

**NORTH CAROLINA DEPARTMENT OF COMMERCE**

# **Job Development Investment Grant**

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**2025 Annual Report**

Submitted on behalf of the Economic Investment Committee

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## I. Introduction

This report describes CY 2023 performance by existing grantees and CY 2025 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 2025; 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 twelve (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 twenty (20) years for a high-yield project in which a company invests at least \$500 million in private funds and creates at least 1,750 eligible positions. The grant term can be extended to forty (40) years for a transformative project, which requires a 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. For these enhanced grants, 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 on future grant year liability set by the General Assembly on future. The EIC consists of five (5) 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 (the “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 whether the fiscal benefits of the project, as measured by estimated tax revenues to the State, outweigh the total General Fund incentive costs to the State. The analysis of state revenue impacts is conducted using an economic model developed by Dr. Michael Walden of North Carolina State University, which has been

regularly updated since the first version in 2002.<sup>1</sup> Based on industry data, accepted economic impact modeling techniques, and information in JDIG applications, the model estimates income and employment effects (direct, indirect, and induced) and 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 per 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 (50%) 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’ performances do not result in eligibility for the full annual amount possible under their respective agreements. The maximum payments for grants awarded during CY 2003-2025 will be less than the maximum theoretically possible. For example, 2025 payments were made for 75.7% of total liability for grantees with certified performance for CY 2022 - 2024 (not counting terminated or withdrawn grantees).<sup>2</sup> Each grant agreement specifies the maximum amount for which a company is eligible in each of its grant years.<sup>3</sup> The State’s maximum annual liability for grants made in 2025 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

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

<sup>2</sup> Note that this calculation considers both payments to companies and to the Utility Account. 3 companies received payment in 2025 for performance CY 2022. 57 companies received payment in 2025 for performance CY 2023. 26 companies received payment in 2025 for performance CY 2024.

<sup>3</sup> 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.

specified by the pricing model, the project may not move forward without specific approval by the EIC to deviate from the pricing model. Projects whose parameters fall within the model's guidelines do not require preliminary EIC approval before receiving a proposal and beginning the application process. 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 work 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 if the EIC determines that proposed terms are appropriate, 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 drafted and executed. Grantees are required to submit performance reports by March 1<sup>st</sup> of each year following the end of a calendar year during the grant term, along with a reporting fee of the greater of \$2,500 or 0.03% of an amount equal to the grant less the

maximum amount to be transferred to the Utility Account.<sup>4</sup> These reports allow Commerce and the EIC to assess grant performance and eligibility for disbursement. The actual disbursement amount for which the company is eligible is determined from Commerce’s analysis of the annual performance reports. The Department of Revenue certifies the company’s reported withholdings and the absence of overdue tax debts. All disbursements must be approved by the EIC before actual payment.

### **III. JDIG Applicants and Grantees for CY 2025**

During CY 2025, the EIC awarded 24 grants.<sup>5</sup> Table 1 lists the details for each grant award. Roman numerals following the grantee name indicate the number of JDIG grants received by the grantee since the program’s inception.

#### ***Tier***

Of the CY 2025 grants, five were awarded to projects locating in a tier 1 county, four were awarded to projects locating in a tier 2 county, and fifteen grants went to companies locating in a tier 3 county. These companies could contribute a maximum amount of approximately \$162.5 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 12.

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<sup>4</sup> The fee was changed from \$1,500 as of August 1<sup>st</sup>, 2013.

<sup>5</sup> It should be noted that EDPNC Project Managers interact with many more business prospects, but only those businesses that are likely to be good candidates for a grant award are encouraged to apply, as the application fee is non-refundable. If not a good candidate, developers work with companies to find other assistance to support locating their project in the state. Twenty-five applications were received in 2025. A total of 24 grants were awarded in 2025. All twenty-four companies awarded a grant in 2025 submitted their application in 2025. One company submitted their application in 2025 and is expected to be awarded a grant in 2026.

**Table 1. CY 2025 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
Aspida Financial Services, LLC	Durham	3	12	2028	55	\$21,831,000	\$7,277,000	\$29,108,000
AssetMark Financial Holdings, Inc.	Mecklenburg	3	12	2025	25	\$1,941,750	\$647,250	\$2,589,000
BorgWarner Industrial Solutions LLC	Henderson	3	12	2026	40	\$1,786,500	\$595,500	\$2,382,000
BuildOps, Inc.	Wake County	3	12	2026	20	\$1,839,000	\$613,000	\$1,839,000
Citigroup Technology, Inc.	Mecklenburg	3	10	2025	55	\$8,938,500	\$2,979,500	\$11,918,000
Daimler Truck Financial Services USA LLC	Mecklenburg	3	12	2026	35	\$4,174,500	\$1,391,500	\$5,566,000
Eco King Solutions, LLC	Graham	1	12	2026	60	\$2,894,000	\$0	\$2,894,000
Environmental Air Systems, LLC	Randolph	1	12	2026	55	\$3,289,000	\$0	\$3,289,000
Fit Precast, LLC	Gaston	2	12	2026	50	\$2,303,100	\$255,900	\$2,559,000
Genentech, Inc.	Wake	3	12	2028	69	\$9,846,750	\$3,282,250	\$13,129,000
Jabil Inc.	Rowan	2	12	2027	50	\$11,251,800	\$1,250,200	\$12,502,000
JetZero, Inc.	Guilford	2	39 (Transformative)	2027	75	\$1,017,775,800	\$113,086,200	\$1,130,862,000
Maersk Agency U.S.A., Inc.	Mecklenburg	3	12	2026	50	\$7,946,250	\$2,648,750	\$10,595,000
Novartis Gene Therapies, Inc III	Durham/Wake	3	12	2027	60	\$7,555,500	\$2,518,500	\$10,074,000
Pacific Life Insurance Company	Mecklenburg	3	12	2026	35	\$5,535,000	\$1,845,000	\$7,380,000
Protec-GE Waukesha, Inc.	Wayne	1	12	2026	50	\$4,696,000	\$0	\$4,696,000
RTX Corporation II	Buncombe	3	12	2026	60	\$4,202,250	\$1,400,750	\$5,603,000
Ralliant Corporation	Wake	3	12	2026	25	\$2,630,250	\$876,750	\$3,507,000
Scout Motors Inc.	Mecklenburg County	3	12	2027	70	\$46,524,750	\$15,508,250	\$62,033,000
SoFi Bank National Association (N.A.)	Mecklenburg County	3	12	2026	27	\$177,750	\$59,250	\$2,482,750
TBD	Wayne	1	12	2027	60	\$2,065,000	\$0	\$2,065,000
TMG & Haartz Solutions LLC	Rutherford	1	12	2027	50	\$1,463,000	\$0	\$1,463,000
Vulcan Elements Inc.	Johnston	3	12	2027	75	\$17,584,500	\$5,861,500	\$23,446,000
Walmart Fulfillment Services, LLC	Gaston	2	12	2027	50	\$3,669,300	\$407,700	\$4,077,000
Total						\$1,191,921,250	\$162,504,750	\$1,356,058,750

### ***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.

Active CY 2025 grantees are expected to create 25,514 direct jobs and are required to retain 8,618 jobs over their grant terms. Grantees are also anticipated to invest about \$8.8 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 2025 grantee.<sup>6</sup> Anticipated job effects are reported at full employment for each project. A company’s annual compliance is measured using a weighted average of a company’s compliance with job creation, average wages, and investment minimums.<sup>7</sup>

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

<sup>7</sup> 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.

**Table 2: CY 2025 Grantee Jobs, Wages, and Investment**

Grantee Name	Target Jobs	Jobs to be Retained	Target Average Annual Wage	Target Investment
Aspida Financial Services, LLC	1,000	331	\$137,288	\$28,750,000
AssetMark Financial Holdings, Inc.	252	385	\$110,518	\$10,000,000
BorgWarner Industrial Solutions LLC	193		\$78,628	\$74,900,000
BuildOps, Inc.	291	8	\$110,997	\$0
Citigroup Technology, Inc.	510	45	\$131,832	\$16,100,000
Daimler Truck Financial Services USA LLC	276	-	\$133,940	\$7,848,000
Eco King Solutions, LLC	300		\$46,707	\$80,500,000
Environmental Air Systems, LLC	300	831	\$55,133	\$20,000,000
Fit Precast, LLC	125	20	\$102,168	\$71,000,000
Genentech, Inc.	420	-	\$119,833	\$700,000,000
Jabil Inc.	1,181	-	\$62,034	\$264,000,000
JetZero, Inc.	14,564		\$89,340	\$4,724,000,000
Maersk Agency U.S.A., Inc.	520	720	\$100,962	\$16,000,000
Novartis Gene Therapies, Inc III	380	194	\$111,161	\$771,000,000
Pacific Life Insurance Company	301	-	\$176,250	\$12,300,000
Prolec-GE Waukesha, Inc.	330	374	\$71,912	\$140,000,000
Ralliant Corporation	180	263	\$189,479	\$2,120,000
RTX Corporation II	325	896	\$62,413	\$285,000,000
Scout Motors Inc.	1,200		\$172,878	\$206,975,750
SoFi Bank National Association (N.A.)	225	130	\$108,436	\$3,000,000
TBD	216	-	\$48,789	\$82,618,125
TMG & Haartz Solutions LLC	125		\$64,218	\$51,000,000
Vulcan Elements Inc.	1,000	422	\$81,932	\$918,100,000
Walmart Fulfillment Services, LLC	300	3,999	\$69,360	\$300,000,000
<b>Total</b>	<b>24,514</b>	<b>8,618</b>	<b>\$96,433</b>	<b>\$8,785,211,875</b>

Attachment B provides historical and CY 2025 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 after the award.

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

The 25,514 new direct jobs associated with active CY 2025 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 28,222 jobs, for a total estimated employment impact of 52,736 jobs. State Gross Domestic Product is expected to increase by \$300.9 billion over the life of CY 2025 grants. The projects are expected to provide a net fiscal benefit to the State of approximately \$9.7 billion during their grant terms. A complete listing of estimated economic impacts for all active and “closed” JDIG projects is presented in Attachment B.<sup>8</sup>

**Table 3. Comparison of CY 2025 Grantees to CY 2024 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 2024	\$149,280,000	9,674	5,266	\$8,299,299,772	5,214	9,417	\$36,109	\$867.6
Total CY 2025	\$1,356,058,750	24,514	8,618	\$8,785,211,875	28,222	52,736	\$300,926	\$9,692.7
Percentage Change:	808%	153%	64%	6%	441%	460%	733%	1017%

### ***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 a project is not a good JDIG candidate, Project Managers work the company to find other support for locating their project in the state. Twenty-five applications were received in 2025. A total of twenty-four grants were awarded in 2025. All twenty-four companies awarded a grant in 2025 submitted their application in 2025. One company submitted their application in 2025 and is expected to be awarded a grant in 2026. JDIG proposals were estimated but not pursued for 17 projects in CY 2025. The total proposed JDIG funding for these projects was estimated at \$211.5 million. A summary of this information is presented in Table 4.

**Table 4. CY 2025 JDIG Grant Offers Not Accepted**

Tier	Number of Proposed JDIG Grants	JDIG Amount Proposed
1	7	\$128,253,457
2	4	\$13,726,800
3	6	\$69,513,750
<b>Total</b>	<b>17</b>	<b>\$211,494,007</b>

<sup>8</sup> “Closed” refers to grantees that have completed their JDIG terms. It does not include “terminated” or “withdrawn” grantees. There are fifty-two closed grants.

