$201,000.00	\$1,533,429.00
2009	Arneg, LLC	35	8	\$34,732.00	\$0.00	\$0.00	\$0.00	\$57,034.00
2009	ASCO Power Technologies, L.P.	48	211	\$26,782.00	\$5,576,687.00	\$13,061.00	\$2,305.00	\$26,258.00
2009	Bayer CropScience LP	16	496	\$113,594.00	\$0.00	\$0.00	\$0.00	\$32,079.00
2009	Becton Dickinson and Company	198	578	\$89,225.00	\$0.00	\$239,169.00	\$65,770.00	\$667,579.00
2009	Carolina Classifieds.Com LLC	50	29	\$36,189.00	\$0.00	\$0.00	\$0.00	\$87,394.00
2009	Cellco Partnership d/b/a Verizon Wireless	1342	0	\$44,397.00	\$39,868,088.00	\$800,000.00	\$266,666.00	\$3,014,127.00
2009	Citicorp Credit Services, Inc.	515	556	\$32,393.00	\$39,672,988.00	\$0.00	\$0.00	\$828,873.00
2009	Credit Suisse Securities USA LLC (I)	400	436	\$80,759.00	\$179,656,078.00	\$867,209.00	\$289,070.00	\$1,821,139.00
2009	Credit Suisse Securities USA LLC (II)	436	400	\$73,759.00	\$69,808,731.00	\$790,074.00	\$263,358.00	\$1,664,044.00
2009	Cree, Inc. I	512	1021	\$87,205.00	\$332,000,259.00	\$586,170.00	\$195,390.00	\$2,453,353.00
2009	Dex One Corporation	234	305	\$115,787.00	\$8,266,458.00	\$450,000.00	\$150,000.00	\$1,954,637.00
2009	DRS Technical Services, Inc.	15	203	\$52,887.00	\$0.00	\$0.00	\$0.00	\$33,237.00
2009	Fidelity Global Brokerage Group, Inc.	1237	1007	\$76,341.00	\$74,191,163.00	\$2,575,851.00	\$858,617.00	\$5,775,050.00
2009	Fountain Power Boats	0	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2009	GE-Hitachi Nuclear Energy Americas LLC	122	1510	\$123,854.00	\$0.00	\$0.00	\$0.00	\$772,578.00
2009	General Electric Company	200	1432	\$119,934.00	\$4,464,914.00	\$650,000.00	\$216,666.00	\$1,497,970.00
2009	GETRAG Corporation	0	352	\$0.00	\$85,168,769.00	\$0.00	\$0.00	\$0.00
2009	Goodrich Corporation	201	199	\$66,035.00	\$4,250,000.00	\$272,426.00	\$90,809.00	\$728,481.00
2009	HCL America, Inc.	41	33	\$61,971.00	\$1,117,000.00	\$0.00	\$0.00	\$62,204.00
2009	Honda Aero, Inc.	25	0	\$139,552.00	\$26,835,257.00	\$78,578.00	\$13,867.00	\$210,522.00
2009	Honda Aircraft Company	237	51	\$97,916.00	\$0.00	\$355,000.00	\$118,000.00	\$1,287,887.00

