

**NORTH CAROLINA DEPARTMENT OF COMMERCE**

# **Job Development Investment Grant**

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## **2012 Annual Report**

Submitted on behalf of the Economic Investment Committee

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## I. Introduction

This report describes CY 2012 performance by grantees under the **Job Development Investment Grant** (“JDIG”) program, pursuant to North Carolina General Statute (“G.S.”) §143B-437.55(c). Information presented includes 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 2012; 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 of the Industrial Development Fund), 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, 2016 (G.S. §143B-437.62). It is a performance-based economic development incentive program that provides annual grant disbursements for a period of up to 12 years, to new and expanding businesses based on a percentage of withholding taxes paid by new employees during each calendar year of a grant. This percentage ranges from 10% to 75%. Grants are made to qualifying companies by the North Carolina Economic Investment Committee (the “EIC”), subject to caps set by the General Assembly on future grant year liability. The EIC consists of five members: the Secretary of Commerce, the Secretary of Revenue, the State Budget Director, and one appointee by each house of the legislature.

When deciding whether to award a grant and the appropriate amount and term of a grant, the EIC considers both economic and fiscal impacts. It conducts an extensive review and analysis of applications submitted by proposed grantees, considering factors enumerated in the JDIG statute and the Criteria for Operation and Implementation of Job Development Investment Grant Program (“Criteria”), adopted pursuant to G. S. §143B-437.52 and 54(d), which govern program administration. The EIC determines how a proposed project benefits the state, and, in particular, whether the fiscal benefits of the project, as measured by estimated tax revenues to the state, outweigh the total General Fund incentive costs to the state. The analysis of state revenue impacts is conducted using an economic model developed by Dr. Michael Walden of North Carolina State University, which has been updated since the first version in 2002.<sup>1</sup> Based on industry data, accepted economic impact modeling techniques, and information in JDIG applications, the model estimates income and employment effects (direct, indirect, and induced), calculates expected effects on state expenditures and revenues, and the likely net effect on

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<sup>1</sup> Walden, Michael. A Model to Estimate the Economic Impacts of Business Location in North Carolina: Version 3. Developed for the NC Department of Commerce. September 2007 (with updates provided regularly).

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 statutory cap on the number of awards the EIC can make was eliminated for 2012 grants (prior to that the number was capped at 25); however, the total future annual liability for all grants awarded in any single calendar year cannot exceed \$15 million. In most years, the cap has not been reached. Also, 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 2003-2012 will be far less than the maximum theoretically possible. For example, in CY 2011 grantees received approximately 61% of total possible obligations.<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 2012 is included in Attachment A1, with the maximum liability to the grantee in Attachment A2, and the maximum liability to the Utility Account of the Industrial Development Fund ("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 15% 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***

All companies considered for a JDIG must first meet the minimum eligibility requirements described in G.S. 143B-437.53. Department of Commerce ("Commerce") Business and Industry economic developers work with an eligible business that is a good candidate for a JDIG award and recommend the project to senior staff for consideration. If preliminarily approved, the EIC is polled to determine whether members would support a grant for the project. Business and Industry staff helps the company identify what North Carolina can offer companies, in comparison to other states the company is considering for the project. Commerce Finance staff informs the company of program requirements and begins the data collection process. The company then submits a draft application for review by Commerce staff, which works with the company to complete an accurate final application. During the application process, the company is required to submit the following:

- CPA-prepared financial statements
- Employment profile & average annual wage for the proposed project
- Information on company's existing North Carolina jobs and activity
- Worker benefits, including health insurance and training
- Investment schedule
- Project description

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<sup>2</sup> Note that this calculation considers only payments made directly to companies and excludes payments and potential obligations to the Utility Fund of the IDF. Additionally, several companies who participated in the program in 2011 and filed reports have not yet been paid and/or have not yet received the required certifications of their annual performance reports; this calculation considers the payments and obligations only of those companies who received payments in 2012 based on certified 2011 reports.

- Information on the competitive nature of the project
- Information on corporate governance
- Company organization and activity information
- Application fee of \$5,000

An applicant is also asked to describe any anticipated environmental issues, anticipated impact of the project on public infrastructure, and information about compliance with laws and regulations. This is in addition to the extensive OSHA, environmental, and tax compliance checks and the cost-benefit analysis conducted by Commerce. An Economic Impact Analysis using the Walden Model 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 \$1,500. These reports allow Commerce and the EIC to assess grant performance and eligibility for disbursement. The actual disbursement amount for which the company is eligible is determined from Commerce's analysis of the annual performance reports. The Department of Revenue certifies the company's reported withholdings and the absence of overdue tax debts. All disbursements must be approved by the EIC before actual payment.

### **III. JDIG Applicants and Grantees for CY 2012**

During CY 2012, the EIC awarded 23 grants and received 25 applications.<sup>3</sup> No grants were awarded to projects that did not locate in North Carolina. Table 1 lists the county and tier in which 2012 grantee projects have located or plan to locate, the first grant year, the length of the grant term, the percent of withholdings that will be the basis for grant payments, the maximum

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<sup>3</sup> It should be noted that Commerce developers 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 \$5,000 application fee is non-refundable. If not a good candidate, developers work with companies to find other assistance to support locating their project in the state. Note that one of the 2012 grantees applied in 2011. Two companies that applied at the end of 2012 were awarded grants in 2013, and will be covered in the next annual report. Two companies applied in 2012 but have not been awarded a grant.

possible grant amount payable to the company, the maximum possible grant amount payable to the Utility Account, and the total grant amount.

### ***Tier***

Of the CY 2012 grants, four were awarded to projects locating in a tier 1 county, four were awarded to projects locating in a tier 2 county, and fifteen grants went to companies locating in a tier 3 county. These companies could contribute a maximum amount of approximately \$30 million to the Utility Account over the life of the grants.

**Table 1. CY 2012 Grantee Terms and Award Amounts**

Company Name	First Year of Eligibility	County	Tier	Number of Grant Years	Withholding	Amount to Company	Amount to Utility	Total Award Liability
Ashley Furniture Industries, Inc.	2013	Davie	2	10	60%	\$ 3,190,050	\$ 562,950	\$ 3,753,000
CanAm Yarns, LLC	2013	Rowan	2	10	65%	\$ 1,558,050	\$ 274,950	\$ 1,833,000
Caterpillar, Inc. (Bee)	2012	Johnston	3	9	65%	\$ 1,644,000	\$ 548,000	\$ 2,192,000
Citrix Systems, Inc.	2013	Wake	3	12	75%	\$ 8,655,000	\$ 2,885,000	\$ 11,540,000
Deere-Hitachi Construction Machinery Corporation	2013	Forsyth	3	9	65%	\$ 2,631,750	\$ 877,250	\$ 3,509,000
Denver Global Products, Inc.	2013	Lincoln	3	10	60%	\$ 2,747,250	\$ 915,750	\$ 3,663,000
GKN Driveline North America, Inc.	2013	Person	2	10	60%	\$ 1,121,150	\$ 197,850	\$ 1,319,000
Herbalife International Of America, Inc.	2014	Forsyth	3	11	70%	\$ 5,559,000	\$ 1,853,000	\$ 7,412,000
Inmar, Inc.	2012	Forsyth	3	10	70%	\$ 4,167,000	\$ 1,389,000	\$ 5,556,000
JELD-WEN, Inc.	2013	Mecklenburg	3	9	60%	\$ 2,546,250	\$ 848,750	\$ 3,395,000
Klausner Lumber Two, LLC	2013	Halifax	1	11	75%	\$ 3,913,000	\$ -	\$ 3,913,000
Leviton Manufacturing Co., Inc.	2013	Burke	1	8	55%	\$ 1,101,000	\$ -	\$ 1,101,000
Linamar North Carolina, Inc.	2015	Buncombe	3	9	60%	\$ 1,951,500	\$ 650,500	\$ 2,602,000
NetApp, Inc. III	2013	Wake	3	10	65%	\$ 11,781,750	\$ 3,927,250	\$ 15,709,000
Ralph Lauren Corporation II	2013	Guilford	3	9	60%	\$ 2,455,500	\$ 818,500	\$ 3,274,000
Reed Elsevier Inc.	2012	Wake	3	10	75%	\$ 8,860,500	\$ 2,953,500	\$ 11,814,000
S & D Coffee, Inc.	2014	Cabarrus	3	10	70%	\$ 1,563,000	\$ 521,000	\$ 2,084,000
Schletter, Inc.	2012	Cleveland	1	9	65%	\$ 2,930,000	\$ -	\$ 2,930,000
Sheetz Distribution Services, LLC	2015	Alamance	2	12	60%	\$ 1,931,200	\$ 340,800	\$ 2,272,000
Sid Tool Co, Inc.	2014	Mecklenburg	3	12	70%	\$ 11,772,750	\$ 3,924,250	\$ 15,697,000
United Technologies Corporation	2012	Mecklenburg	3	12	75%	\$ 16,539,000	\$ 5,513,000	\$ 22,052,000
Valley Fine Foods Company, Inc.	2013	Rutherford	1	10	70%	\$ 2,786,000	\$ -	\$ 2,786,000
XPO Logistics, Inc.	2013	Mecklenburg	3	10	65%	\$ 3,219,750	\$ 1,073,250	\$ 4,293,000
<b>Total:</b>						\$ 104,624,450	\$ 30,074,550	\$ 134,699,000

In CY 2012, 5 of the 23 JDIG grantees' first grant year is 2012. Of the remaining grantees, 13 will seek their first payment for performance in calendar year 2013, three grantees in 2014, and two grantees in 2015. Maximum state liability for grants awarded in 2012 is approximately \$135 million (over a 12 year period), consisting of \$105 million for companies, and \$30 million for the Utility Account.

### ***Performance Minimums***

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

CY 2012 grantees are expected to create 7,076 direct jobs and are required to retain 8,753 jobs over their grant terms. Grantees are also anticipated to invest approximately \$926 million in land, 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 2012 grantee.<sup>4</sup> Anticipated job effects are reported at full employment for each project. For companies that show no capital investment requirement, this is typically due to the small size of expected investment (typically less than \$5 million). A company's annual compliance is measured using a weighted average of a company's compliance with job creation, average wages, and investment minimums, and the EIC chooses not to provide performance "credit" for small investment amounts.

**Table 2: CY 2012 Grantee Jobs, Wages and Investment**

Company Name	Target Jobs	Jobs to be Retained	Target Average Annual Wage	Target Investment
Ashley Furniture Industries, Inc.	550	10	\$ 28,372	\$ 81,756,058
CanAm Yarns, LLC	170	428	\$ 35,930	\$ 51,608,000
Caterpillar, Inc. (Bee)	199	1,278	\$ 41,465	\$ 33,000,000
Citrix Systems, Inc.	337	153	\$ 70,695	\$ 12,500,000
Deere-Hitachi Construction Machinery Corporation	340	743	\$ 42,102	\$ 97,157,780
Denver Global Products, Inc.	450	27	\$ 29,830	\$ 30,265,556
GKN Driveline North America, Inc.	131	996	\$ 41,108	\$ 24,160,000
Herbalife International Of America, Inc.	493	-	\$ 40,193	\$ 130,000,000
Inmar, Inc.	212	723	\$ 72,783	\$ 24,500,000
JELD-WEN, Inc.	142	-	\$ 94,866	\$ -
Klausner Lumber Two, LLC	350	-	\$ 32,603	\$ 110,000,000
Leviton Manufacturing Co., Inc.	152	531	\$ 35,488	\$ 7,305,000
Linamar North Carolina, Inc.	250	363	\$ 42,542	\$ 75,000,000
NetApp, Inc. III	460	1,450	\$ 101,667	\$ 75,000,000
Ralph Lauren Corporation II	500	1,422	\$ 30,944	\$ 97,000,000
Reed Elsevier Inc.	350	311	\$ 91,644	\$ -
S & D Coffee, Inc.	200	613	\$ 36,311	\$ 47,000,000
Schletter, Inc.	305	-	\$ 40,660	\$ 27,200,000
Sheetz Distribution Services, LLC	254	-	\$ 29,306	\$ 32,844,445
Sid Tool Co, Inc.	400	64	\$ 87,973	\$ 31,300,000
United Technologies Corporation	325	-	\$ 200,123	\$ -
Valley Fine Foods Company, Inc.	305	-	\$ 31,636	\$ 13,200,000
XPO Logistics, Inc.	201	4	\$ 56,606	\$ -
<b>Total:</b>	<b>7,076</b>	<b>9,116</b>	<b>\$ 57,341</b>	<b>\$ 1,000,796,839</b>

Attachment B provides historical and CY 2012 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

<sup>4</sup> The target numbers are based on the company's projections in its application. "Target average annual wage" is 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 provides a cushion, such as a 10% reduction of these numbers, as the minimum performance requirement for a grantee to maintain compliance.



included in Attachment B. The minimum required job creation in order to avoid default is typically 90% of the target number of direct jobs, allowing flexibility for fluctuations and attrition, although sometimes the minimum is set at 95% or 100%, if projected job numbers or wages are lower than usual. Typically, there is a lag between the time an award is made and the actual commencement of new project operations and hiring of permanent staff on which the grant is based. Many projects invest substantial time and dollars on building construction, plant renovation, and equipment. As a result, many JDIG grantees do not create many positions in the year in which they are awarded a grant, and sometimes not for several years.

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

The 7,076 new direct jobs associated with CY 2012 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 10,008 jobs, for a total estimated employment impact of 17,084 jobs. State Gross Domestic Product is expected to increase by almost \$11 billion over the life of CY 2012 grants. The projects are expected to provide a net fiscal benefit to the state of approximately \$146 million during their grant terms. A complete listing of estimated economic impacts for all active JDIG projects is presented in Attachment B.

**Table 3. Comparison of CY 2011 Grantees to CY 2012 Grantees**

JDIG Grantees	Total Grant Award Liability	Expected Jobs	Jobs Retained	Expected Investment	Indirect + Induced Jobs	Total Jobs	Estimated NC GDP Impact (million)	Cumulative Net State Revenue (million)
Total CY 2011	\$ 100,884,000	4,970	6,624	\$ 788,117,686	7,639	12,609	\$ 9,218	\$ 205
Total CY 2012	\$ 134,699,000	7,076	8,753	\$ 1,000,796,839	10,008	17,084	\$ 10,734	\$ 145
<b>Percent Change:</b>	34%	42%	32%	27%	31%	35%	16%	-29%

## **IV. General Description of Calendar Year 2012 Grantees**

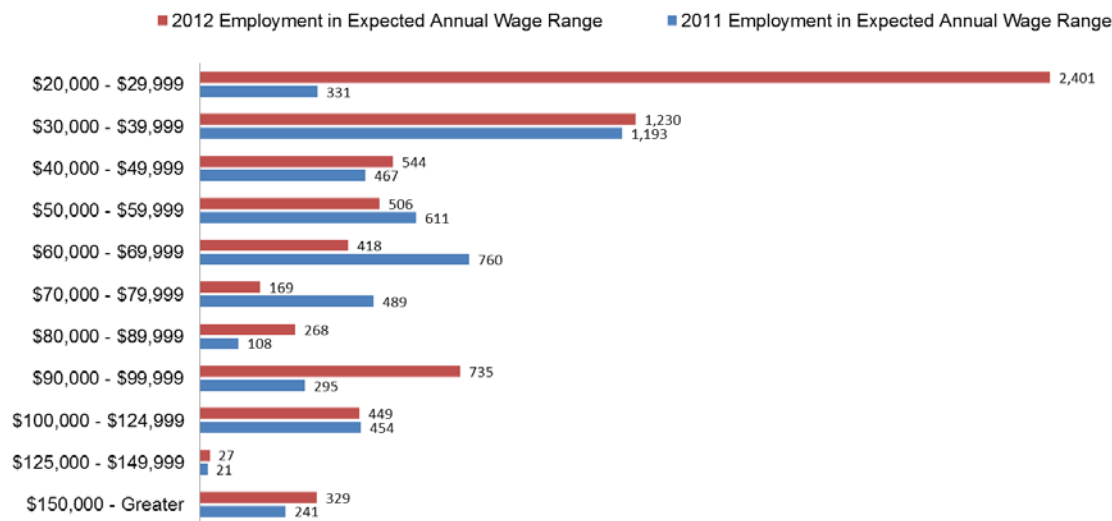
A project's strategic importance to the state, region and locality is considered in the EIC's grant decision-making process. Many companies offer employment, generous benefits, and long-term competitive potential. Projects also provide new employment opportunities for unemployed members of the labor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

The industrial sectors of the projects are examined by the EIC to ensure that a project fits the strategic plans of the state and its region. CY 2012 projects include sectors such as headquarters, market and business intelligence, business consulting, renewable energy technology, electronics manufacturing, heavy equipment manufacturing, furniture manufacturing, food manufacturing, automotive products manufacturing, textile manufacturing, information technology services, transportation logistics, and lumber manufacturing. These projects require labor at a variety of skill levels and types -- lower-skilled assembly trades, high-skilled manufacturing production, and knowledge-intensive consumer services.

For all projects awarded in CY 2012, the target average annual wage of all employees is \$57,341. The CY 2012 target average annual wage at full employment is slightly below CY 2011 grantees' target average annual wage of \$63,091. Chart 1 compares the expected wage levels of

CY 2012 grantees and CY 2011 grantees, along with the number of employees within certain wage ranges.

**Chart 1. Expected Jobs by Wage Increments: CY 2012 and CY 2011 Grantees**



It is expected that 41% of CY 2012 project employees will earn over \$50,000 dollars annually. 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 4 summarizes the estimated job effects and economic effects of 2012 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 23 projects, 16 are "Expanding Operations," 5 are "New Operations (Company New to NC)," and 2 are "New Operations (Company Existing in NC)."<sup>5</sup> It should be noted that with respect to the Grantee Profiles in Section VI, certain companies with existing operations in North Carolina have requirements that they retain the number of positions that exist at the time of their JDIG applications before counting any new jobs as eligible for grant payments, and other companies with existing operations do not have this requirement. The JDIG statute limits grant payments for jobs filled by employees that represent a net increase in the

<sup>5</sup> Industrial sectors are determined by research staff.

number of the company's employees statewide, except where the EIC makes an explicit finding 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, and 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, which decision is unrelated to the decisions about retail site location.

