

**NORTH CAROLINA DEPARTMENT OF COMMERCE**

# **Job Development Investment Grant**

---

**2016 Annual Report**

Submitted on behalf of the Economic Investment Committee

## Table of Contents

I.	Introduction.....	3
II.	JDIG Program Summary.....	3
	Program Process: From Application to Award.....	4
III.	JDIG Applicants and Grantees for CY 2016 .....	6
	Tier.....	6
	Performance Minimums.....	7
	Estimated Economic Impact .....	8
	JDIG Grant Offers Not Accepted .....	9
IV.	General Description of Calendar Year 2016 Grantees .....	10
V.	JDIG Grantee Performance.....	12
	Distribution of Grants .....	12
	Environmental Impact.....	16
VI.	Grantee Profiles for Calendar Year 2016.....	16
	JDIG Grants .....	16
	Utility Account Awards .....	22
VII.	Conclusion .....	255
Attachment A1	Maximum Annual State Liability under JDIG Awards Made in CY 2016	
Attachment A2	Maximum Annual Grant Amount Payable to CY 2016 Grantees	
Attachment A3	Maximum Annual Grant Amount Payable to Utility Account under JDIG Awards Made in CY 2016	
Attachment B	Estimated Lifetime Fiscal and Economic Impacts for Grants awarded in CY 2003-2016	
Attachment C	Certified JDIG Grantee Report Findings for Payments Made in CY 2016	
Attachment D	Withdrawn / Terminated Grants	

## I. Introduction

This report describes CY 2015 performance by existing grantees and CY 2016 new grants under the **Job Development Investment Grant** (“JDIG”) program, pursuant to North Carolina General Statute (“G.S.”) §143B-437.55(c). Information presented includes the number of JDIG applications submitted, a listing of grants awarded and accepted; the results of the Walden cost/benefit analysis (in terms of net state revenue and impact on state gross domestic product); a description of each project awarded a grant in 2016; the term of each grant; the percentage of withholdings used to determine the amount of each grant; job creation, investment, and average annual wage targets; the state’s maximum annual liability under the grants, amounts disbursed to-date under outstanding grants (to companies and to the Utility Account), company performance results under the grants, and eligible withholdings received from grantees.

## II. JDIG Program Summary

The JDIG program, adopted by the General Assembly in the 2001-2002 session, became effective January 2003 and is currently scheduled to sunset on January 1, 2019 (G.S. §143B-437.62). It is a performance-based economic development incentive program that provides annual grant disbursements for a period of up to 12 years, to new and expanding businesses based on a percentage of withholding taxes paid by new employees during each calendar year of a grant. This percentage ranges from 10% to 75% (80% for awards after October 1, 2015 in Tier 1 counties). Grants are made to qualifying companies by the North Carolina Economic Investment Committee (the “EIC”), subject to caps set by the General Assembly on future grant year liability. The EIC consists of five members: the Secretary of Commerce, the Secretary of Revenue, the State Budget Director, and one appointee by each house of the legislature. When deciding whether to award a grant and the appropriate amount and term of a grant, the EIC considers both economic and fiscal impacts. It conducts an extensive review and analysis of applications submitted by proposed grantees, considering factors enumerated in the JDIG statute and the Criteria for Operation and Implementation of Job Development Investment Grant Program (“Criteria”), adopted pursuant to G. S. §143B-437.52 and 54(d), which govern program administration. The EIC determines how a proposed project benefits the state, and, in particular, whether the fiscal benefits of the project, as measured by estimated tax revenues to the state, outweigh the total General Fund incentive costs to the state. The analysis of state revenue impacts is conducted using an economic model developed by Dr. Michael Walden of North Carolina State University, which has been updated since the first version in 2002.<sup>1</sup> Based on industry data, accepted economic impact modeling techniques, and information in JDIG applications, the model estimates income and employment effects (direct, indirect, and induced), calculates expected effects on state expenditures and revenues, and the likely net effect on revenue to the state’s General Fund. The Walden model includes all state incentives expected to be provided from the General Fund, known at the time of application, in its calculation of net state fiscal cost.

---

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

The statutory cap on the number of awards the EIC can make was eliminated in July 2012 (prior to that the number was capped at 25); however, the total future annual liability for all grants awarded in any single calendar year is capped at \$20 million a year. For years when a grant for a high-yield project is awarded, where a private business invests at least \$500 million and creates at least 1,750 jobs, the cap is increased to \$35 million. Regardless of the stated liabilities under grants awarded, many companies' performance does not result in eligibility for the full annual amount possible under their respective agreements. The maximum payments for grants awarded during CY 2003-2016 will be less than the maximum theoretically possible. For example, payments were made for 82% of total liability for grantees with certified performance for CY 2015 (not counting terminated or withdrawn grantees).<sup>2</sup> Each grant agreement specifies the maximum amount for which a company is eligible in each of its grant years. The state's maximum annual liability for grants made in 2016 is included in Attachment A1, with the maximum liability to the grantee in Attachment A2, and the maximum liability to the Utility Account in Attachment A3. The Utility Account receives 25% of the value of every grant payment earned by companies for projects located in Tier 3 counties and 10% of the value of every grant payment earned by companies for projects located in Tier 2 counties. House Bill 117 changed the tier 2 county percentage from 15% to 10% as of October 1, 2016. Funds in the Utility Account are 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 described in G.S. 143B-437.53. Project Managers at the Economic Development Partnership of North Carolina ("EDPNC") work with an eligible business that is a good candidate for a JDIG award and recommend the project to Department of Commerce ("Commerce") senior staff for consideration. In the fall of 2013, the EIC adopted a pricing model that sets the preliminary JDIG offer based on a prospective grantee's location, job count, average salary, investment, and industry. If a potential project's parameters fall outside of the guidelines specified by the pricing model, the project may not move forward without specific approval by the EIC to deviate from the pricing model. Projects whose parameters fall within the model's guidelines do not require preliminary EIC approval before receiving a proposal and beginning the application process. EDPNC Project Managers help the company understand the benefits and advantages of a North Carolina location compared to other states the company is considering for the project. Once the company is ready to proceed with an application, Commerce Finance staff informs the company of program requirements and begins the data collection process. The company then submits a draft application for review by Commerce staff, who works with the company to complete an accurate final application. During the application process, the company is required to submit the following:

- CPA-prepared financial statements
- Employment profile & average annual wage for the proposed project
- Information on company's existing North Carolina jobs and activity

---

<sup>2</sup> Note that this calculation considers both payments to companies and to the Utility Account. Additionally, several companies who participated in the program in 2015 and filed reports have not yet been paid and/or have not yet received the required certifications of their annual performance reports; neither liability based on their grants nor possible payments to them are included in this calculation.

- Worker benefits, including health insurance and training
- Investment schedule
- Project description
- Information on the competitive nature of the project
- Information on corporate governance
- Company organization and activity information
- Application fee of \$10,000 (application fees were raised from \$5,000 in 2013)

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

The JDIG statute requires the EIC to find, based on the modeled estimates, that a proposed JDIG project's benefits to the state outweigh its costs to the state. The Walden Model measures this by estimating tax revenues. The EIC seeks to identify and select projects that are the most beneficial to the state after considering a number of different evaluation factors. Project application materials and the results of staff analysis are provided to the EIC and considered in one or more closed sessions. The EIC then chooses whether to propose terms it considers appropriate for a given project, and a term sheet is provided to the company. The term sheet outlines the structure and proposed terms of the grant and the conditions necessary to fulfill the grant requirements. If the company accepts the terms in writing and commits to locate the project in North Carolina, subject to the award of the grant, an open meeting is held by the EIC to award the grant, and a Community Economic Development Agreement ("CEDA") is executed. Grantees are required to submit performance reports by March 1<sup>st</sup> of each year following the end of a calendar year during the grant term, along with a reporting fee of the greater of \$2,500 or 0.03% of an amount equal to the grant less the maximum amount to be transferred to the Utility Account.<sup>3</sup> These reports allow Commerce and the EIC to assess grant performance and eligibility for disbursement. The actual disbursement amount for which the company is eligible is determined from Commerce's analysis of the annual performance reports. The Department of Revenue certifies the company's reported withholdings and the absence of overdue tax debts. All disbursements must be approved by the EIC before actual payment.

---

<sup>3</sup> The fee was changed from \$1,500 as of August 1<sup>st</sup>, 2013.

### III. JDIG Applicants and Grantees for CY 2016

During CY 2016, the EIC awarded 17 grants.<sup>4</sup> Two grants were awarded that were not accepted by the grantees PayPal, Inc. and Dollar Express Stores LLC. These two grants are noted with asterisks in the tables below. Table 1 lists the details for each grant award. Roman numerals following the grantee name indicate the number of JDIG grants received by the grantee since the program's inception.

#### *Tier*

Of the CY 2016 grants, two were awarded to projects locating in a tier 1 county, four were awarded to projects locating in a tier 2 county, and eleven grants went to companies locating in a tier 3 county. Not including the two grantees that did not accept their grant, these companies could contribute a maximum amount of approximately \$14.6 million to the Utility Account over the life of the grants. The funds in the Utility Account are to be used in tier 1 and 2 counties as more fully set forth below in the "Distribution of Grants" section on p 12.

**Table 1. CY 2016 Grantee Terms and Award Amounts**

Grantee Name	County	Tier	Number of Grant Years	1st Year of Eligibility	Withholding	Amount to Company	Amount to Utility Acct	Total Award Liability
INC Research, LLC II	Wake	3	8	2018	75%	\$8,406,750	\$2,802,250	\$11,209,000
Citrix Systems, Inc. II	Wake	3	10	2017	68%	\$5,780,250	\$1,926,750	\$7,707,000
Relias Learning LLC	Wake	3	12	2016	37%	\$5,363,250	\$1,787,750	\$7,151,000
Avadim Technologies Inc.	Buncombe	3	12	2017	50%	\$4,902,000	\$1,634,000	\$6,536,000
LendingTree, LLC	Mecklenburg	3	12	2017	47%	\$4,885,500	\$1,628,500	\$6,514,000
GF Linamar LLC	Henderson	3	12	2017	75%	\$4,257,000	\$1,419,000	\$5,676,000
Aurobindo Pharma USA Inc.	Durham	3	12	2017	54%	\$3,804,750	\$1,268,250	\$5,073,000
CSX Intermodal Terminals, Inc.	Edgecombe	1	12	2020	80%	\$4,310,000	\$0	\$4,310,000
PayPal, Inc. *	Mecklenburg	3	12	2017	34%	\$2,797,500	\$932,500	\$3,730,000
JELD-WEN, Inc. II	Mecklenburg	3	12	2017	41%	\$2,441,250	\$813,750	\$3,255,000
Everest Textile USA, LLC	Rutherford	1	12	2017	50%	\$3,008,000	\$0	\$3,008,000
Corning Optical Communications LLC (Cable)	Catawba, Forsyth	2, 3	12	2017	42%	\$1,929,000	\$643,000	\$2,572,000
PrescientCo Inc.	Alamance	2	12	2017	42%	\$1,964,700	\$218,300	\$2,183,000
GKN Driveline Newton, LLC II	Catawba	2	12	2017	50%	\$1,587,600	\$176,400	\$1,764,000
GKN Driveline North America, Inc. III	Person, Alamance, Lee	2	12	2017	50%	\$1,539,000	\$171,000	\$1,710,000
Dollar Express Stores LLC *	Mecklenburg	3	12	2016	32%	\$1,225,500	\$408,500	\$1,634,000
K-Flex USA L.L.C.	Franklin	2	12	2017	50%	\$1,134,900	\$126,100	\$1,261,000
<b>Total *</b>						<b>\$55,313,950</b>	<b>\$14,615,050</b>	<b>\$69,929,000</b>

<sup>4</sup> It should be noted that EDPNC Project Managers interact with many more business prospects, but only those businesses that are likely to be good candidates for a grant award are encouraged to apply, as the \$10,000 application fee is non-refundable. If not a good candidate, developers work with companies to find other assistance to support locating their project in the state. Sixteen applications were received in 2016. One project was awarded in 2016, but submitted their application in 2015. A total of 17 grants were awarded in 2016. Two of the grantees did not accept their grant award and are not included in the totals on Table 1 and 2.

