NORTH CAROLINA DEPARTMENT OF COMMERCE

Job Development Investment Grant

2021 Annual Report

Submitted on behalf of the Economic Investment Committee

J·D·I·G
JOB DEVELOPMENT INVESTMENT GRANT

Table of Contents

I. Introduction 3

II. JDIG Program Summary 3

Program Process: From Application to Award 4

III. JDIG Applicants and Grantees for CY 2021 6

Tier 6

Performance Minimums 7

Estimated Economic Impact 9

JDIG Grant Offers Not Accepted 9

IV. General Description of Calendar Year 2021 Grantees 10

V. JDIG Grantee Performance 12

Distribution of Grants 13

Environmental Impact 17

VI. Grantee Profiles for Calendar Year 2021 17

JDIG Grants 17

Utility Account Awards 29

VII. Conclusion 32

Attachment A1 Maximum Annual State Liability under JDIG Awards Made in CY 2021
Attachment A2 Maximum Annual Grant Amount Payable to CY 2021 Grantees
Attachment A3 Maximum Annual Grant Amount Payable to Utility Account under JDIG Awards Made in CY 2021
Attachment B Estimated Lifetime Fiscal and Economic Impacts for Grants awarded in CY 2003-2021
Attachment C Certified JDIG Grantee Report Findings for Payments Made in CY 2021
Attachment D Withdrawn / Terminated Grants

I. Introduction

This report describes CY 2020 performance by existing grantees and CY 2021 new grants under the **Job Development Investment Grant** ("JDIG") program, pursuant to North Carolina General Statute ("G.S.") §143B-437.55(c). Information presented includes the number of JDIG applications submitted, a listing of grants awarded and accepted; the results of the Walden cost/benefit analysis (in terms of net state revenue and impact on state gross domestic product); a description of each project awarded a grant in 2021; the term of each grant; the percentage of withholdings used to determine the amount of each grant; job creation, investment, and average annual wage targets; the state's maximum annual liability under the grants, amounts disbursed to-date under outstanding grants (to companies and to the Utility Account), company performance results under the grants, and eligible withholdings received from grantees.

II. JDIG Program Summary

The JDIG program, adopted by the General Assembly in the 2001-2002 session, became effective January 2003 and is currently scheduled to sunset on January 1, 2030 (G.S.§143B-437.62). It is a performance-based economic development incentive program that provides annual grant disbursements for a period of up to 12 years, to new and expanding businesses based on a percentage of withholding taxes paid by new employees during each calendar year of a grant. This percentage ranges from 10% to 75% (80% for awards after October 1, 2015 in Tier 1 counties). The grant term can be extended to 20 years for a high-yield project, requiring the company to invest at least $500 million in private funds and create at least 1,750 eligible positions. The grant term can be extended to 40 years for a transformative project, requiring the company to invest at least $1 billion in private funds and create at least 3,000 eligible positions. High-yield and transformative projects may be eligible to receive an enhanced percentage, up to 100% of withholdings of eligible positions, when meeting all the terms of their grant agreement. 90% of the grant is payable to the company, and 10% is payable to the Utility Account.

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

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

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

The total future annual liability for all grants awarded in any single calendar year is capped at $35 million a year. This annual liability cap is limited to $20 million for projects located in counties with total employment of 500,000 or more and $5 million is reserved for projects located in counties with an annual ranking pursuant to G.S. 143B-437.08 in the highest fifty percent of the remaining counties. For years when a grant for a high-yield project is awarded the cap is increased to $45 million. The maximum annual liability limit does not apply to transformative projects. Regardless of the stated liabilities under grants awarded, many companies' performance does not result in eligibility for the full annual amount possible under their respective agreements. The maximum payments for grants awarded during CY 2003-2021 will be less than the maximum theoretically possible. For example, 2021 payments were made for 90% of total liability for grantees with certified performance for CY 2017 - 2020 (not counting terminated or withdrawn grantees).[2] Each grant agreement specifies the maximum amount for which a company is eligible in each of its grant years.[3] The state's maximum annual liability for grants made in 2021 is included in Attachment A1, with the maximum liability to the grantee in Attachment A2, and the maximum liability to the Utility Account in Attachment A3. The Utility Account receives 25% of the value of every grant payment earned by companies for projects located in Tier 3 counties and 10% of the value of every grant payment earned by companies for projects located in Tier 2 counties. Funds in the Utility Account are made available for infrastructure projects in North Carolina's more distressed counties.

Program Process: From Application to Award

Project Managers at the Economic Development Partnership of North Carolina ("EDPNC") help companies understand the benefits and advantages of a North Carolina location compared to other states being considered for a project. All companies considered for a JDIG must first meet the minimum eligibility requirements described in G.S. 143B-437.53. If the company is a good candidate for a JDIG award, the EDPNC refers the project to the Department of Commerce ("Commerce") senior staff for consideration. In the fall of 2013, the EIC adopted a pricing model that sets the preliminary JDIG offer based on a prospective grantee's location, job count, average salary, investment, and industry. If a potential project's parameters fall outside of the guidelines specified by the pricing model, the project may not move forward without specific approval by the

[2] Note that this calculation considers both payments to companies and to the Utility Account. 2 companies received payments in 2021 for performance CY 2017 & 2018. 19 companies received payments in 2021 for performance CY 2019. 42 companies received payments in 2021 for performance CY 2020.

[3] Note that transformative projects are not subject to the limitations on maximum liability set out in G.S. 143B-437.52(c)(1), and the actual grant amount may be increased based upon the creation of additional jobs or payment of higher wages.

EIC to deviate from the pricing model. Projects whose parameters fall within the model's guidelines do not require preliminary EIC approval before receiving a proposal and beginning the application process. Once the company is ready to proceed with an application, Commerce Finance staff informs the company of program requirements and begins the data collection process. The company then submits a draft application for review by Commerce staff, who works with the company to complete an accurate final application. During the application process, the company is required to submit the following:

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

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

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

grant less the maximum amount to be transferred to the Utility Account.[4] 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 2021

During CY 2021, the EIC awarded 32 grants.[5] Table 1 lists the details for each grant award. Roman numerals following the grantee name indicate the number of JDIG grants received by the grantee since the program's inception.

Tier

Of the CY 2021 grants, seven were awarded to projects locating in a tier 1 county, seven were awarded to projects locating in a tier 2 county, and eighteen grants went to companies locating in a tier 3 county. These companies could contribute a maximum amount of approximately $155 million to the Utility Account over the life of the grants. The funds in the Utility Account are to be used in tier 1 and 2 counties as more fully set forth below in the "Distribution of Grants" section on page 13.

[4] The fee was changed from $1,500 as of August 1st, 2013.

[5] It should be noted that EDPNC Project Managers interact with many more business prospects, but only those businesses that are likely to be good candidates for a grant award are encouraged to apply, as the application fee is non-refundable. If not a good candidate, developers work with companies to find other assistance to support locating their project in the state. Thirty-seven applications were received in 2021. A total of 32 grants were awarded in 2021. One company awarded a grant in 2021 submitted their application in 2020. Three companies submitted their application in 2021 and were awarded a grant in 2022. Three companies submitted their application in 2021 and are expected to be awarded a grant in 2022.

Table 1. CY 2021 Grantee Terms and Award Amounts

Legal Name	County	Tier	Number of Grant Years	1st Year of Eligibility	% Withholding	Amount to Company	Amount to Utility Fund	Total Award Liability
Abzena (North Carolina) LLC	Lee	2	12	2022	75	$6,940,800	$771,200	$7,712,000
Adverum NC LLC **	Durham	3	12	2022	43	$3,029,250	$1,009,750	$4,039,000
Amgen Inc.	Wake	3	12	2025	69	$11,612,250	$3,870,750	$15,483,000
Apple Inc.	Wake & Catawba	3	39 (Transformative)	2023	75	$845,820,750	$112,380,250	$958,201,000
Ball Metal Beverage Container Corp.	Cabarrus	3	12	2023	50	$3,084,000	$1,028,000	$4,112,000
CARsgen Therapeutics Corporation	Durham	3	12	2022	30	$1,616,250	$538,750	$2,155,000
Corning Optical Communications LLC (Cable III)	Catawba	2	12	2023	40	$2,041,200	$226,800	$2,268,000
Credit Karma, LLC	Mecklenburg	3	12	2022	56	$20,306,250	$6,768,750	$27,075,000
FUJIFILM Diosynth Biotechnologies U.S.A., Inc.	Wake	3	12	2024	75	$19,724,250	$6,574,750	$26,299,000
Gilead Sciences, Inc.	Wake	3	12	2022	58	$9,997,500	$3,332,500	$13,330,000
Invitae Corporation	Wake	3	12	2023	50	$6,767,250	$2,255,750	$9,023,000
Jaguar Gene Therapy, LLC	Durham	3	12	2024	35	$2,355,000	$785,000	$3,140,000
JELD-WEN, Inc. (MFG)	Iredell	3	12	2023	50	$2,206,500	$735,500	$2,942,000
Kroger Fulfillment Network LLC	Cabarrus	3	12	2023	25	$2,295,000	$765,000	$3,060,000
MasterBrand Cabinets, Inc.	Lenoir	1	12	2022	50	$3,878,000	$0	$3,878,000
Nature's Value Inc.	Forsyth	2	12	2023	40	$1,954,800	$217,200	$2,172,000
New US Reco Entity (to be formed)	Lenoir	1	12	2023	50	$918,000	$0	$918,000
Patheon Manufacturing Services LLC II	Pitt	2	12	2022	57	$4,528,800	$503,200	$5,032,000
Poly-Wood, LLC II	Person	2	12	2023	50	$3,008,700	$334,300	$3,343,000
Precision Swiss Products, Inc.	Brunswick & Columbus	1	10	2022	66	$1,779,000	$0	$1,779,000
Private National Mortgage Acceptance Company, LLC	Wake	3	12	2021	22	$1,914,750	$638,250	$2,553,000
Rauch North America, Inc.	Cabarrus	3	12	2024	52	$3,057,750	$1,019,250	$4,077,000
Red Bull North America, Inc.	Cabarrus	3	12	2024	60	$1,008,000	$336,000	$1,344,000
Robinhood Markets, Inc.	Mecklenburg	3	12	2021	28	$3,006,000	$1,002,000	$4,008,000
Roseburg Forest Products Co.	Halifax	1	12	2023	61	$2,088,000	$0	$2,088,000
Science 37, Inc.	Wake	3	12	2023	30	$3,336,750	$1,112,250	$4,449,000
Smart Wires Inc.	Durham	3	12	2022	25	$2,821,500	$940,500	$3,762,000
Steffes Solutions, LLC	Cleveland	1	12	2022	51	$1,421,000	$0	$1,421,000
The Crump Group USA (To be set up)	Nash	1	12	2022	55	$1,644,000	$0	$1,644,000
Toyota Battery Manufacturing, Inc. *	Randolph	1	20 (Transitional)	2025	80	$79,107,200	$7,588,800	$86,696,000
Vantaca, LLC	New Hanover	2	12	2022	40	$1,418,400	$157,600	$1,576,000
White River Marine Group, LLC	Craven	2	12	2022	62	$5,441,400	$604,600	$6,046,000
					Total	$1,060,128,300	$155,496,700	$1,215,625,000

** Transitional projects are treated as high yield in phase I, but can transition to transformative benefits with a 39-year grant term upon election of phase II and the creation of 3,875 jobs and $3 billion in investment.*

*** Withdrew from program prior to signing CEDA*

Performance Minimums

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

CY 2021 grantees are expected to create 13,482 direct jobs and are required to retain 10,371 jobs over their grant terms. Grantees are also anticipated to invest about $6.7 billion in buildings and fixtures, infrastructure, or machinery and equipment and other tangible personal property at the project site. Table 2 outlines the target number of jobs, jobs to be retained, target average annual

wage, and investment for each 2021 grantee.[6] Anticipated job effects are reported at full employment for each project. A company's annual compliance is measured using a weighted average of a company's compliance with job creation, average wages, and investment minimums.[7]

Table 2: CY 2021 Grantee Jobs, Wages, and Investment

Grantee Name	Target Jobs	Jobs to be Retained	Target Average Annual Wage	Target Investment
Abzena (North Carolina) LLC	325	-	$63,308	$213,000,000
Adverum NC LLC **	202	-	$93,762	$82,840,920
Amgen Inc.	355	-	$119,510	$380,585,000
Apple Inc.	3,000	1,100	$187,001	$1,006,000,000
Ball Metal Beverage Container Corp.	220	-	$70,555	$383,874,400
CARsgen Therapeutics Corporation	200	-	$76,061	$157,000,000
Corning Optical Communications LLC (Cable III)	200	1,944	$55,000	$150,000,000
Credit Karma, LLC	600	326	$156,605	$13,250,000
FUJIFILM Diosynth Biotechnologies U.S.A., Inc.	725	664	$99,848	$1,500,000,000
Gilead Sciences, Inc.	275	67	$142,175	$5,000,000
Invitae Corporation	374	41	$91,176	$114,600,000
JELD-WEN, Inc. (MFG)	235	212	$51,648	$7,875,000
Jaguar Gene Therapy, LLC	200	27	$92,530	$125,400,000
Kroger Fulfillment Network LLC	692	1,776	$42,107	$92,000,000
MasterBrand Cabinets, Inc.	464	1,410	$40,724	$13,750,000
Nature's Value Inc.	183	52	$57,669	$19,000,000
New US Reco Entity (to be formed)	110	-	$39,854	$28,000,000
Patheon Manufacturing Services LLC II	290	1,982	$66,526	$154,000,000
Poly-Wood, LLC II	300	384	$50,964	$61,655,301
Precision Swiss Products, Inc.	125	-	$54,025	$9,370,000
Private National Mortgage Acceptance Company, LLC	322	57	$64,567	$4,381,800
Rauch North America, Inc.	323	-	$50,387	$433,000,000
Red Bull North America, Inc.	90	18	$50,367	$140,000,000
Robinhood Markets, Inc.	389	20	$76,450	$11,780,000
Roseburg Forest Products Co.	137	-	$50,796	$182,500,000
Science 37, Inc.	250	94	$114,400	$1,475,970
Smart Wires Inc.	250	5	$118,360	$21,500,000
Steffes Solutions, LLC	130	-	$47,392	$20,950,000
The Crump Group USA (To be set up)	160	-	$42,016	$13,250,000
Toyota Battery Manufacturing, Inc. *	1,750		$62,234	$1,272,000,000
Vantaca, LLC	104	192	$80,068	$4,922,500
White River Marine Group, LLC	502	-	$44,669	$34,000,000
Total	13,482	10,371	$100,001	$6,656,960,891

** Transitional projects are treated as high yield in phase I, but can transition to transformative benefits with a 39-year grant term upon election of phase II and the creation of 3,875 jobs and $3 billion in investment.*

*** Withdrew from program prior to signing CEDA*

[6] The target numbers are based on the company's projections in its application. "Target average annual wage" is typically based on the lowest cumulative average wage the company expects to pay during a project's base period. As noted later in the text, the EIC often reduces these numbers by 10% to establish the minimum performance level required for a grantee to maintain compliance.

