

AUGUST 2021

2020 PILOT PORTFOLIO

ECONOMIC IMPACT ANALYSIS

EDGE

PREPARED FOR:
**ECONOMIC DEVELOPMENT
GROWTH ENGINE**
FOR MEMPHIS & SHELBY COUNTY

PREPARED BY:



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EDGE Active 2020 PILOT Portfolio Economic Impact on Memphis/Shelby County

Summary of Portfolio	2020 Activity	Original Data/ Projections
Active PILOTs	69	
Direct Jobs Supported	29,734	23,277
Indirect Jobs Supported (Shelby County Only)	38,173	20,991
Total Jobs Supported	67,907	44,268
Direct Wages	\$2,379,775,139	\$1,475,303,359
Indirect Wages (Shelby County Only)	\$2,480,761,293	\$1,057,429,653
Total Wages Paid to Jobs Supported	\$4,860,536,432	\$2,532,733,012

2020 Capital Investment	
Real Property Investment	\$134,772,672
Personal Property Investment	\$123,634,974
Total New Capital Investment (Real and Personal)	\$258,407,646

2020 Economic & Fiscal Impact - Shelby County

Economic Impact

Projected Economic Impact from Operations	\$11,187,581,021
Projected Economic Impact from Capital Investment	\$461,105,030
Projected Output/Economic Impact from Operations & Investment	\$11,648,686,051

Fiscal Impact from Operations

Projected Local Sales Tax	\$71,376,975
Projected Other Local	\$12,134,086
Projected Indirect Property Tax	\$61,061,742
Total Projected Local Tax	\$144,572,803

Shelby County Benchmarks

2019 Shelby County GDP* (2020 not available until December 8, 2021)	\$66,752,724,000
Percentage of Shelby County GDP Supported by PILOT Portfolio Operations	17.5%
Total Number of Private Sector Jobs in Shelby County**	414,604
Percentage of Shelby County Jobs Supported by PILOT Portfolio	16.4%

Note: Original analyses utilized current dollars and are not adjusted for inflation.

**Reported by the U.S. Bureau of Economic Analysis*

***Reported by Tennessee Department of Labor and Workforce Development*

Active PILOTs in Memphis/ Shelby County as of December 2020	Original Data from PILOT Approval									
	Approval Date of PILOT	Direct Jobs (New & Retained)	Indirect Jobs	Total Jobs	Direct Wages	Indirect Wages	Total Wages	Real Property Investment	Personal Property Investment	BC Ratio
1544 Madison Partners*	2019	N/A	N/A	N/A	N/A	N/A	N/A	\$29,609,100	\$0	N/A
AB Mauri Fleischmann	2012	52	92	144	\$3,796,572	\$4,535,324	\$8,331,896	\$0	\$10,500,000	4.27
ACS Clothing (aka Tip Top Tux)	2014	125	117	242	\$4,220,875	\$6,350,526	\$10,571,401	\$600,000	\$13,939,480	2.53
Aligent Technologies	2017	117	141	258	\$4,758,390	\$7,513,749	\$12,272,139	\$380,000	\$340,000	3.13
Amazon.Com dedc, LLC.	2017	600	585	1185	\$17,347,200	\$31,174,065	\$48,521,265	\$39,698,406	\$23,300,800	2.43
Autozone	2019	130	144	274	\$13,071,338	\$7,766,208	\$20,837,546	\$9,004,500	\$139,472,160	1.25
Barrett Distribution Centers, LLC	2012	61	33	94	\$2,598,600	\$1,634,622	\$4,233,222	\$400,000	\$4,500,000	1.51
Barrett Distribution Centers, LLC	2018	166	72	238	\$6,729,474	\$3,836,808	\$10,566,282	\$1,200,000	\$7,431,631	1.11
Binghampton Gateway Center*	2015	N/A	N/A	N/A	N/A	N/A	N/A	\$5,321,595	\$0	N/A
Blues City Brewery	2011	500	889	1389	\$20,853,000	\$43,825,033	\$64,678,033	\$10,000,000	\$31,000,000	5.79
Bryce Corporation	2013	413	146	559	\$33,102,363	\$7,619,594	\$40,721,957	\$3,060,000	\$18,280,570	4.48
Cargill, Inc.	2017	24	76	100	\$1,450,008	\$3,991,368	\$5,441,376	\$0	\$20,000,000	1.27
Cherry Tree	2019	25	25	50	\$872,500	\$1,428,275	\$2,300,775	\$220,000	\$900,000	0.89
Coca-Cola Refreshments USA, Inc.	2015	367	103	470	\$14,648,071	\$5,590,634	\$20,238,705	\$3,991,000	\$809,000	7.83
Cummins, Inc.	2014	967	69	1036	\$35,991,740	\$41,081,479	\$77,073,219	\$6,400,000	\$3,055,000	4.61
Dayco Products, LLC	2015	174	163	337	\$4,655,022	\$8,858,235	\$13,513,257	\$400,000	\$11,284,000	3.08
Ebrofrost North America, Inc.	2017	16	45	61	\$775,632	\$2,363,310	\$3,138,942	\$12,660,185	\$26,544,185	0.76
Evergreen Packaging, Inc.	2016	173	95	268	\$30,496,959	\$4,910,360	\$35,407,319	\$260,000	\$3,823,800	6.12

