



10TH ANNIVERSARY

ANNUAL REPORT FISCAL YEAR 2021

JULY 1, 2020 – JUNE 30, 2021



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FROM THE PRESIDENT & CEO

Friends of the ACA,

The Arizona Commerce Authority (ACA) was established a decade ago following one of the worst economic downturns in history. That experience made clear: we needed a more resilient economy. With a unique public-private structure—one specifically designed for Arizona—our team set out with a mission to diversify Arizona’s economy and strengthen technology-based industries statewide. As the ACA celebrated its tenth anniversary this year, in the midst of a once-in-a-century pandemic, it’s evident our efforts have paid dividends.

Fiscal Year 2021 didn’t just see Arizona bounce back from the pandemic, it broke records in terms of jobs attraction and investment. The ACA once again exceeded its economic development goals—winning 106 projects that will drive the creation of 23,317 new jobs at an average salary of \$66,337 and \$24.81 billion in capital investments. High-tech sectors such as semiconductors, electric vehicles, batteries, biopharma, and more are surging. Notably, job growth in rural Arizona was at its highest level in decades. And venture funding raised by early-stage growth companies in our state reached just over \$1 billion—demonstrating Arizona’s reputation as the ideal location for innovators to scale.

The ACA also maintained its significantly increased levels of virtual programming and small business support. Our team hosted 124 Small Business Boot Camp sessions, including our 200th session since last year, serving a remarkable 5,698 attendees. We launched a new Small Business Digital Academy, a six-week online curriculum designed to enhance digital literacy and provide targeted strategies. Additional

custom programming offered during the year to help employers and job seekers included an emergency assistance grant for small and medium-sized manufacturers leveraging CARES Act funds, the Rapid Employment Job Training grant to help quickly re-skill talent, and a hiring and retention grant program for small businesses that was part of Governor Ducey’s Back to Work Plan.

In the report that follows, you’ll find detailed information on results and accomplishments across the ACA’s robust suite of programming during Fiscal Year 2021. As always, our success is made possible by teamwork and collaboration. We are incredibly grateful for the strong leadership of Governor Ducey and our Board of Directors, who dedicate their time and expertise to advancing the ACA’s mission. We are also fortunate to benefit from the support of many partners at the local, regional, and federal levels. Together, we remain focused on ensuring our state remains the best state for business. Arizona’s robust momentum, built up over the last decade and sustained through the pandemic, is carrying us forward with limitless opportunity ahead.



My best,

A handwritten signature in black ink that reads "Swats".

Sandra Watson
Arizona Commerce Authority President & CEO

MISSION

The mission of the Arizona Commerce Authority is to grow and strengthen Arizona's economy and facilitate the creation of quality jobs for its citizens by supporting and attracting businesses in targeted, high-value base sectors throughout the state.



BUSINESS & FINANCIAL
SERVICES



ADVANCED
MANUFACTURING



AEROSPACE
& DEFENSE



BIOSCIENCE
& HEALTH CARE



FILM & DIGITAL
MEDIA



TECHNOLOGY
& INNOVATION

BOARD OF DIRECTORS

The ACA is guided by a Board of Directors, led by Governor Doug Ducey as Chairman. The Board represents a wide range of subject matter expertise and experience across business, policy, and academia, all leveraged to advance the ACA's mission to strengthen the state's overall economy.

EXECUTIVE COMMITTEE MEMBERS



Governor Doug Ducey
Chairman



Gary Abrams
CEO and President
Abrams Airborne
Manufacturing



Richard Adkerson
President and CEO
Freeport-McMoRan
Copper & Gold



Michael Bidwill
President
Arizona Cardinals



Sandra Watson
President and CEO
Arizona Commerce Authority



John Arnold
Ex-Officio Member
Executive Director
Arizona Board of Regents



**House Speaker
Russell "Rusty" Bowers**
Ex-Officio Member
Arizona House of
Representatives



Dr. Rita Cheng
Ex-Officio Member
President
Northern Arizona University



Dr. Michael Crow
Ex-Officio Member
President
Arizona State University



**Senate President
Karen Fann**
Ex-Officio Member
Arizona Senate



Dawn Grove
Ex-Officio Member
Chairperson
Arizona Workforce Council



Nancy Ham
CEO and Board Member
WebPT



Duff C. Hearon
Owner
Ashland Group, LLC



Lee D. Lambert
Ex-Officio Member
Chancellor
Pima Community College



Dr. Taylor Lawrence
Independent Investor

BOARD OF DIRECTORS



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Chairman
Pima Medical Institute



Clate Mask
CEO and Co-founder
Keep



Rudy Molera
Ex-Officio Member
President
County Board of Supervisors
Association



Quynh (Quinn) Palomino
Founder and CEO
Virtua Partners



William (Wick) Pilcher
CEO
USI Insurance Services, LLC



Christian Price
Ex-Officio Member
President
League of Arizona
Cities and Towns



Girish Rishi
CEO
Blue Yonder



Dr. Robert Robbins
Ex-Officio Member
President
University of Arizona



John R. Selby (Jack)
Managing Director
Thiel Capital LLC



Donald Slager
President and CEO
Republic Services, Inc.

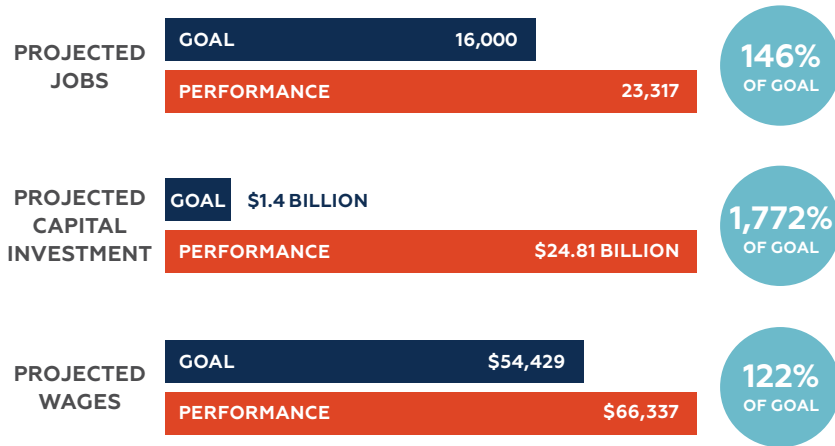


Barry Smith
CEO
Magellan Health



John Wolfe
Senior Vice President and
Southwest Region Manager
Cox Communications

EXECUTIVE SUMMARY



159,182
direct, indirect and
induced jobs

\$63.42B
economic
output

\$1.57B
tax
revenue

7,708
engagements with small,
medium, and large businesses



1,024 engagements providing technical assistance to rural Arizona communities



270 Arizona small businesses assisted in exporting to 45 countries



5,698 Small Business Boot Camp attendees



328 Arizona companies assisted by the ACA's Arizona State Trade & Investment Offices in Mexico City, Guanajuato, Chihuahua, and Tel Aviv



198 Arizona film & digital media productions assisted



\$202.3M in funding raised by Arizona Innovation Challenge portfolio companies



115 Arizona companies received workforce development assistance to fill 21,936 jobs



2,775 full Arizona Career Readiness Credentials issued



656,432 visits to AZCommerce.com



128 Arizona Small Business Development Center meetings

BUSINESS ATTRACTION & EXPANSION RESULTS

FISCAL YEAR 2021 CLIENTS AND TOTALS

COMPANY • 1ST QUARTER	106 PROJECTS	\$24.81B CAPITAL INVESTMENT*	COMPANY • 4TH QUARTER
7th Phase	23,317 PROJECTED NEW JOBS*	\$66,337 AVERAGE SALARY*	Array Technologies
ABB Ltd			Ashley Furniture Industries
Amazon Corporate	* Three-year projections		Avanti Windows & Doors
Auer Precision Company		Becton, Dickinson and Company	
Avant Dermatology & Aesthetics	COMPANY • 2ND QUARTER	COMPANY • 3RD QUARTER	Chang Chun Chemical Corporation
Black Mountain Investment Company	Align Technology	AMROCK	Courtesy Kia
Bright Health	Comtech EF Data Corporation	APEL Extrusions	Dole Fresh Vegetables
Commercial Metals Company	CyraCom International	Axon Enterprise	Edmund Optics
Comsovereign Holding Corporation	Eco-Waste Power	Celgene	Fullscript
Corson Built	Gowan Company	CIS Global	Georgia-Pacific
CVS Health	GPMI Company	ClearSky Health	GoHealth
Detroit Bikes	InEight	Compound Photonics	ISCO Industries
Five Below	International Technical Coatings	Doordash	KORE Power
Global eEnergy Solutions	Mark Anthony Brewing	ElectraMeccanica	LCY Chemical Corp
InsulTech	Northrop Grumman	Heritage Battery Company	Li-Cycle
Intrapac International	NuvOx Pharma	Hydro Extrusions	Linde
IQVIA	PMG Companies	Intel	Marketech International Corp.
Ironwood Dermatology	Poba Medical	Kroger	OnePointOne
KP Aviation	Regional Center for Border Health	LifeStance Health	Quetico Logistics
MiTek Corporation	Silent-Aire USA	LiveRamp	Seattle Tacoma Box Company
Nanomoneo	Stoa USA	Mlily	Tata Consultancy Services
Northwestern Industries - Glasswerks	The RealReal	Ocado Group	Tu Simple
Pella Corporation	WOW Studios	Paragon Space Development	United Integrated Services Company
PennyMac Mortgage Investment Trust	Wyandot	Photocentric	
Regenesis Biomedical		Shambaugh	
Robinhood Markets		Top Aces	
Sandvik Palm Coast Materials Technology		United Aluminum Company of Japan	
Shamrock		UPG Enterprises	
True North Venture Partners		Viavi Solutions	
Veterans Wellness Center		VillageMD	
ZorroSign		Walgreens	
		Western Rare Earths	

BUSINESS DEVELOPMENT

The ACA is proud to offer a comprehensive suite of programs designed to support the growth and success of Arizona businesses of all sizes statewide.

Small Business Services

During FY 2021, ensuring Arizona’s small businesses continued to successfully navigate the pandemic and achieve economic recovery remained a key area of focus. The ACA directly responded to **2,519** requests for assistance from Arizona small businesses, providing one-on-one consulting and guidance. In addition, the interactive, online Small Business Checklist remained among the most visited resources on the ACA’s website, with **45,186** unique page views. The checklist provides commonly requested licensing information by industry and jurisdiction, and includes contact information for statewide resources.

Small Business Boot Camp

At the onset of the pandemic, the ACA – supported by a dynamic group of community partners – launched a virtual initiative to help Arizona’s small businesses respond to the immediate impacts, plan for the future, and return stronger than before. During live sessions, local business leaders and subject matter experts provided real-time support and connections to available resources. This highly successful program was continued during FY 2021 with **124** boot camp sessions attended by **5,698** small business representatives.



Small Business Digital Academy

Many customers now expect to conduct transactions online, and leveraging digital tools can support and improve the resiliency of small businesses. The ACA’s Small Business Digital Academy, launched in FY 2021, is designed to equip the state’s small businesses with digital strategies and literacy via a six-week online curriculum guided by subject matter experts. Participants have access to additional learning resources, including direct feedback sessions with mentors and coaches. The first cohort was piloted to completion and a second full cohort was launched, serving a total of **24** Arizona small business owners.

Arizona Manufacturing Extension Partnership

The ACA’s Arizona Manufacturing Extension Partnership (AZ MEP) program provides consulting services to manufacturers across the state with their mission “to make every Arizona manufacturer the most successful business it can be.” This mission became even more critical as many Arizona manufacturers struggled to keep their businesses operational throughout the pandemic. During FY 2021, the AZ MEP completed **426** engagements with small- and medium-sized manufacturers throughout the state, with the following success metrics reported by clients:

1,359	\$40.4M	\$83.8M	\$9.2M
New Jobs Created	In New Capital Investments	In Sales Revenue (Generated & Retained)	In Cost Savings



During FY 21, an Emergency Assistance Program grant was administered utilizing CARES Act funding, designed to subsidize AZ MEP services that directly supported manufacturers’ ability to sustain operations and respond to COVID-19. As a result of the grant, the AZ MEP completed more than **130** client projects.

BUSINESS DEVELOPMENT

International Trade

During FY 2021, the ACA nimbly pivoted to virtual international trade events in light of the pandemic, and numerous programs were delivered and made available to Arizona companies looking to grow their exports to the world. Top export markets included Chile, Israel, Mexico, Saudi Arabia, and the United Arab Emirates, and sector focus included aerospace and defense, automotive, mining technology, equipment and software, mobility and smart cities, and consumer products.



Based upon its national leadership in delivering the ExporTech program for manufacturers in Arizona, the ACA was proud to be selected as the project lead on a national initiative to update the ExporTech program for the virtual environment.



Film & Digital Media

The ACA's Film & Digital Media Program supports the development of the visual arts industry in Arizona by providing direct assistance to filmmakers and production companies, with services ranging from location scouting and permitting to equipment and crew recommendations.

The ACA offers two unique programs to support the industry in Arizona:

- The **Reel Savings Industry Discounts Program** enables private sector businesses in hospitality, restaurant, transportation, fashion, and other service industries to support productions filming in Arizona by offering discounts or rebates. Several new vendors joined the program during FY 2021, increasing the total participating companies in the program to **37**.
- The **Film Resource Coordinators (FRC) Program** plays a vital role in advancing film projects by leveraging key people who have an in-depth knowledge of their Arizona communities and can tap into their networks to help production crews navigate items including securing appropriate permits in a timely fashion and providing guidance on great locations. The program now includes **99** FRCs, with representatives in all 15 Arizona counties.



During FY 2021, **198** film and digital media projects being filmed in Arizona were assisted, ranging from independent feature films to music videos to commercials, TV episodes, documentaries and more.

RURAL ECONOMIC DEVELOPMENT

Partnering with rural Arizona communities to drive economic growth is a key priority for the ACA, and additional resources were rapidly deployed at the onset of the pandemic to support businesses and rural stakeholders.

As the state continued its economic recovery during FY 2021, job creation throughout rural Arizona saw its most significant level of activity in decades.

Rural Investments Statewide

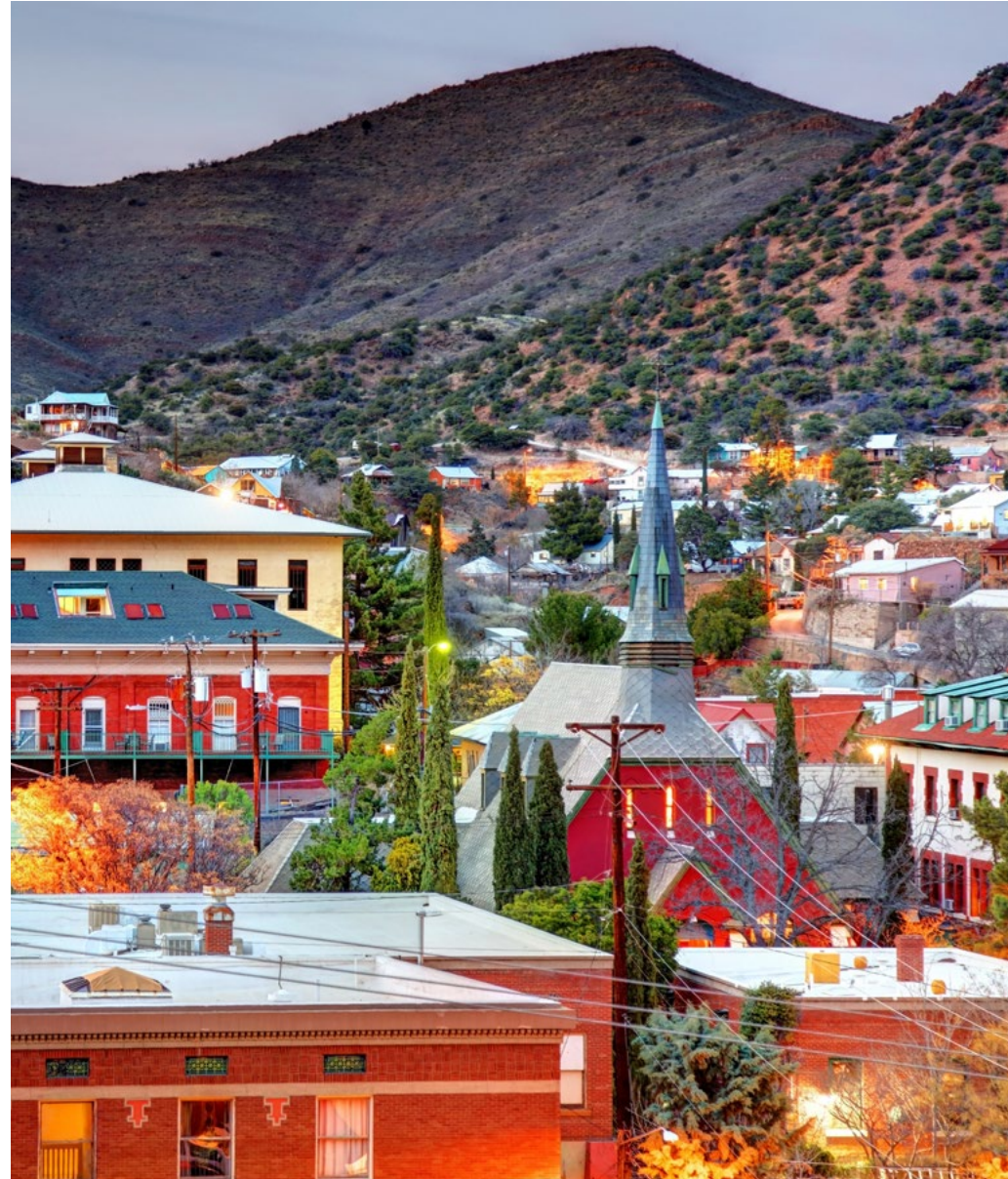
The ACA worked with companies that committed to creating **2,497** projected new jobs in rural communities statewide during FY 2021. Notable projects included investments from Insul-Tech in Yuma, Piana Nonwovens in San Luis, CP Technologies in Prescott, PVB Fabrications in Marana, Hawkstone Mining in Kingman, DOT Foods in Bullhead City and Wild Tonic in Cottonwood.