[7] For companies that have a target investment less than $5,000,000, the EIC generally does not include the investment requirement as a condition of the grant award.

Attachment B provides historical and CY 2021 direct job creation requirements (specifically, the number of jobs to be created when the project has completed its job ramp up period, known as the "base period"). Grantees that have withdrawn or terminated from the program are not included in Attachment B. Typically, there is a lag between the time an award is made and the actual commencement of new project operations and hiring of permanent staff on which the grant is based. Many projects invest substantial time and money in construction, plant renovation, and equipment. As a result, many JDIG grantees do not create many positions in the year in which they are awarded a grant, and sometimes not for several years.

Estimated Economic Impact

The 13,482 new direct jobs associated with CY 2021 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 18,681 jobs, for a total estimated employment impact of 32,163 jobs. State Gross Domestic Product is expected to increase by $124.3 billion over the life of CY 2021 grants. The projects are expected to provide a net fiscal benefit to the state of approximately $2.9 billion during their grant terms. A complete listing of estimated economic impacts for all active and "closed" JDIG projects is presented in Attachment B.[8]

Table 3. Comparison of CY 2021 Grantees to CY 2020 Grantees

JDIG Grantees	Total Grant Award Liability	Expected Jobs	Jobs Retained	Expected Investment	Indirect and Induced Jobs	Total Jobs	Estimated NC GDP Impact (millions)	Estimated Net State Revenue Impact (millions)
Total CY 2020	$624,323,000	11,864	8,108	$4,451,200,347	18,113	29,977	$65,423	$1,619
Total CY 2021	$1,215,625,000	13,482	10,371	$6,656,960,891	18,681	32,163	$124,265	$2,892
Percentage Change:	95%	14%	28%	50%	3%	7%	90%	79%

JDIG Grant Offers Not Accepted

EDPNC Project Managers interact with many business prospects, but only those businesses that are likely to be good candidates for a grant award are encouraged to apply, as the application fee is non-refundable. If the project is not a good JDIG candidate, Project Managers work with companies to find other assistance to support locating their project in the state. In total, 37 JDIG applications were received in 2021 and 32 grants were awarded. One company was awarded a grant in 2021 but had submitted their application in 2020. Three companies submitted their application in 2021 and were awarded a grant in 2022. Three companies submitted their application in 2021 and are expected to be awarded a grant in 2022. There were 16 projects in CY 2021 that were estimated for a JDIG proposal but were ultimately not pursued by the company. The total proposed JDIG funding for these projects was estimated at $112 million. A summary of this information is presented in Table 4.

[8] "Closed" refers to grantees that have completed their JDIG terms. It does not include "terminated" or "withdrawn" grantees. There are thirty-seven closed grants.

Table 4. CY 2021 JDIG Grant Offers Not Accepted

Tier	Number of Proposed JDIG Grants	JDIG Amount Proposed
1	1	$8,049,000
2	4	$7,265,700
3	11	$96,903,500
Total	**16**	**$112,218,200**

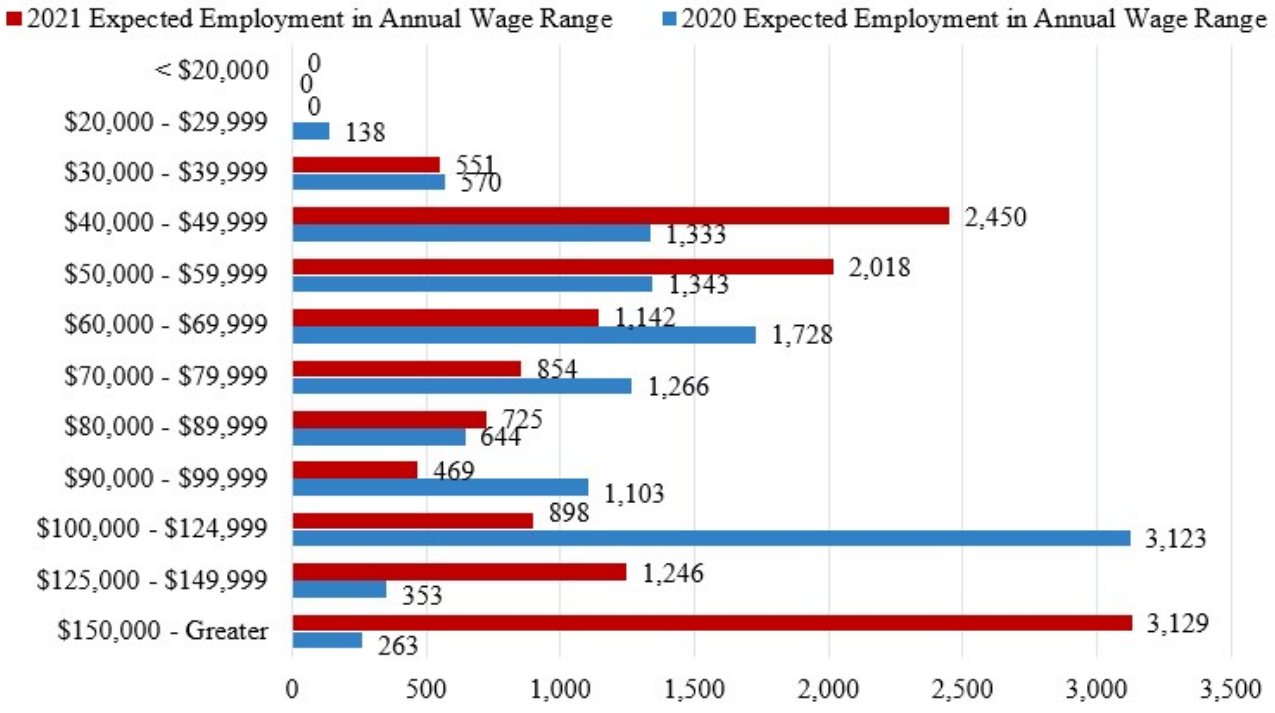
IV. General Description of Calendar Year 2021 Grantees

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

The industrial sectors of the projects are examined by the EIC to ensure that a project fits with the strategic plans of the state and its region. CY 2021 projects include sectors such as headquarters, scientific research and development services, biotechnology, finance, and manufacturing, among others. These projects require labor at a variety of skill levels and types -- lower-skilled assembly trades, high-skilled manufacturing production, and knowledge-intensive consumer and business services.

For all projects awarded in CY 2021, the target average annual wage of all employees is $100,001. The CY 2021 target average annual wage at full employment is above CY 2020 grantees' target average annual wage of $81,312. Table 5 compares the expected wage levels of CY 2021 grantees and CY 2020 grantees, along with the number of employees within certain wage ranges.

Table 5. Expected Jobs by Wage Increments: CY 2021 and CY 2020 Grantees



It is expected that 78% of CY 2021 project employees will earn over $50,000 dollars annually vs. 83% in CY 2020. Wage information does not include some elements of employee compensation, such as health insurance, stock options, and other benefits. For all grants made, the company is required to pay at least 50% of employee health insurance premiums, although many pay more.

JDIG is the state's flagship program for both retention and expansion of existing North Carolina companies and recruitment of new companies to the state. For existing businesses, a JDIG award not only supports new job creation, but can help protect existing jobs. Table 6 summarizes the estimated job effects and economic effects of 2021 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 32 projects, seven are "Expanding Operations," seventeen are "New Operations (Company New to NC)," and eight are "New Operations (Company Existing in NC)."[9] 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

[9] Industrial sectors are determined by research staff in consultation with applicants.

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

Table 6. Comparison of New Operations to Existing Operations, CY 2021

2021 Grantees	Total Number of Grant Awards	Total Grant Award Liability	% of Total Grant Award Liability	Expected Jobs	Expected Investment	% of Total Investment	Indirect and Induced Jobs	Total Jobs	% of Total Jobs	Estimated NC GDP Impact (millions)
New Operations (Company New to NC)	17	$139,676,000	11%	5,901	$2,882,827,120	43%	8,145	14,046	44%	$25,403,152,579
New Operations (Company Existing in NC)	8	1,000,375,000	82%	4,898	$2,160,935,970	32%	6,984	11,882	37%	$87,556,684,719
Expanding Operations	7	75,574,000	6%	2,683	$1,613,197,801	24%	3,552	6,235	19%	$11,305,645,632

V. JDIG Grantee Performance

This section examines actual results of active JDIG grantees since the program's inception. In calendar year 2021, there were 63 payments made based on certified performance results.[10] These payments covered performance in CY 2017 - 2020. For analysis purposes, the companies are typically considered 'reporting grantees'. This nomenclature describes the subset of companies that have been awarded a grant, created new jobs, and have reported activity for a previous calendar year to Commerce that has been certified by the Department of Revenue, and are eligible for grant payments. Companies are required to provide the EIC with detailed annual reports during each calendar year in which they are eligible for grant payments. The reports document company compliance with performance requirements of their respective CEDAs. The companies must provide the EIC with information on the number of eligible jobs created, existing positions retained, wages paid for eligible positions, investment made, certification of employee health insurance, and fulfillment of environmental, tax, and OSHA requirements. Companies forgo a year's grant payments for failure to achieve 80% compliance with the minimum requirements, based on a weighted average of performance factors, and may receive a pro-rated payment for compliance between 80% and less than 100%. If a company fails to achieve 100% of the minimum

[10] Theses grantees were certified and paid for CY 2017 - 2020 performance. A company can be included in this count more than once because multiple years of performance were certified and paid in 2021. Actual participants in 2020 may exceed the amount listed, but the exact performance and payments numbers cannot be established until reported results have been certified.

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

Attachment C displays the JDIG annual grant performance results that were certified in CY 2021. All of the results are for prior years' performance and are included because they were certified in 2021. In 2021, Commerce and the EIC reviewed, certified, and awarded 63 payments for CY 2017 - CY 2020 grantee performance.

Due to the Covid-19 pandemic, the Economic Investment Committee offered Compliance Relief for JDIG recipients. Grantees could request to have all obligations associated with the grant carried forward by one year and/or request that Project Employees working from home-office locations within North Carolina to be considered to be employed at the Project Facility with respect to grant years 2020 and 2021. 77 grantees requested the carry forward and 65 requested home office locations, with 40 of these grantees having requested both. As a result of this, fewer payments were made for CY 2020 grantee performance.

Distribution of Grants

An important goal of JDIG and other state incentive programs is the geographic distribution of benefits across the state. The JDIG program has two mechanisms to fulfill this goal. First, the Committee takes into account the economic characteristics of counties when awarding grants and setting grant terms. Second, for projects locating in tier 3 or tier 2 counties (relatively less economically distressed counties), a portion of the payment otherwise due to the grantee is instead paid into the Utility Account to fund economic development in more economically distressed areas, primarily in tier 1 and 2 counties. [11] For projects in tier 3 counties, 25% of the total payment due goes to the Utility Account and for projects in tier 2 counties, 10% of the total payment goes to the Utility Account. House Bill 117 changed the tier 2 county percentage from 15% to 10% as of October 1, 2015. The annual deposits to the Utility Account will increase as more JDIG grants become eligible for disbursements. Projects funded through this account are not directly linked to individual JDIG grants.

The Utility Account assists local governments in tier 1 and tier 2 counties. Program Requirements: Funds may be used for construction or improvements to water, sewer, gas, telecommunications, high-speed broadband, transportation infrastructure or electrical utility lines and for equipment for existing or proposed industrial buildings. To be eligible for funding, the infrastructure is required to be on the building site or if not located on the site, directly related to the operation of the specific industrial activity. In CY 2021, thirteen projects were funded by the Utility Account, totaling over $12.7 million. 65% of the funding dollars were awarded to Tier 1 counties. Table 7 lists each project funded by the Utility Account in CY 2021. A detailed description of each project can be found in the "Grantee Profile" section on page 26.

