

**NORTH CAROLINA DEPARTMENT OF COMMERCE**

# **Job Development Investment Grant**

---

**2019 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 2019 .....	6
	Tier.....	6
	Performance Minimums.....	7
	Estimated Economic Impact .....	9
	JDIG Grant Offers Not Accepted .....	9
IV.	General Description of Calendar Year 2019 Grantees .....	10
V.	JDIG Grantee Performance.....	12
	Distribution of Grants .....	13
	Environmental Impact.....	17
VI.	Grantee Profiles for Calendar Year 2019.....	17
	JDIG Grants .....	17
	Utility Account Awards .....	299
VII.	Conclusion .....	31
Attachment A1	Maximum Annual State Liability under JDIG Awards Made in CY 2019	
Attachment A2	Maximum Annual Grant Amount Payable to CY 2019 Grantees	
Attachment A3	Maximum Annual Grant Amount Payable to Utility Account under JDIG Awards Made in CY 2019	
Attachment B	Estimated Lifetime Fiscal and Economic Impacts for Grants awarded in CY 2003-2019	
Attachment C	Certified JDIG Grantee Report Findings for Payments Made in CY 2019	
Attachment D	Withdrawn / Terminated Grants	

## I. Introduction

This report describes CY 2018 performance by existing grantees and CY 2019 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 2019; 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, 2021 (G.S. §143B-437.62). It is a performance-based economic development incentive program that provides annual grant disbursements for a period of up to 12 years, to new and expanding businesses based on a percentage of withholding taxes paid by new employees during each calendar year of a grant. This percentage ranges from 10% to 75% (80% for awards after October 1, 2015 in Tier 1 counties). The grant term can be extended to 20 years for a high-yield project, requiring the company to invest at least \$500 million in private funds and create at least 1,750 eligible positions. The grant term can be extended to 40 years for a transformative project, requiring the company to invest at least \$1 billion in private funds and create at least 3,000 eligible positions. High-yield and transformative projects may be eligible to receive an enhanced percentage, up to 100% of withholdings of eligible positions, when meeting all the terms of their grant agreement. 90% of the grant is payable to the company, and 10% is payable to the Utility Account.

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

---

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

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

The total future annual liability for all grants awarded in any single calendar year is capped at \$35 million a year. This annual liability cap is limited to \$20 million for projects located in counties with total employment of 500,000 or more and \$5 million is reserved for projects located in counties with an annual ranking pursuant to G.S. 143B-437.08 in the highest fifty percent of the remaining counties. For years when a grant for a high-yield project is awarded the cap is increased to \$45 million. The maximum annual liability limit does not apply to transformative projects. Regardless of the stated liabilities under grants awarded, many companies' performance does not result in eligibility for the full annual amount possible under their respective agreements. The maximum payments for grants awarded during CY 2003-2019 will be less than the maximum theoretically possible. For example, 2019 payments were made for 63% of total liability for grantees with certified performance for CY 2016 & 2017 (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 2019 is included in Attachment A1, with the maximum liability to the grantee in Attachment A2, and the maximum liability to the Utility Account in Attachment A3. The Utility Account receives 25% of the value of every grant payment earned by companies for projects located in Tier 3 counties and 10% of the value of every grant payment earned by companies for projects located in Tier 2 counties. Funds in the Utility Account are made available for infrastructure projects in North Carolina's more distressed counties.

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

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

---

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

application process. Once the company is ready to proceed with an application, Commerce Finance staff informs the company of program requirements and begins the data collection process. The company then submits a draft application for review by Commerce staff, who works with the company to complete an accurate final application. During the application process, the company is required to submit the following:

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

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

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

---

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

Commerce and the EIC to assess grant performance and eligibility for disbursement. The actual disbursement amount for which the company is eligible is determined from Commerce’s analysis of the annual performance reports. The Department of Revenue certifies the company’s reported withholdings and the absence of overdue tax debts. All disbursements must be approved by the EIC before actual payment.

### **III. JDIG Applicants and Grantees for CY 2019**

During CY 2019, the EIC awarded 28 grants.<sup>4</sup> Table 1 lists the details for each grant award. Roman numerals following the grantee name indicate the number of JDIG grants received by the grantee since the program’s inception.

#### ***Tier***

Of the CY 2019 grants, seven were awarded to projects locating in a tier 1 county, seven were awarded to projects locating in a tier 2 county, and fourteen grants went to companies locating in a tier 3 county. One of the awards in a tier 3 county included the expansion of a facility in a tier 1 county. These companies could contribute a maximum amount of approximately \$42 million to the Utility Account over the life of the grants. The funds in the Utility Account are to be used in tier 1 and 2 counties as more fully set forth below in the “Distribution of Grants” section on p 13.

---

<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 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. Twenty-eight applications were received in 2019. A total of 28 grants were awarded in 2019. One company did not proceed with their application. One company awarded a grant in 2019 submitted their application in 2018.

**Table 1. CY 2019 Grantee Terms and Award Amounts**

Grantee Name	County	Tier	Number of Grant Years	1st Year of Eligibility	% Withholding	Amount to Company	Amount to Utility Account	Total Award Liability
Lowe's Companies, Inc.	Mecklenburg	3	12	2020	75	\$54,090,750	\$18,030,250	\$72,121,000
Xerox Corporation	Wake	3	12	2020	43	\$12,324,750	\$4,108,250	\$16,433,000
Microsoft Corporation II (Kirk)	Wake	3	12	2020	50	\$12,118,500	\$4,039,500	\$16,158,000
Microsoft Corporation I (Enterprise)	Mecklenburg	3	12	2021	45	\$7,910,250	\$2,636,750	\$10,547,000
Q Squared Solutions LLC II	Durham	3	12	2023	40	\$5,301,000	\$1,767,000	\$7,068,000
Policygenius Inc.	Durham	3	12	2021	46	\$4,997,250	\$1,665,750	\$6,663,000
Merck Sharp & Dohme Corp. II	Durham, Wilson	3, 1	12	2021	40	\$4,974,750	\$1,658,250	\$6,633,000
ABB Inc. II	Orange	3	12	2020	40	\$4,369,500	\$1,456,500	\$5,826,000
Q Squared Solutions LLC I	Durham	3	12	2021	40	\$4,293,750	\$1,431,250	\$5,725,000
PAREXEL International, LLC	Durham	3	12	2020	35	\$4,194,000	\$1,398,000	\$5,592,000
NEWCO-SPV	Lenoir	1	12	2021	50	\$4,782,000	\$0	\$4,782,000
Well Dot, Inc.	Orange	3	12	2020	38	\$3,394,500	\$1,131,500	\$4,526,000
Bharat Forge Aluminum USA, Inc.	Lee	2	12	2021	65	\$3,543,300	\$393,700	\$3,937,000
Greenheck Fan Corporation	Cleveland	1	12	2020	47	\$3,278,000	\$0	\$3,278,000
Collectis Biologics, Inc.	Wake	3	12	2020	25	\$1,999,500	\$666,500	\$2,666,000
SynergyLabs, LLC	Burke	2	12	2020	54	\$2,081,700	\$231,300	\$2,313,000
JB Hamlet LLC	Richmond	1	12	2020	80	\$2,179,000	\$0	\$2,179,000
AveXis, Inc. II	Durham	3	12	2021	25	\$1,447,500	\$482,500	\$1,930,000
Kalyani Precision Machining, Inc.	Lee	2	12	2023	52	\$1,560,600	\$173,400	\$1,734,000
Design Foundry LLC	Catawba	2	12	2020	30	\$1,545,300	\$171,700	\$1,717,000
Pamlico Yachtworks, LLC	Beaufort	1	12	2020	40	\$1,712,000	\$0	\$1,712,000
Carvana, LLC	Cabarrus	3	12	2020	25	\$1,215,000	\$405,000	\$1,620,000
Ontic Engineering and Manufacturing, Inc.	Granville	2	12	2020	45	\$1,386,900	\$154,100	\$1,541,000
Newco	Yancey	2	12	2021	65	\$1,366,200	\$151,800	\$1,518,000
Pella Corporation	Rockingham	1	12	2020	50	\$1,214,000	\$0	\$1,214,000
Cataler North America Corporation	Catawba	2	12	2022	37	\$1,027,800	\$114,200	\$1,142,000
PCB Piezotronics of North Carolina, Inc. II	Halifax	1	10	2020	65	\$940,000	\$0	\$940,000
FFE Transportation Services, Inc.	Nash	1	7	2020	59	\$760,000	\$0	\$760,000
<b>Total</b>						<b>\$150,007,800</b>	<b>\$42,267,200</b>	<b>\$192,275,000</b>

### ***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.

CY 2019 grantees are expected to create 9,404 direct jobs and are required to retain 15,054 jobs over their grant terms. Grantees are also anticipated to invest \$1.7 billion in buildings and fixtures, infrastructure, or machinery and equipment and other tangible personal property at the project site. Table 2 outlines the target number of jobs, jobs to be retained, target average annual wage, and investment for each 2019 grantee.<sup>5</sup> Anticipated job effects are reported at full employment for each

<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.



