

**General Mills Operations, Inc.**  
**Summary Estimates**  
(All monetary estimates in 2007 dollars)

<b>TOTAL JOBS CREATED (as of 2015)</b>	52
Direct	25
Spin-off (includes Indirect Jobs)	27
<b>NET POSITIVE STATE REVENUE IMPACT</b>	<b>\$1,597,000</b>
Revenue foregone	\$166,000
Revenue gain	\$1,763,000
Personal income generated over life of MEGA agreement	\$22,911,000
Statewide employment multiplier (average, 2009–15)	2.12
Average Weekly Wage of Direct Jobs (as reported by the company at time of application)	\$488

**General Mills Operations, Inc.**  
**Economic and Fiscal Effects on Michigan - Net Benefits with the Incentive Package**

Economic/Fiscal Indicator	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Total Employment</b>										
Manufacturing	66	76	51	55	53	53	53	52	52	52
Non-Manufacturing	5	7	27	27	26	26	26	26	26	26
Retail Trade	61	69	24	28	27	27	27	26	26	26
Services	10	14	3	4	4	4	3	3	3	3
Other	24	35	13	13	13	13	13	12	13	13
	27	20	8	11	10	10	11	11	10	10
<b>In Current Dollars (Thousands):</b>										
Personal Income	\$2,991	\$3,937	\$2,258	\$2,472	\$2,533	\$2,655	\$2,716	\$2,869	\$2,930	\$25,361
Gross State Revenue	230	303	174	190	195	204	209	221	226	1,952
Mega Cost	0	0	25	26	26	27	27	29	30	190
State Revenue Net of MEGA Cost*	\$230	\$303	\$149	\$164	\$169	\$177	\$182	\$192	\$196	\$1,762
<b>Adjusted for Inflation (Thousands of 2007 Dollars):</b>										
Personal Income	\$2,991	\$3,844	\$2,142	\$2,280	\$2,272	\$2,319	\$2,311	\$2,381	\$2,371	\$22,911
Gross State Revenue	230	296	165	175	175	178	178	183	183	1,763
Mega Cost	0	0	24	24	24	23	23	24	24	166
State Revenue Net of MEGA Cost*	\$230	\$296	\$141	\$151	\$151	\$155	\$155	\$159	\$159	\$1,597

\* These estimates do not include any state government revenue losses due to the Investment Tax Credit, the Renaissance Zone Credit or the property tax abatement.