



JIM STRICKLAND
City of Memphis Mayor



MARK H. LUTTRELL, JR.
Shelby County Mayor

April 19, 2018

Reid Dulberger, CEO and President
Economic Development Growth Engine
Industrial Development Board of the
City of Memphis and County of Shelby, Tennessee
100 Peabody Place, Suite 1100
Memphis, TN 38103

Re: Expansion Payment-in-Lieu-of-Tax ("PILOT") Incentive for Enclara Pharmacia, Inc.

Dear Mr. Dulberger:

We are pleased that Enclara Pharmacia is considering expanding its operations in Memphis and Shelby County. Based on the attached PILOT Term Sheet ("term sheet") that was approved by the Economic Development Growth Engine Industrial Development Board of the City of Memphis and County of Shelby, Tennessee ("EDGE") pursuant to its Payment-in-Lieu-of-Tax Program Policies and Procedures, we hereby approve the 9-year PILOT benefit/incentive.

Again, we are pleased that Enclara Pharmacia is considering expansion of its operations in Memphis and Shelby County, and we certainly support its investment in our community.



Jim Strickland
Mayor, City of Memphis



Mark H. Luttrell, Jr.
Mayor, Shelby County