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>

**Table 2: CY 2019 Grantee Jobs, Wages and Investment**

Grantee Name	Target Jobs	Jobs to be Retained	Target Average Annual Wage	Target Investment
Lowe's Companies, Inc.	1,612	5,104	\$117,972	\$153,885,328
Xerox Corporation	600	-	\$112,818	\$18,400,000
Microsoft Corporation II (Kirk)	500	2,380	\$125,354	\$47,500,000
NEWCO-SPV	475	-	\$47,069	\$99,770,000
Q Squared Solutions LLC II	456	566	\$82,603	\$9,100,000
Microsoft Corporation I (Enterprise)	430	1,950	\$98,711	\$23,900,000
Merck Sharp & Dohme Corp. II	425	1,247	\$73,382	\$680,000,000
Carvana, LLC	413	88	\$38,842	\$33,200,000
ABB Inc. II	403	1,222	\$70,789	\$39,900,000
Greenheck Fan Corporation	403	410	\$40,313	\$58,823,007
Well Dot, Inc.	400	25	\$63,020	\$3,078,000
Policygenius Inc.	377	-	\$72,216	\$5,955,600
Bharat Forge Aluminum USA, Inc.	304	-	\$47,056	\$127,363,980
Q Squared Solutions LLC I	293	273	\$89,379	\$63,859,000
PAREXEL International, LLC	264	629	\$110,511	\$1,679,600
SynergyLabs, LLC	237	-	\$40,568	\$11,200,000
Pamlico Yachtworks, LLC	207	-	\$45,637	\$12,280,000
Design Foundry LLC	202	4	\$57,995	\$3,133,000
AveXis, Inc. II	200	200	\$72,952	\$60,000,000
Collectis Biologics, Inc.	200	-	\$100,823	\$68,627,767
Kalyani Precision Machining, Inc.	156	-	\$47,992	\$43,000,000
Cataler North America Corporation	151	406	\$46,507	\$42,000,000
JB Hamlet LLC	130	70	\$39,270	\$12,750,000
Ontic Engineering and Manufacturing, Inc.	126	61	\$55,149	\$2,770,000
Pella Corporation	124	-	\$41,648	\$19,971,690
PCB Piezotronics of North Carolina, Inc. II	120	419	\$33,760	\$4,465,950
Newco	100	-	\$53,700	\$86,000,000
FFE Transportation Services, Inc. <sup>(a)</sup>	96	-	\$51,356	\$4,700,000
<b>Total</b>	<b>9,404</b>	<b>15,054</b>	<b>\$79,618</b>	<b>\$1,737,312,922</b>

Attachment B provides historical and CY 2019 direct job creation requirements (specifically, the number of jobs to be created when the project has completed its job ramp up period, known as the “base period”). Grantees that have withdrawn or terminated from the program are not included in Attachment B. Typically, there is a lag between the time an award is made and the actual

<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.



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 9,404 new direct jobs associated with CY 2019 projects affect other sectors by increasing demand for goods and services by businesses and households. These indirect and induced (multiplier) effects are estimated to add 13,143 jobs, for a total estimated employment impact of 22,547 jobs. State Gross Domestic Product is expected to increase by \$30.7 billion over the life of CY 2019 grants. The projects are expected to provide a net fiscal benefit to the state of approximately \$663 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 2019 Grantees to CY 2018 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 2018	\$216,071,000	10,113	19,663	\$1,009,814,888	15,385	25,498	\$28,043	\$544
Total CY 2019	\$192,275,000	9,404	15,054	\$1,737,312,922	13,143	22,547	\$30,677	\$663
Percentage Change:	-11%	-7%	-23%	72%	-15%	-12%	9%	22%

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

EDPNC Project Managers interact with many business prospects, but only those businesses that are likely to be good candidates for a grant award are encouraged to apply, as the application fee is non-refundable. If the project is not a good JDIG candidate, Project Managers work with companies to find other assistance to support locating their project in the state. In total, 28 JDIG applications were received in 2019 and 28 grants were awarded. One company did not proceed with their grant application. One company was awarded a grant in 2019 but had submitted their application in 2018. There were 18 projects in CY 2019 that were estimated for a JDIG proposal but were ultimately not pursued by the company. The total proposed JDIG funding for these projects was estimated at \$205 million. A summary of this information is presented in Table 4.

<sup>7</sup> “Closed” refers to grantees that have completed their JDIG terms. It does not include “terminated” or “withdrawn” grantees. There are seventeen 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.), a 2004 grant to Credit Suisse Securities (USA) LLC, a 2004 grant to Altec Industries, Inc., a 2007 grant to Pharmaceutical Research Associates, Inc., a 2009 grant to Ally Financial Inc. (f/k/a GMAC LLC), a 2005 grant to Association of International Certified Professional Accountants, a 2006 grant to Credit Suisse Securities (USA) LLC (II), a 2007 grant to NetApp, Inc. II, a 2006 grant to Ralph Lauren Corporation I, a 2008 grant to Charter Communications, LLC, and a 2009 grant to Siemens Energy, Inc.

**Table 4. CY 2019 JDIG Grant Offers Not Accepted**

<b>Tier</b>	<b>Number of Proposed JDIG Grants</b>	<b>JDIG Amount Proposed</b>
1	1	\$4,065,000
2	4	\$36,746,300
3	13	\$164,623,350
<b>Total</b>	<b>18</b>	<b>\$205,434,650</b>

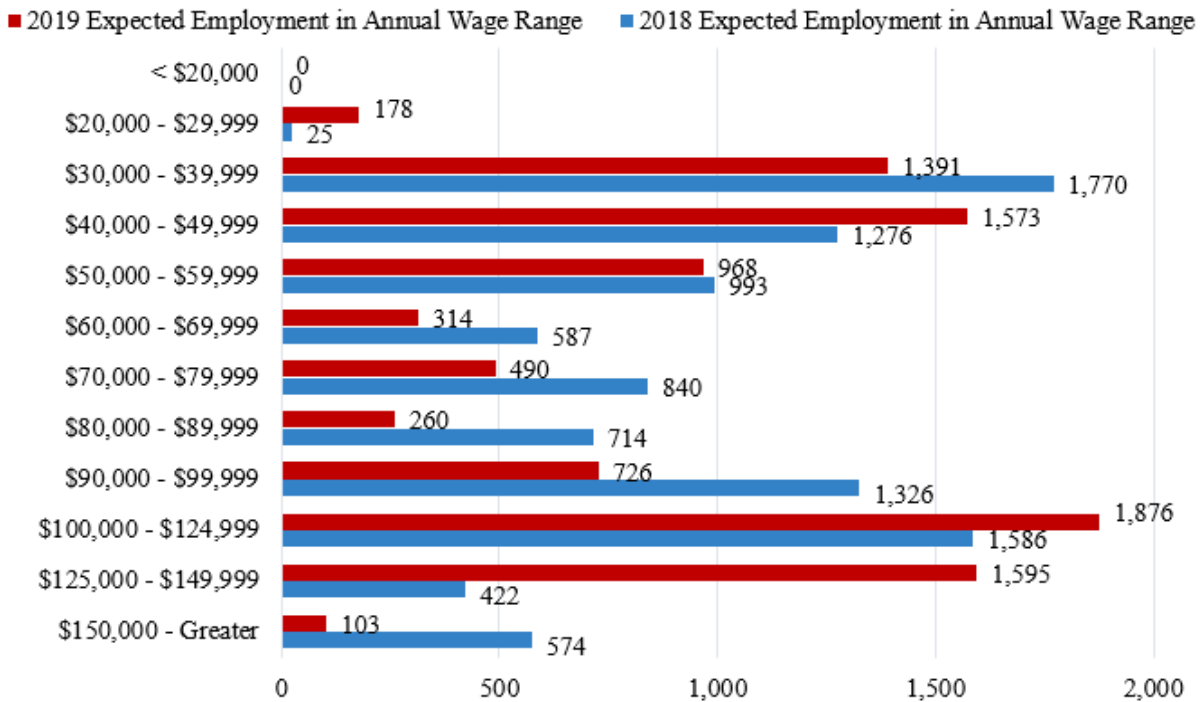
#### **IV. General Description of Calendar Year 2019 Grantees**

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 2019 projects include sectors such as headquarters, computer programming services, biotechnology, insurance and manufacturing, among others. These projects require labor at a variety of skill levels and types -- lower-skilled assembly trades, high-skilled manufacturing production, and knowledge-intensive consumer and business services.

For all projects awarded in CY 2019, the target average annual wage of all employees is \$79,618. The CY 2019 target average annual wage at full employment is below CY 2018 grantees’ target average annual wage of \$92,511. Table 5 compares the expected wage levels of CY 2019 grantees and CY 2018 grantees, along with the number of employees within certain wage ranges.

**Table 5. Expected Jobs by Wage Increments: CY 2019 and CY 2018 Grantees**



It is expected that 67% of CY 2019 project employees will earn over \$50,000 dollars annually vs. 70% in CY 2018. 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 2019 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 28 projects, thirteen are “Expanding Operations,” thirteen are “New Operations (Company New to NC),” and two are “New Operations (Company Existing in NC).”<sup>8</sup> It should be noted that with respect to the Grantee Profiles in Section VI, certain companies with existing operations in North Carolina have requirements that they retain the number of positions that exist at the time of their JDIG applications before counting any new jobs as eligible for grant

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

payments, while other companies with existing operations do not have this requirement. The JDIG statute limits grant payments to jobs filled by employees that represent a net increase in the number of the company’s employees statewide. Exemptions can be made if the EIC finds that: the increase or maintenance of employment may be measured at the level of a division or other operating unit of a business (a “Division Level Finding”), rather than at the business level; this is necessary in order to secure the project to the state; and the agreement includes terms to ensure that the business does not transfer existing positions to the project. This might be done where a company has distinct and separate operations and lines of business under different management structures. An example of a case where a division level finding may be implemented would be a company with a large number of retail facilities that is seeking to locate a new headquarters operation for its national operations, in which case the decision is unrelated to decisions about retail site location.

**Table 6. Comparison of New Operations to Existing Operations, CY 2019**

2018 Grantees	Total Number of Grant Awards	Total Grant Award Liability	% of Total Grant Award Liability	Expected Jobs	Expected Investment	% of Total Investment	Indirect and Induced Jobs	Total Jobs	% of Total Jobs	Estimated NC GDP Impact (millions)
New Operations (Company New to NC)	13	\$47,628,000	25%	3,208	\$513,152,037	30%	3,213	8,197	36%	\$9,872,845,244
New Operations (Company Existing in NC)	2	73,263,000	38%	1,763	\$195,885,328	11%	2,673	4,436	20%	\$6,682,578,795
Expanding Operations	13	71,384,000	37%	4,433	\$1,028,275,557	59%	5,301	9,914	44%	\$14,121,610,742

## V. JDIG Grantee Performance

This section examines actual results of active JDIG grantees since the program’s inception. In calendar year 2019, there were 19 companies participating in the program whose performance results were certified and a payment was made.<sup>9</sup> These payments covered performance in CY 2016 & 2017. CY 2018 performance was not certified for any grantee during 2019 and no payments were made due to the lack of a state budget for FY 2019-2020. For analysis purposes, the companies are typically considered ‘reporting grantees’. This nomenclature describes the subset of companies that have been awarded a grant, created new jobs, and have reported activity for a previous calendar year to Commerce that has been certified by the Department of Revenue, and are eligible for grant payments. Companies are required to provide the EIC with detailed annual reports during each calendar year in which they are eligible for grant payments. The reports document company compliance with performance requirements of their respective CEDAs. The companies must provide the EIC with information on the number of eligible jobs created, existing positions retained, wages paid for eligible positions, investment made, certification of employee health insurance, and fulfillment of environmental, tax, and OSHA requirements. Companies forgo a year’s grant payments for failure to achieve 80% compliance with the minimum requirements, based on a weighted average of performance factors, and may receive a pro-rated payment for compliance between 80% and less than 100%. If a company fails to achieve 100% of the minimum

<sup>9</sup> These grantees were certified and paid for CY 2016 & 2017 performance. Actual participants in 2018 exceed this amount, but the exact performance and payments numbers cannot be established until reported results have been certified. CY 2018 performance was not certified for any grantee during 2019 and no payments were made due to the lack of a state budget for FY 2019-2020.

performance requirement for 3 consecutive years during its base period, the company is ineligible for a payment. At certain points of non-compliance, a company may lose its grant entirely.

