

December 2022

Economic Impact Analysis

EDGE 2021 Active PILOT Portfolio



Prepared for:
**ECONOMIC DEVELOPMENT
GROWTH ENGINE**
FOR MEMPHIS & SHELBY COUNTY

PREPARED BY:



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EDGE Active 2021 PILOT Portfolio Economic Impact on Memphis/Shelby County

Summary of Portfolio	2021 Activity	Original Data/ Projections
Active PILOTs	79	
Direct Jobs Supported	31,129	24,115
Indirect Jobs Supported (Shelby County Only)	40,287	19,192
Total Jobs Supported	71,416	43,307
Direct Wages	\$2,617,643,899	\$1,379,609,623
Indirect Wages (Shelby County Only)	\$3,023,760,488	\$994,064,498
Total Wages Paid to Jobs Supported	\$5,641,404,387	\$2,373,674,121

2021 Capital Investment	
Real Property Investment	\$219,047,341
Personal Property Investment	\$181,195,675
Total New Capital Investment (Real and Personal)	\$400,243,016

2021 Economic & Fiscal Impact - Shelby County

Economic Impact

Projected Economic Impact from Operations	\$13,139,029,976
Projected Economic Impact from Capital Investment	\$715,037,215

Projected Output/Economic Impact from Operations & Investment **\$13,854,067,191**

Fiscal Impact from Operations

Projected Local Sales Tax	\$90,911,235
Projected Other Local	\$12,000,283
Projected Indirect Property Tax	\$60,899,320

Total Projected Local Tax **\$163,810,838**

Shelby County Benchmarks

2021 Shelby County GDP*	58,568,444,000
Percentage of Shelby County GDP Supported by PILOT Portfolio Operations	23.7%
Total Number of Private Sector Jobs in Shelby County**	421,937
Percentage of Shelby County Jobs Supported by PILOT Portfolio	16.9%

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 2021	Original Data from PILOT Approval										
	Final Demand Output Multiplier	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	1.7864	2012	52	92	144	\$3,796,572	\$4,535,324	\$8,331,896	\$0	\$10,500,000	4.27
Aligent Technologies	2.0564	2017	117	141	258	\$4,758,390	\$7,513,749	\$12,272,139	\$380,000	\$340,000	3.13
Amazon.Com dedc, LLC.	2.0564	2017	600	585	1185	\$17,347,200	\$31,174,065	\$48,521,265	\$39,698,406	\$23,300,800	2.43
Ampro Industries, Inc.	1.6525	2020	36	21	57	\$1,158,120	\$1,182,027	\$2,340,147	\$0	\$6,000,000	1.67
Autozone	1.7825	2019	130	144	274	\$10,457,070	\$7,766,208	\$20,837,546	\$9,004,500	\$139,472,160	1.25
Barrett Distribution Centers, LLC	2.0564	2012	61	33	94	\$2,598,600	\$1,634,622	\$4,233,222	\$400,000	\$4,500,000	1.51
Barrett Distribution Centers, LLC	2.0564	2018	166	72	238	\$6,729,474	\$3,836,808	\$10,566,282	\$1,920,000	\$11,330,000	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	1.7675	2011	500	889	1389	\$20,853,000	\$43,825,033	\$64,678,033	\$10,000,000	\$31,000,000	5.79
Blues City Brewery	1.7675	2020	155	101	256	\$8,774,395	\$5,684,897	\$14,459,292	\$0	\$49,000,000	2.75
Bryce Corporation	2.0564	2013	413	146	559	\$33,102,363	\$7,619,594	\$40,721,957	\$3,060,000	\$18,280,570	4.48
Cargill, Inc.	2.0685	2017	24	76	100	\$1,450,008	\$3,991,368	\$5,441,376	\$0	\$20,000,000	1.27
Cherry Tree	2.0564	2019	25	25	50	\$721,925	\$1,428,275	\$2,300,775	\$220,000	\$900,000	0.89
Coca-Cola Refreshments USA, Inc.	2.0564	2015	367	103	470	\$14,648,071	\$5,590,634	\$20,238,705	\$3,991,000	\$809,000	7.83
Crown World Inc.	1.8023	2020	25	14	39	\$805,125	\$815,374	\$1,620,499	\$1,350,000	\$500,000	2.67
Cummins, Inc.	1.6568	2014	967	69	1036	\$36,552,600	\$41,081,479	\$77,634,079	\$6,400,000	\$3,055,000	4.61
DHL Supply Chain (USA)	2.0564	2020	105	119	224	\$3,827,670	\$6,698,153	\$10,525,823	\$4,500,000	\$7,854,553	1.80
DHL Supply Chain (USA) - Project Yeti	2.0564	2020	255	265	520	\$9,549,240	\$14,916,055	\$24,465,295	\$71,843,448	\$13,875,322	1.10



Active PILOTs in Memphis/ Shelby County as of December 2021	Original Data from PILOT Approval										
	Final Demand Output Multiplier	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
Ebrofrost North America, Inc.	1.5366	2017	19	45	64	\$1,152,426	\$2,363,310	\$3,515,736	\$10,800,000	\$13,844,000	0.76
FedEx (Retention-Flight Simulator)	1.9765	2012	333	469	802	\$25,543,431	\$23,120,293	\$48,663,724	\$46,700,000	\$95,150,000	2.19
Franklin Sports, Inc.	2.0564	2018	27	26	53	\$1,072,494	\$1,385,514	\$2,458,008	\$13,750,000	\$1,500,000	0.74
Hollywood Feed	2.0564	2016	150	126	276	\$7,425,000	\$6,917,274	\$14,342,274	\$4,600,000	\$5,585,000	3.72
Hyosung Heavy Industries Corp	1.5806	2019	131	115	246	\$8,429,031	\$6,473,005	\$14,902,036	\$36,190,247	\$29,803,243	0.91
IKEA Property, Inc.	1.8308	2015	125	85	210	\$4,250,000	\$4,613,630	\$8,863,630	\$36,190,247	\$29,803,243	1.64
Impact Innovations	2.0564	2011	45	40	85	\$2,413,620	\$1,981,360	\$4,394,980	\$285,000	\$1,000,000	1.01
Imperial Industrial Supply Company	2.0352	2021	35	31	66	\$1,321,985	\$1,832,534	\$3,154,519	\$19,700,000	\$1,200,000	0.68
International Distributors USA, Inc.	2.0564	2016	25	40	65	\$927,650	\$2,100,720	\$3,028,370	\$0	\$6,475,334	1.52
International Paper Company	1.7825	2013	2,375	96	2,471	\$384,082,625	\$4,921,632	\$389,004,257	\$86,550,000	\$56,170,659	4.26
JM Smucker, LLC	1.9036	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.	1.7360	2011	394	226	620	\$21,117,218	\$11,141,122	\$32,258,340	\$63,957,000	\$248,600,000	0.46
LeSaint Logistics	2.0564	2019	52	59	111	\$2,010,112	\$3,370,729	\$5,380,841	\$3,833,600	\$3,091,169	0.72
Logical Systems, Inc.	1.8728	2012	72	18	90	\$6,480,000	\$891,612	\$7,371,612	\$800,000	\$0	1.54
Lucite International, Inc.	2.3256	2010	200	511	711	\$17,906,200	\$24,468,718	\$42,374,918	\$2,000,000	\$88,000,000	2.94
Makowsky Ringel Greenberg, LLC*		2017	N/A	N/A	N/A	N/A	N/A	N/A	\$12,937,497	\$108,000	0.36
Mark Anthony Brewing	1.7675	2018	30	25	55	\$1,130,370	\$1,348,300	\$2,478,670	\$925,861	\$300,000	0.79
MC Ionic Solutions US, Inc.	1.4806	2011	13	110	123	\$989,079	\$5,426,811	\$6,415,890	\$14,476,964	\$19,351,115	1.92
McKesson Corporation	2.0564	2011	246	177	423	\$13,518,930	\$8,725,569	\$22,244,499	\$15,500,000	\$46,500,000	1.52