Term Year	Company Name	New Jobs	Job Retention	Avg. Wage	Investment	Disbursement to Company	Disbursement to Utility Fund	Withholdings
2009	Hospira, Inc.	195	2018	\$47,103.00	\$17,075,434.00	\$141,426.00	\$47,142.00	\$499,303.00
2009	IBM LBPS*	0	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2009	INC Research, Inc.	115	362	\$59,404.00	\$0.00	\$0.00	\$0.00	\$470,330.00
2009	LS Tractors USA, LLC	20	0	\$45,997.00	\$0.00	\$14,511.00	\$2,561.00	\$30,684.00
2009	Mack Trucks, Inc.	139	1454	\$77,127.00	\$0.00	\$0.00	\$0.00	\$509,880.00
2009	Maersk Inc.	160	652	\$51,836.00	\$63,921,534.00	\$186,539.00	\$62,180.00	\$493,803.00
2009	Malt-O-Meal Company	153	0	\$44,913.00	\$124,081,833.00	\$42,000.00	\$14,000.00	\$314,986.00
2009	Merck Sharp & Dohme Corp.	259	621	\$85,718.00	\$423,354,150.00	\$381,000.00	\$126,999.00	\$1,049,307.00
2009	NetApp, Inc. I	380	580	\$121,710.00	\$86,348,754.00	\$1,113,750.00	\$371,250.00	\$2,541,032.00
2009	NetApp, Inc. II	290	670	\$117,776.00	\$64,066,448.00	\$0.00	\$0.00	\$1,902,586.00
2009	Newell Rubbermaid Inc.	65	378	\$133,522.00	\$7,615,861.00	\$0.00	\$0.00	\$503,730.00
2009	Novartis Vaccines & Diagnostics, Inc.	206	0	\$111,324.00	\$0.00	\$362,000.00	\$121,000.00	\$905,173.00
2009	Novo Nordisk Pharmaceutical Industries, Inc. I	82	398	\$98,831.00	\$146,693,007.00	\$0.00	\$0.00	\$557,961.00
2009	PCB Piezotronics of North Carolina, Inc.	99	0	\$24,186.00	\$2,657,217.00	\$0.00	\$0.00	\$133,867.00
2009	Pharmaceutical Research Associates, Inc.	149	29	\$80,968.00	\$2,638,401.00	\$0.00	\$0.00	\$619,453.00
2009	Polo Ralph Lauren Corporation	232	891	\$35,097.00	\$34,161,024.00	\$154,000.00	\$51,000.00	\$368,672.00
2009	Prairie Packaging, Inc.	303	0	\$34,816.00	\$0.00	\$144,000.00	\$47,999.00	\$516,128.00
2009	PRC Industries, Inc.*	0	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2009	Quintiles Transnational Corp.	415	1170	\$82,384.00	\$55,779,067.00	\$671,000.00	\$224,000.00	\$1,829,510.00
2009	Siemens Energy, Inc. I	0	768	\$0.00	\$4,979,420.00	\$0.00	\$0.00	\$0.00
2009	Siemens Medical Solutions USA, Inc.	0	661	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2009	Stiefel Research Institute, Inc.	142	0	\$129,404.00	\$0.00	\$312,254.00	\$104,085.00	\$1,183,131.00
2009	Stone & Webster Services, LLC	253	780	\$126,539.00	\$14,218,888.00	\$511,906.00	\$170,636.00	\$1,179,452.00
2009	Sutter Street Manufacturing, Inc.	145	56	\$37,878.00	\$0.00	\$0.00	\$0.00	\$263,890.00
2009	Sysco Raleigh, LLC	167	995	\$77,193.00	\$46,593,477.00	\$0.00	\$0.00	\$749,231.00
2009	Target Corporation	474	0	\$32,548.00	\$157,746,621.00	\$397,000.00	\$0.00	\$684,390.00
2009	Tessera North America, Inc.	38	101	\$70,581.00	\$18,420,718.00	\$0.00	\$0.00	\$143,071.00
2009	Time Warner Entertainment Company, L.P. I	462	537	\$98,354.00	\$31,294,366.00	\$460,000.00	\$153,333.00	\$3,090,259.00
2009	Time Warner Entertainment Company, L.P. II	137	862	\$75,434.00	\$5,566,911.00	\$156,392.00	\$52,130.00	\$352,655.00
2009	Toshiba America Nuclear Energy Corporation	41	0	\$207,618.00	\$3,327,616.00	\$0.00	\$0.00	\$158,085.00
2009	TransTech Pharma, Inc.	48	125	\$76,689.00	\$23,368,047.00	\$0.00	\$0.00	\$211,099.00
2009	Turbomeca Manufacturing, Inc.	97	0	\$52,950.00	\$52,331,829.00	\$0.00	\$0.00	\$258,203.00

Term Year	Company Name	New Jobs	Job Retention	Avg. Wage	Investment	Disbursement to Company	Disbursement to Utility Fund	Withholdings
2009	Unilin Flooring NC, LLC	147	57	\$51,748.00	\$106,992,701.00	\$0.00	\$0.00	\$443,283.00
2009 Total		12,518	23,618	\$73,450	\$2,456,641,287	\$ 14,218,886	\$ 4,392,583	\$ 48,838,773

**Company filed for 2009 but terminated early therefore results for 2009 were not analyzed and/or confirmed.*

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 so 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.

