

**NORTH CAROLINA DEPARTMENT OF COMMERCE**

# **Job Development Investment Grant**

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## **2011 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 identification of the number of JDIG applications submitted, a listing of grants awarded and accepted; the results of the cost/benefit analysis (in terms of net state revenue and impact on gross state product) conducted by the Economic Investment Committee (the “EIC” or the “Committee”), a description of each project awarded a grant in 2011; 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; the State’s maximum annual liability under the grants, amounts disbursed to-date under outstanding grants (to companies and to the Utility Account of the Industrial Revenue Fund), company performance, and withholdings received under those 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.<sup>1</sup> 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

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<sup>1</sup> 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).

incentives expected to be provided from the General Fund, 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 not achieved by a company. The maximum State liability for grants awarded during CY 2003-2011 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 2011 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 an eligible business that is a good candidate for a JDIG award recommend the project to senior staff for consideration. If preliminarily approved, the EIC is polled to determine if members would support a grant for the project. Business and Industry staff assists 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:

- CPA-prepared financial statements
- Employment profile & average annual wage for the proposed project
- Information on company's 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 the project on public infrastructure, and information about compliance with laws and regulations. This is in addition to the extensive OSHA, environmental, and tax compliance checks and the cost-benefit analysis conducted by Commerce. An Economic Impact Analysis using the Walden Model is conducted in order to model the Net State Revenue to the General Fund anticipated

from a project. It should be cautioned that no economic impact analysis is infallible. The results depend heavily on the assumptions underlying each situation, 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. Project application materials and staff analysis is provided to the EIC for their consideration in one or more closed sessions. Should the EIC choose to propose terms they consider appropriate for a given project, a term sheet is provided 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 (a "CEDA") is executed. Grantees are required to submit reports on an annual basis (by March 1<sup>st</sup> 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 performance 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 2011, the EIC awarded 22 grants based on 23 applications received.<sup>2</sup> One application submitted in 2011 is 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 located or plans to 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 total grant amount for which the company could be eligible, the amount of the grant that would be directed to the Utility Account, and the total grant amount.

#### ***Tier***

Of the CY 2011 grants, four were awarded to companies locating in a tier 1 county with one of those companies locating in multiple counties; three were awarded to companies locating in a tier 2 county; fifteen grants went to companies locating in tier 3 counties. These companies will

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<sup>2</sup> 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.

contribute a maximum amount of approximately \$23 million to the Utility Account over the life of the grants.

**Table 1. CY 2011 Grantee Terms and Award Amounts**

Company Name	First Year Of Eligibility	County	Tier	Length of Grant	Withholding	Amount to Company	Amount to Utility	Total Award Liability
American Roller Bearing Company of NC, Inc.	2012	Burke, Alexander	1	9	65%	\$2,031,000	\$0	\$2,031,000
AptarGroup, Inc.	2012	Lincoln	2	9	60%	\$1,006,400	\$177,600	\$1,184,000
Avaya, Inc.	2012	Durham	3	8	50%	\$1,692,000	\$564,000	\$2,256,000
Capgemini Financial Services USA Inc.	2011	Mecklenburg	3	5	65%	\$3,936,000	\$1,312,000	\$5,248,000
Celgard, LLC II	2012	Cabarrus	3	11	65%	\$2,298,750	\$766,250	\$3,065,000
Chiquita Brands International, Inc.	2012	Mecklenburg	3	11	75%	\$16,130,250	\$5,376,750	\$21,507,000
Compass Group USA, Inc.	2012	Mecklenburg	3	8	55%	\$1,755,000	\$585,000	\$2,340,000
CTL Packaging USA Inc.	2012	Gaston	2	10	65%	\$1,328,550	\$234,450	\$1,563,000
Eaton Corporation	2012	Person	2	10	60%	\$957,100	\$168,900	\$1,126,000
Electrolux Home Products, Inc. II	2013	Mecklenburg	3	12	75%	\$6,925,500	\$2,308,500	\$9,234,000
HVM L.L.C.	2011	Mecklenburg	3	12	75%	\$4,724,250	\$1,574,750	\$6,299,000
Infinisource Holdings, Inc.	2012	Mecklenburg	3	8	55%	\$1,913,250	\$637,750	\$2,551,000
Linamar North Carolina, Inc.	2012	Buncombe	3	9	60%	\$2,518,500	\$839,500	\$3,358,000
LORD Corporation	2012	Wake	3	8	50%	\$1,308,750	\$436,250	\$1,745,000
Mitsubishi Nuclear Energy Systems, Inc.	2011	Mecklenburg	3	9	60%	\$2,883,750	\$961,250	\$3,845,000
Pittsburgh Glass Works LLC	2012	Surry	1	10	65%	\$2,103,000	\$0	\$2,103,000
Red Hat, Inc. I	2011	Wake	3	12	75%	\$6,755,250	\$2,251,750	\$9,007,000
Red Hat, Inc. II	2015	Wake	3	12	75%	\$8,270,250	\$2,756,750	\$11,027,000
Semprius, Inc.	2011	Vance	1	11	61%	\$3,065,000	\$0	\$3,065,000
Sequenom Center for Molecular Medicine, LLC	2012	Wake	3	9	60%	\$2,355,750	\$785,250	\$3,141,000
Superior Essex Energy, LLC I	2012	Edgecombe	1	9	65%	\$1,214,000	\$0	\$1,214,000
Time Warner Entertainment Company, L.P. III	2012	Mecklenburg	3	9	60%	\$2,981,250	\$993,750	\$3,975,000
<b>Total</b>						<b>\$78,153,550</b>	<b>\$22,730,450</b>	<b>\$100,884,000</b>

In CY 2011, 5 of the 22 JDIG grantees' first grant year is 2011. Of the remaining grantees, 15 will seek their first payment for performance in calendar year 2012. One awardee's first performance year is 2013, and one grantee's first grant year is 2015. Maximum State liability for grants awarded in 2011 is approximately \$100 million (over a 12 year period), consisting of \$78 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 2011 grantees are expected to create 4,970 direct jobs and are required to retain 6,624 jobs, over their grant terms. Grantees are also anticipated to invest in excess of \$780 million in capital. Table 2 outlines the target number of jobs, wages and investment for each 2011 grantee. Job

impacts are represented at full employment for each project. 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 2011 Grantee Jobs, Wages and Investment**

Company Name	Target Jobs	Jobs to be Retained	Average Annual Wage	Target Investment
American Roller Bearing Company of NC, Inc.	231	341	\$38,564	\$23,700,000
AptarGroup, Inc.	150	0	\$36,311	\$53,259,350
Avaya, Inc.	135	304	\$87,704	*
Capgemini Financial Services USA Inc.	550	5	\$62,396	*
Celgard, LLC II	250	774	\$37,912	\$105,000,000
Chiquita Brands International, Inc.	417	0	\$106,801	\$14,167,778
Compass Group USA, Inc.	200	939	\$52,500	\$5,500,000
CTL Packaging USA Inc.	131	0	\$42,466	\$58,500,000
Eaton Corporation	120	201	\$35,876	\$23,300,000
Electrolux Home Products, Inc. II	200	760	\$90,150	\$14,000,000
HVM L.L.C.	170	0	\$83,580	*
Infinisource Holdings, Inc.	162	0	\$81,296	*
Linamar North Carolina, Inc.	363	0	\$39,931	\$80,000,000
LORD Corporation	117	329	\$81,487	\$20,000,000
Mitsubishi Nuclear Energy Systems, Inc.	135	0	\$102,454	*
Pittsburgh Glass Works LLC	260	19	\$30,608	\$85,015,558
Red Hat, Inc. I	240	696	\$80,526	\$30,000,000
Red Hat, Inc. II	300	876	\$83,082	\$8,025,000
Semprius, Inc.	256	29	\$45,566	\$89,700,000
Sequenom Center for Molecular Medicine, LLC	242	0	\$53,721	\$18,670,000
Superior Essex Energy, LLC I	116	238	\$41,289	\$58,280,000
Time Warner Entertainment Company, L.P. III	225	1113	\$61,044	\$101,000,000
<b>Total</b>	<b>4,970</b>	<b>6,624</b>		<b>\$788,117,686</b>

Attachment B provides historical and CY 2011 direct job creation requirements (specifically the number of jobs to be created when the project has completed its job ramp up period). Grantees that have withdrawn or terminated from the program are not included in Attachment B. 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/or 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, and sometimes not for several years.

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

The 4,970 new direct jobs associated with CY 2011 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 7,639 jobs, for a total estimated employment impact of



12,609 jobs. State Gross Domestic Product is expected to increase by over \$9 billion over the life of CY 2011 grants. Further, the projects are expected to provide a net fiscal benefit to the State of approximately \$205 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 2010 Grantees to CY 2011 Grantees**

JDIG Grantees	Total Grant Award	Expected Jobs	Jobs Retained	Expected Investment (millions)	Indirect + Induced Jobs	Total Jobs	Estimated NC GDP Impact (millions)	Cumulative Net State Revenue (millions)
Total 2010 CY	\$104,834	5,818	6,744	\$1,444	12,186	18,004	\$9,428	\$175
Total 2011 CY	\$100,884	4,970	6,624	\$788	7,639	12,609	\$9,218	\$205
Percent Change from 2010 to 2011	-4%	-17%	-2%	-83%	-60%	-43%	-2%	14%

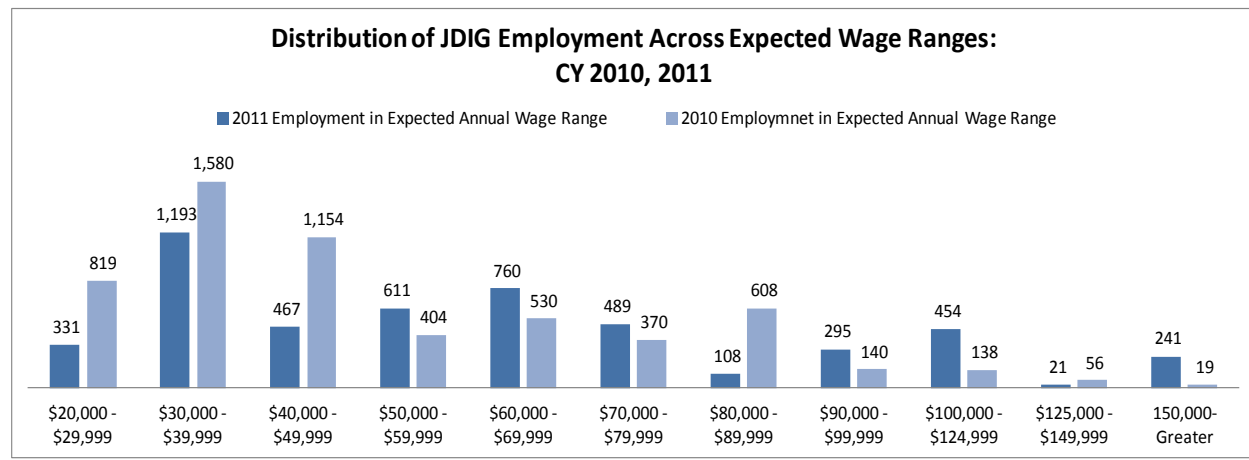
#### **IV. General Description of Calendar Year 2011 Grantees**

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 Avaya, Inc., Chiquita Brands International, Inc., Mitsubishi Nuclear Energy Systems, Inc., and LORD Corporation fit these criteria and were awarded grants in the 2011 calendar year. Other projects, such as Time Warner Cable, Inc., Pittsburgh Glass Works LLC, Red Hat, Inc., and Compass Group USA, Inc. were awarded grants for expanding current operations in North Carolina, when they could have expanded elsewhere instead. Grantees such as American Roller Bearing Company of NC, Inc., and Electrolux Home Products 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 significant loss of 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 2011 projects include sectors such as headquarters, human resources consulting, financial services, smart grid technology, biotechnology, nuclear energy technology, household appliance manufacturing, plastics and film manufacturing, information technology and consulting, software development. 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 2011, the average annual wage of all employees is expected to be approximately \$63,091. The CY 2011 average annual expected wage at full employment is significantly higher than the previous CY 2010 grantees average annual expected wages of \$52,037. Below is a chart comparing the expected wage levels of CY 2011 grantees and CY 2010, along with the number of employees attributed to a specific wage range.

**Chart 1. Expected Jobs by Wage Increments: CY 2010 and CY 2011 Grantees**



It is expected that 60% of CY 2011 employees will earn in excess of \$50,000 dollars annually. 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%.

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 22 projects, 13 are expansions of businesses already doing business within the State, while 9 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 2011. As can be seen from the table, over half of monies awarded to CY 2011 grantees went to existing businesses.

**Table 4. Comparison of New Businesses to Existing Businesses, CY 2011**

2011 Grantees	Total Grant Award	% of Total Grants	Expected Jobs	Expected Investment Total	% of Total Investment	Indirect + Induced Jobs	Total Jobs	% of Total Jobs	Estimated NC GDP Impact (millions)
New	\$48,696,000	48%	2,320	\$224,597,128	28%	2,861	5,181	41%	\$4,719
Existing	\$64,323,000	64%	2,650	\$563,520,558	72%	4,778	7,428	59%	\$4,499

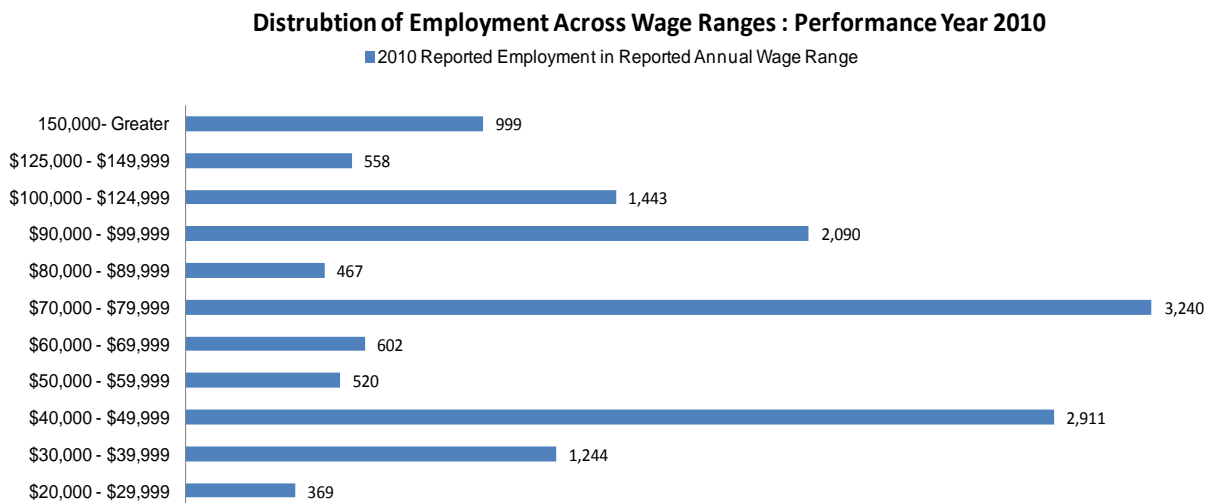
## V. JDIG Grantee Performance

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 a company may lose its grant entirely after a second year of non-compliance.

Attachment C displays the 2010 JDIG annual grant performance results. Companies completed a grant year must report by March 1 of each year following the end of a calendar year, and at that point Commerce staff analyzes and reviews grantee reports for eligibility. Thus, in 2011, Commerce reviewed, certified, and made payments with respect to 2010 performance by grantees. Attachment D displays annual disbursements made for grants awarded in CY 2003-2010.

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 53 companies filing annual reports in CY 2011 for performance in CY2010.