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Mimeo.com, Inc.	1.9286	2018	455	504	959	\$24,993,150	\$26,857,656	\$51,850,806	\$6,469,000	\$7,000,000	11.33
Nike TN, Inc.	2.0564	2007/2012	2,506	2,215	4,721	\$87,116,000	\$107,368,825	\$194,484,825	\$222,450,000	\$185,831,000	0.84
NovaCopy (NOVAJAD, LP)	1.9765	2013	80	44	124	\$3,530,640	\$2,296,316	\$5,826,956	\$3,730,000	\$1,100,000	1.44
Nucor Steel	1.7211	2006	225	19	244	\$14,826,375	\$997,842	\$15,824,217	\$17,012,400	\$213,250,000	1.12
Nucor Steel	1.7211	2012	27	57	84	\$2,025,000	\$2,823,438	\$4,848,438	\$10,000,000	\$103,000,000	1.01
Nucor Steel	1.7211	2017	15	19	34	\$844,995	\$997,842	\$1,842,837	\$350,000	\$6,100,000	1.12
Old Dominion Freight Line, Inc.	2.0564	2014	461	195	656	\$25,355,000	\$10,176,855	\$35,531,855	\$36,014,804	\$0	1.71
Onyx Medical Corporation	1.5525	2018	156	260	416	\$9,416,004	\$13,855,140	\$23,271,144	\$3,688,195	\$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	0.88
Pandrol*		2019	N/A	N/A	N/A	N/A	N/A	N/A	\$5,050,000	\$6,800,000	N/A
Patterson Warehouses	2.0564	2019	41	41	82	\$1,542,297	\$2,211,212	\$3,753,509	\$28,000,000	\$1,350,000	0.66
Penn A Kem	2.0962	2011	49	130	179	\$4,015,207	\$6,408,610	\$10,423,817	\$2,000,000	\$28,000,000	1.84
Penn A Kem	2.0564	2019	28	64	92	\$2,064,720	\$3,602,368	\$5,667,088	\$7,200,000	\$31,345,000	1.78
PeroxyChem LLC	1.4783	2017	15	21	36	\$850,005	\$1,119,069	\$2,181,575	\$5,176,357	\$4,426,343	1.14
Pfizer	1.7825	2017	250	180	430	\$22,194,000	\$9,592,020	\$31,786,020	\$4,748,575	\$2,992,000	2.93
PMC Biogenix, Inc.	2.0221	2008	150	144	294	\$11,021,850	\$6,611,163	\$17,633,013	\$0	\$47,000,000	3.39
Power Transport	1.7807	2018	26	26	52	\$1,632,982	\$1,402,232	\$3,443,460	\$1,625,000	\$0	3.50
Praxair, Inc.	2.0564	2009	2	6	8	\$147,000	\$294,490	\$441,490	\$12,000,000	\$38,000,000	1.79
Praxair, Inc.	2.0564	2011	25	56	81	\$1,341,850	\$2,760,632	\$4,102,482	\$1,200,000	\$45,200,000	0.84



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Raymond James and Associates, Inc	2.3944	2019	100	285	385	\$6,397,000	\$16,041,795	\$22,438,795	\$15,839,000	\$7,769,000	1.80
Riviana Foods	1.5366	2019	43	92	135	\$1,872,736	\$4,961,744	\$7,302,664	\$3,969,589	\$17,567,250	1.33
Riviana Foods, Inc.	1.5366	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.	2.1782	2017	995	164	1159	\$63,552,640	\$8,612,952	\$72,165,592	\$10,400,000	\$5,000,000	6.93
ServiceMaster Global Holdings, Inc.	1.7825	2016	965	1,315	2,280	\$92,390,065	\$67,969,720	\$160,359,785	\$0	\$9,300,000	24.36
Smith and Nephew	1.5525	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	1.5525	2009	2165	216	2381	\$14,948,320	\$9,927,587	\$24,875,907	\$32,000,000	\$10,000,000	2.23
Solae, LLC	2.0564	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
StoneSolution	1.8276	2020	15	14	29	\$669,600	\$788,018	\$1,457,618	\$775,000	\$1,315,000	2.93
TAG Truck Enterprises, LLC	2.0564	2016	203	201	404	\$11,107,145	\$10,389,288	\$21,496,433	\$22,300,000	\$1,000,000	1.86
Technicolor	2.0564	2010	2,350	2,501	4,851	\$58,750,000	\$119,697,392	\$178,447,392	\$91,622,675	\$99,800,000	1.80
Technicolor Videocassette of Michigan, Inc.	2.0564	2017	916	893	1,809	\$42,213,860	\$47,587,077	\$89,800,937	\$1,000,000	\$16,977,321	1.81
The Pallet Factory	1.6889	2019	23	23	46	\$1,282,641	\$1,294,601	\$2,577,242	\$3,500,000	\$1,800,000	1.49
Trane U.S., Inc.	1.6701	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.	2.0564	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.)	2.0564	2011	281	344	625	\$14,159,309	\$16,940,170	\$31,099,479	\$29,010,600	\$1,800,000	1.72
Valero Refining Company-Tennessee, LLC	1.3043	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	\$1,830,000	N/A



Active PILOTs in Memphis/ Shelby County as of December 2021	Final Demand Output Multiplier	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
WM Barr & Co., Inc.	1.9890	2016	221	63	284	\$12,090,689	\$3,256,344	\$15,347,033	\$2,500,000	\$11,000,000	7.92
Wright Medical	1.7825	2013	260	282	542	\$18,200,000	\$14,717,298	\$32,917,298	\$5,200,000	\$2,800,000	4.56
Totals			24,115**	19,192	43,307	\$1,379,609,623	\$994,064,498	\$2,377,527,895	\$1,272,654,807	\$2,418,768,916	

*Community Builider or Residential PILOTs do not reauire job and wage reporting.