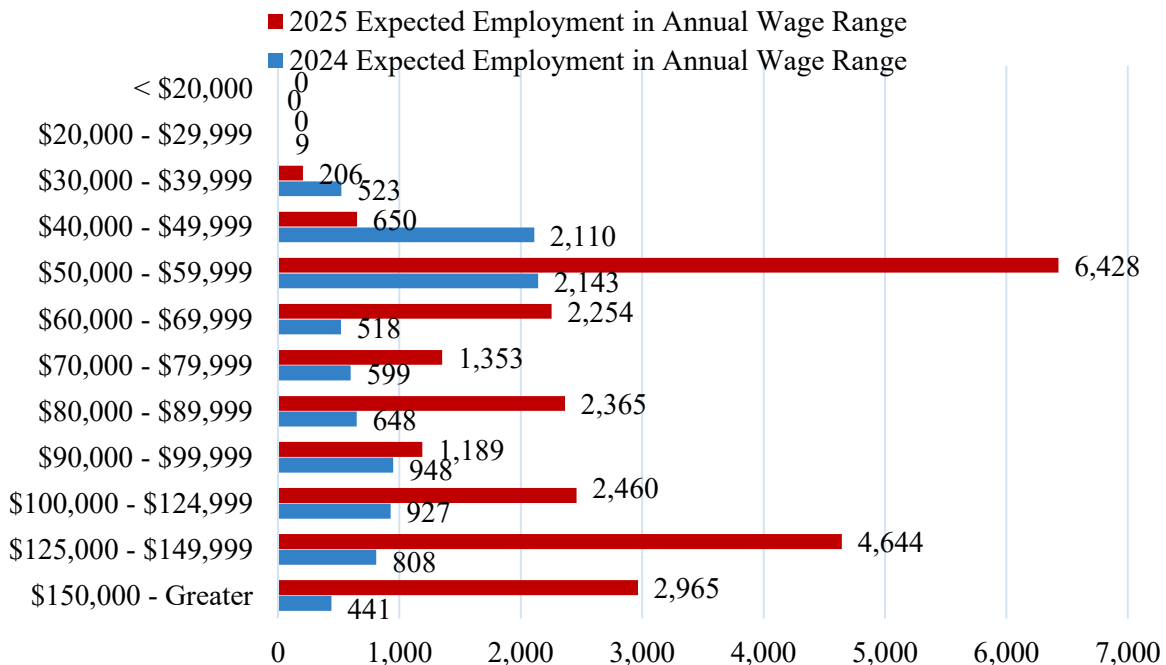
## IV. General Description of Calendar Year 2025 Grantees

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 the region. CY 2025 projects include sectors such as biotechnology, computer programming, 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 2025, the target average annual wage of all employees is \$96,879. The CY 2025 target average annual wage at full employment is above CY 2024 grantees’ target average annual wage of \$76,806. Table 5 compares the expected wage levels of CY 2025 grantees and CY 2024 grantees, along with the number of employees within certain wage ranges.

**Table 5. Expected Jobs by Wage Increments: CY 2025 and CY 2024 Grantees**



It is expected that 97% of CY 2025 project employees will earn over \$50,000 dollars annually, an increase from 73% in CY 2024. 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 incentives 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 also can help protect existing jobs. Table 6

summarizes the estimated job effects and economic effects of 2025 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 twenty-four awarded projects, five are “Expanding Operations,” eleven are “New Operations (Company New to NC),” and eight are “New Operations (Company Existing in NC).”<sup>9</sup> It should be noted that with respect to the Grantee Profiles in Section VI, certain companies with existing operations in North Carolina have requirements that they retain the number of positions that existed at the time of their JDIG applications before counting any new jobs as eligible for grant payments, while other companies with existing operations do not have this requirement. The JDIG statute limits grant payments to jobs filled by employees that represent a net increase in the number of the company’s employees statewide. Exemptions can be made if the EIC finds that measuring the increase or maintenance of employment at the level of a division or other operating unit of a business (a “Division Level Finding”), rather than at the business level is necessary to secure the project in the State, provided that the grant 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 project for which a division level finding may be implemented would be a company with a large number of retail facilities in North Carolina that is seeking to locate a new headquarters operation for its national operations; because retail operations would be unrelated to headquarters decisions and operations, excluding retail division employees from the measurement of employment would be appropriate.

**Table 6. Comparison of New Operations to Existing Operations, CY 2025**

2025 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
New Operations (Company New to NC)	11	\$1,222,550,000	90%	20,771	\$7,154,543,875	81%	16,079	36,850	70%	\$272,201,111,014
New Operations (Company Existing in NC)	8	\$89,030,000	7%	2,224	\$1,240,348,000	14%	8,660	10,884	21%	\$17,810,768,013
Expanding Operations	5	\$44,478,750	3%	1,519	\$390,320,000	4%	3,483	5,002	9%	\$10,913,647,634

<sup>9</sup> Industrial sectors are determined by research staff in consultation with applicants.

## V. JDIG Grantee Performance

This section examines actual results of active JDIG grantees since the program's inception. In calendar year 2025, there were 86 payments made based on certified performance results.<sup>10</sup> These payments covered performance in CY 2022 – CY 2024. 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 at least 80% compliance with the minimum requirements, based on a weighted average of performance factors, and may receive a pro-rated payment for compliance between 80% and less than 100%. If a company fails to achieve 100% of the minimum performance requirement for 3 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 2025. All of the results are for prior years' performances and are included because they were certified in 2025. In 2025, Commerce and the EIC reviewed, certified, and awarded 86 payments for CY 2022 - CY 2024 grantee performance.

### *Distribution of Grants*

An important goal of JDIG and other State incentive programs is the geographic distribution of benefits across the State. The JDIG program has two mechanisms to fulfill this goal. First, the Committee takes into account the economic characteristics of counties when awarding grants and setting grant terms. Second, for projects locating in tier 3 or tier 2 counties (relatively less economically distressed counties), a portion of the payment otherwise due to the grantee is instead paid into the Utility Account to fund economic development in more economically distressed areas, primarily in tier 1 and 2 counties.<sup>11</sup> For projects in tier 3 counties, 25% of the total payment due goes to the Utility Account, and for projects in tier 2 counties, 10% of the total payment goes to the Utility Account. House Bill 117 changed the tier 2 county percentage from 15% to 10% as of October 1, 2015. The annual deposits to the Utility Account will increase as more JDIG grants

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<sup>10</sup> These grantees were certified and paid for CY 2022 - 2024 performance. A company can be included in this count more than once because multiple years of performance were certified and paid in 2025. Actual participants in 2024 may exceed the amount listed, but the exact performance and payments numbers cannot be established until reported results have been certified.

<sup>11</sup> Utility Account funds may be used for construction or improvements to water, sewer, gas, telecommunications, high-speed broadband, electrical utility distribution lines or equipment, or transportation infrastructure, for existing or proposed eligible industrial buildings in economically distressed counties. These funds are to be used exclusively in tier 1 and 2 counties with the exception that a maximum of \$100,000 may be used for emergency development assistance to a county experiencing a major economic dislocation. G.S. 143B-437.01.

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. In accordance with the 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 directly related to the operation of the specific industrial activity. In CY 2025, fourteen projects were funded by the Utility Account, totaling approximately \$13.1 million. 65% of the funding dollars were awarded to Tier 1 counties. Table 7 lists each project funded by the Utility Account in CY 2025. A detailed description of each project can be found in the “Grantee Profile” section on page 32.

**Table 7. CY 2025 Utility Account Awards**

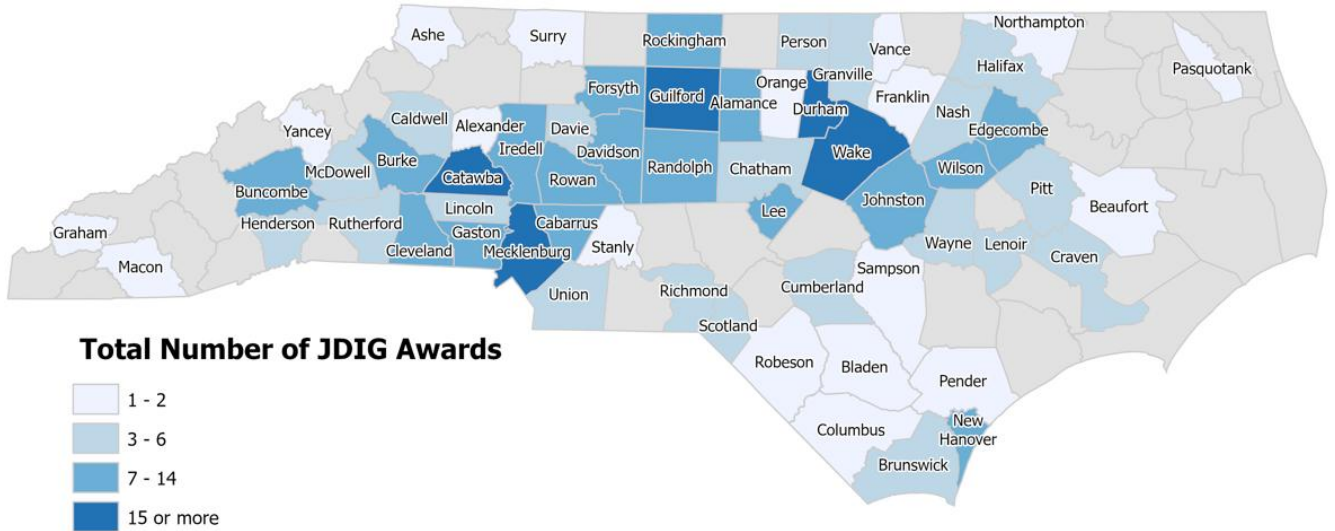
County/City-Town (Grantee)	County	Tier	Firm / Site	Award Amount
Town of Aurora	Beaufort	1	Aurora Industrial Park	\$200,000
Hoke	Hoke	1	Hoke Co Reg Ind Park Sewer Project	\$1,400,000
Lenoir	Lenoir	1	C130 Airpark Sewer Project	\$1,900,000
Lumberton, City	Robeson	1	SE Crossroads Ind Park Electric Project	\$825,000
Beaufort	Beaufort	1	Washington-Beaufort Co Ind Park	\$1,254,675
Columbus	Columbus	1	SE Regional Park industrial park	\$613,605
Northampton	Northampton	1	Northampton Co Commerce Park	\$1,500,000
Bladenboro	Bladen	1	Bladenboro Lumberton Sewer Project	\$850,000
City of Claremont	Catawba	2	Phase II Sewer project	\$1,000,000
Swansboro, Town	Onslow	2	Swansboro Ind Park Infrastructure Project	\$1,360,000
Burke	Burke	2	Burke Business Park Gas Project	\$697,019
Davidson	Davidson	2	Sewer project	\$450,000
Yadkin	Yadkin	2	Sewer project	\$142,500
West Jefferson, Town	Ashe	2	Ashe Co Industrial Park Water/Sewer Project	\$922,113
<b>Total</b>				<b>\$13,114,912</b>

Figures 1 and 2 summarize the distribution of JDIG grants and Utility Account Awards by county since the JDIG program inception in 2003.<sup>12</sup> Figures 3 and 4 summarize the distribution of the amount of JDIG grants and Utility Account awards by county.<sup>13</sup>

