

ANNUAL REPORT

Fiscal Year 2025

JULY 1, 2024 – JUNE 30, 2025



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From the President & CEO

Friends of the ACA,

Fiscal Year 2025 (FY25) was a landmark year for Arizona's economy and a powerful demonstration of what's possible when vision, collaboration and execution align.

Together with our partners, the Arizona Commerce Authority (ACA) supported companies that committed to creating a projected 24,285 new jobs with an average wage of \$95,928 — both record-setting figures. These companies also committed to investing more than \$31.64 billion in Arizona communities, representing 791% of our annual capital investment goal. These results reflect not only the strength of our economy, but the trust global industry leaders continue to place in Arizona.

This year, we saw continued momentum across major metro areas as well as rural communities. From Kingman to Yuma, Benson to Flagstaff, Casa Grande to Chandler and beyond, Arizona's economic development success story is being written in every corner of our state.

Through historic expansions and bold partnerships, Arizona has emerged as North America's leading hub for future-shaping technologies, including semiconductors, automated vehicles, artificial intelligence, renewable energy, batteries and aerospace and defense. As industries and technology converge, Arizona stands at the forefront, driving the next wave of transformative innovation.

In FY25, we accelerated this momentum through exciting new initiatives. In partnership with community colleges and industry partners, the ACA grew the Future48 Workforce Accelerator Network, expanding hands-on training facilities in in-demand sectors such as semiconductors,

aerospace, battery manufacturing and more. We strengthened key international partnerships with a focus on supply chain expansion, technology collaboration and workforce development while welcoming a record number of global investors and innovators to Arizona. We also launched important new partnerships such as the Arizona Venture Alliance and Science Foundation Arizona to amplify our impact across ecosystems.

With a focus on rural communities and small business owners, we unveiled new efforts such as Venture Scale, Venture Raise and Venture Start, and initiated new investments in areas like broadband infrastructure and workforce training.

As you'll read in the pages that follow, FY25 was a year of record-breaking results and strategic progress. These achievements are a testament to the leadership of Governor Katie Hobbs, the dedication of our Board of Directors and the tireless efforts of our partners across industry, education and government.

On behalf of the entire ACA team, thank you for your continued support. We are proud of what we've accomplished together — and even more excited for what lies ahead.



Sincerely,

A handwritten signature in black ink, appearing to read 'S. Watson'.

Sandra Watson
President & CEO
Arizona Commerce Authority



ACA Mission

To continually grow and strengthen Arizona's economy by helping businesses in targeted, high-growth industries create quality jobs statewide for Arizona citizens.

FY25 Board of Directors

The ACA is guided by our Board of Directors, led by Governor Katie Hobbs as Chairman and Michael Bidwill as Co-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 economy.

EXECUTIVE COMMITTEE



Governor Katie Hobbs
Governor
State of Arizona



Michael Bidwill
President
Arizona Cardinals



Pam Kehaly
President & CEO
Blue Cross Blue Shield of AZ



Girish Rishi
CEO
Cognite



Sandra Watson
President & CEO
Arizona Commerce Authority



Mara Aspinall
Partner
Illumina Ventures



Tony Astorga
CEO, AZTOR Health
Management Strategic
Advisors



Barbara Borgonovi
President of Naval Power
Raytheon



Michael Crow, Ph.D.
President
Arizona State University



José Luis Cruz Rivera, Ph.D.
President
Northern Arizona
University



Jenn Daniels
CEO
Horizon Strategies



Phil Gallagher
CEO
Avnet



Suresh Garimella, Ph.D.
President
University of Arizona



Monica Garnes
Division President
Fry's Food Stores



Mark Gaspers
Chairman
Workforce Arizona Council



Richard J. Gray, M.D.
CEO
Mayo Clinic in Arizona



Sharon Harper
President & CEO
The Plaza Companies

FY25 Board of Directors



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Kevin Hartke**
President, League of
Arizona Cities and Towns



Stacy Klippenstein, Ed.D.
President
Mohave Community
College



Sherry Martin
CEO & Co-Founder
Tucson Tamale



Clate Mask
CEO & Co-Founder
KEAP



Simer Mayo
CEO & Founder
Valor Global



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Steve Montenegro**
House Speaker
State of Arizona



**Supervisor
Lynne Pancrazi**
President, County
Supervisors Assoc. of AZ



**Senator
Warren Petersen**
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State of Arizona



William Pilcher
CEO
USI Insurance Services



Chad Sampson
Executive Director
Arizona Board of Regents



Daniel Seiden
Chairman, Rural
Business Development
Advisory Council



Jack Selby
Managing Director
Thiel Capital



**Supervisor
Steve Q. Miller***
Former President, County
Supervisors Assoc. of AZ



Robert Robbins, M.D.*
Former President
University of Arizona



**Representative
Ben Toma***
Former House Speaker
State of Arizona

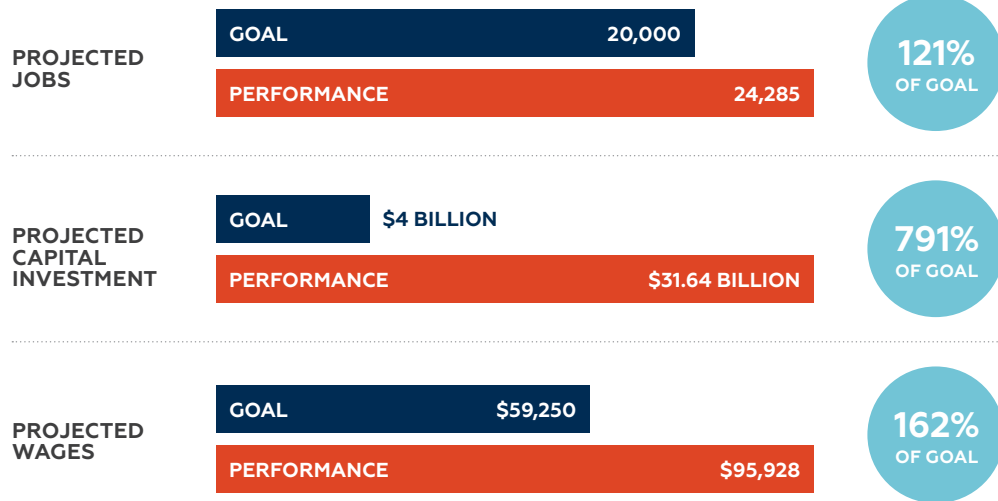


Cathleen Walker*
Regional President
Phoenix/Northern Arizona
PNC Bank

*Term ended in FY25

Executive Summary

Fiscal Year 2025 Results



FISCAL YEAR 2025 ECONOMIC IMPACT OVER 5 YEARS

104,220
direct, indirect and induced jobs

\$80.13B
economic output

\$1.8B
tax revenue

5,536

SMALL BUSINESS ENGAGEMENTS

404

ARIZONA MANUFACTURERS SUPPORTED BY AZ MEP

734

TRADE ASSISTS TO ARIZONA COMPANIES

300

FILM & DIGITAL MEDIA PROJECTS ASSISTED

4,901

PROJECTED NEW JOBS IN RURAL ARIZONA

214

INCENTIVE APPLICATIONS & FINANCIAL REPORTS RECEIVED

492,420

VISITS TO AZCOMMERCE.COM

Business Attraction & Expansion Results

Fiscal Year 2025 Clients & Totals

97

PROJECTS ANNOUNCED

\$31.64B

CAPITAL INVESTMENT*

24,285

PROJECTED NEW JOBS*

\$95,928

AVERAGE SALARY*

**All figures present five-year projections.*

QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
3D Barrier Bags	Aerospace Industrial Development Corp.	Apex Power Conversion	American Eagle Outfitters
Amphenol Aerospace	Air2O	Arctic Ammo & Reloading Supplies	Amkor Technology
CAID Industries, Inc.	Alquist 3D	Eternity Technologies	Applied Materials, Inc.
CC Patio	Alside Window Company Southwest	Exceptional Healthcare	Arizona Sonoran Copper Company
Dutch Bros Coffee	Charles Schwab Arizona	Freeberg Industrial Fabrication	ATF Aerospace, LLC
Exceptional Healthcare	Cognite	Intor Co., Ltd.	Axon Enterprise, Inc.
Gowan Milling Company, LLC	Crown Equipment	Mayo Clinic	Blink Charging
Howmet Aerospace (fka Arconic Fastening Systems)	GTI Fabrication	NRS Logistics	Busch Vacuum
Hyperion	Indo Count Industries	Outerspace	Cyclic Materials
Kinematics	Joy Cone Company	Paychex	Essential Turbines
MiiHealth	Komatsu Mining Corp.	Precision Science	FastGrid
National Alloys	KoMiCo Technology	Restoration Forest Products, LLC	Garmin International, Inc.
Nucleus RadioPharma	Legacy Communities	Shemar	Green Dot Labs
NXP	Lego Systems, Inc.	Shincci	Hadrian
Recurrent Energy	LPL Financial Holdings Inc.	Sprouts Farmers Market, Inc	Hilo Industries, LLC
	Metso Copperstate, Inc.	T.V.K. Global Business Partners	International Logistics Solutions
	Next Level Steel	VIAVI Solutions, Inc.	JobAire Group
	Parts Town		Kellwood Apparel
	Pure Wafer, Inc.		Knotwood
	Shambaugh		Kroger
	Signature Hospitality Services		Lucid Motors Arizona
	Superior Industries, LLC		Mornstair
	Synergy Mental Health and Wellness Institute		Nammo Talley Defense System
	United Foods International		NTT Global Data Centers
	ZenniHome		Rinchem
			TensorWave
			United Sports Brands
			WillScot Mobile Mini Holdings Corp.

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.

ARIZONA MANUFACTURING EXTENSION PARTNERSHIP

The Arizona Manufacturing Extension Partnership (AZ MEP) provides consulting services to small and medium-sized manufacturers across the state with a mission to make every Arizona manufacturer the most successful business it can be. In FY25, the AZ MEP completed 199 separate client-specific projects with 102 manufacturers.

As part of the national Manufacturing Extension Partnership, the AZ MEP offered the following programs and workshops in FY25:

CMMC Compliance Building A

Roadmap: The AZ MEP worked closely with cybersecurity experts to create a full day program to

help equip companies with the knowledge and tools necessary to achieve CMMC compliance. The first event was held in

April 2025 with nine participants from seven companies.

Leadership Development Program:

Partnering with the Maricopa Corporate College, the AZ MEP offers a seven-session course for new leaders that takes place over four months. In FY25, the AZ MEP graduated five cohorts, including 96 employees from 36 companies.

Lean Green Belt Training and

Certification: Specifically tailored to manufacturers, the program offers five sessions over three months. In FY25, the AZ MEP held two sessions with 31 people from 13 companies successfully completing the training and earning their Greenbelt Certificates.

Overview of Lean with Simulation: The AZ MEP held four, 4-hour Overview of Lean with Simulation, hands-on workshops that guided participants through the transition from a traditional manufacturing environment to a Lean, world-class enterprise. In FY25, 43 people from 22 companies participated in the workshops.

AZ MEP FY25 SUCCESS METRICS*

\$40,411,959

IN NEW CLIENT INVESTMENTS

1,132

JOBS CREATED OR RETAINED

\$14,386,850

IN COST SAVINGS

\$80,552,644

NEW & RETAINED SALES

**Success metrics client reported*

Business Development

INTERNATIONAL TRADE & INVESTMENT

In FY25, the ACA hosted 37 international delegations from countries including Mexico, Germany, Taiwan, Canada, Israel, the Netherlands, Japan, the United Kingdom, Australia, Finland, Singapore and more. In addition, throughout the year, the ACA supported outbound delegations to nine countries, helping Arizona-based companies across a range of industries expand their market reach and grow their customer base.

In **October 2024**, the ACA completed a 5-day delegation visit to the Netherlands and Belgium that included meetings with semiconductor, aerospace and defense and MedTech companies. The delegation also featured visits to some of Europe's most advanced technology campuses.

The ACA and Governor Hobbs completed two trade delegations to Taiwan in **September 2024** and **March 2025**, meeting with Taiwan businesses in key sectors and touring world-class technology parks. The March trip included meetings with Taiwanese President Lai Ching-te as well as the ministers of Economy and Foreign Affairs.



In **January 2025**, the ACA hosted a business roundtable and MOU signing ceremony with Governor Hobbs and Netherlands Minister of Economic Affairs Dirk Beljaarts, further cementing the strong relationship between Arizona and the Netherlands and creating new opportunities for collaboration.

In **March 2025**, alongside the Governor's International State of the State, the ACA held the seventh International Diplomatic Forum, hosting more than 50 diplomatic partners from 37 countries for two days of programming and discussions.

Business Development

In **May 2025**, the ACA completed a 4-day delegation trip to Taiwan, which included meeting with roughly 150 leaders representing tech companies, industry associations, academic partners, local governments and more. The ACA also signed a Letter of Intent with the Mayor of Hsinchu City focused on advancing a world-class international technology ecosystem.



Also in **May 2025**, the ACA hosted a SelectUSA Spinoff event focused on health care, welcoming 75 delegates from 14 countries for two days of meetings and discussions in both Tucson and Phoenix.

In 2024, Arizona's exports reached an all-time high of **\$32.4 billion**, a **12.3%** increase from 2023. During FY25, the ACA provided over **734** trade assists to Arizona companies growing exports to **60** countries in sectors including aerospace, advanced manufacturing, automotive, defense and security, optics and photonics, medical technology, mining technology, machinery and more.