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

Table 7. CY 2021 Utility Account Awards

County/City-Town (Grantee)	County	Tier	Firm / Site	Award Amount
Lumberton	Robeson	1	I-74/I-95 Industrial Park	$3,745,640
Oakboro	Stanly	2	Charlotte Pipe	$2,500,000
Sampson	Sampson	1	Industrial Park	$1,281,995
Richmond	Richmond	1	Energy Way Industrial Park	$1,000,000
Holly Ridge	Onslow	1	Camp Davis Industrial Park Phase II	$650,000
Drexel	Burke	2	Drexel Infrastructure Project	$647,100
Surry	Surry	2	Altec	$540,000
Greensboro	Guilford	2	Lollytogs	$500,000
Lenoir	Lenoir	1	Draken International	$500,000
Halifax	Halifax	1	Roseburg Forest Products	$446,198
Warsaw	Duplin	1	C2NC (Carbon Cycle NC)	$400,000
Stanly	Stanly	2	American Racing Headers	$300,000
Elizabethtown	Bladen	1	Anthem Displays	$248,960
			Total	**$12,759,893**

Figure 1 and 2 summarize the distribution of JDIG grants and Utility Account Awards by county since the JDIG program inception in 2003.[12] Figure 3 and 4 summarize the distribution of the amount of JDIG grants and Utility Account awards by county.[13]

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

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

Figure 1. Location of JDIG Awards, CY 2003-2021

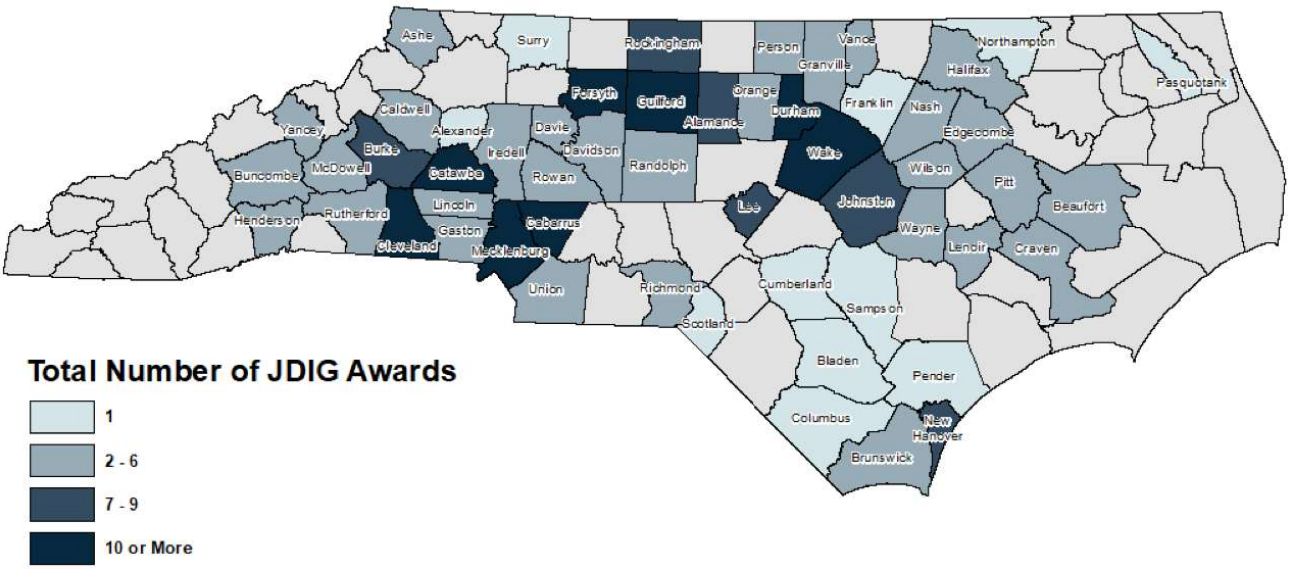


Figure 2. Location of Utility Account Awards, CY 2006-2021

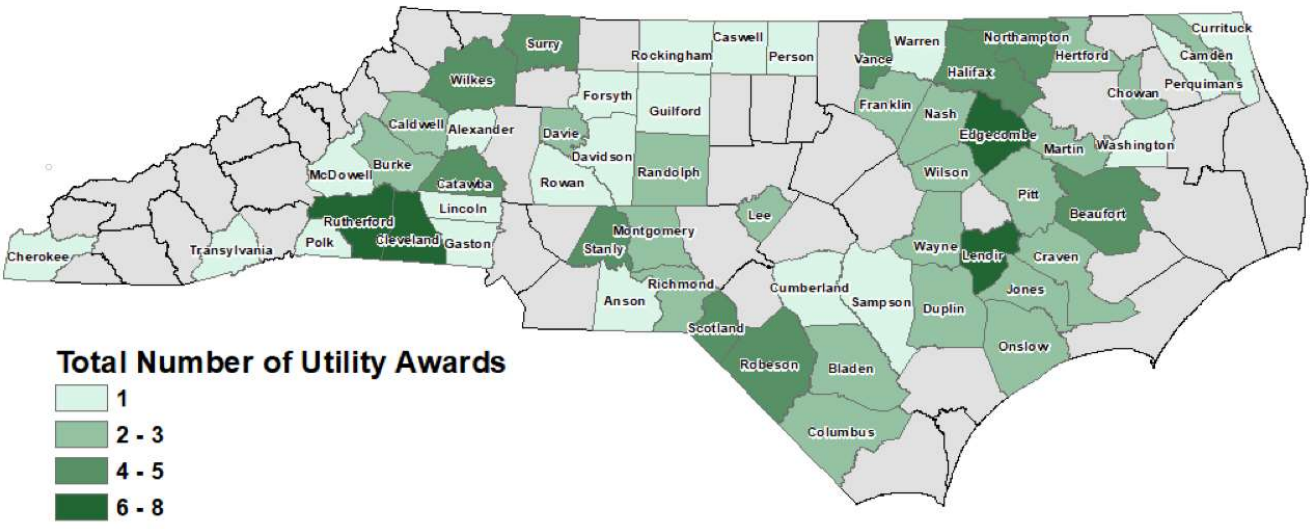
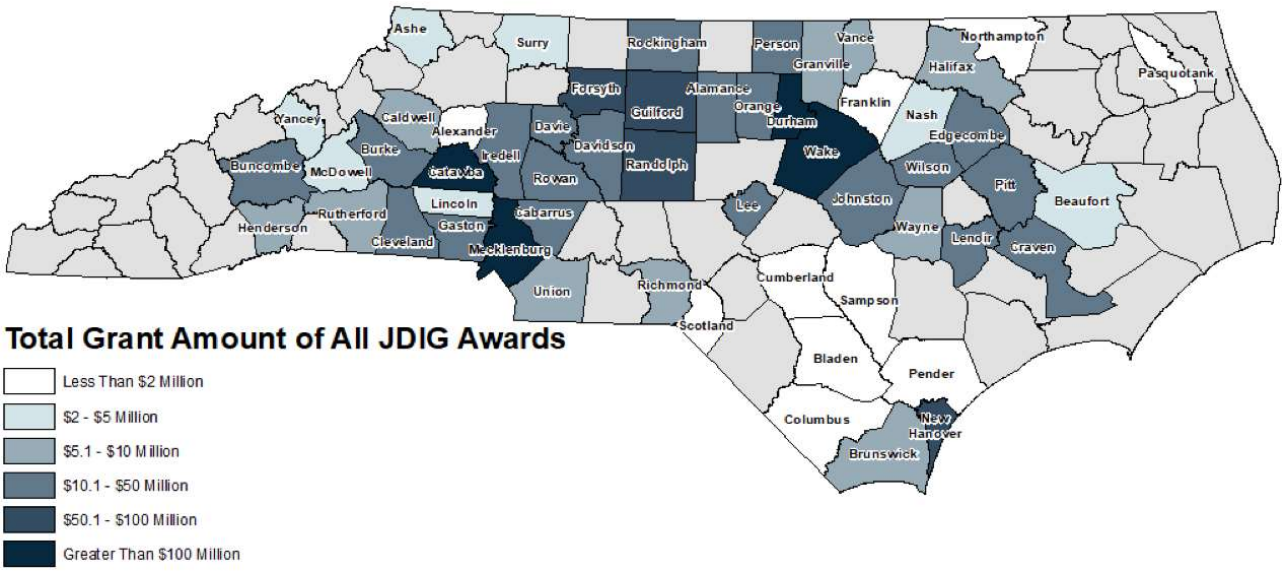
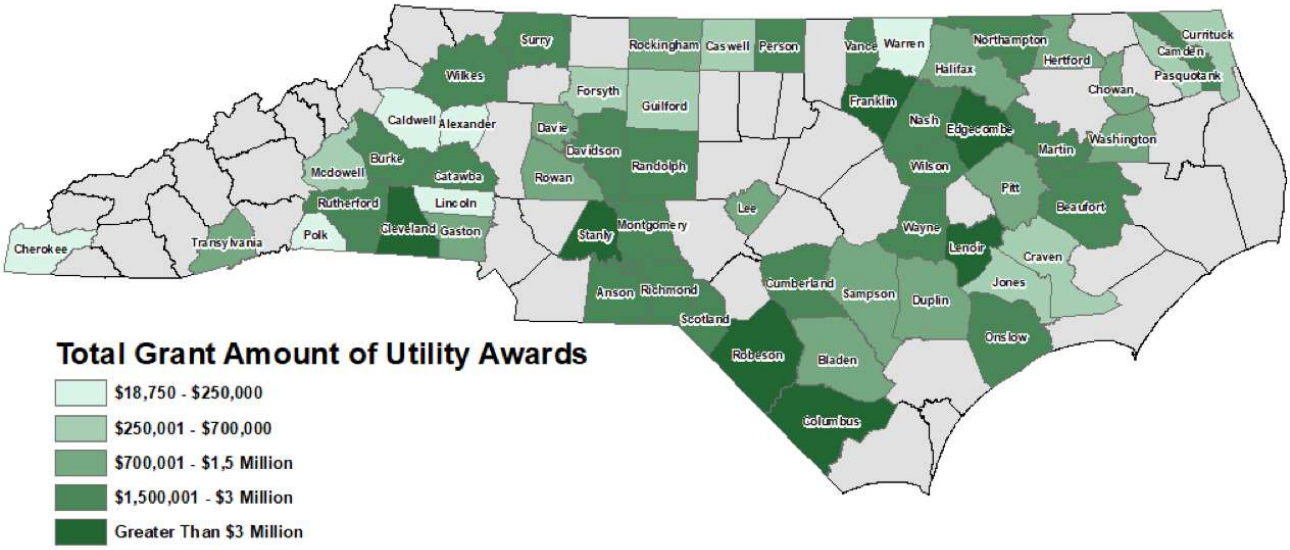


Figure 3. Location of JDIG Awards by Amount of Grants, CY 2003-2021



Note: Figure 3 shows the total grant amount of JDIG awards in each county. For projects in tier 3 counties, 25% of the total payment due goes to the Utility Account and for projects in tier 2 counties, 10% of the total payment goes to the Utility Account. House Bill 117 changed the tier 2 county percentage from 15% to 10% as of October 1, 2015. JDIG is a continual funding source for the Utility Account. Individual projects funded from the Utility Account are not directly linked to a specific JDIG Award.

Figure 4. Location of Utility Account Awards by Amount of Grants, CY 2006-2021



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

Environmental Impact

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

VI. Grantee Profiles for Calendar Year 2021

JDIG Grants

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

Abzena (North Carolina) LLC ("NewCo")

Abzena is a leading contract development and manufacturing organization (CDMO) for biopharmaceutical outsourced solutions from concept to clinic and into cGMP manufacturing. At the time of the JDIG application the company employed 350 full-time employees and operated three locations around the world.

In 2020, Abzena commenced the development and manufacturing of COVID-19 programs and other rare disease programs. In order to continue to meet its clients' needs, with respect to the COVID-19 programs and beyond, Abzena needs to increase its capacity, particularly in light of the global reach of its activities.

The company conducted a national search using a variety of factors that yielded a short list of seven locations: North Carolina, San Diego, CA, Philadelphia, PA, Trenton, NJ, Austin, TX, Tulsa, OK, and Greenville, SC. Through state visits and various discussions and analysis, the two finalist states are North Carolina and Oklahoma.

Adverum NC LLC ("Adverum")

Adverum Biotechnologies, Inc, the guarantor, is a US-based clinical-stage gene therapy company. It is committed to discovering and developing novel medicines that can offer potentially life-changing therapeutic benefit to patients living with rare diseases or diseases of the eye who currently have limited or burdensome treatment options. Its services are focused on advancing three lead gene therapy programs to address unmet needs in wet age-

related macular degeneration and in rare diseases alpha-1 antitrypsin deficiency and hereditary angioedema. Its leading programs include ADVM-022, ADVM-043 and ADVM-053.

The company has a desire to expand its GMP capabilities by launching internal GMP manufacturing to support its commercial launch. The professionals at the site will be a combination of both management and non-management. The functions would be attributable to responsibilities, which include, but are not limited to management, administration, production, technology, quality assurance, quality control, engineering, and general warehouse. This site will be its first GMP manufacturing facility.

The company considered two other potential markets: Massachusetts and California.

Adverum NC LLC did not sign the JDIG CEDA. It is not an active grant. It is a withdrawn JDIG project.

Amgen Inc. ("Amgen")

Amgen Inc. is committed to unlocking the potential of biology for patients suffering from serious illnesses by discovering, developing, manufacturing, and delivering innovative human therapeutics. Amgen operates in one business segment: human therapeutics. The company focuses on six therapeutic areas: cardiovascular disease, oncology, bone health, neuroscience, nephrology, and inflammation.