Attachment D. Disbursements for Grants Awarded in CY 2003-2010

Year	Company Name	Company	Utility Fund	Total Disbursement
2005	A.F.G. Wipes, Inc.	\$53,781.00	\$0.00	\$53,781.00
2006	A.F.G. Wipes, Inc.	\$36,149.00	\$0.00	\$36,149.00
2008	A.F.G. Wipes, Inc.	\$0.00	\$0.00	\$0.00
2007	A.F.G. Wipes, Inc.	\$0.00	\$0.00	\$0.00
2009	A.F.G. Wipes, Inc.	\$109,673.00	\$0.00	\$109,673.00
2007	AAR Manufacturing, Inc.	\$110,000.00	\$0.00	\$110,000.00
2008	AAR Manufacturing, Inc.	\$200,000.00	\$0.00	\$200,000.00
2009	AAR Manufacturing, Inc.	\$293,455.00	\$0.00	\$293,455.00
2009	Ally US LLC	\$338,250.00	\$112,750.00	\$451,000.00
2006	Altec Industries, Inc.	\$48,000.00	\$0.00	\$48,000.00
2007	Altec Industries, Inc.	\$77,000.00	\$0.00	\$77,000.00
2008	Altec Industries, Inc.	\$126,000.00	\$0.00	\$126,000.00
2009	Altec Industries, Inc.	\$148,192.00	\$0.00	\$148,192.00
2006	American Institute of Certified Accountants, Inc.	\$184,781.00	\$61,593.00	\$246,374.00
2007	American Institute of Certified Accountants, Inc.	\$604,000.00	\$201,000.00	\$805,000.00
2008	American Institute of Certified Accountants, Inc.	\$604,000.00	\$201,000.00	\$805,000.00
2009	American Institute of Certified Accountants, Inc.	\$604,000.00	\$201,000.00	\$805,000.00
2008	Arneg, LLC	\$0.00	\$0.00	\$0.00
2009	Arneg, LLC	\$0.00	\$0.00	\$0.00
2009	ASCO Power Technologies, L.P.	\$13,061.00	\$2,305.00	\$15,366.00
2009	Bayer CropScience LP	\$0.00	\$0.00	\$0.00
2009	Becton Dickinson and Company	\$239,169.00	\$65,770.00	\$304,939.00
2007	Brunswick Corporation	\$83,524.00	\$27,841.00	\$111,365.00
2007	Carolina Classifieds.Com LLC	\$0.00	\$0.00	\$0.00
2008	Carolina Classifieds.Com LLC	\$0.00	\$0.00	\$0.00
2009	Carolina Classifieds.Com LLC	\$0.00	\$0.00	\$0.00
2005	Cellco Partnership d/b/a Verizon Wireless	\$680,000.00	\$226,666.00	\$906,666.00
2006	Cellco Partnership d/b/a Verizon Wireless	\$800,000.00	\$266,666.00	\$1,066,666.00

