Job Development Investment Grant

2014 Annual Report

Submitted on behalf of the Economic Investment Committee
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I. Introduction

This report describes CY 2013 performance by existing grantees and CY 2014 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 2014; 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, 2016 (G.S.§143B-437.62). It is a performance-based economic development incentive program that provides annual grant disbursements for a period of up to 12 years, to new and expanding businesses based on a percentage of withholding taxes paid by new employees during each calendar year of a grant. This percentage ranges from 10% to 75%. Grants are made to qualifying companies by the North Carolina Economic Investment Committee (the “EIC”), subject to caps set by the General Assembly on future grant year liability. The EIC consists of five members: the Secretary of Commerce, the Secretary of Revenue, the State Budget Director, and one appointee by each house of the legislature.

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

be provided from the General Fund, known at the time of application, in its calculation of net state fiscal cost.

The statutory cap on the number of awards the EIC can make was eliminated in July 2012 (prior to that the number was capped at 25); however, the total future annual liability for all grants awarded in any single calendar year has been capped at $15 million per year. For the Fiscal Year biennium from July 2013 through June 2015, however, the cap on maximum state liability for new awards was adjusted to $22.5 million, and from July 2015 until the program’s scheduled sunset date at the end of 2015 the liability cap is $7.5 million. In most years, the cap has not been reached. Also, regardless of the stated liabilities under grants awarded, many companies’ performance does not result in eligibility for the full annual amount possible under their respective agreements. The maximum payments for grants awarded during CY 2003-2014 will be less than the maximum theoretically possible. For example, for performance in CY 2013, payments were made for 64% of total liability to active grantees (not counting terminated or withdrawn grantees). Each grant agreement specifies the maximum amount for which a company is eligible in each of its grant years. The state’s maximum annual liability for grants made in 2014 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 15% of the value of every grant payment earned by companies for projects located in Tier 2 counties. Funds in the Utility Account are made available for infrastructure projects in North Carolina’s more distressed counties.

Program Process: From Application to Award

All companies considered for a JDIG must first meet the minimum eligibility requirements described in G.S. 143B-437.53. Project Managers at the Economic Development Partnership of North Carolina (“EDPNC”) work with an eligible business that is a good candidate for a JDIG award and recommend the project to Department of Commerce (“Commerce”) senior staff for consideration. In the fall of 2013, the EIC adopted a pricing model that sets the preliminary JDIG offer based on a prospective grantee’s location, job count, average salary, investment, and industry. If a potential project’s parameters fall outside of the guidelines specified by the pricing model, the project may not move forward without specific approval by the EIC to deviate from the pricing model. Projects whose parameters fall within the model’s guidelines do not require preliminary EIC approval before beginning the application process. EDPNC Project Managers help the company identify what North Carolina can offer companies in comparison to other states the company is considering for the project. Commerce Finance staff informs the company of program requirements and begins the data collection process. The company then submits a draft application for review by Commerce staff, who works with the company to complete an accurate final application. During the application process, the company is required to submit the following:

Note that this calculation considers both payments to companies and to the Utility Account. Additionally, several companies who participated in the program in 2013 and filed reports have not yet been paid and/or have not yet received the required certifications of their annual performance reports; neither liability based on their grants nor possible payments to them are included in this calculation.
• 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 of $10,000 (application fees were raised from $5,000 in 2013)

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

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

3 The fee was changed from $1,500 in 2013.
III. JDIG Applicants and Grantees for CY 2013

During CY 2014, the EIC awarded 16 grants. No grants were awarded to projects that did not locate in North Carolina. Table 1 lists the county and tier in which 2014 grantee projects have located or plan to locate, the first grant year, the length of the grant term, the percent of withholdings that will be the basis for grant payments, the maximum possible grant amount payable to the company, the maximum possible grant amount payable to the Utility Account, and the total grant amount.

Tier

Of the CY 2014 grants, two were awarded to projects locating in a tier 1 county, four were awarded to projects locating in a tier 2 county, and nine grants went to companies locating in a tier 3 county. One project was spread across multiple tiers. In total, these companies could contribute a maximum amount of approximately $39 million to the Utility Account over the life of the grants. The funds in the Utility Account are to be used in tier 1 and 2 counties as more fully set forth below in the “Distribution of Grants” section on p 12.