Active PILOTs in Memphis/ Shelby County as of December 2020	Original Data from PILOT Approval									
	Approval Date of PILOT	Direct Jobs (New & Retained)	Indirect Jobs	Total Jobs	Direct Wages	Indirect Wages	Total Wages	Real Property Investment	Personal Property Investment	BC Ratio
FedEx (Retention-Flight Simulator)	2012	333	469	802	\$25,543,431	\$23,120,293	\$48,663,724	\$46,700,000	\$95,150,000	2.19
Franklin Sports, Inc.	2018	27	26	53	\$1,072,494	\$1,385,514	\$2,458,008	\$13,750,000	\$1,500,000	0.74
Hollywood Feed	2016	108	126	234	\$5,346,000	\$6,917,274	\$12,263,274	\$3,600,000	\$10,185,000	3.72
Hyosung Heavy Industries Corp	2019	131	115	246	\$8,429,031	\$6,473,005	\$14,902,036	\$11,190,247	\$7,713,909	0.91
IKEA Property, Inc.	2015	125	85	210	\$4,250,000	\$4,613,630	\$8,863,630	\$31,516,000	\$11,738,000	1.64
Impact Innovations	2011	45	40	85	\$2,467,080	\$1,981,360	\$4,448,440	\$200,000	\$950,000	1.01
International Distributors USA, Inc.	2016	25	40	65	\$927,650	\$2,100,720	\$3,028,370	\$0	\$6,475,334	1.52
International Paper Company	2013	2,375	96	2,471	\$384,082,625	\$4,921,632	\$389,004,257	\$81,550,000	\$29,190,000	4.26
JM Smucker, LLC	2013	103	291	394	\$5,412,135	\$15,186,999	\$20,599,134	\$34,246,397	\$61,767,000	1.25
K.T.G. (USA) Inc.	2011	394	226	620	\$21,117,218	\$11,141,122	\$32,258,340	\$63,957,000	\$248,600,000	0.46
Logical Systems, Inc.	2012	72	18	90	\$6,480,000	\$891,612	\$7,371,612	\$400,000	\$0	1.54
Lucite International, Inc.	2010	200	511	711	\$17,906,200	\$24,468,718	\$42,374,918	\$2,000,000	\$88,000,000	2.94
Mark Anthony Brewing	2018	30	25	55	\$1,130,370	\$1,348,300	\$2,478,670	\$925,861	\$300,000	0.79
MC Ionic Solutions US, Inc.	2011	13	110	123	\$989,079	\$5,426,811	\$6,415,890	\$12,000,000	\$50,000,000	1.92
McKesson Corporation	2011	246	177	423	\$13,518,930	\$8,725,569	\$22,244,499	\$15,500,000	\$46,500,000	1.52
Medtronic	2005	1,825	2,461	4,286	\$101,652,500	\$101,683,797	\$203,336,297	\$40,000,000	\$50,000,000	1.33
Mimeo.com, Inc.	2018	455	504	959	\$24,993,150	\$26,857,656	\$51,850,806	\$2,000,000	\$4,000,000	11.33
Nike TN, Inc.	2007/2012	2,506	2,215	4,721	\$85,204,000	\$107,368,825	\$192,572,825	\$49,500,000	\$51,831,000	0.84

Active PILOTs in Memphis/ Shelby County as of December 2020	Original Data from PILOT Approval									
	Approval Date of PILOT	Direct Jobs (New & Retained)	Indirect Jobs	Total Jobs	Direct Wages	Indirect Wages	Total Wages	Real Property Investment	Personal Property Investment	BC Ratio
NovaCopy (NOVAJAD, LP)	2013	80	44	124	\$3,530,640	\$2,296,316	\$5,826,956	\$3,730,000	\$1,100,000	1.44
Nucor Steel	2006	225	19	244	\$14,826,600	\$997,842	\$15,824,442	\$11,750,000	\$5,262,400	1.12
Nucor Steel	2012	27	57	84	\$2,025,000	\$2,823,438	\$4,848,438	\$0	\$103,000,000	1.01
Nucor Steel	2017	15	19	34	\$844,995	\$997,842	\$1,842,837	\$350,000	\$6,100,000	1.12
Old Dominion Freight Line, Inc.	2014	461	195	656	\$25,355,000	\$10,176,855	\$35,531,855	\$30,994,467	\$3,500,000	1.71
Onyx Medical Corporation	2018	156	260	416	\$8,258,484	\$13,855,140	\$22,113,624	\$3,380,945	\$6,000,000	3.97
Overton Square*	2017	N/A	N/A	N/A	N/A	N/A	N/A	\$20,839,000	\$3,161,000	N/A
Pandrol*	2019	N/A	N/A	N/A	N/A	N/A	N/A	\$2,950,000	\$3,500,000	N/A
Penn A Kem	2011	49	130	179	\$4,015,207	\$6,408,610	\$10,423,817	\$0	\$28,000,000	1.84
PeroxyChem LLC	2017	15	21	36	\$1,062,506	\$1,119,069	\$2,181,575	\$5,176,357	\$4,426,343	1.14
Pfizer	2017	250	180	430	\$22,194,000	\$9,592,020	\$31,786,020	\$4,748,575	\$2,992,000	2.93
PMC Biogenix, Inc.	2008	150	144	294	\$11,021,850	\$6,611,163	\$17,633,013	\$0	\$47,000,000	3.39
Power Transport	2018	26	26	52	\$2,041,228	\$1,402,232	\$3,443,460	\$1,000,000	\$0	3.50
Praxair, Inc.	2009	2	6	8	\$147,000	\$294,490	\$441,490	\$12,000,000	\$38,000,000	1.79
Praxair, Inc.	2011	25	56	81	\$1,341,850	\$2,760,632	\$4,102,482	\$1,200,000	\$45,200,000	0.84
Riviana Foods	2019	43	92	135	\$2,340,920	\$4,961,744	\$7,302,664	\$3,969,589	\$1,756,750	1.33
Riviana Foods, Inc.	2006	121	351	472	\$3,734,907	\$12,368,187	\$16,103,094	\$32,000,000	\$31,000,000	0.98
Sedgwick Claims Mgmt. Services, Inc.	2017	995	164	1159	\$63,552,640	\$8,612,952	\$72,165,592	\$10,400,000	\$5,000,000	6.93

Active PILOTs in Memphis/ Shelby County as of December 2020	Original Data from PILOT Approval									
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ServiceMaster Global Holdings, Inc.	2016	965	1,315	2,280	\$92,390,065	\$67,969,720	\$160,359,785	\$0	\$9,300,000	24.36
Smith and Nephew	2001	600	809	1,409	\$28,800,000	\$28,954,203	\$57,754,203	\$12,450,000	\$35,475,000	2.32
Smith and Nephew	2009	160	216	376	\$14,948,320	\$9,927,587	\$24,875,907	\$32,000,000	\$10,000,000	2.23
Solae, LLC	2015	276	698	974	\$17,377,236	\$37,932,810	\$55,310,046	\$250,000	\$20,000,000	3.85
Stephenson Incorporated DBA SuperLo Foods*	2019	N/A	N/A	N/A	N/A	N/A	N/A	\$315,000	\$315,955	N/A
TAG Truck Enterprises, LLC	2016	203	201	404	\$11,107,145	\$10,389,288	\$21,496,433	\$22,300,000	\$1,000,000	1.86
Technicolor	2010	2,200	2,501	4,701	\$55,000,000	\$119,697,392	\$174,697,392	\$96,000,000	\$74,000,000	1.80
Technicolor Videocassette of Michigan, Inc.	2017	916	893	1,809	\$42,213,860	\$47,587,077	\$89,800,937	\$1,000,000	\$13,000,000	1.81
Trane U.S., Inc.	2011	146	105	251	\$4,396,790	\$5,176,185	\$9,572,975	\$2,500,000	\$12,500,000	1.02
United Parcel Service, Inc.	2013	929	14	943	\$39,052,373	\$734,188	\$39,786,561	\$26,948,750	\$53,459,879	1.62
US Foods, Inc. (aka U.S. Foodservices, Inc.)	2011	281	344	625	\$14,159,309	\$16,940,170	\$31,099,479	\$21,000,000	\$1,800,000	1.72
Valero Refining Company-Tennessee, LLC	2011	557	1,456	2,013	\$53,385,108	\$71,776,432	\$125,161,540	\$0	\$298,538,000	2.10
William R. Moore College of Technology*	2018	N/A	N/A	N/A	N/A	N/A	N/A	\$1,380,000	\$566,000	N/A
WM Barr & Co., Inc.	2016	221	63	284	\$12,090,689	\$3,256,344	\$15,347,033	\$2,500,000	\$11,000,000	7.92
Wright Medical	2013	260	282	542	\$18,200,000	\$14,717,298	\$32,917,298	\$5,200,000	\$2,800,000	4.56
Totals		23,277	20,991	44,268	\$1,475,303,359	\$1,057,429,653	\$2,532,733,012	\$900,572,974	\$1,957,834,196	