In CY 2016, one of the 15 active JDIG grantees' first grant year is 2016. Of the remaining grantees, 12 will seek their first payment for performance in calendar year 2017 one grantee will seek their first payment for performance in calendar 2018 and 1 for 2020. Maximum state liability for grants awarded in 2016 is approximately \$70 million (over the entire grant period for all grants), without including the two grants that did not accept their award. The total consists of \$55.3 million for companies, and \$14.6 million for the Utility Account.

### ***Performance Minimums***

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

Active CY 2016 grantees, without including the two grants that did not accept their award, are expected to create 4,687 direct jobs and are required to retain 8,735 jobs over their grant terms. Grantees are also anticipated to invest \$815,555,469 million in buildings and fixtures, infrastructure, or machinery and equipment and other tangible personal property at the project site. Table 2 outlines the target number of jobs, jobs to be retained, target average annual wage, and investment for each 2016 grantee.<sup>5</sup> Anticipated job effects are reported at full employment for each project. A company's annual compliance is measured using a weighted average of a company's compliance with job creation, average wages, and investment minimums.<sup>6</sup>

---

<sup>5</sup> The target numbers are based on the company's projections in its application. "Target average annual wage" is typically based on the lowest cumulative average wage the company expects to pay during a project's base period. As noted later in the text, the EIC often reduces these numbers by 10% to establish the minimum performance level required for a grantee to maintain compliance. \* Grantees that did not accept their award and are not included in the total amounts.

<sup>6</sup> For companies that have a target investment less than \$5,000,000, there is no investment requirement as part of a grant award.

**Table 2: CY 2016 Grantee Jobs, Wages and Investment**

Grantee Name	Target Jobs	Jobs to be Retained	Target Average Annual Wage	Target Investment
Everest Textile USA, LLC	610	0	\$25,779	\$18,500,000
Avadim Technologies Inc.	551	57	\$50,816	\$20,400,000
INC Research, LLC II	550	1383	\$83,248	\$42,200,000
Relias Learning LLC	470	293	\$84,228	\$4,500,000
Citrix Systems, Inc. II	400	821	\$73,325	\$5,000,000
PayPay, Inc. *	400	0	\$50,929	\$3,622,106
GF Linamar LLC	350	0	\$47,738	\$122,217,623
LendingTree, LLC	314	295	\$81,857	\$46,908,421
Aurobindo Pharma USA Inc.	275	14	\$62,036	\$31,700,000
JELD-WEN, Inc. II	206	172	\$75,000	\$38,000,000
Corning Optical Communications LLC (Cable)	205	1243	\$58,151	\$83,475,000
PrescientCo Inc.	205	2	\$46,544	\$18,854,425
GKN Driveline North America, Inc. III	159	1894	\$43,161	\$67,800,000
CSX Intermodal Terminals, Inc.	149	876	\$64,047	\$160,000,000
GKN Driveline Newton, LLC II	143	1483	\$45,860	\$111,000,000
Dollar Express Stores LLC *	101	30	\$96,248	\$11,775,000
K-Flex USA L.L.C.	100	202	\$49,100	\$45,000,000
<b>Total *</b>	<b>4,687</b>	<b>8,735</b>	<b>\$60,313</b>	<b>\$815,555,469</b>

Attachment B provides historical and CY 2016 direct job creation requirements (specifically, the number of jobs to be created when the project has completed its job ramp up period, known as the “base period”). Grantees that have withdrawn or terminated from the program are not included in Attachment B. The minimum required job creation in order to avoid default is typically 90% of the target number of direct jobs, allowing flexibility for fluctuations and attrition, although sometimes the minimum is set at 95% or 100%, usually if projected job numbers or wages are relatively low. Typically, there is a lag between the time an award is made and the actual commencement of new project operations and hiring of permanent staff on which the grant is based. Many projects invest substantial time and money in construction, plant renovation, and equipment. As a result, many JDIG grantees do not create many positions in the year in which they are awarded a grant, and sometimes not for several years.

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

The 4,687 new direct jobs associated with active CY 2016 projects, without including the two grants that did not accept their award, affect other sectors by increasing demand for goods and services by businesses and households. These indirect and induced (multiplier) effects are estimated to add 8,775 jobs, for a total estimated employment impact of 13,462 jobs. State Gross Domestic Product is expected to increase by more than \$13 billion over the life of active CY 2016 grants. The projects are expected to provide a net fiscal benefit to the state of approximately \$307



million during their grant terms. A complete listing of estimated economic impacts for all active and “closed” JDIG projects is presented in Attachment B.<sup>7</sup>

**Table 3. Comparison of CY 2016 Grantees to CY 2015 Grantees**

JDIG Grantees	Total Grant Award Liability	Expected Jobs	Jobs Retained	Expected Investment	Indirect and Induced Jobs	Total Jobs	Estimated NC GDP Impact (millions)	Estimated Net State Revenue Impact (millions)
Total CY 2015	\$96,536,750	4,788	10,006	\$1,527,091,075	13,363	18,151	\$15,995	\$354
Total CY 2016 *	\$69,929,000	4,687	8,735	\$815,555,469	8,775	13,462	\$13,312	\$307
Percentage Change:	-28%	-2%	-13%	-47%	-34%	-26%	-17%	-13%

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

EDPNC Project Managers interact with many business prospects, but only those businesses that are likely to be good candidates for a grant award are encouraged to apply, as the \$10,000 application fee is non-refundable. If the project is not a good JDIG candidate, developers work with companies to find other assistance to support locating their project in the state. In total, 16 JDIG applications were received in 2016 and 17 grants were awarded. One project was awarded in 2016, but submitted their application in 2015. Two of the 2016 grantees did not accept their award. There were thirty-four additional projects in CY 2016 that were estimated for a JDIG award, but were ultimately not accepted by the company. The total proposed JDIG funding for these projects was estimated at \$231 million. A summary of this information by tier is presented in Table 4.

**Table 4. CY 2016 JDIG Grant Offers Not Accepted**

Tier	Number of Proposed JDIG Grants	JDIG Amount Proposed
1	3	\$18,900,000
2	9	\$16,730,700
3	22	\$195,109,750
<b>Total</b>	<b>34</b>	<b>\$230,740,450</b>

<sup>7</sup> “Closed” refers to grantees that have completed their JDIG terms. It does not include “terminated” or “withdrawn” grantees. There are eight closed grants – a 2003 grant to General Electric Company, a 2003 grant to Albaad USA, Inc., a 2004 grant to Cellco Partnership d/b/a Verizon Wireless, a 2004 grant to TWC Administration LLC, a 2004 grant to Cree, Inc., a 2004 grant to Net App, Inc., a 2004 grant to Pactiv LLC (fka Prairie Packaging, Inc.), and a 2004 grant to Credit Suisse Securities (USA) LLC.

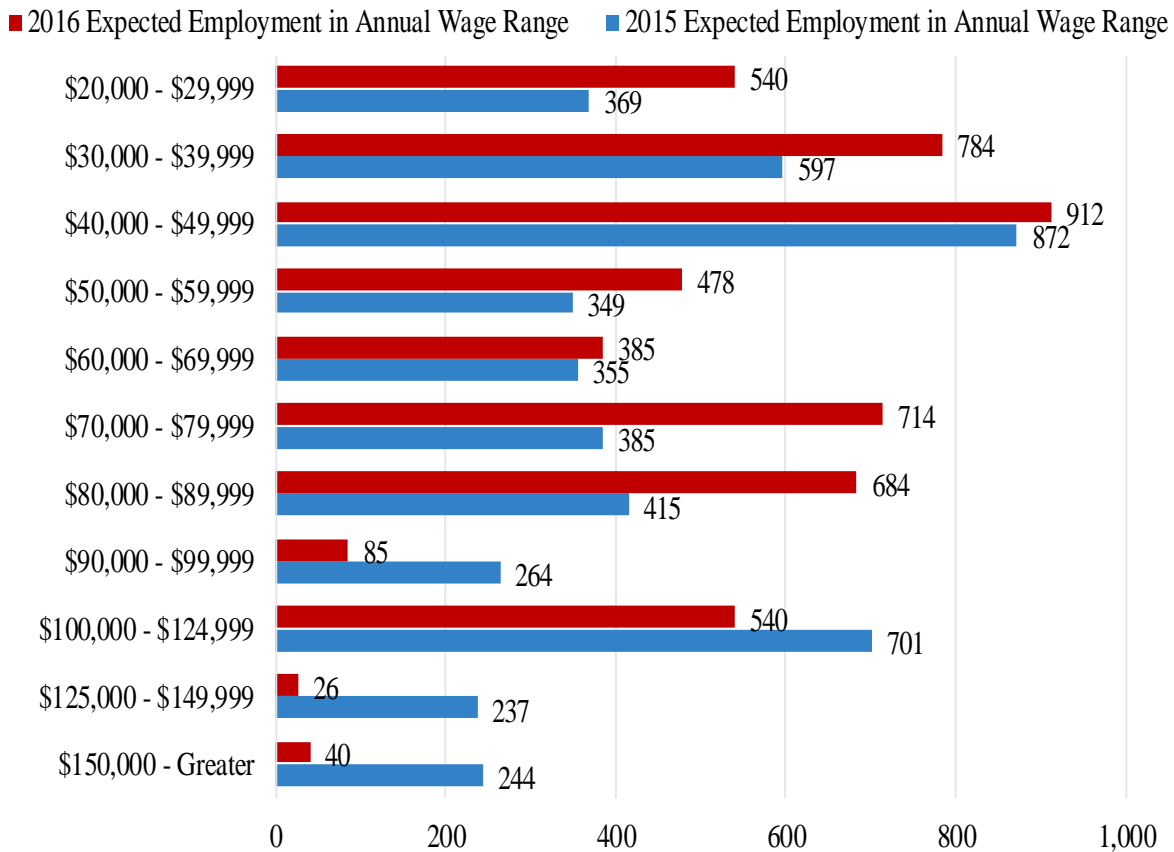
## IV. General Description of Calendar Year 2016 Grantees

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

The industrial sectors of the projects are examined by the EIC to ensure that a project fits with the strategic plans of the state and its region. CY 2016 projects include sectors such as headquarters, computer programming services, biotechnology, financial services and manufacturing, among others. These projects require labor at a variety of skill levels and types -- lower-skilled assembly trades, high-skilled manufacturing production, and knowledge-intensive consumer and business services.