Arizona booth
at SelectUSA
Investment
Summit in
Washington, D.C.

Business Development



FILM & DIGITAL MEDIA

In FY25, the ACA provided direct assistance to filmmakers and production companies seeking to film in Arizona on **300 projects**, exceeding 100% of the ACA's yearly goal, with services ranging from location scouting and permitting to equipment and crew recommendations. These projects included independent feature films, music videos, commercials, TV episodes, documentaries and more.

The Reel Savings Industry Discount 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. The program has continued to grow and added an additional **16 participating new vendors** in FY25.

In FY25, the Film Program established MOUs with Sonora and Puerto Peñasco and is pursuing additional agreements with Nogales and Hermosillo for FY26 to further expand and develop business relationships in Mexico.

Rural Economic Development

As Arizona's only statewide economic development agency, the ACA works closely with rural communities to advance new company expansions, provide guidance and technical assistance and support growth strategies tailored to individual locations.

In FY25, the ACA collaborated with partners to support **25 company expansions** in rural communities representing **4,901 projected new jobs** and **\$13,368,941,039** in new capital investment. Expansions took place statewide including Apache Junction, Benson, Bullhead City, Casa Grande, Coolidge, Coconino County, Eloy, Flagstaff, Kingman, Prescott, Prescott Valley, Snowflake and Yuma.

Throughout the year, the ACA supported over **165** clients and communities across the state. Projects included helping bring the new Douglas Commercial Port of Entry to fruition, assisting Santa Cruz County and South 32 in their efforts to advance employment opportunities in Southern Arizona, and enhancing economic development and partnerships with Arizona's 22 federally recognized tribes.



Venture Development & Innovation Strategy

A core pillar of the ACA's mission, Arizona is dedicated to supporting entrepreneurs and small businesses and advancing emerging technologies.

SMALL BUSINESS SERVICES

The ACA supports small businesses statewide through many focused initiatives, including the **State Small Business Credit Initiative (SSBCI)**, **Small Business Checklist**, **Small Business Academy** and more.

In FY25, the ACA's virtual chatbot assistant **SALLI (State and Local Licensing Information)** handled **2,921 unique inquiries** and the Small Business Services team responded to an additional **1,615 direct requests** for assistance.

After five years of weekly webinars, the **Small Business Boot Camp** hosted its final live session in April 2025. In FY25, the Small Business team presented **37 webinar sessions** with **1,876 attendees**. The Small Business team also hosted **five in-person workshops** that were attended by a total of **191 small business representatives**. Since its inception in April 2020, the Boot Camp has supported more than **20,591 attendees**, representing all 15 Arizona counties and has featured more than **235 community presenters**. The Small Business Boot Camp

Content Library remains active with **400 recorded webinars** and workshops available on demand.

The **Small Business Academy** programming featured three different classes: The ABC's Academy, the Small Business Digital Academy and the Lending Academy. During FY25, the Small Business Services team conducted **six Small Business Academy cohorts** with **290 participating small businesses**.

In FY25, the **State Small Business Credit Initiative Technical Assistance (SSBCI TA)** program hosted **41 "Funding Your Dream" workshops** and other events with partner provider Prestamos CDFI, attended by **554 clients**. Through the ACA's partner providers, the SSBCI TA program delivered over **1,850 hours of one-on-one technical assistance** and more than **500 hours** in cohort-based financial advisory, accounting and legal support to **483 businesses**.



Small Business Boot Camp Results Since 2020

400 WEBINARS & WORKSHOPS HOSTED

20,591+ STATEWIDE ATTENDEES

235+ COMMUNITY PRESENTERS

Venture Development & Innovation Strategy

In September 2024, the U.S. Treasury Department awarded the ACA **\$7.9 million** to expand technical assistance support for small businesses. The ACA's application for the **Small Business Opportunity Program (SBOP)** built on successful state initiatives and was highlighted as one of the top three applications in the nation by Treasury officials.

Through SSBCI TA, the ACA piloted a new signature program for venture backable businesses. **Venture Raise** is a 12-week hybrid accelerator designed to equip founders with essential information on their options for funding their business. Participants learn skills and tools for fundraising, pitching and managing financial health.

Additionally, the **Small Business Lending Academy** hosted two cohorts, providing small group education and preparation for seeking a micro-loan. **Nineteen businesses** across both cohorts received financial education and 1-on-1 technical assistance to prepare for funding. Through SSBCI TA, **17 businesses** went on to receive loan or grant funding totaling over **\$3.63 million**.



Charter signing for the Arizona Venture Alliance (AVA) in December 2024.

VENTURE DEVELOPMENT

Cultivating innovation and empowering entrepreneurs accelerates Arizona's rise as a global hub for emerging technologies.

In December 2024, the ACA convened over 25 investors, founders and economic development and nonprofit leaders to launch the **Arizona Venture Alliance (AVA)**. The AVA aims to promote Arizona's startup and investor ecosystem, exponentially increase funding



**ARIZONA
VENTURE
ALLIANCE**

for Arizona startups and grow deal flow for investors both inside and outside Arizona.

AVA members are aligned under three main goals — support 10 unicorns (companies valued over \$1 billion), relocate 100 startups to Arizona and catalyze \$10 billion in funding by July 2027. By the end of FY25, the ACA and its partners have supported **4 unicorns**, **11 relocates** and more than **\$4.8 billion in funding**.

Venture Development & Innovation Strategy

In August 2024, the ACA launched efforts to scale the highly successful **Arizona Innovation Challenge (AIC)** program. Through three new and enhanced venture programs, known as **Venture Scale**, **Venture Raise** and **Venture Start**, the ACA has extended more one-to-one support to Arizona startups that participate in the Arizona Innovation Challenge, a program of the ACA and one of the nation's largest business plan competitions.

Since 2011, **130** startups from over **2,700** applicants have been selected as AIC awardees. As awardees, these startups receive non-dilutive grant funding and access to mentors, investors, potential customers and talent. The startup founders participated in **Venture Scale**, a revised accelerator program focused on individual and group coaching customized to the immediate needs of the business.

New in FY25, **Concierge Services** offers a one-stop shop for Arizona's startups and small businesses, delivering personalized, high-touch support. By combining human

ARIZONA INNOVATION CHALLENGE

In FY25, 10 companies were added to the AIC portfolio from an initial pool of 149 applicants:

> **airth.io** is developing an AI-driven platform to help mining companies optimize operations with data intelligence

> **BreatheEV** provides EV charging solutions, ensuring EV charging accessibility through reservation-enabled charging

> **Carbon Utility** converts CO2 collected from air into low-emission products that help manufacturers passively meet CO2 reduction goals

> **DataBiologics** is a health data collection and analytics SaaS platform for emerging therapeutics

> **EnKoat's IntelliKoat™ System** reduces building owners operating expenses by over 50% and extends roof life by 10+ years

> **Marro** empowers companies to effortlessly monitor, assess and streamline redundant and inefficient software

> **Metfora** has an AI enabled blood test that detects COPD, ILD, pulmonary hypertension and asthma in their early stages

> **MiiHealth** is an OS of preventative care powered by Monica, the gen-AI wellness coach, who empowers older adults to self-care at home

> **PRIVV** is the leading project management tool for owners and owner's reps overseeing capital projects

> **RokPaper** is a protective and insulative foam made from paper to help companies remove plastic foams from their packages



connection with advanced technology, it ensures businesses at every stage feel valued and receive immediate, practical solutions.

In FY25, the ACA was proud to launch a new

strategy with **Plug and Play accelerateAZ**, a program of the ACA, focused on relocating startups from around the world and organizing high-impact, corporate focused activities. To date, four cohorts totaling **45 startups** have advanced through the Advanced

Venture Development & Innovation Strategy

Manufacturing program with dozens of other startups engaging in workshops, pitch events, and other acceleration activities. Since launching in May 2024, the Sustainability program has accelerated **20 startups** through two cohorts while supporting the growth of several companies who have participated in the range of acceleration activities organized by Plug and Play accelerateAZ.

Several pilots have been initiated, including an AZ-based water treatment startup, OXbyEL and a Phoenix-based water utility company EPCOR USA. Other partnerships include piloting modular vertical farms, advanced fuels and microchip design automation.

DEAL HAUS

The ACA launched **Deal Haus** as a discreet platform where investors can discover companies aligned with their investment thesis. Arizona startups gain broad exposure to in- and out-of-state investors, along with streamlined outreach and feedback. The goal is to scale communication and boost early-stage investment.

Venture Ready graduates and mentors at the Plug and Play accelerateAZ Fall Innovation Expo, September 2024.



The ACA advanced the **Founders Forum**, a live virtual meetup connecting Arizona founders at all stages to share updates on events, programs, funding and startup resources. Quarterly sessions offer light programming, networking and information exchange, while monthly meetings focus on business challenges, learning and celebrating success. In FY25, the ACA hosted **eight**

forums, engaging over **250 participants**.

The ACA refined its long-standing **mentor and entrepreneur-in-residence network** by introducing an application process to better align expert support with founder needs. Today, the program includes mentor meetups, founder office hours and a qualified pool of over **95 mentors**.

Venture Development & Innovation Strategy

SBIR/STTR & UNIVERSITY PARTNERSHIPS

In FY25, the ACA continued to administer a key federally funded program to support entrepreneurs in Arizona — **the Federal and State Technology (FAST) Partnership Program**.

The FAST Program provides funding for pre-seed startups to work with a grant consultant to help increase the success rate of SBIR/STTR Phase I proof-of-concept funding. In FY25, **20 companies** participated in the FAST Partnership Program.

In June 2025, **five companies** were awarded travel grants to attend the TechConnect World SBIR Conference in Austin, Texas. The conference gave Arizona startups opportunities to attend workshops, meet with SBIR program officers and network with founders in similar fields.



— ARIZONA — FAST PROGRAM PARTICIPATING COMPANIES

- > Aspiro Therapeutics
- > Autonomous Ecology
- > Axon Logic
- > Blackstar Orbital
- > Blockchain Unmasked
- > Carbon Utility
- > Freshean Corp
- > HemaSense
- > High Entropy Security
- > Hypersound Medical
- > Icarean
- > Neurosessments
- > Peptide Binders
- > Prickly Pear Health
- > ProblemsSolvedAerospace
- > Purity ReSource
- > Radiation Detection
- > Senphonix
- > Teaching Solved
- > Valence Intelligence Systems

Infrastructure & Sustainability

During FY25, the ACA advanced several key initiatives promoting the state's role as a hub for Connected & Automated Vehicles (CAV).

In November 2024, Governor Hobbs announced that the Institute of Automated Mobility, which is housed at the ACA, would be revitalized and expanded into the **Institute for Advanced Mobility** to consider air applications, including vertical takeoff and landing (VTOL) aircraft, air taxis and other aeronautical technology close to commercialization and adoption.

The team successfully completed its USDOT SMART Grant, known as **DRIVE Arizona**, which established for the first time the ability to leverage Verizon's ETX technology platform and communicate warning messages to the traveling public. In addition to hosting

another high-profile V2X workshop, the team participated in more than 20 presentations highlighting the project and soliciting stakeholder feedback.

The ACA joined Maricopa County to submit a proposal that was awarded nearly \$20 million. The project, **Connected Vehicle Acceleration Zone**, solidifies Arizona as one of three national hubs for vehicle-to-everything connectivity.

The ACA, a member of the Automated Transportation Symposium Executive Leadership Planning Committee, organized one of the premier self-driving vehicle

conferences in the world. After more than a decade in California, SAE's Automated Transportation Symposium (ATS25) will take place in Arizona in the Fall of 2025.

Advanced Air Mobility — a fast-growing aerospace sector — is transforming travel, logistics and connectivity between urban and rural areas. To capitalize on Arizona's competitive advantages, the ACA partnered with economic development leaders to launch the first AAM Summit, drawing **over 150 attendees** and all U.S.-based OEMs, highlighting strong local and national market potential.

Artist rendering of a vertical takeoff and landing (VTOL) aircraft.

Infrastructure & Sustainability

ARIZONA SPACE COMMISSION

Under A.R.S. § 41-1551.01, the Arizona Space Commission was established in FY25. The Commission's thirteen Commissioners, appointed by the Governor, Senate President and Speaker of the House, convened for the first time in May 2025.

Administered by the ACA, **the Commission represents a significant milestone in positioning Arizona as a leader in space exploration, aerospace and aeronautics.** The distinguished group of private and public sector experts is focused on developing a strategic plan to guide the state's efforts to develop infrastructure, research, workforce and capital.

SCIENCE FOUNDATION ARIZONA

In December 2024, the ACA convened semiconductor industry partners to relaunch Science Foundation Arizona, a nonprofit organization focused on accelerating applied research within our state. Established nearly two decades ago, **Science Foundation Arizona has served as a critical nexus point between Arizona's academic, industry and public sector leaders.**



With a newly established board of directors that includes top executives from Arizona's leading semiconductor companies, Science Foundation Arizona took steps in FY25 to chart a strategic direction for semiconductor R&D in the state.

Following a second meeting of the Science Foundation Board of Directors in March

2025, the ACA began working with individual member companies to gather input for the development of an Arizona Semiconductor R&D Roadmap.

Over time, Science Foundation Arizona will expand to include pillars from other high-growth Arizona sectors, such as Aerospace & Defense and Bioscience.