The primary business activities to occur at the project site will be biologics drug substance manufacturing operations. The proposed project will enable Amgen to increase its manufacturing capacity to satisfy long-term growth projections and, best serve patients.

Amgen Inc. undertook an extensive nationwide site selection search to identify a location to support the growth of its biologics manufacturing network. The two finalist sites were identified in Holly Springs, NC and Houston, TX.

Apple Inc. ("Apple")

Headquartered in Cupertino, California, Apple designs, manufactures, and markets smartphones, personal computers, tablets, wearables, and accessories, and sells a variety of related services. Some of Apple's products include iPhone, Mac, iPad, AirPods, Apple TV, Apple Watch, HomePod, and iPod touch. Some of the services Apple offers include AppleCare, Cloud Services, Apple Arcade, Apple Music, Apple News+, Apple TV+, Apple Fitness+, Apple Pay, and Apple Card.

Apple will build a new campus to accommodate growth in the R&D and operations teams. The new campus would run on 100 percent renewable energy, like all existing Apple facilities. The project sites primarily considered were in North Carolina and Ohio, but other states were also in play.

Ball Metal Beverage Container Corp. ("BMBCC")

Ball Metal Beverage Container Corp. is a wholly-owned subsidiary of Ball Corporation. Founded in 1880, Ball Corporation is one of the world's leading suppliers of aluminum packaging for beverages, foods, and household products. The company has more than 100 locations and 10,000 employees worldwide.

As part of its overall growth strategy, the BMBCC is constructing a four-line packaging facility. The facility will be a new, state of the art can manufacturing facility that will include cuppers, body makers, trimmers, washing stations, spraying stations, and flangers.

In addition to North Carolina, sites in Cherokee and Richland Counties in South Carolina were evaluated for this project.

CARsgen Therapeutics Corporation ("CTC", "CARSgen")

CARsgen is a clinical stage biotechnology company, incorporated in 2016, specializing in CAR T cell therapies. Currently, CTC has a couple of employees in the United States (in Texas), and no laboratory or manufacturing facilities in the United States. CARsgen is one of the leading biotechnology companies in the world in cell therapies and the development of therapeutics.

The company is locating two facilities to handle both R&D and manufacturing in the United States in order to establish a North American clinical stage GMP laboratory and a research, development, and manufacturing facility for its cell therapies. The Phase 1 facility will be a clinical laboratory GMP facility which will research and develop cell therapies to be submitted for market approval. All the clinical trials on the previously submitted cell therapies will be conducted in this 1 GMP laboratory facility. The Phase 2 facility will be a commercial manufacturing facility. This facility will continue research and development of cell therapies, but additionally include the commercial manufacturing of FDA approved cell therapies.

Initial consideration for this project was given to 4 sites: Houston, TX, Cranbury, NJ, Frederick, MD, and Durham, NC. The two finalist sites considered were Maryland and North Carolina.

Corning Optical Communications LLC (Cable III) ("COC or COC Cable III")

Corning Optical Communications LLC is a leading manufacturer of fiber optic communications system solutions for voice, data, and video network applications worldwide, with headquarters in Charlotte, NC. COC operates multiple manufacturing sites in North Carolina, including fiber optic cable manufacturing in Hickory, Newton, and Winston-Salem; optical fiber manufacturing in Wilmington and Concord; and Research and Development in Hickory.

Project Checkmate is a manufacturing expansion project by COC which will establish a new optical cable manufacturing facility as well as expand Corning's existing Trivium Cable Facility (TCF1) in Hickory, North Carolina. The new manufacturing facility will be in Trivium Industrial Park, across the street from TCF1, and will be referred to as TCF2.

Corning also considered a site in Greer, SC.

Credit Karma, LLC ("CK LLC", "Credit Karma")

Founded in 2007, Credit Karma is a consumer technology company with more than 110 million members in the United States, U.K. and Canada, including almost half of all U.S. millennials. While best known for pioneering free credit scores, the company's members turn to Credit Karma for fee items related to their financial goals, including identity monitoring, applying for credit cards, shopping for loans (car, home and personal) and high-yield savings accounts.

This project will create a hub for all Credit Karma personnel outside of California, while also driving a technical vision for the Company's engineering organization, with a focus on scaling. Activities at the project site include building scalable systems to support new product features; design and development of new microservices; launching new experiences on both desktop and mobile web platforms; extending Credit Karma's platform to new countries and markets.

The primary alternative site under consideration was Fort Mill, SC.

FUJIFILM Diosynth Biotechnologies U.S.A., Inc. ("FDBU")

FUJIFILM Diosynth Biotechnologies U.S.A., Inc. is 80% owned by FUJIFILM Holdings America Corporation and 20% owned by Mitsubishi Corporation. FDBU is an industry-leading biologics Contract Development and Manufacturing Organization (CDMO). The company has over thirty years of experience in the development and manufacturing of recombinant proteins, vaccines, monoclonal antibodies, viral products, and medical countermeasures expressed in a wide array of microbial, mammalian, and host/virus systems. The company offers a comprehensive list of services from cell line development using its proprietary pAVEway™ microbial and Apollo™X cell line systems to process development, analytical development, clinical and FDA-approved commercial manufacturing.

FDBU will construct a large-scale monoclonal antibody drug substance and drug product manufacturing facility that will support its biologics CDMO business. The facility to be constructed as part of this project will have two main production areas, drug substance and drug product. Within the drug product production areas, the filling, assembly, labelling, and packaging processes will be carried out using the drug substance manufactured in the drug substance production areas. The drug product production areas also include support functions and processes such as laboratory, warehouse, administrative office, and utilities.

At the outset, all locations where applicant-affiliated companies operated were considered. Following that initial assessment, the site selection was narrowed down to North Carolina and two other locations outside of North Carolina, including (i) the Brazos Valley, TX (Bryan, TX, and College Station, TX), and (ii) Hillerod, Denmark. Denmark was then eliminated from consideration.

Gilead Sciences, Inc. ("Gilead")

Gilead was incorporated in Delaware in 1987. The company is a research-based biopharmaceutical company that discovers, develops, and commercializes innovative medicines in areas of unmet medical need. Gilead's primary areas of focus include viral diseases, inflammatory diseases, and oncology.

Gilead Sciences, Inc. will create a new Business Services Center, covering financial and HR shared service roles and establishing an IT shared services hub for delivering key services in cybersecurity, application development and delivery including SAP ERP, and digital transformation. The center will focus on driving innovation, efficiencies, and optimization in business process and technology.

The primary alternative site under consideration is Atlanta, GA.

Invitae Corporation ("Invitae")

Invitae Corporation brings comprehensive genetic information to mainstream medicine to improve healthcare for billions of people. By harnessing the power of genetics and technology, Invitae makes medical genetics affordable and accessible for everyone, improving healthcare. The company has helped improve care for patients and their providers by driving down the cost of genetic testing.

In support of its continued mission to bring genetics to mainstream medicine, accommodate Invitae's continued growth and further support its business continuity planning, an East Coast operation is the next critical phase in the company's business model. Invitae's plans include building a substantial percentage of its San Francisco testing capacity in 2021-2022 at this new lab, then growing capacity (volume) and complexity (new assays / technology) year-over-year over the planning horizon.

In addition to North Carolina, the company considered an existing building and biotech conversion real estate opportunity located in Frederick, MD as a project location.

Jaguar Gene Therapy, LLC ("Jaguar")

Jaguar Gene Therapy's goal is to improve the quality of life for patients with severe genetic diseases through the development of gene therapy treatments that confront diseases head-on. The company's team leverages a proven management team with the expertise to

accelerate the development, manufacturing, and commercialization of novel gene therapy treatments for patients suffering from severe genetic diseases.

The company will invest in long-term clinical and commercial manufacturing capacity. This will include hiring across a variety of roles, including engineering, production, and office positions.

The company began the project in late 2020, and at the time the company was evaluating all emerging and advanced life sciences markets across the U.S. (30 markets). After an initial round of due diligence, the company was able to identify six markets for further review. The greater Raleigh-Durham region was one of these six markets. In addition to Durham, NC, finalist locations were narrowed to the Columbus, OH, and Indianapolis, IN, metro regions.

JELD-WEN, Inc. (MFG) ("JELD-WEN")

Headquartered in Charlotte, NC, JELD-WEN was founded in 1960 and is one of the world's largest door and window manufacturers, operating 117 manufacturing facilities in 19 countries.

The primary focus of this manufacturing facility is to expand the manufacturing footprint of the company's operating division, VPI Quality Windows, currently based in Spokane, WA.

After a nearly six-month search for a possible manufacturing site, JELD-WEN narrowed the list to two finalists: York County, SC, and Statesville, NC.

Kroger Fulfillment Network LLC ("KFN")

KFN, a subsidiary of Kroger, is a vertically integrated delivery operations network for ambient, chilled, and frozen groceries, enabling coverage of up to 90 miles from a central hub location.

KFN is establishing an automated Customer Fulfillment Center, utilizing robots. As customers' orders near their delivery times, the robots will retrieve products and utilize a process governed by algorithms that ensures items are intelligently packed. Machine learning algorithms will optimize delivery routes, considering factors like road conditions and optimal fuel efficiency.

Kroger is looked at two sites in York County, SC. One in Rock Hill and the other in Fort Mill.

MasterBrand Cabinets, Inc. ("MasterBrand")

MasterBrand manufactures and distributes a wide spectrum of cabinetry products. The company is a subsidiary of Fortune Brands Home & Security, Inc. ("Fortune Brands") and is the largest member of Fortune Brands' cabinets business. The cabinets segment includes stock, semi-custom and custom cabinetry, as well as vanities for the kitchen, bath, and other parts of the home.

The company is expanding its existing facility in Kinston to grow the cabinet manufacturing capacity to meet increased customer demand. In addition to the capacity needs, a strategic restructuring of the company's manufacturing footprint is being accomplished. Wood kitchen cabinets will be the primary product to be manufactured at the site, with a projected increase in production of around 80%.

In addition to North Carolina, the company explored expansions at existing facilities in Illinois, Indiana, Kansas, and Oregon.

Nature's Value Inc. ("Nature's Value")

Founded in 1992, Nature's Value is a global contract manufacturer and distributor of vitamins and dietary supplements. Nature's Value produces vitamins and dietary supplements using state-of-the art manufacturing, testing, and laboratory facilities. Through Nutra-Pharma, a wholly owned subsidiary of Nature's Value, the company operated a second, smaller, manufacturing facility in Lexington, NC which served a single client and represented approximately 10-15% of the total manufacturing of Natures Value.

The company is relocating its New York manufacturing and headquarters operations, as well as the Lexington North Carolina operation, (Nutra-Pharma) into a single facility.

The primary alternative sites under consideration were Coram, NY, as well as South Carolina and Virginia.

New US Reco Entity (to be formed) ("NewCo")

The parties to this application are part of a group of companies in Europe collectively referred to as "Grupporeco". Grupporeco is a European Group leader in the manufacturing of dishwasher coated baskets, steel wire components, aluminum tube (both extruded and drawn) and aluminum components.

Grupporeco will open its first US facility, where it will manufacture coated baskets, steel wire components, and related items for dishwashers. As Grupporeco is working on several product lines and has a strong relationship with Global Appliance players, this Project is considered a first step in US business expansion. Grupporeco reviewed existing buildings as well as greenfield sites in three states in the Southeast region of the US: Dillon County, SC, Florence County, SC, and Lenoir County, NC.

Patheon Manufacturing Services LLC II ("Patheon")

Thermo Fisher Scientific Inc. (TFS) is a global life science services company with annual revenue exceeding $30 billion. TFS provides equipment and services to customers that are accelerating life sciences research, solving complex analytical challenges, improving patient diagnostics and therapies, or increasing productivity in their laboratories. Patheon Manufacturing Services LLC is a wholly owned subsidiary of Thermo Fisher Scientific Inc. Patheon operates a facility in Greenville North Carolina that focuses on sterile drug product development and commercial manufacturing of critical medicines, therapies and vaccines.

This project will expand and increase the existing facilities liquid filling, lyophilized filling and pre-filled syringe capabilities. It will also create an additional Oral Solid Dose (OSD) continuous manufacturing capability.

Competition for this project was the company's existing facility in Monza, Italy.

Poly-Wood, LLC II ("Poly-Wood")

Poly-Wood was founded in Syracuse, IN in 1990 and has a manufacturing facility in Roxboro, NC. The company creates all-weather outdoor furniture made in the USA. Its lumber is made from HDPE (high-density polyethylene) which is also used to create milk jugs, detergent bottles and bottle caps. Poly-wood's lumber is resistant to corrosive substances such as oil, salt spray and other environmental stresses. It requires no waterproofing, painting, staining or similar maintenance when used in outdoor applications.

The building in Roxboro will be located next the leased Poly-Wood facility. The new facility will be used to expand extrusion capabilities capable of production over 50 million pounds of plastic lumber annually. The facility would also contain CNC and automation machinery capable of producing 500,000-750,000 pieces of outdoor furniture annually.

Poly-Wood considered two finalist sites for this project: Syracuse, IN, and Roxboro, NC.

Precision Swiss Products, Inc. ("PSP")

PSP engages in the manufacturing of tight tolerance high precision parts using difficult metals and plastics for the Medical Device (e.g. heart value parts, implantables), Aerospace (e.g. braking system parts, throttles) and Semiconductor (e.g. gas nozzles, chamber components) industries. Parts are machined with the latest technology available and measured by the latest measurement technology. Some of the company's parts are so small, they can only be seen under the microscope.