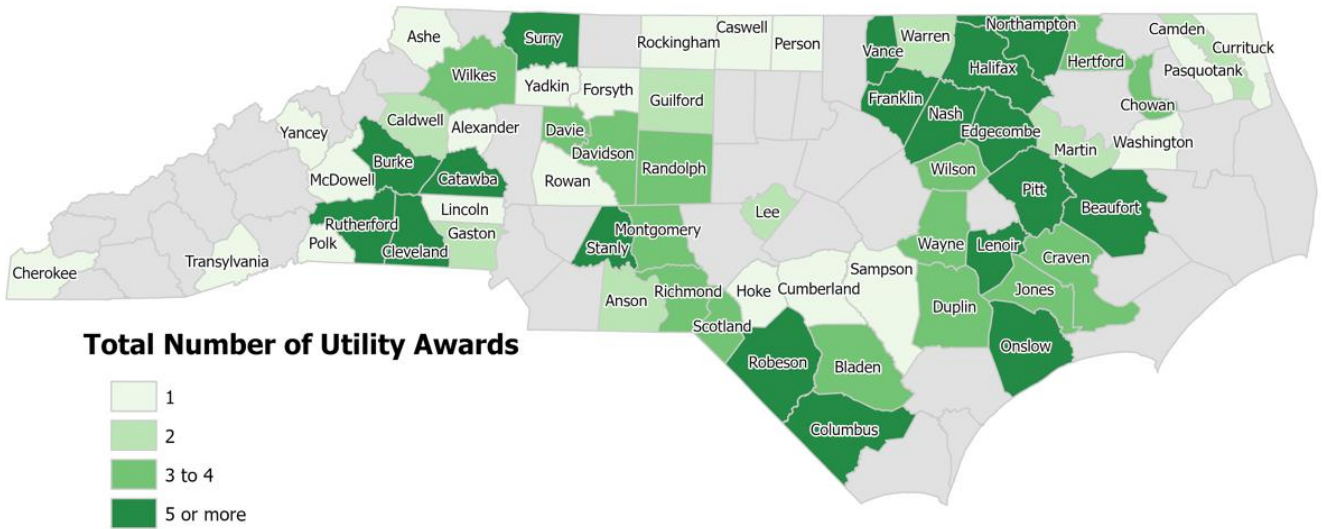
<sup>12</sup> All JDIG awards including those terminated. In instances where a project received one grant for locating facilities in multiple counties, each county is shown as receiving one award. For this reason, the total number of grant awards represented on this map is greater than the actual number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

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

**Figure 1. Location of JDIG Awards, CY 2003-2025**



**Figure 2. Location of Utility Account Awards, CY 2006-2025**

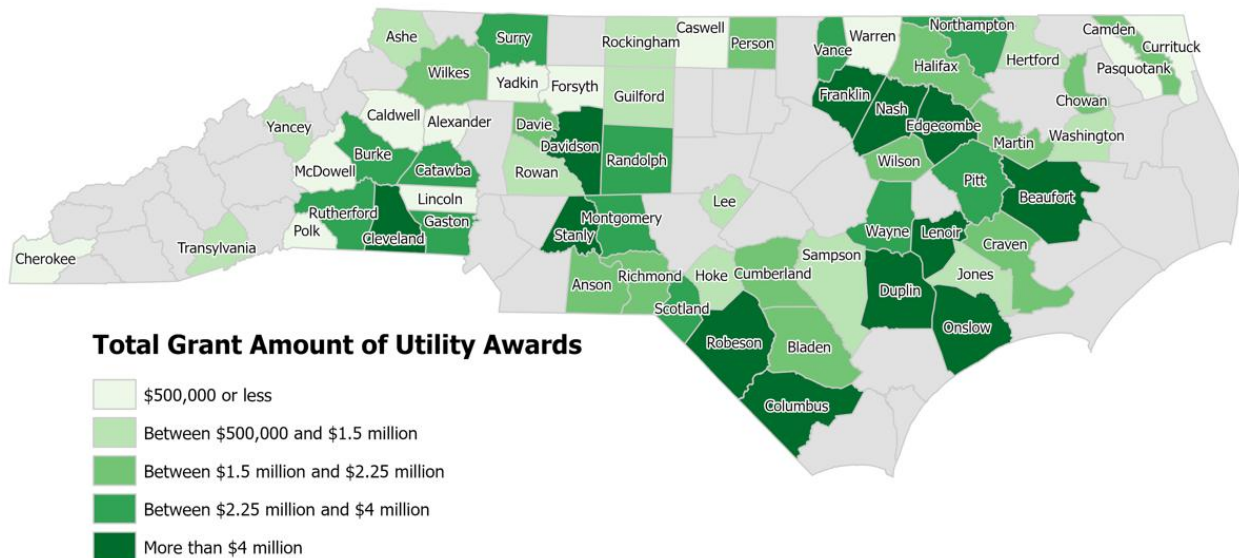


**Figure 3. Location of JDIG Awards by Amount of Grants, CY 2003-2025**



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 2006-2025**



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 Considerations***

The State of North Carolina targets industry sectors and businesses that are focused on making a positive contribution to the state and local economy by paying good wages, offering sustainable job opportunities, and reducing negative impacts to the environment, among other things. As part of the JDIG application, all projects are given the opportunity to provide information on the business' efforts related to sustainability and environmental stewardship. All JDIG projects related to manufacturing are screened for necessary environmental permits and reviewed for environmental compliance, both at the corporate level and for any NC locations the company may operate. 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 a DEQ project liaison, who coordinates with the various DEQ divisions to prepare a memo and a due diligence report for consideration by the EIC. 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 2025**

### ***JDIG Grants***

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

#### **Aspida Financial Services, LLC**

Aspida Financial Services provides life insurance and annuity solutions, combining digital tools with customer service to simplify annuity and reinsurance offerings.

The company will expand its Durham footprint by housing all global headquarters operations of its life insurance and annuity offerings, scaling technology, service, and operations teams.

Finalist sites were Durham, NC, and the greater Richmond, VA, area. Key project drivers include a well-established professional services ecosystem, strong and established talent pipelines, and growing regions attractive to recent college graduates.

#### **AssetMark Financial Holdings, Inc.**

AssetMark is a leading provider of innovative investment and consulting solutions serving independent financial advisors. Core business activities include investment management solutions, technology and platform services, advisor support and consulting, and strategic partnerships and acquisitions.

The company will establish an East Coast hub by expanding its presence in Charlotte, NC, to co-locate cross-functional talent. This hub will be built for scale with a board room, building signage, strong local branding, and a focus on establishing dedicated community partnerships.

Finalist locations included Atlanta, GA, Phoenix, AZ and Charlotte, NC. Critical to the placement of this hub will be access to key talent and skills and lower operating costs. The company is focusing its growth in one primary location to provide the business advantages of co-located teams, maintenance of employee and firm culture, efficiencies of scale, and lower travel costs.

### **BorgWarner Industrial Solutions LLC**

BorgWarner is a global supplier of mobility solutions to major automotive OEMs. The company is also a market leader in advanced air and thermal management systems, specializing in developing and commercializing technologies for vehicle and industrial markets.

The company will build an advanced manufacturing facility in Hendersonville for large-scale production of a flex-fuel microturbine generator for combined heat and power generation.

The company evaluated locations in North Carolina, Michigan, Spain, and Germany; all competing locations include existing BorgWarner facilities that are integral to turbine manufacturing. Key factors in the location include labor availability, building development costs and lease rates, operating costs, and state incentives.

### **BuildOps, Inc.**

BuildOps is a SaaS provider offering project management, service dispatching, and invoicing solutions to help commercial trade contractors streamline and optimize their operations in an all-in-one cloud-based solution.

The company will open a new operations hub in downtown Raleigh, NC, focusing on hiring more implementation and customer success managers, as well as sales roles.

Finalists included Austin, TX, Atlanta, GA and Raleigh, NC. Key criteria include cost of living, average salaries, employer friendliness, tax considerations, ability to source talent, local universities, average cost of office space, and flight availability to the company's existing two hubs.

### **Citigroup Technology, Inc.**

Citigroup is a global financial services leader across personal banking, wealth, and institutional services. Citigroup Technology is a subsidiary of Citigroup that focuses on technological development and related operations.

The company evaluated designating a new hub location in which to expand its technology development to satisfy customer demand. Other previously established hubs maintain a portfolio of high-priority IT and/or related support services for the company's global financial services operations, allowing for the flexible allocation of capabilities and capacity.

Finalist sites were Jacksonville, FL, and Charlotte, NC. Decision drivers included the availability of seating capacity in existing hub facilities that are either owned or under long-term lease. The company created a new hub in Charlotte rather than expanding their existing Jacksonville hub.

### **Daimler Truck Financial Services USA LLC**

Daimler Truck Financial is one of the largest captive financial and mobility services company in the commercial automotive industry, offering financing, leasing, and insurance services for Daimler Truck North America's heavy-duty commercial vehicles.

The company consolidated its two headquarters operations from Michigan and Texas into a new, single headquarters in Charlotte, NC, leveraging its proximity to an extensive network of Daimler Truck manufacturing sites across the Carolinas into operational and financial synergies.

The Charlotte location was preferred over a site in York County, SC. It was selected for its banking hub status and finance-oriented workforce, proximity to affiliate manufacturing sites, quality of life, and state and local incentive support.

### **Eco King Solutions, LLC**

Eco King Solutions is the U.S. subsidiary of Zhejiang Kingsun Eco-pack, which produces disposable, biodegradable paper tableware for food service.

The company will open its first North American factory to better serve its growing U.S. customer base, localize production, reduce shipping times, and enhance responsiveness to market demand.

Robbinsville, NC, was selected over the other finalist, McMinn County, TN. Key location criteria included facility readiness, a strong, integrated transportation network, reliable and cost-effective utilities, and a competitive incentives package.

### **Environmental Air Systems, LLC**

A subsidiary of Comfort Systems USA, Environmental Air Systems provides complete solutions in engineered modular manufacturing, mechanical and electrical engineering, plumbing, building services, building automation and controls, and HVAC service.

The company will open a new sub-assembly production operation in Asheboro, NC, for its specialized prefabricated volumetric modular products serving pharmaceutical, data center, and semiconductor industrial clients. The site will provide crucial heavy structural infrastructure for the company's modular buildings product line.

Finalist sites included Danville, VA, and Rock Hill, SC. Critical factors included speed to market, financial viability, access to logistics networks, access to labor, and discretionary incentives.

### **Fit Precast, LLC**

Fit Precast, a subsidiary of Paragon Site Solutions, manufactures precast concrete and piping products for stormwater management, transportation, and utility infrastructure.

The company will build its flagship headquarters and concrete pipe production facility in Gastonia, NC, leveraging modern production methods and efficient distribution channels to serve both regional and national demand.

Finalist sites included multiple sites in South Carolina, as well as Chattanooga, TN. The company evaluated sites based on workforce, infrastructure, proximity to customers, and market access.

### **Genentech, Inc.**

Genentech, part of Roche Holdings, is a leading biotechnology company focused on discovering and developing medicines for serious and life-threatening diseases.

To meet increasing demand for its growing pipeline of medicines, the Holly Springs, NC, site will boost the company's downstream production capacity for several of its existing portfolio and pipeline medications serving patients around the world.

Ohio was the other finalist for this project. The project team based its selection on overall site readiness, talent availability and pipeline, operating costs, risks, and incentive considerations.

### **Jabil Inc.**

Jabil delivers engineering, supply chain, and manufacturing solutions for AI data centers, healthcare, warehouse automation, and robotics globally.

The company will build a new advanced manufacturing facility in Salisbury, NC, to support cloud and AI data center customers, allowing them to scale faster, operate more efficiently, and deliver next-generation digital infrastructure.

North Carolina competed with several sites in Florida, where the company's corporate headquarters is located. Key decision factors included talent pipeline, pro-business environment, infrastructure readiness, and discretionary incentives.

### **JetZero, Inc.**

Supported by NASA and attracting investment from leading aviation companies, JetZero is an innovative aerospace company developing a blended wing body concept forecasted to deliver 50% lower carbon emissions and 50% less fuel burn compared to current commercial aviation products on the market.