Year	Company Name	Company	Utility Fund	Total Disbursement
2007	Cellco Partnership d/b/a Verizon Wireless	\$800,000.00	\$266,666.00	\$1,066,666.00
2008	Cellco Partnership d/b/a Verizon Wireless	\$800,000.00	\$266,666.00	\$1,066,666.00
2009	Cellco Partnership d/b/a Verizon Wireless	\$800,000.00	\$266,666.00	\$1,066,666.00
2007	Chris-Craft Corporation	\$54,212.00	\$0.00	\$54,212.00
2005	Citicorp Credit Services, Inc.	\$227,827.00	\$75,942.00	\$303,769.00
2006	Citicorp Credit Services, Inc.	\$343,158.00	\$114,386.00	\$457,544.00
2008	Citicorp Credit Services, Inc.	\$322,876.00	\$107,625.00	\$430,501.00
2007	Citicorp Credit Services, Inc.	\$400,630.00	\$133,543.00	\$534,173.00
2009	Citicorp Credit Services, Inc.	\$0.00	\$0.00	\$0.00
2006	Credit Suisse Securities USA LLC (I)	\$489,800.00	\$163,266.00	\$653,066.00
2007	Credit Suisse Securities USA LLC (I)	\$855,000.00	\$285,000.00	\$1,140,000.00
2008	Credit Suisse Securities USA LLC (I)	\$855,000.00	\$285,000.00	\$1,140,000.00
2009	Credit Suisse Securities USA LLC (I)	\$867,209.00	\$289,070.00	\$1,156,279.00
2008	Credit Suisse Securities USA LLC (II)	\$798,797.00	\$266,265.00	\$1,065,062.00
2009	Credit Suisse Securities USA LLC (II)	\$790,074.00	\$263,358.00	\$1,053,432.00
2005	Cree, Inc. I	\$223,763.00	\$74,587.00	\$298,350.00
2006	Cree, Inc. I	\$340,616.00	\$113,539.00	\$454,155.00
2007	Cree, Inc. I	\$439,628.00	\$146,542.00	\$586,170.00
2008	Cree, Inc. I	\$538,639.00	\$179,546.00	\$718,185.00
2009	Cree, Inc. I	\$586,170.00	\$195,390.00	\$781,560.00
2006	Dell Products LP	\$567,000.00	\$189,000.00	\$756,000.00
2007	Dell Products LP	\$945,000.00	\$315,000.00	\$1,260,000.00
2008	Dell Products LP	\$0.00	\$357,126.00	\$357,126.00
2005	Dex One Corporation	\$375,000.00	\$125,000.00	\$500,000.00
2006	Dex One Corporation	\$450,000.00	\$150,000.00	\$600,000.00
2007	Dex One Corporation	\$450,000.00	\$150,000.00	\$600,000.00
2008	Dex One Corporation	\$450,000.00	\$150,000.00	\$600,000.00
2009	Dex One Corporation	\$450,000.00	\$150,000.00	\$600,000.00
2009	DRS Technical Services, Inc.	\$0.00	\$0.00	\$0.00
2007	Fidelity Global Brokerage Group, Inc.	\$2,527,057.00	\$842,352.00	\$3,369,409.00
2008	Fidelity Global Brokerage Group, Inc.	\$3,559,403.00	\$1,186,467.00	\$4,745,870.00
2009	Fidelity Global Brokerage Group, Inc.	\$2,575,851.00	\$858,617.00	\$3,434,468.00
2007	Force Protection, Inc	\$0.00	\$0.00	\$0.00