For all projects awarded and accepted in CY 2016, the target average annual wage of all employees is \$60,313. The CY 2016 target average annual wage at full employment is below CY 2015 grantees’ target average annual wage of \$77,082. Table 5 compares the expected wage levels of CY 2016 grantees and CY 2015 grantees, along with the number of employees within certain wage ranges.

**Table 5. Expected Jobs by Wage Increments: CY 2016 and CY 2015 Grantees**



It is expected that 57% of CY 2016 project employees will earn over \$50,000 dollars annually vs. 62% in CY 2015. Wage information does not include some elements of employee compensation, such as health insurance, stock options, and other benefits. For all grants made, the company is required to pay at least 50% of employee health insurance premiums, although many pay more.

JDIG is the state's flagship program for both retention and expansion of existing North Carolina companies and recruitment of new companies to the state. For existing businesses, a JDIG award not only supports new job creation, but can help protect existing jobs. Table 6 summarizes the estimated job effects and economic effects of 2016 grantees according to three classifications: "Expanding Operations," "New Operations (Company New to NC)," and "New Operations (Company Existing in NC)." "Expanding Operations" represents companies that were awarded a JDIG for a project that is an expansion of an existing facility or a new facility in the same industrial sector as its existing North Carolina facilities. "New Operations (Company New to NC)" represents companies without a prior presence in North Carolina. "New Operations (Company Existing in NC)" represents companies with a presence in North Carolina, but whose JDIG was awarded for operations in an industrial sector that is different from that of its existing North Carolina facilities. Of the 15 active projects, eight are "Expanding Operations," two are "New Operations (Company New to NC)," and five are "New Operations (Company Existing in NC)."<sup>8</sup> Of the two grantees that did not accept their award, one was "New Operations (Company New to NC)" and one was "New Operations (Company Existing in NC)." It should be noted that with respect to the Grantee Profiles in Section VI, certain companies with existing operations in North Carolina have requirements that they retain the number of positions that exist at the time of their JDIG applications before counting any new jobs as eligible for grant payments, while other companies with existing operations do not have this requirement. The JDIG statute limits grant payments to jobs filled by employees that represent a net increase in the number of the company's employees statewide. Exemptions can be made if the EIC finds that: the increase or maintenance of employment may be measured at the level of a division or other operating unit of a business (a "Division Level Finding"), rather than at the business level; this is necessary in order to secure the project to the state; and the agreement includes terms to ensure that the business does not transfer existing positions to the project. This might be done where a company has distinct and separate operations and lines of business under different management structures. An example of a case where a division level finding may be implemented would be a company with a large number of retail facilities that is seeking to locate a new headquarters operation for its national operations, in which case the decision is unrelated to decisions about retail site location. Table 6 shown on the next page does not include 2016 grantees that did not accept their award.

---

<sup>8</sup> Industrial sectors are determined by research staff in consultation with applicants.

**Table 6. Comparison of New Operations to Existing Operations, CY 2016**

2016 Grantees	Total Number of Grant Awards	Total Grant Award Liability	% of Total Grant Award Liability	Expected Jobs	Expected Investment	% of Total Investment	Indirect and Induced Jobs	Total Jobs	% of Total Jobs	Estimated NC GDP Impact (millions)
New Operations (Company New to NC)	2	\$9,334,000	13%	960	\$140,717,623	17%	1,047	2,007	15%	\$1,339
New Operations (Company Existing in NC)	5	23,949,000	34%	1,494	\$277,862,846	34%	4,079	5,573	41%	\$6,978
Expanding Operations	8	36,646,000	52%	2,233	\$396,975,000	49%	3,649	5,882	44%	\$4,895

## V. JDIG Grantee Performance

This section examines actual results of active JDIG grantees since the program's inception. As of the end of 2016, there were 79 companies participating in the program whose 2015 performance results have been certified.<sup>9</sup> For analysis purposes, the companies are typically considered 'reporting grantees'. This nomenclature describes the subset of companies that have been awarded a grant, created new jobs, and have reported activity for calendar year 2015 to Commerce that has been certified by the Department of Revenue, and are eligible for grant payments. Companies are required to provide the EIC with detailed annual reports during each calendar year in which they are eligible for grant payments. The reports document company compliance with performance requirements of their respective CEDAs. The companies must provide the EIC with information on the number of eligible jobs created, existing positions retained, wages paid for eligible positions, investment made, certification of employee health insurance, and fulfillment of environmental, tax, and OSHA requirements. Companies forgo a year's grant payments for failure to achieve 80% compliance with the minimum requirements, based on a weighted average of performance factors, and may receive a pro-rated payment for compliance between 80% and less than 100%. If a company fails to achieve 100% of the minimum performance requirement for 3 years during its base period, the company is ineligible for a payment. At certain points of non-compliance, a company may lose its grant entirely.

Attachment C displays the JDIG annual grant performance results that were reported in CY 2016. Most of these reports are based on CY 2015 performance, but some results for prior years' performance are included since they were certified in 2016. In 2016, Commerce and the EIC reviewed, certified, and awarded 110 companies for CY 2013 - CY 2015 grantee performance.

### *Distribution of Grants*

An important goal of JDIG and other state incentive programs is the geographic distribution of benefits across the state. The JDIG program has two mechanisms to fulfill this goal. First, the Committee takes into account the economic characteristics of counties when awarding grants and setting grant terms. Second, for projects locating in tier 3 or tier 2 counties (relatively less economically distressed counties), a portion of the payment otherwise due to the grantee is instead paid into the Utility Account to fund economic development in more economically-distressed

<sup>9</sup> Actual participants in 2015 may exceed 71, but the exact performance and payments numbers cannot be established until reported results have been certified.

areas, primarily in tier 1 and 2 counties.<sup>10</sup> For projects in tier 3 counties, 25% of the total payment due goes to the Utility Account and for projects in tier 2 counties, 10% of the total payment goes to the Utility Account. House Bill 117 changed the tier 2 county percentage from 15% to 10% as of October 1, 2016. The annual deposits to the Utility Account will increase significantly as more JDIG grants become eligible for disbursements. Projects funded through this account are not directly linked to individual JDIG grants.

The Utility Account assists local governments in tier 1 and tier 2 counties. Program Requirements: Funds may be used for construction or improvements to water, sewer, gas, telecommunications, high-speed broadband, transportation infrastructure or electrical utility lines and for equipment for existing or proposed industrial buildings. To be eligible for funding, the infrastructure is required to be on the building site or if not located on the site, directly related to the operation of the specific industrial activity. In CY 2016, nine projects were funded by the Utility Account, totaling just over \$7 million. 40% of the funding dollars were awarded to Tier 1 counties. Table 7 lists each project funded by the Utility Account in CY 2016. A detailed description of each project can be found in the “Grantee Profile” section on page 22.

**Table 7. CY 2016 Utility Account Awards**

County/City-Town (Grantee)	County	Tier	Firm	Award Amount
Richmond	Richmond	1	Perdue Farms	\$1,000,000
Henderson	Vance	1	N/A	\$165,356
Tarboro	Edgecombe	1	N/A	\$949,750
Laurinburg	Scotland	1	Laurinburg Industrial Park	\$708,000
Claremont	Catawba	2	Substance, Inc.	\$149,164
Onslow	Onslow	2	N.A. Burton Park Improvements	\$1,243,875
City of Wilson	Wilson	2	N/A	\$1,377,759
Craven	Craven	2	Executive Parkway Road Extension	\$515,000
Valdese	Burke	2	Meridian	\$898,425
<b>Total</b>				<b>\$7,007,329</b>

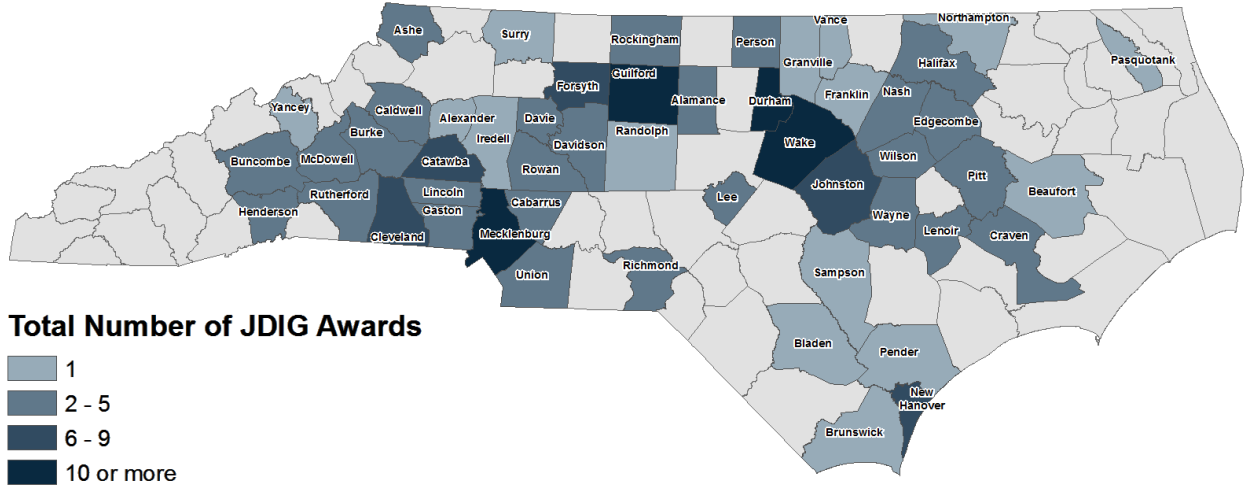
Figure 1 and 2 summarize the distribution of JDIG grants and Utility Account Awards by county since the JDIG program inception in 2003.<sup>11</sup> Figure 3 and 4 summarize the distribution of the amount of JDIG grants and Utility Account awards by county.<sup>12</sup>

<sup>10</sup> Utility Account funds may be used for construction or improvements to water, sewer, gas, telecommunications, high-speed broadband, electrical utility distribution lines or equipment, or transportation infrastructure, for existing or proposed eligible industrial buildings in economically distressed counties. These funds are to be used exclusively in tier 1 and 2 counties with the exception that a maximum of \$100,000 may be used for emergency development assistance to a county experiencing a major economic dislocation. G.S. 143B-437.01.

