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November 29, 2011

Mr. Shahid Khan
CEO
Flex-N-Gate Corp.
1306 East University Avenue
Urbana, IL 61802

Dear Mr. Khan,

Congratulations on your recently announced ownership of the Jacksonville Jaguars! As mayor, I am pleased to welcome you to our great city and I look forward to working with you.

Jacksonville is a great place to live and to do business. The city is poised to be among the top destinations in the United States for major sporting events. The Jaguars are the biggest reason for that opportunity. Over nearly two decades, the team has helped to prove that Jacksonville offers top-notch game day services and a fan base that will pull together to sell out our stadium even amid recession. Our success helped our city capture the distinction of hosting Super Bowl XXXIX.

Jacksonville is a football city. Our city is the birthplace of Pro Bowler and Super Bowl Champion "Bullet" Bob Hayes, as well as numerous other NFL players. That is an inspiration for the thousands of student athletes who take to the gridiron in 100-degree August heat to train for their upcoming seasons. The city has hosted the Florida vs. Georgia Football Classic since 1933. This is a premier rivalry that draws some 200,000 fans to our Downtown every year. The TaxSlayer.com Gator Bowl has been here for more than six decades, as well. The Jacksonville Sharks, our Arena Football League team, are the current national champions.

Beyond football, I am proud to welcome you to a city that sits just a short drive from the PGA Tour Headquarters and The Players Championship in Ponte Vedra Beach. Jacksonville also is home to minor league baseball and basketball and the city is a pilot for a new professional lacrosse league. In August, our University of North Florida was selected to host one of two preliminary rounds for the 2012 NCAA Division I Track and Field Outdoor Championships.

Sports are a top priority of my administration. I took office in July and have been concentrating intensively on economic development. Understanding the importance of teams like the Jaguars for our city's ability to recruit new business, I am creating a Sports and Entertainment Director who will have a direct line of communication into the Mayor's Office.

As mayor, I take seriously my duty to support the Jaguars. I have appeared in a public service announcement for the team and I trumpet the need for team support and ticket sales at most every speaking engagement.

Sports are an important part of our daily lives in Jacksonville because they help to build character in our youth and can lead to scholarship opportunities for our young leaders. Earlier this year, a number of philanthropists and business leaders combined resources to help our public schools preserve a number of sports, including middle school football, during a tough budget year. I think you'll find this spirit of community to be welcoming and I want you to know the Jaguars are widely recognized for the volunteer efforts of players and the charitable contributions of management.

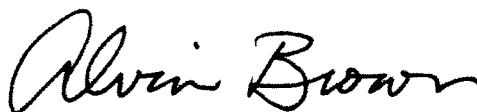
As the past president of the Willie Gary Classic Inc., I understand full well the relationship between sports and community well being. My mission was to attract a number of sponsors to encourage support of the football programs at Historically Black Colleges. We always would say that it was about more than football, but the game of life. We worked hard to enrich the education of young people through a Dr. Martin Luther King Jr. essay contest and luncheon. We also provided scholarship opportunities and hosted a college fair. By giving young people a venue to work hard and believe in themselves, you empower them to reach their full potential as productive adults.

We have great sports credentials here, as well as many natural treasures. We have one of the largest park and recreation systems in the country. Jacksonville is unique in that the city is situated at the Atlantic coastline with the St. Johns River running through the downtown.

The City of Jacksonville and the Jacksonville Jaguars have long been partners in making this a great NFL city. I look forward to continuing that partnership with you as the new team owner. I invite you to be my guest on a grand tour of Jacksonville to take a closer look at all our city has to offer.

Thank you again for your confidence in and commitment to Jacksonville. I look forward to meeting you in person very soon.

Sincerely,

A handwritten signature in black ink that reads "Alvin Brown". The signature is written in a cursive, flowing style.

Alvin Brown