The company will create a new manufacturing facility and serve as the company's headquarters. The majority of the new jobs are highly skilled machinists and quality

inspectors. The company looks forward to setting training and a long-term apprenticeship program to develop machinists right out of the local community college system.

The competition for the project included four states: Nevada, Texas, North Carolina, and South Carolina.

Private National Mortgage Acceptance Company, LLC ("PennyMac")

PennyMac Financial Services, Inc. was founded in 2008. The company is a financial services firm with a comprehensive mortgage platform and integrated business focused on the production and servicing of U.S. mortgage loans and the management of investments related to the U.S. mortgage market.

The PennyMac project will perform functions solely in Mortgage Fulfillment with a robust Business Technology presence to support the division. PennyMac will utilize the facility to support Mortgage Production for the direct lending channels, Production Business Technology, and Information Technology.

The competition for this project included Arizona, Florida, Texas, and North Carolina.

Rauch North America, Inc. ("RNA")

Rauch US LLC is a wholly owned subsidiary of one of the leading producers of fruit juices and tea beverages. Rauch US LLC owns 100% of Rauch North America, Inc. and 55% of RRB Beverage Operations Inc. The remaining 45% of RRB Beverage Operations Inc. is owned by Red Bull GmbH. Rauch North America, Inc. and RRB Beverage Operations Inc. will jointly invest in and operate the company's first east coast can filling facility.

Rauch North America, Inc. and RRB Beverage Operations Inc. will invest in the construction of a new can filling operation. The facility will utilize innovative beverage production technologies, leading quality/vision inspection systems, hygienic design, and physical integration with both the can supplier and distribution center.

In addition to North Carolina, sites in Cherokee and Richland Counties in South Carolina were evaluated for this project.

Red Bull North America, Inc. ("RBNA")

Red Bull North America, Inc. is a U.S. based wholly-owned subsidiary of Red Bull GmbH which was founded in 1995. The subsidiary is responsible for all sales and marketing activities across the United States and Canada.

Red Bull North America, Inc. will invest in the construction of a supra-regional distribution center to serve the eastern United States. This component will allow the company to

consolidate distribution into one owned and operated facility located adjacent to a bottling facility with the capacity to meet future market needs.

In addition to North Carolina, sites in Cherokee and Richland Counties in South Carolina were evaluated for this project.

Robinhood Markets, Inc. ("RHM")

RHM headquartered in Menlo Park, CA, is a fintech company with a mission to democratize finance for all. RHM's brokerage business facilitates the purchase and sale of equities, options, and cryptocurrencies to retail investors via commission-free trading.

The primary focus of the Charlotte office will be customer support and account operations, functions that are currently performed in the company's Tempe, Southlake, and Florida offices.

The company considered opening this customer support location at one of the following sites: Charlotte, NC, Fort Mill, SC, St. Louis, MO, Denver, CO, and Tempe, AZ.

Roseburg Forest Products Co. ("Roseburg Forest Products")

Founded in 1936 by forest products pioneer Kenneth Ford, Roseburg Forest Products is headquartered in Roseburg, Oregon. The company's portfolio includes timberland in Oregon, Virginia, and North Carolina. Roseburg manufactures a comprehensive lineup of high-quality, sustainably harvested wood-based products.

This project will establish a new sawmill operation to supply dimensional lumber to the open market and accommodate the company's future growth plans.

In addition to Weldon, NC, the other finalist site was Greensville County, VA.

Science 37, Inc. ("Science 37")

Science 37, Inc.'s mission is to enable universal access to clinical research. As a pioneer of decentralized clinical trials, the Science 37 Clinical Trial Operating System (OS) supports today's more agile clinical research designs. Configurable to enable any study type, the Science 37 OS enables up to 15x faster enrollment, 28% better retention and 3x more diverse patient population.

The company is relocating its headquarters from its current location in Culver City, California to Morrisville. The headquarters' activities at the facility will include administrative functions, finance, legal, human resources, IT, communications, marketing, etc. Also, there will be some clinical operations at the facility.

In addition to North Carolina, Atlanta, GA, was evaluated for this project.

Smart Wires Inc. ("Smart Wires")

Smart Wires is a global power technology company advancing the delivery of affordable, clean electricity around the world. The company is currently headquartered in the San Francisco Bay Area, with European headquarters in Dublin, Ireland, and a global workforce of 200 professionals spread across four continents.

State-of-the-art technology from Smart Wires intelligently routes power to electric transmission circuits with excess capacity and allows utilities to maximize the use of their existing network. Smart Wires' flagship product, SmartValve, is a power-electronics-based device and that actively balances power flows on transmission lines.

Smart Wires Inc. is moving its global headquarters and research and development facilities to North Carolina. The employees will be a mix of senior leadership, office employees and technical/lab employees. The new headquarters will also be the main location for many of its G&A functions, as well as other office functions including project management, commercial support, and marketing. In addition to these office roles the headquarters will house the company's main laboratory space.

In addition to North Carolina, the company is considered Austin, TX.

Steffes Solutions, LLC ("Steffes Solutions")

Steffes was founded 1974 and headquartered in Grand Forks, North Dakota. Other satellite facilities exist in Wyoming, Oklahoma and Texas. Steffes is a metal fabricator that manufactures separation and containment equipment used above ground in Oil Exploration, parts and attachments for original equipment manufacturers who make small equipment used in agriculture and construction (such as skid steer loaders), and also manufactures and assembles Electric Thermal Storage products and related device management solutions.

This facility will support existing customers in the Southeast US as well as support new business growth. Steffes will produce a range of heavy metal components and OEM products. The company will outfit the plant with equipment including a powder paint line, laser, welding robots, cranes, and forklifts necessary to produce its products.

Steffes Solutions considered existing buildings in two other states in the Southeast region of the US: Dorchester County, SC, and Greene County, TN.

The Crump Group USA (To be set up)

The Crump Group is a family run Canadian business, founded in 2006. Starting as a small-scale operation, it has since expanded to occupy a 110,000 square foot facility in Mississauga, Ontario with approximately 200 full time employees.

The company has grown to become the largest producer of dehydrated/air dried pet treats in Canada. The Canadian market is relatively saturated for company in that every major pet specialty, grocery and mass retailer in Canada carries at least a portion of its product line. In the United States coverage is less comprehensive and, has become the company's strategic focus.

The company's plan is to replicate its Canadian operations and become one of the premier producers of dehydrated/air dried pet treats in the U.S.

In addition to North Carolina, sites in Texas were evaluated for this project.

Toyota Battery Manufacturing, Inc. ("NewCo")

Toyota Motor North America serves as the headquarters for all design, sales, and manufacturing for Toyota Motor Corporation's operations in North America. The scope of operations includes distribution and sales of Toyota & Lexus brand vehicles throughout North America.

While electrified vehicles already account for nearly 25% of Toyota's U.S. sales volume, that number is expected to rise to nearly 70% by 2030. To meet the growing demand, Toyota continues to steadily expand its lineup of electrified vehicles, including hybrid (HEV), plug-in hybrid (PHEV), fuel cell (FCEV) and battery electric vehicles (BEV), from 55 models today to about 70 models by 2025.

The proposed grantee, a yet-to-be-formed entity, will establish and operate manufacturing facilities for the production of automotive batteries. The company plans to initially focus on the production of automotive batteries for hybrid electric vehicles at the manufacturing facilities. The project's development and localization of the automotive battery production is critical component for Toyota's expanded lineup of HEV and BEV vehicles.

Vantaca, LLC ("Vantaca")

Vantaca is the developer and publisher of a Software as a Service (SAAS) based solution for companies in the real estate/Homeowner Association (HOA) Management industry. The software blends a general ledger accounting system, customer relationship management, homeowner portals, and mobile applications into one comprehensive solution for management companies servicing the Homeowner Association industry. The software also integrates with banks through custom developed APIs to facilitate financial transactions between associations and their bank partner.

The company's hiring will consist largely of high-level software programmers, technicians and software research and development management professionals.

In addition to North Carolina, Atlanta, GA, was evaluated for this project.

White River Marine Group, LLC ("WRMG")

WRMG is the #1 boat builder in the world, and consists of the following brands: Tracker, Ranger, Nitro, Triton, Sun Tracker, Regency, Tahoe, Mako, Ascend, Trailstar and Tracker Off-Road. The company utilizes the latest manufacturing technologies in fiberglass-reinforced product, aluminum, steel, and plastics, complete with robotic welding and roto-molding processes.

This project is a result of WRMG's efforts to expand its manufacturing footprint and include a coastal location more suitable for saltwater products. The company closed on an asset purchase of the existing yacht brand and its manufacturing facilities. As part of this purchase, the company intends to also access the regional boatmaker skilled workforce as part of the proposed job creation.

In addition to the facility in North Carolina, the company also explored options to acquire existing facilities in Florida and South Carolina.

Utility Account Awards

Elizabethtown – Tier 1

Elizabethtown requested grant funds to assist with water and sewer infrastructure through a section of the Elizabethtown Airport Industrial Park that has three industrial incubator facilities. In addition to serving existing companies, it is anticipated the infrastructure could result in the creation of 40-85 new jobs and $3-5 million in new investment. The improvements will open 50 acres for future development. Bladen County is ranked as the 13th most distressed county in the state.

Drexel – Tier 2

The Town of Drexel is redeveloping the 70-acre site in the middle of town that was the former home of the Drexel Heritage Furniture plant. CDBG funds ($500,000) have already been awarded to assist with the demolition of the former factory, but the site needs water and sewer to make it a viable economic development target. Utility Account funds, cojoined with funds from the ARC ($300,000), will allow the town to rehabilitate and upgrade the water and sewer components that serve the site. The community estimates the site could attract up to $25 million in investment and 150 jobs.

Warsaw – Tier 1

The Town of Warsaw requested infrastructure support to extend sewer to the site of Carbon Cycle, a renewable energy company that is in the bio gas space. With an existing offtake agreement with Duke Energy, the company finds itself in need of sewer upgrades to make the project sustainable.

Greensboro – Tier 2

The City of Greensboro requested funding to support the location of LT Apparel, a children's-wear company that develops, merchandises and markets branded clothing lines for all channels of distribution, from department stores to discount stores to specialty stores. The company has selected the Reedy Fork site in Guilford County, which will require a significant investment to provide water and sewer accessibility. More than 7,000 feet of water main will provide connectivity between major feeder mains to provide sufficient flow and pressure to economic development at the Reedy Fork Corporate Park area. The sewer extension will service the project site and future users to the north of the property.

Halifax County – Tier 1

Halifax County requested funding to support the location of Roseburg Forest Products, a nationally recognized manufacturer of high-quality, sustainably harvested wood-based products headquartered in Roseburg, OR. The company will purchase the ROVA site, a former power generation site located in Weldon, along with adjoining properties to provide an overall manufacturing footprint of 185+ acres. One of the adjoining properties has a 12" sewer line that runs through the property that must be relocated to accommodate the company's production operations on this site.

Lenoir County – Tier 1

With over 100 fighter aircraft, Draken operates the largest fleet of privately-owned tactical aircraft in the world. The company is poised to be a national leading defense asset with extensive capabilities in tactical flight support services, including but not limited to adversary support, threat simulation, aerial refueling, electronic warfare, research, and development testing, as well as other missions suited to the company's diverse aircraft fleet. The need from the company and the NC Global TransPark is to be able to expand the taxiway to the north side of the runway in order to accommodate the company's aircraft in Phase I.

Holly Ridge – Tier 1

As the previous site of Tyson Foods and Gulfstream Steel, Camp Davis Industrial Park, a 160-acre site in Holly Springs, sold out phase 1 of the park in one year and demand remains high. As a result, the town requested funds to assist with Phase 2 development. In addition to the Utility Account, funds partnerships are being developed with the Golden Leaf Foundation, EDA, and the Department of Transportation.

Richmond County – Tier 1

Richmond County requested funding to assist with the extension of wastewater to its new, 700-acre industrial park. This park currently has water, natural gas, heavy power (it is adjacent to the Duke Energy power generation plant). With the addition of a large industrial park on an interstate corridor - the park is located less than one mile from I-74 - the county believes this park would be a benefit not only to Richmond County but many

of the surrounding communities. In the latest rankings, Richmond County was listed as the state's 9th most distressed.

Lumberton – Tier 1

The City of Lumberton and Robeson County requested infrastructure support to develop what will eventually be a 215-acre town/county-owned industrial park. Funds would be used to provide water, sewer, and industrial access to this strategically located site at the intersection of I-95 and I-74. The town has an interested company for a 60-acre parcel and would then use those proceeds to acquire additional land.

Sampson County – Tier 1

Sampson County has given thoughtful consideration to a number of potential sites as it looks to expand its inventory of site ready industrial parks. As a result of its analysis, the county made a $2.1 million investment in 100 acres near Clinton. With easy access to I-40 and I-95, the county believes the site is well-situated as an anchor for future economic development efforts. The county requested Utility Account funds to assist in getting water, sewer, and industrial access at the site.

Oakboro – Tier 2

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

Stanly County – Tier 2

Stanly County requested funds to extend industrial access into Riverstone Industrial Park. With additional funds anticipated from both the county and the Golden Leaf Foundation, the grant would be used to create a second point of access for the park. The county recently recruited American Racing Headers to the park and an alternative entrance was a critical component of the discussion. The Utility Account made a previous award to the county for sewer to the same park in 2018 for $950,000.

