

**Economic and Fiscal Effects on Michigan of the Ryder Integrated Logistics, Inc., Facility Location and Expansion
Net Benefits with the Incentive Package**

Economic/Fiscal Indicator	2007	2008	2009	2010	2011	2012	2013	Total 2007-2013
Total employment	465	407	546	686	774	777	777	—
Manufacturing	14	8	9	10	9	8	7	—
Nonmanufacturing	451	399	537	676	765	769	770	—
Trucking	132	209	288	366	418	418	418	—
Retail trade	47	39	51	61	68	67	66	—
Services	112	95	125	153	169	167	165	—
Other	160	56	73	96	110	117	121	—
In current dollars (thousands):								
Personal income	23,000	23,000	31,000	41,000	49,000	52,000	54,000	273,000
Gross state revenue	1,622	1,622	2,186	2,891	3,455	3,667	3,808	19,249
MEGA cost	243	404	556	708	811	846	884	4,453
State revenue net of MEGA cost*	1,379	1,218	1,630	2,183	2,644	2,821	2,924	14,796
Adjusted for inflation (thousands of 2006 dollars):								
Personal income	22,530	18,585	25,474	33,808	39,922	41,387	38,630	220,336
Gross state revenue	1,589	1,310	1,796	2,384	2,815	2,918	2,724	15,536
MEGA cost	238	386	517	642	716	728	740	3,968
State revenue net of MEGA cost*	1,351	924	1,279	1,742	2,099	2,190	1,984	11,568

*These estimates do not include any state government revenue losses due to the Investment Tax Credit.