Table 1. CY 2014 Grantee Terms and Award Amounts

<table>
<thead>
<tr>
<th>Company Name</th>
<th>First Year of Eligibility</th>
<th>County</th>
<th>Tier</th>
<th>Number of Grant Years</th>
<th>Withholding</th>
<th>Amount to Company</th>
<th>Amount to Utility Acct.</th>
<th>Total Award Liability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advance Stores Company, Incorporated</td>
<td>2015</td>
<td>Wake</td>
<td>3</td>
<td>2</td>
<td>75%</td>
<td>$39,081,650</td>
<td>$166,561,000</td>
<td>$231,642,650</td>
</tr>
<tr>
<td>Argox Therapeutics, Inc.</td>
<td>2015</td>
<td>Durham</td>
<td>3</td>
<td>2</td>
<td>56%</td>
<td>$4,835,750</td>
<td>$1,545,250</td>
<td>$6,181,000</td>
</tr>
<tr>
<td>AvidXchange, Inc.</td>
<td>2015</td>
<td>Mecklenburg</td>
<td>3</td>
<td>2</td>
<td>48%</td>
<td>$7,517,250</td>
<td>$2,505,750</td>
<td>$10,023,000</td>
</tr>
<tr>
<td>Cisco Systems, Inc.</td>
<td>2015</td>
<td>Wake</td>
<td>3</td>
<td>2</td>
<td>75%</td>
<td>$12,981,750</td>
<td>$4,327,250</td>
<td>$17,309,000</td>
</tr>
<tr>
<td>Cognizant Technology Solutions U.S. Corporation</td>
<td>2015</td>
<td>Mecklenburg</td>
<td>3</td>
<td>2</td>
<td>32%</td>
<td>$5,088,000</td>
<td>$1,696,000</td>
<td>$6,784,000</td>
</tr>
<tr>
<td>Enviya Management Company, LLC</td>
<td>2016</td>
<td>Sampson, Richmond</td>
<td>2</td>
<td>2</td>
<td>59%</td>
<td>$3,004,750</td>
<td>$285,750</td>
<td>$3,289,500</td>
</tr>
<tr>
<td>GKN Driveline Newton, LLC</td>
<td>2014</td>
<td>Catawba</td>
<td>2</td>
<td>2</td>
<td>75%</td>
<td>$3,935,000</td>
<td>$530,250</td>
<td>$4,465,250</td>
</tr>
<tr>
<td>GKN Driveline North America, Inc. II</td>
<td>2015</td>
<td>Lee, Alamance</td>
<td>2</td>
<td>2</td>
<td>61%</td>
<td>$1,139,000</td>
<td>$201,000</td>
<td>$1,340,000</td>
</tr>
<tr>
<td>HCL America Inc. II</td>
<td>2015</td>
<td>Wake</td>
<td>3</td>
<td>2</td>
<td>75%</td>
<td>$19,608,000</td>
<td>$6,536,000</td>
<td>$26,144,000</td>
</tr>
<tr>
<td>Ideal Fastener Corporation</td>
<td>2015</td>
<td>Granville</td>
<td>2</td>
<td>2</td>
<td>62%</td>
<td>$1,316,650</td>
<td>$232,350</td>
<td>$1,549,000</td>
</tr>
<tr>
<td>Linamar Forgings, Inc.</td>
<td>2015</td>
<td>Wilson</td>
<td>1</td>
<td>2</td>
<td>46%</td>
<td>$993,000</td>
<td>-</td>
<td>$993,000</td>
</tr>
<tr>
<td>Patehon Manufacturing Services LLC</td>
<td>2015</td>
<td>Pitt</td>
<td>2</td>
<td>2</td>
<td>59%</td>
<td>$3,211,450</td>
<td>$1,115,550</td>
<td>$4,327,000</td>
</tr>
<tr>
<td>RBUS, Inc.</td>
<td>2014</td>
<td>Mecklenburg</td>
<td>3</td>
<td>2</td>
<td>31%</td>
<td>$3,243,750</td>
<td>$1,081,250</td>
<td>$4,325,000</td>
</tr>
<tr>
<td>Richelieu Hosiery USA Inc.</td>
<td>2015</td>
<td>Burke</td>
<td>1</td>
<td>2</td>
<td>75%</td>
<td>$2,951,250</td>
<td>$983,750</td>
<td>$3,935,000</td>
</tr>
<tr>
<td>Sealed Air Corporation</td>
<td>2015</td>
<td>Mecklenburg</td>
<td>3</td>
<td>2</td>
<td>55%</td>
<td>$36,717,000</td>
<td>$12,239,000</td>
<td>$48,956,000</td>
</tr>
<tr>
<td>Spectra Group Inc.</td>
<td>2015</td>
<td>Mecklenburg</td>
<td>3</td>
<td>2</td>
<td>32%</td>
<td>$2,951,250</td>
<td>$983,750</td>
<td>$3,935,000</td>
</tr>
</tbody>
</table>

Total: $127,479,350 $39,081,650 $166,561,000

4 It should be noted that EDPNC Project Managers interact with many more business prospects, but only those businesses that are likely to be good candidates for a grant award are encouraged to apply, as the $10,000 application fee is non-refundable. If not a good candidate, developers work with companies to find other assistance to support locating their project in the state. Note that one of the 2014 awardees applied at the end of 2013. Seventeen applications were received in 2014. Fifteen of these were awarded in 2014, one withdrew before consideration before the EIC, and one received a term sheet from the EIC but did not locate in North Carolina.
In CY 2014, 2 of the 16 JDIG grantees’ first grant year is 2014. Of the remaining grantees, 13 will seek their first payment for performance in calendar year 2015 and one grantee will seek their first payment in 2016. Maximum state liability for grants awarded in 2014 is approximately $167 million (over the entire grant period for all grants), consisting of $127 million for companies, and $39 million for the Utility Account.