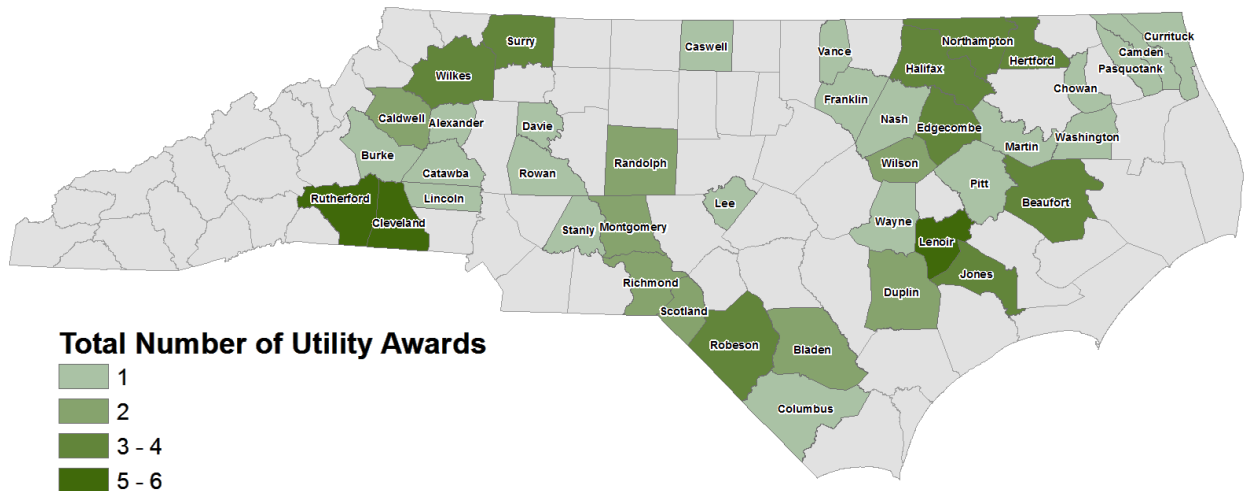
<sup>11</sup> All JDIG awards including those terminated. In instances where a project received one grant for locating facilities in multiple counties, each county is shown as receiving one award. For this reason, the total number of grant awards represented on this map is greater than the actual number of grants awarded.

<sup>12</sup> All JDIG awards including those terminated. In instances where a project received one grant for locating facilities in multiple counties, each county is awarded an equal proportion of the total grant.

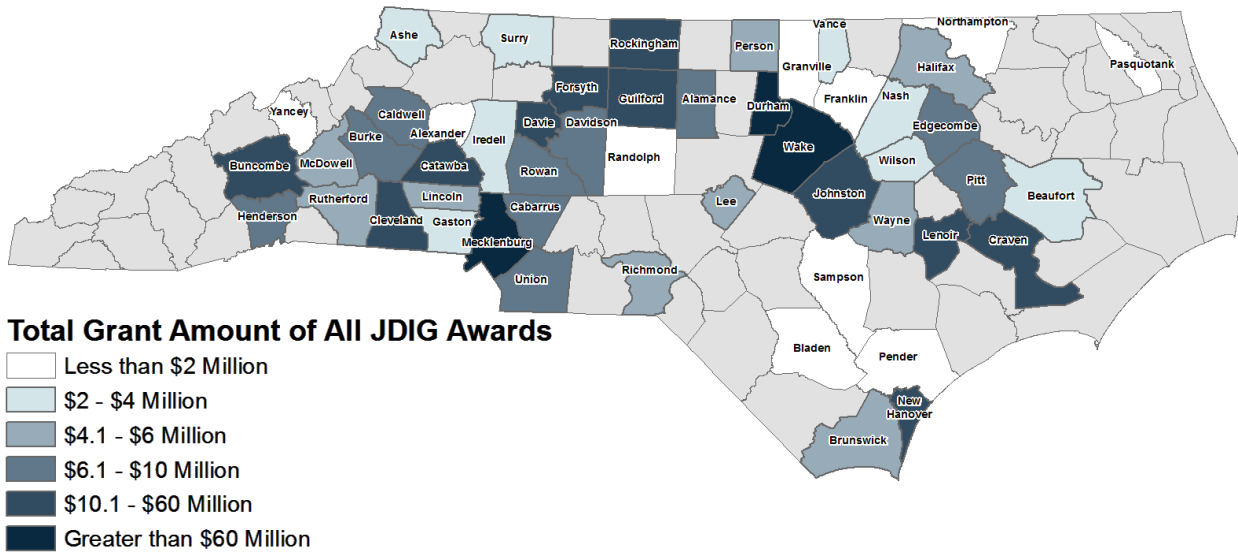
**Figure 1. Location of JDIG Awards, CY 2003-2016**



**Figure 2. Location of Utility Account Awards, CY 2006-2016**

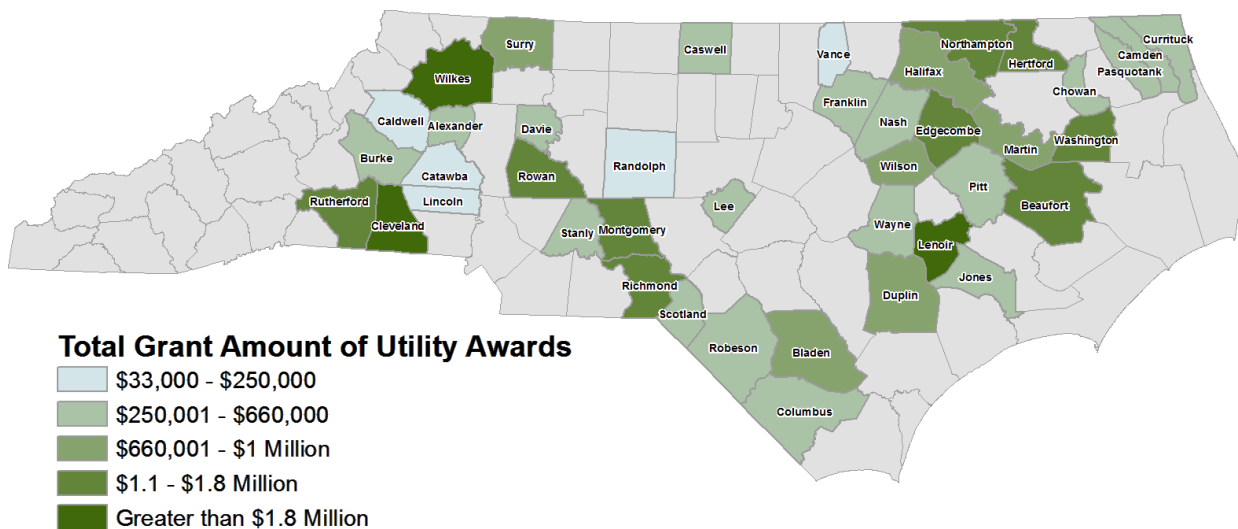


**Figure 3. Location of JDIG Awards by Amount of Grants, CY 2003-2016**



Note: Figure 3 shows the total grant amount of JDIG awards in each county. For projects in tier 3 counties, 25% of the total payment due goes to the Utility Account and for projects in tier 2 counties, 10% of the total payment goes to the Utility Account. House Bill 117 changed the tier 2 county percentage from 15% to 10% as of October 1, 2016. JDIG is a continual funding source for the Utility Account. Individual projects funded from the Utility Account are not directly linked to a specific JDIG Award.

**Figure 4. Location of Utility Account Awards by Amount of Grants, CY 2006-2016**



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

### ***Environmental Impact***

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

## **VI. Grantee Profiles for Calendar Year 2016**

### ***JDIG Grants***

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

#### **Aurobindo Pharma USA Inc. (“Aurobindo”)**

Aurobindo commenced operations in 1988-89 with a single unit manufacturing semi-synthetic penicillin (SSP) in India and became a public company in 1992. In addition to being in the market of semi-synthetic penicillins, it has a presence in key therapeutic segments such as neurosciences, cardiovascular, anti-retrovirals, anti-diabetics, gastroenterology and cephalosporins, among others.

This project is Aurobindo's national headquarters for research and development and manufacturing of inhaled and Derma pharmaceuticals.

Aurobindo considered locating this project adjacent to its Dayton, New Jersey facility.

#### **Avadim Technologies Inc. (“Avadim”)**

Avadim is a life sciences company that develops life science solutions based on Pathogenesis Based Therapies. Its platform of therapies works to protect and support natural physiological functions of the outer barrier of the body, to super normalize it, supporting treatments within its three series of therapies for infection prevention, neuromuscular disorders and barrier repair. It’s platform and technologies use a targeted non-toxic topical delivery system.

This project is an industrial campus which includes the corporate home office, manufacturing, and a warehousing and distribution facility.

Competition for this project was Charleston, South Carolina.



## **Citrix Systems, Inc. II (“Citrix”)**

Citrix is a software company that provides server, application and desktop virtualization, networking, software as a service (SaaS) and cloud computing technologies. Its Raleigh location is currently its second largest US site. This location houses Sharefile—Citrix’s fastest growing and most profitable division.

This project allows Citrix to expand Sharefile and transfer additional employees from other divisions. The project positions will support, sell, and build products including ShareFile, RightSignature, Podio, ShareConnect, and others.

In addition to Raleigh, the competition for this expansion was the company’s Alpharetta, GA or Ft. Lauderdale, FL offices.

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

## **Corning Optical Communications LLC (“Corning”)**

Corning is a world leader in the manufacture of specialty glass and ceramics. Corning creates and makes components that enable high-technology systems for consumer electronics, mobile emissions control, telecommunications and life sciences

This project involves the expansion of two fiber optic cable facilities (Hickory, Catawba County and Winston-Salem, Forsyth County). The expansion at the company’s Hickory, NC fiber optic cable facility requires the installation of additional fiber optic cable process and support equipment. The company’s expansion at its Winston-Salem fiber optic cable facility requires installation of additional fiber optic cable process and support equipment.

The competition for this project was Corning’s Chengdu, China or Reynosa, Mexico locations.

## **CSX Intermodal Terminals, Inc. (“CSX”)**

CSX Intermodal Terminals provides and arranges for the intermodal terminal services and trucking services for CSX Transportation’s intermodal business. Containers and trailers are loaded and unloaded from trains, and trucks provide the link between intermodal terminals and the customer.

CSX began considering development of a second intermodal hub and transfer facility in the Southeastern U.S. in 2014 to capitalize on the growing trend of modal conversion from highway to rail, helping shippers across the country realize immediate and long-term benefits, including the ability to secure access to capacity, lower freight transportation costs and reduce carbon emissions. Intermodal transportation involves loading and unloading containers and trailers to and from trains, and trucks provide the short-haul link between intermodal terminals and the customer. By year five of operations, the terminal is expected

to reach its processing capacity of 400,000 containers per year. The CCX facility will be equipped with state-of-the-art, sustainable technology and environmentally friendly equipment to reduce noise and light.

CSX evaluated more than a dozen potential sites in North Carolina, as well as several other locations along the company's A-Line in Virginia and South Carolina.

### **Dollar Express Stores LLC (“Dollar Express”)**

Dollar Express was formed out of the 330 former Family Dollar Stores that were divested as part of Dollar Tree’s merger with Family Dollar. The FTC required this divestiture to preserve competition in neighborhoods where the only dollar stores were Family Dollar and Dollar Tree. Sycamore Partners, a NY-based private equity firm, reached an agreement with Dollar Tree to fund the purchase of these stores and took possession on November 1, 2015.