Attachment C displays the JDIG annual grant performance results that were certified in CY 2019. None of these reports are based on CY 2018 performance due to the lack of a state budget for FY 2019-2020. All of the results are for prior years' performance and are included because they were certified in 2019. In 2019, Commerce and the EIC reviewed, certified, and awarded 19 companies for CY 2016 - CY 2017 grantee performance.

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

An important goal of JDIG and other state incentive programs is the geographic distribution of benefits across the state. The JDIG program has two mechanisms to fulfill this goal. First, the Committee takes into account the economic characteristics of counties when awarding grants and setting grant terms. Second, for projects locating in tier 3 or tier 2 counties (relatively less economically distressed counties), a portion of the payment otherwise due to the grantee is instead paid into the Utility Account to fund economic development in more economically-distressed areas, primarily in tier 1 and 2 counties.<sup>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, 2015. The annual deposits to the Utility Account will increase 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 2019, nine projects were funded by the Utility Account, totaling just over \$6.5 million. 45% of the funding dollars were awarded to Tier 1 counties. Table 7 lists each project funded by the Utility Account in CY 2019. A detailed description of each project can be found in the "Grantee Profile" section on page 27.

---

<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.

**Table 7. CY 2019 Utility Account Awards**

County/City-Town (Grantee)	County	Tier	Firm / Site	Award Amount
Edgecombe County	Edgecombe	1	Kingsboro Industrial Park	\$1,074,000
Town of Aurora	Beaufort	1	Industrial Park	\$750,000
Northampton County	Northampton	1	West Fraser Timber Company	\$568,769
Town of Edenton	Chowan	1	Peanut Drive Industrial Park	\$473,125
Warren County	Warren	1	Heritage Mulch Company	\$115,000
Town of Oakboro	Stanly	2	Charlotte Pipe	\$2,500,000
Town of Sanford	Lee	2	Bharat Forge, Kalyani	\$500,000
McDowell County	McDowell	2	Industrial Park	\$352,500
City of Hickory	Catawba	2	ITM Medical Isotopes	\$225,000
<b>Total</b>				<b>\$6,558,394</b>

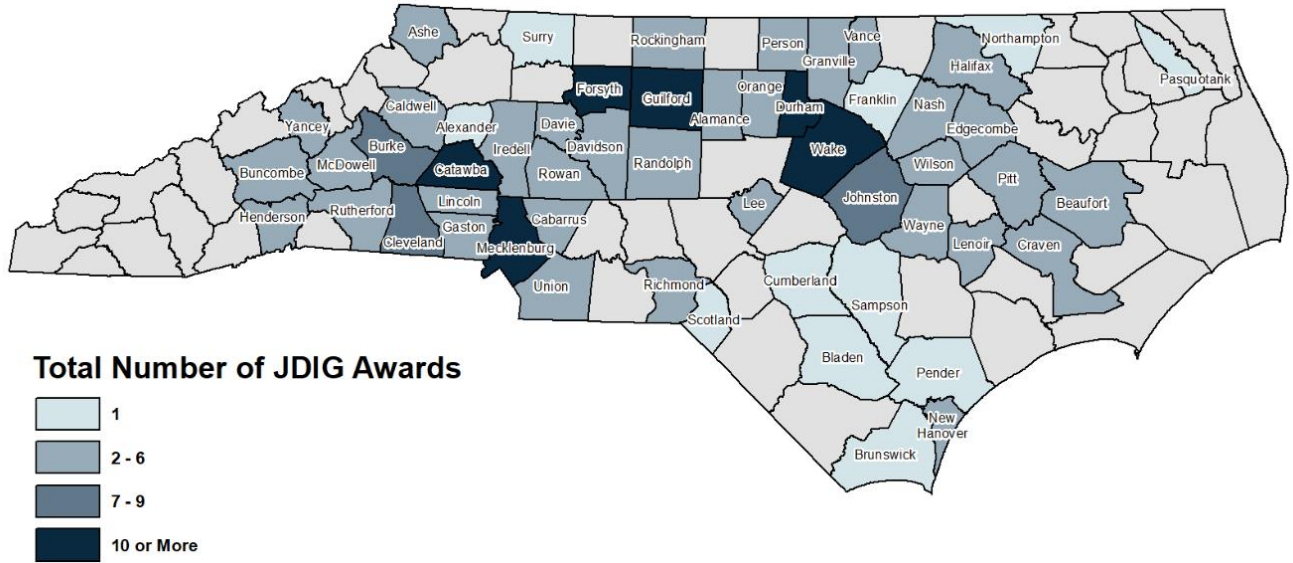
Figure 1 and 2 summarize the distribution of JDIG grants and Utility Account Awards by county since the JDIG program inception in 2003.<sup>11</sup> Figure 3 and 4 summarize the distribution of the amount of JDIG grants and Utility Account awards by county.<sup>12</sup>

<sup>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.

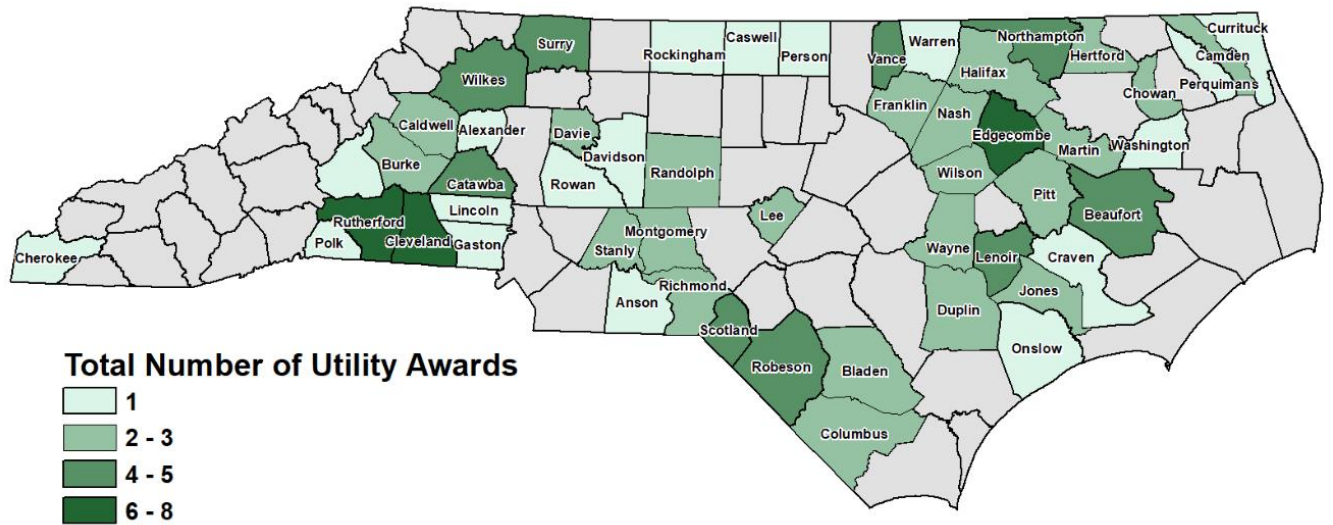
<sup>12</sup> All JDIG awards including those terminated. In instances where a project received one grant for locating facilities in multiple counties, each county is awarded an equal proportion of the total grant.