**Performance Minimums**

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

CY 2014 grantees are expected to create 7,284 direct jobs and are required to retain 11,682 jobs over their grant terms. Grantees are also anticipated to invest approximately $723 million in land, buildings and fixtures, infrastructure, or machinery and equipment and other tangible personal property at the project site. Table 2 outlines the target number of jobs, jobs to be retained, target average annual wage, and investment for each 2014 grantee. 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.

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5 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 provides a cushion, such as a 10% reduction of these numbers, as the minimum performance requirement for a grantee to maintain compliance.

6 For companies that have a target investment less than $5,000,000, there is no investment requirement as part of a grant award.
Attachment B provides historical and CY 2014 direct job creation requirements (specifically, the number of jobs to be created when the project has completed its job ramp up period, known as the “base period”). Grantees that have withdrawn or terminated from the program are not included in Attachment B. The minimum required job creation in order to avoid default is typically 90% of the target number of direct jobs, allowing flexibility for fluctuations and attrition, although sometimes the minimum is set at 95% or 100%, usually if projected job numbers or wages are relatively low. Typically, there is a lag between the time an award is made and the actual commencement of new project operations and hiring of permanent staff on which the grant is based. Many projects invest substantial time and money in construction, plant renovation, and equipment. As a result, many JDIG grantees do not create many positions in the year in which they are awarded a grant, and sometimes not for several years.

**Estimated Economic Impact**

The 7,284 new direct jobs associated with CY 2014 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 11,681 jobs, for a total estimated employment impact of 18,965 jobs. State Gross Domestic Product is expected to increase by more than $18.5 billion over the life of CY 2014 grants. The projects are expected to provide a net fiscal benefit to the

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**Table 2: CY 2014 Grantee Jobs, Wages and Investment**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Target Jobs</th>
<th>Jobs to be Retained</th>
<th>Target Average Annual Wage</th>
<th>Target Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advance Stores Company, Incorporated</td>
<td>600</td>
<td>-</td>
<td>$110,770</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Argos Therapeutics, Inc.</td>
<td>236</td>
<td>95</td>
<td>$79,080</td>
<td>$56,650,000</td>
</tr>
<tr>
<td>AvidXchange, Inc.</td>
<td>603</td>
<td>205</td>
<td>$61,651</td>
<td>$21,490,628</td>
</tr>
<tr>
<td>Cisco Systems, Inc.</td>
<td>550</td>
<td>4,747</td>
<td>$72,700</td>
<td>$1,632,400</td>
</tr>
<tr>
<td>Cognizant Technology Solutions U.S. Corporation</td>
<td>500</td>
<td>1,486</td>
<td>$79,559</td>
<td>$1,440,000</td>
</tr>
<tr>
<td>Enviva Management Company, LLC</td>
<td>160</td>
<td>178</td>
<td>$37,961</td>
<td>$214,200,000</td>
</tr>
<tr>
<td>GKN Driveline Newton, LLC</td>
<td>228</td>
<td>633</td>
<td>$39,986</td>
<td>$113,850,000</td>
</tr>
<tr>
<td>GKN Driveline North America, Inc. II</td>
<td>105</td>
<td>1,227</td>
<td>$39,048</td>
<td>$18,040,000</td>
</tr>
<tr>
<td>HCL America Inc. II</td>
<td>1,237</td>
<td>831</td>
<td>$51,653</td>
<td>$9,000,000</td>
</tr>
<tr>
<td>Ideal Fastener Corporation</td>
<td>155</td>
<td>226</td>
<td>$35,200</td>
<td>$5,779,000</td>
</tr>
<tr>
<td>Linamar Forgings, Inc.</td>
<td>125</td>
<td>145</td>
<td>$37,633</td>
<td>$40,000,000</td>
</tr>
<tr>
<td>Patheon Manufacturing Services LLC</td>
<td>488</td>
<td>1,645</td>
<td>$54,131</td>
<td>$159,000,000</td>
</tr>
<tr>
<td>RBUS, Inc.</td>
<td>580</td>
<td>198</td>
<td>$48,110</td>
<td>$2,080,000</td>
</tr>
<tr>
<td>Richelieu Hosiery USA Inc.</td>
<td>205</td>
<td>66</td>
<td>$37,912</td>
<td>$16,000,000</td>
</tr>
<tr>
<td>Sealed Air Corporation</td>
<td>1,262</td>
<td>-</td>
<td>$119,482</td>
<td>$58,570,000</td>
</tr>
<tr>
<td>Spectra Group Inc.</td>
<td>250</td>
<td>-</td>
<td>$84,996</td>
<td>$700,000</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>7,284</td>
<td>11,682</td>
<td>$61,867</td>
<td>$723,432,028</td>
</tr>
</tbody>
</table>
state of approximately $380 million during their grant terms. A complete listing of estimated economic impacts for all active and “closed” JDIG projects is presented in Attachment B.7