*Community Builder or Residential PILOT - Job
and Wage Reporting Not Required

Active PILOTs in Memphis/ Shelby County as of December 2020	Jobs & Wages Impact - 2020							
	Reported Jobs for 2020	Reported Wages for Direct Jobs	Total Wages Paid to Direct Jobs	Direct Effect Employment Multiplier ¹	Indirect Jobs	Total Jobs	Indirect Wages - Based on 2020 Avg Wage - All Industry Sectors ²	Total Wages - Paid to Direct & Indirect Jobs
							\$61,869	
1544 Madison Partners*	N/A	N/A	N/A		0	0	\$ -	\$ -
AB Mauri Fleischmann	52	\$82,449	\$4,287,348	2.4677	76	128	\$ 4,702,044	\$ 8,989,392
ACS Clothing (aka Tip Top Tux)	141	\$29,185	\$4,115,085	2.0747	152	293	\$ 9,404,088	\$ 13,519,173
Aligent Technologies	128	\$45,736	\$5,854,208	2.0747	138	266	\$ 8,537,922	\$ 14,392,130
Amazon.Com dedc, LLC.	1,472	\$33,028	\$48,617,216	2.0747	1,582	3,054	\$ 97,876,758	\$ 146,493,974
Autozone	1,566	\$105,310	\$164,915,460	2.2187	1,908	3,474	\$ 214,932,906	\$ 379,848,366
Barrett Distribution Centers, LLC	145	\$54,638	\$7,922,510	2.0747	156	301	\$ 9,651,564	\$ 17,574,074
Barrett Distribution Centers, LLC	166	\$42,203	\$7,005,698	2.0747	178	344	\$ 11,012,682	\$ 18,018,380
Binghampton Gateway Center*	N/A	N/A	N/A		0	0	\$ -	\$ -
Blues City Brewery	824	\$43,675	\$35,988,200	1.6098	502	1,326	\$ 31,058,238	\$ 67,046,438
Bryce Corporation	403	\$91,513	\$36,879,739	2.0747	433	836	\$ 26,789,277	\$ 63,669,016
Cargill, Inc.	79	\$83,385	\$6,587,415	2.9548	154	233	\$ 9,527,826	\$ 16,115,241
Cherry Tree	15	\$29,394	\$440,910	2.0747	16	31	\$ 1,917,939	\$ 2,358,849
Coca-Cola Refreshments USA, Inc.	401	\$42,799	\$17,162,399	2.0747	431	832	\$ 26,665,539	\$ 43,827,938
Cummins, Inc.	1,051	\$45,738	\$48,070,638	3.1752	2,286	3,337	\$ 141,432,534	\$ 189,503,172
Dayco Products, LLC	155	\$39,691	\$6,152,105	2.0747	167	322	\$ 10,332,123	\$ 16,484,228
Ebrofrost North America, Inc.	20	\$62,858	\$1,257,160	2.4760	30	50	\$ 1,856,070	\$ 3,113,230
Evergreen Packaging, Inc.	102	\$203,949	\$20,802,798	2.2187	124	226	\$ 7,671,756	\$ 28,474,554

Active PILOTs in Memphis/ Shelby County as of December 2020	Jobs & Wages Impact - 2020							
	Reported Jobs for 2020	Reported Wages for Direct Jobs	Total Wages Paid to Direct Jobs	Direct Effect Employment Multiplier ¹	Indirect Jobs	Total Jobs	Indirect Wages - Based on 2020 Avg Wage - All Industry Sectors ²	Total Wages - Paid to Direct & Indirect Jobs
							\$61,869	
FedEx (Retention-Flight Simulator)	559	\$275,456	\$153,979,904	2.0749	601	1,160	\$ 37,183,269	\$ 191,163,173
Franklin Sports, Inc.	14	\$32,500	\$455,000	2.0747	15	29	\$ 928,035	\$ 1,383,035
Hollywood Feed	113	\$52,346	\$5,915,098	2.0747	121	234	\$ 7,486,149	\$ 13,401,247
Hyosung Heavy Industries Corp	104	\$51,687	\$5,375,448	1.8618	90	194	\$ 12,002,586	\$ 17,378,034
IKEA Property, Inc.	150	\$34,233	\$5,134,950	1.4528	68	218	\$ 4,207,092	\$ 9,342,042
Impact Innovations	170	\$45,240	\$7,690,800	2.0747	183	353	\$ 11,322,027	\$ 19,012,827
International Distributors USA, Inc.	69	\$45,840	\$3,162,960	2.0747	74	143	\$ 4,578,306	\$ 7,741,266
International Paper Company	2,513	\$160,147	\$402,449,411	2.2187	3,063	5,576	\$ 189,504,747	\$ 591,954,158
JM Smucker, LLC	143	\$60,963	\$8,717,709	2.6708	239	382	\$ 14,786,691	\$ 23,504,400
K.T.G. (USA) Inc.	505	\$68,708	\$34,697,540	3.1242	1,073	1,578	\$ 66,385,437	\$ 101,082,977
Logical Systems, Inc.	101	\$102,261	\$10,328,361	2.1767	119	220	\$ 7,362,411	\$ 17,690,772
Lucite International, Inc.	213	\$116,508	\$24,816,204	3.4628	525	738	\$ 32,481,225	\$ 57,297,429
Mark Anthony Brewing	46	\$38,594	\$1,775,324	1.6098	28	74	\$ 1,732,332	\$ 3,507,656
MC Ionic Solutions US, Inc.	60	\$95,031	\$5,701,860	1.9623	58	118	\$ 3,588,402	\$ 9,290,262
McKesson Corporation	246	\$65,769	\$16,179,174	2.0747	264	510	\$ 16,333,416	\$ 32,512,590
Medtronic	1,292	\$88,678	\$114,571,976	2.4320	1,850	3,142	\$ 114,457,650	\$ 229,029,626
Mimeo.com, Inc.	234	\$48,547	\$11,359,998	1.9837	230	464	\$ 14,229,870	\$ 25,589,868
Nike TN, Inc.	3,431	\$55,674	\$191,017,494	2.0747	3,687	7,118	\$ 228,111,003	\$ 419,128,497