Year	Company Name	Company	Utility Fund	Total Disbursement
2009	Fountain Power Boats	\$0.00	\$0.00	\$0.00
2009	GE-Hitachi Nuclear Energy Americas LLC	\$0.00	\$0.00	\$0.00
2008	GE-Hitachi Nuclear Energy Americas LLC	\$199,993.00	\$66,664.00	\$266,657.00
2005	General Dynamics Armament and Technical Products, Inc.	\$550,000.00	\$183,000.00	\$733,000.00
2006	General Dynamics Armament and Technical Products, Inc.	\$620,000.00	\$207,000.00	\$827,000.00
2007	General Dynamics Armament and Technical Products, Inc.	\$685,755.00	\$228,585.00	\$914,340.00
2007	General Electric Company	\$650,000.00	\$216,666.00	\$866,666.00
2006	General Electric Company	\$710,000.00	\$236,666.00	\$946,666.00
2005	General Electric Company	\$589,057.00	\$196,353.00	\$785,410.00
2008	General Electric Company	\$650,000.00	\$216,666.00	\$866,666.00
2009	General Electric Company	\$650,000.00	\$216,666.00	\$866,666.00
2007	General Electric Company II	\$221,120.00	\$77,040.00	\$298,160.00
2006	General Electric Company II	\$167,000.00	\$56,000.00	\$223,000.00
2005	General Electric Company II	\$23,572.00	\$7,857.00	\$31,429.00
2005	GETRAG Corporation	\$16,684.00	\$5,561.00	\$22,245.00
2006	GETRAG Corporation	\$49,350.00	\$16,450.00	\$65,800.00
2007	GETRAG Corporation	\$153,813.00	\$51,271.00	\$205,084.00
2008	GETRAG Corporation	\$177,826.00	\$59,275.00	\$237,101.00
2009	GETRAG Corporation	\$0.00	\$0.00	\$0.00
2005	Goodrich Corporation	\$213,616.00	\$71,205.00	\$284,821.00
2006	Goodrich Corporation	\$219,743.00	\$73,248.00	\$292,991.00
2007	Goodrich Corporation	\$243,842.00	\$81,281.00	\$325,123.00
2008	Goodrich Corporation	\$241,314.00	\$80,438.00	\$321,752.00
2009	Goodrich Corporation	\$272,426.00	\$90,809.00	\$363,235.00
2005	Harris Stratex Networks Operating Corporation	\$160,858.00	\$53,619.00	\$214,477.00
2006	Harris Stratex Networks Operating Corporation	\$213,023.00	\$71,008.00	\$284,031.00
2009	HCL America, Inc.	\$0.00	\$0.00	\$0.00
2006	Headway Corporation	\$50,175.00	\$13,375.00	\$63,550.00
2008	Honda Aero, Inc.	\$63,000.00	\$11,000.00	\$74,000.00
2009	Honda Aero, Inc.	\$78,578.00	\$13,867.00	\$92,445.00
2008	Honda Aircraft Company	\$77,000.00	\$25,000.00	\$102,000.00
2009	Honda Aircraft Company	\$355,000.00	\$118,000.00	\$473,000.00

Year	Company Name	Company	Utility Fund	Total Disbursement
2005	Hospira, Inc.	\$23,250.00	\$7,750.00	\$31,000.00
2006	Hospira, Inc.	\$56,500.00	\$18,834.00	\$75,334.00
2007	Hospira, Inc.	\$0.00	\$0.00	\$0.00
2008	Hospira, Inc.	\$162,000.00	\$54,000.00	\$216,000.00
2009	Hospira, Inc.	\$141,426.00	\$47,142.00	\$188,568.00
2008	IBM LBPS	\$0.00	\$0.00	\$0.00
2009	IBM LBPS	\$0.00	\$0.00	\$0.00
2008	INC Research, Inc.	\$0.00	\$0.00	\$0.00
2009	INC Research, Inc.	\$0.00	\$0.00	\$0.00
2007	Indian Motorcycles	\$62,870.00	\$0.00	\$62,870.00
2008	Indian Motorcycles	\$0.00	\$0.00	\$0.00
2007	ITG Automotive Safety Textiles, LLC (Narricot Industries)	\$13,890.00	\$0.00	\$13,890.00
2008	ITG Automotive Safety Textiles, LLC (Narricot Industries)	\$0.00	\$0.00	\$0.00
2009	LS Tractors USA, LLC	\$14,511.00	\$2,561.00	\$17,072.00
2009	Mack Trucks, Inc.	\$0.00	\$0.00	\$0.00
2006	Maersk Inc.	\$117,447.00	\$39,149.00	\$156,596.00
2007	Maersk Inc.	\$280,000.00	\$93,000.00	\$373,000.00
2008	Maersk Inc.	\$308,000.00	\$103,000.00	\$411,000.00
2009	Maersk Inc.	\$186,539.00	\$62,180.00	\$248,719.00
2009	Malt-O-Meal Company	\$42,000.00	\$14,000.00	\$56,000.00
2006	Maverick Boat Company, Inc (Cobia Boat)	\$48,204.00	\$0.00	\$48,204.00
2007	Maverick Boat Company, Inc (Cobia Boat)	\$82,512.00	\$0.00	\$82,512.00
2007	Merck Sharp & Dohme Corp.	\$140,999.00	\$47,000.00	\$187,999.00
2008	Merck Sharp & Dohme Corp.	\$185,000.00	\$61,666.00	\$246,666.00
2009	Merck Sharp & Dohme Corp.	\$381,000.00	\$126,999.00	\$507,999.00
2005	NetApp, Inc. I	\$236,250.00	\$78,750.00	\$315,000.00
2006	NetApp, Inc. I	\$427,500.00	\$142,500.00	\$570,000.00
2007	NetApp, Inc. I	\$648,750.00	\$216,250.00	\$865,000.00
2008	NetApp, Inc. I	\$881,250.00	\$293,750.00	\$1,175,000.00
2009	NetApp, Inc. I	\$1,113,750.00	\$371,250.00	\$1,485,000.00
2008	NetApp, Inc. II	\$572,364.00	\$190,788.00	\$763,152.00
2009	NetApp, Inc. II	\$0.00	\$0.00	\$0.00
2007	Newell Rubbermaid Inc.	\$299,908.00	\$99,969.00	\$399,877.00