Surry County – Tier 2

The county requested funds to assist Altec in its efforts to expand on its existing property. The company would like to build a 100,000 square foot distribution facility but the absence of natural gas is a barrier to making the financial model feasible. The company believes the addition of a dedicated distribution center will free up 70,000 square feet in the main building for additional manufacturing capacity. The county and company are partnering with Frontier Natural Gas to make the changeover from propane.

VII. Conclusion

The JDIG program has been a widely used tool in the competitive incentives market for attracting investment to North Carolina. The jobs, investment, and spending of projects supported by JDIG grants are believed to enhance the strategic economic development of the state as well as increase revenues to the state's general fund. The program explicitly supports development in economically distressed areas of the state by funding the Utility Account, which provides assistance to local government units in creating jobs. For projects in tier 3 counties, 25% of the total JDIG payment due goes to the Utility Account and for projects in tier 2 counties, 10% of the total payment goes to the Utility Account. Over $12.7 million in Tier 1 and Tier 2 infrastructure projects were funded by the Utility Account in 2021.

Attachment A1. Maximum Annual State Liability under JDIG Awards Made in CY 2021

Company Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037 - 2061	Total
Abzena (North Carolina) LLC		$424	$519	$604	$685	$685	$685	$685	$685	$685	$685	$685	$685					$7,712
Amgen Inc.					$728	$937	$1,168	$1,290	$1,420	$1,420	$1,420	$1,420	$1,420	$1,420	$1,420	$1,420		$15,483
Apple Inc.			$772	$2,316	$7,124	$10,627	$13,883	$17,183	$18,540	$19,286	$20,670	$28,260	$28,260	$28,260	$28,260	$28,260	$706,500	$958,201
Ball Metal Beverage Container Corp.				$251	$351	$351	$351	$351	$351	$351	$351	$351	$351	$351	$351			$4,112
CARsgen Therapeutics Corporation		$72	$105	$140	$174	$208	$208	$208	$208	$208	$208	$208	$208					$2,155
Corning Optical Communications LLC (Cable III)			$189	$189	$189	$189	$189	$189	$189	$189	$189	$189	$189	$189				$2,268
Credit Karma, LLC		$874	$1,310	$1,747	$2,184	$2,620	$2,620	$2,620	$2,620	$2,620	$2,620	$2,620	$2,620					$27,075
FUJIFILM Diosynth Biotechnologies U.S.A., Inc.				$287	$1,174	$1,778	$2,332	$2,591	$2,591	$2,591	$2,591	$2,591	$2,591	$2,591	$2,591			$26,299
Gilead Sciences, Inc.		$933	$1,127	$1,127	$1,127	$1,127	$1,127	$1,127	$1,127	$1,127	$1,127	$1,127	$1,127					$13,330
Invitae Corporation			$474	$602	$720	$803	$803	$803	$803	$803	$803	$803	$803	$803				$9,023
Jaguar Gene Therapy, LLC				$152	$158	$170	$220	$305	$305	$305	$305	$305	$305	$305	$305			$3,140
JELD-WEN, Inc. (MFG)			$136	$226	$258	$258	$258	$258	$258	$258	$258	$258	$258	$258				$2,942
Kroger Fulfillment Network LLC			$80	$150	$220	$290	$290	$290	$290	$290	$290	$290	$290	$290				$3,060
MasterBrand Cabinets, Inc.		$114	$190	$289	$365	$365	$365	$365	$365	$365	$365	$365	$365					$3,878
Nature's Value Inc.			$181	$181	$181	$181	$181	$181	$181	$181	$181	$181	$181	$181				$2,172
New US Reco Entity (to be formed)			$48	$63	$69	$82	$82	$82	$82	$82	$82	$82	$82	$82				$918
Patheon Manufacturing Services LLC II		$64	$118	$368	$498	$498	$498	$498	$498	$498	$498	$498	$498					$5,032
Poly-Wood, LLC II			$98	$167	$234	$316	$316	$316	$316	$316	$316	$316	$316	$316				$3,343
Precision Swiss Products, Inc.		$144	$156	$167	$178	$189	$189	$189	$189	$189	$189							$1,779
Private National Mortgage Acceptance Company, LLC	$78	$225	$225	$225	$225	$225	$225	$225	$225	$225	$225	$225						$2,553
Rauch North America, Inc.						$517	$356	$356	$356	$356	$356	$356	$356	$356	$356	$356		$4,077
Red Bull North America, Inc.					$112	$112	$112	$112	$112	$112	$112	$112	$112	$112	$112	$112		$1,344
Robinhood Markets, Inc.	$111	$213	$309	$343	$379	$379	$379	$379	$379	$379	$379	$379						$4,008
Roseburg Forest Products Co.			$174	$174	$174	$174	$174	$174	$174	$174	$174	$174	$174	$174				$2,088
Science 37, Inc.			$153	$217	$344	$415	$415	$415	$415	$415	$415	$415	$415	$415				$4,449
Smart Wires Inc.		$76	$175	$280	$359	$359	$359	$359	$359	$359	$359	$359	$359					$3,762
Steffes Solutions, LLC		$61	$101	$116	$127	$127	$127	$127	$127	$127	$127	$127	$127					$1,421
The Crump Group USA (To be set up)		$92	$110	$128	$146	$146	$146	$146	$146	$146	$146	$146	$146					$1,644
Toyota Battery Manufacturing, Inc.					$1,284	$2,558	$3,180	$3,786	$4,743	$4,743	$4,743	$4,743	$4,743	$4,743	$4,743	$4,743	$37,944	$86,696
Vantaca, LLC		$42	$77	$103	$130	$153	$153	$153	$153	$153	$153	$153	$153					$1,576
White River Marine Group, LLC		$229	$338	$448	$559	$559	$559	$559	$559	$559	$559	$559	$559					$6,046
Total	$189	$3,563	$7,165	$11,060	$20,456	$27,398	$31,950	$36,322	$38,766	$39,512	$40,896	$48,297	$47,693	$40,846	$38,138	$34,891	$744,444	$1,211,586

*Notes: Values shown in thosands; * Apple Inc. is a transformative grant. Amounts shown reflect estimates based on company's hiring schedule. There are no statutory caps for a transformative grant.*

Attachment A2. Maximum Annual Grant Amount Payable to CY 2021 Grantees

Company Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037 - 2061	Total
Abzena (North Carolina) LLC		$382	$467	$544	$617	$617	$617	$617	$617	$617	$617	$617	$617					$6,941
Amgen Inc.					$546	$703	$876	$968	$1,065	$1,065	$1,065	$1,065	$1,065	$1,065	$1,065	$1,065		$11,612
Apple Inc.			$579	$1,737	$5,343	$7,970	$10,412	$12,887	$13,905	$14,465	$15,503	$25,434	$25,434	$25,434	$25,434	$25,434	$635,850	$845,821
Ball Metal Beverage Container Corp.				$188	$263	$263	$263	$263	$263	$263	$263	$263	$263	$263	$263			$3,084
CARsgen Therapeutics Corporation		$54	$79	$105	$131	$156	$156	$156	$156	$156	$156	$156	$156					$1,616
Corning Optical Communications LLC (Cable III)			$170	$170	$170	$170	$170	$170	$170	$170	$170	$170	$170	$170				$2,041
Credit Karma, LLC		$656	$983	$1,310	$1,638	$1,965	$1,965	$1,965	$1,965	$1,965	$1,965	$1,965	$1,965					$20,306
FUJIFILM Diosynth Biotechnologies U.S.A., Inc.				$215	$881	$1,334	$1,749	$1,943	$1,943	$1,943	$1,943	$1,943	$1,943	$1,943	$1,943			$19,724
Gilead Sciences, Inc.		$700	$845	$845	$845	$845	$845	$845	$845	$845	$845	$845	$845					$9,998
Invitae Corporation			$356	$452	$540	$602	$602	$602	$602	$602	$602	$602	$602	$602				$6,767
Jaguar Gene Therapy, LLC				$114	$119	$128	$165	$229	$229	$229	$229	$229	$229	$229	$229			$2,355
JELD-WEN, Inc. (MFG)			$102	$170	$194	$194	$194	$194	$194	$194	$194	$194	$194	$194				$2,207
Kroger Fulfillment Network LLC			$60	$113	$165	$218	$218	$218	$218	$218	$218	$218	$218	$218				$2,295
MasterBrand Cabinets, Inc.		$114	$190	$289	$365	$365	$365	$365	$365	$365	$365	$365	$365					$3,878
Nature's Value Inc.			$163	$163	$163	$163	$163	$163	$163	$163	$163	$163	$163	$163				$1,955
New US Reco Entity (to be formed)			$48	$63	$69	$82	$82	$82	$82	$82	$82	$82	$82	$82				$918
Patheon Manufacturing Services LLC II		$58	$106	$331	$448	$448	$448	$448	$448	$448	$448	$448	$448					$4,529
Poly-Wood, LLC II			$88	$150	$211	$284	$284	$284	$284	$284	$284	$284	$284	$284				$3,009
Precision Swiss Products, Inc.		$144	$156	$167	$178	$189	$189	$189	$189	$189	$189							$1,779
Private National Mortgage Acceptance Company, LLC	$59	$169	$169	$169	$169	$169	$169	$169	$169	$169	$169	$169						$1,915
Rauch North America, Inc.						$388	$267	$267	$267	$267	$267	$267	$267	$267	$267	$267		$3,058
Red Bull North America, Inc.					$84	$84	$84	$84	$84	$84	$84	$84	$84	$84	$84	$84		$1,008
Robinhood Markets, Inc.	$83	$160	$232	$257	$284	$284	$284	$284	$284	$284	$284	$284						$3,006
Roseburg Forest Products Co.			$174	$174	$174	$174	$174	$174	$174	$174	$174	$174	$174	$174				$2,088
Science 37, Inc.			$115	$163	$258	$311	$311	$311	$311	$311	$311	$311	$311	$311				$3,337
Smart Wires Inc.		$57	$131	$210	$269	$269	$269	$269	$269	$269	$269	$269	$269					$2,822
Steffes Solutions, LLC		$61	$101	$116	$127	$127	$127	$127	$127	$127	$127	$127	$127					$1,421
The Crump Group USA (To be set up)		$92	$110	$128	$146	$146	$146	$146	$146	$146	$146	$146	$146					$1,644
Toyota Battery Manufacturing, Inc.					$1,284	$2,558	$3,180	$3,786	$4,269	$4,269	$4,269	$4,269	$4,269	$4,269	$4,269	$4,269	$34,150	$79,107
Vantaca, LLC		$38	$69	$93	$117	$138	$138	$138	$138	$138	$138	$138	$138					$1,418
White River Marine Group, LLC		$206	$304	$403	$503	$503	$503	$503	$503	$503	$503	$503	$503					$5,441
Total	$142	$2,889	$5,797	$8,838	$16,299	$21,846	$25,415	$28,846	$30,444	$31,003	$32,041	$41,784	$41,331	$35,752	$33,554	$31,119	$670,000	$1,057,099

*Notes: Values shown in thosands; * Apple Inc. is a transformative grant. Amounts shown reflect estimates based on company's hiring schedule. There are no statutory caps for a transformative grant.*

J·D·I·G

JOB DEVELOPMENT INVESTMENT GRANT

Attachment A3. Maximum Annual Grant Amount Payable to Utility Account Under JDIG Awards Made in CY 2021

Company Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037 - 2061	Total
Abzena (North Carolina) LLC		$42	$52	$60	$69	$69	$69	$69	$69	$69	$69	$69	$69					$771
Amgen Inc.					$182	$234	$292	$323	$355	$355	$355	$355	$355	$355	$355	$355		$3,871
Apple Inc.			$193	$579	$1,781	$2,657	$3,471	$4,296	$4,635	$4,822	$5,168	$2,826	$2,826	$2,826	$2,826	$2,826	$70,650	$112,380
Ball Metal Beverage Container Corp.				$63	$88	$88	$88	$88	$88	$88	$88	$88	$88	$88	$88			$1,028
CARsgen Therapeutics Corporation		$18	$26	$35	$44	$52	$52	$52	$52	$52	$52	$52	$52					$539
Corning Optical Communications LLC (Cable III)			$19	$19	$19	$19	$19	$19	$19	$19	$19	$19	$19	$19				$227
Credit Karma, LLC		$219	$328	$437	$546	$655	$655	$655	$655	$655	$655	$655	$655					$6,769
FUJIFILM Diosynth Biotechnologies U.S.A., Inc.				$72	$294	$445	$583	$648	$648	$648	$648	$648	$648	$648	$648			$6,575
Gilead Sciences, Inc.		$233	$282	$282	$282	$282	$282	$282	$282	$282	$282	$282	$282					$3,333
Invitae Corporation			$119	$151	$180	$201	$201	$201	$201	$201	$201	$201	$201	$201				$2,256
Jaguar Gene Therapy, LLC				$38	$40	$43	$55	$76	$76	$76	$76	$76	$76	$76	$76			$785
JELD-WEN, Inc. (MFG)			$34	$57	$65	$65	$65	$65	$65	$65	$65	$65	$65	$65				$736
Kroger Fulfillment Network LLC			$20	$38	$55	$73	$73	$73	$73	$73	$73	$73	$73	$73				$765
MasterBrand Cabinets, Inc.		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0					$0
Nature's Value Inc.			$18	$18	$18	$18	$18	$18	$18	$18	$18	$18	$18	$18				$217
New US Reco Entity (to be formed)			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0				$0
Patheon Manufacturing Services LLC II		$6	$12	$37	$50	$50	$50	$50	$50	$50	$50	$50	$50					$503
Poly-Wood, LLC II			$10	$17	$23	$32	$32	$32	$32	$32	$32	$32	$32	$32				$334
Precision Swiss Products, Inc.		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0							$0
Private National Mortgage Acceptance Company, LLC	$20	$56	$56	$56	$56	$56	$56	$56	$56	$56	$56	$56						$638
Rauch North America, Inc.						$129	$89	$89	$89	$89	$89	$89	$89	$89	$89	$89		$1,019
Red Bull North America, Inc.					$28	$28	$28	$28	$28	$28	$28	$28	$28	$28	$28	$28		$336
Robinhood Markets, Inc.	$28	$53	$77	$86	$95	$95	$95	$95	$95	$95	$95	$95						$1,002
Roseburg Forest Products Co.			$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0				$0
Science 37, Inc.			$38	$54	$86	$104	$104	$104	$104	$104	$104	$104	$104	$104				$1,112
Smart Wires Inc.		$19	$44	$70	$90	$90	$90	$90	$90	$90	$90	$90	$90					$941
Steffes Solutions, LLC		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0					$0
The Crump Group USA (To be set up)		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0					$0
Toyota Battery Manufacturing, Inc.					$0	$0	$0	$0	$474	$474	$474	$474	$474	$474	$474	$474	$3,794	$7,589
Vantaca, LLC		$4	$8	$10	$13	$15	$15	$15	$15	$15	$15	$15	$15					$158
White River Marine Group, LLC		$23	$34	$45	$56	$56	$56	$56	$56	$56	$56	$56	$56					$605
Total	$47	$674	$1,369	$2,222	$4,157	$5,552	$6,535	$7,476	$8,322	$8,509	$8,855	$6,513	$6,362	$5,094	$4,584	$3,772	$74,444	$154,487