**Table 4. Comparison of New Operations to Existing Operations, CY 2012**

2012 Grantees	Total Grant Award Liability	% of Total Grants	Expected Jobs	Expected Investment	% of Total Investment	Indirect + Induced Jobs	Total Jobs	% of Total Jobs	Estimated NC GDP Impact (million)
New Operations (Company New to NC)	\$ 20,436,000	15.2%	1,595	\$ 280,400,000	28.0%	2,813	4,408	25.8%	\$ 2,398
New Operations (Company Existing in NC)	\$ 6,025,000	4.5%	804	\$ 114,600,503	11.5%	614	1,418	8.3%	\$ 795
Expanding Operations	\$ 108,238,000	80.4%	4,677	\$ 605,796,336	60.5%	6,581	11,258	65.9%	\$ 7,541

## V. JDIG Grantee Performance

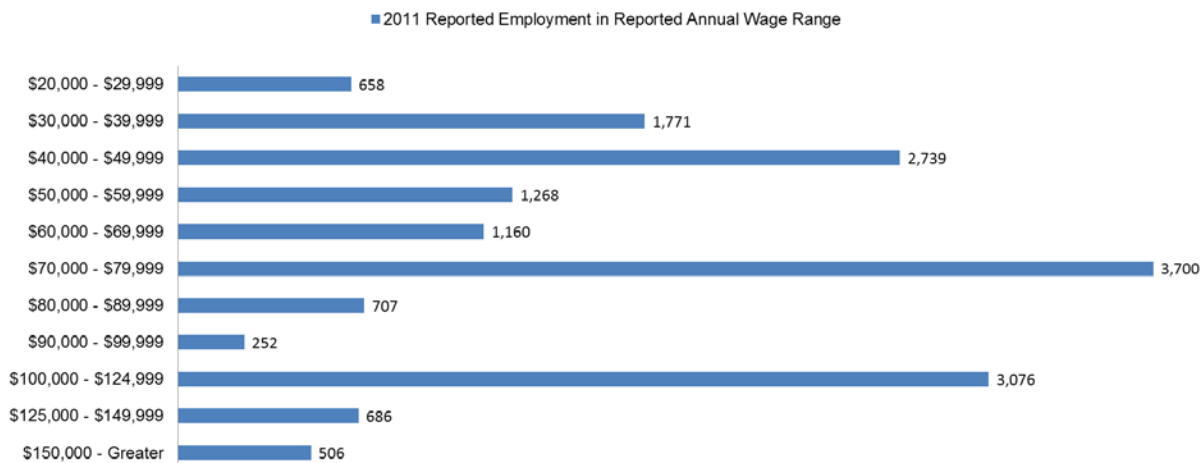
This section examines actual results of active JDIG grantees since the program's inception. As of the end of 2012, there were 56 companies participating in the program whose 2011 performance results have been certified.<sup>6</sup> For analysis purposes, the companies are typically considered 'reporting grantees'. This nomenclature describes the subset of companies that have been awarded a grant, created new jobs, and have reported activity for calendar year 2011 to Commerce that has been certified by the Department of Revenue, and are eligible for grant payments. Companies are required to provide the EIC with detailed annual reports during each calendar year in which they are eligible for grant payments. The reports document company compliance with performance requirements of their respective CEDAs. The companies must provide the EIC with information on the number of eligible jobs created, existing positions retained, wages paid for eligible positions, investment made, certification of employee health insurance, and fulfillment of environmental, tax, and OSHA requirements. Companies forgo a year's grant payments for failure to achieve 80% compliance with the minimum requirements, based on a weighted average of performance factors, and may receive a pro-rated payment for compliance between 80% and less than 100%. If a company fails to achieve 100% of the minimum performance requirement for 3 years during its base period, the company is ineligible for a payment. At certain points of non-compliance, a company may lose its grant entirely.

<sup>6</sup> Actual participants in 2011 exceed 56, but the exact performance and payments numbers cannot be established until reported results have been certified. This section covers only those participants whose 2011 results have been certified and whose eligibility for payment was certified in 2012.

Attachment C displays the CY 2011 JDIG annual grant performance results. Companies must report by March 1 of each year following the end of a calendar year during their grant terms, and at that point Commerce staff analyzes and reviews grantee reports for eligibility. In 2012, Commerce reviewed, certified, and awarded 56 payments for CY 2011 grantee performance. Attachment D displays annual disbursements made for grants awarded in CY 2003-2011.

Chart 2 shows the actual certified average wage levels for the 53 companies who filed annual reports in CY 2012 for performance in CY 2011.

**Chart 2. Reported Jobs by Wage Increment: CY 2011 Reporting Grantees**



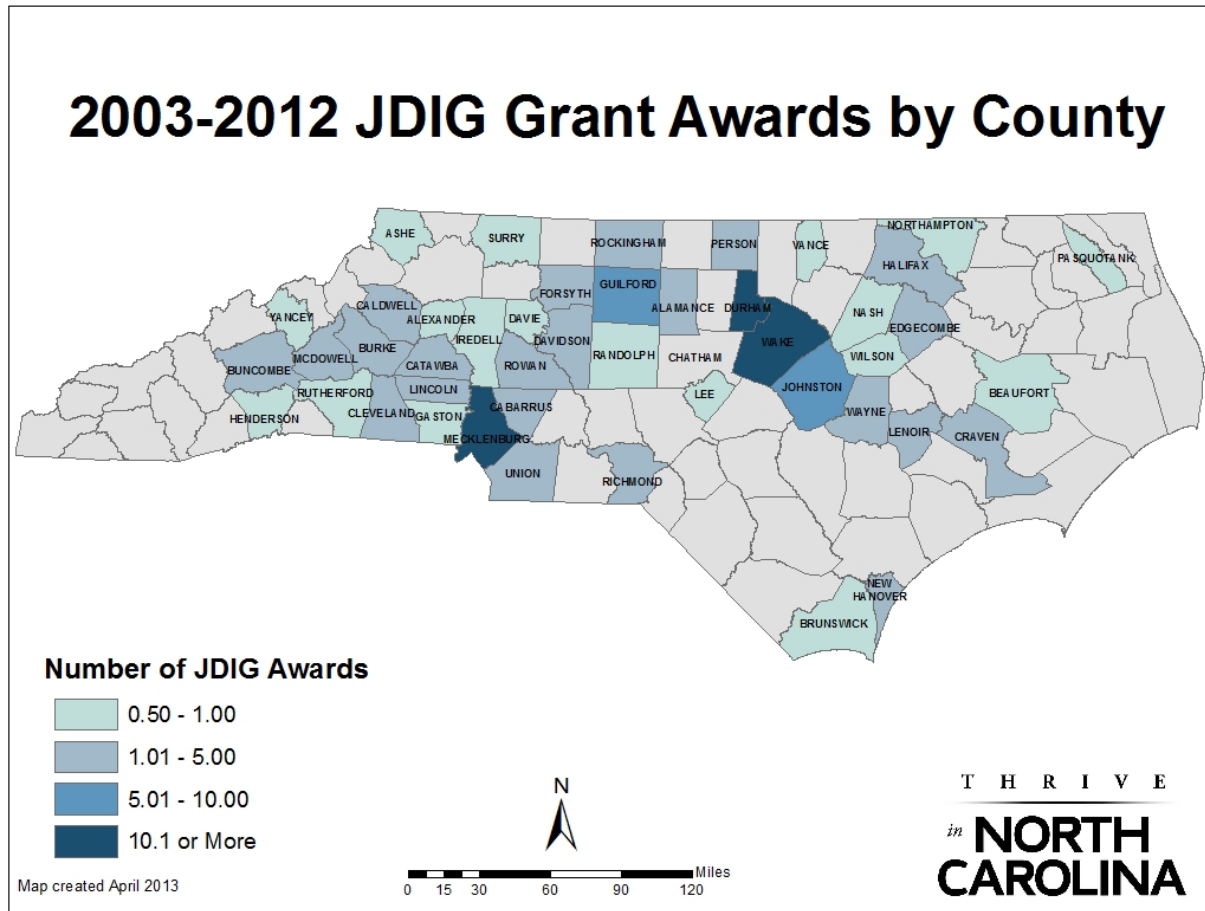
### ***Distribution of Grants***

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), 25% (in tier 3) or 15% (in tier 2) of the amount of the grant payment for which a company is eligible is deposited into the Utility Account.<sup>7</sup> The annual deposits to the Utility Account will increase significantly as more projects become eligible for disbursements. Figure 1 summarizes the distribution of JDIG grants awarded in CY 2003-2012 by county.<sup>8</sup>

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

<sup>8</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 an equal share of the grant awarded.

**Figure 1. Location of JDIG Awards, CY 2003-2012**



### ***Environmental Impact***

All JDIG projects are screened for necessary environmental permits and reviewed for potential environmental impacts. Commerce works closely with the Department of Environment and Natural Resources (DENR) staff during the JDIG review process. Upon receipt of an application, Commerce forwards a copy to the staff environmental consultant, who prepares a memo and a due diligence report for consideration by the EIC. To-date, there has been no indication 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 2012**

### ***Ashley Furniture Industries, Inc. ("Ashley")***

Ashley began manufacturing furniture in Arcadia, Wisconsin in 1970. The company began operations with 35 employees and currently employs over 3,800 individuals at its Wisconsin facilities and over 8,500 people in the United States. Ashley sells furniture throughout the United States, Canada, Mexico, Asia, and Europe. The Ashley brand is the largest selling residential furniture brand in the United States and is supported by a diverse customer base that exceeds 7,000 active accounts.

The purpose of this project is to create a furniture manufacturing and distribution facility in the southeastern United States that would enable Ashley to expand its current capacity and provide space for future expansion. Ashley acquired a former R.J. Reynolds facility in Advance, Davie County and expects to create 550 jobs with a target average annual wage of \$28,372. The company has a retention requirement of 10 jobs. Initially, manufacturing at this facility will be limited to upholstered products.

In addition to potential expansion of existing Ashley facilities, Ashley conducted an extensive search involving sites in North Carolina, Virginia, and South Carolina for a suitable location for this new facility.

### ***CanAm Yarns, LLC ("CanAm")***

CanAm was organized in October 2003 as a joint venture between Frontier Spinning Mills and Gildan Activewear, Inc. In October of 2012 Gildan purchased Frontier's interest and became the sole owner of CanAm. The company manufactures yarn for use in the textile industry and sells its product to Gildan for its knitting facilities worldwide. Gildan, a marketer and manufacturer of quality branded basic apparel, is the leading activewear brand in the US and Canada and expects its rapidly growing share of the Asian and European markets to lead to future expansion with significant growth in jobs and investment.

This project enables Gildan, through CanAm, to pursue its strategy of continuously investing in being a vertically-integrated manufacturer committed to global low cost

production and a superior quality product. The project is expected to create 170 new jobs over 2 years, with a target average annual wage of \$35,930. In addition, the company will make an investment of \$51.6 million at the project site in Rowan County. The company has a retention requirement of 428 jobs.

The company identified a site in Lavonia, Georgia that offered the ability to have three spinning mills under one roof. Additionally, a large portion of the building had existing “in floor” return air ducts needed for the process of ring spinning, something the site in North Carolina does not. And finally, the Lavonia facility is only two hours from a current Gildan plant in Cedartown, Georgia, as opposed to Salisbury, North Carolina, which is five hours away. The state of Georgia and Georgia Power compiled an incentives package of cash grants, credits, employee training and substantial savings on electrical costs that the company valued at \$44 million.

### ***Caterpillar, Inc. (“Caterpillar”)***

Caterpillar is the world’s leading manufacturer of construction and mining equipment, diesel and natural gas engines, industrial gas turbines, and diesel-electric locomotives. Caterpillar employs more than 104,000 employees across the globe.

Caterpillar is currently producing small wheel loaders in Clayton, North Carolina, Illinois, Japan, Brazil, and Belgium. This project is a consolidation of small wheel loader production into its facility located in Clayton. As a result of the consolidation of this line into a single location, the number of units produced in Clayton is expected to increase.

With production of the small wheel loaders located in five unique locations around the world, Caterpillar had the option to consolidate at any one of the five locations or to continue to operate separate facilities. The company considered both the “one-time” costs as well as expenses that would be required in order to execute a transition. Over the next 5 years the company is expected to create 199 new jobs at a target average annual wage of \$37,759 for the first year and \$41,465 in subsequent years. In addition, the company is required to retain 1,278 existing jobs in order to be eligible for a grant payment. The retention requirement applies at the division level as a result of a Division Level Finding. The company is expected to invest \$33 million in real and personal property in association with the project.

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

Citrix is a multi-national, publicly-traded company with Enterprise Division headquarters in Ft. Lauderdale, Florida and Online Services Division headquarters in Goleta, California. In October, 2011, Citrix acquired ShareFile and, through the acquisition, formed the Data Sharing Division. ShareFile was originally founded in Raleigh, North Carolina in 2005 by Jesse Lipson.

Citrix expects ShareFile to be core to the company’s evolution over the next several years. Accordingly, Citrix intends to commit substantial resources and effort to building ShareFile to be a significant part of the company. This project is expected to create 337 jobs over 5 years, with a target average annual wage of \$70,695 and an expected

investment of \$12.5 million at the project site in Wake County. The company has a retention requirement of 153 jobs.

Four existing Citrix locations – Bedford, Massachusetts, Ft. Lauderdale, Florida, Santa Clara, California and Santa Barbara, California – were prime targets for adding ShareFile employees. Each of these locations contained Citrix operations and employees who were working with ShareFile on cross-divisional projects, and Citrix maintains a significant presence in each of these communities.

Additionally, locations and incentive programs were investigated by Cushman & Wakefield on the company's behalf. Citrix focused its search on Raleigh, North Carolina; Atlanta, Georgia; and Austin, Texas. Atlanta offered cash grants, tax credits, tax abatements, and other incentives. Austin offered cash grants, training grants, tax credits, tax abatements, and other incentives. Other competitive draws for each of these sites include cost of living, access to talent (universities and technology professionals), accessibility (international airports), and a favorable fully-burdened cost per employee.

### ***Deere-Hitachi Construction Machinery Corporation ("Deere-Hitachi")***

Deere-Hitachi is a 50/50 joint venture between John Deere, in Moline, Illinois, and Hitachi Construction Machinery Corporation, in Tokyo, Japan. The company was established in 1988 to provide both Hitachi and Deere brand excavators to the Americas.

Due to increasing demand for excavators and increase in market share for the Deere and Hitachi brands, Deere-Hitachi began planning to provide excavators to the Americas. The company considered either expansion of the existing operations in Kernersville, North Carolina, or purchasing completed machines from existing factories Hitachi currently operates in Tsuchiura, Japan and Hefei, China. The company explored the cost and requirements for expanding the Kernersville facility, and Hitachi explored the available capacity and the potential for additional capacity at its facilities.

This project is expected to create 340 net new jobs by 2016, with a target average annual wage of \$42,102. The company is also expected to invest approximately \$91 million at the project site in Forsyth County by 2015. The company has a retention requirement of 743 jobs.

### ***Denver Global Products, Inc. ("DGP")***

Incorporated in North Carolina in 2010, DGP concentrates on the outdoor power equipment industry. Over the last year, DGP has been involved in several research and development projects. DGP has prototype units under testing and is ready to start manufacturing. The rapid transition into product manufacturing, assembly, and distribution by DGP led to the need for expansion into additional facilities. Accordingly, DGP evaluated locations for a campus facility to accommodate its administrative sales, manufacturing, distribution, and research and development operations. The DGP campus will also be the site for the corporate offices of DGP's North American parent, RATO NA. The project entities are subsidiaries of Chongqing RATO Power Company Ltd. The project is expected to create 450 net new jobs at a target average annual wage of



\$29,830. In addition, the company is expected to invest slightly more than \$30.2 million at the project site in Lincoln County. The company has a retention requirement of 27 jobs.

DGP considered sites in North Carolina, South Carolina, and Georgia for the project. The company received proposals from South Carolina and Georgia with approximately \$24 million in incentives from each state. In addition to incentives, it considered building cost, long-term strategy in the market, understanding of the local community impact, and the company fit in each community.

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

GKN Driveline was incorporated in Delaware in 1976 and is a wholly-owned subsidiary of GKN PLC, a public company registered in England. GKN Driveline manufactures automotive driveline components.

This project involves the expansion of a Roxboro, North Carolina facility to make manufacturing floor space available for additional business volume. In addition to adding floor space for increased capacity, the project included material flow improvements and the addition of manufacturing equipment for processes not previously performed in Roxboro. The project is expected to create 131 net new jobs over 5 years with a target average annual wage of \$41,108. In addition, the company is expected to invest approximately \$24 million at the project site in Person County by 2016. The company has a retention requirement of 996 jobs.

Roxboro competed with other North America GKN PLC sites for this project. Incentives had been received in two of the three competing locations. Selection criteria included facility expandability and capability, supply chain and logistics, proximity to end customers, proximity to technical staff and support, availability and trainability of the workforce, and incentives.

### ***Herbalife International Of America, Inc. (“HIAI”)***

HIAI is a global nutrition company that, since 1980, has provided products to help people pursue a healthy, active life. The company’s nutrition, weight-management, and personal care products are available exclusively through more than 3 million independent distributors in more than 85 countries.

This Forsyth County North Carolina facility will produce a wide range of HIAI’s nutrition and weight-management products. This project is expected to create 493 net new North Carolina jobs paying a target average annual wage of \$40,193. The company is also expected to invest approximately \$130 million.

This facility is expected to be the company’s largest manufacturing facility. One of the key considerations in choosing this facility was the expansion capability within the existing structure. The company has been steadily growing with a 13%-15% compound annual growth rate, which the company anticipates will continue.

The company issued formal requests for proposals to all states under consideration, including Georgia, North Carolina, Alabama, and Texas. All proposals and sites were analyzed from a 10-year operating and cash flow perspective. The analysis included real estate costs, building improvements, construction costs, utility costs, labor costs, taxes, economic incentives and other costs offsets. The economic incentives from the four states listed above included refundable tax credits, cash grants, property tax relief, tax exemption, utility relief, and other incentives. As a result of the analysis, four real estate options were put on the short list: two sites in Gwinnett County, Georgia and one in Fulton County, Georgia, as well as an existing building option in North Carolina.