The company will operate under a Transition Services Agreement (TSA) for up to 18 months, during which time Dollar Express will utilize Family Dollar shipping, systems and infrastructure support. By the end of the 18 month TSA window, Dollar Express must be a fully independent company, no longer reliant upon Family Dollar for anything. This effectively means Dollar Express has 18 months to establish a permanent corporate office, build out all its systems, create its own supply chain capabilities, procure its own products, and set up all its back office infrastructure.

Dollar Express will conduct all back office functions for this new \$500M retail company in this new corporate office. These functions include product procurement and distribution, finance, human resources, information technology and executive management.

In addition to North Carolina, Dollar Express considered South Carolina as a potential location for this project.

Dollar Tree did not sign the JDIG CEDA, so it is not an active grant. It is one of the seven “withdrawn” JDIG projects.

### **Everest Textile USA, LLC (“Everest”)**

Founded in 1988 in the Taiwan ROC, Everest is a research and development oriented and vertically integrated textile manufacturer that specializes in yarn spinning, twisting, weaving, dyeing, finishing, printing, coating, laminating, and special finishing.

In 2003, Everest moved into the sportswear market, establishing the Everest Technology Research Center and developing high unit price functional fabric coating and laminating technology. Everest has collaborated with Nike, Adidas and other international brands in the development of sweat repelling, waterproof and anti-UV thin functional fabrics, and also established a materials laboratory.

Everest is purchasing a property and transforming it into a state-of-the-art manufacturing plant continuing its efforts to achieve sustainability by upholding the strict five Bluesign principles: resource productivity, consumer safety, air emission, water emission and occupational health and safety since officially becoming a certified Bluesign System Partner in 2008.

Competition for this project were sites in the Dominican Republic, Haiti and South Carolina.

### **GF Linamar LLC (“GF Linamar”)**

Georg Fischer Automotive AG is a worldwide automotive supplier that specializes in lightweight solutions for the automotive industry. It has created a new company, GF Linamar, which is a light-metal foundry.

GF Linamar is a supplier of light weight cast components to the North American automotive industry. Leading edge technology will be applied to produce light weight components helping customers to enhance fuel economy. Start of production is planned for 2018.

GF Linamar considered three locations for this project: Rome, Georgia; North Charleston, South Carolina, and Mills River, North Carolina.

### **GKN Driveline Newton, LLC II (“GKN NEWTON”)**

Located near the town of Maiden, NC, GKN Newton opened in 1986 (as Getrag Corp purchased by GKN in Oct 2011) producing all-wheel drive systems (mainly power transfer units) and trans axle systems (gear sets and housings).

This project supports the added volumes for core powertrain products, more specific to the successful growth of new AWD technologies. This project adds additional technology, systems and equipment to meet the increased customer requirements.

GKN operates multiple plants around the world that produce the same product line as GKN Newton and are competing for this project. These sites include plants in Koeping, Sweden, Nagoya, Japan and Bowling Green, Ohio.

### **GKN Driveline North America, Inc. III (“GKN Driveline”)**

GKN Driveline is a major Tier One supplier of automotive driveline components to all the major OEM’s in the auto industry. The company is a global producer of CVJ Systems, AWD Systems, Trans Axle Solutions and eDrive Systems.

This project is in direct relationship to increased customer requirements for current and new technology products. The project continues the re-industrialization of the Sanford Facility, adds floor space to the Alamance facility, and increases floor space utilization at

all sites through improved material flow, new process technology and improved supply chain techniques.

Competition for this project was GKN operations in both Mexico and Brazil.

### **INC Research, LLC (“INC Research”)**

INC Research provides various clinical development services for the biopharmaceutical and medical device industries. The company offers a range of services focusing on Phase I to Phase IV clinical trials in the areas of central nervous system, oncology, and other complex diseases.

This project represents the expansion of INC Research’s headquarters operations. Operations currently conducted at the existing Raleigh headquarters location include clinical trial management services comprising patient recruitment and retention, project management, clinical monitoring, drug safety/pharmacovigilance, medical affairs, quality assurance, regulatory and medical writing, and functional service; and data services.

In addition to Morrisville, the locations considered were sites in Nashville, Tennessee and Cincinnati, Ohio.

### **JELD-WEN, Inc. (“JELD-WEN”)**

JELD-WEN is a manufacturer of doors and windows. Headquartered in Charlotte, the company designs, produces, and distributes an extensive range of interior and exterior doors, wood, vinyl and aluminum windows and related products for use in the new construction and repair and remodeling of residential homes and non-residential buildings.

JELD-WEN is constructing a new corporate headquarters campus which will eventually house North America and Global corporate administrative staff as well as a training center for external customers and internal employees.

Competition for the project included greenfield site options available in South Carolina and existing company office space in Klamath Falls, OR.

### **K-Flex USA L.L.C. (“K-Flex”)**

K-Flex is a manufacturer of rubber foam insulation products used in a variety of industries and applications, including Plumbing, HVAC/R, Commercial/Industrial, Marine, Oil & Gas, Acoustic, OEM, Gasketing, Automotive and Aerospace markets.

This project expands the facility to increase production for rubber foam insulation products.

In addition to North Carolina, K-Flex considered locating this project in either Houston, TX or Irving TX, since it has distribution facilities in both cities.

### **LendingTree, LLC (“LendingTree”)**

LendingTree operates an online loan marketplace for consumers seeking loans and other credit-based offerings. The company’s online marketplace provides consumers with access to product offerings from over 400 active lenders, including mortgage loans, home equity, reverse mortgage, auto loans, credit cards, personal loans, student loans and small business loans and other related offerings.

This project is a headquarters relocation and expansion. The purchase and upfitting of a new property is necessitated by the company’s need for a corporate headquarters that allows for growth.

In addition to North Carolina, LendingTree considered locations in Nashville, Tennessee, Round Rock, Texas and South Carolina.

### **PayPal, Inc. (“PayPal”)**

PayPal is a technology platform company that enables digital and mobile payments on behalf of consumers and merchants worldwide. The company provides an avenue for businesses of all sizes to accept payments from merchant websites, mobile devices and applications, and at offline retail locations through a wide range of payment solutions across platforms.

PayPal considered the expansion of its Financial Services and ecommerce back office operations. Activities included customer solutions, risk operations, merchant services, financial service operations, global operation support, and management functions.

In addition to North Carolina, PayPal considered both Arizona (Chandler) and Florida (Tampa) as potential locations for this project.

PayPal did not sign the JDIG CEDA, so it is not an active grant. It is one of the seven “withdrawn” JDIG projects.

### **PrescientCo Inc. (“Prescient”)**

Prescient is a software design, structural system manufacturing and installation company with a patented design platform. Prescient buildings are created in manufacturing warehouses and then delivered to job sites. Prescient’s primary market segment is multi-unit buildings, including apartments, student housing, senior living and hotels.

This project involved the relocation of Prescient’s headquarters operation, as well as an expansion of its design and manufacturing operations. This project will create skilled jobs in manufacturing, design, finance, IT, HR, sales and project management and construction/installation.

When determining markets for potential HQ relocation, Atlanta, GA was the leading alternative to North Carolina

### **Relias Learning LLC (“Relias”)**

Relias Learning offers online training to, post-acute care, health and human services, public safety, and intellectual and developmental disabilities organizations. It is the company’s mission to help clients achieve the highest quality practice and accreditation standards with online learning and compliance programs.

With this project, the company will expand and grow its employment across sales and marketing, research and development, and administrative functions. In addition, Relias Learning intends to expand or move its headquarters to allow for the expansion of personnel.

In addition to North Carolina, Relias researched several locations in Charleston, SC.

### ***Utility Account Awards***

#### **Richmond County – Tier 1**

Richmond County is requesting **\$1,000,000** in grant funding assistance from the Utility Account to assist with a necessary upgrade to a water treatment plant that services Perdue Farms. Richmond County has exceeded the permitted capacity allowed by state regulations and the current water treatment facility must be expanded to make further commitments to Perdue and other large water users. The overall cost of the project is almost \$7 million and other funders in the project include the county, USDA and former rural center funds.

**Benefit:** Perdue is the county’s largest employer with over 1,000 employees. The company continues to expand but with that expansion brings additional stress to an already overburdened water treatment process. Without the proposed upgrade, the company believes they not only have no choice but to expand elsewhere, but there is a high likelihood its presence in Richmond County would shrink. Richmond County has a marketable asset in its abundant access to water but without a reliable way to treat this resource, Perdue and other companies will look elsewhere. The county ranks 97<sup>th</sup> in median household income, 88<sup>th</sup> in unemployment and is ranked as the 6<sup>th</sup> most distressed county in the state.

#### **City of Henderson (Vance County – Tier 1)**

The City of Henderson is requesting **\$165,356** in IDF (Utility Account) funding to extend the city’s water line to serve vacant industrial property.

**Benefit:** A number of companies have looked at the site but the city’s inability to currently provide water has hampered its efforts to recruit to the location. Due to the location, the city believes once water is in place a company will follow very quickly.

Vance County ranks 99<sup>th</sup> in the state in adjusted property tax base per capita, they have the 4<sup>th</sup> highest poverty rate, the 8<sup>th</sup> highest unemployment rate and overall they are ranked as the 7<sup>th</sup> most distressed county in the state.

#### **Town of Tarboro – (Edgecombe) – Tier 1**

The Town of Tarboro is requesting \$949,750 in IDF (Utility Account) funding to assist with providing water, sewer and a 500,000-gallon elevated storage tank to the Tarboro Commerce Center, a 185-acre industrial park developed by the Town of Tarboro and Edgecombe County. The Center is situated along US Highway 64 and is intended to attract manufacturing and distribution service companies. A small portion of the park is currently served by water and sewer but the lack of service in most of the other areas has, in the town's opinion, been a significant factor in companies choosing to locate on other sites. In addition to the storage tank, the grant would help cover the costs of 3,000 LF of 12" water lines and approximately 2,500 LF of gravity sewer.

The last published economic indicators show Edgecombe County with the state's 3<sup>rd</sup> highest unemployment, 9<sup>th</sup> lowest median household income, and 4<sup>th</sup> lowest tax base. Overall, Edgecombe County is ranked as the state's 5<sup>th</sup> most distressed county.

#### **City of Laurinburg – (Scotland) – Tier 1**

The City of Laurinburg is requesting \$708,000 in IDF (Utility Account) funding to assist with providing sewer and industrial access to a significant industrial site. The park already has water, electric utilities and rail access on site and it is located with immediate access to Highway 74. The sewer and access pieces will open 60 acres for immediate development and create a link for the potential for another 100 acres. The city believes that the park's location, access to major transportation corridors and readiness to accept major industry will make this a highly attractive site for companies looking for a location. Of note, the city is also partnering with Electricities and the Smart Sites Program so that the site will gain national and international exposure at trade shows and events.

The last published economic indicators show Scotland County with the state's second highest unemployment, 5<sup>th</sup> lowest median household income, 5<sup>th</sup> lowest tax base and highest five-year poverty rate. Overall, Scotland County is ranked as the state's most distressed county.

#### **City of Claremont (Catawba County) – Tier 2**

The City of Claremont is requesting **\$120,975** in IDF (Utility Account) funding to assist with providing gravity sewer to facilitate a company expansion. The proposed improvements would also serve 22 acres of contiguous industrial property that is within two miles of two I-40 interchanges and over 11 acres with mainline rail access.