**While an accurate breakdown of committed jobs are shown, not all jobs are counted due to shared job commitments between PILOTs of the same company.



Active PILOTs in Memphis/ Shelby County as of December 2021	Jobs & Wages Impact - 2021							
	Reported Jobs for 2021	Reported Wages for Direct Jobs	Total Wages Paid to Direct Jobs	Direct Effect Employment Multiplier ¹	Indirect Jobs	Total Jobs	Indirect Wages - Based on 2021 Avg Wage - All Industry Sectors ²	Total Wages - Paid to Direct & Indirect Jobs
							\$66,344	
1544 Madison Partners*	N/A	N/A	N/A		0	0	\$ -	\$ -
AB Mauri Fleischmann	52	\$61,636	\$3,205,072	2.4923	78	130	\$ 5,174,832	\$ 8,379,904
Aligent Technologies	178	\$52,506	\$9,346,068	2.0232	182	360	\$ 12,074,608	\$ 21,420,676
Amazon.Com dedc, LLC.	2,158	\$36,599	\$78,980,642	2.0232	2,208	4,366	\$ 146,487,552	\$ 225,468,194
Ampro Industries, Inc.	91	\$45,783	\$4,166,253	2.3493	123	214	\$ 8,160,312	\$ 12,326,565
Autozone	1,559	\$120,413	\$187,723,867	2.2955	2,020	3,579	\$ 237,445,176	\$ 425,169,043
Barrett Distribution Centers, LLC	137	\$49,931	\$6,840,547	2.0232	140	277	\$ 9,288,160	\$ 16,128,707
Barrett Distribution Centers, LLC	311	\$43,723	\$13,597,853	2.0232	318	629	\$ 21,097,392	\$ 34,695,245
Binghampton Gateway Center*	N/A	N/A	N/A		0	0	\$ -	\$ -
Blues City Brewery	500	\$45,532	\$22,766,000	1.6172	309	809	\$ 20,500,296	\$ 43,266,296
Blues City Brewery	455	\$50,036	\$22,766,380	1.6172	281	736	\$ 18,642,664	\$ 41,409,044
Bryce Corporation	401	\$96,395	\$38,654,395	2.0232	410	811	\$ 27,201,040	\$ 65,855,435
Cargill, Inc.	66	\$99,683	\$6,579,078	2.7997	119	185	\$ 7,894,936	\$ 14,474,014
Cherry Tree	25	\$27,624	\$690,600	2.0232	26	51	\$ 1,724,944	\$ 2,415,544
Coca-Cola Refreshments USA, Inc.	412	\$52,280	\$21,539,360	2.0232	422	834	\$ 27,997,168	\$ 49,536,528
Crown World Inc.	32	\$37,013	\$1,184,416	1.5053	16	48	\$ 1,061,504	\$ 2,245,920
Cummins, Inc.	1,026	\$56,376	\$57,841,776	2.8998	1,949	2,975	\$ 129,304,456	\$ 187,146,232
DHL Supply Chain (USA)	141	\$44,504	\$6,275,064	2.0232	144	285	\$ 9,553,536	\$ 15,828,600
DHL Supply Chain (USA) - Project Yeti	118	\$43,044	\$5,079,192	2.0232	121	239	\$ 8,027,624	\$ 13,106,816



Active PILOTs in Memphis/ Shelby County as of December 2021	Jobs & Wages Impact - 2021							
	Reported Jobs for 2021	Reported Wages for Direct Jobs	Total Wages Paid to Direct Jobs	Direct Effect Employment Multiplier ¹	Indirect Jobs	Total Jobs	Indirect Wages - Based on 2021 Avg Wage - All Industry Sectors ²	Total Wages - Paid to Direct & Indirect Jobs
							\$66,344	
Ebrofrost North America, Inc.	21	\$71,775	\$1,507,275	2.4361	30	51	\$ 1,990,320	\$ 3,497,595
FedEx (Retention-Flight Simulator)	515	\$321,398	\$165,519,970	2.0001	515	1,030	\$ 34,167,160	\$ 199,687,130
Franklin Sports, Inc.	40	\$39,783	\$1,591,320	2.0232	41	81	\$ 2,720,104	\$ 4,311,424
Hollywood Feed	139	\$49,711	\$6,909,829	2.0232	142	281	\$ 9,420,848	\$ 16,330,677
Hyosung Heavy Industries Corp	171	\$64,695	\$11,062,845	1.8759	150	321	\$ 21,296,424	\$ 32,359,269
IKEA Property, Inc.	149	\$40,527	\$6,038,523	1.4511	67	216	\$ 4,445,048	\$ 10,483,571
Impact Innovations	108	\$49,182	\$5,311,656	2.0232	111	219	\$ 7,364,184	\$ 12,675,840
Imperial Industrial Supply Company	21	\$38,482	\$808,122	1.9174	19	40	\$ 1,260,536	\$ 2,068,658
International Distributors USA, Inc.	93	\$48,651	\$4,524,543	2.0232	95	188	\$ 6,302,680	\$ 10,827,223
International Paper Company	2,164	\$163,017	\$352,768,788	2.2955	2,803	4,967	\$ 329,530,648	\$ 682,299,436
JM Smucker, LLC	144	\$61,163	\$8,807,472	2.6996	245	389	\$ 16,254,280	\$ 25,061,752
K.T.G. (USA) Inc.	513	\$66,165	\$33,942,645	3.1112	1,083	1,596	\$ 71,850,552	\$ 105,793,197
LeSaint Logistics	102	\$43,926	\$4,480,452	2.0232	104	206	\$ 6,899,776	\$ 11,380,228
Logical Systems, Inc.	106	\$93,898	\$9,953,188	2.1485	122	228	\$ 8,093,968	\$ 18,047,156
Lucite International, Inc.	208	\$111,259	\$23,141,872	3.3688	493	701	\$ 32,707,592	\$ 55,849,464
Makowsky Ringel Greenberg, LLC*	N/A	N/A	N/A		0	0	\$ -	\$ -
Mark Anthony Brewing	39	\$39,878	\$1,555,242	1.6172	24	63	\$ 1,592,256	\$ 3,147,498
MC Ionic Solutions US, Inc.	54	\$91,543	\$4,943,322	2.0155	55	109	\$ 3,648,920	\$ 8,592,242
McKesson Corporation	246	\$64,998	\$15,989,508	2.0232	252	498	\$ 16,718,688	\$ 32,708,196