**Figure 1. Location of JDIG Awards, CY 2003-2019**

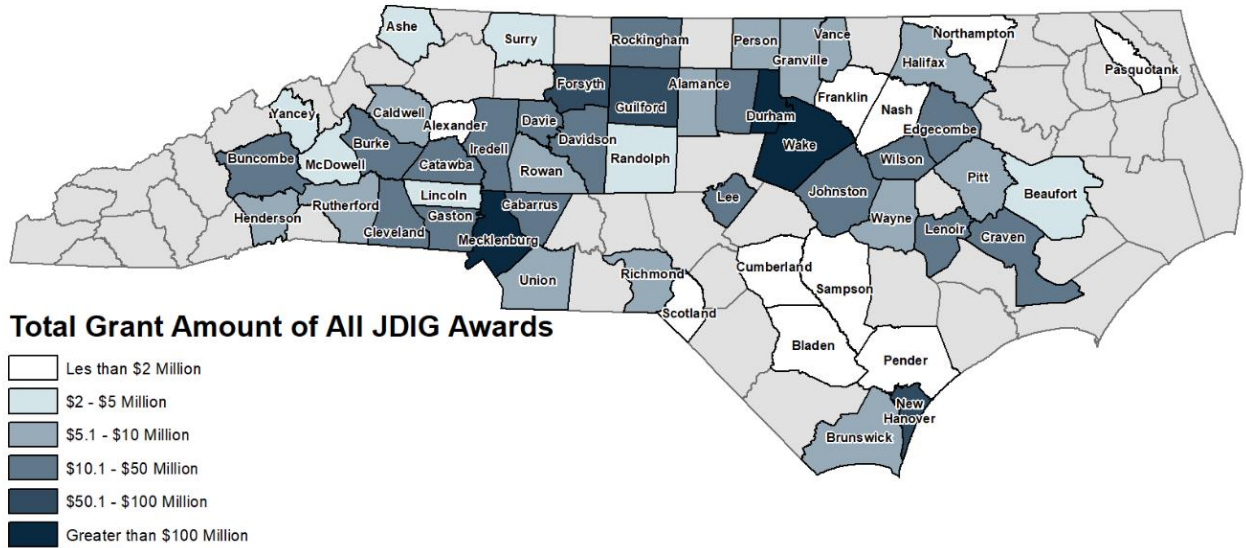


**Figure 2. Location of Utility Account Awards, CY 2006-2019**



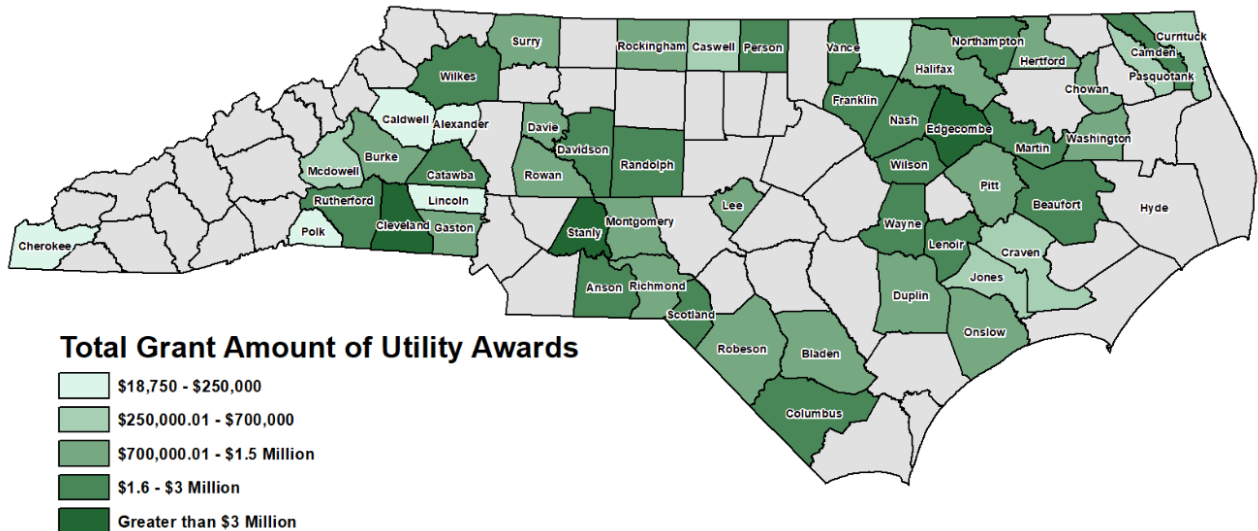


**Figure 3. Location of JDIG Awards by Amount of Grants, CY 2003-2019**



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, 15% of the total payment goes to the Utility Account. House Bill 117 changed the tier 2 county percentage from 15% to 10% as of October 1, 2015. JDIG is a continual funding source for the Utility Account. Individual projects funded from the Utility Account are not directly linked to a specific JDIG Award.

**Figure 4. Location of Utility Account Awards by Amount of Grants, CY 2006-2019**



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

### ***Environmental Impact***

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

## **VI. Grantee Profiles for Calendar Year 2019**

### ***JDIG Grants***

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

#### **ABB Inc. (“ABB”)**

ABB Ltd, the company’s parent, is a Swiss-Swedish multinational company headquartered in Zurich, Switzerland. ABB Inc.’s electrification business offers a wide-ranging portfolio of products, digital solutions and services, from substation to socket, enabling safe, smart and sustainable electrification. Offerings encompass digital and connected innovations for low- and medium-voltage, including EV infrastructure, solar inverters, modular substations, distribution automation, power protection, wiring accessories, switchgear, enclosures, cabling, sensing and control.

The purpose of this project is to consolidate the majority of ABB Inc.’s distribution services portfolio into one US hub location, as well as consolidate the manufacturing, product management, engineering and commercial operations.

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

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

### **AveXis, Inc. (“AveXis”)**

AveXis, Inc. is a clinical-stage gene therapy company focused on bringing gene therapy out of the lab and into the clinical setting for patients and families devastated by rare and orphan neurological genetic diseases.

The company’s initial product candidate, AVXS-101, is its proprietary gene therapy of a one-time intravenous treatment for SMA Type 1 and a one-time spinal injection treatment for SMA Type 2 -- designed to prevent further muscle degeneration caused by SMA. The Company received JDIG award # 2018-07 for production of AVXS-101 and this project is for additional manufacturing capacity.

In addition to North Carolina, the company considered locating this project at an existing site in Illinois and a greenfield site in Ireland.

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

### **Bharat Forge Aluminum USA, Inc. (“Bharat”)**

Bharat Forge is a technology and engineering driven development partner and global leader in metal forming. Bharat Forge is the world's largest forging company and considers itself amongst the best aerospace and automotive forging companies. Bharat Forge Aluminum USA, Inc. plans to set up and operate an aluminum forging plant for the manufacturing of forged automobile components. In tandem with this project, Kalyani Precision Machining, Inc. will set up a high precision machine shop for machining transmission and automobile components, which will then be supplied to various customers in the U.S.

Bharat initially considered a number of states, included Alabama, Georgia, Kentucky, Ohio, South Carolina, and Texas. In addition to North Carolina, that list was narrowed down to South Carolina and Kentucky.

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

### **Carvana, LLC (“LLC”)**

Carvana is an online platform that enables users to trade, finance, buy, and sell used cars. Carvana differentiates itself by providing a fully automated service scheme that resembles a coin-operated vending machine for cars. Carvana buys used cars at auction, performs needed repairs, body work and painting, stores them on-site and delivers purchased cars to customers.

Carvana's distribution system has a network of warehouses that operate as a hub-and-spoke model. Carvana evaluated its real estate strategy to determine placement of a

south/southeast inspection and recommissioning facility (IRC) to best meet the growing demand for on-line automobile purchases.

In addition to North Carolina, the company considered locating this project in Alabama, Tennessee, and Virginia.

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

### **Cataler North America Corporation (“CNA”)**

Cataler Corporation was established in 1967 and has seven manufacturing facilities, two Sales Offices, one Research and Development Center. Overall, the company’s business includes the manufacture of catalysts for a variety of automotive and engine purposes.

Cataler North America (CNA) located in Lincolnton, NC was established in 2002 and has experienced significant growth since that time. CNA produces automotive catalysts for Toyota, General Motors & Subaru.

CNA is seeking to build a second manufacturing facility with office space, with the potential for expansion. In addition to manufacturing team members the expansion would include positions in Engineering, Facilities, Human Resource, Information Technology, Maintenance, Quality, Safety & Supply Chain/Logistic fields.

The company visited and studied numerous greenfield sites in both North and South Carolina, and settled on two finalist sites, the Trivium site in Hickory, NC and the Smith Farm site in Spartanburg, SC.

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

### **Cellectis Biologics, Inc. (“CBI”)**

CLS, the guarantor, is a clinical-stage biopharmaceutical company focused on developing a new generation of cancer therapies. CLS uses gene editing to create cost-effective, "off-the-shelf" (allogeneic) products from healthy donors that can be immediately available for patients across all geographies.

CBI is establishing its first North America immunotherapy manufacturing facility, enabling it to internalize production for the commercial scale manufacturing of its products currently in development. This facility will manufacture immunotherapies based on allogeneic gene edited CAR T-cell platform of technology.

The project site search was narrowed to two locations: an existing facility in Raleigh, NC and an existing facility in Monmouth Junction, NJ.

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

### **Design Foundry LLC (“Design Foundry”)**

Design Foundry is manufacturing and selling upholstered furniture in partnership with a national brand company. The company places an emphasis on technology for manufacturing, using existing advances and developing through internal research and development its own manufacturing processes using STEM based talent and CNC/Automated equipment not normally associated with traditional furniture manufacturing.

Design Foundry is leasing an existing building to manufacture upholstered furniture, utilizing technology currently available and inventing processes to take this industry to the next level.

In addition to North Carolina, the company looked at locations in Tupelo, Mississippi, Mt. Pleasant, Texas, and Florence, SC.

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

### **FE Transportation Services, Inc. (“FFE”, “Frozen Food Express”)**

Headquartered in Lancaster, Texas, FFE provides temperature-controlled LTL services locally, regionally and nationally, with dedicated truckload availability as an alternative to a private fleet. With fleet sizes ranging from five trucks and above, FFE can also provide dedicated services to assist its customer base with specific temperature-controlled requirements and solutions.

FFE Transportation has several service centers in the Eastern U.S. that serve customers along the Atlantic coast. The centers, located in Florida, Georgia, New Jersey, and Ohio have provided temperature-controlled services to FFE customers in the Carolinas and neighboring states by adding capacity through new machinery & equipment, manpower and additional employee shifts.

FFE had several options for how to serve a new market, including expanding one or more of its existing facilities, buying, building, or leasing a facility in a state in which it already operates, or establishing a new facility.

In addition to North Carolina, FFE is looked at expansion opportunities in the neighboring states of Virginia, South Carolina and Georgia.

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

### **Greenheck Fan Corporation (“Greenheck”)**

Established in 1947 and headquartered in Schofield, Wisconsin, Greenheck is a national and international leader in the air movement, control, and conditioning industry. Greenheck fans, energy-recovery ventilators, packaged ventilation, make-up air units, dampers, louvers, kitchen ventilation systems, laboratory exhaust systems, and coils are shipped around the globe.

Greenheck currently has 3 business units in 3 facilities located in Cleveland County between Kings Mountain and Shelby. This project will bring an additional business unit to North Carolina along with significant expansion of three existing business units that are currently capacity constrained. The project would also bring significant investments in non-manufacturing employee amenities such as an on-site employee health clinic and wellness center aimed at becoming the employer of Choice in Cleveland County.

The primary competitive site for this expansion was Tulsa, OK.

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

### **JB Hamlet LLC (“JB Hamlet”)**

The guarantor, Vaughan Buckley, has owned a successful general contracting company in the construction industry (Vaughan Buckley Construction (VBC)) for the last 10 years, working exclusively with modular components. Recent growth has been constrained due to a restricted supply of modular components and Vaughan Buckley saw an opportunity to provide a high volume of residential housing components through JB Hamlet, which would provide a vertically integrated supply chain.