<table>
<thead>
<tr>
<th>JDIG Grantees</th>
<th>Total Grant Award Liability</th>
<th>Expected Jobs</th>
<th>Jobs Retained</th>
<th>Expected Indirect and Induced Jobs</th>
<th>Total Jobs</th>
<th>Estimated NC GDP Impact (millions)</th>
<th>Estimated Net State Revenue Impact (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total CY 2013</td>
<td>$224,714,000</td>
<td>8,072</td>
<td>7,491</td>
<td>$1,070,840,268</td>
<td>17,320</td>
<td>$13,592</td>
<td>$233</td>
</tr>
<tr>
<td>Total CY 2014</td>
<td>$166,561,000</td>
<td>7,284</td>
<td>11,682</td>
<td>$723,432,028</td>
<td>18,965</td>
<td>$18,565</td>
<td>$380</td>
</tr>
<tr>
<td>Percentage Change:</td>
<td>-26%</td>
<td>-10%</td>
<td>56%</td>
<td>-32%</td>
<td>26%</td>
<td>10%</td>
<td>37%</td>
</tr>
</tbody>
</table>

### IV. General Description of Calendar Year 2014 Grantees

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

The industrial sectors of the projects are examined by the EIC to ensure that a project fits with the strategic plans of the state and its region. CY 2014 projects include sectors such as headquarters, computer programming services, biotechnology, manufacturing, and hosiery mills, 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 2014, the target average annual wage of all employees is $73,441. The CY 2014 target average annual wage at full employment is above CY 2013 grantees’ target average annual wage of $71,782. Chart 1 compares the expected wage levels of CY 2014 grantees and CY 2013 grantees, along with the number of employees within certain wage ranges.

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7 “Closed” refers to grantees that have completed their JDIG terms. It does not include “terminated” or “withdrawn” grantees. There are three closed grants – a 2003 grant to General Electric Company, a 2004 grant to Cellco Partnership d/b/a Verizon Wireless, and a 2004 grant to TWC Administration LLC.
It is expected that 66% of CY 2014 project employees will earn over $50,000 dollars annually. Wage information does not include some elements of employee compensation, such as health insurance, stock options, and other benefits. For all grants made, the company is required to pay at least 50% of employee health insurance premiums, although many pay more.

JDIG is the state’s flagship program for both retention and expansion of existing North Carolina companies and recruitment of new companies to the state. For existing businesses, a JDIG award not only supports new job creation, but can help protect existing jobs. Table 4 summarizes the estimated job effects and economic effects of 2014 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 16 projects, 8 are “Expanding Operations,” 3 are “New Operations (Company New to NC),” and 5 are “New Operations (Company Existing in NC).” It should be noted that with respect to the Grantee Profiles in Section VI, certain companies with existing operations in North Carolina have requirements that they retain the number of positions that exist at the time of their JDIG applications before counting any new jobs as eligible for grant payments, while other companies with existing operations do not have this requirement. The JDIG statute

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

Table 4. Comparison of New Operations to Existing Operations, CY 2014

<table>
<thead>
<tr>
<th>2014 Grantees</th>
<th>Total Grant Award Liability</th>
<th>% of Total Grants</th>
<th>Expected Jobs</th>
<th>Expected Investment</th>
<th>% of Total Investment</th>
<th>Indirect and Induced Jobs</th>
<th>Total Jobs</th>
<th>% of Total Jobs</th>
<th>Estimated NC GDP Impact (millions)</th>
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<td>1,245</td>
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<td>44%</td>
<td>$ 6,758</td>
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V. JDIG Grantee Performance

This section examines actual results of active JDIG grantees since the program’s inception. As of the end of 2014, there were 74 companies participating in the program whose 2013 performance results have been certified. For analysis purposes, the companies are typically considered ‘reporting grantees’. This nomenclature describes the subset of companies that have been awarded a grant, created new jobs, and have reported activity for calendar year 2013 to Commerce that has been certified by the Department of Revenue, and are eligible for grant payments. Companies are required to provide the EIC with detailed annual reports during each calendar year in which they are eligible for grant payments. The reports document company compliance with performance requirements of their respective CEDAs. The companies must provide the EIC with information on the number of eligible jobs created, existing positions retained, wages paid for eligible positions, investment made, certification of employee health insurance, and fulfillment of environmental, tax, and OSHA requirements. Companies forgo a year’s grant payments for failure to achieve 80% compliance with the minimum requirements, based on a weighted average of performance factors, and may receive a pro-rated payment for compliance between 80% and less than 100%. If a company fails to achieve 100% of the

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9 Actual participants in 2013 may exceed 74, but the exact performance and payments numbers cannot be established until reported results have been certified. This section covers only those participants whose 2013 (and some 2012) results have been certified and whose eligibility for payment was certified in 2014.
minimum performance requirement for 3 years during its base period, the company is ineligible for a payment. At certain points of non-compliance, a company may lose its grant entirely.

