

**Otsego Paper, Inc.**  
**Summary Estimates**

(All monetary estimates in 2006 dollars)

<b>TOTAL JOBS CREATED (as of 2012)</b>	<b>201</b>
Direct	112
Spin-off (includes Indirect Jobs)	89
<b>NET POSITIVE STATE REVENUE IMPACT</b>	<b>\$3,753,000</b>
Revenue foregone	\$1,147,000
Revenue gain	\$4,900,000
Personal income generated over life of MEGA agreement	\$63,642,000
Statewide employment multiplier (average, 2008–12)	1.82
Average Weekly Wage of Direct Jobs (as reported by the company at time of application)	\$789

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

Economic/Fiscal Indicator	2007	2008	2009	2010	2011	2012	Total
<b>Total Employment</b>							
Manufacturing	354	207	206	203	202	201	
Non-Manufacturing	43	115	114	114	113	113	
Retail Trade	311	92	92	89	89	88	
Services	58	15	15	14	14	14	
Other	131	37	37	36	35	35	
	122	40	40	39	40	39	
<b>In Current Dollars (Thousands):</b>							
Personal Income	\$15,840	\$9,460	\$10,010	\$10,440	\$10,960	\$11,470	\$68,180
Gross State Revenue	1,220	728	771	804	844	883	5,250
Mega Cost	0	241	250	251	251	251	1,245
State Revenue Net of MEGA Cost*	\$1,220	\$487	\$521	\$553	\$593	\$632	\$4,005
<b>Adjusted for Inflation (Thousands of 2006 Dollars):</b>							
Personal Income	\$15,511	\$9,074	\$9,406	\$9,613	\$9,891	\$10,147	\$63,642
Gross State Revenue	1,195	698	724	740	762	781	4,900
Mega Cost	0	232	235	231	227	222	1,147
State Revenue Net of MEGA Cost*	\$1,195	\$466	\$489	\$509	\$535	\$559	\$3,753

\* 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.