*Notes: Values shown in thosands; * Apple Inc. is a transformative grant. Amounts shown reflect estimates based on company's hiring schedule. There are no statutory caps for a transformative grant.*

Attachment B. Estimated Lifetime Fiscal and Economic Impacts for Grants Awarded in CY 2003-2021

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

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

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

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

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

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

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

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

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

Award Year	Company Name	Grant Term (Years)	Expected Jobs	Indirect and Induced Jobs	Total Jobs	Estimated NC GDP Impact (millions)	Estimated Net State Revenue Impact (millions)
2019	FFE Transportation Services, Inc.	7	96	59	155	$60	$0.2
2019	Greenheck Fan Corporation	12	403	375	778	$768	$17.5
2019	JB Hamlet LLC	12	130	118	248	$252	$4.8
2019	Kalyani Precision Machining, Inc.	12	156	293	449	$454	$10.8
2019	Lowe's Companies, Inc.	12	1,612	2,405	4,017	$6,268	$129.3
2019	Merck Sharp & Dohme Corp. II	12	425	1,008	1,433	$3,085	$88.7
2019	Microsoft Corporation I (Enterprise)	12	430	750	1,250	$2,167	$50.3
2019	Microsoft Corporation II (Kirk)	12	500	684	1,114	$1,984	$53.8
2019	Newco	12	100	121	221	$636	$22.4
2019	NEWCO-SPV	12	475	574	1,049	$958	$7.5
2019	Ontic Engineering and Manufacturing, Inc.	12	126	167	293	$413	$10.4
2019	Pamlico Yachtworks, LLC	12	207	216	423	$433	$9.6
2019	PAREXEL International, LLC	12	264	423	687	$869	$16.2
2019	PCB Piezotronics of North Carolina, Inc. II	10	120	102	222	$151	$2.4
2019	Pella Corporation	12	124	135	259	$247	$4.5
2019	Policygenius Inc.	12	377	542	919	$1,557	$37.2
2019	Q Squared Solutions LLC I	12	293	375	831	$704	$6.7
2019	Q Squared Solutions LLC II	12	456	241	534	$563	$4.1
2019	SynergyLabs, LLC	12	237	908	1,145	$968	$20.8
2019	Well Dot, Inc.	12	400	180	580	$609	$8.4
2019	Xerox Corporation	12	600	868	1,468	$1,740	$22.5
2019	**Total (Grant Term is average)**	**12**	**9,404**	**13,143**	**22,547**	**$30,677**	**$662.6**
2020	Bandwidth Inc.	12	1,165	1,010	2,175	$2,731	$31.3
2020	BioAgilytix Labs, LLC	12	878	1,119	1,997	$2,880	$58.8
2020	Clorox Services Company	12	158	192	350	$463	$8.5
2020	Grifols Therapeutics LLC	12	300	536	836	$1,722	$57.7

Award Year	Company Name	Grant Term (Years)	Expected Jobs	Indirect and Induced Jobs	Total Jobs	Estimated NC GDP Impact (millions)	Estimated Net State Revenue Impact (millions)
2020	Grover Gaming, Inc.	12	200	267	467	$467	$8.8
2020	Intercontinental Capital Group, Inc.	12	500	658	1,158	$1,337	$29.6
2020	Merchant Distributors, LLC	12	111	142	253	$306	$7.8
2020	Nuvotronics, Inc.	12	150	161	311	$300	$5.1
2020	United Parcel Service, Inc.	12	592	324	916	$1,428	$35.5
2020	Centene Management Company LLC	39	3,237	4,022	7,259	$29,542	$674.1
2020	Eli Lilly and Company	12	462	2,336	2,798	$4,137	$110.2
2020	Evans Food Group Ltd.	12	129	358	487	$432	$10.7
2020	Nestle Purina PetCare Company	12	300	1,057	1,357	$1,954	$61.2
2020	Raytheon Technologies Corporation	12	800	974	1,774	$7,437	$258.1
2020	Retirement Clearinghouse, LLC	12	300	395	695	$673	$14.2
2020	American Fuji Seal, Inc.	12	101	75	176	$169	$3.7
2020	Audentes Therapeutics, Inc.	12	209	476	685	$1,404	$45.9
2020	Beam Therapeutics Inc.	12	201	359	560	$1,365	$42.5
2020	Chick-fil-A Supply , LLC	12	160	134	294	$389	$9.8
2020	Eastern Wholesale Fence, LLC	12	142	156	298	$288	$5.7
2020	Farmina Pet Food USA, LLC	12	129	455	584	$857	$27.2
2020	Goldenhome International Inc.	12	257	283	540	$526	$12.0
2020	Grail, Inc.	12	398	731	1,129	$1,235	$22.6
2020	Ontex Operations USA, LLC	12	352	793	1,145	$1,015	$24.9
2020	Prepac Manufacturing US LLC	12	201	244	445	$376	$5.9
2020	Prime Beverage Group, LLC	12	231	489	720	$1,219	$32.3
2020	Taysha Gene Therapies, Inc.	12	201	369	570	$772	$14.8
2020	**Total (Grant Term is average)**	**13**	**11,864**	**18,113**	**29,977**	**$65,423**	**$1,619**
2021	Abzena (North Carolina) LLC	12	325	524	849	1,591.1	45.3
2021	Adverum NC LLC	12	202	361	563	1,355.5	42.8

Award Year	Company Name	Grant Term (Years)	Expected Jobs	Indirect and Induced Jobs	Total Jobs	Estimated NC GDP Impact (millions)	Estimated Net State Revenue Impact (millions)
2021	Amgen Inc.	12	355	573	928	2,524.2	63.7
2021	Apple Inc.	39	3,000	4,548	7,548	79,803.1	1,971.4
2021	Ball Metal Beverage Container Corp.	12	220	366	586	1,010.8	26.5
2021	CARsgen Therapeutics Corporation	12	200	323	523	1,045.5	31.1
2021	Corning Optical Communications LLC (Cable III)	12	200	328	528	618.9	13.8
2021	Credit Karma, LLC	12	600	608	1,208	2,628.3	64.0
2021	FUJIFILM Diosynth Biotechnologies U.S.A., Inc.	12	725	1,296	2,021	5,536.8	160.0
2021	Gilead Sciences, Inc.	12	275	254	529	1,114.0	21.1
2021	Invitae Corporation	12	374	306	680	1,069.8	20.0
2021	Jaguar Gene Therapy, LLC	12	200	323	523	1,229.0	37.8
2021	JELD-WEN, Inc. (MFG)	12	235	236	471	492.1	9.1
2021	Kroger Fulfillment Network LLC	12	692	445	1,137	820.9	8.6
2021	MasterBrand Cabinets, Inc.	12	464	332	796	657.9	10.1
2021	Nature's Value Inc.	12	183	385	568	780.5	17.3
2021	New US Reco Entity (to be formed)	12	110	165	275	339.4	8.4
2021	Patheon Manufacturing Services LLC II	12	290	495	785	978.0	22.8
2021	Poly-Wood, LLC II	12	300	388	688	681.4	14.9
2021	Precision Swiss Products, Inc.	10	125	159	284	301.9	7.2
2021	Private National Mortgage Acceptance Company, LLC	12	322	424	746	813.0	16.2
2021	Rauch North America, Inc.	12	323	677	1,000	1,582.0	42.7
2021	Red Bull North America, Inc.	12	90	112	202	279.8	6.1
2021	Robinhood Markets, Inc.	12	389	344	733	800.6	17.4
2021	Roseburg Forest Products Co.	12	137	320	457	511.5	9.9
2021	Science 37, Inc.	12	250	367	617	783.1	14.6
2021	Smart Wires Inc.	12	250	713	963	3,077.7	106.1
2021	Steffes Solutions, LLC	12	130	124	254	244.2	5.1

Award Year	Company Name	Grant Term (Years)	Expected Jobs	Indirect and Induced Jobs	Total Jobs	Estimated NC GDP Impact (millions)	Estimated Net State Revenue Impact (millions)
2021	The Crump Group USA (To be set up)	12	160	371	531	650.5	17.3
2021	Toyota Battery Manufacturing, Inc. *	20	1,750	2,124	3,874	9,568.1	35.0
2021	Vantaca, LLC	12	104	105	209	204.4	3.1
2021	White River Marine Group, LLC	12	502	585	1,087	1,171.6	22.7
2021	**Total (Grant Term is average)**	**13**	**13,482**	**18,681**	**32,163**	**$124,265**	**$2,892**

** Transitional projects are treated as high yield in phase I, but can transition to transformative benefits with a 39-year grant term upon election of phase II and the creation of 3,875 jobs and $3 billion in investment.*

J·D·I·G
JOB DEVELOPMENT INVESTMENT GRANT

Attachment C. Certified JDIG Grantee Report Findings for Payments Made in CY 2021 (All Grantees)

Note: 2020 is the latest year company results have been certified. Most delays relate to changing names, corporate structures, or completing financial statements. Some companies were paid based on CY 2017 & 2018 performance in 2021 due to the types of delays noted above as well as delayed appropriations to use for making grant payments. They are included here.

Due to the Covid-19 pandemic, the Economic Investment Committee offered Compliance Relief for JDIG recipients. Grantees could request to have all obligations associated with the grant carried forward by one year and/or request that Project Employees working from home-office locations within North Carolina to be considered to be employed at the Project Facility with respect to grant years 2020 and 2021. 77 grantees requested the carry forward and 65 requested home office locations, with 40 of these grantees having requested both. As a result of this, fewer payments were made for CY 2020 grantee performance.

Term Year	Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Account	Eligible Withholdings
2017	EMC Corporation	408	914	$116,256	$289,341,232	$982,500	$327,500	$2,493,361
2018	Corvid Technologies LLC	37	87	$71,062	$0	$27,796	$9,265	$65,517
2019	Albemarle Corporation I	275	242	$247,290	$14,906,597	$175,500	$58,500	$3,474,730
2019	Avadim Health, Inc. (fka	74	57	$45,985	$0	$0	$0	$133,007
2019	Booz Allen Hamilton Inc.	52	347	$103,819	$0	$77,188	$8,576	$196,346
2019	Cognizant Technology	509	2,271	$97,275	$0	$501,000	$167,000	$2,290,092
2019	Cognizant Technology	54	2,726	$72,934	$0	$0	$0	$131,663
2019	Corvid Technologies LLC	73	87	$101,902	$26,554,608	$98,949	$32,983	$281,154
2019	Electrolux Home Products, Inc.	705	22	$102,229	$13,767,567	$1,845,740	$615,246	$3,707,345
2019	Everest Textile USA, LLC	171	0	$25,098	$0	$0	$0	$172,191
2019	GF Linamar LLC	206	0	$45,957		$178,213	$59,404	$316,823
2019	Herbalife International of	493	407	$63,595	$143,741,106	$523,500	$174,500	$1,280,683
2019	Herbalife International of	305	595	$73,107	$0	$270,000	$90,000	$974,770
2019	Jetstream Aviation, LLC	44	80	$54,760	$0	$24,418	$0	$52,325
2019	KSM Castings USA Inc.	189	0	$47,671	$50,692,628	$226,374	$0	$352,663
2019	Red Hat, Inc. I	307	1,847	$136,933	$59,082,271	$645,000	$215,000	$1,838,684

