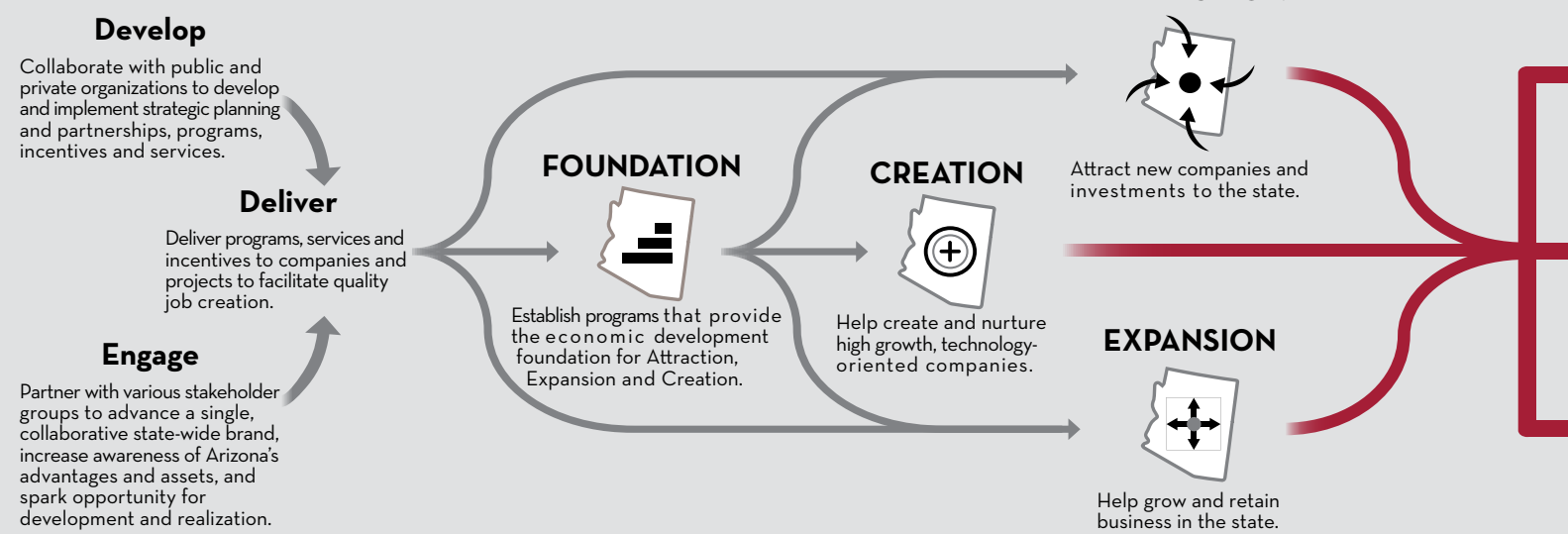


The ACA has a focused and targeted strategy to improve Arizona's economy by facilitating quality job creation through business:

- **Attraction**
- **Expansion**
- **Creation**



5-Year Goals (FY13 - FY17)

THE ACA'S FISCAL YEAR 2015 HIGHLIGHTS - 1,987 COMPANY ENGAGEMENTS

ATTRACTION **202** opportunities

FY14	FY15 ¹
107 Early Stage	107
46 Late Stage	52
39 Closed/Won ¹	43

The Attraction team engaged 202 overall opportunities, including a significantly increased number of rural opportunities.

	Targeted Industries ²	Rural ²
→ Jobs	5,661	506
→ Capital Investment	\$625.6M	\$199.5M
→ Wages	\$63,300	\$35,418

¹Closed/Won opportunities are client projects that conclude with a successful location or expansion decision. These 43 closed/won opportunities constitute are included within the total jobs, capital investment and wages shown under The ACA's Fiscal Year 2015 Results (to the right).
²The figures in the Targeted Industries and Rural columns represent the jobs, capital investment and wages associated with the subset of closed/won opportunities that occurred in Targeted Industries or Rural areas.

EXPANSION **327** opportunities

FY14	FY15 ¹
161 Actively Engaged	243
58 Closed/Won ¹	84

The Expansion team engaged 327 overall opportunities, including a significantly increased number of rural opportunities.

	Targeted Industries ²	Rural ²
→ Jobs	4,120	614
→ Capital Investment	\$336.8M	\$27.0M
→ Wages	\$53,194	\$53,740

¹Closed/Won opportunities are client projects that conclude with a successful location or expansion decision. These 84 closed/won opportunities constitute the total jobs, capital investment and wages shown under The ACA's Fiscal Year 2015 Results (to the right).
²The figures in the Targeted Industries and Rural columns represent the jobs, capital investment and wages associated with the subset of closed/won opportunities that occurred in Targeted Industries or Rural areas.

CREATION **446** applications from Arizona companies

FY14	FY15
357 Applications	446
75 Awards	69

A total of 69 companies received financial and/or technical assistance through the ACA's Creation programs: the Arizona Innovation Challenge (AIC), AZ Fast and Small Business Innovation Research (SBIR). The biannual AIC, for example, awards \$3M per year to advance innovation and technology commercialization opportunities in Arizona. Companies applying to Creation programs (446) become the ACA's "pipeline" for future ACA service and consultation opportunities outside of Creation program parameters.