Year	Company Name	Company	Utility Fund	Total Disbursement
2008	Newell Rubbermaid Inc.	\$522,000.00	\$174,000.00	\$696,000.00
2009	Newell Rubbermaid Inc.	\$0.00	\$0.00	\$0.00
2008	Novartis Vaccines & Diagnostics, Inc.	\$192,000.00	\$64,000.00	\$256,000.00
2009	Novartis Vaccines & Diagnostics, Inc.	\$362,000.00	\$121,000.00	\$483,000.00
2005	Novo Nordisk Pharmaceutical Industries, Inc. I	\$36,750.00	\$12,250.00	\$49,000.00
2006	Novo Nordisk Pharmaceutical Industries, Inc. I	\$93,000.00	\$31,000.00	\$124,000.00
2007	Novo Nordisk Pharmaceutical Industries, Inc. I	\$0.00	\$0.00	\$0.00
2009	Novo Nordisk Pharmaceutical Industries, Inc. I	\$0.00	\$0.00	\$0.00
2008	Novo Nordisk Pharmaceutical Industries, Inc. I	\$0.00	\$0.00	\$0.00
2006	PCB Piezotronics of North Carolina, Inc.	\$72,000.00	\$0.00	\$72,000.00
2007	PCB Piezotronics of North Carolina, Inc.	\$97,621.00	\$0.00	\$97,621.00
2008	PCB Piezotronics of North Carolina, Inc.	\$93,436.00	\$0.00	\$93,436.00
2009	PCB Piezotronics of North Carolina, Inc.	\$0.00	\$0.00	\$0.00
2006	PGT Industries, Inc.	\$35,689.00	\$0.00	\$35,689.00
2007	PGT Industries, Inc.	\$0.00	\$0.00	\$0.00
2008	PGT Industries, Inc.	\$0.00	\$0.00	\$0.00
2008	Pharmaceutical Research Associates, Inc.	\$0.00	\$0.00	\$0.00
2009	Pharmaceutical Research Associates, Inc.	\$0.00	\$0.00	\$0.00
2008	Polo Ralph Lauren Corporation	\$140,000.00	\$46,000.00	\$186,000.00
2009	Polo Ralph Lauren Corporation	\$154,000.00	\$51,000.00	\$205,000.00
2006	Prairie Packaging, Inc.	\$50,000.00	\$16,666.00	\$66,666.00
2007	Prairie Packaging, Inc.	\$86,999.00	\$29,000.00	\$115,999.00
2008	Prairie Packaging, Inc.	\$116,000.00	\$38,666.00	\$154,666.00
2009	Prairie Packaging, Inc.	\$144,000.00	\$47,999.00	\$191,999.00
2009	PRC Industries, Inc.	\$0.00	\$0.00	\$0.00
2005	Qimonda (formerly Infineon)	\$489,326.00	\$163,108.00	\$652,434.00
2009	Quintiles Transnational Corp.	\$671,000.00	\$224,000.00	\$895,000.00
2008	Quintiles Transnational Corp.	\$299,000.00	\$100,000.00	\$399,000.00
2006	RF Micro Devices, Inc. I	\$108,143.00	\$36,047.00	\$144,190.00
2007	RF Micro Devices, Inc. I	\$319,000.00	\$107,000.00	\$426,000.00
2008	RF Micro Devices, Inc. I	\$0.00	\$0.00	\$0.00
2008	RF Micro Devices, Inc. II	\$0.00	\$0.00	\$0.00
2009	Siemens Energy, Inc. I	\$0.00	\$0.00	\$0.00