**Chart 2. Reported Jobs by Wage Increment: CY 2010 Reporting Grantees**

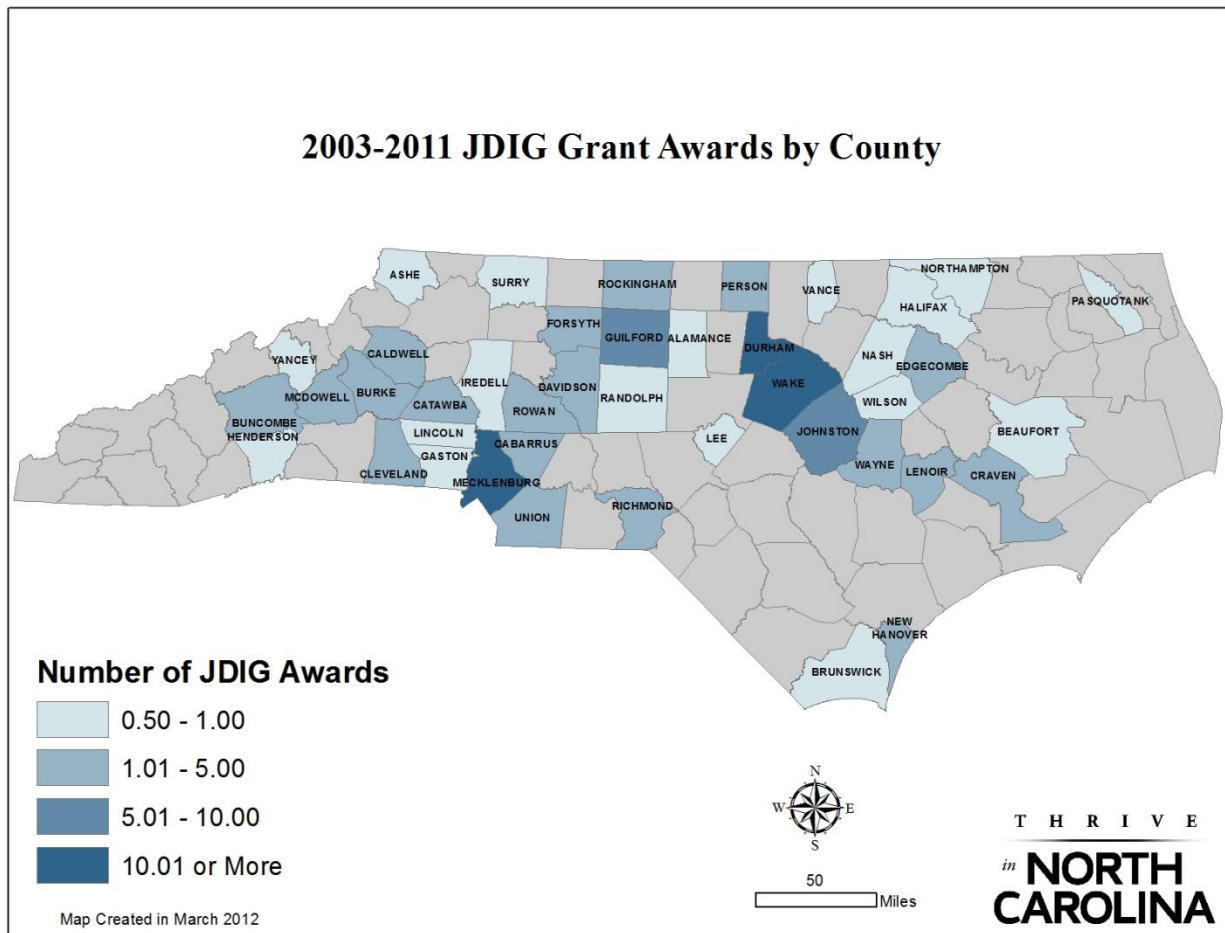


### ***Distribution of Grants:***

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 projects locating in tier 3 or tier 2 counties (less economically distressed counties), 25% (in tier 3) or 15% (in 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 Fund<sup>3</sup>. 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 2003-2011 by county<sup>4</sup>.

**Figure 1. Location of JDIG Awards, CY 2003-2011**



<sup>3</sup> Utility Account funds may be used for construction or improvements to water, sewer, gas, telecommunications, high-speed broadband, electrical utility distribution lines or equipment, or transportation infrastructure, for existing or proposed eligible industrial buildings in economically distressed counties.

<sup>4</sup> All JDIG awards including those terminated. In instances where a project received one grant for locating facilities in two counties, each county is shown as receiving 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 2011**

### ***American Roller Bearing Company of NC, Inc. ("ARB")***

ARB is a wholly owned subsidiary of American Roller Bearing Industries, Inc. ("ARB Ind"), incorporated in North Carolina in 1979. ARB Ind's first manufacturing plant was located in Pittsburgh, Pennsylvania in the 1920s. All manufacturing operations were moved to North Carolina during the early 1980s (Morganton, NC and Hiddenite, NC) and the corporate office was relocated to Hickory, NC in 2007.

ARB manufactures anti-friction bearings for thousands of different types of industrial equipment used in the following industries: electrical power generation, mining and rock crushing, primary metal making and rolling mills, oilfield equipment, construction equipment, railroad, gear drives, corrugated box and papermaking, and wind energy.

This project will create 231 new jobs with an average annual wage of \$38,546, with a private capital investment of \$23.7 million. In addition, ARB will retain 341 current North Carolina jobs for the term of this JDIG. The project provides ARB with additional manufacturing square footage, machinery, and an expanded labor force to accommodate its sales and shipping goals for the next 6 - 8 years.

ARB considered locations in North and South Carolina for this expansion. The original selection criteria included suitability and cost of the facility, proximity to Charlotte and Atlanta and existing heat treat suppliers in upstate South Carolina, labor force availability, training programs, and incentives. Over 40 facilities matched the initial search criteria. The search was narrowed to 5 potential sites.

The Morganton location was larger than the other facilities identified and involved significantly more in retrofit cost. The favorable acquisition price, plus incentives for use in renovation, made this location competitive in comparison with the other locations under consideration.

### ***AptarGroup, Inc. (“Aptar”)***

Aptar is a global supplier of customized dispensing systems (pumps, closures and aerosol valves) for the personal care, fragrance/cosmetic, pharmaceutical, household and food and beverage markets. The company has manufacturing facilities with approximately 8,600 full-time employees located throughout the world, including North America, Europe, Asia and South America.

Aptar conducted a nationwide search which focused on building and infrastructure suitability, key operating costs, and labor market demographics. The company considered locating its newest plastic closures manufacturing plant in either Hebron, Kentucky or Lincolnton, North Carolina.

The company applied for incentives from Kentucky and received a formal offer letter. Kentucky offered a package involving income tax credits, wage assessment grants, sales tax refunds, and training grants. A significant amount of the Kentucky incentives were “above the line” incentive opportunities.

The Lincolnton site involved some higher costs for the acquisition of the facility and costs associated with retrofit of the facility. In addition, North Carolina has a higher overall effective tax rate than Kentucky when taking the franchise tax liability into account. Other competitive issues included the provision of training for a work-ready employment base in North Carolina as compared to Kentucky. The company also determined that the building in Lincolnton better suited its needs than the building in Kentucky. Aptar will create 150 new jobs over five years and invest over \$53 million by the end of 2014.

### ***Avaya, Inc. (“Avaya”)***

Avaya is a global leader in business communications systems. The company integrates voice, video, mobility, conferencing, collaboration and networking technologies into business applications. Avaya’s open communications products and services help simplify the complex communications challenges of its customers while enabling them to leverage their existing investments.

Avaya was incorporated in Delaware in 2000. It is a spinoff from Lucent Technologies (which was earlier spun off from AT&T). Avaya is wholly owned by Sierra Holdings Corp., a Delaware corporation which was formed by affiliates of two private equity firms, Silver Lake Partners and TPG, which acquired Avaya on October 26, 2007. Prior to that time, Avaya operated as a public company with common stock traded on the New York Stock Exchange. Avaya acquired certain enterprise solutions business assets as a result of Nortel’s bankruptcy proceedings in 2009, and then remained in the former Nortel facility in Durham as a subtenant. On June 9, 2011, Avaya filed an SEC registration statement for a proposed initial public offering of \$1 billion of its common stock.

This project consolidates certain supply chain activities that were located at multiple sites around North America as a result of Avaya's acquisition of Nortel's Enterprise Solutions operations. In addition, Avaya will design and build a marketing and sales center of excellence, including a video collaboration studio, to support the expansion of its recently announced video collaboration line of products and solutions. The project will create 135 new jobs over 4 years with an average annual wage of \$87,704. In addition, the company will retain 304 current North Carolina jobs.

Avaya will move work currently performed in Avaya facilities in Basking Ridge, New Jersey; Westminster, Colorado and Ontario, Canada to the new North Carolina facility. Each of these Avaya facilities were substantially underutilized, with sufficient excess square footage available to accommodate all of the proposed new supply chain activity. For example, Basking Ridge had 60,000 square feet of unoccupied office space and Markham (Toronto) had approximately 12,000 square feet of vacant office space.

With respect to the selection of a location for the video collaboration studio, Avaya had the option of up-fitting a new facility, or adding video equipment to its existing Executive Briefing Centers in Santa Clara, California; Basking Ridge, New Jersey; and Westminster, Colorado. Each of these centers had the required power and infrastructure to support this project.

### ***Capgemini Financial Services USA Inc. ("Capgemini")***

Cap Gemini S.A., the ultimate parent of Capgemini, is a consulting and IT services company headquartered in Paris, France. It operates in 36 countries, and across five industry sectors: manufacturing and retail distribution; public sector; financial services; energy & utilities; and telecommunications, media and entertainment. The parent company was engaged in a global repositioning of its financial services employees to a location within the United States.

Capgemini was incorporated in 1989 and is headquartered in Rosemont, Illinois. The company has 1,200 employees, offering domain expertise in the areas of banking; capital markets; insurance; payments & cards; and risk management and compliance. Capgemini assists companies in reducing the cost of IT services, through its Rightshore® model. The company provides clients with IT-based solutions related to business information management, industry packages, systems integration, and testing, helping them achieve best practices and optimal integration of systems.

CapGemini chose to locate in Charlotte in order to support its U.S. clients within the banking, insurance and capital market sectors. Under the awarded grant, the company will create 550 jobs over three years, at an average annual wage of \$62,396, and is expected to make a capital investment of \$4.2 million.

Capgemini conducted a location feasibility study in the U.S. market. The short-listed locations included Austin, Texas; Ann Arbor, Michigan; and Philadelphia, Pennsylvania. Each location was evaluated based on numerous factors, including operating costs, labor availability, state incentives, and quality of life. Austin and Philadelphia were strong contenders in the evaluation process. Both states offered job creation and training incentives, as well as local grant incentives.

### ***Celgard, Inc. (“Celgard”)***

Celgard is a wholly-owned subsidiary of Polypore International, Inc. (Polypore) with manufacturing operations 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 used in separation and filtration processes. Polypore products and technologies are used in two primary market segments, Energy Storage and Separations Media. The Energy Storage segment accounts for approximately 70% of Polypore’s sales. Primary applications for membranes in the Energy Storage segment are lead-acid batteries served by Daramic, LLC and lithium-ion batteries served by Celgard. Celgard first developed products for the lithium-ion battery industry in the early 1980s and has supplied lithium-ion battery separators from its manufacturing facilities in Charlotte, North Carolina for more than 20 years.

In response to market demands stemming primarily from the growth in consumer electronics and electric drive vehicles, Celgard has undertaken an expansion of its separator production capacity in the United States to supply lithium-ion battery manufacturers. The project will add production capacity to its existing Cabarrus County facility, to supply a market that has demonstrated double digit growth over the last several years. Under the awarded grant, the company will create 250 new jobs and retain 774 existing jobs.

Celgard originally solicited incentive offers from approximately 15 states. This list was then reduced to South Carolina, Louisiana, and North Carolina based on the proposals that were received and the attributes of each location. South Carolina’s incentive package included job development credits, property tax abatements, sales tax exemption, land grants, corporate income tax credits, upfront monetary grants, ReadySC assistance, and infrastructure improvements/permit coordination. Louisiana’s incentive package included upfront monetary grants, land grants, quality jobs program, training and/or relocation of key employees, property tax exemption, and FastStart assistance.

### ***Chiquita Brands International, Inc. (“Chiquita”)***

Chiquita operates as a leading international marketer and distributor of fresh produce, which is sold under the premium Chiquita®, and Fresh Express® brands and other



trademarks. The company is one of the largest banana distributors in the world and a major supplier of bananas in Europe and North America. In Europe, the company is the market leader and obtains a price premium for its Chiquita® bananas, and the company holds the No. 2 market position in North America for bananas. In North America, the company is the market segment leader and obtains a price premium with its Fresh Express® brand of value-added salads.

This project is for the relocation of Chiquita's Global Corporate Headquarters and Research & Development Innovation Laboratory from Cincinnati, Ohio. Improved air accessibility to primary destinations in Latin America/Europe and access to an experienced international labor force impacted Chiquita's decision to relocate. The initial phase of the project consists of headquarters operations, to be developed within the first two and half years of the grant. During its third grant year (2014), Chiquita will relocate its Research & Development Innovation Laboratory to Charlotte. This will be housed in a separate facility from the headquarters operations. Chiquita will create 417 new jobs at an average annual wage of \$106,801, and invest over \$14 million by December 31, 2014.

Chiquita gave serious consideration to relocating in Florida or Louisiana, or staying in Cincinnati. The competitive locations also proposed additional tax and non-tax incentives to further reduce the company's cost of doing business.

### ***Compass Group USA, Inc. ("Compass USA")***

Compass USA is a wholly-owned subsidiary of Compass Investments. Compass Group PLC, which is based in London and traded on the London Stock Exchange, is the ultimate parent company with over 428,000 associates worldwide, making it the 17th largest employer in the world.

Compass USA and its subsidiaries provide dining and support services to corporate clients, educational and healthcare facilities, and sports and entertainment venues in the United States, Canada, and Mexico.

Compass USA currently houses its corporate headquarters in two facilities located in Charlotte. In addition to the US corporate headquarters, Compass USA also serves many of its clients at facilities in North Carolina but most of its operations are spread throughout the country. Several Compass USA subsidiaries have regional headquarters operations in other states such as New York, California, Illinois, Pennsylvania, Alabama and Georgia. These regional headquarters developed from integrating acquisitions into Compass USA operations in North America. The specific business activities to occur at the project site will include corporate headquarter office activities.

Compass One, LLC and Foodbuy LLC, the related member parties, will perform shared-service operations for Compass USA subsidiaries in North Carolina. In addition, Compass USA subsidiaries, including Compass One, LLC, have non-corporate employees who perform business operations on client premises; these jobs are of a

foodservice or janitorial nature, as opposed to the shared-services functions included in the expansion project. Compass USA will create 200 new jobs from 2012 to 2016 and invest \$5.5 million by 2013. Compass USA is also required to retain 939 current North Carolina jobs.

Compass USA has existing operations in Mobile, Alabama. That location was also under consideration for the regional headquarters consolidation.

### ***CTL Packaging USA Inc. (“CTL”)***

CTL TH is a privately-held French company owned by the Juan Celaya Foundation, and incorporated in Alava, Spain in 2008. CTL TH is a holding company under which the French and Spanish operating companies, which were previously owned by Juan Celaya personally, were placed. CTL TH customers include the cosmetics, personal care, food and pharmaceutical industries, serving companies such as L’Oréal, Revlon, Clarins, Nestle and Dior. CTL was created to establish the group’s North American operations.

Three states were considered finalists for this project, North Carolina, South Carolina (Lancaster) and Virginia (Chesterfield). All three states had adequate conditions for the project and all were considered good options by the company. The company believes North Carolina had a slight disadvantage in terms of taxes. A JDIG award was viewed as a significant factor in the company’s location decision.

The South Carolina package was valued at approximately \$25 million and included land, tax exemptions, job training and lower operating cost. The offer from Virginia was valued at \$8 million and also included land, up-front cash, job training and tax exemptions. Virginia is also closer to the company’s customer base, therefore locating there would have allowed them to lower transportation costs to the customer.

This project will create 131 new jobs over 4 years, starting in 2012, with a minimum average wage of \$42,466. The company expects to invest \$58.5 million by 2015.

### ***Eaton Corporation (“Eaton”)***

Eaton began operations in 1911 as Torbensen Gear and Axle Company. Eaton has become a diversified Fortune 200 company, with 2009 sales of \$11.9 billion. Eaton is a producer of electrical components and systems for power quality, distribution and control; hydraulics components, systems and services for industrial and mobile equipment; aerospace fuel, hydraulics and pneumatic systems for commercial and military use; and truck and automotive drivetrain and powertrain systems focused on performance, fuel economy and safety. Eaton has approximately 70,000 employees and sells products to customers in more than 150 countries.

Eaton has operated the Roxboro facility since 1965. The original products were tire valves which were part of the air controls operations. In 1997, an addition was added to the building to accommodate the manufacturing of valve activation products. In 2005, the air controls business was sold so the Roxboro facility could focus its operations on the valve activation business.

The overall project goal is to realize high volume production of Eaton's next generation Variable Valve Lift Rocker Arm, which provides increased functionality of automotive engines that result in a 3-4% fuel economy improvement on new gasoline/E85 engines available in fuel efficient vehicles for the U.S. market.

The company is expected to maintain the current 201 full time positions at the Roxboro facility and plans to create an additional 120 jobs between years 2012 to 2015 while retaining 201 existing jobs. The new jobs will earn an average annual salary of \$35,875 and the company will make a capital investment of \$23.3 million beginning in 2012.

Eaton considered factors such as cost of labor, product quality, transportation costs to and from the manufacturing site, work force availability, the cost of doing business and incentives, between the Roxboro facility and an Eaton-owned facility located in Mexico. An internal analysis of the difference in labor cost between these two facilities revealed a \$10.5 million advantage for the Mexico facility over the life of the grant.