**Benefit:** Claremont is pursuing an aggressive strategy that would open a number of contiguous sites for industrial development and access to sewer is a critical component of this plan. Substance, Inc., a manufacturer of pressure sensitive materials for the outdoor signage market, plans to build a 50,000 sf building that they hope to expand to 200,000 sf in the coming years. With a planned investment of close to \$4 million, the city views the company as an important anchor to their vision for the surrounding area as an industrial hub.

## **Onslow County – Tier 2**

Onslow County is requesting **\$1,243,875** in grant funding assistance from the Utility Account to construct necessary infrastructure improvements to the N.A. Burton Business & Industrial Park. The proposed improvements include a roadway extension, water and sewer access, and provide crucial access to several large lots with sufficient uplands to support heavy industry.

**Benefit:** Without the proposed roadway and utility extension, Onslow County's industrial park is essentially out of land stock for new industry. Existing lots along current roadways zoned for heavy industry have either been sold or are severely hampered by wetlands. At the same time, there appears to be an increased interest in industrial expansion. The proposed improvements would open over 100 acres of quality industrial land for development and allow Onslow County to compete for jobs and investment.

## **City of Wilson (Wilson County) – Tier 2**

The City of Wilson is requesting **\$1,377,759** in IDF (Utility Account) funding to assist with providing sewer to Woodward Parkway Industrial Park. The proposed extension of the city's existing infrastructure, paired with over \$1.5 million from both Golden Leaf and local sources, will serve 670 acres of developable land at the intersection of US264 bypass and NC 58.

**Benefit:** The city, using pro forma investment and job creation numbers, project the park, when fully developed, could generate \$670 million in investment and support almost 2,400 jobs. In the most recently released figures, Wilson County ranked 4<sup>th</sup> highest in the state in 12-month unemployment.

The city and county purchased the property for over \$6.2 million and phase 1 of the project will make 211 acres immediately available.

## **Craven County – Tier 2**

Craven County is requesting \$320,000 in IDF (Utility Account) funding to assist with providing industrial access to the Craven County Industrial Park. The Park's growth is currently limited because there is no roadway access to over 100 acres of available land. Executive Parkway is the main roadway into the Park's south side and serves operations for BSH Home Appliances, Craven Wood Energy, Minges Bottling Group, and Duke Energy Progress. Because approximately 1,500 feet of Executive Parkway is unfinished, critical land cannot be accessed. Water and sewer infrastructure are already in place and the county believes the additional land will support up to 1,000 new jobs.

Craven County is a solid tier 2 county but no Utility Account awards have been made in the county in the last 15 years.

## **Town of Valdese (Burke County) – Tier 2**

The Town of Valdese is requesting **\$898,425** in IDF (Utility Account) funding to assist with upgrades to the town's waste water treatment plant (WWTP) to facilitate a company expansion. The proposed improvements would make it possible for a significant employer to remain in the town and add additional capacity and positions.



**Benefit:** Meridian Specialty Yarns is anticipating a 100,000 sf expansion and making an investment of \$8.5 million as a cornerstone of the company’s re-shoring efforts. As a dyeing operation, water supply is critical to its operations and the town’s existing WWTP is failing. With broken valves, no auxiliary power supply and an outdated grit system, without improvements the company will locate elsewhere. The town has committed to incentives totaling \$900,000 and CDBG has been asked to contribute \$1,000,000 to the total cost of the project.

## **VII. Conclusion**

The JDIG program has been a widely used tool in the competitive incentives market for attracting investment to North Carolina. The jobs, investment, and spending of projects supported by JDIG grants are believed to enhance the strategic economic development of the state as well as increase revenues to the state’s general fund.

**Attachment A1. Maximum Annual State Liability under JDIG Awards Made in CY 2016**

Company Name	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Aurobindo Pharma USA Inc.		\$242	\$367	\$414	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450				\$5,073
Avadim Technologies Inc.		\$88	\$154	\$354	\$660	\$660	\$660	\$660	\$660	\$660	\$660	\$660	\$660				\$6,536
Citrix Systems, Inc. II		\$150	\$300	\$525	\$750	\$997	\$997	\$997	\$997	\$997	\$997						\$7,707
Corning Optical Communications LLC (Cable)		\$73	\$131	\$190	\$242	\$242	\$242	\$242	\$242	\$242	\$242	\$242	\$242				\$2,572
CSX Intermodal Terminals, Inc.					\$299	\$318	\$337	\$356	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$4,310
Everest Textile USA, LLC		\$54	\$150	\$198	\$246	\$295	\$295	\$295	\$295	\$295	\$295	\$295	\$295				\$3,008
GF Linamar LLC		\$93	\$192	\$348	\$435	\$576	\$576	\$576	\$576	\$576	\$576	\$576	\$576				\$5,676
GKN Driveline Newton, LLC II		\$127	\$127	\$151	\$151	\$151	\$151	\$151	\$151	\$151	\$151	\$151	\$151				\$1,764
GKN Driveline North America, Inc. III		\$56	\$122	\$137	\$155	\$155	\$155	\$155	\$155	\$155	\$155	\$155	\$155				\$1,710
INC Research, LLC II			\$434	\$815	\$1,210	\$1,750	\$1,750	\$1,750	\$1,750	\$1,750							\$11,209
JELD-WEN, Inc. II		\$40	\$121	\$242	\$308	\$318	\$318	\$318	\$318	\$318	\$318	\$318	\$318				\$3,255
K-Flex USA L.L.C.		\$47	\$81	\$98	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115	\$115				\$1,261
LendingTree, LLC		\$188	\$343	\$493	\$610	\$610	\$610	\$610	\$610	\$610	\$610	\$610	\$610				\$6,514
PrescientCo Inc.		\$137	\$186	\$186	\$186	\$186	\$186	\$186	\$186	\$186	\$186	\$186	\$186				\$2,183
Relias Learning LLC	\$98	\$220	\$370	\$543	\$740	\$740	\$740	\$740	\$740	\$740	\$740	\$740					\$7,151
<b>Total</b>	<b>\$98</b>	<b>\$1,515</b>	<b>\$3,078</b>	<b>\$4,694</b>	<b>\$6,557</b>	<b>\$7,563</b>	<b>\$7,582</b>	<b>\$7,601</b>	<b>\$7,620</b>	<b>\$7,620</b>	<b>\$5,870</b>	<b>\$4,873</b>	<b>\$4,133</b>	<b>\$375</b>	<b>\$375</b>	<b>\$375</b>	<b>\$69,929</b>

*Note: Values shown in thousands; Two grantees that did not accept their award are not included because there is no state liability*

**Attachment A2. Maximum Annual Grant Amount Payable to CY 2016 Grantees**

Company Name	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Aurobindo Pharma USA Inc.		\$182	\$275	\$311	\$338	\$338	\$338	\$338	\$338	\$338	\$338	\$338	\$338				\$3,805
Avadim Technologies Inc.		\$66	\$116	\$266	\$495	\$495	\$495	\$495	\$495	\$495	\$495	\$495	\$495				\$4,902
Citrix Systems, Inc. II		\$113	\$225	\$394	\$563	\$748	\$748	\$748	\$748	\$748	\$748						\$5,780
Corning Optical Communications LLC (Cable)		\$55	\$98	\$143	\$182	\$182	\$182	\$182	\$182	\$182	\$182	\$182	\$182				\$1,929
CSX Intermodal Terminals, Inc.					\$299	\$318	\$337	\$356	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$4,310
Everest Textile USA, LLC		\$54	\$150	\$198	\$246	\$295	\$295	\$295	\$295	\$295	\$295	\$295	\$295				\$3,008
GF Linamar LLC		\$70	\$144	\$261	\$326	\$432	\$432	\$432	\$432	\$432	\$432	\$432	\$432				\$4,257
GKN Driveline Newton, LLC II		\$114	\$114	\$136	\$136	\$136	\$136	\$136	\$136	\$136	\$136	\$136	\$136				\$1,588
GKN Driveline North America, Inc. III		\$50	\$110	\$123	\$140	\$140	\$140	\$140	\$140	\$140	\$140	\$140	\$140				\$1,539
INC Research, LLC II			\$326	\$611	\$908	\$1,313	\$1,313	\$1,313	\$1,313	\$1,313							\$8,407
JELD-WEN, Inc. II		\$30	\$91	\$182	\$231	\$239	\$239	\$239	\$239	\$239	\$239	\$239	\$239				\$2,441
K-Flex USA L.L.C.		\$42	\$73	\$88	\$104	\$104	\$104	\$104	\$104	\$104	\$104	\$104	\$104				\$1,135
LendingTree, LLC		\$141	\$257	\$370	\$458	\$458	\$458	\$458	\$458	\$458	\$458	\$458	\$458				\$4,886
PrescientCo Inc.		\$123	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167				\$1,965
Relias Learning LLC	\$74	\$165	\$278	\$407	\$555	\$555	\$555	\$555	\$555	\$555	\$555	\$555					\$5,363
<b>Total</b>	\$74	\$1,205	\$2,423	\$3,656	\$5,145	\$5,917	\$5,936	\$5,955	\$5,974	\$5,974	\$4,661	\$3,913	\$3,358	\$375	\$375	\$375	\$55,314

*Note: Values shown in thousands; Two grantees that did not accept their award are not included because there is no liability to grantee*

**Attachment A3. Maximum Annual Grant Amount Payable to Utility Account  
Under JDIG Awards Made in CY 2016**

Company Name	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Aurobindo Pharma USA Inc.		\$61	\$92	\$104	\$113	\$113	\$113	\$113	\$113	\$113	\$113	\$113	\$113				\$1,268
Avadim Technologies Inc.		\$22	\$39	\$89	\$165	\$165	\$165	\$165	\$165	\$165	\$165	\$165	\$165				\$1,634
Citrix Systems, Inc. II		\$38	\$75	\$131	\$188	\$249	\$249	\$249	\$249	\$249	\$249						\$1,927
Corning Optical Communications LLC (Cable)		\$18	\$33	\$48	\$61	\$61	\$61	\$61	\$61	\$61	\$61	\$61	\$61				\$643
CSX Intermodal Terminals, Inc.					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Everest Textile USA, LLC		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				\$0
GF Linamar LLC		\$23	\$48	\$87	\$109	\$144	\$144	\$144	\$144	\$144	\$144	\$144	\$144				\$1,419
GKN Driveline Newton, LLC II		\$13	\$13	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15				\$176
GKN Driveline North America, Inc. III		\$6	\$12	\$14	\$16	\$16	\$16	\$16	\$16	\$16	\$16	\$16	\$16				\$171
INC Research, LLC II			\$109	\$204	\$303	\$438	\$438	\$438	\$438	\$438							\$2,802
JELD-WEN, Inc. II		\$10	\$30	\$61	\$77	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80				\$814
K-Flex USA L.L.C.		\$5	\$8	\$10	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12	\$12				\$126
LendingTree, LLC		\$47	\$86	\$123	\$153	\$153	\$153	\$153	\$153	\$153	\$153	\$153	\$153				\$1,629
PrescientCo Inc.		\$14	\$19	\$19	\$19	\$19	\$19	\$19	\$19	\$19	\$19	\$19	\$19				\$218
Relias Learning LLC	\$25	\$55	\$93	\$136	\$185	\$185	\$185	\$185	\$185	\$185	\$185	\$185					\$1,788
<b>Total</b>	\$25	\$310	\$655	\$1,038	\$1,412	\$1,646	\$1,646	\$1,646	\$1,646	\$1,646	\$1,209	\$960	\$775	\$0	\$0	\$0	\$14,615