Economic Strengths Program Grant

Pinal County, the City of San Luis, and the Town of Taylor were awarded a total of **\$1 million** in Economic Strengths Program (ESP) grants during FY 2021. The ESP grants are designed to advance transportation infrastructure projects that will support local and regional economic growth.

Rural Broadband

The ACA continued its work with communities, carriers and utilities in order to expand rural broadband infrastructure in Arizona during FY 2021. All three projects funded by the first Rural Broadband Development Grant were completed. Payson, Bullhead City and Page all have significant upgrades in their Broadband infrastructure. A series of six webinars with three federal agencies (EDA, USDA, NTIA) was held, resulting in new Broadband Action Teams and projects launched in Lake Havasu City, Kingman and Pinal County. The second Broadband grant, the Arizona Broadband Development Grant, was launched with **\$100 million** allocated from Governor Ducey's office. A Middle-Mile Broadband planning effort for Arizona's highways was also launched with a grant from the EDA, and utilized an engagement with KPMG to develop the plan.



INNOVATION & ENTREPRENEURSHIP

Partnering with entrepreneurs to help them create new businesses and commercialize new technologies is a core part of the ACA's three-pronged mission.

Arizona Innovation Challenge

The ACA's flagship innovation program supports Arizona startups in commercializing their technologies. Up to ten companies are selected to join the portfolio in each round and are required to complete the Venture Ready Accelerator program, a rigorous process designed to provide mentorship and training as they continue to scale. The 2020 round of the AIC received **127** applications. Following three rounds of judging during which **25** semifinalists and **15** finalists were chosen, **10** early-stage Arizona companies were selected as awardees:

- **Delta Thermal**, a Tucson-based cleantech company that develops and manufactures thermal infrared IoT devices, systems and software for predictive and preventative maintenance in electrical utilities, mines and other energy intensive industries.
- **EnPower**, a Phoenix-based, battery technology company that unlocks the full potential of Lithium-ion, disabling critical barriers for electric vehicles. EnPower's technology allows three times faster charging, 70 percent higher power and no degradation of service life.
- **EscrowTab**, a Tempe-based, patented mortgage platform providing an end-to-end solution for the digital loan process.
- **Journeyage**, a Phoenix-based software company that partners with businesses to design a modern, personalized learning experience for employees. Unlike Learning Management Systems, the company's Learning Experience Personalization (LXP) is an integrated, easy-to-use, customizable, singular platform to deliver personalized training at scale on any device.
- **NeoLight**, a Phoenix-based medical device company advancing empathy-driven technologies for the newborn care market, focused on therapy and diagnosis for Jaundice, a condition that occurs in 60% of infants worldwide.
- **Retainer Club**, a Scottsdale-based advanced manufacturing company providing 3-D printed, custom retainers and mouthguards in a home delivered subscription service.

- **RVnGO**, a Phoenix-based, peer-to-peer technology platform for RV rentals, allowing owners to rent their RVs to travelers. The fintech solution lists and processes rental transactions.
- **Schola**, a Phoenix-based software provider of the most powerful student recruitment system for PK-12 schools, helping schools reach interested families while automating the marketing and recruitment process, and providing schools with campaign analyses and ROI metrics to establish their marketing budgets.
- **Sentinel Monitoring Systems**, a Tucson-based life sciences company providing rapid and real-time microbial monitoring and internal process controls of raw materials, drug products and finished goods for biopharma, personal care products, dialysis and other life science applications.
- **Sylvan Source**, a Green Valley-based cleantech company that delivers breakthrough water treatment and thermal energy management technologies with fundamental advantages in energy efficiency, capital costs, production costs and process efficiencies.

Venture Ready Accelerator

The Venture Ready Accelerator program connects Arizona talent with rich resources, partnering an entrepreneur with a seasoned CEO to coach them through a series of five rigorous panels over a 12-month period, resulting in a stronger business model. During FY 2021, due to the pandemic, the Fall 2019 cohort of **10** startups completed their acceleration through a completely virtual version of the Venture Ready Accelerator program, graduating in the Fall. Botco.ai was named Most Promising Startup. In addition to navigating their panels, the cohort also participated in virtual boot camps conducted by 500 Startups, the world-renowned accelerator based in San Francisco, in partnership with the ACA.



The Venture Ready Accelerator is the only Arizona accelerator invited to become a member of the Global Accelerator Network (GAN) of top accelerators, providing enhanced, worldwide resources for select Arizona startups sponsored by the ACA.

INNOVATION & ENTREPRENEURSHIP

Virtual Accelerator

A new program developed in FY 2021, the ACA's Virtual Accelerator is a 12-week venture development program tailored to the needs of early-stage technology startups. With a streamlined online framework, the Virtual Accelerator's courses and mentorship opportunities empower founders to grow their businesses, pursue venture financing, and craft competitive applications for other programs. Founders in the accelerator are paired with an expert mentor who will provide support and guidance. These mentors are community partners with deep experience building, scaling, and exiting successful startups. During FY 2021, the first cohort of **11** startups graduated from the program, and the second cohort of **17** startups began their curriculum. As part of Arizona's ecosystem tools to enhance innovation in the state, the Virtual Accelerator utilizes the ACA's new Arizona Innovation Network (ACA IN), an asynchronous resource library and networking hub.

Corporate Venture Development

The ACA's Corporate Venture Development initiatives are focused on connecting large companies into Arizona's vibrant technology startup community and facilitate potential collaborations. This may include strategic partnerships for potential investments, joint ventures, or business development and technology spin outs from corporations into our ecosystem. In addition, executives are invited to participate in the ACA's innovation programming and emerging technology strategies. Thus far, relationships have been built with **23** large Arizona corporations, resulting in **17** direct startup engagements with **13** corporations in FY 2021.

Invest Southwest

In partnership with the ACA, Invest Southwest provides programming to connect investors to the most promising startups in Arizona, including its signature event, the Venture Madness pitch competition. During FY 2021, **120** Venture Madness applications were received, and **25** early-stage technology companies were selected as finalists to pitch in five technology tracks, including Software-as-a-Service, Tech, Growth, Medical and Consumer. Due to the pandemic, the competition's main conference and pitch event was delayed and will take place next year. The two-day event is attended by hundreds of entrepreneurs, startups, venture capitalists, and angel investors from across the southwest regions and is the longest running investor event in Arizona.

UNMET Arizona

The ACA was proud to continue its partnership with Stout Street Capital to co-host and present the UNMET Arizona Fall 2020 Conference. In keeping with the mission of UNMET to increase funding for startups outside of Silicon Valley, the event brought increased venture capital investments to Arizona by showcasing the diverse startups to a national and international investor audience. Due to the pandemic, the event was hosted virtually, with more than **150** venture capital firms and **125** startups participating, of which **67** were fast-growing Seed and Series A funding-stage startups from Arizona. Over **429** connections between startups and investors occurred as a result of the event, with a projection of more than \$37 million in funding to result within the next year.

TENWEST Festival

The ACA was also proud to continue its presenting sponsorship of the TENWEST Festival in FY 2021, which brings together the entrepreneurial, business, and creative communities from across the state in southern Arizona. Due to the pandemic, the traditional ten-day festival pivoted to a virtual, month-long celebration of entrepreneurship called Startup Together AZ. Pillar virtual events hosted or sponsored by the ACA during the month included Mentor Mania, Phoenix Startup Week, select sessions of the Small Business Boot Camp, and IdeaFunding. During IdeaFunding, the ACA provided welcome remarks during the Celebrating Main Street session, which highlighted the vital role of small businesses, and moderated the Founders Panel on building a thriving startup in Arizona. ACA representatives also participated in judging the Mainstage Pitch Competition & Finale, selecting the top technology startup of the competition, which garnered over **80** applicants who competed in four technology categories (Software-as-a-Service, Biotech & Life Sciences, Science & Tech, and Consumer Product). IdeaFunding had **1,370** virtual attendees from more than **300** cities from around the state and country, of which almost **100** were investors.




The ACA, Startup Tucson, Local First Arizona, Thrive PHX, and Moonshot all collaborate closely as presenting partners of the TENWEST Festival.

STRATEGIC INITIATIVES

The ACA continues to think far beyond traditional economic development practices and pursue forward-thinking strategic initiatives to achieve our mission.

Institute of Automated Mobility (IAM)

The Institute of Automated Mobility (IAM) continued to expand its technical expertise, partnerships and visibility during FY 2021. In addition to moving into Phase 2 of its pioneering work on AV safety metrics, the IAM launched four new projects leveraging a diverse brain trust of public and private sector experts. Three new members were welcomed into the Institute – Cox Automotive, Cox Smart Communities and Tucson Embedded Systems – and new partnerships were forged with NXP Semiconductors, Luminar and the Pima Association of Governments, bringing the number of collaborating organizations to **21**. The IAM elevated its profile through the organization of two statewide forums focusing on first responders and AVs, a two-day event highlighting various transportation related use cases of Unmanned Aerial Systems, and serving as a featured speaker during the Israeli-sponsored global event, EcoMotion. A newly designed website was launched in FY 2021.



IAM members secured a U.S. Department of Transportation grant to advance automated vehicle (AV) safety and communications in Work Zones; and was designated an Arizona representative to the USDOT AV Test Initiative. Arizona was one of the first nine states included in the federal effort.

Smart State

In FY 2021, the ACA continued to showcase its national and global leadership in the development and implementation of trailblazing collaborations designed to establish Arizona as a Smart State. Locally, the Smart State team worked with city officials at the city of Page to develop the first Smart Rural Community Roadmap in Arizona. Globally, in October, the European Commission selected the Greater

Phoenix Smart Region initiative, called the Connective, to become a mentor to European cities in the Intelligent Cities Challenge (ICC). The ACA Smart State team also led the establishment of the U.S. National Smart Coalitions Partnership, a new organization that unites more than 100 governments across seven regional smart cities consortiums in America to accelerate more sustainable and resilient cities through the use of new technology tools and partnerships. The ACA sits on the Executive Board for the organization and Arizona is the only state to have two separate smart region consortiums as members, the Connective in Greater Phoenix and the Southern Arizona Smart Region in Greater Tucson. Finally, the ACA continued to focus on building the international brand of Arizona as a world leader in the adoption of innovative technologies through a Smart Water Challenge with Durban, South Africa and the ASU/AWS Smart City Cloud Innovation Center.

Office of Economic Opportunity Online Resources

The ACA's Office of Economic Opportunity (OEO) launched a new website in April 2020, making economic, employment and population data more accessible, interactive and customizable for all users—from the novice to the most advanced. During FY 2021, the OEO team added significant new data analysis tools for industry employment, unemployment, wages and demographics. The user-friendly data visualization and analysis tools centralize data from multiple sources, giving users a one-stop source of Arizona data. Throughout the year, six webinars and presentations were offered to introduce stakeholders to the new website. Aimed primarily at workforce development board members and staff, Arizona Department of Economic Security staff and other economic development partners, the sessions highlighted how the data and data tools can be leveraged to support workforce efforts. Enhancements to the tools and training opportunities for those who can benefit from the data are ongoing.

WORKFORCE DEVELOPMENT

Ensuring Arizona employers have access to a steady pipeline of skilled talent is a critical part of the ACA's mission to advance our state's economic success.

Arizona's Workforce Team

Arizona's comprehensive solutions for talent acquisition include a team of strategic, resourceful and knowledgeable Workforce Strategy Consultants, part of the ACA's Office of Economic Opportunity (OEO), ready to assist businesses with hiring needs. The team facilitates meaningful connections, closes skill gaps, and prepares workers for next-gen jobs by:

- Connecting businesses with industry-specific talent development and delivery programs.
- Collaborating with educators, job seekers, industry partners and community leaders to facilitate meaningful talent-employer connections.
- Create customized training solutions for current and new employees to accelerate skill dexterity.

During FY 2021, the team assisted **115** companies and anticipated filling a total of **21,936** Arizona jobs.



Arizona Career Readiness Credential

Developed in collaboration with private-sector employers, the Arizona Career Readiness Credential (ACRC) enhances the labor pool by equipping and certifying job seekers with the foundational academic and professional skills that employers value. FY 2021 began the implementation of policies designed to require over **227** workforce training providers to deploy the Program to over **4,000** annual participants receiving technical skills training through ARIZONA@WORK. From July 2020 through June 2021:

- **21,446** hours were logged on the e-learning platform.
- **2,692** new job-seekers enrolled into the program.
- **19,343** measurable skills gained.
- **2,072** skill-specific assessments administered.
- **410** Arizona Career Readiness Credentials earned.
- **90%** pass rate was achieved by participants.

Industry Sector Partnerships

The ACA's Office of Economic Opportunity Workforce Team continued to launch training initiatives with industry and education partners during FY 2021. The following training programs were launched throughout the year:

- Manufacturing Job Training Project, a partnership with Mesa Community College and Boeing that will certify **500** workers for manufacturing careers by June 2022.
- Arizona Careers in the Cloud, a partnership with Amazon Web Services (AWS) that will increase access to cloud computing education in schools across the state and aims to train and certify **5,000** Arizona students for cloud careers by June 2022.

WORKFORCE DEVELOPMENT

ARIZONA@WORK

Housed within the ACA is the Workforce Arizona Council, a board consisting of industry leaders in private business, community and labor organizations, local and state government agencies, and members of the State's legislature. The Workforce Arizona Council is responsible for implementing the Governor's strategic vision for a robust and effective workforce system statewide. Arizona's workforce system, operated under ARIZONA@WORK, provides services to businesses and individuals through workforce development programs. These programs increase individuals' – particularly those with barriers to employment – access to and opportunities for employment, education, training and support services needed to succeed in the labor market, and provide Arizona employers with the skilled workers they need to succeed in the global economy. During FY 2021:

- **56,071** total participants were served.
- **35,273** participants completed career services.
- **25,994** participants completed training services.
- **101,421** participant barriers to employment were identified.

You may review the Workforce Arizona Council Annual report online by clicking [here](#).

In response to the unemployment impact of COVID-19, the Rapid Employment Job Training Grant Program was established utilizing the Arizona Job Training Funds. The grants provided support to employers by reimbursing costs associated with training a substantial number of new employees quickly. There were **105** applications for the program.

