

# Washington State Aerospace Competitiveness Analysis

AFA Annual Summit 2025

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# Outline

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- **Background and purpose.** The opportunity and Washington aerospace assets.
- **Compare** Washington's aerospace and space industry performance against other select competitor states.
- **Review incentives and other programs** offered in other states to support and grow the aerospace sector.
- **Identify potential areas** Washington could explore and pursue to support long-term growth in the aerospace sector.

# The Opportunity

Future aerospace growth

| Forecast Source                                      | Forecast Years | Projection                                                                                                                                                             |
|------------------------------------------------------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Boeing Company: Commercial Market Outlook (2025) | 2025-2044      | 43,600 new aircraft deliveries 2025–2044: 33,285 single-aisle, 7,815 widebody, 1,545 regional, 955 freighters.                                                         |
| The Boeing Company: Services Market Outlook (2025)   | 2025-2044      | \$4.7T services market over 2025–2044.                                                                                                                                 |
| Airbus: Global Market Forecast (GMF) (2025)          | 2025-2044      | 43,420 new deliveries, including 34,350 single-aisle aircraft.                                                                                                         |
| Oliver Wyman (2025)                                  | 2025-2035      | \$119.7B MRO market in 2025, rising to \$156B by 2035; fleet CAGR ~2.8% (2025–2035). 2.7% global fleet forecast between 2025 and 2030, and 2.9% between 2030 and 2035. |
| FAA                                                  | 2025-2045      | U.S. enplanements +2.5% CAGR (2025–2045)                                                                                                                               |
| McKinsey & Co.: Space Industry Forecast (2024)       | 2024-2035      | \$1.8 trillion by 2035 (accounting for inflation), up from \$630 billion in 2023.                                                                                      |

- Boeing is anticipated to launch new single aisle.
- Airbus opened second production line in Alabama.
- Competitive space is growing and becoming more intense.

# Washington's Aerospace

## Leading indicators

- 80,260 direct workers, plus many more among suppliers.
- 2.2% state non-farm employment.
- Largest state for Boeing employment (67,000).
- Average wage (2024, pre-benefits): \$134,400 (45% higher than statewide average).
- Total economic impact: nearly 200,000 jobs.
- Direct state B&O payments: \$118.4 million (2024).
  - Between 1% and 3% state B&O collections each year.
- Space sector: 5,800 direct jobs (2022; PSRC study).
- \$48M in Boeing employee charitable contributions, global, 2024.



# Competitor States

Key attributes and activities per competitor state

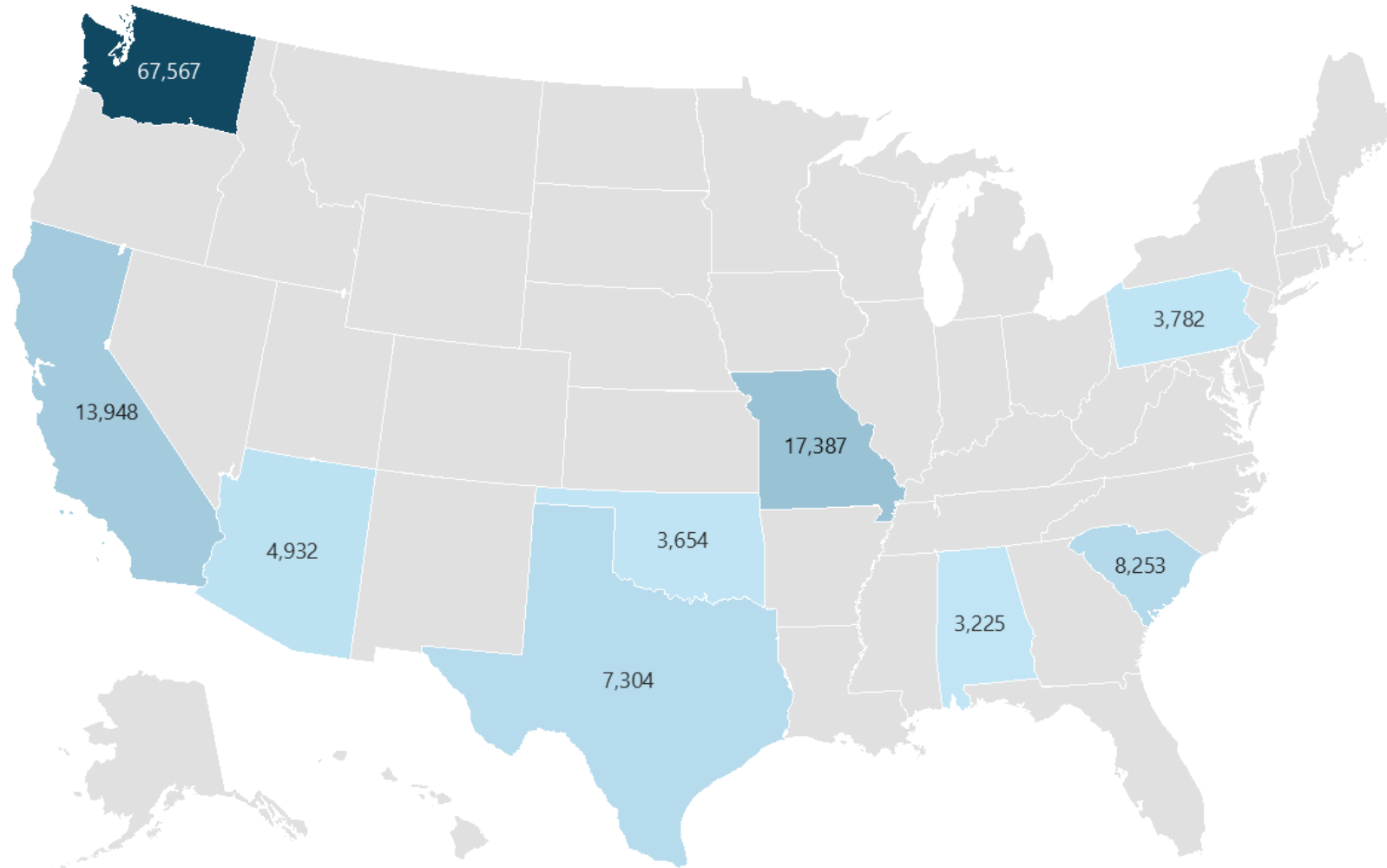
| State          | Focus Area(s)               | Illustrative Companies and Organizations |
|----------------|-----------------------------|------------------------------------------|
| Alabama        | Rocket engines & space      | NASA Marshall; ULA; Blue Origin          |
| California     | Launch & advanced R&D       | SpaceX; JPL; Skunk Works                 |
| Florida        | Launch & spacecraft         | KSC; Cape Canaveral; Blue Origin         |
| Idaho          | GA mods & space power       | Tamarack; Western Aircraft; INL          |
| Kansas         | Airframe manufacturing      | Spirit Aero; Textron; Garmin; NIAR       |
| New Mexico     | Spaceport & test ranges     | Spaceport America; WSMR; SolAero         |
| North Carolina | Light jets, MRO             | HondaJet; HAECO; Boom Supersonic         |
| Ohio           | Engines, R&D, Air Force     | NASA Glenn; Wright-Patt; GE Aerospace    |
| Oklahoma       | MRO & sustainment           | Tinker AFB; AA Tech Ops; Boeing OKC      |
| South Carolina | Widebody & fighter assembly | Boeing 787; Lockheed F-16; GKN           |
| Texas          | Human spaceflight & rockets | NASA JSC; SpaceX Starbase; Axiom         |
| Virginia       | Launch & aero R&D           | NASA Langley; Wallops; Northrop          |