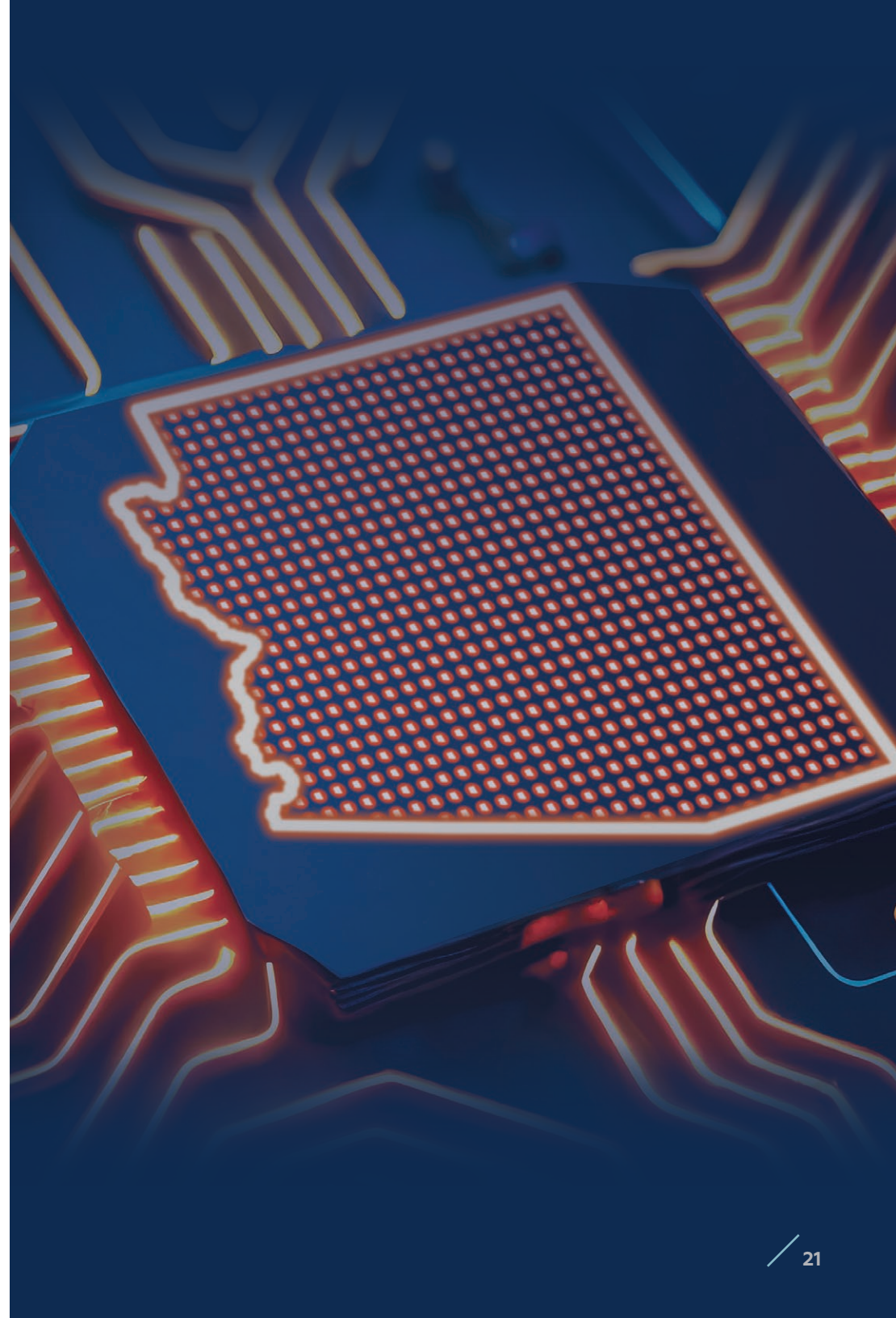
Semiconductor Strategy

The ACA works in close collaboration with industry, research and nonprofit partners to develop deep expertise, elevating the state's ability to grow high tech industries and create new opportunities.

In FY25, Arizona further cemented its leadership status as North America's premier semiconductor hub, supported by strategic efforts and historic expansion wins led by Governor Hobbs and the ACA in collaboration with leaders from industry, academia and workforce and economic development partners. In July 2024, Arizona received the **No. 1 ranking** in Business Facilities Magazine's Semiconductor category.

Throughout the fiscal year, the ACA hosted two full meetings of the Arizona Semiconductor Task Force and four subgroup meetings related to advanced packaging, supply chain and workforce.

In March 2025, TSMC announced an additional **\$100 billion** investment, bringing its total investment in Arizona to **\$165 billion**, representing six leading edge fabs, two advanced packaging facilities and a major R&D center. During the fiscal year, TSMC began high volume production at its first Arizona fab — making Arizona the home of the most advanced chip processing technology in the U.S. — completed construction of its second fab and broke ground on its third fab.



Semiconductor Strategy



In April 2025, Intel completed production of the first wafer at its Fab 52 site in Chandler. The first of two new Intel fabs being constructed in Arizona, Fab 52 will begin volume production of the company's advanced 18A node later in 2025.

Intel also launched its first U.S. registered apprenticeship program for manufacturing facility technicians, supported by a **\$4 million** investment from the ACA.

The ACA collaborated closely with state and industry partners to

prepare for SEMICON West being held in Arizona for the **first time** in October 2025.

In November 2024, Governor Hobbs and the ACA announced a **semiconductor-focused Future48 Workforce Accelerator** to be housed at GateWay Community College in Phoenix. The training facility will offer customized, hands-on instruction in support of the state's rapidly expanding semiconductor industry, with industry partners Intel, TSMC and NXP.

In January 2025, Sandra Watson was appointed one of the 18 inaugural members to serve on the National Semiconductor Technology Center (NSTC) Workforce Advisory Board established under the CHIPS Act, which was intended to support the efforts of the recently established NSTC Workforce Center of Excellence, offering input on national and regional workforce development strategies.



Arizona Broadband

Under Governor Hobbs's leadership, the State Broadband Office, housed at the ACA, oversees statewide initiatives to deploy broadband infrastructure and enhance Arizonans' access to reliable, high-speed internet.

CONNECTALLAZ

In December 2024, the ACA and Governor

Hobbs launched ConnectALLAZ, an online platform that provides Arizona residents information about all state broadband programs, community engagement opportunities and resources like webinars and action plans.

Statewide Engagement

In FY25, the State Broadband Office (SBO), housed within the ACA, continued to lead statewide efforts to expand high-speed internet access and strengthen Arizona's broadband infrastructure. Through strategic investments, stakeholder engagement and collaborative partnerships, the SBO advanced multiple programs to connect communities, support economic growth and close the digital divide across the state.

The ACA hosted **209** in-person, hybrid and virtual outreach events across all **15** counties and **22** tribes. These events included webinars, trainings, stakeholder meetings and conferences, demonstrating ACA's commitment to transparency and collaboration and enhancing broadband access statewide.

Broadband Equity, Access and Deployment

Arizona's Broadband Equity, Access and Deployment (BEAD) program is the largest broadband investment in the state's history with the principal objective of universal broadband access for all.

In August 2024, the SBO submitted BEAD Challenge Process data to the National Telecommunications and Information Administration (NTIA) for approval. NTIA approved Arizona's Challenge Process data in December 2024, confirming the accuracy of BEAD-eligible locations and paving the way for targeted broadband investments.

From September to November 2024, the SBO conducted Market Sounding to assess provider interest and readiness for the upcoming BEAD application process. BEAD applicant pre-registration opened in November 2024 and remained available through June 30, 2025, ensuring providers statewide could prepare for participation.

From January 6 to March 7, 2025, the SBO accepted Round 1 BEAD Subgrantee Applications. During this period, **21** broadband providers submitted **147** applications covering **162,566** unserved and underserved locations and **7,713** Community Anchor Institutions

\$967M

INVESTED IN BROADBAND
EQUITY, ACCESS AND
DEPLOYMENT

\$152M

INVESTED IN ARIZONA
STATEWIDE MIDDLE-MILE
PROGRAM

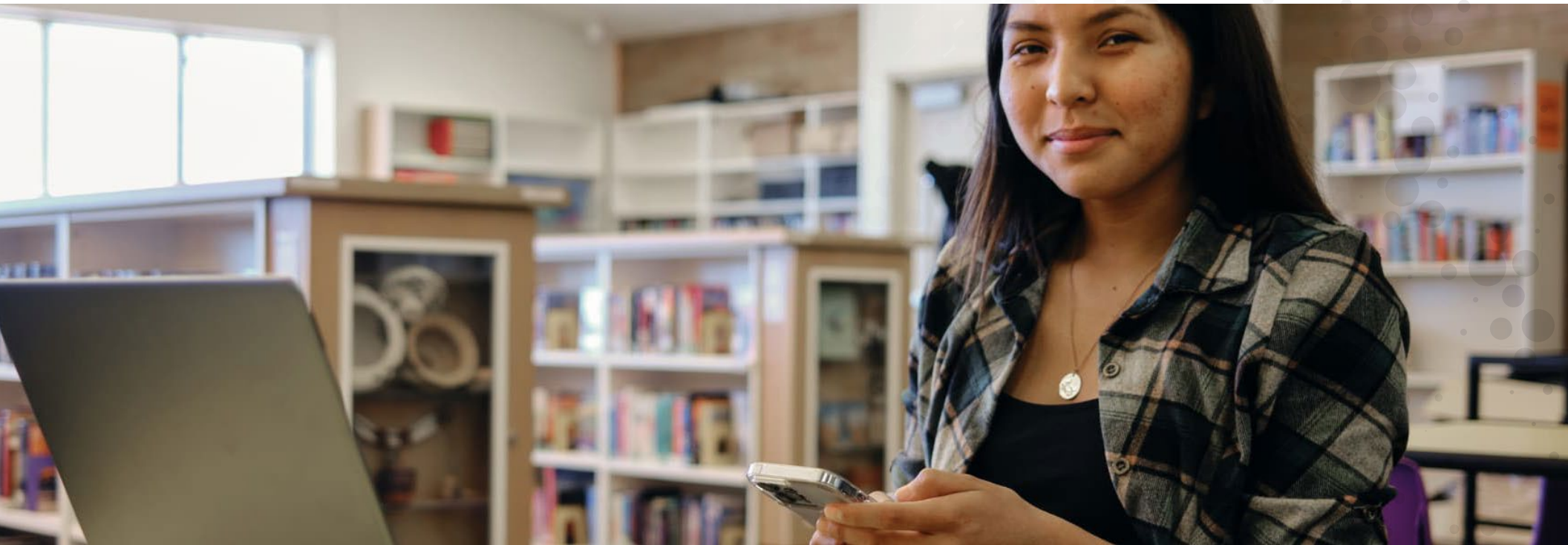
\$100M

INVESTED IN ARIZONA
BROADBAND
DEVELOPMENT GRANT

100%

TARGET NUMBER
OF ARIZONA
HOUSEHOLDS TO BE
CONNECTED BY 2030

Arizona Broadband



(CAIs). Sixty-five percent of the 67 project areas received at least one application. A volunteer review committee — comprising internal and external experts — was assembled to ensure a transparent, rigorous evaluation process.

Arizona Broadband Development Grant

The ACA continued to implement the Arizona Broadband Development Grant (ABDG) program, which funds infrastructure projects to improve internet access across rural and urban areas.

ABDG consists of **18** projects, **13** rural and five urban, spanning **13** counties.

Once complete, the program will build nearly **3,117** miles of fiber, benefiting over **719,000** residents, **116** communities and **566** CAIs. The ACA has disbursed grant funds to subrecipients and is actively monitoring progress through desk reviews, site inspections and dashboards. Two projects have begun the closeout process, ensured compliance and captured outcomes.

Workforce Development

The ACA is committed to aligning Arizona's workforce training with business needs, connecting employers to qualified talent and helping individuals access training and career pathways.

TALENT READY AZ

In September 2024, Governor Hobbs launched Talent Ready AZ, a statewide initiative designed to align education, training and industry to prepare Arizonans for high-demand, high-wage careers. Leveraging a **\$30 million** investment in the Future48 Workforce Accelerator Network and a **\$4 million** investment to expand registered apprenticeships, the ACA's focus under Talent Ready AZ is to strengthen pipelines in key sectors, including advanced manufacturing, semiconductors, broadband and aerospace and defense as well as supporting increased participation of women in the workforce.



To advance this effort, the ACA formed a dedicated workforce subgroup of five Future48 Workforce Accelerator partners: Arizona Western College, Central Arizona College, Mohave College, Maricopa Community Colleges and Pima Community College. To measure progress and ensure accountability, the ACA established interim performance goals for the Accelerators, including achieving 90% enrollment capacity within two years of operation and increasing female enrollment by 25%.

In December 2024, the ACA partnered with Pima Community College to support the build-out of its Flexible Industry Training (FIT) Lab, a 10,000-square-foot accelerator space within the college's new Advanced Manufacturing Building. With **\$5.56 million** in support from the ACA, the FIT Lab is a key component of PCC's Center of Excellence in Applied Technology and aligns with the Future48 Workforce Accelerator model. The FIT Lab is designed to meet the evolving needs

Governor Hobbs announced Arizona's first A&D-focused Future48 Workforce Accelerator at Chandler-Gilbert Community College in Mesa.



of Arizona's manufacturing sector by providing employer-driven, hands-on training in a flexible, configurable space. Local companies are able to replicate their workplace environments and schedule training outside the traditional academic calendar.

