

# Orlando Sentinel BUSINESS

## Apple plans to build 1st East Coast campus in NC

By **Sophia Tulp and Bryan Anderson**  
Associated Press

RALEIGH, N.C. — Apple is expanding spending in the United States and announced plans Monday to build its first East Coast campus — in North Carolina.

The iPhone maker is boosting U.S. spending to \$430 billion over the next five years and doubling its hiring plans by 20,000 jobs. It had said it would spend \$350 billion in January 2018, just after Congress approved a big tax overhaul that cut corporate taxes.

Apple says it is stepping up investment as the U.S. begins rebuilding from the COVID-19 pandemic. The company for years has emphasized its role in the U.S. economy to help counter criticism about its reliance on overseas factories, often taking advantage of local tax breaks.

Apple will invest \$1 billion in North Carolina and the campus, in the Raleigh-Durham area's Research Triangle Park, is expected to bring at least 3,000 new jobs to the state in machine learning, artificial intelligence, software engineering and other fields.

The workers will have an average annual salary of about \$185,000.

Democratic Gov. Roy Cooper said that once Apple creates the jobs, the tech giant will be eligible for incentives he considers "transformational."

Under an agreement approved earlier Monday by a state incentives panel, Apple would get \$846 million in cumulative cash payments over the next 39 years if the company meets job creation and investment thresholds.

The payments are calculated based on the income tax the state withholds from paychecks of the new workers.

The state Commerce Department estimates the project will generate nearly \$2 billion in additional state revenues through 2061.

Cooper defended the hefty price tag on the incentives, arguing that Apple's announcement will encourage other companies to move to North Carolina and have a positive ripple effect on local businesses in the Raleigh area.

"Once this campus is up and running, it's expected to generate more than \$1.5 billion a year in economic impact to our state," Cooper said in a news conference Monday.

The construction timeline is not yet clear, though state officials said Apple has told

them it wants to get the new campus up and running as soon as possible.

A summary of the incentives agreement notes the 3,000 jobs will be created from 2023 until 2032.

"This is an important milestone that strengthens our position as a tech hub," said Michael Haley, executive director of Wake County Economic Development.

Apple also said it plans to establish a \$100 million fund to support schools and community initiatives in the Raleigh-Durham area. The incentives agreement also means \$112 million will go to a state account designed to help rural areas improve infrastructure to attract companies.

The company is also expanding its teams in California, Colorado, Massachusetts, New York, Texas, Washington and other states.

Apple also announced Monday that it is planning a \$100 million distribution center near Indianapolis that could employ nearly 500 workers by the end of 2024.

State Commerce Secretary Mabelle Sanders said the 3,000 positions Apple will create will be in addition to the company's existing 1,100-worker footprint in the state.

## Apple offers new privacy tool on apps after delay

By **Michael Liedtke**  
Associated Press

SAN RAMON, Calif. — Apple is following through on its pledge to crack down on Facebook and other apps that secretly shadow people on their iPhones to help sell more advertising.

The new privacy feature, dubbed "App Tracking Transparency," started Monday as part of an update to the operating system powering the iPhone and iPad.

The shield included in iOS 14.5 arrives after a seven-month delay during which Apple and Facebook attacked each other's business models and motives for decisions that affect billions of people around the world.