- Aerospace hubs extend across most U.S. states.
- Florida, California, Texas are leading hubs for space technology, including launch systems.



# The Boeing Company

Employment by state, December 2024



Data source: The Boeing Company, 2025.

- The Boeing Company employed 147,363 workers across the U.S. in December 2024, and an additional 25,086 workers globally.
- Washington remains the largest hub of Boeing employment, nearly 4x as many workers as the second largest state, Missouri.

# Aerospace Performance Indicators

Employment by aerospace NAICS codes by state, 2024

| State                        | Employment     | Change        |
|------------------------------|----------------|---------------|
|                              | 2024           | 2014-2024     |
| California                   | 97,910         | 23,310        |
| Washington                   | 80,260         | (13,700)      |
| Texas                        | 56,890         | 5,010         |
| Florida                      | 36,820         | 14,950        |
| Kansas                       | 31,430         | 890           |
| Ohio                         | 20,500         | 2,240         |
| Alabama                      | 17,200         | 2,480         |
| Oklahoma                     | 13,640         | 6,540         |
| South Carolina               | 8,880          | 1,830         |
| North Carolina               | 6,830          | 1,170         |
| Virginia                     | 5,240          | 1,140         |
| Idaho                        | 820            | 500           |
| <b>Subtotal, Comp States</b> | <b>376,420</b> | <b>46,360</b> |

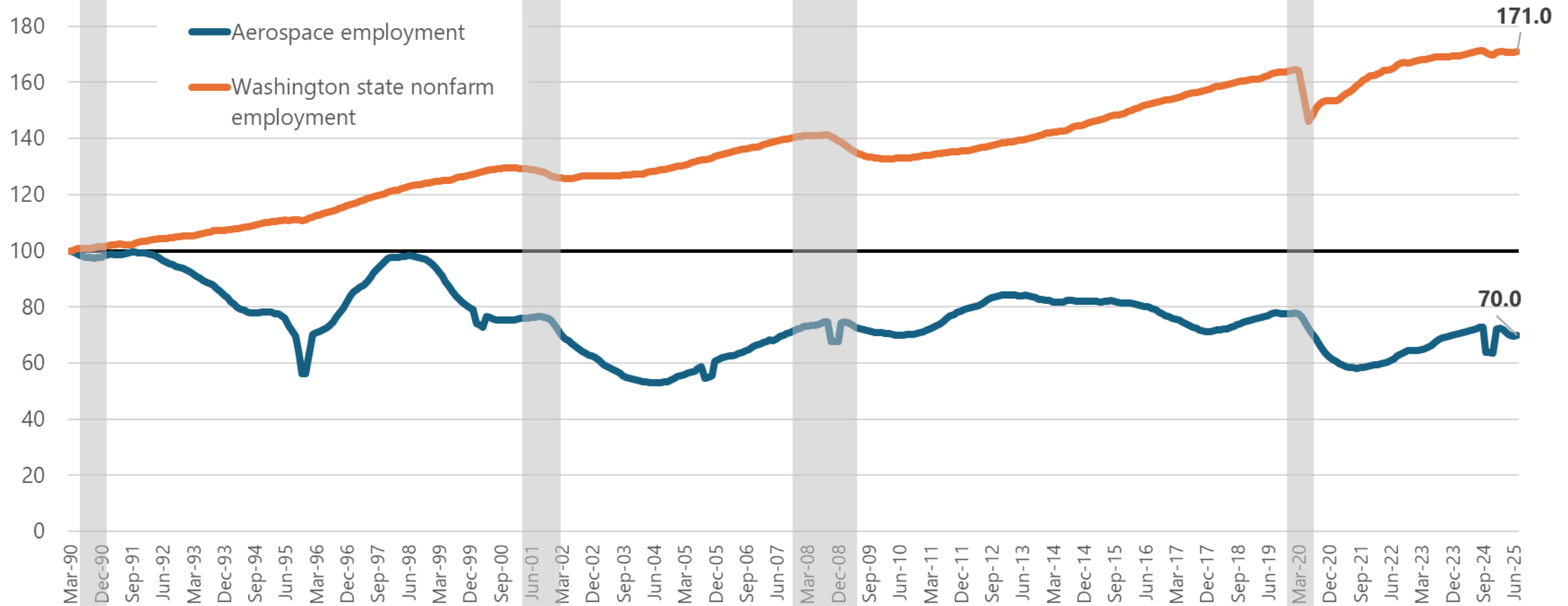
- Among comparator states (excluding Washington), total employment increased by 60,000.
- Nationally, aerospace & space jobs totaled nearly 589,400 in 2024, a 14% increase over 2014.
- The largest states for growth—California and Florida—primarily in space sector.

*Data source: U.S. Bureau of Labor Statistics, 2025.*

# Washington Aerospace Employment

Monthly employment indexed to 1990, using three-month moving average

March 1990 = 100



U.S. Bureau of Labor Statistics, 2025, based on 3mma.



# Competitor States with Federal Space Programs

- Washington does not have a federal space R&D program but has emerged as a leading hub for post-2000 satellites, space-related communications, and data.\*
- 60+ companies.
- SpaceX, Blue Origin, L3 Harris, Boeing.
- According to a PSRC study, in 2022 the space sector in Washington directly employed 5,800 workers.

| State      | Facility                         |
|------------|----------------------------------|
| California | Ames Research Center             |
| California | Armstrong Flight Research Center |
| California | Jet Propulsion Laboratory        |
| Texas      | Johnson Space Center             |
| Virginia   | Langley Research Center          |
| Florida    | Kennedy Space Center             |
| Alabama    | Marshall Space Flight Center     |
| Ohio       | Glenn Research Center            |

*\*Stan Schull, Alliance Velocity, LLC, 2025.*

# Factors Driving Aerospace and Space

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- Talent availability.
- Business climate and regulatory regime.
- Cluster/ecosystem of suppliers and supporting firms.
- Availability and costs for: land, labor, capital, and energy.
- Government policies and programs that support the above and/or mitigate costs.