In February 2025, Governor Hobbs announced Arizona's first aerospace and defense-focused Future48 Workforce Accelerator at Chandler-Gilbert Community College in Mesa. With **\$6 million** in support from the ACA, the facility at CGCC's Williams Campus provides training in aviation mechanics, electrical and mechanical assembly, wiring and composites. Developed in partnership with Maricopa County Community

Workforce Development

In Yuma County, the ACA and Arizona Western College broke ground on the Future48 Workforce Accelerator for Advanced Technologies.



College District (MCCCD), Boeing and Honeywell, the accelerator supports Arizona's \$15 billion aerospace and defense industry, which includes more than 1,250 companies and over 62,000 employees.

In April 2025, the ACA and MCCCD finalized an agreement to build the Future48 Semiconductor Workforce Accelerator at GateWay Community College in Phoenix. The Accelerator is supported by a **\$13 million** investment from the ACA, **\$5 million** from the Governor's Office and **\$4.5 million** in federal funding. The facility includes a mock cleanroom with 11 modular training stations and delivers hands-on semiconductor skills training aligned with industry needs. The Accelerator supports training in wafer fabrication, photolithography, robotics and equipment maintenance.

Also in April 2025, the ACA, in partnership with Central Arizona College, Pinal County and LG Energy Solution, celebrated the grand opening of the Future48 Workforce Accelerator for Battery Manufacturing in Apache Junction. The Accelerator is designed to meet the workforce needs of Arizona's rapidly growing battery and energy storage sector, with a strong focus on hands-on training aligned with LG's advanced manufacturing processes. The facility includes state-of-the-art labs and classroom space to support high-demand careers in battery cell production and related technologies. The Accelerator serves as a key training pipeline for LG Energy Solution's nearby facility, while expanding talent development opportunities across Pinal County.

Announced in FY24 and opened in FY25, the Future48 Workforce Accelerator at Mohave College in Kingman provides hands-on training in HVAC, welding, robotics, electrical systems and more. The 36,000-square-foot Advanced Manufacturing Training Center includes labs for design, simulation and maker activities, offering flexible credit, non-credit and apprenticeship programs. Supported by industry partners such as NUCOR Steel and Progressive Pipe Fabricators, the Kingman site is part of Arizona's **\$30 million** Future48 initiative to expand advanced manufacturing training statewide.

In Yuma County, the ACA and Arizona Western College broke ground on the Future48 Workforce Accelerator for Advanced Technologies. Supported by a **\$3.6 million** ACA investment, the 5,600-square-foot facility provides hands-on training in electrical technology, advanced manufacturing, broadband fiber optics and solar installation. Located at AWC's Wellton campus, the facility expands access to workforce training in underserved regions and strengthens Arizona's capacity to meet the talent demands of emerging industries.

Workforce Development

EXPANDING APPRENTICESHIP PROGRAMS IN THE SEMICONDUCTOR INDUSTRY

In FY25, the ACA launched the state's first coordinated semiconductor apprenticeship initiative with a **\$4 million** investment. The ACA partnered with the SEMI Foundation as a workforce intermediary to launch the **Semi Career and Apprenticeship Network in Arizona (SEMI SCAN AZ)**. Already recognized as a national model, SEMI SCAN AZ was built in partnership with leading employers including Intel and TSMC, 18 industry, government and community-based partners, and six higher-education institutions providing Related Technical Instruction (RTI). The program integrates paid, on-the-job training with industry-aligned classroom instruction to prepare Arizonans for high-demand roles in semiconductor manufacturing, design and production.

Since launching, the initiative has grown to four Registered Apprenticeship Programs (RAPs) and one pre-apprenticeship programs, consisting of six cohorts and **83** apprentices. The ACA and SEMI Foundation have engaged **32** employers statewide and conducted extensive outreach, reaching over **18,000** K-12 students, **1,325** workers and families and **335** members of the military community. Apprentices earn stackable, industry-recognized credentials that align with degree pathways, ensuring a seamless progression from training to employment.



SCITECH INSTITUTE

SciTech Institute is a 501(c)(3) nonprofit organization that connects and engages Arizona's STEM networks to foster collaboration and expand opportunities in education and workforce development. In FY25, SciTech advanced STEM education, leadership and workforce readiness across the state through high-impact events, strategic partnerships and student-driven initiatives.



The Arizona SciTech Festival, SciTech Institute's flagship initiative, is a statewide celebration of STEM designed to inspire Arizonans of all ages to explore STEM-related studies and careers. In FY25, the festival reached more than **125,000** attendees across over **50** cities and towns, with **63** host collaborators and **27** sponsors delivering

engaging, hands-on activities. Survey results showed that every participant would recommend the festival and 86% reported increased awareness of STEM in their daily lives, underscoring the festival's role in connecting communities to Arizona's growing STEM ecosystem.

The National Rural STEM Learning Summit, held in Flagstaff, brought together **140** attendees from more than **10** states to strengthen rural STEM education. The event featured



Workforce Development

24 expert-led sessions, with more than **80%** of attendees learning new strategies to engage students in their communities, highlighting the summit's impact on rural STEM advancement.

The FY25 STEM & Innovation Summit welcomed over **500** students, educators, industry leaders and community organizers to explore Arizona's STEM future. The event featured **37** workshops and sessions, **26** exhibitors and presentations on topics such as sustainable innovation, health sciences, advanced manufacturing, computer science and AI, digital equity and educator development. Highlights included sessions like Empowering Students to Use AI for Scientific Inquiry, Building Resilient Communities in Phoenix and Navigating Science and Political Rhetoric.

The Chief Science Officers (CSO) program empowers 6th through 12th grade students to serve as STEM leaders and ambassadors in their schools and communities. CSOs develop and implement action plans, engage with civic and industry leaders and build leadership, communication and project management skills. In FY25, the program included CSOs from **12** U.S. states, including Alabama, Arizona, California, Florida, Georgia, Illinois, Maryland, Michigan, Nevada, Ohio, Oregon and Pennsylvania and three countries: Colombia, Kenya and Mexico. Notably, more than **70%** were first-year participants. CSOs made a measurable impact, with nearly **73%** of CSOs implementing a new school activity, with each action plan reaching an average of **157** people.

The Chief Science Officers (CSO) program empowers 6th through 12th grade students to serve as STEM leaders and ambassadors in their schools and communities.



Photo: Courtesy SciTech Institute

Through its Skills Map Framework, SciTech partnered with more than **60** organizations to align education with industry needs. Key accomplishments included the development of **14** sector-specific skill rubrics and career pathway tools. The Worlds of Work career expos launched in Pinal County, engaging **425** students from nine schools and featuring **25** exhibitors. Additional expos are planned in Yuma, Apache, Pima and Pinal counties. In partnership with the Arizona Educational Foundation, SciTech also introduced a free Teacher Academy launching in Fall 2025 to embed skills-based learning into classrooms statewide.

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 FY25, the Perfect Balance continued as the brand awareness campaign targeted to C-Suite executives in key markets and industries across the globe.

EVENTS & TRADE SHOWS

278

DOMESTIC
EVENTS

61

INTERNATIONAL
EVENTS

107

WEBINAR/VIRTUAL
EVENTS

PAID MEDIA

3.39M

TOTAL IMPRESSIONS

1.82M

TRADITIONAL MEDIA
IMPRESSIONS

1.57M

DIGITAL MEDIA
IMPRESSIONS

WEBSITE VISITS

492,420

VISITS TO AZCOMMERCE.COM

SOCIAL MEDIA



903,598

TOTAL SOCIAL MEDIA
IMPRESSIONS

60,915

SOCIAL MEDIA
ENGAGEMENTS

1,490

TOTAL SOCIAL
MEDIA POSTS

EMAIL METRICS

5,563,351

EMAILS DELIVERED
21.08% OPEN RATE

PUBLIC RELATIONS

63

PRESS RELEASES POSTED
WITH A TOTAL OF

361M

ACA MEDIA MENTIONS

AREA DEVELOPMENT

AP Associated Press

PHOENIX
BUSINESS JOURNAL

MarketWatch

Arizona Daily Star

big AZBIG MEDIA

Forbes

msn

THE ARIZONA REPUBLIC

AXIOS

Harvard
Business
Review

REUTERS

Business
Facilities
The Source For Site Selectors

the japan times

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Table 1 – Fiscal Year 2025 Active Programs Summary • Pre-Approved

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]
APPLIED RESEARCH CENTERS AND INSTITUTES FUND				
21	N/A	N/A	N/A	\$4,882,875
ARIZONA COMPETES FUND				
10	N/A	N/A	N/A	\$1,000,000
COMPUTER DATA CENTER TAX INCENTIVE PROGRAM				
7	N/A	N/A	\$1,100,000,000+	N/A
HEALTHY FOREST ENTERPRISE INCENTIVE PROGRAM				
0	N/A	N/A	N/A	N/A
INTERNATIONAL OPERATIONS CENTER TAX INCENTIVE PROGRAM				
1	N/A	N/A	\$1,250,000,000+	N/A
MOTION PICTURE PRODUCTION INCENTIVE PROGRAM				
10	N/A	N/A	N/A	\$822,151
QUALIFIED FACILITY INCENTIVE PROGRAM				
15	3,874	N/A	\$2,740,746,256	\$80,700,752
QUALITY JOBS INCENTIVE PROGRAM				
14	2,696	\$67,014	\$50,000,000+	\$24,264,000
WATER INFRASTRUCTURE AND COMMERCE GRANT FUND				
0	N/A	N/A	N/A	N/A
TOTALS/AVERAGE [4]	6,570	\$67,014	\$5,140,746,256+	\$110,669,778

- [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 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 2025 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 2025 master client list applied for incentives in Fiscal Year 2025 (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 2025 master client list).

Table 2 – Fiscal Year 2025 Active Programs Summary • Post-Approved

NUMBER OF APPLICANTS POST-APPROVED [1]	NEW JOBS CREATED [2]	AVERAGE WAGE OF NEW JOBS CREATED [2]	CAPITAL INVESTMENT MADE [2]	INCENTIVES AWARDED BASED ON ACTIVITY [3]
ARIZONA COMPETES FUND				
18	404	\$72,939	\$7,609,813,089	\$2,829,164
ANGEL INVESTMENT INCENTIVE PROGRAM				
32	N/A	N/A	N/A	\$698,701
COMPUTER DATA CENTER TAX INCENTIVE PROGRAM				
2	N/A	N/A	\$754,328,110	N/A
HEALTHY FOREST ENTERPRISE INCENTIVE PROGRAM				
7	N/A	N/A	\$3,807,427	\$623,965
INTERNATIONAL OPERATIONS CENTER TAX INCENTIVE PROGRAM				
4	N/A	N/A	\$400,000,000+	N/A
MOTION PICTURE PRODUCTION INCENTIVE PROGRAM				
5	N/A	N/A	N/A	\$791,815
QUALIFIED FACILITY INCENTIVE PROGRAM				
17	3,513	\$96,381	\$16,067,521,454	\$77,661,815
QUALITY JOBS INCENTIVE PROGRAM				
33	1,048	\$58,165	\$124,000,000	\$7,536,000
RESEARCH AND DEVELOPMENT INCENTIVE PROGRAM				
83	N/A	N/A	\$79,512,220	\$5,000,000
WATER INFRASTRUCTURE AND COMMERCE GRANT FUND				
2	553	\$77,314	\$60,358,301	\$22,000,000
TOTALS/AVERAGE [4]	5,518	\$85,496	\$25,099,340,601+	\$117,141,460

[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 2025; as such, they may include jobs created and capital investment made prior to Fiscal Year 2025.

[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 2025 master client list (at page 8). This is primarily because the Fiscal Year 2025 master client list includes only projects that were announced in Fiscal Year 2025, 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 (ACA) 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 Grants), 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 (NAICS) 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 NAICS 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 throughout the term of the grant agreement.