JB Hamlet will provide all prefabricated components for VBC’s construction needs. The guarantor believes this will eventually exceed \$50 million a year in construction components and allow JB Hamlet to be an independently operated and self-supporting company selling to third parties as well as VBC.

In addition to North Carolina, Vaughan Buckley considered an expansion of facilities in Pennsylvania or building a new factory in New Jersey.

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

### **Kalyani Precision Machining, Inc. (“Kalyani”)**

Kalyani Group, is an Indian multi-national company with high technology, engineering & manufacturing capability across critical sectors such as engineering steel, automotive, industrial, renewable energy, urban infrastructure and specialty chemicals.



Kalyani Technoforge Ltd. (KTFL) has emerged as a fast-growing leader in world-class forgings and machined components, sub-assemblies and assemblies. The company is a manufacturing partner for renowned brands in the automobile and non-automobile sector.

Kalyani plans to set up and operate a high precision machine shop for machining transmission and automobile components, which will then be supplied to various customers in the United States. In tandem with this project, Bharat Forge Aluminum USA, Inc. will operate an aluminum forging plant for the manufacturing of forged automobile components.

Kalyani initially considered a number of states, included Alabama, Georgia, Kentucky, Ohio, South Carolina, and Texas. In addition to North Carolina, that list was been narrowed down to South Carolina and Kentucky.

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

### **Lowe's Companies, Inc. (“Lowe’s”)**

Lowe’s is a Fortune 50 company and the world’s second largest home improvement retailer. This project site will be a technology center focused on the development of systems and technological solutions to ensure Lowe’s grows its business and remains competitive in the retail industry. Job roles at the technology center site will include the following job categories: Software Engineers, Product Management, Data Science & Engineering, Portfolio Management, Architects, User Experience, Infrastructure Engineering, Security Analysts, and End User Computing.

The primary locations under consideration for this project were Dallas, TX; York County, SC; and Charlotte, NC.

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

### **Merck Sharp & Dohme Corp. II (“Merck”)**

Merck is an innovative, global healthcare leader, with core product categories that address diabetes, cancer, vaccines and hospital acute care, Merck believes its fundamental responsibility is discovering, developing and delivering innovative medicines and vaccines that can make a difference in people's lives.

This project is to design, build, and qualify a 225,000 square foot bulk drug substance manufacturing facility in support of Merck’s GARDASIL 9 recombinant human papillomavirus (HPV) vaccine franchise. The new facility will be located at, but independent of, Merck’s existing vaccine manufacturing facility in Durham. The Wilson



County portion of the project is an expansion of packaging capacity that will be located at Merck's existing Wilson, NC facility.

Merck considered five primary locations for this project and after much analysis narrowed final candidate sites to Merck's existing company locations in West Point PA, Elkton, VA and Durham, NC.

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

### **Microsoft Corporation I (Enterprise) (“Microsoft”)**

Microsoft enables digital transformation for the era of an intelligent cloud and an intelligent edge. Microsoft's corporate headquarters are in Redmond, Washington.

Microsoft is strategically evaluated multiple markets that could support required headcount growth for new operations in its engineering and quantum computing segments. The talent required will be varied but will predominately be for software engineering and development skill-sets.

This project was highly competitive across three (3) major markets: Charlotte, NC; Irving, TX; and Fargo, ND.

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

### **Microsoft Corporation II (Kirk) (“Microsoft”)**

Microsoft enables digital transformation for the era of an intelligent cloud and an intelligent edge. Microsoft's corporate headquarters are in Redmond, Washington.

Microsoft evaluated multiple markets that could support the required headcount growth for new operations in its engineering departments. The capital to be spent will improve an existing facility and create a state-of-the-art work environment to allow for easier recruitment of a mix of new talent from the finalist community. The talent required will be varied but will predominately be for software engineering and development skill-sets.

This project was highly competitive across two (2) major markets: Morrisville, NC and Houston, TX.

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

### **North American Aerospace Industries Corporation (“Newco – SPV”)**

Aircraft Solutions USA Inc. (“ASU”) the guarantor was established in Delaware in 2018 and maintains offices in Miami, FL. Newco-SPV, a separate sister company to ASU, will service decommissioned aircraft, dismantling the aircraft for spare parts and recycling all aircraft materials.

Newco-SVP has been established as a dedicated aircraft recycling center. The process of dismantling an aircraft at its end of life as an integrated airframe is referred to as parting-out. The parting-out process is undertaken in phases as useful and reusable parts are progressively removed and may include the engines, undercarriage, in-flight entertainment systems and some of the avionics. Other useful parts are then removed, catalogued and sold to specialist parts dealers. All parts are inspected and certified as usable, repairable or unfit for service, with the appropriate documentation. Having removed all valuable components, the remaining fuselage is broken up into small pieces and processed for metal recovery.

In addition to Kinston, NC, the company considered five (5) possible locations for this project which included: Dothan, AL; Panama, FL; Peoria, IL; Longview, TX; and Cheyenne, WY.

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

### **Newco (“Newco”)**

Little Leaf Farms(LLF), the guarantor, began operations in April 2016. Its business model is designed to deliver a unique and superior product to the local market at a competitive price. To compete effectively on quality and price, LLF has incorporated many unique features into its greenhouse.

LLF will create a wholly owned subsidiary, NEWCO, to execute this project. Newco will build a greenhouse complex to grow leafy greens that it will package and sell into the grocery and food service channels.

LLF considered sites in Devens, MA and Hazle Township, PA, in addition to the Yancey County site.

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

### **Ontic Engineering and Manufacturing, Inc. (“Ontic”)**

Ontic is a leading provider of Original Equipment Manufacturer (OEM)-licensed aviation parts and Maintenance, Repair and Overhaul (MRO) services for aerospace platforms.

Ontic is headquartered in Chatsworth, CA. Due to growth constraints at the Chatsworth facility, the company is expanding. The new facility will be predominately industrial flex space with the potential to add additional space as needed to accommodate growth. The key activities of Ontic's operations at the project site will include engineering, manufacturing, assembling, quality control, finance, and customer service.

This project was competitive across two markets: Creedmoor, NC and St. Petersburg, FL.

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

### **Pamlico Yachtworks, LLC (“Pamlico”)**

MJM Yachts, LLC (MJM), the guarantor, was founded in 2002. MJM sells eight different models through a network of dealers.

MJM has utilized a subcontractor based in Boston for its production since inception. However, its facility is constrained. Despite these current facility issues, MJM is selling its yachts to the capacity of the sub-contractor. To achieve competitiveness, lower costs, add capacity and to increase sales, MJM is setting up its own production facility.

Competition for this project were sites in Charleston or Port Royal, SC, Progreso, Mexico, and Cape Charles, VA.

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

### **PAREXEL International, LLC (“PAREXEL”)**

PAREXEL is a Clinical Research Organization (“CRO”). CROs provide a wide range of services to the Pharma, Biotech, and the Medical Device Industry, the bulk of which are clinical trials that help obtain FDA or foreign regulatory approval for a drug.

PAREXEL was headquartered near Boston, MA . The company is creating a dual headquarters at its Durham office and relocating a portion of the Massachusetts business and employees to Durham. The project will relocate certain headquarter functions to Durham to support global operations including: HR, finance, IT, legal, and marketing.

In addition to the headquarter operations, PAREXEL is relocating activities within the delivery side of its clinical trials operations. These activities will include trial management, site easability, data analysis, data integrity, etc.

The competition for this project was Massachusetts.

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

### **PCB Piezotronics of North Carolina, Inc. (“PCB of NC”)**

PCB of NC manufactures piezoelectric sensors and related signal conditioners and cables. These sensors measure vibration, shock, pressure, force and other dynamic measurements.

In August of 2019, the guarantor, MTS Systems Corporation (MTS), sensor’s division (which includes PCB) acquired the Endevco division of Meggitt PLC. The Endevco division operated in both Irvine, CA and Xaimen, China. The Endevco product line is very similar technology to the sensors that are designed, manufactured and sold by PCB. This project will move the Endevco division to Halifax, NC.

Following the Endevco acquisition, MTS tasked PCB of NC with the project to determine whether to leave the Irvine, CA and Xaimen, China facilities operating as is or bring the work from both facilities to either the Depew, NY or the Halifax, NC manufacturing facilities.

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

### **Pella Corporation (“Pella”)**

Pella Corporation was founded in 1925 as the Rolscreen Company. In 1992, the company changed its name to Pella Corporation, to better reflect its entire product offering. Today the Pella® family of brands offers a full range of quality residential and commercial products in a variety of types and styles to meet virtually any design or budget.

This project is an expansion of operations in North Carolina. This facility is key to the company’s core product line and is a vital facility for production and distribution of product within the eastern United States.

The company explored sites across 5 states over 12 months. It narrowed its focus to North Carolina, Virginia and South Carolina.

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

### **Policygenius Inc. (“Policygenius”)**

Policygenius is an independent insurance broker with an online platform that enables users to compare several different plans from a range of providers. Policygenius offers a variety of insurances including health, vision, auto, term and whole life, long-term disability, pet, homeowners, renters, travel, identity theft and jewelry.

Policygenius expects robust growth in the near- and long-term because of a number of favorable factors including strong market positioning, tremendous user experience and numerous emerging growth opportunities. The positions that are the subject of this grant represent the next phase of the firm’s growth.

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

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

### **Q Squared Solutions LLC I (“Q2 Solutions”)**

Q2 Solutions operates and manages a global footprint of laboratories for clinical trials. Its customers tend to be Biopharmaceutical firms who are looking to execute clinical trials to facilitate bringing innovative therapeutics to market.

Given significant demand for outsourced laboratory services, the company’s ability to drive future growth depends on scaling testing capabilities in specialized areas such as Anatomic Pathology, Digital Pathology, and Next Generation Sequencing. Q2 Solution’s current footprint has testing categories for precision medicine in different locations. This project will create a specialized laboratory capable of offering these tests in the same location to support the company’s customers.

The establishment of the new lab will be accomplished in two phases. Phase 1 entails the build-out and establishment of infrastructure to create an integrated genomics testing offering to support customers to complement the already existing global laboratory network. During this phase, the company will establish the facility, and will initiate the hiring of the initial group of employees from the area’s talent pool.

Competition for this project was Marietta, GA.