Attachment C displays the JDIG annual grant performance results that were reported in CY 2014. Most of these reports are based on CY 2013 performance, but some results for CY 2012 performance are included since they were certified in 2014. Companies must report by March 1 of each year following the end of a calendar year during their grant terms, and at that point Commerce staff analyzes and reviews grantee reports for eligibility. In 2014, Commerce and the EIC reviewed, certified, and awarded 87 companies for CY 2012 and CY 2013 grantee performance. Attachment D displays annual disbursements made for grants awarded in CY 2003-2013.

**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. For projects in tier 3 counties, 25% of the total payment due goes to the Utility Account and for projects in tier 2 counties, 15% of the total payment goes to the Utility Account. The annual deposits to the Utility Account will increase significantly as more projects become eligible for disbursements. Figure 1 summarizes the distribution of JDIG grants awarded in CY 2003-2014 by county. Figure 2 summarizes the distribution of the amount of JDIG grants awarded in CY 2003-2014 by county.

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

11 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.

12 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 2003-2014

2003-2014 JDIG Grant Awards by County

Number of JDIG Awards
- 1 Award
- 2 Awards
- 3 - 9 Awards
- 10 or More Awards

Map created February 2015
Figure 2. Location of JDIG Awards by Amount of Grants, CY 2003-2014

2003-2014 JDIG Grant Awards by County

Total Grant Amount of All JDIG Awards

- Less than $2 Million
- $2 - $4 Million
- $4.1 - $6 Million
- $6.1 - $10 Million
- $10.1 - $60 Million
- $60 Million and Over

Map created February 2015
Environmental Impact

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

VI. Grantee Profiles for Calendar Year 2014

Advance Stores Company, Incorporated (“Advance Stores”)

Advance Stores is an automotive aftermarket parts provider, providing parts, accessories, batteries and maintenance items to both retail and commercial customers. In January 2014, Advance Auto completed its acquisition of the General Parts family of companies, which had its corporate headquarters in Raleigh, NC. The acquisition of General Parts created the largest automotive aftermarket parts provider in North America, with annual sales of over $9.2 billion.

This project resulted in the location of the CEO, President, CFO, and other key management positions in a Corporate Support Center in Raleigh. Advance Stores shifted many top managerial functions from Roanoke and Minneapolis to Raleigh.

Advance Stores evaluated moving all corporate positions to Roanoke, but opted to keep legacy facilities and establish a dual corporate office structure in both Roanoke and Raleigh.

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

Argos Therapeutics, Inc. (“Argos”)

Argos Therapeutics is a biopharmaceutical company focused on the development and commercialization of fully personalized immunotherapies for the treatment of cancer and infectious disease. The company’s Arcelis platform technology is unique in that it is a fully personalized, active immunotherapy technology that captures all antigens, including mutated and variant antigens that are specific to each patient’s disease. Unlike other immunotherapies, Arcelis does not require any “help” from the patient’s immune system because all of the cellular signals required to produce this immune response are contained within the therapy itself.
This project creates a 97,500 square foot commercial FDA compliant facility where automated manufacturing processes will occur. Argos is also developing additional Arcelis products for other cancers, HIV, and potentially other infectious diseases.

In addition to North Carolina, Argos evaluated three potential locations: Orlando (Florida), College Station (Texas) and Quebec (Canada).

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

**AvidXchange, Inc. (“AvidXchange”)**

AvidXchange is one of Charlotte's largest software companies, helping small to medium sized businesses in North Carolina and throughout the United States and Canada automate their entire accounts payable process, from invoice capture through payment execution.

This project involves adding infrastructure and office space to serve as the company’s worldwide corporate headquarters.

The other primary location under consideration was Fort Mill, Lancaster County, SC which offered AvidXchange $64.3 million in incentives.

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

**Cisco Systems, Inc. (“Cisco”)**

Founded in San Jose, California in 1984, Cisco does business in over 165 countries worldwide and employs more than 70,000 individuals. Cisco pioneered the development of Internet Protocol (IP)-based networking technologies and continues with the development of routing, switching, and other networking-based technologies.

Cisco has refined its global real estate and workforce strategy over the past few years. They take a more deliberate approach to hiring and investing in areas where they already have an established presence in order to leverage existing real estate investments.

This project will place jobs across multiple functional areas such as finance managers, business operations managers, and network solution services, over the next four years.

Cisco invited three pre-qualified jurisdictions to participate in a formal RFP to determine possible economic incentive offers. The three sites were Richardson, TX, Lawrenceville, GA, and Research Triangle Park, NC.