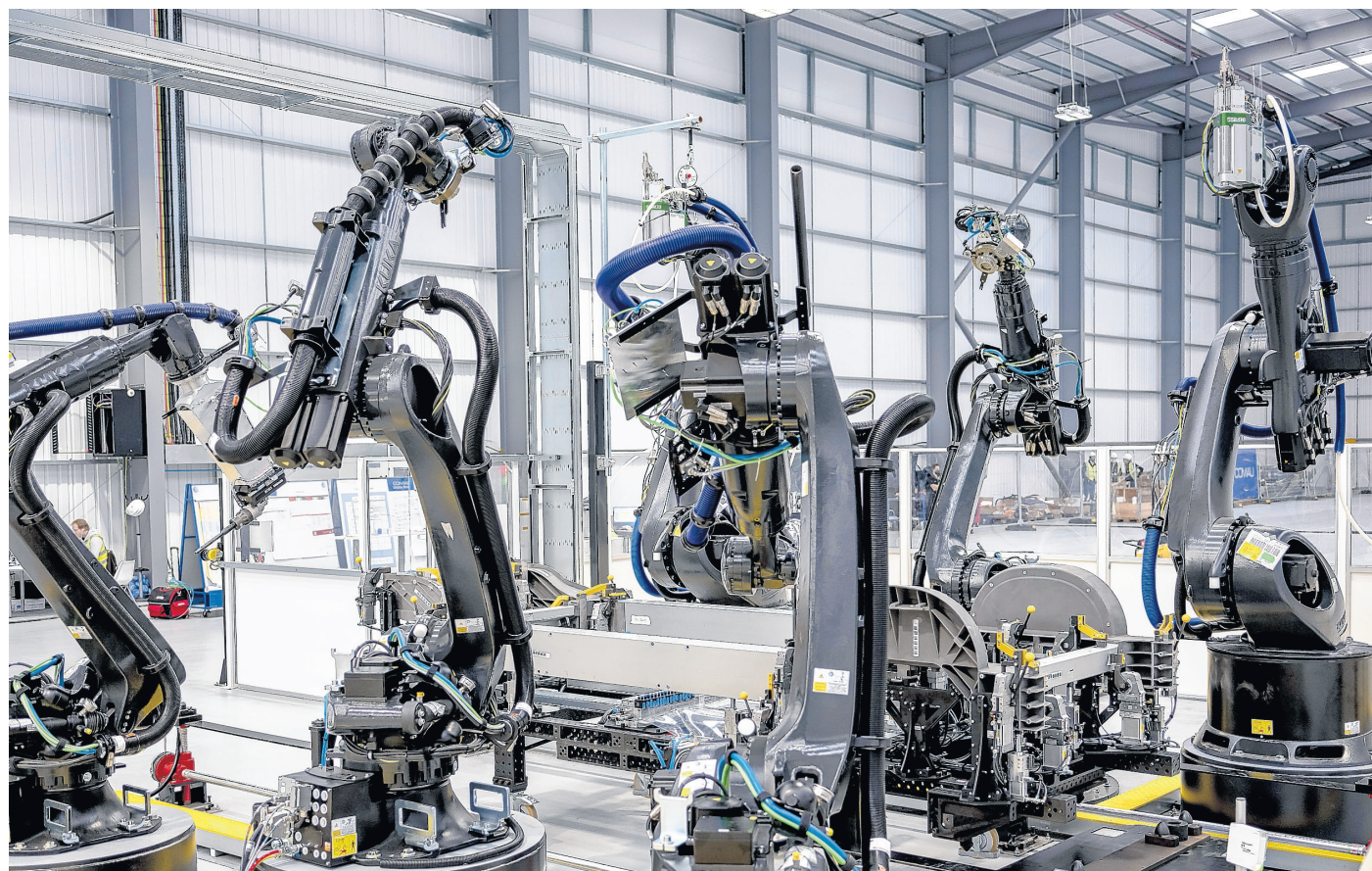
Once the software update is installed — something most iPhone users do — even existing apps already on the device will be required to ask and receive consent to track online activities. That's a shift Facebook resisted.

Until now, Facebook and other apps have been able to automatically conduct their surveillance on iPhones unless users took the time to go into their settings to prevent it — a process that few people bother to navigate.

"This is an important step toward consumers getting the transparency and the controls they have clearly been looking for," said Daniel Barber, CEO of DataGrail, a firm that helps companies manage personal privacy.

Facebook blasted the move as an abuse of power designed to force more apps to charge for their services instead of relying on ads. Apple takes a 15% to 30% cut on most payments processed through an iPhone app.

Online tracking has helped Facebook and thousands of other apps accumulate information about their user's interests and habits so they can show customized ads.



Arrival, a London developer of electric vans and buses, is creating what it calls highly automated microfactories. While multitasking robots will build fewer vehicles, microfactories can be built for a fraction of the cost of a traditional factory. **ANDREW TESTA/THE NEW YORK TIMES**

## Mechanized multitaskers

Electric vehicle startup does away with assembly lines, but will 'microfactories' deliver?

By **Neal E. Boudette**  
The New York Times

A small electric vehicle company backed by UPS wants to replace the assembly lines automakers have used for more than 100 years with something radically different — small factories employing a few hundred workers.

The company, Arrival, is creating highly automated "microfactories" where its delivery vans and buses will be assembled by multitasking robots, breaking from the approach pioneered by Henry Ford and used by most of the world's automakers. The plants would produce tens of thousands of vehicles a year. That's far fewer than traditional auto plants, which require 2,000 or more workers and typically produce hundreds of thousands of vehicles a year.

The advantage, according to Arrival, is that its microfactories will cost about \$50 million rather than the \$1 billion or more required to build a traditional factory. The

company, which is based in London and is setting up factories in England and the United States, says this method should yield vans that cost a lot less than other electric models and even today's standard, diesel-powered vehicles.