*Note: Values shown in thousands; Two grantees that did not accept their award are not included because there is no liability*

**Attachment B. Estimated Lifetime Fiscal and Economic Impacts for Grants  
Awarded in CY 2003-2016 (Excluding Grants Terminated or Withdrawn through December 31, 2016)**

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

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

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

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



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

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

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

**Attachment C. Certified JDIG Grantee Report Findings for Payments Made in CY 2016 (All Grantees)**

*Note: 2015 is the latest year company results have been certified. 2015 information is not included for several companies whose annual grantee reports have not been finalized. Most delays relate to changing names, corporate structures, or completing financial statements. Any of these could be eligible for payments based on CY 2015 performance. The companies are: AIG PC Global Services, Inc., Ally Financial Inc. (f/k/a GMAC LLC), Argos Therapeutics, Inc., Celgard, LLC I, Cisco Systems, Inc., Cognizant Technology Solutions U.S. Corporation, General Electric Company, through its Aviation operating division, Hewitt Associates L.L.C. (d/b/a Aon Hewitt), Klausner Lumber Two LLC, Novartis Vaccines and Diagnostics, Inc. I, Novartis Vaccines and Diagnostics, Inc. II, Owens Corning Composite Materials, LLC, Patheon Manufacturing Services LLC, Pittsburgh Glass Works, LLC, Premier Healthcare Solutions, Inc., RBUS, Inc. I, TWC Administration LLC (II), and TWC Administration LLC(III).*

*Some companies were paid based on CY 2013 and CY2014 performance in 2016 due to the types of delays noted above as well as delayed appropriations to use for making grant payments. They are included here.*

Term Year	Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Account	Eligible Withholdings
2015	Advance Stores Company, Incorporated	553	0	\$102,341		\$885,750	\$295,250	\$2,847,741
2014	AIG PC Global Services, Inc.	92	132	\$130,551	\$5,055,283	\$47,801	\$15,934	\$109,888
2013	Ally Financial Inc. (f/k/a GMAC LLC)	202	454	\$272,585	\$10,590,629	\$519,000	\$173,000	\$4,425,984
2014	Ally Financial Inc. (f/k/a GMAC LLC)	217	418	\$210,273	\$10,590,629	\$519,000	\$173,000	\$2,756,371
2015	Altec Industries, Inc.	317	634	\$49,634	\$19,936,317	\$220,000	\$0	\$762,523
2015	American Institute of Certified Public Accountants	401	184	\$96,438	\$10,100,000	\$604,000	\$201,000	\$1,903,227
2014	AptarGroup, Inc.	98	0	\$61,830	\$45,114,667	\$98,864	\$17,446	\$262,358

Term Year	Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Account	Eligible Withholdings
2015	AptarGroup, Inc.	106	1	\$60,201	\$48,503,638	\$113,500	\$20,029	\$290,533
2014	Ashley Furniture Industries, Inc. I	724	10	\$33,600	\$83,159,396	\$294,100	\$51,900	\$715,109
2015	Ashley Furniture Industries, Inc. I	1229	10	\$33,614	\$83,159,396	\$383,350	\$67,650	\$1,420,588
2014	ASMO Greenville of North Carolina, Inc.	67	684	\$37,624		\$0	\$0	\$98,818
2015	AvidXchange, Inc.	162	205	\$61,357	\$0	\$91,456	\$30,485	\$285,636
2015	BAE Systems Shared Services Inc.	169	0	\$72,764	\$0	\$207,629	\$69,210	\$558,186
2015	Bayer CropScience LP	139	595	\$108,069	\$21,926,082	\$268,600	\$89,533	\$717,648
2015	Caterpillar Inc. (Butterfly)	421	961	\$55,176	\$27,819,121	\$351,050	\$61,950	\$1,112,737
2015	Caterpillar Inc. (Camo)	269	0	\$67,105	\$368,654,194	\$414,654	\$138,218	\$934,804
2014	Celgard, LLC I	221	390	\$67,322	\$87,749,699	\$319,723	\$106,574	\$747,626
2013	Citco Fund Services (USA) Inc.	190	0	\$84,369		\$373,574	\$124,524	\$897,334
2014	Citco Fund Services (USA) Inc.	242	0	\$83,850		\$412,037	\$137,345	\$955,721
2015	Citco Fund Services (USA) Inc.	242	8	\$89,792		\$500,065	\$166,688	\$1,164,402
2015	Citrix Systems, Inc.	532	153	\$80,810	\$32,299,662	\$634,500	\$211,500	\$1,884,810

Term Year	Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Account	Eligible Withholdings
2015	Clearwater Paper Corporation	270	5	\$55,712	\$267,382,432	\$314,000	\$0	\$668,847
2015	Continental Automotive Systems, Inc.	324	307	\$46,969	\$32,043,237	\$269,250	\$89,750	\$694,910
2015	Credit Suisse Securities (USA) LLC (I)	378	951	\$83,697	\$179,656,000	\$781,597	\$260,532	\$1,541,968
2015	Credit Suisse Securities (USA) LLC (II)	720	609	\$80,529	\$69,808,731	\$1,290,000	\$430,000	\$2,833,461
2015	Cree, Inc. II	527	1863	\$69,312	\$208,242,991	\$232,500	\$77,500	\$1,807,576
2015	DB Global Technology, Inc. I	316	480	\$120,863	\$7,121,593	\$881,250	\$293,750	\$1,931,215
2015	DB Global Technology, Inc. II	437	359	\$107,965	\$13,678,502	\$478,500	\$159,500	\$1,838,884
2015	Deere-Hitachi Construction Machinery Corporation	0	712	\$0	\$87,447,729	\$0	\$0	\$0
2015	Electrolux Home Products, Inc. I	625	22	\$121,133	\$13,767,567	\$1,858,404	\$619,468	\$4,000,838
2014	EMC Corporation	540	970	\$83,495	\$289,341,232	\$873,000	\$291,000	\$2,042,109
2015	EMC Corporation	489	914	\$92,413	\$289,341,232	\$982,500	\$327,500	\$2,292,912
2015	ESA Management, LLC	209	58	\$119,106		\$410,250	\$136,750	\$1,297,364
2015	Evalueserve Inc.	41	2	\$60,390	\$0	\$0	\$0	\$128,182

Term Year	Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Account	Eligible Withholdings
2014	Fidelity Global Brokerage Group, Inc. I	2073	1101	\$114,555	\$74,191,163	\$4,783,000	\$1,594,000	\$11,320,851
2015	Fidelity Global Brokerage Group, Inc. I	2073	1429	\$133,268	\$74,191,163	\$4,783,000	\$1,594,000	\$12,197,564
2014	General Electric Company, through its Aviation operating division	61	1406	\$91,883		\$72,750	\$24,250	\$276,894
2014	Gildan Yarns, LLC I	170	476	\$35,539	\$64,818,305	\$132,994	\$23,469	\$243,870
2015	Gildan Yarns, LLC I	165	504	\$36,182	\$64,818,305	\$145,846	\$25,737	\$266,698
2015	GKN Driveline Newton, LLC	251	633	\$55,617	\$0	\$207,400	\$36,600	\$452,540
2014	GKN Driveline North America, Inc. I (Roxboro)	210	1120	\$40,862	\$21,948,973	\$80,750	\$14,250	\$228,390
2015	GKN Driveline North America, Inc. I (Roxboro)	231	1254	\$39,343	\$0	\$100,300	\$17,700	\$344,276
2015	GKN Driveline North America, Inc. II (Alamance & Lee)	15	1470	\$40,408	\$0	\$0	\$0	\$23,372
2015	Hamilton Sundstrand Corporation	274	0	\$188,979		\$1,067,102	\$355,701	\$3,725,102
2014	HCL America Inc. I	675	362	\$73,841	\$3,104,222	\$654,000	\$218,000	\$2,267,683
2015	HCL America Inc. I	673	638	\$68,703	\$3,104,222	\$654,000	\$218,000	\$2,460,365
2015	HCL America Inc. II	500	831	\$59,218	\$0	\$506,816	\$168,939	\$911,287

Term Year	Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Account	Eligible Withholdings
2014	Herbalife International of America, Inc. I	343	0	\$59,804		\$268,109	\$89,369	\$537,899
2015	Herbalife International of America, Inc. I	493	70	\$55,085	\$143,741,106	\$523,500	\$174,500	\$1,085,467
2015	Honda Aero, Inc.	64	52	\$138,993	\$26,835,257	\$167,000	\$29,000	\$432,151
2015	Honda Aircraft Company, LLC	279	619	\$121,587	\$114,303,338	\$660,000	\$220,000	\$1,687,930
2015	Husqvarna Professional Products, Inc.	169	213	\$119,227	\$7,681,155	\$294,750	\$98,250	\$1,173,371
2015	Ideal Fastener Corporation	41	249	\$35,805	\$0	\$15,959	\$2,816	\$30,282
2014	Inmar, Inc.	99	723	\$104,953	\$25,221,708	\$0	\$0	\$593,766
2015	Inmar, Inc.	114	723	\$92,379	\$25,221,708	\$0	\$0	\$593,380
2015	InVue Security Products Inc.	34	88	\$114,941		\$43,196	\$14,399	\$186,998
2014	Ipreo US LLC	182	2	\$80,966		\$291,163	\$97,054	\$634,481
2015	Ipreo US LLC	236	2	\$82,269	\$0	\$354,750	\$118,250	\$841,104
2014	JELD-WEN, inc. I	115	0	\$144,008		\$230,567	\$76,856	\$716,002
2015	JELD-WEN, inc. I	154	0	\$174,630		\$289,500	\$96,500	\$1,363,000
2015	KSM Castings USA Inc.	120	0	\$40,380	\$50,692,628	\$141,914	\$0	\$222,235
2015	Leviton Manufacturing Co., Inc.	205	580	\$38,917	\$8,935,398	\$144,000	\$0	\$312,886



