

ZF Group NAO, Inc.
Summary Estimates

(All monetary estimates in 2008 dollars)

| | |
|---|---------------|
| TOTAL JOBS CREATED (as of 2018) | 1,657 |
| Direct | 475 |
| Spin-off (includes Indirect Jobs) | 1,182 |
| NET POSITIVE STATE REVENUE IMPACT | \$49,247,000 |
| Revenue foregone | \$5,864,000 |
| Revenue gain | \$55,111,000 |
| Personal income generated over life of MEGA agreement | \$715,768,000 |
| Statewide employment multiplier (average, 2010–18) | 3.35 |
| Average Weekly Wage of Direct Jobs (as reported by the company at time of application) | \$500 |

ZF Group NAO, Inc.
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 | Total |
|--|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| Total Employment | 1,369 | 1,616 | 1,528 | 1,546 | 1,562 | 1,579 | 1,593 | 1,616 | 1,633 | 1,657 | |
| Manufacturing | 487 | 626 | 607 | 601 | 597 | 593 | 594 | 596 | 597 | 600 | |
| Non-Manufacturing | 882 | 990 | 921 | 945 | 965 | 986 | 999 | 1,020 | 1,036 | 1,057 | |
| Retail Trade | 178 | 192 | 173 | 175 | 177 | 180 | 180 | 180 | 180 | 180 | |
| Services | 458 | 489 | 434 | 438 | 441 | 448 | 454 | 464 | 473 | 485 | |
| Other | 246 | 309 | 314 | 332 | 347 | 358 | 365 | 376 | 383 | 392 | |
| In Current Dollars (Thousands): | | | | | | | | | | | |
| Personal Income. | \$55,940 | \$71,170 | \$72,630 | \$78,430 | \$83,590 | \$88,990 | \$93,990 | \$99,430 | \$104,900 | \$110,800 | \$859,870 |
| Gross State Revenue | 4,307 | 5,480 | 5,593 | 6,039 | 6,436 | 6,852 | 7,237 | 7,656 | 8,077 | 8,532 | 66,209 |
| Mega Cost | 483 | 722 | 719 | 703 | 688 | 695 | 706 | 726 | 756 | 788 | 6,988 |
| State Revenue Net of MEGA Cost* | \$3,824 | \$4,758 | \$4,874 | \$5,336 | \$5,748 | \$6,157 | \$6,531 | \$6,930 | \$7,321 | \$7,744 | \$59,221 |
| Adjusted for Inflation (Thousands of 2007 Dollars): | | | | | | | | | | | |
| Personal Income | \$53,068 | \$65,631 | \$65,156 | \$68,500 | \$71,132 | \$73,840 | \$76,067 | \$78,468 | \$80,736 | \$83,170 | \$715,768 |
| Gross State Revenue | 4,086 | 5,053 | 5,017 | 5,274 | 5,477 | 5,685 | 5,857 | 6,042 | 6,216 | 6,404 | 55,111 |
| Mega Cost | 459 | 666 | 645 | 614 | 585 | 577 | 571 | 573 | 582 | 592 | 5,864 |
| State Revenue Net of MEGA Cost* | \$3,627 | \$4,387 | \$4,372 | \$4,660 | \$4,892 | \$5,108 | \$5,286 | \$5,469 | \$5,634 | \$5,812 | \$49,247 |

* 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.