

**Tata Consultancy Services Ltd.  
Economic and Fiscal Effects on Michigan - Net Benefits with the Incentive Package**

Economic/Fiscal Indicator	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
Total Employment	1,037	1,154	1,346	1,709	2,239	2,259	2,289	2,316	2,341	2,369	
Manufacturing	8	7	6	6	7	4	2	1	0	0	
Non-Manufacturing	1,029	1,147	1,340	1,703	2,232	2,255	2,287	2,315	2,341	2,369	
Retail Trade	58	66	78	98	126	128	130	132	134	136	
Services	870	949	1,098	1,394	1,833	1,840	1,851	1,863	1,876	1,891	
Other	101	132	164	211	273	287	306	320	331	342	
In Current Dollars (Thousands):											
Personal Income	\$48,610	\$60,240	\$75,130	\$99,370	\$134,100	\$145,100	\$155,900	\$165,700	\$175,600	\$185,600	\$1,245,350
Gross State Revenue	3,743	4,638	5,785	7,651	10,326	11,173	12,004	12,759	13,521	14,291	95,891
Mega Cost	1,151	1,253	1,451	1,875	2,497	2,584	2,678	2,779	2,888	3,007	22,162
State Revenue Net of MEGA Cost*	\$2,592	\$3,385	\$4,334	\$5,776	\$7,829	\$8,589	\$9,326	\$9,980	\$10,633	\$11,284	\$73,729

\* 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.

**Tata Consultancy Services Ltd.**  
**Summary Estimates**  
(All monetary estimates in current dollars)

<b>TOTAL JOBS CREATED (as of 2022)</b>	2,369
Direct	1,250
Spin-off (includes Indirect Jobs)	1,119
 <b>NET POSITIVE STATE REVENUE IMPACT</b>	 \$73,729,381
Revenue foregone	\$22,161,619
Revenue gain	\$95,891,000
 Personal income generated over life of MEGA agreement	 \$1,245,350,000
 Statewide employment multiplier (average, 2018–22)	 1.85
 Average Weekly Wage of Direct Jobs (as reported by the company at time of application)	 \$724