The company hopes its electric vehicles will disrupt the normally sleepy market for delivery vans. Such vehicles are well suited to electrification because they travel a set number of miles a day and can be charged overnight. Arrival has already won over UPS, which has about a 4% stake in the company and plans to buy 10,000 Arrival vans over the next several years.

In Arrival's factories, a motorized platform will carry unfinished vehicles among six different robot clusters, with different components added at each stop. The company is also replacing most steel vehicle parts with components made from advanced composites, a mix of polypropylene — a polymer used to make plastics — and fiberglass. These parts are to be held together by structural adhesives instead of metal welds.

The use of composites, which can be produced in any color, would eliminate three of the most expensive parts of an auto plant — the paint shop, the giant printing

presses that stamp out fenders and other parts, and the robots that weld metal parts into larger underbody components. Each typically costs several hundred million dollars.

Arrival, which in March began trading on the Nasdaq exchange, hopes to start producing buses by the end of this year, but its ideas remain unproven. Automating auto plants is notoriously tricky. Tesla blamed overreliance on robots for the troubled start of its Model 3 production line in 2018.

Manufacturing robots are usually programmed to do one or two tasks. Arrival is counting on its robots to handle a variety of jobs.

UPS has been working with Arrival almost since the startup's founding, said Luke Wake, vice president of maintenance and engineering in the UPS corporate automotive group.

The shipping giant has helped design a delivery van that affords greater visibility for drivers than a traditional truck and is easy to load and unload.

While he acknowledged that Arrival's untried approach to producing trucks posed a risk, he said it could accelerate the use of electric vehicles in the package delivery business.

### BUSINESS BRIEFING

## VP to chair task force on workers

WASHINGTON — Vice President Kamala Harris will chair a new White House Task Force on Worker Organizing and Empowerment, the Biden administration announced Monday.

The task force, which will be vice-chaired by Labor Secretary Marty Walsh, will "be dedicated to mobilizing the federal government's policies, programs, and practices to empower workers to organize and successfully bargain with their employers," according to the White House.

The creation of the task force comes soon after President Joe Biden, who has long supported and aligned himself with labor unions, lent his backing to an ultimately failed effort for workers to unionize at a Amazon warehouse in Alabama.

## Survey upbeat on US economy

WASHINGTON — The accelerated roll-out of COVID-19 vaccines, along with the Biden administration's rescue aid policies, have brightened the outlook for the U.S. economy as it extends its recovery from the pandemic recession.

That is the view of a majority of business economists in a survey released Monday by the National Association for Business Economics. The results, based on responses from 97 NABE members earlier this month, found that two-thirds say the vaccines and the administration's policies have increased their optimism. In addition, 35% of the economists say they think the economy will grow at a robust rate of at least 6% over the next year. Only 4% had predicted growth that strong in a January survey.

## EU could allow US tourists this summer

By **Samuel Petrequin**  
Associated Press

BRUSSELS — American tourists could soon be visiting continental Europe again, more than a year after the European Union restricted travel to the 27-nation bloc to a bare minimum to contain the coronavirus.

EU officials said Monday they are completing plans to allow Americans back this summer, depending on the course of the outbreak on both sides of the Atlantic.

The EU Commission, the EU's executive arm, will make a proposal soon to its member states but didn't say when leisure travel could resume or whether a reciprocal approach will apply to Europeans wanting to visit the U.S., which has closed its doors

to tourists from the continent.

Also, it was not clear whether all U.S. tourists would have to produce proof of vaccination for entry, or whether a negative test for the coronavirus or proof of recent recovery from COVID-19 would be acceptable instead.

"These are among the questions we'll still need to figure out," European Commission spokesman Adalbert Jahnz said. Jahnz said the EU's executive body is hoping to restore trans-Atlantic leisure travel "as soon as it is safe to do so."

On Sunday, The New York Times quoted Commission President Ursula von der Leyen as saying that fully vaccinated Americans will be able to visit EU countries this summer since all coronavirus vaccines

used in the U.S. have also been approved by the EU's regulator, the European Medicines Agency.

"This will enable free movement and the travel to the European Union," she said. "Because one thing is clear: All 27 member states will accept, unconditionally, all those who are vaccinated with vaccines that are approved by EMA."

With more than 15 million Americans a year visiting Europe before the crisis, the prospect of U.S. travelers once more flocking to such attractions as the Eiffel Tower, the canals of Venice or Germany's Brandenburg Gate is welcome news for the continent's hard-hit tourism industry.

But EU member states will have the final say on whether to adopt the guidelines.

### Manufacturing orders

New orders of durable goods, monthly percent change, seasonally adjusted