SciTech Institute

The SciTech Institute – a partnership between the Arizona Technology Council and the ACA – brings together business, industry, academia, non-profits, civic and community organizations to strengthen the science, technology, engineering, and mathematics (STEM) workforce pipeline in

Arizona and beyond. It does so by facilitating and supporting initiatives that promote STEM awareness and knowledge building. These include the Arizona STEM Ecosystem, Arizona SciTech Festival, Rural Activation and Innovation Network, the Chief Science Officers Program, Science for All, AZ STEM School Community of Practice, and Arizona Advanced Manufacturing Coalition. The Institute also supports the Arizona Middle and High School Science Bowls, National Counting Bee, Local First Arizona's Science Happens Here, and East Valley STEM Alliance. FY 2021 highlights are as follows:

Arizona SciTech Festival

The annual festival is a statewide celebration of STEM that aims to educate, engage, and inspire all Arizonans. Held January through April every year, the Festival advances STEM awareness and highlights its economic importance by offering residents a wide variety of events and hands-on learning opportunities. The 2020-2021 Arizona SciTech Festival was unique in that it shifted to a fully digital platform due to lingering COVID-19 concerns. The season was shortened to just the month of February rather than February-April, as a pilot for the digital effort. The number of collaborators were significantly reduced due to both the shortened season and digital focus. Both Zoom and Facebook Live were used to stream more than **256** events. Zoom engaged **3,786** viewers directly, while another **3,400** participated through Facebook Live. Digital platforms enabled audiences to attend events that normally they would not be able to due to geographic and/or economic reasons. Physical barriers that would normally impede groups from working together were dissolved through digital.

- **79%** of attendees said that virtual events were easier to attend.
- **77%** think that virtual events provide experiences that would not be available in person.
- **76%** would continue to attend virtual events.
- **97%** indicated they learned something new and had fun, became more aware of STEM careers, and indicated the event attended met their expectations.

WORKFORCE DEVELOPMENT

Chief Science Officers

Since 2015, the Chief Science Officers (CSO) program has engaged 6-12th grade youth to serve as STEM leaders and ambassadors in their schools and communities. The overarching goal is to place youth squarely in the center of STEM awareness, promotion, experience, and community action. The program empowers youth to chart their own educational and career trajectory, provides opportunities for them to develop a STEM identity, and expands access to STEM learning and opportunities for underserved, underrepresented youth.

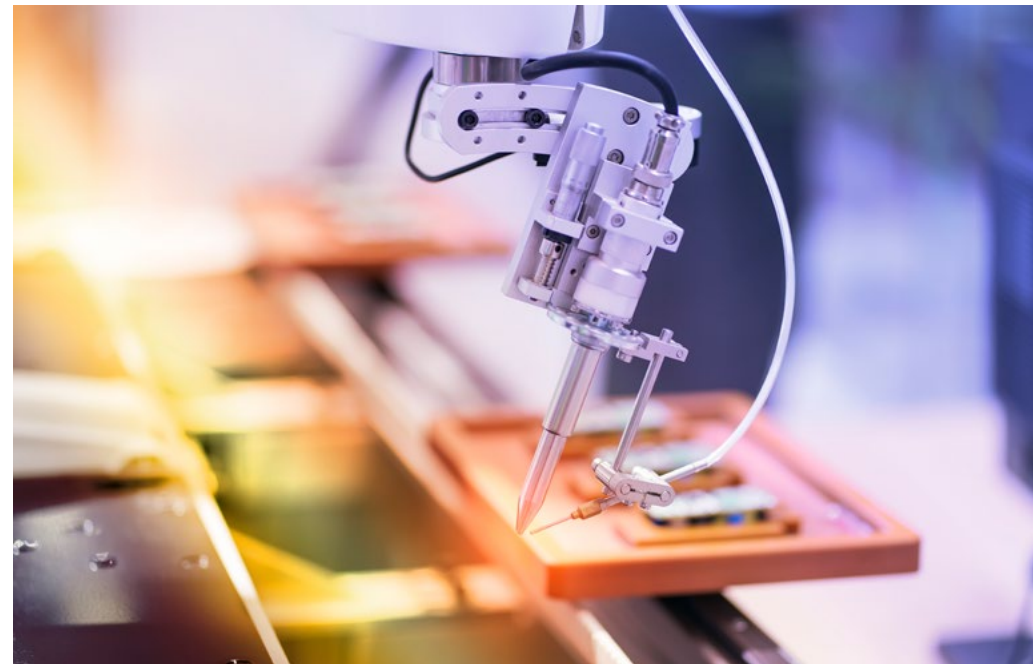
- During FY 2021, there were **146** Arizona CSOs.
- The full cohort consisted of **734** CSOs in nine states (AZ, DE, FL, GA, MI, NY, OR, PA, TX) and four countries (USA, Kuwait, Kenya, and Mexico).
- **68%** of the **77** Arizona schools engaged in the program are Title I schools.
- Demographics included **61%** female, **38%** male, and **1%** non-binary or self-described, with **57%** high school and **43%** middle school students.

"The CSO program has simply changed my life. A D.I.S.C personality test I took in my second year of the program had really shown me how I was adapting myself to enthusiastic, friendly, and optimistic and growing a personality among people. I feel like I am a part of something big. It sometimes feels cool to be busy, and it's honestly changed me for the better." - CSO Nikhil (Arizona)

Arizona Advanced Manufacturing Coalition

The coalition seeks to strengthen Arizona's STEM and advanced manufacturing workforce pathways by working with stakeholders, including K-16 educators and students, civic and community leaders and organizations, workforce development professionals, to promote awareness and interest in STEM career opportunities in advanced manufacturing. FY 2021 accomplishments include:

- **12** partnerships established across K-12, community college and university education institutions; civic and community organizations; workforce and economic development groups; and advanced manufacturing industry businesses.
- **10** partnerships established with private sector companies.
- **400+** K-12 students engaged in discussions around advanced manufacturing career pathways and opportunities through digital and in-person classroom visits.
- **250+** individuals received the monthly AZAMC newsletter.
- **20** K-16 classroom visits held since May 2021.



MARKETING ARIZONA

Promoting Arizona’s unique value proposition to companies globally, as well as communicating about the services and programs available to all Arizona businesses, is a critical component of the ACA’s efforts to grow and strengthen our economy statewide. In FY 2021, Perfect Balance continued as the brand awareness campaign. In addition, a new digital media strategy was launched that targeted advanced manufacturing operations, delivering **52** million impressions and more than **42,000** site visits.

EVENTS & TRADE SHOWS

144
domestic events

12
international events

178
webinars

PAID MEDIA IMPRESSIONS

70.9 M
total impressions

3.8 M
traditional media impressions

67 M
digital media impressions

WEBSITE VISITS

656,432
visits to azcommerce.com
a 21% increase Y-O-Y



SOCIAL MEDIA



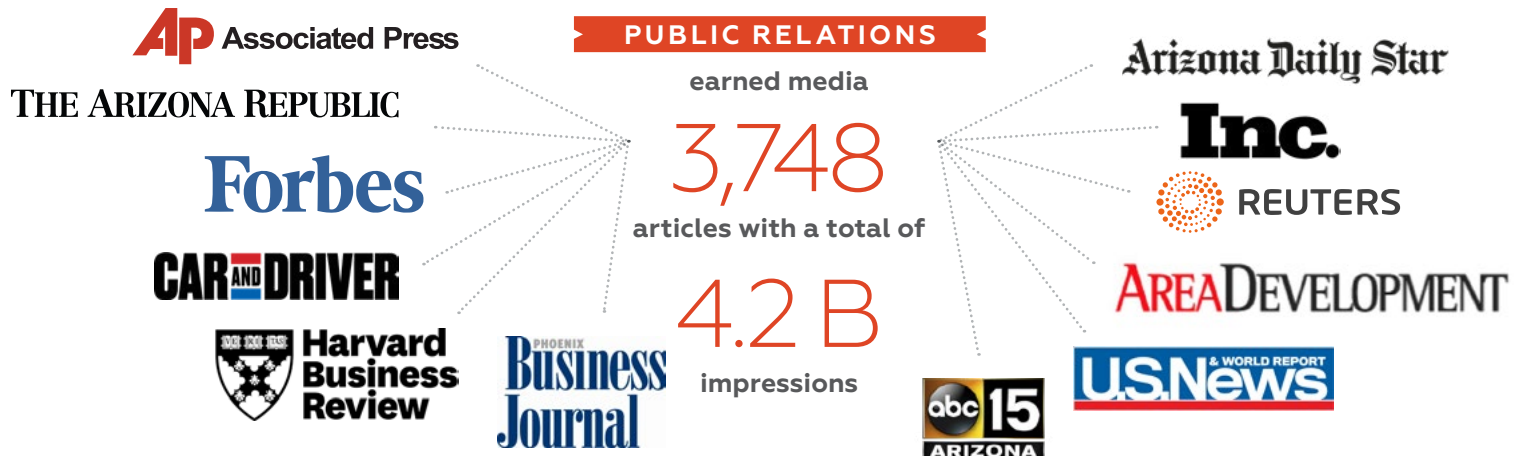
3,411,035
total social media impressions
a 40% increase Y-O-Y

26,911
social media engagements
a 35% increase Y-O-Y

1,142
total social media posts
a 146% increase Y-O-Y

EMAIL METRICS

5,719,564
emails sent
18.5% open rate



FINANCIAL PROGRAMS REPORTS

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TABLE 1 – FISCAL YEAR 2021 PRE-APPROVED ACTIVE PROGRAMS SUMMARY

NUMBER OF APPLICANTS PRE-APPROVED [1]	PROJECTED NEW JOBS [2]	AVERAGE WAGE OF PROJECTED NEW JOBS [2]	PROJECTED CAPITAL INVESTMENT [2]	INCENTIVES PRE-APPROVED IN YEAR BASED ON PROJECTIONS [3]
ARIZONA COMPETES FUND				
3	443	\$118,047	\$111,311,609	\$2,200,000
COMPUTER DATA CENTER INCENTIVE PROGRAM				
4	N/A	N/A	\$800,000,000 +	N/A
HEALTHY FOREST ENTERPRISE INCENTIVE PROGRAM				
1	N/A	N/A	N/A	N/A
INTERNATIONAL OPERATIONS CENTER INCENTIVE PROGRAM				
0	N/A	N/A	N/A	N/A
JOB TRAINING GRANTS PROGRAM				
135	23,071	\$44,720	N/A	\$18,972,891
MILITARY REUSE ZONE INCENTIVE PROGRAM				
3	N/A	N/A	\$37,264,062	\$1,602,516
QUALIFIED FACILITY INCENTIVE PROGRAM				
33	4,708	N/A	\$1,106,230,051	\$59,708,684
QUALITY JOBS INCENTIVE PROGRAM				
26	3,856	\$70,732	\$91,500,000	\$34,704,000
TOTALS/AVERAGE [4]	32,078	\$49,572	\$2,146,305,722	\$117,188,091

[1] Pre-approval generally entails a commitment of incentives to an applicant which is conditioned on the applicant subsequently achieving outcomes that establish final eligibility for the incentives. In the case of tax credit programs, pre-approval is reflected by issuance of a commitment letter. In the case of grant programs, pre-approval is reflected by execution of a grant agreement.

[2] "N/A" is indicated for programs in which the applicable metric is not a component of eligibility, confidential, or not available at the time of pre-approval.

[3] In some of the programs involving pre-approval, a specific incentive amount is committed at the time of pre-approval. In those programs, the amount of incentive pre-approved is either (a) in the case of tax credit programs, the amount of tax credits reserved or (b) in the case of grant programs, the maximum amount payable pursuant to the grant agreements. In programs involving pre-approval where a specific incentives amount is not committed, the pre-approval simply authorizes the applicant to claim certain benefits, which may include income tax credits, property tax reclassification or transaction privilege tax exemptions. "N/A" is included for programs in which the value of the incentive is not determined.

[4] Significant overlap exists between the projected jobs and capital investment figures reflected here and the projected jobs and capital investment figures reflected in the ACA's Fiscal Year 2021 master client list (at page 8). The data sets are not the same, however, for several reasons. Most significantly, not all businesses represented on the ACA's Fiscal Year 2021 master client list applied for incentives in Fiscal Year 2021 (and therefore are not represented in this table). Additionally, as the same projected job and the same capital investment can in some cases be claimed to establish eligibility under multiple incentive programs, the total new jobs and total capital investment numbers in the table may reflect some duplication (there is no such duplication in the Fiscal Year 2021 master client list).

TABLE 2 – FISCAL YEAR 2021 POST-APPROVED ACTIVE PROGRAMS SUMMARY

NUMBER OF APPLICANTS POST-APPROVED [1]	ACTUAL NEW JOBS CREATED [2]	AVERAGE WAGE OF NEW JOBS CREATED [2]	ACTUAL CAPITAL INVESTMENT MADE [2]	INCENTIVES AWARDED BASED ON ACTUAL IN YEAR ACTIVITY [3]
ARIZONA COMPETES FUND				
44	2,464	\$55,535	\$1,050,678,196	\$6,465,241
ANGEL INVESTMENT INCENTIVE PROGRAM				
91	N/A	N/A	N/A	\$2,500,000
COMPUTER DATA CENTER INCENTIVE PROGRAM				
1	N/A	N/A	\$50,000,000+	N/A
HEALTHY FOREST ENTERPRISE INCENTIVE PROGRAM				
8	N/A	N/A	\$4,463,182	\$404,234
INTERNATIONAL OPERATIONS CENTER INCENTIVE PROGRAM				
1	N/A	N/A	\$100,000,000+	N/A
JOB TRAINING GRANTS PROGRAM				
104	12,444	\$37,789	N/A	\$8,033,493
MILITARY REUSE ZONE INCENTIVE PROGRAM				
3	N/A	N/A	\$28,155,243	\$1,093,926
QUALIFIED FACILITY INCENTIVE PROGRAM				
10	3,719	\$89,929	\$947,337,356	\$69,622,514
QUALITY JOBS INCENTIVE PROGRAM				
52	2,793	\$66,287	\$202,788,129	\$25,077,000
RESEARCH AND DEVELOPMENT INCENTIVE PROGRAM				
75	N/A	N/A	\$76,667,613	\$4,999,997
TOTALS/AVERAGE [4]	21,420	\$52,599	\$2,460,089,719	\$118,196,405

- [1] Post-approval generally entails an award of incentives after an applicant has taken all steps necessary to establish final eligibility for the applicable incentive. Post-approval is reflected by (a) in the case of tax credit programs, a letter authorizing the applicant to claim tax credits through the Department of Revenue or the Department of Insurance and Financial Institutions over a period of years; (b) in the case of grant programs, a payment to the applicant for achieving a grant milestone; or (c) in the case of a tax exemption program, a letter confirming the applicant's eligibility to claim the exemption. In some cases, the submission of a program report by an applicant is deemed to be post-approval for purposes of this ACA report, though no actual ACA approval is involved, because the submission of reports in those cases is the process by which the ACA learns the outcomes achieved by the applicant.
- [2] "N/A" is indicated for programs in which the applicable metric is confidential, or not a component of eligibility. Where figures are reported in the "New Jobs Created" and "Capital Investment Made" columns, they are based on information reported in Fiscal Year 2021; as such, they may include jobs created and capital investment made prior to Fiscal Year 2021.
- [3] "Awarded" means (a) in the case of tax credit programs, the amount of tax credits authorized to be claimed through the Department of Revenue or the Department of Insurance and Financial Institutions over a period of years; (b) in the case of grant programs, the amount of grant payments made; or (c) in the case of tax exemption programs, the amount of exemptions reported to have been claimed by applicants. As incentive awards in a given year are often based on pre-approvals made in prior years, the amount of incentives awarded indicated in the table does not necessarily have any correlation with the amount of pre-approved incentives identified in Table 1. Further, because tax credits awarded may or may not be actually claimed by the applicant through the Department of Revenue or the Department of Insurance and Financial Institutions, the actual cost to the state of tax credit programs may be lower than indicated.
- [4] Little overlap exists between the actual jobs and capital investment figures in this table and the projected jobs and capital investment figures of the ACA's Fiscal Year 2021 master client list (at page 8). This is primarily because the Fiscal Year 2021 master client list includes only projects that were announced in Fiscal Year 2021, whereas the vast majority of actual jobs and capital investment reflected in this table represent projects that were announced or established in previous years.

ARIZONA COMPETES FUND

Pursuant to A.R.S. § 41-1545 et seq., the Arizona Commerce Authority administers the Arizona Competes Fund (ACF). In accordance with A.R.S. § 41-1545.02, grants from the ACF may be awarded for (i) attracting, expanding or retaining Arizona basic enterprises and (ii) supporting and advancing programs and projects for microenterprises, rural businesses, small businesses and business development that enhance economic development. Currently, five ACA grant programs are funded through the ACF: Deal-closing Grants (A-1), Arizona Innovation Challenge Grants (AIC), Rural Economic Development Grants (REDG), Arizona Small Business Development Center Grant (AZSBDCG), and Other Specialty Grants.

DEAL-CLOSING GRANTS (A-1 Grants)

A-1 Grants are offered for the purpose of attracting, expanding or retaining Arizona basic enterprises.