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	Reported Jobs for 2020	Reported Wages for Direct Jobs	Total Wages Paid to Direct Jobs	Direct Effect Employment Multiplier ¹	Indirect Jobs	Total Jobs	Indirect Wages - Based on 2020 Avg Wage - All Industry Sectors ²	Total Wages - Paid to Direct & Indirect Jobs
							\$61,869	
NovaCopy (NOVAJAD, LP)	69	\$50,164	\$3,461,316	2.0749	74	143	\$ 4,578,306	\$ 8,039,622
Nucor Steel	225	\$91,596	\$20,609,100	2.6929	381	606	\$ 23,572,089	\$ 44,181,189
Nucor Steel	246	\$91,596	\$22,532,616	2.6929	416	662	\$ 25,737,504	\$ 48,270,120
Nucor Steel	15	\$78,629	\$1,179,435	2.6929	25	40	\$ 1,546,725	\$ 2,726,160
Old Dominion Freight Line, Inc.	551	\$78,959	\$43,506,409	2.0747	592	1,143	\$ 36,626,448	\$ 80,132,857
Onyx Medical Corporation	139	\$51,261	\$7,125,279	2.4785	206	345	\$ 12,745,014	\$ 19,870,293
Overton Square*	N/A	N/A	\$0		0	0	\$ -	\$ -
Pandrol*	N/A	N/A	\$0		0	0	\$ -	\$ -
Penn A Kem	72	\$102,472	\$7,377,984	3.6092	188	260	\$ 11,631,372	\$ 19,009,356
PeroxyChem LLC	12	\$60,795	\$729,540	2.2094	15	27	\$ 1,670,463	\$ 2,400,003
Pfizer	214	\$118,053	\$25,263,342	2.2187	261	475	\$ 16,147,809	\$ 41,411,151
PMC Biogenix, Inc.	236	\$98,637	\$23,278,332	2.9847	468	704	\$ 28,954,692	\$ 52,233,024
Power Transport	184	\$49,967	\$9,193,928	2.4334	264	448	\$ 27,717,312	\$ 36,911,240
Praxair, Inc.	2	\$109,452	\$218,904	2.0747	2	4	\$ 123,738	\$ 342,642
Praxair, Inc.	13	\$94,405	\$1,227,265	2.0747	14	27	\$ 866,166	\$ 2,093,431
Riviana Foods	43	\$63,473	\$2,729,339	2.4760	63	106	\$ 6,558,114	\$ 9,287,453
Riviana Foods, Inc.	324	\$67,430	\$21,847,320	2.4760	478	802	\$ 29,573,382	\$ 51,420,702
Sedgwick Claims Mgmt. Services, Inc.	878	\$74,326	\$65,258,228	2.6512	1,450	2,328	\$ 89,710,050	\$ 154,968,278

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	Reported Jobs for 2020	Reported Wages for Direct Jobs	Total Wages Paid to Direct Jobs	Direct Effect Employment Multiplier ¹	Indirect Jobs	Total Jobs	Indirect Wages - Based on 2020 Avg Wage - All Industry Sectors ²	Total Wages - Paid to Direct & Indirect Jobs
							\$61,869	
ServiceMaster Global Holdings, Inc.	1,041	\$113,483	\$118,135,803	2.2187	1,269	2,310	\$ 78,511,761	\$ 196,647,564
Smith and Nephew	1,965	\$49,791	\$97,839,315	2.4785	2,905	4,870	\$ 179,729,445	\$ 277,568,760
Smith and Nephew	635	\$151,011	\$95,891,985	2.4785	939	1,574	\$ 58,094,991	\$ 153,986,976
Solae, LLC	295	\$81,605	\$24,073,475	2.0747	317	612	\$ 19,612,473	\$ 43,685,948
Stephenson Incorporated DBA SuperLo Foods*	N/A	N/A	N/A		0	0	\$ -	\$ -
TAG Truck Enterprises, LLC	232	\$91,754	\$21,286,928	2.0747	249	481	\$ 15,405,381	\$ 36,692,309
Technicolor	1,535	\$37,212	\$57,120,420	2.0747	1,650	3,185	\$ 102,083,850	\$ 159,204,270
Technicolor Videocassette of Michigan, Inc.	845	\$43,865	\$37,065,925	2.0747	908	1,753	\$ 56,177,052	\$ 93,242,977
Trane U.S, Inc.	260	\$45,765	\$11,898,900	2.2450	324	584	\$ 20,045,556	\$ 31,944,456
United Parcel Service, Inc.	1,379	\$67,939	\$93,687,881	2.0747	1,482	2,861	\$ 91,689,858	\$ 185,377,739
US Foods, Inc. (aka U.S. Foodservices, Inc.)	299	\$61,401	\$18,358,899	2.0747	321	620	\$ 19,859,949	\$ 38,218,848
Valero Refining Company-Tennessee, LLC	757	\$99,146	\$75,053,522	2.7240	1,305	2,062	\$ 80,739,045	\$ 155,792,567
William R. Moore College of Technology*	N/A	N/A	N/A		0	0	\$ -	\$ -
WM Barr & Co., Inc.	248	\$69,130	\$17,144,240	3.3200	575	823	\$ 35,574,675	\$ 52,718,915
Wright Medical	337	\$110,657	\$37,291,409	2.2187	411	748	\$ 25,428,159	\$ 62,719,568
Totals	29,734		\$2,379,775,139		38,173	67,907	\$ 2,480,761,293	\$ 4,860,536,432