### ***Electrolux Home Products, Inc. ("EHPI")***

Electrolux is a global leader in home appliances and appliances for professional use, selling more than 40 million products to customers in more than 150 markets every year. Electrolux products include refrigerators, freezers, washers and dryers, vacuum cleaners, dishwashers and cooking products sold primarily under the Electrolux, Frigidaire and Eureka brands in North America. The Electrolux entities participating in this project are EHPI, the grantee, Electrolux North America, Inc. ("ENA") and Electrolux Home Care Products, Inc. ("EHCP"), the related member parties.

This project consists of the consolidation of engineering operations and employees into one engineering center. The engineering positions were located in several locations across the United States. These locations were satellite offices that were not in line with manufacturing operations. In the U.S., the company had 200 engineers in Illinois, Iowa, South Carolina, and Tennessee. Manufacturing operations to support the products designed by the engineers are only located in South Carolina and Tennessee. The Iowa manufacturing operation (washers and dryers) has moved to Mexico.

The company's objective was to increase efficiency and decrease costs. The three things the company sought to address were: a) consolidation of engineers into one location, b) locating the engineers where they can support a wide-variety of products the engineers would be designing, and/or c) locating the engineers into a design center where the

applications, resources, and support structure would be beneficial to the overall design process.

The company considered several options for the project, including locations in North Carolina, Tennessee, Europe (Stockholm and Hungary) and China. If the company located this project in Stockholm or Hungary, the engineers would have been housed in existing space.

The Asian location option was near Shanghai, China. Shanghai is home to several manufacturing operations and it would have been a natural fit to align the research and development engineers with the actual products manufactured. This option would have required building more office space and adding laboratories and lab equipment for the engineers.

One of the factors that led the company to choose North Carolina was the current establishment of its headquarters Charlotte. The Charlotte space will be modified to accommodate the engineers. In addition, some off-site space has been leased to accommodate some of the additional 200 jobs that will be created over four years beginning in 2013. In addition to the new 200 jobs, the company will be required to retain 760 existing jobs. The company is expected to invest \$14.0 million investment by 2014. In addition, EHPI is required to remain in compliance with all the requirements of JDIG Grant 2009-24 in order to receive payments under this grant.

### ***HVM L.L.C. ("HVM")***

HVM was incorporated in Delaware in 1997 and is headquartered in Spartanburg, South Carolina. The company has been the manager of Extended Stay Hotels since the May 2004 merger of Extended Stay America, Inc. and Homestead Studio Suites. The company currently manages over 680 hotels for three different hotel owners, offering more than 76,000 guest rooms nationwide and in Canada, under the following brands: Extended Stay Deluxe<sup>SM</sup>, Extended Stay America<sup>®</sup>, Homestead Studio Suites<sup>®</sup>, StudioPLUS Deluxe Studios<sup>®</sup>, and Crossland Economy Studios<sup>®</sup>.

This project will establish the national and international corporate headquarters of HVM, providing administrative support for its hotel operations, including human resources, facility maintenance, financial administration, tax reporting, advertising, sales promotion, forecasting and operations analysis, accounting, marketing, revenue management, information systems, guest services, training and legal services.

The company was able to relocate to Charlotte in 2011 with 40 management level positions. According to the terms of the grant, the company will employ 170 management and support personnel with an average annual wage of \$83,580 by the end of 2013.

HVM sought a headquarters location with excellent air service and a strong labor pool. The company preferred a location near multiple existing HVM-managed hotel sites to

support training and testing, and that would allow future franchise growth. The company conducted a detailed and comprehensive evaluation of potential locations. Factors considered in the analysis included national and international transportation access, quality of life, quality and access to arts and entertainment venues, education attainment levels, quality and access to primary, secondary, college and post graduate programs, and State and local incentives available. Also considered were comparative corporate and personal tax burdens. North Carolina and Tennessee were the finalist sites after initial consideration of South Carolina, Georgia, and Virginia.

The Tennessee incentives offered (\$5,828,750) included tax credits, and an upfront cash grant of \$1.8 million to help defray qualified relocation expenses for both the company and its employees.

### ***Infinisource Holdings, Inc. (“Infinisource”)***

Infinisource, headquartered in Ohio, is a human capital management company focused on delivering services to small to mid-market companies. Infinisource is continuing to develop a new division dedicated to servicing and expanding the human capital management product the company currently offers. This project has created new company headquarters, a growth center for the new human capital management product, and consolidation of business elements, including finance, HR, payroll, IT and sales. The company will also launch a new product that includes payroll management. The project is expected to create 162 new jobs over five years, beginning in 2012, with an average annual wage of \$81,296.

The company assessed real estate options in the Charlotte region, including Lancaster County, South Carolina. Available SC incentives include the SC Enterprise Program, property tax abatements through the SC Fee la-Lieu of Property Tax Program (PILOT), and up-front monies. The company valued these grant opportunities at \$3 million. The company also stated that it explored locating this expansion in one of its existing facilities in either Michigan or Ohio. Award of this JDIG was critical to the selection of North Carolina as the location for this project.

### ***Linamar North Carolina (“LNC”)***

Linamar Corporation (“Linamar”) is a publicly owned company with headquarters in Guelph, Ontario, Canada. The company is a designer and diversified manufacturer of precision metallic components and systems for the automotive industry, energy and mobile industrial markets. The company is a leading supplier of engine, transmission, driveline, modules & systems and mobile aerial work platforms.

Linamar produces engine cylinder blocks, heads, crankshafts, rods, and other internal engine components, and driveline components such as gears, torque converters, internal

transmission parts, and powertrain parts. These parts are supplied individually, as subassemblies, or as completed engines and drivetrains. Linamar also produces industrial lift equipment, lawn mowers, and utility trailers.

LNC, a wholly owned subsidiary of Linamar, was established to provide components for key customers in the commercial heavy duty engine market and the large off-highway truck market. LNC will produce engine and driveline components for these markets.

A multi-state search was conducted for project locations, including North Carolina and South Carolina. Each location had its own advantages and disadvantages. While incentive grants were important in the company's decision-making process and proved to be decisive, there were other factors of importance, such as proximity to customers, availability of a quality workforce and access to major highways. After careful research and consideration the company chose Asheville in Buncombe County. LNC will create 363 jobs from 2012 to 2016 and invest \$80.0 million.

The incentives offered in South Carolina included job development credits, tax abatement, sales tax exemption, land grant or price reduction, income tax credits, work-ready SC training, and infrastructure improvements, valued at approximately \$17 million.

### ***LORD Corporation ("LORD")***

Headquartered in Cary, North Carolina, LORD is a diversified technology company that develops breakthrough adhesive, coating and motion management technologies that improve the performance of its customers' products. LORD originated in Erie, PA more than 85 years ago. Today, LORD is a worldwide leader in adhesives and coatings, vibration and motion control, and magnetically responsive technologies. LORD has more than 2,600 employees, 15 manufacturing facilities in eight countries, and 100 strategically located sales and support centers worldwide.

The company operates a number of facilities in the US. The company recognized that it had duplication of certain functions in different facilities, so it analyzed its facilities to determine where jobs may be relocated, retained and/or added in the future. The company compared the economics associated with various location decisions, including factors such as labor costs, workforce availability and productivity, real estate costs, utilities, transportation, state and local tax burden, etc. The company reported that tax and financial incentives had significant impact on the economics of its operations, and were important factors in considering the best location.

LORD has several facilities in the Erie, PA region that could have accommodated the jobs without the need for capital investment, and the company discussed a comprehensive incentives package with Pennsylvania state and local officials.

The company also has a facility in Ohio, which made it an attractive location for growth due to the strength of the local aerospace industry cluster, Ohio's very low corporate tax rate, and the quality and availability of the workforce.

Ultimately, LORD concluded that expanding its headquarters in Cary, NC was the best fit. This expansion will create 117 new jobs with an average annual salary of \$81,487. The company will also be required to retain 329 existing jobs.

### ***Mitsubishi Nuclear Energy Systems, Inc. ("MNES")***

MNES (privately-held, incorporated in Delaware in 2006) is one of the world's leading manufacturers of nuclear and conventional electric power plants and replacement components. The company supplies safe and secure nuclear energy systems for utility customers by leveraging experienced engineering, manufacturing and technical support capabilities. MNES business operations include support for existing nuclear power plants through component replacement and inspection services and the promotion of new facilities through the introduction of the advanced pressurized water reactor.

MNES is the U.S. wholly-owned subsidiary of Mitsubishi Heavy Industries, Ltd, ("MHI") headquartered in Japan. MHI is one of the world's leading heavy machinery manufacturers, with a lineup of products and services that includes power plants, shipbuilding, chemical plants, environmental equipment and aircraft.

The new Charlotte location is the main MNES engineering center and performs projects to build nuclear power plants for utility companies in the U.S. As a company, MNES has introduced the U.S. Advance Pressurized Water Reactor ("US-APWR") design, which is based on the Japanese design of the same name ("APWR"). Because modifications had to be made to the reactor in order to comply with U.S. requirements, the 135 new positions related to project management, engineering, procurement and quality assurance will all work in this office.

The company was actively engaged with several real estate brokers and toured available space in both South Carolina and Charlotte. The company was involved in a partnership with a firm based in Fort Mill, SC and considered co-locating in that firm's building in Fort Mill. MNES met with state officials in South Carolina and received what the company considered an aggressive financial incentive package that included, among other items, tax credits, property tax offsets, upfront grant monies, and Job Development Credits.

### ***Pittsburgh Glass Works LLC ("PGW")***

Pittsburgh Plate Glass Co. ("PPG") was founded in 1883. PPG sold the controlling interest of its automotive glass business in 2008, and PGW was formed, as a Delaware

limited liability company headquartered in Pennsylvania. PPG holds a 38% equity share in PGW, and Kohlberg & Company owns 60%. PGW is a manufacturer and supplier of automotive glass products and services, with more than 4,000 employees world-wide.

Due to the current increase in demand for automotive glass products, the company is forecasting a need for added capacity. In 2012, the company will install state of the art automotive glass fabricating equipment to meet the growing demand from original equipment manufacturers. The facility in Elkin, once modified, will meet the company's immediate production plans as well as provide room for expansion. At full capacity the facility will produce windshields, vents and side and rear glass parts.

PGW will maintain the current 19 full time positions at its distribution branches in Wake and Mecklenburg counties. The company will create 260 new jobs between years 2012 to 2015 in Surry County. The newly created positions will earn an average annual salary of \$30,608.

The company considered the southeast region of the US for its expansion. The initial search of facilities identified eighty-eight possible sites. This list was narrowed to eight sites in North Carolina, South Carolina, Virginia, Tennessee, Alabama, and Mississippi. The company evaluated those locations using the following criteria: human capital, infrastructure, sourcing supply chain, business climate, and general risk. The selection was then narrowed to four sites in North Carolina, South Carolina, and Tennessee. Three of the sites were ready to occupy, and one was a finished goods warehouse in Elkin, NC, which required significant facility improvements prior to occupancy. Tennessee's offer included job tax credits, industrial machinery credit, sales and use tax savings, recruitment and applicant screening, job training, infrastructure development, TVA advantage grant, property tax abatement, and other cash related incentives. Similar incentives were offered from South Carolina, including employee recruitment and screening, job tax credits, corporate income tax moratorium, job development credits, property tax exemptions, various statutory tax credits, and other cash grants.

Since the Elkin facility was not constructed as a manufacturing facility, PGW will have to invest over \$13 million prior to installing the production equipment, in order to bring this facility to the same level as the competing locations. With the incentive package offered by the State of North Carolina, Surry County and the Town of Elkin, PGW has been able to complete the retrofit of the building needed to convert the facility from a finished goods warehouse to an automotive glass fabricating facility.

### ***Red Hat, Inc. ("Red Hat") Grant 1***

Red Hat provides operating system platforms along with middleware, applications and management solutions, and support, training, and consulting services to customers worldwide. Red Hat's open source strategy offers customers a long-term plan for building infrastructure with a focus on security and ease of management.



This project is an expansion of Red Hat's corporate headquarters in Raleigh. Business activities include sales, engineering, technical support, information technology, and other general corporate functions. The project will support growth of the company's existing and mainstream products – Red Hat Enterprise Linux, JBoss Middleware, and related products, and will create 240 new jobs from 2011 to 2015 over four years, with an average annual wage of \$80,525. Red Hat will also be required to maintain 696 retained jobs in connection with this grant.

The competition for this project location was Austin, Texas; Boston, Massachusetts; and Atlanta, Georgia. The company has a corporate presence in Atlanta, Boston, and Raleigh. The company received substantial and aggressive incentive proposals from other states, and municipal and county governments, including cash grants, property tax abatements, favorable income and sales tax treatment, partnership opportunities with world-class universities, workforce training, and branding.

### ***Red Hat, Inc. ("Red Hat") Grant 2***

This project will provide support for the expansion of Red Hat's business into software virtualization, technology cloud offerings, Platform as a Service, Infrastructure as a Service, Software as a Service and other cutting edge technologies. As Red Hat continues to expand into new end markets and products, additional infrastructure will be needed in sales, engineering, technical support, information technology, and other general corporate functions. This expansion will involve investment of an additional \$8.025 million and create an additional 300 new jobs in the years 2015 to 2019, with an average annual wage of \$83,082. In addition to the newly created positions, Red Hat will also be responsible for retaining 876 existing jobs.

As with Red Hat's first grant, the competition for this project location was in Austin, Texas; Boston, Massachusetts; and Atlanta, Georgia. All locations had generous incentives proposed.

### ***Semprius, Inc. ("Semprius")***

Semprius produces high efficiency modular solar energy arrays that offer low cost energy production, and simplified installation with a higher annual energy yield, allowing the company to compete with fossil fuel energy generators. The company believes its unique patented manufacturing capabilities offer an advantageous cost point as well as the ability to execute rapid expansion that is low in capital requirements. Semprius' business model is to sell energy arrays to system integrators and project developers, who in turn sell complete photovoltaic ("PV") systems to end users such as utility companies.

Semprius is privately-held with primary shareholders that include Arch Venture Partners, Intersouth Partners, and the Illinois Emerging Technology Fund. All three funds specialize in assisting early-stage, technology-based companies in the effort to get new products to market.

The project consists of the implementation and operation of a pilot photovoltaic manufacturing line followed by a transition into a receiver component line. The project will refine Semprius' concentrated PV technology, products and manufacturing process, allowing the company to transition from its existing working prototypes to the initial commercial production of beta units for customer testing. The pilot line will have 5 Megawatts of manufacturing capacity. Production is expected to begin in 2012. Subsequently, the facility will be expanded to create a receiver production line which will create the bulk of the green economy engineering and technician jobs. This project will create 256 new jobs with an average salary of \$45,566 and requires 29 existing jobs to be retained.

The company was actively courted by several states in addition to North Carolina, including Virginia, Michigan, and Florida. Virginia was the most aggressive, proposing \$5 million from the Tobacco Indemnity Commission, \$8 million of city, county and regional money to be applied to a building up-fit, and other grants that brought the total incentive package to almost \$15.5 million.

### ***Sequenom Center for Molecular Medicine, Inc. ("Sequenom")***

Sequenom designs, develops, manufactures and markets innovative technology, instrumentation and tests that target and serve discovery and clinical research, and clinical molecular diagnostics markets. Applications include translational research, oncology, agricultural genomics and *in vitro* diagnostics for prenatal and retinal disorders.

This project centered on the company's launch of its new T21 product, which is a non-invasive test for Down's syndrome. Additional testing facilities for its existing diagnostic tests were needed, as the company's Grand Rapids testing facility did not have expansion capacity. The company will build a premier molecular diagnostics service facility in the Research Triangle Park (Wake County), beginning in 2012, which will process samples and report results to physicians.

The company was able to raise substantial capital that it expects will sustain its operations until the new and expanded diagnostic capabilities result in increased revenues and profitability. The NC Biotech Center stated that "in our opinion, Sequenom represents a potentially compelling opportunity for North Carolina to grow its molecular diagnostics industry." Significant revenues from the T21 test are possible.

By establishing the new facility in RTP, Sequenom will create 242 new jobs over the next five years earning an average annual wage of \$53,721. The company will invest approximately \$18.6 million. Before deciding on locating in Wake County, Sequenom considered expansion in Dallas, TX. The key factors in choosing a location were access to relevant technical people, operating expenses for the facility, business and tax environment, potential for weather-related disruption, and quality of life.

### ***Superior Essex Energy, LLC (“SPSX Energy”)***

Superior Essex, Inc. (“Superior Essex”), incorporated in Delaware in 2003, is a global leader in the design, manufacture and supply of wire and cable products. It is the world’s largest producer of magnet wire (also known as winding wire), an insulated copper or aluminum conductor used by major equipment manufacturers and distributors. In 2008, Superior Essex was acquired by LS Cable (now known as LS Cable & System LTD), a global Korean company owned by the publicly traded LS Corp, with approximately 10,000 employees and more than 70 offices in 24 countries. LS Corp. provides a wide range of energy and telecom solutions for the energy, infrastructure, construction, automotive, railway, telecommunications and electronic industries. Superior Essex also manufactures and supplies fiber optic cables and copper cables.