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	Reported Jobs for 2021	Reported Wages for Direct Jobs	Total Wages Paid to Direct Jobs	Direct Effect Employment Multiplier ¹	Indirect Jobs	Total Jobs	Indirect Wages - Based on 2021 Avg Wage - All Industry Sectors ²	Total Wages - Paid to Direct & Indirect Jobs
							\$66,344	
Mimeo.com, Inc.	294	\$55,860	\$16,422,840	1.9583	282	576	\$ 18,709,008	\$ 35,131,848
Nike TN, Inc.	4,109	\$51,088	\$209,920,592	2.0232	4,204	8,313	\$ 278,910,176	\$ 488,830,768
NovaCopy (NOVAJAD, LP)	69	\$50,164	\$3,461,316	2.0001	69	138	\$ 4,577,736	\$ 8,039,052
Nucor Steel	225	\$114,891	\$25,850,475	2.7007	383	608	\$ 25,409,752	\$ 51,260,227
Nucor Steel	252	\$102,582	\$25,850,664	2.7007	429	681	\$ 28,461,576	\$ 54,312,240
Nucor Steel	19	\$81,994	\$1,557,886	2.7007	32	51	\$ 2,123,008	\$ 3,680,894
Old Dominion Freight Line, Inc.	593	\$80,555	\$47,769,115	2.0232	607	1,200	\$ 40,270,808	\$ 88,039,923
Onyx Medical Corporation	156	\$60,359	\$9,416,004	2.2817	200	356	\$ 13,268,800	\$ 22,684,804
Overton Square*	N/A	N/A	N/A		0	62	\$ -	\$ -
Pandrol*	N/A	N/A	N/A		0	0	\$ -	\$ -
Patterson Warehouses	128	\$30,734	\$3,933,952	2.0232	131	259	\$ 8,691,064	\$ 12,625,016
Penn A Kem	71	\$111,148	\$7,891,508	3.5001	178	249	\$ 11,809,232	\$ 19,700,740
Penn A Kem	7	\$117,700	\$823,900	3.5001	18	25	\$ 1,194,192	\$ 2,018,092
PeroxyChem LLC	15	\$83,353	\$1,250,295	2.3786	21	36	\$ 2,388,384	\$ 3,638,679
Pfizer	176	\$106,419	\$18,729,744	2.2955	228	404	\$ 26,802,976	\$ 45,532,720
PMC Biogenix, Inc.	256	\$98,474	\$25,209,344	3.1287	545	801	\$ 36,157,480	\$ 61,366,824
Power Transport	220	\$47,633	\$10,479,260	2.4059	309	529	\$ 35,095,976	\$ 45,575,236
Praxair, Inc.	2	\$113,667	\$227,334	2.0232	2	4	\$ 132,688	\$ 360,022
Praxair, Inc.	16	\$85,043	\$1,360,688	2.0232	16	32	\$ 1,061,504	\$ 2,422,192



Active PILOTs in Memphis/ Shelby County as of December 2021	Jobs & Wages Impact - 2021							
	Reported Jobs for 2021	Reported Wages for Direct Jobs	Total Wages Paid to Direct Jobs	Direct Effect Employment Multiplier ¹	Indirect Jobs	Total Jobs	Indirect Wages - Based on 2021 Avg Wage - All Industry Sectors ²	Total Wages - Paid to Direct & Indirect Jobs
							\$66,344	
Raymond James and Associates, Inc	823	\$48,594	\$39,992,862	2.2120	997	1,820	\$ 66,144,968	\$ 106,137,830
Riviana Foods	43	\$49,677	\$2,136,111	2.4361	62	105	\$ 4,113,328	\$ 6,249,439
Riviana Foods, Inc.	312	\$62,879	\$19,618,248	2.4361	448	760	\$ 29,722,112	\$ 49,340,360
Sedgwick Claims Mgmt. Services, Inc.	945	\$70,708	\$66,819,060	2.6368	1,547	2,492	\$ 102,634,168	\$ 169,453,228
ServiceMaster Global Holdings, Inc.	704	\$104,178	\$73,341,312	2.2955	912	1,616	\$ 107,211,904	\$ 180,553,216
Smith and Nephew	2,046	\$48,146	\$98,506,716	2.2817	2,622	4,668	\$ 173,953,968	\$ 272,460,684
Smith and Nephew	2,660	\$125,362	\$333,462,920	2.2817	3,409	6,069	\$ 226,166,696	\$ 559,629,616
Solae, LLC	302	\$83,175	\$25,118,850	2.0232	309	611	\$ 20,500,296	\$ 45,619,146
Stephenson Incorporated DBA SuperLo Foods*	N/A	N/A	N/A		0	0	\$ -	\$ -
StoneSolution	7	\$20,351	\$142,457	1.9336	7	14	\$ 464,408	\$ 606,865
TAG Truck Enterprises, LLC	240	\$104,632	\$25,111,680	2.0232	246	486	\$ 16,320,624	\$ 41,432,304
Technicolor	1,752	\$37,722	\$66,088,944	2.0232	1,793	3,545	\$ 118,954,792	\$ 185,043,736
Technicolor Videocassette of Michigan, Inc.	860	\$49,828	\$42,852,080	2.0232	880	1,740	\$ 58,382,720	\$ 101,234,800
The Pallet Factory	106	\$39,465	\$4,183,290	2.0274	109	215	\$ 7,231,496	\$ 11,414,786
Trane U.S, Inc.	238	\$48,539	\$11,552,282	2.3241	315	553	\$ 20,898,360	\$ 32,450,642
United Parcel Service, Inc.	1,406	\$71,863	\$101,039,378	2.0232	1,439	2,845	\$ 95,469,016	\$ 196,508,394
US Foods, Inc. (aka U.S. Foodservices, Inc.)	361	\$72,814	\$26,285,854	2.0232	369	730	\$ 24,480,936	\$ 50,766,790
Valero Refining Company-Tennessee, LLC	606	\$108,058	\$65,483,148	2.3968	846	1,452	\$ 56,127,024	\$ 121,610,172
William R. Moore College of Technology*	N/A	N/A	N/A		0	0	\$ -	\$ -



Active PILOTs in Memphis/ Shelby County as of December 2021	Jobs & Wages Impact - 2021							
	Reported Jobs for 2021	Reported Wages for Direct Jobs	Total Wages Paid to Direct Jobs	Direct Effect Employment Multiplier ¹	Indirect Jobs	Total Jobs	Indirect Wages - Based on 2021 Avg Wage - All Industry Sectors ²	Total Wages - Paid to Direct & Indirect Jobs
							\$66,344	
WM Barr & Co., Inc.	318	\$67,421	\$21,439,878	3.3327	742	1,060	\$ 49,227,248	\$ 70,667,126
Wright Medical	281	\$136,017	\$38,220,777	2.2955	364	645	\$ 42,791,880	\$ 81,012,657
Totals	31,129***		\$2,617,643,899		40,287	73,462	\$ 3,023,760,488	\$ 5,641,404,387

*Community Builder or Residential PILOTs do not require job and wage reporting.

***While an accurate breakdown of achieved jobs are shown, not all jobs are counted due to shared job commitments between PILOTs of the same company.