# Washington's Aerospace Competitiveness

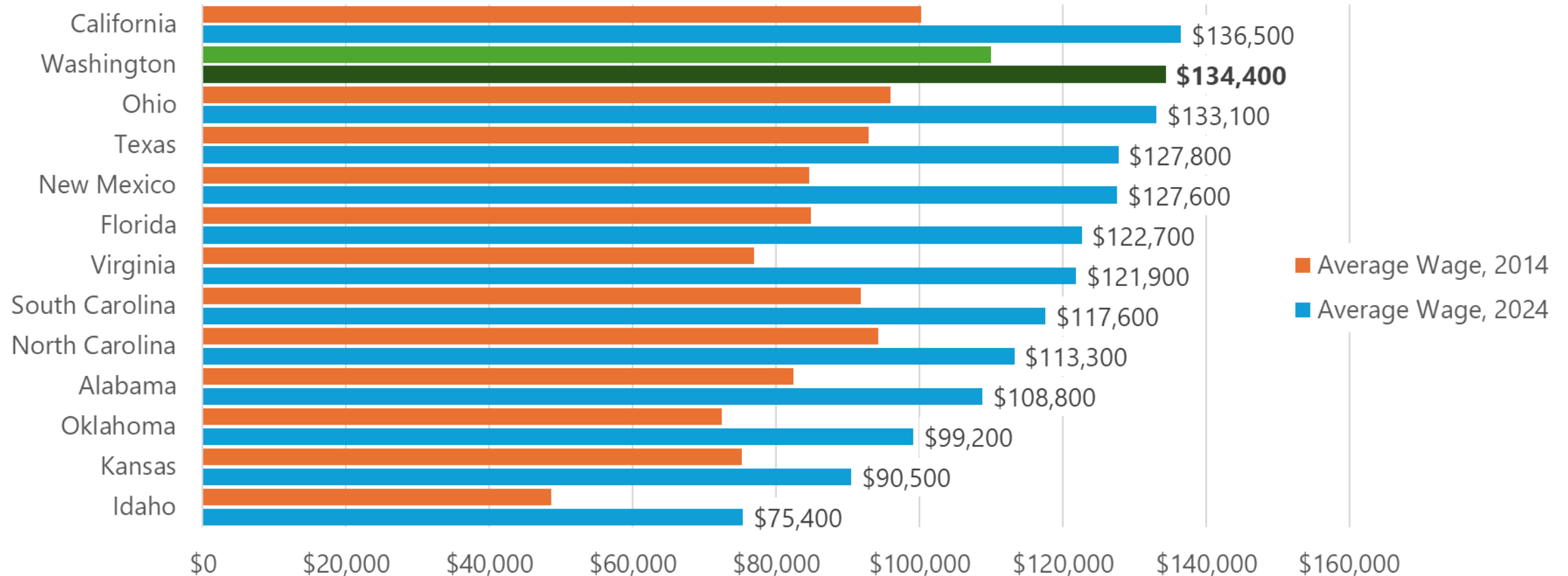
Performance with competitor state subset



| Measure                                                     | Washington Relative to Competitor States                   |
|-------------------------------------------------------------|------------------------------------------------------------|
| Aerospace wages                                             | 2 <sup>nd</sup> most expensive.                            |
| Manufacturing real GDP, change (%) 2014-2024                | Largest negative change. And per worker down from 2015.    |
| Business taxes (state and local) per employee               | 2 <sup>nd</sup> highest.                                   |
| Workers comp rates                                          | 2 <sup>nd</sup> highest.                                   |
| Employer unemployment contributions, as percentage of wages | Most expensive.                                            |
| Cost of living index                                        | 2 <sup>nd</sup> highest.                                   |
| Industrial electricity rates                                | 4 <sup>th</sup> cheapest, but down from lowest in country. |

# Aerospace Leading Indicators by State

Aerospace and space wages, 2024



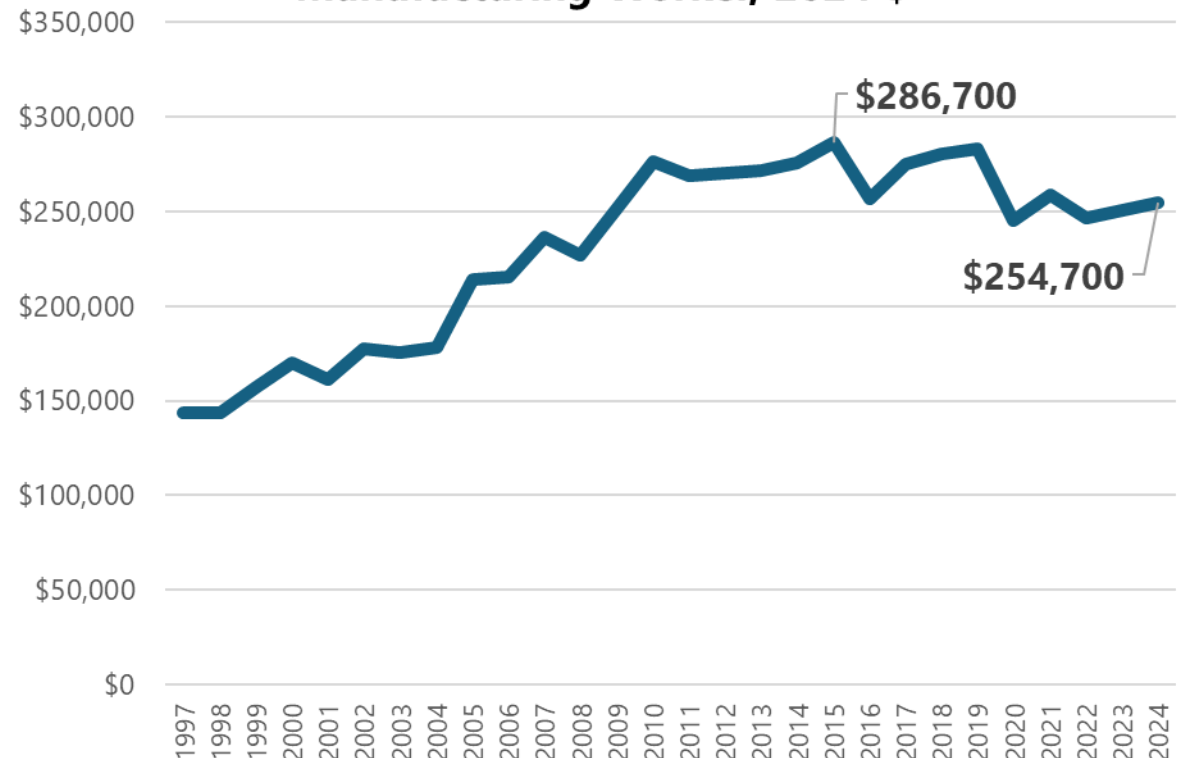
Data source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2025.