SPSX Energy, the JDIG grantee, is an indirect subsidiary of Superior Essex, the guarantor for SPSX Energy on the JDIG award. Superior Essex is providing the infrastructure and equipment for SPSX Energy to begin manufacturing low and medium voltage cables in North America. These products are used in instrumentation and control and power applications. At the chosen Tarboro site in Edgecombe County, the company has begun making modifications to an existing building to prepare it for the necessary equipment. This includes significant upgrades to the building and the construction of an extrusion tower. The company will invest a total of \$58.3 million and create 116 new jobs over the life of the grant and retain 238 jobs.

Another subsidiary of Superior Essex has operations in Kansas, Texas and Tarboro, and the possible sites for the project were narrowed to either Texas or North Carolina. Both locations provided competitive incentive programs that included both state and local incentives. The package from Texas included grants, tax incentives, land, low cost construction and financing, including assistance from the Texas Enterprise Fund, the Texas Enterprise Zone Program and the Texas Product/Business Fund. The company estimated the value of the package from Texas in excess of \$8 million and stated a JDIG award was a critical part of the company’s decision to locate in North Carolina.

### ***Time Warner Entertainment, L.P. (“TWE”)***

Time Warner Cable Inc. (“TWC”) is the second largest cable service provider in the United States, providing cable, high speed online, and digital phone services to over 13.3

million customers in 33 States. TWE is a private limited partnership that is 93 percent owned by TWC.

The project included the expansion of the administrative operations of the TWE facility in Charlotte, and the construction of a national data center. The grant will result in construction of two additional buildings on the campus. A four-story building is expected to be completed in 2013, and will house additional corporate groups. In addition, the current parking deck would be expanded during this phase. A National Data Center will also be constructed and is anticipated to be completed in the fourth quarter of 2012. TWC is expected to create 225 new jobs associated with this project and retain 1,113 existing jobs.

TWE considered locating the project in Charlotte, NC; Rock Hill, SC; or Buffalo, NY. TWC has a significant operating presence in both Rock Hill and Buffalo. South Carolina has a low corporate tax rate and no property taxes. South Carolina offered incentives valued at approximately \$8 million. New York's strengths were with its academic and research institutions, a highly educated workforce and strong transportation network. The New York incentives were valued at approximately \$7 million.

## **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

### Projects Awarded in CY 2011

Company Name	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total by Project
American Roller Bearing Company of NC, Inc.	-	\$64,000	\$121,000	\$172,000	\$229,000	\$289,000	\$289,000	\$289,000	\$289,000	\$289,000	-	-	-	-	-	-	\$2,031,000
AptarGroup, Inc.	-	\$54,000	\$77,000	\$117,000	\$151,000	\$157,000	\$157,000	\$157,000	\$157,000	\$157,000	-	-	-	-	-	-	\$1,184,000
Avaya, Inc.	-	\$54,000	\$162,000	\$265,000	\$355,000	\$355,000	\$355,000	\$355,000	\$355,000	-	-	-	-	-	-	-	\$2,256,000
Capgemini Financial Services USA Inc.	\$370,000	\$864,000	\$1,338,000	\$1,338,000	\$1,338,000	-	-	-	-	-	-	-	-	-	-	-	\$5,248,000
Celgard, LLC II	-	\$175,000	\$289,000	\$289,000	\$289,000	\$289,000	\$289,000	\$289,000	\$289,000	\$289,000	\$289,000	\$289,000	-	-	-	-	\$3,065,000
Chiquita Brands International, Inc.	-	\$902,000	\$1,444,000	\$2,129,000	\$2,129,000	\$2,129,000	\$2,129,000	\$2,129,000	\$2,129,000	\$2,129,000	\$2,129,000	\$2,129,000	-	-	-	-	\$21,507,000
Compass Group USA, Inc.	-	\$122,000	\$194,000	\$274,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	-	-	-	-	-	-	-	\$2,340,000
CTL Packaging USA Inc.	-	\$83,000	\$83,000	\$137,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	-	-	-	-	-	\$1,563,000
Eaton Corporation	-	\$82,000	\$96,000	\$101,000	\$121,000	\$121,000	\$121,000	\$121,000	\$121,000	\$121,000	\$121,000	-	-	-	-	-	\$1,126,000
Electrolux Home Products, Inc. II	-	-	\$524,000	\$655,000	\$756,000	\$811,000	\$811,000	\$811,000	\$811,000	\$811,000	\$811,000	\$811,000	\$811,000	\$811,000	-	-	\$9,234,000
HVM L.L.C.	\$294,000	\$535,000	\$547,000	\$547,000	\$547,000	\$547,000	\$547,000	\$547,000	\$547,000	\$547,000	\$547,000	\$547,000	-	-	-	-	\$6,299,000
Infinisource Holdings, Inc.	-	\$51,000	\$158,000	\$270,000	\$372,000	\$425,000	\$425,000	\$425,000	\$425,000	-	-	-	-	-	-	-	\$2,551,000
Linamar North Carolina, Inc.	-	\$111,000	\$213,000	\$322,000	\$452,000	\$452,000	\$452,000	\$452,000	\$452,000	\$452,000	-	-	-	-	-	-	\$3,358,000
LORD Corporation	-	\$42,000	\$129,000	\$189,000	\$241,000	\$286,000	\$286,000	\$286,000	\$286,000	-	-	-	-	-	-	-	\$1,745,000
Mitsubishi Nuclear Energy Systems, Inc.	\$210,000	\$311,000	\$429,000	\$465,000	\$486,000	\$486,000	\$486,000	\$486,000	\$486,000	-	-	-	-	-	-	-	\$3,845,000
Pittsburgh Glass Works LLC	-	\$62,000	\$143,000	\$218,000	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000	-	-	-	-	-	\$2,103,000
Red Hat, Inc. I	\$198,000	\$427,000	\$642,000	\$860,000	\$860,000	\$860,000	\$860,000	\$860,000	\$860,000	\$860,000	\$860,000	\$860,000	-	-	-	-	\$9,007,000
Red Hat, Inc. II	-	-	-	-	\$207,000	\$444,000	\$667,000	\$885,000	\$1,103,000	\$1,103,000	\$1,103,000	\$1,103,000	\$1,103,000	\$1,103,000	\$1,103,000	\$1,103,000	\$11,027,000
Semprius, Inc.	\$29,000	\$93,000	\$130,000	\$188,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	-	-	-	-	-	\$3,065,000
Sequenom Center for Molecular Medicine, LLC	-	\$72,000	\$152,000	\$278,000	\$404,000	\$447,000	\$447,000	\$447,000	\$447,000	\$447,000	-	-	-	-	-	-	\$3,141,000
Superior Essex Energy, LLC I	-	\$72,000	\$95,000	\$123,000	\$154,000	\$154,000	\$154,000	\$154,000	\$154,000	\$154,000	-	-	-	-	-	-	\$1,214,000
Time Warner Entertainment Company, L.P. III	-	\$157,000	\$360,000	\$494,000	\$494,000	\$494,000	\$494,000	\$494,000	\$494,000	\$494,000	-	-	-	-	-	-	\$3,975,000
<b>Total</b>	<b>\$1,101,000</b>	<b>\$4,333,000</b>	<b>\$7,326,000</b>	<b>\$9,431,000</b>	<b>\$10,730,000</b>	<b>\$9,891,000</b>	<b>\$10,114,000</b>	<b>\$10,332,000</b>	<b>\$10,550,000</b>	<b>\$8,648,000</b>	<b>\$6,655,000</b>	<b>\$5,739,000</b>	<b>\$1,914,000</b>	<b>\$1,914,000</b>	<b>\$1,103,000</b>	<b>\$1,103,000</b>	<b>\$100,884,000</b>

## Attachment A2. Total Annual Grant Caps on Company Portion Only

### Projects Awarded in CY 2011

Company Name	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total by Project
American Roller Bearing Company of NC, Inc.	-	\$64,000	\$121,000	\$172,000	\$229,000	\$289,000	\$289,000	\$289,000	\$289,000	\$289,000	-	-	-	-	-	-	\$2,031,000
AptarGroup, Inc.	-	\$45,900	\$65,450	\$99,450	\$128,350	\$133,450	\$133,450	\$133,450	\$133,450	\$133,450	-	-	-	-	-	-	\$1,006,400
Avaya, Inc.	-	\$40,500	\$121,500	\$198,750	\$266,250	\$266,250	\$266,250	\$266,250	\$266,250	-	-	-	-	-	-	-	\$1,692,000
Capgemini Financial Services USA Inc.	\$277,500	\$648,000	\$1,003,500	\$1,003,500	\$1,003,500	-	-	-	-	-	-	-	-	-	-	-	\$3,936,000
Celgard, LLC II	-	\$131,250	\$216,750	\$216,750	\$216,750	\$216,750	\$216,750	\$216,750	\$216,750	\$216,750	\$216,750	\$216,750	-	-	-	-	\$2,298,750
Chiquita Brands International, Inc.	-	\$676,500	\$1,083,000	\$1,596,750	\$1,596,750	\$1,596,750	\$1,596,750	\$1,596,750	\$1,596,750	\$1,596,750	\$1,596,750	\$1,596,750	-	-	-	-	\$16,130,250
Compass Group USA, Inc.	-	\$91,500	\$145,500	\$205,500	\$262,500	\$262,500	\$262,500	\$262,500	\$262,500	-	-	-	-	-	-	-	\$1,755,000
CTL Packaging USA Inc.	-	\$70,550	\$70,550	\$116,450	\$153,000	\$153,000	\$153,000	\$153,000	\$153,000	\$153,000	\$153,000	-	-	-	-	-	\$1,328,550
Eaton Corporation	-	\$69,700	\$81,600	\$85,850	\$102,850	\$102,850	\$102,850	\$102,850	\$102,850	\$102,850	\$102,850	-	-	-	-	-	\$957,100
Electrolux Home Products, Inc. II	-	-	\$393,000	\$491,250	\$567,000	\$608,250	\$608,250	\$608,250	\$608,250	\$608,250	\$608,250	\$608,250	\$608,250	\$608,250	-	-	\$6,925,500
HVM L.L.C.	\$220,500	\$401,250	\$410,250	\$410,250	\$410,250	\$410,250	\$410,250	\$410,250	\$410,250	\$410,250	\$410,250	\$410,250	-	-	-	-	\$4,724,250
Infinisource Holdings, Inc.	-	\$38,250	\$118,500	\$202,500	\$279,000	\$318,750	\$318,750	\$318,750	\$318,750	-	-	-	-	-	-	-	\$1,913,250
Linamar North Carolina, Inc.	-	\$83,250	\$159,750	\$241,500	\$339,000	\$339,000	\$339,000	\$339,000	\$339,000	\$339,000	-	-	-	-	-	-	\$2,518,500
LORD Corporation	-	\$31,500	\$96,750	\$141,750	\$180,750	\$214,500	\$214,500	\$214,500	\$214,500	-	-	-	-	-	-	-	\$1,308,750
Mitsubishi Nuclear Energy Systems, Inc.	\$157,500	\$233,250	\$321,750	\$348,750	\$364,500	\$364,500	\$364,500	\$364,500	\$364,500	-	-	-	-	-	-	-	\$2,883,750
Pittsburgh Glass Works LLC	-	\$62,000	\$143,000	\$218,000	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000	-	-	-	-	-	\$2,103,000
Red Hat, Inc. I	\$148,500	\$320,250	\$481,500	\$645,000	\$645,000	\$645,000	\$645,000	\$645,000	\$645,000	\$645,000	\$645,000	\$645,000	-	-	-	-	\$6,755,250
Red Hat, Inc. II	-	-	-	-	\$155,250	\$333,000	\$500,250	\$663,750	\$827,250	\$827,250	\$827,250	\$827,250	\$827,250	\$827,250	\$827,250	\$827,250	\$8,270,250
Semprus, Inc.	\$29,000	\$93,000	\$130,000	\$188,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	-	-	-	-	-	\$3,065,000
Sequenom Center for Molecular Medicine, LLC	-	\$54,000	\$114,000	\$208,500	\$303,000	\$335,250	\$335,250	\$335,250	\$335,250	\$335,250	-	-	-	-	-	-	\$2,355,750
Superior Essex Energy, LLC I	-	\$72,000	\$95,000	\$123,000	\$154,000	\$154,000	\$154,000	\$154,000	\$154,000	\$154,000	-	-	-	-	-	-	\$1,214,000
Time Warner Entertainment Company, L.P. III	-	\$117,750	\$270,000	\$370,500	\$370,500	\$370,500	\$370,500	\$370,500	\$370,500	\$370,500	-	-	-	-	-	-	\$2,981,250
<b>Total</b>	<b>\$833,000</b>	<b>\$3,344,400</b>	<b>\$5,642,350</b>	<b>\$7,284,000</b>	<b>\$8,342,200</b>	<b>\$7,728,550</b>	<b>\$7,895,800</b>	<b>\$8,059,300</b>	<b>\$8,222,800</b>	<b>\$6,796,300</b>	<b>\$5,175,100</b>	<b>\$4,304,250</b>	<b>\$1,435,500</b>	<b>\$1,435,500</b>	<b>\$827,250</b>	<b>\$827,250</b>	<b>\$78,153,550</b>

**Attachment A3. Total Annual Grant Caps on IDF Utility Account Portion  
Projects Awarded in CY 2011**

Company Name	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total by Project
American Roller Bearing Company of NC, Inc.	-	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	-	-	-	-	-	\$0
AptarGroup, Inc.	-	\$8,100	\$11,550	\$17,550	\$22,650	\$23,550	\$23,550	\$23,550	\$23,550	\$23,550	-	-	-	-	-	-	\$177,600
Avaya, Inc.	-	\$13,500	\$40,500	\$66,250	\$88,750	\$88,750	\$88,750	\$88,750	\$88,750	-	-	-	-	-	-	-	\$564,000
Capgemini Financial Services USA Inc.	\$92,500	\$216,000	\$334,500	\$334,500	\$334,500	-	-	-	-	-	-	-	-	-	-	-	\$1,312,000
Celgard, LLC II	-	\$43,750	\$72,250	\$72,250	\$72,250	\$72,250	\$72,250	\$72,250	\$72,250	\$72,250	\$72,250	\$72,250	-	-	-	-	\$766,250
Chiquita Brands International, Inc.	-	\$225,500	\$361,000	\$532,250	\$532,250	\$532,250	\$532,250	\$532,250	\$532,250	\$532,250	\$532,250	\$532,250	-	-	-	-	\$5,376,750
Compass Group USA, Inc.	-	\$30,500	\$48,500	\$68,500	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500	-	-	-	-	-	-	-	\$585,000
CTL Packaging USA Inc.	-	\$12,450	\$12,450	\$20,550	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	-	-	-	-	-	\$234,450
Eaton Corporation	-	\$12,300	\$14,400	\$15,150	\$18,150	\$18,150	\$18,150	\$18,150	\$18,150	\$18,150	\$18,150	-	-	-	-	-	\$168,900
Electrolux Home Products, Inc. II	-	-	\$131,000	\$163,750	\$189,000	\$202,750	\$202,750	\$202,750	\$202,750	\$202,750	\$202,750	\$202,750	\$202,750	\$202,750	-	-	\$2,308,500
HVM L.L.C.	\$73,500	\$133,750	\$136,750	\$136,750	\$136,750	\$136,750	\$136,750	\$136,750	\$136,750	\$136,750	\$136,750	\$136,750	-	-	-	-	\$1,574,750
Infinisource Holdings, Inc.	-	\$12,750	\$39,500	\$67,500	\$93,000	\$106,250	\$106,250	\$106,250	\$106,250	-	-	-	-	-	-	-	\$637,750
Linamar North Carolina, Inc.	-	\$27,750	\$53,250	\$80,500	\$113,000	\$113,000	\$113,000	\$113,000	\$113,000	\$113,000	-	-	-	-	-	-	\$839,500
LORD Corporation	-	\$10,500	\$32,250	\$47,250	\$60,250	\$71,500	\$71,500	\$71,500	\$71,500	-	-	-	-	-	-	-	\$436,250
Mitsubishi Nuclear Energy Systems, Inc.	\$52,500	\$77,750	\$107,250	\$116,250	\$121,500	\$121,500	\$121,500	\$121,500	\$121,500	-	-	-	-	-	-	-	\$961,250
Pittsburgh Glass Works LLC	-	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	-	-	-	-	\$0
Red Hat, Inc. I	\$49,500	\$106,750	\$160,500	\$215,000	\$215,000	\$215,000	\$215,000	\$215,000	\$215,000	\$215,000	\$215,000	\$215,000	-	-	-	-	\$2,251,750
Red Hat, Inc. II	-	-	-	-	\$51,750	\$111,000	\$166,750	\$221,250	\$275,750	\$275,750	\$275,750	\$275,750	\$275,750	\$275,750	\$275,750	\$275,750	\$2,756,750
Semprius, Inc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	-	-	-	-	\$0
Sequenom Center for Molecular Medicine, LLC	-	\$18,000	\$38,000	\$69,500	\$101,000	\$111,750	\$111,750	\$111,750	\$111,750	\$111,750	-	-	-	-	-	-	\$785,250
Superior Essex Energy, LLC I	-	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	-	-	-	-	-	\$0
Time Warner Entertainment Company, L.P. III	-	\$39,250	\$90,000	\$123,500	\$123,500	\$123,500	\$123,500	\$123,500	\$123,500	\$123,500	-	-	-	-	-	-	\$993,750
Total	\$268,000	\$988,600	\$1,683,650	\$2,147,000	\$2,387,800	\$2,162,450	\$2,218,200	\$2,272,700	\$2,327,200	\$1,851,700	\$1,479,900	\$1,434,750	\$478,500	\$478,500	\$275,750	\$275,750	\$22,730,450