For information regarding the specific job creation, wages, investment and location of this project please refer to Tables 1 and 2.
Cognizant Technology Solutions U.S. Corporation (“Cognizant”)

Cognizant is a leading provider of information technology (IT), consulting and business process services. Its clients engage the company to assist in building more efficient operations, provide solutions to critical business and technology problems, and to help drive technology-based innovation and growth.

Cognizant is one of the largest STEM (Science, Technology, Engineering, and Mathematics) recruiters in the United States. Because of structural changes in business driven by regulation, consolidation, globalization and virtualization of businesses, and emerging social, mobile, analytics and cloud technologies, the company sees continued demand for its business.

This project expands the company’s presence in Charlotte with a larger delivery center, which will provide Cognizant with a base of operations in North Carolina that its recruiting team can leverage to attract top-tier talent and increase its workforce in the state. The positions offered by this project are for highly-skilled technology and business professionals and the wages significantly exceed local average wages across the state.

Cognizant evaluated locations in Tampa, Florida, College Station, Texas, and Virginia. Incentive packages were offered in all three areas.

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

Enviva Management Company, LLC (“Enviva”)

Enviva produces solid biomass fuels. Wood pellets are made from a mix of wood resources including forest industry residues (sawdust and chips), unprocessed residues (treetops, limbs, and branches), and sustainably harvested round wood such as commercial thinnings and otherwise unmerchantable pulpwood. Enviva wood pellets are a high density and low moisture content wood product.

This project creates two industrial wood pellet manufacturing facilities in North Carolina. The company evaluated South Carolina as a potential location. South Carolina offered a state and local incentive package of $27 million.

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

GKN Driveline Newton, LLC (“GKN Driveline”)

GKN supplies automotive driveline components and systems. The company is a leading global producer of constant-velocity joint (CVJ) Systems, AWD Systems, Trans Axle Solutions and eDrive Systems and operates in 22 countries at 56 locations with approximately 22,000 employees.
This project expands the existing Catawba county facility in Newton by expanding in Maiden, increasing the manufacturing floor space available for additional business volume. In addition to adding floor space for increased capacity, the project includes material flow improvements and the addition of manufacturing equipment for processes not previously performed in Newton.

The company evaluated several options, including moving all current operations overseas. The State of Ohio was also evaluated as the company has existing facilities there and Ohio has no personal property taxes.

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

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

GKN is a major manufacturer of automotive driveline components for the auto industry.

This project renews use of a shuttered GKN warehouse facility in Sanford that will function as the GKN Sanford Service Center. Some of the current manufacturing operations and raw materials at the GKN NC facility in Mebane (Alamance County) will be moved to the Sanford facility. However, no positions will be moved. Rather, the existing Mebane employees will be re-trained to handle additional manufacturing operations.

GKN evaluated sites in Virginia, Mexico, and Brazil as alternatives to North Carolina. The company has an excellent track record of getting incentive grants for expansions and technology initiatives in both Brazil and Mexico, having received over $6 million in incentives from both Brazil and Mexico in 2013.

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

**HCL America Inc. II (“HCLA”)**

HCLA was established in 1989 and is headquartered in Sunnyvale, California. With more than 3,000 people across 21 offices in 15 states, HCLA contributes a significant amount of the HCL family of companies' total worldwide consulting and IT services revenues.

This project creates a Global Delivery Center (GDC) for North America where computer professionals will be working. The GDC site in North Carolina is a brand new facility for the company and is in addition to the existing facility currently located in Cary. Staff at the new GDC location will perform research, design and development, maintenance and upgrade of software applications besides providing IT infrastructure management for global clients remotely.

The company evaluated several locations and received incentive offers from New York, Arizona, and Texas.

For information regarding the specific job creation, wages, investment and location of this project please refer to Tables 1 and 2.
**Ideal Fastener Corporation ("Ideal Fastener")**

Ideal Fastener Corporation, a privately-held company established in Delaware in 1979, is involved in every aspect of the styling, technology, and manufacturing of zippers including weaving, dyeing, injection molding, painting, and assembly. Ideal Fastener is a leading supplier to the world’s largest branded apparel and handbag manufacturers and retailers. The company has over 3,500 employees with six manufacturing facilities in four different countries as well as sales and support offices in over 18 countries.

This project creates a new manufacturing facility where Ideal Fastener will manufacture a new magnetic zipper technology for the apparel industry. The company has the exclusive manufacturing rights and patent rights related to this new technology. For the first time on a mass scale, magnets can be designed and manufactured as a part of the zipper. The company already has commitments for over 2 million units in 2015 from their existing customers.

The company currently owns and operates multiple plants in China, India and Indonesia. All of them were evaluated for the new project. While these sites were more cost-effective, quality assurance was deemed to be better in North Carolina. Without the JDIG, the company considered the cost gap too large to overcome and would have located the project overseas.