# Aerospace Leading Indicators by State

## Manufacturing GDP

| State             | Manufacturing GDP<br>Millions \$ | Change, Real GDP<br>2014-2024 |
|-------------------|----------------------------------|-------------------------------|
| California        | \$405,643                        | 3.1%                          |
| Texas             | \$300,250                        | 2.1%                          |
| Ohio              | \$137,871                        | 0.4%                          |
| North Carolina    | \$108,070                        | -0.6%                         |
| Florida           | \$80,704                         | 4.0%                          |
| <b>Washington</b> | <b>\$68,261</b>                  | <b>-1.3%</b>                  |
| Virginia          | \$54,709                         | 0.6%                          |
| Alabama           | \$50,115                         | 2.2%                          |
| South Carolina    | \$47,222                         | 1.6%                          |
| Kansas            | \$33,164                         | 1.9%                          |
| Oklahoma          | \$21,172                         | -0.9%                         |
| Idaho             | \$11,467                         | 2.7%                          |
| New Mexico        | \$5,271                          | 2.6%                          |

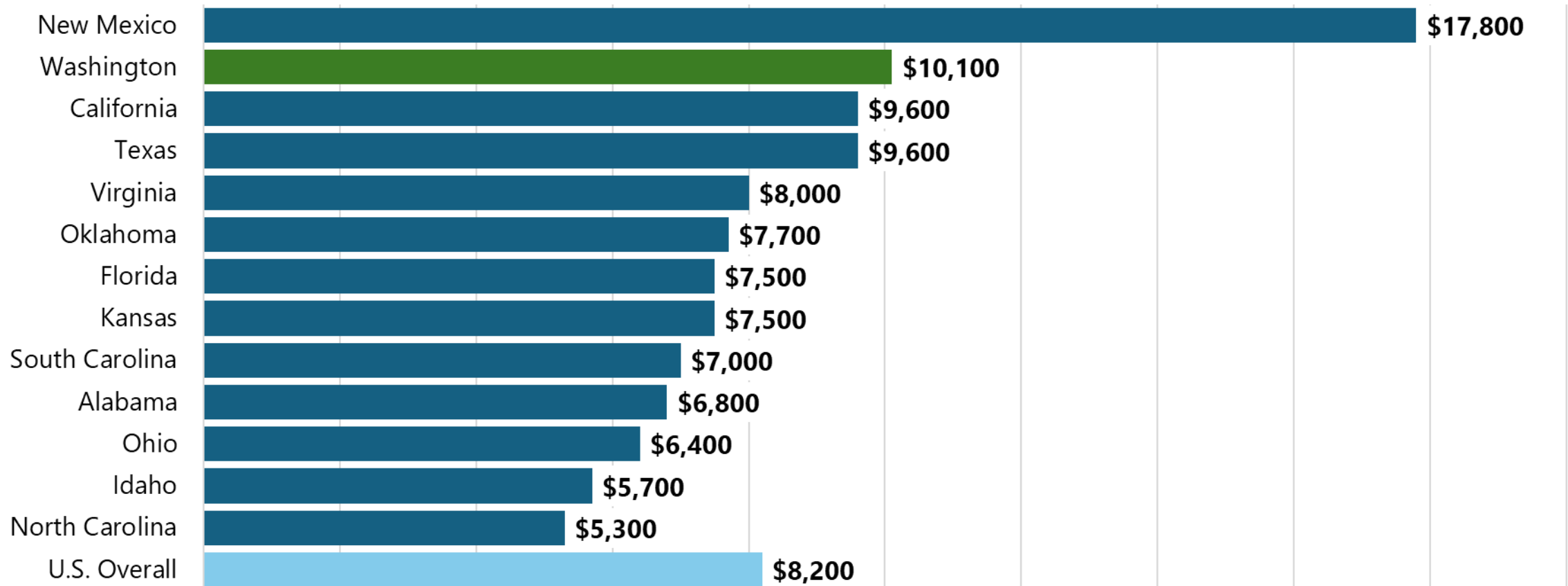
**Washington State Real GDP per  
Manufacturing Worker, 2024 \$**



Data sources: U.S. Bureau of Economic Analysis, 2025; Washington State Employment Security Department, 2025; High Peak Strategy LLC, 2025.

# State-by-State Business Costs

State and local business taxes per employee, FY 2023



Source: Council on State Taxation, 2025.



# State-by-State Business Costs

Workers' comp rates, 2024

| State          | Index Rate | Group Rank | National Rank | 2024 Industry-Weighted Rate | National Rank |
|----------------|------------|------------|---------------|-----------------------------|---------------|
| California     | 1.86       | 1          | 4             | 1.59                        | 2             |
| Texas          | 0.78       | 11         | 40            | 0.35                        | 51            |
| Ohio           | 0.68       | 13         | 47            | 0.55                        | 42            |
| North Carolina | 0.95       | 9          | 33            | 0.67                        | 36            |
| Florida        | 1.00       | 8          | 30            | 1.03                        | 12            |
| Washington     | 1.35       | 2          | 12            | 1.39                        | 7             |
| Virginia       | 0.73       | 12         | 44            | 0.50                        | 45            |
| Alabama        | 1.11       | 4          | 24            | 0.78                        | 25            |
| South Carolina | 1.03       | 7          | 29            | 0.84                        | 22            |
| Kansas         | 0.91       | 10         | 35            | 0.62                        | 39            |
| Oklahoma       | 1.33       | 3          | 15            | 0.84                        | 22            |
| Idaho          | 1.10       | 5          | 25            | 1.12                        | 10            |
| New Mexico     | 1.05       | 6          | 27            | 0.72                        | 30            |

Source: State of Oregon Department of Consumer and Business Services (June 2025). "Oregon Workers' Compensation Premium Rate Ranking."