**Attachment A1-A3. Total Annual Grant Caps**  
**Projects Awarded in CY 2011**

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2011	Capgemini Financial Services USA Inc.	\$277,500	\$92,500	\$370,000
2011	HVM L.L.C.	\$220,500	\$73,500	\$294,000
2011	Mitsubishi Nuclear Energy Systems, Inc.	\$157,500	\$52,500	\$210,000
2011	Red Hat, Inc. I	\$148,500	\$49,500	\$198,000
2011	Semprius, Inc.	\$29,000	\$0	\$29,000
<b>2011</b>	<b>Total</b>	<b>\$833,000</b>	<b>\$268,000</b>	<b>\$1,101,000</b>
2012	American Roller Bearing Company of NC, Inc.	\$64,000	\$0	\$64,000
2012	AptarGroup, Inc.	\$45,900	\$8,100	\$54,000
2012	Avaya, Inc.	\$40,500	\$13,500	\$54,000
2012	Capgemini Financial Services USA Inc.	\$648,000	\$216,000	\$864,000
2012	Celgard, LLC II	\$131,250	\$43,750	\$175,000
2012	Chiquita Brands International, Inc.	\$676,500	\$225,500	\$902,000
2012	Compass Group USA, Inc.	\$91,500	\$30,500	\$122,000
2012	CTL Packaging USA Inc.	\$70,550	\$12,450	\$83,000
2012	Eaton Corporation	\$69,700	\$12,300	\$82,000
2012	HVM L.L.C.	\$401,250	\$133,750	\$535,000
2012	Infinisource Holdings, Inc.	\$38,250	\$12,750	\$51,000
2012	Linamar North Carolina, Inc.	\$83,250	\$27,750	\$111,000
2012	LORD Corporation	\$31,500	\$10,500	\$42,000
2012	Mitsubishi Nuclear Energy Systems, Inc.	\$233,250	\$77,750	\$311,000
2012	Pittsburgh Glass Works LLC	\$62,000	\$0	\$62,000
2012	Red Hat, Inc. I	\$320,250	\$106,750	\$427,000
2012	Semprius, Inc.	\$93,000	\$0	\$93,000
2012	Sequenom Center for Molecular Medicine, LLC	\$54,000	\$18,000	\$72,000



Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2012	Superior Essex Energy, LLC I	\$72,000	\$0	\$72,000
2012	Time Warner Entertainment Company, L.P. III	\$117,750	\$39,250	\$157,000
<b>2012</b>	<b>Total</b>	<b>\$3,344,400</b>	<b>\$988,600</b>	<b>\$4,333,000</b>
2013	American Roller Bearing Company of NC, Inc.	\$121,000	\$0	\$121,000
2013	AptarGroup, Inc.	\$65,450	\$11,550	\$77,000
2013	Avaya, Inc.	\$121,500	\$40,500	\$162,000
2013	Capgemini Financial Services USA Inc.	\$1,003,500	\$334,500	\$1,338,000
2013	Celgard, LLC II	\$216,750	\$72,250	\$289,000
2013	Chiquita Brands International, Inc.	\$1,083,000	\$361,000	\$1,444,000
2013	Compass Group USA, Inc.	\$145,500	\$48,500	\$194,000
2013	CTL Packaging USA Inc.	\$70,550	\$12,450	\$83,000
2013	Eaton Corporation	\$81,600	\$14,400	\$96,000
2013	Electrolux Home Products, Inc. II	\$393,000	\$131,000	\$524,000
2013	HVM L.L.C.	\$410,250	\$136,750	\$547,000
2013	Infinisource Holdings, Inc.	\$118,500	\$39,500	\$158,000
2013	Linamar North Carolina, Inc.	\$159,750	\$53,250	\$213,000
2013	LORD Corporation	\$96,750	\$32,250	\$129,000
2013	Mitsubishi Nuclear Energy Systems, Inc.	\$321,750	\$107,250	\$429,000
2013	Pittsburgh Glass Works LLC	\$143,000	\$0	\$143,000
2013	Red Hat, Inc. I	\$481,500	\$160,500	\$642,000
2013	Semprius, Inc.	\$130,000	\$0	\$130,000
2013	Sequenom Center for Molecular Medicine, LLC	\$114,000	\$38,000	\$152,000
2013	Superior Essex Energy, LLC I	\$95,000	\$0	\$95,000
2013	Time Warner Entertainment Company, L.P. III	\$270,000	\$90,000	\$360,000
<b>2013</b>	<b>Total</b>	<b>\$5,642,350</b>	<b>\$1,683,650</b>	<b>\$7,326,000</b>
2014	American Roller Bearing Company of NC, Inc.	\$172,000	\$0	\$172,000
2014	AptarGroup, Inc.	\$99,450	\$17,550	\$117,000
2014	Avaya, Inc.	\$198,750	\$66,250	\$265,000
2014	Capgemini Financial Services USA Inc.	\$1,003,500	\$334,500	\$1,338,000

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2014	Celgard, LLC II	\$216,750	\$72,250	\$289,000
2014	Chiquita Brands International, Inc.	\$1,596,750	\$532,250	\$2,129,000
2014	Compass Group USA, Inc.	\$205,500	\$68,500	\$274,000
2014	CTL Packaging USA Inc.	\$116,450	\$20,550	\$137,000
2014	Eaton Corporation	\$85,850	\$15,150	\$101,000
2014	Electrolux Home Products, Inc. II	\$491,250	\$163,750	\$655,000
2014	HVM L.L.C.	\$410,250	\$136,750	\$547,000
2014	Infinisource Holdings, Inc.	\$202,500	\$67,500	\$270,000
2014	Linamar North Carolina, Inc.	\$241,500	\$80,500	\$322,000
2014	LORD Corporation	\$141,750	\$47,250	\$189,000
2014	Mitsubishi Nuclear Energy Systems, Inc.	\$348,750	\$116,250	\$465,000
2014	Pittsburgh Glass Works LLC	\$218,000	\$0	\$218,000
2014	Red Hat, Inc. I	\$645,000	\$215,000	\$860,000
2014	Semprius, Inc.	\$188,000	\$0	\$188,000
2014	Sequenom Center for Molecular Medicine, LLC	\$208,500	\$69,500	\$278,000
2014	Superior Essex Energy, LLC I	\$123,000	\$0	\$123,000
2014	Time Warner Entertainment Company, L.P. III	\$370,500	\$123,500	\$494,000
<b>2014</b>	<b>Total</b>	<b>\$7,284,000</b>	<b>\$2,147,000</b>	<b>\$9,431,000</b>
2015	American Roller Bearing Company of NC, Inc.	\$229,000	\$0	\$229,000
2015	AptarGroup, Inc.	\$128,350	\$22,650	\$151,000
2015	Avaya, Inc.	\$266,250	\$88,750	\$355,000
2015	Capgemini Financial Services USA Inc.	\$1,003,500	\$334,500	\$1,338,000
2015	Celgard, LLC II	\$216,750	\$72,250	\$289,000
2015	Chiquita Brands International, Inc.	\$1,596,750	\$532,250	\$2,129,000
2015	Compass Group USA, Inc.	\$262,500	\$87,500	\$350,000
2015	CTL Packaging USA Inc.	\$153,000	\$27,000	\$180,000
2015	Eaton Corporation	\$102,850	\$18,150	\$121,000
2015	Electrolux Home Products, Inc. II	\$567,000	\$189,000	\$756,000
2015	HVM L.L.C.	\$410,250	\$136,750	\$547,000

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2015	Infinisource Holdings, Inc.	\$279,000	\$93,000	\$372,000
2015	Linamar North Carolina, Inc.	\$339,000	\$113,000	\$452,000
2015	LORD Corporation	\$180,750	\$60,250	\$241,000
2015	Mitsubishi Nuclear Energy Systems, Inc.	\$364,500	\$121,500	\$486,000
2015	Pittsburgh Glass Works LLC	\$240,000	\$0	\$240,000
2015	Red Hat, Inc. I	\$645,000	\$215,000	\$860,000
2015	Red Hat, Inc. II	\$155,250	\$51,750	\$207,000
2015	Semprius, Inc.	\$375,000	\$0	\$375,000
2015	Sequenom Center for Molecular Medicine, LLC	\$303,000	\$101,000	\$404,000
2015	Superior Essex Energy, LLC I	\$154,000	\$0	\$154,000
2015	Time Warner Entertainment Company, L.P. III	\$370,500	\$123,500	\$494,000
<b>2015</b>	<b>Total</b>	<b>\$8,342,200</b>	<b>\$2,387,800</b>	<b>\$10,730,000</b>
2016	American Roller Bearing Company of NC, Inc.	\$289,000	\$0	\$289,000
2016	AptarGroup, Inc.	\$133,450	\$23,550	\$157,000
2016	Avaya, Inc.	\$266,250	\$88,750	\$355,000
2016	Celgard, LLC II	\$216,750	\$72,250	\$289,000
2016	Chiquita Brands International, Inc.	\$1,596,750	\$532,250	\$2,129,000
2016	Compass Group USA, Inc.	\$262,500	\$87,500	\$350,000
2016	CTL Packaging USA Inc.	\$153,000	\$27,000	\$180,000
2016	Eaton Corporation	\$102,850	\$18,150	\$121,000
2016	Electrolux Home Products, Inc. II	\$608,250	\$202,750	\$811,000
2016	HVM L.L.C.	\$410,250	\$136,750	\$547,000
2016	Infinisource Holdings, Inc.	\$318,750	\$106,250	\$425,000
2016	Linamar North Carolina, Inc.	\$339,000	\$113,000	\$452,000
2016	LORD Corporation	\$214,500	\$71,500	\$286,000
2016	Mitsubishi Nuclear Energy Systems, Inc.	\$364,500	\$121,500	\$486,000
2016	Pittsburgh Glass Works LLC	\$240,000	\$0	\$240,000
2016	Red Hat, Inc. I	\$645,000	\$215,000	\$860,000
2016	Red Hat, Inc. II	\$333,000	\$111,000	\$444,000

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2016	Semprius, Inc.	\$375,000	\$0	\$375,000
2016	Sequenom Center for Molecular Medicine, LLC	\$335,250	\$111,750	\$447,000
2016	Superior Essex Energy, LLC I	\$154,000	\$0	\$154,000
2016	Time Warner Entertainment Company, L.P. III	\$370,500	\$123,500	\$494,000
<b>2016</b>	<b>Total</b>	<b>\$7,728,550</b>	<b>\$2,162,450</b>	<b>\$9,891,000</b>
2017	American Roller Bearing Company of NC, Inc.	\$289,000	\$0	\$289,000
2017	AptarGroup, Inc.	\$133,450	\$23,550	\$157,000
2017	Avaya, Inc.	\$266,250	\$88,750	\$355,000
2017	Celgard, LLC II	\$216,750	\$72,250	\$289,000
2017	Chiquita Brands International, Inc.	\$1,596,750	\$532,250	\$2,129,000
2017	Compass Group USA, Inc.	\$262,500	\$87,500	\$350,000
2017	CTL Packaging USA Inc.	\$153,000	\$27,000	\$180,000
2017	Eaton Corporation	\$102,850	\$18,150	\$121,000
2017	Electrolux Home Products, Inc. II	\$608,250	\$202,750	\$811,000
2017	HVM L.L.C.	\$410,250	\$136,750	\$547,000
2017	Infinisource Holdings, Inc.	\$318,750	\$106,250	\$425,000
2017	Linamar North Carolina, Inc.	\$339,000	\$113,000	\$452,000
2017	LORD Corporation	\$214,500	\$71,500	\$286,000
2017	Mitsubishi Nuclear Energy Systems, Inc.	\$364,500	\$121,500	\$486,000
2017	Pittsburgh Glass Works LLC	\$240,000	\$0	\$240,000
2017	Red Hat, Inc. I	\$645,000	\$215,000	\$860,000
2017	Red Hat, Inc. II	\$500,250	\$166,750	\$667,000
2017	Semprius, Inc.	\$375,000	\$0	\$375,000
2017	Sequenom Center for Molecular Medicine, LLC	\$335,250	\$111,750	\$447,000
2017	Superior Essex Energy, LLC I	\$154,000	\$0	\$154,000
2017	Time Warner Entertainment Company, L.P. III	\$370,500	\$123,500	\$494,000
<b>2017</b>	<b>Total</b>	<b>\$7,895,800</b>	<b>\$2,218,200</b>	<b>\$10,114,000</b>
2018	American Roller Bearing Company of NC, Inc.	\$289,000	\$0	\$289,000
2018	AptarGroup, Inc.	\$133,450	\$23,550	\$157,000

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2018	Avaya, Inc.	\$266,250	\$88,750	\$355,000
2018	Celgard, LLC II	\$216,750	\$72,250	\$289,000
2018	Chiquita Brands International, Inc.	\$1,596,750	\$532,250	\$2,129,000
2018	Compass Group USA, Inc.	\$262,500	\$87,500	\$350,000
2018	CTL Packaging USA Inc.	\$153,000	\$27,000	\$180,000
2018	Eaton Corporation	\$102,850	\$18,150	\$121,000
2018	Electrolux Home Products, Inc. II	\$608,250	\$202,750	\$811,000
2018	HVM L.L.C.	\$410,250	\$136,750	\$547,000
2018	Infinisource Holdings, Inc.	\$318,750	\$106,250	\$425,000
2018	Linamar North Carolina, Inc.	\$339,000	\$113,000	\$452,000
2018	LORD Corporation	\$214,500	\$71,500	\$286,000
2018	Mitsubishi Nuclear Energy Systems, Inc.	\$364,500	\$121,500	\$486,000
2018	Pittsburgh Glass Works LLC	\$240,000	\$0	\$240,000
2018	Red Hat, Inc. I	\$645,000	\$215,000	\$860,000
2018	Red Hat, Inc. II	\$663,750	\$221,250	\$885,000
2018	Semprius, Inc.	\$375,000	\$0	\$375,000
2018	Sequenom Center for Molecular Medicine, LLC	\$335,250	\$111,750	\$447,000
2018	Superior Essex Energy, LLC I	\$154,000	\$0	\$154,000
2018	Time Warner Entertainment Company, L.P. III	\$370,500	\$123,500	\$494,000
<b>2018</b>	<b>Total</b>	<b>\$8,059,300</b>	<b>\$2,272,700</b>	<b>\$10,332,000</b>
2019	American Roller Bearing Company of NC, Inc.	\$289,000	\$0	\$289,000
2019	AptarGroup, Inc.	\$133,450	\$23,550	\$157,000
2019	Avaya, Inc.	\$266,250	\$88,750	\$355,000
2019	Celgard, LLC II	\$216,750	\$72,250	\$289,000
2019	Chiquita Brands International, Inc.	\$1,596,750	\$532,250	\$2,129,000
2019	Compass Group USA, Inc.	\$262,500	\$87,500	\$350,000
2019	CTL Packaging USA Inc.	\$153,000	\$27,000	\$180,000
2019	Eaton Corporation	\$102,850	\$18,150	\$121,000
2019	Electrolux Home Products, Inc. II	\$608,250	\$202,750	\$811,000