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

### **Q Squared Solutions LLC II (“Q2 Solutions”)**

Q2 Solutions operates and manages a global footprint of laboratories for clinical trials. Its customers tend to be Biopharmaceutical firms who are looking to execute clinical trials to facilitate bringing innovative therapeutics to market.

This project is the company's Phase 2, which focuses on continuing to grow capacity and to create a uniquely new laboratory to support assay development and testing of translational biomarkers.

Competition for this project was Marietta, GA.

The company has stated that Phase 2 of the project is wholly dependent on Phase 1 and it will make a site selection decision for Phase 1 and Phase 2 together. If Phase 1 locates in Georgia, then Phase 2 would locate in Georgia along with Phase 1.

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

### **SynergyLabs, LLC (“Newco”)**

Founded in 1990, SynergyLabs, the guarantor, is a manufacturer of over 150 products sold across pet specialty, veterinary, grocery, farm and feed, mass merchandisers and big-box channels in over 40 countries world-wide. SynergyLabs is land-locked in its Florida location and is not able to meet future growth needs. Expansion in Florida is cost prohibitive so alternative locales to house manufacturing and distribution operations were sought. The selected locale will enable the company to grow its core product lines in the pet grooming category. SynergyLabs is currently outsourcing its nutritional supplement lines due to space restrictions. This product line will be brought in-house at the new location. In addition, the company will expand its product offerings to include pet food production.

Competing sites for this project included Knoxville, TN, Columbus, GA and Lexington, KY.

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

### **Well Dot, Inc. (“Well Dot”)**

Well Dot is a healthcare IT company that provides technology-enabled solutions to consumers via self-insured employers to support the navigation of health and wellness needs. The company's consumer engagement platform enables personalized health advancement for consumers who access the services through mobile and web applications.

Based on projected growth, Well initiated a search to evaluate options for the location of a major operations center. The operations center will be the primary center for the company's clinical and health experts that will engage with end-user through Well Dot's technology platform and by telephone. In addition to these operators, the project site will be primary location for the company's clinical operations staff, including medical professionals who will support consumer engagement. Finally, the project site will also be utilized as a hub

for certain R&D professionals (e.g., data analysts, software developers) along with corporate administrative and executive positions.

The primary locations under consideration were the Greater Boston-Area, MA and Chapel Hill, NC.

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

### **Xerox Corporation (“Xerox”)**

Xerox is a 113-year-old company that has changed the way businesses duplicate documents and share information. Xerox is helping define the future of work and enabling printing beyond paper with new technologies that will disrupt the market and change the way businesses think about workflows and information processes.

Xerox has committed to the creation of Centers of Excellence and leveraging talent pools to deliver future success for the corporation. Xerox is establishing a Center of Excellence, which involves relocating some leaders as well as significant hiring of recent college graduates and experienced workers.

Xerox engaged Jones Lang LaSalle to provide an assessment of the following locations: Dallas, TX; Atlanta, GA; Minneapolis, MN; Kansas City, MO; Phoenix, AZ; Salt Lake City, UT; Austin, TX; Cary, NC; Pittsburgh, PA; Norwalk, CT and Webster, NY.

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

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

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

The City of Hickory received funding to help provide industrial access at Trivium Corporate Center, a 270-acre class A business park. ITM Medical Isotopes, a privately held company dedicated to the development, production and global supply of diagnostic and therapeutic radionuclides and radiopharmaceuticals has selected Hickory for its first North American production facility. The company received a JDIG in December and other contributors to this infrastructure project include Golden Leaf, DOT and the City of Hickory.

#### **Edgecombe County – Tier 1**

Edgecombe County received funds to provide water and sewer to a portion of Kingsboro Industrial Park, current home to two major employers (Triangle Tyre and Corning Pharmaceutical). Water and sewer extensions will provide desired infrastructure to the back of the park, opening it for future development, as well as serving a planned training center and providing a redundant source for existing industry.



Both Triangle Tyre and Corning have required more water than originally anticipated and satisfying their requirements while providing additional connections will be critical to the county's ability to execute its growth strategy.

### **McDowell County – Tier 2**

McDowell County received funds to assist with water and sewer at a 100-acre site adjacent to I-40. The project, coupled with a \$600,000 commitment from the Appalachian Regional Commission for industrial access, will provide needed infrastructure to a variety of sites. The county has committed funds in both the project and for the construction of a 50,000 square foot shell building.

### **Northampton County – Tier 1**

Northampton County, in partnership with the Town of Seaboard, is requesting \$568,769 in IDF (Utility Account) funding to provide sewer improvements that will benefit West Fraser Timber Company. The company is converting its kiln to more modern equipment, creating an urgent need to process a greater volume of wastewater that is extracted through the timber/lumber being processed. Specific upgrades include the construction of a sanitary sewer pump station adjacent to West Fraser's site and approximately 7,000 feet of sanitary sewer force main from the pump station to the Town of Seaboard's wastewater treatment plant.

West Fraser, among the largest lumber manufacturers in North America, expects to invest almost \$18 million converting its kilns and, as a result, annual production capacity is expected to increase from 140 million board feet to 225 million board feet. In addition to increased capacity, the wages at West Fraser are expected to increase due to its ability to run longer, more consistent and more efficient kiln operations.

### **Town of Aurora (Beaufort County) – Tier 1**

The Town of Aurora received funds to develop a 42-acre park that targets businesses and contractors that work in the mining industry. Funding would cap four years of site surveys, contractor and business studies, and tax revenue studies. The purchase of the property will be funded through a \$450,000 loan from Beaufort County and 75% of the lots must be presold for the funds to be released. Once completed, the town anticipates in excess of \$11 million of private investment will be made at the park.

### **Town of Edenton (Chowan County) – Tier 1**

Due to two recent water main breaks, the Town of Edenton received funds to provide a redundant water supply to Peanut Drive Industrial Park, a 232-acre park that is home to a number of major employers in the town. The project will increase reliability and provide both fire protection and redundancy to a host of companies that, combined, boast over 500 employees. Chowan County has experienced the third worst population growth in the latest numbers and the town is concerned that without this project, employers will leave. The project will provide opportunities to develop and market an additional 128 acres when completed.

### **Town of Oakboro (Stanly County) – Tier 2**

Charlotte Pipe, a privately held cast iron pipe foundry, has been doing business in North Carolina for over 100 years. The company is leaving its downtown Charlotte location and the state is at risk of losing the jobs to South Carolina. The company has identified the Town of Oakboro as an alternative to relocating out of state, but the site requires infrastructure, including gas, rail, water and sewer. The Utility Account is being asked to fund an approximately three mile run for both water and sewer to connect the site with infrastructure that currently exists.

### **Town of Sanford (Lee County) – Tier 2**

The Town of Sanford received funds to assist with extending sewer as part of a significant site development initiative. It was recently announced the town was chosen as the home of two Indian companies who are co-locating its automotive machining and forging operations in the United States. The 100-acre site requires water, sewer, and industrial access and expected partners include DOT, the Golden Leaf Foundation, CDBG, the Town of Sanford and Lee County.

### **Warren County – Tier 1**

Warren County received funding to extend its water system to serve Heritage Mulch Company, an offshoot of Mulch Masters. The 1,000-foot waterline extension will allow the company to expand into the dying business and utilize a recirculation system that should significantly reduce waste. Warren County is the 18th most distressed location in the state, including having the state's 8th highest unemployment rate.

## **VII. Conclusion**

The JDIG program has been a widely used tool in the competitive incentives market for attracting investment to North Carolina. The jobs, investment, and spending of projects supported by JDIG grants are believed to enhance the strategic economic development of the state as well as increase revenues to the state's general fund. The program explicitly supports development in economically distressed areas of the state by funding the Utility Account, which provides assistance to local government units in creating jobs. For projects in tier 3 counties, 25% of the total JDIG payment due goes to the Utility Account and for projects in tier 2 counties, 10% of the total payment goes to the Utility Account. Over \$6 million in Tier 1 and Tier 2 infrastructure projects were funded by the Utility Account in 2019.

