

**Kelly Services
Summary Estimates**

(All monetary estimates in 2008 dollars)

| | |
|---|---------------|
| TOTAL JOBS CREATED (as of 2015) | 815 |
| Direct | 572 |
| Spin-off (includes Indirect Jobs) | 243 |
| | |
| NET POSITIVE STATE REVENUE IMPACT | \$8,818,000 |
| Revenue foregone | \$4,791,000 |
| Revenue gain | \$13,609,000 |
| | |
| Personal income generated over life of MEGA agreement | \$176,746,000 |
| | |
| Statewide employment multiplier (average, 2013–15) | 1.42 |
| | |
| Average Weekly Wage of Direct Jobs (as reported by the company at time of application) | \$705 |

Kelly Services
Economic and Fiscal Effects on Michigan - Net Benefits with the Incentive Package

| Economic/Fiscal Indicator | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Total |
|--|-------|----------|----------|----------|----------|----------|----------|----------|-----------|
| Total Employment | 4 | 374 | 487 | 596 | 703 | 812 | 814 | 815 | |
| Manufacturing | 0 | 2 | 2 | 1 | 0 | (1) | (2) | (3) | |
| Non-Manufacturing | 4 | 372 | 485 | 595 | 703 | 813 | 816 | 818 | |
| Retail Trade | 1 | 23 | 29 | 35 | 41 | 46 | 46 | 45 | |
| Services | 2 | 325 | 419 | 511 | 602 | 693 | 690 | 689 | |
| Other | 1 | 24 | 37 | 49 | 60 | 74 | 80 | 84 | |
| In Current Dollars (Thousands): | | | | | | | | | |
| Personal Income | \$244 | \$13,520 | \$19,100 | \$24,720 | \$30,330 | \$36,250 | \$39,370 | \$41,870 | \$205,404 |
| Gross State Revenue | 19 | 1,041 | 1,471 | 1,903 | 2,335 | 2,791 | 3,031 | 3,224 | 15,815 |
| Mega Cost | 0 | 470 | 604 | 731 | 842 | 948 | 961 | 979 | 5,535 |
| State Revenue Net of MEGA Cost* | \$19 | \$571 | \$867 | \$1,172 | \$1,493 | \$1,843 | \$2,070 | \$2,245 | \$10,280 |
| Adjusted for Inflation (Thousands of 2007 Dollars): | | | | | | | | | |
| Personal Income | \$238 | \$12,826 | \$17,614 | \$22,176 | \$26,490 | \$30,848 | \$32,668 | \$33,886 | \$176,746 |
| Gross State Revenue | 19 | 988 | 1,357 | 1,707 | 2,039 | 2,375 | 2,515 | 2,609 | 13,609 |
| Mega Cost | 0 | 446 | 557 | 656 | 735 | 806 | 798 | 793 | 4,791 |
| State Revenue Net of MEGA Cost* | \$19 | \$542 | \$800 | \$1,051 | \$1,304 | \$1,569 | \$1,717 | \$1,816 | \$8,818 |

* 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.