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2019	HVM L.L.C.	\$410,250	\$136,750	\$547,000
2019	Infinisource Holdings, Inc.	\$318,750	\$106,250	\$425,000
2019	Linamar North Carolina, Inc.	\$339,000	\$113,000	\$452,000
2019	LORD Corporation	\$214,500	\$71,500	\$286,000
2019	Mitsubishi Nuclear Energy Systems, Inc.	\$364,500	\$121,500	\$486,000
2019	Pittsburgh Glass Works LLC	\$240,000	\$0	\$240,000
2019	Red Hat, Inc. I	\$645,000	\$215,000	\$860,000
2019	Red Hat, Inc. II	\$827,250	\$275,750	\$1,103,000
2019	Semprius, Inc.	\$375,000	\$0	\$375,000
2019	Sequenom Center for Molecular Medicine, LLC	\$335,250	\$111,750	\$447,000
2019	Superior Essex Energy, LLC I	\$154,000	\$0	\$154,000
2019	Time Warner Entertainment Company, L.P. III	\$370,500	\$123,500	\$494,000
<b>2019</b>	<b>Total</b>	<b>\$8,222,800</b>	<b>\$2,327,200</b>	<b>\$10,550,000</b>
2020	American Roller Bearing Company of NC, Inc.	\$289,000	\$0	\$289,000
2020	AptarGroup, Inc.	\$133,450	\$23,550	\$157,000
2020	Celgard, LLC II	\$216,750	\$72,250	\$289,000
2020	Chiquita Brands International, Inc.	\$1,596,750	\$532,250	\$2,129,000
2020	CTL Packaging USA Inc.	\$153,000	\$27,000	\$180,000
2020	Eaton Corporation	\$102,850	\$18,150	\$121,000
2020	Electrolux Home Products, Inc. II	\$608,250	\$202,750	\$811,000
2020	HVM L.L.C.	\$410,250	\$136,750	\$547,000
2020	Linamar North Carolina, Inc.	\$339,000	\$113,000	\$452,000
2020	Pittsburgh Glass Works LLC	\$240,000	\$0	\$240,000
2020	Red Hat, Inc. I	\$645,000	\$215,000	\$860,000
2020	Red Hat, Inc. II	\$827,250	\$275,750	\$1,103,000
2020	Semprius, Inc.	\$375,000	\$0	\$375,000
2020	Sequenom Center for Molecular Medicine, LLC	\$335,250	\$111,750	\$447,000
2020	Superior Essex Energy, LLC I	\$154,000	\$0	\$154,000
2020	Time Warner Entertainment Company, L.P. III	\$370,500	\$123,500	\$494,000

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
<b>2020</b>	<b>Total</b>	<b>\$6,796,300</b>	<b>\$1,851,700</b>	<b>\$8,648,000</b>
2021	Celgard, LLC II	\$216,750	\$72,250	\$289,000
2021	Chiquita Brands International, Inc.	\$1,596,750	\$532,250	\$2,129,000
2021	CTL Packaging USA Inc.	\$153,000	\$27,000	\$180,000
2021	Eaton Corporation	\$102,850	\$18,150	\$121,000
2021	Electrolux Home Products, Inc. II	\$608,250	\$202,750	\$811,000
2021	HVM L.L.C.	\$410,250	\$136,750	\$547,000
2021	Pittsburgh Glass Works LLC	\$240,000	\$0	\$240,000
2021	Red Hat, Inc. I	\$645,000	\$215,000	\$860,000
2021	Red Hat, Inc. II	\$827,250	\$275,750	\$1,103,000
2021	Semprius, Inc.	\$375,000	\$0	\$375,000
<b>2021</b>	<b>Total</b>	<b>\$5,175,100</b>	<b>\$1,479,900</b>	<b>\$6,655,000</b>
2022	Celgard, LLC II	\$216,750	\$72,250	\$289,000
2022	Chiquita Brands International, Inc.	\$1,596,750	\$532,250	\$2,129,000
2022	Electrolux Home Products, Inc. II	\$608,250	\$202,750	\$811,000
2022	HVM L.L.C.	\$410,250	\$136,750	\$547,000
2022	Red Hat, Inc. I	\$645,000	\$215,000	\$860,000
2022	Red Hat, Inc. II	\$827,250	\$275,750	\$1,103,000
<b>2022</b>	<b>Total</b>	<b>\$4,304,250</b>	<b>\$1,434,750</b>	<b>\$5,739,000</b>
2023	Electrolux Home Products, Inc. II	\$608,250	\$202,750	\$811,000
2023	Red Hat, Inc. II	\$827,250	\$275,750	\$1,103,000
<b>2023</b>	<b>Total</b>	<b>\$1,435,500</b>	<b>\$478,500</b>	<b>\$1,914,000</b>
2024	Electrolux Home Products, Inc. II	\$608,250	\$202,750	\$811,000
2024	Red Hat, Inc. II	\$827,250	\$275,750	\$1,103,000
<b>2024</b>	<b>Total</b>	<b>\$1,435,500</b>	<b>\$478,500</b>	<b>\$1,914,000</b>
2025	Red Hat, Inc. II	\$827,250	\$275,750	\$1,103,000
<b>2025</b>	<b>Total</b>	<b>\$827,250</b>	<b>\$275,750</b>	<b>\$1,103,000</b>
2026	Red Hat, Inc. II	\$827,250	\$275,750	\$1,103,000
<b>2026</b>	<b>Total</b>	<b>\$827,250</b>	<b>\$275,750</b>	<b>\$1,103,000</b>

**Attachment B. Estimated Lifetime Fiscal and Economic Impacts for Grants  
Awarded in CY 2003-2011(Excluding Grants Terminated or Withdrawn)**

Grant Year	Project (Grantee)	Grant Years	Direct Jobs	Indirect & induced Jobs	Total Jobs	Total NC GSP impact (\$millions)	Cumulative Net State Revenue
2003	Albaad USA, Inc.	10	200	416	616	\$194	\$800,000
2003	General Electric Company	9	200	174	374	\$359	\$4,800,000
2003	R.H. Donnelley, Inc. (d/b/a Dex One Corp)	10	275	240	515	\$325	\$6,400,000
<b>2003</b>	<b>Total (Grant Term is average)</b>	<b>9.7</b>	<b>675</b>	<b>830</b>	<b>1,505</b>	<b>\$879</b>	<b>\$12,000,000</b>
2004	Altec Industries, Inc.	11	350	302	652	\$240	\$2,900,000
2004	Cellco Partnership d/b/a Verizon Wireless	10	1,211	1,938	3,149	\$1,207	\$20,700,000
2004	Credit Suisse Securities USA LLC (I)	10	400	344	744	\$2,470	\$88,400,000
2004	Cree, Inc. I	11	300	731	1,031	\$903	\$16,900,000
2004	Hospira, Inc.	10	152	380	532	\$317	\$8,200,000
2004	Merck Sharp & Dohme Corp.	12	200	360	560	\$1,430	\$20,200,000
2004	NetApp, Inc. I	10	361	410	771	\$2,520	\$98,900,000
2004	PCB Piezotronics of North Carolina, Inc.	10	250	146	396	\$171	\$2,100,000
2004	Prairie Packaging, Inc.	10	242	140	564	\$444	\$14,000,000
2004	Time Warner Entertainment Company, L.P. I	10	350	305	655	\$372	\$7,300,000
<b>2004</b>	<b>Total (Grant Term is average)</b>	<b>10.4</b>	<b>3,816</b>	<b>5,056</b>	<b>9,054</b>	<b>\$10,073</b>	<b>\$279,600,000</b>
2005	AAR Manufacturing, Inc.	11	500	660	1,160	\$837	\$21,900,000
2005	American Institute of Certified Accountants, Inc.	12	360	179	539	\$606	\$11,300,000
2005	Target Corporation	10	580	270	850	\$363	\$5,500,000
<b>2005</b>	<b>Total (Grant Term is average)</b>	<b>11.0</b>	<b>1,440</b>	<b>1,109</b>	<b>2,549</b>	<b>\$1,806</b>	<b>\$38,700,000</b>
2006	Credit Suisse Securities USA LLC (II)	10	400	282	682	\$1,022	\$28,600,000
2006	Fidelity Global Brokerage Group, Inc.	12	2,000	772	2,772	\$4,300	\$93,800,000
2006	Malt-O-Meal Company	10	164	247	411	\$351	\$9,900,000
2006	Novartis Vaccines & Diagnostics, Inc.	12	350	1,038	1,388	\$1,463	\$41,200,000
	Polo Ralph Lauren Corporation	10	200	43	243	\$1,746	\$77,700,000
2006	Quintiles Transnational Corp.	12	1,000	830	1,830	\$963	\$4,700,000
2006	Stiefel Research Institute, Inc.	9	200	136	336	\$200	\$3,600,000
<b>2006</b>	<b>Total (Grant Term is average)</b>	<b>10.7</b>	<b>4,314</b>	<b>3,348</b>	<b>7,662</b>	<b>\$10,045</b>	<b>\$259,500,000</b>



Grant Year	Project (Grantee)	Grant Years	Direct Jobs	Indirect & induced Jobs	Total Jobs	Total NC GSP impact (\$millions)	Cumulative Net State Revenue
2007	Arneg LLC	9	181	259	440	\$167	\$2,710,000
2007	Honda Aero, Inc.	12	70	116	186	\$339	\$11,460,000
2007	Honda Aircraft Company, LLC	12	283	672	955	\$754	\$12,330,000
2007	NetApp, Inc. II	10	646	418	1,064	\$1,080	\$24,350,000
2007	Pharmaceutical Research Associates, Inc.	9	494	419	913	\$422	\$5,010,000
2007	Stone & Webster Services, LLC	10	556	496	1,052	\$611	\$7,030,000
2007	TransTech Pharma, Inc.	12	205	1,550	1,735	\$682	\$5,310,000
2007	Turbomeca Manufacturing, Inc.	12	180	297	477	\$251	\$1,990,000
<b>2007</b>	<b>Total (Grant Term is average)</b>	<b>10.8</b>	<b>2,615</b>	<b>4,227</b>	<b>6,822</b>	<b>\$4,306</b>	<b>\$70,190,000</b>
2008	Sypris Technologies, Inc.	10	203	171	374	\$365	\$6,369,388
2008	Time Warner Entertainment Company, L.P. II	9	200	136	336	\$440	\$12,614,639
2008	Spirit AeroSystems North Carolina, Inc.	12	1,031	1,437	2,468	\$2,944	\$39,211,148
2008	Becton Dickinson and Company	9	274	654	928	\$446	\$1,319,697
2008	Siemens Medical Solutions USA, Inc.	10	300	168	468	\$594	\$16,777,983
2008	Sutter Street Manufacturing, Inc.	10	820	623	1,443	\$757	\$6,563,202
2008	HCL America, Inc.	10	513	341	854	\$407	\$844,939
<b>2008</b>	<b>Total (Grant Term is average)</b>	<b>10.0</b>	<b>3,341</b>	<b>3,530</b>	<b>6,871</b>	<b>\$5,953</b>	<b>\$83,700,995</b>
2009	Ally US LLC	9	200	234	434	\$272	\$2,086,000
2009	ASCO Power Technologies, L.P.	9	328	425	753	\$367	\$4,254,000
2009	Bayer CropScience LP	9	128	124	252	\$149	\$733,000
2009	Continental Automotive Systems, Inc.	9	338	368	706	\$346	\$7,274,000
2009	DB Global Technology, Inc.	11	319	584	903	\$724	\$13,685,000
2009	Electrolux Home Products, Inc. I	12	738	912	1,650	\$1,274	\$13,338,000
2009	EMC Corporation	9	397	850	1,247	\$752	\$13,468,000
2009	Innovative Emergency Management, Inc.	12	430	367	797	\$619	\$9,009,000
2009	Loparex LLC	9	128	166	294	\$198	\$1,878,000
2009	Premier, Inc.	9	300	241	541	\$292	\$5,987,000
2009	Siemens Energy, Inc. I	9	226	147	373	\$236	\$2,133,000
2009	Talecris Biotherapeutics, Inc.	12	259	977	1,236	\$715	\$8,187,000
2009	Zenta Mortgage Services, LLC	9	1,002	883	1,885	\$555	\$2,767,000
<b>2009</b>	<b>Total (Grant Term is average)</b>	<b>9.9</b>	<b>4,793</b>	<b>6,278</b>	<b>11,071</b>	<b>\$6,499</b>	<b>\$84,799,000</b>

Grant Year	Project (Grantee)	Grant Years	Direct Jobs	Indirect & induced Jobs	Total Jobs	Total NC GSP impact (\$millions)	Cumulative Net State Revenue
2010	ABB Inc.	9	130	311	441	\$295	\$6,920,000
2010	BAE Systems Shared Services Inc.	9	176	157	333	\$189	\$4,475,000
2010	Brunswick Corporation	12	350	487	837	\$290	\$2,109,000
2010	Caterpillar Inc. (Butterfly)	11	325	1,320	1,645	\$834	\$23,416,000
2010	Caterpillar Inc. (Camo)	11	392	1,125	1,517	\$758	\$13,131,000
2010	Celgard, LLC	11	289	291	580	\$381	\$4,750,000
2010	Citco Fund Services (USA) Inc.	9	258	336	594	\$223	\$2,510,000
2010	Clearwater Paper Corporation	12	250	813	1,063	\$762	\$11,537,000
2010	Cree, Inc. II	10	244	922	1,166	\$762	\$22,714,000
2010	Hewitt Associates LLC (d/b/a Aon Hewitt)	9	463	538	1,001	\$517	\$13,973,000
2010	Husqvarna Professional Products, Inc.	9	160	663	823	\$224	\$3,048,000
2010	IBM Lender Business Process Services, Inc.	10	600	793	1,393	\$731	\$16,140,000
2010	Magna Composites LLC	9	327	424	751	\$175	\$2,930,000
2010	Novartis Vaccines and Diagnostics, Inc.	9	100	125	225	\$141	\$1,300,000
2010	Novo Nordisk Pharmaceutical Industries, Inc.	10	85	145	230	\$117	\$830,000
2010	Plastek Industries, Inc.	9	250	197	447	\$264	\$3,420,000
2010	Siemens Energy, Inc. (Smart Grid)	9	139	173	312	\$156	\$2,500,000
2010	Siemens Energy, Inc. II	12	825	2,784	3,609	\$2,149	\$32,302,000
2010	SPX Corporation	11	180	161	341	\$250	\$4,200,000
2010	TIMCO Aerosystems, LLC	9	275	421	696	\$211	\$3,230,000
<b>2010</b>	<b>Total (Grant Term is average)</b>	<b>9.9</b>	<b>5,818</b>	<b>12,186</b>	<b>18,004</b>	<b>\$9,428</b>	<b>\$175,435,000</b>
2011	American Roller Bearing Company of NC, Inc.	9	231	283	514	\$285	\$3,950,000
2011	AptarGroup, Inc.	9	150	118	268	\$138	\$1,950,000
2011	Avaya, Inc.	8	135	131	266	\$158	\$3,110,000
2011	Capgemini Financial Services USA Inc.	5	550	547	1,097	\$222	\$930,000
2011	Celgard, LLC II	11	250	255	505	\$362	\$6,145,000
2011	Chiquita Brands International, Inc.	11	417	607	1,024	\$826	\$1,660,000
2011	Compass Group USA, Inc.	8	200	314	514	\$197	\$2,680,000
2011	CTL Packaging USA Inc.	10	131	134	265	\$197	\$4,270,000
2011	Eaton Corporation	10	120	184	304	\$120	\$570,000
2011	Electrolux Home Products, Inc. II	12	200	249	449	\$458	\$6,260,000

Grant Year	Project (Grantee)	Grant Years	Direct Jobs	Indirect & induced Jobs	Total Jobs	Total NC GSP impact (\$millions)	Cumulative Net State Revenue
2011	HVM L.L.C.	12	170	267	437	\$419	\$8,530,000
2011	Infinisource Holdings, Inc.	8	162	90	252	\$121	\$2,120,000
2011	Linamar North Carolina, Inc.	9	363	693	1,056	\$530	\$10,150,000
2011	LORD Corporation	8	117	184	301	\$119	\$1,803,000
2011	Mitsubishi Nuclear Energy Systems, Inc.	9	135	159	294	\$156	\$360,000
2011	Pittsburgh Glass Works LLC	10	260	286	546	\$296	\$5,530,000
2011	Red Hat, Inc. I	12	240	554	794	\$749	\$21,110,000
2011	Red Hat, Inc. II	12	300	694	994	\$761	\$19,660,000
2011	Semprius, Inc.	11	256	967	1,223	\$421	\$90,000
2011	Sequenom Center for Molecular Medicine, LLC	9	242	246	488	\$2,110	\$92,600,000
2011	Superior Essex Energy, LLC I	9	116	324	440	\$210	\$2,540,000
2011	Time Warner Entertainment Company, L.P. III	9	225	353	578	\$363	\$8,610,000
<b>2011</b>	<b>Total (Grant Term is average)</b>	<b>9.9</b>	<b>4,970</b>	<b>7,639</b>	<b>12,609</b>	<b>\$9,218</b>	<b>\$204,628,000</b>