FINANCIAL PROGRAMS **1,012** new incentive applications and reports

FY14	FY15
203 Pending	280
123 Under Review	155
952 Reviewed	857
743 Active	716

The Financial Programs team administered 1,012 new applications and reports.

	Number of Assisted Companies	Amount of Assistance
→ Tax Credits and Abatements ¹	211	\$28.1M
→ Grants ²	61	\$21.5M
→ Loans ³	18	\$4.6M
→ Bonds ⁴	8	\$49.1M
	298	

¹Reflects tax credits, property tax reductions and sales and use tax exemptions approved under the Angel Investment, Computer Data Center, Healthy Forests, Military Reuse Zone, Qualified Facility, QualityJobs, R&D, Renewable Energy Tax Incentives and Commercial Solar programs. Amounts are estimates based on approvals and do not reflect amounts actually claimed or legacy programs no longer open to new applicants.
²Grants approved under the Arizona Competes, Job Training and Rural Economic Development Grant programs. Does not include Arizona Innovation Challenge, FAST or STEP grant programs. Dollar amounts shown are the amounts approved and do not reflect the amounts paid in 2015. Grants are paid over time upon achievement of performance milestones.
³Loans made under the AIAF program.
⁴Bond capacity allocated (closed) under the Private Activity Bonds program.

FOUNDATION statewide, long-term economic development initiatives, including:

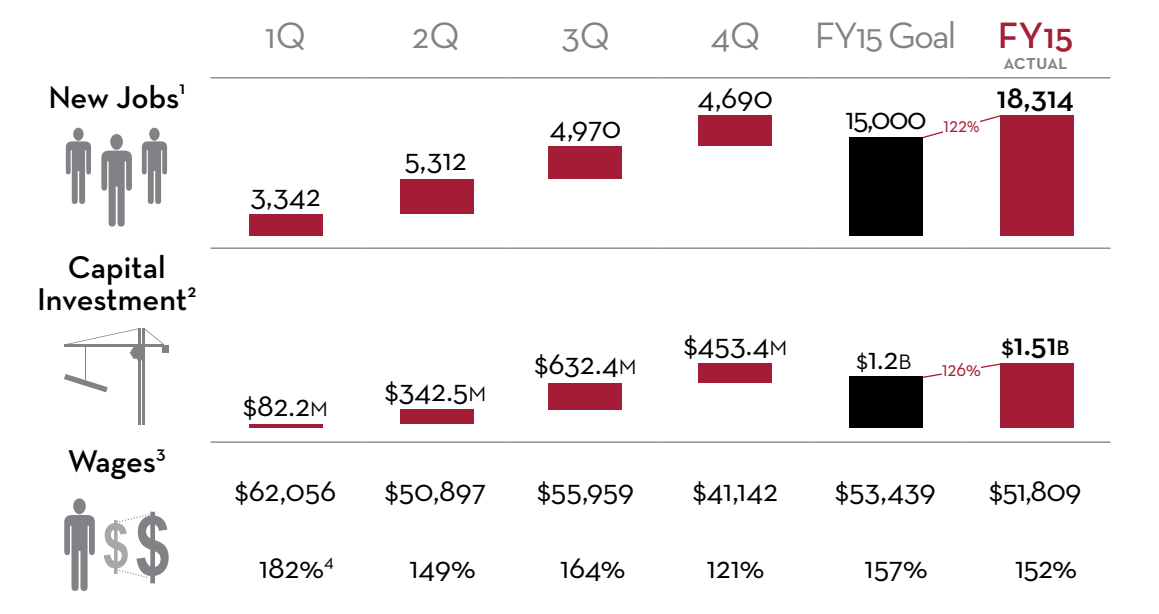
Super Bowl XLIX Visiting CEO Program. During Super Bowl XLIX, the ACA hosted a highly successful four-day program in which executives from 70 companies participated. In total, 19 states plus Washington, D.C., and several international markets were represented. While in Arizona, attendees learned about and experienced Arizona's key assets and pro-business environment first hand. **The program resulted in several company expansions into Arizona.**

Arizona State Trade and Investment Office. The ACA led the strategic expansion of Arizona's presence and investment in Mexico with the launch of the Arizona State Trade and Investment Office in Mexico City. The trade office will assist Arizona companies in successfully entering the Mexican market. Additionally, it will attract new companies and investments that will contribute to Arizona's economy. The office will focus on targeted sectors that include aerospace and defense, medical devices, biosciences and IT (software and hardware).

Start Up Ecosystem Website. As part of its ongoing efforts to strengthen Arizona's vibrant innovation ecosystem and support the state's entrepreneurs, the ACA launched a new Start Up section of AZCommerce.com. The Start Up section was designed as a result of proactive engagement and strategic dialogue among leaders within Arizona's startup community. Insights gathered resulted in the development of this centralized resource connecting all things entrepreneurial in Arizona.

The ACA's Fiscal Year 2015 Results

All figures represent three-year projections



Total Economic Impact of FY15 Results

Multiplier Effect Over 5 Years¹

	Direct, Indirect and Induced Jobs	Economic Output	Tax Revenue
FY13	32,261	\$15.73B	\$366.5M
FY14	39,995	\$22.08B	\$736.3M
FY15	40,649	\$21.12B	\$590.4M
Total	112,905	\$58.93B	\$1.693B

¹Analysis performed by Elliott D. Pollack & Co. based on ACA input