Active PILOTs in Memphis/ Shelby County as of December 2021	2021 Economic Impact from Operations				Impact from 2021 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 2021	Impact from Real Property Investment ⁵	Total Reported Capital Investment for 2021	Impact from Personal Property Investment ⁶	Total Impact from 2021 Capital Investment
					Real Property	1.8311	Personal Property	1.7326	
1544 Madison Partners*				\$0	\$21,852,000	\$40,013,197	\$0	\$0	\$40,013,197
AB Mauri Fleischmann	0.2861	2.3788	0.1203	\$26,642,328	\$0	\$0	\$0	\$0	\$0
Aligent Technologies	0.4422	2.0807	0.2125	\$43,981,496	\$134,076	\$245,507	\$259,665	\$449,896	\$695,403
Amazon.Com dedc, LLC.	0.4422	2.0807	0.2125	\$371,673,609	\$0	\$0	\$16,607,826	\$28,774,719	\$28,774,719
Ampro Industries, Inc.	0.2562	2.1754	0.1178	\$35,367,173	\$4,000,000	\$7,324,400	\$2,027,894	\$3,513,529	\$10,837,929
Autozone	0.5558	1.5377	0.3614	\$519,435,160	\$6,909,443	\$12,651,881	\$11,624,522	\$20,140,647	\$32,792,528
Barrett Distribution Centers, LLC	0.4422	2.0807	0.2125	\$32,190,809	\$0	\$0	\$0	\$0	\$0
Barrett Distribution Centers, LLC	0.4422	2.0807	0.2125	\$63,989,896	\$265,517	\$486,188	\$0	\$0	\$486,188
Binghampton Gateway Center*				\$0	\$0	\$0	\$0	\$0	\$0
Blues City Brewery	0.2684	2.2321	0.1202	\$189,400,998	\$0	\$0	\$0	\$0	\$0
Blues City Brewery	0.2684	2.2321	0.1202	\$189,404,160	\$0	\$0	\$47,401,216	\$82,127,347	\$82,127,347
Bryce Corporation	0.4422	2.0807	0.2125	\$181,903,035	\$83,681	\$153,228	\$3,099,543	\$5,370,268	\$5,523,496
Cargill, Inc.	0.3155	2.6230	0.1203	\$54,688,928	\$0	\$0	\$0	\$0	\$0
Cherry Tree	0.4422	2.0807	0.2125	\$3,249,882	\$38,687	\$70,840	\$137,905	\$238,934	\$309,774
Coca-Cola Refreshments USA, Inc.	0.4422	2.0807	0.2125	\$101,361,694	\$97,600	\$178,715	\$328,353	\$568,904	\$747,619
Crown World Inc.	0.5305	1.6121	0.3291	\$3,598,955	\$397,076	\$727,086	\$0	\$0	\$727,086
Cummins, Inc.	0.2548	2.2295	0.1143	\$506,052,283	\$42,998	\$78,734	\$408,710	\$708,131	\$786,865
DHL Supply Chain (USA)	0.4422	2.0807	0.2125	\$29,529,713	\$475,148	\$870,044	\$2,294,181	\$3,974,898	\$4,844,942
DHL Supply Chain (USA) - Project Yeti	0.4422	2.0807	0.2125	\$23,902,080	\$65,990,757	\$120,835,675	\$9,306,185	\$16,123,896	\$136,959,571



Active PILOTs in Memphis/ Shelby County as of December 2021	2021 Economic Impact from Operations				Impact from 2021 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 2021	Impact from Real Property Investment ⁵	Total Reported Capital Investment for 2021	Impact from Personal Property Investment ⁶	Total Impact from 2021 Capital Investment
					Real Property	1.8311	Personal Property	1.7326	
Ebrofrost North America, Inc.	0.2349	1.9530	0.1203	\$12,529,302	\$1,614,423	\$2,956,170	\$165,426	\$286,617	\$3,242,787
FedEx (Retention-Flight Simulator)	0.6626	1.6436	0.4031	\$410,617,638	\$0	\$0	\$0	\$0	\$0
Franklin Sports, Inc.	0.4422	2.0807	0.2125	\$7,488,565	\$0	\$0	\$318,430	\$551,712	\$551,712
Hollywood Feed	0.4422	2.0807	0.2125	\$32,516,842	\$0	\$0	\$0	\$0	\$0
Hyosung Heavy Industries Corp	0.3061	1.7106	0.1789	\$61,838,150	\$5,860,829	\$10,731,764	\$9,618,943	\$16,665,781	\$27,397,545
IKEA Property, Inc.	0.4958	1.6508	0.3003	\$20,108,302	\$0	\$0	\$85,303	\$147,796	\$147,796
Impact Innovations	0.4422	2.0807	0.2125	\$24,996,028	\$0	\$0	\$7,048	\$12,211	\$12,211
Imperial Industrial Supply Company	0.4112	2.1077	0.1951	\$4,142,091	\$19,700,000	\$36,072,670	\$866,339	\$1,501,019	\$37,573,689
International Distributors USA, Inc.	0.4422	2.0807	0.2125	\$21,291,967	\$0	\$0	\$0	\$0	\$0
International Paper Company	0.5558	1.5377	0.3614	\$976,117,288	\$3,230,919	\$5,916,136	\$2,221,593	\$3,849,132	\$9,765,268
JM Smucker, LLC	0.2968	2.4678	0.1203	\$73,212,569	\$0	\$0	\$2,123,287	\$3,678,807	\$3,678,807
K.T.G. (USA) Inc.	0.2707	2.2507	0.1203	\$282,150,000	\$0	\$0	\$895,037	\$1,550,741	\$1,550,741
LeSaint Logistics	0.4422	2.0807	0.2125	\$21,084,480	\$5,744,764	\$10,519,237	\$4,221,264	\$7,313,762	\$17,832,999
Logical Systems, Inc.	0.5990	1.6269	0.3682	\$27,032,015	\$0	\$0	\$215,004	\$372,516	\$372,516
Lucite International, Inc.	0.3506	2.9150	0.1203	\$192,368,013	\$203,825	\$373,224	\$17,185,651	\$29,775,859	\$30,149,083
Makowsky Ringel Greenberg, LLC*				\$0	\$12,894,692	\$23,611,471	\$0	\$0	\$23,611,471
Mark Anthony Brewing	0.2684	2.2321	0.1202	\$12,938,785	\$21,269	\$38,946	\$82,362	\$142,700	\$181,646
MC Ionic Solutions US, Inc.	0.2733	1.6306	0.1676	\$29,494,761	\$0	\$0	\$261,226	\$452,600	\$452,600
McKesson Corporation	0.4422	2.0807	0.2125	\$75,244,744	\$0	\$0	\$9,876,799	\$17,112,542	\$17,112,542