Term Year	Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Account	Eligible Withholdings
2019	Red Hat, Inc. II	986	1,168	$194,246	$14,166,214	$827,250	$275,750	$9,978,269
2019	S. & D. Coffee, Inc.	232	686	$44,634	$53,306,962	$178,500	$59,500	$391,126
2019	Sunrise Global Marketing, LLC	24	3	$36,457	$0	$0	$0	$31,494
2019	Tristone Flowtech USA Inc.	36	0	$55,610	$0	$0	$0	$81,002
2019	Wolfspeed, Inc. II (fka Cree, Inc.	461	2235	$91,329	$208,424,991	$232,500	$77,500	$2,104,488
2020	Advance Stores Company,	643	263	$135,295	$0	$1,527,000	$509,000	$4,140,629
2020	AIG PC Global Services, Inc.	259	123	$166,851	$5,055,283	$551,250	$183,750	$2,445,254
2020	Albemarle Corporation I	275	257	$289,163	$14,906,597	$175,500	$58,500	$3,970,419
2020	Ashley Furniture Industries, LLC	1,384	301	$48,504	$83,159,396	$345,100	$60,900	$2,280,605
2020	AvidXchange, Inc. I	690	412	$98,734	$29,252,612	$702,000	$234,000	$3,273,455
2020	Carvana, LLC	369	163	$38,725	$53,582,511	$30,750	$10,250	$249,792
2020	Caterpillar Inc. (Butterfly)	443	1,271	$47,905	$27,819,121	$351,050	$61,950	$810,123
2020	Charter Communications, LLC	229	2,414	$128,517	$125,556,987	$370,500	$123,500	$1,535,586
2020	Citrix Systems, Inc. I	437	245	$151,958	$32,299,662	$805,500	$268,500	$3,133,576
2020	Clearwater Paper Corporation I	270	335	$73,676	$267,382,432	$314,000	$0	$857,025
2020	Clearwater Paper Corporation	170	435	$67,027	$420,161,698	$219,600	$24,400	$487,804
2020	Cognizant Technology	508	1,849	$95,779		$501,000	$167,000	$2,352,632
2020	Corning Incorporated (Agate)	274	330	$40,572	$65,657,725	$101,434	$0	$237,009
2020	Corning Incorporated (Fiber)	233	1,659	$58,717	$161,495,019	$166,175	$55,391	$527,537
2020	DB Global Technology, Inc. I	315	261	$122,287	$7,121,593	$873,635	$291,211	$1,709,380
2020	Design Foundry LLC	102	4	$45,879		$40,077	$4,453	$152,112
2020	EGGER Wood Products LLC	319	0	$43,676	$0	$282,600	$31,400	$756,806
2020	Enviva Management Company,	157	184	$69,952	$325,528,879	$139,400	$24,600	$422,795
2020	Ernst & Young U.S. LLP	282	1,209	$99,624		$168,750	$56,250	$1,053,936
2020	ESA Management, LLC	207	0	$113,744		$410,250	$136,750	$1,532,991
2020	GF Linamar LLC	304	1	$55,526	$176,174,422	$292,179	$97,393	$519,429

Term Year	Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Account	Eligible Withholdings
2020	Hamilton Sundstrand	344	122	$237,183	$0	$1,506,750	$502,250	$4,505,628
2020	Herbalife International of	493	524	$67,430	$143,741,106	$523,500	$174,500	$1,348,022
2020	Herbalife International of	305	712	$78,122		$270,000	$90,000	$1,040,697
2020	Honeywell International Inc.	483	0	$395,287		$1,381,500	$460,500	$8,231,714
2020	JB Hamlet LLC	117	70	$44,163		$144,000	$0	$212,103
2020	Leviton Manufacturing Co., Inc.	142	531	$50,691	$8,935,398	$144,000		$282,133
2020	Lowe's Companies, Inc.	577	5,828	$143,519		$1,306,500	$435,500	$3,353,413
2020	MetLife Group, Inc.	2,114	160	$123,602	$141,134,114	$6,028,622	$2,009,541	$11,701,589
2020	National General Management	272	1,458	$57,614		$222,251	$24,695	$617,365
2020	Novartis Gene Therapies, Inc. I	467	0	$127,193	$56,791,728	$186,000	$62,000	$2,280,214
2020	Novo Nordisk Pharmaceutical	179	1,149	$103,570	$150,714,160	$89,250	$29,750	$883,370
2020	Ontic Engineering and	31	61	$72,873		$16,658	$1,851	$41,131
2020	Pella Corporation	233	0	$35,578		$81,000	$0	$212,452
2020	Pittsburgh Glass Works, LLC	244	111	$38,758	$77,346,832	$240,000	$0	$411,134
2020	Poly-Wood, LLC I	184	3	$39,225		$148,621	$0	$198,161
2020	RC Creations, LLC	162	85	$38,858	$35,619,639	$84,750	$28,250	$277,433
2020	RELX INC. fka Reed Elsevier Inc.	336	384	$144,473		$1,065,750	$355,250	$2,543,263
2020	Royal Appliance Mfg. Co.	204	85	$116,591		$312,750	$104,250	$1,366,630
2020	Sheetz Distribution Services,	255	26	$44,137	$29,890,213	$166,600	$29,400	$432,172
2020	Sid Tool Co., Inc.	402	109	$95,773	$39,278,581	$808,315	$269,438	$1,738,948
2020	Sturm, Ruger & Company, Inc.	452	64	$52,662	$28,623,693	$703,826	$0	$959,816
	Total	**21,507**	**36,972**	**$107,143**	**$3,381,213,577**	**$30,612,821**	**$9,147,097**	**$105,434,016**

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

Attachment D: Withdrawn / Terminated Grants (through December 31, 2021)

Company Name	Status	Date Withdrawn/Terminated
Superior Essex Communications, LP	Withdrawn	08/01/2005
Andrew Corporation	Withdrawn	05/01/2006
Smiths Aerospace Components, Inc.	Withdrawn	01/01/2007
Lenovo (United States) Inc.	Terminated	11/15/2007
SmithKline Beecham Corporation D/B/A GlaxoSmithKline	Terminated	01/23/2008
Qimonda North America Corp.	Terminated	03/13/2008
Skybus Airlines, Inc.	Terminated	04/10/2008
Reliance Industries USA, Inc.	Withdrawn	09/01/2008
Chris-Craft Corporation	Terminated	12/04/2008
Google Inc.	Withdrawn	12/04/2008
Brunswick Corporation	Terminated	04/28/2009
Harris Stratex Networks Operating Corporation	Terminated	06/20/2009
Hewitt Associates, LLC	Terminated	12/29/2009
Dell Products LP	Terminated	02/25/2010
Fountain Power Boats, Inc.	Terminated	02/25/2010
ITG Automotive Safety Textiles, LLC	Terminated	02/25/2010
Volvo Construction Equipment, NA	Terminated	02/25/2010
BSH Home Appliances Corporation I	Terminated	03/18/2010
Force Protection Industries, Inc.	Terminated	03/31/2010
General Dynamics Armament and Technical Products, Inc.	Terminated	03/31/2010
Headway Corporate Resources, Inc.	Terminated	03/31/2010
RF MICRO DEVICES, INC. II	Terminated	03/31/2010
IBM Lender Business Process Services, Inc.	Terminated	04/08/2010
General Electric Company II	Terminated	05/13/2010
MeadWestvaco Corporation	Terminated	05/13/2010
PGT Industries, Inc.	Terminated	05/13/2010
PRC Industries, Inc.	Terminated	05/13/2010

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

Company Name	Status	Date Withdrawn/Terminated
Seterus, Inc.n (fka IBM LBPS)	Terminated	03/12/2013
Siemens Medical Solutions USA, Inc.	Terminated	03/26/2013
Compass Group USA, Inc.	Terminated	04/09/2013
Avaya, Inc.	Terminated	10/08/2013
Turbomeca Manufacturing, Inc.	Terminated	10/08/2013
Electrolux Home Products, Inc. II	Terminated	12/02/2013
AAR Manufacturing, Inc.	Terminated	12/10/2013
TransTech Pharma, Inc.	Terminated	12/10/2013
Mitsubishi Nuclear Energy Systems, Inc.	Terminated	03/11/2014
Stone & Webster Services, LLC	Terminated	03/11/2014
Sypris Technologies, Inc.	Terminated	03/11/2014
Brunswick Corporation (Hatteras Yachts Division)	Terminated	04/08/2014
Magna Composites LLC	Terminated	05/27/2014
Allscripts Healthcare, LLC	Terminated	12/09/2014
Superior Essex Energy LLC	Terminated	12/19/2014
Semprius, Inc.	Terminated	01/13/2015
Sequenom Center for Molecular Medicine, LLC	Terminated	01/13/2015
Denver Global Products, Inc.	Terminated	04/14/2015
Spirit AeroSystems North Carolina, Inc.	Terminated	04/14/2015
Zenta Mortgage Services, LLC	Terminated	04/14/2015
AREVA INC.	Terminated	05/12/2015
Hospira, Inc.	Terminated	06/23/2015
ABB Inc.	Terminated	09/08/2015
Infinisource, Inc.	Terminated	10/13/2015
SPX Corporation	Terminated	10/13/2015
American Roller Bearing Company of North Carolina	Terminated	11/10/2015
Spectra Group Inc.	Terminated	12/17/2015
Target Corporation	Terminated	12/17/2015
Chiquita Brands International, Inc.	Terminated	01/12/2016

Company Name	Status	Date Withdrawn/Terminated
Electrolux Home Products, Inc. III	Terminated	02/09/2016
ASCO Power Technologies, L.P.	Terminated	03/08/2016
Celgard, LLC II	Terminated	03/08/2016
Syngenta Crop Protection, LLC	Terminated	03/08/2016
Castle Branch, Inc.	Terminated	03/22/2016
Capgemini America, Inc.	Terminated	04/12/2016
PayPal, Inc.	Withdrawn	05/17/2016
Dollar Express Stores LLC	Withdrawn	05/24/2016
Eaton Corporation	Terminated	05/24/2016
Valley Fine Foods Company, Inc.	Terminated	06/28/2016
Caterpillar Inc. (Bee)	Terminated	11/22/2016
Deere-Hitachi Construction Machinery Corporation	Terminated	12/20/2016
LORD Corporation	Terminated	03/14/2017
NetApp, Inc. III	Terminated	04/18/2017
Patheon Manufacturing Services LLC	Terminated	04/18/2017
Siemens Energy, Inc. (Smart Grid)	Terminated	04/18/2017
Caterpillar Inc. (Camo)	Terminated	04/25/2017
Schletter Inc.	Terminated	05/09/2017
Celgard, LLC I	Terminated	06/13/2017
Alevo Manufacturing, Inc.	Withdrawn	09/05/2017
Fidelity Global Brokerage Group, Inc. II	Terminated	11/10/2017
Ashley Furniture Industries, Inc. II	Terminated	11/14/2017
Interactive Purecloud, Inc.	Terminated	11/21/2017
ASMO Greenville of North Carolina, Inc.	Terminated	12/08/2017
Argos Therapeutics, Inc.	Terminated	01/09/2018
CTL Packaging USA, Inc.	Terminated	01/09/2018
Ideal Fastener Corporation	Terminated	01/23/2018
Klausner Lumber Two LLC	Terminated	02/13/2018
Linamar North Carolina, Inc. I	Terminated	03/13/2018

Company Name	Status	Date Withdrawn/Terminated
Linamar North Carolina, Inc. II	Terminated	03/13/2018
TIMCO Aerosystems, LLC	Terminated	03/13/2018
XPO Logistics, Inc. II	Terminated	03/27/2018
Albemarle Corporation II	Withdrawn	08/01/2018
Peds Legwear (USA) Inc.	Terminated	09/25/2018
BSH Home Appliances Corporation II	Terminated	10/09/2018
ABC Phones of North Carolina, Inc. (D/B/A A Wireless)	Terminated	10/23/2018
Inmar, Inc.	Terminated	01/08/2019
Innovative Emergency Management, Inc.	Terminated	01/08/2019
Ralph Lauren Corporation II	Terminated	01/08/2019
Frontier Communications of the Carolinas LLC	Terminated	02/26/2019
Siemens Energy, Inc. II (Cardinal)	Terminated	04/23/2019
Owens Corning Composite Materials, LLC	Terminated	06/11/2019
RBUS, Inc. I	Terminated	07/23/2019
RBUS, Inc. II	Terminated	07/23/2019
Corning Optical Communications LLC (Cable II)	Terminated	08/29/2019
Bayer CropScience LP	Terminated	10/08/2019
InVue Security Products Inc.	Terminated	10/08/2019
Evalueserve Inc.	Terminated	11/12/2019
GKN Driveline North America, Inc. III	Terminated	11/12/2019
K-Flex USA L.L.C.	Terminated	01/14/2020
Citco Fund Services (USA) Inc.	Terminated	02/11/2020
Continental Automotive Systems, Inc. (Henderson)	Terminated	02/11/2020
GKN Driveline Newton, LLC II	Terminated	02/25/2020
NN, Inc.	Terminated	04/14/2020
Sealed Air Corporation	Terminated	05/12/2020
Sensus USA Inc.	Terminated	05/26/2020
DB Global Technology, Inc. III	Terminated	07/14/2020
CSX Intermodal Terminals, Inc.	Terminated	10/13/2020

Company Name	Status	Date Withdrawn/Terminated
GKN Driveline Newton, LLC I	Terminated	01/12/2021
Metal Works Mfg. Co.	Terminated	01/12/2021
GKN Driveline North America, Inc. I (Roxboro)	Terminated	01/26/2021
GKN Driveline North America, Inc. II (Alamance & Lee)	Terminated	01/26/2021
Dentsply North America LLC	Terminated	03/09/2021
Tristone Flowtech USA Inc.	Terminated	05/25/2021
Adverum NC LLC	Withdrawn	08/11/2021
EMC Corporation	Terminated	12/08/2021