Term Year	Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Account	Eligible Withholdings
2015	Linamar Forgings Carolina Inc.	20	145	\$50,817	\$0	\$18,207	\$0	\$44,189
2015	Linamar North Carolina, Inc. I	189	0	\$53,279	\$65,020,853	\$0	\$0	\$433,429
2015	Linamar North Carolina, Inc. II	0	189	\$0	\$0	\$0	\$0	\$0
2015	Loparex LLC	123	100	\$93,803	\$12,014,582	\$212,463	\$39,713	\$580,922
2015	LORD Corporation	38	329	\$159,503	\$20,478,906	\$0	\$0	\$391,515
2015	Merck Sharp & Dohme Corp.	259	1089	\$127,292	\$314,156,557	\$381,000	\$126,999	\$1,957,587
2015	Metal Works Mfg. Co.	62	66	\$50,478		\$44,679	\$7,885	\$70,085
2015	MetLife Group, Inc.	3159	143	\$99,002	\$141,134,114	\$6,518,718	\$2,172,906	\$12,998,377
2015	MOM Brands Company, LLC (f/k/a Malt-O-Meal)	226	0	\$65,767	\$130,927,523	\$124,500	\$41,500	\$626,757
2015	NetApp, Inc. II	647	965	\$130,282	\$64,066,448	\$1,783,000	\$594,000	\$4,526,839
2015	NetApp, Inc. III	114	1498	\$163,256	\$69,904,514	\$0	\$0	\$1,320,289
2014	Novartis Vaccines and Diagnostics, Inc. I	353	237	\$93,288	\$581,125,642	\$571,000	\$190,000	\$1,650,612
2014	Novartis Vaccines and Diagnostics, Inc. II	104	485	\$155,756	\$34,032,647	\$310,500	\$103,500	\$859,167

Term Year	Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Account	Eligible Withholdings
2015	Novo Nordisk Pharmaceutical Industries, Inc. II	179	608	\$92,258	\$150,714,160	\$89,250	\$29,750	\$832,709
2015	Pactiv LLC (fka Prairie Packaging, Inc.)	304	31	\$42,505	\$56,343,505	\$176,000	\$58,666	\$509,566
2015	Peds Legwear (USA) Inc.	118	66	\$35,442	\$0	\$117,432	\$0	\$158,789
2015	Pharmaceutical Research Associates, Inc.	496	209	\$102,222	\$2,638,401	\$980,000	\$327,000	\$2,768,917
2015	Plastek Industries, Inc. d/b/a Plastek Industries, Inc. (PA) - North Carolina	232	50	\$29,573	\$22,783,678	\$170,856	\$0	\$263,621
2014	Premier Healthcare Solutions, Inc.	206	748	\$156,976	\$77,939,264	\$487,323	\$162,441	\$1,795,423
2015	Quintiles Inc.	1000	1650	\$129,974	\$55,779,067	\$2,206,000	\$735,000	\$6,656,869
2015	Rack Room Shoes, Inc.	75	160	\$85,454	\$20,566,094	\$89,510	\$29,836	\$298,365
2014	Ralph Lauren Corporation I	253	1443	\$47,563	\$34,161,024	\$160,000	\$54,000	\$528,093
2015	Ralph Lauren Corporation I	253	1410	\$46,600	\$34,161,024	\$160,000	\$54,000	\$518,696
2014	Ralph Lauren Corporation II	273	1422	\$47,580	\$104,708,793	\$156,750	\$52,250	\$508,338
2015	Ralph Lauren Corporation II	241	1422	\$56,705	\$104,708,793	\$192,659	\$64,220	\$614,199
2015	RC Creations, LLC	126	0	\$31,890	\$35,619,639	\$62,471	\$20,823	\$139,028
2015	Red Hat, Inc. I	472	936	\$141,024	\$59,082,271	\$645,000	\$215,000	\$3,344,393

Term Year	Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Account	Eligible Withholdings
2015	Red Hat, Inc. II	239	1169	\$135,349	\$8,017,642	\$155,250	\$51,750	\$1,256,668
2015	RELX INC. fka Reed Elsevier Inc.	122	311	\$154,669	\$0	\$0	\$0	\$944,080
2015	S. & D. Coffee, Inc.	147	613	\$39,677	\$0	\$105,000	\$35,000	\$235,011
2015	Schletter Inc.	114	0	\$43,710	\$0	\$0	\$0	\$199,654
2015	Sealed Air Corporation	457	0	\$154,470	\$0	\$912,332	\$304,110	\$3,017,259
2015	Sheetz Distribution Services, LLC	219	0	\$33,004	\$29,890,213	\$132,600	\$23,400	\$317,195
2015	Sid Tool Co., Inc.	352	64	\$80,982	\$39,278,581	\$555,000	\$185,000	\$1,383,425
2014	Siemens Energy, Inc. (Smart Grid)	86	260	\$146,397		\$0	\$0	\$711,798
2015	Siemens Energy, Inc. (Smart Grid)	46	260	\$192,322	\$0	\$0	\$0	\$537,523
2014	Siemens Energy, Inc. I (637)	218	1324	\$91,525	\$45,307,807	\$392,250	\$130,750	\$1,005,715
2015	Siemens Energy, Inc. I (637)	218	1352	\$87,424	\$45,307,807	\$392,250	\$130,750	\$918,651
2014	Siemens Energy, Inc. II (Cardinal)	541	1001	\$103,065	\$189,470,428	\$1,414,958	\$471,652	\$2,728,573
2015	Siemens Energy, Inc. II (Cardinal)	569	1001	\$108,175	\$189,470,428	\$1,430,934	\$476,978	\$2,942,777
2015	Sturm, Ruger & Company, Inc.	245	0	\$43,992	\$28,623,693	\$318,781	\$0	\$426,711

Term Year	Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Account	Eligible Withholdings
2015	TIMCO Aerosystems, LLC	200	3	\$62,801		\$201,876	\$35,625	\$516,596
2014	TWC Administration LLC (II)	348	1098	\$92,124	\$5,566,911	\$380,000	\$127,000	\$1,661,765
2014	TWC Administration LLC (III)	229	1217	\$81,706	\$125,556,987	\$354,792	\$118,264	\$807,299
2014	XPO Logistics, Inc. I	201	95	\$60,884		\$267,689	\$89,230	\$549,106
2015	XPO Logistics, Inc. I	194	142	\$69,468		\$308,501	\$102,834	\$652,118
2014	XPO Logistics, Inc. II	51	245	\$50,955		\$0	\$0	\$67,133
2015	XPO Logistics, Inc. II	91	245	\$66,045		\$0	\$0	\$252,079
	<b>Total</b>	<b>24,093</b>	<b>40,052</b>	<b>\$80,101</b>	<b>\$4,864,957,244</b>	<b>\$35,294,997</b>	<b>\$11,035,985</b>	<b>\$99,935,740</b>

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

**Attachment D: Withdrawn / Terminated Grants (through December 31, 2016)**

Company Name	Status	Date Withdrawn/Terminated
Superior Essex Communications, LP	Withdrawn	08/01/2005
Andrew Corporation	Withdrawn	05/01/2006
Smiths Aerospace Components, Inc.	Withdrawn	01/01/2007
Lenovo (United States) Inc.	Terminated	11/15/2007

Company Name	Status	Date Withdrawn/Terminated
SmithKline Beecham Corporation D/B/A GlaxoSmithKline	Terminated	01/23/2008
Qimonda North America Corp.	Terminated	03/13/2008
Skybus Airlines, Inc.	Terminated	04/10/2008
Reliance Industries USA, Inc.	Withdrawn	09/01/2008
Chris-Craft Corporation	Terminated	12/04/2008
Google Inc.	Withdrawn	12/04/2008
Brunswick Corporation	Terminated	04/28/2009
Harris Stratex Networks Operating Corporation	Terminated	06/20/2009
Hewitt Associates, LLC	Terminated	12/29/2009
Dell Products LP	Terminated	02/25/2010
Fountain Power Boats, Inc.	Terminated	02/25/2010
ITG Automotive Safety Textiles, LLC	Terminated	02/25/2010
Volvo Construction Equipment, NA	Terminated	02/25/2010
BSH Home Appliances Corporation	Terminated	03/18/2010
Force Protection Industries, Inc.	Terminated	03/31/2010
General Dynamics Armament and Technical Products, Inc.	Terminated	03/31/2010
Headway Corporate Resources, Inc.	Terminated	03/31/2010
RF MICRO DEVICES, INC. II	Terminated	03/31/2010
IBM Lender Business Process Services, Inc.	Terminated	04/08/2010
General Electric Company II	Terminated	05/13/2010
MeadWestvaco Corporation	Terminated	05/13/2010
PGT Industries, Inc.	Terminated	05/13/2010
PRC Industries, Inc.	Terminated	05/13/2010
ZF Lemforder Corporation	Terminated	06/10/2010
Lotus Engineering Inc.	Terminated	06/14/2010
Citicorp Credit Services, Inc.	Terminated	08/12/2010
Novo Nordisk Pharmaceutical Industries, Inc. I	Terminated	08/12/2010
Goodrich Corporation	Terminated	10/14/2010

Company Name	Status	Date Withdrawn/Terminated
Indian Motorcycle Company	Terminated	10/14/2010
Maverick Boat Company, Inc.	Terminated	11/10/2010
RF Micro Devices, Inc.	Terminated	12/09/2010
Carolina Classifieds.Com LLC	Terminated	01/13/2011
DRS Technical Services, Inc.	Terminated	03/10/2011
INC Research, Inc.	Terminated	03/10/2011
Sysco Food Services of Raleigh, LLC	Terminated	03/10/2011
Tessera NA Inc	Terminated	03/10/2011
LS Tractor USA, LLC	Terminated	03/23/2011
Unilin Flooring NC, LLC	Terminated	06/09/2011
GETRAG Corporation	Terminated	10/16/2011
Mack Trucks, Inc.	Terminated	01/12/2012
Maersk Inc.	Terminated	01/12/2012
Newell Rubbermaid Inc.	Terminated	01/27/2012
GE-Hitachi Nuclear Energy Americas LLC	Terminated	02/01/2012
Merchants Distributors, Inc	Terminated	02/28/2012
Toshiba America Nuclear Energy Corporation	Terminated	03/23/2012
Becton Dickinson and Company	Terminated	09/05/2012
PCB Piezotronics of North Carolina, Inc.	Terminated	09/05/2012
Sutter Street Manufacturing, Inc.	Terminated	09/20/2012
Grifols Therapeutics Inc. (f/k/a Talecris Biotherapeutics, Inc)	Terminated	12/06/2012
Arneg LLC	Terminated	02/14/2013
R.H. Donnelley, Inc. (d/b/a Dex One Corp)	Terminated	02/14/2013
Stiefel Research Institute, Inc.	Terminated	02/14/2013
Seterus, Inc.n (fka IBM LBPS)	Terminated	03/12/2013
Siemens Medical Solutions USA, Inc.	Terminated	03/26/2013
Compass Group USA, Inc.	Terminated	04/09/2013
Avaya, Inc.	Terminated	10/08/2013

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

<b>Company Name</b>	<b>Status</b>	<b>Date Withdrawn/Terminated</b>
Syngenta Crop Protection, LLC	Terminated	03/08/2016
Castle Branch, Inc.	Terminated	03/22/2016
Capgemini America, Inc.	Terminated	04/12/2016
PayPal, Inc.	Withdrawn	05/17/2016
Dollar Express Stores LLC	Withdrawn	05/24/2016
Eaton Corporation	Terminated	05/24/2016
Valley Fine Foods Company, Inc.	Terminated	06/28/2016
Caterpillar Inc. (Bee)	Terminated	11/22/2016
Deere-Hitachi Construction Machinery Corporation	Terminated	12/20/2016