



August 3, 2001

Mr. Steve Barnhill  
 Ivey Mechanical Company, Inc.  
 920 Twin Wms Court  
 Nashville, TN 37210

RE: FEDERAL EXPRESS WORLD HEADQUARTERS  
 Project Completion

Dear Steve,

I would like to take this opportunity to congratulate Ivey Mechanical Company, Inc. for successfully completing the Federal Express World Headquarters. Ivey Mechanical Company's pro-active approach has allowed the challenges of installing the mechanical system which included an underground heating/cooling distribution system accompanied with approximately 1 million square foot of an under-floor air plenum system to be complete on time and within budget. Success has been achieved in large part by the open lines of communication between Ivey Mechanical, Federal Express, Holder Construction Company, the design team, and all project subcontractors.

Thank you for your assistance in completing a demanding project. I look forward to future projects with Ivey Mechanical Company.

Sincerely,

A handwritten signature in black ink, appearing to read 'Patrick McGee'.

Patrick McGee  
 Project Engineer

**HOLDER CONSTRUCTION COMPANY**

FEDERAL EXPRESS WORLD HEADQUARTERS  
 3636 Hecks Cross Road / Memphis, Tennessee 38125 / (901) 753-2544 / Fax (901) 753-1844