Active PILOTs in Memphis/ Shelby County as of December 2021	2021 Economic Impact from Operations				Impact from 2021 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 2021	Impact from Real Property Investment ⁵	Total Reported Capital Investment for 2021	Impact from Personal Property Investment ⁶	Total Impact from 2021 Capital Investment
					Real Property	1.8311	Personal Property	1.7326	
Mimeo.com, Inc.	0.4101	1.9864	0.2065	\$79,529,492	\$52,161	\$95,512	\$1,298,661	\$2,250,060	\$2,345,572
Nike TN, Inc.	0.4422	2.0807	0.2125	\$987,861,609	\$3,401,810	\$6,229,054	\$12,141,580	\$21,036,502	\$27,265,556
NovaCopy (NOVAJAD, LP)	0.6626	1.6436	0.4031	\$8,586,743	\$0	\$0	\$0	\$0	\$0
Nucor Steel	0.2672	2.3372	0.1143	\$226,163,386	\$0	\$0	\$0	\$0	\$0
Nucor Steel	0.2672	2.3372	0.1143	\$226,165,039	\$0	\$0	\$0	\$0	\$0
Nucor Steel	0.2672	2.3372	0.1143	\$13,629,799	\$0	\$0	\$0	\$0	\$0
Old Dominion Freight Line, Inc.	0.4422	2.0807	0.2125	\$224,795,835	\$0	\$0	\$0	\$0	\$0
Onyx Medical Corporation	0.2778	1.8545	0.1498	\$62,857,170	\$27,659	\$50,646	\$0	\$0	\$50,646
Overton Square*				\$0	\$2,776,936	\$5,084,848	\$0	\$0	\$5,084,848
Pandrol*				\$0	\$971,272	\$1,778,496	\$567,383	\$983,048	\$2,761,544
Patterson Warehouses	0.4422	2.0807	0.2125	\$18,512,715	\$33,230,670	\$60,848,680	\$0	\$0	\$60,848,680
Penn A Kem	0.3169	2.6352	0.1203	\$65,598,570	\$0	\$0	\$0	\$0	\$0
Penn A Kem	0.3169	2.6352	0.1203	\$6,848,712	\$0	\$0	\$4,491,898	\$7,782,662	\$7,782,662
PeroxyChem LLC	0.2327	1.9857	0.1172	\$10,668,046	\$354,419	\$648,977	\$146,303	\$253,485	\$902,462
Pfizer	0.5558	1.5377	0.3614	\$51,825,523	\$0	\$0	\$0	\$0	\$0
PMC Biogenix, Inc.	0.3156	2.6245	0.1203	\$209,553,982	\$0	\$0	\$0	\$0	\$0
Power Transport	0.2884	2.1819	0.1322	\$79,268,230	\$0	\$0	\$0	\$0	\$0
Praxair, Inc.	0.4422	2.0807	0.2125	\$1,069,807	\$0	\$0	\$0	\$0	\$0
Praxair, Inc.	0.4422	2.0807	0.2125	\$6,403,238	\$0	\$0	\$0	\$0	\$0



Active PILOTs in Memphis/ Shelby County as of December 2021	2021 Economic Impact from Operations				Impact from 2021 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 2021	Impact from Real Property Investment ⁵	Total Reported Capital Investment for 2021	Impact from Personal Property Investment ⁶	Total Impact from 2021 Capital Investment
					Real Property	1.8311	Personal Property	1.7326	
Raymond James and Associates, Inc	0.5327	3.9508	0.1348	\$296,682,953	\$19,597,474	\$35,884,935	\$7,718,015	\$13,372,233	\$49,257,168
Riviana Foods	0.2349	1.9530	0.1203	\$17,756,534	\$0	\$0	\$2,455,100	\$4,253,706	\$4,253,706
Riviana Foods, Inc.	0.2349	1.9530	0.1203	\$163,077,706	\$0	\$0	\$0	\$0	\$0
Sedgwick Claims Mgmt. Services, Inc.	0.4700	2.3057	0.2038	\$327,865,849	\$0	\$0	\$5,753,671	\$9,968,810	\$9,968,810
ServiceMaster Global Holdings, Inc.	0.5558	1.5377	0.3614	\$202,936,669	\$0	\$0	\$0	\$0	\$0
Smith and Nephew	0.2778	1.8545	0.1498	\$657,588,224	\$4,551,841	\$8,334,876	\$0	\$0	\$8,334,876
Smith and Nephew	0.2778	1.8545	0.1498	\$2,226,054,206	\$0	\$0	\$524,904	\$909,449	\$909,449
Solae, LLC	0.4422	2.0807	0.2125	\$118,206,353	\$0	\$0	\$741,351	\$1,284,465	\$1,284,465
Stephenson Incorporated DBA SuperLo Foods*				\$0	\$0	\$0	\$54,369	\$94,200	\$94,200
StoneSolution	0.3858	1.9276	0.2001	\$711,929	\$0	\$0	\$34,254	\$59,348	\$59,348
TAG Truck Enterprises, LLC	0.4422	2.0807	0.2125	\$118,172,612	\$0	\$0	\$153,103	\$265,266	\$265,266
Technicolor	0.4422	2.0807	0.2125	\$311,006,795	\$0	\$0	\$0	\$0	\$0
Technicolor Videocassette of Michigan, Inc.	0.4422	2.0807	0.2125	\$201,656,847	\$0	\$0	\$1,593,453	\$2,760,817	\$2,760,817
The Pallet Factory	0.2981	2.0481	0.1455	\$28,751,134	\$3,500,000	\$6,408,850	\$346,000	\$599,480	\$7,008,330
Trane U.S, Inc.	0.2567	2.2256	0.1153	\$100,193,252	\$0	\$0	\$0	\$0	\$0
United Parcel Service, Inc.	0.4422	2.0807	0.2125	\$475,479,426	\$0	\$0	\$0	\$0	\$0
US Foods, Inc. (aka U.S. Foodservices, Inc.)	0.4422	2.0807	0.2125	\$123,698,136	\$347,324	\$635,985	\$0	\$0	\$635,985
Valero Refining Company-Tennessee, LLC	0.1874	1.5581	0.1203	\$544,332,070	\$0	\$0	\$0	\$0	\$0
William R. Moore College of Technology*				\$0	\$0	\$0	\$0	\$0	\$0



Active PILOTs in Memphis/ Shelby County as of December 2021	2021 Economic Impact from Operations				Impact from 2021 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 2021	Impact from Real Property Investment ⁵	Total Reported Capital Investment for 2021	Impact from Personal Property Investment ⁶	Total Impact from 2021 Capital Investment
					Real Property	1.8311	Personal Property	1.7326	
WM Barr & Co., Inc.	0.3071	2.5538	0.1203	\$178,220,100	\$678,071	\$1,241,616	\$1,535,918	\$2,661,132	\$3,902,748
Wright Medical	0.5558	1.5377	0.3614	\$105,757,546	\$0	\$0	\$0	\$0	\$0
Totals				\$13,139,029,976	\$219,047,341	\$401,097,590	\$181,195,675	\$313,939,627	\$715,037,215

*Community Builider or Residential PILOTs do not reauire job and wage reporting.