### *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 2010 Performance (all Grantees)**

*Note: 2010 is the latest year company results have been certified*

Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Avg. Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Fund	Annual Withholdings
Albaad USA, Inc.	196	0	\$24,665	\$30,548,324	\$143,223	\$0	\$246,320.00
Ally US LLC	231	265	\$214,209	\$10,590,629	\$519,000	\$0	\$3,082,178.00
Altec Industries, Inc.	251	370	\$35,418	\$19,936,317	\$196,152	\$0	\$504,827.00
American Institute of Certified Accountants, Inc.	440	0	\$67,014	\$10,100,000	\$604,000	\$195,390	\$1,649,760.00
ASCO Power Technologies, L.P.	95	211	\$32,141	\$11,575,860	\$50,784	\$0	\$115,949.00
Bayer CropScience LP	35	476	\$101,367	\$0	\$0	\$0	\$170,590.00
Becton Dickinson and Company	178	578	\$73,863	\$25,617,735	\$316,439	\$0	\$713,549.00
Brunswick Corporation	89	279	\$28,765	\$4,671,767	\$10,193	\$104,085	\$17,131.00
Celgard, LLC	78	391	\$53,890	\$0	\$55,676	\$170,636	\$127,473.00
Cellco Partnership d/b/a Verizon Wireless	1375	0	\$41,973	\$39,868,088	\$800,000	\$201,000	\$2,896,423.00
Credit Suisse Securities USA LLC (I)	403	667	\$83,469	\$179,656,000	\$900,000	\$0	\$2,005,510.00
Credit Suisse Securities USA LLC (II)	667	403	\$75,780	\$69,808,731	\$1,255,166	\$0	\$2,563,344.00
Cree, Inc. I	933	1019	\$93,646	\$332,000,259	\$586,170	\$2,305	\$4,552,514.00
DB Global Technology, Inc.	132	0	\$79,157	\$0	\$173,444	\$51,000	\$414,272.00
Fidelity Global Brokerage Group, Inc.	1144	1007	\$76,094	\$74,191,163	\$2,162,599	\$858,617	\$5,211,813.00
GE-Hitachi Nuclear Energy Americas LLC	89	1510	\$153,393	\$0	\$0	\$62,180	\$819,923.00
General Electric Company	200	1399	\$126,053	\$4,464,914	\$650,000	\$0	\$1,527,380.00
GETRAG Corporation	111	370	\$44,615	\$85,168,769	\$0	\$0	\$266,231.00

Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Avg. Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Fund	Annual Withholdings
HCL America, Inc.	126	33	\$72,122	\$1,117,000	\$0	\$14,000	\$316,020.00
Hewitt Associates LLC (d/b/a Aon Hewitt)	257	577	\$41,024	\$0	\$110,490	\$0	\$275,486.00
Honda Aircraft Company, LLC	294	52	\$112,365	\$114,303,338	\$459,000	\$13,867	\$1,710,251.00
Hospira, Inc.	214	2060	\$48,092	\$17,075,434	\$162,000	\$65,770	\$539,375.00
IBM Lender Business Process Services, Inc.	163	95	\$55,165	\$0	\$0	\$0	\$155,782.00
Loparex LLC	69	94	\$104,500	\$6,707,198	\$107,026	\$47,999	\$377,134.00
Mack Trucks, Inc.	266	1454	\$94,434	\$0	\$0	\$126,999	\$1,490,472.00
Maersk Inc.	86	652	\$123,219	\$63,921,534	\$0	\$0	\$698,271.00
Magna Composites LLC	88	360	\$48,628	\$5,639,372	\$34,819	\$0	\$81,927.00
Malt-O-Meal Company	182	0	\$50,429	\$130,927,523	\$85,500	\$0	\$458,727.00
Merck Sharp & Dohme Corp.	450	1262	\$78,075	\$314,156,557	\$381,000	\$0	\$1,635,775.00
NetApp, Inc. I	601	566	\$153,832	\$86,348,754	\$1,113,750	\$266,666	\$4,366,106.00
NetApp, Inc. II	497	670	\$115,501	\$64,066,448	\$0	\$118,000	\$2,420,151.00
Novartis Vaccines & Diagnostics, Inc.	237	0	\$98,016	\$581,125,642	\$419,000	\$216,666	\$1,120,359.00
PCB Piezotronics of North Carolina, Inc.	144	0	\$30,561	\$2,657,217	\$0	\$0	\$215,491.00
Pharmaceutical Research Associates, Inc.	292	45	\$72,252	\$2,638,401	\$0	\$47,142	\$960,296.00
Plastek Industries, Inc.	84	0	\$27,616	\$11,380,867	\$11,582	\$0	\$23,025.00
Polo Ralph Lauren Corporation	253	899	\$36,995	\$34,161,024	\$160,000	\$0	\$438,092.00
Prairie Packaging, Inc.	304	0	\$41,092	\$56,343,505	\$176,000	\$289,070	\$601,637.00
Premier, Inc.	27	748	\$156,109	\$0	\$0	\$0	\$109,964.00
Quintiles Transnational Corp.	490	1196	\$96,002	\$55,779,067	\$1,152,000	\$90,809	\$2,647,974.00
R.H. Donnelley, Inc. (d/b/a Dex One Corp)	198	305	\$146,560	\$8,266,458	\$418,500	\$112,750	\$2,984,390.00
Siemens Energy, Inc. I	48	775	\$97,159	\$20,393,163	\$0	\$224,000	\$140,156.00

Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Avg. Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Fund	Annual Withholdings
Spirit AeroSystems North Carolina, Inc.	162	0	\$66,407	\$263,342,258	\$199,887	\$371,250	\$343,866.00
Stiefel Research Institute, Inc.	160	27	\$133,140	\$30,652,759	\$340,589	\$0	\$1,309,582.00
Stone & Webster Services, LLC	116	780	\$97,384	\$14,218,888	\$0	\$0	\$436,603.00
Sutter Street Manufacturing, Inc.	186	65	\$40,074	\$0	\$0	\$0	\$419,467.00
Sypris Technologies, Inc.	0	207	\$0	\$0	\$0	\$0	\$0.00
Target Corporation	501	0	\$31,596	\$157,746,621	\$413,000	\$150,000	\$829,931.00
Time Warner Entertainment Company, L.P. I	462	651	\$114,591	\$31,300,000	\$460,000	\$263,358	\$3,413,041.00
Time Warner Entertainment Company, L.P. II	251	862	\$78,921	\$5,566,911	\$333,000	\$121,000	\$1,083,212.00
Toshiba America Nuclear Energy Corporation	51	0	\$224,748	\$3,327,616	\$0	\$0	\$736,531.00
TransTech Pharma, Inc.	64	125	\$80,600	\$23,368,047	\$0	\$0	\$309,351.00
Turbomeca Manufacturing, Inc.	97	0	\$56,627	\$52,331,829	\$0	\$2,561	\$349,894.00
Zenta Mortgage Services, LLC	376	263	\$47,906	\$0	\$297,000	\$0	\$705,801.00
Total	14,443	23,768	\$ 78,963	\$ 3,057,061,987	\$15,256,989	\$4,187,120	\$ 60,589,327

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

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

<b>Grant Year</b>	<b>Company Name</b>	<b>Amount to Company</b>	<b>Amount to Utility Fund</b>	<b>Total Disbursement</b>
2003	General Dynamics Armament and Technical Products, Inc.	\$10,572	\$3,524	\$14,096
2003	Qimonda North America Corp	\$109,470	\$36,490	\$145,960
<b>2003</b>	<b>Total</b>	<b>\$120,042</b>	<b>\$40,014</b>	<b>\$160,056</b>
2004	General Dynamics Armament and Technical Products, Inc.	\$450,000	\$150,000	\$600,000
2004	General Electric Company	\$229,518	\$76,506	\$306,024
2004	Goodrich Corporation	\$150,027	\$50,009	\$200,036
2004	Qimonda North America Corp	\$350,489	\$116,830	\$467,319
2004	R.H. Donnelley, Inc. (d/b/a Dex One Corp)	\$300,000	\$100,000	\$400,000
2004	Cellco Partnership d/b/a Verizon Wireless	\$160,000	\$53,333	\$213,333
2004	Cree, Inc. I	\$29,592	\$9,864	\$39,456
2004	Harris Stratex Networks Operating Corporation	\$68,462	\$22,821	\$91,283
2004	Time Warner Entertainment Company, L.P. I	\$125,000	\$41,667	\$166,667
<b>2004</b>	<b>Total</b>	<b>\$1,863,088</b>	<b>\$621,030</b>	<b>\$2,484,118</b>
2005	Albaad USA, Inc.	\$53,781	\$0	\$53,781
2005	General Dynamics Armament and Technical Products, Inc.	\$550,000	\$183,000	\$733,000
2005	General Electric Company	\$589,057	\$196,353	\$785,410
2005	Goodrich Corporation	\$213,616	\$71,205	\$284,821
2005	Qimonda North America Corp	\$489,326	\$163,108	\$652,434
2005	R.H. Donnelley, Inc. (d/b/a Dex One Corp)	\$375,000	\$125,000	\$500,000
2005	Cellco Partnership d/b/a Verizon Wireless	\$680,000	\$226,666	\$906,666
2005	Citicorp Credit Services, Inc.	\$227,827	\$75,942	\$303,769
2005	Cree, Inc. I	\$223,763	\$74,587	\$298,350
2005	GETRAG Corporation	\$16,684	\$5,561	\$22,245
2005	Harris Stratex Networks Operating Corporation	\$160,858	\$53,619	\$214,477
2005	Hospira, Inc.	\$23,250	\$7,750	\$31,000
2005	NetApp, Inc. I	\$236,250	\$78,750	\$315,000



Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2005	Novo Nordisk Pharmaceutical Industries, Inc. I	\$36,750	\$12,250	\$49,000
2005	Time Warner Entertainment Company, L.P. I	\$360,000	\$120,000	\$480,000
2005	Unilin Flooring NC, LLC	\$53,000	\$17,666	\$70,666
2005	ZF Lemforder Corporation	\$3,685	\$1,229	\$4,914
2005	General Electric Company II	\$23,572	\$7,857	\$31,429
<b>2005</b>	<b>Total</b>	<b>\$4,316,419</b>	<b>\$1,420,543</b>	<b>\$5,736,962</b>
2006	Albaad USA, Inc.	\$36,149	\$0	\$36,149
2006	General Dynamics Armament and Technical Products, Inc.	\$620,000	\$207,000	\$827,000
2006	General Electric Company	\$710,000	\$236,666	\$946,666
2006	Goodrich Corporation	\$219,743	\$73,248	\$292,991
2006	R.H. Donnelley, Inc. (d/b/a Dex One Corp)	\$450,000	\$150,000	\$600,000
2006	Altec Industries, Inc.	\$48,000	\$0	\$48,000
2006	Cellco Partnership d/b/a Verizon Wireless	\$800,000	\$266,666	\$1,066,666
2006	Citicorp Credit Services, Inc.	\$343,158	\$114,386	\$457,544
2006	Credit Suisse Securities USA LLC (I)	\$489,800	\$163,266	\$653,066
2006	Cree, Inc. I	\$340,616	\$113,539	\$454,155
2006	Dell Products LP	\$567,000	\$189,000	\$756,000
2006	GETRAG Corporation	\$49,350	\$16,450	\$65,800
2006	Harris Stratex Networks Operating Corporation	\$213,023	\$71,008	\$284,031
2006	Hospira, Inc.	\$56,500	\$18,834	\$75,334
2006	NetApp, Inc. I	\$427,500	\$142,500	\$570,000
2006	Novo Nordisk Pharmaceutical Industries, Inc. I	\$93,000	\$31,000	\$124,000
2006	PCB Piezotronics of North Carolina, Inc.	\$72,000	\$0	\$72,000
2006	Prairie Packaging, Inc.	\$50,000	\$16,666	\$66,666
2006	Sysco Food Services of Raleigh, LLC	\$141,463	\$47,155	\$188,618
2006	Time Warner Entertainment Company, L.P. I	\$414,000	\$138,000	\$552,000
2006	Unilin Flooring NC, LLC	\$97,000	\$32,333	\$129,333
2006	ZF Lemforder Corporation	\$91,149	\$30,383	\$121,532
2006	American Institute of Certified Accountants, Inc.	\$184,781	\$61,593	\$246,374
2006	General Electric Company II	\$167,000	\$56,000	\$223,000
2006	Headway Corporate Resources, Inc.	\$50,175	\$13,375	\$63,550
2006	Maverick Boat Company, Inc.	\$48,204	\$0	\$48,204

Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2006	Maersk Inc.	\$117,447	\$39,149	\$156,596
2006	PGT Industries, Inc.	\$35,689	\$0	\$35,689
2006	RF Micro Devices, Inc.	\$108,143	\$36,047	\$144,190
2006	Stiefel Research Institute, Inc.	\$47,000	\$15,000	\$62,000
<b>2006</b>	<b>Total</b>	<b>\$7,087,890</b>	<b>\$2,279,264</b>	<b>\$9,367,154</b>
2007	Albaad USA, Inc.	\$0	\$0	\$0
2007	General Dynamics Armament and Technical Products, Inc.	\$685,755	\$228,585	\$914,340
2007	General Electric Company	\$650,000	\$216,666	\$866,666
2007	Goodrich Corporation	\$243,842	\$81,281	\$325,123
2007	R.H. Donnelley, Inc. (d/b/a Dex One Corp)	\$450,000	\$150,000	\$600,000
2007	Altec Industries, Inc.	\$77,000	\$0	\$77,000
2007	Cellco Partnership d/b/a Verizon Wireless	\$800,000	\$266,666	\$1,066,666
2007	Citicorp Credit Services, Inc.	\$400,630	\$133,543	\$534,173
2007	Credit Suisse Securities USA LLC (I)	\$855,000	\$285,000	\$1,140,000
2007	Cree, Inc. I	\$439,628	\$146,542	\$586,170
2007	Dell Products LP	\$945,000	\$315,000	\$1,260,000
2007	GETRAG Corporation	\$153,813	\$51,271	\$205,084
2007	Hospira, Inc.	\$0	\$0	\$0
2007	Merck Sharp & Dohme Corp.	\$140,999	\$47,000	\$187,999
2007	NetApp, Inc. I	\$648,750	\$216,250	\$865,000
2007	Novo Nordisk Pharmaceutical Industries, Inc. I	\$0	\$0	\$0
2007	PCB Piezotronics of North Carolina, Inc.	\$97,621	\$0	\$97,621
2007	Prairie Packaging, Inc.	\$86,999	\$29,000	\$115,999
2007	Sysco Food Services of Raleigh, LLC	\$339,750	\$113,250	\$453,000
2007	Time Warner Entertainment Company, L.P. I	\$460,000	\$153,333	\$613,333
2007	Unilin Flooring NC, LLC	\$149,000	\$49,666	\$198,666
2007	ZF Lemforder Corporation	\$120,590	\$40,197	\$160,787
2007	AAR Manufacturing, Inc.	\$110,000	\$0	\$110,000
2007	American Institute of Certified Accountants, Inc.	\$604,000	\$201,000	\$805,000
2007	General Electric Company II	\$221,120	\$77,040	\$298,160
2007	Maverick Boat Company, Inc.	\$82,512	\$0	\$82,512
2007	Carolina Classifieds.Com LLC	\$0	\$0	\$0

Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2007	Chris-Craft Corporation	\$54,212	\$0	\$54,212
2007	Fidelity Global Brokerage Group, Inc.	\$2,527,057	\$842,352	\$3,369,409
2007	Indian Motorcycle Company	\$62,870	\$0	\$62,870
2007	Maersk Inc.	\$280,000	\$93,000	\$373,000
2007	Newell Rubbermaid Inc.	\$299,908	\$99,969	\$399,877
2007	PGT Industries, Inc.	\$0	\$0	\$0
2007	RF Micro Devices, Inc.	\$319,000	\$107,000	\$426,000
2007	Stiefel Research Institute, Inc.	\$248,000	\$82,000	\$330,000
2007	Volvo Construction Equipment, NA	\$69,247	\$23,082	\$92,329
2007	Brunswick Corporation	\$83,524	\$27,841	\$111,365
2007	Force Protection Industries, Inc.	\$0	\$0	\$0
2007	ITG Automotive Safety Textiles, LLC	\$13,890	\$0	\$13,890
<b>2007</b>	<b>Total</b>	<b>\$12,719,717</b>	<b>\$4,076,534</b>	<b>\$16,796,251</b>
2008	Albaad USA, Inc.	\$0	\$0	\$0
2008	General Electric Company	\$650,000	\$216,666	\$866,666
2008	Goodrich Corporation	\$241,314	\$80,438	\$321,752
2008	R.H. Donnelley, Inc. (d/b/a Dex One Corp)	\$450,000	\$150,000	\$600,000
2008	Altec Industries, Inc.	\$126,000	\$0	\$126,000
2008	Cellco Partnership d/b/a Verizon Wireless	\$800,000	\$266,666	\$1,066,666
2008	Citicorp Credit Services, Inc.	\$322,876	\$107,625	\$430,501
2008	Credit Suisse Securities USA LLC (I)	\$855,000	\$285,000	\$1,140,000
2008	Cree, Inc. I	\$538,639	\$179,546	\$718,185
2008	Dell Products LP	\$0	\$357,126	\$357,126
2008	GETRAG Corporation	\$177,826	\$59,275	\$237,101
2008	Hospira, Inc.	\$162,000	\$54,000	\$216,000
2008	Merck Sharp & Dohme Corp.	\$185,000	\$61,666	\$246,666
2008	NetApp, Inc. I	\$881,250	\$293,750	\$1,175,000
2008	Novo Nordisk Pharmaceutical Industries, Inc. I	\$0	\$0	\$0
2008	PCB Piezotronics of North Carolina, Inc.	\$93,436	\$0	\$93,436
2008	Prairie Packaging, Inc.	\$116,000	\$38,666	\$154,666
2008	Sysco Food Services of Raleigh, LLC	\$363,156	\$121,052	\$484,208
2008	Time Warner Entertainment Company, L.P. I	\$460,000	\$153,333	\$613,333
2008	Unilin Flooring NC, LLC	\$174,720	\$58,240	\$232,960

Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2008	AAR Manufacturing, Inc.	\$200,000	\$0	\$200,000
2008	American Institute of Certified Accountants, Inc.	\$604,000	\$201,000	\$805,000
2008	Carolina Classifieds.Com LLC	\$0	\$0	\$0
2008	Credit Suisse Securities USA LLC (II)	\$798,797	\$266,265	\$1,065,062
2008	Fidelity Global Brokerage Group, Inc.	\$3,559,403	\$1,186,467	\$4,745,870
2008	Indian Motorcycle Company	\$0	\$0	\$0
2008	Maersk Inc.	\$308,000	\$103,000	\$411,000
2008	Newell Rubbermaid Inc.	\$522,000	\$174,000	\$696,000
2008	Novartis Vaccines & Diagnostics, Inc.	\$192,000	\$64,000	\$256,000
2008	PGT Industries, Inc.	\$0	\$0	\$0
2008	Polo Ralph Lauren Corporation	\$140,000	\$46,000	\$186,000
2008	Quintiles Transnational Corp.	\$299,000	\$100,000	\$399,000
2008	RF Micro Devices, Inc.	\$0	\$0	\$0
2008	Stiefel Research Institute, Inc.	\$251,550	\$83,850	\$335,400
2008	Arneg LLC	\$0	\$0	\$0
2008	Honda Aero, Inc.	\$63,000	\$11,000	\$74,000
2008	Honda Aircraft Company, LLC	\$77,000	\$25,000	\$102,000
2008	INC Research, Inc.	\$0	\$0	\$0
2008	ITG Automotive Safety Textiles, LLC	\$0	\$0	\$0
2008	NetApp, Inc. II	\$572,364	\$190,788	\$763,152
2008	Pharmaceutical Research Associates, Inc.	\$0	\$0	\$0
2008	PRC Industries, Inc.	\$0	\$0	\$0
2008	RF Micro Devices, Inc.	\$0	\$0	\$0
2008	Stone & Webster Services, LLC	\$208,500	\$69,500	\$278,000
2008	TransTech Pharma, Inc.	\$41,796	\$13,932	\$55,728
2008	Turbomeca Manufacturing, Inc.	\$77,589	\$25,863	\$103,452
2008	GE-Hitachi Nuclear Energy Americas LLC	\$199,993	\$66,664	\$266,657
2008	IBM Lender Business Process Services, Inc.	\$0	\$0	\$0
2008	Tessera NA Inc	\$23,832	\$7,944	\$31,776
<b>2008</b>	<b>Total</b>	<b>\$14,736,041</b>	<b>\$5,118,322</b>	<b>\$19,854,363</b>
2009	Albaad USA, Inc.	\$109,673	\$0	\$109,673
2009	General Electric Company	\$650,000	\$216,666	\$866,666
2009	Goodrich Corporation	\$272,426	\$90,809	\$363,235

Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2009	R.H. Donnelley, Inc. (d/b/a Dex One Corp)	\$450,000	\$150,000	\$600,000
2009	Altec Industries, Inc.	\$148,192	\$0	\$148,192
2009	Cellco Partnership d/b/a Verizon Wireless	\$800,000	\$266,666	\$1,066,666
2009	Citicorp Credit Services, Inc.	\$0	\$0	\$0
2009	Credit Suisse Securities USA LLC (I)	\$867,209	\$289,070	\$1,156,279
2009	Cree, Inc. I	\$586,170	\$195,390	\$781,560
2009	GETRAG Corporation	\$0	\$0	\$0
2009	Hospira, Inc.	\$141,426	\$47,142	\$188,568
2009	Merck Sharp & Dohme Corp.	\$381,000	\$126,999	\$507,999
2009	NetApp, Inc. I	\$1,113,750	\$371,250	\$1,485,000
2009	Novo Nordisk Pharmaceutical Industries, Inc. I	\$0	\$0	\$0
2009	PCB Piezotronics of North Carolina, Inc.	\$0	\$0	\$0
2009	Prairie Packaging, Inc.	\$144,000	\$47,999	\$191,999
2009	Sysco Food Services of Raleigh, LLC	\$0	\$0	\$0
2009	Time Warner Entertainment Company, L.P. I	\$460,000	\$153,333	\$613,333
2009	Unilin Flooring NC, LLC	\$0	\$0	\$0
2009	AAR Manufacturing, Inc.	\$293,455	\$0	\$293,455
2009	American Institute of Certified Accountants, Inc.	\$604,000	\$201,000	\$805,000
2009	Target Corporation	\$397,000	\$0	\$397,000
2009	Carolina Classifieds.Com LLC	\$0	\$0	\$0
2009	Credit Suisse Securities USA LLC (II)	\$790,074	\$263,358	\$1,053,432
2009	Fidelity Global Brokerage Group, Inc.	\$2,575,851	\$858,617	\$3,434,468
2009	Maersk Inc.	\$186,539	\$62,180	\$248,719
2009	Malt-O-Meal Company	\$42,000	\$14,000	\$56,000
2009	Newell Rubbermaid Inc.	\$0	\$0	\$0
2009	Novartis Vaccines & Diagnostics, Inc.	\$362,000	\$121,000	\$483,000
2009	Polo Ralph Lauren Corporation	\$154,000	\$51,000	\$205,000
2009	Quintiles Transnational Corp.	\$671,000	\$224,000	\$895,000
2009	Stiefel Research Institute, Inc.	\$312,254	\$104,085	\$416,339
2009	Arneg LLC	\$0	\$0	\$0
2009	Honda Aero, Inc.	\$78,578	\$13,867	\$92,445
2009	Honda Aircraft Company, LLC	\$355,000	\$118,000	\$473,000
2009	INC Research, Inc.	\$0	\$0	\$0

Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2009	NetApp, Inc. II	\$0	\$0	\$0
2009	Pharmaceutical Research Associates, Inc.	\$0	\$0	\$0
2009	PRC Industries, Inc.	\$0	\$0	\$0
2009	Stone & Webster Services, LLC	\$511,906	\$170,636	\$682,542
2009	TransTech Pharma, Inc.	\$0	\$0	\$0
2009	Turbomeca Manufacturing, Inc.	\$0	\$0	\$0
2009	Becton Dickinson and Company	\$239,169	\$65,770	\$304,939
2009	Fountain Power Boats, Inc.	\$0	\$0	\$0
2009	GE-Hitachi Nuclear Energy Americas LLC	\$0	\$0	\$0
2009	HCL America, Inc.	\$0	\$0	\$0
2009	IBM Lender Business Process Services, Inc.	\$0	\$0	\$0
2009	Mack Trucks, Inc.	\$0	\$0	\$0
2009	Siemens Medical Solutions USA, Inc.	\$0	\$0	\$0
2009	Sutter Street Manufacturing, Inc.	\$0	\$0	\$0
2009	Tessera NA Inc	\$0	\$0	\$0
2009	Time Warner Entertainment Company, L.P. II	\$156,392	\$52,130	\$208,522
2009	Ally US LLC	\$338,250	\$112,750	\$451,000
2009	ASCO Power Technologies, L.P.	\$13,061	\$2,305	\$15,366
2009	Bayer CropScience LP	\$0	\$0	\$0
2009	DRS Technical Services, Inc.	\$0	\$0	\$0
2009	LS Tractor USA, LLC	\$14,511	\$2,561	\$17,072
2009	Siemens Energy, Inc. I	\$0	\$0	\$0
2009	Toshiba America Nuclear Energy Corporation	\$0	\$0	\$0
<b>2009</b>	<b>Total</b>	<b>\$14,218,886</b>	<b>\$4,392,583</b>	<b>\$18,611,469</b>
2010	Albaad USA, Inc.	\$143,223	\$0	\$143,223
2010	General Electric Company	\$650,000	\$216,666	\$866,666
2010	R.H. Donnelley, Inc. (d/b/a Dex One Corp)	\$418,500	\$139,500	\$558,000
2010	Altec Industries, Inc.	\$196,152	\$0	\$196,152
2010	Cellco Partnership d/b/a Verizon Wireless	\$800,000	\$266,666	\$1,066,666
2010	Credit Suisse Securities USA LLC (I)	\$900,000	\$300,000	\$1,200,000
2010	Cree, Inc. I	\$586,170	\$195,390	\$781,560
2010	GETRAG Corporation	\$0	\$0	\$0
2010	Hospira, Inc.	\$162,000	\$54,000	\$216,000

Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2010	Merck Sharp & Dohme Corp.	\$381,000	\$126,999	\$507,999
2010	NetApp, Inc. I	\$1,113,750	\$371,250	\$1,485,000
2010	PCB Piezotronics of North Carolina, Inc.	\$0	\$0	\$0
2010	Prairie Packaging, Inc.	\$176,000	\$58,666	\$234,666
2010	Time Warner Entertainment Company, L.P. I	\$460,000	\$153,333	\$613,333
2010	American Institute of Certified Accountants, Inc.	\$604,000	\$201,000	\$805,000
2010	Target Corporation	\$413,000	\$0	\$413,000
2010	Credit Suisse Securities USA LLC (II)	\$1,255,166	\$418,389	\$1,673,555
2010	Fidelity Global Brokerage Group, Inc.	\$2,162,599	\$720,866	\$2,883,465
2010	Maersk Inc.	\$0	\$0	\$0
2010	Malt-O-Meal Company	\$85,500	\$28,500	\$114,000
2010	Novartis Vaccines & Diagnostics, Inc.	\$419,000	\$140,000	\$559,000
2010	Polo Ralph Lauren Corporation	\$160,000	\$54,000	\$214,000
2010	Quintiles Transnational Corp.	\$1,152,000	\$384,000	\$1,536,000
2010	Stiefel Research Institute, Inc.	\$340,589	\$113,530	\$454,119
2010	Honda Aircraft Company, LLC	\$459,000	\$153,000	\$612,000
2010	NetApp, Inc. II	\$0	\$0	\$0
2010	Pharmaceutical Research Associates, Inc.	\$0	\$0	\$0
2010	Stone & Webster Services, LLC	\$0	\$0	\$0
2010	TransTech Pharma, Inc.	\$0	\$0	\$0
2010	Turbomeca Manufacturing, Inc.	\$0	\$0	\$0
2010	Becton Dickinson and Company	\$316,439	\$54,485	\$370,924
2010	GE-Hitachi Nuclear Energy Americas LLC	\$0	\$0	\$0
2010	HCL America, Inc.	\$0	\$0	\$0
2010	Mack Trucks, Inc.	\$0	\$0	\$0
2010	Spirit AeroSystems North Carolina, Inc.	\$199,887	\$0	\$199,887
2010	Sutter Street Manufacturing, Inc.	\$0	\$0	\$0
2010	Sypris Technologies, Inc.	\$0	\$0	\$0
2010	Time Warner Entertainment Company, L.P. II	\$333,000	\$111,000	\$444,000
2010	Ally US LLC	\$519,000	\$173,000	\$692,000
2010	ASCO Power Technologies, L.P.	\$50,784	\$8,962	\$59,746
2010	Bayer CropScience LP	\$0	\$0	\$0
2010	DB Global Technology, Inc.	\$173,444	\$57,815	\$231,259

<b>Grant Year</b>	<b>Company Name</b>	<b>Amount to Company</b>	<b>Amount to Utility Fund</b>	<b>Total Disbursement</b>
2010	Loparex LLC	\$107,026	\$31,477	\$138,503
2010	Premier, Inc.	\$0	\$0	\$0
2010	Siemens Energy, Inc. I	\$0	\$0	\$0
2010	Toshiba America Nuclear Energy Corporation	\$0	\$0	\$0
2010	Zenta Mortgage Services, LLC	\$297,000	\$99,000	\$396,000
2010	Brunswick Corporation	\$10,193	\$1,799	\$11,992
2010	Celgard, LLC	\$55,676	\$18,559	\$74,235
2010	Hewitt Associates LLC (d/b/a Aon Hewitt)	\$110,490	\$36,830	\$147,320
2010	IBM Lender Business Process Services, Inc.	\$0	\$0	\$0
2010	Magna Composites LLC	\$34,819	\$6,145	\$40,964
2010	Plastek Industries, Inc.	\$11,582	\$0	\$11,582
<b>2010</b>	<b>Total</b>	<b>\$15,256,989</b>	<b>\$4,694,827</b>	<b>\$19,951,816</b>



**Attachment E: Withdrawn/Terminated Projects**

<b>Status</b>	<b>Date Withdrawn/Terminated</b>	<b>Company Name</b>
Withdrawn	5/2006	Andrew Corporation
Withdrawn	9/2008	Reliance Industries USA, Inc.
Withdrawn	1/2007	Smiths Aerospace Components, Inc.
Withdrawn	8/2005	Superior Essex, Inc.
Withdrawn	12/4/2008	Google Inc.
Terminated	4/6/2009	Brunswick Corporation
Terminated	3/18/2010	BSH Home Appliances Corporation
Terminated	1/13/2011	Carolina Classifieds.Com LLC
Terminated	12/4/2008	Chris-Craft Corporation
Terminated	8/12/2010	Citicorp Credit Services, Inc.
Terminated	2/25/2010	Dell Products LP
Terminated	3/10/2011	DRS Technical Services, Inc.
Terminated	3/31/2010	Force Protection Industries, Inc.
Terminated	2/25/2010	Fountain Power Boats, Inc.
Terminated	2/1/2012	GE-Hitachi Nuclear Energy Americas LLC
Terminated	3/31/2010	General Dynamics Armament and Technical Products, Inc.
Terminated	5/13/2010	General Electric Company II
Terminated	10/16/2011	GETRAG Corporation
Terminated	10/14/2010	Goodrich Corporation
Terminated	6/20/2009	Harris Stratex Networks Operating Corporation
Terminated	3/31/2010	Headway Corporate Resources, Inc.
Terminated	12/29/2009	Hewitt Associates, LLC
Terminated	4/8/2010	IBM Lender Business Process Services, Inc.
Terminated	3/10/2011	INC Research, Inc.
Terminated	10/14/2010	Indian Motorcycle Company
Terminated	2/25/2010	ITG Automotive Safety Textiles, LLC
Terminated	11/15/2007	Lenovo (United States) Inc.
Terminated	6/14/2010	Lotus Engineering Inc.
Terminated	3/23/2011	LS Tractor USA, LLC

Status	Date Withdrawn/Terminated	Company Name
Terminated	1/12/2012	Mack Trucks, Inc.
Terminated	1/12/2012	Maersk Inc.
Terminated	11/5/2010	Maverick Boat Company, Inc.
Terminated	5/13/2010	MeadWestvaco Corporation
Terminated	2/28/2012	Merchant Distributors, Inc
Terminated	1/27/2012	Newell Rubbermaid Inc.
Terminated	8/12/2010	Novo Nordisk Pharmaceutical Industries, Inc. I
Terminated	5/13/2010	PGT Industries, Inc.
Terminated	5/13/2010	PRC Industries, Inc.
Terminated	3/13/2008	Qimonda North America Corp
Terminated	3/31/2010	RF Micro Devices, Inc.
Terminated	12/9/2010	RF Micro Devices, Inc.
Terminated	4/10/2008	Skybus Airlines, Inc.
Terminated	1/23/2008	SmithKline Beecham Corporation D/B/A GlaxoSmithKline
Terminated	3/10/2011	Sysco Food Services of Raleigh, LLC
Terminated	3/10/2011	Tessera NA Inc
Terminated	3/23/2012	Toshiba America Nuclear Energy Corporation
Terminated	6/9/2011	Unilin Flooring NC, LLC
Terminated	2/25/2010	Volvo Construction Equipment, NA
Terminated	6/10/2010	ZF Lemforder Corporation