### ***Inmar, Inc. (“Inmar”)***

Inmar was founded in 1980, and is headquartered in Winston-Salem, North Carolina. The company began as a coupon processor, and now offers supply chain consulting and analysis, field audit services, recall planning and execution, pharmaceutical returns, returned goods management and re-marketing services, pharmacy claims settlement, promotion consulting, digital promotions, rebates management, manufacturer and retailer coupon processing, and transaction settlement.

Inmar outgrew the physical space at its existing headquarters location in Winston-Salem and has found that its ability to recruit talented Financial/Data Analysts, Information Technologists and Client Services personnel is challenging in the Winston-Salem market. The company continues to work with both the North Carolina Community College System and the UNC System to develop programs to address these staffing gaps in the near and long term.

Inmar’s real estate brokers identified a site in Forsyth County (a tier 3 county), North Carolina where the company expects to create 212 new jobs over 5 years, paying a target average annual wage of \$72,783. The company has a retention requirement of 723 jobs.

In addition to North Carolina, Inmar considered locations in Georgia and Texas. The company has a strong presence in Atlanta and Dallas/Fort Worth, where its centers of excellence for Supply Chain Operations and Pharmacy Services are located. The ability to attract, hire, and retain highly skilled and affordable labor in Atlanta and Dallas/Fort Worth was indicated to be superior to Winston-Salem, particularly for Information Technology and Data/Financial Analyst professionals.

### ***JELD-WEN, inc. (“JELD-WEN”)***

JELD-WEN is one of the world’s leading manufacturers of windows and doors. The company’s product offering encompasses windows, exterior doors, interior doors, and related building products that are sold globally through retail home centers, wholesale distributors, and building products dealers.

This project involves the establishment of a North America headquarters, with the creation of 142 new jobs, with a target average annual wage of \$94,866. JELD-WEN was interested in locating in Charlotte due to the proximity of the city to a well-served airport and the headquarters of some of its largest customers. This office is in addition to the

company's global headquarters in Klamath Falls, Oregon. However, most of JELD-WEN's senior management will be located in Charlotte. The company has no retention requirement as a result of a Division Level Finding.

In addition to North Carolina, JELD-WEN considered locations in Klamath Falls, Oregon; Portland, Oregon; Atlanta, Georgia; Tampa, Florida; Fort Mill, South Carolina; and Chicago, Illinois. The company owns properties in Chicago and Klamath Falls, and it leases two other office properties with options to renew in Portland and Fort Mill.

### ***Klausner Lumber Two, LLC ("KL2")***

The first Klausner mill was opened in 1918 in St. Johann, Austria. Klausner produces standard cuts of sawn and planed timber products that are used in the construction, furniture, and packaging industries. Klausner mills also produce specialty cut lumber for customers in all markets.

The company is expected to establish a state-of-the-art sawmill in Halifax County near Enfield, creating 350 new jobs over 3 years, with a minimum average annual wage of \$32,603. In addition, the company is expected to invest \$110 million by 2014. This mill will produce construction quality lumber and structured timber for world markets.

KL2 performed extensive site studies in the southeastern region of the United States in order to find an optimal site for a sawmill. The site search was narrowed to four finalist sites in North Carolina, Florida, South Carolina and Virginia.

### ***Leviton Manufacturing Co., Inc. ("Leviton")***

Leviton designs, manufactures, imports, and markets electrical and electronic wiring devices, data center connectivity solutions, lighting energy management systems, metering systems, and related items for worldwide sale to the manufacturing, industrial, and electronic (wholesale and retail) industries.

Leviton decided to close its facility in El Paso, Texas and determined that any of its three remaining facilities (North Carolina, Mexico and China) had the ability to absorb the excess capacity. This restructuring is expected to reduce its footprint and overhead costs, and absorb excess capacity, which should result in improved competitiveness.

The company considered factors such as labor costs, workforce availability, productivity, taxation and available incentives. The average labor costs in China (annual average salary of \$4,300) and Mexico (\$5,000 per person) were significantly lower than in North Carolina. As a result, retaining the manufacturing in the US became infeasible without grants and other incentives. This project is expected to create 152 net new jobs paying a target average annual wage of \$35,488. The company is also expected to make an investment of \$7.3 million by 2016 at the project site in Burke County. The company has a retention requirement of 531 jobs.

### ***Linamar North Carolina, Inc. (“LNC”)***

LNC provides components for key customers in the commercial heavy duty engine market and the large off-highway truck market, producing engines and driveline components. Business growth with existing and new strategic customers drove the expansion of this operation. The industrial, commercial, and energy markets served extensively by LNC have experienced strong growth. As a supplier of precision machined components for these markets, LNC anticipates steady profitable growth. This project is expected to create 250 net new jobs by 2018, with a target average annual wage of \$42,542. In addition, the company is expected to make an investment of \$75 million at the project site in Buncombe County. The company will be required to retain the greater of at least 363 positions or the number of positions created under Grant #2011-11 (awarded to the company on June 30, 2011), before counting any new positions as eligible under the 2012 grant.

Multiple states were evaluated for the project location, including North Carolina, Kentucky, and Indiana. In addition, locations near existing Linamar operations in Ontario, Canada and Mexico were considered. Heavily weighted considerations for site location included proximity to customer base, proximity to key supply base, and co-location with established Linamar operations. Transportation costs were a key factor in the business model, as material coming into the operation and finished products being shipped out are large and heavy. Co-location with established Linamar operations enables shared services and other efficiencies, contributing to a cost-effective business model.

Linamar’s operations in North Carolina, Kentucky, Canada, and Mexico could have been used to efficiently serve its North American customer base. The incentive package Kentucky offered had an estimated value of \$9 million. The incentive package Indiana had offered has an estimated value of \$10.5 million.

### ***NetApp, Inc. (“NetApp”)***

NetApp creates storage systems and software that help customers around the world store, manage, protect, and retain their data. NetApp technologies enable customers to reduce their data center footprint, boost storage utilization, and increase storage system performance.

NetApp’s future growth is expected to be driven by building additional R&D lab capacity. The company had exhausted the existing lab capacity within its real estate portfolio, and its forecasts called for the need to add a new global dynamic lab by early 2014. The company expects this new facility to be a state-of-the-art, high performance computing center and globally shared R&D laboratory. NetApp is expected to create 460 net new jobs with a target average annual wage of \$101,667, and to invest \$75 million by 2016 at the project site in Wake County, North Carolina. NetApp will be required to retain a minimum of 1,450 positions before counting new jobs, and to maintain compliance with two other grants previously awarded.

The strongest competition for this project was believed to be Wichita, Kansas, which offered a comprehensive incentive package including 100% sales tax savings, full

abatement of real property in addition to personal property taxes, and income tax and training credits. The company estimated the full financial impact of these incentives to exceed \$105 million. The company developed a master plan of a site in Kansas and met with utility providers to insure the existing capacity would be able to meet its demand.

### ***Ralph Lauren Corporation (“RL”)***

RL is High Point’s fourth largest employer. At several locations in North Carolina, the company has a wide range of operations including three distribution centers, a customer contact center, various office functions, a research and development facility, and more, whose operations had 1,422 full-time employees at the time of the grant award. A RL subsidiary also has seven store locations within North Carolina, including outlet and full-price retail stores, employing over 290 full-time and part-time employees.

RL conducted an analysis on possible expansion project locations. The analysis included inventory management options, extensive sensitivity testing, and network modeling. The potential North Carolina option included four components, which were presented as a bundle, but were autonomous and could have located separately. The components included: the Pendleton Facility which supports RL’s ecommerce fulfillment, contact center, and backup data center; the Eagle Hill Facility (High Point) which supports RL’s home wholesale distribution and other wholesale auxiliary functions; the Beechwood Drive Facility (Greensboro) which supports RL with IT infrastructure; and a new site in Guilford County for support of RL’s outlet distribution. This project is expected to create 500 new jobs paying a target average annual wage of \$30,944, and to retain 1,422 existing positions, and to maintain compliance with a grant awarded to the company in December 2006 to create a new facility in High Point. Additionally, the company is expected to invest approximately \$97 million by 2016.

RL considered two finalists for this proposed activity: California and North Carolina. Since RL has existing infrastructure in both states, the company chose expanding its Pendleton & Eagle Hill facilities in High Point, as well as obtaining a new facility on a greenfield site. In Inland Empire, California, the company considered expanding its current footprint with a long time third party logistics partner.

### ***Reed Elsevier Inc. (“REINC”)***

REINC consists of five major business units, including Elsevier – the world’s leading provider of scientific and medical information; LexisNexis Risk Solutions – a provider of data and analytics to evaluate and manage risks associated with transactions and improve performance; LexisNexis Legal and Professional – a provider of legal, tax, regulatory, news, and business information and analysis to a variety of markets; Reed Exhibitions – the world’s leading organizer of events; and Reed Business Information – a leading provider of business information, online data and marketing solutions.

This project is designed to concentrate marketing, sales, customer support, and product development in Wake County. The company expects the new project will promote business growth through internal efficiencies and improved access to talent that can provide highly knowledgeable customer support for its varied computer-based

information systems. REINC is expected to create 350 new jobs over the next five years, paying a target average annual wage of \$91,644. At the time of award, the company and subsidiaries employed 130 individuals in Cary and an additional 181 in Charlotte, of which 311 positions will be required to be retained throughout the grant term.

The company evaluated the 10 locations where it had existing operations that were feasible sites for consolidation as well as an additional 20 locations with no company presence. Key factors that were evaluated and that influenced the final decision included the availability of skilled labor force, labor costs, corporate income tax and other taxes, quality of life and the availability of incentives to offset operating, and implementation costs. Through this process the company narrowed the search to three sites: Charlottesville, Virginia, metropolitan Chicago, Illinois, and Cary, North Carolina. The company stated that the North Carolina location ranked between the other two sites with respect to most factors, with the exception of business taxes, in which North Carolina was found to be inferior to the other two.

### ***S & D Coffee, Inc. ("S&D")***

S&D Coffee, founded in 1927, is a privately-owned manufacturer and distributor of coffee, iced tea, and liquid beverages and concentrates. The company also distributes allied products such as cups, creamer, sugar, powdered drinks and juices to its customers, which consist of restaurants, convenience stores, healthcare establishments, country clubs, offices, hotels and casinos. The company had experienced significant gains in market share over the last ten years and has seen its sales grow by 400% over that period of time.

This growth, as well as anticipated future growth, has put pressure on S&D's existing customer facilities in Concord, North Carolina. This factor, along with the desire to have redundant manufacturing capabilities, was the driving force behind the company's desire to expand. The project is expected to create 200 net new jobs over 5 years, paying a target average annual wage of \$36,311. The company will also be required to retain 613 existing positions. The project also includes the acquisition or construction of a 200,000 square foot manufacturing and distribution facility. The site in Cabarrus County offers additional land on which future facilities could be located.

The company identified locations in South Carolina, Tennessee, Kentucky, Indiana, and West Virginia that would reduce the cost of freight, a primary driver in its considerations. Of these locations, S&D toured the sites in West Virginia and South Carolina and the company explored cost-reducing incentives in South Carolina. The decision to expand in North Carolina was based on the overall cost structure, including incentives, that achieved the effect of lower freight costs.

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

Schletter manufactures an array of photovoltaic mounting systems to support the renewable energy ambitions of a vast array of entities from homeowners to small businesses to vast, utility-scale solar developers. Since starting business in 2008, the company has experienced consistent growth due to the strength of its designs, quality of

its products, the use of advanced production machinery, and the dedicated efforts of its employees. After only four years in business, the company supplies 25% of all solar mounting systems produced and delivered in the United States.

This project is expected to serve as the production and distribution hub of all east coast operations of the company and should alleviate the long distance, logistical challenges presented by serving the entire national marketplace from a single location in Arizona. The project involves the acquisition and equipping of an existing 100,000 square foot structure to house all functions required to produce the company's eight types of solar mounting systems. This facility will include all machinery and equipment used for decoiling, bending, forming, punching, milling, sawing laser cutting, welding, assembling, packaging and shipping every mounting system produced for use in the eastern United States. In addition, the facility is also expected to be Schletter's headquarters location, and will house a significant number of administrative staff. The project is expected to create 305 net new jobs, paying a target average annual wage of \$40,660. The company is expected to make an investment of \$27.2 million in Cleveland County by 2016.

The company communicated with and evaluated eight states as possible locations for the project. Of those eight, three – Virginia, Georgia, and North Carolina – were determined to be competitive. Specific proposals were received from each of the three states. Factors under consideration included site locations and costs, proximity to highway, rail, port and other shipping facilities, local work force availability and wage levels, community amenities, and state and local financial incentives. Georgia's offer included tax credits, job training assistance, tax exemptions, and a state grant. Virginia offered an incentive grant for locating a renewable energy manufacturing facility in the state, a job zone incentive grant, and an executive grant from the governor's office.

### ***Sheetz Distribution Services, LLC ("SDS")***

SDS is a wholly-owned subsidiary of Sheetz, Inc. ("Sheetz"), a family owned convenience store chain based in Altoona, Pennsylvania. Sheetz searched for a location to expand the company's distribution and food manufacturing operations into the Southeast US. This new facility is expected to support the company's growing retail base in North Carolina and Virginia.

This project involves distribution and food manufacturing operations, and is expected to create 254 net new jobs over 5 years, paying a target average annual wage of \$29,306. The company is also expected to make an investment of \$32.84 million by 2015 in Alamance County.

SDS considered locations in North Carolina and Virginia for its new southeast distribution and food manufacturing operation. The company analyzed over 60 sites during the site selection process. Major site location factors included cost of labor, land, development, utilities, taxes, incentives, and transportation. The company performed a thorough site selection analysis, visited sites and existing businesses, and analyzed costs. The final competitive sites under consideration were in North Carolina and Virginia.

Formal incentive proposals from Virginia included grants, free land, workforce training, and a build-to-suit leaseback through an industrial development authority. In North Carolina incentives included grants, workforce training, and infrastructure.

### ***Sid Tool Co, Inc. (“Sid Tool”)***

Sid Tool is a wholly-owned subsidiary of MSC Industrial Direct (“MSC”), incorporated in New York in 1945. MSC is a direct marketer of industrial products, meeting maintenance, repair, and operations supply requirements.

The project involves the auxiliary headquarters for MSC. The facility will include a number of corporate functions including IT, accounting, human resources, product management, and marketing. These jobs currently exist in the company’s main headquarters located in the United States. The company is expected to create 400 net new jobs in Mecklenburg County, paying a target average wage of \$87,973. In addition, the company plans to invest \$31.3 million by the end of 2013. The company has a retention requirement of 64 jobs.

The town of Davidson was one of three locations under consideration for this project. Lexington, Kentucky and Fort Mill, South Carolina were alternative locations. The overall operating costs in Davidson, North Carolina caused this location to be at a competitive disadvantage compared to Lexington and Fort Mill; however, a number of other factors also influenced the company’s location analysis. These factors included convenient location to existing workforce and infrastructure, location-based costs, state and local legislative and administrative climate, the local real estate market’s ability to accommodate facility requirements, and economies of scale with administrative, management, and support positions.

### ***United Technologies Corporation (“United Technologies”)***

United Technologies provides a broad range of high-technology products and services to the global aerospace and building systems industries. UTC aerospace businesses include Sikorsky aircraft, Pratt and Whitney aircraft engines, and Hamilton Sundstrand aerospace products.

UTC acquired Goodrich Corporation, a designer and manufacturer of aerospace systems and products that are complementary to Hamilton Sundstrand’s products. The combined businesses offer customers a full suite of integrated products with more attractive performance and cost than was available prior to the acquisition.

In conjunction with the acquisition and to better position itself for future growth, UTC reorganized its business segments. This reorganization resulted in the creation of two new systems divisions. Positions at the two new divisional headquarters will be filled by a combination of UTC employees relocating from outside North Carolina, qualified Goodrich professionals (who would have been terminated as North Carolina employees had the company decided against locating in North Carolina, and who were transferred to the new project’s operations after the acquisition and grant award), and others from the Charlotte metropolitan area who did not work for either company. The project is expected



to create 325 jobs over 5 years paying a target average annual wage of \$200,123. The company has no retention requirement as a result of a Division Level Finding.

The headquarters location for the two new aerospace divisions of UTC was selected to maximize value for UTC's shareholders. The company considered a number of factors including the ability to serve major customers, the ability to recruit a talented workforce, the availability of state and local incentives, and the total cost of doing business.

In addition to North Carolina, the company considered South Carolina (Lancaster and York Counties); Palm Beach County, Florida; and Fairfax County, Virginia. South Carolina was attractive because of its growing aerospace industry, low cost of doing business, and strong incentives program (including substantial cash grants in the early years of a project). Florida was attractive because it would allow UTC to consolidate with its existing aerospace manufacturing campus in Palm Beach and employees' state income taxes would be eliminated. Fairfax County's proximity to Washington, District of Columbia and leading aerospace companies would allow UTC to foster closer relationships with key customers and decision-makers, and would provide UTC with access to one of the United States' most highly-educated workforces.

### ***Valley Fine Foods Company, Inc. ("VFF")***

VFF operates as the brand "Pasta Prima" and is a family-owned producer of gourmet pasta dishes located near Napa Valley in California. The company started making fresh pasta in 1984. Its products include fresh ravioli, tortellini, and gnocchi including gluten-free and organic options. VFF serves most major grocery and club outlets.

VFF has manufacturing operations in northern California. The company's existing two plants are located in Santa Rosa and San Leandro. The company sought to expand its manufacturing activity, either near its facilities in California or at a possible east coast location. While the company headquarters will remain in Benicia, CA, part of the new project would include the establishment of a management team (operations/logistics) if the project located outside of California.

In addition to the expected plant in Forest City, North Carolina, VFF also looked at two facilities in northern California that met its criteria. Additionally, the company performed due diligence on a building in Greenville, South Carolina. All four plants under consideration would have accommodated the company's current business needs as well as planned future growth. VFF evaluated financial return (growth potential, supply chain savings, labor costs, and economic incentives), geographic proximity, plant suitability, site communities, and possible risk factors.