**Attachment A1. Maximum Annual State Liability under JDIG Awards Made in CY 2019**

Company Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
ABB Inc. II	\$182	\$491	\$500	\$509	\$518	\$518	\$518	\$518	\$518	\$518	\$518	\$518				\$5,826
AveXis, Inc. II		\$82	\$168	\$168	\$168	\$168	\$168	\$168	\$168	\$168	\$168	\$168	\$168			\$1,930
Bharat Forge Aluminum USA, Inc.		\$147	\$159	\$264	\$295	\$384	\$384	\$384	\$384	\$384	\$384	\$384	\$384			\$3,937
Carvana, LLC	\$41	\$82	\$105	\$128	\$158	\$158	\$158	\$158	\$158	\$158	\$158	\$158				\$1,620
Cataler North America Corporation			\$35	\$60	\$76	\$99	\$109	\$109	\$109	\$109	\$109	\$109	\$109	\$109		\$1,142
Collectis Biologics, Inc.	\$86	\$166	\$236	\$242	\$242	\$242	\$242	\$242	\$242	\$242	\$242	\$242				\$2,666
Design Foundry LLC	\$89	\$106	\$145	\$153	\$153	\$153	\$153	\$153	\$153	\$153	\$153	\$153				\$1,717
FFE Transportation Services, Inc. III	\$43	\$77	\$128	\$128	\$128	\$128	\$128									\$760
Greenheck Fan Corporation	\$137	\$201	\$249	\$299	\$299	\$299	\$299	\$299	\$299	\$299	\$299	\$299				\$3,278
JB Hamlet LLC	\$144	\$185	\$185	\$185	\$185	\$185	\$185	\$185	\$185	\$185	\$185	\$185				\$2,179
Kalyani Precision Machining, Inc.				\$46	\$109	\$121	\$162	\$162	\$162	\$162	\$162	\$162	\$162	\$162	\$162	\$1,734
Lowe's Companies, Inc.	\$1,742	\$3,589	\$4,913	\$6,013	\$6,983	\$6,983	\$6,983	\$6,983	\$6,983	\$6,983	\$6,983	\$6,983				\$65,138
Merck Sharp & Dohme Corp. II		\$438	\$519	\$528	\$572	\$572	\$572	\$572	\$572	\$572	\$572	\$572	\$572			\$6,633
Microsoft Corporation I (Enterprise)		\$404	\$813	\$933	\$933	\$933	\$933	\$933	\$933	\$933	\$933	\$933	\$933			\$10,547
Microsoft Corporation II (Kirk)	\$384	\$769	\$1,154	\$1,539	\$1,539	\$1,539	\$1,539	\$1,539	\$1,539	\$1,539	\$1,539	\$1,539				\$16,158
Newco		\$53	\$53	\$102	\$102	\$151	\$151	\$151	\$151	\$151	\$151	\$151	\$151			\$1,518
NEWCO-SPV		\$100	\$185	\$303	\$466	\$466	\$466	\$466	\$466	\$466	\$466	\$466	\$466			\$4,782
Ontic Engineering and Manufacturing, Inc.	\$39	\$95	\$120	\$143	\$143	\$143	\$143	\$143	\$143	\$143	\$143	\$143				\$1,541
Pamlico Yachtworks, LLC	\$78	\$102	\$128	\$156	\$156	\$156	\$156	\$156	\$156	\$156	\$156	\$156				\$1,712
PAREXEL International, LLC	\$220	\$352	\$502	\$502	\$502	\$502	\$502	\$502	\$502	\$502	\$502	\$502				\$5,592
PCB Piezotronics of North Carolina, Inc. II	\$69	\$85	\$93	\$99	\$99	\$99	\$99	\$99	\$99	\$99						\$940
Pella Corporation	\$81	\$103	\$103	\$103	\$103	\$103	\$103	\$103	\$103	\$103	\$103	\$103				\$1,214
Policygenius Inc.		\$428	\$505	\$573	\$573	\$573	\$573	\$573	\$573	\$573	\$573	\$573	\$573			\$6,663
Q Squared Solutions LLC I		\$280	\$495	\$495	\$495	\$495	\$495	\$495	\$495	\$495	\$495	\$495	\$495			\$5,725
Q Squared Solutions LLC II				\$146	\$293	\$430	\$567	\$704	\$704	\$704	\$704	\$704	\$704	\$704	\$704	\$7,068
SynergyLabs, LLC	\$86	\$134	\$176	\$213	\$213	\$213	\$213	\$213	\$213	\$213	\$213	\$213				\$2,313
Well Dot, Inc.	\$92	\$206	\$340	\$424	\$433	\$433	\$433	\$433	\$433	\$433	\$433	\$433				\$4,526
Xerox Corporation	\$974	\$1,300	\$1,361	\$1,422	\$1,422	\$1,422	\$1,422	\$1,422	\$1,422	\$1,422	\$1,422	\$1,422				\$16,433
<b>Total</b>	<b>\$4,487</b>	<b>\$9,975</b>	<b>\$13,370</b>	<b>\$15,876</b>	<b>\$17,358</b>	<b>\$17,668</b>	<b>\$17,856</b>	<b>\$17,865</b>	<b>\$17,865</b>	<b>\$17,865</b>	<b>\$17,865</b>	<b>\$17,766</b>	<b>\$4,717</b>	<b>\$975</b>	<b>\$866</b>	<b>\$185,292</b>

Note: Values shown in thousands

### Attachment A2. Maximum Annual Grant Amount Payable to CY 2019 Grantees

Company Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
ABB Inc. II	\$137	\$368	\$375	\$382	\$389	\$389	\$389	\$389	\$389	\$389	\$389	\$389				\$4,370
AveXis, Inc. II		\$62	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126			\$1,448
Bharat Forge Aluminum USA, Inc.		\$132	\$143	\$238	\$266	\$346	\$346	\$346	\$346	\$346	\$346	\$346	\$346			\$3,543
Carvana, LLC	\$31	\$62	\$79	\$96	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$119				\$1,215
Cataler North America Corporation			\$32	\$54	\$68	\$89	\$98	\$98	\$98	\$98	\$98	\$98	\$98	\$98		\$1,028
Cellectis Biologics, Inc.	\$65	\$125	\$177	\$182	\$182	\$182	\$182	\$182	\$182	\$182	\$182	\$182				\$2,000
Design Foundry LLC	\$80	\$95	\$131	\$138	\$138	\$138	\$138	\$138	\$138	\$138	\$138	\$138				\$1,545
FFE Transportation Services, Inc. (F)	\$43	\$77	\$128	\$128	\$128	\$128	\$128									\$760
Greenheck Fan Corporation	\$137	\$201	\$249	\$299	\$299	\$299	\$299	\$299	\$299	\$299	\$299	\$299				\$3,278
JB Hamlet LLC	\$144	\$185	\$185	\$185	\$185	\$185	\$185	\$185	\$185	\$185	\$185	\$185				\$2,179
Kalyani Precision Machining, Inc.				\$41	\$98	\$109	\$146	\$146	\$146	\$146	\$146	\$146	\$146	\$146	\$146	\$1,561
Lowe's Companies, Inc.	\$1,307	\$2,692	\$3,685	\$4,510	\$5,237	\$5,237	\$5,237	\$5,237	\$5,237	\$5,237		\$5,237				\$48,854
Merck Sharp & Dohme Corp. II		\$329	\$389	\$396	\$429	\$429	\$429	\$429	\$429	\$429	\$429	\$429	\$429			\$4,975
Microsoft Corporation I (Enterprise)		\$303	\$610	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700			\$7,910
Microsoft Corporation II (Kirk)	\$288	\$577	\$866	\$1,154	\$1,154	\$1,154	\$1,154	\$1,154	\$1,154	\$1,154	\$1,154	\$1,154				\$12,119
Newco		\$48	\$48	\$92	\$92	\$136	\$136	\$136	\$136	\$136	\$136	\$136	\$136			\$1,366
NEWCO-SPV		\$100	\$185	\$303	\$466	\$466	\$466	\$466	\$466	\$466	\$466	\$466	\$466			\$4,782
Ontic Engineering and Manufacturing, Inc.	\$35	\$86	\$108	\$129	\$129	\$129	\$129	\$129	\$129	\$129	\$129	\$129				\$1,387
Pamlico Yachtworks, LLC	\$78	\$102	\$128	\$156	\$156	\$156	\$156	\$156	\$156	\$156	\$156	\$156				\$1,712
PAREXEL International, LLC	\$165	\$264	\$377	\$377	\$377	\$377	\$377	\$377	\$377	\$377	\$377	\$377				\$4,194
PCB Piezotronics of North Carolina, Inc. II	\$69	\$85	\$93	\$99	\$99	\$99	\$99	\$99	\$99	\$99						\$940
Pella Corporation	\$81	\$103	\$103	\$103	\$103	\$103	\$103	\$103	\$103	\$103	\$103	\$103				\$1,214
Policygenius Inc.		\$321	\$379	\$430	\$430	\$430	\$430	\$430	\$430	\$430	\$430	\$430	\$430			\$4,997
Q Squared Solutions LLC I		\$210	\$371	\$371	\$371	\$371	\$371	\$371	\$371	\$371	\$371	\$371	\$371			\$4,294
Q Squared Solutions LLC II				\$110	\$220	\$323	\$425	\$528	\$528	\$528	\$528	\$528	\$528	\$528	\$528	\$5,301
SynergyLabs, LLC	\$77	\$121	\$158	\$192	\$192	\$192	\$192	\$192	\$192	\$192	\$192	\$192				\$2,082
Well Dot, Inc.	\$69	\$155	\$255	\$318	\$325	\$325	\$325	\$325	\$325	\$325	\$325	\$325				\$3,395
Xerox Corporation	\$731	\$975	\$1,021	\$1,067	\$1,067	\$1,067	\$1,067	\$1,067	\$1,067	\$1,067	\$1,067	\$1,067				\$12,325
<b>Total</b>	<b>\$3,535</b>	<b>\$7,775</b>	<b>\$10,398</b>	<b>\$12,372</b>	<b>\$13,541</b>	<b>\$13,800</b>	<b>\$13,948</b>	<b>\$13,923</b>	<b>\$13,923</b>	<b>\$13,923</b>	<b>\$8,587</b>	<b>\$13,824</b>	<b>\$3,775</b>	<b>\$772</b>	<b>\$674</b>	<b>\$144,771</b>

Note: Values shown in thousands

**Attachment A3. Maximum Annual Grant Amount Payable to Utility Account**  
**Under JDIG Awards Made in CY 2019**

Company Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
ABB Inc. II	\$46	\$123	\$125	\$127	\$130	\$130	\$130	\$130	\$130	\$130	\$130	\$130				\$1,457
AveXis, Inc. II		\$21	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42			\$483
Bharat Forge Aluminum USA, Inc.		\$15	\$16	\$26	\$30	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38			\$394
Carvana, LLC	\$10	\$21	\$26	\$32	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40				\$405
Cataler North America Corporation			\$4	\$6	\$8	\$10	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11		\$114
Collectis Biologics, Inc.	\$22	\$42	\$59	\$61	\$61	\$61	\$61	\$61	\$61	\$61	\$61	\$61				\$667
Design Foundry LLC	\$9	\$11	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15				\$172
FFE Transportation Services, Inc.☐	\$0	\$0	\$0	\$0	\$0	\$0	\$0									\$0
Greenheck Fan Corporation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				\$0
JB Hamlet LLC	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				\$0
Kalyani Precision Machining, Inc.				\$5	\$11	\$12	\$16	\$16	\$16	\$16	\$16	\$16	\$16	\$16	\$16	\$173
Lowe's Companies, Inc.	\$436	\$897	\$1,228	\$1,503	\$1,746	\$1,746	\$1,746	\$1,746	\$1,746	\$1,746		\$1,746				\$16,285
Merck Sharp & Dohme Corp. II		\$110	\$130	\$132	\$143	\$143	\$143	\$143	\$143	\$143	\$143	\$143	\$143			\$1,658
Microsoft Corporation I (Enterprise)		\$101	\$203	\$233	\$233	\$233	\$233	\$233	\$233	\$233	\$233	\$233	\$233			\$2,637
Microsoft Corporation II (Kirk)	\$96	\$192	\$289	\$385	\$385	\$385	\$385	\$385	\$385	\$385	\$385	\$385				\$4,040
Newco		\$5	\$5	\$10	\$10	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15			\$152
NEWCO-SPV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0
Ontic Engineering and Manufacturing, Inc.	\$4	\$10	\$12	\$14	\$14	\$14	\$14	\$14	\$14	\$14	\$14	\$14				\$154
Pamico Yachtworks, LLC	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				\$0
PAREXEL International, LLC	\$55	\$88	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126	\$126				\$1,398
PCB Piezotronics of North Carolina, Inc. II	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0						\$0
Pella Corporation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				\$0
Policygenius Inc.		\$107	\$126	\$143	\$143	\$143	\$143	\$143	\$143	\$143	\$143	\$143	\$143			\$1,666
Q Squared Solutions LLC I		\$70	\$124	\$124	\$124	\$124	\$124	\$124	\$124	\$124	\$124	\$124	\$124			\$1,431
Q Squared Solutions LLC II				\$37	\$73	\$108	\$142	\$176	\$176	\$176	\$176	\$176	\$176	\$176	\$176	\$1,767
SynergyLabs, LLC	\$9	\$13	\$18	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21				\$231
Well Dot, Inc.	\$23	\$52	\$85	\$106	\$108	\$108	\$108	\$108	\$108	\$108	\$108	\$108				\$1,132
Xerox Corporation	\$244	\$325	\$340	\$356	\$356	\$356	\$356	\$356	\$356	\$356	\$356	\$356				\$4,108
<b>Total</b>	<b>\$952</b>	<b>\$2,200</b>	<b>\$2,972</b>	<b>\$3,504</b>	<b>\$3,817</b>	<b>\$3,868</b>	<b>\$3,908</b>	<b>\$3,942</b>	<b>\$3,942</b>	<b>\$3,942</b>	<b>\$2,196</b>	<b>\$3,942</b>	<b>\$942</b>	<b>\$203</b>	<b>\$192</b>	<b>\$40,521</b>