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

**Linamar Forgings, Inc. ("Linamar")**

Linamar Corp is a diversified manufacturer of precision metallic components and systems for the automotive industry, energy and mobile industrial markets. It is a leading supplier of engine, transmission, driveline, modules and systems and mobile aerial work platforms.

Linamar Forgings is part of the Driveline division of Linamar Corp. and acquired the operations of Carolina Forge Company, LLC in Wilson County. This project is focused on gaining capabilities in steel forgings. Carolina Forge Company is primarily a hot forger with 3 main presses and has in-house heat treat and some limited machining.

Linamar Corp is based in Guelph, Ontario, and has 23 manufacturing sites in Canada. The company evaluated these sites in Canada that offered the advantage of existing locations and shared services. The company also evaluated sites in Mexico that offered the benefit of lower operating costs.

For information regarding the specific job creation, wages, investment and location of this project please refer to Tables 1 and 2.
Patheon Manufacturing Services LLC ("Patheon")

Patheon is a privately-held large contract development and pharmaceutical manufacturing organization. It is one of a number of companies owned directly or indirectly by DPx Holdings BV, a Netherlands limited liability company. Patheon and its DPx affiliates contract with large and small pharmaceutical and biopharmaceutical companies to develop, manufacture, and distribute their drugs and therapies.

Patheon’s current facilities in Greenville consist of a manufacturing plant containing in excess of 1.55M square feet. The company’s current operations include solid dose manufacturing and sterile dose manufacturing, filling and lyophillation of both biopharmaceuticals and small molecules.

Patheon evaluated sites and locations in Ohio, South Carolina and Texas.

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

RBUS, Inc. ("RBUS")

Red Ventures, the parent company of RBUS, is a leading telemarketing services company that utilizes direct response marketing and innovated technology to promote clients’ products or services. The company markets leading brands throughout the United States and Canada through its operations in Fort Mill, South Carolina; Charlotte, North Carolina; Wilmington, North Carolina; San Antonio, Texas; and Miramar, Florida. The company provides marketing, advertising, promotion, sales and other brand promotion activities to its customers.

This project adds employees to the company’s location in Charlotte over the next five years. The majority of the positions will be in telemarketing services.

Red Ventures opened a new 180,000 square foot building in late May 2014 at its South Carolina Indian Land campus, which was the primary competition for the project.

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

Richelieu Hosiery USA Inc. ("Richelieu")

Bonneterie, the parent company of Richelieu, was founded in Sorel, Québec in 1934. Today, the company has distribution centers in two countries, offices in five countries, and sources manufacturing from nine countries. It is a leading provider of legwear products to major retailers in both the US and Canada.

This project will bring a portion of the company’s production back to the US. US manufacturing is supported by a long-term commitment by one of the company’s leading customers, Walmart. This partnership assures that significant financial investments are supported by guaranteed program placement by Walmart for a period of years.
Richelieu evaluated locations in North Carolina, South Carolina and Alabama. South Carolina and Alabama offered incentive packages of $3 million and $2.5 million respectively.

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

**Sealed Air Corporation ("Sealed Air")**

Sealed Air Corporation, a publicly-traded company established in Delaware in 1960, is a global leader in food safety and security, facilities hygiene, and product protection. The company serves an array of end markets including food and beverage processing, food service, retail, healthcare and industrial, and commercial and consumer applications. The company offers packaging and hygiene solutions to customers to improve safety, efficiency and sustainability in their operations.

Sealed Air employs approximately 25,000 people and has operations in 63 countries worldwide. The company had net sales of approximately $7.7 billion in 2013 and currently distributes products reaching 175 countries.

This project creates a relocation/consolidation of Sealed Air Corporation’s global corporate headquarters in New Jersey and other divisional headquarters located in Wisconsin, New Jersey, Connecticut, and South Carolina to North Carolina. This project includes relocations of most senior executive personnel, as well as the vast majority of divisional and functional line managers and staff.

Greenville, SC was the top alternative location. South Carolina offered an incentive package worth approximately $48 million.

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

**Spectra Group Inc. ("Spectra Group")**

Spectra Group, a privately-held company organized in New Jersey in 2009, provides IT and software solutions to its clients, most of whom are in the financial services industry. The company, comprised of high level professionals and technologists, works in the information technology space to provide software, consulting and modeling to financial institutions. The software created by the company enables financial institutions to model and test themselves to ensure they meet certain government imposed stress tests and liquidity requirements.

Because the federal government continues to focus on protecting the public from overly aggressive and predatory practices in the financial industry, and banks continue to focus on trying to comply within the regulatory environment established by the federal government, the company expects growth opportunities will be numerous. This project relocates the company’s headquarters to Charlotte.
The company evaluated sites in Tampa, Florida and Austin, Texas. Both of these areas have talented workers either in the area of information technology, finance and banking or both to some degree.