VFF is expected to create 305 jobs over 3 years, paying a target average annual wage of \$31,636. The company is also expected to invest \$13.2 million at the project site in Rutherford County by December 31, 2013.

### ***XPO Logistics, Inc. (“XPO”)***

XPO is a third-party logistics provider offering expedient, single-source solutions for time-critical and service-sensitive shipments. XPO serves customers in the US, Canada, and Mexico with domestic and international freight destinations, and offers logistics services through three brands: Express 1, Inc., Concert Group Logistics, and Bounce Logistics, Inc.

XPO conducted a site search for its new North American Operations Center. The project will incorporate accounting, finance, human resources, IT, brokerage, carrier procurement, and operations. XPO is expected to create 201 jobs over three years, paying a target average annual wage of \$56,606.

XPO conducted an extensive site search before committing to North Carolina. Factors the company considered included labor, real estate, and overall operational costs. The search was narrowed to three sites: Plano, Texas, Lancaster, South Carolina and North Carolina. Because all three sites offered similar characteristics, financial incentives were a critical factor driving the final decision.

## **VII. Conclusion**

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

**Attachment A1. Total Annual Grant Caps per Project**  
**Projects Awarded in CY 2012**

Company Name	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Ashley Furniture Industries, Inc.	\$ -	\$ 178,000	\$ 346,000	\$ 387,000	\$ 406,000	\$ 406,000	\$ 406,000	\$ 406,000	\$ 406,000	\$ 406,000	\$ 406,000	\$ -	\$ -	\$ -	\$ -	\$ 3,753,000
CanAm Yarns, LLC	\$ -	\$ 168,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ -	\$ -	\$ -	\$ -	\$ 1,833,000
Caterpillar, Inc. (Bee)	\$ 135,000	\$ 186,000	\$ 226,000	\$ 260,000	\$ 277,000	\$ 277,000	\$ 277,000	\$ 277,000	\$ 277,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,192,000
Citrix Systems, Inc.	\$ -	\$ 394,000	\$ 634,000	\$ 846,000	\$ 1,074,000	\$ 1,074,000	\$ 1,074,000	\$ 1,074,000	\$ 1,074,000	\$ 1,074,000	\$ 1,074,000	\$ 1,074,000	\$ 1,074,000	\$ -	\$ -	\$ 11,540,000
Deere-Hitachi Construction Machinery Corporation	\$ -	\$ 73,000	\$ 308,000	\$ 386,000	\$ 457,000	\$ 457,000	\$ 457,000	\$ 457,000	\$ 457,000	\$ 457,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,509,000
Denver Global Products, Inc.	\$ -	\$ 272,000	\$ 343,000	\$ 381,000	\$ 381,000	\$ 381,000	\$ 381,000	\$ 381,000	\$ 381,000	\$ 381,000	\$ 381,000	\$ -	\$ -	\$ -	\$ -	\$ 3,663,000
GKN Driveline North America, Inc.	\$ -	\$ 58,000	\$ 95,000	\$ 118,000	\$ 136,000	\$ 152,000	\$ 152,000	\$ 152,000	\$ 152,000	\$ 152,000	\$ 152,000	\$ -	\$ -	\$ -	\$ -	\$ 1,319,000
Herbalife International Of America, Inc.	\$ -	\$ -	\$ 432,000	\$ 698,000	\$ 698,000	\$ 698,000	\$ 698,000	\$ 698,000	\$ 698,000	\$ 698,000	\$ 698,000	\$ 698,000	\$ 698,000	\$ -	\$ -	\$ 7,412,000
Inmar, Inc.	\$ 311,000	\$ 407,000	\$ 486,000	\$ 554,000	\$ 633,000	\$ 633,000	\$ 633,000	\$ 633,000	\$ 633,000	\$ 633,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,556,000
JELD-WEN, Inc.	\$ -	\$ 307,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ 386,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,395,000
Klausner Lumber Two, LLC	\$ -	\$ 117,000	\$ 304,000	\$ 388,000	\$ 388,000	\$ 388,000	\$ 388,000	\$ 388,000	\$ 388,000	\$ 388,000	\$ 388,000	\$ 388,000	\$ -	\$ -	\$ -	\$ 3,913,000
Leviton Manufacturing Co., Inc.	\$ -	\$ 107,000	\$ 130,000	\$ 144,000	\$ 144,000	\$ 144,000	\$ 144,000	\$ 144,000	\$ 144,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,101,000
Linamar North Carolina, Inc.	\$ -	\$ -	\$ -	\$ 106,000	\$ 219,000	\$ 279,000	\$ 333,000	\$ 333,000	\$ 333,000	\$ 333,000	\$ 333,000	\$ 333,000	\$ -	\$ -	\$ -	\$ 2,602,000
NetApp, Inc. III	\$ -	\$ 401,000	\$ 951,000	\$ 1,421,000	\$ 1,848,000	\$ 1,848,000	\$ 1,848,000	\$ 1,848,000	\$ 1,848,000	\$ 1,848,000	\$ 1,848,000	\$ -	\$ -	\$ -	\$ -	\$ 15,709,000
Ralph Lauren Corporation II	\$ -	\$ 136,000	\$ 209,000	\$ 313,000	\$ 436,000	\$ 436,000	\$ 436,000	\$ 436,000	\$ 436,000	\$ 436,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,274,000
Reed Elsevier Inc.	\$ 325,000	\$ 609,000	\$ 1,096,000	\$ 1,258,000	\$ 1,421,000	\$ 1,421,000	\$ 1,421,000	\$ 1,421,000	\$ 1,421,000	\$ 1,421,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,814,000
S & D Coffee, Inc.	\$ -	\$ -	\$ 82,000	\$ 140,000	\$ 196,000	\$ 238,000	\$ 238,000	\$ 238,000	\$ 238,000	\$ 238,000	\$ 238,000	\$ 238,000	\$ -	\$ -	\$ -	\$ 2,084,000
Schletter, Inc.	\$ 109,000	\$ 188,000	\$ 261,000	\$ 332,000	\$ 408,000	\$ 408,000	\$ 408,000	\$ 408,000	\$ 408,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,930,000
Sheetz Distribution Services, LLC	\$ -	\$ -	\$ -	\$ 156,000	\$ 169,000	\$ 183,000	\$ 196,000	\$ 196,000	\$ 196,000	\$ 196,000	\$ 196,000	\$ 196,000	\$ 196,000	\$ 196,000	\$ 196,000	\$ 2,272,000
Sid Tool Co, Inc.	\$ -	\$ -	\$ 555,000	\$ 740,000	\$ 1,109,000	\$ 1,477,000	\$ 1,477,000	\$ 1,477,000	\$ 1,477,000	\$ 1,477,000	\$ 1,477,000	\$ 1,477,000	\$ 1,477,000	\$ 1,477,000	\$ -	\$ 15,697,000
United Technologies Corporation	\$ 1,224,000	\$ 1,398,000	\$ 1,572,000	\$ 1,786,000	\$ 2,009,000	\$ 2,009,000	\$ 2,009,000	\$ 2,009,000	\$ 2,009,000	\$ 2,009,000	\$ 2,009,000	\$ 2,009,000	\$ -	\$ -	\$ -	\$ 22,052,000
Valley Fine Foods Company, Inc.	\$ -	\$ 143,000	\$ 259,000	\$ 298,000	\$ 298,000	\$ 298,000	\$ 298,000	\$ 298,000	\$ 298,000	\$ 298,000	\$ 298,000	\$ -	\$ -	\$ -	\$ -	\$ 2,786,000
XPO Logistics, Inc.	\$ -	\$ 306,000	\$ 443,000	\$ 443,000	\$ 443,000	\$ 443,000	\$ 443,000	\$ 443,000	\$ 443,000	\$ 443,000	\$ 443,000	\$ -	\$ -	\$ -	\$ -	\$ 4,293,000
<b>Total:</b>	\$ 2,104,000	\$ 5,448,000	\$ 9,303,000	\$ 11,726,000	\$ 13,721,000	\$ 14,221,000	\$ 14,288,000	\$ 14,288,000	\$ 14,288,000	\$ 13,459,000	\$ 10,126,000	\$ 6,413,000	\$ 3,445,000	\$ 1,673,000	\$ 196,000	\$ 134,699,000

**Attachment A2. Total Annual Grant Caps on Company Portion Only**  
**Projects Awarded in CY 2012**

Company Name	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Ashley Furniture Industries, Inc.	\$ -	\$ 151,300	\$ 294,100	\$ 328,950	\$ 345,100	\$ 345,100	\$ 345,100	\$ 345,100	\$ 345,100	\$ 345,100	\$ 345,100	\$ -	\$ -	\$ -	\$ -	\$ 3,190,050
CanAm Yarns, LLC	\$ -	\$ 142,800	\$ 157,250	\$ 157,250	\$ 157,250	\$ 157,250	\$ 157,250	\$ 157,250	\$ 157,250	\$ 157,250	\$ 157,250	\$ -	\$ -	\$ -	\$ -	\$ 1,558,050
Caterpillar, Inc. (Bee)	\$ 101,250	\$ 139,500	\$ 169,500	\$ 195,000	\$ 207,750	\$ 207,750	\$ 207,750	\$ 207,750	\$ 207,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,644,000
Citrix Systems, Inc.	\$ -	\$ 295,500	\$ 475,500	\$ 634,500	\$ 805,500	\$ 805,500	\$ 805,500	\$ 805,500	\$ 805,500	\$ 805,500	\$ 805,500	\$ 805,500	\$ 805,500	\$ -	\$ -	\$ 8,655,000
Deere-Hitachi Construction Machinery Corporation	\$ -	\$ 54,750	\$ 231,000	\$ 289,500	\$ 342,750	\$ 342,750	\$ 342,750	\$ 342,750	\$ 342,750	\$ 342,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,631,750
Denver Global Products, Inc.	\$ -	\$ 204,000	\$ 257,250	\$ 285,750	\$ 285,750	\$ 285,750	\$ 285,750	\$ 285,750	\$ 285,750	\$ 285,750	\$ 285,750	\$ -	\$ -	\$ -	\$ -	\$ 2,747,250
GKN Driveline North America, Inc.	\$ -	\$ 49,300	\$ 80,750	\$ 100,300	\$ 115,600	\$ 129,200	\$ 129,200	\$ 129,200	\$ 129,200	\$ 129,200	\$ 129,200	\$ -	\$ -	\$ -	\$ -	\$ 1,121,150
Herbalife International Of America, Inc.	\$ -	\$ -	\$ 324,000	\$ 523,500	\$ 523,500	\$ 523,500	\$ 523,500	\$ 523,500	\$ 523,500	\$ 523,500	\$ 523,500	\$ 523,500	\$ 523,500	\$ -	\$ -	\$ 5,559,000
Inmar, Inc.	\$ 233,250	\$ 305,250	\$ 364,500	\$ 415,500	\$ 474,750	\$ 474,750	\$ 474,750	\$ 474,750	\$ 474,750	\$ 474,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,167,000
JELD-WEN, Inc.	\$ -	\$ 230,250	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ 289,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,546,250
Klausner Lumber Two, LLC	\$ -	\$ 117,000	\$ 304,000	\$ 388,000	\$ 388,000	\$ 388,000	\$ 388,000	\$ 388,000	\$ 388,000	\$ 388,000	\$ 388,000	\$ 388,000	\$ -	\$ -	\$ -	\$ 3,913,000
Leviton Manufacturing Co., Inc.	\$ -	\$ 107,000	\$ 130,000	\$ 144,000	\$ 144,000	\$ 144,000	\$ 144,000	\$ 144,000	\$ 144,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,101,000
Linamar North Carolina, Inc.	\$ -	\$ -	\$ -	\$ 79,500	\$ 164,250	\$ 209,250	\$ 249,750	\$ 249,750	\$ 249,750	\$ 249,750	\$ 249,750	\$ 249,750	\$ -	\$ -	\$ -	\$ 1,951,500
NetApp, Inc. III	\$ -	\$ 300,750	\$ 713,250	\$ 1,065,750	\$ 1,386,000	\$ 1,386,000	\$ 1,386,000	\$ 1,386,000	\$ 1,386,000	\$ 1,386,000	\$ 1,386,000	\$ -	\$ -	\$ -	\$ -	\$ 11,781,750
Ralph Lauren Corporation II	\$ -	\$ 102,000	\$ 156,750	\$ 234,750	\$ 327,000	\$ 327,000	\$ 327,000	\$ 327,000	\$ 327,000	\$ 327,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,455,500
Reed Elsevier Inc.	\$ 243,750	\$ 456,750	\$ 822,000	\$ 943,500	\$ 1,065,750	\$ 1,065,750	\$ 1,065,750	\$ 1,065,750	\$ 1,065,750	\$ 1,065,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,860,500
S & D Coffee, Inc.	\$ -	\$ -	\$ 61,500	\$ 105,000	\$ 147,000	\$ 178,500	\$ 178,500	\$ 178,500	\$ 178,500	\$ 178,500	\$ 178,500	\$ 178,500	\$ -	\$ -	\$ -	\$ 1,563,000
Schletter, Inc.	\$ 109,000	\$ 188,000	\$ 261,000	\$ 332,000	\$ 408,000	\$ 408,000	\$ 408,000	\$ 408,000	\$ 408,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,930,000
Sheetz Distribution Services, LLC	\$ -	\$ -	\$ -	\$ 132,600	\$ 143,650	\$ 155,550	\$ 166,600	\$ 166,600	\$ 166,600	\$ 166,600	\$ 166,600	\$ 166,600	\$ 166,600	\$ 166,600	\$ 166,600	\$ 1,931,200
Sid Tool Co, Inc.	\$ -	\$ -	\$ 416,250	\$ 555,000	\$ 831,750	\$ 1,107,750	\$ 1,107,750	\$ 1,107,750	\$ 1,107,750	\$ 1,107,750	\$ 1,107,750	\$ 1,107,750	\$ 1,107,750	\$ 1,107,750	\$ -	\$ 11,772,750
United Technologies Corporation	\$ 918,000	\$ 1,048,500	\$ 1,179,000	\$ 1,339,500	\$ 1,506,750	\$ 1,506,750	\$ 1,506,750	\$ 1,506,750	\$ 1,506,750	\$ 1,506,750	\$ 1,506,750	\$ 1,506,750	\$ -	\$ -	\$ -	\$ 16,539,000
Valley Fine Foods Company, Inc.	\$ -	\$ 143,000	\$ 259,000	\$ 298,000	\$ 298,000	\$ 298,000	\$ 298,000	\$ 298,000	\$ 298,000	\$ 298,000	\$ 298,000	\$ -	\$ -	\$ -	\$ -	\$ 2,786,000
XPO Logistics, Inc.	\$ -	\$ 229,500	\$ 332,250	\$ 332,250	\$ 332,250	\$ 332,250	\$ 332,250	\$ 332,250	\$ 332,250	\$ 332,250	\$ 332,250	\$ -	\$ -	\$ -	\$ -	\$ 3,219,750
<b>Total:</b>	\$ 1,605,250	\$ 4,265,150	\$ 7,278,350	\$ 9,169,600	\$ 10,689,850	\$ 11,067,850	\$ 11,119,400	\$ 11,119,400	\$ 11,119,400	\$ 10,359,650	\$ 7,859,900	\$ 4,926,350	\$ 2,603,350	\$ 1,274,350	\$ 166,600	\$ 104,624,450