*Community Builder or Residential PILOT - Job
and Wage Reporting Not Required

Active PILOTs in Memphis/ Shelby County as of December 2020	2020 Economic Impact from Operations				Impact from 2020 Capital Investment				
	Final Demand Earnings Multiplier ³	Direct Effect Earnings Multiplier ⁴	Earnings to Output Ratio	Projected Economic Impact from Operations	Total Reported Capital Investment for 2020	Impact from Real Property Investment ⁵	Total Reported Capital Investment for 2020	Impact from Personal Property Investment ⁶	Total Impact from 2020 Capital Investment
					Real Property	1.8268	Personal Property	1.7382	
1544 Madison Partners*				\$0	\$6,986,000	\$12,762,025	\$0	\$0	\$12,762,025
AB Mauri Fleischmann	0.2868	2.3744	0.1208	\$35,491,291	\$0	\$0	\$504,311	\$876,593	\$876,593
ACS Clothing (aka Tip Top Tux)	0.4418	2.0790	0.2125	\$19,365,106	\$0	\$0	\$0	\$0	\$0
Aligent Technologies	0.4418	2.0790	0.2125	\$27,549,214	\$43,533	\$79,526	\$29,719	\$51,658	\$131,184
Amazon.Com dedc, LLC.	0.4418	2.0790	0.2125	\$228,786,899	\$0	\$0	\$12,416,454	\$21,582,280	\$21,582,280
Autozone	0.5588	1.5458	0.3615	\$456,197,676	\$10,371,262	\$18,946,221	\$5,188,661	\$9,018,931	\$27,965,152
Barrett Distribution Centers, LLC	0.4418	2.0790	0.2125	\$37,282,400	\$0	\$0	\$0	\$0	\$0
Barrett Distribution Centers, LLC	0.4418	2.0790	0.2125	\$32,967,991	\$109,597	\$200,212	\$0	\$0	\$200,212
Binghampton Gateway Center*				\$0	\$0	\$0	\$0	\$0	\$0
Blues City Brewery	0.2689	2.2360	0.1203	\$299,153,782	\$0	\$0	\$0	\$0	\$0
Bryce Corporation	0.4418	2.0790	0.2125	\$173,551,713	\$0	\$0	\$517,888	\$900,193	\$900,193
Cargill, Inc.	0.3125	2.5986	0.1203	\$54,758,229	\$0	\$0	\$0	\$0	\$0
Cherry Tree	0.4418	2.0790	0.2125	\$2,074,871	\$133,859	\$244,534	\$408,427	\$709,928	\$954,462
Coca-Cola Refreshments USA, Inc.	0.4418	2.0790	0.2125	\$80,764,231	\$17,298	\$31,600	\$106,363	\$184,880	\$216,480
Cummins, Inc.	0.2571	2.2494	0.1143	\$420,565,512	\$262,599	\$479,716	\$199,790	\$347,275	\$826,991
Dayco Products, LLC	0.4418	2.0790	0.2125	\$28,951,082	\$130,786	\$238,920	\$130,786	\$227,332	\$466,252
Ebrofrost North America, Inc.	0.2347	1.9517	0.1203	\$10,450,208	\$948,595	\$1,732,893	\$3,387,999	\$5,889,020	\$7,621,913
Evergreen Packaging, Inc.	0.5588	1.5458	0.3615	\$57,545,776	\$0	\$0	\$0	\$0	\$0

Active PILOTs in Memphis/ Shelby County as of December 2020	2020 Economic Impact from Operations				Impact from 2020 Capital Investment				
	Final Demand Earnings Multiplier ³	Direct Effect Earnings Multiplier ⁴	Earnings to Output Ratio	Projected Economic Impact from Operations	Total Reported Capital Investment for 2020	Impact from Real Property Investment ⁵	Total Reported Capital Investment for 2020	Impact from Personal Property Investment ⁶	Total Impact from 2020 Capital Investment
					Real Property	1.8268	Personal Property	1.7382	
FedEx (Retention-Flight Simulator)	0.6629	1.6442	0.4032	\$381,894,603	\$0	\$0	\$0	\$0	\$0
Franklin Sports, Inc.	0.4418	2.0790	0.2125	\$2,141,176	\$10,890,871	\$19,895,443	\$1,747,224	\$3,037,025	\$22,932,468
Hollywood Feed	0.4418	2.0790	0.2125	\$27,835,755	\$0	\$0	\$0	\$0	\$0
Hyosung Heavy Industries Corp	0.3046	1.7023	0.1789	\$30,047,222	\$35,306,408	\$64,497,746	\$12,808,567	\$22,263,851	\$86,761,597
IKEA Property, Inc.	0.4921	1.6620	0.2961	\$17,341,945	\$0	\$0	\$109,021	\$189,500	\$189,500
Impact Innovations	0.4418	2.0790	0.2125	\$36,192,000	\$0	\$0	\$6,875,727	\$11,951,389	\$11,951,389
International Distributors USA, Inc.	0.4418	2.0790	0.2125	\$14,884,518	\$0	\$0	\$0	\$0	\$0
International Paper Company	0.5588	1.5458	0.3615	\$1,113,276,379	\$2,784,881	\$5,087,421	\$187,390	\$325,721	\$5,413,142
JM Smucker, LLC	0.2947	2.4507	0.1203	\$72,466,409	\$0	\$0	\$1,704,486	\$2,962,738	\$2,962,738
K.T.G. (USA) Inc.	0.2691	2.2376	0.1203	\$288,425,104	\$0	\$0	\$1,631,867	\$2,836,511	\$2,836,511
Logical Systems, Inc.	0.5988	1.6262	0.3682	\$28,050,953	\$0	\$0	\$56,675	\$98,512	\$98,512
Lucite International, Inc.	0.3501	2.9106	0.1203	\$206,285,985	\$551,100	\$1,006,749	\$21,555,475	\$37,467,727	\$38,474,476
Mark Anthony Brewing	0.2689	2.2360	0.1203	\$14,757,473	\$0	\$0	\$0	\$0	\$0
MC Ionic Solutions US, Inc.	0.2695	1.6078	0.1676	\$34,020,644	\$0	\$0	\$348,695	\$606,102	\$606,102
McKesson Corporation	0.4418	2.0790	0.2125	\$76,137,289	\$5,923,495	\$10,821,041	\$6,728,549	\$11,695,564	\$22,516,605
Medtronic	0.3458	1.7131	0.2019	\$567,468,925	\$5,087,069	\$9,293,058	\$0	\$0	\$9,293,058
Mimeo.com, Inc.	0.4101	1.9863	0.2065	\$55,012,097	\$275,858	\$503,937	\$877,616	\$1,525,472	\$2,029,409
Nike TN, Inc.	0.4418	2.0790	0.2125	\$898,905,854	\$1,479,770	\$2,703,244	\$3,691,196	\$6,416,037	\$9,119,281