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

**VII. Conclusion**

The JDIG program has been a widely used tool in the competitive incentives market for attracting investment to North Carolina. The jobs, investment, and spending of projects supported by JDIG grants are believed to enhance the strategic economic development of the state as well as increase revenues to the state’s general fund.
### Attachment A1. Maximum Annual State Liability under JDIG Awards Made in CY 2014

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Calendar Year 2014 Legislative Report
### Attachment A2. Maximum Annual Grant Amount Payable to CY 2014 Grantees

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# Attachment A3. Maximum Annual Grant Amount Payable to Utility Account

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## Attachment B. Estimated Lifetime Fiscal and Economic Impacts for Grants Awarded in CY 2003-2014 (Excluding Grants Terminated or Withdrawn through December 31, 2014)

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<th>Indirect and Induced Jobs</th>
<th>Total Jobs</th>
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Calendar Year 2014 Legislative Report
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<th>Total Jobs</th>
<th>Estimated NC GDP Impact (millions)</th>
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<td>Total Jobs</td>
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<td>Estimated NC GDP Impact (millions)</td>
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</table>
Note: 2013 is the latest year company results have been certified. 2013 information is not included for several companies whose annual grantee reports have not been finalized. Most delays relate to changing names, corporate structures, or completing financial statements. Any of these could be eligible for payments based on CY 2013 performance. The companies are: AFI US LLC (f/k/a Ally US LLC and GMAC), ASMO Greenville of North Carolina, Inc., Caterpillar Inc. (Camo), Citco Fund Services (USA) Inc. (2011,2012,2013), Evalueserve, Inc., Merck Sharp & Dohme Corp., NetApp, Inc. I, NetApp, Inc. II, NetApp, Inc. III, Novo Nordisk Pharmaceutical Industries, Inc., Premier Healthcare Solutions, Inc., Ralph Lauren Corporation I, Ralph Lauren Corporation II, and Target Corporation.

Payments are currently in process for four companies whose 2013 grantee report has been finalized; these companies are not included in the list below. The companies are: Cellco Partnership d/b/a Verizon Wireless, Valley Fine Foods Company, Inc., ESA Management, LLC, and AREVA INC.

Other companies who had not finalized reports in 2013 but who terminated in 2014 are Allscripts Healthcare, LLC, Brunswick Corporation (Hatteras Yachts Division), Magna Composites LLC, and Superior Essex Energy LLC.

Some companies were paid based on CY 2012 performance in 2014 due to the types of delays noted above as well as delayed appropriations to use for making grant payments. They are included here.

<table>
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<tr>
<th>Term Year</th>
<th>Company Name</th>
<th>Total Certified Jobs</th>
<th>Total Certified Jobs Retained</th>
<th>Reported Average Wage</th>
<th>Reported Investment</th>
<th>Annual Disbursement to Company</th>
<th>Annual Disbursement to Utility Account</th>
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<td>Annual Disbursement to Company</td>
<td>Annual Disbursement to Utility Account</td>
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<td>Term Year</td>
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<tr>
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<td>MOM Brands Company (f/k/a Malt-O-Meal)</td>
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<tr>
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<td>Novartis Vaccines and Diagnostics, Inc. I</td>
<td>359 182 $84,843 $581,125,642 $571,000 $190,000 $1,792,522</td>
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<tr>
<td>2013</td>
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<tr>
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<tr>
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<tr>
<td>Term Year</td>
<td>Company Name</td>
<td>Total Certified Jobs</td>
<td>Total Certified Jobs Retained</td>
<td>Reported Average Wage</td>
<td>Reported Investment</td>
<td>Annual Disbursement to Company</td>
<td>Annual Disbursement to Utility Account</td>
<td>Eligible Withholdings</td>
</tr>
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<td>$380,000</td>
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<tr>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$1,469,896</td>
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</table>

| Total     | 21,326                                           | 36,409               | $78,693                       | $3,922,343,626       | $30,612,733          | $9,666,162                     | $103,536,703           |
Note: Some companies showing zero dollars of investment may not have been required to submit investment totals at the time of this report. Investment is only required to be reported to the Department of Commerce one time, and is typically done after the company has completed making initial investments in a project. Often this requirement comes at the end of a company’s base period/job creation period. Some companies are not required to submit investment figures if projected investment is low. Retention shown as zero may represent a company that was new to North Carolina and did not have current operations at the time the grant was awarded. Note also that the grant awarded to HVM L.L.C. changed its reporting name to ESA Management, LLC.
**Attachment D. Annual Disbursements for Grants Awarded in CY 2003-2013 (through December 31, 2014)**

Note that historical data are reviewed annually and may contain updated values when compared to previous JDIG annual reports.

<table>
<thead>
<tr>
<th>Term Year</th>
<th>Company Name</th>
<th>Amount to Company</th>
<th>Amount to Utility Account</th>
<th>Total Disbursement</th>
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<td>2003</td>
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<td>Company Name</td>
<td>Amount to Company</td>
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<td>Amount to Company</td>
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## Attachment E: Withdrawn/Terminated Projects (through December 31, 2014)

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<td>Company Name</td>
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