**Attachment A3. Total Annual Grant Caps on IDF Utility Account Portion**  
**Projects Awarded in CY 2012**

Company Name	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Ashley Furniture Industries, Inc.	\$ -	\$ 26,700	\$ 51,900	\$ 58,050	\$ 60,900	\$ 60,900	\$ 60,900	\$ 60,900	\$ 60,900	\$ 60,900	\$ 60,900	\$ -	\$ -	\$ -	\$ -	\$ 562,950
CanAm Yarns, LLC	\$ -	\$ 25,200	\$ 27,750	\$ 27,750	\$ 27,750	\$ 27,750	\$ 27,750	\$ 27,750	\$ 27,750	\$ 27,750	\$ 27,750	\$ -	\$ -	\$ -	\$ -	\$ 274,950
Caterpillar, Inc. (Bee)	\$ 33,750	\$ 46,500	\$ 56,500	\$ 65,000	\$ 69,250	\$ 69,250	\$ 69,250	\$ 69,250	\$ 69,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 548,000
Citrix Systems, Inc.	\$ -	\$ 98,500	\$ 158,500	\$ 211,500	\$ 268,500	\$ 268,500	\$ 268,500	\$ 268,500	\$ 268,500	\$ 268,500	\$ 268,500	\$ 268,500	\$ 268,500	\$ -	\$ -	\$ 2,885,000
Deere-Hitachi Construction Machinery Corporation	\$ -	\$ 18,250	\$ 77,000	\$ 96,500	\$ 114,250	\$ 114,250	\$ 114,250	\$ 114,250	\$ 114,250	\$ 114,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 877,250
Denver Global Products, Inc.	\$ -	\$ 68,000	\$ 85,750	\$ 95,250	\$ 95,250	\$ 95,250	\$ 95,250	\$ 95,250	\$ 95,250	\$ 95,250	\$ 95,250	\$ -	\$ -	\$ -	\$ -	\$ 915,750
GKN Driveline North America, Inc.	\$ -	\$ 8,700	\$ 14,250	\$ 17,700	\$ 20,400	\$ 22,800	\$ 22,800	\$ 22,800	\$ 22,800	\$ 22,800	\$ 22,800	\$ -	\$ -	\$ -	\$ -	\$ 197,850
Herbalife International Of America, Inc.	\$ -	\$ -	\$ 108,000	\$ 174,500	\$ 174,500	\$ 174,500	\$ 174,500	\$ 174,500	\$ 174,500	\$ 174,500	\$ 174,500	\$ 174,500	\$ 174,500	\$ -	\$ -	\$ 1,853,000
Inmar, Inc.	\$ 77,750	\$ 101,750	\$ 121,500	\$ 138,500	\$ 158,250	\$ 158,250	\$ 158,250	\$ 158,250	\$ 158,250	\$ 158,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,389,000
JELD-WEN, Inc.	\$ -	\$ 76,750	\$ 96,500	\$ 96,500	\$ 96,500	\$ 96,500	\$ 96,500	\$ 96,500	\$ 96,500	\$ 96,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 848,750
Klausner Lumber Two, LLC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Leviton Manufacturing Co., Inc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Linamar North Carolina, Inc.	\$ -	\$ -	\$ -	\$ 26,500	\$ 54,750	\$ 69,750	\$ 83,250	\$ 83,250	\$ 83,250	\$ 83,250	\$ 83,250	\$ 83,250	\$ 83,250	\$ -	\$ -	\$ 650,500
NetApp, Inc. III	\$ -	\$ 100,250	\$ 237,750	\$ 355,250	\$ 462,000	\$ 462,000	\$ 462,000	\$ 462,000	\$ 462,000	\$ 462,000	\$ 462,000	\$ -	\$ -	\$ -	\$ -	\$ 3,927,250
Ralph Lauren Corporation II	\$ -	\$ 34,000	\$ 52,250	\$ 78,250	\$ 109,000	\$ 109,000	\$ 109,000	\$ 109,000	\$ 109,000	\$ 109,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 818,500
Reed Elsevier Inc.	\$ 81,250	\$ 152,250	\$ 274,000	\$ 314,500	\$ 355,250	\$ 355,250	\$ 355,250	\$ 355,250	\$ 355,250	\$ 355,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,953,500
S & D Coffee, Inc.	\$ -	\$ -	\$ 20,500	\$ 35,000	\$ 49,000	\$ 59,500	\$ 59,500	\$ 59,500	\$ 59,500	\$ 59,500	\$ 59,500	\$ 59,500	\$ -	\$ -	\$ -	\$ 521,000
Schletter, Inc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sheetz Distribution Services, LLC	\$ -	\$ -	\$ -	\$ 23,400	\$ 25,350	\$ 27,450	\$ 29,400	\$ 29,400	\$ 29,400	\$ 29,400	\$ 29,400	\$ 29,400	\$ 29,400	\$ 29,400	\$ 29,400	\$ 340,800
Sid Tool Co, Inc.	\$ -	\$ -	\$ 138,750	\$ 185,000	\$ 277,250	\$ 369,250	\$ 369,250	\$ 369,250	\$ 369,250	\$ 369,250	\$ 369,250	\$ 369,250	\$ 369,250	\$ 369,250	\$ -	\$ 3,924,250
United Technologies Corporation	\$ 306,000	\$ 349,500	\$ 393,000	\$ 446,500	\$ 502,250	\$ 502,250	\$ 502,250	\$ 502,250	\$ 502,250	\$ 502,250	\$ 502,250	\$ 502,250	\$ -	\$ -	\$ -	\$ 5,513,000
Valley Fine Foods Company, Inc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
XPO Logistics, Inc.	\$ -	\$ 76,500	\$ 110,750	\$ 110,750	\$ 110,750	\$ 110,750	\$ 110,750	\$ 110,750	\$ 110,750	\$ 110,750	\$ 110,750	\$ -	\$ -	\$ -	\$ -	\$ 1,073,250
<b>Total:</b>	\$ 498,750	\$ 1,182,850	\$ 2,024,650	\$ 2,556,400	\$ 3,031,150	\$ 3,153,150	\$ 3,168,600	\$ 3,168,600	\$ 3,168,600	\$ 3,099,350	\$ 2,266,100	\$ 1,486,650	\$ 841,650	\$ 398,650	\$ 29,400	\$ 30,074,550

**Attachment A1-A3. Total Annual Grant Caps**  
**Projects Awarded in CY 2012**

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2012	Caterpillar, Inc. (Bee)	\$101,250	\$33,750	\$135,000
2012	Inmar, Inc.	\$233,250	\$77,750	\$311,000
2012	Reed Elsevier Inc.	\$243,750	\$81,250	\$325,000
2012	Schletter, Inc.	\$109,000	\$0	\$109,000
2012	United Technologies Corporation	\$918,000	\$306,000	\$1,224,000
<b>2012</b>	<b>Total</b>	<b>\$1,605,250</b>	<b>\$498,750</b>	<b>\$2,104,000</b>
2013	Ashley Furniture Industries, Inc.	\$151,300	\$26,700	\$178,000
2013	CanAm Yarns, LLC	\$142,800	\$25,200	\$168,000
2013	Caterpillar, Inc. (Bee)	\$139,500	\$46,500	\$186,000
2013	Citrix Systems, Inc.	\$295,500	\$98,500	\$394,000
2013	Deere-Hitachi Construction Machinery Corporation	\$54,750	\$18,250	\$73,000
2013	Denver Global Products, Inc.	\$204,000	\$68,000	\$272,000
2013	GKN Driveline North America, Inc.	\$49,300	\$8,700	\$58,000
2013	Inmar, Inc.	\$305,250	\$101,750	\$407,000
2013	JELD-WEN, Inc.	\$230,250	\$76,750	\$307,000
2013	Klausner Lumber Two, LLC	\$117,000	\$0	\$117,000
2013	Leviton Manufacturing Co., Inc.	\$107,000	\$0	\$107,000
2013	NetApp, Inc. III	\$300,750	\$100,250	\$401,000
2013	Ralph Lauren Corporation II	\$102,000	\$34,000	\$136,000
2013	Reed Elsevier Inc.	\$456,750	\$152,250	\$609,000

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2013	Schletter, Inc.	\$188,000	\$0	\$188,000
2013	United Technologies Corporation	\$1,048,500	\$349,500	\$1,398,000
2013	Valley Fine Foods Company, Inc.	\$143,000	\$0	\$143,000
2013	XPO Logistics, Inc.	\$229,500	\$76,500	\$306,000
<b>2013</b>	<b>Total</b>	<b>\$4,265,150</b>	<b>\$1,182,850</b>	<b>\$5,448,000</b>
2014	Ashley Furniture Industries, Inc.	\$294,100	\$51,900	\$346,000
2014	CanAm Yarns, LLC	\$157,250	\$27,750	\$185,000
2014	Caterpillar, Inc. (Bee)	\$169,500	\$56,500	\$226,000
2014	Citrix Systems, Inc.	\$475,500	\$158,500	\$634,000
2014	Deere-Hitachi Construction Machinery Corporation	\$231,000	\$77,000	\$308,000
2014	Denver Global Products, Inc.	\$257,250	\$85,750	\$343,000
2014	GKN Driveline North America, Inc.	\$80,750	\$14,250	\$95,000
2014	Herbalife International of America, Inc.	\$324,000	\$108,000	\$432,000
2014	Inmar, Inc.	\$364,500	\$121,500	\$486,000
2014	JELD-WEN, Inc.	\$289,500	\$96,500	\$386,000
2014	Klausner Lumber Two, LLC	\$304,000	\$0	\$304,000
2014	Leviton Manufacturing Co., Inc.	\$130,000	\$0	\$130,000
2014	NetApp, Inc. III	\$713,250	\$237,750	\$951,000
2014	Ralph Lauren Corporation II	\$156,750	\$52,250	\$209,000
2014	Reed Elsevier Inc.	\$822,000	\$274,000	\$1,096,000
2014	S & D Coffee, Inc.	\$61,500	\$20,500	\$82,000
2014	Schletter, Inc.	\$261,000	\$0	\$261,000
2014	Sid Tool Co, Inc.	\$416,250	\$138,750	\$555,000

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2014	United Technologies Corporation	\$1,179,000	\$393,000	\$1,572,000
2014	Valley Fine Foods Company, Inc.	\$259,000	\$0	\$259,000
2014	XPO Logistics, Inc.	\$332,250	\$110,750	\$443,000
<b>2014</b>	<b>Total</b>	<b>\$7,278,350</b>	<b>\$2,024,650</b>	<b>\$9,303,000</b>
2015	Ashley Furniture Industries, Inc.	\$328,950	\$58,050	\$387,000
2015	CanAm Yarns, LLC	\$157,250	\$27,750	\$185,000
2015	Caterpillar, Inc. (Bee)	\$195,000	\$65,000	\$260,000
2015	Citrix Systems, Inc.	\$634,500	\$211,500	\$846,000
2015	Deere-Hitachi Construction Machinery Corporation	\$289,500	\$96,500	\$386,000
2015	Denver Global Products, Inc.	\$285,750	\$95,250	\$381,000
2015	GKN Driveline North America, Inc.	\$100,300	\$17,700	\$118,000
2015	Herbalife International of America, Inc.	\$523,500	\$174,500	\$698,000
2015	Inmar, Inc.	\$415,500	\$138,500	\$554,000
2015	JELD-WEN, Inc.	\$289,500	\$96,500	\$386,000
2015	Klausner Lumber Two, LLC	\$388,000	\$0	\$388,000
2015	Leviton Manufacturing Co., Inc.	\$144,000	\$0	\$144,000
2015	Linamar North Carolina, Inc.	\$79,500	\$26,500	\$106,000
2015	NetApp, Inc. III	\$1,065,750	\$355,250	\$1,421,000
2015	Ralph Lauren Corporation II	\$234,750	\$78,250	\$313,000
2015	Reed Elsevier Inc.	\$943,500	\$314,500	\$1,258,000
2015	S & D Coffee, Inc.	\$105,000	\$35,000	\$140,000
2015	Schletter, Inc.	\$332,000	\$0	\$332,000
2015	Sheetz Distribution Services, LLC	\$132,600	\$23,400	\$156,000



Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2015	Sid Tool Co, Inc.	\$555,000	\$185,000	\$740,000
2015	United Technologies Corporation	\$1,339,500	\$446,500	\$1,786,000
2015	Valley Fine Foods Company, Inc.	\$298,000	\$0	\$298,000
2015	XPO Logistics, Inc.	\$332,250	\$110,750	\$443,000
<b>2015</b>	<b>Total</b>	<b>\$9,169,600</b>	<b>\$2,556,400</b>	<b>\$11,726,000</b>
2016	Ashley Furniture Industries, Inc.	\$345,100	\$60,900	\$406,000
2016	CanAm Yarns, LLC	\$157,250	\$27,750	\$185,000
2016	Caterpillar, Inc. (Bee)	\$207,750	\$69,250	\$277,000
2016	Citrix Systems, Inc.	\$805,500	\$268,500	\$1,074,000
2016	Deere-Hitachi Construction Machinery Corporation	\$342,750	\$114,250	\$457,000
2016	Denver Global Products, Inc.	\$285,750	\$95,250	\$381,000
2016	GKN Driveline North America, Inc.	\$115,600	\$20,400	\$136,000
2016	Herbalife International of America, Inc.	\$523,500	\$174,500	\$698,000
2016	Inmar, Inc.	\$474,750	\$158,250	\$633,000
2016	JELD-WEN, Inc.	\$289,500	\$96,500	\$386,000
2016	Klausner Lumber Two, LLC	\$388,000	\$0	\$388,000
2016	Leviton Manufacturing Co., Inc.	\$144,000	\$0	\$144,000
2016	Linamar North Carolina, Inc.	\$164,250	\$54,750	\$219,000
2016	NetApp, Inc. III	\$1,386,000	\$462,000	\$1,848,000
2016	Ralph Lauren Corporation II	\$327,000	\$109,000	\$436,000
2016	Reed Elsevier Inc.	\$1,065,750	\$355,250	\$1,421,000
2016	S & D Coffee, Inc.	\$147,000	\$49,000	\$196,000
2016	Schletter, Inc.	\$408,000	\$0	\$408,000

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2016	Sheetz Distribution Services, LLC	\$143,650	\$25,350	\$169,000
2016	Sid Tool Co, Inc.	\$831,750	\$277,250	\$1,109,000
2016	United Technologies Corporation	\$1,506,750	\$502,250	\$2,009,000
2016	Valley Fine Foods Company, Inc.	\$298,000	\$0	\$298,000
2016	XPO Logistics, Inc.	\$332,250	\$110,750	\$443,000
<b>2016</b>	<b>Total</b>	<b>\$10,689,850</b>	<b>\$3,031,150</b>	<b>\$13,721,000</b>
2017	Ashley Furniture Industries, Inc.	\$345,100	\$60,900	\$406,000
2017	CanAm Yarns, LLC	\$157,250	\$27,750	\$185,000
2017	Caterpillar, Inc. (Bee)	\$207,750	\$69,250	\$277,000
2017	Citrix Systems, Inc.	\$805,500	\$268,500	\$1,074,000
2017	Deere-Hitachi Construction Machinery Corporation	\$342,750	\$114,250	\$457,000
2017	Denver Global Products, Inc.	\$285,750	\$95,250	\$381,000
2017	GKN Driveline North America, Inc.	\$129,200	\$22,800	\$152,000
2017	Herbalife International of America, Inc.	\$523,500	\$174,500	\$698,000
2017	Inmar, Inc.	\$474,750	\$158,250	\$633,000
2017	JELD-WEN, Inc.	\$289,500	\$96,500	\$386,000
2017	Klausner Lumber Two, LLC	\$388,000	\$0	\$388,000
2017	Leviton Manufacturing Co., Inc.	\$144,000	\$0	\$144,000
2017	Linamar North Carolina, Inc.	\$209,250	\$69,750	\$279,000
2017	NetApp, Inc. III	\$1,386,000	\$462,000	\$1,848,000
2017	Ralph Lauren Corporation II	\$327,000	\$109,000	\$436,000
2017	Reed Elsevier Inc.	\$1,065,750	\$355,250	\$1,421,000
2017	S & D Coffee, Inc.	\$178,500	\$59,500	\$238,000

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2017	Schletter, Inc.	\$408,000	\$0	\$408,000
2017	Sheetz Distribution Services, LLC	\$155,550	\$27,450	\$183,000
2017	Sid Tool Co, Inc.	\$1,107,750	\$369,250	\$1,477,000
2017	United Technologies Corporation	\$1,506,750	\$502,250	\$2,009,000
2017	Valley Fine Foods Company, Inc.	\$298,000	\$0	\$298,000
2017	XPO Logistics, Inc.	\$332,250	\$110,750	\$443,000
<b>2017</b>	<b>Total</b>	<b>\$11,067,850</b>	<b>\$3,153,150</b>	<b>\$14,221,000</b>
2018	Ashley Furniture Industries, Inc.	\$345,100	\$60,900	\$406,000
2018	CanAm Yarns, LLC	\$157,250	\$27,750	\$185,000
2018	Caterpillar, Inc. (Bee)	\$207,750	\$69,250	\$277,000
2018	Citrix Systems, Inc.	\$805,500	\$268,500	\$1,074,000
2018	Deere-Hitachi Construction Machinery Corporation	\$342,750	\$114,250	\$457,000
2018	Denver Global Products, Inc.	\$285,750	\$95,250	\$381,000
2018	GKN Driveline North America, Inc.	\$129,200	\$22,800	\$152,000
2018	Herbalife International of America, Inc.	\$523,500	\$174,500	\$698,000
2018	Inmar, Inc.	\$474,750	\$158,250	\$633,000
2018	JELD-WEN, Inc.	\$289,500	\$96,500	\$386,000
2018	Klausner Lumber Two, LLC	\$388,000	\$0	\$388,000
2018	Leviton Manufacturing Co., Inc.	\$144,000	\$0	\$144,000
2018	Linamar North Carolina, Inc.	\$249,750	\$83,250	\$333,000
2018	NetApp, Inc. III	\$1,386,000	\$462,000	\$1,848,000
2018	Ralph Lauren Corporation II	\$327,000	\$109,000	\$436,000
2018	Reed Elsevier Inc.	\$1,065,750	\$355,250	\$1,421,000

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2018	S & D Coffee, Inc.	\$178,500	\$59,500	\$238,000
2018	Schletter, Inc.	\$408,000	\$0	\$408,000
2018	Sheetz Distribution Services, LLC	\$166,600	\$29,400	\$196,000
2018	Sid Tool Co, Inc.	\$1,107,750	\$369,250	\$1,477,000
2018	United Technologies Corporation	\$1,506,750	\$502,250	\$2,009,000
2018	Valley Fine Foods Company, Inc.	\$298,000	\$0	\$298,000
2018	XPO Logistics, Inc.	\$332,250	\$110,750	\$443,000
<b>2018</b>	<b>Total</b>	<b>\$11,119,400</b>	<b>\$3,168,600</b>	<b>\$14,288,000</b>
2019	Ashley Furniture Industries, Inc.	\$345,100	\$60,900	\$406,000
2019	CanAm Yarns, LLC	\$157,250	\$27,750	\$185,000
2019	Caterpillar, Inc. (Bee)	\$207,750	\$69,250	\$277,000
2019	Citrix Systems, Inc.	\$805,500	\$268,500	\$1,074,000
2019	Deere-Hitachi Construction Machinery Corporation	\$342,750	\$114,250	\$457,000
2019	Denver Global Products, Inc.	\$285,750	\$95,250	\$381,000
2019	GKN Driveline North America, Inc.	\$129,200	\$22,800	\$152,000
2019	Herbalife International of America, Inc.	\$523,500	\$174,500	\$698,000
2019	Inmar, Inc.	\$474,750	\$158,250	\$633,000
2019	JELD-WEN, Inc.	\$289,500	\$96,500	\$386,000
2019	Klausner Lumber Two, LLC	\$388,000	\$0	\$388,000
2019	Leviton Manufacturing Co., Inc.	\$144,000	\$0	\$144,000
2019	Linamar North Carolina, Inc.	\$249,750	\$83,250	\$333,000
2019	NetApp, Inc. III	\$1,386,000	\$462,000	\$1,848,000
2019	Ralph Lauren Corporation II	\$327,000	\$109,000	\$436,000