The company will build an advanced manufacturing facility and composite R&D center at Piedmont Triad International Airport in Guilford County, NC to build and produce the first blended wing body commercial jet.

Five finalist sites were selected out of 25 proposals, including the Norwest area of Alabama / southern Tennessee, California, Iowa, Virginia, and North Carolina. Key decision drivers for the company included a 10,000-foot runway on 350 to 1,000 acres, workforce capacity, existing infrastructure, and discretionary incentives consideration.

### **Maersk Agency U.S.A., Inc.**

Maersk is a global integrated logistics company spanning ocean/inland transport, warehousing, customs services, and digital logistics platforms.

The company will consolidate its headquarter presence on the East Coast to Charlotte, NC, to align with broader strategic goals, including operational efficiency, talent strategy, cost optimization, and market positioning.

Charlotte, NC and Atlanta, GA, were the two finalist markets. Decision criteria included demographics and labor market depth, labor cost and availability, quality of life, transportation infrastructure, and availability of economic incentives.

### **Novartis Gene Therapies, Inc III**

Novartis Gene Therapies is a global leader in the development and manufacturing of transformative genetic medicines for rare and life-threatening neurological disorders.

The company will expand across Durham, NC, and Morrisville, NC, increasing domestic pharmaceutical supply chain resilience by growing its U.S.-based manufacturing and packaging capabilities.

Dallas-Fort Worth, TX, and the Research Triangle area of North Carolina were selected as finalists. Key decision factors included speed to market, proximity to talent, top-tier research institutions, and economic incentives.

## **Pacific Life Insurance Company**

Pacific Life is a Fortune 500 provider of life insurance, annuities, employee benefits, investment products/services, and wholesale life risk management products.

The company will open a new office in Charlotte, NC to enable better collaboration with international operations, enable access to skilled talent, and cost-effective operations.

In addition to Charlotte, NC, Rock Hill, SC and Jersey City, NJ were selected as finalists. The primary selection criteria was a location with reliable access to a deep, reputable, and educated pool of skilled professionals in the financial services and/or insurance industries. Other factors included local success with public/private partnerships and quality of life.

## **Prolec-GE Waukesha, Inc.**

Prolec-GE Waukesha is one of the nation's largest manufacturers of power transformers for utilities, municipalities, data centers, and industrial customers.

The company will expand its Goldsboro, NC, site with a second state-of-the-art manufacturing facility, increasing production of medium power transformers to meet growing market demands.

Finalist sites included Goldsboro, NC; Waukesha, WI; Shreveport, LA; Monterrey, Mexico; and Canoas, Brazil. Decision drivers included labor cost, land availability, workforce training, and discretionary economic incentives.

## **RTX Corporation II**

RTX is one of the world's largest aerospace and defense contractors. Through its Pratt & Whitney business, it designs, manufactures, and services aircraft engines and auxiliary power units for commercial, military, and business customers.

The company will expand its turbine airfoil manufacturing plant in Asheville, NC, increasing production capacity for both commercial (GTF engine) and defense (F135 engine) markets.

Asheville, NC, was selected over Palm Beach County, FL. Key decision factors included the availability of skilled labor, cost of operations, business climate, and economic incentives.

## **Ralliant Corporation**

A 2025 spin-off of Fortive Corporation, Ralliant is a global precision-technology company offering test and measurement, specialty sensors, and aerospace/defense/space subsystems.

The company will establish its global headquarters in Raleigh, NC, which will serve as the strategic and operational hub, driving innovation and business growth across healthcare, engineering, workplace safety, aerospace, and defense sectors.

Beaverton, OR, was the other finalist. Site evaluation criteria included workforce availability, labor costs, land for potential future expansion, infrastructure readiness, and incentives.

### **Scout Motors Inc.**

Scout Motors is reviving the Scout brand to build next-generation electric trucks and SUVs.

The company will establish a corporate headquarters in Charlotte, NC, serving as the central hub for Scout's nationwide network of talent and operations, including its production center in South Carolina, its innovation center in Michigan, and its planned national retail, distribution, and service operations.

Other finalist sites included multiple locations in the Charleston, SC, area and Northern Virginia. Key decision factors included workforce availability, proximity to higher education institutions, accessibility to other company sites, site readiness, transportation infrastructure, and local and state economic incentive offerings.

### **SoFi Bank National Association (N.A.)**

SoFi is a digital financial services company specializing in lending, technology, and financial services, helping members borrow, save, spend, invest, and protect their money.

The company will establish an East Coast headquarters by expanding in Charlotte, NC, as part of its broader U.S. growth strategy aimed at accessing additional talent pools and increasing market share in new regions.

In addition to Charlotte, NC, Frisco, TX, and Jacksonville, FL, were also considered. Key factors included labor market availability, geography, status as a financial hub, and economic incentives.

### **TBD ("NewCo")**

NewCo is the first North American venture for Turkish firm Pelsan Tekstil A.S, a subsidiary of the Hassan Group, which has over 70 years' experience in manufacturing polyethylene film.

The company will establish a polyethylene film production facility that will manufacture various product lines, including but not limited to specific films used in the medical, hygiene, and insulation industries.

The other site finalist was in Georgia. Site selection factors included workforce, proximity to and the ability to serve Pelsan's existing client base, shipping costs, and utility costs, as well as economic incentives.

### **TMG & Haartz Solutions LLC**

TMG & Haartz Solutions is a joint venture between the Haartz Corporation and TMG Automotive supplying synthetic leather materials for automotive seating.

The company will establish an industrial manufacturing center in Bostic to supply global automotive OEMs producing vehicles in North America.

Finalists included locations in Massachusetts and Georgia. Decision drivers included site availability, labor costs, workforce quality, transportation and utilities infrastructure, proximity of suppliers and customers, and discretionary economic incentives.

### **Vulcan Elements Inc.**

Vulcan Elements manufactures rare-earth magnets critical for electronics, motors, sensors, EVs, and defense, onshoring a supply chain essential to the technologies that drive U.S. competitiveness and promote national security.

The company will construct a magnet factory in Benson, NC, to meet demand fueled by growth in technologies like robotics, drones, hybrid/electric vehicles, and AI infrastructure.

Sites in North Carolina and Ohio were selected as finalists. Selection was based on several factors, including workforce readiness, logistics, utilities, site readiness, future developability, and economic incentive considerations.

### **Walmart Fulfillment Services, LLC**

Walmart Fulfillment Services supports Walmart's supply-chain and eCommerce operations for direct-to-customer fulfillment. As an internal/external logistics provider, the company offers eCommerce sellers the ability to outsource inventory management, shipping, and customer service to a dedicated fulfillment team.

The company will build a fulfillment center in Kings Mountain, NC, to enable faster and more reliable delivery of large items, including televisions, furniture, and appliances, to its customers.

A site in Spartanburg County, SC, was the other finalist. Factors considered in the location decision included labor availability, local operating costs, quality of life, and incentive packages.

## *Utility Account Awards*

### **Lenoir County – Tier 1**

Lenoir County was approved for Utility Account funding to provide sewer infrastructure in the NC Global TransPark on roughly 75 acres. This construction will benefit development for the C-130 aircraft maintenance, repair, and operation center Fleet Readiness Center East complex which provides essential services to military aircraft. Other funding leveraged will be from Golden LEAF Foundation.

### **Northampton County – Tier 1**

Northampton County was approved for funds for sewer improvements at the Northampton County Commerce Park. The additional wastewater line and supplemental lift station will assist in the park's growth and will serve up to 700 industrial acres in the area. Funding partners include Golden LEAF Foundation.

### **Hoke County – Tier 1**

Hoke County was approved for funds to extend sewer infrastructure in the Hoke County Regional Industrial Park, which allows for development at the site by Pennsylvania Transformer Technology. Other funding partners are the OneNC Fund, the County, and Golden LEAF Foundation.

### **Town of Swansboro – Tier 2**

The Town of Swansboro (Onslow County) was approved for Utility Account funds to assist in providing the construction of roadways and water and sewer infrastructure in a 47-acre industrial park. Other potential funding is to come from the Town and Golden LEAF Foundation.

### **Beaufort County – Tier 1**

Beaufort County was approved for Utility Account funding to complete transportation infrastructure improvements within the Washington–Beaufort County Industrial Park, an 80-acre park. These improvements will open access to the remaining lots. The County will provide matching funding for the project.

### **Town of Bladenboro – Tier 2**

Town of Bladenboro (Bladen County) was approved for funds for wastewater infrastructure improvements, including the construction of a new pump station and force main, that will connect the Town of Bladenboro's system to tie into the planned regional wastewater expansion of the City of Lumberton. The investment will provide long-term capacity to support additional industrial and commercial growth in the area. Other funders include Golden Leaf Foundation and NCDEQ.

### **City of Lumberton – Tier 1**

The City of Lumberton (Robeson County) was approved for funding for the relocation of electrical circuits in the Southeast Crossroads Industrial Park, which allows for development at the site by Cold-Link Logistics. Other partners for this project include the OneNC Fund, the City, and Golden LEAF Foundation.

### **Burke County – Tier 2**

Burke County was approved for Utility Account funds for Burke Business Park, an 83-acre park established in 2005. The County is Electricities certified. The funds are for more than 2500 feet of pipeline for natural gas in the park. The County will provide matching funding for this project.

### **Columbus County – Tier 1**

Columbus County was approved for funding to assist in replacement costs for a force main sewer in the Southeastern Regional Park (SERP), a 135-acre industrial park. It was determined the existing force main was aging and could not handle new projected flows for a 3- acre parcel currently being developed. Funding partners include both the County and Golden LEAF Foundation.

### **Davidson County – Tier 2**

Davidson County was approved for funding to assist Central Carolina Seeding in expansion at their site in Lexington. A new sewer line and access road are needed. Funding partners include the County and NC DOT.

### **Town of Aurora – Tier 1**

In 2019, the Town of Aurora was awarded \$1,250,000 in Utility Account funding for infrastructure in the Town's 30-acre industrial park. The project is nearly complete, and expenses for electrical service have come in higher than originally estimated. Other funding for the total project has come from Golden LEAF Foundation, the Town, and the County.

### **Yadkin County – Tier 2**

Yadkin County was approved for funds to assist in the expansion of Advantage Machinery Services facility in Yadkinville. The new force main sewer construction will assist the company in their expansion. The County will provide matching funds.

### **City of Claremont – Tier 2**

The City of Claremont was awarded funding in 2017 to provide sewer to benefit the expansion of Prysmian Cables and Systems. Due to the complexity of the project, it was divided into Phases. While Utility Account funding was not utilized for the first Phase, the company met and exceeded its job commitment. The City was approved for funding to be redirected to the sewer work in Phase II. The sewer infrastructure will positively impact 450+ industrial acres in the area. The City of Claremont, City of Hickory, Catawba County, DEQ, and Golden LEAF Foundation have all been funding partners.

## **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. Approximately \$13.1 million in Tier 1 and Tier 2 infrastructure projects were funded by the Utility Account in 2025.