A.R.S. § 41-1545 defines an “Arizona basic industry” as manufacturing industries identified by North American industry classification system code sectors 31, 32 and 33; producing goods or services that derive at least 65% of their revenue from out-of-state sales; research and development of new products, processes or technologies; national or regional headquarters or back-office operations supporting a national or regional company; or warehouse distribution operations identified by North American industry classification system code sector 42 if 65% of inventory is shipped out of state. Pursuant to A.R.S. § 41-1545.02, all A-1 Grants must demonstrate through analysis by an independent third party that estimated income, property tax, transaction privilege tax and government fee revenues in Arizona resulting from the project will exceed the state incentives available to the grantee.

These grants are typically structured over a number of years with the grantee being required to meet certain milestones before grant monies are paid. These companies are also required to report a number of verifiable performance results for three to five years.

TABLE 3A – ARIZONA COMPETES FUND PROGRAM · CUMULATIVE A-1 GRANT ACTIVITY

CUMULATIVE GRANT ACTIVITY	ACTUAL NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	ACTUAL CAPITAL INVESTMENT MADE	CUMULATIVE INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
TOTAL GRANTS AWARDED FY 2012-2021	18,253	\$85,284	\$3,022,069,221	\$35,981,453

TABLE 3A – ARIZONA COMPETES FUND PROGRAM · FISCAL YEAR 2021 PRE-APPROVED A-1 GRANTS

FY 2021 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS	PROJECTED CAPITAL INVESTMENT	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
DOT Foods, Inc.	60	\$50,000	\$10,900,000	\$125,000
Align Technology, Inc.	150	\$111,446	\$4,100,000	\$500,000
Viavi Solutions	233	\$139,820	\$96,311,609	\$375,000
FY 2021 TOTALS/AVERAGE	443	\$118,047	\$111,311,609	\$1,000,000

Table 3A – Post-Approved A-1 continued on next page >

TABLE 3A – ARIZONA COMPETES FUND PROGRAM • FISCAL YEAR 2021 POST-APPROVED A-1 GRANTS

FY 2021 APPLICANT (POST-APPROVED) [1]		ACTUAL NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	ACTUAL CAPITAL INVESTMENT MADE	INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
Orbital ATK, Inc.	FY2021	68	\$115,856	\$8,763,081	\$482,774
	Cumulative	211	\$116,098	\$32,125,578	\$750,000
NAGRA USA, Inc.	FY2021	-48	N/A	\$928,971	\$53,766
	Cumulative	117	\$151,112	\$8,780,490	\$53,766
Rogers Corporation	FY2021	-57	N/A	\$6,749,579	\$46,400
	Cumulative	70	\$108,358	\$79,661,765	\$477,402
Farmers Insurance Exchange	FY2021	116	\$63,431	\$ 0	\$ 0
	Cumulative	579	\$56,215	\$8,747,968	\$190,460
Caterpillar Global Mining, LLC	FY2021	-24	N/A	\$ 1,131,600	\$ 0
	Cumulative	429	\$132,613	\$50,250,600	\$4,000,000
ADP, Inc.	FY2021	-91	N/A	\$ 0	\$380,000
	Cumulative	850	\$53,396	\$33,534,665	\$818,333
DOT Foods, Inc.	FY2021	7	\$120,666	\$ 0	\$ 5,000
	Cumulative	197	\$56,935	\$48,198,195	\$5,000,000
MUFG Union Bank N.A.	FY2021	336	\$108,953	\$5,580,728	\$762,000
	Cumulative	1,323	\$94,104	\$107,374,284	\$2,712,143
Bank of the West	FY2021	-118	N/A	\$3,002,021	\$1,131,172
	Cumulative	918	\$78,420	\$26,470,239	\$2,372,400
Benchmark Electronics	FY2021	55	\$70,906	\$69,782,873	\$ 0
	Cumulative	350	\$121,281	\$106,015,871	\$ 0
Raytheon Company	FY2021	-96	N/A	\$116,920,443	\$ 0
	Cumulative	3,270	\$88,525	\$931,434,642	\$5,000,000
Ball Metal Beverage Corp	FY2021	-12	N/A	\$7,712,978	\$ 0
	Cumulative	189	\$74,138	\$290,761,672	\$ 0
Deloitte Consulting, LLP	FY2021	263	\$98,399	\$7,271,378	\$977,500
	Cumulative	778	\$96,288	\$53,847,855	\$977,500
Boeing Company	FY2021	-119	N/A	\$1,864,035	\$616,699
	Cumulative	712	\$95,218	\$26,010,823	\$616,699
Atieva USA, Inc. dba Lucid Motors USA, Inc.	FY2021	0	N/A	\$176,375,586	\$ 0
	Cumulative	94	\$92,516	\$218,208,146	\$ 0
Nationwide Mutual Insurance Company	FY2021	-98	\$ 0	\$63,285,375	\$ 0
	Cumulative	1,474	\$99,086	\$179,051,092	\$ 0
Nikola Corporation	FY2021	253	\$110,671	\$95,041,662	\$ 0
	Cumulative	466	\$112,537	\$139,020,042	\$1,000,000
Universal Electronics, Inc.	FY2021	16	\$183,651	\$769,691	\$132,194
	Cumulative	66	\$181,879	\$2,889,040	\$132,194
Allstate Insurance Company	FY2021	-143	N/A	\$4,412,133	\$352,150
	Cumulative	1,237	\$65,062	\$32,182,973	\$565,726
Choice Hotels International, Inc.	FY2021	43	\$101,135	\$284,713	\$ 0
	Cumulative	43	\$101,135	\$284,713	\$ 0
Mark Anthony Brewing, Inc.	FY2021	203	\$56,165	\$367,482,000	\$ 0
	Cumulative	203	\$56,165	\$367,482,000	\$ 0
FY 2021 TOTALS/AVERAGE [1]		1,360	\$75,939	\$937,358,847	\$4,939,655
CUMULATIVE TOTALS/AVERAGE [1]		13,576	\$88,124	\$2,742,332,653	\$20,166,623

[1] Grants with activity in Fiscal Year 2021.

MICROENTERPRISES, RURAL BUSINESSES, SMALL BUSINESSES AND BUSINESS DEVELOPMENT GRANTS (A-2)

ARIZONA INNOVATION CHALLENGE (AIC) GRANTS

AIC grants are awarded to qualified, innovative start-up and early stage companies through a business plan competition known as the Arizona Innovation Challenge. AIC grants are extended to encourage commercialization of new technologies and small business growth, which may not result in immediate job creation and capital investment. Recipients are required to meet certain milestones and report measurable outcomes over a 12-month period in order to receive the award funds. These entities are also required to file progress reports for several years beyond their grant award.

TABLE 3B – ARIZONA COMPETES FUND PROGRAM • FISCAL YEAR 2021 AIC GRANT AWARDS

FISCAL YEAR 2021 AWARDEES

Custom Club, Inc., dba Retainer Club partners with orthodontists and dentists to use a subscription retainer service and a custom mouthguard service as a co-branded CRM platform.

Delta Thermal, Inc. protects electrical substations and downstream switchgear cabinets with predictive infrared monitoring and perimeter security.

EnPower, Inc. developed a patented advanced cell (multi-layer) architecture that solves the fundamental tradeoff inherent to Lithium-ion batteries.

EscrowTab, Inc. digitizes mortgage lending.

Journeyage, LLC provides corporations with online, personalized training solutions.

Schola, Inc. helps families find, connect with, and enroll in their ideal schools, and provides schools with free and premium services that help them source, engage, and enroll students.

Sentinel Monitoring Systems, Inc. provides ultra-sensitive, high capacity rapid microbiological testing methods for the life sciences industry.

Sylvan Source, Inc. provides industrial wastewater treatment and thermal energy recovery and re-use systems.

TABLE 3B – ARIZONA COMPETES FUND PROGRAM • FISCAL YEAR 2021 PRE-APPROVED AIC GRANTS

FY 2021 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS [1]	AVERAGE WAGE OF PROJECTED NEW JOBS [1]	PROJECTED CAPITAL INVESTMENT	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
FY 2021 TOTALS	N/A	N/A	N/A	\$1,200,000

[1] Beginning with the FY19 cohort, the grantee's performance milestones are tied to passage of coaching sessions through the Venture Ready Program and therefore do not involve set job creation milestones. Job Creation will be tracked and will be recorded upon close of the grant.

TABLE 3B – ARIZONA COMPETES FUND PROGRAM • FISCAL YEAR 2021 POST-APPROVED AIC GRANTS

FY 2021 APPLICANT (POST-APPROVED)	ACTUAL NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	ACTUAL CAPITAL INVESTMENT MADE	INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
FY 2021 TOTALS	44	\$108,940	\$5,329,457	\$1,274,336

TABLE 3B – ARIZONA COMPETES FUND PROGRAM • CUMULATIVE AIC GRANT ACTIVITY

CUMULATIVE GRANT ACTIVITY	ACTUAL NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	ACTUAL CAPITAL INVESTMENT MADE	CUMULATIVE INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
TOTAL GRANTS AWARDED FY 2012-2021	706	\$69,466	\$19,730,857	\$20,418,417

Rural Economic Development Grants (REDG)

REDG grants partially fund qualifying fiscal year rural infrastructure projects that will generate private sector job creation and capital investment, particularly in Arizona basic industries as defined in A.R.S. § 41-1545.

These grants are awarded by the Rural Economic Development Council in competitive grant cycles. Grants reimburse rural entities for infrastructure improvements that enhance the community's competitiveness. Funds are paid out over time based on the achievement of milestones and recipients are required to submit quarterly reports on the funded projects to the ACA for a period of three or more years.

The infrastructure projects funded by this grant program are often part of long-term economic development initiatives within a local community and geared toward long-term job creation.

TABLE 3C – ARIZONA COMPETES FUND PROGRAM • FISCAL YEAR 2021 PRE-APPROVED REDG GRANTS

FY 2021 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS	PROJECTED CAPITAL INVESTMENT	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
N/A	N/A	N/A	N/A	N/A
TOTALS/AVERAGE	0	N/A	\$0	\$0

TABLE 3C – ARIZONA COMPETES FUND PROGRAM • FISCAL YEAR 2021 POST-APPROVED REDG GRANTS

FY 2021 APPLICANT (POST-APPROVED) [1]	ACTUAL NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	ACTUAL CAPITAL INVESTMENT MADE	INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
City of Yuma FY2021	16	\$47,500	\$0	\$0
Cumulative	315	\$24,114	\$21,500,000	\$151,453
FY 2021 TOTALS/AVERAGE	16	\$47,500	\$0	\$0
FY 2021 CUMULATIVE TOTALS/AVERAGE	315	\$24,114	\$21,500,000	\$151,453

[1] Grants with activity in Fiscal Year 2021.

TABLE 3C – ARIZONA COMPETES FUND PROGRAM • CUMULATIVE REDG GRANT ACTIVITY

CUMULATIVE GRANT ACTIVITY	ACTUAL NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	CAPITAL INVESTMENT [1]	CUMULATIVE ACTUAL INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY [2]
TOTAL GRANTS AWARDED FY 2012-2021	1,840	\$32,282	\$201,402,000	\$6,387,592

[1] Includes updated information from one of the grantees previously reported.

[2] Two 2012 REDG grants were partially funded from other state funds and have been removed from previous totals. Cumulative actual incentives in this section include grants awarded by the ACA from FY12 to the present solely pursuant to A.R.S. § 41-1545.02.

Arizona Small Business Development Center Grant (AZSBDCG)

The AZSBDCG is intended to help communities sustain economic development projects that focus on job growth and capital investment by leveraging the Small Business Development Center (SBDC) network coordinated by the Maricopa County Community College District (MCCCD). In order to qualify for Grant Payments, SBDC's across the State must assist with and report (among other metrics) job creation, wages, capital investment, and community engagement activity resulting from assistance funded by the Grant.

TABLE 3D – AZSBDC GRANTS FY2021 AND CUMULATIVE ACTIVITY

GRANT YEAR	GRANTEE	PROPOSED GRANT AWARD	ACTUAL GRANT AWARD TO-DATE	JOB CREATION ESTIMATED	ACTUAL NEW JOBS CREATED	ESTIMATED AVERAGE WAGE	AVERAGE WAGE OF NEW JOBS	NEW CAPITAL INVESTMENT
2021	Maricopa County Community College District	\$335,000	\$251,250	788	1044.50	\$38,397	\$26,841	\$107,989,892
CUMULATIVE TOTAL/AVERAGE		\$713,750	\$622,000	1472	1851.50	\$36,570	\$31,804	\$171,803,442

Other Grant Programs

The ACA may create specialty grant programs from time to time. Those programs are summarized below.

TABLE 3E – OTHER GRANT PROGRAMS FY2021 AND CUMULATIVE ACTIVITY

GRANT YEAR	GRANTEE	PROPOSED GRANT AWARD	ACTUAL GRANT AWARD	ESTIMATED JOBS RETAINED	ACTUAL JOBS RETAINED[2]
2021	N/A	N/A	N/A	N/A	N/A
CUMULATIVE TOTALS/AVERAGE [1]		\$150,000	\$150,000	164	309

[1] Cumulative Totals include the Arizona COVID-19 Assistance Grant (AZCAG) administrated through Local First Arizona.

[2] Actual jobs retained includes all jobs associated with the Local First Arizona grant program which was also supported by a pool of additional resources.

ANGEL INVESTMENT INCENTIVE PROGRAM

The Angel Investment Tax Credit Program provides certified investors a tax credit equal to 30% of investments made in a Qualified Small Business (35% if the small business is a rural or bioscience business). This certification allows investors to claim tax credits on their eligible investments and receive favorable Arizona income tax treatment on related capital gains, pursuant to A.R.S. § 43-1022(27).

ACA may certify \$2.5 million of tax credits annually (plus any unused credits from prior years) from July 1, 2017 through June 30, 2021 for qualified investments made in qualified small businesses. ACA certifies tax credits on a year-round basis up to the cap on qualifying investment in certified small businesses totaling at least \$25,000 that are reported to the ACA within 90 days of the date of the investment.

The ACA certifies small businesses that are eligible to receive Angel Investments. A Qualified Small Business must be either a corporation, limited liability company, partnership or other business entity exclusive of a sole proprietorship. To be certified for a 12-month period, the business must be in the early stage of development. It must also maintain a portion of its operations in Arizona and employ at least two full-time equivalent Arizona residents.

TABLE 4 – FISCAL YEAR 2021 APPROVED INVESTMENTS

Certified Investor Applications	91
Unique Investors Receiving Tax Credits	84
Investors' Investments in Certified Companies	\$7,892,366
Certified Companies Receiving Investments	33
Tax Credits Approved	\$2,500,000

TABLE 4 – FISCAL YEAR 2021 APPROVED QUALIFIED SMALL BUSINESSES (QSB)

FY 2021 APPLICANT (APPROVED QSB)	CERTIFICATION DATE	FY 2021 APPLICANT (APPROVED QSB)	CERTIFICATION DATE
BAYiQ, Inc.	7/1/20	VMOCION, LLC	10/14/20
Noir Lighting, Inc.	7/6/20	Better Agency, Inc.	10/16/20
Scintillation Nanotechnologies, Inc.	7/6/20	Hyver Labs, LLC	10/19/20
ELE Optics, Inc.	7/9/20	Schola, Inc.	10/21/20
Aural Analytics, LLC	7/13/20	Motion Warriors, LLC	10/27/20
LawLytics, Inc.	7/13/20	InstantHandz, LLC	11/4/20
Create Happy, Inc. dba My Little Mascara Club	7/29/20	Nurture Boss, Inc.	11/11/20
RexPay, Inc.	7/30/20	Codelucida, Inc.	11/16/20
Resonea, Inc.	7/31/20	INanoBio, Inc.	3/30/21
DataStreet, LLC	8/5/20	SibylSoft, Inc.	3/30/21
Cohere, Inc.	8/5/20	Filmstacker, Inc.	4/17/21
K16 Solutions, Inc.	8/6/20	Hidentity, LLC	4/19/21
SeeThinkShift, Inc.	8/7/20	Two Second Media	4/29/21
Wealth Venture Partners, Inc.	8/9/20	Reglagene Holding, Inc.	5/6/21
Post.Bid.Ship. Inc.	8/27/20	Algoface, Inc.	5/31/21
Electronic Design & Development Corp.	8/28/20	Well Made Manufacturing, LLC	6/2/21
IPAssets, LLC	9/8/20	EscrowTab, Inc.	6/7/21
Movement Interactive, Inc.	10/7/20	Beacon Biomedical, Inc.	6/11/21
Hamilton Distillers Group, Inc.	10/8/20	ZelosDx, Inc. formerly MSDx, Inc.	6/22/21
SaiOx, Inc.	10/9/20	Howe Industries, LLC	6/30/21
		TOTAL	40

COMPUTER DATA CENTER INCENTIVE PROGRAM

The Computer Data Center Incentive Program provides transaction privilege tax and use tax exemptions at the state, county and local levels, on qualifying purchases of Computer Data Center (CDC) Equipment.