Year	Company Name	Company	Utility Fund	Total Disbursement
2009	Siemens Medical Solutions USA, Inc.	\$0.00	\$0.00	\$0.00
2006	Stiefel Research Institute, Inc.	\$47,000.00	\$15,000.00	\$62,000.00
2007	Stiefel Research Institute, Inc.	\$248,000.00	\$82,000.00	\$330,000.00
2008	Stiefel Research Institute, Inc.	\$251,550.00	\$83,850.00	\$335,400.00
2009	Stiefel Research Institute, Inc.	\$312,254.00	\$104,085.00	\$416,339.00
2009	Stone & Webster Services, LLC	\$511,906.00	\$170,636.00	\$682,542.00
2008	Stone & Webster Services, LLC	\$208,500.00	\$69,500.00	\$278,000.00
2009	Sutter Street Manufacturing, Inc.	\$0.00	\$0.00	\$0.00
2006	Sysco Raleigh, LLC	\$141,463.00	\$47,155.00	\$188,618.00
2007	Sysco Raleigh, LLC	\$339,750.00	\$113,250.00	\$453,000.00
2009	Sysco Raleigh, LLC	\$0.00	\$0.00	\$0.00
2008	Sysco Raleigh, LLC	\$363,156.00	\$121,052.00	\$484,208.00
2009	Target Corporation	\$397,000.00	\$0.00	\$397,000.00
2008	Tessera North America, Inc.	\$23,832.00	\$7,944.00	\$31,776.00
2009	Tessera North America, Inc.	\$0.00	\$0.00	\$0.00
2005	Time Warner Entertainment Company, L.P. I	\$360,000.00	\$120,000.00	\$480,000.00
2006	Time Warner Entertainment Company, L.P. I	\$414,000.00	\$138,000.00	\$552,000.00
2007	Time Warner Entertainment Company, L.P. I	\$460,000.00	\$153,333.00	\$613,333.00
2008	Time Warner Entertainment Company, L.P. I	\$460,000.00	\$153,333.00	\$613,333.00
2009	Time Warner Entertainment Company, L.P. I	\$460,000.00	\$153,333.00	\$613,333.00
2009	Time Warner Entertainment Company, L.P. II	\$156,392.00	\$52,130.00	\$208,522.00
2009	Toshiba America Nuclear Energy Corporation	\$0.00	\$0.00	\$0.00
2008	TransTech Pharma, Inc.	\$41,796.00	\$13,932.00	\$55,728.00
2009	TransTech Pharma, Inc.	\$0.00	\$0.00	\$0.00
2008	Turbomeca Manufacturing, Inc.	\$77,589.00	\$25,863.00	\$103,452.00
2009	Turbomeca Manufacturing, Inc.	\$0.00	\$0.00	\$0.00
2005	Unilin Flooring NC, LLC	\$53,000.00	\$17,666.00	\$70,666.00
2006	Unilin Flooring NC, LLC	\$97,000.00	\$32,333.00	\$129,333.00
2007	Unilin Flooring NC, LLC	\$149,000.00	\$49,666.00	\$198,666.00
2008	Unilin Flooring NC, LLC	\$174,720.00	\$58,240.00	\$232,960.00
2009	Unilin Flooring NC, LLC	\$0.00	\$0.00	\$0.00
2007	Volvo Construction Equipment	\$69,247.00	\$23,082.00	\$92,329.00
2005	ZF Lemforder Corporation	\$3,685.00	\$1,229.00	\$4,914.00