**Attachment A1. Maximum Annual State Liability under JDIG Awards Made in CY 2025**

Company Name	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040 - 2063	Total
Aspida Financial Services, LLC				\$826	\$1,229	\$1,622	\$2,167	\$2,908	\$2,908	\$2,908	\$2,908	\$2,908	\$2,908	\$2,908	\$2,908		\$29,108
AssetMark Financial Holdings, Inc.	\$78	\$123	\$169	\$211	\$251	\$251	\$251	\$251	\$251	\$251	\$251	\$251					\$2,589
BorgWarner Industrial Solutions LLC		\$123	\$179	\$208	\$208	\$208	\$208	\$208	\$208	\$208	\$208	\$208	\$208				\$2,382
BuildOps, Inc.		\$66	\$118	\$171	\$233	\$233	\$233	\$233	\$233	\$233	\$233	\$233	\$233				\$2,452
Citigroup Technology, Inc.	\$142	\$704	\$1,384	\$1,384	\$1,384	\$1,384	\$1,384	\$1,384	\$1,384	\$1,384							\$11,918
Daimler Truck Financial Services USA LLC		\$327	\$419	\$482	\$482	\$482	\$482	\$482	\$482	\$482	\$482	\$482	\$482				\$5,566
Eco King Solutions, LLC		\$155	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249				\$2,894
Environmental Air Systems, LLC		\$143	\$286	\$286	\$286	\$286	\$286	\$286	\$286	\$286	\$286	\$286	\$286				\$3,289
Fit Precast, LLC		\$96	\$183	\$228	\$228	\$228	\$228	\$228	\$228	\$228	\$228	\$228	\$228				\$2,559
Genentech, Inc.				\$422	\$616	\$854	\$1,085	\$1,269	\$1,269	\$1,269	\$1,269	\$1,269	\$1,269	\$1,269	\$1,269		\$13,129
Jabil Inc.			\$358	\$560	\$874	\$1,190	\$1,190	\$1,190	\$1,190	\$1,190	\$1,190	\$1,190	\$1,190	\$1,190	\$1,190		\$12,502
JetZero, Inc.			\$3,701	\$6,792	\$10,040	\$13,030	\$16,035	\$17,294	\$21,258	\$27,707	\$31,393	\$35,129	\$35,129	\$35,129	\$35,129	\$843,096	\$1,130,862
Maersk Agency U.S.A., Inc.		\$432	\$783	\$938	\$938	\$938	\$938	\$938	\$938	\$938	\$938	\$938	\$938	\$938	\$938		\$10,595
Novartis Gene Therapies, Inc III			\$411	\$613	\$797	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917			\$10,074
Pacific Life Insurance Company		\$149	\$383	\$530	\$622	\$712	\$712	\$712	\$712	\$712	\$712	\$712	\$712				\$7,380
Prolec-GE Waukesha, Inc.		\$307	\$399	\$399	\$399	\$399	\$399	\$399	\$399	\$399	\$399	\$399	\$399				\$4,696
Ralliant Corporation		\$131	\$181	\$252	\$327	\$327	\$327	\$327	\$327	\$327	\$327	\$327	\$327				\$3,507
RTX Corporation II		\$260	\$376	\$458	\$501	\$501	\$501	\$501	\$501	\$501	\$501	\$501	\$501				\$5,603
Scout Motors Inc.			\$2,957	\$4,531	\$5,036	\$5,501	\$5,501	\$5,501	\$5,501	\$5,501	\$5,501	\$5,501	\$5,501	\$5,501			\$62,033
SoFi Bank National Association (N.A.)		\$69	\$140	\$173	\$205	\$237	\$237	\$237	\$237	\$237	\$237	\$237	\$237				\$2,483
TBD			\$79	\$115	\$152	\$191	\$191	\$191	\$191	\$191	\$191	\$191	\$191	\$191	\$191		\$2,065
TMG & Haartz Solutions LLC			\$81	\$95	\$108	\$131	\$131	\$131	\$131	\$131	\$131	\$131	\$131	\$131	\$131		\$1,463
Vulcan Elements Inc.			\$766	\$1,460	\$2,122	\$2,122	\$2,122	\$2,122	\$2,122	\$2,122	\$2,122	\$2,122	\$2,122	\$2,122			\$23,441
Walmart Fulfillment Services, LLC			\$260	\$347	\$347	\$347	\$347	\$347	\$347	\$347	\$347	\$347	\$347	\$347			\$4,077
<b>Total</b>	<b>\$220</b>	<b>\$3,085</b>	<b>\$13,862</b>	<b>\$21,730</b>	<b>\$27,634</b>	<b>\$32,340</b>	<b>\$36,121</b>	<b>\$38,305</b>	<b>\$42,269</b>	<b>\$48,718</b>	<b>\$51,020</b>	<b>\$54,756</b>	<b>\$54,505</b>	<b>\$49,705</b>	<b>\$39,306</b>	<b>\$843,096</b>	<b>\$1,356,667</b>

## Attachment A2. Maximum Annual Grant Amount Payable to CY 2025 Grantees

Company Name	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040 - 2063	Total
Aspida Financial Services, LLC				\$620	\$922	\$1,217	\$1,625	\$2,181	\$2,181	\$2,181	\$2,181	\$2,181	\$2,181	\$2,181	\$2,181		\$21,831
AssetMark Financial Holdings, Inc.	\$59	\$92	\$127	\$158	\$188	\$188	\$188	\$188	\$188	\$188	\$188	\$188	\$188				\$1,942
BorgWarner Industrial Solutions LLC		\$92	\$134	\$156	\$156	\$156	\$156	\$156	\$156	\$156	\$156	\$156	\$156				\$1,787
BuildOps, Inc.		\$50	\$89	\$128	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175				\$1,839
Citigroup Technology, Inc.	\$107	\$528	\$1,038	\$1,038	\$1,038	\$1,038	\$1,038	\$1,038	\$1,038	\$1,038							\$8,939
Daimler Truck Financial Services USA LLC		\$245	\$314	\$362	\$362	\$362	\$362	\$362	\$362	\$362	\$362	\$362	\$362				\$4,175
Eco King Solutions, LLC		\$155	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249	\$249				\$2,894
Environmental Air Systems, LLC		\$143	\$286	\$286	\$286	\$286	\$286	\$286	\$286	\$286	\$286	\$286	\$286				\$3,289
Fit Precast, LLC		\$86	\$165	\$205	\$205	\$205	\$205	\$205	\$205	\$205	\$205	\$205	\$205				\$2,303
Genentech, Inc.				\$317	\$462	\$641	\$814	\$952	\$952	\$952	\$952	\$952	\$952	\$952	\$952		\$9,847
Jabil Inc.			\$322	\$504	\$787	\$1,071	\$1,071	\$1,071	\$1,071	\$1,071	\$1,071	\$1,071	\$1,071	\$1,071	\$1,071		\$11,252
JetZero, Inc.			\$3,331	\$6,113	\$9,036	\$11,727	\$14,432	\$15,565	\$19,132	\$24,936	\$28,254	\$31,616	\$31,616	\$31,616	\$31,616	\$758,787	\$1,017,776
Maersk Agency U.S.A., Inc.		\$324	\$587	\$704	\$704	\$704	\$704	\$704	\$704	\$704	\$704	\$704	\$704				\$7,946
Novartis Gene Therapies, Inc III			\$308	\$460	\$598	\$688	\$688	\$688	\$688	\$688	\$688	\$688	\$688	\$688			\$7,556
Pacific Life Insurance Company		\$112	\$287	\$398	\$467	\$534	\$534	\$534	\$534	\$534	\$534	\$534	\$534				\$5,535
Prolec-GE Waukesha, Inc.		\$307	\$399	\$399	\$399	\$399	\$399	\$399	\$399	\$399	\$399	\$399	\$399				\$4,696
Ralliant Corporation		\$98	\$136	\$189	\$245	\$245	\$245	\$245	\$245	\$245	\$245	\$245	\$245				\$2,630
RTX Corporation II		\$195	\$282	\$344	\$376	\$376	\$376	\$376	\$376	\$376	\$376	\$376	\$376				\$4,202
Scout Motors Inc.			\$2,218	\$3,398	\$3,777	\$4,126	\$4,126	\$4,126	\$4,126	\$4,126	\$4,126	\$4,126	\$4,126	\$4,126			\$46,525
SoFi Bank National Association (N.A.)		\$52	\$105	\$130	\$154	\$178	\$178	\$178	\$178	\$178	\$178	\$178	\$178				\$1,862
TBD			\$79	\$115	\$152	\$191	\$191	\$191	\$191	\$191	\$191	\$191	\$191	\$191			\$2,065
TMG & Haartz Solutions LLC			\$81	\$95	\$108	\$131	\$131	\$131	\$131	\$131	\$131	\$131	\$131	\$131			\$1,463
Vulcan Elements Inc.			\$575	\$1,095	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591			\$17,580
Walmart Fulfillment Services, LLC			\$234	\$312	\$312	\$312	\$312	\$312	\$312	\$312	\$312	\$312	\$312	\$312			\$3,669
<b>Total</b>	<b>\$165</b>	<b>\$2,479</b>	<b>\$11,345</b>	<b>\$17,773</b>	<b>\$22,747</b>	<b>\$26,788</b>	<b>\$30,074</b>	<b>\$31,902</b>	<b>\$35,469</b>	<b>\$41,273</b>	<b>\$43,552</b>	<b>\$46,915</b>	<b>\$46,726</b>	<b>\$42,859</b>	<b>\$34,749</b>	<b>\$758,787</b>	<b>\$1,193,601</b>

**Attachment A3. Maximum Annual Grant Amount Payable to Utility Account  
Under JDIG Awards Made in CY 2025**

Company Name	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040 - 2063	Total
Aspida Financial Services, LLC				\$207	\$307	\$406	\$542	\$727	\$727	\$727	\$727	\$727	\$727	\$727	\$727		\$7,277
AssetMark Financial Holdings, Inc.	\$20	\$31	\$42	\$53	\$63	\$63	\$63	\$63	\$63	\$63	\$63	\$63					\$647
BorgWarner Industrial Solutions LLC		\$31	\$45	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52				\$596
BuildOps, Inc.		\$17	\$30	\$43	\$58	\$58	\$58	\$58	\$58	\$58	\$58	\$58	\$58				\$613
Citigroup Technology, Inc.	\$36	\$176	\$346	\$346	\$346	\$346	\$346	\$346	\$346	\$346							\$2,980
Daimler Truck Financial Services USA LLC		\$82	\$105	\$121	\$121	\$121	\$121	\$121	\$121	\$121	\$121	\$121	\$121				\$1,392
Eco King Solutions, LLC		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				\$0
Environmental Air Systems, LLC		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				\$0
Fit Precast, LLC		\$10	\$18	\$23	\$23	\$23	\$23	\$23	\$23	\$23	\$23	\$23	\$23				\$256
Genentech, Inc.				\$106	\$154	\$214	\$271	\$317	\$317	\$317	\$317	\$317	\$317	\$317	\$317		\$3,282
Jabil Inc.			\$36	\$56	\$87	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$119		\$1,250
JetZero, Inc.			\$370	\$679	\$1,004	\$1,303	\$1,604	\$1,729	\$2,126	\$2,771	\$3,139	\$3,513	\$3,513	\$3,513	\$3,513	\$84,310	\$113,086
Maersk Agency U.S.A., Inc.		\$108	\$196	\$235	\$235	\$235	\$235	\$235	\$235	\$235	\$235	\$235	\$235	\$235			\$2,649
Novartis Gene Therapies, Inc III			\$103	\$153	\$199	\$229	\$229	\$229	\$229	\$229	\$229	\$229	\$229	\$229			\$2,519
Pacific Life Insurance Company		\$37	\$96	\$133	\$156	\$178	\$178	\$178	\$178	\$178	\$178	\$178	\$178				\$1,845
Protec-GE Waukesha, Inc.		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				\$0
Ralliant Corporation		\$33	\$45	\$63	\$82	\$82	\$82	\$82	\$82	\$82	\$82	\$82	\$82				\$877
RTX Corporation II		\$65	\$94	\$115	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125				\$1,401
Scout Motors Inc.			\$739	\$1,133	\$1,259	\$1,375	\$1,375	\$1,375	\$1,375	\$1,375	\$1,375	\$1,375	\$1,375	\$1,375			\$15,508
SoFi Bank National Association (N.A.)		\$17	\$35	\$43	\$51	\$59	\$59	\$59	\$59	\$59	\$59	\$59	\$59				\$621
TBD			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
TMG & Haartz Solutions LLC			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			\$0
Vulcan Elements Inc.			\$192	\$365	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531	\$531			\$5,862
Walmart Fulfillment Services, LLC			\$26	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35			\$408
<b>Total</b>	<b>\$55</b>	<b>\$606</b>	<b>\$2,517</b>	<b>\$3,957</b>	<b>\$4,887</b>	<b>\$5,552</b>	<b>\$6,046</b>	<b>\$6,403</b>	<b>\$6,800</b>	<b>\$7,445</b>	<b>\$7,467</b>	<b>\$7,841</b>	<b>\$7,778</b>	<b>\$6,846</b>	<b>\$4,557</b>	<b>\$84,310</b>	<b>\$163,066</b>