Active PILOTs in Memphis/ Shelby County as of December 2020	2020 Economic Impact from Operations				Impact from 2020 Capital Investment				
	Final Demand Earnings Multiplier ³	Direct Effect Earnings Multiplier ⁴	Earnings to Output Ratio	Projected Economic Impact from Operations	Total Reported Capital Investment for 2020	Impact from Real Property Investment ⁵	Total Reported Capital Investment for 2020	Impact from Personal Property Investment ⁶	Total Impact from 2020 Capital Investment
					Real Property	1.8268	Personal Property	1.7382	
NovaCopy (NOVAJAD, LP)	0.6629	1.6442	0.4032	\$8,584,613	\$0	\$0	\$0	\$0	\$0
Nucor Steel	0.2632	2.3028	0.1143	\$180,307,087	\$148,052	\$270,461	\$4,165,041	\$7,239,674	\$7,510,135
Nucor Steel	0.2632	2.3028	0.1143	\$197,135,748	\$705,057	\$1,287,998	\$0	\$0	\$1,287,998
Nucor Steel	0.2632	2.3028	0.1143	\$10,318,766	\$0	\$0	\$892,273	\$1,550,949	\$1,550,949
Old Dominion Freight Line, Inc.	0.4418	2.0790	0.2125	\$204,736,042	\$134,636	\$245,953	\$0	\$0	\$245,953
Onyx Medical Corporation	0.2774	1.8518	0.1498	\$47,565,280	\$0	\$0	\$0	\$0	\$0
Overton Square*				\$0	\$19,178,347	\$35,035,004	\$0	\$0	\$35,035,004
Pandrol*				\$0	\$4,489,673	\$8,201,735	\$6,728,474	\$11,695,434	\$19,897,169
Penn A Kem	0.3165	2.6315	0.1203	\$61,329,875	\$0	\$0	\$0	\$0	\$0
PeroxyChem LLC	0.2327	1.9856	0.1172	\$6,224,744	\$6,375,797	\$11,647,306	\$12,160,528	\$21,137,430	\$32,784,736
Pfizer	0.5588	1.5458	0.3615	\$69,884,763	\$28,443	\$51,960	\$823,868	\$1,432,047	\$1,484,007
PMC Biogenix, Inc.	0.3147	2.6165	0.1203	\$193,502,344	\$0	\$0	\$0	\$0	\$0
Power Transport	0.2865	2.1679	0.1322	\$69,545,598	\$2,476,233	\$4,523,582	\$0	\$0	\$4,523,582
Praxair, Inc.	0.4418	2.0790	0.2125	\$1,030,136	\$0	\$0	\$0	\$0	\$0
Praxair, Inc.	0.4418	2.0790	0.2125	\$5,775,365	\$0	\$0	\$0	\$0	\$0
Riviana Foods	0.2347	1.9517	0.1203	\$22,687,772	\$9,647,218	\$17,623,538	\$0	\$0	\$17,623,538
Riviana Foods, Inc.	0.2347	1.9517	0.1203	\$181,606,983	\$0	\$0	\$0	\$0	\$0
Sedgwick Claims Mgmt. Services, Inc.	0.4779	2.3443	0.2039	\$320,050,162	\$0	\$0	\$0	\$0	\$0

Active PILOTs in Memphis/ Shelby County as of December 2020	2020 Economic Impact from Operations				Impact from 2020 Capital Investment				
	Final Demand Earnings Multiplier ³	Direct Effect Earnings Multiplier ⁴	Earnings to Output Ratio	Projected Economic Impact from Operations	Total Reported Capital Investment for 2020	Impact from Real Property Investment ⁵	Total Reported Capital Investment for 2020	Impact from Personal Property Investment ⁶	Total Impact from 2020 Capital Investment
					Real Property	1.8268	Personal Property	1.7382	
ServiceMaster Global Holdings, Inc.	0.5588	1.5458	0.3615	\$326,793,369	\$0	\$0	\$0	\$0	\$0
Smith and Nephew	0.2774	1.8518	0.1498	\$653,132,944	\$9,365,349	\$17,108,620	\$0	\$0	\$17,108,620
Smith and Nephew	0.2774	1.8518	0.1498	\$640,133,411	\$0	\$0	\$8,136,798	\$14,143,382	\$14,143,382
Solae, LLC	0.4418	2.0790	0.2125	\$113,286,941	\$0	\$0	\$3,514,336	\$6,108,619	\$6,108,619
Stephenson Incorporated DBA SuperLo Foods*				\$0	\$496,793	\$907,541	\$363,099	\$631,139	\$1,538,680
TAG Truck Enterprises, LLC	0.4418	2.0790	0.2125	\$100,173,779	\$0	\$0	\$179,224	\$311,527	\$311,527
Technicolor	0.4418	2.0790	0.2125	\$268,801,976	\$0	\$0	\$0	\$0	\$0
Technicolor Videocassette of Michigan, Inc.	0.4418	2.0790	0.2125	\$174,427,882	\$0	\$0	\$3,352,219	\$5,826,827	\$5,826,827
Trane U.S, Inc.	0.2556	2.2156	0.1154	\$103,110,052	\$0	\$0	\$0	\$0	\$0
United Parcel Service, Inc.	0.4418	2.0790	0.2125	\$440,884,146	\$0	\$0	\$0	\$0	\$0
US Foods, Inc. (aka U.S. Foodservices, Inc.)	0.4418	2.0790	0.2125	\$86,394,819	\$214,655	\$392,132	\$0	\$0	\$392,132
Valero Refining Company-Tennessee, LLC	0.1872	1.5562	0.1203	\$623,886,301	\$0	\$0	\$0	\$0	\$0
William R. Moore College of Technology*				\$0	\$0	\$0	\$0	\$0	\$0
WM Barr & Co., Inc.	0.3076	2.5576	0.1203	\$142,512,386	\$209,438	\$382,601	\$2,106,228	\$3,661,046	\$4,043,647
Wright Medical	0.5588	1.5458	0.3615	\$103,157,425	\$0	\$0	\$0	\$0	\$0
Totals				\$11,187,581,021	\$134,772,672	\$246,202,717	\$123,634,974	\$214,902,313	\$461,105,030