# State-by-State Business Costs

Unemployment insurance rates, employer contributions by state, 2024

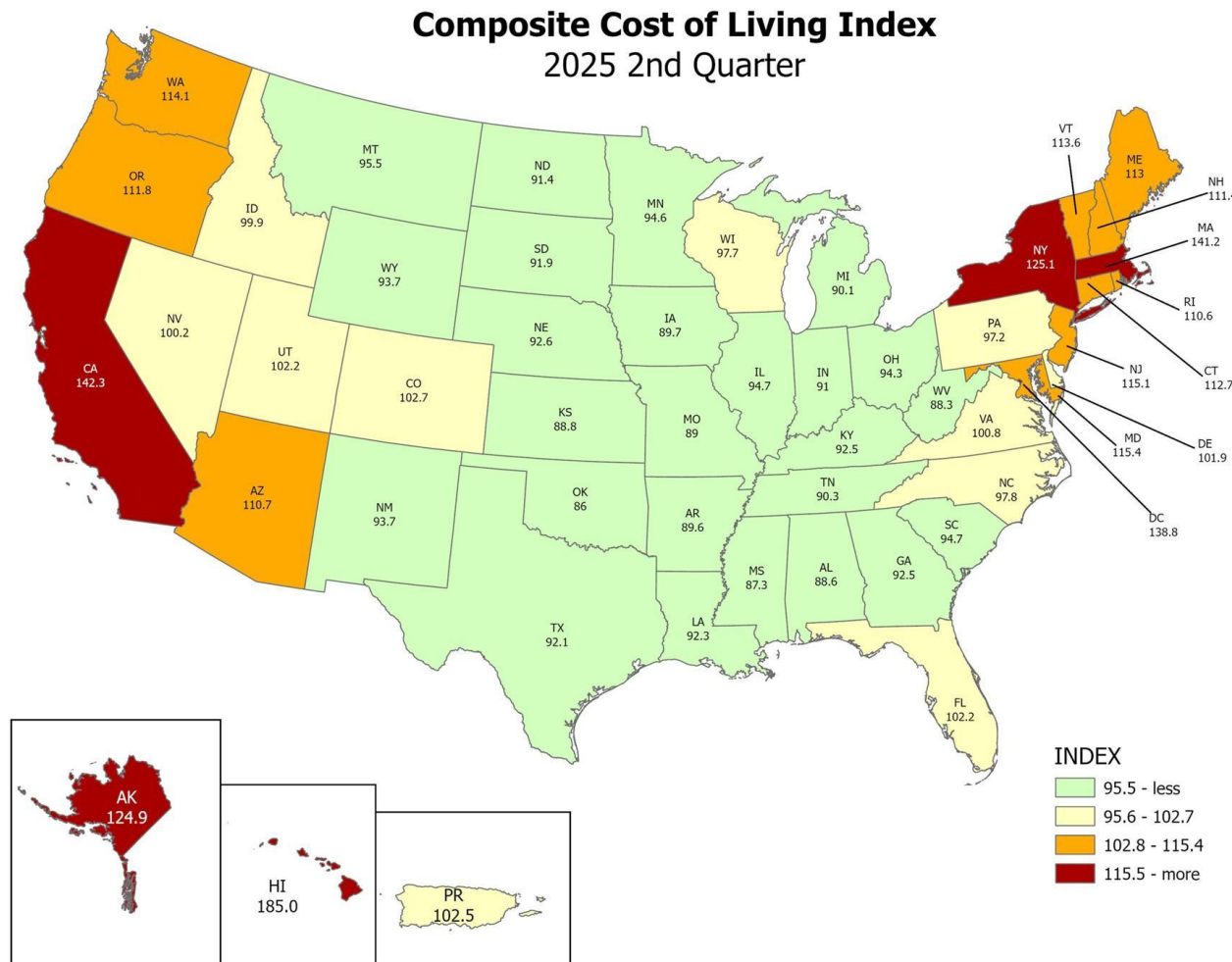
| State          | As Percent Total Wages | In-group Rank | National Rank |
|----------------|------------------------|---------------|---------------|
| California     | 0.35%                  | 6             | 33            |
| Texas          | 0.32%                  | 9             | 36            |
| Ohio           | 0.50%                  | 3             | 20            |
| North Carolina | 0.33%                  | 7             | 34            |
| Florida        | 0.10%                  | 11            | 51            |
| Washington     | 0.73%                  | 1             | 9             |
| Virginia       | 0.08%                  | 12            | 52            |
| Alabama        | 0.08%                  | 12            | 52            |
| South Carolina | 0.24%                  | 10            | 40            |
| Kansas         | 0.33%                  | 7             | 34            |
| Oklahoma       | 0.42%                  | 4             | 28            |
| Idaho          | 0.41%                  | 5             | 29            |
| New Mexico     | 0.58%                  | 2             | 14            |

- Under Washington's recently passed Senate Bill 5041 (effective January 1, 2026), striking workers may become eligible for up to six weeks of unemployment insurance.

Source: U.S. Bureau of Labor Statistics (2025). "Estimated Employer Contribution Rates, Calendar Year 2024."

# Cost of Living Index by State

Composite cost of living index, 2025 Q2



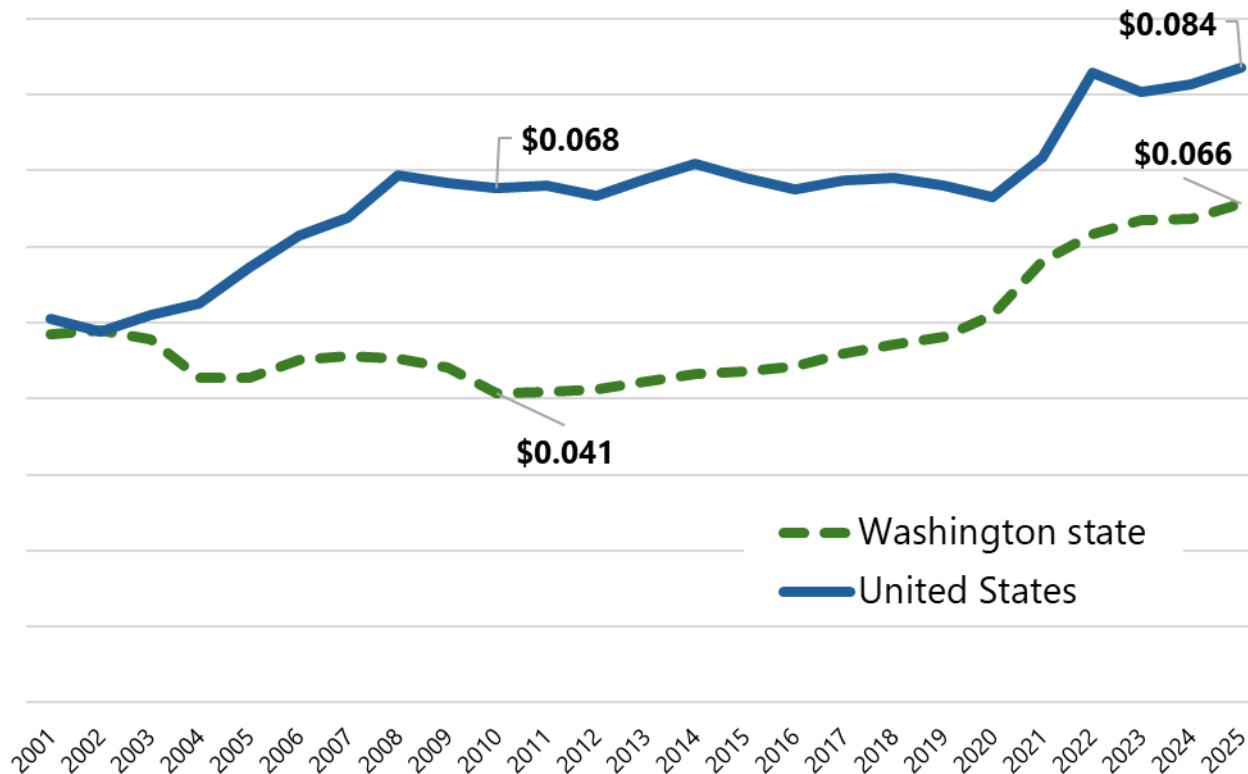
- Washington state ranked as the 9<sup>th</sup> most expensive state in the U.S. in Q2 2025.
- The Seattle region ranks among the most expensive for housing in the U.S.
- High cost of living makes it more difficult to recruit and retain qualified aerospace workers.