**Attachment B. Estimated Lifetime Fiscal and Economic Impacts for Grants  
Awarded in CY 2003-2025**

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

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

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

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

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

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

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

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

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

Award Year	Company Name	Grant Term (Years)	Expected Jobs	Indirect and Induced Jobs	Total Jobs	Estimated NC GDP Impact (millions)	Estimated Net State Revenue Impact (millions)
2019	FFE Transportation Services, Inc.	7	96	59	155	\$60	\$0.2
2019	Greenheck Fan Corporation	12	403	375	778	\$768	\$17.5
2019	JB Hamlet LLC	12	130	118	248	\$252	\$4.8
2019	Kalyani Precision Machining, Inc.	12	156	293	449	\$454	\$10.8
2019	Lowe's Companies, Inc.	12	1,612	2,405	4,017	\$6,268	\$129.3
2019	Merck Sharp & Dohme Corp. II	12	425	1,008	1,433	\$3,085	\$88.7
2019	Microsoft Corporation I (Enterprise)	12	430	750	1,250	\$2,167	\$50.3
2019	Microsoft Corporation II (Kirk)	12	500	684	1,114	\$1,984	\$53.8
2019	Newco	12	100	121	221	\$636	\$22.4
2019	NEWCO-SPV	12	475	574	1,049	\$958	\$7.5
2019	Ontic Engineering and Manufacturing, Inc.	12	126	167	293	\$413	\$10.4
2019	Pamlico Yachtworks, LLC	12	207	216	423	\$433	\$9.6
2019	PAREXEL International, LLC	12	264	423	687	\$869	\$16.2
2019	PCB Piezotronics of North Carolina, Inc. II	10	120	102	222	\$151	\$2.4
2019	Pella Corporation	12	124	135	259	\$247	\$4.5
2019	Policygenius Inc.	12	377	542	919	\$1,557	\$37.2
2019	Q Squared Solutions LLC I	12	293	375	831	\$704	\$6.7
2019	Q Squared Solutions LLC II	12	456	241	534	\$563	\$4.1
2019	SynergyLabs, LLC	12	237	908	1,145	\$968	\$20.8
2019	Well Dot, Inc.	12	400	180	580	\$609	\$8.4
2019	Xerox Corporation	12	600	868	1,468	\$1,740	\$22.5
<b>2019</b>	<b>Total (Grant Term is average)</b>	<b>12</b>	<b>9,404</b>	<b>13,143</b>	<b>22,547</b>	<b>\$30,677</b>	<b>\$662.6</b>
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
<b>2020</b>	<b>Total (Grant Term is average)</b>	<b>13</b>	<b>11,864</b>	<b>18,113</b>	<b>29,977</b>	<b>\$65,423</b>	<b>\$1,619</b>
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
<b>2021</b>	<b>Total (Grant Term is average)</b>	<b>13</b>	<b>13,482</b>	<b>18,681</b>	<b>32,163</b>	<b>\$124,265</b>	<b>\$2,892</b>
2022	ABEC, Inc.	12	251	318	569	\$455.1	\$9.6
2022	Alamance Foods, Inc.	12	135	448	583	\$651.1	\$15.0
2022	Albemarle Corporation (R&D)	12	205	288	493	\$644.6	\$17.3
2022	American Woodmark Corporation	12	131	84	215	\$185.9	\$3.1
2022	Atlantic Building Components & Services, Inc.	12	105	127	232	\$221.0	\$3.8
2022	BestCo LLC	12	394	1,477	1,871	\$2,817.4	\$86.0
2022	Boom Technology, Inc.	20	1,761	2,981	4,742	\$32,307.4	\$1,112.0
2022	Builder Solutions Group North Carolina, LLC	12	129	160	289	\$308.4	\$6.2
2022	Catalent Pharma Solutions, LLC	8	201	283	484	\$378.1	\$8.3
2022	Champion Home Builders, Inc.	12	182	157	339	\$293.8	\$6.4
2022	COSMOIND USA, Inc.	12	168	209	377	\$402.7	\$10.0
2022	Dymax Corporation	12	227	411	638	\$933.1	\$24.0
2022	Eli Lilly and Company II	12	589	2,207	2,796	\$5,730.7	\$171.6
2022	Forza X1, Inc.	12	170	193	363	\$479.2	\$12.3
2022	Hans Kissle Company, LLC	12	219	378	597	\$599.3	\$12.9
2022	Live Oak Banking Company	12	204	335	539	\$1,130.6	\$34.4
2022	Macy's Corporate Services, LLC	12	230	148	378	\$545.2	\$5.4
2022	Max Solutions USA, LLC	12	150	252	402	\$400.3	\$5.6
2022	Merchants Distributors, LLC III	12	125	144	269	\$323.5	\$8.4
2022	Nucor Corporation	12	180	781	961	\$1,213.7	\$29.0
2022	NVR, Inc.	12	261	315	576	\$516.8	\$5.9

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)
2022	Service Offsite Solutions, LLC	12	235	234	469	\$452.2	\$8.2
2022	SO-PAK-CO, Inc.	12	440	828	1,268	\$1,509.4	\$37.4
2022	Sunlight Batteries USA Inc.	12	133	161	294	\$390.8	\$9.7
2022	Technimark LLC	12	220	221	441	\$398.5	\$7.7
2022	The Sherwin-Williams Company	12	183	363	546	\$1,119.4	\$32.4
2022	VinFast Manufacturing US, LLC	39	7,500	16,185	23,685	\$71,590.5	\$595.8
2022	Wolfspeed, Inc. III	20	1,802	4,673	6,475	\$17,471.1	\$312.2
<b>2022</b>	<b>Total (Grant Term is average)</b>	<b>13</b>	<b>16,530</b>	<b>34,361</b>	<b>50,891</b>	<b>\$143,469.5</b>	<b>\$2,590.5</b>
2023	alpitronic Americas LLC	12	300	371	671	\$832.4	\$19.6
2023	Atom Power, Inc.	12	205	294	499	\$818.0	\$21.1
2023	Auction Direct USA Raleigh, LLC	12	173	77	250	\$393.7	\$8.6
2023	CommScope Inc. of North Carolina	12	250	434	684	\$834.2	\$20.6
2023	Epsilon Advanced Materials Inc.	12	500	555	1,055	\$1,353.7	\$22.1
2023	Forge Battery, Inc.	12	204	219	423	\$655.2	\$14.8
2023	Honda Aircraft Company, LLC II	12	280	302	582	\$2,371.8	\$85.9
2023	Kempower Inc.	12	306	353	659	\$726.3	\$11.2
2023	Marshall USA LLC	12	243	446	689	\$1,905.3	\$63.8
2023	NEWCO	12	352	378	730	\$691.7	\$13.7
2023	ProKidney, LLC	12	330	436	766	\$1,704.7	\$50.2
2023	Robert Bosch Tool Corporation	12	404	395	799	\$1,010.2	\$24.1
2023	Siemens Mobility, Inc.	12	506	752	1,258	\$1,641.3	\$30.3
2023	TTX Company	12	150	203	353	\$855.1	\$25.5
<b>2023</b>	<b>Total (Grant Term is average)</b>	<b>12</b>	<b>4,203</b>	<b>5,214</b>	<b>9,417</b>	<b>\$15,793.3</b>	<b>\$411.6</b>
2024	American Titanium Metal, LLC	12	304	291	595	\$1,463.6	\$31.7
2024	Amgen Inc.	12	370	650	1,020	\$3,597.2	\$107.0
2024	Amrep Manufacturing Company, LLC	12	170	212	382	\$335.3	\$4.6

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)
2024	Boviet Solar Technology (North Carolina) LLC	12	501	443	944	\$1,102.8	\$20.7
2024	Crystal Windows North Carolina, Ltd.	12	195	189	384	\$523.0	\$13.9
2024	DEHN, INC.	12	95	166	261	\$416.9	\$12.4
2024	Duotech Services LLC	12	680	899	1,579	\$4,761.1	\$149.3
2024	Fujifilm Diosynth Biotechnologies North	12	545	695	1,240	\$1,156.6	\$24.9
2024	GREEN NEW ENERGY MATERIALS, INC.	12	275	381	656	\$1,001.6	\$29.4
2024	IDEXX Operations, Inc.	12	157	183	340	\$463.3	\$9.4
2024	Innovative Construction Group, LLC	12	203	274	477	\$724.8	\$15.7
2024	IONNA LLC	12	420	704	1,124	\$2,327.7	\$69.9
2024	Janssen Biotech, Inc.	12	200	171	371	\$690.8	\$17.7
2024	Jewelers Mutual Insurance Company, SI	12	102	265	367	\$1,053.0	\$36.7
2024	Kyowa Kirin North America Manufacturing,	12	908	2,616	3,524	\$2,978.8	\$39.9
2024	Nipro Medical Corporation (NMC)	12	232	257	489	\$797.6	\$20.7
2024	RB Health Manufacturing (US) LLC	12	289	723	1,012	\$1,979.1	\$64.3
2024	Ross Dress For Less, Inc.	12	852	554	1,406	\$1,422.3	\$19.7
2024	RXO Corporate Solutions, LLC	12	216	148	364	\$498.0	\$11.9
2024	SCHOTT Pharma USA, Inc.	12	401	445	846	\$1,330.0	\$38.3
2024	Siemens Energy, Inc.	12	559	578	1,137	\$1,632.2	\$36.8
2024	TBD - Company to be formed (Project Buffer)	12	333	424	757	\$987.8	\$17.6
2024	TBD – entity to be formed (Project Neptune)	12	1,062	1,139	2,201	\$3,409.6	\$46.4
2024	To be applied for (Project Rue)	12	250	186	436	\$435.9	\$6.1
2024	Veetee Foods Inc.	12	200	335	535	\$586.3	\$11.9
2024	Weatherby Locums, Inc.	12	155	106	261	\$433.6	\$10.4
<b>2024</b>	<b>Total (Grant Term is average)</b>	<b>12</b>	<b>9,674</b>	<b>13,034</b>	<b>22,708</b>	<b>\$36,108.7</b>	<b>\$867.6</b>
2025	Aspida Financial Services, LLC	12	1,000	1,524	2,524	\$5,584.1	\$161.2
2025	AssetMark Financial Holdings, Inc.	12	252	314	566	\$1,230.2	\$39.5

