

North American Bancard, Inc.
Summary Estimates
(All monetary estimates in 2008 dollars)

TOTAL JOBS CREATED (as of 2019)	1,899
Direct	1,500
Spin-off (includes Indirect Jobs)	399
NET POSITIVE STATE REVENUE IMPACT	\$31,688,000
Revenue foregone	\$21,573,000
Revenue gain	\$53,261,000
Personal income generated over life of MEGA agreement	\$691,693,000
Statewide employment multiplier (average, 2013–19)	1.24
Average Weekly Wage of Direct Jobs (as reported by the company at time of application)	\$672

**North American Bancard, Inc.
Economic and Fiscal Effects on Michigan - Net Benefits with the Incentive Package**

Economic/Fiscal Indicator	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Total Employment	508	714	1,026	1,396	1,850	1,849	1,853	1,854	1,862	1,870	1,881	1,899	
Manufacturing	5	4	4	3	2	(3)	(6)	(10)	(12)	(14)	(15)	(15)	
Non-Manufacturing	503	710	1,022	1,393	1,848	1,852	1,859	1,864	1,874	1,884	1,896	1,914	
Retail Trade	30	37	51	66	84	82	81	80	79	79	79	79	
Services	134	189	270	364	481	477	477	478	482	487	494	505	
Other	339	484	701	963	1,283	1,293	1,301	1,306	1,313	1,318	1,323	1,330	
In Current Dollars (Thousands):													
Personal Income	\$16,780	\$24,230	\$36,290	\$51,120	\$69,790	\$76,230	\$82,210	\$87,590	\$93,080	\$98,210	\$104,200	\$110,400	\$650,130
Gross State Revenue	1,292	1,866	2,794	3,936	5,374	5,870	6,330	6,744	7,167	7,562	8,023	8,501	65,459
Mega Cost	538	867	1,259	1,739	2,330	2,431	2,540	2,659	2,787	2,929	3,080	3,246	26,405
State Revenue Net of MEGA Cost*	\$754	\$999	\$1,535	\$2,197	\$3,044	\$3,439	\$3,790	\$4,085	\$4,380	\$4,633	\$4,943	\$5,255	\$39,054
Adjusted for Inflation (Thousands of 2007 Dollars):													
Personal Income	\$16,385	\$22,986	\$33,465	\$45,859	\$60,953	\$64,867	\$68,212	\$70,884	\$73,454	\$75,584	\$78,213	\$80,831	\$691,693
Gross State Revenue	1,262	1,770	2,577	3,531	4,694	4,995	5,252	5,458	5,656	5,820	6,022	6,224	53,261
Mega Cost	526	822	1,161	1,560	2,035	2,068	2,108	2,152	2,199	2,254	2,312	2,376	21,573
State Revenue Net of MEGA Cost*	\$736	\$948	\$1,416	\$1,971	\$2,659	\$2,927	\$3,144	\$3,306	\$3,457	\$3,566	\$3,710	\$3,848	\$31,688

* 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.