Note: Values shown in thousands

**Attachment B. Estimated Lifetime Fiscal and Economic Impacts for Grants  
Awarded in CY 2003-2019**

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

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



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

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

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

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

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

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

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



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

**Attachment C. Certified JDIG Grantee Report Findings for Payments Made in CY 2019 (All Grantees)**

*Note: CY 2018 performance was not certified for any grantee during 2019 and no payments were made due to the lack of a state budget for FY 2019-2020. 2017 is the latest year company results have been certified. Most delays relate to changing names, corporate structures, or completing financial statements.*

*Some companies were paid based on CY 2016 & 2017 performance in 2019 due to the types of delays noted above as well as delayed appropriations to use for making grant payments. They are included here.*

Term Year	Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Account	Eligible Withholdings
2016	Albemarle	94	136	\$348,925	\$14,906,597	\$112,418	\$37,472	\$931,393
2017	Charter	229	1932	\$99,796	\$125,556,987	\$351,608	\$117,203	\$843,206
2017	Sealed Air	921	0	\$133,760	\$75,956,385	\$2,013,556	\$671,185	\$8,371,989
2017	Albemarle	158	153	\$346,650	\$14,906,597	\$159,750	\$53,250	\$2,559,982
2017	Aurobindo Pharma	22	14	\$65,440	\$0	\$0	\$0	\$39,926
2017	Everest Textile USA,	174	0	\$15,986	\$0	\$24,890	\$0	\$53,498
2017	LendingTree, LLC I	102	296	\$108,407	\$0	\$97,033	\$32,344	\$328,734
2017	GKN Driveline	0	1397	\$0	\$0	\$0	\$0	\$34,195
2017	K-Flex USA L.L.C.	40	231	\$44,737	\$0	\$21,529	\$2,392	\$47,841
2017	JELD-WEN, Inc. II	31	186	\$172,018		\$30,000	\$10,000	\$128,552
2017	JELD-WEN, Inc. I	186	31	\$236,824		\$289,500	\$96,500	\$2,634,014
2017	Honda Aero, Inc.	64	71	\$148,067	\$26,835,257	\$167,000	\$29,000	\$469,680
2017	Charter	348	1813	\$115,395	\$5,566,911	\$380,000	\$127,000	\$1,470,594
2017	Siemens Energy, Inc.	218	1688	\$93,574	\$45,307,807	\$392,250	\$130,750	\$971,333
2017	Siemens Energy, Inc.	543	1363	\$113,002	\$189,470,428	\$1,485,180	\$495,060	\$3,143,101
2017	Alight Solutions LLC	448	578	\$51,282		\$429,034	\$143,011	\$963,743
2017	AptarGroup, Inc.	118	0	\$69,695	\$48,503,638	\$0	\$0	\$361,380

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
2017	GKN Driveline	385	1014	\$45,369	\$0	\$239,700	\$42,300	\$871,693
2017	Enviva Management	100	191	\$69,502	\$138,428,400	\$0	\$0	\$322,709
	<b>Total</b>	<b>31,789</b>	<b>49,612</b>	<b>\$8,319,752</b>	<b>\$5,107,525,138</b>	<b>\$53,195,197</b>	<b>\$16,965,392</b>	<b>\$157,946,676</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, 2019)**

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
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

Company Name	Status	Date Withdrawn/Terminated
Dell Products LP	Terminated	02/25/2010
Fountain Power Boats, Inc.	Terminated	02/25/2010
ITG Automotive Safety Textiles, LLC	Terminated	02/25/2010
Volvo Construction Equipment, NA	Terminated	02/25/2010
BSH Home Appliances Corporation I	Terminated	03/18/2010
Force Protection Industries, Inc.	Terminated	03/31/2010
General Dynamics Armament and Technical Products, Inc.	Terminated	03/31/2010
Headway Corporate Resources, Inc.	Terminated	03/31/2010
RF MICRO DEVICES, INC. II	Terminated	03/31/2010
IBM Lender Business Process Services, Inc.	Terminated	04/08/2010
General Electric Company II	Terminated	05/13/2010
MeadWestvaco Corporation	Terminated	05/13/2010
PGT Industries, Inc.	Terminated	05/13/2010
PRC Industries, Inc.	Terminated	05/13/2010
ZF Lemforder Corporation	Terminated	06/10/2010
Lotus Engineering Inc.	Terminated	06/14/2010
Citicorp Credit Services, Inc.	Terminated	08/12/2010
Novo Nordisk Pharmaceutical Industries, Inc. I	Terminated	08/12/2010
Goodrich Corporation	Terminated	10/14/2010
Indian Motorcycle Company	Terminated	10/14/2010
Maverick Boat Company, Inc.	Terminated	11/10/2010
RF Micro Devices, Inc.	Terminated	12/09/2010
Carolina Classifieds.Com LLC	Terminated	01/13/2011
DRS Technical Services, Inc.	Terminated	03/10/2011
INC Research, Inc.	Terminated	03/10/2011
Sysco Food Services of Raleigh, LLC	Terminated	03/10/2011
Tessera NA Inc	Terminated	03/10/2011
LS Tractor USA, LLC	Terminated	03/23/2011
Unilin Flooring NC, LLC	Terminated	06/09/2011

Company Name	Status	Date Withdrawn/Terminated
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
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

Company Name	Status	Date Withdrawn/Terminated
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
Syngenta Crop Protection, LLC	Terminated	03/08/2016
Castle Branch, Inc.	Terminated	03/22/2016
Capgemini America, Inc.	Terminated	04/12/2016
PayPal, Inc.	Withdrawn	05/17/2016
Dollar Express Stores LLC	Withdrawn	05/24/2016
Eaton Corporation	Terminated	05/24/2016
Valley Fine Foods Company, Inc.	Terminated	06/28/2016
Caterpillar Inc. (Bee)	Terminated	11/22/2016
Deere-Hitachi Construction Machinery Corporation	Terminated	12/20/2016
LORD Corporation	Terminated	03/14/2017
NetApp, Inc. III	Terminated	04/18/2017
Patheon Manufacturing Services LLC	Terminated	04/18/2017

Company Name	Status	Date Withdrawn/Terminated
Siemens Energy, Inc. (Smart Grid)	Terminated	04/18/2017
Caterpillar Inc. (Camo)	Terminated	04/25/2017
Schletter Inc.	Terminated	05/09/2017
Celgard, LLC I	Terminated	06/13/2017
Alevo Manufacturing, Inc.	Withdrawn	09/05/2017
Fidelity Global Brokerage Group, Inc. II	Terminated	11/10/2017
Ashley Furniture Industries, Inc. II	Terminated	11/14/2017
Interactive Purecloud, Inc.	Terminated	11/21/2017
ASMO Greenville of North Carolina, Inc.	Terminated	12/08/2017
Argos Therapeutics, Inc.	Terminated	01/09/2018
CTL Packaging USA, Inc.	Terminated	01/09/2018
Ideal Fastener Corporation	Terminated	01/23/2018
Klausner Lumber Two LLC	Terminated	02/13/2018
Linamar North Carolina, Inc. I	Terminated	03/13/2018
Linamar North Carolina, Inc. II	Terminated	03/13/2018
TIMCO Aerosystems, LLC	Terminated	03/13/2018
XPO Logistics, Inc. II	Terminated	03/27/2018
Albemarle Corporation II	Withdrawn	08/01/2018
Peds Legwear (USA) Inc.	Terminated	09/25/2018
BSH Home Appliances Corporation II	Terminated	10/09/2018
ABC Phones of North Carolina, Inc. (D/B/A A Wireless)	Terminated	10/23/2018
Inmar, Inc.	Terminated	01/08/2019
Innovative Emergency Management, Inc.	Terminated	01/08/2019
Ralph Lauren Corporation II	Terminated	01/08/2019
Frontier Communications of the Carolinas LLC	Terminated	02/26/2019
Siemens Energy, Inc. II (Cardinal)	Terminated	04/23/2019
Owens Corning Composite Materials, LLC	Terminated	06/11/2019
RBUS, Inc. I	Terminated	07/23/2019
RBUS, Inc. II	Terminated	07/23/2019



<b>Company Name</b>	<b>Status</b>	<b>Date Withdrawn/Terminated</b>
Corning Optical Communications LLC (Cable II)	Terminated	08/29/2019
Bayer CropScience LP	Terminated	10/08/2019
InVue Security Products Inc.	Terminated	10/08/2019
Evalueserve Inc.	Terminated	11/12/2019
GKN Driveline North America, Inc. III	Terminated	11/12/2019