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2019	Reed Elsevier Inc.	\$1,065,750	\$355,250	\$1,421,000
2019	S & D Coffee, Inc.	\$178,500	\$59,500	\$238,000
2019	Schletter, Inc.	\$408,000	\$0	\$408,000
2019	Sheetz Distribution Services, LLC	\$166,600	\$29,400	\$196,000
2019	Sid Tool Co, Inc.	\$1,107,750	\$369,250	\$1,477,000
2019	United Technologies Corporation	\$1,506,750	\$502,250	\$2,009,000
2019	Valley Fine Foods Company, Inc.	\$298,000	\$0	\$298,000
2019	XPO Logistics, Inc.	\$332,250	\$110,750	\$443,000
<b>2019</b>	<b>Total</b>	<b>\$11,119,400</b>	<b>\$3,168,600</b>	<b>\$14,288,000</b>
2020	Ashley Furniture Industries, Inc.	\$345,100	\$60,900	\$406,000
2020	CanAm Yarns, LLC	\$157,250	\$27,750	\$185,000
2020	Caterpillar, Inc. (Bee)	\$207,750	\$69,250	\$277,000
2020	Citrix Systems, Inc.	\$805,500	\$268,500	\$1,074,000
2020	Deere-Hitachi Construction Machinery Corporation	\$342,750	\$114,250	\$457,000
2020	Denver Global Products, Inc.	\$285,750	\$95,250	\$381,000
2020	GKN Driveline North America, Inc.	\$129,200	\$22,800	\$152,000
2020	Herbalife International of America, Inc.	\$523,500	\$174,500	\$698,000
2020	Inmar, Inc.	\$474,750	\$158,250	\$633,000
2020	JELD-WEN, Inc.	\$289,500	\$96,500	\$386,000
2020	Klausner Lumber Two, LLC	\$388,000	\$0	\$388,000
2020	Leviton Manufacturing Co., Inc.	\$144,000	\$0	\$144,000
2020	Linamar North Carolina, Inc.	\$249,750	\$83,250	\$333,000
2020	NetApp, Inc. III	\$1,386,000	\$462,000	\$1,848,000

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2020	Ralph Lauren Corporation II	\$327,000	\$109,000	\$436,000
2020	Reed Elsevier Inc.	\$1,065,750	\$355,250	\$1,421,000
2020	S & D Coffee, Inc.	\$178,500	\$59,500	\$238,000
2020	Schletter, Inc.	\$408,000	\$0	\$408,000
2020	Sheetz Distribution Services, LLC	\$166,600	\$29,400	\$196,000
2020	Sid Tool Co, Inc.	\$1,107,750	\$369,250	\$1,477,000
2020	United Technologies Corporation	\$1,506,750	\$502,250	\$2,009,000
2020	Valley Fine Foods Company, Inc.	\$298,000	\$0	\$298,000
2020	XPO Logistics, Inc.	\$332,250	\$110,750	\$443,000
<b>2020</b>	<b>Total</b>	<b>\$11,119,400</b>	<b>\$3,168,600</b>	<b>\$14,288,000</b>
2021	Ashley Furniture Industries, Inc.	\$345,100	\$60,900	\$406,000
2021	CanAm Yarns, LLC	\$157,250	\$27,750	\$185,000
2021	Citrix Systems, Inc.	\$805,500	\$268,500	\$1,074,000
2021	Deere-Hitachi Construction Machinery Corporation	\$342,750	\$114,250	\$457,000
2021	Denver Global Products, Inc.	\$285,750	\$95,250	\$381,000
2021	GKN Driveline North America, Inc.	\$129,200	\$22,800	\$152,000
2021	Herbalife International of America, Inc.	\$523,500	\$174,500	\$698,000
2021	Inmar, Inc.	\$474,750	\$158,250	\$633,000
2021	JELD-WEN, Inc.	\$289,500	\$96,500	\$386,000
2021	Klausner Lumber Two, LLC	\$388,000	\$0	\$388,000
2021	Linamar North Carolina, Inc.	\$249,750	\$83,250	\$333,000
2021	NetApp, Inc. III	\$1,386,000	\$462,000	\$1,848,000
2021	Ralph Lauren Corporation II	\$327,000	\$109,000	\$436,000

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
2021	Reed Elsevier Inc.	\$1,065,750	\$355,250	\$1,421,000
2021	S & D Coffee, Inc.	\$178,500	\$59,500	\$238,000
2021	Sheetz Distribution Services, LLC	\$166,600	\$29,400	\$196,000
2021	Sid Tool Co, Inc.	\$1,107,750	\$369,250	\$1,477,000
2021	United Technologies Corporation	\$1,506,750	\$502,250	\$2,009,000
2021	Valley Fine Foods Company, Inc.	\$298,000	\$0	\$298,000
2021	XPO Logistics, Inc.	\$332,250	\$110,750	\$443,000
<b>2021</b>	<b>Total</b>	<b>\$10,359,650</b>	<b>\$3,099,350</b>	<b>\$13,459,000</b>
2022	Ashley Furniture Industries, Inc.	\$345,100	\$60,900	\$406,000
2022	CanAm Yarns, LLC	\$157,250	\$27,750	\$185,000
2022	Citrix Systems, Inc.	\$805,500	\$268,500	\$1,074,000
2022	Denver Global Products, Inc.	\$285,750	\$95,250	\$381,000
2022	GKN Driveline North America, Inc.	\$129,200	\$22,800	\$152,000
2022	Herbalife International of America, Inc.	\$523,500	\$174,500	\$698,000
2022	Klausner Lumber Two, LLC	\$388,000	\$0	\$388,000
2022	Linamar North Carolina, Inc.	\$249,750	\$83,250	\$333,000
2022	NetApp, Inc. III	\$1,386,000	\$462,000	\$1,848,000
2022	S & D Coffee, Inc.	\$178,500	\$59,500	\$238,000
2022	Sheetz Distribution Services, LLC	\$166,600	\$29,400	\$196,000
2022	Sid Tool Co, Inc.	\$1,107,750	\$369,250	\$1,477,000
2022	United Technologies Corporation	\$1,506,750	\$502,250	\$2,009,000
2022	Valley Fine Foods Company, Inc.	\$298,000	\$0	\$298,000
2022	XPO Logistics, Inc.	\$332,250	\$110,750	\$443,000

Year	Company Name	Maximum Annual Grant Amount to Company	Maximum Annual Grant Amount to IDF	Maximum State Liability
<b>2022</b>	<b>Total</b>	<b>\$7,859,900</b>	<b>\$2,266,100</b>	<b>\$10,126,000</b>
2023	Citrix Systems, Inc.	\$805,500	\$268,500	\$1,074,000
2023	Herbalife International of America, Inc.	\$523,500	\$174,500	\$698,000
2023	Klausner Lumber Two, LLC	\$388,000	\$0	\$388,000
2023	Linamar North Carolina, Inc.	\$249,750	\$83,250	\$333,000
2023	S & D Coffee, Inc.	\$178,500	\$59,500	\$238,000
2023	Sheetz Distribution Services, LLC	\$166,600	\$29,400	\$196,000
2023	Sid Tool Co, Inc.	\$1,107,750	\$369,250	\$1,477,000
2023	United Technologies Corporation	\$1,506,750	\$502,250	\$2,009,000
<b>2023</b>	<b>Total</b>	<b>\$4,926,350</b>	<b>\$1,486,650</b>	<b>\$6,413,000</b>
2024	Citrix Systems, Inc.	\$805,500	\$268,500	\$1,074,000
2024	Herbalife International of America, Inc.	\$523,500	\$174,500	\$698,000
2024	Sheetz Distribution Services, LLC	\$166,600	\$29,400	\$196,000
2024	Sid Tool Co, Inc.	\$1,107,750	\$369,250	\$1,477,000
<b>2024</b>	<b>Total</b>	<b>\$2,603,350</b>	<b>\$841,650</b>	<b>\$3,445,000</b>
2025	Sheetz Distribution Services, LLC	\$166,600	\$29,400	\$196,000
2025	Sid Tool Co, Inc.	\$1,107,750	\$369,250	\$1,477,000
<b>2025</b>	<b>Total</b>	<b>\$1,274,350</b>	<b>\$398,650</b>	<b>\$1,673,000</b>
2026	Sheetz Distribution Services, LLC	\$166,600	\$29,400	\$196,000
<b>2026</b>	<b>Total</b>	<b>\$166,600</b>	<b>\$29,400</b>	<b>\$196,000</b>



**Attachment B. Estimated Lifetime Fiscal and Economic Impacts for Grants**  
**Awarded in CY 2003-2012 (Excluding Grants Terminated or Withdrawn through December 31, 2012)**

Grant Year	Project (Grantee)	Grant Years	Direct Jobs	Indirect & Induced Jobs	Total Jobs	Estimated NC GDP impact (million)	Cumulative Net State Revenue
2003	Albaad USA, Inc.	10	200	416	616	\$194	\$800,000
2003	General Electric Company	9	200	174	374	\$359	\$4,800,000
2003	R.H. Donnelley, Inc. (d/b/a Dex One Corp)	10	275	240	515	\$325	\$6,400,000
<b>2003</b>	<b>Total (Grant Term is average)</b>	<b>10</b>	<b>675</b>	<b>830</b>	<b>1,505</b>	<b>\$879</b>	<b>\$12,000,000</b>
2004	Altec Industries, Inc.	11	350	302	652	\$240	\$2,900,000
2004	Cellco Partnership d/b/a Verizon Wireless	10	1,211	1,938	3,149	\$1,207	\$20,700,000
2004	Credit Suisse Securities USA LLC (I)	10	400	344	744	\$2,470	\$88,400,000
2004	Cree, Inc. I	11	300	731	1,031	\$903	\$16,900,000
2004	Hospira, Inc.	10	152	380	532	\$317	\$8,200,000
2004	Merck Sharp & Dohme Corp.	12	200	360	560	\$1,430	\$20,200,000
2004	NetApp, Inc. I	10	361	410	771	\$2,520	\$98,900,000
2004	Pactiv LLC (fka Prairie Packaging, Inc.)	10	242	140	382	\$444	\$14,000,000
2004	Time Warner Entertainment Company, L.P. I	10	350	305	655	\$372	\$7,300,000
<b>2004</b>	<b>Total (Grant Term is average)</b>	<b>10</b>	<b>3,566</b>	<b>4,910</b>	<b>8,476</b>	<b>\$9,902</b>	<b>\$277,500,000</b>
2005	AAR Manufacturing, Inc.	11	500	660	1,160	\$837	\$21,900,000
2005	American Institute of Certified Accountants, Inc.	12	360	179	539	\$606	\$11,300,000
2005	Target Corporation	10	580	270	850	\$363	\$5,500,000
<b>2005</b>	<b>Total (Grant Term is average)</b>	<b>11</b>	<b>1,440</b>	<b>1,109</b>	<b>2,549</b>	<b>\$1,806</b>	<b>\$38,700,000</b>
2006	Credit Suisse Securities USA LLC (II)	10	575	282	857	\$1,022	\$28,600,000
2006	Fidelity Global Brokerage Group, Inc.	12	2,000	772	2,772	\$4,300	\$93,800,000
2006	Malt-O-Meal Company	10	164	247	411	\$351	\$9,900,000
2006	Novartis Vaccines & Diagnostics, Inc.	12	350	1,038	1,388	\$1,463	\$41,200,000
2006	Ralph Lauren Corporation I	9	200	43	243	\$1,746	\$77,700,000
2006	Quintiles Transnational Corp.	12	1,000	830	1,830	\$963	\$4,700,000

Grant Year	Project (Grantee)	Grant Years	Direct Jobs	Indirect & Induced Jobs	Total Jobs	Estimated NC GDP impact (million)	Cumulative Net State Revenue
2006	Stiefel Research Institute, Inc.	9	200	136	336	\$200	\$3,600,000
<b>2006</b>	<b>Total (Grant Term is average)</b>	<b>11</b>	<b>4,489</b>	<b>3,348</b>	<b>7,837</b>	<b>\$10,045</b>	<b>\$259,500,000</b>
2007	Arneg LLC	9	181	259	440	\$167	\$2,710,000
2007	Honda Aero, Inc.	12	70	116	186	\$339	\$11,460,000
2007	Honda Aircraft Company, LLC	12	283	672	955	\$754	\$12,330,000
2007	NetApp, Inc. II	10	646	418	1,064	\$1,080	\$24,350,000
2007	Pharmaceutical Research Associates, Inc.	9	494	419	913	\$422	\$5,010,000
2007	Stone & Webster Services, LLC	10	556	496	1,052	\$611	\$7,030,000
2007	TransTech Pharma, Inc.	12	205	1,550	1,755	\$682	\$5,310,000
2007	Turbomeca Manufacturing, Inc.	12	180	297	477	\$251	\$1,990,000
<b>2007</b>	<b>Total (Grant Term is average)</b>	<b>11</b>	<b>2,615</b>	<b>4,227</b>	<b>6,842</b>	<b>\$4,306</b>	<b>\$70,190,000</b>
2008	HCL America, Inc.	10	513	341	854	\$407	\$845,000
2008	Siemens Medical Solutions USA, Inc.	10	300	168	468	\$594	\$16,778,000
2008	Spirit AeroSystems North Carolina, Inc.	12	1,031	1,437	2,468	\$2,944	\$39,211,000
2008	Sypris Technologies, Inc.	10	203	171	374	\$365	\$6,369,000
2008	Time Warner Entertainment Company, L.P. II	9	200	136	336	\$440	\$12,615,000
<b>2008</b>	<b>Total (Grant Term is average)</b>	<b>10</b>	<b>2,247</b>	<b>2,253</b>	<b>4,500</b>	<b>\$4,750</b>	<b>\$75,818,000</b>
2009	Ally US LLC	9	200	234	434	\$272	\$2,086,000
2009	ASCO Power Technologies, L.P.	9	328	425	753	\$367	\$4,254,000
2009	Bayer CropScience LP	9	128	124	252	\$149	\$733,000
2009	Continental Automotive Systems, Inc.	9	338	368	706	\$346	\$7,274,000
2009	DB Global Technology, Inc.	11	319	584	903	\$724	\$13,685,000
2009	Electrolux Home Products, Inc. I	12	738	912	1,650	\$1,274	\$13,338,000
2009	EMC Corporation	9	397	850	1,247	\$752	\$13,468,000
2009	Innovative Emergency Management, Inc.	12	430	367	797	\$619	\$9,009,000
2009	Loparex LLC	9	128	166	294	\$198	\$1,878,000
2009	Premier, Inc.	9	300	241	541	\$292	\$5,987,000

Grant Year	Project (Grantee)	Grant Years	Direct Jobs	Indirect & Induced Jobs	Total Jobs	Estimated NC GDP impact (million)	Cumulative Net State Revenue
2009	Siemens Energy, Inc. I	9	226	147	373	\$236	\$2,133,000
2009	Zenta Mortgage Services, LLC	9	1,002	883	1,885	\$555	\$2,767,000
<b>2009</b>	<b>Total (Grant Term is average)</b>	<b>10</b>	<b>4,534</b>	<b>5,301</b>	<b>9,835</b>	<b>\$5,785</b>	<b>\$76,612,000</b>
2010	ABB Inc.	9	130	311	441	\$295	\$6,920,000
2010	BAE Systems Shared Services Inc.	9	176	157	333	\$189	\$4,475,000
2010	Brunswick Corporation	12	350	487	837	\$290	\$2,109,000
2010	Caterpillar Inc. (Butterfly)	11	325	1,320	1,645	\$834	\$23,416,000
2010	Caterpillar Inc. (Camo)	11	392	1,125	1,517	\$758	\$13,131,000
2010	Celgard, LLC	11	289	291	580	\$381	\$4,750,000
2010	Citco Fund Services (USA) Inc.	9	258	336	594	\$223	\$2,510,000
2010	Clearwater Paper Corporation	12	250	813	1,063	\$762	\$11,537,000
2010	Cree, Inc. II	10	244	922	1,166	\$762	\$22,714,000
2010	Hewitt Associates LLC (d/b/a Aon Hewitt)	9	463	538	1,001	\$517	\$13,973,000
2010	Husqvarna Professional Products, Inc.	9	160	663	823	\$224	\$3,048,000
2010	Magna Composites LLC	9	327	424	751	\$175	\$2,930,000
2010	Novartis Vaccines and Diagnostics, Inc.	9	100	125	225	\$141	\$1,300,000
2010	Novo Nordisk Pharmaceutical Industries, Inc.	10	85	145	230	\$117	\$830,000
2010	Plastek Industries, Inc.	9	250	197	447	\$264	\$3,420,000
2010	Seterus, Inc. (fka IBM LBPS)	10	600	793	1,393	\$731	\$16,140,000
2010	Siemens Energy, Inc. (Smart Grid)	9	139	173	312	\$156	\$2,500,000
2010	Siemens Energy, Inc. II	12	825	2,784	3,609	\$2,149	\$32,302,000
2010	SPX Corporation	11	180	161	341	\$250	\$4,200,000
2010	TIMCO Aerosystems, LLC	9	275	421	696	\$211	\$3,230,000
<b>2010</b>	<b>Total (Grant Term is average)</b>	<b>10</b>	<b>5,818</b>	<b>12,186</b>	<b>18,004</b>	<b>\$9,428</b>	<b>\$175,435,000</b>
2011	American Roller Bearing Company of NC, Inc.	9	231	283	514	\$285	\$3,950,000
2011	AptarGroup, Inc.	9	150	118	268	\$138	\$1,950,000
2011	Avaya, Inc.	8	135	131	266	\$158	\$3,110,000