Table 3a – Fiscal Year 2025 Arizona Competes Fund – A-1 Grants • Pre-Approved

FY 2025 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS	PROJECTED CAPITAL INVESTMENT	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
FY 2025 TOTALS/AVERAGE	0	\$0	\$0	\$0

Table 3a – Fiscal Year 2025 Arizona Competes Fund – A-1 Grants • Post Approved

FY 2025 APPLICANT (POST-APPROVED) [1]		NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTIVITY
Caterpillar Global Mining, LLC	FY 2025	-3	\$132,932	\$0	\$0
	Cumulative	452	\$132,932	\$60,484,060	\$4,000,000
Benchmark Electronics	FY 2025	-23	\$137,631	\$0	\$0
	Cumulative	215	\$137,631	\$115,776,228	\$818,792
Deloitte Consulting, LLP	FY 2025	70	\$98,414	\$0	\$0
	Cumulative	804	\$98,414	\$64,315,917	\$1,466,250
The Boeing Company	FY 2025	-58	\$103,591	\$0	\$0
	Cumulative	605	\$103,591	\$206,010,823	\$0

Arizona Competes Fund – A-1 Grants

Table 3a – Fiscal Year 2025 Arizona Competes Fund – A-1 Grants • Post Approved (continued)

FY 2025 APPLICANT (POST-APPROVED) [1]		NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTIVITY
Atieva USA, Inc. dba Lucid Motors USA, Inc.	FY 2025	377	\$75,919	\$242,145	\$805,915
	Cumulative	2,562	\$75,919	\$675,242,145	\$5,000,000
Nationwide Mutual Insurance Company	FY 2025	0	N/A	\$0	\$350,000
	Cumulative	0	N/A	\$180,484,069	\$350,000
Nikola Corporation [2]	FY 2025	-809	N/A	\$0	\$0
	Cumulative	0	N/A	\$443,062,881	\$2,000,000
Universal Electronics, Inc.	FY 2025	0	N/A	\$653,406	\$0
	Cumulative	41	\$160,907	\$5,797,564	\$132,194
DOT Foods 2	FY 2025	6	\$50,150	\$0	\$0
	Cumulative	51	\$50,150	\$11,745,720	\$87,500
Align Technology, Inc.	FY 2025	-24	\$213,297	\$1,870,084	\$0
	Cumulative	49	\$213,297	\$9,878,766	\$220,690
Viavi Solutions, Inc.	FY 2025	-1	\$200,273	\$5,385,377	\$0
	Cumulative	93	\$200,273	\$87,670,697	\$0
The Reinalt-Thomas Corporation	FY 2025	124	\$106,103	\$38,448,821	\$0
	Cumulative	163	\$106,103	\$69,594,795	\$0
Ross Dress for Less, Inc.	FY 2025	88	\$80,856	\$91,706,161	\$0
	Cumulative	88	\$80,856	\$595,287,594	\$0
TSMC Arizona Corporation	FY 2025	-119	\$123,010	\$5,751,179,075	\$0
	Cumulative	2,339	\$123,010	\$19,186,826,108	\$10,000,000
Nucor Steel Kingman, LLC	FY 2025	121	\$106,310	\$35,719,887	\$0
	Cumulative	121	\$106,310	\$35,719,887	\$0
LG Energy Solution Arizona, Inc.	FY 2025	46	\$136,886	\$1,429,590,660	\$0
	Cumulative	46	\$136,886	\$1,429,590,660	\$0
Republic Services	FY 2025	241	\$128,000	\$116,795,566	\$0
	Cumulative	241	\$128,000	\$116,795,566	\$0
Lifescance Health	FY 2025	92	\$142,478	\$2,231,502	\$0
	Cumulative	92	\$142,478	\$2,231,502	\$0
FY 2025 TOTALS/AVERAGE [1]		128	\$95,699	7,473,822,684	1,155,915
CUMULATIVE TOTALS/AVERAGE [1]		7,962	\$97,561	23,296,514,982	24,075,426

[1] Grants with activity in Fiscal Year 2025. [2] Lucid Motors assumed Nikola's grant repayment obligation. If Lucid Motors meets job creation goals, the obligation will be waived.

Table 3a – Cumulative Arizona Competes Fund – A-1 Grant Activity

CUMULATIVE GRANT ACTIVITY	NEW JOBS CREATED [1]	AVERAGE WAGE OF NEW JOBS CREATED	CUMULATIVE CAPITAL INVESTMENT [2]	CUMULATIVE INCENTIVES AWARDED BASED ON ACTIVITY
TOTAL GRANTS AWARDED FY 2012-2025	22,210	\$89,758	\$26,474,668,515	\$56,657,321

[1] Cumulative jobs reported was adjusted down by 1,965 jobs due to a calculation error in prior years. [2] Cumulative capital investment was adjusted down by \$659,821,993 due to a calculation error in prior years.

Arizona Competes Fund – A-2 Grants

Microenterprises, Rural Businesses, Small Businesses and Business Development Grants



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 – Fiscal Year 2025 Arizona Competes Fund – AIC Grants • Awardees

Airth, Inc. offers a scalable SaaS platform with comprehensive support and services to help mining companies streamline workflows, reduce costs and address efficiencies.	based model — empowering companies to effortlessly monitor, access, streamline redundant and inefficient software and discover threats.
BreatheEV, Inc. provides no-cost EV charging software which allows properties to deploy reservable charging without high capex.	Metfora, LLC minimally invasive blood test overcomes the difficulty of detecting chronic lung diseases by discerning disease-specific changes in the levels of circulating metabolites, speeding diagnosis.
Carbon Utility, LLC separates and reuses CO2, O2 and H2 captured from air and water to address supply shortages in commercial gas markets and created e-methanol to reduce emissions in the chemical/maritime shipping industry.	MiiHealth empowers self-care at home via Monica the conversational-AI wellness coach, turning in-home data into whole-health wisdom for providers to personalize care and prevent hospitalizations.
DataBiologics, Inc. offers a subscription-based platform tailored to private practices primarily in regenerative medicine, providing automated data collection, real-time analytics and AI-driven insight.	Privv, Inc. is a capital project management platform for owners, providing accountability, efficiency and guidance to keep projects on budget, on schedule and in compliance.
EnKoat, LLC helps building owners reduce their operating expenses using proven and cost effective thermal and weather barrier system.	JACE Sciences dba RokPaper supplies scalable, sustainable paper-foam solutions for protective packaging directly to companies, helping them meet ESG goals by reducing plastic waste without compromising on performance cost.
Marro Technologies, Inc. operates on a subscription-	

Table 3b – Fiscal Year 2025 Arizona Competes Fund – AIC Grants • Pre-Approved

FY 2025 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS [1]	AVERAGE WAGE OF PROJECTED NEW JOBS [1]	PROJECTED CAPITAL INVESTMENT	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
FY 2025 TOTALS	N/A	N/A	N/A	\$1,000,000

[1] Beginning with the FY 2019 cohort, the grantee’s performance milestones are linked to passage of coaching sessions through the Venture Ready program with no projected new jobs. Job creation will be collected and tracked during the performance period of each grant award.

Arizona Competes Fund – A-2 Grants

Table 3b – Fiscal Year 2025 Arizona Competes Fund – AIC Grants • Post-Approved

FY 2025 APPLICANT (POST-APPROVED)	NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTIVITY [1]
FY 2025 TOTALS	276	\$62,383	\$135,990,405	\$1,589,499

Table 3b – Cumulative Arizona Competes Fund – AIC Grants Activity

CUMULATIVE GRANT ACTIVITY	ACTUAL NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	CUMULATIVE CAPITAL INVESTMENT MADE [1]	CUMULATIVE INCENTIVES AWARDED BASED ON ACTIVITY [2]
TOTAL GRANTS AWARDED FY 2012-2025	1,164	\$69,709	\$171,573,002	\$26,464,488

[1] Cumulative capital investment made has been adjusted down by \$1,950. [2] Cumulative incentives awarded based on activity adjusted up by \$12,000.



Arizona Competes Fund – A-2 Grants

RURAL ECONOMIC DEVELOPMENT GRANTS (REDG)

RED grants partially fund qualifying 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 Business Development Advisory 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 – Fiscal Year 2025 Arizona Competes Fund – RED Grants • Pre-Approved

FY 2025 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS	PROJECTED CAPITAL INVESTMENT	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
FY 2025 TOTALS/AVERAGE	NO ACTIVITY	NO ACTIVITY	NO ACTIVITY	NO ACTIVITY

Table 3c – Fiscal Year 2025 Arizona Competes Fund – RED Grants • Post-Approved

FY 2025 APPLICANT (POST-APPROVED)	NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	ACTUAL CAPITAL INVESTMENT MADE	INCENTIVES AWARDED BASED ON ACTIVITY
FY 2025 TOTALS/AVERAGE	NO ACTIVITY	NO ACTIVITY	NO ACTIVITY	NO ACTIVITY

Table 3c – Cumulative Arizona Competes Fund – RED Grants Activity

CUMULATIVE INCENTIVE ACTIVITY	NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	CUMULATIVE CAPITAL INVESTMENT	CUMULATIVE ACTUAL INCENTIVES AWARDED BASED ON ACTIVITY
TOTAL GRANTS AWARDED FY 2012-2025	1,840	\$32,282	\$201,402,000	\$6,387,952

Arizona Competes Fund – A-2 Grants

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, SBDCs across the state must assist with and report (among other metrics) job creation, capital investment and community engagement activity resulting from assistance funded by the grant.

Table 3d – Arizona Competes Fund – AZSBDC Grants • Fiscal Year 2025 and Cumulative Activity

GRANT YEAR	GRANTEE	PROPOSED GRANT AWARD	ACTUAL GRANT AWARD	JOB CREATION ESTIMATED	ACTUAL NEW JOBS CREATED
FY 2025	Maricopa County Community College District	\$0	\$83,750	N/A	N/A
CUMULATIVE TOTAL/AVERAGE		\$1,718,750	\$1,710,750	N/A	6,058

[1] Starting in FY 2024 average wage data is no longer available.

OTHER GRANT PROGRAMS

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

Table 3e – Arizona Competes Fund – Other Grant Programs • Fiscal Year 2025 and Cumulative Activity

GRANT YEAR	GRANTEE	PROPOSED GRANT AWARD	GRANT AWARD	ESTIMATED JOBS RETAINED	ACTUAL JOBS RETAINED
FY 2025	NO ACTIVITY	NO ACTIVITY	NO ACTIVITY	NO ACTIVITY	NO ACTIVITY
CUMULATIVE TOTALS/AVERAGE		\$150,000	\$150,000	164	309

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(21).

ACA may certify \$2.5 million of tax credits annually (plus any unused credits from prior years) from July 1, 2021 through June 30, 2031 for qualified investments made in qualified small businesses. ACA certifies tax credits on a year-round basis up to the cap on qualifying investments in qualified small businesses totaling at least \$25,000 when applications are received by the ACA within 90 days of the date of investment.

The ACA may certify small businesses that are qualified 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 2025 Approved Investments

Certified Investor Applications	32
Unique Investors Receiving Tax Credits	29
Investors' Investments in Certified Companies	\$2,238,920
Certified Companies Receiving Investments	16
Tax Credits Approved	\$698,701

Table 4 – Fiscal Year 2025 Angel Investment Incentive Program • Approved Qualified Small Businesses (QSB)

FY 2025 APPLICANT (APPROVED QSB)	CERTIFICATION DATE	FY 2025 APPLICANT (APPROVED QSB)	CERTIFICATION DATE
Delta Development Team, Inc.	8/1/24	Carbon Utility, LLC	3/31/25
Purity ReSource, Inc.	9/5/24	Aces Diagnostics, Inc.	4/3/25
OralKleen, LLC	11/8/24	Medplace, Inc.	4/8/25
shopd, Inc.	11/30/24	Schola, Inc.	4/10/25
Humabiologics, Inc.	12/5/24	OOROO, Inc.	5/9/25
Trulite Health, Inc.	12/12/24	BreatheEV, Inc.	5/13/25
Steady Install, Inc.	12/16/24	NurseIO, Inc.	5/29/25
A Future Manifest Corp.	1/13/25	HemaSense, Inc.	6/3/25
Bold Street, Inc.	1/16/25	AlgoFace, Inc.	6/5/25
NuvOx Therapeutics, Inc.	2/1/25	Solsta, Inc.	6/19/25
Cap-Sole Sneakers, LLC	2/10/25	MiiHealth Corporation	6/30/25
Hamilton Distillers Group, Inc.	3/4/25	TOTAL	23

Applied Research Centers and Institutes Fund

The Arizona Commerce Authority (ACA) administers the Applied Research Centers and Institutes (ARC) grant program. The ACA has received legislative appropriations to provide funds for applied research centers and institutes that specialize in blockchain technology, wearable technology, and other targeted technology disciplines as legislatively provided. ARC funds may be awarded to any applied research center or institute provided they (i) receive matching funding from sources other than the state, (ii) collaborate with universities, nonprofit business associations, health science research centers, institutes or other technology businesses that do business in Arizona and (iii) research conducted is in support of a defined product or service for commercial use. ARCs report the amount of monies received and expended or encumbered to the ACA annually. Any grant monies received by an ARC that remain unexpended and unencumbered must be returned to the ACA.