An owner, operator or qualified co-location tenant of a CDC may receive the exemptions provided by the incentive for up to ten full calendar years following the year certification of the CDC is issued. However, if the CDC qualifies as a Sustainable Redevelopment Project, the exemptions are available for up to 20 full calendar years following the year certification of the CDC is issued.

The transaction privilege tax and use tax exemptions provided by the incentive are available to CDC facilities that meet the following criteria:

- If the CDC Facility is located in either Maricopa or Pima County, a Capital Investment of at least \$50 million is made within five years of the date of the Letter of CDC Certification from the ACA; OR
- If the CDC Facility is located in any county other than Maricopa or Pima, a Capital Investment of at least \$25 million is made within five years of the date of the Letter of CDC Certification from the ACA; OR
- In the case of an Existing CDC, regardless of location, a Capital Investment of at least \$250 million was made during the period between September 1, 2007 and August 31, 2013; OR
- In the case of a Greenfield CDC, regardless of location, a capital investment of at least \$200 million is made within five years of the date of the Letter of CDC Certification from the ACA.

**TABLE 5 – FISCAL YEAR 2021
PRE-APPROVED COMPUTER DATA CENTER INCENTIVE PROGRAM**

FY 2021 APPLICANT (PRE-APPROVED)	MINIMUM STATUTORY CAPITAL INVESTMENT [1]
NTT Global Data Centers PH, LLC	\$200,000,000+
Compass Datacenters Phx I, LLC	\$200,000,000+
Microsoft Corporation	\$200,000,000+
Iron Mountain Datacenters, LLC	\$200,000,000+
TOTAL	\$800,000,000+

[1] For purposes of this table, the applicants “certified” in FY 2021 based on commitments for future required investments were deemed to have been “pre-approved.” Correspondingly, the amount identified in the “Minimum Statutory Capital Investment” column is the minimum amount of aggregate capital investment the applicant that was “pre-approved” must make over a period of up to five years in order to sustain its certification. The actual amounts are confidential under A.R.S. § 41-1519(I).

**TABLE 5 – FISCAL YEAR 2021
POST-APPROVED COMPUTER DATA CENTER INCENTIVE PROGRAM**

FY 2020 APPLICANT (POST-APPROVED)	ACTUAL CAPITAL INVESTMENT [1]
CVS Health Corporation	\$50,000,000+
TOTAL	\$50,000,000+

[1] The amount identified in the “Actual Capital Investment” column is the minimum amount of aggregate capital investment the applicant was required to make. The actual amounts are confidential pursuant to A.R.S. § 41-1519(I).

**TABLE 5 – CUMULATIVE
COMPUTER DATA CENTER INCENTIVE PROGRAM ACTIVITY**

APPLICANT POST-APPROVAL YEAR	ACTUAL CAPITAL INVESTMENT [1]
FY 2014	\$1,000,000,000+
FY 2015	\$250,000,000+
FY 2016	\$0
FY 2017	\$0
FY 2018	\$0
FY 2019	\$200,000,000+
FY 2020	\$300,000,000+
FY 2021	\$50,000,000+
TOTAL	\$3,645,620,930+

[1] The amount identified in the “Actual Capital Investment” column is the minimum amount of capital investment the applicants were required to make in the aggregate over a period of up to five years in order to sustain its certification. The actual amounts are confidential pursuant to A.R.S. § 41-1519(I).

HEALTHY FOREST INCENTIVE PROGRAM

The Healthy Forest Enterprise Incentive is designed to promote forest health in Arizona by providing incentives for certified businesses that are primarily engaged in harvesting, processing or transporting forest products. The following incentives are provided by the Healthy Forest Enterprise Incentive:

- Reduction in tax imposed on use fuel. Use fuel is defined as all gas and liquid used to propel a motor vehicle except fuels that are subject to motor vehicle fuel tax.
- Transaction privilege tax exemption on purchased qualifying equipment, leased or rented qualifying equipment, construction contracts, equipment repair parts and motor vehicle fuel and use fuel.

- Use tax exemption on qualifying equipment purchased out-of-state, equipment repair parts and motor vehicle fuel and use fuel.
- Property tax reduction.
- Employment income tax credit – Arizona income tax credit earned over a three-year period for each net new job created, totaling up to \$3,000 per employee.
- Workforce training income tax credit – Arizona income tax credit earned over a three-year period for each new employee trained, totaling up to \$9,000 per employee.

TABLE 6 – FISCAL YEAR 2021 PRE-APPROVED HEALTHY FOREST INCENTIVE PROGRAM

FY 2021 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS [1]	AVERAGE WAGE OF NEW JOBS PROJECTED [1]	PROJECTED CAPITAL INVESTMENT	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
Chippin-In, LLC	N/A	N/A	[2]	[2]
TOTALS/AVERAGE	0	\$0	[2]	[2]

[1] New jobs are only reported in connection with the employment income tax credit.

[2] Information is confidential pursuant to A.R.S. § 41-1516(H).

TABLE 6 – FISCAL YEAR 2021 POST-APPROVED HEALTHY FOREST INCENTIVE PROGRAM

FY 2021 APPLICANT (POST-APPROVED)	ACTUAL NEW JOBS CREATED [1]	AVERAGE WAGE OF NEW JOBS CREATED [1]	ACTUAL CAPITAL INVESTMENT	INCENTIVES AWARDED IN YEAR BASED ON ACTUAL ACTIVITY
Canyon Creek Logging, Inc.	N/A	N/A	[2]	[2]
Novo BioPower LLC	N/A	N/A	[2]	[2]
FEC Logging USA Holdings, LLC	N/A	N/A	[2]	[2]
Southwest Forest Products, Inc.	N/A	N/A	[2]	[2]
Tri Star Logging, Inc.	N/A	N/A	[2]	[2]
Dakota Logging, LLC	N/A	N/A	[2]	[2]
Mann's Clean-up Service, Inc	N/A	N/A	[2]	[2]
A3R Trucking LLC	N/A	N/A	[2]	[2]
TOTALS/AVERAGE	N/A	N/A	\$4,463,182	\$404,234

[1] New jobs are only reported in connection with the employment income tax credit.

[2] Information is confidential pursuant to A.R.S. § 41-1516(H).

TABLE 6 – CUMULATIVE HEALTHY FOREST INCENTIVE PROGRAM ACTIVITY

POST-APPROVAL YEAR	ACTUAL NEW JOBS CREATED [1]	AVERAGE WAGE OF NEW JOBS CREATED [1]	ACTUAL CAPITAL INVESTMENT MADE	INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
FY 2011	N/A	N/A	\$1,057,587	\$124,643
FY 2012	N/A	N/A	\$995,624	\$23,160
FY 2013	N/A	N/A	\$806,669	\$11,997
FY 2014	N/A	N/A	\$180,425	\$43,559
FY 2015	N/A	N/A	\$4,865,729	\$228,234
FY 2016	N/A	N/A	\$7,027,145	\$403,158
FY 2017	N/A	N/A	\$8,247,075	\$478,638
FY 2018	N/A	N/A	\$6,299,977	\$620,093
FY 2019	N/A	N/A	\$9,633,507	\$591,301
FY 2020	N/A	N/A	\$16,908,074	\$348,488
FY 2021	N/A	N/A	\$4,463,182	\$404,234
TOTALS/AVERAGE	N/A	N/A	\$60,484,994	\$3,277,505

[1] New jobs are only reported in connection with the employment income tax credit.

INTERNATIONAL OPERATIONS CENTER INCENTIVE PROGRAM

The International Operations Center Incentive Program provides utility relief to the owner or operator of an international operations center (IOC) that self-consumes renewable energy from a qualified facility. Utility relief is defined as the mitigation of the tax burden on the retail purchaser of electricity or natural gas.

An owner or operator of an IOC may receive the utility relief if it achieves both of the following investment requirements:

- Minimum annual investment of \$100 million in new capital assets. Investments greater than \$100 million in any taxable year may be carried forward.
- On or before the tenth anniversary of certification, a minimum investment of at least \$1,250,000,000 in new capital assets.
- Invest \$100 million in one or more Renewable Energy Facilities (“REF”) in Arizona that produce energy for self-consumption using renewable energy resources within a three-year period beginning the date of the initial application or by December 31, 2030.

TABLE 7 – FISCAL YEAR 2021 PRE-APPROVED INTERNATIONAL OPERATIONS CENTER INCENTIVE PROGRAM

FY 2021 APPLICANT (PRE-APPROVED)	MINIMUM STATUTORY CAPITAL INVESTMENT
*No Activity	
TOTAL	

TABLE 7 – FISCAL YEAR 2021 POST-APPROVED INTERNATIONAL OPERATIONS CENTER INCENTIVE PROGRAM

FY 2021 APPLICANT (POST-APPROVED)	ACTUAL CAPITAL INVESTMENT [1]
Apple, Inc.	\$100,000,000+
TOTAL	\$100,000,000+

[1] The amount identified in the “Actual Capital Investment” column is the minimum amount of aggregate capital investment the applicant must make in order to sustain its certification. This amount may include a carryover from excess investment in a prior year. The actual amount is confidential pursuant to A.R.S. § 41-1520(H).

TABLE 7 – CUMULATIVE INTERNATIONAL OPERATIONS CENTER INCENTIVE PROGRAM ACTIVITY

PRE-APPROVAL YEAR	ACTUAL CAPITAL INVESTMENT [1]
2016	N/A
2017	N/A
2018	\$100,000,000+
2019	\$100,000,000+
2020	\$100,000,000+
2021	\$100,000,000+
TOTAL	\$400,000,000+

[1] The amount identified in the “Actual Capital Investment” column is the minimum amount of aggregate capital investment per year the applicant must make in order to sustain its certification. This amount may include a carryover from excess investment in a prior year. The actual amount is confidential pursuant to A.R.S. § 41-1520(H).

JOB TRAINING GRANTS PROGRAM

The Job Training Program offers grants to assist eligible Arizona employers with employee training expenditures. Program grants are payable on a cost-reimbursement basis and cover up to 75% of the eligible cost for new employee training and 50% of the eligible costs for existing employee training.

The Rapid Employment Job Training Grant Program was established in FY 2020 in response to the economic consequences of the COVID-19 outbreak. It was designed to support employers by reimbursing costs associated with training substantial numbers of new employees quickly. This one-time program was funded from the Job Training Program Fund.

Pursuant to SB 1471 (52nd Legislature, First Regular Session), funding for the Job Training Program terminated on December 31, 2015. Pursuant to HB 2539 (53rd Legislature, First Regular Session), the program termination date of December 31, 2015, has been extended to December 31, 2020, after which time no new grants will be issued. Grants issued on or before, and terminating after, December 31, 2020 will remain in effect through their respective contractual end dates.

TABLE 8 – FISCAL YEAR 2021 PRE-APPROVED TRADITIONAL JOB TRAINING GRANT SUMMARY

FY 2021 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
Ball Metal Beverage Container Corp.	174	\$63,454	\$870,000
Bell Bank	1,810	\$118,226	\$58,391
BlueOptima, Inc.	32	\$47,343	\$35,346
Clarivate Analytics US, LLC	84	\$87,773	\$81,315
CMC Steel Fabricators, Inc.	21	\$44,380	\$12,406
Commonwealth Electric Company of the Midwest	48	\$63,930	\$240,000
Comsovereign Holding Corp.	323	\$44,414	\$590,519
Corbins Service Electric, LLC	50	\$55,560	\$250,000
CP Technologies, LLC	48	\$78,208	\$11,565
CTI Trucking & Leasing, Inc	42	\$53,416	\$232,446
CVS Health Corporation	347	\$38,598	\$411,835
Dot Foods, Inc.	41	\$53,944	\$116,540
Environmental Conditioning, LLC dba Parker & Sons, Inc.	25	\$38,009	\$125,000
Farmers Insurance - Phoenix	466	\$38,355	\$616,283
Freedom Financial Network, LLC	422	\$54,724	\$233,814
FTS USA, LLC	10	\$33,904	\$72,260
Hobaica Services, Inc.	5	\$41,600	\$35,000
Infosys, Ltd	50	\$57,000	\$87,300
iT1 Source, LLC and iT1 Consulting, LLC	10	\$51,244	\$80,000
K2 Electric, Inc	16	\$49,205	\$128,000
Kearney Electric, Inc.	28	\$56,728	\$140,000
Atieva USA, Inc. dba Lucid Motors	1,129	\$47,113	\$1,300,000

[1] To protect the confidentiality of individual employee information, average wages are specified only for grantees that have created at least 3 jobs; the wage information is, however, included in the computation of the average wage of all jobs created.

TABLE 8 – FISCAL YEAR 2021 PRE-APPROVED TRADITIONAL JOB TRAINING GRANT SUMMARY (CONTINUED)

FY 2021 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
Makespace, LLC	30	\$38,500	\$58,545
Mark Anthony Brewing, Inc.	263	\$52,914	\$691,596
Maskine, LLC	2	Confidential	\$8,000
Mulberry Management Corporation	514	\$49,201	\$284,501
NewRez LLC d/b/a Shellpoint Mortgage Servicing - Tempe	1,810	\$39,911	\$449,694
Nikola Motor Company	501	\$64,411	\$885,534
Offerpad, LLC	175	\$65,857	\$16,427
PM & M Electric, Inc. dba Titan Solar Power	51	\$46,924	\$170,742
Quantum Assurance International, Inc.	436	\$53,071	\$388,683
Rauch North America, Inc.	150	\$60,566	\$750,000
Regenesis Biomedical, Inc.	15	\$99,666	\$69,040
Rosendin Electric, Inc.	60	\$47,691	\$300,000
S&H Steel Co., LLC	16	\$36,660	\$128,000
Seaca Plastics Packaging, LLC	29	\$38,045	\$104,361
SeeWriteHear, LLC	33	\$40,591	\$54,281
Swain Electric, Inc.	6	\$60,000	\$20,808
Terros, Inc. dba Terros Health	323	\$39,303	\$49,441
Top Aces Corporation	74	\$103,710	\$370,000
Toyota Motor Credit Corporation	16	\$74,551	\$13,064
Valor Global (ValorIT Inc.)	200	\$40,480	\$750,000
Verdigris Holdings, Inc.	111	\$107,782	\$288,222
Vital Pharmaceuticals, Inc.	93	\$67,405	\$465,000
W.D. Manor Mechanical Contractors, Inc.	165	\$67,108	\$825,000
Willmeng Construction, Inc.	53	\$89,688	\$176,618
TOTALS/AVERAGE	10,307	\$62,158	\$13,045,577

[1] To protect the confidentiality of individual employee information, average wages are specified only for grantees that have created at least 3 jobs; the wage information is, however, included in the computation of the average wage of all jobs created.

TABLE 8 – FISCAL YEAR 2021 PRE-APPROVED RAPID EMPLOYMENT JOB TRAINING GRANT SUMMARY

FY 2021 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS [1]	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
99 Cents Only, Inc.	550	\$27,040	\$25,167
ABG Wellness	1	CONFIDENTIAL	\$5,000
Ablaze Media, LLC	5	\$36,000	\$7,500
Acadia Care Group, LLC	50	\$24,000	\$6,080
Albertsons Companies, Inc.	4,507	\$28,350	\$77,062
Alert Fitness, LLC	4	\$24,960	\$20,000
Alorica, Inc.	766	\$27,040	\$414,058
Applied Materials, Inc.	44	\$87,807	\$87,807
Arion Care Solutions, LLC	700	\$26,000	\$346,575
Arizona Medicare Helpers, LLC	10	\$36,000	\$38,200
Aspen Communications, LLC	4	\$46,600	\$20,000
Authentic Vacations	15	\$40,000	\$68,700
Avanti Windows and Doors, LLC	221	\$45,000	\$9,809
Ballpark Pizza and Subs	3	\$43,680	\$13,974
Becca's Big Movers, LLC	15	\$31,200	\$45,225
Big Lots Stores, Inc.	400	\$15,600	\$14,656
Bliss, LLC	10	\$40,000	\$50,000
Blue Signal, LLC	21	\$51,000	\$105,000
Bonita Steel Builders, Inc	10	\$33,280	\$50,000
Boys and Girls Clubs of the Colorado River	14	\$23,040	\$1,136
Cadence Education	30	\$27,851	\$8,214
Carol Crockett, LLC	1	CONFIDENTIAL	\$4,500
Changes Massage Centre, Inc.	14	\$40,000	\$70,000
Clint Shearer	5	\$35,000	\$25,000
Clothes Mentor Arrowhead	8	\$19,000	\$9,700
Computer Troubleshooters North Phoenix	1	CONFIDENTIAL	\$5,000
Courtesy Automotive Group	20	\$77,833	\$6,165
Courtesy Chevrolet, Inc.	57	\$43,680	\$21,405
Courtesy Chrysler Jeep Dodge Ram of Superstition Springs	35	\$43,680	\$11,567
Courtesy Volvo of Scottsdale	10	\$43,680	\$1,435

[1] To protect the confidentiality of individual employee information, average wages are specified only for grantees that have created at least 3 jobs; the wage information is, however, included in the computation of the average wage of all jobs created.