*Community Builder or Residential PILOT - Job and Wage Reporting Not Required

Active PILOTs in Memphis/ Shelby County as of December 2020	Total Impact	Projected Indirect Local Tax Generation from Operations				
	Total Economic Impact for 2020	Total Wages - Paid to Direct & Indirect Jobs	Local Sales Tax ⁷	Local Other Tax & Fees ⁸	Indirect Property Tax ⁹	Total Local Indirect Tax Generated from Annual Operations
1544 Madison Partners*	\$12,762,025	\$ -	\$ -	\$ -	\$ -	\$ -
AB Mauri Fleischmann	\$36,367,884	\$ 8,989,392	\$ 132,009	\$ 22,442	\$ 106,787	\$ 261,238
ACS Clothing (aka Tip Top Tux)	\$19,365,106	\$ 13,519,173	\$ 198,529	\$ 33,750	\$ 289,558	\$ 521,837
Aligent Technologies	\$27,680,398	\$ 14,392,130	\$ 211,348	\$ 35,929	\$ 262,861	\$ 510,138
Amazon.Com dedc, LLC.	\$250,369,179	\$ 146,493,974	\$ 2,151,264	\$ 365,715	\$ 3,022,899	\$ 5,539,878
Autozone	\$484,162,828	\$ 379,848,366	\$ 5,578,073	\$ 948,272	\$ 3,215,938	\$ 9,742,283
Barrett Distribution Centers, LLC	\$37,282,400	\$ 17,574,074	\$ 258,075	\$ 43,873	\$ 297,772	\$ 599,720
Barrett Distribution Centers, LLC	\$33,168,203	\$ 18,018,380	\$ 264,600	\$ 44,982	\$ 340,898	\$ 650,480
Binghampton Gateway Center*	\$0	\$ -	\$ -	\$ -	\$ -	\$ -
Blues City Brewery	\$299,153,782	\$ 67,046,438	\$ 984,577	\$ 167,378	\$ 1,692,166	\$ 2,844,121
Bryce Corporation	\$174,451,906	\$ 63,669,016	\$ 934,979	\$ 158,946	\$ 827,601	\$ 1,921,526
Cargill, Inc.	\$54,758,229	\$ 16,115,241	\$ 236,652	\$ 40,231	\$ 162,234	\$ 439,117
Cherry Tree	\$3,029,333	\$ 2,358,849	\$ 34,640	\$ 5,889	\$ 30,804	\$ 71,333
Coca-Cola Refreshments USA, Inc.	\$80,980,711	\$ 43,827,938	\$ 643,613	\$ 109,414	\$ 823,494	\$ 1,576,521
Cummins, Inc.	\$421,392,503	\$ 189,503,172	\$ 2,782,854	\$ 473,085	\$ 2,158,334	\$ 5,414,273
Dayco Products, LLC	\$29,417,334	\$ 16,484,228	\$ 242,071	\$ 41,152	\$ 318,308	\$ 601,531
Ebrofrost North America, Inc.	\$18,072,121	\$ 3,113,230	\$ 45,718	\$ 7,772	\$ 41,072	\$ 94,562
Evergreen Packaging, Inc.	\$57,545,776	\$ 28,474,554	\$ 418,149	\$ 71,085	\$ 209,467	\$ 698,701

Active PILOTs in Memphis/ Shelby County as of December 2020	Total Impact	Projected Indirect Local Tax Generation from Operations				
	Total Economic Impact for 2020	Total Wages - Paid to Direct & Indirect Jobs	Local Sales Tax ⁷	Local Other Tax & Fees ⁸	Indirect Property Tax ⁹	Total Local Indirect Tax Generated from Annual Operations
FedEx (Retention-Flight Simulator)	\$381,894,603	\$ 191,163,173	\$ 2,807,231	\$ 477,229	\$ 1,147,962	\$ 4,432,422
Franklin Sports, Inc.	\$25,073,644	\$ 1,383,035	\$ 20,310	\$ 3,453	\$ 28,750	\$ 52,513
Hollywood Feed	\$27,835,755	\$ 13,401,247	\$ 196,797	\$ 33,455	\$ 232,057	\$ 462,309
Hyosung Heavy Industries Corp	\$116,808,819	\$ 17,378,034	\$ 255,196	\$ 43,383	\$ 213,574	\$ 512,153
IKEA Property, Inc.	\$17,531,445	\$ 9,342,042	\$ 137,188	\$ 23,322	\$ 308,040	\$ 468,550
Impact Innovations	\$48,143,389	\$ 19,012,827	\$ 279,203	\$ 47,465	\$ 349,112	\$ 675,780
International Distributors USA, Inc.	\$14,884,518	\$ 7,741,266	\$ 113,680	\$ 19,326	\$ 141,698	\$ 274,704
International Paper Company	\$1,118,689,521	\$ 591,954,158	\$ 8,692,847	\$ 1,477,784	\$ 5,160,697	\$ 15,331,328
JM Smucker, LLC	\$75,429,147	\$ 23,504,400	\$ 345,162	\$ 58,678	\$ 293,665	\$ 697,505
K.T.G. (USA) Inc.	\$291,261,615	\$ 101,082,977	\$ 1,484,404	\$ 252,349	\$ 1,037,068	\$ 2,773,821
Logical Systems, Inc.	\$28,149,465	\$ 17,690,772	\$ 259,789	\$ 44,164	\$ 207,414	\$ 511,367
Lucite International, Inc.	\$244,760,461	\$ 57,297,429	\$ 841,413	\$ 143,040	\$ 437,417	\$ 1,421,870
Mark Anthony Brewing	\$14,757,473	\$ 3,507,656	\$ 51,510	\$ 8,757	\$ 94,466	\$ 154,733
MC Ionic Solutions US, Inc.	\$34,626,746	\$ 9,290,262	\$ 136,427	\$ 23,193	\$ 123,216	\$ 282,836
McKesson Corporation	\$98,653,894	\$ 32,512,590	\$ 477,447	\$ 81,166	\$ 505,186	\$ 1,063,799
Medtronic	\$576,761,983	\$ 229,029,626	\$ 3,363,300	\$ 571,761	\$ 2,653,251	\$ 6,588,312
Mimeo.com, Inc.	\$57,041,506	\$ 25,589,868	\$ 375,787	\$ 63,884	\$ 480,542	\$ 920,213
Nike TN, Inc.	\$908,025,135	\$ 419,128,497	\$ 6,154,902	\$ 1,046,333	\$ 7,045,902	\$ 14,247,137

Active PILOTs in Memphis/ Shelby County as of December 2020	Total Impact	Projected Indirect Local Tax Generation from Operations				
	Total Economic Impact for 2020	Total Wages - Paid to Direct & Indirect Jobs	Local Sales Tax ⁷	Local Other Tax & Fees ⁸	Indirect Property Tax ⁹	Total Local Indirect Tax Generated from Annual Operations
NovaCopy (NOVAJAD, LP)	\$8,584,613	\$ 8,039,622	\$ 118,062	\$ 20,071	\$ 141,698	\$ 279,831
Nucor Steel	\$187,817,222	\$ 44,181,189	\$ 648,801	\$ 110,296	\$ 462,060	\$ 1,221,157
Nucor Steel	\$198,423,746	\$ 48,270,120	\$ 708,847	\$ 120,504	\$ 505,186	\$ 1,334,537
Nucor Steel	\$11,869,715	\$ 2,726,160	\$ 40,034	\$ 6,806	\$ 30,804	\$ 77,644
Old Dominion Freight Line, Inc.	\$204,981,995	\$ 80,132,857	\$ 1,176,751	\$ 200,048	\$ 1,131,534	\$ 2,508,333
Onyx Medical Corporation	\$47,565,280	\$ 19,870,293	\$ 291,795	\$ 49,605	\$ 285,450	\$ 626,850
Overton Square*	\$35,035,004	\$ -	\$ -	\$ -	\$ -	\$ -
Pandrol*	\$19,897,169	\$ -	\$ -	\$ -	\$ -	\$ -
Penn A Kem	\$61,329,875	\$ 19,009,356	\$ 279,152	\$ 47,456	\$ 147,859	\$ 474,467
PeroxyChem LLC	\$39,009,480	\$ 2,400,003	\$ 35,244	\$ 5,991	\$ 24,643	\$ 65,878
Pfizer	\$71,368,770	\$ 41,411,151	\$ 608,123	\$ 103,381	\$ 439,470	\$ 1,150,974
PMC Biogenix, Inc.	\$193,502,344	\$ 52,233,024	\$ 767,042	\$ 130,397	\$ 484,650	\$ 1,382,089
Power Transport	\$74,069,180	\$ 36,911,240	\$ 542,042	\$ 92,147	\$ 377,862	\$ 1,012,051
Praxair, Inc.	\$1,030,136	\$ 342,642	\$ 5,032	\$ 855	\$ 4,107	\$ 9,994
Praxair, Inc.	\$5,775,365	\$ 2,093,431	\$ 30,742	\$ 5,226	\$ 26,697	\$ 62,665
Riviana Foods	\$40,311,310	\$ 9,287,453	\$ 136,386	\$ 23,186	\$ 88,305	\$ 247,877
Riviana Foods, Inc.	\$181,606,983	\$ 51,420,702	\$ 755,113	\$ 128,369	\$ 665,366	\$ 1,548,848
Sedgwick Claims Mgmt. Services, Inc.	\$320,050,162	\$ 154,968,278	\$ 2,275,709	\$ 386,871	\$ 1,803,061	\$ 4,465,641