LEGISLATIVE APPROPRIATIONS RECEIVED PURSUANT TO:

Laws 2019, Chapter 263, Section 129 of HB 2747	\$2,500,000
Laws 2021, Chapter 408, Section 17 of SB 1823	\$5,000,000
Laws 2022, Chapter 313, Section 19 of HB 2862	\$5,000,000
Laws 2023, Chapter 133, Section 19 of SB 1720	\$2,500,000
TOTAL APPROPRIATED	\$15,000,000

Table 5 – Applied Research Centers and Institutes Fund • Approved Grants

ARC GRANTEE [1]	FISCAL YEAR	GRANT AMOUNT	RESEARCH TECHNOLOGY
Energy Blockchain Consortium, LLC	FY 2020	\$250,000	Blockchain
Partnership for Economic Innovation	FY 2020	\$250,000	Blockchain
Partnership for Economic Innovation	FY 2020	\$250,000	Blockchain
Arizona Board of Regents - University of Arizona	FY 2020	\$366,507	Wearables
Partnership for Economic Innovation	FY 2020	\$383,493	Wearables
Institute of Automated Mobility	FY 2020	\$250,000	Automated Mobility
Institute of Automated Mobility	FY 2021	\$250,000	Automated Mobility
Energy Blockchain Consortium, LLC	FY 2022	\$250,000	Blockchain
Arizona Board of Regents - University of Arizona	FY 2022	\$394,497	Wearables
Arizona Board of Regents - University of Arizona	FY 2022	\$499,020	Wearables
Partnership for Economic Innovation	FY 2022	\$248,209	Wearables
Partnership for Economic Innovation	FY 2022	\$249,998	Wearables

Table 5 – Applied Research Centers and Institutes Fund • Approved Grants, continued on next page >

Applied Research Centers and Institutes Fund

Table 5 – Applied Research Centers and Institutes Fund • Approved Grants (continued)

ARC GRANTEE [1]	FISCAL YEAR	GRANT AMOUNT	RESEARCH TECHNOLOGY
Partnership for Economic Innovation	FY 2022	\$224,560	Wearables
Partnership for Economic Innovation	FY 2022	\$112,578	Wearables
Partnership for Economic Innovation	FY 2022	\$245,227	Wearables
Partnership for Economic Innovation	FY 2022	\$43,800	Wearables
Partnership for Economic Innovation	FY 2022	\$232,200	Wearables
Partnership for Economic Innovation	FY 2022	\$249,911	Wearables
Partnership for Economic Innovation	FY 2023	\$150,000	Blockchain
Partnership for Economic Innovation	FY 2023	\$50,000	Blockchain
Partnership for Economic Innovation	FY 2023	\$49,958	Blockchain
Partnership for Economic Innovation	FY 2024	\$250,000	Wearables
Partnership for Economic Innovation	FY 2024	\$250,000	Wearables
Partnership for Economic Innovation	FY 2024	\$249,898	Wearables
Partnership for Economic Innovation	FY 2024	\$250,000	Wearables
Partnership for Economic Innovation	FY 2024	\$249,500	Wearables
Partnership for Economic Innovation	FY 2024	\$250,000	Wearables
Partnership for Economic Innovation	FY 2024	\$137,000	Wearables
Partnership for Economic Innovation	FY 2024	\$249,946	Wearables
Partnership for Economic Innovation	FY 2024	\$250,000	Wearables
Partnership for Economic Innovation	FY 2024	\$246,338	Wearables
Partnership for Economic Innovation	FY 2024	\$250,000	ACA Target
University of Arizona/Tech Launch AZ	FY 2024	\$105,687	ACA Target
Partnership for Economic Innovation	FY 2024	\$50,000	Wearables
Partnership for Economic Innovation	FY 2024	\$250,000	Wearables

Table 5 – Applied Research Centers and Institutes Fund • Approved Grants, continued on next page >

Applied Research Centers and Institutes Fund

Table 5 – Applied Research Centers and Institutes Fund • Approved Grants (continued)

ARC GRANTEE [1]	FISCAL YEAR	GRANT AMOUNT	RESEARCH TECHNOLOGY
Partnership for Economic Innovation	FY 2025	\$250,000	ACA Target
Partnership for Economic Innovation	FY 2025	\$250,000	ACA Target
Padma AgRobotics	FY 2025	\$215,980	ACA Target
Partnership for Economic Innovation	FY 2025	\$250,000	ACA Target
Partnership for Economic Innovation	FY 2025	\$200,000	ACA Target
Partnership for Economic Innovation	FY 2025	\$250,000	ACA Target
Partnership for Economic Innovation	FY 2025	\$250,000	ACA Target
Partnership for Economic Innovation	FY 2025	\$250,000	Wearables
Partnership for Economic Innovation	FY 2025	\$100,000	Wearables
Ampcera, Inc.	FY 2025	\$250,000	ACA Target
Beamline Incorporated	FY 2025	\$250,000	ACA Target
Partnership for Economic Innovation	FY 2025	\$244,000	Wearables
Partnership for Economic Innovation	FY 2025	\$229,119	Wearables
Partnership for Economic Innovation	FY 2025	\$249,900	Wearables
Partnership for Economic Innovation	FY 2025	\$250,000	Wearables
Partnership for Economic Innovation	FY 2025	\$250,000	Wearables
Partnership for Economic Innovation	FY 2025	\$250,000	Wearables
Center for Supply Chain Integrity	FY 2025	\$213,126	ACA Target
Advent Diamond, Inc.	FY 2025	\$230,750	ACA Target
Partnership for Economic Innovation	FY 2025	\$200,000	Wearables
Partnership for Economic Innovation	FY 2025	\$250,000	Wearables
FISCAL YEAR 2025 TOTAL [2]		\$4,882,875	
CUMULATIVE TOTAL [1]		\$12,921,201	

[1] One Grantee returned funds unused. [2] Grants awarded in Fiscal Year 2025.

Computer Data Center Tax Incentive Program

The Computer Data Center Tax 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 10 full calendar years following the calendar year containing the effective date. However, if the CDC qualifies as a Sustainable Redevelopment Project, the exemptions are available for up to 20 full calendar years following the calendar year containing the effective date.

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 the five year anniversary of the CDC certification effective date; 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 the five year anniversary of the CDC certification effective date; 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 the five year anniversary of the CDC certification effective date.

Table 6 – Fiscal Year 2025 Computer Data Center Tax Incentive Program • Pre-Approved

FY 2025 APPLICANT (PRE-APPROVED)	MINIMUM STATUTORY CAPITAL INVESTMENT [1]
American Express Travel Related Services Company, Inc.	\$200,000,000+
ME PHX Tech Campus, LLC	\$50,000,000+
Prime Data Centers, LLC	\$200,000,000+
Quality Technology Services, LLC	\$200,000,000+
STACK Infrastructure, Inc.	\$50,000,000+
Stream Data Centers, LP	\$200,000,000+
Vantage Data Centers, LLC	\$200,000,000+
TOTAL	\$1,100,000,000+

[1] For purposes of this table, the applicants “certified” in FY 2025 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).

Computer Data Center Tax Incentive Program

Table 6 – Fiscal Year 2025 Computer Data Center Tax Incentive Program • Post-Approved

FY 2025 APPLICANT (POST-APPROVED)	CAPITAL INVESTMENT [1]
Iron Mountain Data Centers, LLC	\$200,000,000+
NTT Global Data Centers Americas, Inc.	\$200,000,000+
TOTAL	\$754,328,110

[1] The amount identified in the “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 6 – Cumulative Computer Data Center Tax Incentive Program Activity

APPLICANT POST-APPROVAL YEAR	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+
FY 2022	\$350,000,000+
FY 2023	\$200,000,000+
FY 2024	\$900,000,000+
FY 2025	\$400,000,000+
TOTAL	\$8,126,342,502

[1] The amount identified in the “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 Enterprise Incentives Program

The Healthy Forest Enterprise Incentives Program 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 program:

- ▶ 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.
- ▶ Production Income Tax Credit – Arizona income tax credit equal to: \$10,000 for the first 20,000 tons of qualifying forest products the taxpayer processes in a calendar year, and \$5,000 for every 10,000 tons thereafter.

Table 7 – Fiscal Year 2025 Healthy Forest Enterprise Incentives Program • Pre-Approved

FY 2025 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS [1]	AVERAGE WAGE OF NEW JOBS PROJECTED [1]	PROJECTED CAPITAL INVESTMENT	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
No Activity	N/A	N/A	[2]	N/A
TOTALS/AVERAGE	[1]	[1]	[2]	N/A

[1] The Employment Income Tax Credit benefit was removed September 23, 2022 eliminating the need to report job creation or wages.

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

Table 7 – Fiscal Year 2025 Healthy Forest Incentives Program • Post-Approved

FY 2025 APPLICANT (POST-APPROVED)	NEW JOBS CREATED [1]	AVERAGE WAGE OF NEW JOBS CREATED [1]	CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTIVITY
Canyon Creek Logging, Inc.	N/A	N/A	[2]	[2]
Chippin-In, LLC	N/A	N/A	[2]	[2]
Mann's Clean-up Services, Inc.	N/A	N/A	[2]	[2]
Novo BioPower, LLC	N/A	N/A	[2]	[2]
Perkins Natural Resources, LLC	N/A	N/A	[2]	[2]
Perkins Timber Harvesting, LLC	N/A	N/A	[2]	[2]
Southwest Forest Products, Inc.	N/A	N/A	[2]	[2]
TOTALS/AVERAGE	[1]	[1]	\$7,707,712	\$724,101

[1] The Employment Income Tax Credit benefit was removed September 23, 2022 eliminating the need to report job creation or wages.

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

Table 7 – Cumulative Healthy Forest Incentives Program Activity

POST-APPROVAL YEAR	NEW JOBS CREATED [1]	AVERAGE WAGE OF NEW JOBS CREATED [1]	CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON 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
FY 2022	N/A	N/A	\$22,441,134	\$1,046,304
FY 2023	N/A	N/A	\$71,988,015	\$343,064
FY 2024	N/A	N/A	\$7,707,712	\$724,101
FY 2025	N/A	N/A	\$3,807,427	\$623,965
TOTALS/AVERAGE	[1]	[1]	\$166,429,282	\$6,014,939

[1] The Employment Income Tax Credit benefit was removed September 23, 2022 eliminating the need to report job creation or wages.

International Operations Center Tax Incentive Program

The International Operations Center Tax 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 8 – Fiscal Year 2025 International Operations Center Tax Incentive Program • Pre-Approved

FY 2025 APPLICANT (PRE-APPROVED)	MINIMUM STATUTORY CAPITAL INVESTMENT [1]
Google, Inc.	\$1,250,000,000+
TOTAL	\$1,250,000,000+

[1] For purposes of this table, the applicants “certified” in FY 2025 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 10 years in order to sustain its certification. The actual amounts are confidential under A.R.S. § 41-1520(I).

International Operations Center Tax Incentive Program

Table 8 – Fiscal Year 2025 International Operations Center Tax Incentive Program • Post-Approved

FY 2025 APPLICANT (POST-APPROVED)	CAPITAL INVESTMENT [1]
Apple, Inc.	\$100,000,000+
Google, Inc.	\$100,000,000+
Microsoft Corporation	\$100,000,000+
Redale, LLC	\$100,000,000+
TOTAL	\$400,000,000+

[1] The amount identified in the “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(I).

Table 8 – Cumulative International Operations Center Tax Incentive Program Activity

POST-APPROVAL YEAR	CAPITAL INVESTMENT [1]
FY 2016	N/A
FY 2017	N/A
FY 2018	\$100,000,000+
FY 2019	\$100,000,000+
FY 2020	\$100,000,000+
FY 2021	\$100,000,000+
FY 2022	\$100,000,000+
FY 2023	\$200,000,000+
FY 2024	\$300,000,000+
FY 2025	\$400,000,000+
TOTAL	\$1,400,000,000+

[1] The amount identified in the “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(I).

Military Reuse Zone Incentive Program

The Military Reuse Zone Incentive 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 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 1 (17.5% assessment ratio) to Class 6 (5% assessment ratio), which may result in property tax savings of up to 71.4% for a period of five years.

Administration of the Military Reuse Zone Incentive Program was transferred to the Arizona Department of Revenue beginning in Fiscal Year 2025. The Arizona Commerce Authority has no data to report.

Motion Picture Production Incentive Program

The Motion Picture Production Incentive Program provides a refundable income tax credit to qualified motion picture production companies that produce one or more motion pictures in Arizona. A motion picture production company is eligible for the tax credits upon completion of the motion picture production and certification under A.R.S. §41-1517 beginning calendar year 2023 through 2043. The Authority may not pre-approve tax credits exceeding \$75,000,000 in calendar year 2023, \$100,000,000 in calendar year 2024 and \$125,000,000 in calendar year 2025 and each year thereafter. Additionally, the Authority may not pre-approve tax credits exceeding \$25,000,000 of each calendar year cap for motion picture productions that do not use a qualified production facility in Arizona.

To qualify for tax credits, a motion picture production company must do either of the following:

- ▶ Use a qualified production facility in Arizona to produce the motion picture production; or
- ▶ If the motion picture production is filmed primarily at a practical location, produce and film the motion picture production primarily in Arizona and perform all preproduction, postproduction and editing at an industry standard facility in Arizona, if such a facility for those functions is available.

The amount of the tax credit for a qualified motion picture production company is an amount equal to a percentage of the total amount of the qualified production costs as approved by the Authority, as follows:

- ▶ 15% tax credit for production costs up to \$10,000,000
- ▶ 17.5% tax credit for production costs more than \$10,000,000 but less than \$35,000,000



- ▶ 20% tax credit for production costs \$35,000,000 or higher
- ▶ An additional 2.5% of the motion picture production company's production labor costs related to positions held by residents of Arizona as approved by the Authority.
- ▶ An additional 2.5% of the motion picture production company's qualified production costs if the motion picture company either:
 - Uses a qualified production facility in Arizona to produce the motion picture production; or
 - If the motion picture production is filmed primarily at a practical location, is produced and filmed primarily in Arizona and all preproduction, postproduction and editing are performed at a qualified production facility in Arizona.
- ▶ An additional 2.5% of the motion picture production company's qualified production costs as approved by the Authority if the motion picture production is produced and filmed in association with a long-term tenant of a qualified production facility.