TABLE 8 – FISCAL YEAR 2021 PRE-APPROVED RAPID EMPLOYMENT JOB TRAINING GRANT SUMMARY (CONTINUED)

FY 2021 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS [1]	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
CyraCom International, Inc.	315	\$32,760	\$816,612
DriveTime	200	\$45,900	\$50,985
Empire Southwest, LLC	35	\$50,528	\$17,354
EPA USA, Inc.	5	\$29,568	\$19,135
Essential Scribe International , LLC	15	\$28,560	\$9,424
Flag Landscaping, Inc.	6	\$28,000	\$3,169
G4S Secure Solutions (USA), Inc.	120	\$28,000	\$63,781
Ginniann Mabe Insurance Agency, Inc.	6	\$52,000	\$29,835
Ginniann Mabe Insurance Agency, Inc.	20	\$52,000	\$99,420
Holler Services, Inc.	4	\$50,000	\$20,000
Homeowners Insurance Group	3	\$40,000	\$3,500
Honeywell	1,800	\$31,200	\$162,000
Hotel Palomar Phoenix	29	\$15,376	\$6,647
InsulTech, LLC	25	\$28,080	\$122,201
James Patrick Allen	1	CONFIDENTIAL	\$5,000
Jeremy Mueller Insurance Agency, Inc.	2	CONFIDENTIAL	\$10,000
Kevin McGraw Insurance Agency, Inc.	2	CONFIDENTIAL	\$10,000
Lucky 13 Holdings Company	6	\$60,000	\$30,000
Majestic Rose, LLC	8	\$28,080	\$7,516
Marine Clean	6	\$45,000	\$22,850
Markitors, LLC	7	\$39,251	\$11,030
Maskine, LLC	1	CONFIDENTIAL	\$5,000
Master Electronics Service, Inc.	41	\$41,600	\$42,786
Master Electronics Service, Inc.	65	\$41,600	\$5,548
Merritt Hospitality, LLC	60	\$26,000	\$2,238
Miyu Nails and Spa, LLC	6	\$100,000	\$27,472
MMW Consulting, LLC	1	CONFIDENTIAL	\$5,000
NAMTI Spa, Inc.	8	\$40,000	\$45,000
Nicole Romero	2	CONFIDENTIAL	\$9,040
Panera Bread Co.	120	\$22,000	\$5,311

[1] To protect the confidentiality of individual employee information, average wages are specified only for grantees that have created at least 3 jobs; the wage information is, however, included in the computation of the average wage of all jobs created.

TABLE 8 – FISCAL YEAR 2021 PRE-APPROVED RAPID EMPLOYMENT JOB TRAINING GRANT SUMMARY (CONTINUED)

FY 2021 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS [1]	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
Paragon Space Development Corporation	45	\$55,000	\$25,500
Professional Tax Advisors, LLC	1	CONFIDENTIAL	\$5,000
Red Wedding, LLC (d/b/a Hi Health)	5	\$50,400	\$22,538
Regional Center for Border Health, Inc.	10	\$31,626	\$26,380
Retronix, Inc	80	\$40,000	\$128,134
Rosenstein Law Group, PLLC	4	\$100,840	\$6,350
ROX Management	8	\$45,000	\$43,569
Rubs of Chandler, LLC	16	\$40,000	\$80,000
Rubs of Oro Valley, LLC	10	\$40,000	\$50,000
Rubs, Inc.	10	\$40,000	\$50,000
Rummel Construction, Inc.	53	\$50,000	\$203,306
Ryan, LLC	7	\$51,499	\$6,034
San Luis Walk In Clinic, Inc.	50	\$20,000	\$152,904
Securitas Security Services USA, Inc.	400	\$31,200	\$26,856
Securitas Security Services USA, Inc.	72	\$31,200	\$9,372
SenesTech, Inc.	12	\$31,200	\$47,970
Sletten Construction Company	3	\$60,720	\$872
SmartRent.com, Inc.	24	\$71,621	\$120,000
South County Diagnostic Services, Inc.	3	\$82,160	\$11,504
Spa Solai, LLC	12	\$40,000	\$60,000
Starlite Lanes, Inc.	4	\$50,000	\$9,000
Tech One IT, LLC	23	\$68,000	\$115,000
Think Graphic and Printing Solutions, LLC	9	\$34,782	\$10,703
Transmosis	30	\$50,000	\$60,000
Tree Toppers, LLC	25	\$37,500	\$51,099
Trendwood, Inc.	46	\$28,600	\$6,695
Valor IT, Inc.	1,132	\$33,280	\$1,300,000
Watermark Retirement Communities, Inc.	208	\$32,000	\$48,441
Wilson Electric Company, Inc.	12	\$34,000	\$13,300
TOTALS/AVERAGE	12,764	\$30,640	\$5,927,314

[1] To protect the confidentiality of individual employee information, average wages are specified only for grantees that have created at least 3 jobs; the wage information is, however, included in the computation of the average wage of all jobs created.

TABLE 8 - FISCAL YEAR 2021 POST-APPROVED TOTAL JOB TRAINING GRANT PROGRAM

FY 2021 APPLICANT (POST-APPROVED)	ACTUAL NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED [1]	ACTUAL INCENTIVES AWARDED BASED ON ACTIVITY
Advanced Air, LLC	1	CONFIDENTIAL	\$8,000.00
Air Conditioning by Jay, Inc.	1	CONFIDENTIAL	\$6,000.00
Allstate Insurance Company	172	\$47,853	\$9,513.68
ArmorWorks Enterprise, Inc.	4	\$53,721	\$10,500.00
Atieva USA, Inc. dba Lucid Motors	127	\$81,938	\$145,280.59
Ball Metal Beverage Container Corp.	149	\$71,330	\$337,759.30
Banner Health	184	\$67,497	\$177,080.21
Bell Bank	39	\$122,962	\$37,694.14
Bio-Medical Applications of AZ, LLC	21	\$50,514	\$7,050.30
CTI Trucking & Leasing, Inc.	7	\$39,669	\$55,153.31
CVS Health Corporation	199	\$38,951	\$209,096.35
Environmental Conditioning, LLC dba Parker & Sons, Inc.	4	\$39,520	\$18,750.00
Fairlife, LLC	88	\$59,400	\$276,507.00
Farmers Insurance	34	\$38,355	\$142,251.15
Founding Fathers Collective, LLC	12	\$36,163	\$24,209.19
K2 Electric, Inc.	14	\$46,205	\$81,206.97
Loandepot.com, LLC	262	\$66,875	\$33,345.00
Makespace, LLC	27	\$40,556	\$14,566.48
Mark Anthony Brewing, Inc.	175	\$56,424	\$576,003.25
Mulberry Management Corporation	82	\$41,022	\$48,473.66
Nikola Motor Company	187	\$105,160	\$144,622.77
Offerpad, LLC	64	\$64,306	\$12,929.33
PM & M Electric, Inc. dba Titan Solar Power	63	\$45,556	\$75,260.20
Rosendin Electric, Inc.	36	\$41,312	\$92,032.35
S&H Steel Co., LLC	2	CONFIDENTIAL	\$13,335.22
Seaca Plastics Packaging, LLC	4	\$38,870	\$21,203.53
The Northern Trust Company	30	\$63,299	\$6,072.62
Toyota Motor Credit Corporation	13	\$65,538	\$6,412.33
Univar Solutions USA, Inc.	96	\$55,404	\$59,200.20
Vital Pharmaceuticals, Inc.	184	\$61,018	\$115,547.58
W.D. Manor Mechanical Contractors, Inc.	26	\$55,195	\$59,424.19
Willmeng Construction Company	23	\$88,806	\$107,551.33
TOTALS/AVERAGE	2,330	\$62,944	\$2,932,032

[1] To protect the confidentiality of individual employee information, average wages are specified only for grantees that have created at least 3 jobs; the wage information is, however, included in the computation of the average wage of all jobs created.

TABLE 8 - FISCAL YEAR 2021 POST-APPROVED TOTAL RAPID EMPLOYMENT JOB TRAINING SUMMARY

FY 2021 APPLICANT (POST-APPROVED)	ACTUAL NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED [1]	ACTUAL INCENTIVES AWARDED BASED ON ACTIVITY
99 Cents Only, Inc.	402	\$27,040	\$25,167.42
ABG Wellness	1	CONFIDENTIAL	\$4,999.00
Acadia Care Group, LLC	73	\$24,000	\$6,080.00
Albertsons Companies, Inc.	4,507	\$32,282	\$77,061.84
Alert Fitness, LLC	2	CONFIDENTIAL	\$9,020.87
Alorica, Inc.	306	\$27,040	\$395,475.09
Applied Materials, Inc.	48	\$87,807	\$87,806.65
Arion Care Solutions, LLC	1,190	\$26,000	\$171,005.00
Aspen Communications, LLC	2	CONFIDENTIAL	\$5,568.20
Authentic Vacations	12	\$40,000	\$54,690.00
Avanti Windows and Doors, LLC	188	\$45,000	\$9,809.25
Ballpark Pizza and Subs	4	\$43,680	\$13,973.50
Becca's Big Movers, LLC	15	\$31,200	\$45,225.00
Big Lots Stores, Inc.	272	\$15,600	\$14,656.44
Bliss, LLC	10	\$40,000	\$50,000.00
Blue Signal, LLC	21	\$51,000	\$105,000.00
Boys and Girls Clubs of the Colorado River	50	\$23,040	\$1,000.00
Cadence Education	24	\$27,851	\$7,890.00
Carol Crockett, LLC	1	CONFIDENTIAL	\$4,500.00
Changes Massage Centre, Inc.	14	\$40,000	\$70,000.00
Clint Shearer	6	\$35,000	\$25,000.00
Clothes Mentor Arrowhead	8	\$19,000	\$9,700.00
Computer Troubleshooters North Phoenix	1	CONFIDENTIAL	\$5,000.00
Courtesy Chevrolet, Inc.	53	\$43,680	\$22,560.00
Courtesy Chrysler Jeep Dodge Ram of Superstition Springs	39	\$43,680	\$11,567.00
Courtesy Volvo of Scottsdale	10	\$43,680	\$1,435.00
CyraCom International, Inc.	214	\$32,760	\$816,612.48
DriveTime	68	\$45,900	\$50,985.00
Empire Southwest, LLC	17	\$50,528	\$17,354

[1] To protect the confidentiality of individual employee information, average wages are specified only for grantees that have created at least 3 jobs; the wage information is, however, included in the computation of the average wage of all jobs created.

TABLE 8 - FISCAL YEAR 2021 POST-APPROVED TOTAL RAPID EMPLOYMENT JOB TRAINING SUMMARY

FY 2021 APPLICANT (POST-APPROVED)	ACTUAL NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED [1]	ACTUAL INCENTIVES AWARDED BASED ON ACTIVITY
EPA USA, Inc.	10	\$29,568	\$19,135.00
Essential Scribe International, LLC	21	\$28,560	\$9,423.92
Flag Landscaping, Inc.	6	\$28,000	\$3,168.72
G4S Secure Solutions (USA), Inc.	120	\$28,000	\$63,781.00
Ginniann Mabe Insurance Agency, Inc.	58	\$52,000	\$123,561.51
Holler Services, Inc.	4	\$50,000	\$20,000.00
Hotel Palomar Phoenix	48	\$15,376	\$6,646.92
InsulTech, LLC	27	\$28,080	\$72,587.45
James Patrick Allen	1	CONFIDENTIAL	\$5,000.00
Jeremy Mueller Insurance Agency, Inc.	1	CONFIDENTIAL	\$5,000.00
Kevin McGraw Insurance Agency, Inc.	4	\$90,000	\$10,000.00
Lucky 13 Holdings Company	12	\$60,000	\$30,000.00
Majestic Rose, LLC	3	\$28,080	\$2,818.50
Markitors, LLC	6	\$39,251	\$10,082.63
Maskine, LLC	1	CONFIDENTIAL	\$5,000.00
Master Electronics Service, Inc.	41	\$41,600	\$42,785.77
Master Electronics Service, Inc.	11	\$41,600	\$5,547.68
Miyu Nails and Spa, LLC	6	\$100,000	\$27,472.00
MMW Consulting, LLC	3	\$30,000	\$4,557.30
NAMTI Spa, Inc.	8	\$40,000	\$40,000.00
Nicole Romero	1	CONFIDENTIAL	\$4,368.00
Red Wedding, LLC (d/b/a Hi Health)	5	\$50,400	\$22,038.00
Regional Center for Border Health, Inc.	9	\$31,626	\$26,380.45
Retronix, Inc	50	\$40,000	\$80,083.56
Rosenstein Law Group, PLLC	4	\$100,840	\$6,350.00
ROX Management	10	\$45,000	\$40,000.00
Rubs of Chandler, LLC	16	\$40,000	\$80,000.00
Rubs of Oro Valley, LLC	10	\$40,000	\$50,000.00
Rubs, Inc	10	\$40,000	\$50,000.00
Rummel Construction, Inc.	76	\$50,000	\$202,989.00
San Luis Walk In Clinic, Inc.	36	\$20,000	\$152,904.30

[1] To protect the confidentiality of individual employee information, average wages are specified only for grantees that have created at least 3 jobs; the wage information is, however, included in the computation of the average wage of all jobs created.

TABLE 8 - FISCAL YEAR 2021 POST-APPROVED TOTAL RAPID EMPLOYMENT JOB TRAINING SUMMARY

FY 2021 APPLICANT (POST-APPROVED)	ACTUAL NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED [1]	ACTUAL INCENTIVES AWARDED BASED ON ACTIVITY
Securitas Security Services USA, Inc.	281	\$31,200	\$36,227.20
Securitas Security Services USA, Inc.	11	\$31,200	\$47,970.00
SenesTech, Inc.	3	\$31,200	\$11,504.00
Spa Solai, LLC	12	\$40,000	\$60,000.00
Starlite Lanes, Inc.	4	\$50,000	\$9,000.00
Tech One IT, LLC	23	\$68,000	\$115,000.00
Think Graphic and Printing Solutions, LLC	5	\$34,782	\$9,855.20
Transmosis	30	\$50,000	\$60,000.00
Tree Toppers, LLC	15	\$37,500	\$49,649.00
Valor IT, Inc.	1,256	\$33,280	\$1,300,000.00
Watermark Retirement Communities, Inc.	284	\$32,000	\$48,440.67
Wilson Electric Company, Inc.	14	\$34,000	\$12,991.15
TOTALS/AVERAGE	10,114	\$31,995	\$5,101,461

[1] To protect the confidentiality of individual employee information, average wages are specified only for grantees that have created at least 3 jobs; the wage information is, however, included in the computation of the average wage of all jobs created.

TABLE 8 - CUMULATIVE JOB TRAINING GRANTS PROGRAM ACTIVITY

APPLICANT POST-APPROVED YEAR	ACTUAL NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	CUMULATIVE INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY [1]
FY 2011	313	\$44,312	\$237,384
FY 2012	1,136	\$41,012	\$1,418,496
FY 2013	2,768	\$41,382	\$5,407,178
FY 2014	2,545	\$46,165	\$3,367,710
FY 2015	2,614	\$40,442	\$4,403,213
FY 2016	4,107	\$47,211	\$6,876,269
FY 2017	2,878	\$46,190	\$3,205,927
FY 2018	1,933	\$49,795	\$2,251,487
FY 2019	3,950	\$50,731	\$4,212,393
FY 2020	2,718	\$62,096	\$2,600,312
FY 2021 [2]	12,444	\$37,789	\$8,033,493
TOTALS/AVERAGE	37,406	\$44,397	\$42,013,862

[1] Amount post-approved represents sums paid by the ACA to grantees in reimbursement of qualified job training expenses for net new employee-trainees and training of existing employees.

[2] FY2021 includes the Rapid Employment Job Training grants.