Active PILOTs in Memphis/ Shelby County as of December 2021	Total Impact	Projected Indirect Local Tax Generation from Operations				
	Total Economic Impact for 2021	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*	\$40,013,197	\$ -	\$ -	\$ -	\$ -	\$ -
AB Mauri Fleischmann	\$26,642,328	\$ 8,379,904	\$ 135,042	\$ 17,826	\$ 95,635	\$ 248,503
Aligent Technologies	\$44,676,899	\$ 21,420,676	\$ 345,194	\$ 45,566	\$ 327,366	\$ 718,126
Amazon.Com dedc, LLC.	\$400,448,328	\$ 225,468,194	\$ 3,633,420	\$ 479,611	\$ 3,968,857	\$ 8,081,888
Ampro Industries, Inc.	\$46,205,102	\$ 12,326,565	\$ 198,643	\$ 26,221	\$ 167,361	\$ 392,225
Autozone	\$552,227,688	\$ 425,169,043	\$ 6,851,599	\$ 904,411	\$ 2,867,214	\$ 10,623,224
Barrett Distribution Centers, LLC	\$32,190,809	\$ 16,128,707	\$ 259,914	\$ 34,309	\$ 251,962	\$ 546,185
Barrett Distribution Centers, LLC	\$64,476,084	\$ 34,695,245	\$ 559,114	\$ 73,803	\$ 571,971	\$ 1,204,888
Binghampton Gateway Center*	\$0	\$ -	\$ -	\$ -	\$ -	\$ -
Blues City Brewery	\$189,400,998	\$ 43,266,296	\$ 697,236	\$ 92,035	\$ 919,568	\$ 1,708,839
Blues City Brewery	\$271,531,507	\$ 41,409,044	\$ 667,307	\$ 88,085	\$ 836,807	\$ 1,592,199
Bryce Corporation	\$187,426,531	\$ 65,855,435	\$ 1,061,260	\$ 140,086	\$ 737,494	\$ 1,938,840
Cargill, Inc.	\$54,688,928	\$ 14,474,014	\$ 233,249	\$ 30,789	\$ 121,383	\$ 385,421
Cherry Tree	\$3,559,656	\$ 2,415,544	\$ 38,926	\$ 5,138	\$ 45,978	\$ 90,042
Coca-Cola Refreshments USA, Inc.	\$102,109,313	\$ 49,536,528	\$ 798,281	\$ 105,373	\$ 757,724	\$ 1,661,378
Crown World Inc.	\$4,326,041	\$ 2,245,920	\$ 36,193	\$ 4,777	\$ 58,852	\$ 99,822
Cummins, Inc.	\$506,839,148	\$ 187,146,232	\$ 3,015,862	\$ 398,094	\$ 1,886,954	\$ 5,300,910
DHL Supply Chain (USA)	\$34,374,655	\$ 15,828,600	\$ 255,078	\$ 33,670	\$ 259,318	\$ 548,066
DHL Supply Chain (USA) - Project Yeti	\$160,861,651	\$ 13,106,816	\$ 211,216	\$ 27,881	\$ 217,018	\$ 456,115



Active PILOTs in Memphis/ Shelby County as of December 2021	Total Impact	Projected Indirect Local Tax Generation from Operations				
	Total Economic Impact for 2021	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
Ebrofrost North America, Inc.	\$15,772,089	\$ 3,497,595	\$ 56,364	\$ 7,440	\$ 38,622	\$ 102,426
FedEx (Retention-Flight Simulator)	\$410,617,638	\$ 199,687,130	\$ 3,217,958	\$ 424,770	\$ 947,155	\$ 4,589,883
Franklin Sports, Inc.	\$8,040,277	\$ 4,311,424	\$ 69,479	\$ 9,171	\$ 73,565	\$ 152,215
Hollywood Feed	\$32,516,842	\$ 16,330,677	\$ 263,169	\$ 34,738	\$ 255,640	\$ 553,547
Hyosung Heavy Industries Corp	\$89,235,695	\$ 32,359,269	\$ 521,470	\$ 68,834	\$ 314,492	\$ 904,796
IKEA Property, Inc.	\$20,256,098	\$ 10,483,571	\$ 168,943	\$ 22,300	\$ 274,031	\$ 465,274
Impact Innovations	\$25,008,239	\$ 12,675,840	\$ 204,271	\$ 26,964	\$ 198,627	\$ 429,862
Imperial Industrial Supply Company	\$41,715,780	\$ 2,068,658	\$ 33,336	\$ 4,400	\$ 38,622	\$ 76,358
International Distributors USA, Inc.	\$21,291,967	\$ 10,827,223	\$ 174,481	\$ 23,031	\$ 171,040	\$ 368,552
International Paper Company	\$985,882,556	\$ 682,299,436	\$ 10,995,255	\$ 1,451,374	\$ 3,979,891	\$ 16,426,520
JM Smucker, LLC	\$76,891,376	\$ 25,061,752	\$ 403,870	\$ 53,311	\$ 264,836	\$ 722,017
K.T.G. (USA) Inc.	\$283,700,741	\$ 105,793,197	\$ 1,704,857	\$ 225,041	\$ 943,477	\$ 2,873,375
LeSaint Logistics	\$38,917,479	\$ 11,380,228	\$ 183,392	\$ 24,208	\$ 187,592	\$ 395,192
Logical Systems, Inc.	\$27,404,531	\$ 18,047,156	\$ 290,830	\$ 38,390	\$ 194,948	\$ 524,168
Lucite International, Inc.	\$222,517,096	\$ 55,849,464	\$ 900,014	\$ 118,802	\$ 382,540	\$ 1,401,356
Makowsky Ringel Greenberg, LLC*	\$23,611,471	\$ -	\$ -	\$ -	\$ -	\$ -
Mark Anthony Brewing	\$13,120,431	\$ 3,147,498	\$ 50,722	\$ 6,695	\$ 71,726	\$ 129,143
MC Ionic Solutions US, Inc.	\$29,947,361	\$ 8,592,242	\$ 138,464	\$ 18,277	\$ 99,313	\$ 256,054
McKesson Corporation	\$92,357,286	\$ 32,708,196	\$ 527,093	\$ 69,576	\$ 452,428	\$ 1,049,097