Motion Picture Production Incentive Program

Table 10 – Fiscal Year 2025 Motion Picture Production Incentive Program • Pre-Approved

FY 2025 APPLICANT [1] (PRE-APPROVED)	PROJECTED CAPITAL INVESTMENT	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
TOTALS (10 APPLICANTS)	\$9,575,781	\$822,151

[1] This information is confidential pursuant to A.R.S.§41-1517(J)

Table 10 – Fiscal Year 2025 Motion Picture Production Incentive Program • Post-Approved

FY 2025 APPLICANT (POST-APPROVED) [1]	CAPITAL INVESTMENT MADE [1]	INCENTIVES AWARDED BASED ON ACTIVITY
TOTALS (5 APPLICANTS)	\$5,184,271	\$791,815

[1] This information is confidential pursuant to A.R.S.§41-1517(J)

Table 10 – Cumulative Motion Picture Production Incentive Program Activity

POST-APPROVAL YEAR	CAPITAL INVESTMENT MADE	INCENTIVES AWARDED BASED ON ACTIVITY
FY 2023	\$0	\$0
FY 2024	[1]	\$110,000
FY 2025	\$5,184,271	\$791,815
TOTALS	[1]	\$901,815

[1] This information is confidential pursuant to A.R.S.§41-1517(J)

Qualified Facility Incentive Program

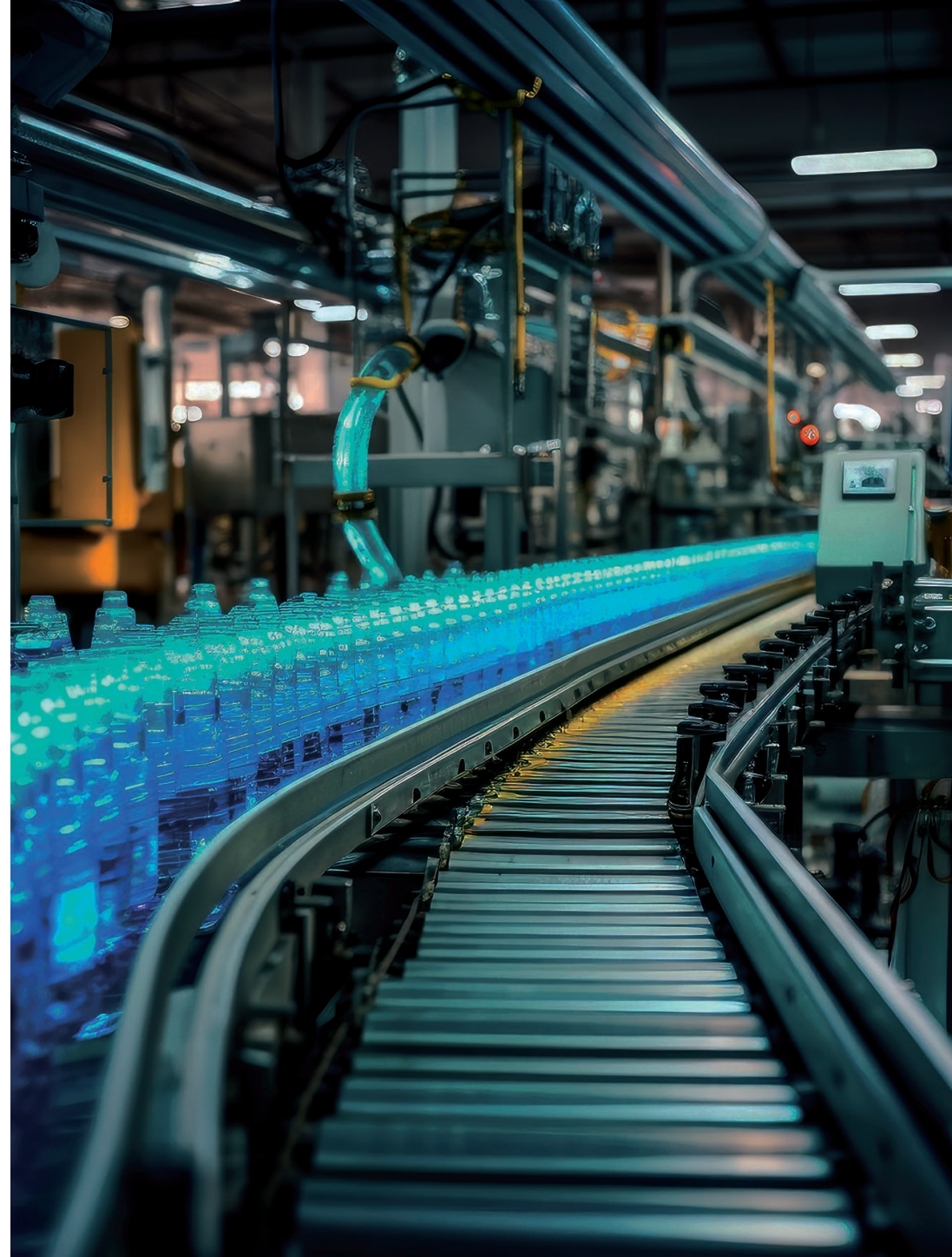
The Qualified Facility Incentive Program provides a refundable tax credit to eligible companies investing in qualifying facilities and creating jobs. The Qualified Facility tax credits are authorized on a first-come, first-served basis. The program has an annual cap of \$125 million.

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 any business headquarters.
- ▶ Have at least 65% of the project's sales/revenues from outside of Arizona unless selling directly to another qualified facility in Arizona.
- ▶ 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 if the total qualifying investment is less than \$2,000,000,000, or \$30,000 per net new full-time employment position associated with the facility if the total qualifying investment is more than \$2,000,000,000; or
- ▶ \$30,000,000 per taxpayer per year.



Qualified Facility Incentive Program

Table 11 – Fiscal Year 2025 Qualified Facility Incentive Program • Pre-Approved

FY 2025 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS	PROJECTED CAPITAL INVESTMENT	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS [2]
Ball Metal Beverage Container Corporation	[1]	N/A	[1]	\$1,000,000
Boeing Company	[1]	N/A	[1]	\$11,760,000
BrandWell	[1]	N/A	[1]	\$111,196
Brooklyn Bedding	[1]	N/A	[1]	\$2,220,000
Howmet Aerospace, Inc.	[1]	N/A	[1]	\$645,200
Insight Enterprises, Inc.	[1]	N/A	[1]	\$1,060,000
JA Solar AZ, LLC	[1]	N/A	[1]	\$18,000,000
Magna International, Inc.	[1]	N/A	[1]	\$4,200,000
Marana HoldCo, Inc.	[1]	N/A	[1]	\$6,400,000
Nautilus Systems, Inc.	[1]	N/A	[1]	\$176,500
Next Level Steel	[1]	N/A	[1]	\$1,087,856
Sprouts Farmers Market, Inc.	[1]	N/A	[1]	\$1,400,000
Trinity Capital, Inc.	[1]	N/A	[1]	\$1,300,000
TSMC Arizona Corporation	[1]	N/A	[1]	\$30,000,000
TYR Tactical, LLC	[1]	N/A	[1]	\$1,340,000
TOTALS/AVERAGE	3,874	N/A	\$2,740,746,256	\$80,700,752

[1] Confidential information pursuant to A.R.S. § 41-1512(U). [2] Since the fiscal year spans two calendar years, fiscal year total incentives may exceed the calendar year cap.

Table 11 – Fiscal Year 2025 Qualified Facility Incentive Program • Post-Approved

FY 2025 APPLICANT (POST-APPROVED)	NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTIVITY
Andersen Corporation	[1]	[1]	[1]	\$9,000,000
Applied Materials, Inc.	[1]	[1]	[1]	\$440,000
Applied Materials, Inc.	[1]	[1]	[1]	\$4,800,000
ArmorWorks Enterprise, Inc.	[1]	[1]	[1]	\$1,000,000
ASM Arizona	[1]	[1]	[1]	\$6,680,000
Ball Metal Beverage Container Corporation	[1]	[1]	[1]	\$840,000
Fairlife, Inc.	[1]	[1]	[1]	\$3,060,000

Table 11 – Fiscal Year 2025 Qualified Facility Incentive Program • Post-Approved, continued on next page >

Qualified Facility Incentive Program

Table 11 – Fiscal Year 2025 Qualified Facility Incentive Program • Post-Approved (Continued)

FY 2025 APPLICANT (POST-APPROVED)	NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTIVITY
KP Aviation, LLC	[1]	[1]	[1]	\$460,000
Lucid Motors, Inc.	[1]	[1]	[1]	\$11,060,000
Panda Holdco, LLC	[1]	[1]	[1]	\$240,477
Rauch North America, Inc.	[1]	[1]	[1]	\$4,860,000
Seattle-Tacoma Box Company	[1]	[1]	[1]	\$600,000
The Vanguard Group, Inc.	[1]	[1]	[1]	\$2,340,000
TSMC Arizona Corporation	[1]	[1]	[1]	\$30,000,000
Universal Electronics, Inc.	[1]	[1]	[1]	\$461,338
Viavi Solutions, Inc.	[1]	[1]	[1]	\$1,420,000
Yerecic Label, Inc.	[1]	[1]	[1]	\$400,000
TOTALS/AVERAGE	3,513	\$96,381	\$16,067,521,454	\$77,661,815

Table 11 – Cumulative Qualified Facility Incentive Program Activity

FY 2025 APPLICANT (POST-APPROVED)	NEW JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	CUMULATIVE CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTIVITY
FY 2016	[1]	[1]	[1]	\$17,540,000
FY 2017	93	\$68,404	\$30,891,947	\$1,860,000
FY 2018	59	\$56,920	\$8,213,530	\$740,000
FY 2019	308	\$48,486	\$121,274,720	\$5,735,378
FY 2020	833	\$76,747	\$504,588,739	\$16,394,414
FY 2021	3,719	\$89,929	\$947,337,356	\$69,622,514
FY 2022	2,938	\$83,703	\$5,961,176,789	\$56,171,189
FY 2023	3,074	\$84,297	\$2,430,242,548	\$55,899,463
FY 2024	5,139	\$78,208	\$12,846,277,570	\$114,874,875
FY 2025	3,513	\$96,381	\$16,067,521,454	\$77,661,815
TOTALS/AVERAGE	[1]	[1]	[1]	\$416,499,648

[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 five 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 five 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 five net new qualified employment positions that pay 150% of the county median wage.

Table 12 – Fiscal Year 2025 Quality Jobs Incentive Program • Pre-Approved

FY 2025 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS	PROJECTED CAPITAL INVESTMENT [1]	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
Banner Health	650	\$55,000	\$5,000,000	\$5,850,000
Becton, Dickinson and Company (formerly CRBard)	35	\$55,000	\$5,000,000	\$315,000
Creighton University School of Medicine	57	\$92,236	\$5,000,000	\$513,000
Crown Equipment Corporation	146	\$65,050	\$1,000,000	\$1,314,000
FrameTec Alpha, LLC	155	\$58,000	\$1,000,000	\$1,395,000
Gulfstream Aerospace Corporation	249	\$60,000	\$5,000,000	\$2,241,000
Interstate Warehousing Group, Inc.	120	\$58,700	\$1,000,000	\$1,080,000
LPL Financial Holdings, Inc.	458	\$94,209	\$5,000,000	\$4,122,000

Table 12 – Fiscal Year 2025 Quality Jobs Incentive Program • Pre-Approved, continued on next page >

Quality Jobs Incentive Program

Table 12 – Fiscal Year 2025 Quality Jobs Incentive Program • Pre-Approved (continued)

FY 2025 APPLICANT (PRE-APPROVED)	PROJECTED NEW JOBS	AVERAGE WAGE OF PROJECTED NEW JOBS	PROJECTED CAPITAL INVESTMENT [1]	INCENTIVES PRE-APPROVED BASED ON PROJECTIONS
Magna International, Inc.	282	\$58,989	\$5,000,000	\$2,538,000
Ross Stores, Inc.	214	\$80,069	\$5,000,000	\$1,926,000
SK Food Group, Inc.	9	\$79,325	\$1,000,000	\$81,000
Sonora Quest Laboratories/ Laboratory Science of Arizona	181	\$55,000	\$5,000,000	\$1,629,000
Tractor Supply Co.	100	\$70,000	\$1,000,000	\$900,000
United Refrigeration, Inc.	40	N/A	\$5,000,000	\$360,000
TOTALS/AVERAGE	2,696	\$67,014	\$50,000,000	\$24,264,000

[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 12 – Fiscal Year 2025 Quality Jobs Incentive Program • Post-Approved

FY 2025 APPLICANT (POST-APPROVED)	NEW JOBS CREATED	JOBS RETAINED [1]	AVERAGE WAGE OF NEW JOBS CREATED	MINIMUM CAPITAL INVESTMENT MADE [2]	INCENTIVES AWARDED BASED ON ACTIVITY
Acadia Healthcare Company, Inc.	32	0	\$71,562	\$5,000,000	\$96,000
Align Technology, Inc.	4	13	\$268,982	\$1,000,000	\$51,000
Amazon.com Services, Inc. (Goodyear)	6	16	\$85,436	\$5,000,000	\$66,000
Amazon.com Services, Inc. (Tucson)	2	17	\$28,670	\$5,000,000	\$57,000
Bank of America Corporation (Buckeye)	0	35	\$48,263	\$1,000,000	\$105,000
Bank of America Corporation (Chandler)	0	103	\$63,602	\$2,500,000	\$309,000
Banner Health	481	0	\$55,000	\$5,000,000	\$1,443,000
CarMax Auto Superstores, Inc.	0	115	\$32,610	\$5,000,000	\$345,000
ClearSky Rehabilitation Hospital of West Valley, LLC	7	25	\$30,132	\$5,000,000	\$96,000
Creighton University School of Medicine	41	0	\$92,241	\$5,000,000	\$123,000
CSAA Insurance Services, Inc.	32	0	\$46,331	\$5,000,000	\$96,000

Table 12 – Fiscal Year 2025 Quality Jobs Incentive Program • Post-Approved, continued on next page >