MILITARY REUSE ZONE INCENTIVE PROGRAM

The Military Reuse Zone Program (MRZ Program) was established by the state legislature in 1992 to lessen the impact of military base closures. Currently there are two Military Reuse Zones in Arizona – the former Williams Air Force Base, now known as Phoenix-Mesa Gateway Airport and the former U.S. Naval Air Facility in Goodyear, now known as Phoenix Goodyear Airport.

An applicant for the MRZ Program must be located within a military reuse zone to qualify for two types of benefits:

- Exemption from transaction privilege tax on contracts for certain types of construction within an MRZ
- Both real and personal property can be reclassified from class one (18% assessment ratio) to class six (5% assessment ratio), which may result in property tax savings of up to 72.2% for a period of five years.

TABLE 9 – FISCAL YEAR 2021 PRE-APPROVED MILITARY REUSE ZONE INCENTIVE PROGRAM

FY 2021 APPLICANT (PRE-APPROVED)	PROJECTED CAPITAL INVESTMENT	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
Gateway Executive Airpark, LLC	\$9,586,000	\$532,973
Kind Hospitality, Inc.	\$592,590	\$27,588
Phoenix-Mesa Gateway Airport Authority	\$27,085,472	\$1,041,955
TOTALS	\$37,264,062	\$1,602,516

TABLE 9 – FISCAL YEAR 2021 POST-APPROVED MILITARY REUSE ZONE INCENTIVE PROGRAM

FY 2021 APPLICANT (POST-APPROVED)	ACTUAL CAPITAL INVESTMENT MADE	INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
Aviation Performance Solutions, LLC	\$10,511,277	\$408,391
Phoenix-Mesa Gateway Airport Authority	\$8,068,734	\$313,501
Phoenix-Mesa Gateway Airport Authority	\$9,575,232	\$372,034
TOTALS	\$28,155,243	\$1,093,926

TABLE 9 – MILITARY REUSE ZONE INCENTIVE PROGRAM · CUMULATIVE ACTIVITY (PHOENIX-MESA GATEWAY)

POST-APPROVAL YEAR	ACTUAL NEW JOBS CREATED [1] [2]	AVERAGE WAGE OF NEW JOBS CREATED [1] [2]	ACTUAL CAPITAL INVESTMENT MADE [1]	CUMULATIVE INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
FY 2012	10	\$79,331	\$258,047	\$12,500
FY 2013	52	\$73,297	\$0	\$52,000
FY 2014	N/A	N/A	\$0	\$0
FY 2015	N/A	N/A	\$8,805,860	\$377,586
FY 2016	N/A	N/A	\$14,515,724	\$587,733
FY 2017	N/A	N/A	\$0	\$0
FY 2018	N/A	N/A	\$47,460,497	\$2,189,203
FY 2019	N/A	N/A	\$2,809,323	\$108,948
FY 2020	N/A	N/A	\$14,406,077	\$598,296
FY 2021	N/A	N/A	\$28,155,243	\$1,093,926
TOTALS/AVERAGE	62	\$74,270	\$116,410,771	\$5,020,192

[1] Represents the aggregate amounts that certified companies reported in their completion reports and annual reports to the ACA.

[2] The Income Tax Credit benefit was removed August 9, 2017 eliminating the need to report job creation.

TABLE 9 – MILITARY REUSE ZONE INCENTIVE PROGRAM · CUMULATIVE ACTIVITY (PHOENIX-GOODYEAR AIRPORT)

POST-APPROVAL YEAR	ACTUAL NEW JOBS CREATED [1] [2]	AVERAGE WAGE OF NEW JOBS CREATED [1] [2]	ACTUAL CAPITAL INVESTMENT MADE [1]	CUMULATIVE INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
FY 2012	3	\$74,880	\$520	\$1,000
FY 2013	871	\$98,300	\$5,310,000	\$207,679
FY 2014	831	\$91,964	\$847,161	\$546,612
FY 2015	615	\$105,931	\$284,000	\$472,684
FY 2016	17	\$93,013	\$55,173	\$7,500
FY 2017	0	\$0	\$0	\$0
FY 2018	0	\$0	\$0	\$0
FY 2019	0	\$0	\$0	\$0
FY 2020	0	\$0	\$0	\$0
FY 2021	0	\$0	\$0	\$0
TOTALS/AVERAGE	2,337	\$ 97,987	\$6,496,854	\$1,235,475

[1] Represents the aggregate amounts that certified companies reported in their completion reports and annual reports to the ACA.

[2] The Income Tax Credit benefit was removed August 9, 2017 eliminating the need to report job creation.

QUALIFIED FACILITY INCENTIVE PROGRAM

The Qualified Facility Incentive Program provides a refundable tax credit to eligible companies investing in qualifying facilities and creating jobs. The Qualified Facility tax credits are authorized on a first-come, first-served basis. The program has an annual cap of \$70 million.

In order to be eligible for the Qualified Facility tax credit, a company must:

- Make a Capital Investment to establish or expand a Qualified Facility that devotes at least 80% of the property and payroll to qualified manufacturing, manufacturing-related research and development, or manufacturing-related headquarters.

- Create net new full-time employment positions for the project, of which at least 51% must pay qualifying wages.
- Offer to pay at least 65% of the health insurance premiums for all net new full-time employment positions.

Subject to eligibility requirements, the Qualified Facility tax credit offers a refundable income tax credit equal to the lesser of:

- 10% of the qualifying capital investment or
- \$20,000 per net new job at the facility or
- \$30,000,000 per taxpayer per year.

TABLE 10 – FISCAL YEAR 2021 PRE-APPROVED QUALIFIED FACILITY INCENTIVE PROGRAM

FY 2021 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS	PROJECTED CAPITAL INVESTMENT	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
Align Technology, Inc.	[1]	N/A	[1]	\$410,000
Auer Precision Stamping	[1]	N/A	[1]	\$860,000
Avanti Windows & Doors, LLC	[1]	N/A	[1]	\$3,246,000
Axon Enterprises, Inc.	[1]	N/A	[1]	\$3,260,000
Ball Metal Beverage Container Corp.	[1]	N/A	[1]	\$2,900,000
Benchmark Electronics, Inc.	[1]	N/A	[1]	\$2,300,000
Bestway USA, Inc.	[1]	N/A	[1]	\$750,000
CMC Steel Arizona	[1]	N/A	[1]	\$3,400,000
Comtech EF Data Corporation	[1]	N/A	[1]	\$2,000,000
Contractors Steel Company LLC	[1]	N/A	[1]	\$609,500
Daicel Safety Systems Americas, Inc.	[1]	N/A	[1]	\$4,000,000
Edmund Industrial Optics, Inc.	[1]	N/A	[1]	\$250,000
Foresight Technologies, Inc.	[1]	N/A	[1]	\$249,502
Georgia Pacific Corrugated, LLC	[1]	N/A	[1]	\$1,520,000
Heritage Battery Recycling, LLC	[1]	N/A	[1]	\$280,000
International Technical Coatings, Inc.	[1]	N/A	[1]	\$1,600,000
Microchip Technology, Inc.	[1]	N/A	[1]	\$1,200,000

[1] Confidential information pursuant to A.R.S. § 41-1512(U).

TABLE 10 – FISCAL YEAR 2021 PRE-APPROVED QUALIFIED FACILITY INCENTIVE PROGRAM (CONTINUED)

FY 2021 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS	PROJECTED CAPITAL INVESTMENT	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
MiTek Corp	[1]	N/A	[1]	\$800,000
Nikola Corporation	[1]	N/A	[1]	\$7,149,538
NuvOx Pharma, LLC	[1]	N/A	[1]	\$80,000
PAC Worldwide Corporation	[1]	N/A	[1]	\$1,040,000
Pacific Scientific Energetic Materials Co, LLC	[1]	N/A	[1]	\$781,707
Precision Aero, Inc.	[1]	N/A	[1]	\$863,880
Rauch North America, Inc.	[1]	N/A	[1]	\$3,980,000
Raytheon Amendment	[1]	N/A	[1]	\$8,265,000
Rohrer Corporation	[1]	N/A	[1]	\$340,000
Seattle Box Company	[1]	N/A	[1]	\$700,000
Silent-Aire USA, Inc.	[1]	N/A	[1]	\$3,487,103
Thermal-Vac Technology, Inc.	[1]	N/A	[1]	\$250,000
TPI Composites, Inc.	[1]	N/A	[1]	\$1,400,000
TYR Tactical, LLC	[1]	N/A	[1]	\$640,000
ViaSat, Inc.	[1]	N/A	[1]	\$1,020,000
Yampa Precision Manufacturing	[1]	N/A	[1]	\$76,454
TOTALS/AVERAGE	4,708	N/A	\$1,106,230,051	\$59,708,684

[1] Confidential information pursuant to A.R.S. § 41-1512(U).

TABLE 10 – FISCAL YEAR 2021 POST-APPROVED QUALIFIED FACILITY INCENTIVE PROGRAM

FY 2021 APPLICANT (POST-APPROVED)	ACTUAL NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	ACTUAL CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
Arctic Slope Regional Corporation	[1]	[1]	[1]	\$250,411
Becton, Dickinson and Company	[1]	[1]	[1]	\$1,520,000
Benchmark Electronics, Inc.	[1]	[1]	[1]	\$2,600,000
Northrop Grumman Innovation Systems, LLC. - Chandler	[1]	[1]	[1]	\$440,000
Northrop Grumman Innovation Systems, LLC. -Mesa	[1]	[1]	[1]	\$10,000,000
PAC Worldwide Corporation	[1]	[1]	[1]	\$1,040,000
Raytheon Company #1	[1]	[1]	[1]	\$24,000,000
Raytheon Company #2	[1]	[1]	[1]	\$25,265,000
Silent-Aire USA, Inc.	[1]	[1]	[1]	\$3,487,103
ViaSat, Inc.	[1]	[1]	[1]	\$1,020,000
TOTALS/AVERAGE	3,719	\$89,929	\$947,337,356	\$69,622,514

[1] Confidential information pursuant to A.R.S. § 41-1512(U).

TABLE 10 – CUMULATIVE QUALIFIED FACILITY INCENTIVE PROGRAM ACTIVITY

POST-APPROVAL YEAR	ACTUAL NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	CUMULATIVE ACTUAL INCENTIVES CAPITAL AWARDED	CUMULATIVE INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
2016	[1]	[1]	[1]	\$17,540,000
2017	93	\$68,404	\$30,891,947	\$1,860,000
2018	59	\$56,920	\$8,213,530	\$740,000
2019	308	\$48,486	\$121,274,720	\$5,735,378
2020	833	\$76,747	\$504,588,739	\$16,394,414
2021	3,719	\$89,929	\$947,337,356	\$ 69,622,514
TOTALS/AVERAGE	[1]	[1]	[1]	\$111,892,306

[1] Confidential information pursuant to A.R.S. § 41-1512(U).

QUALITY JOBS INCENTIVE PROGRAM

The Quality Jobs Incentive Program provides tax credits to employers creating a minimum number of net new quality jobs and making a minimum capital investment in Arizona. The program is capped at 10,000 jobs each calendar year.

The Quality Jobs tax credit offers up to \$9,000 of Arizona income or premium tax credits spread over a three-year period for each net new quality job (\$3,000 per year). If the allowable tax credit exceeds the income or premium tax liability, any unused amount may be carried forward for up to five consecutive taxable years.

Any company making the minimum capital investment in Arizona and creating the minimum net new quality jobs can apply. Eligibility qualifications are different for rural and urban areas.

For Urban Locations:

1. Taxpayer is required to invest at least \$5,000,000 in capital expenditures, and create at least 25 net new qualified employment positions that pay 100% of the county median wage, or;
2. Taxpayer is required to invest at least \$2,500,000 in capital expenditures, and create at least 25 net new qualified employment positions that pay 125% of the county median wage, or;

3. Taxpayer is required to invest at least \$1,000,000 in capital expenditures, and create at least 25 net new qualified employment positions that pay 150% of the county median wage, or;
4. Taxpayer is required to invest at least \$500,000 in capital expenditures, and create at least 25 net new qualified employment positions that pay 200% of the county median wage.

For Rural Locations:

1. Taxpayer is required to invest at least \$1,000,000 in capital expenditures, and create at least 5 net new qualified employment positions that pay 100% of the county median wage, or;
2. Taxpayer is required to invest at least \$500,000 in capital expenditures, and create at least 5 net new qualified employment positions that pay 125% of the county median wage, or;
3. Taxpayer is required to invest at least \$100,000 in capital expenditures, and create at least 5 net new qualified employment positions that pay 150% of the county median wage.

TABLE 11 – FISCAL YEAR 2021 PRE-APPROVED QUALITY JOBS INCENTIVE PROGRAM

FY 2021 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS	PROJECTED CAPITAL INVESTMENT [1]	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
Brighthouse Life Insurance Company	25	\$111,599	\$500,000	\$225,000
Toyota Financial Services	125	\$73,000	\$5,000,000	\$1,125,000
Five Below, Inc.	53	\$38,200	\$5,000,000	\$477,000
Infosys, Ltd	100	\$46,000	\$2,500,000	\$900,000
Private National Mortgage Acceptance Company, LLC	346	\$103,000	\$2,500,000	\$3,114,000
Align Technology, Inc.	129	\$111,446	\$1,000,000	\$1,161,000
AutoZone, Inc. & Subsidiaries	25	\$40,000	\$1,000,000	\$225,000
TYR Tactical, LLC	32	\$73,000	\$5,000,000	\$288,000
Walgreen Arizona Drug Co.	42	\$78,035	\$5,000,000	\$378,000
Power Home Remodeling Group, LLC	128	\$62,000	\$5,000,000	\$1,152,000
International Technical Coatings, Inc.	25	\$45,853	\$5,000,000	\$225,000
Becton, Dickinson and Company	25	\$55,000	\$5,000,000	\$225,000

[1] The projected capital investment shown is the minimum amount needed to qualify for the program. The actual capital investment may be higher and is confidential pursuant to A.R.S. § 41-1525(G).

TABLE 11 – FISCAL YEAR 2021 PRE-APPROVED QUALITY JOBS INCENTIVE PROGRAM (CONTINUED)

FY 2021 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS	PROJECTED CAPITAL INVESTMENT [1]	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
Parker Hannifin Corporation	78	\$50,778	\$5,000,000	\$702,000
Old Dominion Freight Line, Inc.	32	\$59,072	\$5,000,000	\$288,000
Chewy, Inc.	330	\$38,000	\$5,000,000	\$2,970,000
Bank of America Corporation	343	\$45,994	\$5,000,000	\$3,087,000
Village Practice Management Company, LLC	1,167	\$82,000	\$5,000,000	\$10,503,000
Swire Pacific Holdings, Inc. & Subsidiaries	130	\$61,667	\$5,000,000	\$1,170,000
Li-Cycle, Inc.	50	\$54,406	\$5,000,000	\$450,000
Bank of America Corporation	102	\$48,854	\$5,000,000	\$918,000
Nationstar Mortgage Holdings, Inc. & Subs	188	\$87,915	\$1,000,000	\$1,692,000
Grand Canyon Education, Inc.	100	\$58,364	\$5,000,000	\$900,000
SK Food Group, Inc.	37	\$42,396	\$1,000,000	\$333,000
Meyer Distributing, Inc.	100	\$33,280	\$1,000,000	\$900,000
loanDepot.com, LLC	72	\$99,145	\$500,000	\$648,000
loanDepot.com, LLC	72	\$99,145	\$500,000	\$648,000
TOTALS/AVERAGE	3,856	\$70,732	\$91,500,000	\$34,704,000

[1] The projected capital investment shown is the minimum amount needed to qualify for the program. The actual capital investment may be higher and is confidential pursuant to A.R.S. § 41-1525(G).

TABLE 11 – FISCAL YEAR 2021 POST-APPROVED QUALITY JOBS INCENTIVE PROGRAM

FY 2021 APPLICANT (POST-APPROVED)	ACTUAL NEW JOBS CREATED	JOBS RETAINED [1]	AVERAGE WAGE OF NEW JOBS CREATED	MINIMUM CAPITAL INVESTMENT MADE [2]	INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
Allegis Group Holdings, Inc.	0	61	N/A	N/A	\$183,000
Allstate Insurance Company	67	80	\$61,188	N/A	\$441,000
Allstate Insurance Company	140	443	\$55,728	N/A	\$1,749,000
Automatic Data Processing, Inc.	0	116	N/A	N/A	\$348,000
Automatic Data Processing, Inc.	75	428	\$56,320	N/A	\$1,509,000
Bank of America Corporation	48	203	\$45,700	N/A	\$753,000
Bank of America Corporation	102	0	\$48,816	\$5,000,000	\$306,000
Bank of America Corporation	343	0	\$46,357	\$5,000,000	\$1,029,000
Bank of the West	51	532	\$66,865	N/A	\$1,749,000

[1] The program allocates tax credits of \$3,000 per added or retained position per year for three years. The jobs retained represents jobs created under this program in a prior year with 2nd or 3rd year credits allocated in the current year.