Year	Company Name	Company	Utility Fund	Total Disbursement
2006	ZF Lemforder Corporation	\$91,149.00	\$30,383.00	\$121,532.00
2007	ZF Lemforder Corporation	\$120,590.00	\$40,197.00	\$160,787.00

Attachment E: Withdrawn/Terminated Projects*

Status	Date	Company Name
5. Awarded-Withdrawn		Andrew Corporation
5. Awarded-Withdrawn		Reliance Industries Ltd
5. Awarded-Withdrawn		Smiths Aerospace
5. Awarded-Withdrawn		Superior Essex, Inc.
5. Awarded-Withdrawn	12/4/2008	Google, Inc.(formerly Madras Integration, LLC)
6. Awarded-Terminated	11/15/2007	Lenovo, Inc. I
6. Awarded-Terminated	1/23/2008	GlaxoSmithKline Beecham Corporation
6. Awarded-Terminated	3/13/2008	Qimonda (formerly Infineon)
6. Awarded-Terminated	4/5/2008	Skybus Airlines, Inc.
6. Awarded-Terminated	12/4/2008	Chris-Craft Corporation
6. Awarded-Terminated	4/6/2009	Brunswick Corporation*
6. Awarded-Terminated	6/20/2009	Harris Stratex Networks Operating Corporation
6. Awarded-Terminated	12/29/2009	Hewitt Associates, LLC
6. Awarded-Terminated	2/25/2010	Dell Products LP
6. Awarded-Terminated	2/25/2010	Fountain Power Boats
6. Awarded-Terminated	2/25/2010	ITG Automotive Safety Textiles, LLC (Narricot Industries)
6. Awarded-Terminated	2/25/2010	Volvo Construction Equipment
6. Awarded-Terminated	3/18/2010	BSH Home Appliances Corporation
6. Awarded-Terminated	3/31/2010	Force Protection, Inc
6. Awarded-Terminated	3/31/2010	General Dynamics Armament and Technical Products, Inc.
6. Awarded-Terminated	3/31/2010	Headway Corporation
6. Awarded-Terminated	3/31/2010	RF Micro Devices, Inc. II
6. Awarded-Terminated	4/8/2010	IBM LBPS*
6. Awarded-Terminated	5/13/2010	General Electric Company II
6. Awarded-Terminated	5/13/2010	Mead Westvaco Corporation
6. Awarded-Terminated	5/13/2010	PGT Industries, Inc.
6. Awarded-Terminated	5/13/2010	PRC Industries, Inc.
6. Awarded-Terminated	6/10/2010	ZF Lemforder Corporation
6. Awarded-Terminated	6/14/2010	Lotus Engineering, Inc.
6. Awarded-Terminated	8/12/2010	Citicorp Credit Services, Inc.
6. Awarded-Terminated	8/12/2010	Novo Nordisk Pharmaceutical Industries, Inc. I*

Status	Date	Company Name
6. Awarded-Terminated	10/14/2010	Goodrich Corporation
6. Awarded-Terminated	10/14/2010	Indian Motorcycles
6. Awarded-Terminated	11/5/2010	Maverick Boat Company, Inc (Cobia Boat)
6. Awarded-Terminated	12/9/2010	RF Micro Devices, Inc. I

** Company has been awarded more than one grant, of which only one has been terminate and/or withdrawn. Company repaid first grant as a condition of receiving second grant.*

Note: Companies that cease operations in North Carolina within a specified period after receiving grant payments (150% of the grant periods) are required to repay grant payments.