Source: Missouri Research and Information Center, 2025.

# Electricity Prices

Cost per kilowatt-hour, 2001-2025

Average Annual Industrial Electricity Rates (\$ per kWh)



Source: U.S. Energy Information Administration, 2025.

Washington Annual Average Industrial Electricity Prices

| Year        | Cost per kWh  | State Rank |
|-------------|---------------|------------|
| 2010        | \$0.04        | 1          |
| 2011        | \$0.04        | 1          |
| 2012        | \$0.04        | 1          |
| 2013        | \$0.04        | 1          |
| 2014        | \$0.04        | 1          |
| 2015        | \$0.04        | 1          |
| 2016        | \$0.04        | 1          |
| 2017        | \$0.05        | 1          |
| 2018        | \$0.05        | 1          |
| 2019        | \$0.05        | 1          |
| 2020        | \$0.05        | 4          |
| 2021        | \$0.06        | 3          |
| 2022        | \$0.06        | 1          |
| <b>2023</b> | <b>\$0.06</b> | <b>5</b>   |
| <b>2024</b> | <b>\$0.06</b> | <b>6</b>   |
| <b>2025</b> | <b>\$0.07</b> | <b>6</b>   |

# State-by-State Incentives Comparison

## Categories of incentives

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- Those **specific to aerospace**, e.g., aerospace Texas's Space Trust Fund, Kansas's Aviation & Aerospace Tax Credit, Oklahoma's Aerospace Engineer Workforce Tax Credits.
- Programs not specific to aerospace, but with **wide applicability to aerospace** and advanced manufacturing, e.g., Ohio Job Creation Tax Credit.

# Washington’s Existing Incentives and Tools

| Program                                             | Description                                                                                                         |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| Machinery & Equipment (M&E) Sales/Use Tax Exemption | Exempts qualifying manufacturing & R&D equipment from sales/use tax (RCW 82.08.02565 / 82.12.02565).                |
| Governor’s Strategic Reserve Fund (SRF)             | Discretionary funds for job creation/retention—can support workforce, site, relocation, etc. (RCW 43.330.250).      |
| Community Economic Revitalization Board (CERB)      | State loans/grants for public infrastructure (roads, utilities, broadband) tied to private investment/job creation. |
| Commerce grants & cluster tools                     | Commerce runs periodic competitive grants (e.g., clean energy, site readiness) and supports strategic industries.   |

Washington’s preferential B&O rate for aerospace was repealed in 2020 after WTO ruling.

# State-by-State Incentives Comparison

## Aerospace-specific incentives



| State          | Program                                                           | Type                            |
|----------------|-------------------------------------------------------------------|---------------------------------|
| North Carolina | Aircraft Maintenance Parts & Accessories Exemption                | Sales & use tax exemption       |
| North Carolina | Advanced Air Mobility (AAM) Planning Grants                       | Planning/infrastructure (grant) |
| South Carolina | Aircraft maintenance parts & supplies exemption                   | Sales & use tax exemption       |
| California     | Space Flight Property Tax Exemption                               | Property tax exemption          |
| Texas          | Space Exploration & Aeronautics Research Fund (SEARF)             | Grants                          |
| Florida        | Spaceport Improvement Program (SIP)                               | Infrastructure                  |
| Florida        | The Secure U.S. Leadership in Space Act                           | Financing / PPP                 |
| Idaho          | Aircraft Engine Repair & Overhaul Exemption                       | Sales & use tax exemption       |
| New Mexico     | Gross Receipts Tax (GRT) Deduction for Spaceport Operations       | Training grant / Grants         |
| New Mexico     | Spaceport America State Capital/Infrastructure Support            | Planning/infrastructure         |
| Oklahoma       | Aerospace Engineer Workforce Tax Credits                          | Tax credits                     |
| Virginia       | Aircraft Parts & Maintenance Exemption                            | Sales & use tax exemption       |
| Alabama        | Exemption for Parts/Components Used to Refurbish Certain Aircraft | Sales & Use Tax Exemption       |
| Kansas         | Aviation & Aerospace Tax Credit                                   | Tax credits                     |
| Kansas         | ALOFT                                                             | Workforce/Training              |



# State-by-State Incentives Comparison

Examples of state-level workforce development program use cases



| State          | Program                       | Use Case                                                                                                                                                                                                                                                                       |
|----------------|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Texas          | Texas Skills Development Fund | In 2025, Texas awarded Lockheed Martin + Dallas College \$459,920 SDF to train ~230 workers at Lockheed for aerospace engineering and manufacturing skills.                                                                                                                    |
| Florida        | Florida Job Growth Grant Fund | In 2018, provided \$3.79 million workforce grant to Eastern Florida State College to train for aerospace & advanced manufacturing workers.                                                                                                                                     |
| South Carolina | readySC                       | In 2018, supported Boeing South Carolina's North Charleston operation through structured pre-hire training.                                                                                                                                                                    |
| North Carolina | NCEdge                        | Between 2008 and 2014, ~\$2.6 million in employer-specific customized training for Spirit AeroSystems through Lenoir Community College, including recruiting/screening and composites/assembly upskilling at the Global TransPark Composite Center of Excellence.              |
| Kansas         | ALOFT                         | In June 2023, Kansas awarded nearly \$20M in workforce grants to expand aviation workforce training. Recipients included Spirit AeroSystems \$3.325M; Textron Aviation (\$3.325M), Learjet (\$3.325M), Orizon Aerostructures (\$3.325M); and Metal Finishing Company (\$243K). |
| Ohio           | Job Creation Tax Credit       | Ohio landed Anduril's "Arsenal-1" with a 30-year, 2.594% tax credit estimated at ~\$450M, contingent on Anduril creating 4,008 jobs and >\$530M in annual payroll.                                                                                                             |