[2] The projected capital investment shown is the minimum amount needed to qualify for the program. The actual capital investment may be higher and is confidential pursuant to A.R.S. § 41-1525(G). "N/A" is listed for applicants that met their minimum eligibility requirements in a prior year.

Table 11 – Post-Approvals on next page >

TABLE 11 – FISCAL YEAR 2021 POST-APPROVED QUALITY JOBS INCENTIVE PROGRAM (CONTINUED)

FY 2021 APPLICANT (POST-APPROVED)	ACTUAL NEW JOBS CREATED	QJTC JOBS RETAINED [1]	AVERAGE WAGE OF NEW JOBS CREATED	MINIMUM CAPITAL INVESTMENT MADE [2]	INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
Brighthouse Services, LLC	25	0	\$122,859	\$500,000	\$75,000
Carvana, LLC	20	100	\$48,177	N/A	\$360,000
Carvana, LLC	148	385	\$65,885	N/A	\$1,599,000
Caterpillar Global Mining, LLC	16	93	\$134,869	N/A	\$327,000
Centene Corporation	168	205	\$67,478	N/A	\$1,119,000
Cognizant Technology Solutions U.S. Corporation	0	8	N/A	N/A	\$24,000
Comcast Corporation	0	65	N/A	N/A	\$195,000
CVS Health Corporation	67	0	\$71,915	\$5,000,000	\$201,000
CVS Pharmacy, Inc.	0	103	N/A	N/A	\$309,000
CVS Pharmacy, Inc.	0	4	N/A	N/A	\$12,000
Discover Financial Services	0	18	N/A	N/A	\$54,000
Dot Foods, Inc.	0	57	N/A	N/A	\$171,000
Farmers Insurance Exchange	0	119	N/A	N/A	\$357,000
Farmers Insurance Exchange	207	238	\$52,009	N/A	\$1,335,000
GM Financial	0	21	N/A	N/A	\$63,000
loanDepot.com, LLC	0	166	N/A	N/A	\$498,000
loanDepot.com, LLC	70	0	\$124,961	\$500,000	\$210,000
loanDepot.com, LLC	72	0	\$143,263	\$500,000	\$216,000
Lockheed Martin Corporation	0	65	N/A	N/A	\$195,000
McKesson Corporation	344	352	\$58,865	N/A	\$2,088,000
Mulberry Management Corporation	13	65	\$51,083	N/A	\$234,000
Nationstar Mortgage Holdings, Inc. & Subs	169	0	\$75,521	\$1,000,000	\$507,000
Northrop Grumman Innovation Systems, LLC & Subsidiaries	0	65	N/A	N/A	\$195,000
Pantheon Partners, LLC	0	42	N/A	N/A	\$126,000
PepsiCo, Inc. & Affiliates, Inc.	0	32	N/A	N/A	\$96,000
Republic Services, Inc.	0	164	N/A	N/A	\$492,000
Republic Services, Inc.	0	86	N/A	N/A	\$258,000

[1] The program allocates tax credits of \$3,000 per added or retained position per year for three years. The jobs retained represents jobs created under this program in a prior year with 2nd or 3rd year credits allocated in the current year.

[2] The projected capital investment shown is the minimum amount needed to qualify for the program. The actual capital investment may be higher and is confidential pursuant to A.R.S. § 41-1525(G). "N/A" is listed for applicants that met their minimum eligibility requirements in a prior year.

TABLE 11 – FISCAL YEAR 2021 POST-APPROVED QUALITY JOBS INCENTIVE PROGRAM (CONTINUED)

FY 2021 APPLICANT (POST-APPROVED)	ACTUAL NEW JOBS CREATED	QJTC JOBS RETAINED [1]	AVERAGE WAGE OF NEW JOBS CREATED	MINIMUM CAPITAL INVESTMENT MADE [2]	INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
Shamrock Foods Company	0	105	N/A	N/A	\$315,000
SK Food Group, Inc.	22	0	\$64,364	\$1,000,000	\$66,000
Speedway Motors, Inc.	17	0	\$55,236	\$1,000,000	\$51,000
State Farm Mutual Company and Subsidiaries	0	624	N/A	N/A	\$1,872,000
SVB Financial Group	0	104	N/A	N/A	\$312,000
SVB Financial Group	142	0	\$131,510	\$500,000	\$426,000
Swire Pacific Holdings, Inc & Subsidiaries	83	0	\$52,637	\$ 5,000,000	\$249,000
The Northern Trust Company	0	88	N/A	N/A	\$264,000
The Northern Trust Company	30	76	\$89,827	N/A	\$318,000
The Vanguard Group, Inc.	0	76	N/A	N/A	\$228,000
TJX Companies, Inc., & Subsidiaries	0	23	N/A	N/A	\$69,000
Tractor Supply Co.	0	10	N/A	N/A	\$30,000
Voya Financial, Inc.	340	0	\$52,528	\$5,000,000	\$1,020,000
Walgreen, Co.	7	36	\$47,449	N/A	\$129,000
Waste Management Inc., & Subsidiaries	7	70	\$92,035	N/A	\$231,000
XPO Logistics Supply Chain, Inc.	0	38	N/A	N/A	\$114,000
TOTALS/AVERAGE	2,793	5,566	\$ 66,287	\$30,000,000	\$25,077,000

[1] The program allocates tax credits of \$3,000 per added or retained position per year for three years. The jobs retained represents jobs created under this program in a prior year with 2nd or 3rd year credits allocated in the current year.
 [2] The projected capital investment shown is the minimum amount needed to qualify for the program. The actual capital investment may be higher and is confidential pursuant to A.R.S. § 41-1525(G). "N/A" is listed for applicants that met their minimum eligibility requirements in a prior year.

TABLE 11 – CUMULATIVE QUALITY JOBS INCENTIVE PROGRAM ACTIVITY

POST-APPROVAL YEAR	ACTUAL JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	ACTUAL CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY [1]
FY 2012	348	\$117,827	\$2,436,367,936	\$1,044,000
FY 2013	1,028	\$50,400	\$1,694,142,119	\$4,113,000
FY 2014	1,041	\$53,316	\$102,392,468	\$6,339,000
FY 2015	2,221	\$54,125	\$348,087,494	\$9,102,000
FY 2016	1,785	\$61,751	\$515,460,180	\$12,972,000
FY 2017	3,047	\$56,349	\$353,913,347	\$18,603,000
FY 2018	3,694	\$59,957	\$453,220,435	\$22,671,000
FY 2019	3,014	\$68,793	\$285,389,632	\$24,177,000
FY 2020 [2]	3,994	\$67,955	\$285,555,262	\$27,039,000
FY 2021	2,793	\$66,287	\$202,788,129	\$25,077,000
TOTALS/AVERAGE	22,965	\$62,522	\$6,677,317,002	\$151,137,000

[1] Amount post-approved represents non-refundable income tax credits authorized by the ACA for qualified net new job creation and capital investment; credit recipients may carry forward tax credits for up to five years.

[2] FY2020 results were updated/corrected from the prior year's report.

RESEARCH AND DEVELOPMENT INCENTIVE PROGRAM

The Research and Development Incentive Program provides an Arizona income tax credit for increased research and development activities conducted in this state, including research conducted at a state university and funded by an applicant company.

The current R&D tax credit applies to both corporations and individuals and is equal to 24% of the first \$2.5 million in qualifying expenses plus 15% of the qualifying expenses in excess of \$2.5 million. A company that is otherwise qualified for the R&D tax credit who employs less than 150 full-time employees can apply to the ACA for a partial refund of up to 75% of the current year’s credit minus the current year’s tax liability. Beginning in calendar year 2019, the maximum refund amount per taxpayer is \$100,000 in a single tax year. The total amount of refundable credits that may be awarded in any calendar year is \$5 million; therefore, credits reported may be awarded in any fiscal year may be more or less than the \$5 million limit.

An additional credit amount is allowed if the taxpayer made basic research payments during the tax year to a university under the jurisdiction of the Arizona Board of Regents. The additional credit amount is equal to 10% of the basic research payments that constitute excess expenses for the tax year over the base amount.

TABLE 12 – FISCAL YEAR 2021 POST-APPROVED RESEARCH AND DEVELOPMENT INCENTIVE PROGRAM [1]

FY 2021 APPLICANT (PRE-APPROVED)	ACTUAL CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTUAL ACTIVIT
Advanced Materials Technologies, LLC	\$1,468,423	\$39,312
All Things Metal, LLC	\$545,991	\$29,739
Alliance Technologies, LLC	\$982,261	\$88,403
Alphacore, Inc.	\$1,700,837	\$100,000
Apre Instruments, LLC	\$950,018	\$85,464
ASEI Engineering, Inc.	\$586,381	\$30,244
Azbil North America, Inc.	\$719,374	\$64,706
Bakkum Noelke Consulting Structural Engineers, Inc.	\$510,980	\$45,951
Bingham Engineering Consultants, Inc.	\$588,084	\$52,890
bioSyntagma, Inc.	\$367,413	\$29,318
Boeckeler Instruments, Inc.	\$300,809	\$27,035
CCBG Architects, Inc.	\$1,245,778	\$100,000
CellTrust Corporation	\$1,215,692	\$100,000
CivTech, Inc.	\$630,660	\$33,770
CLV, Inc.	\$3,013,844	\$100,000
Codelucida, Inc.	\$231,112	\$20,763
CTM Magnetics, Inc.	\$1,583,905	\$100,000
Datasoft Corp.	\$258,987	\$23,271

[1] There is no “Pre-approval” process for the Research and Development Incentive Program. Only “Post-approval” results are shown.

TABLE 12 – FISCAL YEAR 2021 POST-APPROVED RESEARCH AND DEVELOPMENT INCENTIVE PROGRAM [1] (CONTINUED)

FY 2021 APPLICANT (PRE-APPROVED)	ACTUAL CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTUAL ACTIVIT
Design Works Studios, LLC	\$2,306,394	\$100,000
enChoice, Inc.	\$1,401,660	\$100,000
Engineering Wireless Services, LLC	\$1,015,748	\$91,417
Execute To Win, LLC	\$610,409	\$54,899
FreeFall Aerospace, LLC	\$905,166	\$81,428
Fullbay, Inc.	\$1,171,277	\$100,000
Funraise, Inc.	\$495,355	\$44,544
Genius Companies, LLC	\$1,142,922	\$100,000
Global Air Cylinder Wheels, Inc.	\$422,231	\$37,964
Hamilton Innovations, LLC	\$1,204,721	\$100,000
Heliae Technology Holdings, Inc.	\$2,227,010	\$100,000
HOTWIRE Development, LLC	\$586,503	\$52,785
Hypur, Inc.	\$1,754,928	\$100,000
INanoBio, Inc.	\$635,084	\$57,120
Integrated Technology Corporation	\$1,215,262	\$100,000
InterOptics, LLC	\$456,001	\$41,040
Jones Studio, Inc.	\$1,185,889	\$100,000
Journeyage, LLC	\$333,737	\$30,036
LeaseHawk, LLC	\$1,669,204	\$100,000
Metal Magic, Inc.	\$1,064,002	\$95,723
nQueue Billback, LLC	\$1,570,151	\$100,000
Nth Degree Technologies Worldwide, Inc.	\$938,432	\$84,421
Oats Overnight, Inc.	\$402,566	\$36,193
Omniscient LLC	\$503,218	\$56,214
Pagely, Inc.	\$816,229	\$73,423
Pangolin Structural, LLC	\$1,314,019	\$100,000
Persefoni AI, Inc.	\$343,664	\$30,892
Petroleum RX, LLC	\$271,303	\$21,267
Point Engineers, LLC	\$1,187,115	\$100,000
Prescott Precision Die, Inc.	\$1,523,309	\$22,501

[1] There is no "Pre-approval" process for the Research and Development Incentive Program. Only "Post-approval" results are shown.

Table 12 – Pre-Approvals continued on next page >

TABLE 12 – FISCAL YEAR 2021 POST-APPROVED RESEARCH AND DEVELOPMENT INCENTIVE PROGRAM [1] (CONTINUED)

FY 2021 APPLICANT (PRE-APPROVED)	ACTUAL CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTUAL ACTIVIT
Pure Tech Systems, Inc.	\$545,136	\$49,025
Pyx Health, Inc.	\$937,669	\$84,353
Qwick, LLC	\$556,641	\$50,060
Radiance Therapeutics, Inc.	\$1,131,496	\$100,000
Regenesis Biomedical, Inc.	\$1,968,186	\$100,000
Resonea, Inc.	\$403,178	\$36,248
Ruda-Cardinal, Inc.	\$1,003,060	\$57,795
Rugo Machine Shop Services, LLC	\$459,132	\$30,994
Salutaris Medical Devices, Inc.	\$430,847	\$38,739
Scientific Technologies Corporation	\$4,482,005	\$100,000
SCONE Medical Solutions, Inc.	\$568,408	\$51,119
Sentinel Monitoring Systems, Inc.	\$1,070,732	\$96,328
Signing Day Sports, LLC	\$355,600	\$32,004
Simpatra, LLC	\$303,257	\$27,293
Simply Structural, Inc.	\$392,910	\$22,340
Solera Health, Inc.	\$2,370,684	\$100,000
Solid State Networks I, LLC	\$632,905	\$56,961
SpektreWorks, Inc.	\$904,647	\$81,381
Symmetry Software Corporation	\$1,970,747	\$100,000
Tempronics, Inc.	\$416,851	\$37,479
Velocityscape, LLC	\$1,364,776	\$100,000
World View Enterprises, Inc.	\$3,438,906	\$100,000
Wright Engineering Corporation	\$1,130,133	\$100,000
Yampa Precision Manufacturing, Inc.	\$1,487,688	\$100,000
Young Manufacturing, Inc.	\$144,249	\$7,642
ZelosDx, Inc. formerly MSDx, Inc.	\$113,529	\$10,180
Zonge International, Inc.	\$510,183	\$47,323
TOTALS [2]	\$76,667,613	\$4,999,997

[1] There is no "Pre-approval" process for the Research and Development Incentive Program. Only "Post-approval" results are shown.

[2] The total amount awarded is less than the \$5 million calendar year cap set forth in A.R.S. §41-1507(E). The \$3.00 will roll to the Calendar Year 2022 Cap.

Table 10 – Cumulatives and University Post-Approvals and University Cumulatives on next page >

TABLE 12 - CUMULATIVE RESEARCH AND DEVELOPMENT TAX CREDIT PROGRAM

POST-APPROVAL YEAR	CUMULATIVE CAPITAL INVESTMENT	CUMULATIVE INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
FY 2012	\$61,692,391	\$5,000,000
FY 2013	\$61,965,382	\$5,000,000
FY 2014	\$58,942,155	\$5,000,000
FY 2015	\$60,852,349	\$5,000,000
FY 2016	\$61,692,352	\$5,000,000
FY 2017	\$58,264,067	\$5,000,000
FY 2018	\$60,825,583	\$5,000,000
FY 2019	\$85,244,315	\$4,980,283
FY 2020	\$87,526,191	\$5,019,717
FY 2021	\$76,667,613	\$4,999,997
TOTALS	\$673,672,398	\$49,999,997

TABLE 12 - FISCAL YEAR 2021 POST APPROVED UNIVERSITY RESEARCH AND DEVELOPMENT TAX CREDIT PROGRAM [1]

FY 2021 APPLICANT (POST-APPROVAL)	ACTUAL CAPITAL INVESTMENT	INCENTIVES AWARDED IN YEAR BASED ON ACTUAL ACTIVITY
*No Activity		
TOTALS	\$0	\$0

[1] There is no "Pre-approval" process for the Research and Development Incentive Program. Only "Post-approval" results are shown.

TABLE 12 - CUMULATIVE UNIVERSITY RESEARCH AND DEVELOPMENT TAX CREDIT PROGRAM

POST-APPROVAL YEAR	CUMULATIVE CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTUAL ACTIVITY
FY 2016	\$25,041	\$2,339
FY 2017	\$150,500	\$11,288
FY 2018	\$15,655	\$377
FY 2019	\$0	\$0
FY 2020	\$0	\$0
FY 2021	\$0	\$0
TOTALS	\$191,196	\$14,004

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