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)
2025	BorgWarner Industrial Solutions LLC	12	193	282	475	\$583.1	\$10.3
2025	BuildOps, Inc.	12	291	288	579	\$701.7	\$13.0
2025	Citigroup Technology, Inc.	10	510	1,001	1,511	\$2,731.2	\$82.0
2025	Daimler Truck Financial Services USA LLC	12	276	384	660	\$1,089.5	\$24.9
2025	Eco King Solutions, LLC	12	300	430	730	\$743.4	\$16.2
2025	Environmental Air Systems, LLC	12	300	400	700	\$732.9	\$10.9
2025	Fit Precast, LLC	12	125	206	331	\$530.4	\$14.0
2025	Genentech, Inc.	12	420	782	1,202	\$3,076.5	\$90.2
2025	Jabil Inc.	12	1,181	1,500	2,681	\$3,202.5	\$72.5
2025	JetZero, Inc.	39	14,564	14,768	29,332	\$259,486.5	\$8,666.4
2025	Maersk Agency U.S.A., Inc.	12	520	661	1,181	\$1,556.2	\$25.6
2025	Novartis Gene Therapies, Inc III	12	380	886	1,266	\$3,100.0	\$89.2
2025	Pacific Life Insurance Company	12	301	459	760	\$2,183.8	\$71.0
2025	Prolec-GE Waukesha, Inc.	12	330	363	693	\$1,055.1	\$22.7
2025	RTX Corporation II	12	180	250	430	\$975.7	\$27.3
2025	Ralliant Corporation	12	325	296	621	\$2,116.2	\$68.6
2025	Scout Motors Inc.	12	1,200	1,525	2,725	\$4,834.7	\$75.3
2025	SoFi Bank National Association (N.A.)	12	225	373	598	\$928.1	\$25.8
2025	TBD	12	216	309	525	\$719.5	\$16.3
2025	TMG & Haartz Solutions LLC	12	125	178	303	\$352.6	\$8.4
2025	Vulcan Elements Inc.	12	1,000	889	1,889	\$2,620.5	\$41.0
2025	Walmart Fulfillment Services, LLC	12	300	153	453	\$790.9	\$20.4
<b>2025</b>	<b>Total (Grant Term is average)</b>	<b>13</b>	<b>24,514</b>	<b>28,222</b>	<b>52,736</b>	<b>\$300,925.5</b>	<b>\$9,692.7</b>

\* 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.

**Attachment C. Certified JDIG Grantee Report Findings for Payments Made in CY 2025 (All Grantees)**

*Note: 2024 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 2022 – CY 2024 performance in 2025 due to the types of delays noted above as well as delayed appropriations to use for making grant payments. They are included here.*

Term Year	Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Account	Eligible Withholdings
2022	Cognizant Technology Solutions	350	1,486	\$118,384		\$377,132	\$125,710	\$1,923,747
2022	Mako Medical Laboratories LLC	188	282	\$51,335		\$263,008	\$0	\$350,677
2022	LendingTree, LLC I	198	296	\$157,725	\$41,359,984	\$0	\$0	\$1,420,234
2023	General Electric Company,	277	1,614	\$132,011	\$196,766,277	\$349,500	\$116,500	\$1,557,905
2023	Enviva Management Company,	156	178	\$74,739	\$325,528,879	\$139,400	\$24,600	\$485,928
2023	AvidXchange, Inc. I	690	418	\$137,143	\$29,252,612	\$702,000	\$234,000	\$4,451,287
2023	Advance Stores Company,	643	11	\$157,763		\$1,527,000	\$509,000	\$5,032,719
2023	Cognizant Technology Solutions	499	1,502	\$98,317		\$462,855	\$154,285	\$1,935,524
2023	Linamar Forgings Carolina Inc.	133	153	\$60,072	\$36,133,946	\$98,000		\$288,343
2023	Royal Appliance Mfg. Co.	204	98	\$136,983		\$312,750	\$104,250	\$1,269,994
2023	Linamar Light Metals-MR, LLC	427	794	\$65,423	\$176,174,422	\$432,000	\$144,000	\$1,104,377
2023	Corning Optical	198	585	\$270,991	\$38,296,784	\$235,500	\$78,500	\$2,381,468
2023	Corning Optical	249	1,243	\$92,281	\$96,290,656	\$181,500	\$60,500	\$1,185,588
2023	LendingTree, LLC I	29	296	\$200,658	\$41,534,808	\$0	\$0	\$438,544
2023	Corning Incorporated (Fiber)	233	1,776	\$87,896	\$161,495,019	\$177,000	\$59,000	\$819,815
2023	Egger Wood Products LLC	420	20	\$63,201	\$415,398,850	\$468,000	\$52,000	\$1,006,833
2023	Ernst & Young U.S. LLP	486	1,486	\$137,298	\$8,739,513	\$300,750	\$100,250	\$2,526,543
2023	Corning Incorporated	0	597	\$0	\$179,644,799	\$0	\$0	\$226,014
2023	Publix Super Markets, Inc.	1,072	0	\$50,562	\$440,244,615	\$667,800	\$74,200	\$1,940,013
2023	Novartis Gene Therapies, Inc. I	99	0	\$149,120	\$56,791,728	\$0	\$0	\$620,632
2023	Booz Allen Hamilton Inc.	214	462	\$125,985		\$279,900	\$31,100	\$1,126,358

Term Year	Company Name	Total Certified Jobs	Total Certified Jobs Retained	Reported Average Wage	Reported Investment	Annual Disbursement to Company	Annual Disbursement to Utility Account	Eligible Withholdings
2023	Jetstream Aviation, LLC	365	80	\$77,665		\$212,000	\$0	\$1,182,702
2023	Red Hat, Inc. II	436	1,168	\$292,355	\$14,166,214	\$827,250	\$275,750	\$6,659,902
2023	MetLife Group, Inc.	2,244	143	\$128,285	\$141,134,114	\$5,778,595	\$1,926,198	\$11,250,702
2023	JELD-WEN, Inc. (MFG)	143	212	\$51,943		\$74,049	\$24,683	\$197,464
2023	Roseburg Forest Products Co.	99	4	\$70,675	\$14,516,609	\$81,361	\$0	\$172,703
2023	White River Marine Group, LLC	237	0	\$50,351		\$274,450	\$30,494	\$625,317
2023	Reco NC LLC	65	0	\$43,605	\$30,234,154	\$48,000	\$0	\$97,273
2023	Corning Optical	0	1,492	\$0	\$63,049,813	\$0	\$0	\$164,205
2023	Masterbrand Cabinets LLC (fka	0	1,171	\$0		\$0	\$0	\$0
2023	Hans Kissle Company, LLC	13	0	\$93,342	\$0	\$0	\$0	\$19,799
2023	Science 37, Inc.	0	52	\$0		\$0	\$0	\$0
2023	Design Foundry LLC	265	4	\$56,476		\$137,700	\$15,300	\$526,282
2023	Honeywell International Inc.	1,050	0	\$315,328	\$277,565,368	\$3,437,250	\$1,145,750	\$12,885,339
2023	Cascades Holding US Inc.	67	226	\$85,717	\$77,454,913	\$78,000	\$0	\$207,099
2023	Novartis Gene Therapies, Inc. II	0	99	\$0	\$105,588,466	\$0	\$0	\$0
2023	Cavco Industries, Inc. (fka JB	104	217	\$48,485	\$10,310,328	\$125,677	\$0	\$157,097
2023	PAREXEL International, LLC	312	629	\$161,760		\$376,500	\$125,500	\$2,134,152
2023	Pella Corporation	109	0	\$56,576	\$26,942,923	\$103,000	\$0	\$245,180
2023	ABB Inc. II	458	1,244	\$71,537	\$46,643,024	\$340,668	\$113,556	\$1,135,559
2023	Merck Sharp & Dohme LLC (fka	343	1,422	\$135,418	\$867,114,812	\$396,000	\$132,000	\$1,902,535
2023	Ontic Engineering and	173	65	\$79,922		\$128,700	\$14,300	\$455,478
2023	Bharat Forge Aluminum USA,	166	2	\$60,861	\$111,077,792	\$143,100	\$15,900	\$385,855
2023	Carvana, LLC	288	88	\$50,034	\$53,582,511	\$91,430	\$30,477	\$563,369
2023	PCB Piezotronics of North	67	453	\$41,531		\$50,707	\$0	\$98,052
2023	Well Dot, Inc.	74	25	\$63,062	\$0	\$0	\$0	\$127,676
2023	RTX Corporation I (fka Raytheon	387	0	\$70,560		\$518,254	\$172,751	\$921,339

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
2023	Eli Lilly and Company I	545	10	\$115,703	\$788,742,937	\$189,000	\$63,000	\$2,038,609
2023	Ontex Operations USA, LLC	65	51	\$72,556	\$0	\$0	\$0	\$205,345
2023	Retirement Clearinghouse, LLC	59	61	\$66,609		\$0	\$0	\$118,561
2023	United Parcel Service, Inc. (OH)	80	11,194	\$107,085		\$0	\$0	\$263,031
2023	Prepac Manufacturing US LLC	136	0	\$46,178	\$18,814,136	\$122,106	\$13,567	\$236,256
2023	Merchants Distributors, LLC II	68	1,656	\$88,118	\$108,109,382	\$80,000	\$0	\$233,547
2023	Chick-fil-A Supply, LLC	163	0	\$78,720	\$54,899,701	\$114,300	\$12,700	\$404,795
2023	Nestle Purina PetCare Company	264	26	\$72,422	\$44,162,707	\$182,180	\$0	\$564,015
2023	Max Solutions USA, LLC	33	1	\$73,382	\$53,249,825	\$0	\$0	\$51,314
2023	Merchants Distributors, LLC III	94	1,630	\$79,439	\$16,819,386	\$54,344	\$0	\$267,357
2023	Live Oak Banking Company	26	721	\$148,415	\$23,771,854	\$0	\$0	\$150,285
2023	ABEC Inc.	0	1	\$0		\$0	\$0	\$0
2023	NVR, Inc.	60	532	\$62,232		\$18,003	\$0	\$61,866
2024	Sturm, Ruger & Company, Inc.	452	149	\$66,626	\$28,623,693	\$869,240	\$0	\$1,202,031
2024	Marshall USA LLC	5	0	\$105,264		\$0	\$0	\$3,748
2024	Cisco Systems, Inc.	549	6,075	\$220,577		\$1,164,000	\$388,000	\$7,110,804
2024	Linamar Forgings Carolina Inc.	119	145	\$69,397	\$36,133,946	\$98,000	\$0	\$313,434
2024	Corning Optical	198	568	\$271,968	\$38,296,784	\$235,500	\$78,500	\$2,138,734
2024	Corning Optical	453	1,387	\$82,185	\$96,290,656	\$181,500	\$60,500	\$1,271,046
2024	Corning Incorporated (Fiber)	233	1,700	\$86,405	\$161,495,019	\$177,000	\$59,000	\$771,621
2024	Egger Wood Products LLC	420	0	\$65,483	\$415,398,850	\$468,000	\$52,000	\$986,583
2024	Fresenius Kabi USA, LLC	439	162	\$81,311	\$331,354,400	\$708,300	\$78,700	\$1,125,290
2024	Ernst & Young U.S. LLP	469	1,484	\$144,887	\$8,739,513	\$300,750	\$100,250	\$2,339,933
2024	Corning Incorporated	0	625	\$0	\$179,644,799	\$0	\$0	\$0
2024	Publix Super Markets, Inc.	1,067	0	\$52,424	\$440,244,615	\$762,300	\$84,700	\$1,994,029
2024	Sheetz Distribution Services,	255	151	\$65,195	\$29,890,213	\$166,600	\$29,400	\$582,837