Grant Year	Project (Grantee)	Grant Years	Direct Jobs	Indirect & Induced Jobs	Total Jobs	Estimated NC GDP impact (million)	Cumulative Net State Revenue
2011	Capgemini Financial Services USA Inc.	5	550	547	1,097	\$222	\$930,000
2011	Celgard, LLC II	11	250	255	505	\$362	\$6,145,000
2011	Chiquita Brands International, Inc.	11	417	607	1,024	\$826	\$1,660,000
2011	Compass Group USA, Inc.	8	200	314	514	\$197	\$2,680,000
2011	CTL Packaging USA Inc.	10	131	134	265	\$197	\$4,270,000
2011	Eaton Corporation	10	120	184	304	\$120	\$570,000
2011	Electrolux Home Products, Inc. II	12	200	249	449	\$458	\$6,260,000
2011	HVM L.L.C.	12	170	267	437	\$419	\$8,530,000
2011	Infinisource Holdings, Inc.	8	162	90	252	\$121	\$2,120,000
2011	Linamar North Carolina, Inc.	9	363	693	1,056	\$530	\$10,150,000
2011	LORD Corporation	8	117	184	301	\$119	\$1,803,000
2011	Mitsubishi Nuclear Energy Systems, Inc.	9	135	159	294	\$156	\$360,000
2011	Pittsburgh Glass Works LLC	10	260	286	546	\$296	\$5,530,000
2011	Red Hat, Inc. I	12	240	554	794	\$749	\$21,110,000
2011	Red Hat, Inc. II	12	300	694	994	\$761	\$19,660,000
2011	Semprius, Inc.	11	256	967	1,223	\$421	\$90,000
2011	Sequenom Center for Molecular Medicine, LLC	9	242	246	488	\$2,110	\$92,600,000
2011	Superior Essex Energy, LLC I	9	116	324	440	\$210	\$2,540,000
2011	Time Warner Entertainment Company, L.P. III	9	225	353	578	\$363	\$8,610,000
<b>2011</b>	<b>Total (Grant Term is average)</b>	<b>10</b>	<b>4,970</b>	<b>7,639</b>	<b>12,609</b>	<b>\$9,218</b>	<b>\$204,628,000</b>
2012	Ashley Furniture Industries, Inc.	10	550	444	994	\$522	\$3,552,000
2012	CanAm Yarns, LLC	10	170	138	308	\$166	\$1,463,000
2012	Caterpillar, Inc. (Bee)	9	199	501	700	\$486	\$13,344,000
2012	Citrix Systems, Inc.	12	337	380	717	\$505	\$3,787,000
2012	Deere-Hitachi Construction Machinery Corporation	9	340	724	1,064	\$703	\$16,254,000
2012	Denver Global Products, Inc.	10	450	639	1,089	\$560	\$8,987,000
2012	GKN Driveline North America, Inc.	10	131	223	354	\$164	\$1,994,000

Grant Year	Project (Grantee)	Grant Years	Direct Jobs	Indirect & Induced Jobs	Total Jobs	Estimated NC GDP impact (million)	Cumulative Net State Revenue
2012	Herbalife International Of America, Inc.	11	493	900	1,393	\$963	\$20,067,000
2012	Inmar, Inc.	10	212	161	373	\$236	\$1,467,000
2012	JELD-WEN, Inc.	9	142	219	361	\$229	\$2,775,000
2012	Klausner Lumber Two, LLC	11	350	725	1,075	\$557	\$2,286,000
2012	Leviton Manufacturing Co., Inc.	8	152	181	333	\$141	\$1,412,000
2012	Linamar North Carolina, Inc.	9	250	439	689	\$333	\$4,208,000
2012	NetApp, Inc. III	10	460	518	978	\$581	\$1,808,000
2012	Ralph Lauren Corporation II	9	500	335	835	\$285	\$2,866,000
2012	Reed Elsevier Inc.	10	350	353	703	\$508	\$4,305,000
2012	S & D Coffee, Inc.	10	200	680	880	\$371	\$6,539,000
2012	Schletter, Inc.	9	305	411	716	\$278	\$573,000
2012	Sheetz Distribution Services, LLC	12	254	170	424	\$273	\$2,362,000
2012	Sid Tool Co, Inc.	12	400	617	1,017	\$702	\$1,380,000
2012	United Technologies Corporation	12	325	501	826	\$1,579	\$38,330,000
2012	Valley Fine Foods Company, Inc.	10	305	557	862	\$372	\$3,161,000
2012	XPO Logistics, Inc.	10	201	191	392	\$222	\$2,078,000
<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>\$144,998,000</b>

### **Attachment C. Certified JDIG Grantee Report Findings on 2011 Performance (all Grantees)**

*Note: 2011 is the latest year company results have been certified. 2011 information is not included for the following companies that reported 2011 performance, as those companies' annual grantee reports have not been finalized. In most cases, they await verification from the Department of Revenue and certification for payment by the Economic Investment Committee, pending legislative appropriations: Quintiles Transnational Corporation, Novartis Vaccines & Diagnostics I & II, Zenta, Spirit Aerosystems, Premier, Citco, Caterpillar (Butterfly), and Loparex have not yet been presented to the EIC. Time Warner I & II and Ralph Lauren had payments for 2011 performance made in 2013. RH Donnelly, Inc., Siemens Medical, Seterus, Inc. (fka IBM LBPS), and Stiefel Research Institute terminated in 2013 before having their findings presented to the EIC and/or did not report performance.*

Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Fund	Eligible Withholdings
AAR Manufacturing, Inc.	457	21	\$40,357	\$21,356,301	\$447,000	\$0	\$816,570
Albaad USA, Inc.	187	-	\$27,121	\$30,548,324	\$150,871	\$0	\$258,049
Ally US LLC	425	265	\$201,247	\$10,590,629	\$519,000	\$173,000	\$4,799,125
Altec Industries, Inc.	280	386	\$39,463	\$19,936,317	\$0	\$0	\$598,978
American Institute of Certified Accountants, Inc.	467	-	\$72,533	\$10,100,000	\$604,000	\$201,000	\$1,826,123
Arneg LLC	50	5	\$39,173	\$11,511,405	\$0	\$0	\$134,145
ASCO Power Technologies, L.P.	129	211	\$36,975	\$11,575,860	\$0	\$0	\$234,686
BAE Systems Shared Services Inc.	122	-	\$48,964	\$0	\$70,295	\$23,431	\$156,210
Bayer CropScience LP	61	476	\$99,248	\$21,926,082	\$0	\$0	\$305,243
Becton Dickinson and Company	130	578	\$84,817	\$32,566,102	\$0	\$0	\$693,749
Brunswick Corporation	253	279	\$38,182	\$4,671,767	\$148,750	\$26,250	\$339,993
Capgemini Financial Services USA Inc.	157	5	\$56,991	\$0	\$74,444	\$24,814	\$152,704
Caterpillar Inc. (Camo)	82	-	\$103,700	\$0	\$48,750	\$16,250	\$212,899
Celgard, LLC	297	435	\$57,723	\$0	\$281,250	\$93,750	\$689,103
Cellco Partnership d/b/a Verizon Wireless	1,283	-	\$47,096	\$39,868,088	\$800,000	\$266,666	\$2,877,578
Clearwater Paper Corporation	105	2	\$49,051	\$0	\$139,000	\$0	\$246,683

Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Fund	Eligible Withholdings
Continental Automotive Systems, Inc.	172	288	\$43,962	\$0	\$110,250	\$36,750	\$402,548
Credit Suisse Securities USA LLC (I)	401	720	\$81,681	\$179,656,000	\$953,095	\$317,698	\$1,953,939
Credit Suisse Securities USA LLC (II)	720	401	\$72,924	\$69,808,731	\$1,290,000	\$430,000	\$3,008,974
Cree, Inc. I	1,016	1,019	\$68,736	\$332,000,259	\$586,170	\$195,390	\$3,942,134
DB Global Technology, Inc.	183	-	\$104,782	\$7,121,593	\$396,234	\$132,078	\$1,030,348
Electrolux Home Products, Inc. I	669	35	\$118,800	\$13,767,567	\$1,768,126	\$589,375	\$4,183,672
EMC Corporation	176	990	\$89,428	\$0	\$364,500	\$121,500	\$747,354
Fidelity Global Brokerage Group, Inc.	1,306	1,008	\$76,918	\$74,191,163	\$0	\$0	\$5,592,715
General Electric Company	259	1,358	\$119,197	\$4,464,914	\$650,000	\$216,666	\$1,740,399
HCL America, Inc.	314	33	\$57,478	\$1,117,000	\$0	\$0	\$880,800
Hewitt Associates LLC (d/b/a Aon Hewitt)	406	559	\$44,125	\$0	\$373,576	\$124,525	\$835,171
Honda Aero, Inc.	33	-	\$112,712	\$26,835,257	\$0	\$0	\$249,137
Honda Aircraft Company, LLC	365	57	\$109,634	\$114,303,338	\$513,000	\$171,000	\$2,163,246
Hospira, Inc.	243	2,211	\$52,034	\$17,075,434	\$162,000	\$54,000	\$695,235
Husqvarna Professional Products, Inc.	184	160	\$102,683	\$7,681,155	\$261,750	\$87,250	\$1,040,463
HVM L.L.C.	62	-	\$144,446	\$0	\$96,371	\$32,124	\$202,801
Innovative Emergency Management, Inc.	66	7	\$67,332	\$0	\$99,552	\$33,184	\$227,431
Magna Composites LLC	202	360	\$39,258	\$10,320,485	\$151,300	\$26,700	\$422,948
Malt-O-Meal Company	194	-	\$44,861	\$130,927,523	\$85,500	\$28,500	\$410,540
Merck Sharp & Dohme Corp.	632	732	\$79,487	\$314,156,557	\$381,000	\$126,999	\$2,424,960
Mitsubishi Nuclear Energy Systems, Inc.	30	-	\$188,156	\$0	\$0	\$0	\$94,657
NetApp, Inc. I	506	920	\$149,465	\$86,348,754	\$1,113,750	\$371,250	\$3,589,586
NetApp, Inc. II	756	670	\$121,374	\$64,066,448	\$1,783,000	\$594,000	\$4,941,920
Novo Nordisk Pharmaceutical Industries, Inc.	78	436	\$67,653	\$0	\$61,500	\$20,500	\$299,828
Pactiv LLC (fka Prairie Packaging, Inc.)	308	-	\$37,626	\$56,343,505	\$176,000	\$58,666	\$566,174
PCB Piezotronics of North Carolina, Inc.	172	-	\$29,371	\$2,657,217	\$0	\$0	\$254,004

Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Fund	Eligible Withholdings
Pharmaceutical Research Associates, Inc.	496	22	\$70,786	\$2,638,401	\$795,112	\$265,037	\$1,821,981
Plastek Industries, Inc.	299	-	\$26,481	\$22,783,678	\$199,788	\$0	\$315,020
Red Hat, Inc. I	84	696	\$127,831	\$0	\$148,500	\$49,500	\$528,394
Semprius, Inc.	5	31	\$97,394	\$0	\$0	\$0	\$9,285
Siemens Energy, Inc. (Smart Grid)	116	260	\$109,078	\$0	\$108,000	\$36,000	\$493,599
Siemens Energy, Inc. I	186	1,208	\$93,858	\$20,393,163	\$296,250	\$98,750	\$717,025
Siemens Energy, Inc. II	429	965	\$108,946	\$0	\$270,750	\$90,250	\$1,622,694
SPX Corporation	34	252	\$133,983	\$0	\$63,000	\$21,000	\$269,791
Stone & Webster Services, LLC	51	780	\$174,420	\$14,218,888	\$0	\$0	\$850,924
Sypris Technologies, Inc.	20	217	\$54,186	\$0	\$0	\$0	\$58,653
Target Corporation	549	-	\$33,500	\$157,746,621	\$427,000	\$0	\$965,108
TIMCO Aerosystems, LLC	135	-	\$50,794	\$0	\$88,400	\$15,600	\$300,537
TransTech Pharma, Inc.	79	125	\$78,768	\$23,368,047	\$0	\$0	\$389,144
Turbomeca Manufacturing, Inc.	102	-	\$56,436	\$52,331,829	\$0	\$0	\$5,321,098
<b>Total:</b>	16,523	19,183	\$76,940	\$2,020,974,402	\$17,056,834	\$5,169,453	\$69,906,075

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



**Attachment D. Annual Disbursements for Grants Awarded in CY 2003-2011**

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

Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2005	Harris Stratex Networks Operating Corporation	\$160,858	\$53,619	\$214,477
2005	Hospira, Inc.	\$23,250	\$7,750	\$31,000
2005	NetApp, Inc. I	\$236,250	\$78,750	\$315,000
2005	Novo Nordisk Pharmaceutical Industries, Inc. I	\$36,750	\$12,250	\$49,000
2005	Time Warner Entertainment Company, L.P. I	\$360,000	\$120,000	\$480,000
2005	Unilin Flooring NC, LLC	\$53,000	\$17,666	\$70,666
2005	ZF Lemforder Corporation	\$3,685	\$1,229	\$4,914
2005	General Electric Company II	\$23,572	\$7,857	\$31,429
<b>2005</b>	<b>Total</b>	<b>\$4,316,419</b>	<b>\$1,420,543</b>	<b>\$5,736,962</b>
2006	Albaad USA, Inc.	\$36,149	\$0	\$36,149
2006	General Dynamics Armament and Technical Products, Inc.	\$620,000	\$207,000	\$827,000
2006	General Electric Company	\$710,000	\$236,666	\$946,666
2006	Goodrich Corporation	\$219,743	\$73,248	\$292,991
2006	R.H. Donnelley, Inc. (d/b/a Dex One Corp)	\$450,000	\$150,000	\$600,000
2006	Altec Industries, Inc.	\$48,000	\$0	\$48,000
2006	Cellco Partnership d/b/a Verizon Wireless	\$800,000	\$266,666	\$1,066,666
2006	Citicorp Credit Services, Inc.	\$343,158	\$114,386	\$457,544
2006	Credit Suisse Securities USA LLC (I)	\$489,800	\$163,266	\$653,066
2006	Cree, Inc. I	\$340,616	\$113,539	\$454,155
2006	Dell Products LP	\$567,000	\$189,000	\$756,000
2006	GETRAG Corporation	\$49,350	\$16,450	\$65,800
2006	Harris Stratex Networks Operating Corporation	\$213,023	\$71,008	\$284,031
2006	Hospira, Inc.	\$56,500	\$18,834	\$75,334
2006	NetApp, Inc. I	\$427,500	\$142,500	\$570,000
2006	Novo Nordisk Pharmaceutical Industries, Inc. I	\$93,000	\$31,000	\$124,000
2006	Pactiv LLC (fka Prairie Packaging, Inc.)	\$50,000	\$16,666	\$66,666
2006	PCB Piezotronics of North Carolina, Inc.	\$72,000	\$0	\$72,000

Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2006	Sysco Food Services of Raleigh, LLC	\$141,463	\$47,155	\$188,618
2006	Time Warner Entertainment Company, L.P. I	\$414,000	\$138,000	\$552,000
2006	Unilin Flooring NC, LLC	\$97,000	\$32,333	\$129,333
2006	ZF Lemforder Corporation	\$91,149	\$30,383	\$121,532
2006	American Institute of Certified Accountants, Inc.	\$184,781	\$61,593	\$246,374
2006	General Electric Company II	\$167,000	\$56,000	\$223,000
2006	Headway Corporate Resources, Inc.	\$50,175	\$13,375	\$63,550
2006	Maverick Boat Company, Inc.	\$48,204	\$0	\$48,204
2006	Maersk Inc.	\$117,447	\$39,149	\$156,596
2006	PGT Industries, Inc.	\$35,689	\$0	\$35,689
2006	RF Micro Devices, Inc.	\$108,143	\$36,047	\$144,190
2006	Stiefel Research Institute, Inc.	\$47,000	\$15,000	\$62,000
<b>2006</b>	<b>Total</b>	<b>\$7,087,890</b>	<b>\$2,279,264</b>	<b>\$9,367,154</b>
2007	Albaad USA, Inc.	\$0	\$0	\$0
2007	General Dynamics Armament and Technical Products, Inc.	\$685,755	\$228,585	\$914,340
2007	General Electric Company	\$650,000	\$216,666	\$866,666
2007	Goodrich Corporation	\$243,842	\$81,281	\$325,123
2007	R.H. Donnelley, Inc. (d/b/a Dex One Corp)	\$450,000	\$150,000	\$600,000
2007	Altec Industries, Inc.	\$77,000	\$0	\$77,000
2007	Cellco Partnership d/b/a Verizon Wireless	\$800,000	\$266,666	\$1,066,666
2007	Citicorp Credit Services, Inc.	\$400,630	\$133,543	\$534,173
2007	Credit Suisse Securities USA LLC (I)	\$855,000	\$285,000	\$1,140,000
2007	Cree, Inc. I	\$439,628	\$146,542	\$586,170
2007	Dell Products LP	\$945,000	\$315,000	\$1,260,000
2007	GETRAG Corporation	\$153,813	\$51,271	\$205,084
2007	Hospira, Inc.	\$0	\$0	\$0
2007	Merck Sharp & Dohme Corp.	\$140,999	\$47,000	\$187,999

Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2007	NetApp, Inc. I	\$648,750	\$216,250	\$865,000
2007	Novo Nordisk Pharmaceutical Industries, Inc. I	\$0	\$0	\$0
2007	Pactiv LLC (fka Prairie Packaging, Inc.)	\$86,999	\$29,000	\$115,999
2007	PCB Piezotronics of North Carolina, Inc.	\$97,621	\$0	\$97,621
2007	Sysco Food Services of Raleigh, LLC	\$339,750	\$113,250	\$453,000
2007	Time Warner Entertainment Company, L.P. I	\$460,000	\$153,333	\$613,333
2007	Unilin Flooring NC, LLC	\$149,000	\$49,666	\$198,666
2007	ZF Lemforder Corporation	\$120,590	\$40,197	\$160,787
2007	AAR Manufacturing, Inc.	\$110,000	\$0	\$110,000
2007	American Institute of Certified Accountants, Inc.	\$604,000	\$201,000	\$805,000
2007	General Electric Company II	\$221,120	\$77,040	\$298,160
2007	Headway Corporate Resources, Inc.	\$0	\$0	\$0
2007	Maverick Boat Company, Inc.	\$82,512	\$0	\$82,512
2007	Carolina Classifieds.Com LLC	\$0	\$0	\$0
2007	Chris-Craft Corporation	\$54,212	\$0	\$54,212
2007	Fidelity Global Brokerage Group, Inc.	\$2,527,057	\$842,352	\$3,369,409
2007	Indian Motorcycle Company	\$62,870	\$0	\$62,870
2007	Maersk Inc.	\$280,000	\$93,000	\$373,000
2007	Newell Rubbermaid Inc.	\$299,908	\$99,969	\$399,877
2007	PGT Industries, Inc.	\$0	\$0	\$0
2007	RF Micro Devices, Inc.	\$319,000	\$107,000	\$426,000
2007	Stiefel Research Institute, Inc.	\$248,000	\$82,000	\$330,000
2007	Volvo Construction Equipment, NA	\$69,247	\$23,082	\$92,329
2007	Brunswick Corporation	\$83,524	\$27,841	\$111,365
2007	Force Protection Industries, Inc.	\$0	\$0	\$0
2007	ITG Automotive Safety Textiles, LLC	\$13,890	\$0	\$13,890
<b>2007</b>	<b>Total</b>	<b>\$12,719,717</b>	<b>\$4,076,534</b>	<b>\$16,796,251</b>

Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2008	Albaad USA, Inc.	\$0	\$0	\$0
2008	General Electric Company	\$650,000	\$216,666	\$866,666
2008	Goodrich Corporation	\$241,314	\$80,438	\$321,752
2008	R.H. Donnelley, Inc. (d/b/a Dex One Corp)	\$450,000	\$150,000	\$600,000
2008	Altec Industries, Inc.	\$126,000	\$0	\$126,000
2008	Cellco Partnership d/b/a Verizon Wireless	\$800,000	\$266,666	\$1,066,666
2008	Citicorp Credit Services, Inc.	\$322,876	\$107,625	\$430,501
2008	Credit Suisse Securities USA LLC (I)	\$855,000	\$285,000	\$1,140,000
2008	Cree, Inc. I	\$538,639	\$179,546	\$718,185
2008	Dell Products LP	\$0	\$357,126	\$357,126
2008	GETRAG Corporation	\$177,826	\$59,275	\$237,101
2008	Hospira, Inc.	\$162,000	\$54,000	\$216,000
2008	Merck Sharp & Dohme Corp.	\$185,000	\$61,666	\$246,666
2008	NetApp, Inc. I	\$881,250	\$293,750	\$1,175,000
2008	Novo Nordisk Pharmaceutical Industries, Inc. I	\$0	\$0	\$0
2008	Pactiv LLC (fka Prairie Packaging, Inc.)	\$116,000	\$38,666	\$154,666
2008	PCB Piezotronics of North Carolina, Inc.	\$93,436	\$0	\$93,436
2008	Sysco Food Services of Raleigh, LLC	\$363,156	\$121,052	\$484,208
2008	Time Warner Entertainment Company, L.P. I	\$460,000	\$153,333	\$613,333
2008	Unilin Flooring NC, LLC	\$174,720	\$58,240	\$232,960
2008	AAR Manufacturing, Inc.	\$200,000	\$0	\$200,000
2008	American Institute of Certified Accountants, Inc.	\$604,000	\$201,000	\$805,000
2008	Headway Corporate Resources, Inc.	\$0	\$0	\$0
2008	Carolina Classifieds.Com LLC	\$0	\$0	\$0
2008	Credit Suisse Securities USA LLC (II)	\$798,797	\$266,265	\$1,065,062
2008	Fidelity Global Brokerage Group, Inc.	\$3,559,403	\$1,186,467	\$4,745,870
2008	Indian Motorcycle Company	\$0	\$0	\$0

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

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

Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2009	Quintiles Transnational Corp.	\$671,000	\$224,000	\$895,000
2009	Ralph Lauren Corporation I	\$154,000	\$51,000	\$205,000
2009	Stiefel Research Institute, Inc.	\$312,254	\$104,085	\$416,339
2009	Arneg LLC	\$0	\$0	\$0
2009	Honda Aero, Inc.	\$78,578	\$13,867	\$92,445
2009	Honda Aircraft Company, LLC	\$355,000	\$118,000	\$473,000
2009	INC Research, Inc.	\$0	\$0	\$0
2009	NetApp, Inc. II	\$0	\$0	\$0
2009	Pharmaceutical Research Associates, Inc.	\$0	\$0	\$0
2009	PRC Industries, Inc.	\$0	\$0	\$0
2009	Stone & Webster Services, LLC	\$511,906	\$170,636	\$682,542
2009	TransTech Pharma, Inc.	\$0	\$0	\$0
2009	Turbomeca Manufacturing, Inc.	\$0	\$0	\$0
2009	Becton Dickinson and Company	\$239,169	\$65,770	\$304,939
2009	Fountain Power Boats, Inc.	\$0	\$0	\$0
2009	GE-Hitachi Nuclear Energy Americas LLC	\$0	\$0	\$0
2009	HCL America, Inc.	\$0	\$0	\$0
2009	IBM Lender Business Process Services, Inc.	\$0	\$0	\$0
2009	Mack Trucks, Inc.	\$0	\$0	\$0
2009	Siemens Medical Solutions USA, Inc.	\$0	\$0	\$0
2009	Sutter Street Manufacturing, Inc.	\$0	\$0	\$0
2009	Tessera NA Inc.	\$0	\$0	\$0
2009	Time Warner Entertainment Company, L.P. II	\$156,392	\$52,130	\$208,522
2009	Ally US LLC	\$338,250	\$112,750	\$451,000
2009	ASCO Power Technologies, L.P.	\$13,061	\$2,305	\$15,366
2009	Bayer CropScience LP	\$0	\$0	\$0
2009	DRS Technical Services, Inc.	\$0	\$0	\$0



Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2009	LS Tractor USA, LLC	\$14,511	\$2,561	\$17,072
2009	Siemens Energy, Inc. I	\$0	\$0	\$0
2009	Toshiba America Nuclear Energy Corporation	\$0	\$0	\$0
<b>2009</b>	<b>Total</b>	<b>\$14,218,886</b>	<b>\$4,392,583</b>	<b>\$18,611,469</b>
2010	Albaad USA, Inc.	\$143,223	\$0	\$143,223
2010	General Electric Company	\$650,000	\$216,666	\$866,666
2010	R.H. Donnelley, Inc. (d/b/a Dex One Corp)	\$418,500	\$139,500	\$558,000
2010	Altec Industries, Inc.	\$196,152	\$0	\$196,152
2010	Cellco Partnership d/b/a Verizon Wireless	\$800,000	\$266,666	\$1,066,666
2010	Credit Suisse Securities USA LLC (I)	\$900,000	\$300,000	\$1,200,000
2010	Cree, Inc. I	\$586,170	\$195,390	\$781,560
2010	GETRAG Corporation	\$0	\$0	\$0
2010	Hospira, Inc.	\$162,000	\$54,000	\$216,000
2010	Merck Sharp & Dohme Corp.	\$381,000	\$126,999	\$507,999
2010	NetApp, Inc. I	\$1,113,750	\$371,250	\$1,485,000
2010	Pactiv LLC (fka Prairie Packaging, Inc.)	\$176,000	\$58,666	\$234,666
2010	PCB Piezotronics of North Carolina, Inc.	\$0	\$0	\$0
2010	Time Warner Entertainment Company, L.P. I	\$460,000	\$153,333	\$613,333
2010	AAR Manufacturing, Inc.	\$0	\$0	\$0
2010	American Institute of Certified Accountants, Inc.	\$604,000	\$201,000	\$805,000
2010	Target Corporation	\$413,000	\$0	\$413,000
2010	Credit Suisse Securities USA LLC (II)	\$1,255,166	\$418,389	\$1,673,555
2010	Fidelity Global Brokerage Group, Inc.	\$2,162,599	\$720,866	\$2,883,465
2010	Maersk Inc.	\$0	\$0	\$0
2010	Malt-O-Meal Company	\$85,500	\$28,500	\$114,000
2010	Newell Rubbermaid Inc.	\$0	\$0	\$0
2010	Novartis Vaccines & Diagnostics, Inc.	\$419,000	\$140,000	\$559,000

Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2010	Quintiles Transnational Corp.	\$1,152,000	\$384,000	\$1,536,000
2010	Ralph Lauren Corporation I	\$160,000	\$54,000	\$214,000
2010	Stiefel Research Institute, Inc.	\$340,589	\$113,530	\$454,119
2010	Arneg LLC	\$0	\$0	\$0
2010	Honda Aero, Inc.	\$0	\$0	\$0
2010	Honda Aircraft Company, LLC	\$459,000	\$153,000	\$612,000
2010	NetApp, Inc. II	\$0	\$0	\$0
2010	Pharmaceutical Research Associates, Inc.	\$0	\$0	\$0
2010	Stone & Webster Services, LLC	\$0	\$0	\$0
2010	TransTech Pharma, Inc.	\$0	\$0	\$0
2010	Turbomeca Manufacturing, Inc.	\$0	\$0	\$0
2010	Becton Dickinson and Company	\$316,439	\$54,485	\$370,924
2010	GE-Hitachi Nuclear Energy Americas LLC	\$0	\$0	\$0
2010	HCL America, Inc.	\$0	\$0	\$0
2010	Mack Trucks, Inc.	\$0	\$0	\$0
2010	Siemens Medical Solutions USA, Inc.	\$0	\$0	\$0
2010	Spirit AeroSystems North Carolina, Inc.	\$199,887	\$0	\$199,887
2010	Sutter Street Manufacturing, Inc.	\$0	\$0	\$0
2010	Sypris Technologies, Inc.	\$0	\$0	\$0
2010	Time Warner Entertainment Company, L.P. II	\$333,000	\$111,000	\$444,000
2010	Ally US LLC	\$519,000	\$173,000	\$692,000
2010	ASCO Power Technologies, L.P.	\$50,784	\$8,962	\$59,746
2010	Bayer CropScience LP	\$0	\$0	\$0
2010	DB Global Technology, Inc.	\$173,444	\$57,815	\$231,259
2010	Loparex LLC	\$107,026	\$31,477	\$138,503
2010	Premier, Inc.	\$0	\$0	\$0
2010	Siemens Energy, Inc. I	\$0	\$0	\$0

Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2010	Toshiba America Nuclear Energy Corporation	\$0	\$0	\$0
2010	Zenta Mortgage Services, LLC	\$297,000	\$99,000	\$396,000
2010	Brunswick Corporation	\$10,193	\$1,799	\$11,992
2010	Celgard, LLC	\$55,676	\$18,559	\$74,235
2010	Hewitt Associates LLC (d/b/a Aon Hewitt)	\$110,490	\$36,830	\$147,320
2010	Magna Composites LLC	\$34,819	\$6,145	\$40,964
2010	Plastek Industries, Inc.	\$11,582	\$0	\$11,582
2010	Seterus, Inc. (fka IBM LBPS)	\$0	\$0	\$0
<b>2010</b>	<b>Total</b>	<b>\$15,256,989</b>	<b>\$4,694,827</b>	<b>\$19,951,816</b>
2011	Albaad USA, Inc.	\$150,871	\$0	\$150,871
2011	General Electric Company	\$650,000	\$216,666	\$866,666
2011	Altec Industries, Inc.	\$0	\$0	\$0
2011	Cellco Partnership d/b/a Verizon Wireless	\$800,000	\$266,666	\$1,066,666
2011	Credit Suisse Securities USA LLC (I)	\$953,095	\$317,698	\$1,270,793
2011	Cree, Inc. I	\$586,170	\$195,390	\$781,560
2011	Hospira, Inc.	\$162,000	\$54,000	\$216,000
2011	Merck Sharp & Dohme Corp.	\$381,000	\$126,999	\$507,999
2011	NetApp, Inc. I	\$1,113,750	\$371,250	\$1,485,000
2011	Pactiv LLC (fka Prairie Packaging, Inc.)	\$176,000	\$58,666	\$234,666
2011	PCB Piezotronics of North Carolina, Inc.	\$0	\$0	\$0
2011	AAR Manufacturing, Inc.	\$447,000	\$0	\$447,000
2011	American Institute of Certified Accountants, Inc.	\$604,000	\$201,000	\$805,000
2011	Target Corporation	\$427,000	\$0	\$427,000
2011	Credit Suisse Securities USA LLC (II)	\$1,290,000	\$430,000	\$1,720,000
2011	Fidelity Global Brokerage Group, Inc.	\$0	\$0	\$0
2011	Malt-O-Meal Company	\$85,500	\$28,500	\$114,000
2011	Arneg LLC	\$0	\$0	\$0

Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2011	Honda Aero, Inc.	\$0	\$0	\$0
2011	Honda Aircraft Company, LLC	\$513,000	\$171,000	\$684,000
2011	NetApp, Inc. II	\$1,783,000	\$594,000	\$2,377,000
2011	Pharmaceutical Research Associates, Inc.	\$795,112	\$265,037	\$1,060,149
2011	Stone & Webster Services, LLC	\$0	\$0	\$0
2011	TransTech Pharma, Inc.	\$0	\$0	\$0
2011	Turbomeca Manufacturing, Inc.	\$0	\$0	\$0
2011	Becton Dickinson and Company	\$0	\$0	\$0
2011	HCL America, Inc.	\$0	\$0	\$0
2011	Sypris Technologies, Inc.	\$0	\$0	\$0
2011	Ally US LLC	\$519,000	\$173,000	\$692,000
2011	ASCO Power Technologies, L.P.	\$0	\$0	\$0
2011	Bayer CropScience LP	\$0	\$0	\$0
2011	Continental Automotive Systems, Inc.	\$110,250	\$36,750	\$147,000
2011	DB Global Technology, Inc.	\$396,234	\$132,078	\$528,312
2011	Electrolux Home Products, Inc. I	\$1,768,126	\$589,375	\$2,357,501
2011	EMC Corporation	\$364,500	\$121,500	\$486,000
2011	Innovative Emergency Management, Inc.	\$99,552	\$33,184	\$132,736
2011	Siemens Energy, Inc. I	\$296,250	\$98,750	\$395,000
2011	BAE Systems Shared Services Inc.	\$70,295	\$23,431	\$93,726
2011	Brunswick Corporation	\$148,750	\$26,250	\$175,000
2011	Caterpillar Inc. (Camo)	\$48,750	\$16,250	\$65,000
2011	Celgard, LLC	\$281,250	\$93,750	\$375,000
2011	Clearwater Paper Corporation	\$139,000	\$0	\$139,000
2011	Hewitt Associates LLC (d/b/a Aon Hewitt)	\$373,576	\$124,525	\$498,101
2011	Husqvarna Professional Products, Inc.	\$261,750	\$87,250	\$349,000
2011	Magna Composites LLC	\$151,300	\$26,700	\$178,000

Grant Year	Company Name	Amount to Company	Amount to Utility Fund	Total Disbursement
2011	Novo Nordisk Pharmaceutical Industries, Inc.	\$61,500	\$20,500	\$82,000
2011	Plastek Industries, Inc.	\$199,788	\$0	\$199,788
2011	Siemens Energy, Inc. (Smart Grid)	\$108,000	\$36,000	\$144,000
2011	Siemens Energy, Inc. II	\$270,750	\$90,250	\$361,000
2011	SPX Corporation	\$63,000	\$21,000	\$84,000
2011	TIMCO Aerosystems, LLC	\$88,400	\$15,600	\$104,000
2011	Capgemini Financial Services USA Inc.	\$74,444	\$24,814	\$99,258
2011	HVM L.L.C.	\$96,371	\$32,124	\$128,495
2011	Mitsubishi Nuclear Energy Systems, Inc.	\$0	\$0	\$0
2011	Red Hat, Inc. I	\$148,500	\$49,500	\$198,000
2011	Semprius, Inc.	\$0	\$0	\$0
<b>2011</b>	<b>Total</b>	<b>\$17,056,834</b>	<b>\$5,169,453</b>	<b>\$22,226,287</b>

**Attachment E: Withdrawn/Terminated Projects (through December 31, 2012)**

Company Name	Status	Date Withdrawn/Terminated
Andrew Corporation	Withdrawn	5/2006
Becton Dickinson and Company	Terminated	9/2012
Brunswick Corporation I	Terminated	4/2009
BSH Home Appliances Corporation	Terminated	3/2010
Carolina Classifieds.Com LLC	Terminated	1/2011
Chris-Craft Corporation	Terminated	12/2008
Citicorp Credit Services, Inc.	Terminated	8/2010
Dell Products LP	Terminated	2/2010
DRS Technical Services, Inc.	Terminated	3/2011
Force Protection Industries, Inc.	Terminated	3/2010
Fountain Power Boats, Inc.	Terminated	2/2010
GE-Hitachi Nuclear Energy Americas LLC	Terminated	2/2012
General Dynamics Armament and Technical Products, Inc.	Terminated	3/2010
General Electric Company II	Terminated	5/2010
GETRAG Corporation	Terminated	10/2011
Goodrich Corporation	Terminated	10/2010
Google Inc.	Withdrawn	12/2008
Harris Stratex Networks Operating Corporation	Terminated	6/2009
Headway Corporate Resources, Inc.	Terminated	3/2010
Hewitt Associates, LLC	Terminated	12/2009
IBM Lender Business Process Services, Inc.	Terminated	4/2010
INC Research, Inc.	Terminated	3/2011
Indian Motorcycle Company	Terminated	10/2010

Company Name	Status	Date Withdrawn/Terminated
ITG Automotive Safety Textiles, LLC	Terminated	2/2010
Lenovo (United States) Inc.	Terminated	11/2007
Lotus Engineering Inc.	Terminated	6/2010
LS Tractor USA, LLC	Terminated	3/2011
Mack Trucks, Inc.	Terminated	1/2012
Maersk Inc.	Terminated	1/2012
Maverick Boat Company, Inc.	Terminated	11/2010
MeadWestvaco Corporation	Terminated	5/2010
Merchant Distributors, Inc	Terminated	2/2012
Newell Rubbermaid Inc.	Terminated	1/2012
Novo Nordisk Pharmaceutical Industries, Inc. I	Terminated	8/2010
PCB Piezotronics of North Carolina, Inc.	Terminated	9/2012
PGT Industries, Inc.	Terminated	5/2010
PRC Industries, Inc.	Terminated	5/2010
Qimonda North America Corp.	Terminated	3/2008
Reliance Industries USA, Inc.	Withdrawn	9/2008
RF Micro Devices, Inc. I	Terminated	12/2010
RF Micro Devices, Inc. II	Terminated	3/2010
Skybus Airlines, Inc.	Terminated	4/2008
SmithKline Beecham Corporation D/B/A GlaxoSmithKline	Terminated	1/2008
Smiths Aerospace Components, Inc.	Withdrawn	1/2007
Superior Essex Communications, LP	Withdrawn	8/2005
Sutter Street Manufacturing, Inc.	Terminated	9/2012
Sysco Food Services of Raleigh, LLC	Terminated	3/2011
Talecris Biotherapeutics, Inc.	Terminated	12/2012
Tessera NA Inc.	Terminated	3/2011
Toshiba America Nuclear Energy Corporation	Terminated	3/2012

Company Name	Status	Date Withdrawn/Terminated
Unilin Flooring NC, LLC	Terminated	6/2011
Volvo Construction Equipment, NA	Terminated	2/2010
ZF Lemforder Corporation	Terminated	6/2010