# State-by-State Incentives Comparison

Jobs-related tax credits—examples

| State          | Program(s)                                                               | Description                                                                                                                                                                                                         |
|----------------|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ohio           | Job creation and retention tax credits                                   | Performance-based credits.                                                                                                                                                                                          |
| North Carolina | Job Development Investment Grant                                         | Annual grant based on % state personal income tax withholdings from new jobs.                                                                                                                                       |
| South Carolina | Job tax credits and development credits                                  | Refund portion of new employee from state withholding to offset project costs.                                                                                                                                      |
| California     | New Employment Credit (NEC)                                              | Credit for hiring qualifying full-time employees in designated areas/industries.                                                                                                                                    |
| Texas          | Jobs, Energy, Technology & Innovation Act; Texas Enterprise Zone Program | 10-year value limitation agreements on school M&O taxes for eligible capital-intensive projects; State sales & use tax refund for capital investment and job creation in designated zones or by nominated projects. |
| Florida        | Rural & Urban Job Tax Credits                                            | Job credits for firms creating jobs in designated rural or urban areas.                                                                                                                                             |
| New Mexico     | High-Wage Jobs Tax Credit                                                | Credit for new high-wage jobs created and held for at least a year.                                                                                                                                                 |
| Oklahoma       | Investment/New Jobs Tax Credit Package                                   | Choice between a credit on qualified new investment (multi-year)                                                                                                                                                    |
| Virginia       | Major Business Facility Job Tax Credit                                   | Job credit for large new facilities or expansions.                                                                                                                                                                  |
| Alabama        | Jobs Act Investment Credit, Jobs Act, and Jobs Credit                    | Annual credit for qualified capital investment. Tied to eligible projects.                                                                                                                                          |
| Kansas         | Promoting Employment Across Kansas                                       | Companies can retain a % of state payroll withholding for new jobs for a set term.                                                                                                                                  |

# State-by-State Incentives Comparison

Examples of state strategic investment funds

| State          | Program                        | Use Case                                                                                                           |
|----------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Ohio           | JobsOhio                       | Up to \$150M in economic-development + workforce grants to help clinch Intel's New Albany fabs. (2022)             |
| North Carolina | JDIG/OneNC                     | \$87M package to land Boom Supersonic's Overture factory. (2022)                                                   |
| South Carolina | Closing Fund                   | \$65M to Spartanburg County to support BMW's \$1.7B EV expansion. (2022)                                           |
| California     | California Competes Tax Credit | Awarded Rocket Lab a \$5M tax credit to anchor manufacturing in Long Beach. (2019)                                 |
| Texas          | Texas Enterprise Fund          | \$3.7M grant to Collins Aerospace for its Richardson expansion (570+ jobs). (2025)                                 |
| New Mexico     | Local Economic Development Act | Committed \$10M to Universal Hydrogen's Albuquerque manufacturing hub.                                             |
| Oklahoma       | Quick Action Closing Fund      | Initially offered up to \$15M for Canoo's EV plant—later trimmed; \$1M was paid after early job milestones. (2022) |
| Alabama        | SEEDS                          | \$23M in site-readiness grants across 29 industrial sites to speed up future manufacturing investments. (2025)     |
| Kansas         | Job Creation Fund              | \$600k to Orizon Aerostructures for an aerospace expansion in Chanute. (2020)                                      |

# State-by-State Incentives Comparison

Infrastructure investments and capital state programs and incentives



| State          | Program                                     | Description                                                                                                                         |
|----------------|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Ohio           | All Ohio Future Fund (AOFF)                 | State site/readiness funding to prepare large transformational sites and strategic assets.                                          |
| North Carolina | Industrial Development Fund Utility Account | Grants to local governments for publicly owned infrastructure.                                                                      |
| California     | California Competes Tax Credit (CCTC)       | Negotiated income tax credit for businesses that commit to job creation and investment.                                             |
| California     | California Competes Grant Program (CCGP)    | Discretionary cash grant alternative to CCTC for high-impact projects.                                                              |
| Florida        | Capital Investment Tax Credit (CITC)        | Long-term corporate income tax credit (up to 20 years) for large-capital investment projects in targeted sectors.                   |
| Idaho          | Tax Reimbursement Incentive (TRI)           | Post-performance tax credit up to 30% of income, payroll, and sales taxes for up to 15 years for qualifying expansions/relocations. |
| New Mexico     | Local Economic Development Act (LEDA)       | State and local performance-based project funding.                                                                                  |
| Oklahoma       | Industrial Access Road Program              | State funding to construct/improve public industrial access roads to new or expanding facilities.                                   |
| Virginia       | Virginia Investment Performance Grant       | Performance grant encouraging continued capital investment by existing VA manufacturers and R&D services supporting manufacturing.  |
| Virginia       | Economic Development Access Road Program    | State funds to design/construct access roads to new or substantially expanding basic employers/sites.                               |
| Alabama        | State Industrial Development Authority      | Grants for site preparation, access, and due diligence                                                                              |

# Key Takeaways and Recommendations

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- Aerospace (including space) is projected to have continued strong growth over the next two decades.
- Washington state remains a leader in aerospace employment and talent and in sectors that intersect with current and future aerospace technologies, e.g., ICT, clean energy.
- But...global competition is growing, including among other leading states, many of which have compelling incentive programs that are more aggressive and larger in scale than those in Washington.
- Washington needs to pursue new policies in a changing competitive environment to retain and capture future aerospace opportunities.
- About preserving what we have AND attracting new areas of growth.

Thank you!