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
2024	MetLife Group, Inc.	2,282	196	\$132,898	\$141,134,114	\$5,789,847	\$1,929,949	\$11,186,661
2024	Steffes Solutions, LLC	112	0	\$59,667	\$31,001,340	\$116,000	\$0	\$257,434
2024	White River Marine Group, LLC	227	0	\$55,365	\$37,821,333	\$0	\$0	\$418,310
2024	Corning Optical	0	1,840	\$0		\$0	\$0	\$20,860
2024	Structural 0201, LLC (fka	29	0	\$47,346	\$24,823,584	\$0	\$0	\$26,339
2024	Design Foundry LLC	233	4	\$60,297		\$125,972	\$13,997	\$466,562
2024	Cascades Holding US Inc.	67	267	\$82,003	\$77,454,913	\$78,000	\$0	\$206,375
2024	Well Dot, Inc.	93	25	\$69,753		\$0	\$0	\$210,731
2024	Credit Karma, LLC	254	326	\$319,312	\$60,350,126	\$0	\$0	\$3,376,977
2024	Chick-fil-A Supply, LLC	166	0	\$77,126	\$54,899,701	\$121,500	\$13,500	\$439,278
2024	Farmina Pet Food USA, LLC	19	0	\$84,625		\$0	\$0	\$42,180
2024	Atlantic Building Components &	60	87	\$50,543		\$42,575	\$0	\$94,238
2024	Gildan Yarns, LLC II	504	810	\$47,036	\$279,241,799	\$291,550	\$51,450	\$703,975
	<b>Total</b>	<b>24,528</b>	<b>53,977</b>	<b>\$116,627</b>	<b>\$7,664,443,259</b>	<b>\$32,653,353</b>	<b>\$8,919,767</b>	<b>\$116,092,613</b>

*Note: Some companies showing zero dollars of investment may not have been required to submit investment totals at the time of this report. Investment is only required to be reported to the Department of Commerce once 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, 2025)**

<b>Company Name</b>	<b>Status</b>	<b>Date Withdrawn/Terminated</b>
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

Company Name	Status	Date Withdrawn/Terminated
PRC Industries, Inc.	Terminated	05/13/2010
ZF Lemforder Corporation	Terminated	06/10/2010
Lotus Engineering Inc.	Terminated	06/14/2010
Citicorp Credit Services, Inc.	Terminated	08/12/2010
Novo Nordisk Pharmaceutical Industries, Inc. I	Terminated	08/12/2010
Goodrich Corporation	Terminated	10/14/2010
Indian Motorcycle Company	Terminated	10/14/2010
Maverick Boat Company, Inc.	Terminated	11/10/2010
RF Micro Devices, Inc.	Terminated	12/09/2010
Carolina Classifieds.Com LLC	Terminated	01/13/2011
DRS Technical Services, Inc.	Terminated	03/10/2011
INC Research, Inc.	Terminated	03/10/2011
Sysco Food Services of Raleigh, LLC	Terminated	03/10/2011
Tessera NA Inc	Terminated	03/10/2011
LS Tractor USA, LLC	Terminated	03/23/2011
Unilin Flooring NC, LLC	Terminated	06/09/2011
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

Company Name	Status	Date Withdrawn/Terminated
Stiefel Research Institute, Inc.	Terminated	02/14/2013
Seterus, Inc.n (fka IBM LBPS)	Terminated	03/12/2013
Siemens Medical Solutions USA, Inc.	Terminated	03/26/2013
Compass Group USA, Inc.	Terminated	04/09/2013
Avaya, Inc.	Terminated	10/08/2013
Turbomeca Manufacturing, Inc.	Terminated	10/08/2013
Electrolux Home Products, Inc. II	Terminated	12/02/2013
AAR Manufacturing, Inc.	Terminated	12/10/2013
TransTech Pharma, Inc.	Terminated	12/10/2013
Mitsubishi Nuclear Energy Systems, Inc.	Terminated	03/11/2014
Stone & Webster Services, LLC	Terminated	03/11/2014
Sypris Technologies, Inc.	Terminated	03/11/2014
Brunswick Corporation (Hatteras Yachts Division)	Terminated	04/08/2014
Magna Composites LLC	Terminated	05/27/2014
Allscripts Healthcare, LLC	Terminated	12/09/2014
Superior Essex Energy LLC	Terminated	12/19/2014
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

Company Name	Status	Date Withdrawn/Terminated
Chiquita Brands International, Inc.	Terminated	01/12/2016
Electrolux Home Products, Inc. III	Terminated	02/09/2016
ASCO Power Technologies, L.P.	Terminated	03/08/2016
Celgard, LLC II	Terminated	03/08/2016
Syngenta Crop Protection, LLC	Terminated	03/08/2016
Castle Branch, Inc.	Terminated	03/22/2016
Capgemini America, Inc.	Terminated	04/12/2016
PayPal, Inc.	Withdrawn	05/17/2016
Dollar Express Stores LLC	Withdrawn	05/24/2016
Eaton Corporation	Terminated	05/24/2016
Valley Fine Foods Company, Inc.	Terminated	06/28/2016
Caterpillar Inc. (Bee)	Terminated	11/22/2016
Deere-Hitachi Construction Machinery Corporation	Terminated	12/20/2016
LORD Corporation	Terminated	03/14/2017
NetApp, Inc. III	Terminated	04/18/2017
Patheon Manufacturing Services LLC	Terminated	04/18/2017
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

Company Name	Status	Date Withdrawn/Terminated
Linamar North Carolina, Inc. I	Terminated	03/13/2018
Linamar North Carolina, Inc. II	Terminated	03/13/2018
TIMCO Aerosystems, LLC	Terminated	03/13/2018
XPO Logistics, Inc. II	Terminated	03/27/2018
Albemarle Corporation II	Withdrawn	08/01/2018
Peds Legwear (USA) Inc.	Terminated	09/25/2018
BSH Home Appliances Corporation II	Terminated	10/09/2018
ABC Phones of North Carolina, Inc. (D/B/A A Wireless)	Terminated	10/23/2018
Inmar, Inc.	Terminated	01/08/2019
Innovative Emergency Management, Inc.	Terminated	01/08/2019
Ralph Lauren Corporation II	Terminated	01/08/2019
Frontier Communications of the Carolinas LLC	Terminated	02/26/2019
Siemens Energy, Inc. II (Cardinal)	Terminated	04/23/2019
Owens Corning Composite Materials, LLC	Terminated	06/11/2019
RBUS, Inc. I	Terminated	07/23/2019
RBUS, Inc. II	Terminated	07/23/2019
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

Company Name	Status	Date Withdrawn/Terminated
CSX Intermodal Terminals, Inc.	Terminated	10/13/2020
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
Arch Capital Services LLC (fka Inc.)	Terminated	01/11/2022
PrescientCo Inc.	Terminated	01/11/2022
Markit North America, Inc. II (fka Ipreo US LLC II)	Terminated	02/08/2022
Nuvotronics, Inc.	Withdrawn	03/01/2022
Albaad USA, Inc. II	Terminated	03/22/2022
DB Global Technology, Inc. II	Terminated	03/22/2022
Fibertex Personal Care Corporation	Terminated	03/22/2022
Microsoft Corporation I (Enterprise)	Terminated	03/22/2022
Microsoft Corporation II (Kirk)	Terminated	03/22/2022
Sonic Automotive, Inc.	Terminated	03/22/2022
Aurobindo Pharma U.S.A., Inc.	Terminated	04/26/2022
Triangle Tyre (USA) Technologies LLC	Terminated	05/13/2022
Advance Stores Company, Incorporated II	Terminated	07/12/2022
The Crump Group USA, Inc.	Withdrawn	09/12/2022
Robinhood Markets, Inc.	Terminated	09/27/2022
Centene Management Company LLC	Terminated	10/25/2022
Conduent Business Services, LLC	Terminated	11/22/2022
S. & D. Coffee, Inc.	Terminated	11/22/2022
Collectis Biologics, Inc.	Terminated	12/13/2022
HCL America Inc. II	Terminated	12/13/2022

Company Name	Status	Date Withdrawn/Terminated
Avadim Health, Inc. (fka Avadim Technologies Inc.)	Terminated	01/10/2023
Intercontinental Capital Group, Inc.	Terminated	01/10/2023
RiceWrap Foods Corporation	Terminated	01/10/2023
Trilliant Networks Inc.	Terminated	01/10/2023
Taysha Gene Therapies, Inc.	Terminated	01/24/2023
Shurtape Technologies, LLC	Terminated	02/14/2023
Dhollandia US, LLC (fka Dhollandia MFG LLC)	Terminated	03/14/2023
Laboratory Corporation of America Holdings	Terminated	03/14/2023
Xerox Corporation	Terminated	03/14/2023
Policygenius Inc.	Terminated	03/28/2023
COSMOIND USA, Inc.	Withdrawn	06/06/2023
Allstate Insurance Company	Terminated	07/25/2023
EPOC Solutions Ltd.	Withdrawn	08/28/2023
Citrix Systems, Inc. II	Terminated	11/14/2023
Continental Automotive Systems, Inc. (Burke)	Terminated	11/14/2023
Clayton Supply, Inc.	Withdrawn	12/04/2023
Robert Bosch Tool Corporation	Withdrawn	01/08/2024
Everest Textile USA, LLC	Terminated	01/09/2024
North American Aerospace Industries Corporation	Terminated	01/09/2024
Private National Mortgage Acceptance Company, LLC	Terminated	01/09/2024
Vantaca, LLC	Terminated	01/09/2024
Bandwidth Inc.	Terminated	01/23/2024
ITM USA, Inc. (fka ITM Medical Isotopes, Inc.)	Terminated	01/23/2024
Credit Suisse Securities (USA) LLC (III)	Terminated	02/13/2024
Clorox Services Company	Terminated	02/27/2024
Service Offsite Solutions, LLC	Terminated	02/27/2024
Syneos Health, LLC II (aka Syneos Health NC, LLC)	Terminated	02/27/2024
BioAgilytix Labs, LLC	Terminated	03/26/2024
Cognizant Technology Solutions U.S. Corporation II	Terminated	03/26/2024

Company Name	Status	Date Withdrawn/Terminated
Gildan Yarns, LLC I	Terminated	03/26/2024
LendingTree, LLC II	Terminated	05/28/2024
Infosys Limited (d/b/a Infosys Limited of India)	Terminated	12/17/2024
Masterbrand Cabinets LLC (fka MasterBrand Cabinets, Inc.)	Terminated	1/14/2025
Science 37, Inc.	Terminated	1/14/2025
AIG PC Global Services, Inc.	Terminated	1/28/2025
BestCo LLC	Terminated	2/11/2025
Smart Wires Inc.	Terminated	2/11/2025
Sunlight Batteries USA Inc.	Terminated	2/11/2025
Equitable Financial Life Insurance Company	Terminated	2/11/2025
GoldenHome International Inc.	Terminated	2/25/2025
Utz Quality Foods, LLC	Terminated	2/25/2025
Cloud Software Group, Inc. (fka Citrix Systems, Inc. I)	Terminated	2/25/2025
SO-PAK-CO, Inc.	Terminated	2/25/2025
PCB Piezotronics of North Carolina, Inc. II	Terminated	3/11/2025
Retirement Clearinghouse, LLC	Terminated	3/11/2025
Greenworks North America, LLC (fka Sunrise Global Marketing,	Terminated	4/8/2025
Premier Research International LLC	Terminated	4/8/2025
Novartis Gene Therapies, Inc. II (fka AveXis, Inc. II)	Terminated	4/8/2025
Invitae Corporation	Terminated	4/22/2025
Pfizer (North Carolina) LLC (fka Abzena (North Carolina) LLC)	Terminated	5/14/2025
Q Squared Solutions LLC I	Terminated	7/8/2025
Q Squared Solutions LLC II	Terminated	7/8/2025
Corning Incorporated (Excalibur)	Terminated	11/25/2025
Marshall USA LLC	Terminated	11/25/2025