Active PILOTs in Memphis/ Shelby County as of December 2020	Total Impact	Projected Indirect Local Tax Generation from Operations				
	Total Economic Impact for 2020	Total Wages - Paid to Direct & Indirect Jobs	Local Sales Tax ⁷	Local Other Tax & Fees ⁸	Indirect Property Tax ⁹	Total Local Indirect Tax Generated from Annual Operations
ServiceMaster Global Holdings, Inc.	\$326,793,369	\$ 196,647,564	\$ 2,887,769	\$ 490,921	\$ 2,137,798	\$ 5,516,488
Smith and Nephew	\$670,241,564	\$ 277,568,760	\$ 4,076,097	\$ 692,936	\$ 4,035,324	\$ 8,804,357
Smith and Nephew	\$654,276,793	\$ 153,986,976	\$ 2,261,299	\$ 384,421	\$ 1,304,036	\$ 3,949,756
Solae, LLC	\$119,395,560	\$ 43,685,948	\$ 641,528	\$ 109,060	\$ 605,812	\$ 1,356,400
Stephenson Incorporated DBA SuperLo Foods*	\$1,538,680	\$ -	\$ -	\$ -	\$ -	\$ -
TAG Truck Enterprises, LLC	\$100,485,306	\$ 36,692,309	\$ 538,827	\$ 91,601	\$ 476,435	\$ 1,106,863
Technicolor	\$268,801,976	\$ 159,204,270	\$ 2,337,915	\$ 397,446	\$ 3,152,276	\$ 5,887,637
Technicolor Videocassette of Michigan, Inc.	\$180,254,709	\$ 93,242,977	\$ 1,369,273	\$ 232,776	\$ 1,735,292	\$ 3,337,341
Trane U.S, Inc.	\$103,110,052	\$ 31,944,456	\$ 469,104	\$ 79,748	\$ 533,936	\$ 1,082,788
United Parcel Service, Inc.	\$440,884,146	\$ 185,377,739	\$ 2,722,272	\$ 462,786	\$ 2,831,914	\$ 6,016,972
US Foods, Inc. (aka U.S. Foodservices, Inc.)	\$86,786,951	\$ 38,218,848	\$ 561,244	\$ 95,411	\$ 614,026	\$ 1,270,681
Valero Refining Company-Tennessee, LLC	\$623,886,301	\$ 155,792,567	\$ 2,287,814	\$ 388,928	\$ 1,554,575	\$ 4,231,317
William R. Moore College of Technology*	\$0	\$ -	\$ -	\$ -	\$ -	\$ -
WM Barr & Co., Inc.	\$146,556,033	\$ 52,718,915	\$ 774,177	\$ 131,610	\$ 509,293	\$ 1,415,080
Wright Medical	\$103,157,425	\$ 62,719,568	\$ 921,037	\$ 156,576	\$ 692,063	\$ 1,769,676
Totals	\$11,648,686,051	\$ 4,860,536,432	\$ 71,376,975	\$ 12,134,086	\$ 61,061,742	\$ 144,572,803

*Community Builder or Residential PILOT - Job and Wage Reporting Not Required

Notes for 2020 PILOT Portfolio Economic Impact Analysis:

1. U.S. Bureau of Economic Analysis, RIMS II direct effect employment multiplier for Shelby County, for the specific industries represented in the 2020 PILOT Portfolio. This multiplier represents the total change in the number of jobs supported in all industries for each additional job created by the specified industry.
2. Indirect wages were calculated using the 2020 annual average wage for Shelby County for all industry sectors based on the annual Quarterly Census of Employment and Wages (QCEW) Report from the Tennessee Department of Labor and Workforce Development.
3. U.S. Bureau of Economic Analysis, RIMS II final demand earnings multiplier for Shelby County, Tennessee for the specific industries represented in the 2020 PILOT Portfolio. This multiplier represents the total dollar change in earnings of households employed in all industries for each additional dollar of output delivered to final demand of the specified industry.
4. Bureau of Economic Analysis, RIMS II, direct effect earnings multiplier for Shelby County, Tennessee for the specific industries represented in the 2020 PILOT Portfolio. This multiplier represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the specified industry.
5. U.S. Bureau of Economic Analysis, RIMS II final-demand aggregate output multiplier for Shelby County, Tennessee for construction. This multiplier represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered by the specified industry.
6. U.S. Bureau of Economic Analysis, RIMS II final-demand aggregate output multiplier for Shelby County, Tennessee for wholesale trade.
7. U.S. Department of Labor, “Consumer Expenditure Survey, Southern US” 2019; factor applied to direct and indirect wages to determine the rate of indirect or “downstream” expenditures on sales taxable goods and services at the Memphis local option rate of 2.75%.
8. Based upon July 2019 - June 2020 collections of business, motor vehicle and other local taxes compared to sales tax for Shelby County.
9. Indirect property tax for Shelby County and the City of Memphis is based on the direct jobs at companies in the 2020 PILOT Portfolio. For this calculation, it is assumed that 85% of the direct jobs reside in Shelby County and represent one household per job. The 2020 median home value is utilized as a proxy for residential property value, to determine property tax generated per job. The residential assessment rate of 25% is utilized for all residences, including those in multifamily buildings assessed at 40%), and a combined Shelby County (\$4.05) and City of Memphis (\$3.19599) tax rate of \$7.24599 per \$100 of assessed value is used to project the annual tax per job. The property tax from new or expanded commercial property that is generated indirectly from economic activity associated with the jobs supported by the companies in the PILOT Portfolio is not projected.