Quality Jobs Incentive Program

Table 12 – Fiscal Year 2025 Quality Jobs Incentive Program • Post-Approved (continued)

FY 2025 APPLICANT (POST-APPROVED)	NEW JOBS CREATED	JOBS RETAINED [1]	AVERAGE WAGE OF NEW JOBS CREATED	MINIMUM CAPITAL INVESTMENT MADE [2]	INCENTIVES AWARDED BASED ON ACTIVITY
Dot Foods, Inc.	0	35	\$62,000	\$1,000,000	\$105,000
FrameTec Alpha, LLC	15	0	\$39,624	\$1,000,000	\$45,000
Gold Bond Building Products, LLC	2	7	\$70,572	\$1,000,000	\$27,000
Grand Canyon University	0	60	\$72,814	\$5,000,000	\$180,000
Grocery Delivery E-Services USA, Inc.	0	249	\$48,803	\$5,000,000	\$747,000
Gulfstream Aerospace Corporation	112	0	\$65,033	\$5,000,000	\$336,000
HCW Hotels, LLC	30	0	\$48,966	\$5,000,000	\$90,000
Interstate Warehousing, Inc.	69	0	\$56,096	\$1,000,000	\$207,000
Magna Steyr USA, Inc.	39	0	\$65,240	\$5,000,000	\$117,000
Meyer Distributing, Inc.	0	17	\$34,760	\$1,000,000	\$51,000
Oscar Health, Inc. (fka Mulberry Health, Inc.)	0	30	\$46,331	\$2,500,000	\$90,000
Parker Hannifin Corporation	18	112	\$54,584	\$5,000,000	\$390,000
PetSmart, Inc. & Subsidiaries	0	27	\$120,284	\$5,000,000	\$81,000
PetSmart, Inc. & Subsidiaries	0	27	\$95,390	\$5,000,000	\$81,000
Red Bull North America, Inc.	4	50	\$46,331	\$5,000,000	\$162,000
Shamrock Foods Company	48	181	\$56,744	\$5,000,000	\$687,000
SK Food Group, Inc.	9	0	\$40,376	\$1,000,000	\$27,000
Sonora Quest Laboratories/ Laboratory Science of Arizona	49	0	\$56,182	\$5,000,000	\$147,000
Tractor Supply Co.	48	0	\$45,404	\$1,000,000	\$144,000
Upgrade, Inc.	0	198	\$43,751	\$5,000,000	\$594,000
Walgreens Boots Alliance, Inc.	0	30	\$41,386	\$5,000,000	\$90,000
WillScot Holdings Corporation	0	117	\$183,529	\$5,000,000	\$351,000
TOTALS/AVERAGE	1,048	1,464	\$58,165	\$124,000,000	\$7,536,000

[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.

Quality Jobs Incentive Program

Table 12 – Cumulative Quality Jobs Incentive Program Activity

POST-APPROVAL YEAR	JOBS CREATED	AVERAGE WAGE OF NEW JOBS CREATED	CUMULATIVE CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON 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	3,994	\$67,955	\$285,555,262	\$27,039,000
FY 2021	2,793	\$66,287	\$202,788,129	\$25,077,000
FY 2022	1,003	\$69,102	\$358,072,261	\$18,852,000
FY 2023	1,642	\$72,907	\$308,501,208	\$12,264,000
FY 2024	848	\$65,269	\$233,208,693	\$6,531,000
FY 2025	1,048	\$58,165	\$466,169,008	\$7,536,000
TOTALS/AVERAGE	27,506	\$63,301	\$8,043,268,171	\$196,320,000

[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.

Research and Development Incentive Program

The Research and Development (R&D) 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 tax 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 tax credits that may be awarded in any calendar year is \$5 million; therefore, tax credits reported may be awarded in any fiscal year may be more or less than the \$5 million limit.

An additional tax 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 13 – Fiscal Year 2025 Research and Development Incentive Program • Post-Approved [1]

FY 2025 APPLICANTS (POST-APPROVAL)	CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTIVITY
Advanced Materials Technologies, LLC	\$2,184,999	\$100,000
Advent Diamond, Inc.	\$1,298,545	\$98,119
Airtronics, Inc.	\$904,646	\$40,630
Aline Architecture Concepts, LLC	\$796,203	\$71,658
Alphacore, Inc.	\$2,506,455	\$100,000
AniCell BioTech, LLC	\$313,763	\$1,097
Apré Instruments, Inc.	\$875,957	\$64,333
ASEI Engineering, Inc.	\$634,285	\$31,768
Aspect Solutions, Inc.	\$100,000	\$8,963
Atomera, Inc.	\$1,089,437	\$98,012
Awake Window & Door Company, LLC	\$608,125	\$54,694

Table 13 – Fiscal Year 2025 Research and Development Incentive Program • Post-Approved, continued on next page >

Table 13 – Fiscal Year 2025 Research and Development Incentive Program • Post-Approved [1] (Continued)

FY 2025 APPLICANTS (POST-APPROVAL)	CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTIVITY
Bakkum Noelke Consulting Structural Engineers, Inc.	\$588,503	\$52,928
Beyond Silicon, Inc.	\$176,579	\$15,855
Boeckeler Instruments, Inc.	\$161,472	\$14,495
Buzze, Inc.	\$208,867	\$18,761
CellTrust Corporation	\$1,635,403	\$100,000
CLV, Inc.	\$3,654,438	\$100,000
Codelucida, Inc.	\$109,565	\$9,823
Cogent 3D, Inc.	\$1,016,186	\$91,419
DDC-I, Inc.	\$532,107	\$47,852
Dealerpeak, Inc.	\$148,830	\$13,357
Desert Rotor, LLC	\$307,038	\$27,633
Design Works Studios, LLC	\$2,411,974	\$100,000
Dovly, Inc.	\$823,725	\$74,098
East Valley Precision II, LLC	\$1,643,634	\$100,000
Engineering Wireless Services, LLC	\$961,809	\$59,180
F & N Enterprises, Inc.	\$473,775	\$42,602
Firebird Products, LLC	\$98,632	\$8,336
Forced Physics Data Center Technology, LLC	\$663,734	\$59,736
Foresight Finishing, LLC	\$990,295	\$89,127
FreeFall Aerospace, Inc.	\$1,280,626	\$100,000
Global Air Cylinder Wheels, Inc.	\$581,829	\$52,327
Harris-Precision Mold & Manufacturing, Inc.	\$1,546,254	\$100,000
Heliae Technology Holdings, Inc.	\$1,673,646	\$100,000
Howe Industries, LLC	\$113,434	\$10,209
Integrated Technology Corporation	\$1,189,313	\$85,538

Table 13 – Fiscal Year 2025 Research and Development Incentive Program • Post-Approved, continued on next page >

Table 13 – Fiscal Year 2025 Research and Development Incentive Program • Post-Approved [1] (Continued)

FY 2025 APPLICANTS (POST-APPROVAL)	CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTIVITY
InterOptics, LLC	\$405,710	\$23,644
J.D. Howard and Company, LLC	\$188,299	\$16,947
JMC Engineering, PLLC	\$266,811	\$24,013
Jones Studio, Inc.	\$1,800,609	\$100,000
LeaseHawk, LLC	\$1,715,266	\$100,000
Lunasonde, Inc.	\$1,875,065	\$100,000
Marcus Engineering, LLC	\$3,431,295	\$100,000
Metal Magic, Inc.	\$802,910	\$72,224
My Computer Works, Inc.	\$69,448	\$3,016
Nasus Medical, Inc	\$186,079	\$54,082
Neal Technologies, Inc.	\$942,639	\$84,184
Neon Studios, Inc. (formerly The Surf Network, Inc)	\$102,390	\$9,178
NP Photonics, Inc.	\$995,303	\$89,540
nQueue Zebraworks, Inc.	\$746,883	\$62,882
Nu Planet Pharmaceutical Radioisotopes, Inc.	\$166,581	\$14,955
NVIRIQ, Inc.	\$388,080	\$34,890
OnePointOne, Inc.	\$830,783	\$74,733
Oryx Additive, Inc.	\$585,416	\$52,650
Phantom Space Corporation	\$1,896,354	\$100,000
Planatome, LLC	\$468,955	\$42,206
PureTech Systems, Inc.	\$287,222	\$25,812
Rayn Innovations, LLC	\$242,374	\$21,814
Recognition AnalytiX, Inc.	\$861,235	\$77,474
Regenesys Biomedical, Inc	\$1,305,844	\$100,000
ReSuture, Inc.	\$229,439	\$20,612

Table 13 – Fiscal Year 2025 Research and Development Incentive Program • Post-Approved, continued on next page >

Table 13 – Fiscal Year 2025 Research and Development Incentive Program • Post-Approved [1] (Continued)

FY 2025 APPLICANTS (POST-APPROVAL)	CAPITAL INVESTMENT	INCENTIVES AWARDED BASED ON ACTIVITY
RevolutionParts, Inc.	\$1,545,410	\$90,239
RJR Technologies, Inc.	\$511,829	\$61,419
Ron Turley Associates, Inc.	\$2,699,158	\$100,000
Rugo Machine Shop Services, LLC	\$520,497	\$46,845
Savvy Trader, Inc.	\$563,904	\$50,714
SmarterTools, Inc.	\$1,878,711	\$100,000
Solera Health, Inc.	\$1,050,281	\$94,488
SpektreWorks, Inc.	\$1,435,855	\$100,000
SPOC Proteomics, Inc.	\$249,081	\$11,892
Stone Solutions and Research Collective, LLC	\$188,499	\$16,965
Stroh Architecture, Inc.	\$565,866	\$50,890
Swarmbotics AI, Inc.	\$1,772,997	\$100,000
Swift Coat, Inc.	\$606,318	\$54,531
Terkel, Inc. dba Featured	\$435,392	\$39,148
Thayer Medical Corporation	\$294,220	\$26,442
Trainual, Inc.	\$2,097,299	\$100,000
Tube Specialties, Inc.	\$638,864	\$57,460
Urbix, Inc.	\$2,557,147	\$100,000
Voiceriver, Inc.	\$464,921	\$41,805
Wealth, Inc.	\$839,404	\$75,509
World View Enterprises, Inc.	\$3,120,558	\$100,000
Zonge International, Inc.	\$380,936	\$34,247
TOTALS	\$79,512,220	\$5,000,000

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

Table 13 – Cumulative Research and Development Incentive Program Activity

APPLICANT POST APPROVAL YEAR	CUMULATIVE CAPITAL INVESTMENT	CUMULATIVE INCENTIVES AWARDED BASED ON 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
FY 2022	\$70,107,070	\$5,000,003
FY 2023	\$87,178,103	\$4,999,999
FY 2024	\$86,945,063	\$5,000,001
FY 2025	\$79,512,220	\$5,000,000
TOTALS	\$997,414,854	\$70,000,000

Table 13 – Fiscal Year 2025 University Research and Development Incentive Program • Post Approved [1]

FY 2025 APPLICANTS (POST-APPROVAL)	CAPITAL INVESTMENT	INCENTIVES AWARDED IN YEAR BASED ON ACTIVITY
TOTALS	NO ACTIVITY	NO ACTIVITY

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

Table 13 – Cumulative University Research and Development Incentive Program Activity

APPLICANT POST APPROVAL YEAR	CUMULATIVE CAPITAL INVESTMENT	CUMULATIVE INCENTIVES AWARDED BASED ON 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
FY 2022	\$472,377	\$17,138
FY 2023	\$0	\$0
FY 2024	\$0	\$0
FY 2025	\$0	\$0
TOTALS	\$663,573	\$31,142

Water Infrastructure and Commerce Grant Fund

Pursuant to A.R.S. § 41-1510, the Arizona Commerce Authority (ACA) administers the Water Infrastructure and Commerce Grant Fund (WICG). In accordance with A.R.C. § 41-1510, grants from the WICG may be awarded to eligible entities contracting for the design and construction of new water infrastructure at an eligible entity's location in the state of Arizona. Entities eligible to apply are:

- (i) a public service corporation that provides water service pursuant to a certificate of convenience and necessity issued by the corporation commission and is acting on behalf of an employer described in (ii);
- (ii) an employer with more than 250 employees that is located in a county with a population of more than 400,000 persons and less than 1 million persons.

Table 14 – Fiscal Year 2025 Water Infrastructure and Commerce Grant Fund • Pre-Approved Grants

GRANT APPLICANTS	PROJECTED NEW JOBS	PROJECTED AVERAGE WAGE	PROJECTED CAPITAL INVESTMENT	GRANT AMOUNT
FY 2025 TOTALS/AVERAGE	0	-	-	-

Table 14 – Fiscal Year 2025 Water Infrastructure and Commerce Grant Fund • Post-Approved Grants

GRANT APPLICANTS	NEW JOBS	AVERAGE WAGE	CAPITAL INVESTMENT	GRANT AMOUNT
Lucid Motors	553	\$77,314	\$60,358,300	-
FY 2025 TOTAL	553	\$77,314	\$60,358,300	-

Table 14 – Cumulative Water Infrastructure and Commerce Grant Fund Activity

POST-APPROVAL YEAR	NEW JOBS	AVERAGE WAGE	CUMULATIVE CAPITAL INVESTMENT	GRANT AMOUNT
FY 2024	0	-	-	\$22,000,000
FY 2025	553	\$77,314	\$60,358,300	-
TOTAL	553	\$77,314	\$60,358,300	\$22,000,000



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