Active PILOTs in Memphis/ Shelby County as of December 2021	Total Impact	Projected Indirect Local Tax Generation from Operations				
	Total Economic Impact for 2021	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
Mimeo.com, Inc.	\$81,875,064	\$ 35,131,848	\$ 566,150	\$ 74,732	\$ 540,706	\$ 1,181,588
Nike TN, Inc.	\$1,015,127,165	\$ 488,830,768	\$ 7,877,508	\$ 1,039,831	\$ 7,557,012	\$ 16,474,351
NovaCopy (NOVAJAD, LP)	\$8,586,743	\$ 8,039,052	\$ 129,549	\$ 17,100	\$ 126,900	\$ 273,549
Nucor Steel	\$226,163,386	\$ 51,260,227	\$ 826,059	\$ 109,040	\$ 413,806	\$ 1,348,905
Nucor Steel	\$226,165,039	\$ 54,312,240	\$ 875,242	\$ 115,532	\$ 463,462	\$ 1,454,236
Nucor Steel	\$13,629,799	\$ 3,680,894	\$ 59,318	\$ 7,830	\$ 34,944	\$ 102,092
Old Dominion Freight Line, Inc.	\$224,795,835	\$ 88,039,923	\$ 1,418,763	\$ 187,277	\$ 1,090,608	\$ 2,696,648
Onyx Medical Corporation	\$62,907,816	\$ 22,684,804	\$ 365,566	\$ 48,255	\$ 286,905	\$ 700,726
Overton Square*	\$5,084,848	\$ -	\$ -	\$ -	\$ -	\$ -
Pandrol*	\$2,761,544	\$ -	\$ -	\$ -		\$ -
Patterson Warehouses	\$79,361,395	\$ 12,625,016	\$ 203,452	\$ 26,856	\$ 235,409	\$ 465,717
Penn A Kem	\$65,598,570	\$ 19,700,740	\$ 317,477	\$ 41,907	\$ 130,579	\$ 489,963
Penn A Kem	\$14,631,374	\$ 2,018,092	\$ 32,522	\$ 4,293	\$ 12,874	\$ 49,689
PeroxyChem LLC	\$11,570,508	\$ 3,638,679	\$ 58,637	\$ 7,740	\$ 27,587	\$ 93,964
Pfizer	\$51,825,523	\$ 45,532,720	\$ 733,760	\$ 96,856	\$ 323,688	\$ 1,154,304
PMC Biogenix, Inc.	\$209,553,982	\$ 61,366,824	\$ 988,926	\$ 130,538	\$ 470,819	\$ 1,590,283
Power Transport	\$79,268,230	\$ 45,575,236	\$ 734,445	\$ 96,947	\$ 404,610	\$ 1,236,002
Praxair, Inc.	\$1,069,807	\$ 360,022	\$ 5,802	\$ 766	\$ 3,678	\$ 10,246
Praxair, Inc.	\$6,403,238	\$ 2,422,192	\$ 39,034	\$ 5,152	\$ 29,426	\$ 73,612



Active PILOTs in Memphis/ Shelby County as of December 2021	Total Impact	Projected Indirect Local Tax Generation from Operations				
	Total Economic Impact for 2021	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
Raymond James and Associates, Inc	\$345,940,121	\$ 106,137,830	\$ 1,710,411	\$ 225,774	\$ 1,513,609	\$ 3,449,794
Riviana Foods	\$22,010,240	\$ 6,249,439	\$ 100,710	\$ 13,294	\$ 79,083	\$ 193,087
Riviana Foods, Inc.	\$163,077,706	\$ 49,340,360	\$ 795,120	\$ 104,956	\$ 573,811	\$ 1,473,887
Sedgwick Claims Mgmt. Services, Inc.	\$337,834,659	\$ 169,453,228	\$ 2,730,739	\$ 360,458	\$ 1,737,984	\$ 4,829,181
ServiceMaster Global Holdings, Inc.	\$202,936,669	\$ 180,553,216	\$ 2,909,615	\$ 384,069	\$ 1,294,752	\$ 4,588,436
Smith and Nephew	\$665,923,100	\$ 272,460,684	\$ 4,390,704	\$ 579,573	\$ 3,762,873	\$ 8,733,150
Smith and Nephew	\$2,226,963,655	\$ 559,629,616	\$ 9,018,431	\$ 1,190,433	\$ 4,892,103	\$ 15,100,967
Solae, LLC	\$119,490,818	\$ 45,619,146	\$ 735,153	\$ 97,040	\$ 555,419	\$ 1,387,612
Stephenson Incorporated DBA SuperLo Foods*	\$94,200	\$ -	\$ -	\$ -	\$ -	\$ -
StoneSolution	\$771,277	\$ 606,865	\$ 9,780	\$ 1,291	\$ 12,874	\$ 23,945
TAG Truck Enterprises, LLC	\$118,437,878	\$ 41,432,304	\$ 667,682	\$ 88,134	\$ 441,393	\$ 1,197,209
Technicolor	\$311,006,795	\$ 185,043,736	\$ 2,981,980	\$ 393,621	\$ 3,222,167	\$ 6,597,768
Technicolor Videocassette of Michigan, Inc.	\$204,417,664	\$ 101,234,800	\$ 1,631,399	\$ 215,345	\$ 1,581,657	\$ 3,428,401
The Pallet Factory	\$35,759,464	\$ 11,414,786	\$ 183,949	\$ 24,281	\$ 194,948	\$ 403,178
Trane U.S, Inc.	\$100,193,252	\$ 32,450,642	\$ 522,942	\$ 69,028	\$ 437,714	\$ 1,029,684
United Parcel Service, Inc.	\$475,479,426	\$ 196,508,394	\$ 3,166,733	\$ 418,009	\$ 2,585,826	\$ 6,170,568
US Foods, Inc. (aka U.S. Foodservices, Inc.)	\$124,334,121	\$ 50,766,790	\$ 818,107	\$ 107,990	\$ 663,928	\$ 1,590,025
Valero Refining Company-Tennessee, LLC	\$544,332,070	\$ 121,610,172	\$ 1,959,748	\$ 258,687	\$ 1,114,517	\$ 3,332,952
William R. Moore College of Technology*	\$0	\$ -	\$ -	\$ -	\$ -	\$ -



Active PILOTs in Memphis/ Shelby County as of December 2021	Total Impact	Projected Indirect Local Tax Generation from Operations				
	Total Economic Impact for 2021	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
WM Barr & Co., Inc.	\$182,122,848	\$ 70,667,126	\$ 1,138,801	\$ 150,322	\$ 584,845	\$ 1,873,968
Wright Medical	\$105,757,546	\$ 81,012,657	\$ 1,305,519	\$ 172,329	\$ 516,797	\$ 1,994,645
Totals	\$13,854,067,191	\$ 5,641,404,387	\$ 90,911,235	\$ 12,000,283	\$ 60,899,320	\$ 163,810,838

**Community Builder or Residential PILOTs do not require job and wage reporting.*

Notes for 2021 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 2021 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 2021 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 2021 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 2021 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” 2021; 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 2020 - June 2021 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 2021 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 2021 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 (\$3.451) and City of Memphis (\$2.713049) tax rate of \$6.164049 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.