**Spencer Cohen, PhD**

Principal & Founder

High Peak Strategy LLC

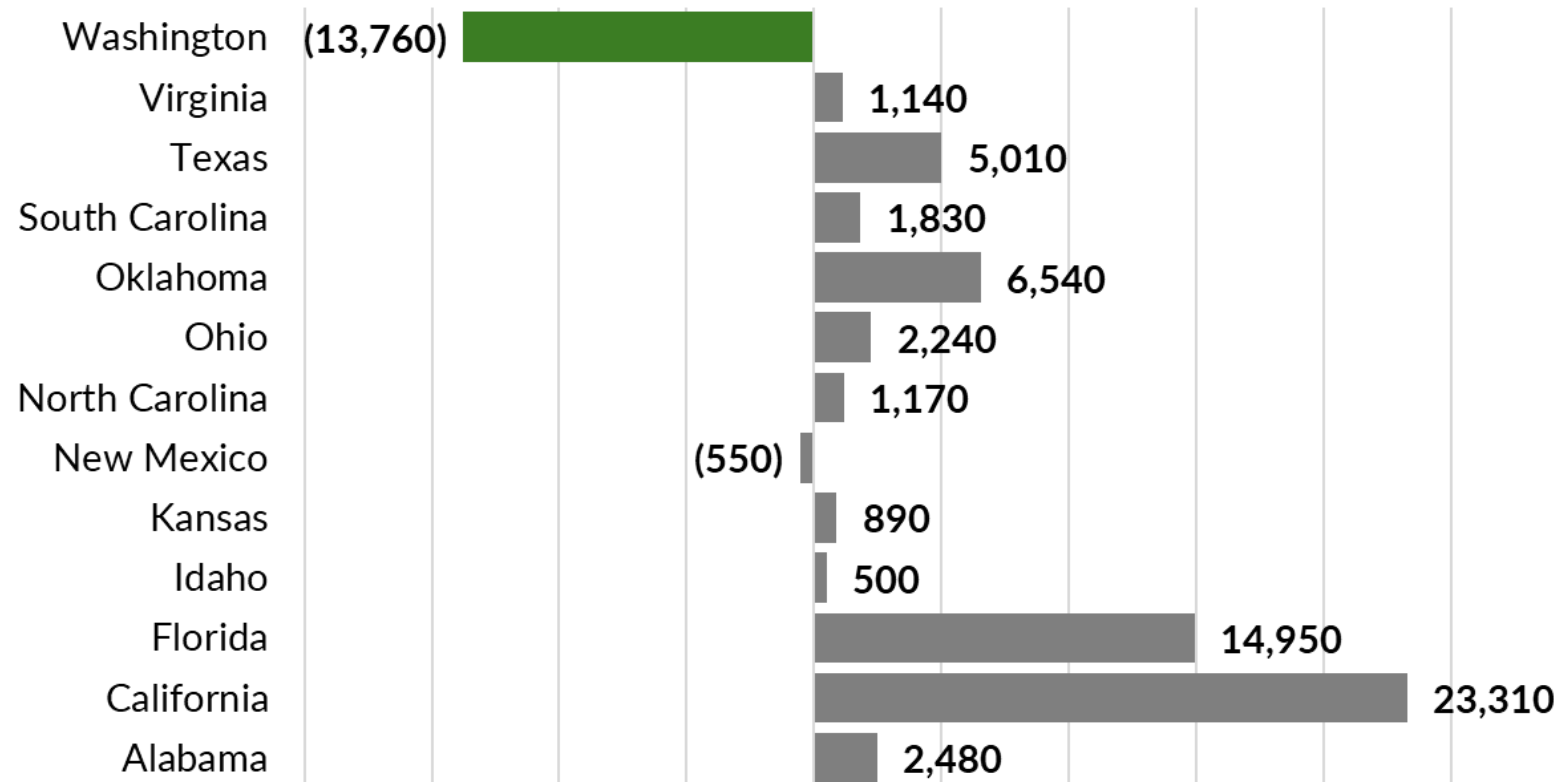
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# Aerospace Leading Indicators by State

Aerospace and space employment, 2014-2024

## Change in Aerospace & Space Jobs, 2014-2024



- Washington has seen a net loss of aerospace jobs between 2014 and 2024.

Data source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2025.

# Defining Aerospace and Space

Industry codes and descriptions



- Aircraft Manufacturing (**NAICS 336411**)
- Aircraft Engine and Engine Parts Manufacturing (**NAICS 336412**)
- 336413: Other Aircraft Parts and Auxiliary Equipment Manufacturing (**NAICS 336413**)
- Guided Missile and Space Vehicle Manufacturing (**NAICS 336414**)
- Guided Missile and Space Vehicle Propulsion Unit and Propulsion Unit Parts Manufacturing (**NAICS 336415**)
- Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment Manufacturing (**NAICS 336419**)
- Satellite Telecommunications (**NAICS 517410**)
- Space Research and Technology (**NAICS 927110**)



# State-by-State Incentives Comparison

## Jobs-related tax credits

| State          | Program                                          | Description                                                                                                             |
|----------------|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| Ohio           | Job Creation Tax Credit (JCTC)                   | Performance-based credit equal to a negotiated % of new payroll; refundable against Ohio Commercial Activity Tax (CAT). |
| Ohio           | Job Retention Tax Credit (JRTC)                  | Credit tied to retaining large numbers of jobs alongside major reinvestment.                                            |
| North Carolina | Job Development Investment Grant (JDIG)          | Annual grant based on a % of state personal income tax withholdings from new jobs.                                      |
| South Carolina | Job Development Credits (JDC)                    | Refund of a portion of new employee from state withholding to offset project costs.                                     |
| South Carolina | Job Tax Credit (JTC)                             | Job credit based on county tier; may be taken for up to five years per job.                                             |
| California     | New Employment Credit (NEC)                      | Credit for hiring qualifying full-time employees in designated areas/industries.                                        |
| Texas          | Jobs, Energy, Technology & Innovation Act (JETI) | 10-year value limitation agreements on school M&O taxes for eligible capital-intensive projects.                        |
| Florida        | Rural & Urban Job Tax Credits                    | Job credits for firms creating jobs in designated rural or urban areas.                                                 |
| New Mexico     | High-Wage Jobs Tax Credit                        | Credit for new high-wage jobs created and held for at least a year.                                                     |
| Oklahoma       | Investment/New Jobs Tax Credit Package           | Choice between a credit on qualified new investment (multi-year)                                                        |
| Virginia       | Major Business Facility Job Tax Credit           | Job credit for large new facilities or expansions.                                                                      |
| Alabama        | Jobs Act Investment Credit                       | Annual credit for qualified capital investment; transferable (first 5 years).                                           |
| Alabama        | Jobs Act and Jobs Credit                         | Performance-based credit tied to new payroll for eligible projects.                                                     |
| Kansas         | PEAK (Promoting Employment Across Kansas)        | Allows approved companies to retain a % of state payroll withholding for new jobs for a set term.                       |