

Roskam Baking Company
Summary Estimates
(All monetary estimates in current dollars)

| | |
|---|-----------------|
| TOTAL JOBS CREATED (as of 2019) | 3,168 |
| Direct | 1,500 |
| Spin-off (includes Indirect Jobs) | 1,668 |
| | |
| NET POSITIVE STATE REVENUE IMPACT | \$92,121,455 |
| Revenue foregone | \$20,172,545 |
| Revenue gain | \$112,294,000 |
| | |
| Personal income generated over life of MEGA agreement | \$1,458,342,000 |
| | |
| Statewide employment multiplier (average, 2013–19) | 2.10 |
| | |
| Average Weekly Wage of Direct Jobs (as reported by the company at time of application) | \$509 |

Roskam Baking Company
Economic and Fiscal Effects on Michigan - Net Benefits with the Incentive Package

| Economic/Fiscal Indicator | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | Total |
|---------------------------------|---------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|
| Total Employment | 60 | 1,036 | 1,723 | 2,982 | 3,126 | 3,137 | 3,142 | 3,145 | 3,147 | 3,155 | 3,168 | |
| Manufacturing | 5 | 523 | 885 | 1,539 | 1,589 | 1,578 | 1,572 | 1,568 | 1,566 | 1,565 | 1,566 | |
| Non-Manufacturing | 55 | 513 | 838 | 1,443 | 1,537 | 1,559 | 1,570 | 1,577 | 1,581 | 1,590 | 1,602 | |
| Retail Trade | 10 | 73 | 114 | 195 | 203 | 203 | 200 | 197 | 193 | 191 | 189 | |
| Services | 25 | 270 | 432 | 742 | 765 | 758 | 753 | 752 | 751 | 754 | 762 | |
| Other | 20 | 170 | 292 | 506 | 569 | 598 | 617 | 628 | 637 | 645 | 651 | |
| In Current Dollars (Thousands): | | | | | | | | | | | | |
| Personal Income | \$3,052 | \$38,700 | \$69,490 | \$125,500 | \$143,600 | \$155,900 | \$166,400 | \$175,500 | \$184,300 | \$193,400 | \$202,500 | \$1,458,342 |
| Gross State Revenue | 235 | 2,980 | 5,351 | 9,664 | 11,057 | 12,004 | 12,813 | 13,514 | 14,191 | 14,892 | 15,593 | 112,294 |
| Mega Cost | 0 | 679 | 1,206 | 2,089 | 2,160 | 2,180 | 2,210 | 2,270 | 2,361 | 2,457 | 2,561 | 20,173 |
| State Revenue Net of MEGA Cost* | \$235 | \$2,301 | \$4,145 | \$7,575 | \$8,897 | \$9,824 | \$10,603 | \$11,244 | \$11,830 | \$12,435 | \$13,032 | \$92,121 |

* 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.